



How to Build an Effective Leadership Development Program with Micro-Learning



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- Over 30 Years in Human Resources and Talent Development Experience
- CLO, Massey Ferguson
- State Training Administrator, State of Iowa
- Serial Entrepreneur
 - CEO Propositions, Inc. (2011-present)
 - CEO GeoLearning, Inc. (1997-2011)
 - CEO Excellence in Training Corporation (1986-1997)
- President of Training Media Association and the Digital Learning Association
- SABIC, ExxonMobil, GE, ABB, Dell, Google, Nike, US OPM, NOAA, and Others



LEADERSHIP DEVELOPMENT PROGRAMS

ExxonMobil

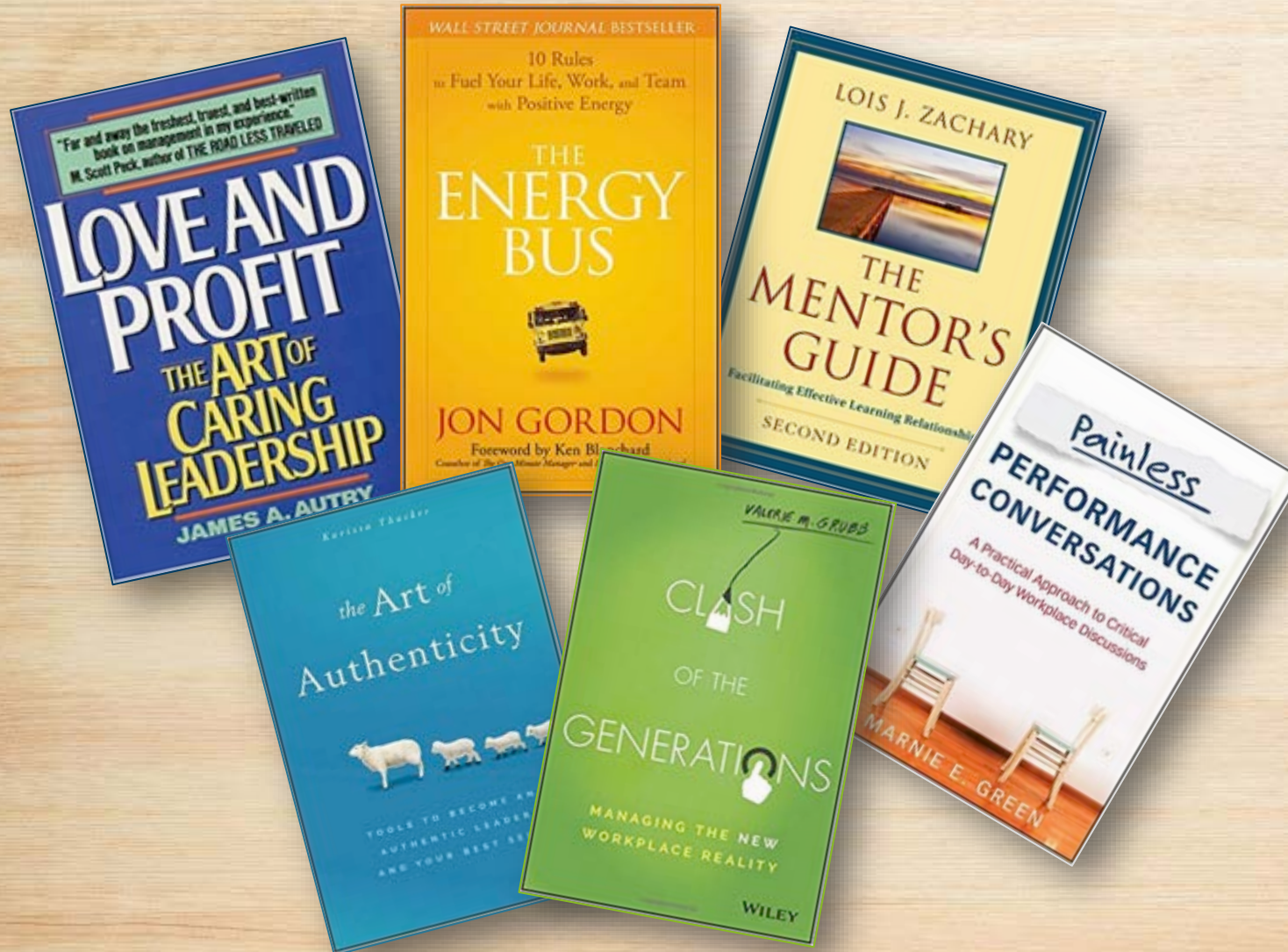
Energy lives here™



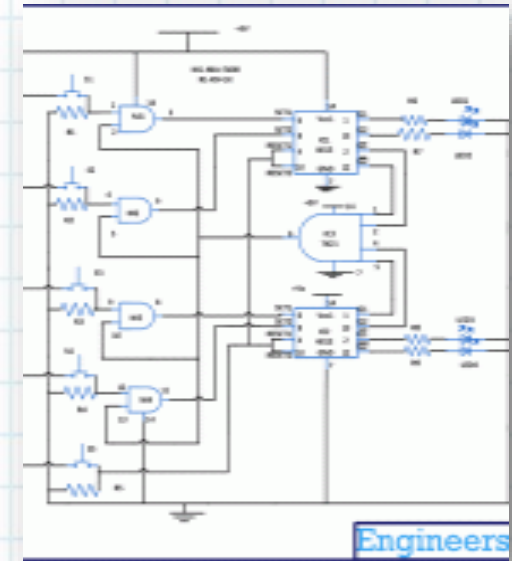
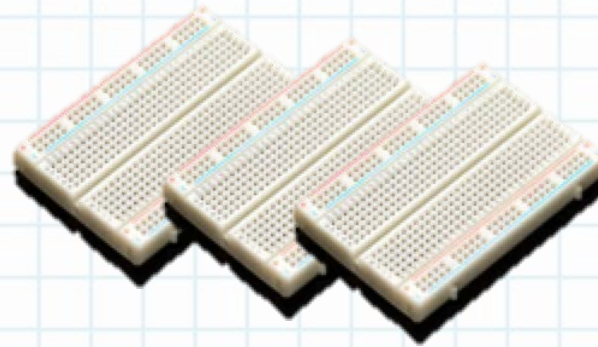
MASSEY FERGUSON

PHILIPS

LEADERSHIP COURSES

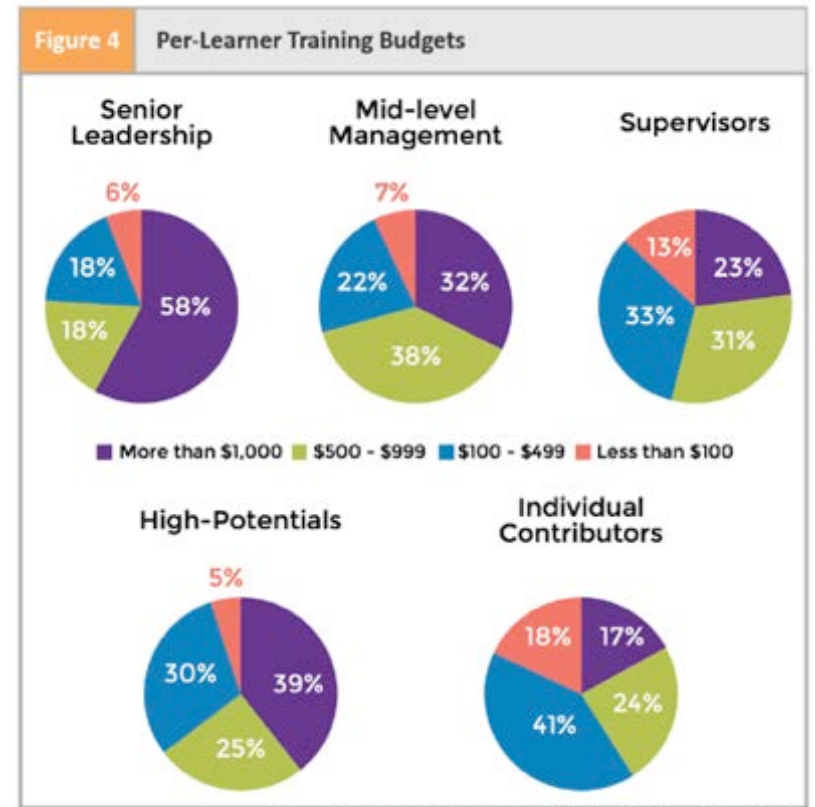



LEADING AN EMPOWERED TEAM



INVESTMENT

- U.S. organizations will spend from \$16B to \$20B on leadership development
- Fastest growth is in small to medium organizations (less than 1,000 employees)
- Most money (per person) spent on Executives, then High Potentials, Mid-level and and finally Supervisors¹



 "Most students of management agree that the transition from employee to manager is one of the most challenging in business."

Victor Lipman, Harvard Business Review¹




A photograph of a middle-aged man with a grey beard and hair, wearing a light-colored blazer over an orange shirt. He is sitting and looking down at a tablet computer he is holding with both hands. The background is a blurred office setting with a red wall.

40% of managers said their newly promoted leaders were **unprepared to assume this new role**

98% believe key aspects of their organization would improve if managers were **trained** to be effective leaders, **more quickly**


RESEARCH ON
MIDDLE MANAGERS¹



98% of these managers also felt they could use **more training**

87% wish they had received more training **before they were promoted** into their role

RESEARCH ON
MIDDLE MANAGERS¹



92% said it would have been more effective if it was more engaging or interesting

70% felt there was too much information to digest, retain and practice

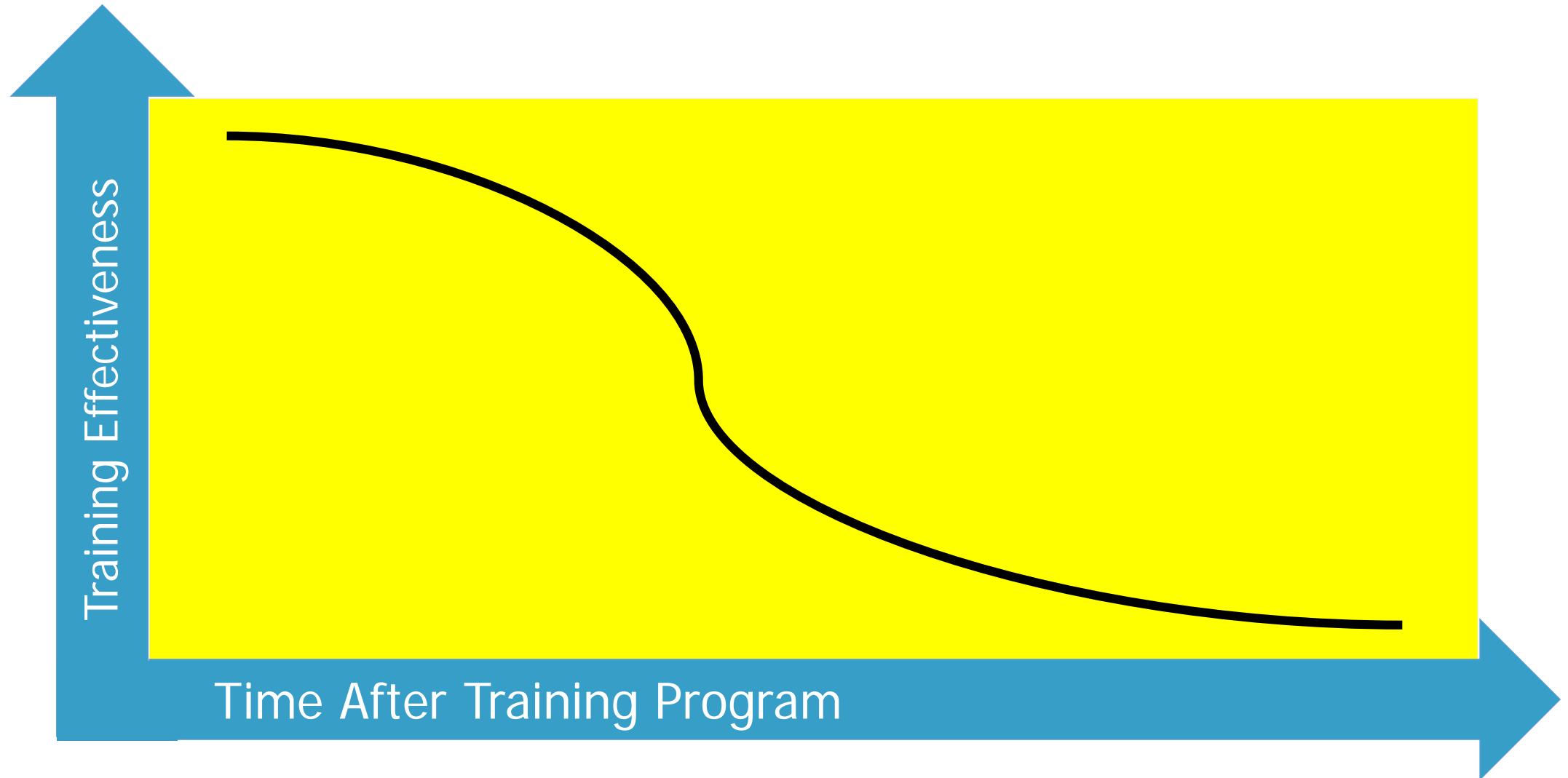
80% of management trainees who changed their behavior because of training, went back to their old habits after 6 months¹



My
Leadership
Training
Program



TRAINING EFFECTIVENESS/RETENTION



WHY EFFECTIVENESS DROPS

- Return to the “Real World”
- Busy workloads, priorities, and time pressure
- Insufficient opportunity to practice new skills
- Competing messages and motivators
- Disconnect with supervision or peers
- No chance to reflect, ask questions, evaluate
- Lack of **reinforcement** for positive behaviors
- The “*Organizational Antibody Effect*”



WHY TRADITIONAL ISN'T WORKING?



- Non-traditional Workforce
- Modern Learners
- Limited Resources
- Leadership Skills Gaps

CHALLENGES FOR TRAINERS

- Q. What happens if a new leader joins after a training program starts or ends? Do we have to wait for the next one?**
- Q. What if I can't afford to have my leaders take off a week to attend a program?**
- Q. What do I do for my remote leaders who can't travel to HQ?**

OMG... not
another
2-hour course!





82% of Workers Don't Have Desks!



LEARNERS ARE BUSY

1. Employees are interrupted every 4 minutes on average
2. Employees only have about 4 minutes a day to allot for training
3. 58% of employees say they'd use their organization's learning software more if the content was broken up into shorter lessons





LEARNERS ARE MOBILE

- American workers check their mobile phones approximately 8 billion times a day
- The average worker is 150 times per day
- In other words, that is where employees spend their time

For Generation Z...
the only phone
they've ever known
is a smart one!






Left to Their Own Devices!

Over 70% of employees now use their personal mobile devices to access job related information and training.



- 
- Crave Instant Access to Information
 - Seek Social Validation
 - Search Online for Help at Work
 - Have Shorter Attention Spans
 - Comfortable with Technology

PROFILE OF A
MODERN LEARNER¹

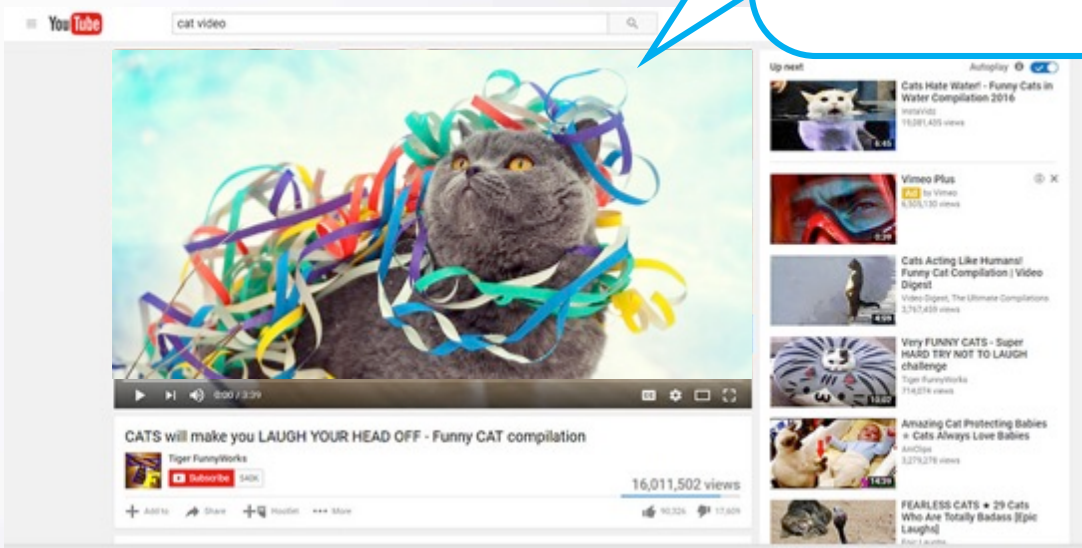


nielsen

LEARNERS LIKE MICRO-VIDEO



YouTube
4:20:00



Why Not Just Use YouTube?

- Search and “distracted viewing” wastes significant time and productivity
- On average 1.8 hours per day
- No consistency
- Match with organizational culture, competencies, and goals



HOW DO WE MAKE LEARNING...

- ✓ **More adaptive**
- ✓ **More impactful**
- ✓ **More memorable**
- ✓ **More practical**
- ✓ **More useful**
- ✓ **More convenient**
- ✓ **More cost effective**



Newest Trends in Learning

- Chunked
- Social
- Mobile
- Virtual
- Gamified
- Adaptive
- Experiential
- Blended
- Convenient





ANOTHER
TOOL FOR
OUR BELT



The background of the slide is a blurred image of a library. On the left and right sides, there are tall wooden bookshelves filled with books of various colors. In the center, a person is visible, slightly out of focus, sitting at a table and reading a book. The overall lighting is warm and soft.

Micro-Learning

Micro-learning is a method of learning that delivers content to employees in short, very specific bursts (think “bite-sized learning” or “learning nuggets”).

Micro-learning activities are usually completed in less than four minutes (1-7 minutes), making them digestible and manageable.

Best Micro-Learning

- **Small but complete learning experience**
- **Bite-sized chunks**
- **Step-by-step structure**
- **Convenient access**
- **Intuitive search and use**
- **Platform independent**
- **Engaging and useful**





LEARNER BENEFITS¹

- More Convenient
- More Adaptive
- Expands Short-term Memory
- Increases Retention 50-65%
- Faster Speed to Competence 40 50%





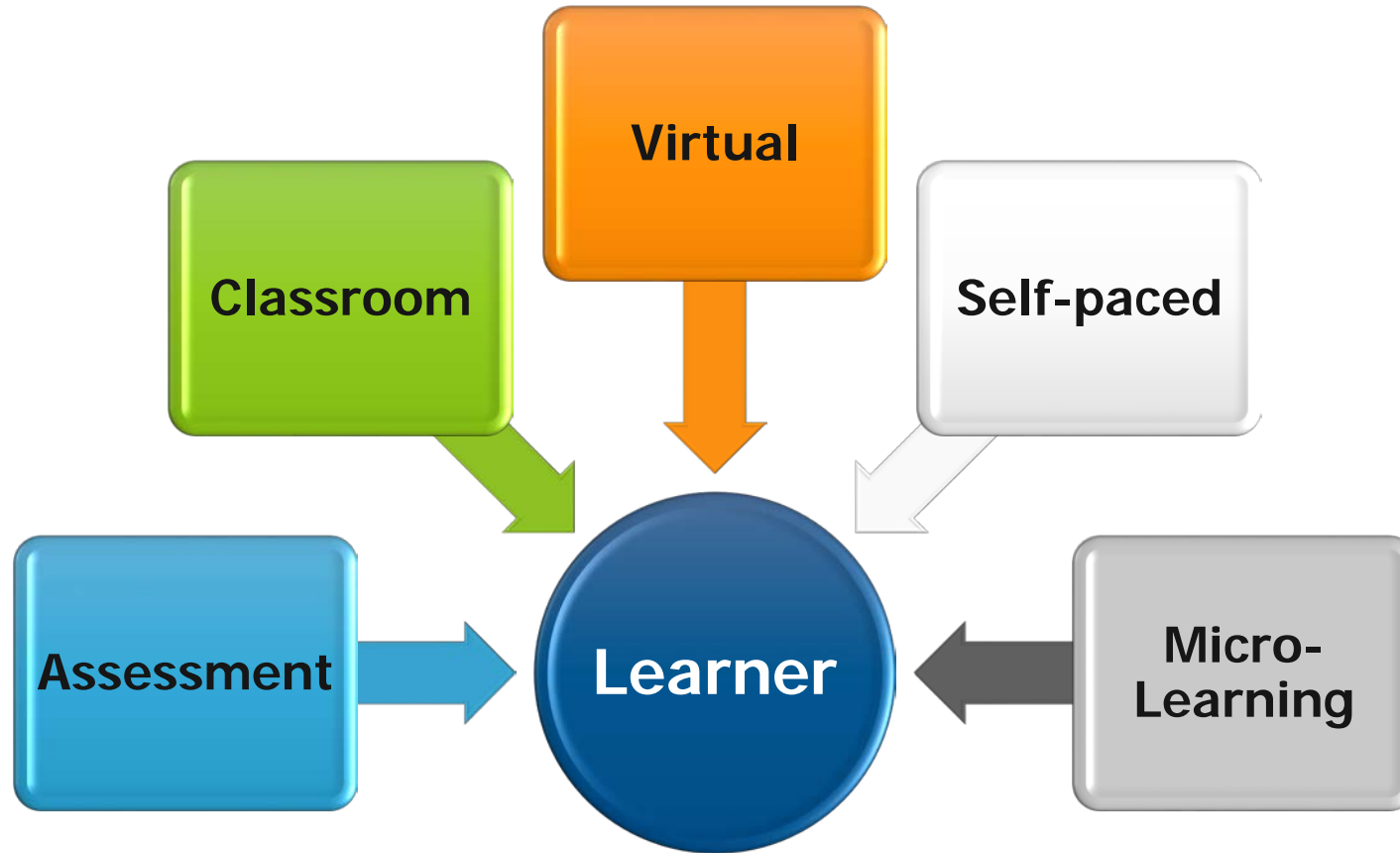
Organizational Benefits

- **More Affordable** - Cuts Development Costs 50%-75%
- **More Agile** - Increases Speed to Launch 300%
- **Increases Completion Rates** - Up to 75-95%
- **Easier to Manage/Update**
- **Decreases Administrative Burden**
- **Wider Utility**
- **Supports Globalization and Localization**

SLIPPERY WHEN WET!




USE A BLENDED APPROACH



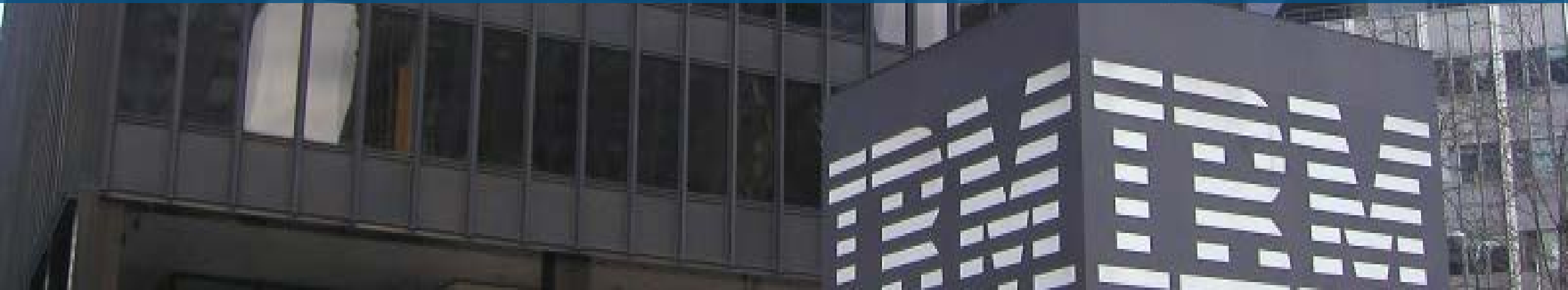
Benefits of Blended Learning

- ✓ Can create a richer learning experience
- ✓ Better for long-term behavior change
- ✓ Better for complex skills
- ✓ Better for team problem solving
- ✓ Allows for more personal interaction
 - Peers
 - Instructors
 - Coaches/Mentors
- ✓ Supports long-term retention





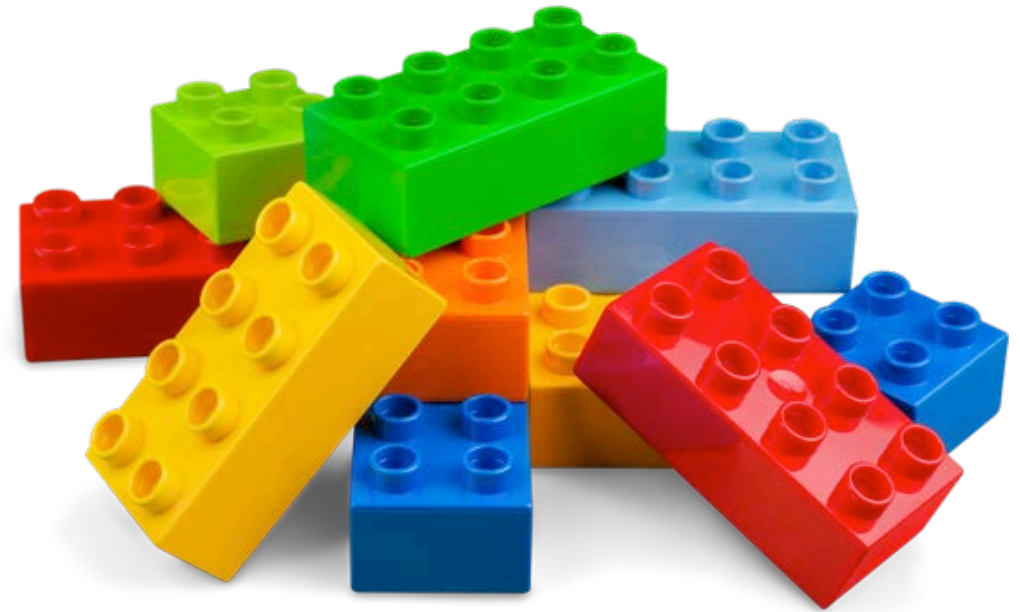
“There are many reasons to consider a blended curriculum. We can talk about learning styles, budget considerations, content and format suitability, and even scheduling and travel costs. We’ve learned, however, that perhaps a more compelling reason to consider a blended curriculum is the learning makeup of today’s new workforce. It’s not possible to offer these dynamic new employees a meaningful learning experience, suiting their core characteristics, without using a varied blend of delivery modalities.”





MAKE IT A RICHER EXPERIENCE

- Assessments
- Pre-class Assignments
- Focused Classroom with Interactions
- Action/Development Plans
- Experiential Assignments
- Reinforcers and Follow-up
- Coaching/Mentoring Tied to Learning
- Performance Support Tools
- Additional Video like Behavior Models



MAKE IT ADAPTIVE

Based on My Needs, Level, and Pace

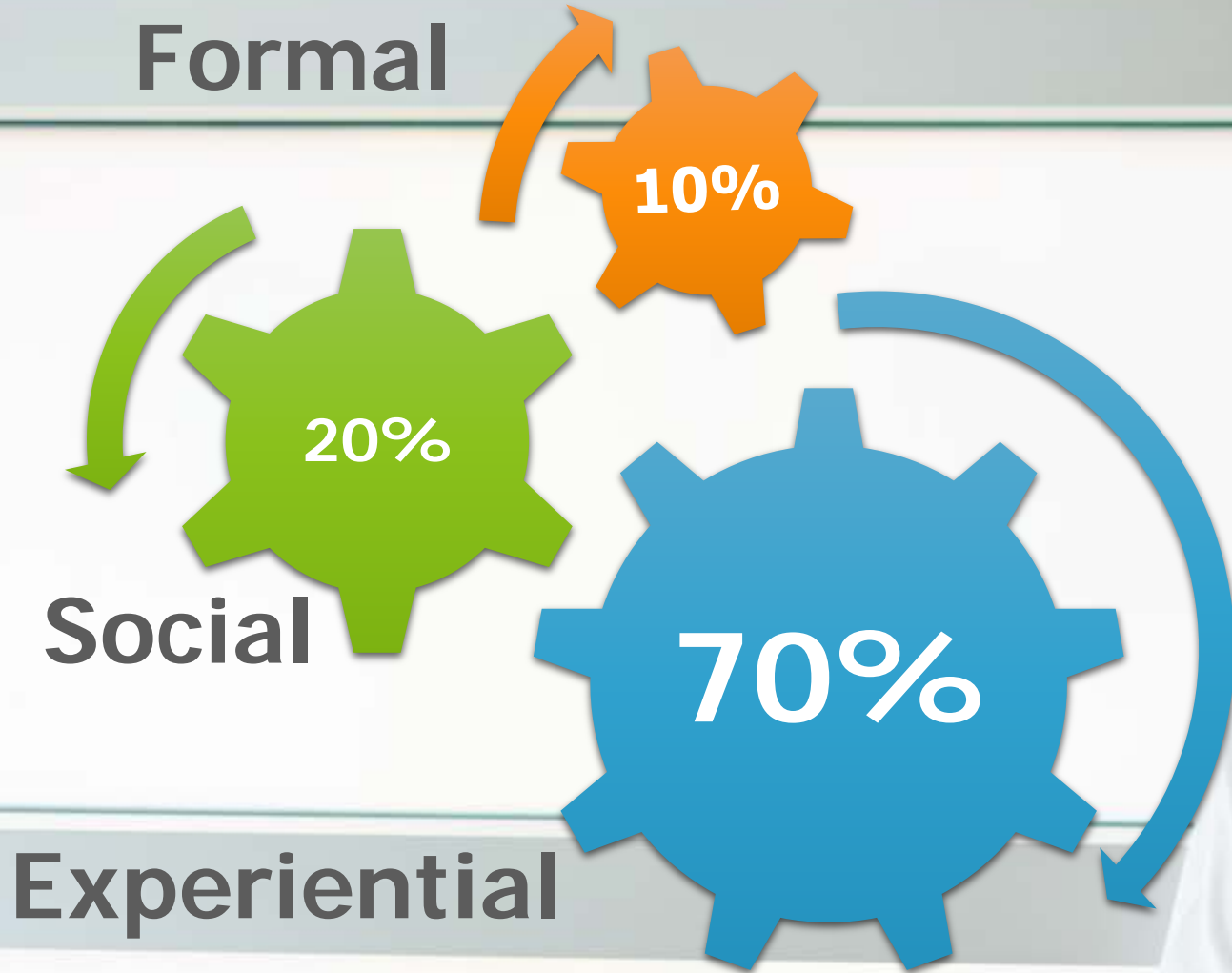
- 360 Assessments
- Self Assessments
- Dimensional Survey

Delivered in Ways I Like and Want

- Classroom
- Self-paced
- Micro-videos
- Audios
- Books, Print, and Digital



MAKE IT EXPERIENTIAL



MAKE SURE TO
FOLLOW UP

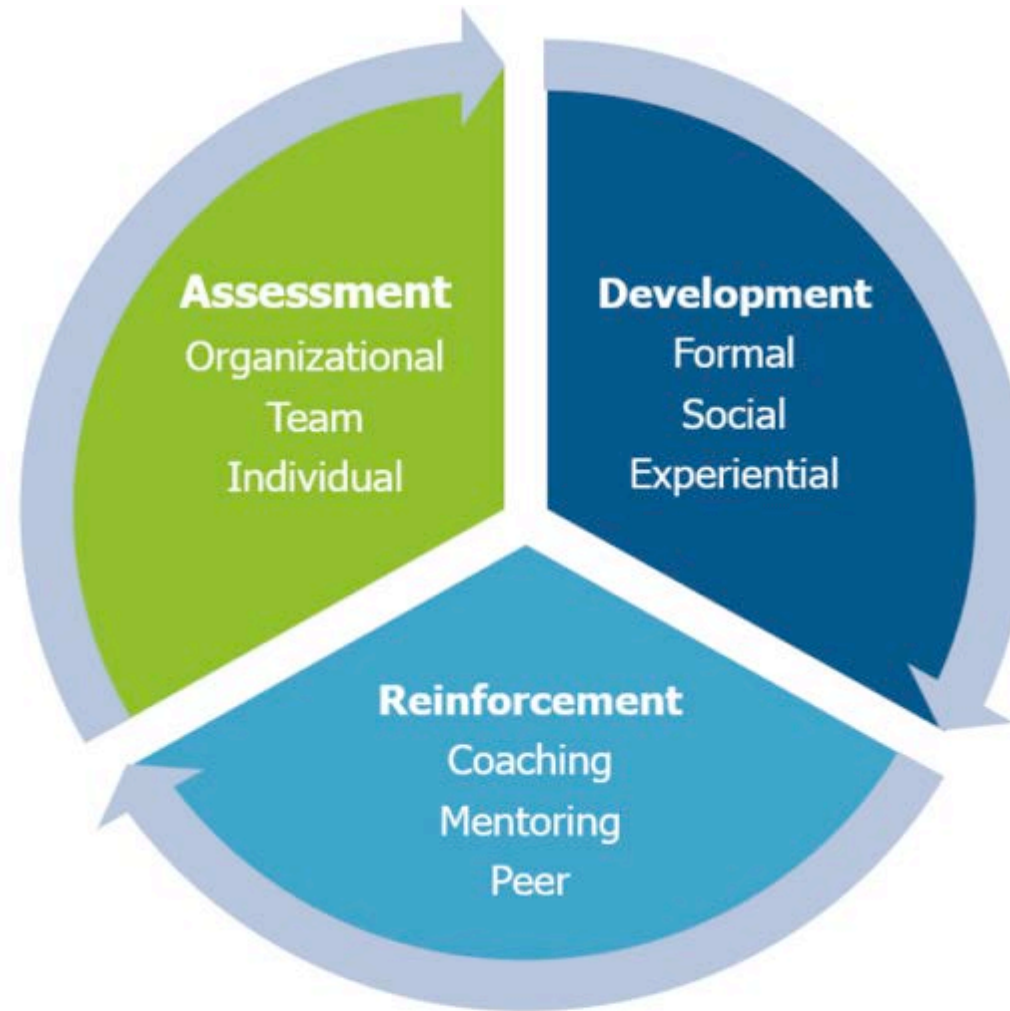


PROFILE (CASE STUDY)

- Computer Services
- Rapid Growth (Inc. 500/5000)
- Family-Owned
- Generational Transition
- New Young CEO
- Budget Constraints
- No Formal Leadership Training
- Eager to Learn and Change

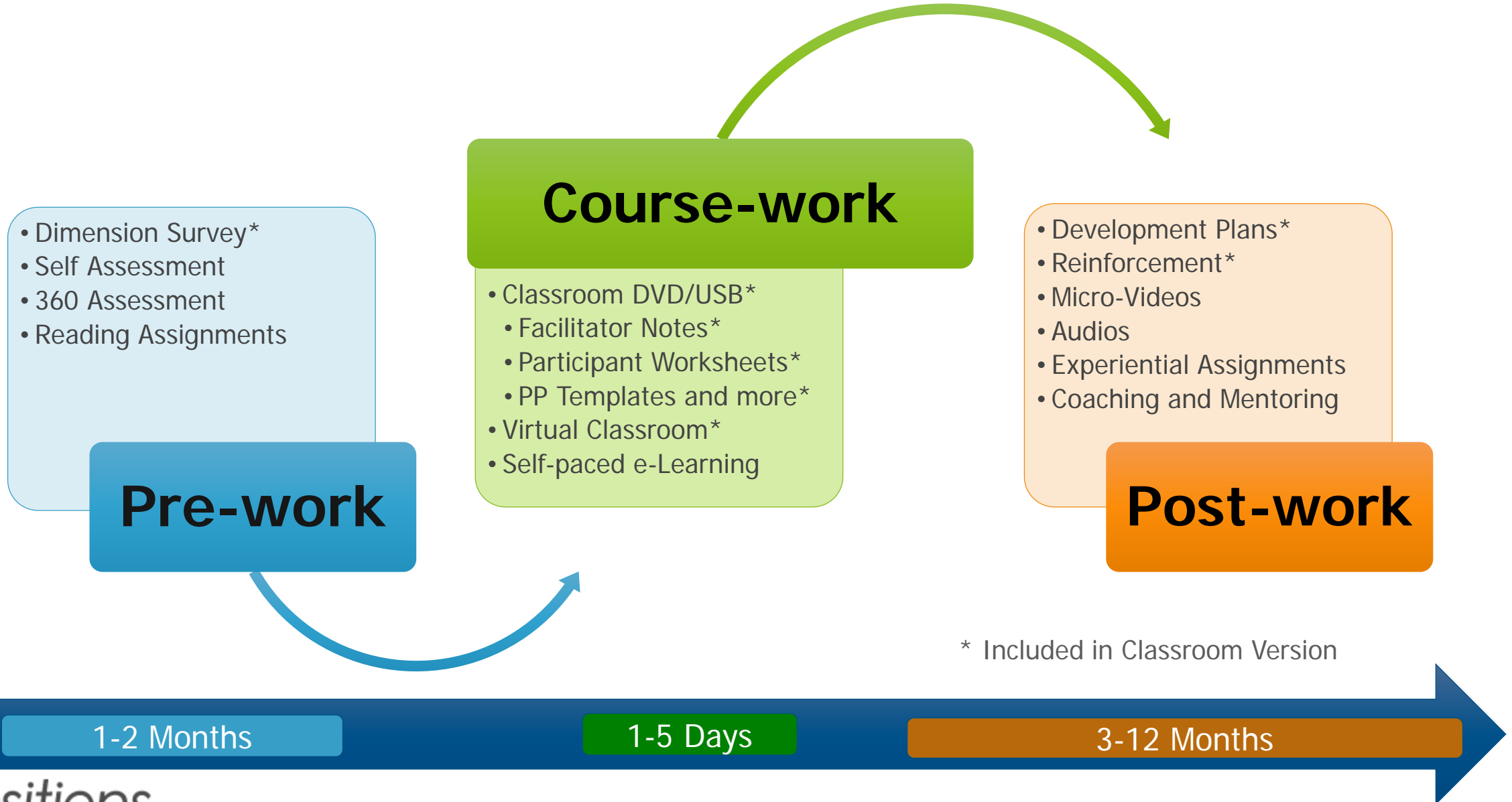


PROGRAM DESIGN MODEL



True Development Model

BLENDDED LEARNING OPTIONS



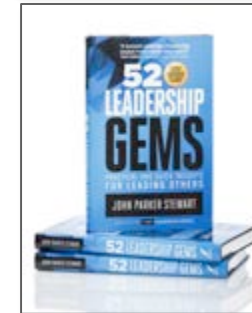
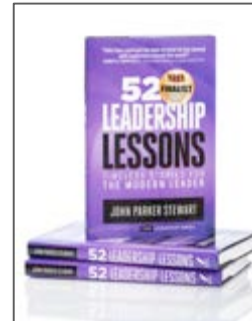
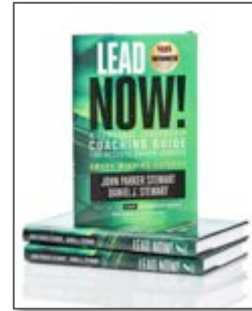
OFF-THE-SHELF PROGRAM



John Parker Stewart

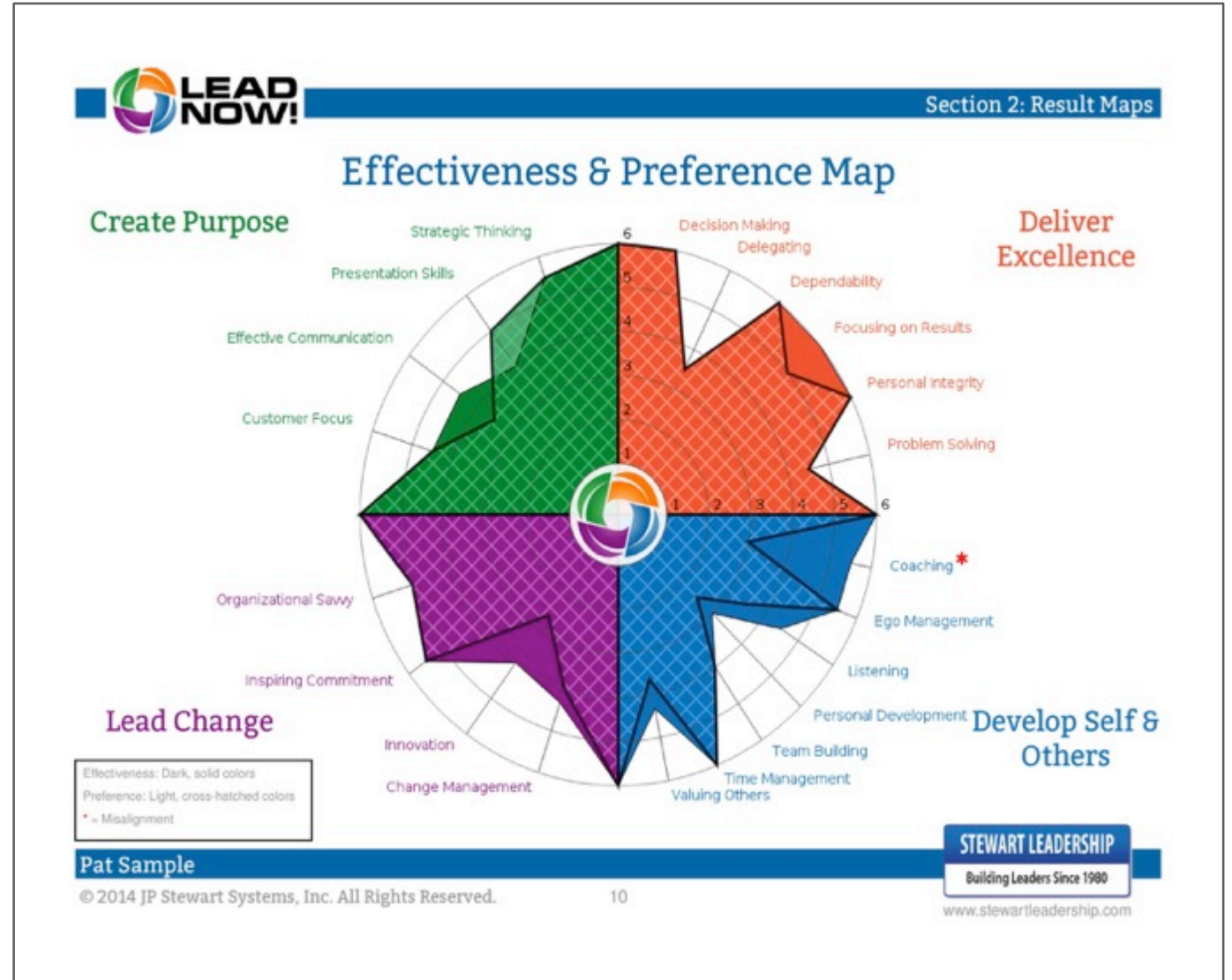


Daniel Stewart



ONLINE ASSESSMENTS

- ✓ 360 Assessment
- ✓ Self Assessment
- ✓ Dimension Survey



FLEXIBLE DELIVERY OPTIONS



22 MICRO-VIDEOS (6-7 MINUTES)



Narrated



Lesson



Gems



Power
Tips

CLASSROOM/VIRTUAL



SELF-PACED COURSE (SCORM)

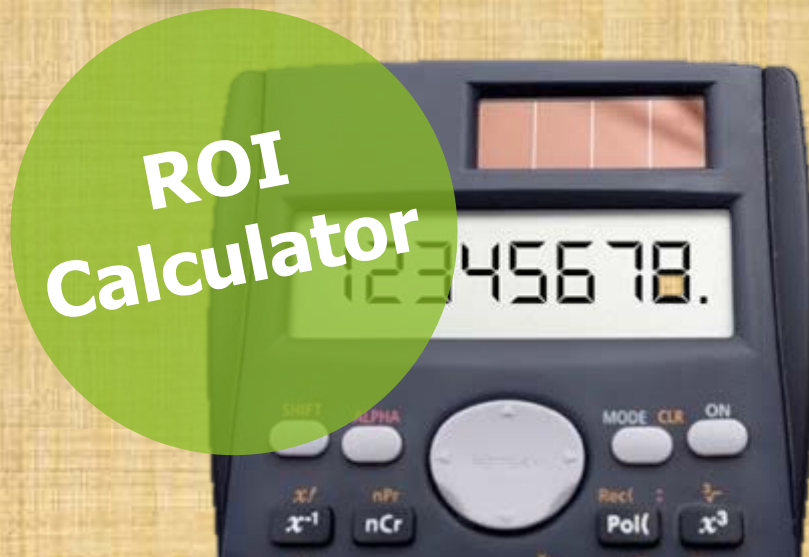
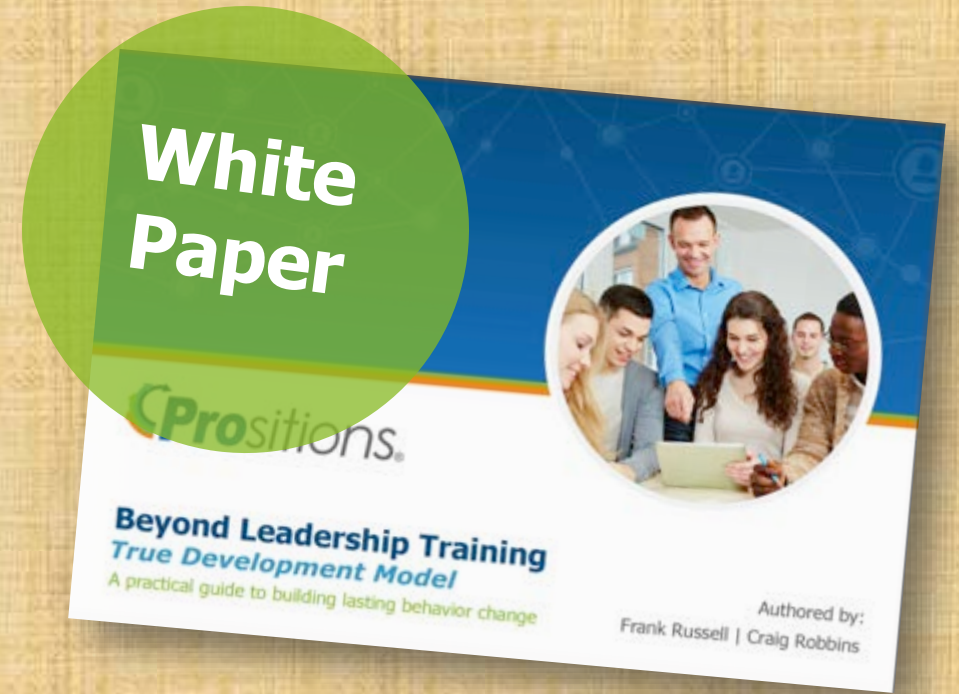




RESULTS



Freebies!



QUESTIONS

