

Learning is an investment. Make it count.

Learning & development · Advisory brief · 6 min read

A practical framework for connecting learning objectives to performance at work.

Editorial status

EDITORIAL DRAFT — prepared for review before publication. Not an empirical analyst study or market forecast.

Overview

A successful learning programme begins well before the first workshop. Clear objectives, relevant trainers and a plan for applying new skills make development more useful to both the individual and the organisation.

In this perspective

Define the capability you need

Begin with a real business challenge. Identify the behaviours or skills that could improve the situation, and distinguish learning needs from issues better addressed through clearer processes, resources or expectations.

Source for relevance

A trainer should be able to connect the material to your team's work. Discuss the audience, context and desired outcomes before choosing a provider. Ask how the learning experience will help people practise rather than simply listen.

Create space for application

Learning does not transfer automatically. Invite managers to agree practical opportunities for participants to use new skills. Small assignments and follow-up conversations can make the programme part of everyday work.

Choose proportionate measures

Participant feedback offers one perspective, but it should not be the only measure. Where appropriate, compare a relevant capability baseline with follow-up observations. Be transparent about the period, sample and limits of the comparison.

The takeaway

Design the follow-through at the same time as the programme. Application is part of the learning experience.