

70:20:10 From Strategy to Action



Creating a high performance culture
using the 70:20:10 framework

High Performing Cultures – The Drivers

Organisations across the world are seeking ways to improve performance and productivity. At the same time they are also looking to reduce cost and to work effectively at ever-increasing speed.

Together with the drive for high performance comes the need for agility and responsiveness, and for increased levels of employee and customer engagement as the expectations of both of these increase.

A further factor in the drive for high performing organisational culture has been the huge growth in the proportion of intangible assets compared with tangible ones over the past quarter century. The workforce is a major component of these intangible assets.

The stock market index and rating firm Standard and Poor's reports that the percentage of intangible assets of companies in the S&P 500 (the largest 500 companies listed on the New York and NASDAQ stock exchanges) increased from less than 20% in 1975 to more than 80% in 2009, and is continuing to increase¹.

Why is this rise of intangibles important to learning and performance?

It means that the majority of any organisation's asset value is now likely to reside in its people, in its intellectual property, in customer goodwill, and in brand value. In these environments a culture of continuous learning and improvement, and a laser-like focus on high performance, offer the only sustainable advantage.

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¹ <http://www.oceantomo.com/productsandservices/investments/intangible-market-value>

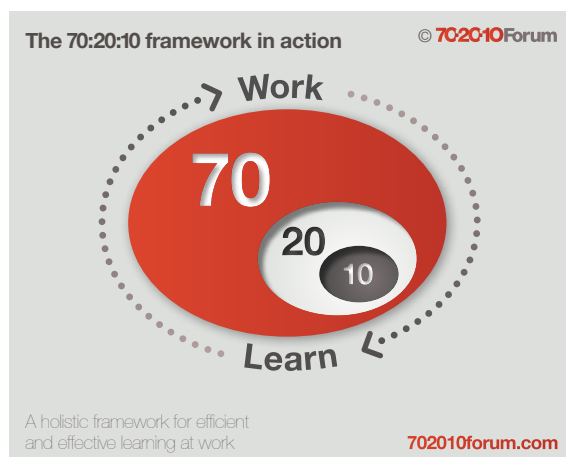
High Performing Cultures and 70:20:10

Increasingly, organisations are using the 70:20:10 framework as a means of creating this sustainable advantage by using 70:20:10 principles to build and enhance the capability of the workforce .

70:20:10 is based on research and survey evidence that high-performing organisations, and the people who contribute to their high performance, learn most of what they need within the workplace and as part of the daily workflow rather than away from work. This is a simple fact and most senior leaders and learning professionals understand it.

However, the 70:20:10 model has hidden depths and turning the principles behind 70:20:10 into effective action can be challenging at several levels.

- Firstly, it requires a change of mindset. This involves a shift from seeing learning as simply a preparation for work to seeing learning as a driver of change and productivity within and beyond the daily workflow.
- Secondly, it requires a change of behaviours. Learning is expressed as behaviour change and a 70:20:10 strategy provides a set of levers to embed behaviour change, and changed habits (habits are the outcome of both intentional and unintentional behaviour change).
- Thirdly, it requires senior leaders, line managers and leaders, and HR and learning professionals to play active, and often new, roles in workforce development as part of their 'day jobs'.



Development Mindsets and 70:20:10

Development: noun \di-'ve-ləp-mənt, dē-\

the act or process of growing or causing something to grow or become larger or more advanced

Mindset: noun \'mīn(d)-,set\

a particular way of thinking: an attitude or set of opinions. An inclination or a habit. A way of life

Success in turning 70:20:10 strategy into action relies on creating a development mindset² across the entire workforce. This requires a clear vision of what development means for the organisation and the principles that will be applied to create a culture of continuous learning.

Development mindsets are not created overnight. They require clear and effective communication and support from senior leaders as well as for these leaders to 'walk the walk' by demonstrating their own commitment to continuous development and to their role in developing others.

Development mindsets also require line managers to grasp the fact that learning is a vital part of the work, both for them and for their reports. Learning and work are so tightly linked for the creation of high performing individuals, teams, and the workforce as a whole that the role of line leaders as developers of others becomes critical in executing a 70:20:10 strategy.

² Stanford University psychology professor Carol Dweck created the term 'growth mindset'. Her research indicates that development of a growth mindset enhances individuals' ability to develop, to continue to work hard despite setbacks, and to live a more successful life. Development mindsets aligns with Dweck's growth mindsets.

The third key group involved in turning 70:20:10 strategy to action, the human resources and learning professionals, need to focus on building and exploiting development mindsets. The 70:20:10 model's power is to extend learning. This extended learning improves performance.

This group has an important role in redefining the practice of learning and development to achieve this. Most organisations still focus most of their resources on structured or formal development activities (the '10').

HR and learning teams need a development mindset that stretches beyond structured development to embrace and support learning in the workflow. They also need the right tools and skills to implement a 70:20:10 strategy and turn it into effective action.

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Sponsorship, Strategy and Execution

Each of the three key groups – senior leaders, line leaders/managers, and human resources/learning and development professionals – have interlinked roles and responsibilities in deploying an effective 70:20:10 strategy.

Without clear understanding of these roles and responsibilities it is likely that the strategy will fail to deliver results.

Sponsorship: senior leaders, together with line leaders and managers, have a responsibility for sponsorship. This sponsorship requires them to support the changes and processes that result in extending development beyond the classroom and other structured activities.

Line leaders must play their role in sponsoring and supporting development in the workplace as well as through courses and programs. This part of their role is to grasp the importance of a 'development mindset' and to build this into their daily routines.

Strategy: senior leaders, together with HR and learning leaders, have responsibility for developing and aligning 70:20:10 strategy. Senior leaders must play a role in the governance of organisational learning and development by driving strategy and arbitrating on priorities, budgets, and resources to deliver impact through each of the three elements of 70:20:10 – experiential learning, social learning, and structured learning.

HR and learning leaders need to work closely with senior leaders to ensure the strategy is both aligned with organisational culture and objectives, and SMART – specific, measurable, achievable, relevant, and time-oriented. They have a key role in turning the strategy into action and it is important that HR and learning professionals also have not only the mindsets in order to do this, but also the right tools, skills and capabilities.

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³ Corporate Executive Board studies 'Driving Results Through Employee Development' and 'Engaging Managers as Agents of Employee Development'

Execution: line leaders, together with HR and learning professionals, must work to support and enable successful 70:20:10 strategy execution.

Research³ findings report that line leader engagement and support, and their focus as *developers of others*, will deliver significant impact. Line leaders who are focused and effective at developing their reports and teams can increase performance levels by 25%. This will only occur when line leaders become fully engaged as enablers of workplace and social learning, the '70' and '20', as well as active supporters of structured development.

The majority of line leaders will require guidance and support through tools, coaching and other means to improve their ability to impact and accelerate development for their teams.

HR and learning professionals play a critical role in the effective execution of 70:20:10 strategy. They need to work closely with line leaders to identify opportunities for workplace development, and to act as performance consultants in finding the most effective and efficient approaches to build and support high performance, whether through **adding** intentional development activities to work, through **embedding** learning and support in work, or through supporting the **extraction** of learning from work.

Turning Strategy into Action

Each of these three roles - senior leaders, line leaders, and HR/ learning professionals – plays an important part in turning 70:20:10 strategy into action.

Each has clear and specific individual responsibilities, together with a joint accountability, to build and support a high performing culture of continuous development.

Together they have the capacity to deliver a workforce that is fit-for-purpose, agile and capable of building intangible value fast and effectively at the speed of business.

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The 70:20:10 Forum is a leading provider of 70:20:10 workplace learning enablement solutions to the global market

Ask us for a demonstration of our two key on-line platforms:

- 70:20:10 Implementation Pathway – do-it-yourself planning and development pathway available as part of Licenced Access to the 70:20:10 Forum
- 70:20:10 Practitioner Certification™ – 12 month assessed program designed for teams, the pathway is used as a strategic planning and management tool which identifies tasks that help your team plan and develop their workplace learning strategy, and 70:20:10 initiatives, using 70:20:10 principles and practices

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