

**atd**   
**AWARDS**

2018-2019



## **CEREMONY AND RECEPTION**

Honoring Outstanding Leaders and Organizations  
Committed to Excellence in Talent Development

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## ATD Awards 2018-2019

All over the world, talent development professionals work every day to help create a world that works better. They do this by developing the knowledge, skills, and abilities of others. Tonight, we celebrate the efforts of individuals and organizations whose commitment to excellence sets them apart.

### **Welcome Remarks:**

Tony Bingham  
ATD President and CEO

### **Presentation of Awards:**

ATD One to Watch Awards  
ATD Dissertation Award  
ATD Certification Institute Champion Award  
ATD Excellence in Practice Awards  
ATD Innovation Awards  
ATD Champion of Talent Development Award  
ATD Distinguished Contribution Award

**Photos will be taken immediately after the ceremony.**



Thank you to our sponsor, Wharton, for its support of excellence in talent development.



## Award Selection Teams

Our professional recognition programs are successful because many industry experts volunteer their time and talent to review and assess entries. They work in teams over several months to select winners. We are grateful for the contributions of these individuals in selecting our 2018-2019 award winners.

### Awards Strategy Committee

Mike Girone, Chair  
Halelly Azulay  
Jacqueline Burandt  
Rick Hicks  
Kimo Kippen  
Steve Sitek  
Mary Slaughter

### Dissertation Award Review Team

Jim Black  
Pat Buhler  
Nicole Evans  
Tomika Greer  
Maureen Orey, CPLP  
Stephen Smith  
James Vesper  
Alison Boord White

### Excellence in Practice Awards Review Team

Dawn Adams Miller  
Denise Angeli-Desiderio, CPLP  
Grant Axtell  
Gerry Beamish  
Michelle Blackwood

Selena Boyer, CPLP  
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Shari Hanlon, CPLP  
Nancy Harvin  
Steven Hawkins, CPLP  
Shelly Heenan, CPLP

Rick Hicks  
Mary Holtschneider, CPLP  
Charisse Jimenez, CPLP  
Toni Johnson  
Bev Kaye  
Vincent Kiernan, CPLP  
Anders Kinding  
Molly Kinsey, CPLP  
Candice Kramer, CPLP  
Michael Laughlin, CPLP  
King Lee, CPLP  
Miranda Lee  
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Dawn J. Mahoney, CPLP  
Cristina Masucci, CPLP  
Jay Maxwell, CPLP  
John McDermott, CPLP  
David McGrath, CPLP  
Suanne McMullen, CPLP  
Keisha McNeil  
Kristal Clemons Moore  
Pamela Moore  
Myesha Morris, CPLP  
Jennifer Neibert, CPLP  
David Norris, CPLP  
Julie O'Mara  
Maureen Orey, CPLP  
Katherine Phillips  
Patti Phillips, CPLP

Howard Prager  
Kristy Presson, CPLP  
Lisa Probasco, CPLP  
Sidalia Reel  
Jae Requiro  
Greg Rider, CPLP  
Stacy Ridge, CPLP  
Sharon Ridings  
Janet Riley, CPLP  
Chris Ross, CPLP  
Lori Ann Roth, CPLP  
Marguerite Samms  
Gabriel Schaepman  
Kathy Shurte, CPLP  
Paul Smith  
Stephen Smith  
Celeste Stratton, CPLP  
Phillip Tanzilo, CPLP  
Chuck Udell  
Dale VanSickle II, CPLP  
Tami Whalen, CPLP  
Gary Whitney  
Kelley Williamson, CPLP  
Joe Willmore  
Sharon Wingron, CPLP  
Sandra Young, CPLP  
Nora Zei, CPLP

# ATD One To Watch Award

This award is presented to individuals who are early in their talent development career (five or fewer years of experience), and who are viewed as a leader by peers and colleagues within and outside their organization. Winners have demonstrated professional achievements that may include leading successful projects, managing teams, demonstrating exceptional leadership capabilities, mentoring others in or outside the organization, or other successes.

## Keith Lillico



Described by his nominator as an “Energizer bunny” and “voracious learner,” ATD’s One to Watch Award winner Keith Lillico is an instructional designer at Horace Mann, gamification thought leader, and avid lifelong learner.

Keith earned a bachelor’s degree in education, with a focus on instructional design

and technology, from Ashford University; a master’s in business administration, with a focus on information technology project management, from Western Governors University; and a master’s in education, with a focus on instructional design, also from Western Governors University.

Aside from higher education degrees, he also has earned the Level 3: Gamification Master Craftsman Certification from Setentia Gamification, is a certified Competent Communicator per Toastmasters International, and has acquired several insurance industry designations from Life Office Management Association.

As one of two e-learning instructional designers at Horace Mann—who oversees 100+ projects per year for 1,500 employees and several hundred independent agents—Lillico plays a key role in delivering the company’s online training.

Lillico successfully sourced and acquired innovative software to create a proactive and repetitive production process for the L&D team. His role as an instructional designer includes project management and development, full audio and video production, creative services, and relationship management with internal clients and external vendors.

“[Lillico’s] leadership shows that people-centered design and high performance are not mutually exclusive,” writes Monica Cornetti, Lillico’s nominator. “His willingness to assist others and his commitment to educating adult learners is unequalled, and he has proven himself to be the go-to guy for colleagues and educators globally.”

Not only does Lillico represent rising talent, he also lifts others with him to achieve their potential. Lillico shares his knowledge and serves as a thought leader via his large social media following, podcasts, and speaking engagements.

He boasts over 11,000 LinkedIn followers and over 6,000 Twitter followers. On these platforms he consistently shares industry

insights and advice on instructional design and gamification. Lillico has appeared on several podcasts including *Gamification Weekly* and *Professor Game*. He is also in the process of launching his own podcast called *Edumacated: How to Become an Instructional Designer*, which features guests telling their stories on how they accidentally or intentionally became instructional designers.

Lillico presented his research on the effects of the Uncanny Valley at Gamicon2018. This year, he will be presenting on several topics, including the brain science of storytelling and how to effectively use stress in training, at several conferences including Gamicon2019, colocated with *Training* magazine’s TechLearn Conference and the Serious Play Conference.

In these ways and more, he consistently moves the profession forward and develops and shares his knowledge.

“Talent development was once viewed as a supportive department to an organization, but our role has evolved to being a major player in helping set direction and strategy for the entire organization,” Lillico wrote on the impact of talent development. “Fellow professionals in our field now shoulder the responsibility of creating and maintaining a culture that fosters high performance as well as continued growth.”

He also is deeply involved in projects beyond his role and team. At Horace Mann, he contributes to the company’s United Way campaign. He also volunteers at Designers for Learning, a nonprofit for helping new instructional designers gain meaningful experience in the field, and uses his social media presence to promote K-12 teachers’ Donors Choose projects.

Sharing his thoughts on where the talent development industry is headed, he says, “I believe as talent development professionals we are still on the front edge of big data and the impact it will have on this field. While ROI has long been the goal of talent development, the use of data to evaluate all aspects of development will be essential. Given the sheer amount of data, the role of data analytics will also be essential in helping our field decipher the information.”

Time will tell how this ATD One to Watch Award winner will continue his instructional design career, lifelong learning and teaching, and thought leadership in this space.

# ATD One To Watch Award

This award is presented to individuals who are early in their talent development career (five or fewer years of experience), and who are viewed as a leader by peers and colleagues within and outside their organization. Winners have demonstrated professional achievements that may include leading successful projects, managing teams, demonstrating exceptional leadership capabilities, mentoring others in or outside the organization, or other successes.

## Stacey Young Rivers



Helping people navigate their career journeys and reach their career goals is one of Stacey Rivers's passions, to which she attributes much of her own success. Developing talent has been an overarching theme throughout the six different careers and positions she's held at WarnerMedia since joining Cartoon Network in 1999. Rivers

openly quips, "I don't know if I chose talent development or it chose me!" and considers herself an "accidental technologist."

Rivers is the director of Technology Skills Analysis & Development in WarnerMedia's Global Technology & Operations (GTO) division. She is responsible for creating strategic programs to help current employees continue to build their technical skills as well as help develop a pipeline of talent. As a product owner managing a portfolio of work, she often wears multiple hats such as strategist, designer, and project manager. It was when she started working for the chief technology officer and began developing programs focused on skills acquisition and development that she realized, "I had found my dream job."

One of the most surprising things she's learned about talent development is the effectiveness of a self-selection strategy for training; if leaders provide employees with an opportunity to have a say in their development, they feel empowered to evolve with the organization. Her role in supporting WarnerMedia's technology road map focuses on three key areas: skills assessment, learning and development, and technology internships.

The Skills Assessments & Analysis program identifies the skills technology employees possess and the skills gaps within the organization. This program identifies each technology group, the technologies supported, the skills required to support the tech road map, and the gaps that exist.

Building a pipeline of skills requires not only hiring talent from the marketplace but also providing learning opportunities for existing employees. The model Rivers devised is a guided self-access learning center in the form of a university with internal colleges aligned to the pillars of the tech road map. Since launching the learning platform in March 2017, within the first nine months 919 employees consumed over 18,000 hours of training and more

than 75 employees gained certifications in Information Technology Infrastructure Library and Certified Scrum Product Owner.

Rivers also leads a college technology internship program that focuses on the skills gaps identified to acquire technical talent, working directly with schools of engineering and computer science to market the program and expose WarnerMedia's dynamic culture. In addition to college internships, she leads a high school tech internship program during the summer and a three-week immersive military internship program for veterans with tech skills who are transitioning to civilian life.

Outside of her role at WarnerMedia, Rivers has served as the Women in Cable Telecommunications Southeast Chapter senior director of mentoring and on the board of directors for H.E.R.O for Children, and she's been involved with organizations like Usher's New Look Foundation, Women's Opportunity Entrepreneurial Project, and the Agnes Scott/Georgia Tech "Bridge to Business" program.



# ATD Dissertation Award

This award recognizes outstanding dissertations that hold significant implications for the talent development field.

## Shinhee Jeong, Louisiana State University



"A Multilevel Analysis of the Influences of Employee Expertise and Quality of Interpersonal Relationship on Organizational Knowledge Creation: The Moderating Role of Transformational Leadership"

Shinhee Jeong is an assistant professor at the School of Leadership and Human Resource

Development at Louisiana State University. Formerly an HR practitioner, Jeong is also an associate editor for the *Mentoring & Tutoring: Partnership in Learning* journal, which seeks to help advance knowledge and understanding of mentoring, tutoring, and partnership in learning through a dissemination of research papers and development activities. She also has a strong background in quantitative methodology.

Jeong's dissertation paper is "A Multilevel Analysis of the Influences of Employee Expertise and Quality of Interpersonal Relationships on Organizational Knowledge Creation: The Moderating Role of Transformational Leadership." It provides insights into how the quality of interpersonal relationships, employee expertise, and transformational leadership impact the organizational knowledge creation process.

For her dissertation, Jeong targeted white-collar employees in the United States across an array of industries. As she explained, "White collar workers are generally considered knowledge workers whose tasks are more intellectual and creative, rather than routine and physical." Her findings indicate that there is a positive association between employee expertise (EE), the quality of interpersonal relationships (QIR), and transformational leadership (TL) and organizational knowledge creation (OKC). As it relates to OKC, transformational leaders "are capable of developing and redefining knowledge assets, providing inspiring knowledge visions, and building and energizing organizational climate."

Jeong's research found no moderating effect of TL in explaining the relationship between employee expertise and knowledge creation; and a negative moderating effect of TL in explaining the relationship between OKC and QIR.

It was because of her work in talent and development and as an organizational development practitioner for six years that Jeong chose to pursue this line of research for her dissertation. She explains, "Having worked with great colleagues to create knowledge-intensive products, I got interested in how people share their tacit knowledge that results in new knowledge creation."

Concerning her paper, she describes that, while there has been research and much theoretical discussions around knowledge creation and its enablers, "the literature providing empirical evidence to support their theories is scarce." Also greatly lacking is information on the nexus between individual and organizational factors around knowledge creation. She sought to fill gaps to examine the effects of employee expertise, quality of interpersonal relationships, and transformational leadership, respectively, on organizational knowledge creation. As her dissertation explains, "TL can lead to the creation of an achievement-oriented culture, as opposed to relationship-oriented."

Indeed, her research revealed the dysfunctional aspect of TL in terms of knowledge workers. Referencing "Ethics, Character, and Authentic and Transformational Leadership Behavior," authored by Bernard M. Bass and Paul Steidlmeier, Jeong wrote that "There are some ethical concerns about transformational leaders as they can manipulate followers or become coercive for what they judge to be for the common good."

Jeong has received several research awards, most notably the 2018 Emerald Literati Award and the Cutting-Edge Awards at the 2018 and 2019 AHRD (Academy of Human Resource Development) Conference in the Americas. She has also received recognition awards including the Distinguished Honor Graduate Award and the Human Resource Development Graduate Achievement Award at Texas A&M University, where she received her doctorate in Human Resource Development in Spring 2018.

Her latest research provides information on how white-collar organizations can increase their capabilities for organizational knowledge creation. Still, much is left to be explored in terms of interpersonal relationships, employee expertise, and transformational leadership's influence. "Even though most executives intuitively recognize the importance of organizational knowledge creation," says Jeong, "they have a hard time articulating how and what factors actually relate to the construct." She continues, "After understanding the facilitating role of employee expertise, quality of interpersonal relationship, and transformational leadership in organizational knowledge creation practice, they can design HR practices and policies to adapt or reshape the supportive culture in their organizations."

The ATD Dissertation Award is given to foster and disseminate research in the practice of developing talent in organizations.

# ATD Certification Institute Champion Award

This award is presented to an employer who demonstrates its commitment to and support of certification in the talent development profession.

## AutoNation

### AutoNation

AutoNation is the largest automobile retailer in the United States. A Fortune 500 company with 26,000 employees, the organization serves millions of customers from 325 locations in 16 states. The company has sold more than 12 million vehicles, the first automotive retailer to reach this milestone.

AutoNation's success is driven by a commitment to delivering an exceptional experience through customer-focused sales and service processes. The company's talent strategy is to harness diverse talent to fuel focused execution, innovation, and growth. Attracting, engaging, and rewarding teammates to ensure a world-class customer experience is an intentional tenet of the talent strategy. Purpose and trust are key drivers of the community AutoNation seeks to build among its dispersed workforce.

Certification is an important part of the company's talent development efforts. AutoNation's new hires receive critical skills certification through live learning programs. And, it's currently building out critical skills recertification programs for all its sales managers and sales professionals. The goal is to leverage learning technology to deliver a mix of video-based content for these efforts.

Talent development professionals are encouraged to identify and participate in professional development programs, and there has been a significant push to have learning team members get certified with either the APTD or CPLP credential. In addition, AutoNation recently registered 10 team members for an ATD certification. The company paid for the exam fees and organized study groups for employees to work toward certification.

Company leadership believes certification is a differentiator for employees and correlates with increased retention, progress, and performance, regardless of employee role. When these things are in place the customer experience is positively affected.

For talent development professionals, the rewards of having L&D teammates pursue and achieve certification have been significant. Chief benefits include having the team "speak the same language" when it comes to design, development, and delivery discussion. And, the learning function leadership believes that having certified talent development professionals on the team has elevated AutoNation's approach to learning as well as the sophistication of its learning products.

Of the L&D team members AutoNation registered for an ATD CI certification, two have received the CPLP credential and others are in the testing process.



# ATD Excellence in Practice Award Winners

The ATD Excellence in Practice Award recognizes organizations that have achieved success with talent development solutions that drive business impact. Awards are presented for programs and initiatives that demonstrate measurable, sustained results.

## ABBOTT HEALTHCARE PRIVATE LIMITED

(ABBOTT PRIMARY CARE DIVISION)

### LOCATION

Mumbai, Maharashtra, India

### CATEGORY

Career Development

### PRACTICE

#### Certification for Medical Representatives

Established in 1910, Abbott in India is one of the country's most admired healthcare companies. Providing consumers with a diverse range of diagnostics solutions, medical devices, nutritional products, and established pharmaceuticals, Abbott helps people live their best lives through life-changing technologies.

Facing a largely generic market where competition tends to be among similar products, the company sought to differentiate itself with its medical representatives who demonstrate in-depth knowledge of the company's products and who can talk with doctors' offices in their own language—using scientific terminology.

To help its medical reps be successful in their current role, including improving their current competencies, furthering their career growth, improving engagement, and reducing attrition, the Abbott Primary Care division introduced certification for their reps. The initiative includes a three-tier program with an advanced selling skill module, styles in selling to help reps match customer style, and modules on topics like sales planning and assertive communication to develop employees to be frontline managers.

The results from the program include participants' aspirations to move up the ladder in the three-tier program, sharing of success stories, and competency development for better performance. For example, in the first tier of the certification program, reps learned to make an impactful opening to engage with the doctor client, ask the right questions to determine the needs of the potential client, and relay the benefit of the product. Throughout the remainder of the program, medical reps become aware of their personal style and can identify the style of the prospective client, utilize the four steps of the selling skill module, and become more assertive and adept at presentation skills.

In the three years since the introduction of the certification program, the company's build versus buy ratio—that is, the percentage of promotion among internal staff versus hiring from the outside—has increased from 30:70 to 47:53.

## ABBOTT HEALTHCARE PRIVATE LIMITED

(ABBOTT PRIMARY CARE DIVISION)

### LOCATION

Mumbai, Maharashtra, India

### CATEGORY

Coaching and Mentoring

### PRACTICE

#### Take Charge

Abbott's Primary Care division, focusing on acute care therapies and some chronic areas, provides information to doctors about infectious diseases, pain management, cough and cold, and more via the company's medical representatives spread across India.

Facing a largely generic market where competition tends to be among similar products, the company sought to differentiate itself with its medical representatives who demonstrate deep product knowledge and exceptional attitude, customer relations, and selling skills. Medical representatives report into frontline managers (FLMs). To that end, the company designed a coaching and mentoring program titled Take Charge, which offers FLMs a standard method of coaching while still allowing for personal touches. The tools and techniques help improve productivity and retention, greatly benefiting both representatives and FLMs.

The program emphasizes on-the-job training and features a coaching contract between representatives and FLMs on representatives' developmental requirements and skills gaps, while building up coaching competencies of the FLMs. The program includes a coaching conversation model titled REACH: Real time, Explain the intension, focus on Action, Consequence and Help required. The Take Charge program has led to 56 percent more FLMs getting promoted due to improvement in their people development skills. The coaching culture encourages conversations about career aspirations and helps representatives and FLMs be more productive in their current roles and prepares them for the next level.

The program is contributing to increased engagement of representatives and FLMs. According to second-line managers, FLMs are more likely to consider people development an essential part of their position, have more influence with their teams and better control over achieving business results, have better trust among their teams, and are more focused on team members' individual strengths. Representatives feel that FLMs are asking them for opinions and suggestions and are involving them in decision making.

# ATD Excellence in Practice Award Winners

## AKAMAI TECHNOLOGIES

### LOCATION

Bangalore, India

### CATEGORY

Coaching and Mentoring

### PARTNER NAME

Glow Worm Consulting

### PRACTICE

#### JYOT—The India Mentoring Program

Building a successful and competitive business today should include diversity and inclusion (D&I) as a high priority. The JYOT program champions D&I and creates an inclusive, accessible career development platform for diverse talent. The program focuses on creating an inclusive environment for anyone to find a mentor and gain confidence to develop their career. Akamai consistently encourages all talent—across gender, ethnicity, and diverse backgrounds and cultures—to become active champions of their careers.

Following registration, mentors and mentees spend an hour a month for three to six months together through a structured onboarding process. Following onboarding, participants spend two days networking and planning their journey. Participants commit three hours a month for the next six months in a formal mentor-mentee relationship and end with a formal closing ceremony. And, participants are supported by Akamai's cross-functional steering committee which provides workshops, pulse checks, and learning tools.

Illustrating how successful JYOT has been, in its second year, the program matched participants at a two-times rate compared to year one and found efficiencies reduced program expenditures by 50 percent. Over 33 percent of pilot participants have returned to the program. The program increased overall mentor and mentee participant representation of women to 30 percent in year two, up from just 10 percent in the first year. In 2019, JYOT is set to cover participants and integrate a technology platform to support registrations, feedback, and mentor discovery.

Over the program's two-year duration, 94 percent of mentors felt they were able to help their mentee progress on their goal milestone and 96 percent of mentees found the mentoring initiative to be extremely helpful in their career development.

## ALAMO COLLEGES

### LOCATION

San Antonio, TX

### CATEGORY

Change Management

### PARTNER NAME

Franklin Covey

### PRACTICE

#### Student Success Completion

Every college and university wants to see their students graduate and succeed. Most of them view their success through that prism. If students aren't getting diplomas at a high rate, the problem may in part lie in your strategy.

Alamo Colleges wanted to improve on this important measure. Using a strategic approach, they committed to "Wildly Important Goals" (WIGs). Partnering with Franklin Covey, they implemented the 4 Disciplines of Execution (4DX) to translate strategy into action. This framework has become part of the fabric of the institution, promoting focused strategies to achieve students' successful completion. Training was delivered to support student completion.

The 4DX methodology allows employees to identify a strategy to achieve a WIG based on improving a key performance indicator that impacts the larger WIG. This equipped employees with tools to change the culture and take the lead to fulfill the mission and vision. The process was hardwired into the culture, to ensure employees have training, access to coaches, and score boarding tools to monitor progress and results in a software platform. Alamo Colleges has dedicated coaches at each college who can model best practices. All levels—from the coaches to senior leaders—have weekly check-ins to ensure results are aligning with their goals.

Thanks to this program, the College District is now the top producer of degrees and certificates among all community colleges in Texas, and among the largest producer of degrees and certificates in the nation, with a rate of 41.6 percent. Degrees and certificates awarded skyrocketed by 178.5 percent from 2014 to 2017. The one-year growth rate was 22.8 percent, compared to the peer group average of 9.4 percent, and the five-year growth rate was 117.9 percent, compared to 59 percent for their peer group.

## ARIZONA DEPARTMENT OF ADMINISTRATION

### LOCATION

Phoenix, AZ

### CATEGORY

Coaching and Mentoring

### PARTNER

Barbara Bratcher

### PRACTICE

#### One-on-One (1:1) Coaching for Continuous Improvement

Seeking to implement a statewide one-to-one coaching model, the state of Arizona established a practice that applies universally across multiple government disciplines, roles, and levels, including healthcare workers, correctional officers, administration, and executive leadership. To spearhead this effort, the Government Transformation Office (GTO) collaborated with the state's Human Resources Division (HRD). The 1:1 Coaching for Continuous Improvement model helps managers and employees navigate effective one-on-one discussions, align expectations, improve performance, enhance problem solving skills, and build trusting relationships. Transforming the way their state does business, the Arizona Management System was deployed by the GTO to help change the way government leadership thinks and operates by tracking and improving performance at these various levels, incorporating the one-on-one coaching methodology.

In tandem, these systems align with a "PDCA" cycle of continuous improvement:

- Plan: Set targets, expectations, and standards.
- Do: Measure results against targets (visual performance management).
- Check: Identify gaps between targets and results (problem solve).
- Act: Take actions to close gaps (implement counter-measures).

The state's management system and one-on-one coaching has resulted in managers leading their teams with more accountability and seeks to transform how 33,000 state employees see and perform their work, giving them more ownership.

## AVISTA UTILITIES

### LOCATION

Spokane, WA

### CATEGORY

Improving Soft Skills

### PRACTICE

#### Be Remarkable Soft Skills Program

Avista Utilities created the Be Remarkable Soft Skills Program to fill the gas and electric company's soft skills gap.

The company's customer service representatives are expected to deliver a remarkable customer experience every time; because they need to be knowledgeable and resourceful across an immense number of topics, it can be challenging to balance accuracy and a process-focused experience while maintaining and sustaining effective soft skills.

Avista measures customer service on several stats (for example, how quickly they complete the call, how many calls they take, and the percentage of time they are available to take a call, and so on) so they created this program to help fill the soft skills gap. The challenge was to make the program accessible for the entire department.

With a combination of strategies—web-based training, instructor-led training, incentivized promotions, T-shirts, special Be Remarkable days, and more—Avista was able to shift its culture from a focus solely on process and performance to a more integrated and balanced culture of a remarkable customer experience.

Over time, the company has seen customer compliments increase, customer complaints decrease, customer satisfaction scores increase, requests to speak to a supervisor decrease, and employee morale increase.

The program is now being used as a model in other areas of the organization to improve soft skills, with both external customers and internal customers. Avista has received internal organization awards for the success of the program and for being aligned with the company's current and future strategic goals.

# ATD Excellence in Practice Award Winners

## AVISTA UTILITIES

### LOCATION

Spokane, WA

### CATEGORY

Onboarding

### PRACTICE

#### Customer Service Onboarding and New Hire Training

This gas and electric company created an onboarding and new-hire program to help new customer service representatives perform at a high level a lot sooner than normal. The new hire training consists of six weeks of blended training, incorporating web-based training (both interactive and scenario-based) and instructor-led training with hands-on practice, on-the-job training, knowledge checks, guest speakers from vital areas in the organization, and more.

After six weeks of training, they transition into seven weeks of mentorship to perform the job with a team of mentors readily available to assist and support them as they apply their six weeks of training with customers. After mentorship, they transition into the final stretch of their on-the-job training (OJT), which consists of nine months of self-directed and structured learning opportunities, ranging from evaluating their own calls for soft skills and going on ride-alongs with our service personnel in the field.

With consistent improvements over the past three years, Avista Utilities has seen a reduction in mentorship time (reduced from eight to seven weeks), and more impressively, new hires are able to perform at the level of seasoned reps sooner than before. It was taking an average of six to nine months for a rep to become a full-time rep. New hires would have an output of about 60 percent of a full-time rep, which means Avista was having to staff almost double the new hire employees until they were performing at 100 percent.

Additionally, retention has increased, employee engagement is up, quality assurance has improved, and customer satisfaction scores have increased.

## BAYER US

### LOCATION

Whippany, NJ

### CATEGORY

Leadership/Management Development

### PRACTICE

#### US Pharmaceuticals Emerging Leaders Program

Bayer US Pharmaceuticals is a life sciences company. Its efforts on the talent development front include a focus on building bench strength through its three-pronged emerging leaders program. Funding for the program comes from the organization's business units (BUs), and the Field Sales Leadership Development team designs and conducts the program in consultation with the BUs.

The three components include EL1, for emerging first-line leaders developing to sales managers; EL2, for emerging second-line leaders growing to sales directors; and mentoring between the cohorts. The program was designed to retain talent and "gives individual contributors a clear career path forward, provides those who received promotions with the development needed to succeed . . . and aligns with our organizational commitment to professional development," explained Thomas Hood, deputy director, Field Sales Leadership Development.

Some of the benefits of the program have included a higher percentage of "promotion-ready" individual contributors, greater collaboration and job mobility across business units, and a mindset change toward more agile and adaptive leadership.

One sustainment feature of the program is that managers take an active role in helping participants track progress versus their assessment results and development goals over time. Another is mentoring, designed to give emerging leaders a highly structured way to practice and operationalize what they have learned. Specifically, mentees who have a gap in a certain skill area are paired with mentors who have overcome a gap in that same competency area.

Another process resulting from the program is that sales managers take responsibility for conveying information about the talent pipeline, informing other business units of candidates who may be ready for a move across silos and up to a promotion, thus supporting the emerging leaders program with new talent across the organization.

## BOOZ ALLEN HAMILTON

### LOCATION

McLean, VA

### CATEGORY

Leadership/Management Development

### PRACTICE

#### Leadership Excellence Program (LEP)

The Leadership Excellence Program (LEP) is one of Booz Allen Hamilton's innovative leadership development programs. Driven by double-digit company growth that required a robust leadership pipeline, the Fortune 500 technology management consulting firm created LEP to prepare top talent to take on broader leadership roles and to cultivate and retain a diverse pipeline of leaders within the firm. LEP is an experiential program focused on developing inclusive, emotionally intelligent, agile leaders who are equipped to lead in an increasingly global, complex, and ever-evolving world.

LEP participants come from various geographies, teams, demographics, areas of expertise, and tenure. The intensive, six-month, cohort-based development program is comprised of multiple in-person sessions. During these sessions, participants build important relationships, learn from internal and external thought leaders, receive leadership assessments and comprehensive feedback, work with an executive coach to increase self-awareness and support behavior change, and engage in a Community Leadership Project, where teams provide strategic guidance and apply their leadership skills to select nonprofit organizations, which serves as a learning lab to practice new ways of thinking and leading.

The Community Leadership Project is a win for Booz Allen's communities, its leaders, and the firm itself. First, the project demonstrates the firm's commitment to community service and social impact. Second, nonprofits benefit from the injection of expert consulting they otherwise would not have access to, strengthening their capability and increasing their effectiveness and ability to sustain change. And third, participants have an opportunity to fine-tune their talents and skills, which boosts their engagement with their communities and the firm.

LEP exemplifies how Booz Allen Hamilton both reveres its people and is committed to developing and retaining the next generation of leaders. The meaningful relationships and networking within the program create a supportive culture where people can be themselves, be Booz Allen, and be empowered to change the world.

## BRUGMANN UNIVERSITY HOSPITAL

### LOCATION

Brussels, Belgium

### CATEGORY

Change Management

### PARTNER

Ampersandt

### PRACTICE

#### Implementing the SBAR Communication Technique

A structured communication practice known as SBAR—Situation, Background, Assessment, Recommendation—was implemented by Brugmann University Hospital to address safety and communication issues. SBAR, originally developed by the U.S. Army, is now a well-known, evidence-based best practice for communicating within the healthcare sector.

SBAR was developed to help address two significant issues that impacted patient care: healthcare providers' failure to notice deteriorating patient conditions and inefficient communication among healthcare professionals. Expectations were that performance could be improved by using the SBAR communication technique and lives could be saved.

To properly implement this practice, the hospital needed to mitigate the skills gap. They achieved this by establishing three foundations of the project to include strategic alignment, creating a learning pathway for training, and selecting the nursing department as a frontrunner for adopting the practice. A small workforce collaborated to implement four main components of the three-pronged approach. These four components were introduce, practice, support, and reinforce SBAR.

The chief nursing officer presented SBAR and the project to all management teams within the hospital. Customized training sessions were developed for secretaries, doctors of certain wards, and other specialists. Over a six-month timeframe, more than 660 staff went through the learning pathway, which was offered in two languages. Since 2017, SBAR has been a standard evaluation criterion of staff's annual review. The hospital is seeing continued improvements in the patient dissatisfaction scores, indicating the focus on improved communication is working.

# ATD Excellence in Practice Award Winners

## CHINA FORTUNE LAND DEVELOPMENT CO., LTD.

### LOCATION

Beijing, China

### CATEGORY

Onboarding

### PRACTICE

#### **The Sailing Training Camp for Management Trainees (STCMT)**

Being a management trainee (MT) can be a daunting task. However, they're also frequently ignored when it comes to training. From 2011-2015, the average turnover rate of socially recruited employees was 15 percent, as opposed to 8 percent for MTs, and that caused them to be forgotten. Of the respondents to a survey that this company conducted, nearly 50 percent of business departments said most MTs lacked clear career planning. As a result, many of them subsequently quit or transferred to a new post within the company. Nearly 70 percent of business departments also complained about unclear MT development paths in the company and insufficient rotation training.

The goal of STCMT was to help newly recruited MTs complete the transition from students to employees, familiarize themselves with the company's corporate culture, acquire the knowledge about their roles within a short period of time, and enhance their retention rate and loyalty.

The 15-day integrated training program was designed along three lines—content, form, and learning energy. Learners progress through the three. The content was split into four areas: fitting into corporate culture, gaining insights into the business, fortifying job competency, and enhancing professionalism.

MTs who took part in STCMT were able to adapt to their management role in half the time it took non-participants. Loyalty and retention scores have been well over 90 percent in every year since 2016. Over 80 percent of the counselors and instructors said that the trainees were more active in learning and more willing to share their feelings and team up with others by the last few days of the program. Business competency and professionalism also showed observable improvements.

## CHINA POST GROUP

### LOCATION

Beijing, China

### CATEGORY

Managing the Learning Function

### PRACTICE

#### **Strategy Execution and Leadership Enhancement Training for General Managers of County-Level Subsidiaries**

When middle management is unable to push the initiatives that leadership wants, the business will struggle. In the case of China Post, county-level subsidiary general managers, the frontline "commanding officers" in business development, had a disconnect between their actions and abilities and the goals of the organization. As a result, the company overhauled its learning strategy.

This project was designed to help these key managers gain an accurate understanding of the new strategy and its execution requirements and reach alignment in their efforts to drive successful strategy execution and innovative development of priority businesses.

The curriculum consists of four modules—strategy and transformational change, business development of new growth poles, operation management and leadership development, and exchanges and discussions—taught by department heads of strategy planning. The teaching model combines knowledge input, thematic discussion, and case sharing to translate what trainees know and live into reformed behaviors.

Following this initiative, participants showed a much better understanding of the group's strategy. The correctness ratio increased over 35 percent, and 90 percent of randomly selected trainees articulated that they not only had a clearer understanding but were also more proactive in leveraging meetings and trainings to share their knowledge.



## CHINA TELECOMMUNICATIONS CORPORATION

### LOCATION

Beijing, China

### CATEGORY

Coaching and Mentoring

### PRACTICE

#### Structured Mentoring Program for New Employees

The state-owned telecommunications company created a mentoring program for new employees coming right out of college because there was a 25 percent turnover rate among the 7,000 new employees hired during their first year of employment and a need for career guidance, behavioral training, and upskilling.

The Structured Mentoring Program was designed to retain Millennials, improve their engagement, orient them to the company's structure and culture, and improve time to proficiency. The program launched in 2015 and was based on a five-step Design, Attract, Connect, Support, and Measure process. More than 13,260 new employees have attended the program, and 13,000 mentors have participated.

The one-to-one matches between mentees and mentors were arranged so that the activities helped them establish a credible and influential relationship. Mentoring agreements were signed by mentoring partners to establish the groundwork for the relationship, which was key for mentoring program success. An online community was created to allow mentors and mentees to connect and share information.

In August 2018, the post-event evaluation showed that new employee turnover declined by 8 percent and 85 percent of new employees reported feeling more satisfied with company culture with the help of their mentors. In the first year of employment, 90 percent of mentees completed a professional development plan, and 87 percent of mentees' supervisors agreed new employees' time to proficiency within one year of employment was shorter than those who did not receive mentoring. About 85 percent of mentors reported improved management skills, especially their mentoring skills.

## CHINA TELECOMMUNICATIONS CORPORATION

### LOCATION

Beijing, China

### CATEGORY

Learning and Development

### PRACTICE

#### Training Accelerates Sales

This large-scale telecommunications operator in China created a Training Accelerates Sales course for regional store supervisors, store managers, and shop assistants to enhance their sales capability and promote the stable growth of sales performance by training, practicing, reviewing, and promoting. The program has trained 300,000 salespeople and boosted the store revenue to \$472 million.

The program uses the lens of customer perspective, adapts to the transformation efforts of the enterprise, adopts a combination of training and business scenarios, and enhances the business capabilities of the frontline employees. It helps trainees to move from "know" to "do" and improves sales performance during learning.

Face-to-face training helped key store personnel improve marketing through theoretical knowledge training. Online learning supported performance and provided answers to common questions.

Since its implementation in 2016, the company's main business revenue channel has increased 4 percent. The project enhanced performance. More than 330 business units have participated in the project since its implementation, helping to achieve income of \$472 million, enhance customer quantity and turnover ratio, increase passenger flow, and enlarge the customer contact rate. Currently, 90 percent of trainees can rapidly judge quotation opportunity and recommend suitable products based on consumption of customers. They have increased the medium- and high-end product promotion rate to 74 percent and grown the product unit rate by 34 percent.

# ATD Excellence in Practice Award Winners

## CISCO

### LOCATION

San Jose, CA

### CATEGORY

Onboarding

### PRACTICE

#### Onboarding Digital Natives

Top university graduates from more than 60 countries are trained in 12 locations around the world for 12 months as part of Cisco's onboarding program. A global company, Cisco develops, manufactures, and sells networking, telecommunications, security, and Internet of Things software, hardware, products, and solutions.

A boot camp format for the first four to seven months of the program, some 200 to 300 participants each year are trained through instructor-led and self-paced training, which is followed by on-the-job experience. The initial training for these sales and engineering roles includes technology, selling skills, and sales tools, along with certifications and access to real-world experts. Associates participating in the program are tested via simulated customer situations, role plays, and exams.

During the on-the-job part of the program, associates learn the importance of partners to the success of the company. They visit partners as well as end-user customers, take part in weekly field shadowing with account managers, participate in sales campaigns, and map out strategies for achieving their key performance indicators.

Following the coursework, associates move into virtual sales and engineering roles and begin to generate revenue for the company, with larger sales goals expected than those from non-program participants. Among the success indicators of the program are lower attrition rates, greater diversity, and outperforming other young employees in assuming managerial roles.

To ensure that proper change management and performance changes are sustainable, the company employs Kotter's 8-Step Change process. Cisco continuously collects data, inspects results, and uses internal and external intelligence to complete a SWOT (strengths, weaknesses, opportunities, and threats) analysis relative to the program's effectiveness.

## COGNIZANT TECHNOLOGY SOLUTIONS

### LOCATION

College Station, TX

### CATEGORY

Learning and Development

### PRACTICE

#### Peer Evaluation Based Capstone Project

Professional services company Cognizant's peer evaluation-based capstone initiative extends to employees across the organization—everyone who is, or wants to be, hands-on with technical skills. Given that digital technology is a rapidly growing field, it is critical that employees understand trends and are able to deploy new technologies.

The capstone program complements individual learning with elements of team learning, knowledge-sharing, and peer evaluation used in the context of social and collaborative learning. Designed to help Cognizant reduce skills gaps, retain and deploy the best talent, and help associates learn and grow, the program's success is linked to workforce planning and placing skilled associates into client-facing positions. At any one time, approximately 50 percent of Cognizant's associates are undergoing reskilling programs, with turnaround time averaging 30 to 35 days.

In addition to the peer-evaluation capstone project and social learning integration, the program includes a massive open online course (MOOC) for self-learning and a workshop component. The MOOC features motivational educational approaches such as active and passive learning theories, AI-based scoring, and social collaborative learning, among others. The platform is conducive to the needs of Cognizant's multigenerational workforce, allowing it to connect, collaborate, and cultivate digital knowledge.

Participants of the program attest to its success: 90 percent have said their capstone project helped improve the problem-solving approach to their work, and 100 percent of participants who have completed their project have completed a skill-based assessment and are certified as proficient in their respective skills. The organization now has more than 1,000 capstone ambassadors who can lead and mentor the practice.

## COGNIZANT TECHNOLOGY SOLUTIONS

### LOCATION

College Station, TX

### CATEGORY

Onboarding

### PRACTICE

#### Pharmacovigilance (PV) Genesis Training Program

In 2008, there began to be increased pressure on pharmaceutical companies to come up with a proactive system of detection and management of the side effects from their medicinal products. This, along with the strict regulatory requirements, sparked the exponential rise of the global pharmacovigilance (PV) market. Companies were looking for partners who could run the PV processes for them.

Cognizant accepted the challenge. Since this was a new field, training the workforce within the company and anyone who joined the company was critical. Clients were at different stages of their learning curve, and the training provided by customers was often erratic. The need existed for training that builds a strong foundational knowledge base for the associates, before they embarked upon the client's process training. Among the six major needs that were uncovered, there was no curriculum on this topic and "ready to hire" talent was not available. To bridge the skill gap, Cognizant developed the PV Genesis training program.

The PV Genesis program is a seven-day classroom training with a series of 20 modules, some are instructor-led, others are self-paced, and much is gamified. Since its inception in 2009, 5,185 Cognizant associates have been trained using the platform, with an average of 48 trainees per month over the last three years.

As evidence of the gamified training's success, it has elicited a schedule adherence of greater than 90 percent, a first pass yield of 80 percent, and has received 85 percent satisfaction. It has also expanded from a single client to eight major clients.

## CORDIS, HONG KONG

### LOCATION

Hong Kong

### CATEGORY

Learning and Development

### PRACTICE

#### From Standardized to Personalized Service

Competing within the hotel industry is difficult when you aren't centrally located. One way to combat that is by providing top-notch customer service. That's precisely what this hotel company set out to do when it opened in 2004. But what happens when the rest of the field catches up to you?

After an unsuccessful effort to shift from standardized to personalized service training, a needs analysis revealed that the problem was the on-the-job application of learning initiatives. Employees were uncomfortable with acting independently without manager approval—since no two customer interactions are exactly the same—and were unsure whether their managers would back them up if they made a mistake.

With that in mind, Cordis developed and launched a training solution that covered the three core elements of service: attitude, skills, and knowledge. This was a four-step—and four-module—process: the imperative of personalized customer service, taking initiative, the service journey, and managing empowerment.

Attitudes at Level 2 have consistently improved after taking the training, as opposed to where they were prior, often upwards of 20 percent in satisfaction scores.

At Level 3, the volume of compliment letters received and staff names mentioned in letters increased every month from April through August of 2018. Average Net Promoter Score (NPS) increased from 53 in 2016 to 77 in 2018. Revenue increased by nearly 13 percent over that timeframe, and staff turnover improved from 4 percent above the industry average to 2 percent below in 2017.

# ATD Excellence in Practice Award Winners

## DECENT GOLD GROUP CO. LTD.

### LOCATION

Fuzhou City, China

### CATEGORY

Leadership/Management Development

### PRACTICE

#### Create a High-Performance Organization With High Positive Energy

The gold jewelry researcher, developer, and manufacturer created an organizational leadership model to unite managers at all 11 factories, who were focused on the performance of their own factories, not the overall business. Some of the managers did not want to cooperate with each other because they thought their time should be spent overseeing the performance of their team's financial success.

The purpose of the Inside-Out Leadership model was to create a safe physical and psychological space, build strong individual leadership skills, and then inspire the team and organization to improve the organization's overall performance.

The logic of the leadership model was:

1. Open ego-defense. Only when the heart was opened can people build mutual trust. Only with trust and mutual support can everything develop smoothly. The key was a sense of security.
2. Correct self-cognition. Only by introspection and with a correct self-cognition can people's heart be truly opened.
3. Change yourself first. If you wanted to change someone else, change yourself first. Only then is it possible to lead the team better.
4. Lead team well. Personal heroism won't take the team far. Fully mobilize the potential of everyone, so that the team would become positive and energetic.
5. Improve organization performance. Only if organization morale and potential is effectively stimulated can the group achieve and sustain high performance.

The program was a success. The annual employee retention rate increased from 57.6 percent to 75.9 percent. With a goal of 75 percent, the organization's revenue target rate came in at 90.29 percent while the gross profit target completion rate was 84.04 percent.

## DEFENSE INTELLIGENCE AGENCY

### LOCATION

Washington, D.C.

### CATEGORY

Coaching and Mentoring

### PRACTICE

#### DIA Coaching Program

This United States government agency, which supports the military, policy makers, and the president by collecting, analyzing, and reporting intelligence information about foreign militaries, created a coaching program to accelerate leader development, increase productivity, and change the culture. About 2,000 employees, or 12 percent of the agency's total global workforce, are served by this program per year.

Any employee at any grade level can request coaching and will receive it immediately. The employees come from all occupations and all grade levels. The jobs range across all levels and job classifications, which include analysts, collectors, human resource professionals, logisticians, lawyers, scientists, trainers, policy writers, staff directors, and military (all branches and all ranks).

The learning organization received approval to invest in an accredited provider to deliver coach-specific training, initially to a group of 22 senior executives and later to up to 500 employees from all levels and positions over a five-year period. To date, more than 280 participants have received that training and more than 150 have completed the Certified Professional Coach (CPC) requirements.

By training internal coaches, it is possible to provide coaching to every employee at all levels of the agency. The coaches are listed in a central database and employees can connect with them directly. Employees also can request individual matching. In addition, the coaches are intentionally integrated into all levels of leadership learning programs to accelerate the learning and development of participants.

The coaches are dedicated to the progress and success of those they coach, and the coachees include veterans, wounded warriors, Federally Employed Women, and community groups. This practice adds value to the organization as well as all involved.

## DUBAI POLICE

### LOCATION

Dubai, UAE

### CATEGORY

Learning Technologies

### PRACTICE

#### SWAT Virtual Training

The Dubai Police's mission is to improve the quality of life in the country "by operating in accordance with the constitutional rights to enforce the law and maintain security and safety of the community and of everyone living in the country."

To meet its goal and improve upon the knowledge, skills, and experiences of its personnel, the police developed what it calls Serious Games for its Special Weapons and Tactics (SWAT) team. Designed to ensure that personnel are ready for such crisis situations as hostage rescue, the games are created to test decision-making skills on what is needed, and defuse situations using the appropriate equipment, weapons, and tactics.

Initial studies revealed that a lecture format was insufficient to develop the necessary skills for these types of situations as it lacked necessary engagement and interaction. Understanding that learning is stimulated through reflective observation and that it occurs using previous experiences and feedback, the games were built to achieve that, leading learners to develop the capability to solve problems. Aligning the learning environment to the environment in which learners are expected to actually perform is critical.

Prior training methods failed to improve skills and stay up-to-date with advances in the field. SWAT virtual training addresses both, and is available as a standalone environment, one that provides on-demand learning. Members of the SWAT team who have been trained using serious games perform, on average, more than 60 percent better in real cases than those who didn't undergo the training. Due to its effectiveness, similar training is being requested by other departments within the police department.

## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Performance Consulting/Performance Improvement

### PARTNER

Zemyd

### PRACTICE

#### Bridge Certification—Personal Banking Advisers

A market leader in the financial services industry in the United Arab Emirates, Emirates Islamic offers a broad range of products designed for individuals, small companies, and corporations. The retail side of the business drives most of the revenue, and frontline staff are critical to success.

In 2015, the organization created a certification for personal banking advisers to holistically assess these staff. The program was overhauled, and the Bridge Certification for Personal Banking Advisers is now completely customized, blended, and segmented so that skill and knowledge gaps can be identified and addressed.

The redesign of the program is unique in that the focus shifted from learners gaining knowledge about every product and service which had previously caused information overload. The new design applied the Pareto Principle—focus on the 20 percent of products that drive 80 percent of revenue.

The shift has addressed core organization issues like low productivity and decreasing revenue. The revised program has led to increased employee knowledge index scores through delivery of experiential, role-specific, and ongoing development.

Improved employee knowledge correlates to improved sales and revenue, and customer satisfaction has increased, too.

# ATD Excellence in Practice Award Winners

## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Sales Enablement

### PARTNER

Zemyd

### PRACTICE

#### Credit Cards Certification

As a diversified financial services organization, the learning and development team at Emirates Islamic must be focused on creating programs that are aligned to business goals and strategies. A key contributor to revenue is the bank's credit card business, which requires employees to have expertise in products, governance issues, and sales skills to attract and convert new clients.

The goal of the Credit Cards Certification program was to equip new hires for the card sales team with concrete credit card knowledge, professional selling skills, governance procedures for acquiring new customers, and a passion for service excellence.

The program is segmented into five parts and covers theoretical knowledge and practical application. Moving from general banking principles to specifics about how Emirates Islamic operates prepares the learners to get in the proper mindset to learn about relationship building and selling skills and the particular knowledge needed to work with the credit card business. Experiential learning is built into the program and participants are assessed and evaluated along the way.

Program analysis shows good results. Knowledge has increased, sales of premium cards are up, and acquisition and retention of high-caliber customers also increased. Further, Emirates Islamic reports that customer satisfaction and employee motivation have improved.

## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Onboarding

### PARTNER

Zemyd

### PRACTICE

#### Future Relationship Managers

The retail division of Emirates Islamic drives 70 percent of the bank's revenue. The Wealth Management function within the retail division requires relationship managers to have more sophisticated skills that allow each manager to serve 400 to 500 clients. Emirates Islamic created a program designed to imbue those skills to new college graduates as part of a broader national mandate to increase the number of local nationals working in the banking sector.

The Future Relationship Managers program encompasses financial planning, investment management, product knowledge, and how to give financial advice. It's a blended learning initiative segmented into three phases that starts with the basics of banking and progresses to more in depth and specialized subject matter related to wealth management. The final phase is business-led, and participants are assigned a mentor and a portfolio with specific revenue targets to achieve.

Business challenges are assigned to participants as projects. They are encouraged to conduct mystery visits to service touchpoints, including Emirates Islamic bank branches and branches of banking competitors. The goal is to evaluate levels of knowledge and other skill-based competencies that are important for servicing wealth management clientele.

Business stakeholders are so pleased with the program's success that the company will expand this unique acquisition and onboarding program focused on new college graduates.



## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Leadership/Management Development

### PARTNER

Biz Group

### PRACTICE

#### Multipliers Leadership Journey

C-suite leaders at Emirates Islamic believe that leadership development is a key to organizational success. Company leadership wanted to strengthen leadership capabilities throughout the organization so that leaders could be “true drivers of change” and impact the bottom line.

Multipliers Leadership Journey was created by integrating principles from Liz Wiseman’s book *Multipliers* with strengths tools identified through the CliftonStrengths survey. To create a meaningful program, a thorough needs assessment was conducted that uncovered leadership gaps at the organizational, task, and individual levels. Program designers discovered that many leaders lacked self-awareness, under-utilized their talents and the talents of their teams, operated in a command-and-control culture, and worked too often in silos.

The multi-stage blended learning program takes leaders on a self-directed learning journey designed to facilitate mindset change. The initiative is four months long and leaders are grouped in 20-person cohorts. A StrengthsFinder workshop and workshops focused on key concepts from the *Multipliers* book were included in the program. Leaders also had to dialogue with their teams to understand 360-degree perceptions of their leadership style. Participants were also tested on concepts throughout the program.

The company reports the program has resulted in a significant leadership culture shift. Seventy-three percent of leaders have demonstrated application of multiplier skills with resulting impact that includes increases in profits, productivity, improved performance, and new process designs.

## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Learning Technologies

### PARTNER

Human Development Solutions

### PRACTICE

#### MyQuest Business Banking

Always looking for more effective training solutions, Emirates Islamic recently overhauled how it trains frontline employees with the development of the MyQuest Business Banking program. The program is focused on employees in the business banking division who are primarily responsible for opening new liability accounts for businesses. The program was created to address a decrease in new customer acquisition and lower revenue.

The multifaceted learning methodology mixes use of the internal learning management system with an external mobile application. The combined tools provide an effective, efficient, trackable, and engaging learning experience aimed at maximizing learning output, business revenue, and productivity.

The program follows a relatively linear structure, comprised of pre-assessments, competition analysis, complaint reviews, classroom-based sessions for role plays, and periods of reinforcement away from the classroom to increase knowledge retention. Gamified elements connect and engage staff and the emphasis is to make the learning relevant to what happens in day-to-day business operations.

The MyQuest initiative reports a satisfaction rating of 95 percent. It has also yielded a 20 percent increase in knowledge and skill competencies, 76 percent increase in trade finance, 87 percent increase in online banking, and a 75 percent increase in sourced liability accounts.

# ATD Excellence in Practice Award Winners

## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Onboarding

### PRACTICE

#### New Hire Orientation

Faced with the challenges of new hires leaving the organization during their probation period, Emirates Islamic determined an overhaul of new employee orientation was needed. The existing program was a “lackluster one-day in-house classroom session” during which subject matter experts presented information on products, prices, policies, and processes. New employees were not engaged, had no sense of organization culture and no learning path for how to grow in their jobs.

Emirates Islamic undertook a deep needs assessment and engaged multiple stakeholders throughout the business. In 2016, the L&D team redesigned the onboarding experience.

New Hire Orientation is now a structured 12-month program that uses a blended approach incorporating classroom instruction, on-the-job training, and e-learning components. It covers organization vision and mission, service models, HR guidelines, product information, process, policy, procedure, and systems information that helps new hires feel comfortable in their particular roles and within the overall culture.

The focus on values and service models has proven very effective for the organization. The company’s core values of Innovation, Customer First, Ambition, and Ownership (ICAN) is established in every aspect of New Hire Orientation. Two other acronyms, EDHA (Engage, Discover, Help, Appreciate) and LAAAR (Listen, Acknowledge, Ask, Act, Respond), are taught and practiced through experiential activities, projects, and exercises.

Results show improvement in customer satisfaction, employee knowledge application, and employee engagement.

## EMIRATES ISLAMIC

### LOCATION

Dubai, UAE

### CATEGORY

Career Development

### PARTNER

ALF Administration Training

### PRACTICE

#### Nujoom (Star)

As a banking leader, Emirates Islamic needs to make sure frontline staff are prepared and motivated to provide the highest levels of customer service. The company identified the need for a career development program focused on bank tellers. Average tenure of a teller is six to seven years and there was no formal path for progression.

The Nujoom program was designed to strengthen the bank’s leadership cadre in the teller area. The primary goal was to identify, select, train, and deploy 10 new head tellers who would be responsible for growing customer volume and managing the frontline teams of tellers.

The 12-month program was a robust and well-structured effort that recruited, coached, and guided candidates. It contained elements of mentorship, self-development, leadership skills, individual development plans, 360-feedback, action planning, SWOT, presentation skills, time management, stress management job skills, and a simulation of the head teller role in a live environment.

The program is delivering solid results. Eight new head tellers have been deployed, customer satisfaction rates have improved, and service requests have decreased. The organization also reports its service culture has improved and employee morale is higher.

## EXPRESS EMPLOYMENT PROFESSIONALS

### LOCATION

Oklahoma City, OK

### CATEGORY

Learning and Development

### PARTNER

Discovery Learning

### PRACTICE

#### **Incorporation of Accelerated Learning Into New Franchisee Class**

Express Employment Professionals, a multinational franchisor for staffing franchises, introduced accelerated learning into all its learning programs after hearing about the practice at an industry conference. Though all learners have shown success with accelerated learning, its new franchisee class has been most impacted from this type of learning.

Designed to be learner-centric, the accelerated learning program for new franchise owners was built around the cruise theme of Destination Success. Focused on long-term knowledge retention, participants make several “destination” stops with pre-learning “travel itineraries.” Visuals such as palm trees and local monuments are part of the learning program, as are games such as casino-style poker and dart boards.

The new franchisee class program focuses on core performance objectives and key competencies, such as becoming more effective with sales calls, serving clients, recruiting, and retention. Current training materials include online learning with course completion tracking, a searchable information module, and certification program.

The company receives regular feedback on the program via focus groups, post-class evaluations, and conversations among the training team, developer coaches, and others. Further, as a way of assessing the training material, the company uses FastTrack coaching calls between coaches and class trainers to ensure that any skills gaps in franchisees can be rectified by improving future training materials.

Express Employment Professionals also has designed an accelerated learning program for additional roles within the organization.

## FARM BUREAU FINANCIAL SERVICES

### LOCATION

West Des Moines, IA

### CATEGORY

Sales Enablement

### PRACTICE

#### **Life Academy LUTCF**

The rudimentary element of sales is being able to help your customers. When your sales agents lack the confidence to effectively make a sale, your business is at risk. That’s precisely why Farm Bureau Financial Services began to implement the Life Underwriter Training Council Fellow (LUTCF) designation across the organization.

The program was opened to agents with two years of tenure and a track record of moderate life insurance production that showed they have the necessary conversations but may need support in how to effectively position different opportunities to their clients and prospects.

The primary goal of this training program, which combined in-person training with LUTCF, was to get agents to sell more life insurance, thereby better protecting their clients’ livelihoods and futures. Agents who meet specific criteria opt into the program, and then complete three eight-week courses. Each course has a weekly webinar and homework and culminates with a test. In addition, the agent also attends a three-day in-person training session at the home office.

Since the start of the program, participants have seen a 42.7 percent increase in production credit, the average application size has grown 19.5 percent, and there have been 17.6 percent more applicants.

# ATD Excellence in Practice Award Winners

## GILEAD SCIENCES, INC.

### LOCATION

Foster City, CA

### CATEGORY

Learning Technologies

### PARTNER

SCRIMMAGE

### PRACTICE

#### **One Access Point for All Learning, Training, and Employee Development—Anywhere, Anytime**

Gilead is a U.S.-based, top-five biopharmaceutical firm with 10,500 employees in more than 25 countries. In training such a large, global workforce, Gilead partnered with SCRIMMAGE in 2015 to implement a new integrated learning center that empowers its salespeople's comprehensive learning journey.

In a data- and document-rich ecosystem, the learning center now houses more than 2,000 SCORM modules, over 200 documents, 400-plus instructor-led lessons, and more, all of which were previously housed across numerous LMS systems, with departmental, product, and regional variations.

By innovating an integration process with all the systems, applications, and reporting, the integrated learning center made it simple for the salespeople to view content, training assignments, product information, and their learning history in one place, anytime, anywhere.

The efficiency has resulted in higher engagement and more robust tracking for both the company and each employee. Content utilization is monitored. Leaderboards incorporate gamification into the practice. Overall accountability for employees and their managers increases the sharing of best practices and learning and training performance on both the user and manager side. Onboarding, training, and coaching is stronger for personnel, with resources available when needed.

Knowledge acquisition soared since the mobile platform housed all forms of content (static to dynamic) and file types, which diversifies learning, makes it interesting, and suits any learning style. The content repository in the learning plan stores more than 2,500 documents, 100 videos, 300 web links, 250 quizzes, and various other assets.

## HANG LUNG PROPERTIES LIMITED

### LOCATION

Hong Kong

### CATEGORY

Learning and Development

### PRACTICE

#### **Customer Service Campaign and Award**

Often, property developers are inclined to focus on the “hard” elements of business, such as buildings and facilities. However, this causes them to miss out on a vital element of their work—customer service. Hang Lung Properties is a company looking to create a strong culture with customer service at its core.

The importance of customer service was understood by employees, but some of the finer details, such as handling ad hoc inquiries, alignment with business goals, and the ability to coach the staff in customer service, were lacking.

The company launched an initiative called Hang Lung STAR Service Campaign in 2012. The goal was to help illustrate the vision, insights, experience, quality, and care that it brings to all their world-class projects in mainland China and Hong Kong and create unmatched value for their shareholders, tenants, and customers.

To effectively meet these goals, the company implemented three committees. The steering committee, comprised of senior leadership, focused on cross-functional and territorial alignment throughout the organization. The training committee consisted of the training team as well as representatives from various levels of the organization. Lastly, the staff engagement committee, chaired by the group director, managed the implementation of new uniforms, email, and social media accounts for the entire staff, which didn't exist prior—and the annual Emerald Award Campaign. Training was split into four modules: manners, handling complaints, 60 service standards, and coaching skills for supervisors.

Every measurable result has increased because of this campaign. From 2012 through 2017, satisfaction scores have increased from 72 to 87 percent, and service skills from 25 to 69 percent.

Specific behaviors at Level 3 showed considerable growth. Performance appraisals improved from 3.5 on a five-point scale in 2013 to 4.25. Hours spent in learning jumped from 69,000 to 90,000. The ROI has been pronounced, including outperforming the industry average for retail rental growth by 25 percent.

## HEWLETT PACKARD ENTERPRISE

### LOCATION

Palo Alto, CA

### CATEGORY

Sales Enablement

### PRACTICE

#### License to Lead—Manage Your Business (MYB) Program

In 2013 and 2014, this global IT company saw both the corporation and its Technology Services Organization (TSO) weather stiff competition and shifting customer loyalty. The cost of customer acquisition was five times greater than the cost of customer retention, and TSO was having difficulty generating sales of new and complex business solutions within the installed base.

Sales leaders turned to the L&D organization to help change the mindset of the selling team from “market growth” to “market share,” which emphasized positioning value and spending time on the right opportunities. The target audience for this practice includes sales leaders in all 11 geographies—about 700 employees.

To gain profitable growth in a declining market and have the best salesforce in the industry, the company invested more than \$2.5 million to develop and implement a multifaceted sales leadership development program.

The objectives were to drive disciplined sales execution through excellence of sales management, sales processes, and the integrated management of sales opportunities. The quota attained by sales managers who participated in the program was 10 points higher after attending the program. Further, 81 percent of program participants reported increased revenue and enhanced quality of pipeline, client relationships, and employee morale.

The behavioral focus areas of this learning program helped managers become more effective with the overall management of their business and their sales representatives. They are coaching their representatives to focus on customer issues and solutions. This approach aligns with the organization’s goals to develop the next generation of sales leaders and professionals.

## HEWLETT PACKARD ENTERPRISE FINANCIAL SERVICES

### LOCATION

Berkeley Heights, NJ

### CATEGORY

Learning & Development

### PARTNER

The Regis Company

### PRACTICE

#### Business Decision-Making Process Program

Serving 100 percent of the employees, Hewlett Packard Enterprise Financial Services created the Business Decision-Making Process Program to improve employees’ ability to make better-reasoned judgments. The company needed faster turnaround times and better decision making, particularly in assessing risks. Leadership observed that colleagues failed to approve actions, even when they were authorized to do so.

Analysis revealed that employees feared making a mistake, perceived others to have more authority than themselves, and lacked the initiative to make decisions that could have resolved customer problems sooner. Skill gaps in contract knowledge, negotiating skill, creative problem solving, and team building existed globally. Additionally, some regions experienced significant employee turnover, requiring extra onboarding, while other regions required reskilling employees who may have become complacent in their work.

The program components include decision-making process toolkit; pre-workshop case studies, videos, articles, and courses; one simulation workshop (four hours); three sustainment sessions (each 90 minutes); manager/colleague coaching conversations; and social media discussions.

Participants start by playing a business simulation game, competing on small teams of four to six participants. Then, keeping those same groups, they spend the next three months applying the process to real world problems. At the monthly sustainment sessions, participants present their decisions to the whole cohort and get feedback on the process they took. At the end of the program, participants must pass a test to demonstrate their learning.

Additionally, participation in Yammer and Edcast platforms enables social learning for this group of global learners. Skype for Business classes are recorded for review and makeup sessions.

The program has resulted in significantly reduced resolution time for customer issues.

# ATD Excellence in Practice Award Winners

## HONGKONG POST

### LOCATION

Hong Kong

### CATEGORY

Learning and Development

### PRACTICE

#### Striving Customer Service Excellence Through Customer Journey

The learning and development efforts at the Hongkong Post reach organization wide, from top management to frontline employees. The government agency is focused on driving service excellence and maintaining a team that is readily responsive to the changing market.

After in-depth analysis and market research into customer service concepts that matched its corporate strategies, the company decided it would continue to invest in human capital with a focus on the customer journey. Efforts would include staff training, culture building, and reinforcement to encourage and improve service, redirect mindsets, and upskill employees.

The campaign was divided into three parts: capabilities building, positive service reinforcement, and customer-focused culture nourishment. For capabilities building, the company conducted different training workshops for managerial staff, supervisors, and frontline staff. The intent: create better customer experience across all touchpoints with the agency.

One example of the positive service mindset component is the Professional Service, You Can Do It program. It includes customized brief messages highlighting the importance of the customer service experience, with a customer-oriented approach presented through funny recorded dialogues that employees see when they log into the Integrated Postal Services System. Reinforcing the key takeaways of these messages is a Professional Service, You Can Do It pocket-sized reference book, distributed to all frontline staff as well as their supervisors.

After taking part in training, staff reported that they were better able to understand customers' perspectives. Supervisors monitoring their direct report interactions with customers reported noticeable improvement, including staff who were friendlier and showed greater empathy. Agency leadership believes these behavioral changes are long-term and will be aided by a continuing focus on culture nourishment.

## INFOSYS LIMITED

### LOCATION

Bangalore, India

### CATEGORY

Integrated Talent Management

### PRACTICE

#### Enabling Performance—iCount, The Infosys Way

Applicable to its entire global workforce, Infosys Limited's iCount performance management philosophy intends to meet employees where they are. Managers and their teams have annual performance management processes, but goal setting and evaluation are ongoing; the performance process for sales pros and leaders is biannual. A provider of technology services and consulting, Infosys works with clients to create and execute strategies for their digital transformation.

The iCount program features frequent coaching conversations and ongoing feedback and enables employees to easily align their own goals with desired company outcomes. The performance management process is built around four pillars: alignment to work, collaborate, motivate and innovate, and focus on development. The new system was introduced because of new expectations: Employees are moving from one project to the next much more readily, increasing the need for more timely feedback. Likewise, teams are increasingly important, amplifying benefits of feedback from team members and other stakeholders.

Goal setting among new employees is aided by sessions on performance management, webinars for system walkthroughs, and one-on-one conversations. Continuous feedback between manager and direct report, a result of the emphasis on dedicated communications, has increased from 7 percent to 40 percent in a year's time. The company also uses a mobile app with "seek" and "share" feedback mechanisms, allowing direct reports to easily ask for feedback and managers to provide it.

The program has resulted in increased employee satisfaction with the performance management process, consistent decrease of high-performer attrition stemming from performance management complaints, and increased regular feedback provided to employees.



## INNER MONGOLIA YILI INDUSTRIAL GROUP CO. LTD.

### LOCATION

Hohhot, China

### CATEGORY

Learning and Development

### PRACTICE

#### Continuous Quality Improvement and Whole Chain Enablement

Yili ranks first in China's dairy industry, confirming its number-one status in the Asian dairy industry and stably maintaining its leading position in the global dairy industry. Yili is committed to being the most trustworthy health food provider in the world, providing the highest quality products and services to global consumers.

Yili has always adhered to the corporate creed of "Yili represents quality" proposed by chairman Pan Gang. By continuously upgrading the global quality management system and implementing first-class quality control standards throughout the global industrial chain, Yili continues to build a high-quality brand, producing high-quality products and cultivating high-quality talents.

Focusing on the quality management philosophy of "whole staff, whole process, and all-round," Yili regards talent cultivation as a key part in quality management. By comprehensively promoting and implementing the Whole Industry Chain Quality Talent Empowerment Project, Yili has trained a number of experts covering the whole industry chain. During the implementation of the project, based on global best practices, Yili introduced the world's leading Six Sigma quality improvement technology, comprehensively improved the skills and quality of the talents, systematically solved many quality problems in the whole industry chain, and guaranteed the first-class quality of Yili products and services.

After six years of continuous development, Yili has established a mature, stable quality expert training model that can be sustainably applied and popularized. A total of 1,128 quality improvement projects have been initiated, creating a direct revenue of nearly USD17 million for the company.

## JETBLUE

### LOCATION

New York, NY

### CATEGORY

Leadership/Management Development

### PRACTICE

#### Inspire With Impact

In 2014, JetBlue reorganized and appointed an executive vice president (EVP) of Customer Experience (CEX) to oversee the inflight, airport operations, ground operations, and customer support functions. The intent was to unify customer-facing functions to give customers a personal, helpful, and simple experience from booking a flight to arriving at their destination. Before coming together, there were four workgroups which each had different leaders, strategies, metrics, goals, and cultures. To succeed and deliver a seamless customer experience, the workgroups needed to learn about each other's work, challenges, and how to use each other as resources.

Inspire With Impact is a three-day comprehensive leadership development program and organizational development initiative. The days are titled Know the Business; Know Yourself, Lead the Conversation; and Move the Needle. The objectives of the program are to create cohesion and empathy across operations, enhance understanding of the vision and importance of the CEX crew-leader roles, provide CEX leaders with the opportunity to continue to grow professionally and inspire their teams, and build upon CEX crew-leader skills to support execution of critical functions in the operation.

The program earned a Net Promoter Score (NPS) of 91. It has reached 481 participants—94 percent of the target audience—and roughly 12 percent of participants have been promoted or made lateral moves. Since 2017, 50 percent of leader respondents in a Level 3 survey have rated their respective participant as using the knowledge and skills acquired from learning program "most of the time." Supervisors improved in decision making, agility, communication, and active listening. By 2018, participant turnover rate from the organization had dropped to 1 percent.

# ATD Excellence in Practice Award Winners

## KOTAK MAHINDRA LIFE INSURANCE LIMITED

### LOCATION

Mumbai, India

### CATEGORY

Change Management

### PRACTICE

#### Tied Transformation

To combat stagnation of business, poor attitudes and lack of engagement among its workers, skills gaps in teams, and lack of alignment between employees and their role, Kotak Mahindra Life Insurance created Tied Transformation to focus on its entire team structure: managing managers, branch managers (BM), assistant branch managers (AM), its RDMs (distribution managers) and its agents (life advisers).

The practice, led by an agency head, mapped competencies to job roles and responsibilities. Middle managers underwent assessments and individuals who scored poorly were let go. Among the competencies they were looking for in middle managers were analytical ability, problem solving, and coaching. The Indian insurance company also reviewed individual's performance in other roles, based on such competencies as sales and people leadership, depending on their role.

After assessing the tools and programs it had available for recruiting, rewarding, retaining, and performance, the agency head and his team implemented a more formal coaching program and a new-role orientation program for branch and assistant branch managers.

The goal was to improve customer experience not by selling a policy but by selling a life solution. This method was based on a tool called the Protection and Long-Term Saving planner. The result was a much higher number of life advisers and increased productivity.

The company evaluated the program using the CIPP Evaluation model: context, input, process, and product. Because of the program, the culture changed from ad-hoc execution to planned execution and a more complete onboarding process for managers was implemented.

## LAKE TRUST CREDIT UNION

### LOCATION

Brighton, MI

### CATEGORY

Learning Technologies

### PARTNER

Lynda.com

### PRACTICE

#### Learning and Development Portal Redesign

To improve internal communication and employee engagement, Lake Trust Credit Union redesigned their L&D portal. Lake Trust serves approximately 180,000 members throughout Michigan in 20 branches and headquarters.

The Lake Trust L&D team formed a project team to create a one-stop shop for all things learning and development with on-demand, self-paced learning, coupled with social learning through communities. The L&D team changed LMS content providers to Lynda.com.

With Lynda.com resources, Lake Trust Credit Union redesigned its LMS into an L&D portal. The redesign focused on improving the interface and user experience; content offerings; and social learning and collaboration functionality. Social learning communities for Member Experience, Operational Excellence, and Social Purpose were housed in the portal.

At the end of 2016, satisfaction with L&D was at an all-time low with a score of 58. At the end of 2017, almost a year after the portal redesign, satisfaction with L&D rose to 75, a 29 percent increase. With better course offerings, voluntary courses watched grew from 334 courses in 2016 to 1,637 in 2017, a 490 percent increase.

Internal communication improved 55 percent, too. L&D created an internal newsletter with HR called Engage, which highlights the various learning opportunities in the portal.

Collaboration in the portal drove business impact. For example, Lake Trust created a lending community, where employees could share and discuss lending issues and knowledge, and there has been a 23 percent decline of errors across the entire lending lifecycle over the six months after implementation.

## LEE KUM KEE

### LOCATION

Hong Kong

### CATEGORY

Onboarding

### PRACTICE

#### Five-Sense Onboarding Experience

Onboarding typically involves sight and hearing. But Lee Kum Kee explored what onboarding would be like for employees experiencing all five senses: sight, hearing, touch, taste, and smell.

As a leader in the condiment industry, which provides more than 200 products in more than 100 countries, Lee Kum Kee's Five-Sense Onboarding Experience allows new hires to better understand the corporate culture and core company values and enhances the sense of belonging.

A few years ago, they decided to improve their onboarding to maintain a stable and talented workforce to support the business expansion of the company.

The Five-Sense Onboarding Experience begins with pre-boarding, when interviewers walk around the office with candidates (sight) and each candidate receives a corporate gift with company products (touch, taste, smell) and a corporate magazine to get to know the company.

During the first three months, HR conducts one-on-one orientations for new hires (hearing and sight); New Employee Orientation for one day, including a food tasting session, plant tour, and interactive session with the chairman; and a trip to a company plant to explore the production process. A stay at the guest mansion fosters cohort bonding and incorporates all five senses. A refresher course on corporate culture follows after three months.

Because of this improved onboarding experience, the company's turnover rate improved as did its revenue and profits. Additionally, from 2017 to 2018, Lee Kum Kee received several awards in recruitment, HR innovation, and employer of choice in its region.

## LINCOLN MOTOR COMPANY

### LOCATION

Dearborn, MI

### CATEGORY

Performance Consulting/Performance Improvement

### PARTNER

Transcend Creative Group

### PRACTICE

#### The Client Experience Journey—The Transformation of a Luxury Brand

To improve the client experience of their luxury brand, the Lincoln Motor Company's Client Experience Journey utilized multiple intervention methods including experiential events, in-dealership consulting and coaching, in-dealership training and e-learning, and performance support solutions. Collaborating with Transcend Creative Group, core team members selected strategies that were realistic, cost effective, and minimized risk. The project took a systemic approach to performance analysis and focused not only on improving the dealership client experience, but also the implementation of an ongoing reinvention process between the manufacturer and dealer.

A pilot program was created, plans for implementing change in dealerships were developed, and brand ambassadors were recruited to deliver in-dealership training and coaching. The Lincoln Motor Company Institute is the framework within which the performance consulting/improvement strategy was activated. The Institute is a comprehensive approach to training and brand immersion that combines the critical elements of hospitality, process, brand champion, and product and skills training to provide dealership employees with the tools necessary to deliver truly unique luxury experiences to every client. It was designed to supplement the existing product training offering with an aggressive culture change and process improvement curriculum focused on redefining the client purchase and ownership experience. A two-pronged strategy focused on reviving its leadership in the luxury vehicle segment:

1. A major product offensive that is resulting in the launch of all-new models with industry-leading styling, luxury appointments, performance, safety and technology features.
2. Reinvention of the purchase and ownership client experience.

Based on multiple third-party client satisfaction studies, this practice catapulted the brand from 12th to first place among luxury brands. Pilot dealers onboarded in January of 2018 experienced an increase in new vehicle finance and insurance net income per vehicle. Additionally, sales and service personnel are outperforming colleagues who have not attended experiential training.

# ATD Excellence in Practice Award Winners

## METLIFE

### LOCATION

New York, NY

### CATEGORY

Sales Enablement

### PARTNER

NIIT

### PRACTICE

#### Distribution Academy

For more than five years, MetLife and NIIT's Distribution Academy has served 24,000 employees and 400,000 partner sales associates across 50 countries. This practice raises the bar on distribution capability across the enterprise by delivering the right solutions to the right customers.

The Distribution Academy was designed to ensure sales capability development is aligned to enterprise strategy; is scalable, repeatable, and driving operational excellence; accelerates time to competence for all sales employees; and focuses on enabling sales associates to win high-value customers.

Its Distribution Advantage Platform (DAP) is a one-point access for learners' training and performance support needs. DAP's plug-and-play capabilities increases the informal learning and reference materials within its system, and it is mobile friendly so learners can access formal and informal learning solutions when they need it most.

For sales associates supported by the Distribution Academy, retention over a year period was around 10 percent higher compared to their historical peer group. The average productivity and ticket size of business sold for these sales associates is typically 20 percent higher compared to their peers who went through classroom training.

While a global system, training delivery is driven through local Academy Centers, and structured frameworks guide development of all sales staff through regional and local centers, ensuring localized learning. Local Academy Centers are also empowered to supplement face-to-face learning and a resulting accelerated time to competence.

## MIDEA GROUP

### LOCATION

Guangdong, China

### CATEGORY

Learning and Development

### PARTNER

51job Training

### PRACTICE

#### Voyage Program

Facing rapid changes in the technology industry, the Midea Group—an electrical appliance manufacturing company—developed the Voyage Program to offer an innovative talent development program to propel the company forward into new and expanded business opportunities, train and retain a group of senior managers, and develop business globally.

Voyage focuses on a select 280 high-potential employees, most of whom are the backbone of middle management.

Voyage Program participants enroll in different classes based on their business function area (R&D, manufacturing, marketing, general management). The classes focus on theory and knowledge sharing, mentoring, active learning with a business challenge, benchmarking studies abroad, and more.

Each mentor has eight mentees, providing intentionally close attention for each participant, and they are from different functional areas to broaden perspectives. Voyage classes mix overseas and local participants to develop cross-cultural relationships and learning within the company.

Voyage provides opportunities for trainees to enhance their own career and provides senior managers a thorough understanding and assessment of the current talent while improving their own management abilities.

Participants shifted from passive learning to proactive learning. They developed empathy by understanding the business deeper and the challenges their colleagues face. They also built relationships within their cohort and their mentors, supporting a better sense of cooperation and end-to-end thinking.

During the Voyage program, 20 percent of students were promoted, and 5 percent of the participants reached the highest-level management designation within the company.

## NOVARTIS HEALTHCARE PVT LTD.

### LOCATION

Basel, Switzerland

### CATEGORY

Onboarding

### PRACTICE

#### **Jumpstart—Campus to Corporate Transition Program**

An early-talent strategy that involved hiring skilled and quality graduate talent into entry-level positions was the genesis of Novartis Healthcare Pvt Ltd's Jumpstart—Campus to Corporate Transition Program.

The program's vision was to build and retain a strong mid-level manager talent pipeline for the organization globally, utilizing the influx of young and diverse talent. It necessitated an accelerated path to their development that included imbuing learners with holistic business knowledge, self and social awareness, and an excellent peer network across the organization.

The Jumpstart program reduced the time to train a new associate on business knowledge from 19 months to 15 months. Retention for the first cohort in 2016 was 97 percent in the first year and 86 percent in their second year (2018). The second cohort, hired in 2017, had 88 percent retention in their first year.

Beyond saving time and improving retention, performance also increased. For example, 25 percent of the first cohort secured the highest rating in 2016 and 2017, whereas only 5 percent of lateral hires hired in the same period achieved that rating.

The learning journey for Jumpstart participants features the following components: an organizational and culture overview through a structured induction program the first week; functional and technical training in the first three months; and the remaining four to 15 months includes self-awareness sessions, business knowledge, networking opportunities, and social impact and responsibility sessions.

The Jumpstart—Campus to Corporate Transition Program has helped Novartis create an engaged early talent community—and managerial pipeline—with higher energy, technological savvy, willingness to contribute and learn, and increased innovation.

## OSRAM

### LOCATION

Munich, Germany

### CATEGORY

Leadership/Management Development

### PARTNER

Schouten Global (Zaltbommel, The Netherlands)

### PRACTICE

#### **Essentials of Leadership Program**

OSRAM is a leading global high-tech company with a 110-year history which operates in more than 120 countries. Primarily focused on semiconductor-based technologies, its products are used in highly diverse applications including virtual reality, autonomous driving, smartphones, and networked, intelligent lighting solutions in buildings and cities.

OSRAM's Essentials of Leadership Program (ELP) has engaged over 600 managers since its inception in 2015. In 2018, all first-time leaders in the company were enrolled in the program, ensuring continuity and consistency across OSRAM's leadership.

The company worked with Schouten Global to develop a design approach focused on the head, the heart, and the hands. ELP is a six-month blended learning program structured to focus on complementary blocks: leading self, leading one-on-one, leading teams, skills needed for changing one's role from expert to leader, and OSRAM's cultural values and leadership principles.

ELP rests on the philosophy of leadership development where all company leaders know what is expected from them; company leaders are trained to become effective coaches; all leaders speak the same language, build a sustainable network, and exchange experiences; and self-reflection is core for any development, from leaders to employees.

Evaluations among the past four years of ELP participants show that the focus on leadership development is paying dividends. Leaders are empowering teams with the necessary skills they need to compete and innovate in the complex market in which OSRAM operates, driving critical growth for the organization.

# ATD Excellence in Practice Award Winners

## PAYSAFE

### LOCATION

London, United Kingdom

### CATEGORY

Leadership/Management Development

### PRACTICE

#### Front Runner Leadership Program

Mentoring, coaching, and sponsorship lay the framework of Paysafe's Front Runner Leadership Program, implemented to create a leadership pipeline. High-potential employees who are individual contributors embark on a nine-month long journey and receive training on personal effectiveness, communication skills, and people management. They receive individual feedback and create individual development plans and, at the end of nine months, graduate by demonstrating their skills and potential in business situational simulations.

The program identifies leadership competencies essential to prepare future leaders of Paysafe; they fit into three categories: personal effectiveness, influencing others, and business understanding. The learning journey takes participants through Knowing Self, Knowing Others, and Knowing the Business, utilizing discussions in regular round tables, networking events, and other modules.

The program boasts a more than 80 percent promotability rate, less than 3 percent attrition, and over 95 percent satisfaction. With the aim to increase promotability and retention while fueling the leadership pipeline, the Front Runner Leadership Program increases leadership capacity within the organization and drives achieving overall strategic goals of the company.

The program helps retain key people, with a 3.9 percent attrition rate. It has also strengthened the leadership pipeline, with 20 percent of the fifth wave of participants being promoted to people management roles before they even graduated.

Employer brand and creating a learning culture have also been enhanced through the Front Runner Leadership Program.

## PERSISTENT SYSTEMS LTD.

### LOCATION

Pune, India

### CATEGORY

Managing the Learning Function

### PRACTICE

#### Ongoing Skills Improvement Program (OSIP)

To address the skills gap issue, Persistent Systems Ltd uses its Ongoing Skills Improvement Program (OSIP) to upskill and reskill its workforce.

All 9,000 global employees at every level can develop their skills through OSIP. The program is aligned with Persistent's goal to offer a range of courses for skills development across the organization and encourage all employees take ownership of enhancing their skills proactively in line with the organizational requirements.

Persistent builds software products and services for its 350 clients, and new technologies emerge quickly requiring employees to remain competent. OSIP includes in-class, MOOC, self-guided learning, and blended learning methodologies.

Before OSIP, it was seen that as employees were getting boxed in their current project skill requirements, they fell short of the expected capabilities when placed on new work either in their existing or new projects. When the company dug deeper by talking to 100 employees, they discovered employees were keen to learn. Both the opportunity and need to upskill across the organization and upskill anytime, anywhere helped spur the launch of proactive training.

Within OSIP, employees have a Credit Point System to motivate them, and an Individual Learning Plan (ILP) framework. Each employee has access to role-based trainings, manager recommendations, organizational recommendations, individual aspirations, and career progression. The learning solution has an Assessment Center for question management and testing, and employees earn credits after passing.

The learning solution also has a Knowledge Center for self-learning and Collaborative Learning Groups to encourage social learning and collaboration within courses. For every training delivery through OSIP, feedback is collected at various stages in the Kirkpatrick Model.



## RICOH USA, INC.

### LOCATION

Malvern, PA

### CATEGORY

Sales Enablement

### PRACTICE

#### Managed Print Services Area of Expertise Sales Training

Ricoh is a global company using innovative technologies and services that enable individuals to work smarter. To address declining market share, the company engaged 2,000 sales executives, managers, and vice presidents, representing 70 percent of its total sales force, in Managed Print Services Area of Expertise Sales Training.

This training program led to Ricoh growing to a 15.9 percent share of the Managed Print Services market segment.

The curriculum blends e-learning, VILT, independent study, and field application methods to help sales leaders develop and deepen expertise. Participants complete e-learning modules first, and then work with customer relationship managers to engage clients within their account base.

After that, the VILT phase is a series of facilitated roundtables to test for understanding the link between client goals and Ricoh's capabilities. The final workshop is a roundtable discussion of best practices, lessons learned, and brainstorming about how to overcome common hurdles.

The program intentionally features small reinforcements over time that have proven quite effective at driving the behavior change needed. Participants were able to approach their clients more strategically, with the client's goals in mind, leading to a higher likelihood that the client would ultimately choose Ricoh products.

In a very crowded market, Ricoh's 15.9 market share is directly in line with the company's goal to grow in this segment. The training program was able to achieve the following outcomes that support that growth: more than \$4 million in sales of Managed Print Services (MPS) Hardware, and a \$1 million/month result in recurring MPS billing from the accounts acquired.

## SAP

### LOCATION

Walldorf, Germany

### CATEGORY

Sales Enablement

### PRACTICE

#### Academy for Sales Leaders

SAP is a market leader in enterprise application software and serves more than 355,000 customers in over 180 countries.

The Academy for Sales Leaders program is a four-and-a-half-day, on-site workshop designed to equip frontline sales managers with the skills and tools they need to become better innovation leaders and coaches, drive innovation in their teams, and successfully develop team members.

The program consists of pre-and post-activities that bookend the workshop experience. Pre-workshop activities include readings, videos, and e-learning curricula. Four days prior to the start of the workshop, attendees are invited to a WhatsApp message group, so they can begin to connect, socialize, and network.

The workshop component focuses on these areas:

- building a high-performing team and leading in the exponential economy
- experience the customer side of the business and their strategies
- engaging customer C-level executives
- running your business.

On the last day of the workshop, participants give final pitches and presentations that are recorded and uploaded to an internal video platform for future reference and review.

After the workshop, ongoing learning reinforcement consist of "flash drills," a series of questions that continue for four weeks. There is also a facilitated call 60 days post workshop, and at 90 days post workshop there is a Digital Transformation Plan checkup and opportunity for participants to share success stories.

The success of the program has been significant. The teams reporting to Academy participant managers outperformed others who reported to sales managers who did not participate in the program. Double-digit improvement in win rates, average deal close value, pipeline opportunities, and pipeline value were realized.

# ATD Excellence in Practice Award Winners

## SAP

### LOCATION

Walldorf, Germany

### CATEGORY

Coaching and Mentoring

### PRACTICE

#### Data-Driven Coaching

A vibrant sales function is key to SAP's success in the marketplace. Account executives (AE) shoulder significant responsibility in the organization. To help these professionals continually improve their results while creating a foundation for career development and long-term success, SAP created the Data-Driven Coaching program.

Data-Driven Coaching runs for three three-month coaching periods each year (totaling nine months), during which time AEs gain access to personalized reports and one-on-one coaching designed to improve their performance in the field.

The reports—available to coach and AE—are based on a close analysis of each AE's customer relationship management (CRM) and human capital management (HCM) data and include more than 300 variables related to driving successful deals.

Upon receiving a report, AEs can clearly see how they compare to top performers in key areas such as average deal size, deals won, and number of products sold. Then, for each identified opportunity area, the report makes several recommended actions to improve performance, from specific training recommendations to subject matter experts in the field who can provide additional guidance.

The reports serve as the foundation for coaching sessions, during which SAP coaches (internal employees from a range of backgrounds who are trained and certified in coaching methodologies) review the report and help guide AEs toward finding their own solutions to the business challenges they're facing.

The program is driving value in performance improvement and the bottom line.

## SAP

### LOCATION

Walldorf, Germany

### CATEGORY

Sales Enablement

### PRACTICE

#### Franchise Gain to Grow

SAP has undertaken a robust talent development strategy for its sales force for several years. The company's focus on equipping employees at all levels of the sales function is a strategic necessity in the competitive landscape in which they operate.

Franchise Gain to Grow (FG2G) is a sales enablement program designed to enhance SAP's new hire quota carriers' selling skills, executive engagement behaviors, and their level of productivity and effectiveness along the full buying cycle.

FG2G takes place three to six months after onboarding and serves to build upon lessons the new hires learn initially as part of the company's Year One Success program.

FG2G is a blended enablement program with virtual learning pre-work, a two-and-a-half-day classroom face-to-face workshop, and virtual live classroom post-work. As part of the FG2G curriculum, participants learn to apply objective assessment techniques to their own existing sales opportunities. The process leads to the construction of a detailed Customer Engagement Action Plan based on sales methodologies participants can immediately leverage to drive deal closure. Participants learn and do their jobs at the same time.

Participants can share the action plan with their managers for additional coaching or with the Virtual Account Team (the sales support team) during deal reviews. The program has made a tremendous impact on the organization and helped new quota carriers increase average revenue by 156 percent as well as their average opportunity conversion rate by 12 percent.

## SAP

### LOCATION

Walldorf, Germany

### CATEGORY

Diversity and Inclusion | Onboarding

### PRACTICE

#### Sales and Presales Academy for Early Talent

SAP's global workforce exceeds 91,000 people, and bringing in new talent that can ramp up quickly is a necessity. The organization's Sales and Presales Academy for Early Talent was designed with that purpose in mind.

The Academy was launched as the largest developmental program in SAP's history to build its next generation sales force, with the primary goals of diversifying the organization and accelerating readiness for the digital age. The global focus is on recruiting, training, and integrating high-potential early talent (ET) with zero to three years of experience to increase age, gender, thought, and cultural diversity.

Associates take part in a three-year journey that begins with training in the sales or presales track (nine or 12 months respectively) to develop their sales and human skills and innate creativity, before moving into customer-facing roles. A focus is on preparing early talent to thrive in an environment where disruption is the norm and operating in a global and diverse environment is expected.

In four years, SAP has graduated more than 1,100 associates working in more than 60 countries with real and measurable business impact:

- increased female representation in sales force by 4 percent
- decreased average age of sales reps by seven years
- sustainably grew the Millennial sales force, with an average retention rate of 90 percent to date
- graduates are outperforming more experienced sales reps on deals closed and quota
- strengthened SAP's external brand as a grower of talent.

## SAP

### LOCATION

Walldorf, Germany

### CATEGORY

Sales Enablement

### PRACTICE

#### The Partner Sales Academy

SAP relies on a network of more than 8,000 partners located around the world to help bring its technology to new markets. Empowering partners' success is part of the SAP's overarching talent development strategy.

Feedback from partner organizations indicated that they were finding it harder to win in the market due to a lack of digital skills and changing buyer behaviors. Partners also faced a sales disadvantage because many run consulting rather than sales-led businesses. The Partner Sales Academy is designed to equip someone new to B2B sales for success in today's market.

Refined with each of the 18-plus deliveries globally since November 2016, the seven-week program includes a face-to-face workshop that focuses on:

- basics and front end of the sales process
- business and sales fundamentals
- demand generation (social selling, social media engagement, phone and email prospecting)
- qualification, including questioning and listening skills
- case studies, role plays, martial arts exercises about focus, and uncovering hidden resilience.

After the workshop, participants build and develop their pipelines based on newly acquired prospecting and qualification skills. Another workshop focuses on negotiation, value selling, and understanding customers' perspectives.

The program has been a hit with partners and SAP plans to expand it. It is also driving significant revenue. Overall program costs have been less than \$200,000 and SAP conservatively estimates that the program has contributed more than \$40 million net to the company.

# ATD Excellence in Practice Award Winners

## SELDIN COMPANY

### LOCATION

Omaha, NE

### CATEGORY

Onboarding

### PARTNER

Metropolitan Community College

### PRACTICE

#### Property Management Onboarding and New Hire Training

In the real estate realm, property management is an industry with higher than average employee turnover at 30-35 percent. Seldin Company is a leading property management firm with deep roots throughout the Central United States that manages a variety of properties. The company was experiencing a higher than industry average turnover rate, a problem compounded by a tight labor market. They needed to address the rate of employee turnover through onboarding and establish a program that would help meet corporate objectives enhancing operational performance.

Seldin surveyed various stakeholders like owners, executives, and property management employees to identify high-priority needs for newly hired property management employees. Goals were set around the top three priorities: employee retention, recruitment strategies, and operational performance. As the company conducted its needs analysis, they determined the need to hire a vice president of learning and development to help design and implement the new hire training program. The creation of the program included the addition of a company training facility for in-person training as well as a new learning management system to support distance learning. The company also partnered with a local community college to assist in skill development for those lacking industry experience.

Overall, Seldin Company has seen an increase in retention rates for those individuals who had new hire training and peer coaching through the onboarding process, as employees are two to four times more likely to stay. Onboarding via the New Hire Program submerses new hires into the company's culture while supporting the company's mission and providing resources for new employees. It exhibits a level of dedication to the human element of the business function, prioritizing the onboarding of the employee, with the ultimate goal of fostering development and minimizing employee turnover.

## SHOPIFY

### LOCATION

Ottawa, Ontario, Canada

### CATEGORY

Onboarding

### PRACTICE

#### Support Agent Onboarding

Shopify, the leading multichannel commerce platform, provides a complete commerce solution allowing people to start, grow, and manage a business. With more than 820,000 businesses and merchants on the platform, support agents are responsible for providing technical support for business owners on a rapidly evolving product. Support agents are equal parts tech support, business coach, marketing guru, growth hacker, and business advocate.

As Shopify experienced exponential growth, a decision was made to grow a large remote support team.

With new leadership joining the Support Learning and Development team and an ever-expanding merchant base, Shopify identified the need to overhaul the existing 11-week Support Agent Onboarding program, which had unclear goals, redundant material, lacked data, and was not designed for remote delivery.

The new Support Agent Onboarding program is a four-week intensive experience designed to onboard and train all frontline agents hired into the Support organization. The program has helped to grow an industry standard-setting support team at a quick pace and relatively low cost, and aims to imbue the remote onboarding experience with the company culture, to be accessible and inclusive, and effectively train support agents.

## SIAM CITY CEMENT PUBLIC COMPANY LIMITED

### LOCATION

Bangkok, Thailand

### CATEGORY

Performance Consulting/Performance Improvement

### PRACTICE

#### **Operational Performance Improvement (OPI) Coach Capability Development**

After coaching frontline employees on bottom-up initiatives and receiving successful outcomes, coaches with Siam City Cement Public Company Limited honed their own expertise, coaching skills, and leadership competencies. Focusing on a behavior change of frontline employees by building a sense of ownership and turning their day-to-day work into process improvement became a short-term business result of this practice. Frontline employees are coached to generate process improvement ideas that are proposed to upper management, and projects are prioritized for implementation. Between 2014-2018, 835 projects were implemented.

In recent years, numerous factors such as intense market competition, the increase in competitors' production capacity, and a drop in selling prices have affected the building of talent in this industry. To improve performance and close the gap on hitting targets, the company held focus groups with both frontline employees and supervisors to find out how they could be better supported. It was determined that there was a lack of ownership of top-down projects and skillsets. That determination led to the creation of the Operational Performance Improvement (OPI) coach initiative. With buy-in from senior leadership and overseen by the HR development team, the practice aimed to sustain the continuous improvement of both organizational and employee performance. To achieve a successful development journey and these business outcomes, a three-process framework was implemented:

1. OPI Coach Nomination and Establishment
2. Accelerated Development Journey and Project Driving
3. Promotion Process for Sustainability.

With this practice in place the company has seen increased productivity, an increase in the talent pool, and increased employee engagement. Thanks to this low-cost investment, there's been a 0 percent turnover rate among coaches since 2013, and after two years in the coach role, all 16 coaches between 2014-2017 were promoted to a middle management level.

## SUTTER HEALTH

### LOCATION

Sacramento, CA

### CATEGORY

Career Development

### PRACTICE

#### **Emergency Department RN Transition in Practice Program**

A 10-week intensive training program using high-fidelity simulation, case studies, and on-unit care practice was established to develop emergency room nurses at Sutter Health. The practice, provided at no cost to the employee, enhances career options for the organization's registered nurses, improving overall performance in contract labor spend and addresses a shortage and high turnover rate of ER specialty nurses.

With little to no curriculum at the academic level to prepare nurses directly for the emergency department, the organization looked to subject matter experts in emergency medicine and best practices from the Emergency Nurses Association to identify training topics and design a framework.

By investing in developing current nursing staff, the organization has found that participants in the emergency department training program are twice as likely to stay with the organization than nonparticipants. Additionally, the program helps advance registered nurse competency levels from novice to advanced beginner. An enterprise-wide emergency department leadership committee and an education leader committee create and communicate new or ongoing best practices. Semi-annual specialty skills workshops along with an annual participant symposium are offered across the organization to help sustain educational practices.

## UNITEDHEALTHCARE

### LOCATION

Minnetonka, MN

### CATEGORY

Learning and Development

### PRACTICE

#### Building Trusted Relationships

The ability to build trusted relationships with clients and internal partners is a critical skill set for professional development. UnitedHealthcare Network's internal university established Building Trusted Relationships to enhance the ability to communicate with customers and colleagues on a deeper, more collaborative level, with emotional intelligence (EQ) playing a powerful role.

The university targeted three areas of focus for the learning initiative:

1. Update, reinvigorate, and modernize workforce skills and capabilities in building trusting and highly effective provider relationships.
2. Create a sustained learning experience that would increase performance in building deeper, engaging, value-added, and lasting partnerships.
3. Connect the learning experience and resulting performance to increases in Net Promoter Scores (NPS) and employee engagement results through ongoing applied learning, coaching, and leadership engagement in skill retention.

Customized, live role-playing scenarios and interactive learning incorporating EQ concepts was vital to the successful design of the practice, to improve performance, and move the needle on the targeted metrics. Building Trusted Relationships is guided by corporate values and uses a blended learning approach that enables associates to effectively engage in conversations, assess needs, recommend relevant solutions, and strengthen relationships.

In 2016, more than 40 divisional subject matter experts (SMEs) and executive leaders contributed insights and situational examples to customize the content and maximize the relevance of the training to real world, role-based scenarios. The university created and implemented the practice in less than five months and delivered its initial live classroom training to more than 1,000 employees in just eight weeks. In the two years since its implementation, enrollments exceed 2,300. After completion of the practice, they've seen increased application of on-the-job skills such as active listening, enabling deeper conversations and understanding, increased use of meeting agendas, and strengthened internal connections.

## WALMART

### LOCATION

Bentonville, AR

### CATEGORY

Managing the Learning Function

### PRACTICE

#### Agile Way of Working

As one of the largest retailers in the world, Walmart serves a vast and diverse associate base, training everyone from entry-level cashiers, store managers, and stockers to executive leadership. Responsible for creating and managing the learning and development of the company, the Associate Experience Design (AED) team creates an array of content from job aids, how-to videos, hands-on, and sales-floor training to asynchronous mobile delivery, simulations, and courses. Prior to adopting an Agile way of working, the development function lacked an overarching process that frequently resulted in siloed, inefficient processes and training that caused confusion and spikes in high-stress work. It was also challenging to reliably track performance metrics and deliverables.

Upon identifying the need to adopt the Agile approach, the AED leadership team decided to cut out ten percent of the existing development cycle. By adopting Lean thinking, the team questioned the necessity and viability of each step of the process, no matter how traditional its inclusion. During this pilot program, a small scrum team comprised of four instructional designers, two project managers, and a senior manager used simple metrics and burn down reporting to achieve an Agile state. By utilizing a visualize, prioritize, deliver, and iterate model, the team adapted to the changing needs of the organization with speed and precision.

Leaders conducted process mapping to identify and execute only critical parts of the development process with the goal of reducing a 20-week deliverable timeline to 18 weeks and exceeded that goal by reducing the timeline to just 12 weeks. Since Agile has been in place, the team has produced more than 7,600 deliverables, half of which take 14 days or less to complete. Overall, this has reduced vendor development costs by 30 percent and contributed to more than \$23.6 million in annualized seat-time avoidance.

# WALMART

## LOCATION

Bentonville, AR

## CATEGORY

Learning and Development

## PRACTICE

### Store Academies

With 200 store academies across the United States, more than 225,000 Walmart associates including department managers, hourly supervisors, store managers, and regional leadership have completed experiential, hands-on training. These dedicated facilities provide an environment for hands-on training and serve an average of 25 neighboring stores. Each store academy has the capacity to train up to 90 associates per week while keeping class sizes limited to 30 participants.

Prior to the store academies, training was not streamlined or consistent across the company's 4,500 stores. The academy was born to grow great leaders and purposefully designed to combine 30 percent classroom training with 70 percent sales floor training.

The academy builds core functional competency in merchandising, operations, customer service, and leadership while aligning with the organization's One Best Way (OBW) processes, culture, and store standards. The OBW process is an ongoing initiative focused on the standardization of operational procedures enterprise-wide. Since the implementation of store academies, Walmart has seen a reduction in turnover by nearly 10 percent as well as improvements in Clean-Fast-Friendly scores in stores, which in turn has translated to better sales figures with \$500.3 billion in revenue in the 2018 fiscal year.



# ATD Innovation in Talent Development Award

## Tyson Foods, Inc.



An American multinational corporation in the food industry, Tyson Foods employs more than 122,000 team members, most of whom are frontline workers. Many are immigrants or new Americans, with up to 50

different countries represented at some plant locations. Workers have varying levels of education, and many don't understand how to access social resources. As a result of language and cultural barriers, some workers fall prey to predatory lending, tax scams, and community misunderstandings.

These challenges can negatively impact workforce metrics like attendance and productivity. To address these issues, Tyson Foods launched Upward Academy, a program that provides free and accessible classes in English as a Second Language (ESL), high school equivalency, and U.S. citizenship. Classes in digital and financial literacy are also being rolled out in 2019.

The classes, delivered in partnership with local adult education partners at the state and local level, are held on-site so that workers are in a familiar atmosphere. The courses also are scheduled before and after work shifts so there are fewer challenges with transportation, child care, and other family commitments.

When rolling out the pilot program, company chaplains at Tyson's Springdale, Arkansas, plant expected a small percentage of workers to enroll. Instead, nearly half the workforce enrolled. In a second pilot program in a different location, more than 250 employees enrolled.

Asked about the response for such training, Kevin Scherer, senior manager of employee social responsibility for Tyson Foods, admitted, "Honestly, I was nervous." Because of the almost exclusive immigrant team member population, Scherer was worried that "since I'm not bilingual, I thought maybe I had somehow miscommunicated or misrepresented the opportunities of the program."

The success of the program after those promising enrollment numbers has continued. Participants have reaped benefits both at work and outside of it. Enrollees are integrating into the community and accessing important social services as needed; Tyson has seen increased employee retention, attendance, and productivity. Saved termination costs have yielded a rate on return of 123 percent.

The results aren't just about numbers. William Barnice, an Upward Academy participant, enrolled in ESL. He took his first class and the spark was lit: "He asked, 'What else can I take?'" He has since put in more than 700 hours of class time under two years. Irma

Gonzalez has worked for Tyson for 20 years. As a result of acquiring English language skills, Gonzalez now helps her grandkids with homework, more fully participates in her community, and speaks up more confidently at work.

Tyson Foods wants other companies to have similar success. As expressed in its application for the award, "It is Tyson's hope that other companies will follow suit to understand their workforce better . . . finding creative ways to take care of their team members."

As mentioned above, these successes could not have come to fruition without partners. Tyson Foods tapped the federal government's Workforce Innovation and Opportunity Act resources. The company utilizes federal and state funding to staff its basic education classes, while Tyson funds infrastructural needs such as computer labs, modular classrooms, and interpreter support.

While the WIOA is critical, it is underfunded. The company hopes that greater awareness and use of the program will lead to more appropriations.

"As more companies take advantage of these services and expertise, a collective influence can be exerted to elevate the priority and funding of adult basic education in the United States," notes the company's award application. "The elevation of these services leads to better integration of our most vulnerable workers into our local businesses and communities."

Tyson Foods was careful about its partnerships. Scherer explained, "We were looking specifically for empathetic partners—people who felt the weight of and need for our work. We needed partners who were more than content experts; we needed partners who were accustomed to facing the challenges of cultural complexities, socioeconomic diversity, and low literacy levels."

Scherer continued, "We knew the program we wanted to develop couldn't be sustainable unless we became the partner we hoped to attract. . . . Our goal was not only to elevate the talent of our team members, but the reputation of our partners."

The ATD Innovation in Talent Development Award is given in recognition of an innovation that has a measurable impact on an organization or audience, is moving the talent development industry forward, is sustainable, and is replicable within or outside the talent development field.

# ATD Champion of Talent Development Award

This award is presented to an individual from outside the profession whose commitment, advocacy, and actions in support of talent development within or outside an organization have influenced audiences, organizations, and society.

## Dan Pink



Daniel H. Pink is the author of several provocative, bestselling books about business, work, and behavior, and he is passionate about learning.

"Learning isn't passive," Pink says. "It's not something that's done to people. It's something people do for themselves. So if you're waiting around to be taught,

it could be a long wait. But if you adopt a different mindset—that learning is critical to surviving in the modern workplace and one of the most exhilarating things human beings do—you'll find yourself on the right path."

Pink models that belief in his own work. The author of six bestselling books, he dives deeply into his research to uncover truths that have transformative power. His 2009 TED talk, "The Puzzle of Motivation," derived from his research on his book *Drive: The Surprising Truth About What Motivates Us*, which has been viewed by more than 22.5 million people. Its key message is, "There's a mismatch between what science knows (about motivation) and what business does." The talk, a clarion call for businesses to adopt practices that encourage engagement, creativity, and the environments needed for 21st-century work, is as relevant today as it was in 2009 when most business leaders were still reeling from the global economic collapse of 2008.

For the last six years, London-based Thinkers 50 has named him as one of the top 15 business thinkers in the world. Perhaps that acclaim has roots in a lesson he learned his senior year at Northwestern University, where he studied linguistics.

In a 2014 commencement speech given to Northwestern's Weinberg College of Arts and Sciences, Pink shared that during an essay-writing seminar he received a piece of advice that changed his life. Noting that he'd never had trouble writing essays, he found himself struggling mightily on one of the very first assignments given by professor Charlie Yarnoff.

"On the day before the essay was due, I dragged myself to class," he recounted. "Filled with dread and self-loathing, I explained my predicament and began frantically suggesting ways to repair my crumbling [essay]. Maybe I should tighten the thesis. Maybe my outline should have four parts instead of three. Maybe it wasn't as awful as I thought, and I should just power through and finish the job.

"Charlie Yarnoff didn't agree with any of my suggestions. 'No,' he told me. 'Your problem is something else. You don't know what you think.'

"And then he unleashed nine words that changed my life. 'Dan,' he said, 'Sometimes you have to write to figure it out.'"

Pink told the audience that was some of the wisest advice he knew about how to live. He encouraged the soon-to-be graduates to worry less about having a plan and more about living, to take risks, and to fear failure more than mediocrity.

Those words apply to organizations as easily as they apply to wide-eyed college graduates.

Pink's passion for exploring ideas lead him to this observation about talent development: "It's a strategic priority, not simply a nicey-nice gesture to be abandoned when the going gets tough. I'll know organizations are serious about this when CEOs of public companies start coming from human resources, talent, and learning and development rather than only from finance, marketing, and operations."

An astute observer of human nature, Pink has an impressive list of accomplishments. His most recent book, *When: The Scientific Secrets of Perfect Timing*, was named one of the best nonfiction books of 2018. He was host and co-executive producer of "Crowd Control," a series about human behavior on the National Geographic Channel. He has been a contributing editor at *Fast Company* and *Wired*. His articles and essays have appeared in the *New York Times*, the *New Republic*, *Harvard Business Review*, *Slate*, and other publications. He also worked in several positions in politics and government, including serving from 1995 to 1997 as chief speechwriter to Vice President Al Gore.

Over the course of such a career, there are many "aha" moments that stand out. Pink shared a touchstone experience that, upon reflection, has shaped his thinking and current career.

"I took six years of French—and got straight As," he said. "But I can't speak French. Why? I was driven by performance goals rather than learning goals. My singular goal was to get good grades on the tests. But what we know from a ton of research is that hitting performance goals often doesn't lead to actual learning. The better approach is to focus on learning for learning's sake. If I'd done that, my grades would have been fine. And I'd now be able to find a bathroom in Paris."

# ATD Distinguished Contribution Award

This award is presented in recognition of an exceptional contribution that has sustained impact on one or more aspects of the talent development field.

## Karl Kapp



What name immediately comes to mind when you hear “gamification”? If you’re like most talent development professionals, it’s “Karl Kapp.” And with good reason.

“When I first started writing and speaking about gamification for talent development,” explains Kapp, “no one knew what it was. I had to

spend a great deal of time explaining the concept—using part of games for learning and not an entire game. The primary question early on was, “What is this thing called “gamification”?”

No longer is gamification a *what* or *why*, says Kapp, but a *how* question. “How can we make this work in our organization?” Today, in addition to advancing gamification in the talent development sphere, he shares his game-based learning concepts with Cub Scout troops, middle school students, and high school teachers. Kapp also is serving as a team member on a National Institutes of Health project creating a gamified learning system to help childcare workers in Maine better identify signs of child abuse.

Kapp, an instructional technology graduate professor at Bloomsburg University, consultant, author, entrepreneur (and more), wears yet one more hat—that of lifelong learner. A major source of that learning is from his students. One example of the technology and concepts he owes to a student is that of blogging. “I had a student, Waleed Jameel, who introduced me to blogging before anyone was professionally blogging. He carefully explained it to me and I carefully and politely listened.” Kapp continues, “I then promptly forgot about blogging for a few years. Then, as other learning professionals began blogging, I saw the value . . . and remembered what Waleed had told me.” Today, “Kapp Notes” consistently appears on lists of the top L&D blogs.

While he is on the receiving end of much wisdom from his students, Kapp does as much giving. He recruits students to the talent development field, mentors, and offers them guidance. Of his own career, Kapp states, “I never knew the field of talent development existed when I was in high school or college. I thought the only way that a person could be involved with teaching others was in a school—that’s the only model I ever saw. Then, when I got my first internship, it opened my eyes to the field of instructional technology and talent development. It literally changed my life.”

From his experience with ATD (then ASTD) and—as Kapp characterizes it as—“the graciousness of the officers of the [local] chapter,” he committed to give back after earning his doctorate

at the University of Pittsburgh. Each year, for example, he leads a small conference at Bloomsburg University that is part of the capstone experience for students. Students must prepare and present a 20-minute presentation, written proposal, and working prototype in response to a mock request for proposal. Kapp also takes students to the ATD International Conference & EXPO and other conferences.

In one instance, Kapp brought students to a conference in Las Vegas. One student commented that he had never been to the city before; a second student mentioned that he had never been on an airplane. To Kapp, giving students the opportunity to experience the greater world and the world of talent development is exciting and a privilege. “A few years later, that same student sees me at a conference and tells me how much he now flies for work and how much going to that conference opened up new possibilities for him. To me, that’s what education is about.”

Asked about the “new” gamification—that is the cutting-edge technology he is keeping an eye on—Kapp stated that in the next decade or so, augmented reality is likely to be big. “I think when you have instructions, directions, and other information superimposed on reality, that will really accelerate performance and make people proficient in skills more quickly. I think contacts, glasses, and other wearables will all be AR capable and it will be interesting how learning and development professionals will need to adapt and design for that type of interface.” The Pokémon Go craze is a hint at how big AR is going to be, he concludes.

Finally, Kapp’s work extends well beyond the boundaries of the United States. “People really are the same everywhere,” he explains. “I find internationally that companies and leaders tend to focus on the human aspects of work rather than just the financial or productivity outcomes. Less ‘Taylorism’ internationally, which I think leads to a healthy work/life balance. I think that’s refreshing.”

The ATD Distinguished Contribution to Talent Development Award is presented in recognition of an exceptional contribution that has had sustained impact on one or more aspects of the talent development field. The award can be presented to an individual or a team.





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