Learning and Development Applications in Service Industries

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Table of Contents

Introduction

Creating a robust corporate training and development infrastructure is vital to ensuring today's workforce is prepared to meet future organizational needs. In fact, recent research revealed that more than 70% of surveyed organizations indicated that "capability gaps" were one of their top five challenges, and that depending on the specific position, it could take as many as five years to develop a fully productive professional.

Because learning is a dynamic process, several factors must be considered when creating any type of training and development event. The most critical factors include:

1. Workplace / learning environment (e.g., private office, cubicle, store, classroom)

2. Employees' preferred learning style (e.g., visual, auditory, interactive, practice)

3. Employees' rate of learning

4. Training / course content (e.g., concrete vs. abstract ideas, mandatory vs. elective content)

5. Return on investment (e.g., employees' reactions, changes in behaviors, financial impact)

When these factors are taken into consideration, organizations can maximize their ability to reach all organizational levels, meet employees' individual learning needs, close capability gaps, and have a positive impact on the organization's bottom line.

Included in this portfolio is information that highlights my expertise in corporate learning and development in service industries. These documents include:

- Select Outcomes and Testimonials

- Select Learning and Development Events: Event x Position Grid

- Higher Education Courses: Course x Audience Grid

For additional information, feel free to contact me at 203-641-6212 or at lynne@lynneshermanphd.com.

Select Outcomes and Testimonials

Business Impact: Organizational Learning

- After a moratorium on spending was issued, I created an in-house, multi-tiered leadership development program for clinical and nonclinical leaders including physicians and realized a $482,000 savings in training costs in one year.

- With turnover among clinical staff steadily rising, I implemented a new education-based onboarding process, improving retention of newly-hired clinical staff from 78% to 93%.

- When patient satisfaction ratings plummeted hospital-wide, I facilitated 50+ department-based workshops to improve teamwork and address patient care issues, ultimately reducing patient complaints by 12% and increasing satisfaction ratings by 17%.

- In response to employee engagement survey results, I improved opportunities for professional development (from 64% to 88% satisfaction ratings) by creating self-assessments, e-learning events, simulations, and case studies for all organizational levels.

Business Impact: Change Management with Learning

- To reverse high turnover, poor quality performance, and high personnel costs, I revised workforce planning models, redesigned jobs, and effectively staffed positions which reduced departmental personnel costs by more than $1.5 million.

- In response to deep budget cuts, I researched and implemented best practices for linen utilization, rewrote policies, and educated 1,500 staff to the new standards, ultimately decreasing linen use by 1,000,000 lbs. and saving $400,000 annually.

- When the Department of Public Health threatened to levy fines and close a unit based on patient safety concerns, I redesigned 5 processes, updated 7 policies, and educated 130+ staff including physicians within 45 days, thus improving patient safety and avoiding DPH sanctions.

- In an effort to improve satisfaction and intent-to-repurchase rates, I established cross-functional, planeside teams designed to facilitate customer flow from point of ticket sale to departure, ultimately improving on-time departure rates (from 63% to 87%), decreasing lost baggage rates (from 21% to 9%), and improving customer satisfaction (from 66% to 90%) and employee satisfaction ratings (from 72% to 91%).

Testimonials

"Lynne, an enormous thank you for all you have done to support and further our REACH for Excellence initiative! You've done a fabulous job with the training materials, which will be very much appreciated by all audiences – facilitators, managers, and staff. Lynne, we would not be where we are with the REACH initiative without your involvement. Thank you for all you are doing!"

> Cindy von Beren
> Vice President, Corporate Communications
> Yale-New Haven Hospital / Saint Raphael Campus

"Lynne, I want to thank you for conducting the recent Sterile Processing workshops. You put a lot of effort and time into the workshops. I know the group is definitely challenging and for the overwhelming majority of staff, the workshop made a difference – either in behavior changes, work performance, awareness of their impact on the big picture, or even that someone cares about what they do.

The workshops were organized, allowed for staff participation, and provided a neutral leader's influence and perspective. The feedback you provided me was insightful and will help me as I continue to work with that group. Thanks again for your help."

> Ann Marie Thomas, RN, MS
> Administrative Director, Surgical Services
> Waterbury Hospital

"I agree – you did a great job with the Sterile Processing workshops. In addition to Ann Marie's feedback, I think these workshops also made a big difference to the union as it showed that we were putting all efforts forward. Thanks, Lynne!"

> Mary B. Prybylo, RN
> Chief Operating Officer / Chief Nursing Officer
> Waterbury Hospital

"Lynne is an exceptionally good facilitator and is always able to get to the root cause of problems which then allows us to fix our problems the first time they occur. She's a breath of fresh air!"

> Gail Snow, RN, MSN
> Director, Emergency Director
> Waterbury Hospital

"Lynne is an extraordinarily effective teacher. As a psychologist she understands that leadership involves real people in complex situations. She provides a platform for managers to understand their difficulties and offers practical solutions to leadership challenges that they can put into practice in their respective environments. She has helped me understand the important nuances about how and why people behave, think, and feel the way that they do in diverse situations. I found Lynne's recommendations easy to implement, and her seminars have prepared me to become a more effective leader."

> Juana Clarke
> Director of Grants and Operational Audits
> Waterbury Hospital

"Working with Lynne Sherman has been a great experience. Lynne helps you take a close look at yourself and identify what you do well and where you could really use some help. She then gives you practical tools and coaching to help you make changes that ultimately make you a better leader. As a result of working with Lynne, I am much more confident in my ability to effectively create change for myself and for others."

> Karen Stillman, RN
> Director of Acute Care Behavioral Health
> Waterbury Hospital

Select Learning and Development Events
Event x Position Grid

Educational Event	All Employees	Hourly		Management			Specialized Groups		
	All Employees	Administrative / Support Staff	Frontline Personnel	Supervisors / Team Leads	Middle Management	Executive Leadership	HR Personnel	Industrial Psychologists	Other
Leadership Development: Executive Education Experience™									
Tier One Events									
Setting the Stage for Success: Creating Context		X[1]	X	X	X	X			
Organizational and Leadership Success Factors		X[1]	X	X	X	X			
Talent Management: The Business Imperative				X	X	X			
Successful Performance Management				X	X	X	X		X
Coaching for Optimal Performance				X	X	X	X		X
Tier Two Events									
Creating an Engaged Workforce				X	X	X	X		X
Working with Difficult People		X[1]	X	X	X	X	X		X
Reframing Conflict: The Road to Resolution		X[1]	X	X	X	X	X		X
Did You Say What I Heard? Keys to Effective Communication		X[1]	X	X	X	X			X
Meeting Madness: Making Meetings Work				X	X				X
Tier Three Events									
Leading with Emotional and Social Intelligence				X	X	X			
Situational Awareness: From Operational Manager to Strategic Leader				X	X	X			
Embracing Change to Drive Growth				X	X	X			
Navigating Change: The Human Element				X	X	X	X		X
Storytelling and the Art of Persuasion				X	X	X			

[1]The content of five (5) courses included in the Executive Education Experience™ program was modified to create complementary courses for hourly employees.

Educational Event	All Employees	Hourly		Management			Specialized Groups		
		Administrative / Support Staff	Frontline Personnel	Supervisors / Team Leads	Middle Management	Executive Leadership	HR Personnel	Industrial Psychologists	Other
Customer Service									
You Are an Essential Piece		X	X						
Putting People First	X								
REACH for Excellence	X								
Stop Intimidating and Disruptive Behavior	X								
Organizational Change / Change Management									
Process Mapping / Gap Analysis		X	X	X	X		X	X	
Navigating Change: The Human Element				X	X	X	X		X
Role Clarification Training				X	X		X	X	X
Regulatory Requirements									
Fire Safety	X								
Hazardous Materials	X								
Emergency Preparedness	X								
Hand Hygiene	X								
HIPAA and Patient Privacy	X								
Basic Life Support (CPR)									X
CPI – Nonviolence Crisis Intervention Training									X
Training for Corporate Education Professionals									
Legal, Regulatory, and Professional Standards for Corporate Education				X	X		X	X	X
Adult Learning Principles								X	X
Fundamentals of Curriculum Development								X	X
Measuring Training Outcomes								X	X
Item Writing Training (for use in pre-post training measures)								X	X

Educational Event	All Employees	Hourly		Management			Specialized Groups		
		Administrative / Support Staff	Frontline Personnel	Supervisors / Team Leads	Middle Management	Executive Leadership	HR Personnel	Industrial Psychologists	Other
Human Resources Programs									
General Programs									
New Employee Orientations	X								
Selection Systems / Hiring									
Legal, Regulatory, and Professional Standards for Selection System Development and Validation				X	X		X	X	X
Cognitive Job Analysis Training							X	X	X
Item Writing Training (for use in job knowledge tests)								X	X
Interview Development and Validation Process							X	X	X
Behaviorally-Based, Structured Interview Training				X	X		X	X	X
Assessment Center Administration Training							X	X	X
Skills Assessment Administration Training							X	X	X
Physical Abilities Administration Training							X	X	X
Compensation System Development									
Job Evaluation Training					X		X	X	X
Healthcare-Specific Programs									
Electronic Health Record (IT – Cerner)									
Computerized Physician Order Entry				X	X				X
Safety Checks				X	X				X
Nursing Care Plans				X	X				X
Occupational and Activity Therapy Care Plans and Group Notes				X	X				X
Social Work Care Plans				X	X				X

Educational Event	All Employees	Hourly		Management			Specialized Groups		
		Administrative / Support Staff	Frontline Personnel	Supervisors / Team Leads	Middle Management	Executive Leadership	HR Personnel	Industrial Psychologists	Other
Healthcare-Specific Programs (continued)									
Hospital-Wide Programs									
SAFE-T Suicide Risk Assessment		X	X	X	X				X
Restraint and Seclusion Use				X	X				X
Psychiatric Disorders									X
Situational Awareness and Patient Safety				X	X				X
Applying Aviation's Gold Standard to Healthcare Competency Assessment				X	X				X

Higher Education Courses
Course x Audience Grid

College Courses	Undergraduate Students	Graduate Students
Business Courses		
Introduction to Business	X	
Introduction to Marketing	X	
Statistics		X
Psychology Courses		
Introduction to Psychology	X	
History and Systems of Psychology	X	
Physiological Psychology (Biopsychology)	X	
Statistics	X	X
Research Methods		X

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