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Delivering Personalized Learning at Scale: A Human Centered Approach to Learning and Development

Sydney Heimbrock, Ph.D., Ryan Twedell, Cydney Miller, Sha'Reff Rashad, and LtCol Jill Leyden

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**Delivering
personalized
learning at scale:**
A human-centered
approach to
learning and
development



Agenda

- 1** *Meet:* The Qualtrics team
- 2** *Learn:* What is human-centered design and why it matters for government learning and development
- 3** *Do:* Design the learning experience
- 4** *Ask:* Questions and wrap up

Meet the Qualtrics team



SYDNEY HEIMBROCK, Ph.D

Chief Industry Advisor,
Government



RYAN TWEDELL

Employee Experience Account
Executive, DoD



SHA'REFF RASHAD

Employee Experience Account
Executive, Civilian



TOM MCGOLDRICK

XM Scientist

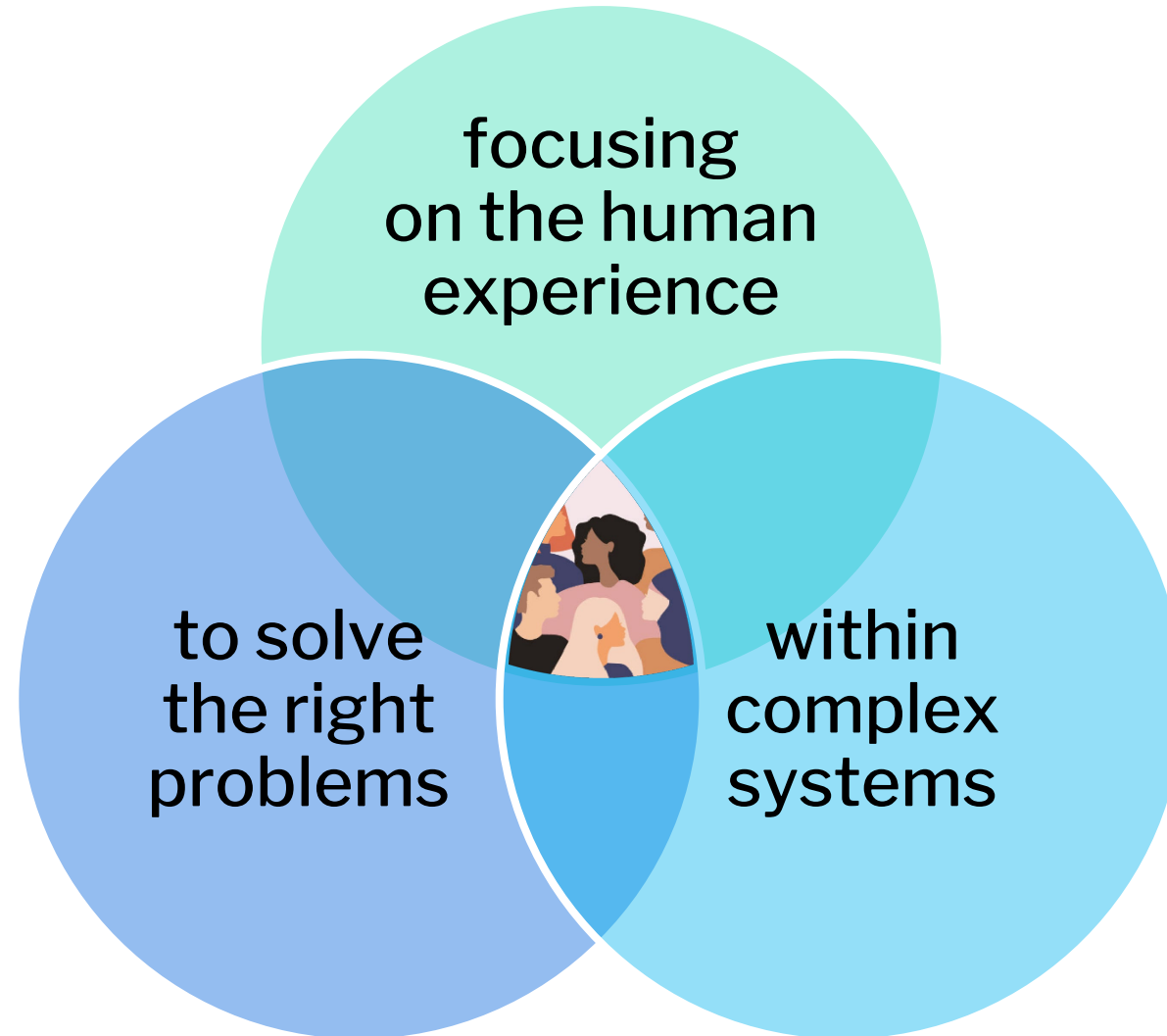


CYDNEY MILLER, SPHR

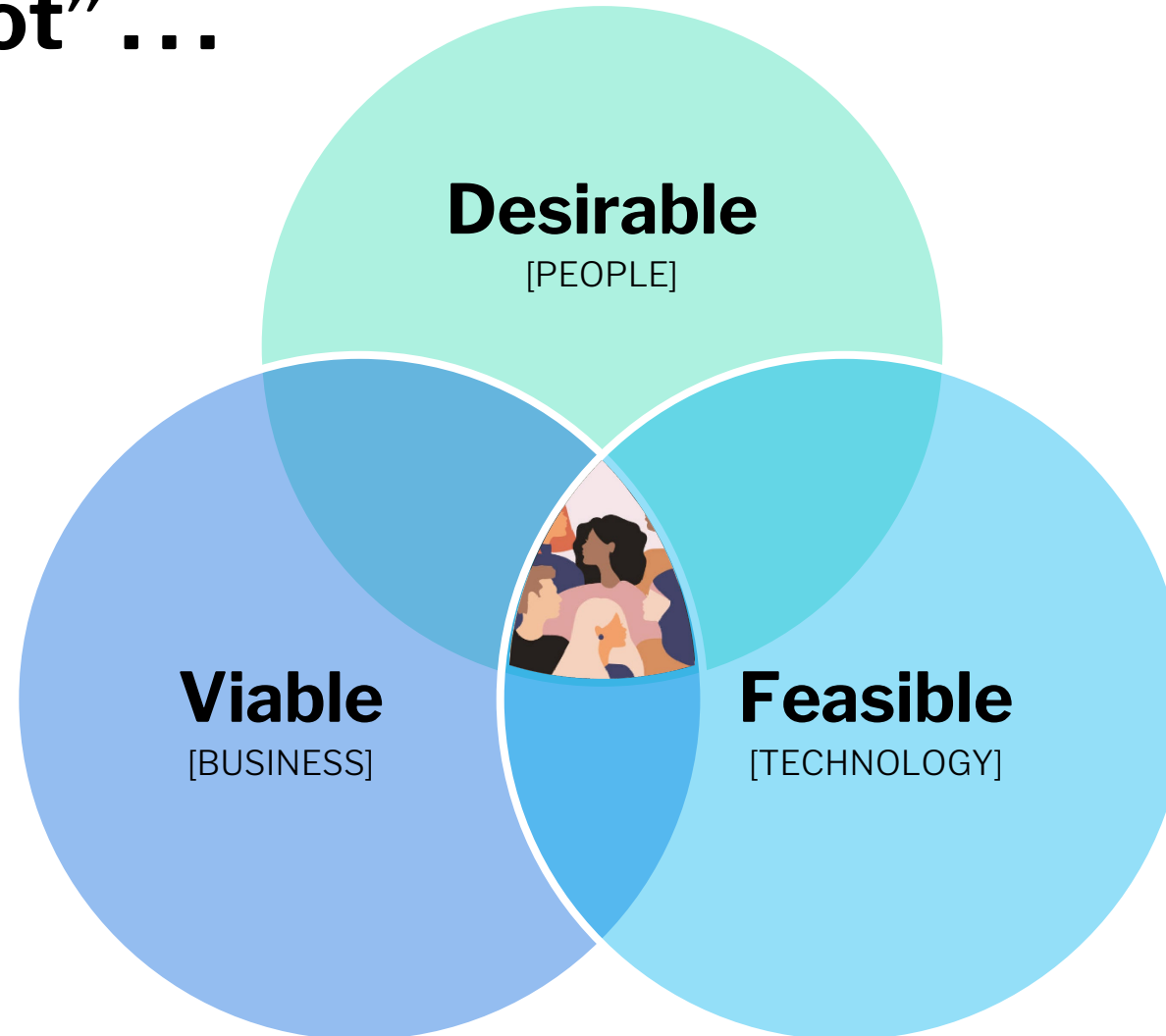
Senior Solution Engineer

Human-centered design (HCD) for government learning and development

HCD is...



**HCD solutions find
the “sweet spot” ...**



**... by keeping
the human at
the center.**

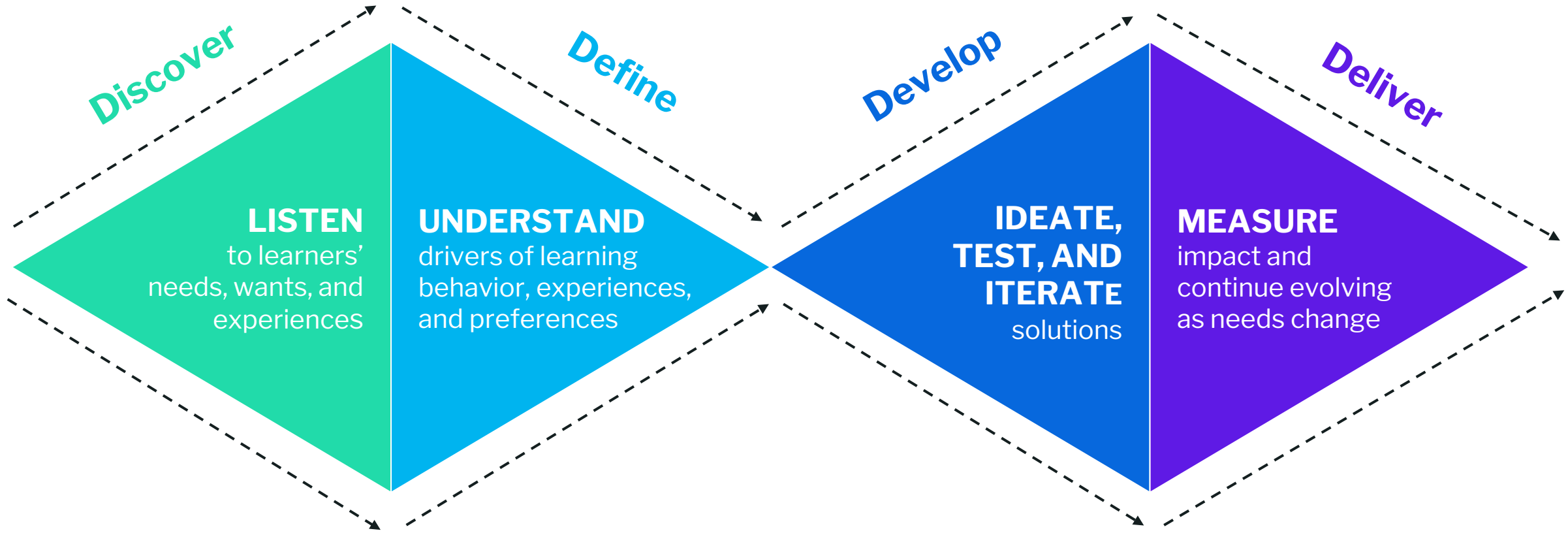
How HCD improves learning and development in government

- 1** Provides the personalized experiences employees expect
- 2** Mitigates investment risk
- 3** Improves organizational outcomes
- 4** Enables sustained readiness

Managing the learning experience improves the ROI of L&D

	What the data is showing	Learning XM approach	Areas of Impact <i>(not exhaustive)</i>
1	Learners lose new information if not applied quickly and employees feel they do not have mastery of the skills required to do their job	<ul style="list-style-type: none"> + Focus on behavioral changes within the learner experience + Automatically follow-up with learners and other stakeholders post-learning to assess learning transfer and impact + Gather feedback from operational stakeholders and graduates of learning programs to continuously assess and improve learning requirements 	<ul style="list-style-type: none"> ↑ Overall Employee Engagement ↑ Overall Employee Productivity ↑ Tailored Learning Curriculums ↓ Time to Full Productivity
2	Few employees believe that training measurably improved performance and learning professionals believe that personalised learning is vital to engagement	<ul style="list-style-type: none"> + Standardize listening across all learning modalities (online, in person, hybrid, informal, etc.) to establish common measurements + Enhance learner records to account for all types of learning + Measure behavioral changes over time to track improvements and correlate learning experiences to operational outcomes 	<ul style="list-style-type: none"> ↑ Employee Satisfaction / Experience ↑ Organizational Readiness ↑ ROI and Training Effectiveness ↑ Employee Engagement ↓ Redundant / Ineffective Training
3	Public sector has indicated core HR technologies are only fair or inadequate and few believe their organization has the processes and tech to help attract the best talent	<ul style="list-style-type: none"> + Effectively measure all aspects of the learner journey - including the technology experience + Leverage external (often operational) data sources to provide critical context about the learner's experience + Embed listening posts directly in the learner's technology 	<ul style="list-style-type: none"> ↑ ROI of technology ↑ Efficiency of Learning at Scale ↑ Organizational Readiness ↑ Feedback / Response Rates ↓ Redundant / Ineffective Technology
4	Public sector expects an increase in internal mobility but a majority rate their effectiveness at enabling talent mobility as only fair or inadequate	<ul style="list-style-type: none"> + Listen More! Scalable and flexible listening solutions allow employees to give feedback that is actionable for both the individual and in aggregate + Correlate measured competencies to employee aspirations and goals by gathering and maintaining data in a single directory + Focus limited resources by clearly identifying largest experience gaps from both the learner and leadership perspectives 	<ul style="list-style-type: none"> ↑ Talent Brand / Recruitment ↑ Employee Retention ↑ Alignment of Ind. & Org. Objectives ↓ Costs of Turnover

How HCD works...



Listen and remember

Process and understand

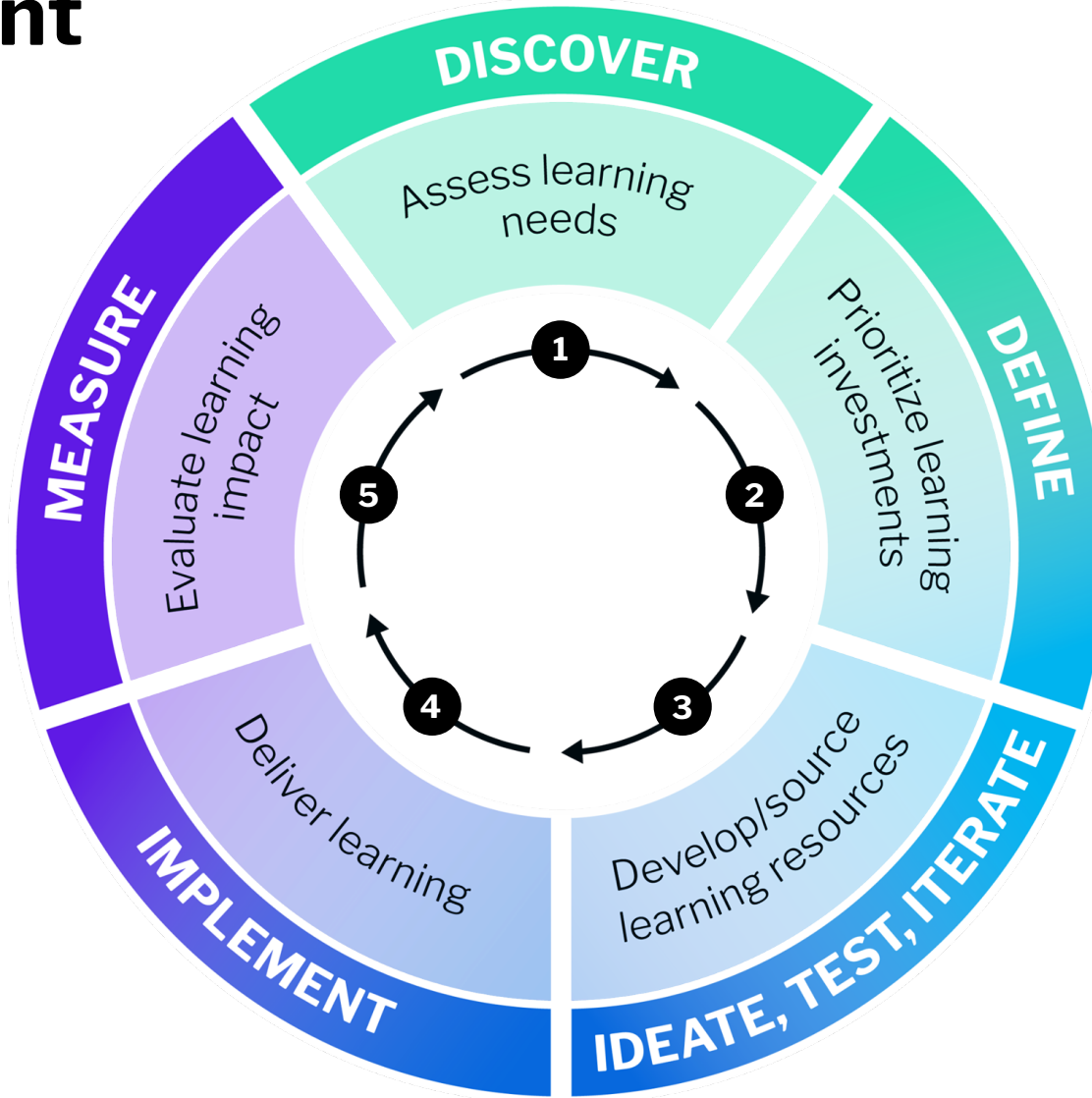
Build a culture of action

LISTEN **XMD** OBSERVE

DECISION MODELING **iQ**™ RECOMMENDATIONS

HIGH-TOUCH **xflow** ZERO-TOUCH

... for learning and development



Let's do it.

Principles of human-centered listening

Listen



- + Empathy matters
- + Explore: Prompt, then probe
- + Ask about a specific time, place, event
- + All observations count
(write down everything you notice)
- + Looking is also listening

Understand

Learning is a journey with horizons and destinations

HMW provide a "horizon" - setting a course for learners to have a north star

HMW spread training requirements out - follow the annual journey with queues

How do we anchor specific learning experiences within a broader learning journey?

No recipe

HMW use learner input and feedback to create an individualized journey?

Physical dimensions of learning - being able to see the entire environment

Keep the "why" at the center

Learning is a holistic, personal experience

Separate the learning experience from skills assessment

Get your head out of your body

Not only can you follow the recipe, but can you solve a problem

Didn't want to be trained, he wanted to learn

Independent learning - "figure it out"

Learning vs. training

Enjoyment

Failure deepens learning

Failure is functional

Even critical learning (landing an airplane) requires failure

Learning happens when you fail

How do we define failure?

Failure is fun

The learner doesn't differentiate between types of content

Language matters: Nothing is "compliance" - it's mission support; a critical dependency

How do we make "compliance" training part of the mission?

Rage-clicking at the end of the year for compliance

Culture is being formed in every interaction with learning

Behavioral standards (click-thru) - we're teaching people what matters

Experiential learning requires specific approaches to teaching

Simulate coaching in digital environments

Instructor matters critically

"Hints" in digital learning

Grace in understanding that there is no failure when you are learning

"The exception showed me the standard"

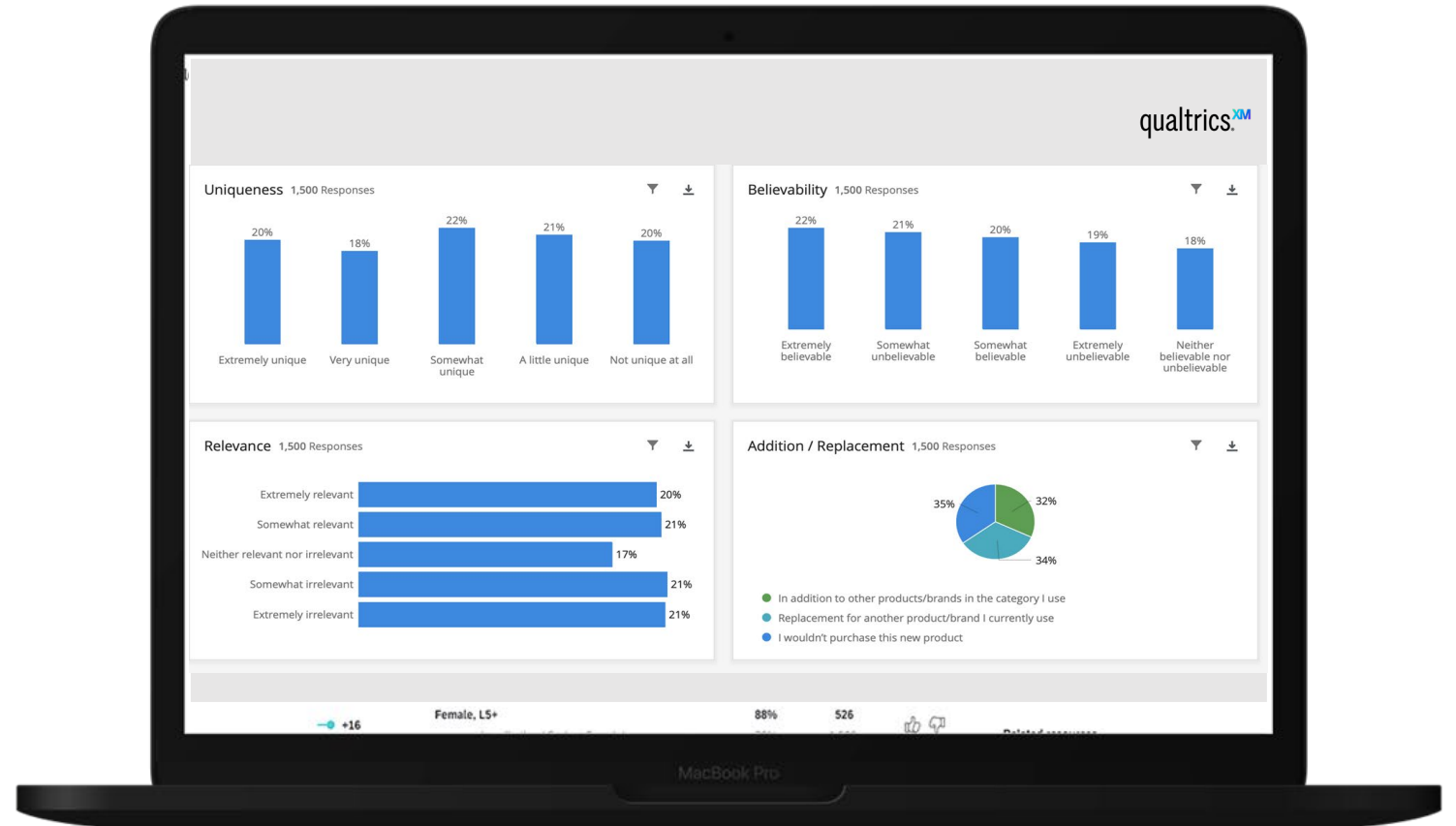
Coaching vs. instructing

Act

Analog



Digital



HCD for learning and development – at scale

Discussion

Resources

- [Qualtrics for government](#)
- [Qualtrics training surveys](#)
- [Employee experience](#)
- [Unstructured listening](#) - XM Institute
- [What is human-centered design?](#) - Harvard Business Review



**Feedback? Questions?
Want to learn more?**

Thank you!