Leadership Development

How to Build a Learning Culture

Leap!

Colloq Loyalist
Training & Knowledge Centre
Skills that WORK.

HEART of the MATTER consulting
Leadership Development Challenges:

- Still a perception of “Soft Skills” rather than complex skills
- Less time for knowledge acquisition (faster, compressed...)
- Streamlined workforce means leaving for learning hurts more

Other Factors

- Training industry hasn’t done a great job at adapting in relevant ways (do it our way, use complex technology, promote constant stream of new flavors)
- Organizations haven’t always done a great job at working on sustaining their development investments
- Overall mindset that focuses on training rather than learning
What we heard from manufacturers*:

We still need to develop “engagement skills” (what I call soft skills)

Constraints:
Budget......Bandwidth......Speed

Needs:
Relevant......Sustainable......Applied

* QMA summit, Spring 2013
Learning Maximizers
1. Valid content
2. Engaging learning Events
3. Support and reinforce the basics (don’t change models continuously)
4. Help people learn “What to do when...”
5. Support long term remembering
6. Support on the job application
7. Support perseverance

Learning Detractors
1. Forget that people forget
2. Don’t think of support on the job
3. Don’t provide prompting aids
4. Don’t make time, space and support for on the job learning
5. Don’t measure progress

* Dr. Will Thalheimer, presented at ASTD, Oct. 19, 2013
What have we learned?

Peer support and coaching for application

Reflection

Feedback

Bite size content

On the job application

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Peer support and coaching for application

On the job application

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F

Bite size content

TIME

Management support and feedback
Phase 1: Senior management group
- Content
- Values
- Overall departmental learning objectives
- Behavioral and follow-up agreements

Phase 2: Working with IT managers
- Initial 2 day learning event on collaborative leadership
- Selection of personal leadership project
- Monthly peer coaching meetings
- Presentation of leadership project to all managers and senior leaders

6 Months
Trenton Plant, Supervisors and Key Leaders

- Learning needs identified
- Half day learning event then 1.5 hrs peer coaching, groups of 6
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- Half day learning event then 1.5 hrs peer coaching, groups of 6
- 1-2 weeks of application
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Supervisors and lead hands

Leadership Competencies → Learning Content → Day One Learning Event → On the Job Application → Day Two Learning Event → On the Job Application

Post Training: Follow-up training clips, bi-weekly for 12 weeks
Senior Management Team and Production Superintendents

Senior Management Team Meeting Bi-Monthly to Develop Learning Culture
Team reflection and action

Production Leaders and Senior Managers Working Individually with Coach
Individual reflection and action
Key Observations

1. Focus on learning rather than just training (process rather than just events)
2. Create a team approach to learning and coaching
3. Involve all levels
4. Create bite size learning opportunities
5. Multiply the feedback loops (peers, inter-level, methods)
6. Give opportunities to practice between learning events