elearning Best Practices

Marie Short, *Learning Strategist*
December 2014

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Agenda

- Building Blocks for Success
- Account Health Score
- Trends and Best Practices
- Marketing
- Case Study

Strategic Implementation

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Best Practice Building Blocks

Learning Culture

Engagement

- Value objectives defined upfront with stakeholder buy-in
- Annual success criteria is defined in order to deliver progress toward the value objectives

Alignment

- Learning solutions aligned to enable value objectives
- Context is key (right people, right content, right time)

Adoption

- Communicate how learner performance contributes to organizational objectives
- Accessibility and visibility are vital

Value

- Demonstrate impact against the value objectives
- Outcomes are optimized through the quality of engagement, alignment and adoption efforts

Learning Consultant

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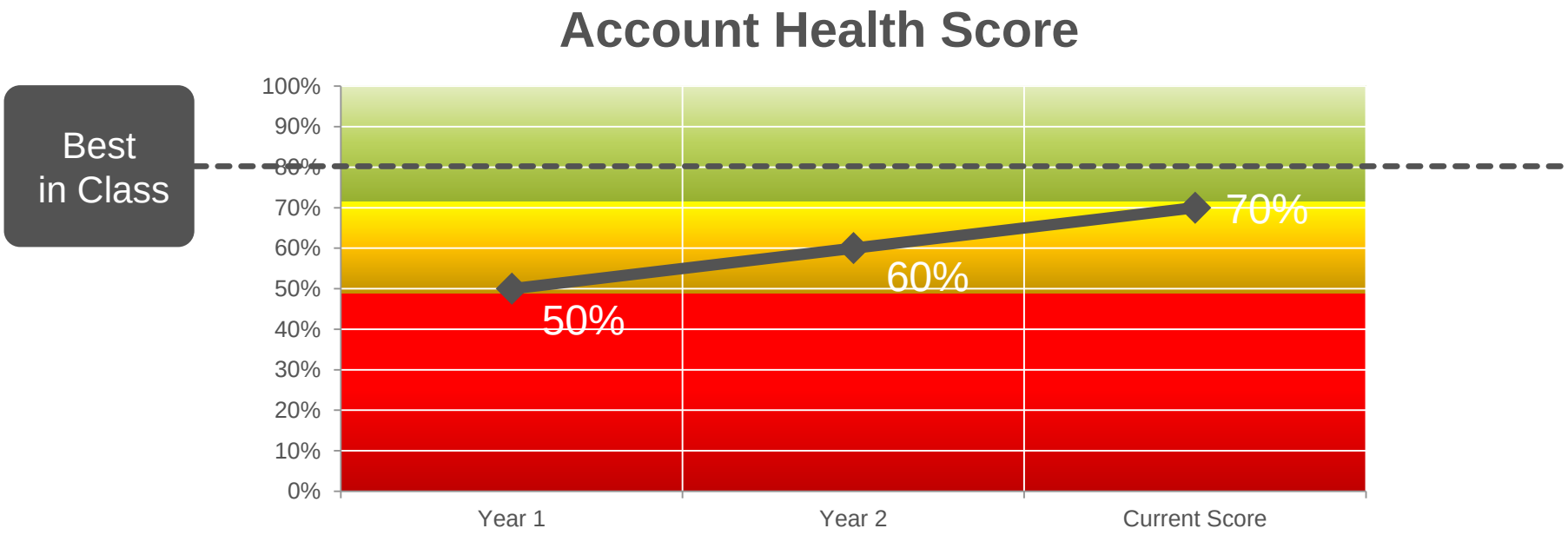
[Click here to view HR.com webinar on the Building Blocks]

Learning Program Health Score Trending



Learning Consultant Evaluates Quarterly

Minimum Target is 70%

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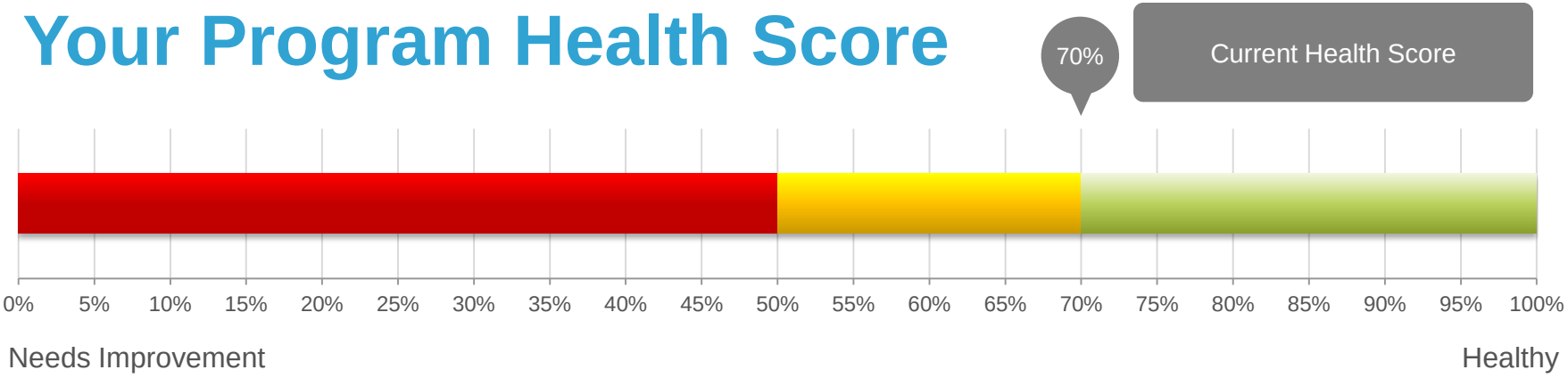
Your Program Health Score



Factors Influencing Program Health Score	
Engagement	• Sufficient internal management of the program with regular engagement with Skillsoft • Strong success criteria that has meaningful value to the organization • Stakeholder engagement
Alignment	• Content aligned to business initiatives
Adoption	• Regular marketing and communication • License consumption / adoption • Implementing Integrations: (SSO; using Skillport as Hybrid solution)
Value	• Strategy to measure program (Impact Analysis; ROI, etc.) • Minimum target score is 70%

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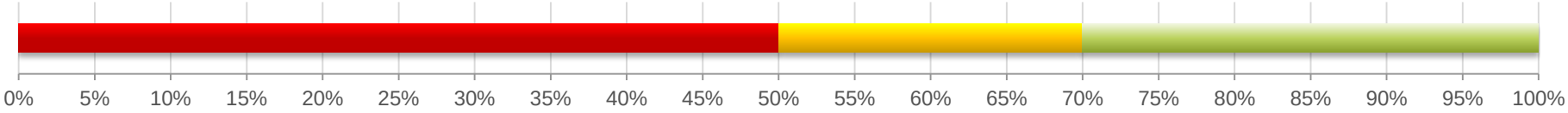

What we are doing well:

- Regular bi-monthly meetings with Skillsoft
- Sufficient resources to manage program

Areas to further optimize:

- Lack of executive/stakeholder sponsorship
- Success criteria not defined
- Goals & objectives not clear
- Execution is weak

Best-In-Class have Executive/Management Sponsorship

- 84% manage programs with executive support
- 93% with executive support have goals or success criteria in place
- 87% commit internal resources

Case Studies

- Ingersoll Rand

Video Testimonies

- Distinct Edge Group
- Chesapeake Energy Corp
- Navigant Consulting
- USO

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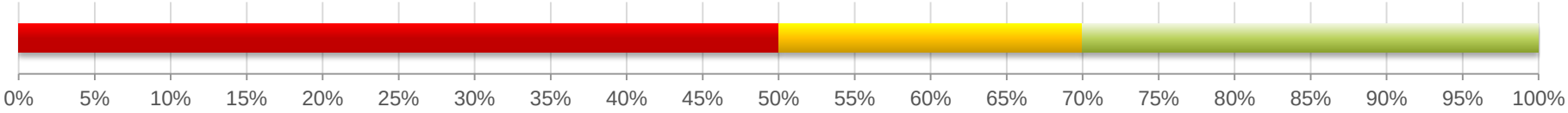

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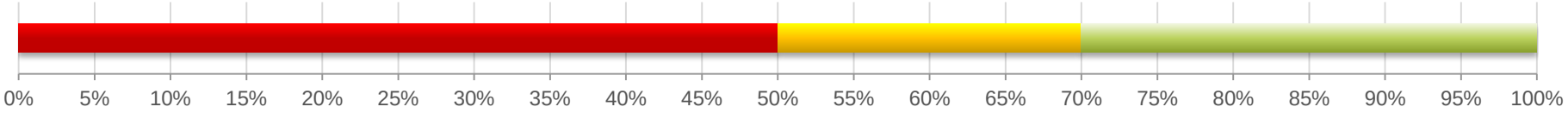

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What are we doing well:

- Executive and Stakeholder engagement and sponsorship
- Strong goals and objectives
- Strong success criteria with meaningful value to the organization
- Measurement strategy driven by Executive stakeholders

Areas to further optimize:

- Leverage Learning Growth Model to move to stage 4-5
- Work with business units to identify new alignment opportunities

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Best Practices to Optimize Engagement

- Executive/Management Sponsorship and engagement
- Strong success criteria that has meaningful value to the organization
- Defined goals and objectives
- Regular recurring meetings with Skillsoft (driven by a plan)
- Sufficient internal management of the program with regular engagement with Skillsoft
- Commitment to a measurement strategy

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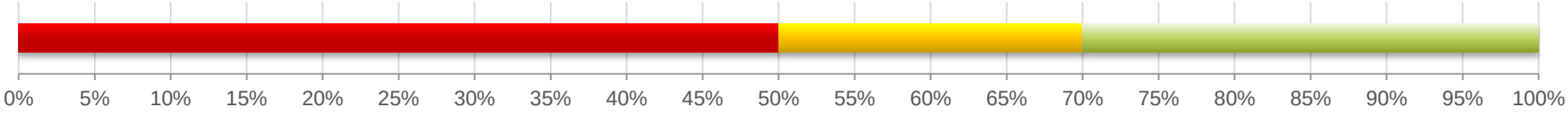

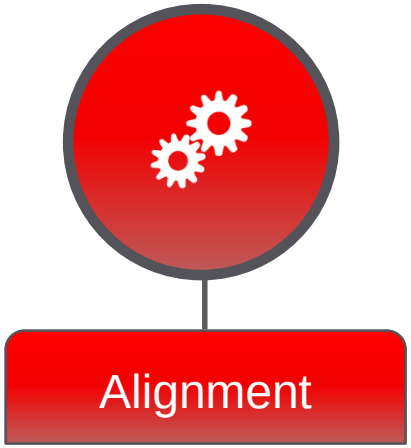

What we are doing well:

- Preparing for a needs analysis
- Establishing relationship with business and functional leads

Areas to further optimize:

- Learning is an adhoc event
- Weak relationships to the business leads
- Alignment not aligned to initiatives
- Content has not been refreshed
- Learning not aligned to performance appraisals

Best-In-Class have Alignment to Initiatives / Goals

- 85% align content to initiatives
- 77% of programs aligned to initiatives are actively marketing

Case Studies

- T-sys
- TELUS
- ADP

Video Testimonies

- Micron
- Multichoice
- First Data

Thought Leadership

- A Set of Best Practices for Targeting and Aligning Whitepaper

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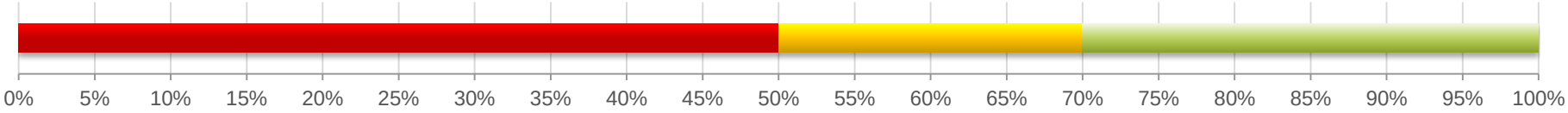

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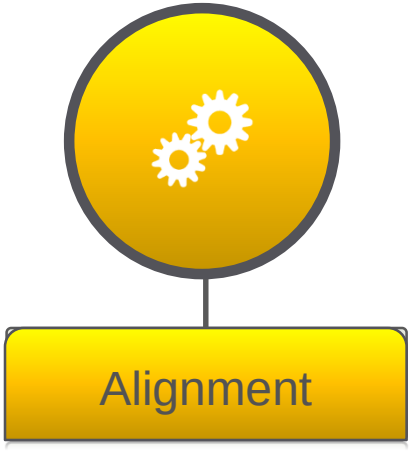

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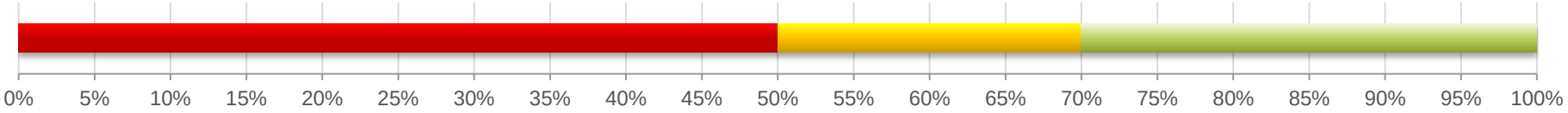

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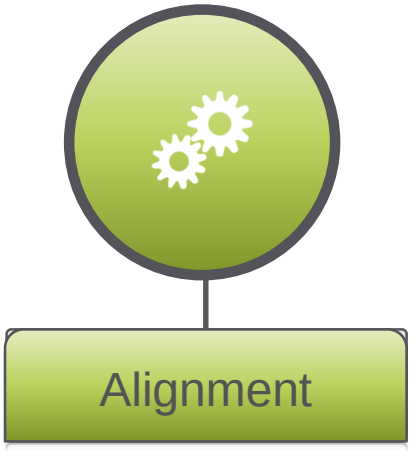
What we are doing well:

- Aligned to various strategic initiatives
- Regular strategic meeting to identify learning opportunities
- Global learning team exists
- Learning tied to performance appraisals
- Annual library maintenance occurring



Areas to further optimize:

- Consider forming a global learning council
- Leverage Learning Growth Model to determine actions to move from stage 4-5

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Best Practices to Optimize Alignment

- Process is in place to consistently re-evaluate changes to business strategies and priorities
- Content is aligned to organization priorities; values; functions; business initiatives, etc.)
- Learning is linked to performance appraisals
- Skillsoft resources are blended into internally-developed programs
- Alignment to other frameworks (i.e.: 70/20/10 or 3-33)
- Library maintenance is performed regularly

Click here to view Alignment within the context of the Learning Growth Model

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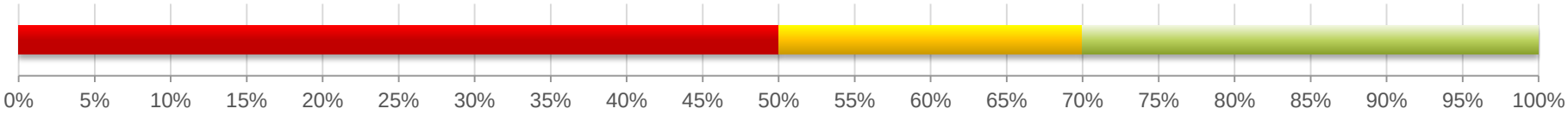

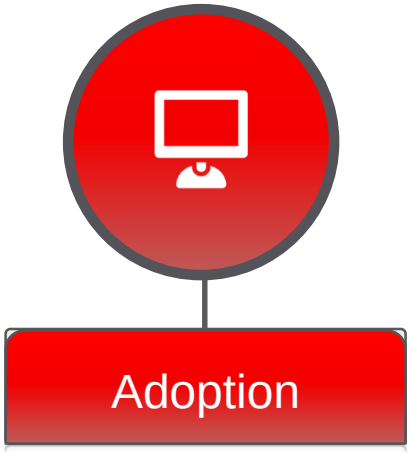

What we are doing well:

- Regular communication to target audiences
- Skillport being considered as hybrid solution
- SSO under consideration

Areas to further optimize:

- A solution swap may need to be considered
- Regular marketing to all target audiences
- SSO/SAML
- Use of deep links
- Improve user experience

Best-In-Class have Ongoing Marketing and Promotion

- 87% of customers with active marketing dedicate internal resources focused on marketing
- Use SAML or SSO

Case Studies

- Capital Blue Cross
- Active Network
- Tata Consultancy Services

Video Testimonies

- Kleinfelder
- CGI
- KnowledgeAdvisors

Thought Leadership

- Five Calls to Make When Developing a Mobile Strategy White paper
- Usage, What can I Expect white paper

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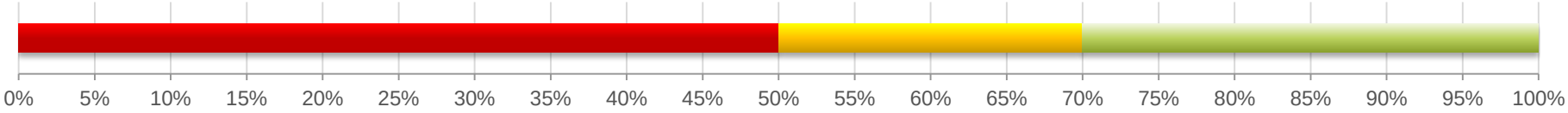

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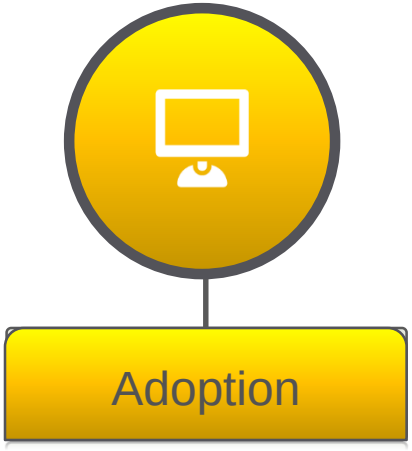

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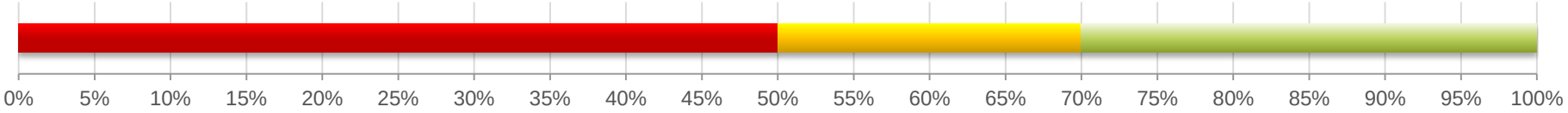

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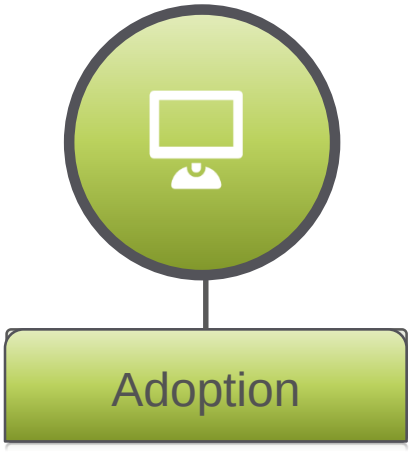
- Usage, What can I Expect white paper

What we are doing well:

- License utilization high (85%)
- Targeted marketing to defined audiences in place
- Actively communicating program to users
- Utilizing deep links for better user accessibility
- Portals in place / deep links



Areas to further optimize:

- Skillport 8 being leveraged as a learning interface for improved accessibility to specific programs
- Services resources in place to better manage programs

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Best Practices to Optimize Adoption

- Continuous learning is part of the business culture
- Regular marketing and communication in place to target audiences
- A positive user experience is provided, including:
  - Appealing, intuitive learning interface
  - Easy search method
  - SSO (seamless sign-on)
  - Learning weaved into workflow (through portals, email, and other methods)
- System integrations are implemented to enhance ease of access (HRIS, Talent Management)

Click here to view Adoption within the context of the Learning Growth Model

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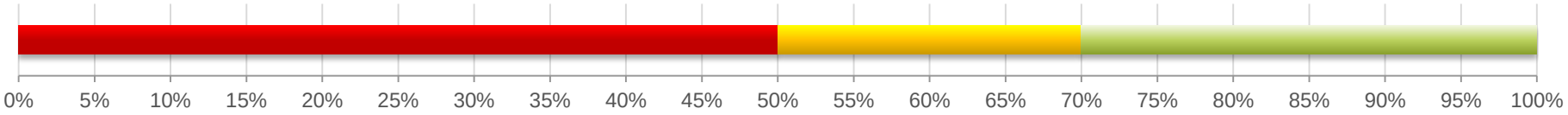

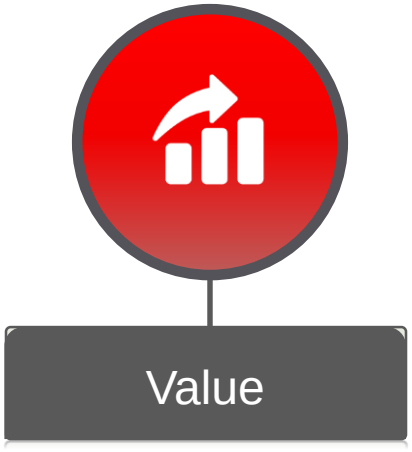

Areas to further optimize:

- Based on our experience with other client programs, value is present but yet to be quantified
- Measurement plan and/or resources are absent
- Value has not been conveyed to key stakeholders nor end-users

Thought Leadership

- Establishing Value-Based Measures of Success Webinar
- Challenging the Status Quo with a Smarter Answer to the Talent Crisis white paper

Case Studies

- Global Restaurant Franchise ROI Study
- Sprint
- PGA

Video Testimonies

- Hitachi Consulting
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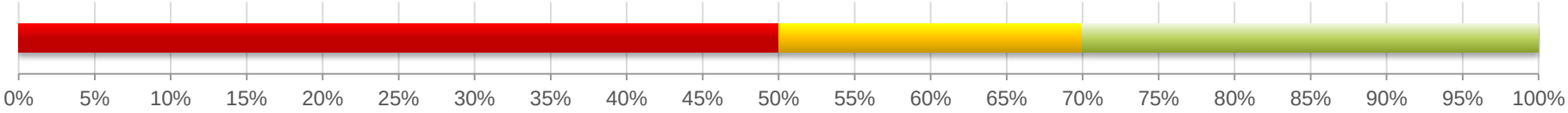

Areas to further optimize:

- Value is in the process of being measured
  - Skillport Evaluation Forms
  - Feedback from Managers
- Plan in draft to communicate the value to key stakeholders and end-users

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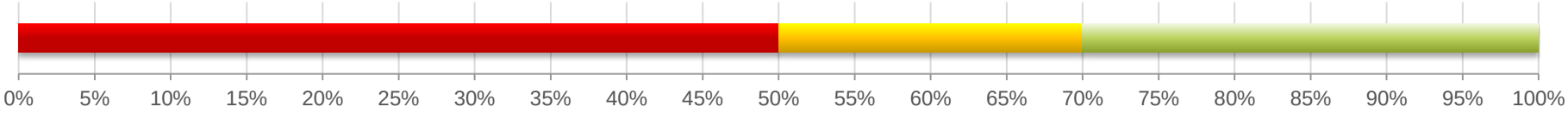

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Want to let the world know about your success? Check out the options available within the Skillsoft reference program.

Know someone who needs to realize the same kind of success you've achieved? Skillsoft feels that advocacy is the best kind of compliment. That's why we reward referrals.

- Value was effectively demonstrated
  - Impact Analysis Survey
  - Efficiency metrics
  - Effectiveness indicators
  - Business outcomes
- The impact was well communicated to key stakeholders and end-users

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Best Practices to Optimize Value

- Move forward with Value Measurement Plan
  - Skillsoft options
  - Other options
- How do you quantify value of your other learning investments?
- What measures are you tracking in your Human Capital, HR or Talent objectives?

Click here to view Value within the context of the Learning Growth Model

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Review: Building Blocks for a Healthy Program

Skillsoft programs with high utilization include*:

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** High Utilization = customers with utilization at 70%+ of annual contracted seats*

Building Blocks & Learning Growth Model

	Success Factor	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
		Supplement	Targeted	Strategic	Integrated	Optimized
Engagement	Learning Culture	Learning is operationally focused	Executive support & new learning strategies emerge	Governance & talent management begins	Recognized as a Learning Organization	Learning becomes globally ubiquitous
Engagement	Learning's Role	Contractor	Consultant	Key player	Architect	C-level role
Alignment	Program Design	Very little blending, mostly formal	Simple blends, social & mobile begins	Blending scales to balance multiple modalities	Balanced blends become routine	Sophisticated blends across all portfolios
Adoption	Promotion	Traditional awareness marketing	Highlights & success stories	Portal deep linking begins	Active manager-level evangelism begins	Strong learning brand equity attained
Adoption	Learner Adoption	20%+ Mostly 'Push'	30%+ 'Pull' Increases	50%+ 'Pull' = 'Push'	80%+ Increased 'Pull'	90%+ Mostly 'Pull'
Value	Business Case	Reduce expenses & increase scale	Enhance savings & remove redundancy	Align to business goals & increase business impact	Increase talent & organizational agility	Broaden & deepen talent to extended enterprise
Value	Learning Evaluation	Efficiency of elearning	Effectiveness of elearning	Business impact of elearning	Targeted ROI studies	Talent management analytics

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Return to Engagement Best Practices

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Return to Alignment Best Practices

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Return to Adoption Best Practices

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Return to Value Best Practices

Next Steps

- Action's captured in success plan by your LC
- Progress reviewed in our future benchmarking meetings

SUCCESS PLAN

Building Block Alignment	Priority	Goal	Success Criteria	Measurement Approach	Evaluation Level	Stakeholder	Program Owner	Audience	Timeframe	Learning Solutions	Learning Topic
Alignment	Leading Change	Equip senior team in Finance with tools and resources to facilitate change in their business areas		Level 1 Survey and SCOPE (long term)	1	Stakeholder Name	Program Owner Name	Direct reports of CFO and approximately 60 Sr Leaders in Finance	Q1 - Q2	SLA, Live Events, 5@5	Change management
	[Client] Essentials	Give leaders with non-insurance backgrounds a better understanding of [Client's] product lines		Level 1 Survey and SCOPE (long term)	1	Stakeholder Name	Program Owner Name	Managers and Directors (non-insurance backgrounds)	July and November	[Client] Solutions	Insurance products
	Create blended approach for all learning	Link every instructor-led program (as applicable) to a complement of eLearning content		Level 1 Survey and SCOPE (long term)	1	? - possibly head of digital or head of IT?	Program Owner Name	All Employees who participate in instructor-led programs	Year round	Courseware, SLA, Office Knowledge Center	eLearning
	Manager @ [Client]	Develop people managers to be better Coaches, Influencers, and Manage Change		Level 1 Survey and SCOPE (long term)	1	Stakeholder Name	Program Owner Name	People Managers	Year round	SLA	Coaching, diversity, influencing and change
Adoption	Re-Launch of Skillport and online learning	70% usage by end of 2014		Level 1 Survey and SCOPE (long term)	1	? - possibly head of digital or head of IT?	Program Owner Name	All Employees	Q3 - Q4	Courseware, SLA, Office Knowledge Center	eLearning
	Development Days	Create engagement and momentum around learning	Increased impact across business areas	Level 1 Survey and SCOPE (long term)	1	Stakeholder Name	Program Owner Name	All Employees (near site)	5 Sessions - April, May, July, Sept, and Oct	Courseware, Office Knowledge Center	Communication skills, leadership skills, and technical skills
	Own Your Career - overarching theme and	Build awareness around the tools and options that employees have for		Level 1 Survey and SCOPE (long term)	1	Stakeholder Name	Program Owner Name	All Employees	Q2 - Q3	Targeted in-house-led workshops	General development

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Marketing

Five@5

Five @ 5:00 featuring Taavo Godtfredsen

Strategic Implementation

Learning Culture

New Habit Calendar

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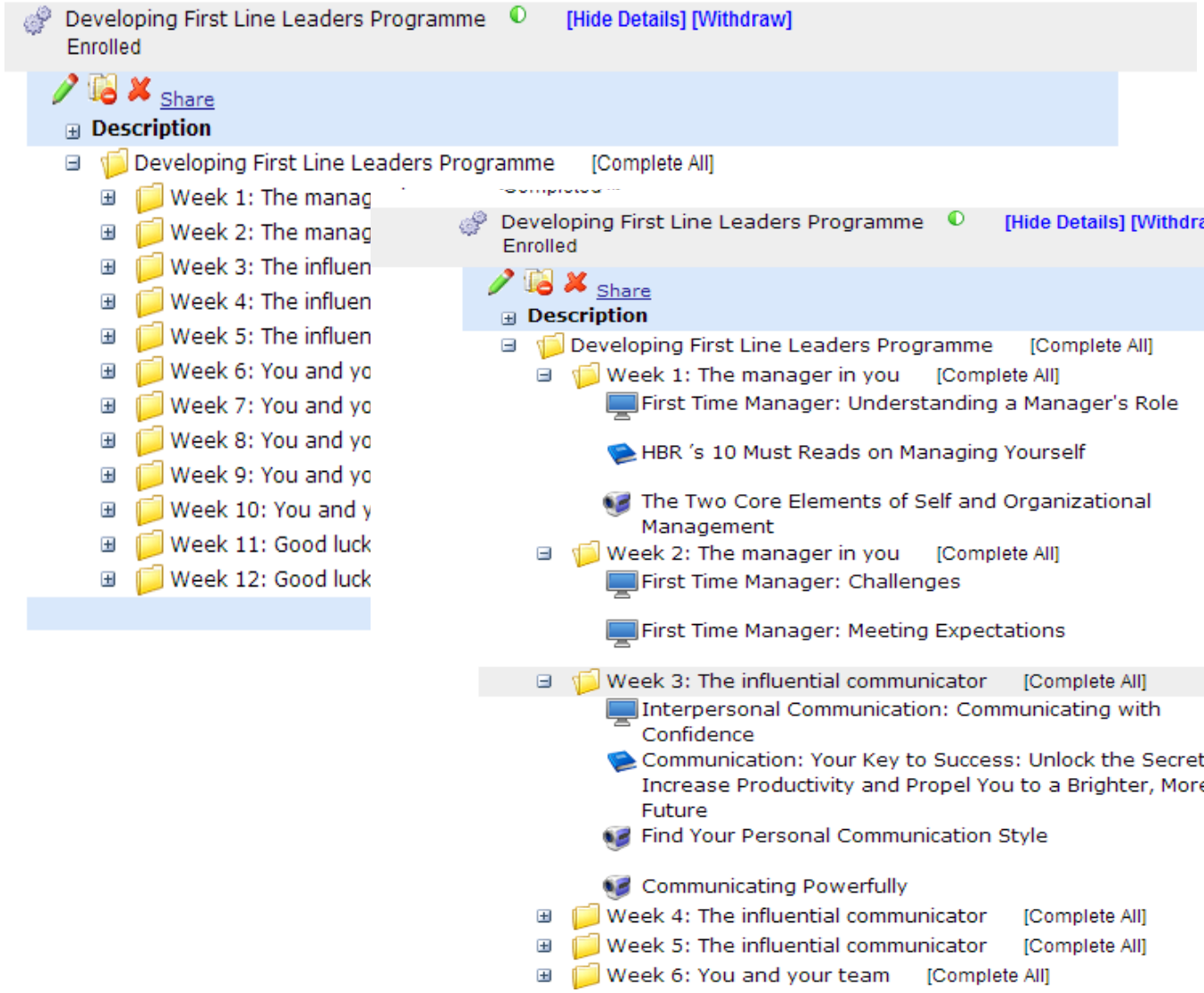
Customer Examples



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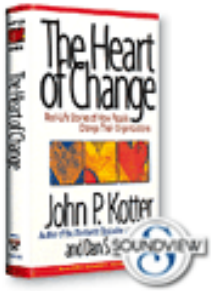
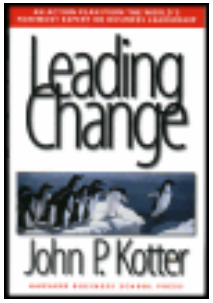
Sample Learning Program – *Change Management*

Business Impact - Leading Teams through Change Duration – **6 minutes**

Challenge Series – Leading Change Duration - **15 minutes**



- QuickTalks: John Kotter: Leading Change - Establish a Sense of Urgency
- QuickTalks: John Kotter: Communicating a Vision for Change
- QuickTalks: John Kotter: The Heart of Change
- QuickTalks: John Kotter: Dealing with Resistance to Change
- QuickTalks: John Kotter: The Impact of Change - The Human Side



According to John Kotter and Dan Cohen, change happens when you make people feel differently. You have to appeal more to the heart than the mind. Read this summary to get an understanding of the concepts addressed in this book.

An eight-step process for leaders to create permanent transformation in their organizations.

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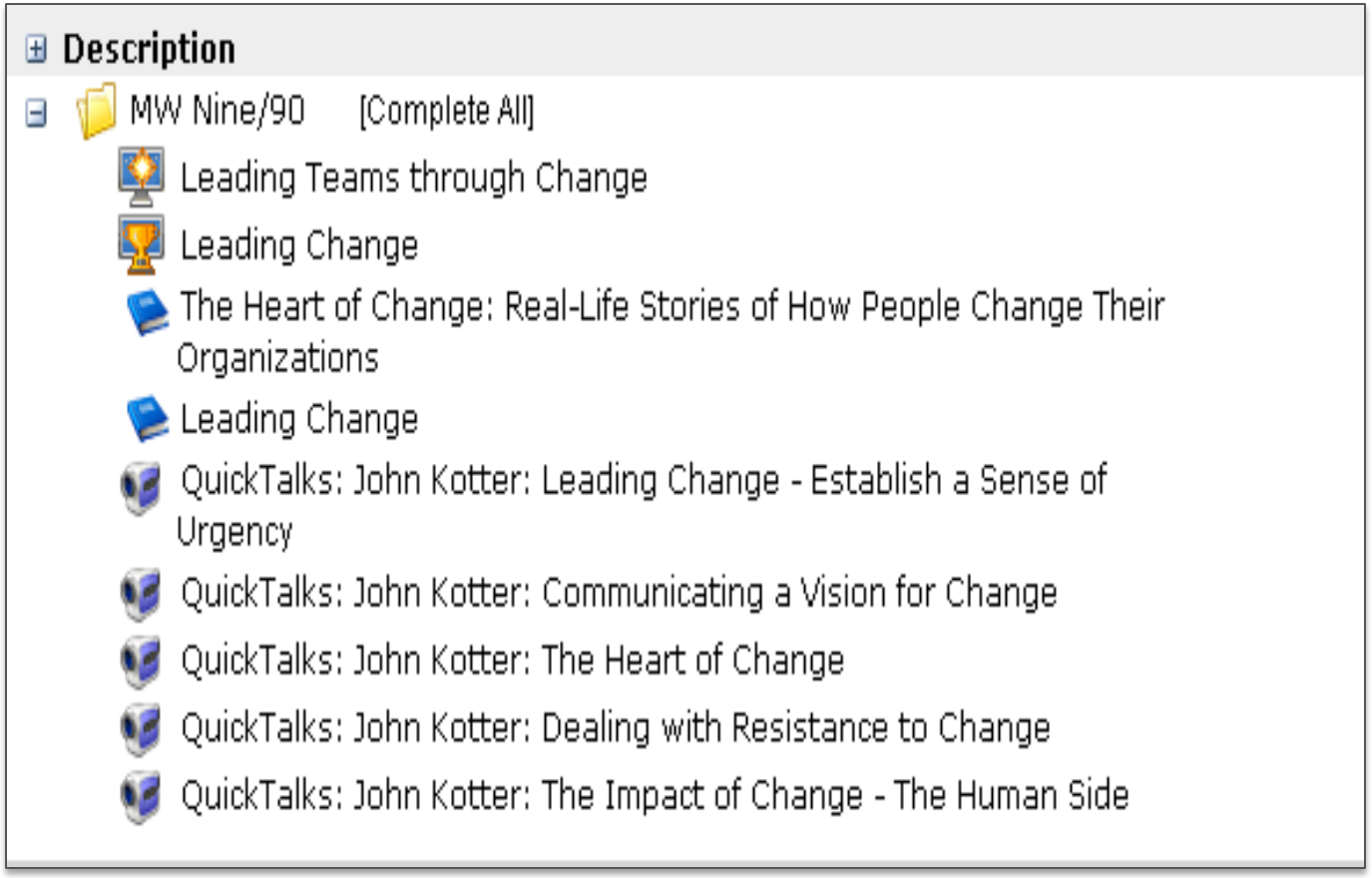
How the Learning Program looks in SkillPort



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Sample Targeted Learning Program – *Integrity & Trust*: Manager Senior Professional

Business Impact - Inspiring Your Team
Duration – **7 minutes**

Challenge Series – Ethics, Integrity & Trust
Duration - **15 minutes**

QuickTalk: Jay Conger: How to Leverage the Spotlight of Leadership: Modeling the Right Behaviors
Duration **– 2 minutes**

QuickTalks: Jay Conger: Managers Sit in a Powerful Spotlight Duration – **2 minutes**

The Five Most Important Relationships Every CEO Needs to Make
by Scott A. Root, Thomas de Petra and Thomas H. Oliver
14 pages

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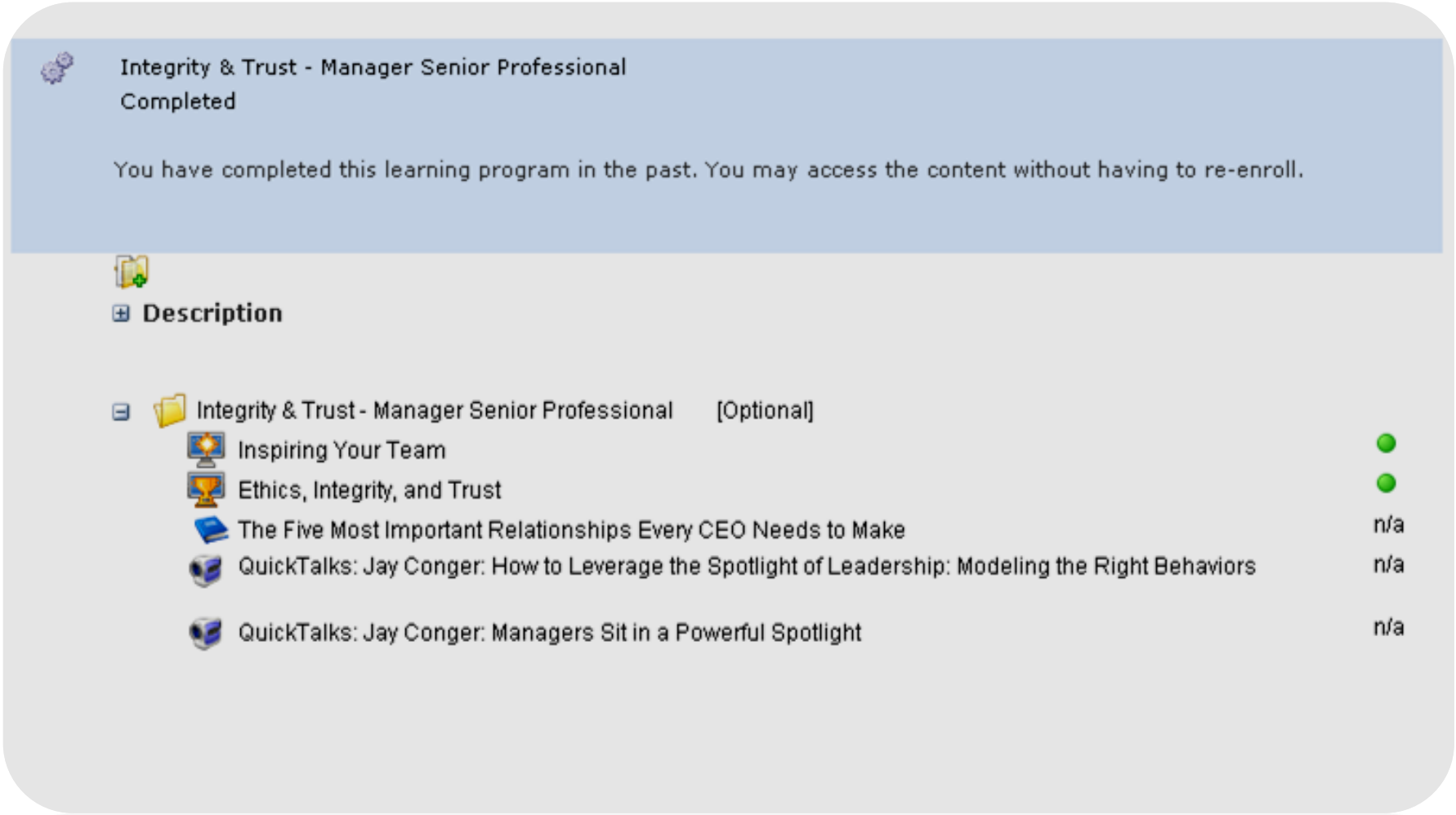
Sample Targeted Learning Program – *Integrity & Trust*: Manager Senior Professional



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Think. Research. Contact me.

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elearning

Case Study

Marie Short, *Learning Strategist*

December 2014

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Where they were…..

- Large global world class Company
- Staff retention low
- Customer service scores low
- Delivering Classroom based courses

- Coaching for Success
- Coaching for Commitment
- Leadership
- Time Management
- Living With Changes
- Teamwork
- Stress Awareness

- Basic Project Management
- Accountability for Workgroups
- Accountability For Managers
- Interest-Based Negotiations
- Effective Communications
- Creativity
- Being Customer Driven

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Where they wanted to go….

- Provide a blended approach
- Offer same content type, but delivered in a variety of ways
- Offer Agents/Team Leaders and Managers, support in their development

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How did they get there……

- Senior Manager Sponsorship
- Team Leader and Manager buy in
  - 1/2 day pre-launch sessions for Team Leaders/Managers
  - 1 hour launch sessions with all staff
  - e-Learning zone launches
- On-going
  - Monthly focus
  - Competitions
  - Personal development plans

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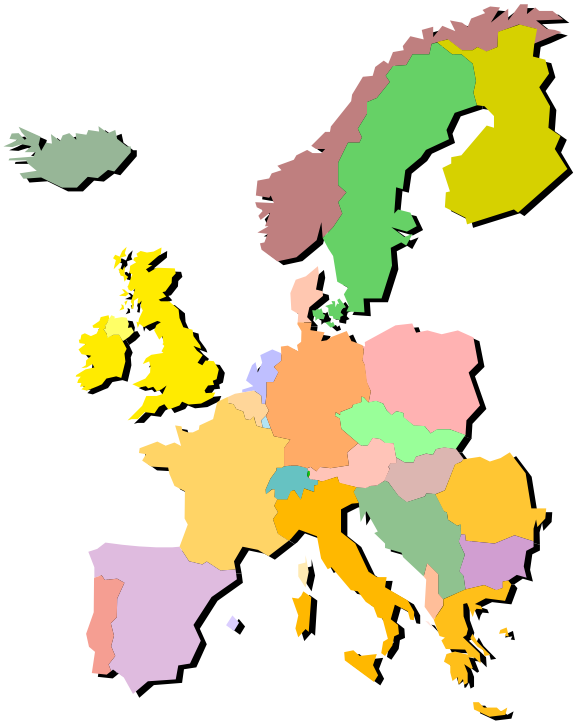
The Ongoing Journey - EMEA

- EMEA Launch
  - All functions
  - 12 countries
  - 5 languages
  - 1 SkillPort site



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The Ongoing Journey - EMEA

- EMEA Launch - different challenges
  - Course Mapping
  - SkillPort Customisation
  - Course/User Guide Translation
  - SkillPort Training for Managers
  - User accessibility
  - Data Protection
  - Marketing

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The Ongoing Journey - EMEA

- Launch Campaign - Publicity
  - Manager Preview & Toolkit
  - Management Development Programme
  - Road shows – by Country
  - Six monthly competitions
  - Target specific business needs
  - Blending

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Current Situation

- Global Contact is now in place
- Each region supported by Internal Training Team and SkillSoft regional support team
- Recently signed a new 4 year agreement with licence numbers increasing 10% each year.

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What we will explore today…..

- L&D strategy
- How elearning is positioned in the Company today
- Marketing strategies/activities
- How are they doing?
- Lessons learned

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L&D EMEA – Strategy/Focus

- Accessible Development Opportunities for all
- Motivated Employee's
- Improved Customer Experience
- Introduce more blended learning programmes
- Marketing Plan
  - General Marketing
  - Targeted Marketing
- Increased Usage and ROI

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Skillsoft

General Marketing Plan

Marketing Item	Purpose	Method	Assigned To	Timeline	Actions/Comments
General Marketing					
Initial Awareness	Raise awareness of SkillSoft to new users, particularly new hires.	Webinars/presentations - L&D During any L&D training/intervention		Ongoing	Presenting SkillSoft ppt and Demo were appropriate
Quarterly e-mail	Raise awareness of Skillport and Content avaialble	Email		Quarterly	This general email is in addition to the targeted marketing that may be received directly from SkillSoft or to specific workgroups
Hot Topic	To advertise specific SkillSoft assets that could support a current Hot Topic	Email		As agreed/required	e.g. Email management, MS Office 2010, Project Managemet
SharePoint - SkillSoft Links	Raise awareness of SkillSoft and the Virtual Academy via other departments	Displayed on intranet sites		Ongoing	Work with owner of intranet/SharePoint/WorkSpace etc.
Submit articles for Newsletter/email. Featured Topics and Hints & Tips	Raise awareness of SkillSoft and the content available	Submit articles via email to publication 'owner'.		1 time during FY13	e.g. Focus, etc. to include testamonial/interview piece from high using participant and/or summary of benefits.
Competition	Raise awareness of SkillSoft and the content available	Competition		With line with a theme i.e. e-lympics	Obtain prize for winner
Non participating user reminder	To remind enroled participants who have registered but never used SkillSoft of what is available to them.	Email		Quarterly	Run Non Participating users report and send updated email.
Monthly usage reports	To create motivation for promotion of the tools among the L&D team.	Email		Quarterly	Share successes with the wider L&D team, increase in usage, positive feedback etc.
SkillSoft Refresher	To remind L&D of SkillSoft benefits and opportunities and update them on new features/functionality.	Webinar		Twice a Year	Ensure all L&D team are aware of any changes/updates/additions in content & services to allow them to pass on the informaton to their area.
Mapping to competencies and business needs	To align content to competencies and business needs, making it easy for users to select relevant content	Make visible on L&D intranet/Sharpoint etc.		Ongoing	Identify business needs/competencies. Work with Skillsoft to have the mapping completed

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General Marketing – L&D Awareness

To ensure each L&D member is:

- Familiar and prepared
- Comfortable demonstrating
- Aware of new features
- Has relevant examples

Hello everyone,

I hope you had a lovely weekend, please share the following with your L&D teams:

We all increased the number of Skillsoft/Books24x7 active users & usage this month by 4%...

For the full report click HERE…

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General Marketing – L&D Awareness

- L & D Intranet Site
  - Link to SkillPort
  - Link to Books24x7
  - Access Information
  - Links to help pages
  - Copy of Mappings
  - Link to current SkillSoft Course Catalogue (pdf version)
  - L&D contact dedicated email address

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General Marketing - Various

New Hire Employee Starter Packs

Twice Yearly Competition

- Highest usage during a time period
- Most books 24x7 usage
- Completed course evaluations
- eLympics competition

Books 24x7 Automatic reminders

Non Participating Users

- Report generated twice yearly
- Users invited back ‘We miss you…’

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Targeted Campaigns – Customer Groups

Customer Relations Learning Hub

Competency Development

Develop skills, knowledge and behaviours to achieve your key accountabilities

The Learning Libraries below are stocked with links to all sorts of online resources developed or selected to support the development of the Skills, Knowledge and Behaviours you need to achieve the Key Accountabilitie of your job.

They're the place to start looking when you're writing a competency-driven PDP or a self-directed learning plar Your local L&D Specialist will be happy to provide you with consultancy and guidance.

The Learning Libraries are dynamic resources. Check out the latest edition of the Learning Hub News to find out what's new each month.

Problem Assessment & Resolution

Commercial Opportunities

Providing Solutions

Advisory Services

Self Organization

Standards & Processes

Self Organization

Are you looking for ways to develop your Self Organization abilities?

The links below are great place to start.

Note: - Use your SkillSoft (not LDAP) password to access Books 24x7 or SkillSoft eLearning courses. If you have forgotten your SkillSoft password please click HERE.

Links

URL	Links to	Description
Your Time and You. (SkillSoft course: ID: pd_01_a01_bs_enus)	Skillsoft	Busy people do what is required, and rarely have the opportunity to stop and consider whether they are making the best use of their time. A brief analysis of what you do currently may surprise you, and it may help you to identify some changes that could be made. This course will help you to consider the activities that currently take up most of your time, and how you plan and log them. You will also be encouraged to consider the work-life balance to which you aspire, and what steps you could take to make this wish a reality. (Length: Approx. 3 hrs)
Taking Control of Your Time (SkillSoft simulation: PD001A)	Skillsoft	In this simulation, you play the role of an editor at a catalogue and on-line furniture company working to meet multiple deadlines. You will need to balance business and social responsibilities, and deal with various colleague personalities in order to meet your goals on time. (Length: Approx. 30 min)
An Introduction to Memory Techniques	Web	The tools in this section help you to improve your memory. They help you both to remember facts accurately and to remember the structure of information.
Remembering a simple list of information - The link method and story method	Web	ideal techniques and practice for a rep to take in a large amount of information, and to be able to summarise without having to ask the customer repeat questions thus improving the customers experience
Memory Games	Web	Have fun, while improving your memory

Add new link

Documents

Name	Language	Document type
Job Aid Email Addiction	English	Job aid
Overcoming Procrastination	English	Job aid
Prioritized_To-Do Lists	English	Job aid
Prioritized_To-Do_List_Template	English	Job aid
Tips to Take Control of Your Emails	English	Job aid
Remember! – The memory booster workbook (downloadable Workbook)	English	Manual

Add new document

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Targeted Campaigns – Hot Topics

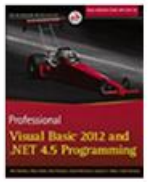
Dear Colleagues, We have selected various SkillSoft eLearning topics that we feel will be of interest and will highlight these to you monthly.

This month's hot topic is: **Oracle -** A snapshot of courses/books/mentoring etc. is listed below with a hyperlinked description. If you wish to take the course/view a book etc. please log into http://xxxxx.skillport.com and search for the relevant title.

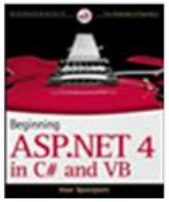
Courses Available:

Microsoft .NET Framework 4: Windows Communication Foundation with Visual Basic 2010	
Getting Started with WCF 4 using VB 2010	sd_wcvb_a01_it_enus
WCF 4 Contracts, Behaviors, and Data Management Using Visual Basic 2010	sd_wcvb_a02_it_enus
Securing and Managing a WCF 4 Application with Visual Basic 2010	sd_wcvb_a03_it_enus
Discovery, Routing, and RESTful Services in WCF 4 Applications with VB 2010	sd_wcvb_a04_it_enus

Books Available



Professional Visual Basic 2012 and .NET 4.5 Programming
by Bill Sheldon, Billy Hollis and et al.



Beginning ASP.NET 4: In C# and VB
by Imar Spaanjaars

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SkillSoft eLearning – Hot Topic
IT and Desktop Videos

The ***NEW*** Skillsoft IT and Desktop Videos are short, mobile-friendly, covering nearly 1,000 desktop and IT topics including:

- Microsoft® Office applications
- Security
- Windows 8
- Google applications
- Mobile development
- And more!

Why not join us for a 30 min webinar on Thursday 25th September at 11.30am (BRU time) where we can give you a quick tour of the IT and Desktop Video content and answer your questions.
Please email xxxxxxx from L&D to enroll.

Ready to explore right away? – Then log on to your SkillSoft account at: http://xxx@skillport.com from any PC connected to the internet 24x7 and take a deep dive into the world of IT and Desktop Videos.

Any feedback, ideas, comments, please share with us @:

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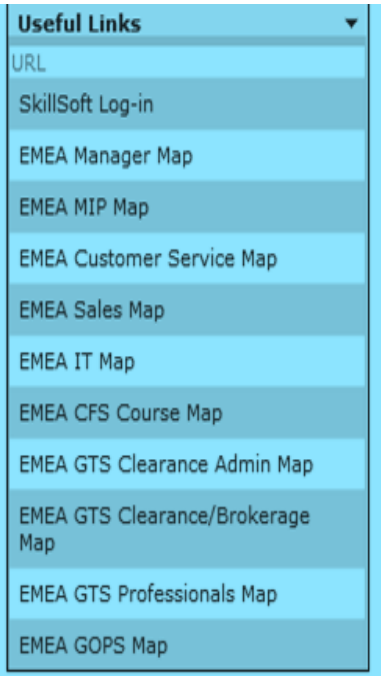
Targeted Campaigns – Competency Maps

- 14 Validated Course Maps
- Linking their competencies to SkillSoft assets
- Access via their L&D intranet and various hubs

Click the image to preview a map



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So how are they doing?

- Average usage is approx. 4.5 hrs pppm (personal development)
- 97% of users would recommend SkillSoft content to a colleague
- SkillSoft eLearning firmly embedded as a development tool
- SkillSoft eLearning account positioned as an employee benefit
- SkillSoft eLearning complements their own CBT and ILT
- Blended learning is used for most of their training & development
- They are 11 months into their current contract year and are at 96% utilisation.

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Lessons Learned

- Engage high level stakeholders early
- General marketing + Targeted Campaigns = Success
- Blended learning from Day 1
- Communications in local language are a must
- Road shows..Road shows..Road shows….(physical or virtual)
- eChampions need to be trained and kept updated
- Execute regular campaigns - be aware of internal competition
- Invest time in a detailed marketing plan

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