

Time, People, Money: *Creating a New Recipe for Learning*

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Introduction ...

- **ASTD Research to Practice Committee**
 - **Mission**
 - **Membership**
 - **Motivation**



Introduction ...

- **Future Search Conference**
 - **Orlando: June, 2001**
 - **Shaping the Future: Leading Workplace Learning and Performance in the New Millennium**

http://www.asted.org/virtual_community/futuresearch/



Introduction ...

- **Future Search Participants**
 - Private sector practitioners
 - Public / nonprofit practitioners
 - HR & related practitioners
 - Educators



Introduction ...

- **Future Search Participants**
 - Training providers
 - Researchers
 - Learners
 - Senior managers



Introduction ...

■ Future Search Outcomes

- Top ten trends
- Common ground statements
- On-going dialogue and research





Introduction ...

- **Top Three Trends**
 - **Shareholder value**
 - **Just-in-time**
 - **Globalization**



Introduction ...

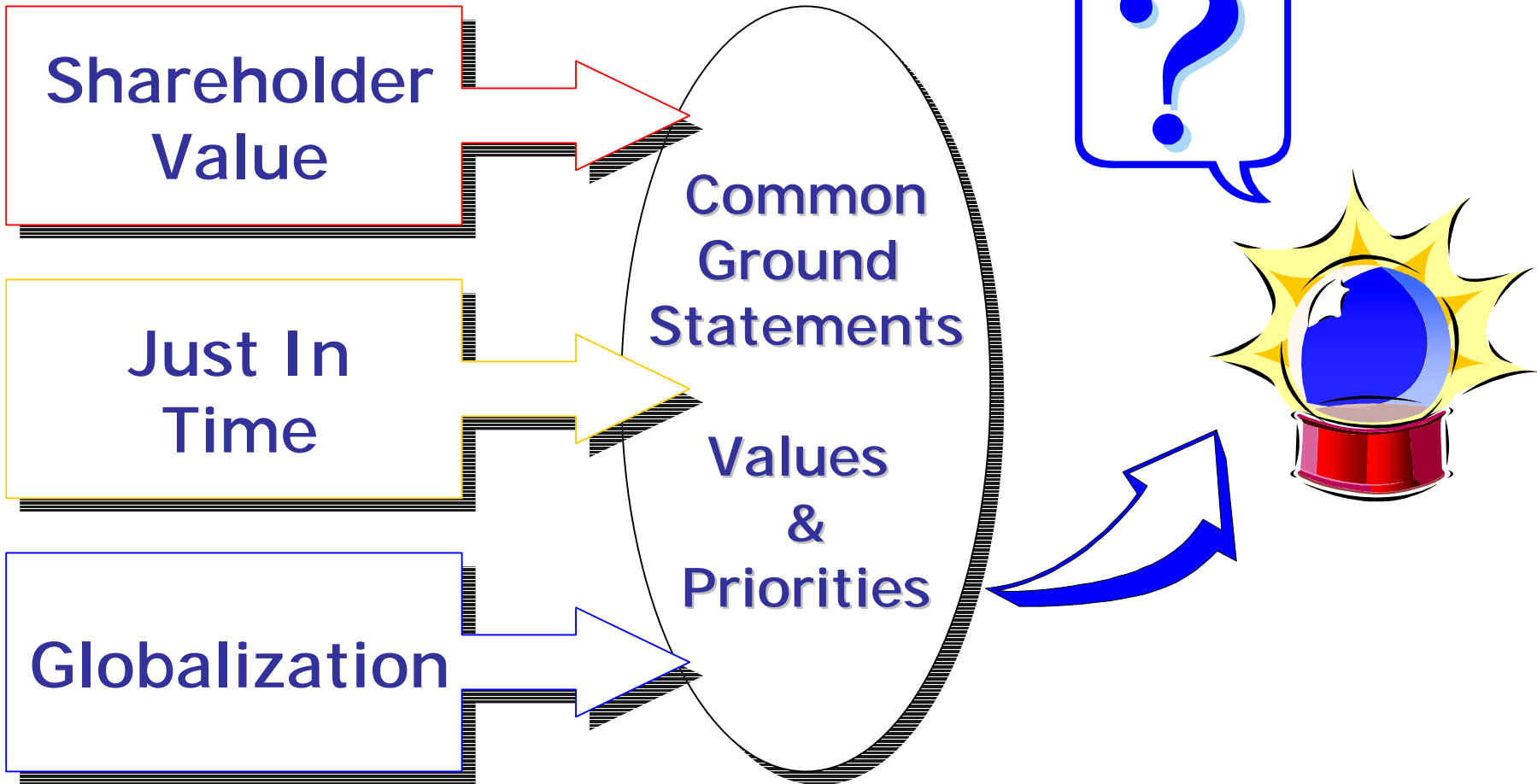
- **Common Ground Statements**
 - Research to practice
 - Leveraging technology
 - Healthy life balance
 - Humane workplaces
 - Intellectual capital



Introduction ...

- **Common Ground Statements**
 - **Social responsibility**
 - **Globalization & multiculturalism**
 - **Changing role of K-12**
 - **Knowledge management**
 - **Partnerships & collaboration**
 - **Lifelong learning**

Today's Agenda





Globalization

- **The Swinging Pendulum:**
 - **Global to Regional to Local**
 - **Training & Development:
Parallel Shifts**
 - **Avoid Duplication, Promote
Replication**



Globalization

- **How Training & Development Supports Globalization**
 - **Supporting Global Teams**
 - **Global Leadership Programs**



Globalization

- **How Training & Development Supports Globalization**
 - **Developing local/regional/global training**
 - **Increasing reach and effectiveness of web-based learning**



Globalization

- **The Diversity of Diversity :**
 - **Cross-Border Changes in Diversity: The Traveler's Guises**
 - **U.S.: Diversity linked to empowerment, equity, and legal status**
 - **Europe: Concept of Multiculturalism**
 - **Defining Diversity from the Inside**



Globalization

- Post 9/11, T&D has not changed significantly, although:
 - Increase in need for cultural sensitivity among employees
 - Increase in distant learning techniques (web-based learning; video conferences, etc.)



Globalization

- **New Opportunities**
 - To add value in critical support of strategic business goals on global, regional and local levels
 - Reconciling diversity and multiculturalism in a global enterprise
 - Support your company's efforts to value human as well as financial capital



Globalization

- **New Opportunities**
 - When business requires cross-border collaboration among employees, T&D can foster respect for differences in this now more dangerous world



Just In Time

- Where Learning, Knowledge Management, and Technology Meet
- The Business Imperative vs. HRD Professional and Practitioner Response



JIT: Business Needs

- Sustainable competitive advantage lies in the ability to *learn*, to transfer that learning across components, and to act on it *quickly*... Jack Welch
- The competitive advantage has shifted from the product cycle to the knowledge cycle



JIT: Context

- **Learner Control**
- **Knowledge sharing**
- **Collaborative learning**
- **Personalization and customization**
- **e-learning vs. JIT learning**



JIT: Purpose/Application

- Informal knowledge sharing through managed networks
 - Xerox's service technicians worldwide
- "Communities" of best practice
 - IBM Global Services
- Electronic Performance Support



JIT: Infrastructure

- Knowledge management databases
- Knowledge structuring
- Content management systems
- Collaborative learning: synchronous and asynchronous communication
- Portals
- Simulation
- Dynamic learning object technology



JIT: Learning Principles

- **Informal Learning Principles**
 - Problem-centered
 - Reflection
 - Action
 - Coaching
 - Social norms



JIT: Design Principles

- Effectiveness vs. efficiency trade-off
- Length of course development cycle
- Ability to maintain structured learning process
- Incorporating learning styles
- Shift in responsibility focus from training programs to individual, job-specific learning experiences



JIT: Performance-based Outcomes

- Competency development
- Immediate application



JIT: Role of Practitioner

- Learning counselor -- facilitation
- Determining community needs
- Learning needs – business and developmental
- Determining efficient means for learning
- Providing learning tool and technology requirements
- Measuring impact and reporting results



Shareholder Value

- **Trend Definition**
 - Shareholder pressure for short-term profits
 - Dominant business philosophy
 - Failure to deliver projections means bad things happen to those in charge



Shareholder Value

- **Tension with Common Ground Statements**
 - Conflict of values?
 - Different priorities?
 - A language problem?

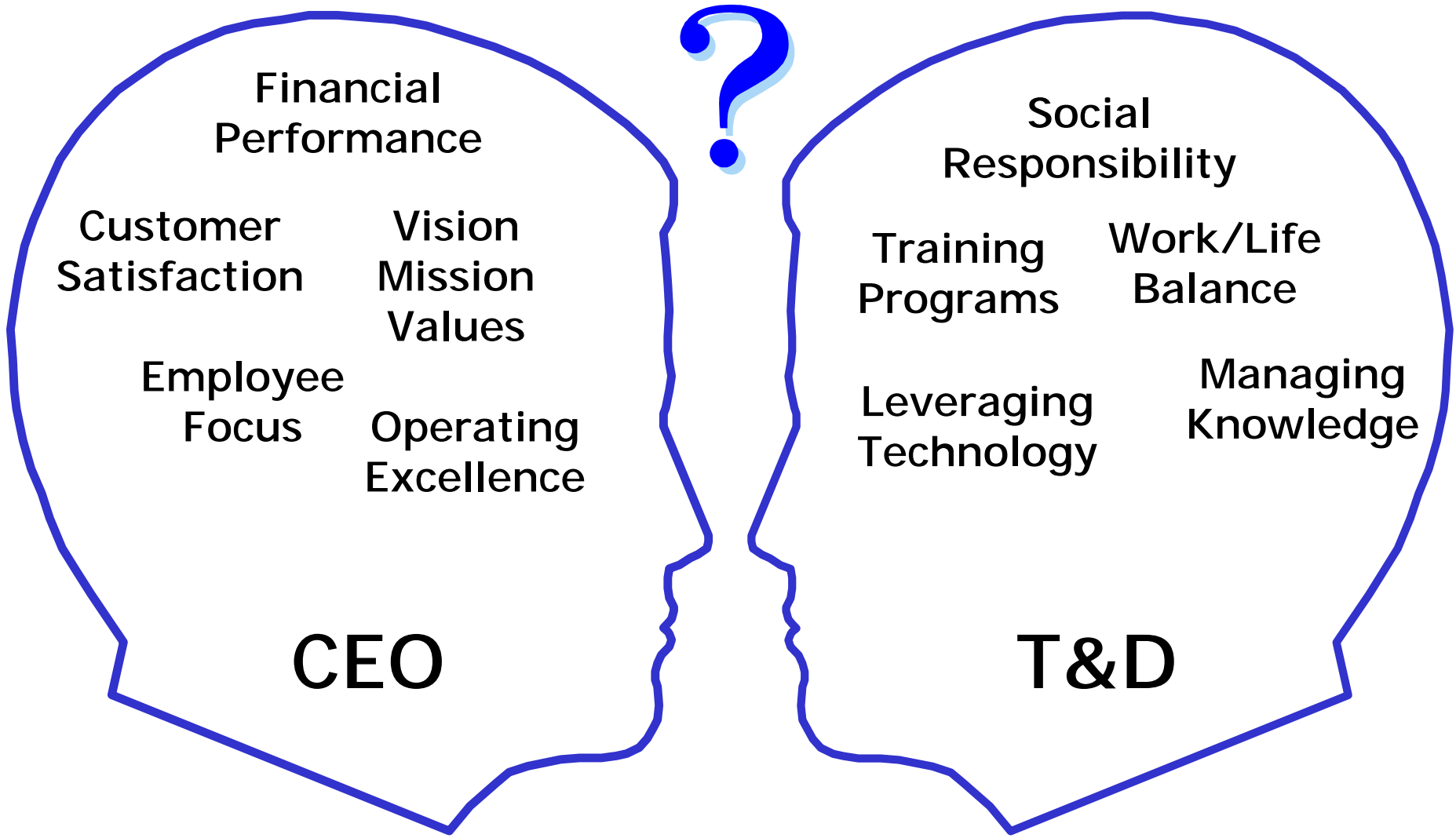


Shareholder Value

- What's a T&D Professional to do?
 - Quit playing victim
 - Put yourself inside the head of your CEO
 - Reframe the discussion



Common Ground?





Reframe the Discussion

1. Ask the Key Question*:
 - What are the results that matter to people making decisions?

*See Pat McLagan's website:
<http://www.theritestuff.com>



Reframe the Discussion

2. Translate Common Ground Values

- Talk in terms of how each value contributes to the desired results



Reframe the Discussion

3. Apply Best Practices

- Link people, learning, and performance to results that are valued



Reframe the Discussion

- **Example:**
 - (Create example base on Pat McLagen's work)