

HR FUNDAMENTALS



2ND EDITION

LEARNING AND DEVELOPMENT

A PRACTICAL INTRODUCTION

REBECCA PAGE-TICKELL

CIPD



CONTENTS

List of figures ix

List of tables xi

PART ONE Fundamentals of learning and development 1

01 Defining learning and development 3

Introduction 3

What is 'learning and development'? 5

Why is learning and development valuable? 7

A critical approach to learning and development 9

Organizational development through human resource
development 10

Emerging developments 12

In conclusion 14

02 The importance of learning and development 16

Introduction 16

Personal performance 18

National context of learning and development 21

Organizational context of learning and development 28

In conclusion 41

03 Learning and development, organization and human resource management (HRM) strategy 42

Introduction 42

Broader business environment 45

Models of human resource management (HRM) strategy 48

The importance of international human resource development
(HRD) 51

Stakeholders 54

The organization vision, values and mission 56

Organization capabilities 61

Learning organization 62

Definition of a new learning organization	63
High-performance organizations	64
Challenges for the learning and development function	66
In conclusion	69

04 How learning and development works 71

Introduction	71
What is learning?	71
Individual differences in learning	81
Diagnosis of learning and development needs	84
Perspective of the learning and development practitioner	89
The range of learning and development interventions	91
Knowledge management	95
Psychological contract	96
Managing group development	97
In conclusion	106

PART TWO In practice 107

05 How do you do it? 109

Introduction	109
Identifying the need	110
Making the case	122
Sourcing interventions	131
Evaluation	138
Diagnostic questionnaires	140

06 Planning and action 144

Introduction	144
Roles and responsibilities for learning and development	145
Identification of learning needs	150
Sources of expertise	155
Blended learning	160
Accelerated learning	163
Sample interventions in learning and development	164
Technological advances in learning interventions	176
Follow-up and bedding-in of new skills and behaviours	184
Diagnostic questionnaire: to identify strategic areas for people development with senior managers	193
Diagnostic questionnaire: to develop learning interventions	194

07 Measurement 196

Introduction	196
How to evaluate learning and development	202
Evaluation at two key stages of the learning process	202
The impact of heuristics and biases on evaluation	204
Models of evaluation	206
Evaluation of leadership and management development	217
Evaluation of coaching	218
Utility of learning and development interventions	220
Diagnostic questionnaire	226

08 Conclusion 229

Introduction	229
Ongoing approaches and trends for learning and development	229
Top tips for L&D professionals	231
Breaking tools and techniques for learning and development	231

References 235

Index 241

Downloadable resources are available at www.koganpage.com/learninganddevelopment