



Table of Contents

Digital Learning Demands Strategic Research	3		
Pick and Sort	5		
Design Training with a Purpose	7		
Make It Personal Use Microlearning and Gamification Think: User Experience Blended Learning is Key	11		
		Show the Evidence of the Effect	15
		Create a User Evaluation and	
		Get Respect from Management	16
Your Data Is Golden - Get Better Pesults	17		

Intro

When you have read this eBook, you will (hopefully) have a new view on eLearning - or as we call it: digital learning. A lot of people associate the word eLearning with dull, text full learning paths, which must be pushed and forced to the learners. We will show you why eLearning has such a bad reputation. And how you can do it differently (and much better). You can either read this from beginning to end, or you can scroll all the way down and get the 10 tips, which are short, concise points, you can have as takeaways. Enjoy.



Digital Learning Demands Strategic Research

A lot of companies can easily get tempted to do shortcuts and jump right ahead to implementation, because they just want to get started. But unfortunately, many regret this choice. It can be avoided with some research. Almost all digital learning projects start with some ideas. But how can you go from ideas to a real need in your organization?

1. Know Your Need

Start by investigating what your company needs. Get a chat with the managers who are in charge of a lot of employees, because it is often here, you can make a big difference with fewer resources. If your digital learning solution must be a success in many years to come, it must make your company more efficient in delivering to customers.



When you hear about a need for training, then ask: Why? Keep asking why, until there is a clear connection to the value, you create for your customers.

When you know the need, it is time to make certain: What must the learner know more about or could do better after participating? And can the new skills be used to capture the vision and mission of your company? Clear goals will simplify the grand ideas you get along the way. Write down clear goals and use them again, when your learning goes to the design phase and evaluation.

2. Get Evidence for the Need

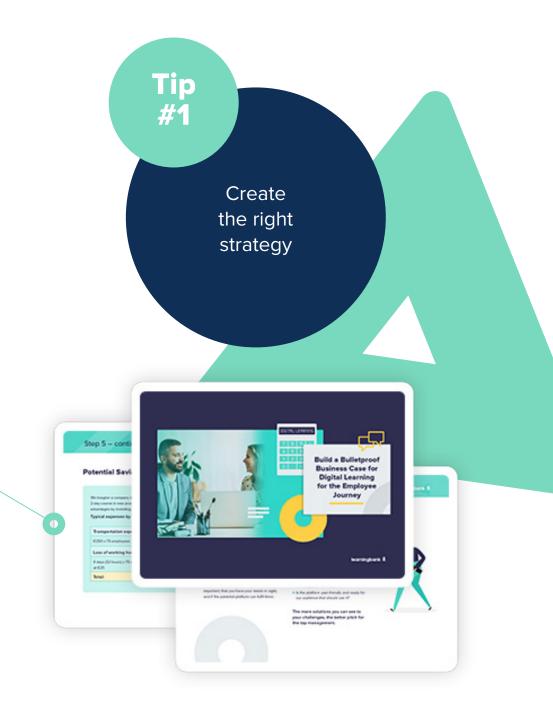
If the need, for example, is to reduce costs for training of new employees, start by estimating resources spent on training: Not just the training itself, but the over-the-shoulder training too.

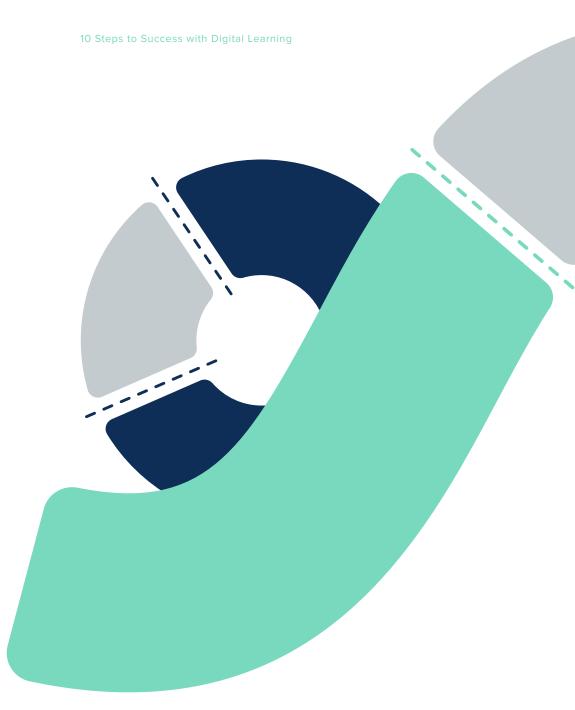
Over-the-shoulder training can, of course, not be eliminated in total. Digital solutions work in most optimal circumstances in a mix with onthe-floor training — also known as **Blended Learning**, which we will get back to. But the time a co-worker spends on over-the-shoulder training can be reduced a lot, because efficient digital learning also works as an encyclopaedia for the new employee, and then the co-worker will not be disturbed at every little doubt.

Read Learningbank's **Build a Bulletproof Business Case for Digital** • **Learning for the Employee Journey** and get specific calculations you can use to determine the need.

3. Prioritize

Your discovery of needs can have revealed more than one thing, that could be great to solve in your organization. But be careful! Every little thing takes up more time, than you would think. And your internal resources are not limitless, of course, (even though the excitement might be). Try to prioritize the most important. Start with a smaller implementation, where you in great comfort can make your first experiences, before you go all the way.





Pick and Sort Out

Get a sharp butcher's knife and cut to the bone before you get started for real. In that way you create more value. Here, we will show you how you focus on what you can do. And do it well. At first, however, you need to know about a classic pitfall: Unfortunately, many digital learning projects aim too wide. Typically, a company will solve all the skills needs, now that you have the tools to do so. And it is without a doubt a great ambition. But the challenge is, that if you try to hit it all, it often ends up with hitting nothing at all.

If your digital learning should make a real difference, it can be measured at the bottom line. So, it would be wise to put the ambition a bit on hold. Make a shortcut using the Pareto principle or the 80/20-principle.

When you use the Pareto principle in Sales, it is claimed that 80 percent of a business' sales often come from 20 percent of the customers. It is often astonishingly close to reality. The same principal you can use, when you scope you digital learning project: Set a goal to find the 20 percent of your digital learning's vision that create 80 percent value to you. It is exactly here you should put your efforts. Let's illustrate with a story: Learningbank had a customer, who wanted both onboarding, product training, sales training, leadership development, and customer service training. A big mouthful. After a workshop it was clear, that there were no resources to do it all, if it should be done properly.

The choice was creating an organized onboarding program, because it solely would affect following areas in the company:

- The effect of a premium onboarding program
- Over-the-shoulder training: Reduced
- · Expensive transportation to courses: Minimized
- Silent knowledge and unclarity: Documentation and streamlining
- Fluctuating customer service: Closing the skills gap between full and part time workers with digital learning on mobile units
- Conclusion: Instead of extinguishing small fires in your company, you should focus on what gives the most value, and do it well.
 When you do, you get a solution that works. And this can give positive outcomes in many areas of your business.

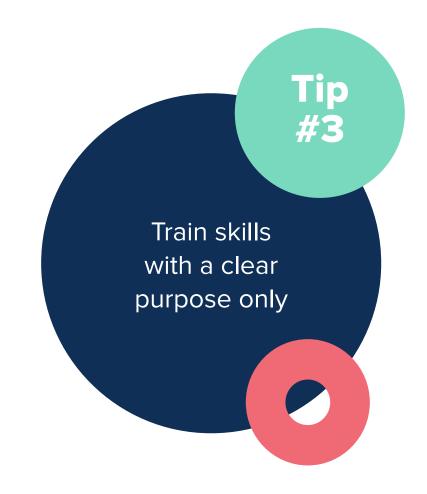


Design Training with a Purpose

All meetings and courses without a clear purpose, that you have been to in your life, can be an important experience, when implementing digital learning in your company. Perhaps, you have experienced the frustration by being forced to a meeting or a course without a clear purpose: You just sit and wait to get back to work, while mails are ticking in and tasks are piling up. This experience you will not give to your employees.

If the purpose is unclear, the training will very likely be downgraded too for more pressing tasks. For example, do you send an employee to an Excel course without connecting the employee's tasks and goals? Or should all employees go to the same strategy seminar or value workshop without connecting it to their challenges and goals?

The risk is, that you waste both time and money. Try to eliminate purposeless training with cake and coffee. No matter what skill is trained, there should be a purpose, that is understandable – in relation to tasks, job profile, and KPIs. Tell the employees what the purpose is. If you ask the employees to train regulatory knowledge (compliance training),



the purpose is to avoid fines. General skill training has the purpose to get the employee more equipped and get better results.

Make sure the level is adapted to the employee's skill level. If it is too easy it seems unnecessary, and you train nothing really. When your employees understand the purpose with the training, and experience that the learning content is helpful, when solving the daily tasks and get the best results, the urge to train and **upskill** rise.

Make It Personal

Who is the first person you look for at the group photo from your leadership seminar? Yourself – of course. Whether we like it or not, we are deeply programmed to focus on ourselves and our needs. The good news is, that you can use this knowledge about human nature to get everyone onboard, when you want to create change. In your team, for example, or in the entire organization.

Look at this example: You want everyone in the company to perform better and decide to implement 'a digital platform to measure the employee's performance'. Does it sound exciting? Maybe, if you are a manager and can see the advantages. But for the employees it might sound like a threat, a controlling act, and a waste of time. So, how can you make this attractive and get everyone onboard? The answer: Let it be about ME!

The way of thinking is well known in marketing. But in HR it is relatively new to think in this way.

How to do this: You can let it be about me by assigning individual job profiles, when the employee logs on to their own digital universe - like on social media. You can also insert individual development plans and



let the employee's leader give them individual recognition with, for example, diplomas and rewards. Furthermore, you can customize paths through the learning content, so it suits the individual employee's or job profile's level. If you plan to use gamified learning universes it is also easy to make it even more personal, for example, by letting the employee design their own character.



Use Microlearning and **Gamification**

We are busy in our modern workplaces. This is why it is hard to find the time to learn something new in a tight schedule. Microlearning is a new way of approaching learning in our digital age, which, at the same time, handles this fact. Each learning content takes only a few minutes to complete and fits into a busy workday. Especially, if the content, at the same time, is accessible on all devices, for example, work laptop, smartphone, and tablet, and it will be pushed at the right time, so the learners won't be overwhelmed with new knowledge. The content can, however, be complex.

A lot of companies have great experiences with learning in small chunks and more get surprised to see how well it works for them. Small chunks and small steps in a busy workday give grand skill boosts.

When you send out a PDF with 20 pages for your employees, fingers

are crossed that they read it all. And you are likely to be disappointed. A lot of the material that goes out from management or headquarters, will not be read in large organizations. Not because the employees want to punish their workplace by ignoring important information. But because the knowledge presented in a loaded text format tends to kill the inner motivation. And it is exactly the inner motivation, that make us search for knowledge, acquire new skills, and present great results.

Some companies are aware of this problem and try to solve it with digital learning. Despite the good intentions, it often happens, that the information that before was communicated in long text formats, now, is shown in Power Point'ish kind of solutions, which are slow and not very user-friendly. The result is the same: The inner motivation will lack.

Move employees from 'I have to learn' to 'I want to learn'

From 'I Have to Learn' to 'I Want to Learn'

If you want to boost the thrill of acquiring new knowledge and skills, you must move your employees from 'I have to learn' to 'I want to learn'. And this transition works best with solutions that appeal to the inner motivation. A case from a Danish detail franchise showed, that 60 % of the employees wanted to spend some time in their spare time to train and increase their knowledge. But it was important, at the same time, that they got the right digital tools to do so.

What Is Gamification Really?

Gamification is an effective method to awaken the inner motivation, where game mechanics are used in a non-game context. Video games are popular, because we can play and compete in an imaginary world loaded with rewards and recognition. Gamified digital learning work in the same pattern and can effectively move the employees from 'have to learn' to 'want to learn'.

Read more about gamification in Learningbank's '5 Steps: Boost Learning Results with Gamification'.



Think: User Experience

Did you know that bad user design can be compared to a bad speaker fumbling through the papers? Any course participant's nightmare. You lose the want to come back. (And sneak out before the end, if you can get away with it).

If you want your employees to train consistently, and upskill with digital learning, you must, at the same time, offer them a great user experience: It should be easy and thrilling to discover and learn about your products and company.

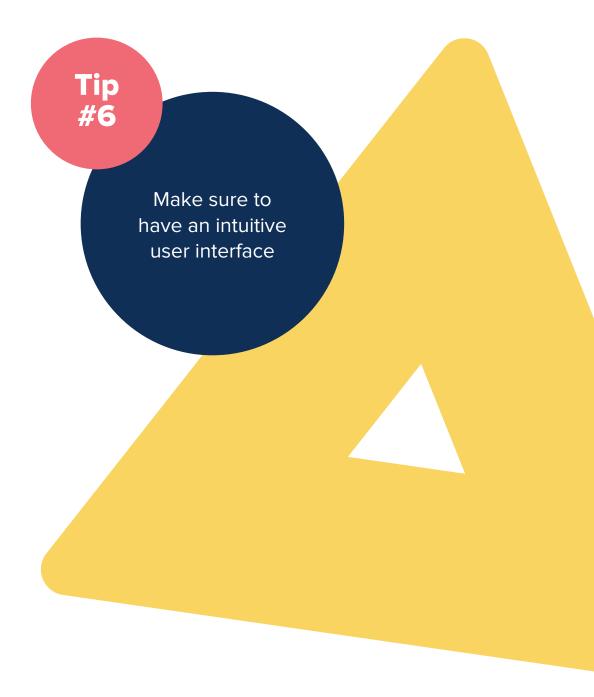
Tap into the Digital Behaviour

When digital learning is best, it gives the learners the same experience, as if they were invited to see a famous speaker. They want to come back, and in many cases, they want to spend their spare time to do so.

Your employees are used to digital solutions, apps, and social media, that works fast and easily. And this is one of the reasons for mobile learning gaining ground in both companies and in education.

Here, availability and ease are two important keys: If your employees, for example, experience to look particularly long for a certain button or find it tricky to switch something simple as their profile picture, the thrill will faint. Each time, the want to go back decrease a bit. And in the end, you think: "I will only go back there, if I am forced."

Reflect on the motto from the world-famous information architect and user experience expert, Steve Krug: "Don't make me think." Do not force your employees to think. When your employees train in a digital setting, you must look at them in a new way. See them not as employees, doing what they are told. See them as learners, on a hunt for something good. As a shark on the move for a prey. It gets incited when it smells the thrill and blood. You can look at your employees in the same way. Give them something great to go for: User-friendly design and world class digital learning with a twist of games and competitive elements. Then you will see them train and increase their performance.





Know the limits by digital learning and make it work for you – not against you. "Clever is the one who knows, what he does not know." In these words, Socrates determined 2000 years ago, that you strengthen yourself by knowing your limits. It is the same with digital learning. Because not everything can be learned in a digital way.

With digital learning you can quickly gain a high knowledge level in your organization. But when your employees must learn to use the knowledge in real life, they must practice with real tasks. This is why we recommend **blended learning**: An optimal combination of digital learning, over-the-shoulder training, and problem solving, which gives strong, effective skills at a rapid pace.

Think of a salesperson, for example, who knows the theory of the different phases in sales, but he does not have any hands-on knowledge. He will not sell a lot of solutions to his customers.



What can you learn effectively with digital learning?

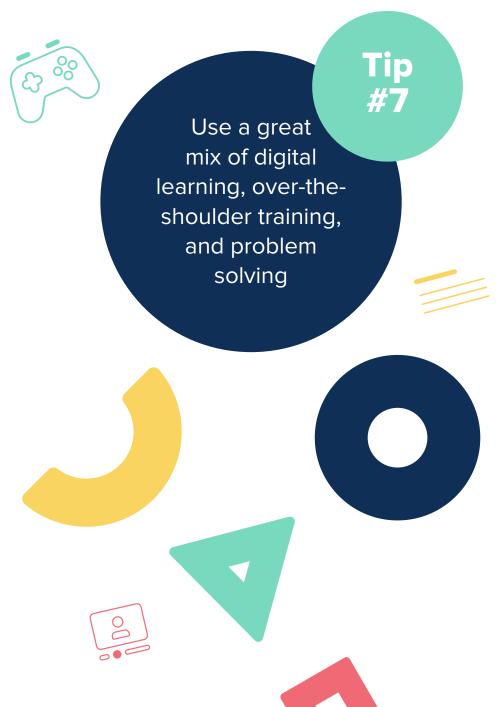
- 1. Conceptual knowledge and theory
- 2. Deep understanding

Digital learning gives a great baseline for handling theory in real life. Furthermore, you can use digital tools to facilitate and support training processes.

Multiple Years of Theoretical Studies of Little Use

An example, that illustrates the point, comes from Danish television in the show 'Asger and the long-term unemployed'. In one episode the businessman Asger Aamund helps a man finding a manager job, that he thinks he is qualified to handle. The man has a lot of theoretical knowledge about being a manager, but no hands-on experience. Therefore, he has not trained the practical and social skills it takes to be a good leader. Multiple years of theoretical studies are shown to be of little use, because the man have not practiced his skills in real life.

This is why it is always a good idea to combine digital learning with other learning activities in a blended learning context. It gives the skills acquired for your employees to create results.



Show your results and remember the extra benefits

Tip #8

Show the Evidence of the Effect

Most people forget it. But the fact is, that when you start digital training in your organization, a lot more positive outcomes will pop up than you intended in the beginning. It is worth noticing all the successes when you take a check-in on all the hours of hard work to get the great digital training program running.

Look for example at the consultant company River Online, where management decided to implement a sharp, structured onboarding program, because the company grew very fast both in terms of customers and new employees, and that is why they had a need for training new consultants better and faster.

Did River Online create a faster and more effective onboarding? Yes. And much more. The process itself by creating professional content for the training program became an exciting experience: The employees were asked to record short videos with professional content, and there was not just one, but multiple perceptions of the consultant's professional knowledge. This created an occasion for doing a new form of knowledge sharing and gave some basic decisions for best practice.

Today, management experience it has been easier to split customers, because the consultants have got a wider knowledge of other professional areas than their own. And it has become easier for one consultant to take over for a co-worker, who is sick or absent. Most of the companies Learningbank help, experience that they find and show their 'silent knowledge' as an extra benefit when creating digital learning and put the training into system.

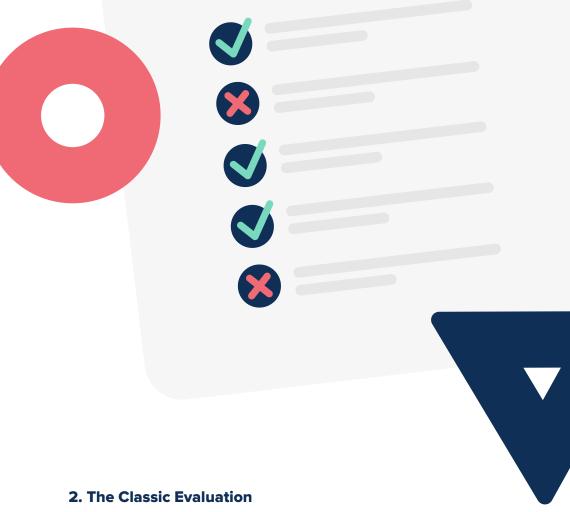
Create a User Evaluation and Get Respect from Management

"Was it exciting? Did you get something out of it?" Relevant questions, without a doubt. But do they dig deep to the core: When you have invested resources in training your employees, you first and foremost need to know: "Did the training raise performance? Did it create value to the bottom line?"

Here, you get the recipe to a user evaluation, which will show you, how you do it even better the next time.

1. Test

When you spend efforts in training people, you can just as well test them at the same time. A test creates a seriousness and respect for the training. And the results show, where the learning content can be even better. At the end of each training activity remember to ask the learner: What do you think you have learned, and what do you know now or can do after you participated?



"Was it exciting? Did you get something out of it?" The classic evaluation can paint a picture of the employee's immediate experience. It is useful but cannot stand alone.

3. The Manager's Evaluation

One thing is to pass a test. Something totally different is to practice what you just learned. The manager's subjective evaluation of the employee's new skills is crucial for the evaluation.

Measure
and analyse
data and remember
to evaluate with
the learners
themselves

4. Measuring KPI

Most companies measure the employee's results. These results should improve when the training is done. We recommend adding on a results measurement (KPI) for your evaluation, so you can see the connection between the training and the results. But do not overdo it: Even though KPI is an important measurement, we can all agree with the new generation of leaders who experience an old-fashioned KPI focus with financial performance measurement and balance scorecard need to add measuring the behaviour or 'KBI' (Key Behavioural Indicators). At last, but not least, we recommend you choose some digital tools that can ease the administrative work, so you can focus on the analysis and handle the results of your evaluation.



Your Data Is Golden – Get Better Results

In this last step, we will show you, how you can use your data to make small but important adjustments, which will give you even more value.

In most companies, the time spend on training is the biggest expense at the training budget. But when you add on digital learning to your real-life courses and over-the-shoulder training, you cannot avoid reducing the number of training hours. This means that a transformation to digital learning almost always will save time and reduce costs for transportation.

But why stop here? When you have found out how much time you have saved with digital learning, we will encourage you to look even wider at your data and optimize your training. Try, for example to look at how well employees score at specific questions in a test. Is there a pattern? Are there certain questions where employees give the wrong answers over and over again? Then it could be an idea to add some more elaborating content about these certain topics. Try also to look at, whether you have set up the right threshold to pass the test. In many cases it is unnecessary to have a 100 percent correct answers. Perhaps 80 percent is enough.

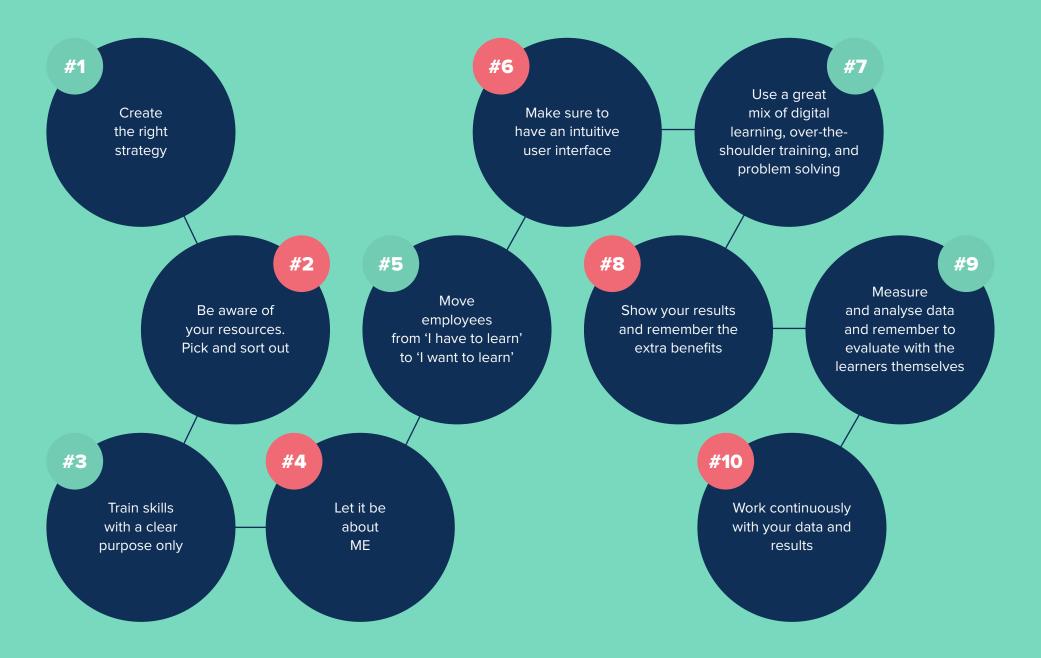
The better the data about your learners, the better improvements you can create. It is an ongoing process to adjust, improve, and optimize all your training, so you always create the most value.

The Joy of Learning

Humans feel a natural joy of learning – and this is an advantage: If a company offers relevant training bundles, it will most likely reflect the bottom line in terms of increased innovation, engagement, and productivity – and in addition, you got solved your present skills needs.



Sum-up - 10 Tips from the 10 Steps







Bonus-tip

An extra tip for you who have made it this far: It can seem overwhelming to overcome the entire transformation to digital learning yourself. This is why it is a good idea to ally with learning experts, who have been through the process a dozen of times and are bursting with knowledge about how different digital solutions can be adapted to different types of companies.

Read more about how you easily get a successful start with Learning-bank's Learning Lifecycle Platform in **5** simple steps.

Create the Best Learning Experiences for your Employees

learningbank €

Støberigade 14 2450 København SV

+ 45 71 999 123 info@learningbank.io learningbank.io