



Use What's In Your Hand: Establishing an L&D Plan with Lean Funding and Human Resources

2019 TICE VIRTUAL CONFERENCE

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Session Goals



Gaining Executive Buy-In



Aligning Employee Skills




Partnering with Stakeholders

Session Resources



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Virtual Training Industry Conference & Expo 2019
Presented by Dr. Kristal Walker, CPTM



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I have a very
limited budget...

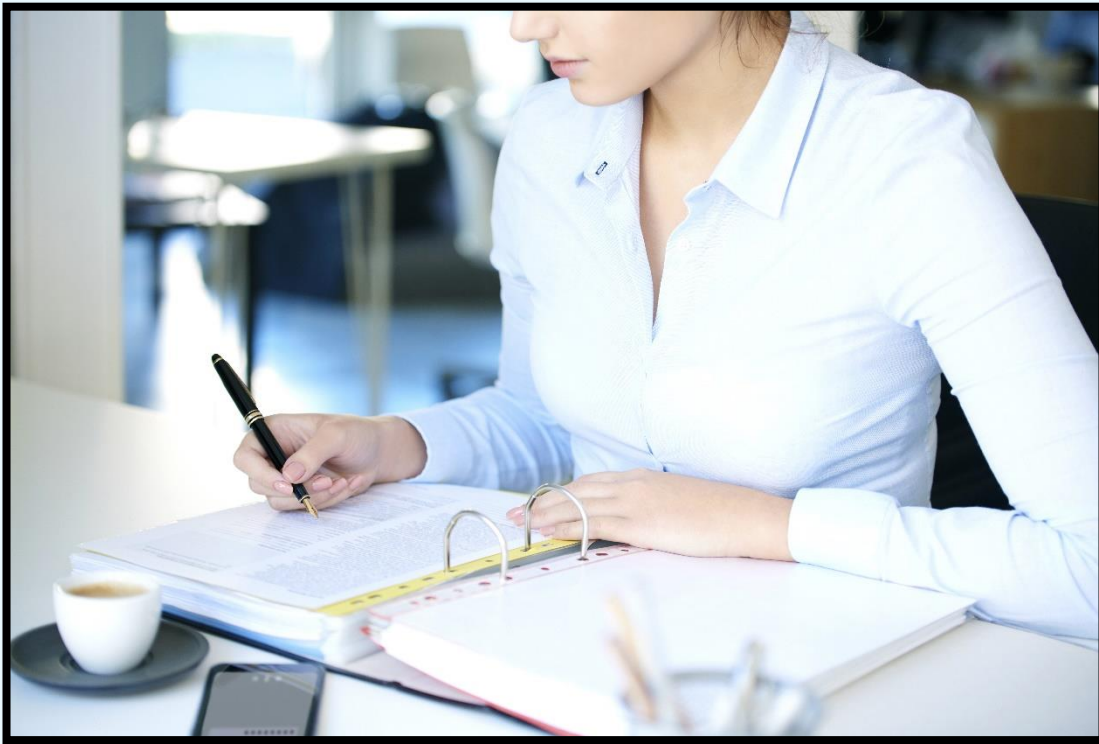
...I have very limited
human resources

Session Goal #1:

**GAIN
EXECUTIVE
BUY-IN**




A Tale of Two Perspectives



EMPLOYEES
90 Degree Perspective



EXECUTIVES
360 Degree Perspective



Are we generating a profit?

Is our staff happy?

Are we innovative enough to withstand market trends?

Are we legally compliant in our business practices?

Are customers satisfied?

Interpretation of Leadership Language

Leadership Language	Business Impact	L&D Consideration
Are we generating a profit?	→ Sales, Gross Margin & EBIDA	→ Will the L&D strategy contribute to the bottom line?
Is our staff happy?	→ Talent and Succession	→ Will our L&D strategy build a pipeline of qualified & diverse talent?
Are we innovative enough to withstand market trends?	→ Business Sustainability	→ Does our L&D strategy consider the current and future needs of the business?
Are we legally compliant in our business practices	→ Federal, State & Stakeholder Compliance	→ Does our L&D strategy consider federal, state, and board/shareholder regulations?
Are customers satisfied?	→ Service & Brand Reputation	→ Does our L&D strategy consider the needs of our customers?

Conventional Approach
(Mega Channels) →

Mega Channel:
Company News

Mega Channel:
Town Hall Meetings

Mega Channel:
Financial Reports

Micro Channel:
1:1 Check-ins

Micro Channel:
Team Meetings

Micro Channel:
Direct Ask

←
Relational Approach
(Micro Channels)

Gateways to Learning Leadership Language

Convert Language into Training





Session Goal #2:

**ALIGN
EMPLOYEE
SKILLS**



Customers are internal and external



Skills Gaps? What Do You Mean?



A photograph of two women sitting at a table in a meeting. The woman on the right is looking towards the woman on the left, who has her back to the camera. They are in a room with a white brick wall. A semi-transparent dark blue banner is overlaid at the bottom of the image, containing white text.

The best place to identify employee skills gaps is during the initial needs assessment with stakeholders. This **very** important step coupled with the organization's leadership language will inform the direction and output of your L&D Strategy.

Formula for Aligning Skills with Customer Needs

Identify satisfaction and engagement sources

+

Assess gaps that training could address

+

Determine KPIs to monitor and measure

=

Foundational Content for Your L&D Strategy



Session Goal #3:

**PARTNER WITH
STAKEHOLDERS**

L&D Professionals Serve Multiple Functions



Talent Management

**Learning &
Development**

**Organizational
Development**



Optimize the Employee Life Cycle

Stakeholder	Action	Pre-Boarding	Onboarding	Inboarding	Off-Boarding
Organization	Communication	Task	Task	Task	Task
	Training	Task	Task	Task	Task
	P&P	Task	Task	Task	Task
Specific Department	Communication	Task	Task	Task	Task
	Training	Task	Task	Task	Task
	P&P	Task	Task	Task	Task
Employee	Communication	Task	Task	Task	Task
	Training	Task	Task	Task	Task
	P&P	Task	Task	Task	Task

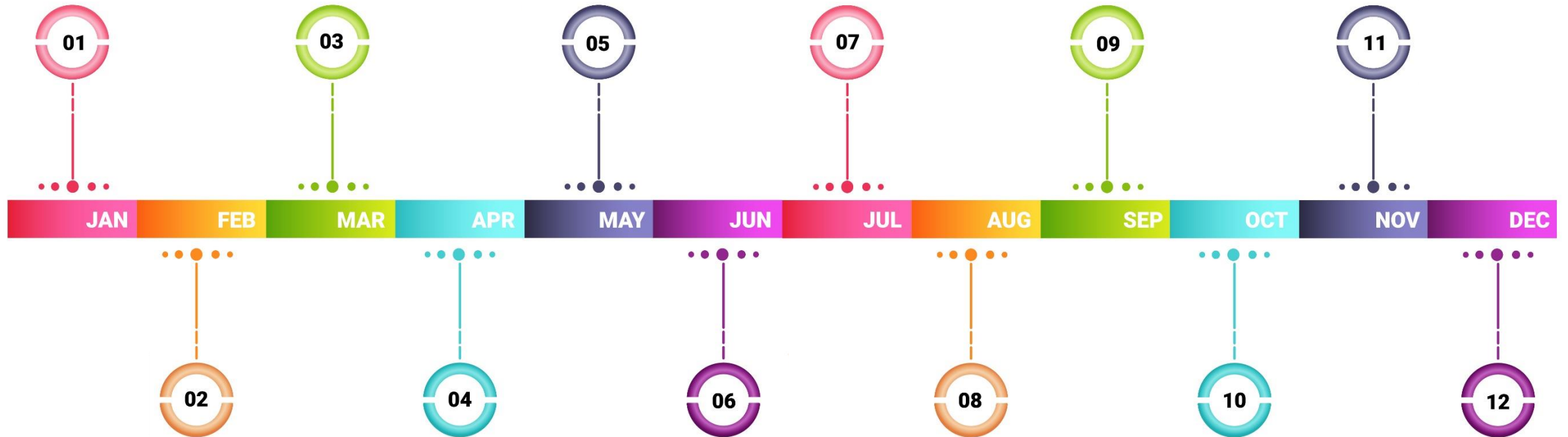
8 Components of an Effective Learning & Development Strategy

1. Executive Overview
2. Definition and Overview of Audience
3. Overview of Business Objectives
4. Assessment of Client and Business Needs
5. Assessment of Training Organization's Capabilities
6. Short-Term Objectives (12 months)
7. Long-Term Objectives (2-3 years)
8. Obstacles, Threats & Contingencies

Source: Training Industry's CPTM Program Curriculum



Embrace A Reasonable Timeline



Some Deliverables Take Time to Measure



Partner with applicable stakeholders during the appropriate phases of the employee life cycle. Be sure to get a commitment based on their area of responsibility. Remember, you can't and shouldn't do it all.



**GOT
QUESTIONS?**



Let's Stay Connected

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