



Certificate in Learning and Development



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Programme Overview

Our Certificate in Learning and Development is a 12 month programme focused on building your skills in both operational and strategic areas as well as grow your knowledge of learning models, tools and techniques.

Over the Certificate you will complete online learning modules with on the job assignments, case studies, quizzes and assessments. The programme also involves rating your achievement level from the start to the finish and mapping your skills and experience.

What will you finish with?

The Certificate in Learning and Development is different from tertiary study as you need to be working in a role where you can apply what you're learning, rather than covering theory.

You'll work through case studies and review your own workplace practices so that you get as much experience as you can, to deliver effectively in real life. Once you've completed your final assessment you will be awarded your certificate.



Elephant Certificates are now recognised globally, in New Zealand, Australia, the Pacific Islands, Singapore, Malaysia, Canada, the US and United Kingdom.

Who should attend?

You'll benefit most from the Certificate if you are in a role which has some responsibility for learning programmes but can also complete the Certificate to prepare to move into an L&D role.

You may be:

- In an HR/administrative/management role but with L&D responsibilities
- Be in a Learning or OD role and want a practical qualification that will prepare you to continue your learning career.

Programme Structure

The programme is structured over 12 months with the ability to extend the timeframes for a further 6 months. The components of the Certificate include:

- A self-assessment of your knowledge and skills to map against when you finish.
- A 360 assessment of your skills from managers and colleagues. This process gives you feedback about what others see you do well, and suggestions on areas for development.
- Recorded webinars to watch from work or home, on your computer or phone. You also get a set of handouts to make notes from the webinar.
- Live virtual discussions to meet others, share experiences and learn from your Intake Leader.
- Suggested articles to read or other videos to watch.
- Assignments to complete which consist of questions based on case studies and your own processes. For more about these see the FAQ page.

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Core Modules

These modules must be completed. If you have advanced training or experience in one of these areas, then you can apply to have this module exchanged for an optional module.

Following the Intro to Learning, you'll also complete your self assessment and 360 assessment.

<p>Intro to Learning <i>Virtual Session</i></p> <p>To start your Certificate join in this virtual session to meet others and your Intake Leader to discuss the following:</p> <ul style="list-style-type: none"> • The different roles within an L&D career and the skills and experience that are useful for each • What role you're in and what challenges you're facing that you want to learn during the Certificate • Meeting others and discussing extra support and learning through the Certificate 	<p>Learning Strategy <i>Recorded webinar</i></p> <p>Next you need to understand the big picture and how learning fits in your organisation</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • Different ways you can conduct a Training Needs Analysis (TNA) • L&D frameworks for developing a training programme in your business and reviewing what might work for what types of businesses • Writing your L&D strategy and presenting to the executive team 	<p>Instructional Design Fundamentals <i>Recorded webinar</i></p> <p>Instructional design is a skill in its own right. This module takes you through:</p> <ul style="list-style-type: none"> • Understanding different learning styles including VARK, Kolb and more • ID models and concepts • Writing effective learning objectives vs learning outcomes • How to structure different types of learning sessions • What to include to make learning sessions engaging
<p>Designing Learning Materials <i>Recorded webinar and Virtual Session</i></p> <p>To accompany a learning session, you need to have effective learning materials. This module takes you through:</p> <ul style="list-style-type: none"> • How to design workbooks and manuals to compliment both face to face and online learning: layout, content and styles • Avoiding death by PowerPoint: how to make different types of slide decks • Taking learning materials online and making them mobile <p>You'll then present your content in a virtual session to see how it really works</p>	<p>Learning Management <i>Recorded webinar</i></p> <p>Managing a set of learning programmes has a range of skills attached. This module takes you through:</p> <ul style="list-style-type: none"> • Knowing how to measure learning ROI • Using learning technology to manage learning and learners • Marketing workshops and programmes to internal & external clients • Outsourcing learning • Social learning fundamentals and learning curation • Managing a learning budget 	
<p>Engaging your Business <i>Live webinar</i></p> <p>When rolling out a new initiative or launching or reinvigorating an existing programme - your communications plan and how you engage your business can make or break your message getting through and the success of your roll out. This module covers:</p> <ul style="list-style-type: none"> • The process of developing a communications strategy • Ideas for your comms. plan including multi channel messages • Building sales and marketing principles into your messaging to get buy in • Case studies of strategies that went well and where things didn't work 	<p>Building a Learning Culture <i>Recorded webinar</i></p> <p>You can have the best learning programmes in place but may still find L&D have to drive learning. Building a Learning Culture can change that. This module takes you through:</p> <ul style="list-style-type: none"> • How you can be a learning change agent and define and build the culture needed • Developing a learning brand • Becoming an L&D Business Partner • Training learning champions • Preparing your business for the future 	

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Optional Modules

You must choose four of these optional modules to complete.

<h3>Performance Coaching</h3> <p>Understanding and using the principles and models of performance coaching can be very valuable to add into your leadership programmes or overall L&D approach.</p> <p>This module covers:</p> <ul style="list-style-type: none"> • The different types of coaching and when to use them • Different coaching models to grow performance and solve issues • How you can develop your own personal performance coaching skills 	<h3>Using Competencies for development, talent and succession</h3> <p>L&D can help their business use competencies in a variety of ways.</p> <p>This module covers:</p> <ul style="list-style-type: none"> • Different approaches to using competencies in your business • How to develop competencies from scratch, or improve those in place already • How to develop talent programmes with case studies from a range of organisations • Building succession planning for employees and management roles 	<h3>Leading Change</h3> <p>This module takes you through using specific change tools through a case study so that you are fully prepared to drive change in your business.</p> <p>You will finish with:</p> <ul style="list-style-type: none"> • An in depth understanding of different change models and how they work • How you can own change and create engagement • Techniques to help take people through their change journey • An understanding of different ways to develop and roll out a change plan <p>Methods to measure change ROI</p>
<h3>Psychometric Tools</h3> <p>Part of OD and L&D professionals remit is to understand the science and psychology behind psychometric testing, and then being able to assess which psychometric testing and tools will work in different areas of your business.</p> <p>This module takes you through a range of the psychometric tools available, understanding the psychology behind them, and then when and where each could be used.</p> <p>You will also get to use one of the tools, and assess a case study of what should be used and when.</p>	<h3>OD Models and Tools</h3> <p>There are a number of organisational development models and tools that are essential for OD and L&D professionals to understand, so they can use these in capability and development, leadership or culture initiatives. This module covers tools including SCARF, Appreciative Inquiry, Design Thinking, Agile, NLP and Project Management.</p> <p>You'll hear from a range of experts in their fields and then your assignment includes application of each of the models and tools to a number of case studies.</p>	<h3>Leadership Capability</h3> <p>One of the key areas many OD professionals are responsible for is building leadership capability across an organisation, and often at different leadership levels. This module covers:</p> <ul style="list-style-type: none"> • Using development planning for leadership • Different leadership development programmes, theories, case studies and examples • How to build a learning philosophy and culture to support leaders development • Measuring and embedding leadership competencies and skills
<h3>Team Dynamics</h3> <p>Many organisations are struggling with breaking down silos and trying to create collaboration across the business. In this module we cover:</p> <ul style="list-style-type: none"> • Understanding the human psyche and how to harness silo's to create collaboration and teamwork • Different team dynamics theories and tools • How to catalyse as opposed to just facilitate • How to read dynamics happening in a room and change the culture to collaboration 	<h3>Transformational Workplaces</h3> <p>Over the last few years at the Game Changer Conference we have explored and discussed what the amazing companies are doing to transform. This module covers case studies from around the world on:</p> <ul style="list-style-type: none"> • The changes in why people are working, and how companies are building new purpose • The changes in where we're working and transformations in how organisations are creating new workspaces • The changes in how we work with examples of new concepts and methodologies 	

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Presenters and Assessors

Here are some of the presenters that you'll hear from during the webinars or conferences, as well as our assessors who will review your assignments and provide feedback.



Nikki Peck has over 20 years of generalist HR and facilitating experience working in diverse sectors such as health, engineering, utilities, retail and not-for-profit.

Nikki is a respected consultant and facilitator and is highly sought after by our Elephant clients. She was one of the 10 Best HR People in NZ 2018.

A core focus for Nikki when working with clients is "lets make this less complicated, be genuine and have some fun whilst we do it".



Angela Atkins has worked in HR and L&D roles for 20 years within local government, tertiary, retail and financial services. Angela co-founded Elephant and built the Management Bites programme. She is the best-selling author of Management Bites, Employment Bites, Training Bites and Safety Bites. Angela now lives in France but continues to work as a consultant and global facilitator.



Kathryn Jackson is a strengths-based, solution focused Behavioural Coach who uses a blended approach of coaching and consulting to influence change. She has over 20 years of HR consulting and coaching experience with former employers including Andersen's, the Royal Bank of Scotland and Bank of Scotland. Kathryn has published three books; A redundancy workbook with Random House, Essential Questions to GROW Your Team; a leader as coach workbook and Resilience at Work with Routledge.



Wendy Li is an experienced HR and learning practitioner with over 15 years' experience in employment law and employment relations. She has also trained as an OD practitioner and held learning roles both in NZ and overseas. She has held leadership roles in both private practice and public sector organisations in the area of employment and industrial relations. Wendy has practiced employment law in NZ and Australia as well as undertaking work in the United States and France. She has led bargaining teams in a large employer organisation.



Liz Tibbutt started her HR career after 12 years as a chef. After Corporate HR at Air NZ Liz worked in London for several years. She also completed an MBA from Henley Management College. From 2000 she has been back in NZ and has worked in various senior HR, OD and Learning roles as well as consulting. Liz also runs insideHR – an HR news website.

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Frequently asked Questions

How do the assignments work?

For each topic you'll be sent an assignment. This consists of case studies with different questions to answer or asking you to review of your own processes. There is no % mark for these, however our team will assess whether you have passed the paper and have demonstrated good thinking around each answer. If they feel there are areas that you need to provide more information, they will come back to you to provide you further time and some coaching to do this. The aim is to help you develop your skills in each area so you can deliver excellence in learning to your business.

How long does each assignment take?

You have a month to complete each assignment and it will take you 2 – 3 hours to complete. Along with watching the webinar and reading any articles, you should be able to complete each module by putting aside an hour a week, or four hours a month.

What if I need more time?

While we schedule your Certificate over a 12 month period, you can ask for an extension on assignments if you have a busy workload, or are travelling or have any other issue that means you need more time. In total you can extend your Certificate up to 6 months, however you must finish within 18 months of beginning to be awarded the Certificate.

Can I fail the Certificate?

Yes if you don't complete your assignments, then you cannot pass the Certificate! If you complete an assignment but haven't demonstrated the knowledge to pass the topic, our team will provide you with feedback and coaching and give you a chance to review and resubmit your assignment.

How much does it cost?

The investment for the Certificate is NZ\$1,950. There is a 10% discount if you work for a registered Charity. For more information or to register for the Certificate just visit our website www.elephanttraining.co.nz



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Testimonials

Still not convinced you'll get the best learning you've ever had? Here are some of the comments from people who have completed our HR Certificates:

"The information provided was just so informative and then being able to actually apply that knowledge through the case studies is just fantastic and really helped to bed in the information. In addition, I have gone back to the information many times already to make sure I am on the right track.

The webinars, the printable slides from the webinars, the case studies, the feedback, the workshop – gosh these have been so thoroughly helpful for each and every topic!"

Melissa, HR Advisor, University

"I'm most proud of completing the assignments. I was very nervous "going back to school". I felt quite exposed submitting assignments to be marked as I haven't done this in a long time. I understand now that I was given an opportunity to fail in a safe environment without judgement."

Nicole, HR Manager, Food Production Company

"Each assignment delivered an enormous learning for me. I believe my biggest learning was from the Recruitment Strategy and processes assignment. This is an area I'm currently participating more and more in and referenced a lot of information from my assignment".

Helen, Learning and Development Officer, Travel Company

"I think the one thing that has had the widest and most visible effect is that HR policies can, and should, be written simply! After doing the Writing HR policies assignment, I went through our HR policies and they are all very complicated and use a whole bunch of words that just don't need to be there. Keep it simple! I am now going through each of our policies and simplifying the language".

Courtenay, HR Advisor, ITO

"I just want to pass on feedback that your material is easy to understand and the training you offer in my opinion is by the far the most relevant I've seen in a very long time".

Rebecca, HR Advisor, Dairy Company

"I am already seeing the value of this course from the first assignment. Thank you so much for the coaching and feedback your team provided."

Alvina, Junior HR Business Partner, Banking Sector