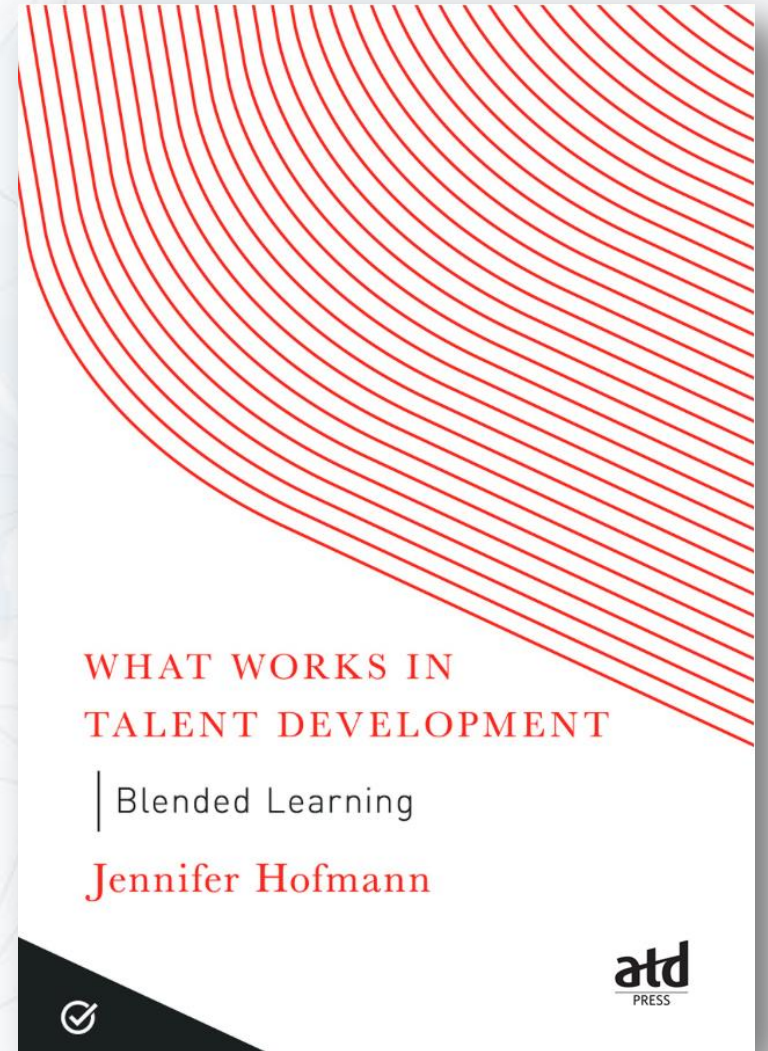


# Blended Learning

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WHAT WORKS!




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# JENNIFER HOFMANN




President and Founder, InSync Training

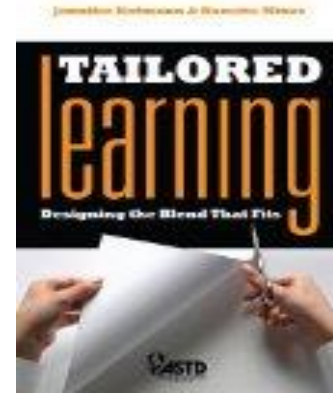
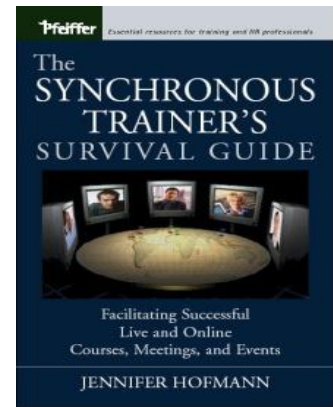
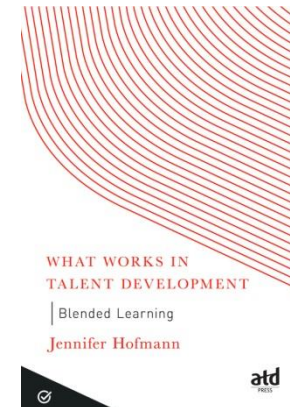
Author, ATD Blended Learning: What Works (February 2018)

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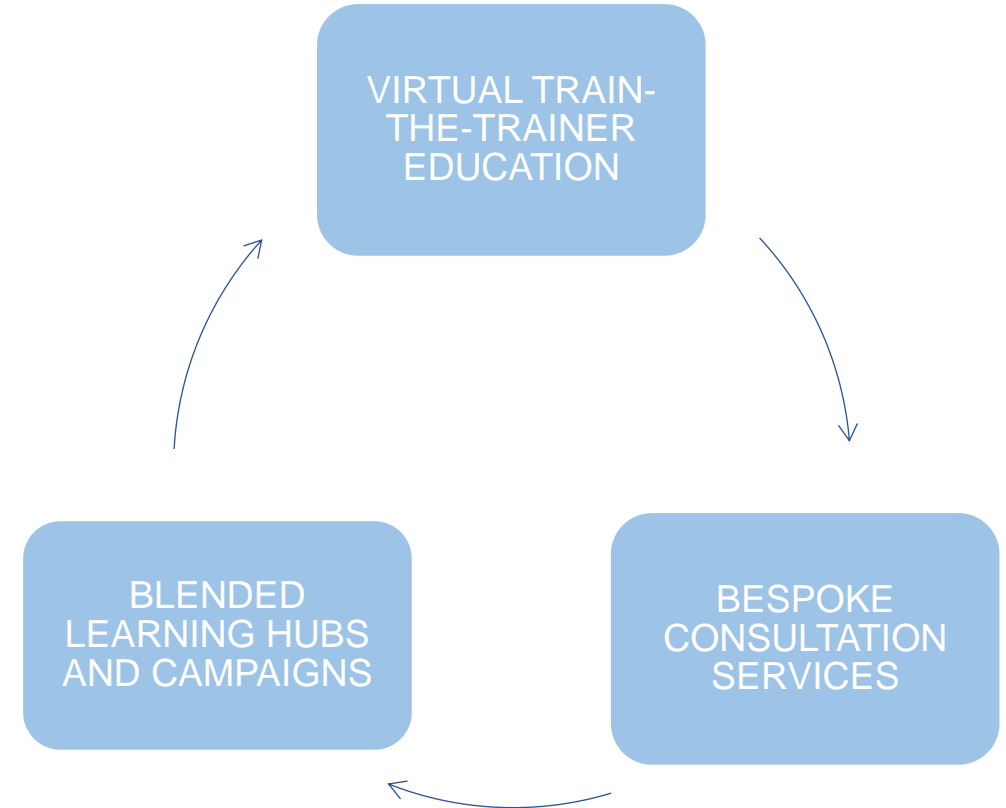


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## WHAT WE DO

- Global virtual team of 70+ industry experts working together to support virtual and blended learning initiatives
- Support and deliver virtual training in English, French, Spanish, Italian, German, Japanese, Portuguese and Mandarin

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## TODAY'S DISCUSSION

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- Designing Your Blended Learning Program: How Do You Start?
- Implementing the Plan: How Do You Execute an Effective Blended Learning Program?
- Transferring Learning and Evaluating Results: How Do You Demonstrate Success?
- Planning Next Steps: Where Do You Go From Here?
- Perpetual Learning Design



# DESIGNING YOUR BLENDED LEARNING PROGRAM: HOW DO YOU START?

## Chapter Highlights

- The design process
- Instructional strategies, techniques, and technologies
- Campaign blueprints and campaign maps



# CAMPAIGN BLUEPRINT

## TOPIC 1: INTRODUCTION TO EVALUATION STRATEGY & NEEDS ANALYSIS

**INTRODUCTORY VIDEO:** *Introduction to the Modern Learning Environment and the Role of Evaluation & Needs Analysis*

### GUIDING QUESTIONS

- How do you know if people have learned?
- Is evaluation still relevant in the modern learning landscape?
- What is the relationship of the learning function to larger business operations?
- What is the role of a needs analysis in creating an evaluation strategy?
- How does needs analysis support program evaluation?
- What are techniques or data collection methods that identify knowledge and skill gaps?

### THINGS TO DO

- Read the blog post *The Role of Evaluation in the Modern Learning Landscape* to recognize how evaluation supports learners.
- Download and review the infographic *5 Ways To Engage the Business in Learning* to explore ways to partner with business leaders around corporate learning.
- Read the blog post *Partner with the Business: Linking Learning Outcomes and Business Outcomes*.
- Read the blog post *The Role of Needs Analysis in the Modern Learning*.
- Download and review the *Business Requirements Worksheet* and the *Needs Analysis* planning tools to assist you in gathering data.
- Download and review the *Data Collection Toolkit* for sample interview questions, surveys, and observation checklists to assist you in conducting the needs analysis.
- Explore additional curated resources, learning materials, and associated activities.

### WAYS TO CONNECT AND COLLABORATE

- Participate in the two-hour Live Online Workshop: *Introduction to Evaluation Strategy & Needs Analysis* to discuss the blended learning journey, and dig deeper into the relationship between the business and the learning function.
- Reflect & Share: Respond to the weekly reflection prompt in the Learning Conversations forum.
- Use this month's *Learning Conversation Card* to discuss with your peers ways to explore learning evaluation with your business clients.

### CHECKPOINT

- Affective Response – Topic 1

# MODERN LEARNING INSTRUCTIONAL DESIGN:

## *Strategies* | *Techniques* | *Technology*

### **SELECT**

THE APPROPRIATE  
DESIGN STRATEGY

### **IMPLEMENT**

THAT STRATEGY WITH  
THE BEST INSTRUCTIONAL  
TECHNIQUE

### **DEPLOY**

THAT TECHNIQUE WITH THE  
BEST FIT INSTRUCTIONAL  
TECHNOLOGY

## INSTRUCTIONAL STRATEGY

What instructional strategy should be utilized to help learners achieve the desired level of mastery for that specific learning objective?

## INSTRUCTIONAL TECHNIQUE

What instructional technique (or techniques) should be used to implement the instructional strategy?

## INSTRUCTIONAL TECHNOLOGIES

What technologies and tools should be used to support the instructional techniques?

# DESIGN THE BLENDED LEARNING CAMPAIGN

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## LESSONS

A lesson is where people learn something new. This could be via a virtual classroom, eLearning module, video, reading, or a variety of other methods of delivering new content.



## RESOURCES

A resource supports something that has been learned, either as a reminder (infographic, job aid) or to assist through a process (tool). It is not meant to be the primary learning method. A resource is reusable and easily accessible LATER, and can be used to support a lesson, but has enough context to stand on its own.



## ACTIVITIES

An activity is the opportunity to apply what has been learned in some way. There are many types of activities, including reflection activities, formal assessment activities, application oriented practice activities, and social/collaborative activities.



# MODERN LEARNING: EVALUATION STRATEGY & IMPLEMENTATION

## PROGRAM INTRODUCTION

**INTRODUCTORY VIDEO**  
Introduction to Instructional Program Evaluation at Novartis

**LEARNING PORTAL**  
Log in and explore the resources available

**TOOL**  
Download and review the instructional program outline and schedule your live online sessions

**INFOGRAPHIC**  
Program Evaluation and Instructional Implementation

**DOWNLOAD ABOBE CONNECT PLUGIN FOR YOUR BROWSER**

**WORKSHEET**  
About Me

### TOPIC 01

#### INTRODUCTION TO EVALUATION STRATEGY AND NEEDS ANALYSIS

**INTRODUCTION TO EVALUATION STRATEGY & NEEDS ANALYSIS**  
Discuss the blended learning journey and dig deeper into the relationship between the business and the learning function



**INTRODUCTORY VIDEO**  
Introduction to the Modern Learning Environment and the Role of Evaluation and Needs Analysis



**BLOG POST**  
The Role of Evaluation in the Modern Learning Landscape



**INFOGRAPHIC**  
5 Ways To Engage the Business in Learning



**BLOG POST**  
Partner with the Business: Linking Learning Outcomes and Business Outcomes



**BLOG POST**  
The Role of Needs Analysis in Modern Learning



**WORKSHEETS AND TOOLS/TOOL KITS**

- Business Requirements Worksheet
- Needs Analysis Planning Tools
- Data Collection Toolkit



**REFLECT AND SHARE**



**EFFECTIVE PRACTICE SCORECARD DEEP DIVE**



**PRACTICE LEADERBOARD CHALLENGE**



**CRAFTING MEASURABLE LEARNING OBJECTIVES**

**EFFECTIVE PRACTICE SCORECARD TOOL**

**REFLECT AND SHARE**



**JOB AID**  
Writing Learning Objectives for the Modern Workplace



**BLOG POST**  
Finding the Balance in the Blend



**BLOG POST**  
Business Objectives and Performance Objectives



**INTRODUCTORY VIDEO**  
Is Instructional Design Still Relevant? How Learning Objectives Guide Learning



### TOPIC 02

#### CRAFTING LEARNING OBJECTIVES



# IMPLEMENTING THE PLAN: HOW DO YOU EXECUTE AN EFFECTIVE BLENDED LEARNING PROGRAM?

## Chapter Highlights

- Content strategy
- Curating content
- Engaging managers

# CONTENT STRATEGY



## MISSION

- Who are you as an organization or function?
- Who are your learners?
- What do you ultimately want your learners to accomplish?



## CONTENT

- What learning content do you already have?
- What is the relative value or appropriateness of existing learning content?
- What gaps exist, and what learning content do you need to develop?
- What tools do you have to support the development of new content?



## SUBSTANCE

- How will learning materials be organized (themes, campaigns, topics, months)?
- How will the design or hierarchy of learning content be determined?
- What system will be used to tag or reference learning content?
- What forms of delivery would be most effective for your organization and learners?
- What tools do you have to support that delivery?



## WORKFLOW

- Who is responsible for producing and maintaining existing content?
- What processes need to be in place to move content from development to delivery?
- Implementing the Plan: How Do You Execute an Effective Blended Learning Program?
- Who can detail out each of these processes?
- What tools can be used to manage the project workflow?
- What quality assurance and editorial reviews need to be in place?



## GOVERNANCE

- Who are the key decision makers regarding content development and delivery?
- Who determines the learning project priorities?
- What guidelines are in place to handle issues that may arise?
- Who is in charge of the content life cycle and schedule?
- Who is responsible for communicating about changes or results?

# CONTENT CURATION FOR BLENDED LEARNING

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## PRO TIP

According to Stephen Walsh (2017) of Anders Pink, curation for learning means:

- finding the best content from multiple sources, usually external content
- filtering it so only the most relevant content makes it through
- sharing it with the right internal audiences, at the right time, in the right places
- adding value to that content with commentary, context, or organization.





## TIPS FOR CURATING CONTENT FOR LEARNING

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- **Curation begins with defining learning objectives.** For learners to understand the validity and relevance of curated content, it should support and clearly connect to defined learning objectives.
- **Content must have context.** It's not enough to pull resources off the Internet. Curators need to have expert opinions and perspective so they can include commentary that adds weight and clarification to the information. Why does the resource matter? How will it help learners on their learning pathways? How does it support the learning goals? Where can learners find more related information? Learners benefit from the answers to those questions.
- **Make curated resources accessible.** If learners don't know the content is available, it loses its power. Once again, communication takes center stage. Regularly tell learners when and where they can access new curated content, and review it to ensure that the information is still timely and relevant.
- **Take care to preserve the information.** Storing, archiving, and preserving past curated content has merit. Taking the time to review which resources helped learners, which they responded to, and which didn't achieve their goals will help improve the curation process moving forward.

# ENGAGING MANAGERS





# TRANSFERRING LEARNING AND EVALUATING RESULTS: HOW DO YOU DEMONSTRATE SUCCESS?

## Chapter Highlights

- Measuring learning engagement and learning transfer
- The role of authenticity in evaluation



# MEASURING LEARNING ENGAGEMENT AND LEARNING TRANSFER

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## PRO TIP

To ensure success, the evaluation plan should:

- Allow learners to self-evaluate the effectiveness of the blended learning campaign.
- Measure how well the blended learning campaign has met learning objectives and overall learning goals.
- Demonstrate the benefits of the blended learning campaign to organization stakeholders.



# MEASURING LEARNER ENGAGEMENT IN A BLENDED LEARNING ENVIRONMENT

- **Emotion:** How does the learner feel about the content and its presentation or treatment?
- **Intellect:** Does the instructional experience require and involve the learner's intellect?
- **Environment:** Do the learners interact with the learning environment and is the environment changed because of the training?



## TOOL

How do you measure engagement? Use the “Measuring Learner Engagement in a Blended Learning Environment” tool at the end of the chapter to get started.

## THE ROLE OF AUTHENTICITY





# PLANNING NEXT STEPS: WHERE DO YOU GO FROM HERE?

- Why blended learning is more critical than ever
- Tips to ensure the ongoing success of your program



BLENDED LEARNING: NOW MORE THAN EVER







## ENSURING SUCCESS

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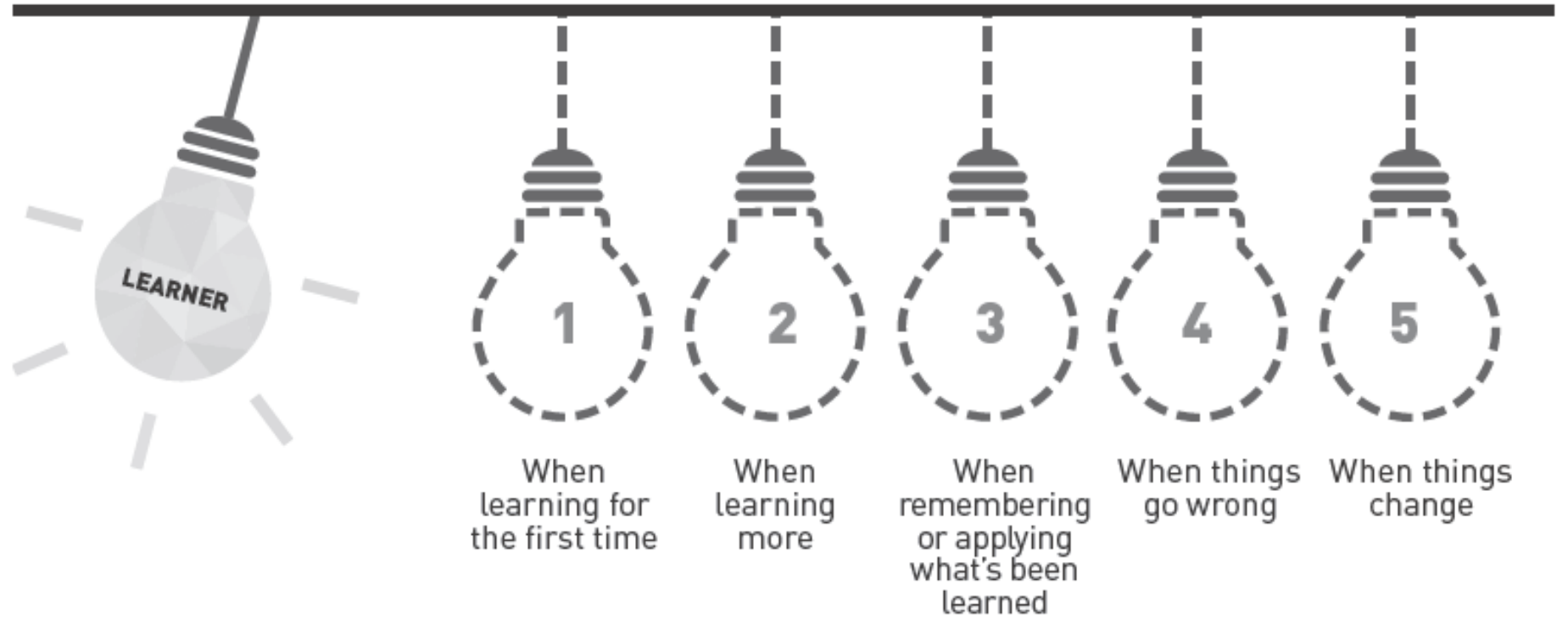
Ensure ongoing success by

- Establishing a review and evaluation cycle
- Creating and executing an internal marketing plan
- Partnering with managers
- Ensuring organizational support

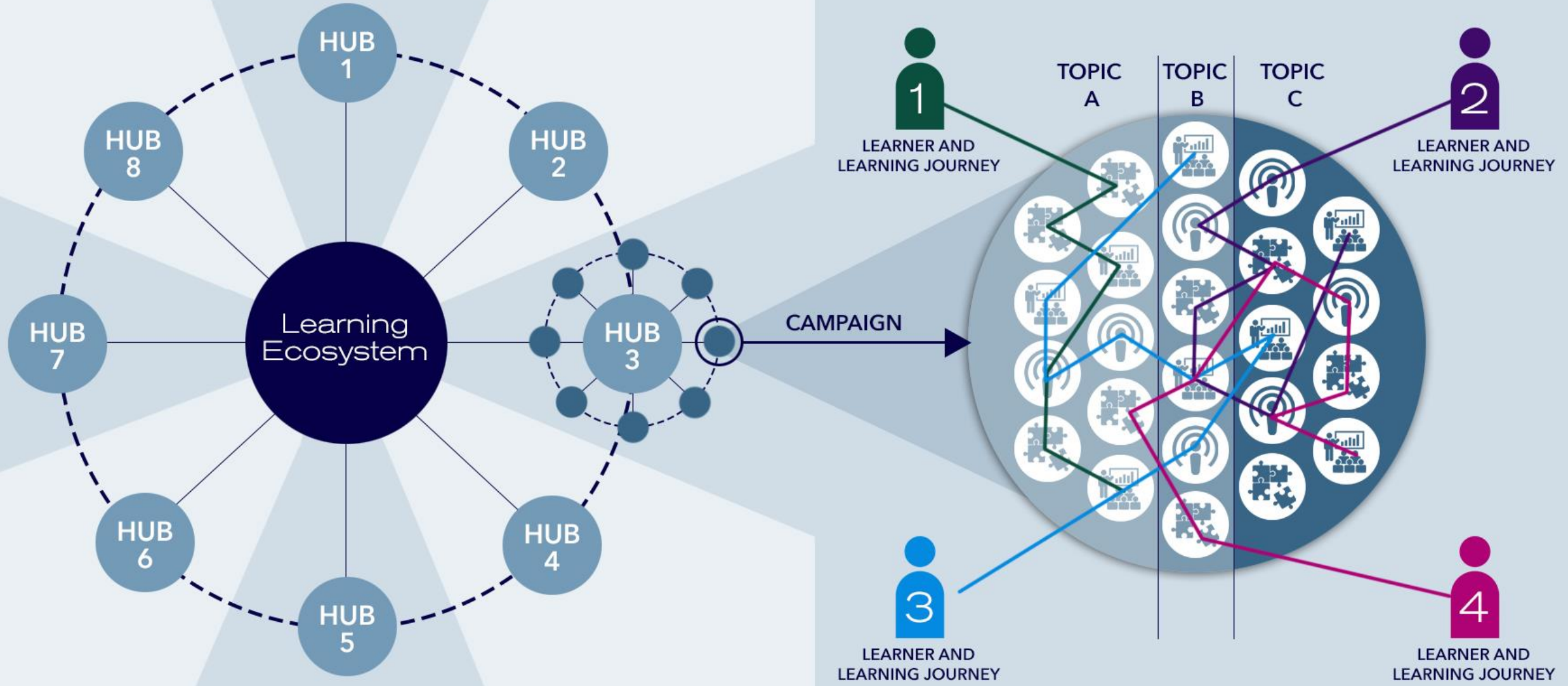


# PERPETUAL LEARNING DESIGN

## 5 Moments of Learning Need

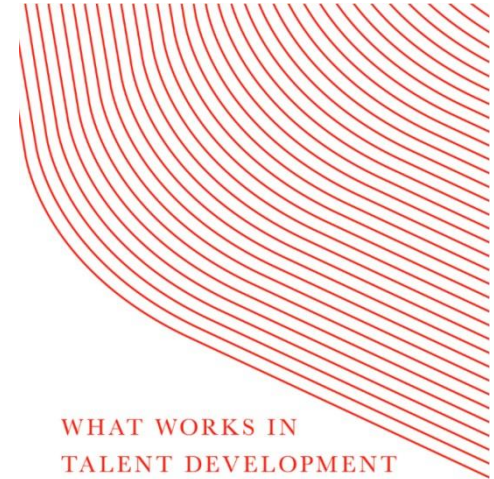


# INSYNC'S PERPETUAL LEARNING DESIGN™ MODEL





# LEARN MORE



## WHAT WORKS IN TALENT DEVELOPMENT

| Blended Learning

Jennifer Hofmann



atd  
PRESS

