

# Learning To Survive In Tough Times:

How employees training curricula can play  
a major role in weathering the ongoing  
economic storm



# Interactivity Tips

- Getting Your Questions Answered
  - Submit A Question through your Console
- Copy Of Presentation
  - “Download Slides” button on console
- Join In On The Polling
  - Disable “Pop Up” blocker
  - Hold down your CTRL key during polling

# Featured Speakers



**Lorri Freifeld**  
Editor-in-Chief  
Training magazine



**Rebecca Ray**  
Senior Vice  
President, Global  
Talent Management &  
Development,  
MasterCard



**Gabriella Salvatore**  
Managing Director,  
Corporate Education,  
Vantage Partners

# Learning to Survive in Tough Times

June 10, 2009



# training

*Training* magazine is the ultimate global resource for training, human resources, and business management professionals. Our coverage includes:

- Best Practices/Case Studies
- News, Trends, and Research
- New Products, Services, and Technologies





*Training* magazine has a print circulation of 40,000+ and also offers:

- Three e-newsletters
- [www.trainingmag.com](http://www.trainingmag.com)
- Digital Edition
- *e-training* supplement
- Training Day blog
- Social Networking Site ([www.TrainingMagNetwork.com](http://www.TrainingMagNetwork.com))
- Training Top 125
- Top Young Trainers

# Companies & Online Training

- **71%** will utilize computer-based training software.
- **61%** will utilize e-learning.
- **51%** will utilize Webinars/Web conferencing.
- **27%** will utilize streaming video/broadcast.

Source: Survey of 2,000-plus companies by *Training* magazine and Learning Communications.

# Benefits of Computer-Based Training

In a survey of 4,384 recent e-training participants by Inscope for *Training* magazine:

- **94%** said e-training was convenient.
- **43%** said they learned more from the e-learning format than they usually do from classroom training.
- **90%** said the computer-based, self-directed format was a big time saver.
- **76%** said the training made them more efficient at their job.

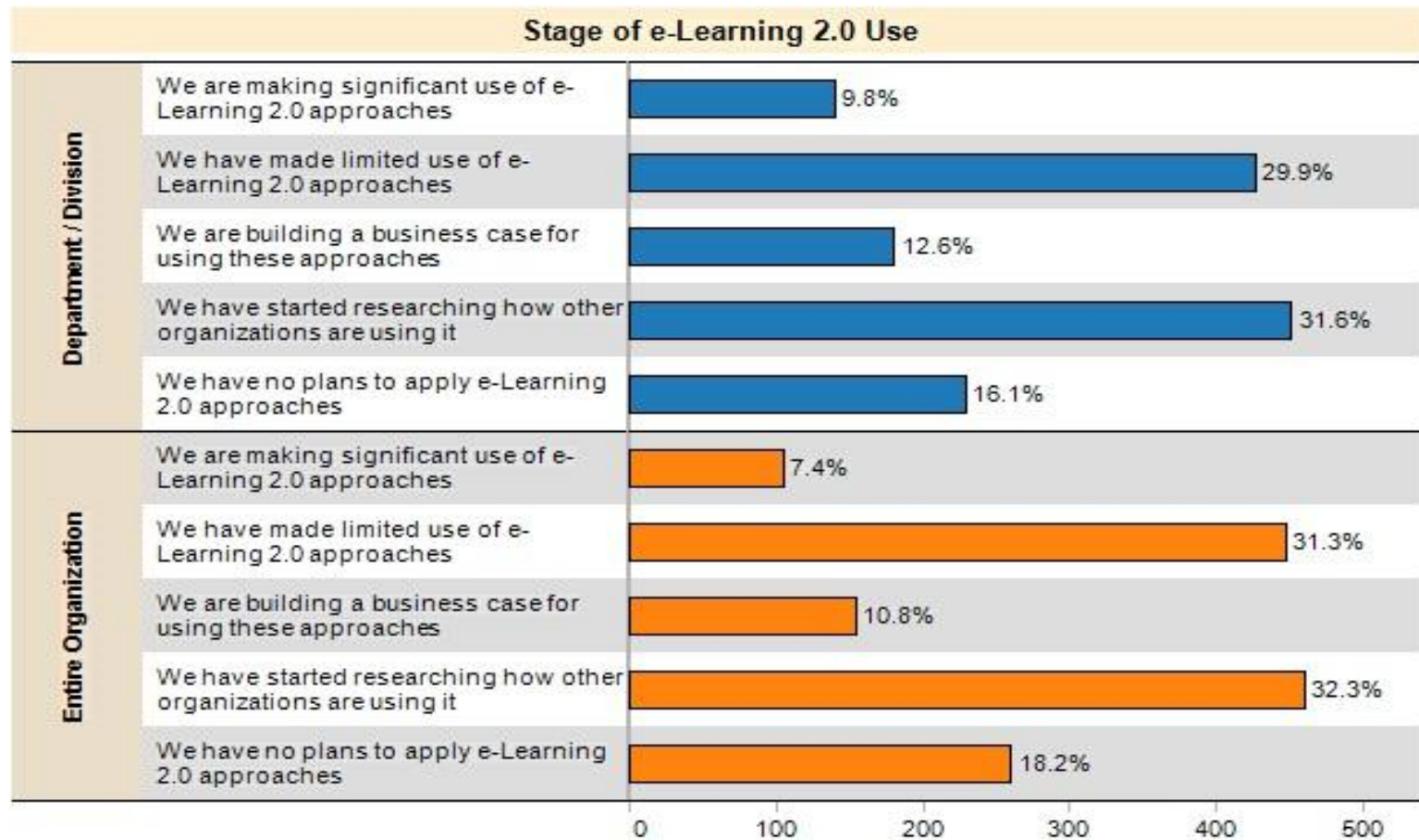


# Does It Stick?



- **88%** said they still remember what they learned from their computer-based training, and being able to move at their own pace made the training much more effective.

# Moving Toward e-Learning 2.0



Source: The eLearning Guild Research

# e-Learning Lessons Learned

- **LESSON 1:** Online and classroom learning are **NOT** interchangeable.
- **LESSON 2:** Traditional instructional design methods need to be rethought, especially for e-learning.
- **LESSON 3:** Learners must be given what they need to be successful.

Source: Patti Shank, "The e-Learning Handbook: Past Promises, Present Challenges"



# e-Learning Lessons Learned

- **LESSON 4:** Trainers need to work better with Information Technology folks.
- **LESSON 5:** Buying e-learning infrastructure before you know what you need is a great way to throw out money and time.
- **LESSON 6:** Don't believe everything you hear.

Source: Patti Shank,  
"The e-Learning Handbook:  
Past Promises, Present  
Challenges"



Thank you

nielsen  
• • • • • • • •

# Learning To Survive in Tough Times

Rebecca L. Ray, Ph. D.  
Senior Vice President,  
Global Talent Management  
& Development  
MasterCard

*Training Magazine*  
June 10, 2009



# Talent Management is Key to a High-Performance Organization

*The 2006 Accenture research study, **The High-Performance Workforce**, found that 5 of 11 critical elements are directly talent management related:*

- *Attracting & retaining skilled staff*
- *Having a performance-oriented mindset*
- *Finding & developing talented leaders*
- *Having a flexible organization*
- *Infusing innovation across the organization*

*Becoming a high-performance is a journey, not a destination.*

*And you can't get there without learning!*



# Talent Management Framework @ MasterCard



**Compensation & Benefits**

**Talent Acquisition**

**HR Systems & Metrics**





# Learning Survival Strategies

- *Increased marketing & communications efforts re: internal L&D*
- *Greater efforts to combine on-site training delivery due to multiple certifications by lead trainers*
- *Review of content offerings for quality and access*
  - *Shift to on-line where appropriate and substitution/elimination when necessary*
  - *Shift to rapid eLearning methods to address demand*
- *Virtual classroom option and training to support usage*
- *Increased job aids for self-service*
  - *Performance Management tools, curriculum overviews, IDP suggestions linked to competencies, suggested curriculums for key populations*
- *Mentoring platform (social networking) site*
- *Global audio conferences & video broadcasts available “on demand”*
- *Enhanced, robust learning portals*
  - *Onboarding, Career Management, Change Management, Mentoring*



# Survival Guide: Succeeding During Tough Times

## *Mid Term Results*

Gabriella Salvatore  
Managing Director, Corporate Education  
Vantage Partners  
**June 10, 2009**

Vantage Partners    Brighton Landing West    10 Guest Street    Boston, MA 02135

[www.vantagepartners.com](http://www.vantagepartners.com)

This publication may not be reproduced, stored in a retrieval system, or transmitted in whole or in part, or in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission. Copyright © 2009 by Vantage Partners, LLC. All rights reserved.

# Why a Survival Guide?

## ■ Response to the current state

- We are in a whitewater time, with unprecedented and unexpected conditions as the norm
- Need to continually adapt to unknown territory
- Ton of advice floating around and thus a need to discern which is appropriate for your organization

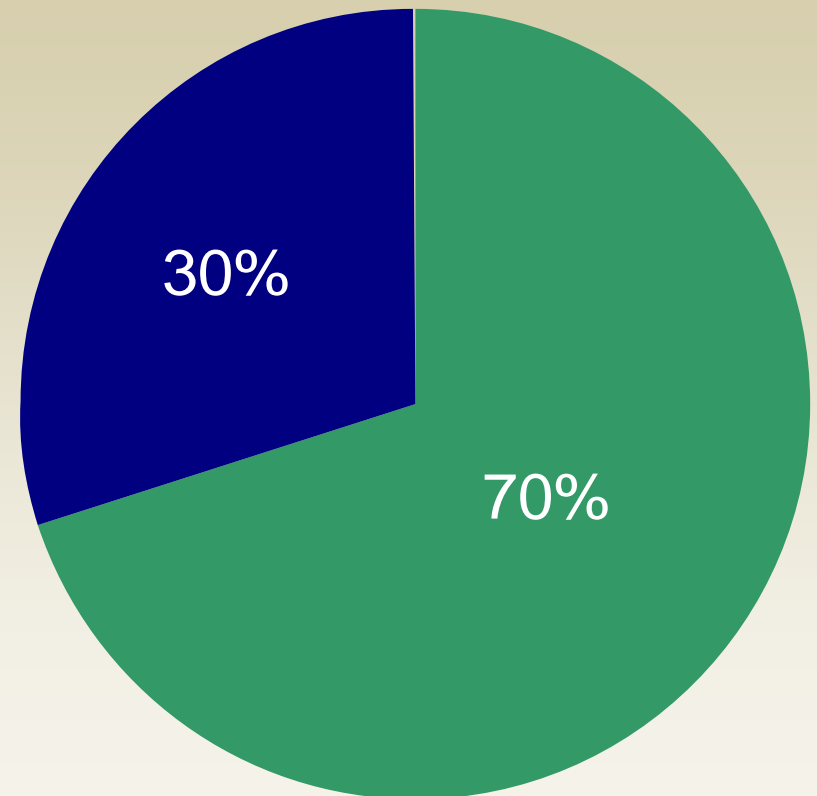
## ■ Determined to learn from this moment

- What are the trends, the challenges L&D organizations are facing...
- AND what “nuggets” are being revealed that should be carried forward?

# 70% of initial survey respondents have cut back on Training and Development efforts

## Who has taken the survey? A glimpse at the respondents:

- Manager, Training and Organizational Effectiveness
- L&D Consultant
- Sr. Project Manager, Global Leadership
- Director of HR/L&D
- CEO
- Head of Sales, Learning Services
- Sr. Consultant/Trainer



# The Early Trends

## Trend #1: Development without Deployment

- Saw a business need, solved for it, but now can't implement because either there is no budget and/or there is a BIGGER business need that is taking priority

## Trend #2: Responding without Resources

- Business demand hasn't changed, resources to respond to it have
- More with less, yes, but also more targeted and specific

## Trend #3: Return on Value: Ensuring Learning Sticks

- If we're going to do anything we're going to do it with a full court press and make good on the investment otherwise there's no reason to do it

# Trend #1: Development Without Deployment

- 2008: investment in development with implementation planned for 2009

But...

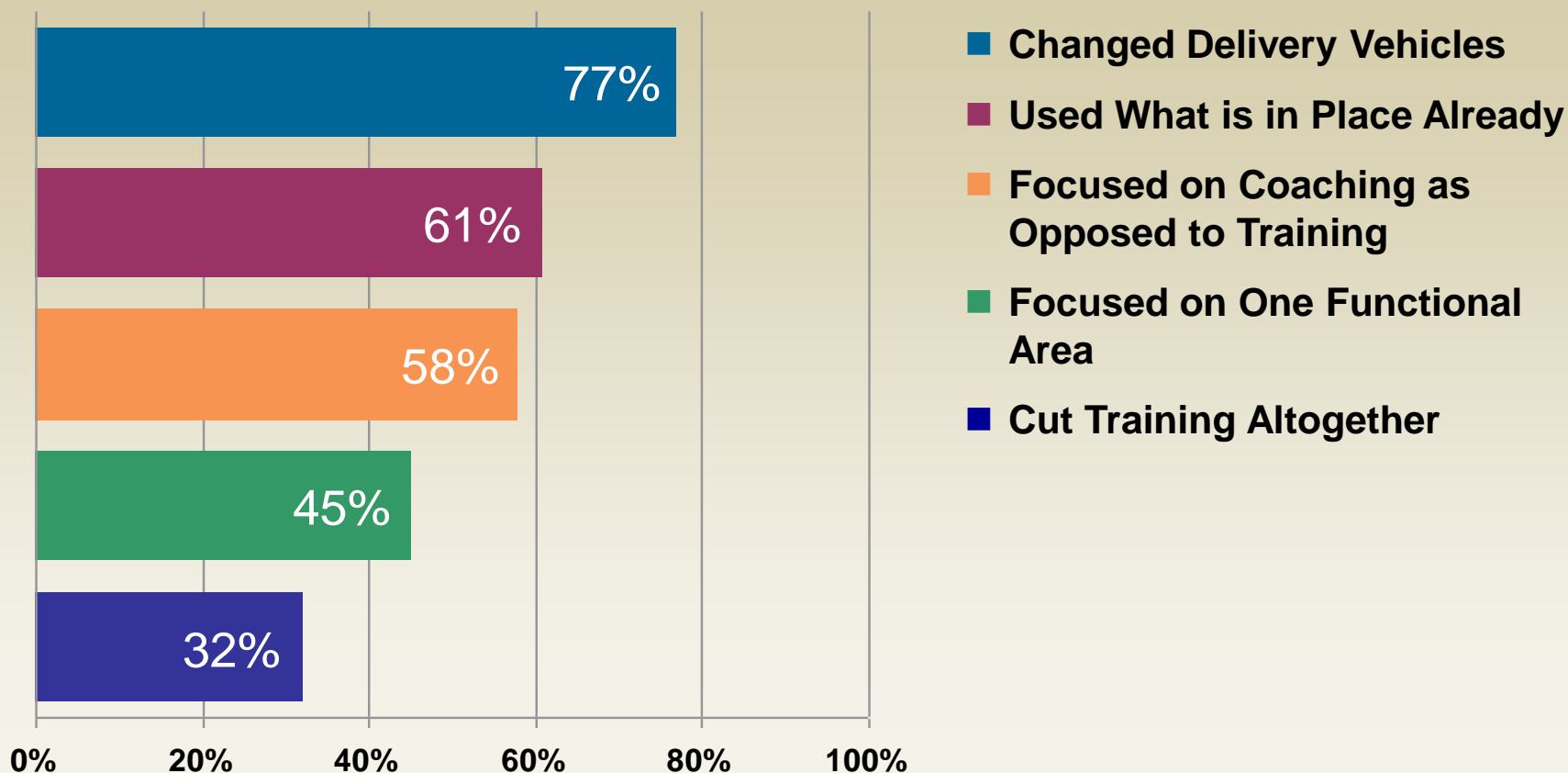
- 2009: cutbacks and no implementation

## Example

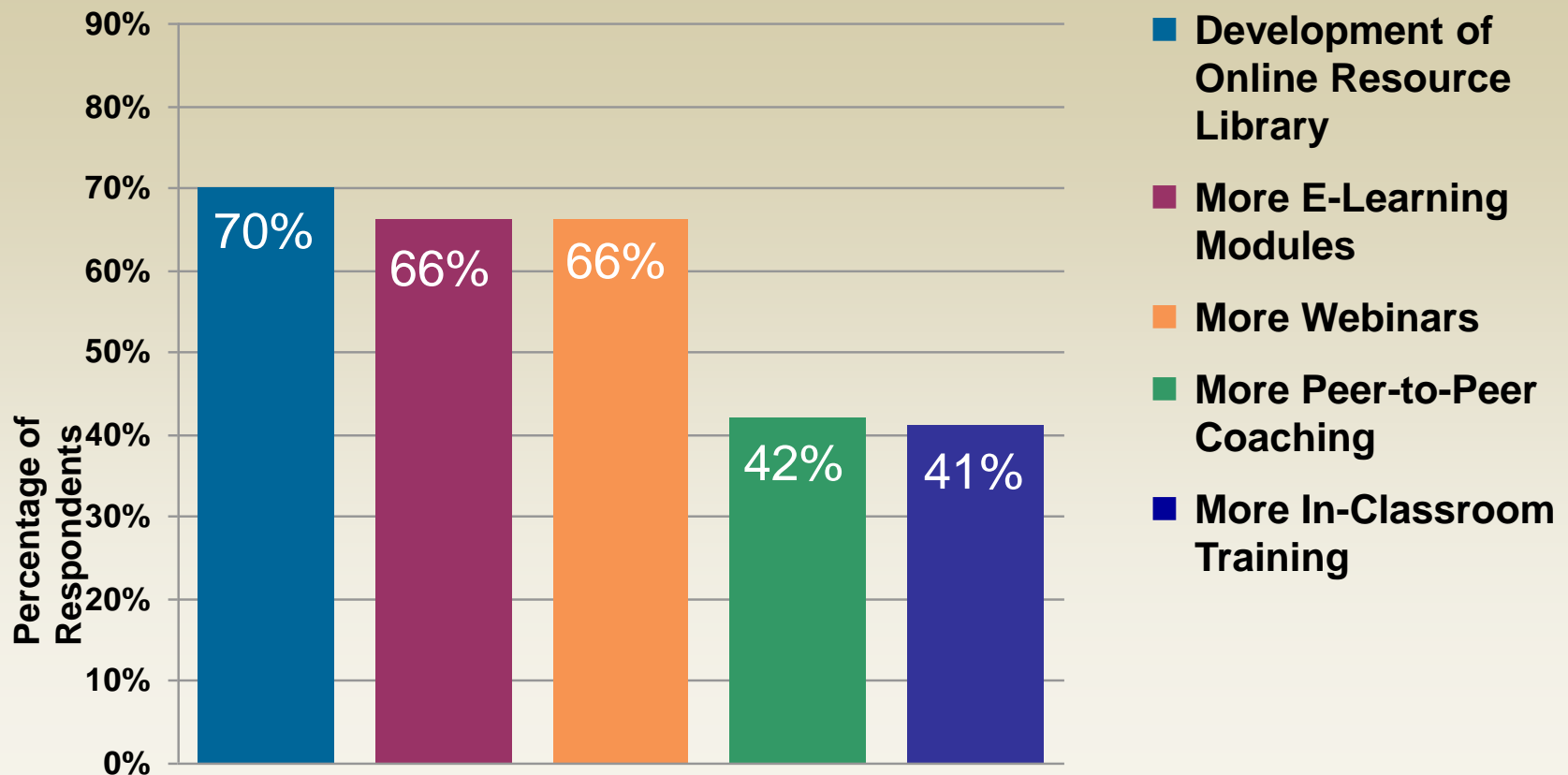
A colleague spent \$225K in classroom course design and development for a single offering in 2008 with no rollout in 2009

# ...and Re Prioritization

## Ways Organizations Have Prioritized



# A Continued Shift in Delivery Vehicles





# Development Without Deployment: Key Take-Aways

- Develop that which is required NOW in ways that are
  - Scalable
  - Technology friendly
  - Accessible for the desired audience
- Recognize the value of coaching not just as reinforcement, but as a driver of behavior change
- Focus on key functional areas
  - Customer facing aka Sales and Service

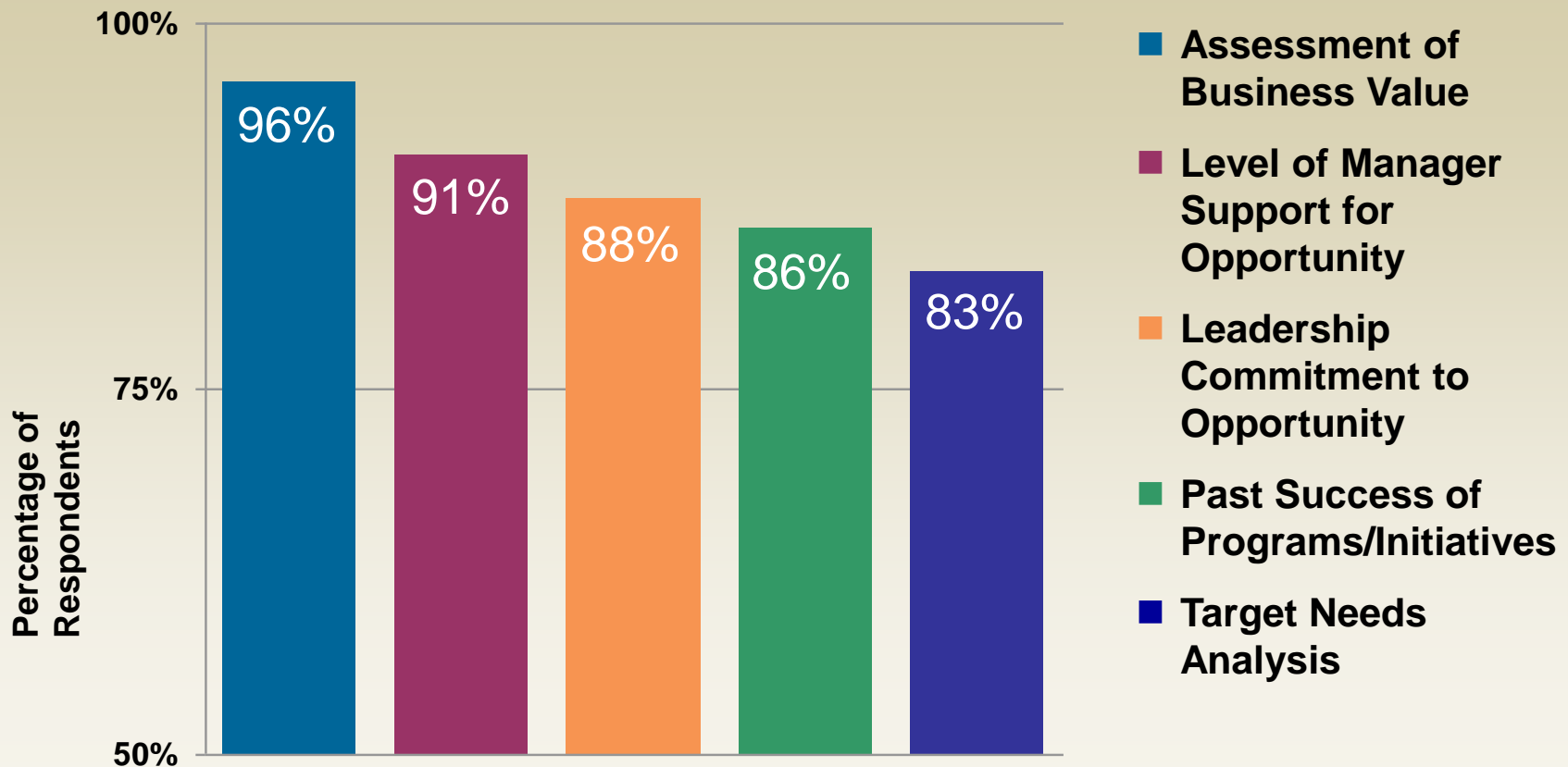
# Trend #2: Responding Without Resources

- Organizations trying to balance the value trade-off between the pressing need of the business and pressing need of not spending money

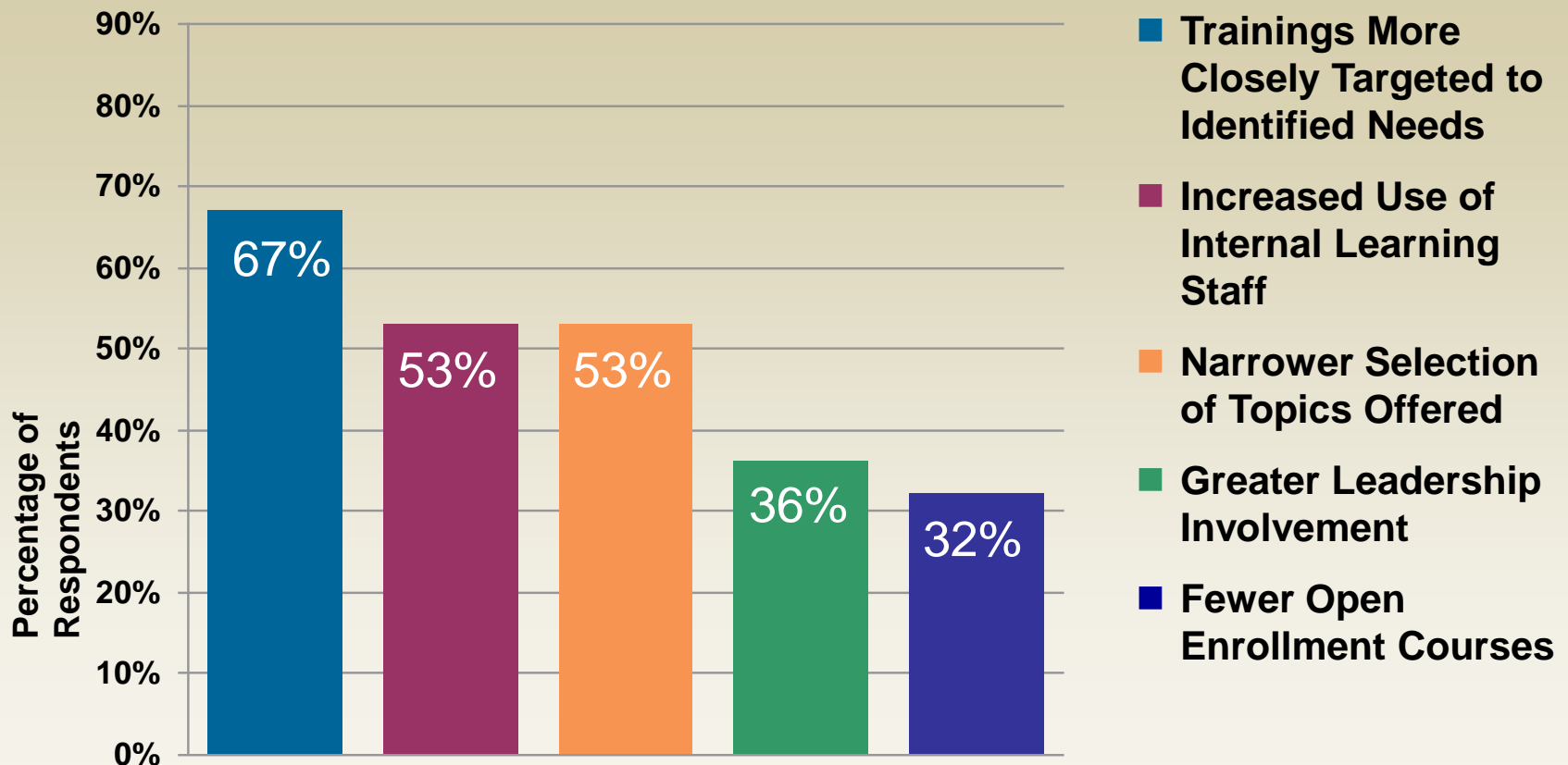
## Example

A Fortune 500 CLO's 2009 Learning Plan has been put to the side and replaced with "responding in the moment" to business requests, resulting in budget reduction and re allocation and 100% customized delivery

# In prioritizing initiatives, the focus is on the business value of learning opportunities



# Resulting in a Learning Leader's Dream: Fewer, more targeted offerings with greater leadership involvement

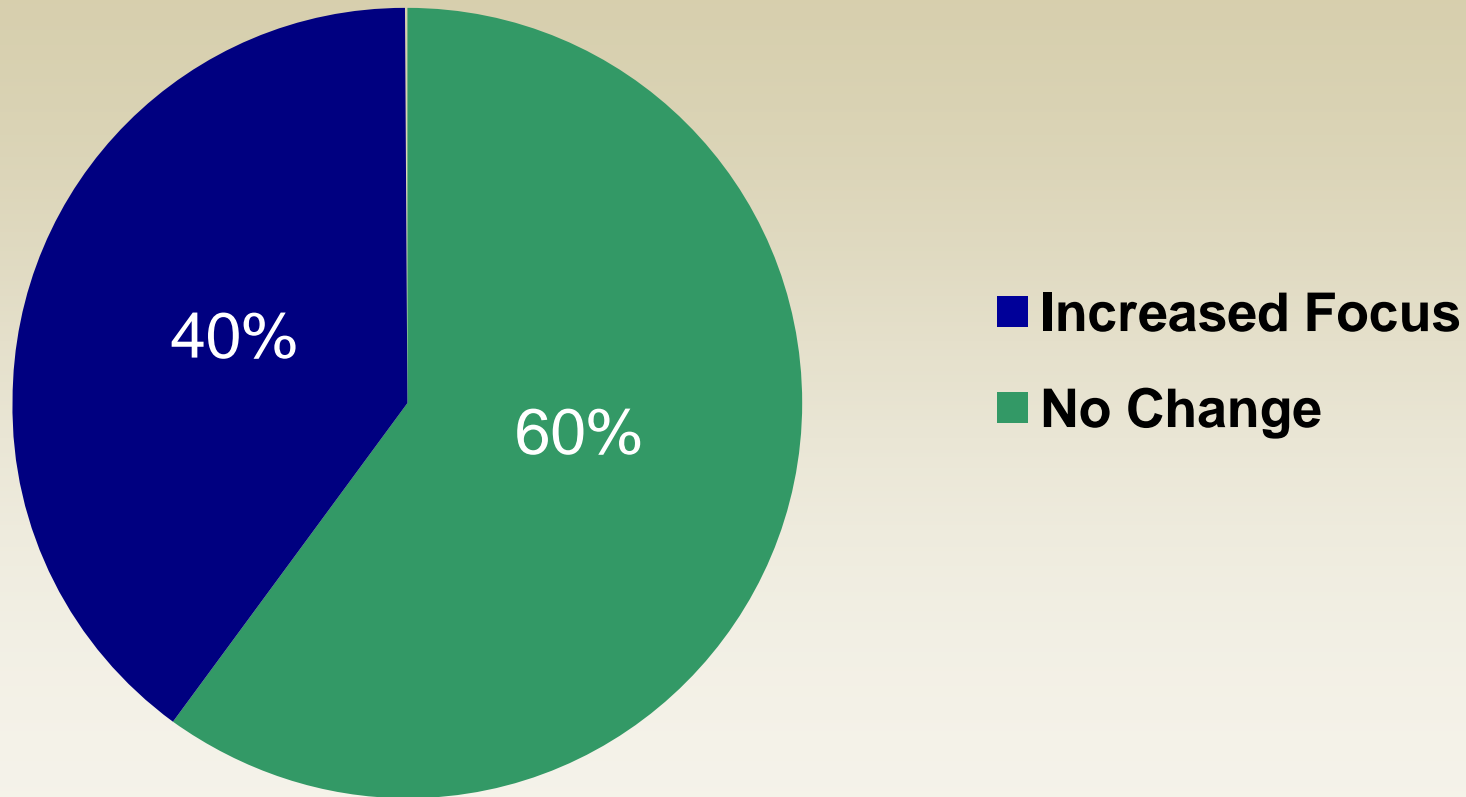


# Responding Without Resources: Key Take-Aways

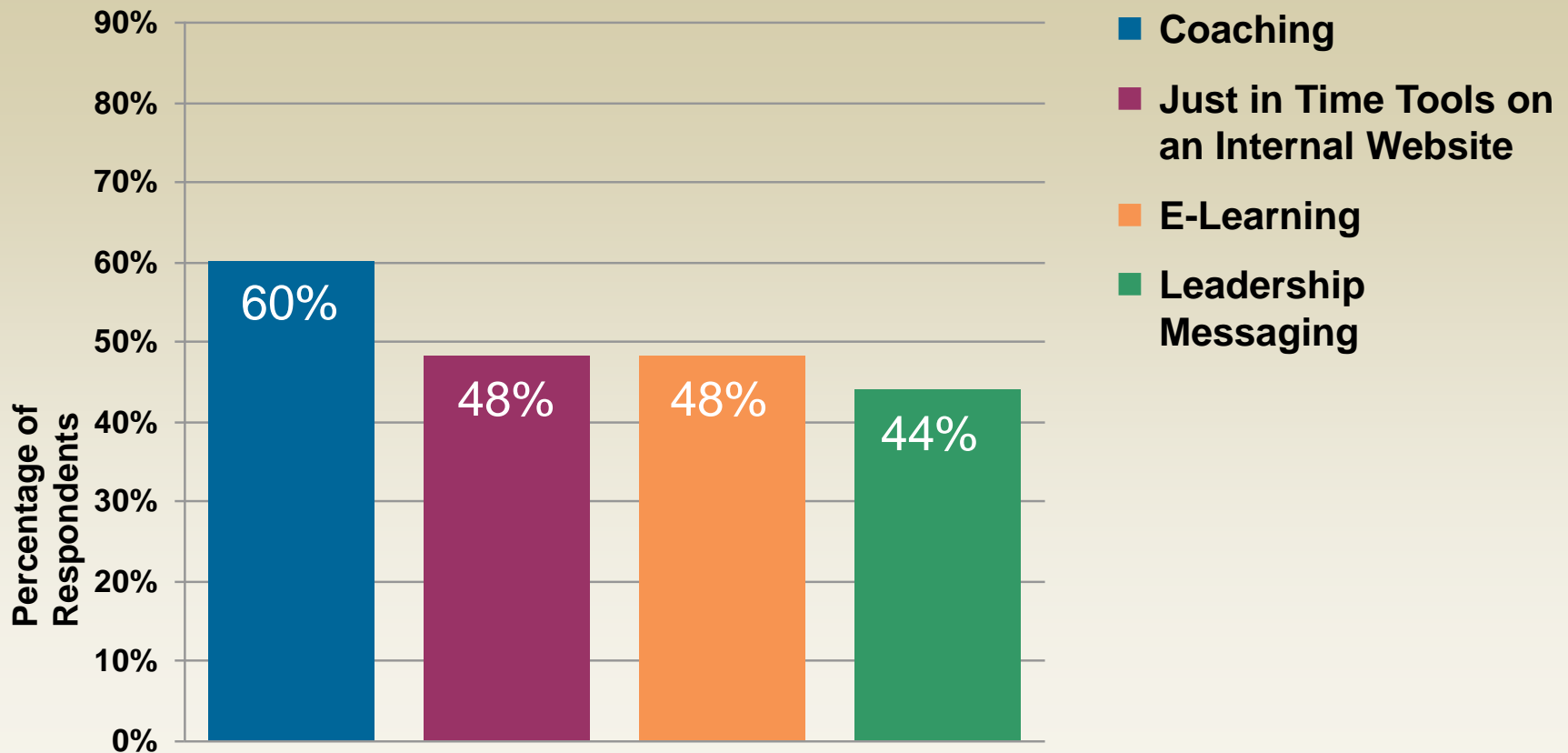
- Focus on the business value of learning
  - Customer facing roles and activities in particular
- Fewer, more targeted offerings tied to identified needs

# Trend #3: Ensuring Learning Sticks

## Increased focus on reinforcement activities

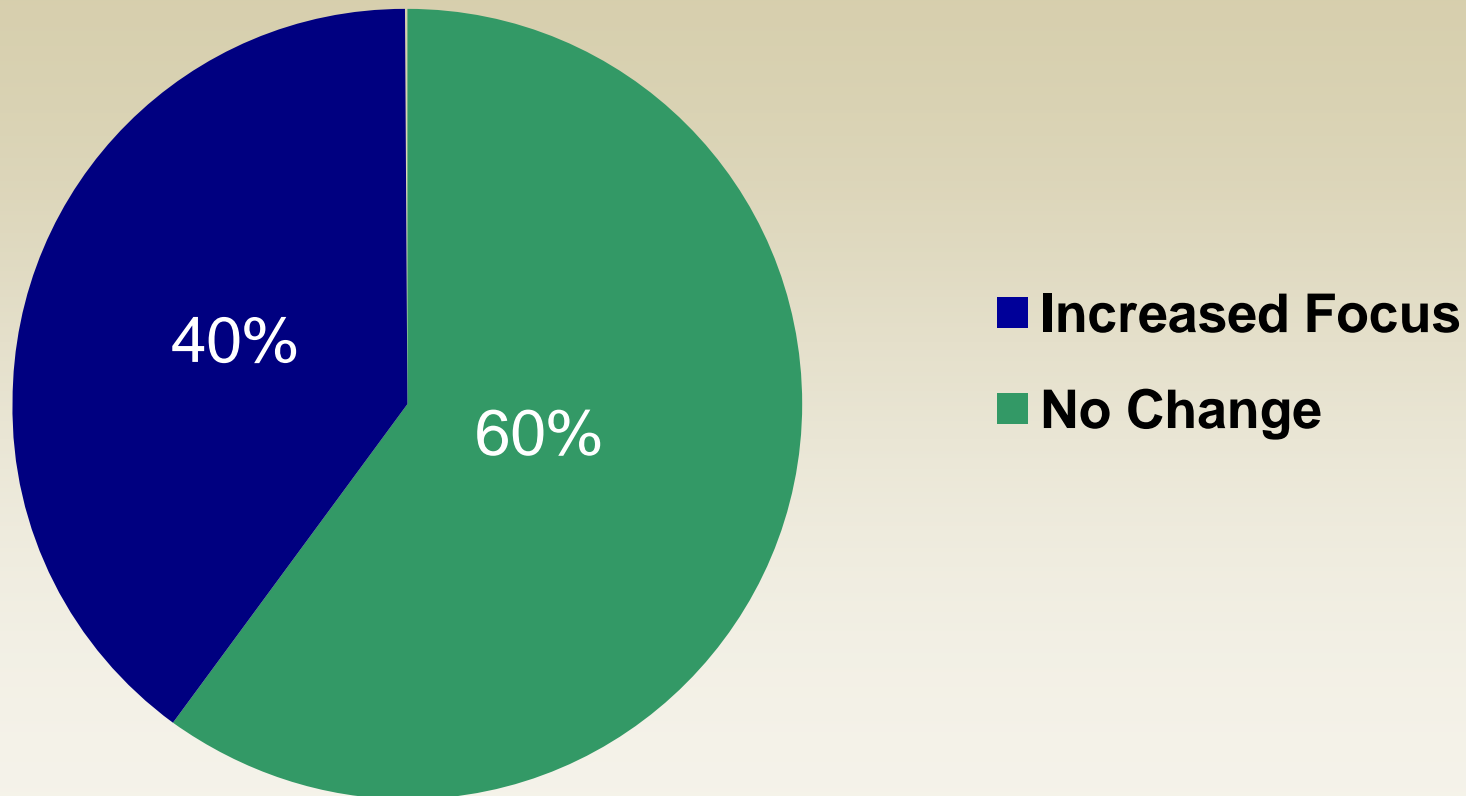


# Coaching has been the most widely-adopted reinforcement activity



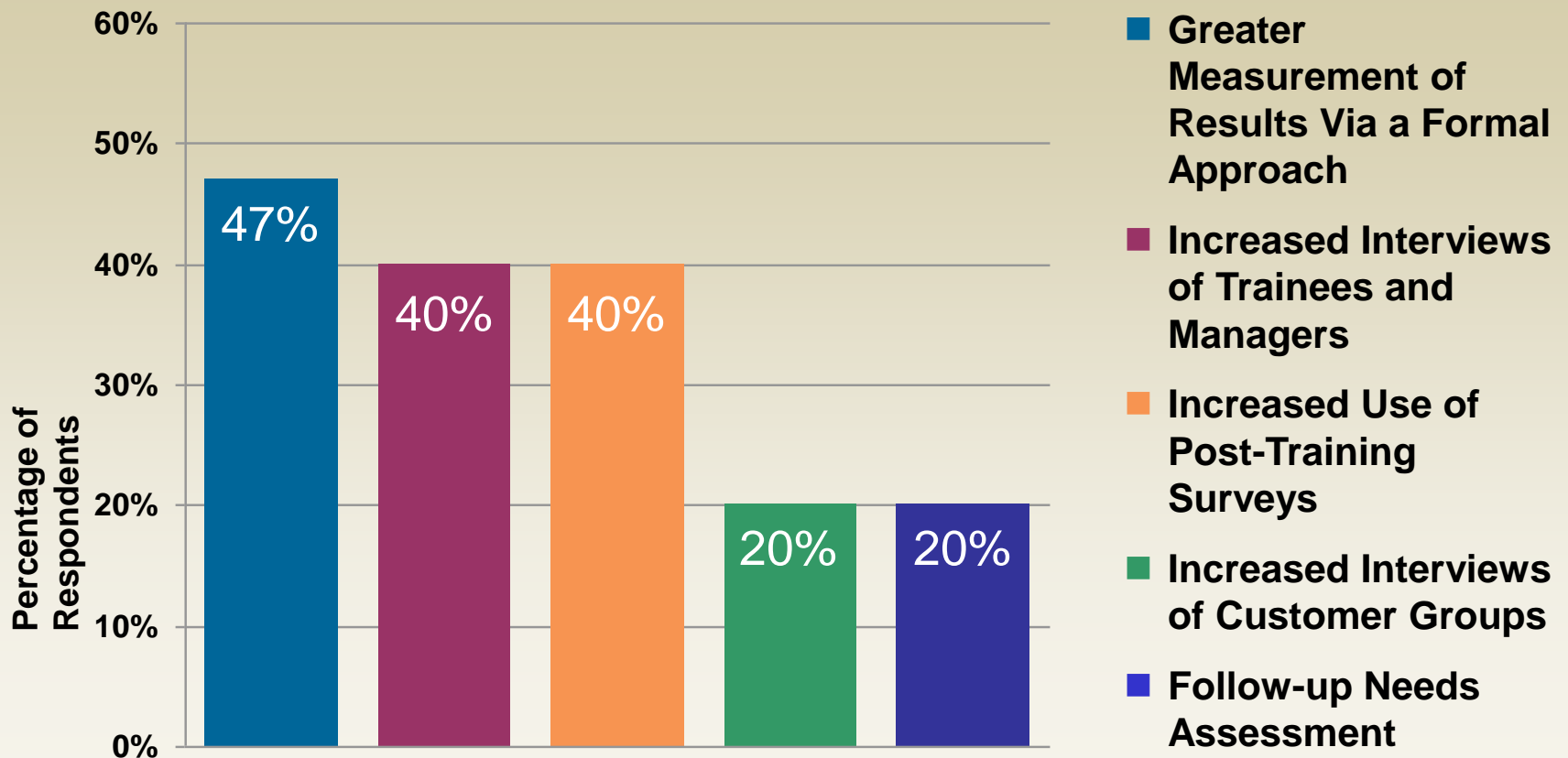
Organizations are showing an increased interest in how these activities are impacting business...

## Increased focus on measurement of results





# ...And are formalizing their approach to measuring business impact



# Ensuring Learning Sticks: Key Take-Aways

- Less spend on Learning, yet increased focus on reinforcement activities and demonstrating business results



# “Nuggets” of Success

- Deliver business results by
  - Solving business problems
  - Providing cost efficient options
    - ▶ Minimizing time participants are away from their regular job responsibilities
    - ▶ Allowing for scalability across geographies
    - ▶ Leveraging technology
  - Webinars, Video Courses, E-Libraries...
- Manage implementation as if it's a business
  - Strategically, collaboratively and cost effectively manage partnerships (internal or external)
  - Prioritize geographies/specific groups

# Vantage Partners Survival Guide Study

Receive a complimentary copy of the findings when you participate in Vantage's "Survival Guide" survey.

[www.surveymonkey.com/s.aspx?sm=War1uP1TUda0Op6DWGsNPw\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=War1uP1TUda0Op6DWGsNPw_3d_3d)

For more information, contact us:

10 Guest Street Boston, MA 02135 T (617) 354-6090 F (617) 354-4685

[gsalvatore@vantagepartners.com](mailto:gsalvatore@vantagepartners.com)

[www.vantagepartners.com](http://www.vantagepartners.com)



# Featured Speakers



**Lorri Freifeld**  
Editor-in-Chief  
Training magazine



**Rebecca Ray**  
Senior Vice  
President, Global  
Talent Management &  
Development,  
MasterCard



**Gabriella Salvatore**  
Managing Director,  
Corporate Education,  
Vantage Partners

THANK YOU

nielsen  
• • • • • • • • •