
20/20 Insight Special Report



2009 Challenges

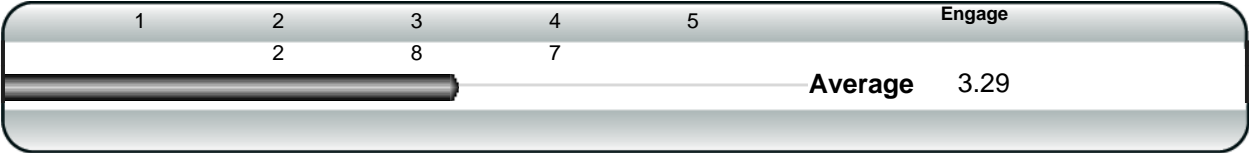
March 13, 2009

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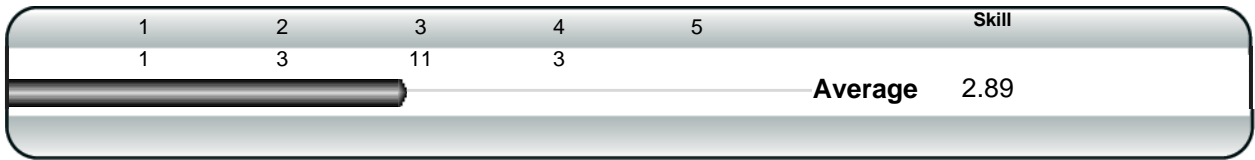
Question 1 - Engagement

1. How engaged and motivated are your employees at this time?



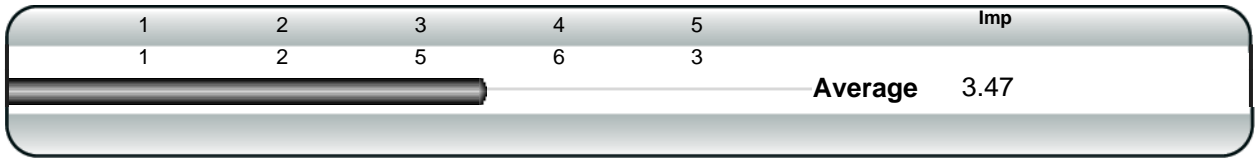
Question 2 - Skill Level

2. How would you rate your managers' current ability to deal with the transitions and challenges of today's workplace?



Question 3 - Importance

3. How important is it to measure the results of the training being held in your organization?



Summary Questions

4. What are your organization's top 2 or 3 pressing business needs or challenges at this time?

- *To provide professional development and training for staff with limited resources.
To engage staff in change management in order to meet new demands at all levels.*
- *1. Budget restraints
2. Managing Expectations*
- *1. Managing / preparing for growth

2. Not losing sight of basic fundamental practices and requirements (including approvals and communication)*
- *budget cuts
staffing shortage*
- *Budget
Time
New leader development*
- *coping with slashed budgets and layoffs

preparing for a triennial certification survey with some recent staffing changes*
- *doing more with less
getting business-specific skills trained quickly
bridging the gap between SMEs and training delivery for some business units that have NO training staff*
- *Doing more work with less resources
Managing expenses and improving revenues during these economic times*
- *Finding new ways to make a profit, keeping employees educated about changes in the way we can do business, elimination of redundancy and waste.*
- *Growth and movement of personnel
Foundation skills at the employee level - creating a new baseline of performance for individual contributors
Leadership development*
- *Identifying and targeting the most profitable markets
Increasing our revenues for our services and products*
- *Keeping our members engaged
Getting volunteers to do the jobs they committed to*
- *maintaining fiscal stability
maintaining motivation
encouraging innovation in this "do more with less" climate*
- *moral

working with less*
- *Profit generation and lead generation*
- *Sustaining business during these economic times.
Having a strong management team.*
- *Tight timelines...need to get the product out quickly with limited resources
Lack of motivation...tough economic times, no merit increase, 401(k)s are shrinking, etc.*

5. What training are you planning to implement in 2009?

Summary Questions

- *Practical training in how to use computers and technology more effectively.*
- *1. Teamwork
2. Setting Priorities*
- *Choosing topics
Leadership
Evaluation*
- *computer training on technical skills and introducing a new on line perf management system.*
- *Continued Leadership Training
Enrichment IDP Training*
- *Continued management development training-Hiring and Retaining Talent

Broader organization-Time Management, Managing Up, Conflict Resolution*
- *Continuing training for staff in answering reference questions.

Microsoft 2007 skills training*
- *Education related to family involvement in treatment in addition to standard trainings*
- *Everyone in our organization (of 3) is involved in self-learning projects based on organizational and personal development goals*
- *I work within our Operational Support & Development group and will be involved with Lean Six Sigma Green and Black Belt training as well as Workout training.*
- *Individual and group training for five staff members based on their professional development plan. Training ranges from Basic Excel course to coaching and mentoring my staff.*
- *Management training
performance management training
Step up to supervisor
career development
train the trainer
progressive discipline
sexual harassment
professionalism (how to dress, how to address others, etc.)
Generational training*
- *n/a*
- *none*
- *Outplacement*
- *Specific business knowledge ILT and blended programs
negotiations training
customer service*
- *Technical training

Continued management / leadership training of lower level managers

Professionalism*

6. What do your internal trainers and facilitators need most right now?

Summary Questions

- *a right hand behind the scenes to allow them to do more with the limited resources they have.*
 - *Aside from money and executive level support not sure.*
 - *1. Vision*
 - *Consistent feedback and engaging work*
 - *For Green/Black Belt and Workout facilitators: train-the-trainer sessions, practice facilitating sessions*
 - *Improved understanding of the company's goals as opposed to what they feel need to be trained.*
- Better engagement / integration with corporate leaders to ensure what is being trained is approved and the right message.*
- *increased staffing given recent cuts*
 - *instructional design support in some business units*
 - *money*
 - *More time to do it all*
Motivation to make our organization a higher priority
 - *n/a*
 - *n/a*
 - *Not applicable - have external person.*
 - *Time to develop and pilot new programs*
Research of new programs (harassment)
 - *Training that gives an instant impact*
 - *We do not have internal trainers/facilitators.*

7. How would a "full-service" training and consulting partner, like CRG Associates, best serve you right now?

- *1. Provide Strategic Perspective*
- *Already have a full-service partner who helps me to prioritize the needs based on our budget, the performance gaps, and the direction of the company.*
- *At the moment, likely not much, though if in the future we have funds, we'd consider drawing on a "full service" training company such as CRG for training related to likely customer service, improving communication, or staff motivation.*
- *Don't know*
- *Giving free information on engaging volunteer board members*
- *Help focus the HR team and internal trainers on how to gather information on what needs to be trained to ensure that the proper training package is put together.*
- *instructional designer contract services would be a possibility*
- *n/a*
- *n/a*
- *not sure*

Summary Questions

- *Offer suggestions for training offerings.*
- *Provide opportunities do partner*
- *Research support; program recommendations; advisory capacity; training services as needed*
- *Unfortunately, there is no money in the budget for outside partners. Everything we will be doing will be "home grown" for the near future.*
- *You guys are the best! We could use you in so many ways! Budget is limited and that is a concern for us.*