

How to Become an Effective Learning and Development Manager

Duration: 2 days

The rate of change for companies is faster than ever. If members of staff are to keep up with changes in competition, technology and customers' demands then the need for effective learning and development is greater than ever.

Learning and development plays a critical role in changing and adapting organisations. As a manager of the learning and development department, it is not enough to have sound operation design and delivery capabilities - you also need to have a robust plan linked to the organisational goals and be able to market that plan, gain commitment, and measure success. This course equips participants with a range of options to enable you to meet those challenges.

Who should attend this course?

This course is aimed at those who are managing or have the responsibility of co-ordinating the learning and development function, especially those who are new to the position.

Course Objectives

By the end of the course participants will be able to:

- Link training to corporate learning and business need
- Identify key issues facing managers in the learning and development area
- Define effective measures for training programmes
- Use a range of marketing approaches suitable for promoting training
- Evaluate training programmes

Course Outline

Setting the Scene

- Business drivers for effective training management
- History and perception of the role
- The place of training in employee and business development
- Generic core elements
- Structure – role and responsibilities
- The skills required to be an effective Learning and Development Manager
- Personal Assessment

Marketing the Role & Functions

- Stakeholders and relationships across the organisation
- Consultancy, marketing and networking skills
- Support – internal and external

Business Needs & Strategy

- Training strategy
- Change within organisation
- Culture of organisation
- Creating a learning organisation
- Encouraging employees to take ownership for L&D
- Producing a training plan and reviewing it
- Forecasting resources required
- Supporting the business with L&D reviews

Managing Internal and External Trainers

- Recruiting the team
- Leading and motivating the team
- Selecting external resources
- Monitoring and evaluating performance
- Selecting appropriate delivery solutions
- Managing a training budget

Developing Evaluation Questionnaires

- Competency and skills questionnaires
- Attitudinal questionnaires
- Behavioural questionnaires

Measurement Methodologies

- Linking training measurement to learning objectives
- How measurement is impacted by learning styles
- Formative and summative evaluation
- Kirkpatrick's 4-stage evaluation hierarchy
- Predictive, attainment and attitudinal assessments
- Business benefit assessments
- Certification as a measurement
- Pre and post course evaluation

Evaluating Different Types of Training Intervention

- The evaluation perspective: provider versus buyer
- Developing evaluation questionnaires
 - Pre and post course evaluation
 - Evaluating instructor-led courses
 - Evaluating coaching
 - Evaluating e-learning
 - Qualitative versus quantitative

Implementing Learning

- Linking learning to performance management
- Using a scale for improving quantification
- Defining roles and responsibilities
- Cost benefit analysis
- Support mechanisms that reinforce learning

Summary & Conclusion

- Key learning points
- Personal action planning