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# Leveraging Blended Learning for Management Development



# Objectives of this Presentation

- Describe our experience in successfully managing the challenges of online learning
- Present a cost-effective learning solution that benefited the business
- Share critical success factors and lessons learnt

## NOT TO:

- Discuss blended learning theories or instructional design principles

# Presentation Outline

**Our Challenge: Under-utilized online learning resources**

**The Solution: Blended Learning  
Benefits and Critical Success Factors**

# Our online learning resources were not being fully utilized

- We had invested significantly in online learning resources
  - More than 50 Leadership Development courses
  - Over 100 Technical and Computer related courses
- However, usage of eLearning courses was less than desired
  - Average number of courses enrolled per Asia indirect labor employee was 3.0
  - Average utilization of enrolled courses per Asia indirect labor employee was 66.7%
- This under-utilization meant that the company was not maximizing its return-on-investment in eLearning

# Users provided various reasons for the low enrollment and low utilization<sup>1</sup>

The following reasons were cited for low enrollment:

- 1.Lack of time
- 2.Do not like non-interactive online learning
- 3.Not aware of new courses
- 4.Not familiar with course content

The following reasons were cited for low utilization:

- 1.Lack of time
- 2.Do not like non-interactive online learning
- 3.Concerned about how colleagues will perceive them

# Presentation Outline



**Our Challenge: Under-utilized online learning resources**

**The Solution: Blended Learning**

**Benefits and Critical Success Factors**

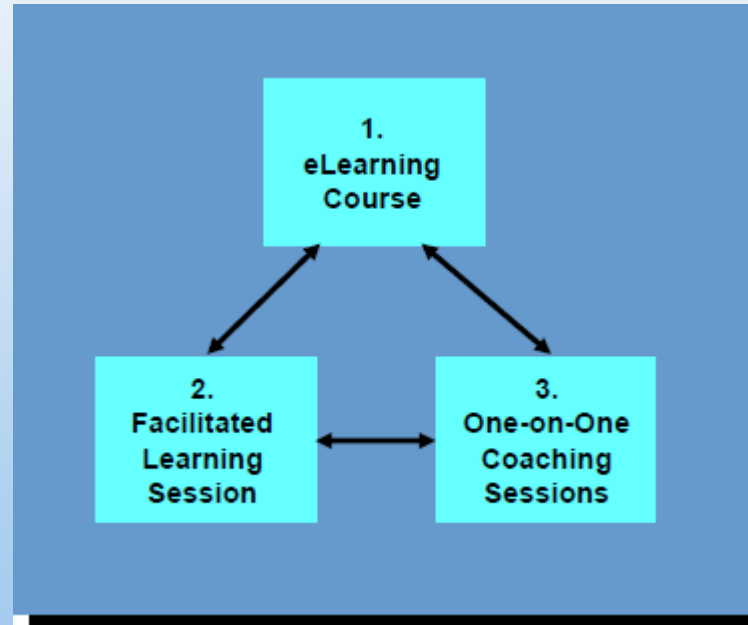
# Blended learning through a Management Development Program was introduced to leverage online learning resources

## Key Objectives of the Program

- Enhance the management **knowledge and skills** of participants
- Promote **consistency** in management development
- Introduce **blended solutions** to meet learning and development needs

# The Program comprised three key components

## Structure of the Management Development Program



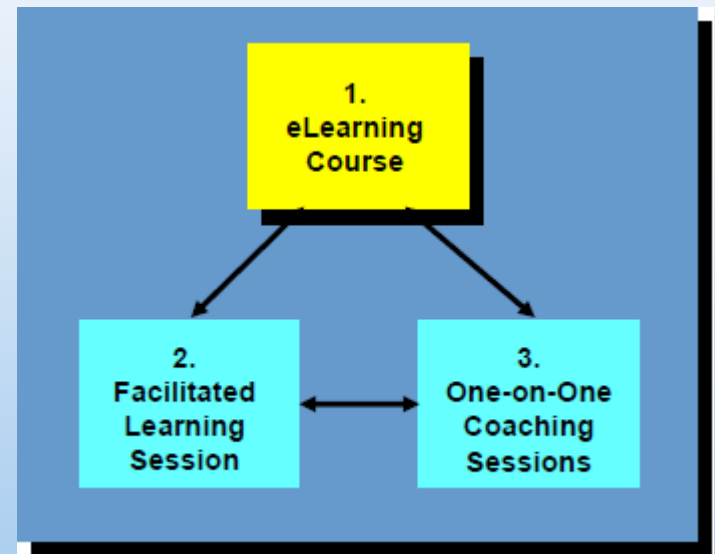
# Specific roles were established for each stakeholder involved in the Program

| Who                          | Role   |
|------------------------------|--|
| Global Leadership & Learning | <ul style="list-style-type: none"> <li>• Structure the program and develop the Leader's and Coach's Guides</li> <li>• Prepare Leaders and Coaches to conduct their respective Sessions</li> </ul>  |
| Participant                  | <ul style="list-style-type: none"> <li>• Enroll in and complete the eLearning Course, Facilitated Learning Session and Coaching Sessions</li> </ul>  |
| Leader                       | <ul style="list-style-type: none"> <li>• Be well-versed with the information covered in the eLearning Course and Leader's Guide</li> <li>• Conduct Facilitated Learning Sessions</li> </ul>  |
| Coach                        | <ul style="list-style-type: none"> <li>• Be well-versed with the information covered in the eLearning Course, Facilitated Learning Session and Coach's Guide</li> <li>• Establish coaching goals with participants</li> <li>• Provide constructive feedback to participants on their progress and performance</li> </ul> |

# The eLearning course provided participants with fundamental knowledge on a topic

## eLearning Course

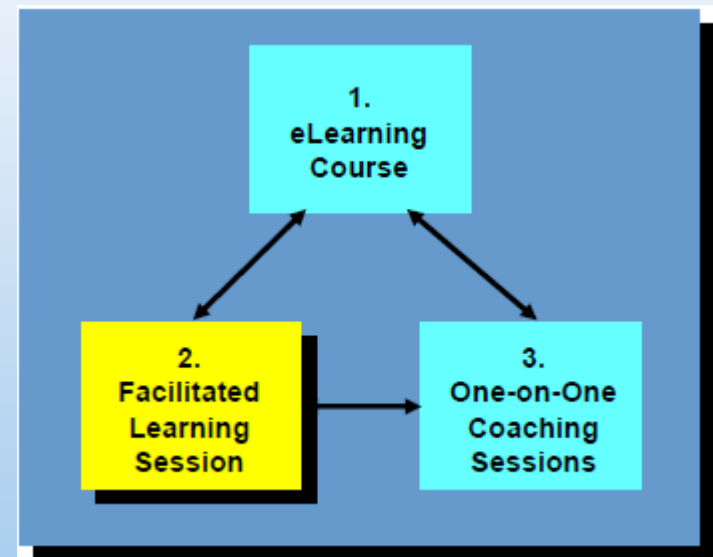
- An eLearning course, relevant to the topic, was determined for each module
- Participants were given a period of time to enroll in and complete the course
- The eLearning course was a pre-requisite for proceeding to the next component of each module



# The Facilitated Learning Session provided a platform for discussion and skills practice

## Facilitated Learning Session

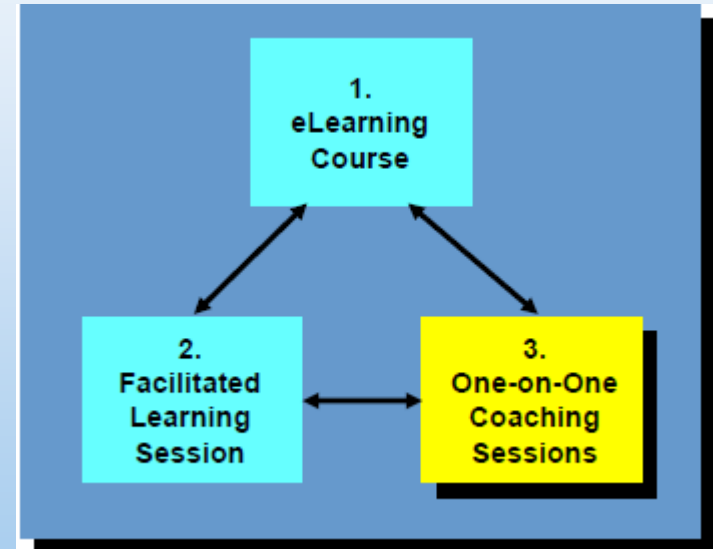
- These sessions were structured around content covered in the eLearning course
- The sessions provided a forum for interaction, discussion and skills practice among participants
- Leaders from the business units facilitated the sessions, supported by pre-Session briefings and easy-to-use Leader's Guides



# The One-on-One Coaching Sessions provided on-the-job application and structured follow-up

## One-on-One Coaching Sessions

- Coaches from the business units were assigned to participants
- Coaches guided participants through the preparation for and review of real-life situations
- Participants discussed achievements and challenges faced in skills application and developed appropriate action plans



# Each module involved several activities over a period of about 3 months

| Activities   | Responsibility         | Duration                      |
|--|------------------------|-------------------------------|
| Complete eLearning Course                                  | All                    | 2 hours<br>(3 week window)    |
| Obtain Leader and Coach materials for self-study           | Leaders & Coaches      | -                             |
| Participate in Train-the-Leader & Train-the-Coach Sessions | Leaders & Coaches      | 2 hours                       |
| Conduct / participate in Facilitated Learning Sessions     | Leaders / Participants | 4 hours<br>(3 week window)    |
| Conduct / participate in 1:1 Coaching Sessions             | Coaches / Participants | 2 x 1 hour<br>(6 week window) |

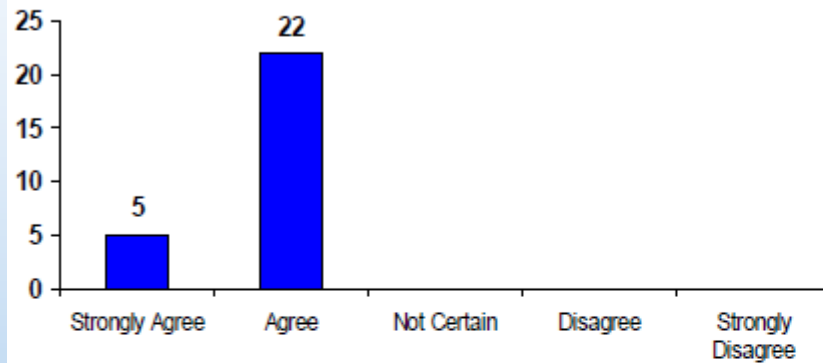
# Feedback was obtained from participants upon the completion of each module

The following slides provide actual feedback from one of the modules, and present:

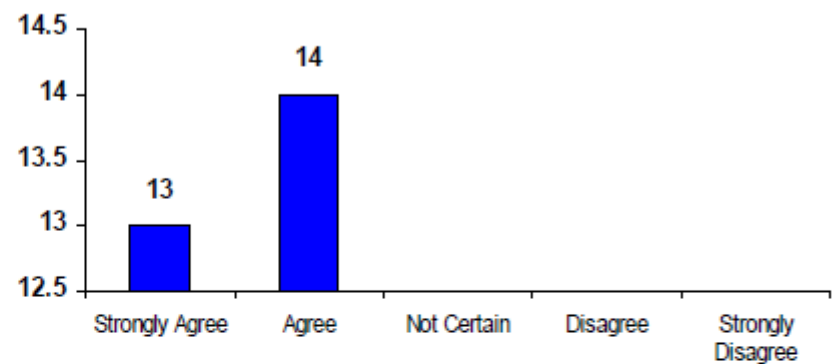
- Feedback on the Facilitated Learning Sessions
- Feedback on the Coaching Sessions

# Participants found the various segments in the Facilitated Learning Sessions useful

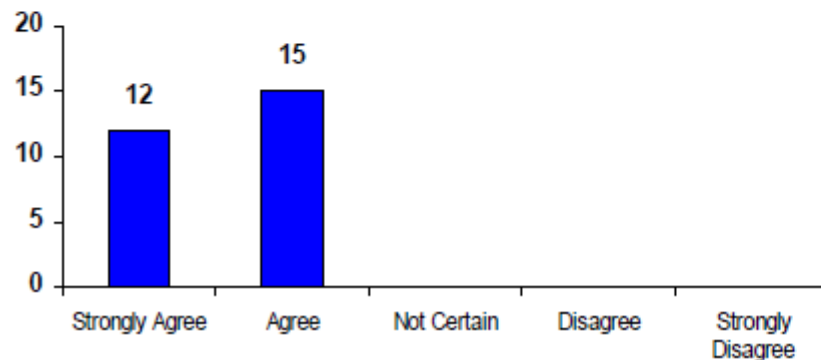
The following segment contributed to my development:  
Welcome & Session Overview



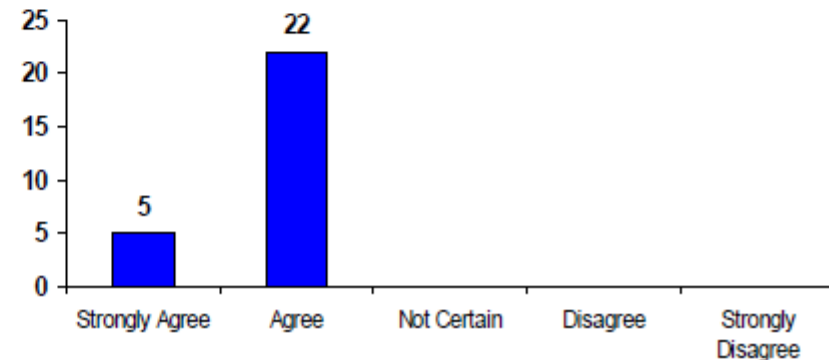
The following segment contributed to my development:  
Review of Concepts



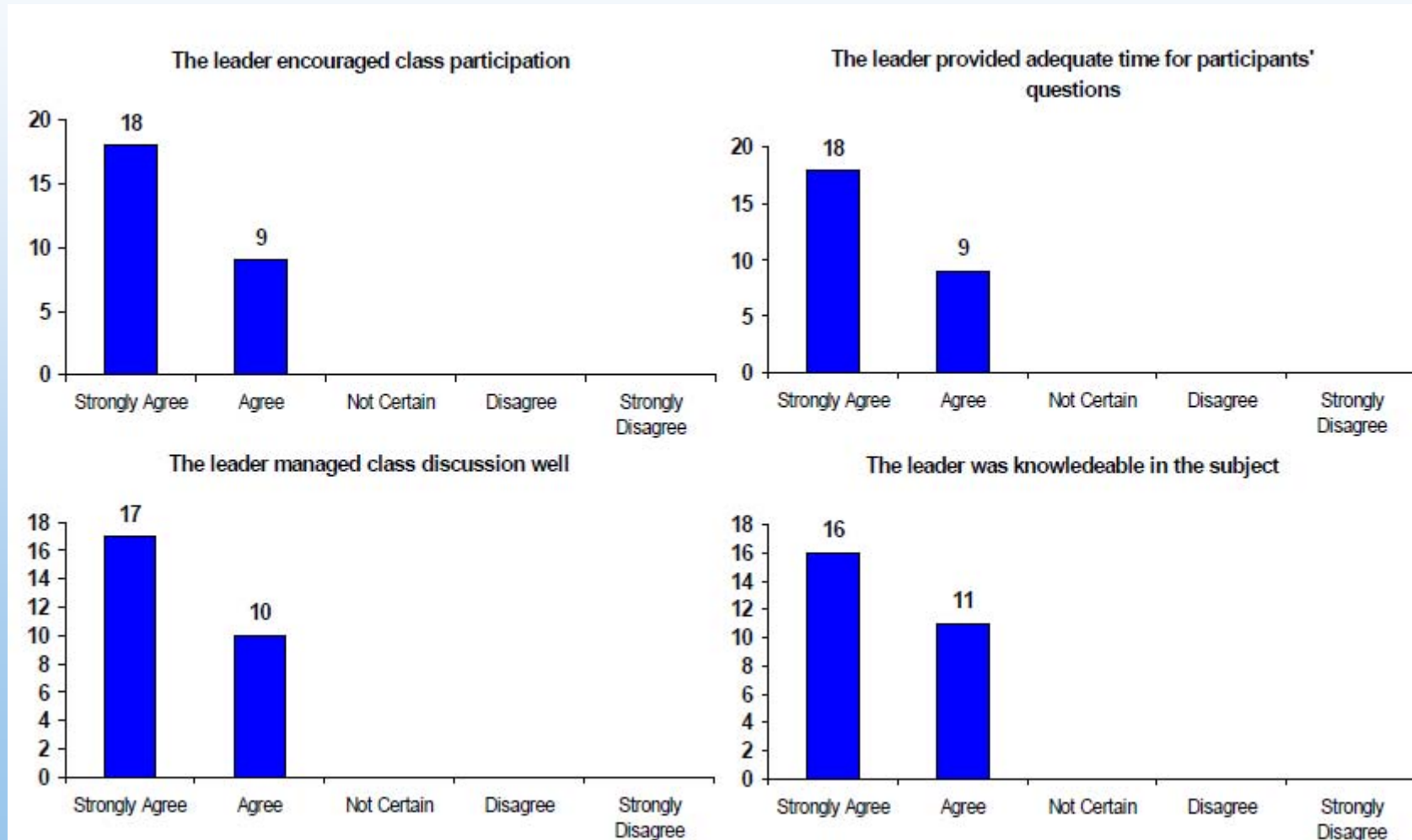
The following segment contributed to my development:  
Skills Practice



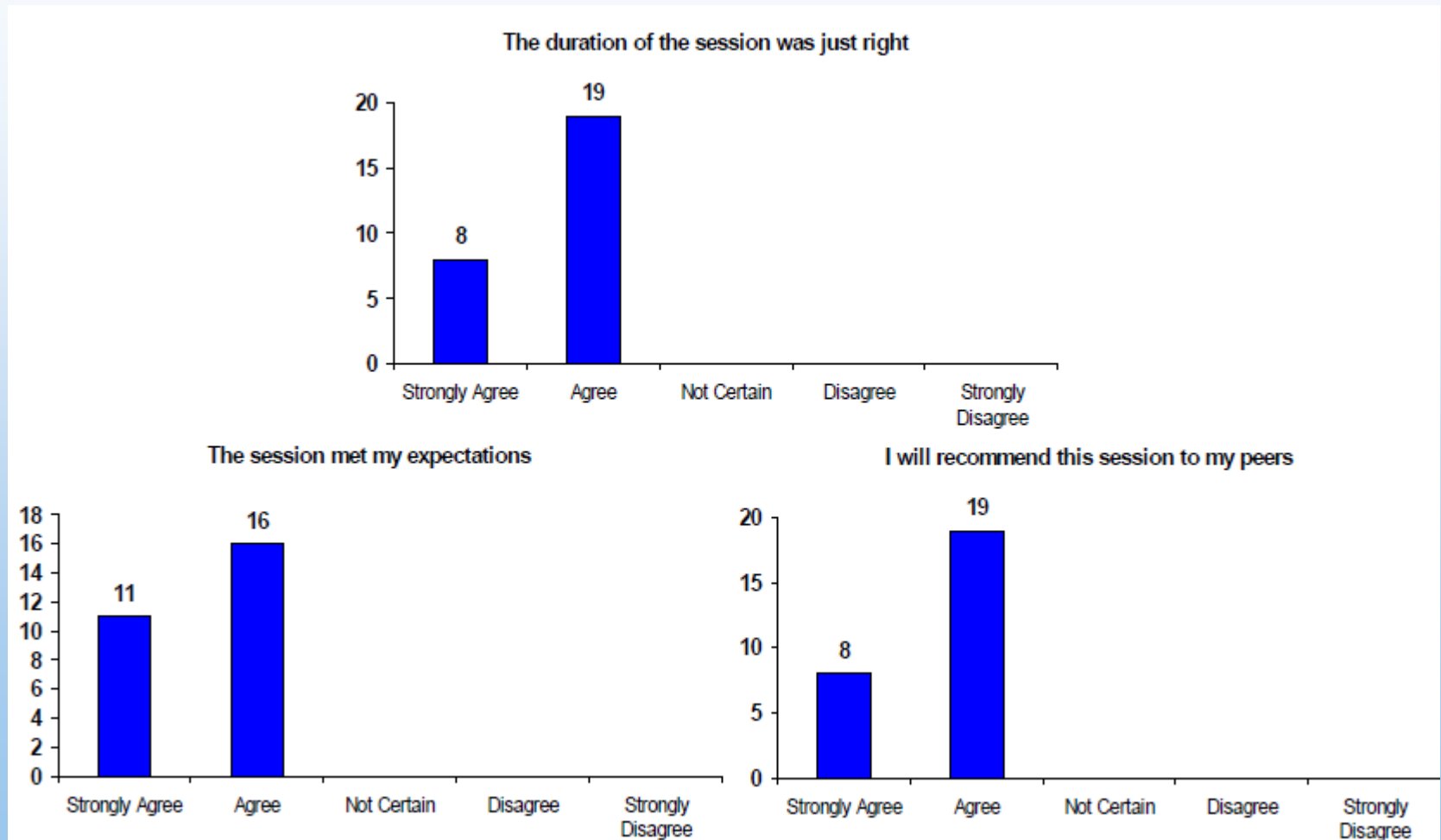
The following segment contributed to my development:  
Goal Setting



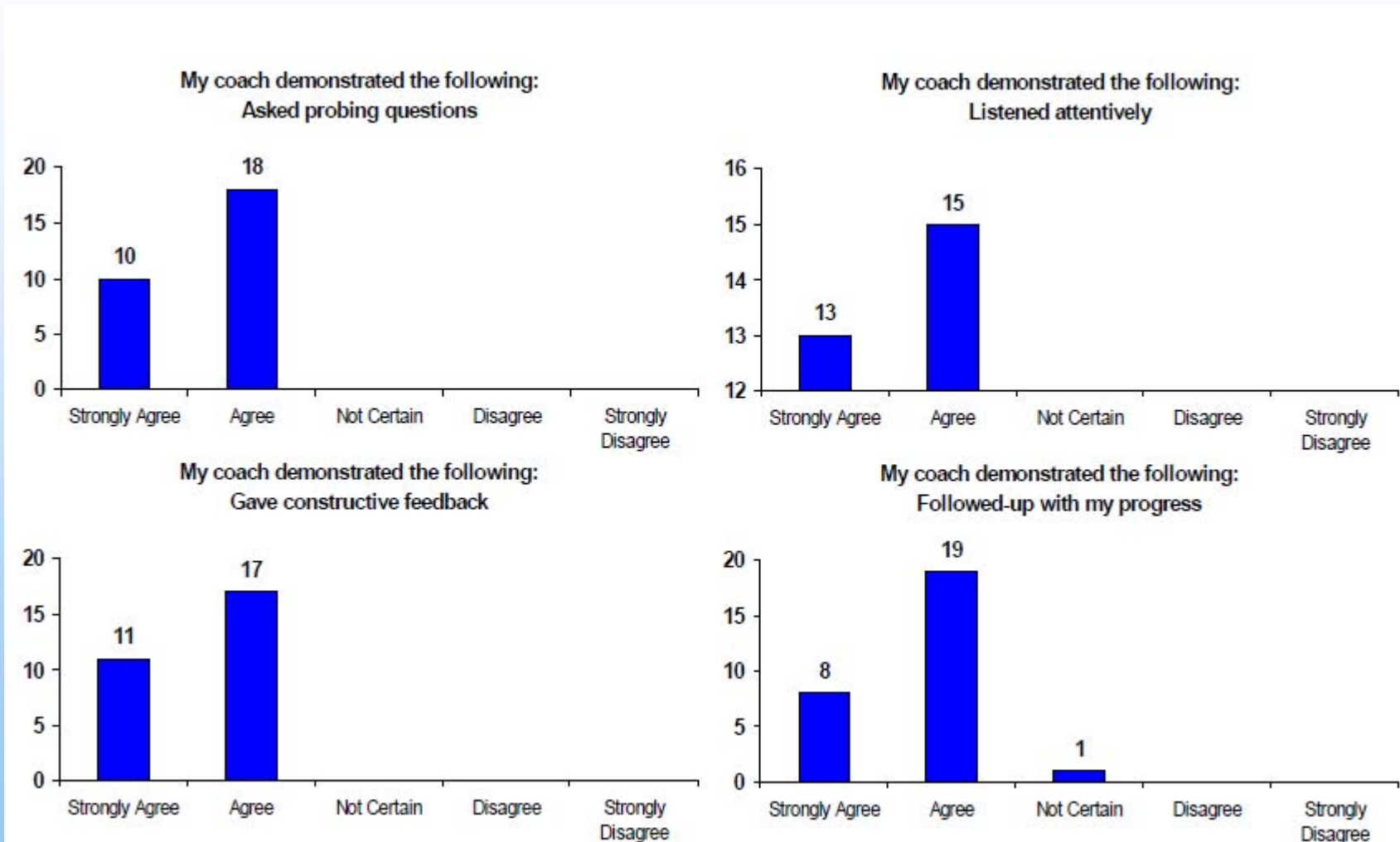
# Leaders did an excellent job conducting the Facilitated Learning Sessions



# Overall, participants were very positive about the Facilitated Learning Sessions

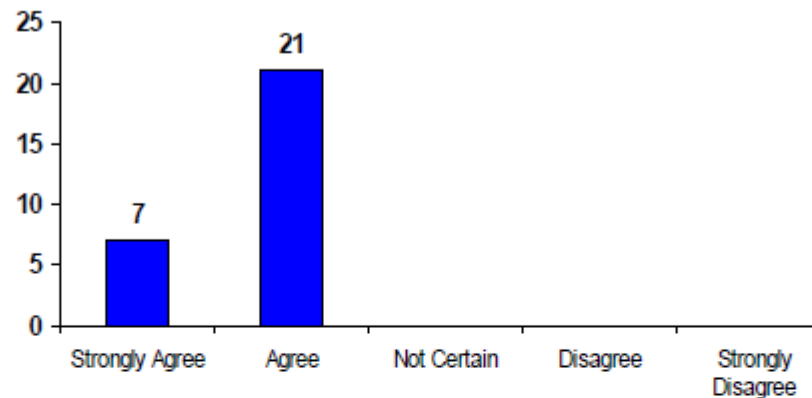


# Coaches were very effective in their roles

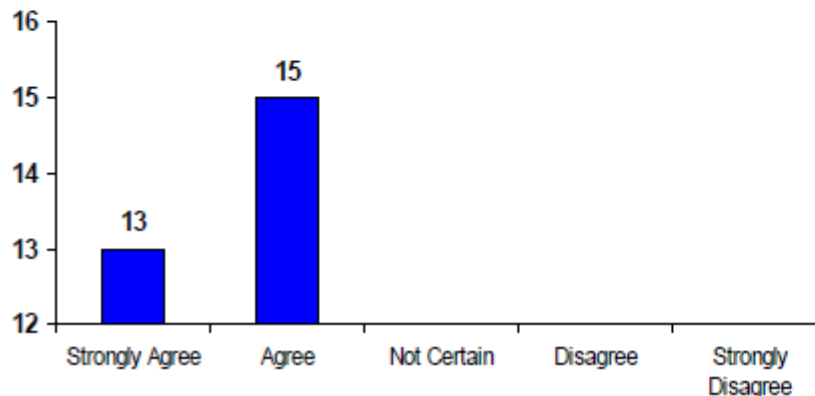


# Participants found the structure and content of the Coaching Sessions very beneficial

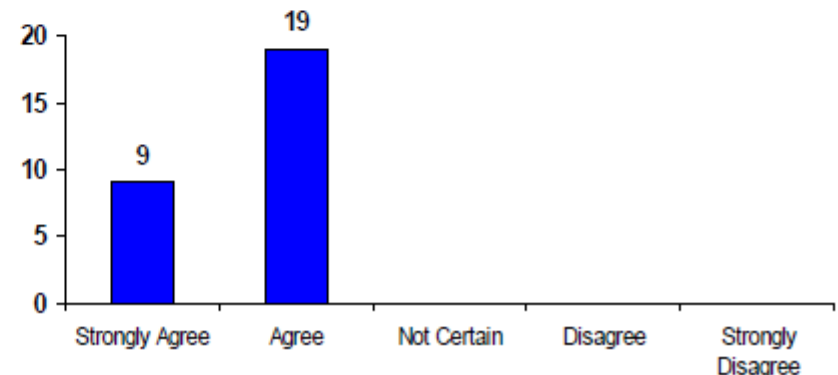
The duration of the coaching sessions were just right



The discussions during the sessions were beneficial to me



One-on-one coaching provides an effective follow-up to the eLearning course and the Facilitated Learning Session



# Presentation Outline



**Our Challenge: Under-utilized online learning resources**

**The Solution: Blended Learning**

**Benefits and Critical Success Factors**

# The organization and Program stakeholders benefited significantly from the Program

- **Financial benefits were realized**
  - No external expenses were incurred and return-on-investment in eLearning improved
- **Leaders and Coaches learnt as they led/coached**
  - Facilitation and coaching skills as well as subject matter knowledge were developed, as they performed Leader and/or Coach roles
- **Participants received timely feedback**
  - Feedback was provided to the participants in a timely manner through the Coaching sessions
- **Knowledge and skills were reinforced**
  - One-on-One Coaching reinforced the knowledge gained and facilitated the application of skills in the workplace

# Several factors were critical to the success of the Program

- **Unwavering management sponsorship**
  - Top management's visibility, communication and encouragement throughout the Program contributed significantly to its success
- **Sustained Leader and Coach effectiveness**
  - Leaders and Coaches were briefed and coached to help build their confidence in their roles
- **Comprehensive supporting materials**
  - Leaders and Coaches were guided by easy-to-use presentation packages, notes and templates
- **Committed stakeholder involvement**
  - Participants, Leaders and Coaches were diligent and committed in executing their roles and responsibilities