



NAVIGATING THE LEARNING

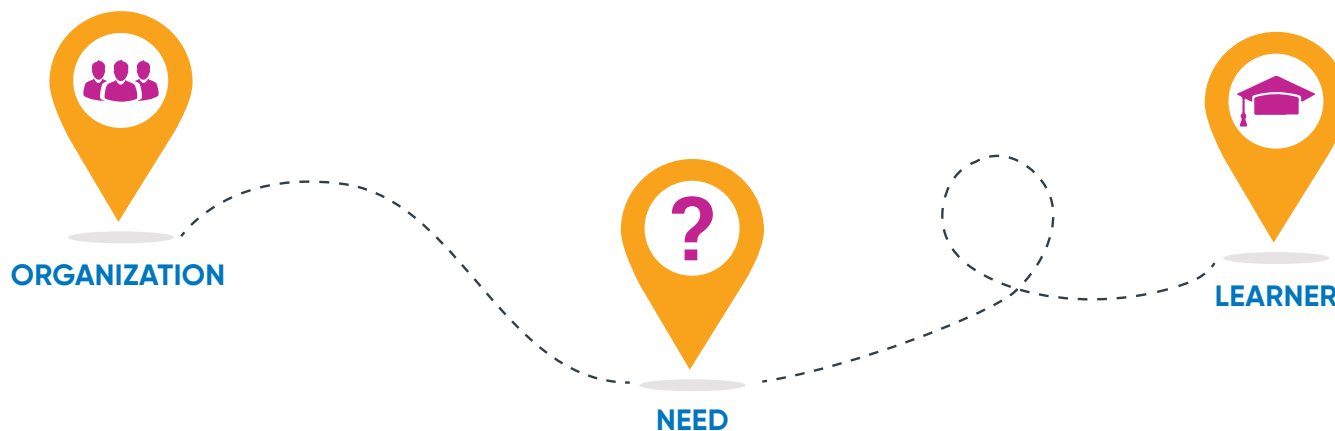
ECOSYSTEM



EXPLORE YOUR ECOSYSTEM

So your organization needs training. Now what? How do you decide what learning solution will work for your organization?

A good first step is to take a look at your environment – your learning ecosystem. Exploring the ecosystem and recognizing the signs will help you find a comprehensive solution that gives you the results you need.



TO DETERMINE THE RIGHT LEARNING SOLUTION, EXPLORE YOUR ORGANIZATION, NEED, AND LEARNER.

TAKE STOCK

Let's start with the foundation, your organization. Your learning strategy and solution must align with your organization's purpose and direction to impact KPIs and ultimately, return on investment (ROI). Closely examine your company's short and long term plans. Ideally, your learning strategy should be in lock step with your organization's strategy. You have to know your annual or long-term growth plans so the learning strategy – and the solutions you deliver – align and make an impact.

YOUR ORGANIZATIONAL CULTURE PLAYS A BIG ROLE IN DETERMINING YOUR LEARNING SOLUTION

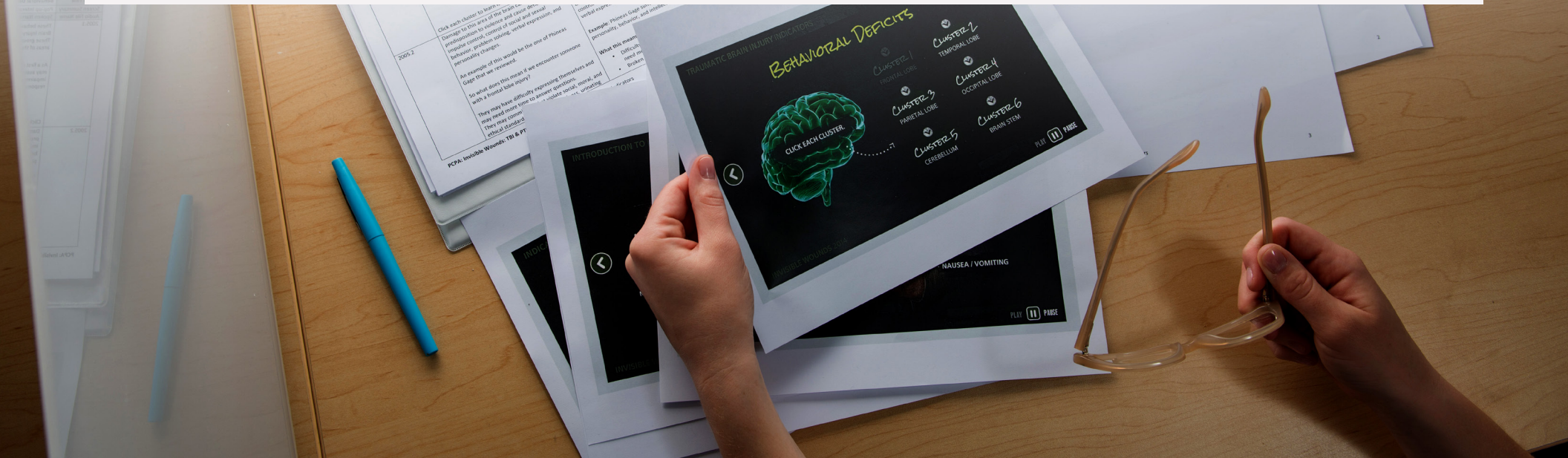
What's the attitude toward risk taking and innovation?

How much focus is placed on talent management – are there deliberate strategies for hiring, developing, and retaining talent?

Is training viewed as a means to an end or a core competency within your organization?

These are all factors in determining what learning solution you can successfully deploy.

Take stock of what exists today and what's already been done. Inspect the content you have to determine if it can be used or repackaged to minimize your costs. Talk to your SMEs, learn about your technology, and make sure you're clear on your infrastructure.





IDENTIFY THE DRIVER

There are three reasons why you have a training need:

NEW

Something or someone is new. You have new learners who need to be oriented to your organization. Rolling out a new process or new technology? You'll need to teach your learners about that new process, or teach them how to use that new machine. New product, new market, new regulations, new organizational structure. You get the picture. If it's new, it requires training.

GAP

You have identified a gap in expected performance versus actual performance. There are many factors (capacity, attitude, conditions, etc.) that create a gap. You've explored these factors and determined that the gap is due to a deficiency in skill or knowledge, which is why you need training.

COMPLIANCE

You want to ensure your learners are adhering to the overarching goals of your organization, adhering to its values, and complying with government regulations.

The reason for your need is a big driver in how you train your learners. When training for something new, think funnel. Start with the big picture, company-level information and then move to department level and then to job-specific content. Closing the gap between expected and actual can be as simple as providing performance support tools or small, bite-sized eLearning modules. For compliance training, focus on real-world scenarios and application. Remember, the need is just one of the factors to examine: Your organization and learner mix help determine the right solution.



**WHAT'S DRIVING
YOUR NEED?**

KNOW YOUR LEARNER

What do you know about your learner?

For many of you, your learners are your employees, but a good number of you have the learners outside of your organization – suppliers, members, distributors, customers. This extended enterprise – those outside your organization – is part of your learning ecosystem. In many situations, training these learners can give your organization a competitive advantage.

It's critical that you find out as much as you can about your target audience to help you select the right learning solution. Look at these two categories of learner characteristics:

OVERT CHARACTERISTICS

THESE ARE EASILY IDENTIFIABLE :

Generation	Gender
Age	Language
Education Level	Geography
Job Role	



COVERT CHARACTERISTICS

YOU'RE GOING TO HAVE TO DIG FOR THESE:

Motivation	Values
Learning Style	Culture
Intelligence	Prior Knowledge
Personality	

It may feel like a lot of work to collect this information, but it can help ensure an effective learning solution. Think of it like a doctor diagnosing her patient. She cannot make a diagnosis and prescribe medicine until she knows as much as she can about her patient.

Not only is identifying learner characteristics important, so is identifying the “real world” application whenever possible. How will learners use the information in their day-to-day jobs? How much support they can expect to receive?

AT A CROSSROADS

You've taken a hard look at your organization, your learner, and the need. Now you're at a crucial point – you've arrived at a crossroads.

Before you can determine the right solution, you must consider three more factors: budget, time, and resources. Training can make an impact on your organization's KPI's, but constraints on company budget, a learner's time, and a trainer's availability limit your ability to offer a comprehensive solution.



BUDGET

Developing effective training costs money. Just like any other project in your company's portfolio, training requires funding. Make sure you have a clear picture of what that budget is and what it costs to develop training internally or externally.



TIME

Taking learners away from their jobs can have a real financial impact on your business. Therefore, the training must be relevant and applicable. Make sure you understand how your delivery solution will impact productivity. Offer creative, unique options to mitigate the impact.



RESOURCES

Training takes time. Having trainers in the classroom takes away from their ability to develop eLearning, and developing eLearning limits your trainers' time in a classroom. Look for options, and take advantage of what technology and other companies have to offer. Do your research and explore.

LOOK AT AVAILABLE ROUTES

Which way should you go for delivery?

Studying your organization, need, and learner as well as the 3 critical factors – budget, time, and resources – should open your eyes to your learning ecosystem. Now that you have a better understanding of how these drivers impact your selection of a solution, look at the available routes for delivering learning:

INSTRUCTOR-LED TRAINING Training led by an instructor and conducted in a “brick and mortar” setting

- Use when face-to-face practice is a critical element for learning
- Good for developing higher-order thinking skills and stimulation of interpersonal exchanges
- Expensive, hard to schedule, and temporary, unless learner can practice

VIRTUAL CLASSROOM Training characterized by the separation of the learner and the instructor

- Use for geographically dispersed and diverse audiences
- Minimizes travel costs and time away from the job
- Can accommodate large numbers of learners
- Must have technology to support it
- Need an instructor skilled in designing and developing for this medium

eLEARNING Umbrella term used to describe a variety of methods to deliver technology-enabled training

- Cost effective – higher development costs, but implementation cheaper (*more trained more often, no travel costs, and less of an impact to productivity*)
- Consistent – Your best SME on their best day!
- Use for rote skills, prerequisite material
- Incorporate video, animation, games, or simulations to take it up a notch
- Make sure your infrastructure can support the bandwidth and other technology needs

BLENDED A designed combination of delivery options (*eLearning, ILT, performance support, etc.*)

- Delivers on learning and performance
- Higher interaction and satisfaction
- Optimizes resources
- Technology considerations
- Typically requires a communication and marketing plan before deployment

LOOK AT AVAILABLE ROUTES (CONT.)

PERFORMANCE SUPPORT A paper or electronic tool used to deliver learning at the moment of need

- Brings learner up to speed quickly with minimal support from others
- Reduces training and supports learning
- Use for tasks that are low frequency, highly complex, have a high probability of change, or a high consequence for error
- Support can be accessed within the context of the job (*no need to stop and access learning in a different location*)
- Cost effective

VIDEO AND ANIMATION Techniques used in eLearning to engage and motivate the learner

- Grab the learner's attention immediately
- Animations good for short, crisp, and informal content
- Animations great for breaking down complex processes
- Use videos or animations for impactful demos or to convey emotion
- Sets your learning apart
- Video not easy to create on your own – need good actors, settings, lighting, and audio

GAMES AND SIMULATIONS Learning through game-based mechanics and real-life scenarios

- Allow for instant feedback and repetition
- Learners can gain valuable experience in a short time
- Promotes problem-solving and practice
- Increases engagement and motivation
- With a simulation, learning is highly transferrable

MOBILE Training designed specifically for tablets or phones

- Use to reach mobile learners and have it fit within the context of their jobs
- Knowledge of the different devices is a must – smartphones have different requirements than tablets and therefore different design considerations
- Great for shortened, condensed nuggets of information
- Good option as a performance support tool
- Keep it simple!

SOCIAL AND INFORMAL Learning by observing or interacting with others

- Frees learners from the limits of time and place
- Learners take responsibility for their own learning
- Requires a strategy – learning doesn't just happen
- Requires a culture shift
- Quantify it so it counts!

NAVIGATING YOUR LEARNING ECOSYSTEM

YOU ARE UNIQUE.

Your learning ecosystem is the combination of your organization, learners and need jointly guiding you to the training solution and delivery methods. Budget, time and resources are critical factors you must examine along the way.

Learning ecosystems are not static. They are continually evolving and changing, but you can determine the right solution by carefully navigating your learning ecosystem – recognizing where you are, where you need to be, and what resources you have to help you get there.

No two learning ecosystems are alike because no two organizations are alike. You are unique and therefore your solution will be too.

Navigating your ecosystem will make all the difference in the results you see.



NAVIGATING THE LEARNING ECOSYSTEM





READY TO NAVIGATE YOUR LEARNING ECOSYSTEM?

Give it a try by following the route laid out in this ebook. If you would like to speak with us about your ecosystem, email us at newbiz@dvinci.com.

ABOUT d'Vinci Interactive

With over 30 years of experience working with a wide variety of industries and job functions, we know how to create learning experiences that achieve results. We support clients with strategy and planning and end-to-end services for custom eLearning, microlearning, instructor-led training, video & animation, performance support tools, and more.

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