Capitalizing on Innovations in Learning Technology

Learning Advisor Masterclass Series

Session 8
2 August 2018

CEB
is now Gartner

Note: This presentation has been enhanced with interactive elements. Below is a legend of these items that you will see throughout the document for quick reference.

🖉 Your Response

A Framework for Member Conversations

The mission of Gartner's CEB Leadership Councils is to help executives and their teams harness their growth potential by taking insights from the best companies to save time and make better decisions. When we bring leaders together, it is crucial that our discussions neither restrict competition nor improperly share inside information. All other conversations are welcomed and encouraged.

Confidentiality and Intellectual Property

Legal Caveat

ler·ning ad·vīzar

Learning Advisors impact business outcomes by leveraging their L&D and business expertise to proactively influence talent and business decisions.

ler·ning ad·vīzar

Learning Advisors
impact business outcomes
by leveraging their L&D
and business expertise to
proactively influence talent
and business decisions.

ler•ning ad•vīzar

Learning Advisors impact business outcomes by **leveraging their L&D and business expertise** to proactively influence talent and business decisions.

ler·ning ad·vīzar

Learning Advisors impact business outcomes by leveraging their L&D and business expertise **to proactively influence** talent and business decisions.

ler•ning ad•vīzar

Learning Advisors
impact business outcomes
by leveraging their L&D
and business expertise to
proactively influence **talent
and business decisions.**

THE LEARNING ADVISOR MODEL

"Traditional" L&D Expertise

L&D Terrain Knowledge

L&D Process Skills

"Emerging" Business Expertise

Analytical Skills

Client-Specific Business Acumen

Source: CEB analysis.

THE LEARNING ADVISOR MODEL

"Traditional" L&D Expertise

"Emerging" Business Expertise

L&D Terrain Knowledge

L&D Process Skills

Advisory Capability

Analytical Skills

Client-Specific Business Acumen

Source: CEB analysis.

ROADMAP

How is technology shaping L&D? ▶ How do I avoid common barriers to capitalizing on learning technology? ▶ How can I capitalize on emerging learning technology? ▶ How do I stay ahead of innovations in learning technology?

THE FOCUS OF OUR CONVERSATION

Learning Technology Defined
Creating, using and managing technology resources to facilitate learning and improve performance

MOOCs
Simulations
Instant Messaging · Learning Portals
Gamification
Virtual Worlds · **Blogs** · Wikis
Mobile · **Bite-Sized**
RSS Feeds · E-Learning
Videos
Podcasts
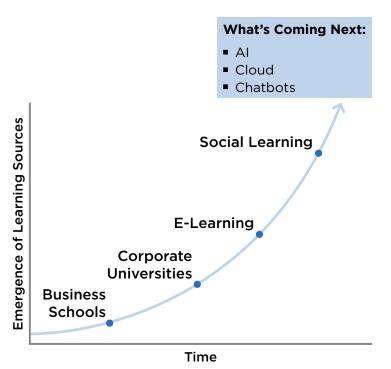
n = 76.
Source: CEB L&D Unified Benchmarking Platform.
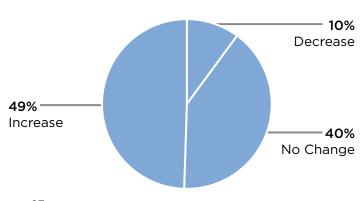
MORE TECHNOLOGY, MORE INVESTMENT

Evolution of Learning Sources

What's Coming Next:
- AI
- Cloud
- Chatbots

Social Learning

E-Learning

Corporate Universities

Business Schools

Emergence of Learning Sources

Time

Source: CEB analysis.

L&D Spend on Learning Technology
Percentage of L&D Executives

10%
Decrease

49%
Increase

40%
No Change

n = 67.
Source: CEB 2018 L&D Agenda Poll.

TODAY'S EMPLOYEES ARE DIGITAL NATIVES

Employees' Relationship With Technology In and Out of Work

Technology Pervasive Outside Work

- Smart phones
- Netflix
- Tablets
- Social media
- On-demand delivery

Demand for Technology in Workplace

Growing Demand for Increased Usage of Technology in L&D
Percentage of L&D Executives

30%
Disagree

70%
Agree

n = 214 L&D executives.
Source: CEB 2018 Head of L&D Shifting Skills Survey.

OPPORTUNITY FOR L&D INNOVATION

Innovative Learning Solutions That Use Technology

Mobile Learning

Employee-Created Videos

LearnBot | 10:32AM

Hi Andrea, what skill can I help you learn?

Learning Chatbot

Employee Benefits of Technology-Based Innovation	L&D Benefits of Technology-Based Innovation

- Accessible in the moment of need
- Increases employee engagement in learning
- Allows unexpected connections to form across the organization

- Enables at-scale personalization of the learning experience
- Saves L&D time and resources
- Aligns with how today's digitally-native employees learn

Source: CEB analysis.

ROADMAP

How is technology shaping L&D?

▶

How do I avoid common barriers to capitalizing on learning technology?

▶

How can I capitalize on emerging learning technology?

▶
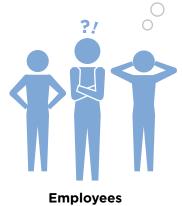
How do I stay ahead of innovations in learning technology?

TECHNOLOGY INVESTMENTS ARE FALLING FLAT

Employee Perspective

L&D Executive Perspective

Only 38% of employees agree that their L&D function is effective at using technology to enhance learning content.

Only 9% of L&D executives rated their team as highly proficient in learning technology skills.

?!

Employees

L&D Executive

Source: CEB analysis.

Source: CEB analysis.

WHAT IS HARD?

Barriers to Capitalizing on Learning Technology

Source: CEB analysis.

YOU'RE NOT ALONE

Barriers to Capitalizing on Learning Technology

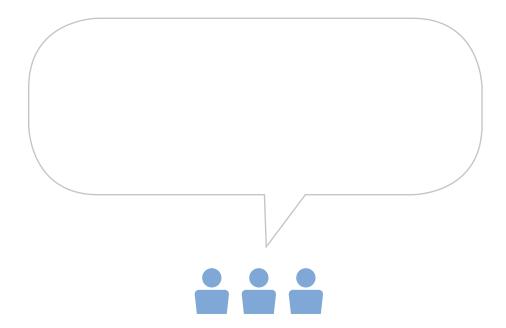| Scoping the Problem	Selecting the Right Technology	Deploying the Technology
▪ There's so much out there that it's hard to know where to start with learning technology. ▪ It's unclear whether I need a technological solution to this problem. ▪ I haven't seen examples of innovative applications of learning technology that are actually feasible for me.	▪ It's hard knowing which technology is right for my learning need. ▪ I don't want to choose a technology that employees don't want. ▪ I need to make sure the technology will integrate well into the organization. ▪ I want to make sure I find the most innovative and effective solution.	▪ To deploy a learning technology, I'll need skills that I don't have. ▪ There's so much uncertainty in choosing a vendor. ▪ It's unclear who I should partner with and how.

Source: CEB analysis.

KEYS TO CAPITALIZE ON LEARNING TECHNOLOGY

Discover	**Decide**	**Deliver**
Explore the landscape of possible technologies for addressing your learning need.	Choose the technology that best fits your learning need and local context.	Build partnerships to ensure effective and successful implementation.

Source: CEB analysis.

ARE YOU CAPITALIZING ON LEARNING TECHNOLOGY

1. Do I consider how technology might help me address learning needs?	☐ **Yes**
	☐ **No**

ARE YOU CAPITALIZING ON LEARNING TECHNOLOGY

1. Do I consider how technology might help me address learning needs?

2. Do I have a solid grasp of the learning technology landscape?

☐ **Yes**

☐ **No**

ARE YOU CAPITALIZING ON LEARNING TECHNOLOGY

1. Do I consider how technology might help me address learning needs?

2. Do I have a solid grasp of the learning technology landscape?

3. Do I understand which technologies are best for addressing my learning needs?

☐ **Yes**
☐ **No**

ARE YOU CAPITALIZING ON LEARNING TECHNOLOGY

1. Do I consider how technology might help me address learning needs?

2. Do I have a solid grasp of the learning technology landscape?

3. Do I understand which technologies are best for addressing my learning needs?

4. Do I know how to overcome barriers to implementing learning technologies?

☐ **Yes**

☐ **No**

ARE YOU CAPITALIZING ON LEARNING TECHNOLOGY

1. Do I consider how technology might help me address learning needs?

2. Do I have a solid grasp of the learning technology landscape?

3. Do I understand which technologies are best for addressing my learning needs?

4. Do I know how to overcome barriers to implementing learning technologies?

5. Do I know how to stay smart on learning technology and keep up to date with innovations in the industry?

☐ **Yes**

☐ **No**

RESULT

If you selected **"NO"**
for many of these questions,
then **let's get started**.

ROADMAP

How is technology shaping L&D?

▶

How do I avoid common barriers to capitalizing on learning technology?

▶

How can I capitalize on emerging learning technology?

▶

How do I stay ahead of innovations in learning technology?

KEYS TO CAPITALIZE ON LEARNING TECHNOLOGY

Discover	Decide	Deliver
Explore the landscape of possible technologies for addressing your learning need.	Choose the technology that best fits your learning need and local context.	Build partnerships to ensure effective and successful implementation.

Source: CEB analysis.

KEYS TO CAPITALIZE ON LEARNING TECHNOLOGY

Discover	**Decide**	**Deliver**
Explore the landscape of possible technologies for addressing your learning need.	Choose the technology that best fits your learning need and local context.	Build partnerships to ensure effective and successful implementation.

- Understand your learning need.
- Ensure it needs a technological solution.
- Understand the learning technology landscape.

Source: CEB analysis.
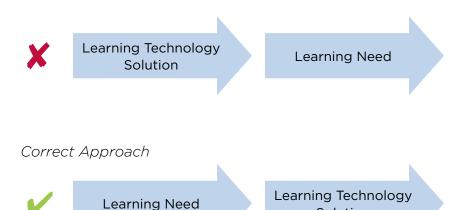
START WITH THE LEARNING NEED

Approaches to Choosing Learning Technology Solutions
Incorrect Approach

❌ **Learning Technology Solution** → **Learning Need** →

Likely Pitfalls

- Specific technology may not be the best solution for the learning need.
- Implementation issues may be overlooked until the solution is deployed.

Correct Approach

✔ **Learning Need** → **Learning Technology Solution** →

Likely Benefits

- The problem is identified as a clear learning need.
- The particular learning technology is identified as the best solution for the learning need.
- Implementation issues are recognized before the solution is deployed.

Source: CEB analysis.

EVALUATE NEED FOR TECHNOLOGY

L&D Question: Does your learning need require a technological solution?

Situations Requiring Varying Degrees of Technology

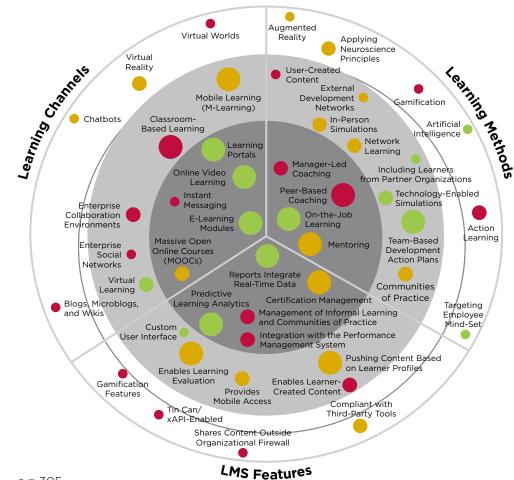|	**Good Fit for Technology**	**Consider Technology Options Further**	**Technological Solution Unnecessary**
Learning Need Characteristics	■ Dispersed employee group ■ Digitally native employees ■ Need just-in-time learning content	■ Transfer of knowledge necessary ■ Employees with different levels of familiarity or access to technology	■ Employees in the same geographic location ■ Interpersonal activities prioritized

Source: CEB analysis.

MANY TECHNOLOGIES TO CHOOSE FROM

L&D Innovations Bullseye

Learning Channels
- Virtual Worlds
- Virtual Reality
- Chatbots
- Mobile Learning (M-Learning)
- Classroom-Based Learning
- Learning Portals
- Online Video Learning
- Instant Messaging
- Enterprise Collaboration Environments
- E-Learning Modules
- Enterprise Social Networks
- Massive Open Online Courses (MOOCs)
- Virtual Learning
- Blogs, Microblogs, and Wikis

Learning Methods
- Augmented Reality
- Applying Neuroscience Principles
- User-Created Content
- External Development Networks
- Gamification
- In-Person Simulations
- Network Learning
- Artificial Intelligence
- Manager-Led Coaching
- Including Learners from Partner Organizations
- Peer-Based Coaching
- Technology-Enabled Simulations
- On-the-Job Learning
- Mentoring
- Team-Based Development Action Plans
- Action Learning
- Communities of Practice
- Targeting Employee Mind-Set

LMS Features
- Predictive Learning Analytics
- Reports Integrate Real-Time Data
- Certification Management
- Custom User Interface
- Management of Informal Learning and Communities of Practice
- Integration with the Performance Management System
- Gamification Features
- Enables Learning Evaluation
- Provides Mobile Access
- Enables Learner-Created Content
- Pushing Content Based on Learner Profiles
- Tin Can/xAPI-Enabled
- Compliant with Third-Party Tools
- Shares Content Outside Organizational Firewall

Assessment Factors

Adoption Level

Experimenting   Adopting   Embedded

Degree of adoption is measured by extent and nature of deployment across organizations.

Current Impact

Low   Medium   High

Current level of impact is based on level of value delivered by the learning and development process.

Future Investment

Low   Medium   High

Future outlook is based on the projected level of investment in the next two years.

n = 305.

Source: CEB 2018 Learning Innovations Survey.

Note: Items are scored relative to one another in each section.

TAKE INSPIRATION FROM YOUR PEERS

Technology Case Examples

Xerox

Developed a video- based workforce knowledge-sharing platform that embeds employee into workflows

XstreamVideo
Employees can create content with business impact, even without high video production quality.

IBM

Developed **Watson, a tone analyzer** to help provide real-time advice on how to coach and give feedback

Carly and Jeff have complained to me about your being too harsh with them. What's going on with that? You're also starting to develop a reputation as a complainer.

Anger is present.
Evoke due to injustice, conflict, humiliation, negligence or betrayal. If anger is active, the individual attacks the target, verbally or physically. If anger is passive, the person silently sulks and feels tension and hostility.

You need to control your temper; you only care about yourself and completely self absorbed!

Microsoft India

Developed a cloud-based mobile app that enables leaders to create personalized development paths

L&D's Role:
Curate Content for Each Leader

Leader Role:
Customize Your Own Path

Source: Xerox Corporation; IBM; Microsoft; CEB analysis.

CONSIDER YOUR LEARNING NEED

My Learning Need:

Do You Understand Your Learning Need?

List five defining characteristics of the employee population who have this learning need.

Identify the root causes to the challenge these employees are facing.

Note any initiatives currently in place for addressing this need.

Describe what success would look like for addressing this learning need.

Does It Need a Technological Solution?

Go through each of the questions listed below. Check the box if your answer to the question is "yes."

Do the learners you're hoping to help feel confident using a digital or mobile device to learn?

Do these learners often work remotely or travel often for their jobs?

Are the learners geographically dispersed?

Do these learners need to remain connected and share information with each other?

Do these learners need to be able to immediately access content in the moment of need?

If you checked three or more of the boxes above, this learning need is likely a good candidate for a technological solution.

KEYS TO CAPITALIZE ON LEARNING TECHNOLOGY

	Discover	**Decide**	**Deliver**

Discover
Explore the landscape of possible technologies for addressing your learning need.

Decide
Choose the technology that best fits your learning need and local context.

- Consider the ideal characteristics of the technology solution.
- Ensure your innovative solution can be realized at your organization.
- Select the best-fit learning technology solution.

Deliver
Build partnerships to ensure effective and successful implementation.

Source: CEB analysis.

WHICH TECHNOLOGY SHOULD YOU USE?

Step 1: Consider How You Want to Use Technology in Your Solution

Step 2: Consider the Resources Available for Implementing Your Solution

Usage Considerations

Functionality

☐ Do you need the technology to connect people?

☐ Do you need the technology to replace classrooms?

☐ Do you plan for employees to contribute learning content directly through the technology?

☐ Do your learners need to access content on the go?

☐ Do you need a solution that provides in-the-moment guidance to learners?

Learners

☐ Do you need a solution that provides a high degree of personalization?

☐ How would learners want to engage with the content?

☐ How would learners access your content?

Source: CEB analysis.

Resourcing Considerations

☐ Are you able to invest in hardware, software or services?

☐ Does your team have the skills or capacity to learn the skill necessary?

☐ Do you plan to build the solution entirely in-house?

☐ Do you plan on outsourcing most of the work to a vendor?

☐ Are you willing to invest additional time in getting stakeholder buy-in?

☐ Are you willing to take on a high degree of risk with the technology?

SELECT TECHNOLOGY BEST-FIT FOR CONTEXT

Technology Solutions Fitting Different Organizational Contexts

Learning Need	Organizational Conditions	Best-Fit Technology Solution
"My organization is implementing a **new client management system.** We need to get all employees up to date on how to use it."	■ **IT team** is going through major re-organization ■ Employees are **resistant to change**	**E-Learning:** Leverage e-learning modules to disperse clear instructions in a way that is familiar to employees and requires little from IT.
"We just went through a major digital transformation and I've been asked to **re-vamp our onboarding program** for the manufacturing business."	■ The job has **high levels of risk** involved ■ The team recently completed a large project in **partnership with IT**	**Virtual Reality:** This is a good opportunity to experiment with virtual reality, since the job is high-risk and relationships with IT are already in place.
"My organization recently went through a major merger and we need to **integrate all of our learning content.**"	■ Leaders and other potential partners have **competing priorities** ■ Employees are **eager to learn** about implication of the merger	**Learning Portal:** With leaders and other stakeholders otherwise occupied, this is an opportunity to ensure the learning portal is easily accessible and navigable to employees.

Source: CEB analysis.

TECHNOLOGIES TO CONSIDER

Instructions: Reflect on a recent talent challenge for which you've determined a technology solution would address. Answer the questions below to help you identify which technology would best support the solution.

My Learning Need: **My Innovative Solution:**

Usage Questions to Consider	If Yes, Consider These Technologies	If No, Consider These Technologies
Do you need the technology to contain information?	▪ Mobile Learning ▪ Learning Portals ▪ Learning Experience Platforms (e.g. Degreed)	▪ Simulations ▪ Adaptive Learning ▪ Gamification
Do you need the technology to connect people?	▪ Virtual Worlds ▪ Enterprise Collaboration Environments ▪ Instant Messaging	▪ Video Learning ▪ E-Learning Modules ▪ Blogs and Wikis
Do you need the technology to replace classrooms?	▪ Virtual Reality ▪ Virtual Learning ▪ MOOCs	▪ Learning Portals ▪ Mobile Learning ▪ Learning Experience Platforms (e.g. Degreed)
Do you plan for employees to contribute learning content directly to the technology?	▪ Blogs and Wikis ▪ Video Learning ▪ Enterprise Collaboration Environments	▪ E-Learning ▪ Gamification ▪ Chatbots
Do you expect employees to interact extensively with the technology?	▪ MOOCs ▪ Chatbots ▪ Instant Messaging	▪ Enterprise Collaboration Environments ▪ Blogs and Wikis

Questions to Continue Investigating:

KEYS TO CAPITALIZE ON LEARNING TECHNOLOGY

Discover

Explore the landscape of possible technologies for addressing your learning need.

Decide

Choose the technology that best fits your learning need and local context.

Deliver

Build partnerships to ensure effective and successful implementation.

- Determine how to maximize skills across the L&D team.
- Identify and select the best partners to support implementation of your technology.
- Select vendors that can serve the learning need and your organization.

Source: CEB analysis.

LEVERAGE SKILLS ACROSS THE TEAM

L&D Staff Capability Barrier: I don't know how to leverage capabilities across my team to implement this solution.

Assess the Technology Capability on Your Team

L&D Technology Capabilities Assessment			
Assess yourself and your team members to understand proficiency on technology skills			
	Me	**Suri**	**John**
Managing a learning management system	🟩	🟩	🟩
Leveraging technology into learning content	🟧	🟩	🟧
Creating digital learning content	🟥	🟧	🟩
Designing and implementing a digital user experience	🟧	🟥	🟩
Delivering learning through social media	🟧	🟩	🟧

Source: CEB analysis.

Identify Teammates to Leverage

Identify the individuals on your team with whom you can partner to deploy this technology.

Skill	Team Member
Creating digital learning content	John
Stakeholder management	Suri
Communicating and engaging employees	Me
Managing vendors	Suri

Source: CEB analysis.

BUILDING SUPPORT ACROSS THE ORGANIZATION

Stakeholder Partnerships Barrier: I'm not sure which stakeholders to leverage and when to bring them into the process.

Form Stakeholder Partnerships to Support Roll-Out

Be sure to engage relevant stakeholders early on in the process of rolling out your learning technology solution. Avoid last-minute problems with stakeholders by forming partnerships and asking for their help at the very beginning of a project.

	What They Offer	Question to Ask This Stakeholder
Senior Leaders	▪ Potential advocate for the new technology	▪ Does this support the company strategy? ▪ Can you help with communications during launch?
Managers	▪ Hold employees accountable to use it ▪ Transparency into broader business workflows	▪ Does this help you develop your direct reports? ▪ Can we ask your direct reports to test some of these technologies?
Marketing/ Communications	▪ Strong communicating skills and experience ▪ Great internal messaging and branding	▪ Can you help us with branding this initiative?
IT	▪ Strong technical skills and experience	▪ Are there existing IT systems we can leverage? ▪ Can we consult with you to ensure we understand this technology?
Procurement	▪ Experience working with any vendors or services necessary	▪ Can you help with purchasing processes? ▪ Can you help us secure a vendor?
Employees	▪ Candid feedback on alignment to workflows ▪ Potential advocate for new technology	▪ Is this technology something you would use? ▪ Are there usability issues with this?

Source: CEB analysis.

IDENTIFY THE RIGHT L&D VENDORS

Vendor Barrier: I don't know how to identify the right vendors and manage them effectively

Principles for Choosing L&D Vendors

Select Vendors That Meet Learner Needs	Define Process and IT Requirements	Outline Current and Future Needs
Consistently refer back to the learning need, in order to ensure you identify the best vendor for addressing the need.	Ensure vendors can adapt to your organizational requirements and existing IT infrastructure during the selection phase.	Outline key business needs for the future and ensure that vendors offer solutions for all possible growth plans.

Select Vendors That Meet Learner Needs
- Consider not only the technology the vendor provides, but also quality of service.
- Ensure the vendor has a good reputation among your network.

Define Process and IT Requirements
- Clarify the budget, IT support and resource allocation for the project.
- Define evaluation criteria that includes factors such as implementation cost and ability to build innovative solutions.
- Bring IT partners into relevant conversation.

Outline Current and Future Needs
- Have a discussion with the vendor to ensure they are willing to be flexible as your needs change in the future.
- Conduct a brainstorming session with your team to identify upcoming changes that might affect this learning technology.

Source: CEB analysis.

Additional Resources:

CEB Ignition™ Guide to Selecting an L&D Vendor

ROADMAP

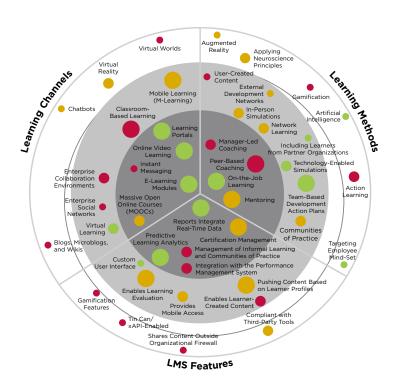How is technology shaping L&D? ▶ How do I avoid common barriers to capitalizing on learning technology? ▶ How can I capitalize on emerging learning technology? ▶ **How do I stay ahead of innovations in learning technology?**
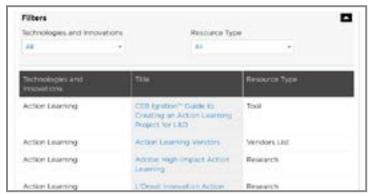
OUR RESOURCES TO HELP YOU STAY AHEAD

L&D Innovations Bullseye

Learning Channels

Learning Methods

Virtual Worlds
Augmented Reality
Applying Neuroscience Principles
Virtual Reality
User-Created Content
External Development Networks
Gamification
Mobile Learning (M-Learning)
In-Person Simulations
Chatbots
Classroom-Based Learning
Network Learning
Artificial Intelligence
Learning Portals
Manager-Led Coaching
Including Learners from Partner Organizations
Online Video Learning
Peer-Based Coaching
Technology-Enabled Simulations
Instant Messaging
On-the-Job Learning
Enterprise Collaboration Environments
E-Learning Modules
Mentoring
Team-Based Development Action Plans
Action Learning
Enterprise Social Networks
Massive Open Online Courses (MOOCs)
Reports Integrate Real-Time Data
Virtual Learning
Predictive Learning Analytics
Certification Management
Communities of Practice
Blogs, Microblogs, and Wikis
Management of Informal Learning and Communities of Practice
Targeting Employee Mind-Set
Custom User Interface
Integration with the Performance Management System
Enables Learning Evaluation
Pushing Content Based on Learner Profiles
Gamification Features
Provides Mobile Access
Enables Learner-Created Content
Tin Can/xAPI-Enabled
Compliant with Third-Party Tools
Shares Content Outside Organizational Firewall

LMS Features

Assessment Factors

Adoption Level
Experimenting | Adopting | Embedded
Degree of adoption is measured by extent and nature of deployment across organizations.

Current Impact
Low | Medium | High
Current level of impact is based on level of value delivered by the learning and development process.

Future Investment
Low | Medium | High
Future outlook is based on the projected level of investment in the next two years.

Learning Technology Center: All Our Content On Learning Technologies and Innovations

Talent Daily: Blog on Learning and Development News, Ideas, and Trends

You May Soon Be Able to Find a Mentor on Facebook

Google Glass Has Been Resurrected as an Enterprise Tool

Coursera Co-Founder Launches Online AI School

What Jobs May Come from AI and Driverless Cars?

Source: CEB analysis.

ADDITIONAL SAMPLE RESOURCES TO STAY AHEAD

Learning Technology Blogs

Sample List

ATD's Learning Technologies Blog
- *"What Exactly Does Adaptive Learning Look Like?"*
- *"5 More Business Reasons Why xAPI"*

Training Day Blog
- *"How Much Do You Know About Learning Technologies?"*
- *"Companies Make New Learning Technologies a Priority"*

Training Journal Blog
- *"AI in Learning: An Introduction"*
- *"The Future Is Now"*

Forbes
- *"The New Era of Learning Is Here, and Its Not Hype"*
- *"Watch Out, Corporate Learning: Here Comes Disruption"*

Learning Technology Conferences

Sample List

- **Peak's Summit Learning and Technology**

- **Smart Sparrow's Learning Innovation Summit**

- **ATD's TechKnowledge Conference**

- **DevLearn: The Future Is Here**

- **HR Technology Conference and Exposition**

- **Workforce Learning and Development**

Learning Technology and Digital Courses

Sample List

Plural Sight
- *"Mobile Development"*
- *"Game Development"*

Coursera
- *"Machine Learning"*
- *"Programming for Everybody"*

Udemy
- *"Deep Learning A-Z: Hands on Artificial Neural Networks"*
- *"Integrating Technology into Education"*

Lynda
- *"Social Media in the Classroom"*
- *"Communication in the 21st Century Classroom"*

Source: CEB analysis.

ROADMAP

How is technology shaping L&D? ▶ How do I avoid common barriers to capitalizing on learning technology? ▶ How can I capitalize on emerging learning technology? ▶ How do I stay ahead of innovations in learning technology?

ACTION PLAN: GETTING STARTED

Instructions: Use the questions below to help you fill out the checklist for capitalizing on learning technology on the right side of the page.

Discover

☐ Ensure you have a clear understanding of the learning need you hope to address.

☐ Familiarize yourself with the learning technology landscape.

☐ Take a look at innovative ways your peers have found to use learning technology.

Choose three technologies that you will dedicate time to learning more about this week:

1.

2.

3.

List out three places you'll go to find examples of how to use learning technology:

1.

2.

3.

ACTION PLAN: GETTING STARTED

Instructions: Use the questions below to help you fill out the checklist for capitalizing on learning technology on the right side of the page.

Decide

☐ Ideate on the ideal characteristics of the technology solution.

☐ Refine your innovative solution based on usage and resourcing.

☐ Identify the learning technology that best fits your learning need and local context.

Brainstorm the most innovative solutions to your learning need.

Which technologies best-fit your organizational context and learner need? List your top three to investigate:

1.

2.

3.

ACTION PLAN: GETTING STARTED

Instructions: Use the checklist on the left side of the page to ensure you are capitalizing on learning technology in your next project. Use the questions to the right for guidance on key steps in the process.

Deliver

☐ Assess the technology capabilities on your team.

☐ Identify the right partners for implementing your technological solution.

☐ Explore how existing technologies and systems can be of use.

☐ Select the right vendors by starting with the right information.

Which stakeholders will you need to get in touch with in order to form early partnerships? List their name, function and how you will ask them to help.

Name	Function	Question to Ask

Appendix

PREPARE FOR TECHNOLOGY TO EVOLVE

Metrics for Success	Triggers for Re-Evaluation
Ensure you can demonstrate the impact of your technological solution by choosing relevant metrics to track.	Identify relevant triggers for your organization to re-evaluate the success of a learning technology as learning needs and available technologies evolve.

Metrics to consider:

- Learning Completion Rate
- Employee Participation Rate
- Net Promoter Score
- Learning Retention Rate
- Degree of Skill-Building
- Revenue Generation
- Savings-Costs Ratio

Source: CEB analysis.

Re-evaluation triggers to consider:

- Emergence of a new technology in the learning space
- Major organizational skill shift
- Evolution of employee's familiarity with new or innovative technologies
- Shifts in the organization's skill needs

GET STARTED DEVELOPING YOUR TECH-SAVVY

Seven Tips to Improve Your Tech Ability

1. **One-At-A-Time**
   Tackle one learning technology at a time (i.e., once a month or once a week), to understand it in depth rather than everything at once.

2. **Know the Bigger Picture**
   Understand the higher-level trends that your CLOs and CHROs and even CEOs care about. (i.e., what does the future of work look like?)

3. **Know the Lingo**
   Bring yourself up to speed with technical terminology (i.e., What is the difference between virtual reality and augmented reality?).

4. **Involve Your Manager**
   Discuss with your manager your digital development goals to help determine appropriate support.

5. **Partner with IT**
   Set up a coffee chat with a member of the internal technology function to determine skill development focus area**s.**

6. **Take a Technical Skills Course**
   Sign up for a digital qualification course.

7. **Do It Together**
   Arrange a team development session to practice technology skills together.

✘ **What Not to Say**
   "I'm not a tech person," or "I'm technologically illiterate."

Source: CEB analysis.