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

Moscow – October 2006

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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
Trends from USA

- LYN challenges
- CEO Involvement
- Purpose and Positioning

- Use of research
- Handbags
- Dangers
- Potential
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)
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
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
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
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?
Messages

What does this mean for us?
Media Development and options

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

• List and discuss

• What else?

• Discuss
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**
Industry trends - Generic Business Model

- Organisation structure
- Business Processes
- Leadership & Culture
- Employee Mindset
- Product & Employer Brand
- Product Portfolio
- Service Quality
- Financial Capital
- Intellectual Capital
- Value Proposition
  - Growth/Cost
  - Shareholders
  - Employees
  - Community

New Delivery Channels

Source: Amin Rajan, CREATE
What do we need to know?

Consider in groups
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?
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
Context - Organisation Culture

- FEAR
- TRUST
- BALANCE
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
L&D performance challenges – the field of play

Alignment/Integration
Strategy, Style

Quality

Content, Anticipating the future,
Access, Supply, Impact
Diversity, Engagement, Performance,
Coaches, Technology, Support
Role Models

Governance
Operational management
Compliance

Efficiency
Time, Priorities, Cost

Effectiveness
Return, Value for children

Sustainability
Expectation, Complexity
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
Mountains and Valleys

The habits of change - planning, logic, help and respect!
Determine default future –
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
Creating value together
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
Alignment – Case Study - Integrate initiatives

Develop for Success
- Develop and engage Colleagues

Understand the Leadership and Management implications of strategy priorities
- Develop Leaders

Enhance the role of coaching in total development - influence performance and engagement
- Develop Coaching Culture
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’
Development Framework

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

1. **Line Manager (Head Coach)**
   - Analyse Performance Existing & Required

2. **Agree objectives, priorities and Appropriate solutions**
   - Test
   - Observe
   - Ask Questions
   - Data on performance

3. **Line Manager (Head Coach) with Individual**
   - Train
   - Direct
   - Coach
   - Support
   - Counsel

   - **Train**
     - Training Team
     - New Joiners
     - New Initiatives
     - OPD
     - Accreditation Programmes

   - **Direct**
     - Line Manager (Head Coach)

   - **Coach**
     - Line Manager Specialist Support
     - Mentor

   - **Support**
     - Line Manager Mentor
     - Internal HR Specialist
     - External HR Specialist

   - **Counsel**
     - Line Manager (Head Coach)
Responsibilities

- Leader…
- Manager…
- Coach…
- Complimenter…
- Player…

- copes with CHANGE
- copes with COMPLEXITY
- copes with PREPARATION
- copes with BALANCE
- copes with PERFORMANCE

Source – Frank Dick OBE
Coaching - Making it happen

C1

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Source: Frank Dick OBE
Coaches double vision

Responsibility for

1. Performance
   Your own performance… the best you can be

2. Development
   Your own development… seek / accept coaching

3. Coaching
   Coaching other player coaches

Source: Frank Dick OBE
Coaching - Number, Badge, You

- **Number** on your shirt...
- **Badge** on your shirt...
- **You** in your shirt...

- Technical skills and knowledge, Role / Position,
- Interpersonal Skills, Interdependence,
- Attitude, Belief, Confidence, Desire
- Specialism
- Co-operation / Support
- Personal Abilities, Individual Differences,
- Intellectual / Physical / Emotional

Source: Frank Dick OBE
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.
Support tools - Coaching Website

COACHING ACADEMY

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.
Knowledge Bank

- 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

Houses Topics With more to come
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!*
INL Six Elements of Effective Implementation

Purpose / Results

- engage
- enthuse
- equip
- enable
- energise
- effect

Communication

Raise Awareness
- Initial Learning

Build Trust
- R&L Events / Main Focus

Gain Agreement
- Make It Happen Activity

Gain Commitment
- Achieve Advocacy

Review

Measurement

- pre-measure
- intent
- reaction
- application
- impact/value
Standards & Qualifications for Head Coaches

• List from handout

• Discuss each type and how access
Coaching Measures - Indicators

- Small Group consideration
- Large group discussion
- Build checklist
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
## Focus of Activity

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<td>Selling/Service</td>
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<td>Professional, Technical, Legislative</td>
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<tr>
<td>Service Telephone/Website</td>
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**Identify and Implement Best Practice in...**

- **Shape of Learning**
- Premises
- Coaching (across business)
- LMS
- Scheduling & Administration
- Processes
- Cost efficiencies
- Productivity enhancements
- Shared service/centre synergy & structure completion
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
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
Levels of Reporting – L&D

Format relevance & Purpose

You – Learning Management
Functional Database – Historic & Research data to future

Learning Teams
Learner Line
management

Individual Trainers
Individual Learners

Senior Management - Peer Group
Management - External Benchmarking

CEO
CFO
COO

Purpose
Alignment & Impact
Trends
Value
Recommendations
Proactive

Outputs – performance management
Action – Raise standards
Detail – which levers?
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
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
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
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)
T&D as part of performance and engagement focused HR measures – Risk, Impact & Value

Source – Laurie Bassi – McBassi & Company
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
Benchmarking

To identify leading-edge practice & incorporate within organisation

- 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
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!
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.
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 £14,600 x 250pa = £3,650,000 –
- fixed & variable direct costs of £1,450,000 ➔ saving of £1,200,000 in year one
- (+0.5% to operating profit)
Learning and Development – the need for PACE!
Performance, Action, Coaching, Engagement
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
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 – AIGEES!
- Coaching culture, coaching walls, coaching framework
- Let go & control co-ordination!
- Don’t buy handbags unless they match the suit, dress, shoes & jewels!
Getting Effective – our journey from 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
- \textit{Win}
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