

BUILDING A LEARNING TEAM CULTURE

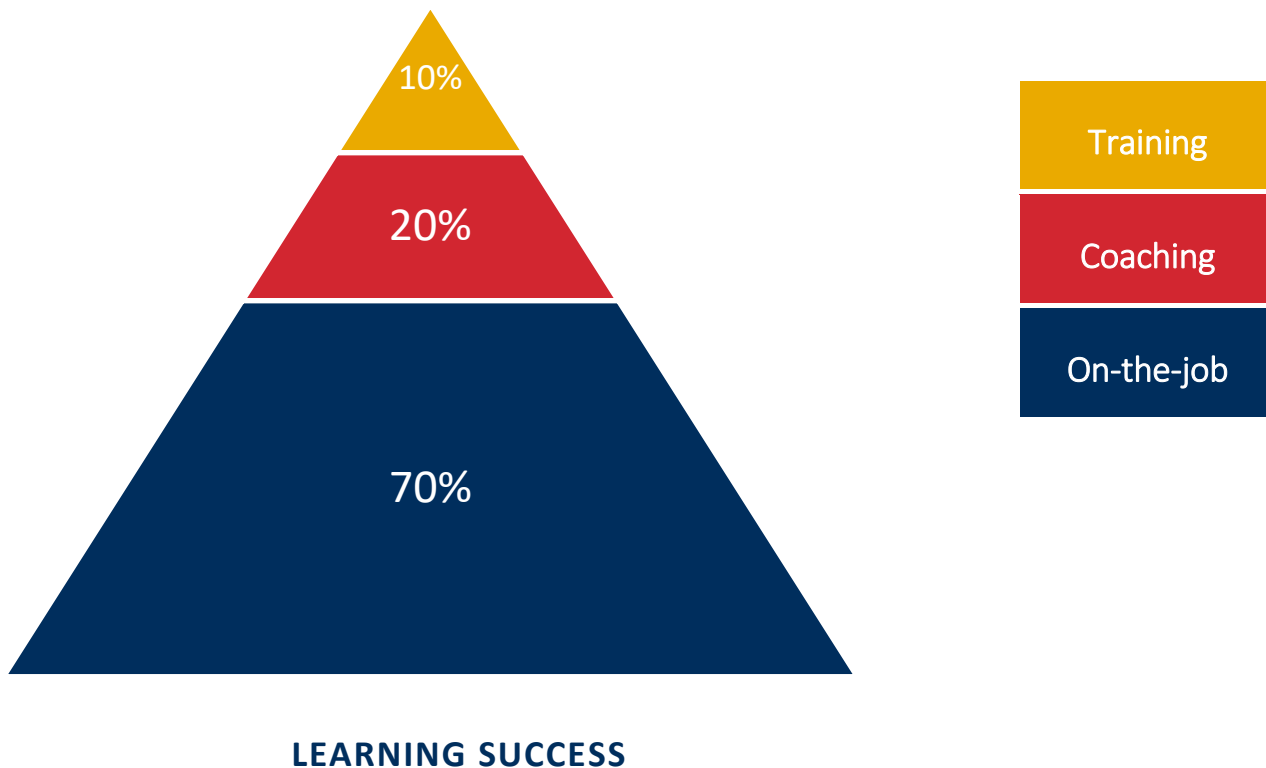
One of the many aspects of an engaged and successful organization is its' ability to learn and transfer knowledge among people. Engagement surveys have identified a need to promote a philosophy and actions based on the inherent value of growth opportunities for all individuals.

Two models give insight as to the approach we would like to build on with regards to fostering a learning culture.

THE LEARNING TRIANGLE

Accredited to Lombardo & Eichinger (1996), the Learning Triangle depicts that learning, leading to successful performance in work and voluntary situations, changes based on the delivery method of information transfer.

Successful application of new knowledge and skills to an individuals' performance is based on **10%** retention from **formal training**, **20%** retention after **coaching conversations** and **70%** retention due to **experiential opportunities** on-site. When all three methods are used the success rate can reach 100%.



THREE Es

The second model assists us in defining opportunities for learning to occur. Cisco first identified a "Three Es" model which enables organizations to define and value learning opportunities beyond the traditional class-based training.

EXPOSURE

Learning opportunities where information is collected by the learner primarily through listening or reading. (ie access to technical and professional knowledge libraries, subject matter experts information sessions, team meeting or committee attendance , introductory orientation meetings etc.)

EXPERIENCE

Customized learning opportunities where the learner participates actively. Situations can be created to simulate the current or future work, or simply enhance the individuals' perceptions and builds connection between his/her work and others in the organization. (ie job shadow, cross-train, coaching / mentorship, buddy system, participation in other team meetings, secondments, project work, going to a partner organization for best practices, presentation opportunities etc.)

EDUCATION

Standard and custom program offerings in traditional face to face or electronic learning environment. (ie Training sessions, workshops, conferences, courses, degrees and certifications etc.)

A leaders' ability to create, communicate and reward learning opportunities across each of these three realms will enhance individual, team and organizational development, thus stimulating a learning culture.