

Beyond E-Learning

New Approaches to Managing and Delivering Organizational Knowledge

Marc J. Rosenberg, Ph.D.

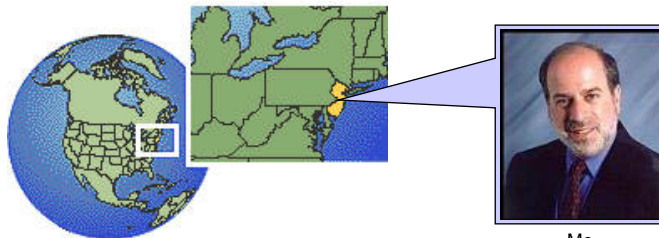
STEP Webinar
June 21, 2005

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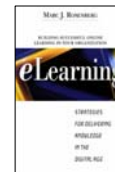
Greetings from Hillsborough, New Jersey, U.S.A.



Me.

Bio

Dr. Marc J. Rosenberg is a leading management consultant, speaker and educator in the fields of training, organizational learning, e-learning, knowledge management and performance improvement. Marc helps client define and focus their learning and e-learning strategy. He is the author of the best-selling book, *E-Learning: Strategies for Delivering Knowledge in the Digital Age* (McGraw-Hill), and his new book will be published by Pfeiffer in November, 2005. Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI. Dr. Rosenberg has spoken at The White House, keynoted numerous professional and business conferences, authored more than 40 articles in the field, and is a frequently quoted expert in major business and trade publications. More information about Marc is available at www.marcorosenberg.com.

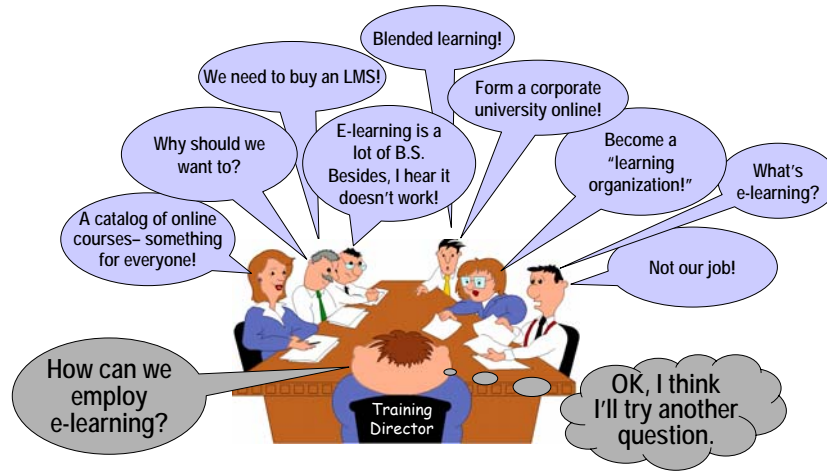


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To move beyond e-learning as we know it, we must change the conversation...



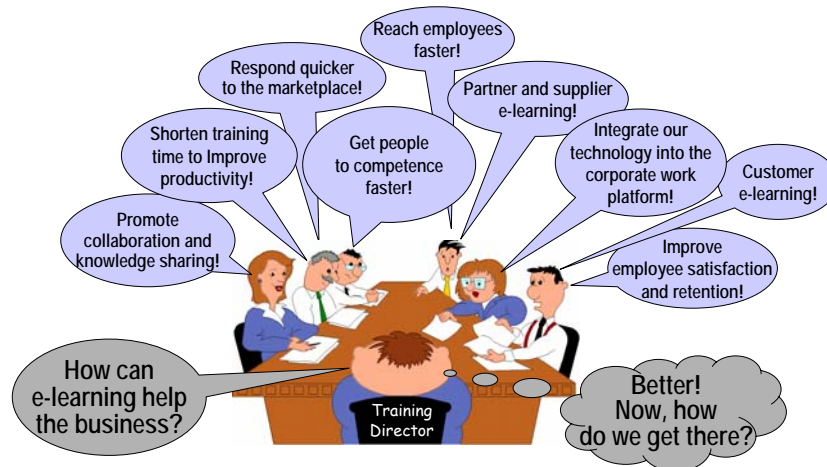
To make e-learning work, you have to think differently and ask different questions.

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...to a focus on the business



To make e-learning work, you have to think differently and ask different questions.

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Looking beyond what we have always done

“Learning is a much more complicated phenomenon than can ever be limited to a classroom. In organizational learning efforts, the confusion of learning and training is fatal.”

Peter Senge

Looking beyond what we have always done



- 1 If “e-learning” was the same as “e-training,” it would be called e-training. But it is too important to be limited solely to instructional solutions.

...Beyond e-training

- 2 Training works, but if training were the only way to learn, everyone would be “in class” all day, every day.

...Beyond the classroom

- 3 When great learning comes up against a bad organizational culture, the culture wins every time.

...Beyond learning

Looking beyond what we have always done

The Smart Enterprise

A high performance organization that allows knowledge to grow and flow freely across departmental, geographic or hierarchical boundaries, where it is shared and made actionable for the use and benefit of all.

It is way beyond e-learning!

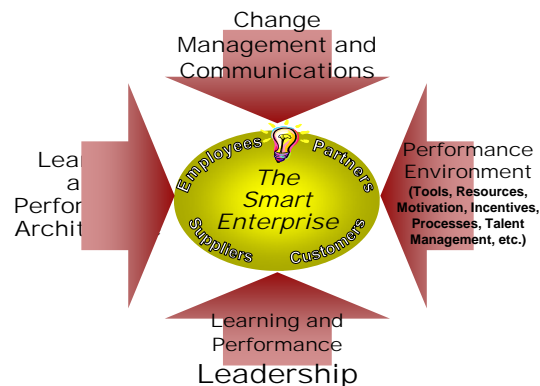
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Looking beyond what we have always done

Smart Enterprise Framework



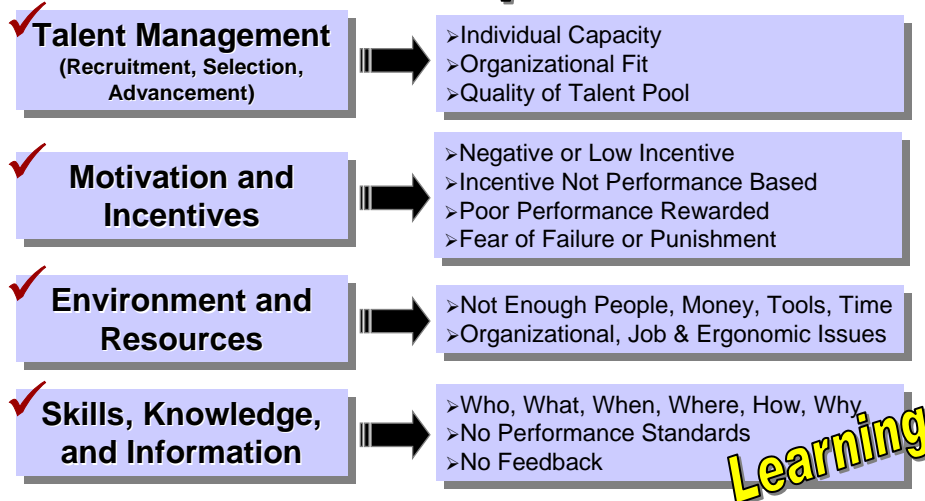
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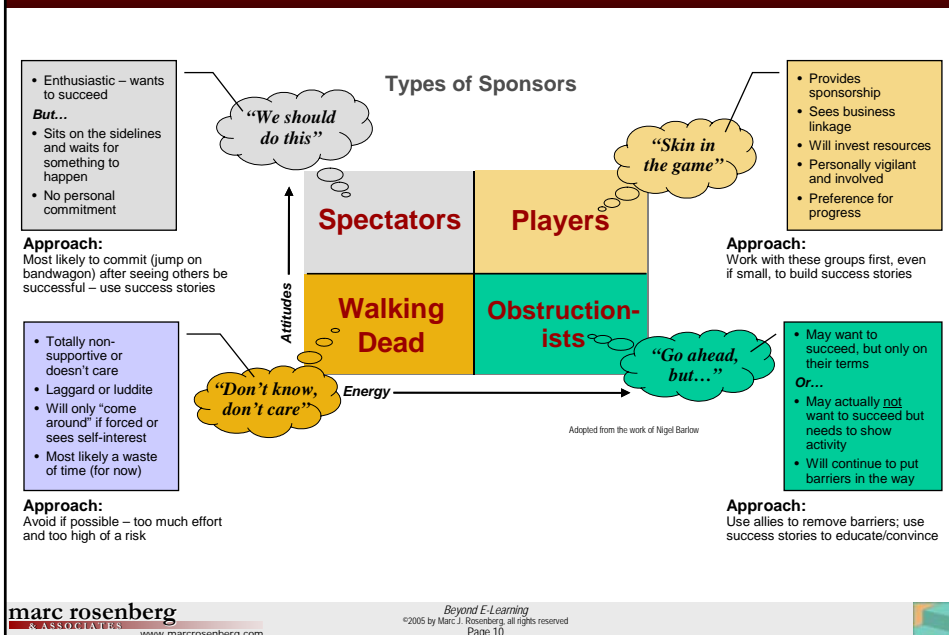
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From learning to performance

Performance Improvement



Pick the right sponsor



From "flavor of the month" to genuine acceptance

Three Elements of Change



Nine Factors that ensure the success of change

1. Balance change management, marketing and communication.
2. Set proper expectations and incentives.
3. Build support at all levels, including the front-line.
4. Implement change management before the change itself.
5. Commit to sustain the change long after initial deployment.
6. Early adopters may not be your most important audience.
7. Understand resistance and inability to change -- they are different.
8. Recognize that implementation is not behavior change.
9. Think big, start small, scale fast.

"If we don't change our direction, we'll end up exactly where we are headed."
Ancient Proverb

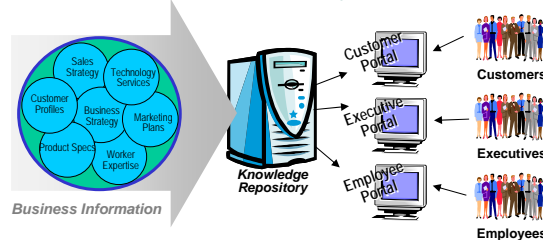
The power of knowledge management



A broad array of information can be put online...

- Product knowledge
- R&D
- Installation, care, use
- Customer service, troubleshooting
- New product updates
- Training
- Support for transaction systems
- Product knowledge, installation, care, use, service, troubleshooting
- Recommend resources
- Consistent corporate messages
- Policy and procedures
- Field support
- Best practices
- Competitive intelligence

...and then synchronized



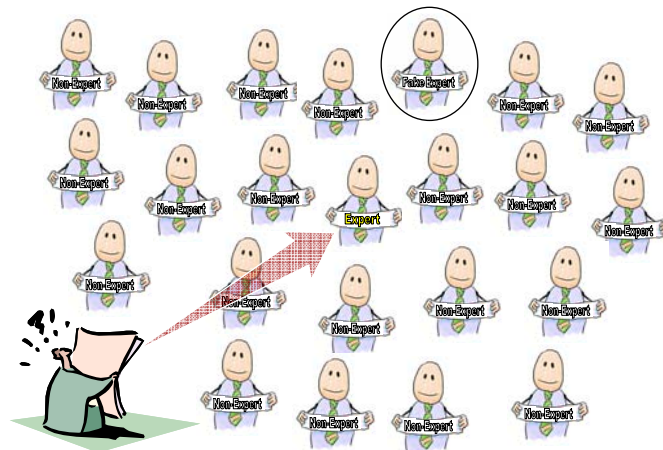
The power of collaboration



- Similar work processes, goals, customers, responsibilities, interests and needs.
- Similar preferences for the way content is structured.
- Job roles that require similar task support.

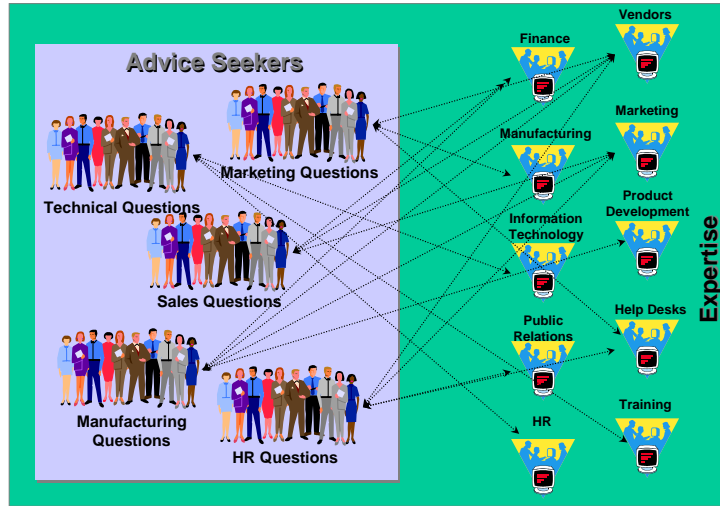


The power of expertise

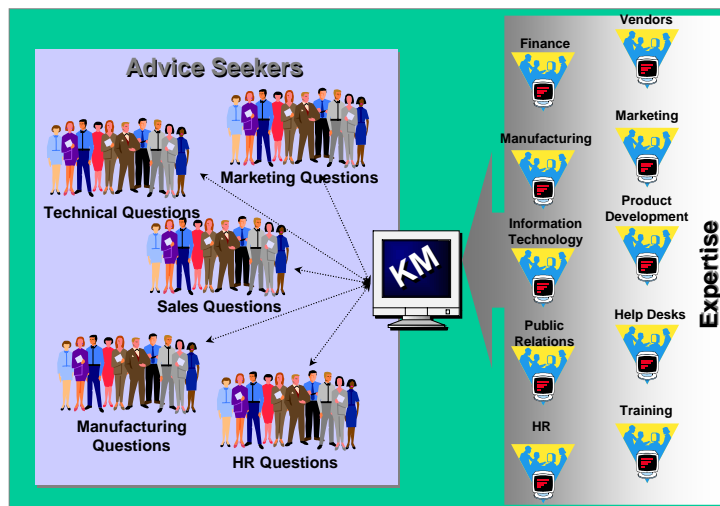


Where's Waldo, The Expert?

The power of expertise

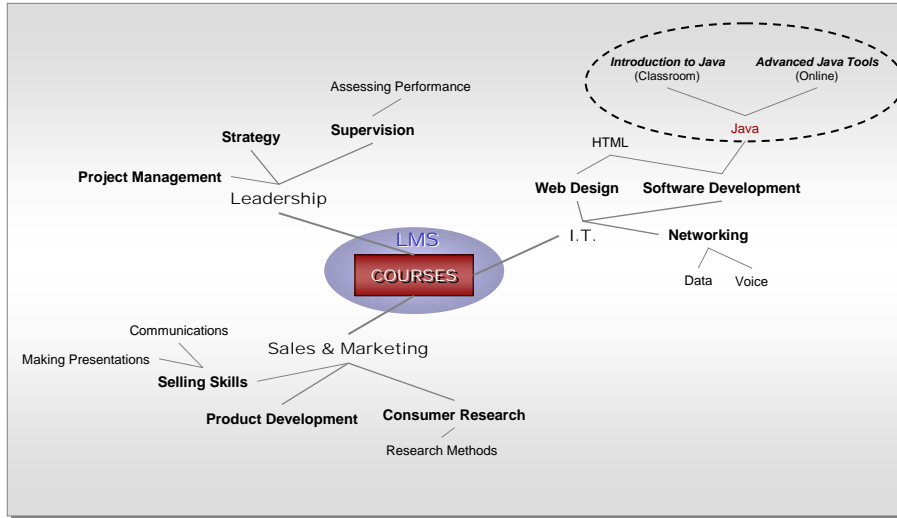


The power of expertise



A "course centric" view of knowledge

You want to learn about Java programming...



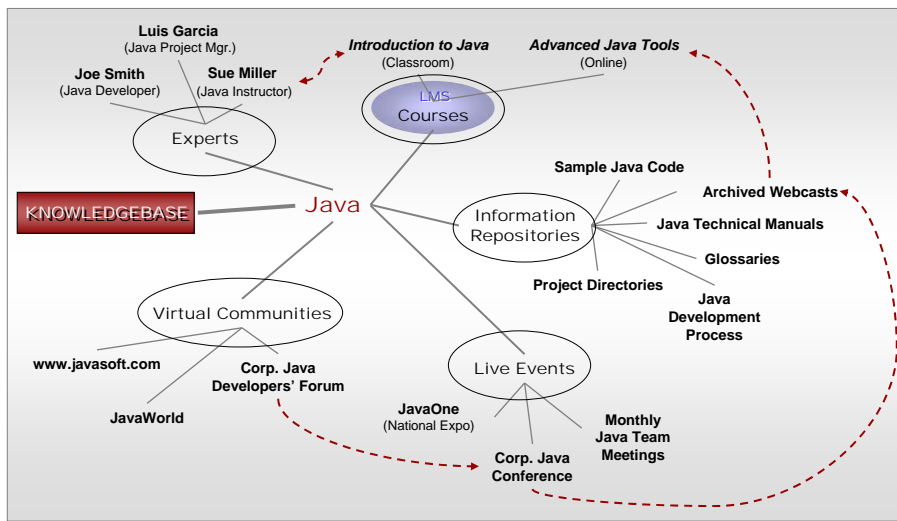
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A "knowledge centric" view of knowledge

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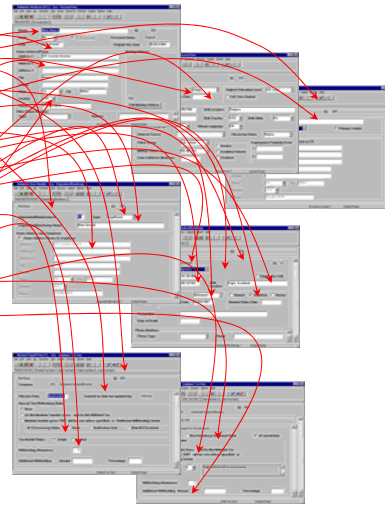
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Sometimes, simple work is not so simple - what would you do?

You want to change the marital status of a single employee in PeopleSoft

In the PeopleSoft ERP system the knowledge worker is faced with mentally mapping the business rules to the navigation flow, with no explicit support.

Employee ID
Date of Marriage
Married Name
Spouse Name
Address
Spouse SSN
Spouse Birthdate
Spouse Birthplace
Spouse Gender
Spouse Status
Spouse Work
Federal Tax Status
Federal Tax Allowances
State of Residence
State Tax Status
State Tax Allowances



Courtesy of Gary Dickelman, EPSSCentral, www.epsscentral.net

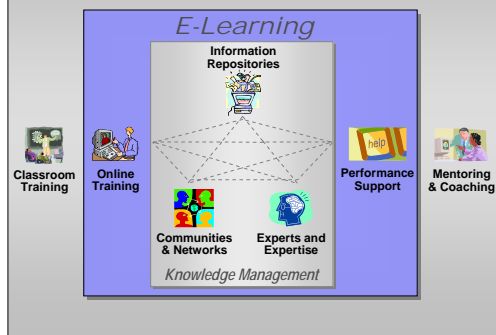
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A new framework for ~~e-learning~~ learning

Learning and Performance Architecture



Learning and Performance Architecture

A systematic integration of approaches (electronic and non-electronic) that facilitate both **formal** and **informal** workplace learning and support, and, ultimately, improved human performance.

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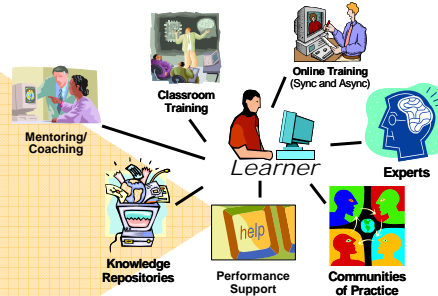
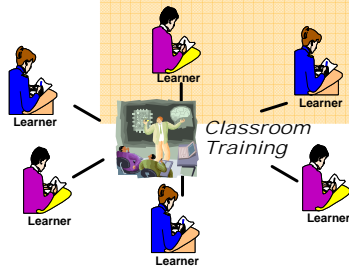
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Our world is fundamentally changing...

Old Paradigm

- The instructor is viewed as the center of all knowledge.
- The classroom is seen as the place where all knowledge disseminates.
- The course is viewed as the preferred format for learning.



New Paradigm

- The employee/learner is viewed as a knowledge seeker, with constantly changing learning needs and time frames.
- Online and offline services enable greater access to the total set of knowledge and performance resources.

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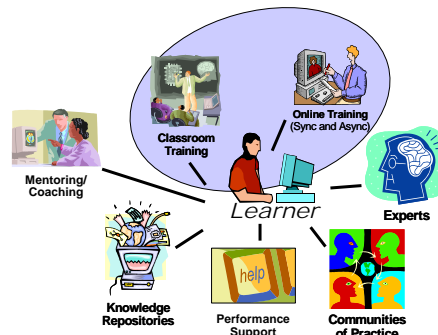
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...but are we?

The Challenge

- Training is limited in what it can do.
- Technology is offering us many more opportunities to learn faster, better, cheaper.
- We limit our impact by limiting ourselves to training solutions.
- No one will wait for us to come around.



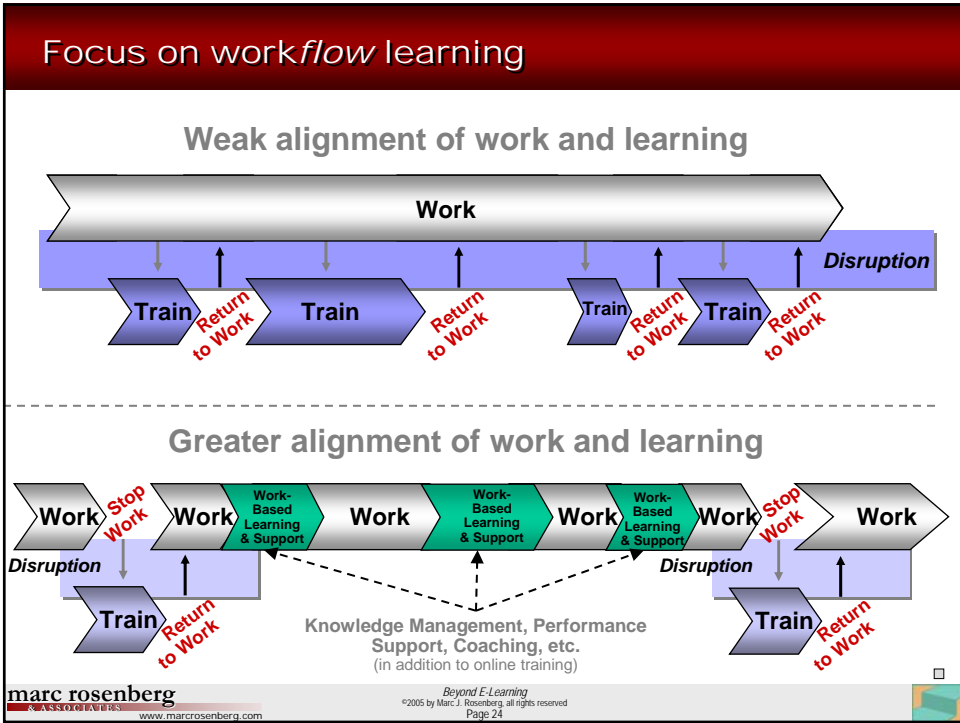
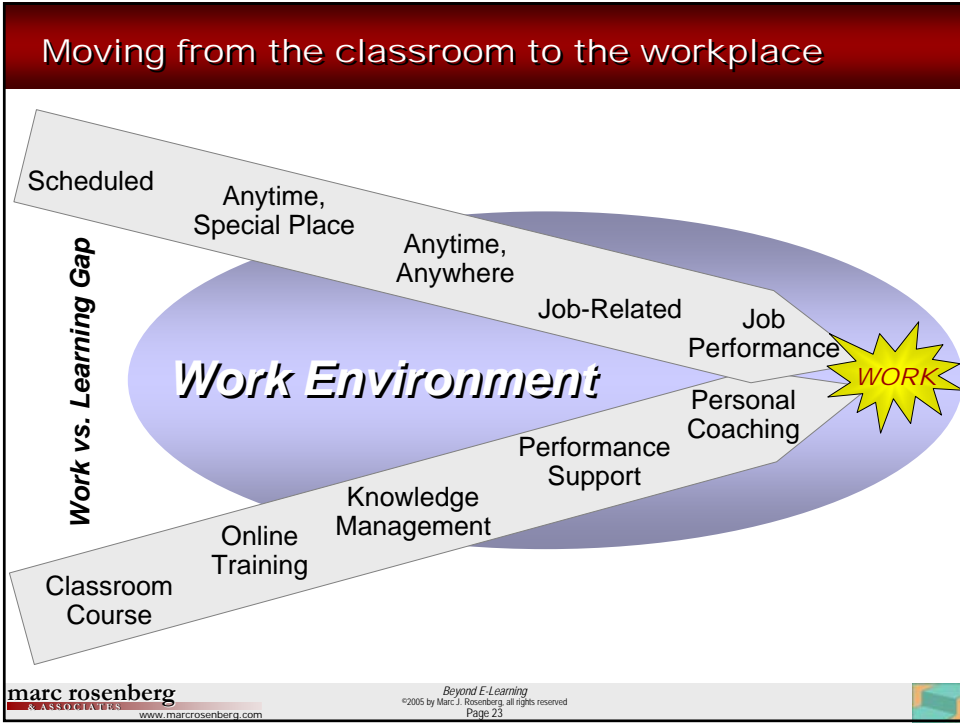
"If we always do what we've always done, we'll always get what we've always gotten." (proverb)

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How will the training organization change?

The training organization itself ~~will~~^{must} fundamentally change



"I don't know who invented water, but it wasn't a fish."

Marshall McLuhan

- New, non-training *structure*
 - Corporate U: RIP
 - Virtual, multi-year view
- New, non-training *partnerships*
 - Take an IT manager to lunch
 - Outsourcing and "off-shoring"
- New, non-training *metrics*
 - What does the business want?
 - Even learning may not be enough
- New, non-training *skills*
 - Information design, software development
 - Knowledge management, change management, program management

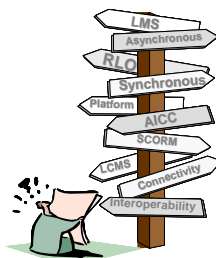
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What's the role of technology?

Technology helps build a learning culture by:



- Keeping everyone informed and involved
- Enabling everyone to learn faster
- Enabling personalization
- Supporting knowledge sharing
- Creating institutional memory

But technology alone is not enough:

- It is a tool, not a strategy
- It cannot, by itself build a learning culture
- If used poorly, it can actually defeat a learning culture

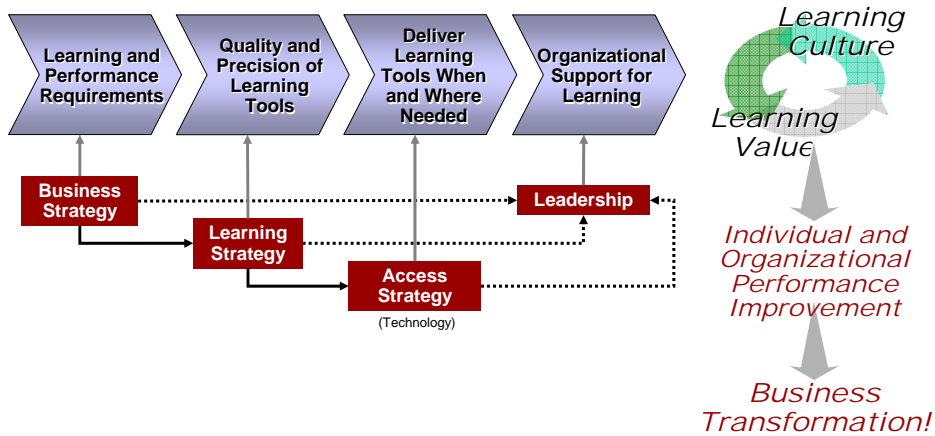
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How do you build value?

Value chain for learning and e-learning



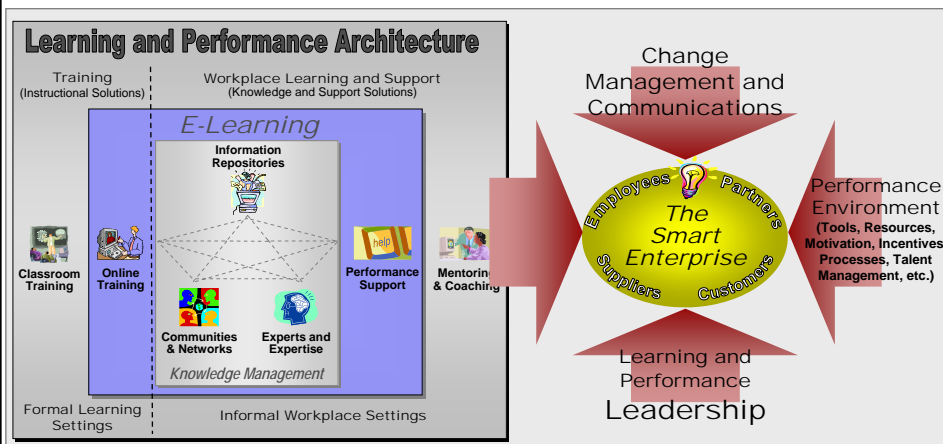
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Or is it this?

Smart Enterprise Framework



Supporting the worker, from the classroom to the workplace, and creating the right culture and environment for high performance.

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Thank You!

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“The best way to predict the future is to invent it.”

- Alan Kay

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