

October, 2 - 4

Building of an efficient and effective Learning system with coaching as core - establishing an in-house coaching culture

Moscow – October 2006

Neville Pritchard

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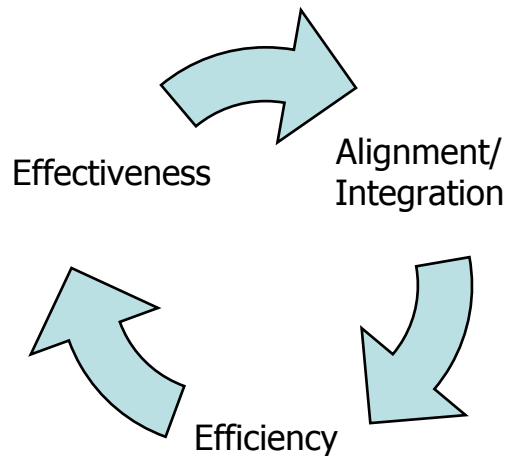
Agenda

- Learning system developments –
Trends from USA
Media development and options
Global challenges
Extent of control & operating model choices
- Role of coaching
- Establishing a coaching culture
- Learning strategy development
- Importance of measurement, evaluation and reporting
- Efficient and effective training functions
- Informal learning, blended learning – implementation!
- Coaching at the core – benefits and conclusions



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Trends from USA



- LXN challenges
- CEO Involvement
- Purpose and Positioning

- Use of research
- Handbags
- Dangers
- Potential

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LXN Value of Learning - Challenges

- To be proactive and balance desire to be involved with earning involvement
- To articulate value at enterprise, business unit and individual level
- Measurement - thorough to manage, selective to report
- To provide Governance to align and integrate
- To take responsibility for 'learning' organisation design & increase transparency
- To drive process improvement, consistency, technology, outsourcing
- To maintain/reduce costs and increase alignment with business needs

(source ASTD/IBM 2005 study of CXOs/CLOs)

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Alignment/Integration



- Only 48% effective at truly aligning development with corporate objectives (Society for Human Resource Management-2005)
- McKinsey study of HRDs – 40% believe not equipped to deliver
- Purpose and use of learning and learning experts – move to improve through debate
- Innovation
- CEO involvement
- Organisation effectiveness
- Performance Management
- Reward
- Leadership & Management Development
- Talent and succession
- Corporate Social Responsibility
- Access
- Supply
- Impact

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Cost Efficiency



- Focus on Productivity
- Selective Outsource – whole, part, partners, control,
- Increase in Coaching and development culture build
- Review of method and media blend
- OD to culture and maturity - Central/De-central/Hybrid
- Increase in Corporate Universities/Academies
- Increase in LMS co-ordination

2005 ASTD BEST award winners

- **£1088** average training spend per employee pa
- **5.14 days** formal learning hours per employee pa
- Formal Training spend = **2.86% of payroll**
- Average of **27.49%** training expenditure outsourced

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Effectiveness

- Increase in Measurement - ROI, Value, Impact activity, benchmarking
- Increase in focus on governance
- Increase in development of training personnel business acumen
- Methods reviewed
- Focus on key priorities & reduction in non essentials
- Percentage of time and investment in Leadership & Management development

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Handle with care!

- Technology 'handbags'
- The trend to Knowledge rather than learning management and opportunity provision
- Assumptions being fed to us – next generation etc.
- The move from expertise in the classroom
- Superficial v. genuine organisation talent?



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Messages



What does this mean for us?

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Media Development and options

- Consider the full range of training and learning media you utilise in your organisations

- List and discuss

- What else?

- Discuss



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Global Challenges

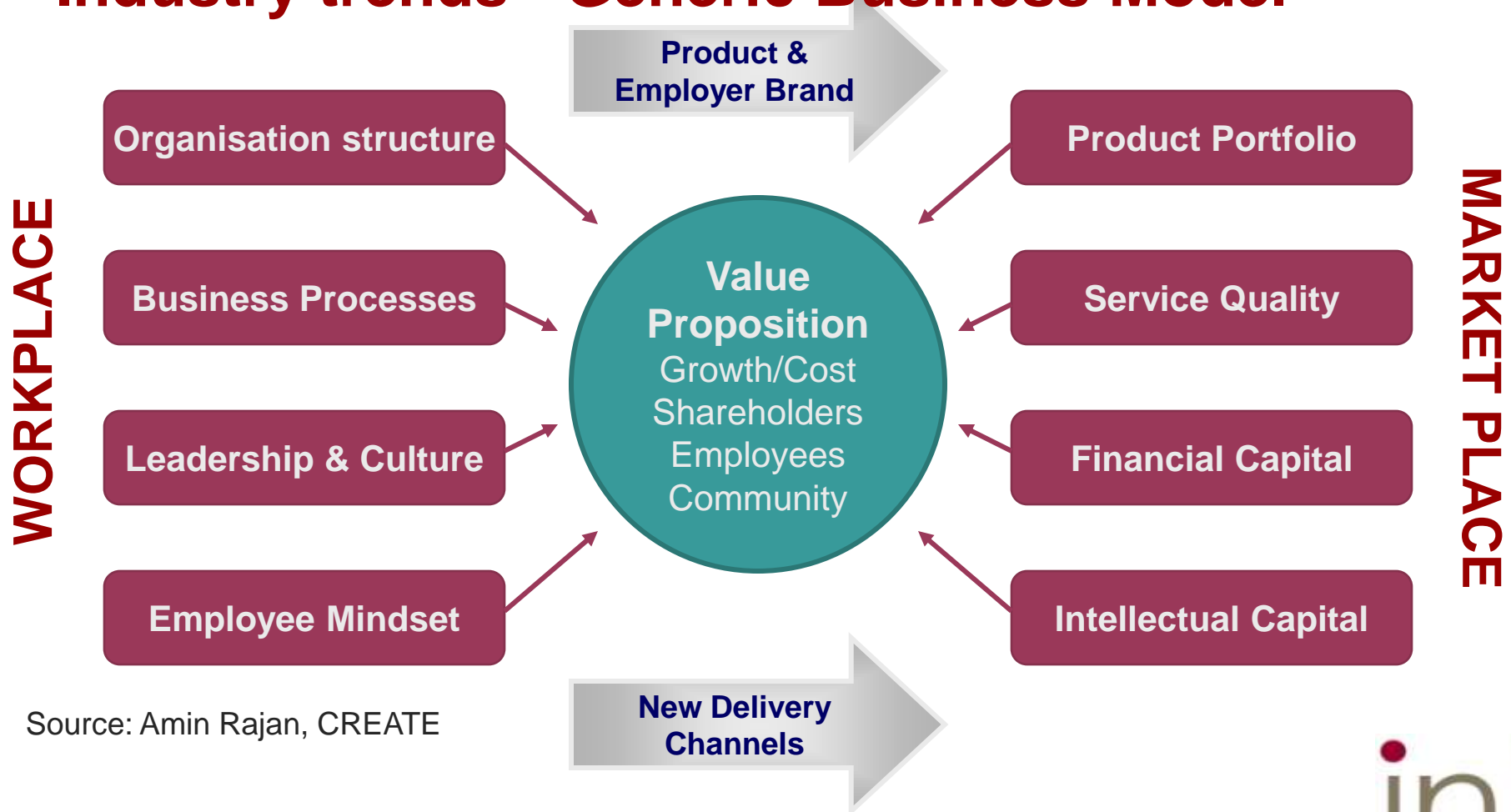


Thomas Stewart (Harvard, 2005) identifies five global challenges

- Speed – rapid organisation response and effective decisions
- Growing power of consumers
- Organization boundaries
- Low cost competition
- Decision making
- ***Add - Differentiation***

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Industry trends - Generic Business Model



Source: Amin Rajan, CREATE

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What do we need to know?

Consider in groups



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Context – Generation needs

*We have four
generations at work*



Discussion Groups

- What are their distinct differences?
- What are their strengths?
- How are we embracing their strengths?
- Are we disengaging any of them as a generation – and, if so, how are we doing so?
- What are the challenges created in terms of organisation development?

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Context - Organisation Strategy

Intent

- Performance
 - Growth -
 - Cost reduction
 - Growth and cost reduction
- Engagement
- Reputation/Brand awareness
- Capability – Innovation

Action

- Merger/Acquisition
- Centralisation/De-centralisation
- Niche focus/Diversification
- New markets, products
- Core market/International expansion/Globalisation



Link to Alignment and Integration

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Context - Organisation Culture

- ***FEAR***
- ***TRUST***

- ***BALANCE***



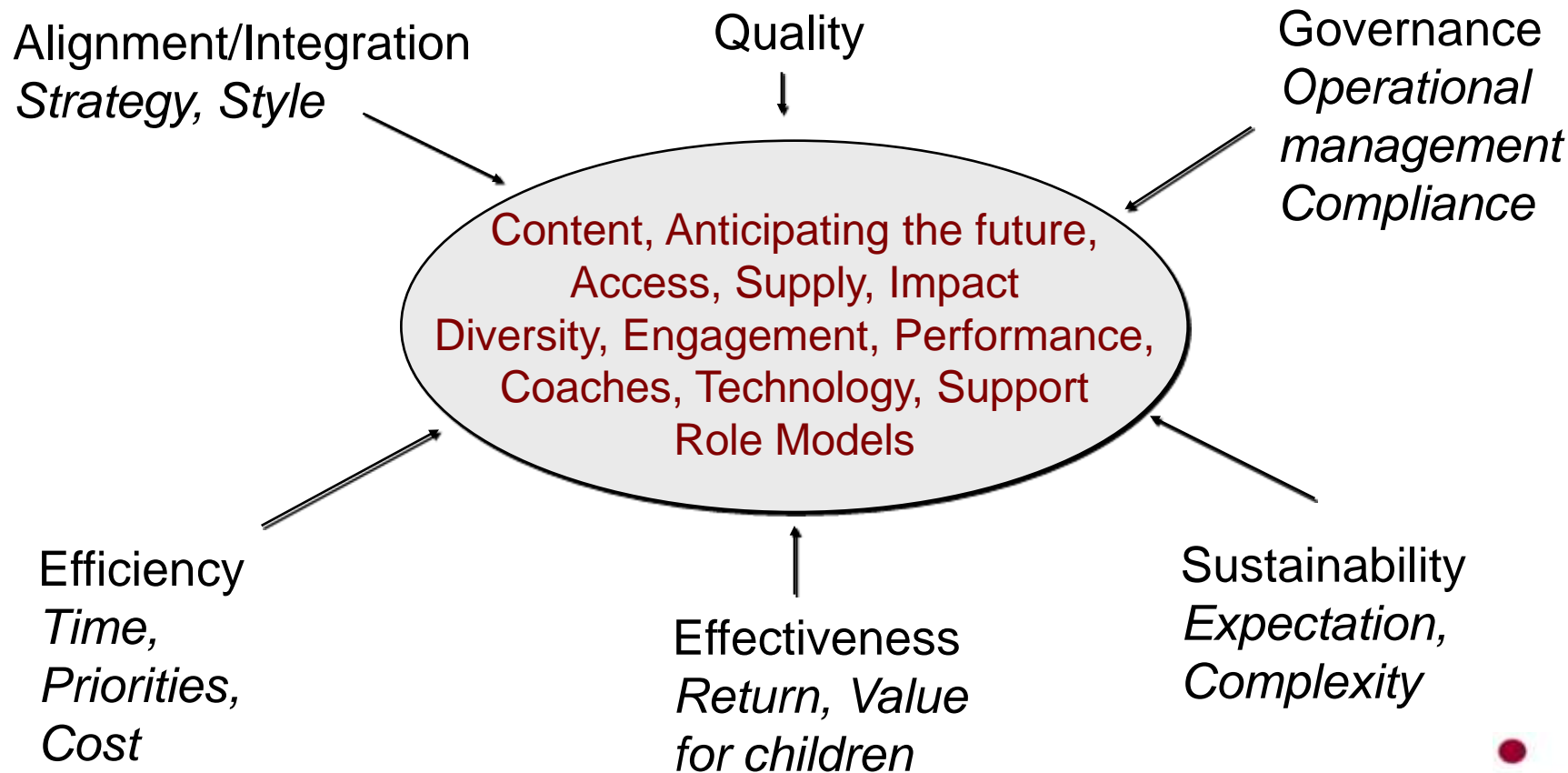
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Extent of control & operating model choices

- Centralised
- De-centralised
- Hybrid
- Business Unit alignment
- Category alignment
- Resource balance --
 - Administration and planning
 - Measurement, evaluation and reporting
 - Infrastructure management
 - Research, proposition development and best practice
 - Learning need analysis and performance consulting
 - Design – technology based, face to face
 - Delivery
 - Implementation, opportunity support and communication
 - Management and leadership
 - Specialist coaches of coaches

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L&D performance challenges – the field of play



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The role of coaching



- Focus on and use of strengths and capability development
- Performance
- Engagement
- Wasted spend on training v. focused investment in training
- Responsibility and ownership
- Roots to grow, wings to fly



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Mountains and Valleys



The habits of change - planning, logic, help and respect!

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Determine default future –



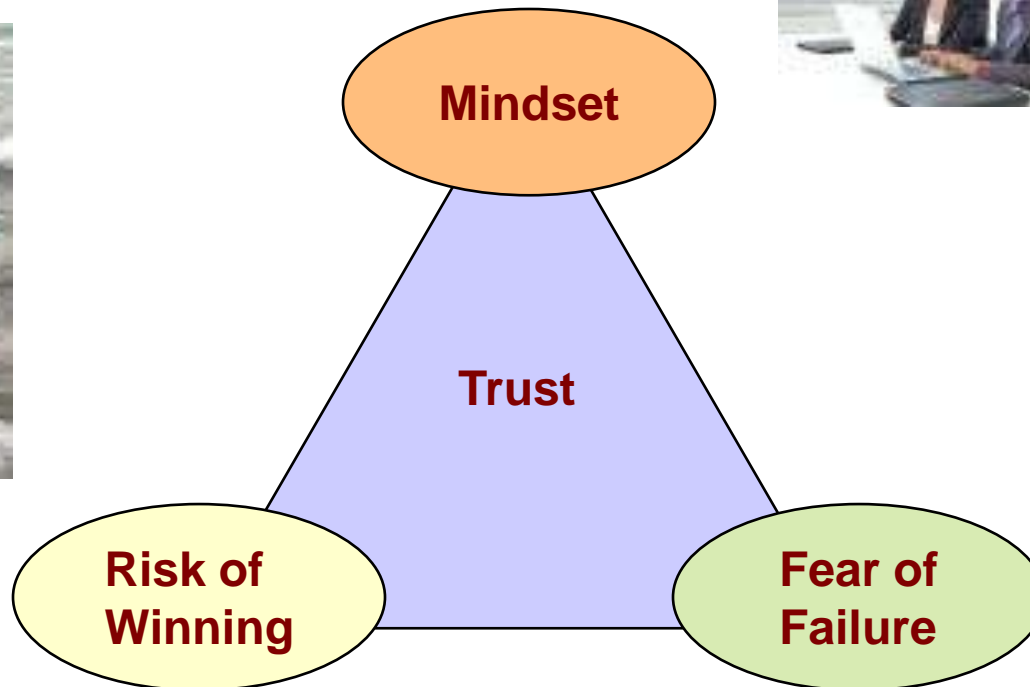
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Team first? Me first?

Consider examples of success

- Athletics European cup
- 1980 European Athletics Championships steeplechase
- 2000 World Athletics Championships 4x100m relay
- Ferrari & Michael !
- 2006 World Soccer Championships – semi final

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Creating value together

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The Pain - Case Study - British Bank

Facts

- Market share
- 'Plateau' performance
- High turnover with associated recruitment and initial training costs, damage to reputation

Indicators

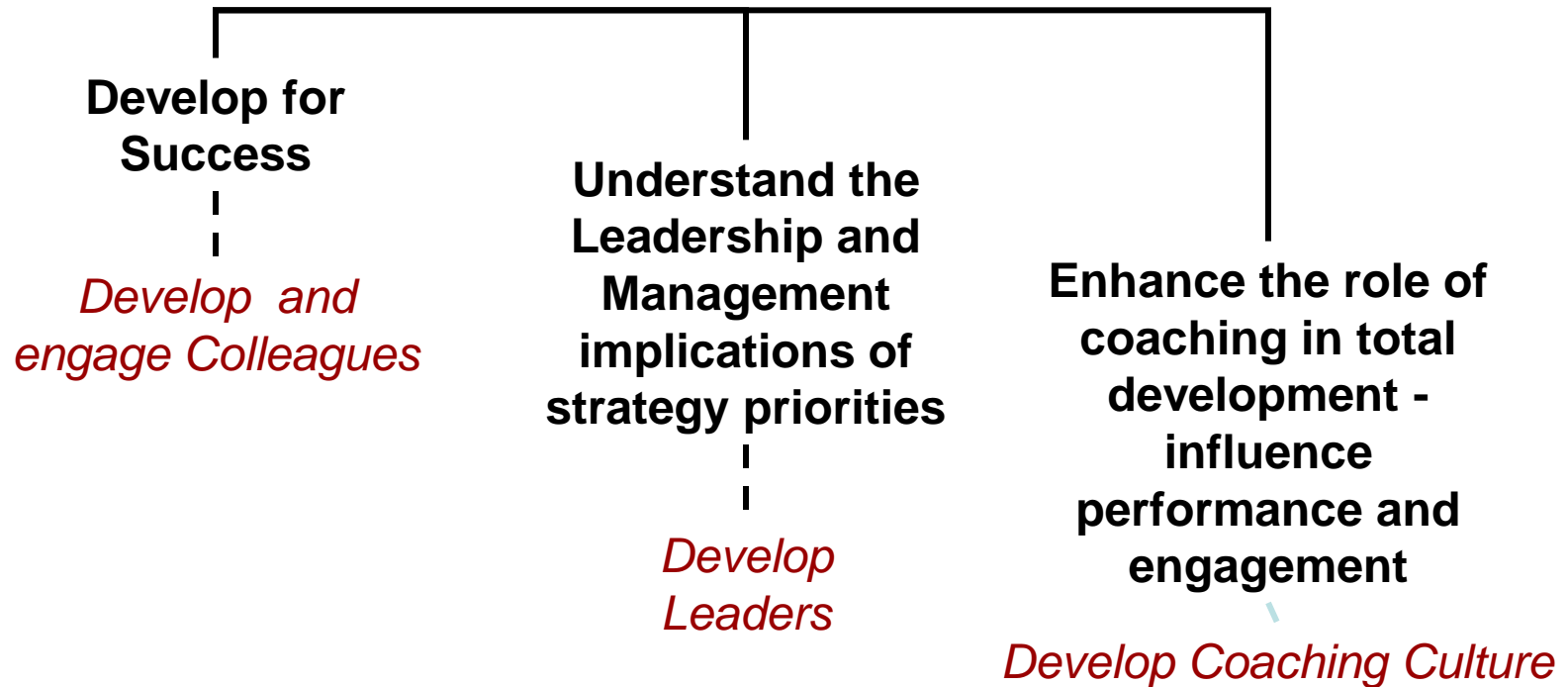
- Exit interviews- references to management
- Employee opinion survey results – declining engagement

Factors

- Age – Generation dilemma increasing disengagement
- Diversity mix
- Geographic distribution and new approach to structure
- Misplaced focus

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Alignment – Case Study - Integrate initiatives



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Coaching Culture – defined and understood

‘Where every individual is able to focus on their own performance and support others through coaching activity and be willing to receive coaching from others whatever their status and take responsibility for co-ordinating development’



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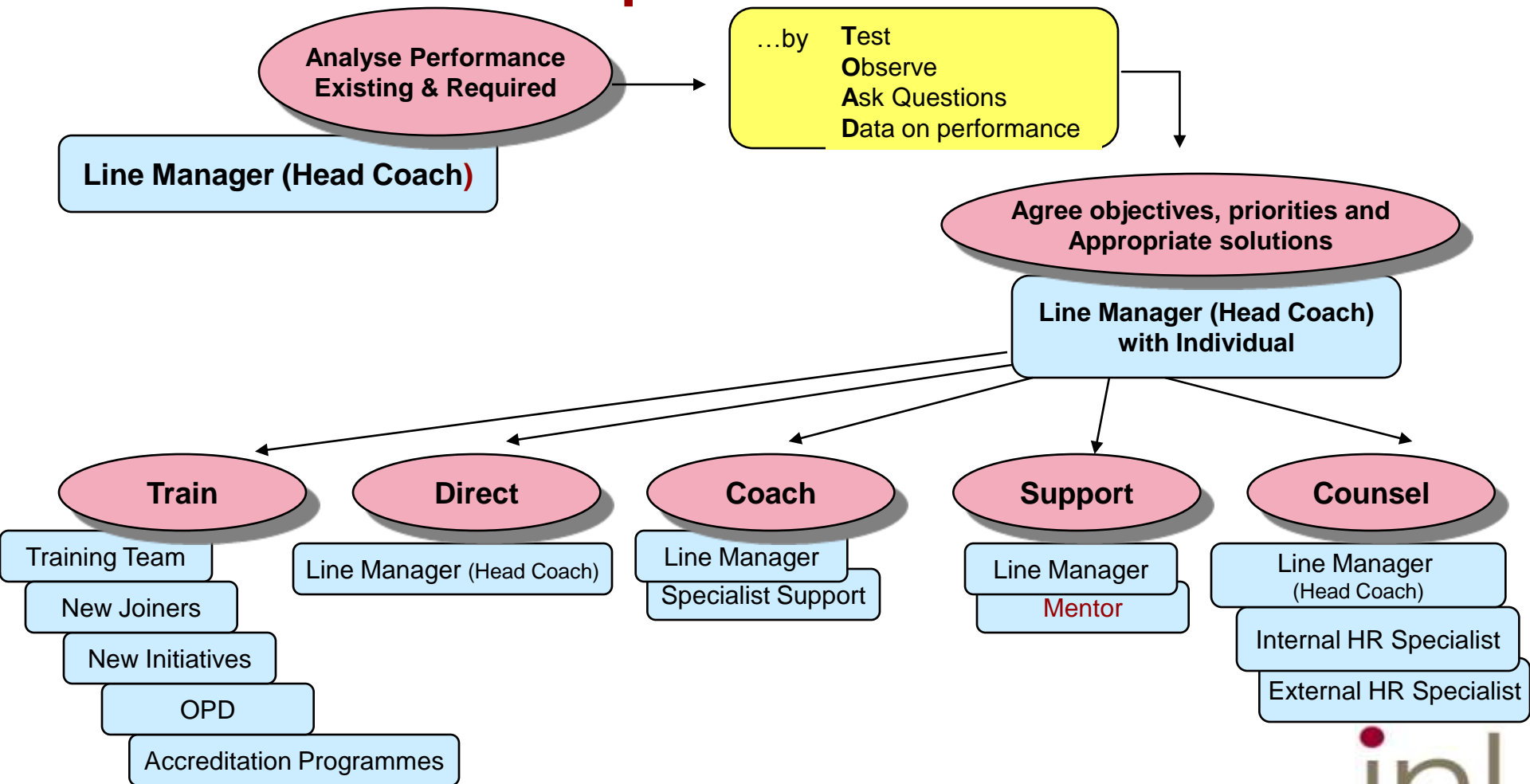
Development Framework

- Development Framework = What & Why
- Performance Development Model = How
- Performance Development Plans = When & Who



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Performance Development Model



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Responsibilities

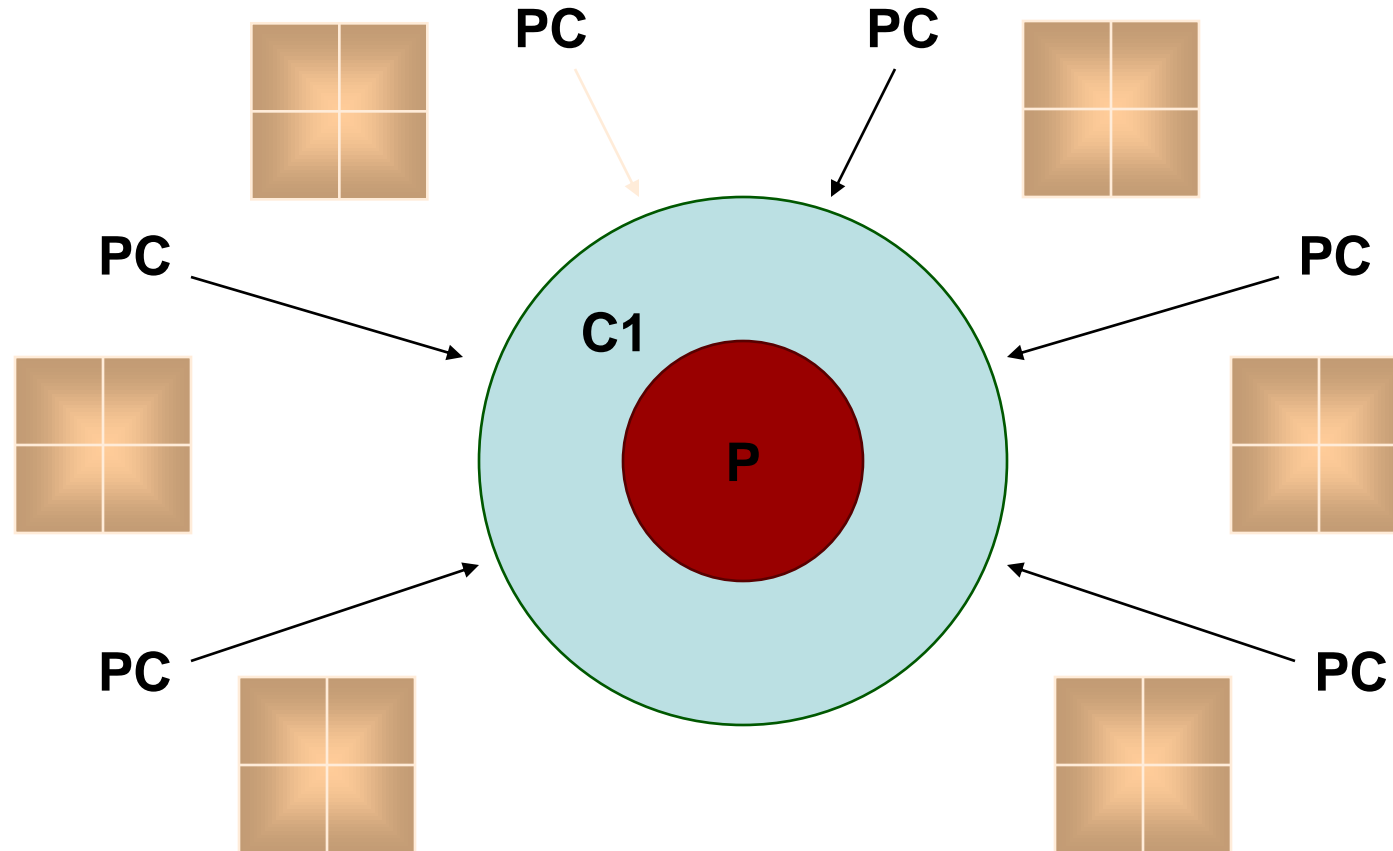
Source – Frank Dick OBE

- Leader...
- Manager...
- Coach...
- Complimenter...
- Player...
- copes with CHANGE
- copes with COMPLEXITY
- copes with PREPARATION
- copes with BALANCE
- copes with PERFORMANCE



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Coaching - Making it happen

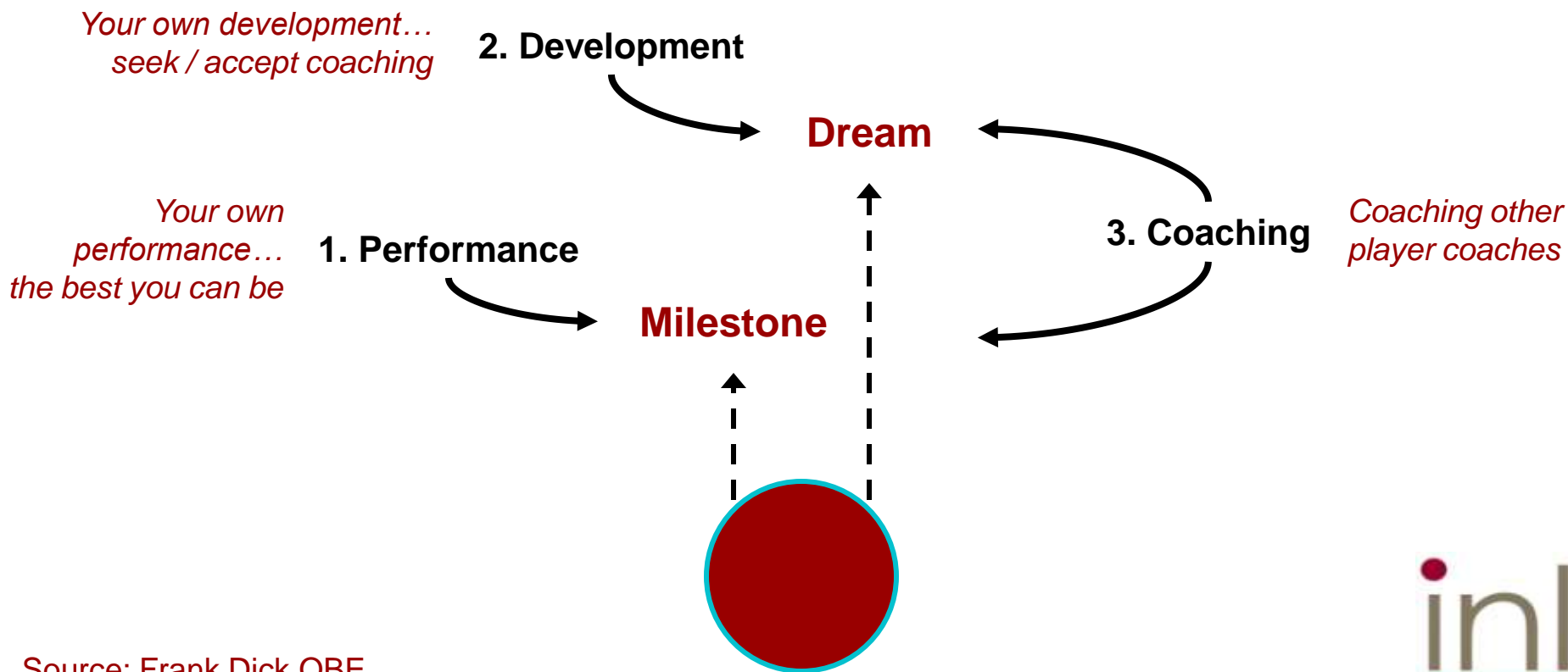


Source: Frank Dick OBE

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Coaches double vision

Responsibility for



Source: Frank Dick OBE

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Coaching - Number, Badge, You



- **Number** on you shirt...
 - Technical skills and knowledge, Role / Position,
 - Specialism
- **Badge** on you shirt...
 - Interpersonal Skills, Interdependence,
 - Co-operation / Support
- **You** in your shirt...
 - Attitude, Belief, Confidence, Desire
 - Personal Abilities, Individual Differences,
 - Intellectual / Physical / Emotional

Source: Frank Dick OBE

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Coaching – mindset

- The concept of personal responsibility can only be related when everyone is first accountable for their actions, behaviours and relationships to the mission or purpose and not to the agenda of others.



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Support tools - Coaching Website

What is coaching - Microsoft Internet Explorer provided by abbey.net

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print

Address http://www.ic.abbey-national.net/GroupTraining_Sales_Coaching/newcoach2/page13.html Go Links >>

COACHING ACADEMY

Coaching Academy Hints & Tips Feedback Training Priorities Sales Training Home

What is Coaching?

- Definition**
Definition of Coaching.
- Frank Dick**
The Frank Dick Coaching Academy.
- Coaching Concepts**
What they are & how they can be applied.
- Trust**
The importance of trust in successful coaching.
- Balance**
How work & life go hand in hand.

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Knowledge Bank

**Houses
Topics
With more
to come**

- Trainers Toolkit
- Accelerated Learning
- Analysing Development Needs
- Career Management
- Change Management
- Coaching and Mentoring
- Communication - Interpersonal
- Communication – Organisational
- Corporate Entrepreneurship
- Creating Great Teams
- Creativity and Innovation
- Customer Care
- Developing People Effectively
- Emotional Intelligence
- Facilitation
- Knowledge Management
- Leadership
- Management Development
- Managing Diversity
- Negotiation and Influencing
- Performance Management
- Project Management
- Recruitment and Selection
- Scenario Planning
- Strategic HR
- Talent Management
- Work – Life Balance
- Ethics
- Archived Topics

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Toolkits

The Toolkit contains the following material:

- » [Case Studies](#)
- » [Diagnostics](#)
- » [Exercises](#)
- » [Handouts](#)
- » [Role-Plays](#)
- » [Workshop: Managing](#)
- » [Workshop: Achieving](#)
- » [Visuals](#)

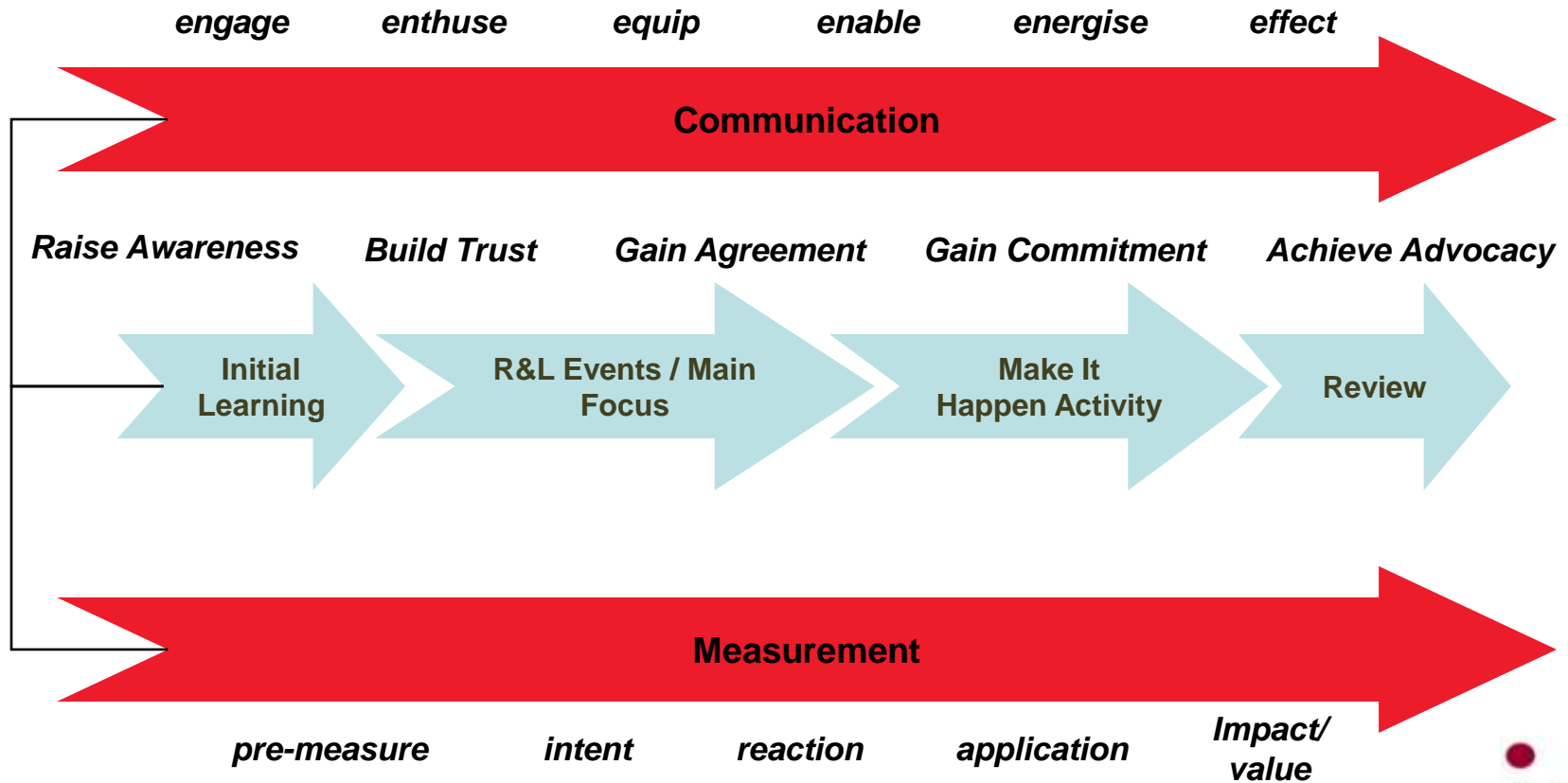
This Element contains a wide range of materials that can be used flexibly in training and organisational development interventions.

Investment into the knowledge bank – ***enables rapid design & PACE!***

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INL Six Elements of Effective Implementation

Purpose / Results



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Standards & Qualifications for Head Coaches

- List from handout
- Discuss each type and how access



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Coaching Measures - Indicators

- Small Group consideration
- Large group discussion
- Build checklist



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Learning Strategy Development

- Organisation strategy
- Organisation issues
- Current approach
- Current state audit
- Stakeholder identification and involvement
- Reporting and recommendation
- Strategy document development
- Gaining agreement
- Leading change
- Operational excellence
- Reinforcement



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Focus of Activity

Identify and Implement Best Practice in...

Matrix Activity	Strategic Projects	Operational Projects
<ul style="list-style-type: none"> Relationship Management Consultancy Design Delivery Wider group applications Coaching IT Development Management Development Selling/Service Induction Career & Personal Professional, Technical, Legislative Service Telephone/Website 	<ul style="list-style-type: none"> People Development Partnership with SBU teams Prominence/Perception shift IT / 'e'/LMS Effectiveness (BAU) Cost Management Alignment Sustainability of Investment output 	<ul style="list-style-type: none"> Shape of Learning Premises Coaching (across business) LMS Scheduling & Administration Processes Cost efficiencies Productivity enhancements Shared service/centre synergy & structure completion

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HR/L&D measurement must move..



FROM...

- Backward looking
- Discrete training events
- Reactive
- Internally reported
- HR with HR
- Lacking credibility
- Tactical orientation
- Self-justification use

TO...

- Predictive, diagnostic
- All inclusive learning
- Proactive
- Development & management focus
- Business relevance and joint responsibility
- Accountability enhancement
- Strategic orientation, alignment
- Use for continuous improvement

Source: Laurie Bassi

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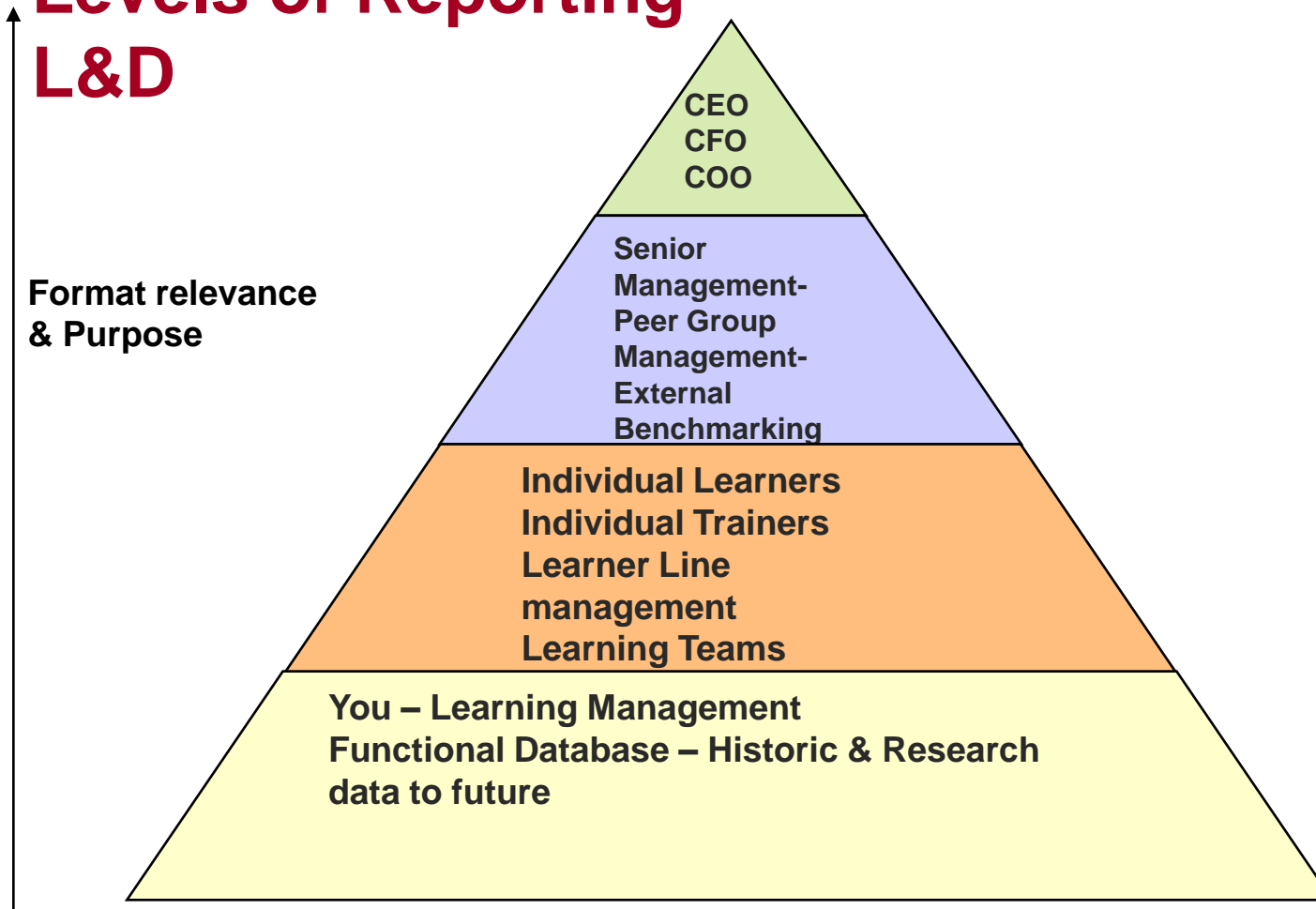
L&D Performance – How do we know?

- Foundation measures – The bureau
- Foundation measure reporting
- Decision making
- Impact levers
- Predictive human capital measures
- People risk alleviation
- The learning framework as core



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Levels of Reporting – L&D



Format relevance
& Purpose

- Purpose
- Alignment & Impact
- Trends
- Value
- Recommendations
- Proactive
- Outputs – performance management
- Action – Raise standards
- Detail – which levers ?

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Essential Attributes of a Measurement System

- Credible and Relevant
- Predictive – enable contribution and action
- Detailed at base, focussed in application
- Aligned in reporting, C level macro view from detail –
Micro, Macro, Micro,
- Collaborative – responsibility for expertise - responsibility for action and results
- Connected – identify the hidden wiring
- Descriptive – understood
- Cost-effective to operate and communicate

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Efficiency

example sub reports for Learning management team

- Investment ,Volume, Unit cost by learning category by media
- Individual trainer time analysis sheets by team & by individual – user related time
- Cancellations volume by category by programme by business unit
- Internally delivered volumes v. externally delivered
- Blended total v. one off solutions (%)
- Component costs of service as percentage of total
- Administration – component costs/time by activity by programme

How should we use them ????



**Alleviate Risks, Maximise Investment
Use to coach & shift perception**

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Effectiveness - alignment and sustainability

By Category by Media

- Reaction levels – 4 questions and free space only
- Application levels
- Test/Exam results
- ROI/Value/Success return results overview and specific programmes
Impact Consequences –
Alleviate Risks, Maximise Investment – Use to Coach & shift perception
- Note reporting and communication challenges



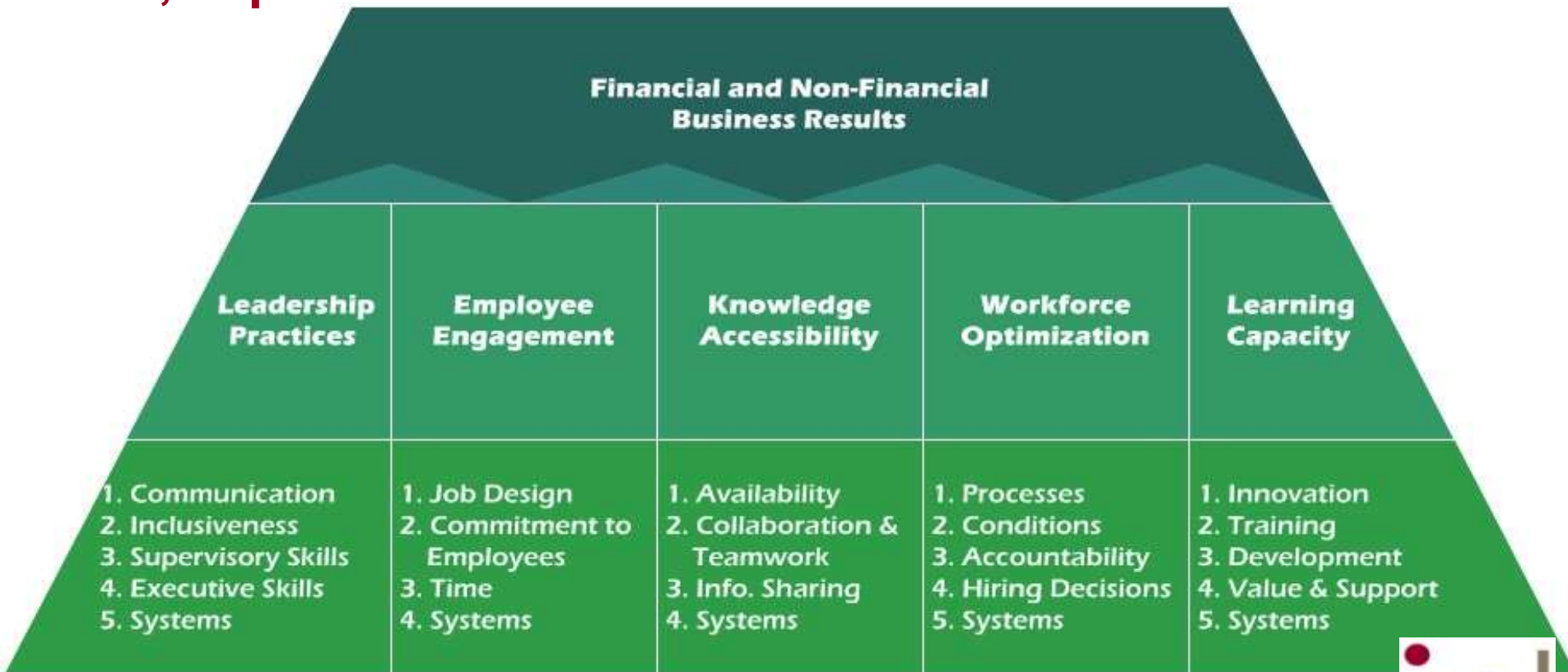
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Measurement Drawer - CEO and Board Level

CEO Priorities

- Focus is now on growth, not cost containment
- Huge skill/capability gaps
- Learning and skill development is critical to organizational (and national) productivity, growth, innovation, competitiveness
- Finding, developing, and retaining talent is top priority
- Developing flexible workforce capabilities

Source: IBM Global CEO Study, 2004 (n=450)

October, 2 - 4**T&D as part of performance and engagement
focussed HR measures –
Risk, Impact & Value**

Source – Laurie Bassi – McBassi & Company

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External Measures Drawer – Typical Benchmark Scorecard Measures

Annual Report

- Investment in learning as a percentage of total payroll
- Total investment in learning as cost
- Investment in Learning Infrastructure
- Average time invested in learning by individuals – formal training / informal coaching and self study
- Percentage of training provided internally v. outsourced
- Percentage of investment in professional qualifications / accredited programmes
- Percentage of investment by business unit by category
- Percentage of investment by medium by business unit by category
- Overall volume by business unit by category
- Value creation

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Benchmarking

To identify leading-edge practice & incorporate within organisation

Identifying BP
within the organisation

Identifying BP
within the industry

Identifying BP
across all industries

- Provide opportunities to leverage best practice
- Identify processes & practices that serve as models for performance improvement
- Highlight maximum potential for improvement
- Provide an effective context for developing measures that help executive management identify opportunities & successes
- Identify competitive comparisons on performance
- Establish a network of contacts to use for informal exchange

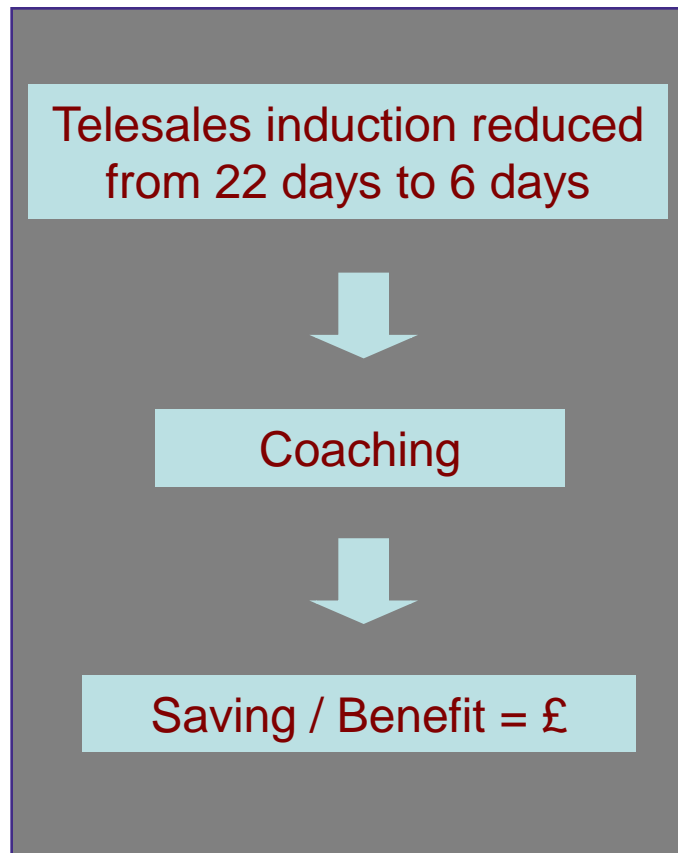
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Benefits of a system with coaching as core

- Performance focus → Results
- Increased effectiveness from learning based activity
- Better investment in training and increased impact from formal programmes
- Appropriate and balanced spend on people development
- Improved efficiencies
- Budget options
- Enhanced engagement
- Positive Impact on service
- Improved alignment, integration → influence
- Energy!

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People Development – impact of coaching as integral part of solution



- Advisors are in their role taking telephone calls much earlier, reducing customer waiting time.
- Advisors are building up confidence in answering phones, developing product and business area knowledge and experiencing the bigger picture.
- Advisors' development is better controlled – they don't move onto the next phase of the training programme until they and their managers feel that they are ready.

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Sales Coaches as central development support

- | | | | |
|--|-------------|-------|-------|
| • Previous Induction period to fully competent | 9-12 months | 25000 | |
| • Cost of training f2f | | | 2500 |
| • Distance learning | | | 500 |
| • Assessments | | 400 | |
| • Cost of manager/peer support | | | 10000 |
| • Total | | | 38400 |
| (High level figures) | | | |
| • Current Induction period 4- 6 months | | 12500 | |
| • Sales Coach – 30% x 6 months | | | 7000 |
| • Cost of training f2f | | | 1500 |
| • Distance learning | | | 500 |
| • Assessments | | 300 | |
| • Manager/peer support | | | 2000 |
| • Total | | | 23800 |
| • Value potential $\text{£}14,600 \times 250\text{pa} = \text{£}3,650,000$ – | | | |
| • fixed & variable direct costs of $\text{£}1,450,000 \rightarrow$ saving of $\text{£}1,200,000$ in year one | | | |
| • (+0.5% to operating profit) | | | |

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Learning and Development – the need for PACE!

Performance, Action, Coaching, Engagement



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The Way Forward - PACE

- Communication is aligned with development
 - Reward and recognition are aligned with development
- Development is aligned and integrated with organization effectiveness and performance with coaching as core default
- Employee Engagement is enhanced to the benefit of organisation and customers



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Considerations – coaches, technology, support, role models

- Consistency in understanding of what good looks like & IS – rhetoric & reality must meet!
- Corporate conscience - ensure targeted learning is exhibited by role models
- Involve the Board – seek opportunities
- On-boarding, recruitment & induction links – build on & enable strengths
- Consistency of language – AIGEEES!
- Coaching culture, coaching walls, coaching framework
- Let go & control co-ordination!
- Don't buy handbags unless they match the suit, dress, shoes & jewels!



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Getting Effective – our journey from efficiency to efficiency and effectiveness

- Establish Coaching at the core
- Take Responsibility for ALL six elements, especially ‘make it happen’
- Measurement and reporting
- Take action to continually improve
- No surprises, No defence
- Role model
- Provide support tools
- Ensure quality throughout – get the best
- Ensure governance – train the auditors
- Open the door
- ***Win***



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Neville Pritchard

INL Consultancy Ltd

neville@inlconsultancy.com

+44 7886 559 669

+44 207 553 9753

www.inlconsultancy.com

The Learning Sanctuary Ltd

neville@thelearningsanctuary.co.uk

+44 845 833 1178

www.thelearningsanctuary.co.uk

inl
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