



# The 8As Guide to Content Design

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A Guide to Content Curation that *actually*  
Embeds High-Value Behaviors

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## Content that *Actually* Embeds High-Value Behaviors

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***“The core of the matter is always about changing the behavior of people.”***

*“Changing the behavior of people is the most important challenge for businesses trying to compete in a turbulent world. The central issue is never strategy, structure, or systems.”— John Kotter*



# 2017 Learning Trends

*A learning revolution, not evolution*

## SOCIAL

Learning is a behavioral and cognitive process and flourishes best in the context “of networks of teams.”

New learning models must adapt to generational differences and meet the rise of micro-learning.

## DIVERSITY

## EXPERIENCE

Training needs to be experiential, with simulations, case studies, be compelling and enjoyable.

Rigorous analysis and evidence should inform the leadership development process.

## ANALYTICS



*Learning organizations should think deeply about how the user experiences a company’s learning offers. Employees need to be viewed as customers to be satisfied, rather than as students to be pressured into traditional learning classroom.*

**-- Global Human Capital Trends 2016**



# Alignment

## *Align to strategy, goals, and organization culture*

We employ a dart-like focus on aligning developmental objectives and outcomes to your strategic priorities to keep pace with:

- Implementing new business requirements
- Fulfilling unique cultural dynamics
- Achieving changes in leadership models
- Enhancing or updating learning transfer
- Addressing generational dynamics
- Embedding corporate values



ILT, virtual, blended,  
or e-learning



From scratch or  
refresh



Our content or  
yours



Our trainers or  
yours

*“Past leadership development was too theoretical. Align4Profit’s approach is practical with great stories and examples to make it usable. Great alignment to and knowledge of Ericsson. This development is culturally astute for global application.”*

**-- Per Löfgren, SVP CFO, Ericsson**

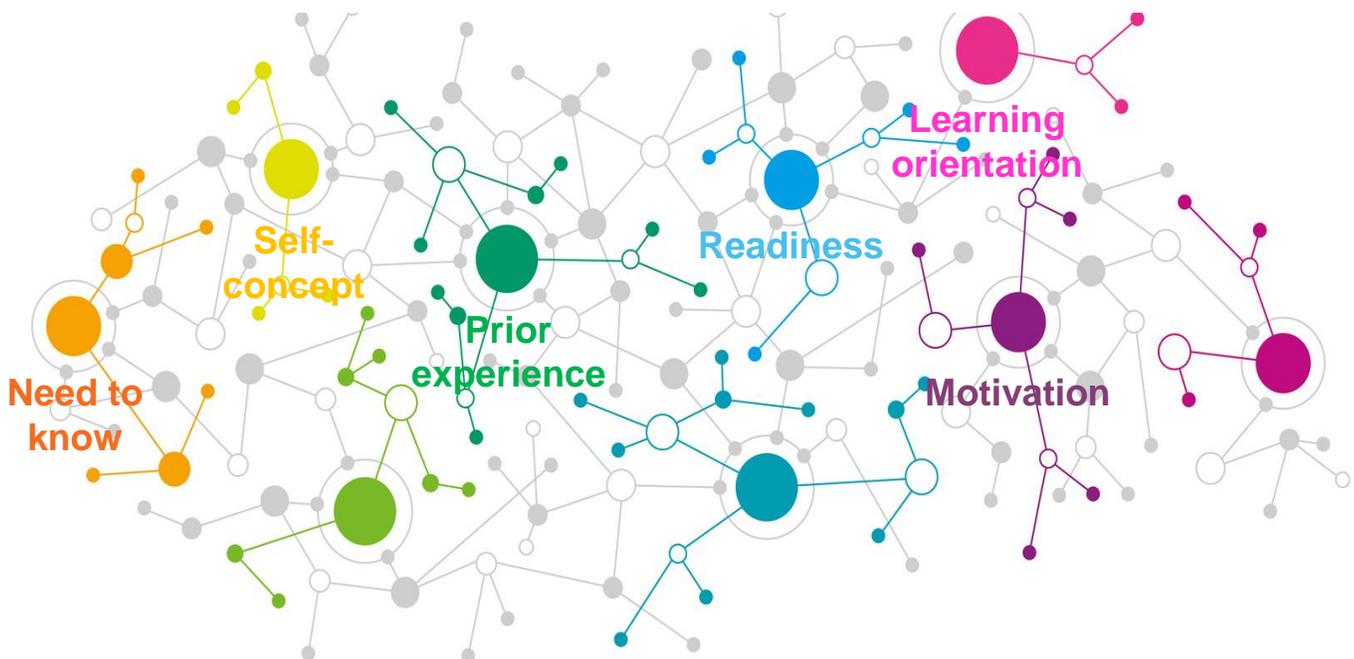




# Attention

## *Prepare adult learners appropriately*

We consider the principles of Andragogy and focus on the unique needs of adult learners, providing relevant alignment, clarifying expectations, effectively communicating, and delivering inspiring orientations to fully engage everyone in the learning journey.



### *Adult learners want to...*

-  know why they need to learn something before undertaking learning
-  believe they are responsible for their lives and want to be self-directed
-  share their different experiences through experiential techniques
-  know what they need to know and do to be effective today and tomorrow
-  learn what they can apply in their current role within real-life situations
-  make the link of how the knowledge will achieve their intrinsic motivations

Andragogy - 1970s Malcolm Knowles

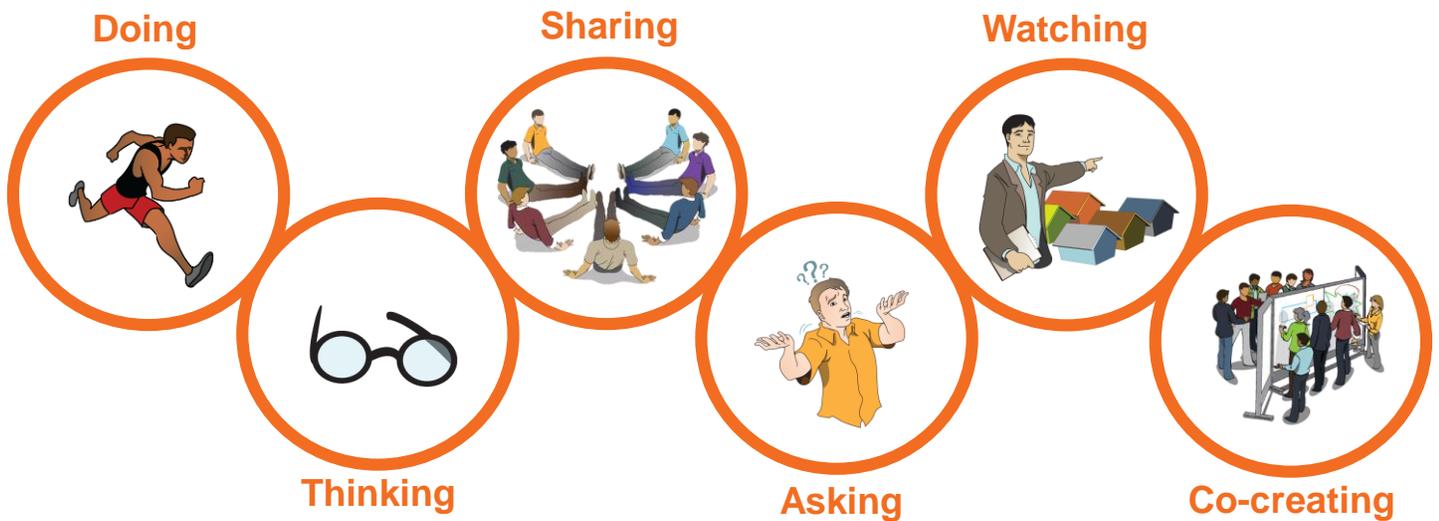


# Acquisition

## *Aid knowledge transfer*

We assert that sustainable knowledge transfer does not happen by pushing maximum volumes of information at learners in the shortest possible time. Neither do we believe in “Death by Power Point.” Rather, we carefully design training to include: assessments, skills practice, cohort exercises, scenario cases, simulations, and allow for assimilation, reflective learning, elements of gamification, and other adult-learning modes. Participants understand how to apply and adapt skills within their own situations.

### *Experiential learning techniques*



### *Gamification Principles*





# Application

## Close the know-do gap

We facilitate a blended learning approach with unique activities that help learners “use it” and to assure they don’t “lose it” by fostering a continuous learning environment. Social support, emotive principles, writing and drawing, and virtual check-ins extend learning beyond the training event.

### Application techniques enhance memory formation



#### Expert Network

Structured facilitated sessions move learners from insight to application. Virtual access to an expert network is available for on-demand questions and discussions.



#### Job Aids

Recap, reflect, reinforce, and repeat content with checklists, application tools and deliberate practice



#### Learning Cohorts

Tap into the emotional base of learners by collaborating in learning cohorts sharing what is and is not working, and include elaborating, verbalizing, and sharing learned information.



#### Reflection

Guided reflection exercises support retrieval practice, creating associations and on-the-job application, forming mental images and associations.



short-term memory stores information for 30 seconds

### KEYS TO CHANGE

#### RELATE

Build emotional connections.

#### REPEAT

Practice new habits and skills.

#### REFRAME

Learn new ways of thinking.



# Accountability

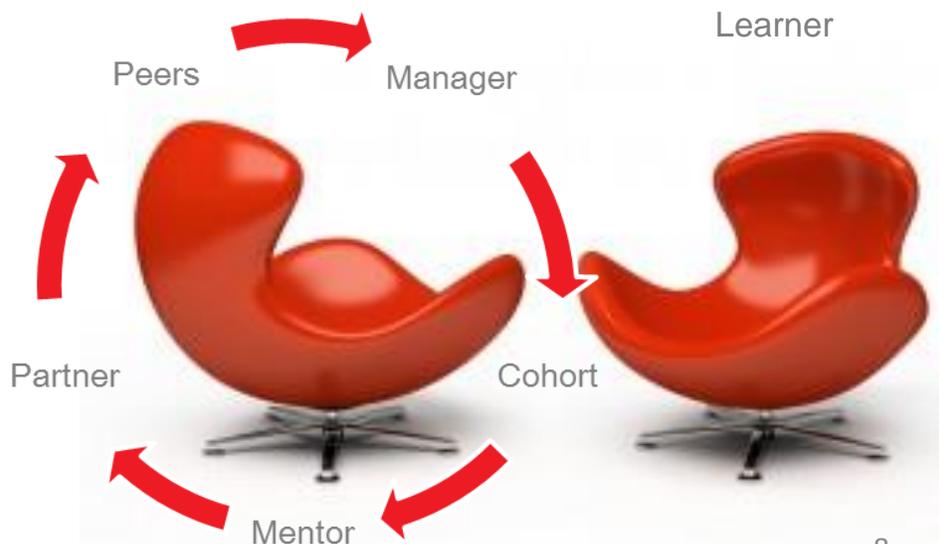
## Ensure learning impact

We know that unless we consistently hold each other accountable, learning and growth can easily disintegrate. We instill a cadence of accountability with clear expectations, clarity of prioritized development, opportunities to practice, and a rhythm of regular and frequent multi-point conversations.

### Manager and accountability partner involvement



### 30-60-90 Day check-ins





# Appreciation

## Trigger intrinsic motivations

We refer to appreciation as impacting one or more of the intrinsic drivers within our RAMPP Model of Motivation and include many of the ten motives to fit your needs. Small achievements reinforce positive change. With support and immediate feedback, learners tap into their natural reward systems associated with new behaviors, positive emotions, and learning.

### RAMPP Model of Intrinsic Motivation

### → Sample design elements



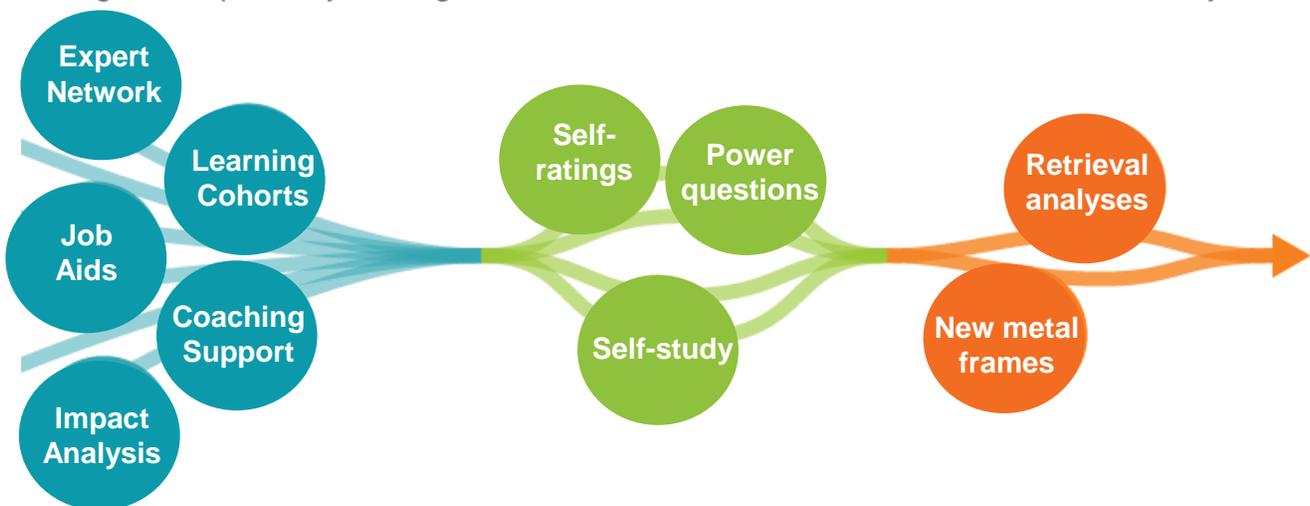
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# Adoption

## *Build competence and confidence*

We support focused attention and repeated, mindful action to embed new behaviors into daily life. These principles impact the way the brain fires and feels, and affect our behavior, decisions, and performance. The more we practice, the more we allow neurons to connect and through neuroplasticity, we regulate emotion and instinctual reactions more effectively.



### ***Focused practice***

- Identify triggers to old behaviors
- Formulate replacement behaviors
- Socialize application/challenges
- Receive support and resources

### ***Reflective study***

- Do daily checklist
- Schedule weekly reflection
- Set environmental reminders
- Rate frequency and proficiency

### ***Habit formation***

- Habitual users share practices, examples, and stories
- Identify gaps and training needs



*Cognitive science affirms that repeated, purposeful, focused attention, and deliberate practice over a longer period can lead to lasting personal evolution, facilitating new habit formation.*



# Analytics

## Measure the value of learning

We partner with the training design team and others to decide on the most relevant and valuable evaluations and metrics that will guide agile redesign, participant satisfaction, and impact on the business for smarter, future decisions.

### Structured assessments are integrated for smarter decision making



- **Learner assessments**
- Pre- and Post- Knowledge tests
- Pre- and Post- Self / 360 Assessments
- Participant Check-ins
- Coaching support
- Social interaction
- Challenges / ideas / training needs



#### Trainer feedback

- Daily Progress
- Expert Observer Rate
- Trainer Attributes
- Training design, venue materials, etc.

#### Learner feedback

- Training Evaluation: Skills, Attitude, Comfort
- Summary Evaluation
- Observation Instrument
- Cohort/Activity Observation Forms
- Focus Groups / Topics
- Training design, venue materials, etc.



#### Process Evaluation

- Needs assessment (pre- / post-)
- Training design, development, delivery
- Structure: coordination, ideas, steps, people, and resources.
- Process: communication, content reviews



#### Strategic metrics

- Engagement survey
- Revenue growth
- Cost reduction
- Build assets
- Customer service levels

#### Considerations

- Determine what is already being measured
- Review and do impact assessment
- Structure observation of key behaviors
- Utilize control groups
- Improve existing training processes and budget

*“The trend of an analytics-driven HR will continue gathering strength over time.”*

*Today, high-impact HR organizations are moving away from a “service provider” mentality to becoming valued talent, design, and employee-experience consultants.*  
-- Global Human Capital Trends 2016

# We work with many ...



## We'd love to work with you!

Can we start a conversation about how  
Align4Profit can partner with you?

No hard sell, just exploration.

[Contact us](#)

Creating an *awesome* learning experience.

[align4profit.com](http://align4profit.com)

