

THE MULTIPLEX ACADEMY

Learning Philosophy

70/20/10 Model

The Multiplex Academy encapsulates our philosophy and approach to learning which recognises that learning happens every day in a variety of ways, and is best supported by real world experience and feedback. The Multiplex Academy is therefore designed around the 70/20/10 model of learning which says that:

- » 70% of learning happens on the job - through the experience gained, the challenges faced and application of learnings.
- » 20% of learning happens through others - you teaching them or them teaching you via feedback, coaching and mentoring.
- » 10% of learning happens off the job - through formal training courses and programs.

The 70/20/10 model should be thought of as a helpful guide rather than a rigid approach. It's not the percentages that are important but rather the awareness that a lot of meaningful learning happens outside of formal training courses and therefore the 70/20 components should be front of mind when planning development activities. The integration of the 70/20/10 components is also important – i.e. if you participate in a formal learning program (10%) then what you are learning needs to be applied back in the workplace (the 70%) and be part of your conversations with others (20%) to become embedded. You will experience a different ratio of the 70/20/10 components at different stages in your career depending on what best suits your development needs.

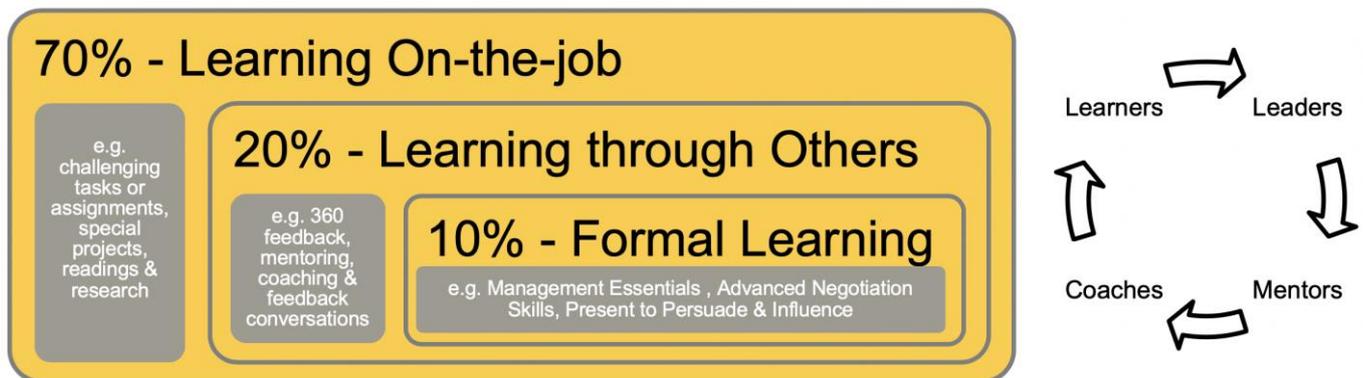


Figure 1 Guiding Principles

Learning Strategy

Our learning strategy has been shaped by these three influences:

- » Technology is changing the world and learning is still catching up – we have an opportunity to bypass ineffective “e-approaches” and place our business ahead of the curve through smart, effective use of technology.
- » Our workforce demographic is changing – people want to access learning more flexibly, in a variety of ways and they want learning to be more aligned to their personal motivations.
- » Developing human capabilities, in human ways is the core of what we do – we need to augment (not replace) face-to-face and on-the-job approaches: to support how learning gets embedded in the workplace and to connect and engage learners across our business.

In a nutshell, our strategy is to create and deliver meaningful learning experiences in a variety of ways in order to empower our people through learning.

Our focus for the next 2-3 years is to build up a suite of meaningful learning offerings in line with our top 3 strategic priorities:

- » **New Starters Offerings:** Setting new people up for success - giving them all the learning they need in their first year to obtain "the Multiplex Way" and feel engaged with and connected to our business.
- » **Manager Capability:** Our managers are developed to be the best in the industry and have the skills and confidence to empower their people to outperform.
- » **Operational Learning:** Giving people the understanding, knowledge and technical capability to outperform the Multiplex Way.

Types of Learning

Our strategy includes enabling the following types of learning:



Methods of Delivery

Our strategy includes utilising a broader variety of learning delivery methods:

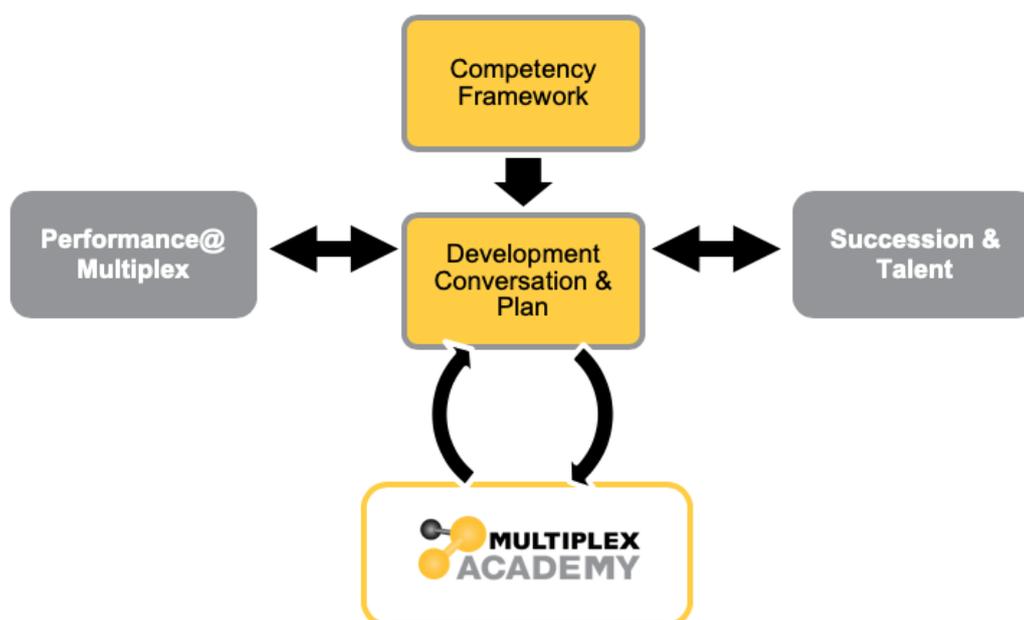


Learning Offerings

How can you identify which learning offerings are right for you?

Before you think about HOW you are going to learn, it's important you are clear on WHAT you need to learn. The best way to do this is to have a development conversation with your manager and create a Development Plan (via the Performance@Multiplex process). You can use our Competency Framework ([click here](#)) to prepare for a Development Conversation with your manager – it will help you identify your strengths and weaknesses in your current role.

The diagram below shows how the Multiplex Academy fits in with our people processes, and a detailed explanation of each part of the diagram follows.

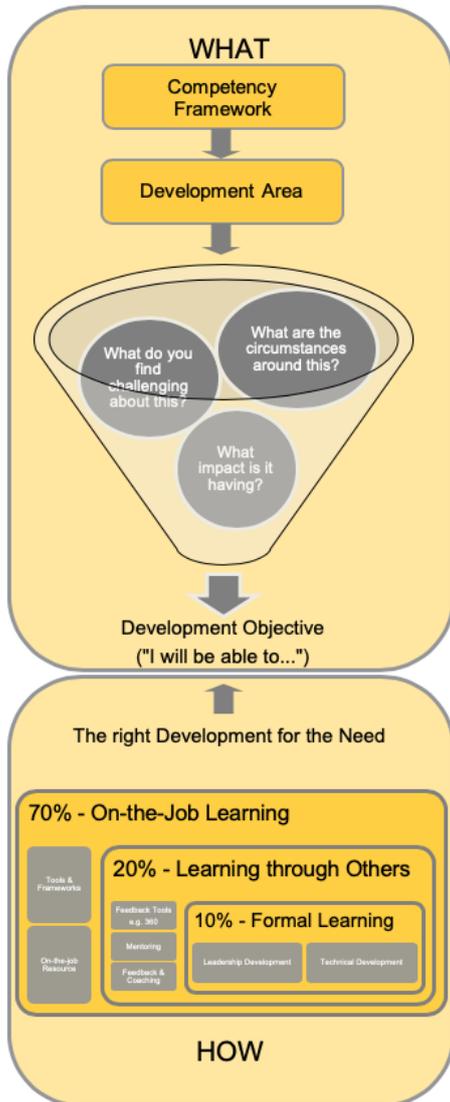


- » **Competency Framework (CF):** You can assess yourself against the CF in preparation for a Development Conversation with your manager. The CF helps you identify your strengths and gaps in your current role.
- » **Development Conversation & Plan:** In a development conversation with your manager you will discuss your strengths and gaps and your aspirations for the future in order to hone in on your key development areas and draft your Development Plan.
- » **Multiplex Academy:** We provide meaningful, effective ways for you to learn and develop through our Multiplex Academy. Once you are clear on WHAT you need to learn (from your Development Conversation) then you can access the Multiplex Academy to determine HOW you are going to learn.
- » **Performance@Multiplex:** Your Performance Agreement and Performance Evaluation may both be relevant to your Development Plan; some of your performance objectives may require you to develop certain skills and knowledge in order to achieve them, and you may have received feedback about important areas of improvement in your most recent Performance Evaluation.
- » **Succession & Talent:** In the annual Succession & Talent review, we seek to understand the performance and potential of all our staff and identify successors for critical business roles. Information on your aspirations can be fed into this process from your Development Plan (or from your manager). Equally there may be actions identified in the Succession & Talent review that are relevant to your development plan that may be fed back through your manager.

Digging Deeper

Sometimes the development areas you identify with your manager might be quite broad, and you need 'dig deeper' in your development conversation(s) to get to the bottom of what each development area is really about before you jump into solutions mode. Think of it like a funnel, you'll start broad and narrow it down so that you can write a specific development objective and measure and then set about finding the right development actions to achieve it

The Process of Digging Deeper



An Example of Digging Deeper

