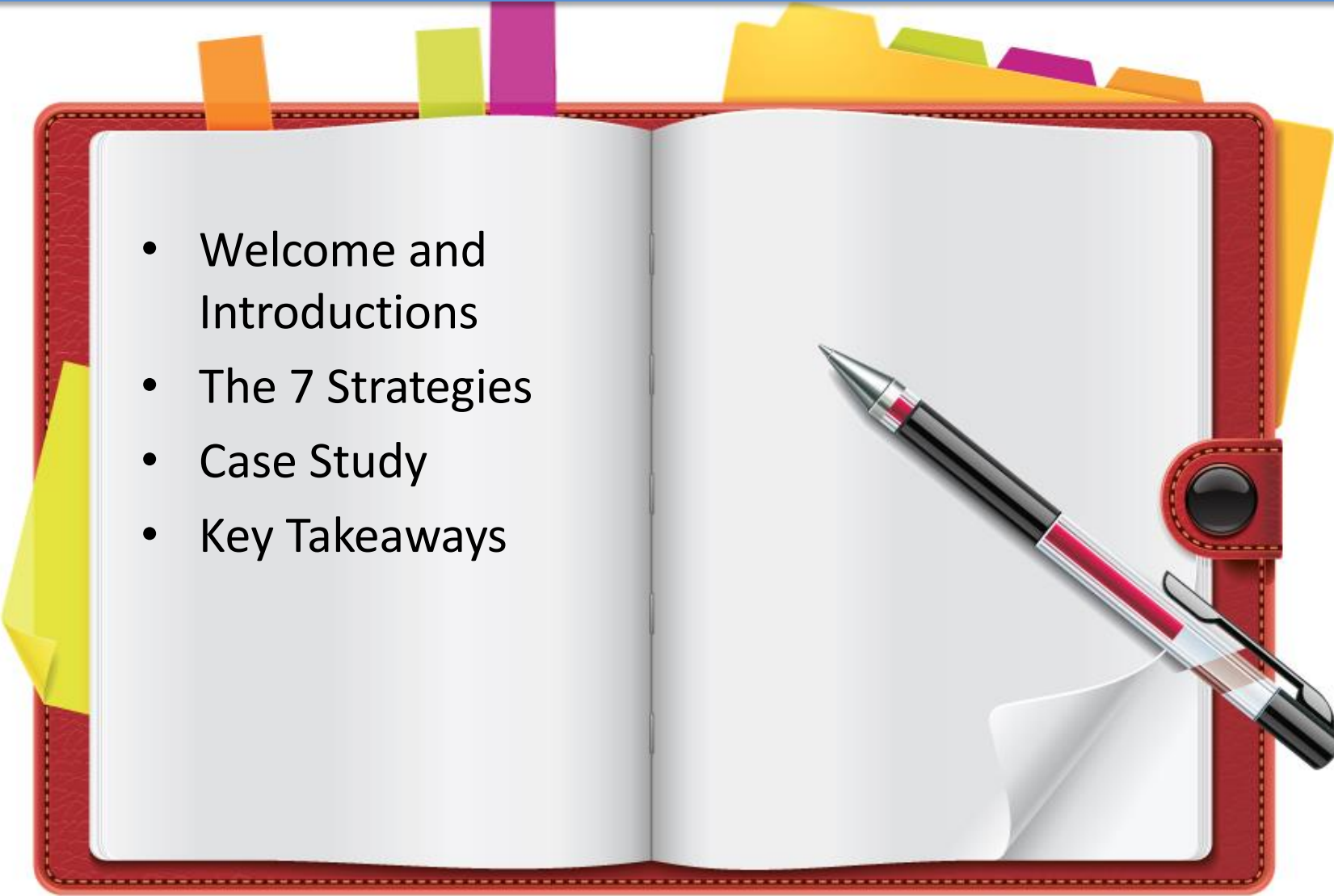


7 Strategies for Learning Leaders

*Driving Agility, Accountability and
Results*

Mollie Lombardi
VP/Principal Analyst
Workforce Management
Brandon Hall Group

Agenda

- 
- An open red notebook with a black and red pen resting on the right page. The notebook has several colorful sticky notes (orange, green, pink, yellow) tucked into the top and sides. The left page contains a bulleted list of four items.
- Welcome and Introductions
 - The 7 Strategies
 - Case Study
 - Key Takeaways

Introductions



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www.brandonhall.com



@mollielombardi



Founded in 1992

200,000   Subscribers

10,000  Global Clients

#1 Leading independent HCM
research & analyst firm



Publishing **1.5** pieces of
research each day



RESEARCH PRACTICES

Learning & Development

Talent Management

Leadership Development

Talent Acquisition

HR/Workforce Management

7 Strategies for Learning Leaders

- Put Yourself First
- Put me in Coach
- Walk the Line
- Projects are the New Black
- Measure Twice, Cut Once
- Power to the People
- The voice of a New Generation

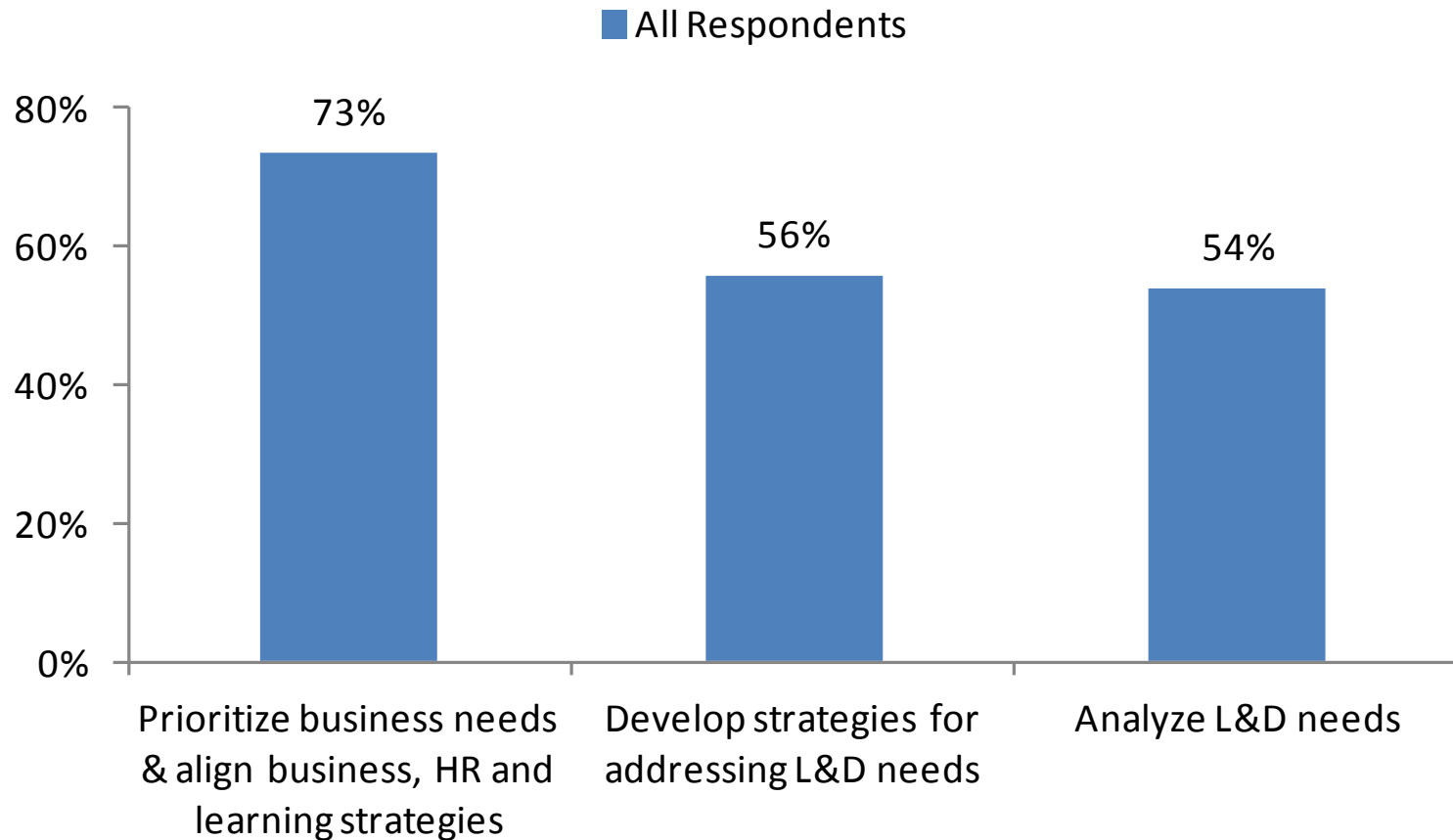


Put Yourself First

**The evolving role of
the learning leader**

Navigating a New Course

Top Learning and Development Priorities



Source: Brandon Hall Group, Learning and Development Study 2014

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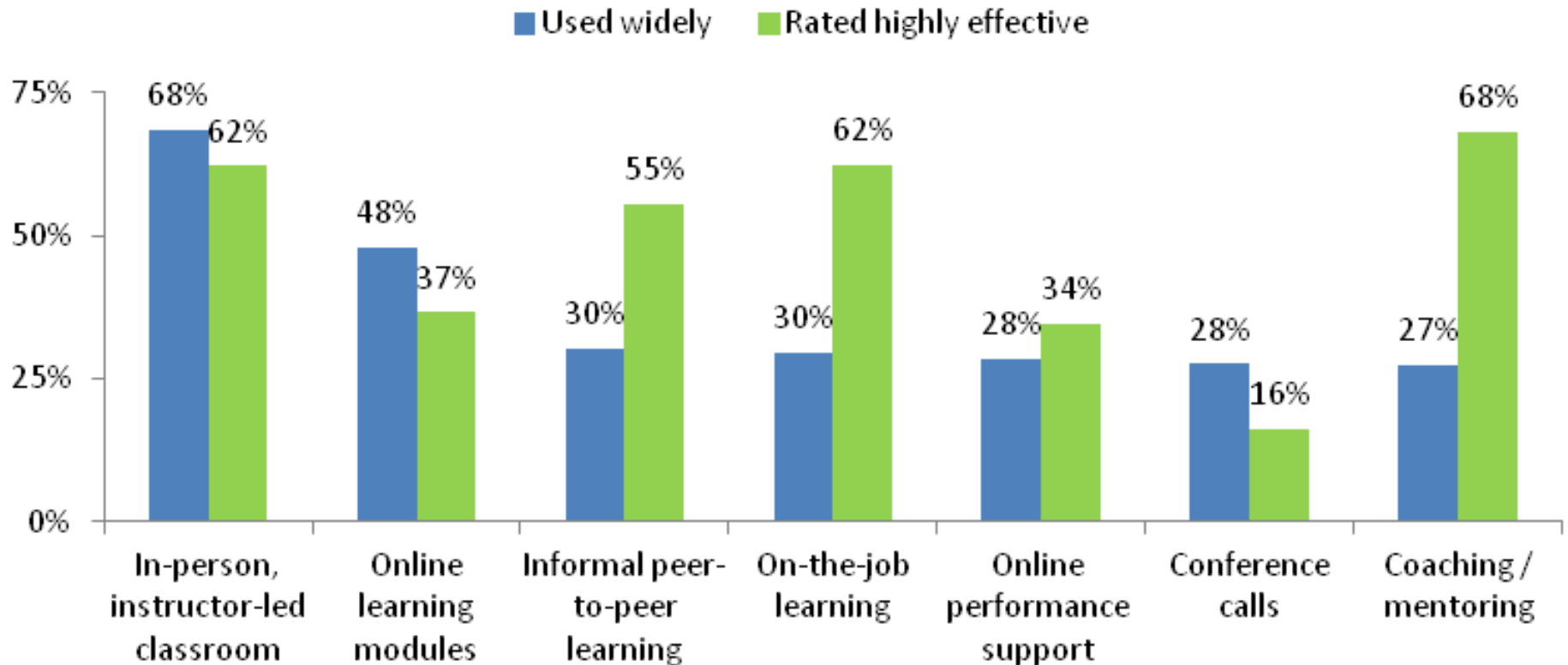
Strategies

Put me in Coach

**Building coaching
skills throughout the
organization**

Coaching Rules

Learning Methodologies

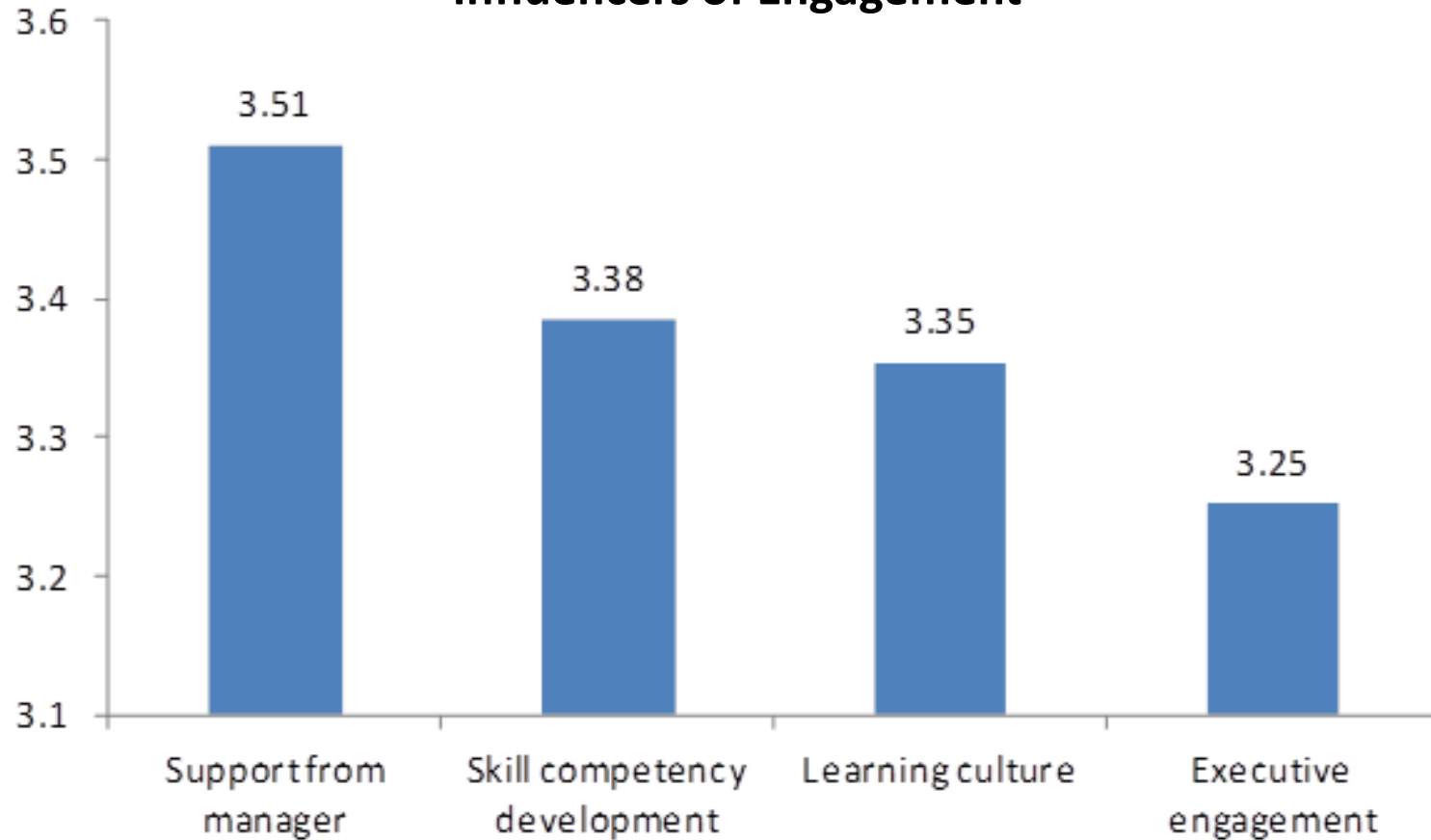


Source: Brandon Hall Group, Learning and Development Study 2014

Coaching Rules

Responses were ranked on a scale of 1 to 5 where 1 = not all important and 5 = critical

Influencers of Engagement



Responses were ranked on a scale of 1 to 5 where 1 = not all important and 5 = critical

Source: Brandon Hall Group, Talent management Study 2014

7

Strategies

Walk the Line

**Drawing a line of
sight between
personal and
organizational
objectives**

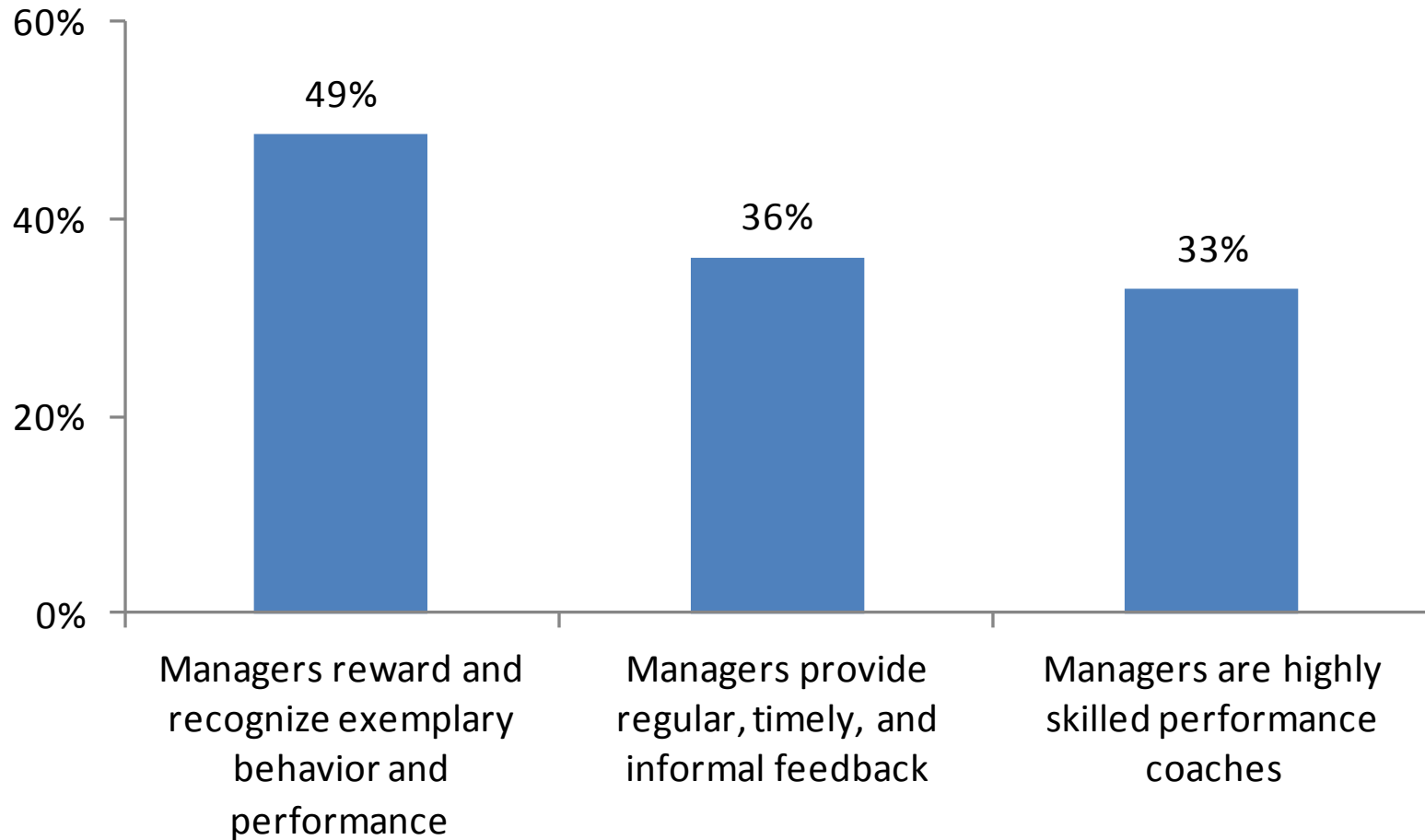
Connect or Lose

37% of organizations indicated they expect voluntary turnover among high potentials to increase in the coming 12 months

32% expect the same for talent with critical skills

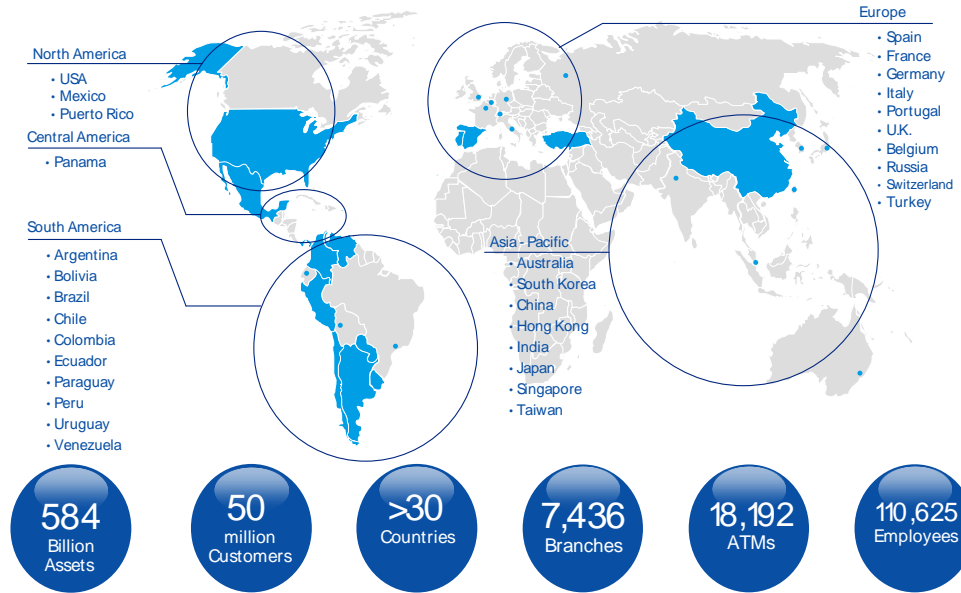
The time to act is now

Learning the Skills of Feedback



Source: Brandon Hall Group, Talent Management Study 2014

BBVA Compass



- A financial institution w/ 700+ branches, over 10,000 employees
- Among the 25 largest U.S. commercial banks

BBVA Compass

The Challenge:

- Reverse high attrition
- Build leadership skills in junior leaders
- Limited visibility, budget and staff to train high-potentials.
- Leadership program needed to align with the global parent company.

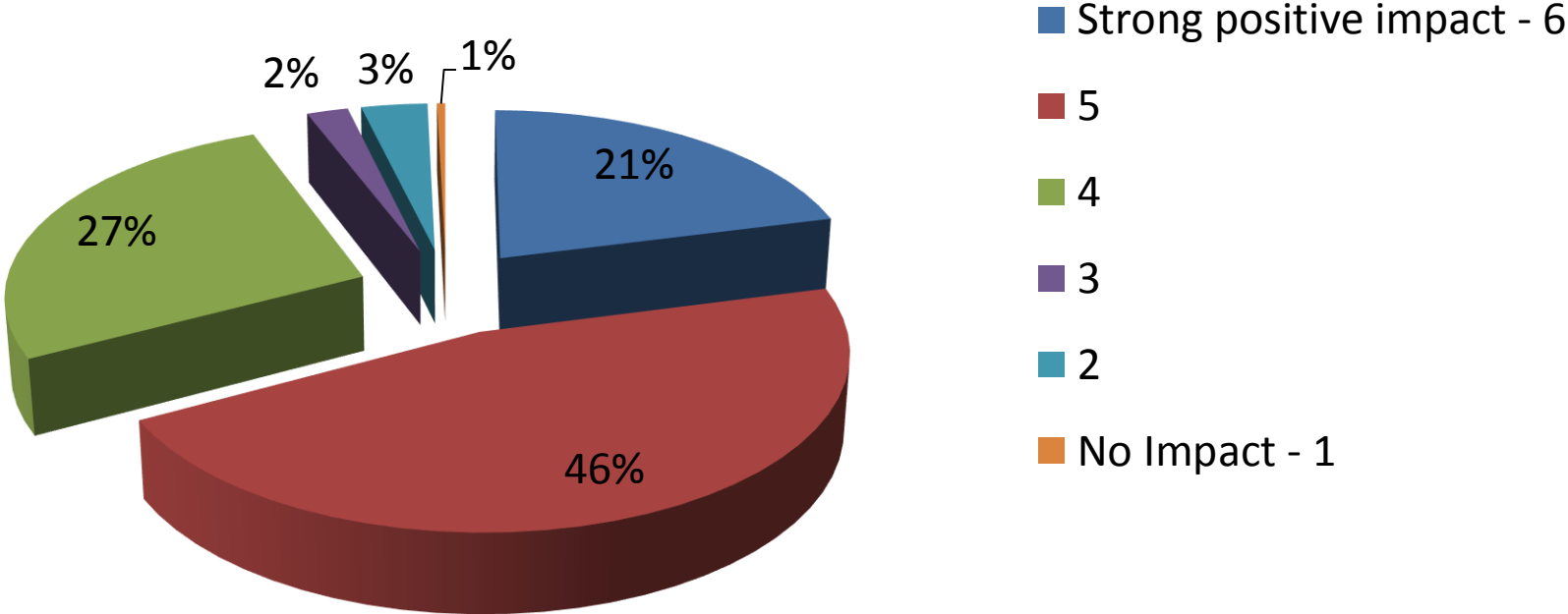
The Solution:

- Certificate programs offer Ivy League-quality courses, authored by faculty at Cornell.
- Coursework is self-paced & instructor facilitated, high-touch engagement.
- Private cohorts benefit junior talent.
- Practical training means immediate application
- Online delivery minimizes costs.
- Aligns with BBVA Group's corporate competency model
- Simple to implement and manage.
- 60,000+ learners in 206 countries.

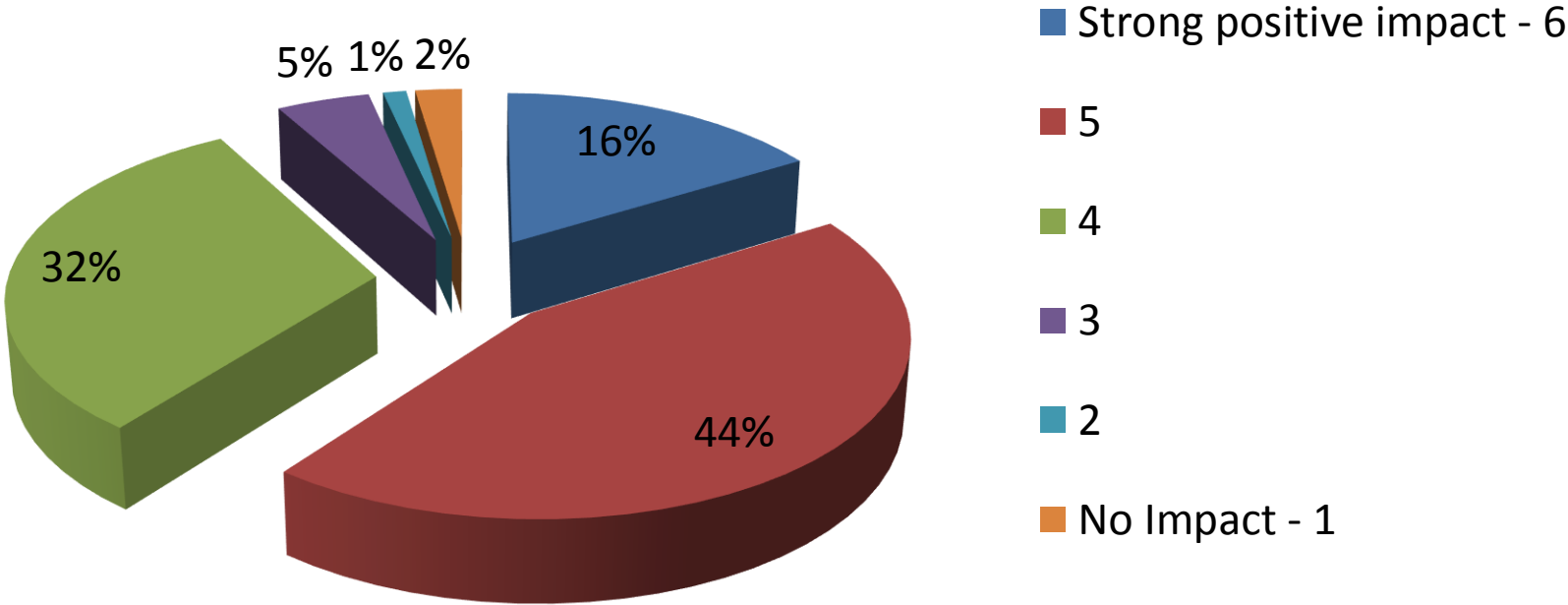
Results since 2010:

- eCornell's 12-question program evaluation survey: participants and managers rated training at 4.33/5 with significant impact on performance.
- Retention of the junior top talent group improved from 2010 to 2012 and has remained constant.
- The promotion rate of our junior talent has increased exponentially.
- Impact analysis shows both participants and managers see specific impact from the programs.

Employee Assessment of Impact on Behavior



Manager Assessment of Impact on Behavior



7 Strategies

Projects are the New Black

Using projects for
succession,
development and
retention

Top 3 Most Effective Learning Methods

- Coaching
- On-the-job learning
- Informal peer to peer learning

Habits of High Performing Teams

- Support Collaboration
 - 25% of organizations cite improving communication and knowledge sharing as a top priority
- Provide Stretch Opportunities
 - And Support with clear goals
- Establish a clear process
 - Great teams don't just happen

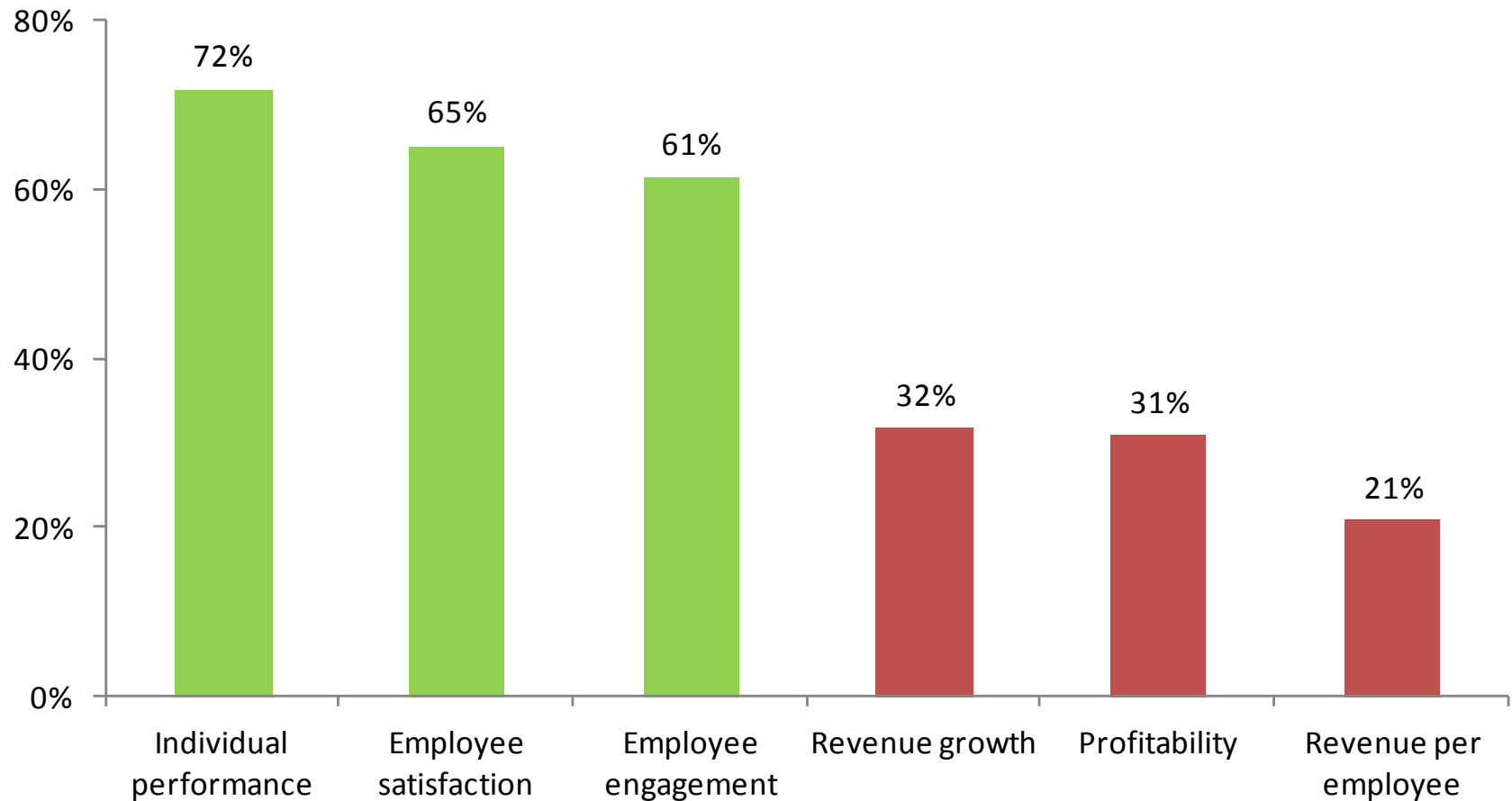
7 Strategies

Measure Twice, Cut Once

**Create a business-
based measurement
system**

Measurement Disconnect

Measures of Learning Effectiveness



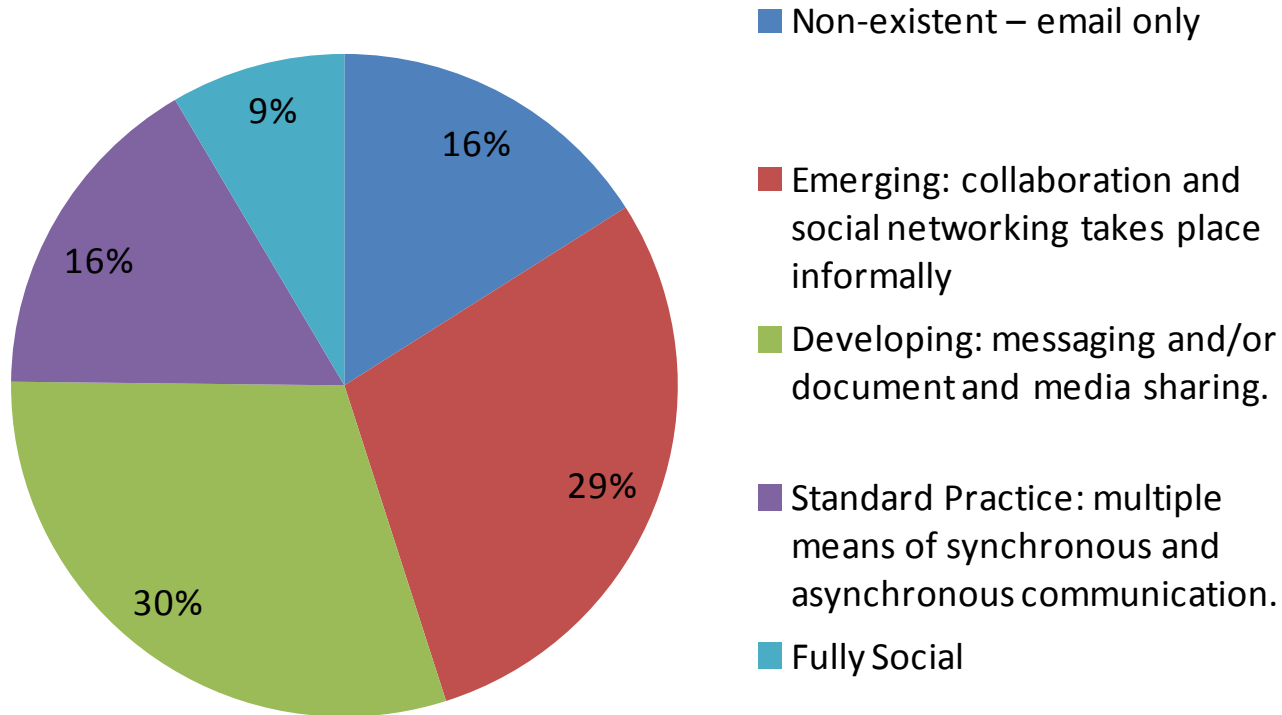
Source: Brandon Hall Group, Learning and Development Study 2014

7 Strategies

Power to the People

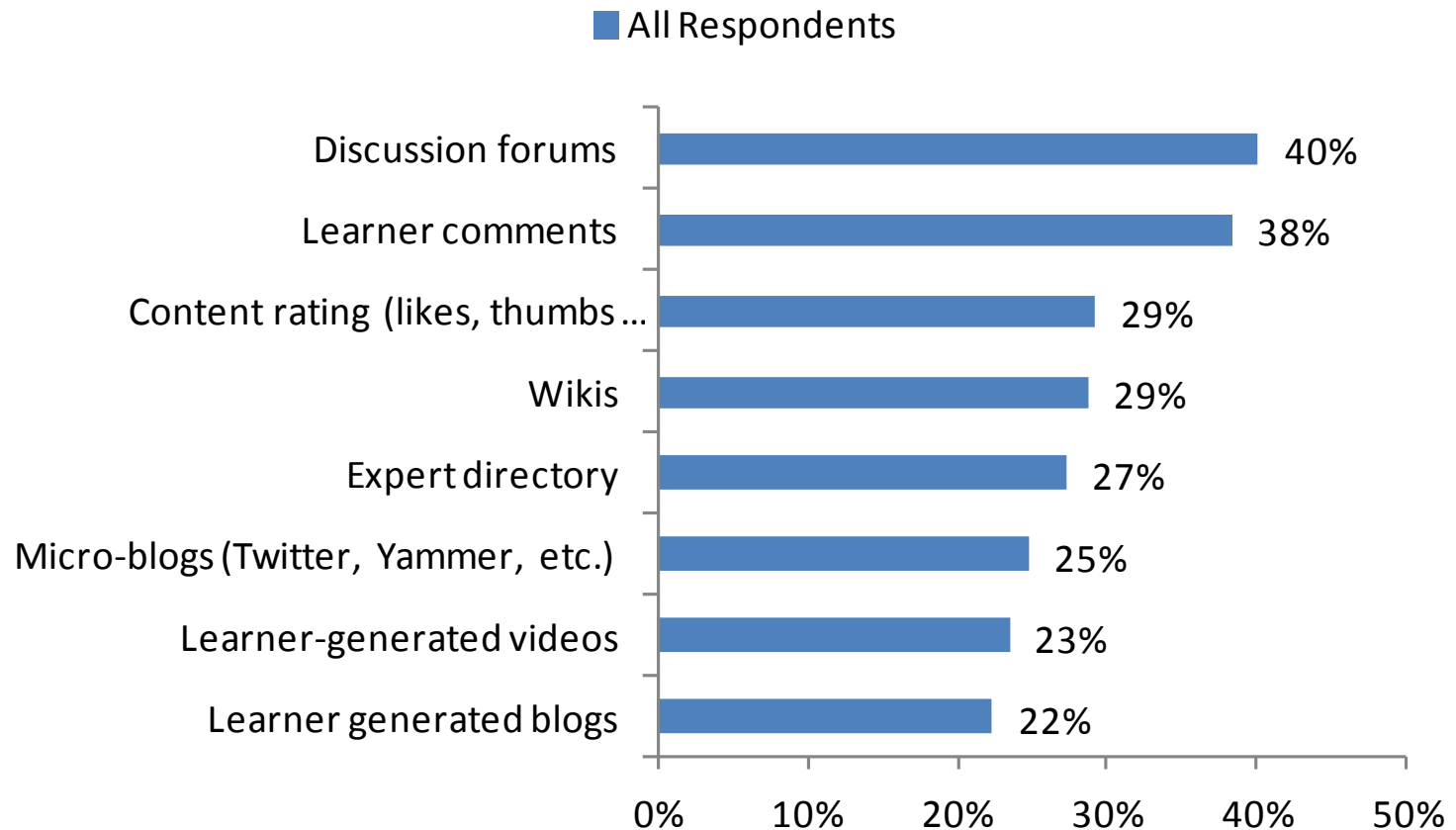
Achieving success
through
collaboration

Approach to Collaborative Learning



Source: Brandon Hall Group, Collaborative Learning 2014

Collaborative Tools for Learning

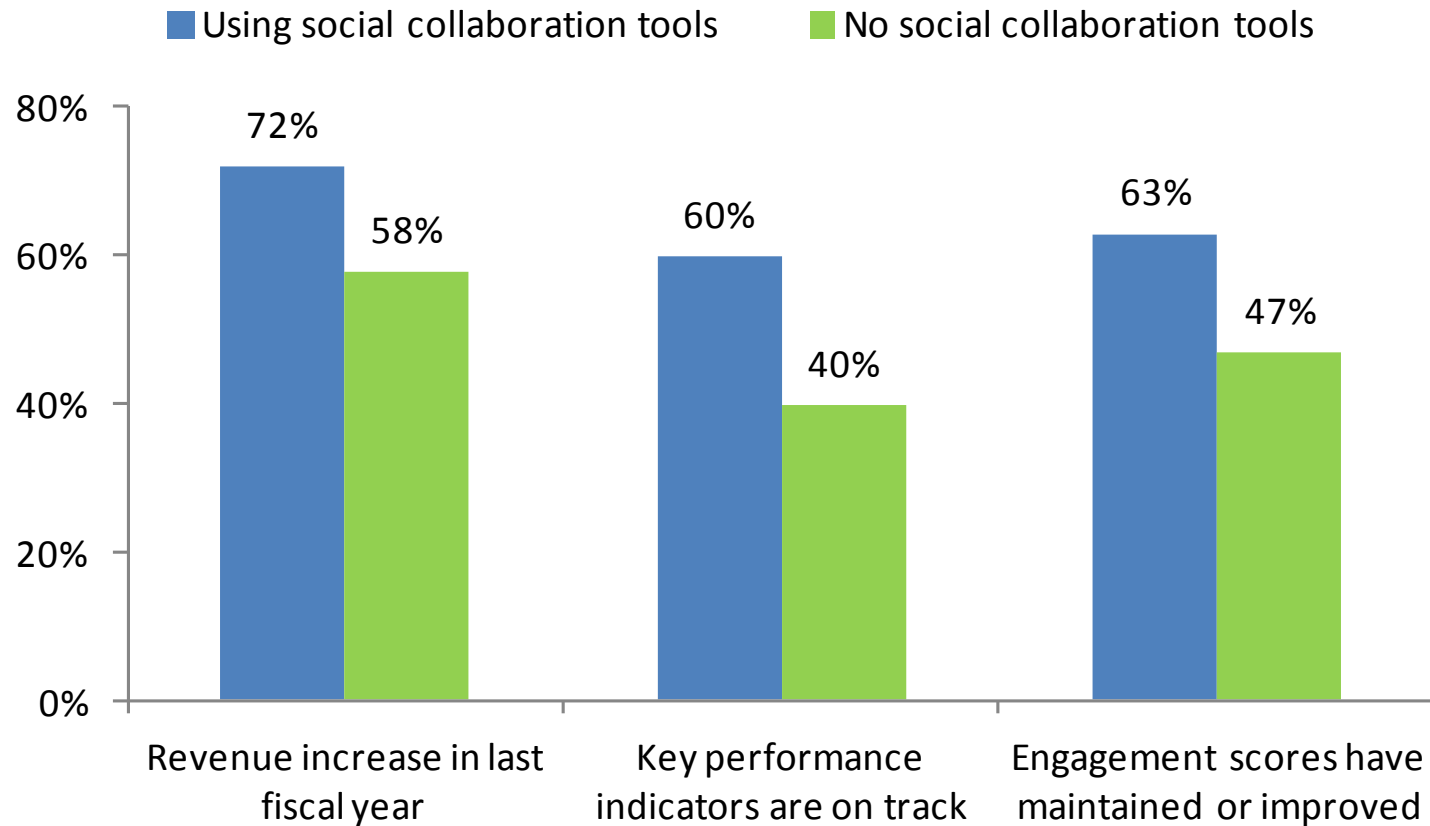


Source: Brandon Hall Group, Collaborative Learning 2014

The Right Tool for the Job

- Synchronous vs. asynchronous
- Mobile
- Video
- Knowledge Capture
- Internal vs. external

Collaboration Tools Improve Results



Source: Brandon Hall Group, Learning and Development 2014



Voice of a New Generation

**Navigating the
multigenerational
workforce**

Building Engagement with Millennials



Focus on retention. 39% organizations expect turnover among this group to increase in the coming year. Help younger generation see how they can develop and grow their career with your organization.



Modernize recruiting. Only 16% of organizations consider themselves good or very good attracting recruiting members of the millennial generation. Rethink recruiting with on mobile, social, and relationship-based recruiting models.



Align with strengths. Take the time to understand individual strengths and help employees align them to business goals to improve engagement, retention, and overall business results.




Building Engagement with Millennials




Provide timely feedback.

Technology and social media have made continual feedback a priority. Incorporating instant feedback will not only improve results, but improve communication



Recognize and reward.

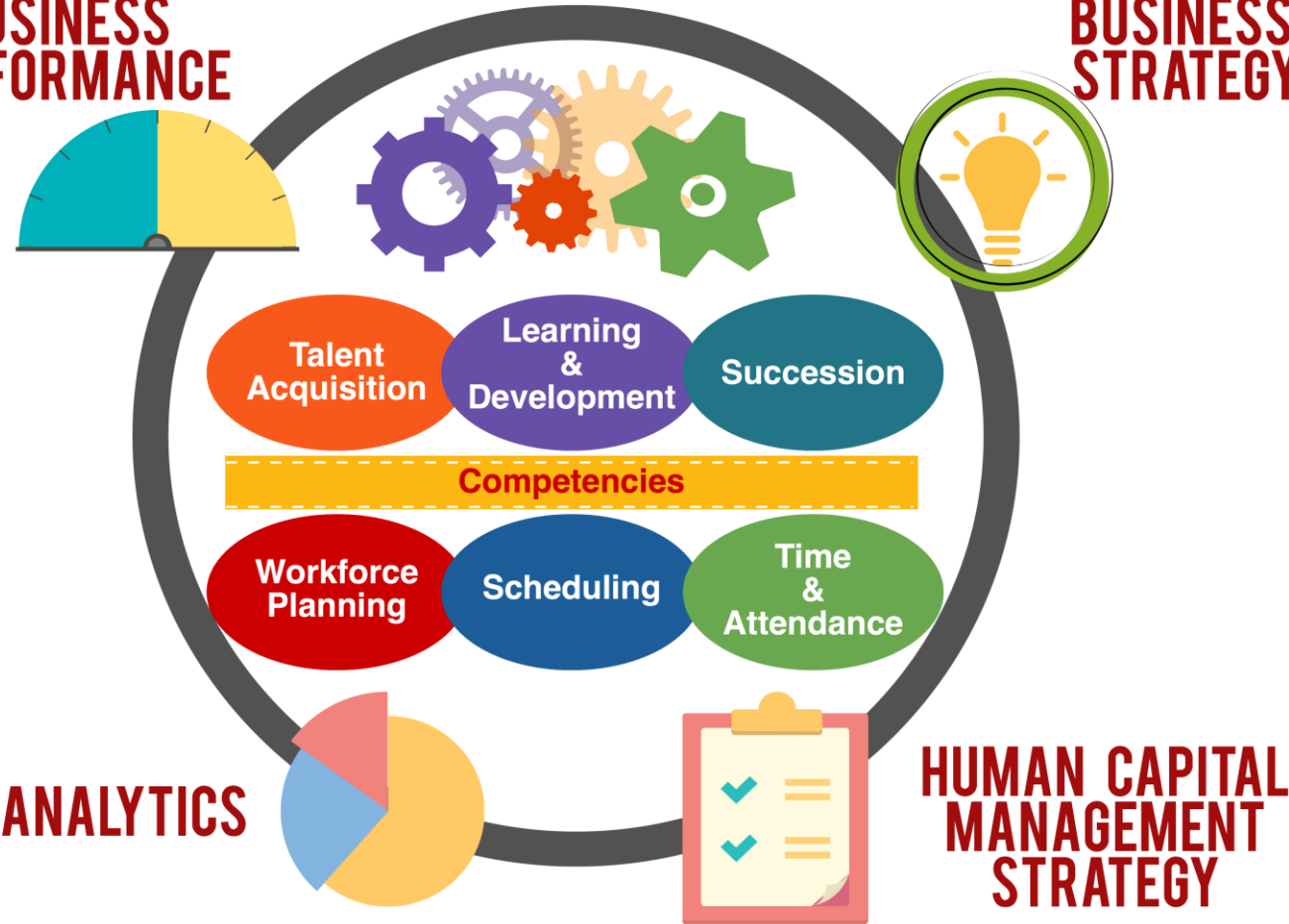
Actions speak louder than words. Highlight individuals exemplifying the right behaviors to provide millennials with a clear example of what to emulate.



It's All Connected

BUSINESS PERFORMANCE

BUSINESS STRATEGY



ANALYTICS

HUMAN CAPITAL MANAGEMENT STRATEGY

Questions?

A Free Online Course and Consultation for Learning Leaders

eCornell invites you to a 15- to 30-minute consultation and FREE enrollment in an online course on HR Analytics for Business Decisions.

One-On-One Consultation



Hi, I'm Matthew Snyder, Director of Enterprise Accounts at eCornell. My specialty is in aligning and scaling our education programs to meet our partners' business objectives and goals. My job is to ensure that clients get results and see the greatest ROI when investing in professional development at eCornell

I have over 10 years of experience in consultation, engagement and program design for learning leaders and execs at Fortune 1000, government, non-profit & NGO organizations.

I'd love to hear about your particular L&D challenges and perhaps we can devise a solution that's cost-effective, flexible, and helps you get results. No commitment necessary, I'm here to help.

Fill out this form to set up a one-on-one meeting with me that works for your schedule.

Best, Matthew

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Thank You

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