



The Realities of Blended Learning

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- ▶ The Basics: What is Blended Learning?
- ▶ Research: Story & Substance
- ▶ Analysis / Way Forward?

- ▶ Corporate Learning Analyst
 - Best Practice Research, Strategy & Advice
 - Founded in 1996

- ▶ Research Themes - Learning Innovation:
 - learning strategy, blended learning, e-learning/technology, learning management, value & ROI, learning maturity, sustainability, learning communities, e-assessment, ...

- ▶ Customers:
 - B&Q, BP, BT, Cable & Wireless, Chubb Insurance, Coca-Cola Europe, HSBC, Marks & Spencer, PricewaterhouseCoopers, RBS, Reuters, Rolls-Royce, Unilever, Vodafone, ...



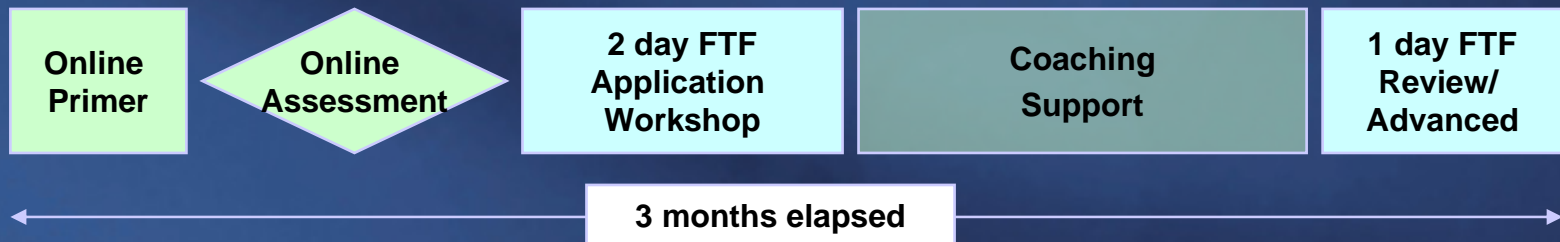
The Basics: What is Blended Learning?

“ an integrated learning process ‘blending’
together the best of multiple modes of learning;
typically including face-to-face and e-learning ”

- ▶ Combination of e-learning, face-to-face and other learning modes
 - Including self-paced, coaching, assessment, ...
 - A logical sequence of learning interventions
- ▶ E.g.

**5 day FTF
Classroom Course**

- ▶ becomes



- ▶ Mix of different delivery approaches
- ▶ Blended to make a whole programme
- ▶ Reduced FTF learning time
- ▶ (Frequently) Use of 'e' for baseline knowledge acquisition



Common Traits – But Also

- ▶ Multiplication of learning components
 - ▶ Sometimes sequential, sometimes integrated
 - ▶ Flexibility doesn't always mean more choice
 - ▶ Use of 'e' for collaboration and live events
 - ▶ Increasing FTF focus on actual application
-
- ▶ ... We will come back to these



Elearnity Research: Blended Learning

- ▶ Elearnity collaborative research (Q4 04)
 - Major corporates including BP, Reuters, Royal Bank of Scotland, Unilever

- ▶ Structure
 - Profiling of actual corporate activity
 - Independent best practice research
 - 3 Workshops
 - Internal practice,
 - External best practice
 - Solution synthesis

- ▶ No clear definition or consensus for “blended”

- ▶ A blending of what?
 - Delivery Channels
 - Learning and working
 - Learning over time
 - (Or cynically, of vendor hope/hype!)

- ▶ Lots of resources but limited empirical research
 - Lots of presentations, case studies, vendor positioning
 - Supplier research outputs and survey-based reports
 - Thomson Job Impact Study, Balanced Learning
 - Academic studies

▶ The focus of most blended approaches seems to be on choosing the media

- E.g. Bersin & Associates
- Or Rossett



Media Selection Guide

| Media Type | Instructional value | Scalability | Development Time | Development Costs | Deployment Costs | Assessment Capable | Trackable |
|------------------|---------------------|-------------|------------------|-------------------|------------------|--------------------|-----------|
| CBT | High | Low | 3-6 weeks | Medium | High | Medium | Low |
| WBT | High | High | 4-20 weeks | High | Low | High | High |
| CD-ROM | High | High | 6-20 weeks | High | Medium | High | Low |
| Conference calls | Low | Medium | 0-2 weeks | Low | Low | No | No |
| Webinars | Medium | Medium | 3-6 weeks | Low | Medium | Low | Low |
| Simulations | Very high | Medium | 8-20 weeks | High | Medium | High | High |
| Lab simulations | Very high | Low | 3-6 weeks | High | High | Medium | Medium |
| Job aids | Low | High | 0-3 weeks | Low | Low | No | No |
| Webpages | Low | High | 1-8 weeks | Low | Low | No | No |
| Websites | Low | Medium | | | | | |
| Communities | Medium | | | | | | |
| Mentors | Medium | | | | | | |
| Video | High | | | | | | |
| EPSS | Medium | | | | | | |

How to Select the Right Blend

Audience
 -What is the skill level?
 -How much time to do they have?
 -Are they motivated?

Time
 -Time to develop?
 -Time to roll out?
 -Time to complete?

Scale
 -What is the audience size?
 -Will you update content frequently?

Resources
 -What is the budget?
 -Can you use SMEs?
 -Do you have media developers?

Content
 -Are SMEs available?
 -What's the shelf-life of content?
 -Are labs available?

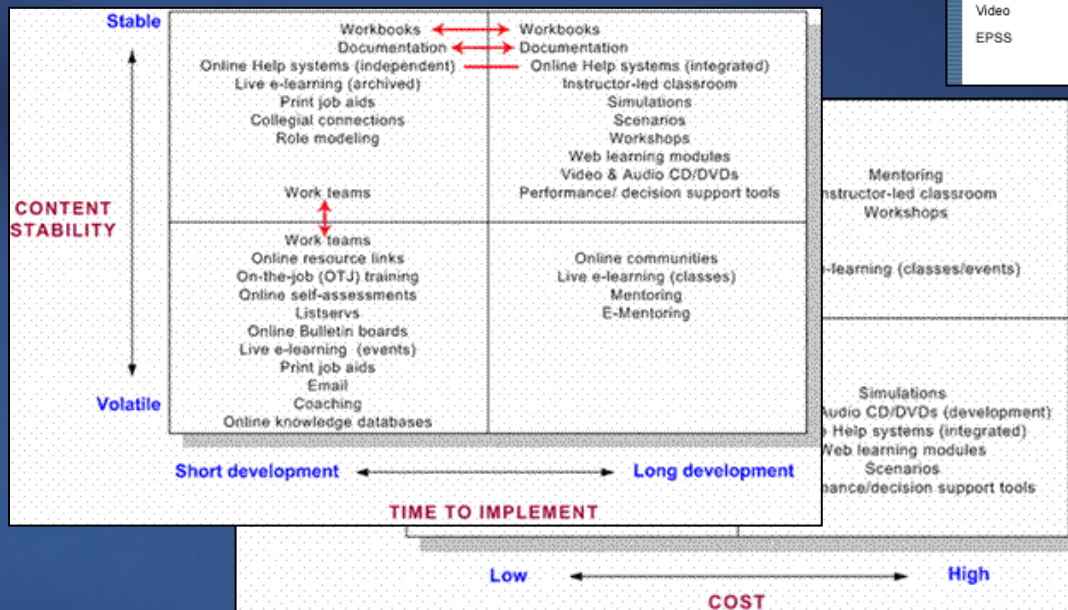
Business application
 -What is the skill level?
 -How much time to do they have?
 -Are they motivated?



The Right Mix
 2 or 3 of these ingredients:

- classroom instruction
- Web-based courseware
- CD-ROM-based courseware
- live virtual classes
- Webinars
- conference calls
- virtual labs
- simulations
- text-based job aids
- EPSS
- portals
- communities of practice
- mentors

© Bersin & Associates

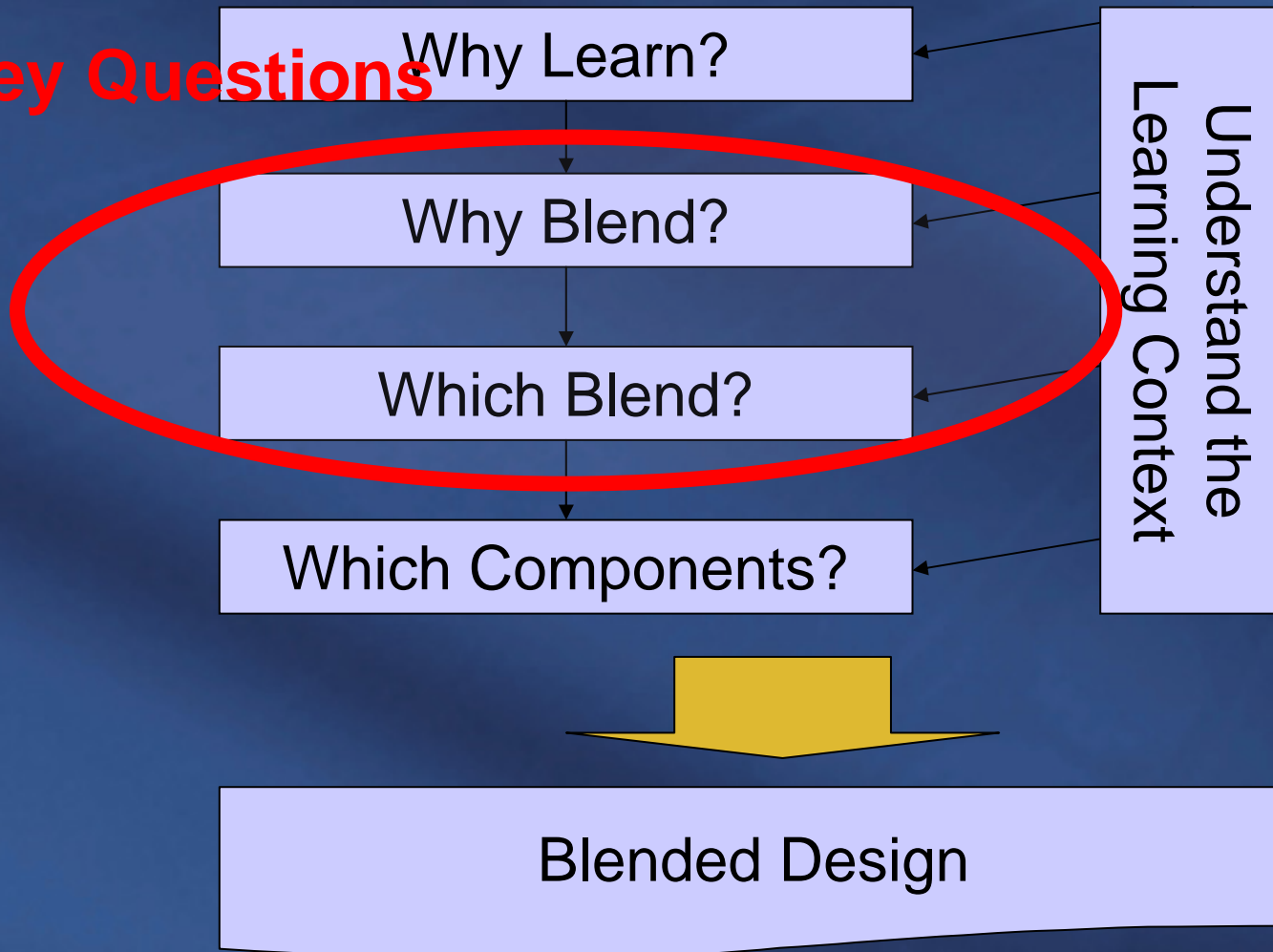




Recommendations / Way Forward

- ▶ Learning is a process not an event
- ▶ Blended core learning programmes will increasingly be the norm, not the exception
- ▶ Diversity of modes of learning will increase
- ▶ Blended must focus on effectiveness as well as efficiency
 - Improved performance on the job not just classroom achievement
- ▶ For L&D - Impacts all stages of the life cycle
- ▶ For Training Suppliers – Fundamental shift in business economics
- ▶ For both – easy to talk, hard to do!

Key Questions





Why Blend?

Effectiveness

- Increase overall amount of learning
- Deeper knowledge or learning
- Increase access to learning
- Increase retention levels
- Increase application actually on the job
- Increase results from FTF learning time

Efficiency

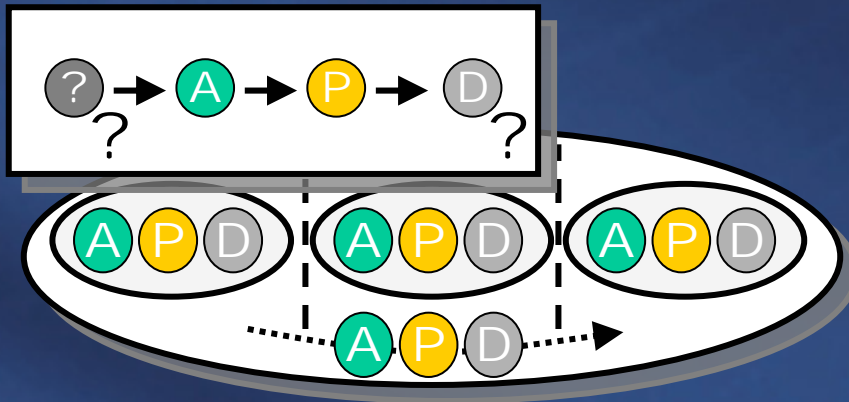
- Streamline learning to learners actual needs
- Reduce time away from the job
- Allow choice of most efficient delivery mode
- Reduce opportunity cost of FTF learning time
- Reduce overall cost of delivery
- Expand reach of delivery with same cost





▶ Blended is a change agent for:

- Stronger needs analysis
- More robust solution design
- Increased line management engagement
- More integrated coaching
- Increased use of e-learning



- ▶ A language for blended learning design



-  A Acquire Knowledge/Skill
-  P Practice it
-  D Do it for real
-  ? Test/Assess

- ▶ ... which can then be mapped to choices for specific components or media



Thank You
Any Questions?

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