

Accelerating The Transfer and Application of e-Learning

Andrew Jefferson
CEO
Fort Hill Company
Wilmington, DE 19805
(302) 651-9223
jefferson@fhillcompany.com
www.ifollowthrough.com

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Agenda

- ◆ Define purpose, agenda and methods
- ◆ Select from Three Strategies
- ◆ Introduce you to *The 6 Disciplines*
- ◆ Give you tools to apply the 6Ds
- ◆ Practice what we preach

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Question 1

- ◆ Why does your company or your clients invest in e-Learning and Development?

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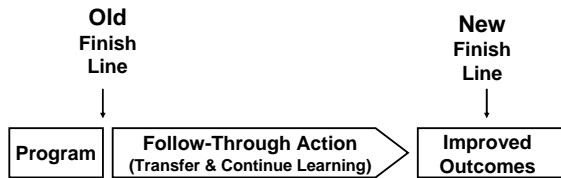
Question 2

- ◆ After your typical e-learning program, what percent of participants transfer and apply what they learned well enough to improve their on-the-job performance?

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Strategy Number One



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Power of the New Finish Line



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Strategy Number Two

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"I think you should be more explicit here in step two."

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Strategy Number Three

- ◆ Extend the Reach of e-Learning Delivery.

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HBR Breakthrough Ideas for 2004

“The problem may not be with the programs. In fact, the personal learning catalyzed by a top-notch program can be tremendous.”

“The problem, my research suggests, is what happens when a manager comes back to the day-to-day routine of the office.”

Herminia Ibarra, Professor of Organizational Behavior, INSEAD

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Leaders who don't Follow-up don't Improve

- ◆ 86,000 respondents in eight major corporations

“The results are clear. Leaders who pick key areas for improvement, recruit their co-workers to help them get better, and *follow up periodically*, are almost always seen as becoming more effective.”

“*Leaders who don't follow-up don't improve.*”

Marshall Goldsmith, “Building Success” in *Leadership Wired* July, 2004, Volume 10 Number 7

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Expertise Requires Practice

“The evidence, scientific as well as anecdotal, seems overwhelmingly in favor of deliberate practice as the source of great performance.”

Colvin: “What it takes to be Great,”
Fortune Magazine, Oct. 2006



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Strategy Questions

- ◆ Which strategy or strategies might you most want to adopt?
- ◆ What would you and your organization have to learn to do better and differently to effectively implement one of these strategies by the end of 2009?

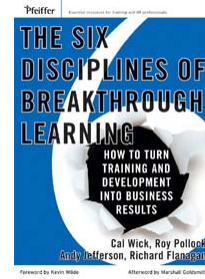
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Final Exam Questions

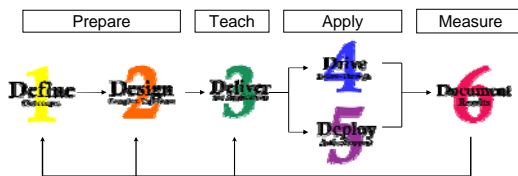
1. What will you most want to apply from this session to improve your e-learning design and delivery?
2. How will you transfer and apply what you have learned so this session pays dividends for you and your company.

The Book



Foreword by Kevin White Acknowledged by Marshall Goldsmith

The 6Ds™ - The Six Disciplines of Breakthrough Learning



Exercise: *The 6Ds* Scorecard

- ◆ Select a program.
- ◆ Complete the Transfer and Application Scorecard evaluating the program on each of the 6Ds.
- ◆ Total your score.
- ◆ Choose a partner and discuss observations about strengths and opportunities for improvement.

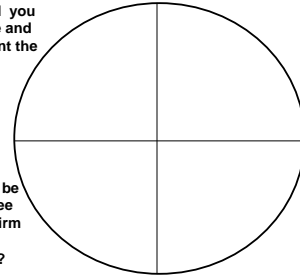
D1: Question

How can we improve our programs' outcome definitions?

Exercise: Define Post-course Outcomes

4. How will you measure and document the results?

1. What business need(s) will be met?



3. Who will be able to see and confirm these changes?

2. What will participants do better and differently?

D1: Ideas into Action



- ◆ Map the links between business needs, behaviors needed and training.
- ◆ State program objectives in terms of business, not learning, outcomes.
- ◆ Understand the business imperatives and strategic plans of your clients.
- ◆ Draft a 'contract' for the program that defines deliverables and how they will be judged.

D2: Question

What are the ingredients that go into designing the complete e-learning experience?

Design the *Complete Experience*



Whether a program produces results depends on the learner's *complete experience*.

- Begins *before* and continues *after* the structured learning experience
- Research suggests that what happens before and after is as *important* as the program itself



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Complete Experience begins Before and Ends long after the e-learning intervention.

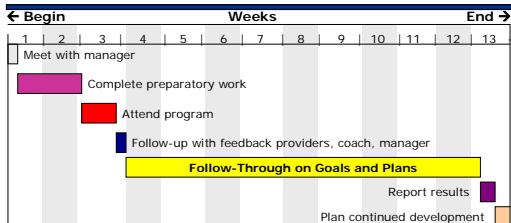
		TIME PERIOD		
		Before	During	After
ROLE PLAYERS	Manager			
	Trainer			
	Trainee			

After: Broad, M and Newstrom, J. *Transfer of Training*, Cambridge: Perseus 1992



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D2: Timeline



"We should never again speak of a 3-day, 1-week, or even 3-week program. Every program should be at least 3 months long, beginning with preparation and ending only when new habits are established."



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Ingredients in Complete Experience

- ◆ Staple Yourself to a Learner
- ◆ The Invitation
- ◆ The Purpose Statement
- ◆ The Final Exam Question



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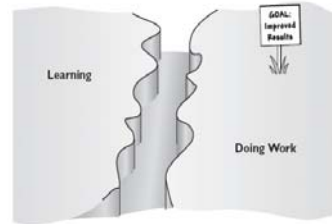
D3: Question

What changes in program delivery can be made to ensure participants put their learning to work and improve results?



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Learning-Doing Gap

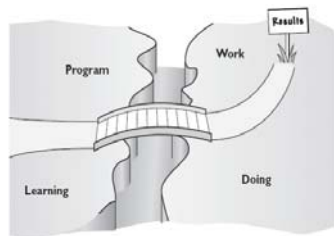


There is always a gap between e-learning in a program and doing the work.



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Bridging the Gap



Delivering for Application helps bridge the learning-doing gap.



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Designer's Check List



1. Set Expectation for follow-through early and often;
2. Answer the WIIFM question;
3. Beware Cognitive Loading
4. Use business relevant examples throughout;
5. Give people time to reflect on how they will apply material;
6. Provide time for practice with feedback for improvement (Simulations);
7. Share examples of desired workplace outcomes.
8. Provide job aids.
9. Give ample time for goal setting.



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D4: Question



How can we ensure wide scale follow-through action post-program?



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Keep following-through!



"Oh, I had some good ideas in my day. It's my follow-through I had trouble with."



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The Follow-Through Challenge

- ◆ Build a scalable, manageable blended system to:
 - Remind participants of goal commitments
 - Give participants JIT content
 - Provide easy access to coaching
 - Engage participants' managers
 - Continue community of learning
 - Document progress real time.



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D4 Tool: *ResultsEngine*



Your goals will already be in the system.

Type your responses in the text boxes.

Click *GuideMe*® for suggested actions.

Goals and updates will be visible to other participants.



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D4 Tool: *ResultsEngine*



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D4: Ideas into Action



- ◆ Establish the expectation for learning transfer in all communications before, during and after the coursework.
- ◆ Send managers / coaches a copy of their direct report's objectives.
- ◆ Periodically remind participants of their objectives and the need to follow-through.
- ◆ Set clear timelines for reporting progress and results.
- ◆ Make accountability explicit.

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D5: Question



How can we create work environments that support learning follow-through?

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Manager Support is Critical




"Keep up the good work, whatever it is, wherever you are."


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Building Active Support




Who to Support:	Support Needed:	How to Teach:
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.
6.	6.	6.
7.	7.	7.




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D5: Ideas into Action




Motivating Managers to Coach

- ◆ Have to believe there is value in doing so (WIIFM);
- ◆ Need to be confident they can;
- ◆ Must be aware of program objectives;
- ◆ Must know direct reports goals;
- ◆ Must be held accountable by their managers.




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D6: Question




How can the results of reaching the New Finish line be made visible?




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Making Results Visible



- ◆ Segmented marketplace
- ◆ Burden of proof
 - Critical incident approach
 - Best field of view
- ◆ Communicate results
 - Line Leaders and Sponsors
 - Manager
 - Participants
 - Whole system



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Final Exam Questions-Redux

1. What will you most want to apply from this session to improve your e-learning design and delivery?
2. How will you transfer and apply what you have learned so this session pays dividends for you and your company.

Goal Setting

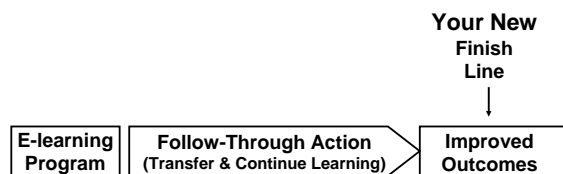
- ◆ What is your priority Goal?
- ◆ Write down a priority follow-through goal from this session that you will complete.

Exercise: "FeedForward"

Marshall Goldsmith developed the FeedForward exercise as a rapid, effective way for people to get ideas on how best to achieve their goals:

1. Share your goal
2. Ask for one "FeedForward" idea
3. Say "thank you"
4. Reverse the process

Your New Finish Line



Here is to your victory!



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