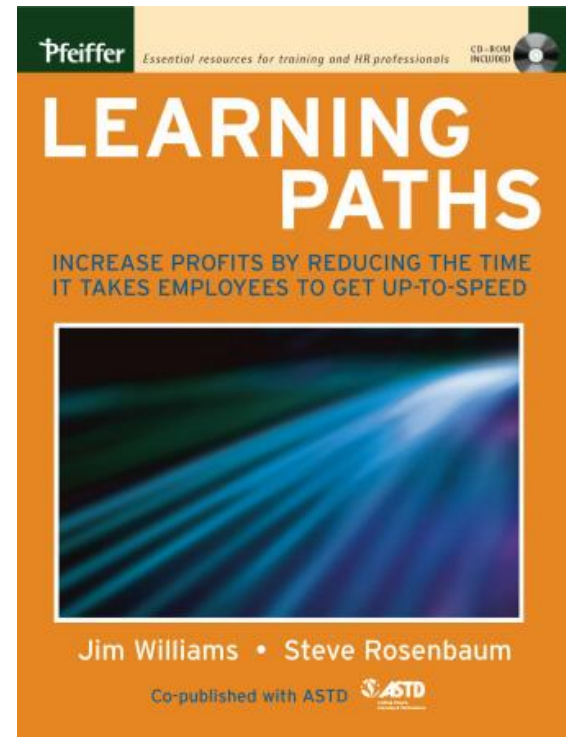


Learning Paths: *Dramatically Reducing Time to Proficiency*

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Learning Paths Is a Proven Methodology for Reducing Time to Proficiency

- Success Stories
 - More than 400 functions
 - 30,000+ employees
 - 7 Countries
- 30 to 50% reduction in time to proficiency



Learning Paths: The Business Case

- Every day employees aren't up to speed has a **direct financial impact**
- Anything that **ensures** proficiency or **reduces** time to proficiency is worth exploring



Learning Paths: 5 Key Questions

- **Measurement**

- What is proficiency?
- How long does it take to become proficient?

- **Action**

- *How do you really become proficient?*
- How can we shorten the time?
- How do you do a Learning Path Initiative?

Proficiency Definition

- **What is it?**
 - Producing desired results in the manner prescribed, independently (**independently productive**, fully functioning, **up-to-speed**)
- **What does it look like?**
 - **Speed**, fluency, competence, **consistency**
- **How is it measured?**
 - Quantity, quality, time (**How much**, **how good**, **how fast**)

*A typical proficiency definition will have **30 to 50** proficiency statements*

Proficiency Statement Examples

- **Sales Example**

- Exceeds 95% of plan for all product lines each quarter
- Builds and works a pipeline of 100 qualified prospects each month
- Maintains a quarterly cross sell rate of 3%

- **Manufacturing Example**

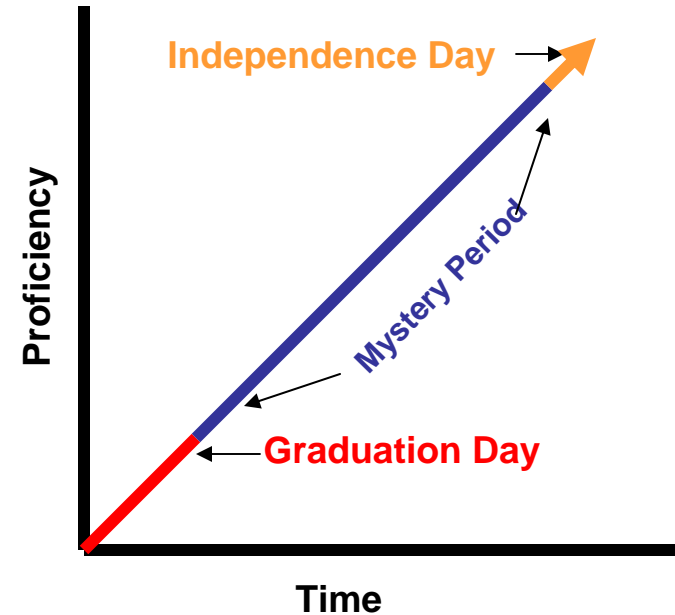
- Keeps up with line rate while maintaining a reject rate of less than 1%
- Develops and maintains an organized daily routine that enables being efficient and proactive
- Communicates line issues with the incoming and outgoing shifts daily

Write 1 or 2 Proficiency Statements

- Select a Function
- Write 1 or 2 Statements
 - How much?
 - How good?
 - How fast?
- Share your statement
- ***Avoid statements***
 - *Knows how to...*
 - *Understands...*
 - *Capable of...*
 - *Has a positive attitude*

How Long Does It Take?

Job	Formal Training	Proficiency
• Insurance sales	4 Wks	3 to 5 yrs
• Batch operator	6 Wks	18 mths
• Travel agents	9 Wks	12 mths
• Call Center Agents	4 Wks	9 mths
• Software engineers	None	5 to 10 yrs
• Health Care Aides	8 Wks	14 mths
• Your function*	?????	???????



** How long does it take before you can trust a employee to work safely without supervision?*

*Learning Paths focuses on **time to proficiency** and **not training time***

Luge Example



How Do You *Really* Become Proficient?

- **Sales**

- Formal training
- Joint calls
- Job shadowing
- Coaching/Feedback
- Practice calls (100 to 500)
- Practice sales plans (5 to 10)
- Experience
- Getting to know the right people

- **Manufacturing**

- Classroom training
- Job shadowing
- Hands on instruction
- Coaching/Feedback
- Practice (50 to 100 times per operation)
- See and handle all upset conditions

A Learning Path structures these activities to get them done quickly

How Do Employees *Really* Become Proficient?

- Hours of experience
- Hours of practice
-
-
-
-
-
-

How Do You *Reduce* the Time?



How Do You *Reduce* the Time?

(Top 5 Methods)

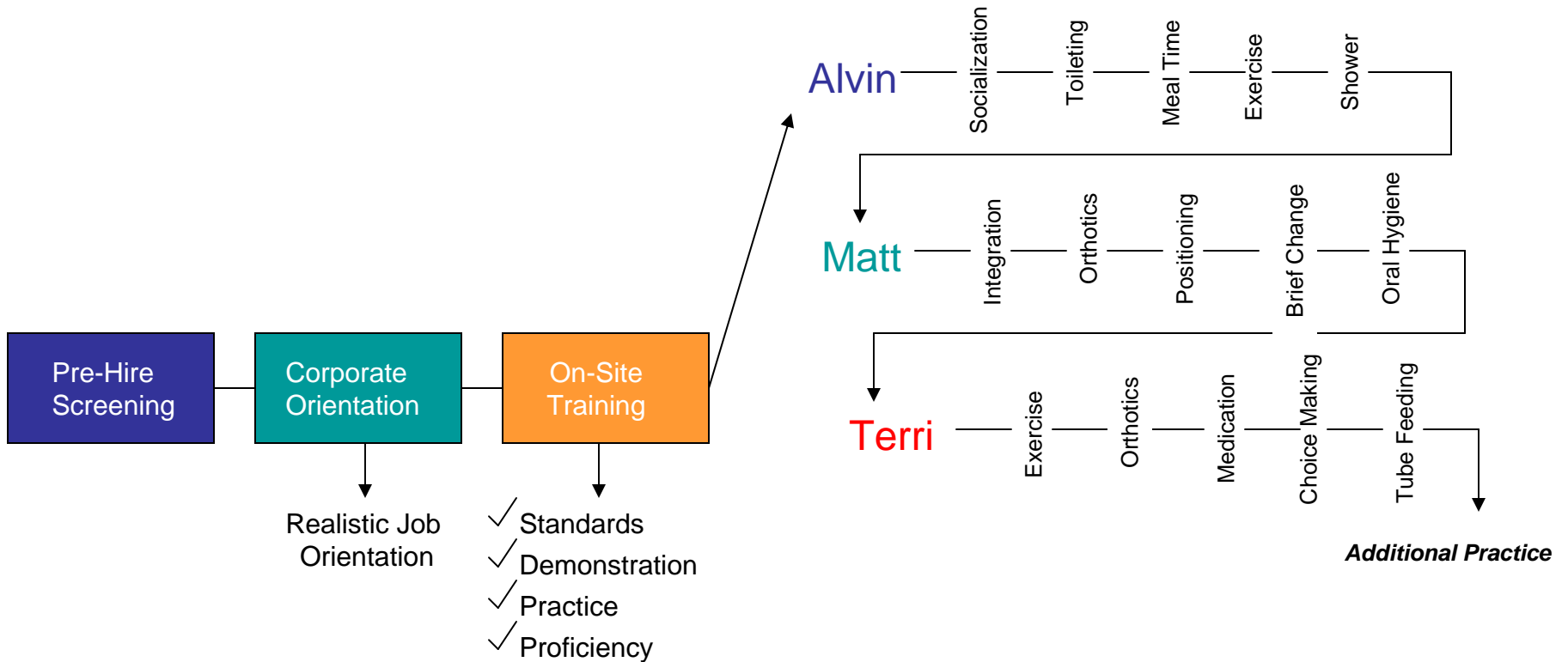
1. Sequence training in whole task from simple to complex and easy to hard
2. Structure the informal training in the mystery period with more practice
3. Improve coaching in a way that reduces variability
4. Do real work sooner?
5. Use the proficiency definition for frequent evaluations

Start with a proficiency definition and get the right people to help you figure out how to get their faster!

Unique Learning Paths

- Health Care
- Mail Order Pharmacy
- Insurance Sales
- Construction Materials Manufacturing

AXIS Minnesota Learning Path



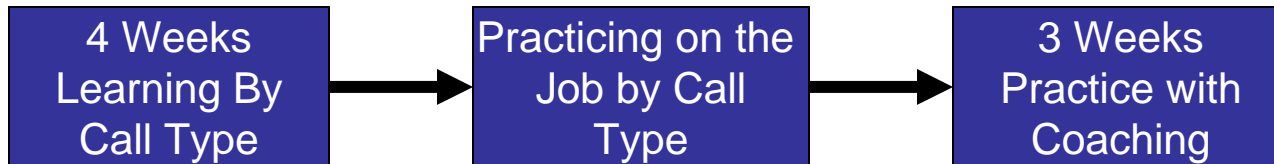
Mail Order Pharmacy

Old Path



First live call in 3 Weeks

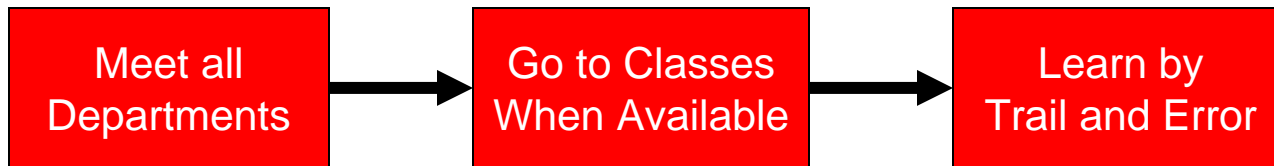
New Path



First live call in 2 days

Insurance Sales

Old Path



Ride Alongs and Coaching Was Unstructured

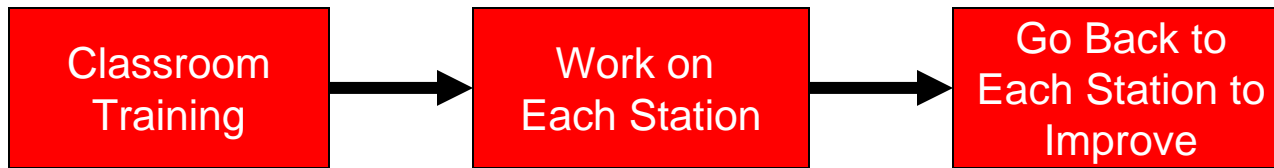
New Path



All Ride Alongs and Coaching Is Structured and Monitored

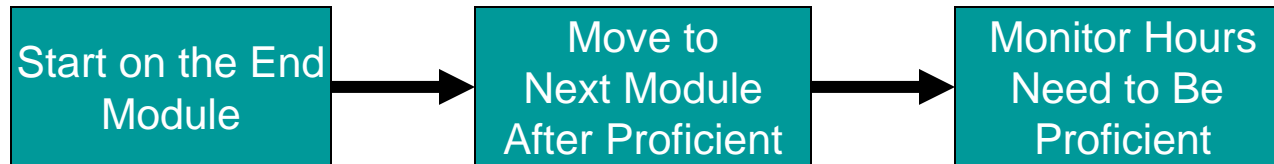
Construction Materials Manufacturing

Old Path



Measured by Completion

New Path

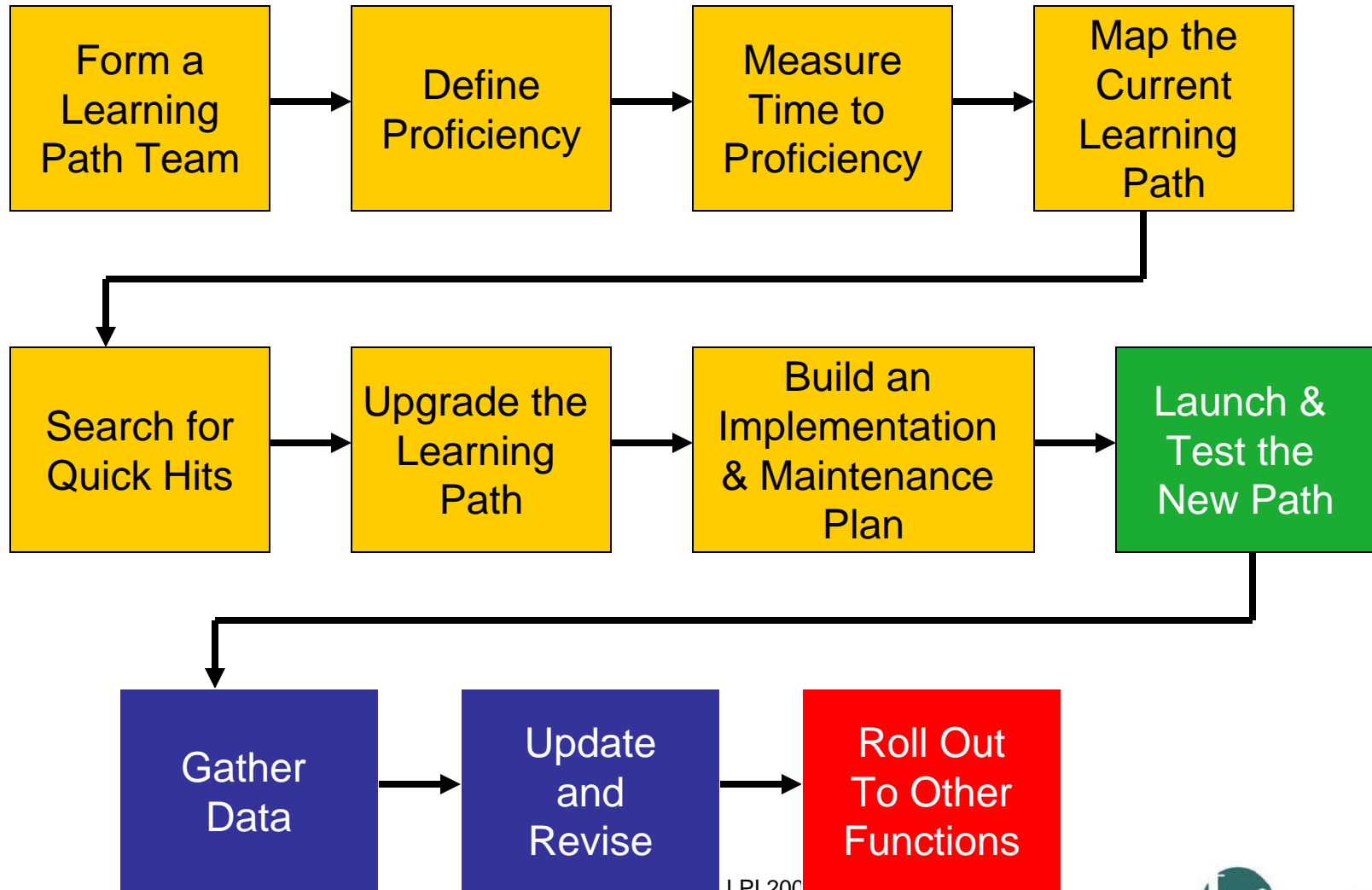


Measured by Proficiency

Getting Your Employees Up-to-Speed Faster

- List one or two ideas for the function you selected
-

Learning Path Methodology



Learning Path: Sales Example

Function: Sales	
Category: Sales Activity	
Proficiency Statements	Milestones
1. Makes 20 prospecting calls per week.	Week 3
2. Sets up 10 new appointments per week	Week 4
3. Presents 5 proposals per month	Week 8
4. Closes 2 new accounts per month	Week 16
Category: Sales Results	
Proficiency Statements	Milestones
5. Sells \$50,000 per month with at least 10% in each product area.	Week 20
6. Sells at least \$10,000 in new business each month.	Week 18

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Week 4: Joint Calls			
Day	Activity	Method	Materials
1	27. Developing Call Plans <ul style="list-style-type: none"> Setting call objectives Developing a call agenda Identifying best route 	Planning meeting in sales manager's Office	<ul style="list-style-type: none"> Activity Description 27 Call planning sheet Customer list Call plan examples Route map
1	28. Calls on New Prospects <ul style="list-style-type: none"> Review plan Debrief call Next steps and follow-up 	Job shadow experienced salesperson	<ul style="list-style-type: none"> Activity Description 28 Sales call observation checklist
2 - 3	29. Top Customer Introductions <ul style="list-style-type: none"> Goals and expectations Territory overview Meet and greet 	Sales calls with sales manager	<ul style="list-style-type: none"> Activity Description 29 Sales Plan Territory map Customer files
4	30. Plant Tour <ul style="list-style-type: none"> Quality Design Customer service 	Tour	<ul style="list-style-type: none"> Activity Description 30 Plant Diagram Samples
5	31. Weekly Review	Meeting	<ul style="list-style-type: none"> Activity Description 31 Learning Path Proficiency Definition

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1 Proficiency Statement may need several activities to achieve or several Proficiency Statements may be achieved through 1 activity

*Activity Descriptions provide **detail** for each step on the **Learning Path***

Activity 27 Developing Call Plan

Time: 3 Hours

Who: Sales Manager

Where: Sales Manager Office

Overview

The purpose of this activity is to demonstrate how we develop call plans using the call planning forms. In this activity, the salesperson will have an opportunity to review existing plans and to draft a plan for an upcoming call this week.

Objectives

As a result of this activity, salesperson will be able to:

- Write a call plan that includes objectives and an agenda
- Use the call planning forms
- Schedule calls for the week.

Steps

- Review the current call planning form including
- Demonstrate how to write a call plan
- Tell the salesperson to write a call plan using the call planning form
- Repeat this process until you feel the salesperson can write a call plan
- Review how to use the call plan to set up weeks schedule

Summary

- What insight or opportunity did you get from today's session?