

Build an Employee Development Program

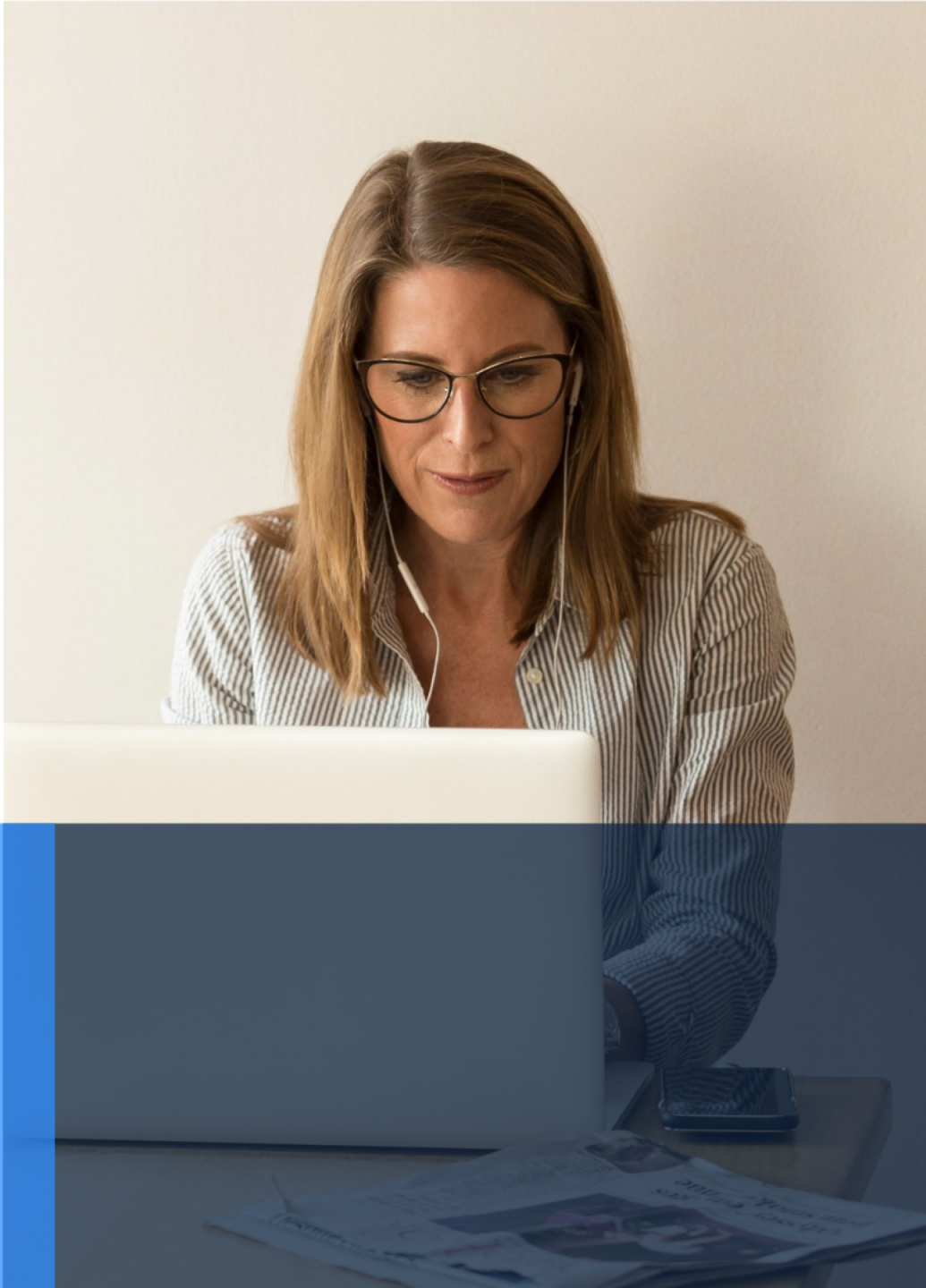
How to Drive Innovation Through Continuous Employee Education

SHIFT Consulting
Training Webinar



Carly Cope
Consultant





WHAT YOU'LL LEARN

- How learning and development fuels business growth
- Keys to creating a culture of curiosity
- 5 steps to operationalize learning and development in your business



POLL

COMPLETE THE STATEMENT BELOW BASED ON YOUR GUT REACTION.

What is the most important reason to have a learning and development program in your organization?

- a) Recruit better talent
- b) Onboard new hires more effectively
- c) Improve performance of incumbents in current roles
- d) Prepare people for their next roles in the company
- e) Make employees feel good



THE STATE OF THE WORLD



STATE OF THE WORKFORCE

CURRENT NATIONAL
UNEMPLOYMENT RATE

4.0 percent



CURRENT NATIONAL
JOB OPENINGS

6.8 million



Approximately 201,000 jobs were created in August 2018, and the national unemployment rate remained unchanged at 3.9 percent.



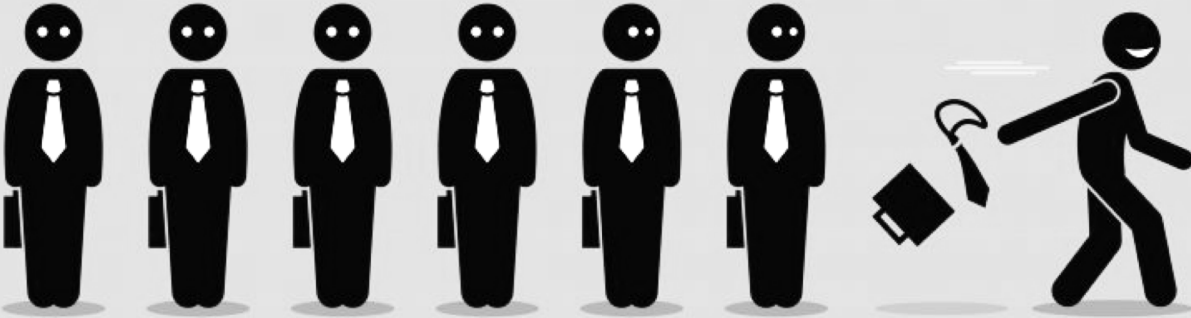
STATE OF THE WORKFORCE

CURRENT NATIONAL QUIT RATE

2.4 percent

The highest in 17 years

You know
when you
just have to
walk away
from things
that don't
align with you
anymore?
Yeah, I just
quit my job.



40%

**OF EMPLOYEES WHO
DON'T RECEIVE THE
NECESSARY JOB
TRAINING WILL LEAVE
THEIR POSITIONS
WITHIN THE FIRST
YEAR.**



THE FUTURE OF AUTOMATION

Employment outlook across job families jobs change in thousands, 2015-2020



A photograph of several business professionals sitting around a long wooden table in a meeting room. They are looking at documents and some are writing in notebooks. The image has a blue tint and a semi-transparent white text box overlaid on the left side.

**BUSINESSES WITH A STRONG LEARNING
CULTURE ENJOY EMPLOYEE ENGAGEMENT
AND RETENTION RATES AROUND 30-50%
HIGHER THAN THOSE THAT DON'T.**



A person is seen from the side, focused on their work on a laptop. The scene is set in a warm, inviting office or home workspace. The person is wearing a brown, textured knit sweater. The laptop screen displays a web application with a clean, modern interface. To the right of the laptop, there is a red mug filled with coffee, a pair of glasses, and a small potted plant with yellow flowers. The background is softly blurred, showing a window with natural light. The overall atmosphere is one of productivity and comfort.

**HOW DO YOU HELP TOP PERFORMERS
CONSISTENTLY GET BETTER?**



42%

**OF EMPLOYEES SAY
LEARNING AND
DEVELOPMENT IS THE
MOST IMPORTANT
BENEFIT WHEN
DECIDING WHERE TO
WORK.**





CULTURE OF LEARNING

"We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn." -Peter Drucker



MINDSET



FIXED MINDSET



Believes that knowledge and skills are fixed traits that can't be changed
Doesn't like to try new things
Avoids challenges and doesn't like to fail
May blame others for failures
Takes feedback/criticism personally
Doesn't attempt to improve or change

GROWTH MINDSET



Believes that knowledge and skills can be developed with hard work
Likes to try new things
Likes challenges and isn't afraid of failing
Sees failure as a chance to grow
Sees feedback as opportunity to develop
Seeks opportunities to improve and change





CULTURE OF CURIOSITY

The equation for curiosity:

$$PQ + CQ > IQ$$



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WILSON'S BOOK THE MASTER PLAN

THE MASTER PLAN

My Journey from Life in Prison
to a Life of Purpose

CHRIS WILSON

with Bret Witter

foreword by **WES MOORE**



4 KEYS TO CREATE A CULTURE OF CURIOSITY

MODEL THE WAY

Ask: "What if?" and/or "How might we?"

CREATE SPACE FOR LEARNING

Empower employees to explore their interests.

EMPHASIZE LEARNING GOALS

Reward learning that advances results.

HIRE FOR CURIOSITY

Seek learners not knowers.





OPERATIONALIZE LEARNING

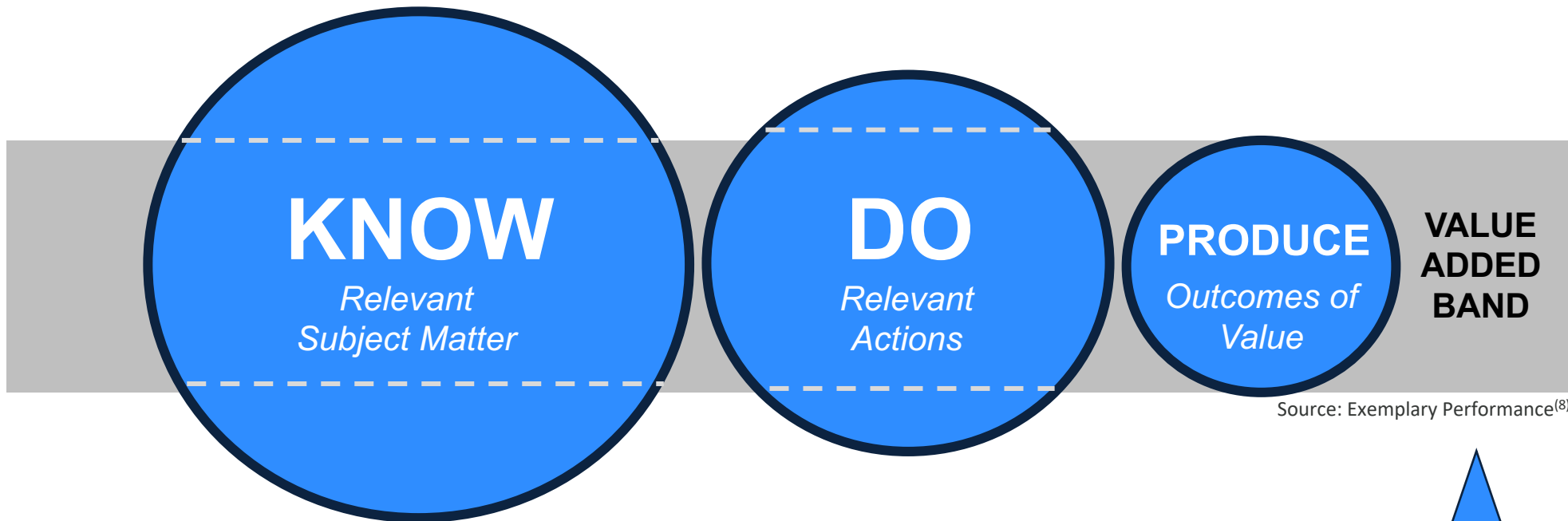


SHIFT'S HIGH PERFORMANCE OPERATING SYSTEM



LEAN APPROACH TO LEARNING

- What results are important that the business achieve?
- How do we develop our people so that we can deliver these results?



SHIFT APPROACH



5 STEPS TO ESTABLISH A LEARNING AND DEVELOPMENT PROGRAM

1. Identify
2. Set
3. Determine
4. Select
5. Execute and Assess



A person is sitting at a wooden table, writing on a document with a pen. The background is slightly blurred, showing other people in a meeting or office environment. A dark blue semi-transparent banner is overlaid on the image, containing the text.

IDENTIFY

**YOUR COMPANY'S NEEDS BASED ON GOALS,
STRATEGIES AND TACTICS**



A woman with short dark hair, wearing a dark green patterned dress, is leaning over a table in a workshop. She is holding a yellow measuring tape and measuring a piece of fabric. The background is slightly blurred, showing other people and equipment in the workshop. The text "SET MEASURABLE OBJECTIVES FOR THE PROGRAM" is overlaid on the image.

SET
MEASURABLE OBJECTIVES
FOR THE PROGRAM



QUESTIONS TO ASK YOURSELF

- What are our key objectives to implementing a learning and development program?
- How will employee performance improve?
- How will employees better be able to achieve business goals after this program?



A close-up photograph of a person's hands counting a stack of US dollar bills. The person is wearing a blue t-shirt and a white wristband. The background is blurred, showing what appears to be a white bowl. The text is overlaid on a dark blue semi-transparent background.

DETERMINE
THE BUDGET NEEDED TO FUEL THE
DESIRED RESULTS





SELECT
**THE MODALITIES THAT FIT THE
CONTEXT AND NEEDED CONTENT**



LEARNING EXPERIENCE PRINCIPLES



- Self-directed e-learning
- Podcasts, books, webinars

- Team sharing
- Workshops and retreats
- Slack, video conferencing, etc.



- Mentorship programs
- Simulations
- Job aids
- On-the-job training
- Subject Matter Expert Facilitation
- Formal certification program



A photograph of two women sitting at a wooden table in a meeting. The woman on the left is wearing glasses and a teal top, smiling while looking at the woman on the right. She is holding a pen over a notepad. The woman on the right is wearing a dark blue top and is looking at a laptop. The background is a brick wall. A semi-transparent blue overlay covers the middle of the image, with the text 'EXECUTE & ASSESS THE PROGRAM'S EFFECTIVENESS' centered on it.

EXECUTE & ASSESS
THE PROGRAM'S EFFECTIVENESS



SKILLSTACKS



**COMPANY GOALS &
STRATEGY**

PLAN

LEARN

PRACTICE

PROFICIENCY



SHIFT'S SELF DIRECTED LEARNING SKILL STACKS

Examples of SHIFT Skill Stacks Topics:

- Google Ad Words
- Digital Marketing
- Digital Transformation
- Microsoft Excel
- Coding
- Storytelling
- Agile Process



Learning & Development

SELF-DIRECTED LEARNING AND DEVELOPMENT ACTION PLAN

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LEARNING & DEVELOPMENT
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SELF-DIRECTED LEARNING & DEVELOPMENT ACTION PLAN

Respond to each question below.

1. What new knowledge or skills are you interested in developing?
2. Why are you interested in developing in this area?
3. How will your development in this area support the organization's goals and strategies?
4. What is your preferred method for learning? *Circle all that apply*
 - a. Digital, online learning, webinars
 - b. In-person classroom setting, workshops, seminars
 - c. Audio (ex. podcasts, e-books)
 - d. Shadowing/hands-on learning and application
 - e. Other:
5. How will you incorporate learning into your rituals, rhythms, and routines?
6. What does proficiency look like for you in this skill set?
7. How will you practice your newly developed knowledge/skills throughout the learning process?
8. How will you measure progress along the way?
9. What is your goal at the conclusion of this learning and development effort?
Examples: certification, micro-degree, general skill and knowledge development, client application, etc.
10. What support do you need from others?



Learning & Development

REFLECTION AND PROGRESS UPDATE

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REFLECTION & PROGRESS UPDATE

We recommend conducting informal weekly progress updates during one-on-one discussions with a manager or other support system who will help hold you accountable.

1. What have been your 3 biggest takeaways from your learning efforts this week/month/quarter?
2. How have you applied these learnings in your work?
3. What actions have you taken to share your learnings with your colleagues?
4. On a scale of 1-5, 1 being not proficient and 5 being mastery, rate your level of proficiency at this point in the process.
5. What are your immediate next steps to progress your learning and development?



Learning & Development

LEARN AND SHARE PRACTICE

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LEARN & SHARE PRACTICE

We recommend a more formal, standardized progress update on a quarterly basis which can be done in a group setting. Below are guidelines that you can follow to implement a "learn and share" practice into your learning and development program.

Preparation

1. Instruct each member of the team, before the next team meeting or workshop, to prepare to share one topic that he/she has learned.
2. Allocate a specific time frame for each team member to report out on what he/she has learned to the rest of the group. If a longer team session is not possible to accommodate presentations from all team members, consider assigning one team member presentation per meeting.
3. At least 2-3 weeks prior to the meeting, send your team members guidelines on the following:
 - a. The amount of time allocated for their presentations.
 - b. The format in which they are presenting (We encourage creativity. Look beyond PowerPoint presentations and handouts, and consider group exercises, videos, activities, and more).
 - c. The content that should be outlined/shared (examples below):
 - Why is this topic important for our team to know and how does it benefit the organization?
 - What's the learning objective? What do you want the team to think, know, understand and/or be able to do? Describe observable, measurable actions.
 - What can the team go do with this information? How can they apply this in their roles?
 - What prior knowledge, skills, does the team need to have prior to the meeting? Do you need to send materials for the team to review ahead of time?
4. Let the observers (those not giving the presentation) know that they will be responsible for asking questions and providing the presenter feedback on their delivery (to include key takeaways).

Execution

1. Assign a time keeper
2. Introduce the purpose of the "Learn and Share" activity and the agenda and format for it (ex. each individual will have 20 minutes to present. During their presentation, observers should actively listen and participate).
3. Allow each member of the team to present on their learnings.
4. At the conclusion of each presentation, allow time for group discussion on key takeaways, questions, ideas for application.

Follow-up

1. Encourage each presenter to send follow-up information, tools, and resources to their teammates to extend the learning.
2. Consider having a follow-up session within the weeks/months following the "Learn and Share" activity to revisit the topics and gauge the application of the learning.



FREE DOWNLOAD LEARNING AND DEVELOPMENT GUIDE

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LEARN & SHARE PRACTICE

We recommend a more formal, standardized progress update on a quarterly basis. This can be done in a variety of ways, including a formal review meeting with your manager or a self-directed learning and development plan.

Prep

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Exec

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Follo

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REFLECTION & PROGRESS UPDATE

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2. How h...
3. What ad...
4. On a sc...
5. What ar...

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SELF-DIRECTED LEARNING & DEVELOPMENT ACTION PLAN

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LET US HELP!

*IF YOU WANT TO LEARN HOW SHIFT
CAN BRING AN EMPLOYEE
DEVELOPMENT PROGRAM TO YOUR
ORGANIZATION, SEND US A NOTE:*

TEAM@SHIFTTHEWORK.COM





**WHAT IS ONE THING YOU LEARNED TODAY
THAT WILL HELP YOU ESTABLISH OR
IMPROVE YOUR COMPANY'S LEARNING
AND DEVELOPMENT PROGRAM?**



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