

# Reshaping Face-to-Face Classroom Courses to Virtual Training



*Financial Services*

## **Client Overview**

The client is a Fortune 50 financial services organization with thousands of mid-level managers in locations throughout the United States. Almost half of the target population manages in a virtual environment.

## **Case Summary**

In 2008, the client partnered with TBD Consulting to implement Advanced Coaching for Leaders, a 1-day, face-to-face strategic, change-focused course for mid-level managers and those who influence managers (project managers, IT managers). There are thousands of target managers in the client's organization worldwide.

The course was delivered by a TBD Consulting facilitator at client locations in various regions of the country. Some participants flew to centralized sites to attend the class.

Due to projected funding cuts in 2009, the client desired to convert the course from face-to-face to a virtual classroom.

## **Training Solutions**

TBD Consulting worked closely with the client to reshape and pilot Advanced Coaching for Leaders. The following changes were made to the course:

- ACL was converted from a 1-day, 8-hour class to four 2-hour virtual modules
- The four modules were delivered in a 3-week time frame
- Each module was reshaped to include a blend of lecture and discussion with ample interactivity
- Prep assignments were developed to prepare participants for the learning (approximately two hours of additional work outside the virtual classroom)
- TBD created a website where participants could:
  - Retrieve all materials
  - Post assignments
  - Share knowledge
- The website became a template for the client to use for future courses
- TBD certified the client's facilitators to deliver the course. Certification included mastery of course content as well as virtual facilitation skills.

## **Key Performance and Business Impacts**

- The most immediate impact of the reshaping was financial as soon as all travel was eliminated (approximately \$10,000 per class). Managers are now able to attend the class from any location, including their home offices
- The “reach” of the course is extended to participants worldwide
- More classes can be scheduled as facilitator resources are readily available
- Since the modules are delivered over a 3-week period, participants are able to perform impactful “reality coaching” with actual employees as an alternative to the role playing they were previously practicing in the classroom. Feedback indicated that participants experienced profound insights as a result.
- Participants have time to reflect on the insights they gain during the course and share them via the website
- Despite the virtual nature of the class, technology is available for participants to break into small groups to debrief activities and provide peer coaching to each other
- The format of the course became a model for participants to use to virtually manage their teams
- Due to the success of Advanced Coaching for Leaders, the client used the reshaping process that TBD originated as a model for other courses which they desired to offer in a virtual format

## **About TBD Consulting**

TBD Consulting has a 19-year, proven track record for ensuring employee performance improvement which translates into client success. Organizations wishing to save money and increase impact and employee engagement through virtual learning may contact our corporate office at 602-263-1961.

For details on TBD Consulting’s complete range of services, call our corporate office to speak to a performance consultant or visit us at [www.tbdconsulting.com](http://www.tbdconsulting.com).

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