

Learning & Development Strategy in the Global Wired World

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Session Purpose

Provide a Systematic Methodology

for designing

Learning & Development Strategies

at the

Corporate, Business Unit, or Function Level

driven by

The Strategic Needs of the Business

and integrated with

Other Performance Support Systems

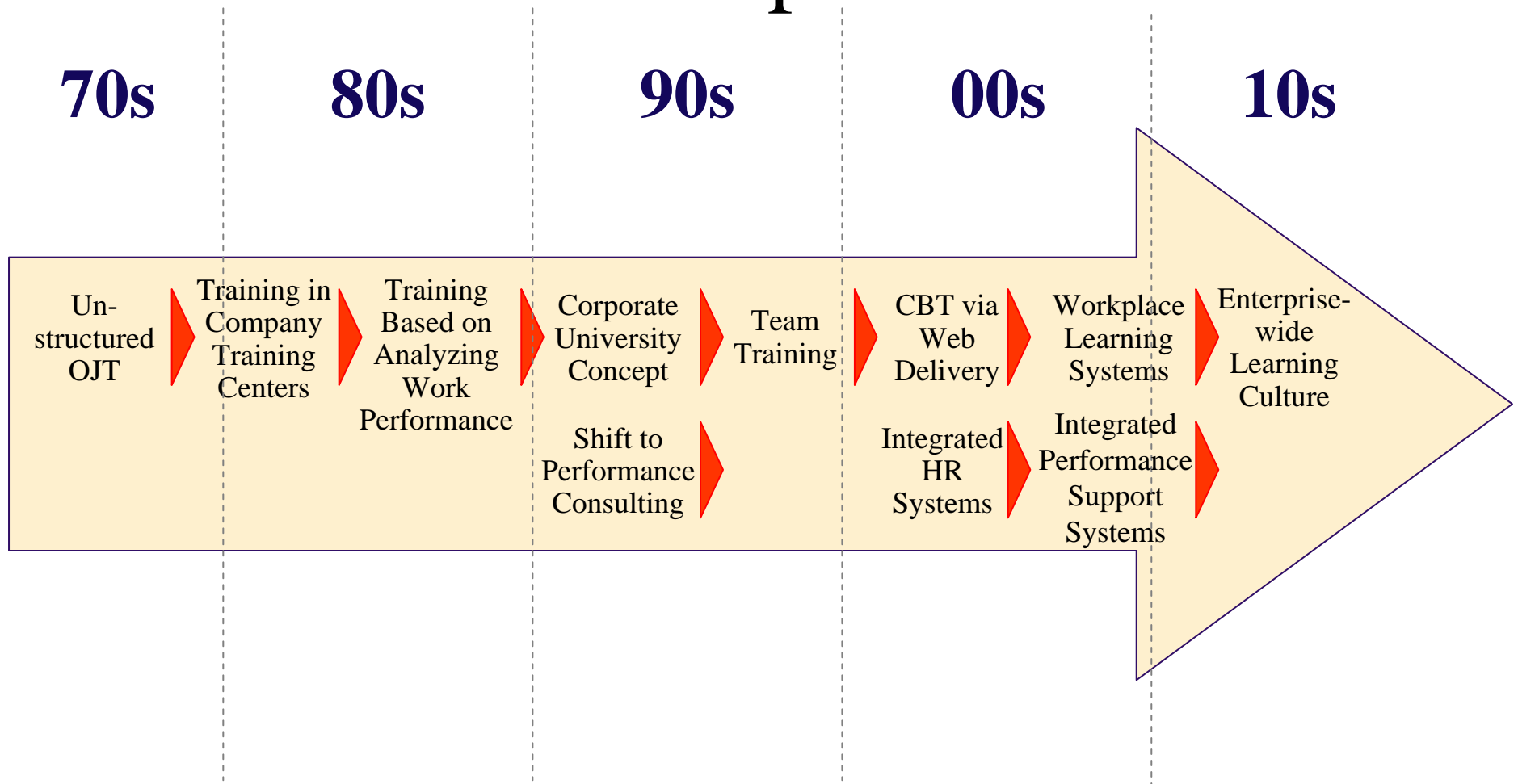
Objectives/Expected Benefits

- Learning & Development Strategy process
- Example Learning & Development Strategies
- Example redesigned Learning & Development departments

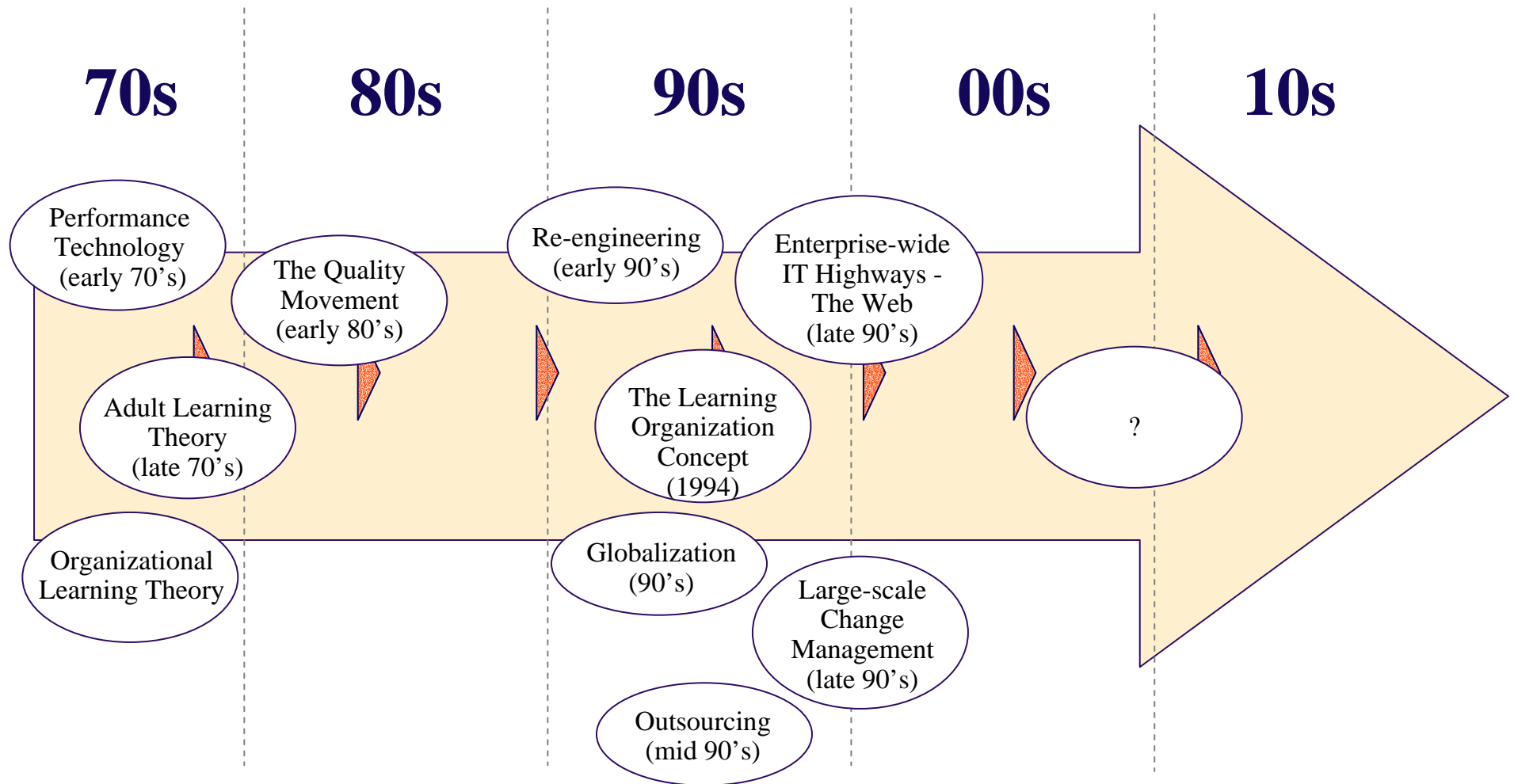
Ray Svenson

- 24 years as a performance improvement consultant to top corporations
 - Business strategy deployment
 - Learning & Development Strategy
 - Organization design
 - Large scale performance interventions

Evolution of Learning & Development



Factors that Influenced the Evolution of Learning & Development



Business Strategies That Drive Learning & Development Needs

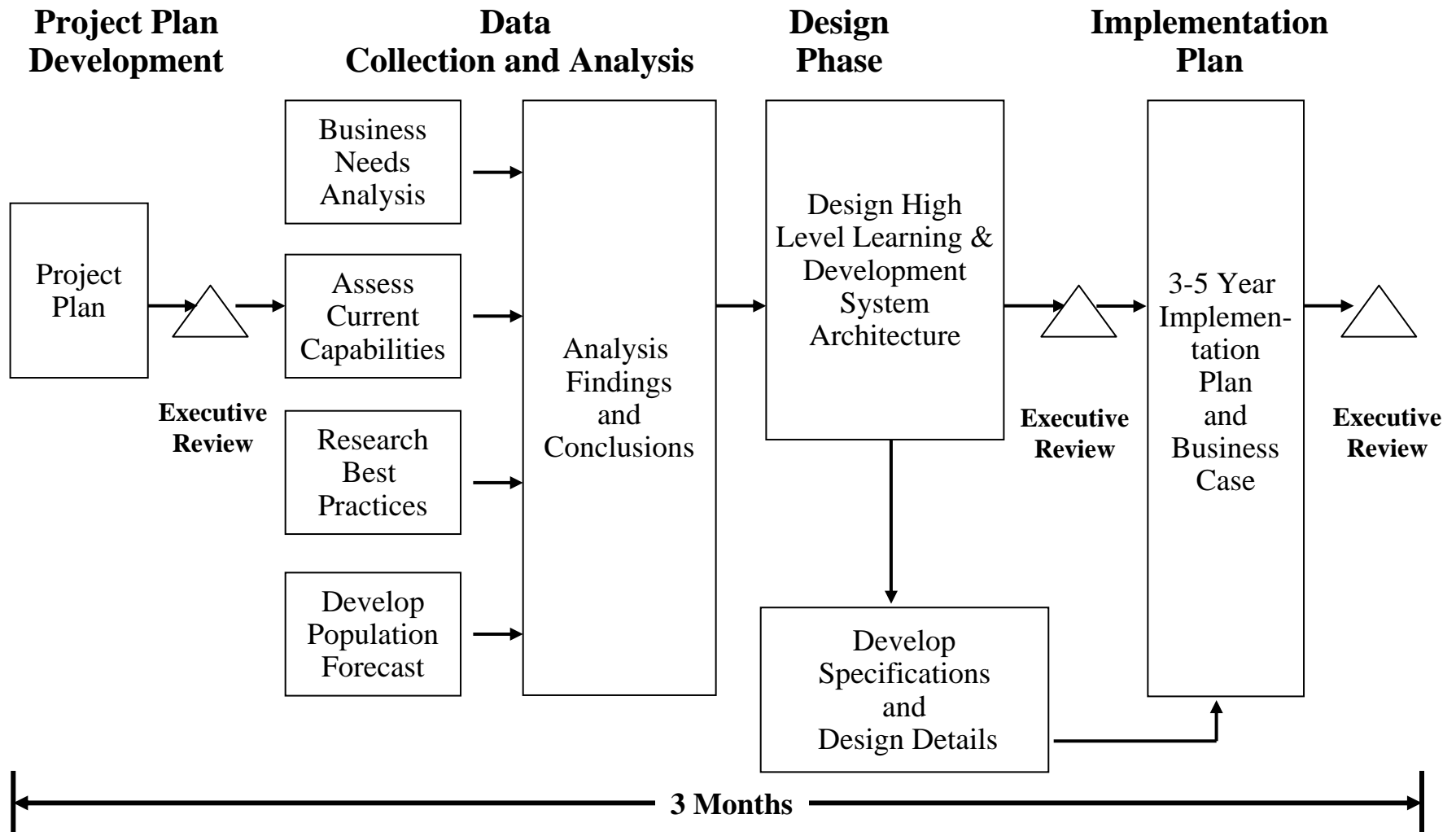
- Growth
- Acquisitions
- Operational excellence
- Globalization
- Systems and products innovation and integration
- Organizational capabilities and core competencies
- Developing human assets

Learning & Development must become part of the
Strategy Deployment Process

Learning & Development Strategy

Process Overview

Project Process Map



Project Plan

Contents	What It Contains
Purpose and Rationale	<ul style="list-style-type: none"> • What this project is for • Why you are doing it now
Scope	<ul style="list-style-type: none"> • What parts of the business • Target audience segments • What areas of learning & development • Time horizon
Deliverables	<ul style="list-style-type: none"> • List of work products to be produced
Approach	<ul style="list-style-type: none"> • Process map and timeline • Project organization and staffing
Roles and Responsibilities	<ul style="list-style-type: none"> • Executive Sponsor(s) • Project Manager • Working Team/Design Team • Executive Review Team(s) • Consultants • Other part-time resources
Tasks, Time Estimates, and Schedule	<ul style="list-style-type: none"> • Tasks per phase • Time of each resource per task • Detailed flow chart • Overall time and expense budget

Business Needs Analysis

What to Look For

- Business strategies and plans
- Major initiatives
- Product/service deployment
- Performance and learning needs in the field

How to Find It

- Interview
 - Executives
 - Initiative leaders
 - Product managers
- Read documented plans
- Conduct focus groups

Assess Current Capabilities

What to Look For

- Learning & Development organizations in the company
- Services and products offered
- Processes followed
- Staff size and capabilities
- Facilities
- Information infrastructure
- Budget
- Governance/customer account management
- Overall capacity
- Quantitative and qualitative results

How to Find It

- Interviews
- Survey instruments
- Site visits
- Assessment conference

Research Best Practices

What to Look For

- Who is doing what that fits your situation

How to Find It

- Literature search
- Benchmarking consortia
- Interviews
- Site visits

Develop Population Forecast

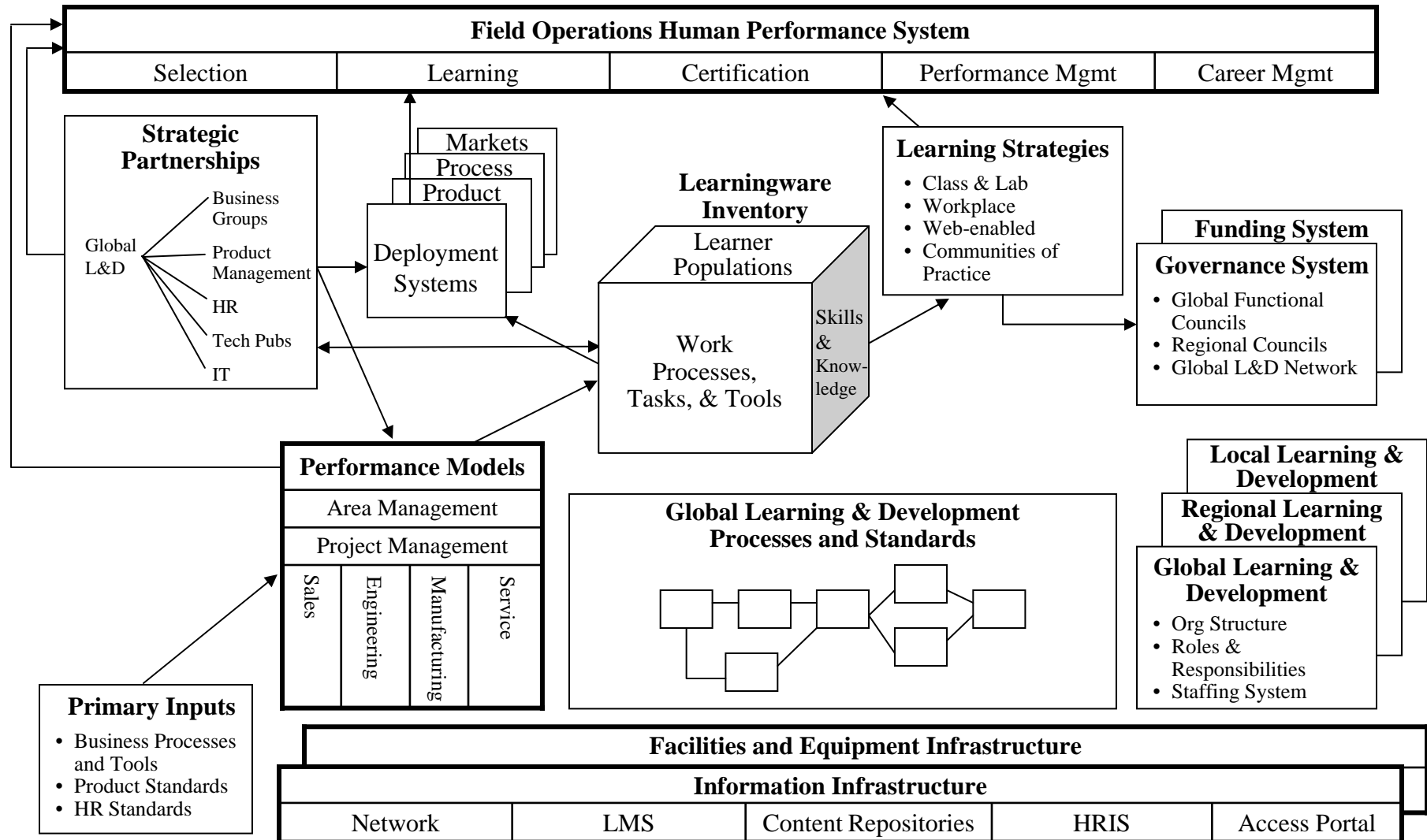
- Segment the population by
 - Function
 - Geography
 - Organization (e.g., Business Units)
 - Levels/hierarchy
- Collect data
 - Historical population by segment
 - New entries (growth plus turnover)
- Forecast future
 - Population
 - Growth plus turnover

These numbers drive the quantitative
Learning & Development requirements

Summary of Analysis Findings and Conclusions

1. Learning & Development implications of the business drivers
2. Quantitative analysis of future population to be served
3. Assessment of current capability to serve the needs
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
4. Relevant best practices
 - Internal
 - External
5. Potential integration of performance support elements
6. Consequences to the business

Design a High-Level System Architecture



3-5 Year Implementation Plan

Work Streams	Year 1	Year 2	Year 3
Building the "Curriculum"	Leadership CA Sales CA Mfg CA Field Operations CA	Development Development Development Development	
Deploying the Learning Strategies	Regional Strategy Development Europe Strategy Deployment	Asia NA Europe Asia	LA LA NA LA
Building the Learning & Development Organization and Staff	Core Organization Governance	Europe Region NA Region Asia LA	Africa LA
Building the Facilities and Information Infrastructure	LMS Hosting Regional Learning Centers	Europe N.A. Asia	L.A. Africa
Delivering Learning & Development Services			

Business Case

2-3 Year Cash Flow Projection

- Expense
 - Capital
- } Various scenarios of accomplishments

Expected Benefits

- Quantitative
- Qualitative

Cost/Benefit Analysis (use company standard business case model)

- Value of benefits compared to cost
- Risk of not going forward

Learning & Development Strategy

Example Strategies

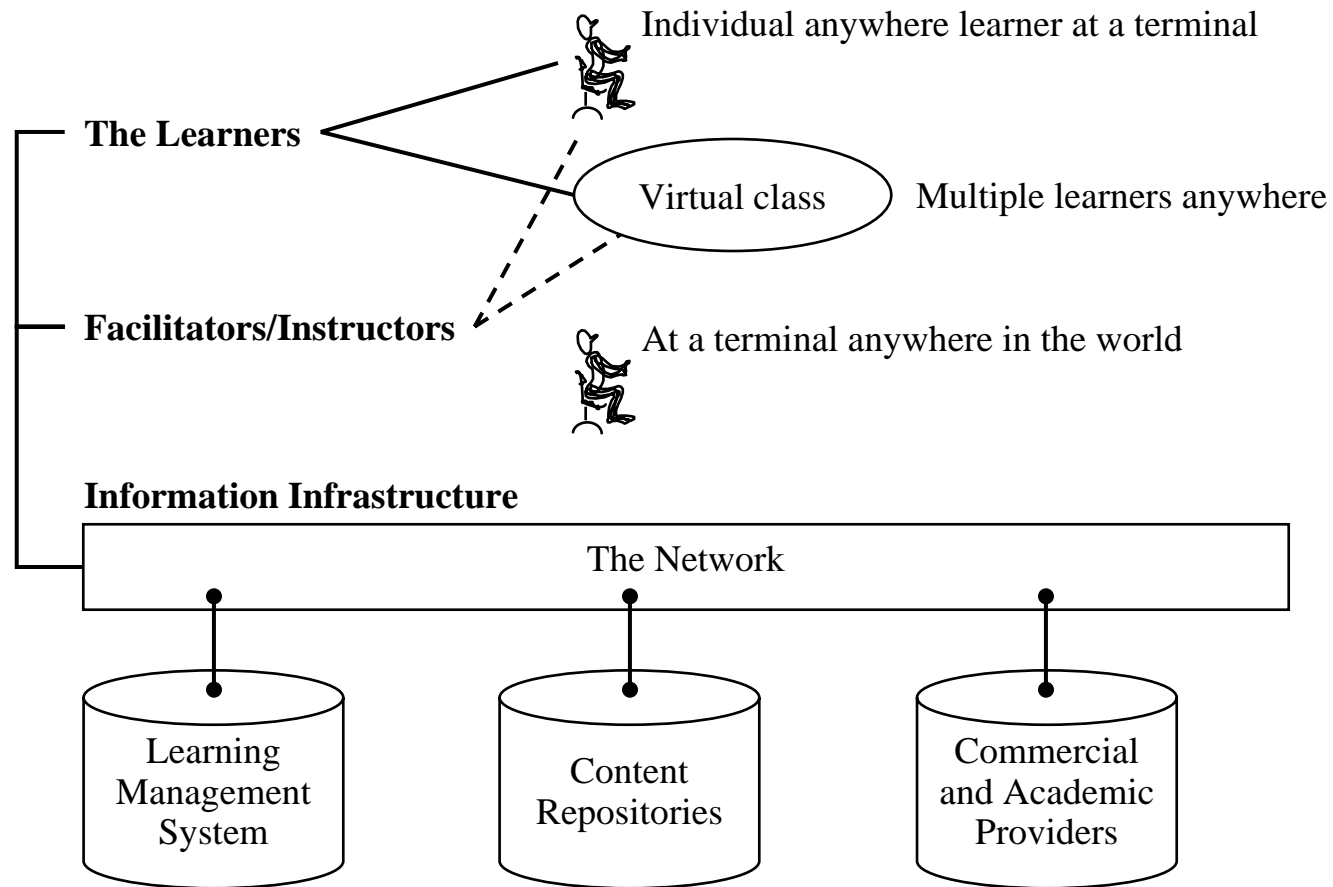
Strategy #1: e-learning

Strategy #2: Workplace Learning Systems

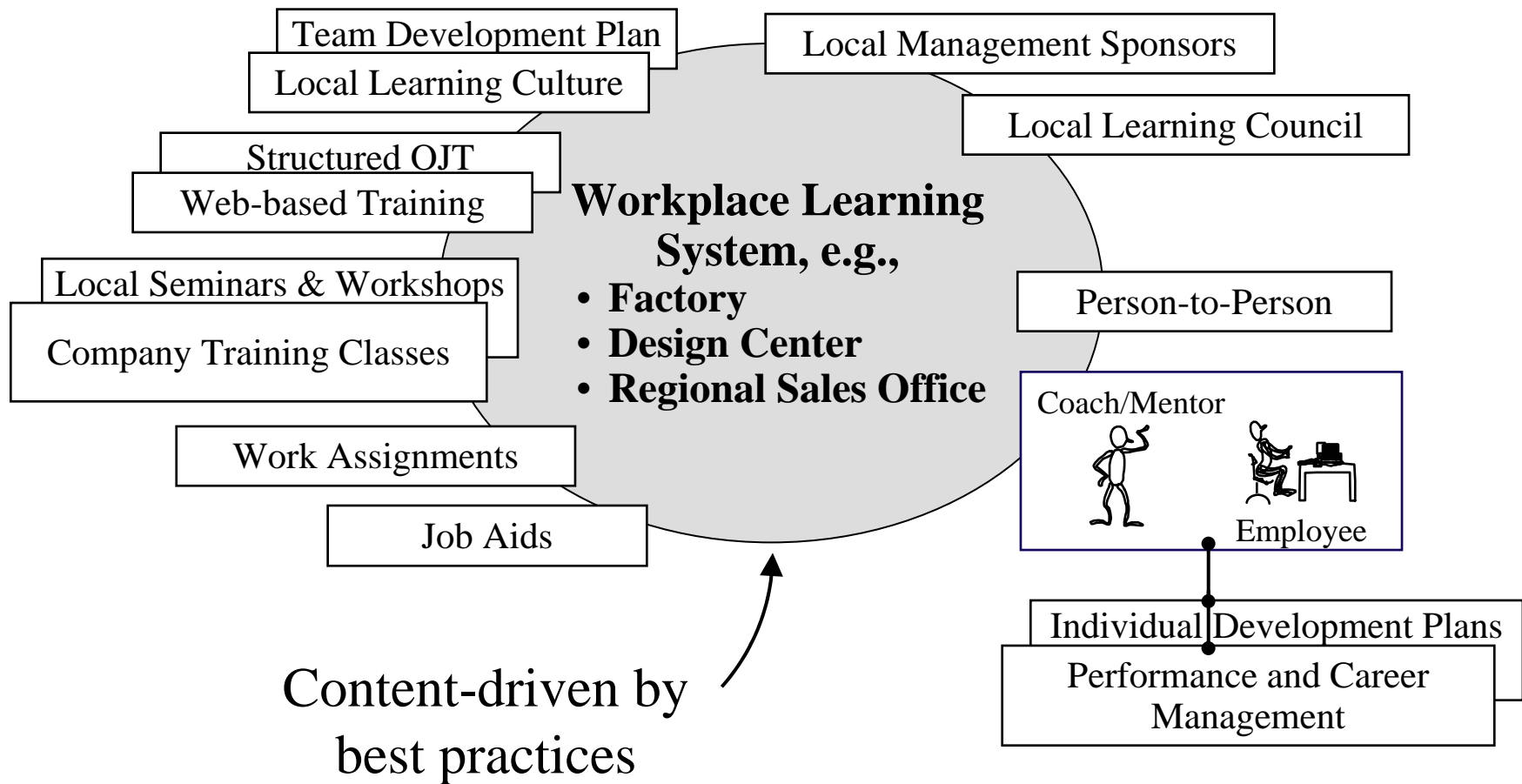
Strategy #3: Communities of Practice

Strategy #4: Integrated Human Performance Systems

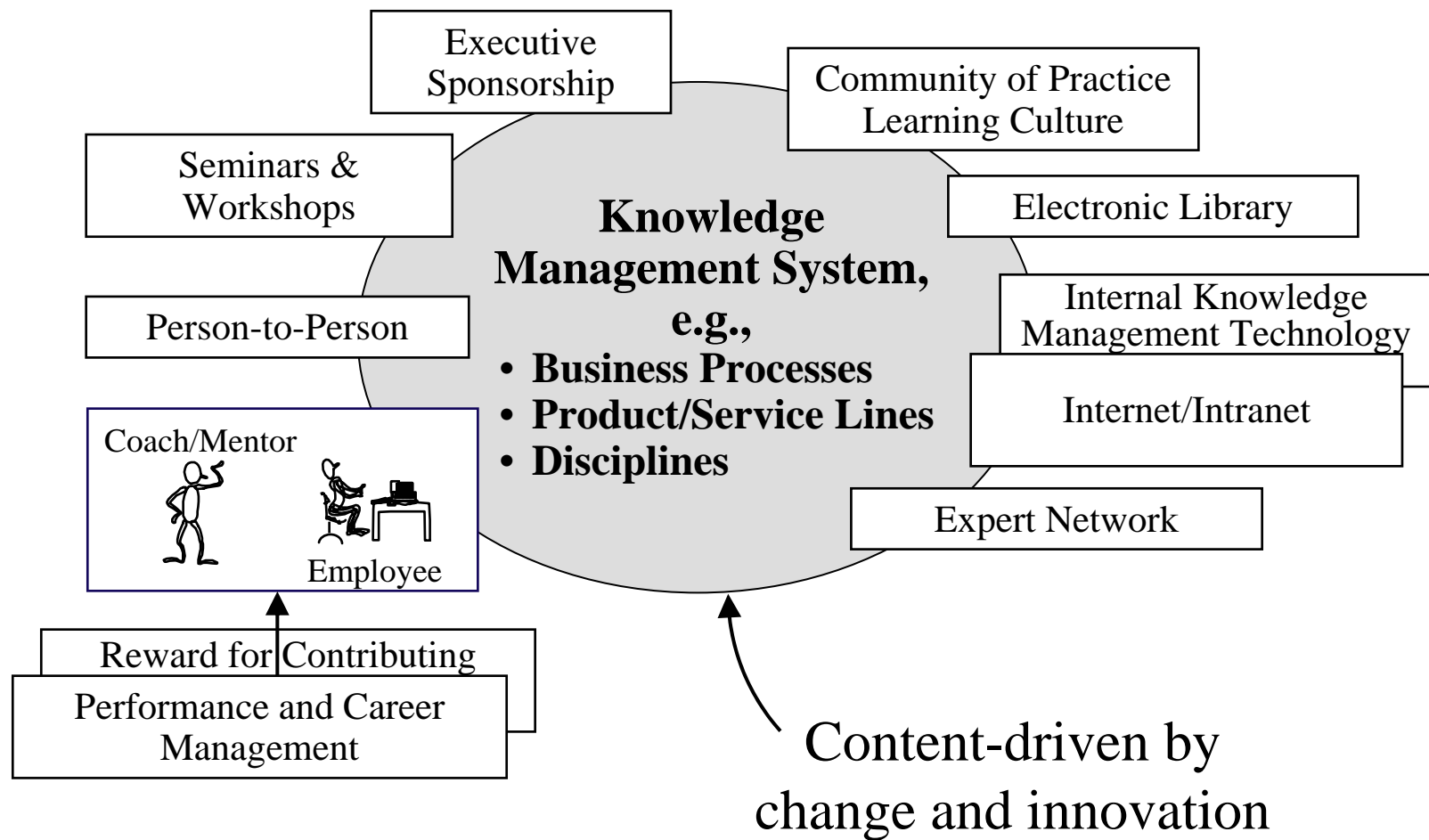
Strategy #1: e-learning



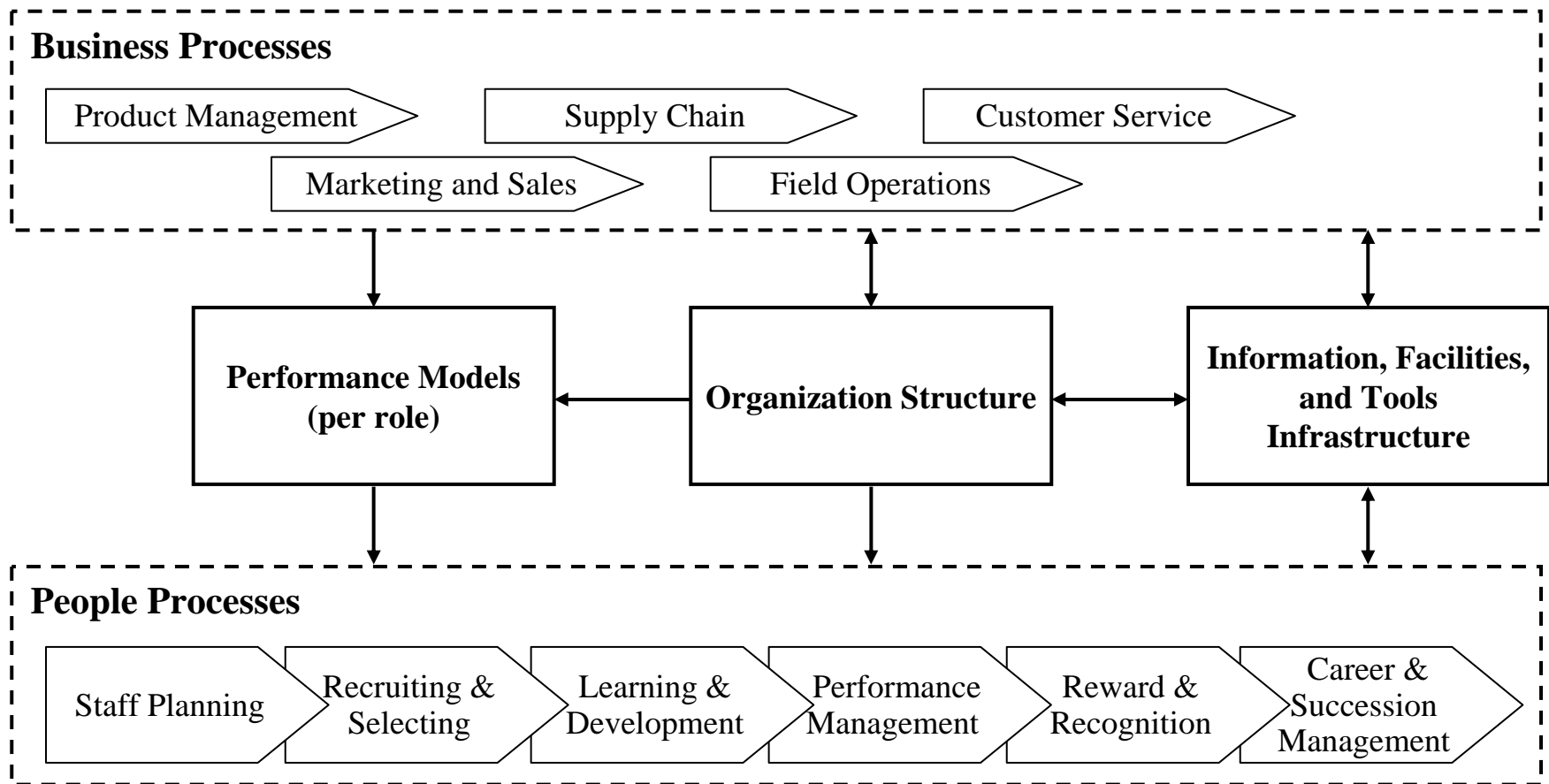
Strategy #2: Workplace Learning Systems



Strategy #3: Knowledge Management Systems



Strategy #4: Integrated Human Performance Systems



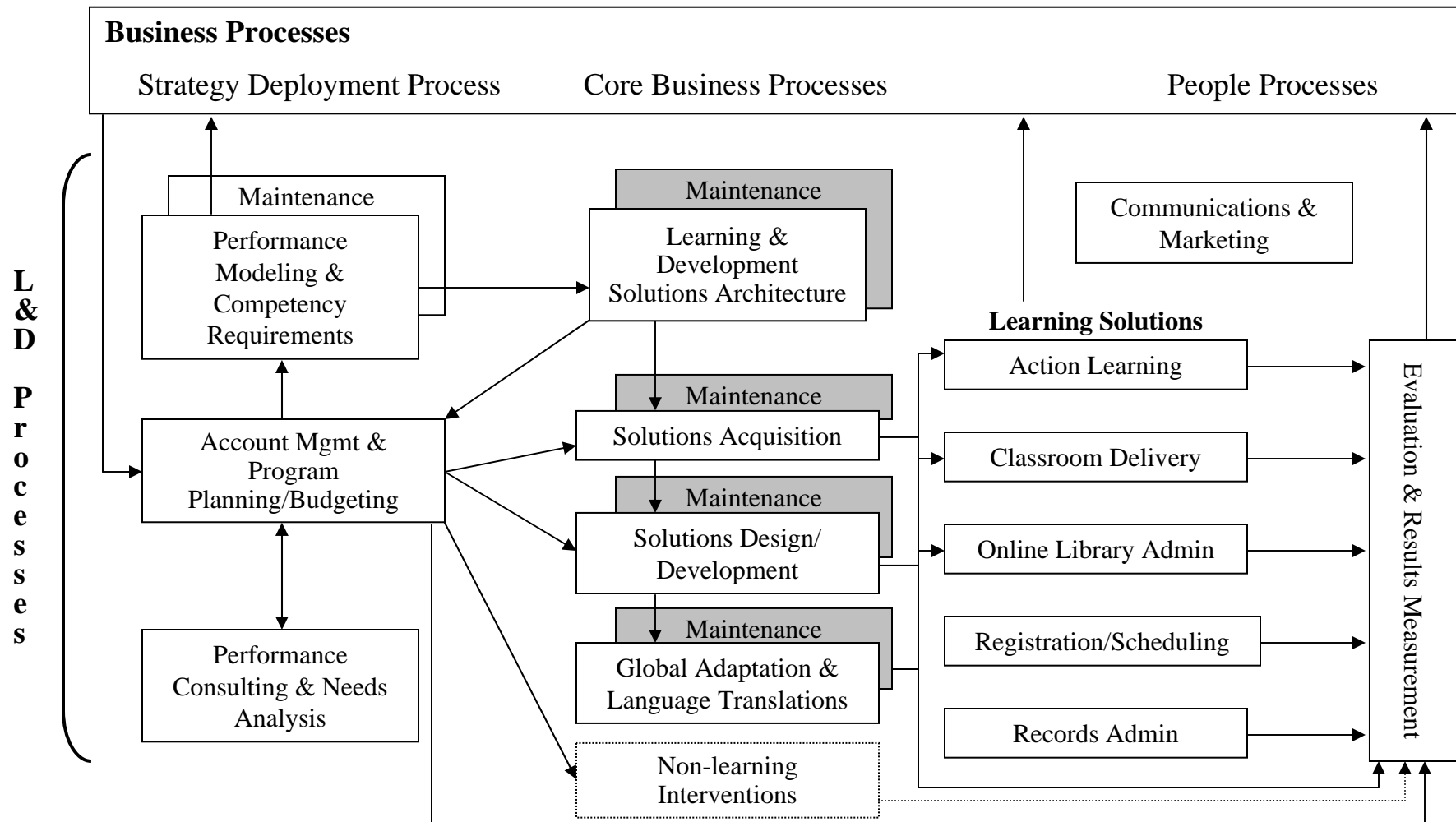
Learning & Development Strategy

Example Services and Processes

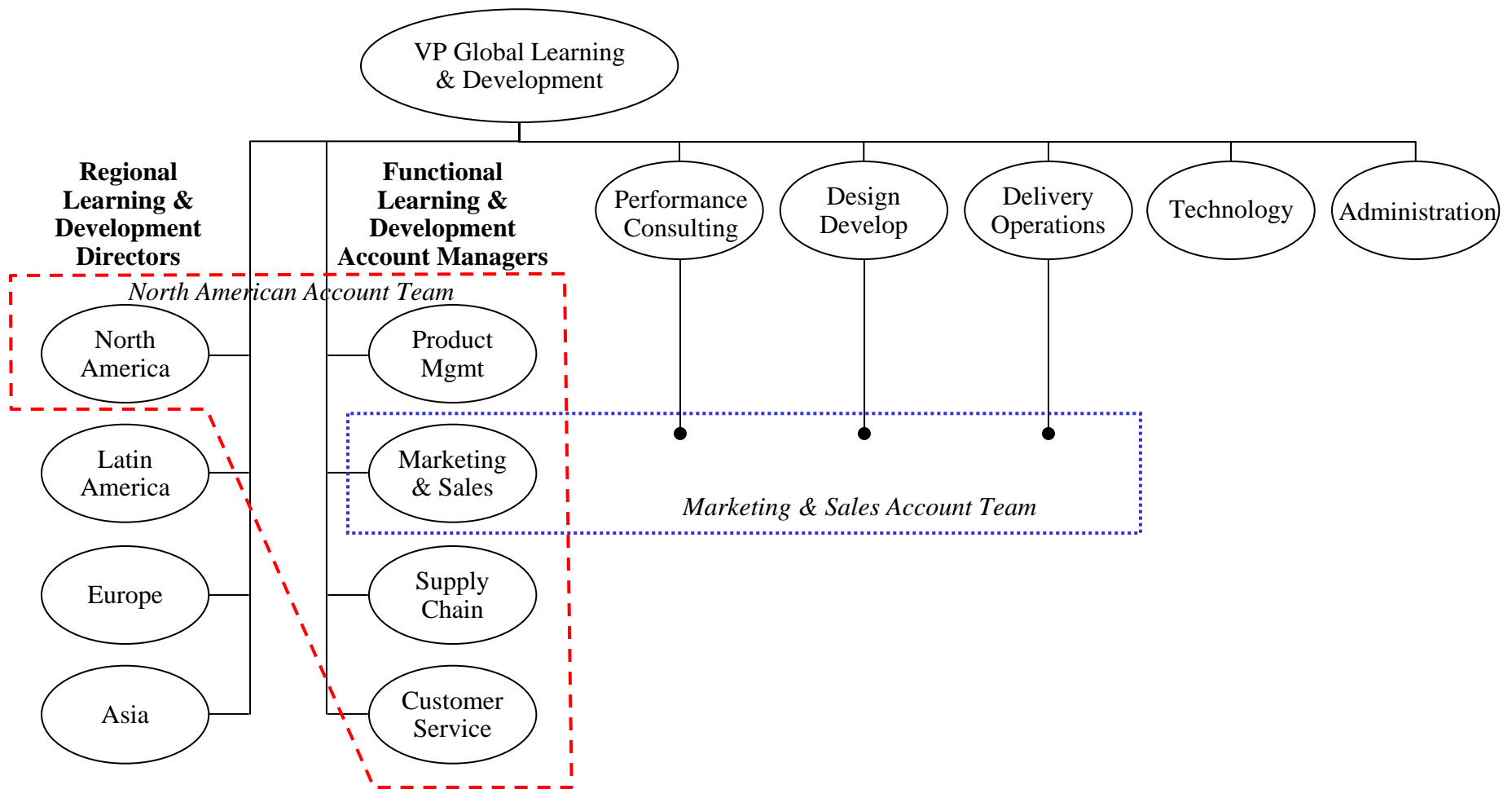
Example Learning & Development Services

Narrow	Broader	Broadest
<ul style="list-style-type: none"> • Analyze training needs • Design curriculum architectures • Design/develop training interventions and job aids • Deliver training • Administer training system 	<ul style="list-style-type: none"> • Analyze performance of jobs and work groups/functions • Design and implement workplace human performance interventions • Performance consulting • Design/implement qualification/certification systems • Partnership with HR for performance-based people development systems 	<ul style="list-style-type: none"> • Analyze performance of cross-organizational business processes and whole businesses • Strategic partnerships with HR, IT, Quality, OD, and Communications to design macro-performance solutions • Business strategy deployment

Example Learning & Development Processes (Company-Level)



Example Global Learning & Development Organization



How to Involve Senior Management and Gain Their Commitment

- Executive Sponsor(s)
 - Executive Steering Team
 - Executive Interviews
 - Governance Boards and Councils
 - Account Management System
- Part of the Strategy Project
- Ongoing

- Let them make the business decisions
- You frame the options and do the decision analysis for them

How to Sell the Need for Engaging in the Process

1. Develop a mini business case (maximum 2 pages) →

2. Enlist a powerful Executive Sponsor who will: →

- Help with the business case
- Sell it to senior management
- Fund the project

Business Case for Creating a Learning & Development Strategy

1. Business strategies/goals and their learning implications
2. Value of achieving the business goals (\$ billions)
3. Likely cost of addressing the learning implications (\$10s of millions)
4. Current capability to meet learning implications
5. Proposed strategy project
 - What
 - When
 - Cost (\$ hundreds of thousands)
6. Cost/benefit rationale of project
 - Provide blueprint to spend \$10s of millions wisely to protect \$ billions in business results

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