The Convergence of Technology & Learning

ISA’s 2010 Annual Business Retreat
March 23, 2010
Scottsdale, AZ

TODAY’S AGENDA

1. The Ninth House Story
2. Today’s Technology Trends
3. Making Money
4. Q&A
The Premier Global Leadership Solutions Provider

- Merger of Personnel Decisions Int’l and Ninth House, Inc.
- Comprehensive top-to-bottom leadership assessment and development expertise
- Integrated talent mgmt practice areas: selection – development – performance mgmt and – succession planning
- Best-in-class technology offerings… faster, cheaper, flexible
- 2,000 Global Clients, 80% of Fortune 100
- 550 professionals in 25+ offices around the world.

A STORY

I WOULD LIKE TO IMPROVE MY INTERPERSONAL SKILLS.

TAKE THIS TRAINING CD BACK TO YOUR CUBE AND GO WILD.

HUMANS ARE WEAK. COMPUTERS ARE STRONG. COME JOIN OUR SIDE.
Lessons Learned:

10. consider full delivery experience
11. work within buyer’s systems
12. don’t be early
Lessons Learned:

6. simplify learner adoption  
7. flexibility, flexibility, flexibility  
8. drive process vs. event  
9. empower the buyer’s role  
10. consider full delivery experience  
11. work within buyer’s systems  
12. don’t be early

Lessons Learned:

4. embrace change as a campaign  
5. attack a burning platform  
6. simplify learner adoption  
7. flexibility, flexibility, flexibility  
8. drive process vs. event  
9. empower the buyer’s role  
10. consider full delivery experience  
11. work within buyer’s systems  
12. don’t be early
12 Lessons Learned:

1. Integrate into full talent systems
2. Address global employee needs
3. Align against business drivers
4. Embrace change as a campaign
5. Attack a burning platform
6. Simplify learner adoption
7. Flexibility, flexibility, flexibility
8. Drive process vs. event
9. Empower the buyer’s role
10. Consider full delivery experience
11. Work within buyer’s systems
12. Don’t be early

Learning Technology Today...

The Shift to Web 2.0

<table>
<thead>
<tr>
<th>Learning Technology 1.0</th>
<th>Learning Technology 2.0</th>
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<tbody>
<tr>
<td><strong>Formal</strong></td>
<td><strong>Informal</strong></td>
</tr>
<tr>
<td>Instructor-Led Training</td>
<td>On-Demand</td>
</tr>
<tr>
<td>Virtual Classroom</td>
<td>e-Learning</td>
</tr>
<tr>
<td>Games</td>
<td>Search Books, Articles</td>
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<tr>
<td>Simulations Testing &amp;</td>
<td>Videos Podcasts</td>
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<tr>
<td>Evaluation e-Learning</td>
<td>Learning/Knowledge Portals</td>
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<table>
<thead>
<tr>
<th>Social</th>
<th>Embedded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wikis, Blogs, Forums</td>
<td>Performance Support</td>
</tr>
<tr>
<td>Expert Directories</td>
<td>Feedback</td>
</tr>
<tr>
<td>Social Networks</td>
<td>Rotational Assignments</td>
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<tr>
<td>Communities of Practice</td>
<td>After Action Reviews</td>
</tr>
<tr>
<td>Conferences &amp; Colloquium</td>
<td>Quality Circles</td>
</tr>
<tr>
<td>Coaching &amp; Mentoring</td>
<td>Development Planning</td>
</tr>
</tbody>
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### Trends in Social Learning

Source: Elliot Masie, Learning TRENDS, Feb 2010  
781 global companies in survey

1) Is your organization currently using or planning to use Social Learning in the near future?  
   Yes: 76.57%  
   No: 23.43%

2) Why is your organization using or planning to use Social Learning?  
   a) To provide opportunities to share knowledge and the experiences of colleagues - 90.66%  
   b) To motivate learners in the learning process - 47.98%  
   c) To accelerate time to competence - 44.95%  
   d) To keep up with the Social Learning trend - 40.40%  
   e) To decrease formal learning time - 35.35%

3) What types of Social Learning activities does your organization offer?  
   a) Collaborative Documents (wikis, blogs) for learning - 77.49%  
   b) Internal Social Networks/Media for learning - 67.26%  
   c) Discussion Boards for learning - 59.85%  
   d) Classroom-based collaboration or group projects - 44.50%  
   e) External Social Networks/Media for learning - 39.13%  
   f) Projects with Multiple Learners - 37.60%

### Hot Topics in eLearning

Source: Tony Kerrer, eLearning Learning.com Community  
December 2009, ranking of most discussions throughout 2009

1) Twitter  
2) Social Learning  
3) Google WAVE  
4) SharePoint  
5) Video on Demand  
6) Mobile Learning  
7) Web 2.0 Instructional Design  
8) Webinars & Virtual Meetings
POWERS VEL R TENT 2.0

LEARNING 2.0 ADOPTION CURVE

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THE DATA BEHIND THE HYPE...

ILT down to 60% of Formal Learning

<table>
<thead>
<tr>
<th>Year</th>
<th>ILT</th>
<th>eLearning</th>
<th>vILT</th>
<th>Other</th>
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<tbody>
<tr>
<td>1995</td>
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<td>0</td>
<td>0</td>
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<td>2005</td>
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<tr>
<td>2010</td>
<td>40</td>
<td>60</td>
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Up to 24% Usage Learning 2.0

<table>
<thead>
<tr>
<th>Year</th>
<th>wikis</th>
<th>blogs</th>
<th>mobile</th>
<th>podcast</th>
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<tbody>
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<td>2006</td>
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<td>2</td>
<td>0</td>
<td>0</td>
</tr>
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<td>2008</td>
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<td>3</td>
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<td>0</td>
</tr>
<tr>
<td>2009</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
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Source: Bersin & Associates, Corporate Learning Factbook 2010

LEARNING TECHNOLOGY - POV

“It’s less about technology than understanding human behavioral change...”
LEARNING TECHNOLOGY - INSIGHT

Leadership Development to 1,500 Global Managers

Keys to Creating a Technology-Enabled Learning Environment

- Manager Involved
- Explicit Goals Defined
- Accountability
- Personal Flexibility
- Social Reinforcement
- Integrated Over Time

CASE STUDY – GOOGLE UNIVERSITY

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CASE STUDY - QUALCOMM

- Mobile Advice
- Emerging Leader Portal
- Social Network
- Self Assessment & Virtual Meetings
- Online Course
- Live Classroom

CASE STUDY – HILTON HOTELS
BUSINESS MODEL IMPLICATIONS

Education Technology Trends 2010
Source: Rob Reynolds, Xplana
Summary of annual research on learning technology trends

1) Content Subscription
   Growing pressure to not buy premium content,
   Unlimited assets become more and more available,
   Difficult to discern value, or reason to “own” vs. rent.

   • E-books, e-textbooks, web-based articles & case studies
   • Unlimited subscription and pay-for-use licensing models
   • Subscription models for learning content & online news

2) Containerless Education
   The majority of content is quickly shifting away from material
   that can be held in an LMS, and towards dynamic mash-ups
   and personalized, just-in-time configurations.

   • OER, open-source content
   • Social networking, discussion boards, blogs, wikis
   • Content standards, management, qualification
BUSINESS MODEL IMPLICATIONS

3) Learning Distribution
Content delivery and learning itself are moving away from centripetal models (central publisher pushing out to learners) to centrifugal models (localized, learner-driven production), shifting model of content licensing, modification & delivery

- From LMS/LCMS to social learning portals & networks
- Mobile learning, web/pad/phone devices, and content delivery
- Flexible content licensing, payment, creation tools

4) DIY (Do It Yourself)
In the spirit of YouTube and PowerPoint, social learning and content creation tools are becoming simple and ubiquitous, nearing the tipping point of enabling spontaneous production of content and learning experiences by any author, vendor, manager or learner

- Content publishing & management tools
- Wikis, Blogs, Video/Pod-Casting
- Personal learning tools and portals
GREAT. HOW DO WE MAKE MONEY?

1. KNOW YOUR BUSINESS

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Value #3 - Customer Intimacy:

Focus on specific customer needs, cultivates relationships, satisfies unique needs and has the best solutions. A customer-intimate company creates a culture that has its people do whatever it takes to please the customer. It must take the long view by assuring that every initial client transaction leads to a long-term relationship.

1. Creating a team that is a strategic combination of both seasoned and “out of the box” inventive people to serve the customer. This business structure and strategy must delegate decision-making to employees who are close to the customer. Its focus is to create positive results for a carefully selected and nurtured group of customers.

2. It must have real, meaningful tailoring and customization of products and services verses vague “value added” verbiage. To do this, it must integrate superior personnel with unparalleled knowledge, and the quality application of the newest and finest techniques to the customer’s key needs. To achieve true 1:1 customer intimacy, one must strive to have an extended, ample network of products, services and people. The company must be seen by its customers as having the ability to provide one key thing, above all else: SOLUTIONS!

2. IMPROVE CUSTOMER EXPERIENCE

1. Increase impact
2. Increase flexibility
3. Increase speed
4. Increase reach
EXAMPLE: REMOTE ASSESSMENTS

Logitech QuickCam Pro 9000
ClearOne Chat 50

TECHNOLOGY ACCELERATES...

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SO FOCUS BEFORE LIFT-OFF...

1. Follow the customer
2. Focus – customer & offering segmentation
3. Understand the full system implications
4. Leverage the market’s momentum, tools
5. Invest in internal talent & process upgrades
6. Reduce internal delivery costs, don’t sacrifice profits
7. Prototype, Replicate, Scale

Group Discussion
Thank you!

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