#112: E-Learning Success: Great Design Is Important, an Implementation Strategy Is Essential!

Date: Monday, February 9th, 2009 and Time: 8:00 - 9:00am

Experience: No previous experience required

Objectives (be able to...)
1. Recognize typical organizational implementation issues
2. Apply proven concepts and techniques from communications, consumer marketing and change management
3. Develop and apply a systems-based approach to implementing e-learning based on the I-3 Change Implementation Model

Bio
Lance is an independent management consultant, international speaker and author based in San Francisco, California and serving clients worldwide. He specializes in strategy development, program design, and implementation for corporate learning programs and organizational change management. He brings to his work more than 25 years’ experience in adult education and training, communication and change management, and organizational design and development. He is the co-author of the capstone book in ASTD’s e-learning series, “Implementing e-Learning.”

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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

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“If you build it, he will come.”

- Saved money?
- Cut costs?
- Reduced staff?
- Improved test scores?
- Increased # of enrollments?
- Increased # of course completions?
- Improved test scores?
- Improved customer service ratings?
- Increased profit?
- Reduced time to market?
- Reduced errors?
- Created new products/services?
- Compliance?

- How do we prepare the organization to support it? And, to nurture it? And, to incorporate it into the corporate culture? And, to ensure the return on it’s e-learning investment?
- How can we make sure learners will use it? And, keep using it? And, improve their on-the-job performance as well as the performance of their organizations?
- ROI vs ROE
Myth or Truth??

<table>
<thead>
<tr>
<th>Myth</th>
<th>Truth</th>
</tr>
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<tbody>
<tr>
<td>1. e-Learning is a big deal</td>
<td>☐ ☐</td>
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<tr>
<td>2. The 'hard-stuff' is what's difficult</td>
<td>☐ ☐</td>
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<td>3. Learners are who really count</td>
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<td>4. People / the organization don’t really know what to expect</td>
<td>☐ ☐</td>
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<td>5. Communication alone is enough</td>
<td>☐ ☐</td>
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<td>6. Communication is about telling and convincing</td>
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<td>7. Success is getting it to work</td>
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Truth #1.

e-Learning = organizational change; that's always a big deal
Truth #2. The ‘soft-stuff’ - the people stuff - is really what’s difficult!
Five Stages:
1. Anticipation of change
2. "Reality" of change sets in
3. Letting go of the old
4. Refocus on new
5. Integration of new
Truth #3. Everyone really counts
Truth #4.
Individuals/the organization don’t know what to expect!
The use of the Internet and intranets to deliver courses-on-line.

[Derived from computer-assisted instruction (CAI), computer-based training (CBT) and then web-based training (WBT)]

Our Learning Management System/Learning Content Management System

[often identified by the vendor name]

The use of technologies (accessed via the Internet/Intranet) to create, distribute, and deliver valuable data, information, learning, and knowledge to improve on-the-job and organizational performance.
e-learning is …

Enabling, extending and enhancing learning through leveraging technology … including, but not limited to the Internet and intranets (e.g., m-learning, performance support systems, knowledge management systems, informal learning, blended learning, rapid e-learning)

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

Mental map

What's in it for me?

Cosmetics
Soap
Your program

Learning
Experience
Infotainment
Advancement
Mastery
Professionalism
??
Truth #5. A systems approach is required!

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Key Characteristic</th>
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</thead>
<tbody>
<tr>
<td>Muscle</td>
<td>Orders</td>
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<tr>
<td>Coercion</td>
<td>Threats</td>
</tr>
<tr>
<td>Compliance</td>
<td>Information</td>
</tr>
<tr>
<td>Commitment</td>
<td>Involvement</td>
</tr>
</tbody>
</table>
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.

Truth #6. Communication is a two-way process leading to commitment.
Marcom/Marketing Communications

Change 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

- Just do it
- We try harder
- Breakfast of champions
- Your Potential. Our Passion
- Ultimate driving machine
- Happiest celebration on Earth
- Quality is job one
- We love to see you smile
- Whatever it is you can get IT here
- Think different!
I³ Change Implementation Model

Inform, Awareness
- Speeches
- Memos
- Newsletters
- Magazines
- Team Meetings

Integration, Commitment
- Videos
- Labs & fairs
- Town meetings
- One-on-one communication
- Small group meetings

Involvement, Engagement
- Embed in the work
- Embed in the role
- Embed in the culture

Truth #7.
Success is when it becomes invisible

Integration
Implementation
Installation
Ensuring the return on your investment
Thank you! … Questions??

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