

Implementing e-Learning: Getting the Most From Your e-Learning Investment

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Implementing e-Learning

Learning Objectives:

- Apply consumer marketing and change management principles and practices to your e-learning implementation
- Develop an integrated approach to implementing e-learning that ensures the acceptance and support of both the organization and the learners
- Understand how to get the greatest return from your e-learning investment

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Lance Dublin



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/CRM, process re-design, re-organization)


Over 25 years of experience in adult education and training, motivation and innovation, communication and change leadership.

Previously, founder and CEO of Dublin Group, a leading training development and change implementation company

A regular presenter at industry conferences including: TechLearn, Online Learning, Online Learning Asia, ASTD, ASTD/Techknowledge, ISPI, Training Director's Forum, and Training.



consultant - advisor - coach - synthesizer

 Internet Time Group


Jay Cross

We speed up corporate learning. We develop:

- action plans,
- white papers and articles,
- sales presentations,
- marketing campaigns,
- creative teams,
- Whatever it takes


for Cisco, SmartForce, HP, and anyone with a business problem.

Strategic marketer, designer, problem-solver
 AB, Princeton University
 MBA (Marketing), Harvard Business School



The Context

e-Learning's Early 'Returns'



- 31% fail to register for compulsory e-Learning
- 68% fail to register for voluntary e-Learning
- Drop-out rates 50% to 80% are not uncommon

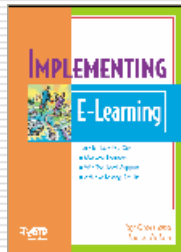
"For learners, how extensively the course was marketed and promoted was the single most influential factor for increasing the likelihood that learners would begin the course."

The Current Landscape

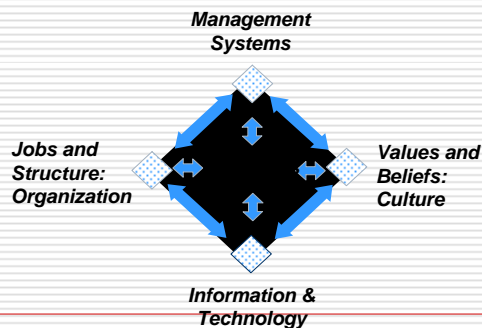
- ❑ Many people are skeptical
- ❑ Large investments of resources – people, time & money - are at stake
- ❑ Achieving results is no longer optional ... it's required!
- ❑ e-Learning is a process, not event

Implementing e-Learning

- ❑ 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?
- ❑ 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?



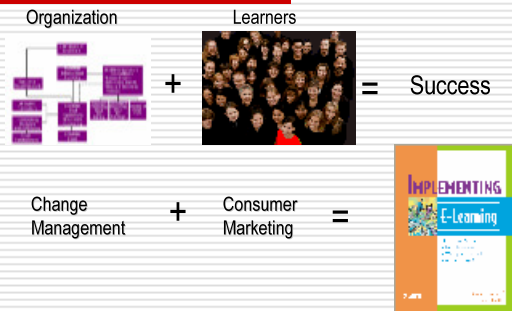
Organizations Are Complex Systems



Stakeholders = Customers



Change from top & bottom



The Marketer's Perspective

“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

What has changed in marketing?

Then:

1. Make the sale
2. Four Ps

Now:

1. Maintain profitable long-term relationships with customers
2. 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.

– Walter Landor

Water: Commodity or Brand?



Commodity



Branded



Brand Position

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



- Soap
- Cosmetics
- eLearning

Position for e-Learning?

- Learning
- Experience
- Infotainment
- Advancement
- Mastery
- Professionalism

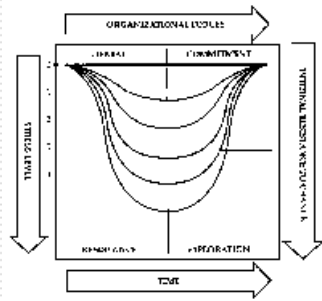


If your e-learning were a car,
what brand would it be?



The Change Manager's Perspective

The Change Journey



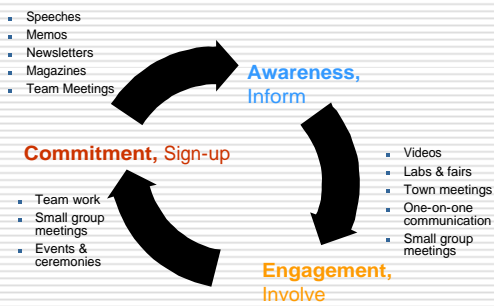
Source: Dennis Jaffe & Cynthia Scott

Change Management Strategies

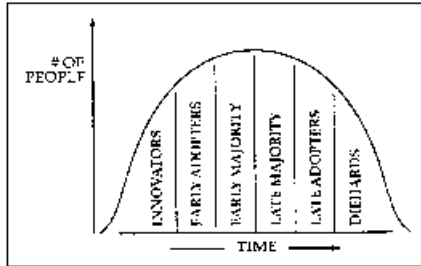
Strategy	Key Characteristic
Muscle	= Orders
Coercion	= Threats
Compliance	= Information
Commitment	= Involvement

Change = 30% Logic + 70% Emotion

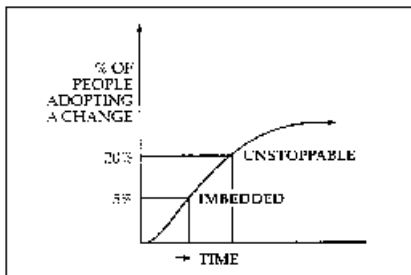
Winning the Hearts & Minds



Who do you focus on?



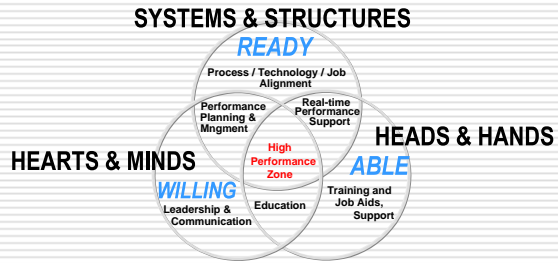
Where do you focus?



Change Management in Action

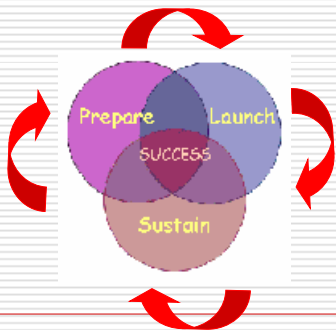
Awareness	Engagement	Commitment	Results
Marketing	Change Management	Learning	Performance Support
<ul style="list-style-type: none"> All Employees 	<ul style="list-style-type: none"> Sr Management Managers & Supervisors All Employees 	<ul style="list-style-type: none"> Managers Supervisors Project Leaders Employees 	<ul style="list-style-type: none"> Supervisors Project Leaders Employees
"I know what the change is and why we are changing."	"I know what is expected of me and my organization."	"I have the knowledge & skills to do my job."	"I am able to perform my job."

A Systems-based Approach

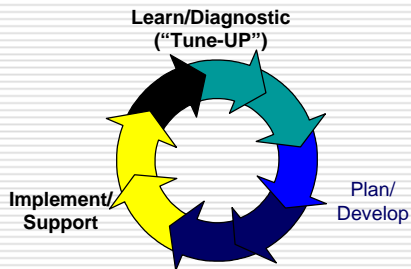


The Process

The Three Key Processes



Processes within Processes



First steps/Next Steps

Areas to look at:

- Business case and learning/e-learning strategy
- ROI (return on investment) & ROE (return on expectations)
- e-learning components – and mix of delivery methods
- Content and instructional design
- Tools, technologies and infrastructure
- Marketing
- Change management
- Evaluation and metrics – both qualitative and quantitative
- Organization and processes
- Sponsorship and governance
- Roles and responsibilities

Summary

Overall: Lessons Learned

*It's about **business**, not training*

*It's about **learning**, not technology*

*It's about **people**, not programs*

*The '**hard**' stuff is the '**soft**' stuff!*

Ensuring Your ROI/ROE

Integration
make it invisible!

Implementation
make sure it gets used

Installation
make sure it works

Thank you. Let's stay in touch!

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