

A presentation for the  
American Society for Training and Development

---

***A case for a new  
approach to corporate  
training***

# Background

---

- ▶ U.S. spending on training: \$125 billion a year
- ▶ \$1,100 per regular employee
- ▶ \$2,000+ per salesperson
- ▶ Include informal learning, triple the numbers

# So what's the problem?

---

- ▶ Investment is great, but is there value?
- ▶ Even when you have:
  - High quality training materials
  - Great instructors
  - Motivated learners ...
- ▶ ... MOST TRAINING DOESN'T STICK
- ▶ I believe there's a better way, and that it's important we act NOW.

# Introduction to Glenn Eckard

---

- ▶ Member of ASTD
- ▶ First training position: 1988
- ▶ First sales management position: 1990
- ▶ Entered publishing industry: 1993
- ▶ Co-founded Business 21 Publishing: 2002
- ▶ B21 launches first e-learning program: 2007
- ▶ B21 launches Rapid Learning Institute: 2009
- ▶ Have personally trained 2000+ employees

# What we'll be talking about

---

- ▶ Some problems with “normal” corporate learning.
- ▶ A few facts about how the workforce will be changing in the next 5–10 years.
- ▶ The importance of employee engagement
- ▶ RLI's idea for how corporate learning professionals can have a profound impact on their organizations in the coming years.
- ▶ First up: Some facts about training...

# Facts

## ▶ Employee Retention:

- Poor training environment: 41% plan to leave
- Strong training environment: 12% plan to leave

*Source: ASTD*

## ▶ Profitability:

- 24% higher profit margins at top-quartile companies (\$1,500+ spending annually on training per employee)

*Source: HR Magazine*

# Facts

## ▶ Productivity:

- A Motorola training initiative estimated that every dollar spent on training yielded \$30 in productivity gains

*Source: Merrill Lynch*

## ▶ Cost reduction:

- IBM study: When training boosts productivity by three minutes a day, the company saves \$36,000 annually per each 100 people employed

(Assumes annual average salary of \$30/hr)

## ▶ Employee Engagement:

- Engagent study: Actively engaged employees are 300% more productive than actively disengaged employees. One of the best ways to create highly engaged employees? Provide regular opportunities for training and development!

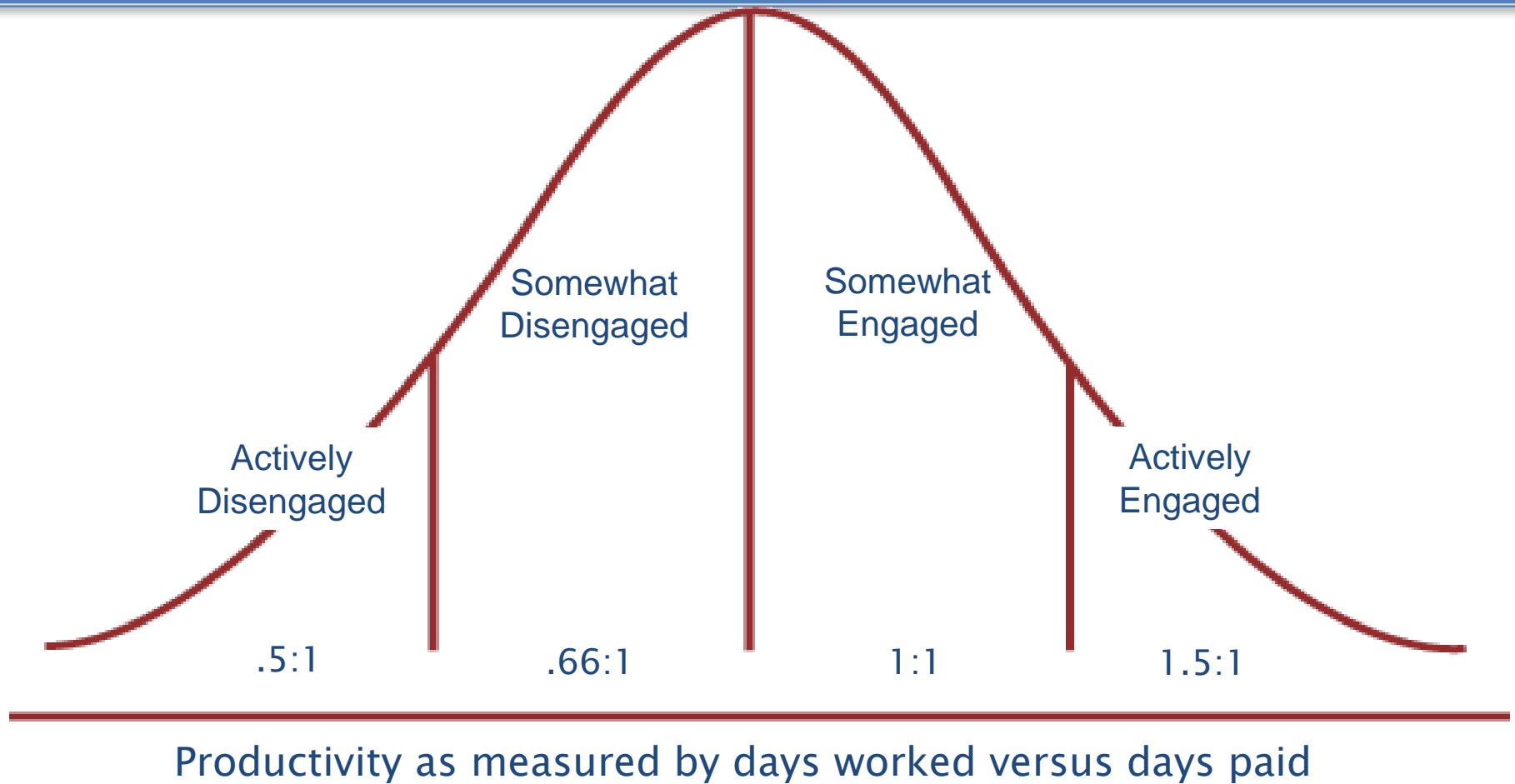
# Facts – Summary / Conclusion

---

- ▶ Avg. per-employee spending on training: \*\$1,100
- ▶ That's money well spent – IF the training sticks.
- ▶ When training sticks, it improves employee performance, productivity, and engagement.
- ▶ Bad news: 80% doesn't stick .
- ▶ Why is this important? We'll get to that.
- ▶ First, let's talk a little more about employee engagement, and some changes in the American workforce.



# The Four Levels of Engagement



# The changing workforce, and implications

- ▶ Boomers retiring at a rate of 10,000 a day
- ▶ Millennials to compose 50% of the American workforce by 2020
- ▶ One-third of US workers say their boss is younger than they are
- ▶ Millennials are expected to be less loyal to their employer than previous generations
- ▶ Strong relationships with managers will be key to retention, and company success

# What's this mean to corporate learning?

---

- ▶ Employees see their relationship with their company through the lens of their relationship with their direct manager.
- ▶ The better their relationship with their manager, the more engaged they'll be.
- ▶ Corporate learning is well positioned to positively impact manager–employee relationships, by better training the managers.
- ▶ A rising number of less experienced, younger managers will require increased efforts, from us.

# So what do we need to do?

- ▶ First, understand why much of the training delivered today fails to be retained, and put to maximum use.
- ▶ Second, be open to changes in our approach which might be uncomfortable, but deliver greater long term value.
- ▶ Third, educate our co-workers and company execs on the truth of the situation.
- ▶ Fourth, develop a plan to meet the need.
- ▶ Last, execute.

# Why isn't training retained?

- ▶ First, SHORT ATTENTION SPANS!
  - Traditional sage on the stage or firehose training does not work with today's younger learners.
  - Most adults have "Occupational A.D.D."
  - Adults today learn best in:
    - "chunks",
    - on-the-job application, and – most optimally –
    - Casual, situational conversation with their managers.

# Lack of follow up

---

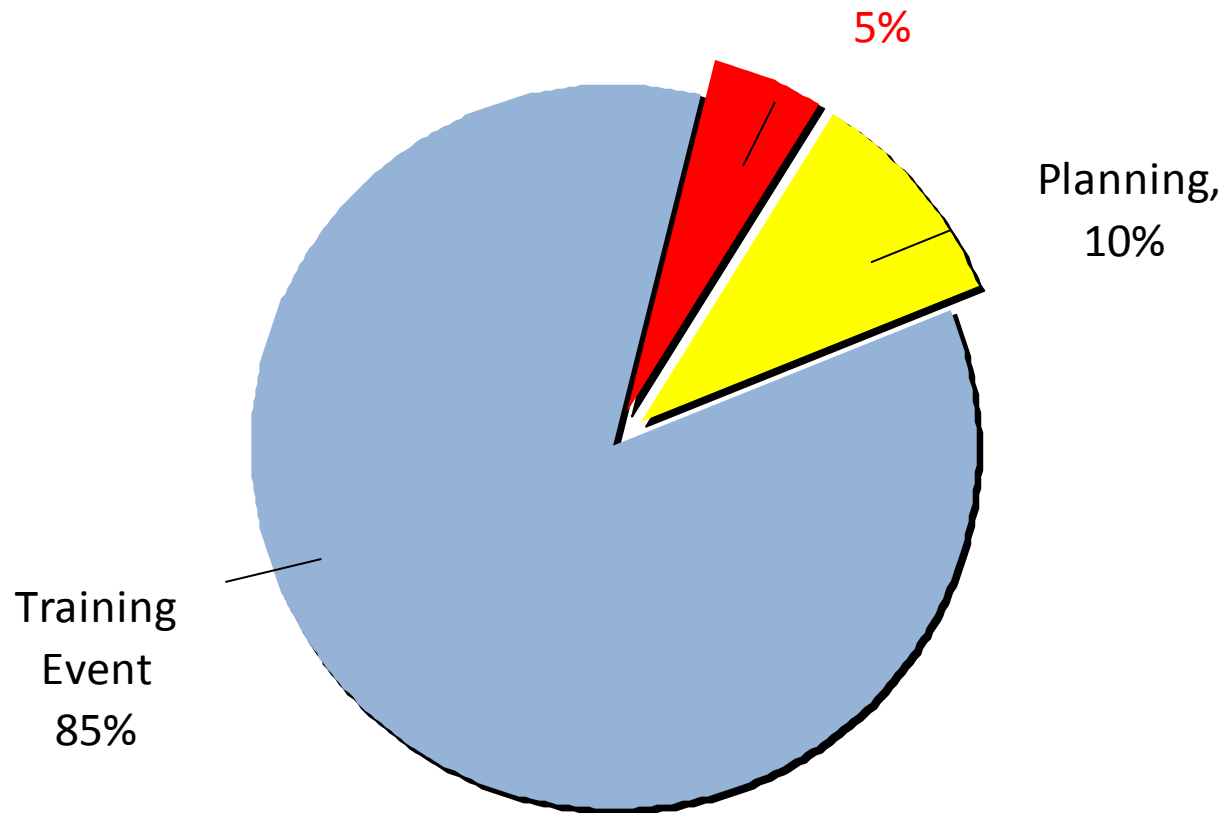
- ▶ This point is just as important as the truth on short attention spans, but is more complex
- ▶ Three charts show why it's so important:
  - *Training & Development Magazine*
  - Hermann Ebbinghaus, and
  - Chet Holmes

# T&D Mag – The Three Phases of Training

---

- **Phase 1:** Planning
- **Phase 2:** Learning event
- **Phase 3:** Follow up

# Time spent in each Phase



Source: "The Promise of Phase 3, TD Magazine", Jan. 2005



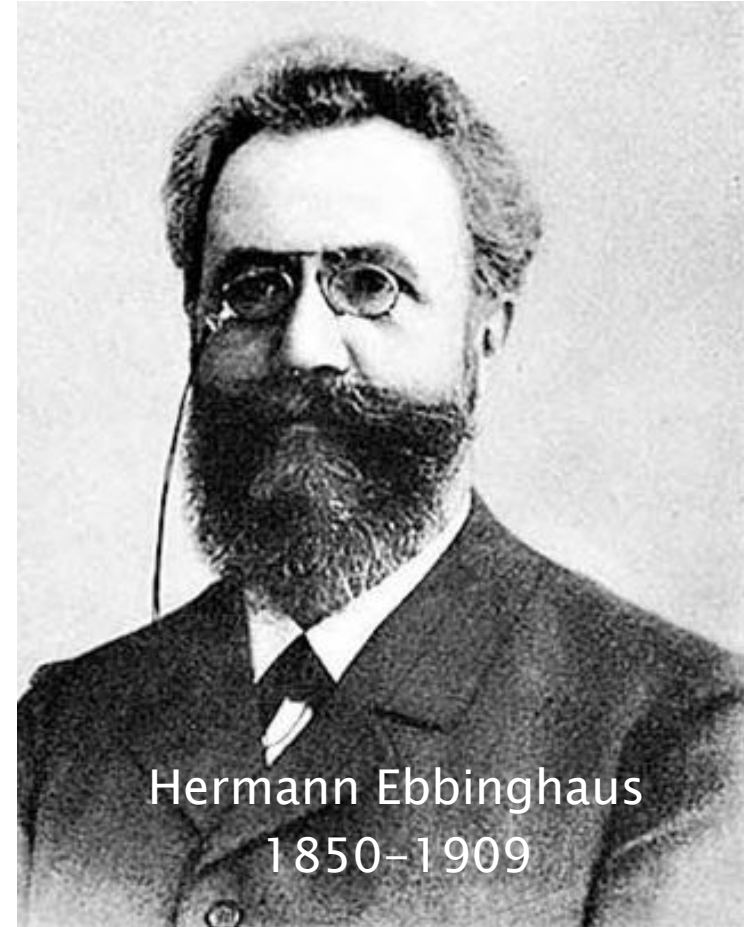
# What should we be doing?

---

- ▶ T&D Mag: Spend at least 50% of time on follow up
- ▶ Why? Follow up is THE key to knowledge retention

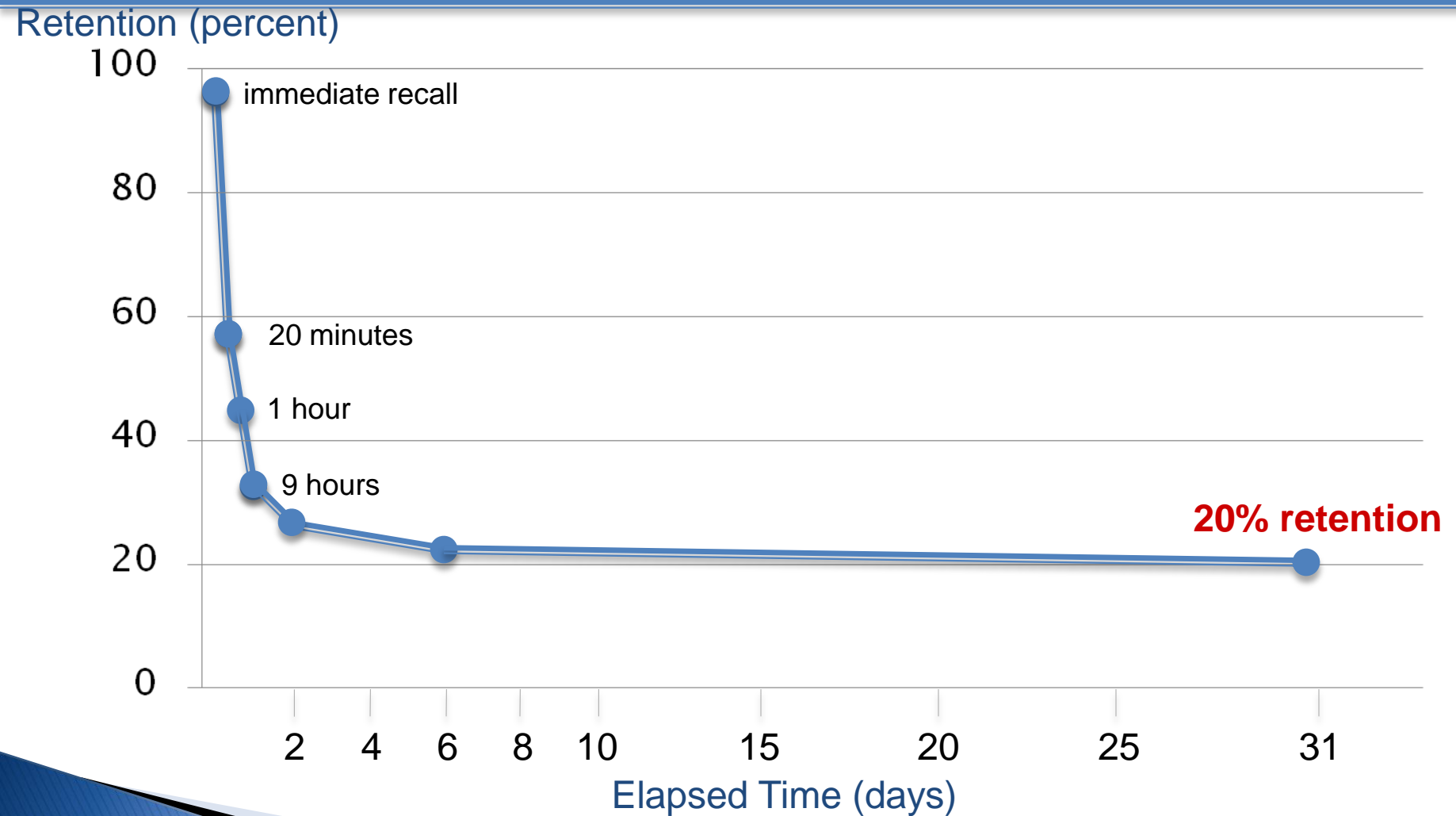
# The Ebbinghaus study

- Landmark study in 1885
- Coined the term “The Learning Curve”
- Without follow up, only 20% of learning is retained



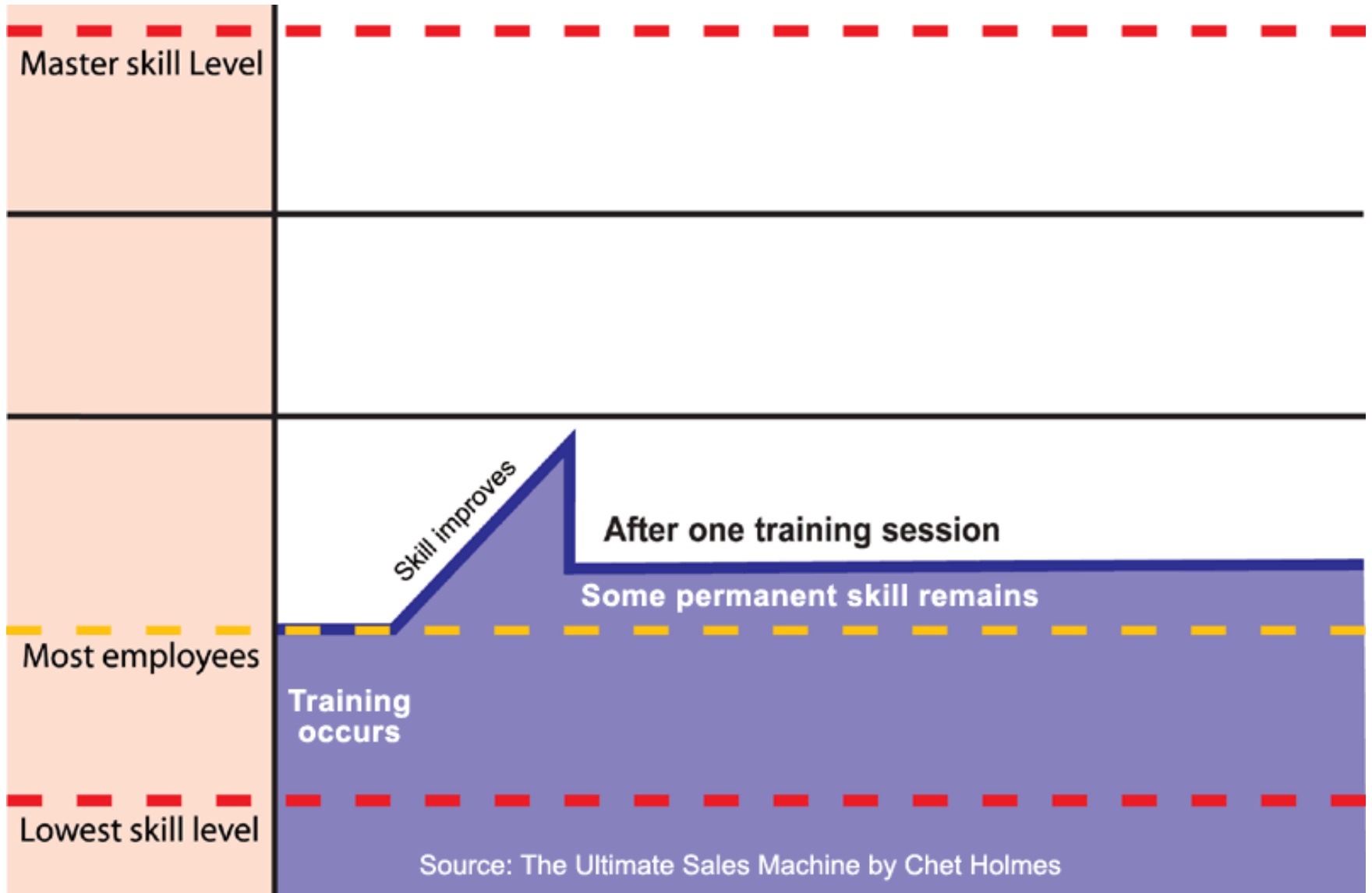
Hermann Ebbinghaus  
1850–1909

# The Ebbinghaus 'Forgetting Curve'



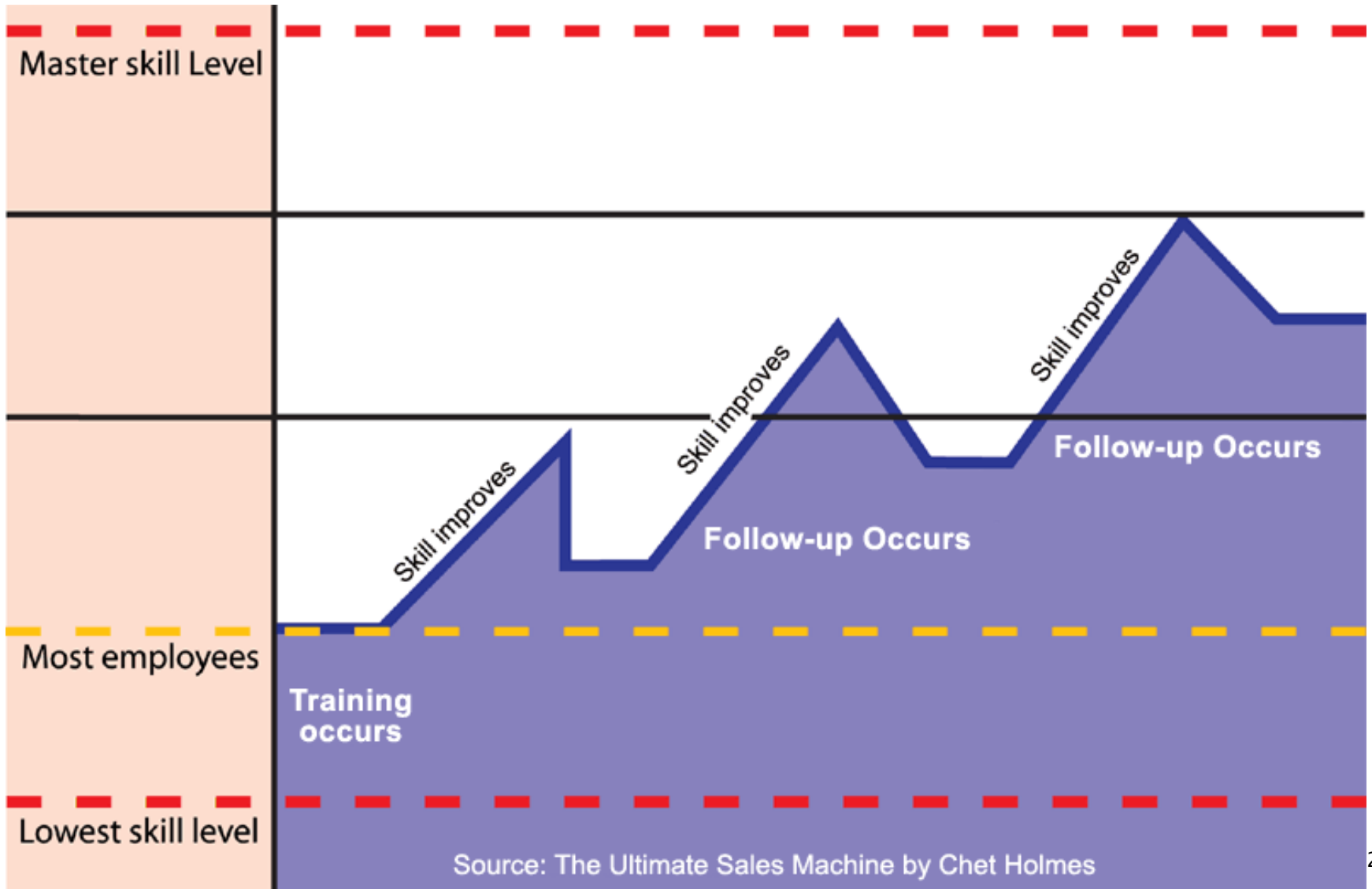
# How training works

## Chart #1



# How training works

## Chart #2



## So, what does it all mean?



- ▶ Each time follow up occurs, skills improve
- ▶ Without follow-up, 80% of training is lost
- ▶ Who's responsible for following up?

# Managers are accountable

---

- ▶ Trainers can't do it. They're good at:
  - Needs assessment
  - Curricula building
  - Delivery
- ▶ But trainers move on after the learning event
- ▶ Managers must own follow up
- ▶ But it usually doesn't get done. Why?

# Why don't managers follow up?

- ▶ They often don't "get" how important it is that they do so (discuss). Or, even if they do "get it," ...
- ▶ They're busy, and time is short
- ▶ Follow-up:
  - Has historically been hard, time consuming work
  - Requires discipline, determination, and focus
  - Is often outside the natural skill set for managers
- ▶ Think about it...



# Teachers vs. High-Performers

---

## Great trainers are:

- Patient
- Process-oriented
- Empathetic
- Strong communicators

## Great managers are:

- Impatient
- Results-oriented
- Competitive
- May be a strong communicators, but not always

# Lack of follow up – the conclusion

- ▶ Effective training programs positivity impact:
  - Employee engagement
  - Employee retention
  - Profitability
  - Productivity
  - Cost reduction
- ▶ But 80% of training is lost due to lack of follow-up
- ▶ Managers must own the responsibility, but they:
  - Are busy
  - Aren't natural trainers
  - Lack the right tools
- ▶ Conclusion: We – corporate learning – must help them!

# How can we help managers?

- ▶ Train them! Spend more time on train the trainer activity.
- ▶ Key point: help them finally “get” how important they are to the retention of training.
  - One model: Four “R’s” of follow-up (covered in next four slides)
- ▶ Help them develop a plan
- ▶ Get them good tools that can save them time.

# The Four 'R's of Effective Follow-Up

## 1. Revisit

Managers must stop falling into the trap of thinking “we already talked about that... they should know that” after a training event.

Soon after the training, great managers go back and inspect what they expect.

If not, 80% is lost within one month.



# The Four 'R's of Effective Follow-Up

## 2. Reinforce

Great managers catch people doing things right. They praise employees when they apply new skills correctly.



# The Four 'R's of Effective Follow-Up

## 3. Re-Teach

When great managers see that employees aren't applying skills correctly, they take the time to re-train them.



# The Four 'R's of Effective Follow-Up

## 4. Re-focus

Employees must see not just the “what” but the “why.” Great managers maintain focus on:

- Company goals
- Career goals



# The RLI approach

---

- ▶ This is NOT A SALES PITCH.
- ▶ However, it IS the approach my company takes in trying to help deal with challenges addressed so far. If it helps you, I'm happy to share our thoughts.
- ▶ The 3 Pillars of the RLI model (plus)
  - Rapid Learning
  - Interval Reinforcement
  - Shared vocabulary



# Rapid Learning

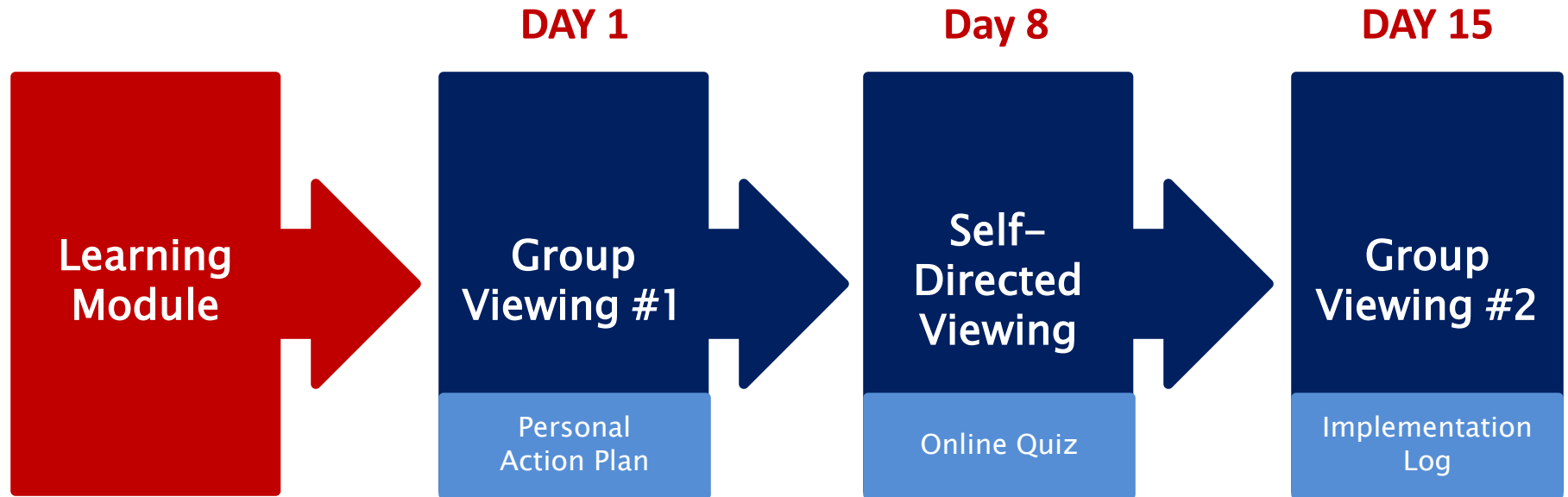
- ▶ Busy employees demand short, concise training
- ▶ They're eager to learn, but:
  - Format must respect their time
  - They need to engage wherever, whenever
- ▶ Research: Adults want learning brief and focused
- ▶ “Chunking” is the key
- ▶ RLI “Quick Takes” are just six to 10 minutes long

# Interval Reinforcement

---

- ▶ Each module comes with a Trainers Guide / Interval Reinforcement Plan
- ▶ Goal: ensure multiple points of engagement
- ▶ Plans include:
  - Group sessions
  - Peer discussion
  - Self-directed learning
  - Quizzes

# 2. Interval Reinforcement



Repeat until permanent mastery of skills is achieved

# Shared Vocabulary

---

- ▶ A key component in learning organizations
- ▶ Common language that:
  - Expresses mission–critical concepts
  - Shapes culture
  - Helps align behavior with goals
- ▶ Shared vocabulary is embedded in Quick Takes

# What's the (plus)?

- ▶ Online and print quizzes
  - Quizzing has been proven to enhance knowledge retention
- ▶ Usage Reporting
  - Increases accountability
  - Provides quantitative data for trainers
- ▶ Weekly engagement e-mail service
  - Keeps your learning center top-of-mind, and
  - Continually highlights new content
- ▶ Library builds over time with:
  - One e-learning module each month
  - Fresh newsletter every 2 weeks

# What are the results?

- ▶ High user engagement
- ▶ Increased follow up from managers
- ▶ Enhanced knowledge retention
- ▶ Excellent ROI
  - On ROI... consider the following two pages as a comparison between “the old way,” and “the new way.”

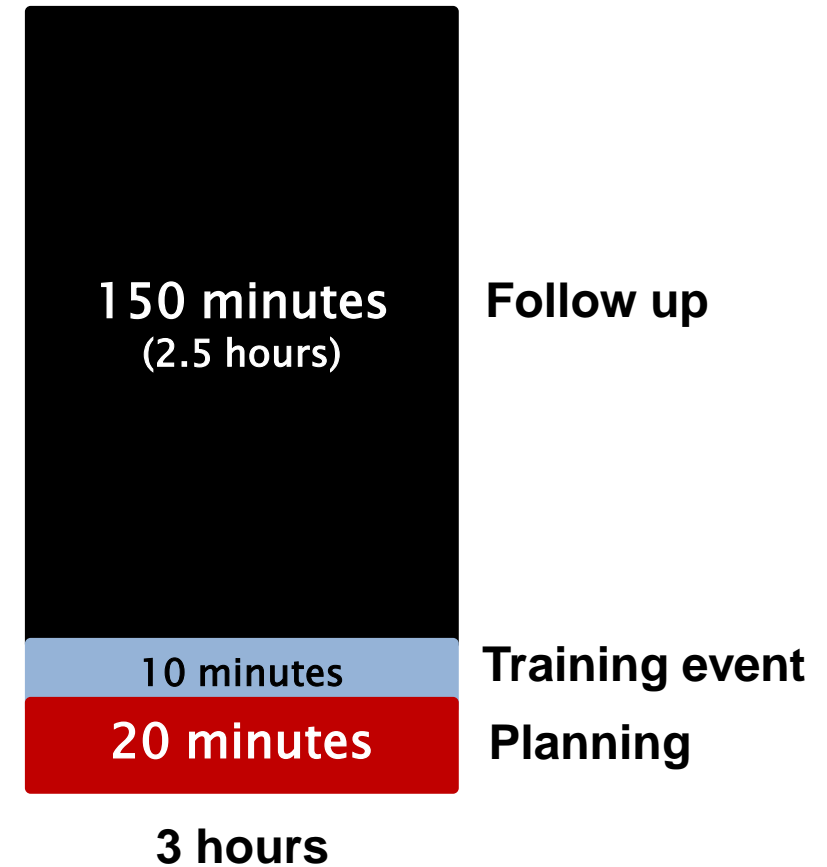
# Old Way

# New Way

## Instructor-Led Training



## Blended Learning



# Contact information

---

Glenn Eckard

COO

Rapid Learning Institute

1510 Chester Pike

Eddystone, PA 19022

484-490-9204 (office)

[geckard@rapidlearninginstitute.com](mailto:geckard@rapidlearninginstitute.com)