Next Generation Digital Learning Strategies

CHARLES JENNINGS
Next Generation Digital Learning Strategies

CHARLES JENNINGS
Contents

Executive summary .............................................................................................................. ...VII

About the author ................................................................................................................ IX

Acknowledgements .......................................................................................................... XI

Part One: The new world of digital learning

Chapter 1: The changing landscape of learning ................................................................. 1
    New perspectives ............................................................................................................ 1
    Changing work – Implications for learning ............................................................... 1
    The skills and the talent challenge ........................................................................... 2
    Challenging our existing models for learning ......................................................... 2
    Change drives change .............................................................................................. 2
    New environments, new approaches ....................................................................... 3
    New opportunities in breaking the ‘richness and reach trade-off’ ......................... 3
    The power in search is breaking old learning models ............................................. 4
    What does the new learning landscape mean for your organisation? ................ 4
    New learning technologies ...................................................................................... 5

Chapter 2: eLearning and beyond ................................................................................... 7
    Myriad meanings ........................................................................................................ 7
    The impact of social business on eLearning ............................................................ 7
    The global eLearning market ................................................................................... 8
    The impact of eLearning ......................................................................................... 9
    The eLearning versus classroom training conundrum ............................................. 9
    Where is eLearning useful? ..................................................................................... 10
    Digital learning benefits ......................................................................................... 11
    When is eLearning useful? ....................................................................................... 13
    Information growth and its impact on digital learning ............................................ 14
    How is social media impacting eLearning approaches? .......................................... 15

Chapter 3: Developing a strategy for next generation digital learning .......................... 19
    The new workforce and new demands .................................................................. 19
    The value of digital development for new entrants .............................................. 20
    Social media and new entrants ............................................................................. 20
    New learning technologies ..................................................................................... 21
Case study 2: Informal digital onboarding – More complex than you think .......................... 61
Replacing classroom training ............................................................................................... 61
Research findings .................................................................................................................. 61
Impact on performance .......................................................................................................... 62
Recommendations .................................................................................................................. 63

Case study 3: Medical training in the virtual world ............................................................... 65
The ‘Cease Smoking Today’ programme ............................................................................ 65
The approach .......................................................................................................................... 65
Impact of the learning workshop .......................................................................................... 69

Case study 4: Learning by being – Making a plea in mitigation ........................................ 71
Studying law – The challenges .............................................................................................. 71
New ways of learning law ....................................................................................................... 72
The solution – Learnscape ..................................................................................................... 72
What is a Learnscape? ............................................................................................................ 72
Developing the solution – Pedagogical approach ................................................................. 73
The co-creation process ........................................................................................................... 73
Real life context ...................................................................................................................... 74
Integration of natural assessment ......................................................................................... 75
Reflective learning .................................................................................................................. 76
The outcomes – Demonstration of effective learning ............................................................ 76

Case study 5: An eLearning and leadership programme creates opportunities for rural women ........................................................................................................... 79
Successes .............................................................................................................................. 80
Industry members show leadership ....................................................................................... 81
Participants praise the programme ...................................................................................... 81
Challenges ............................................................................................................................. 82
Impact – Wider than simply eLearning ................................................................................. 82
Connecting the city and the bush .......................................................................................... 82
Sustainability ......................................................................................................................... 83

Case study 6: Digital learning – A journey to social learning ............................................ 85
The challenge ......................................................................................................................... 85
Developing a culture of learning .......................................................................................... 85
Developing individualised digital learning .......................................................................... 86
Insights into patterns of learning .......................................................................................... 86
Impact of digital-enabled formal learning ............................................................................ 87
Choosing the right platform for social learning ................................................................. 87
Overcoming challenges ......................................................................................................... 88
Bottom line impact ............................................................................................................... 89
Top tips for integrating informal social learning into the business ..................................... 89
Case study 7: Integrated digital learning at scale in China ........................................ 91
  China Telecom ........................................................................................................ 91
  Technological innovation ...................................................................................... 91
  Mobile learning support ...................................................................................... 92
  Digital learning at scale ....................................................................................... 92
  Supporting wider activities across China Telecom .............................................. 93
  Focusing on continuing operations – Integrative strategic development .......... 93
  Blended learning ................................................................................................. 94
  Integration of formal and informal learning ....................................................... 94
  Social learning ...................................................................................................... 95
  Main milestones ................................................................................................. 95

Case study 8: Serious games using a rich blend of digital learning ...................... 97
  Serious games – A bridge between training and professional experience ............... 97
  Game launch ........................................................................................................ 98
  Games as a vector for interpersonal exchange .................................................. 98
  Assessing leadership profiles .......................................................................... 98

Case study 9: An award-winning medicine digital learning programme ............ 101
  The challenge ...................................................................................................... 101
  The approach ...................................................................................................... 101
  Expect the unexpected – Challenges in planning .............................................. 101
  Evaluation .......................................................................................................... 102

Case study 10: Solving service issues and making big savings with digital learning... 103
  The challenge ...................................................................................................... 103
  The strategy ........................................................................................................ 103
  Financial goals ................................................................................................... 104
  The approach – Café Service Heroes ................................................................. 104
  The results .......................................................................................................... 105
  Business results ................................................................................................ 107

Case study 11: Digital learning through kiosks in the workplace ....................... 109
  The challenge ...................................................................................................... 109
  The solution ........................................................................................................ 109
  Review ................................................................................................................. 110

Index .................................................................................................................. 113
THE WORLD of organisational learning and development is undergoing radical transformation.

This report explores this changing landscape and contributing factors, as well as the impact this change is having on the practices used by learning professionals across all sectors, including in commercial enterprises, in government departments and agencies, and in non-profit third sector organisations.

Despite the common saying ‘it’s not all about the technology’, digital technologies have swept every corner of the globe, creating disruptive change and transformation. The world of learning is an area that has been profoundly impacted. One of the early effects was the replacement of a significant amount of classroom-based training (often referred to as instructor-led-training or ITL) with eLearning programmes.

Beyond digitising courses and classroom re-enactments, the digital world offers a wide range of opportunities to ‘take learning to the learner’, rather than bringing the worker to a specific physical or virtual space for learning. The worlds of mobile and social learning are good examples where huge growth is occurring and likely to continue.

This report examines the positive effect of digital technologies on learning and development, and illustrates how the emerging new world of digital learning has huge potential for improving workforce agility and capability.

The impact of the global financial crisis is one driver that has led to organisations adopting digital learning technologies, initially to save costs, but also to enable learning across organisations at the ‘speed of business’, in a world where innovation and agility increasingly drive successful enterprises.

Every worker, manager and executive decision maker will be impacted by the growth of digital learning. Every organisation needs to develop a strategy to exploit it effectively.

This report will provide a clear framework for building an effective learning strategy for any organisation, with eLearning and new approaches to building workforce capability at its heart. It will also outline the key steps required to support and enable workplace learning within an organisation. Readers will get a clear sense of how eLearning has changed from one way, digitised computer-based page-turning courses into well-supported, well-structured and self-directed learning.

Take home skills and tools

The growing market and versatility of digital learning technologies are explained, as well as the impact this is having on learning. Guidance on how organisations can develop best-practice digital learning strategies in order to remain competitive and effective is provided.

Fundamental changes in the landscape of learning include:
New ways of working and the implications for learning; New learning models; and New learning technologies and their impact.

This report will address fundamental issues around the best use of digital learning to achieve impact and organisational improvement:

- Are eLearning and other digital learning methods as effective as face-to-face training and development approaches?
- Where is digital learning best used?
- What are the benefits?
- How is Web 2.0 (the read-write web) impacting digital learning?

Detailed recommendations for developing and implementing digital learning strategies are provided, including:

- Incorporating informal learning into digital learning strategy;
- New roles for learning management systems (LMSs);
- Exploiting user-generated content (UGC) and crowdsourcing approaches;
- Strategies for mobile learning;
- Strategies for social learning; and
- Strategies for electronic performance support.

**Case studies**

A variety of case studies from international organisations offer practical examples of successful digital learning strategies, processes, content and solutions, revealed through one of the following projects:

- Virtual worlds for medical training;
- Portals and kiosk-based training for manual workers;
- Financial advisor legislation training;
- Management development through virtual games;
- Use of engaging eLearning to achieve scale and cost savings;
- Government-sponsored womens leadership programme;
- Video-based social learning for sales staff;
- Experiential virtual learning for legal education; and
- Observational assessment using iPads.

**Companies profiled include:**

- Marks and Spencer Group plc;
- Covidien;
- The Australian Government Department of Agriculture, Fisheries and Forestry;
- Belgacom;
- The Law Society of England and Wales;
- DSG Retail Limited;
- ASB Bank Limited;
- China Telecom Corporation Limited;
- Texas Industries, Inc., and others.

**Who should read this report?**

This report should be read by anyone involved in the development of a learning strategy including:

- HR directors;
- Chief learning officers;
- Organisation development specialists;
- Talent directors;
- Financial directors;
- Training directors; and
- Business managers.
CHARLES JENNINGS of Duntroon Associates and the Internet Time Alliance is a leading global learning and development expert with over 30 years’ industry experience. As a university professor, he ran the UK national centre for network-based learning and was involved from the start of the digital learning revolution.

As chief learning officer for Reuters and Thomson Reuters from 2001 to 2008, Charles was responsible for developing the firm’s global learning strategy, leading a 350-strong team of learning professionals for the firm’s 55,000 employees.

Charles has written and spoken extensively on the role of technology and the future of learning. He can be contacted at: charles@duntroon.com and through: www.duntroon.com.
Acknowledgements

I WOULD like to thank the many people who helped in the production of this report. It would have been impossible to cover such a wide topic without their invaluable support and wise counsel. I would particularly like to thank my colleagues at the Internet Time Alliance: Jay Cross, Jane Hart, Harold Jarche and Clark Quinn, for sharing their ideas and extensive experience with me, and for helping with direction and focus in the text.

I also offer my heartfelt thanks to all who contributed and assisted with the case studies including Sarah Frame and John Valencia of Toolwire, Victor Chai of Tangview in Beijing, Sue Dark and Matt Fox of Kineo, Sandra Stoddart and Kerryn Sutor of the National Rural Women’s Coalition in Australia, Boyd Glover of the Dixons Group, Laura Overton of Towards Maturity, Peter Casebow and Paul Curry of GoodPractice, Robin Heyden of Heyden Ty in Massachusetts, Maria van Vlodrop of CERTPOINT, Eric Shepherd and Brian McNamara of Questionmark, Matt Prisco and Yasmina Kazitani of CrossKnowledge; Stephen O’Brien; Lars Hyland and Jonathan Satchell of Epic. I would also like to thank Mr Zhigang Huang, director of China Telecom Online University and his colleague, Mrs Danping Xing. Special thanks also to Shanshan Ge in Brussels for her expertise and patience in helping with the translation of the China Telecom case study.

Many others provided suggestions and advice. I am grateful for the time and effort they willingly gave to me. Many thanks also to Evie Serventi at Ark for all her help, endless encouragement and quiet good humour without which this report would not have seen the light of day.

Finally, I would like to thank my wife, Barbara Guthrie, for her support and interest throughout. All errors and omissions are my own responsibility.

Charles Jennings
Winchester, UK
March 2012
PART ONE

The new world of digital learning