

A black and white photograph of several sprinters in motion on a track. They are wearing athletic gear and bibs with country codes like SUI, GBR, and BEL. The image is divided into vertical panels.

Creating a High Performance Culture for L&D

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The logo for the 70:20:10 Institute, featuring the numbers 70, 20, and 10 in a grid-like arrangement, with the word "INSTITUTE" below them.

70 20
10 INSTITUTE

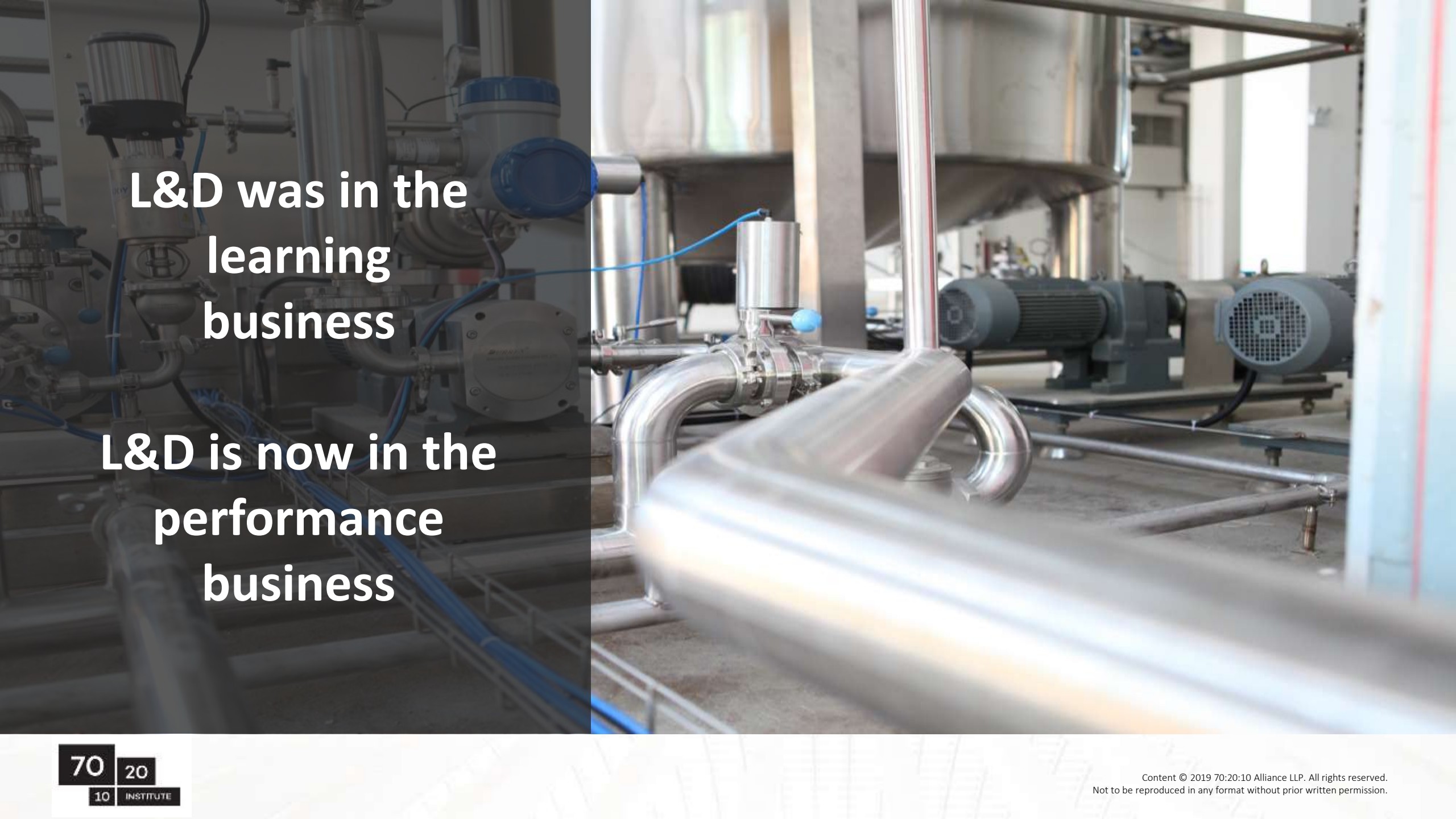
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**“future L&D professionals will be
architects of performance”**

**Ed Monk
CEO, Learning & Performance Institute
Learning Live, 4 September 2019**

The background of the slide is a photograph of industrial machinery, likely a water treatment or manufacturing plant. It features large stainless steel tanks, pipes, and electrical components. The left side of the image is darkened to provide a background for the text.

**L&D was in the
learning
business**

**L&D is now in the
performance
business**

Learning Culture

shared values, conventions, processes and behaviours that encourage individuals to undertake continuous learning and competence development

Performance Culture

methods, processes, behaviours and norms of teams/groups leading organisations to achieve superior results

from Argyris, Schön, Huber, Dimovski and others

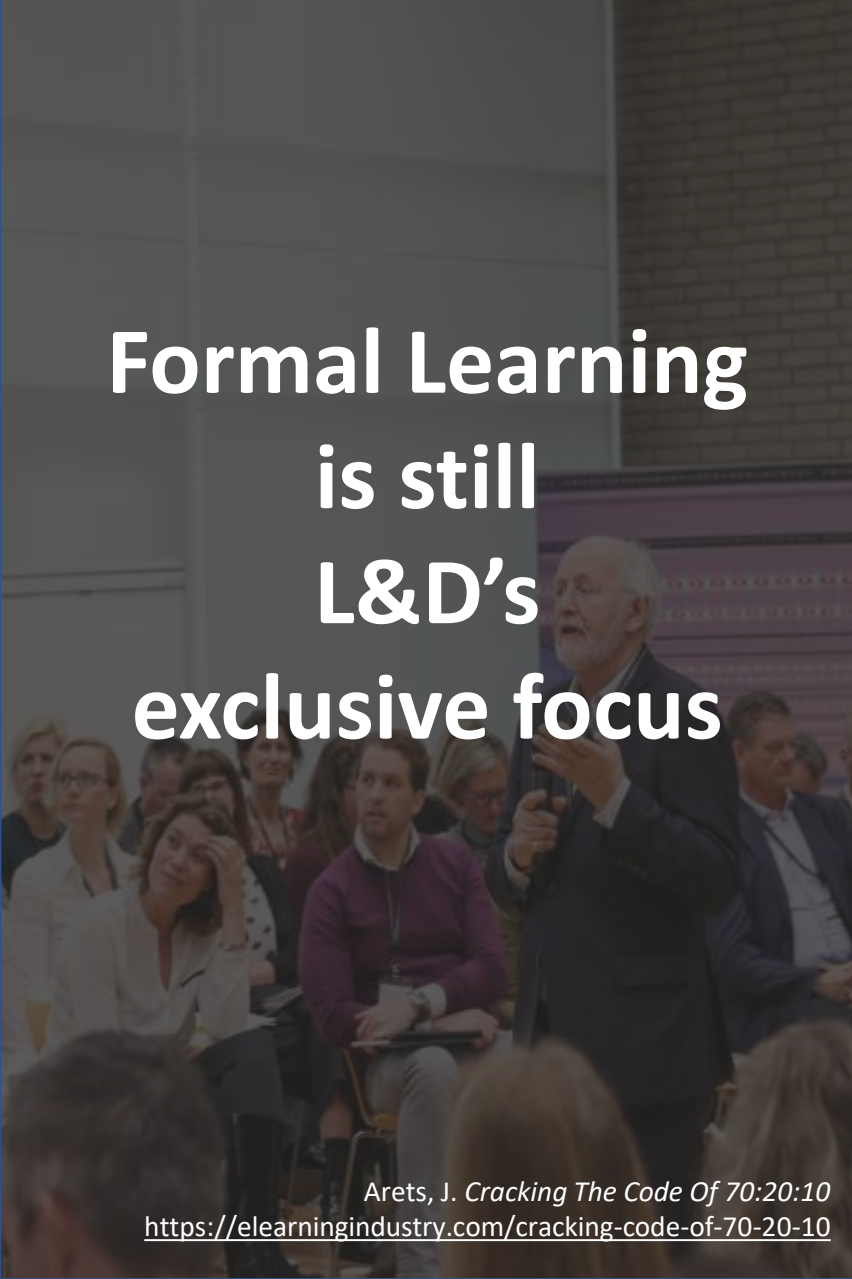
A blurred background image of business professionals in a modern office setting, with large windows and people in business attire.

**Formal training alone will never
produce high performance**

**Learning
Zone**

The Value Chasm

Performance Zone



Formal Learning is still L&D's exclusive focus

Arets, J. *Cracking The Code Of 70:20:10*
<https://elearningindustry.com/cracking-code-of-70-20-10>

10+

Add formal learning to work via structured tasks, reflection, eLearning etc.

20+

Add intentional social learning, or base it on formal learning solutions.

30+

Formal (10) and social (20) learning based on formal learning.

70+

Formal learning added to work, often referred to as 'workplace learning', including workplace coaching, short training/'microlearning', eLearning etc.

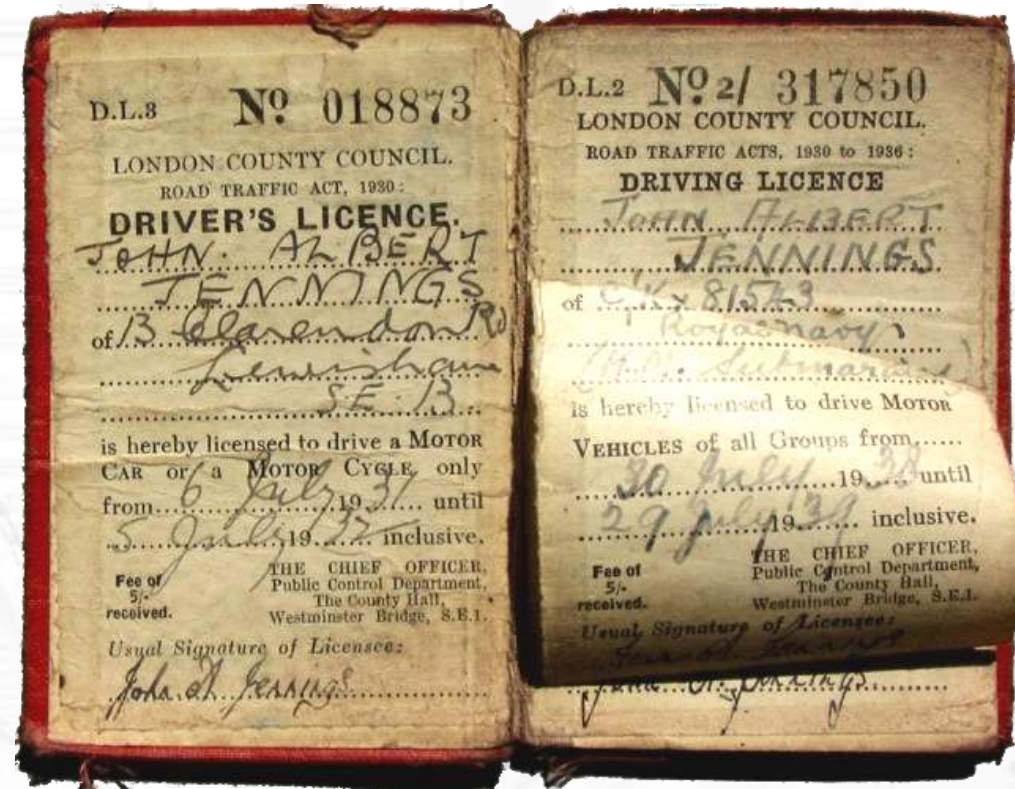
70:20:10+

Formal learning complemented by formal workplace learning (70+) and formal ways of learning from one another (20+).

Formal Learning
is often necessary

but is generally
not enough

Driving tests were only introduced in England in 1934. Before that, paying a fee was all that was required to drive a vehicle.

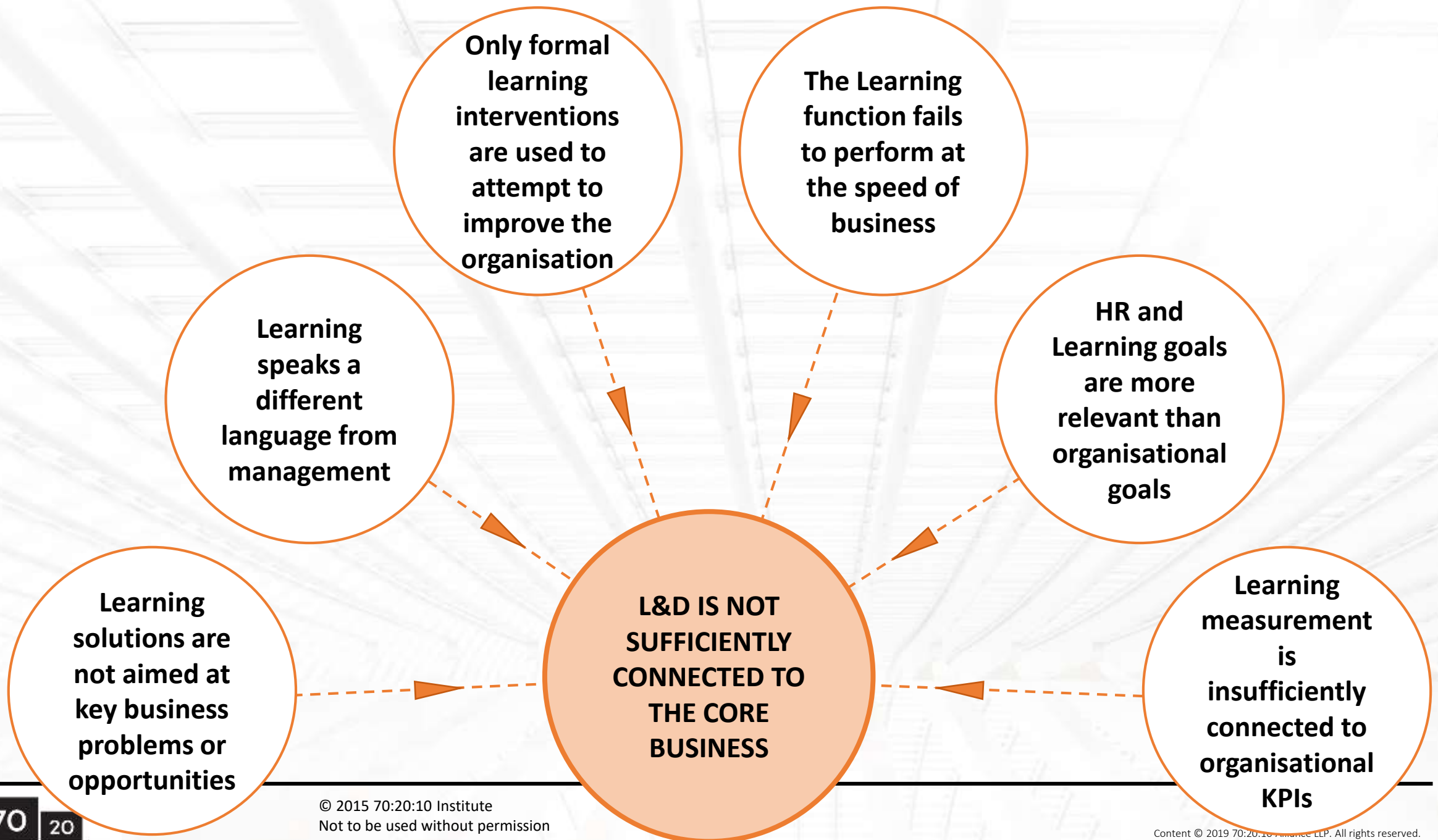


Most people would favour formal training and assessment for activities that have critical safety requirements



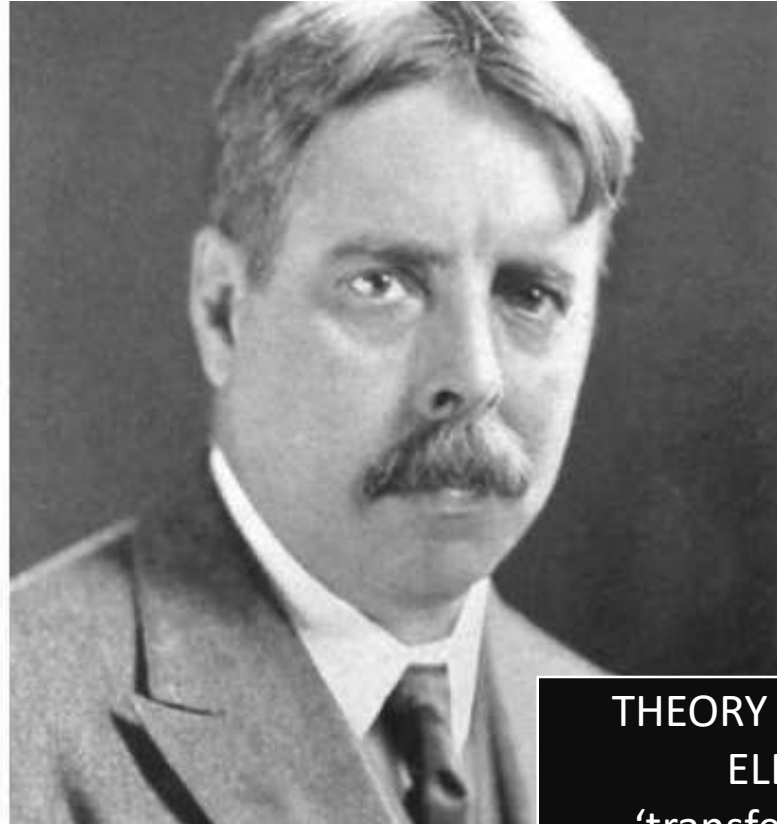
DISCONNECT

Breaking Chain by Valentine Svensson licenced under CC BY-NC-ND 2.0



The role of informal learning in creating a performance culture

Edward L Thorndike



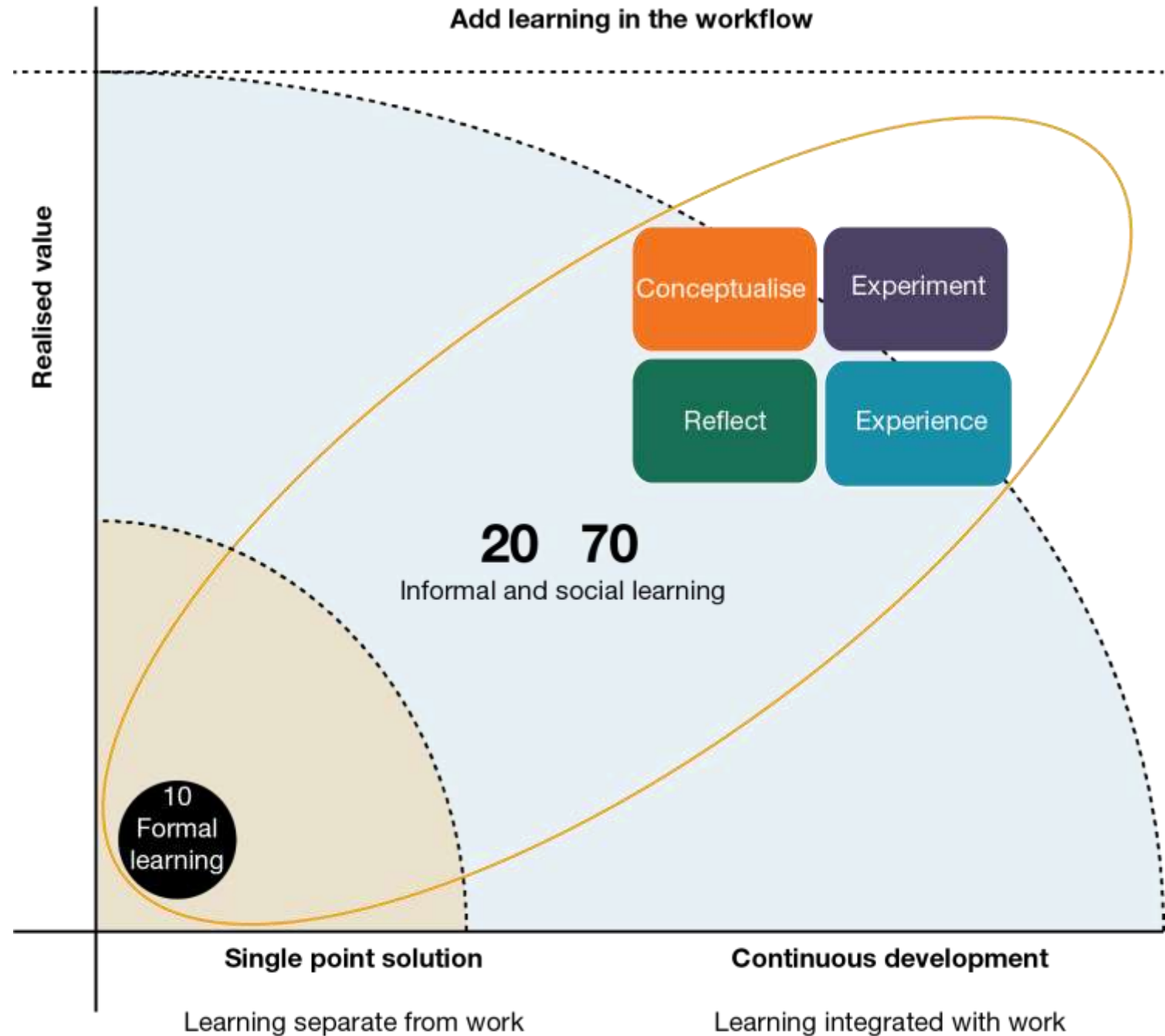
Robert S Woodworth



THEORY OF IDENTICAL
ELEMENTS
'transfer of practice'
research
1901

Learning is likely to be more effective the closer it occurs to the point of use

70:20:10 towards 100% performance
Arets. J., Jennings. C., Heijnen. V.
Sulter Media Press. 2016



“Recent studies find that **much of the performance of newly hired workers is driven by learning by doing or learning from peers or supervisors in the workplace.**”

“Informal learning is far more important for workers’ human capital development than formal training courses.”

*Prof. Dr. Andries de Grip
Director of the Research Centre for Education and the
Labour Market (ROA)
Professor of Economics, Maastricht University*

*June 2015
IZA World of Labor report*



**Do you know your
organisation's
FIVE key business
priorities?**





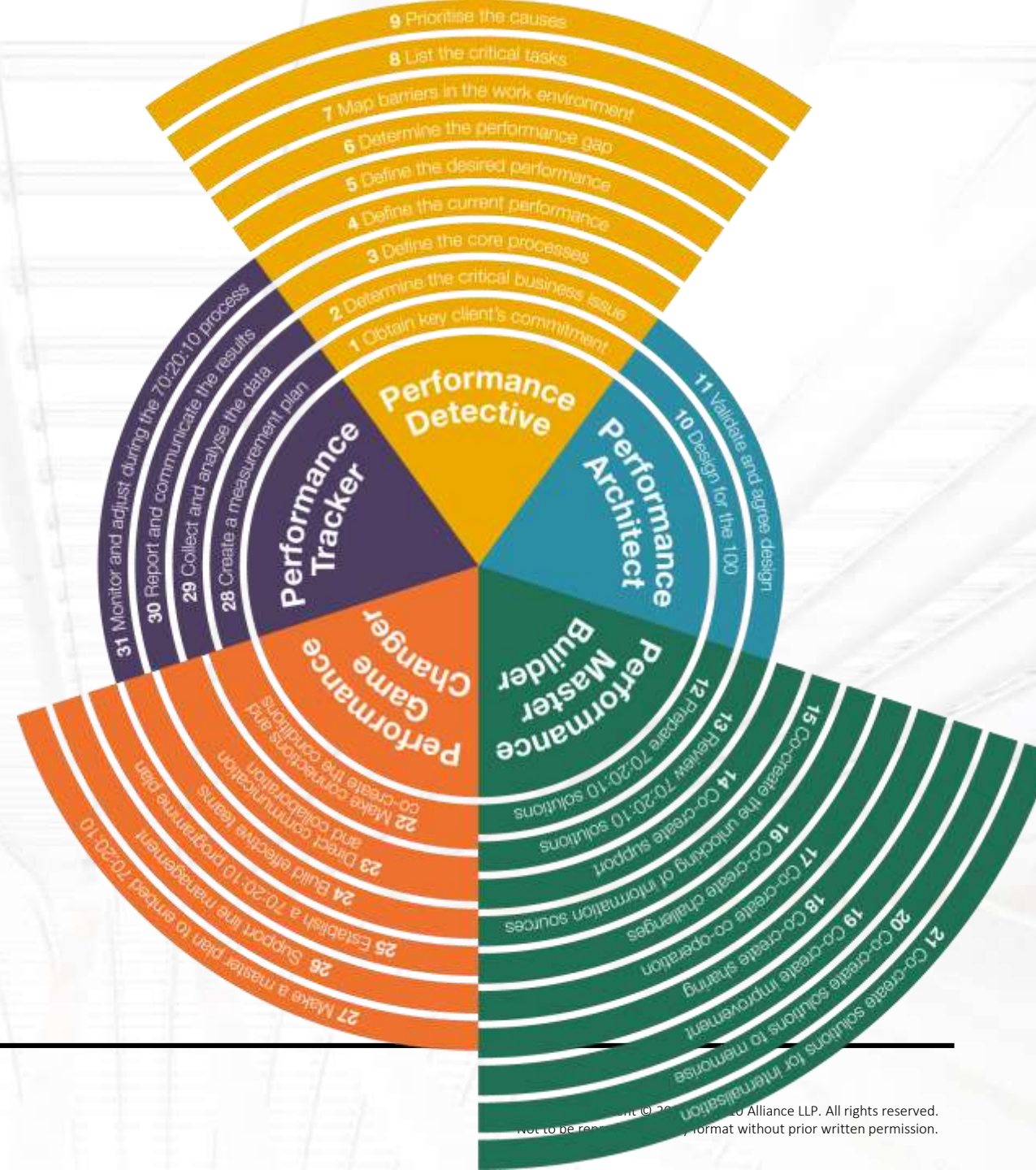
Re-skilling to support high performance

Re-skilling L&D to support high performance

- **Tasks rather than competencies**
- **Solving business problems rather than learning problems**
- **Connecting with core business by using business metrics rather than learning metrics**

The 70:20:10 Methodology™

5 roles
31 key tasks
supporting high
performance



Changing L&D business models for high performance

Companies change their business models to survive, grow and add value to customers.



HSBC



Royal Bank
of Scotland

Uber

Uber
Eats



amazon

airbnb

Changing L&D business models for high performance



Cars → Jet Engines → 'thrust hours'

Learning Mindset

Performance Mindset

Four L&D Business Models™



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Learning Focus

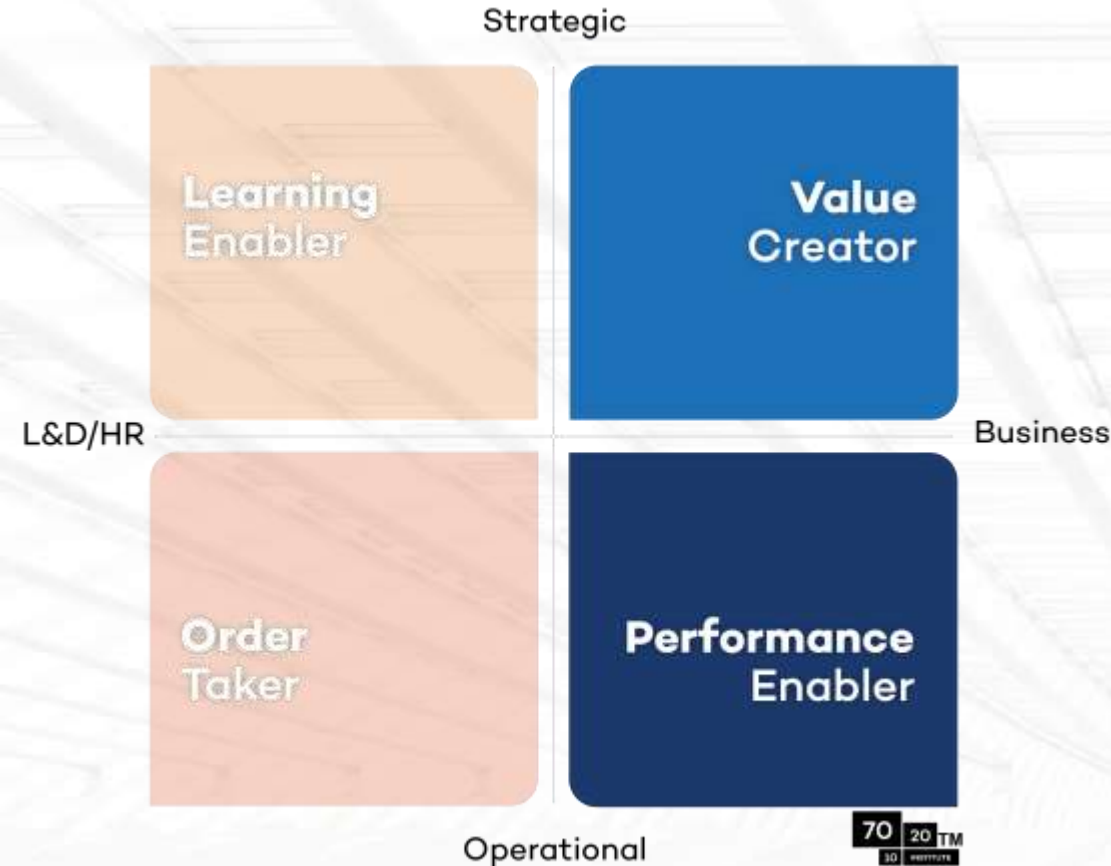


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Learning value focused L&D business models

- Focus on HR, personal and team development
- **Learning and working are generally separated**
- Focus on learning alignment/learning value
- Measuring learning impact
- Learning separate from core organisational needs
- L&D is not seen as critical for organisational results by senior management

Performance Focus



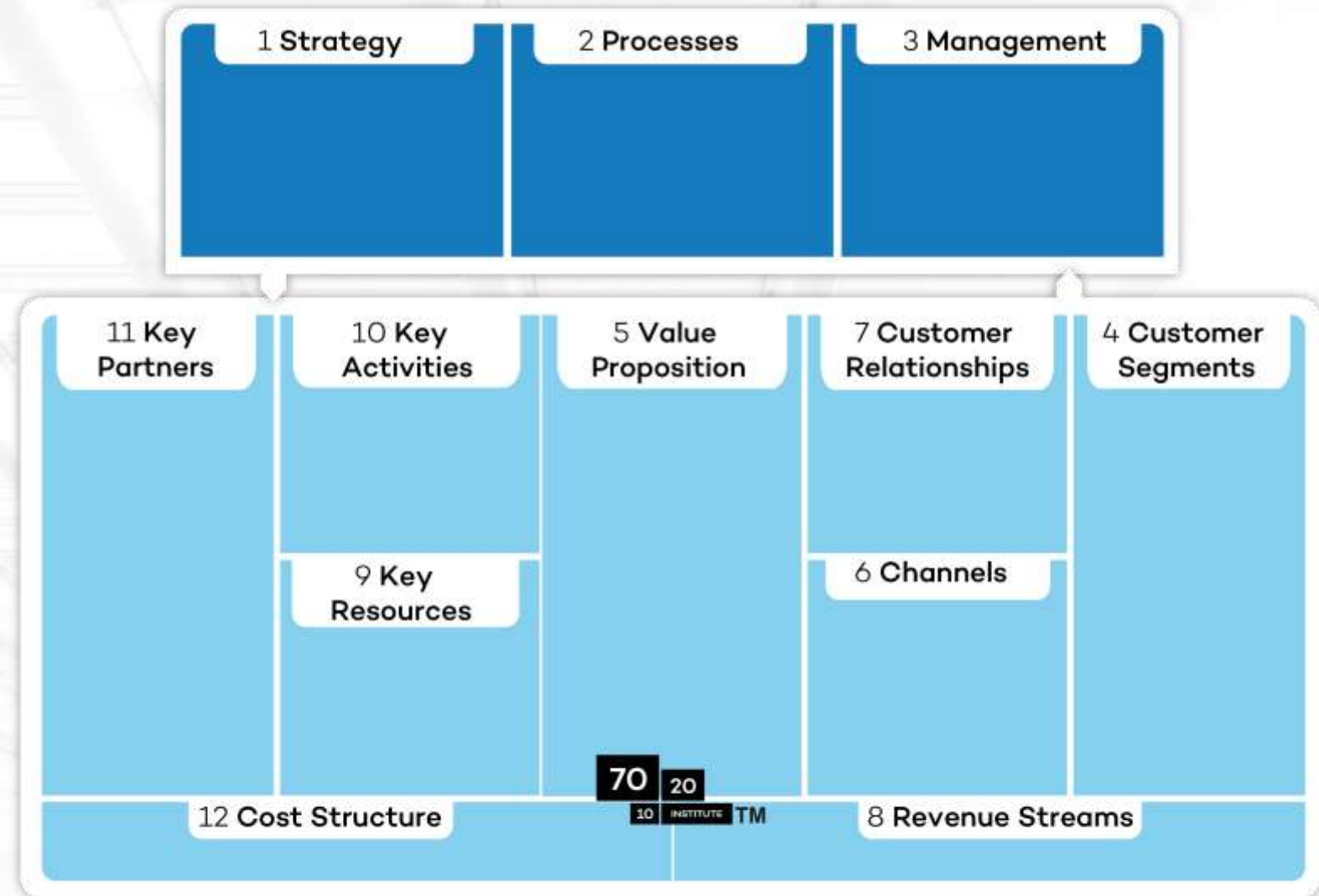
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Business value focused L&D business models

- Focus on organisational development (agility, innovation)
- **Learning and working are integrated**
- Focus on organisational alignment and business value
- Measuring business impact
- Learning fully aligned with organisational needs*
- L&D is seen as critical for organisational results by senior management

* New L&D business models, services, roles and capabilities

L&D Business Model Canvas (systemic approach)



Based on the principles of Alex Osterwalder's Business Model Approach

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PLEASE CONTACT US TO DISCUSS HOW THE 70:20:10 INSTITUTE CAN HELP YOUR ORGANISATION DELIVER VALUE-BASED L&D EFFECTIVELY AND RAPIDLY.

70:20:10 (online) work and learning world

Working and learning at the speed of business



Memorising

- Adaptive learning
- Virtual reality
- Workout sessions

Continuous improvement

- Improvement teams
- Good practices
- After Action Review



20

Sharing

- Online knowledge creation
- Work out loud
- Communities

Challenging

- Exemplary performers
- Challenging tasks

Co-operation

- Content curation
- Online collaboration



Supporting

- Social performance support
- Work instructions
- Virtualisations



Internalising

- Flipping the classroom
- Learning lounges
- Simulations

10



Resources

- About strategy/mission
- About goals/results
- About performance standards

70

Critical tasks

Organisational results