Learning in the Modern Workplace: What's Truly Effective (And What's Not)

Introduction
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True Office Learning

Neha is responsible for True Office Learning's product and technology vision, strategy and growth. Prior to her role as CEO, Neha served as Senior Director of Learning Solutions & Strategic Initiatives at NYSE Governance Services, leading all product strategy and development initiatives for businesses. Neha has also served as Citigroup's Chief of Staff for the institutional Clients Group Technology organization, reporting directly to the CIO. In her time with Citigroup, Neha led a number of strategic change management efforts involving critical, multi-million dollar initiatives across industries.
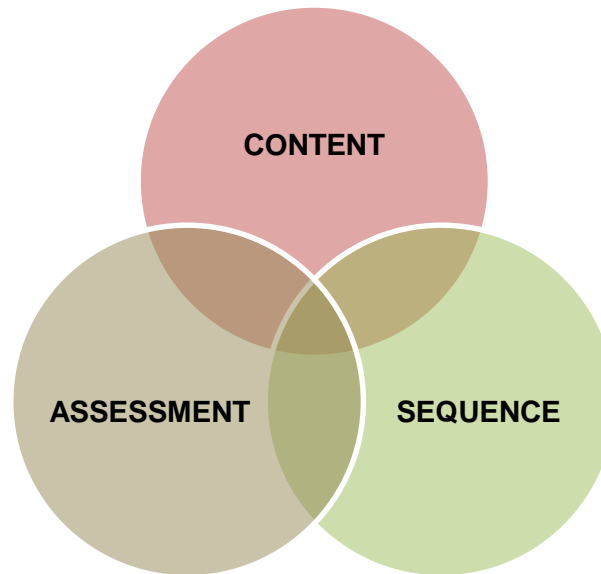
Neha holds an MBA in Management and Business Strategy from Rutgers Business School and a BE in Computers and Electrical Engineering from the Honors College of Engineering at Rutgers.

Buzzwords vs. Meaningful Technology Capabilities

Myth 1: Personalization = Adaptive Learning

Trend: More solutions claim to offer
"adaptive learning" experiences

Myth 1: Personalization = Adaptive Learning

- **Adaptive Sequence:** Tools with adaptive sequences have a lot going on behind the scenes. These tools are continuously collecting and analyzing student data to automatically change what a student sees next;
- **Adaptive Assessment:** The key to understanding adaptive assessment is to remember that these tools change the questions a student sees based on his or her response to the previous question.
- **Adaptive Content:** When a student gets something wrong, tools with adaptive content respond with feedback that's based on that student's specific mistake. The tools provide materials to review the relevant skill.

PSEUDO-ADAPTIVE

- Personalized Learning
- Branching Scenarios
- Opt-Out Quiz / Quiz banks
- Helpful, but doesn't take performance into account
- Realize only 30-50% of the benefits

ADAPTIVE TECHNOLOGY

- Standalone Adaptive Learning or Adaptive Ecosystem
- Minimizes learner fatigue
- Shortens time required for training
- Helps individual learners improve in weaker areas
- Drives greater behavioral change

Optimizing learning with Adaptive Technology

Role-Based Adaptive Learning*
Deploy one course for multiple groups, give learners a more relevant course

Introduction
A short, no-nonsense video to kick off the topic

Learner Profiling
Assess baseline performance so content is tailored to learner aptitude

Content Adaptation
Unlock categories tied to each learning objective

Kinesthetic Learning
Gamified activities motivate and engage

Results & Benchmarking
Learners see their performance results so they know how they stack up

*Optional feature

WATCH & LEARN webcasts · atd

Are YOU using adaptive learning?

❑   Standalone adaptive solution (content and sequence)
❑   Adaptive Learning Ecosystem
❑   Branching
❑   We are not using any adaptive solutions

Myth 2: Data = Insight

Trend: LMS and training systems produce more data through xAPI and other means

Myth 2: Data = Insight

DATA

What are these metrics telling you?

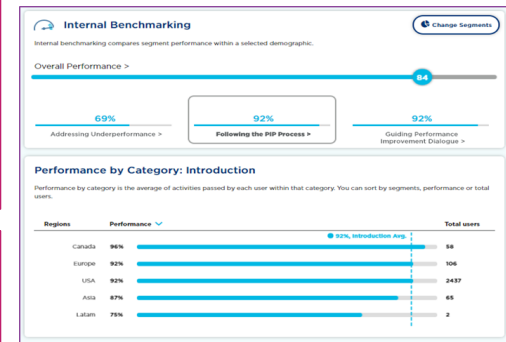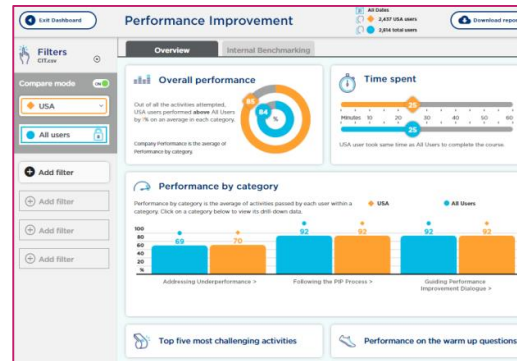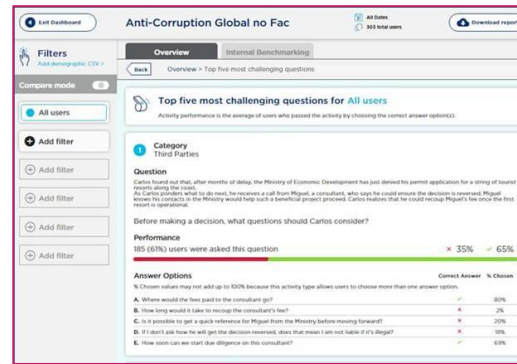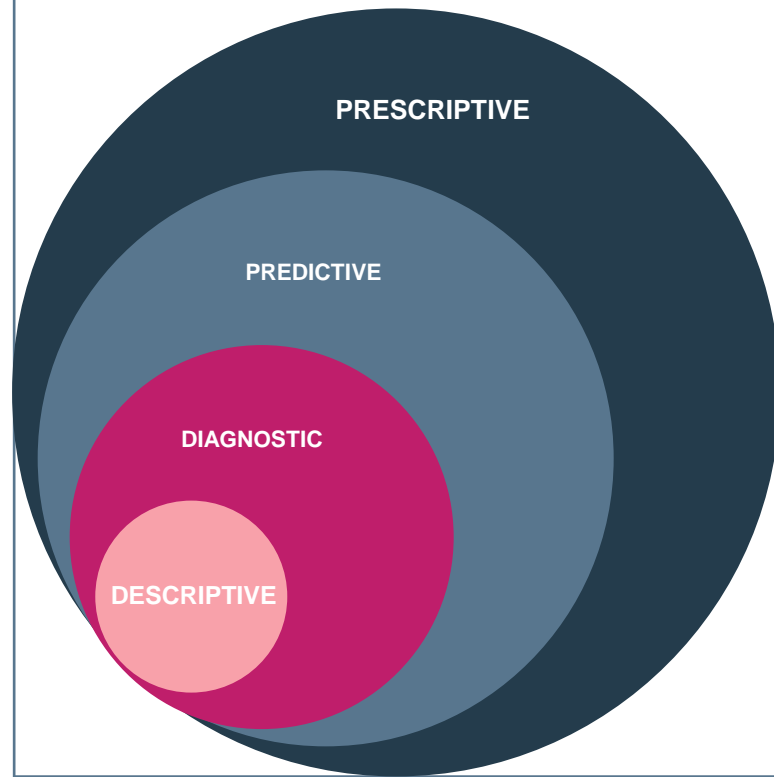|		
Completion Stats	Pass Rate	Quiz Scores
Activity by Week	Activity by Location	Time Spent
Mobile vs. Tablet	Poll Results	Confidence Survey

INSIGHT

What actionable intelligence should tell you:

Myth 2: Data = Insight

TYPES OF DATA

VALUE

PRESCRIPTIVE

PREDICTIVE

DIAGNOSTIC

DESCRIPTIVE

COMPLEXITY

PRESCRIPTIVE — What do I need to do?

PREDICTIVE — What's likely to happen?

DIAGNOSTIC — Why is it happening?

DESCRIPTIVE — What's happening in my business?

How many data sources are YOU using to truly measure efficacy?

- ❑ 1-2 data sources
- ❑ 2+ data sources
- ❑ Using completions, time spent, quiz scores
- ❑ Not measuring efficacy quantitatively

Myth 3: Micro Bursts = Learning

Trend: As attention spans fade, the shorter the training, the easier it is to absorb.

Myth 3: Micro Bursts = Learning

EXPEDIENCY

- Highly effective for reinforcement or short term goals
- Shorter format makes consumption easier
- Retention of focused bursts higher
- Gaining momentum as preferred method of training for time-starved employees

PRACTICALITY

- Fragmentation and lack of cognitive synthesis
- Insufficient research to know whether it is an effective strategy for reaching long-term goals
- Elevated program management costs
- Learner confusion and lack of agency to cover topic thoroughly in one sitting

Building Deep-Set Knowledge

How are YOU using micro or burst learning?

- ❑   Fundamental Learning
- ❑   Ongoing learning reinforcement
- ❑   In-time Learning
- ❑   Not using micro-learning or burst learning

Myth 4: Better Looking = More Effective

Trend: Flashier solutions are more effective - animations and strong visuals are key for effective learning

CORRELATION ≠ CAUSATION

VISUAL STIMULATION

- Output is short-lived, doesn't further goal to make effective choices
- Can sometimes limit learner agency (ex. Video)
- High cost to create, maintain and personalize, especially for a global audience
- Novelty can wear off quickly, resulting in large investment with minimal return

COGNITIVE VALUE

- Learning Logic is paramount – solve the real employee pain point
- Drive behaviors, not just interest
- Engage the analytical parts of the brain, not just the visual cortex
- Innovate "inside the box" – support the 100% learner population
- Don't compromise measurement

# What is YOUR top priority when designing/evaluating learning experiences?

❑   Visual look & design
❑   Learning Logic
❑   Measurement and Assessment
❑   Navigation and ease of use

Myth 5: Sentiment = Performance

Trend: Assessing learner confidence as a measure of preparedness and training efficacy

FILLING THE DATA GAPS

- Trying to make up for the gaps in quiz-based assessment
- Eliminating response bias is difficult

10.61% 0.64%

88.69%

■ Highly Confident
■ Moderately Confident
■ Not Confident
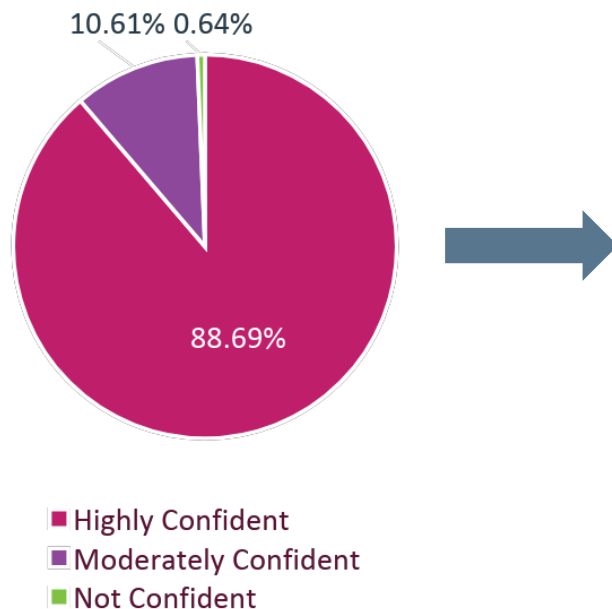
Percentage of employees who are unable to make the effective decision as seen through behavioral analytics:

Scenario 1: Socializing with clients and prospects

Row labels	User ID count
Highly Confident	16%
Moderately Confident	12%
Not Confident	20%
TOTAL	**15%**

Scenario 2: Buying public stock of a competitor

Row labels	User ID count
Highly Confident	18%
Moderately Confident	17%
Not Confident	28%
TOTAL	**18%**

Scenario 3: Interacting with vendors

Row labels	User ID count
Highly Confident	15%
Moderately Confident	15%
Not Confident	13%
TOTAL	**15%**

Enhancing Learning Efficacy

The Learning Challenge

Bridging the gap between enterprises and their learners.

MODERN LEARNERS WANT MODERN LEARNING

- Modern learners engage through a variety of sources and devices, but instructor-led classes are still the #1 method for training.[1]
- Employees spend an average of 33 hours per year on training.[2]
- 46% of companies have trouble getting employees to make time for L&D.[1]

DELIVER A PERSONALIZED EXPERIENCE

- 49% of companies have a limited L&D budget.[1]
- Less than 25% would recommend their L&D program to peers.[1]
- $1,252 spent per employee on direct learning.[2]
- 55% of companies don't have the time or staff to measure at Kirkpatrick levels.[3]

GET ACTIONABLE DATA

- Only 6% of companies truly measure all types of learning with an eye on business results.[3]
- 52% use a post-training quiz to measure effectiveness.
- Less than 50% of companies have the in-house skills to analyze learning data. [3]
- 66% run analytics on no more than half their learning programs. [3]
- 60% share their analysis with business leaders. [3]

1 LinkedIn Learning: 2017 Workplace Learning Report
2 eLearning Industry: Organizational Trends in Learning & Development
3 Brandon Hall: 2017 Learning Analytics Study

Technology that connects learning to learners

Adaptive learning technology yields...

BETTER ALIGNMENT TO BUSINESS OBJECTIVES

- Training **specific to the needs** of the population, industry and business.
- Tie learning objectives to desired outcomes/behavior changes by creating situational assessment that tests knowledge application rather than reading comprehension.
- Courses that engage the learner, transfer knowledge and drive behavioral change while generating meaningful analytics for the business.

MODERN LEARNING EXPERIENCES

- **Learn-by-doing** with stimulating, memorable and true-to-life content and scenarios that increase long term knowledge retention by 15-20%. [2]
- Technology-enabled learning engagement and interactivity yield higher knowledge acquisition.[1]
- Use adult learning principles to create engaging courses that capture attention and help retain new knowledge or skills.

METRICS THAT GET ATTENTION

- Our analytics data shows:
- Total seat time for rollouts reduced by 15-20% through adaptive learning logic. [3]
- On average 40-50% of the population saves 10-15 min. on the same content. [3]
- The time saved directly yields financial value and productivity to the business.

1 LinkedIn Learning: 2017 Workplace Learning Report
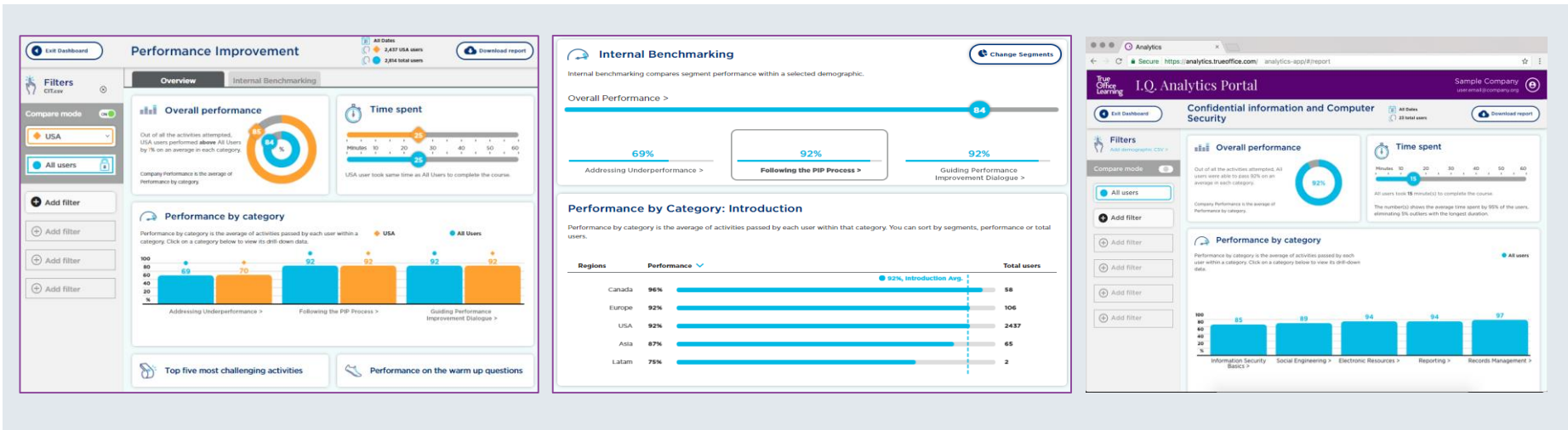2 eLearning Industry: Organizational Trends in Learning & Development
3 Brandon Hall: 2017 Learning Analytics Study

Behavioral Analytics: Beyond Metrics

Behavioral intelligence that goes far beyond LMS data

- Analyze real-time aggregate performance to quickly identify knowledge gaps

- Benchmark performance internally and compare trends for various segments of your organization to demonstrate training effectiveness

- Strengthen knowledge gaps, drive business outcomes, and quantitatively inform future program design

Do YOU have access to a tool that lets you develop truly adaptive learning (content and sequence) that provides Learner's Behavioral Analytics?

❑ Yes
❑ No

Thank you

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