

Associate CIPD Diploma in Organisational Learning & Development

- Curricula. Units & Learning Objectives -

5CO01 Organisational performance and culture in practice

About this Unit

This unit examines the connections between organisational structure and the wider world of work in a commercial context. It highlights the factors and trends, including the digital environment, that impact on business strategy and workforce planning, recognising the influence of culture, employee well-being and behaviour in delivering change and organisational performance.

What will you learn

- ✓ You will learn about the connections between **organisational structure, strategy** and the **business operating environment**.
- ✓ You will analyse external factors and trends and assess organisational priorities and issues, including the **scale of technology** within organisations.
- ✓ You will also interpret theories and models of **organisational and human behaviour** and the **drivers for change**.
- ✓ You will examine how to build **diversity and inclusion** that aims to promote a positive culture.
- ✓ You will evaluate the relationship between the **employee lifecycle** and your work and how people practice connects and supports wider people and organisational strategies, focusing on how to support **internal customer needs** and ensure that **business goals** and **objectives** are delivered in line with customer requirements.

5CO02 Evidence-based practice

About this Unit

This unit addresses the significance of capturing robust quantitative and qualitative evidence to inform meaningful insight to influence critical thinking. It focuses on analysing evidence through an ethical lens to improve decision-making and how measuring the impact of people practice is essential in creating value.

What will you learn

- ✓ You will develop understanding of the concepts of **evidence-based practice** and the **tools and methods** that are applied to diagnose issues, challenges and opportunities.
- ✓ You will explain the **principles of critical thinking** and assess how different **ethical perspectives** can influence decision-making.

- ✓ Key **insights** and **analysis tools** and **methods** will be covered, and you will evaluate the benefits, risks and financial implications of solutions aimed at improving people practice issues.
- ✓ You will **measure** the **impact** and value people practice contributions make to organisations, through collation of key findings and scrutiny of key systems and data.

5CO03 Professional behaviours and valuing people

About this Unit

This unit focuses on how applying core professional behaviours such as ethical practice, courage and inclusivity can build positive working relationships and support employee voice and well-being. It considers how developing and mastering new professional behaviours and practice can impact performance.

What will you learn

- ✓ You will explore **professional and ethical behaviours** in the context of people practice by appraising what it means to be a people professional, how personal and ethical values can be applied, including contributing to discussions with confidence and conviction to influence others.
- ✓ You will learn how to **champion inclusive and collaborative strategies**, arguing the human and business benefits of inclusive behaviours and the right to be fairly treated at work.
- ✓ Additionally, you will design and evaluate solutions aimed at **building positive working relationships**.
- ✓ You will demonstrate personal commitment to learning, professional development and performance improvement by exploring how the role of a people professional is evolving.
- ✓ You will also assess your own strengths, weaknesses and development areas and formulate a range of **CPD activities** to support your learning journey.

5LD01 Supporting self-directed and social learning

About this Unit

This unit is about recognising how individuals are increasingly wanting to learn at their own pace, by their preferred method, and in a way that fits with their personal schedules and lifestyle. Moreover, effective organisational learning embraces formal and informal socialised activities. These shifts, and the greater recognition of the benefits in driving performance through learning, means that learning and development professionals must facilitate approaches for those who learn in these ways.

What will you learn

- ✓ You will learn about the concepts of, and connections between, **self-directed** and **social learning** and the underpinning theories, including evaluating the benefits and risks.
- ✓ You will also explain steps that organisations take to encourage learning and how **digital** and **technological innovations** encourage and enable self-directed learning.
- ✓ You will be able to support learning through the **curation of learning resources**, including developing guidance that encourages and supports learners.

5LD02 Learning and development design to create value

About this Unit

This unit considers the relationship between the learning and development needs of individuals and organisational objectives. It focuses on the elements of theoretical and contextual learning design in facilitating impactful learning experiences that support performance and productivity.

What will you learn

- ✓ You will learn about the different factors that need to be considered when **designing learning and development**, including programmes for dispersed workforces and how **inclusivity** and **accessibility** can be built into the design stage.
- ✓ You will establish **learning and development needs**, evaluating methods for identifying organisational needs and key principles.
- ✓ You will conduct **stakeholder analysis** in relation to learning and development activity and convert relevant information into clearly stated learning and development objectives.
- ✓ You will **design engaging learning and development solutions** to address identified objectives.

5LD03 Facilitate personalised and performance focused learning

About this Unit

This unit focuses on the effective facilitation of learning activities that have an impact. This includes knowing how to prepare an impactful intervention, making effective use of pre-learning activities and personalisation to create learning that can be transferred back into the organisational context. In addition, it explores facilitation techniques, whether face-to-face or online, and the principles and ethics that underpin the delivery of an outstanding learning experience.

What will you learn

- ✓ You will **develop** a range of personalised, accessible **learning resources** evaluating internal and external factors as part of your preparation.
- ✓ You will discuss the concept of facilitation and **facilitation techniques** to support learning and will demonstrate techniques for monitoring the **effectiveness** of learning activities, differentiating these according to the needs of learners.
- ✓ You will explore **ethical factors** involved in the facilitation of learning and will deliver an **inclusive learning** activity that meets objectives.
- ✓ You will explain the concept of '**transfer of learning**' and evaluate the role of line managers in supporting this.

5OS06 Leadership and management development

About this Unit

This unit builds on the fundamentals of learning and development, taking a closer look at the essential area of leadership and management and how this is critical in developing the right culture and behaviours to establish a working environment which is cohesive, diverse, innovative and high-performing. Choosing the right tools and approaches to facilitate development will ultimately impact organisational effectiveness.

What will you learn

- ✓ You will develop understanding of the factors that drive the **need for leadership and management** within the organisation and examine the interdependent nature of leadership and management.
- ✓ You will identify the **roles** leaders and managers perform in different contexts and **assess** the **skills** and **competencies** required.
- ✓ You will explore the role of the people professional in **supporting leadership and management development** and the importance of ensuring that diversity and inclusion is an integral part of this.
- ✓ You will evaluate indicators of **successful leadership programmes**, find out about the range of **stakeholders** involved and assess the **impact** that leadership and management development has on the organisation.