

UC San Diego Learning Strategy

The 70:20:10 learning and development strategy was created by Morgan McCall and his colleagues Robert W. Eichinger and Michael M. Lombardo at the Center for Creative Leadership in 1996. Their research revealed a model of how, when and where people learn best in the workplace. They found that:

- 70% of learning comes from experience, typically on the job
- 20% of learning comes from others
- 10% of learning comes from courses and reading

Going forward, Staff Education and Development will model this learning and development strategy with tools, resources, and offerings that will guide how you spend your professional development time.

To illustrate how an individual development plan can be built using this model, let's use an example of a development objective for a supervisor who would like to build feedback skills. The development objective is:

Learn how to observe, identify, and verbally give behavioral feedback to my staff to help them perform and grow in their jobs. Include attitudes as well as technical performance of their jobs. Do this by the end of the fiscal year at least 4 times with a report out of learnings and outcomes.

The experiential, or 70% portion of the development plan, needs to be proactively and intentionally defined and implemented because it is taking advantage of every day work life. Here are some ideas:

- Observe behaviors and jot down what was seen and heard and what the results and impacts were. Talk about it with someone.
- Plan an opportunities where someone can be present to observe the same behaviors. Share notes with the person and discuss the alignment of what was observed. A staff meeting can provide the perfect opportunity.
- Role play with someone feedback that is both positive and negative.

In the social learning portion of the plan, development strategies come from learning from others, through relationships and social media. Here are some ideas:

- Schedule time to discuss your development plans and ongoing progress with your boss. By scheduling sessions periodically, you get to brainstorm ideas to further develop and gather real time ongoing feedback, learn by processing what's happening, problem solve in the moment and so much more.
- Meet with a mentor of your choice informally.

- Join a mentoring program for a specific set of agreed -upon objectives.
- Hop onto social media groups pertaining to personal and professional development topics. Learn. Listen. Read.
- Join and participate in professional networks such as LinkedIn for Management Development Program graduates, for example. Or other relevant networks online to meet and grow with like-minded peers with similar challenges and opportunities.

Finally, the development opportunities that should comprise 10% of the development plan are those with which we are most familiar. These include:

- Identify, register, schedule and attend instructor-led courses that build skills in observation and feedback.
- Create and complete a self-study plan that includes a variety of resources from Skillsoft, relevant books, and articles to read. Plan the sequence, timing, and time to view videos and read.
- Reach out to Staff Education and Development for resources offered in partnership with Rady Executive Education, UC Extension and outside resources.

To learn more about planning and conducting your professional development using the 70:20:10 strategy, please visit [Your Individual Development Plan](#) on Blink.