MobieTrain
Change Behaviour. Boost Performance.

Learning in the Flow of Life

by guest author
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Introduction

2020 has been a year of disruption. Our ways of working and living have been upended, challenged, and have possibly changed forever.

But, there is a bright side to this. As remote working has become the new normal, we have been forced to rethink everything, which has been a catalyst for organisational change. As HR Managers, these challenges have also led to new opportunities to implement learning strategies that both provide greater employee benefits and a competitive advantage for our companies.

In this eBook, we focus on the main opportunities to become agile learning organisations, while harvesting the advantages of digital and microlearning experience platforms:

1. Stimulate a self-learning appetite and encourage new skill development
2. Informed Learning in the Moment of Need
3. Data based learning for personal and corporate growth
4. Onboarding and re-boarding paths that open doors for employer branding
5. Redesign the future of work for agile cultures and engaged employees.

1. Stimulate a self-learning appetite and encourage new skill development

We all know that continuous learning is a very important driver for our companies' future successes. However, this is not always reflected in our L&D strategy.
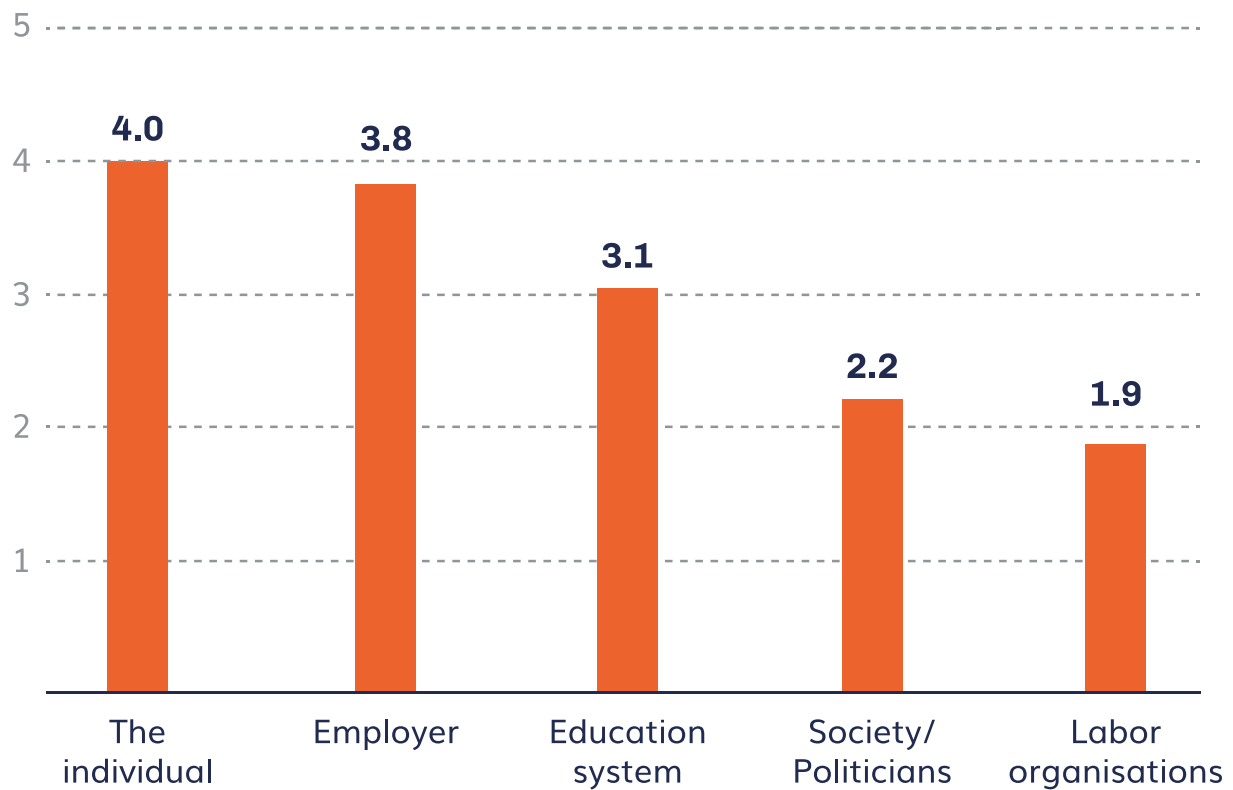
One of the main reasons for not investing in learning is time, or lack of time. This is nothing new. We have seen for many years that it is no longer feasible to "take days off" from work to attend live training courses.

This is why learning in the flow of work is becoming increasingly popular. But the pandemic now also means that, not only do we need to fit learning into our busy work schedules, we also need to combine remote working and a household at the same time. Hybrid working and living with a family is for many a daily struggle. Convincing our employees to invest valuable time in training is not easy. Especially as learners are more responsible than ever for keeping their own competencies and skills up to date, as shown below.

Who is responsible keeping competencies and skills up to date in professional life?

Weighted average score (5 = the most responsible)

Category	Score
The individual	4.0
Employer	3.8
Education system	3.1
Society/Politicians	2.2
Labor organisations	1.9

Source: www.valamis.com

Without the involvement and motivation of the learner, many formal and informal learning initiatives fail. **So, what type of learning formats can we introduce to intrinsically motivate our employees?**

Firstly, we should look at how engaging and enjoyable the learning content itself is, how much time it takes, and how easy it is to access. All of which are key drivers of mobile-first microlearning:

- Microlearning experience platforms shift the focus of content delivery to providing engaging experiences for the learners
- Microlearning modules can be delivered in a variety of engaging formats such as videos, quizzes, polls, surveys and can be enhanced with gamification features such as scoreboards and badges
- With microlearning, the learning time can be divided into small easily digestible chunks that can be accessed anywhere, at anytime, from our mobiles.

Case Study

DECATHLON

To illustrate this, let's look at how one of the biggest sports retailers in the world approached this challenge.

Their learning content was too generalised and centralised, and required too much time away from the shop floor. They introduced a microlearning experience platform to their toolkit to reach and train their deskless employees in the flow of work.

They also redesigned their L&D process. The central L&D team created very easy to follow instructional videos on how to create learning tracks in the microlearning platform and make branded storyboards using text, video, pictures and a variety of questions. With a briefing using these videos and storyboards, the local in-store specialists started to create the actual training that was then put into the microlearning experience platform.
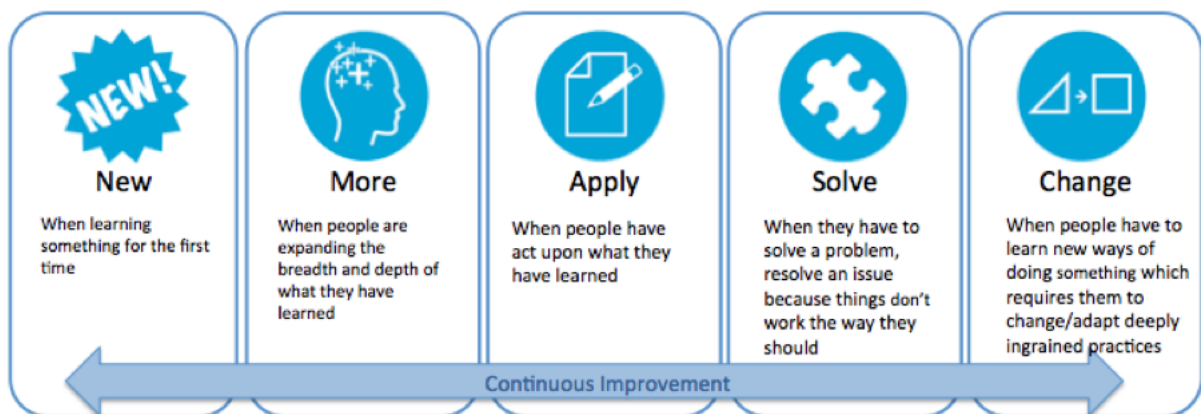
The results of introducing the microlearning experience platform and involving the in-store specialists in the content creation process were mind-blowing. The sports retailer:

- significantly improved their speed of knowledge transfer creating more than 40 learning paths in just 2 months
- created content that was more relevant, localised and personalised, putting employees at the heart of the training
- experienced higher employee satisfaction and customer service rates.

2. Informed Learning in the Moment of Need

Microlearning is a proven way to motivate and engage our employees. However, we also need to understand how we learn in order to combine the best methods of learning at the optimal learning points. To do this, we can look at Conrad Gottfredson and Bob Mosher's "Moments of Need" to understand how to combine eLearning, f2f training and microlearning for maximum knowledge retention and recall.

Learning in 5 Moments of Need for Continuous Improvement

New	More	Apply	Solve	Change
When learning something for the first time	When people are expanding the breadth and depth of what they have learned	When people have act upon what they have learned	When they have to solve a problem, resolve an issue because things don't work the way they should	When people have to learn new ways of doing something which requires them to change/adapt deeply ingrained practices

Continuous Improvement

Source: www.5momentsofneed.com/about.html, Katja Schipperheijn

Acquisition of Knowledge

The first two phases of learning, shown below, are mainly to do with acquisition of knowledge, which companies today are tackling with engaging learning experience platforms.

1. Learning things for the first time
2. expanding the breadth and depth of what you have learned.

Application of Knowledge

The remaining three Moments of Need are directly aligned with performance. This is where microlearning can be a powerful building block to transform the way we enable learning and the application of knowledge.

1. When Trying to Apply and/or Remember
2. When Something Goes Wrong
3. When Something Changes

The final moment of learning needs, "change," might be the most challenging to fulfill. However, in these disruptive times, this is the most valuable step for us to solve.

When faced with change, employees are often uncomfortable abandoning what worked in the past. Letting go of what is comfortable and adapting to something new can be challenging. Unlearning deeply ingrained skills and relearning to adjust to new practices seems almost impossible. The best way to motivate employees to dive into change is to clearly show the impact and results that such change will drive.

Understanding the importance of the "Moments of Need" helps us to select the appropriate channel or solution for learning initiatives. Moreover, it helps to address target groups for business-critical information at the appropriate time for change. Being able to measure the impact of all initiatives by using dashboards will be the differentiator for many organisations who want to come out of the Covid-19 global crisis stronger.

International logistics company

Let's look at how an international Logistic Company addressed this challenge. At the start of the Pandemic, they had to deal with ever-changing measures related to Covid-19. Front-line employees across the country suddenly had to unlearn what they had been doing forever and relearn new and stringent precautionary measures to avoid the risk of spreading the virus. Informing front-line staff on a daily and accurate basis became business critical.

For this, it was necessary to not only address target groups such as drivers directly, they also needed to track who received the information and who understood the change required. Gamification was an added value for this as they wanted to send a quiz afterward each training moment. This not only helped in in understanding how they best communicate to target groups, it also helped line managers to personally follow up with their team and give personal coaching when needed.
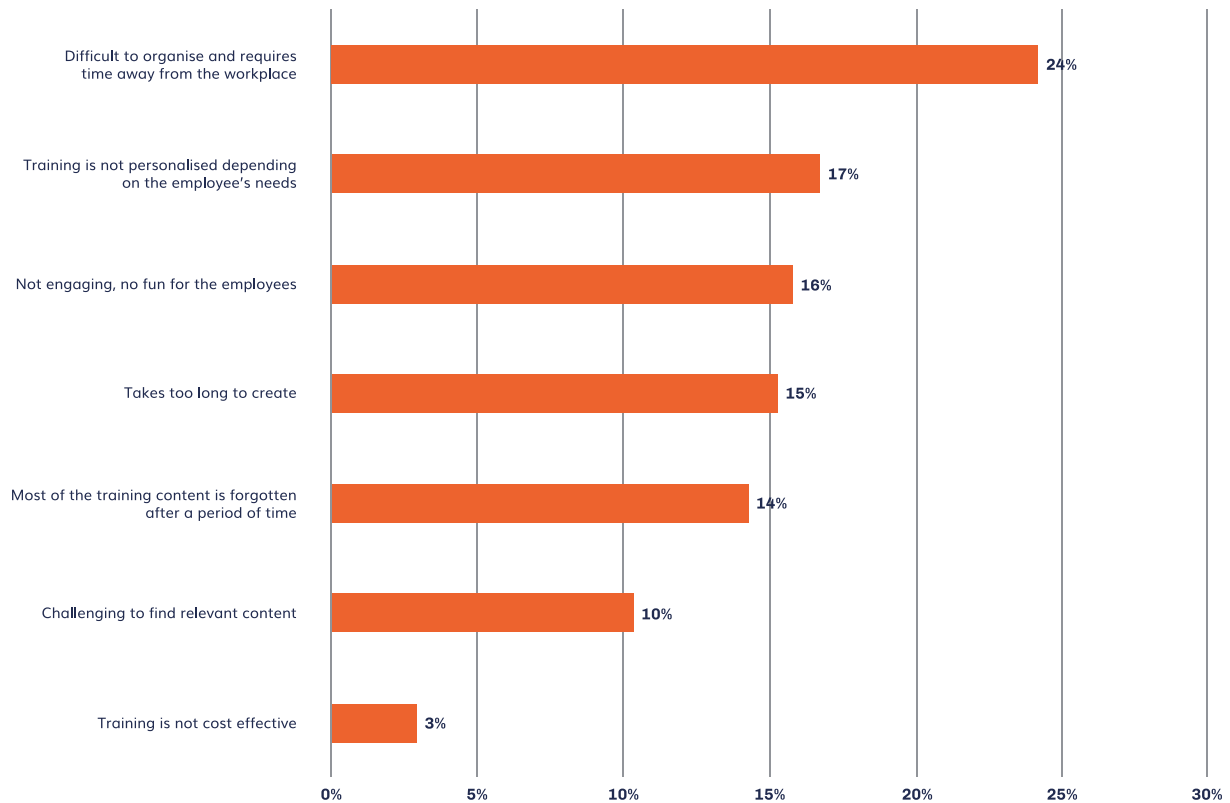
3. Data-based and automated learning for personal and corporate growth

Data-based and automated campaigns are nothing new to business leaders. For years, digital marketing professionals have been using the power of automated campaigns to track the various actions and inquiries of potential customers. With tailor-made campaigns, marketeers create carefully designed funnels to influence 'prospects' to behave the way that they want. Learning and marketing techniques are not that different and it would be good for L&D professionals to discuss the topic of personal and adaptive campaigns.

Our recent research explores the reasons why Learning Management Systems are not being used as expected. Many of the respondents state that there are just too many different topics and too much choice. You just don't know what to learn and it is not at all tailored to their (or my) needs. The content offered to learners is often linked to fixed learning paths that are predefined for each function group. Everyone is guided through the same path without considering other learning habits, previous knowledge or even interest in following the course.

Today, with all the knowledge we have and from the successes achieved with Marketing, it is clear to see how data-based automation is needed to make learning paths more personal and attuned to the needs of the employees.

What do you consider as the 3 biggest weaknesses of your current training mix?

Category	Percentage
Difficult to organise and requires time away from the workplace	24%
Training is not personalised depending on the employee's needs	17%
Not engaging, no fun for the employees	16%
Takes too long to create	15%
Most of the training content is forgotten after a period of time	14%
Challenging to find relevant content	10%
Training is not cost effective	3%

Source: CLB-20 done by MobieTrain, HR Tech Valley and ZigZagHR

In addition to dashboards that showcase the data that we need to provide a better learning experience, the learning platforms available today also offer opportunities to integrate with other systems via API connections. When we integrate Learning systems into our day to day habits, we can create 'Learning at the Point of Work'. Those solutions that link learning to other platforms can be collaboration tools, mail, chat or other tools that are used in day to day life.

When combined with data driven dashboards, integrations provide a better way to motivate self-directed learning. They also ensure that we can get information to the right target group at the right time.

Case Study

An European Telco operator is an interesting case here when we examine integrations. Despite their existing toolkit, they wanted to make their training offer more personalised, time and cost effective, and relevant for their diverse workforce. That's why they introduced a mobile LXP to reinforce and complement their existing offering as part of a blended learning approach.

The mobile LXP is used as an entry-point for further training. Through delivering short introductory content via the mobile tool prior to their more costly, longer LMS and F2F training, the Telco operator could assess knowledge gaps and identify the need for further learning.

Next to the content custom to the organisation, the Telco operator also aims to integrate a library of more general soft skills training which will be recommended to the user based on their profile and interests. And there is more: the training tool will be linked to digital coaching, and send triggers for physical observations and coaching sessions once a training session has been completed. Finally, the training data (adoption, engagement, scores) is integrated with their broader power BI closing the loop between training, coaching, performance and evaluation.

4. Onboarding and re-boarding paths that open doors for employer branding

A job for life is something that our parents and grandparents considered important. Today, however, this is less desirable as we move towards project-based working and flexible careers being the standard.

Having a successful career is even more directly proportional to our ability to build intellectual capital. Knowledge is the foundation of value addition. We need constantly renewed in-depth expertise in various domains. The challenge for L&D lies, therefore, in continuously supporting staff in developing new expertise for personal and business objectives.

Data from the various HR systems, combined with the dashboards of learning experience platforms in close collaboration with the business, form a starting point for re-skilling or re-boarding talent to new roles. Engaging employees to take an active role in their development is essential. A learning attitude, stimulated with engaging career opportunities that align with company goals should be another priority for business leaders.

It all seems very easy, however, many L&D departments struggle with translating business needs into challenging learning paths that enable individual development. Too many learning platforms are no more than a dead library with mostly outdated eLearning that no longer fits with the Future of Work.

Learning experience platforms can help to make learning more engaging, but speed is essential to respond to urgent and business-critical learning opportunities. Therefore, microlearning platforms should empower L&D and line-managers to quickly create new training materials with almost no technical

knowledge. This provides a substantial benefit to employees and the bottom line organisational results.

Many temporary employees also struggle with finding the time for training, as they need to be profitable from the first day.

"Learning at the Point of work" is the starting point for any onboarding processes nowadays. New employee wants to have knowledge that can be applied to the job, and for it to be as simple as accessing information on Youtube or Google. This is a great opportunity for us. The advantage of "Learning at the Point of work" is a much faster onboarding with data-driven tailor-made guidance. Microlearning experience platforms used in combination with the correct data and dashboards lead to personal guidance. This in turn leads to agile and personal learning for maximum personal and business growth.

Case Study

Timberland 🌳

An illustrative case here is that of a global manufacturer and retailer of outdoors footwear. When COVID hit and they were forced to temporarily close their stores, the Retailer's main concern was on re-engaging the teams, keeping them safe and creating focus. To do so, they invested a lot of time and effort in digitally training their store staff on things like KPIs, customer experience and omnichannel procedures.

As a result, they experienced a conversion increase of +70%, offsetting their footfall decline of 40%. The digital transformation that they had thought would take 2 years was basically done in 6 months.

The role of the store has continued to change. It went from a pure POS, to a hub with a lot of different functionalities: a logistics center, a brand and product showroom, an after-sales/service center for both brick & mortar and e-com sales, virtual sales. In this ever-changing landscape, the profile and skills of the store assistant are rapidly changing. Nobody knows what the exact skill requirements will be in say 5 years from now. What most organisations including this Retailer do know is that the skills needed to be successful will continue to change, that higher cognitive skills and technology skills are becoming increasingly important and that technology is needed to keep up with the required reskilling/upskilling process.

5. Redesign the future of work for agile cultures and engaged employees

Another consequence of Covid-19 is that, on average, more hours are put into the workday, leading to exhaustion and burnout. Employees are exposed to even more stress when balancing professional and personal goals. Wellbeing is even more of a priority. Therefore, many business leaders are looking for solutions to stage a new way of working and culture that goes beyond promoting previous initiatives. Now is the time to fundamentally redesign wellbeing in every aspect of learning and working.

Technology as an enabler of wellbeing is even more possible than ever before. Zoom, Teams and other video tools that were previously only used if nothing else was possible, have become standard meeting tools. We adapted to the circumstances, changed our behaviour, and worked in partnership with the technology available to us. Technology even fulfilled distinctly human needs such as desire for meaning and connection. It maximised our employees' potential through the cultivation of learning capabilities and informed decisions.

The possibilities and opportunities exist to simultaneously upgrade technology and wellbeing in order to create a culture of learning and growth.

The resilience we have shown during the period of lockdown and the economic crisis resulting from Covid-19 can teach us many valuable lessons. Hybrid learning and working can be a great first step in further supporting wellbeing and the development of personal and business goals.

A global top 4 consulting firm

An illustrative case here is that of a global top 4 consulting firm. To achieve their ambition they built a strategy around 3 pillars: transformation, collaboration and brand. The latter is about making an impact that matters, leading with purpose and delivering a consistent experience to society, their clients and their own employees. To make those 3 pillars tangible they will be using a combination of different technology such as:

1. immersive media, using motion, graphics and technology to create delightful experience and engage employees
2. a communication tool making messages timely and relevant to different groups of employees, placing them at the heart of the communication flow;
3. a mobile learning platform that allows them to easily create their own learning tracks and use a recommendation engine to deliver these to the right person when they actually need it.

Conclusion

As we prepare for the new normal of hybrid work, we have the opportunity to use the power of Learning Engagement Platforms and Microlearnings to build a culture of actionable knowledge exchange and strengthen the connection and resilience of both our employees and overall company. This resilience will be necessary to thrive in environments of disruption, uncertainty, and changes that are yet to come. Hybrid learning strategies will support the future of work and help us to build even stronger and agile companies.

Implementing a strategic learning strategy will give organisations added value in both the short and long term and help them emerge stronger from the crisis. However, this requires more than reactivating old methods and systems without taking into account the current economic climate and employees' personal challenges.

When we understand the dynamics of learning and deploy them in an agile way, we can address business-critical learning needs in order to achieve sustainable growth. Encouraging HR challenges such as learning, onboarding and re-boarding employees more effectively can be achieved by intelligently collecting and interpreting data. We can then apply knowledge in a targeted manner tailored to the needs of the employee and the organisation.

Microlearning and engagement platforms that support hybrid learning in the flow of life will make a difference to the organisation of the future.

About the author

Katja Schipperheijn is a digital learning strategist and internationally recognised consultant and keynote speaker on learning and engagement in the connected world. Her area of expertise focuses on the interaction of people and technology to achieve sustainable growth based on commitment and well-being.

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About MobieTrain

Knowledge is our forte, and it is our mission to empower employees with the knowledge that they need to succeed. With mobile-first training, employees are put at the heart of their own learning and development, which leads to better customer experience, employee engagement and impacts business' bottom line.

Focusing on the remote and deskless workforce, and the management team that drives them, we are transforming traditional learning methods to match the challenges of the modern workplace. Through microlearning, gamification, brain science and mobile, we deliver high impact training for the future of work.

After spending the last decade gathering customer insights and leading training for some of Europe's biggest brands, including Decathlon, Vans, Diesel, Proximus and Total, we understand how greater knowledge empowers greater performance and productivity.

Our vision is to define the global standard for mobile learning to boost productivity and sales in the workplace, one employee at a time.

Want to know more?
Visit our website: **www.mobietrain.com**
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