



Accelerating Human Performance

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Corporate Learning Strategies

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Spotlight Book of the Year

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FDNY

“I have no ambition in this world but one, and that is to be a fireman. The position may, in the eyes of some, appear to be a lowly one; but we who know the work which the fireman has to do believe that his is a noble calling. Our proudest moment is to save lives. Under the impulse of such thoughts, the nobility of the occupation thrills us and stimulates us to deeds of daring, even of supreme sacrifice.”

-- Chief Edward F. Croker, FDNY



What is...

- ◆ Training?
- ◆ Learning?



Definitions

- ◆ Training = Event
- ◆ Learning = Process
- ◆ Training = Sponsored Externally
- ◆ Learning = Owned Internally
- ◆ Training = Bridges the Skills Gap
- ◆ Learning = Builds Commitment

The Primary Delineation between Training and Learning is Ownership and Responsibility



FDNY: An Organization in Recovery

- ◆ On September 11, 2001 the FDNY lost 343 faithful firefighters But more...it lost an entire generation of highly trained individuals.
- ◆ Commissioner Scoppetta and FDNY Chief Peter Hayden now lead by using training and education as the primary tools of investment toward managed change in this 140 year old organization.



FDNY

◆ External Environment

- Full integration of EMS
- 9/11
- Decrease in Fire Suppression activities and increase in Fire Prevention
- Need for Long Term Sustained Responses



FDNY

◆ Investment Strategy

- McKinsey study reported need for human capital investment
- Partnership with Columbia University and sending its key leadership to Jack Welch's General Electric Leadership Training
- ACE CCRS approved training to education pathways



The Wackenhut Corporation: A Corporate Learning Benchmark

“Wackenhut Corporation’s training and career development is the engine that separates us from our competition and what will eventually catapult us to being the premier provider in our industry at all levels. Absolutely!”

-- Employee in training at the Wackenhut Training Institute



Wackenhut

- ◆ Vice President of Human Resources and Chief Learning Officer - Ed.D.
- ◆ Founder: former teacher
- ◆ Culture of Learning
- ◆ Integrated learning has now become the second most influential sales driver after price!



Wackenhut

- ◆ External Environment of Significant Competition
 - Now early in the new client acquisition process, potential clients are encouraged to visit the corporate training site and resource library, and to engage in deep discussions about leveraging learning to drive quality and sensitivity on the job.
 - Now Wackenhut has the only ISO-certified training organization in the world.



Wackenhut

◆ Investment Strategy

- Significant use of MBTI
- Modular training design utilizing the tools of Andragogy (experiential education) and the theories of Knowles and Houle.
- Learner Centric versus teacher centric
- Educational Benchmarks Attainable within training institute
- Operational on all levels of the ROLI model



What Good is Corporate Learning Anyway?

*“Learning is not compulsory...
neither is survival.”*

-- W. Edwards Deming



Introduction to the ROLI Model

- ◆ Everything is an Exchange!
- ◆ The flaw in previous learning models is the absent factor of independent employee agency



State of the Industry

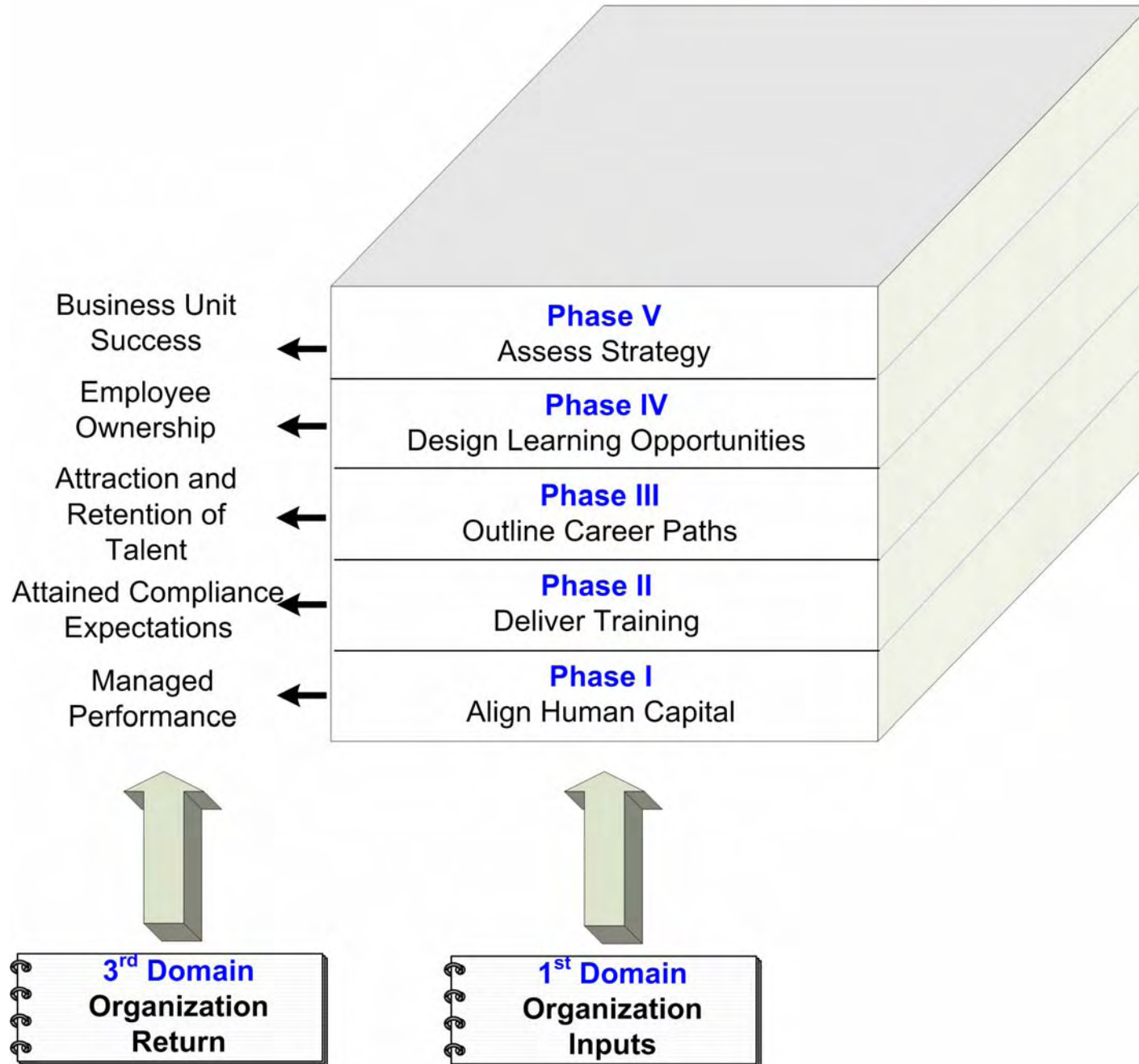
- ◆ \$109.25 Billion dollars
 - 79.75 Billion internally
 - 29.5 Billion externally
- ◆ Approximately \$1,500 per employee in 2005 - 4% increase
- ◆ Between 2 and 3% of payroll
- ◆ A little over 40 hours per employee
- ◆ Outsourcing is diminishing



State of the Industry Continued

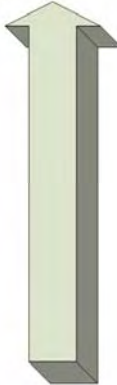
- ◆ Enterprise Measurement Trends
 - Dashboards
 - Scorecards
 - Over and above program or unit wide measurement
- ◆ Public Support of Senior Executives
 - More than 2/3 teaching
- ◆ Missing key attributes of transformation from Training-Impact to Learning-Ownership
 - There is another Actor....

1st and 3rd Domains

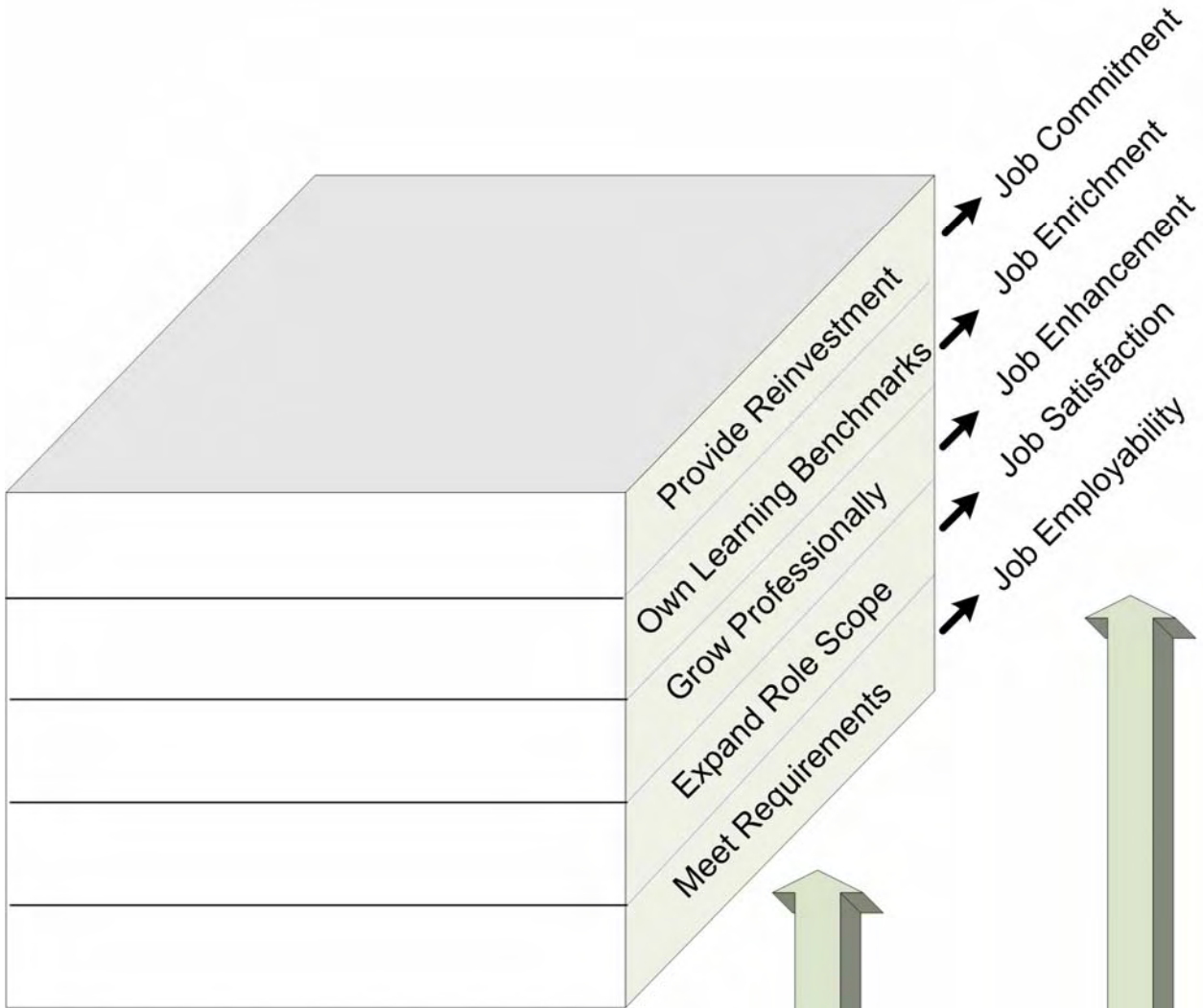


Corporate Learning Strategy

2nd Domain

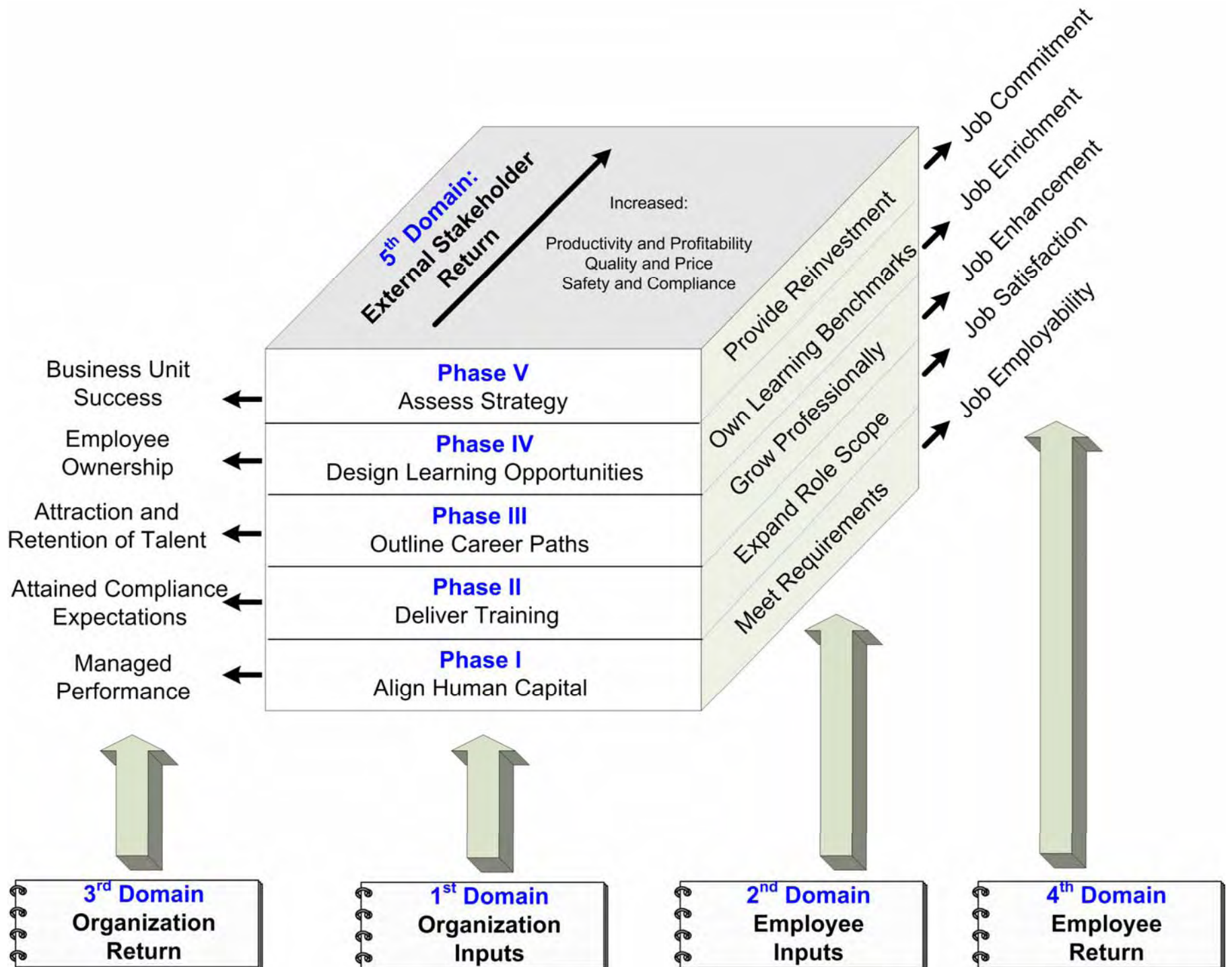


2nd Domain
Employee
Inputs



2nd Domain
Employee
Inputs

4th Domain
Employee
Return



Corporate Learning Strategies

- Learning Strategy must be seen as a primary corporate feature that focuses on ownership
- Identification of not only two, but three key actors with independent agency
- Connect the value chain to all three actors
- Three Core Strategic Events
 - The quality of the question
 - The effectiveness of the process
 - The measurement of the return

The ROLI Reward

- Everything is an Exchange
- Reflection and Individual Ownership is Key
- Investment works! It moves people at a deeper level into the choice of commitment- not by force, but by symbol. When employers have great respect for and invest in their most expensive resource, human capital, they maximize the returns for both the organization and the external stakeholders.



Delta Air Lines: An Organization Knocked Down but not Out!

*“Change is the constant, the signal for
rebirth, the egg of the phoenix”*

-- Christina Baldwin



Delta

- ◆ External Environment Drives Change
 - Low Cost Carriers changed business model
 - All Legacy Carriers at risk
 - 9/11 Attacks
 - Fuel Prices Soar
 - Hurricane Katrina Devastation of Refineries



Delta

- ◆ Investment Strategy as an Organizational Response
 - CEO's Leadership focus
 - Four Key Steps in Delta's Recovery Program
 - Strategy and Direction
 - Employee Engagement
 - Compensation
 - Training and Development



Delta

- ◆ Unique Examples of Learning Strategies
 - Delta U
 - Degree Club
- ◆ What will Learning Look Like at Delta in 5 years?
 - *“All of our management will become learning leaders. Learning in and of itself will not be a separate event, but an integrated one. Everyone who works for Delta will have the opportunity to learn, and our management will know how to provide it.”*
 - -- Jane Hubbard



Deep in Delta's DNA

- ◆ “We are only as good as our people”
- ◆ “Our people are our brand”
- ◆ “We believe in the Delta Experience”



Quote - Delta

“If you increase employee commitment then you increase performance”

--- *Ann Schuler, Director of In-flight Performance Systems*



Employee Dignity 101

- ◆ Reason
- ◆ Role
- ◆ Recognition

Elevate People....Into the Process....
To Unleash Potential



The Four Corporate Learning Maxims

Organizations must partner with Employee
Agency



The Fear Maxim

- ◆ **Tool:** Coercion
- ◆ **Method:** Threatening, explicitly or implicitly, the basic human needs of security and safety
 - Quote: “Do it because I said so – your job depends upon it.”
- ◆ **Leadership Power Source:** Positioning
 - Employee Appeal: External locus of control



The Behavior Maxim

- ◆ **Tool:** Manipulation
- ◆ **Method:** Peer pressure for acceptance into a group's pattern of behavior
 - Quote: “Do it because that is what is accepted by the team and rewarded around here.”
- ◆ **Leadership Power Source:** Partnering
 - Employee Appeal: External locus of control



The Belief Maxim

- ◆ **Tool:** Self-interest
- ◆ **Method:** Discovering individual self-interest and maximizing it to achieve common goals
 - Quote: “Do it because you will be able to advance, succeed, gain xyz in the process.”
- ◆ **Leadership Power Source:** Positioning
 - Employee Appeal: Internal locus of control



The Collaboration Maxim

- ◆ **Tool:** Altruism
- ◆ **Method:** Coaching to a cause (meaning)
 - Quote: “Together we can create something that really matters.”
- ◆ **Leadership Power Source:** Partnering
 - Employee Appeal: Internal locus of control



Integrating the Maxims

EMPLOYEE APPEAL

External Locus of Control

Internal Locus of Control

LEADERSHIP POWER SOURCE

Positioning

FEAR

BELIEF

Partnering

BEHAVIOR

COLLABORATION



Review

The Primary Delineation between Training and Learning is Ownership and Shared Responsibility

A True Corporate Learning Strategy recognizes the performance drivers in all three areas:

1. External Stakeholder
2. Organization
3. Employee

and then aligns all three.



Questions and Debrief

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