



**Exceptional
Learning and Development**

23 June 2011

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At the Institute for Work Based Learning, Middlesex University

Plan for the day

09:30	Opening Plenary with informal networking Stephen Citron, Peer Awards Director	
10:10	Co-Chair's Opening Address Nick Shackleton-Jones, Group Head of e-Learning, BP	
10:40	Finalist	PKF (UK) LLP John Watkins, Director of Learning and Development
11:10	<i>morning coffee break</i>	
11:30	Finalist	LEGAL & GENERAL Stuart Christie, Learning & Development Consultant, Retail Savings
12:00	Peer Circles	
12:50	<i>Lunch</i>	
13:30	Finalist	PZ CUSSONS INTERNATIONAL Kate Roberts, Global Talent and Performance Manager
14:00	<i>afternoon tea break</i>	
14:20	Finalist	THOMSON REUTERS Greg Nottage, Learning Consultant
14:50	Peer Circles	
15:40	Decision Time The Peer Judges (that's you) vote for their winner	
16:00	Co-Chair's Closing Address Barry Hopley, Head of Learning and Development, NSL	
16:30	The Host: The Institute for Work Based Learning, Middlesex University Prof. Jonathan Garnett, Dean	
16:40	Peer Awards Result Announcing the winners of today's two Peer Award categories	
17:00	Finish	

From Nick's Twitter page at <http://twitter.com/shackletonjones>...

The image is a screenshot of a Twitter profile page for Nick Shackleton-Jones. At the top, the Twitter logo is on the left, and a search bar with a magnifying glass icon is in the center. To the right of the search bar are navigation links for 'Home', 'Profile', and 'Messages'. The profile header features a square profile picture of Nick, his name 'N Shackleton-Jones' in large bold text, and his handle '@shackletonjones' followed by 'Sunbury'. Below this is a bio: 'these are my views and any resemblance to those of BP are entirely coincidental.' and a website link 'http://www.aconventional.com'. A green 'Following' button is visible, along with icons for blocking and muting. Below the header are tabs for 'Tweets', 'Favorites', 'Following', 'Followers', and 'Lists'. The main content area shows a list of ten tweets, each with a small profile picture, the name 'shackletonjones', the name 'N Shackleton-Jones', the text of the tweet, and the date. The tweets discuss topics like Staff Trek, social media mapping, guest facilitation, a telephone handset, HR roles, SoMe risks, BP HR rebuilding trust, and a Nordstrom handbook quote.

twitter Search Home Profile Messages

 **N Shackleton-Jones**
@shackletonjones Sunbury
these are my views and any resemblance to those of BP are entirely coincidental.
<http://www.aconventional.com>

Following

Tweets Favorites Following Followers Lists

 **shackletonjones** N Shackleton-Jones
Staff Trek: The Next Generation - a blog post on Gen-Y and what they might mean for organisations: bit.ly/jRiFjt
15 Jun

 **shackletonjones** N Shackleton-Jones
Interesting application for mapping an organisation's social media presence: www.sociview.com
14 Jun

 **shackletonjones** N Shackleton-Jones
In Chicago this week as a guest facilitator on the BP Safety Culture team. Great opportunity to learn more about our audience.
13 Jun

 **shackletonjones** N Shackleton-Jones
Have just posted a telephone handset to my mum. Now I know how Morpheus felt.
11 Jun

 **shackletonjones** N Shackleton-Jones
Curious that when HR folk think about their role, they think of the business as their client and not the employee as their customer.
11 Jun

 **shackletonjones** N Shackleton-Jones
I suppose there are some risks with SoMe but when the tide is coming in better to don your trunks rather than dig a hole in the sand.
11 Jun

 **shackletonjones** N Shackleton-Jones
With BP HR folk from around the world talking about rebuilding trust.
11 Jun

 **shackletonjones** N Shackleton-Jones
Nordstrom employee handbook "use your good judgement in all situations." That's it. Via FranklinCovey
9 Jun

 **shackletonjones** N Shackleton-Jones
SW trains overwhelmed by the complexities of 'going to London today, back in 2 days, need to use the underground'
7 Jun

John Watkins
Director of Learning and
Development
PKF (UK) LLP



John Watkins is the Director of Learning and Development at PKF (UK) LLP.

The role gives John responsibility for overseeing the development of the firm's 1,400 partners and staff and involves him delivering a number of courses and workshops aimed at enhancing people and other management skills.

John is a qualified accountant with many years of experience in providing professional services to clients in the public and private sector.

Impact

Innovation

Insight

Inspiration

Presentation

PKF Experience

In 2010, Accountants and Business Advisers, PKF (UK) LLP have sought to promote a career in accountancy to those at school and in Higher Education in a distinctive and insightful way. In an environment where career decisions are being made earlier and earlier, where tuition fees are prompting greater consideration of the work versus university alternative, PKF has attempted to provide clarity and advice to those with difficult decisions to make. In total 75 students have participated, ranging from 15 year olds studying for A Levels to University undergraduates approaching the end of their studies.

Impact

The PKF Experience provides information on the careers available and offers insights on individual journeys to allow the professionals of tomorrow to assess the pros and cons of life as an accountant. The PKF Experience provides advice on cvs, gives interview practice, challenges students to analyse a business case study and introduces some personal development techniques.

The PKF Experience culminates with a challenge against the clock designed to test skills required in the workplace – time management, prioritising, use of resources, creativity, attention to detail, teamwork and dealing with difficult and unexpected challenges.

One attendee has already been offered employment.

Innovation

The PKF Experience is very different to an ordinary work experience opportunity. A peer group is established with whom to network going forward and the cv can be updated to feature participation on a distinctive and ambitious programme.

PKF staff themselves develop through their presentations to attendees and their role as mentors in the business simulation. It also offers the opportunity to constructively evaluate cvs and to feedback advice on how to impress in an interview scenario.

The popularity of the event has generated interest and support amongst careers advisers, who have helped prepare attendees and conducted internal selection competitions.

Insight

The programme was designed to allow experimentation with sessions which might then be used for internal training. As it turned out the students were better prepared than expected to undertake stretching challenges outside their comfort zone and potentially the initial experience was 'easier' than anticipated.

The bar has been raised steadily since.

The last PKF Experience of the year was disrupted by snow, so timing might be reconsidered, but then the students responded heroically so even that turned out well in the end!

Inspiration

The presentation at the conference will be a reflection of how a simple idea, designed to benefit multiple parties can be brought to fruition with a positive attitude and willingness to take a calculated risk. It will reflect heavily on the nature of the generation emerging from education at the current time in a business environment that is as difficult as can possibly be imagined.

It will be a heartening, upbeat, positive, light-hearted tale and ideally will feature some of the attendees to really bring it to life to those present.

Stuart Christie
Learning & Development
Consultant
Retail Savings
Legal & General



Stuart Christie works as a Learning and Development consultant for Legal & General. He combines a real passion for people development with a drive to deliver outstanding business results...
 Project Management: Designing, delivering and evaluating companywide initiatives such as the customer retention programme. Consultation: Including the design of communication workshops to improve morale, confidence and timely delivery of key business messages. Facilitation: Of leadership events for entire L&G management population, up to, and including Director level. Coaching: Providing performance coaching to all levels of Management, supporting their development as part of an L&G organisational talent programme.

Impact
Innovation
Insight
Inspiration
Presentation

Putting customers first – exceptional learning!

The Retention programme puts the customer at the heart of our business. A pivotal objective of the business is to understand our customers and deliver according to their expectations and needs, whilst also maximising the skills of our most valuable business resource, our people.
 Through a learning intervention that includes performance coaching, course attendees address behaviours needed to effectively communicate with customers, retaining accounts where it's in a customer's best interest. The techniques are practiced in a model office style environment and utilise the full contribution of key stakeholders, who can then support a retention culture to ensure the embedding of the learning.

Impact

A competitive advantage was realised through careful in house resourcing. A proposal for delivery from an external consultancy was quoted at £40,000 for the delivery of a training course without ongoing support. The cost of internal consultation was approx £3,000 which included consultation, delivery, evaluation and reporting on findings. The customer satisfaction benchmark was set at 85% as a result of the learning. The business return saw retention activity rise by 25% (comparing course and non – course attendees). Through the programme we noticed a significant reduction in referrals to other departments, including our advice team, promoting a 'one – stop' culture.

Innovation

The success of the programme centres on the use of a coaching driven approach that places the ownership and responsibility for development with course attendees.

By providing an honest and realistic business context, attendees have a chance to focus on the links between the work done with customers and its overall impact on the business. This approach supports a culture of team work and sharing of best practice. This is instigated in the learning environment and carried through to the business areas where ongoing coaching, the use of communication forums and the involvement of senior management sustains a retention culture.

Insight

A significant 'learn' from the programme was the value gained from effective consultation. Understanding and clarifying the roles and responsibilities of the training department, course attendees and crucially senior management is vital in maintaining the required skills and knowledge to deliver to customers on an ongoing basis. Further insight was gained from the trust, encouragement and empowerment reached through the coaching approach, which has led to the development of role model behaviour within the business area. Finally using evaluation methodology at all levels serves to assess both the success of the programme and its use in subsequent interventions.

Inspiration

A major advantage of the approach taken is its flexibility and how it can be applied in a number of different business contexts.

Utilising the coaching approach, focusing on behaviours and aligning the learning content with key business goals results in a model that can be modified in terms of scale and could be used as part of any intervention that focuses on: people/customer engagement or efficiency and effectiveness.

In summary, using this approach promotes the building of high performing teams or as part of a wider learning intervention within any business environment.

Kate Roberts
Global Talent and Performance
Manager
PZ Cussons International



An accomplished HR Professional with a highly commercial approach to creating, driving and executing development strategy that has delivered tangible business benefits to international organisations operating across the UK, Europe, Africa, Asia and United States.

Specialist in Leadership Development and Performance Management she has worked in-house and as an external consultant in a range of industries including Financial Services and FMCG. Kate delivers practical and impactful solutions on time, within budget that add real value to the business.

Impact
Innovation
Insight
Inspiration
Presentation

Be Extraordinary – A Behavioural Change Programme

“Be Extraordinary”, three core activities combined to provide a powerful vehicle to drive high performance, achieve cultural change and global alignment. Global Competencies designed by employees and launched through employee workshops, supported by an extensive development toolkit enabling employees to start demonstrating the competencies immediately. Extraordinary Leadership Programme supported by a global competency based 360 challenged senior managers to evaluate and maximise their personal impact and ability to engage and lead people. A transformational experience using drama, coaching and horse-whispering. A Global Performance Management process to drive high performance and behaviour incorporating a line manager talent review.

Impact

“Be Extraordinary” is impacting over 5000 employees in Australia, Thailand, Indonesia, Dubai, Nigeria, Ghana, Kenya, Greece, Poland and UK. It provides a new way of working where people are recruited, measured, rewarded and developed consistently on what they do and how they do it. Supported by the introduction of a global approach to managing performance means for the first time employees will be appraised and rated against a consistent set of measures. Aligning the Global Competencies to Lominger enabled the introduction of career discussions, development planning and line manager talent reviews through the appraisal process.

Innovation

With a diverse culture, creativity was needed to inspire people and engage them in the “Be Extraordinary” way of working. A range of colourful user friendly toolkits using cartoons to illustrate key messages have been developed in several languages for employees and leaders in hard copy and online for Global Competencies, Managing Performance, Recruitment & Selection and Talent Management. They are supported by a range of interactive workshops using film, drama coaching and facilitated activities to support embedding “Be Extraordinary” into business as usual activity. The impact is being tracked using 360° Feedback and our Employee Engagement Survey.

Insight

PZ Cussons is a diverse and complex business so creating global processes presented some challenges along the way. The cultural aspects were particularly key, for example one of our Global Competency Clusters is Pursuing Success. The collaborative design process was done in English so it was only when translating the framework we realised there is no Indonesian word for Pursuing and had to compromise on chasing!
 The process continues to need extensive stakeholder management, whilst people see clear business benefits to a global approach but in some cases still found it challenging to exchange some local processes for global standards.

Inspiration

We learnt the key to delivering change is in the hearts and minds of the leaders. Our Extraordinary Leadership Programme acted as an enabler for change. With a team of tried and trusted suppliers we challenged the actions and beliefs of high potential senior leaders through the use of 360° feedback supported by individual and group sessions with executive coaches and drama specialists who role played challenging conversations.
 The theory was brought to life through horse whispering, a powerful catalyst that transformed their thinking on leadership style and led to personal commitments for driving enhanced performance by engaging and inspiring people.

Greg Nottage
Learning Consultant
Thomson Reuters



Greg Nottage currently works as a Learning Consultant for Thomson Reuters with 13 years experience in the financial industry across products, sales, and systems.

Greg has been working with SMEs since 2003 – first developing intranets and then moving into the L&D space.

Greg is passionate about learning technologies and delivering positive learning outcomes which directly support key business objectives.

Impact

Innovation

Insight

Inspiration

Presentation

The Solutions Workflow Learning Project

The Solutions Workflow Learning Project involves working with an engaged business area who have challenged L&D to do something different within tight constraints. Solution is a blended learning programme designed around the 70:20:10 model starting with eLearning. Learners are asked to explore complex topics in a non linear model using a new presentation technology. A social / on-the-job learning experience takes place, where learners collaborate via yammer interest groups, forums and coaching discussions with peer experts. Learners join virtual workshops to refine sales skills using real life sales opportunities. The program culminates with an accreditation.

Impact

As the project is currently being rolled out, only anecdotal feedback is available. The sales force is receptive to the new learning technologies and blended approach; they appreciate strategies which fit with their busy schedules and (self confessed) low attention spans. Impact will ultimately be measured in the following three areas: learner self-evaluation of confidence levels; accreditation measuring knowledge; impact on Q3/4 revenue figures.

The learning project is seen as critical to meeting a 12% increase to 2011 revenue objectives.

Innovation

We've used new technologies for eLearning development. Since it's essential that learning is rolled out via the platform used by the target audience rather than the LMS and that content is searchable, we've used iSpring as an alternative to Articulate. We've also supported global subject matter experts in producing appropriate PowerPoint source material and recording their own audio using Audacity. Our main innovation is the use of Prezi to help break up heavy content sets into lighter exploratory opportunities using diverse media elements (text, video, graphics, zoomable canvas elements). We've also embedded existing corporate social networking tools into the blend.

Insight

Traditional ADDIE development was unachievable given project constraints. Subject matter experts (SMEs) developed content, while L&D acted as a packaging factory.

Pragmatically, our approach enabled rapid development of vast amounts of content. However, surrender of detailed design of content felt uncomfortable; instructional design had to be at a template level. We also moved beyond comfort zones regarding adoption of new technologies with limited review cycles. Yet we enjoyed collaborating with an engaged business area who were keen to innovate. Enhanced relationships and L&D's improved credibility regarding swift delivery will hopefully support the introduction of more formal value-adding process in future.

Inspiration

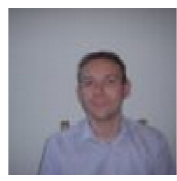
This project challenges us to re-evaluate how we work with the business.

What's the best way to collaborate with stakeholders and subject matter experts to develop learning that meets the rapid pace of change within the business?

What do we need to do to ensure that projects can be both rapid and principled – and that employee performance really is enhanced as a result?

We'll also share tips on pitfalls to avoid when working with the new tools Prezi and iSpring.

From Barry's LinkedIn entry <http://uk.linkedin.com/pub/barry-hopley/10/b33/706> ...



Barry Hopley 1st

Head of L&D at NSL Services

Telford, United Kingdom | Transportation/Trucking/Railroad

Current	<ul style="list-style-type: none">• Head of L&D at NSL Services Group Ltd formerly NCP Services• Head of Learning & Development at NSI Services Group
Past	<ul style="list-style-type: none">• Regional Training Manager at Iceland (Big Food Group)• L&D at Iceland Foods
Education	<ul style="list-style-type: none">• University of Cambridge• Cambridge University

Summary

A highly successful, Head Of Learning & Development with an extensive track record of delivering strategies and programmes to meet business objectives. Experience ranges from executive and board level development through to front line customer facing personnel. Experience further enhanced by strong team management skills, having developed a focused and driven team with an established reputation within the organisation as a value adding function.

Specialties

approach, budgeting, coaching, creative problem solving, customer service, delivery, executive management, focus, framing, general management, human resources, leadership, leadership training, macromedia director, management, ncp, performance management, personnel, police, process engineering, recruiting, retail, sales, sla, stock control, strategic, supervisory skills, training, training programs, transport for london, vision,

Experience

Head of L&D

NSL Services Group Ltd formerly NCP Services

Privately Held; Outsourcing/Offshoring industry

January 2005 – Present (6 years 6 months)

Established a Centre for Training Excellence in London - delivering licenced Training Programmes specifically for the Security industry(NCP Services)

Designed and delivered the board sessions to establish the new corporate Purpose, Vision, Goals and values (NCP Services)

Provide strategy refocus and support cultural change within organisation at all levels from board level through to supervisory and front line staff leading to the achievement of IIP (NCP)

Achieved IIP status (November 2005) against the new revised standards and gained IIP Champion status shortly after.

Designed and implemented accredited training programmes for front line and supervisory colleagues.

Managed the successful retraining of over 1000 personnel on behalf of Transport for London and the Metropolitan Police Force. (NCP)

Evolved work streams from business objectives and devised programmes and initiatives to support organisational development across all levels and business functions.

Worked closely with external partners to devise leadership training and performance management systems to provide tool kits to support behavioural change objectives.

Designed Induction programme in line with customer focus business goal to support core business areas and reduce staff turnover, including establishing monitoring processes to measure effectiveness.

Facilitated leadership programmes for top 300 senior managers, including board members.

Managed the successful retraining of over 1000 personnel on behalf of Transport for London and the Metropolitan Police Force.

Implemented vocational training qualifications for frontline colleagues and first line supervisory positions.

Introduced and implemented a company wide performance management system.

Introduced IIP measures and processes to achieve IIP status

Recommend Barry's work at NSL Services Group Ltd formerly NCP Services

Attendees

Annabel Madewell	Undergraduate	Durham University
Barry Hopley	Head of Learning and Development	NSL
Damian Redfearn	Head of Learning and Development	North West Development Agency
Dushy Chetty	MD	
Fleur Newton - Edwards	Learning and Development Manager	Legal & General
Greg Nottage	Learning Consultant	Thomson Reuters
Heather Williams	Learning and Development Manager	PKF (UK) LLP
Helena Boland	Training and Development Manager	Ground Construction Ltd
Jason Stevens	Director	ICAN
John Watkins	Director of L&D	PKF (UK) LLP
Kate Roberts	Global Talent and Performance Manager	PZ Cussons International
Laura Saunders	HR Manager	BW Interiors Limited
Maggie Dodman	Corporate ICT services Skills Development and Training Officer	Reading Borough Council
Melanie Wood	Pupil	The Tiffin Girls' School
Neil Spurgeon	Owner/Manager	Spurgeon Training
Nick Cooke	Training & Development Consultant	Complex to Simple
Nick Shackleton-Jones	Group Head of e-Learning	BP
Patrick Taggart	Customer Service Director	GPS Vision
Rachel Sparrow	Research & Development Consultant	EDF Energy
Rachel Davies	Customer Consultant	Legal & General
Sharon Hitch	Managing Director	Inspire4
Sharon Winwright	Director	INVIGOR8U Ltd
Stuart Christie	L&D Consultant	Legal & General
Stuart Curtis	Head of Learning Operations	Thomson Reuters
Sylvain Friedman	Global Cross Service Line Learning Leader	Ernst & Young Global Limited

How to Judge

As a Peer Judge, assess each of the Finalists speaking today in terms of the following five criteria. You can use the panel to the right of each page to make your notes for each presentation, and then refer back to these when you cast your vote at the end of the day.

IMPACT

The degree to which the project has had a significant and sustainable positive impact on the organisation or its target community.

The problem or business need the project was designed to solve, and the evidence that this has been successful.

INNOVATION

The project reflects original thinking, taking a new and different approach.

What was new or distinctive, why innovation was deemed necessary, and benefits that accrued.

INSIGHT

What the Finalist has learned from what did not work well, how they have overcome adversity and might now do things differently with the benefit of hindsight.

What did not work out as planned and why, what they did (or would do) differently, and why.

INSPIRATION

About the Wow! factor of the project, and about what you can learn from their experience.

What you can take away for yourself from their experience.

PRESENTATION

How well the conference presentation represented or enhanced the Finalist's entry.

How much you were influenced by the talk and the Q&A in judging an entry.

Your Vote

Assign 10 Points to each of these six rows. Give all of them to one finalist, or split them across a few. Place an **X** in a column for a Finalist with whom you are associated, or whose presentation you missed.

<u>YOUR VOTE</u>	“Exceptional L&D” Finalists			
	PKF	Legal & General	PZ Cussons	Thomson Reuters
1. Winner <i>The Finalist you want to win this Category</i>				
2. Best for Impact <i>A significant sustainable impact, with evidence</i>				
3. Best for Innovation <i>Original thinking, a new and different approach</i>				
4. Best for Insight <i>What's been learned with the benefit of hindsight</i>				
5. Best for Inspiration <i>What you'll take for yourself from this presentation</i>				
6. Best Presentation <i>The talk and Q&A that best represented its entry</i>				

Comments about your winner

What inspirations or insights are you taking with you today?

For your comments to be anonymous, check this box:

Please also complete the other side of this form

1. *How it was for you...*

	--	-	=	+	++
The Peer Conference & Awards					

2. *Comments...*
3. *Room for improvement in 2012...*
4. *How would you like to participate in 2012?*

- Hosting a Peer Conference (with room(s) for 50 people, for one or more days)
- As a Finalist, speaking at conference and maybe winning an Award for Excellence.

For this:

- On the Peer Team supporting the award process, the finalists and the conference
- Hosting meetings of the Peer Team (a couple in the year, 5 to 20 people, a few hours)
- Being an Ambassador for the Peer Awards (spreading the word through networks)

 Other:

Please respond to our request to connect on [LinkedIn](#), so the group can stay in contact

Thank you