

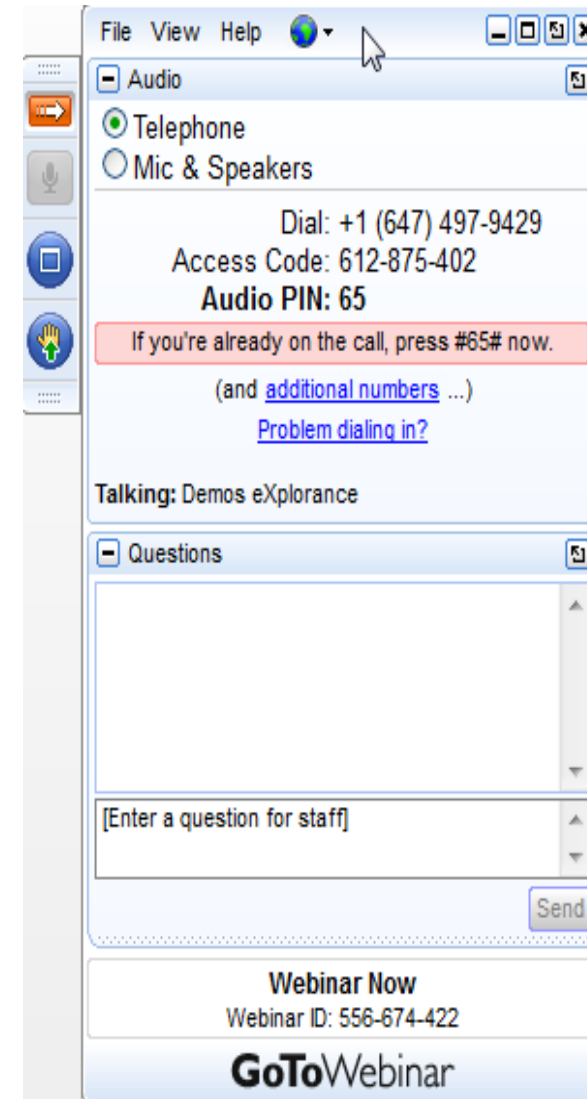
Show the Value of Learning by Running L&D Like a Business: Going Self-Funded



Amy Graft, Ph.D., Siemens, L&D Lead for North America
Michelle Grant, Ph.D., Explorance

Classroom Orientation

- ❖ Raise little hand on the side panel
- ❖ Type question into the chat dialogue box
- ❖ The question appears in the question pane



Introductions

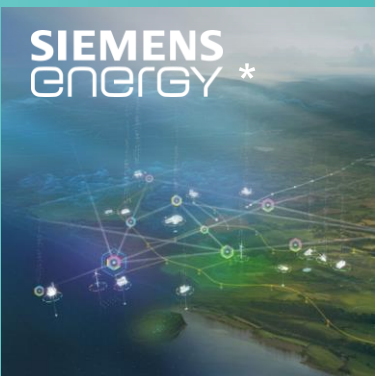
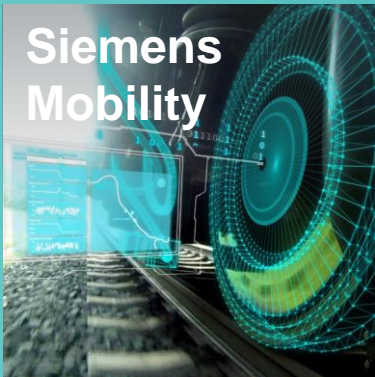


Amy Graft, Ph.D.
Siemens, L&D Lead for North America



Michelle Grant, Ph.D.
Senior Consultant





More than 170 years ago, Siemens was founded on a powerful idea: a company should not only focus on maximizing profits. It should also serve society – with technologies and products, with its employment practices, with everything that it does.

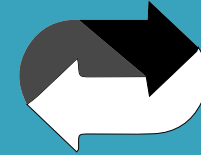
This idea is still alive today. Serving society while doing successful and sustainable business is at the heart of Siemens' strategy. It's our company's ultimate purpose."

Joe Kaeser, President and CEO, Siemens AG

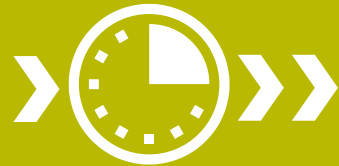
Siemens Learning Campus



Focused on learning and development across all divisions at Siemens US



Partners with HR and business leaders to target individual and organizational business learning needs



Responsible for planning, delivering and monitoring strategic Siemens programs that support specific job families



Collaborates with the global network of Learning Campus organizations to bring Siemens knowledge to local level

Agenda

- 1 Siemens Learning Campus
- 2 The Transition
- 3 TDRp & Measurement
- 4 Operating Models
- 5 Critical Success Factors
- 6 Recommendations

Poll!

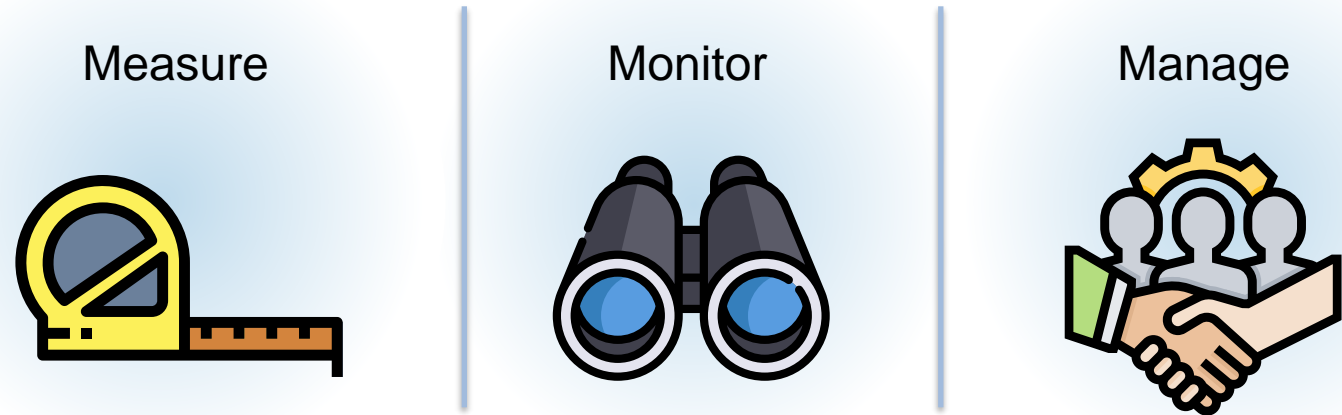
Which funding model best describes your L&D organization? Please select one option.

- a.) Self-funded**
- b.) Hybrid (allocation plus tuition fee)**
- c.) Centralized**
- d.) Unsure**

The Transition

Understanding how to forecast and re-forecast was critical. This is not something inherent in most learning organizations.

HR is often behind other business units when it comes to measuring, monitoring and managing the business.



Only 1 in 3 business leaders believe the learning function impacts business outcomes.

“We had to learn how to run training like a business—financially.”

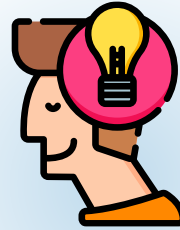
Talent Development Reporting Principles



Efficiency

Training activity
Courses delivered
People trained
Average cost
Scheduled vs. cancelled

Volume



Effectiveness

Course effectiveness
Knowledge gain
Application
Performance improvement

Value



Outcomes

Achieving business goals
Increased customer satisfaction ratings
Increased sales




Poll!

What does your L&D organization measure? Please select all that apply.




- Efficiency
- Effectiveness
- Outcomes

Learning Campus Operating Models

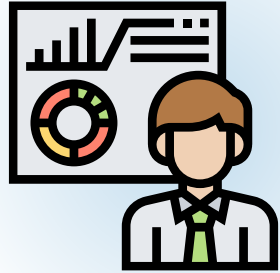
Allocated Model

-  Sets the tone with the business
-  Budget is set
-  Business pays whether they use it or not

Self-Funded Model

-  Better use of resources
-  Flexibility to do what is needed in the business
-  No upfront financial commitment

Self-Funded Model Requires Measurement



Manage Learning Function

- Forecasting and re-forecasting
- Internal learning KPIs – canary in the coalmine for issues
- Summary feedback looking at trends down to individual program level



Volume / Efficiency / Effectiveness

- Standard metric of volume in classes
- Evaluation ratings for post event and 90-day



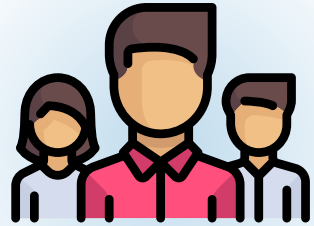
Outcomes

- Productivity
- Ties to business KPIs for strategic customized programs
- Qualitative data for actual application

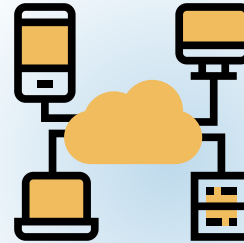
Critical Factors That Enabled Success



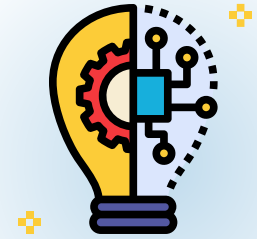
Leadership



People



Technology



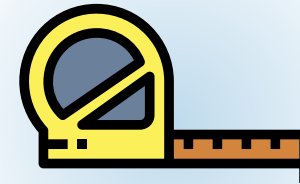
Processes



Alignment with Business



Consultants



Measurement

Recommendations



Ensure you have a business that can support self-funded (audience size/funding, scalability)



Having really smart 'learning' people isn't enough, you need a wider skill set (BA, technology, marketing, etc.)



Know why you are doing this (your value proposition)