



# Learning for Organizational Development: How to Design, Deliver and Evaluate Effective L&D

By Eileen Arney

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*Learning for Organizational Development* presents how to design, deliver and evaluate effective learning and development (L&D) programmes. This definitive guide to L&D's function in enhancing individual performance and organizational success is a core text for those studying for L&D qualifications such as the Chartered Institute of Personnel and Development (CIPD) Intermediate level as well as a useful handbook for L&D professionals looking to further their understanding of the latest developments.

Complete with case studies and reflective questions to aid comprehension, *Learning for Organizational Development* considers the strategic business function of L&D for communicating the vital contribution that it makes to both individual performance and organizational success. It explores the role of L&D in talent development, showing how to support line managers in developing their people to drive retention and attraction. It also addresses the importance of developing the leadership capability within the organization, and provides practical guidance and examples of what works.

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### Editorial Review

#### Review

"Full of practical guidance, underpinned by academic rigour. By positioning coaching and mentoring within the wider remit of OD, talent management, cultural change and change management, Eileen Arney allows the reader to assess what form of intervention will best support their organization's needs, who is best equipped to meet the need and how learning can be sustained." (*Dr Carole Pemberton, executive coach, author of Coaching to Solutions and Resilience and Visiting Professor, Ulster University Business School*)

"We all know the role of L&D is changing, and Arney here focuses on the areas where it can have the most important impact on business performance - from coaching and facilitation to effective talent management. A chapter on how learning should be measured and accounted for inside organisations is particularly insightful, but there's plenty of wisdom throughout this book." (*People Management (May 2017)*)

"Makes complex ideas accessible to learning and development practitioners. The book is also very good at showing them how their work can contribute to strategic approaches to organization development." (*Dr Mark Loon, Senior Lecturer in Organizational Behaviour/Human Resource Management, University of Worcester*)

"Eileen Arney has cut through the mystique surrounding organizational development and produced a book that is both academic in content and practical in use. It clearly sets out the theoretical and research underpinnings for strategies to enable learning and change in organizations. This book will prove invaluable to both students and managers alike. I believe it will fill a gap in this area for people struggling to grasp the concept of organizational development and how it applies to organizations and management practice." (*Angela Baron, HR lecturer and author*)

#### About the Author

**Eileen Arney** is Teaching Director of Masters Programmes at The Open University Business School, UK. She is a Chartered Fellow of CIPD, has taught on level 7 CIPD programmes and has trained and practised as an executive coach. She has held senior civil servant posts including Assistant Director of National Police Training and has designed and delivered leadership programmes for senior managers in the UK and overseas.

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**Wm Schroeder:**

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