



Welcome

Training in the age of the Learner

Martyn Sloman

Chartered Institute of Personnel and Development
www.cipd.co.uk/presentations [m.sloman @cipd.co.uk](mailto:m.sloman@cipd.co.uk)



Unpleasant Training Manager

City / c.£40,000 + package

If you only really care about people and the fulfilment of human potential, perhaps you should go be a missionary. This is an opportunity for somebody who wants to be judged on results. We are a multinational company driven by a profit motive so pure that it hurts. We have some of the Square Mile's highest of high flyers, but they can be devils to work with. They don't like passengers and they don't suffer fools at all, let alone gladly.

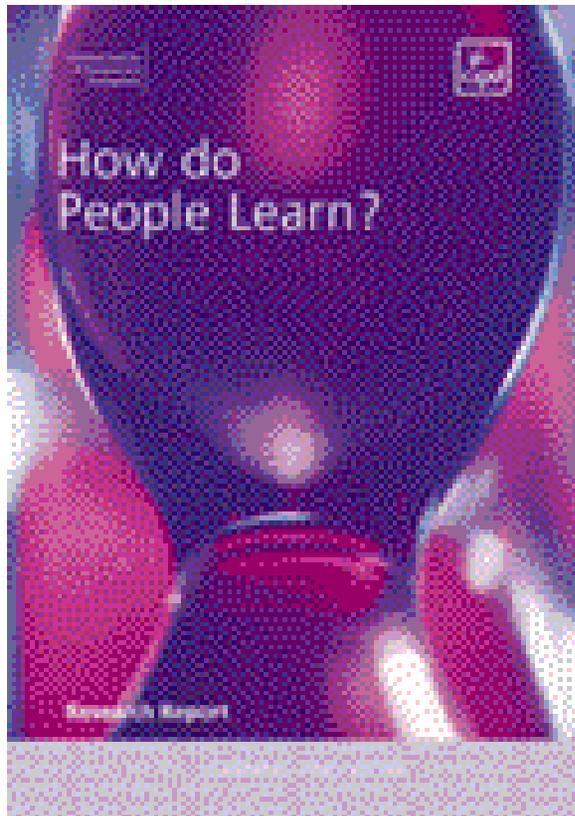
When it comes to training, all they're interested in is training that helps them rub their competitors' faces further into the dirt.

A new paradigm: a focus on the learner



Interventions and activities which are intended to improve knowledge and skills in organisations will increasingly focus on the learner. Emphasis will shift to the individual learner (or the team) and he or she will be encouraged to take more responsibility for his or her learning. Efforts will be made to develop a climate which supports effective and appropriate learning.

Learning and Training



- learning is the process by which a person constructs new skills, knowledge and capabilities
- training is one of a portfolio of responses an organisation can undertake to *promote* learning.

www.cipd.co.uk/howdopeoplelearn

Focus on the Learner



1

Why the shift?

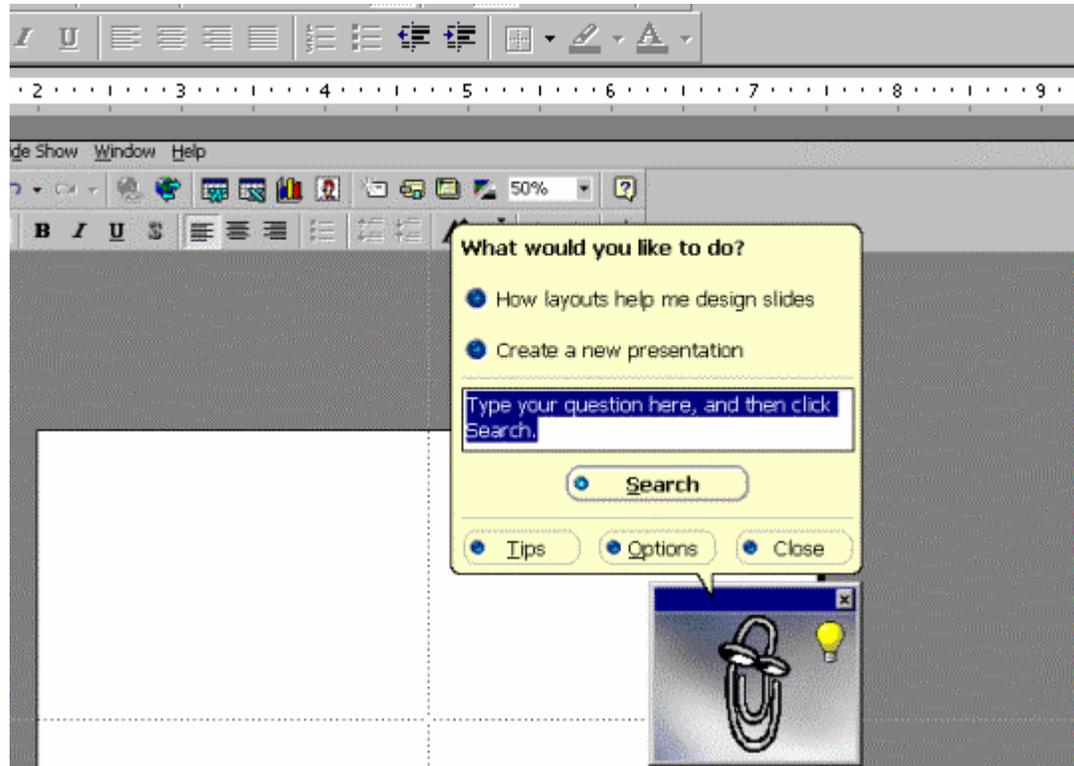
2

The shift in practice
- the CIPD Change Agenda Study

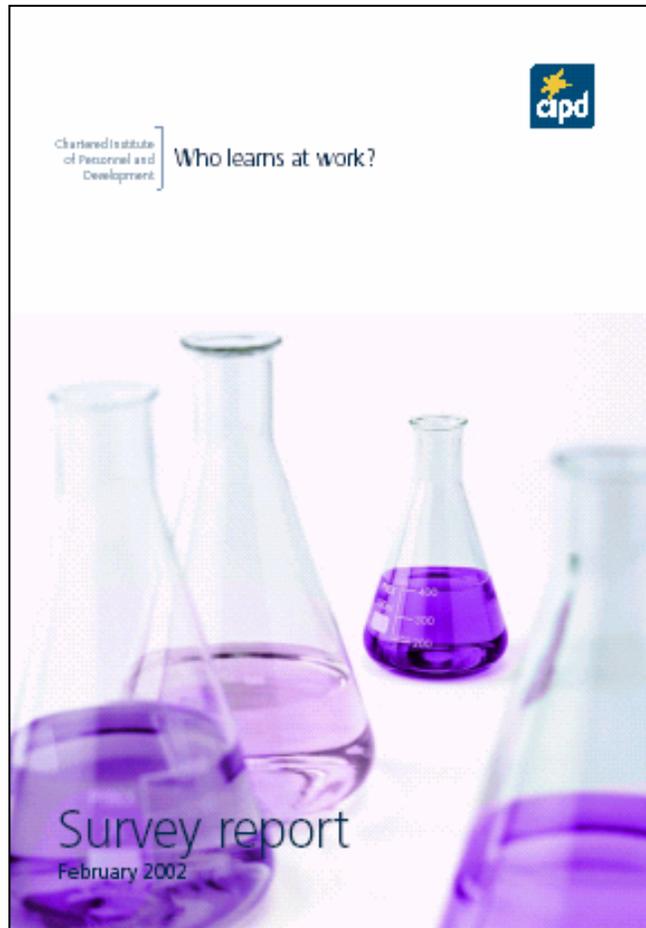
3

Some implications
- and some future research

PowerPoint Exercise



Individual preferences for learning



‘being shown how to do things then practising them’ was by far the most popular method of learning. Just over half of all respondents reported finding it the best method. A further 16 per cent rated ‘learning from colleagues and people you work with’ – an informal form of on-the-job training - their best method.

The Trainer's Nirvana



Self -confident individuals seeking to acquire the requisite knowledge and skills to enable them to meet customer/client requirements and advance the organisation's goals or objectives



CIPD Change Agenda

Focus on the Learner

www.cipd.co.uk/changeagendas



Discretionary learning



Because of the nature of the business we can't train everyone to do everything. The emphasis is on getting people to learn within the environment where they work and getting them to adapt and apply that knowledge

Lorna McKee, Area HR Manager, Hilton Belfast





The rate of learning must be greater than the rate of change $L > C$

You never know what the next product will be, so you need to update the skills so that people have new techniques to cope with whatever comes their way.

Previously the investment has been in machinery, now the investment is in people.

Adrian Roberts Personnel Manager

Discretionary learning



New legislation with far reaching implications for the criminal justice system is being introduced more quickly than ever before...creating a training course to support every new initiative is not a viable option in the future

Shelagh Preston, Head of Learning and Development, CPS

How can we make this aspiration a reality?



1

Develop coaching capacity

2

Implement competency frameworks

3

Offer programmes on a modular basis

Implications and risks



One of the barriers to making that shift is the outside perception of the role of the training function. If we try to transfer ownership for training, people will say “but that’s your job”. They will put the onus back to me arguing that they haven’t the time.

Sue Lenkowski, Training and Development Manager, Irwin Mitchell

Line managers should....



1

Coach, mentor and offer feedback

2

Identify training needs and create development opportunities

3

Give pre and post-training briefing

Time the scarce resource



HRD 2003 Survey: What are the major barriers to effective learning in your organisation?

- pressure of time 92% agreed 8% disagreed
- lack of resources 42% agreed 57% disagreed
- lack of manager support 41% agreed 58% disagreed

The challenge ahead



Creating the climate for effective learning....intervene with appropriate and timely learning/training offerings....offer the learner guidance, support and encouragement....

Focus on the learner

- the learner



Stimulating less confident learners

Dealing with reluctant learners

Customisation of courses - just in time

Customisation of courses - just for you

Focus on the learner - the infrastructure



Protected time for learning

Developing the role of line managers

Repositioning the training function

Reskilling the trainers

Measuring and monitoring learning

A new paradigm: a focus on the learner



Interventions and activities which are intended to improve knowledge and skills in organisations will increasingly focus on the learner. Emphasis will shift to the individual learner (or the team) and he or she will be encouraged to take more responsibility for his or her learning. Efforts will be made to develop a climate which supports effective and appropriate learning.



Thank you