

Designing Learning Strategy to Deliver Competitive Advantage

Webinar Series

November 19th, 2015

Human Capital Growth
Excellence through evidence

Presenters



Dr. Shreya Sarkar-Barney
HCG President & Founder

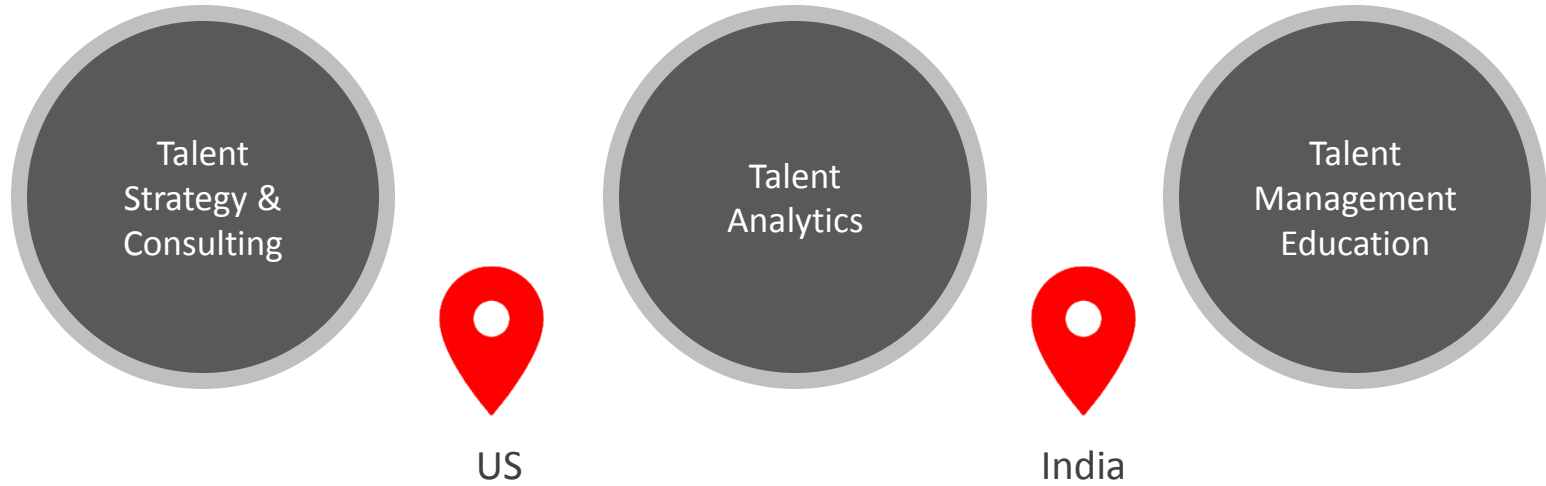


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Human Capital Growth

Excellence through evidence

We help organizations achieve better outcomes through talent using science, analytics, and empathy.

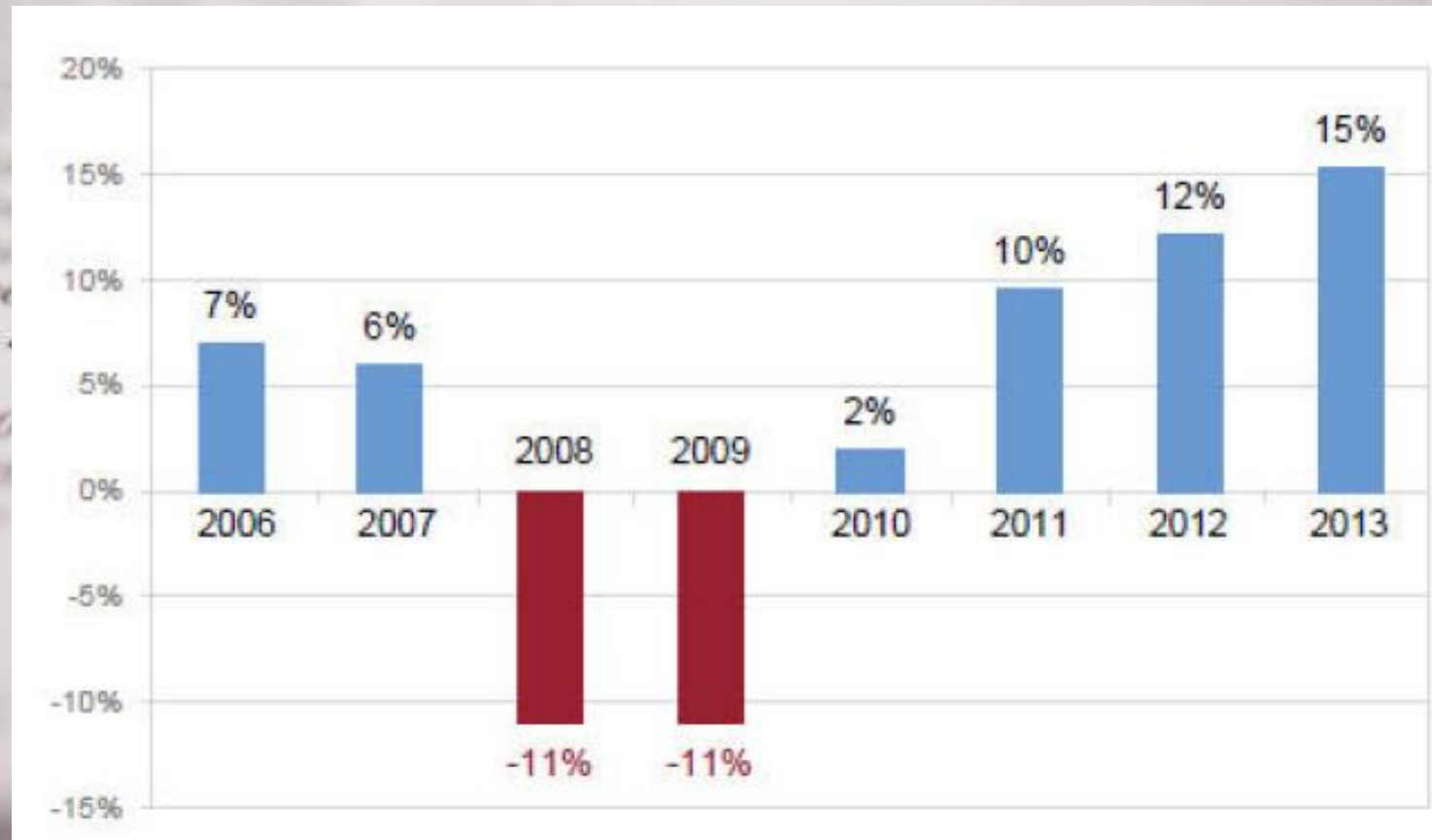


Agenda

- Causes of poor return on training investment
- Opportunities for L&D to enable the business
- Scientific bases for designing effective interventions
- Learning strategies to drive outcomes

Training Budget

Year-over-Year Change in Training Spending U.S. – 2006 to 2013



Source: Bersin by Deloitte

Learning and Development Opportunities

30%

Managers not coaching
and developing employees¹

26%

Employees leaving due to lack of
career development opportunities²

72%

“Not prepared” to address the
workforce capability requirements
of the business³

Source:

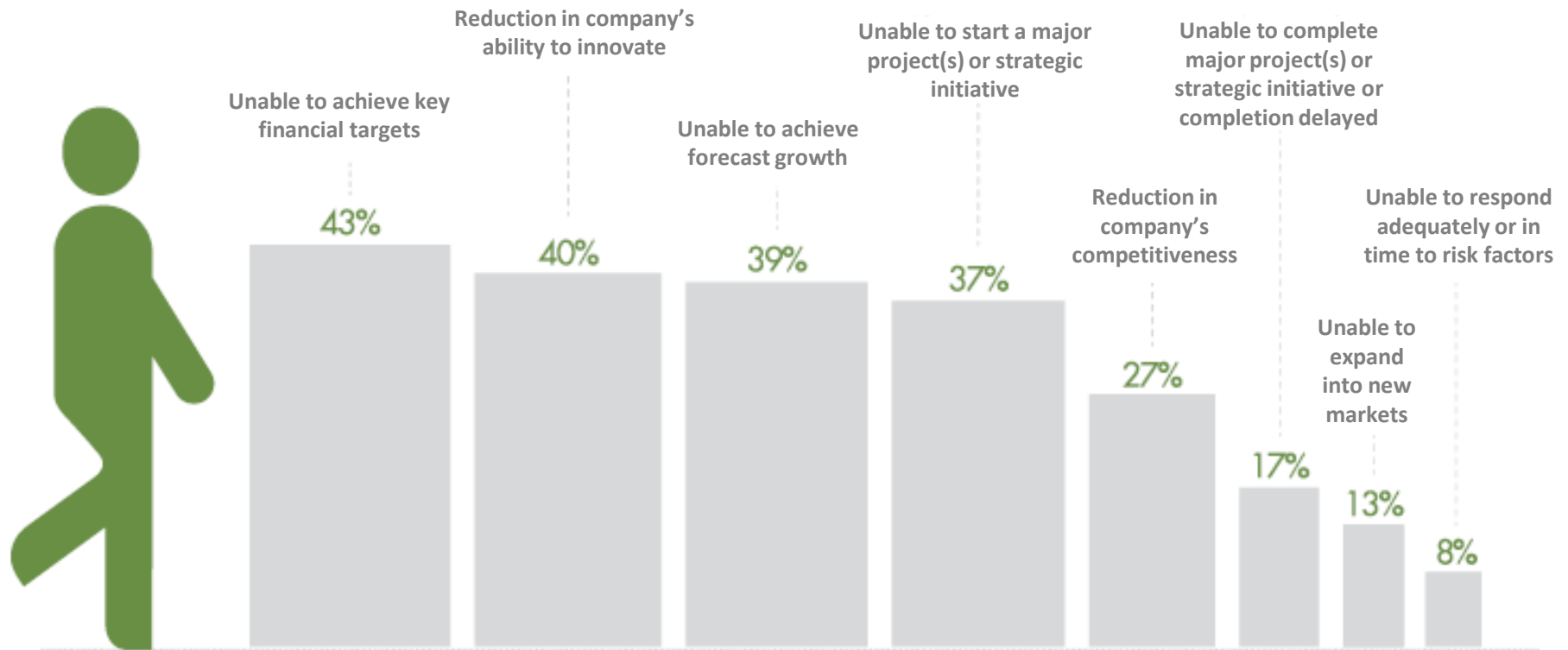
¹ Accounting Principals

² Forbes

³ Deloitte University Press

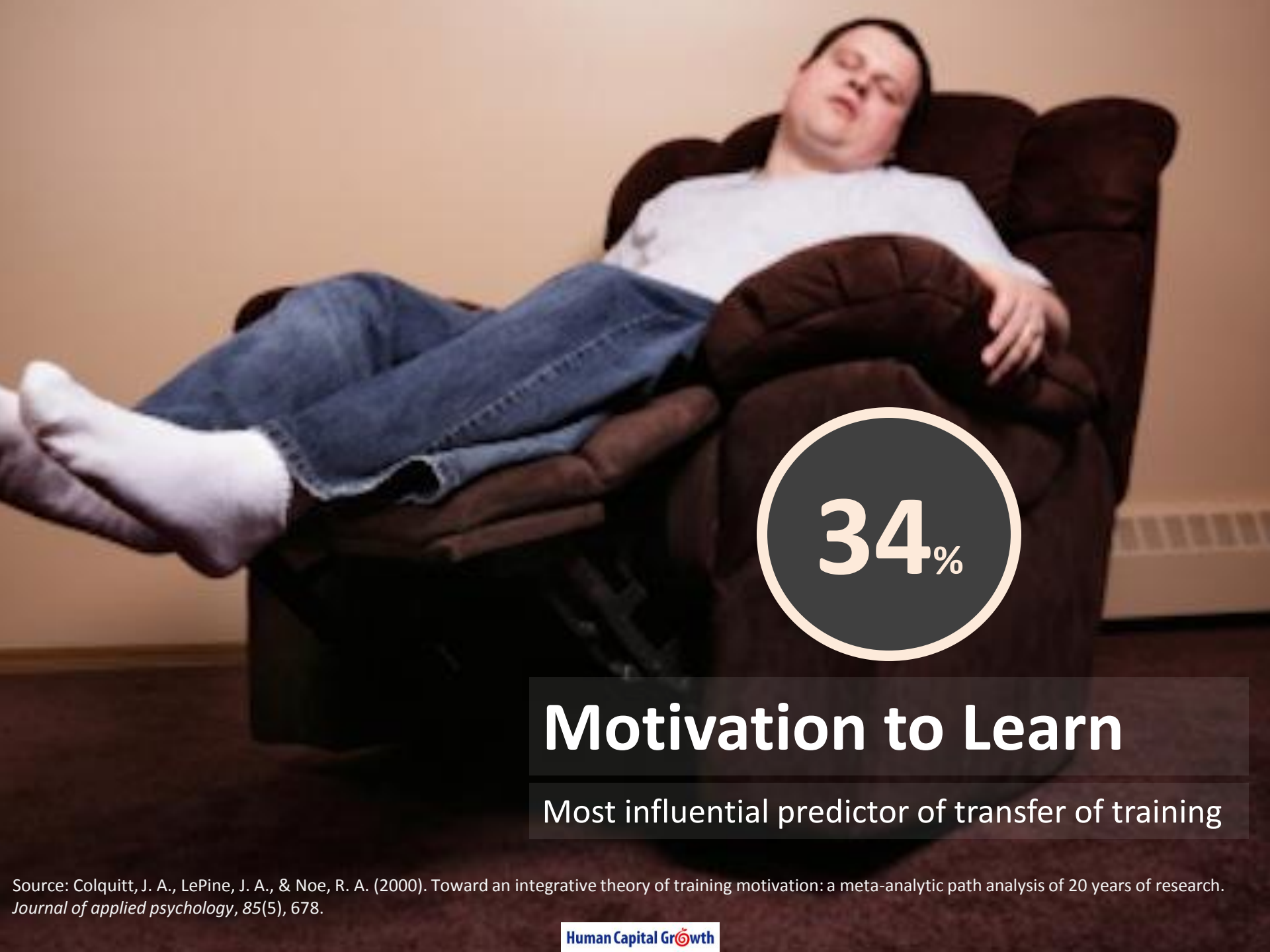
CEO Concerns

Q. Have any of the following occurred at your company in the past 18 months as a result of inadequacies in human capital management?



Source: Economist Intelligence Unit/CMA Report: Talent pipeline draining growth





34%

Motivation to Learn

Most influential predictor of transfer of training

Source: Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training motivation: a meta-analytic path analysis of 20 years of research. *Journal of applied psychology*, 85(5), 678.

What predicts motivation to learn?

Relevance

&

Criticality

What are some learning strategies
to ensure relevance and
criticality?

Strategies

Relevance & criticality

- Sponsorship by leaders
- Manager support
- Relevance to role
- Recognition
- Linked to job progression
- Linked to business critical projects



What do
restaurants
have in common with
learning?

The Restaurant Model

?

Deliver
Experience

Satisfy
Hunger

!



Fast Food

Quick

Smaller bite

Minimal service



Cafeteria

Quick

Larger portions

Self-service



Sit-down Restaurant

Longer duration

Fewer options

Limited customization

Service oriented



Fine Dining

Limited menu

Customized,

High touch,

Experience-focused

Learning Strategy

How do we deliver the
right skills
to the right audience
@ right time
@ right level
@ right price
?

Learning Strategy

Fast Food

Short Videos
Job Aids

Sit-Down Restaurant

Classroom
Blended Learning

Cafeteria

eLearning
Conferences

Fine Dining

Workshop
Coaching

User Experience



Talent Development

Human Capital Development

Talent vs. Human Capital Development

Talent Development

- Developing **individuals'** capabilities
- Develop job **relevant** skills
- Closing skill **gaps**

Human Capital Development

- Building the **collective** capacity of a team
- Develop **critical** capabilities needed to win in the marketplace
- Addressing **unique** needs of the organization

.28

Human Capital Development

.14

Talent Management



Develops the capacities of individual employees



Develops the collective
capacity of the organization

Source: Takeuchi, R., Lepak, D. P., Wang, H., & Takeuchi, K. (2007). An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92(4), 1069.

User Experience

80% Offerings
20% Cost

Fast Food

Short Videos
Job Aids

Specific, practical,
short

How to...

Classroom
Blended Learning

Fewer topics,
customized to work
and organization

I can do...

Sit - down

Cafeteria

eLearning
Conferences

Variety of topics,
Learn as much or as
little
Anytime, anywhere

Learn something new...

Workshop
Coaching

Few options
Customized to learner,
work, organization

I can transform...

Fine Dining

20% Offerings
80% Cost

Talent Development

Human Capital Development

Human Capital Development

Its not...

- Team building
- An annual leadership summit
- Participating in a seminar as a team
- Quarterly meetings

It is...

- Working toward a shared goal
- Learning and solving problems collaboratively
- Addressing strategic and critical needs
- Developing a shared response to uncertain but competitive opportunities

Case Study: Capitalizing on Opportunities When Your Biggest Competitor Gets Acquired

Creating Preparedness

Talent Development

- Sales training including:
 - Industry knowledge
 - Solution selling
 - Pricing strategy
 - Persuasion and influence skills
 - Negotiation skills

Capturing Opportunities

Human Capital Development

- CEO led collaborative session
- Development of customer acquisition strategy
- Plan of action and work distribution
- Practice and feedback

Questions?

Want more!

17 Science-Based Talent Blue Prints

Talent
Strategy &
Consulting

Talent
Analytics

Professional
Development
in Talent
Management
& Strategic HR

In-house Sessions
Keynote Speakers

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Next Webinar

Design Thinking in Talent Management

Thursday, January 28th

8am PT

Thank you!