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Transformative Learning

12/09/2023



About Us

Alirity is a results-driven business that specialises in supporting organisations successfully address their complex and critical challenges

At Alirity we build our approach on four fundamental pillars: **Agility**, **Clarity**, **Sustainability** and **Data**. Balancing these elements ensures a solid foundation for successful design, change and transformation



This is not **transformative** but hopefully it will give you some valuable insight.



What am I going to get out of the session?

- Techniques and approaches for data collection and analysis
- Insight from the work conducted in terms of learning experience
- Key considerations for your future initiatives

Context & Use Case

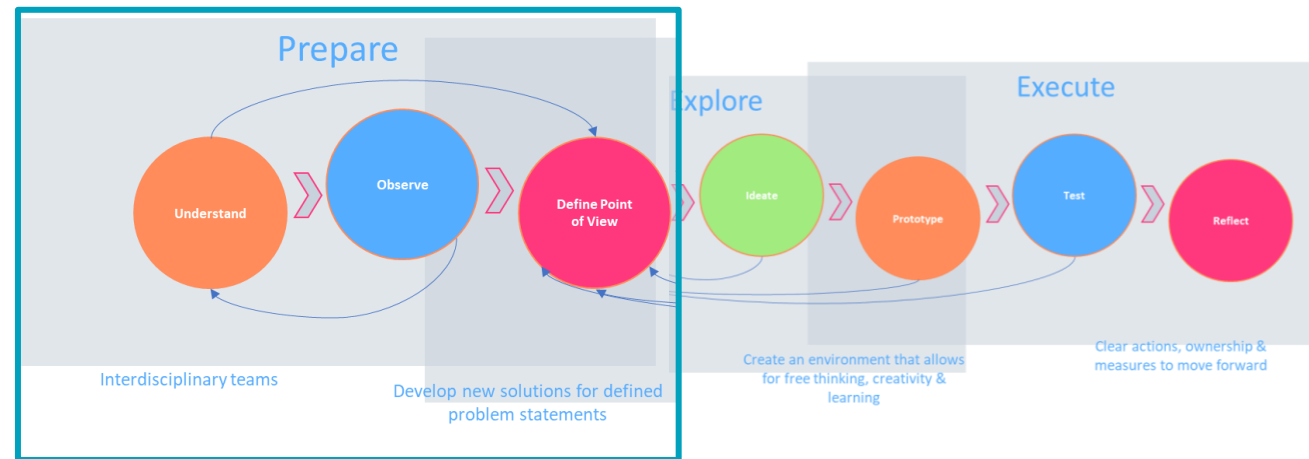
- We had been asked by our client to:
 - understand employee preference & experience associated to learning & development
 - identification of improvements to enhance positive learning outcomes
 - create a repeatable process for user research to continually inform L&D strategy, approach and implementation
 - Develop relevant insights that can support future change adoption
- The client was a multi-national that operated across 60 countries
- It operated in a highly regulated sector
- Over 100,000 employees and partners in varied roles & job types from factory, non-desk, distribution, research etc.
- They invested heavily in L&D, L&D was seen as critical to supporting organisational performance and its change agenda



How we approached it

We applied 'Design Thinking' to our approach

- Focusing on:
 - Understanding
 - Observing and
 - Defining a Point of View

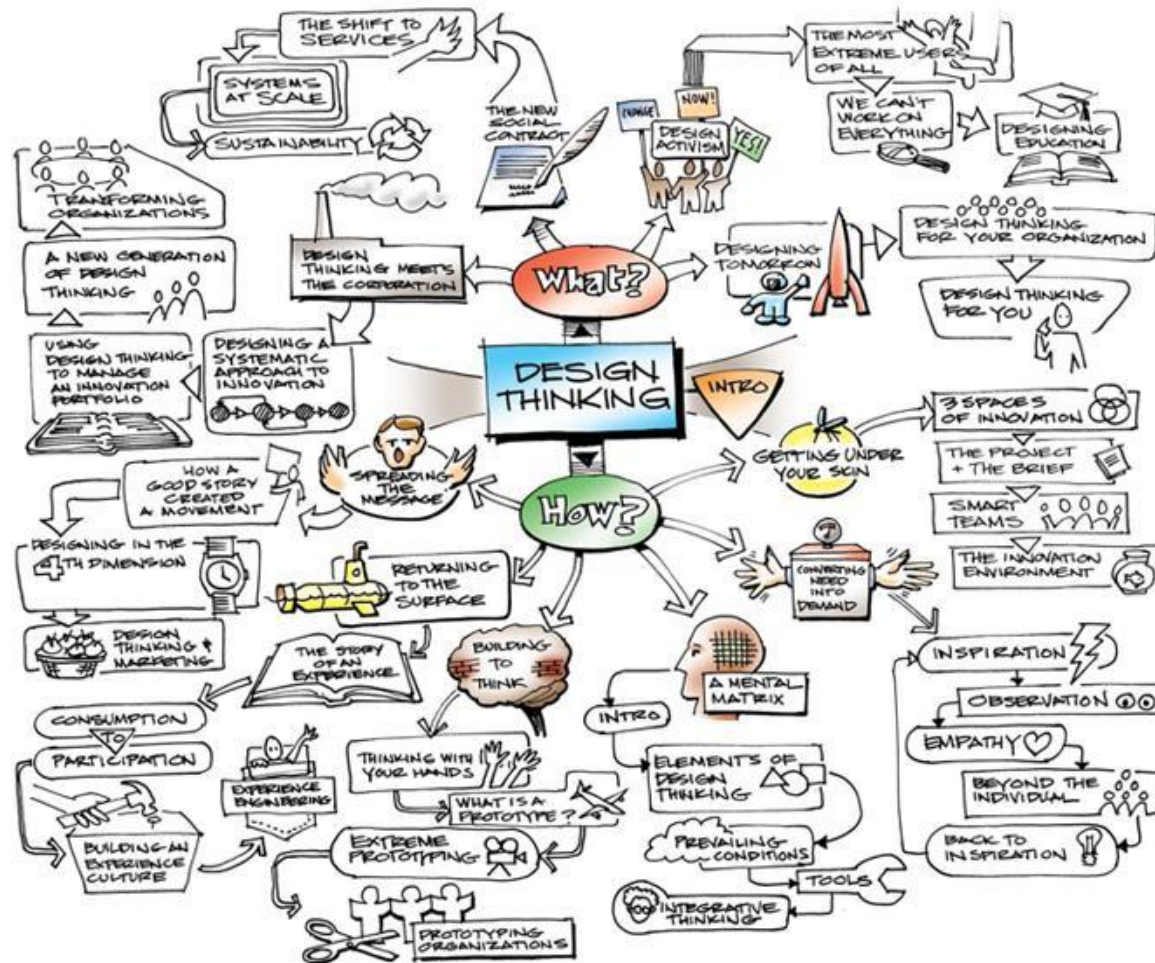


What is Design Thinking

Design thinking is a problem-solving approach that emphasizes empathy, creativity, and iterative experimentation.

Its benefits include:

- fostering innovative solutions;
- user-centered design;
- improved product or service development; and
- efficient problem resolution.



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Taking a data led approach

- Data collection methods

- Existing HR & Learning Data
- Surveys
- Market Data
- Interview for Empathy
- User Group Workshops
- Validation Sessions

- Outputs

- Insights
- User Personas
- Learner Experience Maps
- Service Blueprints

Data collection approach

- HR & finance data allowed us to build a view across the organisation of types & demographics
- Correlated with L&D data from the Learning Management Platform & Service Desk
- Survey issued to circa 1,000 participants across different business units to focus on specifics
- Interview for Empathy with circa 30 people allowed for deep dives
- Workshops allowed us to map user journeys and further deep dive into pain points

- Modern tools make collecting & processing larger data sets easier & more efficient
- We used machine learning (ML) for natural language processing (NLP) to support our analysis
- Validation and diving into what the data says is critical to ensure that you understand the circumstances and events that may be occurring at the point in time
- We utilised Miro for workshops, Microsoft Forms for the survey, Excel to bring together datasets and KNIME to perform the natural language processing



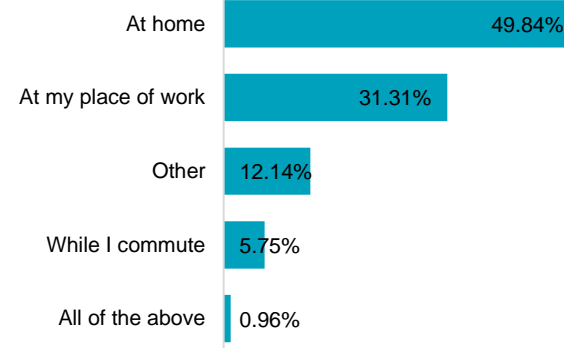
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Some of the insights

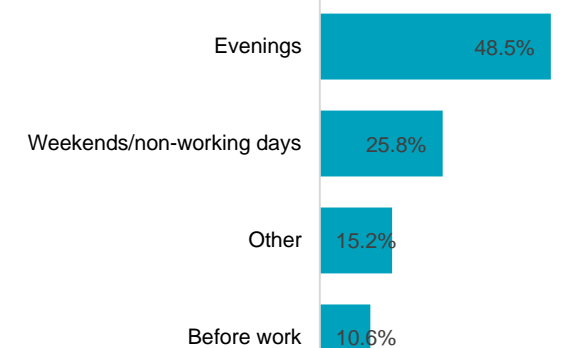
The survey provided data driven findings where and when employees prefer to learn

- ✓ Respondents agree that **learning is important** to both doing their **job well** and progressing their **career**
- ✓ Respondents believe that the client **does provide them with the resources** to learn what they need
- ✓ As well as the current LMS, searches also include using **LinkedIn/Coursera** directly and **web searches**
- ✓ Most respondents have **searched for learning recently**, and predominantly find training that **they “save” for later**
- ✓ **Recommending** good learning courses or content to **colleagues** is widespread
- ✓ Half of respondents like to **interact with other training participants**
- ✓ Many respondents like **sharing knowledge** and **teaching others** what they know
- ✓ There is a strong preference for **learning at home** in the evenings
- ✓ **Time** constrains respondents from doing more learning
- ✓ **The current LMS** is not seen as particularly user friendly. While there is lots of content available, however finding relevant training can be difficult

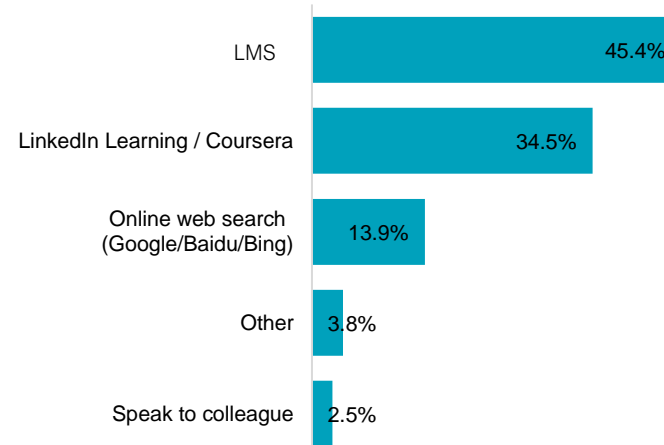
Close 50% respondents prefer to learn at home



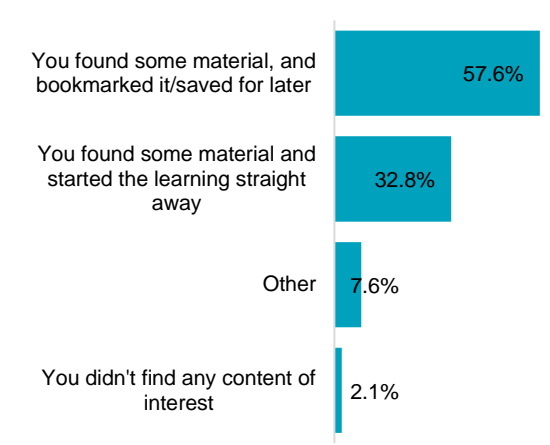
Over 85% respondents prefer to learn outside working hours



Learning Management System is the main search platform



Only 30% of respondents start learning straight away



Four key themes emerged from the research

NOT HAVING SUFFICIENT TIME TO LEARN



Many employees felt they do not have enough time to spend on learning **within their working hours**. For many, the time they have (both within and outside work) are used to complete mandatory trainings

LACK OF UNDERSTANDING AROUND THE RELEVANCE OF MANDATORY TRAINING



Common issues experienced with mandatory training included: Being assigned **irrelevant** trainings; the delivery mode of some training could be more effective

NAVIGATING THROUGH THE VARIETY OF DIGITAL TRAINING OFFERING IS CHALLENGING



There were references to **the current LMS** and the large volume of digital trainings that are available; limited info on “where to go” during onboarding

LACK OF CONNECTION TO CAREER & SKILLS DEVELOPMENT



There is variation in understanding who/where to go to **investigate different career** path options and how this would correspond with their L&D



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Interview for Empathy

Interview for Empathy

What is it?

It is a Design Thinking technique. It is used for gaining deep insights into users' needs, emotions and experiences.

The approach enables us to empathise and deep dive into specific areas, hopefully uncovering unmet needs.

Key elements of it include utilising open-ended questions, active listening and curiosity.

This a great technique to get under the skin of a problem.

In the context of our assignment

We focussed on

- what they perceived their learning needs & goals to be
- what challenges or blockers they felt they had to learning

Participant data is anonymised to ensure trust is built and they feel they can be open & honest.



<https://en.dt-toolbook.com/interview-empathy-en>



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Personas

Personas

What is it?

It is a fictional representation of target users, based on research and insights.

This method allows us to provide a view on the types of users who are going to interact or impacted by product, service or change. It helps guide ideation, design and prototyping.

Key elements of it include demographics, behaviours, goals and pain points.

You can focus the persona to the problem area you are focussed on.

In the context of change management

We developed 8 that would best represent across the client.

These are reusable assets that can be used to help across different projects and across different stages of the project / change lifecycle.

Different roles can leverage Personas to support the outcomes they need to drive. It also brings clear and consistent views on those who are impacted by the change.

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Experience/journey map

Experience/Journey Map

What is it?

It is a visual representation of a user's interactions and experiences with a product or service.

This method allows us to provide a view on how a specific scenario or scenarios are being realised to an explicit outcome for the end user.

Key elements of it include touchpoints, emotions, pain points, and goals.

You can focus the map specific to a persona.

In the context of change management

An asset that can/should be done during the analysis & design phase that can be leveraged as part of the change management purposes.

The human focus and understanding of key touchpoints and current pain points can enable change strategies to be developed explicit to the users.

This also provides better alignment with other disciplines with the change lifecycle and assets can be reused in the future for change impact assessments.

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Service Blueprints

Service Blueprint

What is it?

It is a visual representation of the end-to-end service journey, including frontstage and backstage processes.

This method allows us to visualise the entire service ecosystem to support design and impact assessment. Establishing potential risks, bottlenecks and opportunities for improvements.

It is fantastic at promoting cross-functional alignment and co-creation.

Key elements of it include Customer actions, employee actions, touchpoints, and interactions.

In the context of change management

An asset that can/should be done during the analysis & design and evolved through the project lifecycle to represent both current & future states.

It provides visibility of:

- **Front stage contact** – the people the learner interacts with
- **Front stage technology** – the technology the learner interacts with
- **Back stage contact** – the people who support background processes that deliver the learner journey
- **Back stage processes** – the background processes that deliver the learner journey

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How was it utilised?

How was it utilised?

- Created a repeatable research toolkit that could be adopted by other change initiatives
- Provided the evidence and input for overall L&D strategy & investment that specific to the needs of the organisation
- Enabled tactical interventions around mandatory learning
- Enabled interventions to remove bottlenecks how some of L&D operated through the Service Blueprint & Journey maps
- Data and assets shared with other projects and initiatives to support change impact and change management approaches



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Afterthoughts

Afterthoughts

- Your learning & change strategies need to be mixed to support different needs & situations, not everybody learns/develops in the same way
- Effective L&D investment supports higher retention rates, improved productivity, improved customer satisfaction
- Generative AI is a gamechanger, some predict that it could remove the necessity for more than 50% of organisational learning programs and contracts
- Training staff to utilise prompts with generative tools but being mindful data privacy & authenticity, can enable them to get the information they need to do their work
- Generative AI provides the opportunity to stop creating traditional training content that concerns general knowledge. There should be a FOCUS on learning experiences that deal with (a) very specific (or IP) knowledge and (b) learning critical skills in the context of work



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Thank you for joining us today