



## How L&D Can Develop Better Business Partnerships Chat

- 11:04:08 From Claudia Montoya-Andrews : Hi all! Happy Friday!
- 11:04:16 From Maureen Flanagan : Tip 1: Use the language of the business and NOT learning speak when engaging in conversations.
- 11:04:19 From Claudia Montoya-Andrews : Not a hair day so leaving camera off. ;)
- 11:05:44 From Douglas Boehm : were you about to say for Halloween?
- 11:05:59 From Erica Beggan : Reacted to "Tip 1: Use the langu..." with 100
- 11:06:45 From Donna Smith Fee : Yes!
- 11:07:09 From Claudia Montoya-Andrews : How can you still be you and accomplish your work and deliver pizza?
- 11:07:22 From Douglas Boehm : multi tasking
- 11:09:00 From Erica Beggan : Douglas - I suggest we \*should\* be loud; that's assertiveness. Demanding though - no. I think this connects to the argument of L&D having a seat at the table...from the onset of strategic biz dev which we just don't seem to get.
- 11:09:36 From Donna Smith Fee : Like a partner needs analysis
- 11:10:23 From Douglas Boehm : Agreed. @Erica , perhaps deliberate would be a better term
- 11:10:31 From Donna Smith Fee : Stay out of Jail: Take my Training!
- 11:10:36 From Jason Dreyer : Reacted to "Agreed. @Erica , per..." with 👍
- 11:10:51 From Erica Beggan : Replying to "Agreed. @Erica , per..."

+1 @Douglas

11:11:28 From Jason Dreyer : Reacted to "Stay out of Jail: Ta..." with 🤔

11:11:46 From Erica Beggan : Reacted to "Stay out of Jail: Ta..." with 😊

11:12:11 From Douglas Boehm : Replying to "Agreed. @Erica , per..."

🙄

11:12:19 From Jason Dreyer : Never make eye contact

11:13:27 From Maureen Flanagan : Reacted to "Never make eye conta..." with 😊

11:13:32 From Erica Beggan : Or maybe remembering to redirect the enthusiasm into biz terms - we need to be enthusiastic about the business...even if it's "to make more money". Which I have a suspicion is not a main driver for most L&D professionals.

11:13:43 From Erica Beggan : Reacted to "Never make eye conta..." with 😊

11:14:36 From Heather Varney : Can we instead be curious if enthusiasm is hard to generate?

11:14:51 From Erica Beggan : Reacted to "Can we instead be cu..." with 👍

11:15:33 From Deborah Harris : Indeed; leaning into my curiosity more has allowed me to avoid deep-diving into creative solutioning too quickly

11:15:49 From Maureen Flanagan : My organization's culture has changed over the years and now we work iteratively and collaboratively, so it is not as challenging as it used to be to work with people.

11:16:04 From Deborah Harris : Reacted to "My organization's cu..." with 👍

11:16:11 From Deborah Harris : Reacted to "Can we instead be cu..." with 👍

11:16:12 From Heather Varney : Reacted to "My organization's cu..." with 👍

11:16:14 From Jason Dreyer : Reacted to "My organization's cu..." with 👍

11:16:14 From Erica Beggan : Reacted to "Indeed; leaning into..." with 👍

11:16:24 From Jason Dreyer : Reacted to "Indeed; leaning into..." with ❤️

11:16:27 From Heather Varney : Reacted to "Indeed; leaning into..." with 🎯

11:20:12 From Deborah Harris : Reacted to "My organization's cu..." with 🎉

11:23:06 From Claudia Montoya-Andrews : What a GREAT tip, Shannon! Thank you.

11:23:12 From Jason Dreyer : And that's the problem with the sandwich method of feedback

11:23:16 From Nathan Kuipers : I really admire your bravery Stella!

11:24:00 From Heather Varney : less is more with choices, yes.

11:24:33 From Thomas Wivinis : Stella, you have given me some ideas for survey

11:24:34 From Heather Varney : absolutely

11:24:42 From Nathan Kuipers : tl;dr

11:25:18 From Douglas Boehm : Reacted to "Can we instead be cu..." with 👍

11:26:25 From Heather Varney : Most C-suite level only want the bullets. Those that actually have to do the project will want the details.

11:26:26 From Maureen Flanagan : For Shannon's example of the three choices, it also helps to provide a visual matrix or rubric so the decision-maker can prioritize what matters most to them on the three-legged stool of speed, quality and cost. You can have two of the three, but not necessarily all three. This can drive what choices are made.

11:26:44 From Erica Beggan : And, that different stakeholders in the process see the problem differently, so adjusting the talking points accordingly.

11:28:26 From Erica Beggan : Reacted to "Most C-suite level o..." with 🙌

11:28:33 From Deborah Harris : Reacted to "For Shannon's exampl..." with 👍

11:28:47 From Erica Beggan : Reacted to "For Shannon's exampl..." with 👍

11:30:25 From Douglas Boehm : cookies, everybody clicks yes to cookies

11:30:44 From Deborah Harris : Reacted to "cookies, everybody c..." with 😄

11:31:25 From Donna Smith Fee : Reacted to "Most C-suite level o..." with 👍

11:33:32 From Deborah Harris : Sometimes those "questions" (needs assessments) tend to surface where the client/company is in terms of preparedness and willingness as well

11:37:50 From Maureen Flanagan : ...and ask the questions in a conversational and curious way and not like it is an interrogation. It requires planning ahead of time about the key questions for which answers are needed and being flexible to take the conversation where it needs to go. It also helps - especially for introverts - to send some of those questions ahead of time so they have time to think about the responses.

11:39:02 From Heather Varney : I think that while it's good to know about other areas of the business, it really goes back to asking questions. How do we approach anything we don't know about? It usually starts by asking questions to learn something. Same applies for talking to people from other areas/depts/orgs.

11:39:44 From Douglas Boehm : @heather, yes

11:41:43 From Douglas Boehm : or not the full decision maker

11:41:52 From Heather Varney : It's important to keep people focused on the solution or goal of the training/project throughout. Many times different depts or teams have different ideas on things that can lead to the them vs. us interactions. That can stall or kill a project. Keep

people focused on the solution and they generally work together better and produce better results.

11:43:25 From Thomas Wivinis : I run into that all the time - who is invited to a training and why

11:43:49 From Deborah Harris : Reacted to "I run into that all ..." with 👍

11:44:10 From Deborah Harris : Replying to "I run into that all ..."

And who is invited to determine what needs to be trained? Right Thomas?

11:45:00 From Thomas Wivinis : My subject matter is already set

11:45:15 From Maureen Flanagan : This is where our culture helps. Part of our process is to obtain learner insights and we let the decision-makers know up front that we will be experimenting and learning by validating what we have with the learners. It has helped to visually share the data with leaders which shows what they think is important and what they believe people already know is much different than those who will need to execute a solution.

11:45:41 From Erica Beggan : Reacted to "And who is invited t..." with 🎯

11:46:00 From Deborah Harris : Reacted to "This is where our cu..." with 🎉

11:46:06 From Donna Smith Fee : Culture eats strategy for breakfast. I've never heard that but it's so true!

11:46:09 From jd schwind : Sometime I'll offer samples of previous work.

11:46:47 From Deborah Harris : Replying to "Sometime I'll offer ..."

How has this worked out?

11:47:17 From Douglas Boehm : Commanders intent

11:47:52 From jd schwind : Replying to "Sometime I'll offer ..."

mixed. mostly good, tho, which helped nurture future relationships

11:49:34 From Deborah Harris : Replying to "Sometime I'll offer ..."

White labeling?

11:49:51 From Maureen Flanagan : Sometimes the people who were most resistant become the best advocates. It comes down to trust and control.

11:50:18 From Erica Beggan : Replying to "Commanders intent"

@Douglas, had to look this up for context. Found this HBR article too:

<https://hbr.org/2010/11/dont-play-golf-in-a-football-g>

- 11:50:18 From Jason Dreyer : Reacted to "Sometimes the people..." with 👍
- 11:50:33 From Douglas Boehm : Trust is a great point @Maureen.
- 11:50:51 From Erica Beggan : Reacted to "Commanders intent" with 🙄
- 11:51:17 From Maureen Flanagan : Mind the (communication) gap.
- 11:51:29 From Erica Beggan : Reacted to "Mind the (communicat..." with 😊
- 11:51:51 From Erica Beggan : Mic not working
- 11:52:08 From Shannon Tipton : Reacted to " Mic not working" with 👍
- 11:52:13 From Donna Smith Fee : I had to look that up: Commanders Intent
- 11:53:52 From Erica Beggan : Found this concise explanation: "The commander's intent describes the desired endstate. It is a concise statement of the purpose of the operation and must be understood two levels below the level of the issuing commander. It must clearly state the purpose of the mission. It is the single unifying focus for all subordinate elements."
- 11:54:13 From Maureen Flanagan : Use the commander's intent as the North Star. Level set on that at the start of every interaction, if necessary.
- 11:57:03 From Maureen Flanagan : I also build trust and build relationships with the administrative staff. They will help you when you need access to calendars.
- 11:57:48 From Heather Varney : Reacted to "I also build trust a..." with 👍
- 11:57:59 From Douglas Boehm : Reacted to "Use the commander's ..." with 👍
- 11:58:32 From Douglas Boehm : Reacted to "Found this concise e..." with 👍
- 11:59:35 From jd schwind : They are who I include in messages as I know the director wont be reading my email.
- 11:59:46 From Douglas Boehm : Reacted to "They are who I inclu..." with 🤔
- 11:59:53 From Deborah Harris : Reacted to "They are who I inclu..." with 🙌
- 12:00:31 From Heather Varney : Replying to "They are who I inclu..."

Always work to win over Admins and IT. The gatekeepers and problem solvers.

- 12:00:45 From Erica Beggan : last comments: I really like Nathan's virtual background!
- 12:00:56 From Stella Lindeke : Thank you very much Shannon for this coffee chat!
- 12:00:57 From Heather Varney : Reacted to "Thank you very much ..." with 👍
- 12:01:03 From Heather Varney : Reacted to "last comments: I rea..." with 🎉
- 12:01:06 From jd schwind : Enjoy SD!

12:01:34 From Douglas Boehm : great to see you all :)

12:01:45 From Erica Beggan : Yes, anyone going to ATD ICE - enjoy!

12:01:45 From Maureen Flanagan : Years ago, I worked as a temp at an engineering firm and the copy room was the great equalizer. Unbeknownst to me, I was speaking with the CEO. It didn't matter to me whether he was the CEO or the janitor. I initiated a conversation to connect as a fellow human.

12:01:59 From jd schwind : Reacted to "Years ago, I worked ..." with 👍

12:02:01 From Douglas Boehm : Reacted to "Years ago, I worked ..." with 👍

12:02:02 From Erica Beggan : Reacted to "Years ago, I worked ..." with ❤️

12:02:04 From Heather Varney : Reacted to "Years ago, I worked ..." with 👍

12:02:16 From Donna Smith Fee : May you all be seen and heard all weekend!

12:02:24 From Erica Beggan : Reacted to "May you all be seen ..." with ❤️