

July 27 & 28, 2022



**LEARNING
LEADERS**
ONLINE FORUMSM

RESOURCES



Session 102:

How to Choose the Right ID Tools for Your Team



Mariann Foster

*Principal Instructional
Designer, Sage*

5 STEPS TO CHOOSING THE RIGHT TOOL

1



Determine your issue

What issue are you trying to solve? If you found the solution would success look like?

2



Determine your needs

- List the required features
- List the nice to have features
- Think through future requirements.

Make sure to gather requirements from all stakeholders

3



Locate and evaluate tools

- Locate tools by talking to people in your network, utilizing social networks and organizations, and search review sites, like G2Crowd.
- Evaluate each tool using product trials, talking with account representatives, and other means
- Determine which product(s) meet your needs
- Take note of which products require customization or add-ons to meet your needs

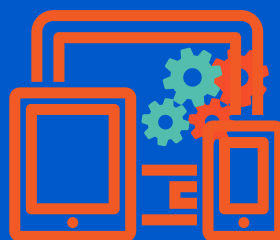
4



Pitch your solution

- Include the costs, benefits, time savings, and other supporting information
- Invite all the project stakeholders, the appropriate management, and don't forget someone from IT

5



Implement the solution

Planning for implementation

- Select core team
- Select scope
- Determine timelines

Implementing the solution

- Review requirements and plan
- Document changes and processes
- Plan and prepare for roll out

Rolling out the solution

- Develop strategy for next steps
- Train other users
- Refine processes
- Put processes in place

Session 103:

Moving from Instructional Design to Social Design

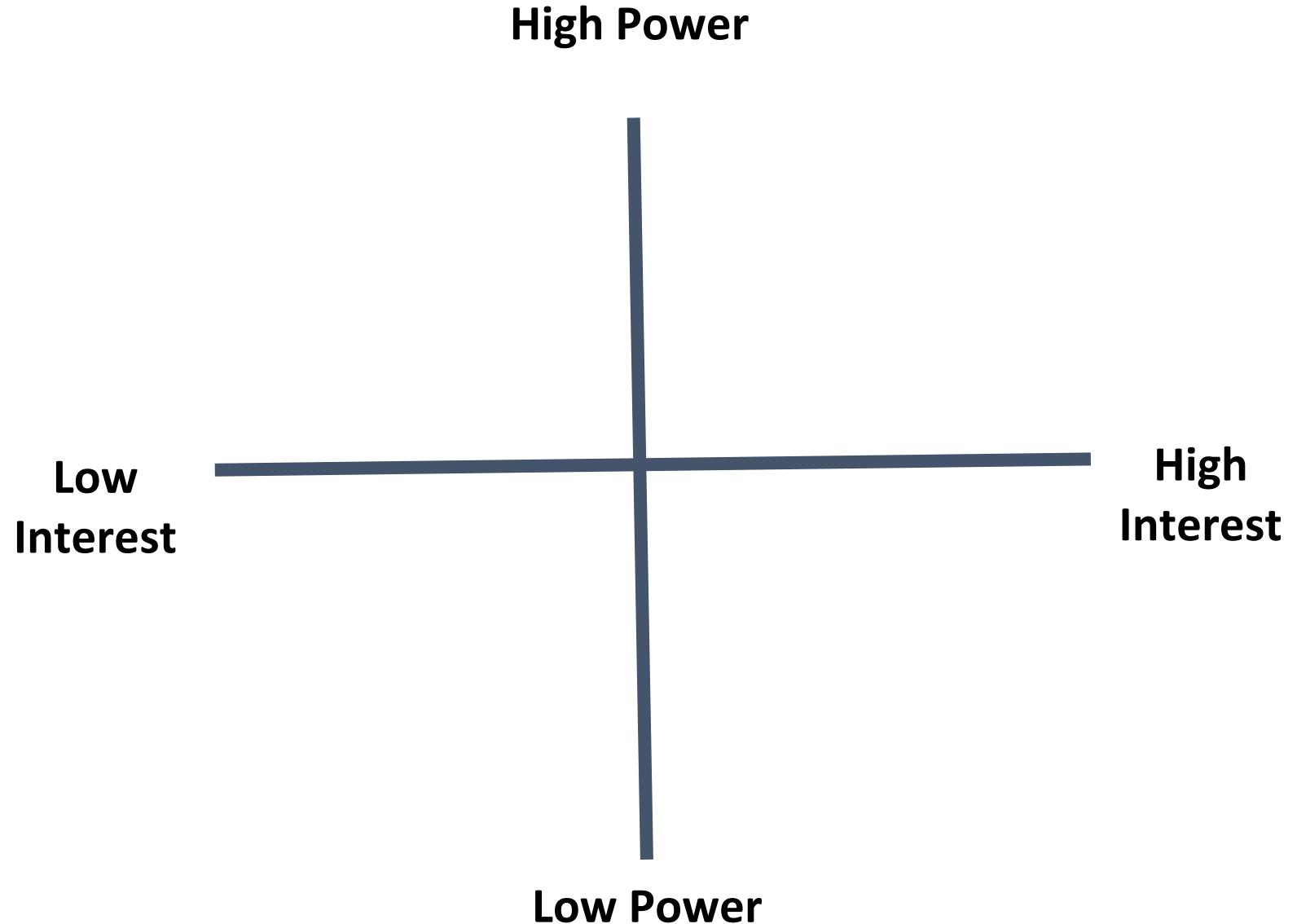


Mark Britz

*Director of Program,
The Learning Guild*

10 Skills to Support a Social Organization

1. Connect
2. Content Creation
3. Coach
4. Question
5. Interpret
6. Share
7. Concierge
8. Research
9. Recommend
10. Curate



Session 104:

The Power of 1:1 Coaching



Tom Lademann

*edTech Coach,
LuminEd*

The power of 1:1 Coaching

We all have different learning styles. Learning by **doing** is one that seems to have the best rate of success when it comes to cementing in new tasks related to technology. As a learning coach or an edTech support professional there are a number of things you can do to ensure your tech time sessions are a success.

These 5 steps will help you build a workflow that produces results!

01

Create a schedule and
advertise your
availability



02

Send personalized
reminders and with
session instructions



YOUR CALENDAR

**Find a way to
automate the
workflow**



youcanbook.me

Look for multiple coaching scenarios and integrates with all modern calendar systems and that automates follow up and reminders!

03

Keep the session
focused



1. Say hi ... but beware of prolonged small talk - keep things moving and honor the fact you are here to solve a challenge for them.
2. Confirm the AGENDA ... and make sure you understand the problem.
3. Make sure you can anticipate the solution to fit in the ½ hour - if not be up front that a follow might be needed.
4. Make sure all the resources are present for the solution

GOAL = Accountability

1. Have the learner "share their screen" ... this way they are clicking and doing not watching and listening
2. Go step by step - explaining and looking for opportunities to expand digital literacy along the way
3. HOVER and explore ... so many people miss the tool tips!
4. Welcome some of those tech troubleshooting times!

HAVE TIME LEFT?

- Look for "extension" items ... that would provide some tips to help - try to make them related.
- Have them repeat or practice the process if you think they were really hunting during the led exercise.

AVOID going into a whole new topic!!

05

Follow up with a
summary of the session



1. Step by step summary - in written form
2. A recorded video of the session would be nice
3. Get feedback ... followup survey? check in email?



www.lumined.ca

Session 105:

Out of the Classroom and Into the Workflow: Designing 70-20-10 Onboarding



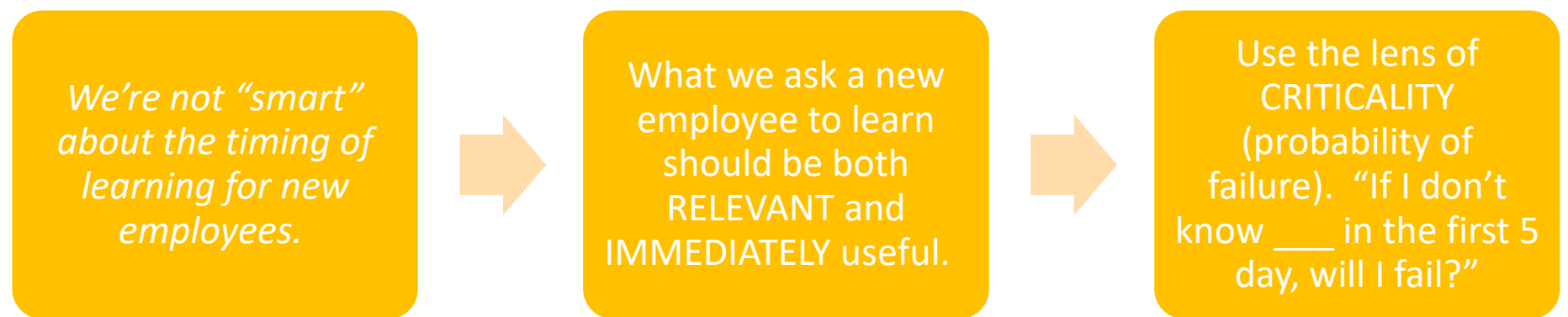
Jennifer McCuen

*SVP Talent Development,
Atlantic Union Bank*

Onboarding Design Challenge:

What if someone could work on their first day of work?

Translation: How can they feel smart or contribute in meaningful way right away?



Consider these timing questions:

- When does this person most need to know this or do this?
- What needs to be memorized vs retrieved?
- What might they need help with?
- What do they need to feel confident about right away?
- What can be shared before the first day of work?



Onboarding: At the Team Level

- ⇒ Demystify the first two weeks and create a schedule of meetings and work that they can participate in AND THEN SHARE WITH THEM prior to their first day. #don'tleavemeguessing
- ⇒ Call the night before to align on the first day and express excitement for them joining the team #itsthelittlethings
 - OFFICE: Where you will meet, dress code for the office, lunch plans
 - TELECOMMUTER: Team meeting time and purpose (see next bullet), dress code
- ⇒ Schedule a team huddle for first thing on the first day just focused on getting to know each other. #inclusionmeansfeelingincluded

Tip: Everyone joins via Zoom or in person, avoid some in the room and some in Zoom. If using Zoom, turn cameras on!
- ★ Try and avoid passive learning experiences such as observations, tagalongs, attending meetings with no role or no opportunity to contribute, meet and greets without context, or extensive overviews of systems they're not using yet. #activelearningrocks

Onboarding: At the Enterprise Level

- ⇒ Enable new employees to find what they need when they need it #pullvspushlearning
- ⇒ Challenge your assumptions that culture, DEI, competencies and other organizational precepts must be addressed in the first few days #where'sthebathroom?
- ⇒ Think beyond the first day or even first two weeks. Powerful onboarding experiences can extend through the first year. #onboardingismorethanorientation



Onboarding is an opportunity to make a new employee feel included and appreciated. This can't be done with checklists or required training – it can only be done through people.

Session 106:

Drive Results: The Intersection of Learning, Performance & Optimization



Sabine Ehlers

*Senior Learning Design
Professional, Humana*



Teresa Morris

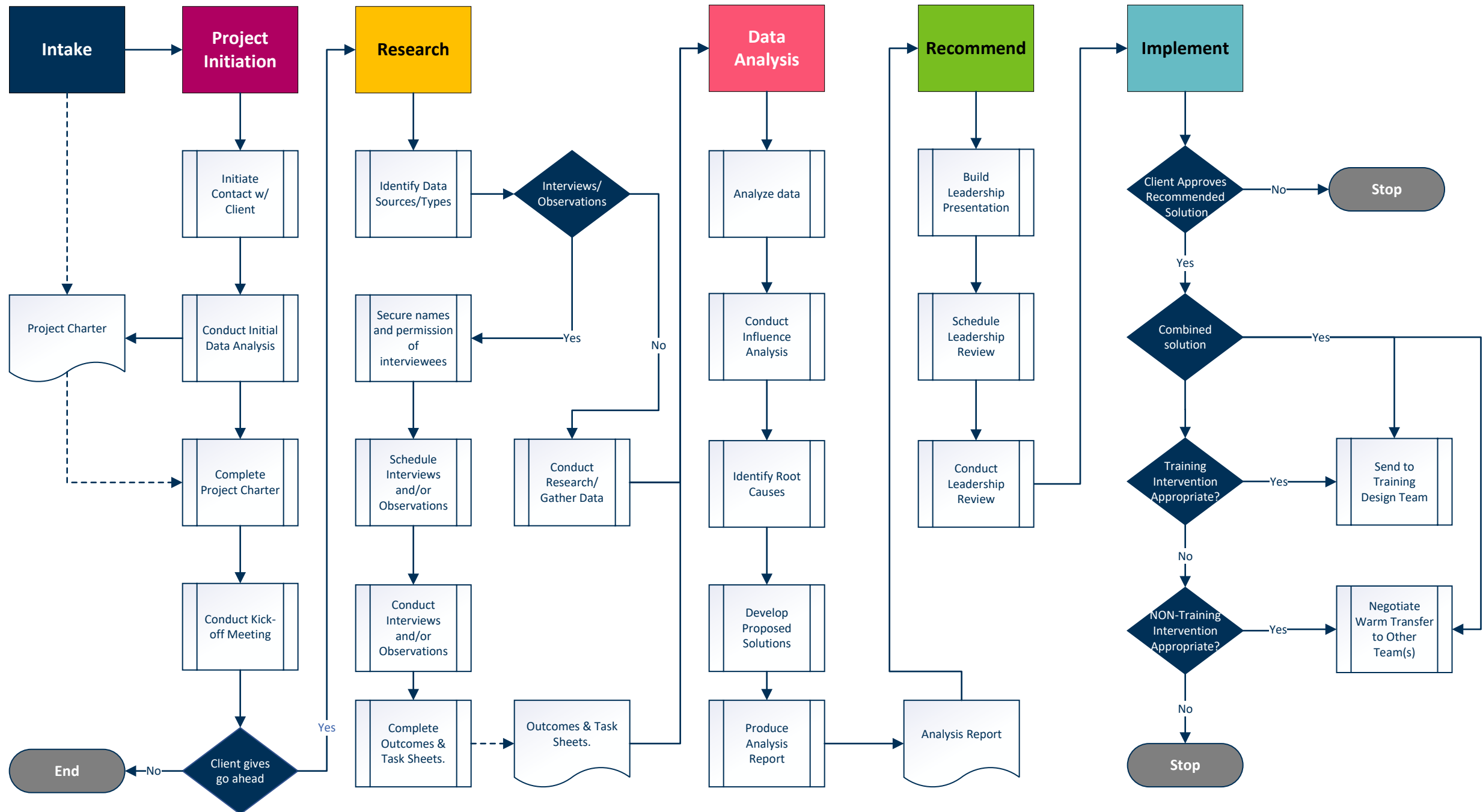
*Senior Professional—Learning
Analytics, Humana*



Nichole Vasser

*Senior Learning Design
Professional, Humana*

Performance Consulting Process



Session 107:

Scaling Learning in a Time of Unprecedented Growth and Change



Pam Lee

*Client Delivery Director,
McKinsey Academy,
McKinsey and Company*



Erin Shea

*Director of Client Delivery,
McKinsey Academy,
McKinsey and Company*

Scaling learning delivery organizations require several considerations

Diagnose

- Collect feedback from existing stakeholders (interviews to collect pain points)
- Conduct process mapping exercise: listed all tasks, who was doing what, identified inefficiencies and gaps
- Evaluate current delivery models for all offerings

Design

- Syndicate and prioritize design criteria
- Develop detailed design principles for new delivery model

Implement

- **Process:** Develop processes and adjust program design to allow for consistent impact tracking and scale
- **People:** Formalize new roles and recruit for them
- **Technology:** Migrate to scalable learning platform; align on common tracking tool

Key takeaways:

- Manage stakeholders at every step with transparency and constant communication: gather input, share out findings
- Build a robust, multi-channel communications plan
- Identify change champions to lead the change on the ground
- Use 80/20 rule
- Develop detailed role descriptions to manage expectations for the team
- Recruit the right people for the role
- Have a centralized single source of truth to track KPIs and deliveries
- Collect feedback in a quantitative format

Session 108:

Enhancing Culture & Retention in a Rapidly Evolving Workplace



Janis Ericson

*VP, Culture & Learning,
PRO Unlimited*

Enhancing Culture & Retention

A Playbook for Managing Rapid Growth

Considerations

First impressions matter. To have a positive impact on culture and employee retention, learning leaders must move faster than the speed of the business. Avoid waiting for a better solution or more data- act now. Imperfect programs are better than silence.

Not all employees or employee groups will be affected equally by change and growth. Scalability does not equate to “one size fits all.” If your L&D team is strapped for resources, consider shortening delivery times using learning activities or encourage leaders to become more involved.

Lessons Learned from M&A as a Growth Strategy

1. Silence is your enemy. During the period between inking a deal and full integration acquired employees have questions. Do not wait to host orientation sessions until employees are onboarded. Host a cultural orientation on day 1.
2. Reinforce top-line messaging in all trainings and materials. Consistency in messaging is key to retention.
3. Being informed on role, compensation, title, and reporting changes for employee populations as early as possible will allow time to deploy solutions for impacted groups.
4. Change management training is useful for acquired employees and existing leaders equally. Conducting refresher sessions when new M&A activity takes place is advised.

Managing Retention in Hypergrowth Periods

1. Stay connected to your functional leaders. Learning solutions aren't always top of mind, despite their effectiveness at solving large issues quickly.
2. At times, a wellness workshop is more valuable than a necessary process training. Nurtured employees will adjust to new types of learning.
3. Every piece of feedback may be treated as an alarm by business leaders. Pause before committing to a learning solution. Be sure you're not reacting to an isolated incident but solving the bigger issues.
4. Make onboarding fun. It should inform, but more importantly, it must delight. There will be operational challenges. But a strong cultural tie to the company and relationships with other employees will mitigate the impact.

ENGAGE | DELIGHT | RETAIN

5 in 18

5 acquisitions of >1500
employees in 18 months

Culture Orientations

- **Career Growth**
The single most important element to cover is how the company supports growth and development.
- **Why People Stay**
Sharing why tenured employees have stayed with the company provides detailed evidence of a positive culture and informs of the traits the company values and promotes.
- **DE&I Goals**
Like moving into a new school or town, getting involved in ERGs and ESG groups can strengthen the connection to the company.
- **Core Values**
Bring core values to life with stories of key employees' growth at the company as a result of embodying the values.

Transforming the way you
manage your modern
workforce

To learn more, visit prounlimited.com

Session 201:

Research Review: Smarter Delivery, Tying Engagement to Outcomes, and Keeping Up with Trends



Jane Bozarth

*Research Director,
The Learning Guild*



Charles Dye

*Technical Director,
InSync Training*

The Learning Guild Learning Leaders Online Forum: Summer 2022

Jane Bozarth, Director of Research, The Learning Guild

Reports discussed in this session:

[Train-the-Trainer: Evidence Based Practices](#)

[Learner Engagement and Instructional Outcomes](#)

[What's on Your Radar? Trends, Emerging Technologies, and Brushing Up on Basics](#)

Research reports from The Learning Guild can be downloaded for free with a free membership. See www.learningguild.com for the full research library.

Session 202:

How to Prepare Your Company for New Technologies



Debbie Richards

*President, Creative
Interactive Ideas*

How to Prepare Your Company for New Technologies

"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask." Albert Einstein

Research/Analyze Requirements

- What tools and technologies are currently being used?
- What is the overall strategy and roadmap of the organization?
 - What is your organization's mission and vision?
 - What is your learning function's vision?
 - What are the organization's current business goals and objectives?
 - What are your learning function's business goals and objectives?
 - What do you want to see your learning function provide one to two years from now? Five years from now?
 - What specific initiatives do you want to support this year?
- Who do you ask? Where can you find information?
 - Organization's capability to change
 - Audience
 - Technical capabilities
 - Skill level of workforce
 - Current State
 - Processes and standards
 - Technical infrastructure
 - Communication process
 - Measurement and evaluation

Evaluate Current Landscape

- Why are you investigating new technologies? Inefficiencies in the workplace?
- What is the solution?
 - Software – data communications, automation, encryption etc.
 - Hardware – physical products such as organization or security products
- Ensure the technology you are potentially implementing will help solve the issues initially identified.
- Have a plan to revisit strategies 30-60-90 days after implementation and beyond.

Define Next Steps

- Outline your requirements
- Define clear and achievable goals with timelines
 - Prioritize features that are most pressing to the organization
 - Consider a small pilot instead of "big bang" launch
- Create metrics to offer insight into changes
 - Determine the approach for deployment
 - Create delivery teams and local buy0in for implementation
 - Address potential roadblocks - Bandwidth of internal team to implement and support technology
- Develop/document your governance - processes and procedures, including terminology

General Team

- Senior leader – sponsor
- Key stakeholders in different functions (Operations, HR, Safety etc.)
- Other stakeholders for tools and services (Purchasing, Legal, IT etc.)
- Implementation team – in-house or hybrid (using external consultants)

Project Team

- **Project Manager:** Owns the entire implementation process, keeps the lines of communication clear regarding the progress or blockers of the project and guides the deployment to a successful completion
- **Collaboration Lead/ Architect:** Creates and implements the solution architecture
- **Network Lead:** Provides insights into network design and execution
- **Security Lead:** Provides insights into security design, process, and implementation
- **Communications Lead:** Designs communication and marketing plan
- **Training Lead:** Designs and implements user adoption training

Session 203:

Mapping and Measuring Your Learning Strategy



Ajay Pangarkar

*Performance Strategist, Author,
CentralKnowledge/LRNonline*

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Where Learning...Means Business

THE LEARNING GUILD

**MAPPING AND MEASURING
YOUR LEARNING STRATEGY**

Ajay M. Pangarkar CTP, FCPA, FCMA
author, thought-provoker, workforce revolutionary

Author
The Trainer's Balanced Scorecard:
A Complete Resource for Linking Learning to Organizational Strategy

THE TRAINER'S PORTABLE MENTOR

BUILDING BUSINESS ACUMEN for TRAINERS

THE TRAINER'S BALANCED SCORECARD
A COMPLETE RESOURCE FOR LINKING LEARNING TO ORGANIZATIONAL STRATEGY
AJAY M. PANGARKAR TERESA KIRKWOOD
WILEY

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About Ajay:

- CTP
- FCPA
- FCMA
- LinkedIn Learning Author
- Award-winning author
- Professor, strategy/accounting

@bizlearningdude

ajayp@centralknowledge.com

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THE LEARNING GUILD

2

agenda...



- 1 align learning to performance
- 2 map learning to operations
- 3 identify performance relationships
- 4 leverage existing metrics

3

1 reflection...



- How do your leaders **see** training?
- Come up with **3 ways** your leaders see/categorize training?

5

positioning learning **value**

	Performance	Financial
1 Expected, necessary training	✓	✗
2 Impact within major investments	✗*	✓
3 Major/tangible training requirements	✓	✓

* Cost adjustments

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THE LEARNING
GUILD

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for leaders...

learning is NEVER about...

'return' on investment

it's about meeting...

performance expectations

(I say expectation from investment)

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THE LEARNING
GUILD

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time to reflect



Where do you look to
focus your learning?



(If you had no idea where to start)

- With operational issues
- With the mission
- Develop what I think is needed
- Wait for someone to tell me

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2 why start with mission?



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mission: the end in mind



(past) McDonald's mission:

Be the world's **best quick service** restaurant experience. Being **best means** providing outstanding quality, service, cleanliness, and value, so that we make **every customer** in every restaurant **smile**

(Hint: always begin your LD efforts with the end in mind)

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3 reflection...



- Where should McDs **focus** their learning efforts?
- What **business/operational** areas would you address?

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as LD leader...


what would you do?

Mission elements	Performance elements
Be world's best quick service restaurant experience	Process/productivity metrics (kitchen)
Providing outstanding quality	Quality-level metrics (kitchen, cash)
Providing outstanding service	Service expectation metrics
Providing outstanding cleanliness	Restaurant cleanliness metrics
Providing outstanding value	Financial/qualitative metrics
Make every customer in every restaurant smile	Customer expectation metrics

Helps to focus and propose your training interventions

Metrics are available to demonstrate value

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90%

of your efforts must focus on mission objectives

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monday
morning...



what's your mission?

- Reflect on your organizations' mission
- What are the mission's focus areas?

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time to reflect



How do you evaluate
your learning?



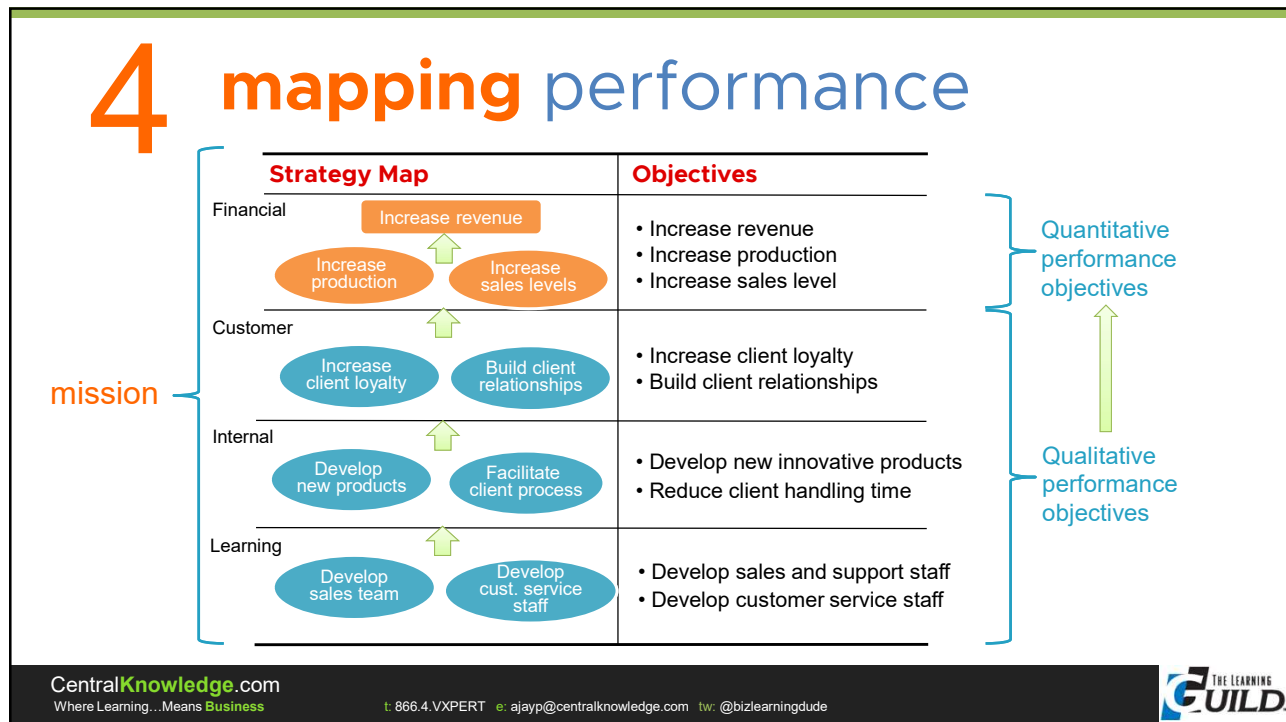
- Using Kirkpatrick 4-Levels
- Measuring 'training ROI'
- Smile sheets and test results
- Benchmarking performance

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case: sky air



- Sky Air, a value driven airline
- Strategy shift from market growth to profitability
- Profit growth through revenue or efficiency
- Loyal clients enjoying value from SkyAir
- CEO wants efficiency over revenue growth

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THE LEARNING GUILD

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sky air's mission

Dedication to building a recognized brand with...

- the **highest quality customer service** and respect
- delivered with a sense of **warmth, friendliness, individual pride, and company spirit**
- continuing to build our position as an **operationally efficient** short haul, **value driven fares**, point-to-point carrier in North America.



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sky air's solution (proposed)

	Strategy Map	Objectives	Measures	Targets	Initiatives
Financial		<ul style="list-style-type: none"> • Profitability • Fewer planes • Incr. revenue 	<ul style="list-style-type: none"> • Market value • Seat revenue • Plane lease cost 	<ul style="list-style-type: none"> • 25% / year • 20% / year • 5% / year 	<ul style="list-style-type: none"> • Optimize routes • Standardize planes
Customer		<ul style="list-style-type: none"> • Flight is on-time • Lowest prices • More customers 	<ul style="list-style-type: none"> • FAA On Time Arrival Rating • Customer satisfaction • No. customers 	<ul style="list-style-type: none"> • First in industry • 90% industry satisfaction • % change 	<ul style="list-style-type: none"> • Quality management • Customer loyalty program
Internal		<ul style="list-style-type: none"> • Fast ground turn around • Fast client processing 	<ul style="list-style-type: none"> • On ground time • On-time depart • Turnaround time 	<ul style="list-style-type: none"> • <25 minutes • 95% up 10% from 2020 • >45 minutes 	<ul style="list-style-type: none"> • Cycle time optimization program
Learning		<ul style="list-style-type: none"> • Align ground crew • Align board staff • Align operation support staff 	<ul style="list-style-type: none"> • Ground time vs. on-time depart. • Turnaround time • Cust surveys • Customer processing 	<ul style="list-style-type: none"> • yr.1 75%, yr.2 90%, yr.3 95% • FAA benchmarks • >90% satis. rate (curr. 75%) • <6 min/client or 50%< from '20 	<ul style="list-style-type: none"> • Cross-train board/gnd crew • Train gnd crew • Cust. Serv train. • Client process training

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strategic linkages **review**

- 1** align learning to strategy:
 - study the mission to identify primary focus business impact L4
- 2** map learning efforts to business outcomes:
 - identify operational areas from the mission business impact L4
 - investigate performance expectations application L3
- 3** retrieve existing performance expectations:
 - review performance relationships/sub-objectives business impact L4
- 4** leverage existing metrics:
 - show value through improvement in job/task metrics application L3

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CPA

Management Accounting Guideline (MAG)



FREE!
No Strings Attached


Rethinking organizational strategy:
A value-focused approach to strategic planning
<https://tinyurl.com/mtkne9m2>



Rethinking organizational strategy
a value-focused approach: Case study
<https://tinyurl.com/2h8k325n>

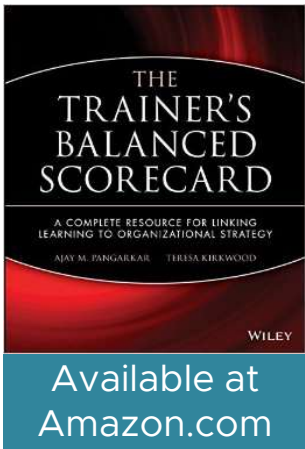
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some **resources...**




Available at
Amazon.com


Courses

- Train-the-Trainer
- Gaining Buy-in for E-Learning
- Increasing Engagement for Elearning
- Foundations for Corporate Learning

Articles


- Training Magazine (Last Word)
- ElearningIndustry.com (columnist)
- TrainingIndustry.com (columnist)
- ATD Links (field editor)





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Thank **you**...

Let's start a...

“**Workforce Revolution!**”

blog.centralknowledge.com

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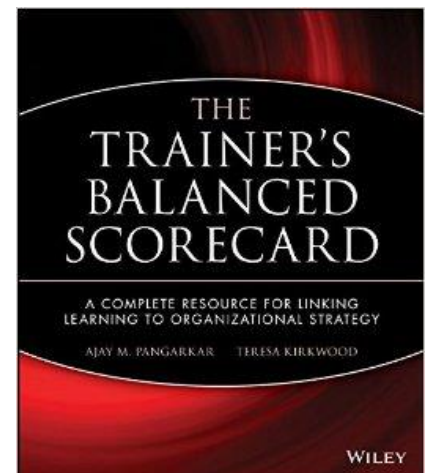
Mapping and Measuring Your Learning Strategy

Mapping Learning for Performance Results

Presenter: Ajay M. Pangarkar, CTDP, CPA, CMA

Delivered to: Learning Leaders Summer Online Forum

Date: July 2022



For more info: +1 866 489.7378 or ajayp@centralknowledge.com

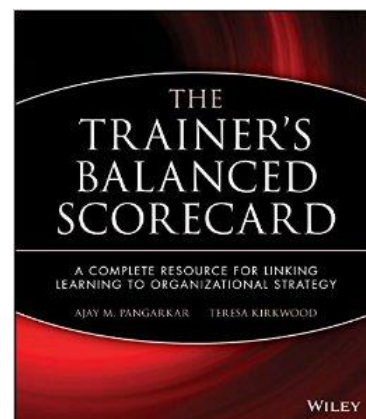
- workforce innovation & engagement
- employee performance management
- real time learning/eLearning
- assessment/examination solutions

BIOGRAPHY

Ajay M. Pangarkar, CTPD, CPA, CMA Workforce Revolutionary, Author, Speaker

Ajay Pangarkar is President of CentralKnowledge, leaders for strategic employee performance and innovative learning technology applications. He brings together a unique combination of strategic, financial, and professional learning skills assisting Fortune 500 organizations such as Apple, Nest, Treasury Board of Canada, LinkedIn Learning, CPA Canada, Pfizer, Scotia Bank, and RBC to create innovative learning environments. Under his leadership, Training Magazine awarded CentralKnowledge the Technology in Action, Learning Management Project of the Year for success with Apple.

Ajay is a Chartered Professional Accountant (CPA, CMA), Certified Training and Development Professional (CTDP), and internationally recognized performance and strategic management and costing specialist. He ensures organizations leverage employee's business objectives to deliver tangible performance results. Ajay is a world-renowned workplace performance strategist and foremost authority on integrating employee performance strategies into the Balanced Scorecard. He is also passionate about building an irrefutable business case for investing in employee. He is an industry-recognized speaker on strategic employee development and employee assessments.



Ajay, with partner Teresa Kirkwood, published three books with their recent titled, ***“The Trainers Balanced Scorecard: A Complete Resource for Linking Learning and Growth to Organizational Strategy”*** (Wiley). He's an award-winning writer receiving the 2014 and 2015 prestigious TrainingIndustry.com Readership and Editors' Award, recognized by Elearning Magazine as their 2016 Learning Champion, and the World Training Development Congress named Ajay their 2017 “Distinguished Trainer”. Ajay is a media favorite appearing on the #1 Montreal Talk Radio morning show discussing workforce subjects and a regular contributor to many leading international publications.

Ajay is a faculty professor at the Sprott School of Business and actively involved with workplace learning recently serving as the Vice Chair for the Canadian Society for Training and Development's National Board of Directors.

Please Follow/Forward my new BLOG at blog.centralknowledge.com

twitter: [@ajaypangarkar](https://twitter.com/ajaypangarkar)

LinkedIn: [in/ajaypangarkar](https://www.linkedin.com/in/ajaypangarkar)

- workforce innovation & engagement
- employee performance management
- real time learning/eLearning
- assessment/examination solutions

Mapping and Measuring Your Learning Strategy

Your role as a learning practitioner is evolving at a rapid pace. No longer is L&D confined to one role but it is increasingly viewed as a partner in achieving a strategic goal. Your role is now to understand how L&D fits into this equation and how will you be able to communicate the results. We will present to you the essential information to be able to understand your role within the context of the BSC. Please contact me anytime with your questions at 866-489-7378 or by email: ajayp@centralknowledge.com.

Ajay M. Pangarkar, CTP, CPA, CMA
Award-Winning Performance Strategist, Author, CentralKnowledge

Description:

Your role as a learning practitioner is evolving rapidly. L&D is no longer just about training. It's increasingly seen as, and expected to become, a proactive partner for improving operational performance. Your new reality is to align your learning efforts and initiatives to fit this performance expectation and to demonstrate results.

Leading companies, such as Tesla, Amazon, Toyota, and Starbucks to name a few, see themselves as learning organizations. But more than just embracing this position, these companies leverage integrative learning strategies to ensure it contributes to their fundamental strategic value and precisely address the primary operational activities to fulfill the value.

Based upon Ajay M. Pangarkar's pioneering book, "The Trainer's Balanced Scorecard", this keynote will engage participants to transition their learning initiatives into a performance-focused effort contributing to primary operational and business expectations.

Working within the most well-known and applied framework, the balanced scorecard, you will discover how the 'Learning & Growth' perspective plays a central role to achieving business objectives.

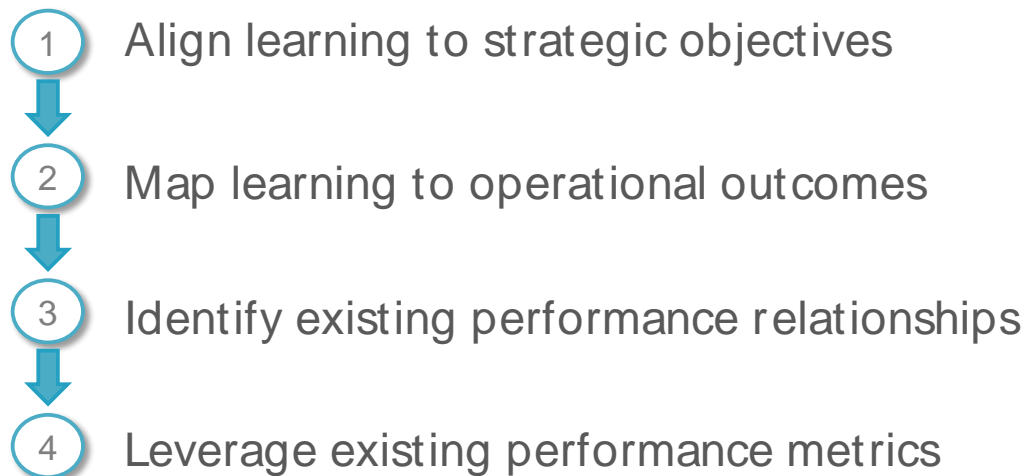
Learning Objectives:

- Align learning to strategic objectives
- Map learning to operational outcomes
- Identify existing performance relationships
- Leverage existing performance metrics

Please Follow/Forward my BLOG at blog.centralknowledge.com
twitter: [@bizlearningdude](https://twitter.com/bizlearningdude) LinkedIn: [in/ajaypangarkar](https://www.linkedin.com/in/ajaypangarkar)

- workforce innovation & engagement
- employee performance management
- real time learning/eLearning
- assessment/examination solutions

building strategic linkages



ACTIVITY: PERSONAL LEARNING OBJECTIVES

List 2 to 3 personal learning objectives to achieve when you leave the session:

1. _____
2. _____
3. _____

- workforce innovation & engagement
- employee performance management
- real time learning/eLearning
- assessment/examination solutions

today, I want to start a
conversation...



...with you!

What do you want to know?

What do want to ask?

What is the conversation you want to have?

1. _____

2. _____

3. _____

1 How do your leaders see 'training'?

Turn to your neighbor(s)...

Come up with 3 ways your leaders see/categorize training

1. _____

2. _____

3. _____

- workforce innovation & engagement
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positioning to prove value

1. Necessary, expected training
(e.g. job training and development)

2. Measure impact of major investments
(e.g. “training” as a component)

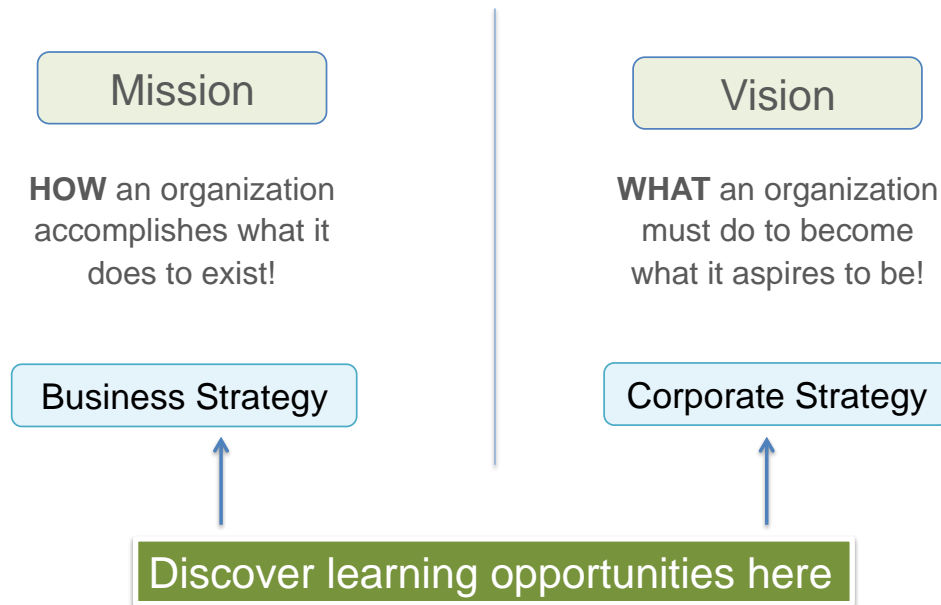
3. Invest in major elements of training
(e.g. e-learning infrastructure)

Performance	Financial

NOTES

- workforce innovation & engagement
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why start with **mission**?



NOTES

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what a mission can do



McDonald's mission:

Be the world's **best quick service** restaurant experience. Being **best means** providing outstanding quality, service, cleanliness, and value, so that we make **every customer** in every restaurant **smile**

where would you focus your efforts?

1. _____

2. _____

3. _____

4. _____

5. _____



as LD leader, **what would you do?**

- Be world's **best quick service** restaurant experience
-
-

- Providing outstanding quality
-
-

- Providing outstanding service
-
-

- Providing outstanding cleanliness
-
-

- Providing outstanding value
-
-

- Make **every customer** in every restaurant **smile**
-
-

monday morning to-do...



what's your mission?

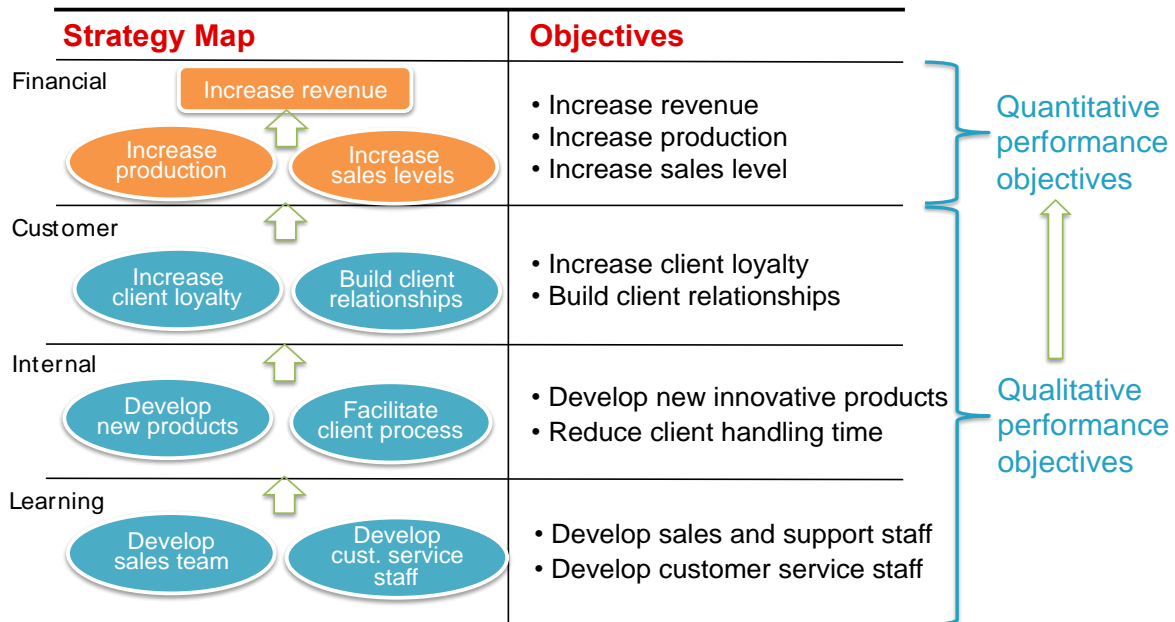
- Reflect on your organizations' mission
- What are the mission's focus areas?

What's your organization's mission?

What are the mission's focus areas?

- workforce innovation & engagement
- employee performance management
- real time learning/eLearning
- assessment/examination solutions

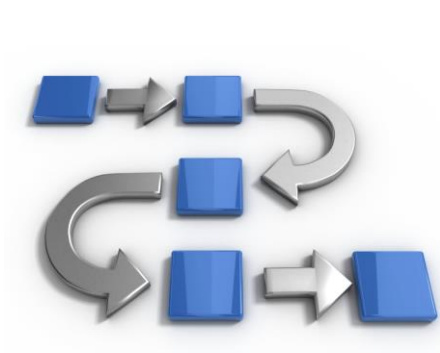
mapping performance



NOTES

now it's your turn...

Lets apply this to SkyAir



With the person next to you

- together, identify Sky Air's mission
- what is the mission's focus?

What's SkyAir's mission?

What are the mission's focus areas?

CASE STUDY: SKY AIR LIMITED

- In recent years, Sky Air's focused on revenue and market growth even when other major airlines are going bankrupt.
- The company grew at the expense of profitability. In the last two years Sky Air lost money (bottom-line).
- Bruce Anderson, CEO, met with his senior level managers who changed the strategy from market growth to stability and profitability.
- The challenge with the strategy is to integrate it throughout the organization, link it to departmental objectives, and have it understood by all employees.
- Bruce heard about the success of the balanced scorecard and strategy map and decided this would be the tool of choice for Sky Air.
- Sky Air has qualified employees and Bruce wants to make sure they possess the right skills to attain the BSC objectives. The 2 areas that would benefit most are the ground crew and boarding/on-board staff.
- The management team did not complete this part of the BSC since they did not include the learning and performance department in the discussion.
- Recognizing the error, Bruce invites you, as Learning Director, and a colleague to resolve this need. Bruce presents the completed BSC to you.

Mission:

Build a recognized brand with the highest quality of customer service and respect delivered with a sense of warmth, friendliness, individual pride, and company spirit while continuing to build our unique position as an operationally efficient short haul, value-driven fares, point-to-point carrier in North America.

Your Mandate

Bruce requires you to complete the BSC's learning and growth perspective and provide specific "objectives", "measures", "targets", and "initiatives" directly contributing to achieving the other performance objectives and ultimately getting Sky Air profitable in the next 3 years.

- workforce innovation & engagement
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SKYAIR INC. BALANCED SCORECARD

Strategy Map	Objectives	Measures	Targets	Initiatives
Financial → Profitability	<ul style="list-style-type: none"> • Profitability • Fewer planes • Incr. revenue 	<ul style="list-style-type: none"> • Market value • Seat revenue • Plane lease cost 	<ul style="list-style-type: none"> • 25% / year • 20% / year • 5% / year 	<ul style="list-style-type: none"> • Optimize routes • Standardize planes
Customer On-time flights Lowest prices More customers	<ul style="list-style-type: none"> • Flight is on-time • Lowest prices • More customers 	<ul style="list-style-type: none"> • FAA On Time Arrival Rating • Customer ranking • No. customers 	<ul style="list-style-type: none"> • First in industry • 98% satisfaction • % change 	<ul style="list-style-type: none"> • Quality management • Customer loyalty program
Internal Improve turn around time Implement check-in kiosks	<ul style="list-style-type: none"> • Fast ground turn around • Fast client processing 	<ul style="list-style-type: none"> • On ground time • On-time departure 	<ul style="list-style-type: none"> • <25 Minutes • 93% up 10% from 2005 	<ul style="list-style-type: none"> • Cycle time optimization program
Learning Align Ground crews Align boarding staff Operation support staff				

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sky air's **solution** (proposed)

Strategy Map	Objectives	Measures	Targets	Initiatives
Financial → Profitability 	<ul style="list-style-type: none"> • Profitability • Fewer planes • Incr. revenue 	<ul style="list-style-type: none"> • Market value • Seat revenue • Plane lease cost 	<ul style="list-style-type: none"> • 25% / year • 20% / year • 5% / year 	<ul style="list-style-type: none"> • Optimize routes • Standardize planes
Customer 	<ul style="list-style-type: none"> • Flight is on-time • Lowest prices • More customers 	<ul style="list-style-type: none"> • FAA On Time Arrival Rating • Customer satisfaction • No. customers 	<ul style="list-style-type: none"> • First in industry • 90% industry satisfaction • % change 	<ul style="list-style-type: none"> • Quality management • Customer loyalty program
Internal 	<ul style="list-style-type: none"> • Fast ground turn around • Fast client processing 	<ul style="list-style-type: none"> • On ground time • On-time departure 	<ul style="list-style-type: none"> • <25 Minutes • 93% up 10% from 2005 	<ul style="list-style-type: none"> • Cycle time optimization program
Learning 	<ul style="list-style-type: none"> • Align ground crew • Align boarding staff • Align operation support staff 	<ul style="list-style-type: none"> • Ground time vs. on-time depart. • Turnaround time • Cust surveys • Customer processing time 	<ul style="list-style-type: none"> • yr.1 70%, yr.2 90%, yr.3 100% • FAA benchmarks • >80% satis. rate (curr. 75%) • <5 min/client or 50%< from '12 	<ul style="list-style-type: none"> • Cross-train board/gnd crew • Train gnd crew • Cust. Serv train. • Client process training

- workforce innovation & engagement
- employee performance management
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- assessment/examination solutions



What is your ONE (or more) take-away from today?

1. _____

2. _____

3. _____

4. _____

strategic linkages review

○ align learning to strategy:

- study the mission to identify primary focus

business impact L4

○ map learning efforts to business outcomes:

- identify operational areas from the mission
- investigate performance expectations

business impact L4

application L3

○ retrieve existing performance expectations:

- review performance relationships/sub-objectives

business impact L4

○ leverage existing metrics

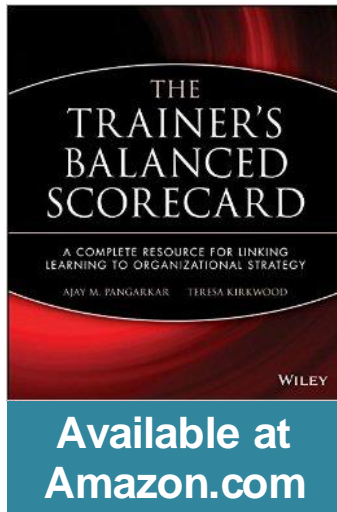
- show value through improvement in job/task metrics

application L3

NOTES

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some resources...



- Train-the-Trainer
- Gaining Buy-in for E-Learning
- Increasing Engagement for Elearning
- Foundations for Corporate Learning

web: [Linkedinlearning.com](https://www.linkedin.com/learning)

search: [Ajay Pangarkar](#)

Articles

- Training Magazine (Last Word)
- ElearningIndustry.com (columnist)
- TrainingIndustry.com (columnist)
- ATD Links (field editor)

Thank you...

Let's start a...

“Workforce Revolution!”

MAKING LEARNING

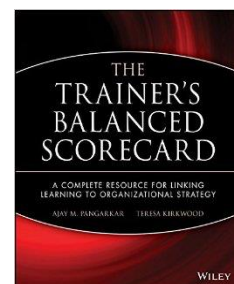
blog.centralknowledge.com

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Session 204:

The Transformative Role of Learning and Development Leaders



Karen Massey

*Director, Learning and
Development, Bumble Bee
Seafoods*



The Transformative Role of Learning and Development Leaders

11:00 AM - 11:45 AM Thursday, July 28

Today's workplace is evolving faster than ever, presenting a host of new challenges for learning organizations. Learning leaders must meet these challenges by transforming their L&D teams' practices so they can have greater impact on organizational success. But how?

In this session you will discover how the workplace is changing, and how learning leaders need to evolve to keep up with the changes. You will explore the forces of change including rapid shifts in culture, a changing workforce, technology advancements, and more. You will gain tips on how learning leaders can embrace a more transformative role that will have impact on business success, redesign organizational culture, and ultimately earn learning leaders their long-sought seat at the table.

In this session you will learn:

- How the role of learning leaders has evolved
- How to gain a seat at the executive table
- How to have organizational impact
- How to embrace a transformative role for greater business results

Session Takeaway: Attendees will receive a list of resources that can develop their leadership skills, as well as a best practices guide.

Resources: Review this list of leadership resources from today's session to develop the necessary skills and mindset to earn a seat at the executive table.

[How L&D Is Earning Its Seat at the Table \(talentmgt.com\)](http://talentmgt.com)

[An Invitation to Advance: How L&D Can Get and Keep a Seat at the Table - Training Industry](#)

[L&D and the Boardroom: Why You Should Have a Seat - Underscore \(underscore-group.com\)](http://underscore-group.com)

[Why business transformation starts with the chief learning officer | UNLEASH](#)

[The ever-growing importance of L&D in the future of work \(ey.com\)](http://ey.com)

[A transformation of the learning function: Why it should learn new ways | McKinsey](#)



The Transformative Role of Learning and Development Leaders

Best Practice Guide

and more. You will gain tips on how learning leaders can embrace a more transformative role that will have impact on business success, redesign organizational culture, and ultimately earn learning leaders their long-sought seat at the table.

1). **Speak the language of your business. Don't expect the business to learn the language of learning and development.**

Business-Speak	L&D-Speak
<ul style="list-style-type: none">• Business goals• Profit, revenue, and margin• Key performance indicators• Effectiveness and efficiency• Results• Strategy• Return on investment• Market share	<ul style="list-style-type: none">• Learning objectives• Learning outcomes• Talent development• Learning styles• Hours of instruction, completion rates• Development plan• Upskilled/reskilled workforce• Blended approach

*Trainingindustry.com

2). **Expand Learning and Development initiatives to address critical business needs and organizational capacity.**

Align training initiatives to solve key business problems such as product development, new customer management, outpacing the competition, declining margins, budget cuts etc. Gain a seat at the executive table to learn the business needs. Create training programs to address these needs then measure the impact.

*21st century training solutions may include Being Agile, Understanding Multi-Generations, Managing Change, Planning, Building New Partnerships, Creating a Business Strategy, Negotiation Skills etc.

3). **Build organizational capacity through talent development.**

Business performance is directly related to the people within companies. Upskilling/reskilling top talent increases company capacity to impact the bottom line. Understand the skill gaps within each department and provide growth opportunities to address those gaps.

4). **Connect training ROI to increased business capacity.**

To gain a seat at the executive table, L&D statistics needs to move beyond measuring completion rates, attendance, and number of sessions provided. Utilize data to inform how training impacts business performance. For example, outcome-based metrics showing the impact training had on sales numbers, new business development, increased profits etc.

Session 205:

How to Organize Content Across Shared Learning Platforms



Adam Weisblatt

Owner,
Blank Page Learning

SHARED LEARNING PLATFORMS GUIDELINES

Effective Date: [dd-mmm-yyyy]

Business Owner: [name]

IT Owner: [name]

PURPOSE:

This document outlines the resources and procedures that help the organizations sharing learning platforms to cooperate and manage the content on these platforms for the benefit of the greater organization. Each member organization agrees to follow these guidelines and to participate in the process of amending the procedures as needed.

RELEVANT PLATFORMS:

Type	Software	Internal Name	System Admin	Documentation
[LMS, LXP etc.]	[Commercial name of system]	[System name as it is known in the organization]	[name]	[url]

GOVERNANCE BODIES:

Committee Name	Contact Person	Documentation
[Leadership Committee Name]	[email]	[url to communications folder]
[Operations Committee Name]	[email]	[url to communications folder]

SUPPORTING DOCUMENTS:

Document Name	Purpose	URL	Document Owner
[name]	[brief description]	[url]	[email]

This section may include *Policies and Procedures*, *Standard Operating Procedures (SOPs)*, *Administrator Training*, *Maintenance Review Process*, *Content Catalog*, *Participating Organization Registry*, and other relevant files.

PARTICIPATING ORGANIZATION:

Each organization that uses the above platforms should provide the information below:

Name of Organization:	
Business Sponsor / Leadership Committee Representative:	
Primary Point of Contact:	
IT Representative:	

Administrators:

Name	Email	System/Role	Training Date	Active
[name]	[email]	[system name: role name]	[dd-mmm-yyyy]	[YES/NO]

Session 207:

Practical Lessons Learned Leading a Community of Practice



Connie Malamed

*Founder, Mastering
Instructional Design*

Relevant Resources on Communities, Networks and Social Learning

Communities of Practice: Learning as a Social System by Etienne Wenger

According to Wenger, communities embody a kind of dynamic "knowing" that makes a difference in practice. It requires the participation of people who are fully engaged in the process of creating, refining, communicating, and using knowledge.

Applying Social Learning Theory To Learning Design The eLearning Coach Podcast with the Wenger-Trayners.

I speak with the Wenger-Trayners, social learning theorists, about the big ideas in their book, *Learning to Make a Difference*. They share ways that we can live and learn intentionally in a social learning context. *Listen or download the transcript.*

Recent Work in Connectivism by Stephen Downes

Connectivism goes beyond considering learning as an internal construction of knowledge. The theory posits that access to a person's external network should also be considered as learning. This article reviews the latest thinking on connectivism.

Teachers as Connected Professionals: A Model to Support Professional Learning Through Personal Learning Networks by Kay Oddone, Hilary Hughes, and Mandy Lupton

Although this model emerged from the teaching profession, this paper is relevant to anyone using social technologies for professional learning through a personal learning network (PLN).

The Role of Leadership in a Digitalized World Article by Laura Cortellazzo, Elena Bruni, and Rita Zampieri

This article reviews and analyzes the complexity and effects of digital transformation on leadership.

Connie Malamed, Leading a Community of Practice

theelearningcoach.com

masteringid.com