



VII EDYCJA E-LEARNING FUSION
DIGITAL LEARNING & training market
CONFERENCE & EXHIBITION 2023

NEW

14-15 Listopada 2023
WARSZAWA

Andy Lancaster

Head of Learning CIPD (The Chartered Institute of Personnel and Development)

Zaprezentuję temat:

Pod presją ...Kluczowe pytania dotyczące skoncentrowanego uczenia się
Under pressure ...Key questions for laser-focused learning

Organizator:

Digital
Learning
Centre

Under pressure ...
Key questions for
laser-focused learning



Andy Lancaster
Head of Learning, CIPD

 @AndyLancasterUK

Where are we heading?

What does research show about post-pandemic learning teams?
... Increased demands!

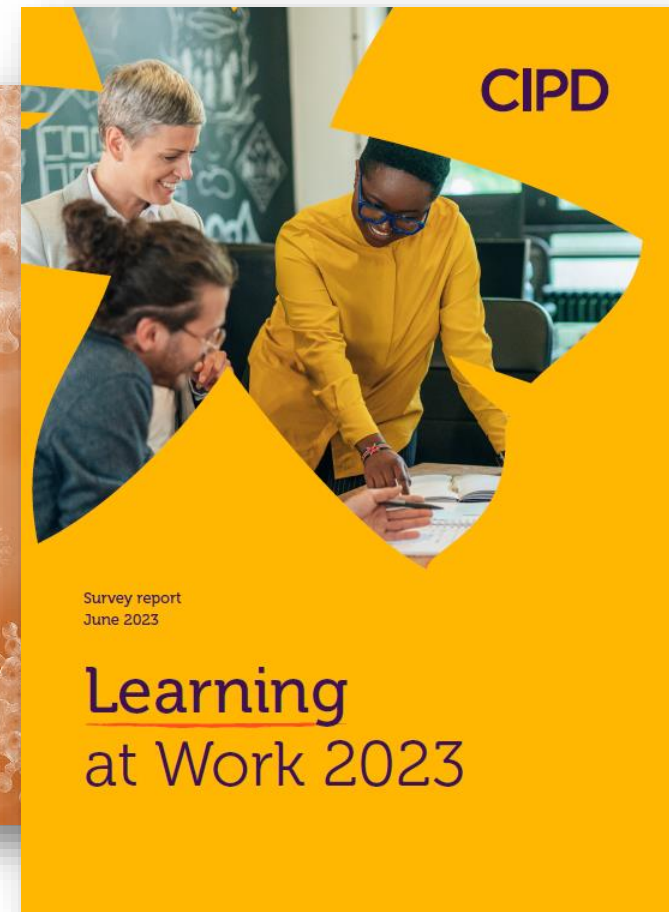
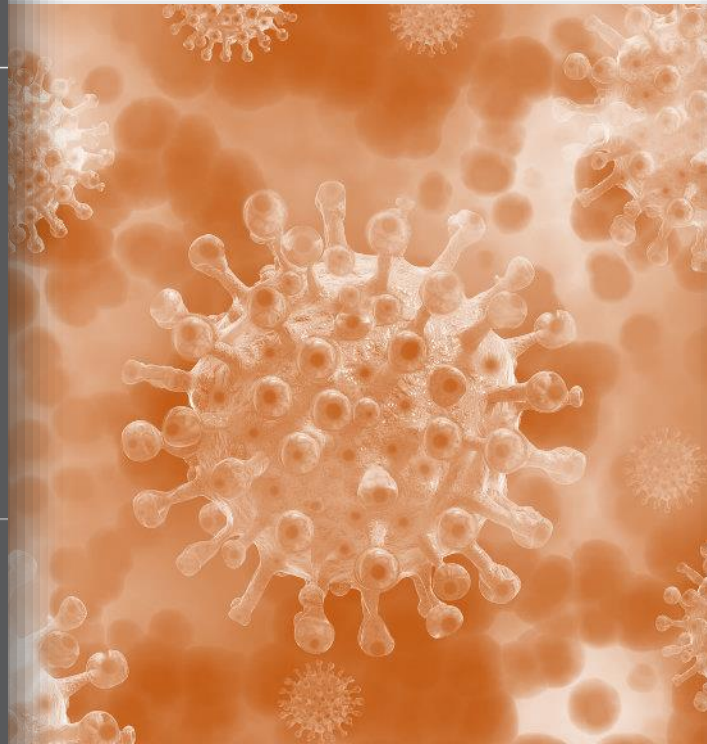
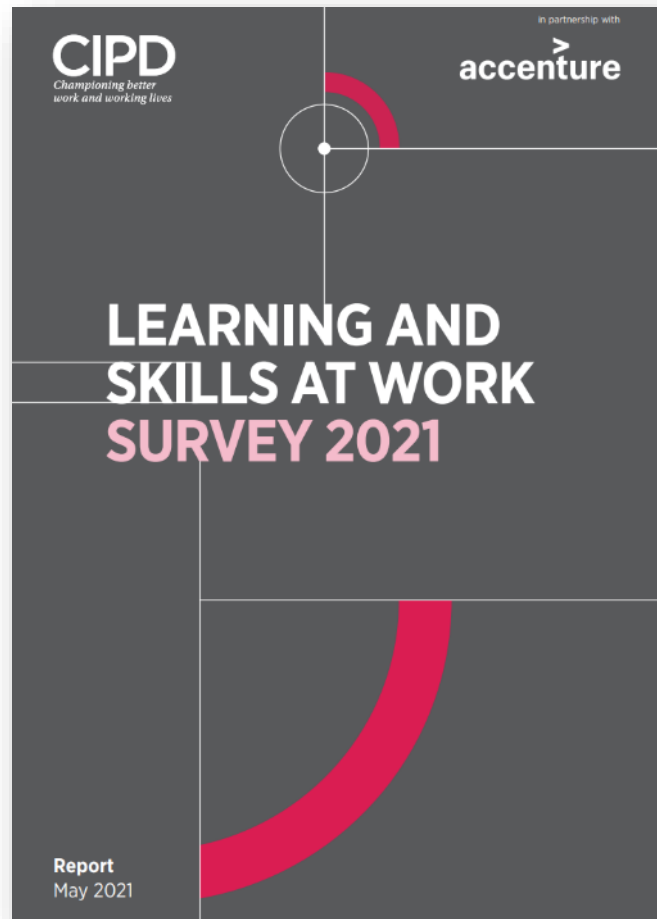
Why do we need to move to performance consulting approaches?

What key questions define the best solutions to performance needs?



CIPD's recent learning at work research

CIPD

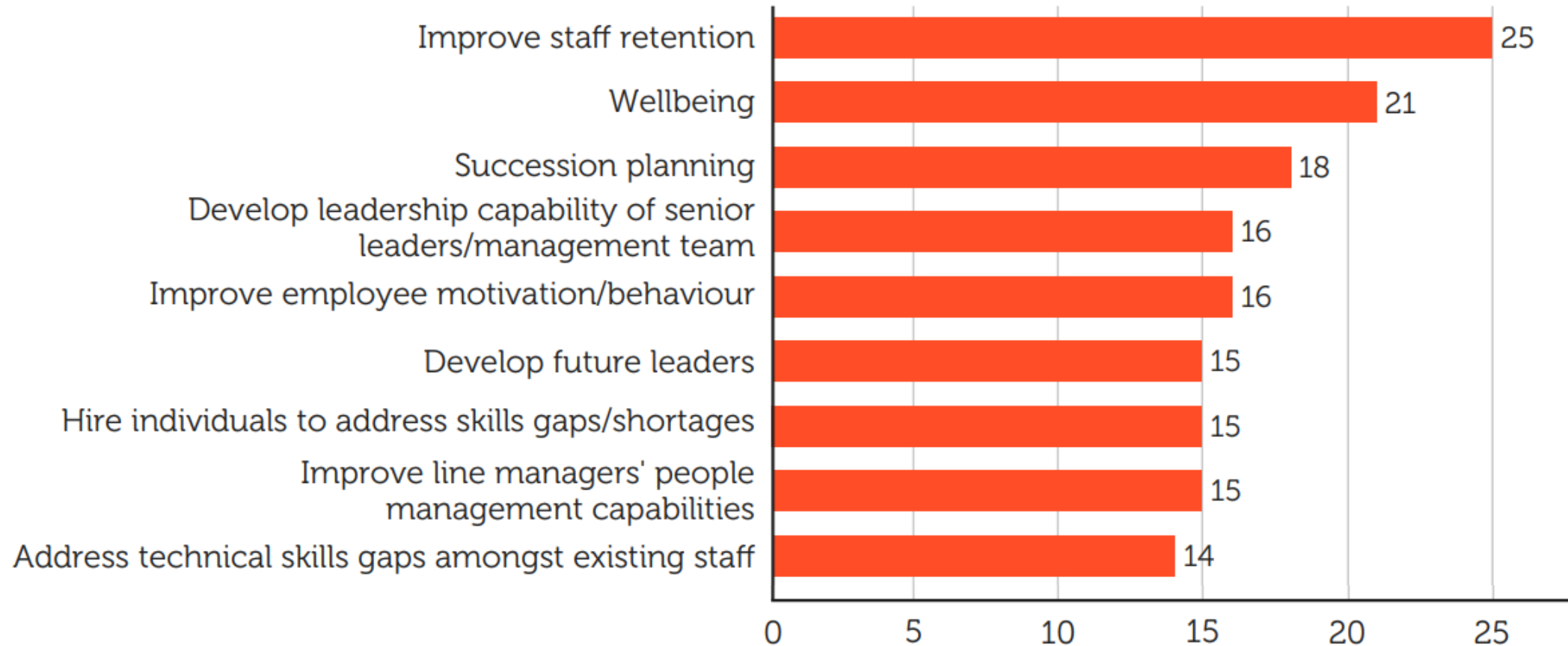


Transformation priorities at the organizational level

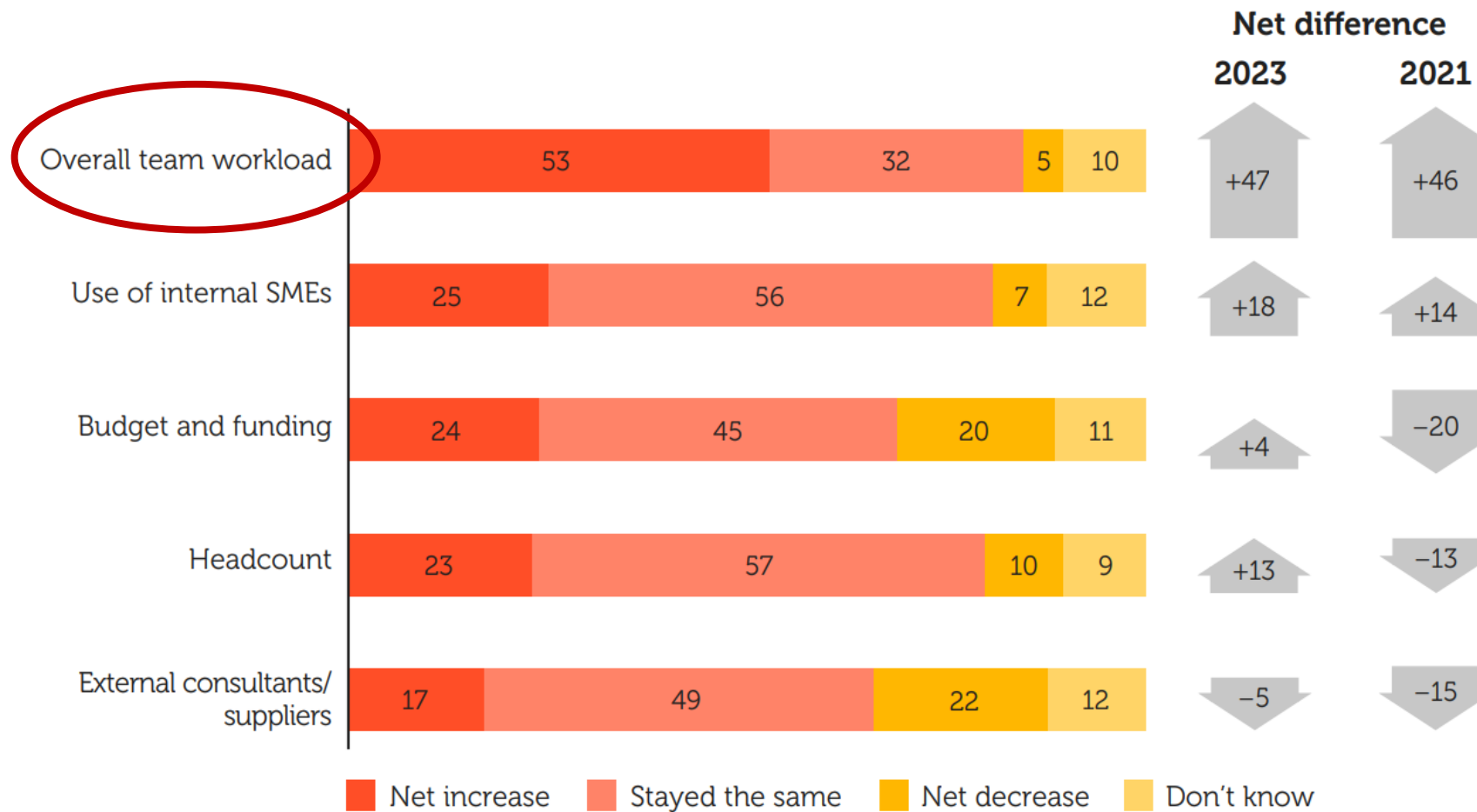
CIPD



Transformation priorities at the people level



What is impacting learning teams?



We need to be equipped to cope with the pressures

CIPD

1. Growth

2. Efficiencies

3. Productivity

4. Skills gaps and shortages



5. Staff retention

6. Well-being

7. Succession planning

8. Leadership and management capability

Choose the 3 top priorities in your context ...

CIPD

1. Growth

2. Efficiencies

3. Productivity

4. Skills gaps and
shortages



5. Staff retention

6. Well-being

7. Succession planning

8. Leadership and
management capability

We need a laser-like focus on addressing needs

CIPD



Image by Dmitrii Bardadim from Pixabay

Learning Needs Analyses often lack necessary focus

Starting with a learning lens creates a bias towards a learning solution; “product before performance”

(Mager, 1962)

Lack sophistication to explore complex challenges

(Stolovitch and Keeps, 1992)

Needs the involvement of employee-learners but staff availability is limited by work pressures

(Clarke, 2003; Reed and Vakola, 2006)

Results often based on limited feedback and anecdotes

(Peterson, 1998; Bowman and Wilson 2008)



Learning Needs Analyses often lack necessary focus

Based on subjective performance appraisal information, which may be outdated

(Leat and Lovell, 1997)

Staff may feel vulnerable to reveal performance gaps for fear of the outcome

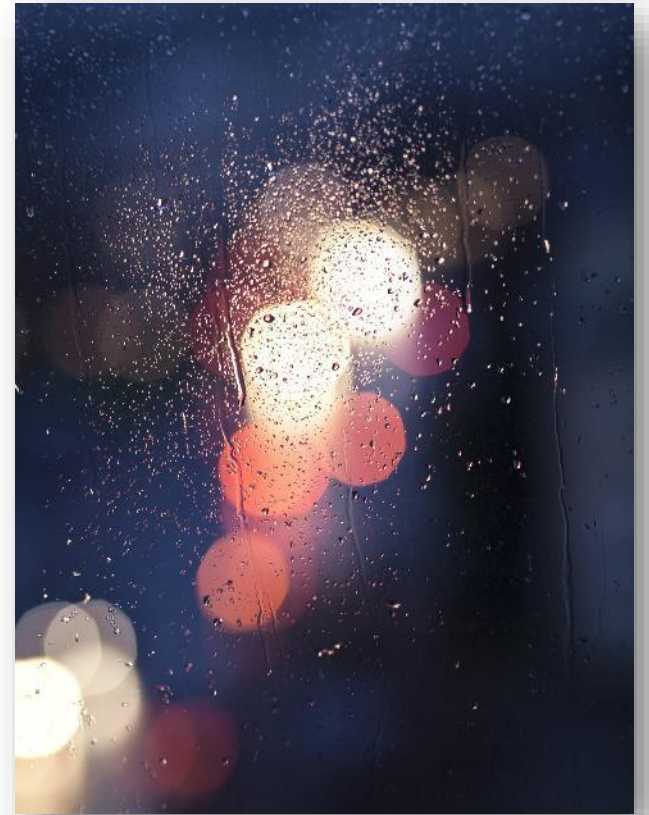
(Sharma, 2012)

Gathering data from various sources is time consuming, expensive and may become out-dated before actions

(Anderson, 1994 and Sharma, 2012)

Inadequate documentation renders limited value

(Illumine, 2016)



Moving to a performance consulting approach



Performance consulting focuses on **diagnosing** organizational needs and opportunities, **defining** the contributing causal factors, **describing** the required future state, and **delivering** an appropriate solution
Lancaster, A. (2024). Organizational Learning Communities.

Rummler, G. A. (2007). Serious Performance Consulting, Pfeiffer, 1st Edition.

Harrison, N. (2008). How to be a True Business Partner by Performance Consulting. Published by Nigel Harrison.

Paired discussion: Define a key focus area for you

CIPD



10 Laser-focused diagnostic questions for your toolkit

CIPD



Image by Maria Domnina from Pixabay

Laser focused diagnostic questions to ask #1

Think about your focus area

Is the presenting problem simple or a symptom of a more complex issue?



Laser focused diagnostic questions to ask #2

Think about your focus area

How is performance linked to the organisational strategy, goals and value?



Laser focused diagnostic questions to ask #3

Think about your focus area

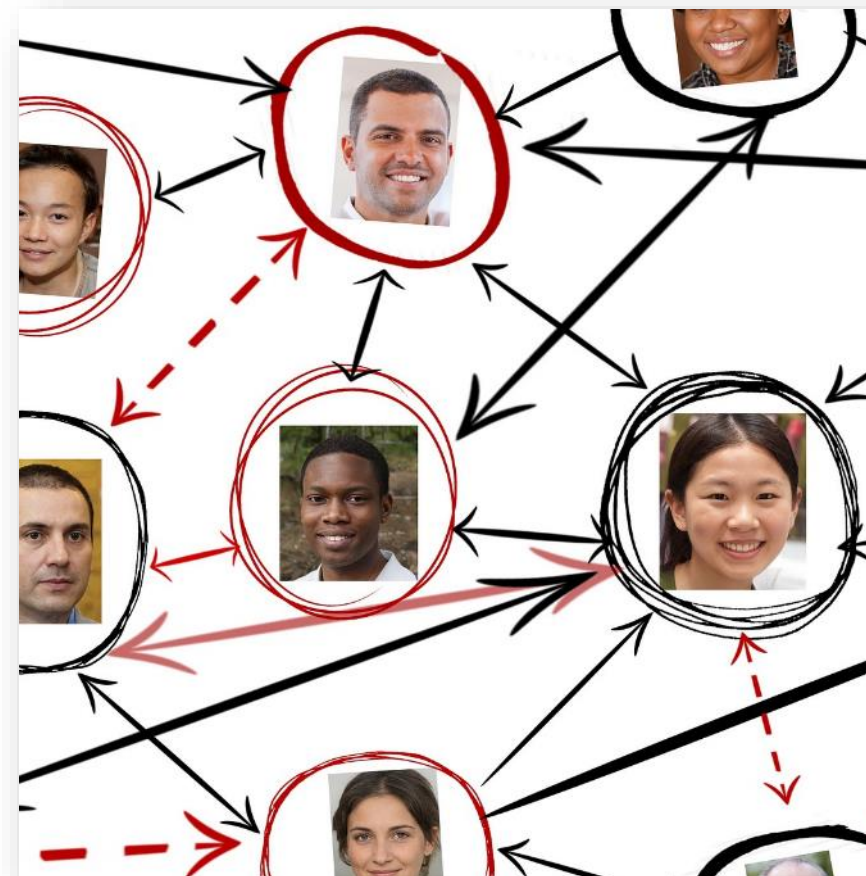
What does great performance look like and what is the reality? Who models the appropriate performance?



Laser focused diagnostic questions to ask #4

Think about your focus area

What is the impact of key people in the performance ecosystem?



Laser focused diagnostic questions to ask #5

CIPD

Think about your focus area

Is performance improvement linked to knowledge, skills, motivation or environment?



Image by Tumisu from Pixabay

Laser focused diagnostic questions to ask #6

Think about your focus area

What barriers prevent the
desired performance?



Laser focused diagnostic questions to ask #7

Think about your focus area

Is learning the best solution
and are there other fast fixes
that are not resource intensive?



Laser focused diagnostic questions to ask #8

Think about your focus area

If we do need learning, who can define what approach will be most effective in context?



Laser focused diagnostic questions to ask #9

Think about your focus area

How will we gain feedback and measure the impact of performance improvement?



Laser focused diagnostic questions to ask #10

Think about your focus area

What would be the result,
risk or cost if we did
nothing?



Questions posted on social media at ...

CIPD



Managing pressure, focus and a performance toolkit

CIPD



Where have we been?

Research shows post-pandemic learning teams are facing greater demands

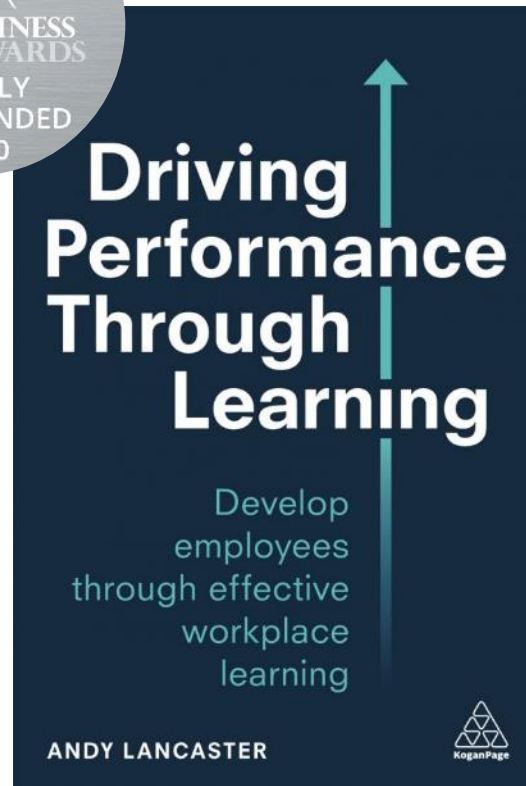
We can increase our effectiveness by moving from learning needs analyses to performance consulting approaches

Use 10 key questions to help unlock performance improvement



QR codes for further reading ...

CIPD





E-LEARNING FUSION 2023

Organizator:

Digital Learning Centre



Let's Fintech

