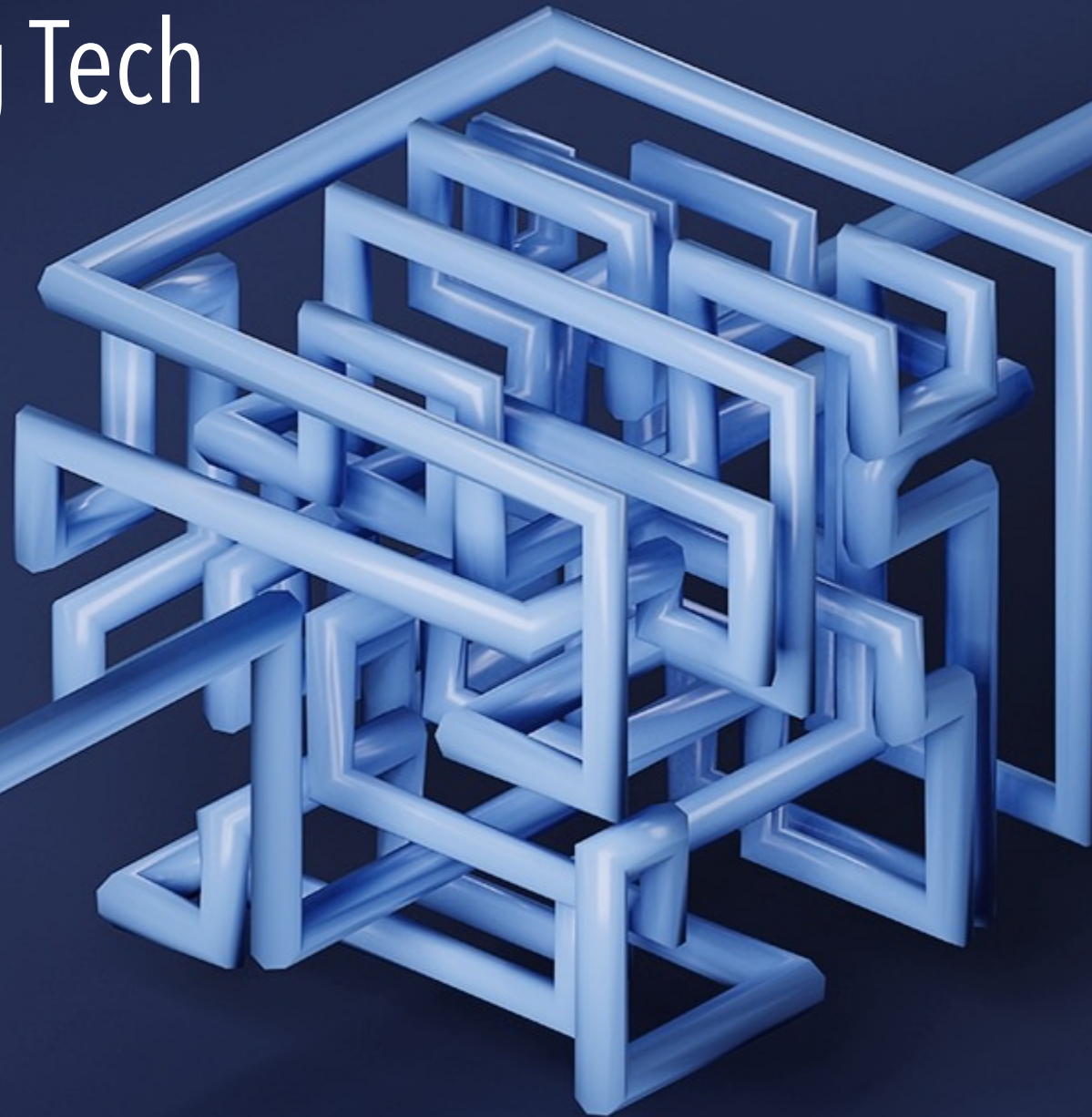


# Identifying, Selecting + Integrating Learning Tech



Axonify™







# JD Dillon

Chief Learning Architect  
Digital Workplace Strategist

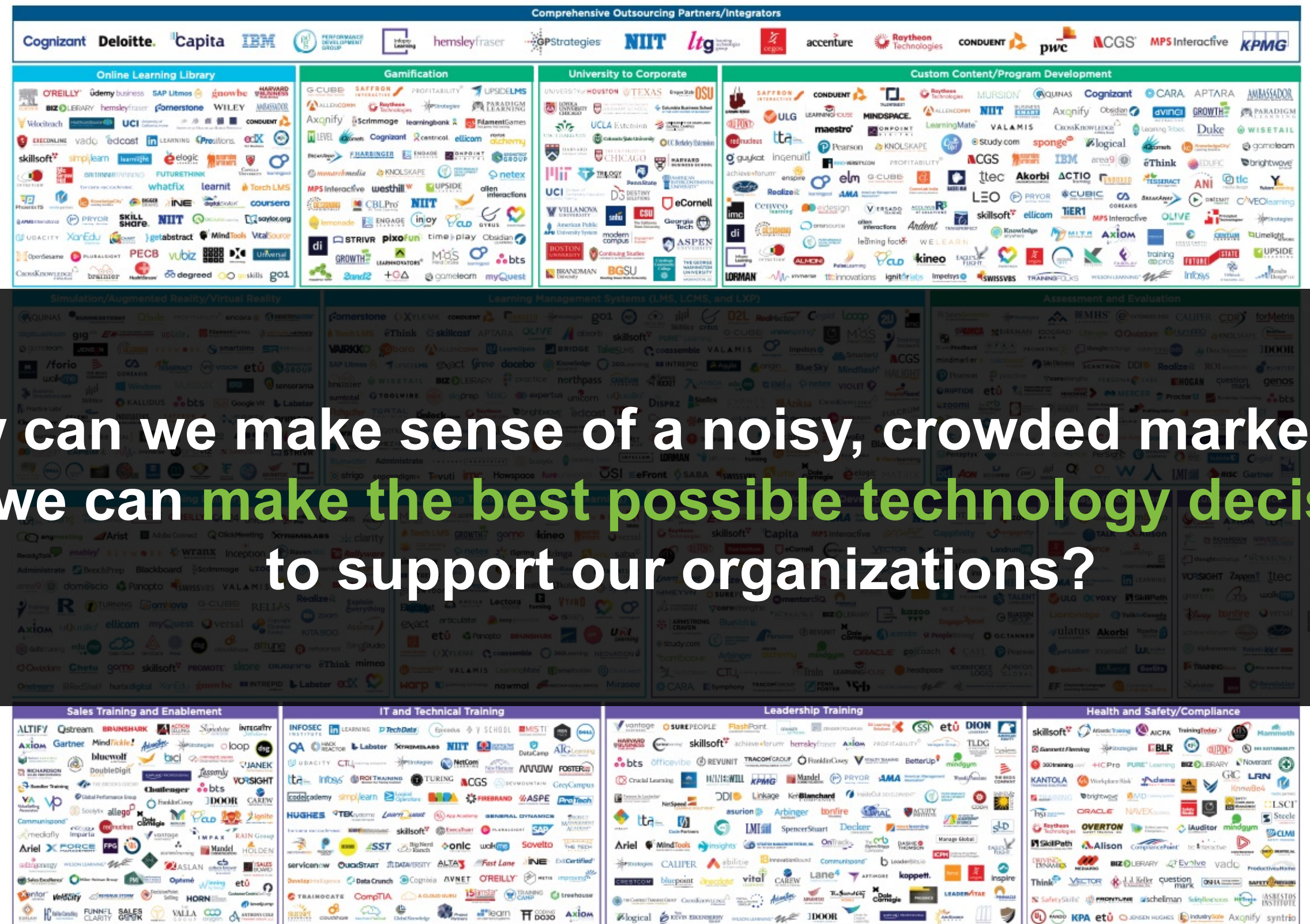
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TRAINING INDUSTRY



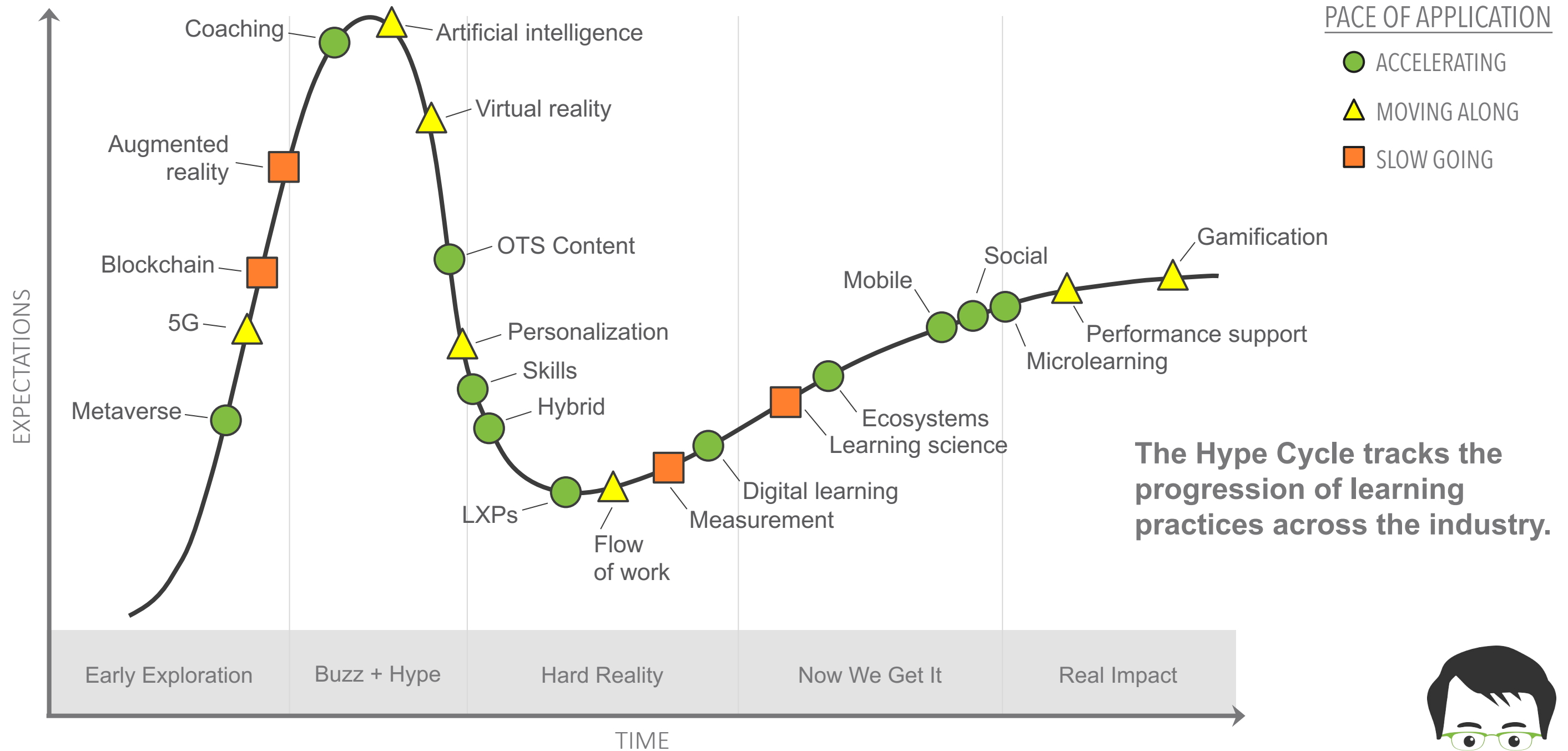
Not on the map? Contact us at [info@trainingindustry.com](mailto:info@trainingindustry.com).

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# LEARNGEEK HYPE CYCLE

Workplace Learning Practices - January 2022



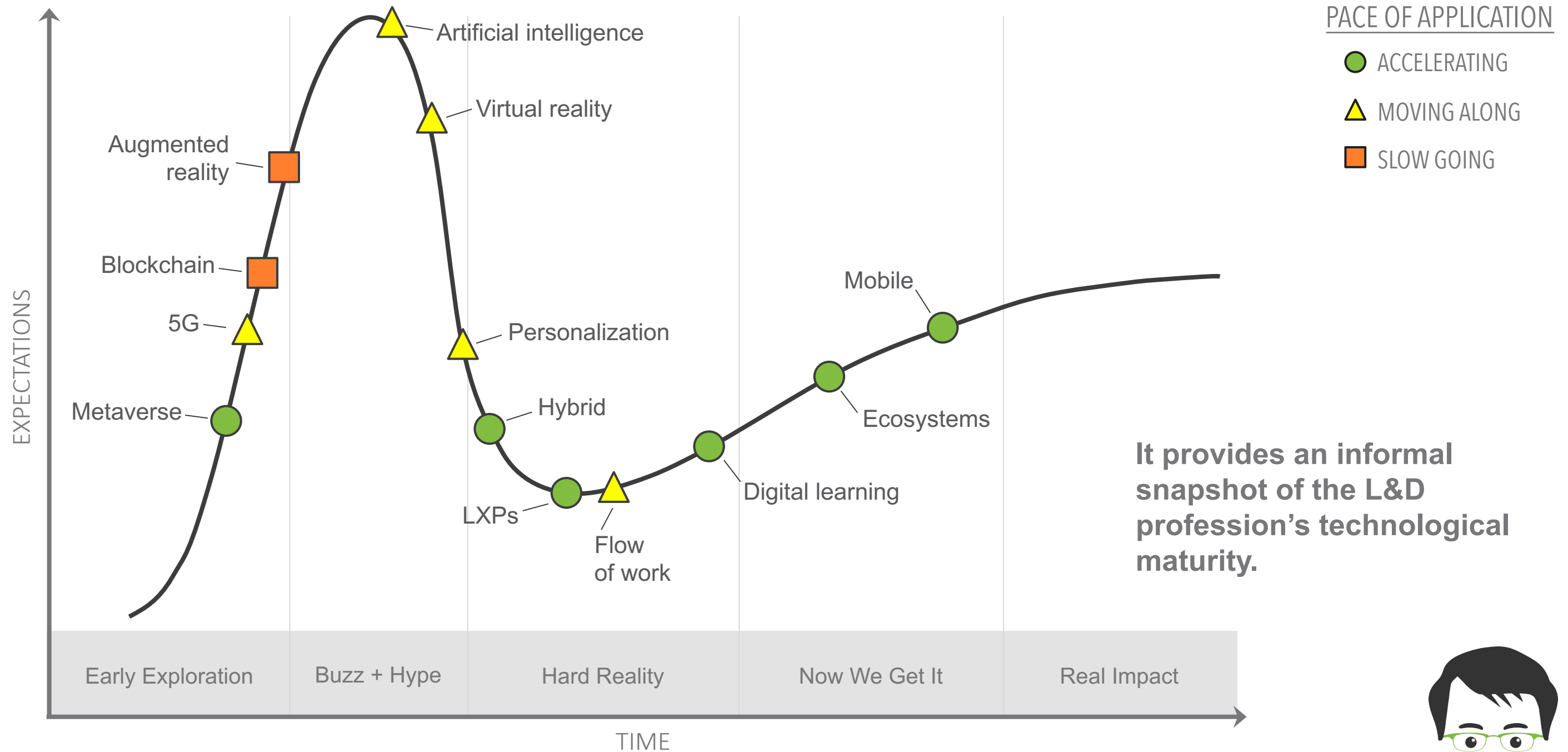
More details available online at [LearnGeek.co/ld-hype-cycle](https://LearnGeek.co/ld-hype-cycle)





# LEARNGEEK HYPE CYCLE

Workplace Learning Practices – January 2022



It provides an informal snapshot of the L&D profession's technological maturity.

More details available online at [LearnGeek.co/ld-hype-cycle](https://LearnGeek.co/ld-hype-cycle)





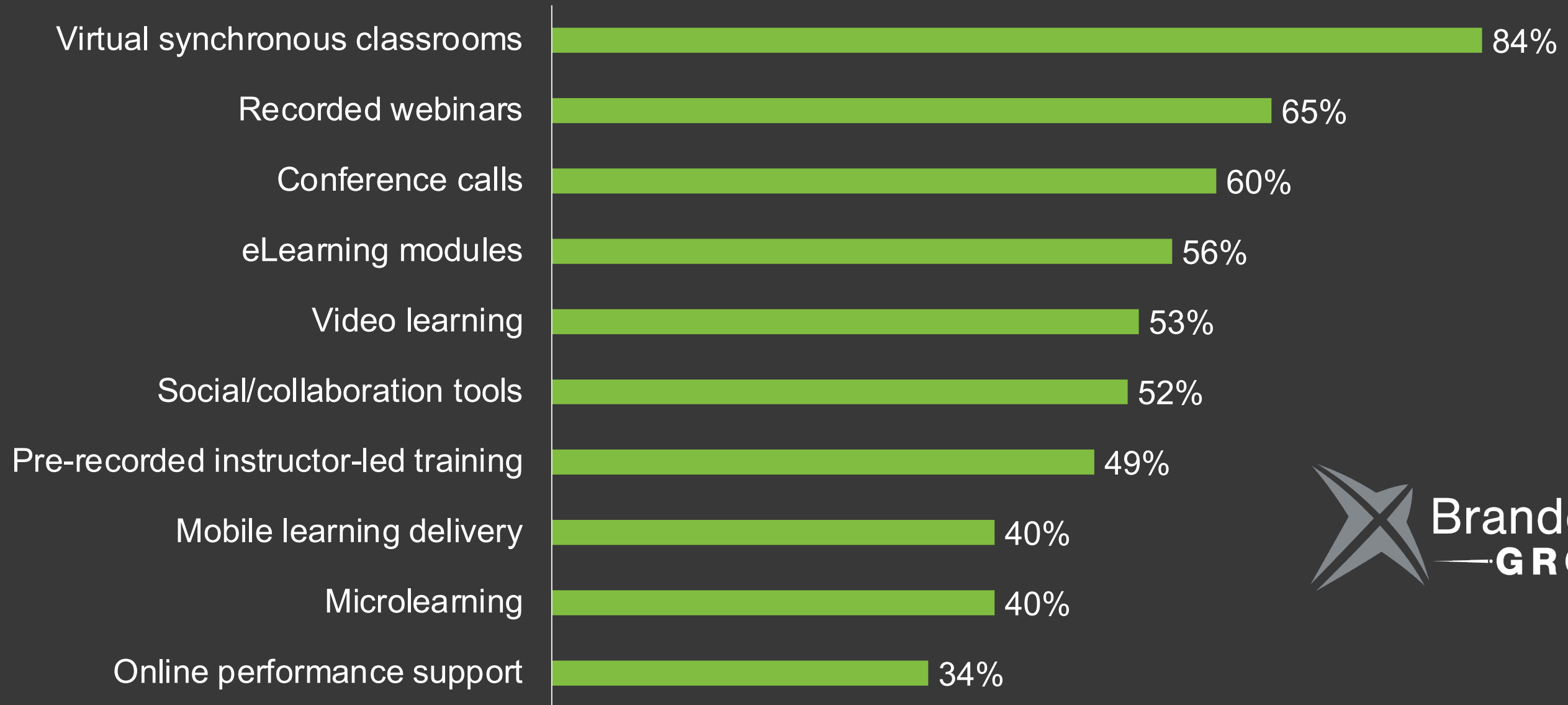


**80.3%** of formal learning hours were delivered digitally in 2020,  
up from **56.1%** in 2019.

*ATD 2021 State of the Industry Report*



# Learning Format Increases During Pandemic





# DIGITAL LEARNING NEWS

LearningTechNews.com

Your Source for the Latest in Learning Tech

June 2020

## WORKERS MANAGE TO FIND LMS



135% increased logins



27.5 million working hours spent on learning



3x more mobile logins

An employee clicks through their company learning management system to figure out if any of the 30,000 available courses actually relate to their job. PHOTO: PURD HAPLEY

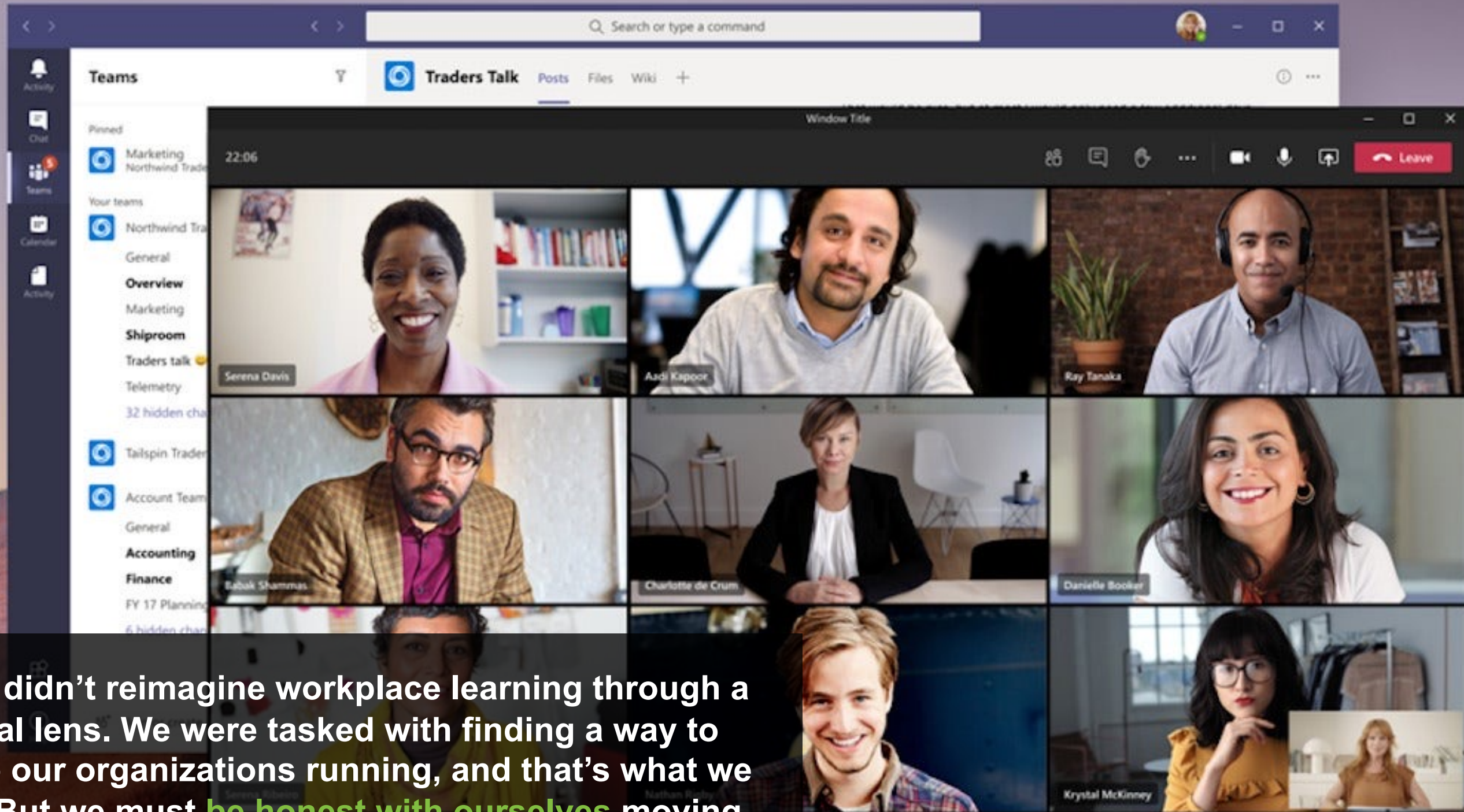
*\* Example LMS stats shared through press release in 2020.*





**Technology became a critical enabler as office-based employees shifted to working from home. But research shows that our increased reliance on technology **did not change foundational practices.****





L&D didn't reimagine workplace learning through a digital lens. We were tasked with finding a way to keep our organizations running, and that's what we did. But we must **be honest with ourselves** moving forward ...



Workplace learning did not **transform**.  
It **moved** (for some people).



# 46%

of employees say their organizations have reduced upskilling and reskilling opportunities.

Degreed – The State of Skills 2021



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# 17%

of executives say employees  
are very ready to adapt, reskill  
and assume new roles.

Deloitte - 2021 Human Capital Trends Report



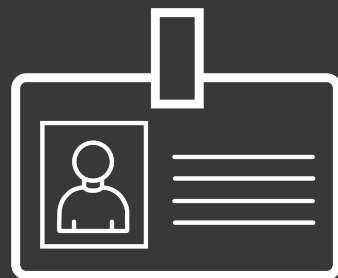
Technology is an **enabler**, not a solution.





L&D must step back, assess what we've learned over the past two years and **rethink the role technology should play** in modern workplace learning.

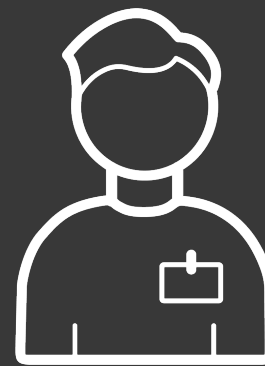




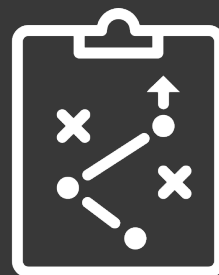
Persona



Technology



Experience



Priorities



Content



Technology is just one part of fostering a right-fit workplace learning experience.



**Why** do we use technology in  
workplace learning in the first place?





## SPEED

Build and deliver solutions faster



Most learning tech strategies are based on 3 principles.



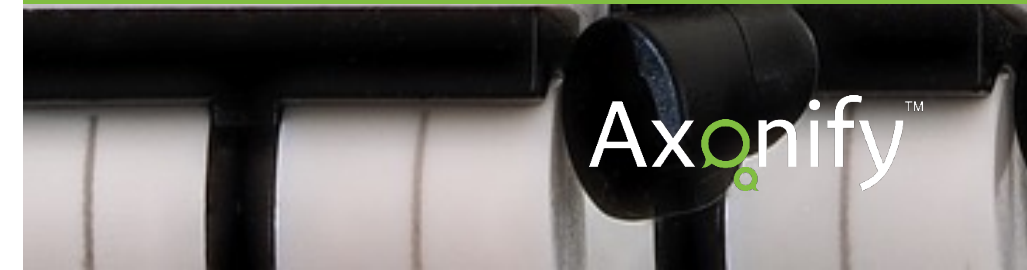
## SCALE

Reach more people with less cost



## CONSISTENCY

Deliver the same message every time



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**Only 20% of employees  
consistently walk  
through the digital door.**





How can L&D leverage  
**modern digital capabilities**  
to deliver additional value  
through technology?







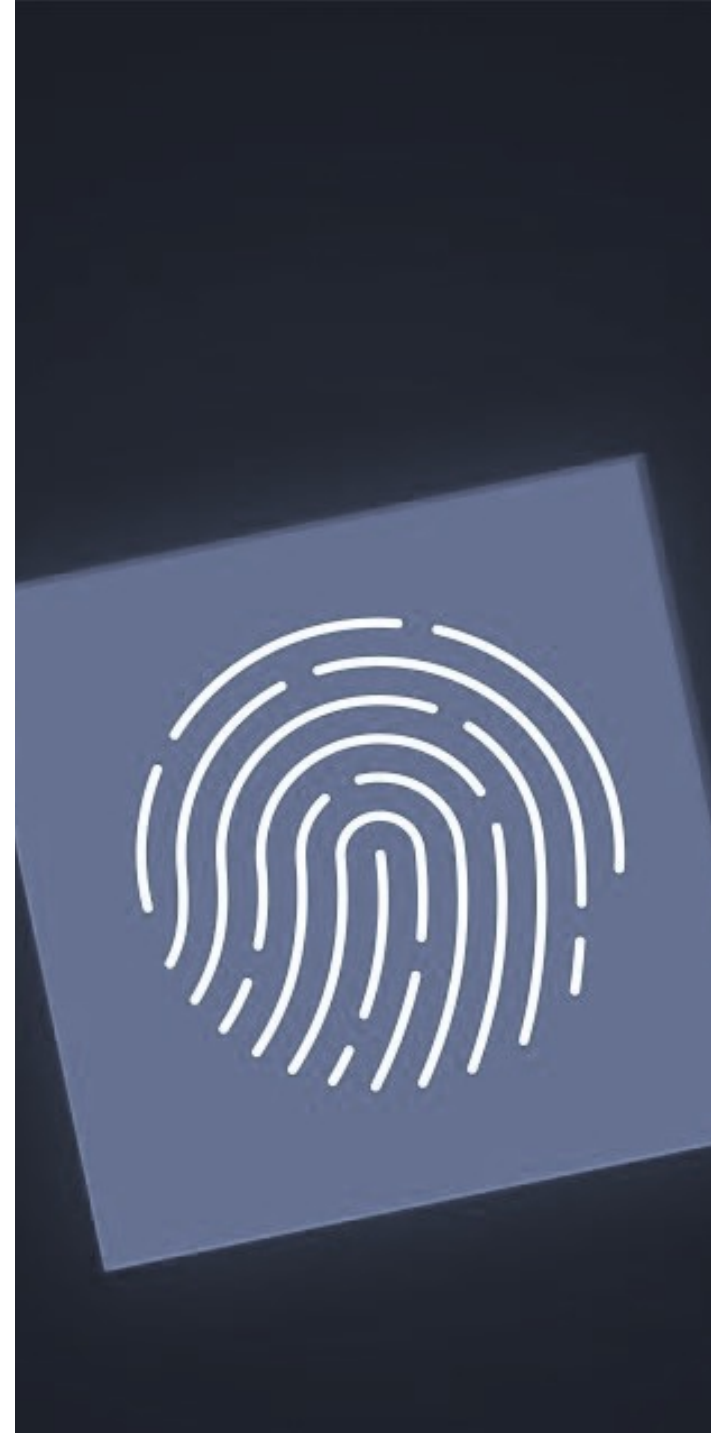
## CONTEXT

Fit learning and support into the everyday workflow



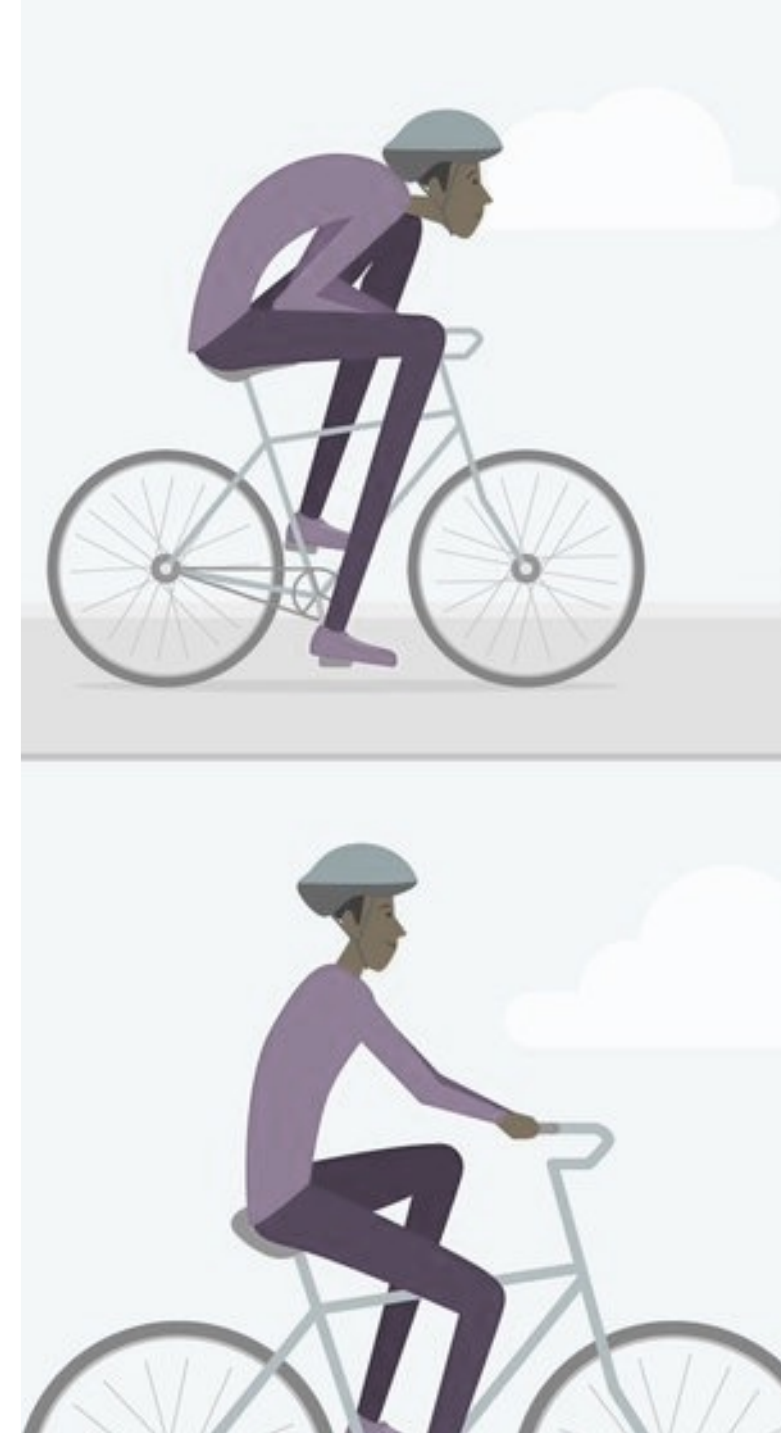
## CONNECTION

Break down siloes between people and the larger organization



## PERSONALIZATION

Provide the right support to the right person at the right time



## EQUITY

Make sure everyone gets the opportunity they deserve





CONTEXT

SPEED



CONSISTENCY



Equality



EQUITY

Equity



SCALE

CONNECTION



PERSONALIZATION

7 reasons to apply technology in workplace learning

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**This comprehensive approach to digital learning experience design has proven to yield off-the-charts engagement, such as **83%** of employees completing training on average **2 – 3 times per week**.**





The technology part is  
actually **not that difficult.**





- X Making sense of the marketplace
- X Understanding audience needs
- X Aligning with organizational priorities
- X Selecting the right tool(s)
- X Fitting learning tech within complex workplace ecosystems
- X Executing IT and admin processes
- X Building/migrating content
- X Communicating value
- X Making room for ongoing experimentation and innovation
- X Measuring the value





**We're not talking about a  
technology project.**

**We're talking about a  
behavior change initiative.**





**10 steps**

**for making better**

**technology decisions**



## STEP 1

# Pick a problem(s).

Start by prioritizing the problem(s) technology may be able to help you solve while acknowledging that one platform is unlikely to address every possible workplace challenge.







## STEP 2

# Determine your audience persona(s).

Figure out how technology must fit within the workflow to best enable learning and performance.





**Knowledge and skill requirements are based on what you do.  
How you learn is influenced by **how you work.****



# Persona Considerations

Function	Does this persona work independently or directly with customers and products?
Foundation	Was this persona hired based on a unique skillset or are they taught how to do the job?
Scale	Does this persona have a unique role or do many people do this kind of work?
Time	Does this persona control their schedule or is their workload heavily managed?
Location	Does this persona work in a specific location or are they distributed across many locations?
Access	Which devices are available to help this persona access learning and support resources?
Motivation	Is this persona primarily focused on building a career or meeting foundational needs?
Measurement	Are this persona's performance outcomes based on subjective or objective measures?



## STEP 3

# Build the business case.

(with your stakeholders)

Work with stakeholders to build and communicate the value of learning technology investment on their terms (not just yours).



Connect learning and behavior change to priority business challenges.  
Clearly articulate how learning technology will help you improve these outcomes.





## STEP 4

# Ditch the RFP.

Don't start your technology selection process with a list of generic feature requirements.

Instead, focus on the required learning experience for your persona(s) and back into right-fit digital capabilities and tools.

## *CHECKLIST*





Experience Layer



Operations Persona



Workflow



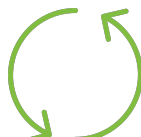
BYOD



Comms



Support



Reinforce



Required



Skills



Internal



Partner

ACCESS

ACTIVITY

CONTENT



Project Persona



Laptop



BYOD



Skills



Support



Required



Open



Partner

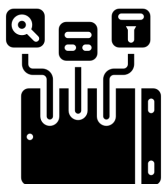


Internal

Digital Layer



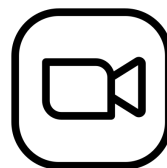
LMS



LXP



Micro



Virtual



Author

Capability Layer

Knowledge Sharing

Performance Support

Digital Training

Adaptive

Reinforcement

Compliance

Content Management

Microlearning

Gamification

Reporting

Data Layer



Operational Data



Learning Data



People Data



RETAIL WORKER

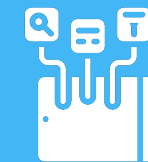


A microlearning platform acts as the front door experience to fit timely communication, training and reinforcement into the busy frontline work day.



## INTRANET

All employees access a shared intranet via connected tools to access information and solve problems when they arise in the flow of work.



## LXP

LXP provides on-demand access to mandatory training and self-directed skill development resources but is not used within the everyday workflow.

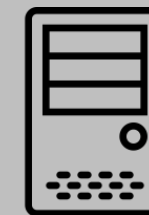
CORPORATE EMPLOYEE



## WORK

Productivity tools, such as email and chat, are used everyday to collaborate and enable timely support and learning in the flow of work.

BACK END  
SYSTEMS



LMS



DATA

# Persona-Based Learning Technology Experience

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## STEP 5

# Explore your existing tech.

Determine which digital capabilities already exist within your available tools before implementing something new.

A tool doesn't have to be called "learning technology" to help people improve their performance.



Experience Layer



Operations Persona



Workflow



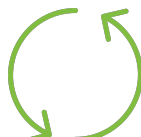
BYOD



Comms



Support



Reinforce



Required



Skills



Internal



Partner

ACCESS

ACTIVITY

CONTENT



Project Persona



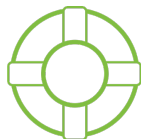
Laptop



BYOD



Skills



Support



Required



Open

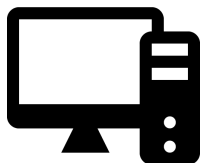


Partner

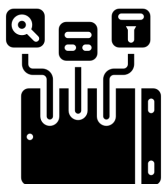


Internal

Digital Layer



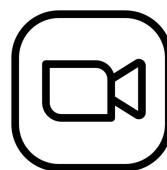
LMS



LXP



Micro



Virtual



Author

Capability Layer

Knowledge Sharing

Performance Support

Digital Training

Adaptive

Reinforcement

Compliance

Content Management

Microlearning

Gamification

Reporting

Data Layer



Operational Data



Learning Data



People Data





Challenge current and prospective providers to show you how their tools will enable you to create your required learning experience.

Leave room open for creativity and alternative approaches.

## STEP 6

# Challenge your providers.



A photograph of two women sitting at a rustic wooden table outdoors. The woman in the foreground is wearing a dark blue sleeveless top and has long blonde hair. She is holding a white ceramic coffee cup with both hands. The woman behind her is also holding a similar white cup. The table is made of dark, weathered wooden planks. The background is slightly blurred, showing more of the table and some greenery.

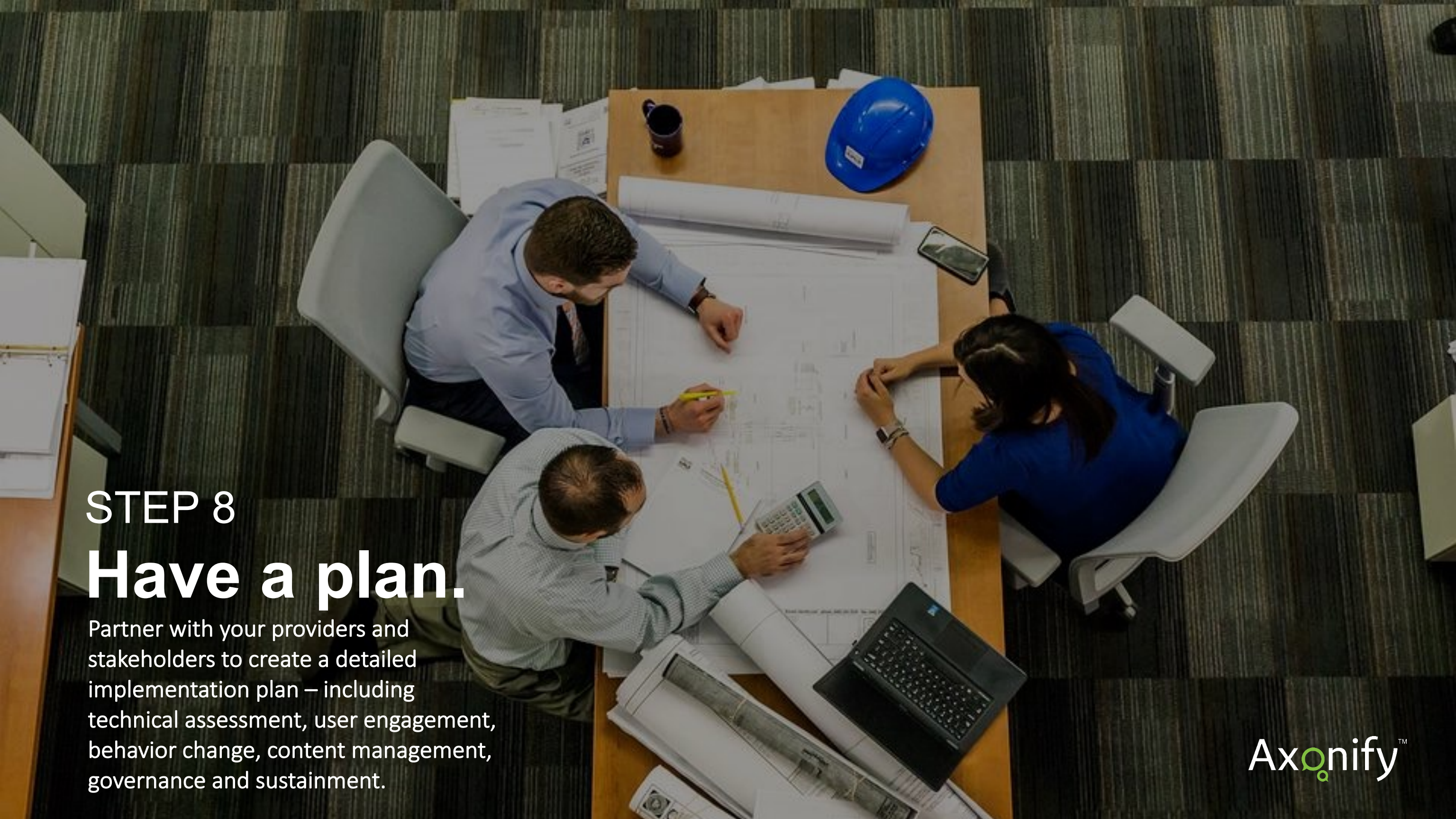
STEP 7

# Talk to actual product users.

Don't make expensive technology decisions based on marketing materials and demos.

Talk to people who actually use the tool to solve problems like your own.



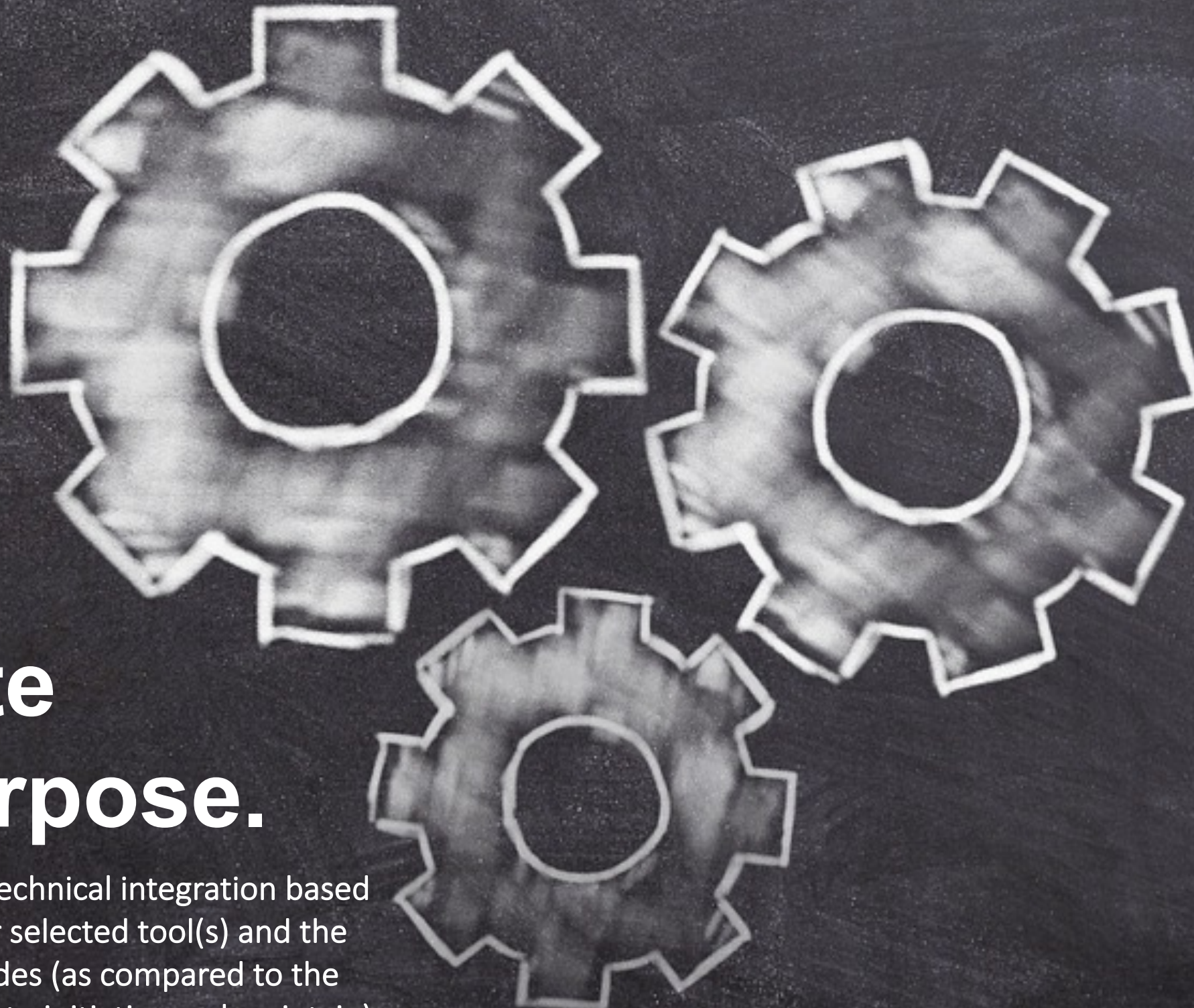
An overhead view of three people sitting around a large wooden conference table in an office. The table is covered with large sheets of paper, likely blueprints or project plans. A man in a light blue shirt is pointing at a section of the paper. A woman in a blue shirt is looking at the paper. A man in a light grey shirt is using a calculator. On the table, there is a blue hard hat, a smartphone, a laptop, a printer, and various other office supplies. The office floor has a patterned carpet.

## STEP 8

# Have a plan.

Partner with your providers and stakeholders to create a detailed implementation plan – including technical assessment, user engagement, behavior change, content management, governance and sustainment.





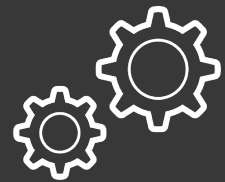
STEP 9

# **Integrate with purpose.**

Balance strategic and technical integration based on the purpose of your selected tool(s) and the value integration provides (as compared to the ongoing work required to initiate and maintain).

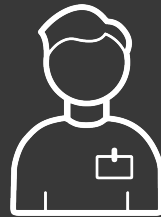


# Strategic + Technical Integration Points



## IT

- Single-Sign On
- App-in-App
- SDK



## HR

- User Provisioning
- Dynamic Groups
- Areas of Interest



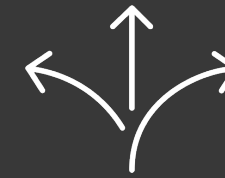
## Data

- Assessment
- Observation
- Impact Analysis
- Historical Imports
- Data Warehouse
- Systems of Record
- BI Dashboards



## Content

- CMS
- Content Partners
- Deep Links
- Open Source



## Enablement

- LMS/LXP
- Social
- Virtual Meetings
- Communications
- Coaching
- Practice
- Skills



## Recognition

- Rewards
- Achievements
- Credentials



**Strategically** integrate the entire ecosystem based on purpose.

Consider **technical** integrations when they provide clear value.





## STEP 10

# Measure value.

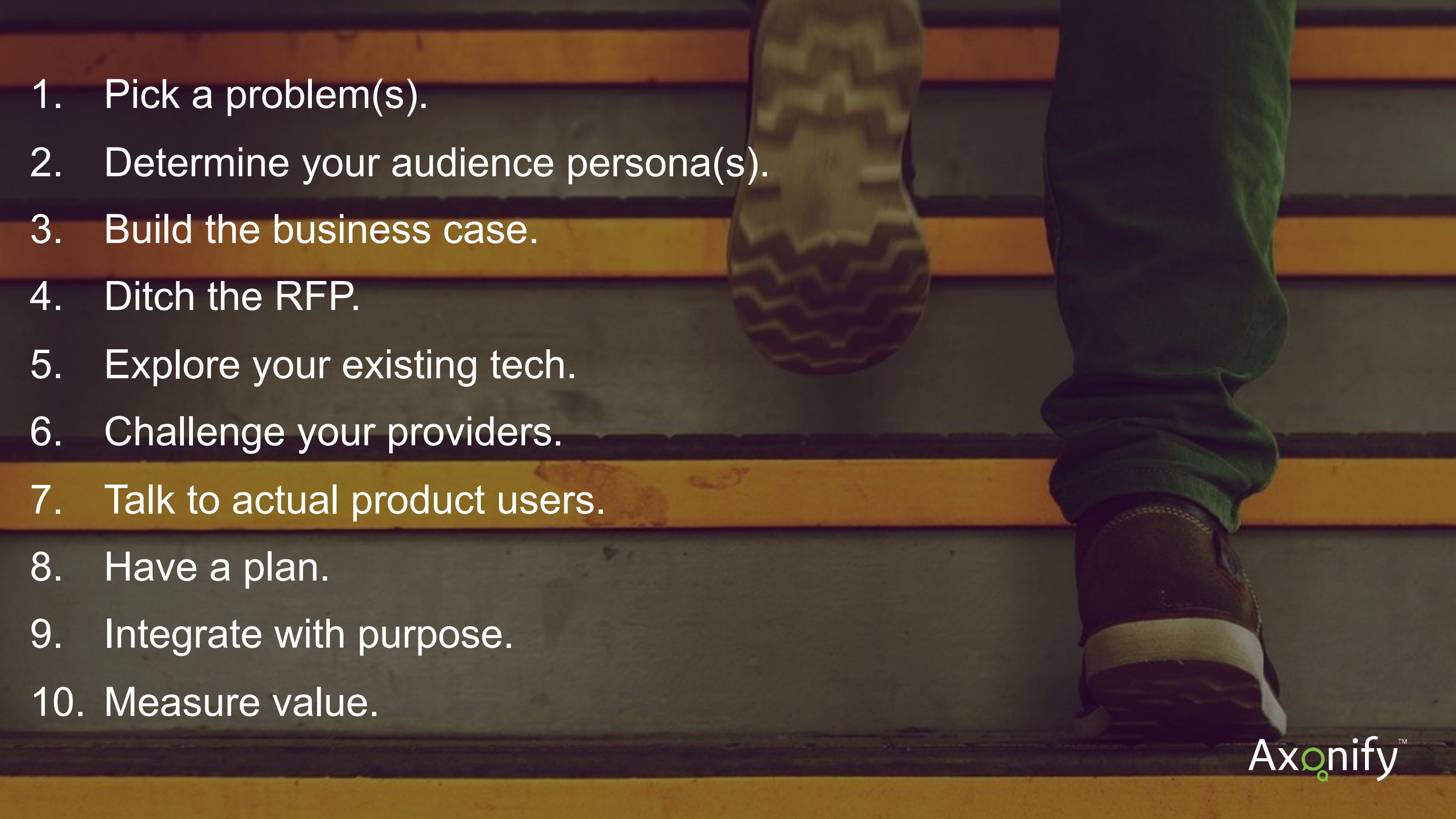
Initiate a continuous measurement process to determine the value learning technology provides within your organization.

Consider a range of metrics beyond standard engagement and contract costs.



<b>Engagement</b>	Are people using the tool with the intended frequency?
<b>Impact</b>	Does the tool play an essential role in enabling workplace change?
<b>Sentiment</b>	Do people like using the tool as part of their workflow?
<b>Agility</b>	Does the tool strengthen the overall learning ecosystem?
<b>Education</b>	Does our work with the tool help us do our jobs better?
<b>Innovation</b>	Does the tool help us push our digital learning strategy forward?
<b>Investment</b>	How does the total cost of ownership compare to the overall value provided?



- 
1. Pick a problem(s).
  2. Determine your audience persona(s).
  3. Build the business case.
  4. Ditch the RFP.
  5. Explore your existing tech.
  6. Challenge your providers.
  7. Talk to actual product users.
  8. Have a plan.
  9. Integrate with purpose.
  10. Measure value.



L&D must apply an **ecosystem-based approach** to digital learning.

A single technology will rarely meet an entire organization's needs.

This is why the average enterprise uses 11 learning platforms (according to RedThread Research).





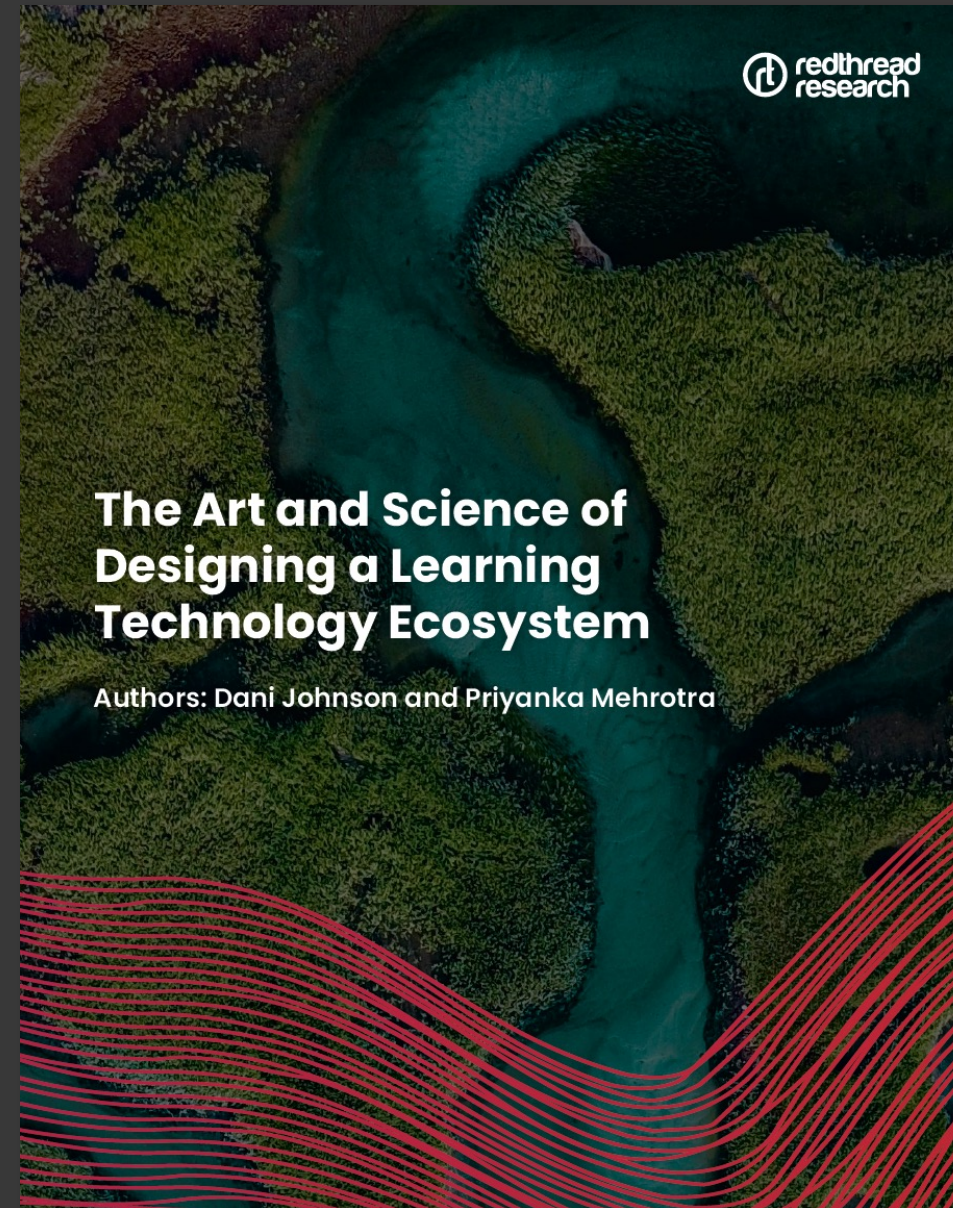


Our goal should be to make the digital working and learning experience as **simple and impactful** as using the apps on your smartphone.





td.org



redthreadresearch.com



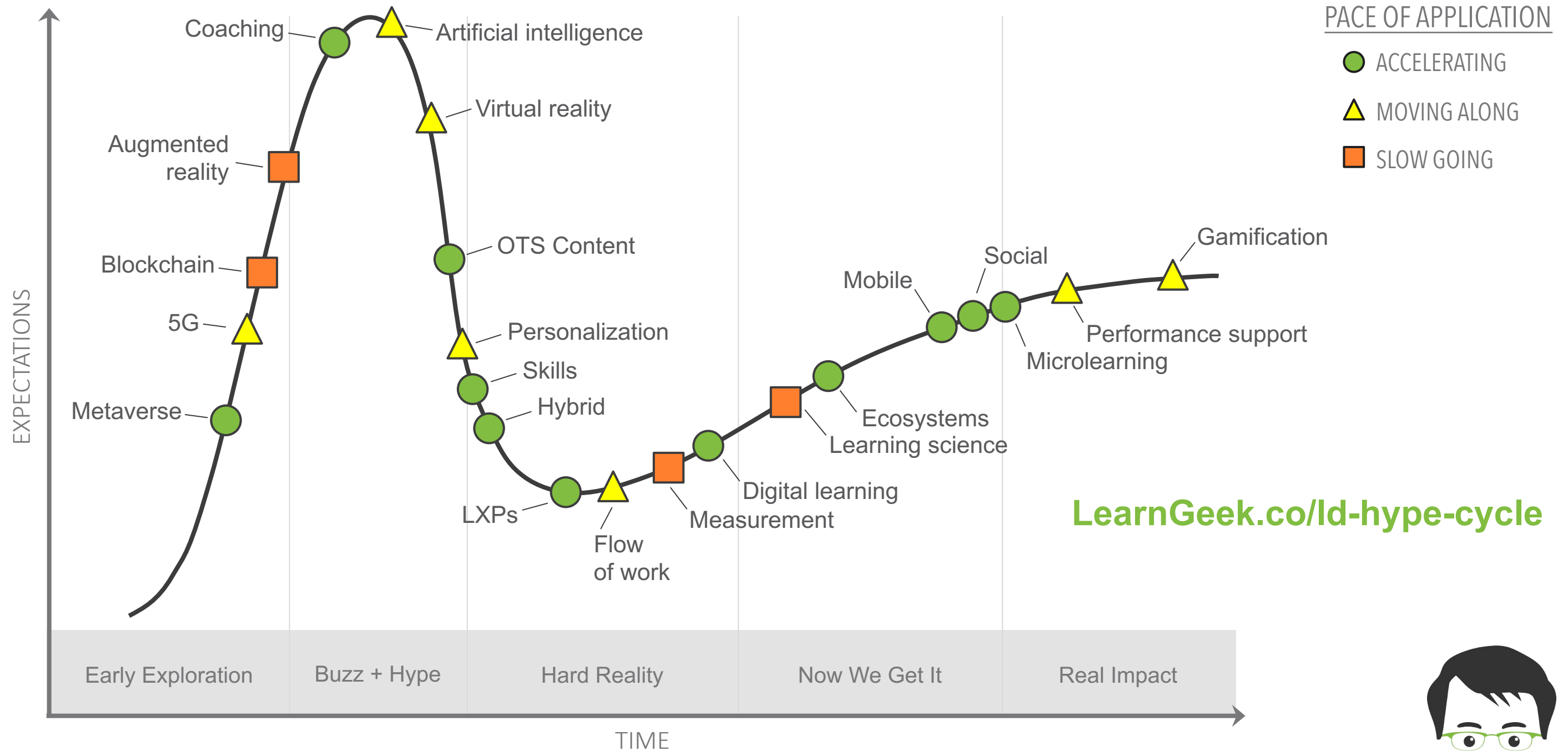
thelpi.org

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# LEARNGEEK HYPE CYCLE

Workplace Learning Practices - January 2022







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**Be well.**