

DESIGNING EFFECTIVE LEARNING APPROACHES

QUESTIONS TO ADDRESS

The Organisation's Needs

- *What organisational need is this learning programme addressing?*
- *What is the current organisational situation and what will success look like?*
- *What functions, teams, individuals will benefit?*

The Learning Objectives

- *How are the learners expected to improve their performance after the learning?*
- *What enhanced levels of performance, competence, behaviour are you seeking?*
- *How will these changes be measured?*

Learning Design

- *What do the participants need to learn in order for them to achieve the performance improvement required?*
- *What learning approaches / methods are most likely to be successful? taking into account:*
 - *The subject matter*
 - *The learning preferences and styles of the participants*
- *What resources are available / how can these best be utilised?*

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Characteristics of National Training Award winners

Table 1

Characteristics – NTA Prescribed
Clear logical progression from one element of the Learning Framework to the next, with clear evidence, often quantified, at each stage
Outcomes of the learning for the trainees/learners should logically link back to the stated learning objectives
Learning delivery logically linked back to learning design
Clear evidence that the learning design and delivery were appropriate for the specific challenge described
Clear link between organisational need and organisational benefit
Evidence that resources, effort, energy and money have been effectively used
Evidence that a significant and clear challenge was tackled successfully in an extremely effective way
An entry which, as a whole, is impressive for its context

Table 2

“Other” Characteristics - From Past Winners	Winner
“Differentiation in an aggressively competitive marketplace”	Whitbread, Travel Inn
“.....halted a 10-year decline in sales and profit to produce an economic miracle.”	Bryan Donkin Valves
“..... overcoming a working culture that was resistant to change.”	Bryan Donkin Valves
A learning programme which is "truly unique in UK Policing it is practical, innovative, challenging and world-class in its outcome. In a culture which is traditionally conservative, the speed of progress, and the results achieved, are outstanding."	Police Service of Northern Ireland -
“... training which also contributed enormously to their self esteem and pride in their work.”	University of Sheffield
“.... a company whose dedication to giving its customers the best level of service has encouraged a host of imaginative and motivational training initiatives.”	Wolverhampton and Dudley Breweries -
A learning & training package, which “....has enabled the company to achieve record levels of customer satisfaction, safer operations and a significant reduction in staff turnover.”	BP Oil
“... an admirable example of the benefits of training, proving the worth of learning new skills and using that knowledge to the benefit of others.”	Acorns Childrens’ Hospice Trust
“The training produced results beyond all expectations with the company manufacturing to an exceptionally high standard - the highest in its 30 year lifespan.”	National Semiconductor
A training programme for unemployed people: “...candidates who took part in the scheme are now making a significant contribution to society and have higher expectations of long-term career progression.”	Jaguar Cars

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Table 3

Recurring Themes - Past Winners
Training programmes which lead to external qualifications
A win-win outcome for the organisation and its employees
Lasting benefits (for both the organisation and its employees)
Use of a range of training / learning methods
Success in the face of fierce competition, a difficult economic climate or a specific business / organisational crisis
Clear improvements in profit, turnover or cost reduction
Demonstrable improvements in customer / client satisfaction
Demonstrable improvements on other Key Performance Indicators: e.g. staff turnover, staff absence levels, productivity, service levels etc.