



# **Top 20 Quotes From L&D Go Beyond Podcast Episodes 11-20**





# Featuring:



**Maria Leggett**  
**Director of Education,  
Talent Development  
& Credentialing**  
MHI



**Patti Shank**  
**President**  
Learning Peaks, LLC



**Joe Ganci**  
**President**  
eLearning Joe, LLC



**Joti Joseph**  
**Director of Talent & Learning**  
Vontobel



**Sam Taylor Jr. & Rick Housler**  
**Senior Learning Specialists**  
World Bank Group



**Karl Kapp**  
**Full Professor of  
Instructional Technology**  
Bloomsburg University



**Rance Greene**  
**Story Designer,  
Author, Speaker**



**Kevin M. Yates**  
**The L&D Detective**



**Arun Pradhan**  
**Co-Founder**  
ModelThinkers



**Shantanu Bhattacharya**  
**Management Consulting  
Principal Director**  
Accenture





“

Data is a very powerful tool because as we get more expansive with it, it's less biased. So, if L&D is very well-versed in that data, then that manager understands why that's important and how to have both empathy and a culture of trust while looking at that data. ”



**Maria Leggett**  
**Director of Education,**  
**Talent Development & Credentialing**  
**MHI**





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If we don't know what people on the job need to be able to do, then we don't know what to test. You have to start with what people need to be able to do, which ends up being your learning objective. And those learning objectives tell us what to test.

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**Patti Shank**  
**President**  
Learning Peaks, LLC





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Often, the question is what do we have to teach, or what do they have to learn, etc. But the questions that we really need to ask is – why do they need to learn these things? What is it that's important about this? What is it that may not be important at all that we're still including in this? So it starts not necessarily with what they want, but what do they need to really do their jobs more effectively. ”



**Joe Ganci**  
**President**  
eLearning Joe, LLC





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L&D has two kinds of powers. One is direct – we are L&D, people come to us for all sorts of requests. Every time someone comes to us, this power can be unleashed. Then there is a second power – influencing without authority. Because we touch so many people and because of our position, we have the power to influence the dialogue and the decisions within an organization. ”



**Joti Joseph**  
**Director of Talent & Learning**  
Vontobel



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One of the conversations that we're hearing is about being more respectful of people's time in terms of learning. You've got to get people's attention and get things done in a short period of time. So, designing stuff so that it's more accessible and more digestible is something that will have a long-term impact on our design approach as we go forward. ”



**Sam Taylor, Jr.**

**Senior Learning Specialists**  
World Bank Group



**Rick Housler**



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What's missing a lot with gamification is we gamify the end and not the process. If you just gamify the outcome, people are more likely to game the system or to cheat the system because they want that outcome. Instead, let's gamify the learning or the behavior that leads to that outcome. ”



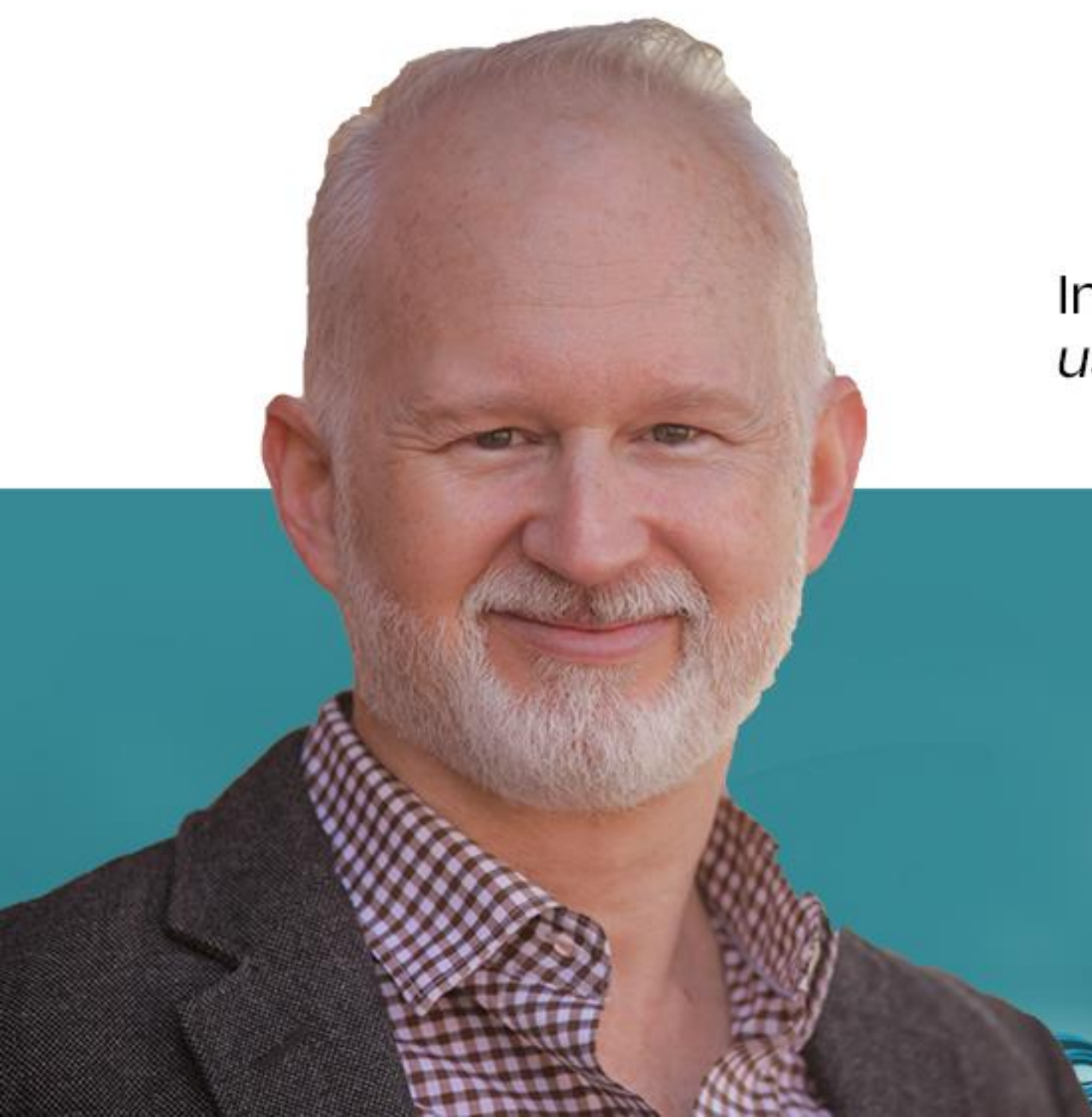
**Karl Kapp**  
Full Professor of  
Instructional Technology  
Bloomsburg University



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The fact that we are somewhat emotionally averse in corporate settings is one of the reasons why stories are not as welcomed in corporate settings. But I also see that door opening, a crack, and that people are starting to realize emotion does have a place.”

*In response to ‘Why do we not see stories being used much in workplace learning?’*



**Rance Greene**  
**Story Designer, Author, Speaker**





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We need to be clear about knowing that we can't measure impact for everything. You have to be selective. You have to choose those training, learning, and team development solutions that are really targeted and most likely to produce an outcome.”



**Kevin M. Yates**  
**The L&D Detective**



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Mental models are those that are repeatedly useful. It is those big ideas that have lasted the test of time, or like made an impact in a particular discipline, and one of the things I think people don't do very well is there's a great idea in one area and how can you apply that in a different context. ”



**Arun Pradhan**  
**Co-Founder**  
ModelThinkers





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For us to be able to engage in the workforce for my organization, I need to have motivation, feel comfortable, wanted, and supported. And Human Resources and L&D working together is the face of the organization that can provide these things to the employee. One of the positive things that have happened because of the pandemic is they are now part of business strategy. ”



**Shantanu Bhattacharya**  
Management Consulting  
Principal Director  
Accenture





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The shelf life of skills is getting shorter and shorter, a big focus for L&D to really determine what is the next future skill and what is the bench strength that's required. I'd like to see L&D be more of this as a learning experience partner, a workforce partner, and as a collaborator in learning. ”

In response to *'Skills obsolescence and L&D focus.'*



**Maria Leggett**  
**Director of Education,**  
**Talent Development & Credentialing**  
**MHI**



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The biggest one — that multiple-choice tests can only assess recall. In fact, the purpose of multiple-choice questions is to assess the learning objectives. ‘Does our course work? Does it do what we want it to do?’ We need that answer. ”

*In response to ‘Misconceptions people have about multiple-choice tests.’*



**Patti Shank**  
**President**  
Learning Peaks, LLC





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If you don't understand the reason why someone is taking a course, you may not ever really create the course correctly. You need to understand why I am giving this to learners, what is it that they would not be able to do if they don't get this right. ”



**Joe Ganci**  
**President**  
eLearning Joe, LLC



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My favorite description of design thinking is ‘common sense, attractively packaged’. It's not rocket science. It is all about applying in the right context and in the right sequence, and more than applying, to stick with it. ”



**Joti Joseph**  
**Director of Talent & Learning**  
Vontobel





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Workplace learning is all about effectiveness. You see it a lot in the literature on how quickly can we get people up to speed so that they're able to do their job and perform on the job, and so the learning's got to adapt to that mentality. ”



**Sam Taylor, Jr.**

**Senior Learning Specialists**  
World Bank Group



**Rick Housler**



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One piece of advice I give to everybody who's thinking about gamification or game-based learning is to play games, and then think about and reflect on what were you doing in the game, what was engaging, and what was not engaging. You can't create a game or gamification unless you have game literacy, which is understanding how games work and how games unfold.”



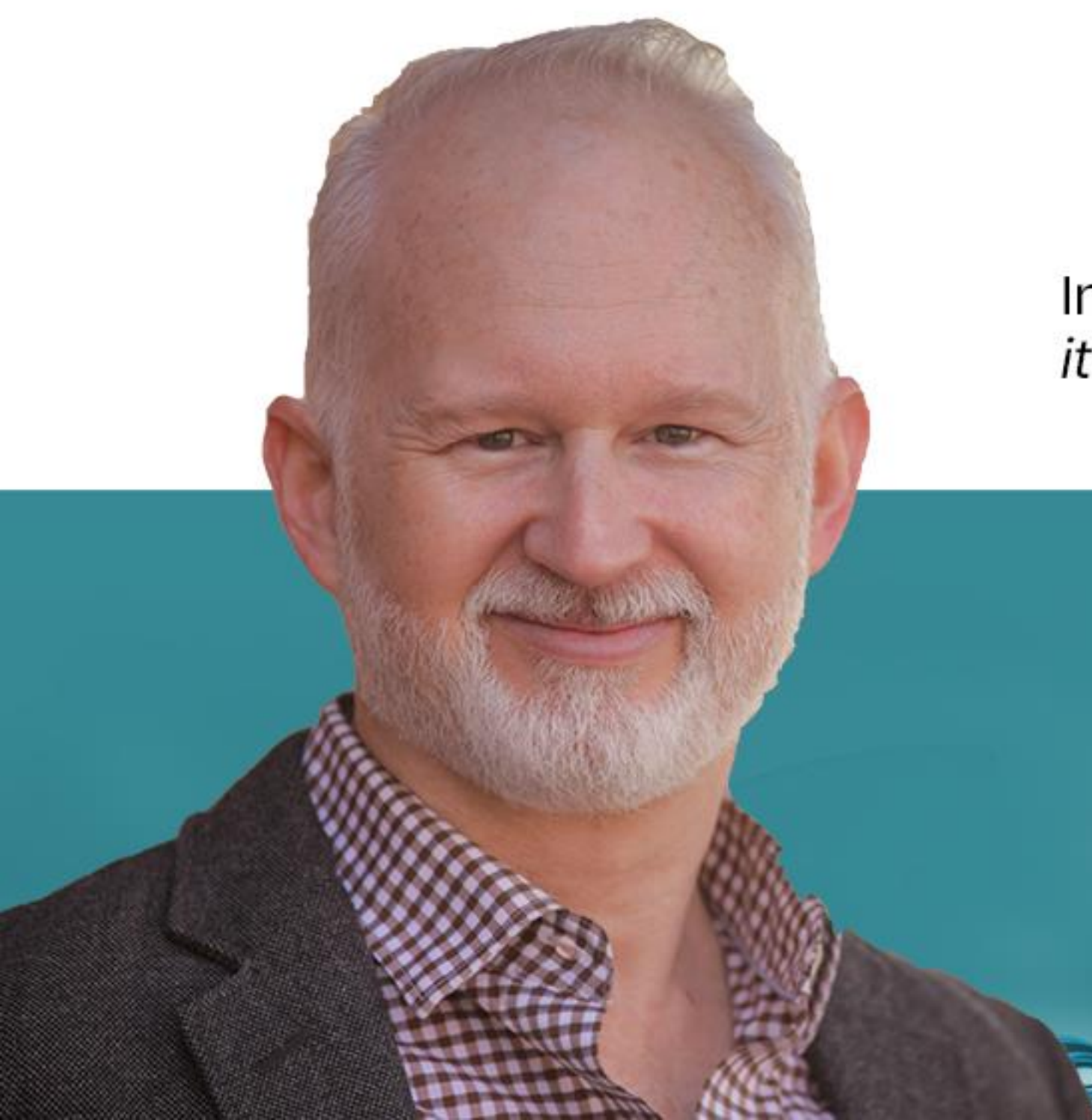
**Karl Kapp**  
**Full Professor of**  
**Instructional Technology**  
Bloomsburg University



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It is the capability of a story to act like a simulator where we are kind of put in that situation and it kind of prepares us to take action in the real world. Another reason why stories work so well is because they're so memorable. ”

*In response to 'What is it about a story that makes it so great for training?'*



**Rance Greene**  
**Story Designer, Author, Speaker**





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A challenge that I believe exists with training, learning, and talent development teams is not having dedicated roles or the expertise to combine learning data and business data, analytics, insights, and scientific models telling a credible, reliable story about results and impact for training and learning.”



**Kevin M. Yates**  
**The L&D Detective**



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Things are becoming more automated, if you're just doing stuff that can be done simply and routinely, your job will not exist. From an L&D perspective, I would really encourage you to lead the way by doing it yourself. Consciously collect those big ideas from the big disciplines and start applying that in your world. ”



**Arun Pradhan**  
**Co-Founder**  
ModelThinkers





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People need to understand that every decision that we take, including L&D, needs to be data-based. It needs to be based on metrics. And only then can you actually track it back and check efficiency, effectiveness, and ROI. L&D folks also need to upskill themselves to be more data-driven and metrics-driven. ”



**Shantanu Bhattacharya**  
Management Consulting  
Principal Director  
Accenture





# L&D Go Beyond Podcast Series

