



Manitoba  
Learning &  
Development  
Network

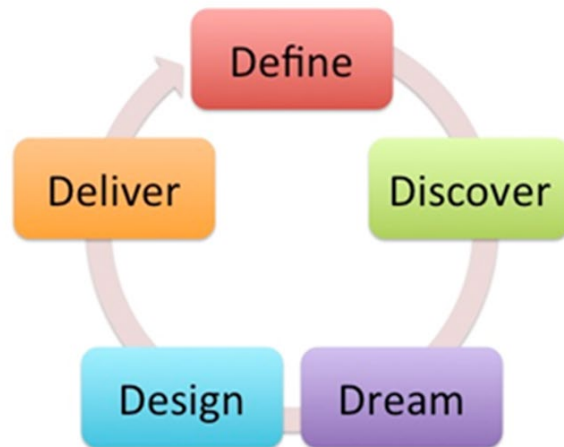
# MANITOBA LEARNING AND DEVELOPMENT NETWORK

## STRATEGIC PLANNING REPORT

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As the leadership team of the Manitoba Learning and Development Network, we began a process of strategic planning, using an Appreciative Inquiry Framework.

## The five-step Appreciative Inquiry model



Based on the Coaching Leaders 5D's  
<http://coachingleaders.co.uk/>

Our outcomes for this process were as follows:

1. Using the Appreciative Inquiry framework and a participatory approach to create a Strategic Plan.
2. Begin the process of mapping the vision for the MLDN for the next 5 years.

Through discussion, we *defined* our topic and focus for this process:

The Manitoba Learning and Development Network envisions creating a strategic plan that guides our activities and growth as we strive to provide support, encouragement, resources, and development opportunities to L&D professionals across Manitoba.

The initiative will:

- offer guidance for new learning and development in the L&D community,
- support ongoing learning practitioner development in Manitoba,
- establish a structured plan for sustainability beyond volunteer involvement, and
- generate actionable steps to drive momentum in the field while promoting L&D as a recognized profession.

During the *discovery* step, participants described a learning experience that epitomized Learning and Development delivery excellence. From these experiences, a set of themes emerged.

Experiences can be accessed at [MLDN Appreciative Inquiry - Discovery Step](#)

The experiences of others brought forward characteristics and themes that resonate with excellence in the delivery of L&D opportunities.

Common Themes:

1. Growth and Engagement:
  - Continued growth in popularity and attendance at events.
  - Consistent year-round engagement and enthusiasm for participation.
2. Inclusivity and Representation:
  - Descriptions of the organization as welcoming and representative of Manitoba's diversity.
  - Efforts to make members feel that the organization reflects their community.
3. Flexibility and Adaptability:
  - Ability to evolve, respond, and anticipate changes and needs.
4. Community Connection and Value:
  - Creation of value for the community and representation of its interests.
  - Members feel a strong connection and sense of belonging.
5. Reputation and Confidence:
  - High regard for the organization's knowledge and contributions.
  - Positive perception and confidence associated with the organization's name.
6. Enthusiasm and Involvement:
  - Excitement about achievements and events.
  - Active participation, volunteering, and eagerness to be involved.

Being able to *dream* about what the MLDN could be, pushed participants to imagine our organization's potential future impact, and what the details of that impact would look like.

The themes that came out of the Dream discussion were:

- Professional development and growth
- Community building
- Knowledge sharing and collaboration
- Networking and expansion
- Advocacy and representation
- Current trends and emerging topics
- Practical application and learning
- Innovation
- Commitment to quality

- Inclusivity
- Organizational governance
- Community-driven decision making
- Collaborative leadership

The discussion then moved to creating Possibility Statements that depicted identity statements about MLDN in the future. Participants were asked as part of this step, to include several action steps that would be completed as part of this statement of being.

We dreamed big!!!

1. We have a subgroup to manage our LinkedIn group page and website to proactively and regularly share resources, job postings, opportunities, etc.

*Actionable steps:*

- i. Call out interested individuals who would like to be a part of a sub-committee through monthly meetings, a LinkedIn page, an email list, and a website.
- ii. Form a group of five to set up the committee and determine a chair.
- iii. Provide guidelines for the expectations of the group.
- iv. Have the group set up a project plan and take the lead on all posts and updates.
- v. Determine the best/preferred communication stream for the sub-group
- vi. Create process flow

2. We have a group of senior leaders in L&D that lead Monthly Mentorship Sessions. In these sessions, participants can join to ask questions and get career growth ideas and direction.

*Actionable steps:*

- i. Call out interested individuals who would like to be a part of the L&D Leaders Mentor group through monthly meetings, a LinkedIn page, an email list, and a website.
- ii. Determine how frequently we meet - topics could be linked to the monthly meet-up meeting.
- iii. Provide guidelines for expectations.
- iv. Have the group set up a project plan and take the lead.
- v. Determine Topics/ Conversation starters

3. We have an expanded network of individuals from various industries who are interested and/or play an active role in learning and development (500 LinkedIn groups and 500 on mailing lists).

*Actionable steps:*

- i. Ask current members to talk us up.
- ii. Develop a communications plan to expand our network.

4. We have a badge/shoutout system that identifies the various levels of contribution towards the L & D Network.

*Actionable steps:*

- i. Create a subgroup to determine the scope and plan.
- ii. Create a diagram of the different levels.
- iii. Determine how to do the “shoutouts”.
- iv. Create templated badges.

5. We have a yearly strategic planning day for all committee members.

*Actionable steps:*

- i. Send out a survey to members before our strategic planning day.
- ii. Schedule the date well in advance and link to the conference to ensure participation.
- iii. Identify a strategic planning facilitator to guide the process

6. We build PD sessions to develop frequent learning opportunities designed around the Network vision established in a strategic plan.

*Actionable steps:*

- i. Conduct a needs assessment to determine shared interests for PD sessions
- ii. Subgroup established, tasked with determining the schedule of learning opportunities to be sent out in a digest, linked to the strategic plan
- iii. Seek feedback for evaluation of sessions and learning for ongoing development of the opportunities

7. We provide funding for L & D professionals to access professional development opportunities in Manitoba (bursaries, percentages off fees, access to funds that may be offered as purpose-driven equity and inclusivity)

*Actionable steps:*

- i. Create a subgroup to determine the scope and plan.
- ii. Determine if a second group is needed to look at fund development.

8. Members can articulate the learning attained, there is a log/record of this opportunity, including learning objectives.

*Actionable steps:*

- i. Create a subgroup to determine the scope and plan.
- ii. Survey among members to review what designation/formal requirements would be a top priority

9. For PD education, members can identify and quantify the new skills attained throughout Network education (digital skills, facilitation, etc) and be able to demonstrate a commitment to quality.

*Actionable steps:*

- i. Subgroup established, and sends out a survey.
- ii. Develop a skills and capabilities framework with associated criteria
- iii. Feedback mechanism established.

10. Formalize the Network to a not-for-profit structure to support sustainability and growth.

*Actionable steps:*

- i. Finalize transfer with MADLaT including name change and electing a new board.
- ii. Determine organizational structure.
- iii. Review and revise bylaws.

11. Develop a mechanism to effectively collaborate with volunteers.

*Actionable steps:*

- i. Develop an intake form.
- ii. Share with the committee to determine the best placements.
- iii. Reach out and onboard volunteers.

The *Design* step of the Appreciative Inquiry framework requires participants to prioritize ideas from the dream step that are manageable and believed to be the next reasonable stages of the organization's development.

Using Miro, the session participants took a closer look at the dreams and possibility statements shared by their colleagues and started to timeline the strategic plan for the next 3, 6, 36, and 60 months.

### 3 Months

- Build PD sessions to develop frequent learning opportunities designed around the Network vision established in a strategic plan.
- Develop a mechanism to effectively collaborate with volunteers.
- Formalize the Network to a not-for-profit structure to support sustainability and growth.
- Have a subgroup to manage our LinkedIn group page and website to proactively and regularly share resources, job postings, opportunities, etc.

### 6 Months

- We have a yearly strategic planning day for all committee members.

### 36 Months

- We have an expanded network of individuals from various industries who are interested and/or play an active role in learning and development (500 LinkedIn group and 500 on mailing list).
- We have a group of senior leaders in L&D that lead Monthly Mentorship Sessions. In these sessions, participants can join to ask questions and get career growth ideas and direction.

## 60 Months

- We have a badge/shoutout system that identifies the various levels of contribution towards the L & D Network.

(Note: Appendix A provides further detail to each item above)

This is a very preliminary plan. The *Deliver* step of the framework will need further discussion with the leadership team to create project management plans for each initiative, along with a RACI chart to ensure that everyone has an intentional role in the process for the future development of the Manitoba Learning and Development Network.

## Appendix A: Strategic Plan Expanded Detail

### 3 Months

- Build PD sessions to develop frequent learning opportunities designed around the Network vision established in a strategic plan.
- Develop a mechanism to effectively collaborate with volunteers.
  - Develop and intake form.
  - Share with committee to determine best placements.
  - Reach out and onboard volunteers.
- Formalize the Network to a not-for-profit structure to support sustainability and growth.
  - Finalize transfer with MADLaT including name change and electing a new board.
  - Determine organizational structure.
  - Review and revise bylaws.
- Have a subgroup to manage our LinkedIn group page and website to proactively and regularly share resources, job postings, opportunities, etc.
  - Call out for interested individuals who would like to be a part of a sub committee through monthly meetings, LinkedIn page, email list and website.
  - Provide guidelines for expectations of group.
  - Form the group of five to set up the committee and determine a chair.
  - Have group set up project plan and take lead on all posts and update
  - Ask current members to talk us up.
  - Develop a communications plan to expand our network.

### 6 Months

- We have a yearly strategic planning day for all committee members.
  - Send out survey to members before our strategic planning day.
  - Schedule date well in advance and linked to conference to ensure participation.
  - Identify strategic planning facilitator to guide the process

### 36 Months

- We have an expanded network of individuals from various industries who are interested and/or play an active role in learning and development (500 LinkedIn group and 500 on mailing list).



- We have a group of senior leaders in L&D that lead Monthly Mentorship Sessions. In these sessions, participants can join to ask questions and get career growth ideas and direction.
  - Call out interested individuals who would like to be a part of the L&D Leaders Mentor group through monthly meetings, a LinkedIn page, an email list, and a website.
  - Determine how frequently we meet - topics could be linked to the monthly meet-up meeting.
  - Provide guidelines for expectations.
  - Have the group set up a project plan and take the lead.

### 60 Months

- We have a badge/shoutout system that identifies the various levels of contribution towards the L & D Network.
  - Create a sub-group to determine the scope, and plan.
  - Create a diagram of the different levels.
  - Determine how to do the “shout outs”.
  - Create templated badges.