

Award Nomination Information for Lawrence Livermore National Laboratory SkillSoft Perspectives Conference 2011



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**Award Nomination Information for Lawrence Livermore National Laboratory
SkillSoft Perspectives Conference
May, 2011**

Company Name: Lawrence Livermore National Laboratory

Company Website: <http://www.llnl.gov> and <http://ulearn.llnl.gov>

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SkillSoft RAE/LC: Ryan Zervakos and Carolyn Dawson

SkillSoft User Since: 1997 (CBTSystems); 2001 SkillSoft; 2004 Targeted Learning Corporation

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1. Company description including number of employees. (250 words or less)

Lawrence Livermore National Laboratory

Lawrence Livermore National Laboratory (LLNL) is a premier applied science laboratory that is part of the National Nuclear Security Administration within the Department of Energy. Managed by Lawrence Livermore National Security, LLC, LLNL's mission is to ensure the safety and security of the nation through applied science and technology. LLNL serves a highly-educated employee base of more than 7,200 employees across a wide variety of technical disciplines.

LLNL has earned the reputation as the laboratory of choice for science and technology solutions to the most pressing national and global security problems. At LLNL, physicists, chemists, biologists, engineers, computer scientists and other researchers work together in multidisciplinary teams to achieve technical innovations and scientific breakthroughs that make possible solutions to critical problems of national and global importance.

Laboratory employees share a set of values that guides the way we accomplish our work and the way we interact. These values, among others, include –

- Passion for mission
- Simultaneous excellence in science and technology, operations, and business practices
- Balancing innovation with disciplined execution
- Teamwork while preserving individual initiative
- Intense competition of ideas with respect for individuals
- A high-quality, motivated workforce with diverse ideas, skills, and backgrounds

LLNL's training and development program contributes directly to the Laboratory's vision and values in pursuit of its national security mission.

2. Describe the organization's learning program and highlight what makes it targeted, dynamic, personalized and most importantly effective. (750 words or less)

U-Learn: LLNL's Multi-Faceted, Multi-Modal Learning Program

U-Learn is the LLNL-branded portal to an innovative and powerful learning program, leveraging the suite of SkillSoft products to offer multi-faceted and multi-modal learning resources to a dynamic scientific and technical community in the achievement of LLNL's national mission. Through U-Learn, learning is integrated into the life of the enterprise: embedded in the work flow, bringing learning to users for maximum impact. This nomination presents the success of U-Learn – an integrated learning program that delivers measured, successful results.

U-Learn, coordinated by the U-Learn team within the Training and Development Division, provides a comprehensive and integrated suite of products and services, leveraging solutions and systems, to develop and advance employee and organizational performance. This multi-faceted, multi-modal program helps the Laboratory meet its national security mission with resources that support high-performing teams and drive innovation through leadership.

U-Learn targets institutional objectives while personalizing learning for individual styles. The program is dynamic, anticipating and responding to changing organizational and client needs, informed by outreach activities and multiple feedback loops. The result is an innovative and powerful program, proven to be cost effective and best in class.

U-Learn builds on two primary content areas: Business and information technology. Each content area covers a continuum of topics from the complex, such as leadership development, to the routine, like the creation of a Word document. Topics are covered using multi-modal learning tools, from career coaches and organizational consultants, to speakers and workshops, to videos and books, to online knowledge centers and the emergence of social learning. This multi-faceted and multi-modal approach supports timely and tailored learning solutions.

SkillSoft resources are at the core of this blended learning approach, providing cost effective resources customized to meet the Laboratory's demands. Repurposed SkillSoft resources, coupled with the Laboratory's instructor-led training activities and integrated with other modalities, are packaged and offered through U-Learn, the Laboratory's branded online learning center.

Targeted, Dynamic, and Personalized

U-Learn is targeted to meet institutional mission objectives, local organizational needs, and individual employee styles. This targeted approach is developed in partnership with internal organizational consultants, Laboratory management, and cross-organizational work groups to identify emerging needs, and select and design learning interventions and initiatives.

Internal organizational consultants, working directly with institutional clients, identify learning and performance trends and needs within the context of the Laboratory's mission. Complementing the work of the consultants, the U-Learn team participates in cross-organizational committees and work groups, a significant source of input and feedback. Through participation, valuable networks are nurtured, including the Desktop Advisory Group, Training Working Group, and Technology in Training Working Group.

User comments are also solicited, further refining information gathered by internal consultants and through working groups. The U-Learn team conducts extensive outreach and marketing in the field. Through face-to-face interactions, Lunch & Learn sessions, workshops, events and demonstrations, the team promotes the U-Learn product and obtains real-time user feedback.

In the past year, U-Learn received multiple awards and recognition. With increasing visibility, new opportunities are emerging for integration with strategic business initiatives.

All together, this broad and continuous feedback informs the dynamic development of U-Learn to meet ever-evolving needs, personalized for individual clients.

Proven Effectiveness

LLNL's Training and Development programs are integral to the Laboratory's workforce strategy, offering cost effective and best-in-class learning tools, with U-Learn as the hub. U-Learn's success is demonstrated by user numbers, management support, and awards and recognition.

Fifty-seven percent of the Laboratory's population have active U-Learn accounts. U-Learn receives thousands of hits per month documenting strong user access. U-Learn is a valued resource with a high return on investment, averaging 138% per contract year.

U-Learn's success has been recognized by external organizations as a best-in-class practice. U-Learn was awarded the Innovations in Learning Award for Best IT Training at Perspectives 2010. In March 2011 U-Learn received a *Learning!* 100 award for outstanding learning culture from *Elearning!* Media Group and was identified as Best-In-Class Learning and Development Organization by the Aberdeen Group.

3. How has the learning program grown and adapted to the changing needs of the organization? (750 words or less)

Growing Success

U-Learn has grown from an alternative learning resource, available to casual users, to a primary learning resource, embedded in key training and development programs. The U-Learn team goes beyond adapting to changing organizational needs: the team anticipates change and embraces innovation and new technologies. As a result, U-Learn users have grown from 30 in 1997 to 4,150 active users in 2011, with access to tens of thousands of learning resources.

A Brief History

In 1997, LLNL's Continuing Education Committee tasked one of its members to investigate the new world of e-learning and develop an approach for the Laboratory's workforce. Armed with less than part-time technical support, and only 30 IT courses and 25 beta users, the first online learning center was created for LLNL. In a market where e-learning companies were changing as fast as technology was evolving, the team identified adaptability as critical to continued success: while content and content providers might change, LLNL's users would be able to depend on a consistent, high-quality learning product.

In the early days of U-Learn, it was difficult to find content. Users bounced between multiple sites, with multiple log ons and vendors. In response to user feedback, the team worked to improve the site, adding content and consolidating resources. Then, in 2007, a historical transition of the Laboratory's contract was the impetus for great change.

With the transition, there was a need for new ways of learning. The U-Learn team explored opportunities to develop U-Learn in support of emerging business initiatives. The Change Management knowledge center was the beginning of a new direction for U-Learn. The knowledge

center leveraged and packaged a range of resources in one online location within U-Learn. The result was a high-functioning, blended learning solution in which online resources were coupled with instructor-led training, Lunch & Learn sessions, and speaking engagements. This emerging resource provided employees with just-in-time learning for transition management. Since that first success, the U-Learn team has been called upon to create other custom knowledge centers in support of key business initiatives.

What's New

U-Learn continues to expand and adapt to meet organizational needs. U-Learn usage and Laboratory initiatives are reviewed annually and content is modified to align with business needs. U-Learn team members work with project teams to identify emerging requirements. Resources are then added or supplemented in U-Learn for a blended learning approach. The U-Learn team markets resources to users through demonstrations and at special events. The team also targets content and announcements to subscribed users on Twitter. Through each interaction, the team asks key questions to understand the audience and customize U-Learn resources.

Recent developments support the Laboratory's succession planning efforts. With increasing attention on succession planning to ensure a vibrant workforce, the U-Learn team partnered with other Human Resources divisions to advance the recruitment, development, and retention of a qualified workforce. Learning and development opportunities are highlighted as a key benefit to candidates during the recruitment process. New employees are introduced to U-Learn and LLNL's Leadership Ladder, managed by the Training and Development Division, during the orientation and welcome process. All employees have access to the volume of learning resources in U-Learn for general professional development and targeted training for specific career development.

Two exemplary programs targeting development, retention and succession efforts include the Facility Management Training Program and Managing for Results. The Facility Management Training Program provides for knowledge and skill development at each job classification level, supporting career progression. The Managing for Results program is designed to enhance LLNL operations by developing supervisors who can relate the work of their group to mission, know and model LLNL values, and deliver results by managing effectively. Both learning programs were developed with program managers, subject-matter experts, and instructional designers and developers in consultation with U-Learn team members. Each program, while unique in design, utilizes U-Learn resources to provide robust, cost-effective learning experiences. (Managing for Results and the Facility Management Training Program are described more fully later in this document.)

As U-Learn continues to grow in popularity, leaders and users at the Laboratory are turning to the U-Learn team for learning solutions like Managing for Results and the Facility Management Training Program. In response to increasing interest, the U-Learn team is working smarter, creating learning program templates that can be replicated and repurposed with customized content. By leveraging

content available through Real Simple Syndication (RSS) feeds, integrated with existing social media tools, customized learning solutions are now more readily available.

4. What is the nominee's approach for supporting on the job performance and embedding learning within the organization? How has this organization recognized the value of learning at the moment of need and embraced it as a critical component to its success throughout the organization? (750 words or less)

Valuing Learning: LLNL's Approach

LLNL values statement recognizes “a high-quality, motivated workforce with diverse ideas, skills and backgrounds providing innovative solutions to the nation’s most important challenge in strategic security, energy, and the environment.” LLNL’s learning culture is rooted in a 50-plus year affiliation with the University of California. The Laboratory employs a highly educated workforce: 71% of LLNL’s employee population holds college degrees.

Employee development and education is addressed at senior level strategy and planning sessions. It is from these strategy sessions that LLNL’s leadership and succession planning efforts have been identified as key business initiatives, supported at the institutional level.

Knowledge development, sharing, and transfer are key to the success of these initiatives and the long-term achievement of the Laboratory’s national security mission. LLNL approaches learning as the continuous building of knowledge and skills throughout the employee life cycle, from recruitment through development and retention. Learning can be formal or informal, mandated or self-motivated. Knowledge may be pursued for either personal or professional goals. Learning is made available to all employees (including the contingent workforce) with 24X7 access to resources.

LLNL’s comprehensive and integrated institutional learning program is developed and managed by the Training and Development Division in the Strategic Human Resources Management Directorate. U-Learn is a key learning program developed and managed by the U-Learn team in the Training and Development Division. U-Learn provides self-directed learning opportunities to all employees and foundational support to LLNL’s overall learning program.

Embedded Learning for Success

LLNL’s mission success is rooted in values that embrace leadership, teamwork, innovation, and excellence. The development of leadership is primary to the development of high-performing teams and succession planning efforts. Working together, LLNL’s employees deliver on mission through innovation, with excellence.

Based on the premise that innovation is driven by leadership, the Training and Development Division designed the Leadership Ladder (Figure 1): an institutional learning model supported and advanced by senior management for the development of leadership across and at all levels of the organization. Competencies and skills were identified and programs were designed to build

leadership excellence at each rung on the ladder. Leadership Ladder programs provide multi-faceted, multi-modal learning resources, leveraging the resources available through U-Learn, packaged in knowledge centers.

The Leadership Ladder begins with individual contributors: all employees are provided access to online learning resources, available 24X7 in U-Learn. Supervision I and Safety Leadership are core training programs for new supervisors. Project leaders and first-line managers attend Managing for Results, which focuses on goal setting, project planning, problem-solving, and feedback. High potential managers may participate in the Leadership Institute and Executive Presence programs, building on leadership skills, including the development of complex oral communication skills. Continuing up the ladder, program directors, division leaders, project leaders and individual researchers attend the Customer Value Creation program. Participants in Value Creation learn and practice the five disciplines of innovation for customer value creation and the process for rapid, constructive feedback. At the top of the ladder, high potential candidates for senior leadership positions attend the Management Institute to broaden their understanding of the challenges and requirements for leadership.

Managing for Results (Figure 2), a step on the Leadership Ladder, exemplifies a learning program designed to support job performance. Participants in the Managing for Results program complete assessments and attend a three-day workshop. Workshop activities are supplemented with resources available through the Managing for Results knowledge center. The knowledge center provides targeted and dynamic U-Learn resources, including videos, books, courses, and SkillSoft Leadership Advantage assets, combined with external resources from organizations such as Institute for Management Studies and articles written by subject-matter experts. Learning continues after the program through online mentoring and a social learning portal utilizing LLNL's LabBook. In LabBook, users join "water cooler discussions," explore monthly topics, participate in group polls, and share information and lessons learned.

5. What are the main subject areas that this learning program focuses on? (i.e. IT training, project management, leadership development, custom) (750 words or less)

Main Subject Areas

U-Learn builds on two primary subject areas: business and information technology (IT). The business subject area covers topics such as communication, presentation skills, interpersonal styles, leadership, and project management. The IT subject area covers topics for end-user, ranging from Microsoft Office, basic desktop skills, and desktop publishing, to the advanced IT professional, with topics including ITIL, operating system and network certifications, and programming languages.

Content is presented using a suite of learning tools, including career coaches and organizational consultants, speakers and workshops, videos and books, and online knowledge centers and social networks. Content and tools are packaged together to offer timely and tailored learning solutions.

Subject Area Development

In the past year, LLNL developed three exemplary solutions in the two primary content areas, advancing the institution's leadership development and succession planning efforts.

Managing for Results. The first solution, Managing for Results, identified earlier in this application, utilizes the suite of business resources including live broadcast events, Executive Summaries, Quicktalks, and SkillSoft's Leadership Advantage. It is one of the core programs on LLNL's Leadership Ladder, linking mission success to innovation through leadership (Figure 3). The Leadership Ladder provides growth steps, from individual contributor to senior executive, supporting the development of talent and the succession pool. Leadership Ladder core competencies (leadership, management, communication, teamwork, and interpersonal effectiveness) are embedded in the Managing for Results program. The skills needed to develop leadership competencies at the new manager level target coaching, conflict management, networking, and performance management.

Facilities Management Training Program. The second solution in the business content area, the Facility Management Training Program (FMTP) (Figure 4), was initiated by the Operations and Business Principal Associate Directorate. Managers in the Facilities organization and Training & Development Division instructional designers worked in partnership with the U-Learn team to design a content-specific learning solution. Core competencies, both business and technical, were identified for each level on the facilities management job matrix. Learning content and resources, mapped to competencies, were identified in U-Learn and, coupled with external technical resources, packaged into "learning plans." Participants use the learning plans to guide their studies. Supervisors are able to view learning plan reports, track progress, and provide feedback as needed.

IT Virtual Study Group. The third solution, this one in the content area of information technology, was advanced by the Laboratory's Computation Associate Directorate, again working with the U-Learn team. The IT Virtual Study Group (IT VSG) Program (Figure 5) was designed to increase team performance, technical expertise, and knowledge of Microsoft's OS technologies. The IT VSG Program provides self-directed study opportunities coupled with synchronous study groups. IT VSG participants are provided a "learning plan" within U-Learn, a package of resources to guide studies in preparation for required certification. Prior to beginning the program, participants and supervisors sign an agreement providing a fixed amount of self-directed study and study group time during business hours. Participants may also access all materials remotely on their own time, 24X7 through U-Learn.

The IT VSG includes a unique peer-mentor feature that promotes knowledge transfer, early career technical leadership, and succession planning efforts. IT VSG participants are assigned to formal, weekly study groups. In preparation for study group meetings, participants access a virtual lab and complete online U-Learn courses. Participants also have access to an official exam study guide, external resources, and preparatory tests. Peer-mentors facilitate group meetings, monitor online discussions, answer questions, offer encouragement, and provide institutional context to exam

materials. Graduates of the program form the pool from which the next generation of mentors is selected.

6. How would you describe the overall impact the learning program has had to the organization. (750 words or less)

The growing success of U-Learn has resulted in increased awareness of, participation in, and support for the program. LLNL was the recipient of multiple external awards for U-Learn, validating the program as innovative, effective, and best-in-class. Awards include a Perspectives' Innovations in Learning Award for Best IT Training in 2010, Best-in-Class Learning and Development recognition by the Aberdeen Group in 2011, and a *Learning!* 100 Award for Outstanding Learning Culture from *Elearning!* Media Group in 2011.

This external recognition is mirrored internally with increasing support by senior management, applied use by project managers and supervisors, and overall participation by employees. The U-Learn user group has grown consistently from a handful of participants in 1997 to 4,150 users (57% of the Laboratory population) in 2011. Technical and scientific job classifications are among the highest users of the resources, representing 51% of all active licenses.

The U-Learn team was also recognized with a LLNL Director's Institutional Operational Excellence Award – the first time a learning program has been recognized on an institutional level for achieving excellence in meeting LLNL's mission. The award acknowledged U-Learn's vast array of resources available to employees, at work or at home, to improve knowledge and skill. U-Learn is fast becoming a key resource for employee engagement and retention, and leadership and succession pool development at the Laboratory.

U-Learn is experiencing increased use by senior leaders, managers, and supervisors, who are recommending U-Learn resources to colleagues and employees. Some supervisors are now using U-Learn resources as part of the professional development and performance appraisal processes. As a cost saving measure, Information and Communications Services refers employees to U-Learn's Books24x7 for training resources, before purchasing books. The U-Learn team is now a regular participant in New Employee Orientation, recognizing the role of learning and development in employee engagement and retention. U-Learn has also been integrated into Engineering In-and-Out, a year-long orientation program.

The most significant impact has been a cultural shift in learning – from pushing content to users to users seeking content. U-Learn is changing LLNL's approach to how learning is done. Learning through U-Learn is becoming part of the work flow and research base. Social networking and hallway chatter promote U-Learn to new users every day. U-Learn is now a known learning solution for the development of employees' skills and knowledge aligned with business needs. Learning through U-Learn is becoming increasingly dynamic, responding to new business challenges, technologies, and approaches with timely, customized, valued, and cost effective solutions.

7. How is the learning program measured? If you have usage or ROI statistics please include them here. (750 words or less)

Measures

LLNL measures the success of its learning program through user numbers and feedback, consultant and customer input, and return on investment assessments. Specific measures include:

- Number of users Laboratory-wide, by organization within the Laboratory (assessing embedded use)
- User classification (assessing targeted use)
- User demographics (assessing user diversity)
- User and client feedback (assessing effectiveness)
- Cost and return on investment (assessing value)

A customized dashboard (Figure 6) tracks daily logins, usage (Figure 7), registration, and account activations. User assessments are conducted annually. Assessments identify subjects and resources accessed, in addition to use and application. Open-ended feedback informs future directions in format and content.

Twice yearly demographic studies (Figure 8) are conducted by directorate to understand how resources are being used by different groups. The aggregate data is fed back to each directorate so they can understand how their own organization uses the product.

Recent Statistics

Current dashboard statistics document an increase in monthly use based on the last 18 months of data.

- Monthly active minutes in Books24x7 average 9,877; in March 2011 minutes reached a high of 16,170.
- Monthly book sessions launched average 714; in March 2011 sessions launched reached a high of 1,139.
- Monthly unique book titles accessed average 416; in March 2011 unique titles accessed reached a high of 587.

The significant increase in user statistics may be attributed to the success of customized knowledge centers, exemplified by the Facilities Management Training Program (FMTP). FMTP users have taken advantage of the new learning program with an increase in log-in sessions from a monthly average of 100 to a monthly high of 212, and course completions up from 28 to 87 in the month of March 2011.

Return on Investment (ROI)

Over the past five years, U-Learn's average ROI has been 138%, with the highest return of investment of 152% occurring during contract transition in 2007. This past year, ROI increased to 145.7% - up from 109.9% in the previous year. This increase was a direct result of new programs, embedded content in knowledge centers, and increased marketing efforts.

The ROI is calculated twice a year. The first set of ROI data is used to ensure usage goals are on target for the contract year and allow for marketing adjustments. Mid-year data informs contract negotiations for the coming cycle. Year-end data provides the overall ROI for the contract period. ROI is calculated several ways, including course completions. Actual costs are compared to costs for employee training off site and course offerings on site.

Number of users, sessions, training time, tuition savings, and Books24x7 titles accessed are tracked and cost compared. For example, for Books24x7 the ROI is based on the number of unique titles accessed by unique users, computed for each library subscription. This year the Books24x7 ROI is 183.5% - up from 131.9% from the previous year.

With decreased training dollars evident in every organization, U-Learn provides a cost efficient way for organizations to maximize their training dollars. This is best exemplified by the Computation Directorate's use of the IT Virtual Study Group (IT VSG) to increase the number of Microsoft certified IT personnel. In designing the IT VSG, market studies were benchmarked to identify key metrics and measures. Studies showed that computer support teams achieving a "sweet spot" of approximately 40% density of IT certifications have an increase in performance over similar teams with lower densities of certifications, spend less time deploying and fixing solutions, and spend more time maintaining and improving systems (ref. IDC Survey, *Impact of Training: Functional Excellence Leads to Operational Productivity*, 2008). However, IT certification training is expensive, often a single certification will require multiple exams and classes and could cost upwards of \$10,000 per employee. Performance for each team is derived from LLNL's IT Service Management software and certification densities are calculated from supervisor surveys so that the IT VSG performance improvement objective can be measured and the value of the program proved.

Customer Satisfaction

Success goes beyond increased user numbers and cost savings: success requires customer satisfaction. In the May 2010 survey, users reported a high degree of satisfaction with the resources available in U-Learn.

- 91% strongly agreed or agreed that the courseware is a valuable learning resource.
- 82% strongly agreed or agreed that the courseware is relevant to their professional development interests.
- 89% strongly agreed or agreed that Books24x7 expands skills and development.
- Overall, 86% strongly agreed or agreed that U-Learn is a valuable resource for employees.

8. Have you partnered with SkillSoft custom solutions to create learning assets? If so, please describe. (750 words or less)

While LLNL has not partnered directly with SkillSoft on a custom solution, LLNL has been a partner in developing SkillSoft resources that, in turn, enhance U-Learn. When requested, LLNL has provided beta and usability testing on SkillSoft products. LLNL has also proactively shared resources and comments to inform SkillSoft product development. We offer a few examples here.

The U-Learn team is actively pursuing an m-Learning strategy which it hopes to align with SkillPort 7.2 later this year. With that goal in mind, the U-Learn team has recommended improvements to Books24x7 related to password synchronization and user-agent detection which benefit all Books24x7 customers and has already been implemented. U-Learn continues to work closely with the SkillSoft technical team to make enhancements to align U-Learn integration efforts seamlessly with Skillport.

In early 2004, SkillSoft approached LLNL requesting feedback on a new library under development, EngineeringPro. LLNL was eager to add this library to its resources in support of a highly specialized technical staff conducting research in areas from atmospheric science to nuclear arms control. Engineers at LLNL, who were U-Learn users, were asked to comment on books, publishers, and topical areas used in their research. Today, EngineeringPro has an average ROI of 179% and had a exemplary ROI in 2010 of 294%, in monetary terms. However, the actual return is immeasurable, considering ease of access, time saved (e.g., availability of reliable sources), and cost avoidance (e.g., elimination of hard copy book purchase).

9. Is there a person who is the champion for learning within the organization? How has he/she created momentum within the organization to ensure a successful learning initiative? What advantages has having this person involved brought to the organization? How has he/she been able to create an environment that transforms the training within the organization? How has this person impacted the learning industry? (750 words or less)

LLNL's learning program is supported at the highest levels of LLNL's management, making the U-Learn vision a reality. The actual visionaries, champions, creators, and developers are deserving of high recognition for their transformative creativity, perseverance, and skill at LLNL and in the learning industry: Please join us in recognizing Leslie Positeri and Brian Molyneaux.

Leslie Positeri. Leslie Positeri has been the U-Learn Program Manager since its creation in 1997, when she was tasked by the Continuing Education Committee to identify the best method to deploy e-learning at LLNL on an institutional level. Armed with a part time IT tech, a contract for 30 IT courses, and 25 beta users, she successfully completed a beta test and – with extreme dedication, targeted marketing, and a passion for online learning – built a program that now touts a user base of more than 57% of the Laboratory's population.

Leslie's success is rooted in innovation, passion, skill, and hard work. Key to this success is Leslie's approach to marketing. Leslie utilizes all communication resources at the Laboratory, from paper fliers to online articles, to reach a diverse audience. However, Leslie is most effective when providing demonstrations to intact work groups. Leslie consults with hosts in advance of a demonstration to learn about the organization. She customizes each presentation, highlighting U-Learn resources specific to the organization's needs. This approach is a hit, as individual organizations "test drive" the product, as if it were built just for them!

Leslie brings a diverse background to the training community at LLNL. She has been in the training and development industry for over 22 years with a background in web design, instructional design, evaluation, instructor-led training, facilitation, and process improvement. She currently manages the *Continuing Development for Training Personnel* program at LLNL with the goal of providing continuing instructional skills training program to maintain, improve, and update the knowledge and skills of training staff. Leslie works heavily in the area of compliance training, implementing training programs such as Sexual Harassment Prevention, Ethics, and HIPAA.

This past year, Leslie presented at Perspectives 2010 on Surviving in Organization Change, and will be co-presenting at a marketing workshop at Perspectives 2011. Leslie recently returned from Washington D.C. where the U-Learn program was awarded a *Learning!* 100 Award and she participated as a panel member on the Government L&D: Best in Class of *Learning!* 100.

Brian Molyneaux. Development of the U-Learn product was made possible with exceptional technical support provided by Brian Molyneaux. Brian, LLNL's e-Learning Information Technology Lead, joined the U-Learn team in 2001 and brought to the project programming expertise and practical work experience in the Computation Directorate and Information and Communication Services Department. Brian drew on his sophisticated knowledge, skills, and relationships to solve technical problems and create the U-Learn infrastructure.

Brian was essential in making the U-Learn vision a reality. Brian developed a secure method for a single sign on, working through one-of-a-kind fire wall issues. He personally created the U-Learn Resource Launcher, providing access to content from any institutional website. He designed the U-Learn infrastructure, taking full advantage of the Open Learning Services Architecture application programming interface. Brian continues to advance the U-Learn vision, providing programming that takes full advantage of emerging technologies and leverages institutional resources.

While Brian's primary role on the U-Learn team is technical, he provides a range of services critical to the success of LLNL's learning program. Brian provides instruction to the central helpdesk services staff; educating the team, assisting with problem solving, and personally managing complex cases. Brian's range of technical development and support functions include targeted advising and marketing. Given his specialized knowledge, Brian is the point of contact for LLNL's Desktop Advisory Training Group.

Beyond U-Learn, Brian also plays a key role within the larger LLNL training community where he is involved in bringing SCORM-conformance to LLNL's internally developed LMS. Brian also works with the training community advocating, from a technology perspective, standards-based authoring tools and Instructional Systems Design best practices. These additional roles help feedback and inform the U-Learn team further aligning strategy with other training initiatives.

Together, Leslie and Brian are a powerful and innovative team. They have created a learning tool that serves as a model for others in the industry. U-Learn is truly an adaptable, effective, and valued product used to fulfill institutional learning requirements and target individual styles.

10. What does the future of this organization's learning program look like? How is it evolving and what are the plans to keep it relevant and impactful? (750 words or less)

Leveraging and Replicating Success

U-Learn is developing as a key contributor to several of LLNL's business initiatives, including employee engagement in support of recruiting and retention, talent development contributing to succession pools, and leadership development for innovation and mission success. Learning solutions like Managing for Results, IT Virtual Study Group, and Facilities Management Training Program will serve as templates, readily replicated, repurposed, and embedded across the organization in support of other development efforts.

Future U-Learn developments will leverage the success of these knowledge centers and learning programs, using cost-effective, open-source technology, providing for easy customization and administration. Subject-matter experts will access knowledge center templates and, with easy access to learning resources, update relevant content for their area of responsibility. Peer-mentor features, as used by the IT Virtual Study Group, may be replicated to further knowledge transfer, emerging leadership, and career development.

Most importantly, knowledge center templates and U-Learn resources are rapidly becoming a cornerstone in the Laboratory's succession planning efforts. The learning solutions developed and provided this year will serve as models shared across the organization, supporting the recruitment, development, and retention of a highly-skilled workforce delivering on the Laboratory's national security mission. These solutions include custom learning plans, resources to build skills and competencies, peer-mentoring, online mentoring, social learning, and targeted knowledge centers.

Mobile Learning and Social Networking

Mobile learning continues at the forefront of U-Learn's future. Security and policy restrictions at LLNL have always been a challenge for U-Learn. However, these challenges are actively being addressed at the institutional level. At the recommendation of the U-Learn team, an institutional mobile working group, consisting of cross-organizational IT professionals, has been formed to refine LLNL's mobile strategy and review infrastructure requirements. The U-Learn team will provide input to the working group on the use of mobile resources for learning and development.

The U-Learn team has aligned their mobile strategy with the release of SkillPort 7.2, which U-Learn expects to roll out in the Fall of 2011. This strategy includes a redesigned U-Learn portal to

accommodate mobile devices including single sign-on capabilities, off-site access, and launching assets through institutionally owned devices such as BlackBerry smartphones and iPads, or through personally owned smartphones or tablets. As part of U-Learn's mobile strategy, the Managing for Results knowledge center was designed to support mobile devices, anticipating future integration opportunities.

The U-Learn team is also developing the use of social networking in learning. LabBook, LLNL's social networking application, was incorporated in the Managing for Results leadership program and IT Virtual Study Group certification program as beta tests. Developers of the social networking application were seeking ways to drive users to the resource. By embedding the application in the Managing for Results knowledge center and linking the LabBook group to the IT VSG learning plan, social networking is becoming part of the learning culture. Participants now use the social networking application as a learning tool, as they connect with other participants and share knowledge.

Sharing Best Practices

The U-Learn team aims to share lessons learned and the success of U-Learn with other Department of Energy contractors and corporate learning organizations. Having received external validation, including a best practice case study in *Chief Learning Officer Magazine*, Innovations in Learning Award from SkillSoft in 2010, and most recently a *Learning!* 100 Award from *ELearning!* Media Group, the U-Learn team has been encouraged by Laboratory management to actively share its best practice.

The U-Learn team seeks knowledge sharing opportunities. The team spoke on best practices at Enterprise *Learning!* Summit 2011 and has submitted an abstract on the IT Virtual Study Group program to the National Laboratory IT Summit 2011 (NLIT). In addition, U-Learn will submit a best practice to the Department of Energy's Energy Facility Contractors Group (EFCOG) for consideration as a process that is innovative and represents actions beyond generally accepted standards to increase efficiency or effectiveness of operations at DOE/NNSA facilities.

11. Does this nominee currently have or planning to incorporate any social components to its learning program (i.e. blogs, wikis inGenius)? (750 words or less)

Incorporating Social Components

Two years ago, social media virtually did not exist at LLNL due to a tight security culture. Since the Open Government Initiative was launched in 2009, LLNL has taken a proactive approach to social media with a rapidly evolving strategy engaging multiple, simultaneous initiatives. These include LabBook (LLNL's social networking application), Twitter, blogs, LinkedIn, Flickr, discussion groups, Sharepoint, Safeweb, IM Chats, and mobile devices (integrated with Exchange). As LLNL continues to execute these tools, consolidation strategies and policies are evolving for strategic alignment and implementation.

U-Learn was an early adopter of many of these technologies and has been actively addressing security, usability, and policies to implement social media in their learning programs. For example, U-Learn has been tweeting out targeted content to U-Learn Twitter (Figure 9)(@ulearn_llnl) subscribers using their custom Resource Launcher, which allows content to be launched outside of the U-Learn SkillPort interface. The Managing for Results (MFR) knowledge center is one example of

LLNL's use of social components in learning. Tools such as polling, discussion groups, and online mentoring are embedded in the site allowing users to network and exchange ideas and knowledge.

LLNL's Work-Life Blog

U-Learn has worked with the Work-Life Program to contribute to blog articles on such topics as education, learning, and juggling priorities. Each article includes U-Learn assets, such as books and videos, to support the article theme. The team has worked with other blog authors to teach them how to embed U-Learn assets into their articles so they have additional resources to share with their audiences.

LabBook: LLNL's Social Networking Site

LabBook, (Figure 10) LLNL's social networking site, enables communication, connections, collaborations, and discovery among employees. It is designed to become part of employee's daily workflow. Employees may post short status messages about their work and create groups tailored to a specific topic. The LabBook application was first introduced to a small audience within the Global Security Directorate. The IT Virtual Study Group program utilizes LabBook to provide participants a virtual study group space where employees interact with one another and with mentors. In the process, participants create an evolving knowledge base from which future study group participants can benefit.

The LabBook application was also embedded in the Managing for Results knowledge center. The Managing for Results group provides an online forum for discussions on monthly leadership topics. Group members post blog articles, link to U-Learn assets (using the Resource Launcher), add files and links, and create polls. The Managing for Results knowledge center includes RSS feeds from Books24x7 (to highlight new books on the monthly topics), informing the LabBook discussion topics.

The U-Learn team continues to work closely with the LabBook team on technical issues for increased integration and usability. The ultimate result is an innovative multi-faceted learning tool, facilitating the exchange of knowledge and ideas.

Primed for inGenius™

U-Learn is primed to launch inGenius™ in April 2011. inGenius™ is SkillSoft's Books24x7 social learning feature that enables users to find, share and create knowledge and expertise with colleagues within our own organization. In light of security requirements at LLNL, a stringent review of the feature and clear user guidelines were required. With approvals and guidelines in place, SkillSoft will be implementing a final security enhancement for the LLNL launch. Plans are underway to create a marketing strategy for site-wide deployment and adoption into existing programs such as Managing for Results.

12. Is there anything specific about this nominee's learning program that you can directly tie to the engagement and retention of employees? Are there any anecdotes or quotes from end users about their experience with the SkillSoft solutions that you can share? (750 words or less)

Employee Engagement and Retention

LLNL's human resources strategies focus on the employee lifecycle from attraction and recruitment to development and retention. Engaging our employees throughout this lifecycle is essential to a high-functioning workforce and the retention of talent.

New employees are most interested in their professional development and career path. LLNL highlights opportunities for growth and development at New Employee Orientation with a demonstration of U-Learn and introduction to the abundant resources available. The U-Learn demonstration consistently rates as one of the “most useful” topics covered during orientation. The U-Learn team also participates in targeted welcome activities, such as Engineering In-and-Out, a year-long program for new employees in the Engineering Directorate. This program showcases LLNL resources, features mentor opportunities, provides introductions to senior management, and explores exciting engineering programs and projects.

In addition to growth and development opportunities, productive relationships are key to engagement. In particular, the relationship between supervisor and employee is essential to the retention of talent (ref. Buckingham, Marcus, and Curt Coffman, *First, Break All the Rules: What the World's Greatest Managers Do Differently*, Gallup Press, 1999, Books24x7). LLNL's Leadership Ladder targets the development of managers and supervisors, across the organization and at all levels, with the knowledge and skills required to build engaged and innovative teams. In support of this comprehensive effort, a cross-functional human resources team is working on a knowledge center for supervisors and managers to promote resources available within LLNL and externally from other organizations, offering practical low or no-cost strategies and tools for engagement and retention. U-Learn resources will be at the heart of the knowledge center. The knowledge center will be modeled after the Managing for Results knowledge center incorporating both online learning assets and social learning tools.

LLNL's learning program advances professional growth and development, and the development of productive working relationships, across the entire employee lifecycle. The U-Learn team actualizes this vision through partnerships and programs, such as Managing for Results, IT Virtual Study Group, and Facilities Management Training Program. The programs were designed to provide participants with the core competencies necessary to perform their job, define career paths, and build leadership skills. Each fosters a community of practice with a focus on knowledge sharing and transfer, in support of engagement, retention, and succession planning efforts.

Customer Feedback

The best evidence of LLNL's learning program and U-Learn's success is our clients, who shared with us their comments.

- Web Programmer - Weapons Complex Integration: *I used courses to prepare for the TRRC and reclassification from 500 to 300 series.*
- Computer Support Technician - Global Security: *I changed from Administrative to Technical - it helped me make that transition.*

- *Project Scheduler: Science and Technology - Easy to browse through books and skim just the topics of interest. Used online books extensively as research during completion of a masters of science in project management program. Online courses have helped understand responsibilities of financial analysts with whom I work closely.*
- *Sr. Electronics Technologist - Science and Technology: U-Learn keeps the learning process current and active.*
- *Business Development Associate - Science and Technology: With no training budget for this year, U-Learn has been an excellent resource for brushing up and learning new skills, particularly in the leadership area. I was recently nominated for a Six Sigma Yellow Belt certification course, and I was able to find very useful information on this subject.*
- *Supervisor - Weapons and Complex Integration: I Supervise 9 Technologists in RHWM. I have integrated the U-Learn courses as a performance management tool for both me and my work unit. These courses have been a valuable tool to help me provide additional training to my work unit in: Customer Service, Change in the workplace, dealing with difficult employees just to name a few. U-Learn has also helped me to be a better Supervisor/Manager. Declining budgets that have prevented me from sending my employees off-site to attend professional development courses, U-Learn (SkillSoft) provides a reliable, performance based alternative to assist me and my Employees. As a member of the U.S. Armed Forces, I have used SkillSoft curriculum extensively in my position as a Network Engineer. The courses and subject matter have kept me up to date with technology and have been invaluable to me in my career. Many thanks to those who have created and maintain this critical learning tool.*

Figure 1: LLNL Leadership Ladder Model



Figure 2: Managing for Results Knowledge Center

The screenshot displays the homepage of the Managing for Results Knowledge Center. At the top, the site title "Managing FOR Results" is prominently featured in blue and red. Below the title is a navigation menu with links for Home, Workshop, Skills/Competencies, Participants, Resources, and Community. A secondary menu includes Contact, FAQs, Calendar, and Feedback. A search bar labeled "Live Search" is located in the top right corner.

The main content area is divided into several sections:

- Learning Opportunity:** A central section titled "Learning Opportunity" with a sub-header "Check back often to see different learning opportunities available to continue your quest to be a great leader." It features a video thumbnail for "Good Boss, Bad Boss: Be the Best and Learn from the Worst" and a "Next MFR Workshop" sidebar on the right.
- Watercooler Discussion:** A vertical sidebar on the left with numbered items: 1. Watercooler Discussion, 2. Self Directed Learning, 3. Featured Video, and 4. Learning Opportunities.
- Featured Content Grid:** A row of four boxes:
 - Leading At All Levels:** Discusses leadership models and employee development.
 - Managing for Results:** Explains the MFR program's design to enhance operations at LLNL.
 - Personal Toolkit:** Offers resources to keep skills sharp and explore growth opportunities.
 - Consult with a Mentor:** Details the mentor request process, including a form and login options.
- Monthly Topic: Motivation:** A featured article by Stephen R. Covey, dated Friday, 29 October 2010 16:19. It includes a quote: "Our ultimate freedom is the right and power to decide how anybody or anything outside ourselves will affect us." and a "Read more..." link.
- Calendar:** A section titled "Upcoming Events" listing several U-Learn Demo sessions and an Education Assistance Briefing.
- Selected Books - Motivation:** A section listing various books related to motivation, such as "The Motivation Pocketbook" and "Building a Better Business".
- Watercooler Discussion:** A section encouraging users to "Gather around the water cooler and lets talk about Managing For Results" and providing a link to join the discussion.
- MFR News Bites:** A section with three sub-sections: "SUCCESS" (announcing the first set of participants), "LabBook" (promoting LLNL's social network), and "What is a Knowledge Center?" (explaining the center's purpose).
- Current Poll:** A section titled "What is your biggest challenge as a manager?" with radio button options for Motivation, Engagement, Conflict, Managing Performance, and Teamwork.

Figure 3: Linking innovation through leadership to mission success



Figure 4: Facilities Management Training Program (FMTP)



F&I

Facilities & Infrastructure



FMD Home

Org Chart

News

Facility Contacts

Security

Safety

Training

F&I home \ facilities management \ training

Facilities Management Training Program

The Facilities Management Training Program is designed to provide staff core competencies necessary to perform a role as defined by the classification matrix and to support the Facilities Management Department's succession planning.

All these courses are available from onsite and offsite via OUN/PAC. (no VPN needed)
(Schedule based on 4 Periods over a 2 Year Training Program)

Facilities Management Training Program [Instructions to Access U-Learn Content](#)

Facilities Coordinator I:

First Period	Second Period	Third Period	Fourth Period
UL1101 : Interpersonal Communication: The Process	UL1102 : Workplace Communication Skills	UL1106 : Working with and Managing Difficult People	
UL1104 : Listening Basics	UL1100 : Writing with Intention		

Facilities Coordinator II:

First Period	Second Period	Third Period	Fourth Period
UL1103 : Resolving Conflict with Communication Skills	UL1105 : Difficult People in the Workplace Environment	UL1112 : Asserting Yourself Professionally	

Facilities Coordinator III:

First Period	Second Period	Third Period	Fourth Period
UL1121 : An Introduction to Project Management	UL1118 : Mentoring Effectively		
UL1106 : How to Work with Negative People and Procrastinators			

Facilities Manager I:

First Period	Second Period	Third Period	Fourth Period
UL1110 : Planning a Effective Business Meeting	UL1107 : Presenting Successfully	UL1108 : Delivering the Message	UL1109 : Available Presentation Resources
UL1121 : An Introduction to Project Management	UL1112 : Asserting Yourself Professionally	UL1115 : The Basics of Delegation	UL1116 : Delegation: The Personal Approach
UL1101 : Interpersonal Communication: The Process	UL1102 : Workplace Communication Skills	UL1106 : How to Work with Negative People and Procrastinators	



[Emergency Off-Hours Contacts](#)

Figure 5: Information Technology Virtual Study Group (IT VSG)

u.learn Welcome Leslie, Logged In: Apr 5, 2011 5:18 PM | Help | Log Out
Home | Books24x7 | Admin

SEARCH & LEARN Search for: All Category English (All) Language Search

Back to My Plan

MY PLAN

MY PROGRESS

CATALOG

- Getting Started
- Books24x7
- KnowledgeCenter
- Download
- Credentials
- Support
- LTRAIN Credit
- U-Learn Contacts
- Log Out

IT VSG MCTS Windows 7 Configuration (Exam 70-680)
Withdrawn

This content requires approval to access, and approvals have been disabled.
This content requires approval to access it.

Description
ID: lp_itvsg_001_mcts70680

Overview

Please attempt the TestPrep within 1 week of your orientation.

This 12 week program supports independent study for the MCTS Windows 7 Configuration Certification (Microsoft Exam 70-680).

To complete this program and receive LTRAIN credit, you must:

- Complete the 7 online courses (approximately 1 per week) in order
- Pass the Exam 70-680 TestPrep
- Attend all scheduled study group sessions (1 per week)
- Submit a program evaluation form

The IT VSG Program recognizes that you may already be skilled in some of the course material. So that you can better balance your study with work, you may be able to skip some of the required online courses. You have three options:

- Complete the course normally (recommended)
- Pass the course Pre-Test
- Request a waiver from Program Administration - You must have a score of 80% or higher for the corresponding module of the Exam 70-680 TestPrep

A waiver only waives the course requirement, you must still attend the corresponding study group session.
Waivers are not available for the Exam 70-680 TestPrep.

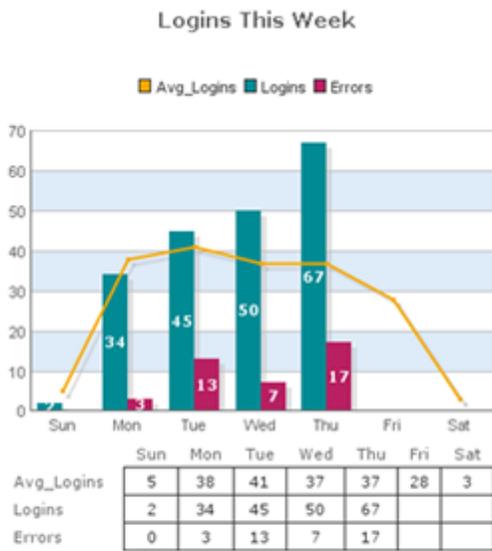
Need Assistance?

- Program Administration: [redacted]
- Technical Support: [e-mail](#) [redacted]
- Contact a mentor: [e-mail](#) [redacted]

Objectives

- IT VSG MCTS Windows 7 Configuration (Exam 70-680) [Complete All]
- MCTS Self-Paced Training Kit (Exam 70-680): Configuring Windows 7 n/a
- Companion DVD Content for MCTS Self-Paced Training Kit
- Mentoring 70-680 TS: Windows 7, Configuring
- TestPrep 70-680 TS: Windows 7, Configuring
- Meet with your study group virtually - in Labbook
- Required Courses [Complete in Order]
- Supplemental Resources [Optional]
- Resources from Microsoft Learning (External Site) [Optional]

Figure 6: U-Learn dashboard elements



Who's Logged In?

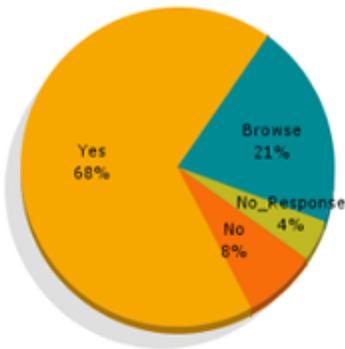
STUDENT
[REDACTED]

Most Active Students

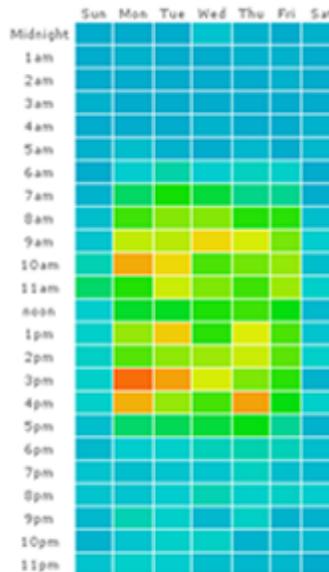
STUDENT	LOGINS
[REDACTED]	52
[REDACTED]	39
[REDACTED]	37
[REDACTED]	17
[REDACTED]	17
[REDACTED]	15
[REDACTED]	12
[REDACTED]	12
[REDACTED]	12

Did you find what you were looking for?

Last 30 Days



Activity Map Last 90 Days



Last 15 Successful Logins

WHEN	STUDENT
2010-04-15 10:56:46	[REDACTED]
2010-04-15 10:54:06	[REDACTED]
2010-04-15 10:49:11	[REDACTED]
2010-04-15 10:25:28	[REDACTED]
2010-04-15 10:04:25	[REDACTED]
2010-04-15 10:02:16	[REDACTED]

Last 15 Failed Logins

WHEN	STUDENT	IP
2010-04-15 10:25:14	[REDACTED]	[REDACTED]
2010-04-15 10:25:07	[REDACTED]	[REDACTED]
2010-04-15 09:46:39	[REDACTED]	[REDACTED]
2010-04-14 18:00:40	[REDACTED]	[REDACTED]
2010-04-14 17:01:33	[REDACTED]	[REDACTED]
2010-04-14 14:01:59	[REDACTED]	[REDACTED]

Last 15 Registrations

WHEN	STUDENT
2010-04-14	[REDACTED]
2010-04-12	[REDACTED]
2010-04-12	[REDACTED]
2010-04-10	[REDACTED]
2010-04-09	[REDACTED]
2010-04-09	[REDACTED]
2010-04-09	[REDACTED]

Figure 7: U-Learn daily login trends – Analyzing effect of targeted marketing

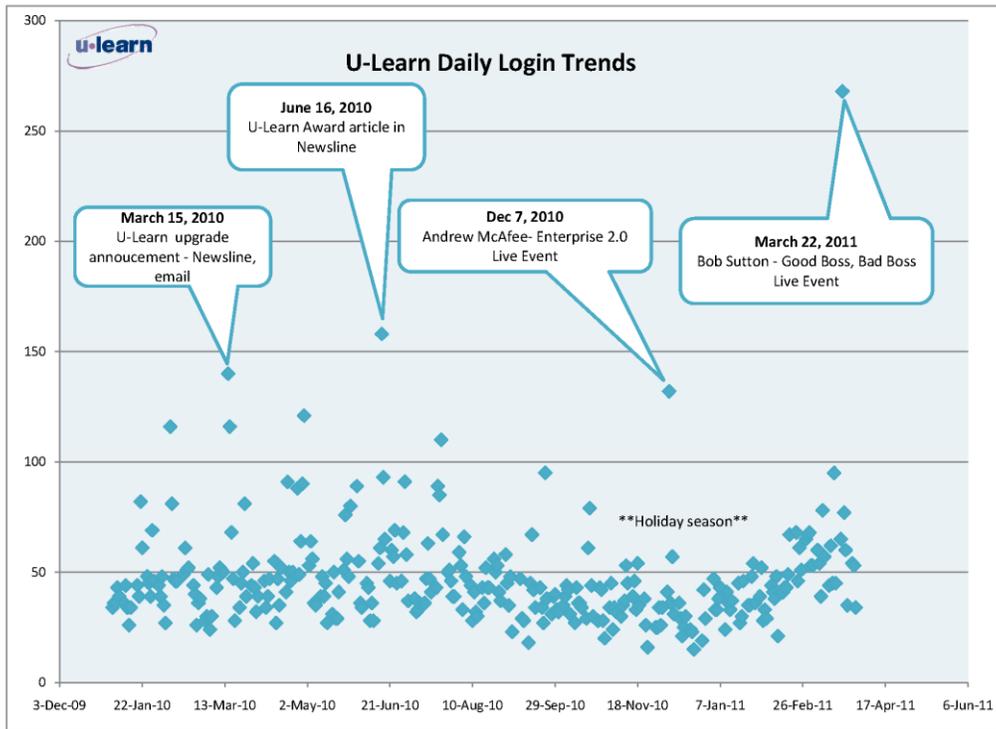


Figure 8: Sample of demographic study

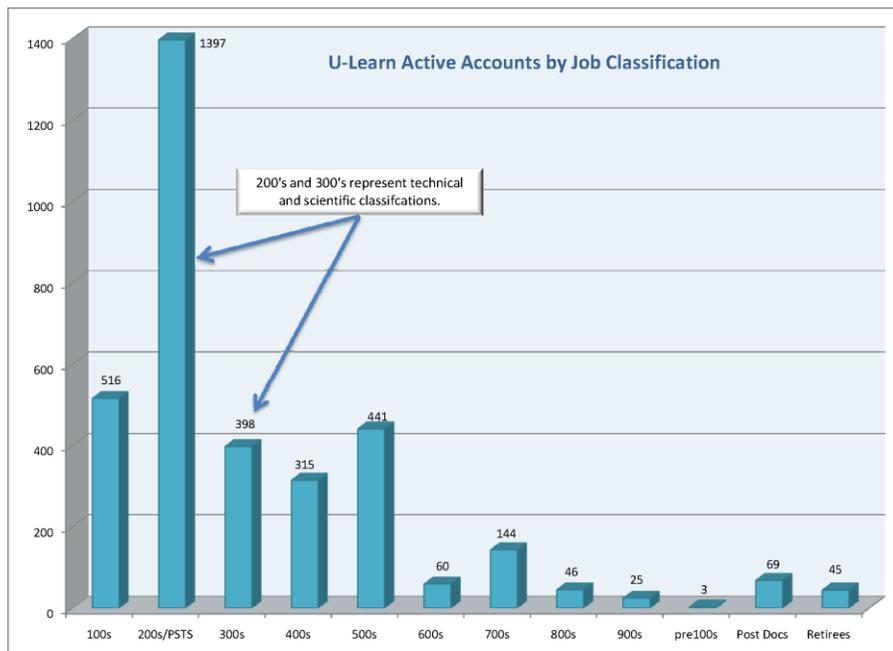


Figure 9: U-Learn Twitter

U-Learn
http://ulearn.llnl.gov

u-learn

U-Learn is Lawrence Livermore National Laboratory's online learning center developed to provide employees with resources to build on their individual strengths

Lawrence Livermore National Laboratory
7000 East Avenue
Livermore, CA 94550

Operated by
Lawrence Livermore National Security LLC
for the Department of Energy's
National Nuclear Security Administration

What's happening?

Timeline @Mentions Retweets Searches Lists

ulearn_llnl U-Learn at LLNL
We're giving away a Kindle at the LLNL Library Fair on Wed. April 13 from 11am-2 pm. Thanks @SkillSoft for your support! CU There!
2 minutes ago

sanderssays Tim Sanders
Lovecats, thanks for the #TWAR love - @RESuccessClub @ThumbsUpClub @health_club @markhcox @DashaBushmakin @chrisoppinga
12 minutes ago

sanderssays Tim Sanders
You get back as much respect as you are willing to give! From the book <http://twar.com>
1 hour ago

SkillSoft SkillSoft
Have you checked out our FaceBook page?
1 hour ago

sanderssays Tim Sanders
Get #TodayWeAreRich & do good - All commissions through <http://twar.com> go to Snyles Scholarship Fund <http://ow.ly/4t5s8>
2 hours ago

dtapscott Don Tapscott
Have we reached Paradigm Fatigue yet? ...hm. Thoughtful comment on my talk to #Gartner conferences last week. <http://bit.ly/eCilv>
2 hours ago

sanderssays Tim Sanders
Just sold some books at Barbara's at O Hare Chicago ... Sharing the good word. #hustle
2 hours ago

dtapscott Don Tapscott
No. Makes the case stronger. RT @bridgetmck: @dtapscott Do your job stats for N Africa include subsistence farming/nomads with minimal money?
2 hours ago

Figure 10: LabBook (LLNL's social networking application)

LabBook


Managing for Results

Community site for participants in the Managing for Results program.

You must log into LabBook to post to this group.

[Log in to LabBook](#)

[Subscribe to feed](#)

[Report this](#)

[Bookmark this](#)

[Edit group](#)

[Invite someone](#)

[Group discussion](#)

[Group blog](#)

[Group files](#)

[Group pages](#)

[Group bookmarks](#)

[Group polls](#)

Group members







Managing for Results



Description:

This is the community site for participants in the *Managing for Results* program. Join the discussion, network, and share ideas with others who are on the road to becoming an effective leader.

Brief description: Community site for participants in the Managing for Results program. You must log into LabBook to post to this group. [Log in to LabBook](https://labbook/)

Tags: [mfr](#), [managing](#), [results](#), [leadership](#)

Website: <https://kc.llnl.gov/mfr/index.php>

Owner: [Leslie Positeri](#)

Group members: 5

[Edit](#)

Latest discussion


Good Boss, Bad Boss video discussion
 Posts: 1


Watercooler Discussion
 Posts: 1


DiSC Results
 Posts: 2

Group files


Beyond Satisfaction: Engaging Employees to Retain Customers (A Study by Aberdeen Group)
 just now
[More](#)

[More files](#)

Group polls


Which of these motivation techniques have you used successfully?
 2 responses
[Leslie Positeri](#) 21 hours ago

Group pages


Daniel Pink on the surprising science of motivation
 Last updated 21 hours ago by [Leslie Positeri](#)


The Best Motivation Video
 Last updated 21 hours ago by [Leslie Positeri](#)


Dilbert: Reading People and Motivation Fairy