

Achieving Simplicity from Complexity in Learning Leadership

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Atlanta
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'Maximising the value of your investment in learning'



The need for specialists!

This session will explore the complexity of leading and managing learning and development in organisations and examine how, by achieving greater simplicity, learning executives may play a more central role.

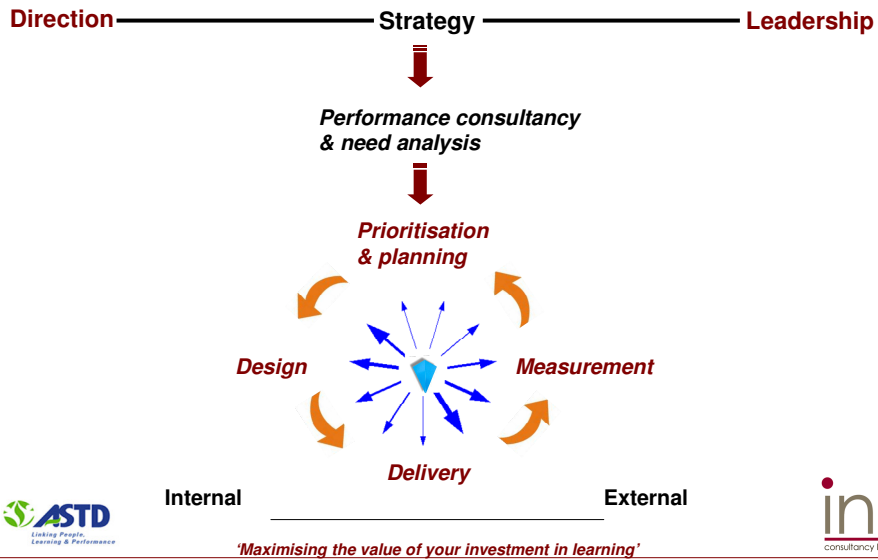
It does so by taking the metaphor of Jack Bauer, Head of the LA Counter Terrorist Unit in the fictional TV series 24 relating his challenges, approach and organisation to the world of Workplace Learning Management and Leadership.

For those who have not seen or are unfamiliar with the series the messages are obvious and the questions and challenges the session provokes are relevant.

The session learning objectives are to enable you to:

- Analyze your current functional leadership and operating management of learning against a straightforward and proven framework
- Apply content to develop the credibility of learning, implement learning with control and consistency, and overcome negative impacts on your organizational contribution

Complexity The world of learning & development



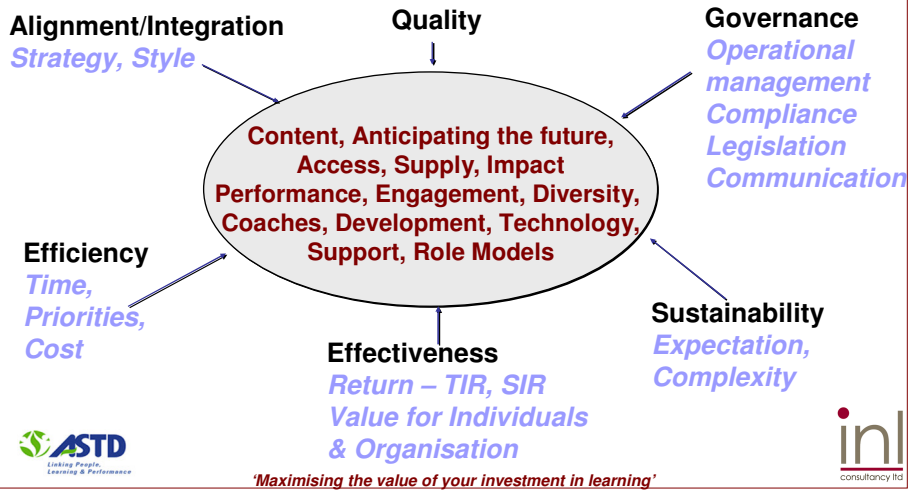
Context – Hidden Wiring



Source
Adapted from
The Concours Group

Simplicity from Complexity

Challenges – The field of play – angles of attack



What can be done?

What do CTU have?



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Simplicity from Complexity our agenda

- **Purpose & focus**
- **Politics and Power - environment and climate**
- **Pattern and Alignment**
- **Principles –strategy, leadership and responsibility**
- **Priorities**
- **People**
- **Performance focus**
- **Flexible processes & innovation**
 - **Operational excellence**
 - **Leading edge technology infrastructure & systems**
- **Performance output**
- **Perception**
- **Persuasion**
 - **Data and reporting**

PLUS ----- Secret!



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Simplicity from Complexity

Sense of purpose

- **Leadership**
- **Management**
- **Individual performance**



Focus

- **Performance**
- **Engagement**
- **Sustainment**
- **Reputation**
- **Capability**
- **Quality**



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Politics and Power - Environment & Climate

TRUST **Fairness** **Reward**

Simplicity from Complexity




Mindset
|
Risk of
winning
|
Fear of
failure



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Pattern and alignment

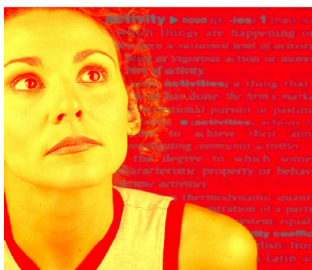
- Fit
- Real access
- Real understanding
- Clarity of role
- Performance imperatives



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Simplicity from Complexity

Principles - Personal responsibility - mindset



The concept of personal responsibility can only be related when everyone is first accountable for their actions, behaviours and relationships to the mission or purpose and not to the agenda of others.



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Simplicity from Complexity - Priorities

Categorisation

To suit industry and organisation maturity, strategy and objectives/intent

e.g.

- Orientation/ Induction
- Legislation/ Regulation/ Policy
- Leadership, Management & Talent Development
- Sales and Sales Management
- Customer Service & CS Management
- Technical Development – IT, role specific
- Personal and Career Development
- Assessment

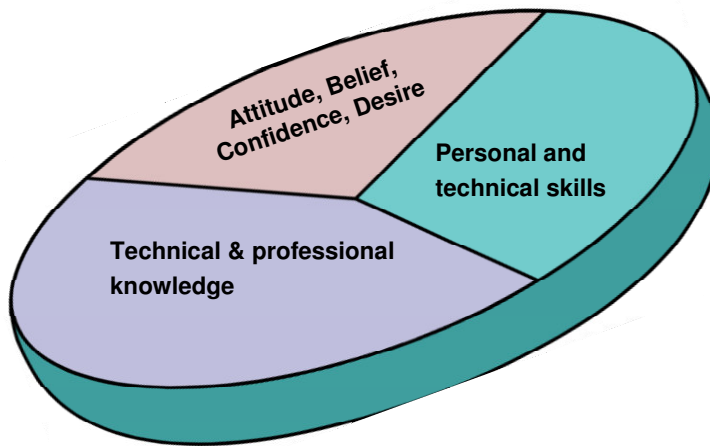


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Simplicity from Complexity - Priorities

The three components of each of our responsibilities



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Simplicity from Complexity

People

- Capability
- Energy
- Team
- Customer
- Stakeholders



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Simplicity from Complexity



Development Framework

What and why?

Development Approach

How?

Development Plans

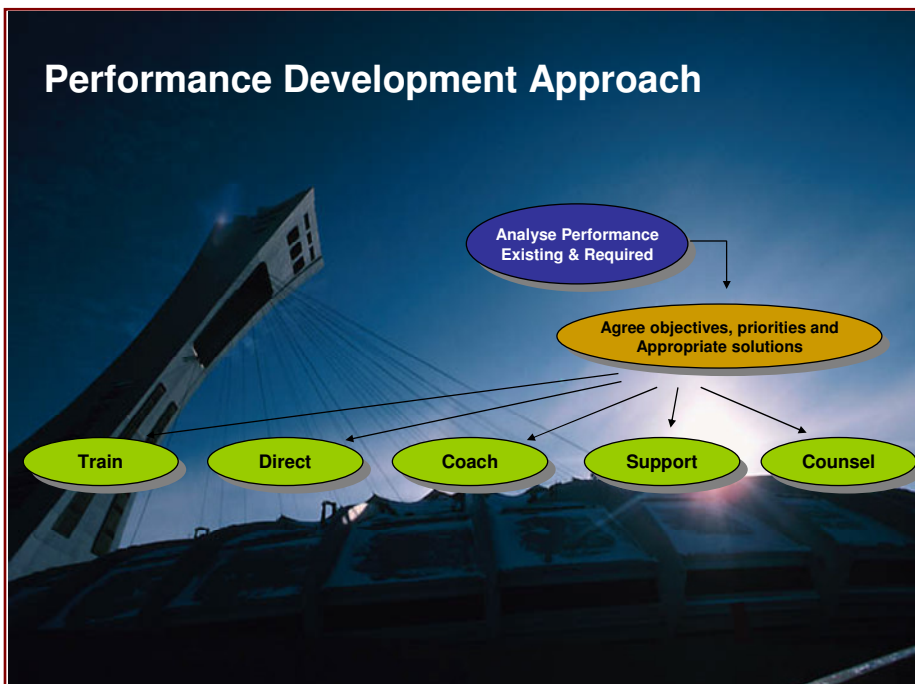
When and who?



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Performance Development Approach



Simplicity from Complexity Flexible Processes & Innovation

-ve

- Compliance
- Justification
- Personal turf
- Defence



+ve

- Current state awareness
- Benchmarking
- Continuous Improvement
- New horizons

*Seeking differentiation, service levels, productivity,
& performance through people*



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Simplicity from Complexity Operational excellence

- **Blend Management**
- **Support**
- **Productivity**
- **Service**
- **Technical capability**



- **R&D**
- **Access**
- **Supply**
- **Impact**



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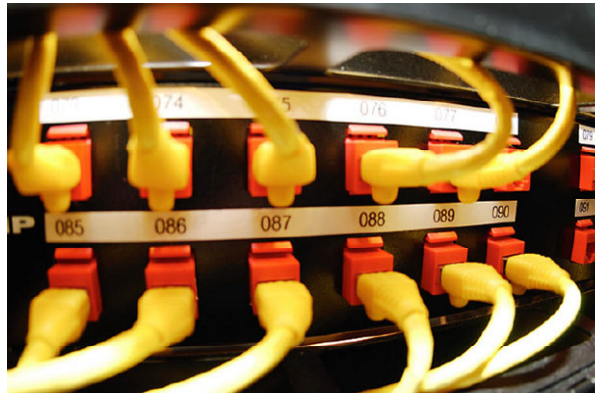
Simplicity from Complexity

Systems

Organisation

Learners

Functions



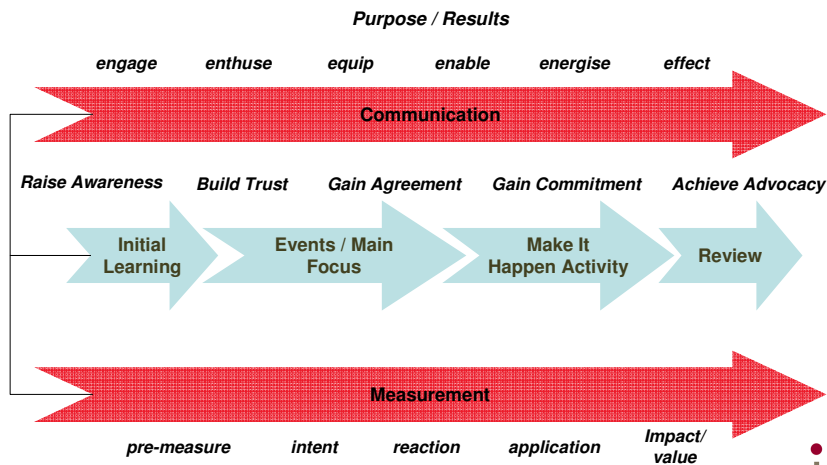
Connectivity



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INL Six Elements of Effective Implementation



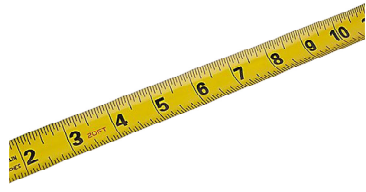
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Performance: Perception: Persuasion

HR/L&D measurement must move..



FROM

- Backward looking
- Discrete training events
- Reactive
- Internally reported
- HR with HR
- Lacking credibility
- Tactical orientation
- Self-justification use

TO

- Predictive, diagnostic
- All inclusive learning
- Proactive
- Development & management focus
- Business relevance with joint responsibility
- Accountability enhancement
- Use for continuous improvement

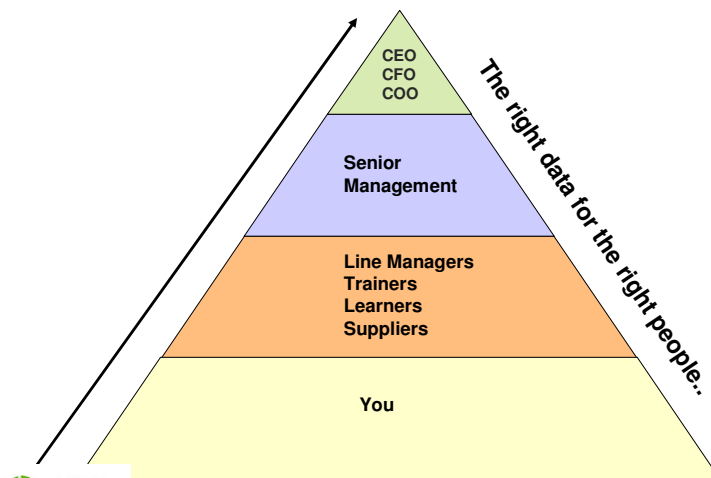


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Simplicity from Complexity

Performance: Perception: Persuasion



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Simplicity from Complexity

What does this mean to your organisation?

- Promote opportunity
- Provide reassurance to board and to staff
- Focus on Performance
- Energise engagement and commitment
- Enhance reputation
- Achieve sustained change
- Minimise people risk
- Maximise our investment in people



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Simplicity from Complexity

What does this mean to your function?

- Improved alignment – function not individuals
- Increased involvement and integration
- Stronger governance
- Improved efficiencies
- Increased effectiveness
- Sustained contribution
- Enhanced credibility



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Simplicity from Complexity

What does this mean to the learners?

- Improved access to learning opportunity
- Clarity in supply options
- Focussed performance support
- Access to expertise
- Improved working environment
- Increased sense of belonging
- Increased confidence in capability to meet future demands



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Simplicity from Complexity

What does this mean to you?

- Seek expertise and depth
- Use depth to create simplicity
- Take responsibility for what lies beneath
- Be part of the organisation
- Be for the organisation
- Be part of your teams
- Be for your teams
- Develop your own performance
- Enjoy life – bring you to work



ASTD
Linking People,
Learning & Performance

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Simplicity from Complexity

SECRET

?



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Job Aid

Consideration	Key points	Action we can take
<i>Purpose & focus</i>		
<i>Politics and Power - environment and climate</i>		
<i>Pattern and Alignment</i>		
<i>Principles –strategy, leadership and responsibility</i>		
<i>Priorities</i>		
<i>People</i>		
<i>Performance focus</i>		
<i>Flexible processes & innovation</i> <i>Operational excellence</i> <i>Technology</i> <i>infrastructure & systems</i>		
<i>Performance, Perception</i> <i>Persuasion - Data and reporting</i>		

Notes