



TALENTMILES

FINDING FLEXIBLE SOLUTIONS FOR LEARNING AND DEVELOPMENT IN UNPREDICTABLE TIMES

SUMMARY AND CONCLUSIONS

APRIL 22, 2020



3 TRIGGER- QUESTIONS TO OUR EXPERTS

1

How can we plan for learning and development-processes for the Autumn despite not knowing what the restrictions on work and work-related travel will be?

2

How can we aspire for better learning and engaging managers in supporting members of their teams in self-driven development?

3

How can we pursue environmentally sustainable solutions in learning and development?

WIM GIJSELAERS

In my own organisation so far, two observations of work in the crisis

Observations

1. First two weeks, people kept persisting in doing the same things they did before, only now WFH. And the managers kept pushing staff as if nothing has changed but now without being able to control them. After the initial phase colleagues got frustrated because they cannot work the way they like and love and the way they can make a difference.
2. I observed that over a week-end, staff made a change of how to work, in their own way, that normally would have taken 10 years of discussion to achieve

What would research tell us about what is happening?

- The overall message: when disruptions hit the organisation from outside, the only thing that can help is having flexibility, and this rests with the people at the frontline.



TALENTMILES

WIM GIJSELAERS

Two messages from research

1. Empower your frontline employees. They are the ones who are learning, and mgmt should take a different role in supporting them instead of feeling a need to take responsibility for getting things done.
2. Try to develop platforms, opportunities where people can share what they have learnt during a particular day or a week. "Make" them talk, and seek for dissent and different options and so start learning from this . This is different than putting people in a training session.

Finally 3 lessons, conclusions I made of my own

1. You need to allocate a lot of time for learning everyday.
2. I keep running out of time because my managers are demanding too much time from me. They want to keep everything scheduled as before while I would like to search for opportunities.
3. Key for new L & D; search for platforms so that people can share their stories and learn from them.



TALENTMILES

TIJU COUGHLIN

"I am very pragmatic; the power is in the frontline. It would be stupid to think that learning only happens with higher management and HR. The questions: How can I empower the front line, What are the tools I can give them to do things."

Management would like to have reflection and good things. I often notice that frontline managers could use help with learning to do those things in practise.



TALENTMILES

THOMAS SPJUTH ERIKSSON

5 questions to consider for L&D the Autumn

1. My L&D strategy – how can I regain new commitment?
2. How Sustainable & Longterm is the delivery?
3. Are our managers blocking or embracing self-driven development?
4. Is our LMS giving us a technical advantage or does it ignite growth of individuals?
5. How much should I invest in controlling/structuring vs. letting the "learning virus" spread?



TALENTMILES

BO-MAGNUS SALENIUS

Points of thought on Learning and Development

1. Learning happens locally, in an between minds. We don't have to move people anywhere.
2. Learning activities means engaging your team leaders and managers to engage people in their teams, at work, with questions rather than information and knowledge.
3. Stop expecting people to move to your LMS for learning. Instead, use digital, scalable learning coaching to step up learning where they are and who they work with.



TALENTMILES



THANK YOU FOR JOINING US TODAY!

We look forward to hearing from you!
www.talentmiles.pro



Wim Gijsselaers
Maastricht University



Tiiu Coughlin
Evac Group



Thomas Spjuth Eriksson
HR advisor



Bo-Magnus Salenius
bo-magnus.salenius@talentmiles.pro