

Simplicity from Complexity

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Edinburgh
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Jack Bauer



Experience

Education

Personal

Military

Jack Bauer



Life is..

Work is..



Simplicity from Complexity

Learning and Development → The Corporate CTU?

Lessons from 24

Simplicity from Complexity

our agenda

Purpose



Environment



Strategy



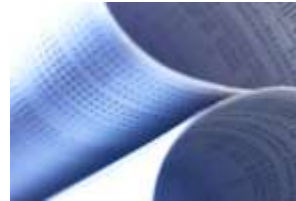
Alignment



People



Data



Operations



Responsibility



Technology



Flexible



Process



PLUS ----- Secret!

Simplicity from Complexity

Sense of purpose

- Leadership
- Management
- Individual performance



Focus

- Performance
- Engagement
- Sustainment
- Reputation
- Capability
- Quality



Environment & Climate

TRUST

Fairness

Reward

Simplicity
from
Complexity

Mindset

Risk of
winning

Fear of
failure



Simplicity from Complexity

Challenges – The Field of Play

Alignment/Integration
Strategy, Style

Quality

Governance
*Operational management
Compliance
Legislation
Communication*

**Content, Anticipating the future,
Access, Supply, Impact
Performance, Engagement, Diversity,
Coaches, Development, Technology,
Support, Role Models**

Efficiency
*Time,
Priorities,
Cost*

Effectiveness
*Return – TIR, SIR
Value for Individuals
& Organisation*

Sustainability
*Expectation,
Complexity*

Complexity The world of learning & development

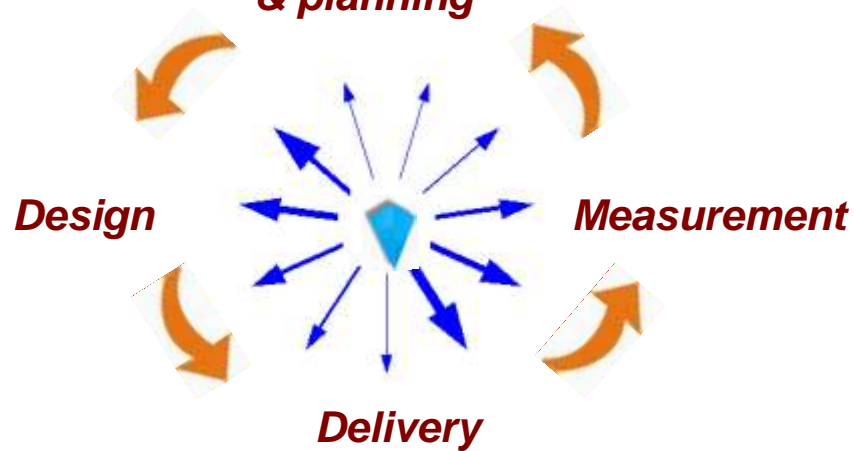
Direction ————— Strategy ————— Leadership



*Performance consultancy
& need analysis*

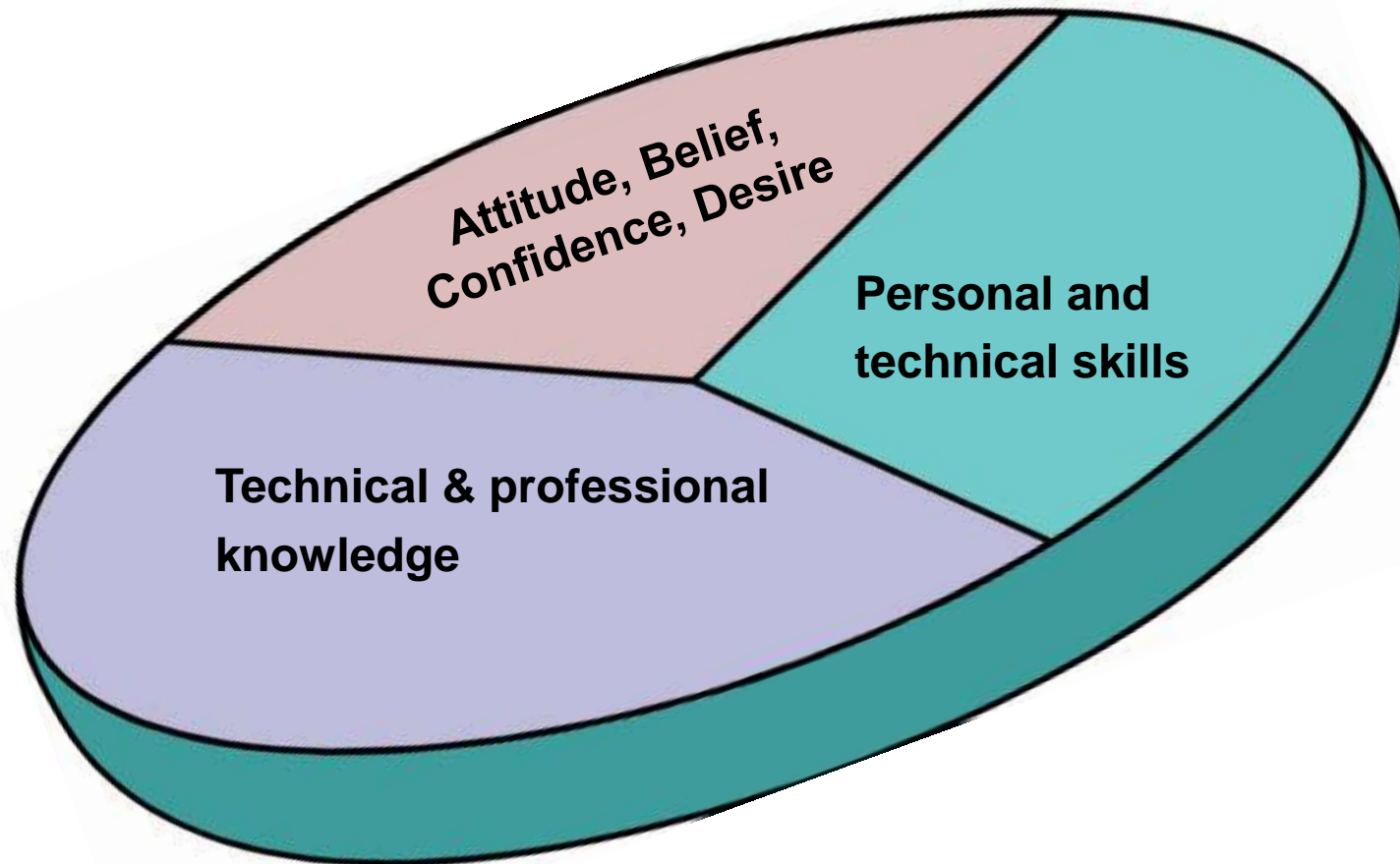


*Prioritisation
& planning*



Simplicity from Complexity

The three components of each of our responsibilities



Simplicity from Complexity

Personal responsibility - mindset



The concept of personal responsibility can only be related when everyone is first accountable for their actions, behaviours and relationships to the mission or purpose and not to the agenda of others.

Simplicity from Complexity

People

- **Capability**
- **Energy**
- **Team**
- **Customer**
- **Stakeholders**



Simplicity from Complexity



Development Framework

What and why?

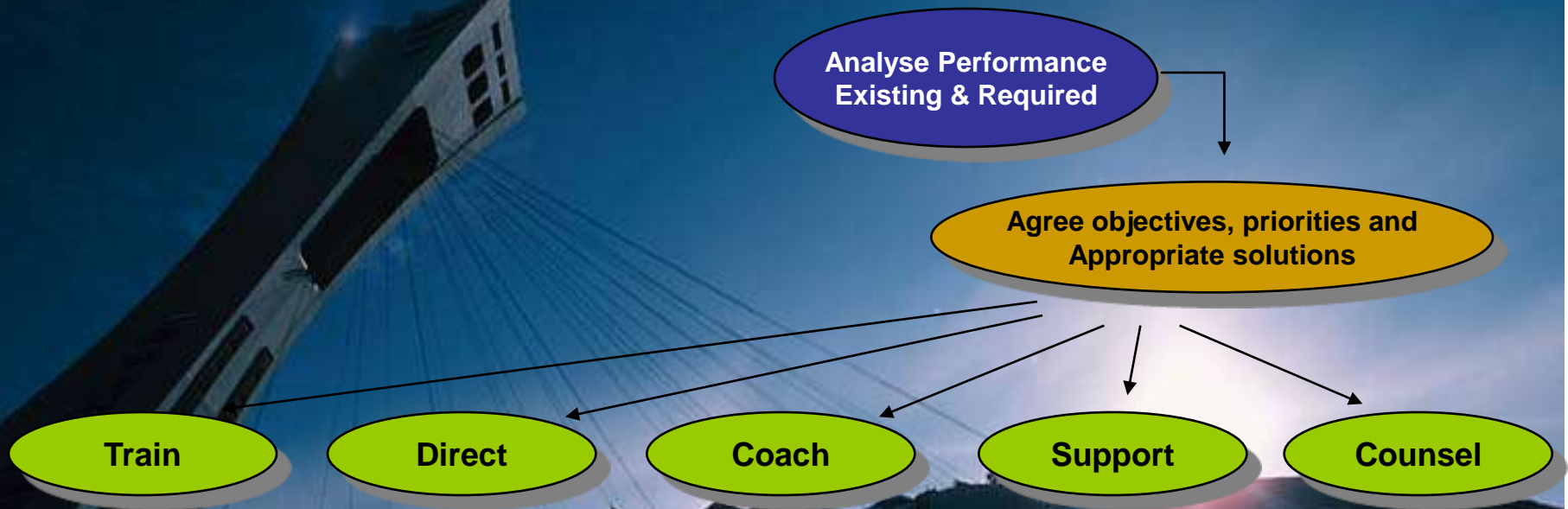
Development Approach

How?

Development Plans

When and who?

Performance Development Approach



Simplicity from Complexity

Flexible Processes & Innovation

-ve

- Compliance
- Justification
- Personal turf
- Defence



+ve

- Current state awareness
- Benchmarking
- Continuous Improvement
- New horizons

*Seeking differentiation, service levels, productivity,
& performance through people*

Simplicity from Complexity

Operational excellence

- Support
- Productivity
- Service
- Technical capability



- R&D
- Access
- Supply
- Impact

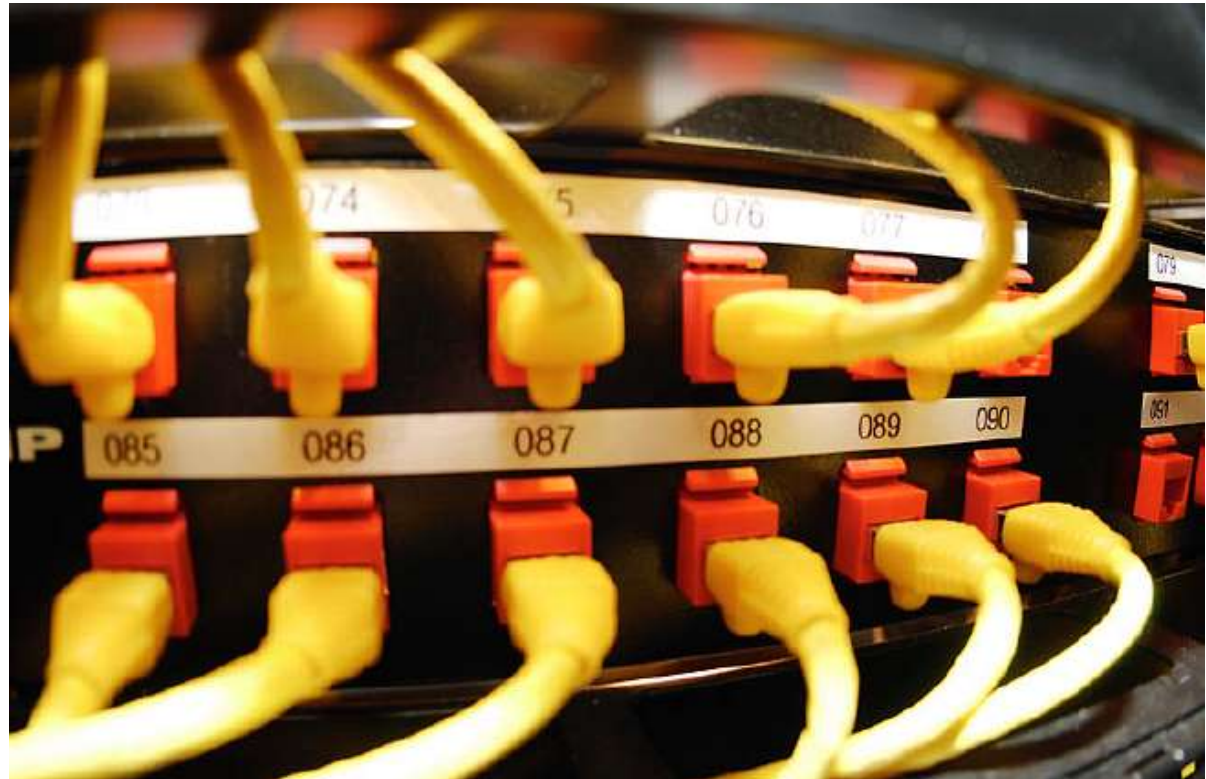
Simplicity from Complexity

Systems

Organisation

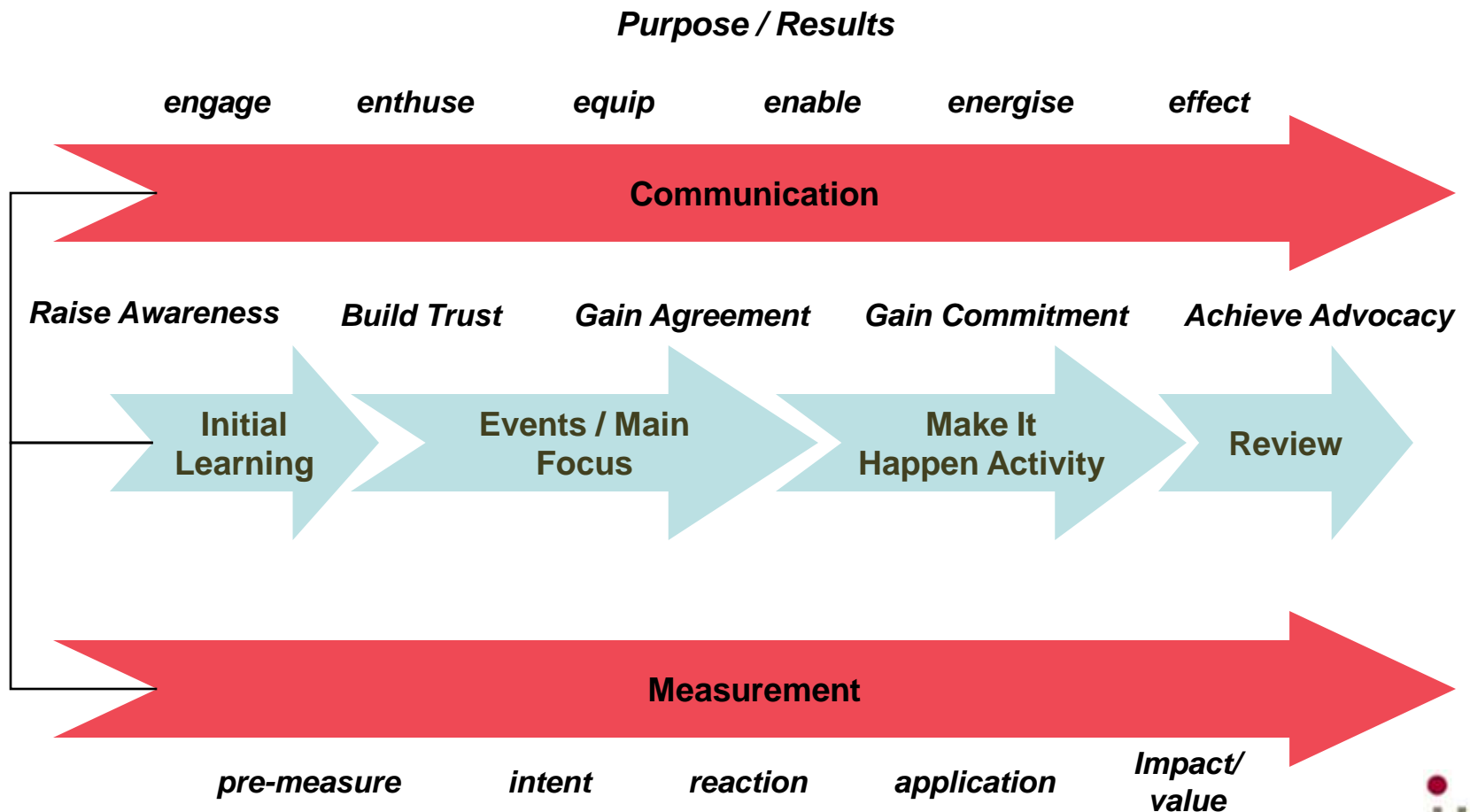
Learners

Functions



Connectivity

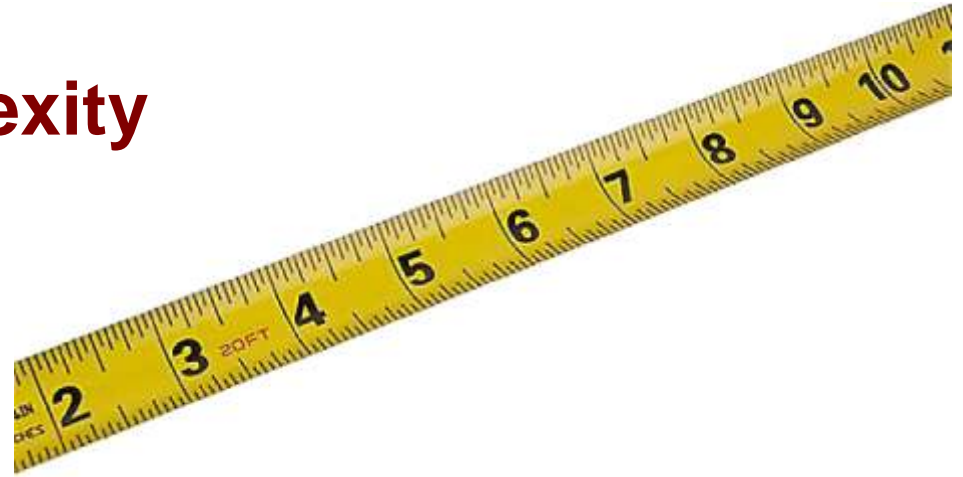
INL Six Elements of Effective Implementation



'Maximising the value of your investment in learning'

Simplicity from Complexity

HR/L&D measurement
must move..



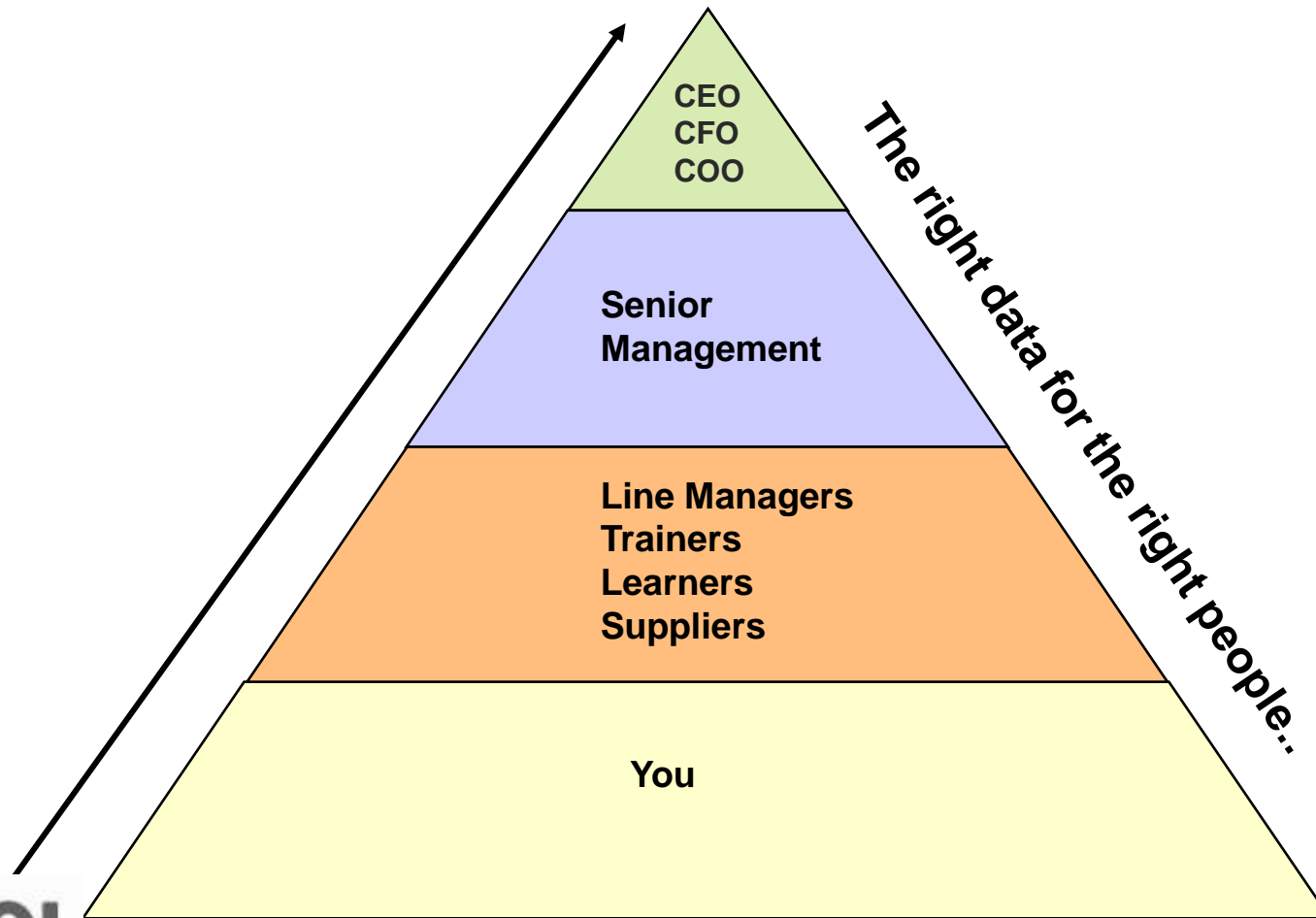
FROM

TO

- | | | |
|---------------------------------|-------|--|
| Backward looking | — — ▶ | Predictive/Diagnostic |
| HR with HR | — — ▶ | Business relevance |
| Discrete training events | — — ▶ | All inclusive learning |
| Lacking credibility | — — ▶ | Accountability enhancement |
| Tactical orientation | — — ▶ | Used for continuous improvement |
| Internally reported | — — ▶ | Dev. & management focus |
| Reactive | — — ▶ | Proactive |

Simplicity from Complexity

Levels of Reporting – L&D



Simplicity from Complexity

What does this mean to you?

- Seek expertise and depth
- Use depth to create simplicity
- Take responsibility for what lies beneath
- Be part of the organisation
- Be for the organisation
- Be part of your teams
- Be for your teams
- Develop your own performance
- Enjoy life – bring you to work

Simplicity from Complexity

SECRET

HE CARES !



Contact

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'Maximising the value of your investment in learning'

