

# Personnel MANAGEMENT

Magazine

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**Andrey Stanchenko**

*CEO NRG company:*

**"Corporate training is now an ecosystem immersed in a digital environment."**

# "Corporate training is now an ecosystem immersed in a digital environment. It is this environment that defines both the needs in T&D and its opportunities".



The guest of Olga Makogon, the editor-in-chief of Personnel Management magazine, was a long-time friend of the editorial board, Andrey Stanchenko, a person known among HR, business trainers, consultants and professional speakers. He is a professional who seems to have mastered everything that is currently known in the world of training and development, and strives to keep up with the times in the Ukrainian market of corporate training and development (L&D): for eight years Andrew has been representing Ukraine in the largest global Association of Corporate Training (ATD) in the United States. A facilitator of strategic sessions, a coach of top teams, a real Mentor... Knowing Andrei as a goal-oriented person, able to work with the specifics of the moment and the most unexpected "black swans", it is not surprising that he named his own company NewRealGoal. He is always looking for something new to lean on now or at least to see beyond the foggy contours of the future those prospects that can be used today to pursue your goal. **Our conversation is about the transformation of learning models in companies.** One way or another, digitalization and numerous digital tools are entering our lives, shaping both the work environment and the living environment in general.

**Who, what and how to teach in a world of constant change?**

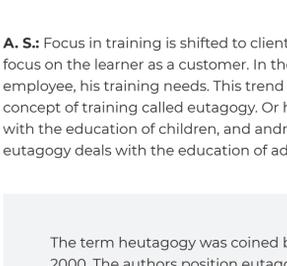
**SYNOPSIS**

**Andriy Stanchenko** graduated from the Crimean State Medical University. He is a candidate of medical sciences. In 2007 he graduated from the National Academy of Public Administration under the President of Ukraine with a degree in economic policy, in 2012 he became a certified management consultant. He received practical experience as a top manager in an international company KRKA. He teaches a change management course in the MBA program. In 2008 he founded the company NewRealGoal (NRG). Holder of the title of "Golden Management Coach" (2020). A representative of the International Speakers Association (CISSA) in Ukraine and vice president of the Association of Management Consultants (CMC).

**Personnel Management magazine: Talking to very different members of the HR community, I meet people who do not understand how and what to teach staff. The speed of changes is crazy! How can you build a systematic training of staff in such conditions? Given that investment in training a lot of managers in domestic companies still perceive as a cost, or even unnecessary "pampering" ... Can you answer the question, "What to train employees now?"**

**Andriy Stanchenko:** The answer to this question is related to managers' understanding of business needs, which leads us to the following series of questions:

- What to train managers?
- What competencies do managers at all levels need?
- Which training model will prevail in current trends?



The customer, not the product, is now at the center of any marketing model, and business is focused primarily on creating value for the customer and a unique customer experience. This is exactly what we need to train employees to do: create such in-demand value. At the same time, the employee himself, in the role of a learner, is also a customer to train. After the Third Technology Revolution, business is no longer product-oriented, it has become customer-oriented. And digitalization, digital technology itself, is a human orientation. There has been a kind of dematerialization: products are increasingly shifting to services, and the main trend is that sales of services are growing more rapidly than the production of goods. Business doesn't work for the warehouse, all companies are trying to catch the very fast-changing needs of the client. So, in my opinion, the main thing is not "what to teach," but "how to quickly understand what to teach." The customer's demand changes, the competencies needed to realize that customer value change, hence the need for training changes as well.

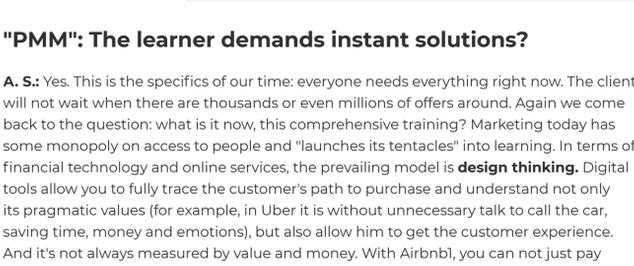
**Modern management is, above all, change management.**  
*Andrey Stanchenko*

**"PMM": In other words, corporate training is focused on the needs of employees to nurture their understanding of what customers need?**

**A. S.:** Focus in training is shifted to client-oriented approach. In everything. Including a focus on the learner as a customer. In the center of the corporate training becomes an employee, his training needs. This trend is already reflected in the allocation of a new concept of training called eutagogy. Or hutagogy is the same thing. If pedagogy deals with the education of children, and androgogy deals with the education of adults, then eutagogy deals with the education of adults in the context of digitalization.

The term eutagogy was coined by Stewart Hase and Chris Kenyon in 2000. The authors position eutagogy as a new approach to the organization of adult learning through self-education, the teaching of how to learn independently in the XXI century. The basic principle: the learning subject (the student) is at the center of the process of their own learning. Thus, learning becomes not teacher-centered (on the personality of the tutor) and not subject-oriented (on the studied subject), but student-centered: the main role in the process of comprehension of the new for himself plays the student. The semantics of the Greek word "eutagogy" includes the meaning "to lead to inventions, discoveries, findings, conclusions."

Why do I draw your attention to the connection between learning and digitalization? The point is that there is an interesting closed loop here: who changed the learning opportunities of this adult learning agent? The digital environment! It has changed the way we live our lives. Digitalization is changing us - and it should also help us learn and grow. We are connected to gadgets: we disconnect from the laptop, we connect to the phone, then to the digital camera, then to the landline. Moreover, we are connected to everything at once, just switching our attention from one digital object to another. Multichannel is the new way of life.



**"PMM": It turns out that comprehensive systemic training is no longer possible? Only microlearning, specific point-to-point trainings remain relevant?**

**A. S.:** Not really. Certainly, the scheme "let's teach our employees for six months" does not work anymore, because we have people who will not wait for this. And the business won't wait for it, either. Let's just see what the training model is like now in general. How people learn. For example, someone wants to cook something. Bake a cake. Or wants to make sure the door in the apartment doesn't squeak. What do people do?

- They go to a global video hosting service, Youtube, and enter a query on the topic of interest.
- Choose the most relevant video clip they like.
- They find out a recipe for solving the problem.
- Immediately they convert obtained knowledge into results.

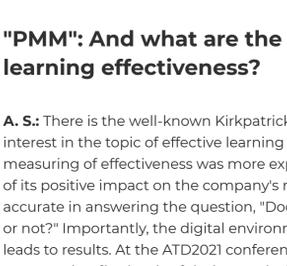
And now let's go back: in order to get such fast "video tutorials", Youtube users have been pouring in all kinds of clips for 10-15 years. It's about comprehensiveness. Complexity, i.e. completeness, consistency and interconnectedness, has not gone away from learning. But now it manifests itself like this: at the right moment, the user connects and immediately gets the training content to achieve the desired result. The complexity remains, but the model has changed. And it has changed precisely because, firstly, it has changed the "portrait" of a learning person and, secondly, the presence of the digital environment, which gives many opportunities. But the primary change is the learner himself.

**Watching the system already changes the system.**  
*Andrey Stanchenko*

**"PMM": The learner demands instant solutions?**

**A. S.:** Yes. This is the specifics of our time: everyone needs everything right now. The client will not wait when there are thousands or even millions of offers around. Again we come back to the question: what is it now, this comprehensiveness? Marketing today has some monopoly on access to people and "launches its tentacles" into learning. In terms of financial technology and online services, the prevailing model is **design thinking**. Digital tools allow you to fully trace the customer's path to purchase and understand not only its pragmatic values (for example, in Uber it is without unnecessary talk to call the car, saving time, money and emotions), but also allow him to get the customer experience. And it's not always measured by value and money. Using Airbnb, you can not just pay less than when checking into a hotel, and for the duration of your stay in the country do not feel like a tourist, but like a resident of a particular city. Because you live in a regular apartment, as if you were a citizen of the country.

1 Airbnb is an online marketplace for placing offers and searching for short-term private rentals all over the world.



The same applies to learning. Now people don't memorize and accumulate information that may or may not come in handy. They learn not "for the sake of it," but in order to put their knowledge into practice immediately. The "knower" and the "learner" are what we are in relation to the digital learning environment. And not just the result of learning, but the process itself becomes meaningful in this new digital world.

How it repeats, in general, for all corporate systems. First, the business identified some need, and it turned out that people don't know how to serve it - so they have to be taught quickly. For example: they don't know how to sell - you need to teach them. But this way is very expensive, because knowledge is in the possession of trainees and is not recorded in the organization, not accumulated, not structured, not left. This is an expensive non-systemic model of training: it seems that we spend a little, but it is money to the wind, and therefore the result is expensive and inefficient.

Then the company switches to repetitive training. A bottleneck is identified - and then training programs are recorded and repeated from year to year, from cycle to cycle - depending on the need. The knowledge stays with the company.

But here are the BANI factors, the external constantly changing context. There is no longer unchanging knowledge (e.g., some uniform methods in sales). External challenges change. And then the employee's approach to training changes. A company opens PMM many opportunities to connect to existing digital resources, which allow an employee to acquire new, necessary right now knowledge. And importantly, the digital environment makes data accumulate. Now training becomes manageable, because the accumulated data can be analyzed and it is possible to understand where the bottlenecks are and what the size of the problem is, as they say, "in numbers."

**"PMM": So there have been radical changes, but many managers still do not understand this... By the way, what are the main stereotypes in corporate training from the perspective of a manager, an HR manager or a learning employee?**

**A. S.:** We know that nothing changes the point of view as much as where you sit. (Smiles.) Everyone sees the process differently, and they don't understand why something needs to be taught and something doesn't. The employee looks from his side, and he gets the feeling that he knows exactly what he needs - and he's being taught something unnecessary. The manager looks from a higher horizon, he has a different point of view. As experts in training, they look from their own bell towers... So, of course, comprehensiveness is very important. Not only in the application of mixed formats, proportions on this or that method of training. There should be a well-established dialogue of all stakeholders: how we in the company train and educate. Now in the request for training, the focus is very much shifting from an HR manager and an employee to the manager's vision, because he is responsible for the result of the division, he is the owner of the resources and a critical link. The HR person acts as a consultant and the supervisor acts as the customer of best practice training.

**If you want to waste money, save on training.**  
*Andrey Stanchenko*

If we have a recurring problem that we need to close with training, we accumulate data. Digital tools help with that. The more workflows are interfaced with the digital environment, the easier it is to identify the problem and measure its magnitude. Digitized data accumulates in the system, the main thing is to be able to analyze it. We can see and measure which factors have the greatest impact on the outcome. It will be clear to the manager where to direct the resources for training.

**"PMM": And what are the basic metrics in measuring learning effectiveness?**

**A. S.:** There is the well-known Kirkpatrick model with its four levels. But at some time interest in the topic of effective learning has faded. Why? Because in pre-digital period measuring of effectiveness was more expensive than actual training and confirmation of its positive impact on the company's results. And now the digital toolkit is increasingly accurate in answering the question, "Does learning lead to business improvement or not?" Importantly, the digital environment itself helps design learning that leads to results. At the ATD2021 conference, the CLICKS model was presented, visually representing five levels of design, replacing the Kirkpatrick model:

CLICKS Model Checklists for Evaluating Learning Effectiveness



5 domains	trainee factors	workplace factors
Capacity	What is the bandwidth limit for new trainees?	What won't settle into practice and get in the way of implementing the main thing?
Layering	What is the sequence of skills and what not to miss in it?	What will be built on top of the existing skill level?
Intrinsic enablers	Why would a student care about introducing new things?	How do you encourage what motivates the learner?
Coherence	How will targeted behavior change build into the work?	How will work change further after the behavior change?
Social connections	How will the change in the employee's behavior affect other employees?	How does change sPMMport at the expense of the environment?

**The "fluidity" of modern training is due to six streams:**

1. game mentality - the flow of attempts (approaches to the projectile).
2. Recommended continuations (NETFLIX) - flow of scenarios.
3. Social learning - flow of mentors and buddies (peer learning assistants).
4. blockchain certification - a stream of training events.
5. Streaming TV - stream of personalized and short video consumption.
6. "Choreography" of learning in the workflow stream.

**Six stones on which to cross six streams**



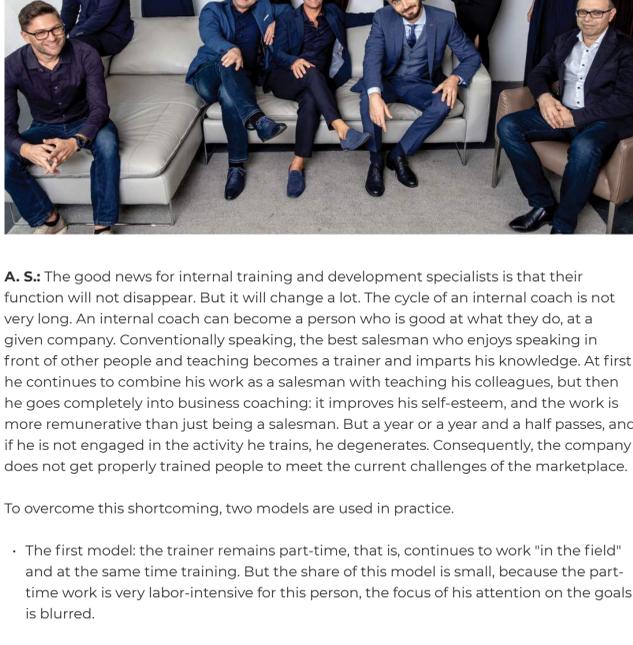
**"PMM": How often in your practice are there cases when in companies the rank-and-file employees ask the manager for training? Exactly in view of their needs to improve business performance?**

**A. S.:** Today training is an ecosystem. As I said before, the new approach to training, eutagogy, focuses on people's needs. Managers' attitudes toward such requests have really changed. Executives are now asking, "What do you need to achieve better results?" What's more, training is structured along the lines of a social network. A request comes in, "There's such-and-such a problem. Who knows how to do this and that to solve it?" It turns out who has such skills, and these people act as mentors for those who want to learn. Models can vary. Some companies use open platforms, and people from outside the company can tap into their knowledge. This is an important topic that requires a separate discussion. Realizing that an employee's cycle in one company is diminishing, locking them inside their corporate system proves not to be very profitable or effective. The employee will leave anyway. And then new relationships between companies arise. For example, inter-corporate universities are already appearing in the United States, when two or three or more market leaders share the cost of training with each other. Because their staff flows smoothly, and it is cheaper to train like this than to invest in strengthening loyalty.

**The ability to manage change is what separates a brilliant leader from a mediocre one.**  
*Andrey Stanchenko*

**"PMM": We also have several educational platforms on the market. And to what extent does this practice reduce the need to keep internal staff training units? How do you see the future of corporate trainers? Is there one at all? Or will we have two or three inter-corporate academies?**

Andrii Stanchenko and his team at NewRealGoal

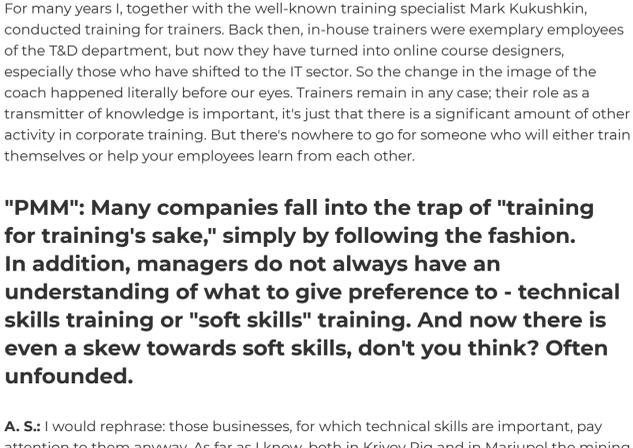


**A. S.:** The good news for internal training and development specialists is that their function will not disappear. But it will change a lot. The cycle of an internal coach is not very long. An internal coach can become a person who is good at what they do, at a given company. Conventionally speaking, the best salesman who enjoys speaking in front of other people and teaching becomes a trainer and imparts his knowledge. At first he continues to combine his work as a salesman with teaching his colleagues, but then he goes completely into business coaching; it improves his self-esteem, and the work is more remunerative than just being a salesman. But a year or a year and a half passes, and if he is not engaged in the activity he trains, he degenerates. Consequently, the company does not get properly trained people to meet the current challenges of the marketplace.

To overcome this shortcoming, two models are used in practice.

- The first model: the trainer remains part-time, that is, continues to work "in the field" and at the same time training. But the share of this model is small, because the part-time work is very labor-intensive for this person, the focus of his attention on the goals is blurred.
- The second model is that the trainer develops precisely as an expert in the organization of trainings, the learning process. This is a prototype of the role that a corporate training specialist should play now. He is the "gardener" in this ecosystem, creates conditions as a facilitator, supports an abundance of different methods of transferring knowledge, needed primarily by the employees themselves. He shows them how they are more comfortable and better able to learn due to the changed lifestyle, "remote" and other things.

To learn is to live a quality life.



Now the learning employee is not a showman narcissist focused on himself and his enjoyment of the stage, but a caring associate of colleagues, working in a BANI world where everything is changing. This is an analyst who must be well versed in trends of change, able to analyze data and know the company's training resources: who the experts are, what video courses there are, what elements should be included, how to recombine them, etc.

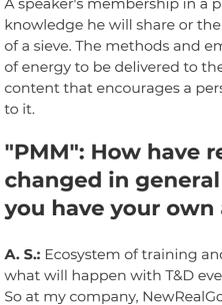
For many years I, together with the well-known training specialist Mark Kukushkin, conducted training for trainers. Back then, in-house trainers were exemplary employees of the T&D department, but now they have turned into online course designers, especially those who have shifted to the IT sector. So the change in the image of the coach happened literally before our eyes. Trainers remain in any case; their role as a transmitter of knowledge is important, it's just that there is a significant amount of other activity in corporate training. But there's nowhere to go for someone who will either train themselves or help your employees learn from each other.

**"PMM": Many companies fall into the trap of "training for training's sake," simply by following the fashion. In addition, managers do not always have an understanding of what to give preference to - technical skills training or "soft skills" training. And now there is even a skew towards soft skills, don't you think? Often unfounded.**

**A. S.:** I would rephrase: those businesses, for which technical skills are important, pay attention to them anyway. As far as I know, both in Krivoy Rig and in Mariupol the mining and metallurgical companies themselves organize fundamental education of mining engineers and metallurgists, if they are not satisfied with the state education in the specialties important for them. Another thing is that the transformation of the market from goods to services requires attention to soft skills. Since service is primarily about communication, and the rest is automated and digitized, there is a feeling that everyone is taught only soft skills. Robots don't need to be taught hard skills, they were put there so that people wouldn't be distracted by production technology, but improve their human-human interaction skills. The share of manufacturing companies in the economy is decreasing, and so is the need for technical skills.

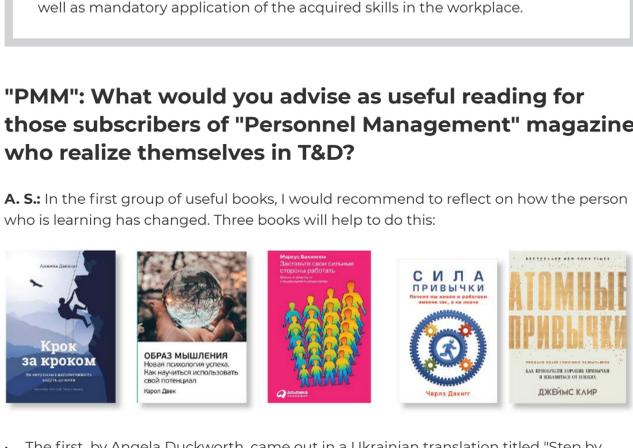
**"PMM": You and I touched on the topic of the different roles that one person can play: business coach, coach, speaker, and facilitator. How can a client company understand that they are dealing with a professional, if the goal is to invite an external provider?**

**A. S.:** In fact, branding is very important here. We are back to marketing in training again. In order to "measure" an expert in his different roles, we resort either to the brand of the company under whose name he works, or to his personal brand. This brand is not just a tool to promote this expert, but also a gauge of his quality as a professional. "Likes" on social networks, feedback, a more visible name on the market - these are signs of the quality of his work.



It becomes critically important for professionals to participate in the professional community. Let's say the Ministry of Education has standards, norms, and sets strict regulation, but on the training services market it does not determine the rules of the game. This is because neither a coach, nor a facilitator, nor a business trainer are accepted as official professions in the state Classification of Professions. The rules of the game are defined by the professional community, including professional associations with their own brands. Their assessment, recognition and awards are a certain guarantee that the external business coach or coach invited to the company is not a charlatan. Now it is very important to integrate the informal communities in certain areas into the regulatory community (even if informal), whose authority will be important for the market.

Andrii Stanchenko with his colleague - business-trainer Elena Elisieeva



**"PMM": Andrii, you are a representative of CISSA in Ukraine. What can companies gain from the fact that they address a speaker, who is a member of a professional association?**

**A. S.:** Association is a platform, which provides a database of reliable speakers, and the customer can choose "his" one. Everything comes down to what we talked about from the beginning: a person who wants to learn something, faces a huge flow of information. There is a lot of content, but the client's time is limited and his attention is unfocused. A speaker's membership in a professional association is a certain guarantee that the knowledge he will share or the process he will help organize has passed through a kind of a sieve. The methods and emphases used by this professional will allow a quality pulse of energy to be delivered to the person who wants to learn. The speaker throws in spot content that encourages a person to think about an issue and change his or her attitude to it.

**"PMM": How have requests for corporate training changed in general due to the constant changes? Do you have your own analytics in this direction?**

**A. S.:** Ecosystem of training and development is very diversified now. And we don't know what will happen with T&D even in the very short term. Even in November of this year. So at my company, NewRealGoal (NRG) has not only Plan A, but also Plan B and Plan C. For one thing, we are by no means giving PMM quality classroom events or synchronous online meetings. By the way, our many years of pre-quarantine online skill proved to be very much in demand when others without that skill got confused in quarantine. We had accumulated expertise in microlearning, and we began to offer it to our clients and teach it to the market. At the beginning of October the fourth set of Microlearning course starts, and it's different from the third set, and the third set from the second set, and the second set from the first set. Changes are being added due to changes in the environment. We've worked out this model well; it's asynchronous. Online learning differs from offline learning in more than just changing the learner's place in the space; there is a new "delivery" of knowledge and skills. There are no groPMM dynamics typical of face-to-face training, but there are information "throw-ins." We had to invent this new format of knowledge delivery to keep people's attention for a month or more. And the course we give to the external market helps to improve our internal one, for ourselves.

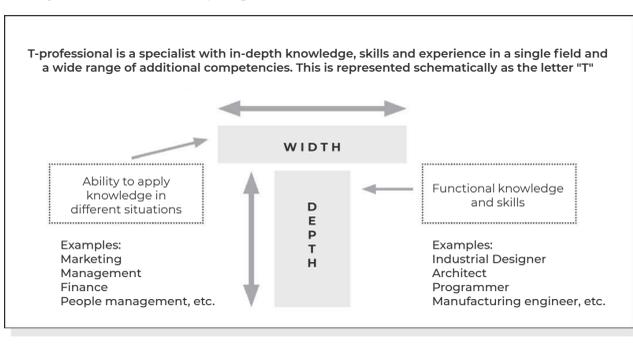
**Example**

What gives a program that a client is happy with look like? Before the training, we give you in the form of microlearning the material you need to learn. If it is necessary to improve "soft" skills, we use the "Hogan Development Questionnaire": it allows people to understand their behavior when stressed. Thus, participants come to the training workshop already prepared. After the training (offline or online) we conduct microlearning again - the consolidation of knowledge and skills in the workplace.

This is a two-day course, after which participants receive portions of microlearning courses several times a week. I would like to point out an important point that many people miss in microlearning, but we make sure that it is not only small slices and small portions of new knowledge, but also a mandatory "exchange of meanings" - how participants understand them, as well as mandatory application of the acquired skills in the workplace.

**"PMM": What would you advise as useful reading for those subscribers of "Personnel Management" magazine who realize themselves in T&D?**

**A. S.:** In the first group of useful books, I would recommend to reflect on how the person who is learning has changed. Three books will help to do this:



- The first, by Angela Duckworth, came out in a Ukrainian translation titled "Step by step. How Spirituality and Tolerance Lead to the Aim." It talks about the fact that today in order to learn in the context of changing activities you need to train such a character trait as persistence in achieving the goal.
- The second, a book by Stanford University professor Carol Dweck, is titled "Mindset. The New Psychology of Success. How to Learn to Leverage Your Potential." The Growth Mindset is in the original, and there is also a Ukrainian translation. Professor Dweck with his researches of peculiarities of thinking at the time helped the employees of Microsoft not to stand still, but to develop. It is better to make mistakes, moving forward, than to rest on their laurels.
- Motivational speaker and business consultant Marcus Buckingham's third book, "Make Your Strengths Work. Six Steps to Outstanding Results." The author tells how to understand your strengths and move toward your goal because of them, rather than forever focusing on weaknesses and problems in your character. This book does a good job of describing how you should combine your talents to always do what you do best in a changing world.

Perhaps a book about developing perseverance is just the foundation for anyone who lives now and must constantly respond to more and more challenges. And it's also very interesting to read about developing one's primary talent and additional talents. For example, my first degree was in medicine. And now I use it as a brand, which gives me the opportunity to stand out from the mainstream of speakers and consultants. By and large, expertise in one's industry is very important to build trust in that person. To be admitted to certain steps, you have to be "your own" in the community. But when you start working, you must have the intelligence and patience not to impose your expertise, which is already less than that of those you teach. Balance is very important.

The second group of useful books I highly recommend have to do with the physiology of learning: how to make a habit of changing behavior. Two great books will help work with our "physics."

- Charles Dahigg, "The Power of Habit";
- James Clear, "Atomic Habits: How to Acquire Good Habits and Get rid of Bad ones."

It's about going step by step through a monotonous and repetitive procedure by which a new skill can be introduced. Very helpful.

**"PMM": It's just a pity that there are no books by our domestic speakers and business coaches yet. I miss them. Because American and European experience can not always work for us.**

**A. S.:** And I miss them so much! I would say that in the American Association for Talent Development (ATD), which for me and my colleagues is a source of inspiration and content in corporate training, we have been representing Ukraine for eight years. For most of those years I was the only person in the U.S. who was at ATD events. I saw it as my mission to raise the level of corporate training in our country with the help of best practices of American colleagues. In the jubilee year for ATD 2019, there were already three representatives from Ukraine - apart from me, colleagues from SoftServe and Metinvest. And now it is possible to participate online, there is no need to travel anywhere, everything is much cheaper, the membership fee is affordable for our business - and yet this year there are only three of us from Ukraine again. I am, to put it mildly, surprised. (Shrugs.) In general, still a lot to work in this direction...

Colleagues, we can change a lot for the better together!



**"PMM: Andrei, what is your current professional role - a business coach, facilitator, manager, speaker, or supervisor of training projects?**

**A. S.:** For a doctorologist or a designer of training programs, the breadth of the model is important. Doctors are best at treating what they themselves are sick with. You teach another - you finally understand it yourself! So if you are a speaker, you understand how other speakers need to be coached. There is such a concept: a T-shaped professional, and this is a T-shaped training leader. At the same time, he needs to balance coaching and facilitation methods - to be a "silent trainer" when you need to listen, and a "talking head" when you need to deliver inspiring ideas.



**"PMM": And to summarize? What are the brightest trends in corporate training?**

**A. S.:** Marketing approach in training. Professional community platform as a business model, in its different understandings, when you can teach others and learn yourself. And the difficult point, the stumbling block is the exit of information and training products from the company to the outside: whether it can be considered a leakage of information that weakens the business, or, on the contrary, a new driver with the shrinking life cycle of the average employee in their organization. The market clearly needs experts who think not only about a certain company, but also about the industry and the efficiency of the national economy.

**"PMM": Andrii, thank you very much for telling us so much interesting information about the changed paradigm of training and about such nuances of corporate T&D, which are known only to a professional with the best practice. And your emotions, I hope, we also manage to convey to readers in this interview. Let's form a culture of learning in the new environment together - first of all as an investment in ourselves, in our own development. Our readers do the same - they subscribe in order to grow in the profession and develop together with the magazine.**