



Leading & Developing
(IUBA 6003)

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1.0 INTRODUCTION

A learning and development programme is a programme that organizations set up to enhance an individual's skill, talent, knowledge, and overall capabilities of the individual. This programme is usually structured in a number of ways such as through the use of workshops, online courses, mentoring programs, seminars, and on-the-job-training are used by companies as a way to cultivate the desired skills the company wants within their workforce. Companies intend to harness the best skills out of their workforce to build up their company. The organization we will be looking into is Meta. Meta is the parent company of Facebook, Instagram, and Snapchat. Meta is largely a social media company spearheaded by Mark Zuckerberg and is an established organization worldwide (Lopez-Diaz, 2021).

2.0 ANALYSING THE LEARNING & DEVELOPMENT (DESIGN) FOR THE FRAMEWORK

There are a lot of content in a Learning and Development planning but there are certain features that were highlighted till today because of the ever-changing technological phases this also causes the newer generation to be under influence and required new planning for them to perform and work with the older generation in a company. Those important feature that were highlighted are provide learning opportunities that are relevant to their job segment for example, project manager added an intern or new employee in the project to show them the planning, procedure and content of a proper report for a project (Saareev, 2022). Other than that, provide a suitable environment for both old and young generation to learn and grow together and offer up to date training which were aligned to the latest industry trends for them to produce quality work to improve the company image and positive working environment.

The driving force for Learning and Development framework till today is because of the existence of younger generation mixing with the older generation in the workplace/office. Besides that, the rapid innovation and creativity of technology continue to grow rapidly, and the company sometime must move with the trend and technology so that the company would not be left out /outdated from newer and expanding companies. The momentous changing of employee generation gap in the workplace provides the CEO of google an idea and based on the report, they came out with a new method where a plan can continuously change (Salt, 2022). For instance, one of the frameworks that were stated is the 70-20-10 method where it is only a guideline for the company whether its about the role and hierarchy in the workplace. The 70-20-10 instructional framework is widely regarded as being among the most effective business training and development frameworks (Birt, 2022). According to the 40-year-old model, employees should get 70% of their newly acquired information through on-the-job experiences, 20% from engaging with other people, and 10% from educational opportunities such as classroom and Online lectures. On paper, the ratios make sense, because "learning by doing" is the most efficient approach to implementing and become accustomed new abilities. for example, a receptionist or human resource employees their main objective are about communicating with individual, and the framework could be adjusted accordingly to suit the employee or the role (Kruse, 2022).

The 70-20-10 framework that is stated above aligned with the company vision and mission. The company Meta which is a company mostly known for handling Facebook. This framework aligned with the company vision which is "To bring the metaverse into existence by helping users connect, discover communities, and grow corporations." The relevance of the metaverse towards the company's long-term viability is demonstrated in this corporate vision statement. As for Meta to continue becoming a long term and achieving their vision they must keep their employees training and requirements up to date and provide a space for them to communicate and share idea towards the company vision and brand image (Smithson, 2023). Secondly, the mission of Meta is "Providing individuals the ability to build community while bringing the world together as one." This organizational mission statement retains Facebook's objective of fostering social connections. The first element in the company objective

demonstrates the commercial goal of generating "power," which refers to technology that allow users to form social relationships. The objective statement's second point reflects Meta's goal of assisting users to get involved and establish groups or communities. In terms of technological innovation, these communities are via the internet and supplementing actual or real-world communities, comparable to those that have existed for decades on Facebook. The third point in Meta's objectives is related to the subsequent statement and demonstrates the company's strategic aim of capturing the worldwide market, including activities in the metaverse, as stated in the corporate mission statement (Meta, 2023). By doing this the Meta employees have to undergo proper L&D framework and adjusted according to the size of the company in the future (Cox, 2023).

The framework 70-20-10 above has considered all employees based on their role, hierarchy and objectives of the plan to make employees feel may feel more satisfied with their careers. Employees are less likely to leave a firm if they are satisfied. Employees might additionally feel more involved in their job and driven to give it their all every day and maintain their objective aligned with the company. Furthermore, the 70-20-10 strategy may improve both team and individual efficiency, as well as confidence and participation among workers. All of this contributes to an improvement in staff production and performance. When employees' performance improves, it can benefit the organization (Birt, 2022).

3.0 CRITICALLY ANALYSE THE EFFICACY OF THE L&D FRAMEWORK ON ENHANCING THE EFFECTIVENESS OF PEOPLE WITHIN THE ORGANIZATION

Meta uses a number of different methods to train their employees. However, the most dominant of these methods and frameworks is the 70-20-10 model. This model indicates that the trainees learn on the job with 70% and the other 20% from interactions with other individuals and the last 10% is done is through formal training programmes, online courses, and workshops. This form of training is meant to cultivate the wanted skills of the employees

to the organization. This model relies entirely on the individual employee and their capabilities of learning from other more experienced individuals. This method prioritizes learning from more experienced individuals on developing the consumer.

Although there are many types of learning and development programmes. The effectiveness of this model is dependent towards the overall skills that the individual employee possesses. This is due to the nature of the model that prioritizes employees to learn from one another. Due to these employees only learn as much as they are willing to learn. However, this also allows employees to learn all they can while also learning from employees to teach methods they have developed or have learned from others to build. The model is meant to establish 3 separate learning types which are experiential, social and formal learning. Each of these types of learning are designed to reach every employee possible. Using this model, the company is able to use more experimental methods of training as they are costly. It also allows more social interaction between their employees which allows them to prioritize teamwork. Lastly, through formal learning the company is able to cut cost on formal learning and also accurately pinpoint the needs that are required by the employees. (Blackman, Johnson, 2017).

Meta uses this model to train their employees. The efficacy of the framework can be measured through the company's customer satisfaction ratings and the productivity of the company. Meta can also be measured to another social media company such as Twitter. Twitter is a social media company that possesses many of the same practices as Meta does. Based on an analysis conducted by Sabine A, Einwiller and Sarah Stelein that analyses the information of customer satisfaction in the largest social media companies in the United States. Among them are that of Meta and Twitter. Based on this many users on Twitter have filed complaints against Twitter for its poor customer service whilst on the other hand, the users using Meta tend to file more complaints based on poor user review (Einwiller, Steilan, 2015). Both company's practice the 70, 20, 10, method of learning and development programme within the company. Besides that, there is also how productive Twitter and Meta are respectively. In the last year Twitter has been able to bring in more than \$4.4 billion dollars while Meta on the other hand, has made a revenue of more than \$113.6 billion dollars in 2022 (Dixon, 2023), (Iqbal, 2023). This showcases that the methods used in Meta are

superior to those used in Twitter. This is also due to other external and internal factors. However, based on the complaints received by Twitter and Meta users also showcases how well trained each of the employees.

Furthermore, the 70, 20, 10 model is a highly cost-effective model. This model practices cost-effective methods of learning. This is a definite cost-effective method as it uses methods that do not require much company intervention. This results in the tactics used in the programme to be more experimental. Employees using this programme learn based on day-to-day tasks and learning from their peers. This is done usually by having younger employees paired up with a more experienced employee to learn from that employee directly rather than using seminars and learning camps. This method allows employees to gain the most experience from older more experienced employees while also limiting the cost of training by the company towards the employees (Ulusoy, 2023). This limits the use of online courses and seminars as these employees are required to learn on the job from employees more experienced than them. This form of training relies entirely on the individual employee and the experiences of the employee that is there to teach them.

On the other hand, based on Samantha Johnson, her research indicates that while using qualitative data from an Australian company it is discerned that the 70, 20, 10 model requires certain methods to further improve the programme. Certain programmes such as an unstructured form of learning and a narrow interpretation of social learning would lead to poor outcomes for the employees. This can be improved by having the company assigned employees to other more experienced employees to shadow them. This allows the company to ensure that the right employee is teaching the newer trainees while also allowing reducing the unstructured form of learning. The form of narrow interpretation of social learning on the other hand, can be handled through the company giving seminars to overcome this issue directly. The issue with having a narrow interpretation of social learning is that every individual is different in some method. This means that learning based on another individual's own style and experiences can sometimes not blend well with the individual who is learning it. By giving a seminar on how to perform the method based on the company's textbook the individual could then learn from other experienced employees to interpret their

work within their own individual experience and that of other more experienced individuals. (Johnson, 2018).

4.0 ANALYSE THE FUTURE & CURRENT NEEDS OF THE LEADING & DEVELOPING FRAMEWORK

Subsequently, from what we have seen above, possessing a well build leading and developing framework gives out a great potential to help meet current and future meets. Though, the productiveness of meeting the current and future needs of this leading and developing framework do depend on several elements, by continuously engaging in research development and user engagement can successful help in striving for both, future and current needs of this framework. Thus, the several elements that META Company can mainly focus on to help strive meeting future and current needs in their framework are:

- ✓ *Flexibility & Adaptability*
- ✓ *Scalability & Performance*
- ✓ *Security & Compliance*

➤ **Flexibility and Adaptability:**

Typically, having flexibility and adaptability is all about having a system that's well planned to be amendable and versatile which can superior meet the changing needs of diverse businesses and advances. It ought to be able to bolster different reasons for various cases and effortlessly coordinating with other frameworks or innovations. Through the disciplines of management, marketing, innovation, entrepreneurship, and operations, the notion of strategic flexibility (SF) has been developed into a strategy. It needs someone that can accept changes, having a proactive approach as well as remaining knowledgeable with the capacity to make a

culture of deftness inside your group and organization. Pioneers who understand that change is inescapable, they rather grasp it as an opportunity for development other than just standing up for it.

➤ **Scalability & Performance:**

Conversely, scalability is the capacity to increase resources and overcome performance constraints. No matter how much gear we have, performance will eventually start to decline. This entails longer reaction times or a throughput ceiling. In order to fulfil future needs, a framework must be able to grow effectively and handle rising demand. As the program expands, it should be able to manage bigger data quantities, sustain high traffic loads, and function at its best. (Hayes, 2023). The concept is in close association with the term economy of scale, which means that an undertaking can reduce its production costs and make a greater profit when producing more than one product. This implies that production costs are spread over a greater number of units and thus making each unit less expensive to produce.

➤ **Security & Compliance:**

Last, but not the least, the most important part for possessing a good leading and developing framework is setting up security and compliance standards. A structure of guidelines, procedures, and tactics known as information security governance directs corporate resources toward cybersecurity measures that safeguard information. The centralization of planning and responsibility provided by security and information governance allows for the continuous implementation of a number of overlapping agendas. Leading & Developing Frameworks need to take new vulnerabilities into account and adhere to industrial norms and laws as security threats keep evolving into new phases. To satisfy current and future security requirements, regular security audits, vulnerability patching, and adherence to best practices are crucial. Few of the security compliance laws and standards

that companies can undertake to protect user data information are General Data Protection Regulation, Federal Information Security Administration Act, Payment Card Industry Data Security Standard and many more. *(Security compliance: 10 regulations and 4 tips for Success ,n.d.)* Security compliance offers the appropriate set of protections to lessen the effects of cybercrime. The effectiveness of applying discoveries to improve security compliance is not always possible with automated tools and security solutions that concentrate on threat protection or post-breach rehabilitation. An expert team of verified ethical hackers may do pentesting according to the technique that organizations choose to be able to deliver better security compliance.

Bearing all these facts in mind, now that we have seen what elements can help META Company strive for a better developing framework. Let us now see on how the 70-20-10 leading and developing framework can offer assistance towards META Company in meeting current and future needs within the taking after ways. Generally, the 70-20-10 approach for employee development has a number of benefits which includes the ability to match learning activities to the requirements of the workforce and setting of the workplace. Additionally, it makes use of the already-available resources within the company, cutting down on time and expenses. *(Appraisal, ,n.d.)* This makes a different meet in the prompt needs of clients and guarantees a strong establishment for progressing operations. Besides these, this approach also encourages a climate of ongoing learning and development, inspiring staff members to take responsibility of their own growth and contributing their knowledge.

Technically, the basic technologies and techniques that are now developed and successful may meet the current demands of META Company through the 70% component. This guarantees a stable basis for continuous operations while helping to address the urgent demands of consumers. For instance, META Company can devote 70% of its resources on upgrading and improving their present flagship product in accordance with the 70% component. Based on user input and market expectations, they may concentrate on enhancing its performance, stability, and usefulness. They may address the present demands by

leveraging the existing technology to provide people the capacity to establish community and bring the globe closer together as one. At the same time, as the 70% component is helping META Company meet the current needs, it is also providing a certain amount of space to help with the future calls of the company. For instance, META Company might want to make investments to expand and upgrade its current technology and goods to accommodate expected future demands. In order to be able to do these, they may allocate 70% of their resources into conducting market research and prepare for infrastructure to anticipate their growth in demand and accommodate their scale of resources.

On the other hand, the 20% component helps give an allowance for META Company to meet current needs by exploring new technologies, trends, and approaches that is made possible for META Company. They can keep one step ahead of the competition and fulfil the changing demands of the market by committing resources to experimentation and innovation. For instance, when Facebook was born in the year of 2004, the Like button, News Feed, Messenger, Events, Shops, rooms and even the app itself were not present. However, they later developed new and improved applications with services and now it is being considered as people's ways of connecting and sharing over time with the fast advancements in technology. (*Building to compete*, .n.d). Ideally, the current needs can help play a role in meeting future needs by devoting resources to investigating and testing out upcoming technologies. META Company may put itself in a proactive position to address future requirements. This enables them to recognize and comprehend new trends, test out fresh ideas, and create cutting-edge solutions in advance. To be able to do this, they could try out with investing 20% of their resources on researching cutting-edge technologies that complement their core offering, or they could try incorporating machine learning algorithms into their current product to improve its functionality and offer more insightful data.

Relatively, now we know what has been composed in the 70% and 20% components, lets us now look at what type of future and current needs can the 10% component provide for META Company. The 10% that is being emphasised here comes from formal learning and training experiences. It's basically being considered as the last piece of the puzzle as it comes

from the courses and reading that staff members gather on. Typically, META Company is able to allocate limited amount of resources to inventive or speculative ventures.

For instance, META came up with a programme titled 'Return to Work' with the visualization to reintegrate seasoned professionals who have been out of the working world for almost two years or longer. *(Meta Careers, 2022)*. In this programme, a group of participants from various job trajectories are brought together for this 16-week intensive program to act as supportive peer groups for one another. Each participant receives mentorship from a senior management and gets the chance to use their learning to tackle challenging challenges in the real world. A full-time employment may be offered to participants who have demonstrated their potential to thrive at the conclusion of the paid program. This is one way to inspire employees to think creatively, venture into unexplored territory, and perhaps uncover fresh approaches to resolving pressing problems. Besides, this could a great way to help META Company meet its future needs as well as employees might be encouraged to think long-term and put time and money into speculative initiatives that investigate the possibilities of the future. This may result in ground-breaking discoveries that anticipate future demands and meet them, providing the firm an advantage. At most, giving it a shot, the company may have the option to devote 10% of its resources to a "Moonshot" project that investigates cutting-edge concepts or innovations that may upend their own sector. This can entail testing out cutting-edge ideas like blockchain-based data authentication or making early versions of cutting-edge goods.

In spite of this, though the 70-20-10 framework is able to supportively provide META Company the current and future needs, it still bears its own sets amount of limitations. Despite the fact that the 70-20-10 framework is easy to apply and use, its currently not empirically proven that you've entirely learned a task by just being expose to it through courses or readings you undertake. It can get really challenging to evaluate as different tasks relies on numerous actions and together with different experiences which makes it harder to pinpoint what the success rates are for this framework. At most, this framework may facilitate certain real life applications that have been taking place in the work world, but still it requires a very strong balance as there is a great variance between the term of 'Letting them Learn' and 'Providing hands-off Assistance. *(Pappas, 2021)*. The present demands of consumers and

the business may be neglected if too much emphasis is placed on projects that may benefit the future. META Company runs the danger of losing market share and customer satisfaction if it commits considerable resources (such as 20% or 10%) to speculative or experimental ventures without first securing the stability and advancement of its main goods. Just a generic example, if META Company invests extensively on a futuristic technology that fails to acquire traction in the market, it may result in lost resources. This is cause trends and consumer tastes can swiftly change, making investments in some developing technologies or concepts outdated.

5.0 REFLECT ON THE IMPORTANCE OF EFFECTIVE LEADING & DEVELOPING STRATEGIES & UNDERPIN YOUR ARGUMENTS

A learning and development theory/strategy is a detailed roadmap that firms construct to improve the skills, knowledge, and capacities of their people. It describes the techniques, resources, and goals for aligning training programs with individual and organizational goals. A solid L&D strategy is essential, since linking educational initiatives with organizational objectives will be the number one priority for the L&D teams in 2023. When they do, they will have a simple approach to demonstrate the benefit of staff development on the company's bottom line. A variety of reasons have contributed to the continuous evolution of the global workforce. A more competitive corporate landscape, more variables, and the advancement of technology are altering the personnel mix. Meanwhile, continuous unpredictability, multiple generations of employees, and expertise with limited shelf life have put an increased emphasis on rehabilitating and upskilling. Because of the transition to an internet-based, knowledge-based economy, a dynamic workforce is more crucial than ever: According to studies, a large portion of market capitalisation in public organizations is reliant on intangible assets such as competent people, excellent executives, and expertise. Because of the fast-changing pace caused by the rapid advancement from the technology and multigeneration of employees the L&D strategy have to improve or improvise as well in order to fit into the multigeneration employees and does not fall behind in employee working ethics as well(Spooner, 2023).

An effective and efficient L&D strategy is to mainly focus on responsibility to manage the development of employees to make sure that it supports other key business priorities. Learning and development have been shown to assist in keep staff engaged and motivated, boost productivity, and promote mobility, all of which benefit both individual in question and the organization. Since, various L&D strategy has been researched regarding the contemporary world of employment and the way it is evolving, which is the reason why L&D is becoming increasingly vital. "In times of change, that students inherit their surroundings while other people discover themselves suited to deal with an environment that hardly exists,". (From Eric Hoffer) (Spiro, 2022).

Besides that, a successful implement L&D strategy in a workplace would result in both the employee and the company business goals or objectives aligned. The L&D plan promotes the development of a company's workers so that they can assist the organization expand in the future. As a result, an L&D strategy that relates to the general goals of the organization may better prioritize the skills required to achieve those specific goals(Schultz, 2021). This also means that to maintain its worth, human capital need constant investments in learning and development. When information becomes obsolete or lost, which is becoming more common nowadays, the significance of human resources falls and must be replenished by fresh learning and relevant job experiences. Companies who invest in the following generation of managers get a significant return. According to research, firms in the top percentile in terms of management beat other organizations on profits before expenses such as depreciation, amortization, interest, and taxes by roughly two times. Furthermore, firms that spend in leadership development through major modifications are nearly two times more inclined to meet performance goals. Furthermore, a successful L&D strategy would be able to continuously provide personalized learning for employees whether its by work surroundings or training where for instance, because not every individual develops exactly an identical way, it is critical to provide opportunities for learning that are tailored to each employee's specific requirements and learning styles. Employees that are nourished and encouraged in their development benefit more from L&D methods(Usher, 2023).

As for the clarification of the case study being correct, Many L&D functions follow a structure known as "70:20:10," in which 70% of learning occurs daily, 20% via communication

and cooperation, and 10% from formal-learning activities such as training in class and virtual curriculum. These numbers are only suggestions and will differ depending on the industry and organization. Traditionally, L&D functions have concentrated on the formal-learning element. Tutoring and advising, on-the-job training, internships, management observing, action-oriented understanding, instantaneous access to online studying, and lunch-and-learn sessions are all examples of interventions that L&D executives must create and implement to enhance informal learning. Social technologies are increasingly being used to connect professionals and to create and share knowledge (Brassey et al., 2019). For instance, the major search for talent and qualified employees' previous CEO of Google has effectively employed 70:20:10 for innovation. He believes it is the most effective approach for stimulating staff creativity since Another major use of the 70:20:10 paradigm is in the management of innovation. This concept is so prevalent that it serves as the foundation for Google's innovation investment. The framework advises that you invest your time and money in a few different approaches. Remember that the figures are simply guidelines; they do not have to be taken literally. This 70:20:10 framework is also utilized as an innovation strategy, transforming ROI and allowing you to develop a portfolio of products that outshines rivals (Carruthers, 2022).

The future of L&D strategy could be seen to improvise and adjust since the most mindset L&D teams see this as a chance to grow. They are moving their focus from generating learning material to developing learning environments. The correct learning settings are the cornerstone of a healthy learning culture. A good learning culture is also essential for satisfying L&D requirements at scale. For instance, Verizon. After COVID lockdowns commenced, the internet service provider, a Degreed customer, abruptly closed approximately seventy percent of its physical stores. Verizon examined the talents of more than 20,000 workers and relocated them to meet other essential requirements for the company. The firm avoided layoffs and handled client demands more quickly and efficiently through offering a couple of days of development, regular through hands-on experience mentoring, and immediate updating skills. Verizon maintains a culture of constant development that is incorporated throughout the flow of employment and connects with company strategy and career growth. These ideals are critical to the organization's ability to stay nimble while transitioning almost 90% of its personnel to work from home. Verizon promoted internal training and development with a perpetually active development approach.

6.0 CONCLUSION

From here we can conclude that, the 70-20-10 model is highly efficient is highly efficient and is proven to be a cost effective model. It is shown to have given space for improvements in social learning and structural forms of learning. The framework above has considered all employees based on their role, hierarchy and objectives of the plan to make employees feel may feel more satisfied with their careers. Despite that, from what we have seen, the 70-20-10 model can also help companies meet their future and current needs with the certain elements as revised above. The 70-20-10 components have its own benefits and limitations which companies will need to analyse before utilising the framework. Thus, from this report, we can button up that the future of leading and developing strategy could be seen to improvise and adjust since the most mindset of the leading and developing teams see this as a chance to grow. A good learning culture is also essential for satisfying leading and developing requirements at scale.

Video Link: MS Teams

<https://drive.google.com/file/d/18YAhiJfLSEu4w8tv0U0XrCbb7Cig6Juh/view?usp=sharing>

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~The End~