

The importance of L&D and how to put a great training plan together

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3rd April 2012



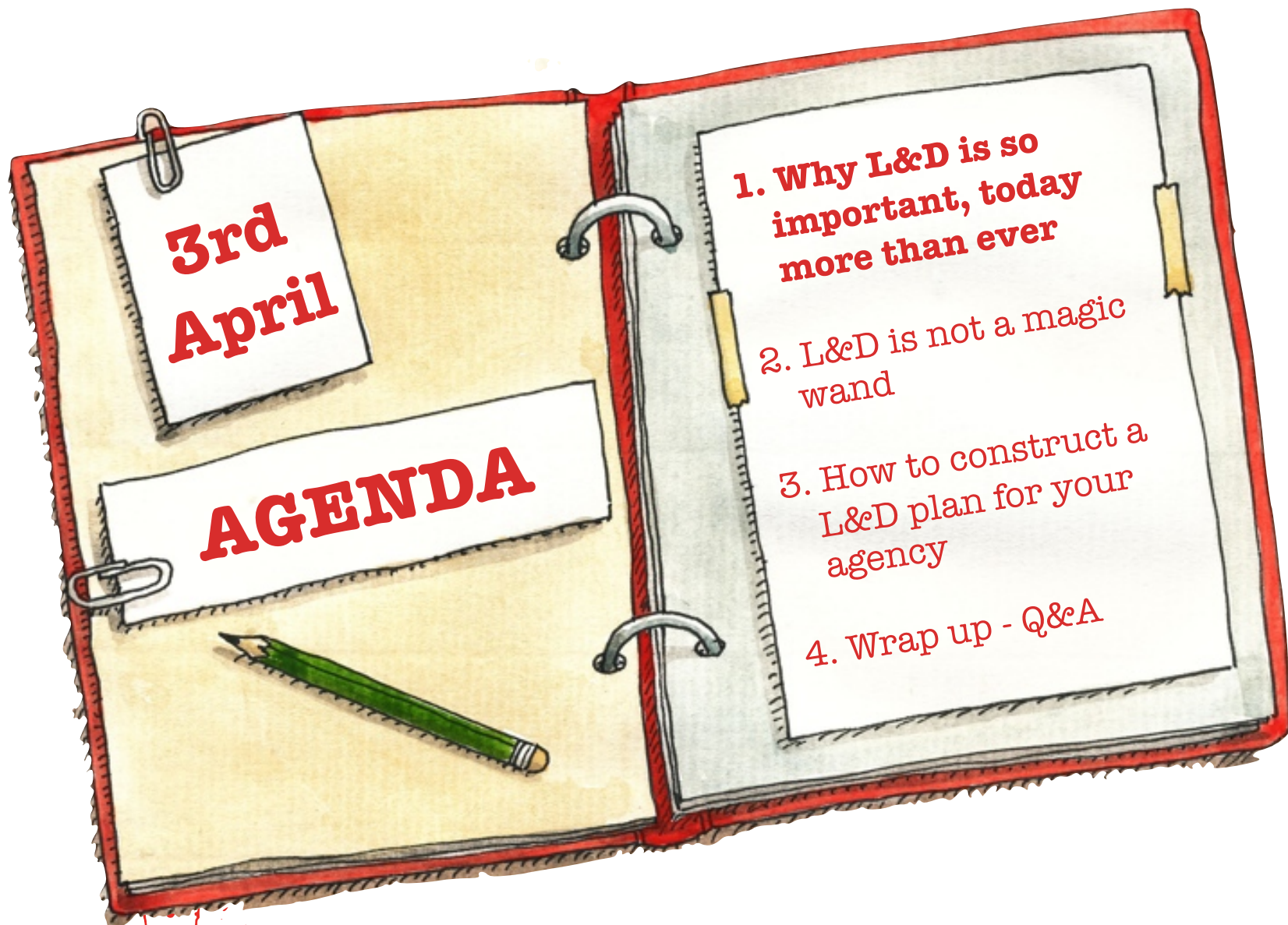
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Paul Burns: The Burns Unit tlc

- 26 years Account Handling experience
- AAP, KMP Partnership and 24 years at Saatchi & Saatchi
- Worked on Award winning campaigns for creativity and effectiveness
- Most awarded training and development professional in the advertising industry

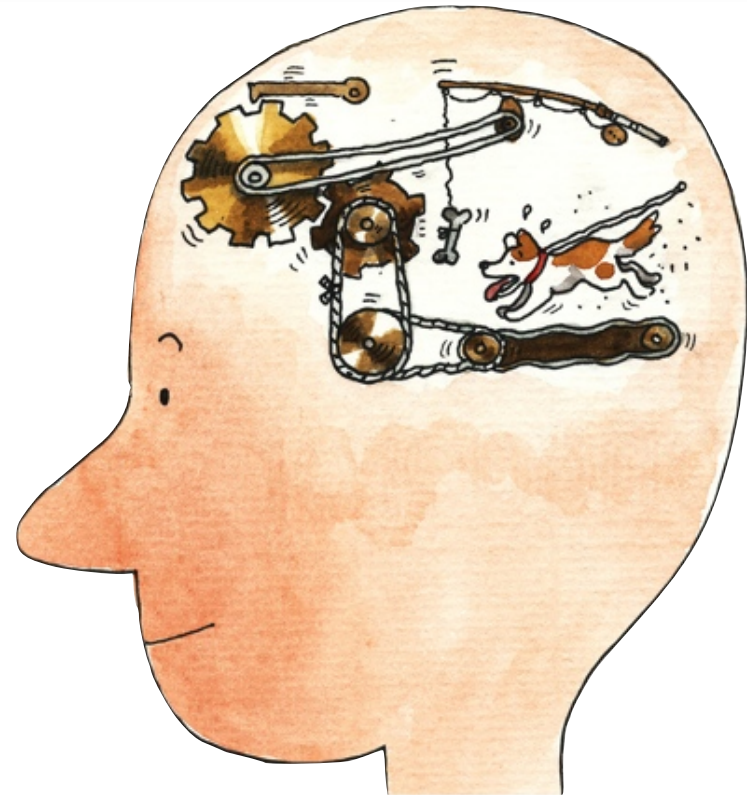


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1. Why L&D is so important, today more than ever

- A media landscape that is changing faster than anytime in history
- Generation Y...a new type of employee with new needs and aspirations
- Clients and their procurement partners demanding greater and greater efficiencies



Media
changing
faster



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Media
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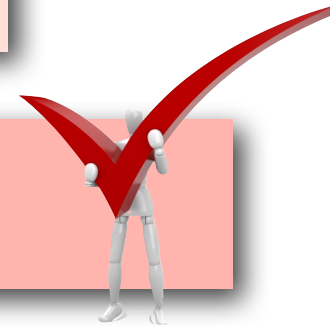
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How many views on **You Tube** ?



1.282m

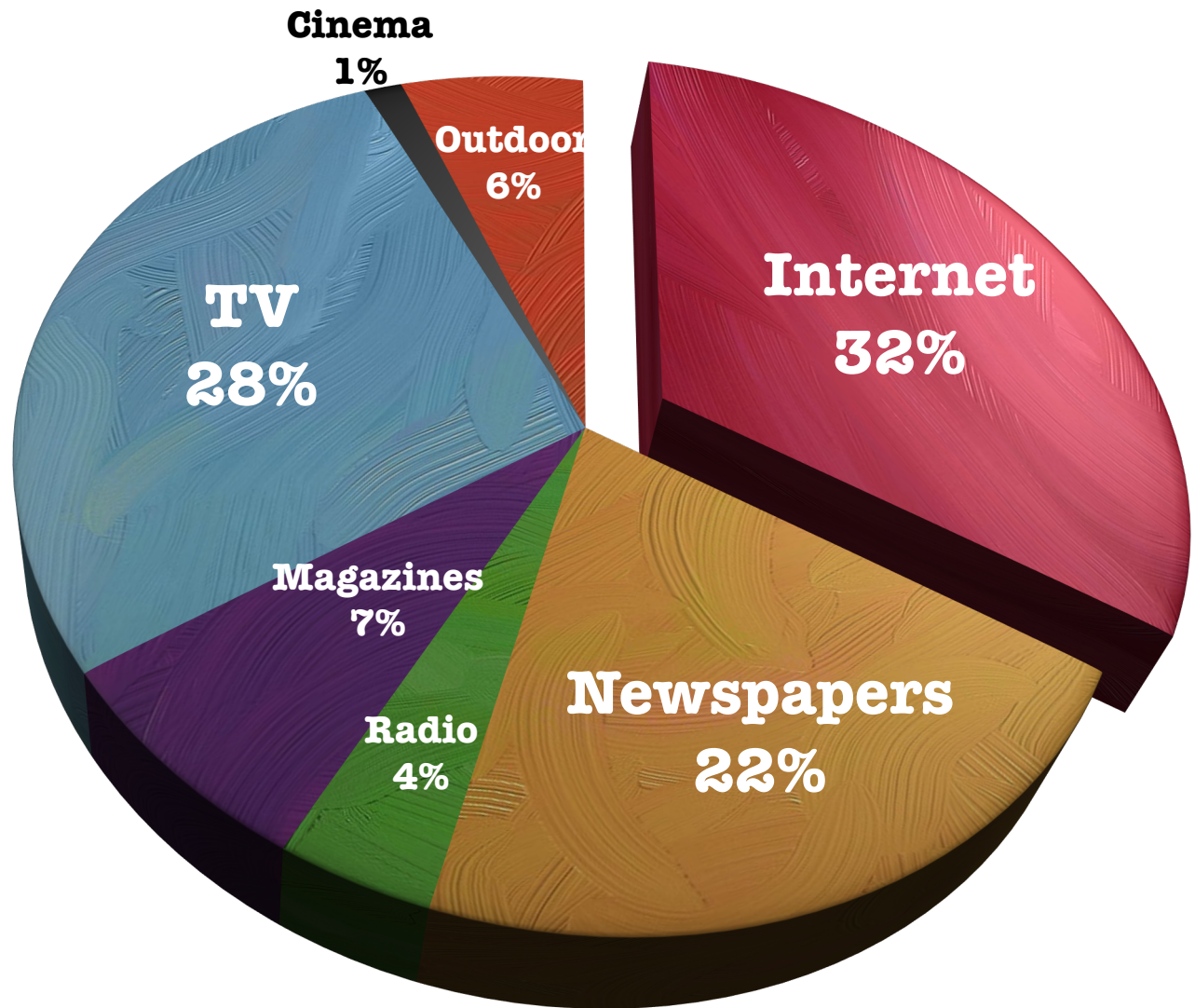
12.82m



128.2m

1,282m

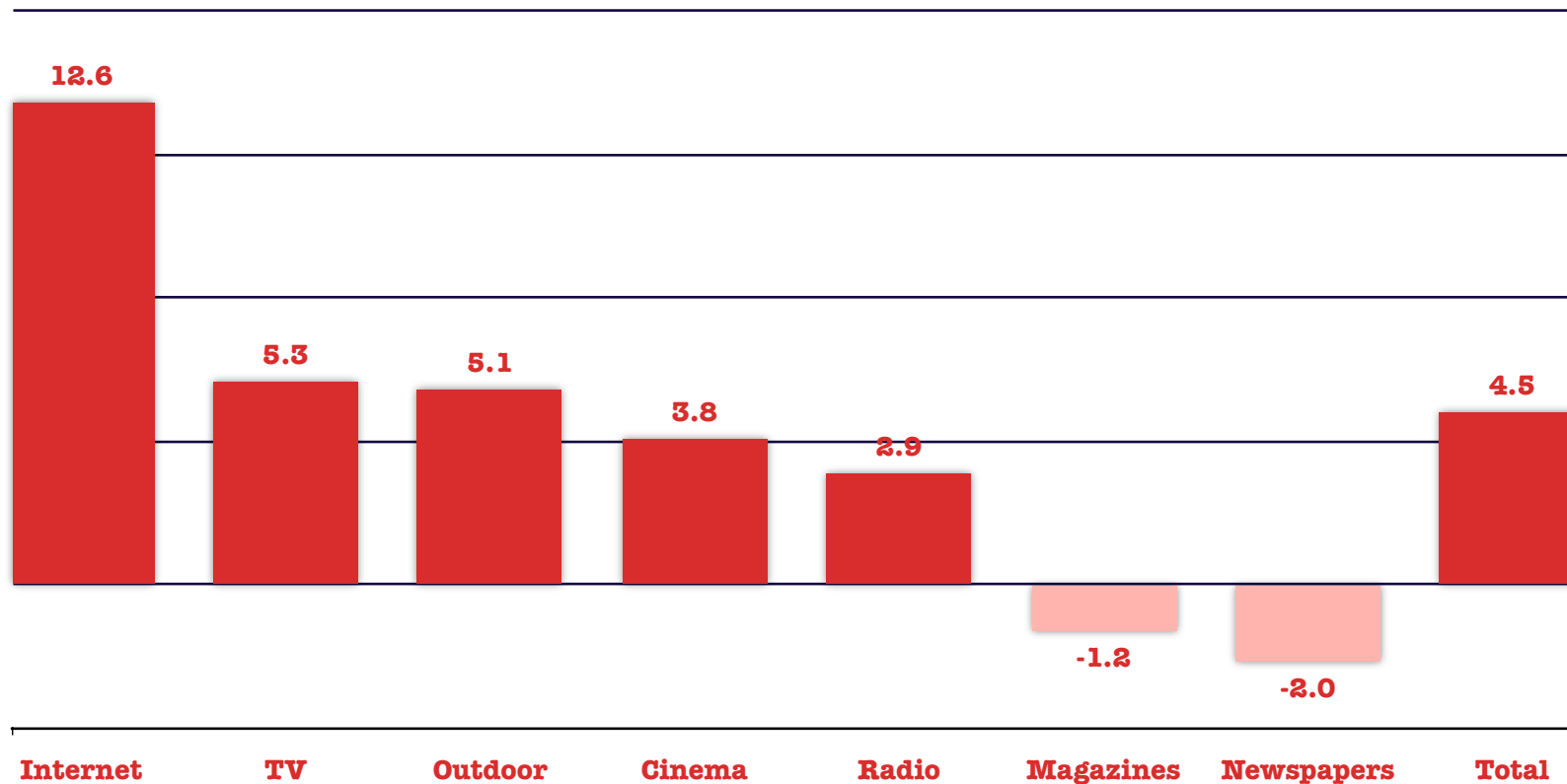
Share of UK Adspend by medium 2011



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Global Adspend Trends, 2012 (f)

Year-on-Year % Change, PPPs* (Current Prices)



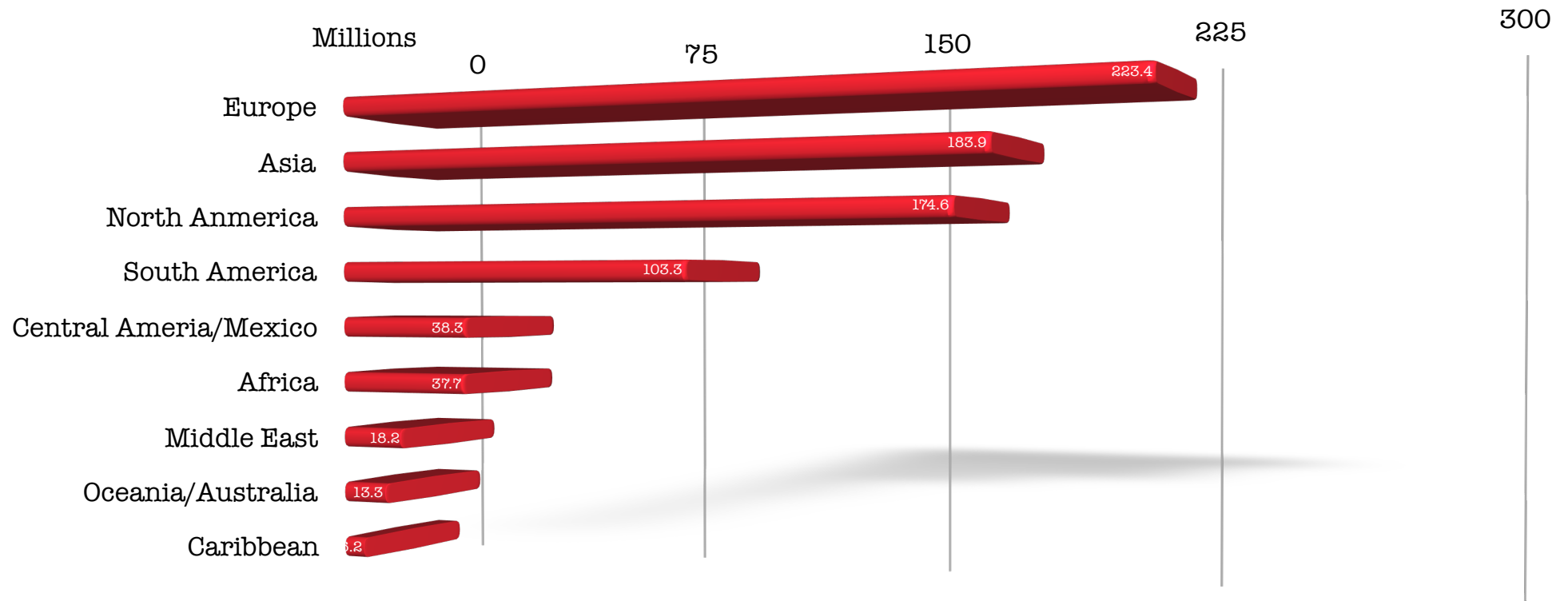
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*** Purchasing Power Parities**

Source: Warc, International Ad
Forecast 2011/12 (February
2012).



Over 800m Facebook users worldwide - 2011 Q4



Source: Internet World Stats. Dec 31st 2011

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Total Facebook
Users: **2,387,480**

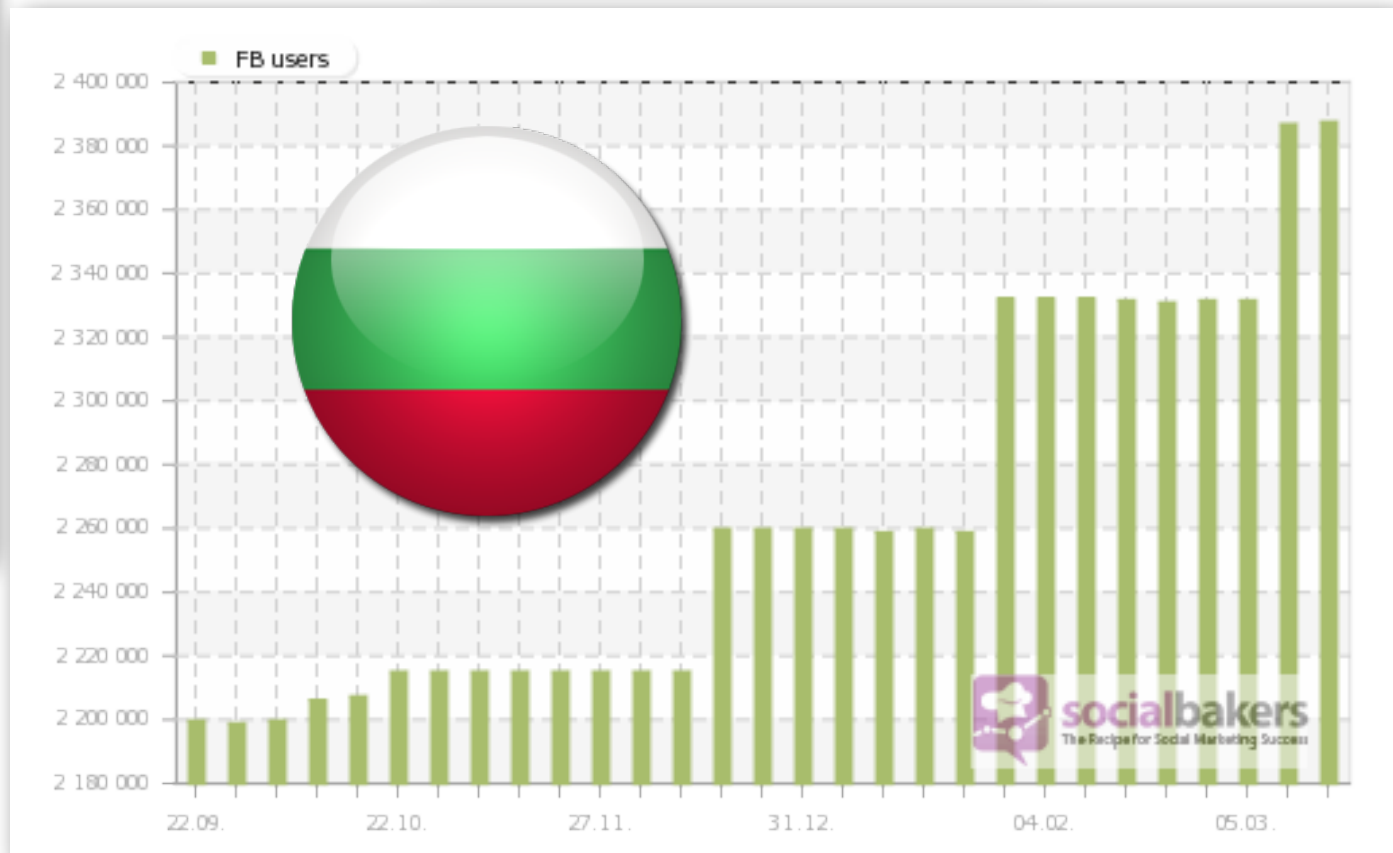
Position in the list:
56

Penetration of
population:
33.40%

Penetration of
online population:
70.32%

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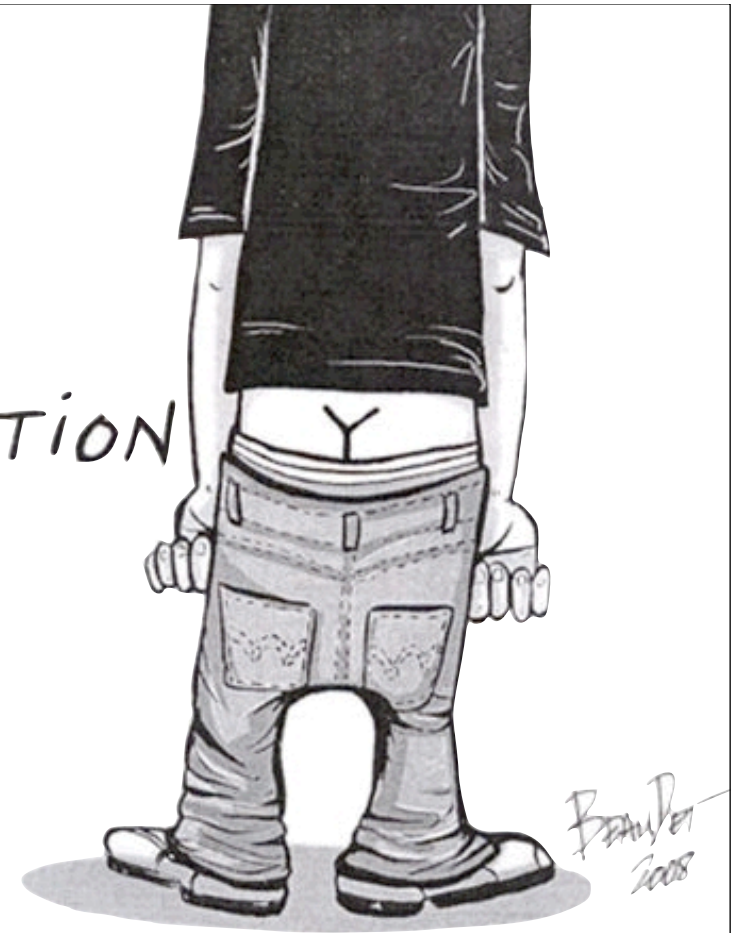
facebook®



Source: socialbakers (Last 6 months growth)

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GÉNÉRATION



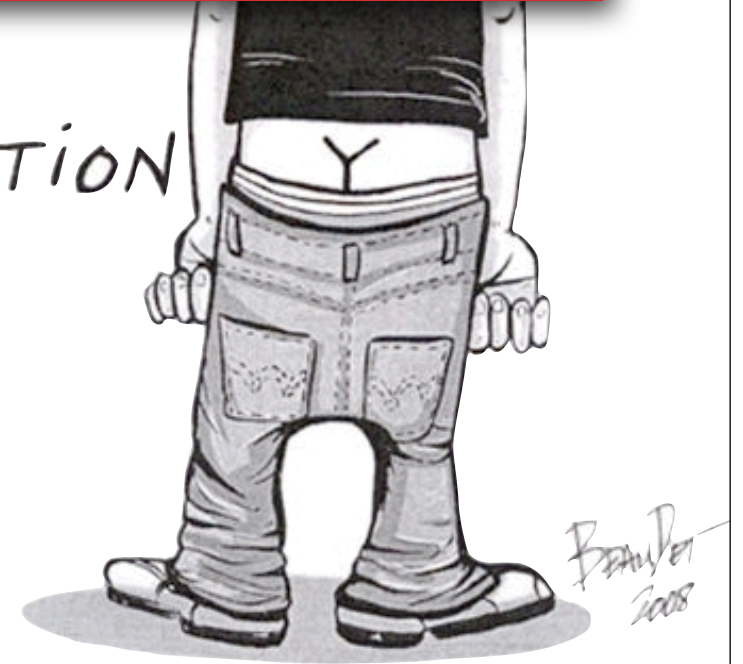
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Generation Y: Different ideas about what they want from employers, careers & development

When it comes to training, the latest generation prefer it to be as individualistic as possible

GÉNÉRATION



Praise

"It's not like they're asking for a million dollars. The reality is they need much more praise and attention than previous generations, but it's pretty cheap and easy to do."

Source: Leadership IQ. Survey of 11,244 Gen Y'ers

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High Expectations

"They walk in with high expectations for themselves, their employer, their boss,... Gen Y-ers will absolutely do grunt work, but they just want to know, 'OK, I did all this grunt work what do I get?' "

Bruce Tulgen. Managing Generation Y

GRUNT WORK



Your puny efforts, combined with others, can one day create a pile of crap

Assertiveness

"What young workers want isn't so different from what everyone else wants, or has wanted over the years. But young workers are the ones actually asking for it."

Monmouth University



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How they see themselves



Skills over salary... and pigs will fly!

Generation Y'ers believe their future success depends on skills development and the majority 74% suggested they would be attracted to employers offering good training, compared to just 21% for salary



Chartered Management Institute

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Generation X vs Y... maybe the wider changes in the workplace are more fundamental

- The nature of work has changed, moving away from muscle to brain power
- Generational similarities are as important as the differences because many differences will be due to more fluid life stages
- People of all generations want to be valued at work and want to have their individual differences and needs met



Greater efficiencies



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A constant mission to find greater efficiencies

“We live in times where everything is negotiated.

Many companies are also handing over responsibility for agency negotiations to the professional procurement teams within their organisations.

These specialist commercial teams tend to be more analytical and make greater demands on agencies to justify remuneration proposals and practices.”

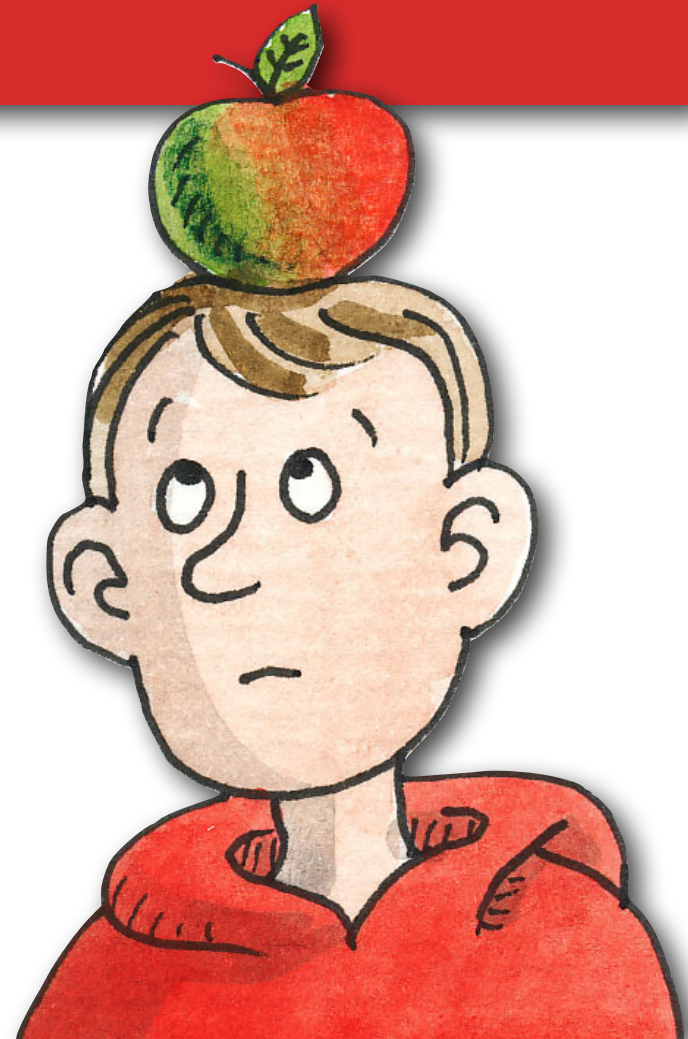


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Source: Agency Remuneration. A best practice guide on how to pay agencies. IPA/ISBA/MCCA PRca

Summary

- The ways to grow our clients brands, businesses and reputations is growing faster than anytime in history
- The new generation of employees have different needs and aspirations to the older generation
- Clients are demanding greater efficiencies from agencies to deliver more and better..for less





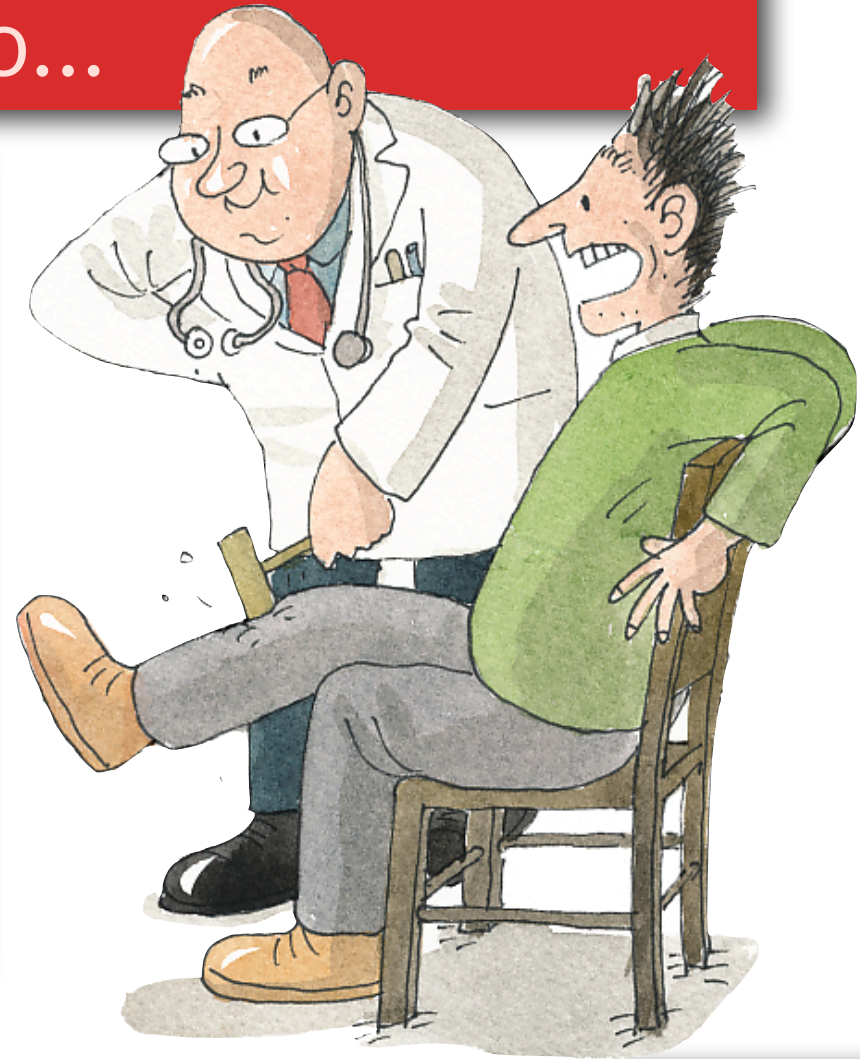
2. L&D is not a magic wand



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Training & Development is often a knee jerk reaction to...

- A meeting that goes badly wrong
- Global, Regional or Holding Company 'initiatives' demanding a change in behaviour
- Criticism & observations from other departments, suppliers or clients
- An identified skills gap following an individual appraisal



But you know...

- Successful organisations constantly challenge the status quo
- They continually need to reinvent themselves to survive
- Great Learning & Development can be **the glue** that binds your people into a more powerful strategic and creative force



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An ongoing need to shift attitudes

Await the future



Make the future

Look inwards



Look outwards

Process - People



People - Process

No Idea



Ideas

But ultimately L&D is not just about courses and **changing** attitudes but enabling **changes** in **behaviour**....



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But there's always a lot to change...

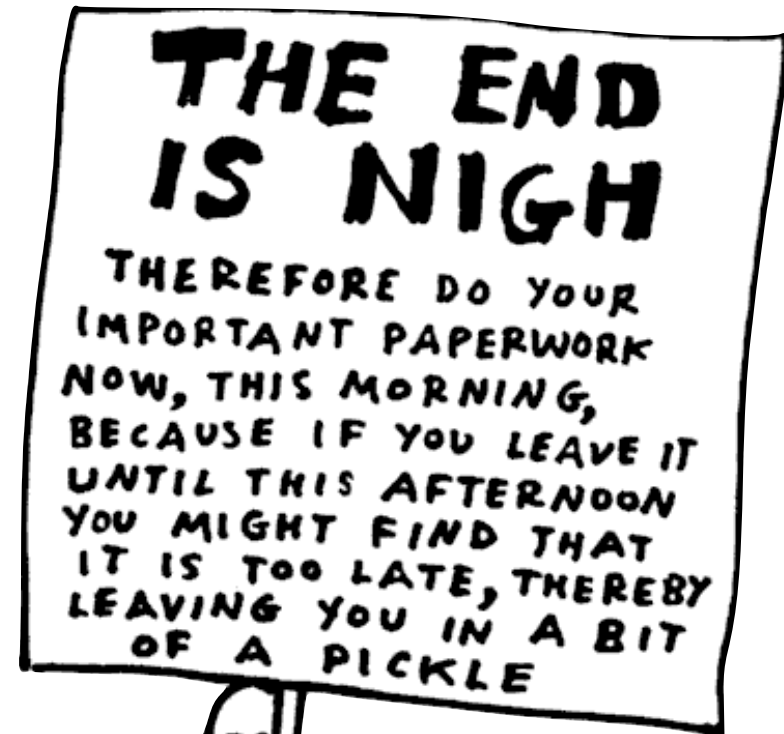


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Summary

- L&D is not a magic wand
- But it can be the 'Glue' that bonds the team together and forces change
- Create a pragmatic yet inspiring L&D plan and it could be the one thing you do this year that will help:
 - **Motivate your best people**
 - **Create bigger and better ideas**
 - **Win new business and grow existing business**





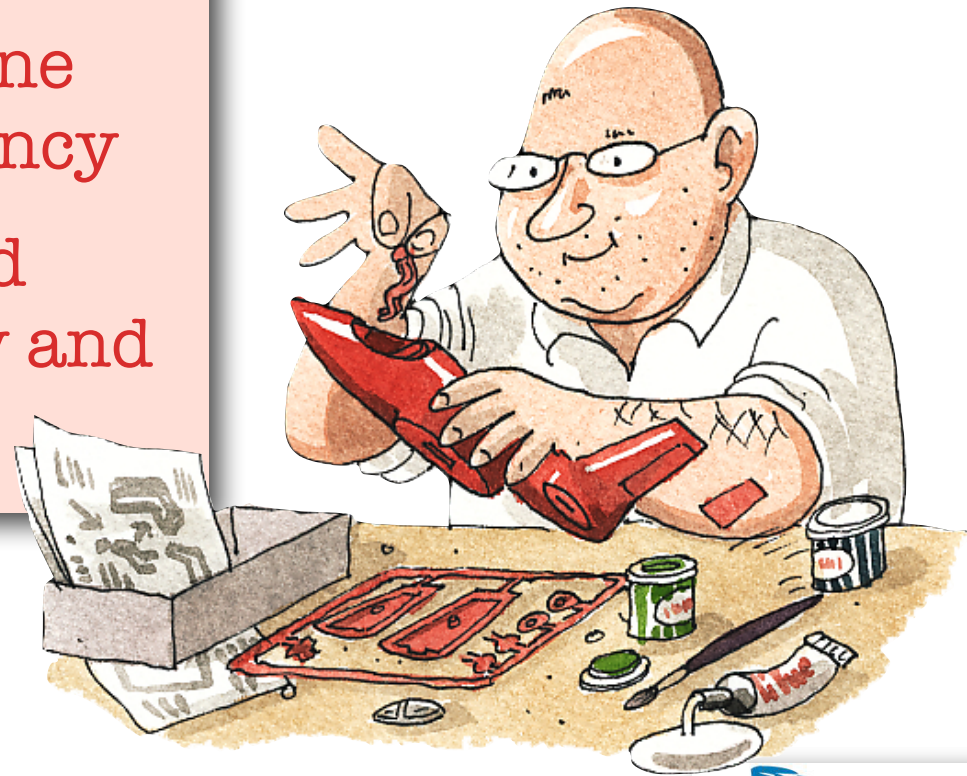
3. How to construct a L&D plan for your agency

- Review Staff appraisals
- Review Client appraisals
- Identify skills/issues with Dept heads... and their view of other depts
- Assess alignment with the agencies business plan
- Then build the learnings into a plan



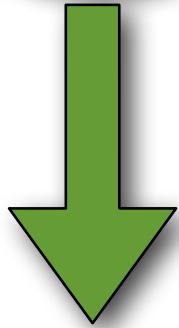
My simple L&D planning model

- Can be used for one office or globally
- Can be deployed for one team or the whole agency
- Combines process and structure with fluidity and flexibility



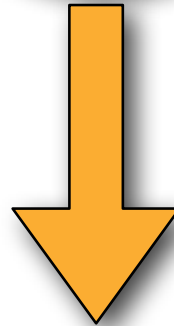
What skills do we want to develop?

Craft
Skills



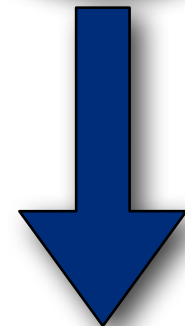
To do
your job

Business
Skills



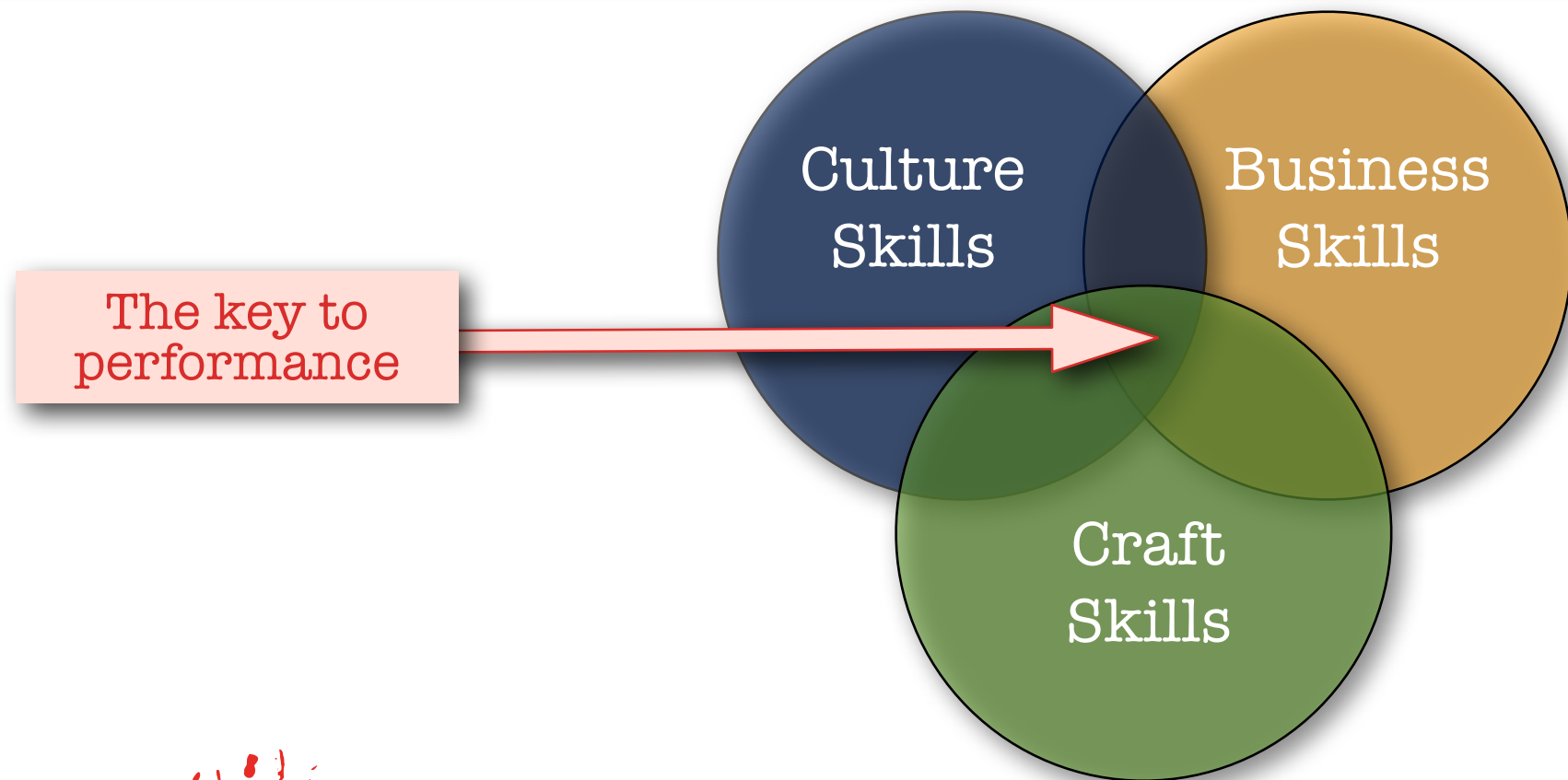
To understand
business

Culture
Skills

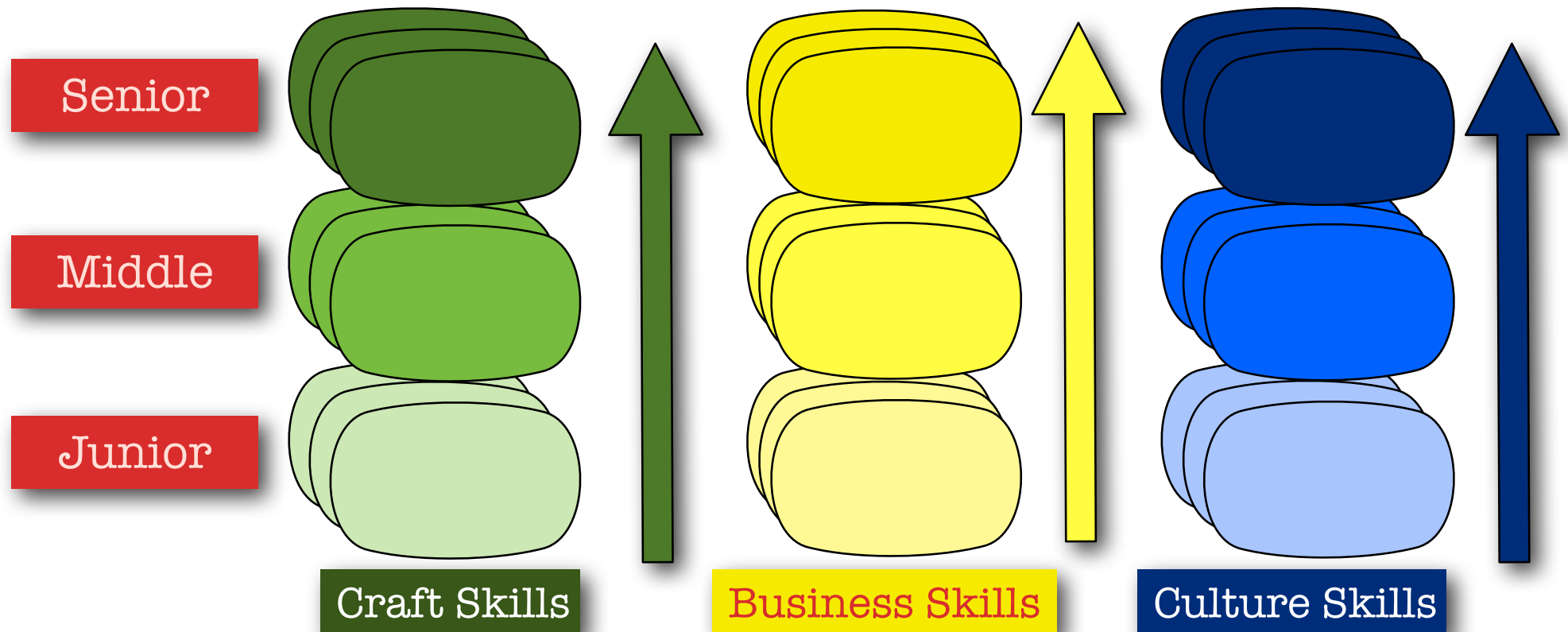


To do it
your way

To deliver high performing team members



Achieving higher performance is critical at all levels



My strawman example

- To show how a plan might look
- Applicable to most communication agencies
- Accounts for all departments
- But is ONLY an example
- Needs to be tailored appropriately for each organisation



Craft skills

Senior

Negotiation Skills: Financial, political, time, difficult people and situations

Middle

The Creative Process: Brief writing, judging work, creative feedback, selling... not just presenting

Junior

How to be the best Account Handler in the agency: 25 years of wisdom

Business skills

Senior

Business Strategy: Corporate strategy, marketing strategy and communication strategy

Middle

Understanding Client's Business:
Asking the right questions not answering the wrong ones

Junior

Understanding the agency's business:
Advertising's role in business and how your agency business works

Culture skills

Senior

Leading Relationships: Vision, storytelling, inspiring and decision making

Middle

Managing Relationships: Knowing team's strengths and weaknesses, setting clear direction and timely feedback

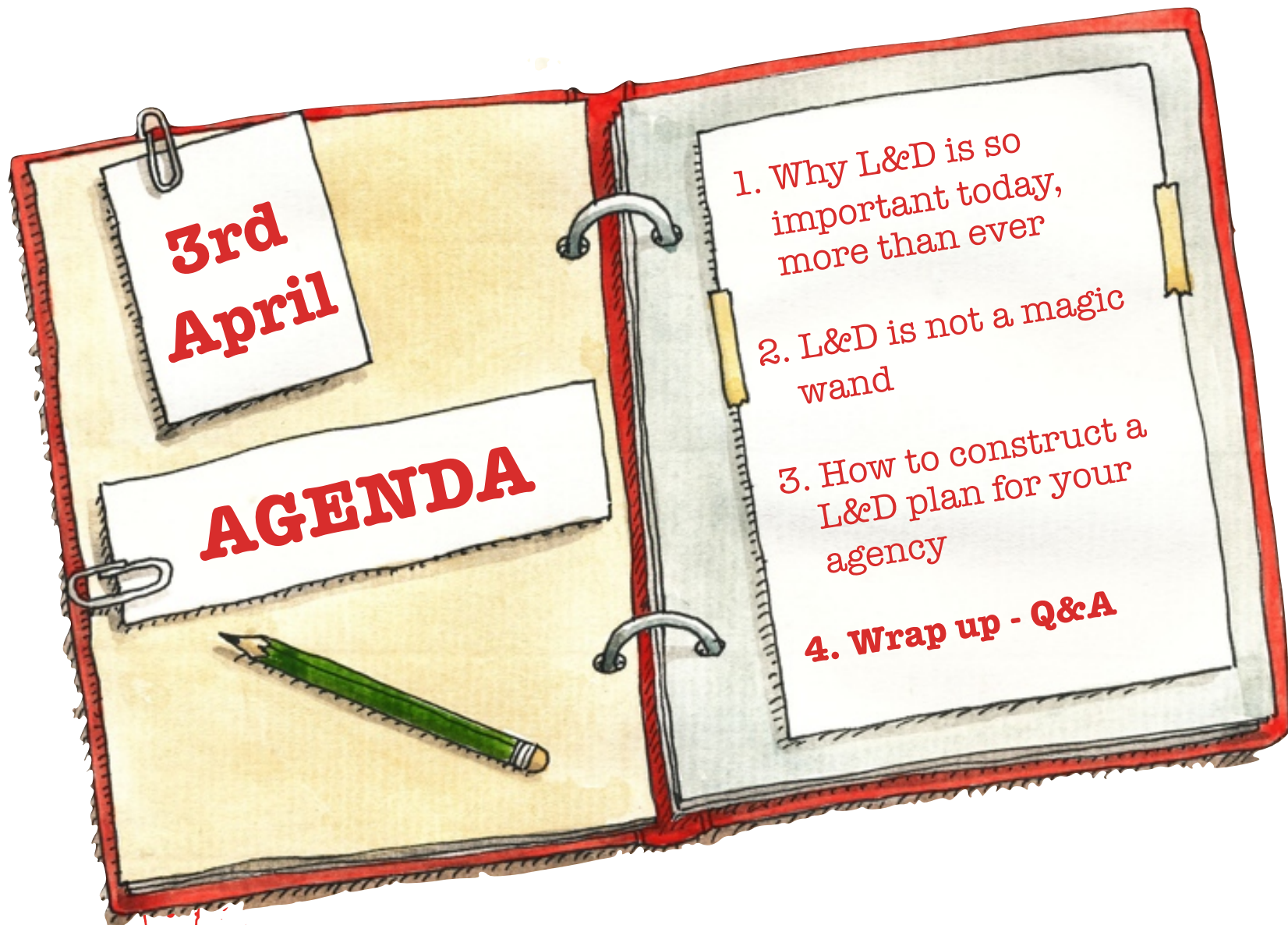
Junior

Developing Relationships: Building trust, listening and creating rapport

Summary



- Ensure the L&D goals are aligned to the goals of the business
- Make the plan for the **whole** agency, not one dept or one level of experience
- If you can, utilise internal expertise to deliver learning (Yoda's)
- Keep it simple and flexible



4. Wrap up and Q&A



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It works

SAATCHI & SAATCHI - 4 year L&D Investment

Best Agency Over **All**
Criteria

Quality of Account
Handlers

Pre Training Plan
16th

Pre Training Plan
Not listed

Post - **2nd**

Post - **1st**

Marketing Week Agency Reputation Survey.

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Summary

- Our industry is changing every day
- The expectations of our new employees are different and challenging
- And our clients are demanding greater efficiencies
- L&D is not a magic wand but in can really contribute to positive change
- Plan your L&D, don't let it be a knee jerk reaction to events
- **'Do or do not, there is no try' Yoda**



Questions



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Some people we work with



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 **EHS 4D GROUP**

McCANN ERICKSON



agilvy Healthworld

groupm

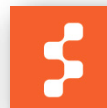
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FORTUNE
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