



The Realities of Blended Learning

David Wilson
Managing Director
davidw@elearnity.com

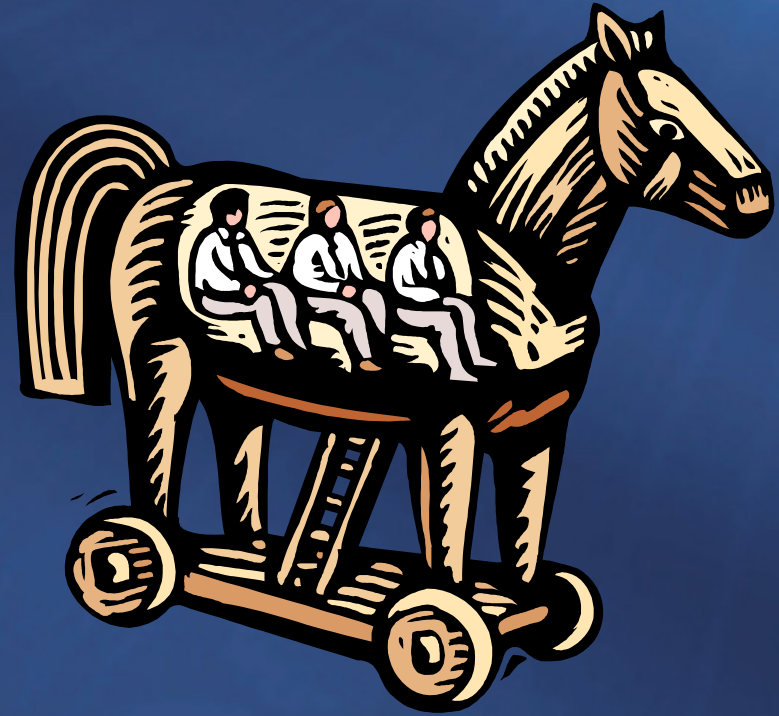
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- ▶ eLearnity collaborative research project
 - 4Q 04
 - BP, Reuters, Royal Bank of Scotland, Unilever

- ▶ Structure
 - Independent profiling
 - Best practice research
 - 3 Workshops
 - Internal practice,
 - External best practice
 - Solution synthesis

- ▶ High interest
- ▶ More talk than substance
- ▶ Needs:
 - An effective and repeatable model for blended
 - Embed expertise in broad L&D community
 - Good role models and best practice
 - Viable supply chain

- ▶ A change agent for:
 - Better needs analysis
 - Better solution design
 - Increased line management engagement
 - More integrated coaching
 - Increased use of e-learning



- ▶ No clear definition or consensus

- ▶ A blending of what?
 - Delivery channels
 - Learning and working
 - Learning over time

- ▶ Or cynically, of vendor hope/hype!
 - (Conspiracy of convenience)

- ▶ Limited Empirical Research
 - Thomson Job Impact Study
 - Various supplier-oriented research outputs and survey-based reports e.g. Balanced Learning
 - Academic studies

- ▶ Lots of informal resources
 - Presentations, case studies, vendor positioning

Valiathan

Bersin

	WHY	HOW
Skill-Driven Model	Learning specific knowledge and skills requires regular feedback and support from the trainer, facilitator, or peer.	<ul style="list-style-type: none"> ▶ create a group-learning plan that's self-paced but bound to a strict schedule ▶ pad self-paced learning material with instructor-led overview and closing sessions ▶ demonstrate procedures and processes through synchronous online learning labs or a traditional classroom setting ▶ provide email support ▶ design long-term projects
Attitude-Driven Model	Content that deals with developing new attitudes and behaviors requires peer-to-peer interaction and a risk-free environment.	<ul style="list-style-type: none"> ▶ hold synchronous Web-based meetings (Webinars) ▶ assign group projects (to be completed offline) ▶ conduct role-playing simulations
Competency-Driven Model		

Reuters

How to Select the Right Blend

Audience

- What is the skill level?
- How much time to do they have?
- Are they motivated?

Time

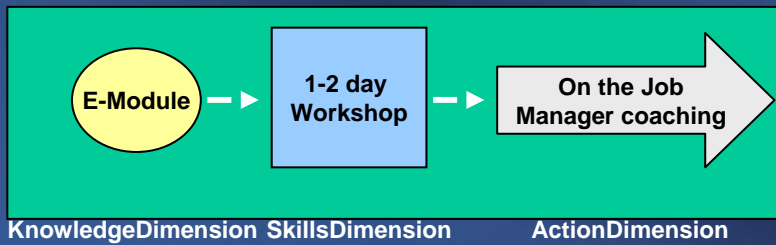
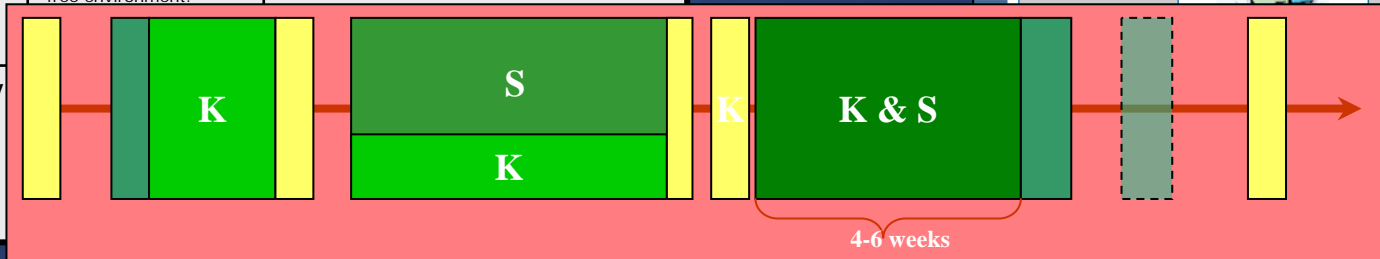
- Time to develop?
- Time to roll out?
- Time to complete?

Scale

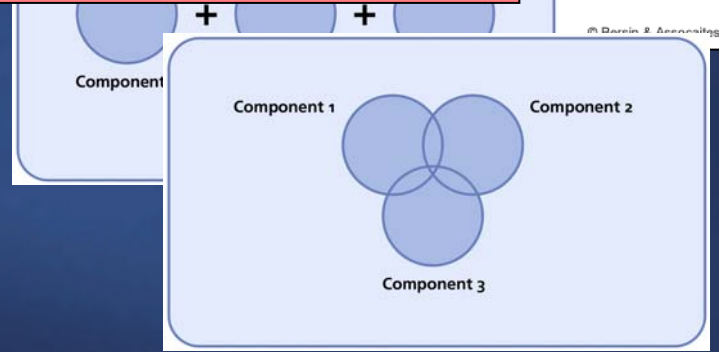
- What is the audience size?
- Will you update content frequently?

The Right Mix
2 or 3 of these ingredients:

- classroom instruction
- Web-based courseware
- CD-ROM-based courseware
- live virtual classes
- Webinars
- reference calls
- virtual labs
- simulations
- job-based job aids
- PSS
- forums
- communities of practice
- mentors



Balanced Learning



Epic

▶ The focus of most blended approaches seems to be on choosing the media

- E.g. Bersin & Associates
- Or Rossett



Media Selection Guide

Media Type	Instructional value	Scalability	Development Time	Development Costs	Deployment Costs	Assessment Capable	Trackable
CBT	High	Low	3-6 weeks	Medium	High	Medium	Low
WBT	High	High	4-20 weeks	High	Low	High	High
CD-ROM	High	High	6-20 weeks	High	Medium	High	Low
Conference calls	Low	Medium	0-2 weeks	Low	Low	No	No
Webinars	Medium	Medium	3-6 weeks	Low	Medium	Low	Low
Simulations	Very high	Medium	8-20 weeks	High	Medium	High	High
Lab simulations	Very high	Low	3-6 weeks	High	High	Medium	Medium
Job aids	Low	High	0-3 weeks	Low	Low	No	No
Webpages	Low	High	1-8 weeks	Low	Low	No	No
Websites	Low	Medium					
Communities	Medium						
Mentors	Medium						
Video	High						
EPSS	Medium						

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Time

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Scale

- What is the audience size?
- Will you update content frequently?

Resources

- What is the budget?
- Can you use SMEs?
- Do you have media developers?

Content

- Are SMEs available?
- What's the shelf-life of content?
- Are labs available?

Business application

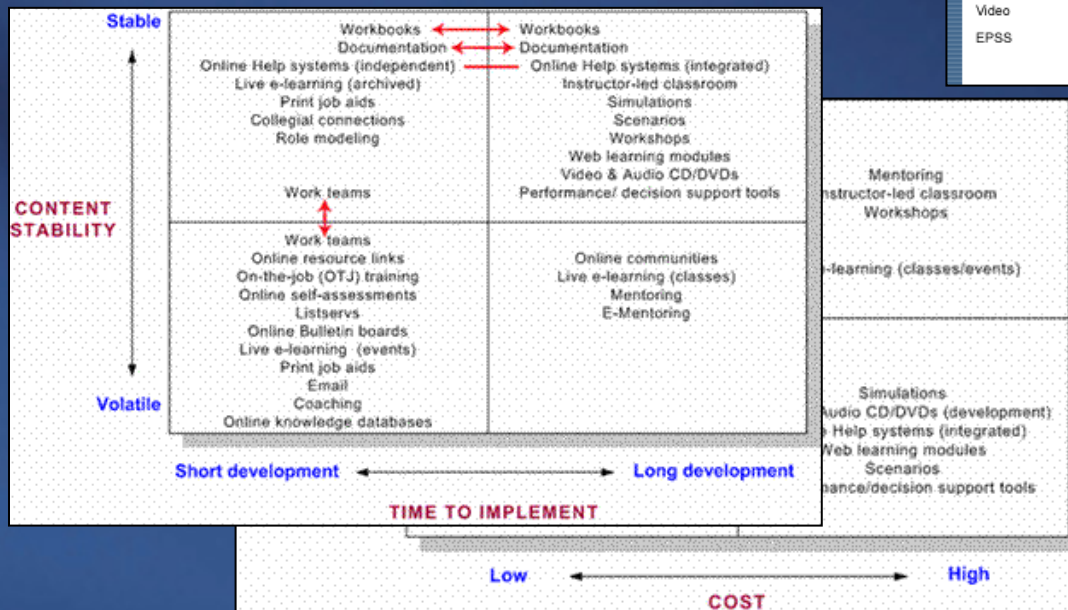
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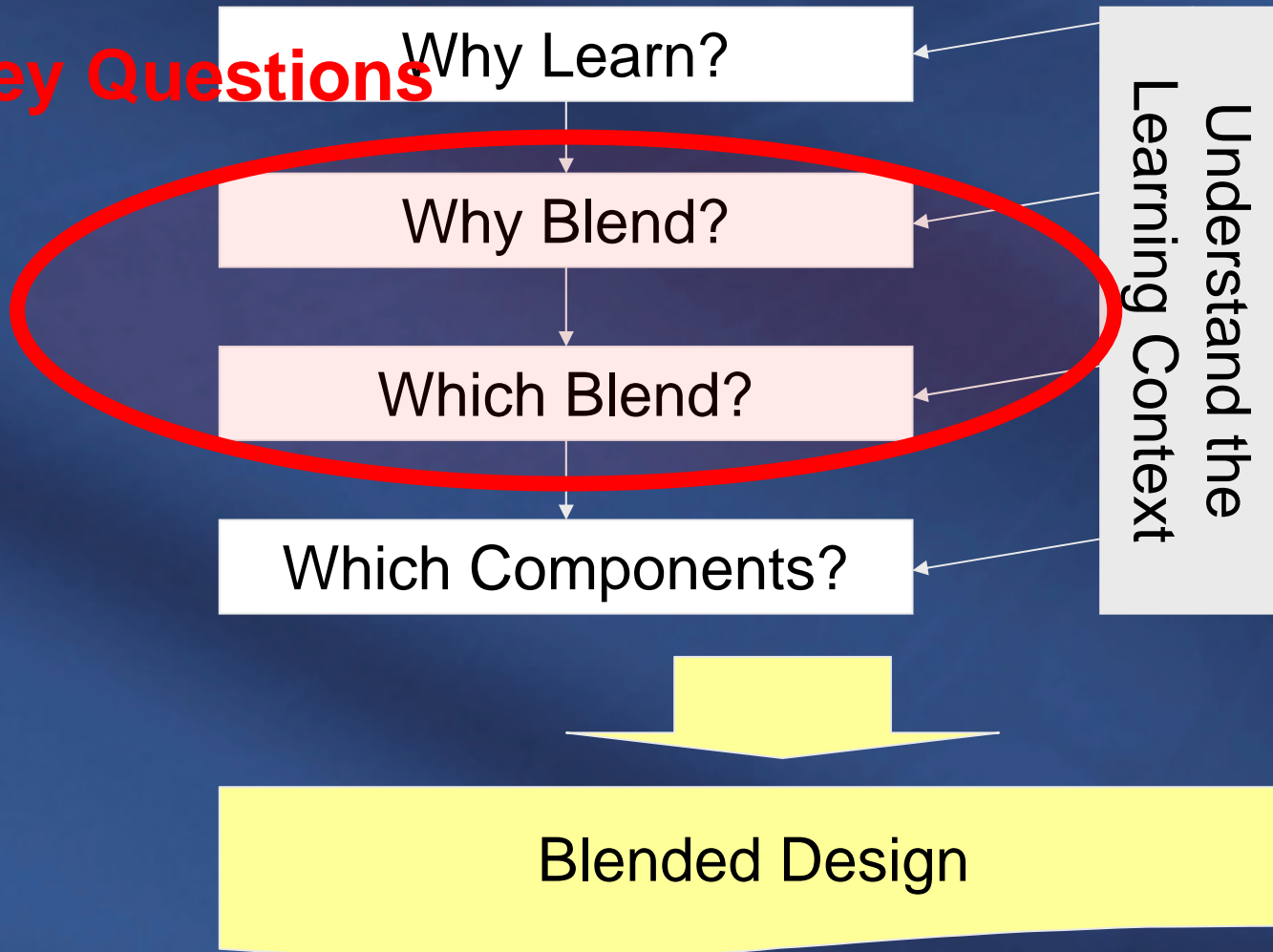
The Right Mix

- 2 or 3 of these ingredients:
- classroom instruction
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 - CD-ROM-based courseware
 - live virtual classes
 - Webinars
 - conference calls
 - virtual labs
 - simulations
 - text-based job aids
 - EPSS
 - portals
 - communities of practice
 - mentors

© Bersin & Associates

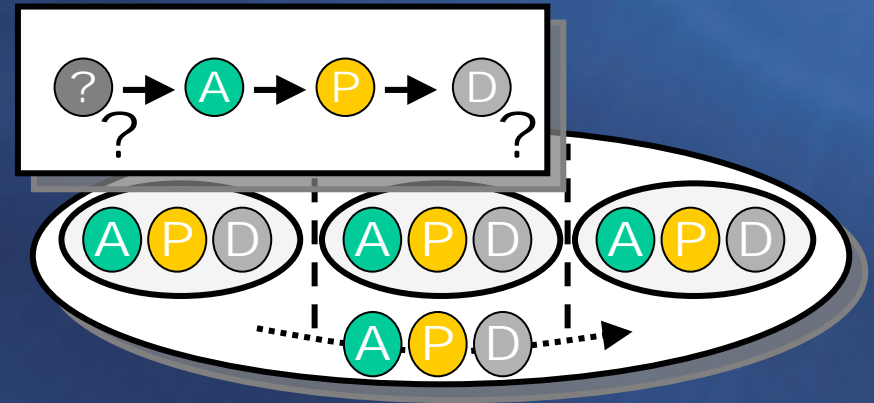


Key Questions

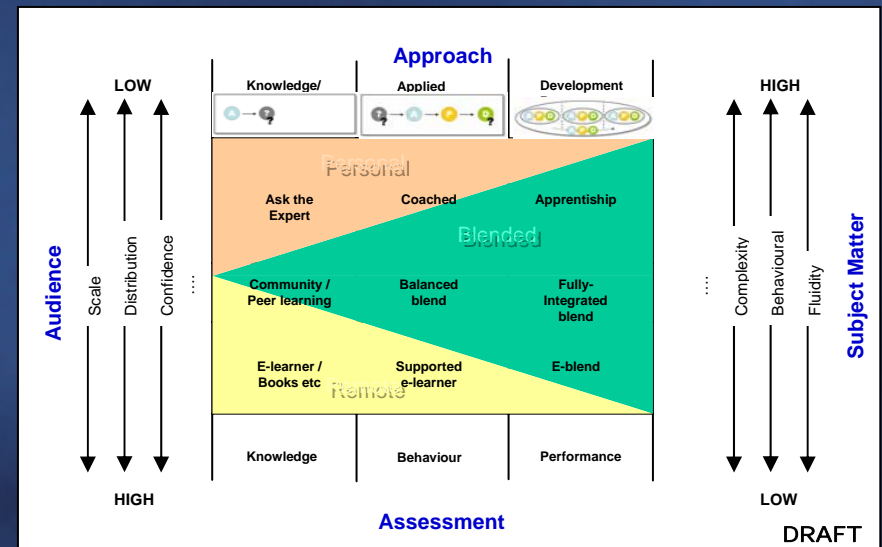


- ▶ Blended will be the norm not the exception
- ▶ Requires profound change for L&D organisations
 - Impacts and challenges all stages of the life cycle
- ▶ Target increased effectiveness and efficiency
- ▶ Blended strategies improve performance on the job not just achievement in the classroom

- ▶ A language for blends



- ▶ Blended Solution Matrix



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Thank You

davidw@eLearnity.com