

## **Driving performance and productivity Setting learning goals:**

20 top tips from Leaders in Learning Network





Include future career aspirations in goal setting

2 Goal setting and monitoring an integral part of 1 to 1 meetings

12 Showcase learners who excel in goal setting

- Make goals objective not subjective
- Recognition for managers supporting effective goal setting

- Invest in line manager's capabilities to have good conversations
- Highlight role models who have achieved the desired goal

Active engagement of L&D with line managers

Ensure continuous feedback over the short, medium and long term



Consider the achievement of goals in learning design and delivery

Reward learners for taking responsibility for their learning

17 Use self and peer assessment in goal setting



- Cascade all learning goals through teams
- Link personal goals to organisational vision, purpose and impact
- Consider formal and informal goals

Involve wider stakeholders in supporting goal achievement

Celebrate and share the success of achieving goals



### Driving performance and productivity Getting there smarter:

20 top tips from Leaders in Learning Network

- Link to data which drives the business, not just learning insights
- 11 Use data and metrics as part of an iterative learning design process
- 2 Brainstorm where useful data exists in the organisation
- 12 Leverage insights from pilot studies

- Use performance consulting conversations to elicit root causes
- 13 Consider the timing of data collection and its validity



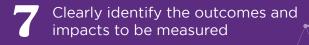
Benchmark against external and internal practice



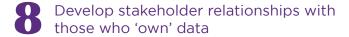
15 Use a blend of qualitative and quantitative data in measurement



Ensure performance data informs the learning design and delivery



17 Constantly assess how you monitor and embed feedback



1 Use internal and external experts to analyse data and metrics



Engage people with capacity and capability to monitor & interpret data



20 Explore the use of technology in gathering and processing data

## CIPD

#### **Driving performance and productivity Empowering people:**

20 top tips from Leaders in Learning Network

- Identify barriers to learning empowerment and overcome them
- Create a listening culture e.g. by using appreciative enquiry
- Make learning intrinsic to organisational culture, activity and practice
- Promote the use of feedback and observation of excellent practice

- Highlight to managers they are critical to a development culture
- 13 Use digital platforms to empower collaboration and discussion



- Ensure development is central in 1-2-1s & appraisals with clear PDPs
- Facilitate knowledge and idea sharing in creative team meetings
- Provide clarity: ask people what are you trying to achieve and support it
- Encourage cross-functional team working and sharing



- 16 Facilitate peer support, communities of practice and action learning
- Enable people to learn how to reflect and managers how to coach
- Avoid mandating 'compliance' learning, design for 'pull' not 'push'

- Reward those who take initiative in learning and reflective practice
- Provide knowledge before a learning event; allow people to prepare
- Create spaces and breakout areas to enable personal reflection
- Pose reflective questions in courses and get managers to follow up
- 10 Use coaching approaches to encourage better conversations
- Build in reflection time into learning events and work schedules

# CIPDI

### Driving performance and productivity Building ownership:

20 top tips from Leaders in Learning Network

- Challenge attitudes to highlight there are many ways to learn
- Have training delivery by internal champions and knowledge experts
- 2 Empower people to own their own career goals and development
- Explain to learners how to filter online content for relevance



- Showcase the art of the possible for learning
- 13 Consider the right intervention for the right need, not always formal training
- Involve learners and line managers in the design process
- Design, pilot, use focus groups and iterate, with learner input
- Consider the environment, permission and culture people operate in
- Consider appropriate evaluation and reflect on how learning is valued
- Ask; what do you need to do your job well and what is stopping you?
- Accept training isn't always the answer; ask hard questions



- 17 Keep communicating with learners beyond events
- Give people a personal learning budget, then measure results of its use
- Encourage learners to curate and share their success stories
- Differentiate for various needs; offer a variety of learning options
- Consider how people learn outside the work context; and allow that
- Grow learner generated content; get everyone to build a learning library
- 20 Use data to review and back up design and learning