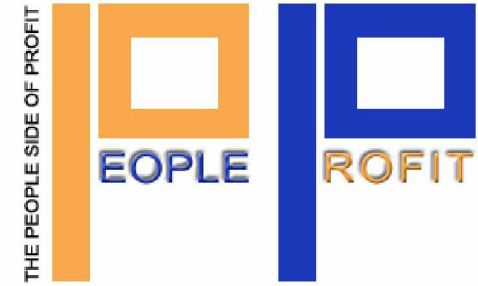


PEOPLE-PROFIT Presents Two day International Master Class
ROI based Training Needs Analysis
How HR can make a difference NOW!



**Be the first in INDIA to discover
a truly revolutionary method of
generating measurable profits with
Human Resource Interventions**

**21-22 May 2009
New Delhi**

Led by Award-Winning ROI Expert
Diederick Stoel



Diederick Stael

Diederick is the CEO of ProfitWise, a renowned international consulting, training and research corporation in the Netherlands. He also serves as the Chief Learning Officer of KCOM Management, a Malaysian-based corporate learning and development consultancy.

Diederick is a leading authority on training needs analysis, training evaluation and ROI. He has worked closely with Donald and James Kirkpatrick, Jack Philips and Robert Brinkerhoff amongst other notable experts. He has written several articles on HRD effectiveness.

Diederick travels frequently across Europe, North America, Africa, Asia and the Middle East to deliver keynote addresses and to facilitate workshops for HRD professionals and business leaders.

Diederick Stael has supported many organizations in improving the ROI of their training portfolios. As an entrepreneur he is keen on partnering with his clients and investing in high impact HRD initiatives.

In 2006, Diederick received the 'HR Leadership Award' at the World HRD Congress in Mumbai, India. He serves as the Chairman of the Donald Kirkpatrick Foundation and was the 2005 Chairman of the American Society for Training & Development (ASTD) ROI Advisory Committee. He currently serves as a board member of the Asian HRD Congress.

Diederick Stael's clients include Heineken, Ikea, Unilever, Randstad, Mars, Philips, Malaysian Airports, Telkom South Africa and many more.

ROI BASED TRAINING NEEDS ANALYSIS will move your training function out of the shadows into the limelight with its clever approach towards Human Resource Development.

This highly interactive **2 day workshop** is packed with **powerful and practical tools** and brimmed with **exciting stories**. An eye-opening and energizing event that will boost your professional career and takes your training department from fulfilling individual needs to driving **tangible results!**

Why ROI-based TNA?

- emphasizes on business opportunities rather than focusing on fixing competency shortages
- reveals under-utilized market opportunities and show you HOW these can be capitalized by your own people
- enables you to gear your training initiatives to the needs of all stakeholders involved
- ensures your employees will embrace your training initiatives eager to enhance customer satisfaction, cost competitiveness, revenue and profits
- demonstrates how everyone in your organization can profit from your carefully crafted training portfolio

TAKE THE DRIVER'S SEAT, TARGET FOR IMPACT AND CREATE VALUE FOR ALL STAKEHOLDERS

What are the main challenges?

- How do I create the opportunity to drive business results?
- How can I budget cost-effectively and efficient?
- When do my training programs generate the most impact?
- How do I truly satisfy my stakeholders?
- How do I get recognition and appreciation for my work?

BAFFLE YOUR COMPETITORS AND CREATE LASTING ADVANTAGE



SO, HOW IS ROI BASED TNA DIFFERENT FROM OLD-SCHOOL COMPETENCE-BASED TNA?

Competency-based TNA

- Focus on problems
- Cost oriented
- Analyses weaknesses
- Measures peoples characteristics
- Focus at the individual
- Determines failures
- Results are used by the training department
- Points out competency shortages that need to be fixed

ROI based TNA

- Focus on opportunities
- Benefit oriented
- Analyses strengths
- Measures peoples performance
- Focus at the organizational
- Explains successes
- Results are used by the whole organization
- Discovers business opportunities to be seized

DAY 1

09.30 **Welcome, needs analysis and goal setting**

09.50 **The Need For Training Needs Analysis**

- Overestimating and underestimating the value of training
- How much time should we spend on TNA?
- Making decisions during economic downturn and upturn

CASE STUDY Blackboards featuring Amitabh Bachchan

11.30 Coffee break

11.50 **How Should We Start a TNA?**

- Preventing a false TNA start. ROI from the start.
- How TNA works together with SWOT
- How TNA works together with Competency Frameworks

EXERCISE Analyzing the Needs of India's Talents

01.00 Lunch

02.00 **Managing the Request for Training**

- What people really mean when they say: We need training!
- Using Kirkpatrick to analyze the request for training
- Managing your stakeholders Return on Expectations

CASE STUDY TNA at the Curry Lounge in 7 minutes

03.30 Coffee break

04.00 **The Strengths of your Training Portfolio**

- What your CEO would like to see from you, NOW!
- Segmenting your current training programs
- Determining your level of readiness for business partnership

EXERCISE Segmenting your Training Portfolio

DAY 2

09.00 LIVE INTERVIEW with Donald Kirkpatrick

09.30 **Appreciating the best of what already is**

- What your CEO doesn't see and you do ...
- Analyzing the most productive people in your organization
- Utilizing the difference between success and failure

EXERCISE Exploring the Metrics that Matter

11.30 Coffee break

11.50 **Initiating Superior Training Programs**

- Analyzing the market of the people we train
- Adding the training component to the scene and more ...
- Generating Hard ROI with Soft Skills

CASE STUDY Acme Global, India

01.00 Lunch

02.00 **Forecasting the ROI of Your Training Solution**

- Forecast ROI on the back of a napkin
- Adding the result of your TNA to your first ROI estimate
- Building your own solid business case

EXERCISE Preparing Your New Value Proposition

03.30 Coffee break

03.50 **Gaining Commitment and Budgets**

- Demonstrate your ability to drive business results
- Defending your ROI analysis
- Gaining budgets beyond your limits

EXERCISE Presenting your TNA

TESTIMONIALS



Diederick is a good friend. He really appreciates the Four Levels and teaches them like nobody else. Whenever he calls me from Amsterdam, Dubai, Kuala Lumpur or Sydney, I'm always pleased to share my side of the story. I'm proud that people like Diederick keep on giving these four seemingly simple words (reaction, learning, behavior, result) new meaning, again and again.

Prof. Dr. Donald L. Kirkpatrick

Thank you for everything you told us and for broadening our views and making us think in this direction. I believe that all of this would be of great use to our professional development.

Peter Petrov

Head of T&D Team at Praktiker EOOD, Bulgaria

Your approach in ROI calculation is so focused on business result, something that we all in HR need to learn more.

Lanny Anggraeni

Nokia, Jakarta, Indonesia

"It was a very good workshop, very intensive & beneficial. More Training Managers should attend this workshop as it will enable them to give a summary to their executives in order for them to have a better picture on how to implement TNA for their organization."

*Darshini Nadarajah, Learning and Development Executive,
Etika Takaful Berhad, Malaysia*

LISTEN TO THE EVALUATION GURU

Live interview with Donald Kirkpatrick on Four Levels

CASE STUDY

Moving Up the Levels



Sugato Lahiry
Senior Vice President HR
Nicco Corporation Limited

The organisation

Acme Global [AG] is a transnational IT-enabled HR Solutions and Services company. AG provides, amongst other services, comprehensive and end-to-end recruitment solutions to its clients, using latest technologies. The offerings include

- Search & Selection services
- Head hunting and boutique assignments
- Handling turn-key recruitment assignments
- Customized recruitment solutions to suit specific needs

The Need

The last three years AG hired a substantial number of new consultants for the 'Search & Selection' line of business. The job profile of the S&S consultants at AG was designed to attract and retain the right talents through providing an enriched job content. The job of an S&S consultant comprised the following broad task categories:

- Business Development
- Search & Selection
- Client Relationship Management

The task category of business development in turn included negotiating with prospective clients on rate of professional charges for the services rendered. The search & selection industry comprises small and medium players that work within a narrow band of professional charges ranging usually between 8.33% and 12.5% of the annual compensation of the candidates the firms helped their clients hire.

The S&S consultants who were hired at AG from other search firms had had much more narrowly focused job profile at their previous firms that did not include negotiating with prospective or existing clients. Though nearly all of them had formal management education with specialization in Human Resources discipline, they had very little or no experience at all of negotiating with clients.

The Analysis

The S&S consultants at AG who were responsible for discussing, negotiating, and reaching an agreement with new clients on the rate of professional charges often tended to fall in a rut during the negotiation stage. They tended to go about the process of negotiation with clients in a stereotyped manner. They initiated the process by presenting standard AG professional charge rates to the clients. The stereotyped behaviour on the part of S&S consultants emerged at the stage of the negotiation process, during which their actions generally reflected an urge to get over with the negotiation process as quickly as possible, suggesting an apathy towards the process and resorting to one of the following behaviours:

- When the client asked for lowering of the rates they would refer the case to their managers and seek instructions
- They would agree to lower the rate to 8.33% often times without exploring intermediate rates such as 10%
- They would close the negotiation by refusing to move from the standard rate - displaying a sort of 'take-it-or-leave-it' stance, though the frequency of this action was found to be very low.

This proved to be a rather serious performance issue in a tough and competitive market where margins seemed to be in a perpetual state of free-fall, largely due to heavy price cut resorted to by smaller firms. An analysis of the problem carried out by means of in-depth interview of consultants, brought out the following issues that needed to be addressed:

- Inadequate understanding of the negotiation process
- Inadequate knowledge and skills for negotiating effectively
- A diffident attitude – "negotiating is tough business and I won't be able to handle it."

WANT TO KNOW WHAT HAPPENED IN BETWEEN?
REGISTER FOR THE 2-DAY WORKSHOP NOW



The Result

An analysis of the rates of charges negotiated with clients before and after training revealed interesting trends.

Rate of charges	% contracts before	% contracts after
12.5% and above	33	44
10%	22	19
8.33% and below	45	37

The upward shift in rates negotiated with clients after the training is clearly visible.

Though negotiation outcomes are influenced by other economic and business variables, such as boom/gloom cycle, purchasing muscle of the client, the extent of competition, it can be safely argued that these factors have largely remained constant, when the training was held. Consequently the improvement in rates is an evidence of training's effectiveness.

More importantly, the line management, which does not much care for scientific proof and is more often than not satisfied with suggestive evidence, felt enthused with the tangible and clear improvement in results.

Conditions



Date and time

Thursday 21 and Friday 22 May 2009. (09.00 AM-05.30 PM)

Venue

The Grand, New Delhi, Convention Centre

Registration

You can register for this workshop in three ways

1. Fax this form to + 91-33-2856 0124
2. Send an email to contact@peopleprofit.in
3. Call +91-98180-74466 OR +91-98302-85423

After registration you will receive a confirmation and an invoice. Upon sending the registration form, it is understood you agreed upon the terms mentioned in this brochure.

Cancellation

Upon registering, delegate(s) are considered successfully enrolled in the program. If you decide to cancel your enrolment, a substitute is always welcome. Should you decide to cancel your enrolment, a cancellation fee of INR 550 will be levied. Cancellations must be submitted in writing. Cancellations received less than 15 days to the program is subject to no refund.

Investment

This 2-day workshop demands an investment in time, energy and money. Your investment includes full documentation for the course, refreshments and lunches. Please tick any of the corresponding boxes below to select your choice'

• •		• •
• •	Normal Price	INR 25,950 x delegates
• •	Early Bird	INR 24,950 x delegates
• •	Group Price	INR 22,950 x delegates

Early Bird: Full payment must be received by April 30

Group Price: For 3 delegates or more from one company

Information

If you have any questions about this seminar, please contact Swarup Mukherjee +91-98180-74466

Disclaimer

TTMS-PeopleProfit reserves the right to change the content, the speaker, the time and/or the venue for the program due to unforeseen circumstances. TTMS-PeopleProfit will also not be held responsible should the program be delayed or cancelled due to unforeseen circumstances.

Method of payment

Account Payee Cheque / Bank Draft to be made in favor of:
Thinktank Management Services Pvt Ltd
Payable at par in all branches.

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A/C No 011010200016597

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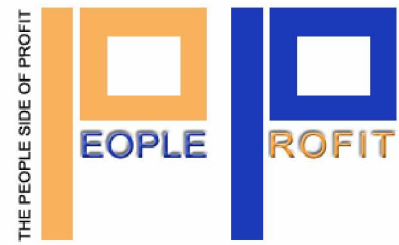
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