

Learning & Development Strategies

This framework is designed to assist you in identifying and assigning the appropriate learning and development strategies that will help you achieve your targeted professional and career development goals. You may want to reference this information as you create or modify development goals.

| Learning and Development Actions | Description | Target Skill-Set | Examples | Implementation Steps/Success Factors | Benefits |
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| Formal Training & Education (internal or external) | Classroom, Webinar, or online self-paced courses targeted toward specific employee groups or skill development areas. | <ul style="list-style-type: none"> Functional or role-specific skills/knowledge Interpersonal skills development Leadership Development | <ul style="list-style-type: none"> Live, instructor-led course Webinar based instructor-led course On-line self-paced course | <ul style="list-style-type: none"> Identify employee knowledge or skill need/gap Match to appropriate training course Develop pre- and post-training goals Ensure program attendance Provide manager feedback and evaluate progress in using skills on the job | <ul style="list-style-type: none"> Provides immersive, targeted development. Timing of training is important; should be completed close to time when skills/knowledge can be used/applied |
| On-the-Job Training/Challenges | Training or coaching provided to employees by managers, supervisors, and/or peers; activities align with day to day job tasks and assignments. | <ul style="list-style-type: none"> Core job experiences Personal challenges | <ul style="list-style-type: none"> Creative problem-solving Identification of new ways to work Engagement in planning projects | <ul style="list-style-type: none"> Identify employee knowledge or skill need/gap Determine which on-the-job opportunities that would be appropriate/of interest Determine goals of assignment Facilitate learning during assignment, provide support. Evaluate goal accomplishment | <ul style="list-style-type: none"> Provides employee development through providing additional responsibility Enables employee to learn through experience |
| Professional Membership/Association | Typically a method to increase exposure to best-practices and knowledge sharing within a technical/professional discipline. | <ul style="list-style-type: none"> Networking/Exposure Specific functional or professional skill development | <ul style="list-style-type: none"> Participate as a member or as leader of professional organization, or internal/external networking | <ul style="list-style-type: none"> Identify if broader or targeted exposure knowledge is desired/needed. Talk to various people who belong/have participated in those groups; get feedback on effectiveness, focus, etc. of organization. | <ul style="list-style-type: none"> Facilitates network building Provides greater access to professional resources/best-practices |
| Reading/Writing | Self-directed learning or research in topical areas. | <ul style="list-style-type: none"> Gaining and/or sharing specific knowledge | <ul style="list-style-type: none"> Books, case studies, articles, on-line research, etc. Writing a technical paper | <ul style="list-style-type: none"> Identify knowledge gaps/needs Provide recommendations, help, or ideas for resources as needed | <ul style="list-style-type: none"> Exploration or targeted study of a particular subject matter |
| Feedback | Typically someone observes the employee and provides information, advice, and instruction intended to help develop skills, improve performance, or enhance the quality of his/her career. | <ul style="list-style-type: none"> Functional or role-specific skills/knowledge Interpersonal skills development Leadership development | <ul style="list-style-type: none"> Manager Supervisor Peer Experienced coach (internal or external) Client | <ul style="list-style-type: none"> Identify skill to be developed and who would be best able to provide feedback Provide opportunities for observation Meet to discuss self-evaluation and give objective feedback | <ul style="list-style-type: none"> Provides objective, outside view Opportunity to reflect, discuss and learn from experiences Improves short-term performance and longer-term development |
| Mentoring | Typically a training method whereby a less experienced employee is matched with a more experienced colleague for guidance and development either through informal or formal programs. | <ul style="list-style-type: none"> Career pathing/advancement Leadership development Networking/Visibility | <ul style="list-style-type: none"> Career-oriented mentoring to increase visibility, provide challenging development assignments Help with strategies for accomplishing work objectives | <ul style="list-style-type: none"> Determine what type of mentoring "program" (formal or informal) is most appropriate and can be supported. Carefully pair mentors to address a specific skill gap or area of focus Facilitate goal development at the start of the relationship Determine method to evaluate the success of the match/mentoring | <ul style="list-style-type: none"> Knowledge sharing Upskilling of workforce |