



VII EDYCJA E-LEARNING FUSION  
DIGITAL LEARNING & training market  
CONFERENCE & EXHIBITION 2023

NEW

14-15 Listopada 2023  
WARSAWA

## Ross Garner

Head of Learning Experience, Mind Tools

Zaprezentuję temat:

**Designing high-impact digital learning**

Organizator:





# E-LEARNING FUSION 2023

Organizator:

Digital Learning Centre



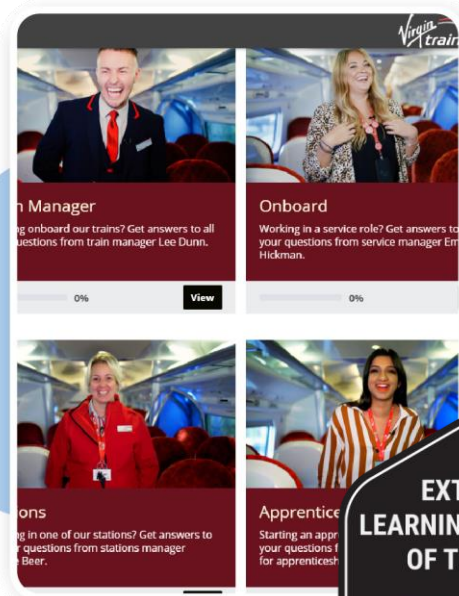
Let's Fintech



# Designing high-impact digital learning

Ross Garner, Head of Learning Experience  
Mind Tools

# What does high-impact digital learning look like?



**EXTERNAL  
LEARNING SOLUTION  
OF THE YEAR**

**FINALIST**

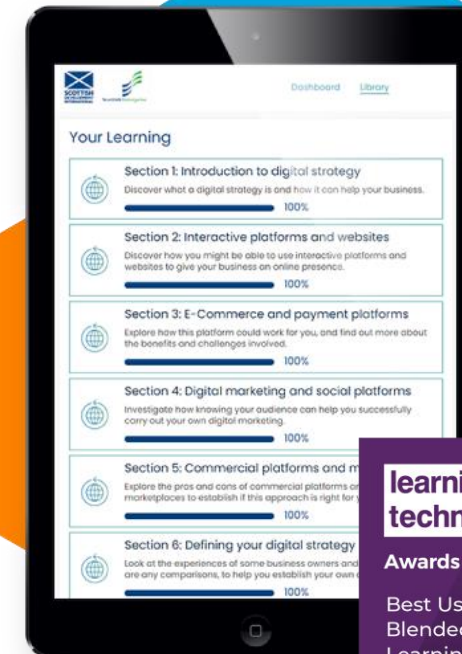
THE  
LEARNING  
AWARDS



**LEARNING  
CULTURE  
OF THE YEAR**

**2023 FINALIST**

THE  
LEARNING  
AWARDS



**learning  
technologies**

**Awards 2021**

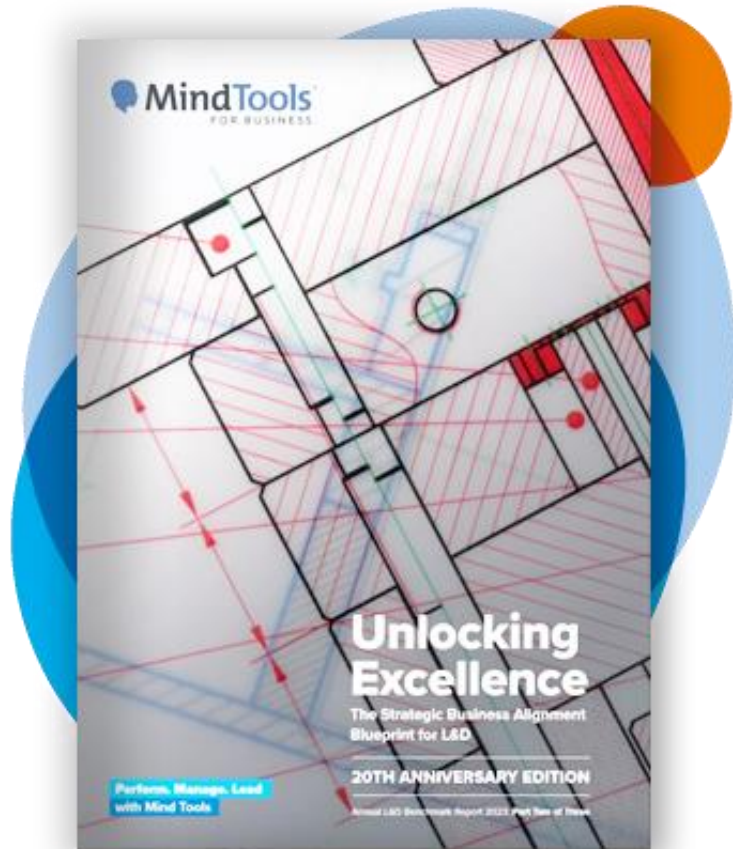
Best Use of  
Blended  
Learning -  
Public &  
Non-profit  
Sector

**Gold  
Award**

**“Did our learning intervention  
actually work?”**



# How many do this?



How many learning leaders do you think...  
**“Work with senior management to agree organizational metrics/KPIs for measuring learning impact”?**

<https://mindtoolsbusiness.com/research-and-reports/unlocking-excellence>

# How many do this?



How many learning leaders do you think...  
**“Work with senior management to agree organizational metrics/KPIs for measuring learning impact”?**

**28%**

(in 2023)

<https://mindtoolsbusiness.com/research-and-reports/unlocking-excellence>

# If we don't agree metrics, then we:

1. Don't know if what we're doing is working
2. Don't know if we're helping people get better at their jobs
3. Don't know if we should change our approach





# So how do we design high-impact learning?

1



Define the problem

2



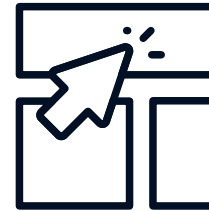
Identify root cause

3



Define user concerns

4



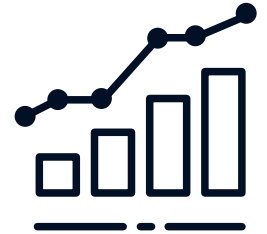
Design the intervention

5



Market the heck out of it

6

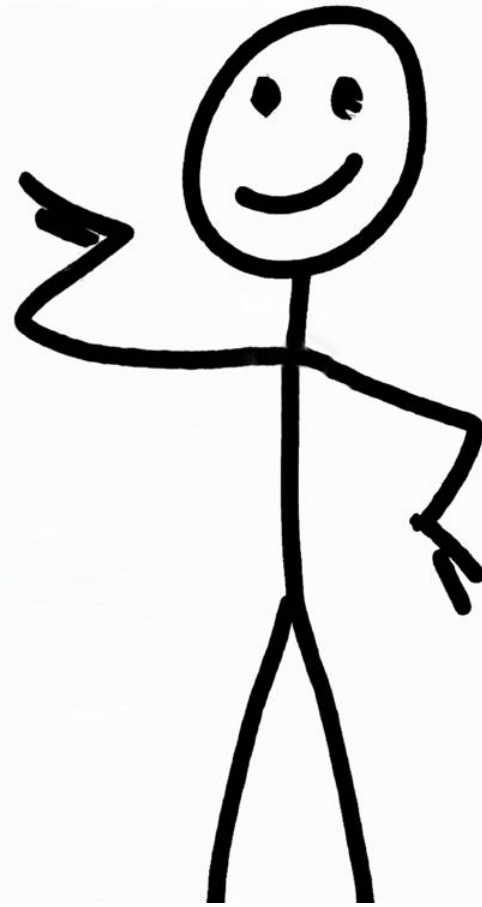


Measure the impact



# Step 1: Define the problem

“We need training on our Information Security policy”





# Step 1: Define the problem

**“We need training on our Information Security policy”**

1. Introduction
2. Equipment security
3. Password security
4. Malicious software
5. Cyber-security
6. Removable media
7. Business continuity
8. Bring your own device
9. Information classification
10. Physical security



# Step 1: Define the problem

**“We need training on our Information Security policy”**

1. Introduction

2. Equipment security

3. Password security

4. Malicious software

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# Step 1: Define the problem

“We need training on our Information Security policy”





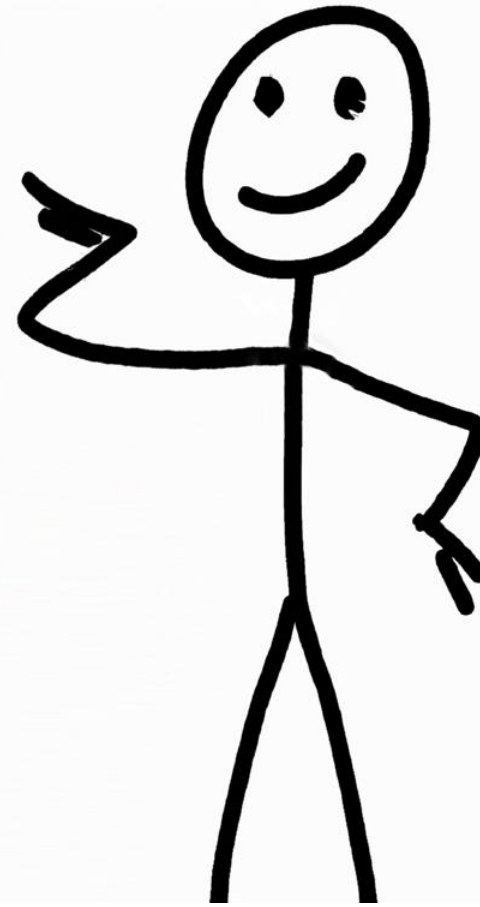
# Step 1: Define the problem

~~“We need training on our Information Security policy”~~



# Step 1: Define the problem

“We need Information Security training”





# Step 1: Define the problem

**“We need Information Security training”**

“We had a near-miss recently. An employee downloaded a piece of software that almost took down our network.”







# Step 1: Define the problem

~~“We need Information Security training”~~

“Malicious software poses a risk to our network.”

“We had a near-miss recently. An employee downloaded a piece of software that almost took down our network.”





# Step 1: Define the problem

~~“We need Information Security training”~~

“Malicious software poses a risk to our network.”

~~1. Introduction~~

~~2. Equipment security~~

~~3. Password security~~

4. Malicious software

5. Cyber-security

6. Removable media

~~7. Business continuity~~

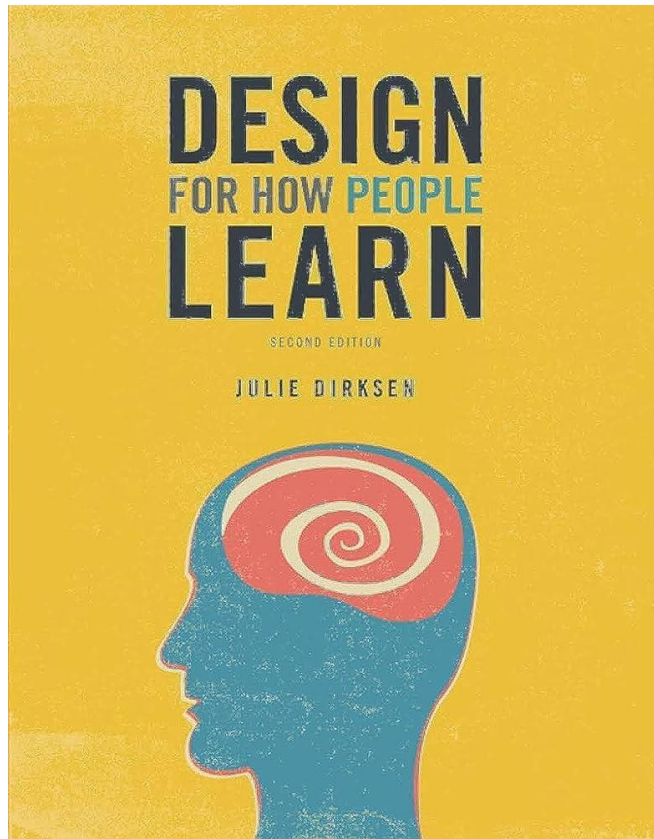
~~8. Bring your own device~~

~~9. Information classification~~

~~10. Physical security~~



## Step 2: Identify root cause





# Step 2: Identify root cause



What's the gap?

Skills

Habit

Motivation

Knowledge

Environment

Communication





# Step 2: Identify root cause

Client: 

## What's the problem?

New starts lack confidence because they're unfamiliar with their working environment.

## What's the gap?

Environment





# Step 2: Identify root cause

Client: **BURBERRY**

## What's the problem?

Colleagues wanting to promote Diversity, Equity and Inclusion are worried about 'saying the wrong thing'.

## What's the gap?

Skills

<https://www.mindtools.com/business/case-studies/burberry/>





# Step 2: Identify root cause

**Client:**  **Scottish Enterprise**

## What's the problem?

Scottish business owners find it difficult to export products for the first time.

## What's the gap?

Skills and Knowledge

### Five commonly used Incoterms®

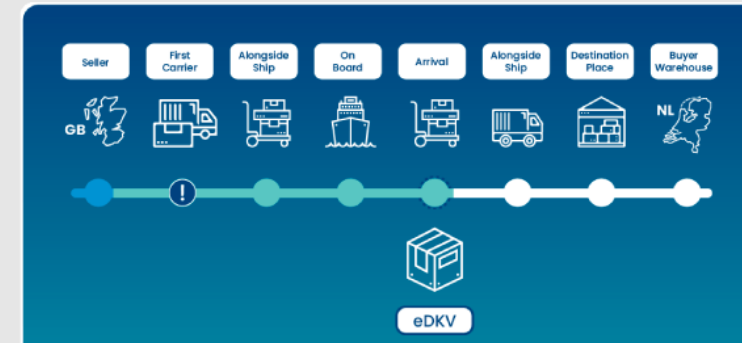
Let's see how five commonly used Incoterms® could be used by a Scottish exporter with a Dutch order to fulfil.

Scottish International Materials (ScottIM Ltd), a manufacturer in Perth, has received an order for a shipping container of goods from eDKV, an online retailer, whose distribution centre is in Arnhem in the Netherlands.

The ports of Newcastle in England and Amsterdam in the Netherlands, offer the most direct and cost-effective route.

Road transportation will be required to take the container from Perth to Newcastle, and from Amsterdam to Arnhem.

#### EXW: Ex Works





## Step 2: Identify root cause

**Client:** (Can't say)

### What's the problem?

Engineers working in data centres do not update customer tickets.

### What's the gap?

Environment





## Step 3: Define user concerns



**Show of hands...**



# Step 3: Define user concerns

“My team need product training!”





# Step 3: Define user concerns

“My team need product training!”



“The product sucks!”



“It’s priced too high!”



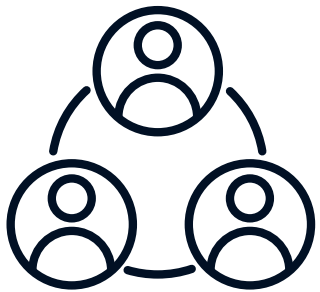
“Commission is too low!”



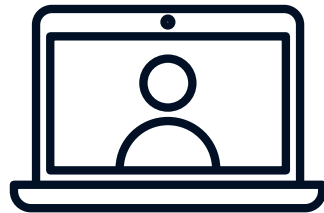




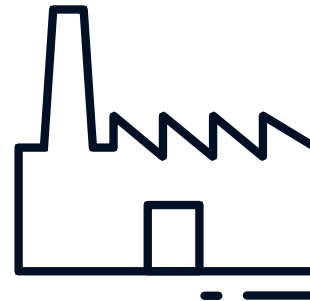
# Step 3: Define user concerns



Focus groups



Interviews



Observations

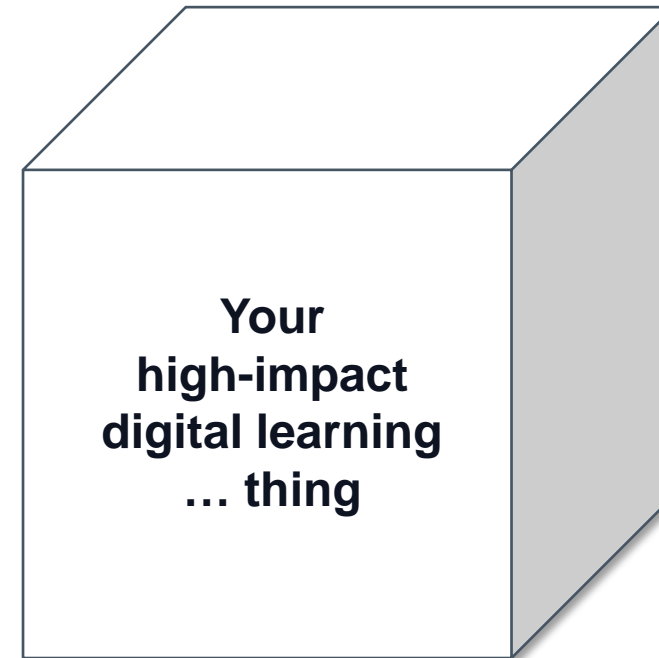


Surveys

(A mixed methods approach is best.)

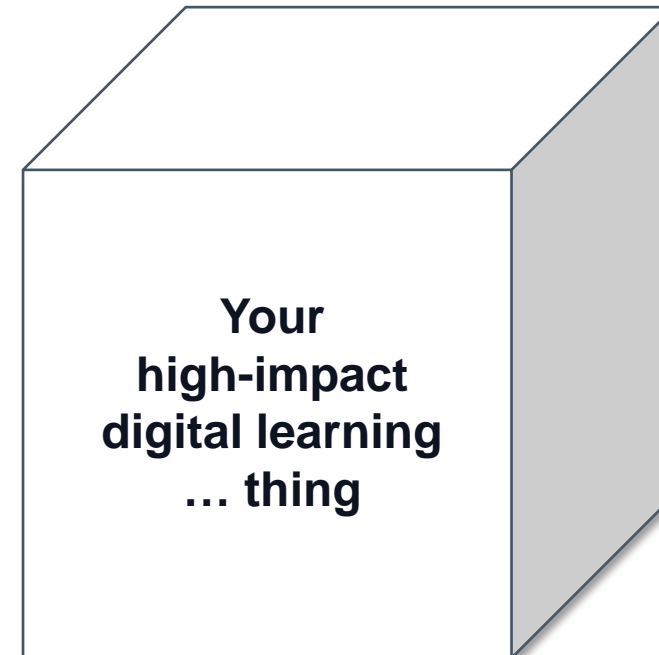


# Step 4: Design the intervention





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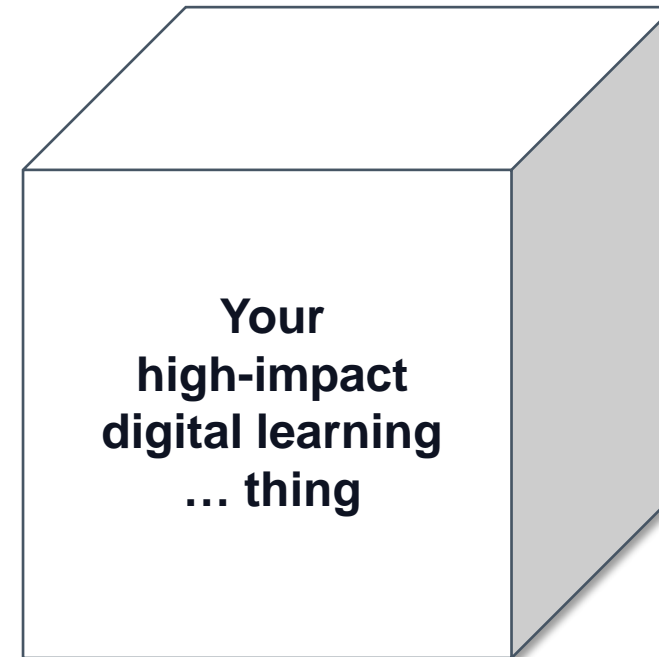
A defined problem



The root cause (gap)



The cares and concerns of users



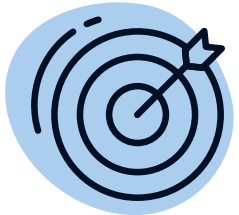


# Step 4: Design the intervention



## A defined problem

“Absence rates are too high among our employee population.”



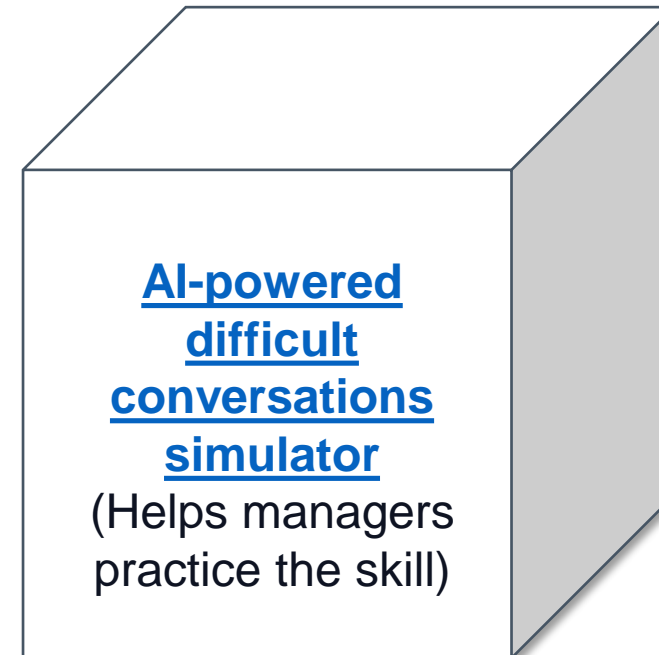
## The root cause (gap)

“Managers do not challenge employees who are frequently absent.”



## The cares and concerns of users

“Managers worry that employees will get upset.”





# Step 4: Design the intervention





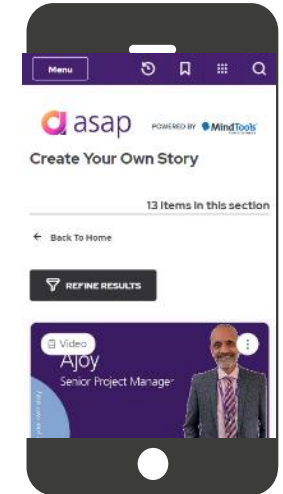
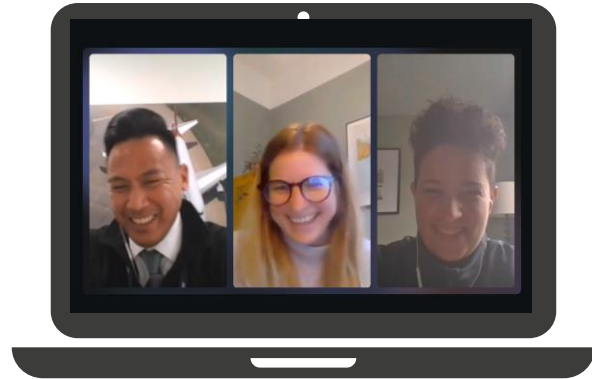
# Step 5: Market the heck out of it







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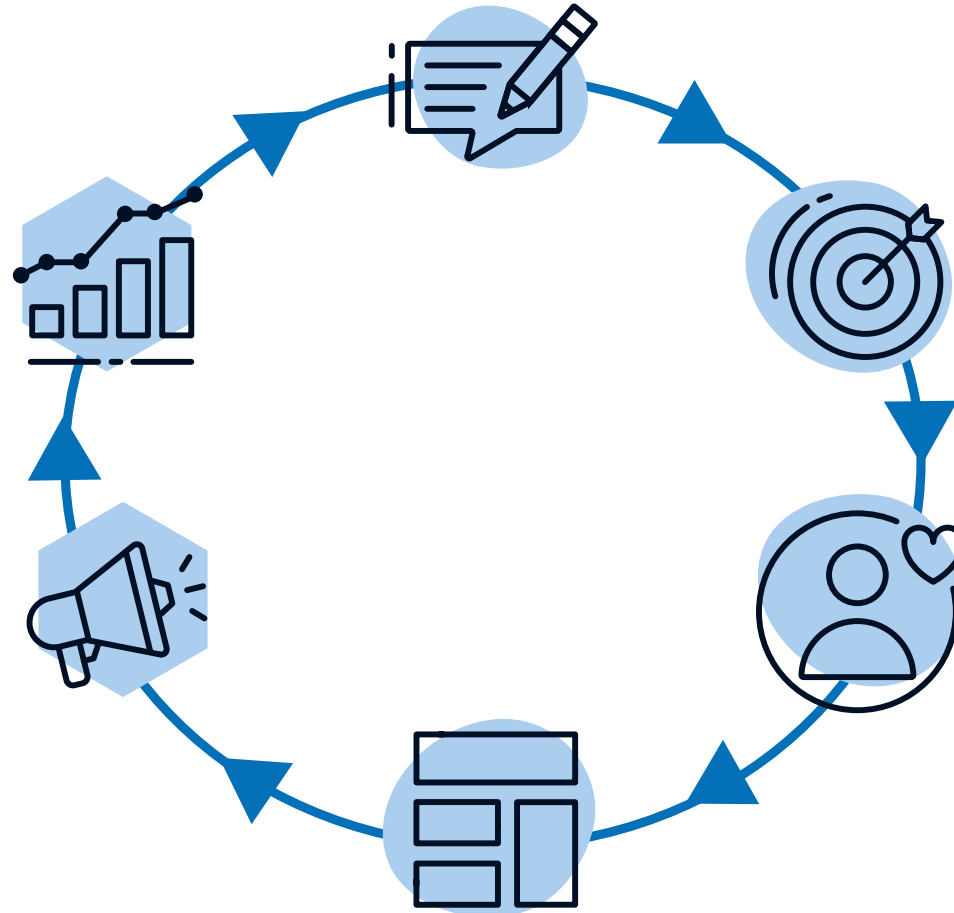
## 2021 to 2022:

- Active users doubled
- Page views increased by 36%
- Returning users increased year on year



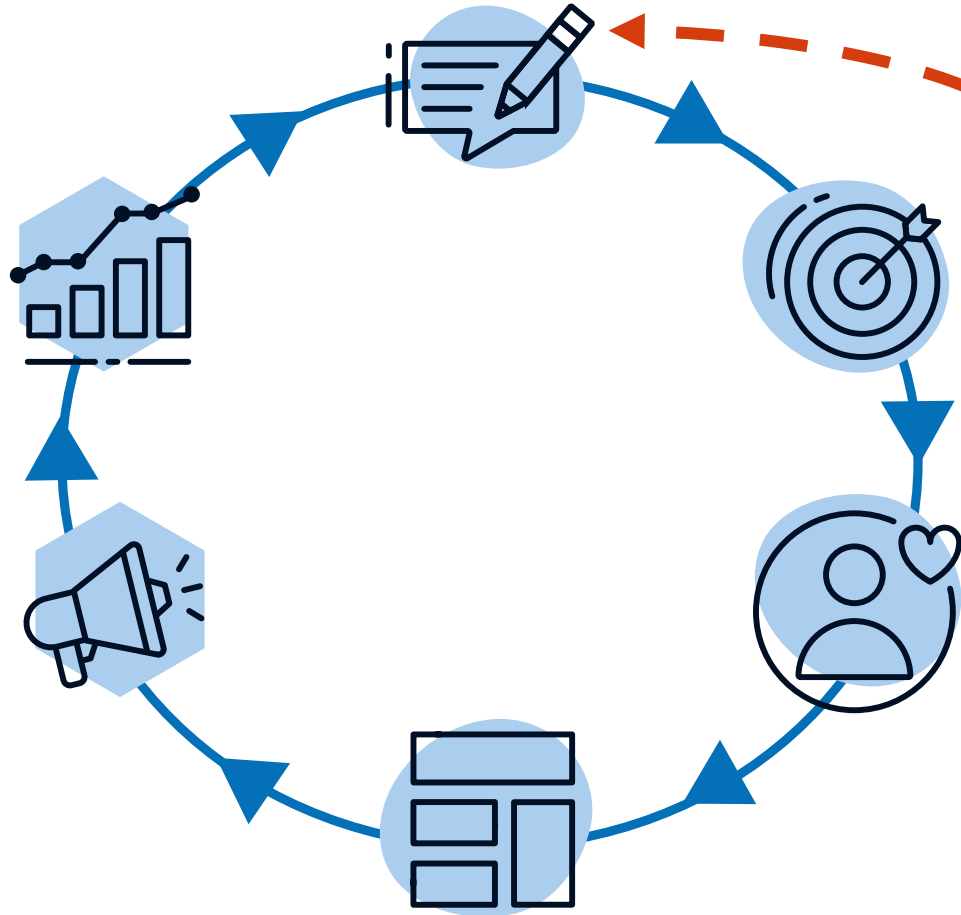


# Step 6: Measure the impact





# Step 6: Measure the impact



If you don't have a clearly defined problem...

... it's impossible to measure the impact...

...(because you don't really know what you're trying to change!)

# Remember, if we don't measure, we:

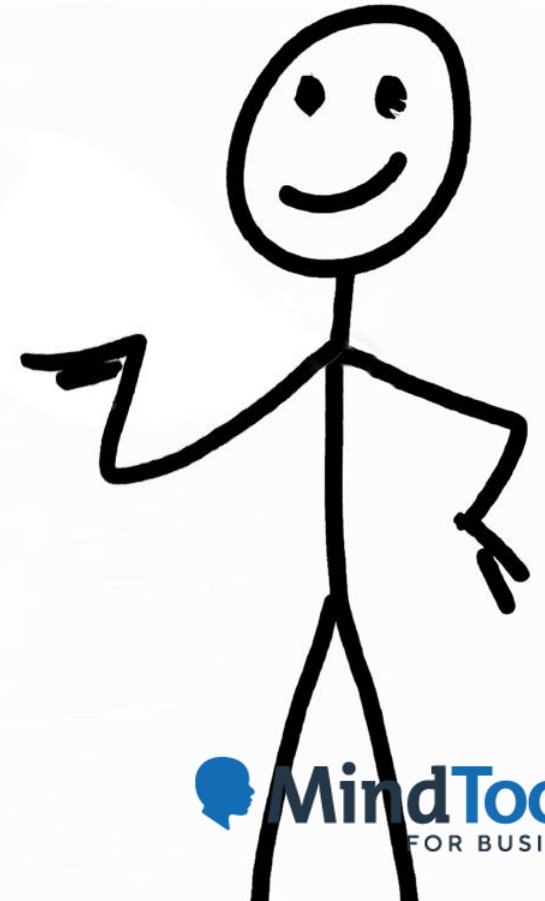
1. Don't know if what we're doing is working
2. Don't know if we're helping people get better at their jobs
3. Don't know if we should change our approach





**Do not rush to make content.**

**Design high-impact digital learning... that works!**



# Keep in touch!



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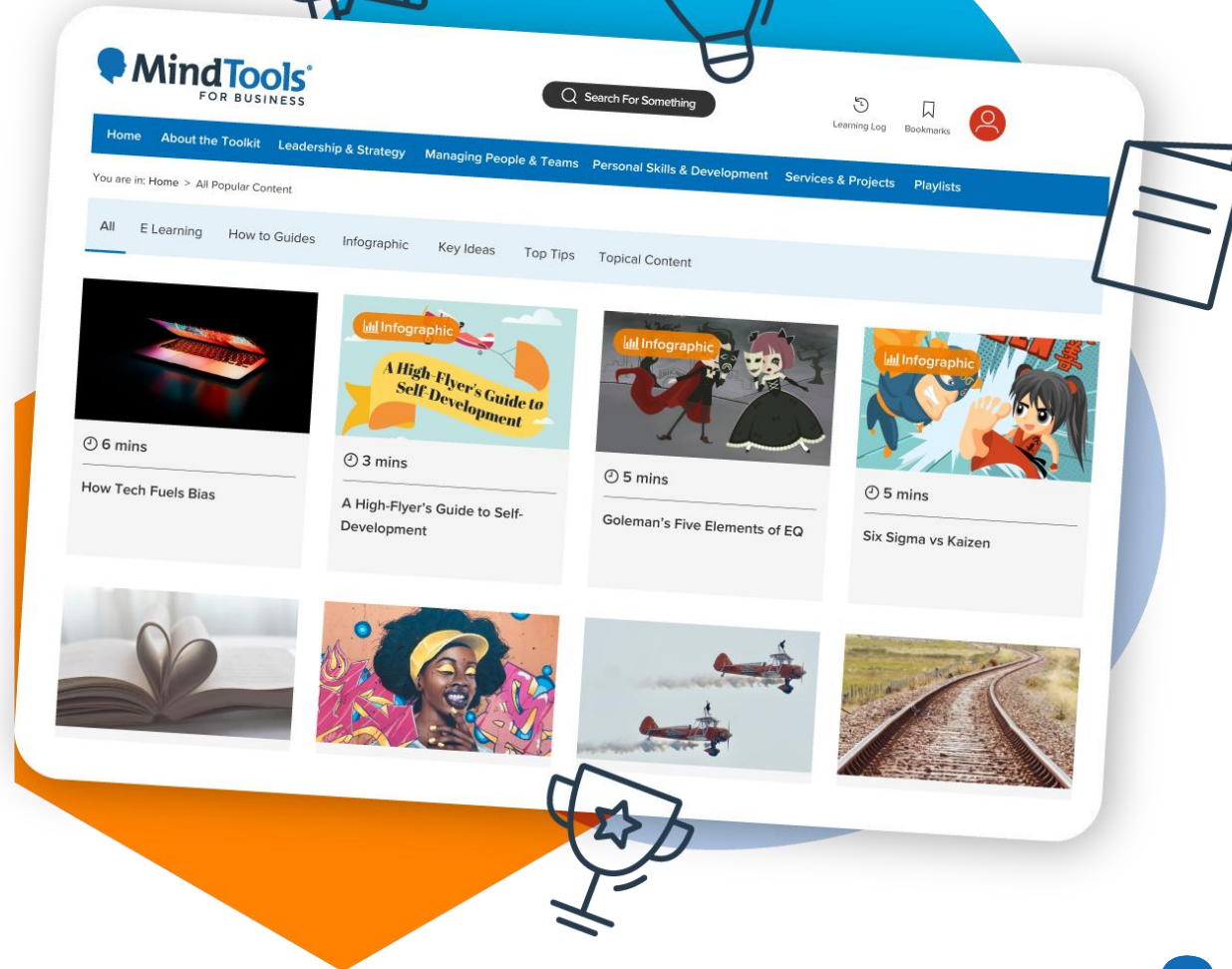


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# Our main service: Custom learning

