



PULSE SERIES 3:

## AlignHR's

2012

## Training & Development Pulse

CONTACT  
**Johan Grundlingh**  
 johan@carrotsconsulting.com

### Align HR's training and development approach that works ....

#### Step 1: Plan

##### Learning Strategy

- A learning strategy must be linked to the organisation's annual and long term business plan and reviewed annually with input at all levels. The capabilities needed to drive the business should determine the competencies required in key designated areas— key priority learning areas established around a L&D Framework and philosophy. Align HR supports the 70~20~10 development model and philosophy.

##### Alignment & Learning Culture

- Integrate and align with organisational objectives and ensure the learning strategy is lived. The leadership team must support and embrace a learning culture to grow and retain talent.

##### Policy, Systems & Processes

- Policy should reflect accountability and cultural expectations. Systems and processes need to link seamlessly to enable line managers to own and drive the learning culture and complete the required deliverables of the framework from year to year.

#### Step 2: Implementation

##### Learning Objectives

- Learning objectives need to be developed at organisational, divisional, business unit to team and then individual levels, this should be reflected in a personal scorecard—that links to the company scorecard.

##### Resources & Tools

- Competencies and a skills matrix is critical to align training needs to capability and learning to performance improvement. Technological tools should be used to communicate action to deliverables. A training calendar and performance review process will ensure skill gaps are identified. Line manager support is critical pre and post.

##### Infra-structure & Support

- Accountability, reporting and a learning culture provide the infra-structure. Employees—need to have coaches/mentors and people they can learn and develop from, knowledge transfer is also critical to retain IP and build knowledge hub—as employees come and go.

#### Step 3: Review

##### Performance Review

- Career planning, IDPs and a performance review process is essential to grow individuals and capability. This should all integrate and link with talent management framework and be accessible to key personnel.

##### Training Evaluation & TNA

- Review training programmes and conduct TNA's to determine organisational needs—feedback and reporting are crucial. Integrated technology and systems and processes provide a key platform for continuously improvement.

##### Data Capture & Reporting

- Learning objectives need to be tracked and measureable at all levels—reports need to be developed and monitored at all levels to determine impact, value-add, including return on training and development investment.

### Align HR's Training & Development Framework



### Training & Development

#### Definitions:

“The HR field concerned with organisational activity aimed at bettering performance of individuals and groups”.

“providing employees with the knowledge, skills and behaviours to perform and grow in an organisation”.



“Knowing is not enough; we must apply. Willing is not enough we must do.”

Goethe, Author

### Ineffective Training: kills the bottom-line.....

The most common problems, including:

- **Filling the gap**—training for training sake, “lets just send her or him”;
- **Poor training selection**—content is not relevant to individual needs;
- **No customization** to business context or link of business resources or tools;
- **No line manager buy-in**, none follow up or support to connect the new learning to the workplace;
- **No pre-planning or follow up focus**;
- **Poor facilitator**, a lecturer of information not a facilitator of thinking

Training needs to be strategically linked to the organizational goals—an integrated framework is the starting point.

### Training & Development people — performance — progress

Don't train for the sake of training, nothing will be gained and time and money will be wasted. Learning needs to be relevant, it needs to be impactful, integrated with the business tools and context. Training is only one part of the personal and professional development process.

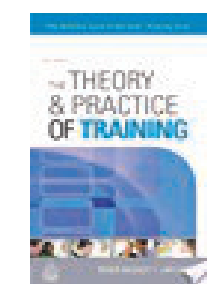
“Typical training programmes only impact by transferring about 10% knowledge back into the workplace by attendees”. There are strategies that can significantly increase knowledge and behavior change.

Research and empirical evidence suggests training needs to:

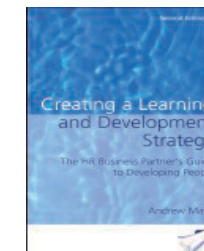
- Be targeted around learning objectives specific the business needs;
- Be engaging, interactive and motivating;
- Include case studies and exercises that relate to the business context;
- Integrate with business tools and resources (where possible);
- Include an individual action plan to ensure key learning is transferred back into the workplace;
- Be supported and understood by the reporting line manager—so they can help activate and integrate new knowledge into a work plan;
- Be evaluated to determine on-going improvement.

It's not just about training, its about developing the holistic person. A partnership with Align HR will ensure you have the learning framework, tools and resources to build and grow people and the business.

#### Training & Development Textbooks:



Buckley, R., & Caple, J. (2009). The theory and practice of training. Kogan Page.



Mayo, A. (2004). Creating a learning and development strategy: HR business partners guide to developing people. CIPD Publishing..



Carrots Align  
 160 Robinson Road  
 #24-05 SBF Center  
 Singapore 068914

Tel: +65 6842 2131  
 Fax: +65 6538 0186

www.alignhrconsulting.com



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