

Four Things that Keep CLOs Up at Night:

Why a Learning Content Strategy is Essential

2019



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Introduction

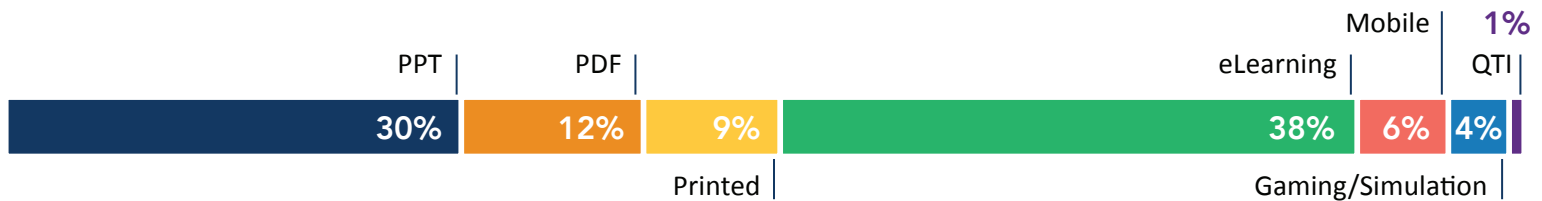
Today's Chief Learning Officers balance many priorities and expectations including linking training with performance, evaluating a multitude of learning technologies and demonstrating a return on their organization's learning investment. This eBook looks at five key areas of focus for CLOs and how a proper learning content strategy can pay dividends by engaging all learners and ensuring that learning is in the flow of work.

- **Learner Experience:**
Given today's distributed workforce, organizations must deliver engaging, relevant, impactful learning experiences, available on-demand, regardless of geography, to meet the needs of all employees.
- **Measurement:**
Focus on demonstrating the impact of learning on employee performance to meet critical business objectives.
- **Compliance:**
With an ever-changing landscape of new rules and regulations, compliance is critical.
- **Experimentation:**
Explore new approaches to deliver learning and engage employees.

Learner Experience

Modern learning delivery technologies (LMS, LXP) are designed to make content easy to search, explore, navigate and access. But these platforms cannot make the learning content itself more engaging and impactful. Most companies are stuck with a lot of legacy content that does not fit the modern learning environment.

Legacy Content Is Not Designed for the Modern Experience



Source: 2019 Brandon Hall Group

Transitioning from outdated content is not easy. Many companies say they don't have the time, technology or people to create more personalized learning.

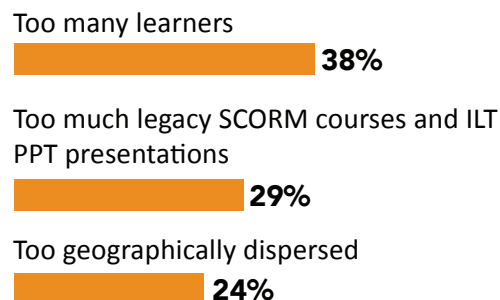
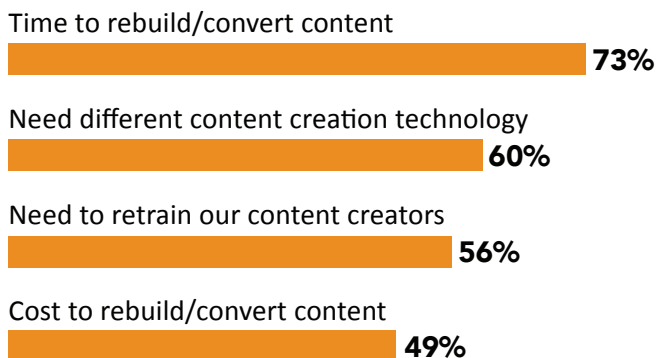
To ensure learning has an impact on the business, companies are using the modern tools and modalities that are expected from a contemporary learning environment. It is possible to create learning experiences that are learner-focused and personalized to learner needs. Companies doing so achieve better results than those that are not. In our research, we identified companies that said

their learning efforts had a positive impact on:

- Time to productivity/effectiveness
- Voluntary turnover/employee retention rates
- Employee engagement
- Individual performance
- Manager/supervisor observations
- Team effectiveness

These organizations are delivering "high-impact learning" compared to those whose efforts are not having as much of a positive effect. These high-impact companies are much more likely to employ newer learning experiences.

Content Challenges Facing Personalized Learning



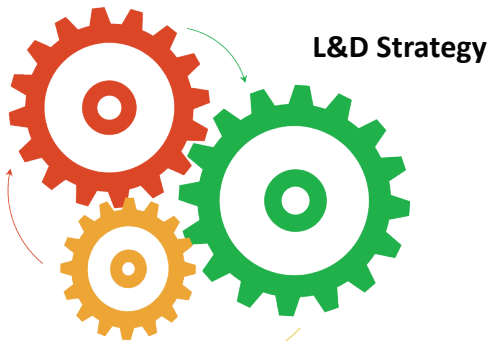
Source: 2017 Brandon Hall Group Personalized Learning Survey

The term

"content strategy"

often refers to marketing and marketing content.

Business Strategy



Content Strategy

For Learning, a content strategy is getting the right content to the right user at the right time through strategic planning of content creation, delivery and governance. Unfortunately, most companies do not take a strategic approach. To be effective, the content strategy needs to address the following:

- ***What content is required?***
- ***When is it required?***
- ***Who produces the content?***
- ***Where will it be delivered?***
- ***Why is it being developed and delivered?***

Measurement

Companies struggle to demonstrate learning's impact on the business. They focus on things like course completions and smile sheets which only have meaning to the learning function itself — if that. High-Performing Organizations (HiPOs) do a far better job using real outcomes to measure learning.

Content Strategy is More than "Content"



CONTENT

Content includes the content and rich media assets, enrichment within the assets, metadata and relationships between assets.

For content producers, defining a new content architecture is foundational to achieving digital transformation. Technology, process and people support the creation, enrichment, management and delivery of content.

TECHNOLOGY

Technology is an enabler to new processes and the content architecture.

PROCESS

Processes must be re-engineered to edit in granular, product-agnostic chunks, as well as to support new enrichment tasks.

PEOPLE

Resources will require change management, as well as training to orient to new processes and tools.

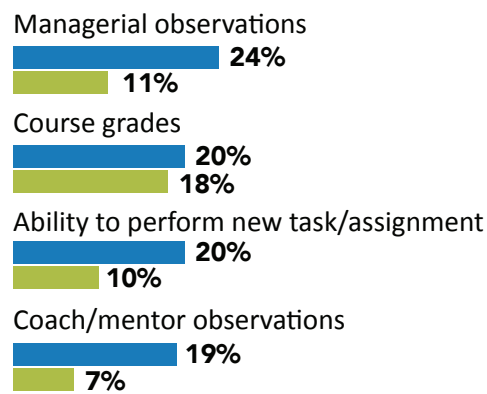
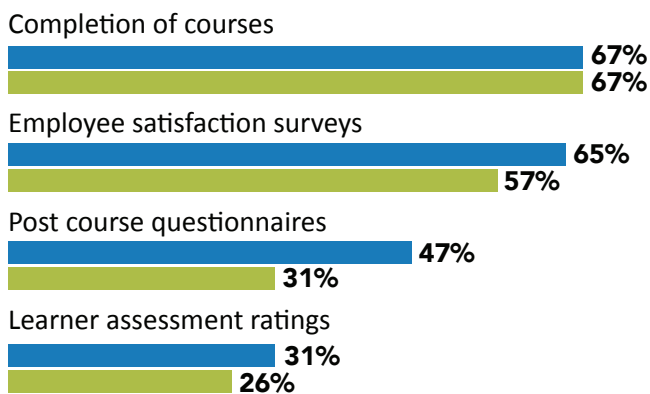
Source: Copyright Clearance Center

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Traditional metrics have value but they must be used with other standards to demonstrate impact. Think of measurement as several different “tracks” that come together to show outcomes.

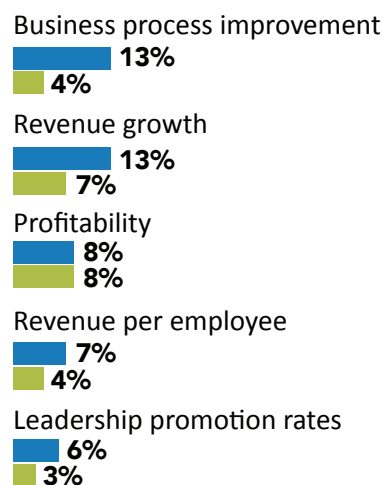
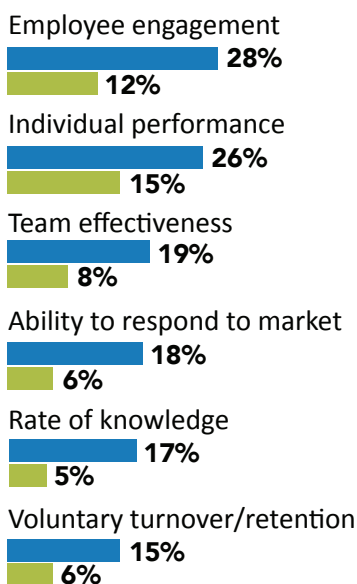
- Metrics around course completion, abandon rates, course evaluations; things that are related to the course itself.
- Outcome-based measurement: how do we engage with learning and affect the business with performance-based outcomes?
- Business-based metrics; part of outcome-based measures but directly related to moving the needle at a business level.
- Metrics about the content itself — coverage across topics/standards/regulations, how often is content used/re-used — if we think of content as an asset, we want to drive the most value out of that content... we want to derive a “return on the content investment.”

Metrics Used Consistently



● HiPOs
● Others

Outcomes Measured Consistently

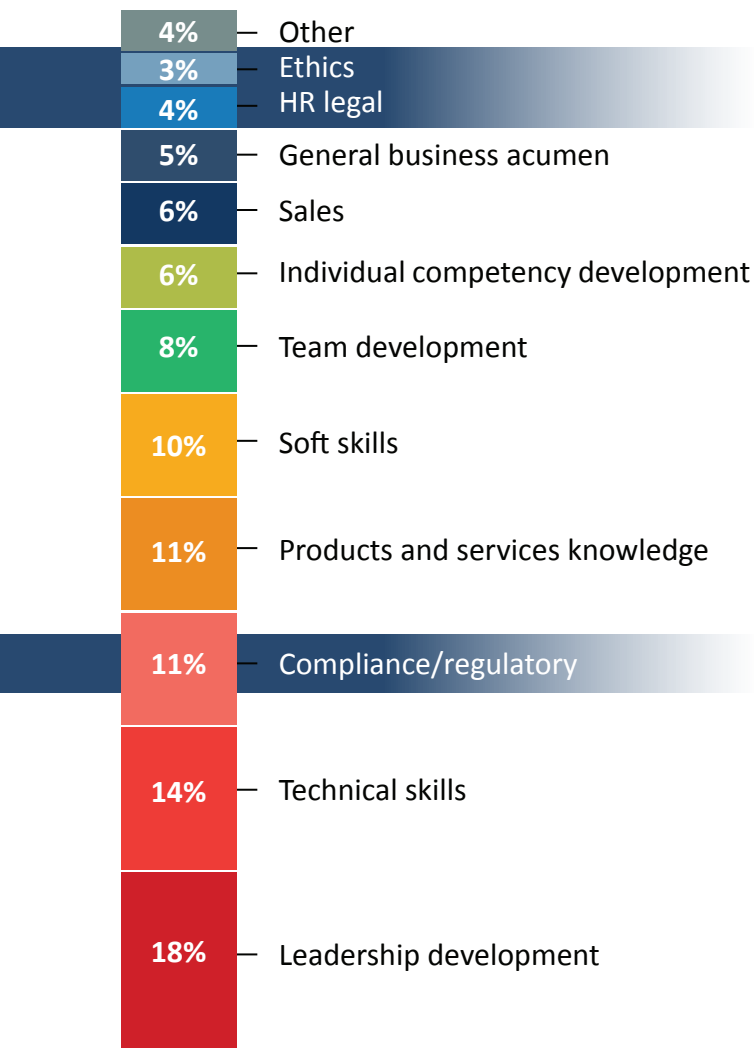


Source: 2019 Brandon Hall Group Learning Measurement Survey

Compliance

Compliance is one of the biggest challenges for companies — and for good reason. Being out of compliance can lead to fines, lawsuits, slowdowns, injuries and death. Compliance training is vital, yet it is rarely favored with the same strategic vision as leadership development, for example. Compliance training typically touches all employees and it is often one of the first learning experiences an employee has in an organization.

Compliance is A Big Deal

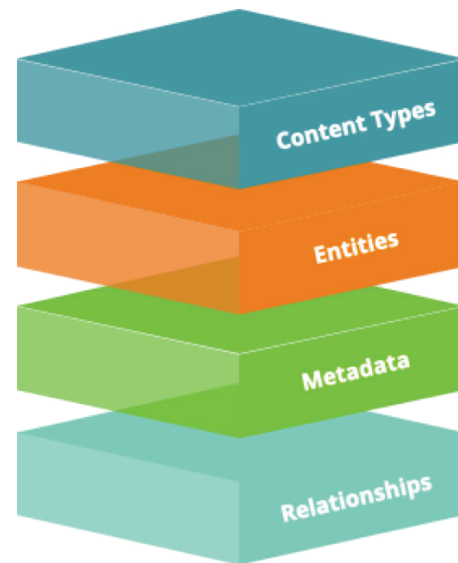


Source: 2017 Brandon Hall Group Compliance Training Study

Companies spend a lot of money on compliance, but if you add compliance/regulatory training, ethics and HR/Legal training, it accounts for an average of 18% of the L&D budget, putting it on par with Leadership Development. How can companies do a better job with compliance training? First, consider the multiple tiers of compliance:

- Rules and regulations
- Read and acknowledge
- Safety
- Point-in-time verification

There are many content-centered items to help organizations get a better handle on compliance. First, identify compliance-related content to be reviewed and associated with the relevant employee groups. Once this content is identified, companies must determine how easily it can be updated. Rules and regulations change frequently and it can be difficult to keep up when most compliance training content is locked into large, single-format courses.



Other important aspects of content-level compliance are version control and point-in-time verification. In many cases, when an incident occurs or an audit is failed, companies refer to their training records to check if employees completed the requisite material. However, identifying versions of the content and how it looked at a specific point in time may confirm an employee received the training, albeit an older iteration.

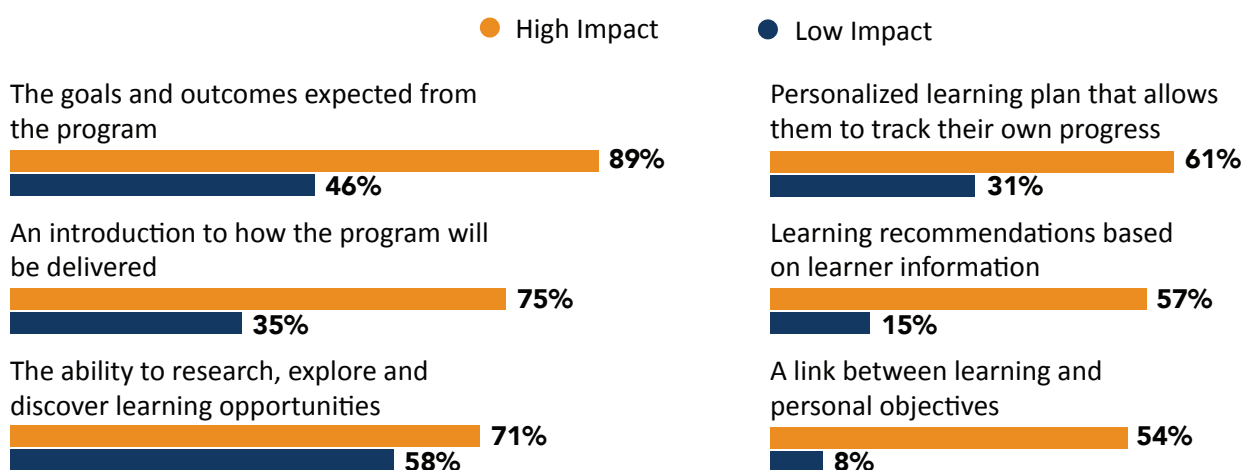
By breaking compliance training into smaller reusable and updateable content pieces, companies can keep compliance training current and gain more understanding into how employees interact with content elements, along with actionable insights into their compliance training.



Experimentation

One of the things holding many organizations back is a reluctance to embrace innovation and try new things. Stagnant learning strategies, technology infrastructure and measurement models make it difficult for CLOs to move in new directions. Brandon Hall Group research found, however, that companies that do achieve positive results. Companies that fall into the “high impact” group referenced earlier are much more likely to give learners things not typically found in traditional environments.

What Learners Need



Source: 2019 Brandon Hall Group Learner Experience Survey

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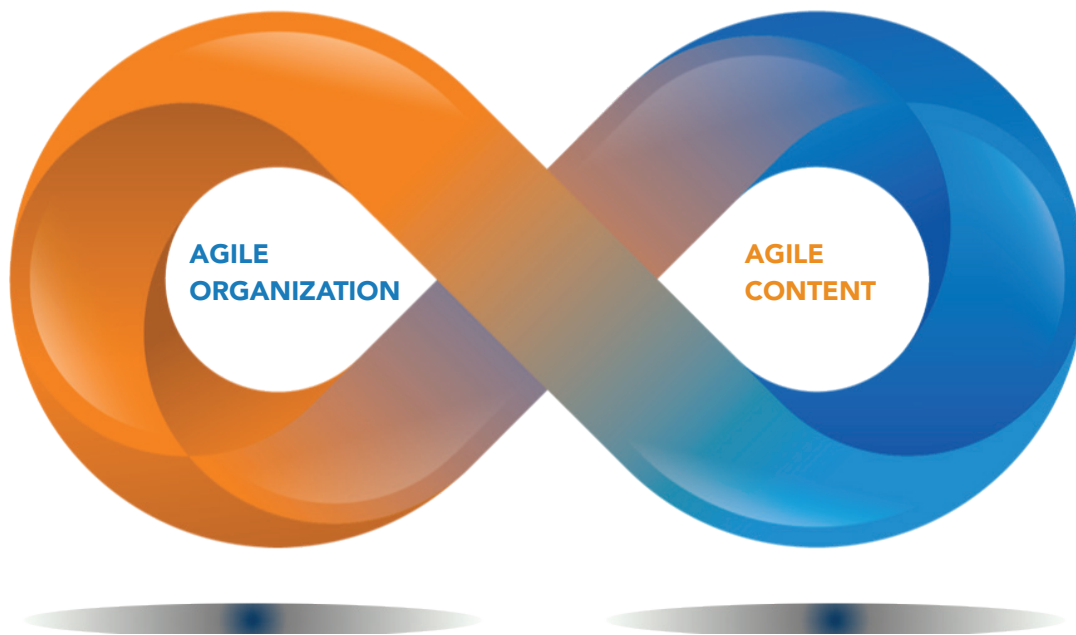
Starting with smaller, reusable content makes learning much more flexible and adaptive. The more granular the content is, the easier it is to assemble in contextual, personalized ways. Figuring out the content and metadata data architecture enables:

Rapid “product development”

Greater flexibility in delivery options

Ways to deliver new learner experiences

The ability to personalize learning



AGILE ORGANIZATION

Adaptive

- Flexible and ready for change

Growing

- Seeking new ways to differentiate

Innovative

- Proactive (rather than reactive) product creation

Lean

- Efficiency is valued across the organization

Expectant

- Always assuming change

AGILE CONTENT

Accessible

- Content should be discoverable, portable and open

Granular

- Bite-size content pieces can be easily reused and reassembled to create new products

Interactive

- Content should be engaging, constantly evolving to incorporate new media and technologies

Linked

- Linking content to other relevant information enhances value

Enriched

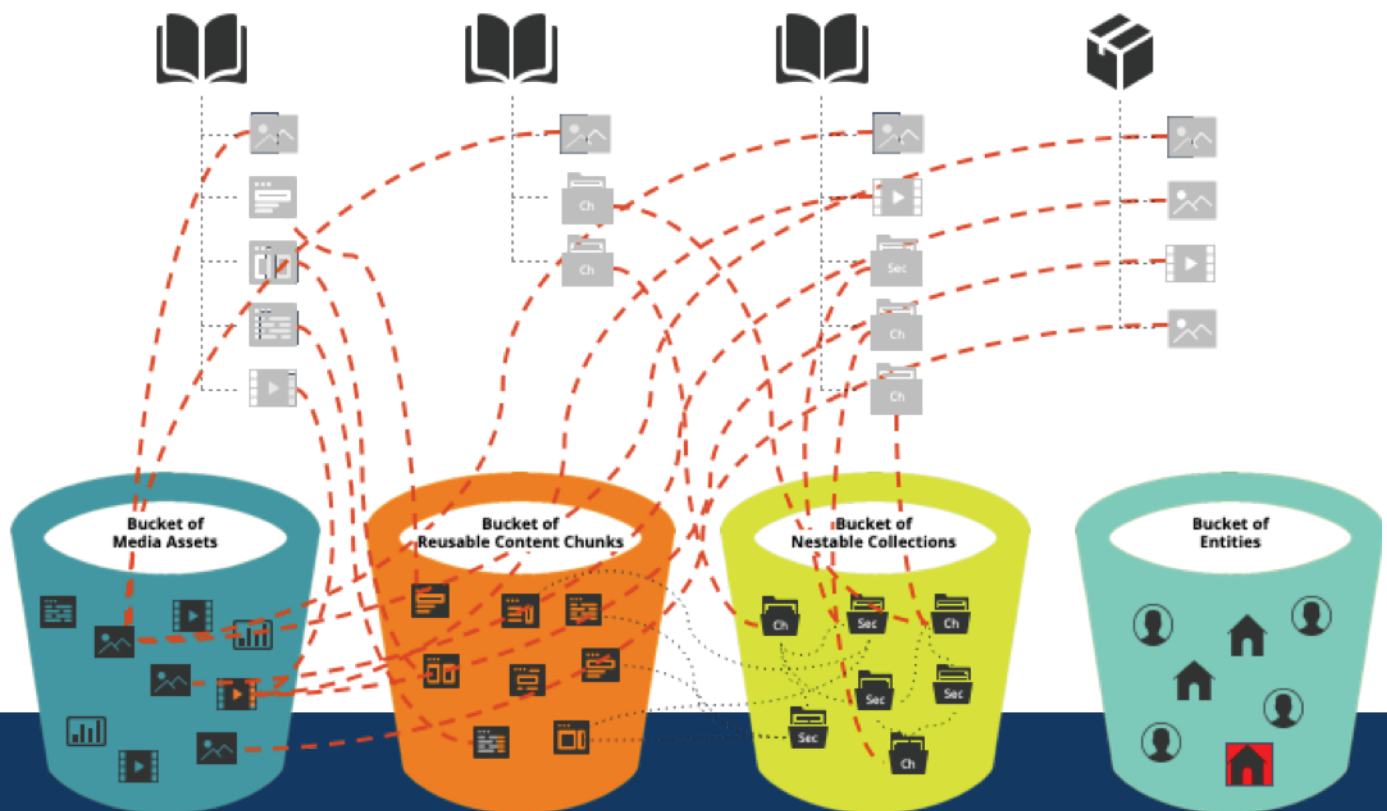
- Decorated, relevant, reusable, referenced

Source: Copyright Clearance Center

Takeaways

To tackle the big challenges facing CLOs, they must go back to the beginning and think small. This type of change must begin at the molecular level or else the learning universe will not shift.

- Without enriched, engaging content, the learner experience will always fall short
- Metrics are multi-layered; Content and metadata lay the groundwork to collect and contextualize metrics
- Content and metadata enable multiple layers of compliance to meet organizational objectives
- An agile organization requires agile content



A Content Strategy Can Yield Agile Content

Source: Copyright Clearance Center

Authors and Contributors



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About Copyright Clearance Center

Copyright Clearance Center (CCC) builds unique solutions that connect content and rights in contextually relevant ways through software and professional services. CCC helps people navigate vast amounts of data to discover actionable insights, enabling them to innovate and make informed decisions. CCC, with its subsidiaries RightsDirect and Ixxus, collaborates with customers to advance how data and information is integrated, accessed, and shared while setting the standard for effective copyright solutions that accelerate knowledge and power innovation. CCC is headquartered in Danvers, Mass. and has offices across North America, Europe and Asia.

Working collaboratively with clients, Copyright Clearance Center's (CCC) team of content management and strategy experts, leading-edge technologists, and systems integration specialists take a practical approach to uncover and solve complex content management, development, and delivery challenges. They also implement solutions to help organizations maximize the value of their assets, accelerate innovation, decrease time to proficiency and create competitive advantage - all while keeping business goals front and center.



To learn more, visit www.copyright.com/ckms



About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally more than 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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