Five Elms Capital

Setting up a Learning & Development Program

By: Kati Ryan, A Positive Adventure

HI. I'M KATI.

A POSITIVE ADVENTURE

Founder of APA.

- Worked in L&D for 15 years
- Worked with startups for 13 years
- Passion for organizing the chaos of L&D and helping orgs scale effectively by making learning stick
- Climber, avid reader, board game enthusiast

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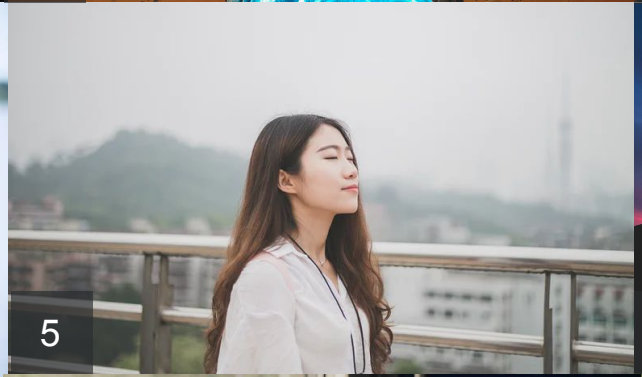
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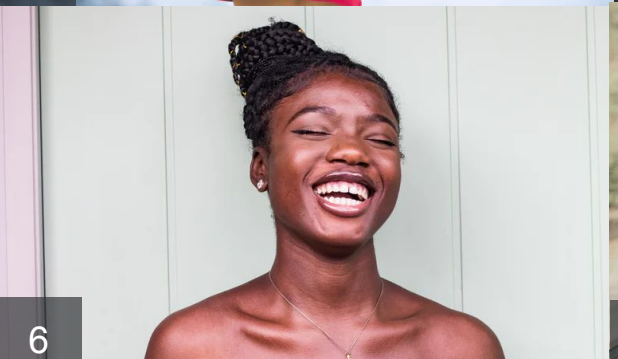
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WHY IS BUILDING AN L&D PROGRAM IMPORTANT?

1

To **fuel** organizational growth

2

To create a culture of **continuous** learning

3

To attract and **retain** high-performers

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IN CHAT:WHAT DO YOU DO FOR L&D TODAY?

Do you facilitate trainings internally, reimburse for outside training, hire third party vendors or some combo?

What are **L&D funds** used for?

- Trainings
- Accreditations
- Conferences

Who is **eligible** for L&D benefits?

Who uses them the **most?**

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COMMON GUIDELINES FOR APPROPRIATE L&D BUDGETS

1-3%

of total payroll costs

WHEN TO INVEST IN L&D HIRES & THEIR RESPONSIBILITIES

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WHEN TO BUILD & WHEN TO REIMBURSE/BUY

IN-HOUSE	REIMBURSE
Critical company-specific knowledge	Specialized expertise (tech skills or certs)
Onboarding & orientation	Career dev / individual learning paths
Team-building & collaboration	When have limited resources & keeping pace with rapid changes
Sensitive or proprietary information	Employee initiative

**Reimbursement range is often between $500-$2000 per employee*

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HOW TO EXECUTE COMPANY-OWNED TRAININGS:

1. Trainer and manager alignment
2. Invest time to execute cohesively
3. Involve managers in training creation
4. Tailor the message to your audience

One word to describe your in-house trainings today:
Menti.com
Use code: 1500 7932

IN CHAT:HOW DO YOU MAKE TRAINING FUN & ENGAGING?

MAKE TRAINING FUN & ENGAGING

Include Surprises

Good training isn't *"Death by PowerPoint."* Make an effort to provide a fun, engaging, and exciting classroom environment.

Use Engagement Tactics

Include interactive elements, such as groups discussions, gamify activities, and incorporate adult learning theory.

Keep it Simple

Align gamification with learning objectives.

"If you can't explain it simply, you don't understand it well enough."

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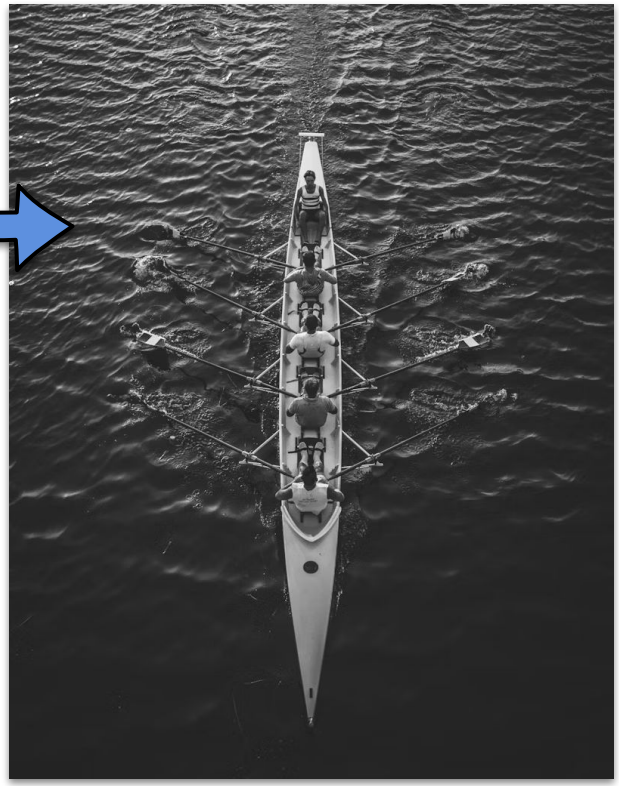

ALIGN YOUR MANAGERS

1. Rollout changes to them first
2. Provide actions steps for them (i.e. a reference guide to use in next team meeting)
3. Conduct live Q&A follow-up with them

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TRAINING FUNCTIONAL AREAS:

Content Relevance is Key!

- Training content should align with the specific skills and knowledge required for each functional area.
- Narrowcast vs. broadcast information
- Allow space for personalization by each person

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MEASURING SUCCESS

EX. ENGINEERING:

1. **Technical Proficiency:** Measure improvements in technical skills and knowledge relevant to engineering tasks.

2. **Problem-Solving:** Assess the ability to apply newly acquired knowledge to real engineering challenges effectively.

3. **Error Reduction:** Track a decrease in errors, defects, or rework in engineering projects as a result of the training.

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MEASURING SUCCESS

EX. SALES:

1. **Sales Revenue:** Measure the increase in sales revenue generated by sales teams post-training.

2. **Conversion Rates:** Evaluate improvements in conversion rates, such as leads to sales or prospects to customers.

3. **Customer Satisfaction:** Gauge customer satisfaction scores to ensure that the training positively impacts the customer experience and relationships.

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COMMON PITFALLS

Lack of Alignment

Failing to align L&D programs with organizational goals and needs can lead to inefficiencies and ineffectiveness.

One-Size-Fits-All Approach

Neglecting to tailor training to individual learner needs can result in disengagement and limited impact.

Inadequate Evaluation

Not measuring the impact of L&D efforts and failing to adapt based on feedback can hinder program success.

Key Takeaway from Today:
Menti.com
Use code: 1500 7932

RESOURCES FOR YOU

- OneGuide: Setting Up an L&D Program
- OneGuide: Designing Your Company’s New Hire Experience
- LMS Selection Guide Template
- No-Pressure-Pick-My-Brain Chat

Q/A

AND THANK YOU FOR HAVING ME.

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Setting up a Learning and Development Program

with Kati Ryan

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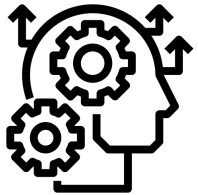
Why is building a learning and development program important?

To fuel organizational growth

To attract and retain high-performers



To create a culture of continuous learning

What do you do for L&D today?

FOR DISCUSSION

Do you provide instruction, reimburse for outside training, or both?

What are L&D funds used for?

- Trainings
- Accreditations
- Conference

Who is eligible for L&D benefits?

Who uses them the most?

Comment in the chat!

What are good guidelines for an appropriate L&D budget?

1-3%

of total payroll costs

At what stage should you invest in a dedicated training person or team? What are their responsibilities?

Build a dedicated team at Series B (potentially earlier if hiring fast)

Responsibilities

- Training Needs Analysis
- Curriculum Development & Instructional Design
- Training Facilitation
- Own Onboarding
- Evaluation and Assessment
- Learning Technology
- Compliance and Legal Considerations
- Budget Management
- Continuous Learning Design and Partnering with Internal Clients

When should you hold your own training vs. reimburse for employees to pursue training on their own?

In-house

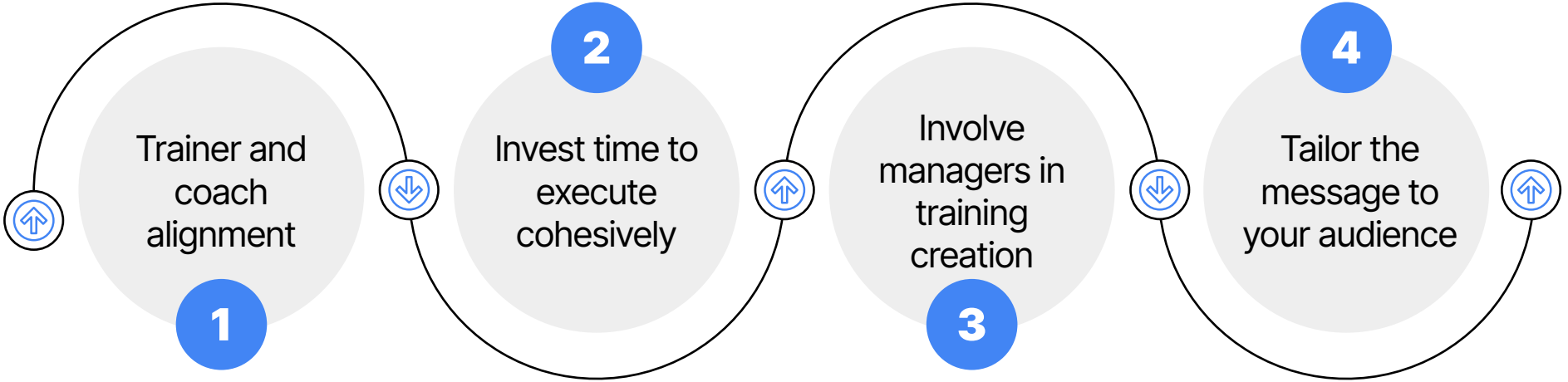
- Critical company-specific knowledge
- For onboarding and orientation
- To foster team building and collaboration
- Sensitive or proprietary information

**Reimbursement range is often between $500-$2000 per employee*

Reimburse

- Specialized expertise, such as technical skills or industry-specific certifications
- Career development and individual learning paths
- Limited resources and keeping pace with rapidly changes
- Employee initiative

How do you execute company-owned trainings?



How can you construct training sessions that are engaging for employees?

Include Surprises

Good training isn't *"Death by PowerPoint."* Make an effort to provide a fun, engaging, and exciting classroom environment.

Use Engagement Tactics

Include interactive elements, such as groups discussions, gamify activities, and incorporate relevant real-world scenarios.

Keep it Simple

"If you can't explain it simply, you don't understand it well enough."

How do you get managers aligned with training, so they provide coaching of the same skills outside the classroom?

1	Roll out changes and updates to **managers first**
2	Provide managers with **action steps and a guide** *E.g. a quick-reference guide to help a manager explain a product change in their next team meeting*
3	Conduct a live, follow-up **Q/A session** with managers and employees

How does training differ between functional areas within the organization differ?

Content Relevance

Training content should align with the specific skills and knowledge required for each functional area.

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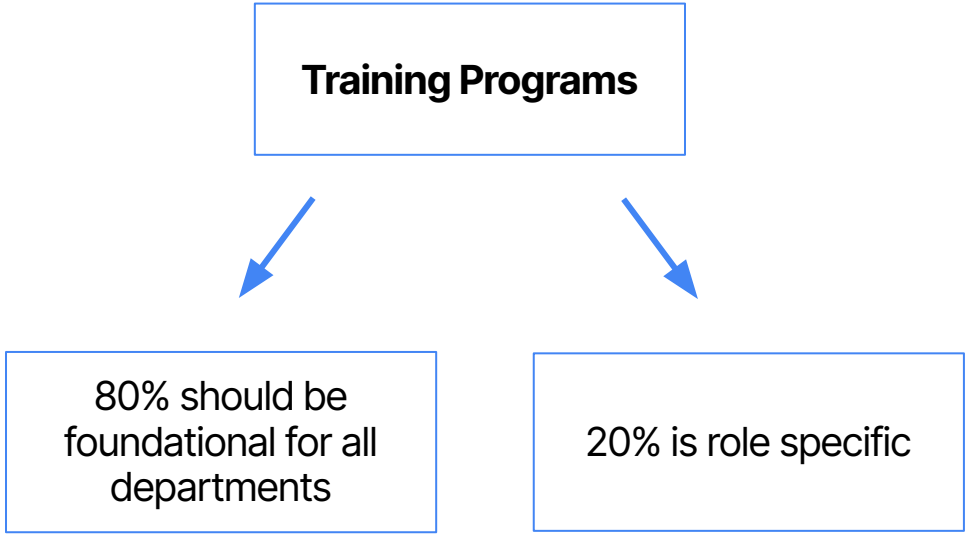

How do you measure the success of trainings?

Ex. Engineering

- **Technical Proficiency:** Measure improvements in technical skills and knowledge relevant to engineering tasks.
- **Problem-Solving:** Assess the ability to apply newly acquired knowledge to real engineering challenges effectively.
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What are common pitfalls?

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Questions