

# Learning and Development Strategies for a High-Performance Organisation

## *A Highly Recommended Training for L&D Professionals*

*10 - 12 June 2019, Singapore | 02 – 04 September 2019, Hong Kong*

### **Course Introduction**

This is the ultimate course in driving organisational performance by aligning your L&D/Talent initiatives with your organisation's top priorities and building a learning organisation.

Aimed at senior L&D professionals as well as anyone in middle or senior management or HR with responsibility for developing talent, the course will help you to add more value through L&D/talent initiatives.

Drawing on state-of-the-art research and latest thinking, the course will help you to both identify and communicate the link between L&D/talent and sustained organisational performance – a powerful business case. It will also help you to identify the steps you and your colleagues need to take to ensure greater strategic alignment in the future. On the talent front, you'll have an opportunity to explore how winning organisations manage their talent and develop a plan to take your organisation to the next level in terms of talent development.

Effective learning and development is one of the most important keys to sustained organisational success. You'll learn how to go beyond "training" and create effective and relevant learning and development opportunities, even building a learning organisation.

You'll learn to apply insights from neuroscience in order to make the learning more meaningful, relevant, engaging and participative. You'll also explore how to help people transfer the learning from the learning event to the workplace. The full learning lifecycle will be explored, from learning needs analysis, to state-of-the-art design principles, to evaluating learning and demonstrating the value that it adds to the organisation. If you are have an interest in driving performance through learning and talent development, then this course is for you.

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## Learning Objectives

**After attending and participating in this course, you will be better able to:**

- Analyse and describe your organisation in strategic terms in order to align learning and development (L&D) and talent initiatives with the organisation's strategy and direction.
- Show awareness of important trends in L&D today which make learning more impactful and relevant to the business
- Manage the complex array of stakeholder relationships involved in implementing a learning and talent development strategy, thus aligning learning with the needs and priorities which line managers and senior managers are facing
- Assess the degree of strategic alignment between your L&D/Talent/OD function and your organisation and identify areas to develop in order to work more strategically
- Describe the business case for talent management, based on research evidence and trends in the marketplace today
- Clarify how your organisation defines (or should define) talent and whom talent management interventions should be aimed at
- Develop a comprehensive talent strategy for your organisation that encompasses the whole talent lifecycle
- Help your managers to make your business more attractive to high potential and talented people
- Enable your managers and HR professionals to use the 9 Box Grid more effectively with a deeper understanding of what "potential" means in your organisational context
- Take learning and talent development interventions closer to employees' daily work by using the 70:20:10 principle, thus making L&D more relevant and engaging
- Devise approaches to develop both leadership talent as well as technical talent in your organisation
- Promote effective and relevant learning and development in your organisation (as opposed to merely "organising training")
- Perform a learning needs analysis and clearly define the relevant learning objectives
- Use a systematic approach when designing learning and development initiatives
- Apply adult learning principles, accelerated learning techniques and insights from neuroscience when designing a learning event
- Design for a range of delivery methods to make the intervention more interesting and meet the needs of different kinds of learners
- Promote more and better use of learning technologies
- Overcome organisational barriers to effective L&D and improve the transfer of learning to the workplace
- Calculate the return on investment of L&D interventions, yet with an awareness of the limitations of this approach
- Demonstrate "return on expectations" (ie meeting the intended strategic needs)
- Use a range of quantitative and qualitative evaluation methods
- Evaluate different "levels" of impact and use triangulation as an evaluation strategy

## MEET YOUR INSTRUCTOR

### Andrew Larkin

Principal Consultant | The Leadership Learning Team

Associate Tutor/Trainer/Designer | CIPD

*Former Associate Tutor/Lecturer/Consultant with University of Leicester*



Andrew is a trainer, facilitator, coach and consultant with a focus on learning and talent development, leadership and engagement, and management development. He has vast experience of working with highly successful and influential organisations across the globe.

With a passion for helping people and organisations to learn, develop and achieve their strategic goals, Andrew has worked closely with senior management, HR and L&D teams in many large and medium sized organisations in the private, public, and third sectors.

His experience includes sectors such as Oil & Gas, Pharma and Healthcare, Financial Services, Manufacturing, Mining and Minerals, Legal, Energy, Telecommunications, Social Care, Defence and Education.

## Delivery Style

Through lively discussion, exploring crucial questions together, sharing fascinating experiences between participants and developing your own action plan, the course strikes a perfect balance between:

- engaging action and activity,
- state-of-the-art insights and research,
- time for reflection and discussion, and...
- a “how-to-do-it” pragmatic approach.

## Who Should Attend?

- Senior Learning and Development managers and professionals
- Trainers and consultants
- HR professionals
- Those responsible for Talent Management / Talent Development
- Managers who take an interest in learning and talent development

## Recommendations – About Our Instructor

For more information, please kindly visit the Instructor's LinkedIn profile at

<https://www.linkedin.com/in/andrew-larkin-02237223/>

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## Course Outline | Day 1 Strategic Alignment

### 0900 Welcome, overview and introductions

#### Strategic awareness and analysis from a L&D & Talent Perspective

- Identify the various business and organisational drivers which lead to learning needs
- Analyse marketplace trends and external factors that impact upon your business and have implications for L&D/Talent Management
- Identify the role that learning and talent development plays in achieving business success
- Identify sources of information about business strategy and direction which can be used to help align learning

### 1045 BREAK

### 1100 Strategic awareness and analysis from a L&D & Talent Perspective (continued)

- Understand the types of strategic change needed in your organisation and the implications for L&D/Talent Management
- Analyse the competitive landscape that your organisation faces, understand its strategic response and clarify the core competencies needed by the workforce in order to sustain success over the next 3-5 years

### 1230 LUNCH

### 1315 Key trends in L&D

- What businesses are doing to make L&D more aligned, impactful and relevant to their business
- Individual, team, workplace issues that help or hinder learning and application

#### Stakeholder management for aligning learning and talent development

- Partnering more effectively to align learning strategically
- Stakeholder mapping
- Identifying the priorities of key stakeholders
- Getting the support you need to make learning successful
- Managing the politics surrounding learning and talent development

### 1445 BREAK

### 1500 Strategic alignment

- Model for building HRD strategy (including L&D, and Talent development)
- Aligning HR/L&D roles
- Partnership working in a more strategic fashion
- Key ingredients for aligning L&D with business strategy (integration with organisational mission and goals; top management support; environmental scanning; HRD plans and policies; line manager commitment and involvement; existence of complementary HRM activities; expanded trainer role; recognition of culture; an emphasis on evaluation)
- Responding to 21st century challenges facing our businesses: a vision for Learning and talent development

### 1630 END

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## Course Outline | Day 2 Talent Development

### 0900 What is Talent Management?

- Clarify how your organisation defines (or should define) talent and whom talent management interventions should be aimed at

### Talent lifecycle and Developing a Talent Strategy

- The processes in an organisation which form part of talent management
- Identifying and recruiting talent; Attracting talent to the organisation; Minimising attrition through engagement and retention; Identifying key internal talent; Managing Talent Flows; Developing employees; Delivering performance

### 1045 BREAK

### 1100 The business case for talent management

- Implications for businesses today regarding War for Talent
- Research in talent management and its importance to businesses today
- Identifying the drivers for talent management in your organisation

### 1230 LUNCH

### 1315 Talent tools

- 9 Box Grid: the challenge of defining potential and facilitating meaningful talent decision-making

### 1445 BREAK

### 1500 Talent development that works

- 70:20:10: taking talent development closer to the business
- How attractive is your talent culture?
- Key experiences to accelerate the development of leadership talent
- Developing technical talent

### 1630 END

## Course Outline | Day 3 Cutting Edge L&D

### 0900 Organisational learning and development

- The responsibility for learning
- Defining learning
- Understanding the learning process

### The learning cycle

- Understanding the process from identifying learning needs through to delivering and evaluating L&D interventions

### **Learning needs analysis**

- Identifying the learners: Background, experience, education level, culture, particular concerns etc
- Clarifying the source and credibility of the learning need
- Identifying the changes you want to see in terms of knowledge, skills or attitudes

### **Well-formed learning objectives**

- How to craft learning objectives that are clear, specific and achievable
- Defining how you will recognise success

## **1045 BREAK**

### **1100 Learning design:**

- Accelerated learning and designing for multi-sensory learning
- Options for bringing the learning to life

#### **Adult learning principles**

- Research by Malcolm Knowles and what this means in practice

#### **Insights from neuroscience**

- Implications of brain structure, neural network, our primitive nature, brain chemicals, visual dominance, and working memory

## **1230 LUNCH**

### **1315 Learning styles – implications, criticisms and application of Honey & Mumford's learning styles Learning paradigms**

- How the purpose of the learning affects the methods
- Behaviourist, cognitivist, constructivist and social learning

## **1445 BREAK**

### **1500 Evaluation: purpose and principles**

- Why evaluate?
- Internal validation (single loop), are we doing the training right?
- External validation (double loop), are we doing the right training?
- What outcomes are you interested in evaluating?

#### **Understanding and using ROI**

- The ROI calculation
- When and how ROI can be used
- Limitations of ROI

#### **ROE – return on (strategic) expectations**

- Hard and soft measures / quantitative and qualitative
- Relating to strategic priorities and KPIs
- Not proof but evidence

#### **Putting Kirkpatrick's evaluation model into practice**

- Reactions, learning, behaviour change, business results
- Exploring the options for better/more evaluation
- Case study: flipping the Kirkpatrick model

#### **Triangulation as an evaluation strategy**

- Combining multiple methods and sources to demonstrate value and impact

## **1630 END**

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## Content Highlights

1. Organisational learning and development – what's the goal
2. PESTLE Analysis of the External Business Environment
3. Mintzberg's 5Ps highlighting emergent strategy
4. Strategy cascading and alignment models
5. McKinsey's 7S Framework for strategic change
6. Porter's 5 Forces for analysing the competitive landscape
7. Mayo's Model for building OD/L&D strategy
8. A strategic approach to learning needs analysis (LNA)
9. Latest research into key trends in L&D
10. Stakeholder management model
11. HR/L&D Strategic Working Model
12. The Partnership Working Model
13. Characteristics of Strategic Working in L&D/Talent
14. 3 Step Strategy Alignment Process
15. The Talent Management Lifecycle
16. The War for Talent – key implications and business case
17. Talent management – Latest research summary
18. Why Talent Management – Questions to ask your business
19. Key indicator of potential (for talent reviews)
20. Talent Profiling
21. How attractive is your talent culture – 10 Questions
22. Key experiences to accelerate the development of leadership talent
23. Developing technical and expert talent – a powerful feedback process that works
24. The L&D Cycle / ADDIE model
25. How to clarify L&D needs in your organisation
26. Learning objectives – how to make them robust and meaningful
27. Learning design – making it multisensory
28. Accelerated learning design principles based on neuroscience insights
29. Learning styles and preferences for different ways of learning
30. Barriers to learning and the transfer of learning, and how to overcome them
31. Learning technologies
32. Return on investment / return on expectations
33. Engaging multiple stakeholders in the L&D process
34. Using Kirkpatrick's evaluation model more effectively
35. Sources of evaluation data
36. Triangulation as an evaluation strategy

### Case Studies

The course is highly applied in nature and includes an in-depth case study of a global organisation's approach to talent development, as well as many other anecdotes and examples of organisations, spanning a range of industries and sectors, applying the concepts covered.

## Would you like to run this course in-house? *(Save up to 20%)*

This course can be presented exclusively for your organisation on an in-house basis, tailored to meet your specific needs, at a place and time of your convenience. If you have a team of 10 or more interested in this course, let's discuss how we can work together to meet your training needs. Please contact us and we will be pleased to assist.



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## Benefits to You and Your Team

- Align your work with your organisation's strategic priorities
- Develop greater credibility with senior management and other key stakeholders
- Add more value through L&D/talent initiatives
- Communicate a powerful business case for talent development
- Make talent development a greater priority in your organisation
- Get updated on the latest global trends in L&D
- Conduct learning needs analysis more effectively
- Design more effective learning solutions using the latest ideas from neuroscience, accelerated learning etc
- Develop a blended approach to L&D that reaches and engages all learners
- Engage senior stakeholders by demonstrating clear return and benefits to the organisation

## Benefits to Your Organisation

- Make the learning and talent development in your organisation more relevant, impactful and effective
- Align learning and talent development with strategic priorities
- Develop a talent strategy to attract, engage and develop the best people
- Integrate relevant learning more with employees' day-to-day work
- Develop both leadership talent and technical talent in your organisation
- Promote organisational learning that future proofs your organisation
- Drive up engagement through stimulating L&D that ignites passion and empowered employees
- Engage line managers and employees to play a crucial role in the learning process
- Encourage the transfer of learning from the learning event to the workplace
- Ensure that learning in your organisation represents a clear benefit and return on investment to the organisation

### FREE Complimentary A Workbook

- ✓ A practical workbook is included as part of the course. This will enable you to apply the concepts to your organisational context, both during the course and even when you return to your workplace. This also serves as a helpful starting point for discussions with your team, allowing them benefit from the learning too.



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## Do Not Take Our Words. Hear the Feedbacks from Our Participants

"I came in to this training with a very minimum experience & exposure on L&D but the interactions that we've had during the course have lifted up my understanding in L&D in more practical way."

"This is amazing program for me to be able to use most of the tools shared in the modules."

"This training is really good and it gives me many tips and ideas on how to create the effective learning and development plan and analysis."

"A spot-on program, qualified trainer, up to date content. Address my needs perfectly. Got some new insights."

"It's a great way of delivering learning. Even the small group help with overall interaction."

"Andrew Larkin have the best comparative explanation based on the case study and references (books, video, etc)."

"It's a good session. Full of activities, 2-way communication all the way of the program."

"Great program. Extremely beneficial for HRD professionals in terms of HR Strategy development and alignment. A must-attend program!"

"Andrew is genuine, honest, experienced and a resourceful trainer. This course is outstanding as not many L&D training programs teaches you on L&D strategic alignments to business goals."

"Very helpful and give broad perspective to build company strategy in L&D."

"Clear and good language, exactly what I need."

### **Pre-Course Questionnaire**

To ensure that you gain maximum benefit from this event, a detailed questionnaire will be sent to you to establish exactly what your course needs are. The completed forms will be analysed by the course facilitator. As a result, we ensure the course is delivered at an appropriate level and that relevant issues will be addressed.

### **Certificate of Attendance**

Upon completion of the course, you will receive a Certificate of Attendance bearing the signatures of the Course Organizer. This Certificate will testify to your professional development and assist in your advancement.

**Request A Copy for Our 2019 Strategic HR Academy Calendar**

# Learning and Development Strategies for a High-Performance Organisation

## Registration Form

### TRAINING COURSE PACKAGE PRICING STRUCTURE

TRAINING COURSE	FEE	EARLY BIRD	Group Discount
<b>Learning and Development Strategies for a High-Performance Organisation</b>  <input type="checkbox"/> 10 - 12 June 2019, Singapore  <input type="checkbox"/> 02 - 04 September 2019, Hong Kong	<input type="checkbox"/> SGD 3,295 + GST  Additional 7% GST is applied to Singapore based company and individual only.  + Any withholding & country specific taxes to be borne by participant's company.	<input type="checkbox"/> SGD 2,995 + GST Till 15 April 2019  Additional 7% GST is applied to Singapore based company and individual only.  + Any withholding & country specific taxes to be borne by participant's company.	2 for 5% discount 3 for 10% discount 4 for 15% discount 5 or more for 20% discount

<b>DELEGATE DETAILS:</b>  Mr Mrs Ms Dr Other  <b>Delegate 1:</b> _____ Telephone: _____ Job Title: _____ Department: _____ Email: _____  Mr Mrs Ms Dr Other <b>Delegate 2:</b> _____ Telephone: _____ Email: _____ Job Title: _____ Department: _____	<b>INVOICE DETAILS:</b>  Attention Invoice to: _____  Company: _____  Address: _____ _____  City & Country: _____  Postcode: _____  <b>CONTACT FOR PAYMENT:</b>  Name: _____  Job Title: _____  Telephone: _____  Email: _____
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<b>PAYMENT DETAILS - Please indicate your method of payment:</b>  <b>1. DIRECT TRANSFER</b> Account Name: HRD Future Pte Ltd Account Number: 695-207639-001 Swift Code: OCBCSGSG Bank Address: Oversea-Chinese Banking Corporation Limited 65 Chulia Street, OCBC Centre, Singapore 049513  <b>2. CHEQUE</b> Please make all cheques payable to: HRD Future Pte. Ltd.  <b>3. CREDIT CARD</b> We will send you a payment link via email. Additional SGD0.5+ 4.4% credit card service charges applied.	<b>TERMS &amp; CONDITIONS OF BOOKING &amp; PAYMENT TERMS</b>  Full payment is due within 7 days from date of invoice. Delegates will not be allowed entry to the course if any payments are outstanding unless provide a Letter of Undertaking. A confirmation letter and invoice will be sent to you on receipt of your booking. If you are unable to attend, a substitute delegate is always welcome. If you cancel your place more than one month before the event a 20% cancellation fee will be applicable. If you cancel your registration within one month of the event, or fail to attend the event then a 60% cancellation fee shall be applicable. Cancellation must be made in writing and will be acknowledged in writing. It may be necessary for reasons beyond the control of the organisers to alter the content, timings or venue. The company will not accept liability for any transport disruption or individual transport delays and in such circumstances the normal cancellation restrictions apply.
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**TO LEARN MORE OR REGISTER  
NOW, PLEASE CONTACT:**

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