Personalized Learning: Overcoming The Learning And Development Engagement Problem

Presented By:
Stuart Rogers & Cheryl Lasse
SkillDirector
Webcast Objectives

In this webinar you will learn:

- The three primary contributors to learning disengagement
- Why the existing approaches aren’t working and may make the problem worse
- A new approach that leverages adult learning theory to drive learning engagement
- Steps to implement personalized learning in your organization
Two daunting trends

SKILL GAPS

EMPLOYEE DISENGAGEMENT
The increasing skills gap

46%
Confirmed a skills gap exists for their company

#1
Impact is employee performance & productivity

87%
Believe that a skills gap increases stress on existing employees
Lack of employee engagement

Is employee engagement an issue in your organization?

- Yes
- No
Lack of employee engagement

87%
Lack of engagement cited as top issue for these HR and business leaders

Retention
Engagement
Increasing disengagement from L&D

Are you having challenges getting your audience to engage in your learning and development programs/offering?

- [ ] Yes
- [x] No
Increasing disengagement from L&D

66% L&D professionals are having a hard time getting employees to engage with their offerings
Increasing disengagement from L&D

Do your Line Managers think your L&D department is critical to achieving their business goals?

- Yes
- No
Increasing disengagement from L&D

25% Line Managers who think their L&D department is critical to achieving their business goals
Increasing disengagement from L&D

Do you believe your business leaders view your department as a strategic partner?

- Yes
- No
Increasing disengagement from L&D

14%
Believe business leaders view the L&D department as a strategic partner
Increasing disengagement from L&D

**Employees**
Frustrated with their skill gaps

**Managers**
Don’t think you can help

**Executive Leadership**
Doesn’t see you as a solution to the problem
Which of these systems do you have in your organization?
(Talent Management describes Human Capital Management and HRIS systems)

- We have neither type of system
- We have only a Learning Management System (LMS)
- We have only a Talent Management System
- We have both an LMS and a Talent Management System
Talent Management Systems

- Mix annual performance reviews and compensation planning with professional development
- Don’t include self-assessment/self-awareness
- Do include a self-assessment but link its results to the performance review process, even if only for development planning
- Expect someone to assess themselves accurately when compensation and promotions are at stake
Talent Management Systems

By utilizing Talent Management Systems to build your professional development programs, you risk creating development plans that are:

- Understated
- Do not effectively address actual skill gaps
- Contribute to ongoing learner disengagement by asking them to participate in activities that may not be relevant to their actual needs
Learning Management Systems

- Store content
- Track consumption
- Track learner history
- Central location when you KNOW you need training

Make it very difficult for the learner to find what they truly need
Personalized learning

Intrinsic motivation
Voice
Relevance
Personalized learning: steps to implement

1. Develop a competency model
2. Create a learner-centric professional development environment
3. Leverage technology
1) Develop a competency model

Do you leverage competency models in your organization?

- Yes
- No
1) Develop a competency model

<table>
<thead>
<tr>
<th>Category</th>
<th>Task/Skill</th>
<th>Limited Awareness</th>
<th>General Awareness</th>
<th>Applied Knowledge</th>
<th>Skilled</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligning To Customers</td>
<td>Build trust through a customer-focused approach and advocacy</td>
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<tr>
<td>Building A Business Case</td>
<td>Identify clearly the business and financial benefits of a solution in a way that speaks to business impact</td>
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<tr>
<td>Communicating Effectively</td>
<td>Demonstrate well prepared verbal and written communication and presentation techniques</td>
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<tr>
<td>Communicating Effectively</td>
<td>Demonstrate timely responses to all inquiries for information in the requested amount of time</td>
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<tr>
<td>Creating And Closing Opportunities</td>
<td>Research and target prospects</td>
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<tr>
<td>Creating And Closing Opportunities</td>
<td>Conduct interest-building calls (cold calls) when appropriate</td>
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<tr>
<td>Creating And Closing Opportunities</td>
<td>Identify sales leads</td>
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<tr>
<td>Creating And Closing Opportunities</td>
<td>Follow up/manages sales leads</td>
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### Demonstrate well prepared verbal and written communication and presentation techniques

<table>
<thead>
<tr>
<th>Rating</th>
<th>Behavioral Examples</th>
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</thead>
<tbody>
<tr>
<td>5 - Expert</td>
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</tbody>
</table>
  - Build templates and tools for enabling customer-focused communication, capturing the motivation, needs and requirements of stakeholders
  - Stakeholder profiles
  - Lists of discovery questions
  - Anticipate objections and proactively overcome them with data before the objection arises
  - Craft a persuasive argument on-the-fly to neutralize dissenters
  - Display skilled behaviors |
| 4 - Skilled | 
  - Use a structured technique for enabling customer-focused communication
  - Use discovery question lists
  - Document profiles of each stakeholder, and update them as new insight is obtained
  - Perform thorough research before creating any written communication, or building any presentation
  - Anticipate objections
  - Often able to sway others to a strategy that may have higher short-term costs but more long-term benefits
  - Coach others on how to prepare and deliver customer-focused communication
  - Display applied knowledge behaviors |
| 3 - Applied Knowledge | 
  - Use a customer-focused approach to communication
  - Research the role and background of stakeholders
  - Ask probing, open-ended questions about their needs
  - Ask “why?”
  - Talk to peers about stakeholder motivations, needs and requirements
  - Ensure every communication has a purpose and delivers value to the recipient(s)
  - Plan communications to weave supporting data throughout to support recommendations and timing considerations
  - Can prepare a concise, motivating and persuasive presentation
  - Use clear and concise communication (e.g., bullet points, summaries, etc.) |
| 2 - General Awareness | 
  - Use the proper grammar and spelling in communications
  - Proof my work before sending anything in writing
  - Can prepare a complete, logical presentation
  - Gather appropriate supporting data before discussing with others
  - Have supporting available should the need arise – it’s presented as support |
| 1 - Limited Awareness | 
  - Focus on the speed of communication, more than the quality
  - Am great at “winging it” – can deliver a presentation, state my position, or write others without much preparation |
1) Develop a competency model

If you don’t know what skills are required to be “great”, how can you...

- Innovate
- Keep up with a changing global environment
- Maximize your human capital
- Motivate employees to stay
2) Create a learner-centric development environment

The learner has a **voice** in what they need...

and a **choice** in how they get it
3) Leverage technology

The Self-Directed Learning Engine

Self-Assessment
Click here to assess your skills for your current job, so you can identify skill gaps and automatically generate a plan for closing them.

My Development Plan
Click here to view your personalized short term development plan, and to add unique items to it.

This is a self-assessment only, not to be used for Performance Appraisals.

Status
Self and manager assessments performed, development plan exists.
Click here to view assessment results.
Click here to view the development plan.

Click here for support

Career Planning
Click here to assess your skills against other job roles, and identify an action plan for the job you want next.
3) Leverage technology

Assessment Results: Personalized Learning Plan

Here you can see the automatically generated recommendations that can close your skill gaps. Exporting the list will display additional information. Place a check in the On Development Plan column to add items to your short term development plan. If you make any changes, click the Submit button.

Report Criteria
Employee Assessment Date: 5/6/2015
Manager Assessment Date: 5/6/2015

<table>
<thead>
<tr>
<th>Priority</th>
<th>Task/Skill</th>
<th>Activity Description</th>
<th>On Development Plan</th>
<th>Target Completion Date</th>
<th>Completed?</th>
<th>Activity Type</th>
<th>Activity Link</th>
<th>Status</th>
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<tbody>
<tr>
<td>1</td>
<td>Develop winning proposals</td>
<td>Building A Business Case</td>
<td>☑</td>
<td>08/31/2015</td>
<td>☐</td>
<td>Activity</td>
<td><img src="view" alt="view" /></td>
<td>Active</td>
</tr>
<tr>
<td>1</td>
<td>Develop winning proposals</td>
<td>Expert on writing winning proposals: email to arrange meeting</td>
<td>☐</td>
<td></td>
<td>☐</td>
<td>Expert</td>
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<td>Active</td>
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<tr>
<td>2</td>
<td>Qualify opportunities</td>
<td>Opportunity Sales Planning (eLearning): Opportunity Analysis</td>
<td>☐</td>
<td></td>
<td>☐</td>
<td>eLearning</td>
<td><img src="view" alt="view" /></td>
<td>Active</td>
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3) Leverage technology

8% Companies surveyed who think the annual performance review process is worthwhile
3) Leverage technology

Coach and develop

Instead of Rate and Rank
3) Leverage technology
Summary

Learners are more engaged

Managers are better equipped to coach and see the benefits of changed behavior

Executive leadership gets improved skill sets and the accompanying ability to execute corporate strategy

L&D gets a more engaged audience, supportive management team, and a new seat at the strategy table
Contact Information

Stuart Rogers, CEO
407.876.9849
srogers@skilldirector.com

Cheryl Lasse, Managing Partner
407.876.9850
classe@skilldirector.com
References


