

E-Learning and Your Survival: Basic Realities for Key Players

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Key Players in Organization Learning

Plant or Mill Managers

Operations Managers

Maintenance Managers

HR Managers

Training/OD Managers

Safety, ESH Managers

Sales & Marketing Managers

Purchasing Managers

Customer Service Managers

IT Managers

Anyone who has
LINE responsibility
for team
performance

OR

STAFF
responsibility for
giving line
managers the
tools they need to
improve human
performance

Audience Objectives

Please Print:

1. Name
2. Position
3. Email
4. One question you'd like to see discussed or answered in or after the session

Warm Up Exercise

4 24 8 10 26 2 18
16 32 36 14 30
20 40 28 38 34 22
37 9 6 35
25 13 21 39 15
1 17 33 19 27 7
5 3 11
23 31
29

Warm Up Exercise

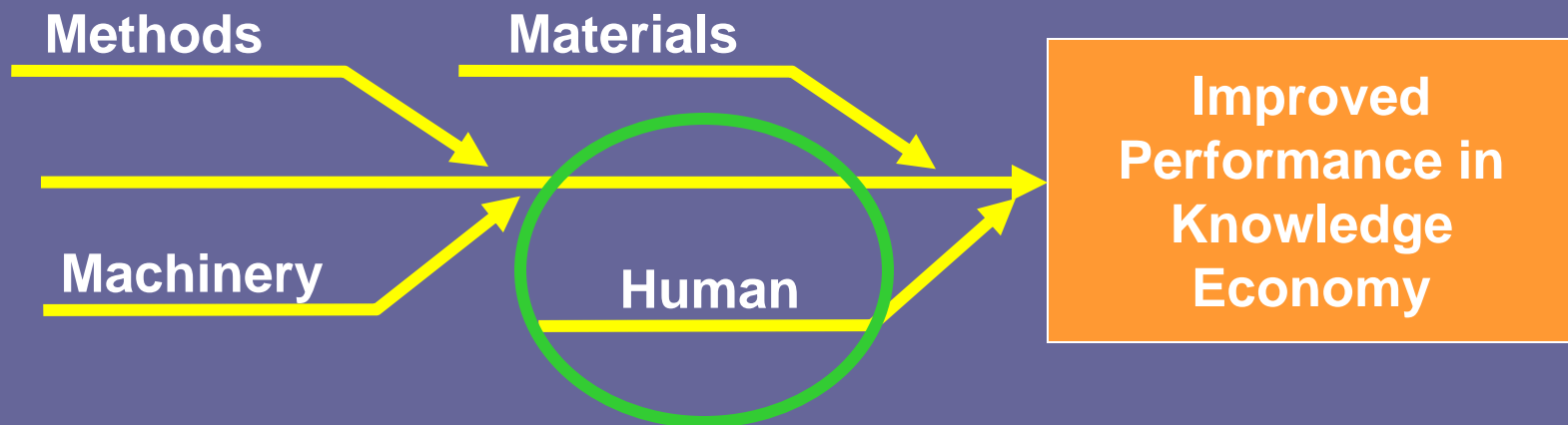
A 2x2 grid of numbers on a dark blue background, separated by yellow lines. Each quadrant contains several small numbers and one large, bold number.

| Top-Left | Top-Right | Bottom-Left | Bottom-Right |
|--------------------------------------|----------------------------------|-------------------------------------|--------------------------------------|
| 4, 24, 8, 16, 32, 36, 20, 40, 12, 28 | 10, 26, 2, 18, 38, 14, 34, 6, 22 | 37, 9, 25, 13, 21, 1, 17, 33, 5, 29 | 35, 15, 39, 27, 7, 19, 3, 11, 23, 31 |

The Knowledge Economy

| | |
|------|---|
| 1905 | Majority of Americans still involved in Agricultural Economy : production and distribution of Food |
| 1955 | Majority of Americans involved in an Industrial Economy : production and distribution of Goods |
| 1985 | Majority of Americans involved in Service Economy : provide services to others |
| 2005 | The services provided are more and more services that provide information to others. This is a Knowledge Economy . |

New Economy and Human Capital



“...70% of a country’s wealth today is in **human capital**, as opposed to physical capital...how well individuals and economies succeed will be determined mainly by how successful they are at investing in and commanding the growing stock of knowledge. In the new economy, **human capital** is the key advantage.”

Gary S. Becker, Nobel laureate and professor of economics and sociology at the University of Chicago

E-learning and Human Performance

The amount of information in the world doubles every 2.8 years. The learner's dilemma is finding what he the knowledge he needs when he needs it.

“The true power of e-learning will be its ability to bring the right information to the right people at the right time.”

Morgan Keegan & Co., Inc.
New York Stock Exchange

What CEO's Say about Learning

In a Joint IBM-ASTD Study of 26 organizations in 11 industries, **CEO's emphasized that learning MUST**

- **play an increasingly strategic role** at three levels:
 - Enterprise: Clarify, integrate, and align strategy
 - Business unit: Improved bottom line results
 - Individual: Operate more effectively
- **deliver productivity gains** on an ongoing basis

Is E-learning a FAD?

Perception

E-learning is a fad. There was this big splash, but it all comes down to traditional learning that's important.

Reality

In the U.S, **15%+ of all training is already being delivered by e-learning** (2004) and growing.

Will E-learning Do away with Trainers?

Perception

E-learning will do away with face to face learning and is the future cure-all for training.

Reality

Although in some companies, e-learning now accounts for over 50% of all training, data suggests that **BLENDED learning is the MOST effective form of delivery.**

Moreover, Learning requires subject matter experts, but e-learning leverages their impact across an organization

Blended Learning

Blended learning combines delivery methods such as synchronous distance learning, e-learning, self study, instructor led classes, and coaching to integrate learning and work performance.

For example: 5 days of classroom training might be transformed into:

1. A kick off conference using Centra (or Web Ex) for 1 hour
2. 10 e-learning modules to complete (1 hour each) over five weeks
3. A Pilot project with manager's involvement
4. Progress reviews in a conference call on Friday mornings
5. Follow up coaching calls between instructors, learners, managers
6. One overnight travel for project reviews, evaluation of the learning event, and planning for further needs

Is e-Learning only for the Big Guys?

Perception

E-learning is only for big companies with big budgets and a big training staff.

Reality

Although some companies are spending tens of millions of dollars on sophisticated e-learning and knowledge systems, **a company can get started for \$1,000**

Is e-learning just for office workers?

Perception

E-learning is fine for people who sit at their desks all day, but not for people who are on the road like sales reps or those on the factory floor.

Reality

E-learning has infiltrated all areas of the workplace:

From IT to HR, Operations and Maintenance to management development, from sales and marketing, to purchasing and vendor training, line soldiers to F-16 mechanics.

E-learning requires large Training Staffs

Nonsense

E-learning required a sophisticated training staff with dozens of writers and trainers

Sense

Although there are very sophisticated applications in computer based training (think of airline simulators),

some web based authoring systems are so simple that anyone who can do a Power Point presentation develop e-learning.

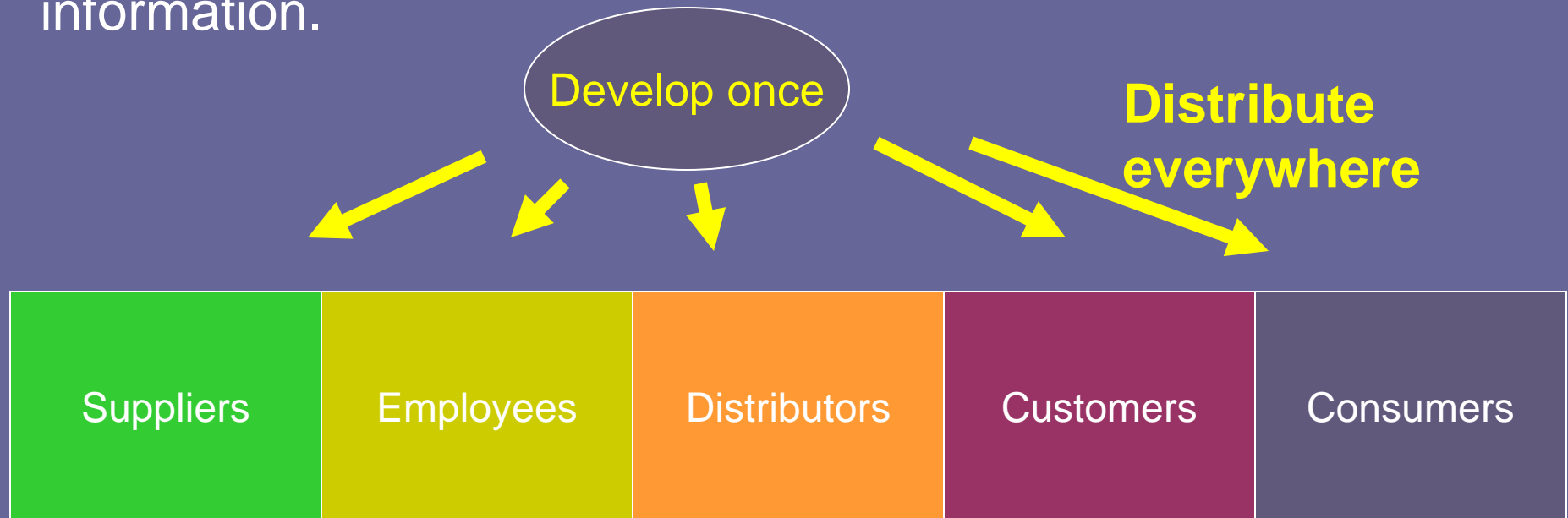
You already use e-learning if you

- Looked up an address or phone number on line
- Printed out a map or directions
- Checked the weather forecast on line
- Researched or purchased a product or service
- Checked your credit rating or paid your bills
- Sought on line help from within a program or from a technical service rep on line

Anyone here do any of these? Why?

e-Learning and e-Communications

e-Learning and e-Communication lines blur as companies use the same (or similar material) to deliver critical information to all segments of the supply chain on line, and track how specific target audiences have responded to the information.



The Business Case for e-Learning

- **Improved learning** (30% higher retention)
- **Reduced Time** (40% less time for training)
- **Cost Avoidance** (Reduced travel and living expenses)
- **Just-in-Time Delivery** (Available 24/7 upon need)
- **Faster Distribution** (Across geographic boundaries)
- **Knowledge Base** (Can be used as reference)
- **Infinitely Scaleable** (Deliver from 1 to infinity)
- **Remains Current** (Providers can update and resend)
- **Automates Administration** (Tracking, certification, completion, etc)
- **Improves Communication** (Testing of ideas provides feedback)

A Few e-Learning Tools

| | |
|-------------------------|---|
| Authoring System | Tool to create web based training without having to learn programming |
| LMS | Learning Management System that stores, launches, provides testing and administration for web based training |
| LCMS | Learning CONTENT Management System that does provides some LMS functions AND can also be used to repurpose content for electronic support, e-learning development, and e-communications |
| EPSS | Electronic Performance Support Systems that provide electronic help on work functions often embedded or connected to the work itself. (like SAP help) |
| Web cast | Live “seminar” over the web with presentations, polling, chat, audience responses, whiteboard, presentations |
| Knowledge base | A searchable repository of an organization’s knowledge, creating “institutional memory” so that employees can find information they need when they need it |

Department of Defense-Purchasing Training

- **Audience:** 150,000 Purchasing Agents world wide
- **Issue:** How to expand training while cutting costs
- **Solution:** Blended learning
 1. All introductory training for agents done via web
 2. Learning tracked automatically
 3. High end simulations and training still done through instructor led classes, but these now make up less than 40% of all training.
- **Results:** Approximately a 50% increase in the amount of training given to agents and a decrease of 30% in costs over a 5 year period

Koch Industries-Safety Training

- **Audience:** Up to 80,000 employees
- **Issue:** Variation in how different subsidiaries in hundreds of locations named and tracked courses made it impossible to get an overview of compliance training status for thousands of employees.
- **Solution:** Implement e-learning solution
 1. Started with as little as 1 computer for each remote location
 2. Learning tracked automatically
 3. Embedded company documents within training as needed
 4. Employees can take courses from work or at home
- **Results:** Compliance now easily tracked. Employees like the easy method of completing training. Administrative work greatly reduced. Koch injuries, already some of the lowest in their industries, have continued to decline.

Honeywell-Technical Training

- **Audience:** client engineers, technicians, system operators at Phoenix Automation College
- **Issue:** Classes of up to 8 days were becoming cost prohibitive
- **Solution:** Blended learning using
 1. Grouping of clients with similar needs into “communities of practice” who can call upon each other for assistance
 2. Concept learning became web based training2. Instructor led Lab Sessions in Phoenix were reduced, and learners only attended when absolutely needed and for minimum time
 3. On line Knowledge Base created so that learners could find updated information upon demand
 4. WebCasts offered to bring clients up to date information on a regular basis
- **Results:** Increased client satisfaction; significant cost reduction

IBM-New Manager Training

- **Audience:** New IBM Managers
- **Issue:** How to improve learning for new managers while reducing costs
- **Solution:** IBM changed content of their training from instructor lead to Blended learning over 12 months “*BASIC BLUE for MANAGERS*”
 1. On line self study modules and business simulations
 2. Individual competency assessments
 3. On line tutoring and second level management coaching
 4. Targeted classroom experiences (25%)
- **Results:** IBM is able to provide five times the amount of training at one third the cost

FedEx Ground-Mid Level Manager Training

- **Audience:** Mid-level managers across the globe
- **Issue:** How to develop leadership skills of mid-level managers across far flung regions and measure leadership competencies
- **Solution:** Develop web based training and assessment program
Developing High Performers
 1. Developed content required for building 7 basic competencies
 2. Built four on line assessments for each competency, including 360 degree feedback
 3. After getting the assessment results, participants selected competencies for improvement with their managers.
 4. Began year long training using e-learning modules that incorporated simulated management problems.
 5. Managers reviewed learning gains and provided coaching to participants.
 6. Participants competencies were reassessed at the end of the year.
- **Results:** Participants more aware of behaviors and how they impact performance. Participants and their managers have much better feedback practices. Objective and measurable gain in competencies.

Toshiba-Dealer Sales Training

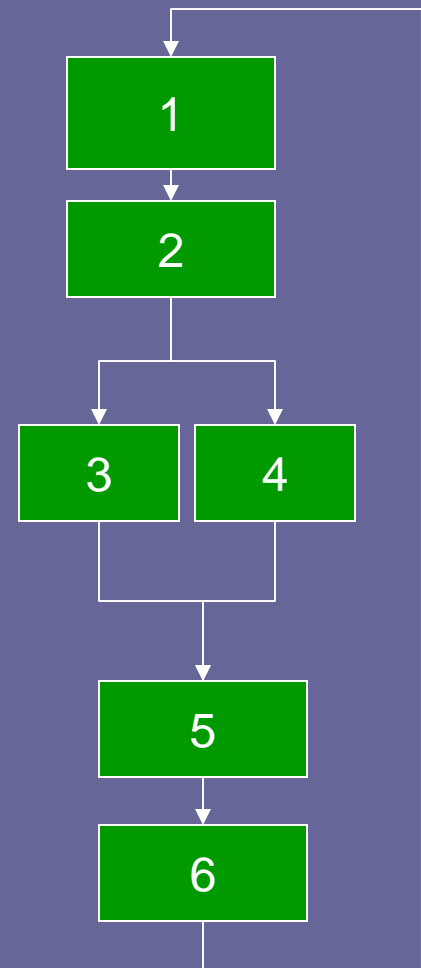
- **Audience:** Independent Office Imaging sales reps
- **Issue:** How to increase sales by expanding training to dealer sales reps, while eliminating charges for training for intensive classroom instruction at remote locations
- **Solution:** Develop blended learning solution that significantly reduces dealer travel time and eliminates his charges for training.
 1. Toshiba delivered free web based training
 2. Reduced its classroom training to “essentials” requiring hands on component
- **Results:** 1600% increase in enrollment. Dealers had ALL of their sales reps take training instead of a few. Full adoption of Toshiba product lines for new dealers decreased from 12 months to 6. Sales reps retention rates increased from 60% to 92% at nine months.

Quick hits for e-learning

1. Annual Compliance Training
 - OSHA, DOT, Environmental
 - Sox, EEO, Sexual Harassment, Code of Conduct
2. Basics Skills Training (pumps, motors, valves, chemicals, belts)
3. Reviewing maintenance procedures done only occasionally
4. Leadership concepts
5. Quality concepts
6. Lean Manufacturing Concepts
7. Differentiating between in/out of spec products, defect types
8. Cause and effect troubleshooting
9. Process flows (manufacturing and administrative)
10. For teaching process safety, process description, process control
11. Product knowledge to sales reps and distributor sales reps
12. “Change Communications” that need to be understood by large segment of the population

You CAN do this!

1. **Identify 1 piece of content** that is either required or critical for your employees to know.
2. **Identify the audience** (10,50, 100)
3. If content is generic, have an **SME find and review vendor content.**
4. If unique, have an **SME develop a powerpoint and transform into web based training** with a simple authoring system.
5. Have your audience **take the training.**
6. **Evaluate the intervention** and identify another bit of content.



We can help!

PIMA on Demand™

Your One-stop, integrated on line knowledge management solution

- Safety and Risk Management
- Learning Management
- Document Management
- Employee Training Portal
- Dashboard (coming soon)

Consulting and training services

Customization services

Stop by at the PIMA booth and let us show you more

Questions and Answers

- What Questions do you have?
- How can we help you?