



Turn L&D into a Profit Center .. WEBINAR Q& A

1) How can L&D Become a Profit Center?

A) L&D can become a profit center by following these steps:

- (1) Understand what that means and how you will achieve that goal.
- (2) Take a clear decision with the LT that this is what you want to do.
- (3) Identify along with the input from the LT who the top talents are.
- (4) The CEO should invite them on behalf of the LT that everyone who has been identified is invited to write an essay advocating why the LT should accept him / her to be part of the SLDP.
- (5) Select those who meet your 'selection criteria.
- (6) Select a 'partner' to help you co-design and co-deliver a stellar SLDP (Shared Leadership Development Program).
- (7) Notify the potential participants.
- (8) Select the projects and the clients.
- (9) Design the program.
- (10) Deliver the program.
- (11) Measure the projects.
- (12) Celebrate the outcomes.
- (13) Determine the value that came from the program.
- (14) Decide if you plan to run a similar program the next year.

2) What is the evidence that L&D has made a critical impact on business?

A) Reducing costs and increasing visible and measurable benefits (see slide deck).

3) How long will it take before L&D becomes a profit center?

A) This will usually take a year. By the end of the first SLDP (Shared Leadership Development Program) the LT including the CFO and the CEO should be able to determine if the cost of the 'Partner' (LIM in the case of SKF, Grace Cocoa and AHMC) was significantly less than the measurable benefits.

4) How can I make sure that the cost is competitive and at the same time sustainable and attracts more clients?

A) Many of our clients have run multiple programs, i.e. SKF, Volvo, Grace Cocoa, Syngenta, AZ and AHMC has stated it will. This is a strong sign that the benefits outweigh the costs. And with SKF and value billing it was a no-brainer to continue.

- 5) How can I promote L&D in my organization at minimal cost?
- A) Five questions to ask yourself:
- 1) What does success and minimal cost mean to me and to my client?
 - 2) How will both of us measure success? (mine or his/hers or ours)
 - 3) What are the key success factors?
 - 4) What is my plan?
 - 5) Who can I ask for help?
- 6) How can I become a problem-solving leader and help organizations?
- A) Here are some questions that might help you in answering this question:
- 1) What kind of organizations do I want to help and why?
 - 2) What help do these organizations need?
 - 3) How close am I to having the competence, confidence, credibility, creativity and courage to offer help now?
 - 4) What do I need and want to learn?
 - 5) What is my plan?
 - 6) Who can I ask for help?
- 7) What makes me the leader that I am?
- A) Look in the mirror and ask yourself the following questions:
- 1) What kind of leader do I want to be?
 - 2) What are the measures / criteria that I want to consider?
 - 3) How close to this kind of leader am I now?
 - 4) What do I need to continue – start – stop?
 - 5) Who can help me?
 - 6) What is my plan?
- 8) How can I grow and make a corporate university more relevant and accredited in an ecommerce firm?
- A) Here are 4 suggestions:
- 1) Engage the LT in making a solid decision on why your e-commerce firm should have a corporate university.
 - 2) If yes, select a partner to help you create the university that you truly need.
 - 3) Then together design and deliver a university that is relevant and accredited.
 - 4) Ensure that the resources for sustainable growth are available.
- 9) How can I manage training like a business, coming from Roy Pollock's 6Ds of breakthrough learning?
- A) Five easy steps:
- 1) Partner with your 'training manager'
 - 2) Together review Roy's 6Ds plus any other learning technologies, i.e. LIM's SLDs
 - 3) Decide which partner offers you the greatest value for the lowest cost.

- 4) Partner with this organization to co-design and co-deliver you SLDP.
 - 5) Measure, celebrate and extract insights before repeating the process.
- 10) How can I best utilize leadership development provided by my employer?
- A) Understand what they have to offer. Be part of the process. Offer or Request whatever seems to be missing.
- 11) How can I promote LIM in VN & and the Vietnamese community in the USA?
- A) Five easy steps:
 - 1) Engage LIM to join you in this process.
 - 2) Define your target markets.
 - 3) Define your message.
 - 4) Define your strategy.
 - 5) Deliver on your strategy.
- 12) How do we transition from being a not-for-profit center to a profit center?
- A) Add value that is measurable, sustainable, repeatable and scalable.
- 13) What technology needs to be in place?
- A) Technology is an enabler. The need will determine the appropriate technology. Trust your LT or SLDP participants to make good decisions.
- 14) When should we start "charging" business partners since we service different departments?
- A) You will know when the time is right. Basically, it will come down to value and three related questions. (1) What is the value you deliver? (2) How is it measured? (3) How should it be rewarded?
- 15) How can we help organizations achieve goals through shared leadership?
- A) Ask them what their goals are. Provide simple processes like SRWR, R&D & OS and all will be surprised by the outcomes. Never underestimate the power of individual thinking and collective wisdom.
- 16) What might be the common topics that L&D could focus on under our current environment cross regions?
- A) Here are a few common business & organizational needs:
 - 1) Increase retention and engagement.
 - 2) Reduce unsustainable practices.
 - 3) Increase profitability.
 - 4) Reduce costs.
 - 5) Make life in our company more 'fun'.
 - 6) Launch Product Q 'x' days sooner.
 - 7) Sell Product R by 'y'.

17) What would a conversation with L&D teams look like?

A) An astute L&D Team would say something like: “Boss, (CHRO) we need your help. Can you get buy-in from the LT so we get the collaboration of the BD Team and the OD Team. Then, together we can co-design a SLDP (Shared Leadership Development Program) with the advice and support of the LT and LIM. These are the key ingredients: 1) Establish Selection Criteria; 2) Invite Key Talent to write a letter / paper on why they should be part of the program. 3) Select the ones most appropriate. 4) Identify projects that support the LT’s business strategy; 5) Design a program based on SLDs and the company’s basic leadership competencies; 6) Select a partner who can co-design and deliver such a program; 7) Provide adequate supports to HR and the LT to ensure that the participants cascade what they learn into their own teams. This is where the culture change occurs – transformed leaders introduce new concepts and tools that shift the culture naturally.

18) How can we turn training events into learning interventions?

A) Here are 3 steps:
1) Learn the 10 Learning Principles.
2) Apply them in every meeting or ‘training event’.
3) Very soon every ‘training event’ will naturally become a learning intervention.

19) How can we reinforce the importance of shared leadership disciplines and tools and practice in our daily lives?

A) Here are a 3 simple steps:
1) Know what 5 disciplines are and the critical tools that will bring each discipline to life.
2) Try them out as appropriate. Make it simple and natural.
3) Reinforce them; repeat them until they come naturally; Move from Conscious Awareness to Unconscious Mastery.

20) How can we ensure that Senior Management becomes the initiator of L&D programs?

A) Invite them. They will do this naturally. Ask for their ‘Help’. This is a key part of leading.

21) How can we measure the impact or sustainability initiatives?

A) Here are seven steps:
1) Define what sustainability means for ‘us’.
2) Align around the purpose and value of sustainability.
3) Design a strategy on what we will do to be more sustainable.
4) Deliver on our strategy.
5) Measure our results.

- 6) Celebrate and learn.
 - 7) Set higher goals next year / cycle.
- 22) Why should a company keep L&D instead of 'outsourcing' it?
- A) Greater ownership; Greater commitment; Greater results.
- 23) How can a small team or organization adopt SL?
- A) The same way a large team adopts SL – begin with the CEO / MD and let him / her lead by example. The rest will follow.
- 24) What is the goal of SL anyway?
- A) Creating a culture where everyone shares in the influence, power and ownership (IPO) of any team; where the word "HELP" replaces 'DO THIS'; where 'Thanks' and 'Great Job' are regularly heard and the natural 'vibe' is TGIT (Thank God It's Today) instead of TGIF (Thank Got It's Friday).
- 25) What are different leadership paradigms?
- A) Basically, two types: 1) Pyramid: Command & Control; Shared Leadership: Every voice matters
- 26) What is an effective and efficient decision-making tool?
- A) Fist-Five (see attached handout)
- 27) How can we create a Shared Leadership Culture in our company if we have different business goals?
- A) First, agree that a SLC is what you all (as a leadership team) aspire to become. Then appreciate and recognize the different ways each part of the enterprise
- 28) What are a couple of challenges to becoming a SL Team and how did we overcome them?
- A) Challenges & Strategies to Overcome them:
 - 1) making time to connect – we had dinner together around a round or square table where we simply told stories.
 - 2) contracting among ourselves – we held a norm-setting session.
 - 3) clarifying our own roles – we held a session where each of us shared our roles; (a) top 4 responsibilities; (b) current priorities; (c) ways I bring my role to life; (d) the help I need to be more effective and efficient – then we gave feedback and made offers or requests to each person via chat or post-its.
- 29) How were we able to get our Leadership Team to 'buy-in' to Share Leadership?

A) Engage a coach who is competent, confident, and courageous. We have many to recommend depending upon what you are looking for.

30) What behaviors changed in this leadership transformation process?

A) Better listening; More Reflection: Less interruptions; Asking for Help; Offering Help; Better time management; Less blaming; Better decisions; More effective, efficient and fun meetings; More celebrations and debriefing every meeting to extract Pluses and Deltas.

31) How do we sustain 'best practice' rather than slip into former behavior?

A) Set team norms; Revisit the norms; Measure the Norms; Bring them to LIFE; Assign roles (meeting manager, timekeeper, scribe, coach) and rotate these roles.

32) What are some of the value billing examples and criteria?

A) When we worked with Vithal and his leadership team we used the following criteria to select projects:

- 1) Measurable
- 2) Impact
- 3) Monetizable
- 4) Requires research
- 5) Promotes Learning and Earning
- 6) Reduces time (design, production, delivery, decisions, sales, etc.)
- 7) Requires lots of good thinking and planning
- 8) Cannot be easily decided by an expert

B) Here are some of the projects Leadership Teams from different companies have selected:

- 1) Reduction in Customer Complaints
- 2) Increased Sales
- 3) Reduce time to replace spare parts
- 4) Reduce CO2 emissions in production plants
- 5) Purchasing savings
- 6) Shorten launch times
- 7) Meeting Protocols to safe minimize meeting times
- 8) Reduce costs due to unsustainable behaviors

33) How can we measure the profit gained by the L&D unit using value billing?

A) How can we determine if L&D generated the profit?

- 1) Look at the last 3 years or whatever number you think is most appropriate and find the 'normal' trend or trajectory before L&D was involved.
- 2) If in year 4 (the year L&D got engaged) there is no noticeable shift in the trajectory, L&D have not delivered significant value. Call this point – 'X'
- 3) If in year 4 the project gets to 'Y' a measurable and significant jump from 'X' then L&D has delivered significant value.

4) And, IF, in year 4 the project gets to 'Z' a very significant and measurable jump from 'X' then L&D has delivered very significant value.

34) Where should we begin?

A) Speak with your Team Leader, CEO or President. If you need help, ask for HELP. We're ready to help.

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