



fuse

HOW TO TRAIN LESS AND LEARN MORE

**The Fuse Guide To Designing Enterprise
Learning For Performance**

IT'S TIME TO CONSIDER A NEW WAY OF LOOKING AT THE ENTERPRISE LEARNING JOURNEY



[LinkedIn's 5th Annual Workplace Learning Report](#)

shows that L&D leaders have moved strategically into the driver's seat as change-makers, with **66% of L&D pros globally agreeing that their department became focused on rebuilding or reshaping their organisation in 2021**. Beyond this, more than 64% of L&D leaders surveyed for the report agreed that 2021 was the year where L&D shifted from a 'nice to have' to a 'need to have.'

So, let me ask you this: after a year where L&D climbed the corporate ladder and finally made it to the top, and after everyone recognising just how important L&D is, why are so many enterprises still getting learning entirely wrong?

[Our own research](#), released in December, shows that as many as 40% of organisations are still leading with a course-led learning approach for learning and development, while just 4% are leading with real-time learning on the job. This is despite 92% of respondents agreeing that access to knowledge on demand is a key driver for business performance.

Given the widely recognised opportunity that L&D has, shouldn't 2022 be the year companies finally get learning right - one where they can measure its value in terms of performance?

THE FUNDAMENTAL NEED FOR WORKFLOW LEARNING

In many ways, the pandemic has highlighted the need to flip the traditional approach to corporate learning on its head. Employees are often at home, in comparatively unsupported working environments where now more than ever, they need knowledge in the flow of work.

The need for this knowledge at the point of need, in the flow of work, while doing work highlights a marked change in the way companies have begun to design learning, which is moving to what is known as 'workflow learning', 'learning in the flow of work,' or simply 'in-flow learning.'

Workflow learning is a new way of looking at the learning journey, where the shift to performance support and using knowledge at the point of need is fuelled by an entirely different approach altogether.

In workflow learning design, learners are no longer distanced from the place where performance occurs: it's an embedded approach that helps learners learn while they do their work, so that they have completed and accomplished their tasks in the flow of work.



HOW CAN COMPANIES REDUCE TRAINING TIME BY HALF?

Ever heard of Bob Mosher? Currently the co-founder and learning evangelist of APPLY Synergies, a 5 Moments of Need company. He has been an active and influential leader in the learning and development industry for well over 30 years.

Together, Bob and his colleague Conrad Gottfredson have developed an ethos and approach to learning in the enterprise that is renowned globally because of the great results they've helped many companies to achieve when they challenge traditional, classroom-led approaches to learning. They've helped these companies achieve outstanding results because of their focus on organisational performance versus training.

As Bob says, when you move the emphasis to doing rather than training, you're effectively offering tools to learners to self-sustain and grow to go beyond what they have initially learned. In this approach, training, on average, is reduced by half, because if you shift to an applied workflow design approach, you don't have to train or teach every single little thing.





People just get on with it - learning, applying and practising in the flow of work.

It's no coincidence that Charles Jennings (Charles Jennings (director at Duntroon Consultants and partner at [Tulser/70:20:10 Institute](#), and one of the world's leading experts on building and implementing learning and organisational performance strategies) agrees:



Design for learning looks much different than design for performance: Most companies start with formal learning. But what if you started with designing support for working and learning (i.e. performance support) and for social collaboration and support (business focus)? Starting in the performance zone may just help reap the business performance rewards your company has been missing.



VODAFONE: WORKFLOW LEARNING IN ACTION

In 2015, Vodafone introduced the Fuse knowledge and learning platform to 5000 new employees and global call centre agents. The company was concerned that its classroom-centric approach to learning and development was taking its advisors away from customers for too long.

So, the company experimented:

It ran a full-scale A/B testing experiment in real-time with 5,000 new employees over a year, splitting employees into two groups.

One group followed the original classroom-centric model. They took courses and were 90% formally trained before starting their new positions.

The second group of employees went straight to work on day one, spending 70% of their learning time on the job with knowledge at their fingertips with the Fuse platform, accessible through their mobile phones .



THE RESULTS?

At the end of the trial period, the NPS (net promoter score) for those trained with formal training was at

12 points.

Those who trained 70% on the job with Fuse had an NPS score of

84 points.

This means that in a workflow learning model, Fuse-enabled employees generated better NPS scores **than even experienced workers**, simply because they already had the knowledge at their fingertips.

HOW TO ACTUALLY TRAIN LESS AND LEARN MORE

Speak to Bob Mosher and he'll tell you that in his research, between 70 and 80% of what companies train doesn't need to be delivered via formal training, because most of it can be learned in the workflow of day-to-day work as long as learners are supported appropriately.

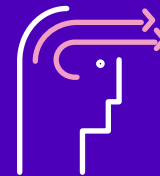
Bob supports the workflow learning theory through a learning design framework called the 5 Moments of Need, where he highlights the different stages of learning. These are:



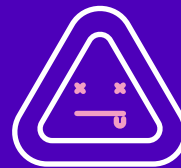
1. When Learning for the First Time



2. When Wanting to Learn More




3. When Trying to Apply and/or Remember



4. When Something Goes Wrong



5. When Something Changes



Most companies try to train everything, attempting to cater to the needs of moments three through five with more training.

In workflow learning with Fuse, we encourage companies to design for these three moments **first**, before they even look at designing the training. It's about ensuring that learning is sustained and transferred properly, and that it is practised and retained in the flow of work.

By reversing the design and moving from the workflow backwards (we call it 'designing from the right'), you've got an opportunity to introduce training as and when necessary afterwards.

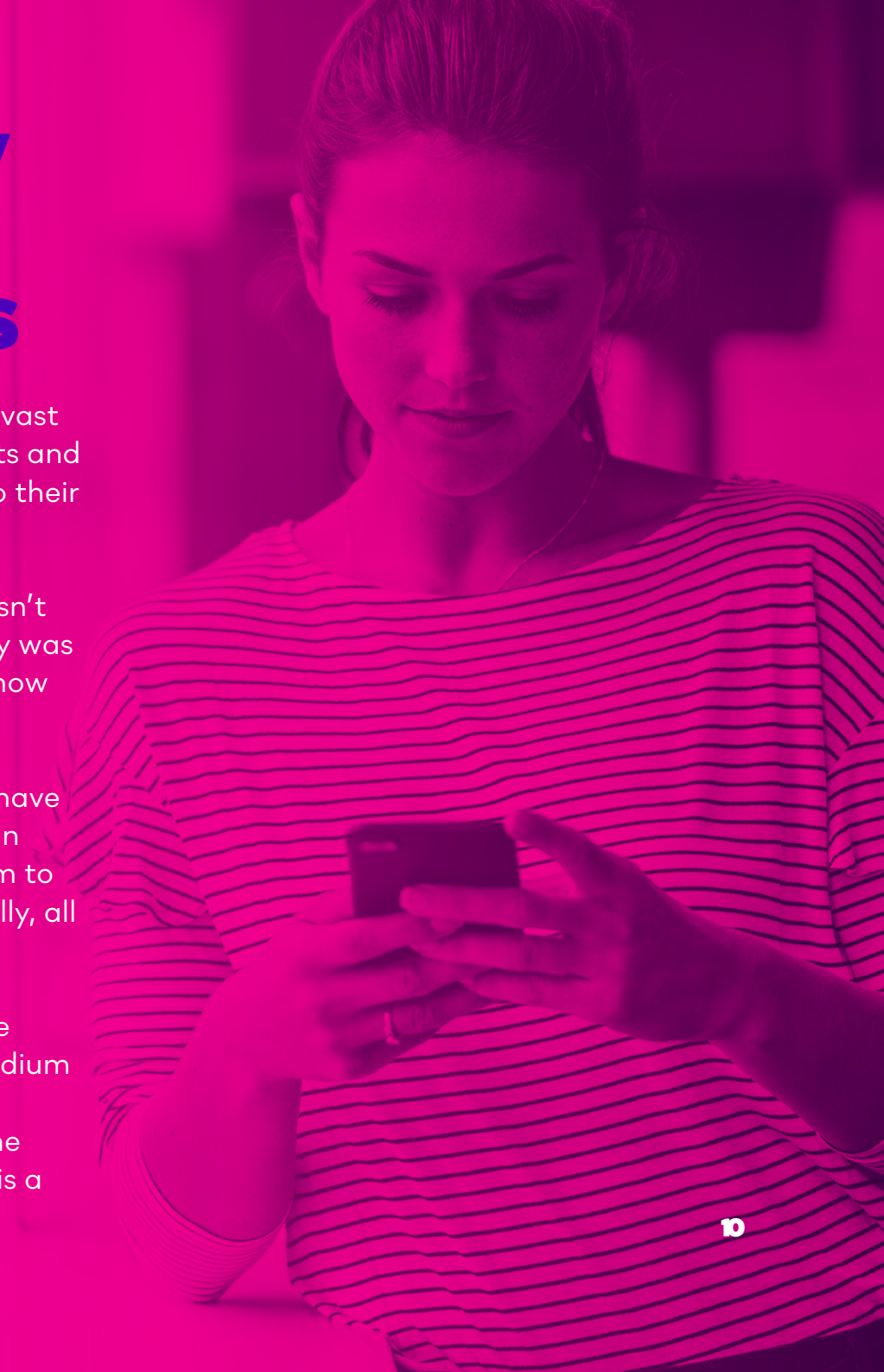
AVON AND WORKFLOW LEARNING: ACHIEVING JAW DROPPER RESULTS

It should come as no surprise that Avon's L&D global ecosystem is vast and highly orchestrated. When you're selling to 51 different markets and you have over 150,000 active learners looking for knowledge to do their jobs, it's important to get L&D right.

The problem was, Avon's traditional, training-centric approach wasn't cutting it even before the pandemic hit. Its existing learning journey was what Avon describes as a 'here's the course, complete the course, now you're trained!' approach.

Fuse was implemented so that Avon's world of direct sellers could have quick and easy access to the knowledge that would help them sell in the here, and now. The platform became a hassle-free way for them to access helpful knowledge either at home or on-the-go - and crucially, all within the natural flow of life.

With an incremental increase in monthly visits to the platform - the difference between low frequency (1 to 2 visits per month) and medium frequency (3 to 4 visits per month) - **Avon saw dramatic uplifts of +320% in aggregate sales over a 6 month period.** It's proof that the 'train less, learn more' combined with great platform engagement is a powerful and effective performance booster.





WHAT'S FUSE GOT TO DO WITH IT?

If you're a Fuse customer, or just a follower of our blog or social channels, you'll see how often we talk about learning in the flow of work, and applying knowledge at the point of need.

For 15 years now we've been challenging the fundamental classroom and course-only approach to learning on the basis that often, 90% of what we see on offer in the classroom isn't applicable to what people need to know to do their jobs and increase their job performance.

Why? Because more often than not, people need knowledge to do their jobs and perform better - not courses. There's a reason we call our platform the Fuse Knowledge Intelligence Engine: it's not a simple search engine - it's an AI-driven powerhouse that serves up personalised knowledge at the point of need, building expertise quickly in the flow of work.

CONTINUED ▶

Fuse is changing the way people search for and access knowledge that they need at that very crucial moment in a project. It's also changing the way we look at, manage and disperse knowledge amongst employees and communities.

With Fuse, learners are positively encouraged to consume learning in the flow of work so that they can practise, adapt and try things differently if needed - just like stages three through five in the 5 Moments of Need.

We could go on (read our blog, we do!) but if you'd like to pause here, it's the perfect time to drop us a note to set up a discussion on how we can help your move to workflow design to boost your learning based outcomes and performance.

CHECK US OUT!

