



**FREE RESEARCH DOCUMENT ON:
TECHNOLOGY BASED TRAINING “TBT”**

“The most intelligent way to learn...anything, anywhere, anytime”

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TECHNOLOGY BASED TRAINING (TBT)

“The most intelligent way to learn...anything, anywhere, anytime”

Document Objectives:

In today’s world learning has become a lifelong event. This white paper has the capability to help individuals and companies understand why Technology Based Training “TBT” is a faster, more economical and more intelligent way to learn. We hope you will try TBT and realize how audio, visual, pre-evaluations, skill testing and interactivity make learning more enjoyable and more effective. We believe that TBT can improve personal lives and corporate bottom lines through higher salaries, better jobs, improved business environments and increased bottom line revenues. TBT has the ability to improve our social, environmental, political and personal climates by creating an educated mass capable of making wiser decisions than we have made in the past. “Knowledge is Power” Corey O’Neil

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“The most intelligent way to learn....anything, anywhere, anytime”



What CEO's and Experts are saying about training:

“There is a direct link between education and income. People who have a better education have better jobs and get better pay. Countries that have better education systems have stronger economies and are tougher competitors in the worldwide marketplace. America is becoming a nation of educated and uneducated.”

- Louis Y. Gerstner, Jr. Chairman and CEO IBM

“Those armed with the highest levels of knowledge and skills are in an advantageous position in the current economic climate. We are currently in a seller's market – **the skilled employed have the bargaining chips because of very low unemployment levels**, especially for highly sought skills such as computer programming.”

- Canaccord Capital, E-learning

“The new economy puts a premium on intellectual capital. However, the life of knowledge and human skills today is shorter than ever, increasing the pressure to remain at the forefront of education and training throughout a career. In the midst of globalization and technological revolution, four-year degrees are just the beginning of a forty-year continuing education. Life-long learning may be considered a buzzword today, but it is quickly becoming an imperative.”

-WR HAMBRECHT + Co

"In your career, knowledge is like milk. It has a shelf life stamped right on the carton. The shelf life of a degree in engineering is about 3 years. **If you're not replacing everything you know by then, your career is going to turn sour fast.**"

--Louis Ross, Ford Motor Co., CTO to a group of engineering students

“TBT is simply the most intelligent way to accomplish the following goals:

- to improve current performance at work
- to advance career and/or increase salary by learning new skills
- to stay current with industry standards
- self-improvement such as motivation and social skills”

-Corey O'Neil, FirstClass Systems

"If you are not being educated in your job today, you may be out of a job tomorrow... Employee education is not growing 100 percent faster than academia, but 100 times - or 10,000 percent - faster... Over the next few decades the private sector will eclipse the public sector and become the major institution responsible for learning."

-- Jim Botkin and Stan Davis, *The Monster Under the Bed*

“in a time of drastic change, **it is the learners who inherit the future.** The learned find themselves equipped to live in a world that no longer exists.”

- Eric Hoffer, in *Vanguard Management*, 1989

“70% of the fastest growing companies say they are faced with serious problems finding skilled, experienced workers.”

- PriceWaterhouseCoopers.

“In today’s knowledge-based economy, a four year degree is just a prerequisite to participating in the industries of the future”

- Merrill Lynch, *The Book of Knowledge*

“A recent, year-long survey of more than 6,000 high-tech workers in Canada by Ottawa-based TalentMap.com found that the downturn in the tech sector has done little to discourage employees from seeking new positions... The survey noted that high-tech workers are still generally in an enviable position. An estimated 70,000 to 90,000 technology jobs remain open in Canada, along with 900,000 technology jobs in the United States, yet nearly 50 per cent will likely go unfilled because of lack of candidates with sufficient skills.”

- The Globe and Mail, *Canadian Business*, B5 Monday June 11, 2001

“Education is the next industrial era institution to go through a complete overhaul, starting in earnest in 2000. The driving force here is not so much concern with enlightening young minds as economics. **In an information age, the age of the knowledge worker, nothing matters as much as the workers brain.**”

-Peter Schwartz, *Wired Magazine*, *The Long Boom*

“And as human capital becomes the chief source of economic value, education and training become lifelong endeavors for the vast majority of workers”

- Peter J. Stokes

- Approximately 50% of IT Company executives cited the lack of skilled workers as the most significant barrier to growth during the next year.

- Approximately 70% of IT companies said that “few” or “some” applications for IT jobs have the skills the companies are seeking.

-Information Technology Association of America (ITAA)

It is estimated that we will need 1.3 million new computer scientists, systems analysts and computer programmers by 2006 in the United States.

- Merrill Lynch, *The Book of Knowledge*.



Technology Based Training “TBT”

Faster

...learners ...can better understand the material, leading to a 60% faster learning curve, compared to instructor-led training. ... Whereas the average content retention rate for an instructor-led class is only 58%, the more intensive e-learning experience enhances the retention rate by 25-60%. Higher retention of the material puts a higher value on every dollar spent on training.

- WR Hambrecht + Co

Cheaper

A recent study found that corporations that employed a workforce with a 10% higher-than-average educational attainment level enjoyed 86% higher-than-average productivity. Computer-based training and online training can reduce training costs over instructor-led training. A congressionally mandated review of 47 comparisons of multimedia instruction with more conventional approaches to instruction found time savings of 30% improved achievement and cost savings of 30-40%.

- Merrill Lynch, *The Book of Knowledge*



Technology Based Training (TBT) Introduction

"It's a more convenient method of learning, especially for someone who has a busy schedule. You can learn at your desktop in the office or at home and you can navigate through various topics in the course and learn only what you need to learn. It's flexible."

- James Lawler, VP of training technologies at Merrill Lynch.

Definition

Technology Based Training (TBT) is a computer based training methodology that includes web-based, intranet based, DVD and CD based training on any topic.

High quality TBT has the following capabilities

- Reduced learning time and improved retention rates through rich multimedia including graphics, animated case studies and examples, animation, sound, video etc. *Studies have shown that the more senses involved in learning, the higher the retention rate
- No risk “Hands on training” through realistic simulations and role playing
- Learn only what you don’t know through initial skills gap evaluations that assess training path requirements and bypass topics you already know
- Evaluate acquired knowledge throughout course with multiple testing
- Enables “Just in time learning” for quick solutions to required needs as opposed to “just in case” learning which often does not improve your performance.
- 24/7 global access - ability to train according to your own preferences, your own learning pace, eliminates time constraints, and removes geographic constraints.
- Unlike books TBT has the ability to keep today’s fast-changing content current, dynamic, and refreshed
- Capable of adaptation to market and technological changes.
- Consistency – courses can be delivered consistently each time and for each participant unlike instructor-led training.

Technology based training is changing the way corporations and individuals obtain skills in almost every single segment of the business process. Initially IT training dominated the TBT market, however, front office, management, sales, customer service and professional development training are increasing at a rapid rate.



THE TOP TEN BENEFITS OF TECHNOLOGY BASED TRAINING (TBT)

“Flexibility, Accessibility, Convenience – Users can proceed through a training program ‘at their own pace and at their own place.’ They can also access the training at any time, and only as much as they need – known as ‘Just in time and just enough’.”

-White Paper: Is Web-Based Training Right for You?

“The actual time required for training by computer averages about 50% that of instructor led training, lowering costs further”

- Return on Investment and Multimedia Training

“Goodbye classes, goodbye books. Goodbye teachers’ dirty looks.”

- Alice Cooper

Top Ten Technology Based Training (TBT) Benefits:

- 1) Enhances retention rate by 25 – 60%
 - It provides for self-reinforcement. Interactivity improves the retention of the skills being taught and simulations help walk you through actual scenarios and identify mistakes when you make them.
 - The ability to customize the learning material to your own needs, with more control over your learning process, leads to a 60% faster learning curve compared to instructor-led training.
- 2) Saves time
 - A comprehensive skill assessment performed prior to taking the training determines which topics you need to focus on
 - The delivery of content in smaller units, called “learning objects” contributes further to saving time and has a more lasting learning effect (see Learning Objects definition on the next page).
- 3) TBT interactivity accommodates different learning styles and fosters learning through audio, visual, testing, and by having learners “do what they are learning”.
- 4) Saves money – see TBT cost savings
- 5) Learn from the best right at your desktop - you don't need to go anywhere to learn from proven leading companies or experts.
- 6) Access your courses anywhere, anytime, on CD-ROM or by using an Internet connection and browser
- 7) Learn at your own pace: Don't feel constrained by an instructor-led class that is too fast or too slow for you. You can learn at comfortable pace, further increasing skill retention.
- 8) TBT provides more up-to-date information than traditional training; students can learn how to use the newest products or versions of software.

- 9) TBT is flexible – students can navigate through the training to cover topics in whatever order is more beneficial in light of their specific training needs. This allows students to select learning materials, or to be directed to content that meets their level of knowledge, interest and what they need to know to perform more effectively in their particular activity.
- 10) Can be accessed by a variety of platforms such as Windows, UNIX and Mac

Learning Objects: Definition

TBT breaks course material into small bites by breaking large blocks of content into modules that can be searched and then completed in a short amount of time. Dissecting a skill into many segments allows users to gain competency quickly. Learning objects also serve as a helpful tool for users who need to brush up on a skill once they're back on the job. Employees can quickly scan a course module list and find the lesson they need without wading through pages of unnecessary content.



Compare TBT against books/teachers/instructors

“Instructor Lead training is very expensive. You have to pay for the printed material, the speakers, lodging, food, and travel. But with web-based content we’re able to reach people at their desks. We’re saving hundreds of thousands of dollars on travel alone.” (Software company)

– Forrester Research – Online Training Needs a New Course Aug 2000

“Studies have indicated that retention of certain subject matter may be up to 250% greater with computer-based or on-line training than classroom based model.”

– Merrill Lynch, The Book of Knowledge

“E-Learning tends to be short, targeted, task-driven, and episodic, while classroom learning tends to be longer, less well-targeted, and programmatic. “

- E-Learning, Marc J. Rosenberg

“It can take anywhere from 25 to 60 percent less time to convey the same amount of instruction or information as in a classroom.”

- Brandon Hall, Web-Based Training Cookbook, New York

Top 5 TBT Advantages Over Books and Instructor-Led Training:

- 1) **TBT has higher retention rates than books or instructor led training** - Educators agree that a lack of student interaction is a leading contributor to the failure of the standard classroom and textbook-oriented learning environment. TBT captures the student's attention, and keeps it with a high level of interaction. The courses are designed to gain and maintain interest through the extensive use of graphics and animation to illustrate and explain concepts, and by ensuring there is a high degree of interactivity with the student. Please see Higher retention of content through personalized learning on page 11 for additional advantages.
- 2) **Online training is less intimidating than instructor-led courses.** Students taking an online course enter a risk-free environment in which they can try new things and make mistakes without exposing themselves. This characteristic is particularly valuable when trying to learn soft skills, such as leadership and decision-making. A good learning program shows the consequences of students' actions and where/why they went wrong. After a failure, students can go back and try again. This type of learning experience eliminates the embarrassment of failure in front of a group.
- 3) **Content that is "up to date"** - TBT has the ability to keep fast-changing content current, dynamic, and refreshed unlike books
- 4) **Consistency** – courses can be delivered consistently each time and for each participant unlike instructor led training which has a risk of different messages or different interpretations of the content being delivered by the different instructors.
- 5) **Cost** – TBT is up to 90% less expensive than instructor led training *see below

“While the employee is in training, someone else is doing that person’s job, or worse, the work is not getting done. Sales calls aren’t being made, repairs are delayed, calls aren’t returned, customer wait times are just a little longer, etc.”

- e-Learning, Mark J. Rosenberg

Higher retention of content through personalized learning.

Technology-based training allows more room for individual differences in learning styles. TBT’s interactivity accommodates different learning styles and fosters learning through audio, visual, testing, and by having learners “do what they are learning”. TBT also provides a high level of simulation that can be tailored to the learner’s level of proficiency. With 24/7 access, people can learn at their own pace and review course material as often as needed. Since they can customize the learning material to their own needs, students have more control over their learning process and can better understand the material, leading to a 60% faster learning curve, compared to instructor-led training. The delivery of content in smaller units, called “learning objects” contributes further to a more lasting learning effect. Whereas the average content retention rate for an instructor-led class is only 58%, the more intensive TBT experience enhances the retention rate by 25 – 60%. Higher retention of the material puts a higher value on every dollar spent on training.

“We turned to the Net because we have a shortage of trainers. They can’t reach all of our employees. Now we use online courses that anyone can review and revisit if necessary. It’s reusable knowledge that saves us the time and money required to train more trainers.”

– Forrester Research – Online Training Needs a New Course Aug 2000

Compare TBT with classroom learning (instructor led training)

	Classroom	Online Learning
Access	Limited	24 x 7
Quality	Varied	Consistant
Results Measurement	Difficult	Automatic
Retention of Information	Varied	High
Relative Cost	High	Low



2) Technology Based Training (TBT) for Corporations

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TBT Intro - A Corporate Strategy and Advantage

“Once a company gains a knowledge-based competitive edge, it becomes ever easier for it to maintain it’s lead and ever harder for it’s competitors to catch up.”

- Quinn, Anderson and Finkelstein

“Technology Based Training enables businesses to establish a competitive advantage and improve their bottom line by developing their human capital, increasing employee performance, and improving retention rates while at the same time decreasing training costs. TBT will improve the bottom line of any company and ‘the bottom line is the bottom line’ ”

- Corey O’Neil, Founder of Boda Zapha

Introduction

Corporations are beginning to view learning as a competitive weapon rather than an annoying cost factor. Knowledge has become a competitive advantage in the “global economy”. Changing and complex work environments require training to be delivered on a “just in time basis” as opposed to the classroom style of “just in case”. Business success depends more and more on high-quality employee performance, which in turn requires high-quality training. Corporate executives are beginning to understand that enhancing employee skills is key to creating a sustainable competitive advantage. In the quest to remain competitive in today’s labor-tight market, companies are exploiting advances in technology to train employees more rapidly, more effectively, and at less expense than in the past. TBT provides a means for aligning workplace performance with business strategies and for building communities of best practice and expert thinking. TBT provides your workforce with an up-to-date and cost-effective program that yields motivated, knowledgeable, skilled, and loyal workers.

TBT – A Corporate Strategy

Investing in your employees’ knowledge increases corporate “Human Capital”. Compared with turnover and hiring costs, training investments are a clear bargain. It’s a proven fact that training opportunities are major selling points in attracting and keeping staff. Regardless of your staffing situation, the return on a training investment is clear: a more highly trained, enthusiastic, and effective employee that is better able to meet the rapidly evolving needs of your organization. TBT can capture the expertise of your management and/or instructors before they retire or leave. This ensures corporations don’t lose that “knowledge capital”. TBT is great anytime you need to re-skill yourself and learn a new function fast. Plus, instructor-led training is only as good as a given instructor and students are on a given day in a particular classroom. By contrast, TBT is consistent, controlled and scalable to individual learners’ styles, meaning that students can work in chunks of time that suit both their temperament and schedule. Finally, TBT is eminently trackable on the back end, so training centers can assess students’ interaction and competency at whatever level of detail they choose. “With e-learning, you can determine a real ROK—return on knowledge—rather than being dependent on the instructor’s or the student’s impressions to know how effective your training is”

-William, a training administrator

“A recent study found that corporations that employed a workforce with a 10% higher-than-average educational attainment level enjoyed 86% higher-than-average productivity. Computer-based training and online training can reduce training costs over instructor-led training. A congressionally mandated review of 47 comparisons of multimedia instruction with more conventional approaches to instruction found time savings of 30% improved achievement and cost savings of 30-40%.”

-Merrill Lynch, *The Book of Knowledge*



Corporation Benefits of Technology based Training (TBT)

"An organization's ability to learn and translate that learning into action is the ultimate competitive advantage."

-- Jack Welch, CEO of GE

"Is this investment in corporate learning paying off? There is increasing evidence that these types of investments are related to corporate success, according to a 1997 study conducted by the American Society for Training and Development (ASTD). When a sample of publicly traded companies was split in half based on training expenditure per employee, the companies in the top half had higher average net sales per employee, and higher average annualized gross profit per employee than the companies in the bottom half. In addition, companies in the top half provided training to an average 84 percent of their workforces, whereas companies in the bottom half averaged just 35 percent of their employees receiving training."

-1998 ASTD State of the Industry Report

"...and the value of e-learning is the sum of its ability to save money, generate benefits to the business (enhance skill and knowledge, improve job performance, and impact results), be available to anyone-at any place and at any time-and do all of this at the speed of business."

-E-Learning, Marc J. Rosenberg

"The only thing that gives an organization a competitive edge... is what it knows, how it uses what it knows, and how fast it can know something new."

-Laurence Prusak, IBM

Top 10 Corporate advantages of TBT:

- 1) Lowers the overall costs of creating a workforce that performs faster and more efficiently than the competition and leverages investments in the web and/or intranets
- 2) Allows organizations to provide "on-site" learning, eliminating "lost opportunity costs". TBT can be scheduled during non-peak work hours. Employees can remain at the company while taking TBT. If employees have to go to a training center someone else will be required to do that person's job, or worse, the work is not getting done; sales calls aren't being made, repairs are delayed, calls aren't returned, customer wait times are just a little longer, etc.
- 3) Employees who feel they are learning and valued tend to be more productive. Providing opportunity for continuous learning so employees can be at the "cutting edge" of their technical field is as important as compensation to many employees (with the added benefit of ensuring your companies technology is "at the cutting edge"). Encouraging students to take responsibility for their learning and succeeding, builds self-knowledge and self-confidence.

- 4) TBT is accessible 24 hours a day, seven days a week, and accessible globally for international operations.
- 5) “Learning objects” - Allows learning to be broken down into discrete units. Reduces time in classroom as employees often take complete courses when they only need a small piece of the course content to work at a higher level.
- 6) Emphasis can be placed on “What the employee can do” as opposed to “Did they go to class” by obtaining results of post assessments of courses through a “Learning Management System (LMS)”
- 7) Administrators can track performance and measure return on information (ROI)
- 8) Enhances business responsiveness with the ability to reach an unlimited number of people/employees instantly. Distribution of content to the entire organization is possible allowing organizations to rapidly deploy learning to everyone throughout the organization without being tied to the constraints of the classroom. Organizations can quickly roll out a small piece of targeted learning that focuses on solving an immediate business problem.
- 9) “Safe Failure” – allows employees to experience challenges and fail without affecting business systems.
- 10) Allows those who rarely take training, such as more senior personnel or mobile workers, to participate in learning.

For student / employee advantages and benefits of TBT please also review “Top 10 Benefits of TBT” on pages 3-4



TBT Cost Savings over Instructor Led Training

“No time is needed for housekeeping, class introduction, breaks, lunch etc. Second, because of the individualized design of e-learning, ‘learners’ can move at their own pace, often skipping material they already know (often the system itself makes a diagnosis and automatically skips unnecessary material). Learners are not held up when ‘slower’ students need more time, nor do they have to sit through instructor presentations targeted at the mid-level learners”

- e-Learning, Mark J. Rosenberg

TBT Cost Savings for corporations can be broken into two areas:

- A) The elimination of travel expenses
- B) The elimination of lost opportunity expenses

A) Substantial cost savings are achieved due to elimination of travel expenses.

With traditional training methods, companies generally spend more money on transporting and housing trainees than on actual training programs. In today’s competitive environment, organizations can no longer afford to inflate training budgets with extensive travel and lodging. Approximately two-thirds of training costs are allotted to travel expenses, which represents a major drain on bottom-line profitability. When delivered through technology-based solutions, training is less expensive per end user due to scaleable distribution and the elimination of high salaries for trainers and consultants. The biggest benefit of TBT, however, is that it eliminates the expense and inconvenience of getting the instructor and students in the same place. According to Training Magazine, corporations save between 50–70% when replacing instructor-led training with electronic content delivery.

B) TBT Eliminates Lost Opportunity Expense

“While the employee is in training, someone else is doing that person’s job, or worse, the work is not getting done. Sales calls aren’t being made, repairs are delayed, calls aren’t returned, customer wait times are just a little longer, etc.”

-e-Learning, Mark J. Rosenberg

If opportunity cost is taken into account, the actual costs of training are even higher. Time spent away from the job traveling or sitting in a classroom reduces per-employee productivity and revenue tremendously. Opting for TBT also means that courses can be pared into shorter sessions and spread out over several days or weeks so that the business would not lose an employee for entire days at a time. Workers can also improve productivity and use their own time more efficiently, as they no longer need to travel or fight rush-hour traffic to get to a class. If opportunity cost is taken into account, the actual costs of training are even higher. Time spent away from the job travelling or sitting in a classroom reduces per-employee productivity and revenue tremendously. With TBT, employees can then access training when it is convenient for them, at home or in the office.



Measuring TBT Performance

"By delivering the education online, adding interaction and a short test to help ensure learning, thousands of dollars were saved in staffing costs that would have been spent in order to bring all personnel into a standard classroom setting,"

- Scott Marshall, technology coordinator and instructional designer for Children's Healthcare of Atlanta

"The perception of training is changing from a cost centre to a revenue generating investment. Motorola calculates that every \$1 spent on training equates to \$30 in productivity improvements in three years."

- Merrill Lynch, The Book of Knowledge

To calculate the **Bottom Line Results** of Technology Based Training (TBT) companies should consider the following:

Cost Savings

How much money does TBT save the company over current Instructor lead training? A Calculator is provided for comparing TBT savings with Instructor led training on the web site you downloaded this document from.

Performance improvement

How much more is a labour force with increased knowledge worth? If a sales force that completes 80% of the courses offered are seeing a 10% increase in sales what would that be worth to the company? What if your technical department learned software making them 15% faster? How quickly can the business train its employees to bring a new product to market? How fast can the company train an employee to respond to customers needs?

Competitive Advantage

Operating more efficiently creates the opportunity to "outbid" your competitors. A knowledgeable and more efficient labor force will outperform your competition in turn increasing your bottom line.

Methods of Measurement

"**Time to competency**" TBT can reduce the time it takes for employees to learn their jobs and, ultimately, increase corporate profits. Prior to implementing TBT, discover how long it currently takes for your employees to learn their jobs, then compare results after launching TBT. Knowing how long it takes to train someone using instructor lead training vs. Technology Based Training then creates an opportunity to calculate not only how much was saved, but also how much was gained in "opportunity costs". For example, if your technical department learns a new technology in four weeks as opposed to six, you have saved two weeks of costs but also your production has increased during those two weeks improving your bottom line further.

“Return on Expectation” – Ask your employees the degree to which their expectations of job performance improvements will increase as a result of the training. In other words ask them to put a dollar value on the requested training.

Case Study

Virginia Ertl prefers measuring "achieved competencies." In 1993, when she was asked to develop a program to teach 5,000 GE Capital employees the basics of risk management, Ertl sought to simulate real work processes and have employees learn from their errors. Ertl, who is now president of GE Capital's Performance Technology Solutions division in Stamford, Conn., initially gave the employees a paper-based case study on pitching and defending a virtual deal and tested how they dealt with the situation. Her team then had the employees go through the computer-based simulation and retake the test, applying what they learned to a different case study. Ertl discovered a 65 percent increase in competency among the employees who went through the simulation. She then put a conservative dollar figure on what an increase of 65 percent in competency would mean for 5,000 employees. The estimate: \$180 million in net income.

-Online Learning magazine May 2001



Suggestions on how to succeed at TBT

Maslow's Hierarchy of Needs: People need a sense of survivability before they can truly set their minds, and their hearts, to inventing their future.

Continuous learning is critical from a business perspective, as companies are only as successful as its people are excellent. TBT can move a company quicker towards its goals by improving employee's performance, productivity, speed, flexibility, and the motivation of your workforce. Creating an environment for continuous learning to take place is a big challenge.

The following are suggestions to gain management “buy-in” and motivate employees to take TBT and also to coax reluctant employees to “stick with it”.

- 1) **Budget For Training** - If you do not have a budget for training begin by building the business case for Technology Based Training (TBT). An outline is presented in “Preparing a TBT Proposal” page 20
- 2) **Understand the needs of your employees** – Understand what they need to know and what they need to be able to do in order to excel at their job. Before learners dive into the training, ask them to write a brief statement about how they plan to use their new skills. This helps them focus on why they're taking the training and how it will affect their lives once the class is over. *this step is included in a “TBT email Promotion Program” located on the web site you sourced this document from.

- 3) **Find small success stories of TBT in the company** - Then work speedily to showcase and demonstrate the effectiveness of TBT to the entire company audience.
- 4) **Link TBT to business needs, career development and training paths**
- 5) **Get direct managers on-board** - make direct managers accountable for TBT for their staff. Have them play a part in determining and integrating new skills, knowledge and ideas into the workplace. Communication from the top also lends credibility to TBT efforts.
- 6) **Skip the kick off** - kick-offs meet the emotional needs of kickers not the needs of receivers.
- 7) **Document the business results to evaluate TBT effectiveness and ROI** - *Our TBT email Promotion Program is a great way to tout the benefits for the company and benefits for employees by communicating frequently and specifically to inform and educate about the benefits and value of technology based training
- 8) **Start telling people what's available through TBT** - Promote, Promote, Promote – send out consistent email reminders of the availability of the courses. Make sure to show a demo to each employee
- 9) **Make TBT easy to adopt** – Ensure you have quality TBT and that it is easy to find courses and take them
- 10) **Have real dialogue with employees about their learning needs**
- 11) **Provide incentives** - If employees take the initiative to learn new skills that can be directly applied to improve performance, that is worth recognition and incentives such as:
 - certification
 - promotion
 - more pay
 - the possibility of new or desirable work assignments
 - prizes such as “a day off”, free lunch, and additional stock options.
 - Recognition of their efforts through awards and/or congratulate them in a company wide email, publish the names of workers who have completed courses and their bonus tallies in a weekly newsletter or internal email.
- 12) **Have a TBT Corporate Strategy** - The corporate vision of learning should be that every employee has learning plan, approved by their department manager, and is given a minimum of 2 hours every week to participate in TBT. Learning should be tied into the employees job description with a strategy for compensation and promotion leading to improved business performance and a higher quality of life for the employee. Set objectives and schedule time for employees to take the training.
*make TBT a part of daily activities
- 13) **Use An “LMS”** - Ensure that your company uses a “Learning Management System” (LMS) to track employee progress and gage how well they are doing. The tracking and reporting features included in an LMS allows you to structure rewards and required dates for completion. It also helps management to see how effective the training is. With this information management can schedule performance reviews to have employees describe what they can do with their new skills rather than what they know or how many classes they have taken

14) **Use resistance as something important to talk about, not something to overcome.**

Realize that initially enrollment rates or completion rates are going to be low, people will miss the classroom and they will be put off by TBT technology. This creates an opportunity to involve others in sharing information, in planning and implementation and talking about objections, feelings and opinions.



Preparing a TBT proposal

“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success” Stephen A. Brennan

This proposal is designed to provide training administrators and/or individuals who make training decisions at corporations prepare a training proposal and assist them to:

- become an advocate of TBT’s ability to increase business performance and decrease costs
- gain support from front line managers and upper management
- promote learning as an integral component of work (this means changing the perception that training is an expense to training is an investment and business strategy).
- motivate employees to take and continue taking TBT

If you work for a large organization we recommend determining one area of the company that would benefit from TBT and prepare the proposal to satisfy that one need. Once you have succeeded in one area you can use it as a “case study” for motivating the company to implement a larger version of TBT. For mid-size and smaller corporations we recommend finding employees that are willing to try TBT as a solution for their needs. These successes can help motivate other employees to try TBT and also motivate management to increase budgets for TBT.

Once you have gained approval for TBT at you company we recommend following the guidelines provided in “Suggestions On How To Succeed At TBT”.

Preparing a Proposal

The goal of the Proposal is gain “buy in” from upper management by addressing the issues that are important to them. This can be done by showcasing TBT as being more efficient and cost effective. The end result should be a commitment of both time and resources for a TBT program.

The Proposal should provide decision makers at your company with:

- 1) A description of the need or problem that will be solved through training (business and/or performance)
- 2) An overview and benefits of TBT (include – “TBT - A Corporate Strategy and Advantage”, “TBT - A Corporate Strategy and Advantage” and “The Top Ten Corporate Benefits of TBT”).
- 3) A description of who will use the TBT
- 4) The resources required to complete the training (time and money). Contact Us for pricing
- 5) Success/evaluation of the TBT to be provided to upper management
- 6) Expected corporate benefits of the training project



Conclusion

Experts agree that industry standards are changing fast in today’s “New World”. Technology Based Training is the best way to remain current with these standards by ensuring you and your company has training on the latest solutions and technologies. Individuals that commit and complete TBT will improve their performance, which will advance their careers, make them more employable and/or increase their salary. Companies that employ a TBT strategy will increase their “knowledge capital” which has a direct affect on bottom line revenue through improved performance, increased sales and happier, more committed and smarter labor force.

"Knowledge is Power" - TBT is the most intelligent, economical, and fastest method to acquire knowledge and empower you and your company to be more competitive in today's rapidly changing world. I hope this white paper has helped in your quest to understand why learning is important for remaining competitive, why TBT is the best learning medium, and also why FirstClass Systems and its partners are the world’s best suppliers of TBT.

Corey O’Neil, Founder of Boda Zapha