



The Advantage Way

CALENDAR

WEB BRIEFING

Courageous Training: Bold Actions for Business Results

May 8, 2008

ASTD CONFERENCE

San Diego, CA – June 1-4, 2008

Using Evaluation to Move from Training Partner to Business Partner

Darell Provencher – Nike
Tim Mooney – APG

Training Impact Evaluation that Senior Leaders Believe and Use

Dr. Robert Brinkerhoff

The Training's NOT the Thing: Getting Business Results From Training

Debbie Bell – Holcim
Carolyn Laughlin – APG

Proving the Business Impact of Leadership Development at Children's Healthcare of Atlanta

Larry Mohl – Children's Healthcare of Atlanta

HUMAN CAPITAL INSTITUTE

Courageous Training Case Study

Webinar July 18, 2008

Larry Mohl – Children's Healthcare of Atlanta
Tim Mooney – APG

ISPI CONFERENCE

Albuquerque, NM

September 24-25, 2008

Driving and Measuring Individual and Business Performance Results from Training

Robert O. Brinkerhoff & Tim Mooney,
Advantage Performance Group

Courageous Training: Bold Actions for Business Results

Tim Mooney, Advantage Performance Group

The Way to Success

CHANGING THE WAY THAT TRAINING WORKS

If you are owned by a dog (or dogs) like I am, you have no doubt noticed that dogs are amazingly consistent creatures of habit, consistently plodding the same trails through the back yard, begging for their meal at the same time every day, or lying in the same worn spot on the living room rug. I was feeling a bit too much like my dogs with this newsletter, talking in every previous issue about some concept or strategy of High Impact Learning.

So, in a break from plodding the same worn path, in this month's newsletter I will shine a light on some trend-setting HRD professionals who have successfully put these practices to work-- and produced significant results for their organizations.

These trend-setting training leaders presented their stories at the second annual Advantage Way Users Group conference which was held recently in Tempe, Arizona.

Below is a summary of some of the results these change agents have accomplished.

1. Darell Provencher (Director, Professional Development in Global Talent Development) presented how Nike evolved its L&D organization from "Training Partner" to "Business Partner." Now, as they make clear and compelling contributions to Nike's business goals, they enjoy newfound respect, greater influence over key business decisions, and more fulfilling relationships. He described the journey and how *The Advantage Way*SM process has been integral to this transformation; how they improved communication with internal clients about their business goals; and how they used Success Case Evaluation strategically to enhance the organization's account management strategy that helped produce significant (and documented) revenue increases.
2. Jan Donley (Corporate Director of Learning) overviewed the journey Catholic Health Partners has gone through during the past two years as they have used *The Advantage Way*SM system as their "thinking model." As a result, their training is helping their system make progress on key accountability measures and, like at Nike, they have evolved their department to a more influential and vital role. She highlighted how they have integrated the Advantage Way tools and concepts into ongoing business processes so that there is a greater expectation and accountability for applying learning on the job.
3. Bill Smith (Sales Director, Sales Center of Excellence) and Bruce Nicholson (Manager, Sales Center of Excellence) shared the systematic approach 3M used to instill a culture of coaching among sales managers. Using the High Impact

Learning process with Impact Maps, Impact Boosters and a Success Case Evaluation, the center has been able to drive application of a new coaching culture by setting expectations, holding managers accountable and measuring business impact.

4. Jeff Hafen (Director, Support Staff T&D at Clark County School District) presented the tremendous progress his department has made in weaving *The Advantage Way*SM process into the fabric of everything they have done over the last three years. He has built bridges strategically with other parts of the organization including the functions responsible for ISO and Strategic Planning Collaboration, leveraging *The Advantage Way*SM process on multiple initiatives that have helped the organization achieve more consistent and measurable business results. Moreover, he has won over many key internal partners and allies that help leverage the district's precious training resources into valuable outcomes that benefit the school's public constituents.

Whether these training leaders were helping the sales force build better partnerships with key customers, helping the organization improve quality through ISO, or shifting the culture to be more performance-based, there was a common thread that ran through all of their efforts. All these training leaders operationalized the concepts and principles described in the earlier issues of *The Way to Success* newsletter. They were crystal clear on the business goals and issues and they worked with senior managers to build whole-organization accountability to ensure that the learning was put to use back on the job to drive key business initiatives. Finally they used evaluation as a strategic tool to educate senior management on the "why" behind the results, so necessary changes could be made to drive even more positive impact.

It was inspiring to hear these early adopters tell their stories:

- how they are changing the way training is viewed in their organizations and
- how they ensure concrete and measurable results.

Indeed, it was difficult to choose only these four to tell their stories, as there are many more such successes among the dozens of user group companies.

Sincerely,
Rob Brinkerhoff

P.S. Several of our User Group members will be telling their stories at the ASTD conference in San Diego in June. For more information please visit our [website](https://www.advantageway.net/promo/presentations.asp) (<https://www.advantageway.net/promo/presentations.asp>) If you are attending the conference, please come and hear them talk about their journeys and successes.

P.P.S. We have written a new book, *Courageous Training*, which overviews the High Impact Learning principles and showcases how four courageous training leaders put these concepts into practice to change their organizations. It will be released in May and is available for pre-order at the [amazon website](https://www.amazon.com/Courageous-Training-Actions-Business-Results/dp/1576755649/ref=pd_bbs_sr_1?ie=UTF8&s=books&qid=1209142853&sr=8-1) (If you have trouble with this link, please copy and paste the following into your web browser: www.amazon.com/Courageous-Training-Actions-Business-Results/dp/1576755649/ref=pd_bbs_sr_1?ie=UTF8&s=books&qid=1209142853&sr=8-1).

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