



## High Impact Learning: The Advantage Way<sup>SM</sup> System

### Guaranteed Business Impact From Learning

Research shows that 85% of all learning events have zero impact on job performance. Advantage helps you beat those odds.

Our solution is *The Advantage Way*. We guarantee that when you implement *The Advantage Way* system, your organization will achieve documented business results as well as improved job performance. And for the first time, you will be able to measure the business impact of learning - solid proof of its value to your organization.

#### Overview


*The Advantage Way* system is a unique learning effectiveness methodology that ensures your learning creates measurable business impact. This scientifically robust methodology is the result of our strategic alliance with Robert O. Brinkerhoff, Ed.D., a world-renowned authority on learning effectiveness and evaluation. It is based on more than 30 years of research and practice, and has been proven with organizations that include Dell, 3M, Pfizer, Verizon, Limited Brands, Boeing, Anheuser-Busch, Children's Healthcare of Atlanta, and many others.

*The Advantage Way* is an innovative, high-impact conceptual framework for building learning and business impact throughout your organization. It creates a clear linkage between your learning interventions and business objectives. It incorporates our proprietary *Success Case Evaluation Method*<sup>®</sup>, a practical way to measure and demonstrate both behavioral and bottom-line results. The system includes strategic components for HRD professionals, managers, and learners—all aimed at the goal of delivering better business results from learning initiatives. *The Advantage Way* is also easy to implement, enabling your organization to convert learning consistently, quickly, and effectively to maximize that business result.

#### How Your Organization Benefits

*The Advantage Way* enhances the results of any learning program, and thus acts as a best practice methodology for all learning initiatives. When this system becomes an integral part of the learning culture, organizations find that:

- The business impact derived from learning consistently doubles or triples
- Learning is more tightly aligned to specific business challenges and achieves targeted and measurable business results
- Learning professionals are sought as valued business partner consultants, and evaluated on their contribution to the success of their organizations
- Learners and managers are involved, committed, and focused before learning takes place
- Cultural or systemic obstacles that may impede learners' success back on the job are identified and removed
- There is organization-wide commitment to the strategies and processes that reinforce new behaviors after learning events, including coaching and measurement



When you implement  
*The Advantage Way*<sup>SM</sup>,  
your learning  
initiatives will create  
measurable business  
impact.

We guarantee it.

[Read an \*Advantage Way\*  
Success Case on our site](#)

## System Components

The *Advantage Way* system includes a full suite of processes, tools and techniques that support the entire learning and performance management lifecycle. Key system components include:

- 1. Impact Map methodology**—a breakthrough concept and tools for rapidly identifying learning needs, evaluating options, and prototyping innovative solutions
- 2. Success Case Evaluation Method®**—a proprietary process that rapidly measures and documents the bottom-line value of learning and identifies what is and isn't working back on the job
- 3. Certification workshops and technology transfer**—a powerful and highly engaging workshop for even the most seasoned Learning and Development professional. This developmental process will help HRD professionals crystallize the link between learning and business results. Participants will walk away with cutting-edge and highly practical skills and tools for implementing *The Advantage Way*.
- 4. Manager alignment sessions**—tools for helping managers increase their business units' performance, results, and ROI from learning initiatives
- 5. The Advantage Way Library**—access to a "best practice" library of tools, surveys, Impact Maps, manager job aids and guides, and evaluation studies used by other organizations in their implementations to achieve business results from learning
- 6. Consulting and implementation support**—implementation coaching and support by a senior Advantage Performance consultant



The Advantage Way Impact Map

Knowledge & Skills	Critical On-the-Job Behaviors	Individual or Team Key Results	Organizational Goals
Learn a coaching model and skills	Facilitate coaching conversations aimed at increasing employee engagement	Employee engagement increased	Be recognized as a best place to work organization

## It All Begins With Certification

The *Advantage Way Certification* develops learning professionals who:

- Understand a new, high-impact conceptual framework for building organizational learning and business impact
- Can apply Impact Map tools to increase and clarify business linkage, and help earn management support
- Are able to strategically engage managers and sell the business benefits of manager involvement in the learning process
- Understand how the *Success Case Evaluation Method* is used to measure business impact and continuously improve the effectiveness of learning initiatives

### Certification Overview

This workshop is implemented as a two-day program using case studies, application exercises, discovery learning, and action learning to build competence in *The Advantage Way*.

**Day 1** Participants experience the Learning-to-Performance paradigm as they work through a simulated leadership program implementation—starting with the request for learning and ending with the evaluation study. Through this engaging case study, they discover why most training fails to produce results, and the elegantly simple process and tools that *The Advantage Way* provides to consistently deliver measurable results for their organizations.

**Day 2** Participants focus on the strategic uses for Impact Maps - how and why they are used, and the different types of maps that can be developed. Participants learn to conduct Impact Map interviews and analyses. They learn how to use maps to identify critical needs and business linkage to learning outcomes, and to communicate the value of the learning to managers and other stakeholders. Participants practice creating different types of Impact Maps. Lastly, they apply Impact Map principles and methods to their own situations.

Participants will learn about the various Manager Alignment (the component for winning the hearts and minds of managers) approaches for engaging managers. Participants are introduced to the steps in the *Success Case Method*.



Certification includes the following:

- Access to *The Advantage Way Library* which allows you to benefit from proven best practices of other leading companies. This comprehensive library contains the electronic files for all system tools, forms, surveys, facilitator guides, manager booklets, etc. Your certification also gives you the right to reproduce and use all of these tools within your organization. A sampling of these electronic files includes:
  - Templates (e.g., Impact Map, Action Plan, Obstacles Survey)
  - Manager Alignment Facilitator Guide
  - Manager Alignment PowerPoint Slides
  - Manager Guide
  - Learner Guide
- Business Action and Results Maps, a simple and visual tool for turning learning into action
- Implementation coaching and support by an Advantage Performance consultant
- Opportunities to interact with other organizations implementing *The Advantage Way*

Learning professionals learn to help their customers achieve targeted business results through planning and delivering learning that is tightly aligned to specific business goals.

### For Your Managers: Manager Alignment

*Manager Alignment* is *The Advantage Way* component for managers and supervisors, which provides tools and skills to ensure the learning their employees receive is tightly aligned to the specific business goals of their unit. This process also enables managers to be better coaches and more performance-focused.

Managers understand, in business terms, why the organization is investing in the learning intervention, the goals that need to be achieved, and the critical role they play in ensuring their employees are putting the new capabilities to work on issues that are important to the business.

### Learning Outcomes

*Manager Alignment* equips managers with the simple but vital steps they can take to turn employee learning into business results and help their units achieve:

- Improved employee and business unit productivity
- Increased alignment of employee performance with business needs and goals
- Increased business impact from learning investments
- Employees better able to guide their own learning and performance

Managers make sure that each employee understands why he/she is attending a learning event, and why it is important to fully use the new skills and knowledge back on the job.