TRAINING INDUSTRY

EXPERT PERSPECTIVES ON
TRAINING DELIVERY

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INTRODUCTION

Best Practices and Innovative Techniques for Delivering Training

The way your organization delivers training to its employees makes a huge impact on whether they understand and apply what they learn. From self-paced online modules to in-person or virtual classrooms to emerging technologies like virtual and augmented reality, there are a variety of options available to deliver your learning programs.

Recent research by Training Industry, Inc. found that not only is it important to match training modality to content, but it's also important to match training modality to learner preferences. When people learn in a way that they enjoy, they tend to be more engaged with the program and rate it as more effective. But to understand these preferences, first, it's important to understand the delivery methods themselves.

This e-book explores the perspectives of training experts: their insights into identifying the best delivery methods for your training program; mistakes to avoid in training delivery; and specific approaches and modalities, such as e-learning, mobile learning, blended learning, video, microlearning and just-in-time training through digital assistance. Using their tips and strategies in your organization will enable you to improve the way you deliver training to all learners.

I would love to hear your perspective on this collection of articles from TrainingIndustry.com's community. Feel free to reach out to us at editor@trainingindustry.com.

Ken Taylor, CPTM
President and Editor-in-chief, Training Industry, Inc.

Definition Before Delivery: Rules for the Training Road

Kara Murphy, CPTM, is the senior director of training delivery at TTA (known as the Training Associates). She is a Certified Professional in Training Management™.

It's easy to fall into the trap of planning details before really agreeing upon a desired outcome. Trainers are particularly susceptible to this pitfall, because these road warriors deal with location and schedule changes on a regular basis. They are often comfortable with last-minute requests and pride themselves on being nimble and responsive.

It is important, however, to take a step back and ask, "Why are we doing training?" Often, our clients or stakeholders lead us to a transactional mindset. They often focus their attention on the tactical details, asking if we have anyone available on such-and-such a day with such-and-such content expertise. As learning leaders, we know it's a continual battle to identify the "why" behind the request, but because of the constant need to push back, we sometimes default to what is easiest.

To make it easier to start a needs-based conversation with stakeholders, we've created a simple mnemonic that both learning leaders and trainers can use to ensure that they've established a clear destination before they start their journey. The acronym is ROADS, and it includes five high-level questions for mapping out the reasons you're doing training in the first place.

- *Results:* What do we expect the training to accomplish? What are the business needs?
- *Objectives:* What will learners take away from the experience?
- *Audience:* Whom are we targeting for this training?
- *Delivery:* What do we know about delivery, and what does this information tell us about the need?
- *Success:* What will define success for the training?

Of course, each of these questions is a prompt for a short conversation. Let's take a closer look at the value of each variable and the preparation that it can provide for the trainer. As an example, we'll use a case study for delivering training on organizational culture change and highlight how each of these five key elements led to a successful delivery.

RESULTS

Business needs are often not what they appear on the surface. For instance, the need for training on sexual harassment prevention may be to meet a compliance requirement, to respond to specific instance of harassment or to shape a positive culture. A training approach that aligns with the compliance need might include some off-the-shelf e-learning. If the focus is culture, in-person delivery with scenarios and group work, combined with reinforcement, would be more effective. Regardless of the topic, however, it's necessary to understand the real drivers so you can consult on the best approach and achieve real results.

Girl Scouts USA (GSUSA) was implementing a major national organizational sales transformation that included updating systems, processes and practices to support its new approach to customer service and member recruitment. With the new sales strategy on the horizon, the Wilderness Road Council's (Kentucky) newly appointed chief executive officer and chief of staff recognized that before they could successfully adopt the national sales strategy, they would first have to completely change the Council's current business model and culture. The executive team realized that workplace culture was hindering growth. The question was how to transform from an unenthusiastic legacy culture to one of inspiration, collaboration and empowerment to support the new sales strategy.

OBJECTIVES

To keep training aligned with the organization's goals, it's important to clearly outline learning objectives and tie them back to those goals. Map out a clear understanding of what the learners will take away and apply from the training event. Content customization can impact a training event; it contextualizes the content for the organization's culture and brings relevance to the learner's experience. You can also add additional activities and case studies to reinforce the outcome of the training for the learner, helping meet your learning objectives.

> "To keep training aligned with the organization's goals,
> it's important to clearly outline learning objectives."

The Girl Scouts clearly recognized its need to define the initiative in advance of the training. In this case, a high-energy expert consultant and facilitator with over 20

years of experience advised the organization on both the end objectives and the smaller milestone objectives that would help it achieve its goals.

AUDIENCE

Targeting learners' needs within the context of the business' needs necessitates an analysis of skill sets, attitudes, availability and preferences. This analysis informs your design approach, ensures learner engagement, and supports the outcomes and success of the training. Focus on the head, heart and hands of the audience. What do they need to know? What do you want them to feel? What do they need to do?

The driving force of the Girl Scouts program was coaching managers on the importance of communicating effectively. Analysis showed that managers were yearning for more trust and transparency. They preferred a coaching model over a traditional training approach, and they were skeptical of realizing the end objectives. Learning leaders needed to effectively manage change in addition to training managers on key leadership behaviors.

DELIVERY

There are many factors to consider when creating an impactful delivery, including modality, logistics, learner engagement, culture fit and the WIIFM ("what's in it for me) for the learner. Each of these areas requires careful consideration. Adherence to a delivery schedule and the ability to be agile when you need to make changes are important when delivering any type of training. In addition, budget is always top of mind for clients and stakeholders. Maintaining a project plan with regular client meetings will keep everyone aligned and on track.

The Girl Scouts' leadership training was delivered on site to managers and included monthly one-on-one virtual coaching sessions. Throughout the project, monthly management calls shared successful results, roadblocks and opportunities for refinement. At the end of six months, a tailored professional development training program developed leaders into enablers of change.

SUCCESS

Impactful learning is learning that has a lasting effect and inspires organizational change. It must resonate with the learners; their experience is what constitutes a

successful training initiative. Without their engagement and application, even the most elaborate training will fall short.

Organizations always want to measure the value of their investment, but evaluating the effectiveness of training can be tricky. Focusing on stakeholders' desired results is the only way to understand if the training was a success.

> "Focusing on stakeholders' desired results is the only
> way to understand if the training was a success."

The Girl Scouts' professional leadership development program transformed the Wilderness Road Council. "One of the greatest achievements of our organizational transformation is to see firsthand the professional growth by our staff," said Susan Douglas, CEO of the Council.

What started as a culture with low morale and fleeting accountability transformed into a culture of collaboration, empowerment and transparency. Beyond making the Council a rewarding place to work, the training program successfully delivered the following results:

- *Staff development:* A formal professional development training program nurtured employees' growth and retention.

- *Employee turnover:* Staff turnover decreased by 22%.

- *Culture change:* The foundation of professional growth transformed the culture to one of empowerment based on new organization expectations, standards and training.

- *Sales strategy:* A phased communication and sales training plan guided employees at all levels of the organizational to support the GSUSA's new national sales strategy.

- *Annual membership renewal:* Membership renewals increased by 10%.

- *Membership retention:* Membership retention increased by 10% in two years.

When developing and delivering training, it is important to start with "why" and keep the end in mind. The learner experience is shaped before, during and after the program; even something as simple as how you introduce the training to the learners will influence their attitudes toward the training and, ultimately, their engagement.

Organizations must positively engage learners up front and overcome any objections prior to the delivery of the training. Asking the right questions at the beginning will ensure the right approach. If you follow the road, it will lead you to success.

"Change is the end result of all true learning" (Leo Buscaglia).

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Sustainability in Training Design and Delivery

Loren Sanders is a senior adviser of learning and communications on the strategy team at CVS Health. She is also an adjunct faculty member at Lake Forest Graduate School of Management, where she teaches organizational communications and strategic talent management.

As learning leaders, we love what we do, and we want to be in a position where we have a seat at the proverbial table. We influence learning and performance and create space so learners can continuously improve. We strive for what we deliver to be infused into the culture and DNA of the organizations we represent. Sometimes it works, and sometimes it doesn't.

While organizations focus on sustainability, it is not always something that we strive for in learning and development (L&D). However, we should; it is essential to our relevance.

Grace Hopper, a pioneer in early computing language, said it best when she frequently commented that "We've always done it that way" is a dangerous phrase. In fact, she reportedly joked that after her death, if she heard someone say that phrase, her ghost would come back and haunt people. The truth is, we cannot do things the way we have always done them if we want learning to be sustainable.

Learners' skills and knowledge start depreciating as soon as they leave the classroom. Organizations cut training budgets, often leaving the onus on the learners for their own development. If people are not receiving the knowledge they want, they go straight to Google, the source of all truth (facepalm).

If we want learning to be sustainable, we have to prove that we matter. We cannot be the drivers of strategy and innovation unless we can transform learning in a sustainable way. In the same way businesses must remain relevant, so must our learning delivery. How do we do it?

1. DON'T BECOME STUCK IN THE LINEAR DESIGN MINDSET

We all know and love ADDIE and SAM, but if we can open ourselves up to aligning with the business, we will go further. Consider your analysis more of a discovery piece, and don't just listen for application. Know what the business is concerned about, and make sure that what you create is something that you can tie to the business results, in business language. Don't be afraid to try new things, and don't be change-averse. Think about how you can add value outside the L&D function, and

build the relationship foundation first. As the relationship evolves, make it flexible, and then connect it to learning that changes with business needs.

> "Think about how you can add value outside the
> L&D function, and build the relationship foundation first."

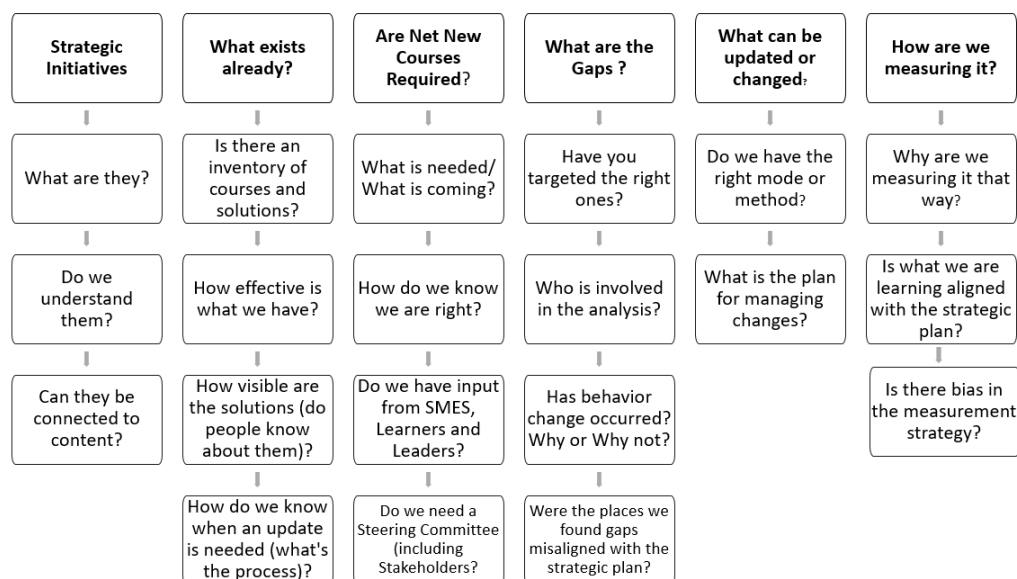## 2. CREATE AND DELIVER AD HOC ON-DEMAND MICROLEARNING

Don't become stuck in another mindset: that it takes a certain amount of time to develop an e-learning module. We can be flexible and innovative in the microlearning space, and we can be more agile and helpful to the business. Create on the fly, and showcase your talent in snippets.

3. TALK ABOUT LEARNING AS PART OF THE STRATEGIC DEVELOPMENT PROCESS

Many of the business leaders we support don't understand the difference between learning and development. Any on-demand learning, embedded into day-to-day work, where the learner can take action in the moment, is strategic development.

4. CREATE A LEARNING SUSTAINABILITY PLAN

The learning sustainability plan is basically a workforce plan but for training initiatives. The information below can help you start.

Strategic Initiatives	What exists already?	Are Net New Courses Required?	What are the Gaps ?	What can be updated or changed?	How are we measuring it?
What are they?	Is there an inventory of courses and solutions?	What is needed/ What is coming?	Have you targeted the right ones?	Do we have the right mode or method?	Why are we measuring it that way?
Do we understand them?	How effective is what we have?	How do we know we are right?	Who is involved in the analysis?	What is the plan for managing changes?	Is what we are learning aligned with the strategic plan?
Can they be connected to content?	How visible are the solutions (do people know about them)?	Do we have input from SMES, Learners and Leaders?	Has behavior change occurred? Why or Why not?		Is there bias in the measurement strategy?
	How do we know when an update is needed (what's the process)?	Do we need a Steering Committee (including Stakeholders?)	Were the places we found gaps misaligned with the strategic plan?		

If we think we can accomplish training goals with a one-and-done approach, we will fail. We must create sustainable learning by starting with the strategic plan, understanding the needed behavior change, and working through our inventory and its gaps. With this approach, we can build continuous improvement as a culture of our team. This culture is contagious and will help build engagement and success across training teams and the business.

"If we think we can accomplish training goals
with a one-and-done approach, we will fail."

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5 Training Delivery Methods to Use in Your L&D Programs

Amit Gautam is the founder of UpsideLMS and co-founder of Upside Learning Solutions.

According to LinkedIn's 2019 Workplace Learning Report, organizations are increasingly seeking the help of learning and development (L&D) to complement business strategy by attracting, developing and retaining top talent. A critical aspect to consider, besides the type of training to deliver, is the method of training delivery itself.

Choosing a training delivery method can be a daunting task, given the number of considerations, including budget, size and type of the workforce, location, time frame, and goals. Adding to this complexity are the multiple training delivery options available today that make decision-making easier said than done.

L&D professionals often evaluate delivery methods based on the organization's overall learning objectives. Most use multiple delivery methods, because a single modality can't do everything well. So, how can you choose training delivery methods that suit your needs? Let's consider some of the top options available today.

1. INSTRUCTOR-LED TRAINING (ILT)

Instructor-led training, or classroom training, is the most traditional form of training, best leveraged for creating an overall understanding of the training topic. According to Training Industry, Inc. research, ILT is the training modality most preferred by learners, with 55% of learners reporting a preference for this method.

ILT is most effective when you need to provide a large group of learners with a relatively small amount of information, in a short period, with the only value-add being the credibility of the instructor and his training skills. Another key advantage of ILT is the obvious interactivity, as learners can ask questions and receive instant responses. ILT is a good option for organizations with a dedicated training venue and when employee interactivity is important to the learning experience.

2. VIRTUAL CLASSROOMS

While ILT continues to be popular, advancements in technology have propelled the use of virtual classrooms, or virtual instructor-led training (VILT). Virtual classrooms enable organizations to deliver training in the form of text, video and documents

in real time. They can deliver training from anywhere, and learners can attend the session from wherever they are located, saving organizations valuable time and money on logistics and venues. Good virtual trainers can still offer a human touch.

> "While ILT continues to be popular, advancements in technology have propelled the use of virtual classrooms, or VILT."

VILT is most effective when organizations have to train a larger group, but there is no dedicated venue, or the learners (and instructor) are geographically dispersed. It is also only effective when the organization has good tech support available to the trainer and the learners.

3. E-LEARNING

E-learning is one of the most popular forms of training delivery available today. Research suggests the global e-learning market is set to reach over $300 billion in value by 2025, and 77% of U.S.-based organizations use e-learning. These online learning programs use a mix of text, audio and video; discussion forums; and/or interactive assessment.

E-learning is a good option for organizations that want to offer flexible learning opportunities in a short time frame to a global audience by delivering interactive and engaging training programs in the form of games, videos, HTML, quizzes and other content. E-learning is also suitable for organizations that need to provide a simulated environment for learners performing high-risk tasks.

4. MOBILE LEARNING

According to Towards Maturity, 64% of learners say that using a mobile device to access training content is "essential/very useful," and 89% of smartphone users download apps for learning or productivity.

Mobile learning, although a relatively new training delivery method, is increasingly offered by leading organizations due to the host of benefits it offers, including the ability to deliver training anytime, anywhere and on any device and in the form of microlearning, short how-to videos, social learning and other engaging formats. While best suited to the needs of the on-the-go or field workforce, mobile learning

is also popular in offices. In some cases, the nature of the industry (e.g., oil and mining) involves work at locations with no internet connection, making an offline mobile learning app or platform the go-to solution.

5. BLENDED LEARNING

With blended learning, organizations can leverage a combination of approaches, ensuring that every learner retains information. A blended learning approach is perfect for organizations with diverse training requirements and complex learning objectives.

> "Blended learning is perfect for organizations with diverse training requirements and complex learning objectives."

Over the past decade, training delivery methods have evolved with advancements in technology. As the corporate training market explodes with training delivery modalities, the best approach for L&D professionals is not the latest training delivery method but the right training delivery method for their needs. Use these tips, and make the right choice!

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Maximize Classroom Training with Meaningful Train-the-trainer Programs

Brian Ziemba has been a senior instructional designer for Caveo Learning since 2016, putting his expertise to use designing and developing a wide range of solutions for clients.

Training has come a long way from relying on traditional lecture-based classroom sessions to offering a rich menu of learner-centered options for delivery. However, in many cases, an instructor-led training session is still the best way to engage workers. When you've spent valuable resources creating a program and identifying or hiring a trainer, you want to see the return on investment (ROI). Be sure to plan to maximize your instructor-led program with comprehensive and effective train-the-trainer sessions.

Learners expect a high quality, engaging and memorable instructor-led training experience when they invest their time and energy in attending it, so make sure that the instructor is as prepared and capable as possible to deliver that experience. Not all instructors are naturally gifted at delivery, but most can improve with practice and time. Other trainers may be great with facilitation but have a poor grasp of the content, and others may be subject matter experts (SMEs) who can't manage a classroom. Investing in a quality train-the-trainer session can maximize the effectiveness of your instructor-led course.

Preparation for an ILT course may consist of several methods, but an official train-the-trainer session should always be a priority to ensure a quality delivery experience in line with business goals and course objectives. Sending course materials to a trainer and expecting him or her to show up for a pilot or first session presents great risk to both the learning experience and the resources you've invested in pulling together that class.

> "An official train-the-trainer session should always be a priority to ensure a quality delivery experience."

A train-the-trainer program can help ensure that you've given the trainer the opportunity to practice and demonstrate that he or she is ready for success. Train-the-trainer sessions can take a variety of formats, and it's important to choose the appropriate format for your situation. Here are a few methods to consider.

COURSE REVIEW

If you know the trainer well and feel they can confidently deliver the message and content as designed, they may only need to review the new course or updated material informally with the instructional design team. The trainer can walk through the materials and ask questions while the instructional designers point out key ideas or tips for conducting the activities. This approach may save time, but it will not allow the trainer to practice most of the delivery, so use it for smaller courses or trainers who are familiar with most of the content.

MODELING

If you are confident in a trainer's content knowledge, but they are new to leading classes or to this particular instructional offering, consider modeling. In this method, an instructional designer, SME or lead trainer delivers the session, and the new trainer watches and participates as a learner.

Additionally, consider using this approach as a pilot with a group of target learners. This tactic can be cost-effective, because the course is delivered on schedule without adding a separate session just for the new trainer. This method typically does not give the new trainer the ability to practice, but they can see how the course is designed and hear the key points and instructions from someone who knows the content.

One requirement for this method is that the modeling trainer needs to be adept at delivery in order to make it an effective session. If the modeler is caught up in over-explaining, skips key messages, or manages time or the class ineffectively, then the new trainer has a poor example of how to deliver the training.

TEACH-BACK

If the trainer is experienced with some of the content and just needs practice in how to lead the activities for the audience, you may want to use the teach-back method. In this format, the trainer studies the course in advance of a scheduled train-the-trainer session, during which they deliver the course to a small audience consisting of instructional designers, lead trainers, managers and SMEs and receive feedback.

This approach allows the trainer to practice with a small live audience and see how the group responds to their interpretation of the content and instructions. It also gives the audience the opportunity to gauge the trainer's understanding of the

> "If the trainer is experienced with some of the content and just needs practice, consider the teach-back method."

content, timing for activities, and the types of questions and discussions that might arise. It is more useful for both the instructor and the audience than modeling or course review, but it will require more preparation time for both parties. Additionally, if for some reason any members of the invited audience do not attend, it may limit the effectiveness of the session.

TAG-TEAMING

Another way to train a trainer who is either new to facilitation or is learning an updated version of a previous course is to use tag-teaming with an instructional designer or master facilitator who knows the course. With this method, the master facilitator delivers the first part or day of the course to demonstrate the style, explain the content and point out key messages. The new trainer then takes over for a second portion or day and continues training. Alternatively, the trainers could alternate throughout the day.

In this approach, the master facilitator is there to coach or steer the course while the new trainer is practicing, and the new trainer can ask questions or ask for help along the way. Tag-teaming can happen with a pilot audience of learners or in front of a stakeholder team for practice. Of course, there is some risk involved, a live audience of learners may be impacted if the new trainer stumbles significantly, but it is worth consideration.

Whichever method you choose, allow time for trainer preparation before and after the train-the-trainer session. Great training delivery is an art, and classroom training is large investment of time and resources. The success of the classroom session depends on the ability of your trainer to deliver key messages, keep learners engaged and leave the audience wanting to provide a good evaluation. Give your trainer the best preparation tools and time to maximize the investment and ensure success of your programs.

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Stick the Landing: Avoid These 7 Training Delivery Fails

Tara Powers is CEO of Powers Resource Center and an award-winning leadership development expert, trainer and sought-after speaker. Her passion is creating a culture of connection at work by developing engaged, emotionally intelligent leaders and truly cohesive teams.

The heavy lifting is finished. Your new training program is aligned with your strategy. All subject matter experts have signed off and blessed the content. The program addresses a critical need in your organization. The communication plan is rock-solid. Success measures are in place and ready to roll.

Then, the training fails.

A well-written learning and development (L&D) plan is great, but execution and delivery is everything — and it's where many training programs fail. As training professionals know, there are infinite ways for programs to go off the rails, and many of them are out of our control. That's why it's so important to be aware of any organizational issues that exist before finalizing your training delivery plan.

Below are seven of the most common training delivery fails. They might seem obvious, but it's easy to be mired in the details and miss the forest for the trees. Plan ahead to avoid these pitfalls as you roll out your next training program:

1. THE DELIVERY METHOD IS WRONG

Training delivery should be learner-centered, so don't choose an all-online learning program for tech-averse warehouse workers or a traditional classroom training model for a sales team that is on the road. Knowing your learners is key. Training design needs to take into account the learners' preferences, which means considering a variety of learning methods — classroom training, workshops, e-learning, videos, simulations, webinars, on-the-job training, mentoring or a blended approach — to determine which will be most effective for your learners.

2. THE TIMING IS OFF

Sometimes, organizations mistakenly pick the wrong moment to introduce their training initiative. Whether it's during budget presentation season, the annual management retreat, quarterly review crunch time or open enrollment, their training is lost in the noise of competing programs. Other company priorities take precedence, and the program loses momentum and is forgotten.

"Sometimes, organizations mistakenly pick the wrong
moment to introduce their training initiative."

3. DRINKING FROM A FIRE HOSE

We've all been here before: You have a lot of information to deliver in a short amount of time. You create training content that is technically on point, but there's way too much information to absorb. People simply cannot retain complex information in a compressed amount of time, and they will quickly forget what they learned. Consider chunking content into modules and delivering them over time, with opportunities for learners to apply new skills between modules.

4. THE PURPOSE IS MURKY

In this case, the initiative makes sense to you and your team, but when you roll it out to employees, its purpose becomes lost in translation. People don't embrace what they don't understand or value, so don't overengineer it, and avoid jargon. Keep your communications clear, the benefits to the learner well-defined and your action items straightforward. Clearly spell out why the organization is requiring this training and how it serves the business, its customers and its employees.

5. YOUR CHAMPIONS DON'T DELIVER

You need more than a cursory conversation to enlist your training champions. You need a plan for them to be committed and involved early. Keep your champions in the loop throughout the training rollout, and provide clear expectations regarding their communication and support.

6. DROPPING THE BALL

Once we deliver training, it's usually on to the next priority. We often miss post-training follow up and application strategies, and employees quickly forget their new skills. Make sure to incorporate follow-up activities, assessments and coaching check-ins to ensure that learning sticks and training participants apply their new skills back on the job.

7. LEARNERS DON'T KNOW "WHAT'S IN IT FOR ME"

It's the oldest question in the world: What's in it for me? Every day, employees are pulled in a million different directions. It's imperative they understand the value of attending your training program. How will it help with the day-to-day struggles they currently face? Will it save them time or reduce stress? Will it help them move up in their career? If the benefits aren't crystal-clear, they will push training to the bottom of their priority list. Consider incentives like certifications, public recognition and, yes, free lunch to boost employee motivation and engagement.

Don't let your expertly crafted training program become lost. Stick the landing by putting as much effort into the delivery plan as you do into the training itself. It's time well spent, and it will make sure learners absorb, retain and implement your training content.

> "Stick the landing by putting as much effort into the delivery plan as you do into the training itself."

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Outsourcing Training Delivery: A Strategic Approach for the Modern Learning Organization

Heidi Milberg is a vice president at GP Strategies, where she leads business development for managed learning services and strategic client engagements.

One of the greatest challenges facing organizations today is how to equip employees with the knowledge, skills and abilities to keep up with the speed of business. The continuous need to upskill the workforce requires learning and development (L&D) departments to be agile and ready to enable learning in a variety of ways.

It's no secret that technology is providing new ways to deliver learning, but even the most innovative technologies will never fully replace the need for qualified, professional instructors. Shifting more training to digital delivery methods increases the need for instructor-led training (ILT) to be relevant, engaging and cost-effective. Having a team of qualified professional trainers with a strategic approach to manage these resources is a critical requirement for learning and development organizations.

THE PROBLEMS FACING TRAINING DELIVERY

Digital technologies and cost pressures impact the degree to which organizations use ILT. However, they must still be prepared to deliver and administer this effective modality in person or virtually, and there are many challenges to doing so in a cost-effective and efficient way. The availability and capacity of existing instructor resources can become strained as companies grow, change and adapt to market trends. This problem is compounded by the need to qualify or certify instructors as new training demands arise. The shift to blended modes of delivery requires trainers to be skilled at delivering learning effectively in many formats. Geographically dispersed workforces require unique and localized delivery support. Inadequate demand planning and forecasting make it difficult to effectively manage resources, and the diversity of topics demands a pool of instructors with a wide array of skills and experience.

The role of the instructor is often supported by L&D staff, vendors, and subject matter experts (SMEs). This delivery approach often results in reduced learning effectiveness, decreased satisfaction with the learning experience and an overall increase in the cost of the training. With L&D budgets shifting away from instructor-led delivery, learning organizations must find other ways to effectively deliver their ILT.

WHY ORGANIZATIONS CHOOSE TO OUTSOURCE TRAINING DELIVERY RESOURCE MANAGEMENT

While many of these challenges are not new, organizations are finding new, efficient and cost-effective methods to address them. To improve training delivery, L&D organizations are outsourcing delivery resource management as a strategic approach to recruiting, qualifying, scheduling and managing the performance of training delivery personnel. Managed learning service providers often have greater access to a global pool of professional trainers, allowing them to quickly source the varied skill sets, experiences and locations needed to effectively deliver training.

> "Managed learning service providers often have greater access to a global pool of professional trainers."

In addition, providers use standard, efficient processes for onboarding and qualifying instructors and apply specialized technologies to track and manage instructor readiness, availability and performance. They also leverage data to improve demand forecasting and manage training participation. To ensure successful delivery, managed learning service providers often guarantee performance by establishing service-level metrics, including penalties and incentives.

This strategic approach enables companies to overcome many of the challenges of delivering effective instructor-led training and realize significant benefits, including:

- Reduced cost of delivery by improving demand planning, simplifying resource sourcing and qualification, implementing a variable pricing model, and leveraging local delivery resources to eliminate travel costs.

- Greater agility to meet demand variability and requirements by providing access to professional trainers with the requisite knowledge, skills, experience and languages to deliver relevant, engaging and localized training.

- Improved delivery effectiveness by leveraging processes and technologies specifically developed to manage instructor details such as qualifications, certifications and experience in order to track scheduling and manage performance.

- A more focused L&D team by eliminating the administrative burden associated with training delivery activities.

By implementing a training delivery resource management strategy, learning teams can optimize and adapt to training needs as they arise in a quick, cost-effective and expert manner.

"By implementing a training delivery resource management strategy, learning teams can optimize and adapt to training needs."

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Leveraging Intelligent Assistants for Just-in-time Learning

Sarah Gallo is the associate editor at Training Industry, Inc. and co-host of The Business of Learning, the Training Industry podcast.

Imagine if learners had 24/7 access to the information they needed, when they needed it. The onboarding process would be quicker, productivity would soar and the weight of knowledge transfer would be largely lifted off the training manager's shoulders.

Intelligent assistants (also referred to as virtual or digital assistants) are making this ideal learning environment a reality. Using artificial intelligence (AI) to predict, recognize and respond to human queries, intelligent assistants are transforming the learning process by efficiently onboarding new employees and integrating just-in-time learning seamlessly into the flow of work.

STREAMLINING THE ONBOARDING PROCESS

"When a new person starts in a role, they have a heap of things to learn," says Kaye Chapman, learning and development manager at customer engagement SaaS provider Comm100. By offering them training at their fingertips, intelligent assistants can help new employees become productive members of their organizations from the get-go. For example, Comm100's Agent Assist, an intelligent assistant designed to support contact center employees across the banking, health care, finance and government fields, among others, enables L&D professionals to hand off part of the information taught in the onboarding process to the intelligent assistant. This approach reassures new employees that they don't have to know everything right off the bat: The intelligent assistant has already "learned" and memorized the information they need to succeed on the job.

Chapman says, "There are real benefits, not just in terms of how people assimilate information in order to do their jobs, but in terms of how you can engage new [employees] from the start and make it a little bit easier for them to become effective."

For example, equipping customer service employees with an intelligent assistant will "cut down on the thinking time. It's going to cut down on the amount of effort the agent has to do to hunt and search for an answer, because it's all going to be surfaced right there, in the middle of the conversation, for the agent to curate before sharing with the customer," says Jeff Epstein, vice president of product marketing at Comm100.

Additionally, says Tracy Malingo, senior vice president of product strategy at customer engagement software company Verint, "Virtual assistants allow employees to be more honest with their learning and what they're still figuring out. While there may be some element of embarrassment about constantly going to HR with your questions, it's guaranteed that a virtual assistant won't judge you for your questions — no matter how many you ask."

Injecting the onboarding process into the flow of work also helps employees relate training initiatives to their individual jobs. This capability is especially beneficial for employees in customer service roles, says Chapman. "It's very difficult to give learning packaged up in an alternate environment and just expect agents to memorize that and automatically apply that to their jobs. That's not the way we work."

> "Injecting the onboarding process into the flow of work helps employees relate training initiatives to their individual jobs."

In today's digital economy, organizations that provide new employees with intelligent assistants have a competitive edge over the ones that are reluctant to adopt them. Malingo says, "Employees that are just now entering the workforce are used to having virtual assistants at their fingertips to aid in learning and task management; they're AI natives. Companies that neglect to bring virtual assistants into their business processes will find themselves missing out on this new cohort of hires."

LEARNING IN THE FLOW OF WORK

According to LinkedIn Learning's "2018 Workplace Learning Report", 68% of employees prefer to learn at work, and 49% of employees prefer to learn at the point of need. Further, "The #1 reason employees say they are not engaging in workplace learning is because they don't have the time." By delivering just-in-time learning, intelligent assistants enable employees to work and learn simultaneously.

SumTotal Systems' intelligent assistant, SIA, is an AI-powered browser extension that delivers "snack size, bite-sized" learning "without any interruption in the flow [of work]," says Debasis Dutta, vice president and general manager of product management at SumTotal Systems. By bringing learning to the learner in his or her day-to-day workflow, "you're not losing productivity. You are productive, because you're doing your day-to-day work. And we bring in learning at that point in time."

With intelligent assistants, employees don't have to go to a separate system or platform to access the information they need to do their jobs, Dutta says. They "plug" learning into an employee's daily routine and can complement a variety of training programs, from executive leadership training to unconscious bias training. "What we serve to SIA is any kind of learning which a customer or administrator has enabled for them," Dutta says, reinforcing that there's "no limit" to what users can learn in the flow of work.

> "With intelligent assistants, employees don't have to go to a separate system or platform to access the information they need."

Verint's virtual assistants are also designed to help employees "take learning into their own hands," Malingo says, creating confidence. "Suddenly, employees can dictate the pace at which they learn — which I would say is almost always faster and more efficient and effective than existing pre-programed training modules."

For maximum impact, training professionals should deploy the virtual assistant across the entire organization. Malingo says, "The data that intelligent virtual assistants derive from each individual department becomes multiplied when it can be looked at holistically as opposed to being kept in a silo." This approach also helps training professionals see where employees are getting "hung up" in the training process, allowing them to pinpoint which concepts need reinforcing.

By streamlining the onboarding process and enabling learners to learn in the flow of work, intelligent assistants can help even the busiest employees make time for learning — while working toward key business goals. As Malingo says, "This is simply where the workforce is moving, and organizations would be smart to adopt now before they lose workers to competitive companies that have already moved ahead."

> "Intelligent assistants can help even the busiest employees make time for learning — while working toward key business goals."

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The Case for Blended Learning: A Cost/Benefit Analysis of Optimal Training Delivery

Derek Smith is a content marketing specialist at BizLibrary, where he spends his days researching and writing about major issues in human resources and learning and development. You can catch Derek each week on The BizLibrary Podcast, a learning-centric podcast available wherever you find your podcasts.

One of the most important skills required to head a training program is creativity. Program managers must find ways to deliver training in an engaging way while ensuring that the training is tied to a business outcome and will lead to a desired behavior change. In addition, when training requires great time commitments, leadership concerns over lost productivity begin to mount, making the job of delivering effective training that leads to a desired business outcome even more difficult.

Fortunately, there is no shortage of training modalities that accommodate these needs. Two popular modalities are online, video-based training and instructor-led training (ILT). While both modalities are effective, they each have shortcomings. Video-based learning can save on time, but it doesn't give learners the option to ask clarifying questions, and it is difficult to simulate on-the-job application from a computer. ILT is costly and time-consuming but allows training managers to customize training to their learners' needs, answer questions and simulate scenarios.

There's a strong business case for both modalities, but when you're looking for an effective training program that creates behavior change, delivers business results, is cost-effective and is sensitive to your learners' busy schedules, the best approach is blended learning.

THE PROS AND CONS OF INSTRUCTOR-LED TRAINING

Training Industry reports that in 2018, organizations around the globe spent $366.2 billion on training, and, according to Training Magazine, 54% of organizations spend a sizeable portion of their budget sourcing instruction. ILT is costly, and sourcing a credible instructor to teach important content can be difficult.

For companies with multiple locations, instructor-led training increases costs further, as they must fly instructors to multiple locations or deliver instruction virtually. Either way, costs begin to mount, which reduces the return on investment (ROI) of your training program. If you choose to use multiple instructors to educate a dispersed workforce, you risk delivering inconsistent messaging and teaching styles.

Finally, instructor-led training increases employees' time away from work and disrupts productivity.

There's a strong argument that the benefits of ILT outweigh the costs, and it's strengthened by some convincing evidence. First, the ability for learners to ask questions is a major advantage, because questions benefit everyone who hears the answer, not just the learner who asks the question.

Perhaps the strongest advantage to ILT is that most learners prefer classroom training to other modalities. We can't ignore learner preferences; research from Training Industry indicates 55% of employees prefer ILT to other modalities and that, when organizations deliver training in a modality a learner prefers, his or her retention soars.

In a vacuum, when we don't have to consider ROI, budgetary constraints, and concerns about time and lost productivity, ILT is a strong contender for the best modality for corporate training.

> "When we don't have to consider ROI, budget, and concerns about time and productivity, ILT is a contender for best modality."

THE PROS AND CONS OF VIDEO-BASED LEARNING

Video-based learning is another great option for delivering training. It requires little administrative time, and when you use microlearning, it can take less than 15 minutes to deliver effective training that will lead to a behavior change.

Video-based training is typically more cost-effective for organizations, as well; subscriptions for employees typically fall between $10 and $30 per year. Video learning is also popular among learners (the sixth-most popular modality, according to Training Industry's research).

That said, video training isn't without its flaws. While learners can watch and re-watch portions, they can't always have their questions answered. Additionally, classroom training is typically conducted in an environment with minimal distraction. Online training is held in an environment (the internet) that can provide all sorts of distractions if the learner doesn't or can't manage them well.

"Online video training can be effective, but it must be used strategically."

THE CASE FOR BLENDED LEARNING

We know that both online and in-person training have benefits and drawbacks. We also know that learning is more effective for learners when it is delivered in a modality that they prefer. The answer to working through these challenges is blended learning.

Blended learning's effectiveness is no longer a question; in a study led by researchers at the University of Iowa, over 95% of students who were enrolled in blended courses earned a grade of C- or higher, compared to 82% of students in lecture-only courses and 81% in online-only courses.

Improved learning isn't the only benefit of a blended learning approach. Blended learning does require instructors, but it requires less of their time, which helps save costs on travel fees, instructor expenses and training materials. Your learners also gain real-time access to training, so they can review it whenever they need it, which helps your organization retain productivity. These benefits mean that your training costs decrease while your training effectiveness increases.

Finally, delivering training through multiple modalities increases the odds that you'll deliver training according to learners' preferences, once more boosting the effectiveness of your training program.

With blended learning, employees have a central location to access training according to their schedule, they can ask questions and receive clarification, and your organization can save on coordination and travel expenses while increasing learning effectiveness.

Blended learning is popular because it works; research suggests that most organizations use blended learning, and the results from blending modalities speak for themselves. As it continues to catch on in higher education, it will become an approach that younger employees are comfortable with, and its effectiveness should continue to soar.

When it comes to delivering a cost-effective, results-driven program, blended learning is the answer in almost any situation.

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Making E-Learning Accessible

Ellen Kay is an instructional system designer/project manager at SafetySkills in Oklahoma City. She holds a master's degree in international higher education and intercultural relations from Lesley University.

According to research cited in LinkedIn Learning's 2018 Workplace Learning Report, 90% of U.S. companies now offer some form of digital learning to their employees. Additionally, the Bureau of Labor Statistics reports that in 2018, 5.7 million of the 155.6 million people employed in the United States had a disability. With nearly 4% of all workers having a disability, and with so many of those learners being exposed to digital learning platforms, it is important to design content that is accessible for everyone, including those with vision, hearing or learning impairments.

COMMON REFERENCES

When designing accessible content, there are two main references developers and instructional designers use: Section 508 of the 1973 Rehabilitation Act and the Web Content Accessibility Guidelines (WCAG). Section 508 requires that all electronic and information technology developed for or used by the federal government be accessible to people with disabilities. WCAG is an international set of guidelines that is considered best practice for all organizations. It has three levels of guidelines, each one more thorough than the last. Level A is the minimum recommended guidelines, Level AA further improves accessibility and Level AAA is the most rigorous.

THE BENEFITS OF ACCESSIBLE E-LEARNING

When you make your content accessible, you make it more effective for everyone, not just people with disabilities. For example, creating a course or website that is navigable with a keyboard is necessary for users with visual impairments but also helps sighted laptop users who use a track pad instead of a mouse or who find that using a keyboard is more efficient

> "When you make your content accessible, you make it more effective for everyone, not just people with disabilities."

Similarly, closed captioning audio content is necessary for learners with hearing impairments but can also help people who prefer to learn information by reading

it. Closed captioning also helps second-language learners by allowing them to see unfamiliar terms or phrases in text form. Adding a text alternative to non-text elements provides all learners with additional information that they could have otherwise missed or misunderstood.

TYPES OF DISABILITIES: BARRIERS AND SOLUTIONS

Color Blindness

[Color blindness affects](#) 8% of men and 0.5% of women, with red-green color blindness being the most common. It can range in severity from not being able to see any colors (rare) to seeing colors as less bright. If a course uses color to present vital information, such as charts or diagrams, a colorblind learner will not be able to fully grasp the material.

When creating content, appropriate color combinations are essential to ensure that all learners can see the content easily. Because red-green color blindness is the most common, designers should avoid using red and green together. If it is necessary for the visual to be red and green, designers can use a light green and dark red to help colorblind learners distinguish the two colors. While blue is a good color to use, because it can be seen by most people with color blindness, it should not be used with purple; purple is usually made from mixing blue and red, so purple can look too much like blue for people with red-green colorblindness to differentiate the two.

Vision Impairments

Vision impairment can range from minor nearsightedness or farsightedness to complete blindness. Learners with vision impairments have the most difficulty with e-learning, because it relies so heavily on imagery and video content. Hard-to-read fonts, small text or fast-moving graphics are all difficult for people who have vision impairments.

People with limited nearsightedness or farsightedness might just need a zoom in/out feature within the course to adjust the font size. Learners with more severe vision impairments might require a screen-reading software to help them navigate the course. Screen readers use the website's or course's code to read onscreen text to the learner. They require simple, streamlined code to enable the software to recognize the headings, body, links and navigational buttons. The code should also include clear instruction tags for buttons and links. Courses should ideally have a text alternative for any non-text elements, such as images or diagrams.

Many learners with a vision impairment navigate with a keyboard instead of mouse, which means anything that uses a mouse link should have a keyboard alternative. For example, allow learners to navigate links using the tab or arrow keys, and then pressing "enter" to select a link.

Hearing Impairments

Learners with hearing impairments will usually have fewer barriers when it comes to e-learning, but there will be still some hurdles. Any audio within the course needs to include captions and/or a transcript. Captions should be in an easy-to-read font and stay on screen long enough for the learner to read them. There should also be a pause option so that learners can read the captions at their own pace if they wish. If you provide a transcript, it should also be in an easy-to-read font and organized clearly so that learners can quickly find their place if they step away from the course.

Learning Disabilities

Disabilities such as dyslexia (difficulty reading), dyscalculia (difficulty with math) or attention deficit/hyperactivity disorder (ADHD) can make learning more difficult for some people. To accommodate these learning disabilities and other impairments, present content clearly, limit acronyms, and define concisely and with as much imagery as possible. A simple way to accommodate employees with learning disabilities is to remove any time elements and allow them to view content and complete assessments at their own pace.

Accessibility in e-learning will not only give people with disabilities the opportunity to use online content; if done properly, it will improve all learners' experiences. Vision, hearing and learning disabilities can make online learning a challenge, but if you build courses to accommodate these impairments, you can lessen or even eliminate their challenges.

> "If you build courses to accommodate learners' disabilities, you can lessen or even eliminate their challenges."

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Implementing a Microlearning Strategy Is Easier Than You Think

As head of Cornerstone Studios, Dr. Summer Salomonsen is leading Cornerstone OnDemand's transition into original content creation, overseeing the design and development of Cornerstone's learning content brands, including Grovo by Cornerstone and Cornerstone Originals. Summer holds a doctorate of education in organizational change and leadership from the University of Southern California and is based in Colorado.

From everything we read these days in the learning and development (L&D) field, we know that the dynamics of the modern workplace are changing. Development is increasingly considered to be as important if not more important than compensation, particularly by millennials, according to Gallup. With the rapid pace of change — in team size and structure and in workplace technology — learning needs to be scalable and efficient.

A microlearning strategy can be crucial for your organization's success. Microlearning is not a new idea; it is a natural extension of the way we all soak up new information every day. We are always learning — task by task, day by day. Those long training sessions filled with endless PowerPoint decks are not well-suited to empower most employees or to help them retain information.

Microlearning is, by definition, a single concept, meaning it should focus on an individual idea to influence employee behavior and goals. It is multimodal and should use mixed media, including video, high-impact design, auditory snippets, job aids and quizzes. Lastly, it should take place in the regular workflow of the learner, so it is more relevant and applicable right away.

In today's competitive talent economy, companies need solutions that will stimulate impact and promote curiosity and engagement. A microlearning strategy is the catalyst companies need to develop their employees as people, not just as contributors to the company. It's built to drive connections between learning initiatives and business priorities. Through three simple steps, your company can target critical skill sets and mindsets that employees need to be successful and in turn, create a more efficient workforce.

> "In today's competitive talent economy, companies need solutions that will stimulate impact and promote curiosity and engagement."

FIRST, START SMALL

Think about one crucial pain point that's been a burden on your team's communication and functionality. There are probably plenty of behaviors you could name that hurt your company's goals. Focus on a specific set of employee behaviors that will ultimately support your company's business goals. They are where you can craft your strategy.

An exercise that can help you avoid thinking too broadly is the "Five Whys." This lean management exercise is simple: Start with your first problem statement, and continue to ask "why" to go beyond the surface level. You likely won't even need all five "whys," but the persistent questioning will lead you to the root cause of the problematic behavior you're trying to solve.

SECOND, STAY FOCUSED

Many learning initiatives fail because their scope is too large. Identify competing priorities from the beginning: What has the potential to distract attention from your strategy? Spreading your goals too thin can weaken your impact later. Repeating why the training is the way it is and knowing what competing solutions could materialize will help your team, as well as senior leadership, stay focused.

THIRD, MAKE IT STICK

Building a strategy is one thing. Successfully deploying it is another. Skills that employees immediately apply to a real work scenario have a better chance at sticking. The behavior you're trying to change or the skills you're trying to build through this microlearning strategy will be more successful if employees can immediately transfer the learning.

Fostering a culture of continuous learning at your organization is a key component of your strategy as well. Are training programs communicated properly, and do managers understand what follow-ups you expect of them? Employees expect to receive meaningful learning opportunities, which is your chance to drive home the connection between a learning initiative and daily work. Employees who feel their development is a priority are engaged and are more likely to stay at a company, according to LinkedIn's 2018 "Workplace Learning Trends" report.

With these elements as a foundation, you can move to more strategic applications of the term "microlearning." Consider how you might employ a microlearning strategy to accomplish your unique business goals. For example, let's say a major driver for

your business is empowering individual contributors to influence and lead teams without authority. Resist the urge to over-architect, and start small: What individual concepts are associated with that task? How might you build a program that highlights those single concepts, reinforces them through mixed media and delivers them as part of a typical working day? Suddenly, microlearning evolves from a type of content to a powerful organizational strategy.

There will always be a place for instructor-led training, peer learning, and blended or even flipped classroom models. But a microlearning strategy is uniquely effective in empowering the L&D practitioner with a flexible and agile approach to help employees thrive in the modern workplace.

"A microlearning strategy is uniquely effective in helping employees thrive in the modern workplace."

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How Organizations Turn to Mobile to Revolutionize Their Learning Landscape

Josh Cardoz is the principal learning strategist at SwissVBS, an award-winning, full-service digital learning design and production agency focused on providing value at every step of the learning journey.

The conversation around mobile learning has changed in recent years. Where mobile was once viewed as merely a technical consideration (i.e., making sure training "works" on mobile devices), organizations are slowly realizing the potential of mobile learning through the unique impact it can deliver. The cadence of mobile learning is perfectly aligned with the needs and expectations of today's learners. Whether through microlearning, spaced learning, learning journeys, continuous learning cultures or personalized learning, mobile is becoming a catalyst in helping organizations transform their learning landscape to deliver more value.

However, as mobile learning has become increasingly important, many organizations still don't know how to go mobile. Too often, they aren't sure where to start or can't find the right use case, because doing so requires a radically different way of thinking about learning and development. Best-in-class organizations treat mobile as a new way to think about learning rather than as simply another mode of delivery. Here are a few real-life use cases that show how some organizations are using mobile to rethink their learning strategy.

ONBOARDING

Mobile learning is proving particularly effective as an onboarding tool in deskless environments such as retail, in-field technical support and safety. For example, challenged with rapid scalability in emerging markets, one global coffee retailer is using mobile deployment to help increase time to competency for its new-hire baristas to ensure a consistent brand experience.

> "Mobile learning is proving particularly effective
> as an onboarding tool in deskless environments."

Mobile learning also helps to promote a more journey-driven approach to onboarding, taking the pressure off single-event training. With a strong focus on reinforcement (baristas need to know hundreds of espresso drink combinations), employees now have a convenient learning tool in their pocket that helps them retain what they've learned.

Adaptive retrieval practices help support the onboarding journey in the initial weeks and months of the baristas' tenure. Push notifications remind them to continue working on their skills, while weekly challenges, mini-games and leaderboards help sustain engagement. Finally, flashcards (e.g., on the right syrup ratios for customized drinks) give learners a self-paced reference tool, which they can use in the moment of need.

UPSKILLING

A Canadian financial services advisory organization required a radical approach to help break through with its unique target audience: entrepreneurs. Knowing that entrepreneurs are typically resistant to standard training modalities, this organization is leveraging mobile to create a new learning cadence that matches the needs of this ever-distracted and highly resistant learner. The organization has replaced large-format courseware with quick, on-the-go learning sessions that take place over the course of a journey, not during a single event. It has reimagined its present training courses into a mobile format: Short lessons (no more than five minutes each), ongoing knowledge checks, personalized learning paths and a strong resource library for ongoing performance support allow entrepreneurs to acquire new skills without missing a beat. The organization can now meet its customers where they are, with training that meets their individual business and learning needs.

SALES

In an increasingly complex sales landscape, mobile learning is proving to be a differentiator for delivering content to sales teams. A major global automotive company is using mobile as a rapid deployment and alignment tool, empowering its salespeople on the floor to keep up with today's sophisticated customer, who walks into a showroom ready to have a nuanced conversation about specific car models, pricing and what the competition is offering. Mobile learning is helping the company's salespeople stay agile, providing quick updates on new product information and timely needs-based support through an adaptive learning engine.

Augmented reality is even playing a role in creating intuitive and quick access to content within a high-context environment. Sales reps can point their phone to a new model on the showroom floor and immediately see real-time information on specific aspects of the car. Off the floor, they can refresh their knowledge by completing retrieval practices, review key selling scenarios through immersive interactive challenges and consult with mobile-friendly job aids prior to their next

customer interaction. For this organization, mobile is the necessary learning and performance tool to help their salespeople keep up with customers and be ready for every interaction.

Mobile is finding tremendous success as an effective training delivery platform when organizations identify the right use case, helping them realize the full potential of the medium. Organizations that succeed have a meaningful approach to design and are willing to validate mobile for its potential as a unique platform rather than as a technology wrapper. If you're looking to make a bold statement for revolutionizing training, mobile learning can be the catalyst you need.

> "Organizations that succeed in mobile learning validate mobile as a unique platform rather than as a technology wrapper."

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Is Video the Swiss Army Knife of Training?

Since joining ej4 in 2005, Ryan Eudy has operated in every facet of the business and now manages its daily operations. He offers innovative solutions and has a unique understanding of matching client needs with the right performance improvement tools to change targeted behaviors.

Having been in the video training business since 2005, I've watched my clients incorporate video into all aspects of their training. It's exciting to see how nimble video can be — how one tool has so many uses. It reminds me of the Swiss Army knife I had as a kid. It had a knife, screwdriver, bottle opener, tiny scissors and a toothpick.

Just like how I could use my pocketknife in any of my neighborhood adventures, you can leverage training videos throughout the entire employee life cycle. Here's how.

RECRUITING

Videos can play an important role in attracting talent during the recruiting process. They provide an accessible channel for a company to convey its mission, vision, values, culture and employee experience. Candidates can use video content to evaluate their fit with the company, and videos on your website can serve as online recruiters available anytime. A unique example is on the Cisco careers page, which makes it clear that the company wants to attract diverse, innovative and creative candidates.

ONBOARDING

There are many key messages that every new hire needs to hear and understand, regardless of pay grade. Benefit plan details can be confusing and overwhelming, and videos can deliver a consistent explanation and that new employees can re-watch with family members. Employers can deliver core values and guiding principles, such as accountability and ethics, via videos that feature senior managers to convey the importance of the content. This video from Dunkin' makes it clear that friendliness, service with speed and serving great products are its employees' primary goals.

"Employers can deliver core values and guiding principles
via videos that feature senior managers."

ON-THE-JOB TRAINING

Assuming your training videos are mobile-ready, employees can access them on the job at their desk, in their car, or in a warehouse or factory. Maintenance workers can re-watch a video on ladder safety on their phone and then immediately position the ladder accurately, or salespeople can review courses on handling objections and closing the sale in their cars before an important sales call.

INSTRUCTOR-LED TRAINING

Videos can complement your instructor-led classes before, during and afterward. You can assign courses as pre-work to level-set the participants and provide a foundation for the class. Instructors can show videos during the class to trigger group discussion; topics like harassment and discrimination work in this format, so learners can discuss real-life scenarios. Finally, you can assign videos to follow up on classwork and reinforce the concepts.

> "Videos can complement your instructor-led classes before, during and afterward."

SELF-DIRECTED LEARNING

Open up your training library so employees can search and find the topics they are interested in. You might be surprised to see who starts taking supervision and leadership classes in the hopes of seeking a promotion. An introverted team member may seek out content to improve assertive verbal skills and interpersonal savvy. How can your training team possibly be aware of the private development goals for every employee? Help employees find the content that is meaningful to them.

SOCIAL LEARNING

You've probably watched a video that one of your friends shared on social media. The concept of social learning is the same: Employees can connect with their work friends. The learning activity feeds often inspire followers to take the same courses, and learners can engage in friendly competition when leaderboards track points assigned based on course completion.

TRAINING REINFORCEMENT

The goal of training reinforcement is to transfer learning knowledge from short-term to long-term memory. You can schedule and automate this process to make it more efficient. Emails with assessments and video recaps, sent in a series of days, weeks and months after the training, can be an effective tool to reinforce key learning points.

BENEFITS OF VIDEO

You now know how flexible video can be and its many uses for training employees. Some additional benefits include:

- *Accessibility:* Videos are accessible on demand for every employee, anywhere, anytime.
- *Consistency:* They enable a consistent learning experience. Every employee will hear the same message every time someone watches the video.
- *Efficiency:* Offering on-demand video training can save time and money by eliminating the need for travel or time away from the office.

TIPS FOR YOUR SEARCH

Know that all videos are not created equal. If you begin evaluating off-the-shelf video libraries, ask your potential partners a few key questions:

- Do they offer microlearning videos?
- Do the videos have memorable and engaging visuals?
- Are they SCORM-compliant?
- Can you preview all of the courses in a free trial?
- What level of support do they include for implementation and throughout the contract?

A Swiss Army knife should not be the only tool in your toolbox. Similarly, videos should not be your only method of training delivery — but they should definitely be part of your learning mix.

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BEST PRACTICES IN TRAINING DELIVERY

There are a lot of ways you can deliver training. Sift through those options with these resources from TraininingIndustry.com:

- What Learners Want: Strategies for Training Delivery
  This research report sheds light on the training delivery strategies that learners most prefer, so you can gain a better understanding of the implications of your delivery method choice.

- Distance Learning in Corporate Training
  This episode of The Business of Learning, the Training Industry podcast, explores distance learning, the future of online training, and what corporate L&D leaders can learn from K-12 and university education.

- Deconstructing 70-20-10
  This report updates the 70-20-10 model to the present day, clarifying the mixture of on-the-job, social and formal learning that's best for your training organization and its learners.

- What Do Learners Want?
  In this episode of The Business of Learning, Amy DuVernet, Ph.D., CPTM, shares insights on learner preferences, why training professionals should care what learners want, and how to deliver engaging and effective training.