How to Build an Effective Leadership Development Program with Micro-Learning

welcome

Ellen

Frank

HR CERTIFICATION INSTITUTE® PRE-APPROVED 2017 PRE-APPROVED

SHRM
SHRM-CP | SHRM-SCP
RECERTIFICATION PROVIDER
2018

Frank Russell

- Over 30 Years in Human Resources and Talent Development Experience
- CLO, Massey Ferguson
- State Training Administrator, State of Iowa
- Serial Entrepreneur
  - CEO Prositions, Inc. (2011-present)
  - CEO GeoLearning, Inc. (1997-2011)
  - CEO Excellence in Training Corporation (1986-1997)
- President of Training Media Association and the Digital Learning Association
- SABIC, ExxonMobil, GE, ABB, Dell, Google, Nike, US OPM, NOAA, and Others

LEADERSHIP DEVELOPMENT PROGRAMS

ExxonMobil

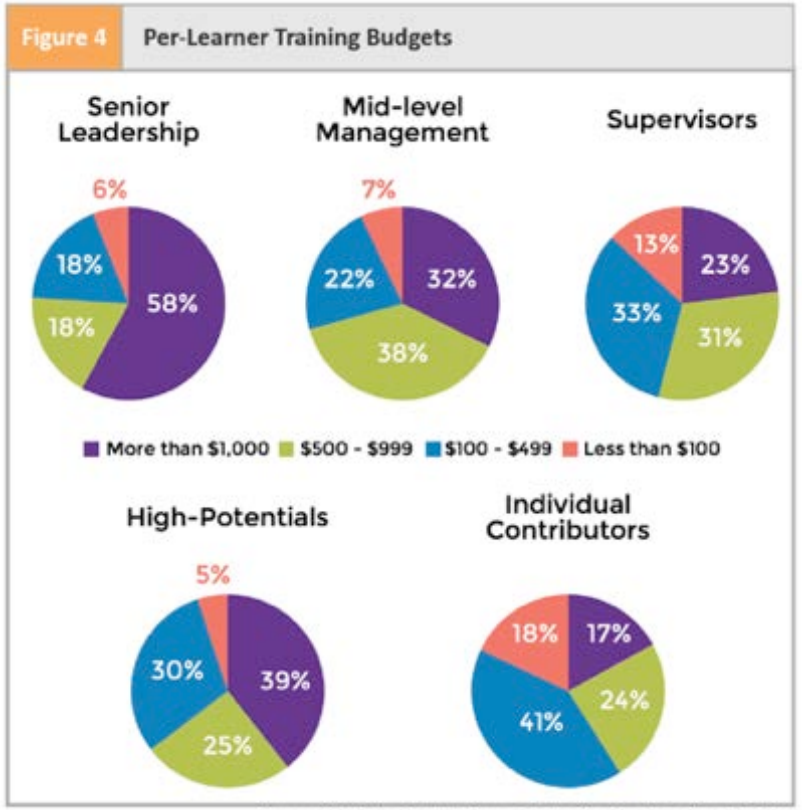
Energy lives here™

MASSEY FERGUSON

PHILIPS

INVESTMENT

- U.S. organizations will spend from $16B to $20B on leadership development
- Fastest growth is in small to medium organizations (less than 1,000 employees)
- Most money (per person) spent on Executives, then High Potentials, Mid-level and and finally Supervisors[1]



Source: 2016 Brandon Hall Group Training Benchmarking Study (n=316)

“Most students of management agree that the transition from employee to manager is one of the most challenging in business.”

Victor Lipman, Harvard Business Review[1]

40% of managers said their newly promoted leaders were **unprepared to assume this new role**

98% believe key aspects of their organization would improve if managers were **trained** to be effective leaders, **more quickly**

RESEARCH ON
MIDDLE MANAGERS[1]

98% of these managers also felt they could use **more training**

87% wish they had received more training **before they were promoted** into their role

RESEARCH ON
MIDDLE MANAGERS[1]

92% said it would have been more effective if it was more engaging or interesting

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70% felt there was too much information to digest, retain and practice

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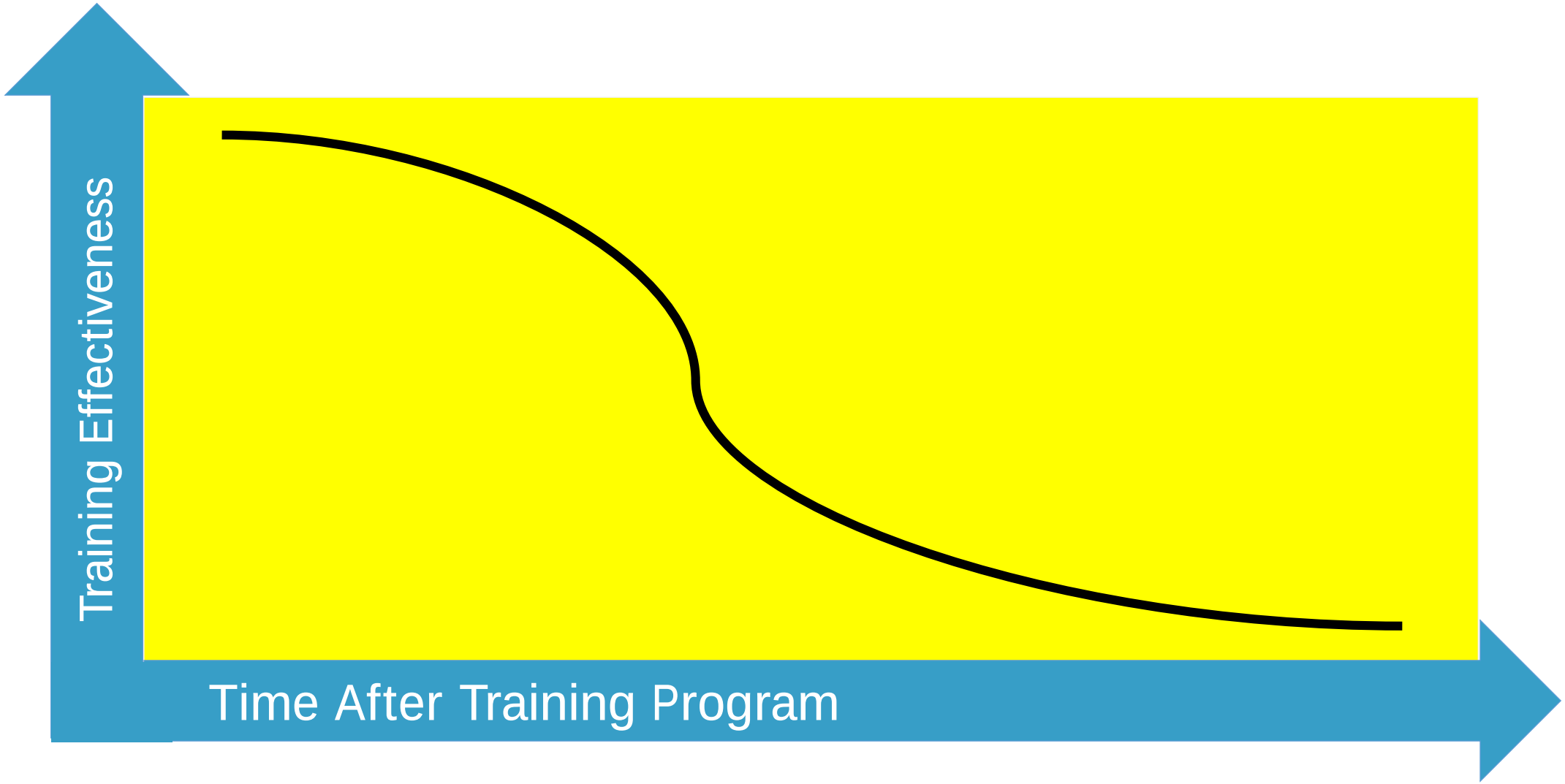
80% of management trainees who changed their behavior because of training, went back to their old habits after 6 months[1]

TRAINING EFFECTIVENESS/RETENTION



WHY EFFECTIVENESS DROPS

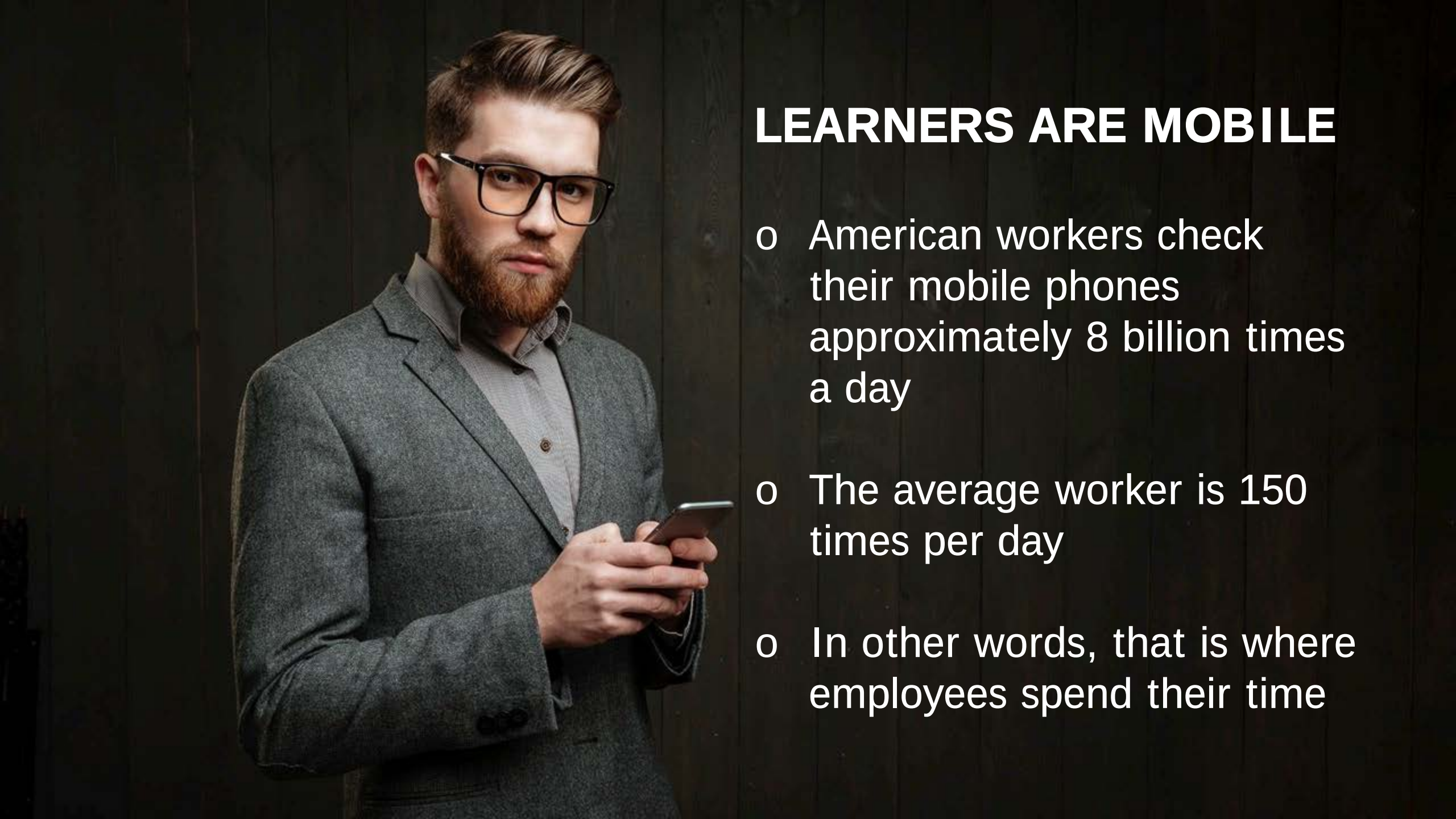
- Return to the “Real World”
- Busy workloads, priorities, and time pressure
- Insufficient opportunity to practice new skills
- Competing messages and motivators
- Disconnect with supervision or peers
- No chance to reflect, ask questions, evaluate
- Lack of **reinforcement** for positive behaviors
- The “***Organizational Antibody Effect***”

WHY TRADITIONAL ISN'T WORKING?

- Non-Traditional Workforce
- Needs of Modern Learners
- Limited Resources
- Leadership Skills Gaps

- **Crave Instant Access to Information**
- **Seek Social Validation**
- **Search Online for Help at Work**
- **Have Shorter Attention Spans**
- **Comfortable with Technology**

PROFILE OF A
MODERN LEARNER[1]



LEARNERS ARE MOBILE

- American workers check their mobile phones approximately 8 billion times a day
- The average worker is 150 times per day
- In other words, that is where employees spend their time

For Generation Z… the only phone they've ever known is a smart one!

Left to Their Own Devices!

Over 70% of employees now use their personal mobile devices to access job related information and training.

OMG... not another 2-hour course!

HOW DO WE MAKE LEARNING...

- ✓ **More engaging**
- ✓ **More impactful**
- ✓ **More memorable**
- ✓ **More practical**
- ✓ **More useful**
- ✓ **More convenient**
- ✓ **More cost effective**

Newest Trends in Learning

- Chunked
- Social
- Mobile
- Virtual
- Gamified
- Adaptive
- Experiential
- Blended
- Convenient

ANOTHER TOOL FOR OUR BELT

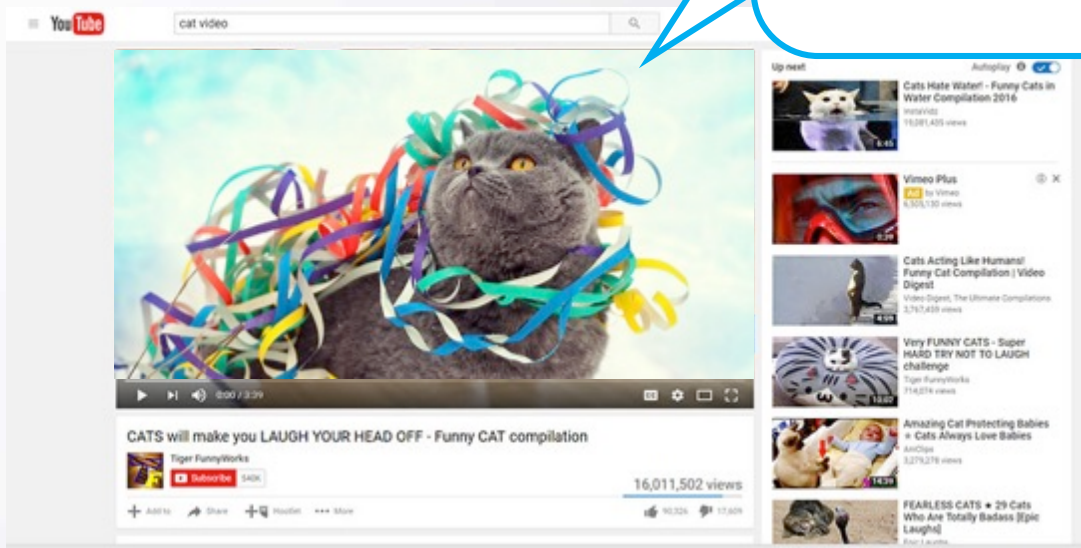
Best Micro-Learning

- **Small but complete learning experience**
- **Bite-sized chunks**
- **Step-by-step structure**
- **Convenient access**
- **Intuitive search and use**
- **Platform independent**
- **Engaging and useful**

LEARNERS LIKE MICRO-VIDEO

YouTube

4:20:00



LEARNER BENEFITS[1]

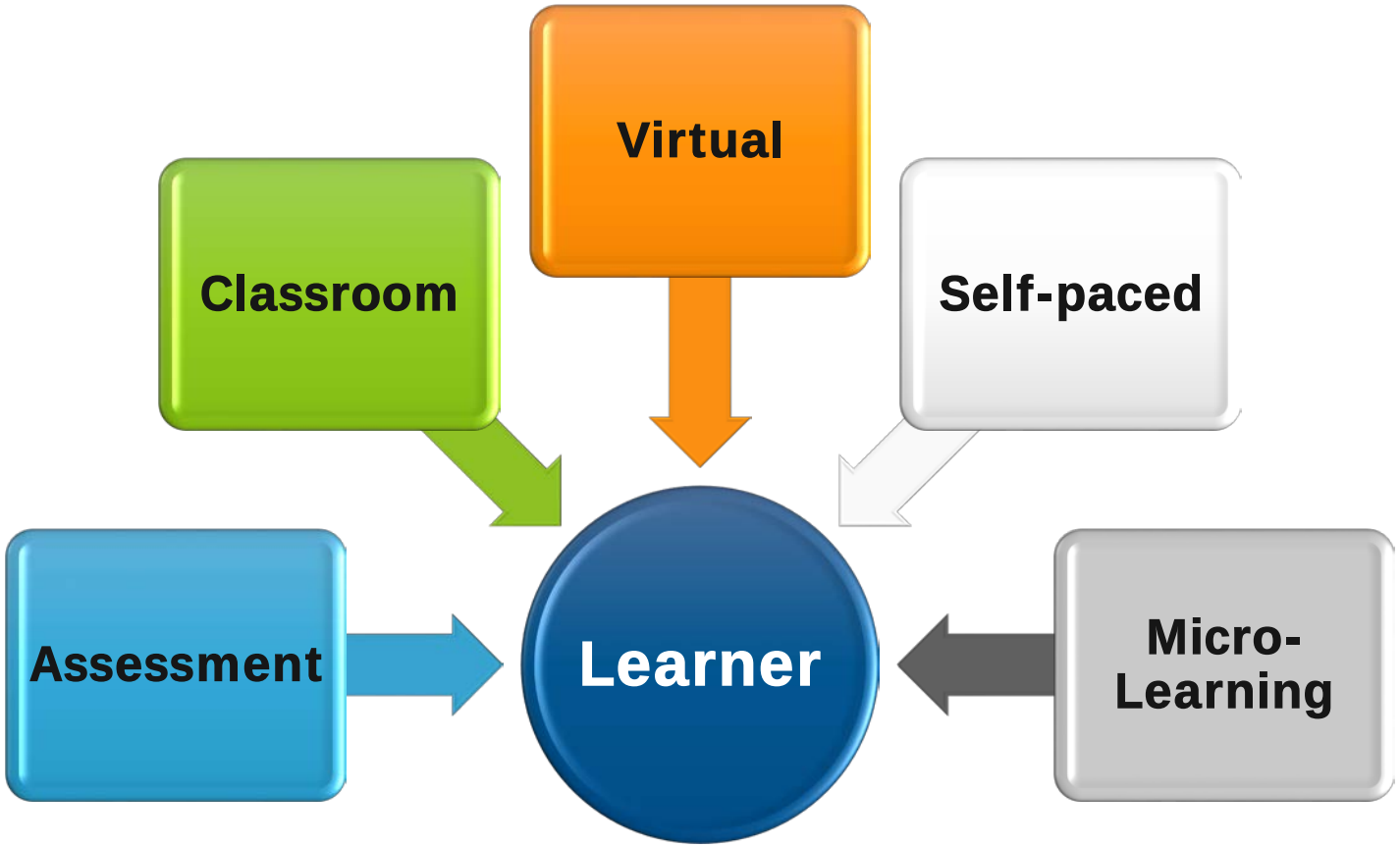
- More Convenient and Portable
- More Adaptive
- Expands Short-term Memory
- Increases Retention 50-65%
- Faster Speed to Competence 40-50%

Organizational Benefits[1]

- **More Affordable -** Cuts Development Costs 50-75%
- **More Agile -** Increases Speed to Launch 300%
- **Increases Completion Rates -** Up to 75-95%
- **Easier to Manage/Update**
- **Decreases Administrative Burden**
- **Wider Utility**
- **Supports Globalization and Localization**

SLIPPERY WHEN WET!
CAUTION

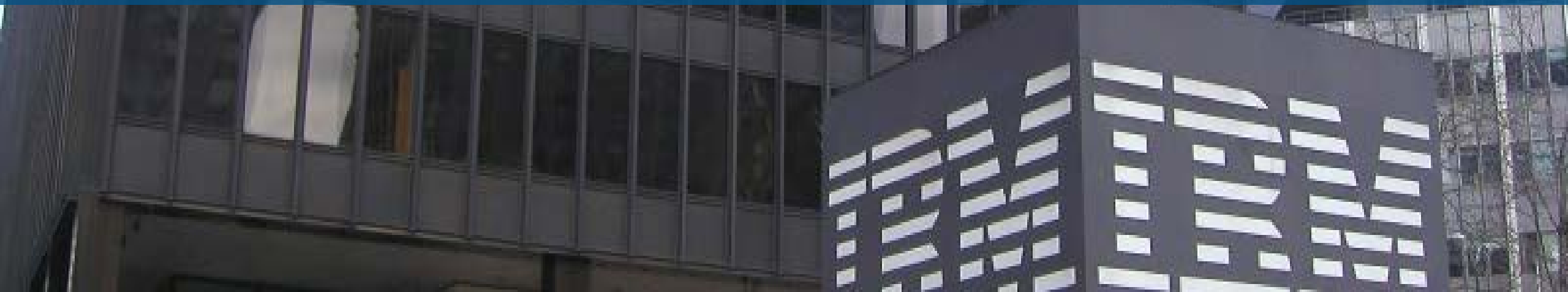
USE A BLENDED APPROACH



Benefits of Blended Learning

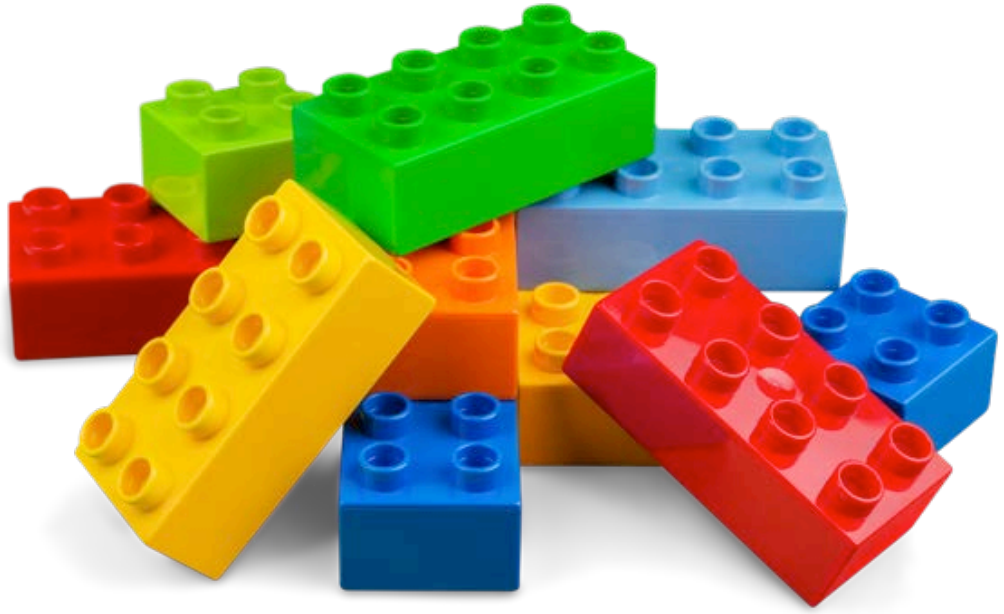
- ✓ **Can create a richer learning experience**
- ✓ **Better for long-term behavior change**
- ✓ **Better for complex skills**
- ✓ **Better for team problem solving**
- ✓ **Allows for more personal interaction**
  - **Peers**
  - **Instructors**
  - **Coaches / Mentors**
- ✓ **Supports long-term retention**

“There are many reasons to consider a blended curriculum. We can talk about learning styles, budget considerations, content and format suitability, and even scheduling and travel costs. We’ve learned, however, that perhaps a more compelling reason to consider a blended curriculum is the learning makeup of today’s new workforce. It’s not possible to offer these dynamic new employees a meaningful learning experience, suiting their core characteristics, without using a varied blend of delivery modalities.”



MAKE IT A RICHER EXPERIENCE

- Assessments
- Pre-class Assignments
- Focused Classroom with Interactions
- Action/Development Plans
- Experiential Assignments
- Reinforcers and Follow-up
- Coaching/Mentoring Tied to Learning
- Performance Support Tools
- Additional Video like Behavior Models



FLEXIBLE DELIVERY OPTIONS

Prositions®

MAKE IT ADAPTIVE

Based on My Needs, Level, and Pace

- 360 Assessments
- Self Assessments
- Dimensional Survey

Delivered in Ways I Like and Want

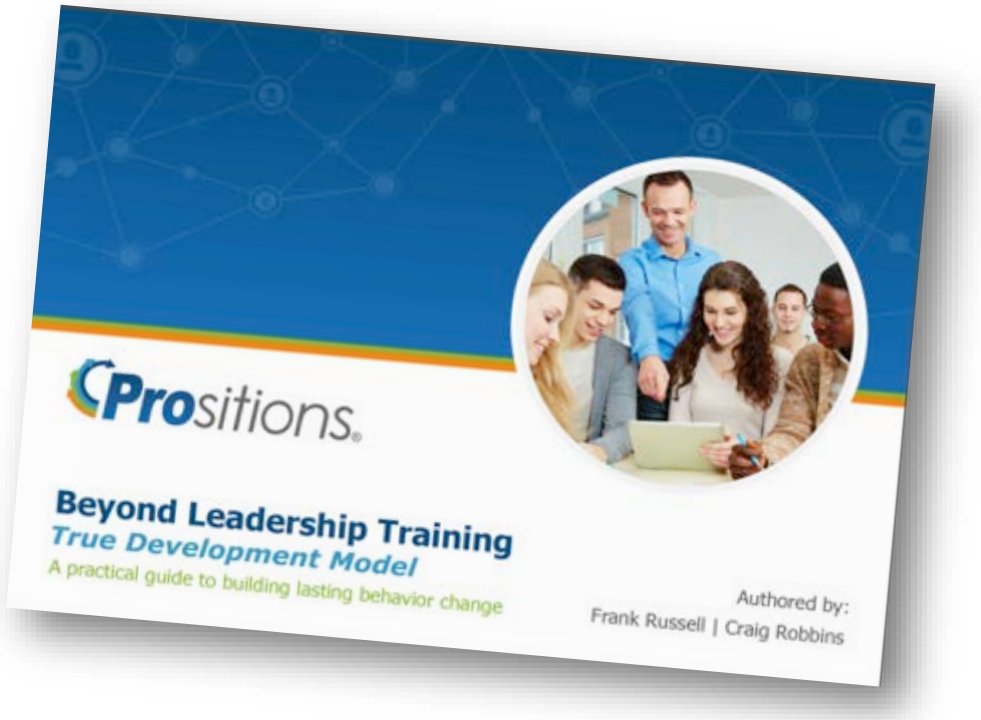
- Classroom
- Self-paced
- Micro-videos
- Audios
- Books, Print, and Digital

MAKE IT EXPERIENTIAL

MAKE SURE TO
FOLLOW UP

PROFILE (CASE STUDY)

- Computer Services
- Rapid Growth Trajectory
- Family-Owned
- Generational Transition
- New Young CEO
- *"Great Place to Work"* (Goal)
- No Formal Leadership Training
- Budget Constraints
- Limited Internal Bench Strength
- Eager to Learn and Grow

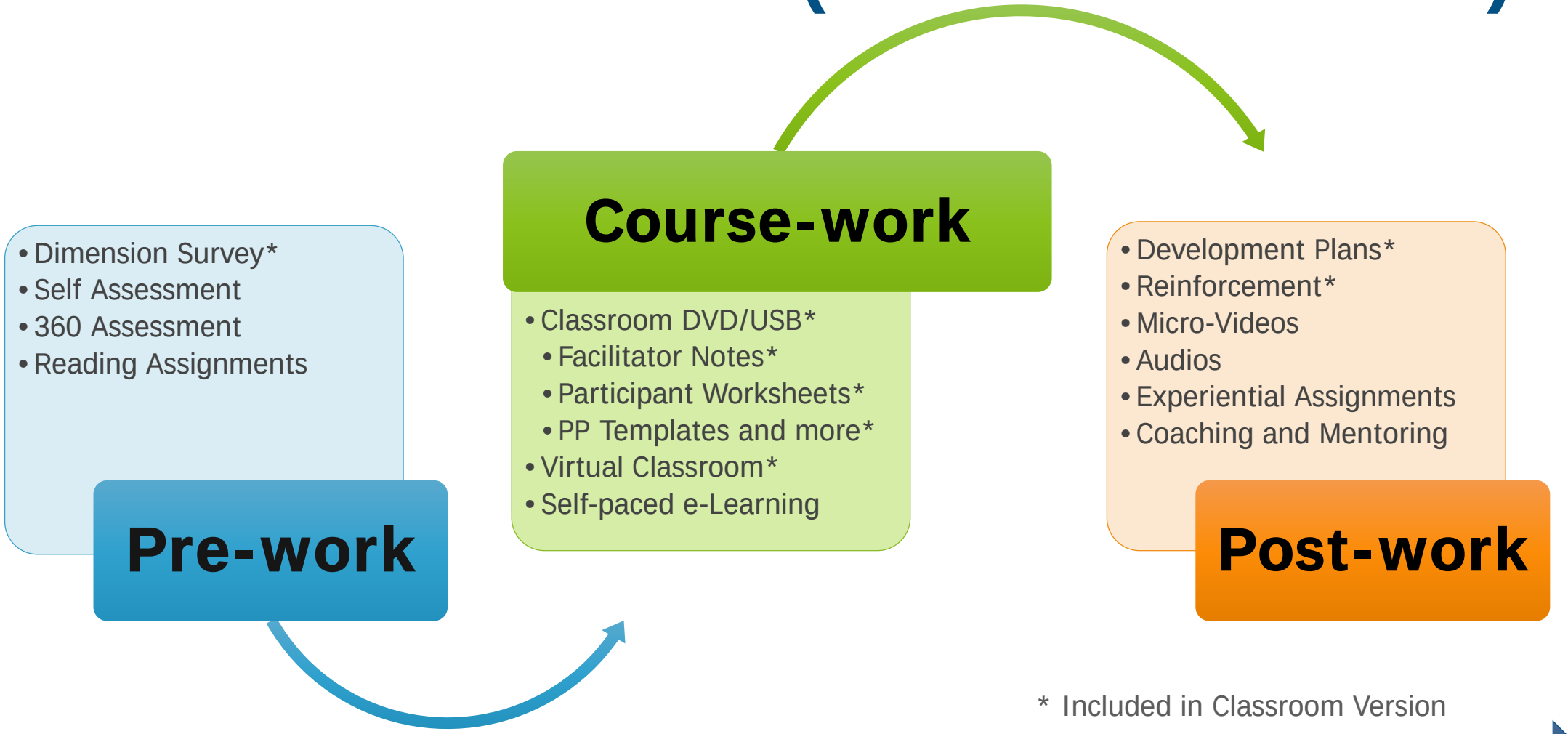


PROGRAM DESIGN MODEL

True Development Model

Prositions®

BLENDED LEARNING (RICH EXPERIENCE)



* Included in Classroom Version

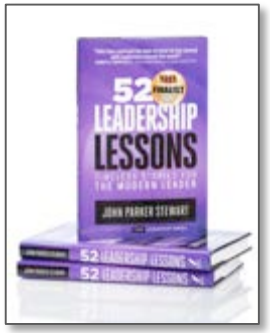
1-2 Months | 1-5 Days | 3-12 Months

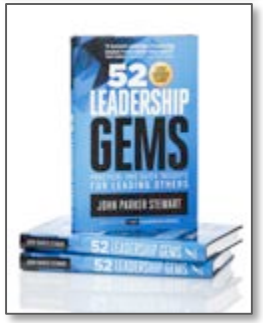
Prositions®

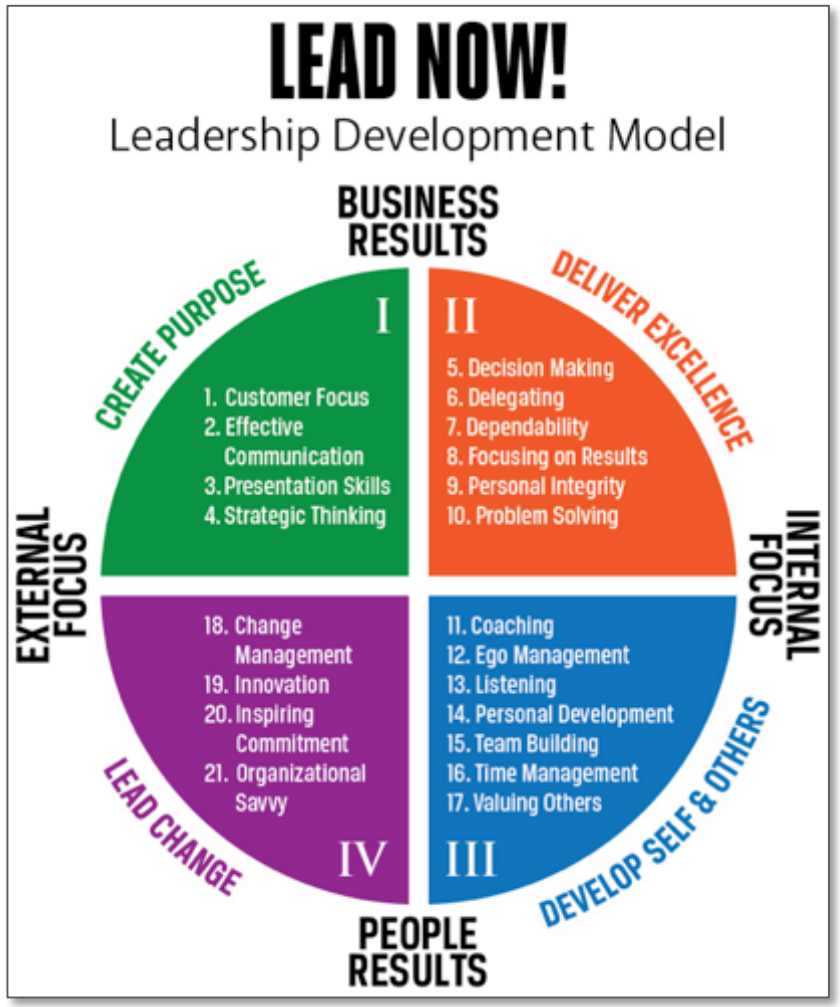
OFF-THE-SHELF PROGRAM (BUDGET)

John Parker Stewart

Daniel Stewart







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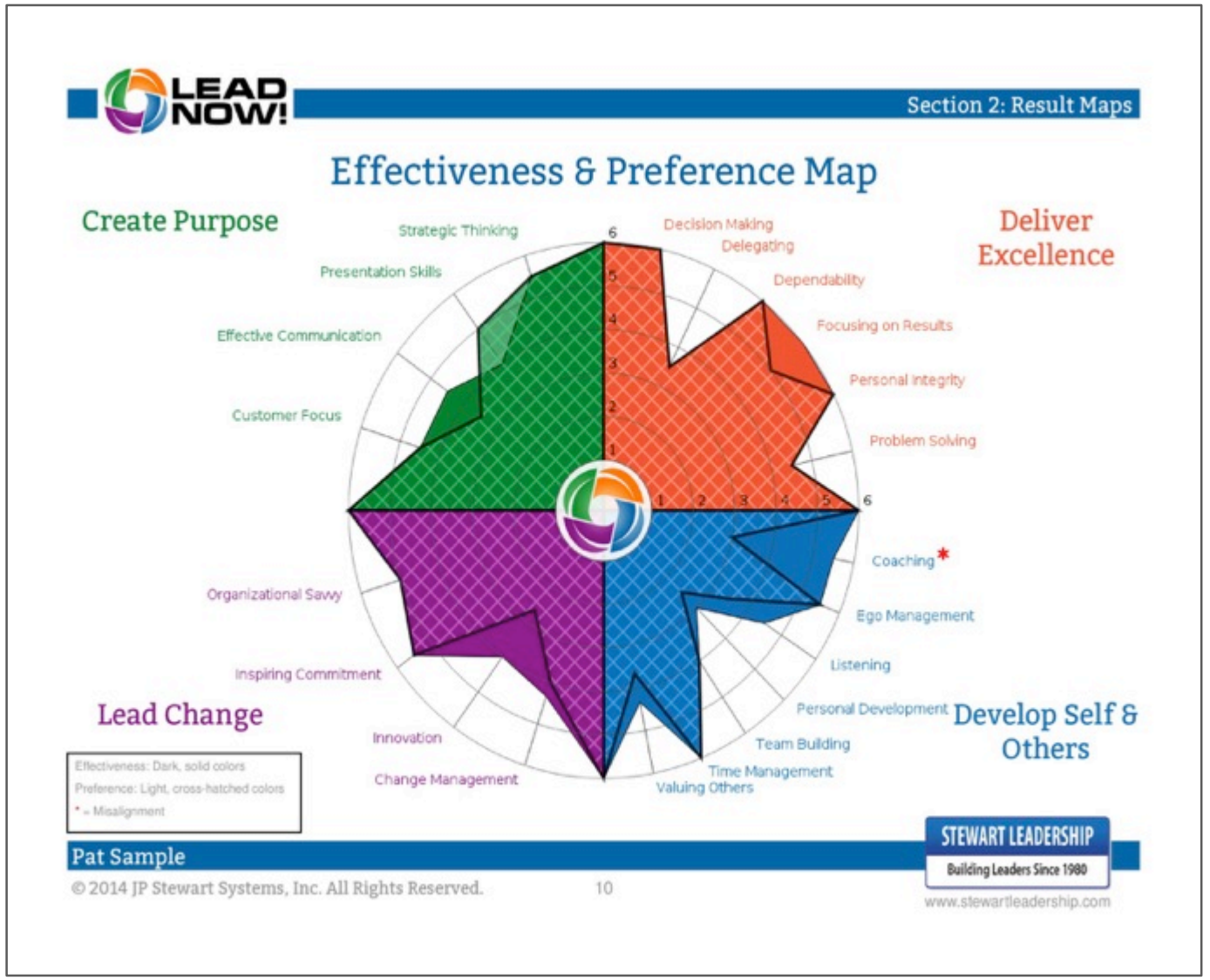
ONLINE ASSESSMENTS (ADAPTIVE)

- ✓ **360 Assessment**
- ✓ **Self Assessment**
- ✓ **Dimension Survey**



Prositions®

22 MICRO-VIDEOS (ENGAGING STORIES)

Narrated

Lesson

Gems

Power Tips

Prositions®

CLASSROOM / VIRTUAL (EXPERIENTIAL)

Prositions®

SELF-PACED COURSE (CONVENIENT)

Prositions®

DashTrain (REINFORCEMENT & SUPPORT)

Prositions®

MASTER LEARNING SERIES (ONGOING)

RESULTS

Prositions®

Freebies!

PowerPoint Slides

White Paper

ROI Calculator

10-Day Access

QUESTIONS