Learning By Doing With Digital Guidance

Drive Digital Adoption

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WHY READ THIS WHITEPAPER?

Companies around the world are in a phase of transition forced by changing economic and consumers dynamics. But they are not just grappling with factors external to them but also the ones that are internal, like employees.
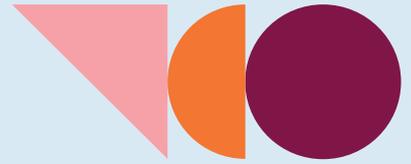
Employees today are in a state of flux as well and organizational policies and processes need to be redesigned to align with employee preferences, expectations and demands. Learning and development is one such critical piece of the overall employee journey which makes it imperative for companies to rethink how they approach L&D.

In this whitepaper, you will learn about the changing dynamics of the modern workplace, which is increasingly being influenced by the digital employee.

You will also learn about the fractured nature of learning processes in widespread use across companies and why it makes perfect sense to reject them in favour of a more integrated learning approach.

Finally, you will also learn about modern learning solutions that embrace the digital outlook of employees and are shaped by the digital doctrine. As a result, this document will help you with critical inputs into L&D process design that focused more on objective end user performance and productivity rather than subjective metrics.

Learning In The Modern Workplace

Organizations are evolving at a breakneck pace driven by changing business models and changing customer behavior. Newer business models are allowing organizations to generate more value with lesser investment driving more longer term revenues. As such, companies are discovering multiple channels of revenue that allows them to tap into alien market segments acquiring new customers. Besides, this allows them to provide a much more compelling customer experience. For instance, the Porsche Passport subscription service, which allows a subscription to a selection of Porsche cars introduced the company to a new segment of younger customers.

However, in the digital economy, newer business models and revenue channels are heavily dependent on new digital tools and software applications. Business success also depends heavily on how effectively companies and their workers are able to leverage these software applications. All of this means that employees need to be prepared to cope

with the digital avalanche that is coming their way. And not just cope, but also ride the digital avalanche towards business success. For this, companies need to provide employees with a learning environment that enables them to quickly adopt software applications and effectively use them to drive business outcomes. When employees do this, they become more productive.

There is irrefutable evidence that effective workplace learning and enablement has a direct and positive correlation with improved employee productivity. More so in the digital era, when each employee has to work with tens of heterogeneous enterprise software applications. This is also corroborated by the fact that "digital education and skill building of workers" is going to be one of the top business trends in the coming years.

Digital dexterity is going to be an absolute essential as innovation becomes a key competitive differentiator in any and every business.

The Workplace is Transforming Rapidly

As we advance into the 21st century, it's not just the business ecosystem, but the workplace that is rapidly transitioning as well. From one that is siloed and effort heavy to one that is enabling and integrated, empowering employees to deliver their best work at optimum productivity. As such, there is a direct focus on integration and automation so that nonproductive and repetitive aspects are eliminated from employees' workflows.

Transforming workplaces are also placing more emphasis on talent management as a direct method of maximizing revenues. In turn, high impact learning is one of the key pillars of effective talent management. Learning allows companies to enable their employees to deliver their productive best.
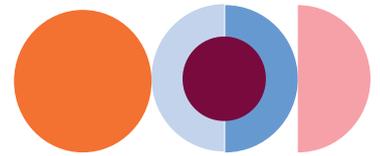
A highly productive workforce is obviously tied to higher revenues. Learning also becomes highly

important in organizations since the digital avalanche is not a single event but a continuous period. Organizations can also expect to see digital technologies and tools continuously improving in functionalities. This means employees have to be reskilled and primed continuously so as to consistently leverage the ever evolving capabilities of enterprise software systems.

Realizing this, companies are also increasing their employee training budgets. For instance, the expenditure on learning in the United States increased to $93.6bn in 2017 as against $70bn in the previous year.

Advancing workplaces clearly recognize the benefits of a comprehensive learning program that is aligned with the needs and expectations of modern learners.

Learning Practices Are Siloed And Disjointed

Despite organizations spending billions of dollars each year delivering formal learning, more than 70% of learning in the workplace is informal or on-the-job. Clearly, this means workers are unable to fully leverage the learning infrastructure and processes put in place by organizations. This is an alarming situation and needs urgent rectification.

The fact that workers use informal learning to upskill themselves or obtain knowledge bears testament to the fact that formal learning processes are failing to match workers' needs and expectations. Enterprises are spending billions of dollars in activities from which employees are unable to derive any value. Worse, employees are forced to spend time in formal learning events costing them lots of time which could otherwise be used in their productive workflows.

The second problem is that while employees do manage to obtain the information and skills they require through informal learning processes, it consumes a lot of their time resulting in a double whammy.

> *More than 70% learning in the workplace is informal.*
>
> *- Bureau of Labor Statistics*

McKinsey and Company has estimated that almost 20% of productive time is spent in knowledge discovery most of which, otherwise, should been covered in formal training sessions. This means almost half of their time goes in unproductive tasks as they are spending time away from work in disjointed training sessions and again in informal learning. It can easily be imagined how much revenue companies are losing direct as a result failing formal learning processes.

The hard monetary losses to an organization with just 1000 employees could be worth as much as $25mn annually. The soft losses are much more amplified. But, the real question is why formal learning processes fail and why employees are unable to derive any value of them.

Formal training practices dwell on legacy methods which have been stagnant for several decades now while employee behavior has changed significantly over the years.

Emphasis in the workplace is quickly moving towards innovation and problem-solving which means employees have less and less time for formal training. This is also corroborated in a recent study by LinkedIn titled 'Workplace Learning Report for 2018' which found that employees can spend less than 1% of their time for learning.

Formal Learning Is Insufficient

Employees Can't Retain Formal Learning Knowledge

From the perspective of employees, the flaw that formal learning processes have is that they tend to pull workers away from their environment of real work. In a formal structure, organizations create two disparate environments: one closed environment for learning and second being the actual work environment.

In an ideal scenario, all the knowledge acquired in the training environment is carried forward into the work environment. Practically, however, this doesn't happen. Workers don't retain all the knowledge they acquire which means they are not completely efficient when they begin using software applications. This is when they turn to informal learning.
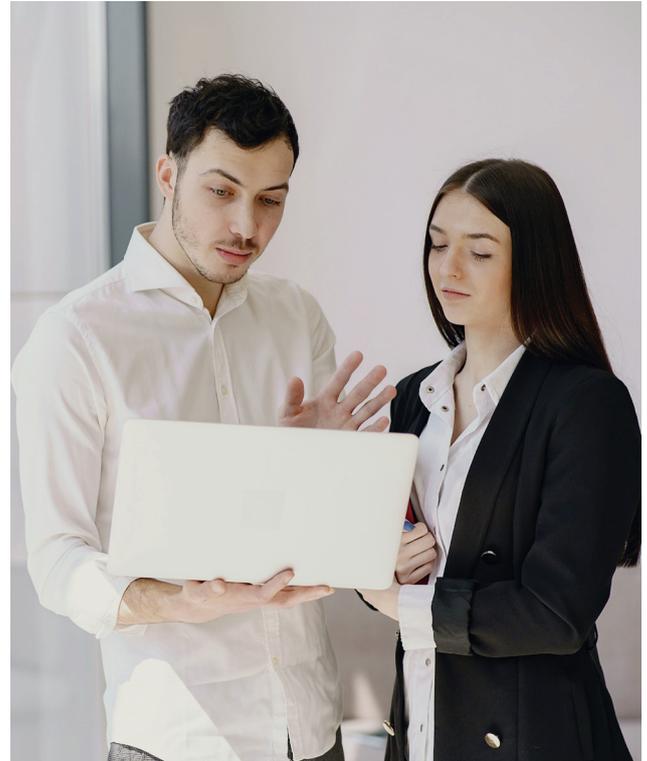
Lesser Focus on Productivity and Performance

A disjointed and rigid learning environment also means that there is lesser focus on employee performance and productivity. This is because a dual environment structure makes it hard for the company to accurately measure the direct effect of learning. From an enterprise software systems training perspective, employees trained on the utilization and functions of an enterprise software application need to able to absorb all the knowledge and apply the same when they actually start using the application.

However, in reality, because they can't retain all the knowledge, they are not completely aware of all the functionalities of the applications and how to activate them.

Poor ROI on Software Investment

Substandard understanding means utilization and adoption of the software application suffers, in turn, leading to poor ROI on enterprise software investment. This is when employees turn to informal learning by way of enquiring with colleagues or raising support tickets for knowledge help.

Obviously, as a result, companies fail to boost employees' digital dexterity which is also directly responsible for failure of many next generation software implementation and digital transformation projects.

More specifically, legacy formal training presents the following drawbacks.

- Loss of translation of knowledge from training environment to application environment leading to performance and productivity inefficiencies.
- Loss of productive time in piecemeal re-learning resulting in breakage of workflow continuity.
- Low value realization out of enterprise software investments.
  Additional expenditures incurred on providing support to employees.

The digital workplace is becoming highly integrated in all respects and, as such, companies cannot afford to have siloed training and application. And an integrated environment is essential for learning by doing.

The Need For Integrated Digital Guidance

In an integrated workplace environment, where the focus is on innovation and performance, employees need to be enabled with the right knowledge at the right time. For this to happen, companies need to unify learning and application and deliver learning in realtime.

Integration of learning and application environments is an imperative not just from an organizational productivity perspective but from an employee experience perspective as well.

The world order is moving towards a frictionless space where transactions happen in realtime without any friction or resistance. In an ideal scenario, removing friction also means that transactions happen without any time delay or lag. By that logic, in an ideal frictionless learning environment, knowledge acquisition and application would happen at the time and not as two separate events.

With digital guidance, employees only learn what they need to learn at the time they need to learn. Workers are not taught but are guided in realtime when they are actually working making learning onthe-job and practical. This, in turn, solves the knowledge retention problem. An integrated training regime works wonders in many ways.

Some of them are enumerated here

● Reduced Training and Support Overhead

Saving employees' time is one of the common objective of every enterprise software application and process that organizations implement. With the unification of training, workers learn on-the-job and retain knowledge better because they are not just remembering workflows but executing simultaneously. The advantages of this are twofold. One, organizations can reduce their training expenditure drastically, considering a huge chunk of traditional training costs are based on logistics and delivery of training material. Two, workers don't have to spend time locked away in days of training programs.

Real-time learning tools understand your behavior in various applications and give you real time guidance and performance support without you even asking.

- Josh Bersin, Principal, Bersin, Deloitte Consulting LLP

● Improved Employee Productivity

Integration of the learning knowledge into the application environment has the power to serve employees with the right bits of information exactly at the time they need it. One the one hand, this frees a lot of employees' time from formal training allowing them to spend it in more productive work. On the other hand, employees are not forced to seek informal learning support saving them further time and helping them ensure their workflows progress without any breaks. The result is a much more productive workforce.

● Higher Level of Enterprise Software Adoption

Digital guidance empowers workers to utilize applications effeciently right from go-live resulting in faster and higher user adoption. Higher adoption levels also mean that companies are able to realize value out of their enterprise software application investments quicker than ever. Also, since knowledge is proactively made available to employees at their time of need, they perform better and remain focused on their core workflows. Simultaneously, the whole experience of learning is also much more enhanced.

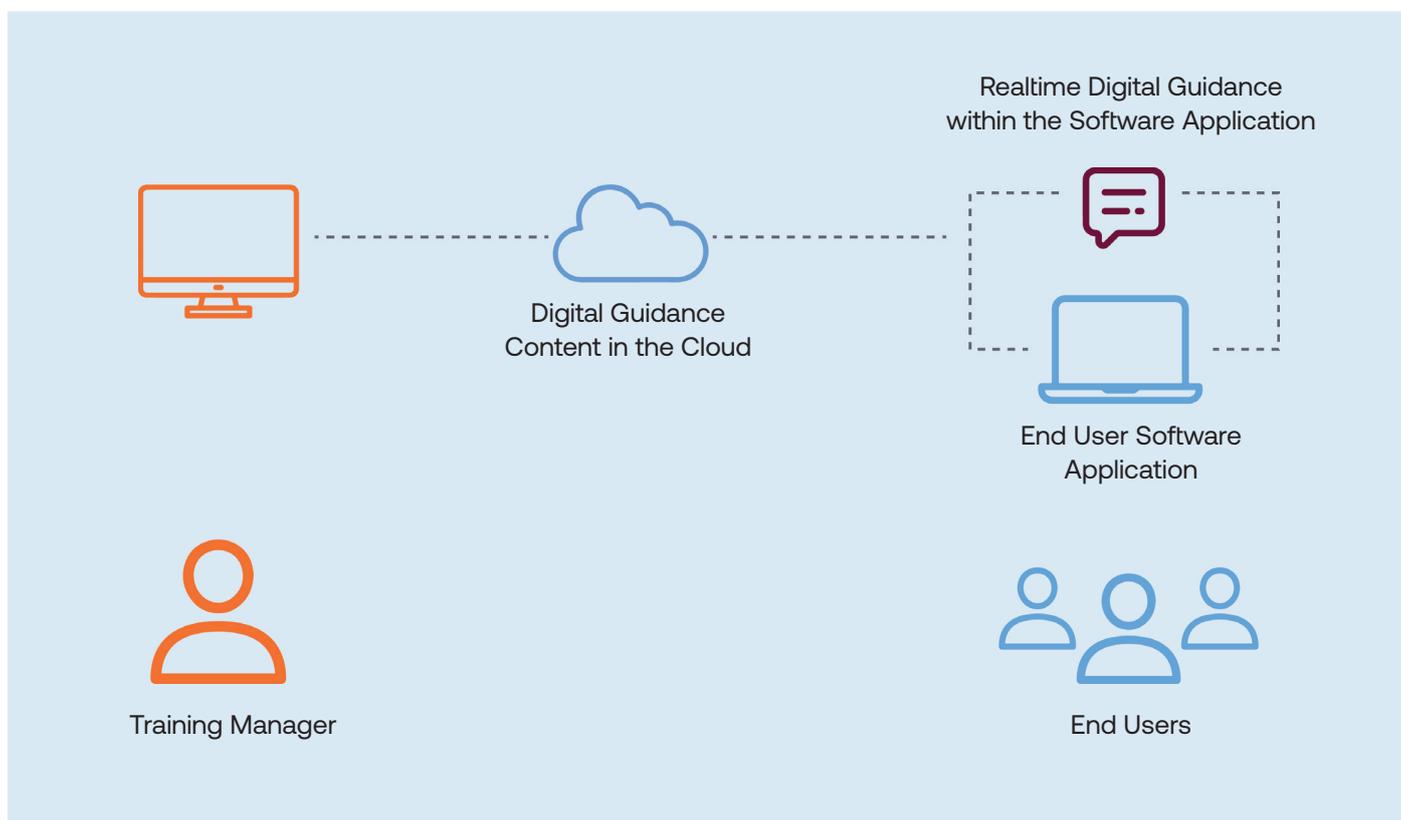# Driving Enterprise Software Adoption With Digital Guidance

Almost 75% employees have a poor or substandard understanding of new enterprise applications which in conjunction with ineffective training results in slow end user adoption. Also, according to the 2018 LinkedIn Workplace Learning Report, employees have less than 1% of their work hours for learning. Saddling them with disjointed training can only become counter-productive in the long run.

End user adoption of software is heavily dependent on employees mastering workflows within. It is also directly correlated with the objectives each user role has and the tasks that need to be completed with the aid of a software application. If an employee doesn't know how to get a particular task done with the aid of the new application, then he/she will invariably revert to a manual process or one that is was employed prior to the introduction of the software application. This can potentially lead to software implementation failure.

Digital guidance systems helps solve this problem by enabling organizations to plug the consumption gap by helping them manage the human side of software deployment and driving end users to adopt new systems and processes. Consequently, this helps drive value realization since users are empowered to exploit the functionalities of their applications to the fullest potential.

Digital guidance systems understand the context of every individual user within a software application and only offer guidance that is highly relevant saving workers the troublesome task of searching for the right bit of information. All this without any delay in realtime.

Enterprise software adoption typically has three main stages viz. user onboarding, end user training and application support.

Realtime Digital Guidance
within the Software Application

Digital Guidance
Content in the Cloud

End User Software
Application

Training Manager

End Users

Digital Guidance Delivery Mechanism

In the onboarding stage, new users must be introduced to the application giving them a broad overview of the basic functionalities and how to use them to their advantage. End user training involves guiding on the more sophisticated functions of the system. Specifically, this means users are coached not just on the theoretical aspects but also on practical aspects walking them through tasks inside the product in realtime and how to carry them out.

Application support should be able to instantly resolve users' queries without forcing them to leave the application environment at any time. While onboarding is a one time process, training and support continuously recur throughout the adoption lifecycle of a user. And that's where digital guidance is most effective. By continuously delivering supporting users and delivering micro bursts of knowledge that employees can use to complete tasks within software applications.

Digital Guidance Can Deliver Multiple Benefits

Primary among the benefits that digital guidance can deliver is the end user adoption of enterprise software and realization of value. At the same time, digital guidance also ensures that employees function at their productive best and perform at optimum levels having successfully integrated software products into their daily workflows.

While the above are medium and long term benefits, there are several benefits that can be accrued to digital guidance as follows:

- Shorter and effective employee learning curve due to task based learning.
- Higher engagement and optimum usage of software applications.
- Better workplace experience derived from a modern, digital training solution.
- Higher employee satisfaction due to alignment of expectations and actual learning process.
- Increased per capita end user productivity and performance leading overall organizational growth.
- Reduction in expenditure on end user training and time spent on creating training content.
- Reduction in the volume of help desk tickets raised by end users and the overall support overhead.
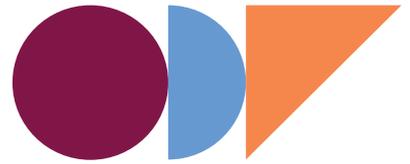
CONCLUSION

In a breakneck competitive landscape, human resources are clearly the biggest asset any company can have. Employees have to be constantly nurtured and enabled with the right set of tools in the right way in order for companies to get the most out of them.

Learning is playing an increasingly important role not just from an organizational perspective but also from an employee experience perspective.

Digital guidance is going to become the key driver of employee learning as technical learning is increasingly going to be centered around software application and their functionalities. By integrating learning with application, digital guidance delivers a real time learning environment which matches

Overcoming Challenges in Enterprise Software Application Training And Adoption

What are the key challenges to software training and adoption?

Developing and delivering consistent software application training across segments of end users.

Reducing costs of training and support on enterprise IT applications while maintaining high efficiency.

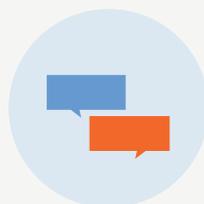Driving end user adoption of software applications quickly to realize value and ROI.

Improving end user productivity and performance to drive business processes.

Delivering efficient training to enable end users to effectively utilize complex sofware applications.

How do companies ensure delivery of effective software application training and drive end user adoption?

Personalized User Onboarding

Process Automation

On-demand Digital Guidance

Learning Feedback Analytics

Self-Service Contextual Help

Whatfix is a leading Digital Guidance and Engagement Platform which empowers organizations to efficiently manage the end-to-end enterprise software adoption lifecycle of their end users. Whatfix helps companies onboard, train and s upport end users on software applications without any external intervention delivering a seamless product experience.

For this, the platform allows companies to create and embed interactive walkthroughs, within any web application, guiding users through every step of a workflow in real-time. By addressing the critical product adoption challenge, Whatfix helps reduce end users' time-to-competence thereby improving their productivity and performance.

The Whatfix platform seamlessly fits into the application stack of an organization allowing for rapid deployment on any one or multiple software applications at enterprise scale.

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