



# Get more of out of ILT

A recognition of possibility and some steps to realize it



# Introduction

## Sam Test Cauthen

Chief Operating Officer, Poll Everywhere

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Currently heads People Operations including  
Learning & Development

Background in consulting, organizational  
design, and marketing

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## Fast facts

Founded in 2008

The world's 1st software-based response system

23 million polls presented

300,000 educators have used Poll Everywhere


75% of Fortune 1000 companies use Poll Everywhere



# Today's discussion

- Quick case for ILT
- Improving results before, during, and after the session
- Measuring the results





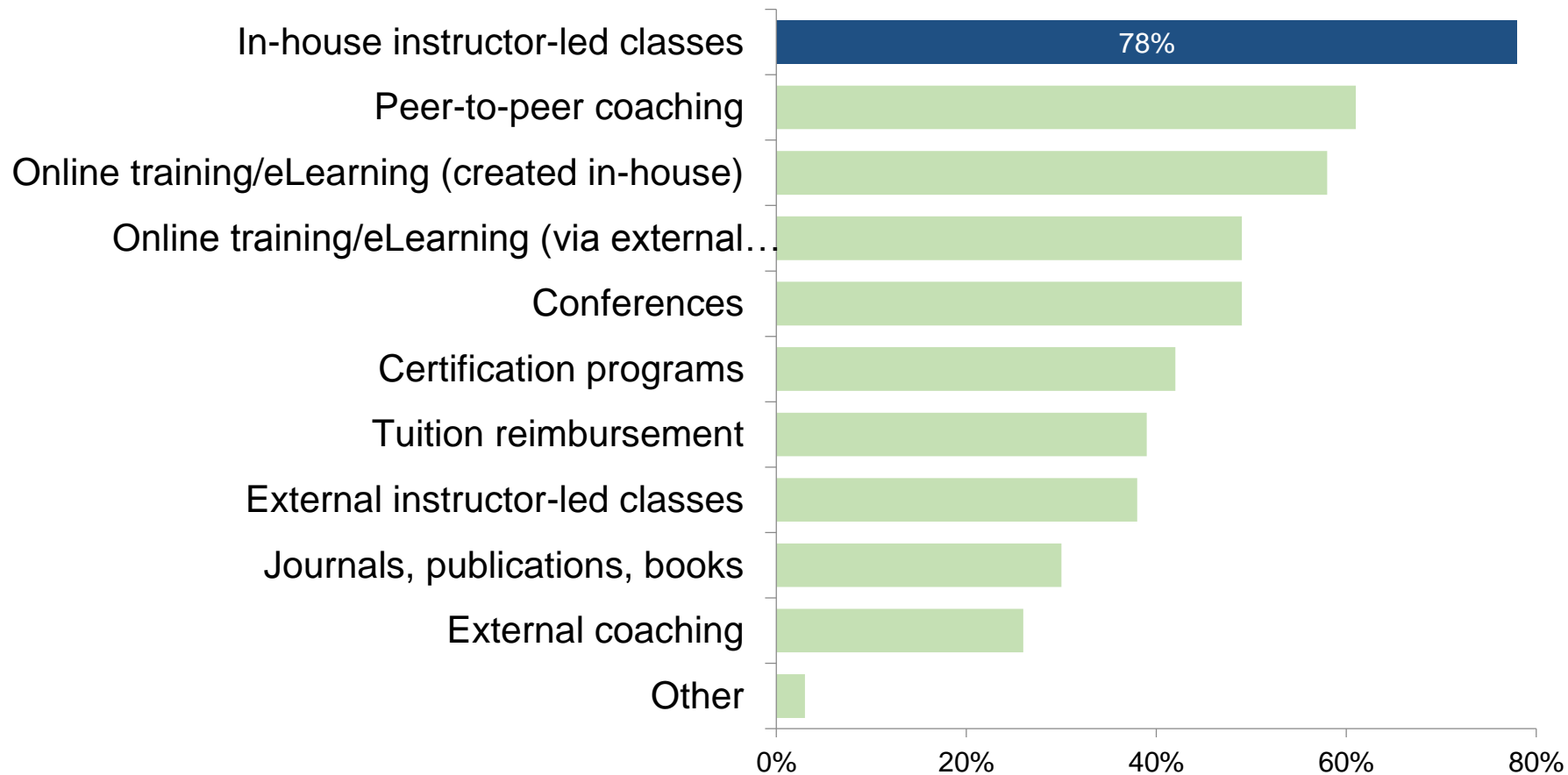
Despite declines,  
**half of all employee  
training hours are  
still spent in  
instructor-led  
classrooms.**

ATD 2017 State of the Industry

# Learning professionals turn to ILT.

**What type of learning tools do you/your team use to train employees?**

LinkedIn 2017 Workplace Learning Report



# And learners often prefer it.

## Which learning method would you most prefer to use?

Good Practice in association with Combres, 2017

	Coaching or mentoring	Instructor led face-to-face training courses	E-learning	LMS	Virtual classroom training	Online groups & networks	Performance support tools	Mobile apps
I need to learn about a new system, process or procedure	15%	<b>26%</b>	30%	10%	9%	3%	3%	3%
I need to learn how to run a successful project	24%	<b>29%</b>	20%	10%	5%	3%	4%	3%
I need to learn how best to have a difficult conversation with a member of my team	46%	<b>27%</b>	10%	5%	3%	3%	2%	2%
I need to learn how to manage change effectively	31%	<b>33%</b>	14%	9%	3%	4%	2%	2%
I need to learn about different management styles and how to apply them to my role	30%	<b>32%</b>	13%	10%	4%	3%	3%	3%
I need to learn how to motivate my team	43%	<b>27%</b>	10%	5%	4%	4%	4%	1%
I need to learn how to improve my presentation skill	24%	<b>35%</b>	17%	6%	7%	3%	3%	2%



# That matters.

## Opportunity for growth and mastery

- Training and coaching
- Manager engagement
- Right-sized roles



Employee engagement



Employee retention



Company value

Select  
references



Bersin  
by Deloitte.



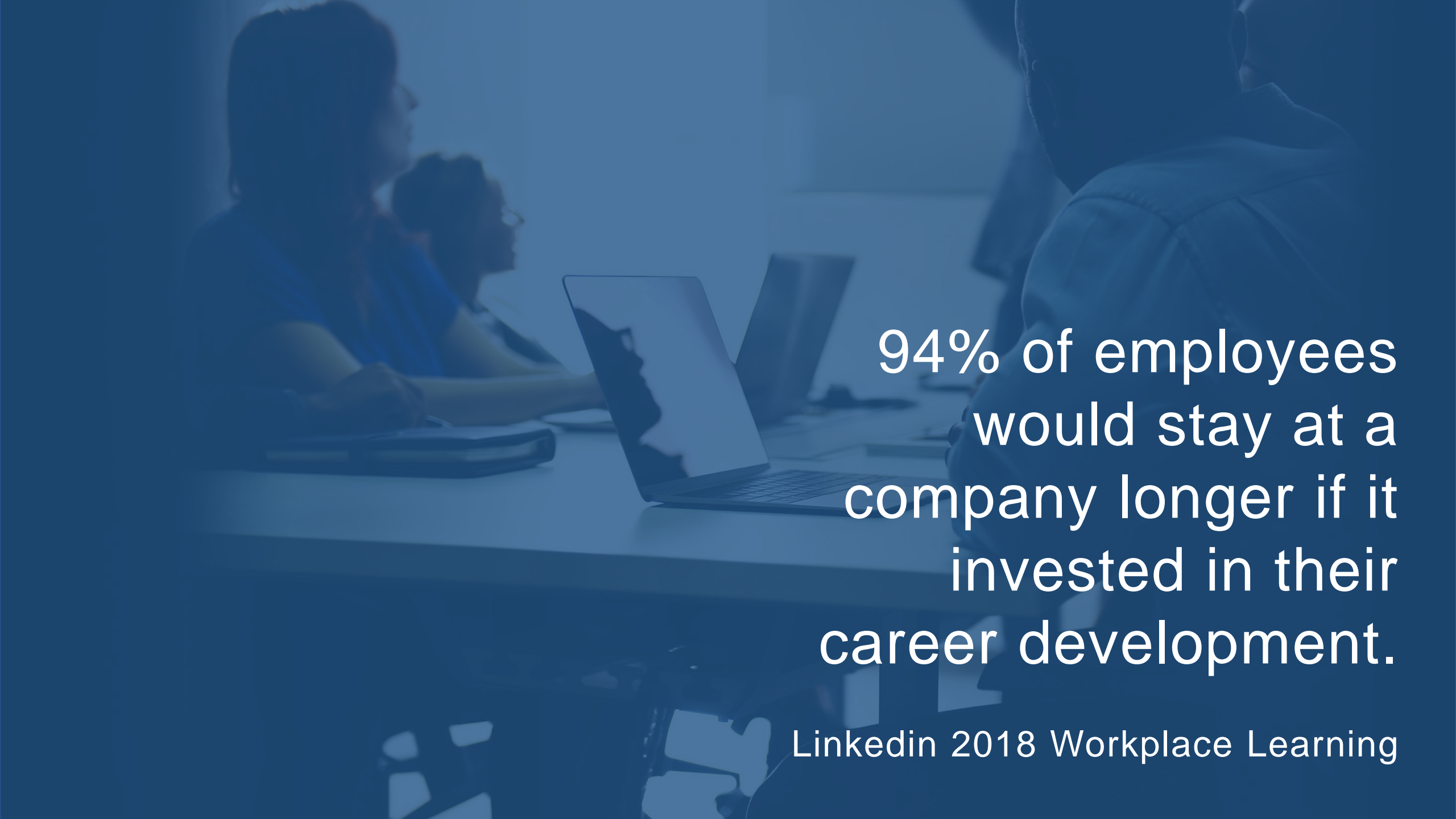
QUANTUM  
WORKPLACE

SHRM<sup>®</sup>  
SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

GALLUP<sup>®</sup>







94% of employees  
would stay at a  
company longer if it  
invested in their  
career development.

LinkedIn 2018 Workplace Learning

# Opportunity abounds.

Employees averaged **34.1 hours** of training in 2016...of which **17 hours** were spent in ILT classrooms.

In a company of 100 employees, that's almost **one year** spent in a classroom.



It is harder to measure.

Return

Return

Investment

Investment

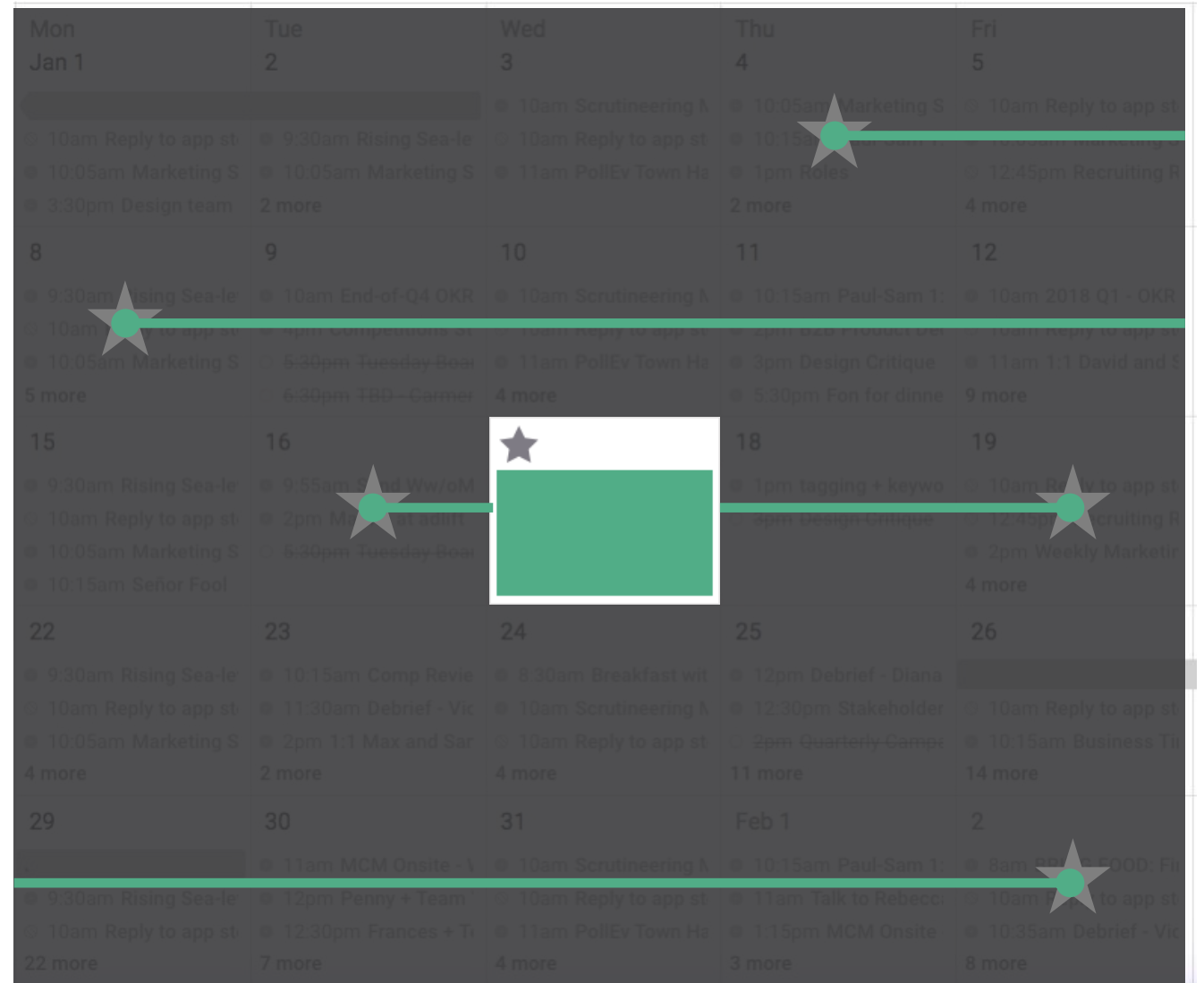
# Do with ILT what it does best.

	<b><i>Synchronous</i></b> <b>Instructor-led training</b>	<b><i>Asynchronous</i></b> <b>E-learning courses</b>
<b>Extent of focus</b>	Sustained practice and processing Application of knowledge with guidance	Discrete knowledge acquisition Exposure to body of knowledge
<b>Nature of decision-making</b>	Subjective judgment Discursive, consultative, facilitated	Algorithmic application Repetitive, well-defined, process-oriented
<b>Environment in which work is to occur</b>	Social Behavior applied in groups; community reinforcement is important	Solo Work is largely individual

ILT is an  
experience.

It's special.

Spread it out.  
Connect it  
all.



# Principles from the science



## Anticipation

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Heightened attention and emotion before an experience than after



## Repetition

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Spaced repetition and reinforcement of concepts results in greater recall



# Efficiency

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Every interaction requires **work**.

Every interaction produces **content**, material, information.

**Use that content** in multiple places in multiple ways for multiple purposes.

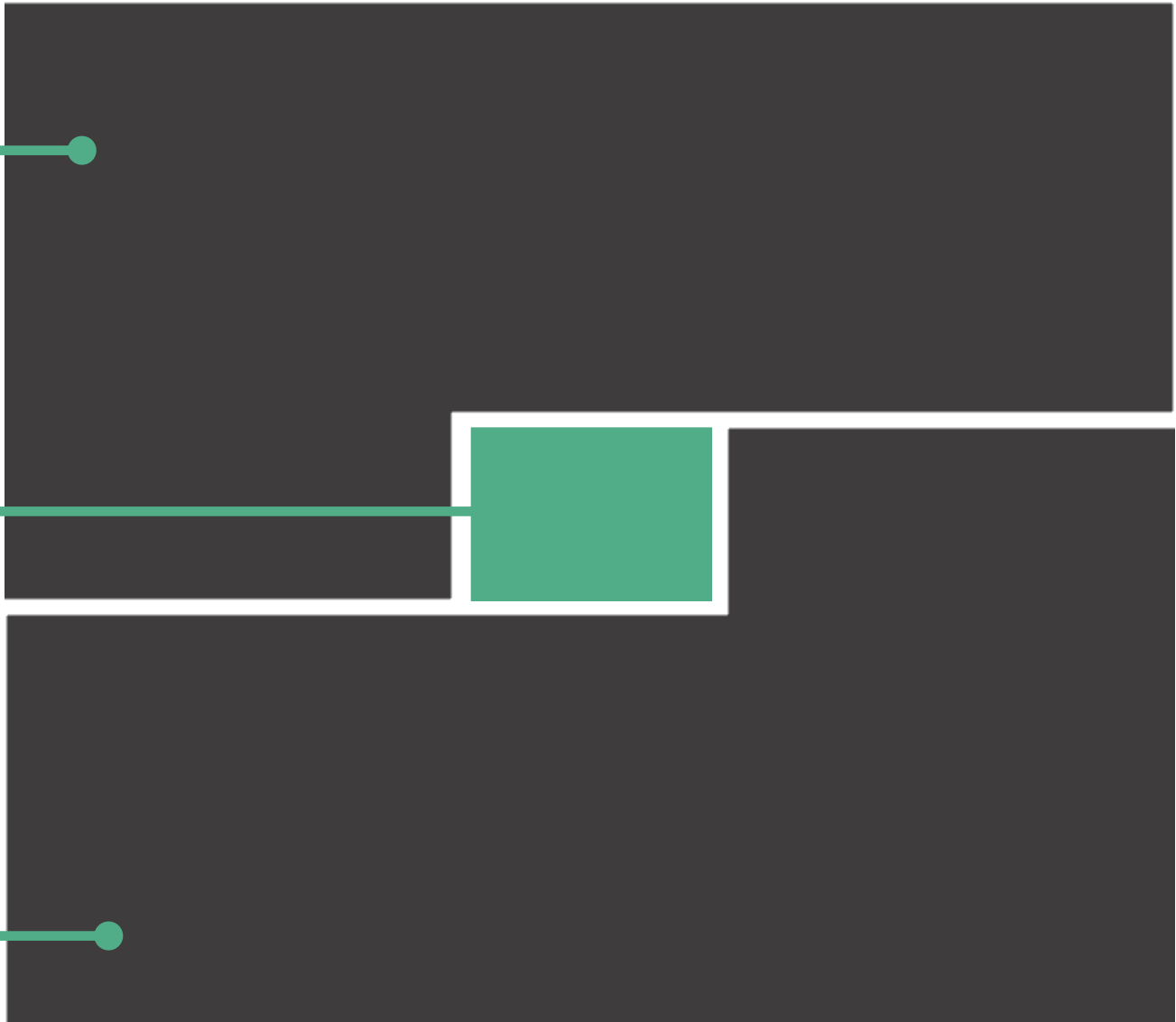
Before  
ILT



During  
ILT



After  
ILT





# Before the program

- Needs assessment
- Expectation setting for learners
- Engagement of direct managers
- Building curiosity and anticipation
- Delivering on pre-work





## Expectation setting of learners

### GOALS

(1) Engage the learners in the learning process ahead of the ILT, and (2) surface concerns, needs, and expectations to be addressed

### BEST PRACTICES

No more than 3-5 questions

Sent as soon after sign-up as possible

Emphasize qualitative questions if it's a new session or new set of stakeholders

Utilization of existing comms channels, e.g.,

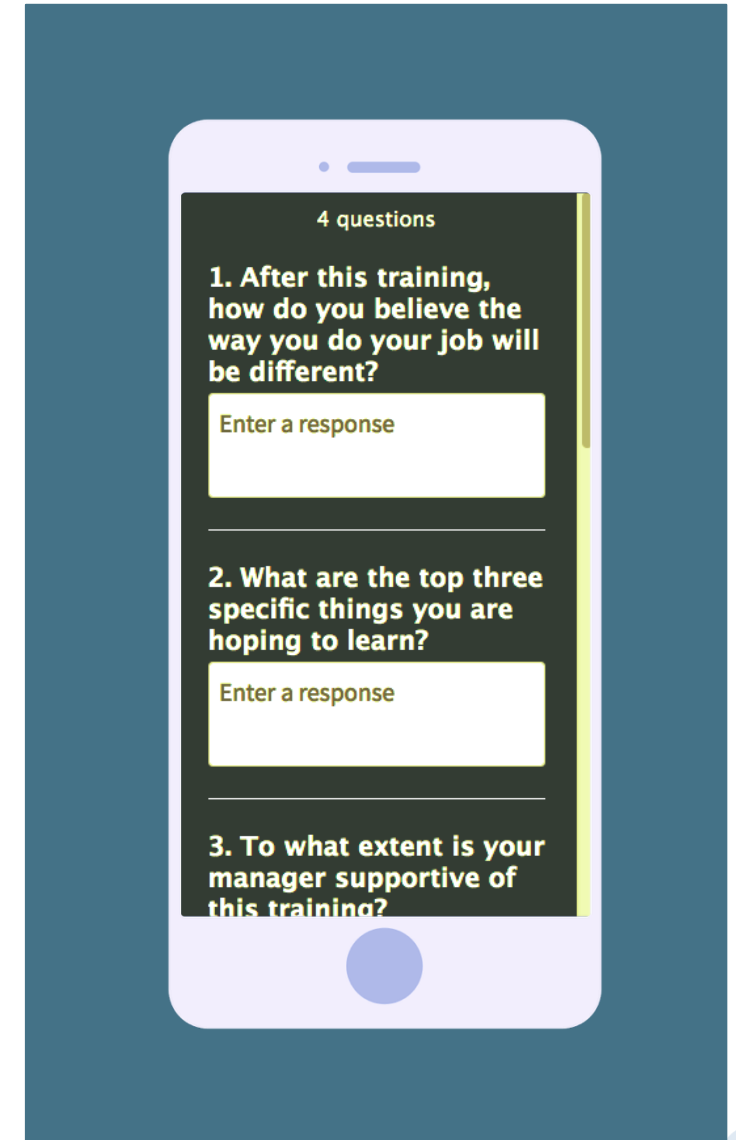
- On-screen immediately after sign-up form
- LMS generated / in-system survey
- Embedded in emails (through Google forms)
- Emailed surveys through any survey provider
- Live mobile survey immediately at the beginning of the session

### EXAMPLE CONTENT

- After this training, how do you believe **the way you do your job to be different?**
- What are the **top three specific things** you are hoping to learn?
- What are your **manager's expectations** for this training?
- Is your **manager supportive** of this training?

### USING THE CONTENT

- Share most salient specific learning goals during session
- Confirm “way you do your job will be different” At end of session



## Before

## During

## After



### Expectation setting of learners

#### EXAMPLE CONTENT

- After this training, how do you believe **the way you do your job to be different?**
- What are the **top three specific things** you are hoping to learn?
- What are your **manager's expectations** for this training?
- To what extent is your **manager supportive** of this training?

Spotlight responses or display word cloud of the responses as the intro slide (tool: word cloud)

Present top responses set within the goals of the ILT; adjust content as necessary (tool: spreadsheet, slides)

Demonstrate how the participants' goals are aligned to those of their managers - or not! (tool: spreadsheet, manager survey)

Send each individual their response in a follow-up email a week after the ILT (tool: mail merge)

Ask if success was achieved against the learner-identified priorities in evaluations (tool: spreadsheet)


Evaluate learning org based on alignment between learner and manager (tool: spreadsheet)

Identify key learning advocates amongst business leaders for future engagement (tool: spreadsheet)

# Understanding the direct managers

- What is your level of familiarity with this training?
- After this training, how do you expect the way **this job is done to be different?**
- What are the **top three specific things** you hope will be learned?
- To what extent are you **supportive** of this training?



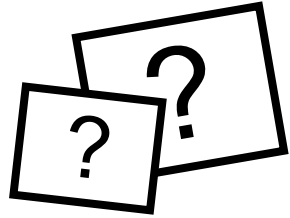


When they're curious,  
people **work harder** to  
find answers, **remember**  
the answers, and **enjoy**  
feelings of reward.

Various including Kang, et al, 2009;  
Gruber, et al, 2014



# Building curiosity and anticipation



## Factoids

“Fun facts” related to content

Related articles

Figures or quotes related to previous sessions of that course



## Puzzles

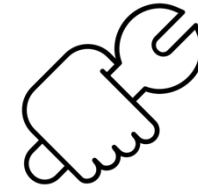
Beginning of case studies to be discussed

“What do these things have in common?”



## Curios

Physical objects related to content



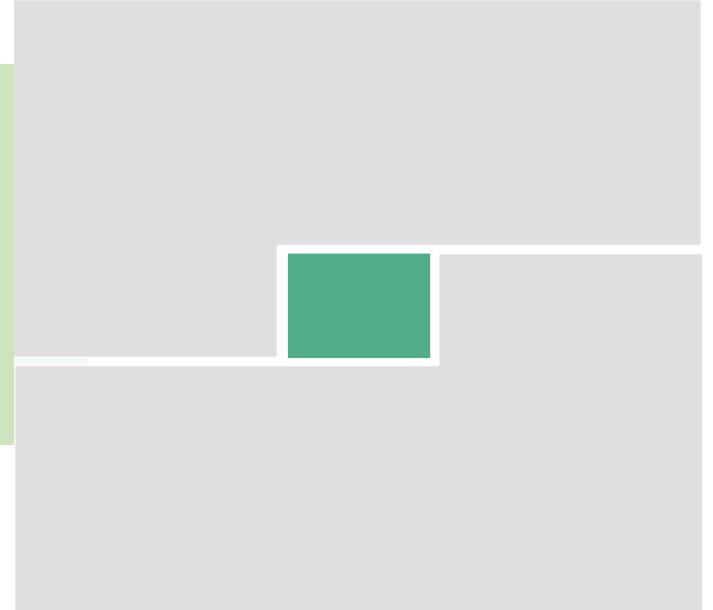
## Pre-work

360 assessments that are synthesized and provided at training

Pre-work delivered as a competition

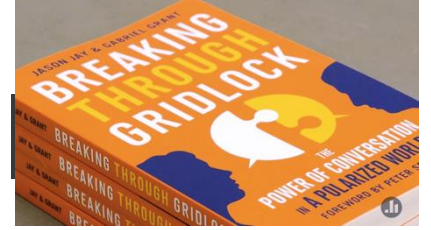
# During the program

- Active
- Personalized
- Social



ACTIVE

# Case study of using open-ended poll

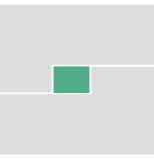


Workshop by Yale professors Gabriel Grant and Jason Jay on how to have difficult conversations



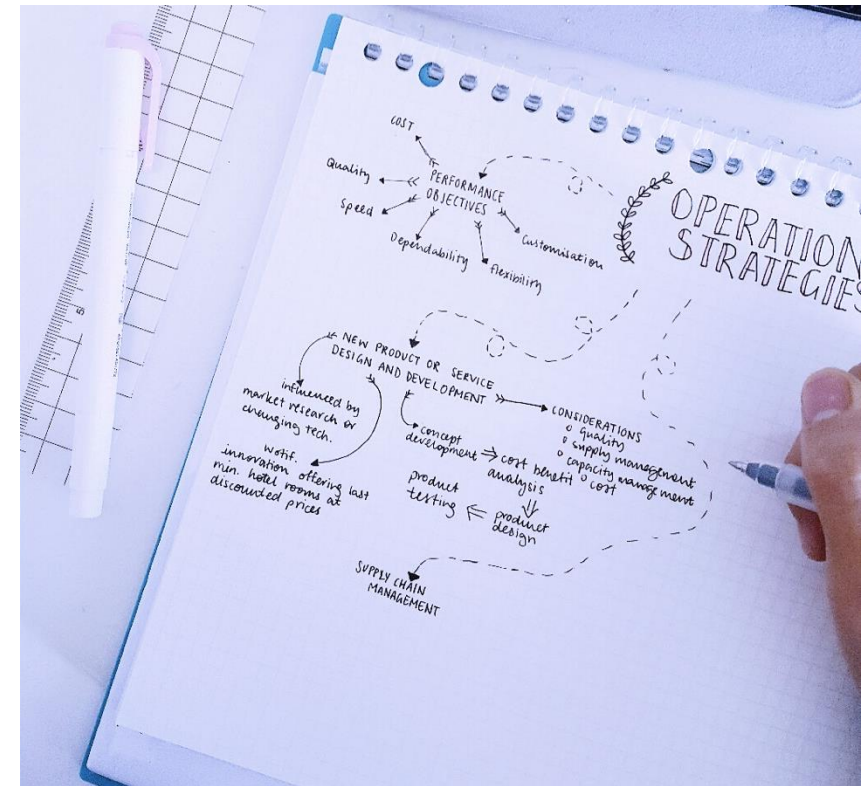
1. Asks attendees to think of specific conversations that have ended in gridlock
2. Runs an open-ended poll, *“What are you thinking and feeling about the other person but not saying?”*
3. Dissects responses and workshops more productive conversations
4. Applies the lessons





# Mind mapping (also bullet journaling)

- Individually produced followed by “roadshow”
- Facilitated creation as a group
- Digital or analog creation

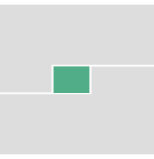


ACTIVE

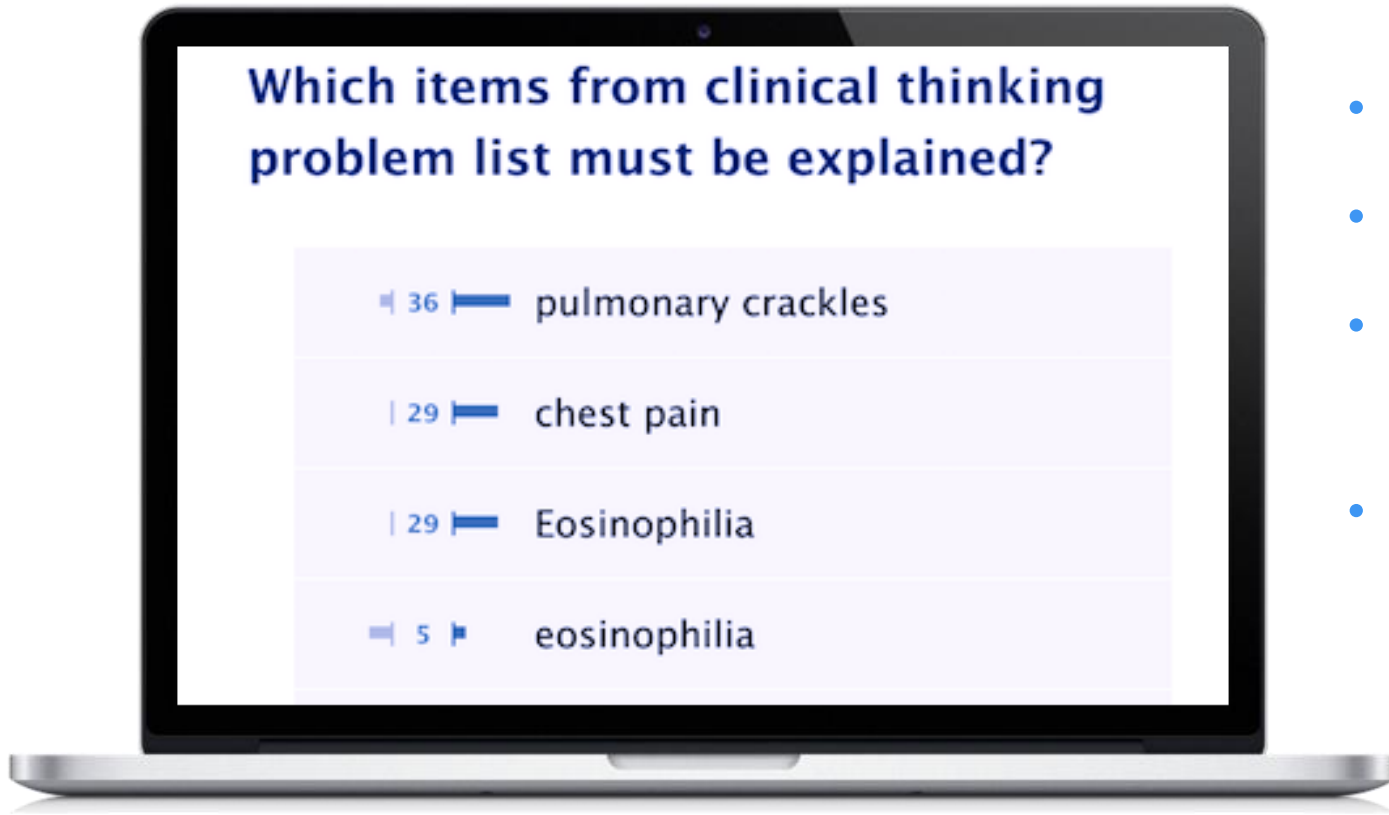
# Choose-your-own-adventure

- Describe a situation
- Branch off
- Add curveballs
- Discuss and delineate





# CYOA with up-vote live responses

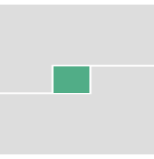


- Present scenario
- Ask “what would you do?”
- Request advocates of different answers
- Use most popular answer as the set-up to the next scenario

# Commitment letter

- Letter attendees write to themselves, reflecting on the training and making a commitment
- It will only be read by them; ask that they seal the envelope themselves
- Wait 4-6 weeks and mail the envelopes





# Relationship-building



## Advice wall

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Advice or feedback from group is displayed for all participants



## Photo booth

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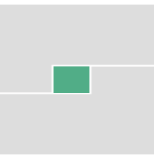
Photos of participants shared in a slideshow and afterwards as a look book



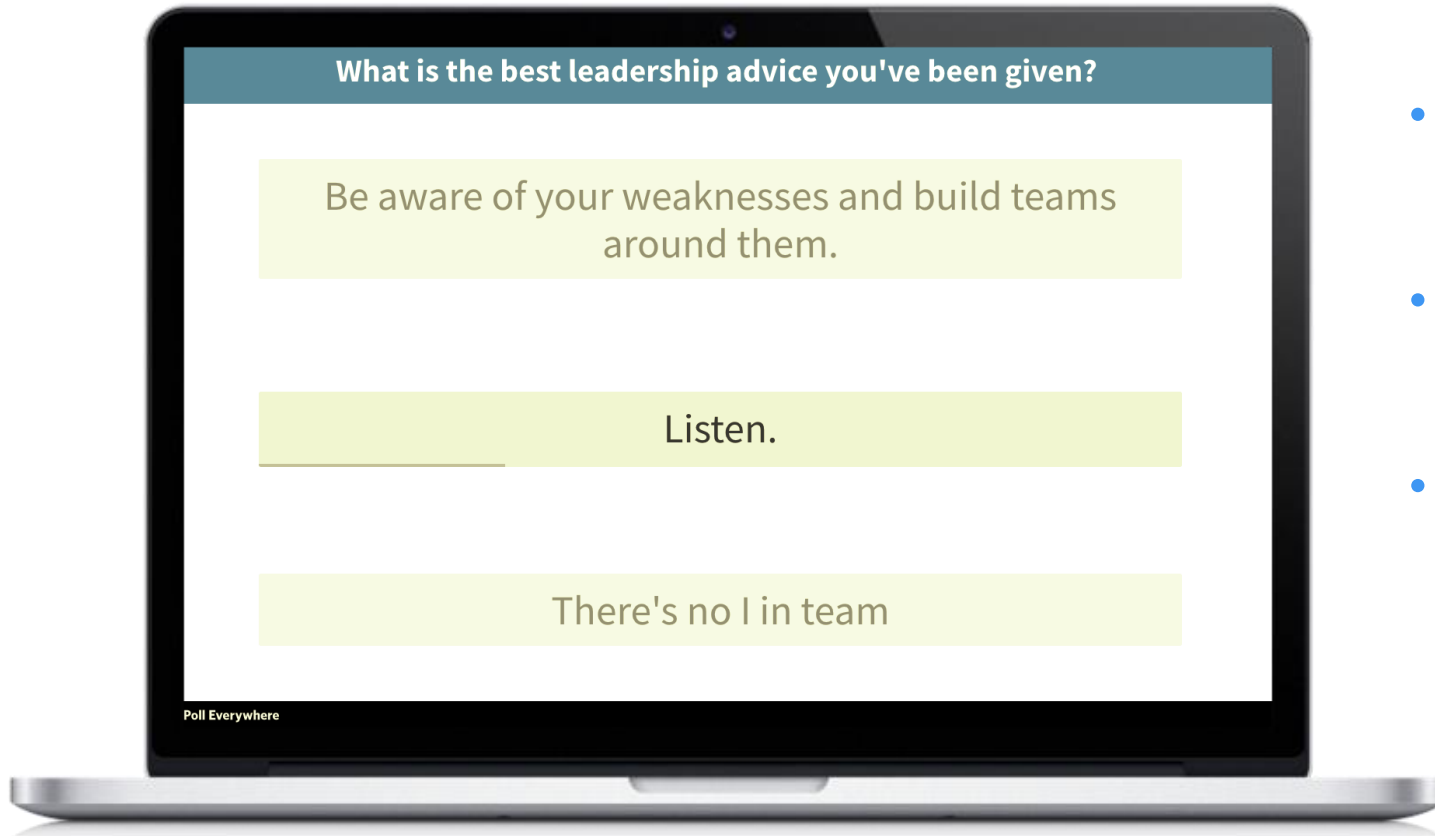
## People bingo

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Fun facts about participants collected beforehand and placed onto a bingo board



# Advice wall using spotlight



- Background or centerpiece of discussion
- Repurposed as a “takeaway” with downloadable responses
- Moderation available

# After the program

- “Look book” of attendees
- Letter to self
- Targeted follow-up questions
- Custom infographic
- Job aids developed at training



# Custom infographic

## USING PIKTOCHART



Immediate



Engaging



Permanent

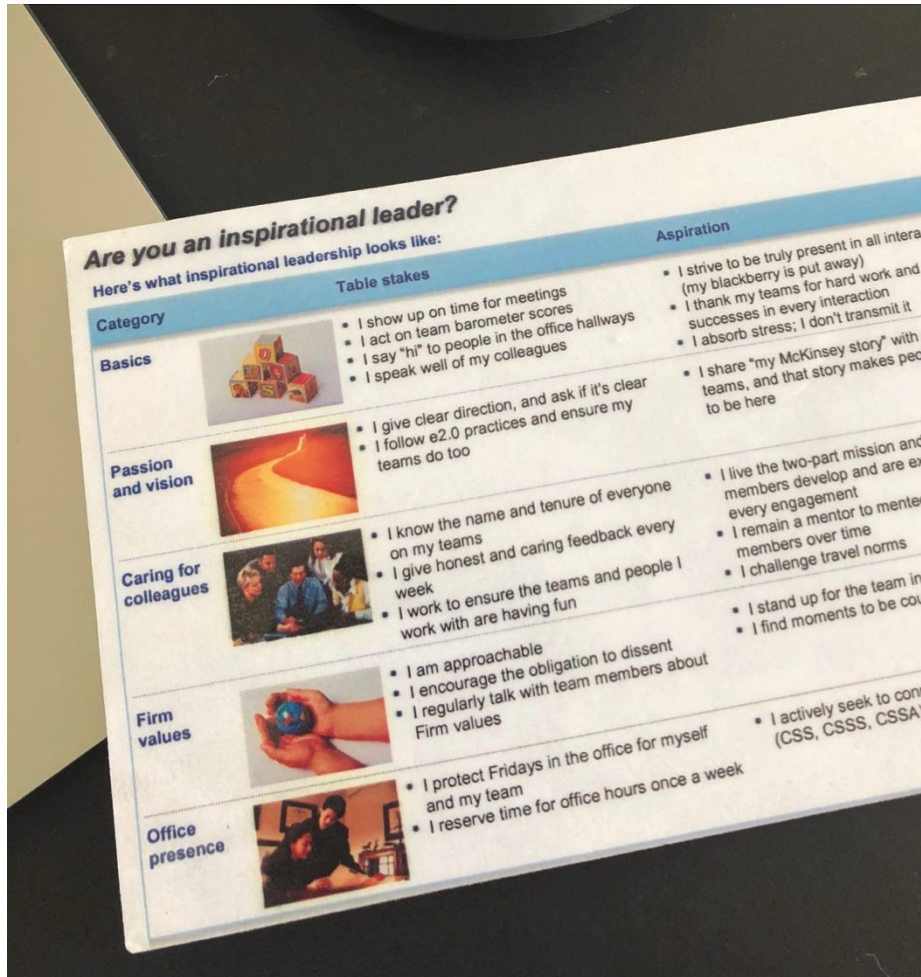
This approach facilitates all the interaction of Poll Everywhere in a way that also provides something concrete at the end. Learning is not lost and students have the opportunity to build on the outcomes of the polls and further their development and knowledge.

- Highly visual referenceable artifact of the learning experience
- Response data downloadable as a CSV spreadsheet

Credit to Prof. Laura Martin,  
Sheffield Hallam University



# Job aids co-developed during training



## Summary results of ILT

Current run (last updated May 14, 2018 10:45pm)

**3** Polls      **25** Participants

**Rank these line items based on your sense of their individual ROIs. (Higher rank is higher ROI.)**

Response options	Rank
\$15,000 for Epic video	1st
\$13,000 for CRM Migration (retainer on consultant, not Salesforce license)	2nd
\$3,000 for Sales contract reviews	2nd
\$5,450 for Higher capacity annual SaaS licenses	4th
\$16,000 for Video production equipment / onsite photography refresh	5th
\$10,000 for Accessibility Review this year	6th
\$14,000 for Key card door entry	7th
\$10,000 for Office Furniture	8th
\$7,000 for PE Schwag (for PollEvians)	9th
\$20,000 for iPads or Surface upgrades	9th
\$19,000 for replacing all 2-year old macbooks (3-year already being replaced)	11th
\$13,500 for Headphones	12th
\$5,000 for VR rig	13th

**What strength of our company do you believe is most important to our continued success?**

Response options	Percentage
<b>Ability to innovate</b>	<b>36%</b>
Culture of risk-taking	14%
Culture of performance	7%
Our people	29%
Patents and our IP	14%

# Measuring the impact



- Return on investment
- Portfolio approach
- Kirkpatrick model



ROI measures how much profit is made on an investment as a percentage of the cost of the investment.

Investopedia

# Measuring the impact

## ROI

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Ratio that reflects  
business profitability

Return on investment  
Profit divided by cost

## Portfolio

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Rank of programs based  
on the potential impact  
scaled by the level of  
certainty and the spend

## Kirkpatrick

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Framework for  
delineating types of  
measurement

Level 1: Reaction

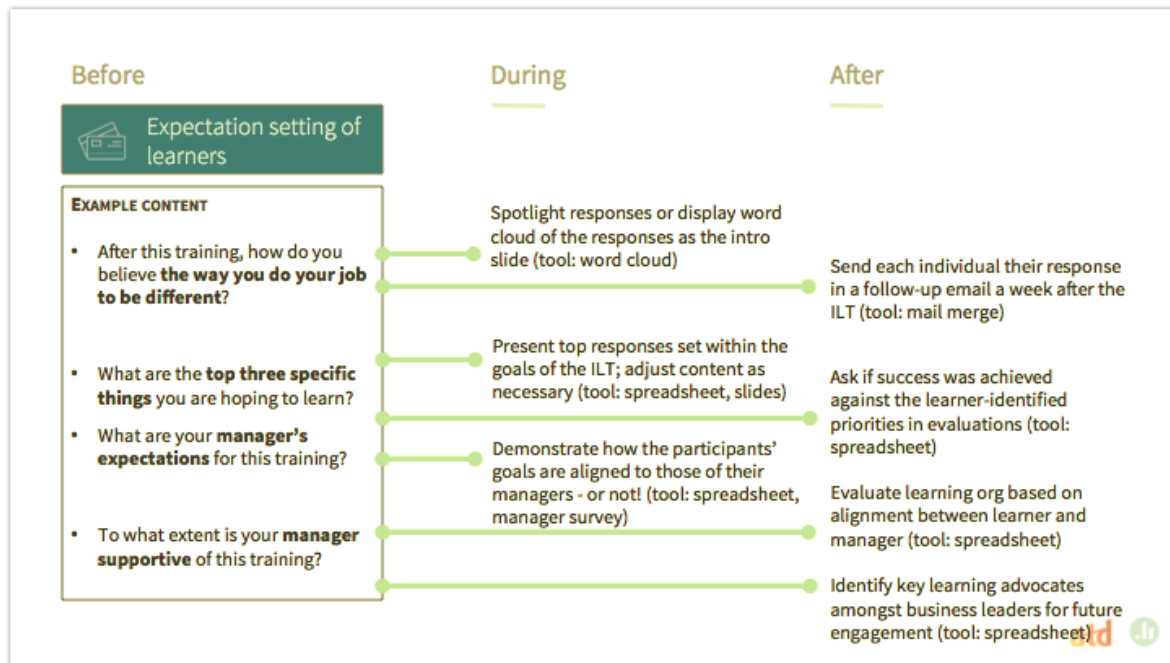
Level 2: Learning

Level 3: Behavior

Level 4: Results

# The data

## Expectation setting for learners



## Engagement of direct managers

### Understanding the direct managers

- What is your level of familiarity with this training?
- After this training, how do you expect the way **this job is done to be different**?
- What are the **top three specific things** you hope will be learned?
- To what extent are you **supportive** of this training?



# The starting points

## Level I: Reaction

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**Live survey** immediately after the session boosts response rates to over 80%

**Questions focused on content**, e.g., instructor effectiveness and confidence in applying knowledge

**Correlate reaction to results** and use that to inform investments

## Level II: Learning

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**In-session quiz** or competition performance relative to pre-work

**Targeted follow-up quiz** questions over time

# The next levels

## Level III: Behavior

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**Direct manager survey** after the session reflecting back the priorities they had for the training

**Targeted follow-up question**

asking if they have changed how they do their job tied to their expectations (e.g., with mail merge)

## Level IV: Results

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**Longer term correlations** between high-level business metrics and broad participation in learning programs

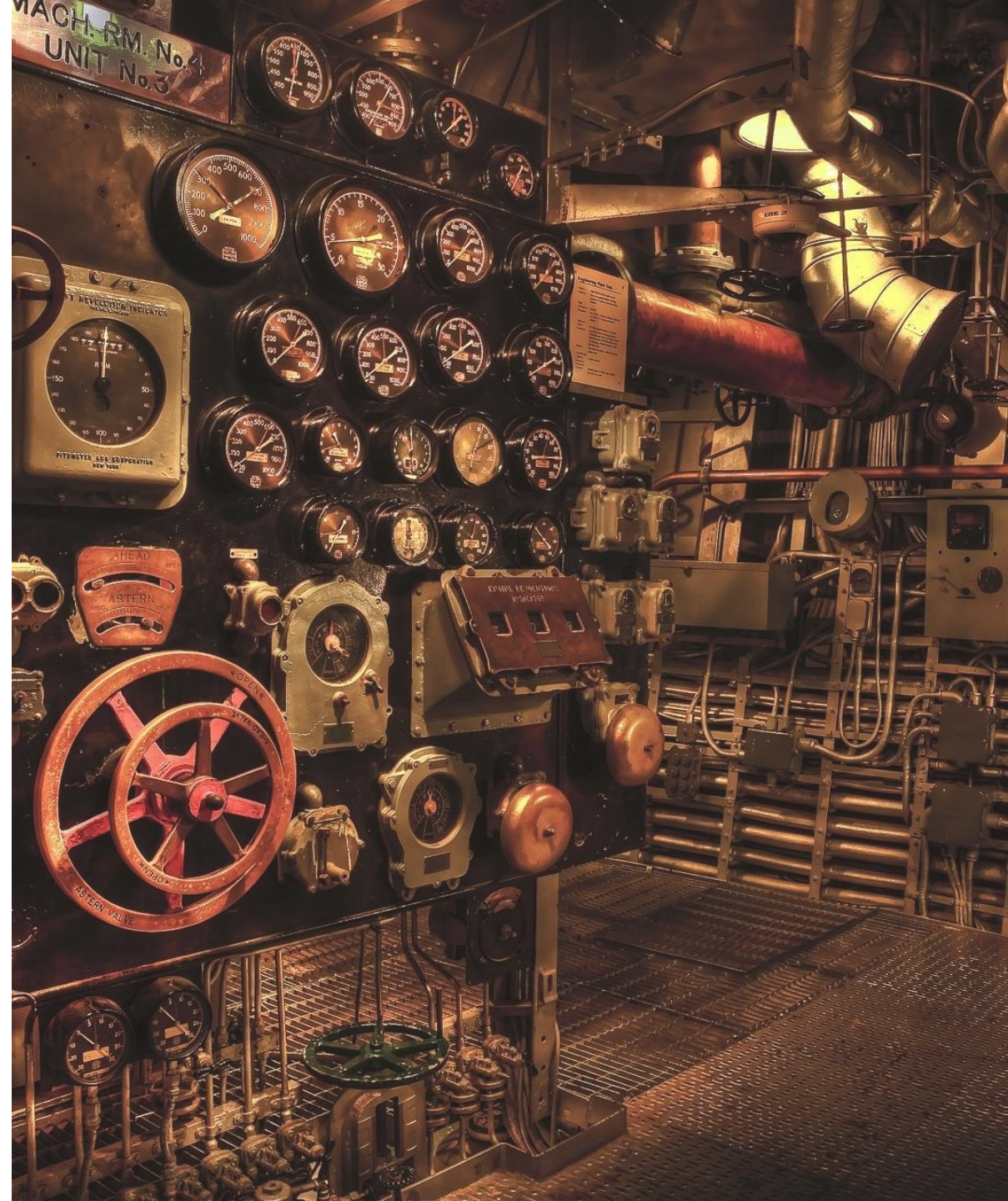
- Employee performance ranks
- Employee performance metrics
- Employee retention

# Leading indicators

Identify early indicators of outcomes

Establish relationship between the indicator and outcome

Measure and track





A woman with short, curly hair, wearing a red top, stands with her back to the camera, gesturing towards a group of people seated at tables in a conference room. The room is dimly lit, and the audience members are looking towards the presenter. The entire image has a blue overlay.

Engage learners.

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