70/20/10
An Integrated Approach to Building Bench Strength

Winter 2018 Newsletter

We all know about the 70/20/10 concept for development, but are you still looking at each component as its own separate entity or are all 3 integrated into a cohesive development effort? Though the model was developed back in 1980's at the Center for Creative Leadership (CCL) it continues to provide significant value as part of corporate learning and development programs – if the principles are adhered to.

> "Approximately 75% of the skills employees use on the job were learned informally through discussions with co-workers, self-study, mentoring by managers and similar methods. 25% were gained from formal training."
>
> CapitalWorks Study

The takeaways from the research identified that **most do not credit formal training as their primary source of learning**. Instead, the on-the-job experiences, challenging projects and mentoring were the key elements for their own development. Though the study[1] was done 30 years ago, it remains relevant more than ever given todays' need and desire to effectively develop talent holistically. Bottom-line – **effective development occurs through learning**, not just training interventions.

Some organizations find implementing 70-20-10 brings change to their business while others still struggle on how to leverage it in a way that brings on the desired change in individuals. The model engages your employees by making learning more: **Real**, **Relevant**, **Timely** and **Actionable**. And as with anything, when done right and done consistently it can bring about positive change to the individual and the organization.

Keep in mind, it's not necessarily about the formula, but the concept of ensuring a **variety of learning approaches**. There is no one best way to implement the model; however, what makes it successful is focusing the bulk of development on actual experience. The 10% (formal training/education) provides the critical foundation, but often, does not provide any real opportunity to practice, get feedback, learn from mistakes, etc. You need the other 2 components to implement the learning (70%) and get feedback (20%) on progress.

When working with clients, **BettSolutions LLC** focuses the development recommendations on this model. In some cases, it's as simple as helping put together development guides that focus on identifying opportunities or suggestions for each category and educating employees and managers on writing more comprehensive development plans. Other times, we look longer term and work with clients to create and implement a more programmatic development effort over the course of 12 – 18 months. The **model** to the right **serves as BettSolutions LLC foundation**.

As examples of this, below we are sharing 2 very different client examples that **BettSolutions LLC** implemented and facilitated.

A 12 – 18 month Development Solution to Build Leadership Capability

Education-Based (10%)	Relationship-Based (20%)		Experience-Based (70%)
Learning Experience	**Assessment/Coaching**		**Workplace Assignment**
Build baseline knowledge through formal education	Gain insight through formal assessments and feedback/coaching		Integrate a workplace assignment/project
Instructor Led Training ➢ Leading Self ➢ Leading Others ➢ Leading Organization **Self Directed** ➢ Reading ➢ Conferences	**Assessments** ➢ KF360 ➢ viaEDGE™ ➢ Korn Ferry Assessment of Leadership Potential ➢ MBTI	**Coaching** ➢ 360 Coaching ➢ Pair/Partner Coaching ➢ Three-way coaching (external coach, participant, boss) ➢ Coaching from Key Leaders	➢ Organization Challenge/Assignment ➢ Team based project ➢ Cross-functional project

Common language supporting all programs – Korn Ferry Leadership Architect™ Competency Model

On-going monitoring to ensure knowledge integration and measure progress

	Client 1	Client 2
Challenge	Build and refine key leadership and managerial skills in managers	Implement a development program designed to assess and develop future bench-strength
Duration	An 18-month program consisting of 10 participants from both the Corporate and Branch offices	A 1-year program consisting of 9 participants from across the business
10% Education Based	♦ Formal instruction on a quarterly basis; topics were chosen based on organizational need ♦ Quarterly "brown bag" lunches led by the leadership team, a different function per quarter	♦ Informal instruction on a quarterly basis focusing on learning and internalizing the 70/20/10 concept of development ♦ Self-paced learning including case studies and research activities ♦ Participant interviews with senior executives from different functional areas to learn about different parts of the business

20% Assessment, Coaching	♦ Participants completed a formal 360 initiative which included:
	  – A one-on-one feedback session
	  – Several 3-way discussions throughout the 18 months to establish, discuss and implement a development plan. The 3 way discussion included the participant, supervisor and BettSolutions coaches.
	
	♦ A mini 360 at 12 months was implemented to determine the ROI of the initiative and update individual development plans for implementation beyond the initial program
		♦ Participants and their supervisors completed an assessment of the KFLA competencies
		
		♦ Participants met with their supervisor to review the self and supervisor assessment and create a development plan
		
		♦ Participants were paired for peer coaching

70% Workplace Assignment	♦ 3 strategic business initiatives were presented by the CEO and the participants were split into 2 groups of 5 participants; they were able to choose which project to participate in ♦ Each group had 18 months to review, address and make recommendations on their initiative	♦ 2 organizational initiatives were presented by the program sponsors and the participants were assigned a project to work on ♦ Each group was expected to meet with the sponsors monthly to discuss their initiative and progress ♦ At the end of the year they presented their findings, outcomes and next steps to the Leadership Team

OUTCOMES

In both cases, the organization learned a lot about each of the participants as did the participants themselves. Learnings looked beyond basic capabilities and performance and focused more on long-term potential and who differentiated themselves.

For Client 1, both groups requested they continue to own and implement their workplace challenge beyond the program timeline as the groups had taken ownership of their projects and wanted to see them through.

> "The best learning happens in real life with real problems and real people and not in classrooms."
> Charles Handy

In both cases, we lost participants along the way. In some cases, participants left the organization for other opportunities. In others, participants decided to remove themselves as this was not what they were expecting or wanting from the program.

In both cases, there were ups and downs throughout as participants and the organization were implementing something

very different from their typical traditional leadership training programs. However, those participants that stayed the course found the experience to be beneficial.

CRITICAL FACTORS FOR SUCCESS

While we could easily list a dozen or more Critical Success Factors, here are 6 to consider:

1. Educate everyone on the **70/20/10 concept** and keep people focused on all 3 aspects.

2. Educate leadership, participants and their supervisors on the type of program that this **is and is not**. It is not "your traditional training program."

3. Ensure **buy-in and active participation** from senior management and participant supervisors – else STOP and address the issues. Failing to do so can significantly impact the integrity and outcomes of the program.

4. Ensure you **include some form of formal assessment**; ideally a 360 to provide participants with in-depth knowledge on their strengths and weaknesses as perceived by their boss, peers, clients, etc.

5. Provide **value-add, high visibility workplace challenges**. Let the participants choose which one they want to work on, this facilitates buy-in from the participants.

6. Get participants **exposure to all aspects of the business** either through one-on-one interviews or brown bag lunches.

As always, **BettSolutions LLC** is happy to discuss these Critical Success Factors/Lessons Learned in more detail or share our other Lessons Learned.

The most important thing to remember is that this **model is flexible** and should be implemented **based on the needs of your organization**. If you choose to apply it, **make sure you integrate all 3** as opposed to focusing too heavily on any one area. **All are important, all are relevant, and all are necessary to fully develop capability**.

> "Several people interviewed stated that facilitating the mind shift that learning and development can take place outside the traditional classroom had been challenging. Some organizations advised that they have struggled to help managers understand their role in the development of their people, while more than one organization experienced resistance from their own HR and L&D teams who found the shift from being solely formal-training focused to be too challenging."
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> DeakinPrime—Demystifying 70:20:10 White Paper; Kelly Kajewski and Valerie Madsen

[1] The results of this research are outlined in the book "The Lessons of Experience" by Morgan McCall, Michael Lombardo and Ann Morrison.

TO DISCUSS FURTHER OR ADDITIONAL INFORMATION PLEASE CONTACT US AT:

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