

# DEVELOPING YOUR PEOPLE

Workbook

This workbook belongs to

# Workshop Overview

gam Introduction

Session One Learning as a Source of Competitive Advantage

Session Two The Right Content

Session Three The Right Learning Method

Session Four Effective Learning Transfer

Session Five Measurement

Homework Assignment

5pm Close

# Session 1: Learning as a source of competitive advantage

Organisational Learning – Critical for Survival

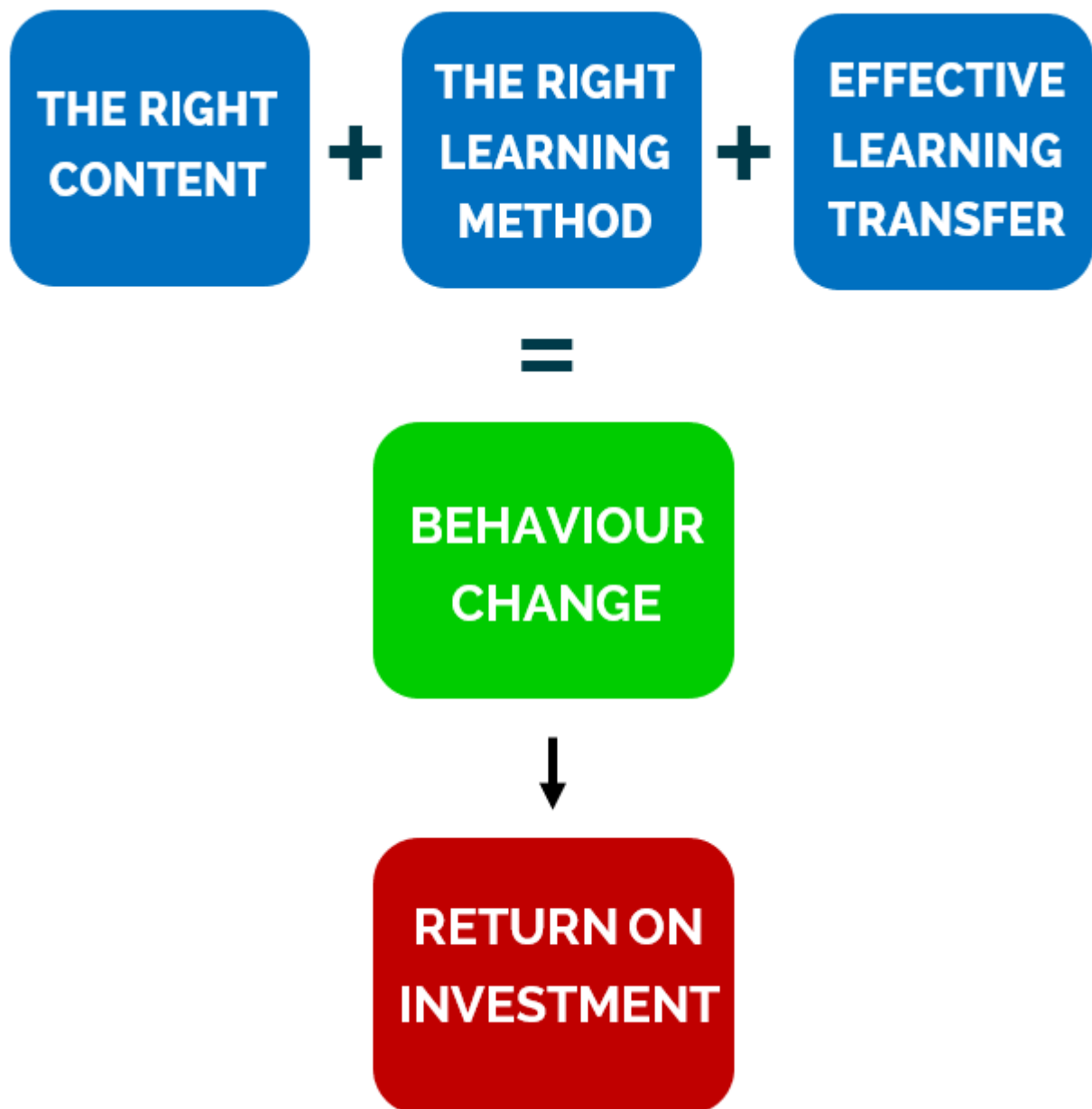


## Making the Most of our Limited Resources

We focus on developing our people because:

- Organisational learning will allow us to innovate and respond faster than our competitors and survive amid rapid change
- Great leaders retain great people by getting them into their learning zones
- Keeping people in their learning zones and out of their comfort zones will allow us to retain and grow them
- We must make the best possible use of the time and money we are investing in development – and that means doing it properly!

# The Learning Equation



# Session 2: The Right Content

## *The HOW*

### The Power of a Great Conversation

## *The WHAT*

### 1. Current Gaps

**Learning needs can be broken into three general categories:**

- Technical
- Interpersonal
- Leadership

Your own team members' areas for development:

Development Areas	Possible Root Causes

2. Building Strengths

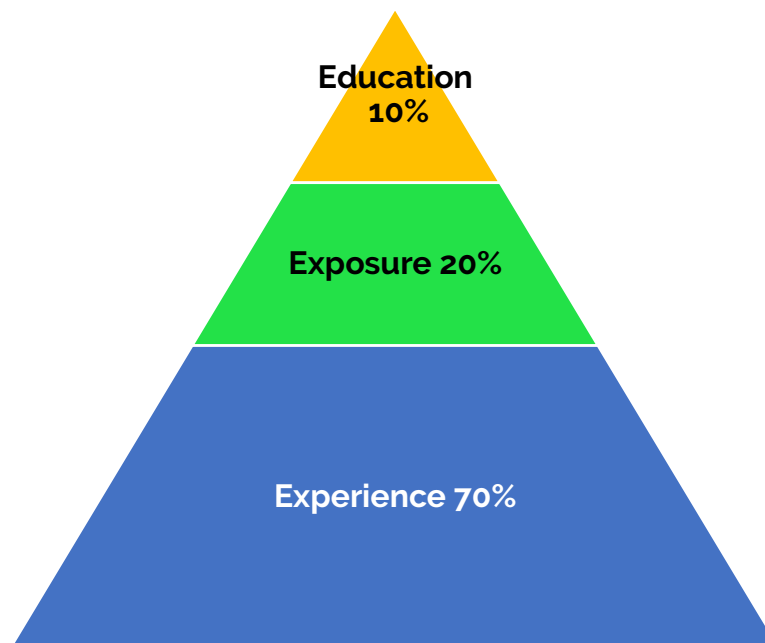
Challenges	Benefits

3. Future Aspirations

Challenges	Benefits

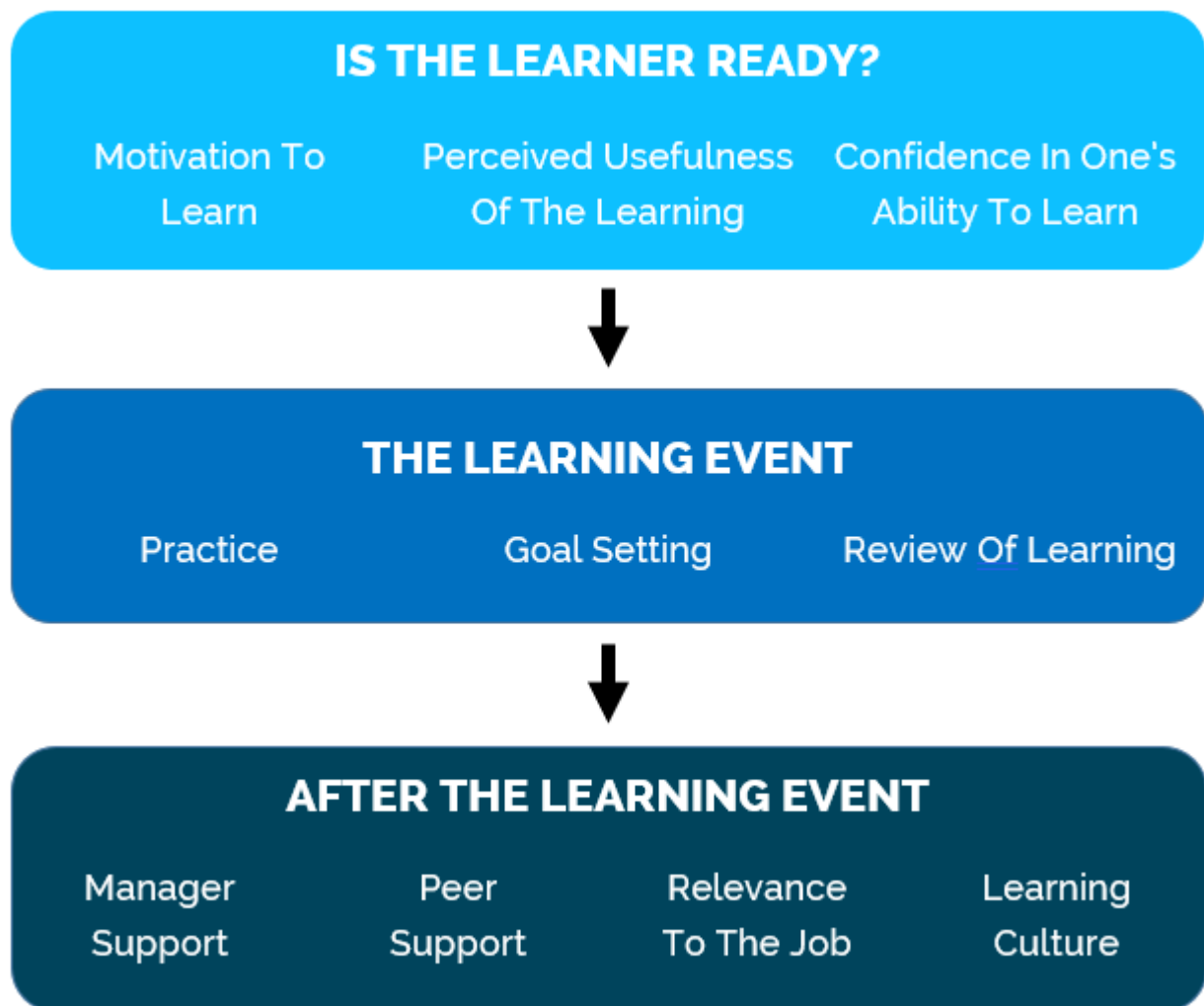
## Session 3: The Right Learning Method

Individual			
Group			
	Technical	Interpersonal	Leadership





# Session 4: Effective Learning Transfer



Adapted from Wilson Learning Worldwide Inc.

## Carol Dweck's Fixed vs Growth Mindsets

### **FIXED MINDSET**

**THEY BELIEVE THAT YOU  
ARE NOT IN CONTROL  
OF YOUR ABILITIES.**

**SKILLS ARE BORN.**

**YOU CAN'T LEARN AND  
GROW.**

### **GROWTH MINDSET**

**THEY BELIEVE THAT YOU  
ARE IN CONTROL OF YOUR  
ABILITIES.**

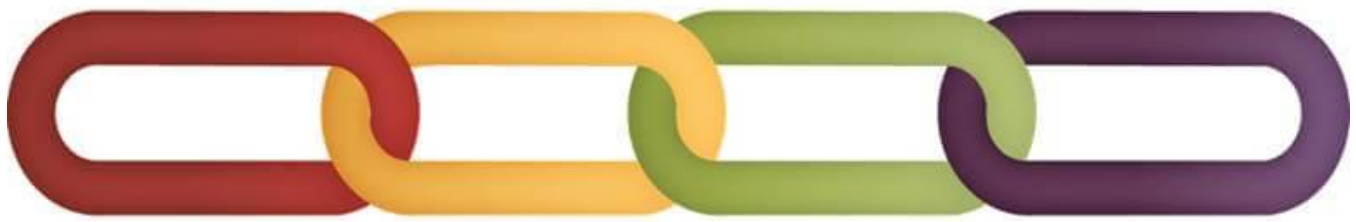
**SKILLS ARE BUILT.**

**YOU CAN LEARN AND  
GROW.**



## Session 5: Measurement

The Kirkpatrick 4 Level Evaluation Model



LEVEL 1

LEVEL 2

LEVEL 3

LEVEL 4

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# Homework Assignment

1. Select a team member in your team, and invite that person to have a (great) development conversation with you
2. Following that conversation, encourage and support your team member to create a development plan
3. Select one identified learning need for your team member and use the Learning/Development Planning Tool on page 13 to systematically plan the learning event with and for your team member.
4. Prepare to present your plan for supporting the development in NO MORE THAN ten minutes on **DATE \_\_\_\_\_**. Your presentation should roughly follow the structure of the planning tool.

*You will need to arrange to bring anything you require for your presentation.*

*You will NOT be expected to identify the team member, only the particular learning need. If your presentation is likely to easily identify your team member, please ask their permission to share the information.*

## Learning/Development Event Planning Tool

1. Learning/Development Need Identified:	
2) Learning Delivery Type: (Technical, Interpersonal or Leadership, Individual or Group)	
3) Learning Method Selected and Why:	
4) Your plan to address:	Getting the learner ready (3 aspects)
During the learning event (3 aspects)	
After the learning event (3 aspects)	
5) Your plan to measure success of learning event and aspects of Kirkpatrick model measured:	