



NHRMA 24

86TH ANNUAL CONFERENCE + TRADESHOW

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Make More Impact with Your Talent Development

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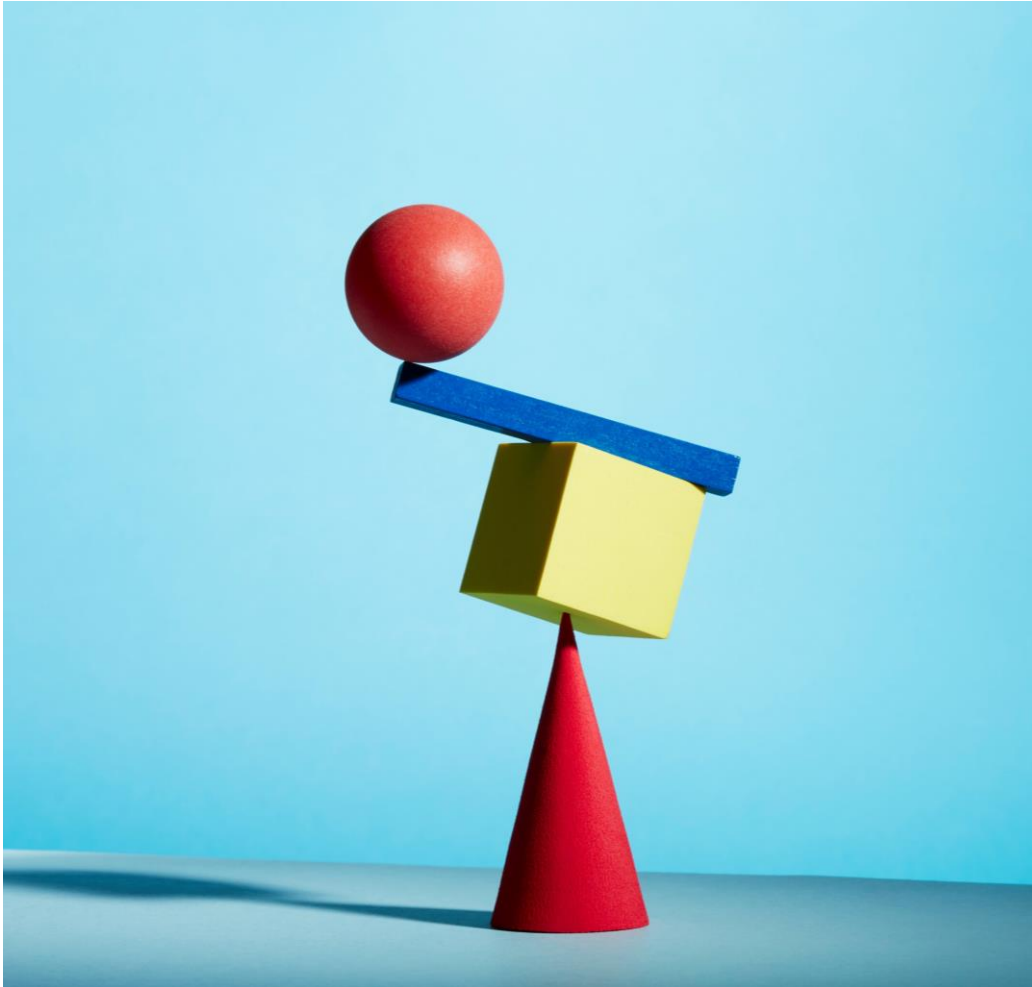
NHRMA 2024 CONFERENCE AND TRADESHOW





No courses teach us as well as the learning we get from experience.

Think about it...



What is a real-life story or example that reveals one your most powerful learnings from experience?

Perhaps from a success OR from a struggle.

What did this experience teach you?



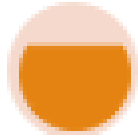
How might we re-imagine how we develop talent?

Talent Development Matters



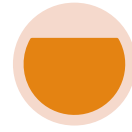
Over 50%

Millennials and Gen Z say they are likely to leave if employers don't invest in their development.



6 in 10

Job seekers say they are likely to choose a job based on company's investment in developing employees.



77%

Employees place increased importance on manager quality and support.



Over 50%

Managers have more responsibilities than they can effectively manage.

Where will new leaders come from and how will they learn to be successful in today's environment?

Investment in Training Programs

- ❖ Growing leaders internally (vs. external hiring) has several advantages.
- ❖ Only 25% HR leaders feel confident their investments in manager development are working.
- ❖ Participants forget 85% of what they learn within one week of a training event.



Your Turn

- 1 What do we need to learn, relearn, or unlearn to face today's talent development challenges?
- 2 Describe **one specific challenge or insight** (1 minute each).

What themes or patterns do you hear?



Learning has never been so critical yet training programs alone often fail to yield tangible results.

What if...





What if we start building LEARNING CULTURES?

Three Keys to Unlocking the Potential of your Talent Development

The Tale of Three “Trainees”





#1 Clarify the WHY

The purpose of
learning new skills
& capabilities

Connect the
company values

What are you trying to achieve with training?



Changing or enhancing strategy



Improving on-the-job performance



Providing a talent pipeline



Performing in an emergency or crisis



Complying with regulatory or statutory requirements



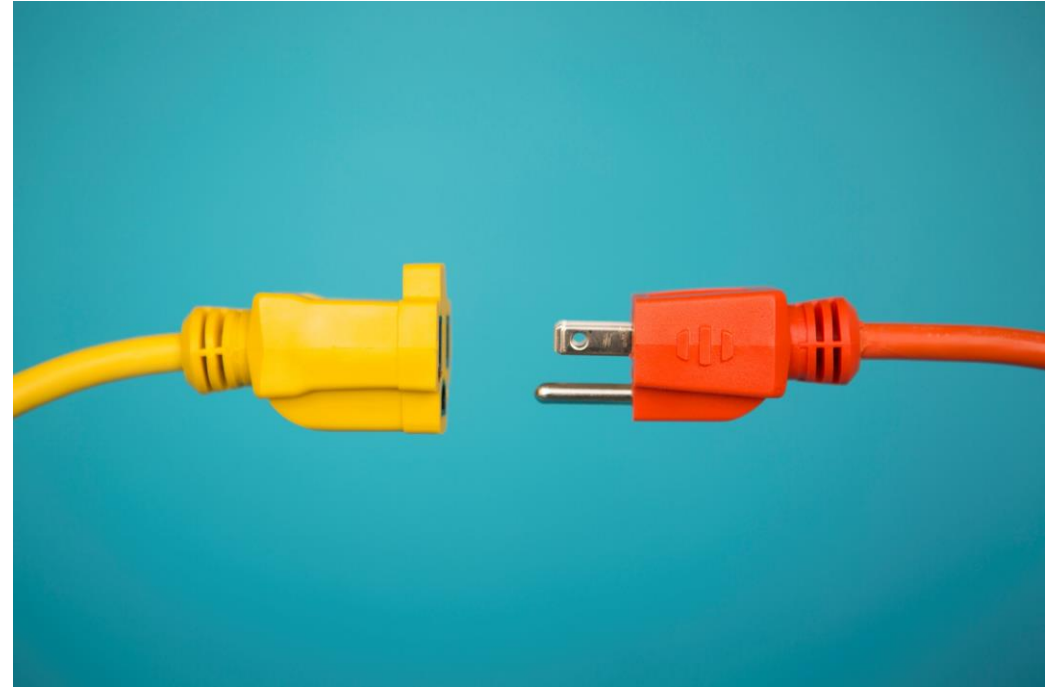
Providing staff benefits or perks



Other

Stop Using Training For Things It Can't Fix

- Inefficient processes
- Unclear expectations
- Misaligned rewards
- Lack of feedback
- Poor fit hiring







#2 Enroll organization leaders

If you treat people as they are,
they will become worse.

If you treat them as they could be,
they will become better.

- Johann Wolfgang von Goethe



Make it easy for direct managers to engage in the learning process.



Learning in Action: Financial Excellence Program



What can Pickleball teach us about what it takes to transform learning experiences?



#3 Extend the learning journey

“The mind is not a vessel to be filled but a fire to be kindled.”

- Plutarch 50-120 AD



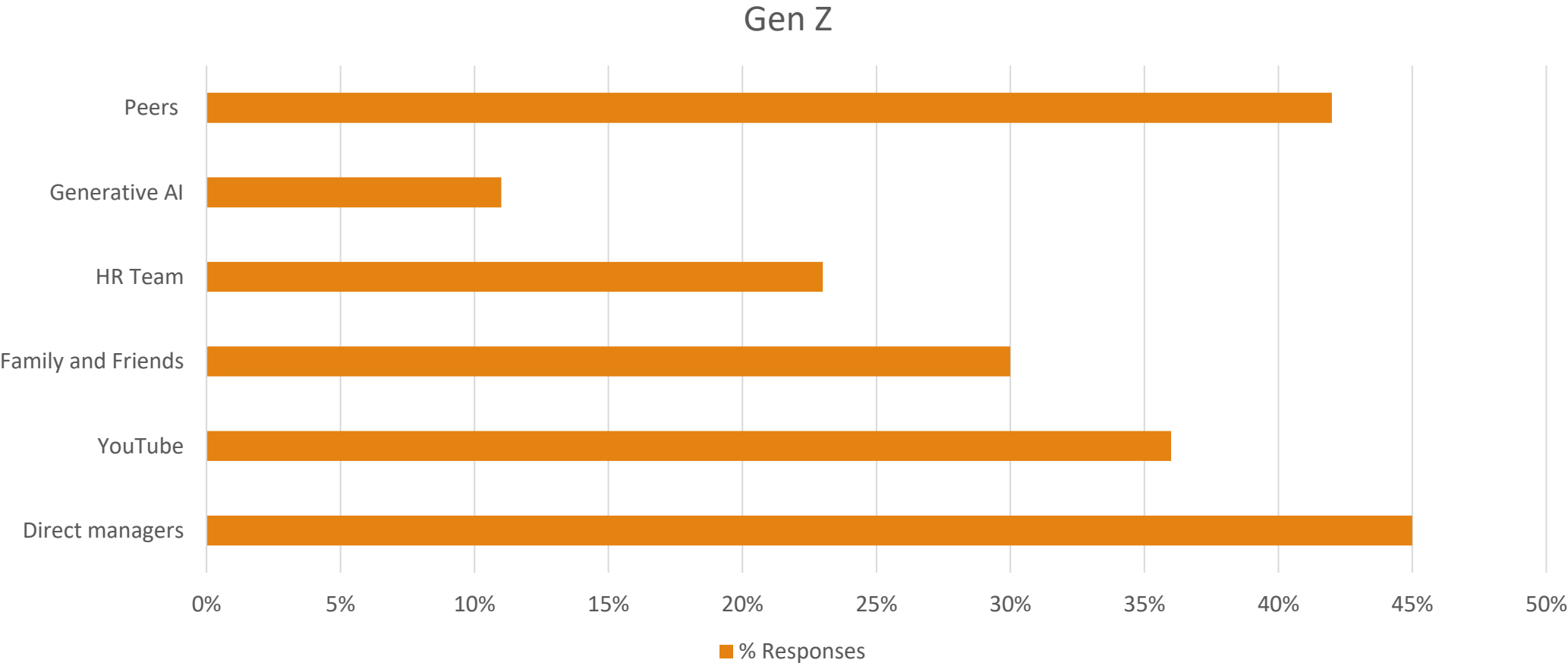


Leverage ways to learn with and from others

Peers challenge each other to push outside of their comfort zones.



Gen Z and Millennials Want to Learn from Others



NovoEd Executive Networks (August 2023)

Benefits of Cohort-Based Learning

- Increases interest and attention
- Encourages application
- Promotes critical thinking
- Develops communication and teamwork
- Promotes sharing of knowledge
- Increases the quality of solutions



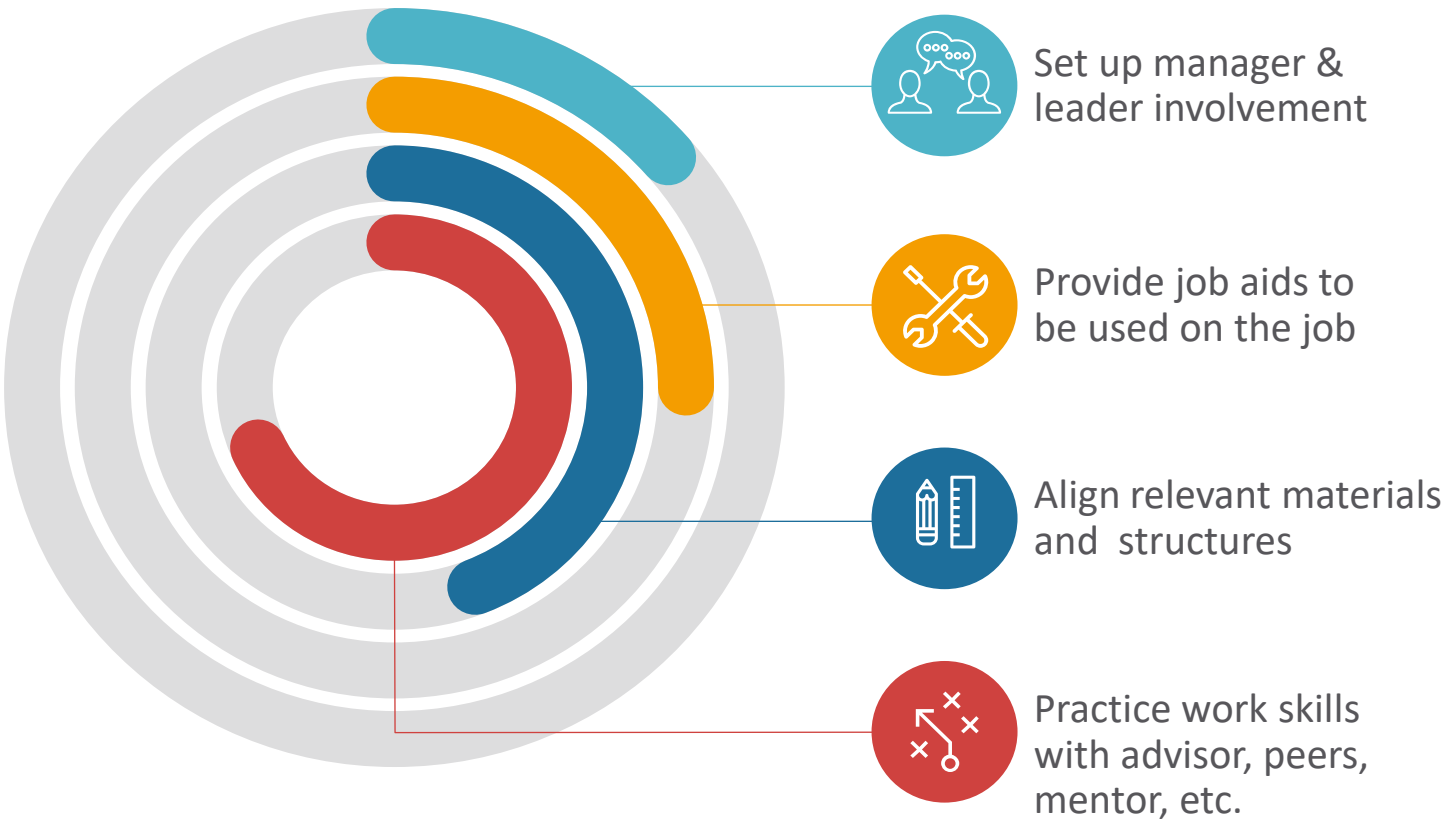
Learning Design Strategy




A design strategy that converts stand-alone training events into learning journeys:

- Improve recall of what is learned
- Develop and hone new mindset & skills
- Overcome psychological barriers
- Prepare for the future application of learning in work
- Create habits, practices & processes that reinforce learning over time

Learning Transfer Tactics



Lead Forward Consulting  **Learning Transfer Worksheet**

Go beyond the training event to ensure all factors are in place to promote the use of training on the job so that participants can develop new capabilities. Create an action plan to address any factors not in place.

Critical Task(s):
Identify the critical task(s) participants will perform using the skills, knowledge, tools in the training. Why is this task(s) critical to achieving our business goals?

On-the-job Resources:
List the tools, resources, equipment, data, information, etc. that will be needed by participants to perform the critical tasks.

Policies & Procedures:
Indicate the work processes, business procedures, policies, rules, etc. that are in place for participants to perform the critical tasks.

Ongoing Reinforcement:
Decide how performance of the critical tasks can be incorporated into ongoing feedback and coaching, as well as regular performance discussions and reviews.

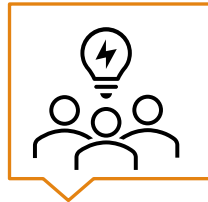
Motivation & Rewards:
Consider how participants will stay motivated and rewarded (both intrinsically and extrinsically) for performing the critical tasks.

Have any questions? Reach out to sherry@leadforwardconsulting.com

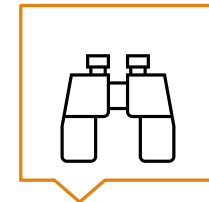
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**Clarify
the WHY**



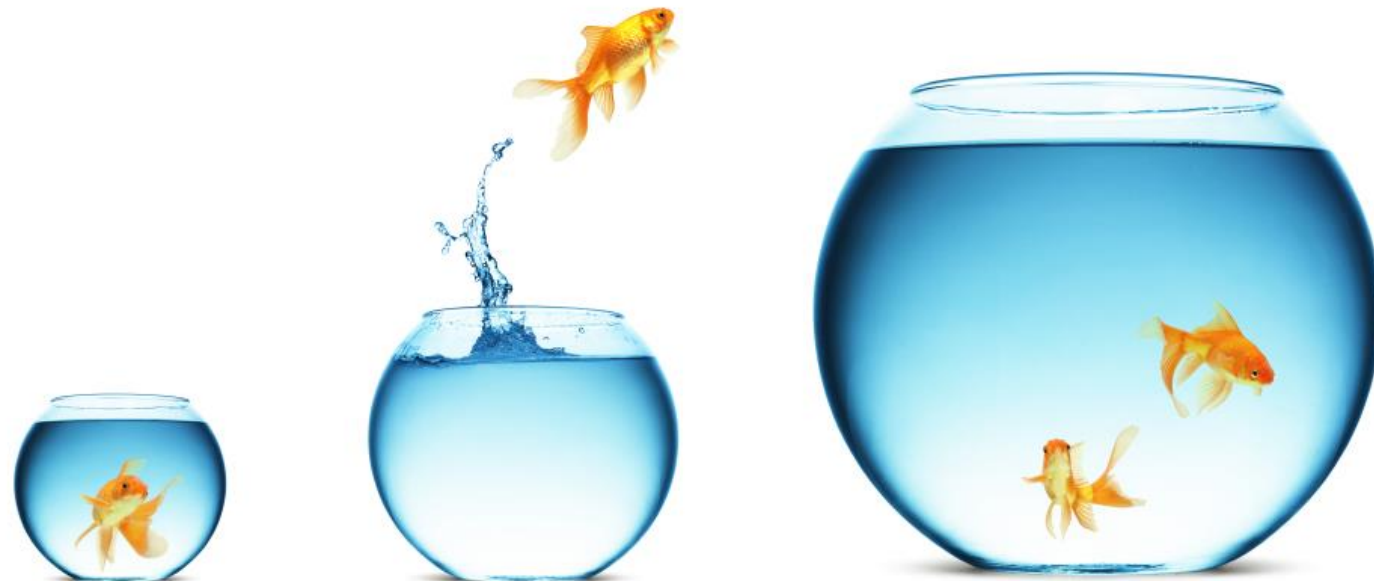
**Enroll organization
leaders**



**Extend the learning
journey**

AHA Moments

What has been your biggest 'aha' or takeaway?



Your Next Steps?

- ❑ Clarify the purpose of learning new skills/capabilities, for the learner and the organization.
- ❑ Enroll leaders and managers (and peers!) in role modeling, coaching and mentoring to ensure effective learning transfer.
- ❑ Implement simple, powerful structures and activities to nudge people into their learning zones over the long-term and on-the-job.



Lead Forward
Consulting



Whether you are looking for a talent development partner, high impact learning solutions, or ideas for improving one training program, let's stay connected!

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