



**Ringorang:**  
Software with a  
Performance-First  
Approach

# Presenters



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President & Chief Vision Officer  
Knowledge as a Service, Inc

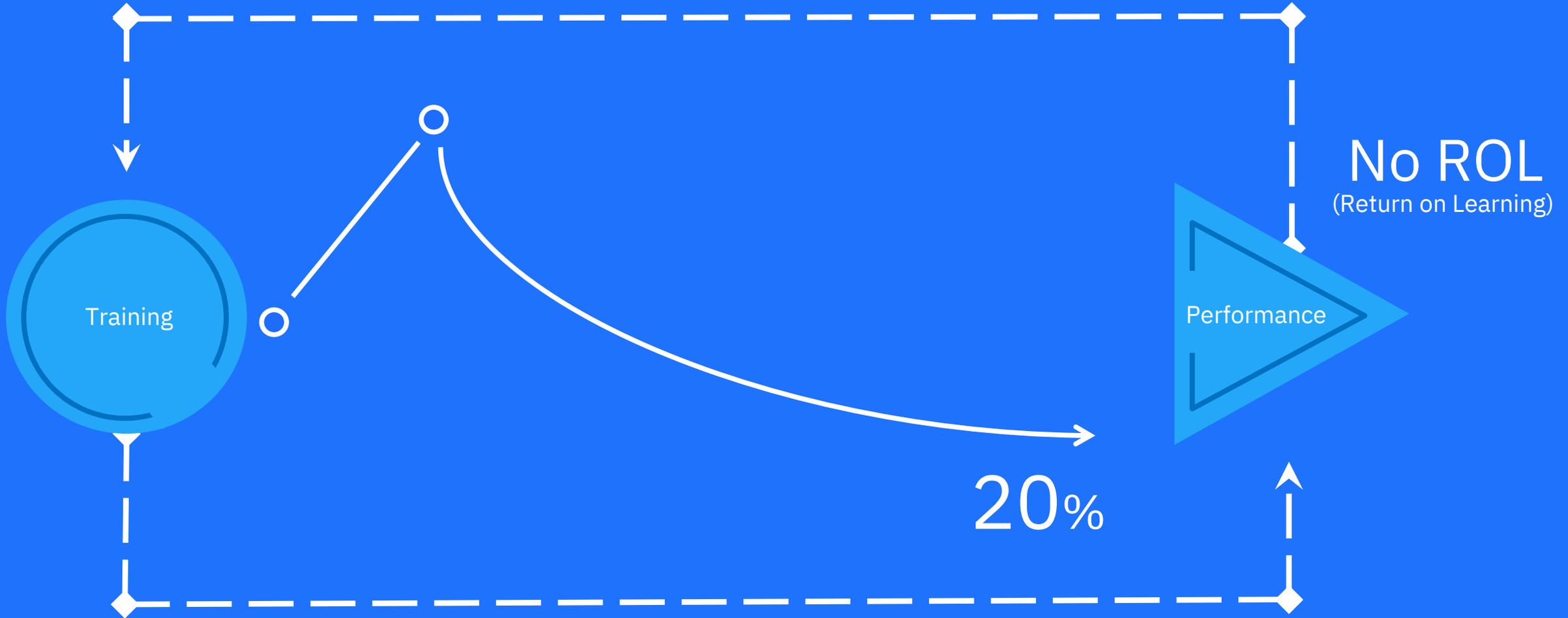


**Ken Stockman**  
Senior Learning Strategist  
IBM Consulting

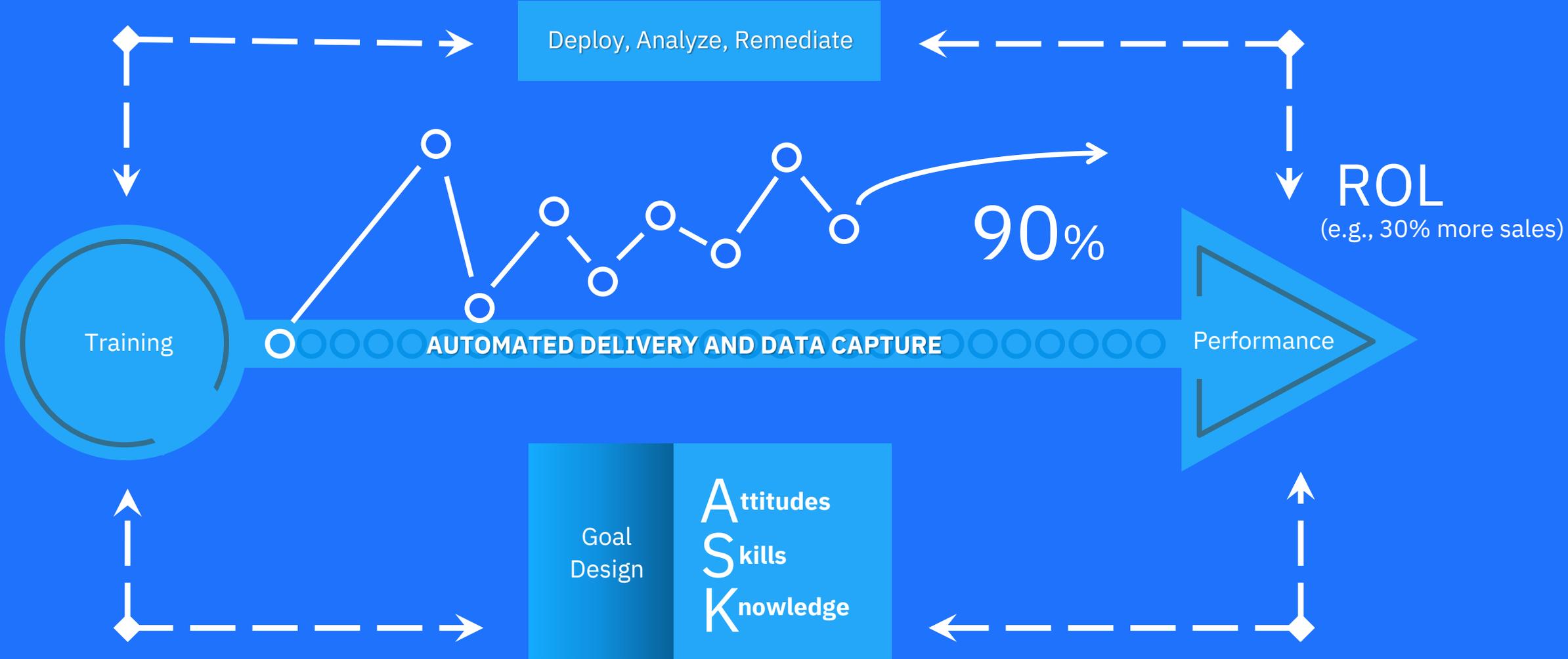
# Session Agenda

- A new “Performance First” framework
- The learning organization response
- From “learning” to “knowledge as a service”
- Using familiar patterns of engagement in design
- Strategic micro-learning at scale
- Making *Performance First* work... examples

# The Framework: Performance First vs. Learning First

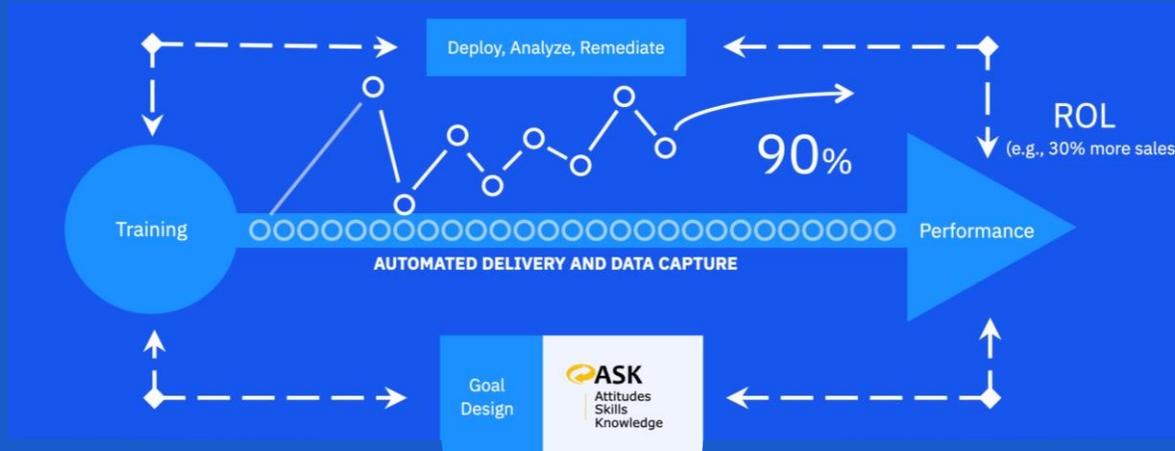


# The Framework: Performance First vs. Learning First



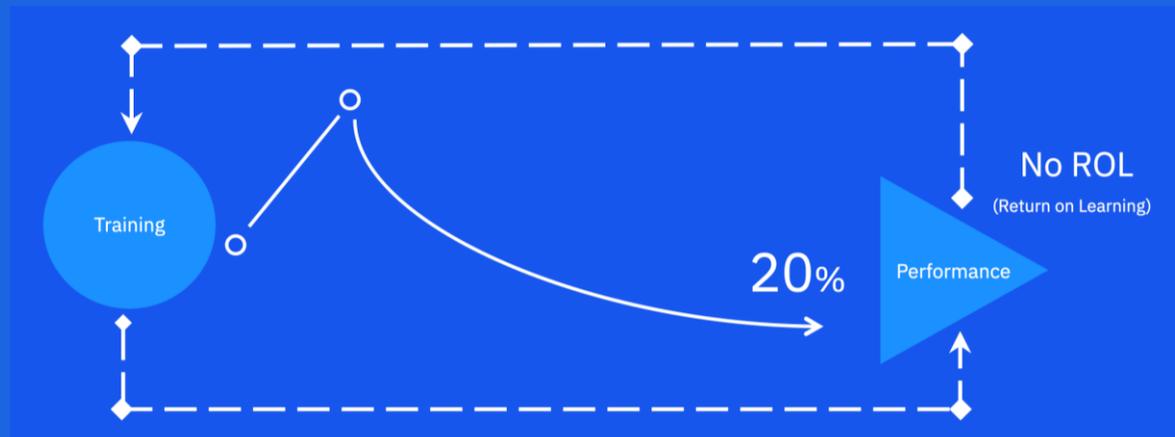
# The framework: *Performance First* vs *Learning First*

## *Performance First*



- Empowerment
- Measured “ROL”
- Performance

## *Learning First*



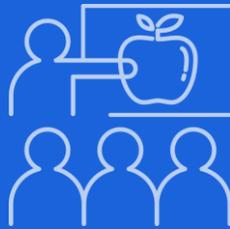
- Disempowerment
- No “ROL”
- Risk of Failure

# Using Performance First to improve the Learning function

## Shortcomings of a Learning-first approach



Traditional learning approaches miss the mark today in supporting performance



Learning leaders are not being “taught” to think the right way about learning in a corporate environment



Learning-first orientation gets caught up in learning as the primary outcome

## Shifting the learning organization to *Performance-first*



Change in mission orientation to *empowering* people and *delivering* Return on Learning (ROL)



Providing learners with technology that is new and unique but uses familiar patterns of learning engagement



Learning Design becomes **Performance Design**

# The learning organization response

The learning organization response to *Performance First* must support the organization in the current environment of change, where pace and technological impact are increasing rapidly.

<b>Relationships with the business</b>	<b>Functions within the learning organization</b>
Always start by collaborating with SMEs/Stakeholders in identifying business KPIs and the necessary human habits to be formed.	Performance Design – Unite LEDs, SMEs and Stakeholders to map business KPIs to human habits.
Develop content to be delivered as performance support, extended through the flow of work.	Engagement Management – Unite LEDs, Deployment and Instructors to enroll and engage learners in the flow of work.
Measure that habits are formed, intervene where it falls short, repeat and remediate until KPIs are met, attribute successes to the intervention.	Performance Support – Unite LEDs, Engagement Managers and Stakeholders to monitor ongoing results and steer the learning path until KPIs are met.

Change in mission orientation to empowering people and delivering Return on Learning (ROL)

# From “learning to do” to “knowledge as a service”

The days of “one and done” learning events, prescribed curriculum, or even mandated learning must give way to true continuous learning-as-a-habit.

## *What is...*

**Business Leader:** We need a training course!

**Learning Leader:** Who are the SMEs?

**Business Leader:** Go talk to these SMEs.

**Learning Leader:** (begging SMEs) How much time can you give us?

**SMEs:** We’re busy. Only a few hours for the next few weeks—here’s a bunch of slides.

*..... 3 months go by.....*

**Learning Leader:** Here’s your (outdated, best we could do with what we had) course.

**Students:** This is boring, but OK. I’ll try not to forget what I learned in 30 days.

# From “learning to do” to “knowledge as a service”

Backing away from types of learning interventions to make space for new or different types “work-conscious” interventions

## *What can be...*

**Business Leader:** We need a training course!

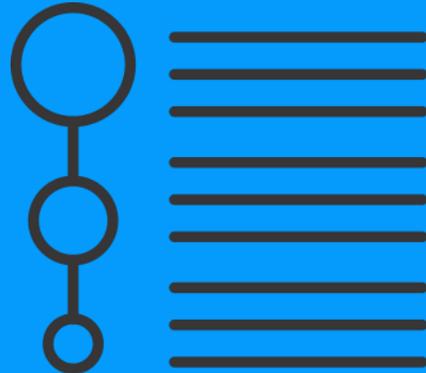
**Learning Leader:** Give me two good SMEs and 90 mins of their time.

# What does *Performance First* feel like for the learner?

Reminder of what I need today



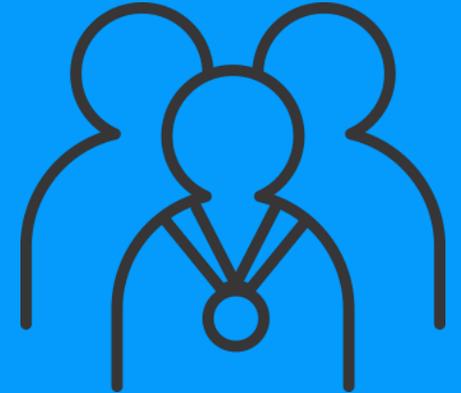
Driven by the business leaders' priorities



Resources available at point of need in the learner's performance



Learning experience rewarded in a social competition with their peers



# External patterns of learning engagement

Providing learners with technology that is new and unique but uses familiar patterns of learning engagement outside of work is essential for engagement.



## Patterns of Engagement

- Like **Facebook** or **LinkedIn**—a *Learn More Item* is a quick read and/or an image/video
- Like **Twitter** or **SMS**—a *Flash Message* is a newsflash and sometimes without a link
- But unlike those busy social feeds, it's more like an **advertisement**—quick, entertaining, a call to action, and then gone—rinse and repeat!

# External patterns of learning engagement

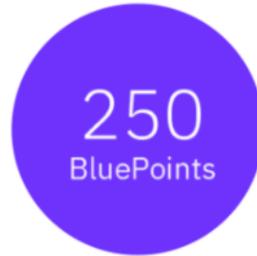
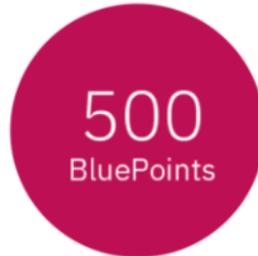
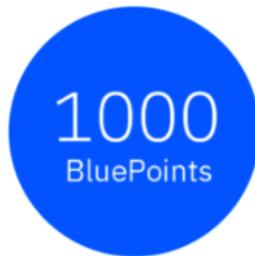


**John Bonadies** 5:20 PM

Visit <http://ibm.biz/ixdesignchallenge> for installation instructions

Screen Shot 2020-07-14 at 5.18.23 PM.png ▾

**PLAY THE IX DESIGN CHALLENGE**  
AND BE ELIGIBLE FOR THE  
**SWEEPSTAKES DRAWINGS**



**IBM Merchandise Catalog:**

<https://ibmrr.performnet.com/ibmrr/multipleSuppliers.do>

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CHECK OUT WHAT YOU CAN GET WITH YOUR BLUEPOINTS:



Get insights on IX research and Ga...



## Wednesday Flash

Learn how to be a better storyteller. Get insights on iX research and Garage methodology, and more! Did you answer the first set of quiz questions? If not, do that now! They only take a few minutes.

OK

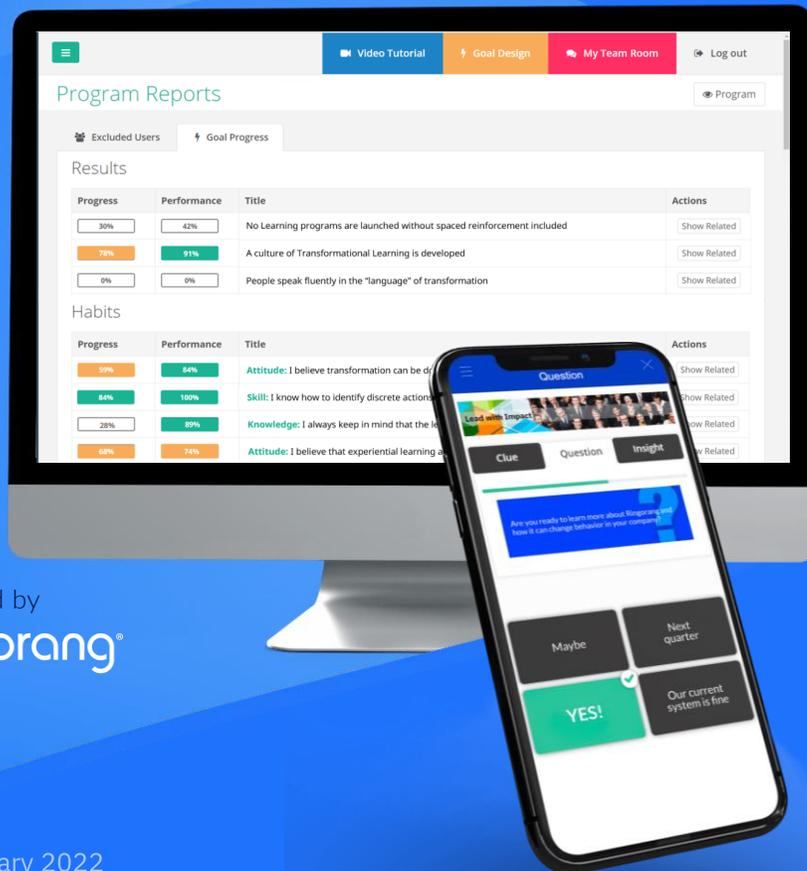


## Tuesday Flash

Great sessions coming up at the iX

# A simple formula

The technology's uniqueness comes from a simple formula of **gamification**, **notification**, and **ease-of-use**.

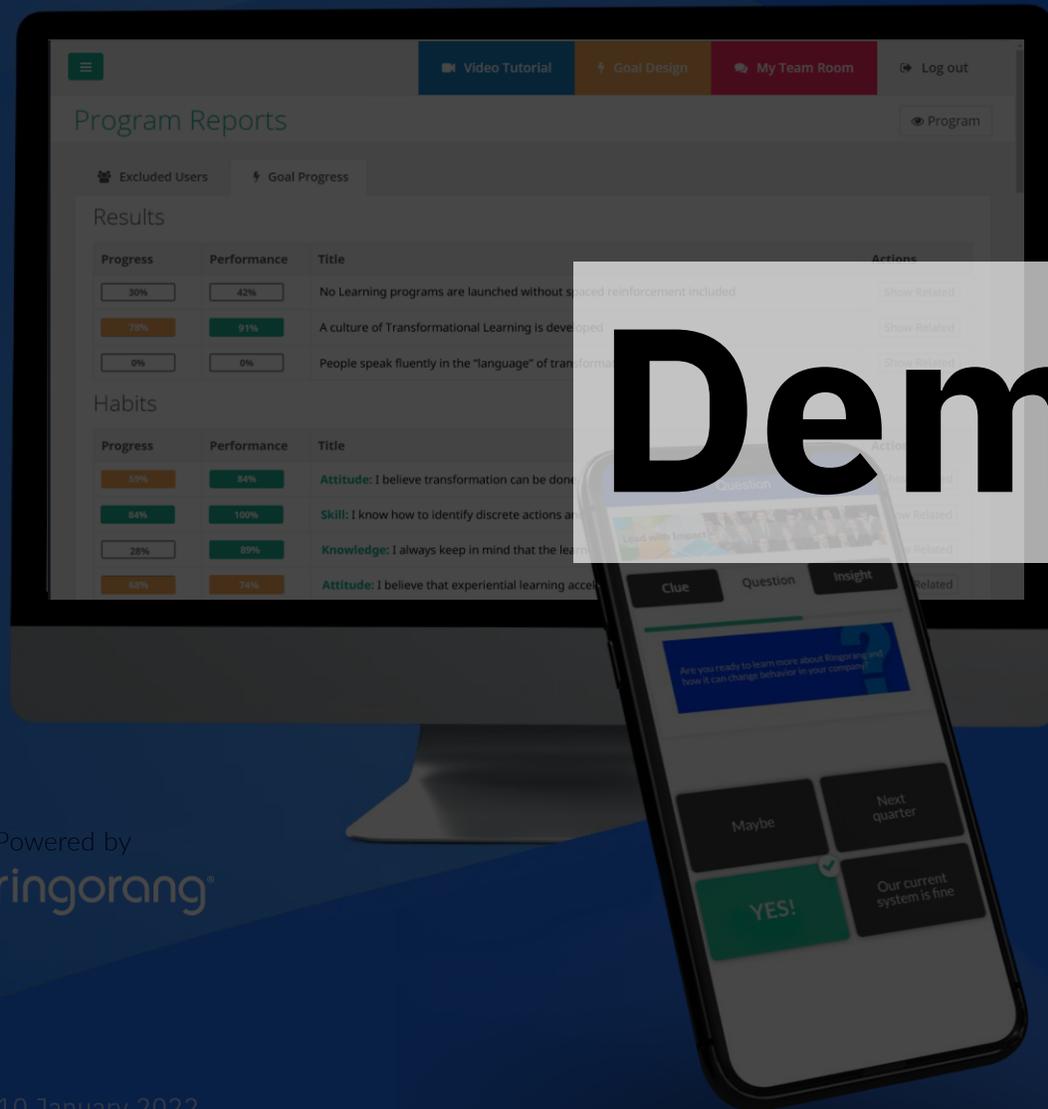


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 ringorang®

## Manage Performance Daily with Microlearning

- No time taken away from work
- Less than 5 minutes of daily engagement
- Social/game rewards make it enjoyable
- Develops habits that turn into sustained behaviors

# Habits that show measurable talent improvement

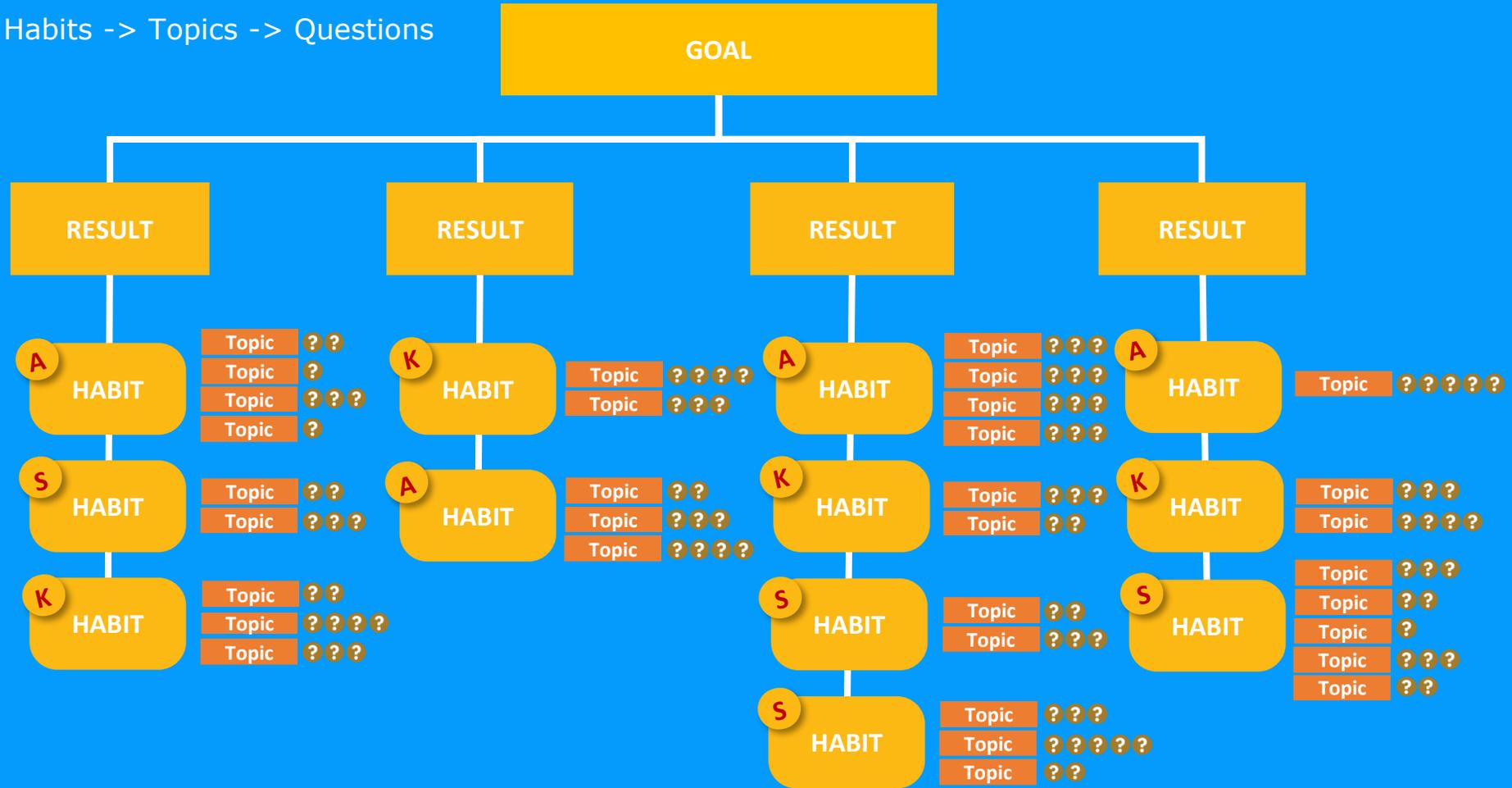


# Demo

Identifying the habits needed to drive performance and measurable talent improvement must be modeled on actual business practices and repeatable actions.

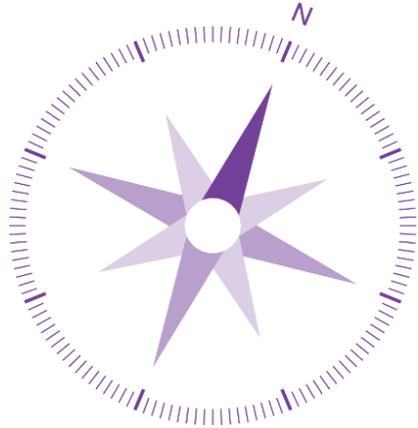
# The “ASK” method of goal design

Goal -> Results -> Habits -> Topics -> Questions



# Actions Obstacles

In IBM, several initial trials were undertaken to boost the “L3” skill adoption metric used to evaluate learning impact



Global New Hire Program



Core Skills Program

# New Hire Leadership Program

## 4 Programs Over 4 Weeks

9  
Questions  
per week

2m 52s  
Average time  
spent daily  
playing

Melbourne



Europe



Sydney

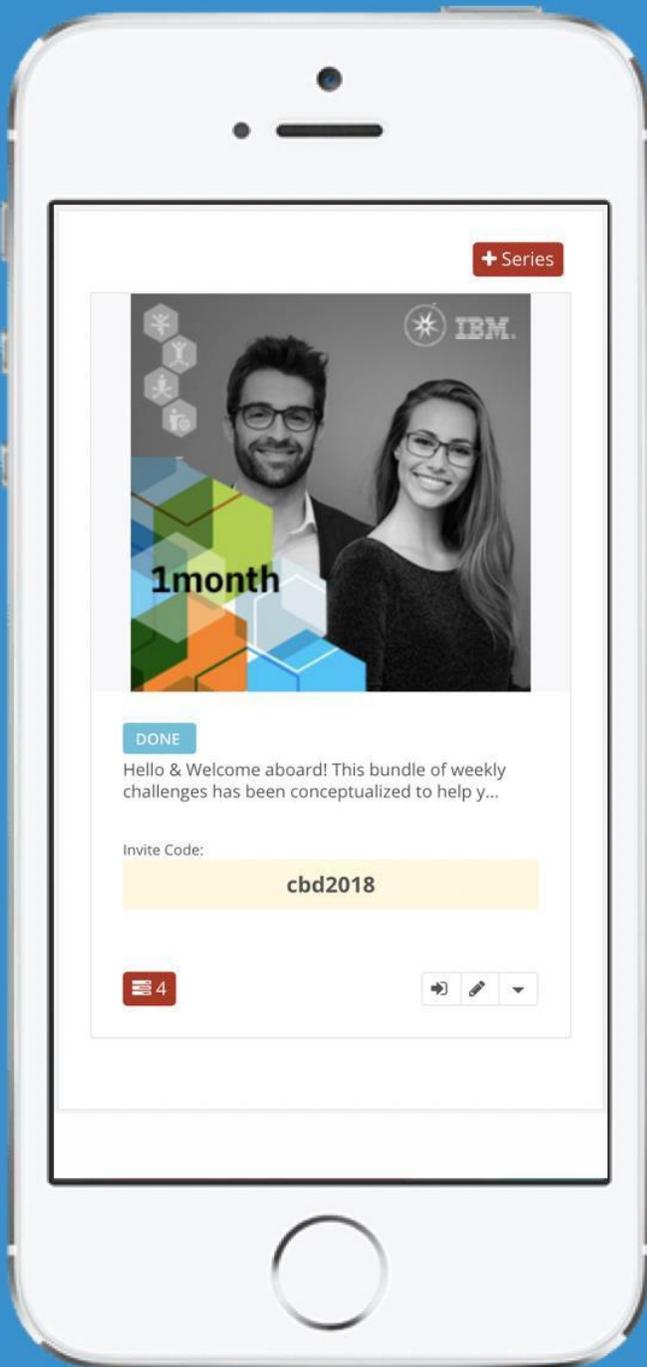


India



September 18

October 26



The parties decided to start with the Pilot Project for the IBM internal employees taking the Leadership Course in Australia, Europe and India.

# IBM Pilot Project

## Success Metrics

### 1 Engagement

Participating learners will engage with the learning on average a minimum of six times per week

> 67%

### 2 Score

Participating learners will score 70% or higher on average for the questions delivered to them

> 70%

### 3 Participation

The final challenge in the series will include the engagement of no less than 90% of the learners who subscribed to the series

> 90%

### 4 Usability

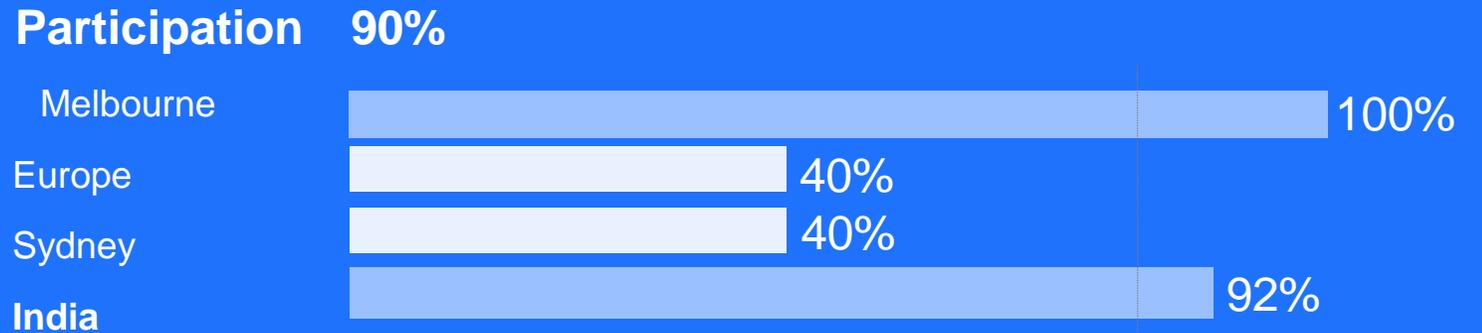
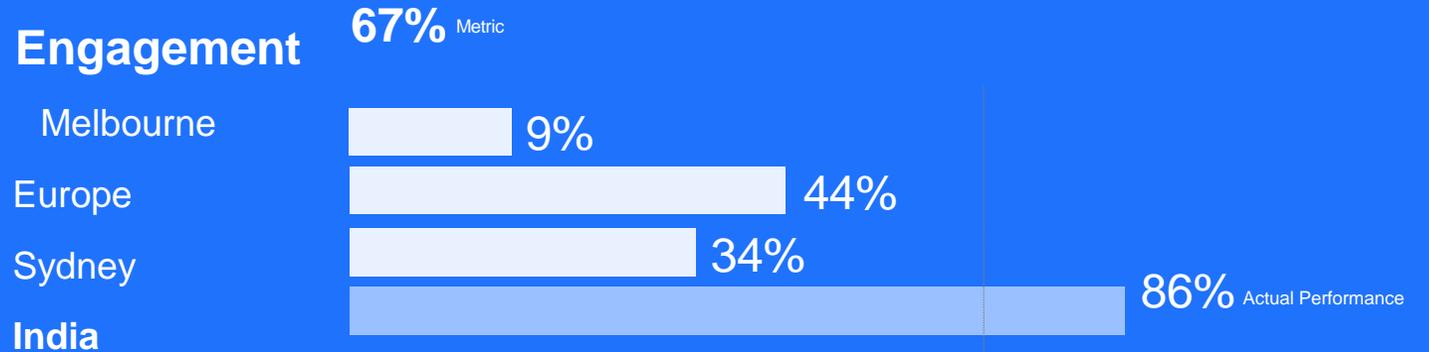
IBM team will run a specific survey jointly developed by both parties to determine ease of use at the end of the final challenge

Survey

The India Program benefitted from the learnings from the first three deployments. Instructor impressed importance in the classroom, delivered the clear message of stick+carrot, set expectations of what was to come, managed tech/support issues and routed them.

Then the instructor stayed in touch weekly. Learning: dramatic improvement that matched or exceeded Ringorang averages!

# Success Metrics

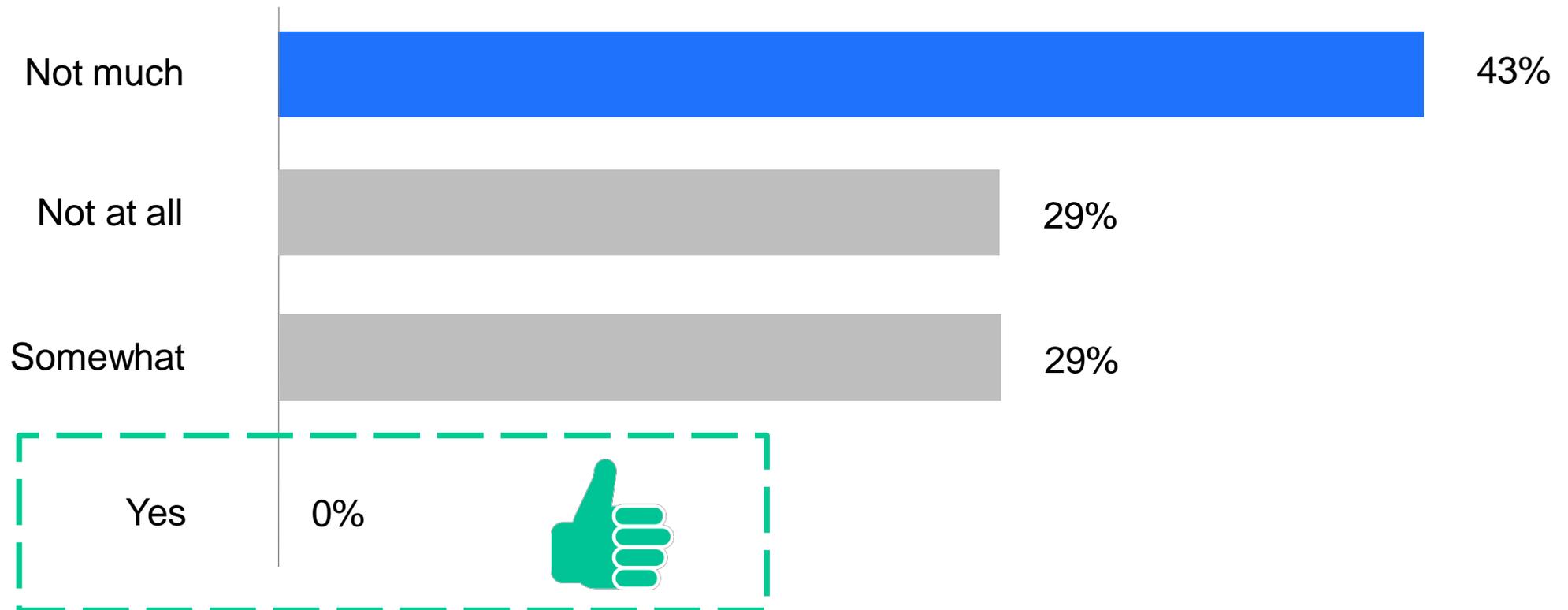


# Usability

## All 4 Regions

*IBM team ran a survey to determine ease of use at the end of the final challenge*

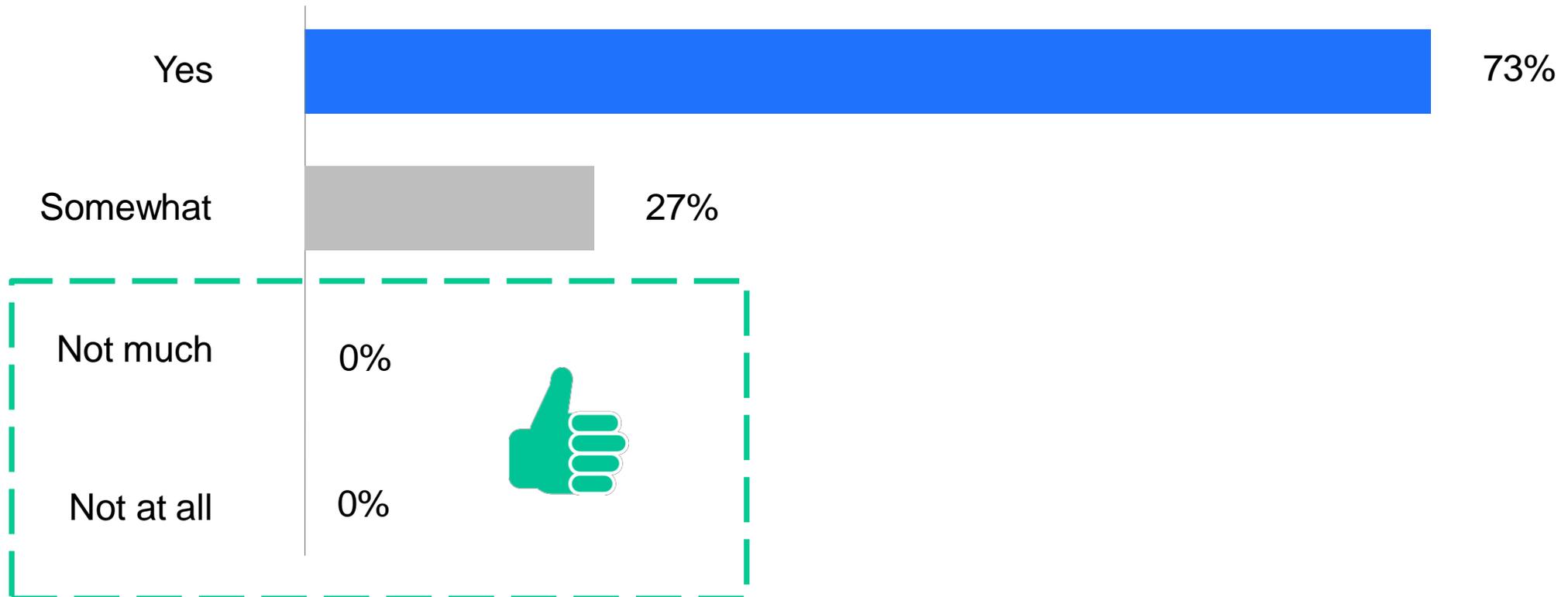
**Did answering the training questions on your phone take up a lot of time?**



# Usability

## All 4 Regions

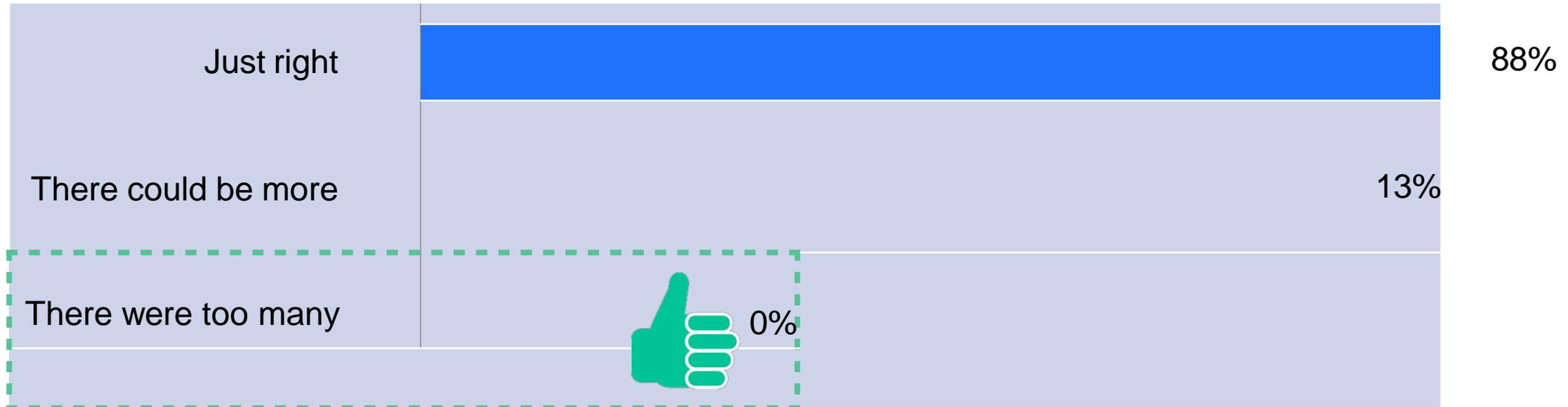
Did you find the Microlearner challenge a fun way to engage with learning?



# Usability

## All 4 Regions

What do you think about the number of Questions that were delivered each day during the challenge?

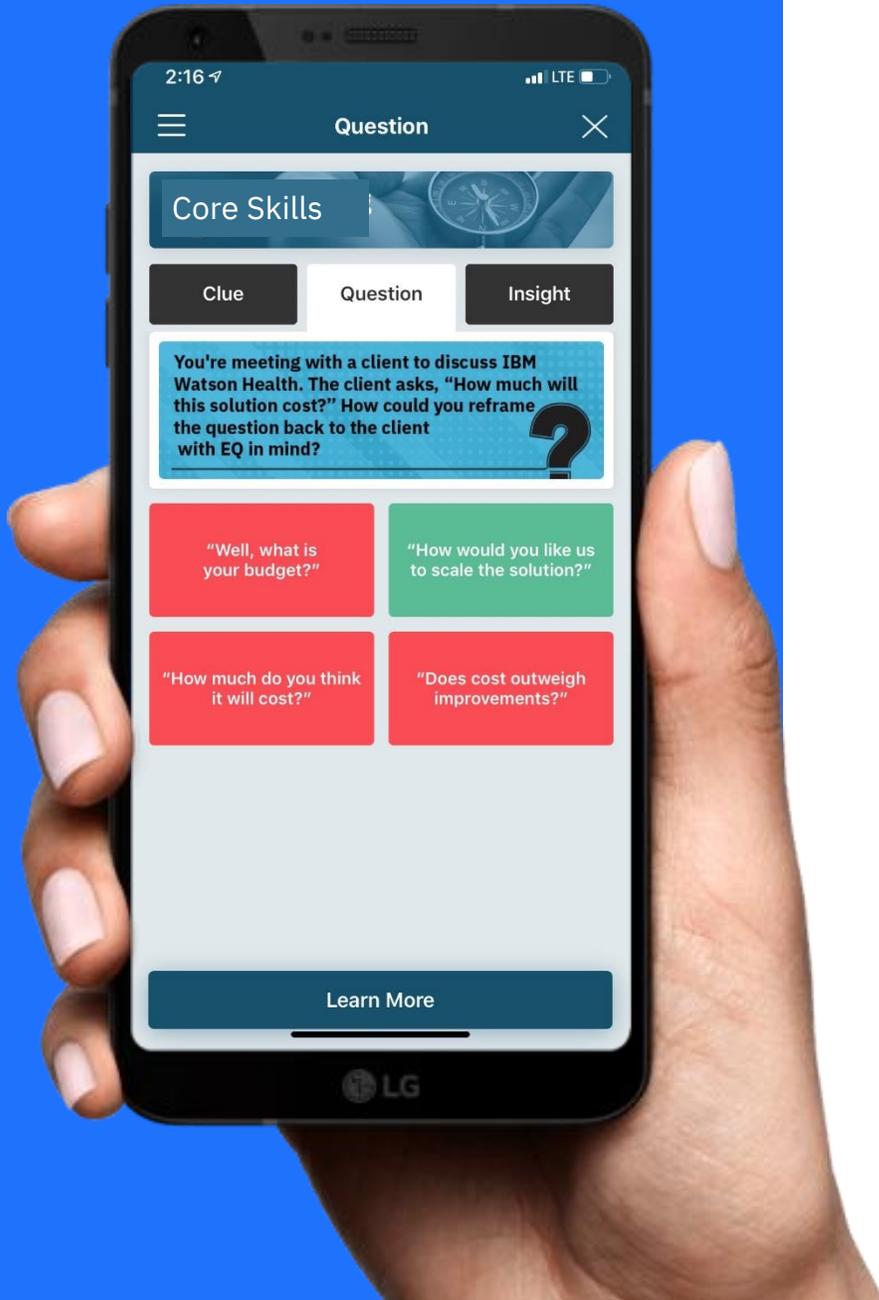


# Usability

All 4 Regions

Was this format helpful in reinforcing concepts that were shared with you in the Lead with Impact class?





# Core Skills Program

## EMEA 2019

# What we did differently:

We involved the classroom instructor in delivering follow-up communications via Slack, after the classroom.

The result was increased enrollment, which made the experience more social and competitive.

## Engagement Enrollment Results

PILOT	Classroom Enrollment	After follow-up
2018 EU Pilot	4	8
2019 EMEA Pilot	4	22

## What we did differently:

We involved the classroom instructor in delivering follow-up communications via Slack, after the classroom.

The result was increased enrollment, which made the experience more social and competitive.

# Engagement

## Persistence Results: Optional Program

PILOT	Learners who engaged	After Week 1
2018 EU Pilot	88%	44%
2019 EMEA Pilot	95%	62%

# What we did differently:

We involved the classroom instructor in delivering follow-up communications via Slack, after the classroom.

The result was increased enrollment, which made the experience more social and competitive.

## Engagement Interactions with Content

PILOT	% played Questions
2018 EU Pilot	56%
2019 EMEA Pilot	65%

# What we did differently:

We involved the classroom instructor in delivering follow-up communications via Slack, after the classroom.

The result was increased enrollment, which made the experience more social and competitive.

## Engagement Revisiting Source Material

PILOT	“Learn More” articles/week*
2018 EU Pilot	2.0
2019 EMEA Pilot	2.2

*\*Average per learner*

# What we did differently:

We involved the classroom instructor in delivering follow-up communications via Slack, after the classroom.

The result was increased enrollment, which made the experience more social and competitive.

# Engagement

## Learning Requests: per click

PILOT	“Learn More” articles/week	Total CLICKS per week*
2018 EU Pilot	2.0	12
2019 EMEA Pilot	2.2	14

*\*Average per learner*

# Performance

## What's the level of Recall?

PILOT	Correct answers
2018 EU Pilot	66%
2019 EMEA Pilot	72%

## Improvement

When questions were repeated:

51% → 84%

## Time spent

Average per learner per week:

8:46/week

# Sales Enablement

2<sup>nd</sup> largest lighting recycler in U.S.

Needed to increase sales of a boxed recycling product

- All 3 phases traversed in 3 months
- Same sales reps measured same quarter (year over year)
- The year when Ringorang program was run produced:
  - No significant difference made with top 50% performers
  - 84% total increase in sales from bottom 50% performers

# Other programs in flight with IBM Consulting

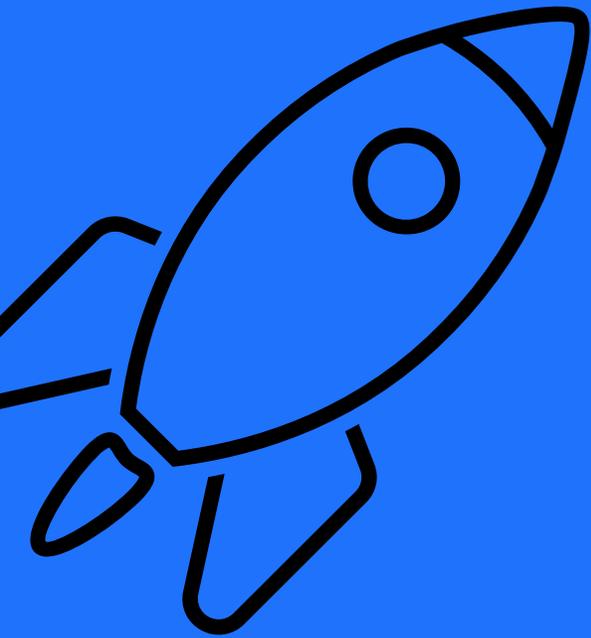
## ISV Seller Program

Acquisition Onboarding  
Support

Internal Re-skilling

Technical

- Offerings performance
- Tester training
- Platform training



# Session takeaways

**Performance First fulfills on the promise of what learning should be doing for the organization**

Creates a common vocabulary on performance and employee need



**With Performance-First, the learning organization becomes a strategic partner to business units**

Increasing ROL enables the learning org to transform from cost center to growth driver



**Recall and reference**

Operationalizing knowledge and action at the point-of-need vs the point-in-time



**Habit formation as a process is an answer to the fast-changing, dynamic business environments of today**

Habits become key enablers to achieving learning and agreed to business goals



# Want to play?

Email to: [robert@ringorang.com](mailto:robert@ringorang.com)

Subj: demo



# Q & A