Reimagining the value of **Compliance Training**

Travis Waugh
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Sexual harassment training may have reverse effect, research suggests

Trainings' use of 'cartoonish, unrealistic' examples could be partially to blame for men's subsequent dismissal of allegations, says Berkeley professor

Sam Levin *in San Francisco*

@SamTLevin Email

Mon 2 May 2016 13.00 EDT

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▲ 'People in powerful positions don't have a good grasp of what it's like to be in a non-dominant group' Photograph: Rex/Shuttershock

Sexual harassment courses aimed at preventing workplace discrimination can have the opposite effect, making men less capable of perceiving inappropriate behavior and more likely to blame victims, according to academic studies that cast doubt on traditional training programs.

Reimagining the value of **Compliance Training**

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What is the **value** of compliance training?

Traditional compliance training has succeeded in mitigating risk.

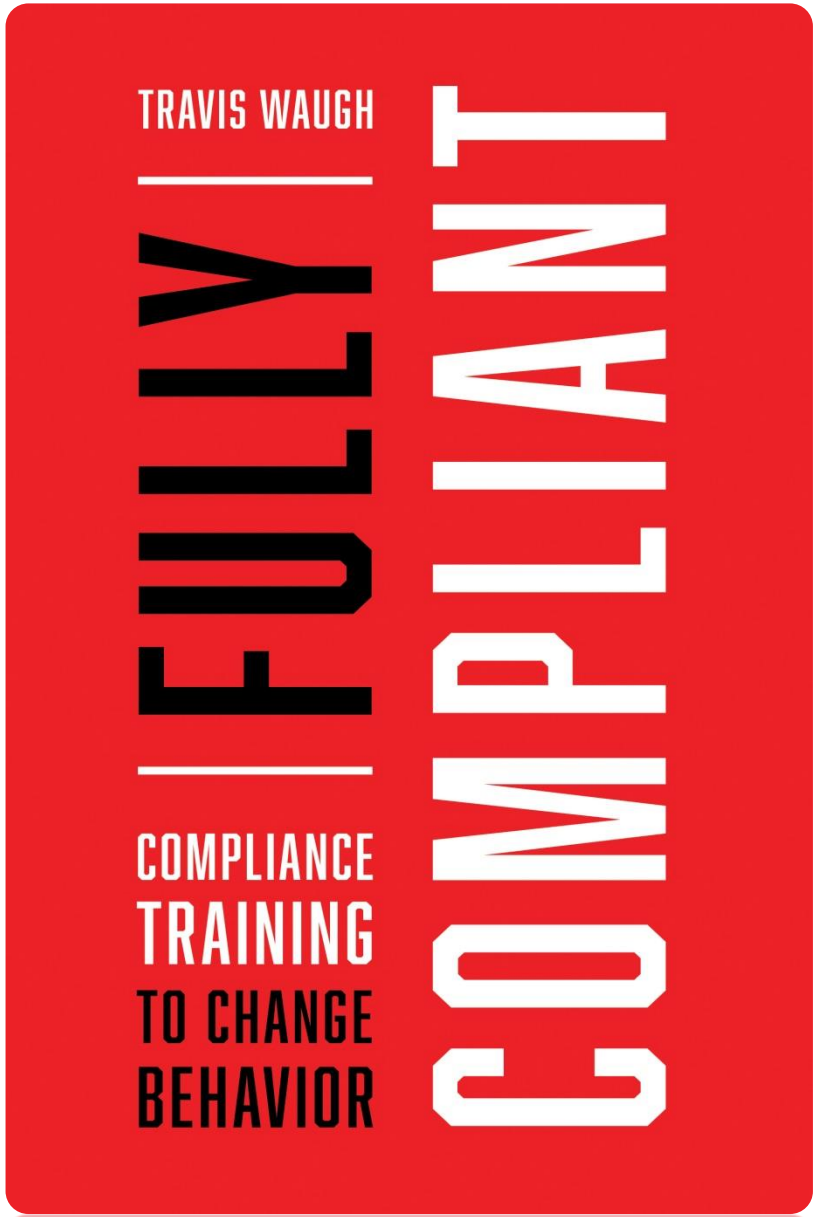
My new book explores how we can retain that value, while also delivering new value for every member of our organization.

With **opportunistic** compliance training, we can change behavior, solve problems, and reduce risk before it happens.

Traditional compliance training has succeeded in mitigating risk.

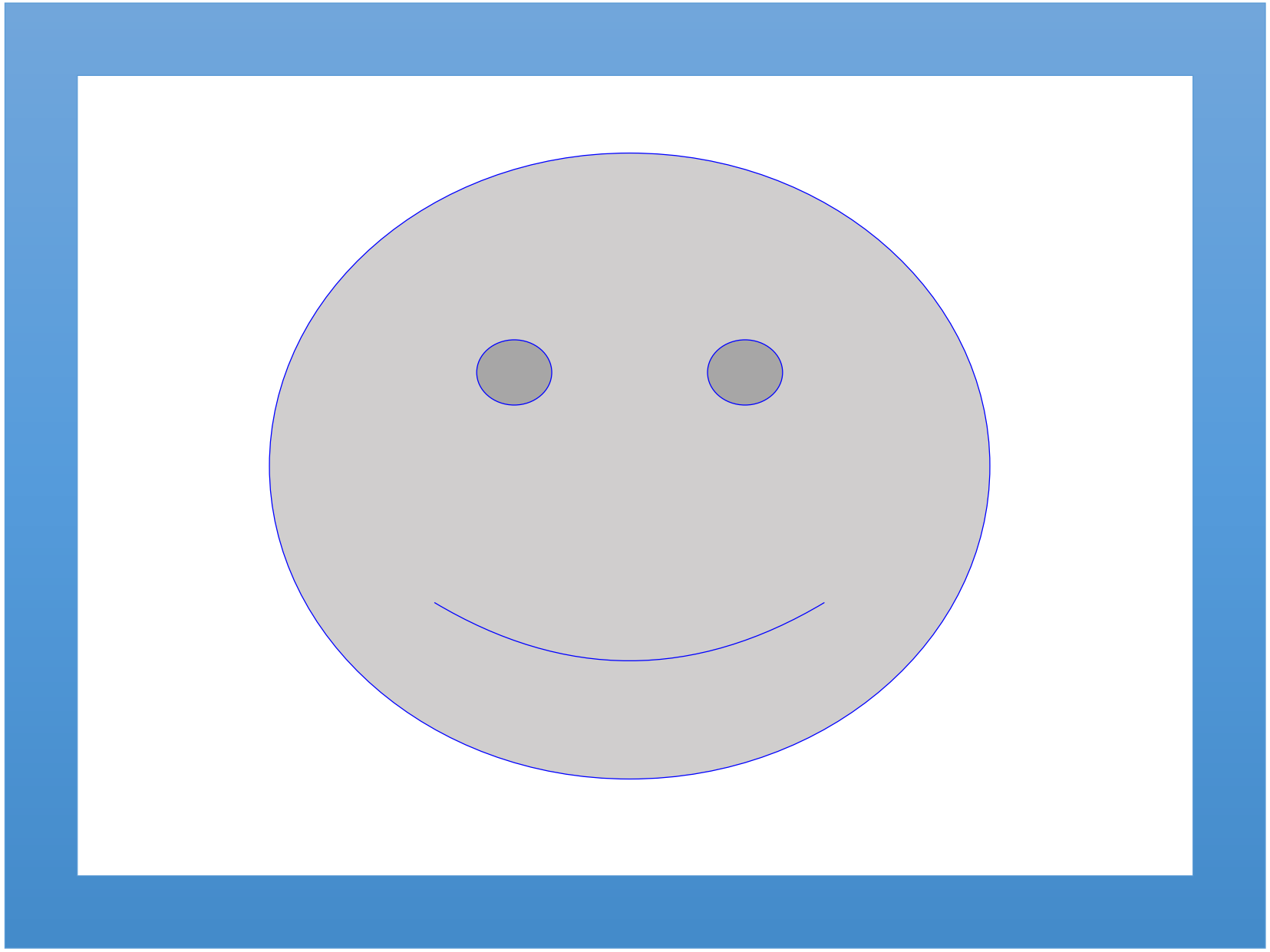
My new book explores how we can retain that value, while also delivering new value for every member of our organization.

With **behavioral** compliance training, we can influence decisions, solve problems, and reduce risk before it happens.



Opportunistic Analysis And Behavioral Design

If you ask your employees why your organization has compliance training, **what will they say?**



Compliance Analysis Form

SUBJECT TITLE

AUDIENCE

SOURCE
Law or policy #, official guidance source, etc.

CORE REQUIREMENTS
What learning objectives or delivery formats are specifically required by the law or policy to which you are complying?

How would you rate these requirements?	**STRICT & SPECIFIC**	←→	**LOOSE & VAGUE**

STAKEHOLDERS

Subject Matter Experts:	
Legal Team:	
Communications Team:	
Training Manager & Colleagues:	
Senior Leadership & Project Sponsors:	

SPECIAL REQUIREMENTS
(Varying schedules, audience subsets, additional content identified internally, special tracking requirements, etc.)

RELATED LEARNING NEEDS
Related to this subject area, what real, observable learning needs exist within your organization?

Desired Behavior Change	Impact	Learnability
	High - Low	High - Low
	High - Low	High - Low
	High - Low	High - Low
	High - Low	High - Low
	High - Low	High - Low

Overall, how would you rate these learning needs?	**Real & Relevant**	←→	**Mostly Irrelevant**

MEASURABILITY
What measures could you use to show whether or not your learning achieves the desired behavior changes listed above?

1.	
2.	
3.	
4.	
5.	

ANALYSIS ASSESSMENT
Building on everything you've learned in the analysis phase, in what quadrant would you place this compliance project?

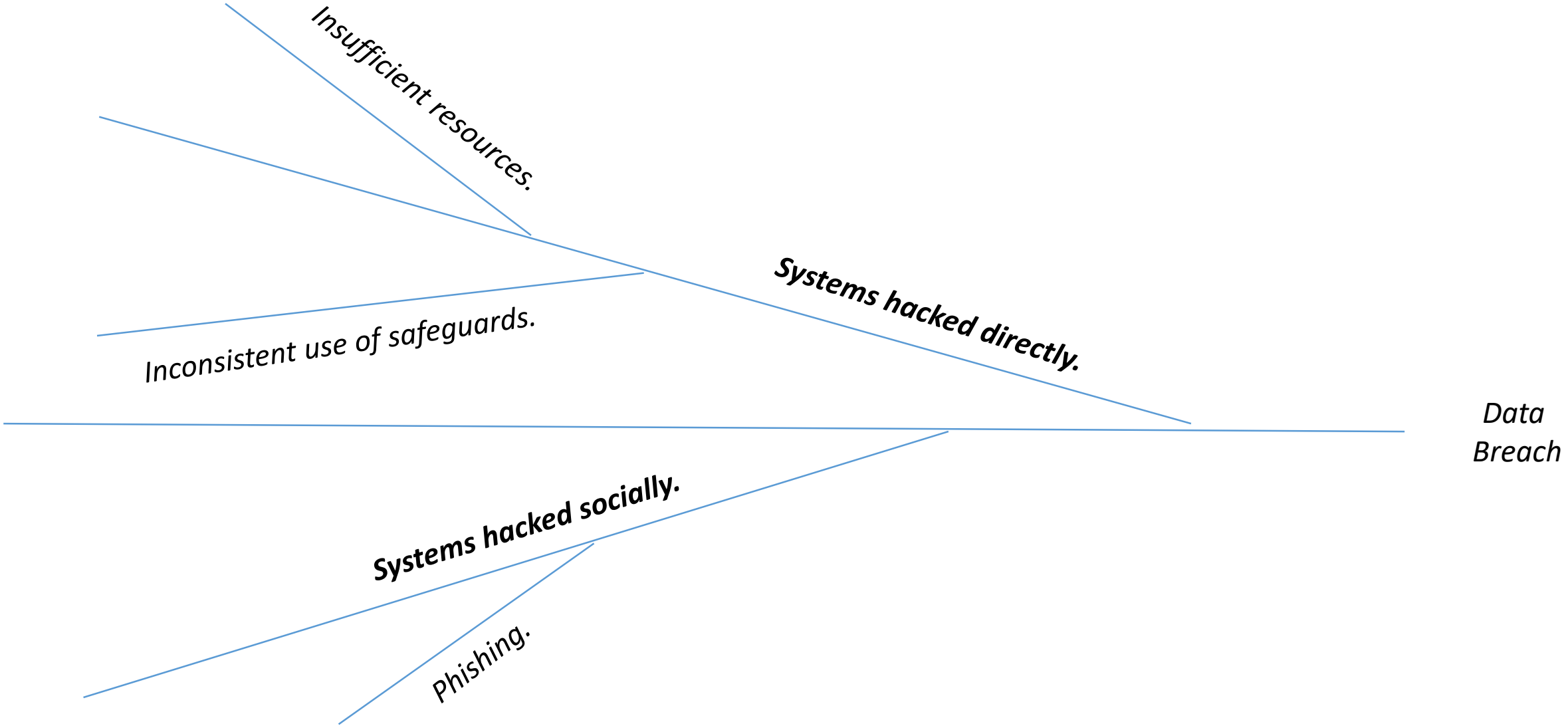
Learning Needs:		
RELEVANT		
IRRELEVANT		
Compliance Requirements:	**SPECIFIC**	**VAGUE**

How do I know which behaviors need to change?

Analyze
Design
Develop
Implement
Evaluate

Good For Generating Theories	Good For Validating Theories
SME Interviews	Help Desk Records
Senior Leadership Interviews	Incident Logs
Job Shadowing	Key Performance Indicators
Audience Focus Groups	Audience Surveys
Organization or Industry Reports	Test Cases

Fishbone Diagram for Risk



Do you know the

#1 Cyber Threat

to Georgia Tech?

Phishing is an

Email Scam

Its aim is to

Trick You

into downloading a virus
or divulging information.

PHISHING

To prevent phishing:

1. Hover over links to check the URL before clicking.

2. Don't open unexpected attachments.

Analyze

Design

Develop

Implement

Evaluate

Behavioral Design

Online Tutorials Past

Behavior Blind

One-Size-Fits-All

See You Next Year

As Long as the Lawyers Want

The Future of Learning

Behavior Driven

Personalized

Continuous

Only as Long as the Learner Needs

Online Tutorials Past

Behavior Blind

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See You Next Year

As Long as the Lawyers Want

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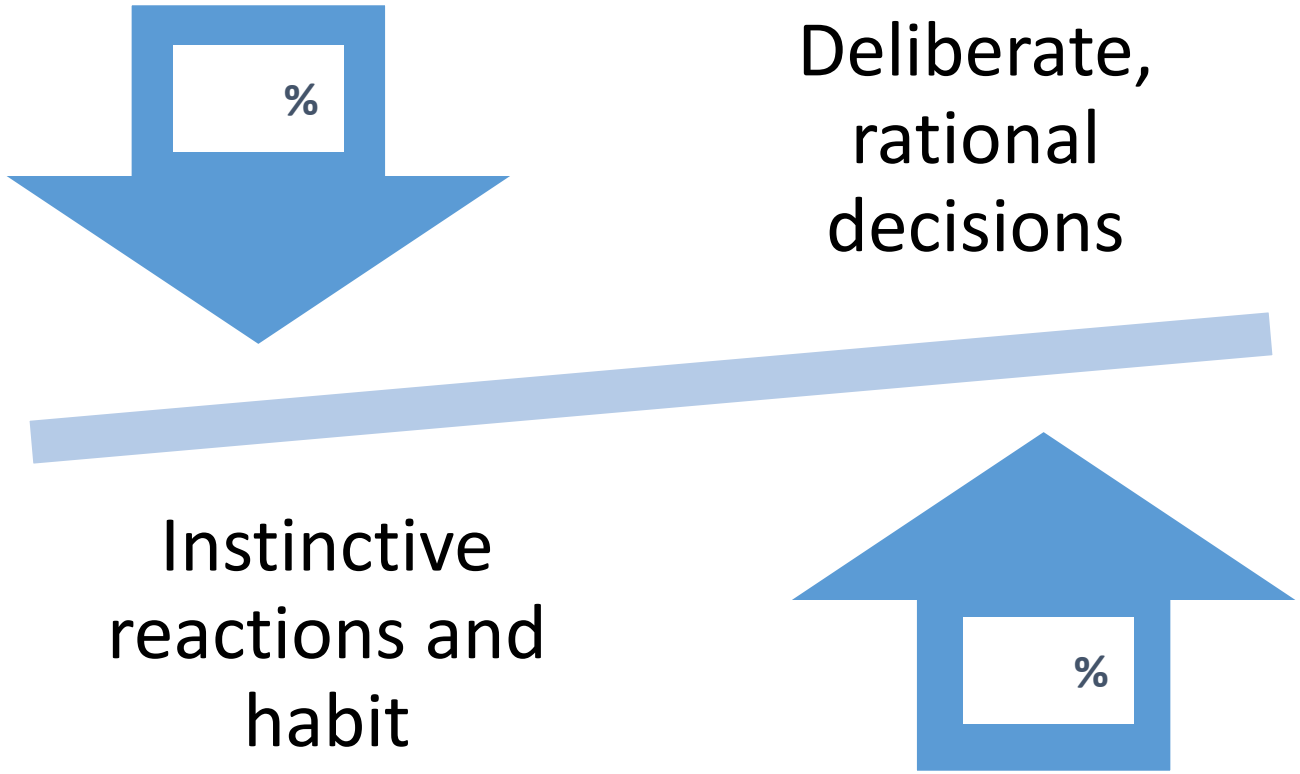
If you really, really wanted to change a behavior,
what levers would you pull?

Why do people
do what they do?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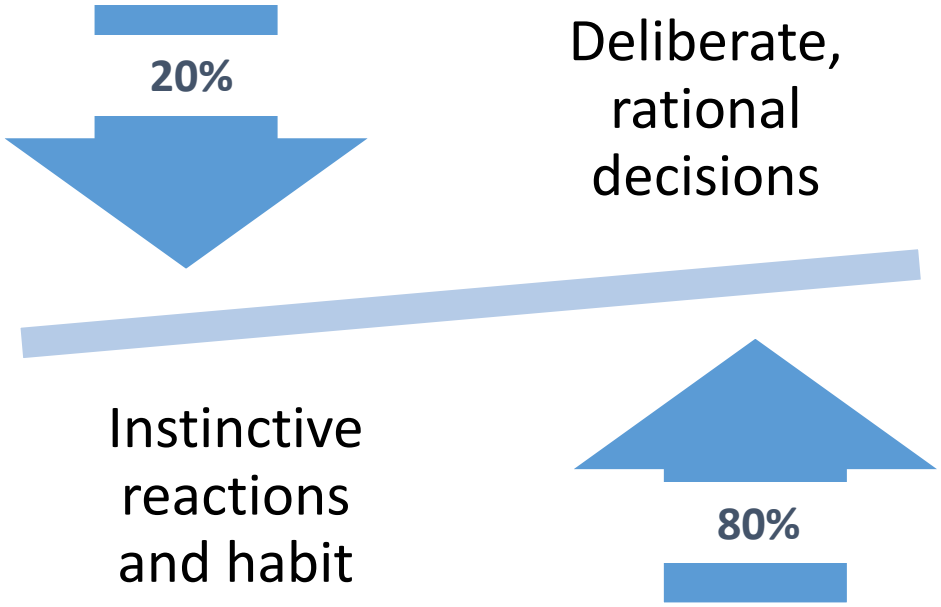
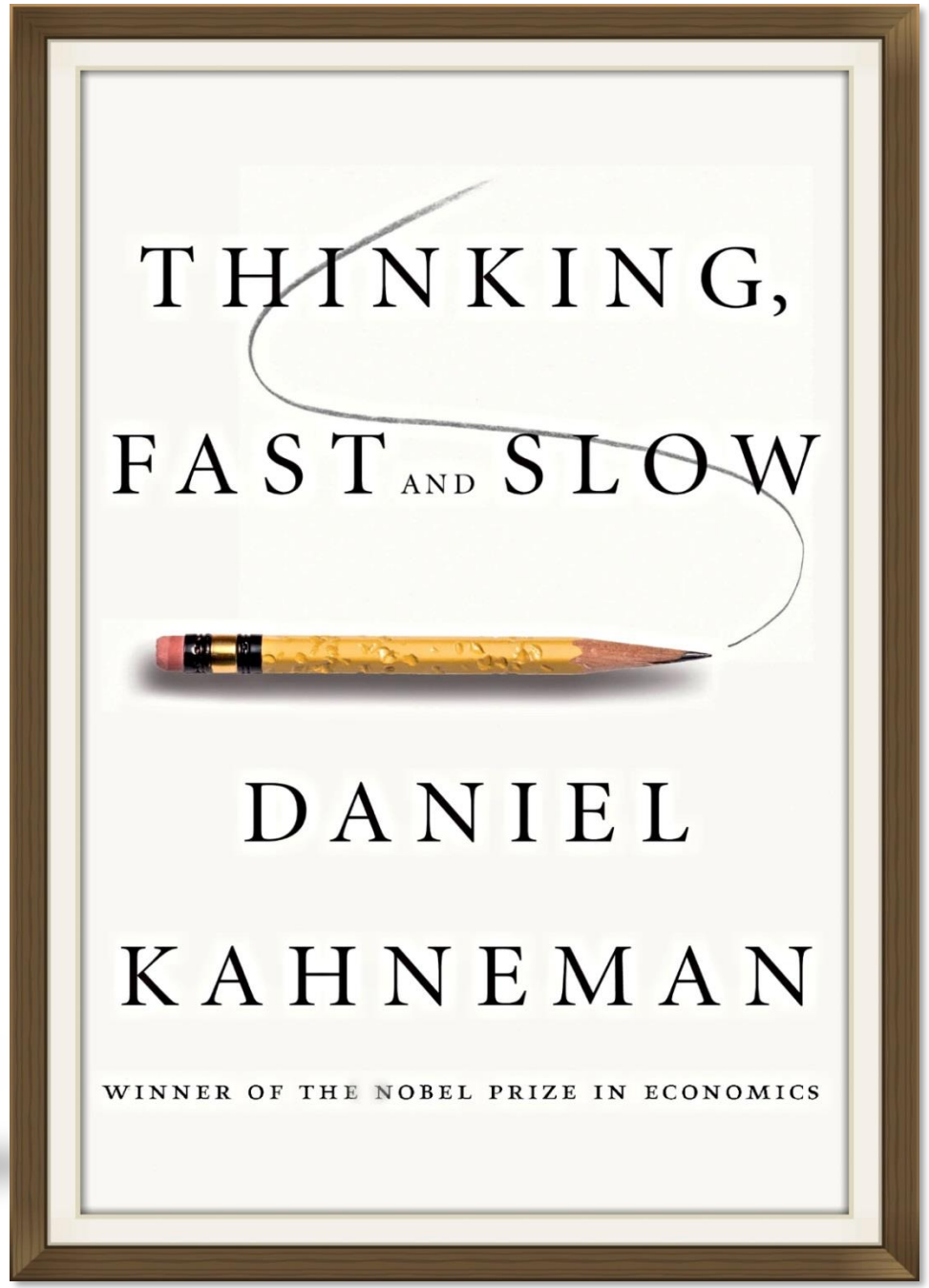
Deliberate, rational decisions
Instinctive reactions and habit
%


20%
Deliberate, rational decisions
Instinctive reactions and habit
80%


THINKING, FAST AND SLOW
DANIEL KAHNEMAN
WINNER OF THE NOBEL PRIZE IN ECONOMICS

501
501
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501
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Individual Belief		
Context	**Habit**	**Intrinsic Motivation**
Culture		

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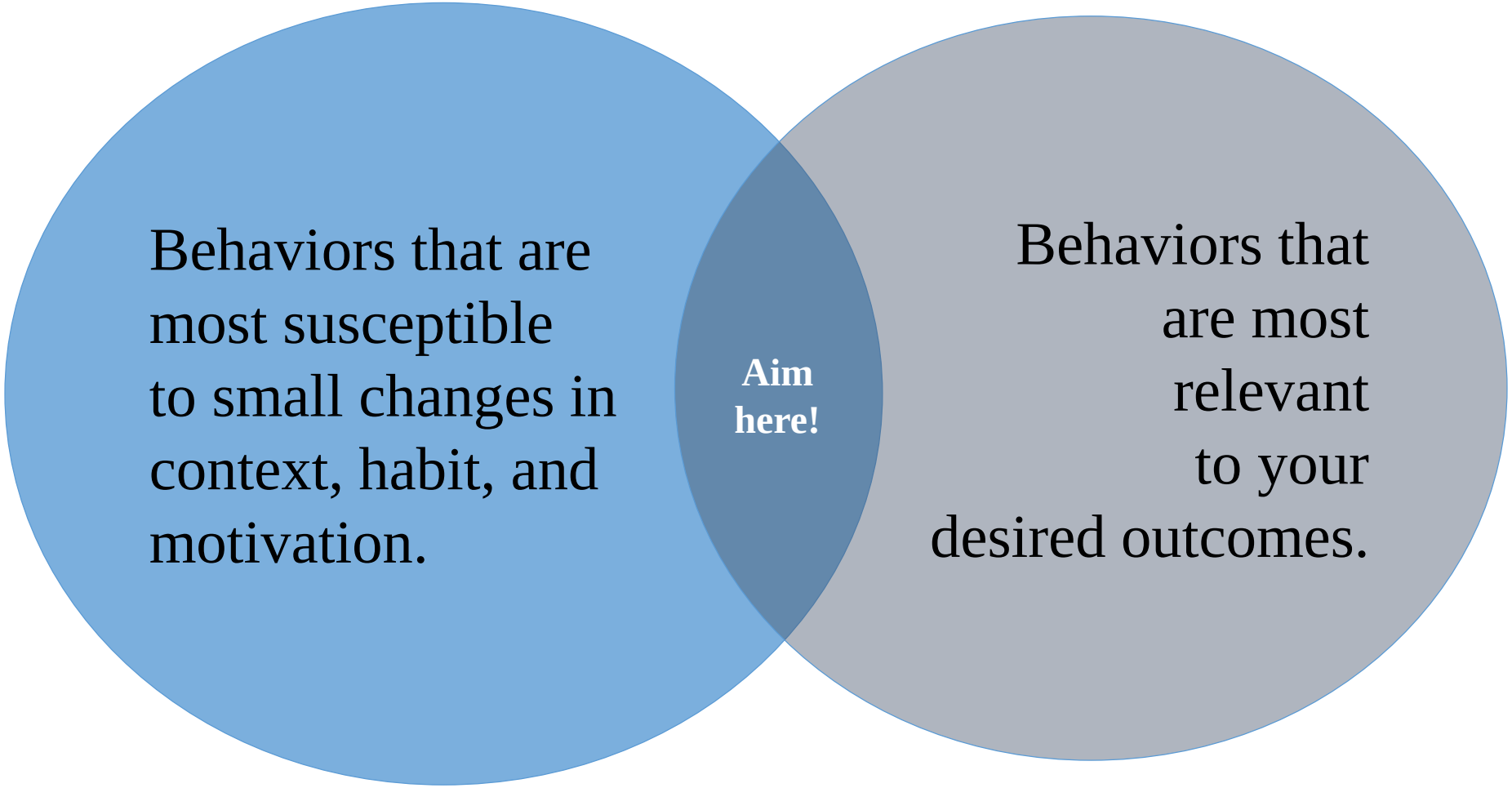
Behaviors that are most susceptible to small changes in context, habit, and motivation.
Aim here!
Behaviors that are most relevant to your desired outcomes.

Desire Outcome:
Reduce Smoking Rates

Behavior Objective 1:
Stop first time smokers before they acquire the habit.

Behavior Map:

[trying a first cigarette][1]

[someone offers a cigarette][1a]

[someone accepts][1b]

CONTEXT	HABIT	MOTIVATION
Set the most **available** information to your learner in the moment of need. • Tell salient stories. • Be everywhere. • Don't stop.	Establish **keystone habits** the decrease the risk of misconduct in all areas. • Build a "report or seek help" habit. • Reinforce the habit in every course. • Elevate the new habit as a focus in and of itself, not just a caveat to a compliance mandate.	Create time and space for **self-guided** learning and decision-making. • Maximize freedom and choice, not proscribed solutions. • Align with existing values. • Create problem-based learning workshops for leaders and roles in key risk areas.

What does this mean for your compliance training?

High but Juicy Fruit

Consolidate compliance categories and create a holistic plan that blurs the line between compliance training, communication, and performance management.

Mid-Range Fruit

Begin offering bespoke solutions to high risk audiences, and ensure all your content is aligned with real behavioral needs and compelling behavioral levers.

Low-Hanging Fruit

Add authentic problems, tasks and assessments to existing compliance training tutorials.

Questions?

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