Key Trends and Lessons from ATD 2016

UK Webcast, August 2, 2016

Program:

- **9:00** - **The highlights of ATD 2016 International Conference & Exposition** by Iñigo Sanchez-Cabezudo, ATD (USA)
- **9:30** - **Is an ROI of 907 Percent Really Possible in Sales Learning?** by Dave Jenkins, IBM (UK)
- **10:00 - Redefining the Future of L&D With 70-20-10 and Beyond** by Charles Jennings, Founder 70:20:10 (UK),
- **10:30 - Building Evidence-Based Solutions for How Managers Learn** by Peter Casebow, Good Practice (UK)
- **11:00 - 5 Ways to Make Virtual Training as Effective as Face-to-Face by** David Smith, Virtual Gurus (UK)

Insights and Observations from ATD 2016

atd2016
INTERNATIONAL CONFERENCE & EXPOSITION
MAY 22–25, 2016 | DENVER, CO

CONTENT
COMMUNITY
GLOBAL PERSPECTIVES

71 Years of History

Learning Objectives

- Conference hightlights
- Key trends and learning
- Upcoming Events

The Largest Global Event for Talent Development Professionals

About the Conference

The **industry-defining** global event in the field

- **71** year history
- **300+** educational sessions
- **460** exhibitors
- **10,200** total attendees

Insights and Observations from ATD 2016

Global Presence

- **1,800+** International attendees from **83** countries
- Speakers from **22** countries
- **70+** international delegations
- Simultaneous interpretation was offered in **Chinese, Korean** and **Japanese**

Industry's Largest EXPO

460 Exhibitors

Top suppliers showcased their cutting edge resources, tools, and solutions—available to help take talent development in new directions.

Nigeria

Brazil

Hong Kong

Peru

Spain

Netherlands

Portugal

Russia

Saudi Arabia

Thailand

70+ international delegations

Taiwan

Australia & New Zealand

Japan

ATD 2016 International Conference & Exposition

Schedule-at-a-Glance

Schedule-at-a-Glance	Thursday–Friday May 19–20	Saturday May 21	Sunday May 22	Monday May 23	Tuesday May 24	Wednesday May 25
8:00 a.m.				General Session	General Session	Concurrent Sessions 8:15–9:30 a.m.
8:30 a.m.						
9:00 a.m.				OPEN EXPO 9:30 a.m.–3:00 p.m.		OPEN EXPO 9:30 a.m.–1:30 p.m.
9:30 a.m.					Concurrent Sessions 75 minutes 10:00–11:15 a.m.	Concurrent Sessions 60 minutes 10:00–11:00 a.m.
10:00 a.m.			ATD 2016 Preview International Orientation 10–11 a.m.			
10:30 a.m.						
11:00 a.m.						
11:30 a.m.				Expo Lunch 11:30 a.m.–12:45 p.m.		
12:00 p.m.	Certificate Programs 8:30 a.m.–4:30 p.m.	Certificate Programs 8:30 a.m.–4:30 p.m.	Concurrent Sessions 75 minutes: 11:45 a.m.–1:00 p.m.			
12:30 p.m.		Full-Day Preconference Workshops 9:00 a.m.– 5:00 p.m.				
1:00 p.m.				Concurrent Sessions 75 minutes: 1:00–2:15 p.m.	Concurrent Sessions 60 minutes: 1:00–2:00 p.m.	
1:30 p.m.			Concurrent Sessions 60 minutes: 1:30–2:30 p.m.			Concurrent Sessions 60 minutes: 1:30–2:30 p.m.
2:00 p.m.					Ice Cream Break 2:00–3:00 p.m.	
2:30 p.m.						
3:00 p.m.			Concurrent Sessions 60 minutes: 3:00–4:00 p.m.	Concurrent Sessions 60 minutes: 3:00–4:00 p.m.	Concurrent Sessions 60 minutes: 3:00–4:00 p.m.	Closing Session: Jeremy Gutsche 3:00–4:00 p.m.
3:30 p.m.						
4:00 p.m.						Conference Ends
4:30 p.m.			Concurrent Sessions 60 minutes: 4:30–5:30 p.m.	Concurrent Sessions 60 minutes: 4:30–5:30 p.m.	Concurrent Sessions 60 minutes: 4:30–5:30 p.m.	
5:00 p.m.		Newcomers Orientation 5:00–6:15 p.m.				
5:30 p.m.			Annual Meeting 5:30–6:30 p.m.			
6:00 p.m.				Meet to Eat 6:00 p.m.		
6:30 p.m.					ATD Networking Night 7:30–11:00 p.m.	

Registration Hours:

Thursday, May 19
7:00–11:00 a.m. & 3:00–6:00 p.m.

Friday, May 20
7:00 a.m.–6:00 p.m.

Saturday, May 21
7:00 a.m.–6:00 p.m.

Sunday, May 22
7:30 a.m.–6:30 p.m.

Monday, May 23
7:00 a.m.–6:00 p.m.

Tuesday, May 24
7:00 a.m.–6:00 p.m.

Wednesday, May 25
7:00 a.m.–4:15 p.m.

ATD Store Hours:

Saturday, May 21
4–6 p.m.

Sunday, May 22
7 a.m.–6 p.m.

Monday, May 23
7 a.m.–6 p.m.

Tuesday, May 24
7 a.m.–6 p.m.

Wednesday, May 25
7 a.m.–5 p.m.

EXPO Hours:

Monday, May 22
9:30 a.m.–3:00 p.m.

Tuesday, May 23
9:30 a.m.–3:00 p.m.

Wednesday, May 24

International Orientation

General Session

Certificate Programs

Tremendous Learning Opportunities

International Events

- **700+** attendees enjoyed additional networking opportunities and met ATD President & CEO, Tony Bingham.

International Reception

- Strategic Partners, Member Networks, International Delegations, and Supporters were recognized for their effort, hard work, and excellent support of ATD and the talent development community.

International Recognition

- **Global Village** is the place to network, relax, enjoy complimentary refreshments, plan your conference meetings and activities, post messages to connect with other attendees, and meet ATD International staff.

International Networking Events

108 European attendees enjoyed networking at Wynkoop Company

89 Iberoamerican attendees enjoyed networking at Wynkoop Company

100 attendees from the Greater China region gathered to network

ATD Excellence in Practice Awards

Emirates NBD (UAE)

IBM (UK)

Vestel Ticaret (Turkey)

Repsol (Spain)

ATD recognizes and celebrates best practices in organizations across the globe

ATD Networking Night

2,000 conference attendees enjoyed ATD Networking Night held at Denver Art Museum.

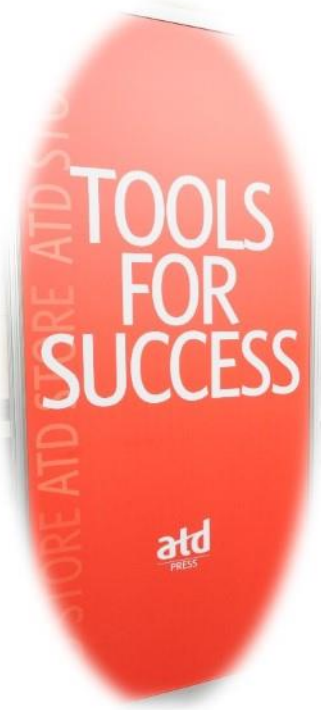
Learning Objectives

- Conference highlights
- Key trends and learning
- Upcoming Events

Conference Theme

Learn & Explore

- Expert content on trends and solutions
- Networking opportunities with a community of practitioners
- Diverse global perspectives

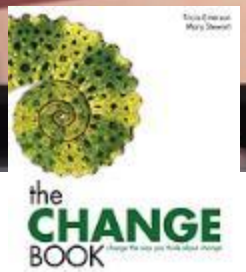


Disruptive Ideas. Thought Leaders.

300+ Educational Sessions

Opening by ATD President and CEO Tony Bingham

- **31%** of organizations have well developed learning cultures
- Learning Cultures leads to:
  - Higher individual performance
  - Higher organizational performance
  - Better response to change
  - Greater engagement

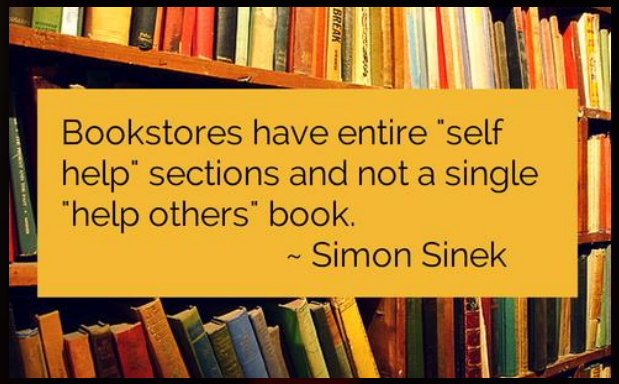


Recommended bundle and resources:

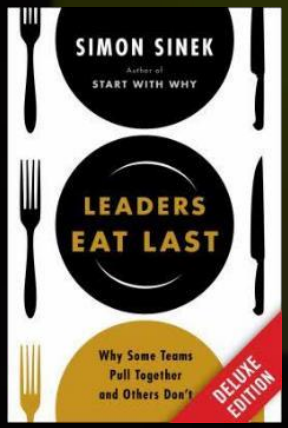
- ***Building a Culture of Learning*** by ATD Research
- ***The Change Book Change the Way You Think About Change*** by ATD Press
- **ATD Research: Kohler: Making Learning a Way of Life** by ATD Research

Keynote speaker:

Simon Senek



“We need to treat people as people, human beings as human beings, and be the type of managers that always help people around us.”



Simon Sinek: Leadership Lessons

"Working hard for something we don't care about is called stress. Working hard for something we love, it's called passion"

"When you are a CEO you are responsible for the people, who are responsible for the people, who are responsible for the results."

- We always respond to the environment we are in.
- Organizations are full of cynicism, distractions, paranoia, self interest and mistrust.
- Create a circle of safety, a sense of togetherness; build trust and cooperation.
- Find a vision. You need a vision you are working towards.
- Leadership is a choice, a daily practice.
- There's an expectation that a leader would run to protect us from danger.
- Work for a company whose vision you believe in.
- Innovation is about risk.
- Consistency is more important than intensity.
- "People don't buy what you do; people buy why you do it."

Happiness is mainly driven by 4 chemicals in our body:

E – Endorphin

It makes the pain go away. We are made for endurance; we don't give up because we are tired. Laughing for example.

D – Dopamine

The feeling of accomplishment, like when you find your keys or when you hit the goal. People can become addicted to performance. In a dopamine-based reward system people only want to make the numbers.

S – Serotonin

It's the leadership chemical. Public recognition; it makes us feel valuable and people prefer to receive it in person, it's close to self-confidence.

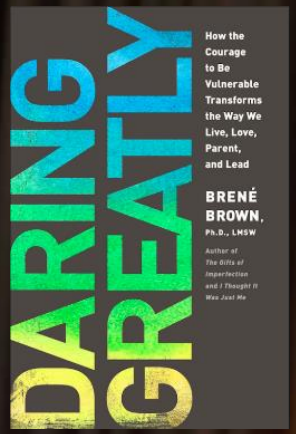
O – Oxytocin

The feeling of love, active kindness, desire to pay it forward. Human touch. It binds us to each other. We shake hands in business.

Keynote speaker:

Dr. Brené Brown

“A leader has only one job: excavate all things that are happening that’s getting in the way of good work.”



Dr. Brené Brown: Vulnerability and Courage (the invisible army)

"Without failure there is no innovation"

"The most undervalued seats in the arena of leadership: empathy and self-compassion"

- Courage is a heart word, tell the story of who you are from your heart.
- Narrative leads behavior, our brain is wired for story (Beginning, middle, and end)
- Emotion get the first crack to make sense of a difficult situation: not cognition.
- The four pillars of courage:
  - **vulnerability**
  - **clarity of values**
  - **trust**
  - **rising strong**
- **Courage** is teachable: show up and be seen, even if you can't control the outcome.
- As a leader you need to address emotion, behavior and cognition. Thought, affect, and behavior. Will I choose courage or being comfortable?
- Talk about the things nobody wants to talk about.

- **Vulnerability:** uncertainty, risk, emotional exposure. It's our most accurate measure of courage. The biggest fear trigger at work: fear of irrelevance.
- **Clarity of values**
  - show up in the arena, be you, don't armor up or be defensive
  - put ourselves out there
- **Trust**
  - Trust is built in small moments.
  - It is important to be tuned in and connected every day.
  - The keys to trust (BRAVING):
    Boundaries, reliability, accountability, vault: no gossip, integrity non-judgement, generosity
- **Rising strong**
  - when we deny our stories, they define us.
  - when we own our stories, we get to write the ending.

Keynote speaker:

Jeremy Gutsche

“The catch is that we are in history’s highest rate of change.
Where do you start?“

“There are always hints that put you toward your next innovation.”

“A company’s culture can be its seed to its own demise.”

Jeremy Gutsche:

Better and Faster: The Proven Path to Unstoppable Ideas

• Almost all innovation happens by making connections between fields that other people don’t realize.
• The secret to remarkable success:
    - hard work
    - an overlooked opportunity - adaptation, chaos, opportunity

• We repeat what led to last year’s harvest
• Three traps of a farmer
    - with success we become complacent
    - we become repetitive
    - we become too protective of egos
• The habits of a hunter:
    - insatiable - never done, always looking for what’s next
    - curious - looking to other industries
    - willing to destroy
• Six patterns of opportunity
    - acceleration - rethink what people really want
    - cyclicality- since your last reinvention, how much have styles & culture **CHANGED**?
    - convergence - no one person invents most innovation - you don’t need a big idea, you need a little idea - you increase your odds of winning by aligning yourself to many trends - what other services could be combined - what companies could be collaborated with
    - Reduction- what parts of your business do consumers **CARE** about?
    - redirection
    - divergence - we want to be different - opposing the mainstream fuels success

Source: http://www.trendhunter.com/secret/atd2016#anchor-newsletter

Leaders of the Profession

Britt Andreatta
The science of learning
The Neuroscience of change

Sebastian Bailey
Science of Learning
Unleashing "Learnatics": How Organizations That Learn Stay Ahead

Jack Phillips
Learning Measurement & Analytics
Providing Results That Executives Will Love

Sivasailam Thiagarajan "Thiagi"
Learning Technologies
Faster, Cheaper, Better: Blending Synchronous and Asynchronous E-Learning

Elaine Biech
Leadership Development
101 Ways to Expand Learning Beyond Your Classroom

Bob Pike
Training Delivery
Becoming a Master Trainer: Tips, Tactics, and Techniques for Getting Results From Your Training!

Jim Smith
Training Delivery
5 Minutes: Tools and Tips for Leveraging Those Critical 300 Seconds!

Sardek Love
Instructional Design
4 Secrets of Training for Maximum Business Impact

ATD Conference Tracks Progression

2012	2013	2014	2015	2016
Design & Facilitating Learning	Designing & Facilitating Learning	Training Design & Delivery	Instructional Design	Instructional Design
			Training Delivery	Training Delivery
		Science of Learning	Science of Learning	Science of Learning
Learning Technologies	Learning Technologies	Learning Technologies	Learning Technologies	Learning Technologies
Leadership Development	Leadership Development	Leadership Development	Leadership Development	Leadership Development
Career Development	Career Development	Career Development	Career Development	Career Development
Trend	Workforce Development	Workforce Development (Management)	Management	Management
Global HRD	Global HRD	Global HRD	Global HRD	Global HRD
Measurement, Evaluation, & ROI	Measurement, Evaluation, & ROI	Learning Measurement & Analytics	Learning Measurement & Analytics	Learning Measurement & Analytics
Human Capital	Human Capital	Human Capital	Human Capital	Human Capital

10 Content Tracks

- Training Delivery
- Career Development
- Global Human Resource Development
- Human Capital
- Instructional Design
- Leadership Development
- Learning Technologies
- Learning Measurement & Analytics
- Management
- Science of Learning

4 Industry Tracks

- Government
- Healthcare
- Higher Education
- Sales Enablement

Insights and Observations from ATD 2016

Learning & Development

TRENDING TOPICS

- ✓ **Storytelling**
- ✓ **Aligning Training to Business Goals**
- ✓ **Successful Tool for Starting a Training Program**
- ✓ **Blended Learning/Innovations in ISD**

TOP SESSIONS

Captivate, Engage, and Influence Using the Methods of Professional Performers
G. Riley (Gary) Mills

Silver, Gold, and Bronze: How Much Effort Should You Really Invest in an ID Project?
Saul Carliner

Flip and Drip Approach to Leadership Development: Accelerating Learning Transfer
Michael Leimbach

Building Bite-Size Learning in a Traditional Training World
Matt Murdoch; Treion Muller

Leading Change: 3 Tools From the Science of Positive Psychology
Bob Pike CPLP Fellow

Insights and Observations from ATD 2016

Global Human Resource Development Track

TRENDING TOPICS

- ✓ **Cultural Diversity**
- ✓ **Global Workforce Development**
- ✓ **Global Leadership Development**
- ✓ **Global Benchmarking**
- ✓ **Regional Best Practices in Talent Development**

TOP SESSIONS

Strategic Storytelling: How Storyfication Can Impact Talent Development
Alfredo Castro (MOT Training and Development Inc)

Redefining the Future of L&D With 70-20-10 and Beyond
Jos Arets (702010 Institute), Charles Jennings (702010 Institute)

The Brain, Not Culture, Is Vital for Learning!
Ria van Dinteren (TVOO); Andre Vermeulen (Neuro-Link); Koko Nakahara (Instructional Design Inc.); Flora Alves(SG)

Leadership Without Borders: A Global Approach to Growing Leaders
Beth McNamee (Samsung Electronics)

Creating a Global L&D Center of Excellence: Shifting From a Multinational to Global Mindset
Kimberly Currier (Kimberly-Clark)

Insights and Observations from ATD 2016

Human Capital Track

TRENDING TOPICS

- ✓ **Creating a Strong Organizational Culture**
- ✓ **Engagement & Motivation**
- ✓ **Millennials (Managing, Engaging, and Maintaining)**
- ✓ **Diversity and Inclusion**
- ✓ **Coaching**

TOP SESSIONS

The Best Training is No Training
Marc Rosenberg

From Lacking in Swagger to Moves Like Jagger!
Rick Lozano

Speed Coaching-Coach in Less than 10 Minutes Using 7 Simple Skills
Aly McNicoll

What Motivates Me: New Research Into Employee Engagement
Stephen Gibbons

Focusing on Millennials? You're Doing it Wrong
Richard Rittmaster; Megan Gardner; Amanda Marschall

Senior Leaders

TRENDING TOPICS

- ✓ Aligning learning to business strategy
- ✓ Change management
- ✓ Emotional intelligence
- ✓ Performance improvement
- ✓ Personalized learning

KEY LEARNINGS

- ✓ Performance management is being reinvented.
- ✓ TD organizations are becoming more savvy about strategy.
- ✓ Leaders continue to invest highly in leadership development in their organizations.

TOP SESSIONS

Collaboration Begins With You
Ken Blanchard

Emotional Intelligence 2.0: Taking Your Game to the Next Level
Travis Bradberry

The Microlearning Revolution: A Bold New Model for Developing Talent
Stephen Meyer

Leading With Impact and Influence: The Power of Strategic Thinking
Amy Franko

Keys to a (Really) Successful New Supervisor Training Program
Kevin Eikenberry

Insights and Observations from ATD 2016

Management Track

TRENDING TOPICS

- ✓ **Management Communication**
- ✓ **Emotional Intelligence**
- ✓ **Coaching**
- ✓ **Employee Engagement**
- ✓ **Retention**

TOP SESSIONS

Communication: The Most Critical Skill for Managers
Scott Blanchard (The Blanchard Companies)

Sink or Swim? Preparing First-Time Leaders for Success
Tacy Byham (DDI)

The Five Essential Coaching Questions (Yes, Just Five!)
Michael Bungay Stanier (Box of Crayons)

6 Coaching Skills Managers Need to Facilitate Extraordinary Development
Adam Reynolds (McGhee Productivity Solutions)

Leading Change: 3 Tools From the Science of Positive Psychology
Margaret Greenberg (The Greenberg Group)

Insights and Observations from ATD 2016

Learning Technologies Track

TRENDING TOPICS

- ✓ **Video**
- ✓ **Games and Gamification**
- ✓ **Microlearning**
- ✓ **Virtual Classroom**
- ✓ **LMSs**

TOP SESSIONS

25 Things You Didn't Know PowerPoint Could Do
Diane Elkins

Learning Trends, Shifts, and Disrupters
Elliott Masie

Interactive Video for E-Learning
Josh Cavalier

Blending Synchronous and Asynchronous E-Learning
Sivasailam "Thiagi" Thiagarajan

Michael Allen's Second Guide to E-Learning
Michael Allen

Science of Learning Track

TRENDING TOPICS

- ✓ **Science of Change**
- ✓ **Learning Transfer**
- ✓ **Behavior Change**
- ✓ **Mindfulness and Creativity**

TOP SESSIONS

The Neuroscience of Change
Britt Andreatta

Brain Boogie
André Vermeulen

The Neurobiology of Successful Behavior Change
Kenneth Nowack

E-Learning and the Science of Instruction: 2016 Update
Ruth Clark

What Research Says Matters Most Before, During, and After Training
Patti Shank

Insights and Observations from ATD 2016

Healthcare Track

TRENDING TOPICS

- ✓ **Succession Planning**
- ✓ **Healthcare Analytics**
- ✓ **Organizational Culture**
- ✓ **Employee Engagement**

TOP SESSIONS

Healthcare Lunch and Learn
Nicole Carter (Signature HealthCARE), Dawn Mahoney(Learning In The White Space LLC), Nelson Soken (Barnes and Conti), Patrick Robinson (Capella)

Transforming Onboarding: A Journey From Compliance to Connection
Jonathan Ellis (University Health System)

From Silos to Synergy: A Journey to Best-in-Class Associate Education
Andrew Lawrence (SCL Health)

Developing a Succession Plan For Healthcare Organizations
Aileen Zaballero; Christina Barss; William Rothwell (Rothwell and Associates)

Followership: The Three Pillar Approach
Brian Rook; Kimberly Burns; Gennifer Robbins (Parkview Health)

Insights and Observations from ATD 2016

SALES ENABLEMENT

Collaborating across functions to promote sales success through:

- Sales Talent Selection
- Sales Talent Developement
- Sales Tool & Process Improvement
- Sales Coaching
- Sales Incentive & Compensation Design

atd SALES ENABLEMENT COMMUNITY Association for Talent Development

TRENDING TOPICS

- ✓ **Competency-Based Sales Training**
- ✓ **Leveraging Mobile Technology to Enable Virtual Sales Teams**
- ✓ **Data Driven Sales Talent Development: Upcoming ATD Virtual Workshop with Jenny Dearborn, CLO at SAP!**
- ✓ **Differentiating the Learning Experience (e.g. Reps vs. Managers, New vs. Tenured, Millennials vs. Gen X)**

TOP SESSIONS

Competency-Based Sales Enablement: Don't Start With the Roof; Start With the Foundation!
Robby Halford (Appirio)

Transforming Sales Managers Into Sales Leaders
Renie McClay (Caveo Learning), Leonard Cochran (Hilton Worldwide), and Terrence Donahue (Emerson Electric)

Enabling the Mobile Sales Force
Shahin Sobhani (SwissVBS), Stacey Gardner (Microsoft), and Koreen Pagano (Independent Consultant)

A Global Sales Enablement Journey (The Story of Amdocs)
Alon Mamlok and Shirly Shweky (Amdocs)

Deploying an Effective Training Program Within a Multigenerational Sales Organization
Adele Carter (Richardson) and Dean Griess (Charles Schwab)

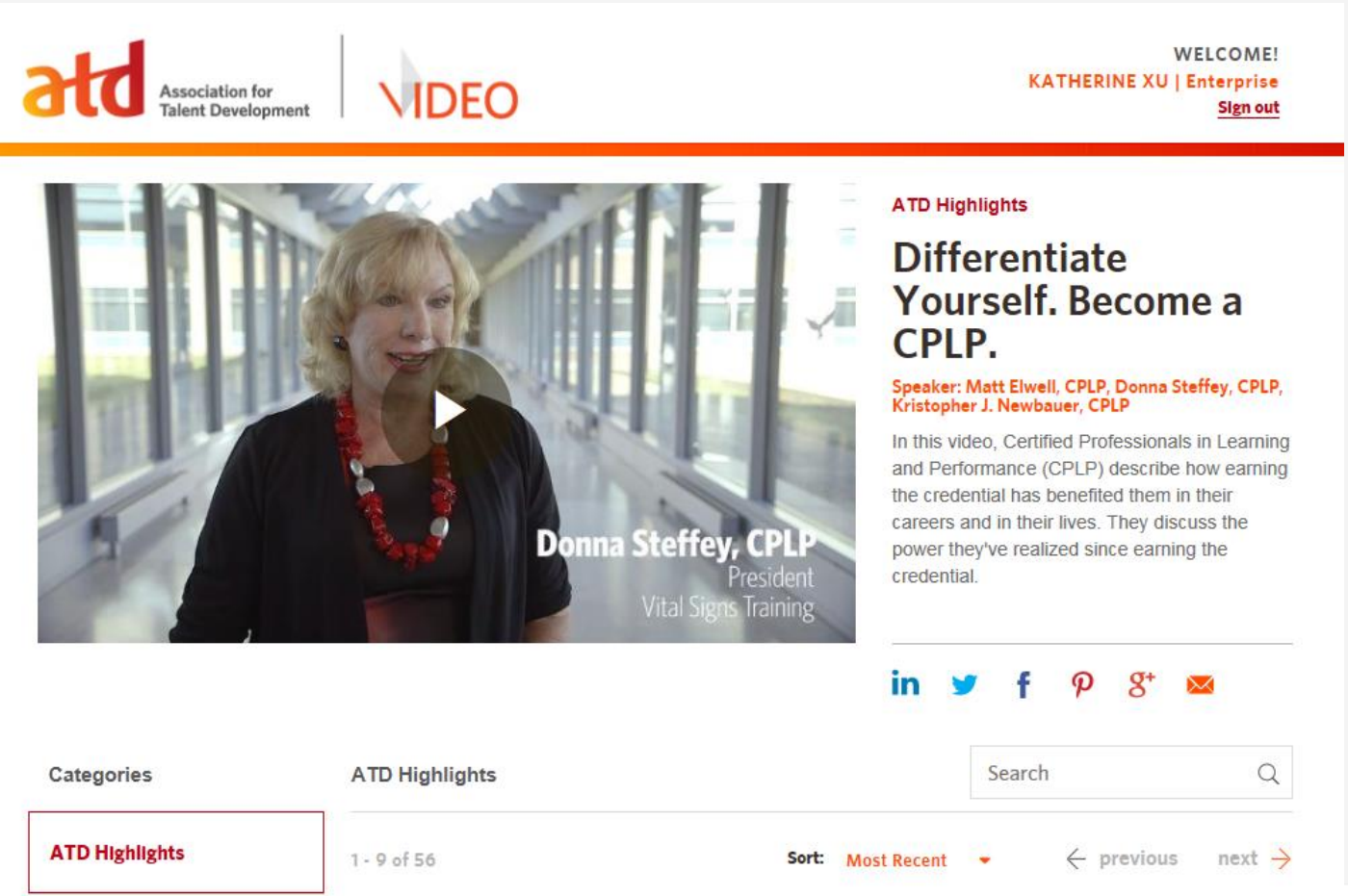
Insights and Observations from ATD 2016

Continue the Learning

www.atdconference.org

- Mobile App "ATD Events"
- Watch ATD-TV
- Follow us on Twitter (@ATD) and LinkedIn (ATD National, ATD International)
- Back Channel content
- 115 conference session recordings available for attendees (90 days access)

ATD Video Library



ATD 2016 conference recordings will be available for ATD members starting from October.

Visit: www.videos.td.org

Speaking Opportunities

atd2017
INTERNATIONAL CONFERENCE & EXPOSITION
CONTENT • COMMUNITY • GLOBAL PERSPECTIVES
MAY 21–24, 2017 | ATLANTA, GA, USA

Interested in submitting a speaking proposal for 2017?

Request for Proposals will be released July 11 and close August 16, 2016.

Please email speakers@td.org to receive the notification.

Learning Objectives

- Conference highlights
- Key trends and learning
- Upcoming Events

ATD 2016 International
Conference & Exposition

The *Premier* Conference for TD Professionals

Is an ROI of 907% possible?

Business Impact & ROI after attending Financial Selling Learning

Dave Jenkins – Financial Selling Global Program Owner, IBM

What we covered?

Context & what problem were we solving?

What problem they might be looking to solve?

What did we design?

In-house or external?

Does it work & what is the ROI?

Conclusions and their takeaways

IBM

FINLISTICS
SOLUTIONS

CORPORATE VISIONS
Conversations That Win™

Context & the problem we wanted to solve

33,000 sellers & **4,000** sales managers

Not growing revenue

Fierce competition

Skew in revenue contribution from a small number of clients

Needed to expand to **new clients** & to **new buyers** within existing clients

Improve skills that enable the ability to call higher in clients and outside IT

More deeply **link our solutions** to **business outcomes**

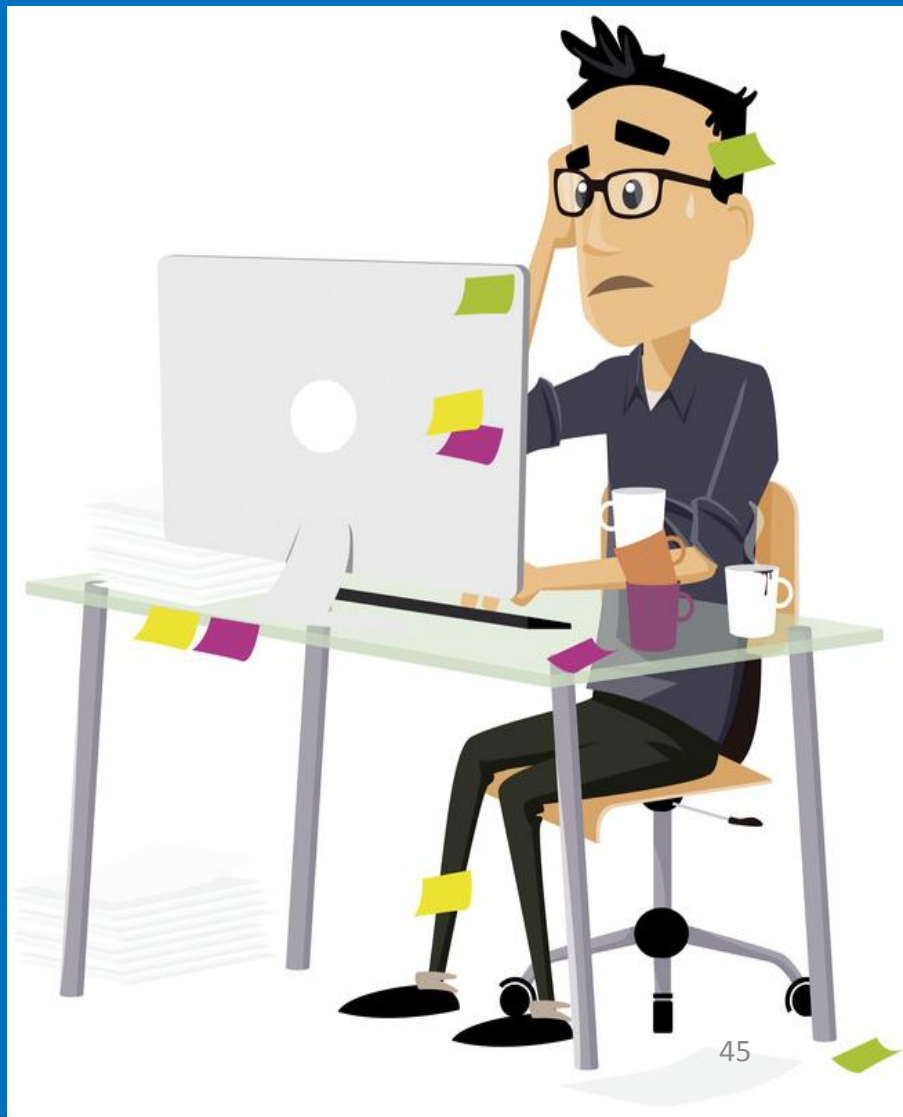
Articulate value and financial impact

What problem are *YOU* looking to solve?

What are client executive buyers and key decision makers in lines of business looking for from sellers?

What skills and characteristics do sellers need to possess to be effective with executives at clients?

How can learning enable sellers to meet these requirements?

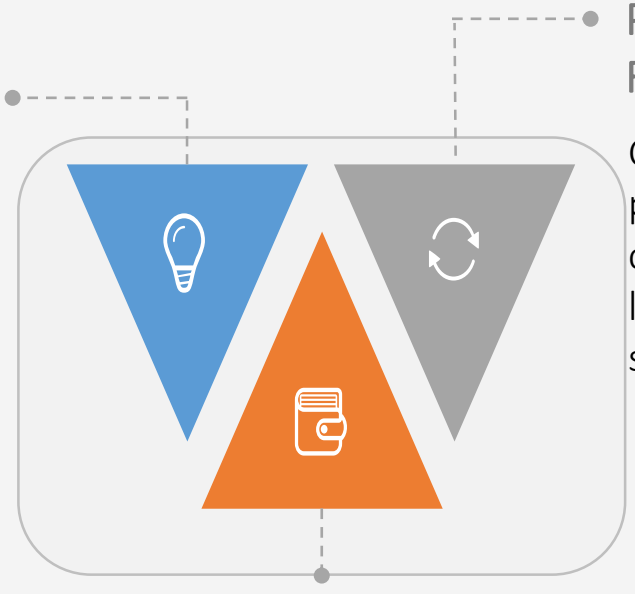


What did we design?

Blended learning approach

Instructor Led Webinars

Instructor led webinars on tools & pre-work activity using real clients.



Post-Program Reinforcement

Coaching playbook for participants, manager coaching guidance, online learning, applied activity at set milestones.

Face-to-Face Workshop

Build on pre work, teach new content and approach, apply to real client situations to build a value proposition.

In house or external?

- Analysis revealed need for deep SME & experienced practitioners
- Real clients not case studies – experiential learning
- Buyer perspective
- Variable demand by geo and over time – need flexibility (not fixed resources)
- Tools and methodology, including post program reinforcement

Partnering with external suppliers & customizing content to our context, language and terminology

Links to corporate strategy, talent strategy and other learning?

- Tools link to industry blueprints and solutions collateral
- Career framework – competency and skill levels
- Promotion – capability validation levels & completion of pre req learning
- Links to tracking on industry learning, new buyer focus, and solutions focus (CAMSS)
- Used as recognition & talent development
- Consistent tools & methodology in other learning

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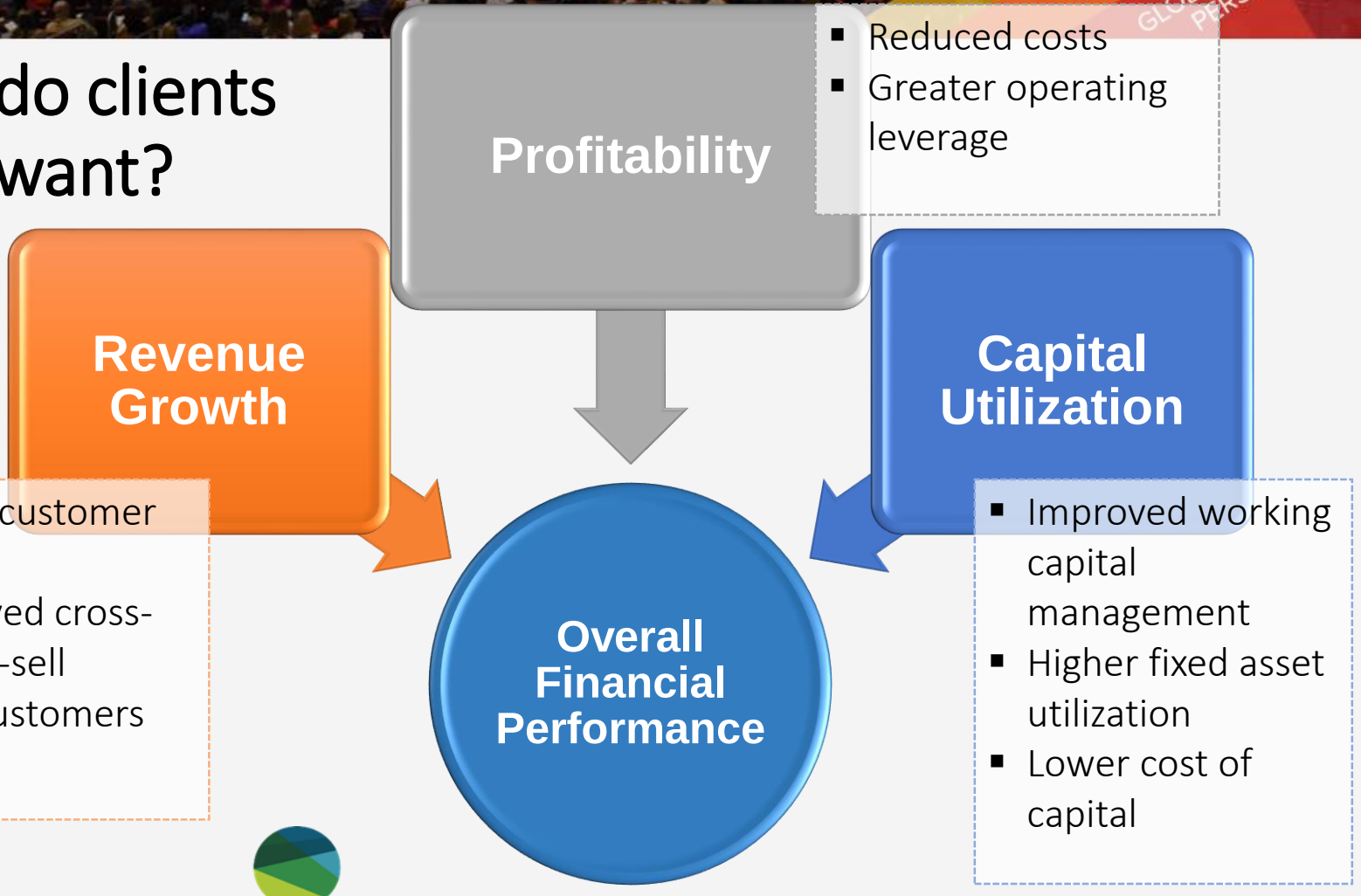
CONTENT COMMUNITY GLOBAL PERSPECTIVES

What do clients really want?



- Reduced costs
- Greater operating leverage

- Better customer loyalty
- Improved cross-sell/up-sell
- New customers

- Improved working capital management
- Higher fixed asset utilization
- Lower cost of capital

FINLISTICS SOLUTIONS

Instructor led webinars

01 — Development of client & competitive financial insights

02 — Explore operational KPIs to aid in value hypotheses development

03 — Map IBM solutions to meaningful business outcomes

04 — Additional resources, support & education

FinListics provides the "**what**" to talk about

CVI provides the "**how**" to talk about it

Insights and Observations from ATD 2016

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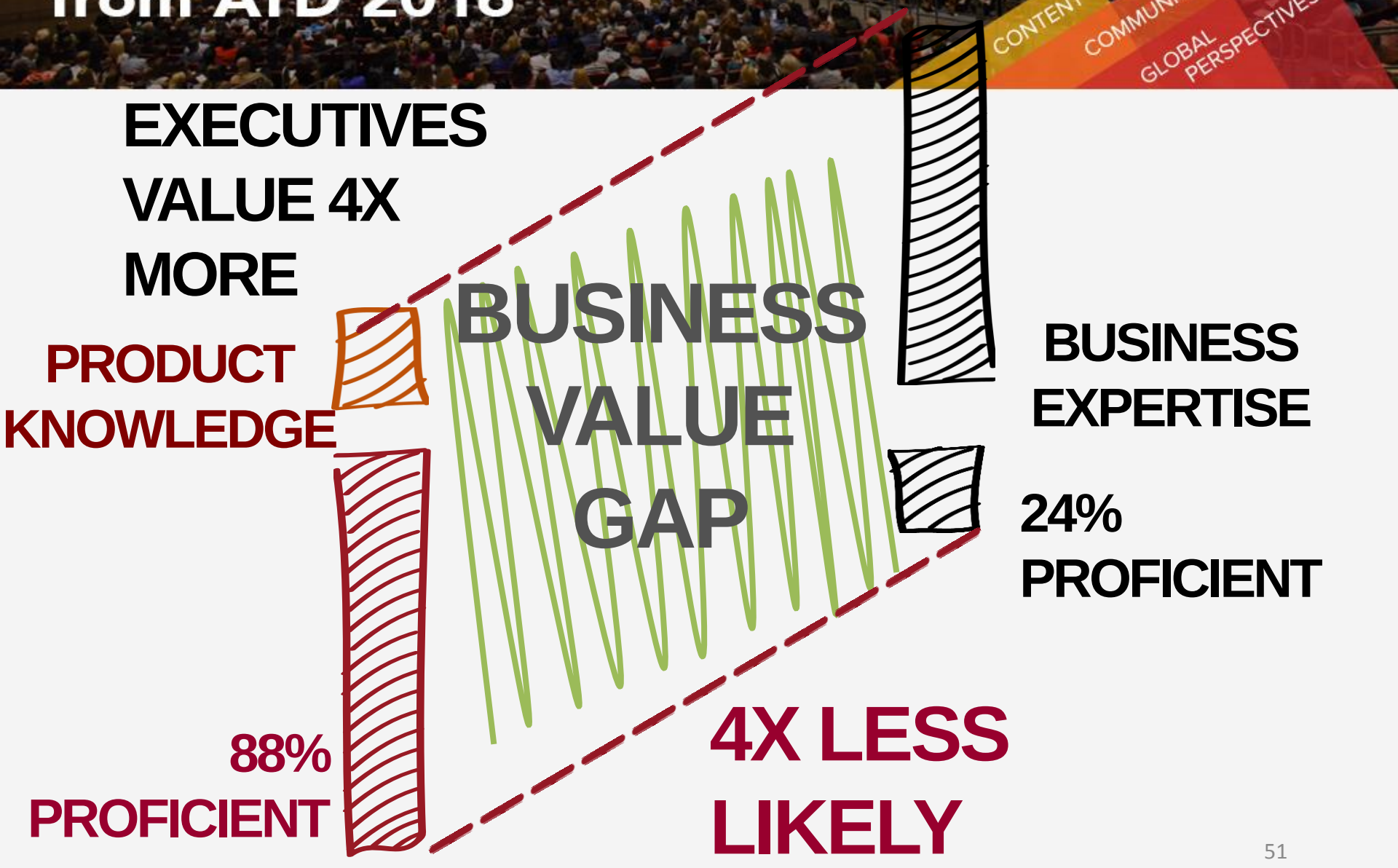

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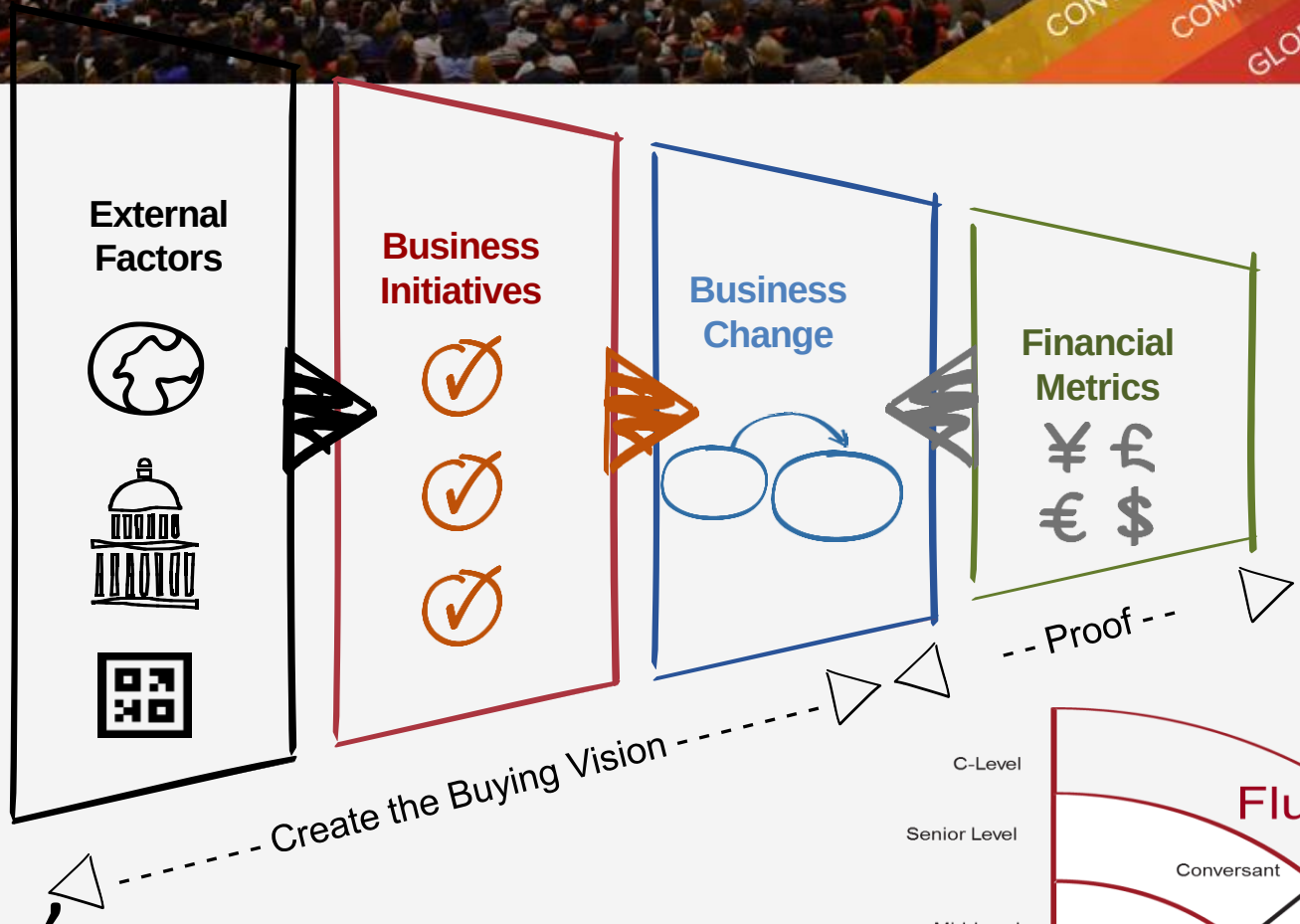
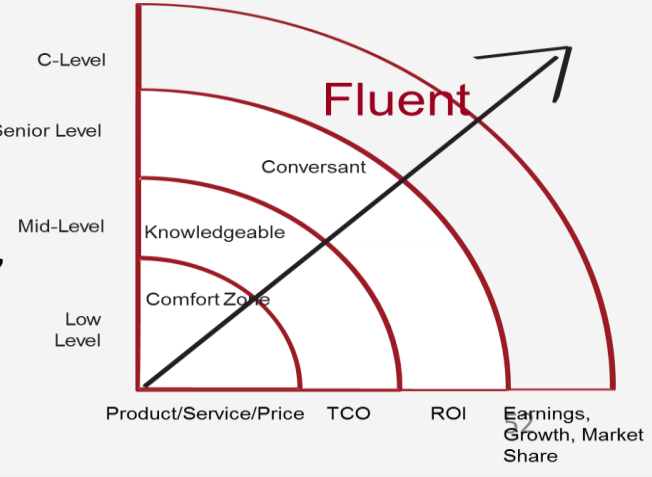


Buyer's Perspective

Right conversation, right person, right time.



How do you go about determining the efficacy of your training investments?

Does it work?

What's the ROI?

Headline results

$163 million	$2.8 million	5,741%	907%
Revenue & Pipeline	Program Investment	ROI	Adjusted ROI
Total revenue & pipeline attributed to the program	*Total cost of the program*	*Based on total sales ÷ total cost*	*Based on total sales ÷ total cost x IBM return on sales of 15.8%*

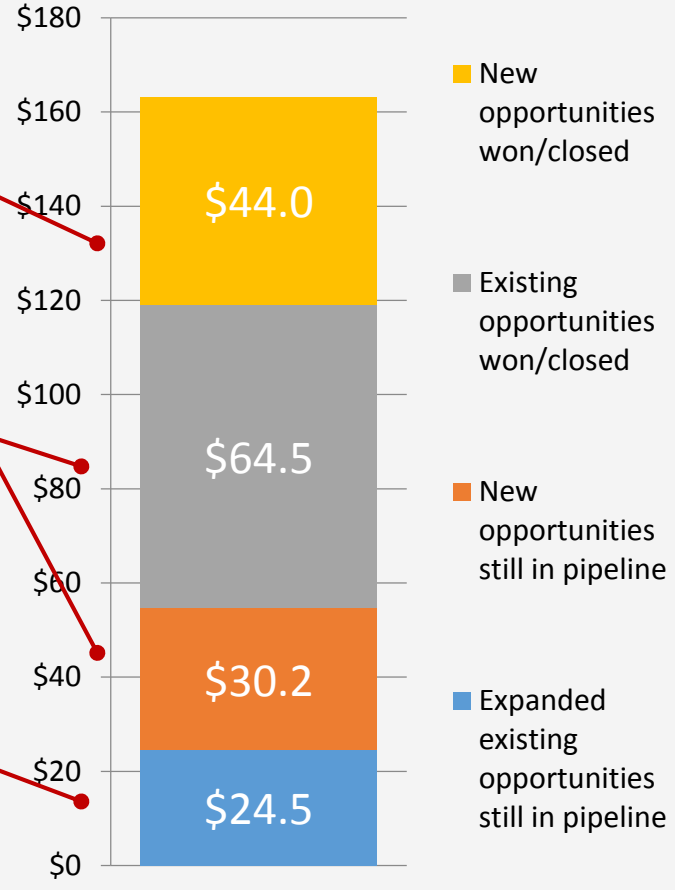
Insights and Observations from ATD 2016

New business results breakdown ($m)

$74m is brand new business

$64.5m in existing opportunities closed

$24.5m in expanded opportunities



ROI of 2,610% on new opportunities alone. Plus expansion of existing deals, closing existing deals faster, & gaining access to new buyers at C-level and building relationships there.

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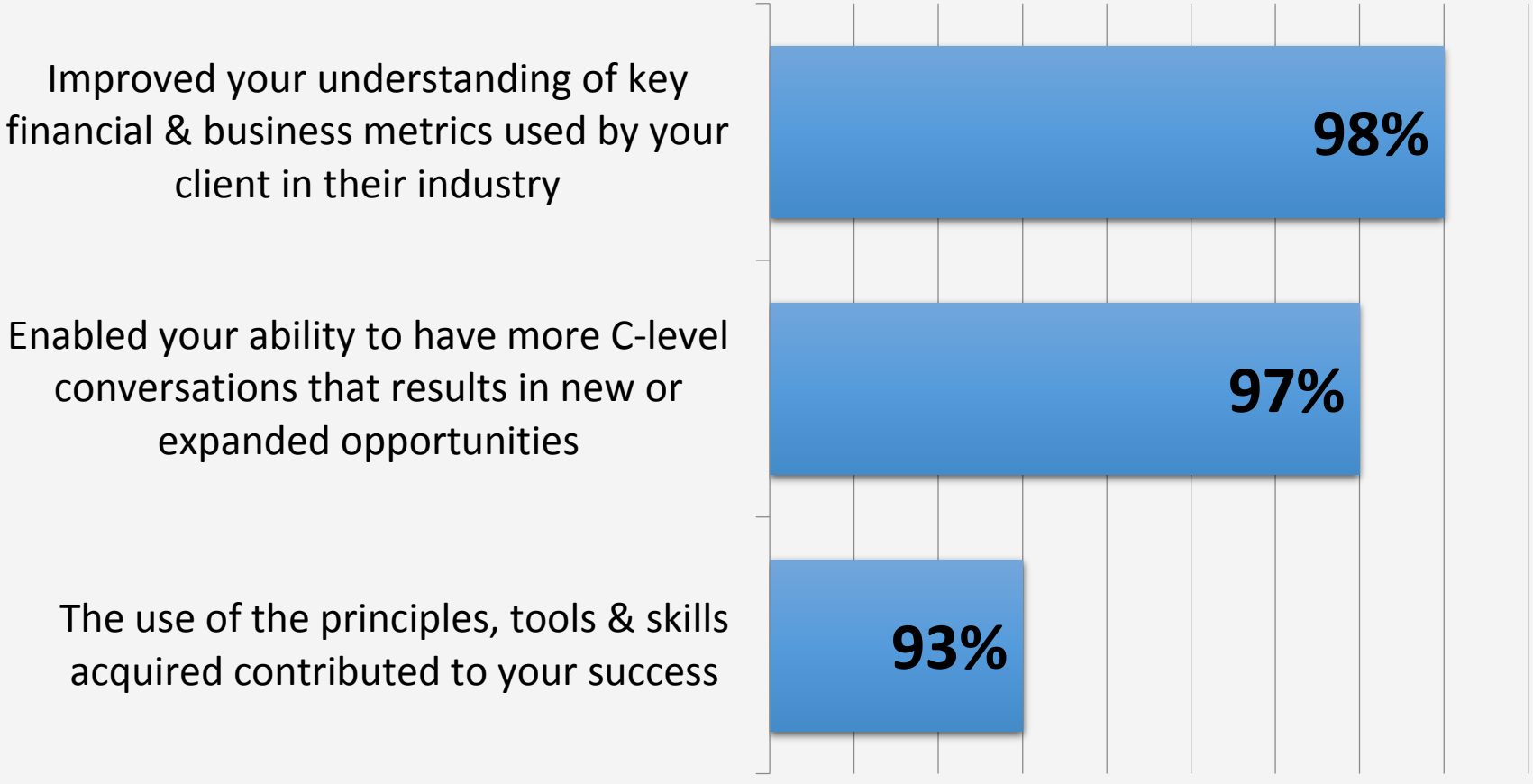
Application of skills and business outcomes



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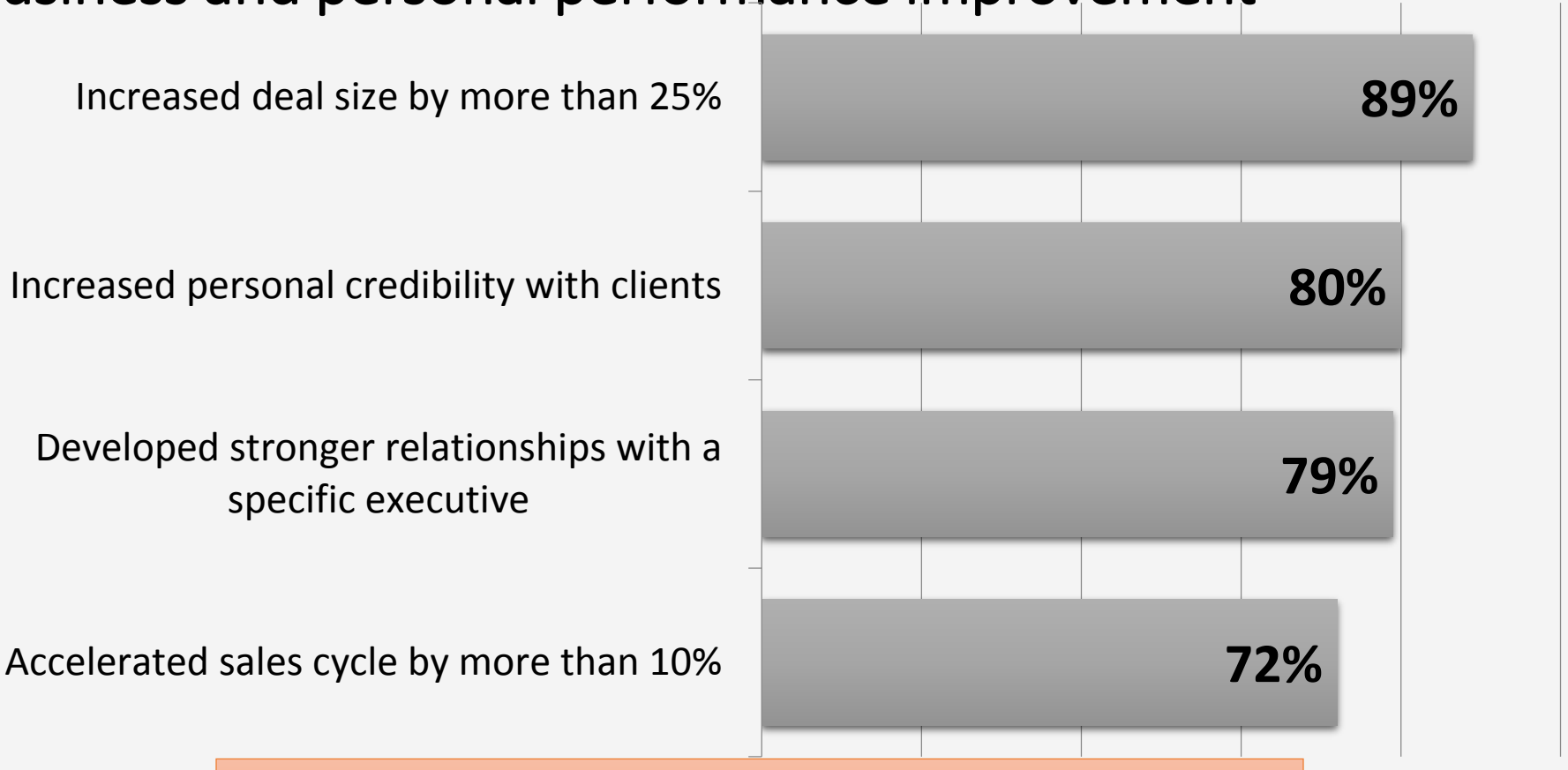
Business and personal performance improvement



Removed competition from the deal: **1** in **2**

Summary - business impact of financial selling learning

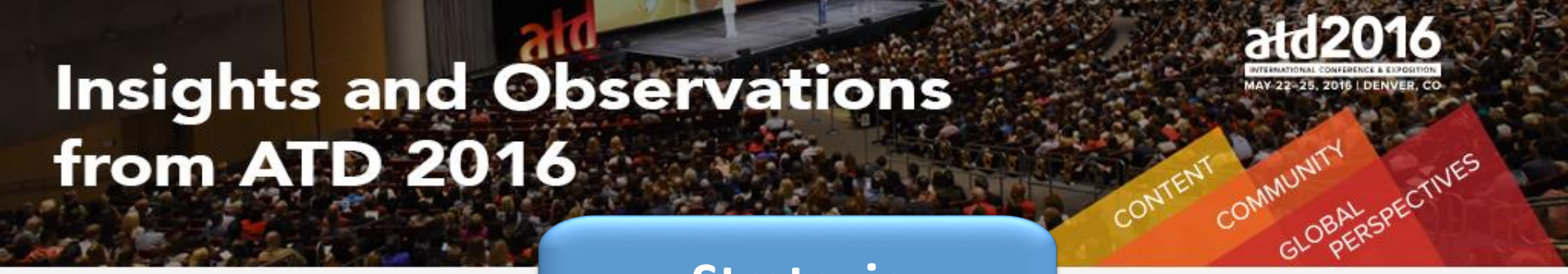
$163m
revenue and pipeline generated

(of which)
$74m
new business created

ROI:
907%

- Increased deal size
- Accelerated sales cycle time
- Removed competition from deals
- Improved executive access & relationships (incl. new buyers)
- Increased personal credibility with clients
- Improved understanding of key financial & business metrics -> better value proposition alignment
- Higher levels of coaching & reinforcement post program drive improved results

How do you communicate your ROI results inside your company to create interest & generate demand for your programs?



Conclusions & Your Takeways

Strategic Alignment

Identify what problem you are solving
Ensure initiative supports strategic goals and drivers
Build the design to optimise skills growth & application
Create reusable tools, approach & methodology
Decide on In-house or external, and be clear on why

Reinforcement

Use post program reinforcement
Manager coaching & reinforcement improves results

Business Impact

Measure the business impact – hard & soft data
Be specific

Insights and observations from ATD Denver

- Size – networking opportunity; chance to learn from leaders in their field & from fellow
- practitioners

- Plenary sessions – thought provoking & a cause to reflect

- Specialise or generalise or both (content & industry tracks)

- Professionally managed and run

- Sage on a stage vs actionable insight……what will you DO with what you
- Learned & the knowledge you gained?

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Redefining the future of L&D
70:20:10 and beyond

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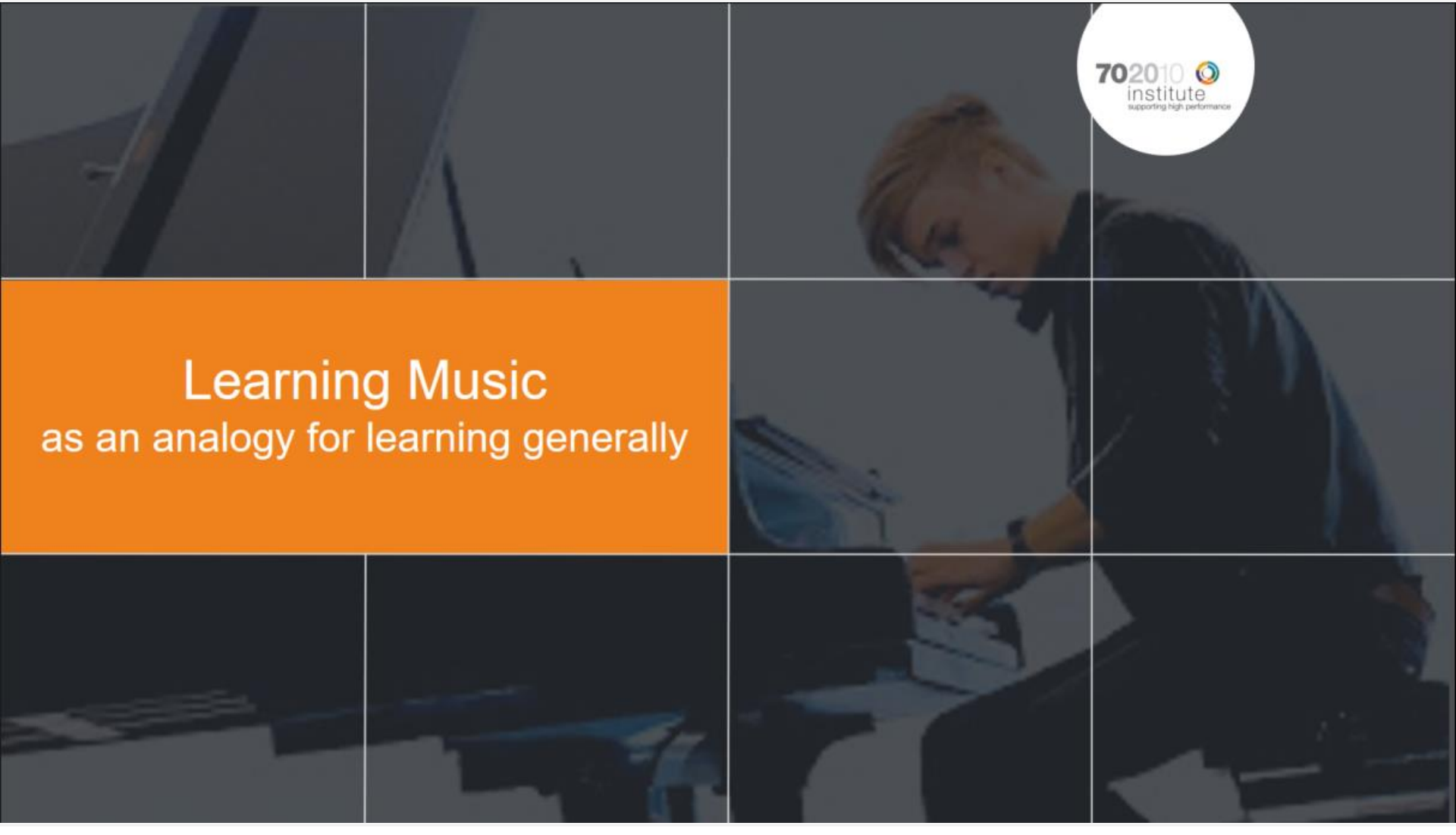

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Learning Music
as an analogy for learning generally

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How do people learn to play music?

- Through formal education?
- Through informal learning?

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10 - structured learning

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70:20 - working = (social) learning

70 20

Learning by doing Social learning

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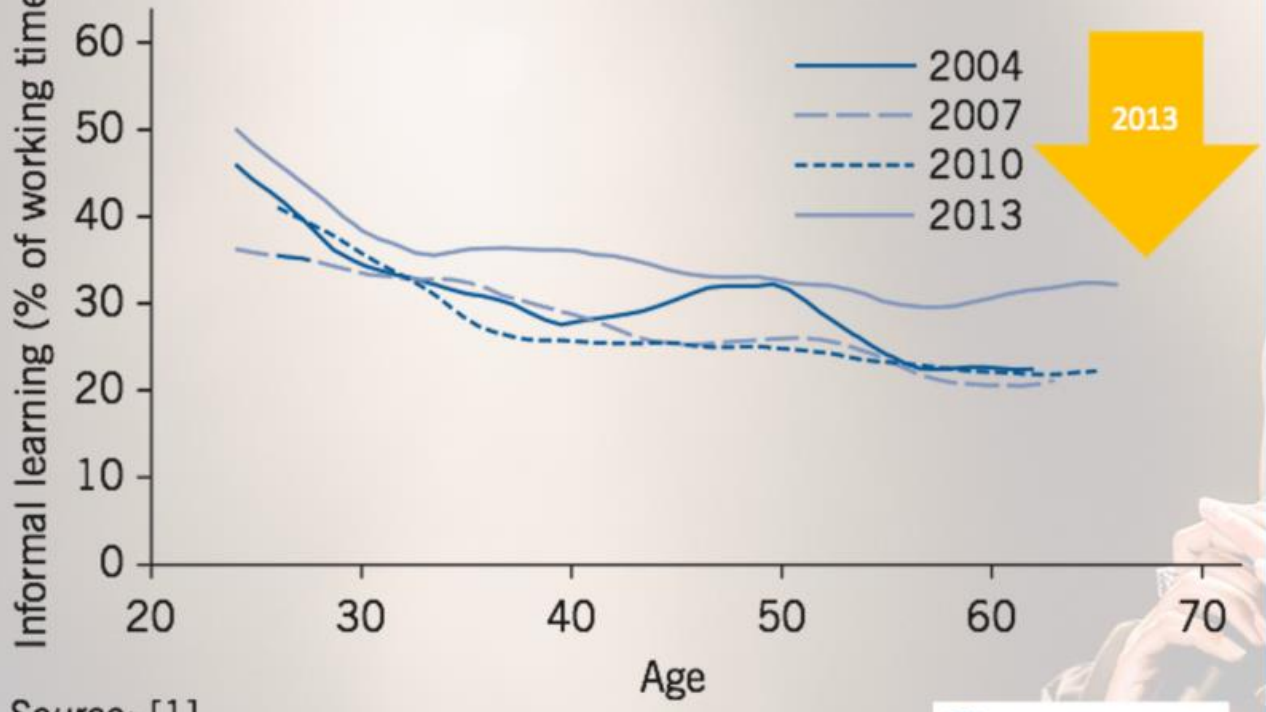
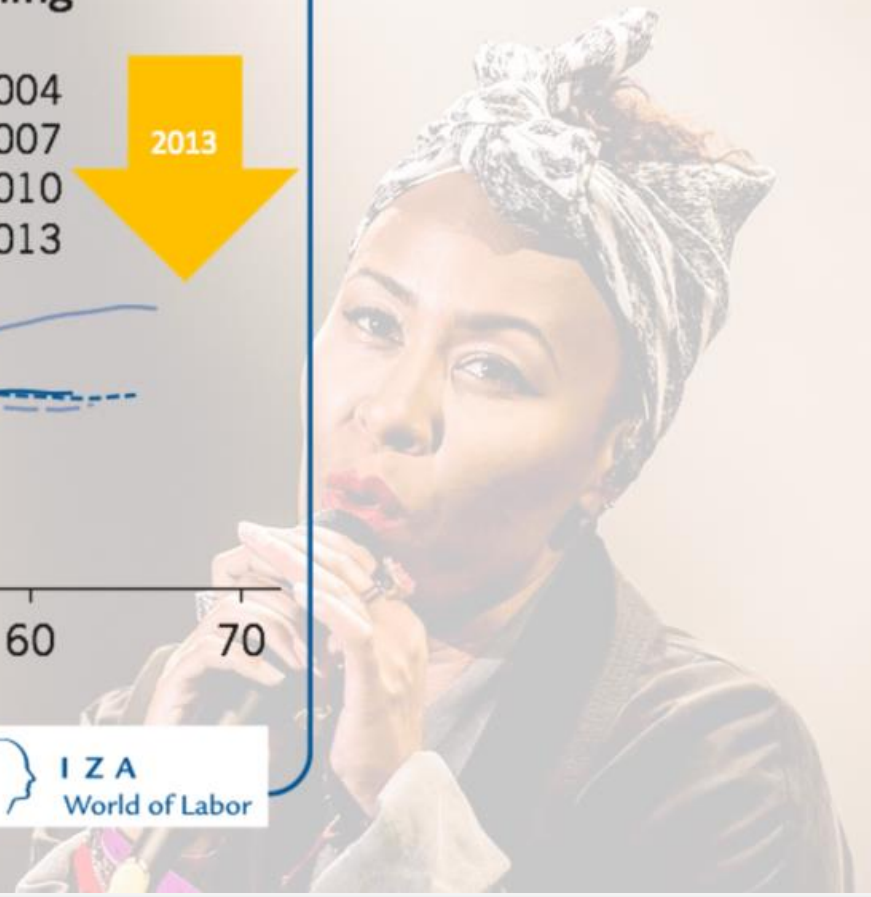
Workers in the Netherlands spend a large and increasing share of work time in informal learning



Source: [1].

IZA World of Labor



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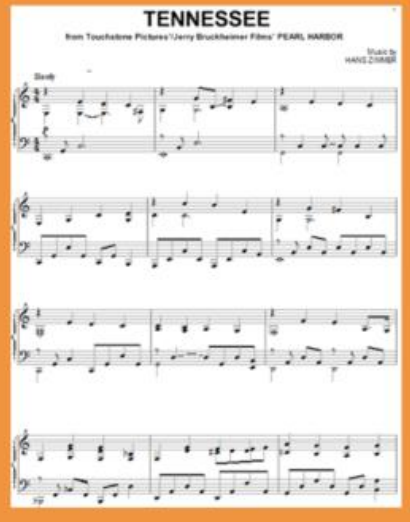
How important is learning sheet music in order to compose soundtracks?



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Hans Zimmer

Composer of >100 soundtracks with a couple of piano lessons

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70:20:10 isn't:

- a new interface for traditional training
- a learning theory
- a rule or mantra
- a fixed ratio
- a way to keep different learning approaches separate

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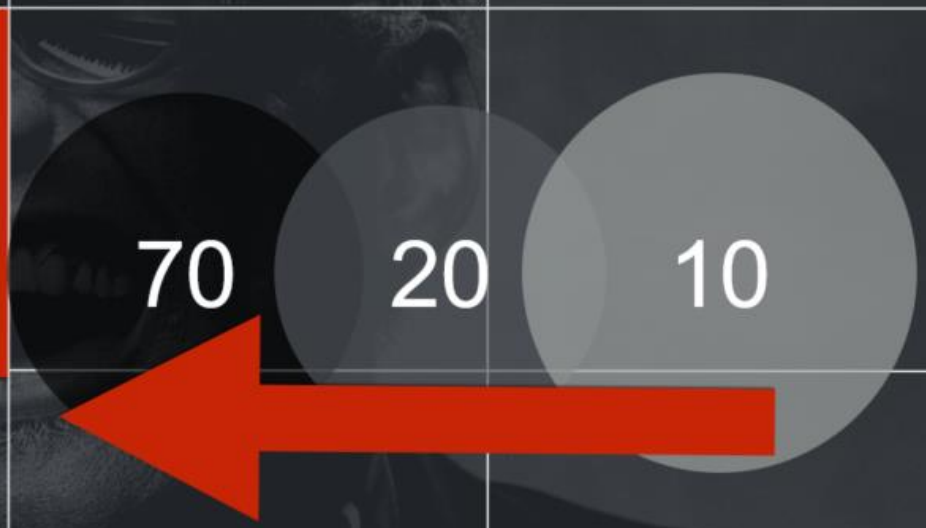
70:20:10 isn't 10+



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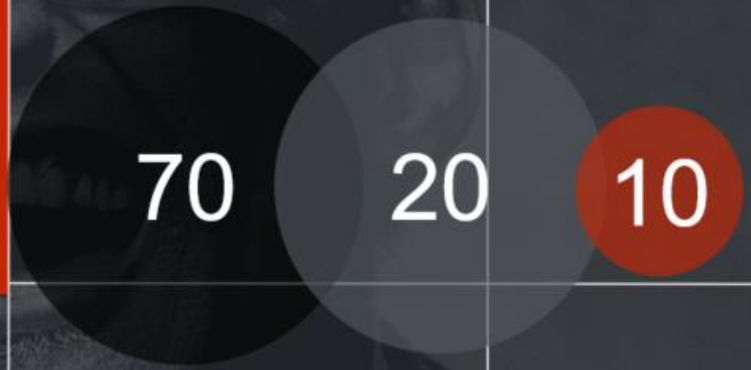
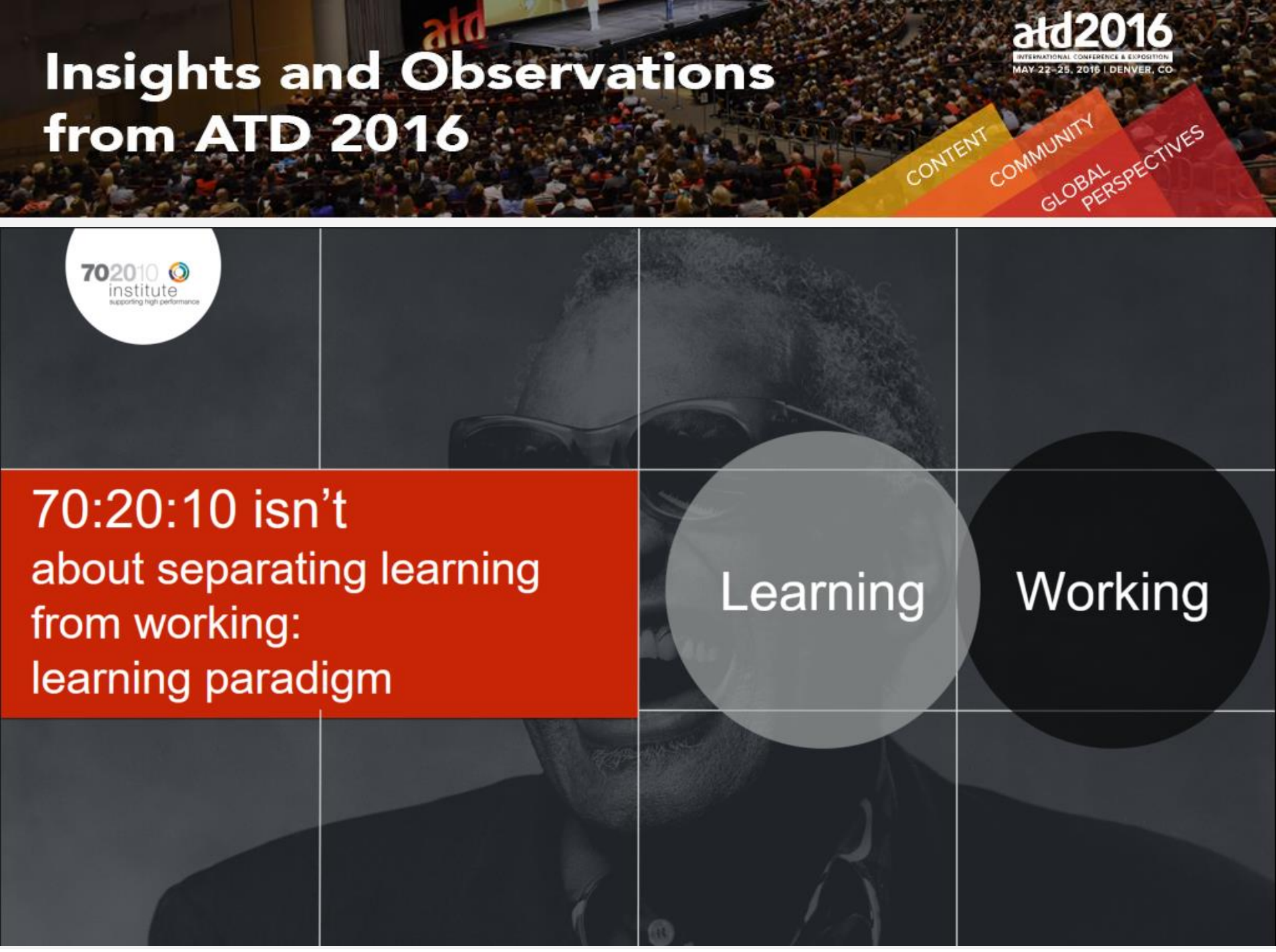
70:20:10 doesn't get rid of the 10

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70:20:10 isn't
about separating learning from working:
learning paradigm
Learning
Working

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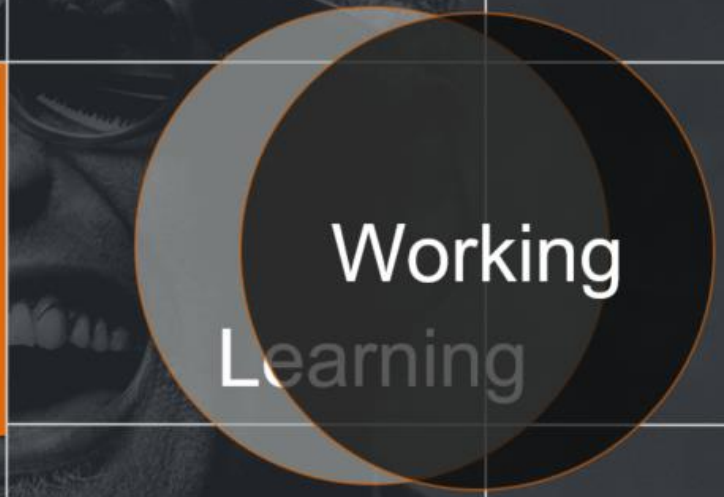
70:20:10 is
about (social) learning = working:
performance paradigm



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70:20:10 is:

- a reference model to help increase individual, team and organisational performance
- a tool to help re-focus from learning (input) to performance (output)
- a way to support learning where most of it happens – in the workflow
- an opportunity to extend the impact of HR/L&D

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Expand L&D services and business impact with 5 new roles (performance mindset)

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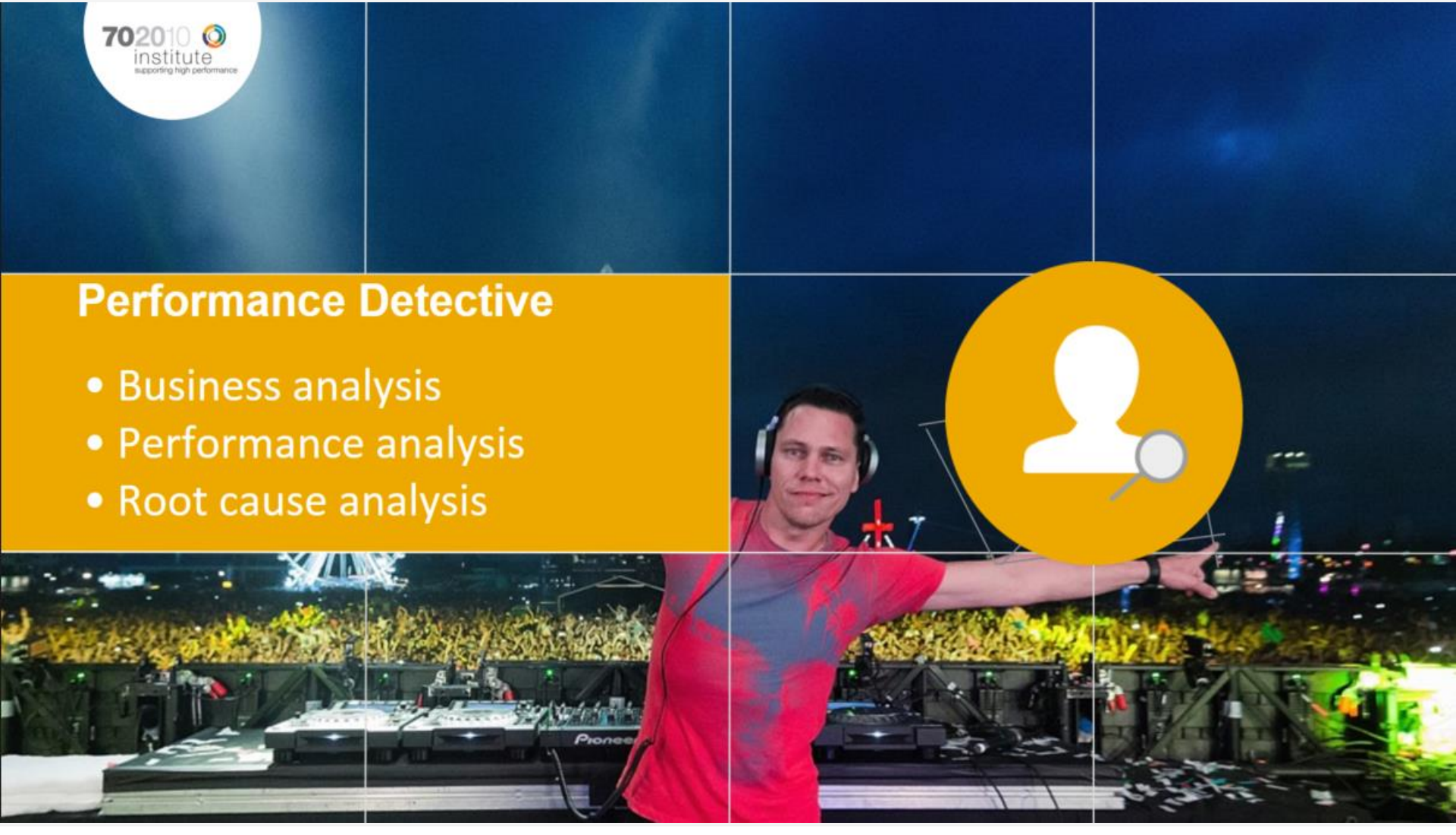
Performance Detective

- Business analysis
- Performance analysis
- Root cause analysis



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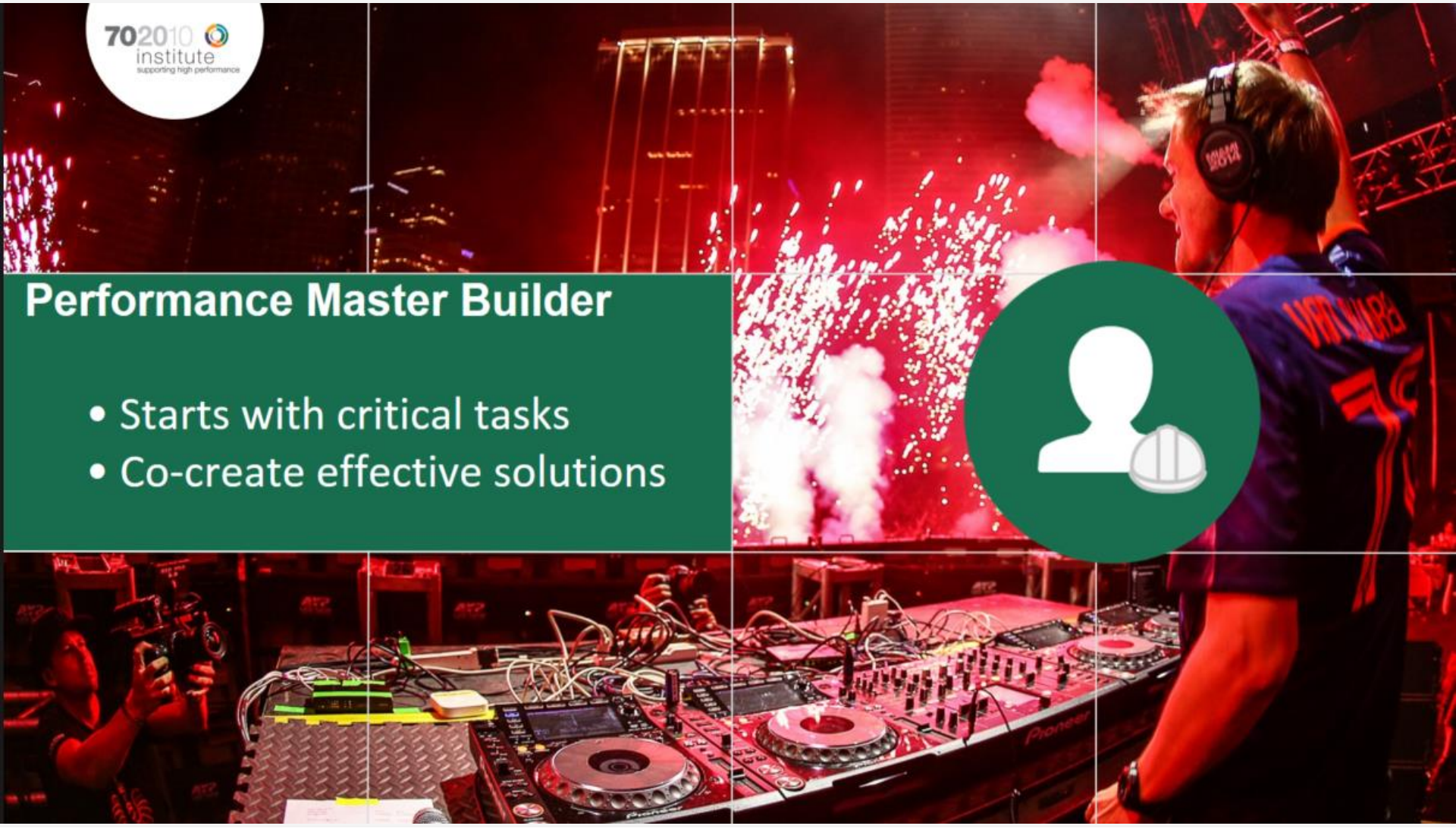

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Performance Game Changer

- Focus on new mindsets
- Structures solution implementation
- Connects to organisation culture

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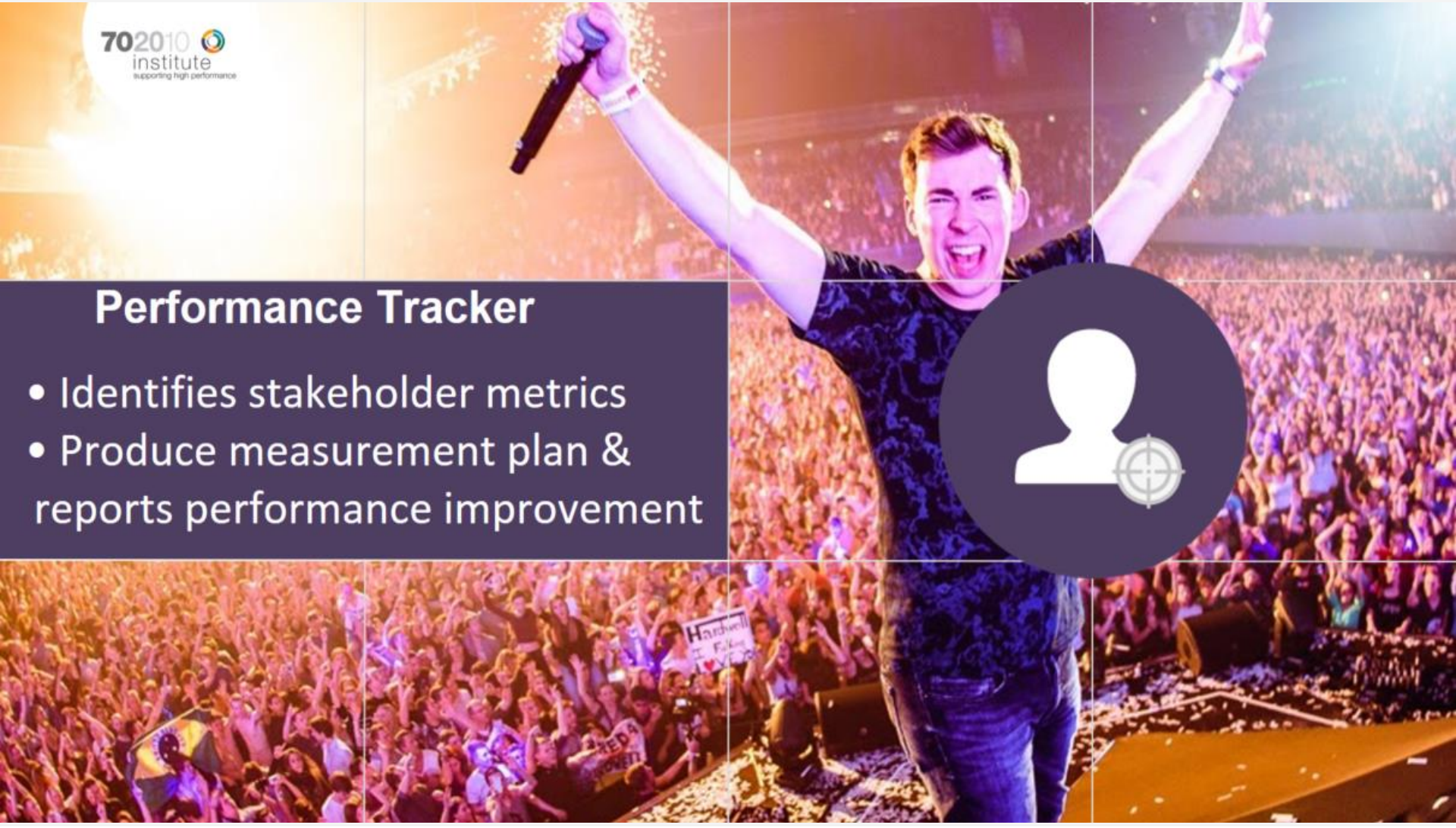

Performance Tracker

- Identifies stakeholder metrics
- Produce measurement plan & reports performance improvement

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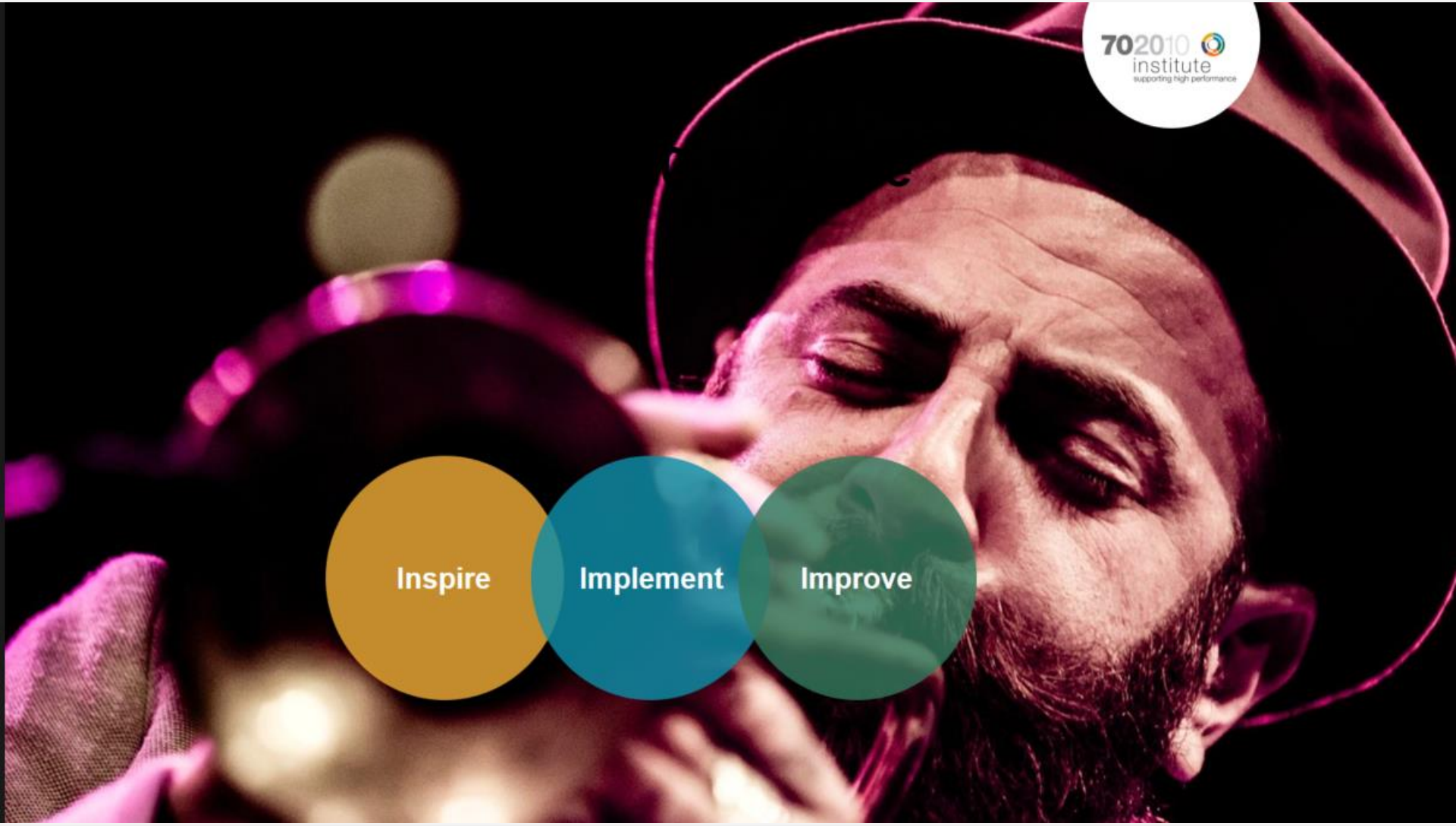


Insights and Trends

"What you see and what you hear depends a great deal on where you are standing"
C.S. Lewis

- Healthy focus on culture, behaviour, attitudes, motivation, meaning as much as on skills
- Design thinking applied to learning
  Design Thinking Meets Learning Challenges Head On – Accenture & Gates Foundation
- Informal, micro, social learning

Insights – Instructional Design Track

Learning Anytime, Anywhere: How to Activate Informal Learning at Work

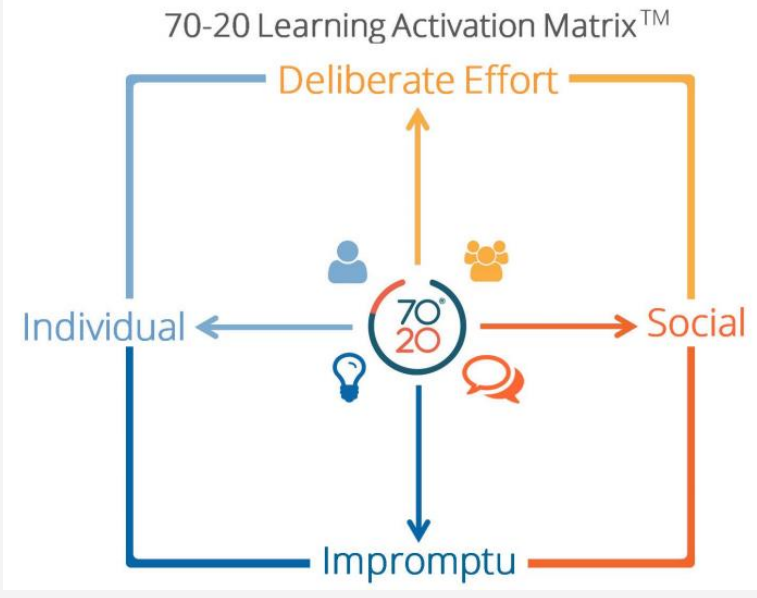
Cal Wick and Kathy Granger, Fort Hill

Reality of the New Mindset

- Work is the Classroom
- Internet is the Library
- Colleagues and network are the Faculty
- Capabilities and Performance on the job are the Final Exam

Learning Speed is the Ultimate Competitive Advantage

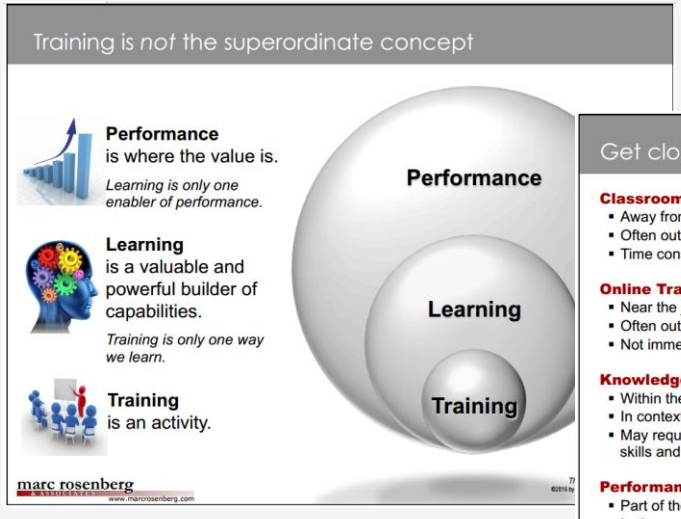
Recognising informal learning in action

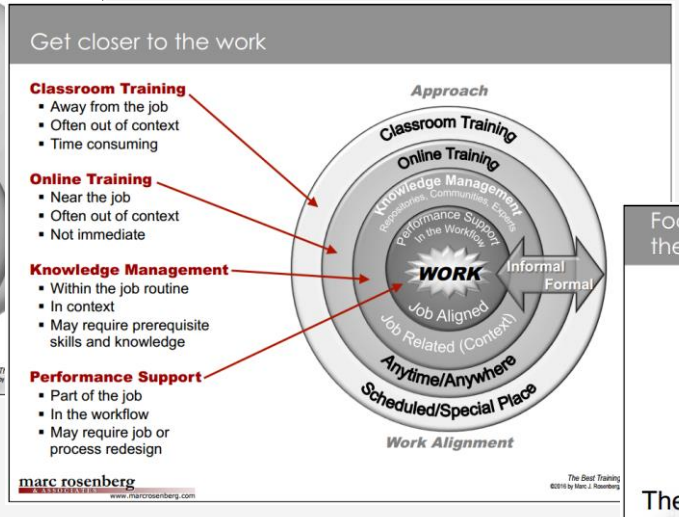


Insights – Human Capital Track

The Best Training is No Training

Marc Rosenberg, author, educator and management consultant





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thank you

www.702010Institute.com

Building Evidence-Based Solutions for How Managers Learn

by Peter Casebow, Good Practice

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WATCH OUT FOR THE BEARS

BIG QUESTION
GIVEN THEIR CENTRAL ROLE HOW CAN
WE SUPPORT MANAGERS BETTER?

WHAT ARE THE BIGGEST CHALLENGES WE FACE WHEN ENGAGING MANAGERS?

CONSUMER DRIVEN

30%

OF LEARNING PROFESSIONALS

ARE PROACTIVE IN UNDERSTANDING HOW THEIR STAFF LEARN

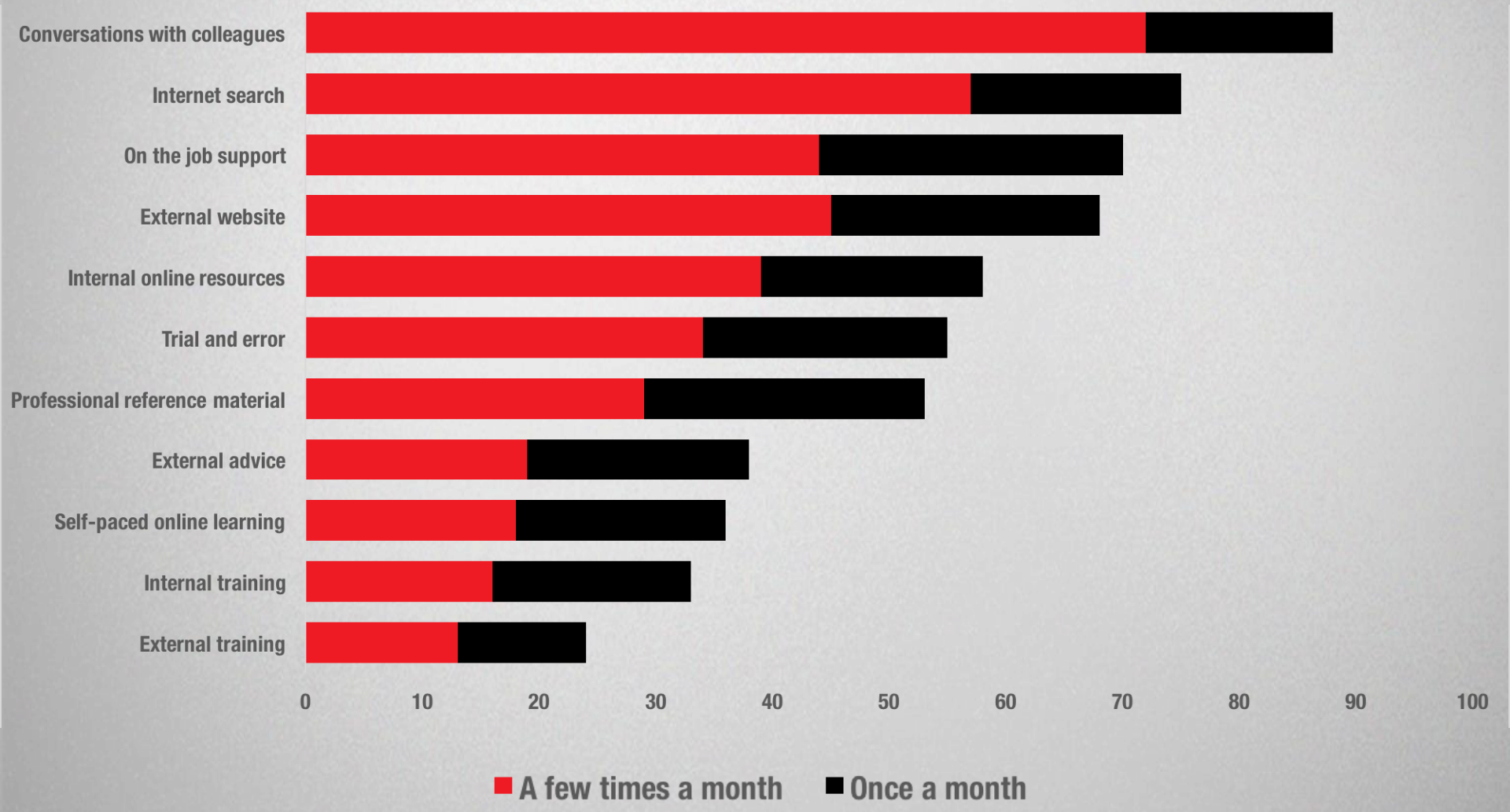
30%

OF LEARNING PROFESSIONALS

ARE PROACTIVE IN UNDERSTANDING HOW THEIR STAFF LEARN

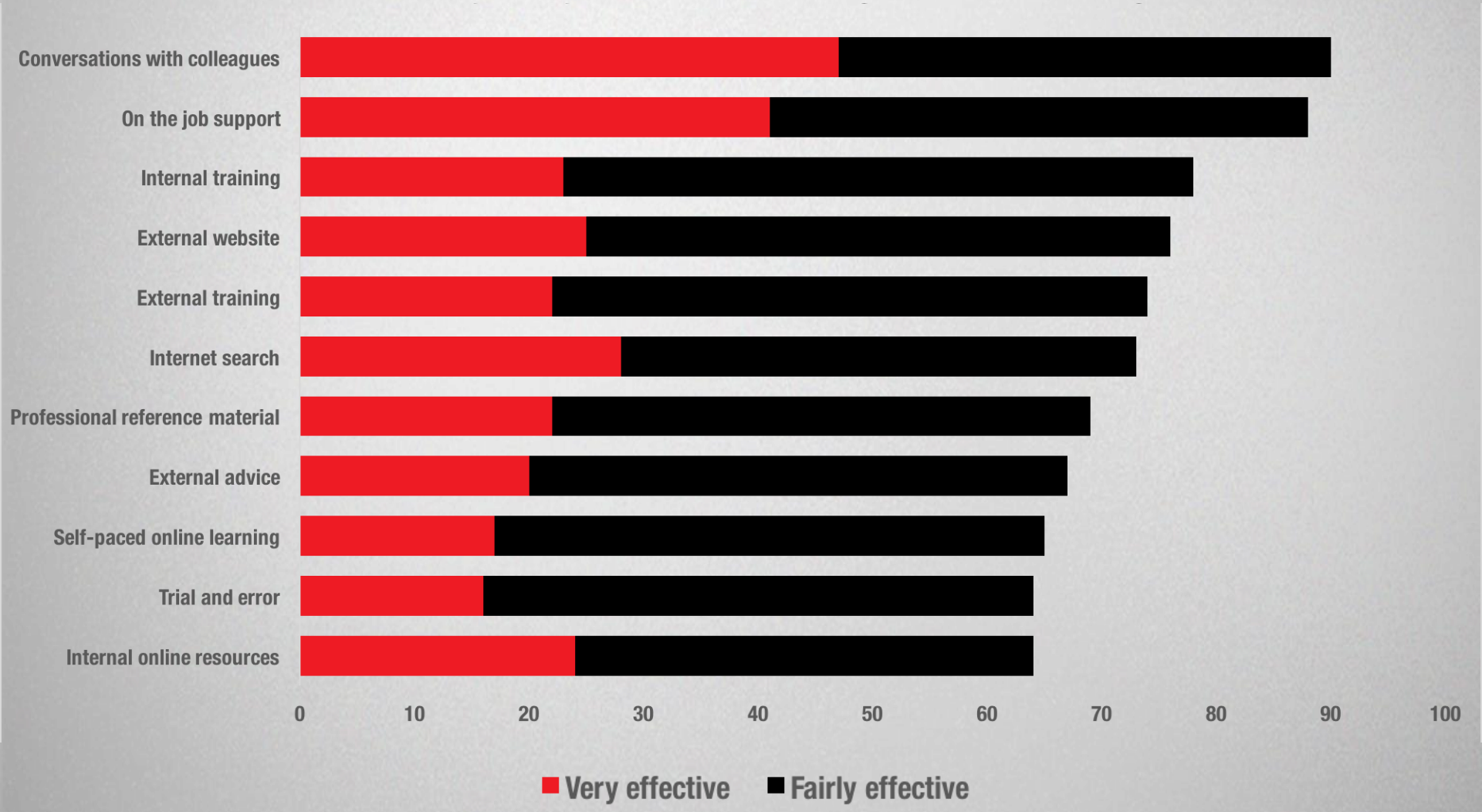
TOWARDS MATURITY

USED AT LEAST ONCE A MONTH TO OVERCOME AN UNFAMILIAR CHALLENGE



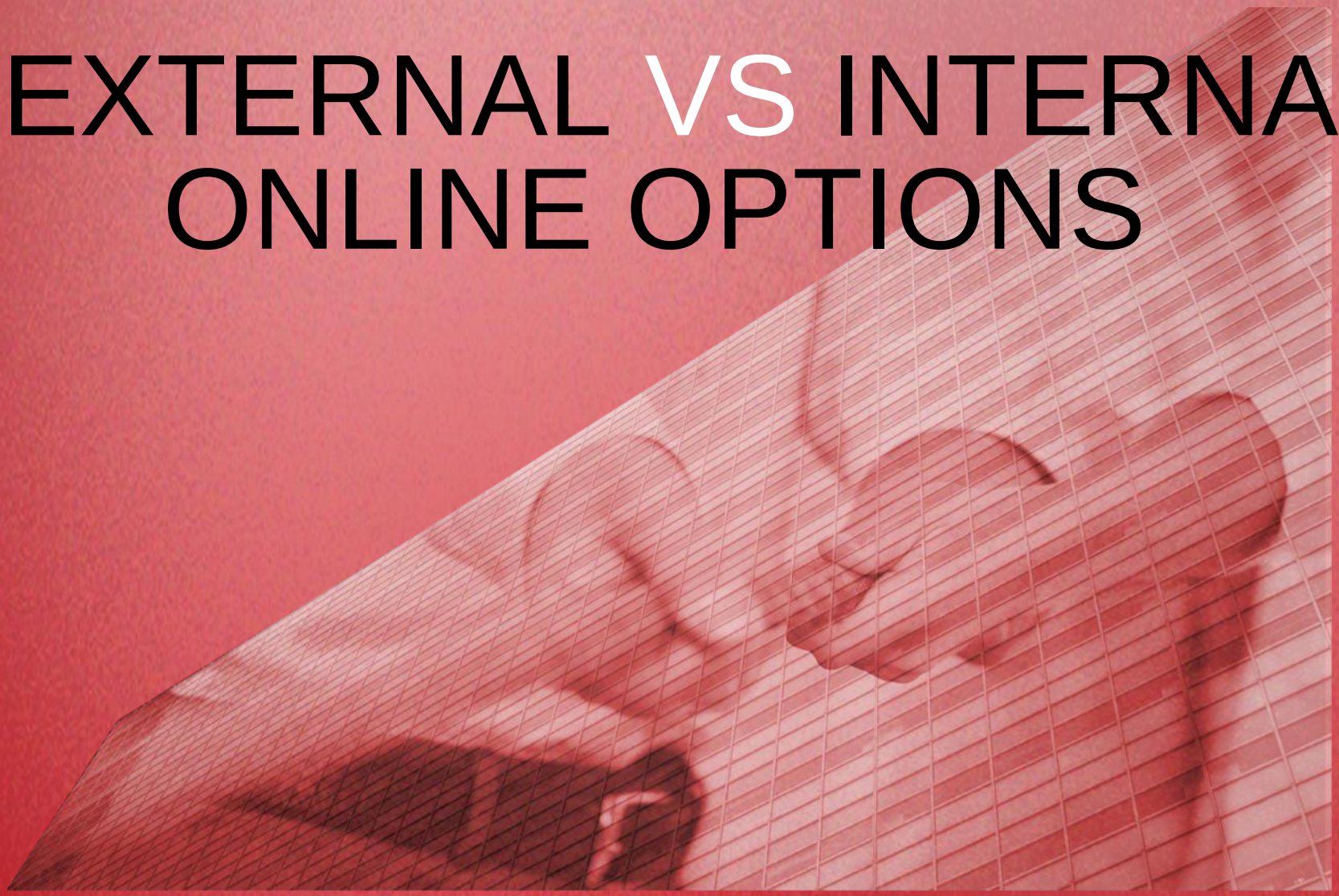
WHAT'S EASY TO ACCESS, GETS USED

RATED AS VERY OR FAIRLY EFFECTIVE IN OVERCOMING AN UNFAMILIAR CHALLENGE



USAGE IS
DEPENDENT OF
PERCEIVED
EFFECTIVENESS

EXTERNAL VS INTERNAL ONLINE OPTIONS



EXTERNAL
TRUMPS
INTERNAL

WHY?

SAY INTRANET ISN'T USEFUL FOR THEIR MANAGERIAL ROLE

SAY THEIR INTRANET ISN'T EASY TO USE

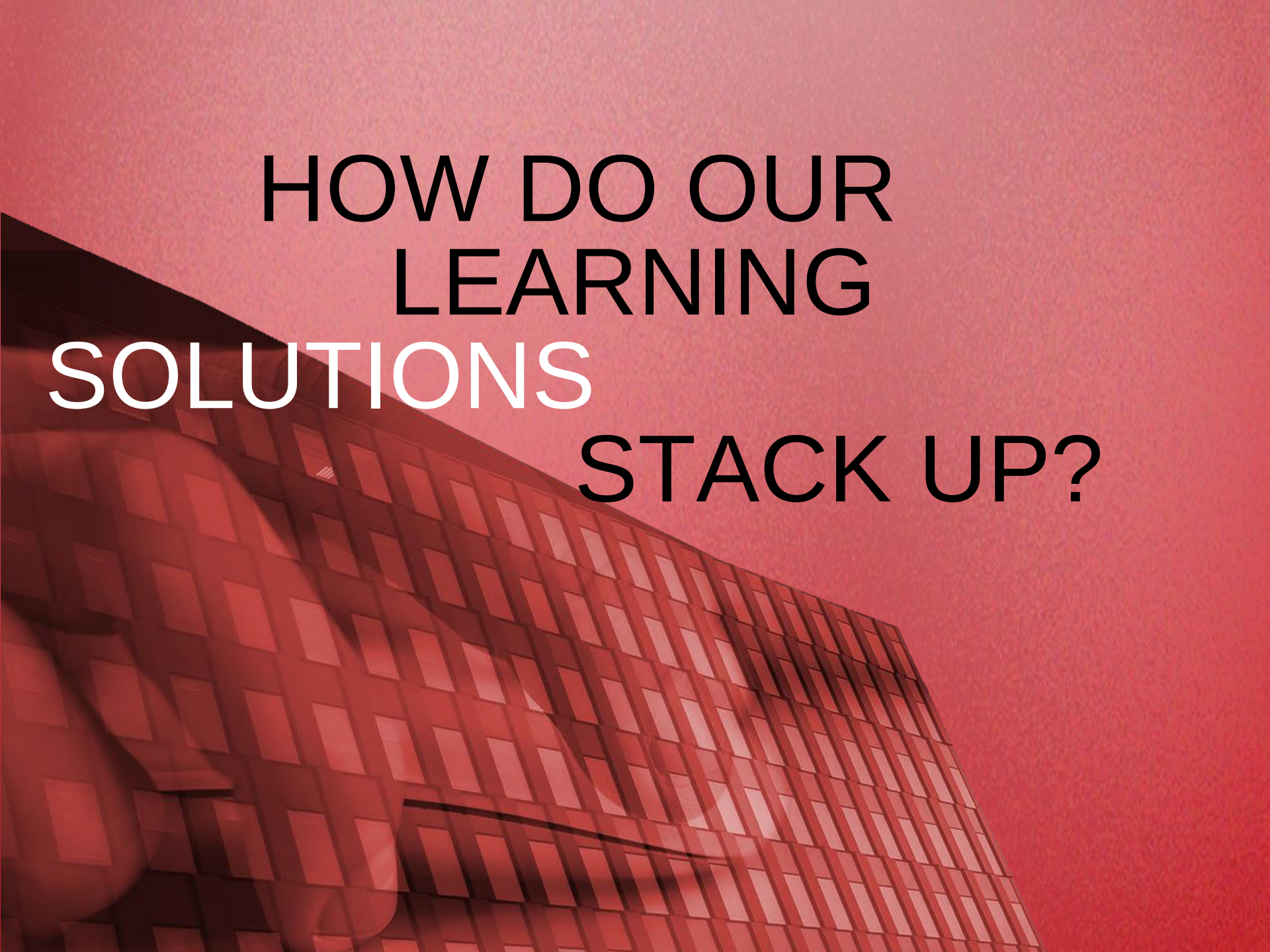
SAY IT'S DIFFICULT TO FIND RELEVANT CONTENT ON INTERNAL TOOLS

RELEVANCE

EASE OF
USE

PERCEIVED
SPEED
OF RESULT

EXTERNAL Vs INTERNAL

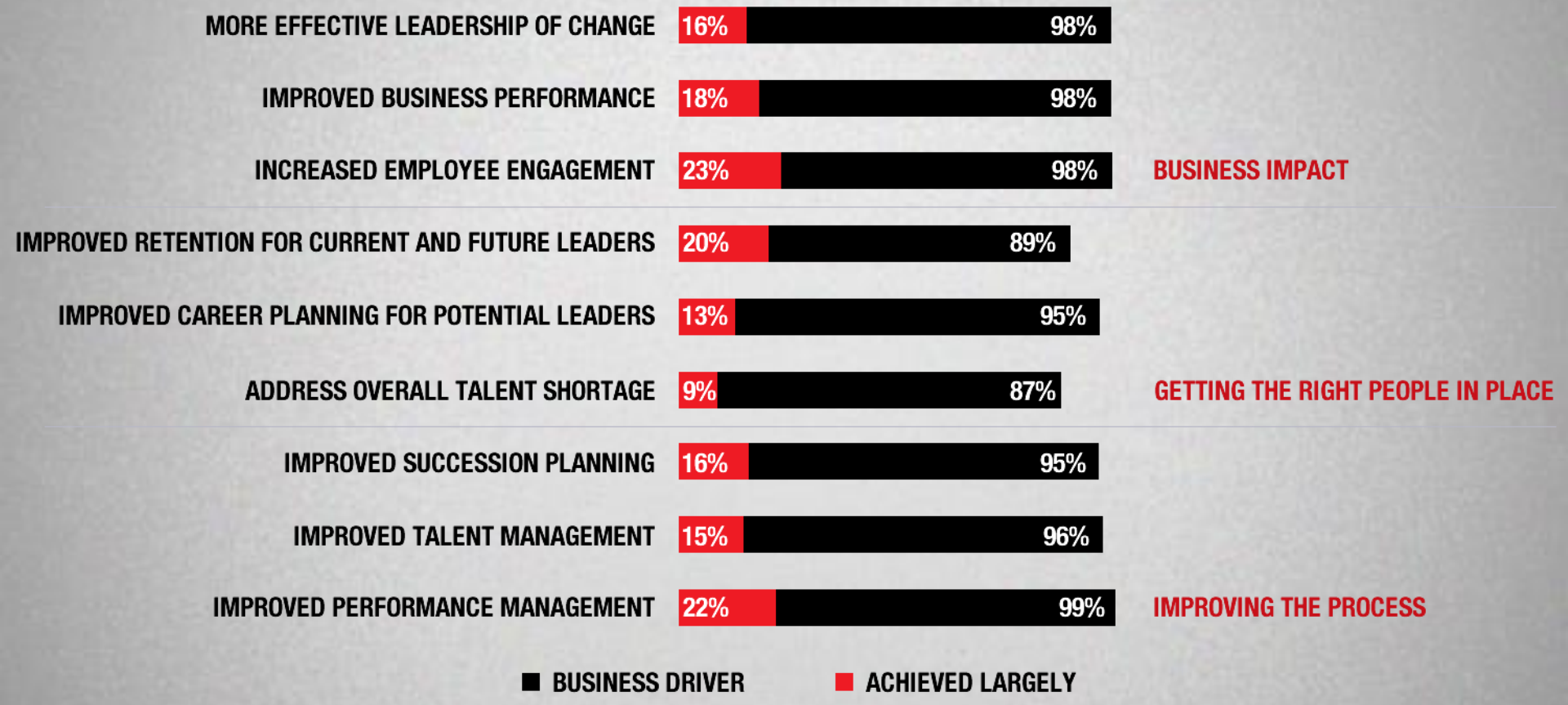

HOW DO OUR
LEARNING
SOLUTIONS
STACK UP?

L&D SKILLS GAP

68%

L&D LEADERS SAY THEY LACK KNOWLEDGE ON HOW TO USE TECHNOLOGY MORE EFFECTIVELY IN LEADERSHIP DEVELOPMENT

TOWARDS MATURITY



HIGH EXPECTATIONS FROM INVESTMENT

TOWARDS MATURITY

BIG QUESTION
GIVEN THEIR CENTRAL ROLE HOW CAN
WE SUPPORT MANAGERS BETTER?

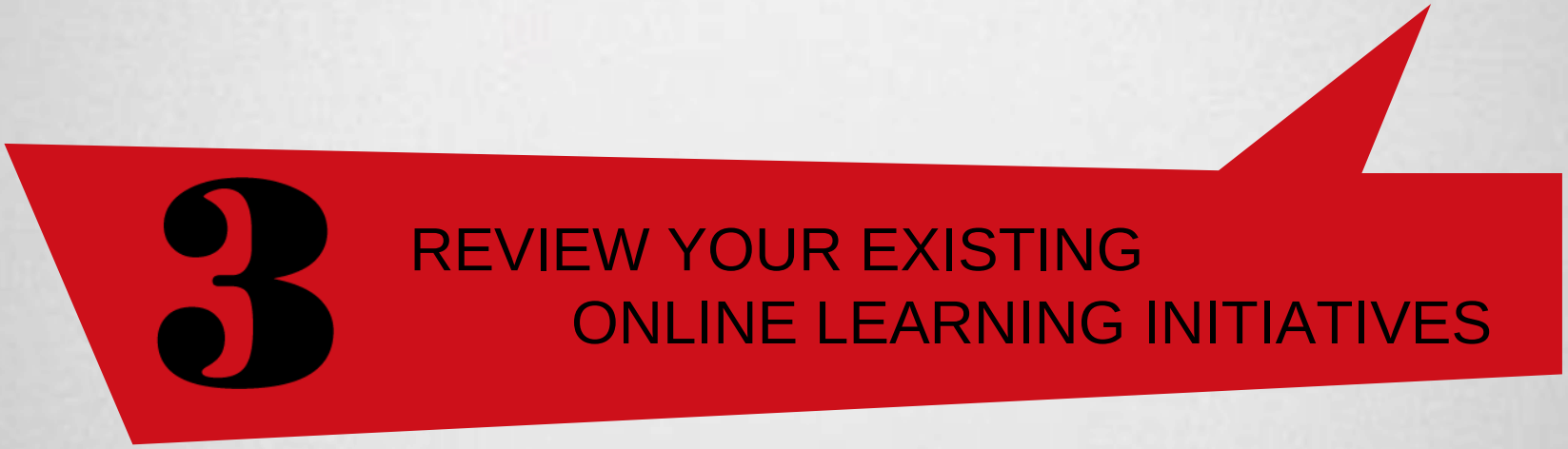
BENCHMARK CHECKLIST

1

CHALLENGE PRESUMPTIONS ABOUT HOW MANAGERS LEARN

2

MODEL LEARNING BY EXPERIENCE


3
REVIEW YOUR EXISTING
ONLINE LEARNING INITIATIVES

4

SURVEY YOUR LEARNERS ON THEIR EXPERIENCES AND OPINIONS ON ORGANISATIONAL DIGITAL TOOLS

5
CONDUCT USER TESTING OF YOUR LEARNING TECHNOLOGY

6 INCREASE SOCIAL CONNECTIONS

7
ASSESS YOUR OWN KNOWLEDGE & SKILLS
RELATING TO DIGITAL TECHNOLOGY

8
BUILD AN ENGAGEMENT PLAN

5 Ways to Make Virtual Training as Effective as Face-to-Face

by David Smith, Virtual Gurus (UK)

5 Ways to Make Virtual Training as effective as Face-to-Face

David Smith
dsmith@virtualgurus.com @dsvirtually

MeetingOne
audio & web conferencing

VirtualGurus

"**86%** (of top deck organizations) are using live online learning such as virtual classrooms"

Modernising Learning: Delivering Results
2014-15 Benchmark report

TOWARDS MATURITY
business transformation through learning innovation

Virtual classrooms can be as impactful as good face to face training

In fact – I think they can be even more effective than face to face training for so many reasons!

We can frustrate learners easier & quicker if done badly

90%

Our Synchronous online tools are not being used to their full potential

88%

When setup and used properly Synchronous Online sessions are as effective as good face to face sessions

68%

Many people in my organization do not understand the role/benefit of Synchronous Online Tools

Content delivered via virtual classroom

88%	**79%**	**85%**	**77%**	**68%**
Desktop or web application training	*Product knowledge Training*	*Technical Skills*	*Business Skills*	*Customer Service*
70%	**54%**	**69%**	**56%**	**55%**
Soft Skills Meetings/Communications	*Sales Skills Training*	*Management/ Leadership*	*Regulatory & Compliance*	*New Hire Orientation or Onboarding*

Percentage of respondents using virtual classrooms for specific training
Source: Synchronous e-Learning – Patti Shank – eLearning Guild 2010

1

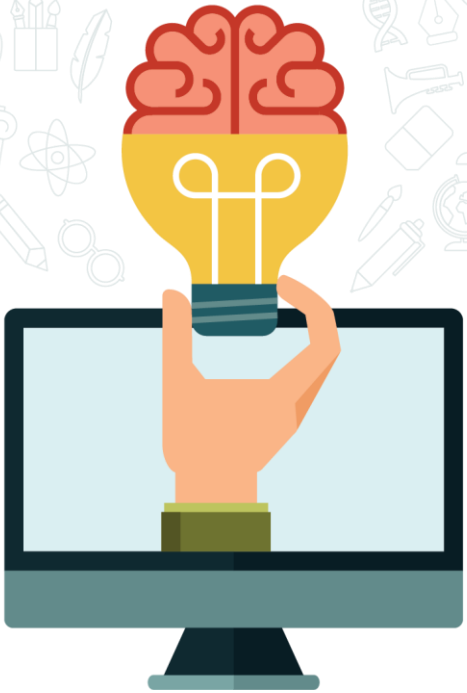
Interaction

Interaction does not just happen

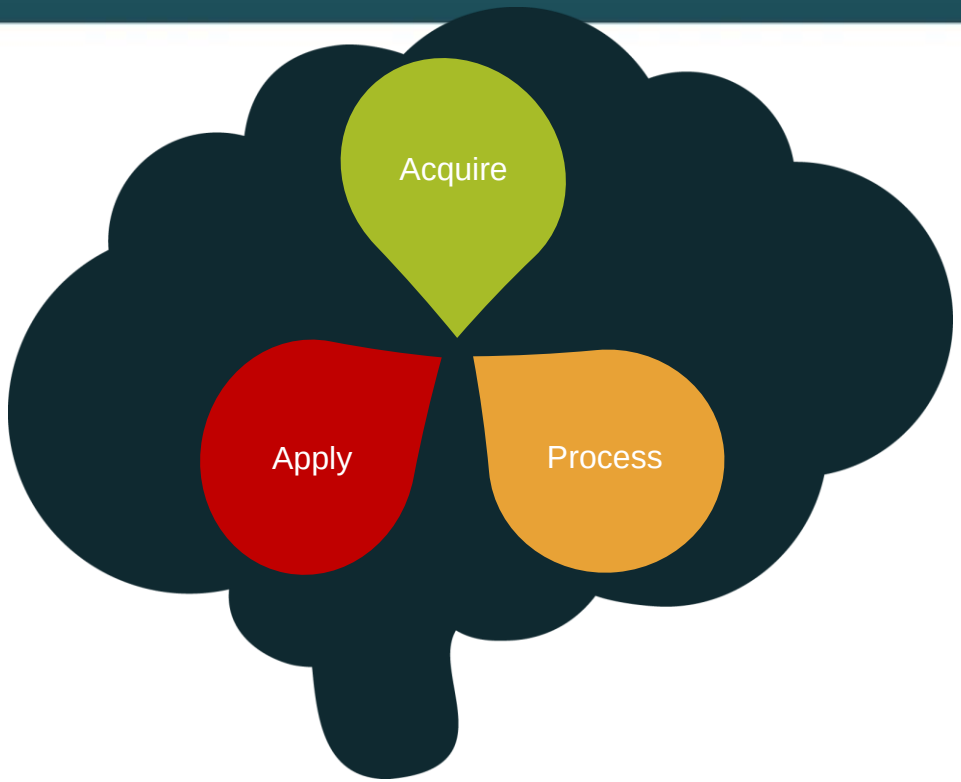
2

Rethink Knowledge

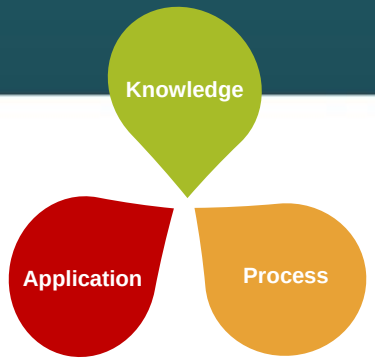
How we provide knowledge is key to successful virtual learning

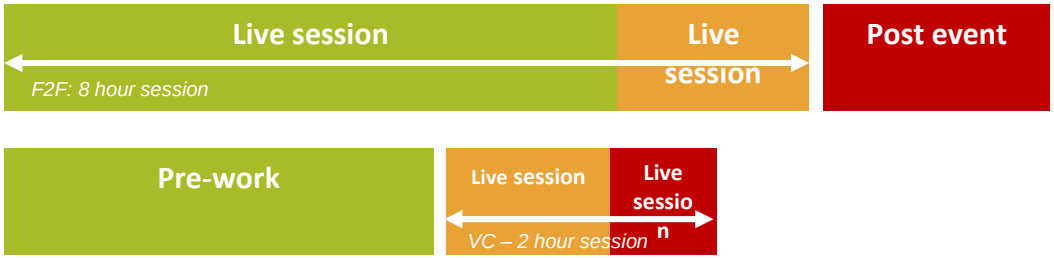


Think about knowledge, processing that knowledge & applying it



In face-to-face session we tend to have more time





3

Platform Tools

Leverage the platform tools

4

Supporting Materials

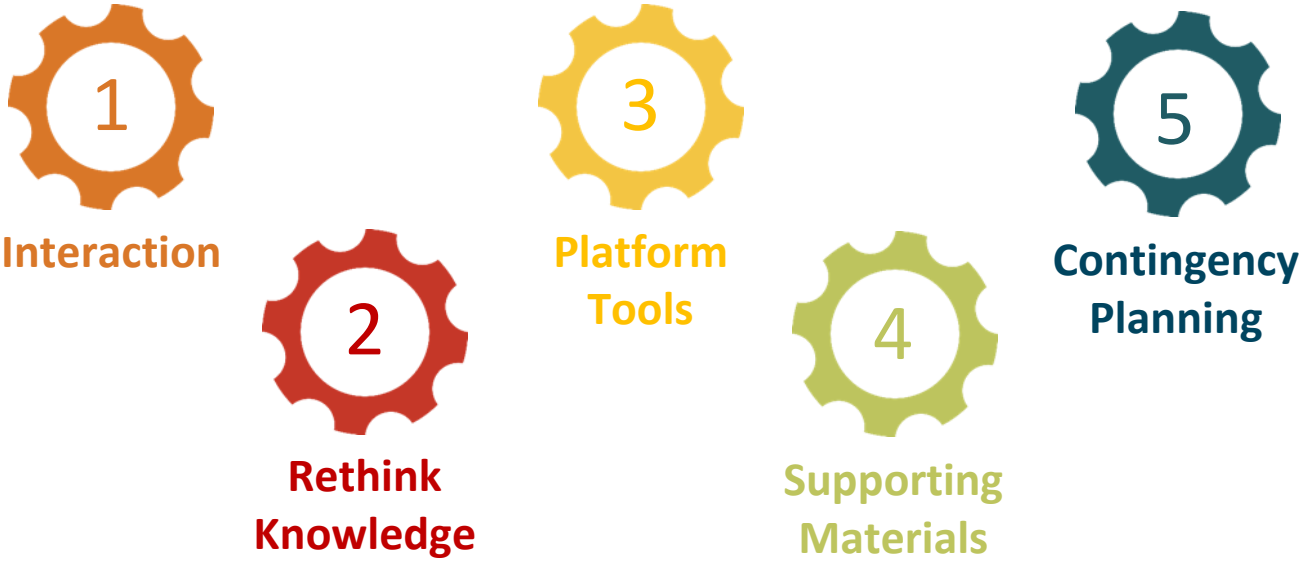
Need to support all parties virtually

5

Contingency Planning

What happens when the technology bites back?

5 areas to focus on:



Upcoming International Events

Thank You

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