Manager’s Learning Process Model

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Suited for: Individual
Purpose: Model

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Product Overview

The purpose of the Manager’s Learning Process Model is to guide managers as they work with their employees on any learning process – workshops, seminars, college courses, desktop eLearning, mobile eLearning, video/audio trainings, reading materials, on-the-job learning, internships, or ongoing mentoring and coaching. This model highlights where, when and how a manager can intervene to ensure that employees and the organization receive maximum benefit from individual learning.

Type of Product

This is a model for maximizing learning and performance improvement at the individual level.

Who Should Use This Tool?

Any manager who supervises employees who need to acquire new knowledge, develop new skills, and/or modify their current attitudes and beliefs will benefit from using this tool.

When and How Should You Use This Tool?

Use this model whenever you have a direct report who will be participating in a learning intervention in your organization.

What is the Focus of This Tool?

This model focuses on the experiences of learners before, during, and after they participate in a specific learning exercise or learning intervention.
Product Features

Product Materials

Manager’s Learning Process Model contains four process charts:

1. Learning Process
2. Key Success Factors
3. Planning Questions
4. 5As Framework

Length of Time to Administer

It will take an individual between 10 and 20 minutes to read the materials and complete the assessment. A team meeting to discuss the scenario, communication principles, and ratings could take up to 90 minutes. If the exercise is expanded to the entire organization, discussion and reporting out in small groups could take much longer, maybe two to four hours.

Product Benefits

Using this tool will:

- Sharpen the focus of conversations between manager and employee regarding learning events and outcomes
- Help managers plan how they can be most helpful to their direct reports
- Increase the impact employee learning will have on both their professional development and overall business results
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Introduction and Instructions

As a manager of people, you are a critical part of the learning process for the employees you supervise. Your support of the learning process contributes significantly to their learning and, therefore, the results of your company. The four ways of thinking about the learning process presented in this tool will guide you in helping to maximize learning for your direct reports. Look at all four charts and then discuss them with learners. Decide together how you will know when useful learning has been achieved.

Learning Process

Any event or activity in which an employee participates for the purpose of learning should be thought of as the middle of a process that starts before the event or activity and continues after the event or activity has ended. Learning new knowledge, skills, attitudes, and beliefs is shaped by what the learner brings to the event in terms of prior experience and expectations, as well as what happens after the event in terms of application, feedback, reinforcement and results.

Before learners begin an instructional experience, they need to understand how their learning will contribute to achieving the strategic goals of the organization. They need to know why the learning is important and how it will make a difference. They need to have high expectations for what they will learn and apply to their jobs.

During a learning event or activity, especially if it occurs over days or weeks, learners need to know that it continues to be important to the organization. They might need time and opportunity between sessions to practice what they are learning. And they might need resources that supplement what is happening in a workshop, seminar, or class.

If you have the chance to communicate with learners during the event/activity experience, ask them about what they are learning and work with them to ensure they apply that learning to their job.
Key Success Factors

For each of these phases, key success factors are listed below:

Awareness of this information…  And the appropriate learning activity…  Will have these results.

Planning Questions

Ask yourself, “What am I going to do before, during and after the event/activity to help make it a successful learning experience for the employee?” Fill in the chart below to guide you and your employee throughout the learning process.
**5As Framework**

To have maximum impact from the learning intervention, apply the 5As Framework to this learning process. You can read in detail about the 5As in the book *Getting Results From Your Investment in Training: The 5As Framework* by Stephen J. Gill and Sean P. Murray.

The Framework identifies five principles that will help maximize the impact of learning events and experiences:

1. **Alignment** of learning with the organization’s strategic goals
2. **Anticipation** of learning and achieving goals
3. **Alliance** of a supportive learning relationship between the employee and her/his supervisor
4. **Application** of the new learning in the organization
5. **Accountability** for achieving stated learning goals and applying that learning toward achieving the strategic goals of the organization

See the model below