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

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Qualtrics
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

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Chief Industry Advisor, Government

RYAN TWEDDELL
Employee Experience Account Executive, DoD

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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... focusing on the human experience to solve the right problems within complex systems
HCD solutions find the “sweet spot” . . .

Desirable [PEOPLE]

Viable [BUSINESS]

Feasible [TECHNOLOGY]

. . . 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

<table>
<thead>
<tr>
<th>What the data is showing</th>
<th>Learning XM approach</th>
<th>Areas of Impact (not exhaustive)</th>
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| **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 | + 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 | ↑ 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 | + 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 | ↑ 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 | + 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 | ↑ 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 | + 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 | ↑ Talent Brand / Recruitment  
↑ Employee Retention  
↑ Alignment of Ind. & Org. Objectives  
↓ Costs of Turnover |
How HCD works...

**Discover**
- **LISTEN** to learners' needs, wants, and experiences

**Define**
- **UNDERSTAND** drivers of learning behavior, experiences, and preferences

**Develop**
- **IDEATE, TEST, AND ITERATE** solutions

**Deliver**
- **MEASURE** impact and continue evolving as needs change
... for learning and development

1. Assess learning needs
2. Prioritize learning investments
3. Develop/source learning resources
4. Deliver learning
5. Evaluate learning impact

DIAGRAM: Qualtrics Learning and Development Cycle
Let’s do it.
Listen

Principles of human-centered listening

+ 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
- How do we anchor specific learning experiences within a broader learning journey?
- HMW use learner input and feedback to create an individualized journey?

Learning is a holistic, personal experience
- HMW spread training requirements out – follow the annual journey with queues
- No recipe
- Physical dimensions of learning – being able to see the entire environment

Failure deepens learning
- 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
- Did you want to be trained, he wanted to learn
- HMW provide a “horizon” – setting a course for learners to have a north star
- Failure is functional
- Learning happens when you fail
- Failure is fun

Experiential learning requires specific approaches to teaching
- Instructor matters critically
- Simulate coaching in digital environments
- “Hints” in digital learning
- “The exception showed me the standard”
- Coaching vs. instructing

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
- Behavioral standards (click-thru) – we’re teaching people what matters
- Culture is being formed in every interaction with learning

Failure is fun
Act
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!