

## Corporate E-Learning: What's Hot, What's Not....

Silicon Valley World  
Internet Center

January 10, 2001

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Chief Learning Officer





saboa™

moving the enterprise.

moving minds.™

# Discussion Agenda

- Introduction, on the language of our title
- Mapping the firebreaks: the boundaries of hot/not
- Concluding thoughts

# On the Language of Our Title

## E-Learning= E-content + E-management

- **E-content:** web-based courses, simulations, assessments, collaborations, documents, broadcasts, skill inventories, competences, etc.
- **E-management:** tracking, planning, gap analysis, delivery, commerce, measurement, content preparation, handling, etc.



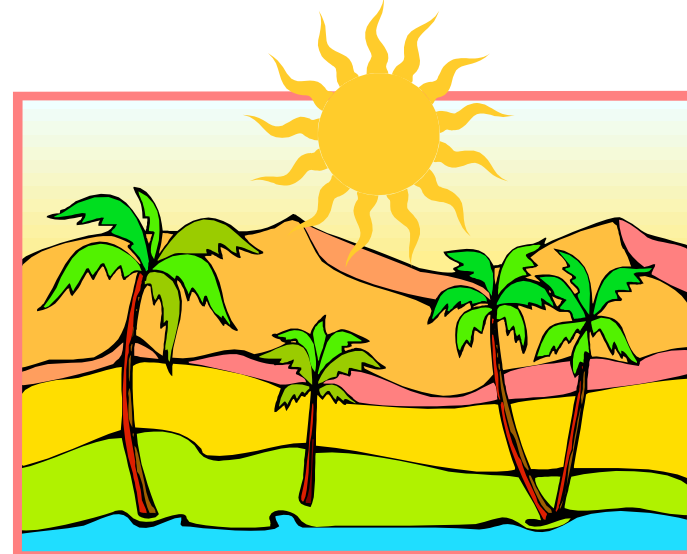
“If content is king, infrastructure is God”

—Tom Kelly, Cisco

# On the Language of Our Title

“Hot” .....means:

- Creates energy
- Delivers success through results
- Raises temperature via real value
- More fire than smoke.....



# On the Language of Our Title

“Hot” .....does NOT mean:

- Breathless hype
- Mind candy
- “What comes next after what comes next...”
- Smoke, not fire



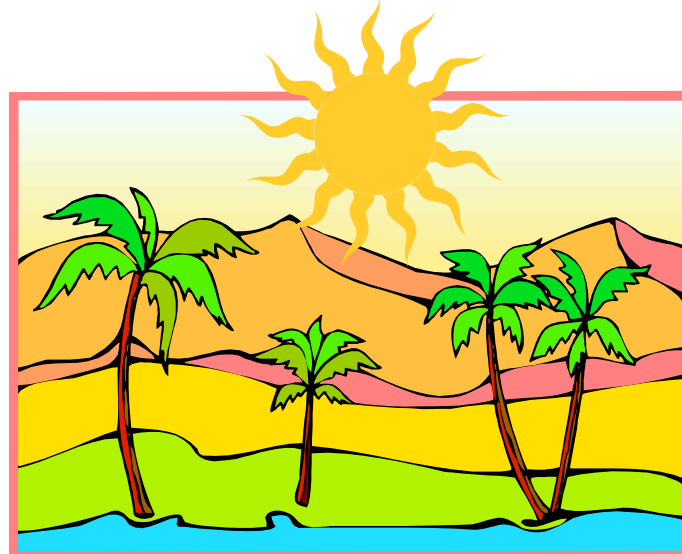
# Saba Software

- Founded 1997 by Bobby Yazdani
- 550 employees around the world
- Leading provider of learning management infrastructure and solutions
- Over 100 customers, many Fortune 500 companies
- NASDAQ: SABA (IPO April 2000)



# Mapping the Firebreaks – Hot vs. Not...

- Qualities and design principles of the “torchbearers”
- Strategies and approaches, organization and technology
- Vendor-restraint



VS.



# 10 Principles of Hot versus Not

HOT 

Business-driven

Wise on structure,  
economics

Learning first

Holistic approach

Just in time

Learner-centric

Modular, flexible

Extended enterprise

Leverages markets,  
networks

Do it, try it, fix it

NOT



Save the world

Ignorant, scornful of  
structure, economics

Online training

Technology first

Just in case

Provider-driven

Heavy, inseparable

Us versus Them

Do it all ourselves

Perfection through plan

# Hot Principle #1: Business-Driven

- Explicit link of learning overall to specific business outcomes (speed, retention, satisfaction, compliance, alignment, revenue!...etc)
- Line-led, performance arenas, distributed ownership, central coordination
- Hard business metrics, well aligned

# Hot Principle #1: Business-Driven

NOT:

“Our job is (e-) learning, yours is business...we’re here to save the organization.”



# Business Outcomes

Using learning to win the “war for talent”



amazon.com.

*Procter & Gamble*

HILLENBRAND INDUSTRIES



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# Business Outcomes

Using learning to manage brand



ANHEUSER  BUSCH

amazon.com.

saba 

# Business Outcomes

Using learning to manage risk



**Continental Airlines**

saba 

# Business Outcomes

Using learning to drive revenue



 ExecuTrain

**CISCO SYSTEMS**  


   
NETSCAPE  
**ALLIANCE**

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Em. [trainingsales@veritas.com](mailto:trainingsales@veritas.com)

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## Hot Principle #2: Wise on Structure and Economics

- E-content for efficiency, e-management for efficiency and effectiveness
- Save money, time, and increase impact of all learning
- Understand how and when of e-content versus ILT, trade-offs and scale economies

## Hot Principle #2: Wise on Structure and Economics

NOT:

“ When in doubt, use the ‘Net...’ ”



## Hot Principle #3: Learning First

- Design by tried and true adult learning principles, e.g.:
  - Learning in context, for application
  - Power of participation, experience
  - Feedback, support
  - Social side of learning
- Technology as a tool, not an end



## Hot Principle #3: Learning First

NOT:

“ The ‘Net destroys history, and requires an unprecedented approach..putting reading material into HTML!”



## Hot Principle #4: Holistic Approach

- E-learning as part of an overall blended approach
- Courses, ILT, communications, resources, professional development, communities, coaching et al (“portal power”)
- Overdue convergence of “knowledge management”, “learning”, “performance management”, etc.
- Complementarities based on “when, why, how” of best value creation
- Increasingly part of broader “Human Capital Management Solution”

# Hot Principle #4: Holistic Approach

NOT:

“E-learning is e-courseware..”





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## E-Commerce Infrastructure

Our E-Commerce Infrastructure curriculum enables individuals to develop, deploy and manage large scale e-commerce applications. These courses help individuals develop the skills needed to interact with multi-tiered network applications that scale from the department to the enterprise.

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**TOP 10 Info** Introduction to Netscape Server Infrastructure for E-Commerce Applications 4.15

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MPAA

MPAA Dates

# Human Capital Management and Development

## Human Capital Management:

- Attracting better people
- Deploying
- Motivating
- Managing performance
- Developing
- Retaining



# The Elements of HCD&M

Learning  
Management  
System

Performance  
Management  
System

Resource  
Management  
System

Content  
Management  
System

## Hot Principle #5: Just in Time more than Just in Case

- "Right knowledge to right person at right time"
- Follows today's speed
- "Shelf-life" and "freshness stamp"
- Frontline support for increased, retention, application, feedback, continuous improvement



## Hot Principle #5: Just in Time more than Just in Case

NOT:

“If they don’t have time to take our course, the organization isn’t rewarding learning”



# Hot Principle #6: Learner-centric

- Knowledge worker as “unit of production”
- Evolution:
  - Information
  - Profiling (functions, jobs, roles)
  - Dynamic learner choice
  - “By me, for me, with me”
- Balanced by transparency to and goal-setting by managers



# Hot Principle #6: Learner-centric

NOT:

“ Here are the tools that fit the best with our legacy system architectures and traditional ways of working”



File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Discuss Real.com Messenger

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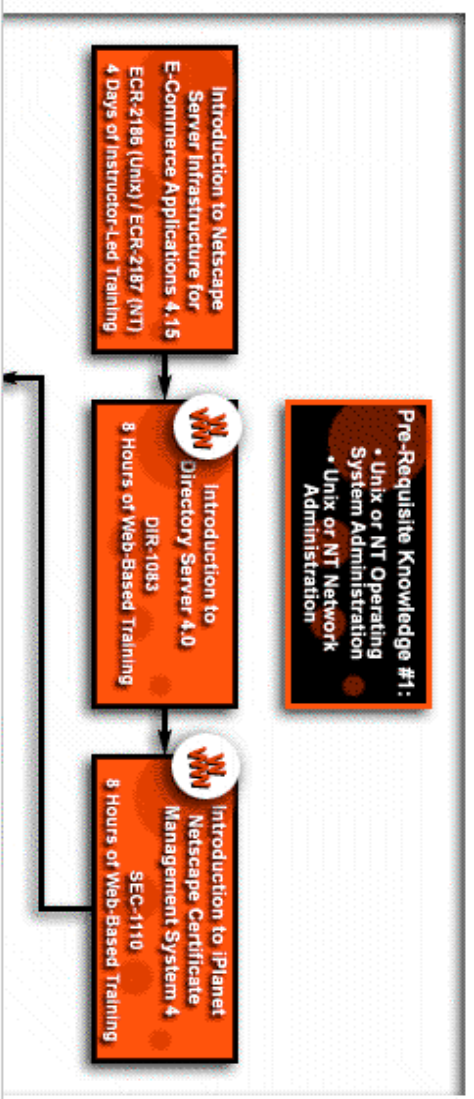
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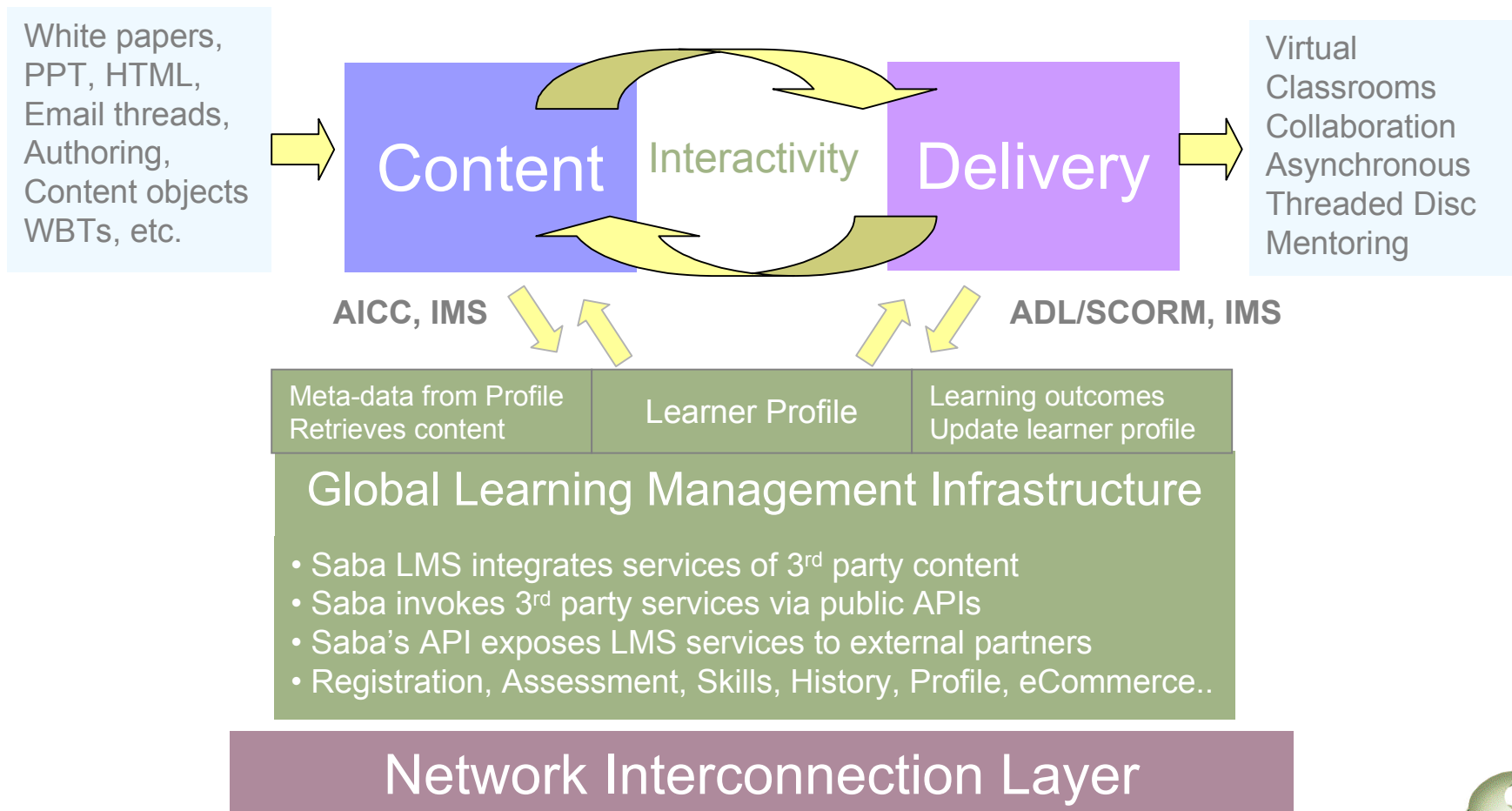
# Curriculum Paths

- 1 Select a product group and a functional role.
  - 2 Click Show Path to view the courses and prerequisites.
- Security Analysis & Planning Show Path

## Security Analysis and Planning Curriculum Path



# The Inclusive Solution



## Hot Principle #7: Modular, Flexible

- Learning “chunked” and tagged for better targeting, updating, recombination
- Addressable to individual learning needs, styles, and situations
- Evolving with development of content and technical standards



## Hot Principle #7: Modular, Flexible

NOT:

“No, you need to go through the entire course, unchanged since 1996”



## Hot Principle #8: Extended Enterprise

- Beyond employees: customers, partners, suppliers, channels—“the value network”
- For alignment, knowledge exchange, development of shared context
- For retention, revenue, and brand management



# Extended Enterprise

Using learning to increase customer loyalty and channel alignment



*Ford Motor Company*

**CATERPILLAR**

CISCO SYSTEMS



saba 

## Hot Principle #8: Extended Enterprise

NOT:

“Training is about learning, not relationships”



## Hot Principle #9: Leverages Markets and Networks

- More packaged content, outsourcing, hosted solutions
- Enterprises publishing and combining their catalogues across boundaries
- B2B exchanges to aggregate, organize and distribute



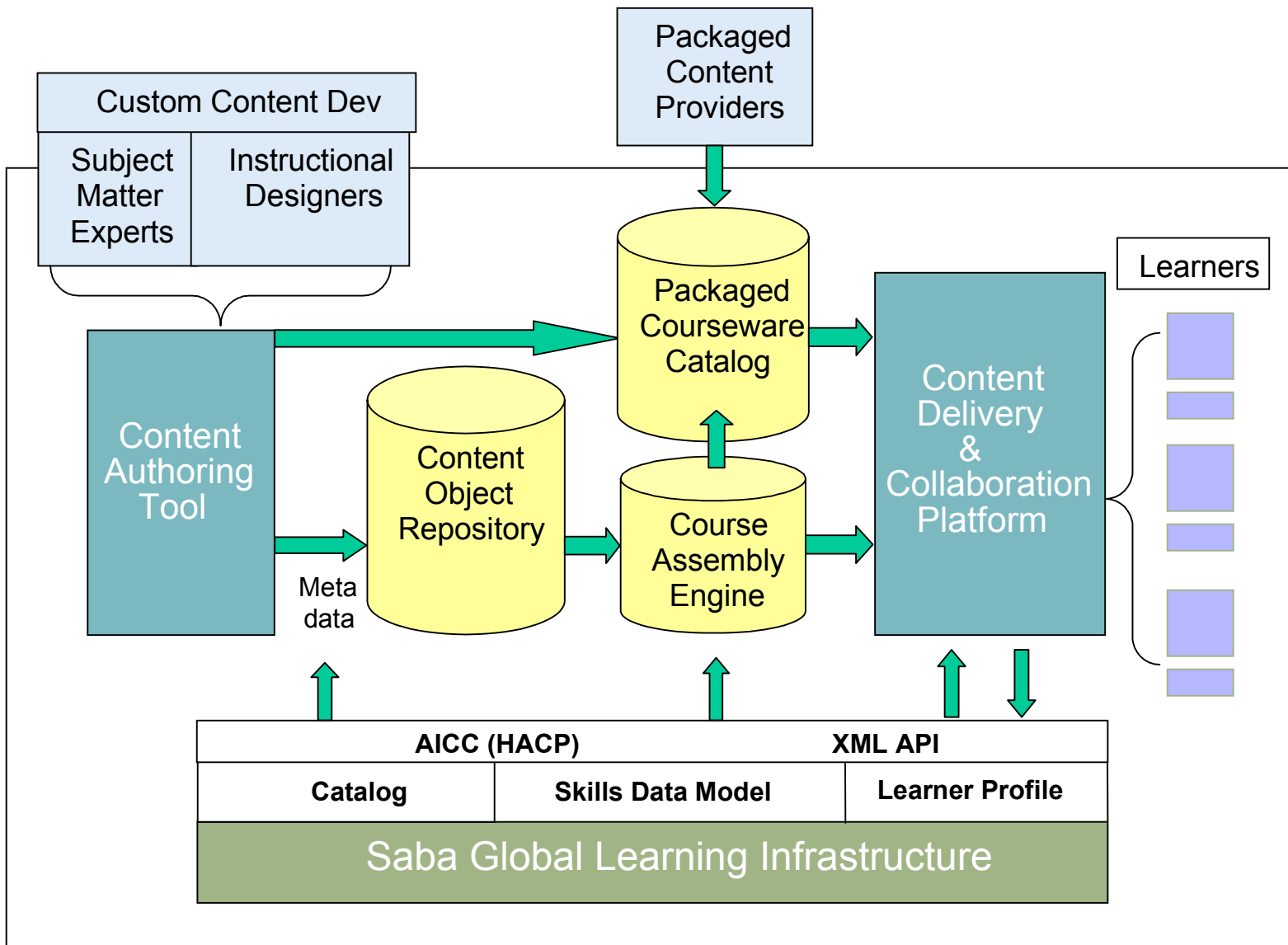
## Hot Principle #9: Leverages Markets and Networks

NOT:

“We do it all, by ourselves, for ourselves—we know best.”

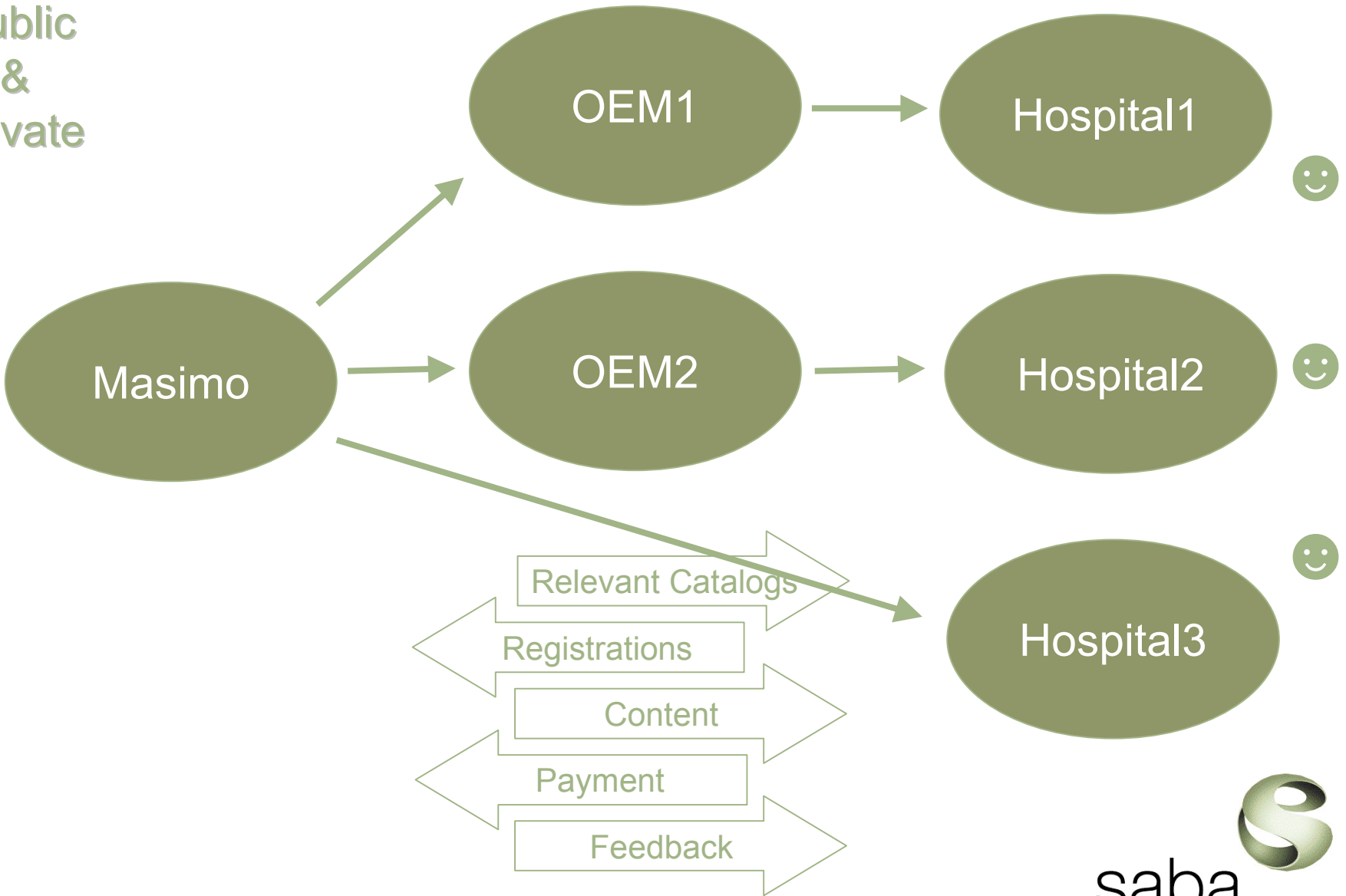


# Content Creation, Management, and Delivery



# Learning Distribution Networks

Public  
&  
Private



- MRA Requests
- Skills
- Skills Gap
- Certifications Gap
- Questionnaire Administration
- Survey Administration

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At A Glance

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★★★★★ **Mission 1: The Invitation/Full**

**Annihilation**  
Confrontation: Enabling Performance Management  
Defines opportunities for informal performance

**Hot Topics (View All): Learning in the New Economy - Opportunities Abound for Learning Providers**

There is natural synergy to be gained through standards-based partnerships among learning content and infrastructure providers. (PDF format, courtesy of ISA)

**Resources (View All): E-Learning Across the Enterprise: The Benchmarking Study of Best Practices**

A research study of 10 companies with the most significant e-learning success stories.

**Competencies & Skills (View All): Invest in e-Learning and Succeed**

A report from ASTD reveals investing in e-learning means success, while ignoring e-learning can mean failure. Does your organization have the ability to e-learn?

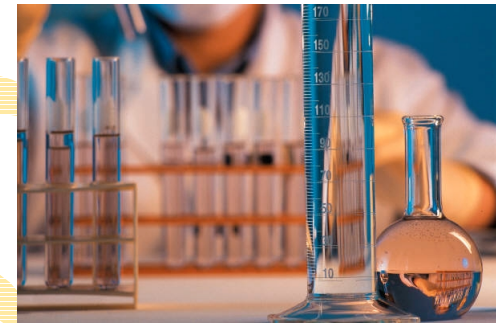
**Provider Profiles (View All): Syntrio**

Syntrio harnesses the major components of the total e-learning solution. Syntrio stands for the synergies created among online courses, learning management systems, and hosting technologies and services.



# Hot Principle #10: "Do it, Try it, Fix it"

- Experimentation to invent the future
- 60% now better than 98% later
- Journey of learning about learning



## Hot Principle #10: "Do it, Try it, Fix it"

NOT:

"We need a 6 month study and good strategic plan to get started."



# Contact Information

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