



How Do You Get Started?

Culture is easy to talk about but hard to implement. The High-Impact Learning Culture Model from research firm Bersin & Associates describes seven steps to start building a high-impact learning culture.

- 1. Make learning part of the organization's strategic success.** Integrate learning with talent management in support of capability development.
- 2. Make a belief in learning a part of the organization's culture of leadership.** Use leadership development programs to encourage leaders and management to take ownership of the learning culture.
- 3. Make full use of captive audiences.** Use required training activities to prove the value of learning by making it worthwhile and interesting for learners.
- 4. Make a great first impression.** Use onboarding programs to encourage employees to take personal responsibility for learning and to demonstrate the organization's commitment to development. Some HILOs have onboarding programs that start as early as the talent acquisition phase and continue through all talent management processes. Such an approach can demonstrate an organization's commitment to learning, helps recruits hit the ground running, and personally benefits the individuals.
- 5. Make work educational.** Use embedded learning approaches to maximize experiential and reflective learning. Embedded learning allows people to reflect on how they learn by putting them to work on real business problems.
- 6. Make knowledge sharing an organizational habit.** Institutionalize knowledge sharing by incorporating incentives and opportunities into every learning and performance management process.
- 7. Make performance management a driver of development.** Redesign performance management processes to give at least equal weight to coaching and development. Coaching can be a low-cost but highly effective way to improve performance. You know coaching is working if an annual performance review takes just 15–20 minutes because you're just confirming the documentation of something you've talked about all year.

Fit Your Learning Culture to the Business Strategy

Different organizations will have a different focus depending on business strategy. For example, organizations that want to excel in product innovation should place more emphases on empowering employees. Companies that place a priority on high employee productivity should focus on building trust. All of these practices add significant value, but it's important for leaders to select the right practices according to their business strategy to build a high impact learning culture.

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