

Digitally Facilitating On-The-Job Training **Enterprise Case Study**

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I have more than 20 years of experience in Learning and Development, Change Management across a range of industries, regions and organizational context.

Professionally, there are 2 things I strongly believe in. Firstly, the value of maximising performance through coaching. Secondly, the power of digital to build social learning cultures that scale across countries.

In the past, I am often being questioned on the Return on Investment of any Training interventions put forth in the organizations that I worked with. Today, with digital disruption and Millennial entering into the workforce, I am being challenged to think of how to leverage on technology to engage learning in a different way. Innovative, creative, efficient, productive and scalable manner.

Apart from the above, with me heading up Sales Learning and Development and managing a team of 21 Sales Training Managers located in different countries in Asia Pacific excluding China, my challenge is to instil a Mindset of possible Change to what we have been so comfortably doing in the last years. Understanding the change of the business landscape and demands from internal/external customers, what can I do to enable and equip my team to foresee the Change and be prepared for it?

I began to look for solutions in the market. Looked for different, innovative ways to train. Network with Learning and development Practitioners and vendors of mobile Apps and e-learning partners. Nothing seem exciting until I met up with a Technology start-up that focuses on Learning Circle.

It took me a while to differentiate between Learning Circle and e-Learning. More importantly, I needed to know how Learning Circle can 'fit' into my Learning and Development Framework. As I tried to figure it out, I began to reflect and think deeper of both Learning and developmental re Organizational needs.

In our organization, I have my Learning and Development challenges. Ability to scale up training, leverage on domain expertise for our Community of Practices and engaging learners in an exciting creative way.

Other challenges include creating new ways to engage learners, skills application, tracking and post assessment, improving learning effectiveness. Adapting training to Millennial and many others that any Learning and Development Practitioner can resonate with them.

Our organization believes in driving performance through coaching employees and we know that only engaged, motivated people deliver great results!

We want to ensure that the existing Community of Practices in the Sales function continue to Share As One and learn from each other and Grow to contribute and drive results/performance in the organization.

Trainers have journeyed from their role as a Trainer to become facilitator. Managers who did not need to facilitate now needs to facilitate and manage. Employees at large who are passive learners are required to become proactive. What will change with the new demands from both company and workers?

Trainers will need to become Performance Advisors. Managers are expected to become coaches at work and learners are to strive to become high performers. In respective of learning models, the shift is really from the 10/20 of the 70-20-10 learning model to focus more on the 70 of the 10-20-70 learning model. In short, it is the level 3 and 4 of the Kirkpatrick Learning Model. Question is how do we create more on the job, workplace integrated learning?

Having all these in mind, I studied the feasibility to leverage on Learning Circle concept to drive what we want to achieve.

Focus is on leveraging on the Learning circle to overcome some of the challenges that I am facing and yet, meet up with the organizational needs.

The journey of Ideation began.

Firstly, I sold the idea of how Learning Circles can help us in the organization to my key stakeholders. Explaining how we can help to leverage on domain expertise to create structured and collaborative experience garnering user generated content; effectively combining synchronous and asynchronous learning. How face time can be reduced by designing agenda topics with scheduled timelines.

With the buy in from key stakeholders, I created digitalized content and published it and created my first pilot Digital facilitation. I set the pilot to across 10 business roles. The implementation is a combination of Virtual and face to face session.

Results were presented to Management Team. For the first time, I was able to create graphs/ analytics from inputs of learners to show Management directly the feedback from the learners who attended the session. Video and Learner's dashboard can be presented. They are all refreshing concept/ideas that I have not done before. Management were impressed with the outputs and so was I.

From the pilot group, interesting, they were all excited about the new way of learning. In fact, they provided new ideas of how Learning Circles can be adopted. Examples below.

1. Coaching on the job and in the field.
2. New Hire, Intern on boarding
3. Building Domain Expertise

This experimentation and pilot were a personal journey for me too! What did I learn?

1. Application Of digital learning and facilitation is not hard
2. What is needed is the mind set to challenge. The willingness to try and meet the need to transform
3. Learning circles on Witztango enable us to experiment new way of learning that is critical for our new generation. It sets a pace for innovation and creativity
4. Digital learning through Learning Circles encourages our Learners to be proactive learners

5. We can leverage Witzango & Learning Circles to enable Managers to effectively OJT in the field and trainers to leverage on domain experts to permeate learning

For me, the journey of ideation has actually just begun. Why? I realized that we have learnt a lot with the first pilot.

We are now embarking on our next pilots.

It will be exciting as this time, the project leaders of these pilots will be my immediate stakeholders. My team i.e. Sales training managers will be publish digital content and will digital facilitate. There will be 2 Learning circles. One focusing on skills and the other on coaching.

A 3rd will be led by domain expert focusing on Industry Vertical content/knowledge.

With the digital disruption, digital transformation and need for need ways of learning for our workforce, I foresee that Learning and Development Practitioners' role/skills/competence may be shaped differently in time to come.

For me, I foresee that we all need to embrace the Change and do not allow fear to overcome our willingness to try.

Transformation and Change begins with us!

