Beyond E-Learning

New Approaches to Managing and Delivering Organizational Knowledge

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Greetings from Hillsborough, New Jersey, U.S.A.

Bio

Dr. Marc J. Rosenberg is a leading management consultant, speaker and educator in the fields of training, organizational learning, e-learning, knowledge management and performance improvement. Marc helps client define and focus their learning and e-learning strategy. He is the author of the best-selling book, *E-Learning: Strategies for Delivering Knowledge in the Digital Age* (McGraw-Hill), and his new book will be published by Pfeiffer in November, 2005. Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI. Dr. Rosenberg has spoken at The White House, keynoted numerous professional and business conferences, authored more than 40 articles in the field, and is a frequently quoted expert in major business and trade publications. More information about Marc is available at www.marcrosenberg.com.
To move beyond e-learning as we know it, we must change the conversation...

Blended learning!
We need to buy an LMS!
E-learning is a lot of B.S. Besides, I hear it doesn’t work!
A catalog of online courses—something for everyone!
What’s e-learning?
Not our job!

How can we employ e-learning?

OK, I think I’ll try another question.

Training Director

To make e-learning work, you have to think differently and ask different questions.

...to a focus on the business

Reach employees faster!
Respond quicker to the marketplace!
Shorten training time to improve productivity!
Promote collaboration and knowledge sharing!

Get people to competence faster!

Better! Now, how do we get there?

Integrate our technology into the corporate work platform!
Customer e-learning!
Improve employee satisfaction and retention!

Partner and supplier e-learning!

To make e-learning work, you have to think differently and ask different questions.
“Learning is a much more complicated phenomenon than can ever be limited to a classroom. In organizational learning efforts, the confusion of learning and training is fatal.”

Peter Senge

1. If “e-learning” was the same as “e-training,” it would be called e-training. But it is too important to be limited solely to instructional solutions.

   **...Beyond e-training**

2. Training works, but if training were the only way to learn, everyone would be “in class” all day, every day.

   **...Beyond the classroom**

3. When great learning comes up against a bad organizational culture, the culture wins every time.

   **...Beyond learning**
Looking beyond what we have always done

The Smart Enterprise

A high performance organization that allows knowledge to grow and flow freely across departmental, geographic or hierarchical boundaries, where it is shared and made actionable for the use and benefit of all.

It is way beyond e-learning!

Looking beyond what we have always done

Smart Enterprise Framework

Change Management and Communications

Performance Environment (Tools, Resources, Motivation, Incentives, Processes, Talent Management, etc.)

Learning and Performance Leadership

Learning and Performance Architecture
**Performance Improvement**

- **Talent Management** (Recruitment, Selection, Advancement)
  - Individual Capacity
  - Organizational Fit
  - Quality of Talent Pool

- **Motivation and Incentives**
  - Negative or Low Incentive
  - Incentive Not Performance Based
  - Poor Performance Rewarded
  - Fear of Failure or Punishment

- **Environment and Resources**
  - Not Enough People, Money, Tools, Time
  - Organizational, Job & Ergonomic Issues

- **Skills, Knowledge, and Information**
  - Who, What, When, Where, How, Why
  - No Performance Standards
  - No Feedback

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**Pick the right sponsor**

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**Types of Sponsors**

- **Spectators**
  - Enthusiastic – wants to succeed
  - But...
  - Sits on the sidelines and waits for something to happen
  - No personal commitment
  - Approach: Most likely to commit (jump on bandwagon) after seeing others be successful – use success stories

- **Walking Dead**
  - Totally non-supportive or doesn’t care
  - Laggard or luddite
  - Will only “come around” if forced or sees self-interest
  - Most likely a waste of time (for now)
  - Approach: Avoid if possible – too much effort and too high of a risk

- **Players**
  - Provides sponsorship
  - Sees business linkage
  - Will invest resources
  - Personally vigilant and involved
  - Preference for progress
  - Approach: Work with these groups first, even if small, to build success stories

- **Obstructionists**
  - May want to succeed, but only on their terms
  - Or...
  - May actually not want to succeed but needs to show activity
  - Will continue to put barriers in the way
  - Approach: Use allies to remove barriers; use success stories to educate/convince

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**From learning to performance**

- **Creative Learning**
  - Knowledge acquisition
  - Web-based learning
  - Virtual lab experience

- **Training**
  - Skills application
  - Hands-on activity
  - Exposure to physical workplace

- **Performance**
  - Application on the job
  - On-line support
  - Continuous improvement
From “flavor of the month” to genuine acceptance

Three Elements of Change

1. Establish Environment
2. Enable High Performance
3. Sustain Workforce Commitment

Business Results

Nine Factors that ensure the success of change

1. Balance change management, marketing and communication.
2. Set proper expectations and incentives.
3. Build support at all levels, including the front-line.
4. Implement change management before the change itself.
5. Commit to sustain the change long after initial deployment.
6. Early adopters may not be your most important audience.
7. Understand resistance and inability to change -- they are different.
8. Recognize that implementation is not behavior change.
9. Think big, start small, scale fast.

“If we don’t change our direction, we’ll end up exactly where we are headed.”
Ancient Proverb

The power of knowledge management

A broad array of information can be put online…

- Product knowledge
- R&D
- Installation, care, use
- Customer service, troubleshooting
- New product updates
- Training
- Support for transaction systems

- Product knowledge, installation, care, use, service, troubleshooting
- Recommend resources
- Consistent corporate messages
- Policy and procedures
- Field support
- Best practices
- Competitive intelligence

...and then synchronized
The power of collaboration

- Similar work processes, goals, customers, responsibilities, interests and needs.
- Similar preferences for the way content is structured.
- Job roles that require similar task support.

The power of expertise

Where's Waldo, The Expert?
The power of expertise

Advice Seekers

- Marketing Questions
- Technical Questions
- Sales Questions
- Manufacturing Questions
- HR Questions

Experts

Vendors
Marketing
Manufacturing
Information Technology
Product Development
Public Relations
Help Desks
Training

Finance

The power of expertise

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Public Relations
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Training

Finance
A “course centric” view of knowledge

You want to learn about Java programming...

A “knowledge centric” view of knowledge

You want to learn about Java programming...
Sometimes, simple work is not so simple – what would you do?

You want to change the marital status of a single employee in PeopleSoft

In the PeopleSoft ERP system the knowledge worker is faced with mentally mapping the business rules to the navigation flow, with no explicit support.


A new framework for e-learning learning

A systematic integration of approaches (electronic and non-electronic) that facilitate both formal and informal workplace learning and support, and, ultimately, improved human performance.
Our world is fundamentally changing...

Old Paradigm
- The instructor is viewed as the center of all knowledge.
- The classroom is seen as the place where all knowledge disseminates.
- The course is viewed as the preferred format for learning.

New Paradigm
- The employee/learner is viewed as a knowledge seeker, with constantly changing learning needs and time frames.
- Online and offline services enable greater access to the total set of knowledge and performance resources.

...but are we?

The Challenge
- Training is limited in what it can do.
- Technology is offering us many more opportunities to learn faster, better, cheaper.
- We limit our impact by limiting ourselves to training solutions.
- No one will wait for us to come around.

“If we always do what we’ve always done, we’ll always get what we’ve always gotten.” (proverb)
Moving from the classroom to the workplace

Work Environment

Work vs. Learning Gap

Scheduled
Anytime, Special Place
Anytime, Anywhere

Job-Related
Job Performance
Personal Coaching

Knowledge Management
Performance Support

Classroom Course
Online Training

Focus on workflow learning

Weak alignment of work and learning

Greater alignment of work and learning

Knowledge Management, Performance Support, Coaching, etc.
(in addition to online training)
### How will the training organization change?

The training organization itself will fundamentally change

- New, non-training *structure*
  - Corporate U: RIP
  - Virtual, multi-year view

- New, non-training *partnerships*
  - Take an IT manager to lunch
  - Outsourcing and "off-shoring"

- New, non-training *metrics*
  - What does the business want?
  - Even learning may not be enough

- New, non-training *skills*
  - Information design, software development
  - Knowledge management, change management, program management

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### What’s the role of technology?

Technology helps build a learning culture by:

- Keeping everyone informed and involved
- Enabling everyone to learn faster
- Enabling personalization
- Supporting knowledge sharing
- Creating institutional memory

But technology alone is not enough:

- It is a tool, not a strategy
- It cannot, by itself build a learning culture
- If used poorly, it can actually defeat a learning culture
How do you build value?

Value chain for learning and e-learning

Value chain for learning and e-learning

Learning and Performance Requirements

Quality and Precision of Learning Tools

Deliver Learning Tools When and Where Needed

Organizational Support for Learning

Business Strategy

Learning Strategy

Access Strategy (Technology)

Leadership

Learning Culture

Learning Value

Individual and Organizational Performance Improvement

Business Transformation!

Or is it this?

Smart Enterprise Framework

Learning and Performance Architecture

Change Management and Communications

E-Learning

Information Repositories

Communities & Networks

Experts & Expertise

Knowledge Management

Performance Support

Mentors & Coaches

Informal Workplace Settings

Formal Learning Settings

Classroom Training

Online Training

Workplace Learning and Support (Knowledge and Support Solutions)

Supporting the worker, from the classroom to the workplace, and creating the right culture and environment for high performance.

Or is it this?
Thank You!

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“The best way to predict the future is to invent it.”
- Alan Kay