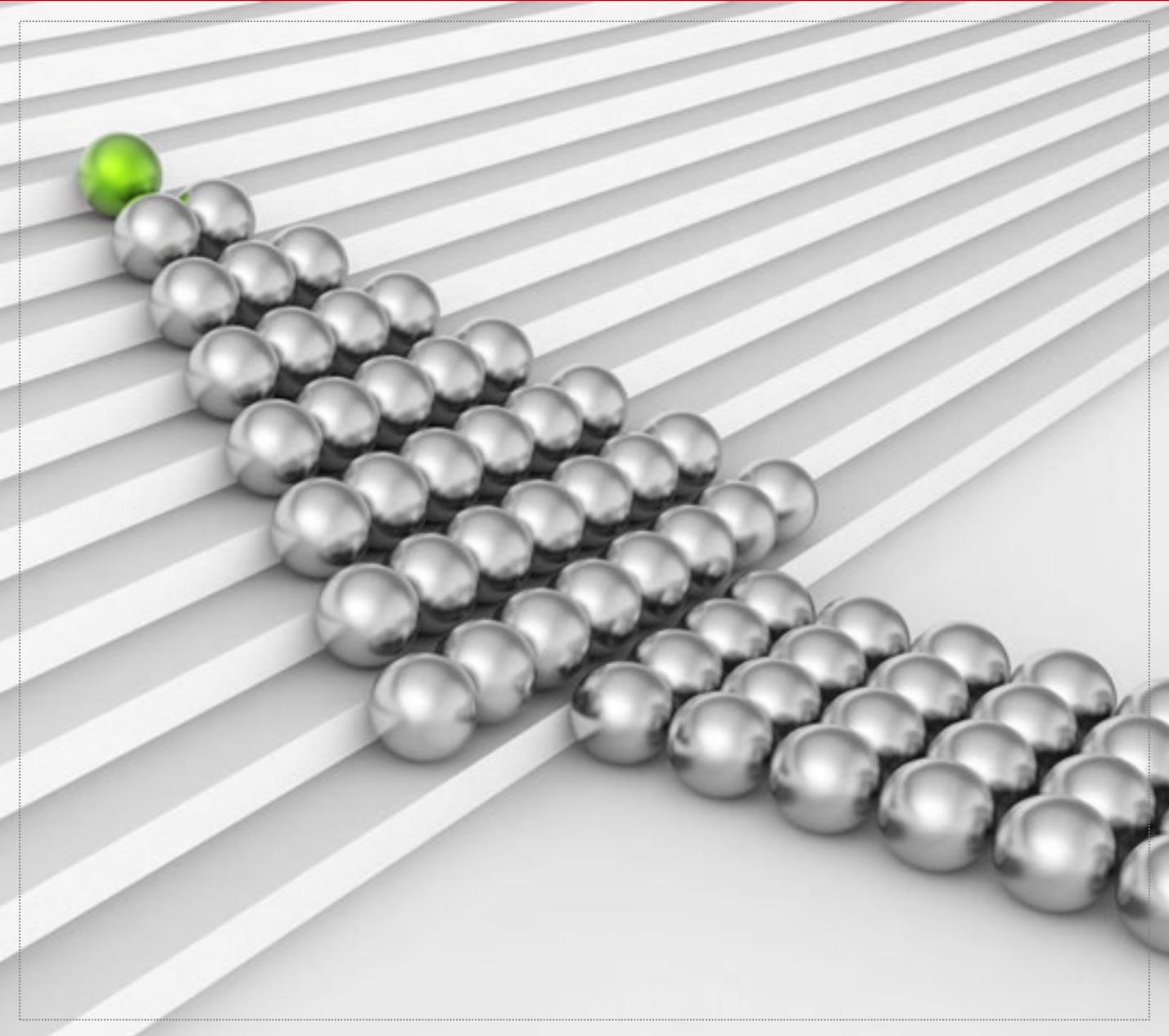


Leader-led Learning

A Learning Process Owned and Driven by Your Managers



Enjoy your working life.



THE LEARNERS IN YOUR ORGANISATION NEED A DIFFERENT APPROACH

Research by Deloitte has shown a clear picture of the modern learner. They are overwhelmed, distracted and impatient. Traditional stand alone classroom training is failing both you and the learners. It can be costly, have only short lived impact, it is event based and therefore inflexible and often “owned” by in house L&D people or external trainers. In addition the measurement of behaviour change and ROI through actual data is woeful.

Traditional eLearning is also failing. It’s seen as boring, rigid and not collaborative. What we all need is a learning approach that fits with current and future reality and that works for learners, leaders and your organisation.

MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learners' jobs, behaviors, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their own development.

OVERWHELMED...

41% of time workers spend on things that offer little personal satisfaction and do not help them get work done.

DISTRACTED...

Knowledge workers are constantly distracted with millions of websites, apps, and video clips.

41% of knowledge workers actually complain that they don't have time to do their job.

IMPATIENT...

5 and 10 seconds of mobile content is actually consumed as frequently as every 5 minutes—locally, often by work applications and collaboration tools.

1% of a typical workweek is all that employees have to focus on training and development

UNTETHERED

Today's employees find themselves working from several locations and structuring their work in nontraditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people consistently and even harder to develop them efficiently.



ON-DEMAND

Employees are accessing information—and learning—differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:



COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.



EMPOWERED

Rapid change in business and organizations means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.



The Solution – Leader-led Learning

The solution is built around your own managers and leaders running conversations with their teams and each other, using pre written content from Wentworth and supported by a mobile technology platform that measures behaviour and results. The topics and content are selected by you to work on skills and challenges that are important for your business.

Why does it work?

Agility

Millennials particularly want just in time learning, relevant to their roles and ambitions. This approach allows that agile learning to happen.



Ownership

Managers own and drive sessions. They are more invested in the process; they will deepen their own knowledge and make it truly practical.



Sustainability

This approach allows learning to move to a programmatic format, beyond a single event and towards a process that achieves sustainable change.



Part of Business as Usual

The modern learner can afford only 1% of their time to learn. So micro learning has to be the way to go. It's learning as BAU.



Frequently asked Questions

Can line managers really run good learning sessions?



Absolutely! This is not about being a subject matter expert or a brilliant facilitator. The best learning sessions tend to be driven by great conversations happening between people who are engaged with a topic. Context beats content every day. The Wentworth model provides your managers with:

- Conventional training to upskill them on how to facilitate the sessions
- A clear and simple leader's guide that maps out each session around conversations, stories, idea generation and action planning
- A technology platform that keeps participants focused and provides measureable data on behaviour change and impact.

In terms of subject expertise, managers will have enough knowledge already in topics driven in the leader-led program.

Can we spare the time to do this?

That depends on how important this is viewed by the business heads and the managers themselves. This approach will drive collaboration, innovation and create a learning culture.

This approach will need the active support of senior executives. Running the business will take precedence sometimes. It should not take precedence all the time. The alternative is to either do nothing, or find budget for external facilitators. However neither of those options are viable. In effect this asks managers to allocate 60 minutes each month to run the conversations. That is very manageable.

Frequently Asked Questions

Where does traditional learning from Wentworth fit in?

It will blend in with the leader-led learning activity. Where you need deeper learning in any topic, or where subject matter expertise is essential (for example for senior leadership programs), that will need a specialist and experienced facilitator. There would also continue to be a core curriculum for key skills development areas such as pitching, selling to existing clients, negotiation, business writing skills or presenting. Specialist areas like resilience and creativity would require a subject expert. Change management and culture work would continue to need external advice and consultancy. Where the leader-led model comes in is to provide a structured model for the ongoing learning that HAS TO happen in order for real behaviour change to take place.

In what areas does the leader-led approach work best?

1. To get multiple areas of your business working on a business improvement or change initiative. This is where it links to your overall business strategy. That might be around how you service customers and clients, how you collaborate across locations and functions, how you foster teamwork or innovation. Leader-led learning creates the space for people across the business to talk about the same issue and generate ideas and actions.
2. To build core skills, particularly as a follow up on previous skills development. Getting managers working with their teams or with each other creates ongoing learning and development.

Case STUDY**case study****International publisher professional services**

They had been rolling out a solution sales program using a traditional model of using a subject matter expert to deliver workshops in each market across Asia. Budgets only allowed for 1 workshop a year. The feedback scores on the workshop were great but as we all know immediate feedback and a wonderful experience in the room does not necessarily translate into changed behaviours and downstream results.

The adoption of the process and skills was mixed, dependent on the local line managers.

We advised the client to switch approach and use Leader-led Learning. We launched the LLL program by equipping line managers with the skills necessary to facilitate the sessions with their teams; we familiarized them with the content and allowed them practice time with feedback. All country MD's are involved in coaching. The program is supported through the use of Yammer as a collaborative tool that allows people to access the content, share ideas and socialize results.

The impact has been high. All managers are running sessions with their teams, aligned to their regular weekly meetings, so this has integrated into **business as usual**. Field coaching is backing up the team sessions, ideas are being implemented and there have been **immediate measureable results** leading to excitement that "it's working".

By passing the program over to the line managers they feel in control and have taken ownership. The Wentworth consultant stays involved with a monthly coaching process, briefing on each new module.