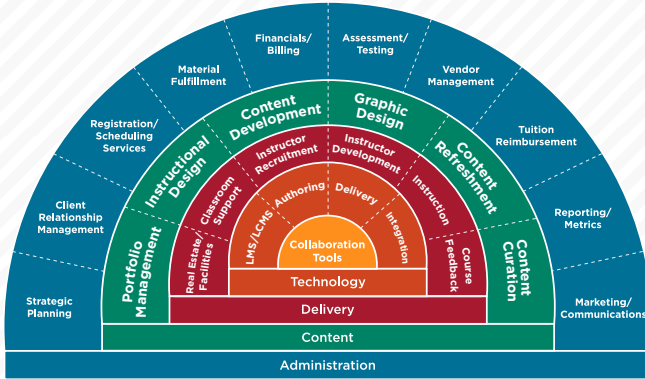
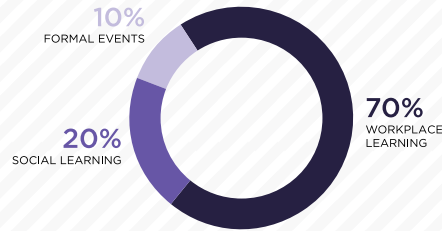


WORKING TOOLS OF A TRAINING MANAGER

Training Process Framework



70-20-10 Model



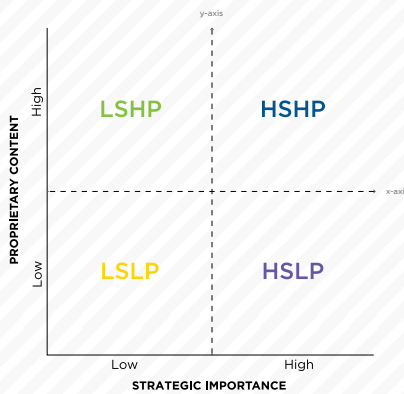
Evolution of LMS



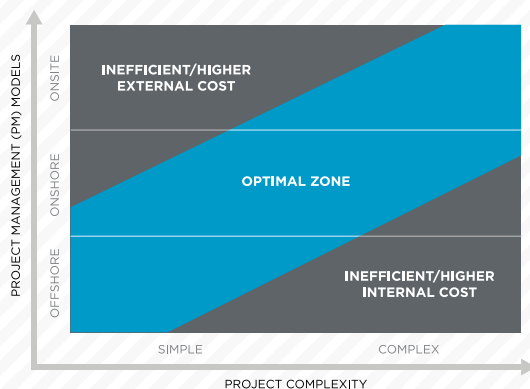
Process Capabilities Best Practices



Portfolio Rationalization Model



Sourcing Optimization Model



7 CORE RESPONSIBILITIES OF A TRAINING MANAGER

7
Evaluate Performance
4 Levels of Evaluation

6
Develop & Deliver Solutions
Content Development Models
ADDIE, RCD

5
Identify Needs

4
Technology
Technology Platforms
Admin, Authoring, Delivery, Collaboration, Repositories

3
Resources
Contracts
MSA, SLA, SOW, NDA

2
Processes
Organization Models
Centralized, Federated, Decentralized

1
Strategic Alignment
Business-Centric Training
Demand-Based Learning

IMPLEMENTATION

PLANNING

FOUNDATION

Evolution of the Training Industry

An understanding of how past events have shaped the training profession allows learning and development professionals to anticipate and adapt to change. This diagram illustrates key societal and technological shifts that have influenced the evolution of the training industry.

Training Process Framework

Use this model to determine if your organization is focused on all the processes that create value in a high-performing training organization. The framework is helpful when allocating resources for insourcing within your organization and outsourcing from external suppliers. Explore how the processes you manage are interrelated and how to make them operate most efficiently. The framework defines 27 processes categorized into four functional process groups: administration, content, delivery and technology. It is depicted to mimic an orchestra, symbolizing the interdependence of each of the processes. As a training manager, your role is that of the conductor, actively understanding and managing each process to ensure the entire training organization is functioning.

70-20-10 Model

70-20-10 refers to how learners obtain the information they need to succeed in their roles: 70% from on-the-job means, 20% from social interactions, and 10% from structured or formal training, such as instructor-led training (ILT).

While the classic ratio is 70-20-10, Training Industry's on the job, social and formal learning (OSF) ratio recognizes that organizations' optimal ratios will vary based on their unique ways of doing business.

Process Capabilities Model

This model is a group of best practices identified from Training Industry's global, longitudinal research on great training organizations. The model illustrates eight process capabilities presented in order of priority. Strategic alignment is at the center of the model, because it drives everything we do; the process capabilities ensure that all training activities align with business needs. This model allows training managers to identify process capabilities that are most important to their organization's goals and to design training that drives success.

Sourcing Optimization Model

Based on a Training Industry research study, the sourcing optimization model illustrates where project management resources should be located when outsourcing: onsite, onshore or offshore. The chart is organized into three zones, with the center zone referred to as the "Optimal Zone" and the other two as "Inefficient Cost" zones. To determine the right location, consider where your resources will be the most efficient and effective based on the complexity of the project and the location of intellectual resources.

Evolution of LMS

To understand the administration platform, it is important to understand how it has evolved over time. There are five levels of the administration platform:

- ◇ Standalone LMS
- ◇ Networked LMS
- ◇ LCMS
- ◇ Learning Portal
- ◇ Personal Learning Environment (PLE)

Understanding when to use each type of administration platform is critical for managing cost.

7 Core Responsibilities of a Training Manager

Focused on your responsibilities and the tools to help you make decisions and effectively manage training, this pyramid model shows three phases and seven responsibilities of a training manager.

Three phases:

- ◇ Foundation
- ◇ Planning
- ◇ Implementation

Seven responsibilities:

- ◇ Strategic Alignment
- ◇ Processes
- ◇ Resources
- ◇ Technology
- ◇ Identify Needs
- ◇ Develop and Deliver Solutions
- ◇ Evaluate Performance

Each responsibility is placed within one of the three phases of the pyramid. Building the proper foundation for training initiatives before planning and implantation is key to becoming a successful training manager.

Portfolio Rationalization Model

This four-quadrant model is a decision-making tool designed to help training managers evaluate a portfolio of offerings.

- ◇ Y-axis: Proprietary Content
- ◇ X-axis: Strategic Importance

This model is a tool for evaluating a training organization's portfolio based on two factors: the level of proprietary information contained within the course (Y) and the course's strategic importance to the organization's objectives (X). The plotted location of a training program should determine whether or not to offer the program and facilitate the identification of the appropriate resources for its development and delivery.