

Mind-Sets Matter



FIXED

Intelligence is static



GROWTH

Intelligence can be developed

Leading to a tendency to...

**AVOID
CHALLENGES**

Challenges



**EMBRACE
CHALLENGES**

GIVE UP EASILY

Obstacles



**PERSIST IN THE
FACE OF
SETBACKS**

**SEE EFFORT AS
FRUITLESS OR
WORSE**

Effort



**SEE EFFORT AS
THE PATH TO
MASTERY**

**IGNORE USEFUL
NEGATIVE
FEEDBACK**

Feedback



**LEARN FROM
FEEDBACK**

**FEEL
THREATENED BY
THE SUCCESS
OF OTHERS**

*Success of
Others*



**FIND LESSONS
& INSPIRATION
IN THE SUCCESS
OF OTHERS**

WITH THIS MINDSET
YOU MAY PLATEAU
EARLY & ACHIEVE
LESS THAN YOUR
FULL POTENTIAL

WITH THIS MINDSET
YOU WILL REACH
HIGHER LEVELS OF
ACHIEVEMENT

LEARNING & DEVELOPMENT PLANNING: UNCOVERING NEEDS

I need more knowledge for a position or different role.



Business needs have changed, so my performance expectations have changed too.



I'm not meeting the overall goals of my current role.



My technical or functional skills are still developing for my current role.



WHERE IS MY NEED(S) TO DEVELOP?



I need more knowledge for a promotion or different role

Ask Yourself...

- What things are really important to me in a role?
- What career options have I considered?
- What opportunity do I see within the company for some of these options?
- What skills and knowledge do I possess that enable me to consider these options?
- What new skills and knowledge do I think I'll need to develop?
- What educational requirements are there for the role I have in mind?
- What experiential learning is available?
- What kind of time commitment am I able to make to developing new skills and knowledge?



Business needs changed, so my performance expectations have changed too.

Ask Yourself...

- What do I like about your current role?
- What projects and activities make me feel most proud?
- How are my existing skills keeping up with organizational changes?
- Is there anything I'm currently doing that I would like to improve?
- How could I transfer my existing knowledge and expertise to others?



I'm not meeting the overall goals of my current role.

Ask Yourself...

- What does success look like?
- What can I achieve on my own?
- What do I need to ask for help with?
- What is holding me back?
- Where can I get support or advice?
- What is my motivation level?
- Is there anything happening at work that could be affecting how I feel about my current role?



My technical or functional skills are still developing for my current role.

Ask Yourself...

- What is missing or lacking from my current role?
- Is there anything happening at work that could be affecting how I do my current role?
- What is appealing about what I'm working on?
- What do I find interesting?
- What projects, committees or responsibilities might there be that would help me learn to be more effective?
- Is there anything I'm doing that could be done differently?

Learning & Development Activities

70% Experiential Learning

*to transfer learning, it is necessary to engage in deliberate practice and obtain immediate, concrete and constructive feedback

- Lateral moves (different role, equal level)
- Job enrichment (adding varying tasks/responsibilities/complexity to current role to challenge and grow employee)
- Secondments (temporarily taking a different role in a different area of the organization)
- Cross-training and Job Rotations
- Stretch assignments (challenges learner by placing them on projects or tasks beyond their skillset, typically outside of their normal area of work, to intentionally create discomfort with the intention of learning and growth)
- Acting assignments (temporary assignment of direct reports for example or filling in for a vacancy)
- Downward moves to close knowledge/skill gaps
- Job shadowing to understand different departments within the business
- Applied learning (read book, take a course, attend webinar etc. with intentional on-the-job application after)
- Participate in a project
- Cover for others while they are on vacation
- Become an internal leader – social, community, committee, volunteer, etc.
- Make decisions outside your authority (with permission)
- Select tasks and/or events to fill in for your leader
- Be a change champion for a specific initiative
- Speak at internal or external events
- Learn the roles of others
- Network and interact with people outside of your immediate area of work
- Create an action learning group (a work group to solve a real business issue)
- Knowledge Transfer – Formally transfer tacit knowledge (insight, judgment, know-how) that is unwritten and unspoken and makes up 80% of knowledge assets
 - Develop culture that supports knowledge sharing
 - Formalize development (apprenticeship)
 - Formalize coaching and mentoring with key resources
 - Document critical knowledge – create templates to capture key knowledge including contacts, networks, resources, learning, best practices, and answers to frequently asked questions of this individual
 - Use of social media such as blogs, ask-an-expert, online discussion groups, etc.

20% Coaching, Mentoring & Feedback/Learning from Others

- Regular performance coaching
- Mentoring Relationships
 - Formal 1-1 mentoring
 - Group mentoring (mentor works with a group of 5-6 for shared learning)
 - Short-term or goal-oriented mentoring (e.g. shorter time frame focused in a specific result)
 - Peer-to-peer mentoring (particularly used for onboarding new team members)
- 360 Feedback
- Peer Coaching
- Partner with a co-worker to share learning and knowledge
- Share and learn through others with Yammer or other social platforms
- Follow and participate in industry-leading blogs
- Watch YouTube videos
- Listen to podcasts

10% Formal Learning

- Attend physical courses and workshops
- Attend industry specific conferences and events
- Attend LIVE and recorded webinars
- Attend distance learning courses
- Take eLearning courses
- Take professional qualifications and certifications
- Attend college or university
- Use micro-learning (bite-sized bursts of learning focused on one single objective usually in the form of video...like a Ted Talk)
- Use MOOC's – Massive Open Online Courses (online learning courses) Lynda.com, Coursera, Udemy, etc.
- LinkedIn Learning