The Business Case for eLearning

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NASBA CPE Conference
March 19, 2001

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Five Reasons to Consider eLearning

• Increased effectiveness by moving learning closer to the point of performance
• Consistent learning approach across the enterprise/across the globe
• Flexibility – learning is controlled by the learner with guidance from the organization
• New knowledge deployed faster
• Broaden the learning portfolio
Five Reasons NOT to Consider eLearning

• It’s cool
• I read about it in a magazine and the writer said we should do it
• Everybody’s doing it
• I’ll just buy something from that salesperson so they leave me alone
• We have some budget left over so let’s try it
Keys to a Successful eLearning Journey

1. Align Learning Strategy with Business Strategy
2. Design Learning Systems Using Multiple Delivery Channels
3. Develop, Execute and Stick With Your eLearning Transformation Plan
4. Change Management all along the road
5. Measure effectiveness

Create a continuous learning culture aligned with business strategy, with “anytime, anywhere” learning opportunities
Align Learning Strategy with Business Strategy

- Learning is critical to achieving organizational success
- Learning strategy aligned with business strategy
  - Eliminate non-aligned learning
  - Prioritize new development/conversion/purchase effort
  - Just in Time versus Just in Case
- Learning strategy (and common sense) should guide all decisions along the way
  - Refresh and modify as the organization changes
Develop, Execute and Stick With an eLearning Transformation Plan

- Prioritize initiatives
  - Be realistic/Be flexible
  - Seek the “low hanging fruit” – learners and usage

- Need for custom development versus “off the shelf”
  - Do you need custom development?
  - Do you have a development infrastructure?

- Technology Infrastructure
  - You will impact the IT organization
  - Engage IT early and often
  - Understand all aspects of what you are doing and become an IT expert

- Be prepared for some setbacks along the way, but don’t let them stop you – Stay the course!
Design Learning Systems Using Multiple Delivery Channels

• Look at the entire learning system – not one course at a time

• Design learning that meets stated objectives in support of a defined strategy
  — Select the channels that make the most sense based on what you are trying to achieve
  — Be creative in “mixing and matching” the channels you use
  — “Classroom”, “Instructor-Led”, “Seminar” are NOT four letter words

• Seek opportunities for:
  — Improved effectiveness
  — Work/life integration
  — Flexibility
  — Learner control
Delivery Channel Continuum

- COLLABORATIVE INTERACTIVITY
  - LIVE
    - Connected Learning Centers
    - Satellite/Distance Learning
    - Webcasting
    - Video Rebroadcasts/Repurposing
  - MIX AND MATCH
  - SOLO INTERACTIVITY
  - ON DEMAND
    - Web-Based Coaching
    - Web-Based Learning and Knowledge

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Change Management

- Communicate early and communicate often
- Communicate the facts
- Provide all relevant information to answer the “what’s it mean to me?” question
- Seek early victories (consider your audience)
- Be prepared and accept the “nay Sayers”
- Re-deploy non-value added learning resources
  - Learning is an investment, not a cost
  - Expand the learning portfolio/opportunities
  - Culture building/team development
Measure Effectiveness

- Identify measures up front – tie to strategy
- Identify one or two key performance indicators you are going to focus on
- Seek information – objective and subjective – and act on it
  - Anecdotal comments provide powerful gauge of user community acceptance
- Seek opportunities to act on feedback/measurement to improve future versions
Some Additional Considerations

• Mutual responsibility – organization and individual

• Organization responsibility:
  — Support learning in the organization
  — Provide learning guidelines
  — Provide mentoring
  — Provide adequate time

• Individual responsibility:
  — Continuous learning in attitude and actions
  — Execute effectively
  — Lead others
A Few Words About Cost...

- Cost savings will happen – It should not be the primary driver
- Re-deploy the learning *investment* – Convert travel, lodging, facility and other delivery costs to more efficient development and delivery via new channels
- Consider all costs – people time as well as out of pocket costs
- Leverage existing investments in technology wherever you can
The Ernst & Young eLearning Journey
The Results for Ernst & Young

- Learning aligned to the business strategy
- Learner centric approach
- Flexible learning enables flexible scheduling which enables work/life integration
- Self-directed career path development
- Global mobility
- Substantially expanded curriculum (function, industry, professional skills and business focuses)
- Supportive of a life-long learning culture
- Scaleable learning/consistent global learning
• Be realistic about where you are and know where you want to be
• Let your strategy and your common sense drive your decisions
• Seek the little victories – they add up
• Be realistic about your limits
  — Development capability
  — Budget
  — Technology bandwidth
• Senior executive sponsorship
Closing Comments

• Focus on the “L” not “e”
• Don’t give up, stick to your plan
• Evolution not revolution
• Don’t be afraid of paper or the classroom
• Streamlining classroom programs/tighter management of classroom can be as beneficial as moving to “e”
• Get creative with your use of the channels (but don’t get carried away with the toys)
Closing Comments

- Ask the “what can go wrong” questions and have a plan in place to respond when something goes wrong – it will
- ROK and ROL

—Return on Knowledge
—Return on Learning
Thank You

Questions???

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