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Lean Learning: Cutting the Fat to Demonstrate Sustainable Learning Value

Ajay Pangarkar, CentralKnowledge
Lean Learning: Cutting the Fat to Demonstrate Sustainable Learning Value!

Thank you for selecting this interactive session. It is with great pleasure that I present to you an educational session why and how your business leaders evaluate e/m-learning initiatives and demonstrate how to build credibility within your organization.

Your role as learning and performance professionals within your organization and industry is evolving at a rapid pace. No longer is T&D confined to one role but it is increasingly viewed as a partner in achieving a strategic goal. Your role is now to understand how Learning fits into this equation and how will you be able to credibly support and communicate the results. Please contact me anytime with your questions at 866-489-7378 or by email: ajayp@centralknowledge.com.

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Description:
Leaders expect you to do more with less, better, and faster. They also expect learning to deliver results while minimizing disruptions to business processes.

This session will explore how to integrate e-learning with the Lean learning methodology. Using this methodology, learning organizations never isolate learning or e-learning.

Learning leaders collaborate to seamlessly integrate learning into existing Lean business processes. Doing so minimizes disruptions, increases productivity, lowers costs, and captures learning opportunities immediately, improving business performance.

Application on the Job:
- Discover learning opportunities within the business’s value chain activities.
- Develop Lean learning process opportunities within the work flow.
- Integrate current e-learning initiatives into a Lean learning process.
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
what’s common?

![Apple](image1.png) ![GE](image2.png) ![Amazon](image3.png) ![Google](image4.png) ![Toyota](image5.png) ![KPMG](image6.png)

Answers:

1. __________________________
   __________________________
   __________________________

2. __________________________
   __________________________
   __________________________

3. __________________________
   __________________________
   __________________________
change in perspective

conventional organization ————> lean learning organization

Learning & Development

Operations

Learning & Development

Operations

How’s your Learning department positioned?

______________________________________________________________________

______________________________________________________________________

______________________________________________________________________

What can you do to change this perception?

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______________________________________________________________________

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what’s lean learning?

It’s not the learning method or tool that determines whether learning is lean.

It’s how you apply and utilize available resources to deliver and derive learning value.

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 entire organization thinks and acts.
core lean elements

- **purpose**
  what ‘customer’ problems will the LD address to achieve its purpose of prospering?

- **process**
  how will LD assess its value process so it is valuable, capable, available, adequate, flexible, and linked?

- **people**
  how will LD evaluate processes ensuring it serves the business purpose and engages people to actively and continually improve?

Identify an internal customer

______________________________________________________________________

**Purpose: What is the customer issue?**

______________________________________________________________________

______________________________________________________________________

**Process: What is the process for learning to address the issue?**

______________________________________________________________________

______________________________________________________________________

**People: How will you engage LD and users?**

______________________________________________________________________

______________________________________________________________________

______________________________________________________________________
## leaders expectation

### what learning should do:
- minimize disruptions
- integrate and be seamless
- prove performance
- become a partner
- build on past

### how learning should do it:
- deliver business results
- improve productivity
- manage/reduce cost
- leverage existing processes (EoS)
- capture-release learning

### What should you be doing?

- 
- 
- 
- 

### How will you do it?

- 
- 
- 
- 

leaders expectation

The “e” implies gaining efficiencies and effectiveness:

- redefine what ‘learning’ means to the organization
- re-conceptualize eLearning technology environments
- seek efficiencies for business through the learning process

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).

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**Lean Learning**: Cutting the Fat to Demonstrate Sustainable Learning Value!

**Lean Learning**

1. **Identify Value**
   - **Define Purpose?**
   - **Map Value Stream**
   - **Establish Pull**
   - **Create Flow**

2. **Map Value Stream**
   - **Design & Development**
   - **Assess Resources**
   - **Align to Strategy**
   - **Map Performance**
   - **Assess Resources**

3. **Create Flow**
   - **Delivery & Deployment**
   - **Disruptions?**
   - **Integrative/Seamless**
   - **Acquisition**

4. **Establish Pull**
   - **Application & Impact**
   - **Application**
   - **User Buy-in?**
   - **Difference Maker?**

5. **Seek Perfection**
   - **Identify Value**
   - **Resource Needs?**
   - **Define Purpose?**
   - **Lean Learning**
   - **Purpose?**
   - **Needs Assessment?**
   - **Still Aligned?**
   - **User Feedback**
   - **Better Way?**

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Identify an internal customer

1. Identify Value

What is the business issue?

How can you partner?

What skills/needs gap is evident/assumed?

2. Map Learning Value Stream

Identify the mission’s core business focus

Map the skills need to the business/performance objective

Identify available resources

3. Create a Learning Flow

Identify opportunities to limit disruption in workflow

Assess current workflow to integrate learning

Determine how participant will access and acquire content
4. Establish Pull

How will you gain participant support/buy-in

How will ensure participants apply the skills

Define the performance/business outcome/result

5. Seek Learning Perfection

Ensure business alignment

Verify the learning solution addressed/resolved the issue

Gather feedback from users

What needs to improve/change

What will you do make it happen
lean learning

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

Take inventory: What do you currently have or use?

_________________________________  ______________________________________
_________________________________  ______________________________________
_________________________________  ______________________________________
_________________________________  ______________________________________
_________________________________  ______________________________________
_________________________________  ______________________________________
_________________________________  ______________________________________
Lean learning

Minimize process disruptions:

Lean learning deployment

Learning need

Business need

performance expectations

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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