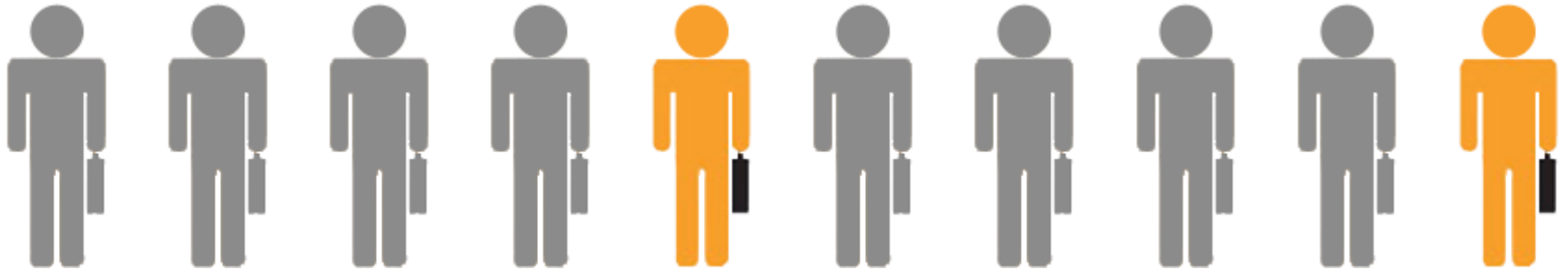# Personalized Learning:
Overcoming The Learning And Development Engagement Problem

Presented By:
Stuart Rogers & Cheryl Lasse
SkillDirector

Webcast Objectives

In this webinar you will learn:

* The three primary contributors to learning disengagement
* Why the existing approaches aren't working and may make the problem worse
* A new approach that leverages adult learning theory to drive learning engagement
* Steps to implement personalized learning in your organization

Two daunting trends

SKILL GAPS
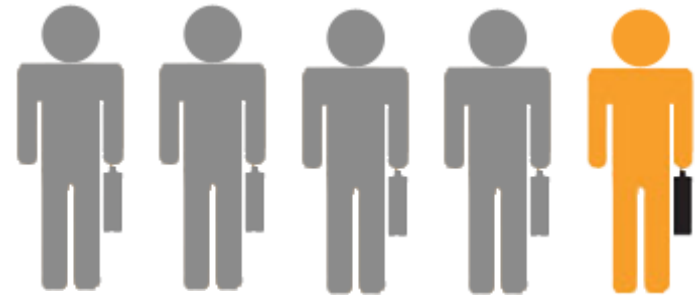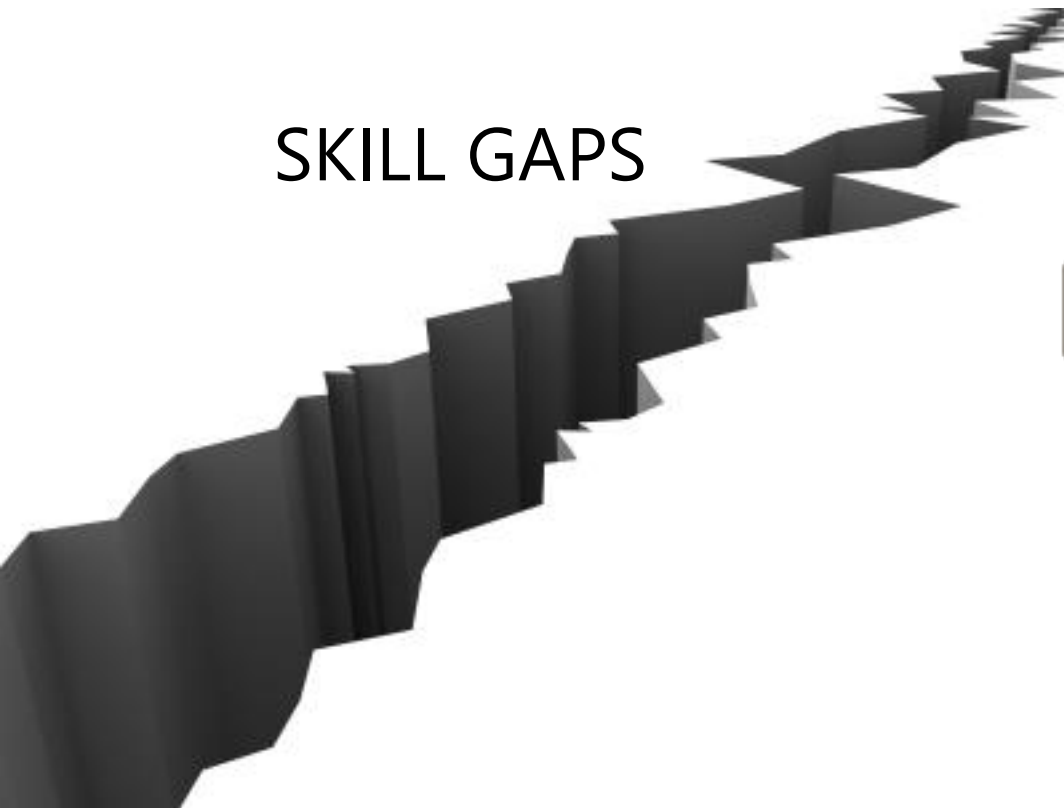
EMPLOYEE
DISENGAGEMENT

The increasing skills gap

46%
Confirmed a skills gap exists for their company

#1
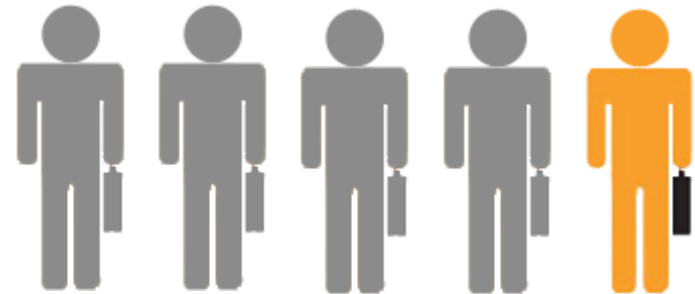Impact is employee performance & productivity

87%
Believe that a skills gap increases stress on existing employees

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Lack of employee engagement

Is employee engagement an issue in your organization?

🟢 Yes

🔴 No

Lack of employee engagement

87%

Lack of engagement cited as top issue for these HR and business leaders

Retention **Engagement**

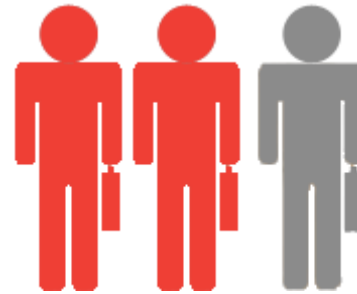# Increasing disengagement from L&D

Are you having challenges getting your audience to engage in your learning and development programs/offerings?

⬤ Yes

⬤ No

Increasing disengagement from L&D

66%

L&D professionals are having a hard time getting employees to engage with their offerings
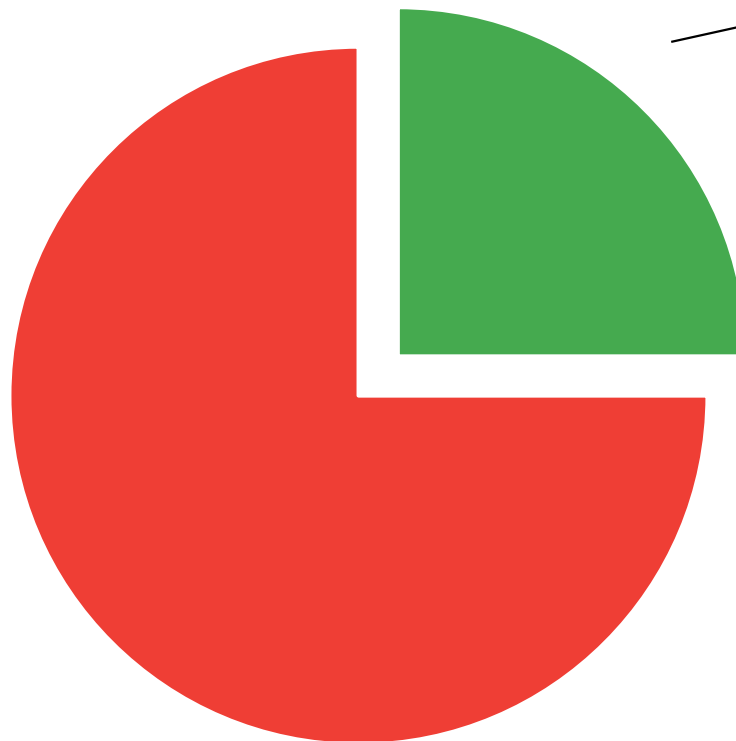
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Increasing disengagement from L&D

Do your Line Managers think your L&D department is critical to achieving their business goals?

🟢 Yes

🔴 No

Increasing disengagement from L&D

25%

Line Managers who think their L&D department is critical to achieving their business goals
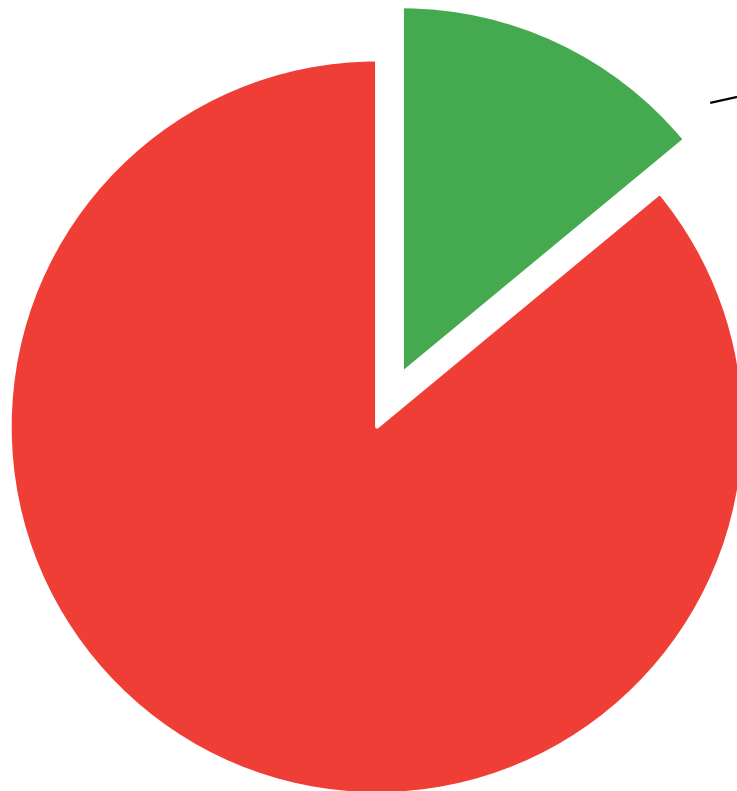
Increasing disengagement from L&D

Do you believe your business leaders view your department as a strategic partner?

🟢 Yes

🔴 No

Increasing disengagement from L&D

14%

Believe business leaders view the L&D department as a strategic partner

Increasing disengagement from L&D

Employees
Frustrated with their skill gaps

Managers
Don't think you can help

Executive Leadership
Doesn't see you as a solution to the problem

HR and L&D Systems

Which of these systems do you have in your organization?
(Talent Management describes Human Capital Management and HRIS systems)

- ⬤ We have neither type of system

- ⬤ We have only a Learning Management System (LMS)

- ⬤ We have only a Talent Management System

- ⬤ We have both an LMS and a Talent Management System

Talent Management Systems

🚫 Mix annual performance reviews and compensation planning with professional development

🚫 Don't include self-assessment/self-awareness

🚫 Do include a self-assessment but link its results to the performance review process, even if only for development planning

🚫 Expect someone to assess themselves accurately when compensation and promotions are at stake

Talent Management Systems

By utilizing Talent Management Systems to build your professional development programs,
you risk creating development plans that are:

X Understated

X Do not effectively address actual skill gaps

X Contribute to ongoing learner disengagement by asking them to participate in activities that may not be relevant to their actual needs

Learning Management Systems

✓ Store content

✓ Track consumption

✓ Track learner history

✓ Central location when you KNOW you need training

🚫 Make it very difficult for the learner to find what they truly need

Personalized learning

Intrinsic motivation

Voice

Relevance

Personalized learning: steps to implement

1 Develop a competency model

2 Create a learner-centric professional development environment

3 Leverage technology

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1) Develop a competency model

Do you leverage competency models in your organization?

🟢 Yes

🔴 No

1) Develop a competency model

Category	Task/Skill	Limited Awareness	General Awareness	Applied Knowledge	Skilled	Expert
Aligning To Customers	Build trust through a customer-focused approach and advocacy	○	○	●	○	○
Building A Business Case	Identify clearly the business and financial benefits of a solution way that speaks to business impact					
Communicating Effectively	Demonstrate well prepared verbal and written comm presentation techniques					
Communicating Effectively	Demonstrate timely responses to all inquiries for inf the requested amount of time					
Creating And Closing Opportunities	Research and target prospects					
Creating And Closing Opportunities	Conduct interest-building calls (cold calls) when app					
Creating And Closing Opportunities	Identify sales leads					
Creating And Closing Opportunities	Follow up/manages sales leads					

Demonstrate well prepared verbal and written communication and presentation techniques

Rating	Behavioral Examples
5 - Expert	• Build templates and tools for enabling customer-focused communication, capturing the motivation, needs and requirements of stakeholders o Stakeholder profiles o Lists of discovery questions • Anticipate objections and proactively overcome them with data before the objection arises • Craft a persuasive argument on-the-fly to neutralize dissenters • Display Skilled behaviors
4 - Skilled	• Use a structured technique for enabling customer-focused communication o Use discovery question lists o Document profiles of each stakeholder, and update them as new insight is obtained • Perform thorough research before creating any written communication, or building any presentation • Anticipate objections • Often able to sway others to a strategy that may have higher short term costs but more long term benefits • Coach others on how to prepare and deliver customer-focused communication • Display Applied Knowledge behaviors
3 - Applied Knowledge	• Use a customer-focused approach to communication • Research the role and background of stakeholders o Ask probing, open-ended questions about their needs o Ask "why?" o Talk to peers about stakeholder motivations, needs and requirements • Ensure every communication has a purpose and delivers value to the recipient(s) • Plan communications to weave supporting data throughout to support recommendations and timing considerations • Can prepare a concise, motivating and persuasive presentation • Use clear and concise communication (e.g., bullet points, summaries, etc.)
2 - General Awareness	• Use the proper grammar and spelling in communications • Proof my work before sending anything in writing • Can prepare a complete, logical presentation • Gather appropriate supporting data before discussing with others • Have supporting available should the need arise – it's presented as support
1 - Limited Awareness	• Focus on the speed of communication, more than the quality • Am great at "winging it" – can deliver a presentation, state my position, or write others without much preparation

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1) Develop a competency model

If you don't know what skills are required to be "great", how can you...

? Innovate

? Keep up with a changing global environment

? Maximize your human capital

? Motivate employees to stay

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2) Create a learner-centric development environment

The learner has a **voice** in what they need...

and a **choice** in how they get it

3) Leverage technology

3) Leverage technology

Assessment Results: Personalized Learning Plan

Here you can see the automatically generated recommendations that can close your skill gaps. Exporting the list will display additional information. Place a check in the On Development Plan column to add items to your short term development plan. If you make any changes, click the Submit button.

Report Criteria
Employee Assessment Date: **5/6/2015**
Manager Assessment Date: **5/6/2015**

| Submit ⊘ | Cancel | Evaluation Details |

Priority calculated by..> | Skill gap size ▾ |

Priority	Task/Skill	Activity Description	On Development Plan?	Target Completion Date	Completed?	Activity Type	Activity Link	Status
1	Develop winning proposals	Building A Business Case	☑	08/31/2015	☐	Activity	view	Active
1	Develop winning proposals	Expert on writing winning proposals: email to arrange meeting	☐		☐	Expert	view	Active
2	Qualify opportunities	Opportunity Sales Planning (eLearning): Opportunity Analysis	☐		☐	eLearning	view	Active

25

3) Leverage technology

8%
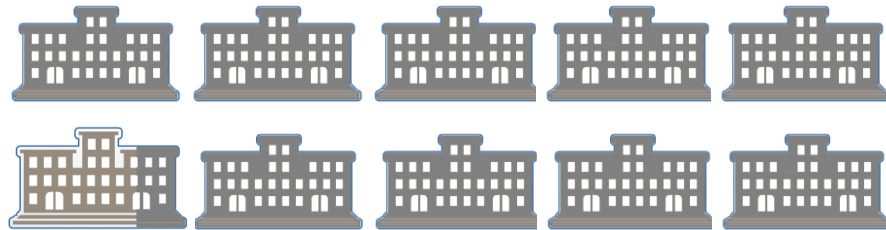
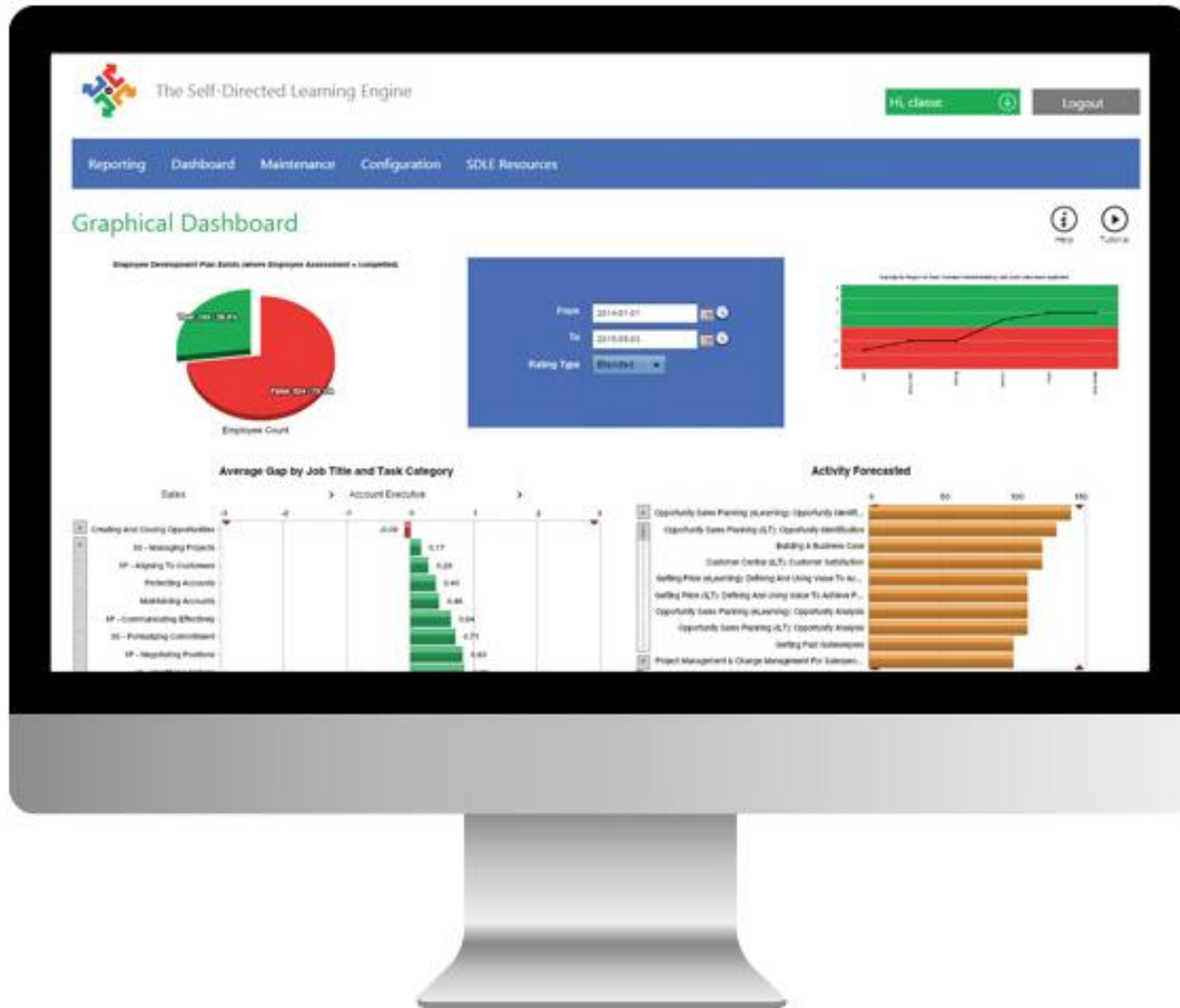Companies surveyed who think the annual performance review process is worthwhile

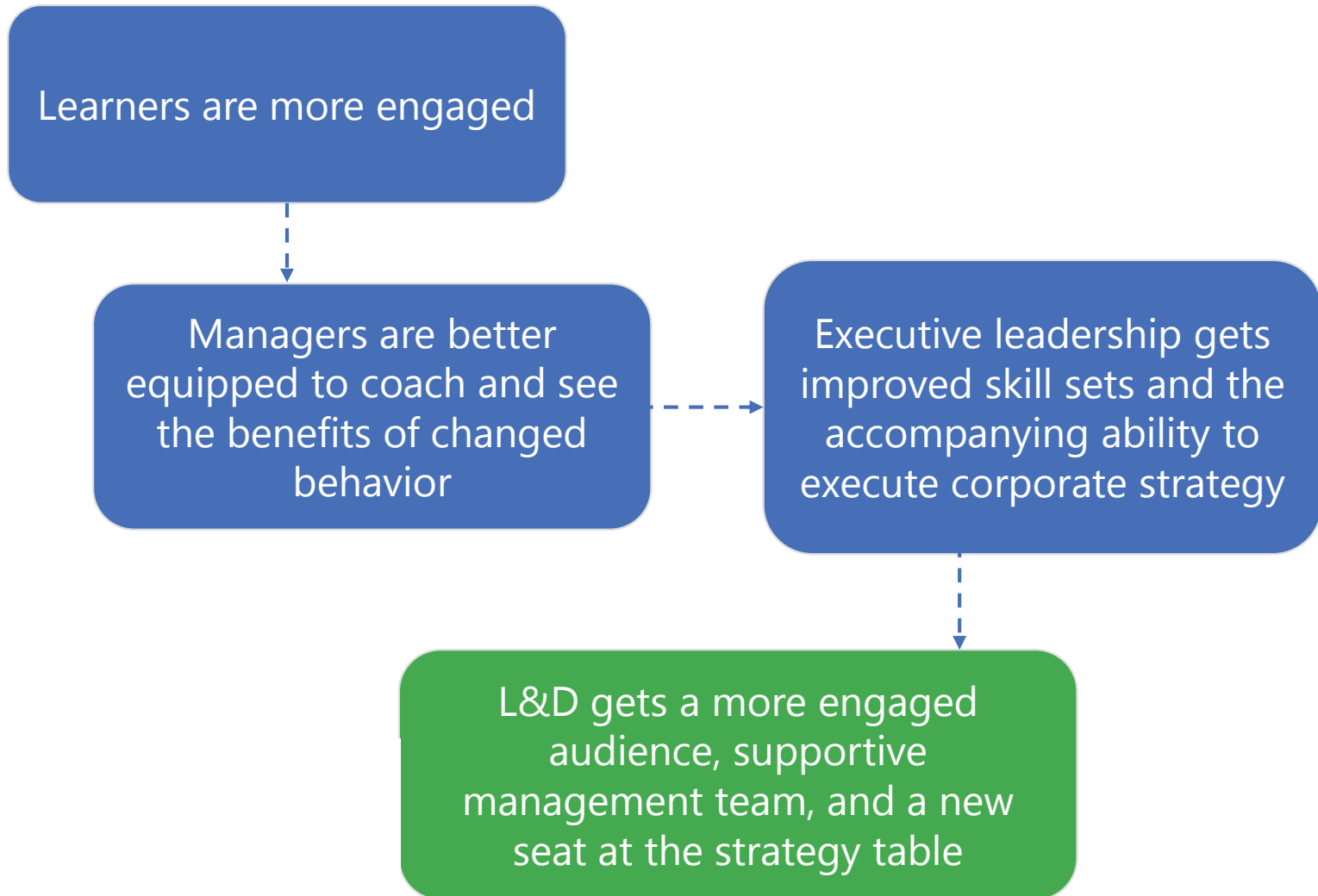## 3) Leverage technology

Coach and develop

Instead of **Rate and Rank**

3) Leverage technology

Summary

Learners are more engaged

Managers are better equipped to coach and see the benefits of changed behavior

Executive leadership gets improved skill sets and the accompanying ability to execute corporate strategy

L&D gets a more engaged audience, supportive management team, and a new seat at the strategy table

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