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## IBM Reinvents Its Workforce

Rex Davenport

On Demand isn't merely the current marketing effort for IBM; it's also the delivery method IBM is using to reinvent its workforce. On Demand Learning means "making the learning personalized" and "center[s] on how the learner wants to learn at that moment," explains Ted Hoff, IBM's vice president of learning.

Employees have three ways of learning in this \$700 million initiative:

**The classic blend.** IBMers are exposed to courses that are designed to involve a variety of approaches: web-based and face-to-face combinations.

**Initiative-based.** IBMers, facing a specific business challenge, are guided through a learning process focused on developing new approaches.

**The On Demand workplace.** IBMers learn in a "work-embedded" environment, with a design that incorporates learning into the work itself.

With this new approach to learning, structured by leadership survey results that identified the skills required of its workforce, IBM is well on its way to integrating learning, hot skills, and technology.

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## Boomer vs. Echo Boomer: The Work War?

Paul Harris

A new kind of sensitivity training has become relevant at our workplaces: generational differences.

With roughly 50 percent of the population eligible for retirement within the next five years, a brain drain is imminent. The possibility of critical knowledge walking out the door with older workers has organizations focusing on one thing: knowledge transfer.

The sudden arrival of the Echo Boom generation has highlighted the dramatic need for training about generational issues.

"All five generations in the United States today have their own unique mindsets," explains Phil Goodman, a San Diego-based consultant. "To expect any generation to behave the way its predecessor did is insanity."

To help reconcile conflicting work philosophies, trainers are introducing diversity courses that cover generational issues.

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## Measurement Gets Strategic

Paul Bernthal

Measurement is an integrated part of how workplace learning and performance professionals partner with stakeholders and implement their strategies.

Most organizations use some form of employee satisfaction survey. Recent studies have redefined those surveys to focus on the concept of employee engagement.

At CompUSA, Tom Labadie, director of training and development, knows that employee engagement drives customer satisfaction. The tool CompUSA used tracked progress and employed engagement results to build a training plan that tied to the company strategy of developing a "winning culture."

For Wyeth Consumer Healthcare, attracting, developing, and retaining talent is a "top 5" priority. It developed a new mission, vision, and values, and created a focus on people. Today, senior leaders buy into the idea of human capital, with a strategy for driving a talent management.

Hospital Corporations of America uses a scorecard that details a mix of lead and lag measures for recruitment and retention. That scorecard keeps HCA centered on what's important for supporting human capital effectiveness.

Outcomes from the CompUSA, Wyeth, and HCA programs lead to higher performance and retention.

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## Savvy Training

Martin Seldman and Jovita Thomas-Williams

Executive coach and organizational psychologist Martin Seldman has designed an Organizational Savvy Model to help organizations develop better leaders, and Jovita Thomas-Williams, vice president of human resources at MGM Grand Detroit Casino, has put it to the test.

Organizational savvy leadership training equips leaders to be good stewards of their company's resources and reputations by giving them skills and strategies to

- identify and diminish the impact of the overly political individuals
- identify and elevate competent leaders who possess integrity and right core values
- reduce dysfunctional political behavior throughout the enterprise.

At MGM Grand Detroit Casino, Thomas-Williams developed a two-part plan for organizational savvy training to help the company achieve the attitudes and behaviors leaders expected from employees.

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### Clients: What to Do With Them

Darin E. Hartley

We all have—and want—clients. But at times, we can't figure out how to manage the relationship. Darin Hartley, the director of solutions development at Intrepid Learning Solutions, attempts to shed light on the subject.

Knowing that each client has his or her own environmental, technical, organizational, political, and industry lens that colors his or her viewpoint, Hartley wondered if there might be a core set of archetypes for difficult clients.

After reflecting on some of the difficult clients he'd encountered, Hartley asked peers and other professionals to add their own thoughts. He also created a web survey to poll professionals for additional insights.

The end result: a good straw list of categories that include such characters as the Know-It-All, the Miser, the Nonresponsive, and the Noncommittal.

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### E-Portfolios

Saul Carliner

According to the e-portfolio page of the Pennsylvania State University website, e-portfolios are “personalized web-based collections” of previous work with “reflective annotations and commentary related to these experiences.” Much like their paper counterparts, e-portfolios let you showcase your work and skills in ways that aren't possible through the mere listings of credentials permitted by résumés and curriculum vitae.

Workplace learning and performance professionals can use e-portfolios as an innovative means of showcasing their skills and capabilities or as a method to review the developmental possibilities of their clients.

An e-portfolio contains

- a résumé—to report career highlights
- an education record—to provide a detailed listing of your formal and informal learning
- work samples—to showcase projects on which you were the primary contributor and projects on which you served a supporting role.

As skills management gains importance, and as managers increasingly rely on skills management tools to identify and track the skills of their workforce, workplace learning and performance professionals need a tool that identifies the full range of skills possessed by workers. E-portfolios provide such a tool.

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