Lean Learning: Cutting the Fat to Demonstrate Sustainable Learning Value

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the lean learning experience

we’ll address the following:

1. define core lean learning elements
2. recognize what leaders expect from lean
3. implement a lean learning process
4. determine lean learning impact on business
quick questions…

how… would you describe ‘lean’ within learning?

what… would you describe as ‘lean’ within your learning efforts?
what’s common?

[Logos of various companies, including Apple, GE, Amazon, Google, Toyota, and KPMG]

lean learning organizations
the reality...

"e" preceding "learning" implies certain realizable efficiencies not available with conventional learning sessions
what’s lean learning?

1. It’s about being part of the **business process**; not part of the **business challenge**

2. It’s about **how learning** occurs; not **what learning** applies

- Timely
- Relevant
- Adaptive
- Integrative
- Efficient
- Resourceful
- Seamless

T.R.A.In.E.R.S
Unconvinced?

examples of lean learning tools:

- e-learning
- web-based/mobile
- VR/AR
- gamification
- microlearning
- webinars
- blended learning
- LMS/LCMS/LRS
- examination systems
- SCORM reporting
- xAPI/CMi5
- HTML5
change in perspective

conventional organization

lean learning organization

Learning & Development

Operations

Learning & Development

Operations
first, what’s lean?

- continuously improve value-focused processes to drive sustainable results
- appropriately allocate future resources for strategic growth
- iterative process effective when driven by culture

it’s how the organization thinks and acts
core lean elements

- **purpose**
  what ‘customer’ problems will LD address to prosper? be valued?

- **process**
  how’ll LD assess its process so it’s valuable, capable, available, flexible, and linked?

- **people**
  how’ll LD evaluate processes serving the business purpose and engages people to actively and continually improve?

Adapted from: Lean Thinking, Womack, J ; D. Jones, founders, Lean Enterprise Institute and the Lean Enterprise Academy (UK).
lean process

1. Specify value from the customer’s perspective

2. Identify all steps in stream, eliminating non-value ones

3. Make value-creating steps occur in tight sequence

4. Let customers pull value from the next activity

5. Begin again until a perfection is reached

Adapted from: Lean Thinking, Womack, J; D. Jones, founders, Lean Enterprise Institute and the Lean Enterprise Academy (UK).
lean learning

1. identify value

2. map value stream

3. create flow

4. establish pull

5. seek perfection

reflect issue/process

learning approach?

resource needs?

define purpose?

business issue?
lean learning

1. identify value
   - partner
   - business issue
   - process identification

2. map value stream
   - integrative/seamless
   - adaptable/timely

3. create flow
   - application
   - user buy-in?
   - difference maker?

4. establish pull
   - application
   - user feedback
   - better way?

5. seek perfection
   - still aligned?

progress & improve

needs assessment

application & impact

delivery & deployment

• strategically align?
• map performance
• assess resources

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Where Learning...Means Business

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map out your lean perspective

T.R.A.In.E.R.S

issue ➔ process ➔ metrics ➔ correlate ➔ design ➔ deploy

purpose (level 4)

process (level 3-4)

prepare (level 1-2)

progress (level 1-4)
lean learning

Minimize process disruptions:

Lean learning is about the application of knowledge, not acquisition
(Kirkpatrick L3, not L2)
lean learning review

1. be integrative and seamless:
   - seek opportunities within processes
   - strive for non-intrusive interactions

2. minimize process disruptions:
   - avoid downtime; leverage downtime
   - reduce cycle-time (develop & process)

3. become a partner:
   - Understand business-performance relationship
   - identify cause-effect performance relationships

4. leverage existing processes
   - actively monitor current offerings
   - map to adapt existing offerings to new applications
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Resources…

“Workforce Revolution!” blog.centralknowledge.com

• ‘Gaining Buy-in for E-Learning’ course
• ‘Train-the-Trainer’ course

Available on Amazon
Available at Amazon.com

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