PROVIDING LEARNING & DEVELOPMENT OPPORTUNITIES

Employee development should be self-driven and leader supported. Regular coaching conversations can identify employee development gaps, and action plans can be co-created to address needs. Not all development needs to be in the form of a classroom, though! Types of learning a company can leverage:

Type	Description	When to use
Experiences	• Stretch assignments and special projects that allow people to learn through new experiences • Learning is managed through the performance process and talent planning	• To build on the job skills, likely very specific to the role required • Helps employees understand career path opportunities by "doing the work" • Typically would be paired with other learning opportunities
Exposure	• Individuals are encouraged to get exposure to new ideas externally that expand their knowledge base and help contextualize their work • Includes industry networks, competitor roundtables, and conferences, but should be carefully crafted to be additive and not distracting. These opportunities should be discussed and planned during the performance process	• Great for exposing employees to sector and technical knowledge • Building employee networks and mentors to support
Formal classroom learning	• Traditional mode of learning in which the learning environment is created within a classroom. • As the name suggests, in-classroom learning, both the teacher and student need to be engaging live. • This environment was formally defined as being in a physical classroom. Virtual classroom environments have now become more engaging and appropriate (sometimes) for this training.	• Beneficial for soft skills development and for environments where group interaction and simulation is key • Leadership and coaching courses are typically done in this setting to allow for practice and real-world examples
E-learning and micro-learning	• Free and paid training offered in on-demand environments. Can be interactive lie an e-learning course or passive like video lectures • Many subscription services companies can leverage for employees (such as Linkedin Learning and Udemy for Business)	• E-learning is a cost-effective way to offer training for large employee groups • Ideal for self-directed learning paths, which is particularly important for adult learners. • Beneficial for any technical training where employees can simulate actions on a computer

Adult Learning Assumptions

When deploying learning opportunities in your company, consider how adult learning assumptions impact learning needs and mediums:
1. They are self-directed
2. They have the experience to draw from
3. They are ready to learn
4. They are motivated

Deis, M. & Thompson, M. (2004)

Tools and Forms

• Learning resource list

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CREATING A CULTURE OF LEARNING

Start at the top

Senior leaders need to be modelling growth mindsets and prioritizing learning themselves to showcase the behaviour and values important to the company.

Incentive learning

Include learning goals in employee and company-wide goals.

Celebrate learning publicly and/or personal recognize employees when they complete training initiatives.

Shift to lifelong learning

Recognize learning as a life-long everyday activity. Learning doesn't just happen in the classroom. In fact, for adult learners, it's much more integrated into daily life.
Examples include: reading a book on a relevant topic, attending a conference, participating in professional networking and mentoring, engaging in a stretch assignment at work, etc.

Define expectations

Have clear expectations of employees' roles documented in job descriptions and competency matrixes. Employees need to understand what is expected to determine their gaps and training needs.

Create a budget

Show employees that learning is important by having a dedicated learning budget and widely communicating how employees access funds. Typically this is an annual budget allocated to individual employees with standards on what the funding can be used for.

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ONLINE / E-LEARNING RESOURCES

- E-learning is a cost-effective way to offer training for large employee groups
- Ideal for self-directed learning paths, which is particularly important for adult learners.
- Beneficial for any technical training where employees can simulate actions on a computer

Website	Description/Use case	Link
LinkedIn Learning	• Cost: dependent on the course. Free, per course, and subscription services available • 16400+ courses in 7 languages (English, French, German, Spanish, Japanese, Brazilian Portuguese, Mandarin) • Business, technology, and creativity	https://learning.linkedin.com/for-entire-companies
Udemy for Business	• Cost: dependent on the course. Free, per course, and subscription services available	https://business.udemy.com/
edX	• Many free courses offered from institutions around the world	https://www.edx.org/
Coursera	• Cost: dependent on the course. Free, per course, and subscription services available. Many courses can be taken in a • 5000+ Courses available • Technology certifications, leadership, marketing, data analytics, certifications	https://www.coursera.org/
Ted Talks	• Free • Bit-sized talks from around the world	https://www.ted.com/
Leadership training	• Global options such as Stanford SEED transformation program for cofounders/ C-Suite • India-based leadership mentoring programs for women such as License to Lead from Shilputsi Consultants (also offers training opportunities for middle managers)	https://www.gsb.stanford.edu/seed/programs/transformation https://www.linkedin.com/showcase/license-to-lead/
Trainings for middle management	• In addition to upskilling your middle management on technical and soft skills, change management is an another critical training area to consider for rapidly upscaling companies	Best practices on change management

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