Performance Support Technologies: Who Are the Stakeholders?

When investing in technologies and applications to enable effective workforce performance support, who is buying? Who is investing time? Who manages them? Who creates the assets? Who deploys the assets? Who are the beneficiaries?

As technologies evolve, so do the answers to these questions. No longer is the training department the answer to all questions; the stakeholders are diversifying.

During this discussion, we will address various technologies and advances in our field as well as the answers to the questions above. The goal is to guide conversation and to exploit current innovations available to us.
Integrated LEARNING, PERFORMANCE SUPPORT, and ENABLEMENT
## Learning Landscape

<table>
<thead>
<tr>
<th>Conceptual (LMS)</th>
<th>Procedural (EPSS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td>Practical</td>
</tr>
<tr>
<td>Comprehensive</td>
<td>Micro-learning (Just enough)</td>
</tr>
<tr>
<td>General Instruction</td>
<td>Personalized (Just for me)</td>
</tr>
<tr>
<td>Consumption within LMS</td>
<td>Consumption In-application</td>
</tr>
<tr>
<td>Testing / Assessment</td>
<td>Guidance</td>
</tr>
<tr>
<td>Scheduled</td>
<td>Just in Time</td>
</tr>
</tbody>
</table>
The Value of EPSS to Proficiency & Adoption

“40% of executives worry that their organizations will not keep pace with technology change and lose their competitive edge.” –McKinsey study, 2013

Quantifiable value of increasing and maintaining user adoption throughout the software life cycle.

Learner/Worker

I need... 
I want... 
I learn...
This way...
Now!!!
$$$
Learning Professional
## Performance Support Implementation Maturity Model

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning &amp; Development Team Competencies</td>
<td>No formal Instructional Design (ID) training</td>
<td>Basic ID skill set using traditional development models</td>
<td>Design and develop Performance Support solutions that integrate seamlessly with formal learning solutions</td>
<td>Use of industry best practices and principles for agile instructional design methodology and EPSS content development</td>
</tr>
<tr>
<td>Content Development Tools</td>
<td>MS Office/Document-based (Word, PowerPoint, PDF)</td>
<td>Web-based (HTML, SharePoint)</td>
<td>Multi-media (video, audio, Flash, etc.) multi-modal (desktop, tablet, mobile)</td>
<td>EPSS authoring tool, single-source authoring</td>
</tr>
<tr>
<td>Delivery Methods (Technology)</td>
<td>Document-based including both physical and digital job aids</td>
<td>Stand-alone, web-based</td>
<td>Integrated passive brokering to isolated Performance Support solutions</td>
<td>Integrated, active, context-aware and embedded PS solutions</td>
</tr>
<tr>
<td>Project Management</td>
<td>Project management is ad hoc</td>
<td>Basic project management processes are defined</td>
<td>Project management process is documented and standardized</td>
<td>Project management processes are ingrained and automated and continuous improvement is measurable</td>
</tr>
<tr>
<td>Governance and Measurement</td>
<td>No formalized oversight structure with little-to-no measurement</td>
<td>Portfolio specific focus only with Level 1 and 2 Kirkpatrick measurement strategies</td>
<td>Isolated business unit collaboration with Level 3 Kirkpatrick project-based impact measures</td>
<td>Strategic governance board and ongoing business impact measurement and reporting enabled by PS infrastructure</td>
</tr>
<tr>
<td>Organizational Change Management Focus</td>
<td>Pilot stakeholders and project team</td>
<td>Siloed stakeholders: IT, L&amp;D, ID, targeted/project-based frontline learners</td>
<td>Generalized stakeholders: front-line learners and business units (including leaders/management)</td>
<td>Enterprise-wide stakeholders</td>
</tr>
</tbody>
</table>

*This diagram illustrates the progression from Level 1 to Level 4, detailing the evolution of performance support implementation strategies.*
On-Demand Learning
Real-Time Support
Validated Communications
Process Compliance

WORKFORCE PERFORMANCE EXCELLENCE
On-Demand Learning
Real-Time Support
Validated Communications
Process Compliance
The project impacts

Affected audience: ~100 store managers + 2000 retail store staff

- New time clocks
- New time-tracking software
- New process for requesting time off
- New process for clocking in using biometrics
- New process for Store Managers
Retail stores are challenging

Training remotely to 100 retail stores can be unpredictable and difficult:

Outlet mall stores have limited Internet speed

Training managers used for store openings, but site visits too costly & time-consuming

Store managers (SMs) have little time to sit on conference calls

Store associates have varying shifts, and cannot all come to one place for a single training session

Lean store staff must serve customers and sell product first; training comes second.
Pilot results: goals met!

Store Managers Reviews

The e-learning and printed guides were very useful. We felt like we were ready for the go live date. The interactive part of the e-learning really helped the management team by enabling us to see the different screens in action.

All training materials were located right here in one location (in SAP Communication Center). I liked getting sent reminders when assignments were due. Training materials were easy to read and follow along with for easy understanding.

Love SAP Communication Center! Easy to navigate. I like that I can go back and know where everything is and re-read if needed.
How well did you Go Live?

- 76: Clock(s) installed quickly; staff knew what to do.
- 15: Clock installation delayed; staff knew what to do.
- 1: Clock(s) installed quickly; staff were confused.
Thank You

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