The Anatomy of a Video-based Simulation

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Austin, TX • June 8 – 10, 2016
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Background

- eLearning and Instructional Design leader at Cinecraft Productions - National content development company
- 17 years in design and development
- Award winning simulations for Ace Hardware, Sherwin Williams, Goodyear and more
In this session...

- Describe a contrived experience or simulation
- Recall the process to build an effective video-based simulation
- Differentiate between 1st person and 3rd person POV
- Identify tools available to storyboard and flowchart video simulations
What is your experience?

- How many of you have designed a simulation?
- Examples?
Can You Find the Fake?

- Coaching Simulation – Stage: Define Impact for Aldo a customer service manager.
  - Address the impact of making a change
  - Discuss impact on the organization and the individual
  - Guide the employee to understand why the change matters
Can You Find the Fake?

Screen 7
Coaching for High Performance (Define Impact)

ALDO: I appreciate the feedback and observations you shared, and I have more clarity on where I am with this goal. I know that this is an important skill for me to improve because I want to increase my leadership responsibilities. If I don’t make progress, I don’t see much chance of either growing in my current role or getting an opportunity for promotion. So, I know it’s important. What else should I be thinking about?

ACTION:
Choices:
(A) “How does improving your ability to lead meetings more effectively lead to higher performance for you? How does it ultimately contribute to Company goals?”
(B) “What can you do to improve your ability to lead meetings more effectively?”
(C) “How do you think we can measure success in this goal? How often should we meet to discuss your progress?”

Screen 7
Coaching for High Performance (Define Impact)

NARRATOR: Before discussing actions to take with Aldo, which of the following approaches would you take at this point in the coaching cycle?

ACTION:
Choices:
(A) Address impact and opportunity
(B) Plan for change
(C) Establish ownership
What is a simulation?

- **Simulation** is the imitation, model or mock-up of a real-world process or system of skills or behaviors.
Dale's Cone

- Direct, Purposeful Experiences
- Contrived Experiences
- Dramatized Experiences
- Demonstrations
- Study Trips
- Exhibits
- Educational Television
- Recordings, Radio and Still Pictures
- Motion Pictures
- Visual Symbols
- Verbal Symbols
Dale's Cone

Contrived Experiences

Direct, Purposeful Experiences
Hypothesis

Achieving intended performance results = Provide a learning environment where the learner receives direct purposeful experiences.

But if you can’t… provide a contrived experience
Pros and Cons

Pros
- Higher Retention
- Realistic and Engaging
- Consistent
- Change Behavior

Cons
- Costly
- Time consuming
- Not Easily Changed
- Bandwidth Restrictions
Design

- Is there established Process?
- Is there established Behaviors?
- Careful planning including action mapping
- Specific questions
- SME involvement
- A very flexible design process
Specific Questions

- What behaviors do you need the learner to change?
- Why aren't people doing this? Is it motivation? Their environment? Lacking skill or knowledge?
Action Mapping

- Set the objective for a top sales associate
  - Start the conversation with every customer, every time.
Observation Exercise
Action Mapping

- Align Behaviors
  - Approach the customer
  - Ask “What can I help you find today?”
  - Take them to the product

- Align Sub Behaviors
  - Smile and friendly
  - Use open body language
  - Active Listening Skills
SME

- Ask SME to provide realistic story
- Prompt them with questions
- Use a grid
- Most importantly ask them plausible wrong answers
<table>
<thead>
<tr>
<th>Questions to answer:</th>
<th>Scenario 1 -</th>
<th>Scenario 2 -</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is this simulation a first person point-of-view or a third person point-of-view?</td>
<td>First-person POV</td>
<td>Third-person POV</td>
</tr>
<tr>
<td>Does the learner make a decision for someone else, or for themselves in the</td>
<td></td>
<td></td>
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<tr>
<td>simulation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal of simulation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Demonstrate all of the</td>
<td></td>
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<tr>
<td></td>
<td>behaviors associated</td>
<td></td>
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<tr>
<td></td>
<td>with the Ace Hardware S.A.L.E.S. process with</td>
<td></td>
</tr>
<tr>
<td></td>
<td>every customer, every time</td>
<td></td>
</tr>
<tr>
<td>Behaviors to be demonstrated in Step &quot;S&quot;:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Ask: What can I help you</td>
<td></td>
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<tr>
<td></td>
<td>find today? (within 30</td>
<td></td>
</tr>
<tr>
<td></td>
<td>seconds)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Smile</td>
<td></td>
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<tr>
<td></td>
<td>3. Walk them to the aisle.</td>
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<tr>
<td>What good open-ended questions would the learner ask customers when they</td>
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<tr>
<td>walk into the store? (as many as you can think of – we won’t use them all)</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>What can I help you find</td>
<td></td>
</tr>
<tr>
<td></td>
<td>today?</td>
<td></td>
</tr>
<tr>
<td>What would the customers’ answers be to these questions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. No thank you, I’m just</td>
<td></td>
</tr>
<tr>
<td></td>
<td>browsing.</td>
<td></td>
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<tr>
<td>What might be Wrong Qs to ask (for our wrong answers in the scenario)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Can I help you?</td>
<td></td>
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<tr>
<td></td>
<td>2. Don’t bother the customer, it’s annoying.</td>
<td></td>
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<tr>
<td>What answers would the customer give to these wrong questions that would take</td>
<td></td>
<td></td>
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<tr>
<td>us down the wrong path?</td>
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<td></td>
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<tr>
<td></td>
<td>1. No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. The customer keeps on</td>
<td></td>
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<tr>
<td></td>
<td>walking.</td>
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</tr>
<tr>
<td>Any coaching suggestions for corrective feedback?</td>
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</tr>
<tr>
<td></td>
<td>1. 80% of sales associates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ask closed ended questions</td>
<td></td>
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<tr>
<td></td>
<td>like &quot;Can I help you&quot; and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>80% of the time a customer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>says &quot;No.&quot;</td>
<td></td>
</tr>
</tbody>
</table>
Remember she’s a Browser customer, what should you say next?

- a) Okay. Can I at least point you in a direction?
- b) Great. Here’s one of our sales flyers. We have some really great deals this week. If you need anything, we’re here to help.
- c) Do you need a cart or a basket?
Instructions

Each time you make a choice, you'll earn points in the form of sales dollars, which will show up on the cash register.

$0 for a bad experience
$150 for just a good experience
$400 for an Amazing Customer Experience

See how close you can get to the store goal of $6,000!

Click on a product, and drag it into the basket to begin.
Storyboarding Tips

- Decide…linear or nonlinear?
- Start with decision points reflective of each step in process.
- Place behaviors and sub at top of each decision point
- Use dialogue – include quotations instead of narration (unless necessary).
- Use well-done behaviors in the setup to reinforce and behaviors to change in answers.
Storyboarding Tips

- Identify for the video crew what the learner sees.
- Aim for 3 answers
- Color Code and identify, best, fair and poor.
- Feedback helps keep people on a linear path. No feedback allows for nonlinear design.
- Don’t use feedback to reinforce correct answers.
- Great job!!! Now reread and cut it by 30%.
Simulations

Linear
Simulations
Non-Linear
## Storyboarding Options

### Setup 1

**VIDEO:** (Asian American nicely dressed walks into store.)

**VO:** You are in step (5) Start the Conversation. You notice a customer walk into the store. How do you start the conversation?

- **a.** Approach the customer and ask, “Hi, welcome to Ace Hardware. What can I help you find today?”
- **b.** Wait for the customer to come to you.
- **c.** Approach the customer and ask, “Hi, welcome to Ace Hardware. Can I help you?”

**CUSTOMER:** Hey, I’m Andy

**VO:** What would you say?

### Table

<table>
<thead>
<tr>
<th>#</th>
<th>Choices</th>
<th>Consequences</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>a.</strong> Approach the customer and ask, “Hi, welcome to Ace Hardware. What can I help you find today?”</td>
<td>1.1 Go to 2</td>
<td>Approach Customer</td>
</tr>
<tr>
<td></td>
<td><strong>b.</strong> Wait for the customer to come to you.</td>
<td>1.2 Feedback</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>c.</strong> Approach the customer and ask, “Hi, welcome to Ace Hardware. Can I help you?”</td>
<td>1.2 Feedback</td>
<td>Error - closed-ended question</td>
</tr>
</tbody>
</table>

**1.2 Feedback**

Never wait for a customer to approach you. The customer may decide to walk on by and you’ll miss the opportunity to even start the Ace S.A.L.E.S Process. The goal is to greet the customer and ask, “What can I help you find today?” within the first 30-60 seconds of arrival.

When you greet a customer, smile and use the magic question: What can I help you find today? This is an open-ended question that invites the customer to provide information. Can I help you? Is a closed ended question. These only have a yes or no answer. Studies show that 80% or more of customers will answer no if an associate asks, “Can I help you?”
Project Management Tips

- Make sure you plan an extra 2-4 weeks
- Be sure to role play the actual simulation with the customer during review process.
- Check list each behavior in the setup and answers
- Give talent dialogue a week in advance to prepare
Abstract of Study Related to Storytelling

Here is an interesting research abstract about using storytelling or narrative in instru...
Lighting
Production Tips

Key Light
Back Light
Fill Light
Shooting
Production Tips

Wide
Medium
Close Up

Mix Up Shots
Sound

Production Tips

Boom
Handheld
Lav
Editing
Production Tips

- Tons of options – Premiere is a good editing tool
- Use different shots to hide bad takes
- Don’t use wacky transitions or effects
- Reinforce or summarize with graphics
- Most importantly … Remember the behaviors and tell the story!
Developing The Marriage

- Depends on specific course
  - Destination
  - Size bit rate
- Encode your file using Adobe Media Encoder
  - H.264 codec
We all learn best from our own mistakes
Thank You

Get the learner as close to the behavior or skill to be learned

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