

FORT HILL

COMPANY

Drive Learning Transfer • Deliver Results



Turn on your Results;
Plug-in the all new
ResultsEngine®



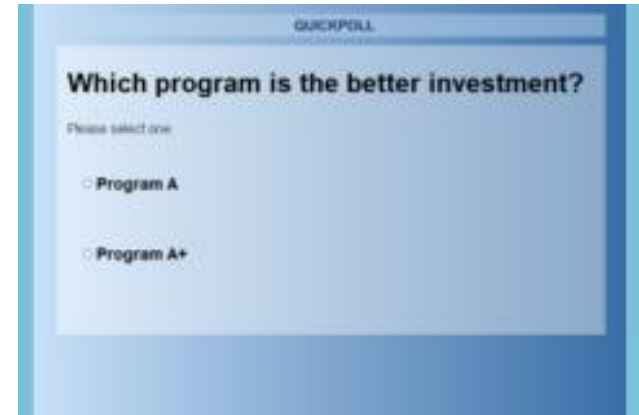
Turn on your Results; Plug-in the all new *ResultsEngine*®



- ✓ Helped start Fort Hill Company 12 years ago
- ✓ Worked directly supporting over 100 G1000 clients and partners
- ✓ Currently serves as Fort Hill's Chief Innovation Officer

Logistics

- Phones are on mute
- Use Questions to send comments or ask questions
- Participate in polls
- We'll adjourn 10 minutes before the hour



Learning Transfer is Hot

LinkedIn Groups March 10, 2011

Chief Learning Officer magazine

Latest: [Discussions \(7\)](#)

Most Active Discussion

[In one sentence, what's the back to the job?](#)

Started by John-Paul Hatala



McKinsey&Company

OCTOBER 2010

McKinsey Quarterly


Getting more from your training programs

To improve results from training programs, executives must focus on what happens in the workplace before and after employees go to class.

Recent Research


**Applying Training and
Transferring Learning
in the Workplace:
How to Turn Hope into Reality**

An ESI International Study


INTERNATIONAL
an Informa business

www.esi-intl.com


+1 (877) 766-3337 • +1 (703) 558-4446

 **Research Bulletin | 2011**
The Latest in Enterprise Learning & Talent Management

June 30, 2011 Volume 6, Issue 29

How to Support and Improve Learning Transfer Using Fort Hill Company's ResultsEngine®

About the Author



Janet Clavey
Senior Analyst

Introduction

In our research, the top priority for talent organizations has remained the same over the past three years – improving the effectiveness of L&D programs. This is a good sign, since it means that organizations are still focused on effecting the transfer of learning and aligning themselves with business priorities. Still another good sign is that, after two years of cutting costs, companies are now reinvesting in employee development – and are focused more heavily on hiring and skills transfer¹.


We know that organizations invest a good portion of their employee development budget on planning L&D programs, as well as on carefully designing the content, information and experiences that will (ideally) create new skills and capabilities for employees. Surprisingly though, very little is invested in follow-through to make sure the program has a positive impact on job performance. Not knowing whether or not training is being applied means organizations may be leaving precious value on the table. In a recent survey by McKinsey & Company, only one-quarter of executives felt that their investment in training actually improved performance.²

Why is that? Historically, many employees have participated in formal L&D programs (you are probably one of them) – only to return to their

¹ For more information, *The Corporate Learning Factbook® 2011: Benchmarks, Trends and Analysis of the U.S. Training Market*, Bersin & Associates / Karen O'Leonard, January 2011. Available to research members at www.bersin.com/library or for purchase at www.bersin.com/factbook.

² Source: "Getting More from Your Training Programs," *McKinsey Quarterly*, October 2010.

THIS MATERIAL IS LICENSED TO FORT HILL FOR DISTRIBUTION ONLY.
BERSIN & ASSOCIATES © 2011



Agenda

- The Learning Transfer Opportunity
- *ResultsEngine* Overview
 - Demonstration
 - Case Studies
 - *ResultsEngine* - Express

Training and Development's Promise



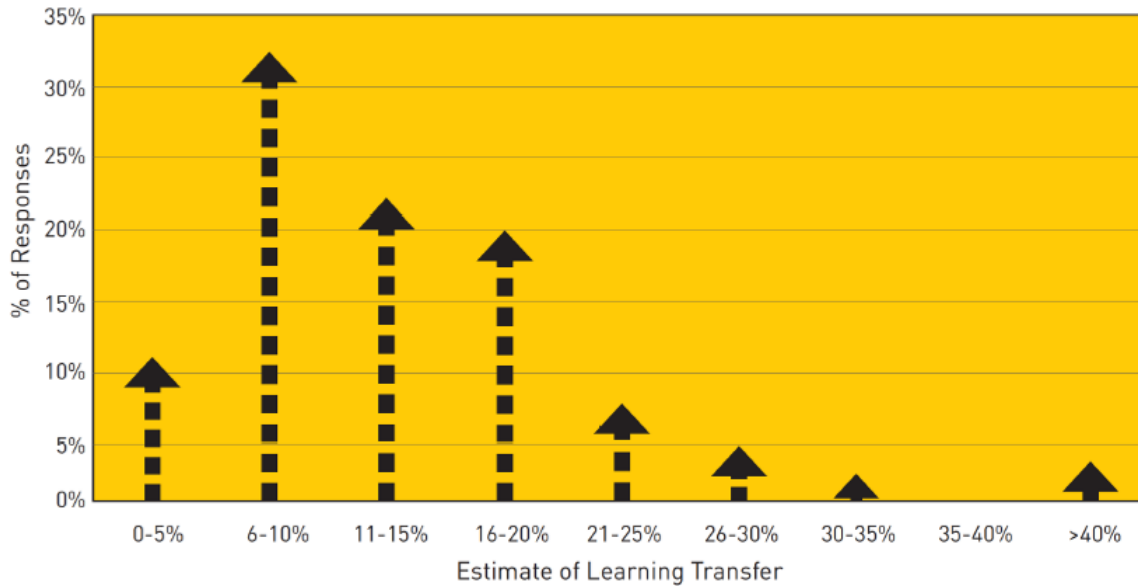
How are we doing today?

What percent of participants apply what they learned well enough and long enough to produce meaningful performance improvement?

_____ %

Learning Leader Estimates

The chart below depicts learning leaders' estimates of the percent of program participants who transfer what they learn to the extent that improves performance.



Learning leaders estimate that, on average, training improves performance in only

16%

of participants trained.

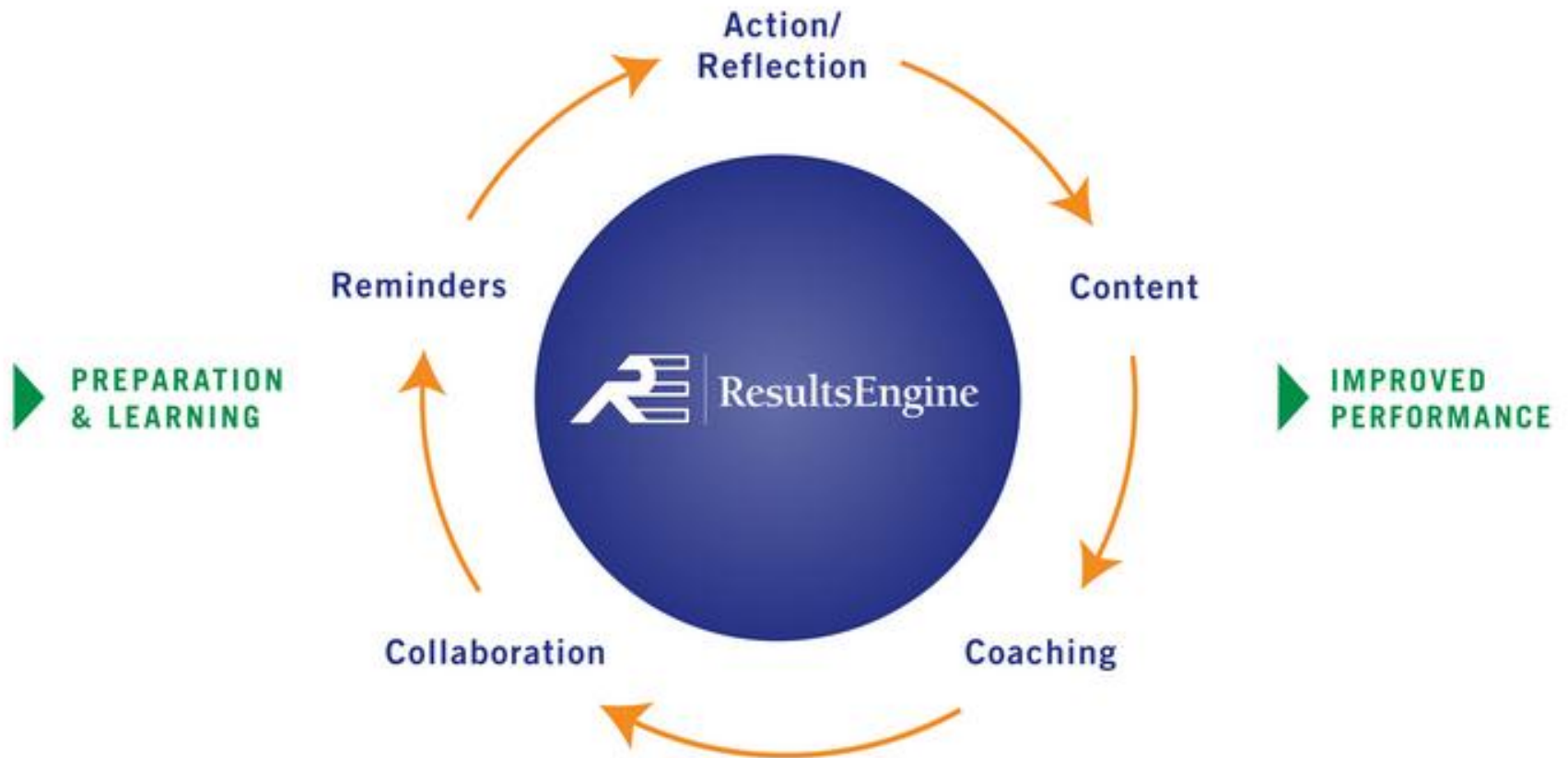
OCTOBER 2010

McKinsey Quarterly


Companies around the world spend up to \$100 billion a year¹ to train employees in the skills they need to improve corporate performance—topics like communication, sales techniques, performance management, or lean operations. But training typically doesn't have much impact. Indeed, only one-quarter of the respondents to a recent McKinsey survey said their training programs measurably improved business performance, and most companies don't even bother to track the returns they get on their investments in training.² They keep at it because a highly skilled workforce is clearly more productive and because employees often need new skills to deal with changes in an organization's strategy or performance.

Source: https://www.mckinseyquarterly.com/Getting_more_from_your_training_programs_2688

The Process



Goal Setting

		<Client Logo>
My Goals		
<p>PLEASE PRINT CLEARLY</p> <p>Your Name: _____ Email: _____</p> <p>Manager Your manager will receive a link to your goals and final report. Please confirm your manager's contact information. Name: _____ Email: _____</p> <p>Coach If you provide a person's name and email address, you will be able to send him/her your progress reports for feedback and advice. You can designate additional advisors during the follow-through period. Name: _____ Email: _____</p> <p>Your goals and progress will be visible on the <i>ResultsEngine</i> site to members of your program.</p>		
<p>Goal 1 In the next 10 weeks I will: {Describe what you will achieve}</p> <p>So that: {Describe the benefit or pay-off}</p> <p>Indicators of My Progress will include: {evident to others}</p>	<p>Indicate ONE Goal Category:</p> <p><input type="checkbox"/> Navigating the Transition</p> <p><input type="checkbox"/> Performance Management MBO/aligning SMARTR individual objectives with strategy</p> <p><input type="checkbox"/> Situational Leadership II</p> <p><input type="checkbox"/> Coaching for Performance</p> <p><input type="checkbox"/> Improving Team Performance</p> <p><input type="checkbox"/> Other</p>	

Reminder

To...	walters@example.com
Cc...	
Subject:	Please update the progress on your Individual Development Plan

Dear Pat,

It is again time to record the progress you have made on your personal development goals.

Goal 1:
Learn to better manage my time and priorities so that I am am more effective and less stressed. Success will be judged by my own sense of reduced stress and if, at the 6 month check point, my manager rates my performance in this regard as significantly improved.

Goal 2:
Be less directive with my team; move toward more of a coaching and supportive style when appropriate so that 6 months from now, our team rating scores have improved significantly and there is more buy-in and participation.

To update your progress, click on the link below:

www.ResultsEngine.com

You need to file your update before the end of the month to have it included in your final report.

For further assistance please call the Help Desk at 302-472-0532 or support@forthillcompany.com





Delegation

[Hide Questions](#)

1 of 2

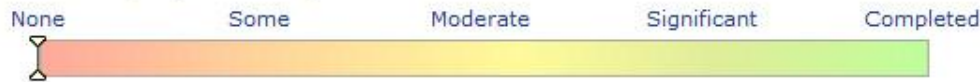
In the next 10 weeks, I will more effectively delegate tasks so that I improve the efficiency, knowledge and teamwork in my department and I free up 4 hours of my own time per week to work on more strategic initiatives.

Expected results of my efforts will be that my manager notices the difference in my work and I have freed up at least 4 hours per week.

What have you done with respect to this goal?

[Spell Check](#)

How much progress have you made?



What are you going to do next?

My Updates [View all updates](#)

[Update 1](#) Completed

[Update 2](#) Current

[Update 3](#)

[Update 4](#)

[Update 5](#)

[Update Schedule](#)

[Add to My Calendar](#)

Online Materials

-  [6Ds Mind Map](#)
-  [First Update Request](#)
-  [Sample Goal Form](#)
-  [Letter to Participant's Manager](#)
-  [Transfer Process](#)
-  [6Ds Diagram](#)

Recommended Links

- [Learning Alert](#)
- [6Ds Scorecard](#)
- [Learning Calculator](#)



Send Request

Recipients

- Michael Breslin (Manager)
- Sharon Wick (Coach)

Subject

Feedback request

Feedback Request (short) ▾

Body

Any items in this color below will be replaced with the appropriate info for each recipient when the message is sent.

I would appreciate your feedback on my recent report (click on the link at the end of this email).

[Empty text area for message body]

Send

Feedback I Requested

[View All](#)

Open Answered

	Open	Answered
Michael Breslin	2011-04-22	2011-04-22
	2011-04-24	
Sharon Wick		2011-04-23

Advisors

- Michael Breslin - [Remove](#)
- Manager
- Sharon Wick - [Remove](#)
- Coach

Help and Support

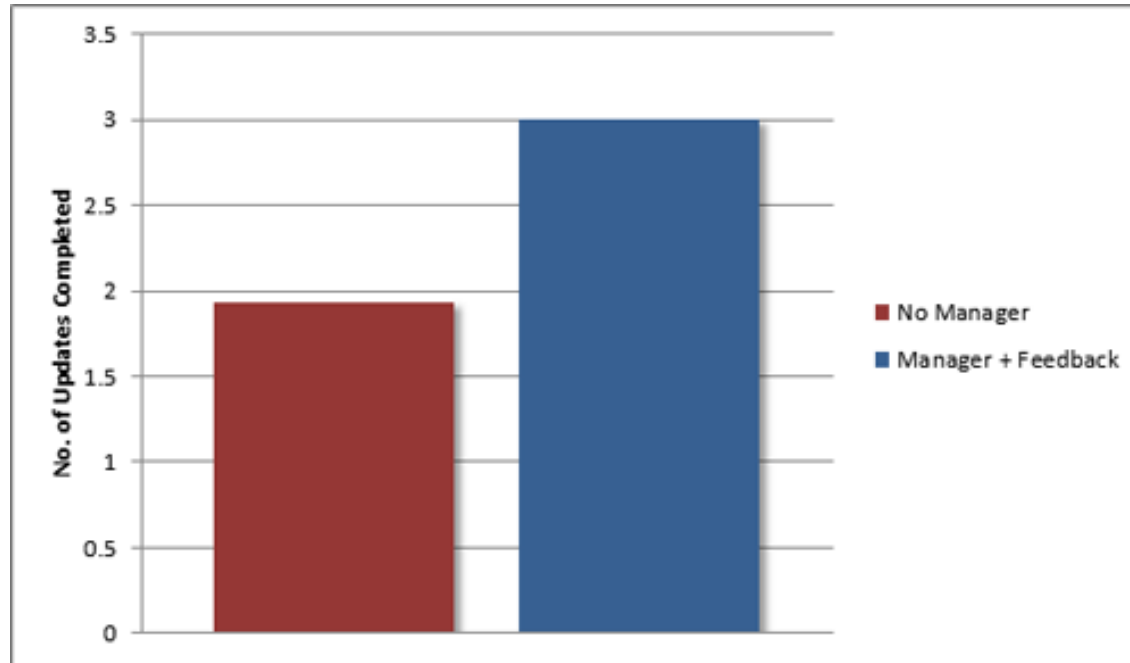
To request assistance by email, complete and send the form below. We will respond by the next business day. For immediate assistance, call the Help Desk at +1.302.472.0532.

Hours: 8:30 a.m. to 5:30 p.m.
Eastern Standard Time U.S.A.

Do Manager Make a Difference?

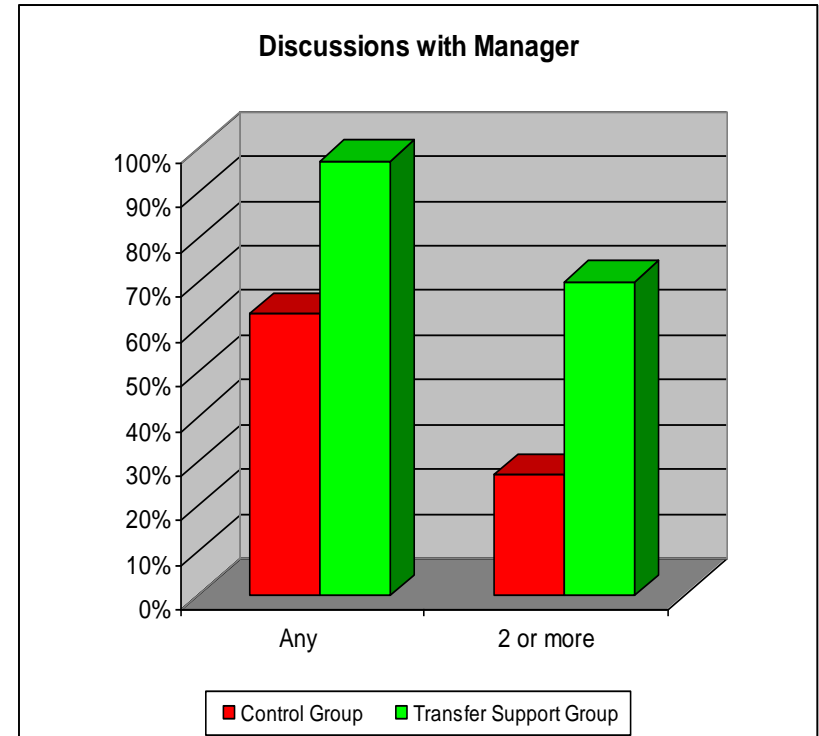
What percent does a learner's participation (in ResultsEngine) increase when their manager provides feedback through the tool?

Managers Count (66,000 agree)



*Analysis of the data for 66,000 participants the more interest managers showed (by providing feedback through **ResultsEngine**), the more effort participants made to transfer their learning.*

3 x more discussions



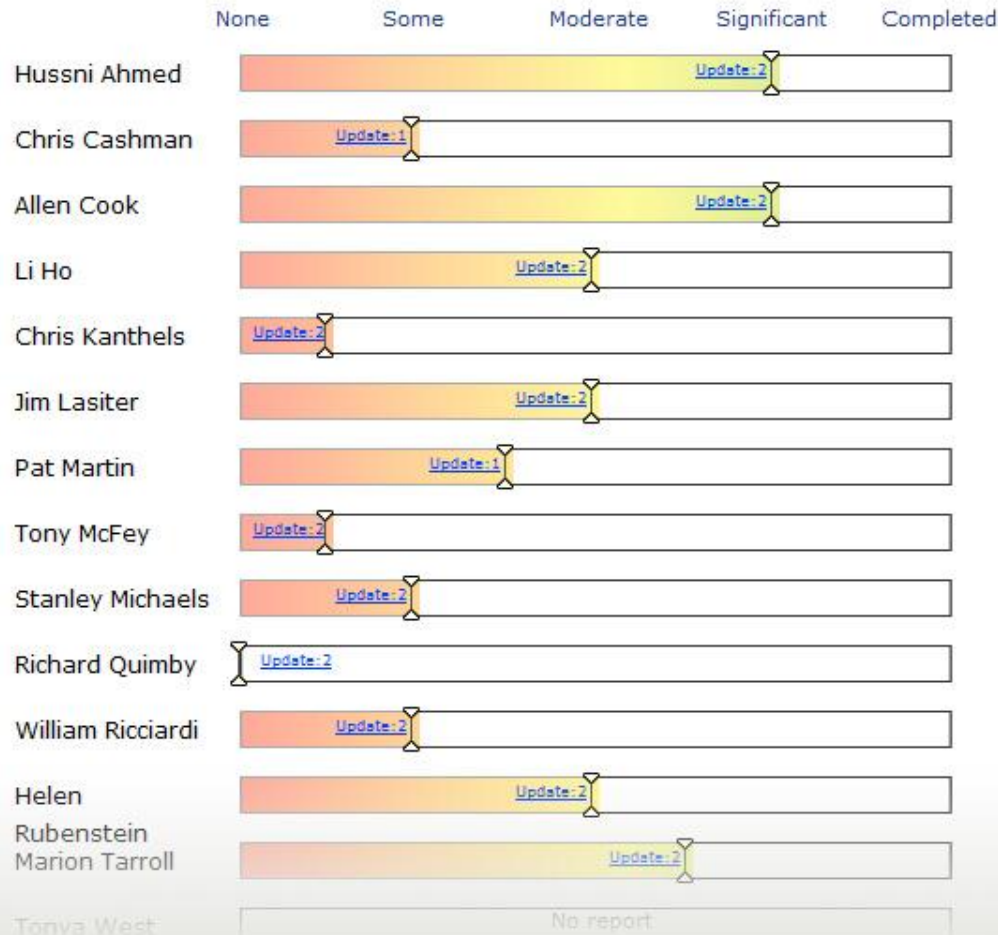


Progress

Coaching

Collaboration

All Users



Of Special Interest

All Users

- [Bonnie Woo](#)
- [Helen Rubenstein](#)
- [Hussni Ahmed](#)
- [Marion Tarroll](#)
- [Loretta Wilkinson](#)

Group Goals

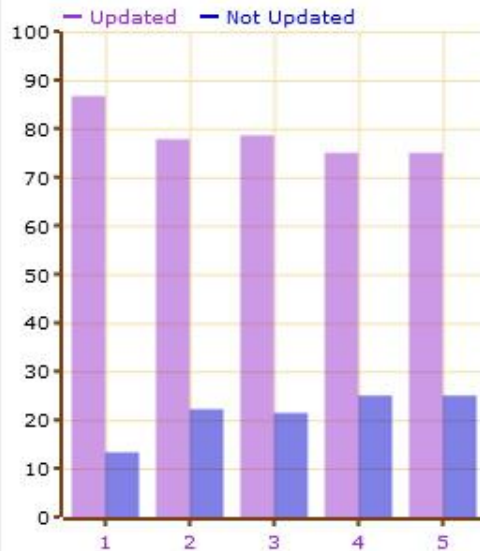
All Users

View



Delegation

Update Rate

[View All](#)



Coaching

[View All](#)


Group Info

[View All](#)

Role	#
Leader	4
Member	45
Manager	50
Coach	39

Schedule	
Next Update	2011-05-20
Follow-Through Setup	

Responses

[View All](#)

Question	All
Actions planned	234
Actions taken	275
Benefit of completing ...	10
Greatest achievement	41
Insight from course	39
Interim achievement	22
Lessons learned	56

Goals

[View All](#)


Progress and Results

[View All](#)


Online Materials

File to upload

15 X ROI



i n v e n t

“The post-workshop support system created a reinforcing cycle of follow-up action, coaching, feedback, and measurement to assure that participants were learning and manifesting the desired new behaviors and that the new behaviors were producing the desired business value”

—Connolly and Burnett (2003) Journal of Organizational Excellence 22 (4), 49 – 5

\$3.83



"1.2 billion transactions, this improvement alone created a financial return of \$5 billion in revenues"

+50% ROI



A \$100 investment increased ROI from \$33,869 to \$47,703/participant in the Leading Edge Program for new managers

 **xpress...**

1. **Set a common goal**
2. **Send the roster**
3. **Show a short video**

Plug it in...



Questions?



One more question for you:

The main value I see in ResultsEngine is:

- Engage the learners to use their new knowledge
- Demonstrate the results of my programs
- Engage managers to support their direct reports to apply learning
- Create a social community of best practices around learning transfer

THANK YOU!

- Please join us for future webinars in this complimentary series.

<http://www.forthillcompany.com/events/webinars/>

- Write to info@forthillcompany.com for information about *ResultsEngine* or the 6Ds.