

How to Recession-Proof Talent Development



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What are the indicators of a recession?





**Learning is at the
heart of a
high-performance
culture**

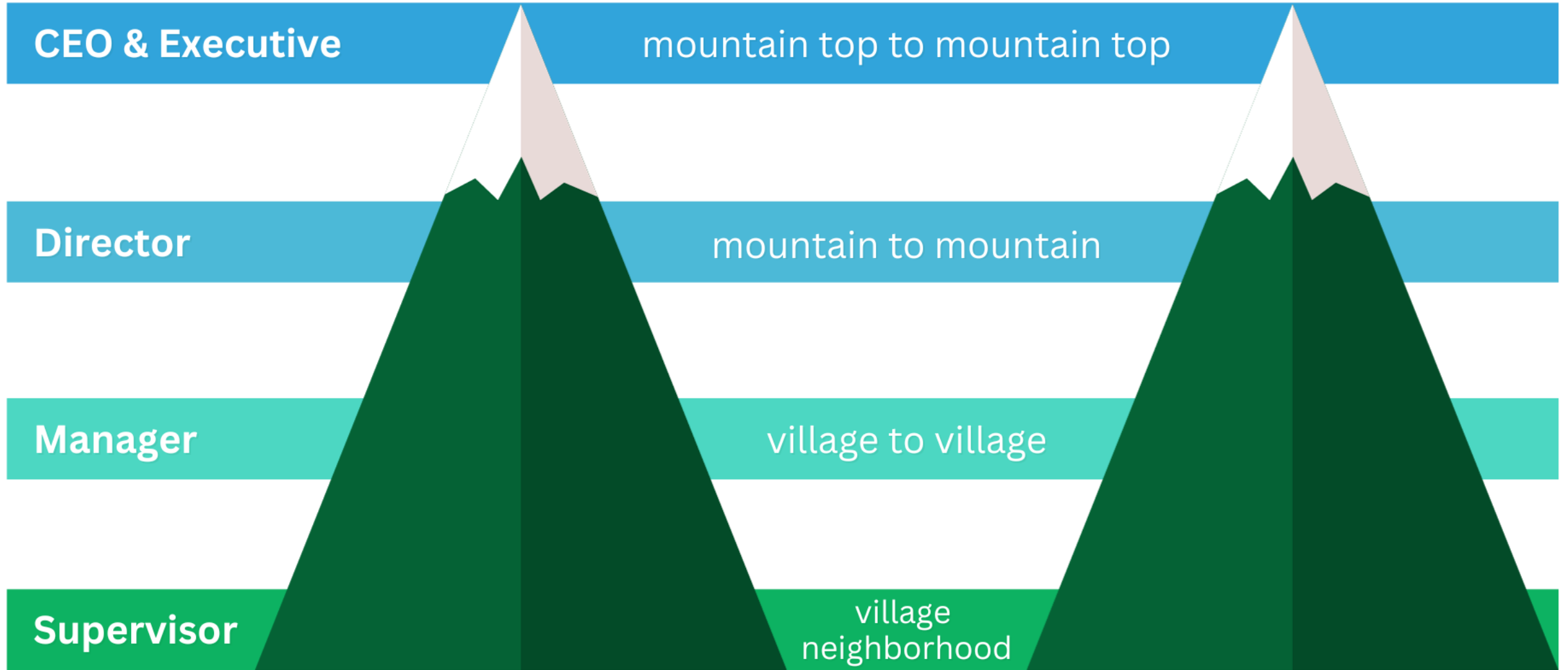


Be your own advocate.

- Communicate benefits.
- Know the language of business metrics.

Think business.

The Parable of Leadership Altitude Affects Your Communication Aptitude



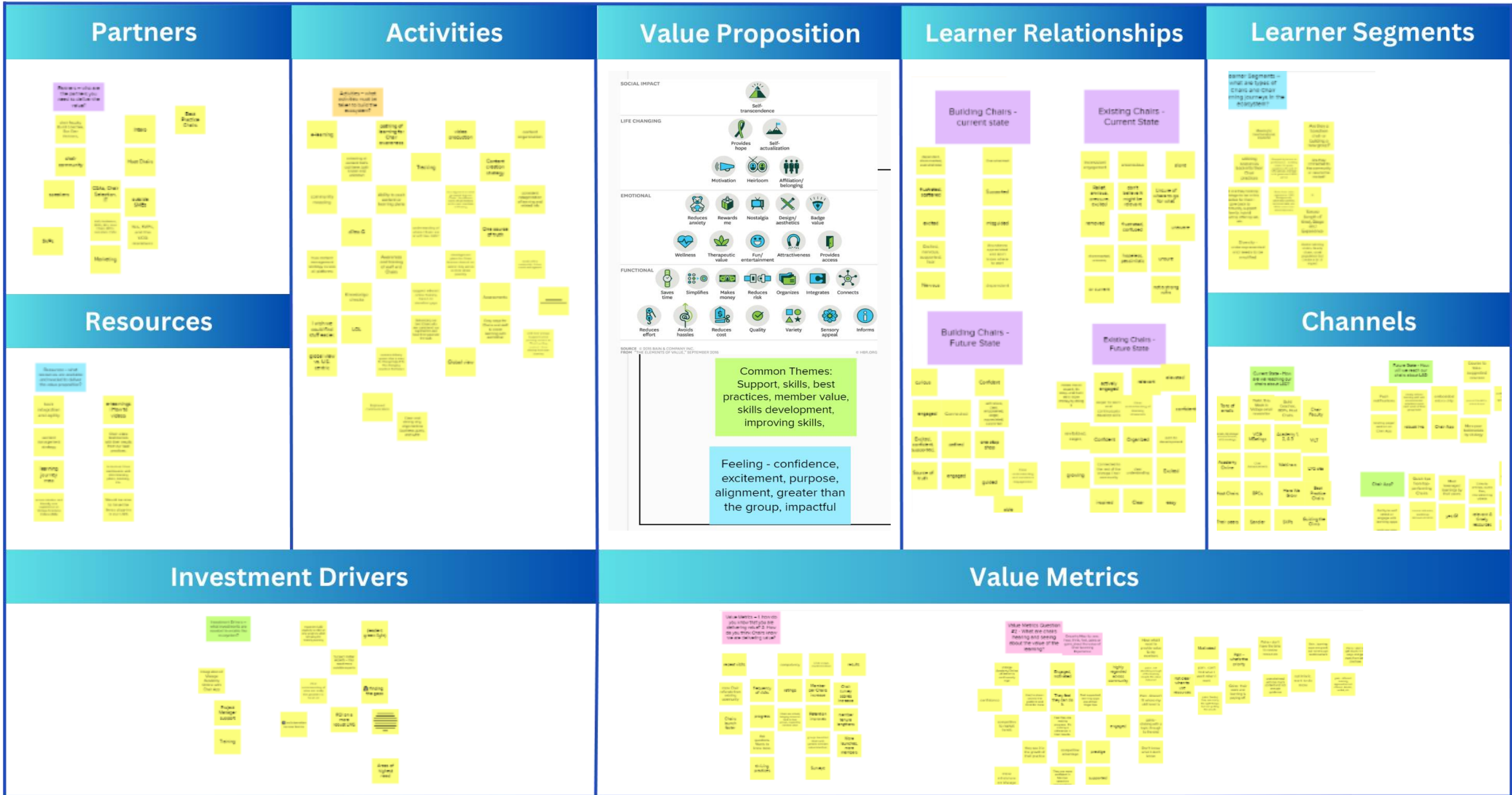
**Align learning and
development strategy
with organizational goals
and customers' needs**



Be Agile.



Partners	Activities	Value Proposition	Learner Relationships	Learner Segments
<p>Who is on your team internally to deliver the value proposition?</p> <p>Who is on your team externally?</p> <p>Who is not on your team that you need?</p>	<p>What are you currently doing to deliver this proposition to your learners?</p> <p>What do you want to do that you have not yet started?</p> <p>What else do you think you could possibly do given no constraints?</p>	<p>What value proposition do you wish to deliver to your learners?</p>	<p>When your learners experience learning, what words would they use to describe the experience?</p> <p>What words would you like them to use?</p> <p>What words would you like them not to use?</p>	<p>What are the different types of learners in the organization?</p> <p>What are the key journeys that they undertake?</p> <p>What are their most important journeys?</p>
Resources				Channels
<p>What resources do you have at your disposal to deliver the value proposition?</p> <p>What resources do you need that you have?</p> <p>What resources do you need that you do not have?</p>				<p>In what ways do you currently reach out to your learners?</p> <p>How do you envision engaging learners in the future?</p> <p>What ways do you not wish to engage them?</p>
Investment Drivers		Value Metrics		
<p>What investment is needed to deliver new partners?</p> <p>What investment is needed to get the necessary resources?</p> <p>What investment is needed to undertake activities?</p>		<p>How do you measure the impact of the value proposition today?</p> <p>How might you measure the impact of the value proposition in the future?</p> <p>What key processes and KPIs do you wish you could connect learning and performance to?</p>		



Create a Coalition.

“Training professionals and team leaders care about the effectiveness of the training whereas decision-makers care about the ROI of the training.

The training effectiveness measures *if* and *how much* you’ve learned.

ROI measures what impact that has on the organization.”

Nathan Jones

Human Factors Engineering Expert, *Problem Solutions*



Example:

An organization spending \$100,000 on an L&D program that results in a measurable net benefit of \$150,000 would have an ROI of:

$$\text{ROI} = \left(\frac{\$150,000}{\$100,000} \right) \times 100 = 150\%$$

This means that for every dollar invested in L&D, the organization receives a return of \$1.50.

Measure Return on Investment in Different Ways



Direct Financial Impact

Measures the direct financial benefits for an organization, such as increased sales or reduced expenses

Indirect Financial Impact

Measures indirect financial benefits for an organization, such as productivity increases or employee engagement

Intangible Benefits

Measures the benefits for employees, such as increased morale or satisfaction levels

Challenges to Calculate L&D ROI

- **Difficulty in isolating the impact of the intervention**
- **Difficulty in quantifying intangible benefits**
- **Limited data availability**
- **Inaccurate assumptions**
- **Time and resource constraints**



Upskill. Upskill. Upskill.

Today. Right Now.

- **Develop an Agile Mindset.**
- **Learn your organization's book of business.**
- **Develop your value proposition.**
- **Be the Problem Solver.**

Near Term

- **Communicate Progress via Business Metrics**
- **Get to the Table. Be Heard.**
- **Socialize the Concept of Strategic Partnerships.**
- **Build in ROI Calculations.**

Long Term

- **Optimize L&D Operations.**
- **Drive Organizational Culture Change.**
- **Leverage Advanced Learning Technologies.**
- **Formal Communication Plan: Demonstrate Alignment of L&D Strategy with Organizational Metrics and Goals.**

**Connect learning to
organizational goals**

**Focus learning on
generating high
performance**

**Become a strategic
partner**



Thank you!

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