



Learning Disrupted: Lessons from the Frontline





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No where has the impact of disruption been felt more quickly or directly than on the **frontline**.



We can all learn from the way organizations have **adapted** to the changing frontline workplace.

80%

of employees worldwide
work on the **frontline**.




A woman with curly hair is wearing a clear face shield, a light blue surgical mask, and denim overalls over a black shirt. She is standing in a grocery store aisle with shelves of products in the background. A dark semi-transparent box with white and green text is overlaid on the right side of the image.

6 lessons from the frontline
that will help you prepare your
people for whatever comes next

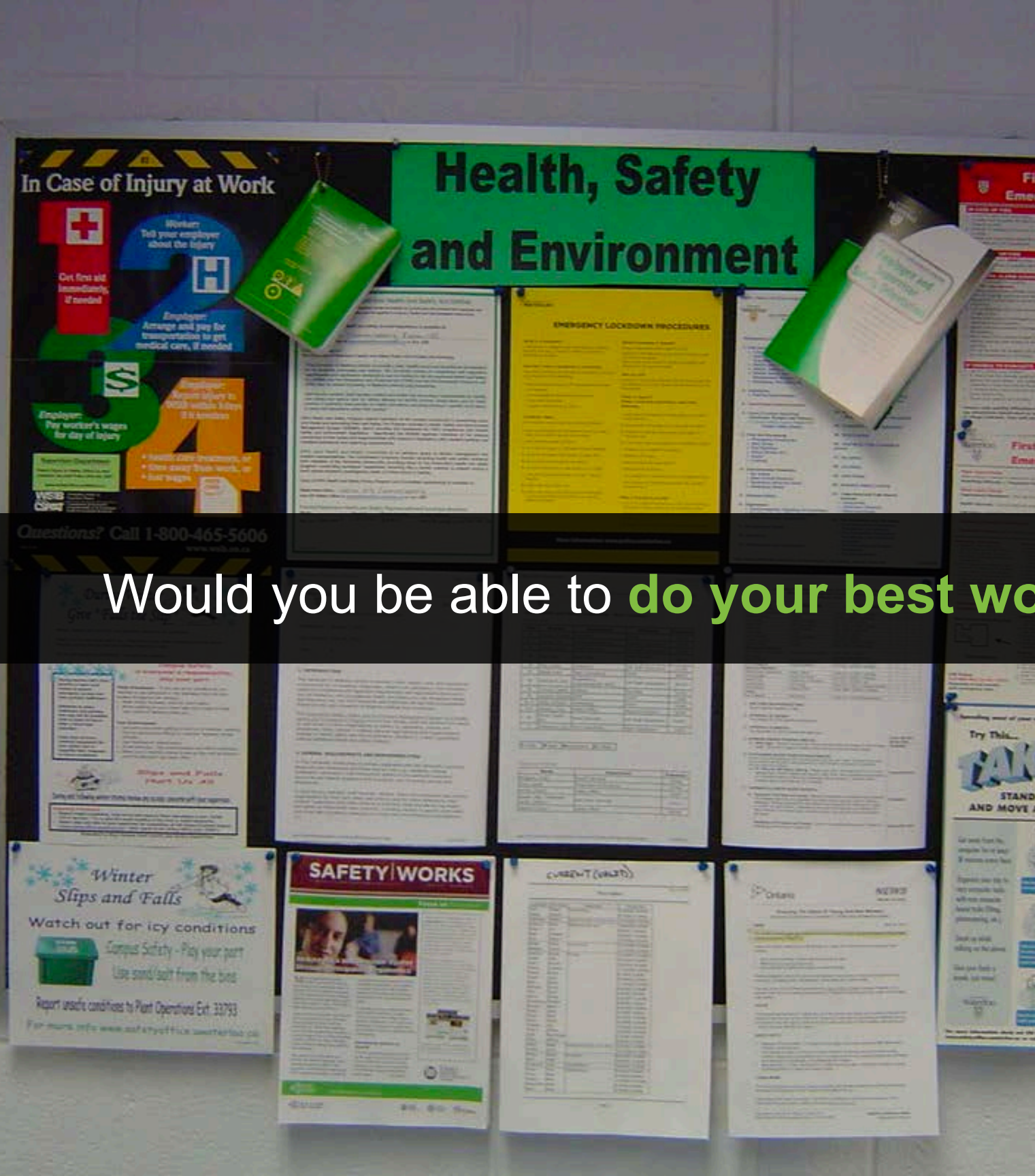


#1 Preparedness begins with awareness.



98% received **communication** from their employer during the pandemic, but ...

46% relevant **40%** reliable **39%** timely



Would you be able to **do your best work** if you received information this way?

- **Digitize**

Leverage available technology to enable fast, consistent communication.

- **Simplify**

Make it easy for people to find what they need and avoid overloading with options.

- **Prioritize**

Partner with stakeholders to narrow communication to just what is needed right now.

- **Document**

If it's not critical or timely, make it available on-demand.





#2 Mobile is now the standard.



Learning was never a **place-and-time** activity.



Josh Witty



Elizabeth Swan



Lynna Hu



John Mensik



Jeff Bechtel



Rob Rinsky



Mitchel Mayes



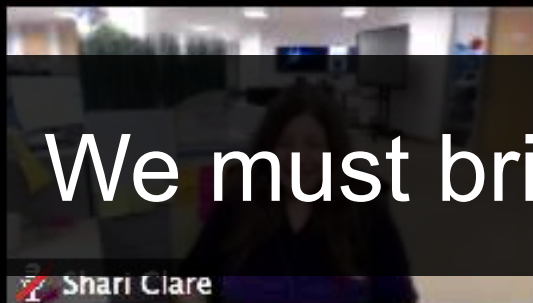
Angeline Huynh



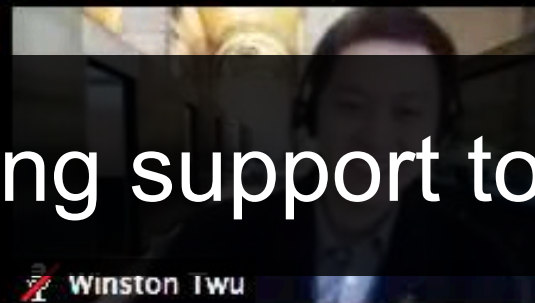
Tamara Pitts



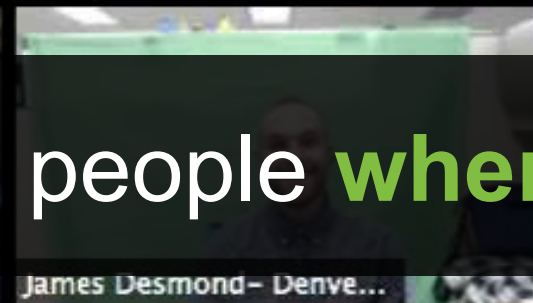
Zhenghang Gu



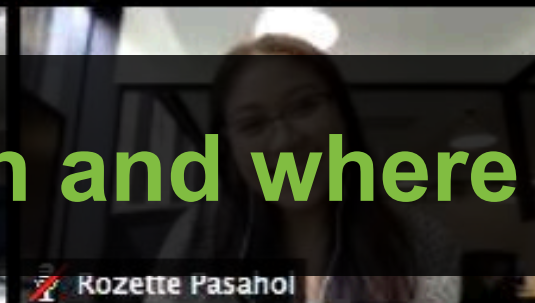
Shari Clare



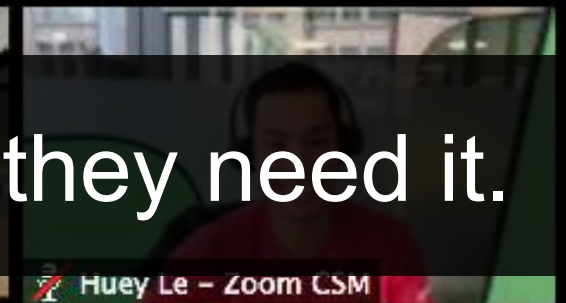
Winston Twu



James Desmond - Denve...



Rozette Pasahol



Huey Le - Zoom CSM



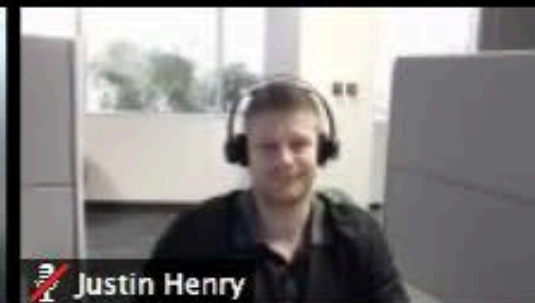
Jenny Eggimann



Subriah Esharc



Heather Jarrett



Justin Henry



Matt Caballero



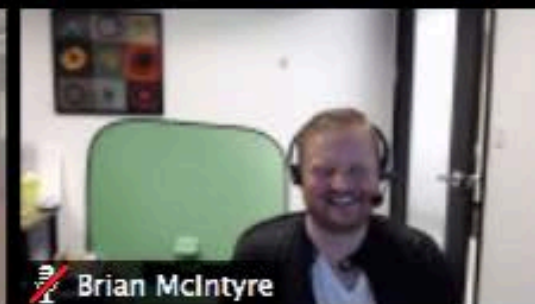
George Bassil



Kerushan Bisetty



John Poje



Brian McIntyre



Farah Faracilas

We must bring support to people **when and where** they need it.

- **Activate personal devices**

76% of people in developed economies own a smartphone. Use them.

- **Get past the red tape**

Use simple tactics to overcome limitations on the use of personal and mobile devices in your workplace.

- **Provide alternatives**

Not everyone will want to use their smartphone for work. Give them another option as the exception, not the rule.

- **Build a ubiquitous experience**

Every employee should be able to get the support they need, regardless of device.





#3 Managers are critical.



Managers must be ready to support the frontline in the face of the **unexpected**.



- **Keep managers on the frontline**

Balance manager responsibilities so they can focus on their people, not administrative work.

- **Prioritize training**

Make sure managers get the training and support they need, without waiting for the next scheduled program.

- **Schedule check-ins**

Prioritize regular, individual touchpoints between managers and employees.

- **Coach based on data**

Provide timely insights managers can use to coach their teams and avoid assumptions.

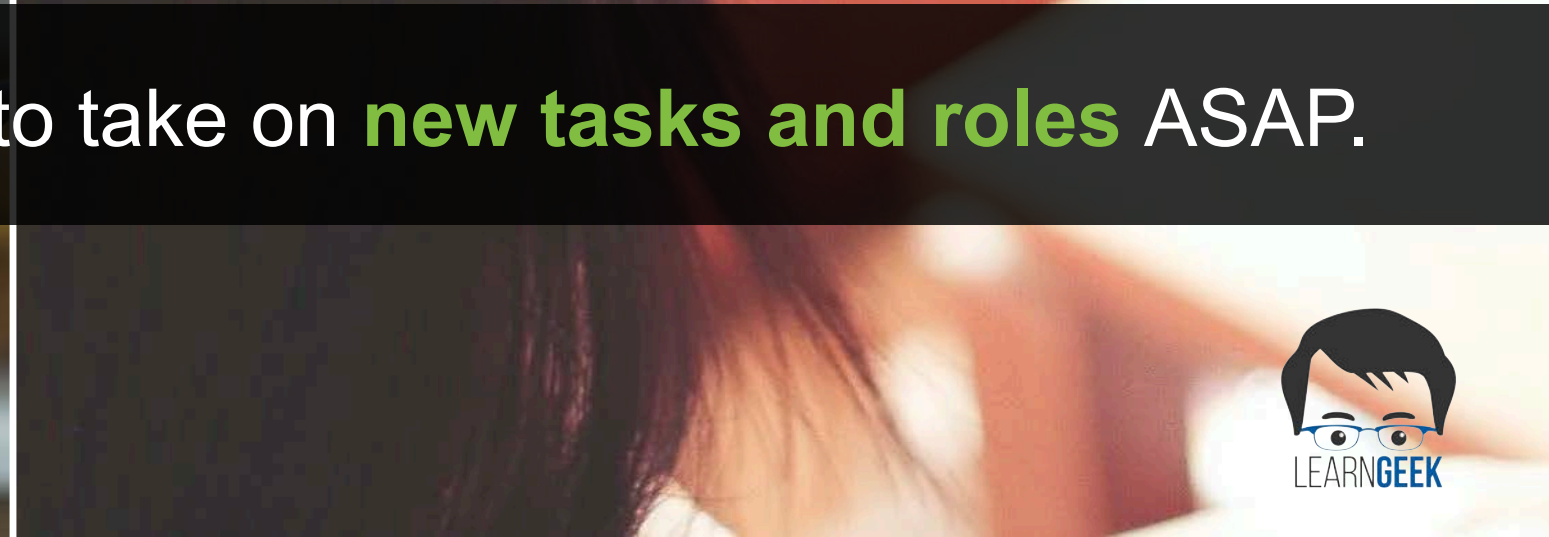


#4 Reskilling is an immediate priority.





Frontline employees are being asked to take on **new tasks and roles** ASAP.



- **Document skill requirements**

Make sure you know what skills are required to get started in each critical frontline position.

- **Assess continuously**

Use ongoing reinforcement, practice and observation to determine what people know and can do in real time.

- **Formalize cross-training**

Document a program for moving into critical roles to avoid inconsistent or lagging development.

- **Provide just enough**

Personalize the training experience to focus on immediate, critical knowledge and skill gaps.

- **Crutch**

Provide ongoing training, reinforcement and support to accelerate continued learning.



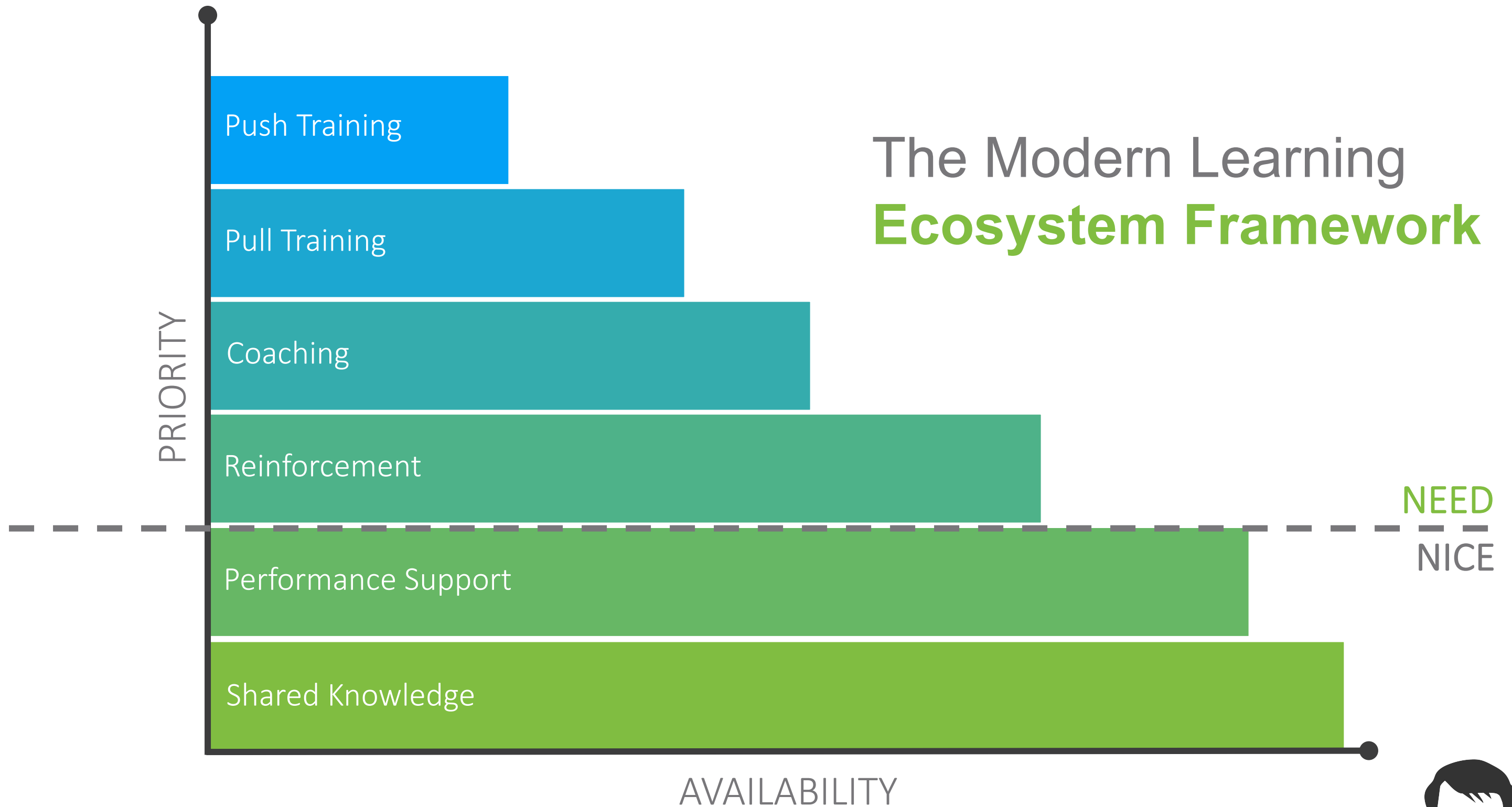


#5 Agile infrastructure
is disruption-proof.



Learning was heavily disrupted because we over-rely on **structure**.

The Modern Learning Ecosystem Framework



- **Focus on channels**

Make sure you have the tools and tactics in place to address any future business disruption, no matter the circumstances.

- **Apply an ecosystem mindset**

Build solutions using a right-fit combination of tools and tactics without over-relying on structured programs.

- **Leverage the entire ecosystem**

Apply the full range of tools and resources available within the workplace, regardless of which team may own/administrate a solution.





#6 You have to know
what does/not work.



Level 4: Impact
Impact evaluation measures the long-term effects of training on the organization's bottom line.



Level 3: Behavior
Behavior evaluation measures the extent to which participants are applying what they learned in the workplace.

Traditional learning measurement **does not align** with modern workplace realities.



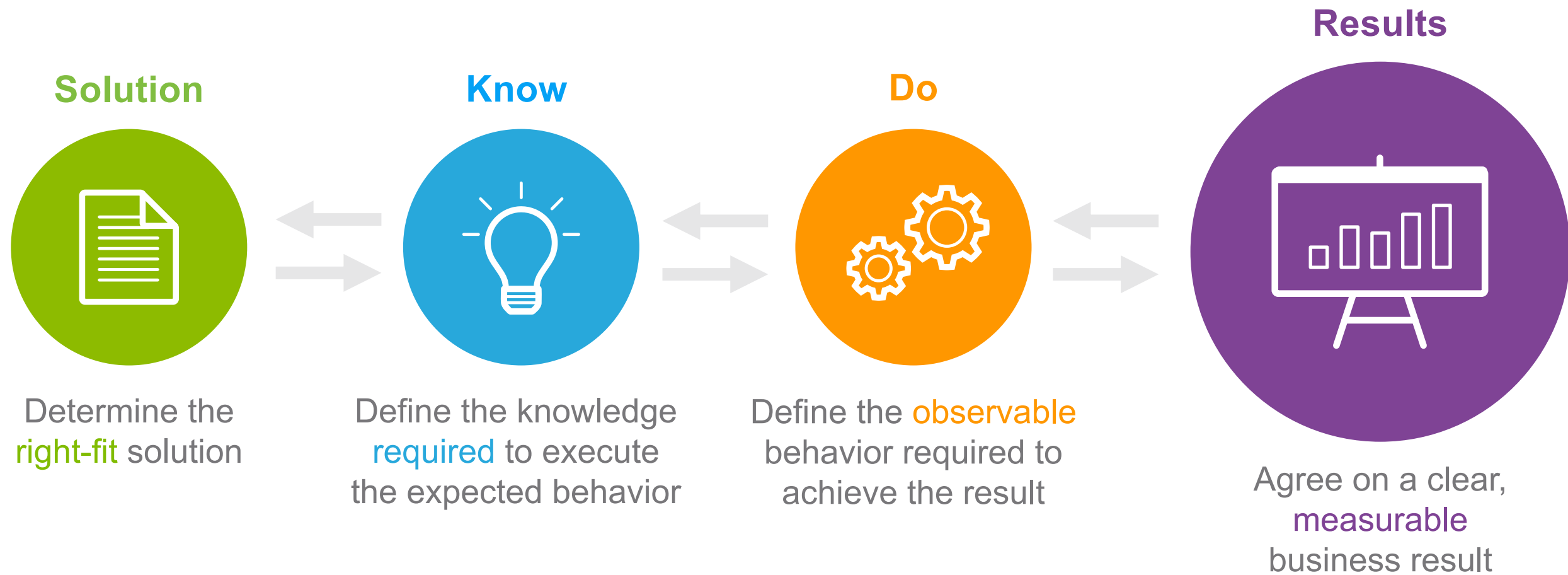
Level 2: Learning

Learning evaluation is the measurement of the increase in knowledge—before and after.



Level 1: Reaction

Reaction evaluation is how participant feels about the training or learning experience.



Adaptation

How can we continuously adapt our support tactics to ensure optimum results?

Prediction

How are we projected to perform in the future with our key business goals?

Outcomes

How is learning impacting business results and delivering ROI?



Engagement

How are people engaging with learning opportunities?

Learning

How is people's knowledge changing over time?

Behaviors

How are people's behaviors changing on the job?



- **Prioritize measurement**

Dedicate the resources needed to fix your data strategy so you can leverage measurement as a foundational capability.

- **Partner with experts**

Don't try to fix this problem by yourself. Work with your internal data experts and external solution providers to build a new strategy.

- **Make measurement the foundation**

Measurement should not start and stop with specific programs. It must be ongoing so you can take proactive steps to improve your solutions.



- 1| Preparedness begins with awareness.
- 2| Mobile is now the standard.
- 3| Managers are critical.
- 4| Reskilling is an immediate priority.
- 5| Agile infrastructure is disruption-proof.
- 6| You have to know what does/not work.



Download the **2020 State of Frontline Training Report** at axonify.com/frontlineforward



— THE —
80
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Be safe. Be well.
Be kind to the frontline.