Linking Learning Strategy to Business Strategy

Aug. 10, 2010
GOTOWEBINAR ATTENDEE INTERFACE

1. Viewer Window

Give Online Punch
Audio: Use your microphone and speakers (VoIP) or call in using your telephone.
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Corenia Bahr
CEO and Founder
CB Presentations

2. Control Panel

Audio Mode: Use Telephone
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Questions
Welcome! Please type any questions/comments in the Question and Answer section of your control panel.
[Enter a question for start]
TIPS FOR THE WEBINAR:

(800) 263-6317 or (805) 690-5753
TODAY’S SPEAKERS:

Michael Bray
- CEO, Alhidade Performance Consulting
- 25+ years experience managing high-impact initiatives in Global 1000 and U.S. Public Sector
- Executive coach & consultant
- More than 20 years in U.S. Coast Guard, including directing the Coast Guard Leadership Institute

Dr. Larry Bielawski
- VP, Learning Solutions, Alhidade
- Works with Global 2000 clients in industries such as aerospace, healthcare, energy & manufacturing
- Formerly Chief Scientist, RWD Technologies
- Author of 6 books, including “Blended eLearning: Integrating Knowledge, Performance Support and Online Learning”
Linking Learning Strategy to Business Strategy

Mr. Michael Bray, CEO

Dr. Larry Bielawski, VP, Learning Solutions

August 10, 2010
Today’s Agenda

- Aligning with existing business strategy
- Driving business results
- Creating an agile technology roadmap
- Designing an eLearning program
- Rapidly creating eLearning content
Poll Question #1

*Do you have buy-in from the executive team on learning initiatives?*

- Strong sponsorship on all learning initiatives
- Some sponsorship on most learning initiatives
- Little sponsorship from executive team
## Top Talent Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
<th>% of Respondents</th>
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<tbody>
<tr>
<td>Gaps in Leadership Pipeline</td>
<td>51%</td>
</tr>
<tr>
<td>Creating a Performance-Driven Culture</td>
<td>46%</td>
</tr>
<tr>
<td>Difficulty Filling Key Positions</td>
<td>38%</td>
</tr>
<tr>
<td>Rapid Hiring Due to Growth</td>
<td>27%</td>
</tr>
<tr>
<td>Skills Gap in Critical Positions (e.g., Engineering, IT)</td>
<td>27%</td>
</tr>
<tr>
<td>New Skills for Product and Business Changes</td>
<td>24%</td>
</tr>
<tr>
<td>Retirement of Key Workers</td>
<td>23%</td>
</tr>
<tr>
<td>Retention in Key Positions</td>
<td>16%</td>
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</tbody>
</table>

How Do You Measure Alignment?

- Do you measure learning’s impact on business results?
- How does your learning organization partner with lines of business?
- How does your learning organization address:
  - Urgent, time-critical business needs?
  - Critical talent gaps?
  - High-value eLearning requirements?
  - Localization of global learning solutions?
Two Approaches to Gain and Maintain Alignment

Key/Strategic Process
Review & Integration

Which key processes are the organization focused on to transform the business?

Balanced Scorecard

How does the learning organization build on the strengths and minimize the weaknesses within the business?
Identify key processes the organization is relying on to transform the business

Understand the accomplishments the business expects to achieve through these processes

Continually evaluate success and adjust learning strategies as needed

Build a learning strategy to help drive each process, with metrics to measure improved performance

Analyze backwards: Accomplishment ➔ Process ➔ Tasks ➔ People ➔ Skills

**Strategic Process Review**
Link learning to business transformation and measure improved performance against business goals
Balanced Scorecard

1. Start with learning and growth objectives
   - Take ownership for their development
   - Apply your craft to build learning objectives

2. Tackle customer, financial, and internal processes
   - What new skill, knowledge, or attitude is required to support this business transformation?
   - Work on “How” and forget “We can’t”
Poll Question #2

How satisfied are you with the *linkage* between your enterprise learning strategy and your global business strategy?

- Extremely satisfied—we have tight linkage
- Somewhat satisfied—we have some linkage
- Somewhat dissatisfied—we are working on it
- We have no linkage
Real-Life Application
A Comprehensive Learning Model

```
Objectives & Performance Targets

Learning Interventions

Performance Support

Collaboration

Observed & Measured Performance

 Stored in the learner's memory

 Stored outside of the learner's memory

 Stored in the organization's collective memory

“80% of what people learn is learned on the job”
Source: US Department of Commerce
```
Four Stages to Build a High-Impact Learning Organization

The multiyear journey
Building a High-Impact Learning Organization

Stage 4 – Cultural Adoption
Continuous Improvement
- Integrated measurement of effectiveness and culture
- Integration of learning throughout all business processes
- Top executive support and guidance on an ongoing basis

Stage 3 – Learning Integrated Into Business Transformation
- Learning included in business transformation strategies
- Develop focus on total learning culture
- Integrate L&D plan with Talent Management
- Evolve LMS as enterprise learning portal

Stage 2 – Enterprise Learning Strategy
- Establish learning governance (steering committees and CoPs)
- Establish business unit and enterprise learning strategies, processes, standards, policies and procedures
- Enterprise Learning Strategy supports Key Business Initiatives
- Create and publish enterprise learning plan
- Develop enterprise learning architecture

Stage 1 – Building Efficiencies
- Establish a shared infrastructure (LMS, LCMS, performance management, development tools)
- Align learning functions with strategy
- Eliminate / reduce redundancy
- Consolidate vendor contracts

Source: Bersin & Associates, 2008
High-Impact Talent Management® Process

1. Business Problem Identification
   - Business Plans and Challenges
   - Business Units
   - Talent Plans

2. Business-Related Talent Challenges
   - Workforce and Marketplace Assessment
   - Talent Gaps and Solution Strategy
   - Performance Management Strategy
   - Learning and Development Strategy
   - Staffing and Acquisition Strategy
   - Leadership Develop. Succession Strategy
   - Compensation Strategy

3. HR Process Design
   - Process Redesign
   - Process Integration

4. Systems and Process Implementation
   - Talent Systems Strategy

Source: Bersin & Associates, 2007
**Business Impact**

- Development & Strategic Planning
- Sales & Marketing
- Manufacturing

**Training Efficiency**

- Human Resources
- Training Dept.

**Affected Organization**

- Development & Strategic Planning
- Sales & Marketing
- Manufacturing

**Desired End Results**

- Increased revenue/sales
- Decreased costs
- Improved customer satisfaction
- Improved quality
- Improved on-time delivery
- Increased productivity
- Improved cycle time
- Eliminated waste
- Improved safety record
- Improved employee satisfaction/morale
- Reduced employee turnover

- Reduced number of training vendors
- Decreased training travel costs
- Decreased cost/hour of training
- Reduced time off task for trainees
- Increased audience impact
- Improved response time - meet needs
- Improved cycle time for trng delivery
- Demonstrated knowledge during training
- Satisfied trainees
- Demonstrated performance on the job
- Increased positive management feedback

**Predictive Metrics**

- PARTICIPATION
- PROGRESSION
- SATISFACTION

**COST & TIMING MEASURES**

- LEVEL-1 EVALUATION
- LEVEL-2 TESTING
- LEVEL-3 ASSESSMENT

**Source:**

*Blended eLearning, HRD Press, 2005*
Why Even Have an eLearning Lifecycle?

- A tool is NOT a technology
- A technology is NOT a solution
- A solution is NOT a project
- A project is NOT a program
- A program is NOT a transformation
- A transformation is NOT a result
Bringing eLearning to New Audiences Globally

- **Customer and Channel Education**—Improves customer satisfaction to deliver incremental revenue, reduce support costs, and enhance loyalty

- **Product Launch Training**—Accelerates go-to-market readiness to shorten “time-to-revenue cycle” when rolling out new products

- **Sales Force Readiness**—Shortens the time needed to bring new sales representatives up to full productivity and improves overall sales force effectiveness

- **Employee Retraining**—Provides critical knowledge and skills required to deliver quality products and services in a new economy

- **Supplier Training Programs**—Enhances the skills and knowledge needed to maintain competitive advantage
The eLearning Lifecycle Defined

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<th>Stage</th>
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<tbody>
<tr>
<td>Business analysis &amp; change management</td>
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<tr>
<td>Talent &amp; competency management</td>
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<td>Knowledge management &amp; collaboration</td>
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<td>Learning, ISD &amp; development</td>
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<td>Employee evaluation, succession, certification &amp; more ...</td>
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Bersin & Associates Talent Management Framework®

Talent Strategy & Planning
- Business Strategy
- Critical Talent Strategy
- Target Metrics & Measurement
- Process Governance
- Systems Strategy

Sourcing and Recruiting
- Sourcing
- Candidate Pools
- Assessment
- Employer Brand
- Recruiting
- Selection

Performance Management
- Goal-Setting
- Cascading Goals
- Self-Assessment
- Manager Assessment
- 360 Assessment
- Development Planning
- Competency Assessment

Career and Succession Management
- Calibration Meetings
- Talent Reviews
- HiPo Identification
- Career Planning
- Talent Migration Plan

Leadership Development
- Formal Programs
- Stretch Assignments
- Executive Education
- Coaching
- Mentoring
- Job Rotation
- Assessment
- Evaluation

Competency Management
- Job Profiles
- Corporate Values
- Leadership Competencies
- Functional Competencies

Learning and Development
- Onboarding
- Role-Based Curricula
- Content Development & Delivery
- Management Training
- Operational Training
- Leadership Curricula
- e-Learning Strategy
- Coaching / Mentoring Programs
- Developmental Assignments
- Certification Programs

Source: Bersin & Associates, 2008
## Enterprise Architecture: A Framework

### What

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### Business Model (conceptual)

- **Entity = Business Entity Relationship = Business Relationship**
- **System = Business Process**
- **User = Business User**
- **Network = Business Network**
- **Link = Business Linkage**
- **Work = Work Product**
- **Process = Business Process**
- **Function = Business Function**
- **Role = Business Role**
- **Cycle = Business Cycle**
- **Time = Business Time**
- **Mean = Business Strategy**

### System Model (logical)

- **Entity = Data Entity**
- **Relationship = Data Relationship**
- **Process = Application Function**
- **User = User Role**
- **Role = Business Role**
- **System = Business System**
- **Cycle = Business Cycle**
- **Time = Business Time**
- **Mean = Business Strategy**

### Technology Model (physical)

- **Entity = Physical Data Model**
- **Relationship = Physical Relationship**
- **Process = Computer Function**
- **User = User Work**
- **Role = Business Role**
- **System = Business System**
- **Cycle = Business Cycle**
- **Time = Business Time**
- **Mean = Business Strategy**

### Detailed Representations (outside of context)

- **Entity = Data Element**
- **Relationship = Data Relationship**
- **Process = Computer Function**
- **User = User Work**
- **Role = Business Role**
- **System = Business System**
- **Cycle = Business Cycle**
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- **Mean = Business Strategy**
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SOA Best Practices

Policies

Standards

Process Design

Building Blocks

Extensible Service Design

Asynchronous SOA
Content!
Where does Rapid E-Learning Fit?

Instructional Depth

1. Information Broadcast
2. Critical Information
3. Skills & Competency
4. Certified Proficiencies

Time to Build and Deploy

- Rapid E-Learning
- Webinars
- Conference Calls
- Email PowerPoint
- Simulation
- Web Based Courseware
Analyze

Behaviors, conditions & standards required to improve performance

Design

Objectives for individual performance, including performance-based evaluation techniques & programs

Develop

Materials (text, images, audio, video & other media) needed to convey & measure improved performance

Implement

Performance improvement activities & evaluations for learners, facilitators & project sponsors so they can evaluate program effectiveness

Evaluate

Quality management—formative & summative—where measuring program achievement is as key as evaluating trainees

Perform

Continuous improvement process designed to connect performance objectives with business goals and provide processes for change

eLearning Content Development Lifecycle

Objectives for individual performance, including performance-based evaluation techniques & programs

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What About Informal Learning?
Communities build connections that help overcome five knowledge-sharing barriers

**Awareness**
How do I find out who knows something about this?

**Access**
How do connect with an expert who has the knowledge I need?

**Contribution**
How will I be recognized for my contributions to the CoP and know that others are using them appropriately?

**Application**
How can I apply this knowledge to solve my problem?

**Perception**
How do I make sure I don’t look foolish by asking for help?
Poll Question #3

Do you have formal learning governance at the corporate level (Steering Committee, Governance Council, etc.)?

- Yes, we have a Steering Committee
- Yes, we have a Governance Council
- Yes (other)
- No, we currently have no corporate-level learning governance
Q & A

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Larry Bielawski
VP, Learning Solutions
Alhidade Performance Consulting

For more information, contact Mike Bray

443.253.9752
mbray@alhidade.com
UPCOMING WEBINARS

- **Aug. 12**: Learning Partnerships: Creating a World-Class Learning Academy
- **Aug. 24**: Managing the Middle: Identifying New Leaders within Your Organization
- **Sept. 30**: Virtual Facilitation: Making Online Learning Captivating, Informative & Fun

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- Today’s Speakers:
  Mike Bray & Larry Bielawski
- Today’s Sponsor:
  Alhidade Performance Consulting
- All of you for attending

Questions or Comments? Please contact Tim Sosbe:

  tsosbe@trainingindustry.com