



Skills and knowledge by themselves are not sufficient to be effective: the qualities possessed by the best-in-class companies which make them perform well are likely to be attitudinal. This is why effective learning and training often come not solely from content-based training but also from more innovative methods as outlined below.

Techniques	Pros	Cons
Action Learning - on the job – stretch and development through projects, assignments, new work experiences.	Germane to the employee job's role and responsibilities. Learning activity contributes to the organization and provides wider organization/work understanding. A key ingredient of leadership and management development.	<ul style="list-style-type: none"> • Risk of failure, may exceed employee capacity • Learning may be difficult to plan and identify.
Coaching - critically reflecting with another worker on what can be learnt from work-based experiences, including what can be learnt about one's own strengths and weaknesses and new or better ways of understanding and resolving issues.	Specific to the individual employee's job, low cost and time implications, excellent means of re-enforcing structure, standards and best practices.	<ul style="list-style-type: none"> • May disrupt colleagues work activities • Requires coaching ability and skills
Mentoring - advice and support from a more senior colleague	An effective way of sharing tacit knowledge and re-enforcing corporate values. A good way of strengthening relationships and improving communication with stakeholders.	<ul style="list-style-type: none"> • Time and cost on both parties. • Requires ability and skill for mentor
Shadowing - learning from someone who is experienced and good at what they do – by observing them in action	Superb means of sharing tacit knowledge, re-enforcing standards and best practices	<ul style="list-style-type: none"> • May re-enforce bad practices • May disrupt colleagues within work activities
Visioning/Scenario Planning - engaging in structured discussion with other employees regarding the potential future business direction of or scenarios that might occur, and identifying appropriate response.	Riskless means of exploring new strategies and testing innovative ideas. Participants will be able to share and learn from each other's experience.	<ul style="list-style-type: none"> • Danger of overly abstract discussion without linkage to the 'real' world • Expectations need to be managed carefully
Temporary Promotion / Secondment - gaining experience of a more senior or new role through temporary assignment to that role	Develops breadth of experience, knowledge and skills. Learning of direct relevance to the role. An effective way to assess future development needs.	<ul style="list-style-type: none"> • Risk of overstretch • Expectations need to be carefully managed
Within Company Training – includes briefings, workshops etc.	Relevant to group needs/perspectives, wider group understanding & consistency	Provide only a 'local' perspective, some impact on cost
Self Managed Learning – includes books, videos, e-learning packages, web based information services etc.	Tailored to the employee's learning needs, including time and place and low cost	Relies on the employee, not directly relevant to the job, can take time
Corporate Courses - off the job training	Networking, firm theoretical perspective, local viewpoint, obtain knowledge quickly	Fairly expensive, not directly relevant to the employee's job
Courses, Seminars Conferences - off the job training	Networking, latest techniques/theories, obtain knowledge quickly, opportunity to achieve educational qualifications	High impact on cost, not directly relevant to the job if not tailored correctly
Development Centers – formal structured events employing a range of methods to analyze an individuals strengths and development needs	Provides view of an employee's strengths and preferences. Providing actual learning and references for future learning	Expensive and can be threatening if linked to assessment/selection activity
Psychometric Testing – tests designed to help identify an individuals personality traits and preferences leading to tailored personal development plans	Provides deep insights into an individual's strengths and preferences. Provides good platform for coaching and further development	<ul style="list-style-type: none"> • Tests need to be managed by a qualified practitioner and can be expensive. • Danger that test results do not lead to further action
360° Feedback – constructive observations from a selection of colleagues, customers and staff, typically related to performance strengths and weaknesses.	A powerful tool for raising an employees' awareness of their own strengths and weaknesses and planning future development.	Ineffective facilitation may lead to disillusionment and conflict.