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... energize ... execute ... excel

LEARNING BURSTS DELIVER MOST LEADERSHIP IMPACT



"The results of the training have been outstanding and I've seen an immediate difference in our managers' coaching ability ..."



Learning happens over time. Have you ever attended a training or all-day seminar where you were fed lots of valuable information and couldn't wait to get back to the office to put it to good use? But did you, instead, find yourself frustrated at the large task at hand on where to begin and how to implement it all? Did you in a way almost feel lost? You're certainly not alone, and the pressure is even greater for leaders.

There is a solution. Leaders who have taken 'learning burst' sessions through Busby TEAM Consulting have found a valuable, viable solution. As Founder and President of Busby TEAM Consulting, I have witnessed through my consulting experience the struggles of today's leaders to "fit in" focused time for developing themselves and their management team. Their trepidation of offering/attending all-day training sessions is quite understandable given the intense competitive pressures they face, which is magnified when they're missed at the office.

Today's leaders are spending more time, more energy, and face more complex challenges than ever before. Given their reduced number at all levels, and the increased span of responsibilities for those remaining, to operate without them for an entire day or more could negatively impact the business and delay much needed results.

As the market begins to show signs of improvement, albeit slower than hoped, leaders are wondering how they can offer leadership development that is economical and most importantly impactful for their organizations ... AND do it in a way that doesn't "take away" their needed talent from the day-to-day business any longer than necessary.

According to my clients, full-day and multi-day training sessions are almost impossible to schedule. Not only is it a challenge to fit it in their schedule, there's doubt that their leaders could absorb and/or actively engage in learning for that much time, not to mention their need to "catch up" from being away from the office.

Leaders engaging in 2-hr. 'learning bursts' not only meet this challenge, they show fast results. By learning over time, it allows leaders the necessary time to evolve their skills as 'building blocks of growth' and capitalize on the learning as it happens. ***The full learning experience is paced over time to allow ample time to practice, adjust as needed, and re-apply techniques for consistent performance.***

Learning in "bursts" is the answer. This approach allows leadership development to 'jell' into the organization's demands while leveraging focused skills development. Focusing on specific impactful leadership skills that will move the business forward is a great way to leverage the learning investment AND minimize time away from the job at hand.

Analogy. Think of this approach similar to delivering a great presentation. A presenter wants the audience to walk away with 1-3 key messages as a result of the discussion. Focusing on a limited number of leadership skills at one time allows the "key message" to be heard, learned, and implemented. A leader will have a better chance to stay focused and mentally absorb the specific leadership skill and, secondly, to apply this new technique effectively. The learning has a much better chance of "sticking" and more credible results can occur.

The Clients' Voice

MORTON SALT – Betsey Nohe, CPIM, VP of Supply Chain at Morton Salt, Inc. examines the **FUNCTIONALITY and DEVELOPMENT** of experiencing the 'learning burst' sessions:

“Adult learners must see the value of the learning opportunity and be able to apply that learning directly to their personal and professional lives. In my experience, leaders develop new skills when they participate in targeted training delivered by a credible coach and when that skill is reinforced by the leader’s mentor and supervisor. For maximum impact, the leader’s supervisor must also model the new behavior.

My current team is comprised of leaders with significant experience and who have reached the senior managerial level. Judy and I worked together to understand the specific skills needed by a team of this caliber. **She provides the targeted training needed for both the team as a whole and individually in a safe and supportive environment.** When I meet with each team member, I review the key takeaways they’ve learned and discuss how they are applying their new learning to our business.

For example, Judy has worked with one of my senior managers on strategic planning skills by assisting with the creation of his department’s strategic plan. I provided support by not only recognizing the improvement and giving consistent feedback on further development, but I have also applied the same skills this manager learned to my own strategic planning process. **The result is a solid three-year plan this leader is using to transform a key function in our organization and his plan dovetails nicely into our overall supply chain strategic plan.”**

Case Study – Chicago Tribune Media Group

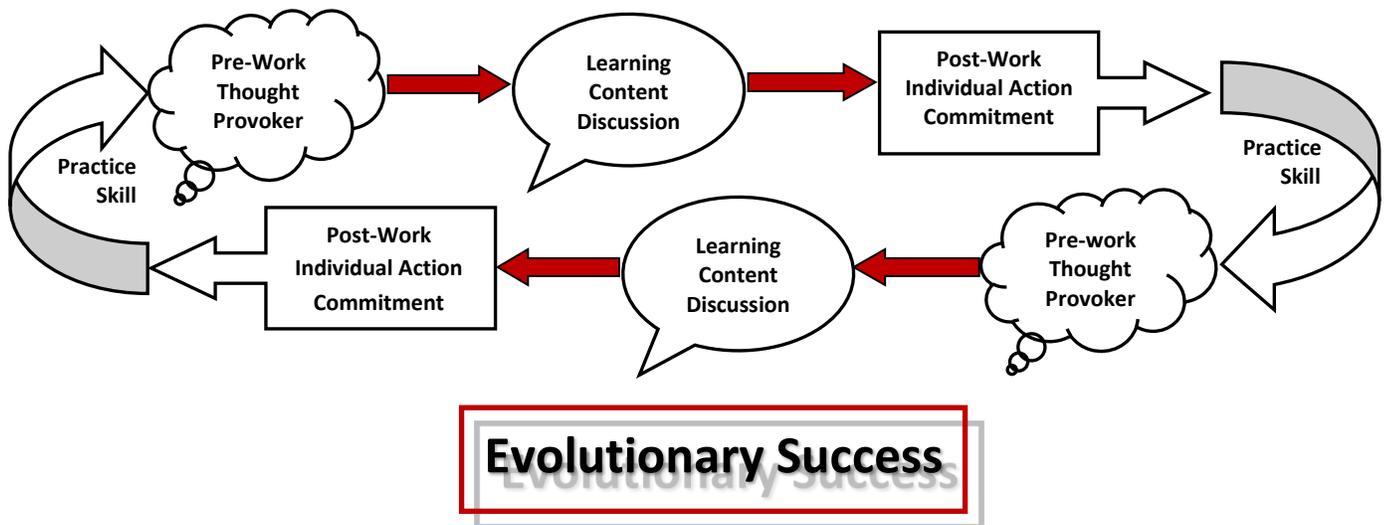
The particular “learning burst” model below has evolved over a four-year period in partnership with Chicago Tribune Media Group (CTMG) located in Chicago, IL. The conception of “learning bursts” was a result of discussions led by Becky Brubaker, Sr. VP of Manufacturing and Distribution for CTMG and included Human Resource Director, Norma DeJesus.

Becky wanted to establish a culture conducive for employees to do their best work. The Manufacturing and Distribution strategy required a higher level of performance from others in the organization and she wanted to make certain the leadership team was provided with the right tools to succeed.

The goal of “learning bursts” was to present skills development that maximized their leadership development investment to transform their business. These “learning bursts” became the vehicle for delivering those skills that began to evolve the competencies of the leadership team.

The content was derived in combination of employee engagement survey results, observable behaviors, business challenges and opportunities, and most importantly, by asking the leaders themselves. The foundation was established early on with the group by sharing the vision and strategic imperatives and engaging them in “the how” to achieve the results.

Learning Burst Model – Chicago Tribune Media Group



The 2 or 2 ½ hour “learning bursts” were scheduled with senior and mid-level managers over this period and the results speak for themselves. **Becky Brubaker, now President of Advance Central Services Alabama, recaps the CASCADING ENGAGEMENT and PROGRESS her staff experienced as a result of the ‘learning burst’ sessions:**

“Working with Judy and our HR team on how we evolved our leadership team to support our business strategy was a very iterative process. It began with assessing where our team was at that moment and where we were strategically heading. We recognized a gap. From there, we researched ideas and theories and how best to engage the team in learning (inputs), application and then outputs (results). The middle section of application was by far the longest in our journey. We also needed to do this in a cost and time-effective manner.

We began with my direct reports for what was important at their level. They were on the learning journey and we were on the content development phase. After awhile, we shifted to engage the senior team into the needs assessment and the content development phase for their team, while their team engaged in the learning journey. **We used this iterative LEARN – DEVELOP – TEACH method at each level of the leadership team. It created increased opportunities for acclimation to the new concepts. When you teach ... you learn.”**

Bob Thomas, Vice President of Distribution Fulfillment at CTMG, discusses the EFFECTS and POSITIVE RESULTS of experiencing the ‘learning burst’ sessions:

“Utilizing the ‘Learning Burst’ method fits nicely into the fast-paced, three-shift, employee environment at the Chicago Tribune Manufacturing and Distribution department. **The results of the training have been outstanding, and I have seen an immediate difference in our managers’ coaching abilities. The tools which were provided have helped them internalize the coaching approach and understand that each coaching situation is unique based on the individual and the circumstances.**

Keeping the sessions to an efficient two hours ensures employee engagement on specific topics without overwhelming the attendees with too much material in one serving. The shorter sessions allow the management team to take the time to make any necessary adjustments to the agenda.”

Norma DeJesus, Director of Human Resources at CTMG, discusses the APPLICATIONS and SUCCESSES of experiencing the ‘learning burst’ sessions:

“**Tying leadership development to the overall “People Strategy” of the Manufacturing and Distribution group within CTMG was critical to the success of the senior leadership team.** Working with Judy and Becky Brubaker, SVP M&D, our goal was to create a high performing team by focusing on an integrated approach to leadership development. We focused on skills development around the needs of the team and the organization which lead to the development of learning burst sessions which included Emotional Intelligence, StrengthsFinder 2.0, Coaching, Effective Communication Skills, Leadership Competencies, Group Dynamics, and several others. Again, all with the focus on developing our senior team to be more effective and inclusive leaders, improve their communication skills, decision making and ultimately improve business results.

Our senior leaders progressed from participants in leadership development training to facilitators and coaches to the rest of their management team. Noticeable impact in their ability to coach and develop their direct reports was a direct result of the bust sessions. Towards the end of this process, the importance of “Why” resonated to the associate level.”

Results – Chicago Tribune Media Group

- Scheduling was easier
- Culture improved
- More focused and attentive in short bursts
- Evolving and continuing learning process
- Established sustainable behaviors of development

Conclusion. Using the “learning burst” model for developing skills is similar to the performance evolution of a professional athlete. The player may be a good performer at the beginning of the season; but will be even better by the end after applying coach’s tips, practicing skills repeatedly, and building on those skills each and every game.

Learning takes time ... it takes practice. “Learning bursts” are an efficient and effective way to develop your leaders. It ultimately translates into cost savings. Think about that. Now, do you wonder how “learning bursts” can bring your team to the next level and accelerate your business results?

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ENERGIZE your team

EXECUTE business results

EXCEL above your competition!

About Busby TEAM Consulting, Inc.

Busby TEAM Consulting (BTC) offers an integrative, strategic approach to change transformation, working with public and privately-owned companies. Their focus is ***process AND people*** to maximize organization performance.

What makes BTC different from its competitors is its approach. Judy leads her clients the same way she leads her TEAM using a modern OD method versus the traditional method. BTC approaches things from the standpoint of a 'business leader's thought process' versus a human resource tactic.

The 2-hr. 'learning burst' workshops are designed to address current hot topics on today's most crucial business needs and those of the future. Some of the topics include emotional intelligence, high performance leadership, delegation and accountability, and coaching for ultimate performance.

Partial client list includes Tribune Company, Morton Salt, Windsor Salt, Bridgestone Americas Retail Operations, Fusion 92, and WOMEN Unlimited, Inc.