FOSWAY GROUP
Innovative Content Strategies
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AI
- Worth looking at AI driven content initiatives
- Acceptance that AI drives predictive learning paths and will be a good support within L&D
- Cautions that L&D have to get 'baseline' right before flirting with the new and fancy e.g. minimum business requirements around say compliance content have to be in place before more complex AI-driven solutions (or other things like VR etc) can be talked about seriously

#time to learn
- Reinforce existing learning
- 4 hour block or 4 x1hr?
- Rolling theme for every month
- Better way to manage people's learning

User Generated Content
- Types
  - Need to be able to capture all forms of learning
  - Facebook-like approach
    - Puts learners together
      - Collaborative content
  - Transcript - subtitles on learning/videos
  - Make your own videos
    - Quick to produce - short shelf life
      - Rough and ready can be perfect
    - If making video - too big a task for L&D so who will moderate?
  - We uses a CEOs blog?
    - Is this learning or is this comms ?
    - Debated feedback
- Need to manage the content - need to have a strategy regarding maintenance
  - Self governed
    - Difficult when constrained
  - L&D has a role in the process but we oversee it
    - Partnering with the business
  - all needs moderation - Copyright issues
    - Need to sensor and provide policy and process
- Generating the engagement around self-led/social learning is hard work
  - 'Something happens when people walk through the door at work that stops them sharing in a way they would do in their personal lives'
  - Don't want to restrict people creating their own , but not everyone wants to
    - Is this an issue with an aging workforce?
- How can we get our people creating user generated content?
  - Need a powerful hook or incentive to drive engagement to create content
  - In some organisations there is 'fear' of saying the wrong thing - is that down to organisational culture? If so, is that L&D's role to change?
  - Stakeholders need to 'give users permission' to create what they want
  - More difficult with people that do not have access
- Challenges
  - People do not see videos forums etc as learning
  - Hard to inteprete what's the business problem it's trying to solve
  - Are there problems the business/L&D don't even realise exist and so therefore can't help solve?
  - Getting correct steps involved - ie, how many seconds of explanation needed
  - Limited storage on cloud?
- Successful UGC/social learning 'proof of concept'
  - Interesting example
  - Used one product but it didn't scale but it didn't scale. Pilot engaged like minded individuals who were chosen because they were likely to get involved...but that approach didn't translate when they rolled it out to wider population
  - There is a sense that many learners don't "want" to create their own content. Many aren't motivated, many still see 'knowledge as power' and many feel it's the organisations job to 'spoon feed' them
  - Have now reached a 'tipping point' with a critical mass of over 50,000 users
  - So now if people ask a question on that platform, someone is bound to answer because there are enough users who actively contribute

Content Strategy
- L&D often confuses platform with a 'fix' e.g. buying social learning software and expecting it to drive behaviours - but the platform alone won't generate content or get people talking to each other
- Never going to be one side fits all. Work with customers to identify needs & mechanism
- Business & L&D Link
  - L&D leads from a learning perspective
  - Getting the business to think differently
  - Business telling us the method
- Define a strategy - 70:20:10 - ethos that we are working towards
- How do you create content that is self -directed
  - Provided in the right way
  - Accessible
    - More digital content but how do we give people devices?
- Solution developer - research about what works / insights
  - Everything done currently by flying trainers all over the world....
    - So they have a blank slate which is nice in some ways as no legacy to overcome but unsure of which way to turn for the best with regards to content strategy
- Doesn't necessarily come from the L&D team
  - Business language needs to be right
  - Leaders in the business to define what the business wants
- Formal
  - Behavioural still sits in the classroom
    - Are using flip classrooms
  - Compliance training
    - Going full circle - learning is valuable - so move people away from the workplace - focus on the structured 10%
    - You require a record
      - Does this really reflect performance
      - If someone fails what do we do?
    - More regulatory content - is a challenge
- Capability models
  - Objective of the learning. Shift from Scheduled to Real time
- Moving in to learning analytics to understand what adds the most value
  - How do we prove learning?
  - Amazon style ratings
  - Keeping track of what content is being used
  - Why would we use XAPI?
- Recommendations for learning based on previous learning experiences

Innovative content strategies - what makes great content and where can you get it from?
- What learning content do learners want (not what L&D force on them) and how are you addressing this?
- What are the pros and cons to content having the same look and feel for the employee vs each programme being different so potentially more engaging?
- How will artificial intelligence (AI) change how we construct learning and learning content?

What makes great content?
- How can we make learning compelling ?
  - If content is compelling people will view it
  - Case study examples
  - Actors
- Relevant & timely
  - What is topical
    - With signposting
  - Less is more
- Needs to have a purpose
  - What do people need to do - want to know more, apply the learning
  - Not the latest fad
- Engaging
  - Provocative
    - Challenging
  - With gamification where appropriate
- Personalised
  - Even regulatory learning
  - Contextual
- Can be as simple as an answer to a question on an internal community platform - doesn't have to mean e-learning
- All content is not created equal
- Easily accessible
- It's less about 'great content' and more about having the right pushes and pulls
- Variety! keeping branding. Importance of templates
- Add value
  - Linked to performance
  - Embed learning into workplace

User engagement and accessibility
- Accessibility is key - not as in for visually impaired etc but as in ease of access
- L&D need to become better marketers
  - 'we're good at new initiatives not campaigns'
  - Marketing and L&D teams don't really talk but they should!
- Working with learners indirectly through their organisations' channels
  - Much harder to understand what drives engagement and which types of content work best
  - Just embarking on a project to create an external learning platform and content for partners worldwide
- Bandwidth challenges remain for many organisations especially retail and banking -down to what they can realistically access in store/in branch
- Right cultural development and language
  - Global challenges across political barriers (China), security, languages and access/bandwidth

Types of content
- Blurring of the lines between learning and comms - its just stuff - as long as it is relevant and applicable
- Cultural shift to move away from 10% in 70:20:10 model
- Learning pathways
- Soft Skills - bought in 5 minute videos
- Contentless content
  - Drop in Sessions
    - On a topic - live session - go and get the results
    - Dependent on culture whether this will work
    - Concept based on action learning sets
- Using social platforms before and after ILT

Content Production Models
- In house - driven by project team - in house or external if digital - dependent on budget, how complex is the content
- 'Trains vs tracks' analogy for systems vs content. People shouldn't be 'building new trains' i.e. content or other new initiatives if there 'isn't track to put them on' i.e. systems etc to share things via
- Detailed standards regarding how content should be developed - not a strategy
- Make choices - buy in, create ourselves, curate it, translate it,
- L&D then become enablers rather than 'order takers'
- Less content design - more about giving people the tools / systems / permission / opportunities
  - Not creating content - just directing people towards it
  - Personalising content
- More complex - more blended
- Mobile first strategy
  - Need to get the infrastructure in place

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