From Databases to Simulations: How to Leverage Interviews with SMEs

Patricia Franklin, The Learning Alchemist

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Today’s Agenda:

• Knowledge Transfer: Stories, SMEs & Sims

• Skype Video Recording: Tips, Tricks & Trials by Fire

• Getting Granular With GRLOs

• 21st Century Talent Retention Tool
550—Tree began growing
570—Mohammed born
640—Alexandrian Library burned
732—Saracens defeated at Tours
800—Charlemagne crowned
896—Alfred the Great frames laws
1000—Leif Ericson lands on American coast
1066—Battle of Hastings
1147—The Second Crusade
1215—Magna Carta signed
1302—Mariner's compass in Europe
1429—Joan of Arc
1492—America discovered
1588—Spanish Armada destroyed
1620—Landing of Pilgrims
1750—Franklin's discoveries in electricity
1776—Declaration of Independence
1815—Battle of Waterloo
1861—Civil War
1891—Tree cut down
Our Subject Matter Experts:

What do their rings of life represent?
What have been their crucial discoveries?
How can we apply their wisdom?
10,000 Baby Boomers will turn 65 today and every day for the next 17 years.
The average tenure for the 40 million Millennials in the workplace is 2 years.
Think Like a Game Designer

Simulations:
Tough lessons in
Safe Environment

Dramatic Arc:
Set Up
Dilemma
Chaos
Resolution

Interventions:
SMEs
Mentors
Meta Mentors
Resources

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Heroes
Leaders
META MENTORS
Heroic
Inspiring
Impactful
They’ve Got Grit
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Pause, Reflect & Apply
SMEs come in all Shapes, Sizes & Attitudes.
**Physiological needs:**
food, water, warmth, rest

**Safety needs:**
security, safety

**Belongingness and love needs:**
intimate relationships, friends

**Esteem needs:**
prestige and feeling of accomplishment

**Self-actualization:**
achieving one's full potential, including creative activities

**Self-fulfillment needs**

**Psychological needs**

**Basic needs**
What’s the Sponsor’s Vision?
Identify the expert
Research

How did they get to be so smart?

- Accomplishments
- Special skills
- Relationships with others
- Learn about their failures
- History with the organization
What are they passionate about?

What do they want to be recognized for?
Become a skillful
Terry Gross

empathy and warmth,
genuine curiosity and
sharp intelligence
How to Express Understanding

• No judgment
• Feel people’s feelings
• Eye contact
• Let them talk, vent
• Body contact
• Sharing, relating experiences
• Be patient
• Show you are listening
• Acknowledging
• Paraphrasing
Watch outs:

- Closed Questions
- Pretend you are listening
- Hijack the conversation
- Judgment / blame
- Avoiding eye contact
- Yawning
- Talking
- Harping on mistake
- Give them a solution or advice w/o permission
- Not caring
- Dismissive
- Distracted
Hone Your Interview skills

- Respect
- Reinforce Trust
- Positive feelings, environment
- Active listening
Small Talk First.
Weather
Sports

One thought per question.
Ask questions that ask:
Relevant, factual, specific info

“How “ questions can be magic
How do you feel about x (the product, relationship, etc.)
How long have you worked on this project?
How do people most benefit from ...
Open-ended Questions

1. Cannot be answered with a simple “yes” or “no.” They “open up” the dialogue.


4. Be careful when asking “Why” questions so they don’t come across as confrontational.

5. Objective questions. These ask for specific information. “What was the evidence?” “How have you been handling this process?” “What factors are necessary to raise the bar?”

6. Problem-solving questions. Ask these when you want action ideas. “What should you do next?” “How would you implement the steps we just discussed?”
Closed Questions

• Closed questions often begin with “Are” “Can” “Did” “Do” etc.

• Closed questions also come in different types: Identification questions ask “What kind of gizmo is this?” “Who is responsible for this...?”

• Selection questions ask “either/or.” “Who is right, the manager or the employee?”

• Yes/no questions. “Does this customer need this?” “Has the new process been presented to the managers?”
Idea Questions

These questions usually start with the words:

- “Imagine...”
- “Suppose...”
- “Predict...”
- “If..., then...”
- “How might...”
- “Can you create...”
- “What are some possible consequences...”

Some examples of idea questions are:

- “Suppose XYZ were to happen within the next three months. How would that affect team dynamics?”
- “If our founder returned today, what would she think about the changes?”
- “What are some possible consequences if employees do not accept this initiative?”

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Focused Questions

Ask focused questions to elicit facts or concepts.

- **Recalling facts.** “What is the function of [this program]?”
- **Defining terms.** “What is a [bit, byte, gigabyte]?”
- **Categorizing.** “What characteristics do all these [services] share?”
- **Confirming.** “When have you seen anything like this before?”
Establish a Logical Flow

• **What** (is the process, principle, practice, idea, overview?)
• **Why** (is it important?)
• **Who** (is the customer/constituent, user, provider, deliverer, recipient?)
• **When** (is this best used, applied, practiced, delivered?)
• **Where** (is it best used, applied, practiced, delivered?)
• **How** (do you do what you do?)

• Be explicit about what you want respondents to do:
  – tell a story
  – offer tips and insight
  – outline a process
  – provide opinion pointers, etc.

• Be considerate of experts’ time by preparing well in advance.
  – This will also reduce editing time.
Follow-Up Questions

- Can you explain what you mean by that?
- Can you give us an example?
- How often does that happen?
- Has that ever happened before?
- How do you know that?
- How would someone else know that?
- What was your (his/her) role in that?
- What happened next?
Never:
- Anticipate what's coming
- Interrupt
- Finish sentences
- Criticize
- Argue
- Show Bias
- Stereotypes

Tolerate silence:
- Elicit deeper thoughts
- More consideration
- Juicier facts
- "I shouldn't probably be telling you this, but..."

For Compelling Simulations:
Focus on Conflict, **Failure**
• What was the worst thing that happened?
• (Or that could have happened?)
• Who was affected?
• What were the costs?
• What would you have done differently?
Listen with your eyes,
Body posture,
Movements,
Facial Expressions.
Observe your
'Presence'
Listen with your heart:
Analyze feelings,
Notice loudness of speech,
Notice pace,
Hear tone,
Feel the emotions.
Provide the Big Picture

Help your SME realize their impact.

His or her experience carries great value & meaning.

They are heroic.

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Interviewing for Simulations
Act One: Set Up

- Who was on the project?
- What were they like? (roles, ages, experience, personality types, issues, agendas)
- Who else should have been involved?
- What was the goal?
- Where did it happen?
Act Two: **Dilemma**

- What did you discover early on that gave you pause?
- What choices did you face?
- What was at stake?
- Which option did you go for and why?
- What did you think was going to happen with each option?
- How were you led to believe these outcomes?
Act Three: Chaos

- What triggered the situation?
- How were you surprised?
- How were you prepared?
- What would you have done differently?
- How would you describe the damages?
- What did you learn?
Act Three: Chaos

- What experts, mentors, historic figures, celebrities, etc. would you have liked to have heard from at the time?
- What would they have said?
- What resources – books, files, manuals, etc. would have been ideal to have had and why?
Act Four: Resolution

- How did you and others deal with the chaos?
- Was it satisfactory?
- How could it have been better for everyone?
- What lessons did you and others learn?
- How have you applied the learning & experience?
Think Like a Game Designer

Simulations:
Tough lessons in Safe Environment

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Interventions:
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Meta Mentors
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Think Like a Game Designer

Act 1: Set Up
Act 2: Dilemma
Act 3: Chaos
Act 4: Resolution

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Simulation

**Audience:**
New Managers

**Subject Matter:**
Managing Change
Conflict Resolution

**Team:**
Gamers & Instructional Designers *
Video Production – Talent & Crew

**Tools:**
3DS, Digital Video, Adobe Suite

**Features:**
GRLOs, Asynchronous/ Synchronous Sim-to- Virtual World, Avatars, Forums, Tribes, Powers/Levels

**Meta Mentors:**
Genghis Khan, Pablo Picasso, Jane Goodall and Gandhi
<table>
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<th>Character</th>
<th>Enneagram Point</th>
<th>Personality Type</th>
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<td>Tomas</td>
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Act I: Set Up
Tomas:
“In summary, then, we hope that this reorganization will help the bottom line for next quarter...”
Act II: Dilemma
Ameena Calder
Executive Producer, Products Division

LENGTH OF TIME WITH QUOMODO:
Four years

REPUTATION:
Don't get on her bad side

HERO / HEROINE:
Madonna

FAVORITE SPORT:
Basketball

"That was not the answer I was looking for - and certainly not the kind of answer I accept."
JB: “Get underneath the words and you find the old story. Someone felt betrayed, and in turn, betrayed the other. Getting down to the bottom of it, these people really respected each other, which is why the betrayals hurt so much.”

Act III: Chaos
Meta Mentor
Act IV: Resolution

CONFLICT RESOLUTION

LEARN TO IDENTIFY CONFLICT.

DON'T GET INVOLVED IN HOW THE CONFLICT STARTED.

FOCUS YOUR ENERGIES ON HOW TO END THE CONFLICT.
Video Production
Online video recording apps

• Vod Burner  http://www.vodburner.com/win
• ShowMore  http://showmore.com/
• Callnote  https://callnote.net/
• Ecamm  http://www.ecamm.com/
• Pamela  https://www.pamela.biz/
• Evaer  http://www.evaer.com/
• Lots more…
Speech Search
Point your web browser to: http://nephrology.hosted.panopto.com/Panopto/Pages/Sessions/List.aspx
In the search box at the top, search for "declining kidney function"
In the first video returned in search results, click on the link at 10:14
This will launch the video and fast forward to 10 minutes, 14 seconds. You'll hear the speaker say "declining kidney function"

Text Search
Point your web browser to: https://demo.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=91afabe0-ae3a-499b-a033-1c9f0b35328
Search for "interoperable communication"
In the search results, click on the last link at 7:36
This will fast forward to 7 minutes, 36 seconds in the video. You'll see the words "interoperable communication" toward the right side of the slide.
Video Alternative
Getting Granular: Small is Beautiful

Paralinguistic Production
Richer characterizations
Reusability:
Separate Audio + Images:
Easier, Faster, Cheaper
Artistic, Flexible, Scalable
Database Meta Tags & Media


Share via DLNA and convert MP3s, M4A, OGG, FLAC, WMA, MP4, AVI, and WMV to support most devices.

Programs like MediaMonkey can help keep you organized by categorizing and sorting your files. You can then have it automatically retrieve, associate, and tag your media.
What Wisdom Do You Want to Share?
“To understand the heart and mind of a person, look not at what he has already achieved, but at what he aspires to.”

21st Century Talent retention tool:

Dream Machine
http://thelearningalchemist.com/knowledge_transfer/
Thank You!

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