Engaging Virtual Delivery

Dr. Rachel Cubas-Wilkinson
Principal Organizational Development Consultant

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The **Myers-Briggs** Company

Your presenter – Dr. Rachel Cubas-Wilkinson

- Passionate about people development

- Principal Organizational Development Consultant for The Myers-Briggs Company

- Specialize in learning and leadership development

- Work with organizations to diagnose, design, and deliver learning initiatives and programs to solve people and business challenges

- Education:
  - Doctorate: *Transformational Leadership & Change*
  - Masters: *Organizational Leadership*
  - Graduate specialization: *Adult Learning Methods, Curriculum, and Instruction*
  - Bachelors: *Organizational Management*

- Certified in the MBTI® Step I & II, CPI 260®, FIRO-B® and FIRO Business®, Hogan Assessments

- Based in Jupiter, Fl

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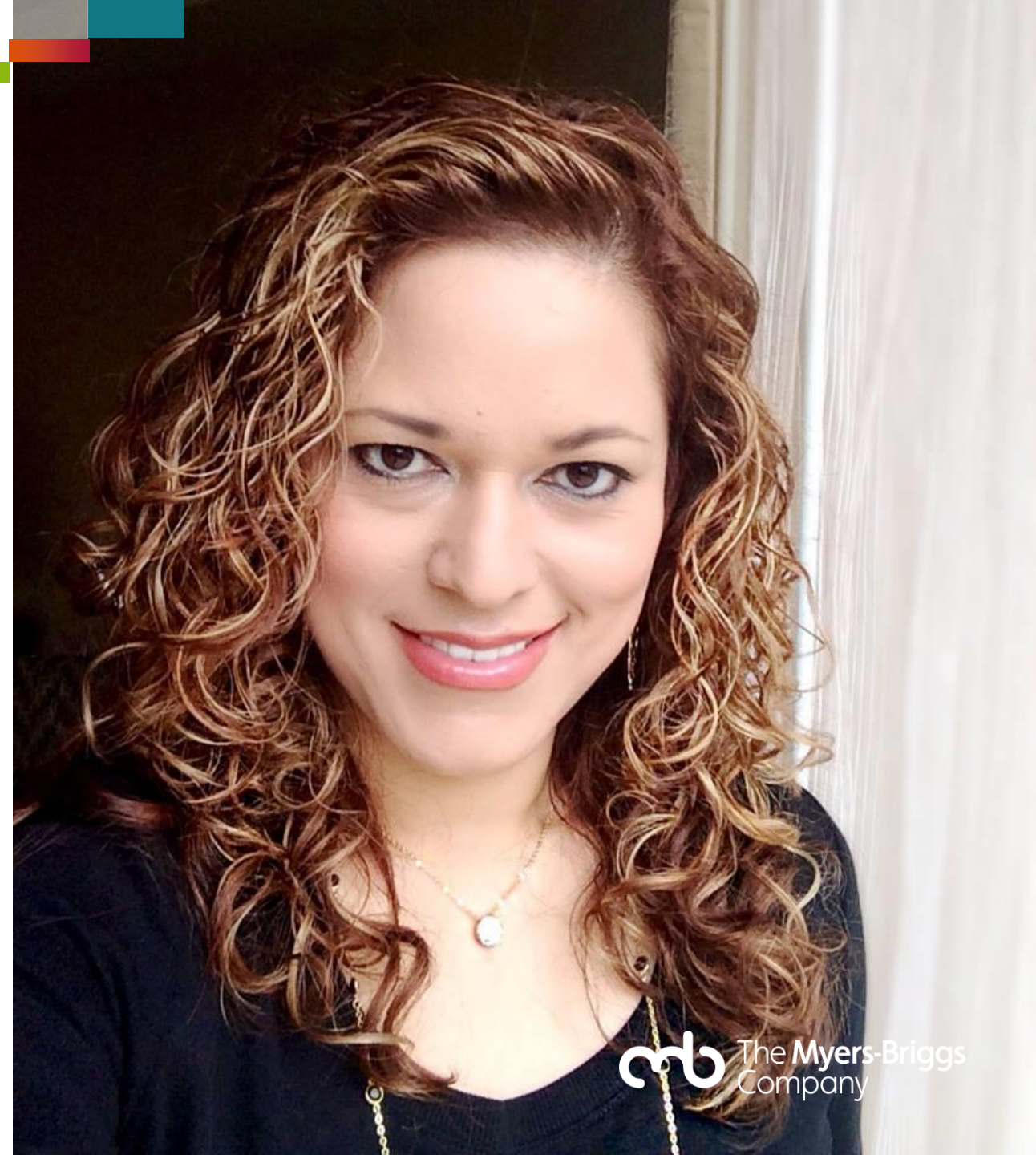
My Journey in Online Learning / Virtual Delivery

2001 2003 2006 2020

Today's Agenda

- **#1- *Virtual Training Trends***

- **#2- *Organizational Support for Virtual Training***

- **#3- *Evaluating Your Online Facilitation Competency***

- **#4- *Tips for Engaging Virtual Delivery***

Virtual Employee Training & Development: True or False?

1	?
2	?
3	?

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Virtual Employee Training & Development: True or False?

1	**Pre-Covid 19 Pandemic, Virtual Delivery for Employee Training and Development was not used.**	FALSE
2		?
3		?

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2	**As some companies transitioned to remote working environments during quarantine conditions, they were well prepared to support virtual delivery.**	?
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Virtual Employee Training & Development: True or False?

1	**Pre-Covid 19 Pandemic, Virtual Delivery for Employee Training and Development was not used.**	FALSE
2	**As some companies transitioned to remote working environments during quarantine conditions, they were well prepared to support virtual delivery.**	?
3	**As physical working conditions can resume, we will be all go back to face-to-face / classroom delivery.**	?

Chat

Why might some organizations NOT go back to mostly face-to-face / in classroom training?

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Is Virtual Training the **New** Normal?

- 2018: **69.3% of T&D hours in the US were delivered with blended learning techniques**, up significantly from 34.7 percent in 2017.

- 2019: **only 9.7%** of organizations used exclusively face-to-face, instructor-led, classroom training.

**2019 Training Industry Report
Training Magazine Network**

Emerging and Growing Delivery Methods

- Training hours delivered via *mobile devices, social learning, virtual reality, augmented reality, and artificial intelligence <u>are on the rise.</u>*

- 2019 Training Industry Report, Training Magazine Network

Emerging and Growing Delivery Methods

**1:1 Meeting
New Employee
Project**

Helen wonders...

How much detail, structure, and definition might Rich want me to provide at the onset?
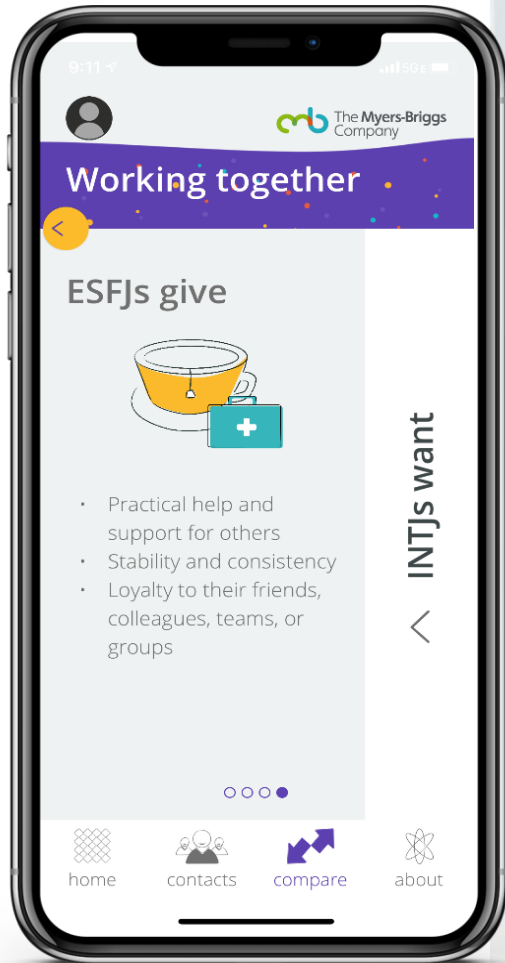
Helen

Rich

Emerging and Growing Delivery Methods

Employees need **active and actionable ways** to bring what they've learned within the "training room" into real, daily interactions and issues.
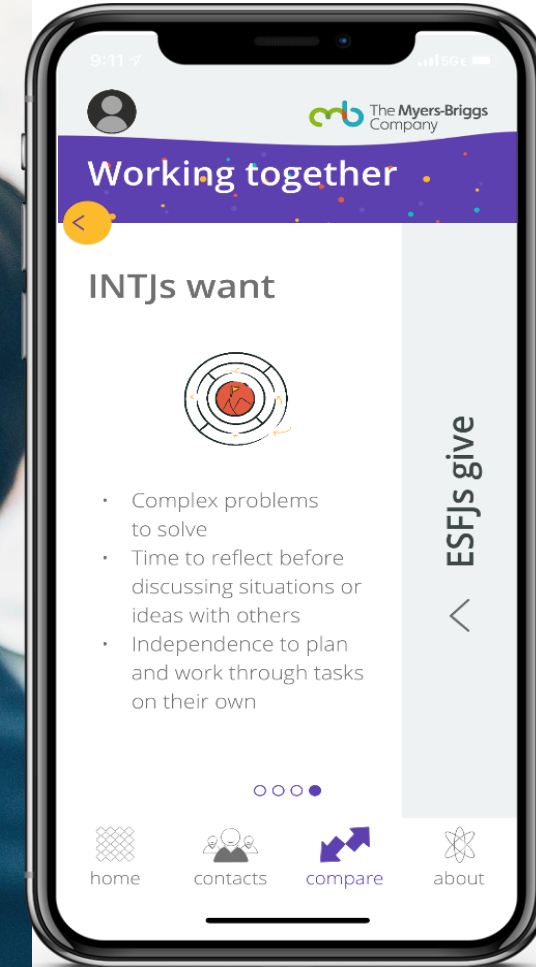

Helen, ESFJ

Rich, INTJ

Emerging and Growing Delivery Methods

Helen, ESFJ

Rich, INTJ

Working together

ESFJs give

- Practical help and support for others
- Stability and consistency
- Loyalty to their friends, colleagues, teams, or groups

INTJs want

home   contacts   compare   about

Working together

INTJs want

- Complex problems to solve
- Time to reflect before discussing situations or ideas with others
- Independence to plan and work through tasks on their own

ESFJs give

home   contacts   compare   about

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Actionable personality insights. On Demand. On the Go.

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How can we harness the power of individual and team development in a virtual environment?
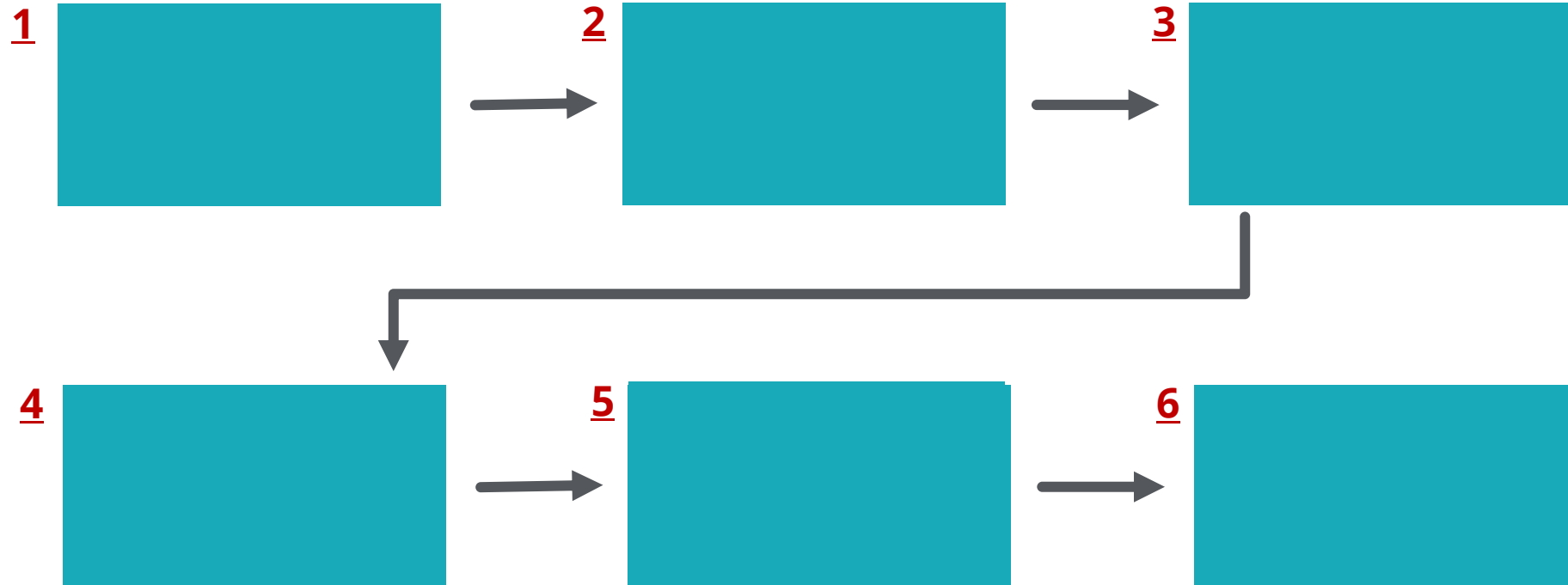
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What is the Organization's responsibility in responding to (increasing) needs for virtual training?

Virtual Training Playbook

1 → **2** → **3**
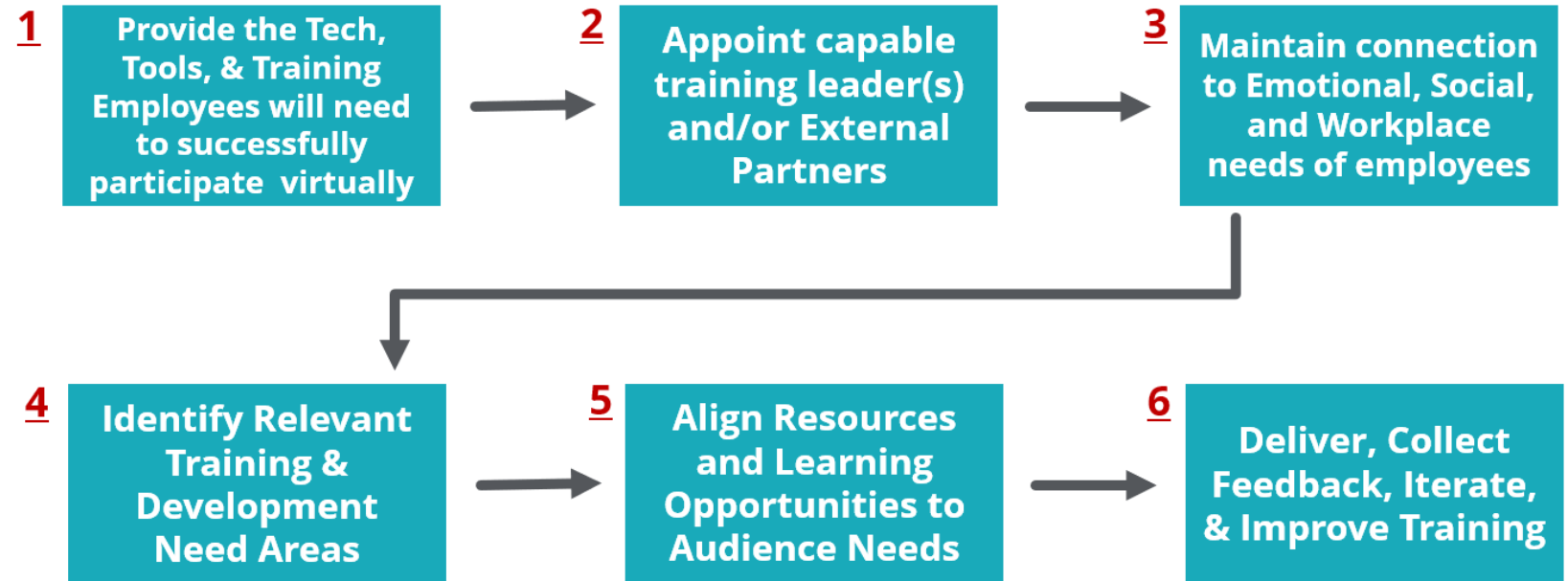
4 → **5** → **6**

All the While
- Balancing Needs with Organizational Realities (Fiscal, Hiring Cycles, Project Teams)
- Connecting Employee Learning to Business Outcomes
- Creating and Promoting a Culture of Ongoing Learning & Development

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?

How would you say your organization is doing on these essential responsibilities?

Virtual Training Playbook

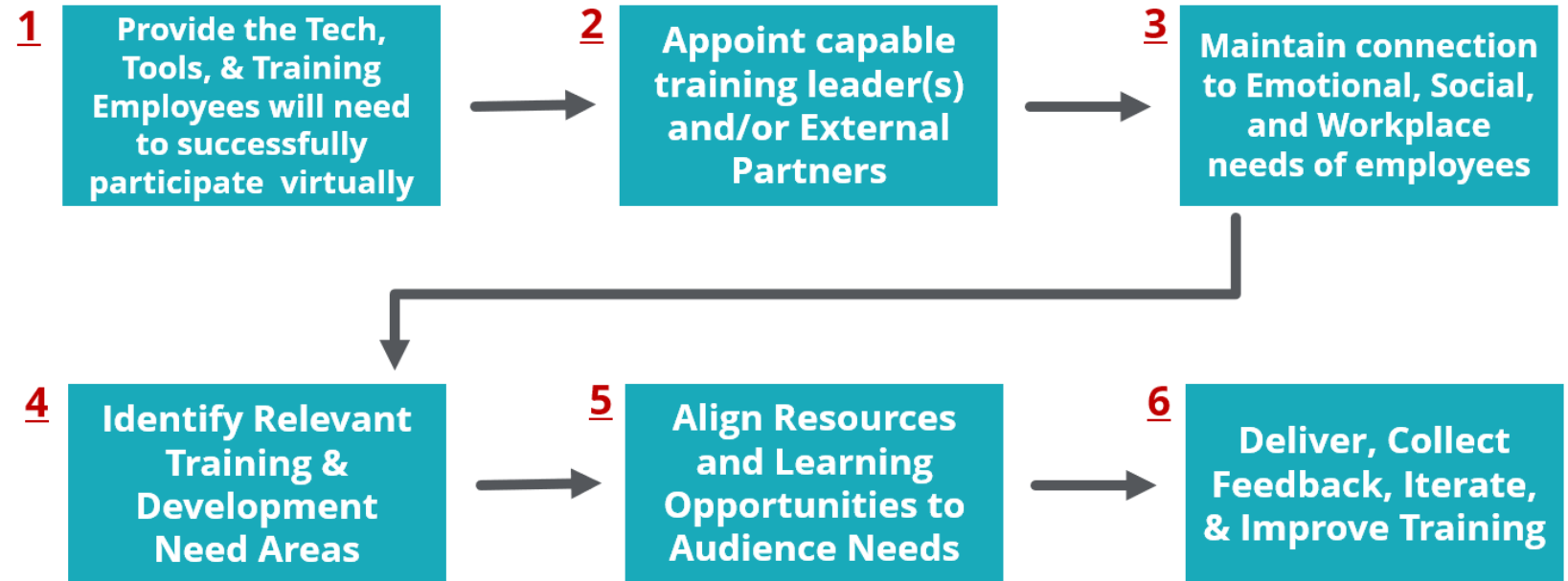**1** Provide the Tech, Tools, & Training Employees will need to successfully participate virtually

→

2 Appoint capable training leader(s) and/or External Partners

→

3 Maintain connection to Emotional, Social, and Workplace needs of employees

4 Identify Relevant Training & Development Need Areas

→

5 Align Resources and Learning Opportunities to Audience Needs

→

6 Deliver, Collect Feedback, Iterate, & Improve Training

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Chat

In which area or area(s) does your organization need most focus right now?

Virtual Training Playbook

1 Provide the Tech, Tools, & Training Employees will need to successfully participate virtually

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Virtual Training Delivery / Online Facilitation Competencies

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1

Technical & Tools

Abilities related to the use of **tools necessary for virtual delivery** (online platforms, LMS, productivity / presentation tools like PowerPoint, Word, others).

2

Content Creation

Abilities related to creating and/or assembling information / content for the **subject matter** and topics at hand.

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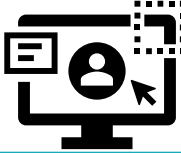
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4 Facilitative

Abilities related to delivering, facilitating, or **leading virtual training delivery**.

Roles

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Chat

Which of these roles are you directly responsible for or directly support?

Technical Coordinator

expert (SME)

Designer

Presenter

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Virtual Training Delivery / Online Facilitation Competencies
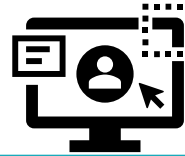
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Solo / Privately:
Evaluate Your *Comfort* **and** *Competency*

0- No comfort / competency in this area
1- Getting started / Initial comfort / competency
2- Comfortable / Competent
3- Strength / Mastery in this area

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Tip #1: Identify and Align Topic and Audience

- **The Participant is central.**

- Topic must connect to **a need of the employee** *(Emotional, Social, or Workplace).*

- Tip! Topic must align to the employee's role and must be relevant to the organizational needs (business outcomes).

Tip #2: Design with the End in Mind

- Tip! Design every learning experience *backwards from the desired change*.

- What do you want participants to do differently after today?
  - New Knowledge
  - New Skills / Abilities / Behaviors
  - New Perceptions / Attitudes / Feelings

- Tip! The desired outcome must influence the learning delivery as well (*example- self-paced learning vs live virtual training*).

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Tip #2: Design with the End in Mind

Tip! Use a framework to storyboard your design.

Desired Learning Outcome	How Participants will Learn It	How we will know they've learned it

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Self-Awareness about leadership style related to interpersonal areas	• *Take the FIRO-B assessment* • *Guided Debrief / Verification of Results* • *Practice with examples of leadership style*	*Leader confirms understanding through Instructor and peer feedback in live workshop*

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Tip #2: Design with the End in Mind

Tip! Use a framework to storyboard your design.

- Identifies Audience
- Role-relevant outcomes
- Pre-Work
- Interactive activities for application of knowledge
- Activities where leader receives feedback on application

Desired Learning Outcome	How Participants will Learn It	How we will know they've learned it
Self-Awareness about leadership style related to interpersonal areas	- *Take the FIRO-B assessment* - *Guided Debrief / Verification of Results* - *Practice with examples of leadership style*	*Leader confirms understanding through Instructor and peer feedback in live workshop*

- Modality / Format of Learning Experience (Live Debrief + Live Session)
- Relates to Org's Goal for Inclusive Leadership

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Tip #3: Negotiate Appropriate Time and # of Participants

- #Myth: Delivering training virtually means # of participants is now **boundless**!

Spotlight on MOOCs

The Promise

With technology, the world's most impressive subject matter experts could make their content accessible to all.

Massive open online courses (MOOCs) would be used to **transform education worldwide.**

The Result

Despite much investment, more than 90% of people who enroll for a MOOC don't finish. And many never go on to take another.

- EdAdvocate.org

The Findings

Among 5.63 million MOOC learners, 3.13% completed their courses.

"MOOCs largely fell short of their purported mission of transforming education worldwide."

- MIT Study

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Tip #3: Negotiate Appropriate Time and # of Participants

Design Driver:

The Learning outcome(s), not the technology or "access".

Set realistic expectations that balance outcomes and time for learning

Design Driver:

Degree of Desired Change and/or Expectations / Stakes of the Learning Experience

Live Virtual Training: participants can dialogue, get feedback on their understanding, practice, hear from peers, and learn from each other (social learning). **This requires fewer participants.**

Design Driver:

Audience Bandwidth for the Learning Experience(s)

Chunking Learning, Spreading it out, taking break days in between, reducing total time "in training"

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Tip #5: Judicious Selection of Platform Tools

- Tip! ***Start with the learning***, not the tool. Be strategic and selective on your choice and use of tools.
- Select tools that will advance the learning *(encourage dialogue, analysis, understanding, feedback, etc)*.

Online platforms and features

Video

Written chat

Breakout rooms

Live polls

Audience interactions

Reactions

Breakout room   Chat

Whiteboard   Solo work

Tip #6: Prep Your Participants (Ahead of Time)

Your Communication Strategy

- Setting Expectations of what the learning will be like:
  - Use of webcam
  - Interactive
  - Distractions / Breaks for other work
- Encouraging Pre-session Technical check-up:
  - Hardware / Device
  - Software / Updates
  - Camera, Audio
- Recommend setting for joining the virtual training *(poolside ok?)*
- Well-timed messages (especially if pre-work is needed)
- Pre-Survey / Light Needs Assessment (if possible)
- Begin creating **a safe learning environment** from the onset *(look for social activities to create comfort among participants, especially if they are new to each other).*

Tip #7: Encourage Focus (During the Learning)

- Quick Platform intro at the on-set
  - Creates comfort for participants to ready themselves to engage with the learning vs be concerned about the technology

- Maintain Attention on the Learning
  - Remember to build in lots of interactivity!
  - Create Collaboration
  - Keep Webcam on

- Timing
  - Stretch / Work Breaks
  - Attention Span
  - Pause to engage / Allow some silent time
  - 1 hour+? = Try to divide into 2 or more parts. *(Bridge Activities)*
  - The Magic Hour: 10/11AM, Tues, Wed, Thurs

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Tip #8: Capture Training Feedback (After the Learning)

- Formal Evaluations

- Informal Evaluations during the session and after the session.

- Sample Questions:

  - *What were your impressions of this learning experience?*

  - *How did it help you?*

  - *What was your biggest takeaway?*

  - *What could I do differently to make it an even better experience?*

- **Prompt** request for feedback for best results

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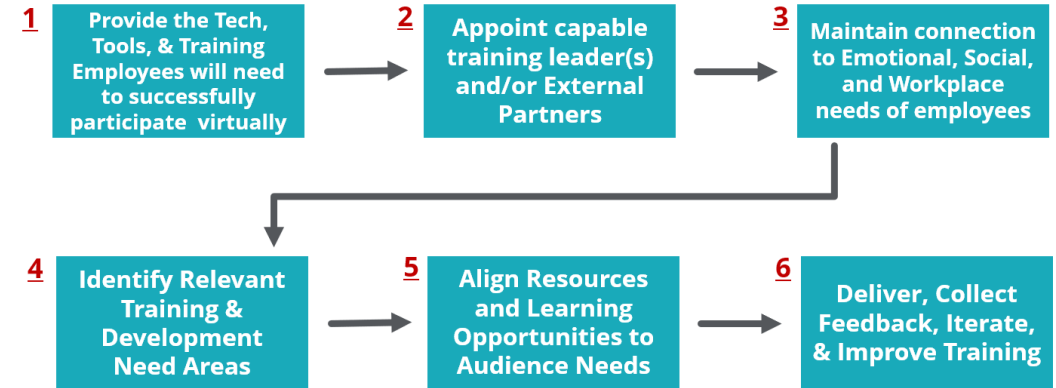
Final Considerations / Takeaways

Additional Consideration

Integrate your strengths as a facilitator

Next Steps

- Identify your personal and/or organizational goals and capabilities related to virtual training delivery

- Reach out to us if we can help you diagnose, design, deliver, or supplement your training programs- virtual, on-site, or blended.

- We can help you with *Training Content, Professional Services, and Proven Assessments* for Employee Self-Awareness and Learning

Organizational Playbook

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" Thank you! "