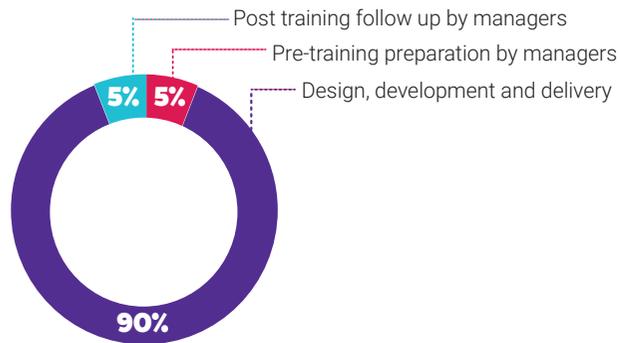


Managers' contribution in embedding learning

Managers are crucial in helping people embed learning whether it is following a bad call, 15 minutes spent researching a topic, a piece of elearning or a two day workshop. Yet in today's busy world people often only get a 'How was it?' from their managers. And the response is simply 'Fine'. End of conversation. But without helping people process, all that happens is they get stuck back into their job and nothing changes. Take a look at the stats from Jim Kirkpatrick.

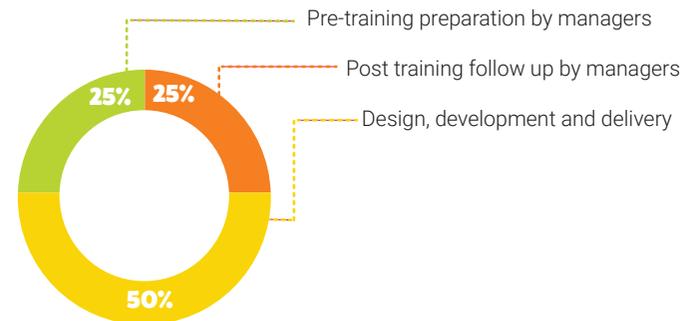
Group 1

Resources employed in a Learning & Development intervention (common approach in many organisations):



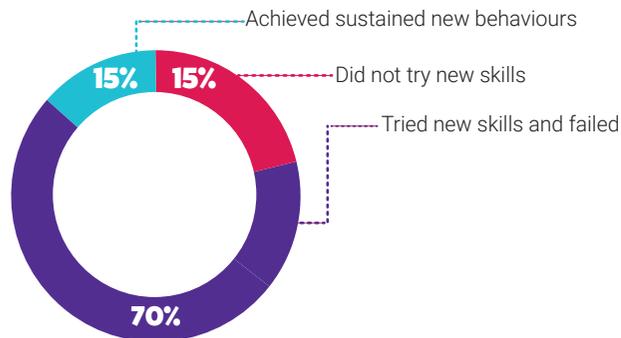
Group 2

Resources employed in a Learning & Development intervention:



Findings

When support by managers is 10% of the total effort employed it resulted in...



Findings

When support by managers is 50% of the total effort employed it resulted in:



Top tips for embedding learning in your team

Remember learning is happening all the time. You don't have to do digital learning or be in a workshop to learn. People are learning from their experiences all the time.

As a manager the key is to unlock that learning to help guide individual performance.

Team meetings

- Have learning on the agenda for every team meeting. This will help you drive continuous improvement.
- Start a conversation about what you learnt from the previous week - you go first!
- Encourage peer support by having learning buddies in the team to help people learn from each other. Get buddies to share in each meeting.
- Use Solution Focus to provide a safe structure for people to share development opportunities as a team

Solution focus

1. On a scale of 1- 10 where 10 is perfect, where are you now in terms of how you deliver success?
2. What has helped you to achieve this level already?
3. What small step can you take to move you up one point?
4. What would be the first tiny signs of progress?
5. What would take you to 10 (and higher)?
6. What is a realistic level to aim for?
7. So, what will you do to move from where you are now up to the next level? When will you do this? What support do you need to help you?
8. And if you saw the changes achieving successful results, what else would you be prepared to do?

Adapted from Mark McKergow & Paul Z Jackson

Coach in the moment

Don't shy away from giving feedback. It doesn't need to be heavy, just honest and direct. More than anything it needs to be timely. Being observant to seek out opportunities to give feedback will keep your finger on the pulse and deepen your relationships with your team. This will help people understand their strengths and development better and be attuned to opportunities for stretch.

Remember feedback is not just about the stuff they need to improve on, it's just as important to acknowledge the good stuff too.

Hold regular 1:1s

Sit down with your direct reports and map out where they want to go next in their career. It's important to help them focus on something more than just the task in hand - it provides internal drive to develop. During this conversation, managers can develop individual learning plans to help individuals focus.

Directly before formal learning

Have a conversation to direct their focus. Remember to ask questions and listen not just speak!

Ask questions like:

- From seeing the pre-learning information what do you think you might gain from the experience?
- What questions do you have about the experience?
- How do you think this will help you in your work?
- What elements of your work do you think this will help you with?

Following a learning experience

Do ask how it went but go a step or two further.

Ask about

- The experience and what they enjoyed
- Any new relationships they made and how they will build on these
- What were the main learning points and how they plan to apply them?

Discuss

- Any projects they can get involved in to help them embed learning
- Opportunities to deepen learning or apply learning
- Ways they can share their learning with others.

Allow time

Work is busy and new habits take time to form.

Encourage your team to take short spurts of time out to support their growth.

They might spend it

- Reflecting,
- Researching more information,
- Making journal notes,
- Practicing or
- Sharing learning with others.

Following up and celebrate

Do check in with individuals to see how they are getting on. Celebrate their successes and where necessary coach them to deepen opportunities. If they are finding applying learning tough going, help them clear the way of any road-blocks.