



Foreign, Commonwealth
& Development Office

The Discovery Phase

Strengthening your role as a strategic
partner, not just a solution provider

(Keith Keating)

**International
Academy**



THE DREADED EMAIL

I wanted to speak to someone to help me develop a new FCDO-wide training course on X.

I wonder if you or your colleagues might be able to help my team turn their work into a real-life learning module?

Reaching out as I am looking to develop an online package on X topic. I can share the slide deck tomorrow.



Beta [Contact the Service Manual team if you](#)

[Service manual](#) > [Agile delivery](#)

Agile delivery

How the discovery works

From: [Agile delivery community](#)

Contents

— [How long a discovery should take](#)



Labs

Discovery Review

04 January 2023



Innovation masterclass: Part 1 – Identifying and solving a problem

As civil servants we constantly demonstrate our drive and dedication, our pride and professionalism, our core values: integrity, honesty, objectivity and impartiality, and our commitment to make a positive impact to the communities we serve every day. Another constant we face is change.

As a result, a common challenge of our work is to embrace and adapt to change; to seek effective solutions and make them a reality. That's where innovation comes in. That is, doing something new or different, that creates value for our people, our partners or the public.

“A SYSTEMATIC PROCESS TO GATHER
INSIGHTS, UNDERSTAND NEEDS, AND
DEFINE PROBLEMS BEFORE DESIGNING
SOLUTIONS”

Courtesy of AI



“PROBLEM FINDING BEFORE PROBLEM
SOLVING”

Keith
Keating



WHAT DOES IT MEAN IN L&D?

‘**Exploring** and **interrogating** the problem or change you want to bring about, the context in which it occurs and being **open** to all possibilities’

- Environment
- Mindset or motivation
- System or process
- Culture and behaviour
- Knowledge and skills

WHAT DOES IT INVOLVE?

- Putting the learner first
- Going deeper
- Asking great questions
- Collecting and synthesizing data
- Testing assumptions
- Being disruptive – in a good way



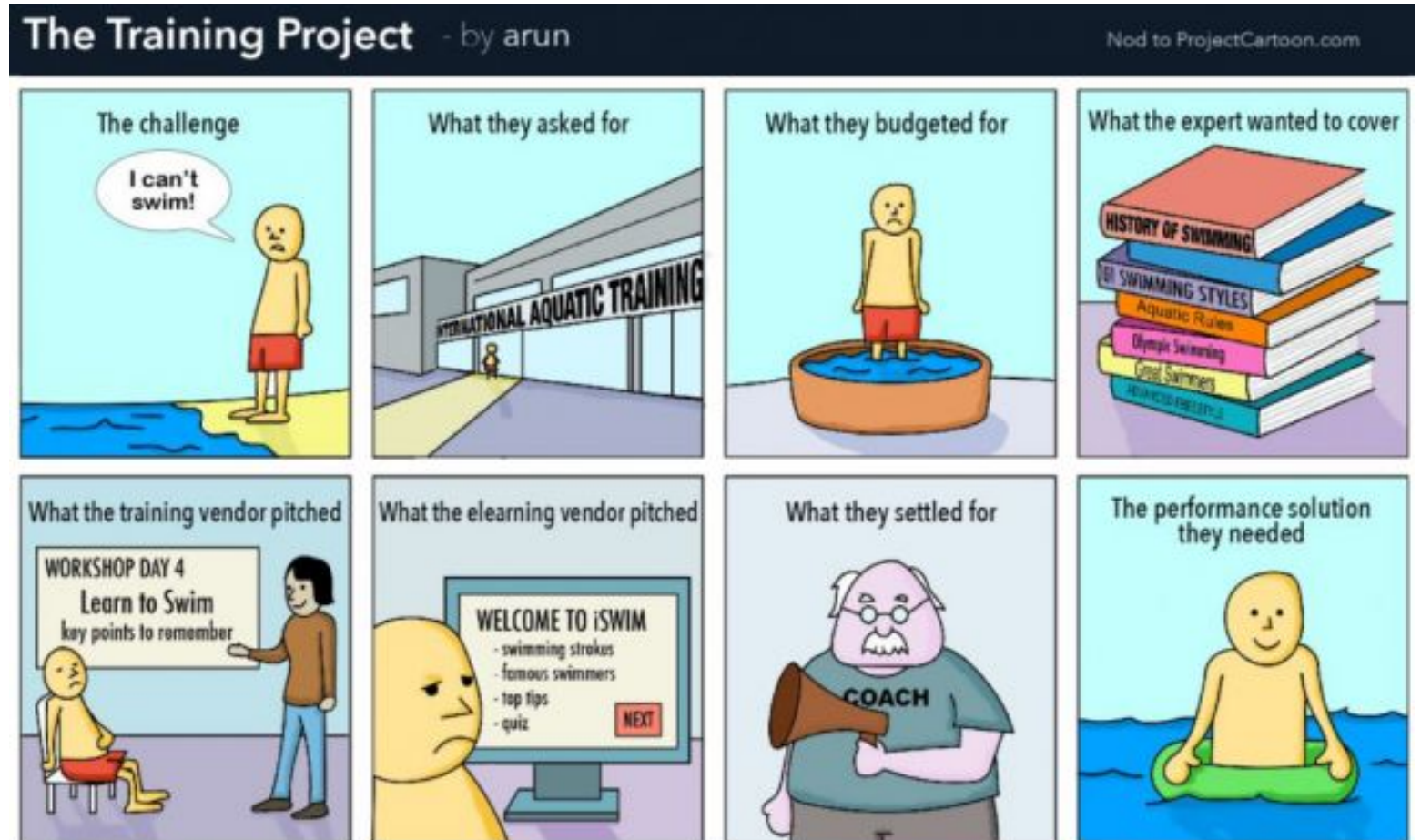


WHAT DOES IT LOOK LIKE?

- Surveys and interviews
- Workflow maps
- Persona development
- Stakeholder workshops
 - 5 Whys
 - Think / feel / do outcomes
 - How might we? Questions
 - Problem Statement

WHY SHOULD WE DO IT?

Arun Pradhan



“ORGANISATIONS OFTEN PREFER ACTION
OVER ANALYSIS, BUT DISCOVERY IS THE
BRIDGE TO LONG-TERM SUCCESS”

Keith Keating, The Trusted Learning
Advisor

WHAT ARE THE BENEFITS?

For your Department

- Identifies where **learning** can help
- Encourages cross-functional collaboration
- Reduces wasted time and effort - drives VfM

For you as an L&D Practitioner

- Deepens our understanding of challenges and context
- Builds our credibility as strategic partners
- Increases our value proposition in the AI driven world

IT'S NOT ALL PLAIN SAILING

“We already know what the problem is”

“We just need an e-learning”

“We don't have the resources”

“We don't have the time”

“Let's not overcomplicate things”

.....“Are other teams doing it?”



“EMBRACE THE CHALLENGES AND
ADVOCATE FOR THE VALUE OF
EXPLORATION”

Keith Keating, The Trusted Learning
Advisor

AS AN L&D PRACTITIONER

- Change your identity
- Become an expert in 'Discovery'
- Leverage technology
- Play the long game



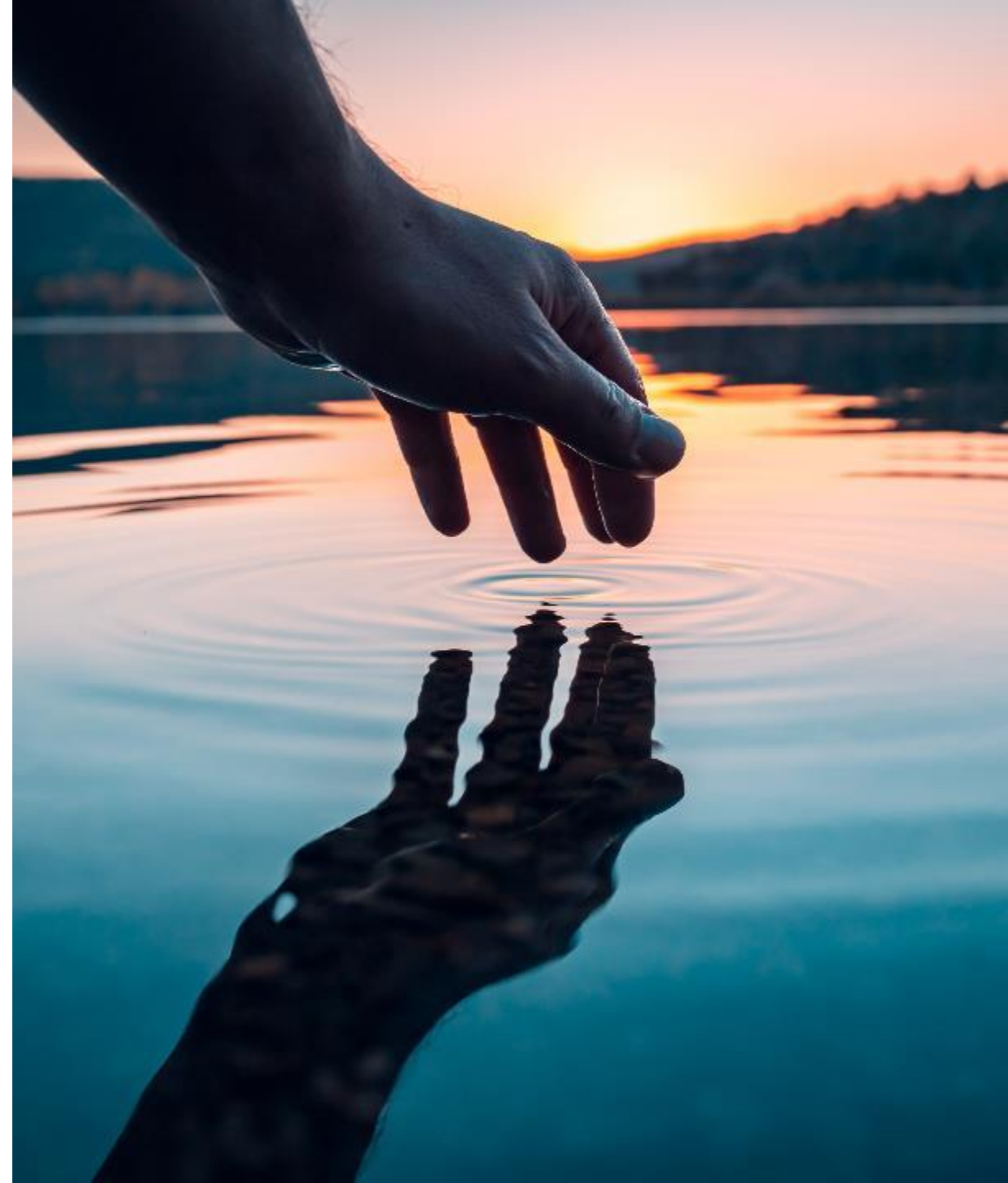


AS AN L&D TEAM

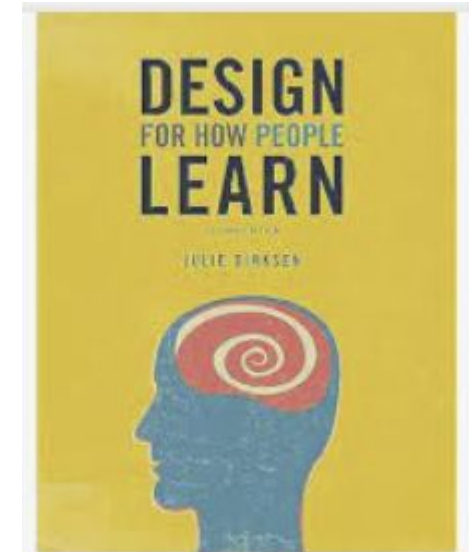
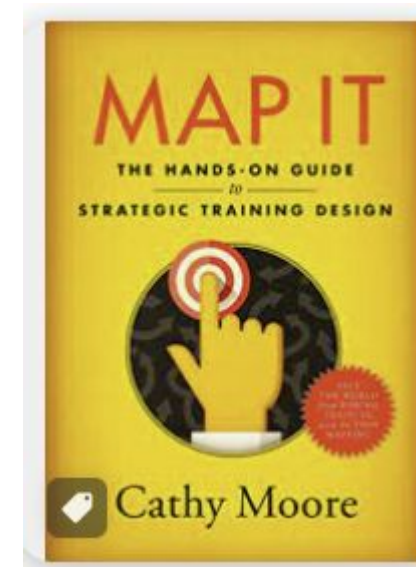
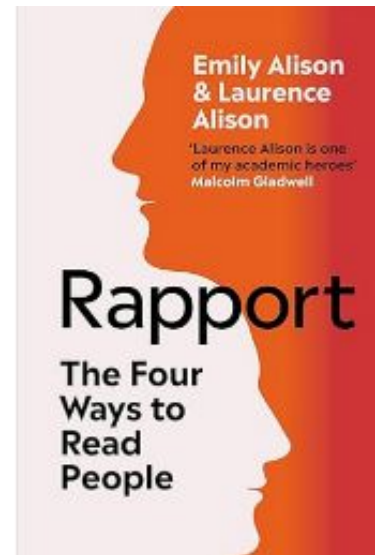
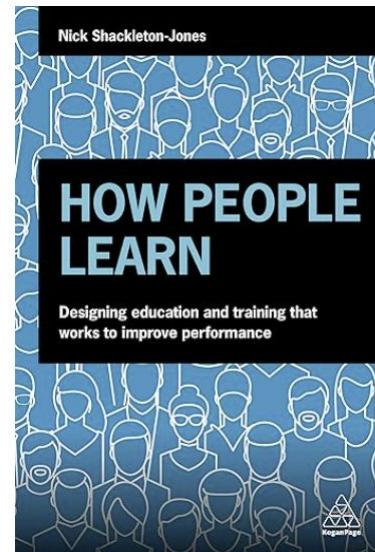
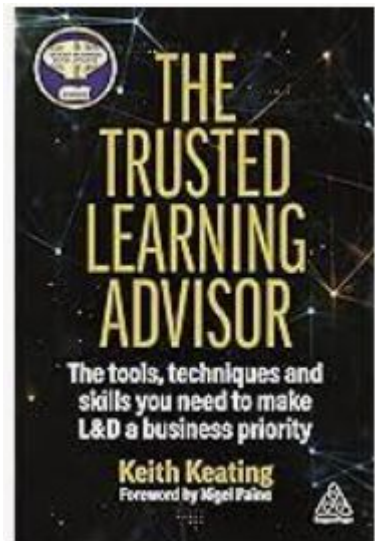
- Rebrand
- Package your Discovery 'offer'
- Choose wisely and start small
- Be proactive

QUESTIONS TO REFLECT ON

- What elements of discovery am I already doing?
- What could I try in my next project?
- What resistance might I face in my team or Department?
- What skills do I need to improve for discovery?



MY INSPIRATION AND READING





Foreign, Commonwealth
& Development Office

Thank you!

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International Academy