E-Learning 101:

Validation in a Tough Environment

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Co-Founder &
Vice President, Content Strategies

THINQ Learning Solutions

What do These Industry Leaders Have in Common?

"Can the Healthcare Industry Catch Up?"

Yes, but …

"E-Learning is Important."
Says who?

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"eLearning…will become an indispensable part of business infrastructure."

-- Eduventures

THINQ Agenda

- **E-Learning is a _Good_ Thing**

- **E-Learning _not_ "Online Training"**

- **Value = Manage the Learning _Processes_**

What About Learning?

Ostriches	Eagles
Nice-to-Have	Mission Critical
Cost Center	Strategic Investment
Hard to Value	Measurable Benefits
Remedial	Future-focused
Employees	The *Business*

Learning is *not* Optional!

- **Every company has a core of "best and brightest" skilled, experienced employees**

- **How big do you want your organization's core asset (smart employees) to be?**

- **Companies move at the speed of many, or on the backs of the few -- which sounds better?**

- **Skilled, focused employees (intellectual capital) are a organization's *only* truly sustainable differentiation** *- Drucker, Welch, et al.*
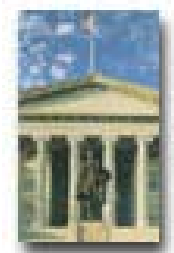
E-learning as a cost-cutting measure

- **Online Efficiency**
  - 25 – 60% less time to convey the same amount of learning
  - Instant scalability – more employees trained in a shorter time, anywhere
  - Course development more expensive … but delivery is substantially cheaper
- **Faster Time to Market**
  - Rapid deployment – get learning to employees, channels
- **Effective Hiring and Training of New Employees**
  - Shorten the learning timeline
  - Pre-hire tool
- **Smarter Employees Adapt Better & Faster**
  - Avoid lost opportunity costs

What is "E-learning?"

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… **using the web to access and manage learning that supports company objectives**

Elliott Masie:

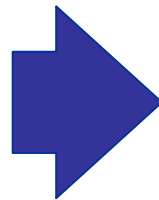"*The use of technology to design, deliver, select, administer, support and extend learning*"

E-learning saves time, travel costs & on-the-job productivity

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Five-Day Classroom ILT Course

Online Assessment	CD-ROM Practice	Learning Event	Mentor - Measure

Classroom Issues:

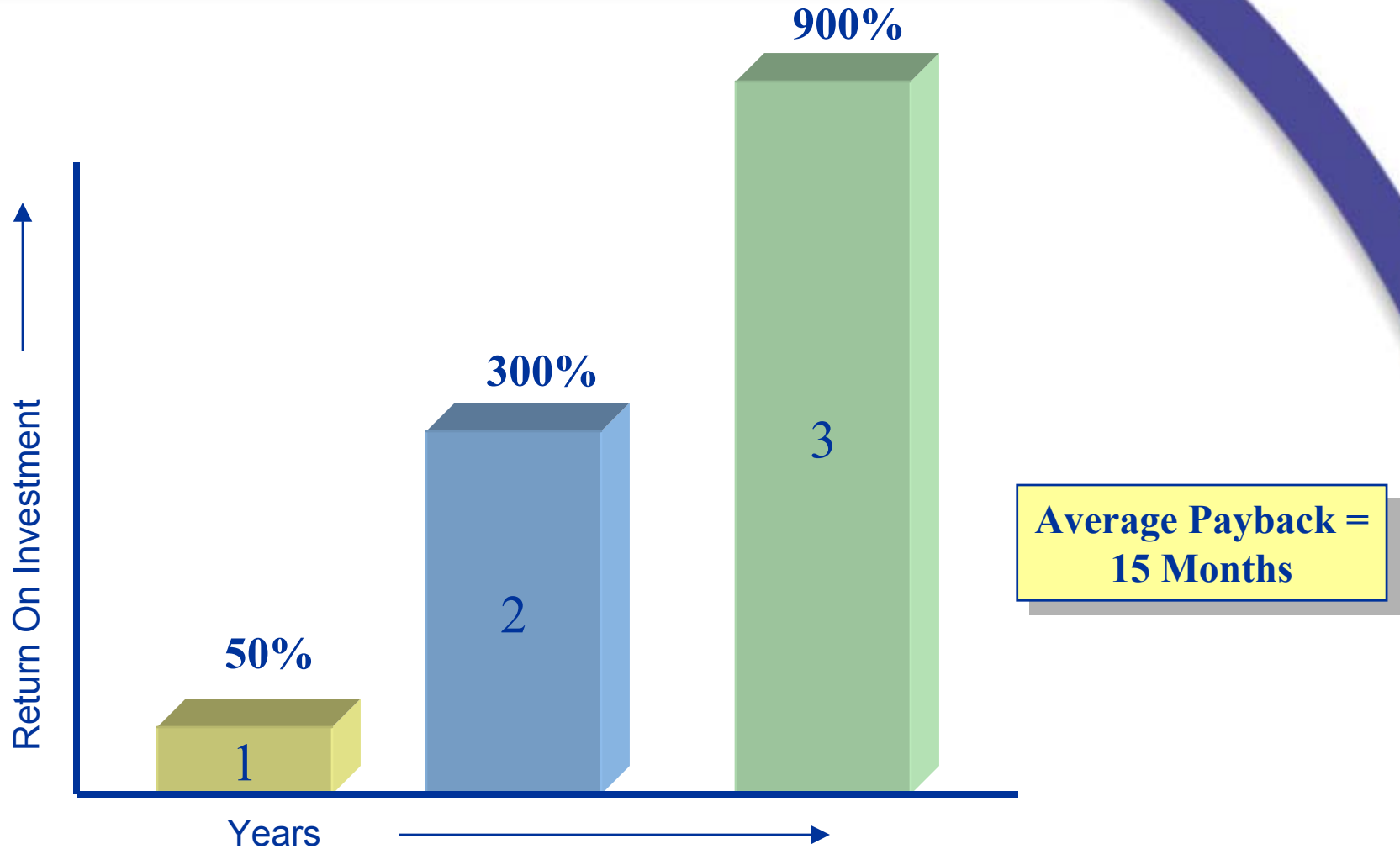- *Poor sign-up*

- *Instructor problems*

- *$$'s*

Online Design:

- *Mentoring*

- *Skills Reinforcement*

- *Evaluation*

- *Chat Sessions*

Enhanced, Effective Learning Experience

ROI: LMS + E-Learning

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Return On Investment

900%

300%

50%

3

2

1

Years

**Average Payback =
15 Months**

Aggregate Results from THINQ Installed Clients

ROI: Adding "E" to Learning

Customer Example:

- **2001: Moved 50% of training online –** *up from 25% in 2000*

- **BEFORE: Instructor-led training = $65 per learner**

- **AFTER:**
  - **Online training = $10 per learner**
  - **On-demand learning requires less than ½ time of classroom**

Long-term ROI:
9 critical parameters

- **Revenue Enhancement**

- **Customer service**

- **Customer retention**

- **Call center responsiveness**

- **Training development efficiency**

- **Competitive advantage**

- **Field sales production**

- **Employee productivity**

- **Business partner education/ productivity**

Change the Dialog:
the Learning Investment Model

- **$300k and 6 people – former fund for enterprise workforce development**

- **$300MM – former training spend throughout decentralized SBUs**

- **$200MM – Funding now, under new model**

- **$100MM - effective annual ROI**

- **$0 - what acquired company used to fund (pay-as-you-go)**

- **$200MM - what acquired company *really* spent annually**

- **$300MM - what the merged enterprise will invest annually in workforce development & effectiveness**

- **$100MM - learning & development "contribution" to merged savings**

(THINQ Client -- larges global technology client, recently engaged in a major merger)
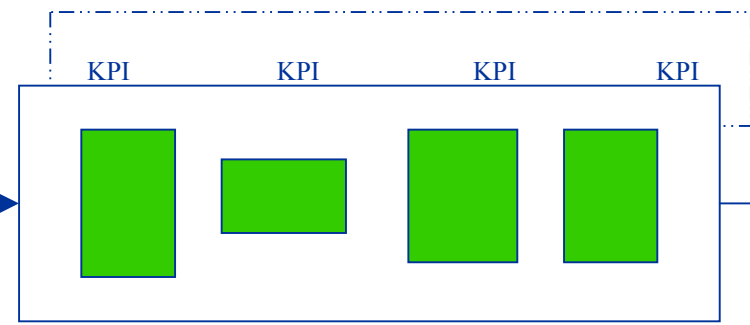
E-Learning Kung Fu: Aligning Operations & Training

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Shared:
- **Strategic Plans**
- **Operational goals**
- **Process Plans**
- **Staffing plans**

Business Process

KPI   KPI   KPI   KPI

$$ **Inputs** → **Outputs**

Operating Mgr

Specific Targeted Performance Goals

Training Mgr

Specific Targeted Skill Goals

$$

$$
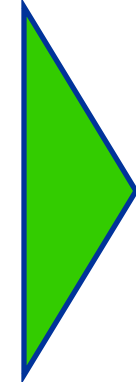
People who are:
- **New**
- **Transferred**
- **Reassigned**
- **Certified**
- **Recertified…**

Performance Consulting   **ID**   **Targeted Programs**

Ongoing Baseline Programs
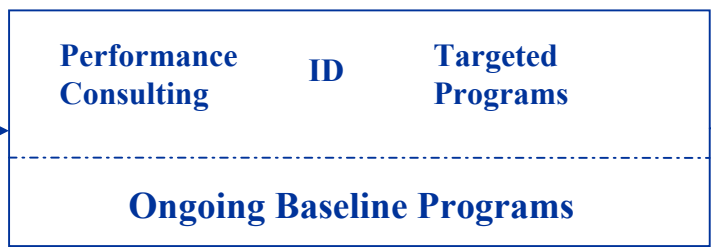
Ability to Produce

Skilled Worker Production Process

P

E-Learning Kung Fu: Aligning People & Training

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Skills/Competencies

Courses

Courses Deliver Skills

Learner Skill Library/ Skill Gap Analysis

Job Required Skills

Learning Plan/ Required Courses

Enrollments & Transcripts/ Course Delivery

Primary Job

Secondary Jobs

Job Roles

Learners
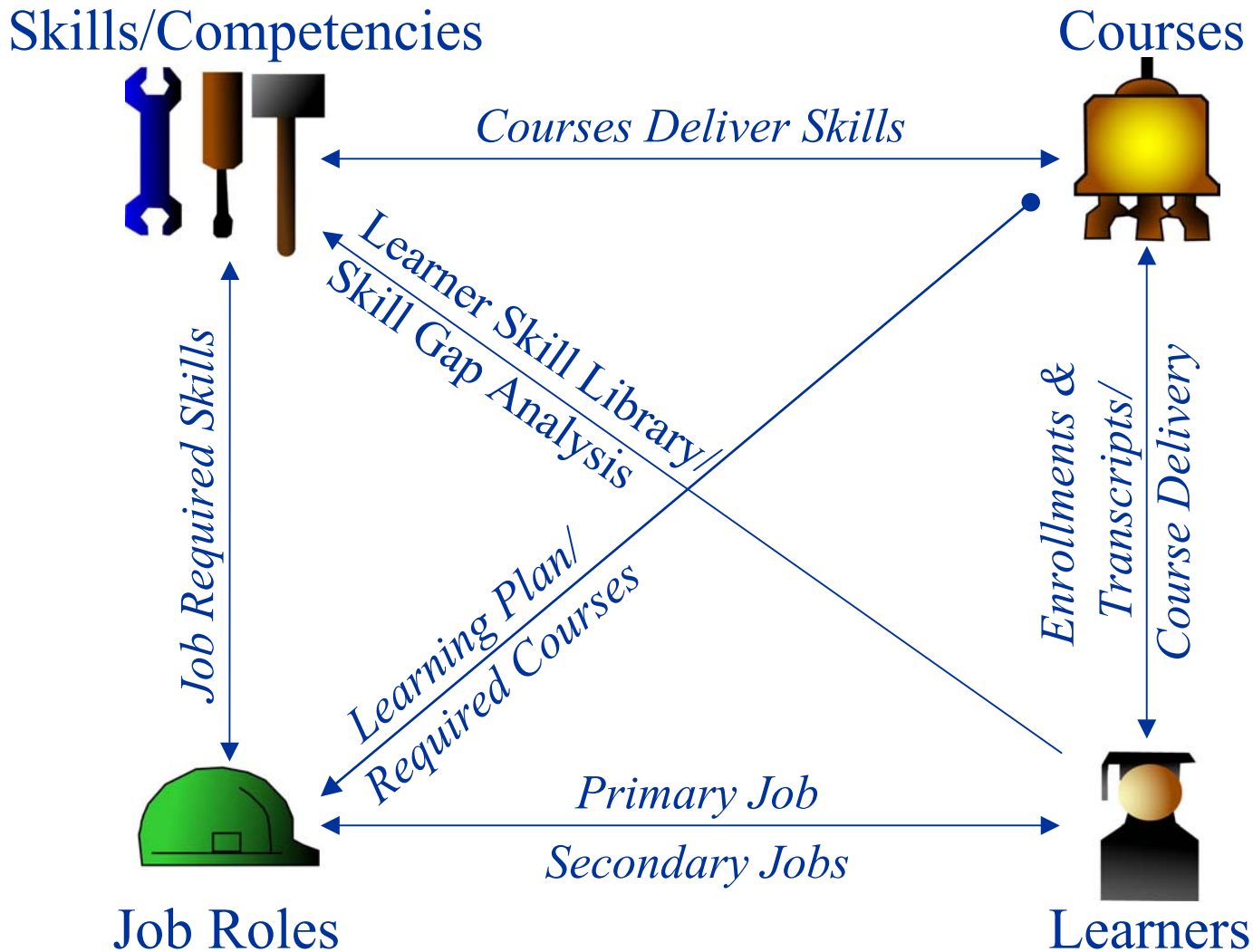
Align Learning with the BUSINESS

Department level

Line of business

Business Goals

1. Increase revenue of direct sales
2. Decrease production waste
…

-Right Workers
-Smarter Workers
-Efficiency/
 Competition
-Growth
-Innovation
-Achieve Goals
-Profit
-Value

Competencies

Metric & Period	
Current	x
Target	2x
Actual	1.5x

Correlations

Learning Objectives

1. When and where recycled components can be utilized
2. Precise calculations of material quantities
…

Own,
Build,
Buy

Curricula / Courses

1. Product ABC Composition
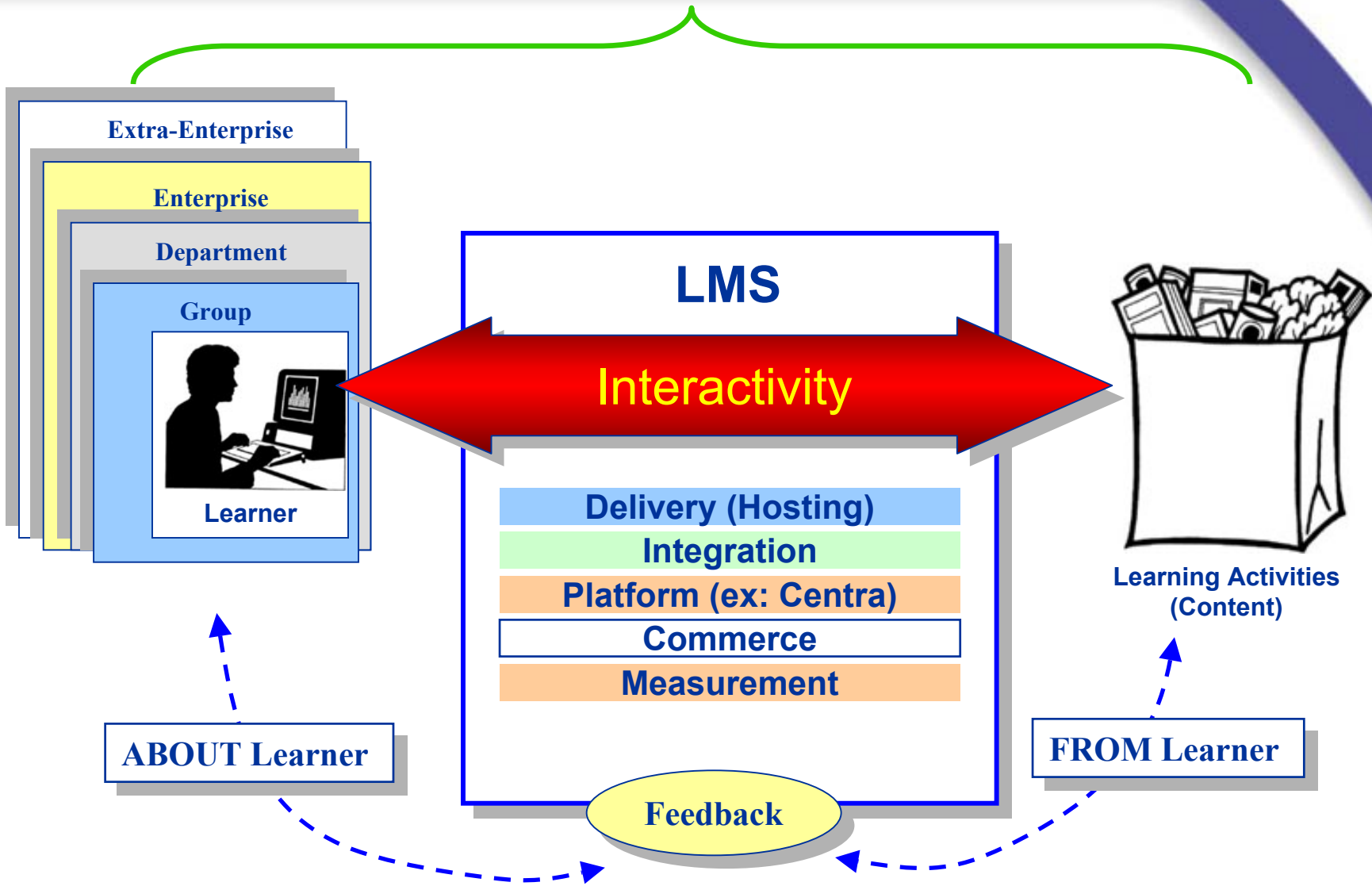2. Precision Measuring using Digital Weight Indicators
…

Jobs

INSERT LEARNING SYSTEM VALUE PROPOSITION HERE

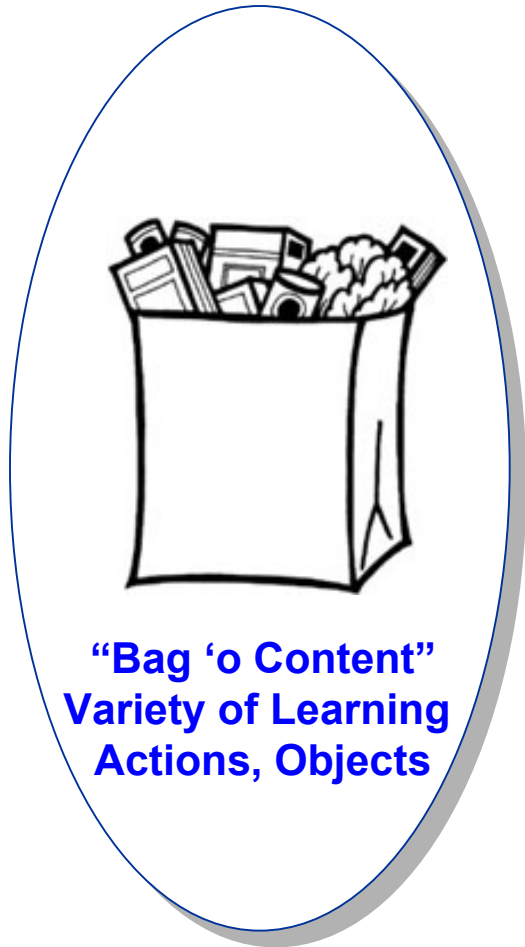Resources

Behavior Modification
(Skill, Competence, Performance)

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Extra-Enterprise

Enterprise

Department

Group

Learner

LMS

Interactivity

| Delivery (Hosting) |
| Integration |
| Platform (ex: Centra) |
| Commerce |
| Measurement |

Learning Activities (Content)

ABOUT Learner

FROM Learner

Feedback

What is "Content"?

"Bag 'o Content"
Variety of Learning
Actions, Objects

=

ONLINE - Synchronous	ONLINE - Asynchronous	CLASSROOM	PEER – TO - PEER

Books, Documents

Tools (ex: Authorware)

Custom

Off-The-Shelf

Shared Content?

Re-Usable Objects?

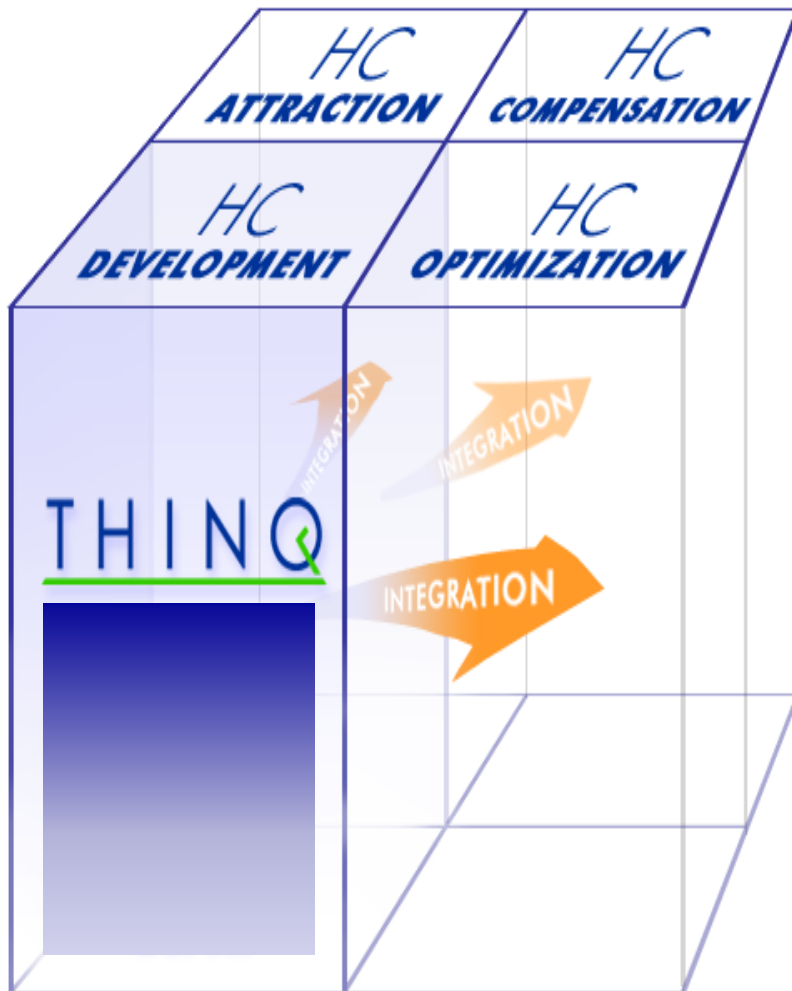Disconnected Learning?

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E-Learning Kung Fu: Think *BIG*

- If you are using e-learning just to solve old training administration challenges … you are missing the _grand_ opportunity!

- Create "Heroic" Learning
    - Make it Strategic
    - Rescue your Organization!

Human Capital Management

- People-centric

- Strategic

- 21st-century

- Scales knowledge

- Fragmented

- Value-chain focus (& outcome)

Agree on what's important

- Learning programs aligned with your Mission outcomes?

- A consolidated, streamlined procurement process?

- Efficient delivery of targeted learning to all employees?

- Successful implementation of your technology and content investments?

- Support to promote an effective learning culture?

What's important?

"We want to be sure our workforce has the most **up-to-date skills and knowledge they need** to invent and integrate highly technical systems for a very diverse customer base"
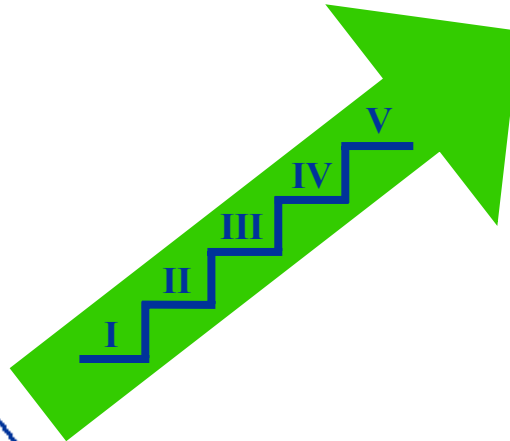
Dr. Candice Phelan
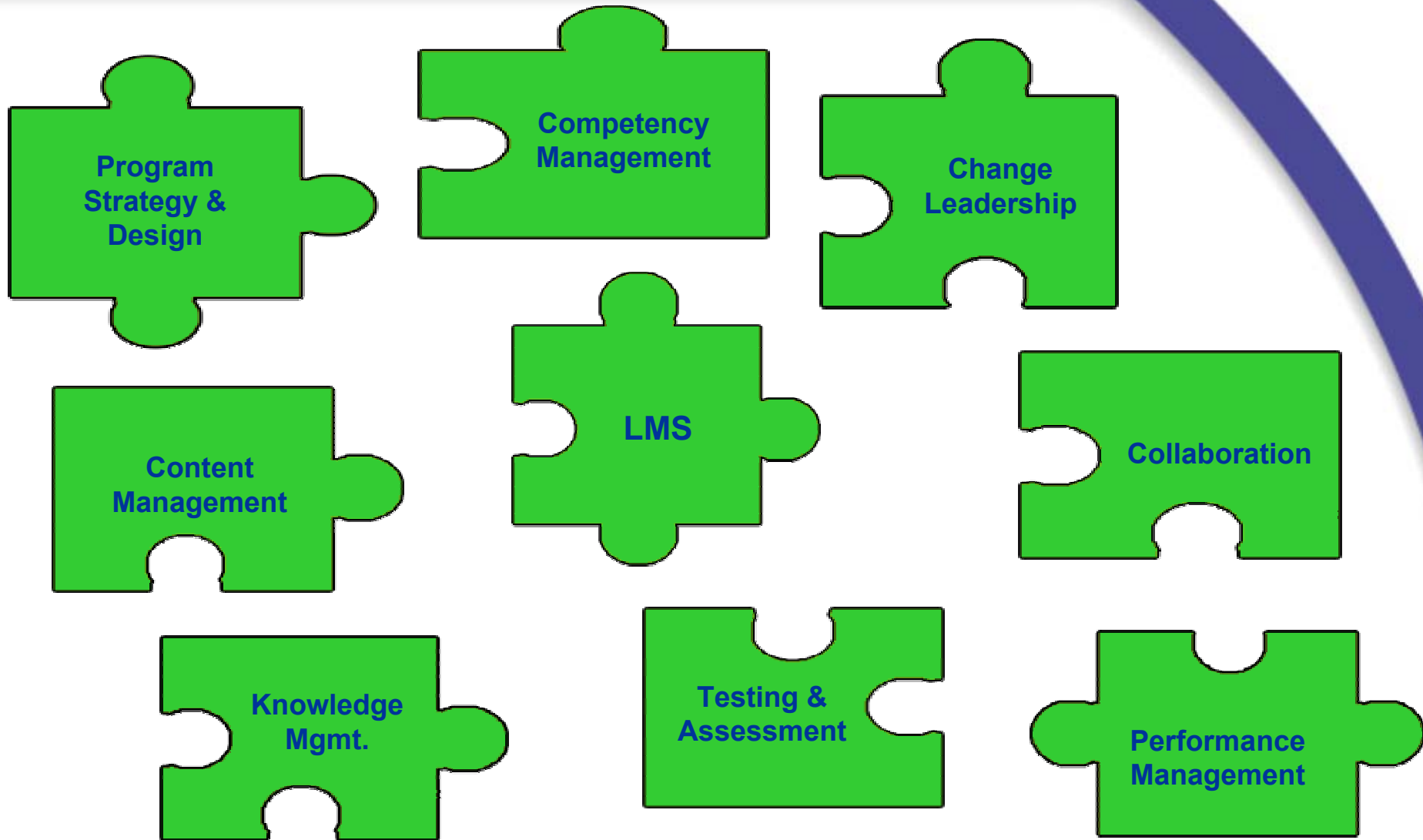**Director of Lockheed Martin Learning Services**

Learning & Performance Initiatives

Well-defined
Enterprise
Strategic
Results-based

V
IV
III
II
I

Informal

Departmental

Reactive

Unpredictable

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Technologies and related pieces

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Program Strategy & Design

Competency Management

Change Leadership

Content Management

LMS

Collaboration

Knowledge Mgmt.

Testing & Assessment

Performance Management

Bringing the pieces together:
Learning Management Maturity Model ™

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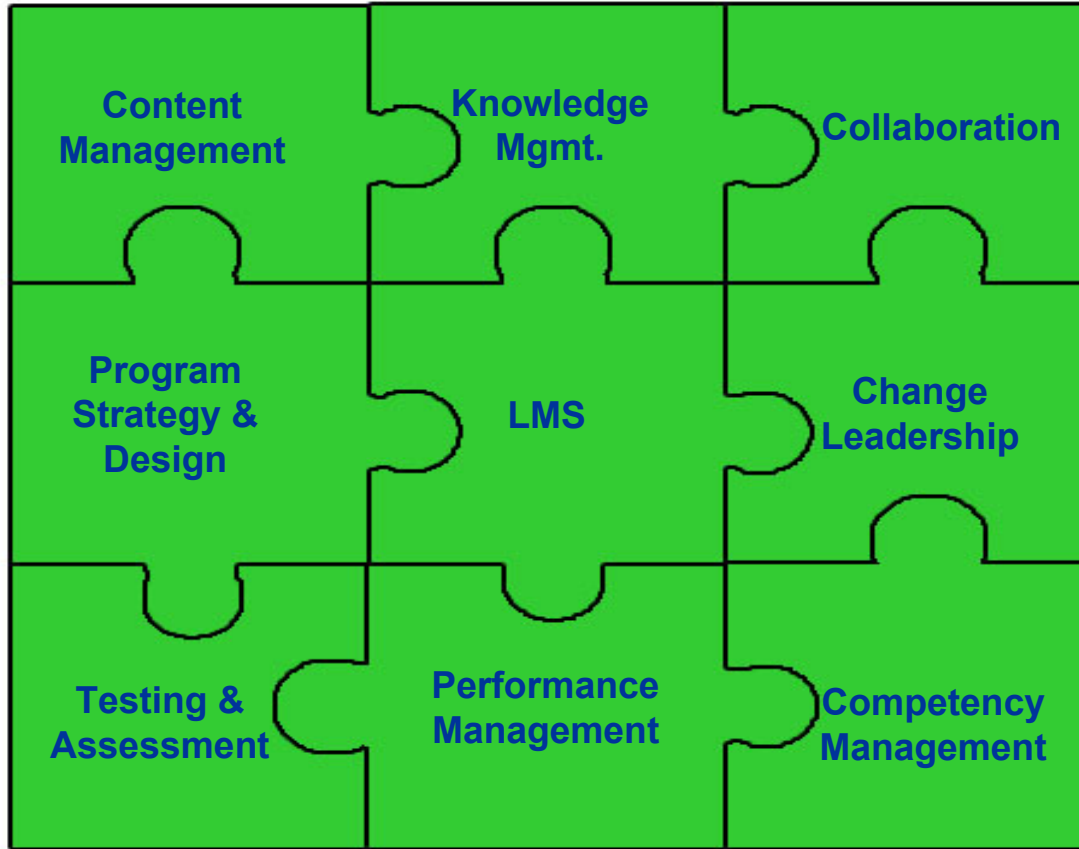
Corporate Strategy & Key Business Objectives

Content Management | Knowledge Mgmt. | Collaboration
Program Strategy & Design | LMS | Change Leadership
Testing & Assessment | Performance Management | Competency Management
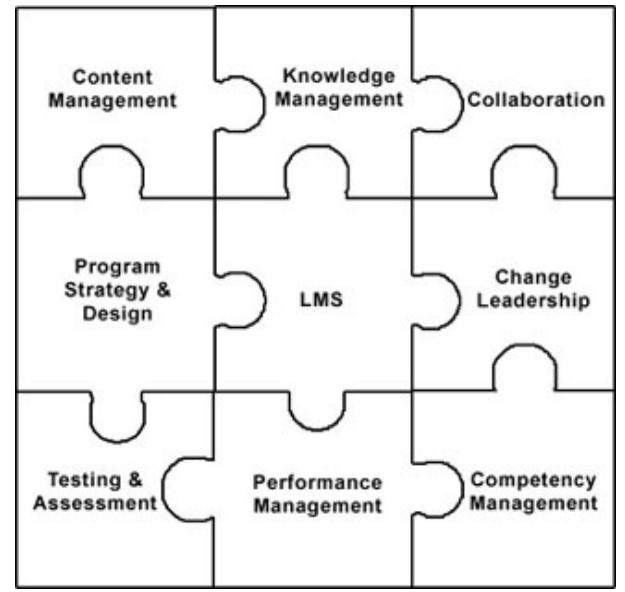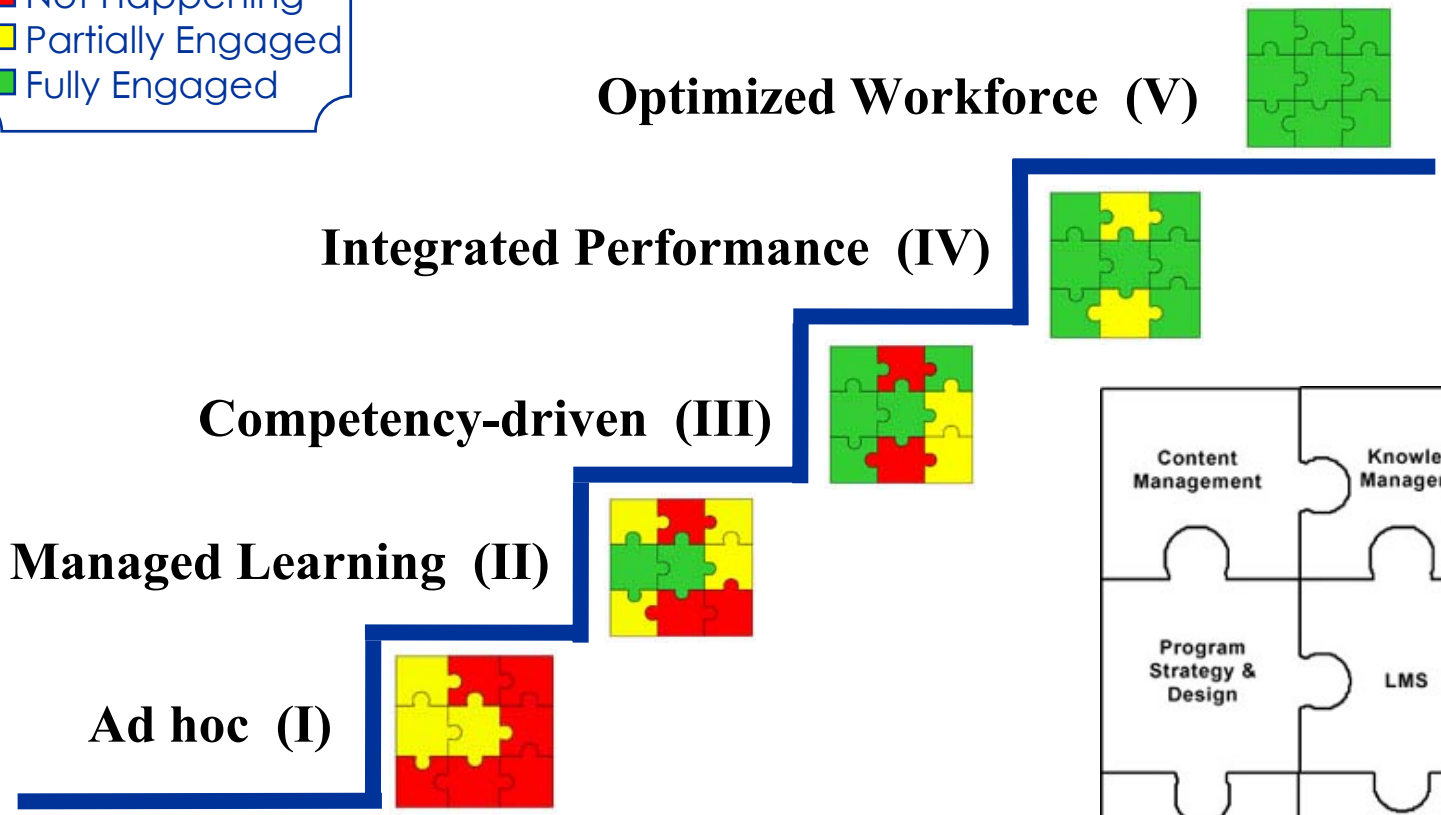
Extra-Enterprise

Staff

Customer

Distributors/ suppliers

Partners

Citizens / constituents

Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

LM3™: Stages of Technology Maturity

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Key
- Not Happening
- Partially Engaged
- Fully Engaged

Optimized Workforce (V)

Integrated Performance (IV)

Competency-driven (III)

Managed Learning (II)

Ad hoc (I)

Content Management	Knowledge Management	Collaboration
Program Strategy & Design	LMS	Change Leadership
Testing & Assessment	Performance Management	Competency Management

A View of E-Learning Consolidation: *Tomorrow*

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Knowledge Asset Management

Program Strategy & Design (Services)

Learning Management as Human Capital Development

Change Leadership (Services)

Performance Optimization
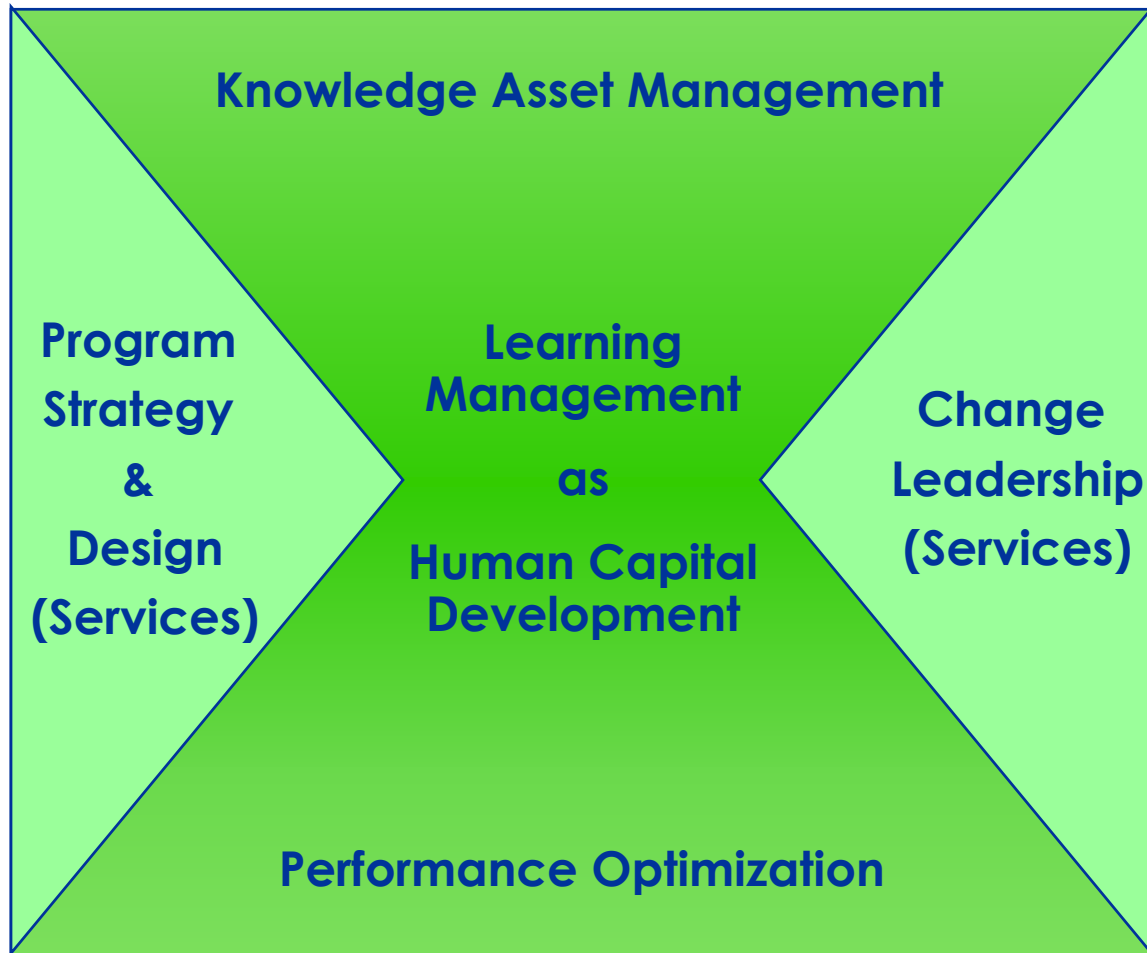
Progress Report: Key customers by stage

I	II	III	IV	V
HP				
Boeing				
CVS				
PwC Tax & Audit				
US Navy				
Grant Thornton				
Grad School, USDA				
Qwest				
Winn-Dixie				
USPS				
Lockheed Martin				

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Thought leaders on LM3

"LM3 describes where the Navy wants to go … the evolutionary path, defining the technology, processes, proficiencies, and relevancies at each stage."

William Dyas

President, Dyas Consulting

Former Branch Head, U.S. Department of Navy Chief of Naval Education and Training

Thought leaders on LM3

".. LM3 is a practical tool that can be used to level set expectations of companies … and to benchmark the efforts of those striving to become true learning enterprises."

Michael Brennan

Senior Analyst, IDC Learning Services

Info Nuggets?

- **Sell E-Learning value _today_**
    - **Pain Reduction vs. Altruism**
    - **After the Re-Org → "More with Less"**

- **Align Learning Agenda to Business Issues**
    - **Build LOB Allies**
    - **"Heroic" Learning – Save the Day!**

- **Learning ROI – Define, Measure, _Sell_**

- **_LM3_: Learning Evolution is a _Process_**

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Thank You

Questions ...
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