

# **BUILDING POTENT INTERNAL NETWORKS**

## **A REMINDER OF THE KEY INTERNAL ROLES**

<b>Training Function</b>	<ul style="list-style-type: none"><li>• <b>Provides supportive framework and culture</b></li><li>• <b>Co-ordinates and offers learning opportunities</b></li><li>• <b>Facilitates development opportunities</b></li><li>• <b>Monitors effectiveness of the overall learning system</b></li></ul>
<b>Line Management</b>	<ul style="list-style-type: none"><li>• <b>Sets / agrees clear objectives</b></li><li>• <b>Provides performance challenges and support</b></li><li>• <b>Reviews performance and gives continuous feedback</b></li><li>• <b>Agrees development and succession plans</b></li></ul>
<b>Individual</b>	<ul style="list-style-type: none"><li>• <b>Personal commitment to deliver excellent performance</b></li><li>• <b>Responsible for self development</b></li><li>• <b>Draws up own development plan based on competency gaps</b></li><li>• <b>Pursues agreed learning programme for enhanced effectiveness</b></li></ul>

## **BUILDING POTENT INTERNAL NETWORKS**

- ***Draw up a role statement for functional training & development advisers***
- ***Request functional managers to nominate a senior person as their training & development adviser***
- ***Then co-ordinate those advisers into a peer network***
- ***Meet the advisers 1:1 to clarify role & responsibility and establish communication channels, including the training function interface***
- ***Convene training adviser meetings periodically to share best practice, debate key issues of common interest etc.***
- ***Establish frequent communication with & between the advisers using electronic media and an intranet site where practical***

## **BUILDING POTENT INTERNAL NETWORKS**

- ***A training adviser network offers an invaluable two-way channel, e.g.:***
  - ***Information to a central co-ordinating unit on functional competency requirements, training needs, feedback on learning interventions & pilots***
  - ***Information from a central co-ordinating unit on corporate initiatives / requirements, systems and planned activities***
- ***Establish the training function's credibility with and through the network:***
  - ***Links to business strategy / performance***
  - ***Customer focus***
  - ***Effective systems***
  - ***The training function as a 'commercial operation'***
  - ***Leading-edge learning solutions***

## **BUILDING POTENT INTERNAL NETWORKS**

- ***Utilise the training advisers as the principal conduit between a central co-ordinating unit and line managers & employees***
- ***Gain leverage from the training advisers by getting them to facilitate access to their top functional management***
- ***Use the network to ensure that training & development is firmly established on the 'business agenda'***
- ***Solicit help from the network in fine-tuning training & development systems & processes***
- ***Share disappointments as well as successes***
- ***Once confidence is established, do not be afraid to 'fly kites' with the network***
- ***At all costs avoid the 'Ivory Tower' syndrome***