Corporate Training Dynamics and Insights

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Catalyst ® Virtual Academy (CVA) provides world-wide training on CSC's global methodology
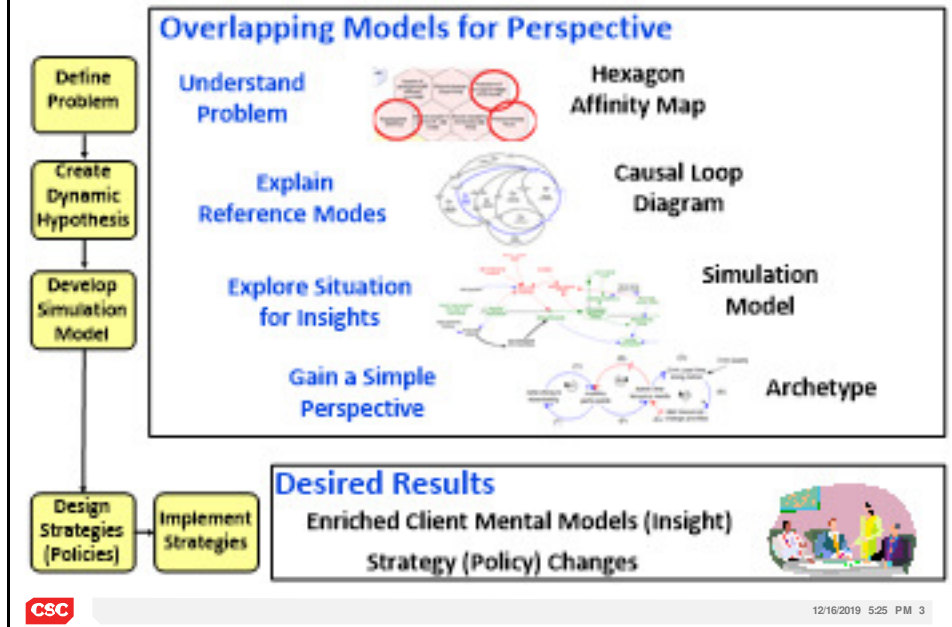
Problem

- Participation in training is increasing, but slowing down

- Constraints on CVA Leads' time is threatening CVA success

- CVA Leads are increasingly unable to spend all the time needed to:
  - Develop course content
  - Update course content
  - Coach instructors
  - Train participants
  - Advertise to targeted audiences

- What is causing these constraints on time and how might the situation be improved?

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Gaining Insight

Overlapping Models for Perspective

Understand Problem — Hexagon Affinity Map
Explain Reference Modes — Causal Loop Diagram
Explore Situation for Insights — Simulation Model
Gain a Simple Perspective — Archetype

Define Problem → Create Dynamic Hypothesis → Develop Simulation Model → Design Strategies (Policies) → Implement Strategies

Desired Results
Enriched Client Mental Models (Insight)
Strategy (Policy) Changes

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Identifying Variables

We selected 3 key variables that illustrate the problem

And the pain points

Participants

Sessions

Admin Hours

Define Problem

Location of Coaches (12 countries) — timeslots (4-5)

location of participants (40 different) countries) — # Administrators (4 part-time) — # sessions of courses (average of 25/month)

Metric report — # participants (8000/yr) — #admin emails (X per month - see notes) — # tools needed to Administer (see Note) — # Administrative Hours

course ccurricula — Session feedback — #interfaces between tools — Usability of tools

business demand on what existing curricula (session demand) — certification — # Courses — Course duration — Communication venues — Number of Stakeholder Groups

Updates to Catalyst — business demand on what courses we develop — types of delivery (virtual, classroom, self-paced, — Course Development tools — #program direction hours

industry methodology updates — Course development time — Depth of learning — Course Developers

Hexagon Affinity Map

KEY
Schedule   Demand Generation   Course Development   Deployment

Many of the other variables were used in the simulation model

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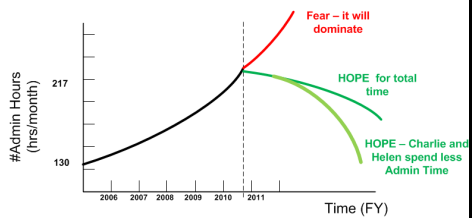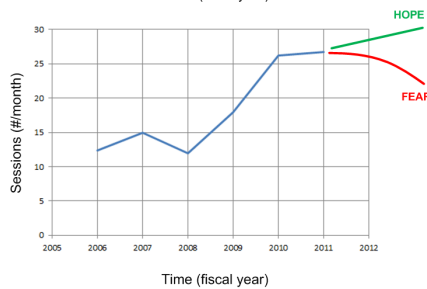
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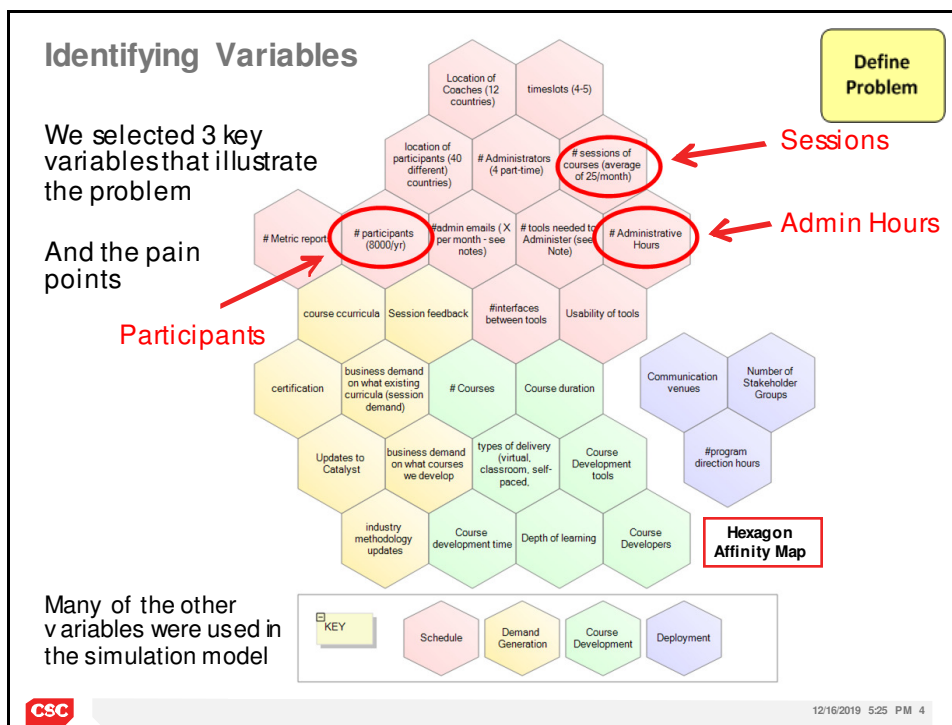
Illustrating the Problem with the Historical Behavior of Key Variables

Define Problem
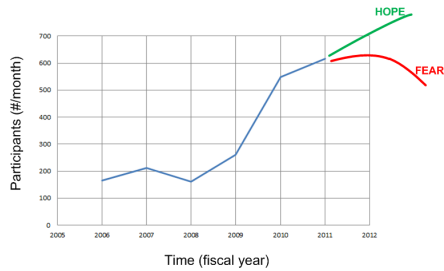
REFERENCE MODES

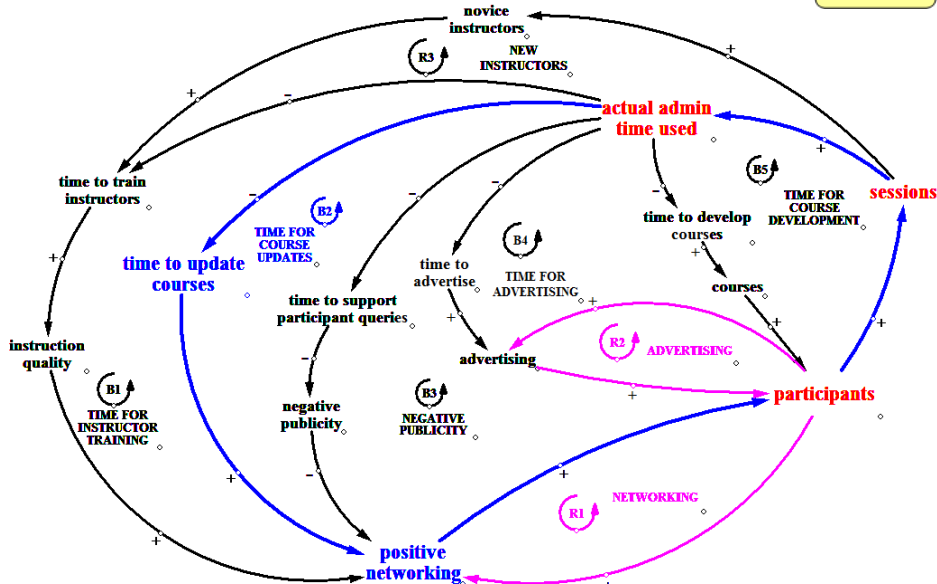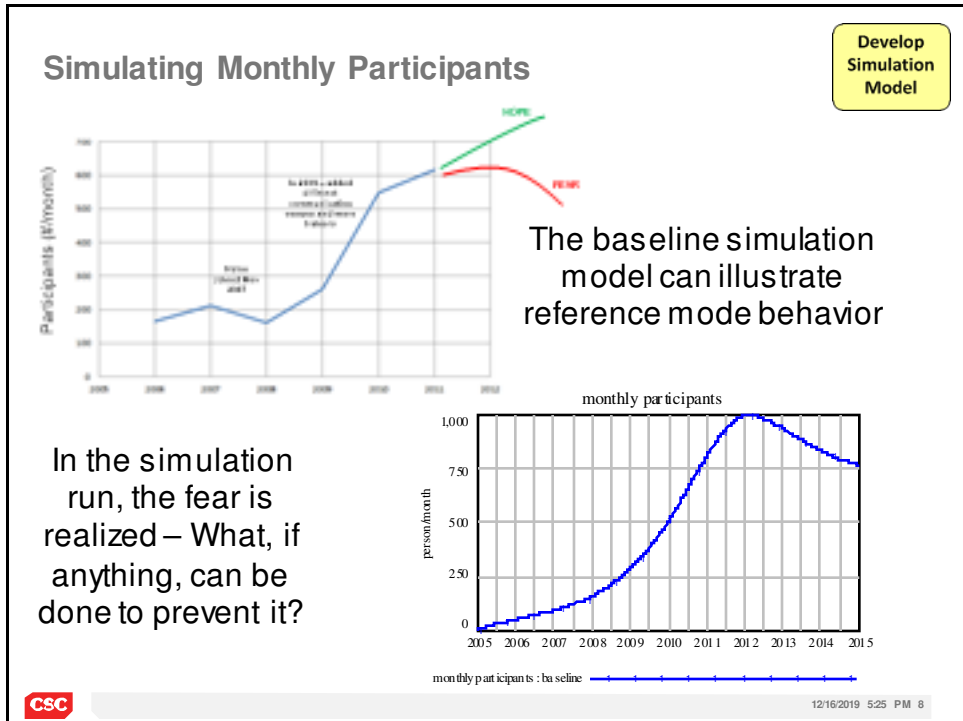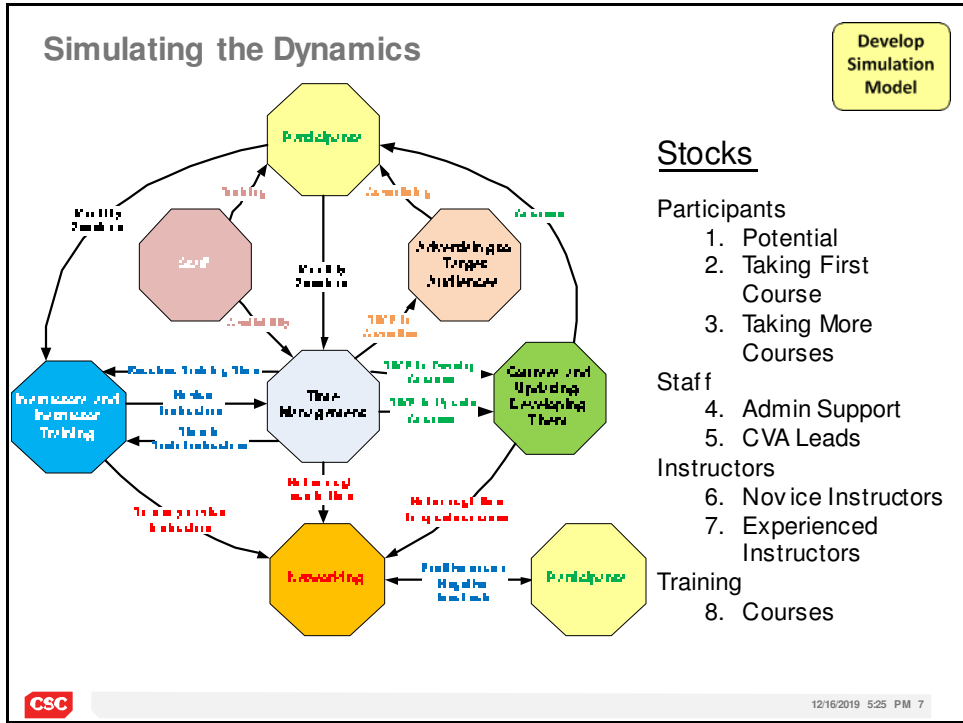Administrative time is growing with the number of participants and sessions!!

Explaining the Reference Modes with a Dynamic Hypothesis

Create Dynamic Hypothesis

Simulating the Dynamics
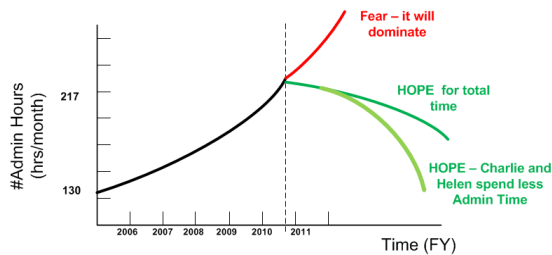
Develop Simulation Model

Stocks

Participants
1. Potential
2. Taking First Course
3. Taking More Courses

Staff
4. Admin Support
5. CVA Leads

Instructors
6. Novice Instructors
7. Experienced Instructors

Training
8. Courses

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Simulating Monthly Participants

Develop Simulation Model

The baseline simulation model can illustrate reference mode behavior

In the simulation run, the fear is realized – What, if anything, can be done to prevent it?

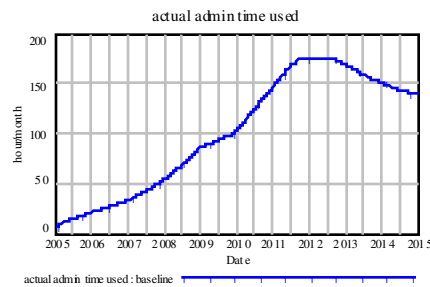monthly participants

monthly participants : baseline

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Simulating Administrative Hours Used

- In 2011, the admin time flattens
  - There are so many participants that there is not enough admin time to support them
- In late 2012, admin time drops
  - Because the number of participants drop

actual admin time used

actual admin time used : baseline

Improving Efficiency?

- "Admin time per session" is the biggest contributor to admin time
- Tools or better processes could lesson this time, or it could be done by another group and be near zero.
- Admin time per session was varied from
  - 0 hours/person (some other group does it) to
  - 4 hours/session (baseline) after 2011
- This may affect cost of service ($ per participant or per course) – a financial module is not in the current model
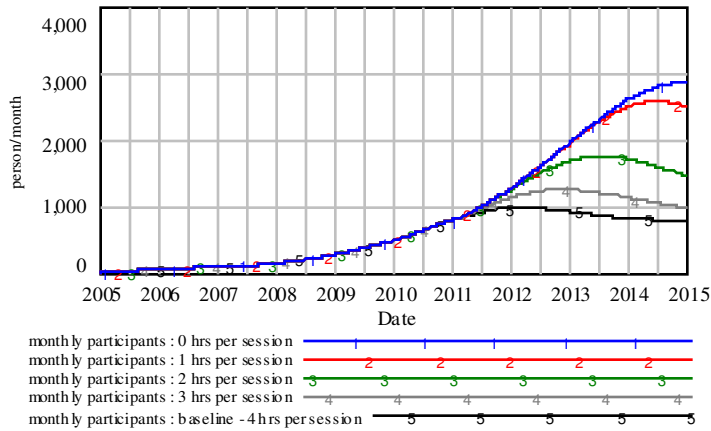
Effect of Improvements on Participants

As Admin time per session decreases, participation will increase since there is more time to spend on developing courses, training instructors, etc.

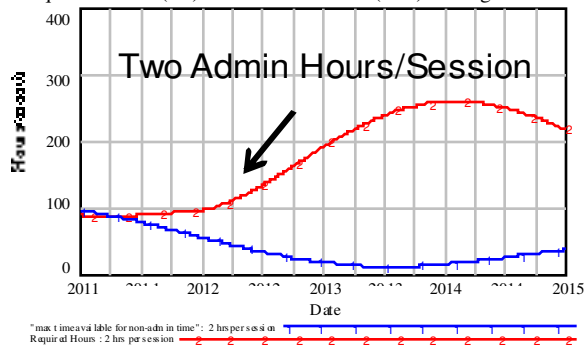**Monthly Participants Increase with Decreasing Admin**

monthly participants : 0 hrs per session
monthly participants : 1 hrs per session
monthly participants : 2 hrs per session
monthly participants : 3 hrs per session
monthly participants : baseline - 4 hrs per session

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Eventually, even with better tools, increasing participation taxes resources

Required Hours (red) vs Available Hours (blue) for Mgmt Activities

Two Admin Hours/Session

"max time available for non-admin time" : 2 hrs per session
Required Hours : 2 hrs per session

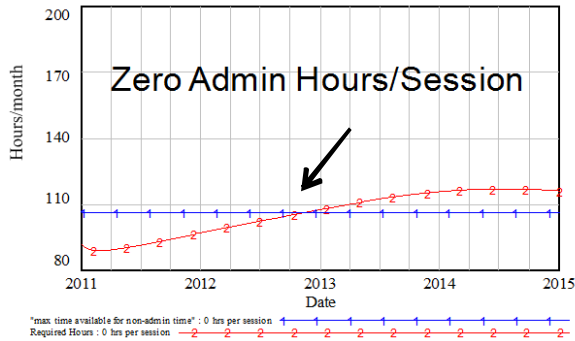| Available Hours	Hours left for management activities after time spent on admin
Required Management Hours	Hours needed to support creating and updating training, training instructors, and advertising

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Even with admin done completely by another group, participation will swamp resources

Required Hours (red) vs Available Hours (blue) for Mgmt Activities

Zero Admin Hours/Session
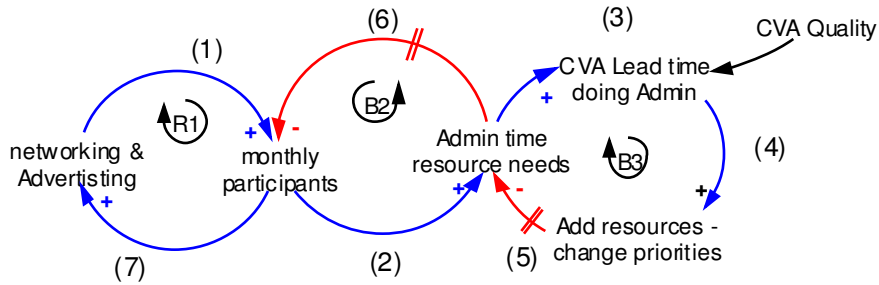
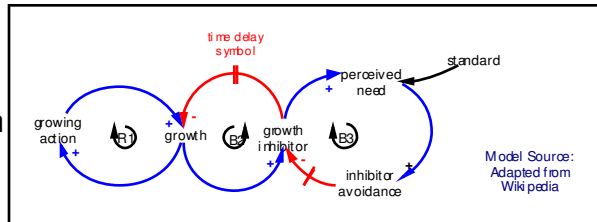| Available Hours	Hours left for management activities after time spent on admin
Required Management Hours	Hours needed to support creating and updating training, training instructors, and advertising

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Identifying an Archetype:
 "Growth and Underinvestment"

Adding appropriate resources, when needed, helps maintain and nurture success!

Model Source: Adapted from Wikipedia

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Results

- Clients went from initial thoughts of incremental improvement to a radical change in program focus and redesign
- Moving from leader-led training to self-paced training, keeping new and fresh courses as leader led
- Investigating alternative mechanisms for administrative support, e.g., using a shared service model
- Changing staff and responsibilities

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Client Voices

Responses during the modeling effort

"This is bringing out the dimensionality of issues that may be hidden. Humans don't think this way -- all of this is what I know but I don't know, it in relationship to other things I know."

"It is crystallizing my thoughts."

"We can now dialogue because of the level of complexity of the work we have done during this project. Every time we meet brings my thinking to another level."

"We can use the model to support our strategic direction."

Do the results leave a lasting impact?

One CVA Lead said that their mindset about how to think about CVA changed and he views new CVA activities in this light.

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