

MARK  
GREANEY

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Leadership Skills for Practical People

# CREATING A LEARNING ORGANISATION

TRAINING YOUR PEOPLE IS YOUR RESPONSIBILITY

[www.mark-greaney.com](http://www.mark-greaney.com)

# USE IT OR LOSE IT

Every year, organisations invest thousands of hours and many thousands of dollars on staff training. Yet few would agree that they are seeing the full expected benefit of their investment.

Despite the superb learning opportunities available, there is a vast gap between learning and applying that learning. Staff attend training workshops, only to return to workplaces that pay little attention to implementing their newly acquired knowledge and skills.

Line managers often do little or nothing to help their direct reports apply the learnings in their jobs. Senior managers who imagined that external training will transform their staff into effective performers, are often disappointed by the lack of change.

It's the epitome of the old saying, 'use it or lose it'. The benefit of the learning soon disappears. With little observable performance improvement, the value of investing in learning is questioned, which leads to asking whether L&D are doing their job.

The missing link between 'learning it' and 'losing it', rests on follow up. The learning experience is not limited to the participants in a workshop. We need highly engaged managers to support their staff to make the best use of their new knowledge.

The role of L&D is not just to organise and administer learning, but rather to champion it at all levels across the organisation. The post-training that L&D leaders play in ensuring line managers integrate the learning into the organisation is the missing piece of the puzzle. It's what will ultimately define their failure or their success.

This white paper examines why involving managers in embedding learning is the key to a new world of effective L&D programmes, and offers a way forward.

## SO WHAT'S REALLY HAPPENING WITH MANAGERS?

- They believe that embedding learning is someone else's job
- They're often appointed with no experience of managing direct reports
- They don't understand principles of applied learning
- They lack skills to coach their staff during and after training
- They don't follow through on the 1 on 1 process unless mandated
- They don't hold staff accountable for implementing their learning

# 70:20:10 MODEL FOR LEARNING AND DEVELOPMENT

Michael Lombardo and Robert Eichinger described the 70:20:10 model in their 1996 book, 'The Career Architect Development Planner.'

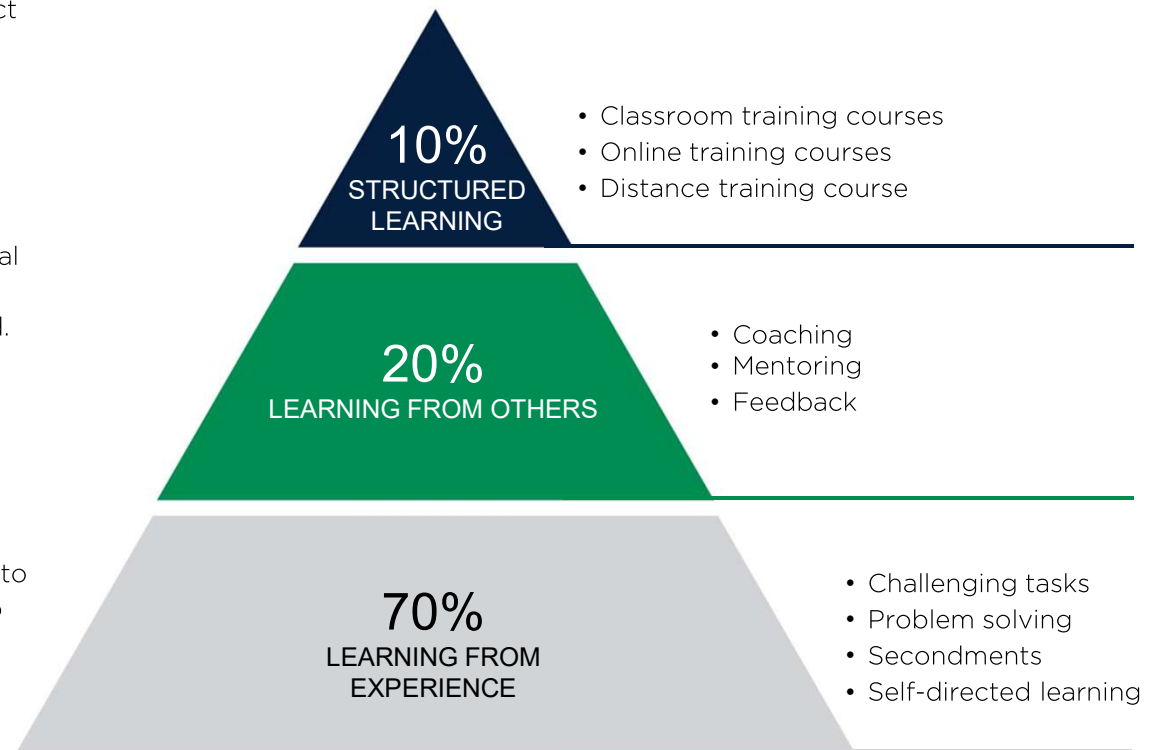
Despite major shifts in learning design and delivery, the principles underlying the model are still relevant.

Training programmes deliver the concentrated input of ideas and information. However it requires intentional practice of newly acquired skills and knowledge to make that stick, and to be road tested in the real world.

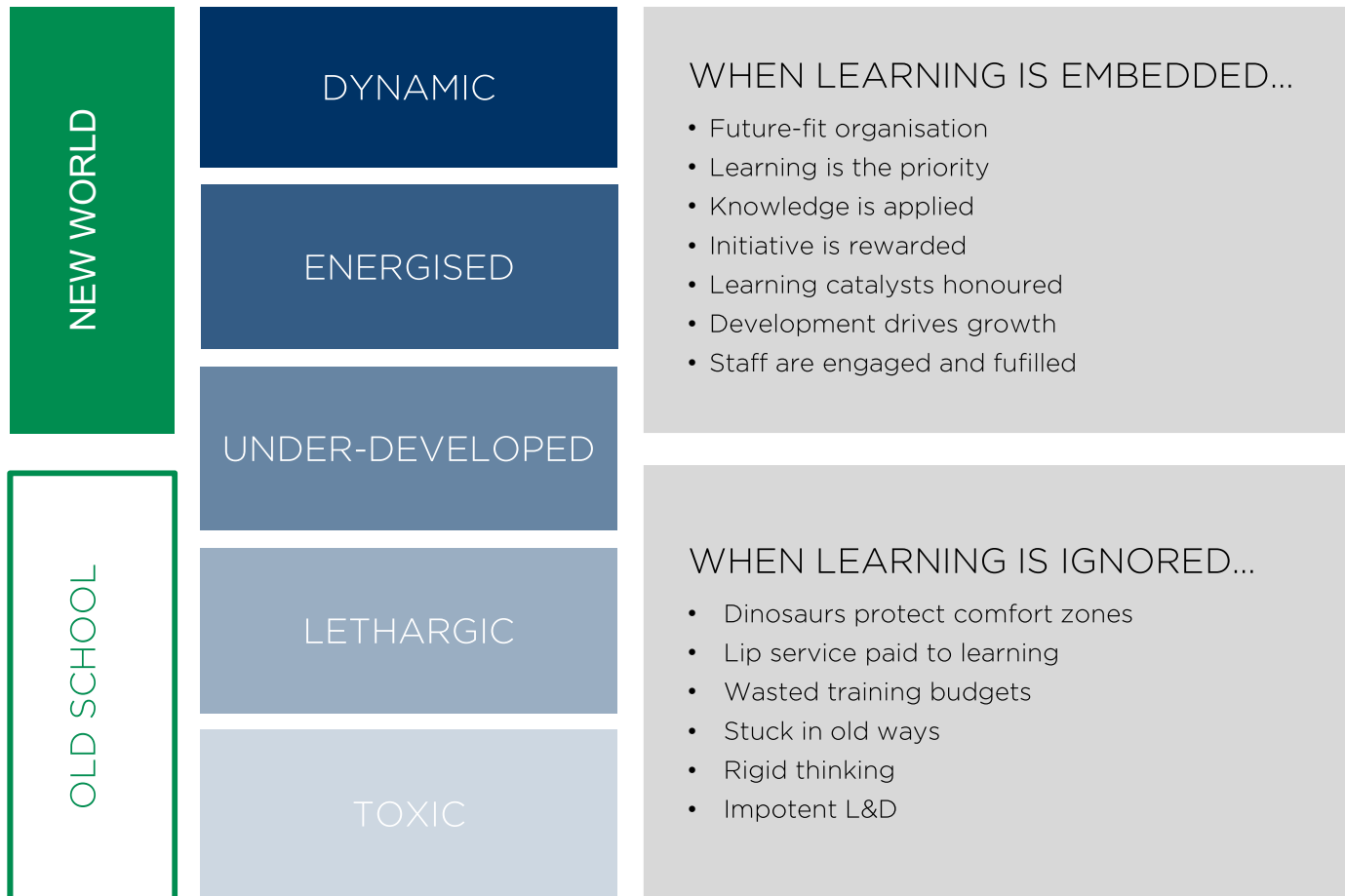
The most significant part of embedding happens on the job, but the catalyst between learning and implementation is the manager.

It is their guidance, feedback and support that makes all the difference. Managers who do not have the skills to coach, the willingness to listen or the ability to develop their people, negate the value of training.

Of all the transformations it is possible for L&D to deliver within an organisation, the development of these managers is the most fundamental.



WHO IS DRIVING THE SUCCESS OF YOUR LEARNING AND DEVELOPMENT STRATEGY?  
HOW ARE YOU EMBEDDING A POSITIVE CULTURE OF LEARNING AND DEVELOPMENT?  
WHAT IS THE RISK OF TRAINING THAT IS DELIVERED BUT NOT APPLIED?



# WHEN THE LEARNING ENVIRONMENT IS...

## UNDER-DEVELOPED

### ORGANISATION

The organisation is worried about the future but doesn't know why. Loads of untapped potential is walking out the door.

### L&D

Isolated and frustrated, L&D is heading to a tipping point. Their role is unrealised and their value questioned.

### MANAGERS

Managers know what they ought to be doing, but are in protection mode; reacting to perceptions of threat from staff keen to learn and make change.

### STAFF

Frustrated and sceptical, staff are under-utilised, unrecognised, and feel unappreciated. Looking for opportunities elsewhere.



Based on these four categories, where would you rate your organisation overall?

# WHEN THE LEARNING ENVIRONMENT IS...

## ENERGISED

### ORGANISATION

A buzz begins as the organisation knows it needs to be better. Recognition that everyone can be developed and will be supported to do so. Works in cross-functional teams, not just a ladder.

### L&D

Building momentum towards a learning culture. Champions and sponsors are offering to step up. There is a growing appetite for learning.

### MANAGERS

Managers actively develop staff. A willingness to collaborate without feeling threatened by talent. Managers focus less on themselves and more encouraging learning and growth in others.

### STAFF

Strong people leaders are promoted. Excited about the future, they see learning and growth as opportunities to play to people's strengths and offer more flexible ways of working.



Based on these four categories, where would you rate your organisation overall?

# WHEN THE LEARNING ENVIRONMENT IS...

## DYNAMIC

### ORGANISATION

This is the organisation that everyone wants to work for. Staff development is everything. The organisation is nimble, responsive and embraces learning.

### L&D

L&D function is elevated and respected within the organisation. Responsibility for suggesting training directions is shared across all levels of the organisation.

### MANAGERS

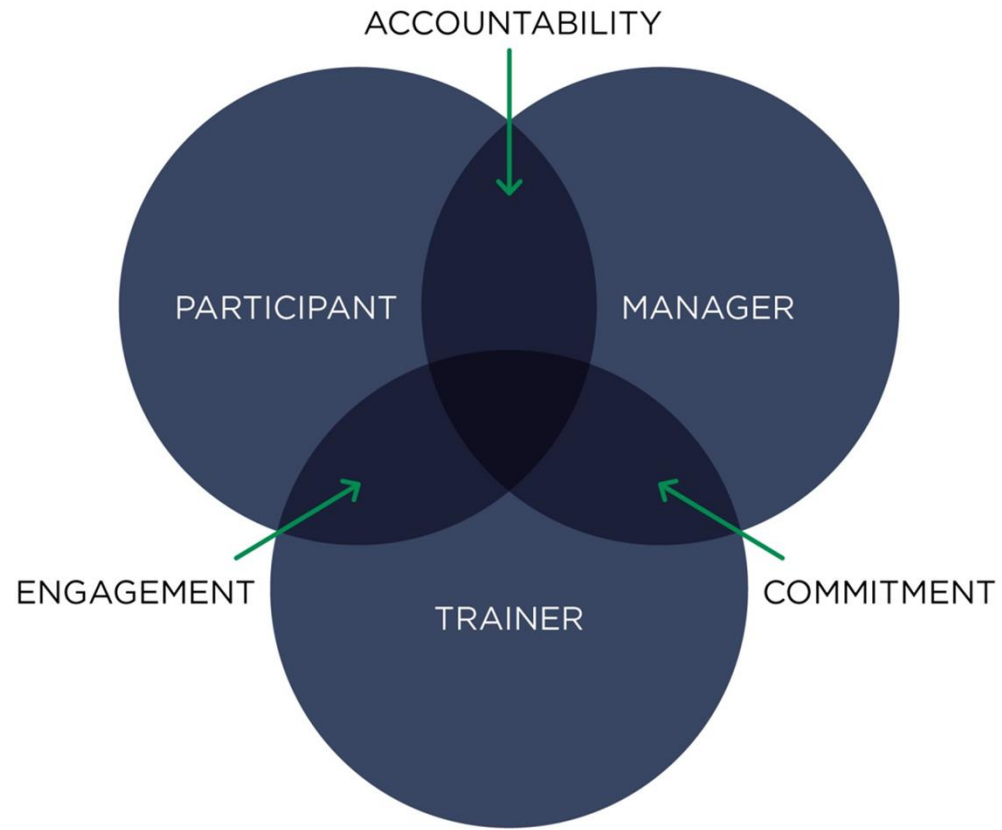
Managers are doing their job, leading the development of their staff. They understand L&D and are focused on getting the best out of their team members.

### STAFF

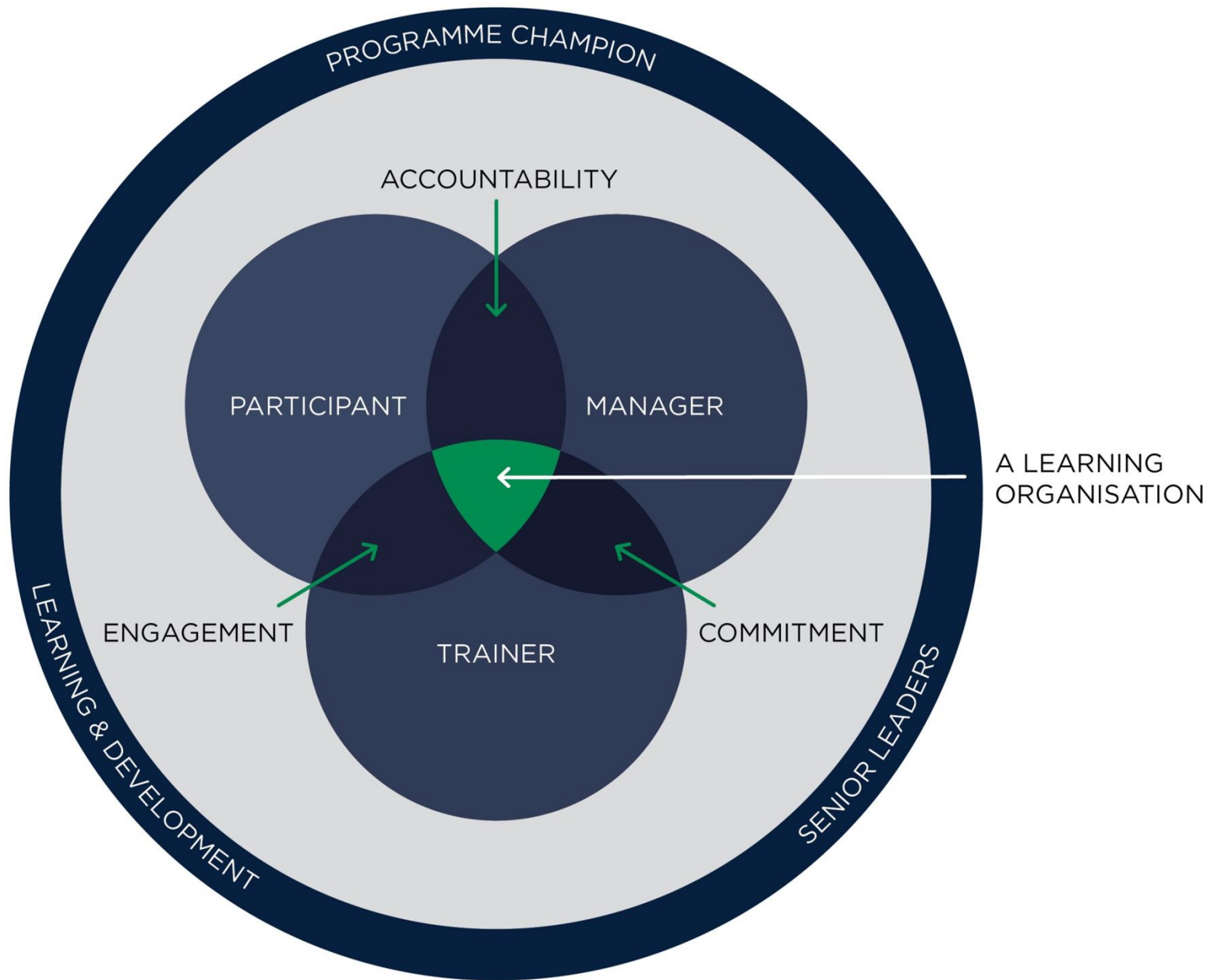
With no fear of learning or change, staff take initiative. New ways of working are suggested and implemented. Staff drive their own development by putting their hands up for learning.



Based on these four categories, where would you rate your organisation overall?









Mark Greaney teaches leadership tools for practical people. A highly regarded corporate trainer, Mark is fixated on making learning positive, safe and lasting. He is expert at creating environments where learning sticks.

Mark works with organisations that are committed to developing their people. Over more than a decade as an independent trainer, Mark and his company, NZ Facilitators, have worked at all levels across corporate and government departments.

Providing tailored training solutions to meet a wide range of needs and environments, his clients currently include: NZ Police; Fletcher Building; Fonterra; Mobil; T & G Global; Sanford; The Warehouse Group and Rocket Lab.

## CONTACT DETAILS

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