

**FOSWAY GROUP**  
**Transforming learner engagement**  
 23rd May 2017

**Make Learning Systems more engaging**

Is the reason people are increasing use of LMS is because tied into the contract for 3-5 yrs?  
 Mixture of old and next gen Do we need an LMS?  
 look good LMS should be invisible  
 sso easy to access  
 Insisted on no more than 3 clicks to get to content in his LMS - wanted just 2 originally but couldn't be done!  
 'Simple is key' Help learners 'get in then get out'  
 Single Sign On (SSO)  
 work constraints, level of understanding - maybe people a bit more forgiving in the workplace?  
 not always about technology - engagement in Digital learning.  
 Broadcast IT Subscriptions to content that is specialised  
 some platforms come with content  
 white elephant but not used  
 analyse learning process too costly  
 working in an agile way posting videos who adds content  
 Formal LMS

**Make learning content more engaging**

Netflix is a great platform but the reality is that the content isn't always that great yet people still engage with it  
 Stop sending reports Be brave enough to close down training that is not having an impact on performance  
 Simplify the platforms  
 inspire instruct inform An example given: The 3 I's  
 Cost of compliance then look at the fun stuff  
 Give examples of where the company has messed up Make it real or wherever they work  
 Use comms team in advance to create expectation and the desire to complete it  
 Even on mandatory  
 Competitive Making it interesting Explain the 'WHY'  
 Used twitter feed Example of the refresh data protection 20second trailers  
 Made people concerned - desired effect  
 Cultural differences need to be addressed  
 You Tube style Potentially by user experts  
 Uploading own videos  
 Curated  
 Learners behaving at work the same as they would at home - google type searches  
 AR used on Ships and Frigates Used in engineering and high tech situations  
 Apprenticeship training on expensive kit if breaking it would be not an option  
 Uses of Virtual Reality, Augmented Reality  
 Simplifying, shortening resources  
 Need to move from reams of paper to video for plant training  
 Operational marketing - comms team Trusted source Always providing dynamic upto date information  
 What do we do beyond the instructional training of people being told what to do  
 They see this as the duty of the organisation Many learners in branches do NOT want to be self led in their learning or 'own their own development'  
 Always keep in mind 'what would Nelly in the branch in Banbury think' - have to know your audience if you want them to engage  
 Stopping people retaking content they already know has been successful. Now with a lot of annual training that is repeated they simply ask qualifying questions and people only have to go through the e-learning if they don't know the answers - speeds everything up, helps engagement and is delivering 100% compliance  
 Speed is often of the essence to staff engagement so can come from making learning a) easy to access and b) quick  
 Live online learning is a great channel and alternative to classroom training/click next e-learning  
 But it's all down to the skill of the facilitator  
 Some have used 'newer' content types to create engagement around more traditional e-learning e.g. a video 'wrapper' to draw learners into the full SCORM course

**Transforming learner engagement - strategies and lessons from the front line**

What techniques can you use to engage learners in a learning experience rather than individual activities?  
 How do you design learning to engage a modern workforce?  
 How do we make learning systems and learning content more engaging?

**Issues engaging learners**

Some workers just want to go to work, do their job and go home No interest in developing themselves  
 Long service - ageing workforce  
 User experience is poor Doesn't help Learner engagement when profile data is wrong in the system  
 Being locked out of systems- ie, google, chrome, youtube etc  
 Example was given of the requirement of 17 mandatory piece of financial training when it was not relevant sheep dipping for no valid reason  
 Corporate compliance training More difficult than job specific training which just gets done, part of the business output therefore necessary and no questions  
 Senior management concerns about format and time factors rather than whether it keeps them out of jail  
 Gaining buy-in from both sides Presented a non-traditional platform and senior management were horrified that it could not schedule classroom course  
 can be hard Changing the learning experience from classroom to online - can give the perception of removing learning investment  
 Aligning a learning plan with overall corporate plan - can get a response of not affordable  
 Increased diversity actually means a more generic approach - too hard to please Difficult position because they still want to grab people's attention!  
 everyone so just try not to offend anyone! Still use an element of carrot and stick e.g. learners can't book their travel until they've finished the learning and got their certificate - not 'modern' but effective  
 Feeling that LMS's can 'exacerbate the engagement problem' 'even next gen platforms' can create barriers to learning  
 Curation is all well and good but 'more doesn't always = more' when it comes to content! Have to be able to surface the best content and this is challenging and time consuming  
 Are learners themselves the key here? Get them to rate and review curated content so the good stuff surfaces naturally? If learners are the curators, is curation a waste of L&D's time?  
 Have to remember that a learning network is about much more than just a system or a platform  
 Mindset in org can be that learning network is 'just the 7 other people in a team' but actually platforms provide access to tens of thousands of other people who can help you learn  
 Hard to change that mindset though!

**How do you design learning to engage a modern workforce?**

General consensus that L&D shouldn't be side tracked by millennials as an age group It's a mindset not an age thing!  
 What 'is' a modern workforce? Feeling that 'modern' is contextual to different organisations  
 Establish how they consume and deliver at point of need  
 Relevance or need of the content trumps the channel (or the media used to create the content) when it comes to engagement  
 Duration of content is key factor in engagement - don't want people dropping off as a course continues But acknowledge that some topics like leadership training need more in-depth experiences  
 Different language materials, learning in own language - elements, content, culture - combination of different things  
 UX is key across both content and systems engaging and personalised experiences  
 The workforce is more disparate so availability/accessibility of learning is key Get rid of the barriers  
 Different job roles, different attitudes to job roles, different learning approaches learning not separate but every part of our everyday lives.  
 Experiences that they have day to day, same experiences, visually exciting creating pace - changes quickly

**What techniques can you use to engage learners in a learning experience rather than individual activities?**

More marketing approach  
 Not about the event Its a journey or experience Continuous experience rather than an individual one Support culture of learning  
 Individual learning plans Enabling rather than controlling Personalised  
 Skills development  
 L&D needs to deliver more campaigns (not one-off initiatives) Shouldn't keep getting distracted by the shiny and new  
 Resources not courses  
 Netflix example of predictive content to drive ongoing engagement  
 Engagement is clearly a 'good thing' but need to keep learners on track and stop them 'wandering off' down different avenues, particularly if it incurs costs with external content  
 Governance required  
 ROI still important as have to justify L&D spend - and 'that's why LMS's still exist'  
 Nudges Due to volumes of work and lack of time some people just need nudges to keep them on track  
 Use Gamification digital badges Particularly in communities were they are competitive - sales e.g. Stars on the Macdonald empl badges  
 Stroke ego's where it might improve motivation  
 Need to get the balance right between push vs pull in terms of systems Algorithms can help engagement via pushes and predictive learning but any system needs people and the right behaviours to make it sing  
 Any critical mass levels of adoption will take at least 6-8 months. Can't expect immediate results.  
 Hard to push effectively in a franchise or channel models  
 The concept of adaptive learning was raised but nobody at the table really doing it at present Feeling that it's a good idea but need the system/infrastructure to be able to deliver adaptive content