



# ENABLING A HYBRID WORKFORCE

Using Learner Experience  
Playbooks

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Together,  
we make  
transformation  
happen

# MEET YOUR PRESENTER



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 Your **trusted** workforce transformation partner





- Quick definition
- Key challenges to address
- What is a Learner Experience Playbook?
- Elements of the Playbook
- Perspectives for key stakeholders
- Measuring what matters

## AGENDA

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TRANSFORM WITH US





## WHAT IS A HYBRID WORKPLACE?

A Hybrid Workplace is a workplace in which a portion of the company regularly comes into an office and a portion works remotely.

### VIRTUAL

- Has been around for a while
- Is about the location of the individual worker
- Considered an accommodation for the worker
- Responsibility more on the individual worker

### HYBRID

- Is a strategic company decision vs. a worker accommodation
- Considers the implications for the individual
- Considers the implications for the organization (at scale)
- Is a shared responsibility



# CHALLENGES FOR LEARNING IN A HYBRID WORKFORCE



LEARNING  
CULTURE



TRANSFER and  
PRODUCTIVITY



LEARNING  
TECHNOLOGY



TEAM  
DEVELOPMENT



COLLABORATION



DIGITAL  
FATIGUE



MOMENTS OF  
LEARNING NEED



EQUITABLE ACCESS





# WHAT IS A LEARNER EXPERIENCE PLAYBOOK?

Like a Customer Experience Playbook, a Learner Experience Playbook provides a repeatable and scalable guide to creating consistent and brand aligned learner experiences.





# HOW CAN A LEARNING EXPERIENCE PLAYBOOK HELP?

- Ensure alignment between company brand and L&D brand – while meeting the needs of a hybrid workforce.
- Allow L&D solutions to flex with continuous evolution of work, worker, and work environment.
- Integrate new technologies effectively without creating negative learner experience.

A learner experience playbook can do just that, all while nurturing a culture that reinforces critical learner experience moments across a hybrid workforce.







## BENEFITS

### LEARNER EXPERIENCE PLAYBOOKS:

- Provide clear vision for what good looks like from a learner experience in a hybrid work experience
- Ensure consistency across learner journeys, from start to finish
- Allow for the unique needs for each initiative
- Empower designers to craft seamless, simple, and consistent learning experiences





## CRAFTING THE PERCEPTION OF YOUR LEARNING BRAND

### AN ORCHESTRATION OF JOURNEYS

Each diagnostic, course, assessment, platform and journey, creates a consistent voice emanating from a dynamic vision.

### ENGAGEMENT and PULL THROUGH

A consistent experience promotes engagement in new initiatives.

### EVERY LEARNER MOMENT

A consistently great learning experience based on the evolving needs of the target learner. Every touchpoint is considered a learning brand experience.

## ACROSS THE HYBRID WORKFORCE



## REINFORCED LOOK, FEEL, CHALLENGE and ACCOMPLISHMENT

A learner system is unified visually, structurally, and experientially, building on cohesive brand architecture and experience criteria.

## BALANCED QUALITY OF EXPERIENCE

A uniform level of quality imparts a degree of care that is given to each element in the experience.

## CLARITY AND SIMPLICITY

Engaging the learner in the experience, pulling them into the journey requires clear language to empower them in selecting the most relevant path.



**DELIVERING ON  
YOUR LEARNING  
BRAND**

# ALIGNING A BRAND EXPERIENCE WITH THE L&D STRATEGIC FRAMEWORK

Clear articulation of your brand aligned learning experience for a hybrid workforce



## LEARNER EXPERIENCE PLAYBOOK



### PLAYBOOK PROVIDES CREATOR GUIDANCE TO THESE QUESTIONS

- How do you leverage and reinforce the learning culture?
- What does good look like for a desired experience?
- How will you align with learners from different business units?
- How will you design and develop an experience?
- How will you engage and communicate with the learners?
- What technology will you use and how will it be applied?
- What roles will you add to ensure an equitable learning experience?
- How will you measure the experience?



# WHAT'S IN A LEARNER EXPERIENCE PLAYBOOK?

1

## LEARNER SEGMENTATION & REPRESENTATIVE PERSONAS

Who are you designing  
the experience for?

2

## NARRATIVE OF THE BROADER LEARNER JOURNEY

What does good  
look like?

3

## ALIGNMENT WITH BUSINESS OUTCOMES

What are you helping  
them solve, achieve,  
perform?

4

## KEY LEARNER TOUCHPOINTS

Engagement, Entry,  
Re-entry, Moments of  
Learning Need

5

## MAPPING THE LEARNER ENVIRONMENT

Support at point of  
work and throughout  
the environment.

6

## MEASUREMENT & FEEDBACK

Proving and improving  
the experience.

# WHO ARE THE STAKEHOLDERS, REALLY?



## **"A" PERFORMERS**

Key Performance Outputs

Performance Criteria

Performance Context



## **LEARNER TARGET AUDIENCE**

Learner Characteristics

Effectiveness of  
Learning Solution



## **SMEs**

Content

Context



## **PERFORMANCE SUPPORT NETWORK**

Key Support Characteristics

Performance Support  
Elements



## **BUSINESS STAKEHOLDERS**

Business Success Criteria

Performance Flow



# SAMPLE GUIDING PRINCIPLES

## RESPECT TIME

- Learner time is valuable
- Focus on must-haves
- Provide opportunities for deeper dives
- Make it worth the effort

## ESTABLISH RELEVANCY

- Make it real
- Link to company transformation
- Focus on value and application
- Create a cultural and contextual fit

## GENERATE PULL

- Pull participants through
- Give them a reason to come back
- WIIFM
- Make it easy
- Diverse experience/ modalities

## CREATE CONNECTIONS

- Provide platform for participants to connect
- Humanize the experience
- Share stories – it grabs attention

## ENABLE RELEVANCY

- Examine how learners interact with the experience to achieve relevance
- Measure the performance impact
- Allow both to inform the next design iteration

# CONTINUING THE LOGIC CHAIN

## LEARNER PERSONA



Name: Apima Barsar  
Age: 26  
Location: London  
Tenure: 1 year  
Role: Administrative Assistant  
Education: B.S.  
Goal: Manage a team

Tech-savviness: high  
Interests: running and reading  
Best time to learn: early in the morning  
Access training through: any digital format  
Other: English is her second language

SEE	HEAR	DO	THINK/FEEL
I'm overwhelmed by the large volume of work. I just don't have time to learn new skills at work. I need a more flexible schedule. My child is my priority right now.	She hears from others that feel equally overwhelmed and miss flexibility on how they can access training, especially when they need it.	Daily focuses on tasks and keeping operations running smoothly. Apima is a valued member of team. She is taking classes online because it provides flexibility for her family-focused life.	Overwhelmed by trying to keep up with multiple request and competing timelines. Frustrated by the training she has gotten because she doesn't understand how it relates to her role or future roles.

## PROBLEM STATEMENT

Apima feels overwhelmed daily because there are too many conflicting priorities, which leads to negative feelings and emotions about her work and the work environment.

## "HOW MIGHT WE" STATEMENTS

**HOW MIGHT WE** help Apima understand that having more EI can help her feel less stressed?

**HOW MIGHT WE** help Apima recognize symptoms of low EI, and identify how low EI negatively influences herself and others?

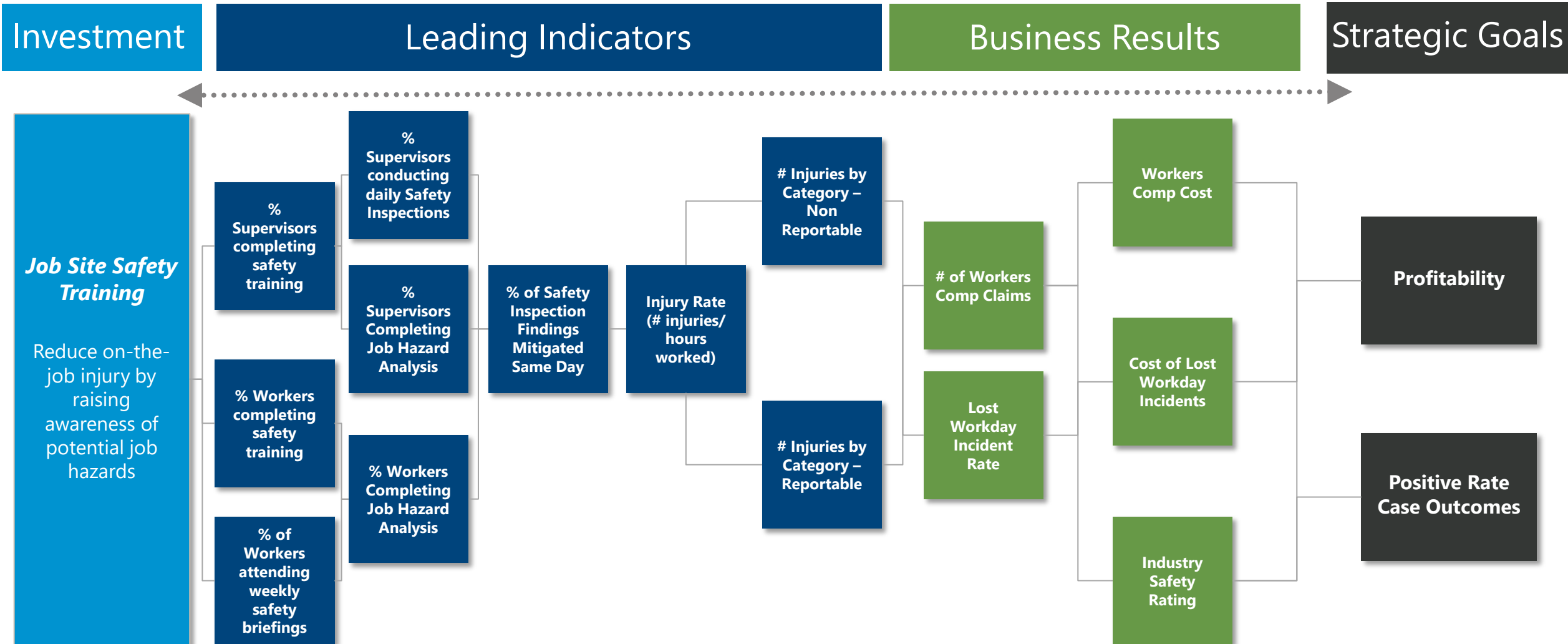
**HOW MIGHT WE** help Apima reframe her negative emotions/reactions regarding work into more positive ones?

**HOW MIGHT WE** help Apima use EI to respond positively to customers and their emotions?



# The Measurement Map™

*Job Site Safety*



# NEW ROLES FOR THE CONNECTED LEARNING ORGANIZATION

## ● ● ● MOMENTS OF LEARNING NEED

1. Learn-first time
2. Learn-more
3. Apply/Refine
4. Adjust to change
5. React to Failure

### EMERGING MOMENTS

- Innovate
- Grow for Next Role

## ● ● ● EXPANDED LEARNER ROLES

1. Consumer
2. Moderator
3. Curator
4. Contributor
5. Creator
6. Collaborator

## ● ● ● CONNECTED ORGANIZATION LEARNING ROLES

1. Learning Connectors
2. Learning Bridgers
3. Specialists for Coaching and Mentoring
4. Information Brokers

Inspiration from: Rob Cross' Work on Collaboration

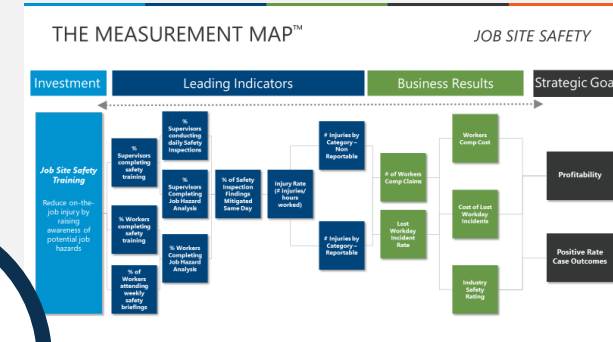




# EMOTIONAL INTELLIGENCE LEARNING COMPONENTS



# HOW TO MEASURE YOUR LEARNER EXPERIENCE



Ensure the entire workforce is represented

LET'S WORK TOGETHER





# THANK YOU!

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