

Make Learning Matter

Embed learning into your workflow and get more from every learning investment

As a Learner

Before Any Learning Experience - Set Clear Intentions and Plan for Learning

- Review learning session descriptions carefully to ensure the learning session is right for you and aligned with your interests and needs.
- Identify how the skill or knowledge you acquire will support your teammates and your manager.
- Bring the information and your proposal for application for discussion to your 1:1 meeting with your manager.

During Any Learning Experience – Focus, Participate, Reflect

- Participate fully by actively listening, asking questions, and sharing your perspectives and insights.
- Share and receive ideas with an open mind during the session. Be comfortable with being wrong and failing (In learning environments, FAIL = First Attempt in Learning)
- Use the gift of reflection and conversation wisely.

After The Learning Experience – Retain and Apply

- Our rate of retention drops sharply immediately after learning. To combat forgetting, apply at least one idea/concept within 24 hours.
- At your next 1:1 meeting with your manager, share the highlights of what you learned.
 - Use the three A's:
 - **Aha** – What insight did you gain from this learning?
 - **Adapt** – What do you need to make it relevant for your role or goals?
 - **Apply** – What is one idea or concept that you will apply, and when? How do you want to be supported in this practice?
- Review and reflect on the learning again within two weeks, then two months, and so on. Making small changes over time can ensure the learning sticks and becomes part of your daily practice.



Applying learning can take many forms ranging from writing a synthesis of what you learned, teaching it to someone else, or conducting mini experiments to put ideas to the test.

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As a People Leader/Manager

Before Any Learning Experience - Align Learning with Goals

- Include learning on the agenda for your 1:1s or quarterly connects. These meetings are an opportunity to collaboratively identify how intentional learning can help meet performance and professional goals.
- Ask about the employee's experience and perspective. Align this with your observations and feedback on their accomplishments, development areas, and improvement needs.
- Together, identify formal or informal education opportunities that build the necessary knowledge, skills, and behaviors this individual needs.
 - Share learning resources and other learning opportunities across the BU community.
- Invite the employee to explore learning resources and options before making recommendations. Connect each training's purpose and expected outcomes to their job to boost buy-in and impact.
 - If necessary, co-create a coverage plan.

During Any Learning Experience – Connect Learning to Tasks

- Routinely inquire about your employees' learning and the connections they see to their work.
- Use the three A's to guide conversation:
 - **Aha** – What insight did you gain from this learning?
 - **Adapt** – What do you need to make it relevant for your role or goals?
 - **Apply** – What is one idea or concept that you will apply, and when? What can I do to support you?
- Identify specific on-the-job connections where their new skills can be used, such as familiar challenges that the employee can resolve with their new skills.

After The Learning Experience – Reinforce Applied Practice

- Plan for practice and application.
- Invite them to Teach Back – Teach backs have many benefits including improved comprehension, confidence, and team learning.
- Identify concrete opportunities that the employee can use this learning. Observe, guide, and give feedback as they practice. Encourage a “First Attempt in Learning” environment where appropriate.