

Building the Business Case for Training

Overview: Training professionals have long been challenged in building the business case for training and development of staff. We all *know* it is an essential function to business success; however, many times it is one of the first areas cut during challenging times. Given the fact we are living in times of unprecedented change and challenge how can we position the work we do and the functions we lead to become so critical to business success that “they feel they cannot succeed without us”?

Objectives:

- Assess and understand the current business environment in which we operate
- Identify the key success indicators for a business and how to tie learning and development outcomes to those indicators
- Learn how to demonstrate the operational value of those outcomes
- Review a template for building a business case

What you will walk away with:

1. Ideas on how to assess your organization/department to build the most effective case
2. Sample metrics to help you build your own business case
3. Template for building and communicating your business case



Presenter: Jackie Smith is a Human Resources, Training and Organizational Development professional with over 20 years of experience. She has worked in a variety of organizations and industries in both the for-profit and not-for-profit sectors. The common thread throughout her career has been her focus on individual development from the individual contributor to the executive level.

Jackie is Director of Learning & Performance at CareSource Management Group a Medicaid managed care organization. She oversees CareSource University as well as the company's performance management and goal setting processes. Additionally, Jackie is president of ***Reflections on Learning***; a performance-consulting firm whose mission is to support individuals and teams in meeting their full skill and productivity potential through authentic communication and reflective learning processes. To realize this potential, Jackie uses proven methods which create an environment for effective communication and support individuals in meeting the rapidly changing demands of their workplace.

Prior to ***Reflections***, Jackie worked as a Senior Organizational Development Consultant for Liberty Insurance Holdings, an arm of the Liberty Mutual group. She has also served as a Regional Human Resources Manager, Training Specialist and Customer Service Manager/Team Leader in the financial services, retail and transportation industries.

Her educational background includes a degree in Education from Miami University, Ohio and Luxembourg. In addition, she is an adjunct faculty member at Antioch McGregor and a certified facilitator in a variety of training and development programs, organizational assessments and Myers-Briggs profiling.

Jackie lives with her husband, son and “entirely too many pets” in Dayton, Ohio.