

HRM 709

Strategic Human Resource Management

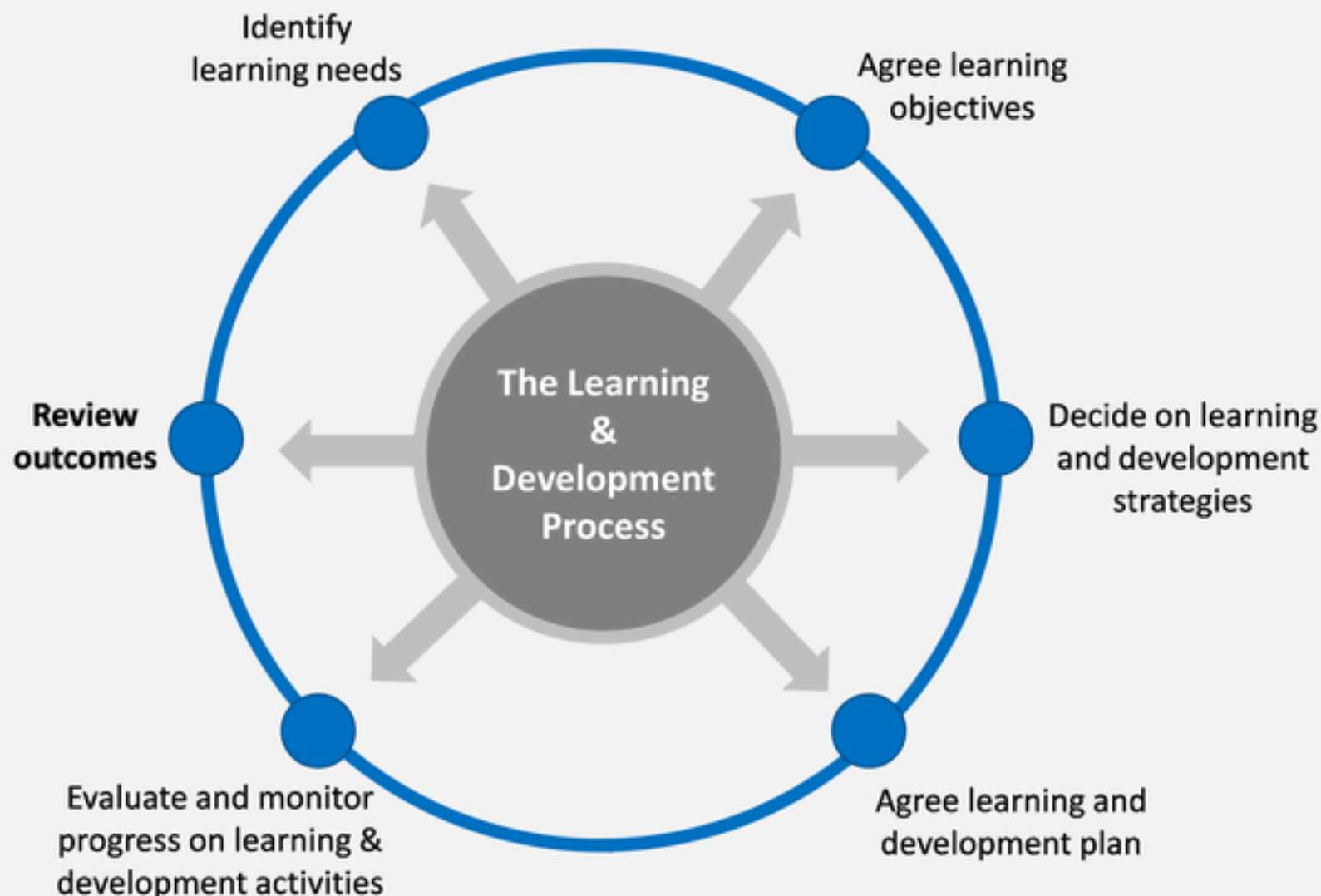
LEARNING & DEVELOPMENT STRATEGY

(Pp. 175-182)



LEARNING AND DEVELOPMENT

The Learning & Development Process



Learning VS Development (P. 181)

Learning as being concerned with an increase in knowledge or a higher degree of an existing skill.

whereas

Development is more towards a different state of being or functioning.

- Change of behaviour as a result of training or experience is termed as learning
- Learning is all about making employees knowledgeable while development is concerned with making employees incorporate new skills into their behaviour as habits
- Practice and refinement allows for development while training is what accounts for learning





Behavior as Habit $\Rightarrow$ **Development**

Objectives



Improves
Efficiency



Improves Quality



Right quality to meet
present and future
Demand



Versatility in
Operations



Individual Aspirations and
needs



Employees
Stability





20%

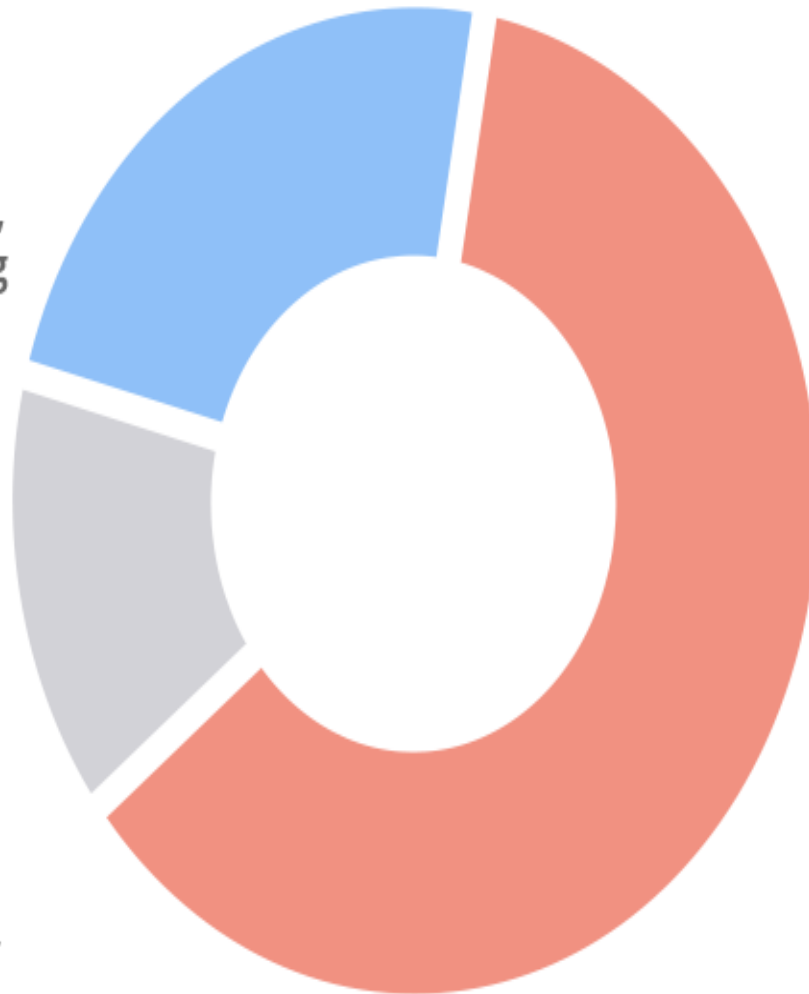
Social Learning

Communities, networks,
coaching and mentoring

10%

Formal Learning

Learning courses, classes,
and training programs



70%

Experiential Learning

New and challenging
experiences

'70' - EXPERIENCE
Experiential Learning

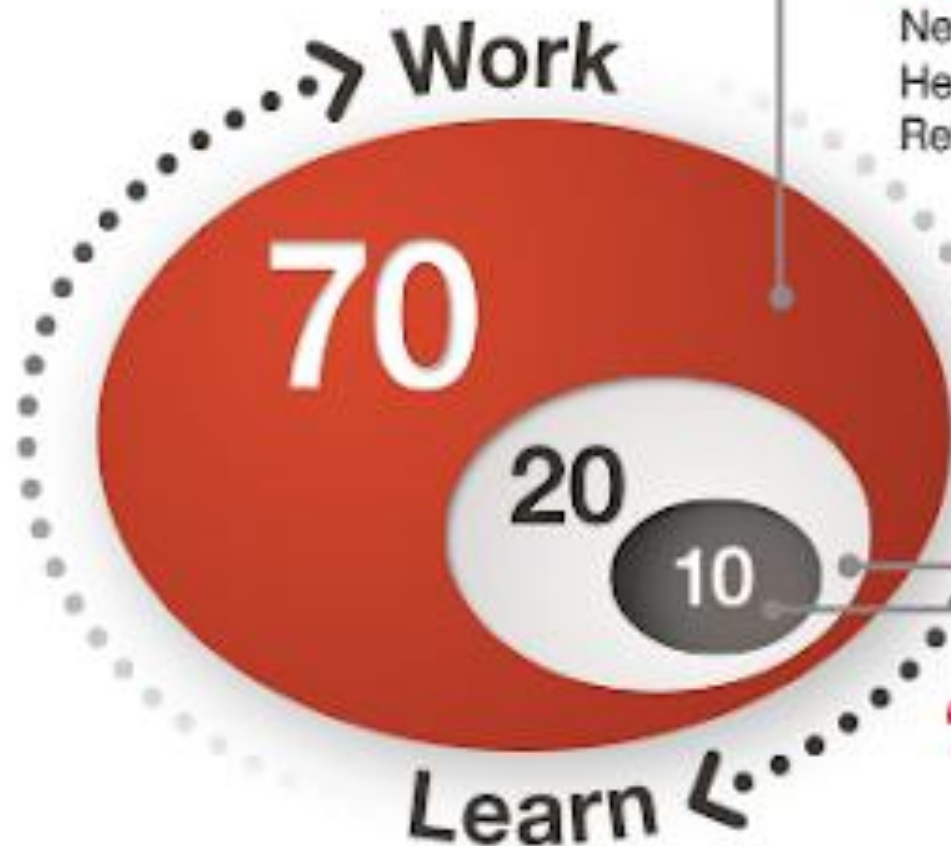
New and Challenging Experiences
Helping Workers Solve Problems
Reflective Practice

'20' - EXPOSURE
Social Learning

Communities, Networks and Sharing
Coaching and Mentoring
Feedback

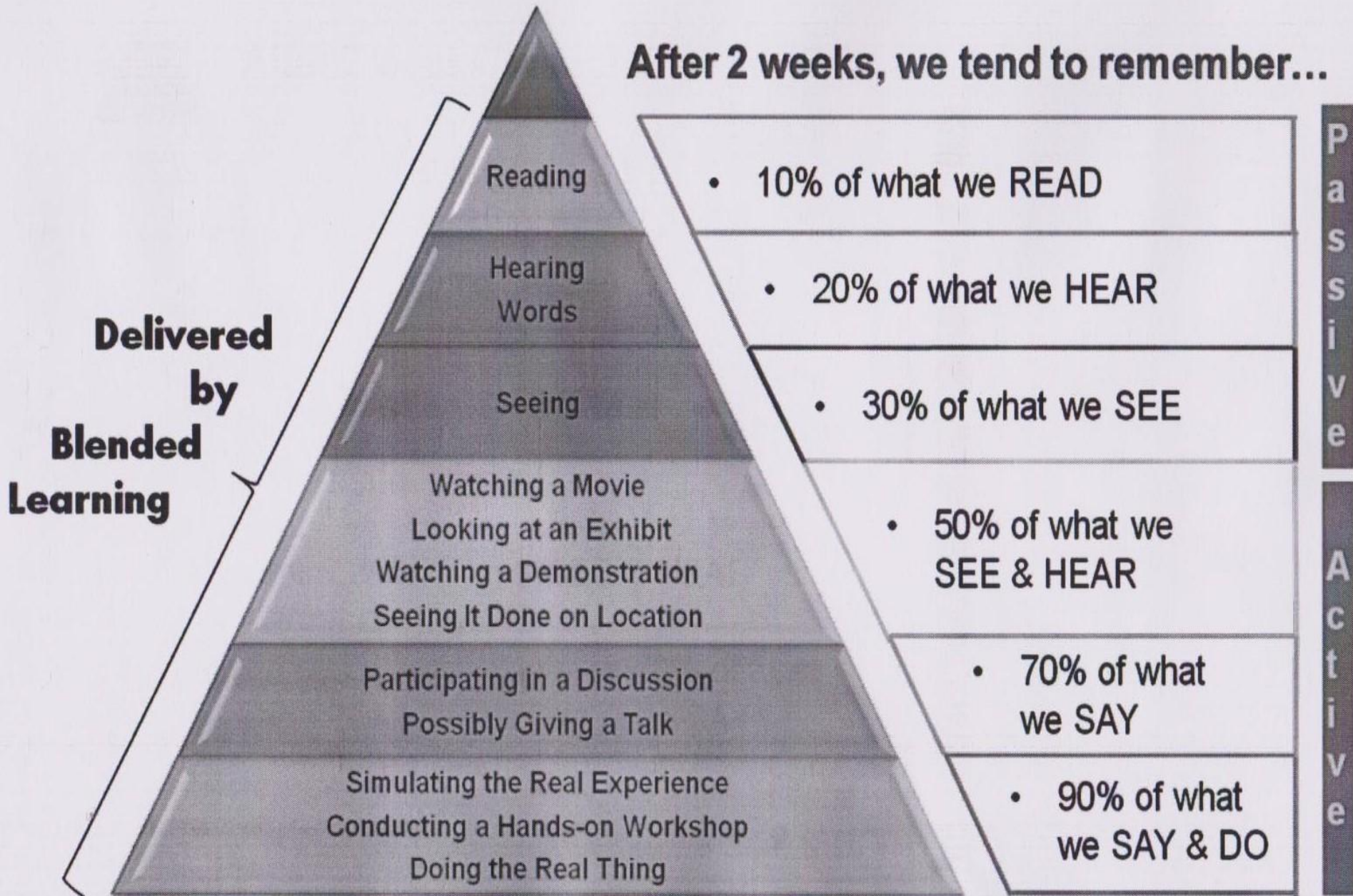
'10' - EDUCATION
Formal Learning

Structured Courses
and Programs

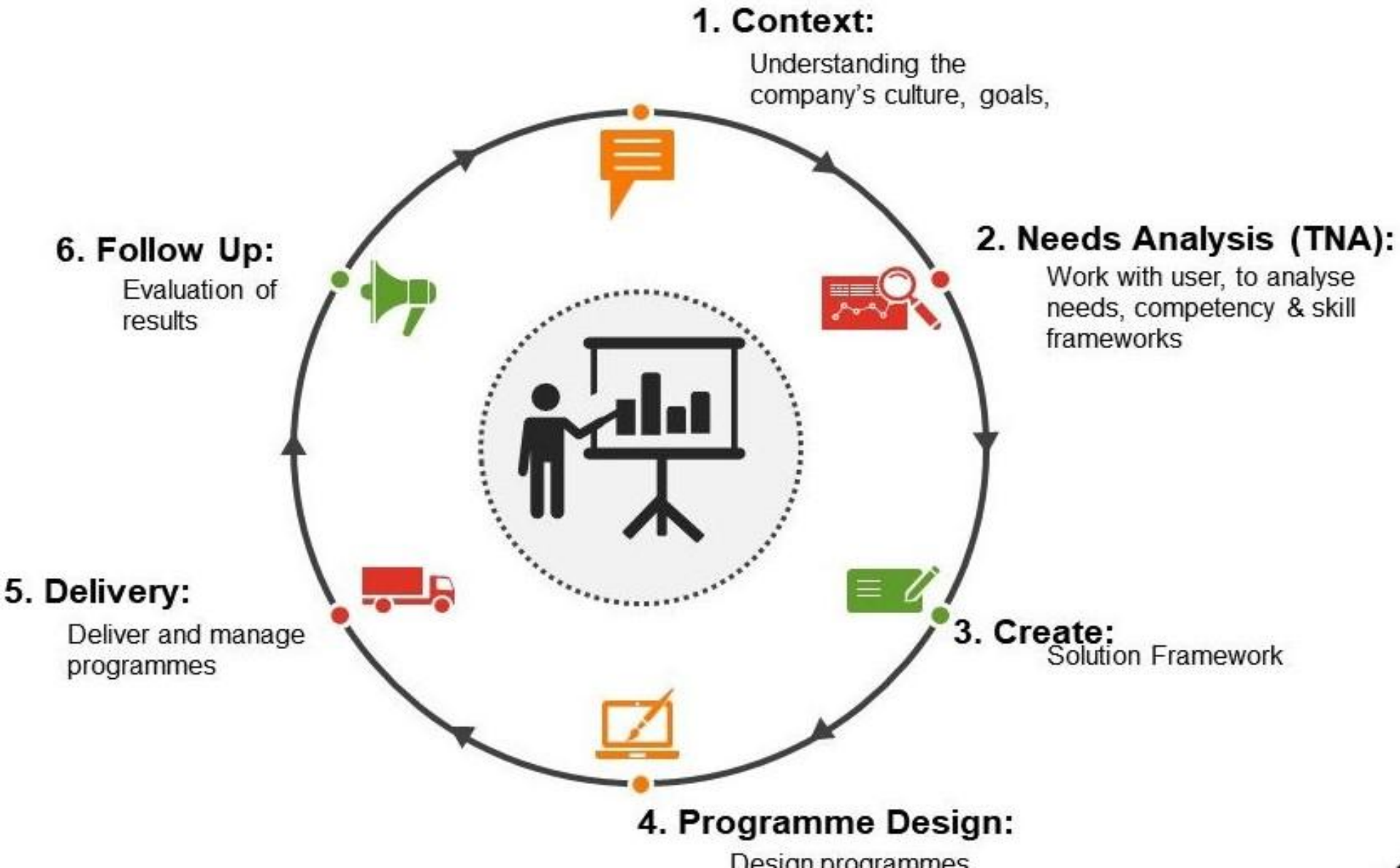


The Cone of Learning

After 2 weeks, we tend to remember...



Learning and Development Cycle



**ORGANIZATIONS WITH A STRONG LEARNING CULTURE
SIGNIFICANTLY OUTPERFORM THEIR PEERS...**

46%

INNOVATION: more likely to be first to market

37%

PRODUCTIVITY: greater productivity

33%

CUSTOMER SERVICE: Better response to customer needs

26%

QUALITY: Greater ability to deliver "quality products"

58%

SKILLS: More prepared to meet future demand

17%

PROFITABILITY: More likely to be market share leaders

Learning

Learning is a process that increases our knowledge.

We keep learning new things all our lives whether it is learning to walk, cycling, swimming, dancing, skating, climbing, or even learning new concepts in different subjects or new languages. We can learn from books or from teachers, peers, parents or even strangers.

One can learn from animals, inanimate objects, and nature. In an organization, it is the aim of the managers to make their employees knowledgeable.

Thus, learning is an important part of training in any organization at all levels of employees.

Learning

Learning can be defined as the process of acquiring new behaviors, knowledge, skills and attitudes which enhance employees' ability to meet current and future job requirements and perform at higher levels.

Learning takes place at all ages, and one learns, when put in a new situation, to make sense and be more comfortable. Any change in our behavior as a result of a new experience is said to be learning. We could learn new skills described above or learn games or languages.

Development

Development is all about mastering skills and incorporating these skills into behavior to turn them into habits. You make a person sit in a classroom and try to impart knowledge about how to fly an airplane.

Yes, you can make him understand the parts of an airplane and the theory of how it works, in addition to describing how and what to do to fly the plane, but unless the person gets practical training and flies the plane himself in different situations, he cannot develop as a pilot.

Development is concerned with action and not knowledge based skill that comes through learning.

Development

In the process of development, more important than learning is practice so as to allow individuals to incorporate new skills as habits.

Development is a process that takes place after learning but requires constant practice and refinement so as to turn the newly learnt skills into behaviors or habits.

Elements of HR Development (P. 177)

Learning –

- ❑ 'a relatively permanent change in behavior that occurs as a result of practice or experience'
- ❑ 'Learning is the major process of human adaptation.'

Training –

The planned and systematic modification of behavior through learning events, programmes and instruction that enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively.

Elements of HR Development (P. 177)

Development –

the growth or realization of a person's ability and potential through the provision of learning and educational experiences.

Education –

the development of the knowledge, values and understanding required in all aspects of life rather than the knowledge and skills relating to particular areas of activity.

Strategies for Creating a Learning Culture(P. 178)

The steps required to create a learning culture

- Develop and share the vision – belief in a desired and emerging future.
- Empower employees – provide ‘supported autonomy’: freedom for employees to manage their work within certain boundaries (policies and expected behaviors) but with support available as required.
- Provide employees with a supportive learning environment where learning capabilities can be discovered and applied, eg peer networks, supportive policies and systems, and protected time for learning.

Strategies for Creating a Learning Culture(P. 178)

- ❑ Use coaching techniques to draw out the talents of others by encouraging employees to identify options and seek their own solutions to problems.
- ❑ Guide employees through their work challenges and provide them with time, resources and, crucially, feedback.
- ❑ Recognize the importance of managers acting as role models:
- ❑ Encourage networks – communities of practice.
- ❑ Align systems to vision – get rid of bureaucratic systems that produce problems rather than facilitate work.

Learning Organization Strategy (P. 180-181)

Learning organizations are good at doing five things:

- ☐ Systematic problem solving
- ☐ Experimentation
- ☐ Learning from past experience
- ☐ Learning from others
- ☐ Transferring knowledge quickly and efficiently throughout the organization.