What the Experts Don’t Tell You About Implementing Your LMS/LCMS:

The Thinking Behind Developing Effective Communications / Change Management Programs

What We’ll Cover

1. Introductions
2. Context
3. Process
4. Change Management & Communication Themes
5. Case Studies
6. Big Finish

Lance Dublin

- STRATEGIC THINKING & DESIGN -

- Working with organizations to assess, plan, design, and implement
  - corporate learning and e-learning strategies & programs
  - large scale organizational and technological change initiatives (i.e., e-learning, ERP/new systems, process re-design, re-organization)
- Over 25 years of experience in adult education and training, motivation and innovation, communication and change leadership.
- Founder and CEO of Dublin Group, a leading training development and change implementation company
- Regular presenter at national and international industry conferences

Consultant - Advisor - Author - Educator
Managing learning

- Managing learning is becoming more important
- Managing learning is becoming more complex
- On-line learning resources (e.g. courses, tools, services) are becoming standard offerings
- Content consistency is increasingly required
- Content re-use is increasingly desired
- Content is created by multiple people/orgs.

*Therefore, LMS/LCMS* are becoming standard business applications

Infrastructure for Learning

- Infrastructure for Learning – open, reliable, scalable technology foundation:
  - Management systems, virtual classrooms, portals, networking infrastructure
  - Development systems
  - Integration of learning with enterprise applications and processes

Source: IBM Learning Solutions with modifications
LMS / LCMS Infrastructure

Reasons for LMS Purchase

BOTTOM LINE ....
It must work!!
Typical Process

1. Determine learning strategy / develop business case
2. Document requirements
3. Research companies
4. Develop & send RFI/RFP
5. Review proposals
6. Complete on-site meetings & demos
7. Make selection
8. Implement
9. Get real!
Know Your Stakeholders

- Who they are & what they do
- Who they influence, where do they stand now & who influences them?
- How do they work & who do they work with?
- What matters to them & what is really important to them?
- What do they need from you & what do you need from them?
- Their experiences …
- With learning & with e-learning???

Stakeholder Assessment

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<tr>
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<th>Low</th>
<th>Medium</th>
<th>High</th>
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<td>Seek Advice</td>
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<td>Inform</td>
<td>Seek Advice</td>
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Marketing

Stakeholders = Customers

“Marketing is far too important to be left to only the marketing department.”

David Packard

“People love to buy but hate to be sold.”

Larry Wilson, The One-Minute Salesman
Marketing Today

Maintaining profitable long-term relationships with customers & Building and maintaining your brand

Brand

Simply put, a brand is a promise. By identifying and authenticating a product or service it delivers a pledge of satisfaction and quality.

Brand Simply put, a brand is a promise. By identifying and authenticating a product or service it delivers a pledge of satisfaction and quality. – Walter Landor

Positioning

- Mental map
- What's in it for me?

- Cosmetics = ?
- Soap = ?
- Your program = ?
Communication Models

Marcom/Marketing Communications

-and-

Change Communications

Marketing Communications

- Vision & mission statement
- Project identity
  - tag-line, logo, font, colors, look 'n feel
- Email, mail & box-stuffers
- Brochures & posters
- Door-hangers & tent cards
- Mouse pads, t-shirts, mugs & pens
- 60-second elevator pitch
- Senior management announcements
- Show 'n tell
Top Slogans/Tag Lines

- Just do it
- The pause that refreshes
- Tastes great, less filling
- We try harder
- Good to the last drop
- Breakfast of champions
- Does she ... or doesn't she?
- Where's the beef?
- When it rains it pours
- Ultimate driving machine
- Diamonds are forever

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Top Slogans/Tag Lines

- Just do it (Nike)
- The pause that refreshes (Coca-Cola)
- Tastes great, less filling (Miller Lite)
- We try harder (Avis)
- Good to the last drop (Maxwell House)
- Breakfast of champions (Wheaties)
- Does she ... or doesn't she? (Clairol)
- Where's the beef? (Wendy's)
- When it rains it pours (Morton Salt)
- Ultimate driving machine (BMW)
- Diamonds are forever (DeBeers)

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I<sup>3</sup> Change Communications Model

- Speeches
- Memos
- Newsletters
- Magazines
- Team Meetings
- Videos
- Lunch & learns
- Town meetings
- One-on-one communication
- Small group meetings

INFORM, Awareness

INTEGRATE, Commitment

INVOLVE, Engagement

- Embed in the work
- Embed in the role
- Embed in the culture
The process to ensure the people (in an organization) are ready, willing, and able to ensure the desired business results (from the change) are achieved.”
Case 1.
John Muir Health

- Premier healthcare provider in the San Francisco Bay Area
- Direct patient care facilities include 2 medical centers and a behavioral health facility
- Offers a wide array of inpatient clinical treatment services, advanced technologies, hospital and other medical facilities.
- Provides a broad spectrum of outpatient medical treatment services and community education and outreach programs
- 5,500 employees in more than 30 locations

Case 1.
John Muir Health

- Hosted LMS – Healthstream
- Phase 1 –
  - Online courses – health & compliance
  - Annotated
- Phase 2 – PLUS
  - Instructor-led course registration
  - Microsoft e-learning IT courses
  - Health Direct – online device training

Model

- Awareness (A)
  - Inform
- Commitment (C)
  - Integrate
  - Embed in the role
  - Embed in the culture
- Engagement (E)
  - Involve
  - Integrating with other campaigns
  - Engaging in the role
  - Engaging in the culture
- Communications
  - Integrated with other campaigns
  - Communicating in the role
  - Communicating in the culture

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Communication Plan – Phase 1

- Branding - Logo & Tag-line
- Video
- PowerPoint Presentations
  - Senior Management Meetings
  - Mid-Management Meetings
- Intranet ‘Splash-screen’ campaign
- Email campaign – Global & Targeted
- Newsletter
- Posters
- Table Tents
- How-to Booklets

Change Management Plan – Phase 1

- Pilot
- Kick-off Events
- How-to Booklets
- ‘Kit’ for Departments
- Integrated project team
- LPDA network
- Governance Committee

Communication/Change Management Plan – Phase 2

- Communications Campaign: “Everyone is Talking About…”
  - Video:
  - Presentations
  - Newsletters
  - Emails
  - Splash screen
- Change Management Campaign
  - Reporting – Department/VP Level
  - Education Council
  - Governance Committee
- Phase 3 in planning already: “Crossing the finish line …”
Case 2.
Four Seasons Hotels & Resorts

- Luxury Hotel Company
  - Founded in 1960 by the current Chairman and CEO, Isadore Sharp
  - Goal is to manage the finest hotels in the locations we operate
  - We recognize our greatest asset to be the people who choose to work with us
- Currently 65 hotels in 29 countries and 20 properties under development
- Over 30,000 Employees
- Average of 40 hours of training for managers each year

Vision...

Case 2.
Four Seasons Hotels & Resorts

- Hosted LMS – Learn.com
- Phase 1 –
  - Online courses – Skillsoft & Custom
  - Harvard ManageMentor
- Phase 2 – PLUS
  - More features ...
    - My Profile
    - Bookstore
Communication/Change Management Plan – Phase 1

- Branding – logo & tagline
- Communications Kit
  - DVD
  - PowerPoint Presentation
  - Mousepad
  - Pens
  - Flyers
- Regional Trainer Training sessions
- Short term goals for each site

Communication/Change Management Plan – Phase 2

- E-Learning Manager
- Increased reportings (with ratings)
- Monthly
  - webinars w/Training Managers
  - e-letter
  - reporting to Management
- Training.Net
- Driving Usage Campaign
  - Pairing Training Managers
  - On-boarding Kit - new Training Managers
  - Solutions library
  - Sharing goals set

Case 3. Sheetz

- Convenience – Restaurant
- Family owned; founded in 1952
- 300 + stores in 6 states
- Open 24 / 7 / 365
- Total sales $3B+
- Approximately 10,000 employees
- HQ in Altoona, PA
Case 3. Sheetz

- Internally hosted LMS – Pathlore
- Phase 1 –
  - Curriculums
    - Online courses – Custom
    - Videos
    - Paper-based self-study
  - Verification – Certification System
    - Skill self-assessments
    - Trainer verification
- Phase 2 – PLUS ???

Communication/Change Management Plan

- Branding – Logo & Tagline
- Communication Campaign
  - Video
  - PowerPoint Presentations
    - Senior Management Meetings
    - Regional
    - Area Meetings
  - Store Meetings
- Staggered rollout
- Multiple store visits & hand-holding
- Revised new hire curriculum
- Now SOP!

The Academic Perspective

“Our findings suggest that user commitment and motivation are critical not only for adoption of new information and communication technologies but also for their sustained use.”

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Footnotes
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The ‘hard stuff’ is the ‘soft stuff.’

- Mike Hammer / Tom Davenport in trying to explain what caused less than 50% of reengineering projects to be completed or achieved the business results – even after U.S. companies spent $30B

Spring Webinar Series

- **Thursday, May 11th** – De-Mystifying Applying New Trends - Games & Simulations, M-Learning, Informal Learning
- **Thursday, May 25th** – De-Mystifying Developing an All-Encompassing Learning Strategy: From Instructor-led training to Blended Learning to e-Learning & Beyond
- **Wednesday, June 7th** – De-Mystifying Implementing Your LMS/LCMS

Thank you! .... Questions??

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