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Technology Adoption
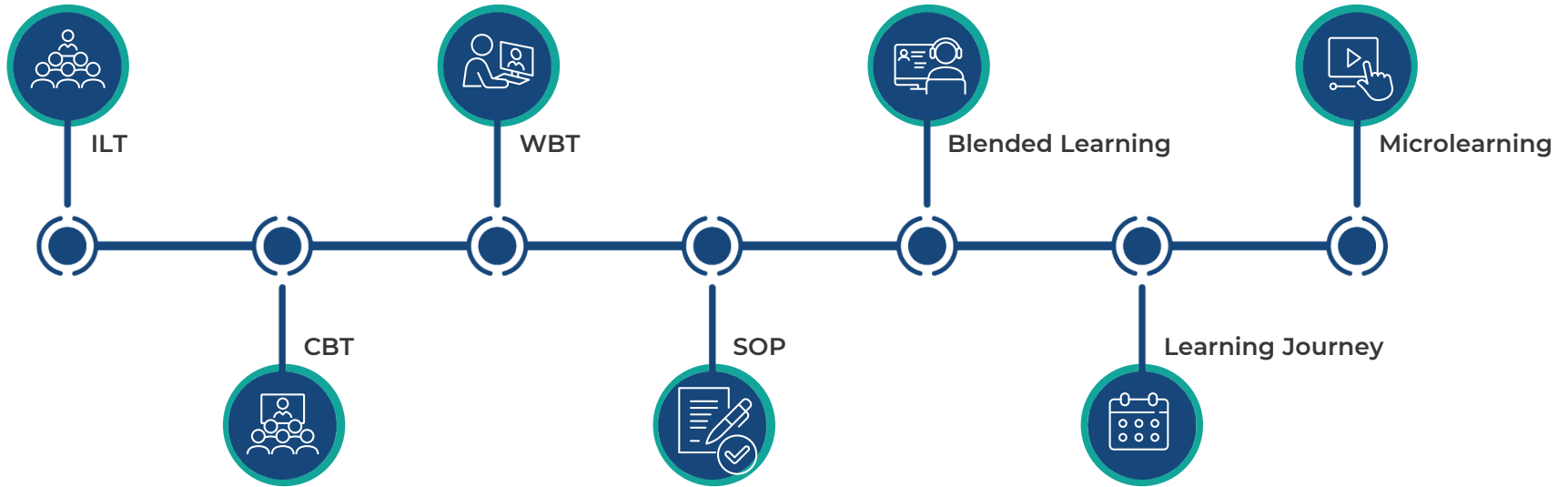and Change Management
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Agenda

01   How We Got Here

02   Business Impacts

03   Regaining Control of Your Content

How We Got Here

From Control to Chaos

Evolution of Content and Delivery Methods

ILT

WBT

Blended Learning

Microlearning

CBT

SOP

Learning Journey

GP

Rustici Software

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From Control to Chaos - Evolution of Learning Technologies

Point of Learning ⟷ Point of Work

	Microsoft Teams/ VIVA		Collaborative Workspaces

Points of Access

User Interface / Learning Portal

Launch, Track, and Report (LMS/LRS)	⟷	Curate, Track, and Report (Curation or Hybrid)

Collaborative Workspaces

Device & Interaction

Mobile Device BYOD	Mobile Device Facility / Company Provided	Laptop/ Desktop	Wearable Tech

Work Platforms

Measurement & Analytics

Level 1 Survey / Reaction	Level 2 Test Test Engines	Level 3/4 Transfer / ROI	Experience & Engagement	Adaptive Platforms	Analytics

HCM Suite

Experience (social, immersive, spaced, micro, gamified)

Learning Path	MOOC	Learning Bots	Event	Coaching & Mentoring Apps	Work Enabled Reinforcement	AR VR MR	Social

External Sites

Content Management

Develop, Author, Publish	Multimedia Servers	Digital Asset Managers	Document Management	Curation

Work Specific Knowledge Management Sites

Learning Assets

Videos	Micro WBTs	iPDFs	Images	Quizzes	Animations	Micro V/ILTs	Job Aids

From Control to Chaos

Evolution of Learning Organizations and Operating Models

| Decentralized | ← | Federated | → | Centralized |

| Insourced | ↔ | Outsourced |

| Offshore | ← | Nearshore | → | Onshore |

Poll

How many different learning technologies are in use within your organization?

A. 1 – 5

B. 6 – 10

C. 11 – 15

D. 16 – 20

E. 20+

The Components

Evolution of content, platforms, and delivery methods

Content	Systems	Data
• eLearning courses (CBT)	• LMS	• xAPI
• Videos	• LCMS	• APIs
• PDFs and documents	• LXP	• LRS
• PowerPoint	• HRIS	• BI tools
• VR/AR experiences	• Intranet	• Databases
• Games	• CRM	• CSV
• Simulation	• Badging and credentialing	• Skills
• Live training		• Business metrics

Business Impacts

Challenges Created by Content Chaos

Learner Experience

- Searchable courses

- Accurate, updated content

- Meets organization's standards

Challenges Created by Content Chaos

Content Maintenance

- Identifying update needs

- Evaluating relevance and accuracy
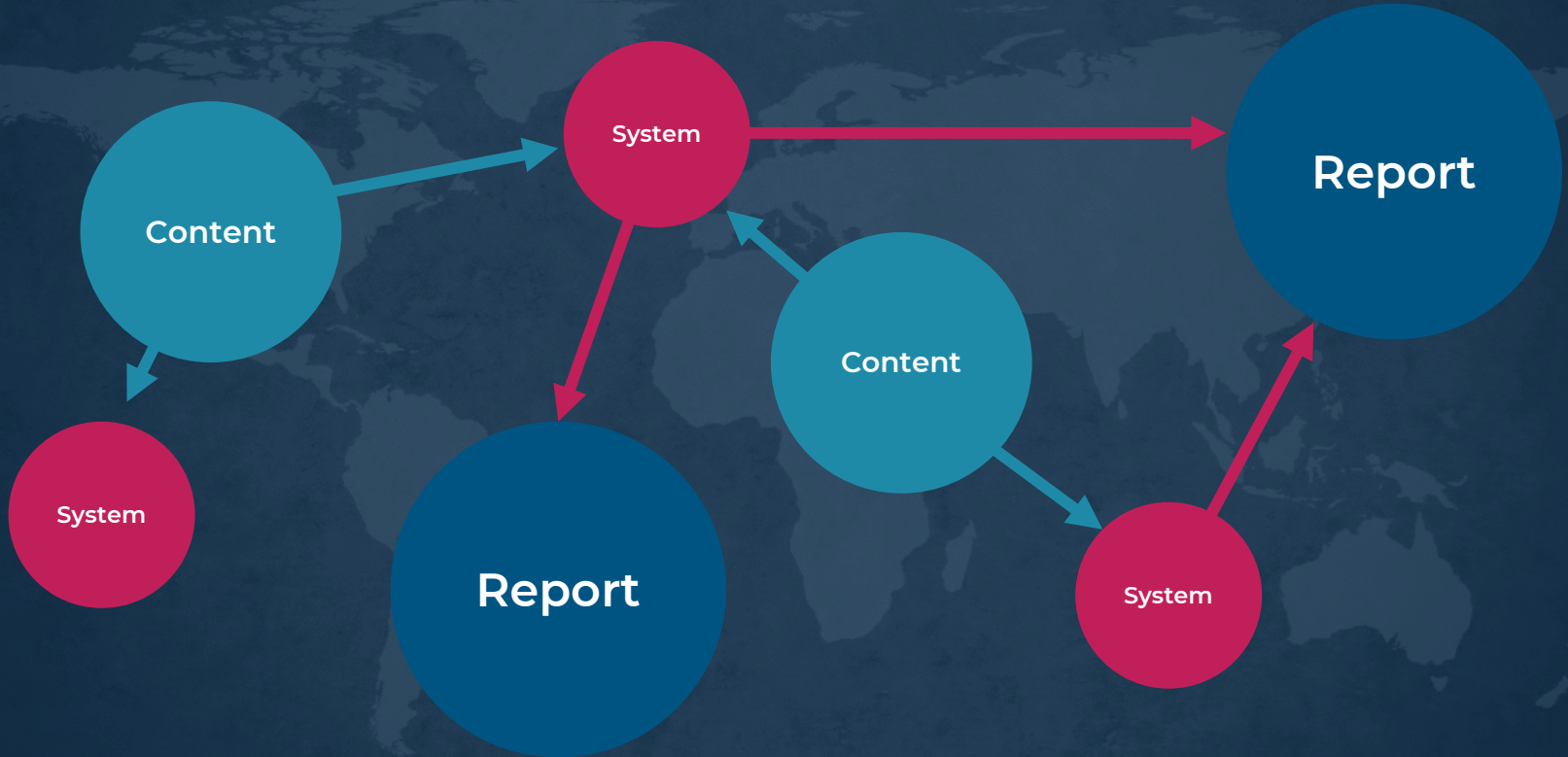
- Flagging unnecessary or unused content

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Challenges Created by Content Chaos

Interoperability

- Variance across ecosystem

- Compatibility issues

The Problem

The Real Ecosystem

"On average, organizations use 25 different learning technologies."*

LCMSs

Off-the-shelf content libraries

AR and VR

TMSs and HCMs

LMSs

LAPs

Databases

LRSs

LXPs and LEPs

Authoring tools

Custom and bespoke content

Badging and credentialing

CRM

Data analytics and business intelligence platforms

Games

Excel

Mobile apps

PowerPoint Decks

Challenges Created by Content Chaos

Barriers to Transformation

- Scale of effort and cost when considering new technologies

- Complexity of bringing content under control

Regaining Control of Your Content

Integration and Migration

Integration and Migration

- Harmonizing content from multiple LMSs

- Migrating content into a new LMS

- Integrated content from an acquired company LMS

- Integrating content library from third party

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Integration and Migration

Content Evaluation

- What's currently in your catalog?

- What should be in your catalog?

Integration and Migration

Content Preparation

- Clean up

- Rationalization

Integration and Migration

A Transformational Approach: Content Restructure Using AI

Content Parsing

- Deconstruct standard content, including eLearning packages

- Build a structured, vectorized database of this information

Generating Metadata from Parsed Content

- Generate useful metadata for the parsed content
  - Detailed descriptions
  - Specific learning objectives
  - Tag to a skill taxonomy
  - Create other metadata to improve searchability

Generating New Content Based on Parsed Content

- Generate translations of parsed content

- Give users access to the knowledgebase with a chatbot

- Create outlines and frameworks for completely new pieces of content

- Generate new content in different modalities

Understanding Your Audience

Do you need to distribute content internally to employees,
to extended enterprise partners, or externally to customers?

Organizations

**Organizations
with Extended Enterprise**

Publishers

Whether you are sharing content to third-parties or
centralizing it in one master library, Content Controller
helps get updated content into the right hands.

Key Business Challenges

Administrative burden
Manually updating course versions across disparate and third-party LMSs

Inability to turn off access when necessary
Unable to block extended enterprise users after relationship ends

Disparate learning data
Difficult to track learners inefficiently and consolidated reports

Gap in standards support across systems
The incompatibility of using multiple LMSs to distribute content

Integration and Migration

Simplify content centralization across multiple systems.

- Import your courses via SCORM 1.2, SCORM 2004, AICC, xAPI, cmi5, MP3, MP4, PDF

- Share courses out to any LMS via proxy SCORM 1.2, SCORM 2004 (3rd and 4th Editions), AICC files, or as LTI 1.1 or 1.3

- Set up licenses to control who can access your content

- Track the results with built-in reporting and analytics
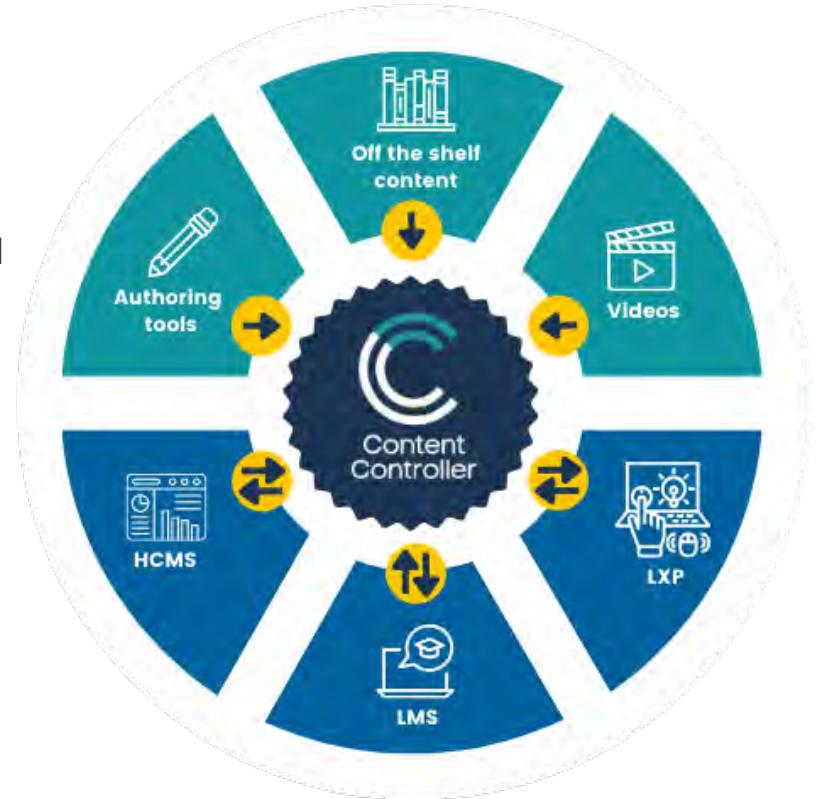
Management and Maintenance

Management and Maintenance

Three key factors:

- Governance

- Process

- Change management

Governance

Policy and Enforcement

L&D organizational structure and operational model will impact your approach.

Centralized Organizations	Federated Learning Administration	Decentralized
Inherent control of policy and enforcement.	A delicate balance of control.	Difficult to gain alignment and manage.

Processes

Standards for Effective Maintenance

Traditional

Transitional

Transformational

Innovative technology

COURSE

Version 1
Version 2
Version 3
Version 4

Proxy File — LMS 1
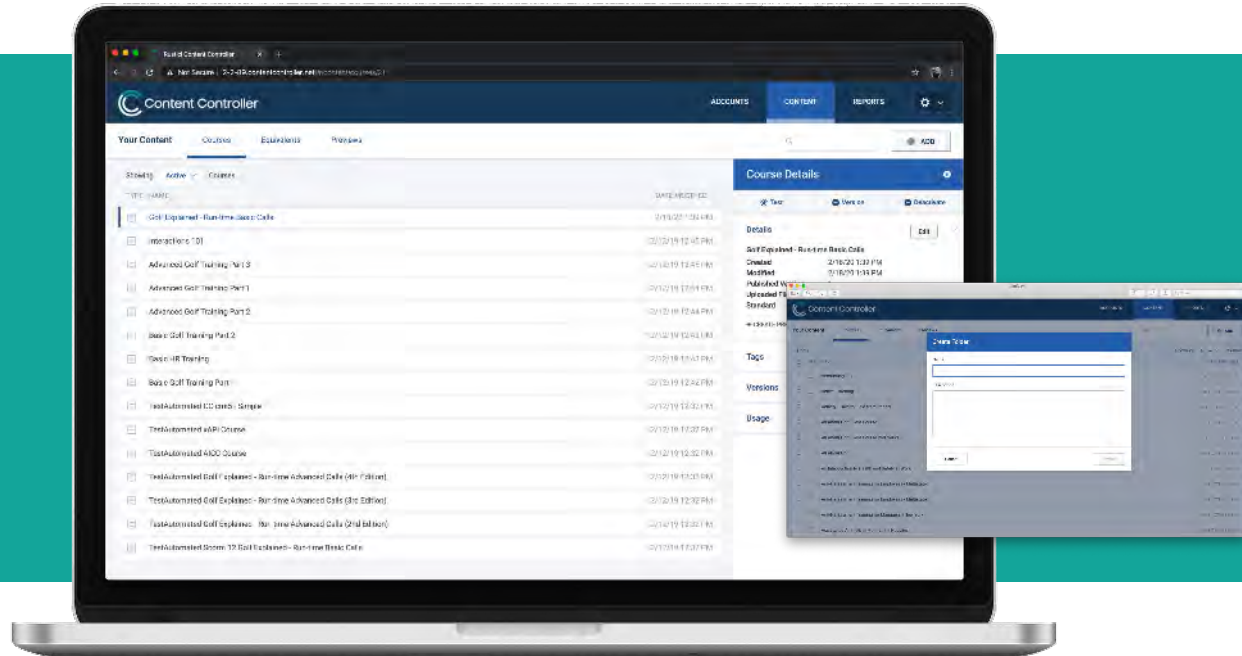Proxy File — LMS 2
Proxy File — LMS 3

Technology

Efficient Content Management and Ongoing Maintenance

Global content library

- Single source of truth for courseware

- Test and preview content

- Organize courses into folders

- Support for multiple standards and formats
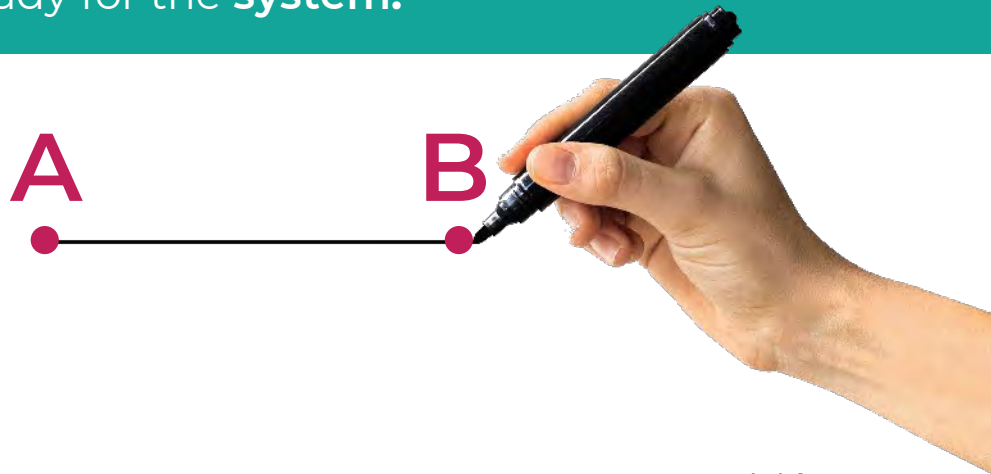
Change Management

What is Change Management?

Project management is about getting the **system** ready for the **organization.**

Change management is about getting the **organization** ready for the **system.**

It's the **art** and **science** of helping people make the shift from **point A** to **point B** as smoothly as possible to **achieve business results!**

A B

Why Do It? The Proof Is in the Pudding

Evaluation Criteria
- 40 companies
- Expected value (100%)
- Captured value
- 12 factors
- 3 organizational levels
- Change management effectiveness

Senior Managers
- Commitment
- Communication
- Financial incentives
- Nonfinancial incentives
- Leadership
- Stretch targets

Middle Managers
- Decision authority
- Skills in managing people
- Skills in managing projects

Frontline Staff
- Skills
- Tools
- Motivation

11 Companies
Had effective change management at all **3** levels of their organization.

Value Captured
143%

7 Companies
Had effective change management at **2** levels of their organization.

Value Captured
129%

11 Companies
Had effective change management at **1** level of their organization.
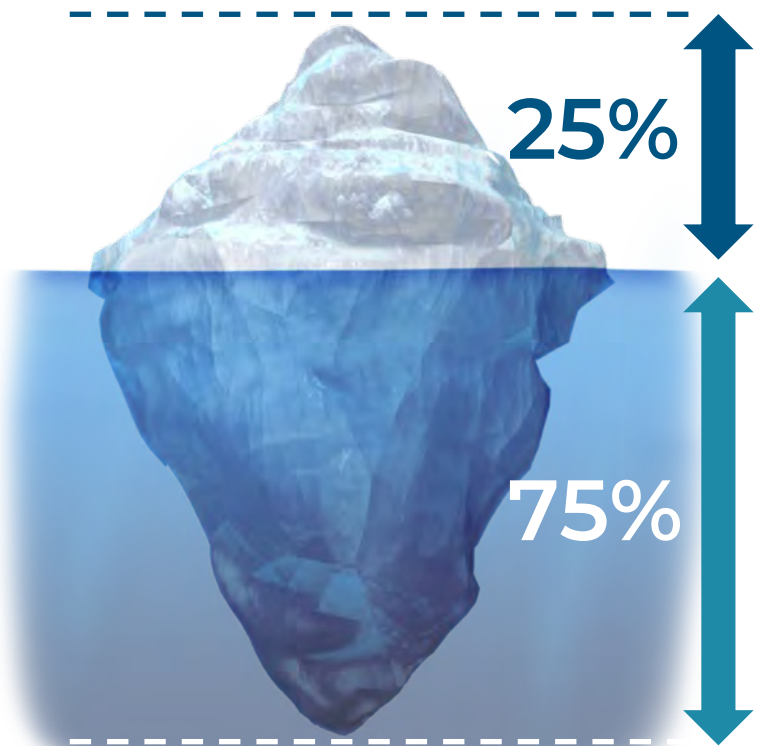
Value Captured
68%

11 Companies
Had **zero** effective change management at **any** level of their organization.

Value Captured
35%

Source: "Helping Employees Embrace Change." Jennifer A. LaClair and Ravi P. Rao

Resistance Comes in Different Forms
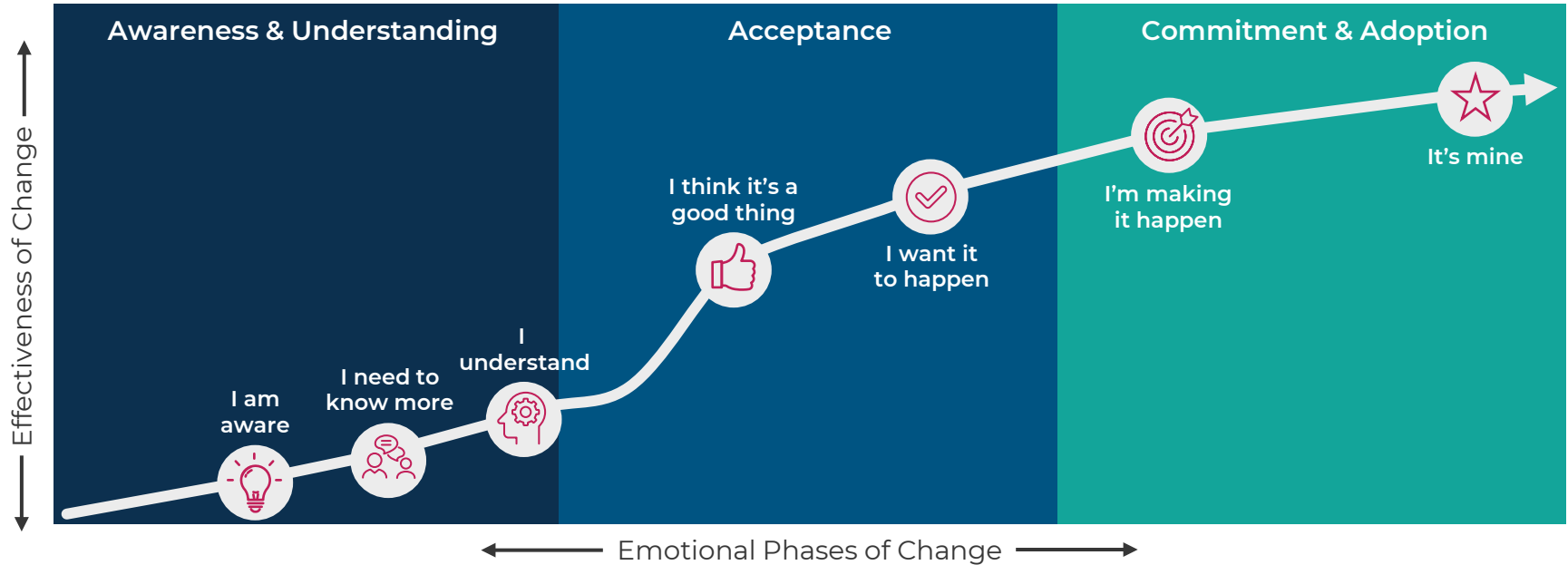
25%

75%

Active Resistance

- Being critical
- Fault finding
- Ridiculing
- Appealing to fear
- Using facts selectively

- Blaming / accusing
- Sabotaging
- Intimidating / threatening
- Manipulating
- Distorting facts

- Blocking
- Undermining
- Starting rumors
- Arguing
- Rising objections

Passive Resistance

- Agreeing verbally but not following through
- Failing to implement change
- Procrastinating / dragging feet

- Feigning ignorance
- Withholding information, suggestions, help, or support
- Standing by and allowing change to fail

Driving Change Consistently

Awareness & Understanding

Acceptance

Commitment & Adoption

Effectiveness of Change

I am aware

I need to know more

I understand

I think it's a good thing

I want it to happen

I'm making it happen

It's mine

Emotional Phases of Change

Tactical Ways to Drive Change Consistently

Leadership Alignment and Governance

- Alignment sessions
- Action plan
- Governance model

Communications Management

- Execution plan
- Protocols (executives, managers, employees)
- Effectiveness assessment

Stakeholder Management

- Stakeholder group assessment
- Key stakeholder analysis
- Engagement plan

Change Impact Assessment

- Post-design analysis
- Stakeholder, role-based group analysis
- Action plan

Change Champion Network

- Framework protocols
- Kickoff process
- Mobilization plan

Change Readiness Assessment

- Readiness pulse checks
- Mitigation plan

Resistance Management

- Resistance identified
- Resistance management plan

Change Adoption

- Metrics, definition, process
- Planning tool
- Adoption assessments

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Content Management at Scale

Takeaways for Sustained Success

- Understand how you got here and decide on your optimal long-term approach

- Design and implement a forward-thinking strategy that includes:
  - Integration and migration
  - Management and maintenance
  - Change management

- Pull in help where you need it

Questions

Part of Learning Technologies Group plc *lt*g