



ZENGER | FOLKMAN

The Holy Grail of Learning Transfer:

How Do We Get Our Training to Stick?

Session ID: M109 and TU106

Presented by:

Jack Zenger
Chief Executive Officer
Zenger|Folkman Company
610 E. Technology Avenue, Bldg, B
Orem, UT 84097
jzenger@zfco.com
(801) 705-9375

Co-Presented by:

Tom Ruby
Senior Training Consultant
InterContinental Hotels Group
3 Ravinia Drive
Atlanta, GA 30346
t.ruby@ichotelsgroup.com
(770) 604-2193

Session Learning Objectives:

- Learn the importance of effective implementations
- Understand the importance of the proven impact of rigorous follow-through



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***Making
Learning Stick:
Keys to Effective
Implementation***

Jack Zenger

This Is Our Single Largest Issue

- Biggest complaint
- It is something that we've ignored
- It strikes at the heart of why we exist
- It would make the biggest impact on our contribution to organizations
- It would greatly elevate us in the eyes of others, and our self-perceptions of really making a difference

Why Has It Not Happened?

- Roots in education
- We adopted their “end point”
- Not accepted business outcomes as our objective
- Classic division of “line and staff”
- No practical tools to make it happen

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What Is Required to Have Effective Implementations?

Formula:

$$I = M \times A \times V \times F$$

I = Implementation

M = Motivation of participant

A = Organization's culture of accountability

V = Visibility or information about implementation

F = Follow-up to remind people, to encourage them to plan, and to get a report on what they have done

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Implementation

- The degree to which people follow-through in a timely and effective manner on commitments made during a development process.



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Motivation of Participant

- Resides within the individual
- Cannot be injected into someone
- Responds to the environment in which it exists
 - Much like growing flowers or vegetables



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Accountability Culture of Organizations

- The degree to which the organization is willing to hold people accountable to implement what they commit to do.
- Three individuals are involved in implementing learning and development:
 - HRD specialist
 - Manager
 - Participant
- Two of them think the other two are responsible. One feels some responsibility, but also gets mixed messages.

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Accountability—The Manager's Perspective

- No one said this was “my role”
- I “paid” for it
- I released participants from normal work
- I don't know what they were taught
 - (HR was often trying to make their subordinates better than the boss)
- No organizational systems hold me accountable

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Accountability—The Participants' Perspective

- Know they have some responsibility
- Get mixed message
 - No one asks about it
 - No one reinforces it
 - “My manager doesn’t do these things”
 - Something that I was supposed to know, but not necessarily to implement
- All pressures of job immediately return
- Lots of forces combine to have participants behave consistently with their past

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Accountability—HRD perspective

- We are responsible for an informative, engaging classroom or e-learning experience
- Our content should be relevant to work
- We have no responsibility for learners once they cross the threshold of the doorway.

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Visibility

- HRD has no line of sight when people return to job
- The line manager has visibility only in selected instances:
 - Sales manager making calls with salesperson
 - Customer service manager listening in to calls
 - Manager observes a presentation from someone who just completed a presentation skills class
- Overall, a giant fog-bank



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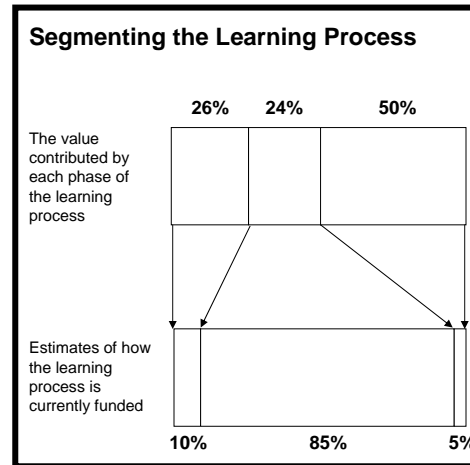
Follow-up

- When HRD followed up, it was on the traditional — faculty, facilities, food and fun. Never, “what did you do?”
- Follow-up has 3 functions:
 - a reminder to keep commitments top-of-mind
 - incentive to plan actions for coming period
 - accounting or reporting on past actions
- When it is done, implementation soars. When it is not done, little implementation takes place.
- It can be done in many ways:
 - Write a letter
 - Phone calls
 - Managerial discussions
 - Surveys
 - Additional sessions
 - Email messages

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How do we make implementation happen?

- HRD changes view of its role. Musters the courage to hold everyone in the system accountable for implementation.
- Put appropriate attention on all 3 phases of the learning and development process



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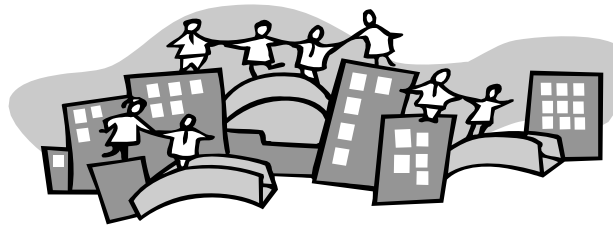
How do we make implementation happen?

1. Managers discuss expectations and desired changes.
2. HRD specialists provide specifics about what people are to do upon returning to work.
3. The three interested parties (participants, managers and HRD) agree on their joint responsibility

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How do we make implementation happen?

- Partnership in follow-up
 - Facilitator (HRD) collects information on performance
 - Manager has frequent discussions on participant progress
 - Participants create clearly stated goals, discuss them with manager, report regularly on progress



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***For further
information:***

www.zfco.com
jzenger@zfco.com

Tom Ruby, Senior Training Consultant with...

- The Companies Formerly Known as:
 - Holiday Inns Inc.
 - Holiday Inns Worldwide
 - Bass PLC
 - 6Continents
 - InterContinental Hotels Group

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Some Things Change—But Some Things Haven't

- We Still Have Training Standards
- We Still Have Service Standards
- We Still Inspect Hotels
- We Still Train General Managers
- We Still Train Department Heads
- ...YET WE STILL DON'T KNOW WHETHER OR NOT THIS ACTIVITY AFFECTS PERFORMANCE ON THE JOB!!!

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What Do Successful Managers Do?

- They Hire Winners
- They Hire People with the Potential to be Winners
- They Train Those People
- They Have Plans
- They're Never Satisfied
- AND...They SET GOALS!

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So the Questions Became...

Could we get independent managers to set goals?

Would goal setting evidence any increase in operating performance?

Could we find a practical way to implement goal setting and follow-up?

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YES!...

And here's what happened and how we did it

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First We Needed A Vehicle



- A 3rd Party Website
- Easy to Find
- Easy to Navigate
- User Friendly
- With Automatic Follow-up Parameters

January 20, 2005

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Here's How We Used It...

- Since Our System Forces Compliance with Standards
- We Measure Revenue, Service, and Quality
- Management Success is dependent on Revenue, Service, and Quality Performance
- GOAL SETTING in Revenue, Service, and Quality became Part of our Daily Routine using APM
- ACTION STEPS & DATES were added and...

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**IT TOOK ONLY 20
MINUTES A DAY!**

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By the End of the Week our Class of 18 GM's

- Set in place over 100 SMART Goals...
- Focused in the Categories of Loss Prevention, Service, Revenue, Staff Development & Training, Brand Standards and Direction
- With Target Dates and Status
- BUT the Question Still Remained...

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Compared to the Control Group of 20 GM's

**DID the APM Group
Outperform the Control
Group?**

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We Turned to Our Vice President of Statistics & Measurement

- ALL MEASURES were SIGNIFICANT at the 5% Level. These Included...
 - Overall Satisfaction Index
 - Overall Satisfaction Score
 - The Recommend Question
 - The Overall Physical Condition
 - The Overall Service Received

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I May Not Be a Statistician But I Stayed at a Holiday Inn Express Last Night...

- A GM Always Gets what the GM Wants
- Goal Setting is Key to Success
- If you Can't Measure It you Can't Manage It
- ...and the Bottom Line -

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ActionPlan Mapper

WORKS!

The Holy Grail of Learning Transfer:

How Do We Get Our Training to Stick?

Learning Objectives:

Develop new approaches to learning transfer. Apply an implementation assessment formula to your learning and development initiatives to measure how well the training sticks. Use an implementation assessment formula to improve key performance indicators such as customer service and guest satisfaction.

Job Aide Check List:

1. Write down a goal or commitment in S.M.A.R.T.* form.
2. Determine a time period to review the goal progress.
3. Determine the level of effort you have been able to put toward the completion of this goal.
4. Describe the progress you've made in trying to achieve this goal.
5. On a percentage basis, determine how close you are to completing this goal.
6. In summary form, describe the progress you have made so far.
7. Describe what you plan to do next.

* A SMART goal is:

- S hort
- M easureable
- A chieveable
- R ewarding
- T imebound