

2013 APMA CONFERENCE

USING LEARNING & DEVELOPMENT TO CREATE A COMPETITIVE ADVANTAGE FOR YOUR ORGANIZATION

Zenith Insurance Company

Monica Goodale, Ed.D.

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AGENDA

- Differences between traditional training and learning & development models
- Assessing your own organization's learning & development
- Identify where your opportunities and priorities are
- Resources available to you
- Q & A

COMPETITIVE ADVANTAGE

- Michael Porter (1985) articulated the term *competitive advantage*, basically: your organization performs at a higher level than others in the same industry or market
- What are examples – in general – of *competitive advantages* in your business?
- Google search...

WHERE IS YOUR ORGANIZATION NOW?

- Do you provide “training” to your employees?
- How do you decide what type of training needs to take place?
- Who develops and delivers the training?
- Who sees the results of the training? How do you know the training “worked”?
- Do your employees know what your business goals are?

TRAINING V. L&D

- What do you think of when you think of “training”?
- Can training help you make \$? Save \$?
- What works? What’s missing?
- What do you wish you could figure out related to job skills and behaviors?
- What are other business challenges you face?

TOWARD GREATER EFFECTIVENESS

Traditional Training

- Order takers
- “Training” is the answer
- Activities not results
- Squeaky wheel
- Project by project
- Hope that training helps the business

Learning & Development

- Pro-active / value-add partners
- Asking the right business questions
- Focus on new behaviors and results
- Long(er) term thinking
- Follow-up to support changes in behavior

SO WHAT IS THE VALUE TO YOUR BUSINESS?

- Your supervisors, team-leads and designated trainers become pro-active
- Asking the right business questions = knowing more about the business
- Focusing on new behaviors and results moves thinking forward
- Long(er) term thinking gets your organization out in front
- Follow-up to support changes in behavior makes the learning “stick”

GETTING STARTED

- What are your primary business goals for 2013 (and beyond)?
- Describe the behaviors and skills people would need to achieve those goals.
- What is your “current state” of your organization and people against those goals?
- The leftover behaviors and skills = “the gap”

MOVING TOWARD L&D

- Addressing the gap
 - behavior, knowledge, skill, attitude
 - “buy or build”?
- Assessing the work
 - People, process, products
 - Real v stated alignment / support
- Development for those developing others
 - Fresh perspectives and efficiencies

LINKING / SUPPORTING STRUCTURES

- Knowledge & clarity re: business goals
- Alignment of management
- An “investment” mindset
- Focus / priorities / some measures
- Incorporating “new” into the existing organization
- Supporting & recognizing efforts over time

A NOTE ON “MEASURING”

- Intangible doesn't mean unimportant (Typing v. Delegation)
- Depends on accuracy of up front assessment (Presentation Skills example)
- Logic-chain → activities → attribution
- Supporting behaviors post-training are key
- Evidence, not proof

WHERE THE L&D WORK IS

- Communication, conversation
- Ask questions – understand the need
- Design for “real-life” performance, mirror real-life conditions
- Ensuring alignment throughout the organization (up, down, sideways...)

IN SUMMARY

- We talked about the differences between traditional training and learning & development models and the benefits to an updated approach
- You've had a chance to talk about your own organization's learning & development
- You may be thinking about where your opportunities and priorities are at this moment
- Some resources have been shared to get you started
- Time permitting – we can discuss some of your questions

RESOURCES

- See separate reading resources list
- 2 key professional organizations:
 - www.astd.org
 - www.ispi.org
- Additional web resources:
 - Free, targeted webinars: www.trainingindustry.com
 - Google training + your area of interest + location (ex: training, agriculture, California)

**Thank you for your time and
participation!**

Contact information:

Monica Goodale, Ed.D.

Sr. Director, Nat'l L&D

Zenith Insurance

(818) 251-8210

mgoodale@thezenith.com