# Avoid the Shiny Object Syndrome: Creating a Process for Innovation

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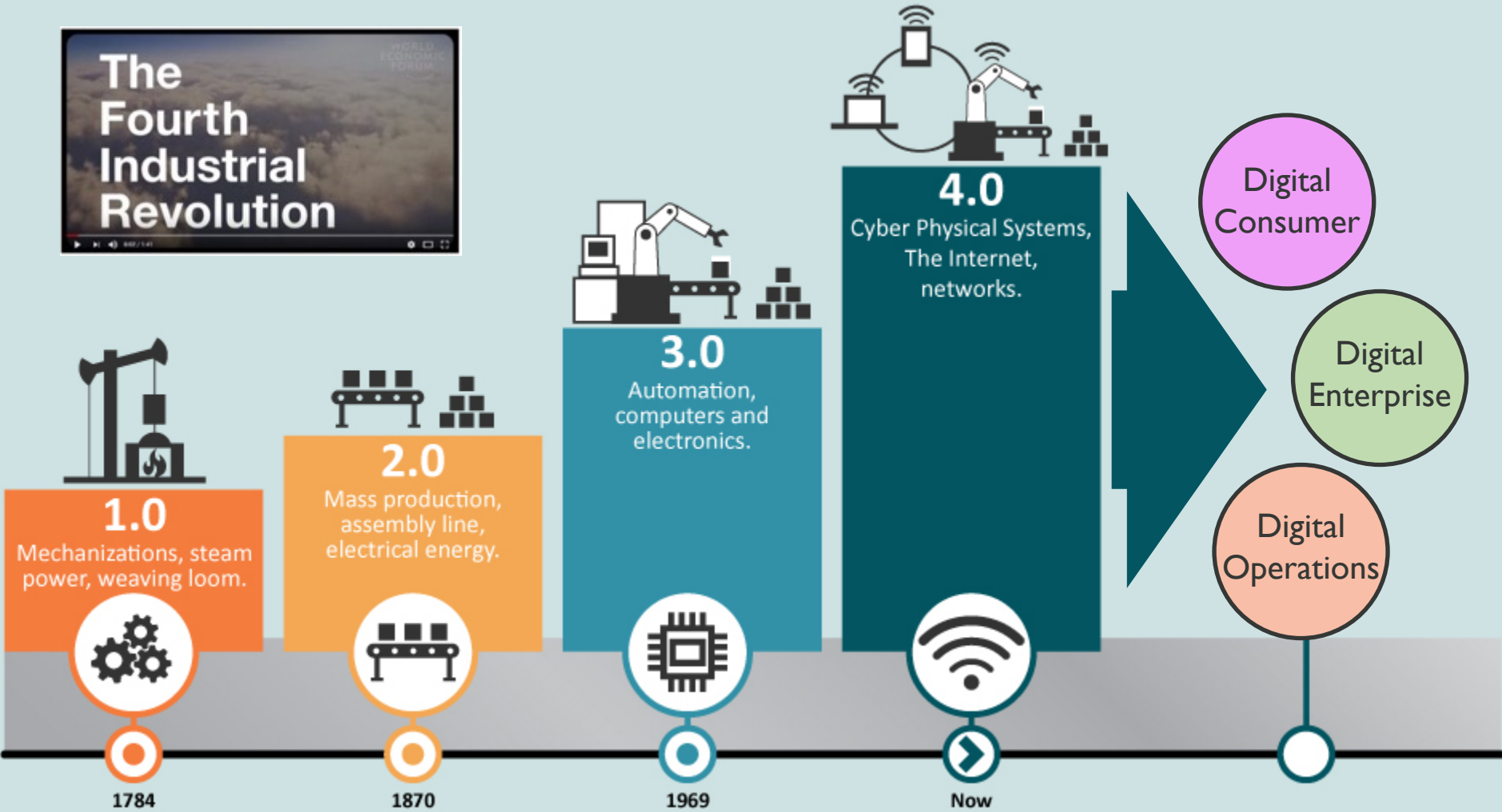
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## Presenter Name

Vice President, Digital Learning
Strategies & Solutions
GP Strategies®

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# Where is the DISRUPTION coming from?

# Training Industry Trends from the Disruption

| Specific Example | Description | Declining Trend | Emerging Trend | Relevant Macro Trend(s) |
|---|---|---|---|---|
| **Appification of Learning Platforms** | New technologies are providing a spectrum of learner-centric experiences. | Large single platforms expected to meet all of a learner's needs e.g. LMS, LCMS. | Learner centric approaches are using a range of "app" platforms to meet the end-user's needs. | • xAPI opening up the architecture<br>• Large systems failing to deliver learner-centric experiences. |
| **Uberization of Content and Services** | A marketplace where a pool of providers are matched to an on-demand need.. | Large catalogs of content and general staff augmentation are being challenged, | Demand for a vetted pool of agents to complete work on demand and/or competitively bid work. | • Rise of "gig" economy.<br>• Routinization of tasks. |
| **Microtization of Assets** | Smaller learning assets can be assembled on the fly to provide personalized or adaptive learning experiences. | Larger, single-event learning experiences are being requested less e.g. 1-hr. WBTs, 3-day ILTs. | Demand for smaller assets that can be deployed across the organization, across 5 Moments of Learning Need, in a more learner-centric manner. | • Technology enhancements.<br>• Increasing need for personalization. |
| **Pervasive Learning Systems** | Learning systems that blend approaches and technology to create experiences that cross the formal, informal and social points of performance. | Larger, single-event learning experiences are being requested less e.g. 1-hr. WBTs, 3-day ILTs. | Demand for richer learning systems. Larger campaigns and dynamic experiences. | • Technology enhancements.<br>• Increasing need for personalization.<br>• Increasing job/role complexity. |

# What is a Digital Learning INNOVATION CENTER?

A physical or virtual space where a learning organization can:

- Explore

- Innovate

- Refine

without disrupting critical day-to-day activities.

# BENEFITS of Innovation Centers

- Sustainable approach

- Effective response to disruptions

- Shorter times between idea and execution

- Cultivating innovative solutions moving the organization forward

- Increasing idea potential while simultaneously decreasing its risk

- Productive innovation with fewer negative disruptions to day-to-day activities
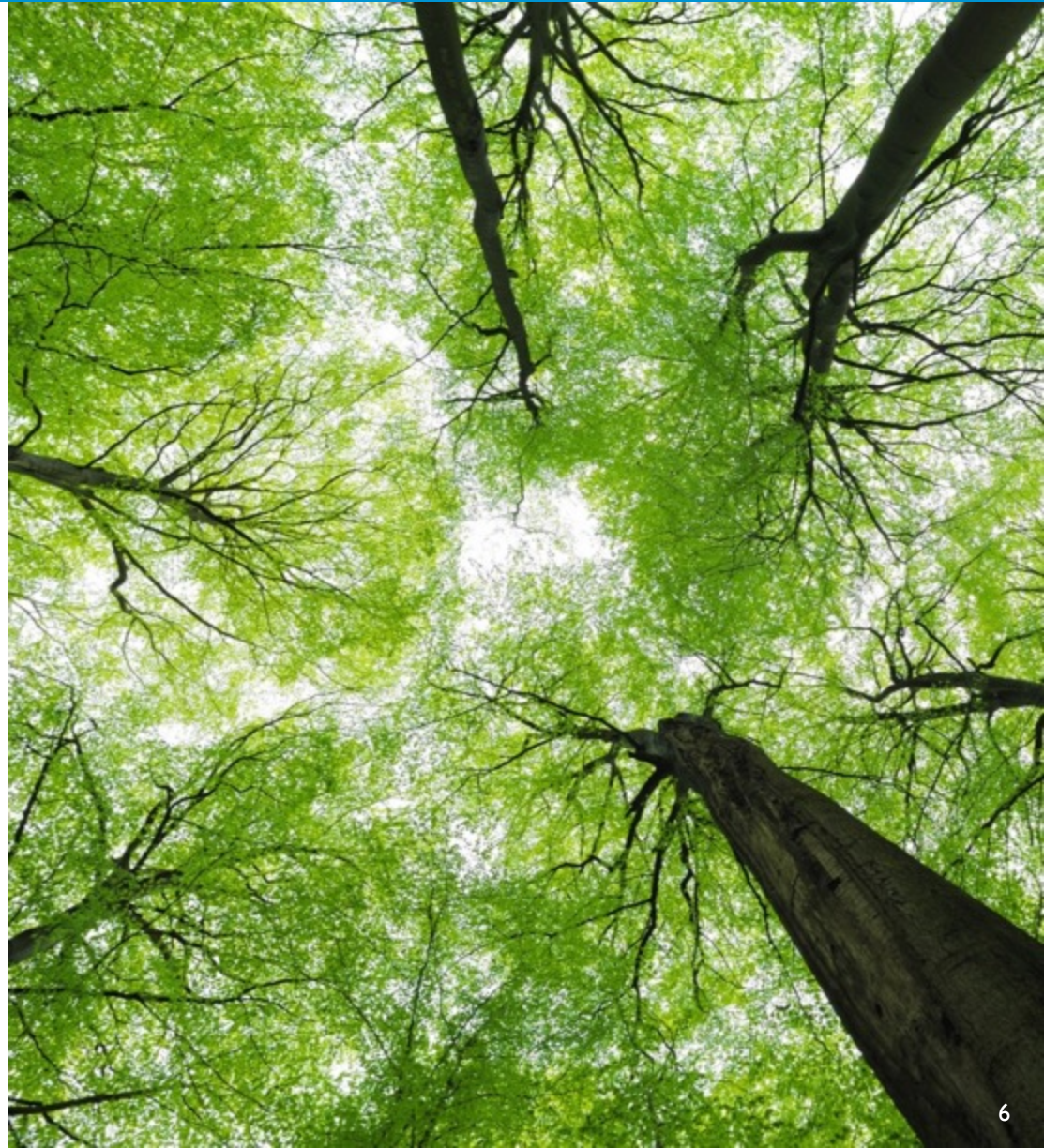
# 5 Innovative BEHAVIORS

5 key, research-based behaviors that are core to a 5-step innovation process:

1. Observing

2. Questioning

3. Networking

4. Experimenting

5. Associating

# 5-STEP Innovation Process

1. Discovery

2. Refinement

3. Experimentation

4. Reflection and Sharing

5. Integration

# Types of INNOVATION

- Demonstration

- Exploration

- Test and Learn

- Pilot

# Innovation EXAMPLE

## Augmented Reality (AR)

AR is the ability to view the real world, enhanced by the overlay of digital data, through an assistive device such as a smartphone or goggles.

GP Strategies created an award-winning, in-dealer sales training program that included AR-enabled magnetic stickers.

The magnets are used by product trainers who deliver in-dealership training as part of an activity. Sales consultants select a customer scenario, then use their smartphone or tablet with a preloaded AR app to point at the target image and tap their screens to access the associated digital media. The sales consultants are then tasked with delivering a feature/benefit explanation addressing the customer concern or question, based on the information accessed. Sales consultants take turns presenting their customer scenarios to the group and sharing their feature/benefit pitches. This results in a high level of engagement and discussion that facilitates peer-to-peer learning.

AR can be used in any context where proximity-based information would be useful at the physical point of performance or learning.

**Showrooms:** Provide up-to-date product/pricing information.

**Classrooms:** Provide learners with enhanced activities.

**Retail:** Provide staff with equipment maintenance procedures.

**Museums:** Provide visitors with exhibit information.

**Company HQ:** Provide new hires with onboarding information.

**Factory Floor:** Provide equipment startup or safety procedures.

*Activity: Use the iPhone provided to see AR in action!*
1. Select the Zappar app.
2. Scan the 2017 GMC Acadia Parent Promo below.
3. Tap the screen and follow the video instructions.

# Innovation EXAMPLE

## Virtual Reality (VR)

VR is a computer-generated simulation that creates an immersive experience in a 3D or 360° spherical environment when viewed through a device such as a smartphone or goggles.



GP Strategies created a Virtual Reality Relay race game as a team-building exercise to support an executive meeting.

Attendees were broken into teams that participated in a game of Taboo to find objects hidden in a virtual space. To win the game, teams had to communicate and coordinate to identify objects in the shortest time.

**VR** can be used in any context where it is not possible and/or practical for the user to do so in the real world. For example, when live training is:

- **Too expensive:** live training would result in significant downtime for the business (e.g., a building full of employees must recertify in evacuation safety procedures)

- **Too dangerous:** a tour of a reactor core

- **Physically impossible:** a tour inside the human body

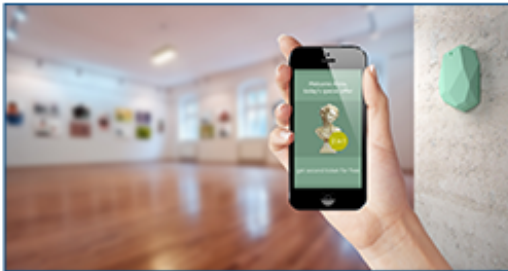- **Too risky:** exploration of a secure facility (e.g., a data center)

# Innovation EXAMPLE

## Beacons: Reaching Learners at the Point of Need

Beacons are small transmitters with a unique ID that can be placed in any physical space to communicate and trigger an application on a mobile device.

GP Strategies created a team-building social activity held at GM's Heritage Center.

Teams of attendees were given an iPad and encouraged to explore the Heritage Center. When a team encountered a beacon, a question popped up on the device. The team with the most correct answers was declared the winner.

**Beacons** can be used in any context where proximity-based information would be useful at the physical point of performance or learning.

**Stores:** Alert shoppers when they are near a deal.

**Museums:** Provide visitors with exhibit information.

**Stadiums:** Provide visitors with exhibit information.

**Company HQ:** Provide new hires with onboarding information.

**Factory Floor:** Provide equipment startup or safety procedures.

**Showrooms:** Provide up-to-date product and pricing information.

*Activity: Use the iPad mini provided to see beacons in action!*
1. Select the Beacon app.
2. Walk to location 1.
3. Walk to location 2.

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# How to Get STARTED

1. Engage a cross-functional team.

2. Ensure resources and accountability for success.

3. Document current innovation activities.

4. Create a rolling learning innovation plan.

5. Implement a process for:
   - Prioritizing activities
   - Conducting experiments
   - Documenting results

6. Publish and share the findings across the organization.

7. Drive operationalization of the innovation.

# Closing

L&D organizations need to:

- Continuously adapt in order to remain relevant.

- Shift key mindsets both within themselves and with their learners.

- Develop the skill to identify trends and signals earlier.

- Get better at determining when to shift.

"It is not necessary to change. Survival is not mandatory."
—W. Edwards Deming
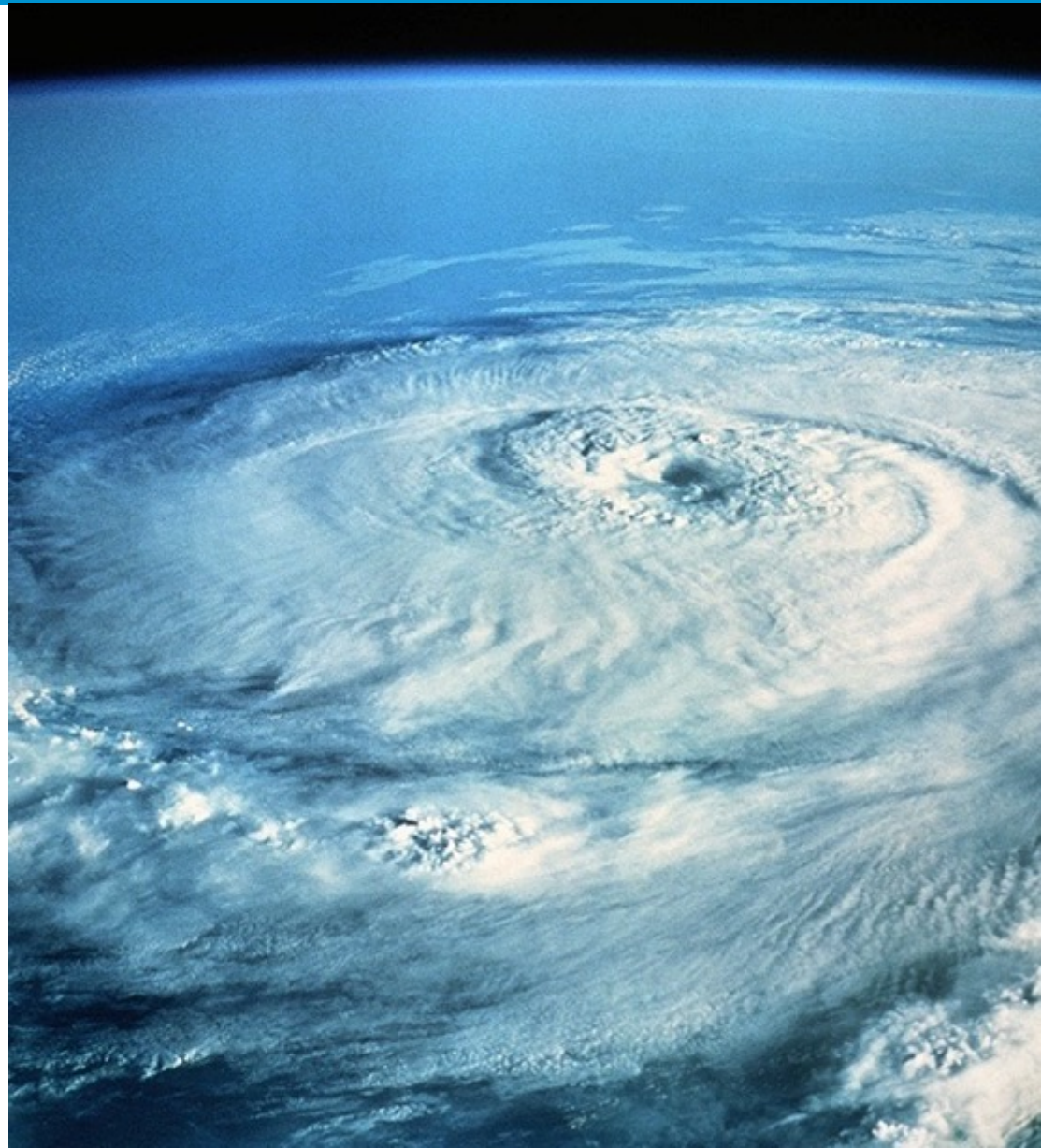
# Presenter Name
Title

email
Phone

LinkedIn:

Twitter:

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