CONTENTS

List of figures ix List of tables xi

PART ONE Fundamentals of learning and development 1

O1 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

Learning organization 62

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

O3 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

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

O4 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

O6 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

O7 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

O8 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