



LEARNING IN THE NEW NORMAL

PRACTICAL APPLICATIONS OF VIRTUAL AND BEHAVIOURAL LEARNING TO ENSURE A GREAT WORK EXPERIENCE

As the world takes on the challenge of the global pandemic, not only have our ways of working and the nature of our work transformed, but there has been a huge shift in workers' learning needs too. In a recent survey we conducted during a LIVE session in association with SHRM India, 80% of the participants were of the opinion that the time spent on learning has increased during the lockdown. People have plenty of time now to spare on virtual learning, but the key question continues to be whether the courses offered to them add value to their personal and professional development goals.

Mr. Peder Jacobson, VP Learning Solutions, BI WORLDWIDE along with **Mr. Eklavya Sinha, Head, Leadership, Learning and Change, Dalmia Bharat Group** and **Mr. Surya Mohapatra, Global head – Talent transformation and Learning & Development, Wipro** shared key change strategies, virtual learning models & pragmatic digital learning applications, to ensure a great work experience. They also detailed out the key areas for HRs to focus on during the digital transformation in learning that we are all embarking upon.

HOW TO ENGAGE LEARNERS IN THE CURRENT NORMAL

GOING BEYOND KNOWLEDGE AND TAPPING INTO EMOTIONS

By Mr. Peder Jacobson, VP Learning Solutions, BI WORLDWIDE

While learning experiences inspire behavioural change, knowledge doesn't do enough if it isn't complemented by additional elements. All learning professionals aspire to make an impact with knowledge, while the good ones try to make an impact with skills and applications. The great ones, however, try to make an impact on how people feel.

RESEARCH SHOWS THAT 23% OF THE DECISIONS A CONSUMER MAKES ARE STRATEGY BASED, WHILE 77% ARE BASED ON EMOTIONS.

Decision making happens frequently as an emotional process rather than a process of rational thinking. We need to go beyond awareness, understanding, acceptance and adoption, all the way to loyalty and advocacy. In order to maximise the number of people going up the graph, emotion must be inserted into the reading. The highest part of engagement and ownership is emotion driven so make sure you maximise the acceptance and adoption so that people move up to being loyal.

Engaging Learners #1

Clarify the Path to Drive Meaning

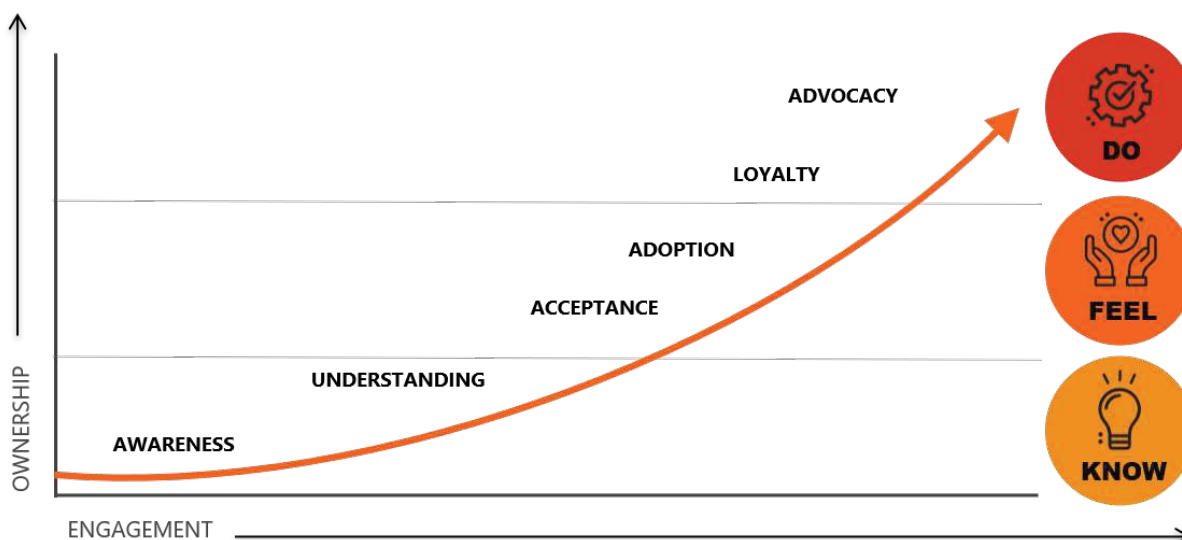
In the modern era, learners can make a choice and may slide back into their old ways if their



Mr. Peder Jacobson

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expectations aren't met. Allow learners to question themselves asking whether they can and will be able to perform the task. Let them ask how they should acquire the necessary skills because these lead to emotional decisions. Start with the WHY which is based on emotions, rather than hitting the rational and critical thinking nerves, so as to maximise decision making.



WE NEED TO FOLLOW A STRUCTURE OF 'KNOW, FEEL AND DO', BUT WE PRIMARILY NEED TO START WITH THE FEELINGS.

The new learning models are first applied to the virtual world and then to digital learning so ensure the content that you put into the learning is great. It should maximise its impact on learners and allow them to think of the major question 'WHY'.

**Engaging Learners #2
A Model to Meet Business Objectives**

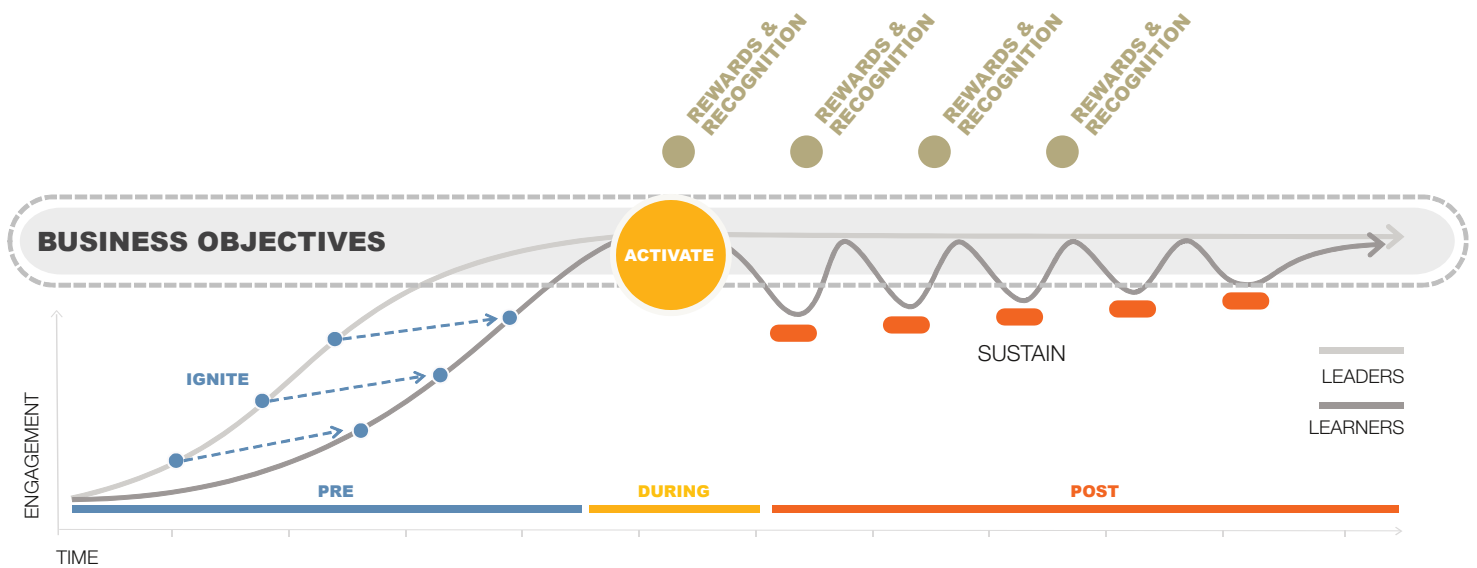
It is your leaders and content that ignite your learners. At the beginning of the graph present knowledge which becomes the foundation. Explore instructor-led trainings, virtual surveys to discover the gaps, and understand your learners before you put thought into the design. Spreading awareness and comprehension should be key to your communication plan.

In the activation phase, it is critical to create a mix if you want learners to be immersed into experiences. While you might engage in virtual training breakout sessions and keynote events, ensure that you also gamify the learning experience so as to allow learners to compete in teams and analyse what they have learnt and how they can adapt it in the real world. In the post phase, as knowledge and skills begin

to decline and learners are less engaged and excited, encourage them with different activities so they bounce back and maintain the momentum, both in terms of learning and application. Use a mix of learning-on-demand tools and awareness that'll help them understand where they were and where you want them to be.

**Engaging Learners #3
Make Digital, Dynamic**

In 2015, 30% of learners were untethered, today this figure has increased drastically because everyone is indoors. The overwhelming statistic is that people dedicate barely 1% of their time to learning. In an instructor-based learning, they take a break from work, go and learn, and then come back to work. When they learn digitally, they put a comma on the job task, imbibe enough learning just the get the new job done, and the go back to work. This is why learning needs to be smarter and involve more learning models. Apart from this, analyse what languages and devices your learning is in need of. Brand it differently for different audiences and update your e-learning tools to adapt the same version across all.



UNDERSTANDING THE NUANCES OF LEARNING

A FOCUS ON PRINCIPLES AND ADAPTATION OF THE VIRTUAL MODEL

By Mr. Surya Mohapatra, Global head – Talent transformation and Learning & Development, Wipro

L&D practitioners need to focus on understanding the principles of learning and then switch from one format to another based on the need. Consciously grasp the nuances so as to apply and understand them.

We are observing changes and have been very proactive and dynamic, making our own predictions about how the future will pan out. As a tech-based company we are used to distributed working, working from home, talking to customers remotely, managing more teams, therefore these ideas aren't new to us. I think our transition was seamless and the pace at which we adapted has been phenomenal.

LEARNING DOES'T HAPPEN IN A PHYSICAL OR VIRTUAL CLASSROOM, IT HAPPENS IN BRAIN

Improving Experiences #1 Going Digitally Global

Organisations need to focus on the six building blocks of learning

- 01 Learning vision:** What vision do you have and what do you want to accomplish?
Not only for yourself but the organisation too.
- 02 Strategy:** Do you want to incorporate learning journeys, standalone programs, or blended programs?
- 03 Technology:** What technology, platforms, and tools will you use to ensure that learning continues seamlessly.
- 04 L&D:** The facilitation of the virtual world is not a lift and shift process. Equip your facilitators and trainers with tools and skills that'll let them lead training in the new world.
- 05 Experience:** Learning isn't only about business outcomes and changing

behaviour. It is also about experience which builds a base for good design.

- 06 Culture:** How do you cater to a diverse audience. How do you include them in your learning strategy?



Mr. Surya Mohapatra

Global head – Talent transformation and Learning & Development, Wipro

Improving Experiences #2 A Personalised Learning Experience

There is a lot of diversity in our workforce therefore it is essential to create personalisation of learning and different learning styles. Think ahead of our times and create an eco-system where choices can be customised with the help of technology. As learning practitioners we can build that eco-system and build learning simultaneously. Lastly, define the objectives of your learning program and define your outcomes. After learning, go back to measuring whether those objectives have been met or not.

UNIVERSAL LEARNING PRINCIPLES

ADAPTING LEARNING TO CLASSROOMS AND VIRTUAL MEDIUMS

By Mr. Eklavya Sinha, Head, Leadership, Learning and Change, Dalmia Bharat Group

We started our digital learning journey about a year and a half back and the pandemic simply accelerated it. We would supplement the classroom training wherever possible and substitute it wherever possible. In the first few months the idea was to build a habit of virtual learning which is the future. We explained the WHY to our learners, telling them where we were headed and aspiring to get better at it.



Mr. Eklavya Sinha

Head, Leadership, Learning and Change, Dalmia Bharat Group

YOU CANNOT LIFT CLASSROOM AND RUN IT ON ZOOM. YOU NEED TO DESIGN AFRESH AND FACILITATE SLIGHTLY DIFFERENTLY.

We considered factors like timing, interactions and audience size. As we got better we learnt that guidelines were different for different types of virtual learning. We trained our people and convinced them that it would get better, which it did.

Analysing Learning #1

Critical Virtual Learning Factors

A large chunk of our workforce is in sales and they are engaged in field work or travel. We noticed that their choice of devices was different. Those

in manufacturing and head offices preferred laptops and desktops, whereas those in sales preferred mobile learning. With the internet speeds being different across India, we learnt to keep the interface simple and intuitive. Another factor we integrated was cost-effective multilingual content. Once you have access to knowledge, you can learn anything, but what matters is keeping it contextual so as to apply skills. Keep your audience excited and keep the learning dynamic by feeding them learning boosters from time to time. Also, try involving leadership because that leads to higher completion rates. Look at the entire model as a blended journey and not as a program.

Analysing Learning #2

Feedback Matters

We believe that we should learn from the feedback we receive from our learners and analyse the pre and post phase scores to understand the level of knowledge acquisition. Then we discuss on how those behaviours are being applied to the real world.

For some of our critical learning, the question we start our learning interventions with is what is the problem we are trying to solve? Remember, don't set a benchmark only for qualitative returns, but focus on qualitative inputs too.

Virtual learning seems to be going above and beyond the lockdown phase and is here to stay. The sooner organisations learn to adopt new-age learning platforms, the better it is for their growth. Organisations need to move forward strategically and focus more on curated content that benefits each individual employee while achieving organisational goals as a whole. Giving everyone the same fodder to feed on might not help achieve any constructive goals to their maximum limit. Understanding your workforce is key to better virtual learning.