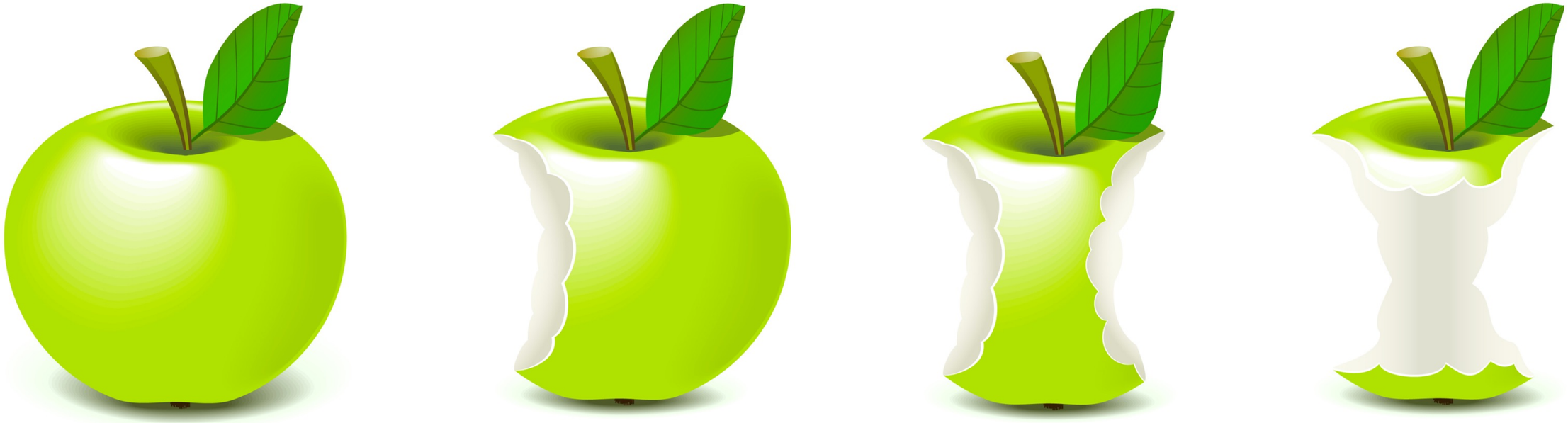

MORE THAN MICRO

不仅仅是微型

designing learning that fits

设计合适的学习课程

LEARNGEEK

JD Dillon

Chief Learning Architect

首席学习架构师

Axonify™

Part 1: Concept
第 1 部分：概念

- ✓ The Business Case
  业务案例
- ✓ Six Core Principles
  六大核心原则

Part 2: Design
第 2 部分：设计

- ✓ Designing Solutions
  设计解决方案
- ✓ Selecting Delivery Channels
  选择交付渠道

Part 3: Practice
第 3 部分：实践

- ✓ Solve Familiar Problems
  解决熟悉的问题

Part 4: Implement
第 4 部分：实施

- ✓ Moving Your Strategy Forward
  推进你的策略

PART 1

The Business Case

第 1 部分

业务案例

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The statistic slide …

统计数据幻灯片 …

65%

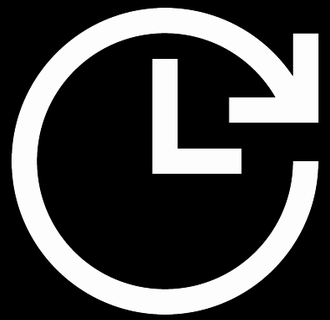
of organizations are reporting significant gaps in critical skill areas.[1]

组织表示关键技能领域存在严重的差距。[1]

17%

of executives say their workers are very ready to adapt, reskill and assume new roles.[3]

高管表示员工在适应、技能再培训以及从事新岗位方面的适应力都非常强。[3]



88%

of L&D teams have a difficult time overcoming time and competing priorities.[2]

的人才发展团队都面临着时间紧迫，优先事项相互竞争的问题。[2]

46%

of employees say their organizations have reduced upskilling and reskilling opportunities.[4]

员工表示其所在组织的技能提升和技能再培训机会有所减少.[4]

[1] Fosway Group – The Reskilling Revolution
[1] Fosway Group – 再培训革命
[2] Fosway Group - Transforming Talent Management 2017
[2] Fosway Group - 2017 年人才管理转型
[3] Deloitte - 2021 Human Capital Trends Report
[3] 德勤 - 2021 年人力资源趋势报告
[4] Degreed – The State of Skills 2021
[4] Degreed – 2021 年技能现状

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We can’t keep up with the pace of change.
我们永远无法跟上变化的节奏。
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- ✓ **Change is constant.**
  变化永远存在。
- ✓ **People have limited time.**
  人类的时间有限。
- ✓ **L&D has limited resources.**
  学习发展的资源有限。
- ✓ **Learning is a process.**
  学习是一种过程。

- X **Skill gaps**
  技能差距
- X **Disengaged employees**
  员工不敬业
- X **Lost opportunities**
  机会错失
- X **Poor business outcomes**
  业务成果不佳

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An organization can only grow as fast as its people can learn.

一个组织的成长速度取决于它员工的学习速度。

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Learning must become part of the job.
学习必须成为工作的一部分。
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Knowledge and skill requirements are based on what you do.
知识和技能要求基于你的工作。

How you learn is influenced by how you work.
你学习的方式受你工作方式的影响。

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How do we keep up with change?

我们如何跟上变化？

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Modern Learning Organization Mindset
现代化学习组织思维模式

Make learning a critical part of work(flow).
使学习成为工作（流程）的一个关键组成部分。

Take advantage of the full ecosystem.
充分利用整个生态系统。

Apply data to accelerate decision-making.
运用数据来加快决策速度。

Provide a personal experience at scale.
大规模提供个人体验。

Drive clear business impact.
推动明确的业务影响。

Foster persistent organizational agility.
培养持久的组织敏捷性。

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The **Myths**
迷思

- ✗ Just shorter content
  更短的内容
- ✗ Specific duration limit
  具体的时长限制
- ✗ Only for younger people
  只适用于年轻人
- ✗ Doesn’t support complex skills
  不支持复杂技能
- ✗ Replaces everything else
  可以替代其他一切

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Six Core Microlearning Principles
微学习的六大核心原则

FOCUS
焦点

FAMILIARITY
熟悉度

SCIENCE
科学

ACCESS
访问

FORMAT
形式

DATA
数据

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FOCUS
焦点

Microlearning addresses **one** clearly-defined, measurable objective.

微学习拥有一个明确定义以及可衡量的目标。

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FAMILIARITY
熟悉度

Microlearning is **easy to use** because it takes advantage of familiar models and behaviors.
微学习利用了熟悉的模型和行为，**便于使用**。

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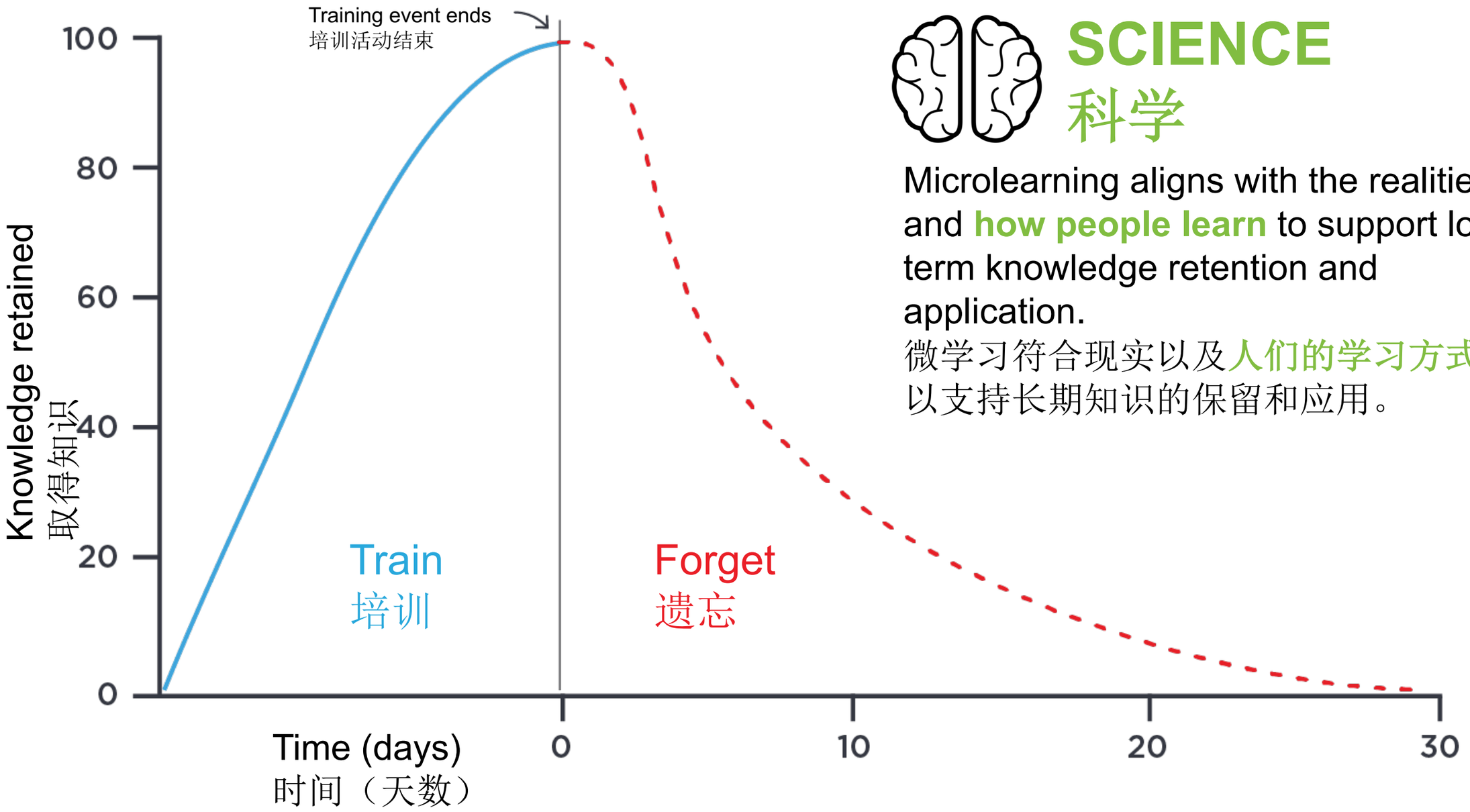

SCIENCE
科学

Microlearning aligns with the realities and **how people learn** to support long-term knowledge retention and application.

微学习符合现实以及**人们的学习方式**，以支持长期知识的保留和应用。

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ACCESS
访问

Microlearning is easy to access **whenever and wherever** people need support.

人们可以在需要支持的时候，**随时随地**访问微学习资源。

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FORMAT
形式

Microlearning applies the right format(s) based on the intended **message** and user **context**.

微学习根据预期的**消息**和用户**背景**应用正确的形式。

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DATA
数据

Microlearning **captures** and **applies** data to make sure the desired outcome is achieved.
微学习**捕捉**和**运用**数据，确保取得期望的结果。

PART 2

Design

第 2 部分

设计

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A microlearning approach can support any and all workplace topics and use cases.

微学习方法能够支持任何以及所有工作场所主题和用例。

SOLUTIONS

The stuff we make

解决方案

我们提出的方案

CHANNELS

How people access solutions

渠道

人们访问解决方案的途径

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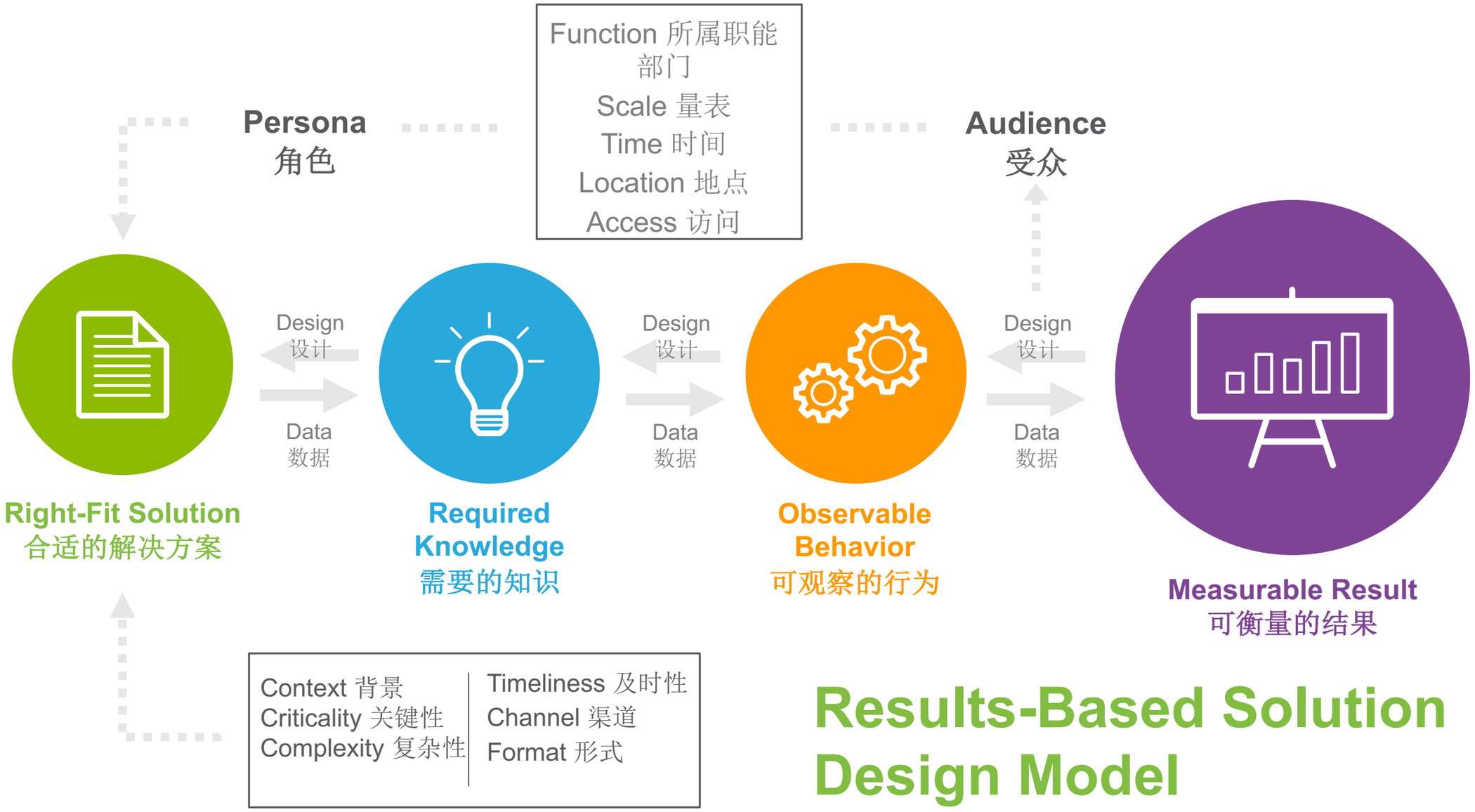

Results-Based Solution Design Model

基于结果的解决方案设计模型

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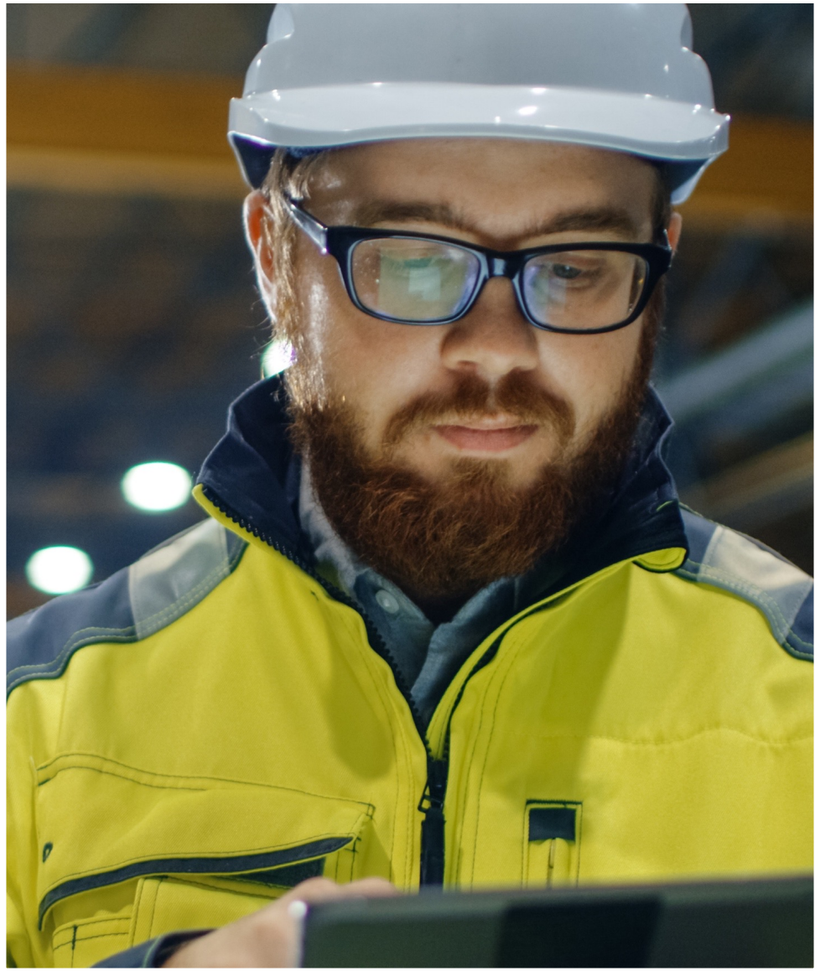

Deliver solutions that help us achieve business goals and fit seamlessly into the day-to-day workflow.

提出可以帮助我们达成业务目标，
并且与日常工作流无缝整合的解决方案。

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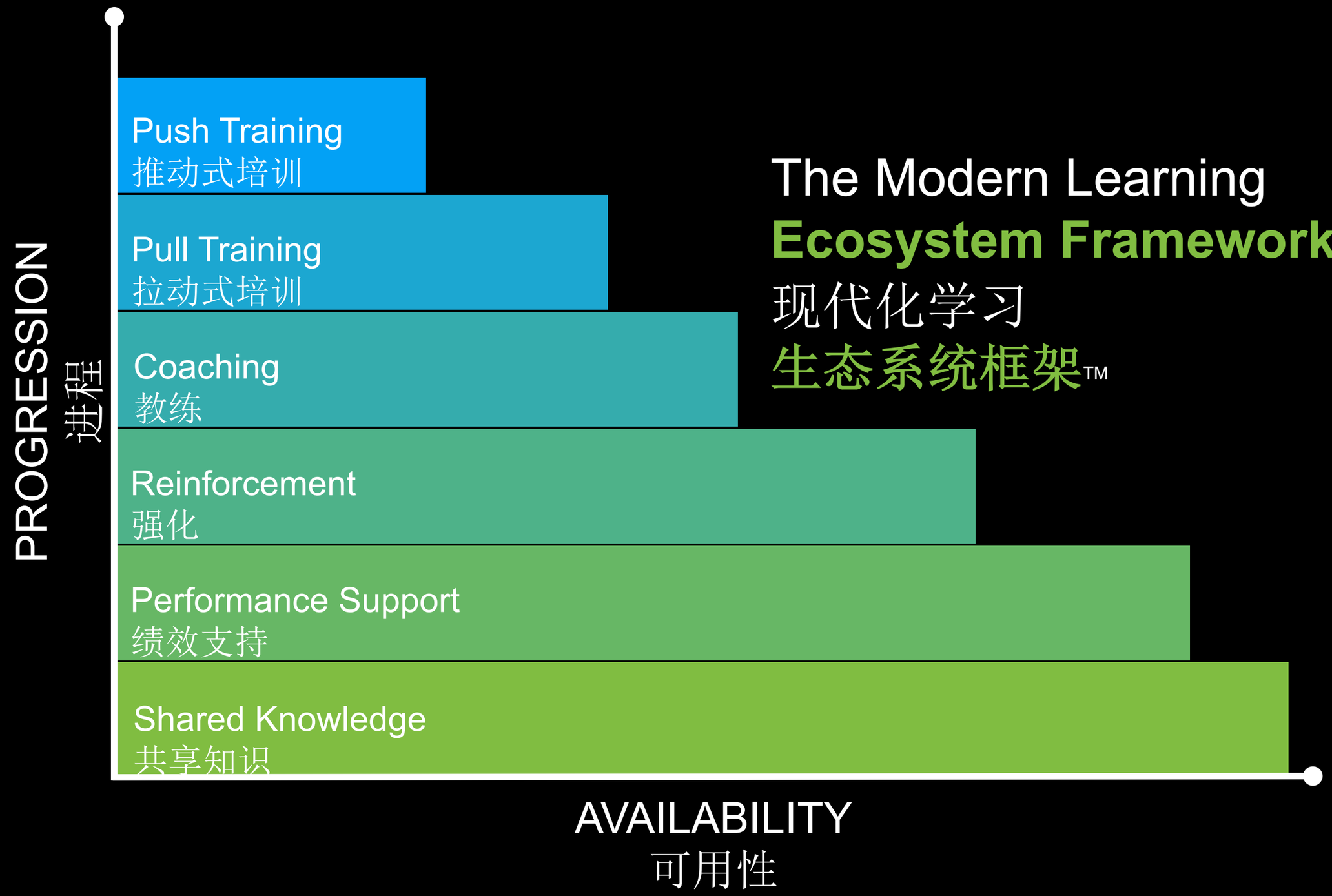
The Modern Learning Ecosystem Framework™
现代化学习生态系统框架™



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PROGRESSION
进程

Shared Knowledge
共享知识

AVAILABILITY
可用性

Can people reliably find the information they need to solve problems in the flow of work?
人们能否可靠地找到解决工作流程中问题所需的信息？

LEARNGEEK

PROGRESSION
进程

Can people get help if they cannot find the information and do not know the answer?
如果人们无法找到信息并且不知道答案，他们能否获得帮助？

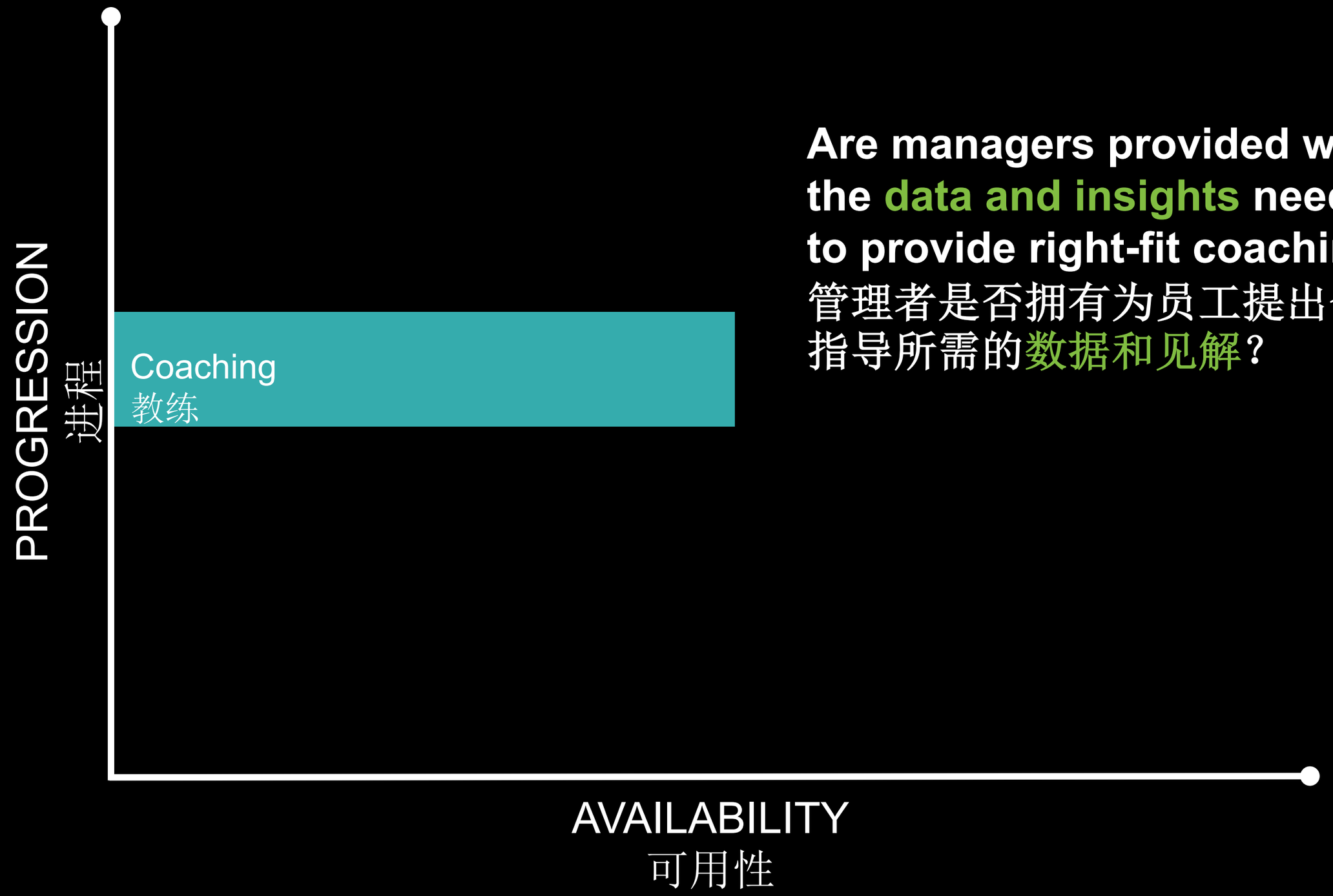
Performance Support
绩效支持

AVAILABILITY
可用性

LEARNGEEK

Do people have an ongoing opportunity to practice applying their core job skills?
人们是否有持续的机会练习应用自己的核心工作技能？

LEARNGEEK

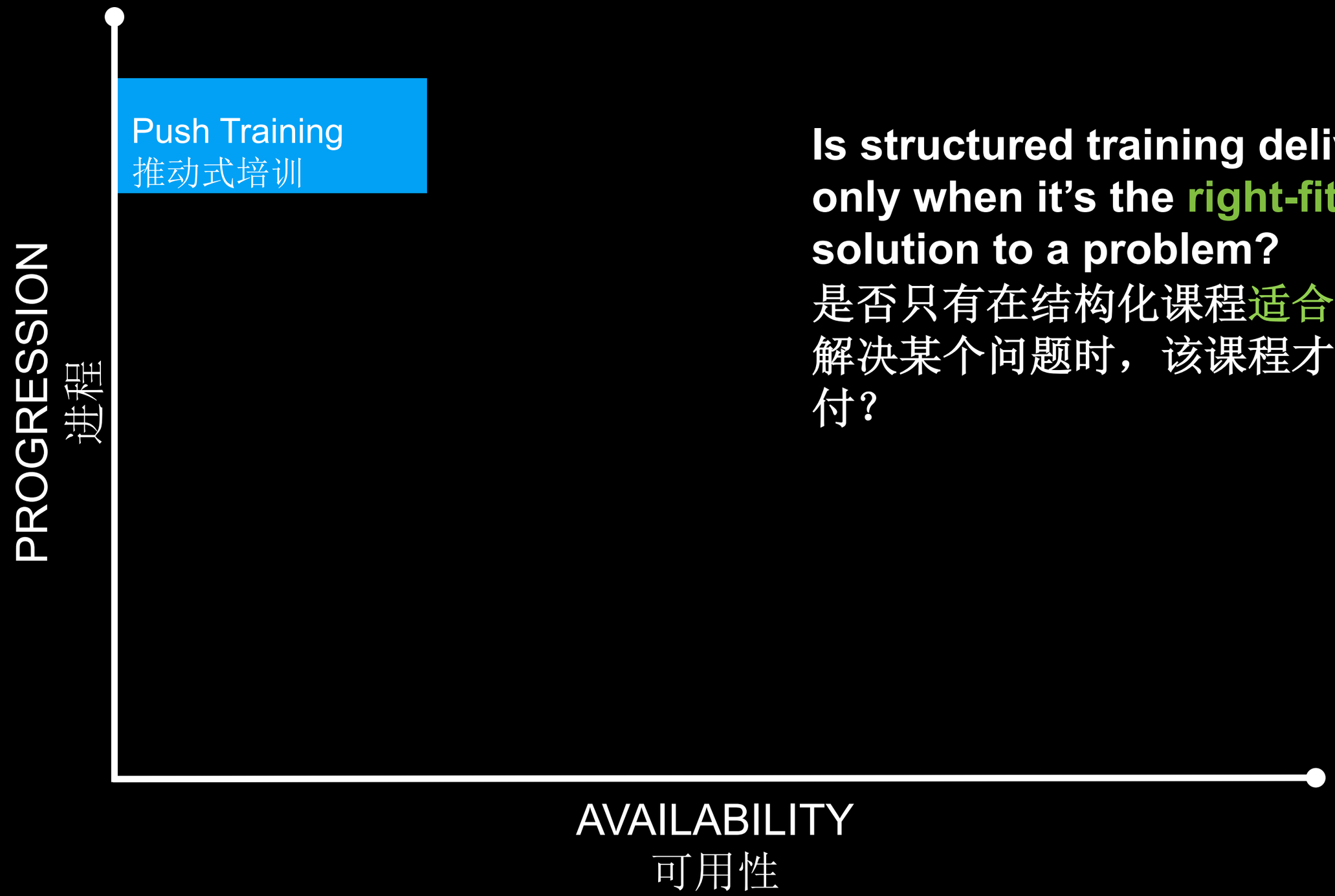


Are managers provided with the data and insights needed to provide right-fit coaching?

管理者是否拥有为员工提出合适指导所需的数据和见解？

Do people have on-demand access to ongoing skill development resources?
人们是否可以按需访问持续的技能发展资源？

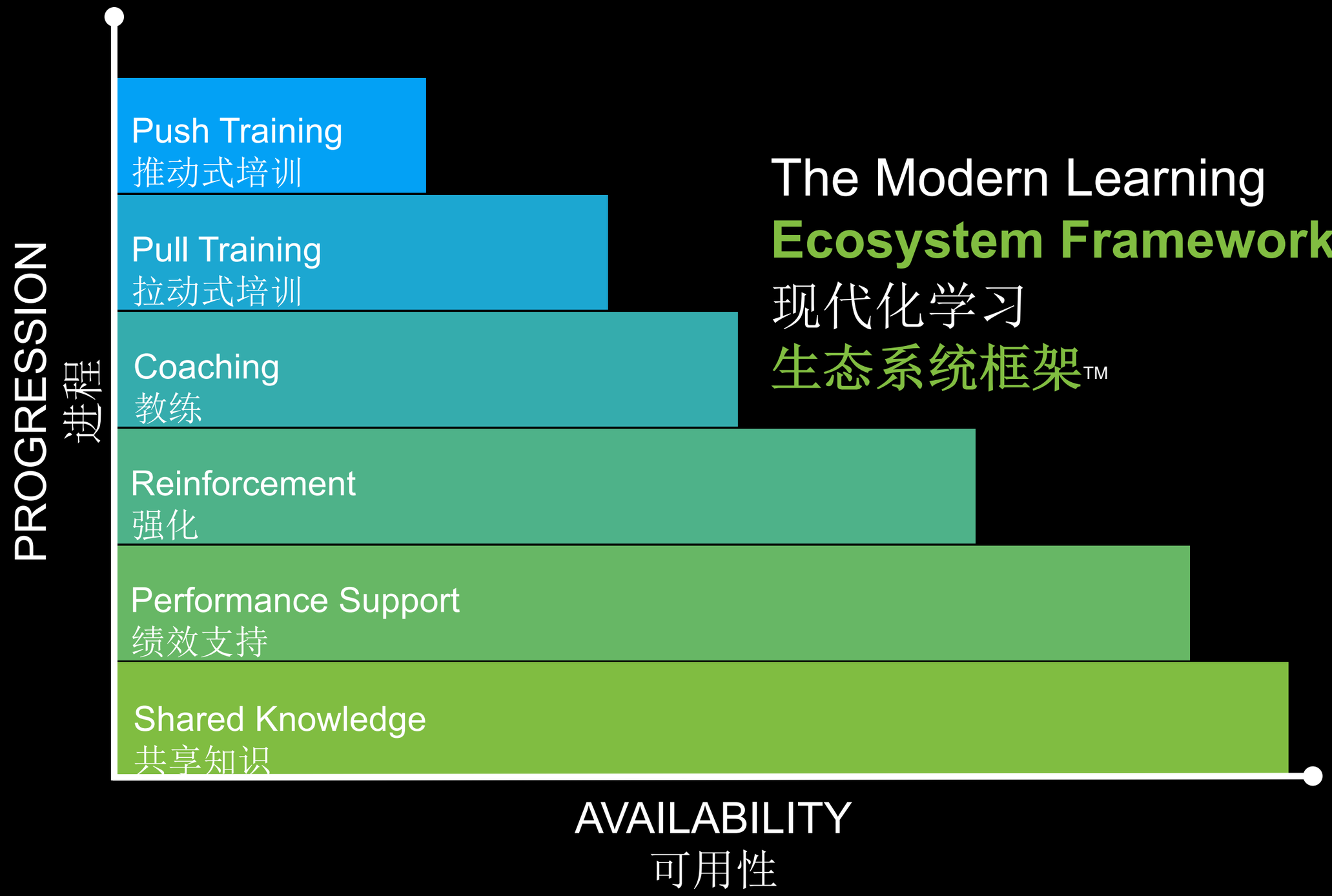
LEARNGEEK



Is structured training delivered only when it's the right-fit solution to a problem?

是否只有在结构化课程适合用于解决某个问题时，该课程才会交付？

The Modern Learning Ecosystem Framework™
现代化学习生态系统框架™



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Real Microlearning Story
真实的微学习故事

A clothing retailer wanted to decrease in-store theft caused by both customers and employees.

一家服装零售商希望减少由顾客和员工造成的店内盗窃。

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Persona
角色

Customer-Facing 面向客户
15,000
Scheduled 日程安排
Distributed Stores 分布式门店
Point of Sale 销售点

Retail Associates
零售助理

Right-Fit Solution
合适的解决方案

Theft policy and common indicators
盗窃策略和常见指标

Identify and report potential theft
确定并报告潜在的盗窃案件

Reduce Theft by X%
将盗窃减少 X%

Context: in-store, on the job 背景：店内、在岗
Criticality: low 关键性：低
Complexity: low 复杂性：低

Timeliness: high 及时性：高
Channel … 渠道. . .
Format … 形式. . . .

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RESULT

60% reduction in theft within 6 months

结果

6 个月内盗窃数量降低 60%

PROGRESSION
进程

Reinforcement
强化

Performance Support
绩效支持

Shared Knowledge
共享知识

Questions 问题

Hotline 热线

Polic 策略

AVAILABILITY
可用性

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PART 3

Practice

第 3 部分

实践

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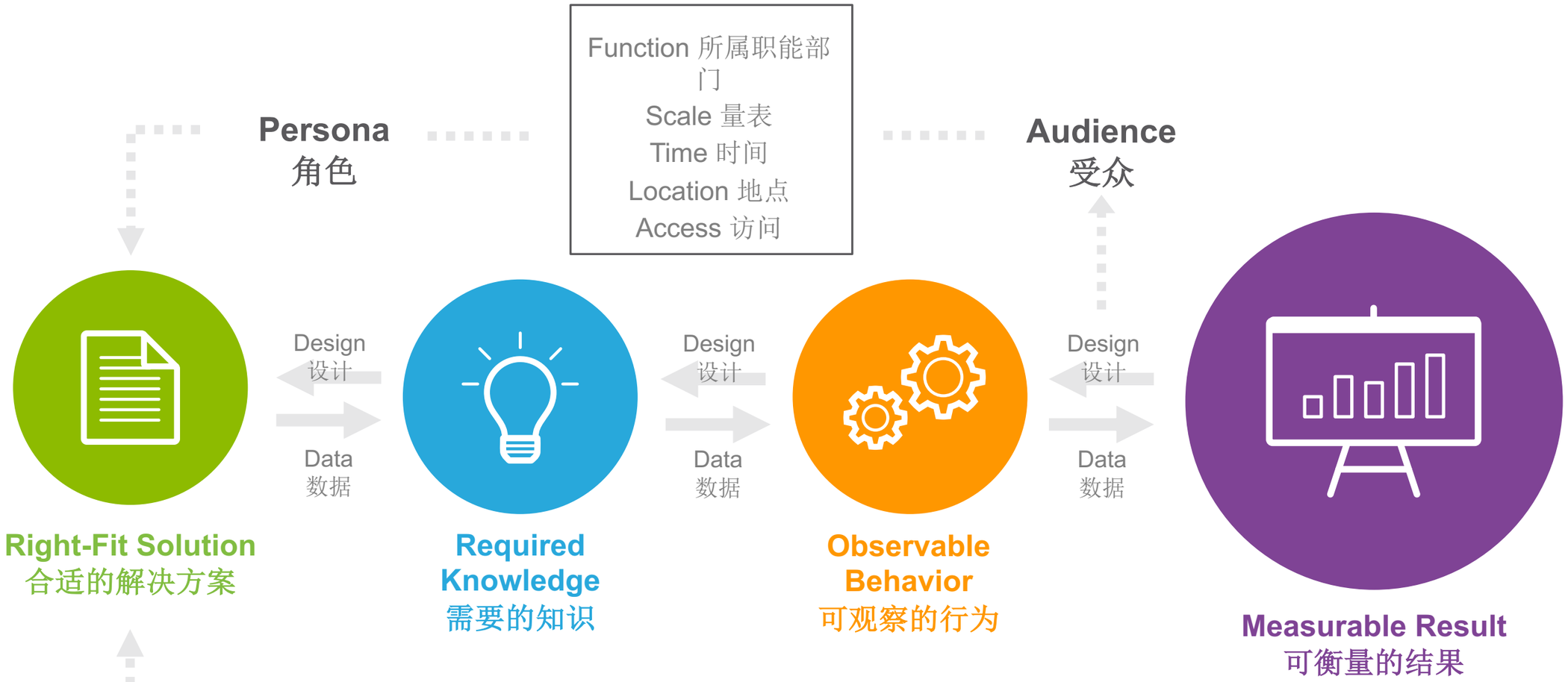


Results-Based Solution Design Model

基于结果的解决方案设计模型

LEARNGEEK

Identify the Result
确定结果

A stakeholder wants to improve safety culture with a new training program.
某位利益相关者希望通过新的培训计划改善安全文化。

List 3 questions you can ask them to identify a clear, measurable business goal related to improved safety.
列出 3 个问题，你可以通过向他们提出这些问题来确定与提高安全水平相关的明确、可衡量的业务目标。

Clarify Your Audience
清楚了解受众

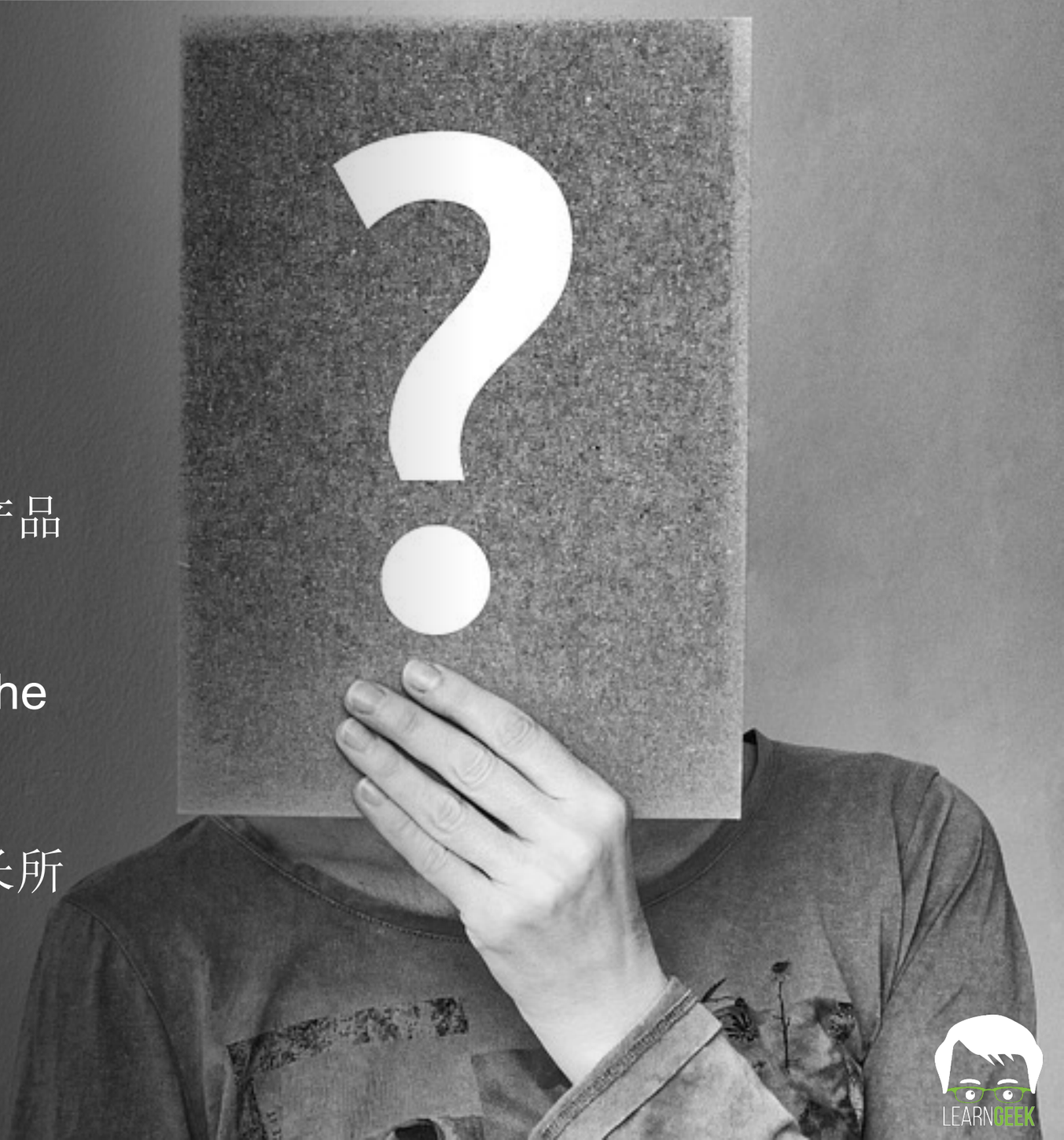
You support restaurant training, including store employees and delivery drivers.
你支持餐厅培训，包括门店员工和送货司机。

Identify 3 differences in their personas that may influence how you design a training solution for both audiences.
确定他们角色中的 3 个不同之处，这些不同可能会影响你为两个受众设计培训解决方案时采用的方法。

Identify Observable Behaviors
确定可观察的行为

A stakeholder requests training that will help improve sales for a new product.
某利益相关者申请开展有助于改善某新产品销售业绩的培训课程。

Determine three ways you can identify the real-world behaviors needed to achieve the desired sales increase.
确定三种可用于确定实现预期销售额增长所需的现实行为的方法。



Additional Considerations
其他考虑因素

Decide if each of the following solution design considerations is LOW or HIGH based on the provided learning topics.

根据所提供的学习主题，确定下列各项解决方案设计考虑因素属于低级还是高级因素。

Reducing hand injuries from using box cutters
减少使用美工刀造成的手部伤害

Criticality 关键性	LOW 低	HIGH 高
Complexity 复杂性	LOW 低	HIGH 高
Timeliness 及时性	LOW 低	HIGH 高

Improving manager listening skills during coaching conversations
提高管理人员在辅导对话过程中的倾听技能

Criticality 关键性	LOW 低	HIGH 高
Complexity 复杂性	LOW 低	HIGH 高
Timeliness 及时性	LOW 低	HIGH 高

Improving bank employee understanding of a new government regulation
提高银行员工对新政府法规的理解

Criticality 关键性	LOW 低	HIGH 高
Complexity 复杂性	LOW 低	HIGH 高
Timeliness 及时性	LOW 低	HIGH 高

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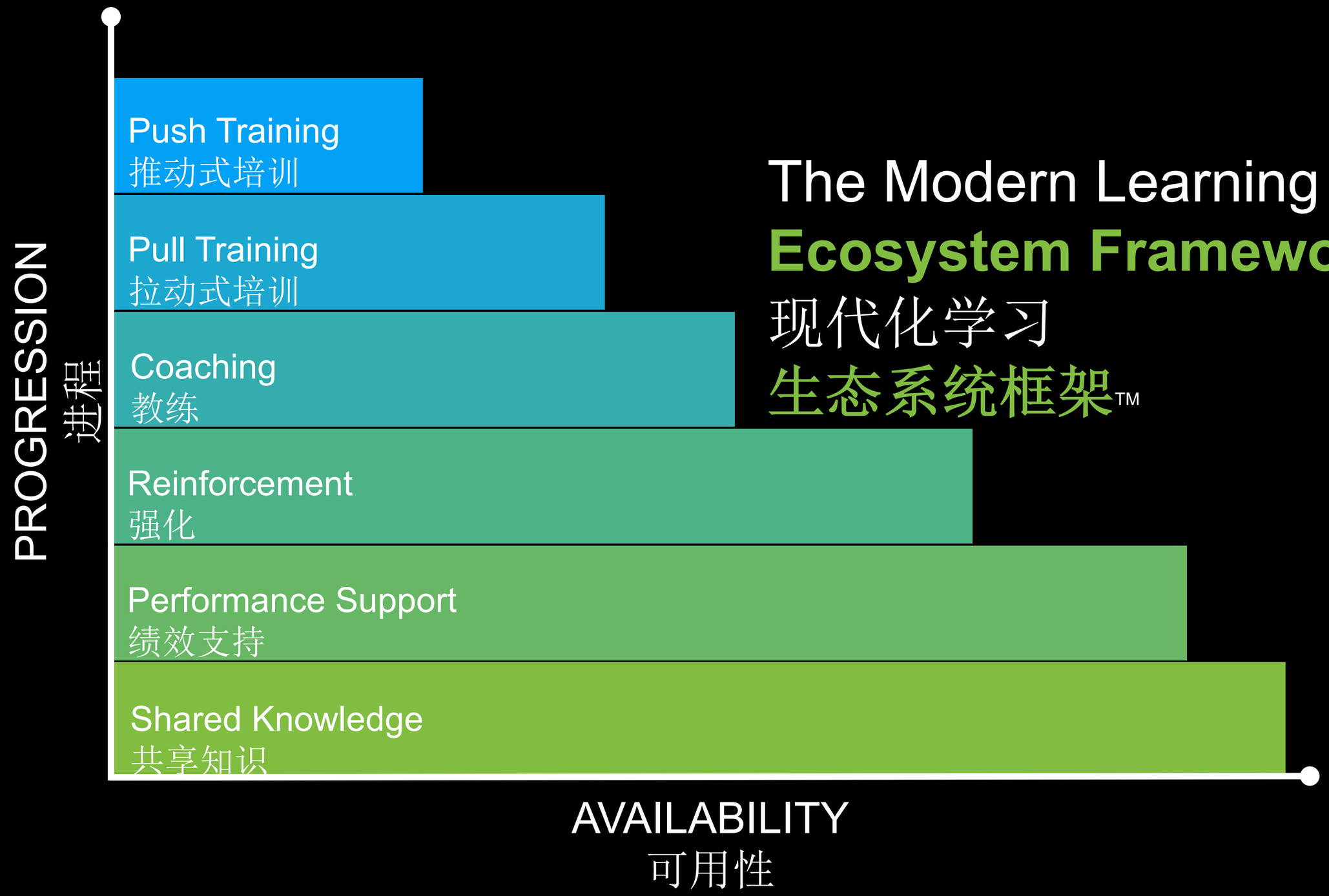
Helping delivery drivers avoid distractions while on the road
帮助送货司机在路上避免分心

Criticality 关键性	LOW 低	HIGH 高
Complexity 复杂性	LOW 低	HIGH 高
Timeliness 及时性	LOW 低	HIGH 高

Activate Your Ecosystem
激活你的生态系统

Suggest a right-fit learning solution for each scenario using only the provided ecosystem layer.
使用所提供的生态系统层，针对每个场景提议一个适当的学习解决方案。

The Modern Learning Ecosystem Framework™
现代化学习生态系统框架™



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Problem
问题

Help managers improve their disciplinary conversations with challenging employees.

帮助管理人员改善与具有挑战性的员工之间有关纪律问题的对话。

Layer
生态系统层

Shared Knowledge

共享知识

Problem
问题

Help pharmaceutical salespeople overcome common customer objections to a new product.

帮助医药销售人员解决客户对新产品常见的反对意见。

Layer
生态系统层

Reinforcement

强化

Problem
问题

Help retail associates improve their awareness of in-store sales promotions.
帮助零售人员增强自己对于店内促销活动的意识。

Layer
生态系统层

Performance Support
绩效支持

Problem
问题

Help contact center agents maintain their composure during challenging conversations.

帮助客服中心代表在具有挑战性的对话中保持镇定。

Layer
生态系统层

Coaching

教练

Problem
问题

Help remote workers improve their time management

帮助远程员工提高他们的时间管理能力

Layer
生态系统层

Shared Knowledge

共享知识

Problem
问题

Help bank workers improve their ability to match customers with the right financial products.

帮助银行员工提高自己为客户提供适当金融产品建议的能力。

Layer
生态系统层

Reinforcement

强化

Put the Pieces Together
整合

Let’s walk through the following scenario together and design a right-fit learning solution using everything we’ve discussed.
让我们一起探讨以下场景，并使用我们讨论过的所有内容设计一个合适的学习解决方案。

You support training in a chain of grocery stores. Senior management is focused on in-store productivity as a way to maximize revenue while reducing costs. They come to you with a request to train product associates on how to stock product more efficiently. They want to see improvement within the next two months but without any major interruptions to store operations. Employees have access to a learning management system and the company intranet via handheld devices. Design a right-fit learning solution to address this problem.

你为一家连锁杂货店提供培训支持。高级管理层专注于店内生产力，以此作为在降低成本的同时最大程度增加收入的一种方法。他们来找你，要求为产品助理提供如何更有效地管理产品库存的培训。他们想要在未来的两个月内看到改善，但同时不会对门店经营造成任何重大干扰。员工可以通过手持设备访问学习管理系统和公司内联网。设计适当的学习解决方案来解决这一问题。

You support training in a chain of grocery stores. Senior management is focused on in-store productivity as a way to maximize revenue while **reducing costs**. They come to you with a request to train product associates on how to **stock product more efficiently**. They want to see improvement within the **next two months** but **without any major interruptions** to store operations. Employees have access to a **learning management system** and the company **intranet** via **handheld devices**. Design a right-fit learning solution to address this problem.

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Result
Specific, measurable outcome
结果
具体、可衡量的成果

Audience/Persona
Function/Scale/Time/Location/Access
受众/角色
职能/规模/时间/地点/访问方式

Behavior
What do people have to do?
行为
人们必须做些什么？

Knowledge
What do people have to know?
知识
人们必须知道什么？

Context
Where will this solution be used?
背景
这一解决方案将在哪里使用？

Criticality
How problematic is failure?
关键性
如果失败会造成多么严重的问题？

Complexity
How challenging is the topic?
复杂性
这一主题具有多大的挑战性？

Timeliness
How fast is a solution required?
及时性
必须在多久时间内解决这一问题？

Channel(s)
How will people access the solution?
渠道
人们如何访问解决方案？

Format(s)
What will the content look/feel like?
形式
内容的外观/感觉如何？

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PART 4

Implement

第 4 部分

实施

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- ✓ **Yes, and …**
  是的，而且…
- ✓ **Experimentation**
  实验
- ✓ **Proven Champions**
  久经考验的拥护者
- ✓ **Real World Results**
  真实世界的结果

Pexels

1) **Demystify microlearning.**
揭开微学习的神秘面纱。

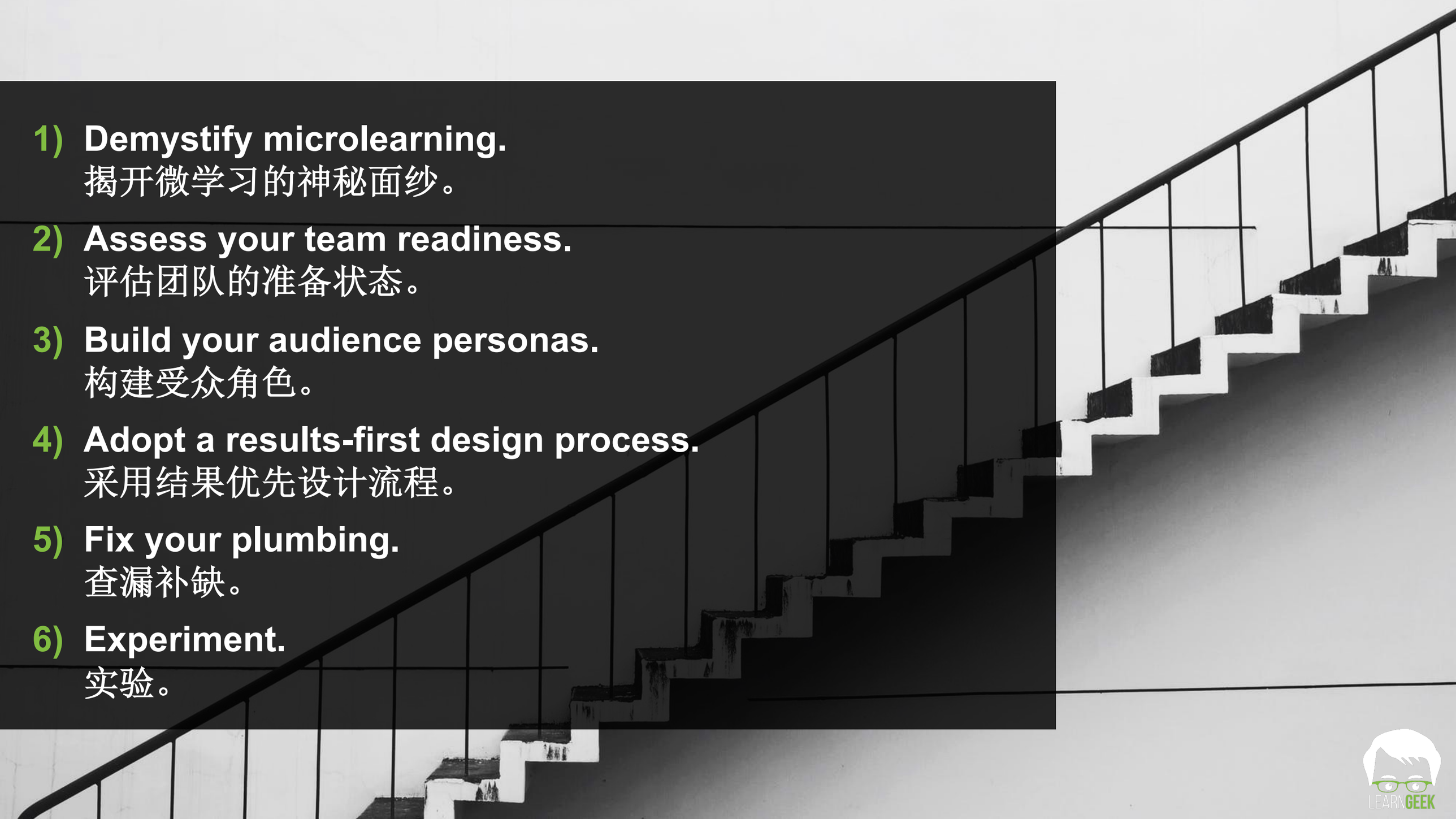
2) **Assess your team readiness.**
评估团队的准备状态。

3) **Build your audience personas.**
构建受众角色。

4) **Adopt a results-first design process.**
采用结果优先设计流程。

5) **Fix your plumbing.**
查漏补缺。

6) **Experiment.**
实验。



- ✗ **Duration.**
  期限。
- ✗ **Completions.**
  完成。
- ✗ **Courses.**
  课程。
- ✗ **Content.**
  内容。
- ✗ **Volume.**
  数量。
- ✗ **Learning.**
  学习。

- ✓ **Focus.**
  焦点。
- ✓ **Results.**
  结果。
- ✓ **Support.**
  支持。
- ✓ **Context.**
  背景。
- ✓ **Value.**
  价值。
- ✓ **Performance.**
  绩效。

LEARNGEEK

FOCUS
焦点
ACCESS
访问
FAMILIARITY
熟悉度
agility
灵活
FORMAT
形式
SCIENCE
科学
DATA
数据

LEARNGEEK

JD Dillon

Chief Learning Architect

首席学习架构师

Axonify™

Disney KAPLAN amc LEARNGEEK

linkedin.com/in/jddillon

axonify.com

jd@learngeek.co

learngeek.co/microlearning

Be well.

祝大家一切顺利。