



10 Ways to Create Manager Ownership of the Learning and Development Process

BY CHRISTINE KHOR, CEO AND FOUNDER OF PEEPLCOACH

Creating an environment of learning and development is essential to build high-performance companies, teams and cultures. Learning is embedded when all stakeholders – the organisation, manager and participants – are committed to embedding the learning.

1. Align learning goals by involving managers in learning and development planning.

- What are their concerns? What are they struggling with? What recurring training and development issues are they facing?
- Ask them how they can be involved.
- Ask them what assistance they need and what training they would have benefitted from when they were starting out.

2. Educate managers regarding what their team will be learning.

- Share the learning outcomes.
- Provide easy learning guides to assist managers to ask the right questions and support their team members.

3. Have managers include team development in their KPIs.

- What is not measured is often left undone, so emphasise the importance of tracking progress.
- Managers should ask themselves whether they have a successor. If not, why not?
- Be clear to both the manager and the participants about the development outcomes; learning should be targeted, rather than simply learning for learning's sake.

4. Present practical, productive and relevant outcomes.

- Include practical implementation of the training.
- Identify a real-world situation or project that is meaningful and relevant to the manager that can be used as a project or case study.



5. Encourage managers to present their practical learnings and experience through proclamations.

- Learning is embedded when individuals are allowed to share and discuss their experiences.
- Hold regular group coaching sessions, workshops or check-in sessions, including both participants and managers.
- Include start- and end-of-program launches and reviews where participants share what they have learnt and managers share what they have observed.

6. Be flexible and adaptable – one size doesn't fit all.

- Create customisable programs that include both mandatory and elective learning.
- Tailoring learning creates ownership for both individual participants and managers.

At Peepcoach we have embedded all these learnings into our programs for maximum impact.

We offer:

- bite-sized content and exercises
- modular and customisable programs
- 1:1 and group coaching
- accessible pricing and accessible concepts
- development over six to twelve months.

If you would like to find out how we are delivering impact and embedding learning, please [contact us here](#).



ABOUT CHRISTINE

Christine Khor is CEO and Founder of Peepcoach who, over the last 20+ years as both an executive coach and executive recruiter, has partnered with hundreds of organisations and thousands of individual leaders to accelerate their personal, professional and business impact and success. Christine is the author of the book Hire Love and has been named a finalist for the Telstra Business Women of the Year Awards, the CEO Magazine Entrepreneur of the Year Awards and the B&T Women in Tech Awards. Peepcoach was also named among the Top 100 Fast Starters in the Australian Financial Review for 2023.



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7. Encourage feedback without defensiveness.

- Be curious to understand what you can do better.
- Ask for feedback, listen, change and report back.
- If you want participants to take ownership, you have to demonstrate ownership yourself.

8. Ensure learning allows for all modes and potential obstacles.

- Learning should be both time- and resource-effective.
- An on-demand and flexible approach will achieve the best results.
- Instruction should also be well-planned and allow for business-cycle workloads.
- Learning needs to be personalised (with a focus on people) as well as technologically efficient.
- The main learning modes to consider are visual, auditory, kinesthetic and verbal.

9. Stress the importance of sponsorship from senior leadership and infrastructural support.

- Ensure senior leaders are overt in their sponsorship of and commitment to the programs.
- Have senior representation at any program launch or proclamation meeting.
- Create a learning culture through all levels of the organisation.

10. Show them the money!

- What is the ROI in terms of productivity, engagement, retention and attraction?
- Consider such aspects as mental health, workplace satisfaction and streamlined communications.
- Organisations need to know what is in it for them.
- Use the [Peepcoach ROLD calculator](#) to demonstrate the value of coaching.

Resources

- [Effective employee development starts with managers](#)
- [LinkedIn 2022 L&D report](#)
- [6 ways managers can support employee training](#)
- [4 ways great managers drive employee learning](#)