

Why learning shouldn't stop and start with
compliance:

Three ways you should be
using your LMS beyond compliance

Dr. Tom Tonkin, Principal Thought-Leadership and Advisory
Services





Thank You to All of Our
Attendees!

Today's Speakers



Dr. Tom Tonkin **Principal, Change Management and Transformation** **Thought Leadership** **& Advisory Services - Cornerstone OnDemand**

Professional Experience

- Was the CEO and Co-Founder of the Sales Conservatory.
- Worked at Oracle Corporation as the Senior Director of the Sales Performance Group in Oracle's Global Sales Academy.

Education Experience

- Ph.D. – Regent University - Organizational Leadership
- Masters of science - Regis University – Leadership and Management (Ethics)
- Bachelors of Science – Excelsior College - Liberal Studies, Organizational Behavior

Other

- Former Advisory Board Member, Rutgers University; Design Thinking
- Dr. Tonkin is also a speaker at leadership and business conferences where he also presents throughout the year.

Agenda

Key Points

- Compliant v. Altruistic Behaviors
- Learning Culture
- Tools for effective training – micro learning, technology, etc.
- Three must have elements in E-learning

Once upon a time there was
employee engagement ...

Good Employee Behaviors = Organizational Citizenship Behavior (OCB)¹



COMPLIANCE

- Intra-role behaviors that benefits the individual
- **Example:** Being Punctual



ALTRUISM

- Extra-role behaviors that benefits the organization
- **Example:** Helping others finish their work

Revised View of OCBs²

- **Conscientiousness** - Conscientiousness refers to impersonal behavior that benefits the organization as a whole.
- **Sportsmanship** - Sportsmanship is an employee's willingness to deal with poor situations without complaining.
- **Courtesy** - Courtesy is demonstrated by preventing organization problems through communication and general consideration for others.
- **Civic Virtue** - Civic virtue is participating in the life and culture of the organization; this is not considered behavior that is targeted at individuals, rather, this behavior targets the organization.
- **Helping behavior** - Helping behavior includes altruism, peacekeeping, and cheerleading.

OCBs as Tasks

- **Compliant Tasks**

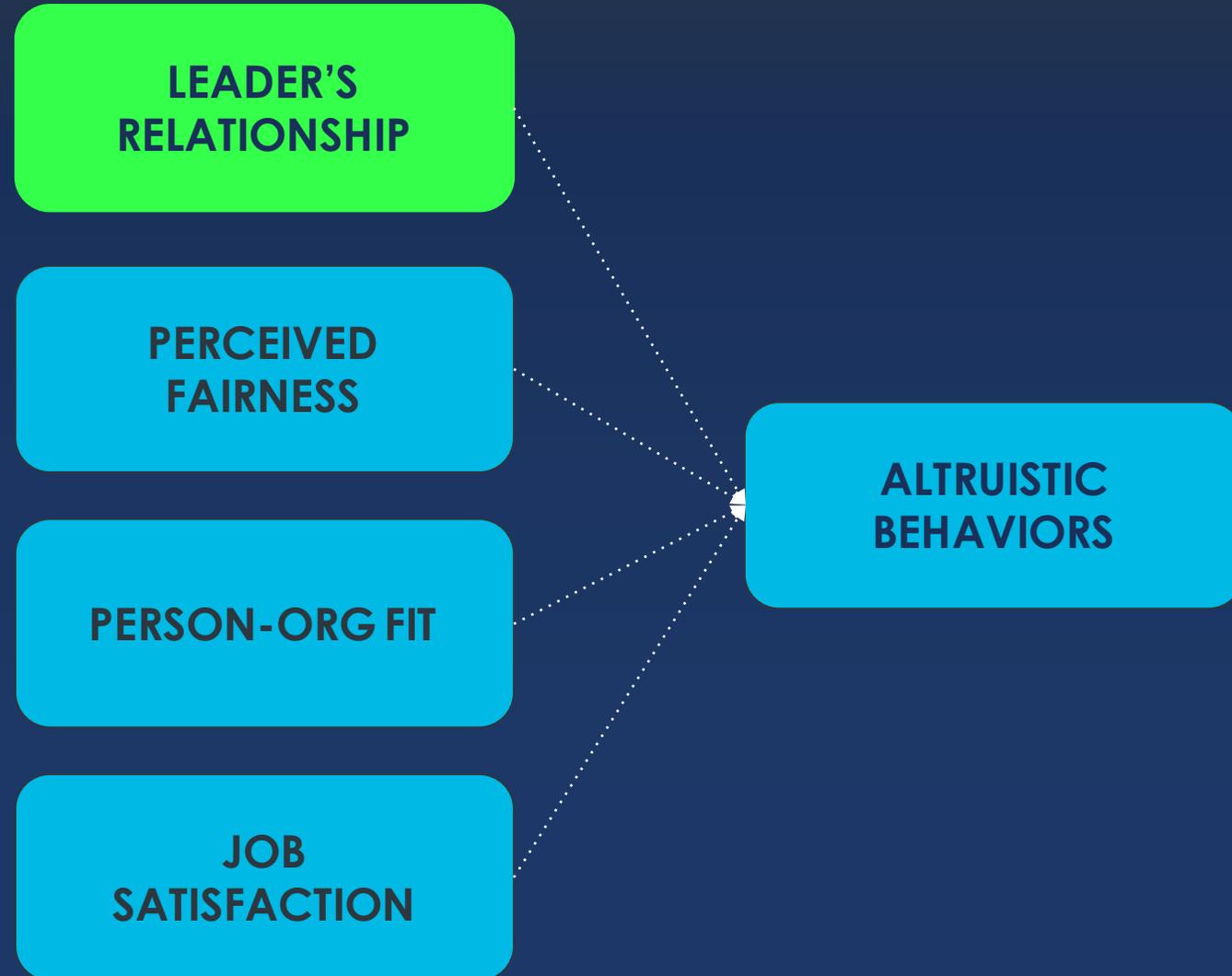
- Task that are **part** of the job description.
 - These emanate with a motivation of “what I **have** to do”

- **Altruistic Tasks**

- Tasks that are **beyond** the job description.
 - These emanate with a motivation of “what I **want** to do”

So, I can we motivate Altruistic
Behaviors?

What happens **before** Altruistic behaviors?³



Learning Culture Matters

Training vs. Learning

Without learning, training is purely going through the motions

Learning culture comes from the top

Inspire pride in work, reduce issues and increase learning practices

Training (learning) is viewed as an investment, not a cost

Developing skills and knowledge helps quality, but also reduces risk

Effective orientation process is in place for new employees

This is for both at the company and department level

Assessment of a newly hired employee on subject matter expertise should be standard

Show learning culture experience matters

American Journal of Public Health Study

Relative Effectiveness of Worker Safety and Health Training Methods⁴

Objective:

Determine the relative effectiveness of different methods of worker safety and health training aimed at improving safety knowledge and performance and reducing negative outcomes (accidents, illnesses, and injuries)

American Journal of Public Health Study

Relative Effectiveness of Worker Safety and Health Training Methods

Methods:

- Ninety-five quasi-experimental studies (n = 20991) were included in the analysis.

Three types of intervention methods:

Least Engaging	Moderately Engaging	Most Engaging
<ul style="list-style-type: none">• Lecture• Pamphlets• Videos	<ul style="list-style-type: none">• Programmed instruction• Feedback interventions	<ul style="list-style-type: none">• Training in behavioral modeling• Hands-on training

American Journal of Public Health Study

Relative Effectiveness of Worker Safety and Health Training Methods

Results:

All methods of training produced meaningful behavioral performance improvements....BUT

As training methods became more engaging (i.e., requiring trainees' active participation), workers demonstrated:

- ✓ **Greater knowledge acquisition**
- ✓ **Reductions** were seen in **accidents, illnesses, and injuries.**

E-Learning – Not your father's correspondence course⁶

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- Three elements for good E-learning
 - Group Discussion
 - Multimodal
 - Teacher/learner interaction

Breakdown of Each Element

Group Discussion⁵

- Democratic system of voicing views (between the teacher and students as well as student to student)
- Keeping the discussion going
- The use of good questions,
- Being sensitive to cultural and gender differences.

Multi-Modal Content

- Video
- Audio
- Written word
- Supplemental Materials (Kinesthetic)
- Internal Dialogue (learned)

Teacher/Learner Interaction

- Active Learning
- Role play
- Games, simulations, and observations
- Mental imagery

Summary

- Compliance v. Altruism
- Compliance training as the gateway to a Learning Culture
- Three must have e-learning elements

Thank You!



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