

Rising to the challenge: Transforming training in tough times

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22 July 2010
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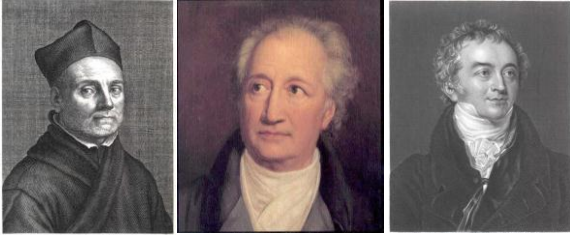
Agenda

Transforming Training

1. Knowledge and work today
2. What about informal learning?
3. The power of 'no'
4. Some practical next steps

Knowledge and work

What links ...?



Athanasius Kircher

Johann Wolfgang von Goethe

Thomas Young

No more Goethes

Question: What percentage of the knowledge you need to do your job is stored in your own mind?

1986	75%
1997	5 – 20%
2006	8 – 10%

Robert Kelley, Carnegie-Mellon University, longitudinal study with knowledge workers

What about informal learning?

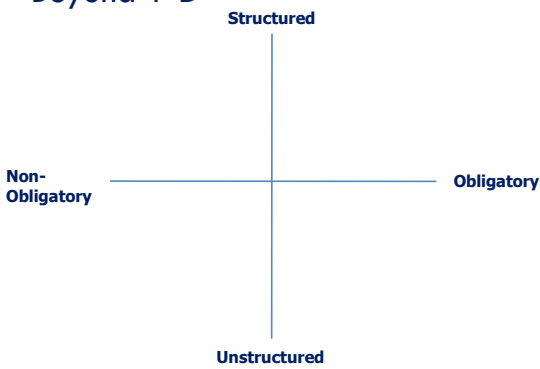
Informal _____ Formal

Where on this line would you put the following?

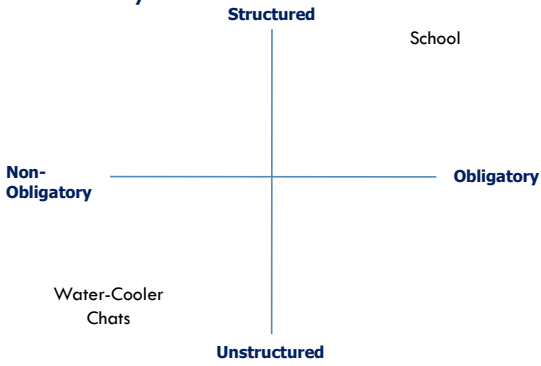
1. A school lesson in a foreign language?
2. A water cooler chat at work?
3. An optional 'brown-bag' lunch time session suggested by a manager and organised by an employee?

Informal _____ Formal

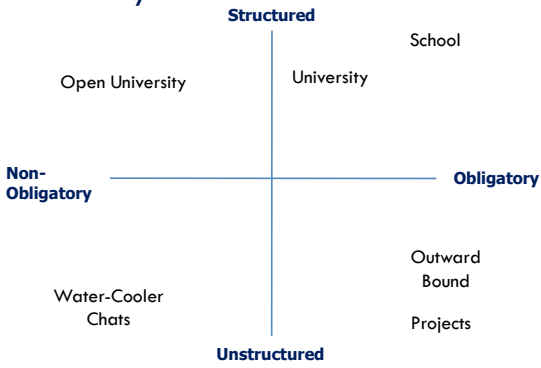
Beyond 1-D



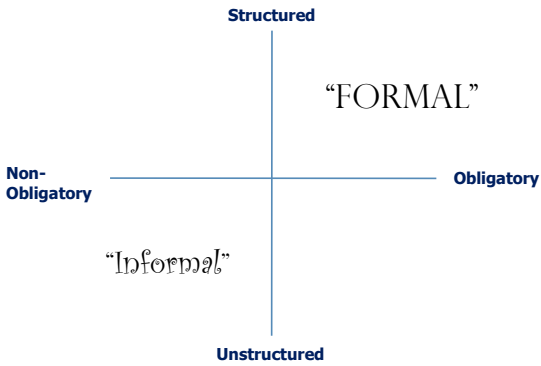
Delivery



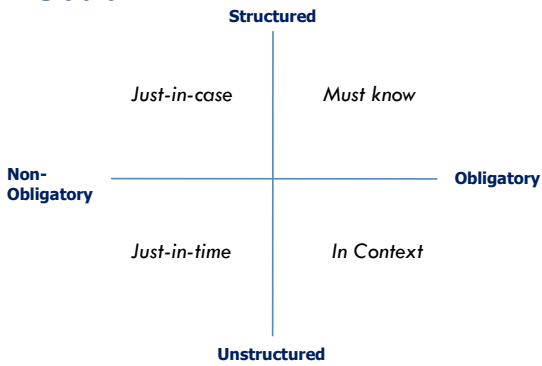
Delivery



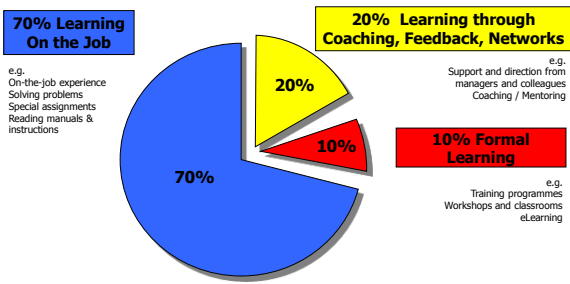
Labels



Goals

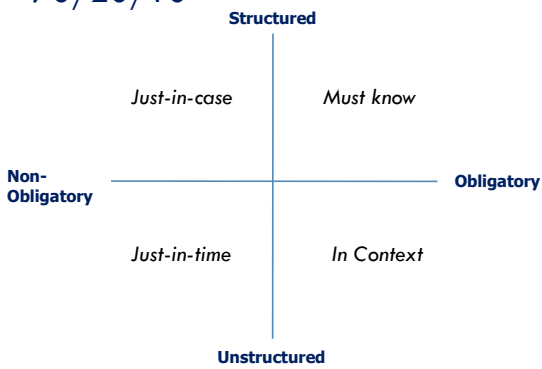


How do we learn at work?



Source: Charles Jennings

70/20/10



The power of 'no'

Performance

The AMO Model

$$P = f(\text{Ability, Motivation, Opportunity})$$

Based on the extension of MacLnis and Jaworski's AMO model by John Purcell

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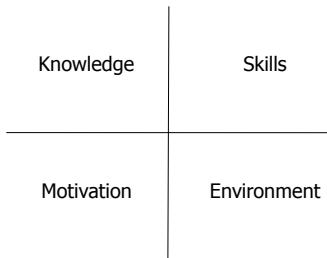
Can they?
(Knowledge & Skills)

Do they want to?

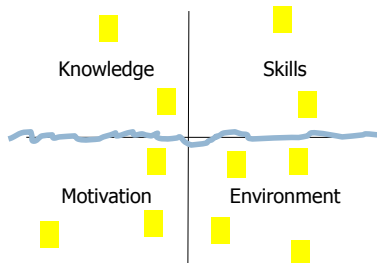
Are they allowed?
(The environment)

Based on the extension of MacLnis and Jaworski's AMO model by John Purcell

Say 'no' (and 'yes')



Based on the work of Nigel Harrison



Based on the work of Nigel Harrison

Today's training department



- What would it look like?

Some practical next steps

Some practical next steps

1. Find the (business) pain
2. Explore *all* possible solutions: open, cull and focus
3. Keep growing your team's skills and knowledge

2. Open, Cull, Focus

- i. **Open:** What *might* work?
- ii. **Cull:** What *will* work
- iii. **Focus** your energies on success
(just say no!)

3 Develop skills and knowledge

1. Informal CPD

- a) UCISA
- b) Towards Maturity
- c) Networks (IITT, LSG)

2. Formal CPD

- a) Training Zone:
<http://www.trainingzone.co.uk/item/188747>
- b) IITT: www.IITT.org.uk

