

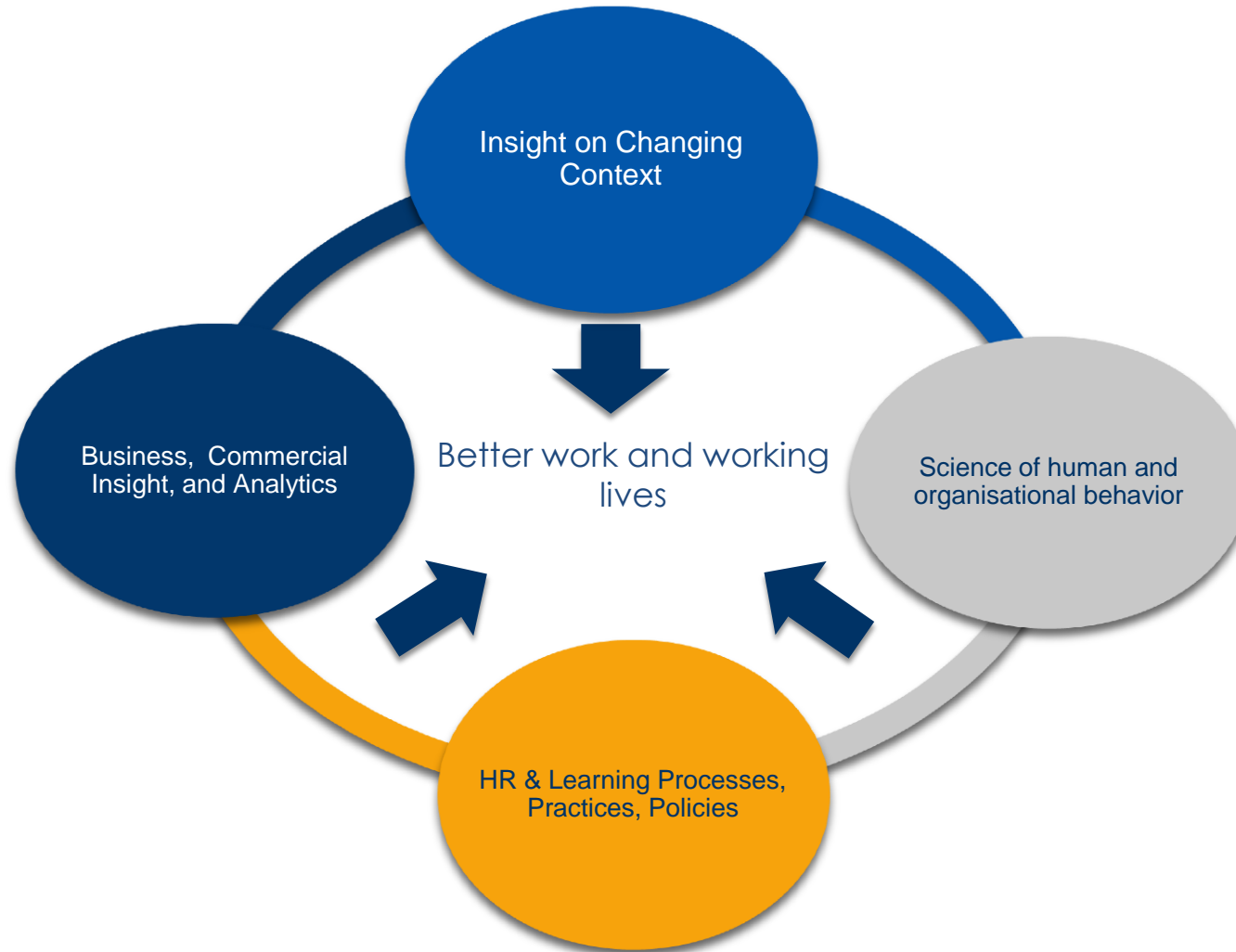
The shape of L&D in the HE landscape-why L&D and OD needs to be more integrated.

DR JOHN MCGURK

CIPD HEAD OF SCOTLAND AND NI: POLICY AND PROFESSION LEAD.
SCOTLAND, NI AND NORTH.

Time	Element	who
14.00-14.05	intro	Cathy Leeman
14.05-14.15	Part one context and challenge	JMCG
14.15-14.30	Learning to outrun change	JMCG
14.30-14.40	Audit and reflection	group
14.40-14.50	Designers not doers	Group
14.50-14.55	discussion	JMCG
14.55	Conclusion	JMCG

Framework for Future of HR and People Development



Context: Universities Challenged

The learning horizon in HE

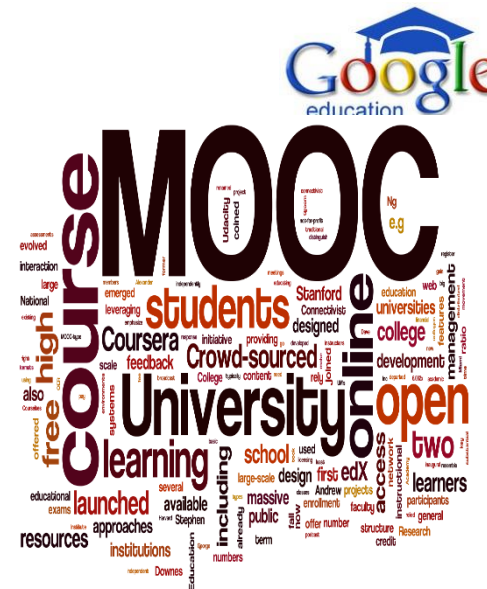
- ▶ Fast moving external environment
- ▶ Slower moving institutional environment
- ▶ Challenge around talent trajectory
- ▶ Issues around customer/stakeholder expectation
- ▶ Disruption/disintermediation

Pyroclastic flow of change

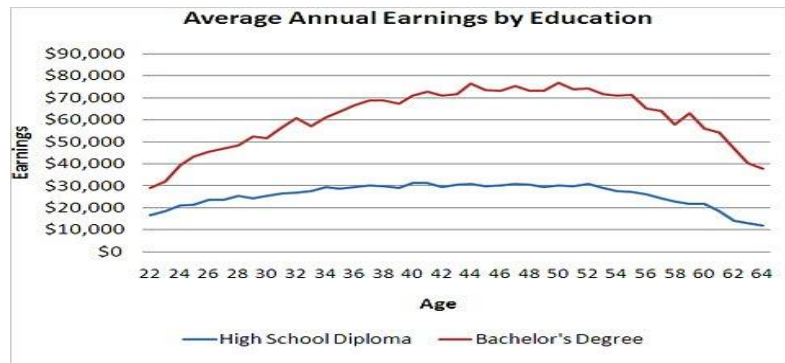


Context for universities

- ▶ Product is being
 - ▶ Democratized and Devolved
 - ▶ Disrupted
 - ▶ Disintermediated
- ▶ Customer is being
 - ▶ Choice bombed and Options added
 - ▶ Debt saddled
 - ▶ Attracted and repelled



Context for Universities (contd.)



Content providers

Content provider

- ▶ Increasingly HE is a content business
- ▶ Knowledge management
- ▶ Partnerships and alliances.





Discuss
context
in your
university.

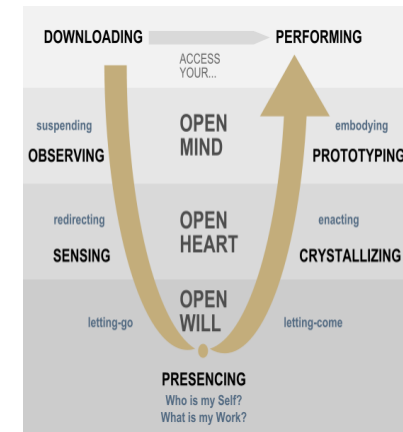
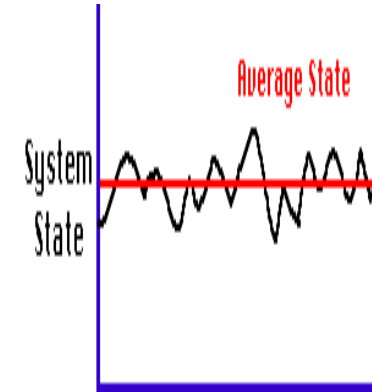
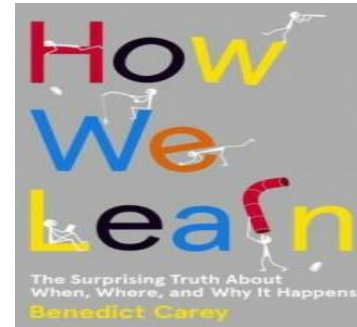


Part two:

REFRESHING
AND
REPLENISHING
OUR LEARNING
APPROACH

Part two: Learning to outrun change

- ▶ Despite what we know and should know we are haphazard about learning.
- ▶ We continue in a steady state when we face a very happening future
- ▶ Learning is lean embedded and drive productivity.
- ▶ Learning is at the heart of agility, integrity and resilience.



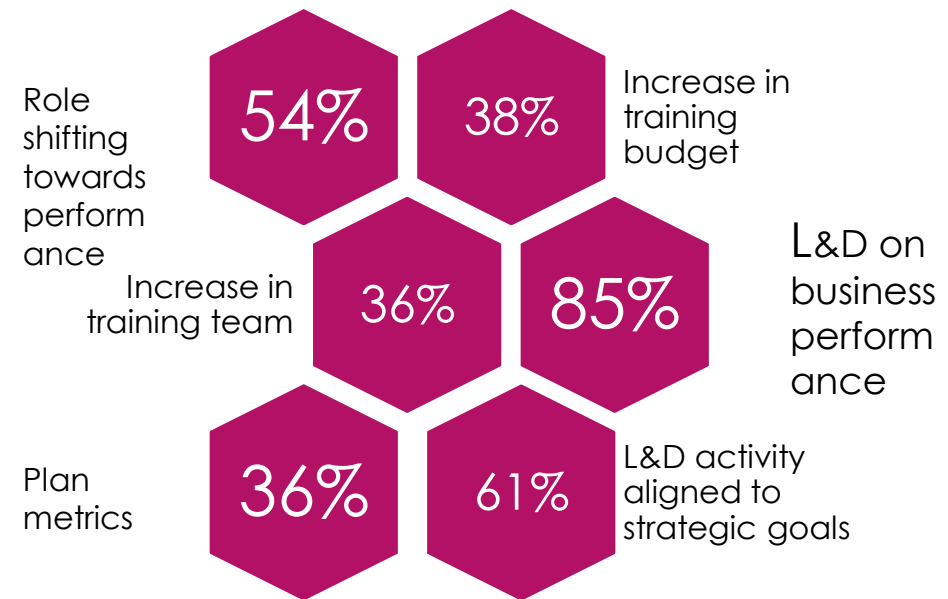
Leading the learning future

The five features of advanced learning

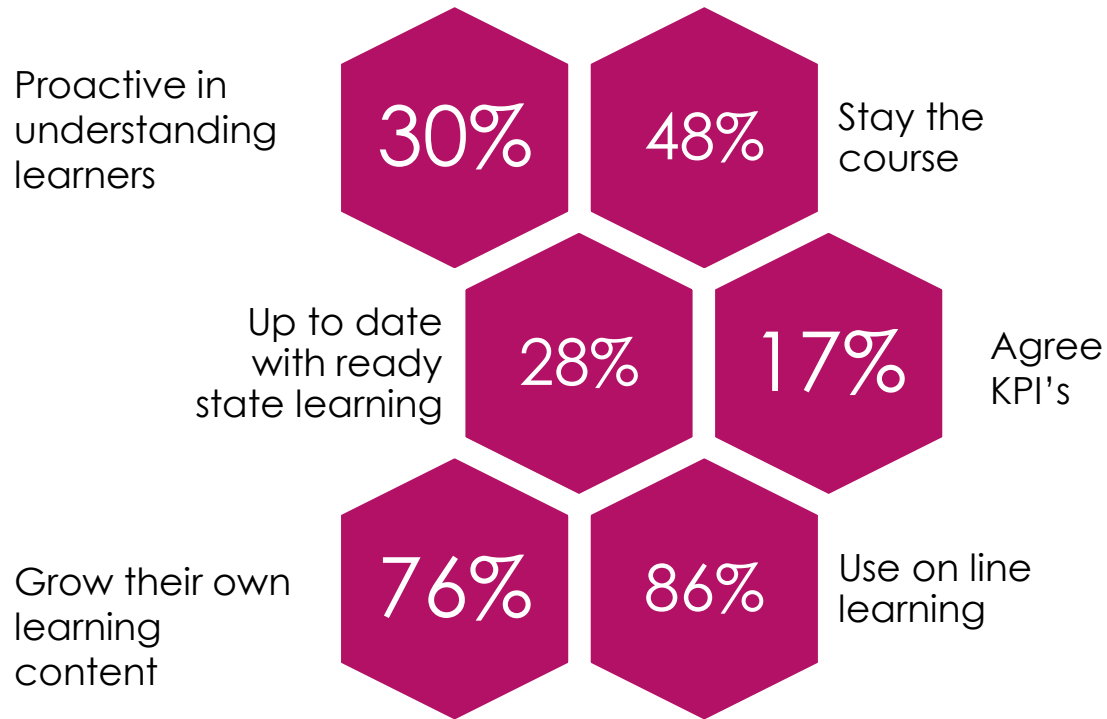
- ▶ Leverage learning optimism
- ▶ Actively seek to understand internal customers.
- ▶ Put technology on the learning agenda
- ▶ Think digital
- ▶ Proactively invest in new L&D skills.

Source Towards Maturity CIPD 2016

The outcome so far



Practice is changing



- ▶ In 2009 our L&D survey showed that only 4% understood anything about neuroscience. Now its nearly a third.
- ▶ Teams are engaging much more with technology
- ▶ BUT. Only 23% of L&D leaders think their teams have the right skills.

Topping up the tank



Have skills in house to facilitate collaborative learning

20%

Provide CPD for L&D

54%

Know what questions to ask suppliers

55%

25%

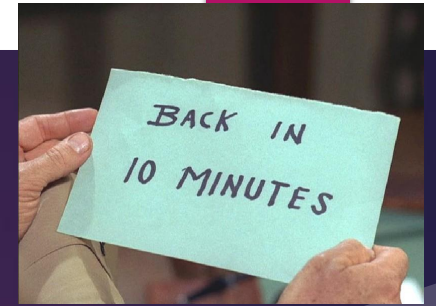
Expected to join external networks professional bodies

67%

34%

Train trainer in tech

Activity: 15 future learning foci: Work through and reflect.

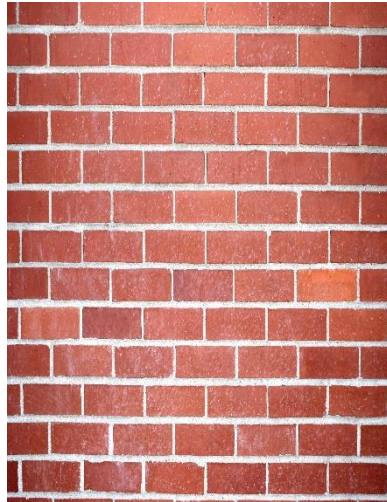


Shift towards performance	Increased training budget	CPD for L&D	Increase in training team	Planning for metrics
Skills for collaborative learning	L&D aligned to performance	Joining external professional networks	Training trainers in tech	Stay with classroom courses
Grow own learning content	Use on line learning	Up to date with ready state	Proactively understand learners	Better management of suppliers

Part Three

INTEGRATING L&D AND OD

How we can impact by integrating L&D/ OD?



L&D + ODD = Transformational Change

Why curiosity is an increasingly sought after business skill

- ▶ We live in a world of disruption and dislocation, Staying in the steady state is not an option,
- ▶ The search for new solutions is driven by the level of curiosity
- ▶ Organisations value that attribute ACROSS the organisation. Learning makes it happen.



Employees don't value feeling curious



Organised

61%



Detail orientated

48%



curious

20%

Merck “State of Curiosity” Research on curiosity and the global workplace


Incidence

- ▶ Led by Psychologist Todd Kashdan.
- ▶ Explored the C factor across nations, industries, generations cultures.
- ▶ Data from Germany, China and USA. 3,000 employees surveyed.
- ▶ Looked across nations to see where the highly curious where.
- ▶ Identified a core of 20% highly curious.

Dimensions

- ▶ Openness to new ideas
- ▶ Inquisitiveness
- ▶ Distress tolerance
- ▶ Creativity in problem solving

Curiosity premium: Curious person more likely to

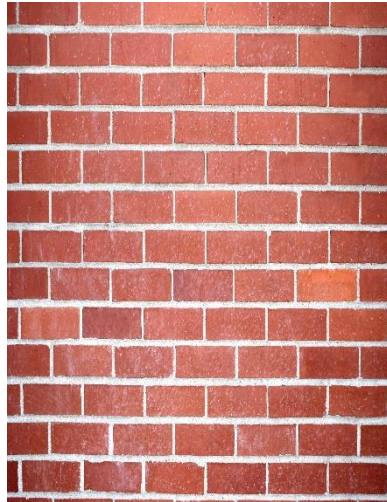
- ▶ Seek out new experience at work
 - ▶ Bring an idea to life at work
 - ▶ Have a unique talent at work
 - ▶ Have a lot of friends at work
 - ▶ Be promoted at work
 - ▶ Speak multiple languages
 - ▶ Earn a higher salary
- 
- ▶ Adjust to change
 - ▶ Propel innovation
 - ▶ Increase skills for future challenges
 - ▶ Have good networks
 - ▶ Be more motivated and productive
 - ▶ Contribute to new markets
 - ▶ Lift the value add

Thinking outside the sandbox

- ▶ Need people to feel safe thinking and being curious.
- ▶ Challenge counter-curious practice.
- ▶ Bad brainstorming, stale staff suggestion schemes. Quirky innovation processes can all create a counter curious culture.



How we can impact by integrating L&D/ OD?



L&D + ODD = Transformational Change

Design: Landing transformational change: A lightning tour

Design



Reading and re-writing context



Aligning strategy and culture.



Handling radical change opportunistically

Techniques



ambiguity and purposeful instability



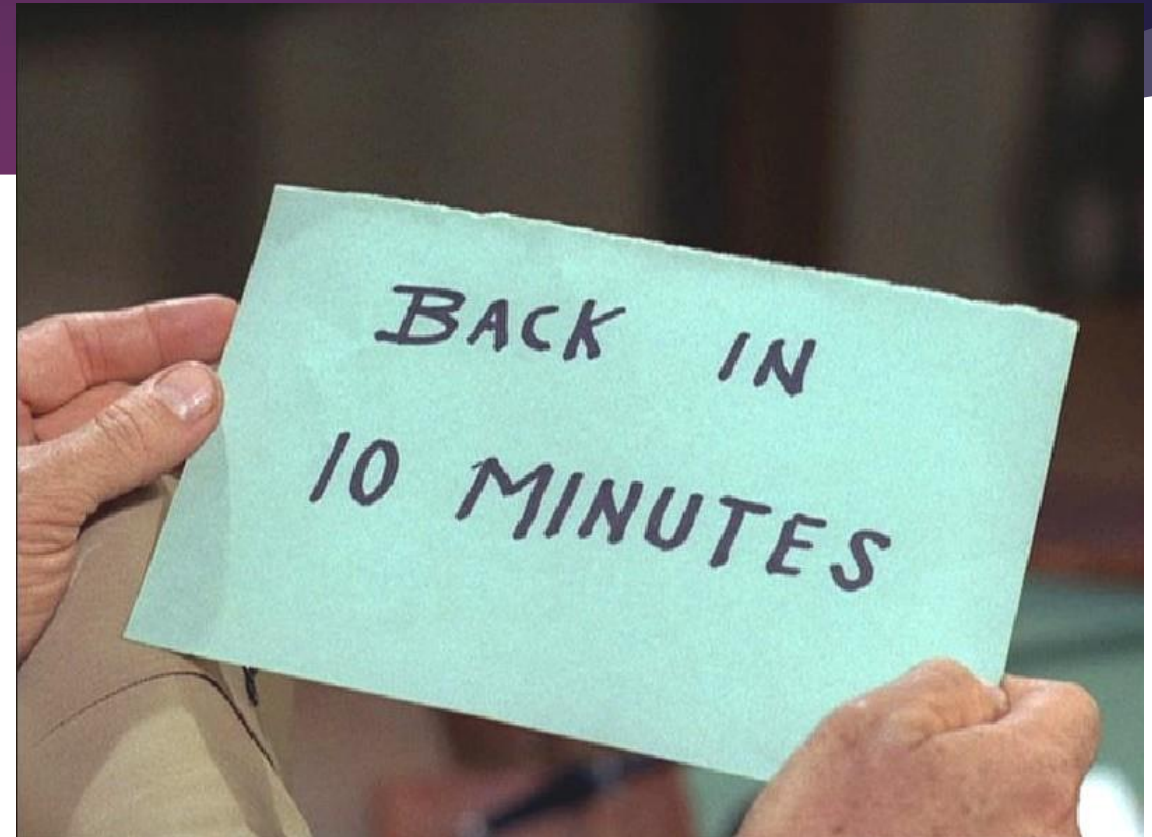
narratives, storytelling and conversation



physical representations metaphors and play

So where is your university

- ▶ Is curiosity common around here across the organisation?
- ▶ Are people allowed to develop and freed to pursue ideas.
- ▶ Which dimensions of openness, inquisitiveness, creativity, distress tolerance mark them 1-5.
- ▶ Where are you on transformation design?



What we can start doing more of

- ▶ Curiosity
- ▶ Collaboration and agility
- ▶ Customer centricity
- ▶ Employee wellbeing insight
- ▶ Skills awareness
- ▶ Clean and simple processes
- ▶ Business, Data and evidence savvy
- ▶ Designers not just doers.



Build great
networks and
nouns.



Conclusion

- ▶ Universities face a real challenge as organisations. Pyroclastic flow
- ▶ Learning is key to adaptability needed. The key is to integrate learning and OD.
- ▶ CIPD research with Towards Maturity shows the importance of :
 - ▶ Leveraging learning optimism
 - ▶ Actively seek to understand internal customers
 - ▶ Put tech on the learning agenda
 - ▶ Think digital
 - ▶ Proactively invest in new L&D skills.
- ▶ Integrate L&D and OD through transformation and curiosity.
- ▶ Curiosity which drives innovation and change readiness is the key.
 - ▶ Work on curiosity with our teams and exporting it to others.
 - ▶ Develop insight round new and emergent agendas such as wellbeing and ageing powered by curiosity.

Appendix 1: sources to pique your curiosity

- ▶ CIPD Profession map curiosity can be found at.
- ▶ <https://www.cipd.co.uk/learn/career/profession-map/behaviours>
- ▶ The Merck “State of Curiosity” report can be found at:
- ▶ https://curiosity.merckgroup.com/docs/Curiosity_Full-Report_English.pdf
- ▶ CIPD’s Research on the Future of Learning conducted in partnership with benchmarking experts Towards Maturity can be accessed at:
- ▶ https://www.cipd.co.uk/Images/preparing-for-the-future-of-learning_2016-a-changing-perspective-for-l-and-d-leaders_tcm18-13846.pdf
- ▶ This book is fun and worth reading in the context of fake news and Trump Truth
- ▶ <https://www.amazon.com/Head-Cloud-Knowing-Things-Matters/dp/0316256544>

Appendix 1: Linking learning and OD. Designers and shapers. Not doers

Models abound

- ▶ McKinsey 7s
- ▶ Galbraith Star
- ▶ 6 Box model (Weisbord)
- ▶ Congruence model Nadler and Tushman
- ▶ Burke Litwin model

Landing change more of an issue

- ▶ Landing change is about linking learning with organisational challenges.
- ▶ We then diagnose and design with models
- ▶ But without the organisational insight we struggle.