Corporate E-learning

How Your Organization Successfully Implements Digital Learning

A GUIDANCE FOR ORGANIZATIONS THROUGH THE CHANGE PROCESS OF SHIFTING TOWARDS MORE CORPORATE E-LEARNING

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Introduction

The challenges of implementing e-learning in organizations are split in several layers. The bottom layer is to create individual, relevant and attractive content to publish on your e-learning platform and thus reach regular traffic on the system due to its completeness of information and attractiveness of content. The second layer is to configure a learning system that is easily understandable, perceived as user-friendly and value adding by your staff. Only then, your staff will become willing to actively work with your e-learning system and grow together with your organization.

However, this guidance focuses on the top-layer of implementing corporate e-learning. Foremost important is that your organization realizes that shifting from old habits in traditional onsite learning with tutors and personal interaction to 24/7 available online learning where your staff can access information at the moment of need and learn self-driven requires a strategic change management.

The following pages outline how your Swiss small & medium sized business (SMB) can set-up the change management process to implement e-learning. Hence, it aims to minimize or release initial resistance of your staff members in the different hierarchical levels.

As a basis, the ADKAR change management framework of Jeff Hiatt has been taken and adjusted to the general challenges Swiss SMBs face during the change process from offline- to online learning. ADKAR stands for the different phases of the framework; Awareness, Desire, Knowledge, Ability and Reinforcement.

These phases focus primarily on the strategy your organization can prepare to get your staff on board for the change that impacts every staff member and how you can facilitate the process to reach a successful change implementation with the desired outcome.

Make your managing staff aware of the upcoming change at an early stage

The first building-block of this change-managment guide is creating awareness. In advance of any change implementation in corporate learning at your organization, it is important to make your extended arms, your managing staff, aware of the upcoming change, communicate the vision, show transparency and thus convey trust.

Why?

Organizations often only think of the end-users who are directly affected by the desired change and forgetting that change only bear fruit if the shift towards more digital learning is facilitated by all hierarchical levels across the organizations. Therefore, you must not forget to inform your managing staff about the reasoning behind the upcoming change and what led to the decision to become more digitalized in corporate learning.

How?

Most crucial in making your managing staff aware of the upcoming change is that it gets communicated by the top-management or the board of directors. Only this way will the news be heard and can convince even long-established middle-managers of the importance for the corporation and themselves of the change.

Example

Manager receive an information video from the board & HR about the change in corporate learning, its reasons & potential benefits and that especially top- and middle-management play a crucial role in supporting and facilitating change as the extended representatives of the organization towards the staff.

Spark interest and create your managing staff's desire for the change

The second building-block is to create desire amongst your managing staff for the organizational change. After your staff members are aware of the upcoming shift towards more digitalized learning, it is now at the time to communicate them what they can benefit from e-learning and how it can positively influence their daily work life.The second building-block is to create desire amongst your managing staff for the organizational

Why?

Often, organizational change faces high initial resistance from the managing staff due to fears, uncertainties or simply a lack of motivation. To work around this issue, you should create desire amongst your staff to release this natural resistance and become interested in the potential benefits of the change. Only if all stakeholder representatives of all departments embrace and aspire the change process, a shift towards digital corporate learning will be successful.

How?

A crucial success factor in the implementation of corporate e-learning is to communicate the guidelines of learning and work-related self-education transparently. Thus, besides communicating your managing staff the benefits of your e-learning content and the support it brings with it, is to set clear norms and rules on how learning at your organization is seen and how much time staff members are allowed to spend for educative purposes during their work time.

Example

Managers and supervisors get an introduction into the new e-learning tool and experience the easiness and benefits first-hand. Only if they see value in the change, the process get supported by them. Further, HR transparently communicates the norms, rules and the overall guidelines as well as the importance regarding corporate learning at the organization.

Educate and give the necessary knowledge to facilitate the desired change

In the third building-block, it is at the time to transmit all necessary information to your managing staff which they need in order have enough knowledge to actively support the change. Make sure that they concretely know what is going to happen during the different phases of the change roll-out, what impacts they have and prepare them to facilitate and mediate responsibly in all steps.

Why?

Eventhough you successfully created desire for the change, your managing staff needs to understand how the desired outcome can be reached and what the phases during the change process look like. Further, they need to know what the impacts of the change are, what their role is and how they can support the organization as well as their team memebers during all phases responsibly.

How?

The communication- and implementation flow of the change towards more digital corporate learning can be improved when the managing staff knows exactly which role they play in the process. Therefore, it is crucial that you allocate clear tasks and responsibilities by making several people accountable for the various sub-phases within the whole change process. Moreover, willingness to support change can be increased by regularly informing and updating the relevant stakeholders.

Example

Regular workshops around the roll-out strategy, its different phases and current status are held to inform the managing staff about what is happening. In addition, your managing staff receives training and coaching opportunities to fully understand the upcoming changes. Lastly, clear roles and responsibilities such as change ambassadors are allocated to actively communicate and promote the change to all stakeholders.

Current Phase   Phases to Complete   Goal

Enable your managing staff to actively participate and support during the change

The enablement phase aims to make stakeholders capable of participating and performing the change. Enable your managing staff to become part of the change and thus, create a positive experience for everyone encountering e-learning for the first time. Therefore, your organization must be sure, that everyone already knowing about the change, is fully capable of transmitting his knowledge and enable others to participate successfully.

Why?

If your managing team members, who took over responsibilities, are not fully enabled to explain their team members how to participate during the shift towards digital learning, your staff will not jump onto the train of change. As it is with everybody, initial resistance towards change is most likely caused by lack of information, motivation or uncertainty due to a lack of support and education.

How?

Set-up a course on your e-learning platform where all the functions and features are explained. Make the content as interactive and precise as possible to ensure that the value of it for their team members gets recognized. By actively bringing them onto the platform you reach several outcomes. 1) They get activated in using the platform before the majority of staff which gives you the chance to gather feedback and potentially make further improvements and 2), they learn how the system works and can hence, support their team members at a later stage when questions arise.

Example

For the use-case example of Victorinox, several courses have been developed which explain the different roles and the with it connected funtions. After the respective managers have completed the courses, one has made regular wrap-up sessions & exchange meetings to clarify all other questions and foster confidence in using the e-learning platform.

EXAMPLE OF AN "ENABLEMENT" TRAINING FOR MANAGING STAFF MEMBERS

HELLO DUSTIN

### WELCOME TO OUR "HOW TO" TRAINING FOR COORDINATORS AND MANAGERS

Have a look at the video and find out what your colleagues say:

As a future **coordinator**, your role will be important for your colleagues and supervisors. We have developed an online training course to help you find your way around our learning platform. Please have a look at the learning cards; they are the **basis for our workshop.** Let's go!

All our training is **mobile-optimized** and can therefore be done from any mobile device – however, we recommend you **use a computer** during this training to best read the **detailed instructions.**

PLEASE START YOUR TRAINING BY CLICKING ON THE FIRST CARD BELOW...

Reading progress ⓘ
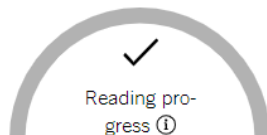
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01	02	03	04
WHAT IS C.A.R.L.?	HOW DO I ASSIGN TRAINING?	UNDERSTAND HOW TO ACCESS REPORTS	SUMMARY

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Reinforce the change towards more digitalized learning constantly

The last building-block is crucial to reach a fully successfull implementation of the change process towards digitalized corporate learning. In this phase, it is all about reinforcing the achieved change by measuring the outcome. This means on one hand that the staff knows about the guidelines and how to use e-learning as part of their work-life, but also to further promote the benefits of the reached change and what the future of it will look like.

Why?

Often, organizations lack in gathering data and thus do not analyze what went well during the change and what did not. Letting end users co-create the content and future growth of a corporate e-learning system is a valuable way of reinforcing the change process since the staff feels how their knowledge and opinion is appreciated and needed by the organization.

How?

Make your most motivated and engaged managers internal learning ambassadors who actively keep on promoting e-learning and the with it connected benefits. Hold regular workshops together and exchange experience. Further, take their experience and knowledge in their fields to co-create additional, needed training material to let the e-learning system grow. This ensures not only proffesionality and relevance but also personality which is often appreciated in Swiss SMBs.

Example

Select learning ambassardor in each department who are intrinsically convinced. These ambassadors are the continuous personal promoter of e-learning besides a regular news letter from the corporate learning team. Make sure that the staff gets frequently remined to use the defined time, defined by the organization, regularly for self-education. Futher, organize co-creation sessions between the corporate learning department and the experts in different fields to continuously develop more, relevant courses thus grow and stay attractive.