

Challenging Traditional HR Thinking in Hospitality to Drive Long Term Organizational Innovation & Agility


Kimo Kippen

Founder, Aloha Learning Advisors, LLC

Leap HR Hospitality. Nashville, August 22, 2018



a·lo·ha

/əˈlō,hä/ 

exclamation & noun

exclamation: **aloha**; noun: **aloha**; plural noun: **alohas**

To Give Spirit, Energy, or Breath of Life



This session will help you:

- Tie **purpose** to business objectives
- Connect lifelong learning to **engagement, retention & business results**
- See principles in practice with **case studies**



Today's Learner

I LEARN WHAT'S IMPORTANT TO ME

I LEARN FOR MY DEVELOPMENT

I LEARN BECAUSE IT MATTERS TO ME

I LEARN FOR MY SUCCESS

I LEARN FOR TO FULLFILL MY DREAMS

I LEARN TO FULLFILL MY PURPOSE

I AM A **LIFELONG LEARNER**



Lifelong Learners

Why are they seeking learning opportunities?



Adults who consider themselves lifelong learners



SOURCE: <http://www.pewinternet.org/2016/03/22/lifelong-learning-and-technology/>



What is purpose?

“Ikigai”



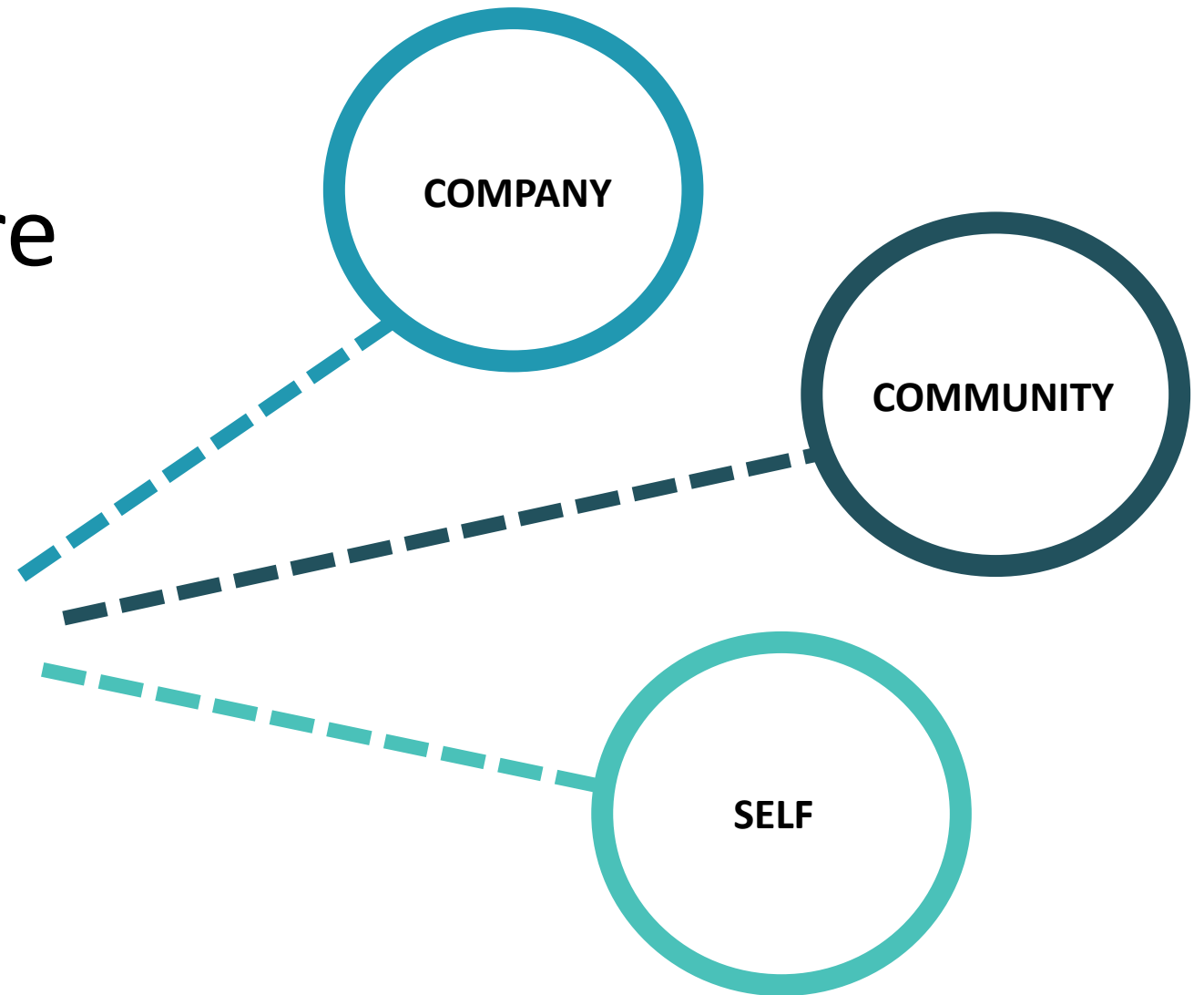
Raison d'être

“My reason for being or purpose”

SOURCE: Ikigai: <https://en.wikipedia.org/wiki/Ikigai>

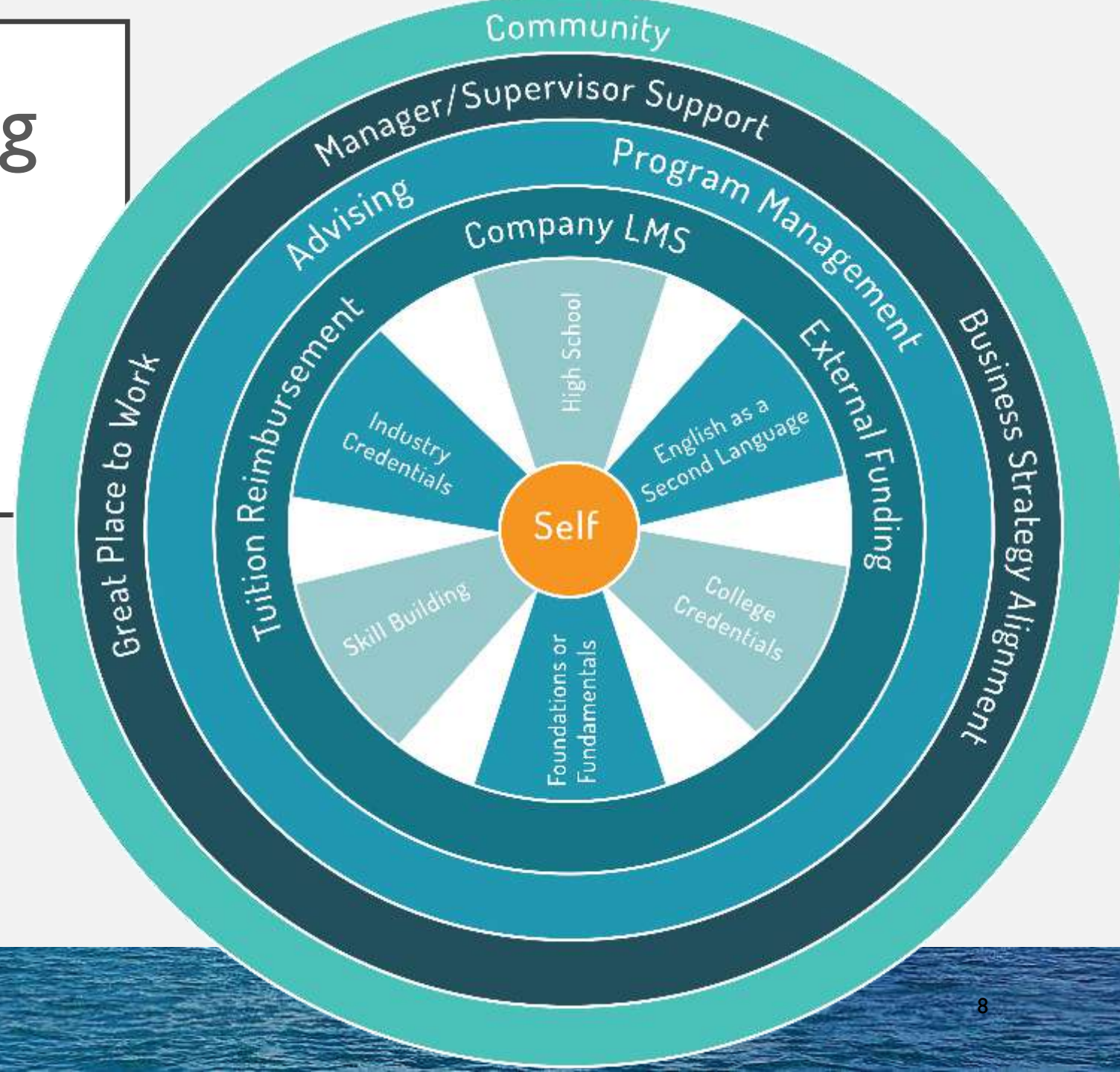


How to Create a Culture of Lifelong Learning & **PURPOSE**

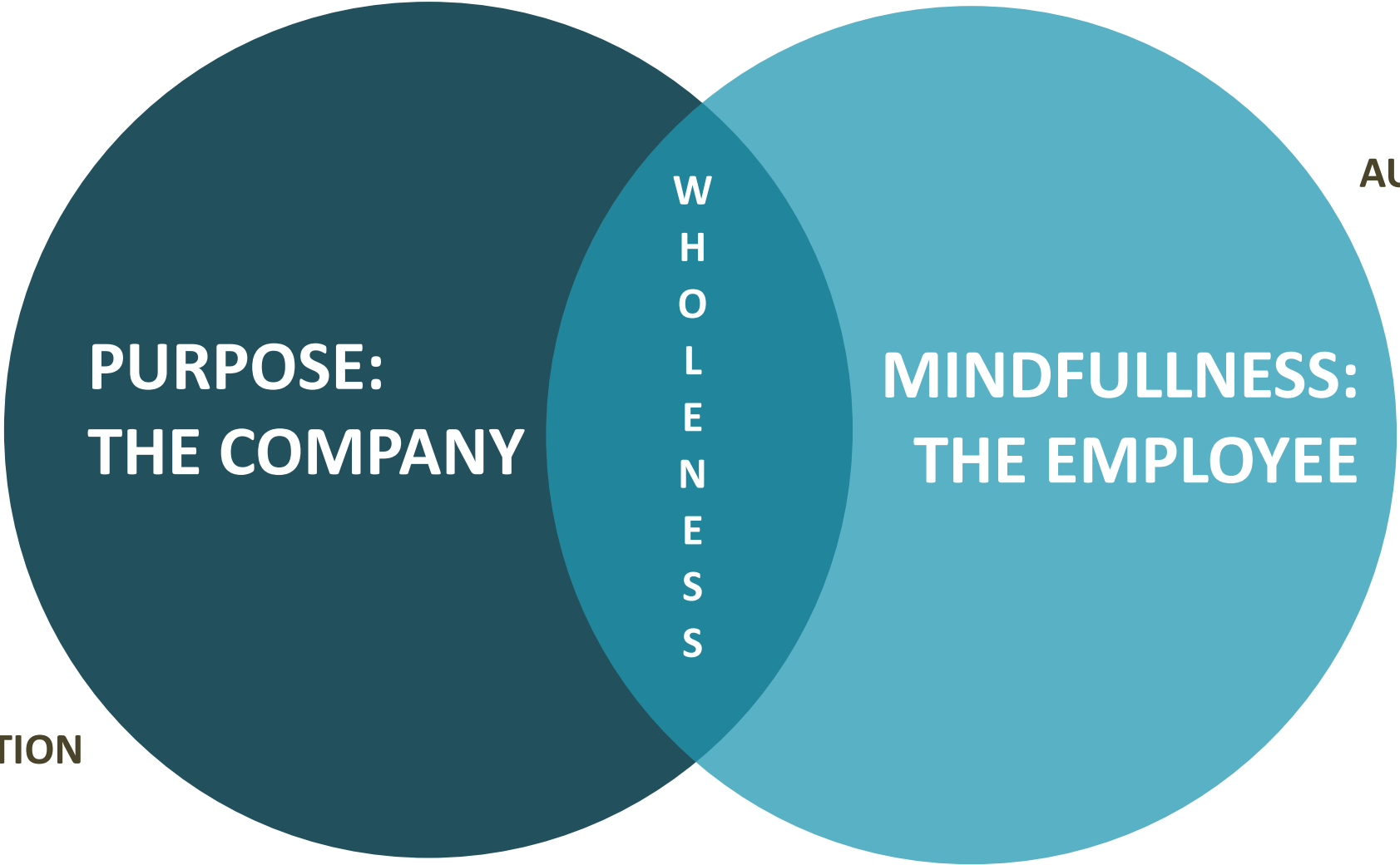


Life Long Learning “Wheel” of Development Solutions

- Which Development Spoke Does Each Team Member Need?



Creating Wholeness



VALUES
OF THE
ORGANIZATION

SELF

AUTHENTICITY

SOUL

TRUST

PRIDE

PRESENCE





Lifelong learning Support System

- Career & Self-Development
- Life enrichment

Ecosystem to help it happen



Parents who **model education attainment** for their child are more likely to have a child who seeks higher education

Multi-Generational Impact

Likelihood of College Graduation

30%

Parents without high school diploma

85%

Parents with bachelor's degree

Source: National Center for Education Statistics

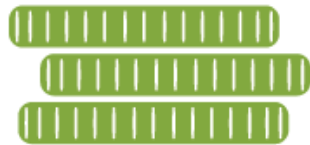


Impact of Learning

Making a Business Case for your organization

Business Value Created

+\$1.47



ROI Talent
Management Costs



Employee wage
change

Based on:



+10% promotions



+7.5% lateral transfers



+8% retention

Lumina Foundation Cigna Study

<https://www.luminafoundation.org/files/resources/talent-investments-pay-off-large-commtech.pdf>



Case Study: Educational Opportunities



Since 2010, Walmart has broadened its view of how it can help associates succeed in retail careers.

- Through the Lifelong Learning initiative, 7,185 associates have enrolled in their high school programs
- 74,000 associates have enrolled to use Rosetta Stone to learn languages since 2014.
- 8,500 associates have started college since 2011.
- In FY2017, more than 1,700 scholarships were awarded to associates and their dependents through funding from the Walmart Foundation.

Source: <https://corporate.walmart.com/2017grr/opportunity/increasing-economic-mobility-and-inclusion>



Purpose & Increased Employee Engagement

Case Study:



Study.com



Case Study: Archways to Opportunity



McDonald's Archways to Opportunity offers educational programs to eligible employees at participating restaurants.



INCREASED ACCESS
TO EDUCATION FOR OVER
20,400
PEOPLE



High school diploma =
NO COST
TO EMPLOYEES

MORE THAN
260

U.S. Graduates in the
**Career Online High
School Program**

6,100+
GRADUATES

from **English Under
the Arches®** since 2007



\$19 MILLION+
Awarded in High School and
College **Tuition Assistance**



Most McDonald's restaurants are operated by independent franchisees who are independent employees, and set their own employment policies and practices, including pay and benefits for the people working in their restaurants. McDonald's does not control the independent franchisees' employment policies and practices and does not employ those working at franchised restaurants.

Case Study: jetBlue® Scholars ... by Study.com

Program Outcomes



Enrollees report they feel more engaged in their job

102 

Degrees conferred

91%

Enrollees would recommend JetBlue Scholars

Over
\$2.8 M

Saved in tuition



Enrollees report they feel more committed to staying at JetBlue

90%

Average course pass rate

39

Average age of Scholar

190+

Courses offered



What can you do now?

- Focus on your mindset and the mindset of your senior leaders.
- What's your organization's purpose?
- How are you articulating purpose and life long learning within the organization?
- Have you tied it to your employee value proposition and your employment brand?

Start delivering learning with **demonstrable ROI**




My Parents



Resources

- [2016 McDonald's Archways to Opportunity Progress Report](#)
- Walmart video - <https://www.youtube.com/watch?v=t9PXJJOxE20>
- [Cigna – Talent Investment Pay Off](#)
- The rest of the Lumina Foundation talent Investment Studies - <https://www.luminafoundation.org/resources/audience/talent-investment-studies>
- JetBlue Scholars page with testimonials and pictures - <http://www.jetbluescholars.com/>
- Ikigai: <https://en.wikipedia.org/wiki/Ikigai>
- Case for lifelong learning www.businesschampions.org
- CAEL: <https://www.cael.org/research-counts>
- The Aspen Institute: <https://www.aspeninstitute.org/>
- Upskill America: <http://www.upskillamerica.org>
- Source: <https://corporate.walmart.com/2017grr/opportunity/increasing-economic-mobility-and-inclusion>
- Talent Wins by Ram Charan, Dominic Barton & Dennis Carey. <https://www.amazon.com/Talent-Wins-Playbook-Putting-People-ebook/dp/B073WGJC22>

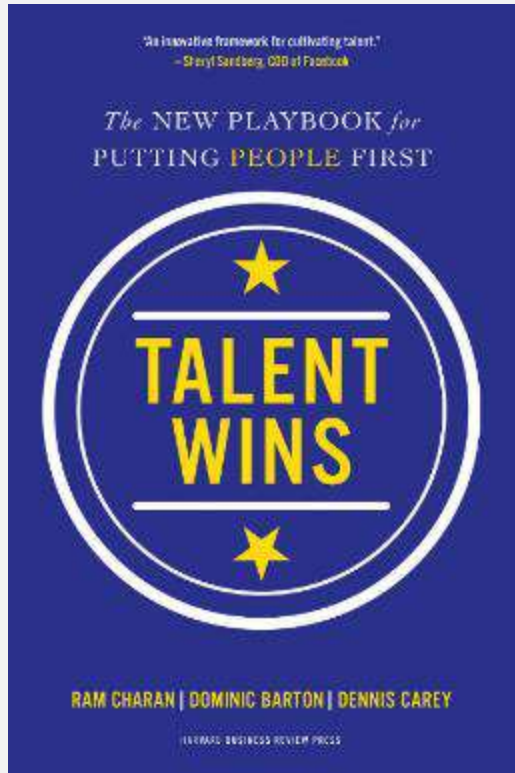


A vibrant tropical landscape featuring a golden sandy beach in the foreground, turquoise ocean waves, and lush green mountains in the background. A bright rainbow arches across the sky from the mountains to the right. The sky is a clear, bright blue with some light clouds.

Mahalo!
Thank you!

Aloha Learning
Advisors, LLC
www.AlohaLearningAdvisors.com

Bonus Slide: Book Review



Talent Wins

by Ram Charan, Dominic Barton & Dennis Carey.
Harvard Business Review Press, 2018

- Talent is king: even more than strategy, Talent is what creates value.
- Focus on the G3 - CEO, CFO and CHRO... or G4 and add Chief Counsel
- Focus on the top 2% of the enterprise. Look outside of the org for new talent
- Put talent at the center of the board agenda, right up there with strategy, risk and compliance
- When making any strategic move start with talent implications.
- You must know which leaders will drive value.
- Pay as much attention to developing and executing the talent strategy as you do to product strategy and competitive

