

Meet the Speakers:



e-Learning—Getting it Established in Your Organization

Jeff Flesher, Ph.D.
Director Training and Organizational Development
Abbott Laboratories Diagnostics Division



Strategic Challenge:

In response to a significant regulatory compliance problem, the Diagnostics division at Abbott Laboratories launched an eighteen month focused Quality systems Initiative. The effort included each of the major subsystems of the Quality system in a thorough six sigma inspired improvement imperative. Teams representing each area developed or modified processes, procedures, and policies to create a sustainable and effective quality system. The Training system was also thoroughly reviewed and specific improvement opportunities identified. Additionally, the training function responded to over 140 course requests delivering every needed course to specification and on time. The training team delivered on this imperative while creating the e-learning and advanced instructional design systems where none previously existed.

Solution:

The training and organizational development team delivered three key projects; an infrastructure improvement initiative, a training content initiative, and a cultural improvement project. The content team delivered over 140 courses in less than 10 months through e-learning, classroom, and formalized on-the-job training activities. It also provided a shadow environment to create new approaches to shape the ongoing training system including rapid instructional design techniques, scalable project models, e-learning and wide scale assessment. The infrastructure project implemented an LMS, modified policy, realigned structures, and created a systematic training strategy. The cultural improvement project initiated a strategic view of organizational development practice linked to core business needs and informed by effective action research.

Key Lessons Learned:

- An opportunistic approach to building a training system by focusing on business problems
- A systems approach to training infrastructure development
- Instructional design elements foundational to effective E-Learning
- A scalable model for rapid Instructional design



Rapid E-Development

Lainie Hoverstad
eBusiness Analyst
Deere & Company



Strategic Challenge:

The eBusiness department develops web-enabled solutions to complex business processes for dealers and customers. The online help documentation answers many questions about how to use a particular application, but sometimes it's not enough.

That was the case with our new online demo scheduling system that required both field staff and dealer personnel to regularly utilize the new system. The system itself was easy to use—but it required someone to simply “show” the user how it works. At the time, the department had a limited budget—yet still needed to teach a national field staff and dealer group how use the system.

Solution:

We created an online demo using Camtasia in just a few hours. We published the demo onto the Intranet for Company and Field Staff. We even created an online flash-video tutorial training CD with audio and interactive video screen captures in less than a day to distribute to dealers at an upcoming sales meeting. It was easy to do—and the best part: it was inexpensive.

The software does more than just training demos, and there is more than one software to choose from. I'll show several options.

Key Lessons Learned:

CLASS DESCRIPTION:

If you thought the world of multimedia full-motion video tutorials or flash demos belonged to professional graphic designers or departments with large budgets, think again. Invest as little as \$299 or less for Camtasia Video Capture software, and you'll be on your way to creating software demos, online tutorials, training CDs, usability testing, interactive flash simulations – and more. And the good part: no multimedia experience necessary. It's a secret skill worth having – just don't tell everyone (or the whole world will be doing it). I promise you the software is easy to learn and use. And the results are outstanding. In the class, I'll show you how to create online flash tutorials with audio voice-overs, looping product demos, and usability testing exercises. I'll also touch on other software programs new to the market that do the same thing. You'll be glad you came!



Supply Chain Distance Learning at General Mills, Inc.: Creating the Vision and Application for Livable Distance Learning

Dave Sanderson
E-Learning & Development Manager
General Mills, Inc.



Strategic Challenge:

Dave Sanderson, E-Learning and Development Mgr , General Mills Supply Chain will discuss the vision, model, and methodology used to achieve great results in their three primary focus areas of their Distance Learning model. Live Virtual Classrooms, Web Based Training, and Central Learning web-site/LMS.

Solution:

To achieve these results and on-going success, partnerships were developed with two Ohio Community colleges, Northwest State Community College and Terra Community College.

Key Lessons Learned:

Join Dave Sanderson of General Mills, Tom Wylie of Northwest State Community College and Tom Kissell of Terra Community College in an open interactive discussion on their approach. Again this will be an open how-to discussion with plenty of Q & A along the way.



Cut your Development Time in Half

Colleen Fuhs
Manager - Enterprise Learning Services
Northwest Airlines, Inc.



Strategic Challenge:

As a result of the aftermath of 9-11, and with the airline industry especially hit hard, NWA needed to take drastic measures. Over 1/2 of all training departments across NWA were cut. One of those areas included the multimedia development group within Enterprise Learning Services. This group develops computer based training for several large departments including: Reservations, Cargo, Ground Operations, In-flight and Safety.

All employees remaining were now fulfilling the roles of at least two full time positions and at the same time, needing to learn new job functions and technologies as quickly as possible. The multimedia development group was still expected to develop the same amount of training content – but now with only one half the staff.

After extensive research, we could not find any authoring tools available in the market that met our needs (or affordable). This forced us into the decision that we needed to design a content authoring tool internally to assist us with rapid web based training development.

We wanted to ensure the development was easier and more efficient for the Subject Matter experts. We needed a tool that utilized one database for all those working on the development – instructional designers, developers, graphic artists and subject matter experts.

Solution:

The internally developed authoring tool came to be known as foo (Flash Object Organizer). This tool uses a dynamic template based approach with one repository (database). Active server pages communicate between the templates and the database. Flash is used to run the courses. _foo allows developers, graphic artists, instructional designers and SMEs to work in the same environment. Design, development and maintenance reside in the same location along with all content, assets and SME changes. the tool also allows anyone involved with the development to work onsite or remotely. Most of our development team did not have flash programming skills.

This tool does not require Instructional Designers and SMEs to have Flash programming skills due to the template approach. This approach cut the development time in 1/2 - even based against industry averages. It eliminates the lag time between design and development. The power behind the tool also lies in the way that we are able to use reusable objects. By re-using objects such as graphics or content we can design a course for Ground Ops with an A330 airplane graphic and re-use the identical graphic in a Flight Ops course, Inflight course, Tech Ops course, etc. If the graphic is changed, it will dynamically change the object in all courses.

Key Lessons Learned:

- Don't out grow your technology too quickly. Ensure you consider during the tool development process that your solution could in fact end up being an enterprise solution. We should have chosen a different tool in which to build the authoring tool.
- Don't underestimate how quickly the customer will want to move forward. We did not anticipate how quickly we'd need to move into Phase II.
- Don't under estimate the importance of holding SME training sessions on the tool before each development effort.
- Don't under estimate the value of holding mentoring sessions on the instructional design process before each development effort.



Executive Coaching

Kathleen Miller
President
Miller Consultants

Strategic Challenge:

Recently I ran into an executive who was a real challenge! He was brilliant technically, but he lacked the ability to be civil to people with whom he worked. As a result, he faced high turnover in his very talented management team.

He invited me to come into his organization and serve as an executive coach with the goal of increasing the retention of the top-level talent.

Of course he didn't attribute the problems to his own behavior. Although he really wanted to reduce turnover, he simply saw no reason to change his own behavior. He believed that his team should "toughen up" to his abrasive management style. He assumed that I would coach him on how to persuade them to "see the light."

Finally I realized that my logical coaching style would not work with this client. Just like the smoker who comes to the doctor saying that he/she wants to be healthier but isn't ready to give up cigarettes, this client was not ready to make the personal changes required to achieve his stated goals of reducing the turnover in his talented team.

Solution:

I switched to a coaching approach that I adapted from the work of psychotherapists. I realized that facilitating personal change requires moving an individual through several stages of readiness. In this case, my client was not only disinclined to change, he was completely unaware of his own need for change. My use of logic as a coaching tactic was just as ineffective as was his preferred strategy of manipulating his team to reach his own goals. Logic works only when individuals have worked through their emotional issues pertaining to personal change.

I switched my methods to "motivational interviewing". I quit directly confronting my client with his negative behavior while he was struggling with his own resistance and ambivalence. Instead, I helped him explore the inconsistencies in his goals to retain talent and his feelings about the role of his own behavior in blocking the achievement of the goals.

Eventually he made his own conscious choice to change his behavior. The motivational interviewing approach is unlikely to arouse defensiveness and resistance. This coaching approach enabled my client to reduce turnover and to solve other problems that were related to his abrasive management style.

Key Lessons Learned:

- All coaching involves assisting the client with personal change.
- Most clients begin a coaching process with either lack of awareness of or ambivalence towards their own personal changes.
- A key to successful coaching is identifying the client's stage of readiness to change.
- A second key is to match the coaching approach to each successive stage of change readiness as the client moves through them.

Growing High Performance

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Alicia Goodman
VP Training & Development, North America
TNS



Strategic Challenge:

At TNS, we faced a common problem in the market today- merging two, very distinct and successful companies into one. In addition to the two companies combining, we had some other unique challenges. One- these two companies were a blend of multiple smaller mergers that had taken place over the previous 10 years. Two- Even after the merger, there were still two other divisions within North America that were supported by HR, each with different senior styles and needs. Three- the parent company is based in the UK.

Solution:

In the process of this merger, we still needed to continue to grow and develop our employees to meet the client demands. Sound familiar? Here is our solution- we took a blended approach using multiple HR process and policies to enhance our already strong employee performance.

1- We instituted a new performance management system to get all employees onto the same page with the new company goals and objectives. We felt that if employees understood where they were regarding performance, as well as having clear expectations for future performance, we would get everyone on board more rapidly.

2- We created training curriculum that focused on the corporate strategy and built the core competencies that employees were now going to be measured on. Our main focus is on three key areas: 1- sales Effectiveness; 2- Presentation Skills and 3- Leadership Development. We set aside Over \$1M for this curriculum to be developed from. In 2004, there was a minimal training budget (less than \$100k)

3- We will be running our first global Employee Satisfaction Survey using one of our own business solutions, TRiM. Although we are considered an industry leader in employee and customer satisfaction surveys, we had not completed an internal survey to date.

4- We are establishing a new HRIS system. Bringing together multiple companies from multiple platforms has been challenging. Once we are all on the same platform, employee information such as developmental needs, can be easily accessed from this system.

Key Lessons Learned:

- Getting the first performance appraisal was painful- even with top management buy-in.
- Just because senior leaders are willing to set aside money for training, doesn't mean they will give you the man-hours for training.
- We waited until we were ready to act on responses from the Employee Sat Survey before administering it. Being experts in this field made it easier to do it right the first time, even when the employees wanted it done sooner.
- Don't delay getting onto the same system. It is worth the investment. Once there, even work among the HR professionals in the different divisions was easier since we were all looking at the same data and the same platform. We could move from being tactical operations, to strategic partners.
- Trying to change legacy cultures, from communications to benefits to leadership is very challenging. Cross-functional teams and involvement at all levels is critical for success.



How to Get Started with Learning Analytics

Jim Everidge
President
Rapid Learning Deployment



Strategic Challenge:

Proving the Business Value of learning is an elusive goal for many. However, it is appearing as one of the top HR Executive priorities each year. Learning Executives must answer the question but are at various levels of maturity in being able to provide a defensible position on business value. For some, there is no systematic collection of data to start the process. Others have been managing learning for years and have mounds of data but have not turned that into useable information. Yet others have committed to centralizing learning management but are at the early stages of the process.

Solution:

Mr. Everidge will help participants understand where they are on the continuum of proving the Business Value of Learning. He will describe approaches to Learning Analytics today. He will then walk participants through the process of setting their Vision around developing Learning Analytics.

Key Lessons Learned:

Mr. Everidge will share anecdotes from recent Learning Strategy and Learning Analytics projects to help participants put a stake in the ground and start their own Business Value project. A White Paper will be available to participants after the session.

A Right Way to do Training Evaluations

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John Palmer
Manager, Evaluations and Portfolio GM University
General Motors



Strategic Challenge:

GM was faced with a new way of doing training evaluations. Our current system was in need of updating. Even though the system was state-of-the-art when implemented, it became slow, expensive and ineffective compared to technologies available at the time. Further, the system was primarily classroom and US based.

GM was in a major change as a company and GMU was in a major change in our training development and delivery. GM needed to reduce cost, increase the effectiveness of its employees and become global. GMU needed to update its systems and products to enable GM to accomplish those business objectives. The training evaluations system had to meet global, multiple training delivery methods, provide actionable information quickly to increase the job effectiveness of its employees. GMU had to do all of this with minimal resources and budget.

Solution:

The solution was to start with the training level 1 survey – student reaction to the course. A global team was put together to determine the “best” set of questions that could be generated and used globally. A major criterion for the questions was action ability. Once the results were reported, could someone make a decision that would improve the job effectiveness impact of the “total” training event. We did limit the scope of the questions to the training event, but also included the student and the organization. The training event is only one part of the equation for improving job effectiveness.

The current Level 1 system gets high reviews from its stakeholders. The system is continually evolving to more actionable information to all.

Once the level 1 survey was launched successfully and the organization believed the output reports were actionable; we took on Level 3 evaluations. Level 3 was launched in the first part of 2005.

Key Lessons Learned:

- Tie to business needs/results
- Make information actionable
- Include all stakeholders
- Go slow to go fast



Love, Leadership and Learning

Ben Nelson
VP, Organizational Development and Training
Alliance Data Systems



Strategic Challenge:

This session discusses a multi-faceted approach to Leadership. It examines the main ingredients to successful leadership development using simple tools to achieve measurable business results.

Solution:

Key Lessons Learned:

What you will learn by attending this workshop:

- Talent management strategies for success
- How to engage employees from the entry-level through the executive suite
- How to enable professional growth for your employees
- Create a strategic advantage for your enterprise



Using the Success Case Evaluation Method to Enhance the Value of Training

Marguerite Foxon
Principal Performance Technologist
Motorola, Inc.



Strategic Challenge:

Traditional training evaluation and “ROI” methods often fail to convince management that training and other interventions are contributing to business impact. The Success Case Evaluation Method efficiently and credibly produces impact data that helps the entire organization understand how well new skill, knowledge, and performance systems are being used to increase business performance. Success Case evaluation also uncovers the real reasons why interventions are successful, or in cases where they are not successful – why not.

Solution:

Learn why you should consider Success Case Evaluation rather than the tradition ROI approach, and how Motorola has used this method to identify the real business value of interventions, and at the same time pinpoint the critical systemic factors that make or break impact.

Key Lessons Learned:

- Why Success Case Evaluation provides a more complete picture of training impact
- How to collect and use impact data without a degree in statistics
- How to provide stakeholders with credible and reliable evaluation evidence about the impact on the organization.

Succession planning



Brian Mossor
Vice President Leadership, Technology and Professional Development
Comcast Cable Communications

Strategic Challenge:

Modern business moves at a speed today that is far too fast for any succession management or career development process to keep up with. To stay competitive organizations must look within the walls of their corporation, assess the talent base they have and institute an aggressive executive development process that prepares those leaders who are close to moving to the next level an opportunity to grow and prepare for that move.

The beauracracy and systemic process that captivates most succession planning initiatives must be streamlined and in sync with the organizations business plans. That means the development strategy must be able to change immediately to match the changes dictated by the business and match the executive Competencies that are necessary to run the “new” business plan or structure.

Solution:

In 2002 Comcast Cable merged with AT&T broadband creating the largest cable communications company in the united states. Comcast, a successful number three ranked cable communications company in 2002 took on the task of making AT&T Broadband a successful organization. It was necessary to re-define succession planning so the appropriate management could be developed and deployed strategically throughout the new organization and create a successful “new” company.

The solution was to leverage the Executive Development pool that was built over the previous 2 years prior to the merger and create a new process of succession management by creating and developing high potential employees in a way that met the immediate business needs.

Those involved in the development process were not your normal executive development PROFESSIONALS; they were THE LEADERS at Comcast Cable Communications. Through a comprehensive development process a group of 100 Executives were developed to provide a “Bench Strength of Leaders” to the organization which re-invented the previous selection and succession management efforts.

Key Lessons Learned:

The result of this effort allowed Comcast Cable now the number one company of cable television; content and entertainment in the United States in the first year to far surpass predictions made by business analysts and enabled the company to experience incredible business and financial growth.

Creative Workforce Development: How the Dow Chemical Company Builds “The Employee of the Future.”

Mike Gragg
Director of Worldwide Workforce Development
The Dow Chemical Corporation

Dean Brown
Assistant Vice President
ACT, Inc.



Strategic Challenge:

In response to fast-paced advancement in process technology, Dow Chemical wanted to ensure that it was developing workforce knowledge and skills needed to succeed in both current and future jobs. See how the partnership between Dow Chemical, The Center for Business/Industry Training at Brazosport College, and ACT, Inc. solved this workforce development need.

Solution:

The partnership used ACT's classical job analysis and WorkKeys skills testing system to integrate internal job competencies with Brazosport College's highly successful process technician curriculum. The result is an instrument protocol that assesses the skills of the "process technician of the future."

Key Lessons Learned:

This session will focus on the value of:

- Internal processes for inventorying job skills
- Job analysis studies and data
- Tying current training to future needs
- Corporate credentialing/certification
- Measurement-based skill assessment

Participants will end this session with a better understanding of the value and role of assessment methods within the context of organization-wide workforce development initiatives, as well their relationship to corporate certification programs.

Five Tips for Successfully Managing Globally Dispersed Teams



Wendy Golden
eLearning Consultant
Lionbridge

Strategic Challenge:

Training for customers, partners, and employees is a key component of market success. Rich media delivery has simultaneously reduced the cost and increased the demand for learning, to the point that users expect it for every software product or technology-driven business process. But effective courseware development requires a range of specialized skills, especially when the intended audience is global.

In a world of limited budgets and heightened expectations, you need more for less. Increasingly, delivery models combine internal and external onsite, near-shore, and offshore resources. These globally dispersed models afford scalable, cost-effective, professional teams without losing the proximity to internal business owners.

Solution:

Successfully managing teams that are comprised of both internal and external resources requires thoughtful consideration of what tasks can be outsourced, practical guidelines for working with those outsourced partners, and an understanding of how roles will change for your internal resources.

Key Lessons Learned:

In this presentation, attendees will discuss the business drivers for outsourcing courseware development, how to determine which tasks are “outsourcable,” and best practices for working as part of these globally dispersed teams. Areas to consider for successful outsourcing models include:

- Developing a metalanguage for communication – as communication varies in different cultures
- Understanding cultural context
- Building a relationship with colleagues in various geographies
- Establishing effective communication methods
- Determining effective collaboration strategies
- Ensuring successful completion of projects
- Understanding the positive impact outsourcing will have on internal teams



Creating a New Vision for Learning

Barry Thornbury
Manager, Promotion/Training/E-Business
Holcim (US), Inc.



Strategic Challenge:

Building an Effective Learning Organization is an important goal for most companies, and can be one of the most challenging.

Solution:

To build an Effective Learning Organization, today's Learning Professional must have an understanding of the organizational needs, company objectives, and resource requirements. An Effective Learning Organization not only prepares employees for the challenges of today, but more importantly, the challenges of tomorrow.

Key Lessons Learned:

Mr. Thornbury will share with participants the process and methodologies used within Marketing and Sales at Holcim (US) Inc. Participants will be able to better understand where their organization is today, and how they can be ready to meet future challenges.



Leveraging a Change Management Model to Drive Leadership Development Execution Effectiveness

Tina Ris Pinto
Organizational Learning & Development Leader

Strategic Challenge:

Extraordinary Talent are People who redefine what is possible, consistently elevate their performance and the results of the team as a whole. This new stand has triggered a renewed focus on leadership and professional development throughout the entire organization. The answer of a newly designed Extraordinary Leader Development program was only a small part of the total solution needed. We also needed to change the culture that the present leaders lived in to truly execute on real sustained leader development long term.

Solution:

Here are the rest of the components that made the entire Package start to come together:

- A fully aligned set of high performance competencies to each job family profile that allowed us to map appropriate curricula.
 - Executive
 - People Leader
 - People Supervisor
 - Individual Contributor

- A learning flow of 9 essential elements of each blended learning module (pre, during and post).
 - 360 Pre-Assessment on the Talent Job Profile Competencies
 - Pre-work assignments (module topic specific)
 - Learning Agreement Pact
 - Homework at end of each Instructor Led Session
 - Level 1 Measurement
 - Post work Assignments (Actual practice applications back on the job that are observed and measured)
 - Review Learning Pacts @ 30, 60 & 90 day intervals
 - Level 2 Measurement (knowledge & skill test)
 - Level 3 Measurement (Behavior Change Conversation included into annual performance review)

- A change management 'Open Systems' model (Nadler & Tushman, 1982) that covers the human system processes that will make or break a behavior change by participants after the learning event.
 - Input Environment
 - Resources
 - History
 - Strategy
 - Organization
 - Organizational Structure
 - Organizational Culture
 - People
 - Physical Environment & technology
 - Work Process & Product
 - Output Environment
 - Organization Growth
 - Leadership Growth
 - Individual Growth

- Guiding principles
 - Confront reality

- Understanding and Building the case for change around leadership development
- focus on the strategic context
- Motivating and involving all stakeholders to create a strong and compelling mandate
- set a realistic scope
- Communicating honestly and constantly
- Building a brand that people will adopt
- connecting and aligning all the focus areas
- operating across all organizational boundaries
- measuring the performance and appropriateness at all times

**Human Capital Maturity Model: How a
Federal Model Can Apply to Commercial
Organizations**



**Marc Starzyk
Managing Director, Federal eLearning Sector
Catavo**

**Larry Mercier
Federal Sector Strategy Advisor
Catavo**

Strategic Challenge:

The US Federal Government employs over 2.7 million civilian workers, and like any large organization, faces tremendous challenges with regard to human capital management. In addition to cultural challenges, over 50% of this workforce will be eligible for retirement over the next 7 years. Time is of the essence.

Solution:

This presentation will look at the current state of human capital management within the Federal sectors, provide case studies on the challenges facing these agencies, and provide a detailed overview of how the Office of Personnel Management (OPM) is supporting HCM at the agency level.

Key Lessons Learned:

This presentation will conclude with a discussion on how the OPM framework on HCM and performance management can apply in the commercial sector as well as the Federal sector.

**Six Years of Learning about Learning: Evolved
Best Practices from Project Experience**



**Dave Ellenwood
President
Visum**

Strategic Challenge:

This presentation will be a discussion of several best practices that Visum has evolved with its clients throughout its history. Topics covered will include the use of multimedia, the use of various authoring tools and protocols, instructional design methodologies, and a brief look into the future of learning technologies.

Solution:

The discussion of each topic will include descriptions and/or examples from actual client projects.

Key Lessons Learned:

Attendees will gain insight from the lessons Visum has learned while developing and deploying hundreds of diverse curricula to thousands of learners.



Performance Driven Learning: Delivering on the True Capabilities of E-Learning

Bill West, President
Matt Donovan, Vice President
Option Six, Inc.



Strategic Challenge:

In some corners of corporate America, e-learning technologies and techniques are being applied to build programs that solve critical *business* problems; not just training issues, but business problems that threatened competitive ability. Can “e-learning” increase the profitability of a company? Can it dramatically decrease your cost of business; beyond the reduction of training costs? Can it initiate a substantial shift in a company’s competitive position, or successfully defend it from external threats? For some companies, it already has.

Find out how companies like Microsoft, Hewlett Packard, Eli Lilly and Company, Roche Diagnostics, Johnson and Johnson, and others have developed e-learning programs to solve some of their most crucial business issues. They have combined the technologies of e-learning and the art and science of instructional design with sound business analysis to produce programs that made dramatic changes to their company’s competitive ability.

Solution:

Bill West and Matt Donovan will explore how business analysis, instructional design, and e-learning technologies were combined to produce true business results; programs that received praise from not only the target audience but from executives at the highest levels of the company. Their 35 years of experience has paralleled the evolution of “e-learning” within both corporate and academic practices. Their company, Option Six, has merged the innovations of these practices to uncover a new possibility for e-learning.

Several samples will be demonstrated of programs that helped support their client’s personnel and rapidly implemented foundational changes to the company. The solutions consistently demonstrated the potential of e-learning programs to improve the bottom-line, change behaviors and align strategies across entire organizations. They will also discuss their development model called *Performance Driven Learning* (PDL) and a process of working with SMEs and business analysts to produce online training programs that support critical imperatives within their client’s community.

Key Lessons Learned:

The eventual success of “e-learning” will be predicated on its ability to speak to the core purpose of business.

Once LMS technologies are in place, course catalogs are purchased, development tools are purchased, and initial custom courses go online, the initial returns and cost savings of e-learning will be realized; but to push e-learning into having a measurable influence of business it must then produce solutions that directly impact the competitive ability of the company and be recognized as a valuable method of rapidly implementing improvements.

It’s not easy, or trivial; and in cases where the solution impacts the whole organization (and the highest levels of the company) you’ll often get only one chance to get it right.