

# **Learning Paths:** *Applying Quality Principles to Speed Up the Learning Process*

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Ira Kasdan  
Steve Rosenbaum  
Ed Robbins

# Key Ideas

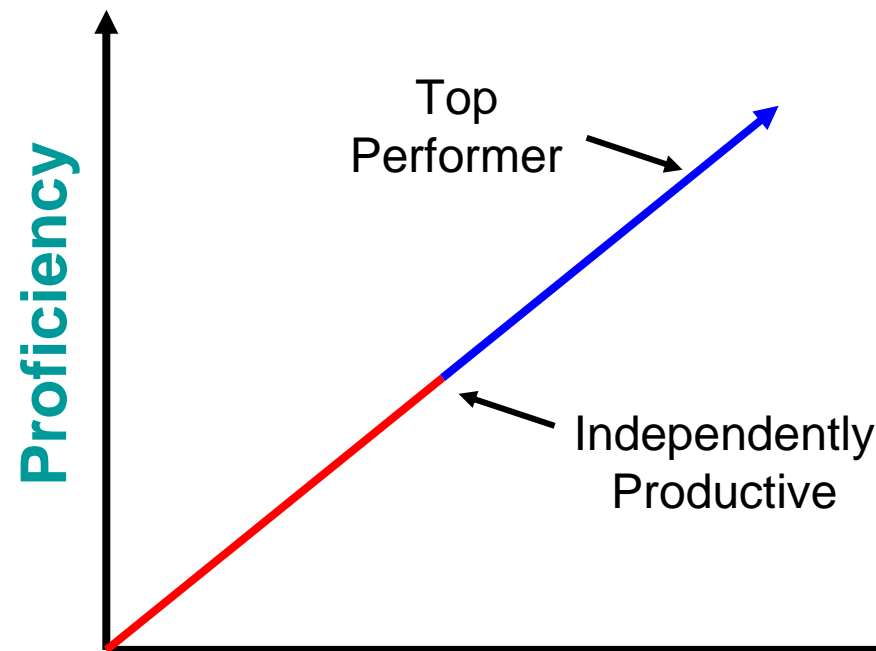
1. Proficiency has a significant impact on organizational productivity, quality, and financial results
2. Anything that shortens time to proficiency is good for the organization and its customers
3. Training  $\neq$  Learning
4. Learning is a process

# Key Ideas

5. Applying quality goals and tools to the learning process can deliver big savings and improved results
6. Opportunities for high impact projects are many
7. The Learning Path Methodology is an effective way to address these opportunities

# Proficiency

Doing a job at a given level of performance



# Proficiency

- What percent of people in your company or department perform their job at or above the “independently productive” level of proficiency?
  - Handle all of their job duties effectively
  - Demonstrate all required knowledge and skills
  - Consistently achieve the expected level of productivity
  - Consistently produce the expected level of quality
  - Require minimal supervision

# Proficiency

- When workers are less than **independently productive**, how does this impact organizational performance?
- List at least three adverse effects.

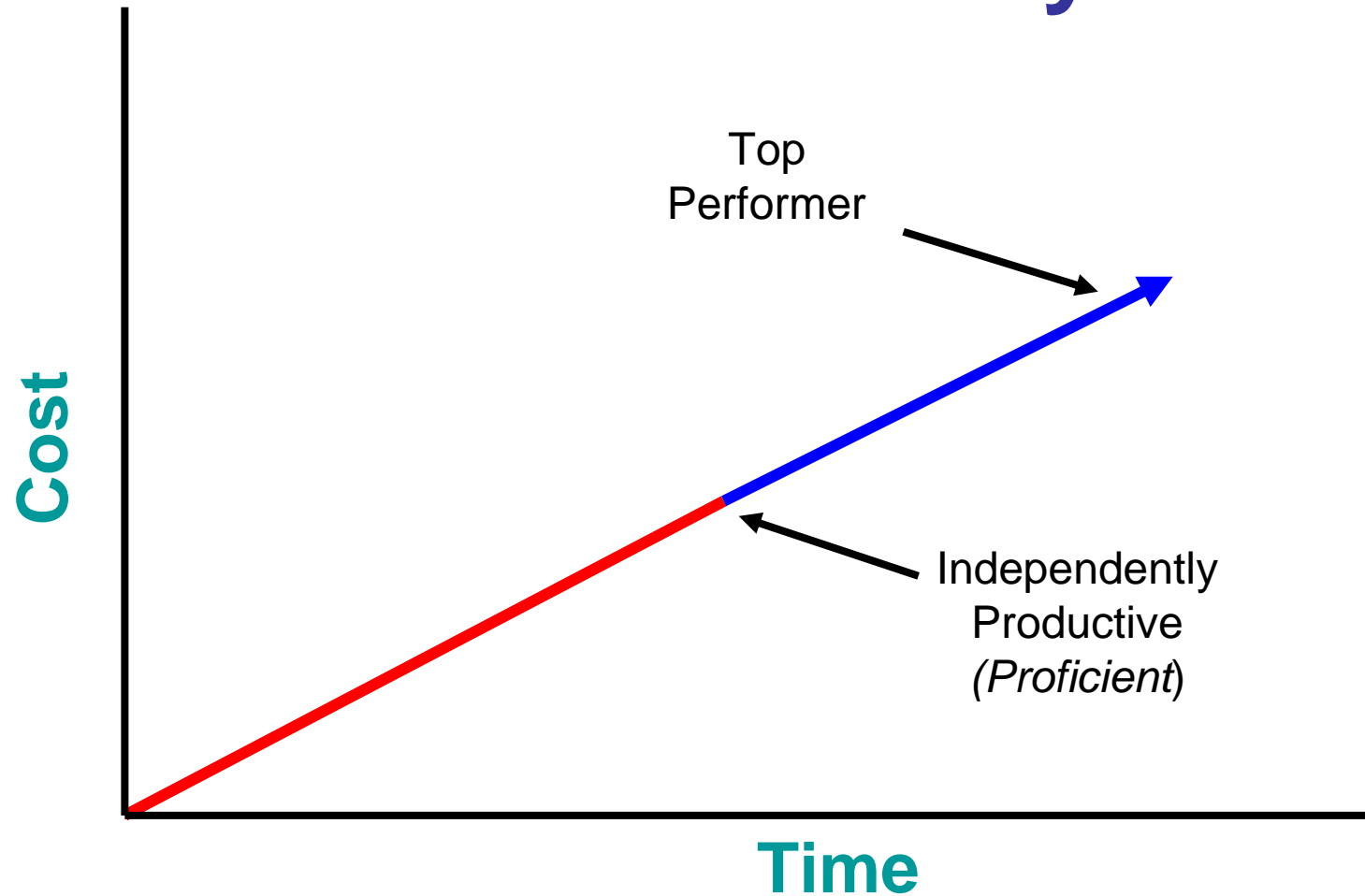
# Impact of Proficiency Gaps

- ✓ Lost sales/missed opportunities
- ✓ More dissatisfied or lost customers
- ✓ Reduced productivity
- ✓ Increased errors and rework
- ✓ Additional accidents and injuries
- ✓ Lower morale
- ✓ Higher turnover
- ✓ Early rehiring
- ✓ Extra management and supervisory time
- ✓ Reduced return-on-investment (ROI)

## ***Proficiency...***

has a significant impact on organizational productivity, quality, and financial results

# Time is Money



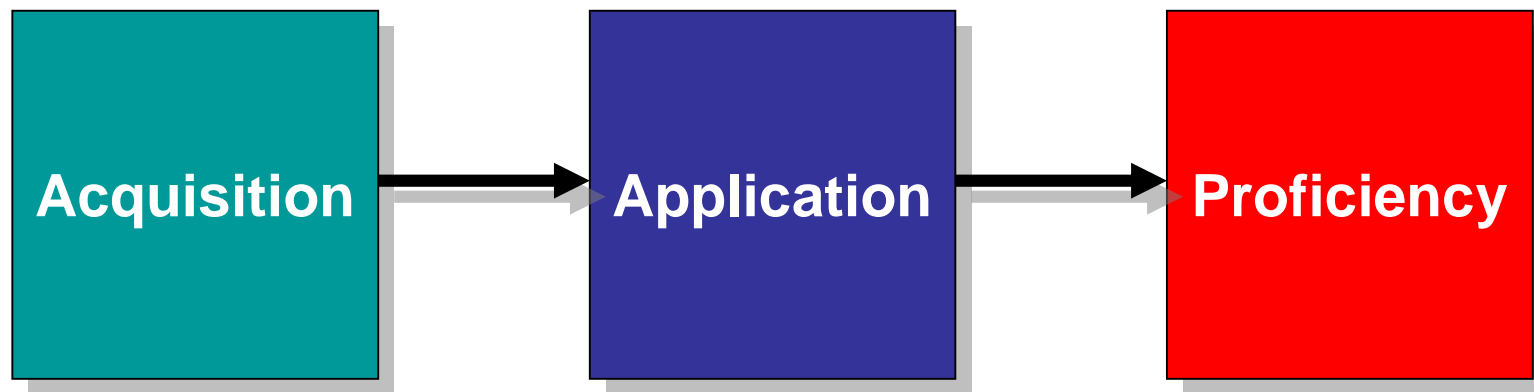
Anything that shortens *time to proficiency* is good for the organization and its customers

Training  $\neq$  Learning

# Learning vs. Training

- What is a sport, hobby, or skill that you perform at a very high level?
- How did you become so good at it?
- What's **different** about the way you **learned** and how organizations typically **train** people for their jobs?

# Learning Process



# Quality & the Learning Process

## Goals

- Reduce variability
- Eliminate waste
- Save time
- Lower costs
- Meet or exceed customer expectations

## Disciplines

- Process mapping
- Process documentation
- Rigorous measurement
- Continuous improvement

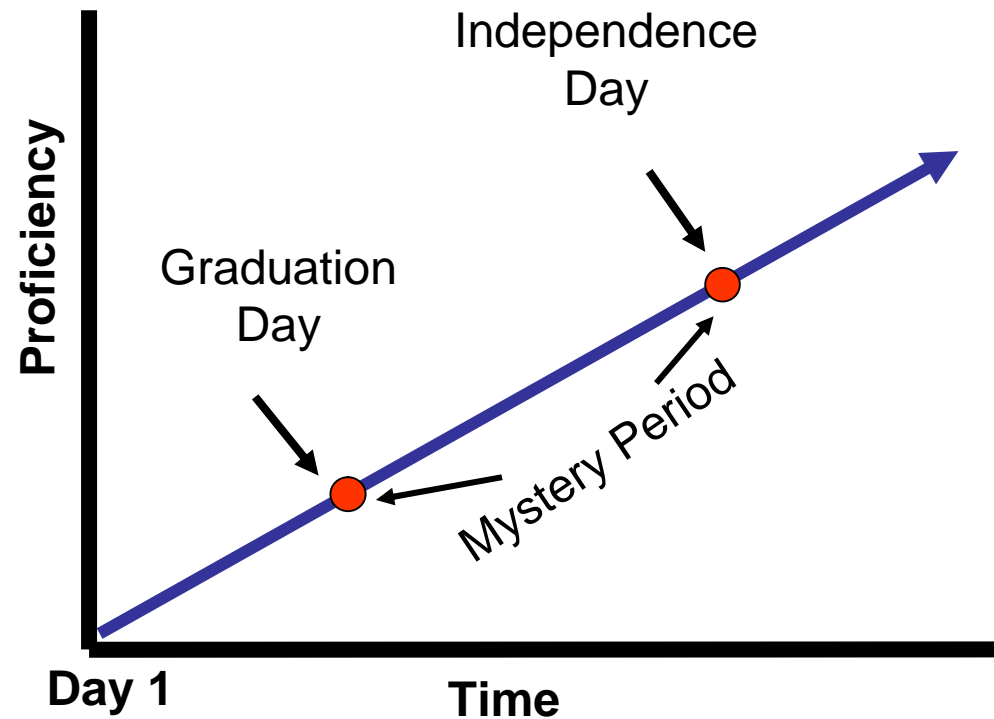
Applying quality goals and tools to the learning process can deliver big savings and improved results

# After Someone Is Hired...

- What are the typical sources of “variability” in how they learn to do their job?
- What are the most common sources of “waste” in the learning process?

# The Learning Process

- Graduation Day
- Independence Day
- Mystery Period



***A Learning Path is..  
the total sequence of learning  
activities including practice and  
experience that leads to a desired  
level of proficiency.***

**Formal Training + Practice + Coaching + Experience = Learning Path**

# Learning Path Methodology

## Goal

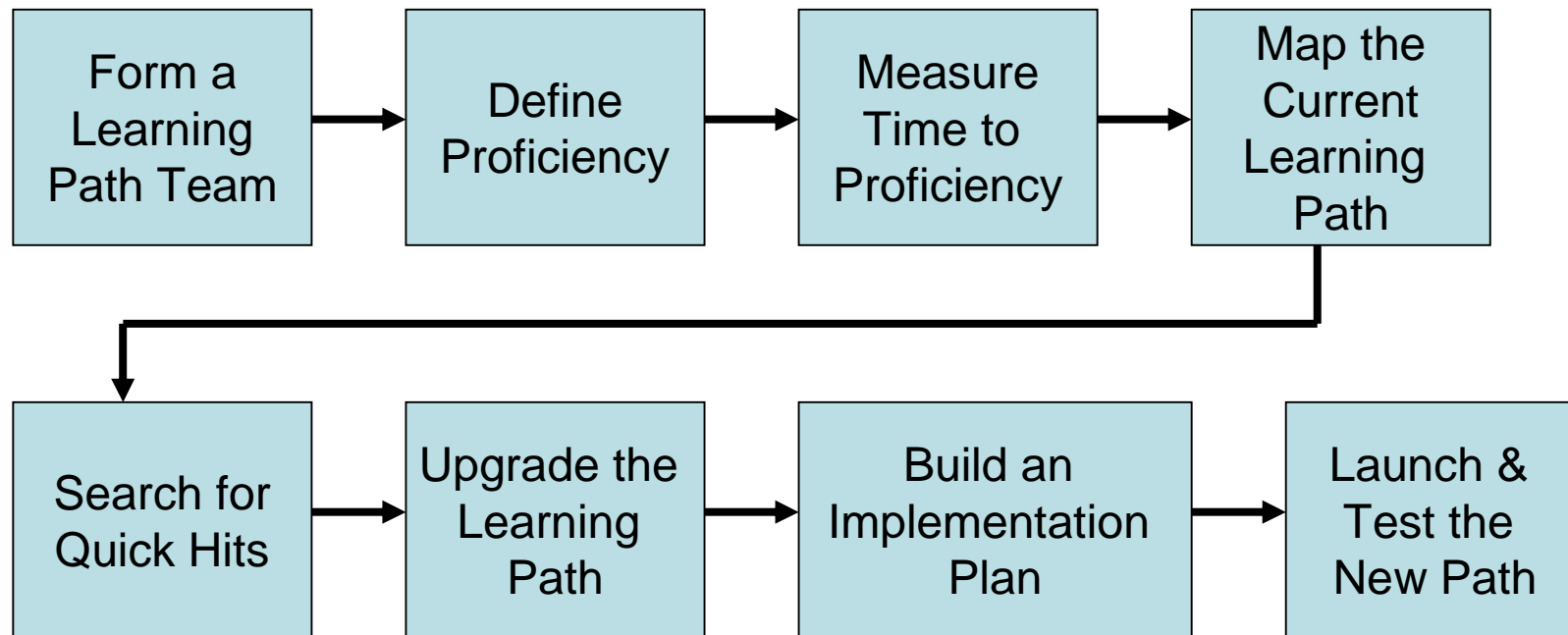
Reduce time to proficiency

## Business Case

Faster proficiency yields lower costs & better outcomes

- Productivity
- Errors
- Safety
- Morale
- Customer satisfaction

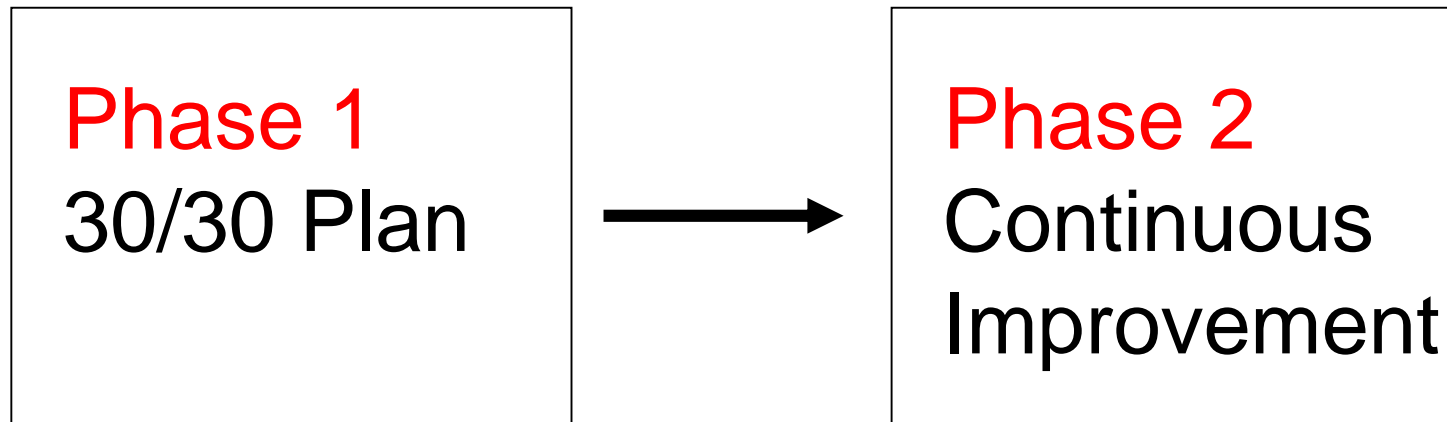
# Learning Path Methodology



# Sources of Improvement (Quick Hits)

- Structuring the Mystery Period
- One Path vs. Many
- 100% vs. 80%
- Upgrading incumbents
- Improvement Management Involvement

# The Learning Path Methodology



Opportunities for high  
impact projects are many

### **Learning Paths International**

Steven Rosenbaum, President

1373 White Oak Drive

Chaska, MN 55318

952-368-9329

infoUS@learningpathsinternational.com

### **Performance Builders, Inc.**

Ira Kasdan, President

18101 Tamarack Drive

Minnetonka, MN 55345

952-401-1016 Office

lkasdan@comcast.net

### **Learning Paths Europe**

The Sales Architects

MerchantWest

274 Bath Street

Glasgow G2 4JR

(+44) 141-332-8855

infoUK@learningpathsinternational.com

### **Learning Paths Canada**

Arupa Tesolin

11 John St. S., Suite 102

905-271-7272

Mississauga, Ontario

L5H 2E3

infoCAN@learningpathsinternational.com

