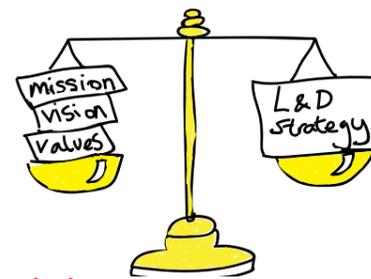




Mark and Lucy's top tips on creating a learning and development strategy



Understand what you need

Do your research and understand what skills, knowledge and behaviours are stopping your organisation and its people being brilliant (within the context of where your organisation wants to be in the future). Asking people what they want from learning and development is always a great place to start

Decide how you'll deliver it

Consider the best way to meet the learning outcomes you've identified. Is it coaching, training, online learning or something else? Do you have the resources internally or would you benefit from some external expertise? Remember to consider what will best suit your audience too; such as timing, accessibility, language and tone

What's it all about?

At Rambutan, we've helped many clients to develop learning and development opportunities for employees, and the supporting strategies. These top tips are about the things we believe are key to producing a successful learning and development strategy that fits the needs of the organisation and the people in it

Know your business strategy

The learning and development strategy can't be stand-alone and has to be aligned to the organisation's strategy, mission, vision and values. Without this alignment you may fail to get buy-in from your key internal stakeholders

Our philosophy on...

Successful organisations invest in their people – that's why Investors in People and the Sunday Times Best 100 Companies place such a heavy emphasis on people development. It's a positive, virtuous circle...employees who are developed are more effective...the more effective they are, the more engaged they are...the more engaged they are, the more development they will want...and so on



Who will benefit?

Anyone who has an interest in developing or reviewing the learning and development offered by their organisation will benefit from these top tips

Books that will help:

Learning and Development (HR Fundamentals) by **Rebecca Page-Tickell** – uses a combination of practical tools assessments and case studies to build up knowledge

Creating a Learning and Development Strategy: The HR business partner's guide to developing people by **Andrew Mayo** – shows how linking to your organisation's business strategy adds value

The Chief Learning Officer: Driving Value Within a Changing Organization Through Learning and Development (Improving Human Performance) by **Tamar Elkeles and Jack J. Phillips** – we think the title speaks for itself

Visit these websites:

www.cipd.co.uk – the professional body for HR and people development

www.hrmagazine.co.uk – for business leaders who want to develop high-performing organisations

www.trainingjournal.com – for anyone involved in learning and development

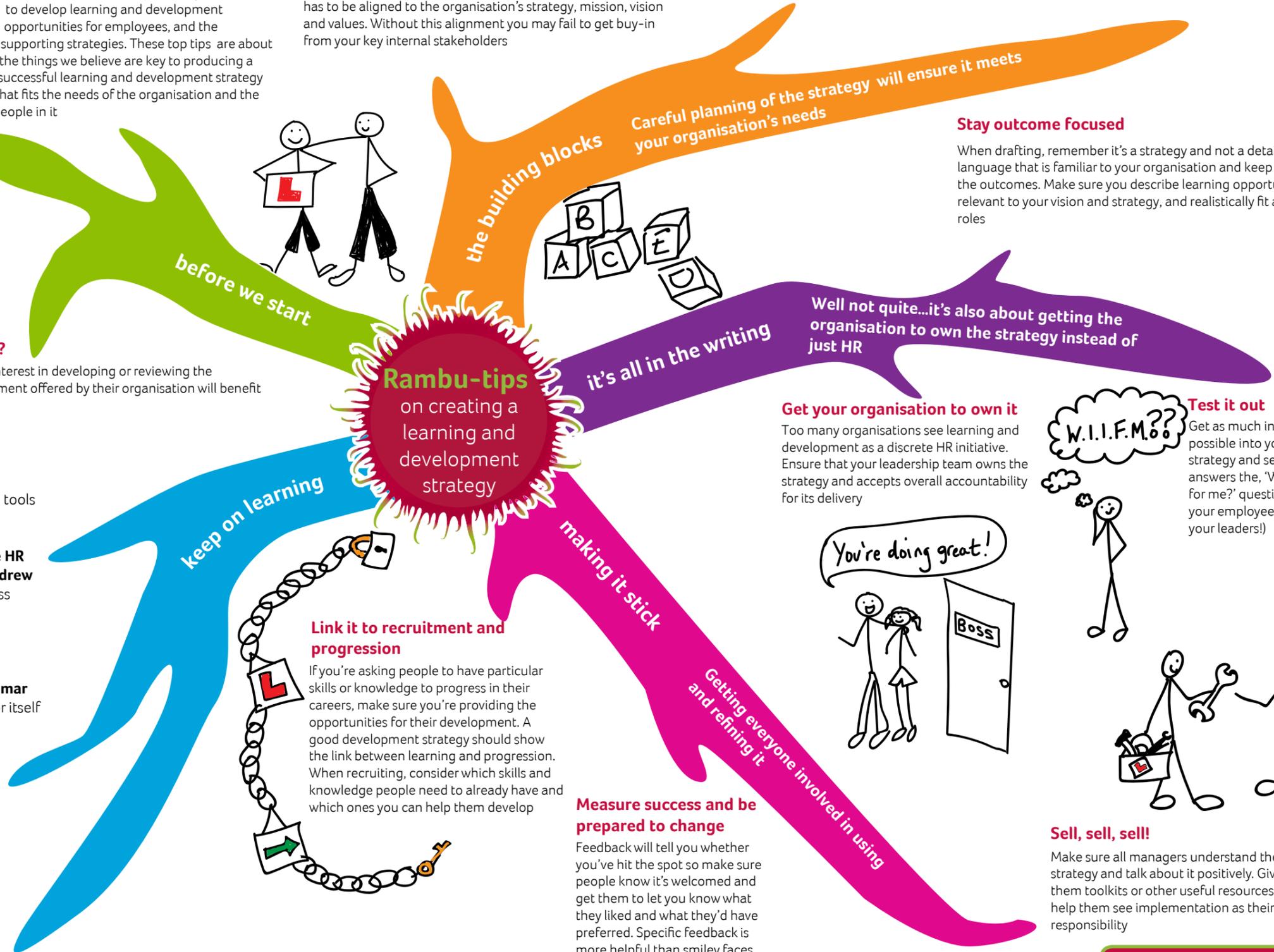


Or give us a shout:

+44 (0) 1858 461071 / hello@rambutan.biz / www.rambutan.biz and we'll help you create a learning and development strategy



Rambu-tips on creating a learning and development strategy



Careful planning of the strategy will ensure it meets your organisation's needs

Stay outcome focused

When drafting, remember it's a strategy and not a detailed plan. Use language that is familiar to your organisation and keep focused on the outcomes. Make sure you describe learning opportunities that are relevant to your vision and strategy, and realistically fit around people's roles

Well not quite...it's also about getting the organisation to own the strategy instead of just HR

Get your organisation to own it

Too many organisations see learning and development as a discrete HR initiative. Ensure that your leadership team owns the strategy and accepts overall accountability for its delivery

Test it out
Get as much input as possible into your draft strategy and see if it answers the, "What's in it for me?" question for all your employees (including your leaders!)



Sell, sell, sell!

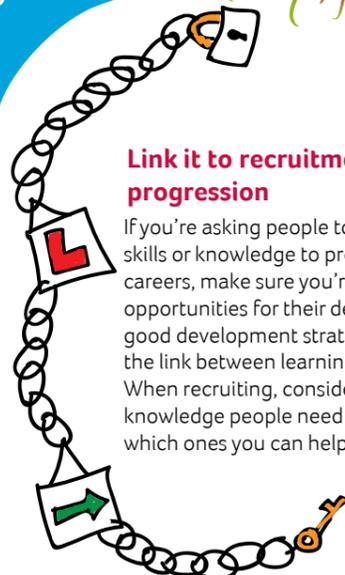
Make sure all managers understand the strategy and talk about it positively. Give them toolkits or other useful resources that help them see implementation as their responsibility



Measure success and be prepared to change

Feedback will tell you whether you've hit the spot so make sure people know it's welcomed and get them to let you know what they liked and what they'd have preferred. Specific feedback is more helpful than smiley faces. Be prepared to tweak, change or start again if the feedback isn't what you hoped for

Keep on learning



Link it to recruitment and progression

If you're asking people to have particular skills or knowledge to progress in their careers, make sure you're providing the opportunities for their development. A good development strategy should show the link between learning and progression. When recruiting, consider which skills and knowledge people need to already have and which ones you can help them develop

making it stick

Getting everyone involved in using