

High impact training

February 2010

Session plan

- Introduction
- Today's approach
- Our solution
- Tomorrows results

Introduction

- **Patrick Taggart *MA (HRM) Chartered FCIPD***
- Manager in both financial services and distribution sectors
- Lecturer in HRM at Coventry University
- Set up GPSVision 2003
- Responsible for GPSVision customers service

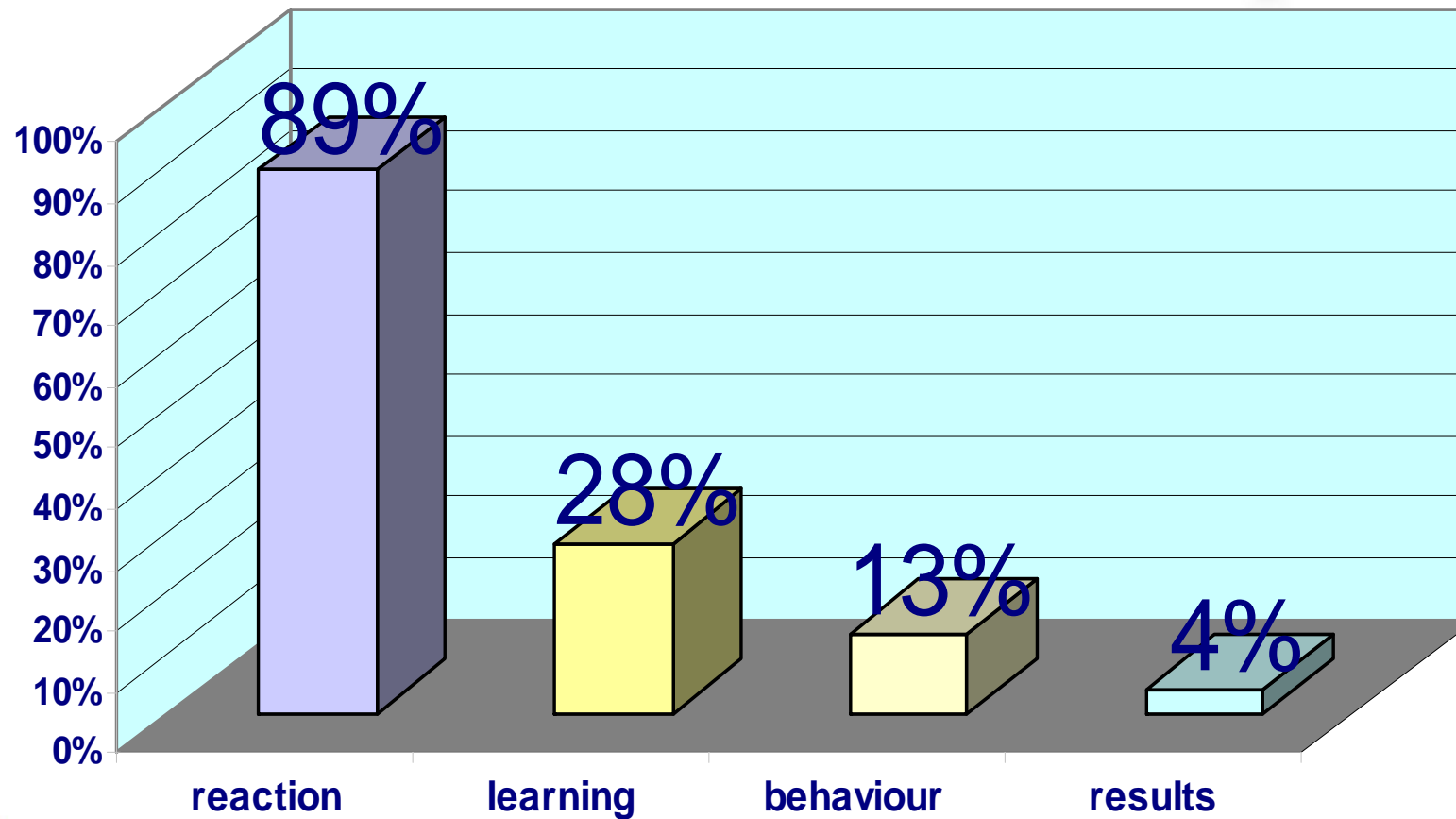
GPSVision's Mission Statement

“working with clients to increase their **return on investment** from people development activities”

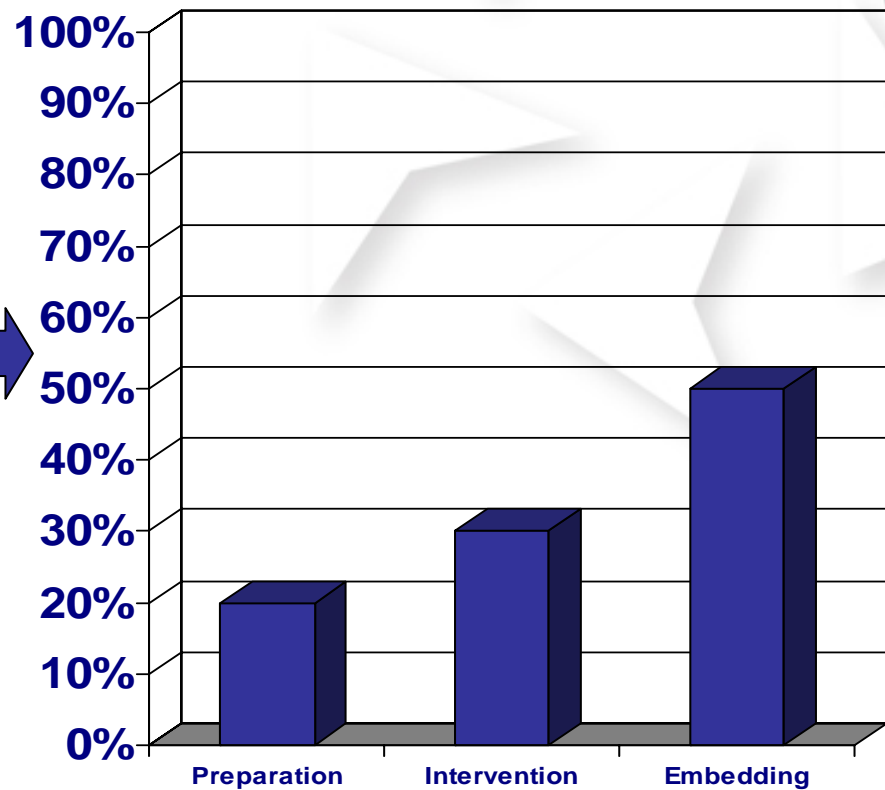
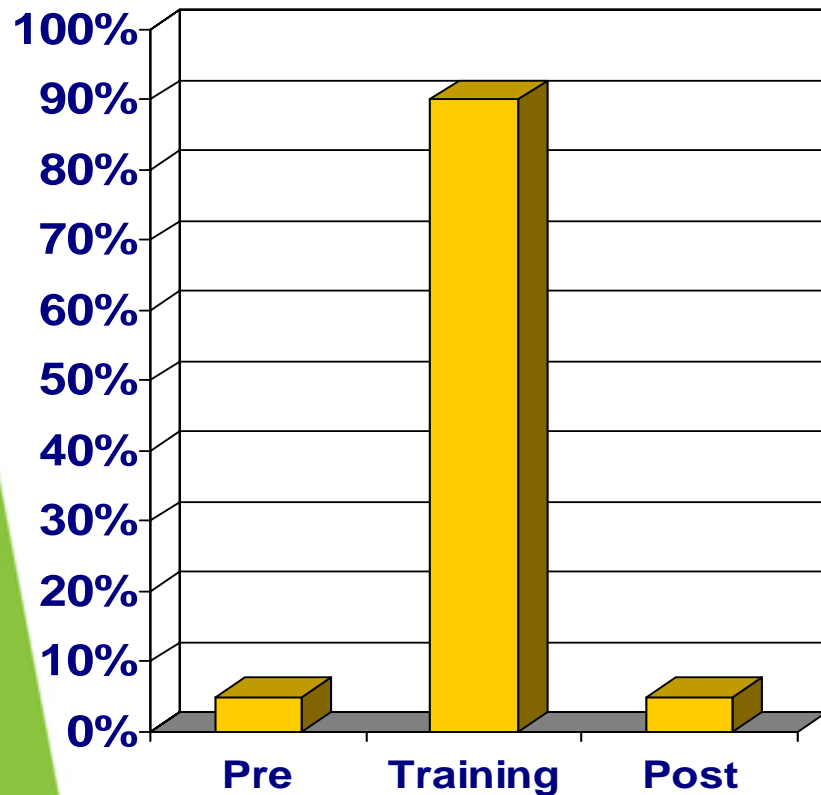
The learning climate

Beneficiary	Today	Tomorrow
Chief Executive	Survival & talent identification	Growth & talent development
Finance Director	Cost	Profit
HR Director	Faith based	Evidence based
Line Manager	Detached	Engaged
Employee	Personal	Shared

Learning evaluation



The classroom is key!!



2 ½ days per week!



1 ½ days per week!



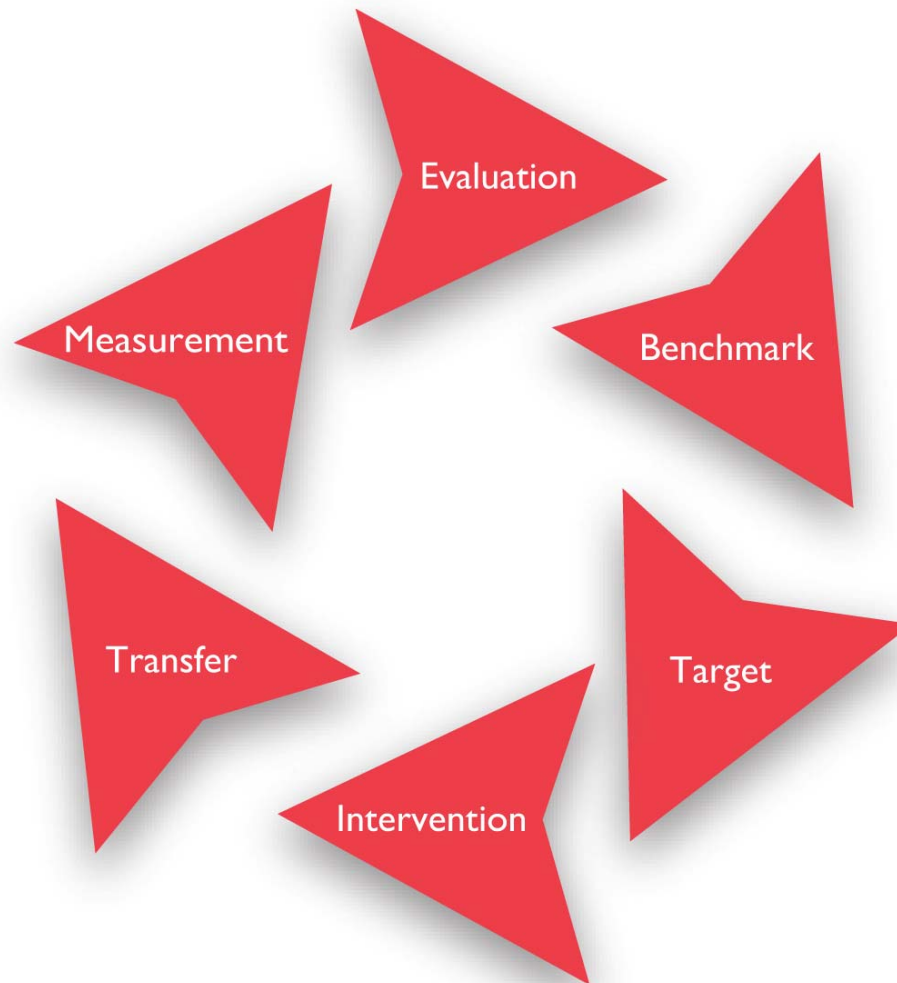
Surprising!



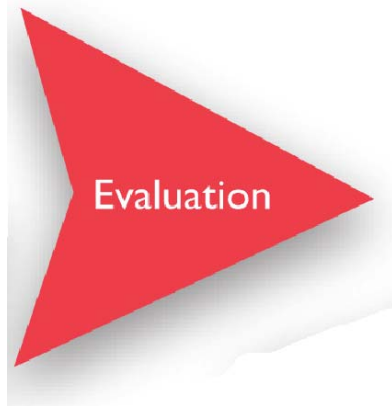
So who should benefit?



Performance Improvement Cycle



Evaluation



What is working and what is not?

- Collect information from the organisation's Key Performance Indicators and identify successes and development needs

Benchmark



Benchmark

Who can plug the gaps and what do they know?

- Identify who can plug the gaps and use a range of benchmarking tools including our GPS on line questionnaires, in house performance management results, etc

Target setting

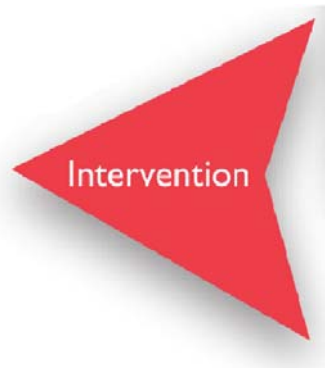


Target

What are the targets?

- Agree Organisational, programme and Individual targets

Intervention



How do you bridge the gaps?

- Design and deliver relevant solutions

Transfer



Transfer

Support to embed the learning

- Develop strategies to increase the level of transfer including increasing Line Manager involvement, goal setting, and reflective learning strategies

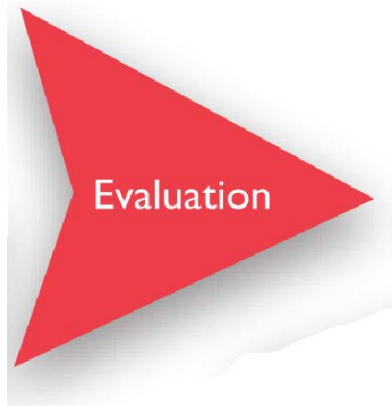
Measurement



Have we arrived?

- Re-visit the original targets and assess progress against these and produce an evaluation reports highlighting progress against 5 key areas

Evaluation



What is working and what is not?

- The process is ongoing and starts again.....

➤ **Intangible benefits**

- Increased customer satisfaction
- Increased confidence
- Improved teamwork
- Improved communication
- Increased job satisfaction
- Increased flexibility

➤ **Tangible benefits**

$$\frac{\text{£162,500} - \text{£15,000}}{\text{£15,000}} \times 100 = 983\%$$

$$\frac{\text{£44,000} - \text{£25,000}}{\text{£25,000}} \times 100 = 76\%$$

➤ **Model benefits**

- Start and end position defined
- Learner involvement and commitment
- Relevant content
- Increased Line manager engagement
- Increased learning transfer
- Improved personal, team and company performance
- Customer benefits
- Analysis for future improvements

➤ **What we have learned**

- Keep it simple
- Needs visionaries
- Requires cultural change
- Stake holders need educating
- Benchmarking, target setting and data collection requires persistence
- Need a clear plan that runs well beyond the last formal intervention
- The pursuit of ROI data increases the impact and thus ROI

➤ Summary

- Woolworths, Rover cars, MFI,
- M&S, Royal mail, NHS
- Shift happens
- “Creativity involves breaking out of established patterns in order to look at things in a different way”

Edward De Bono