HOW TO LEVERAGE FLEXIBLE LEARNING TO SUPPORT SAFETY CULTURE CHANGE

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AGENDA

1. Current workplace training trends
2. What ‘best practice’ suggests
3. What we have learned
4. Setting up for success

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Let’s take a quick poll…

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CURRENT WORKPLACE TRAINING TRENDS

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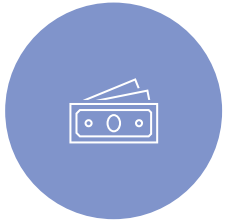
TRAINING IS GETTING A LOT OF FOCUS



$US350b

Global training industry market size in 2020

Statista Research Department, Jan 2022

38%

Estimated % of workforce upskilled in 2020 (up from 14% in 2019)

Udemy Workplace Learning Trends Report, 2021

59%

L&D professionals named **upskilling** and **reskilling** as their top priority in 2021.

LinkedIn's Workplace Learning Report, 2021

63%

L&D professionals said they still have a seat at the **C-suite** table in 2021 (up from 27% in 2020)

LinkedIn's Workplace Learning Report, 2021

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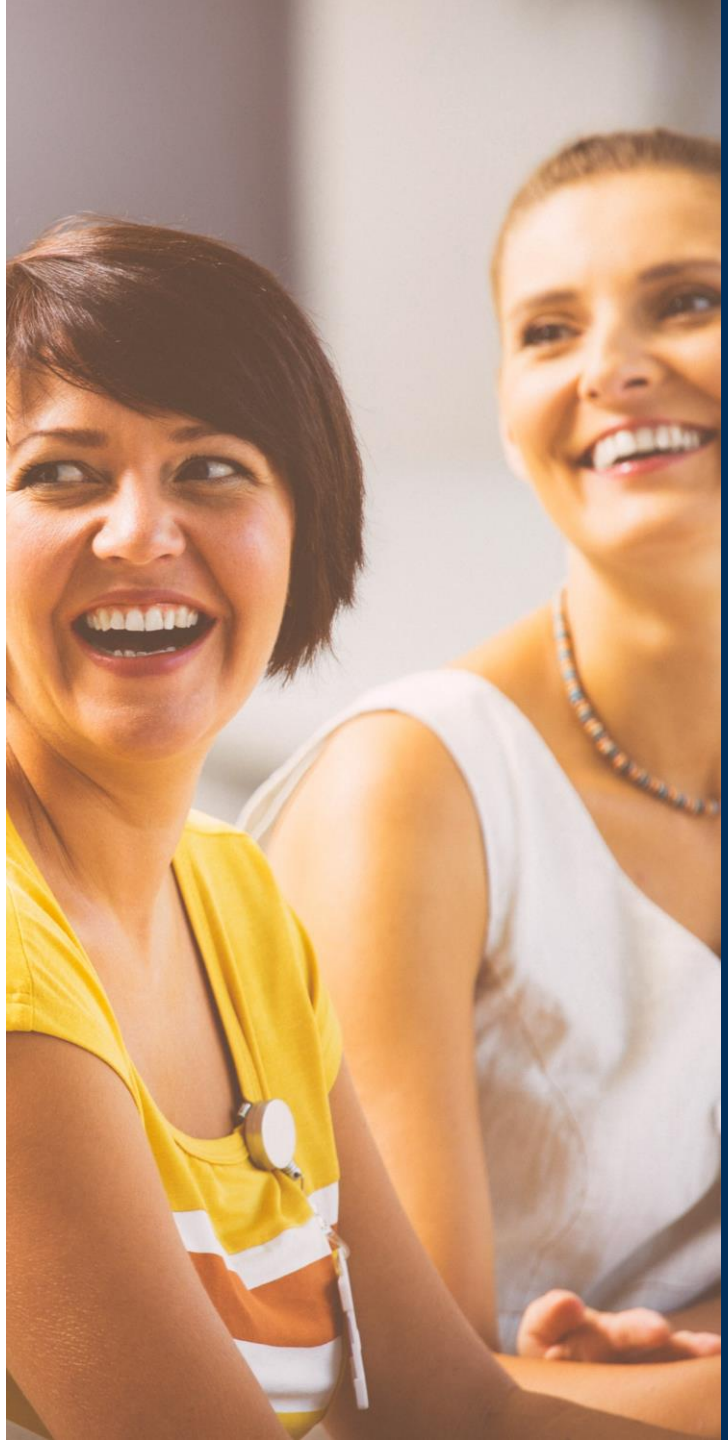
NEEDS AND WANTS

- The global skills shortage is real and certainly no secret.
- More likely to stay at a company longer if there is investment in their learning and development
- Potential for growth is a key contributor to employee satisfaction
- Intellectual capital is now valued just as much as physical and financial assets



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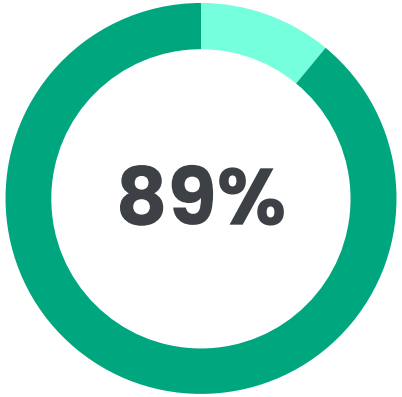
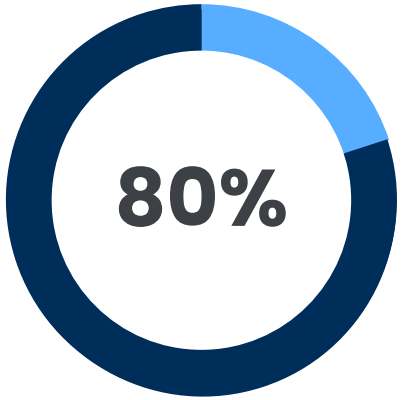
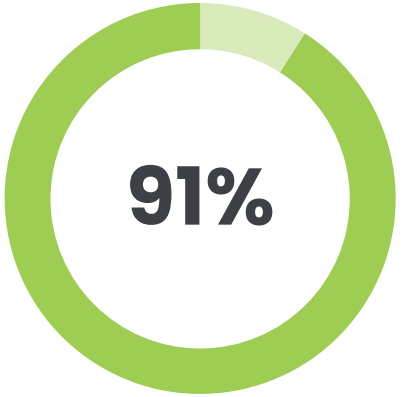
WE ARE LOOKING FOR FLEXIBLE APPROACHES



want training available anywhere and anytime they need to do their job.



believe regular and frequent training is more important.



want their training to be personalised and relevant.

Source: Axonify *State of Workplace Training Study, 2019*

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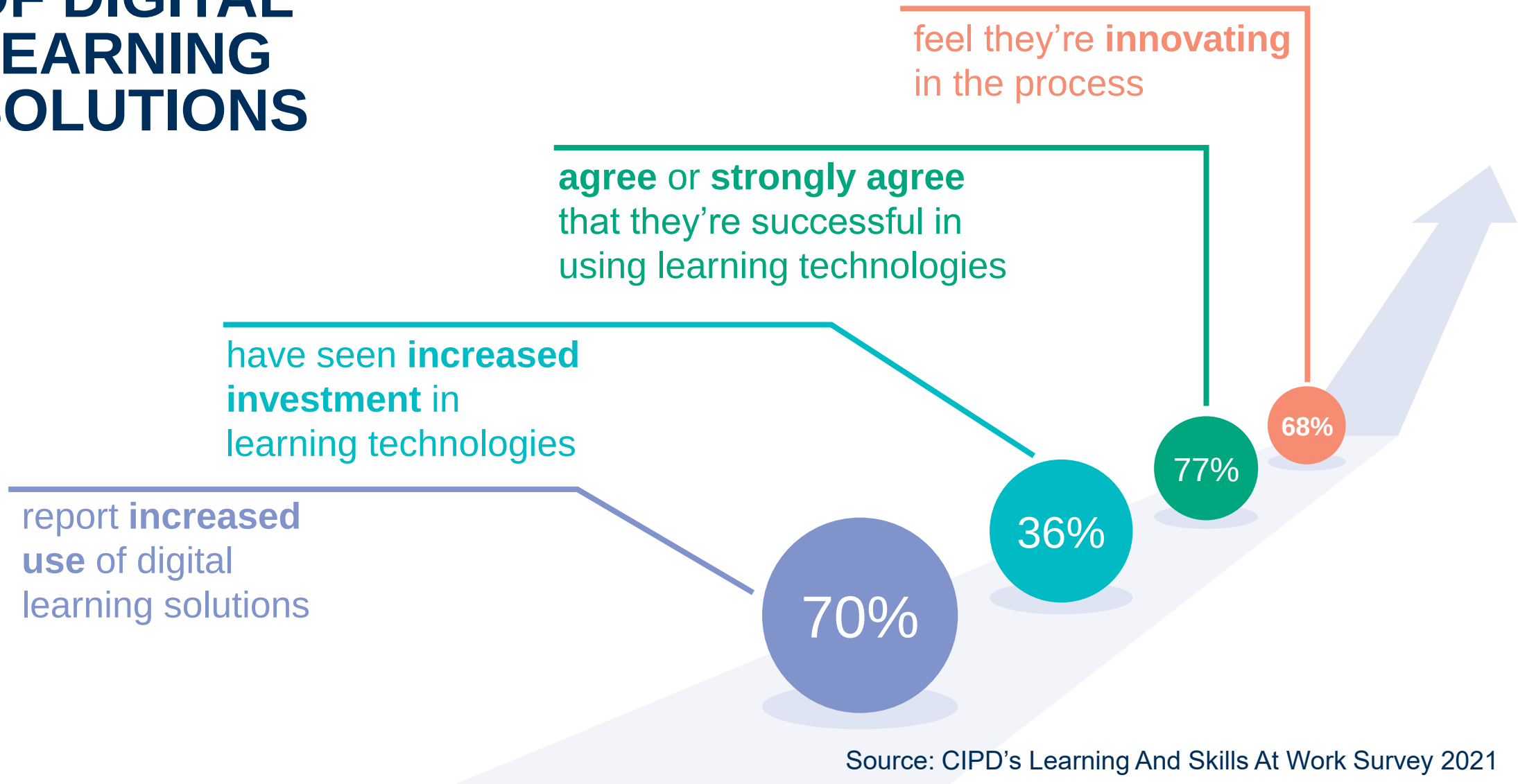
THE RISE OF DIGITAL LEARNING SOLUTIONS



Source: CIPD's Learning And Skills At Work Survey 2021

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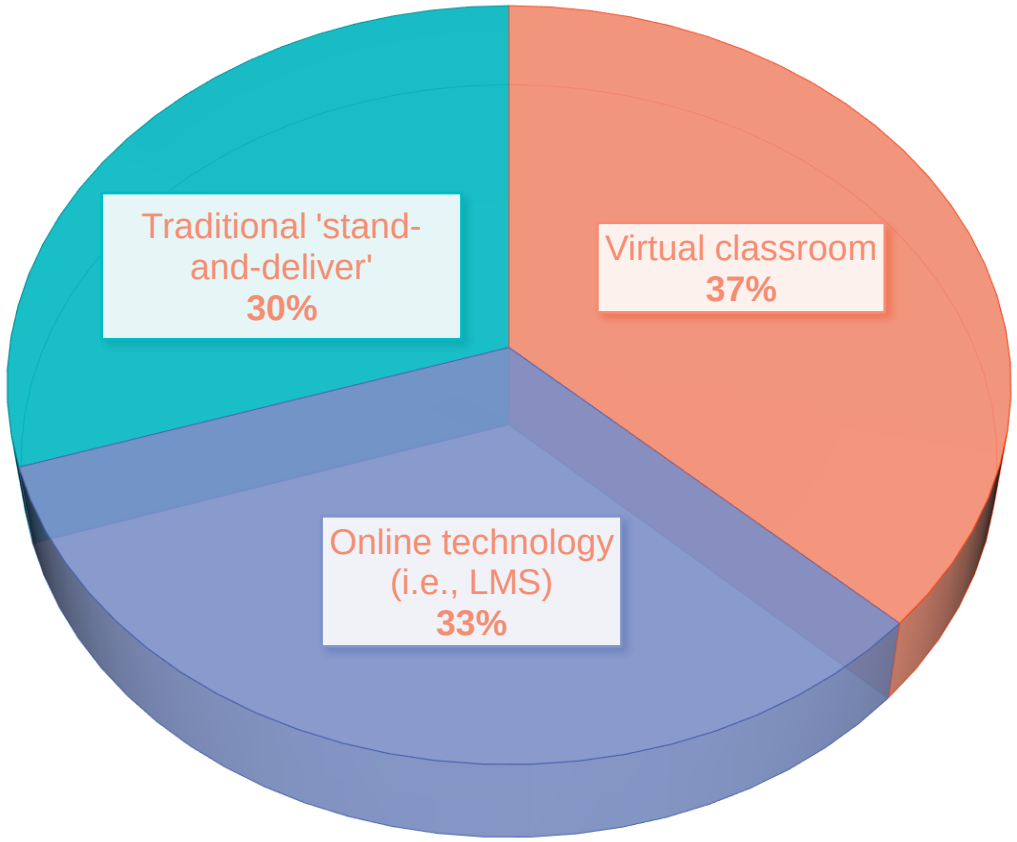
TRAINING DELIVERY METHODS IN 2021



Source: *Training* 2021 Training Industry Report (US)

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…AND IT APPEARS DIGITAL IS HERE TO STAY

56% plan to return to classroom training while maintaining remote learning option

17% would maintain remote learning and create new classroom learning

15% would stay the course and maintain remote learning from now on

8% would stick to classroom training exclusively

Source: *Training* 2021 Training Industry Report (US)

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WHY?

Appeals to new learning preferences

Reduces ancillary costs (travel, accommodation, venue hire)

Improves access to remote and dispersed workforces

Appeals to companies wanting to go ‘paperless’

Allows for alternative delivery methods when unexpected changes arise

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WHAT ‘BEST PRACTICE’ SUGGESTS

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SUPPORTING SAFETY CULTURE CHANGE

There are three things needed to facilitate safety culture change at an individual, and at an organisational level:

1. A **motivation** to change
2. **Knowledge** of how to change
3. An **environment** that supports change

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ADULTS LEARN BEST WHEN:

EXPERIENTIAL

PROBLEM-CENTERED

RELEVANT TO ROLES

MOTIVATED

SELF-DIRECTED

Based on Malcolm Knowles' *Five Principles of Andragogy*

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LEARNING METHODS THAT MATTER

01
Regular and frequent learning

02
Appeals to the ‘emotional’ brain

03
Realistic practice and real-world context

04
Social learning opportunities

05
Active engagement and gamification

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DOES DELIVERY METHOD MATTER?

- Less about delivery method and more about ‘user experience’
- Most likely one solution won’t suit your entire organisation
- You may even want to consider offering different modes of learning for same learning outcomes that people opt for

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WHAT'S THE VERDICT?

Blended learning performs better

Technology-based training creates time and budget efficiency

Same level of performance can be achieved regardless of online or face-to-face

Some learners will engage more in technology-based training

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WHAT WE HAVE LEARNED

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THE DELIVERY METHODS WE'VE USED

- ✓ Traditional **face-to-face** facilitation (with train-the-trainer variations)
- ✓ Webinar **'remote delivery'** facilitation
- ✓ Self-directed **online learning modules**
- ✓ **Blended learning** (online modules + application sessions)
- ✓ Spaced repetition, gamified, **micro-learning App** (Axonify)
- ✓ Just-in-time-learning **'how-to' Apps/digital content**
- ✓ Remote **train-the-trainer** (for blended learning delivery)
- ✓ **Co-facilitated** remote delivery (for webinar sessions)

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COMMON OBJECTIONS WE HEAR ABOUT ‘ONLINE LEARNING’

“It’s got to be ‘face-to-face or nothing at all”

“Our employees won’t enjoy online learning. We’ve tried before and it’s boring!”

“People are online training fatigued”

“Not cost effective in the long run – cheaper but not as much impact”

*“Old mate Barry can’t even open his Outlook mailbox, let alone train online!?” **

“We can’t logistically work with a flexible, multiple touchpoint approach”

“Our people don’t have devices or access to IT equipment”

**actual quote, name changed to protect the innocent*

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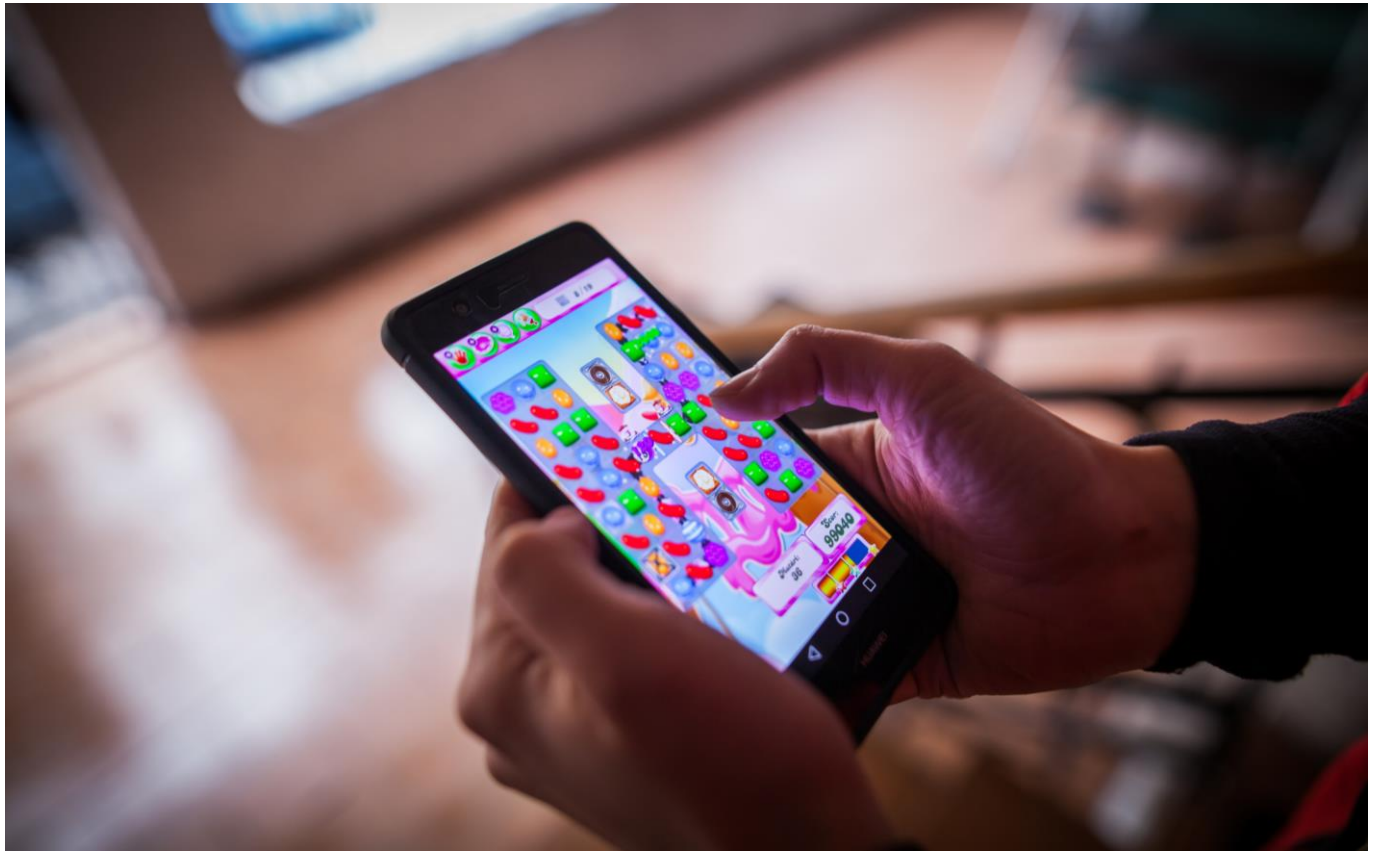
CONSIDER THIS…

68% of Australians play interactive games:

- **71%** working age
- **47%** female
- **88 minutes** a day



Source: Interactive Games and Entertainment Association (IGEA) study of households

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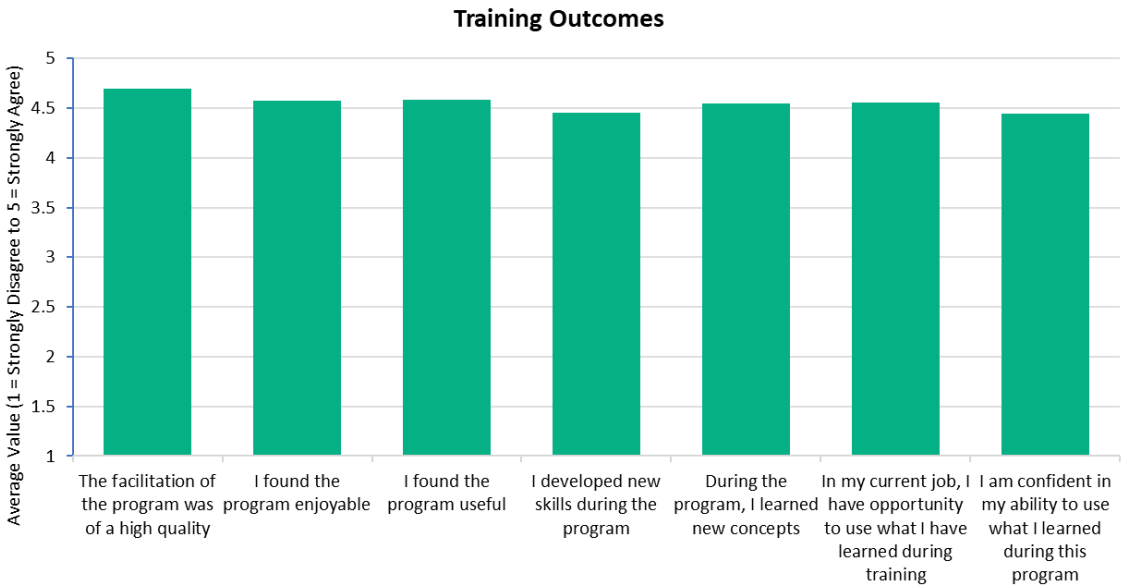
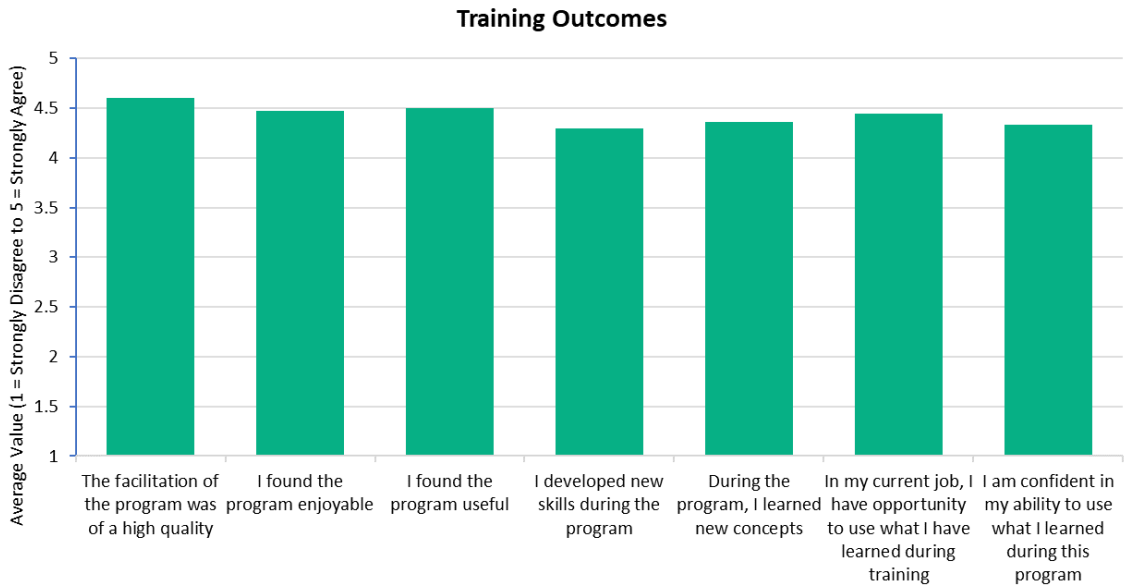
WHAT OUR FEEDBACK HAS TOLD US

FACE TO FACE



REMOTE



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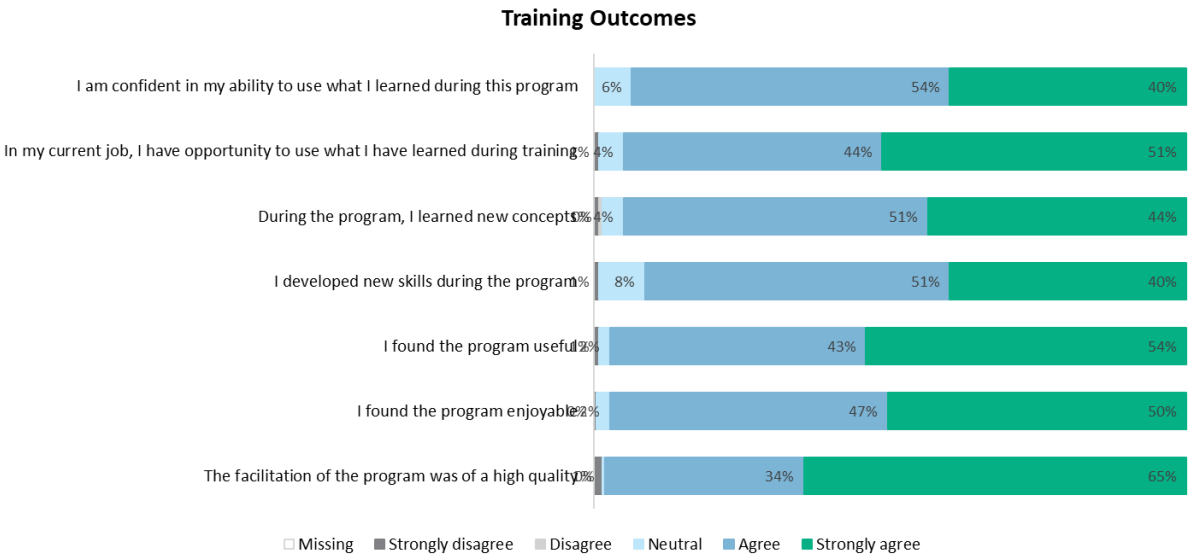
FACE TO FACE



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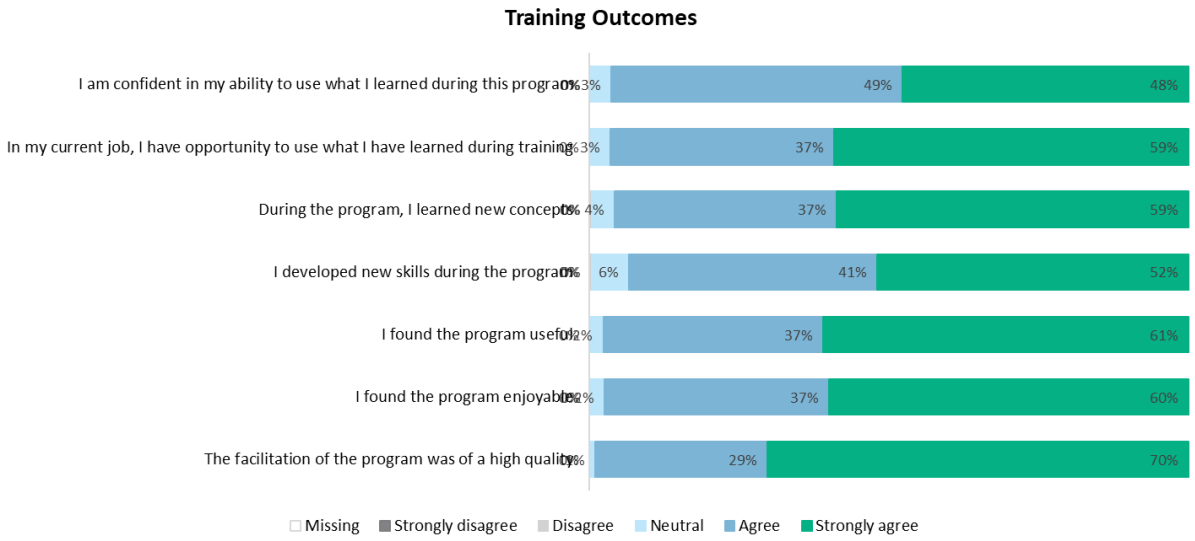

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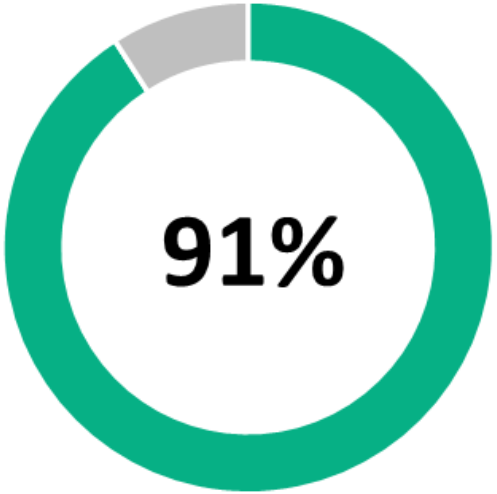
FACE TO FACE

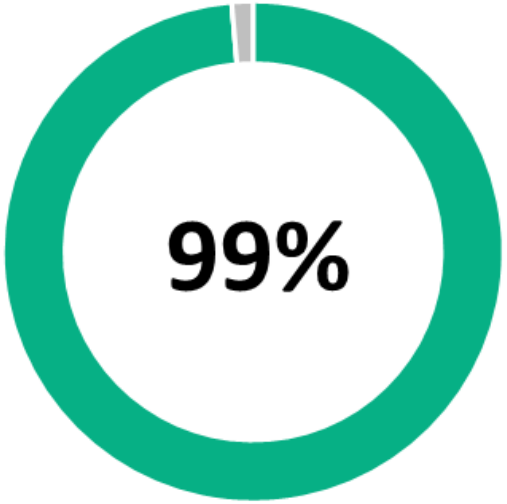
% who will apply something they learned immediately to their work



Note. Light grey represents missing data, (9%)

REMOTE

% who will apply something they learned immediately to their work



Note. Light grey represents missing data, (1%)

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CLIENT CASE: SAME STORY, THREE METHODS

Classroom Delivery

“The program is best when delivered face-to-face”

Webinar Delivery

“It was OK but face-to-face still better”

Blended

“That was better than face-to-face!”

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WHAT PEOPLE HAVE TOLD US

“Had fun, learned some new skills”

“Was definitely one of the better courses I’ve been too”

“Everyone mentioned that they were very pleasantly surprised the facilitator kept everyone engaged despite not being in the room physically”

“Great program and facilitator. Made it all approachable and useful”

“Too much content. Break it up into more chunks”

“Found I completed content quickly and was waiting around for others a lot”

“Tech challenges left us unable to use breakout rooms”

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LESSONS WE'VE LEARNED

- Best practice isn't always viable and often based on traditional learning institution research
- While good adult learning allows for self-directed learning, often our cohorts are 'told' to be there
- There is no one 'right' solution, just the right solution for a client's operating context
- User experience is the key
- Are you looking for a 'training event' or 'culture change'?
- Change is scary, digital change/transformation even more so
- Pilot different delivery options for large scale transformations
- Test! Test! Test!

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HOW TO DECIDE WHICH IS RIGHT FOR YOU

Think about your organisation:

- ✓ Accessibility
- ✓ Language/Literacy
- ✓ Learning motivation
- ✓ Computer literacy
- ✓ Reliable technology, internet connectivity and local tech support
- ✓ Diversity of potential participants
- ✓ Social learning opportunities (e.g., forums)

Think about the content:

- ✓ Some compliance training is well-suited to online-only delivery
- ✓ ‘Soft skills’ development (e.g., communication skills) would benefit from practice of concepts through social learning opportunities and application sessions

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CREATING A USER EXPERIENCE THAT ‘STICKS’

- Contextualisation
- Common language/style
- Media diversity
- Realistic learning environments
- Retrieval practice
- Build self-efficacy
- Quality of delivery
- Pre/post efficacy measures
- User interface

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WHAT CAN ORGANISATIONS DO TO SUPPORT LEARNING?

BEFORE TRAINING

- Link to strategy – is it culture change or a training event?
- Communicate effectively
- Train leaders first (act as change agents)
- Plan content integration to reinforce during ‘after training’ phase

DURING TRAINING

- Leadership sponsorship of program
- Effective training design

AFTER TRAINING

- Coach and support leaders
- Implement content integration into processes and systems
- Run campaigns
- Implement refreshers

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DISCOVER MORE

Flexible Delivery

Would you like more information on Sentis' flexible delivery options?

Express your interest

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Q&A

Over to you

Get in touch

Join us for our next webinar:
Operational Leadership and Critical Risk Management.

Date: Thursday 28th April

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