

**Courageous Training:  
Bold Actions for Business Results**

*What if Training Really Had to Work?*

**Tim Mooney and Bob Hill**  
Advantage Performance Group  
October 2010

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**Advantage Performance Group**

Leadership and Teams

Sales and Service Differentiation

Business Acumen

Performance Management

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**Tim Mooney & Bob Hill**

<p><b>Tim Mooney</b></p> <ul style="list-style-type: none"> <li>Practice Leader for <i>The Advantage Way<sup>SM</sup></i> at APG</li> <li>Expertise in areas of training effectiveness, assessment, organizational change, and measurement</li> <li>Co-author of <i>Courageous Training</i></li> <li>Clients include: Nortel, Toyota, Sun Chemical, Sony, Deloitte, Nokia</li> </ul>	<p><b>Bob Hill</b></p> <ul style="list-style-type: none"> <li>Partner for Advantage Performance Group</li> <li>Expertise in helping organizations improve project management, leadership development and strategy execution</li> <li>Clients include: Pfizer, United Technologies, BAE, KBE, Blue Cross</li> </ul>
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### Agenda

- ♦ **The "Hole" our Profession is in . . .**  
*And how we can stop digging it deeper*
- ♦ **The Four Pillars of Courageous Training:**  
*A strategy for dramatically increasing impact*
- ♦ **A Strategic Approach to Evaluation:**  
*Evaluation evidence that would stand up in court*
- ♦ **The Courageous Training Code:**  
*The leadership backbone needed to enact the pillars*
- ♦ **Turning Theory to Results:**  
*Practical steps for getting started*


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### Impact of Training Estimate

Of 100,000 people who attended training, how many went back to work and...

Did not try it at all?	Tried it a bit, had trouble, went back to old methods?	Tried it and achieved concrete & valuable results?
% =	% =	% =


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### Predictable Training Impact

? DID NOT TRY IT AT ALL	? TRIED IT TO SOME EXTENT BUT NO WORTHWHILE RESULTS	? TRIED IT AND GOT POSITIVE RESULTS
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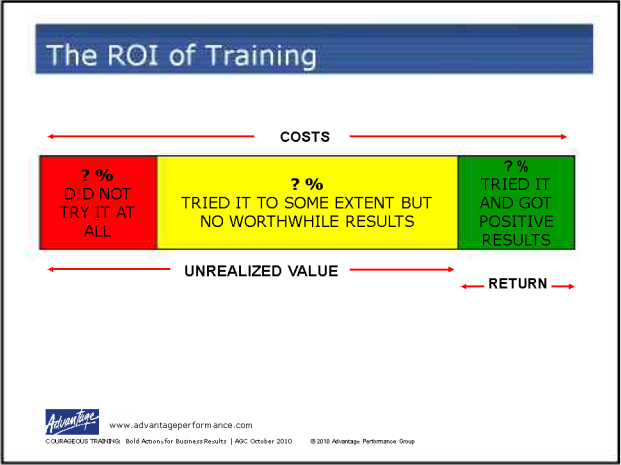
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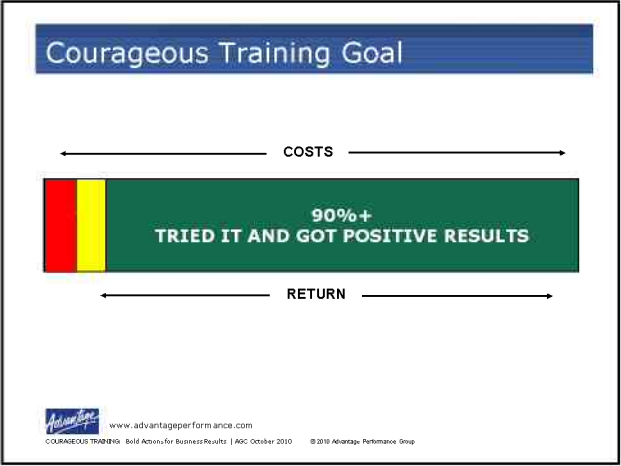
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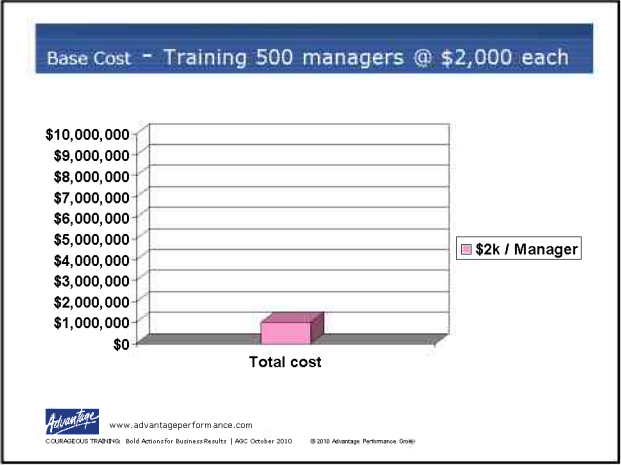
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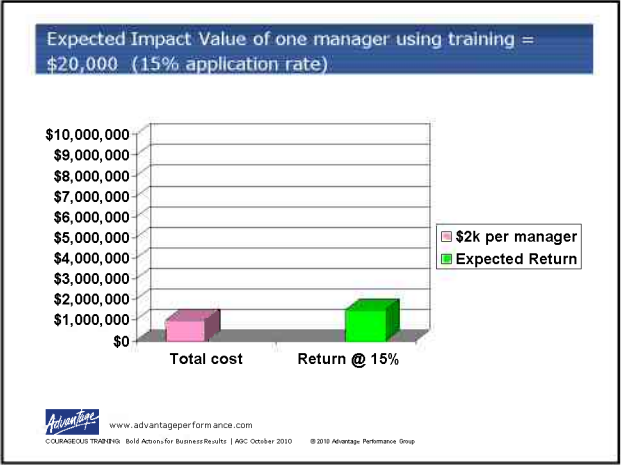
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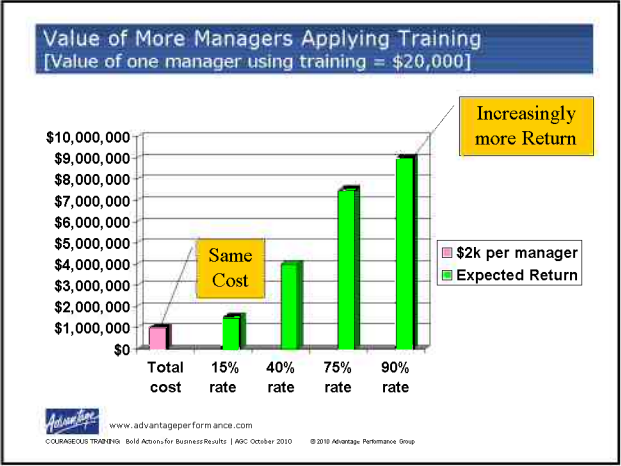
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Why **aren't** we there now?

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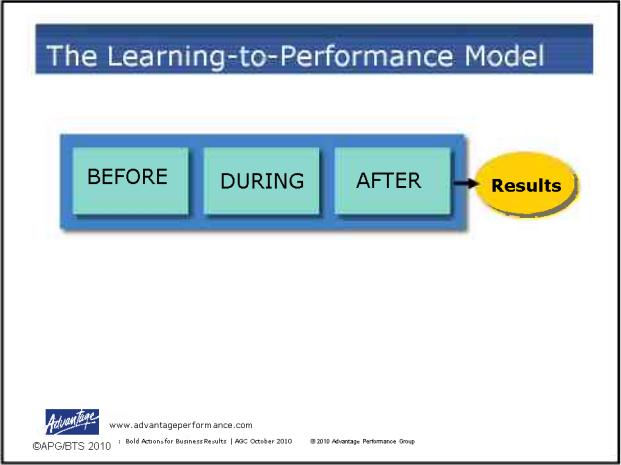
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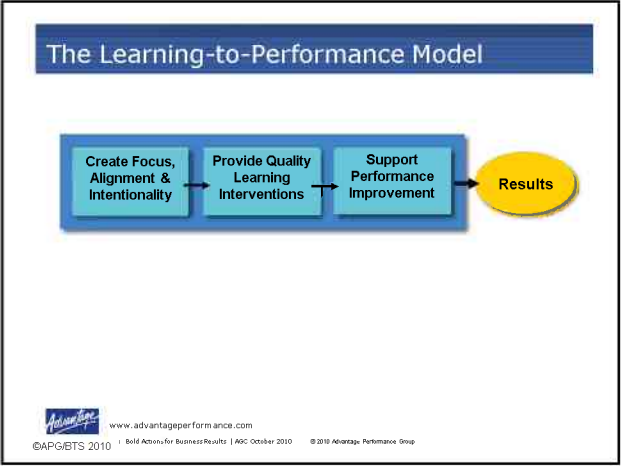
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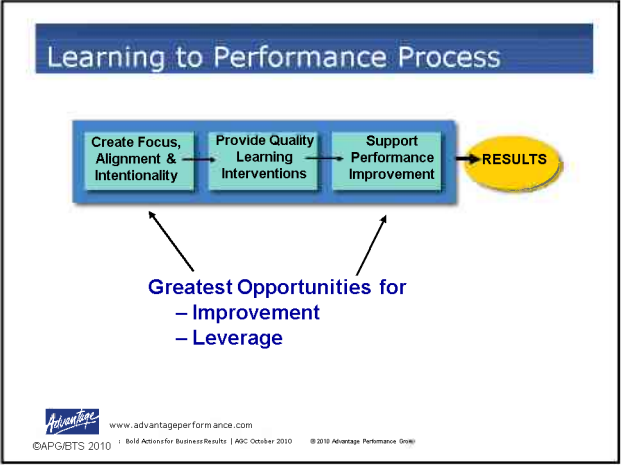
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### Some Courageous Training Leaders

- ◆ Larry Mohl—VP and CLO for Children’s Healthcare of Atlanta
- ◆ Dr. Jeffrey Hafen—Director of Support Staff T&D for Clark County School District
- ◆ Lisa Bell—formerly Manager, NA Learning Center for Holcim (now with Owens-Corning)
- ◆ Julie Dervin—formerly VP of L&D for Insight Enterprises (now with Cargill)

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### The Four Pillars of Courageous Training

**Business Results**

Be a Business-Goal Bulldog    Build Whole-Organization Responsibility for Training Impact    Win the Hearts and Minds of the Make-or-Break Partners    Tell It Like It Is With Truthful Measurement and Evaluation

**COURAGEOUS TRAINING CODE**

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### Impact Map – Business Acumen

Learning Outcomes	Critical On-the-Job Applications	Key Results	Organizational Goals and Strategies

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### Impact Map to Create Focus & Alignment

Learning Outcomes	Critical On-the-Job Applications	Key Results	Organizational Goals and Strategies
<ul style="list-style-type: none"> <li>• Ability to                             <ul style="list-style-type: none"> <li>- Set and manage a strategic direction for the business</li> <li>- Lead an organization in a changing environment</li> <li>- Increase alignment with XYZ's business strategy</li> </ul> </li> <li>• Build a holistic view of the business and decision making</li> <li>• Understand the key drivers of business performance at XYZ and how to impact them</li> </ul>	<ul style="list-style-type: none"> <li>• Lead with a "Matrix Organization" mindset by involving other functions in decisions &amp; planning</li> <li>• Develop new products with closer communication between Marketing, Product Development, and Finance</li> <li>• Lead the transformation process within one's function by communicating the business need, modeling the behaviors, holding staff accountable</li> <li>• Make tough decisions regarding markets, products, and people</li> <li>• Set goals and manage to the goals and milestones by conducting systematic business reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Products are developed that are leading edge and meet market needs</li> <li>• Products launched in market on time</li> <li>• Operational goals achieved:                             <ul style="list-style-type: none"> <li>- Cash flow</li> <li>- Revenue</li> <li>- Account receivables</li> <li>- Gross margin</li> <li>- Cost scores</li> <li>- Employee engagement</li> <li>- Quality</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Accelerate profitable revenue growth in key markets</li> <li>• Increase operating margin by 5%+</li> <li>• Move from hardware company to a services/solutions company</li> <li>• Enhance brand and improve Customer Satisfaction</li> </ul>

← HOW? |||

→ WHY? |||

← HOW? |||

→ WHY? |||

← HOW? |||

→ WHY? |||

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### Whole-Organization Accountability

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### Role Play

## Meet Three Trainees

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Your task is . . .

to find out :

- ◆ Where is he going?
- ◆ Why is he going there?
- ◆ How specifically will he use the training?
- ◆ What benefit will it have ?

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Truthful Measurement Example

Good news!

- ◆ People loved it ! Overall rating 4.8
  
- ◆ ROI = 200+%!
  - Training for 300 people cost \$900,000
  - Usage of training led to >\$1.8 million in new income

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Unrealized Value Example

Bad news...

- ◆ Only 60 of 300 got value (20%)
  
- ◆ What if 60 more used it just half as well?

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### Mis-leading Mean

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### A Strategic Approach to Evaluation

**Investigation Focus: The Entire Learning-to-Performance Process**

Creating alignment and clear intentionality	Producing effective learning outcomes	Supporting performance improvement
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**Feedback on Results:**  
 What business value did it provide?  
 When it worked, why did it work?  
 What can we do to get more impact?

Training Function	Managers	Systems (e.g., HR) & Owners	Senior Leaders
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**Identify Actions to Improve Processes**

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### The Missing Ingredient – COURAGE!

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### The Courageous Training Code

1. Decide to be a pioneer
2. Think like a business partner, not a training vendor
3. Raise customer expectations
4. Negotiate tactics, don't compromise principles
5. Be tenacious, don't get deflected
6. Embrace resistance, don't avoid it
7. Share credit, don't seek it

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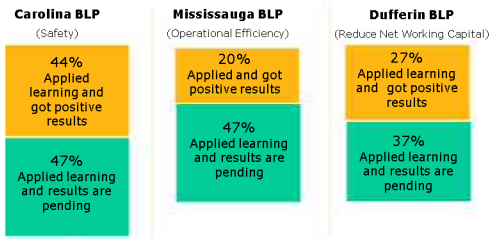
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### Holcim: Leadership Development Findings

#### The Advantage Way Learning Process



73-100% of those who applied learning and got positive results followed the **Courage Training Process**

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### Turning Theory into Results: Getting Started

- ◆ Start small—don't try to change the organization all at once
- ◆ Aim for early "wins"
- ◆ Work with a champion
- ◆ Tell the story—tout the results broad and wide
- ◆ Be prepared to manage the transition as a change process
- ◆ Learn as you go
- ◆ Stick to the Code!

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**Begin the Journey**

**Read the Book** → *Courageous Training*  
[www.Amazon.com](http://www.Amazon.com)

**Learn More & Case Study** → Bob Hill 203-630-2838  
[bhill@advantageperformance.com](mailto:bhill@advantageperformance.com)

**Self-assessment & Newsletter** → [www.advantageway.com](http://www.advantageway.com)

**Install in Your Company** → Certification for your Staff

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**Partial List: Advantage Way Users Group**

- 3M
- Agilent Technologies
- American National Bank
- Ameriprise Financial Services
- Bank of America
- Cargill
- Catholic Health Partners
- Catholic Health Initiatives
- Cephalon
- Children's Healthcare of Atlanta
- Clark County School District
- Dell
- Discover Financial Services
- Energy Australia
- Holcim
- IBM
- Insight Enterprises
- Johnsonville Sausage
- Kellogg's
- Kroger
- Limited Brands
- Nike
- Novo Nordisk
- Plastipak
- Rice University
- Salesforce.com
- SPX
- Symantec
- Takeda Pharmaceutical
- Trinity Health Care
- Toyota Mfg.
- University of Virginia Medical Center
- Wrigley

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**Thanks!**

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