



e-Learning as a Change Management Enabler

Presented By

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Why e-Learning?

- **Most frequent reasons**

- Reduced costs
- Access more through training anytime, anywhere

- **Goals of e-Learning**

- Build job-transferable knowledge and skills linked to organizational performance
- Achieve personal learning goals



e-Learning and Change

- **e-Learning as an enabler of change**
- **Change agency as an enabler of e-Learning**

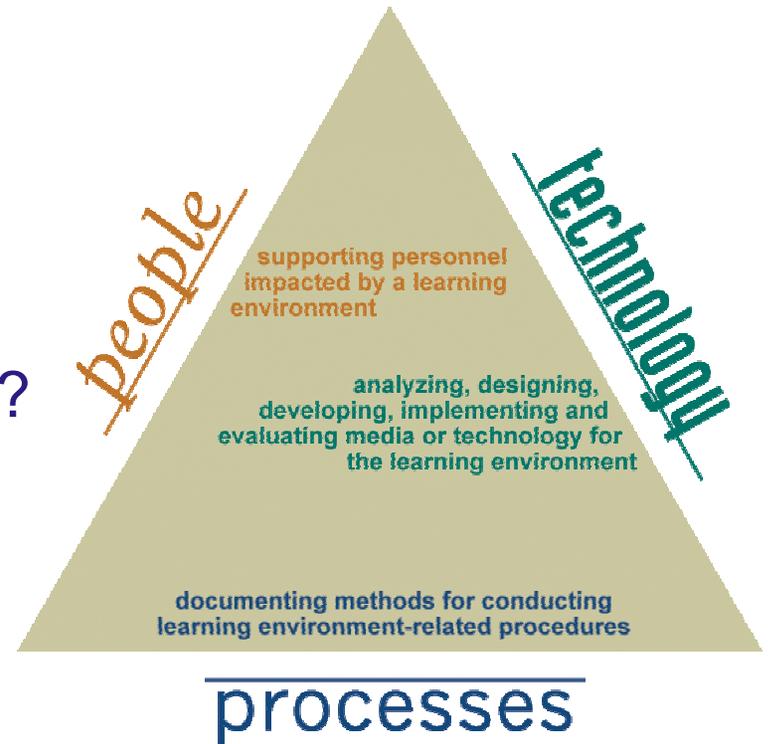


What are the Obvious Changes?

- **Where and how learning occurs**
- **Instructors' role**
- **Only reference is traditional training model**

Change Agency Challenge

- **Not only technology!**
- **Political, Social, Organizational, Cultural**
 - Do they understand?
 - Are the processes in place?
 - Are the core values compatible?
 - Will the system reward this change?





Conditions Calling for Change

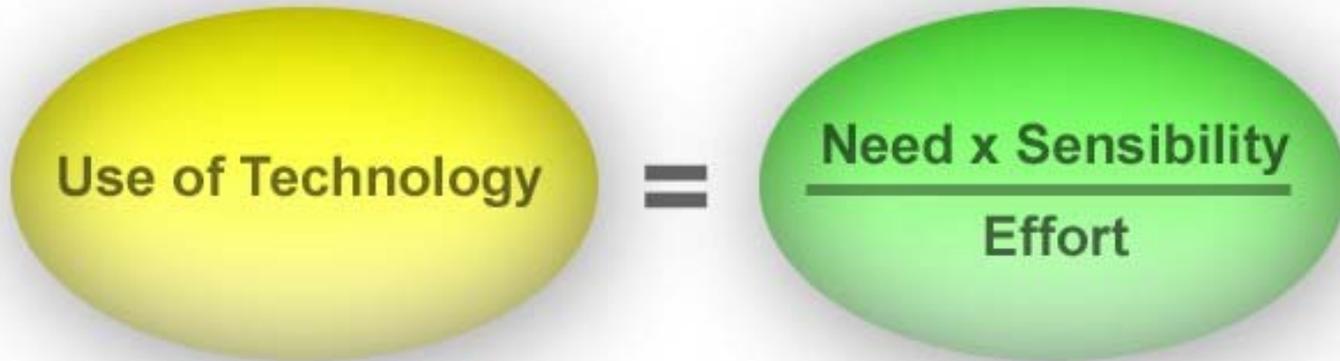
Leadership

Doing the right things
Make it better
Prepare for the future
Economies
Advanced levels of change
Users not qualified to evaluate

User

Doing things right
It isn't broken
Maintain existing
Technology frenzy
Earliest stages of change
Low trust

Predicting User Acceptance



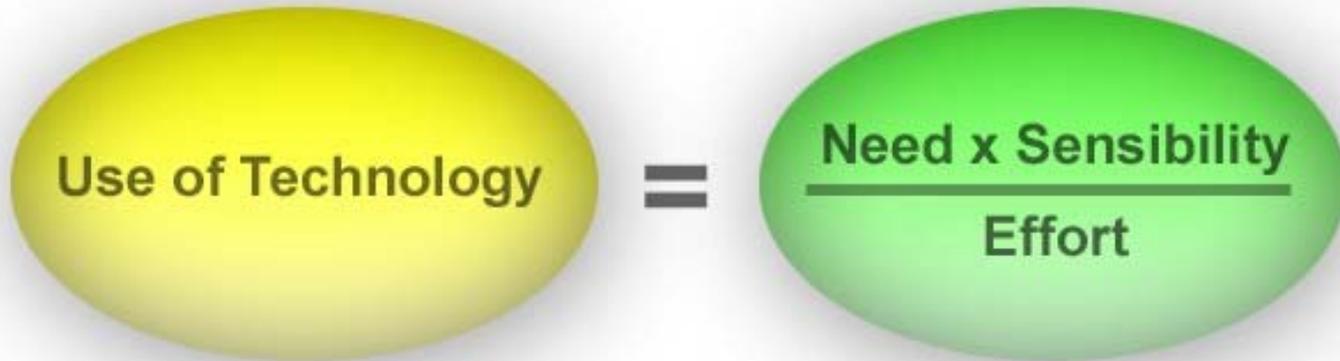
Model Adapted from Yelon and Sheppard, 1999



Predicting User Acceptance

- **Need**
 - New skill or knowledge can be applied to achieve desired outcomes
- **Sensibility**
 - Innovation makes sense
 - Right thing to do
 - Credible
 - Suitable for application
- **Effort**
 - Time and energy required to implement

Predicting User Acceptance



Model Adapted from Yelon and Sheppard, 1999



Strategies for Effecting Change

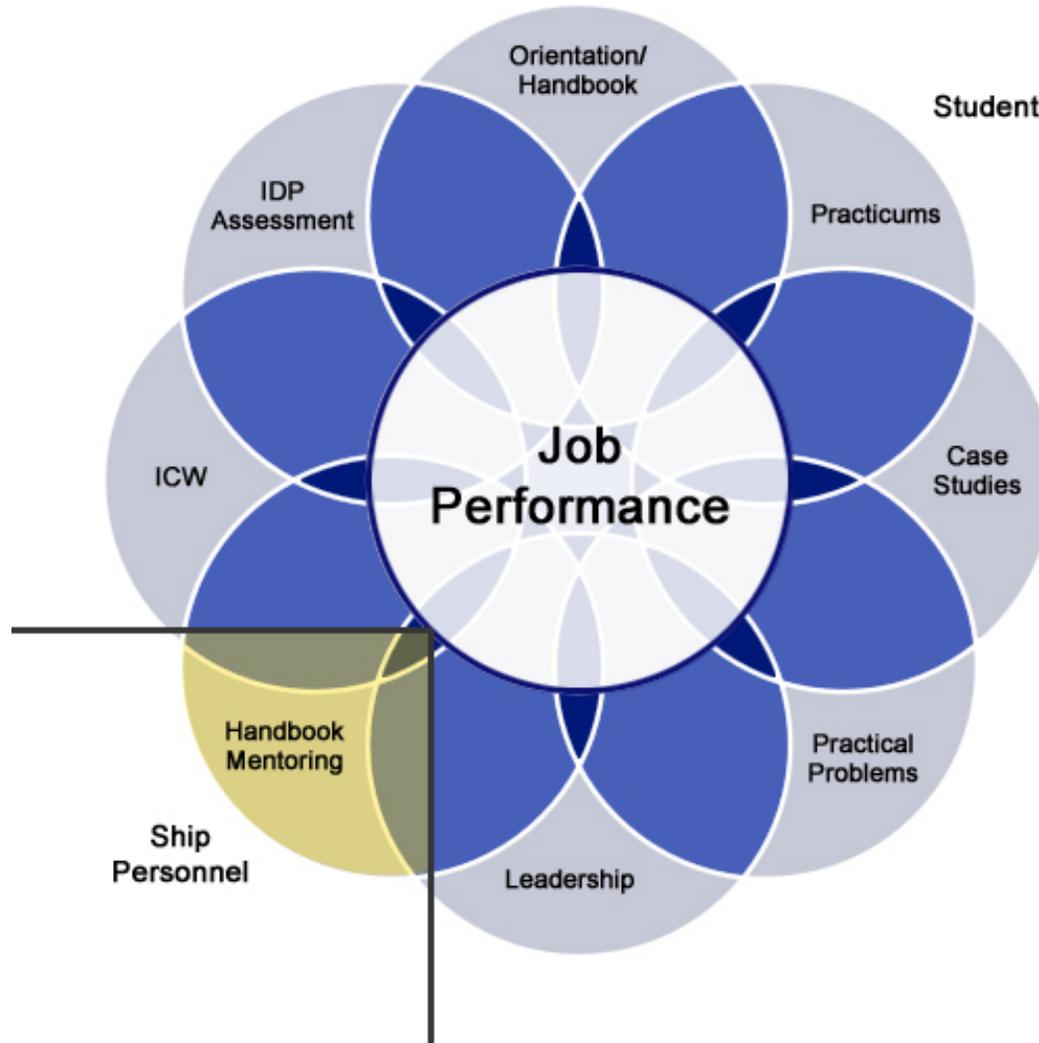
- **Ensure vision is clear and understood**
 - More than plans and directions
 - Vision must be attainable
 - Remove obstacles
- **Create a sense of urgency (Kotter, 1999) before there is an emergency**
 - Challenge the leaders
 - Revise management processes to reward success in areas needing change



Strategies for Effecting Change (cont.)

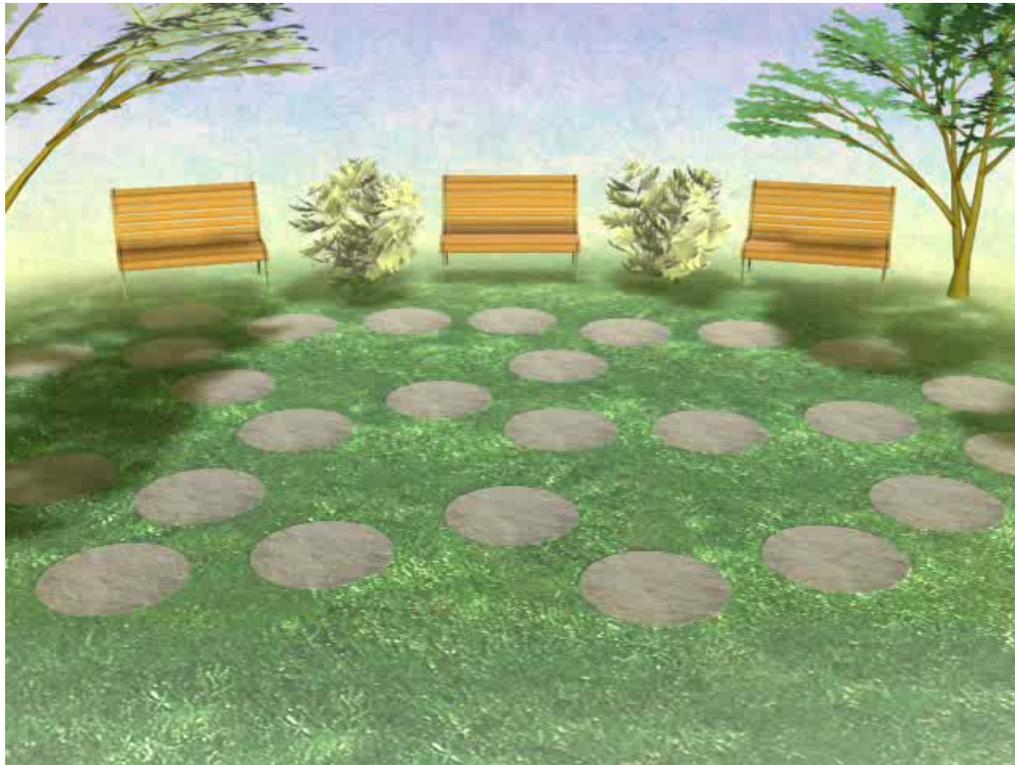
- **Create a powerful guiding coalition (Kotter, 1999)**
 - Represent all levels
 - Gain consensus on direction
- **Initiate a thorough analysis and design process**
 - Demonstrate and build understanding
 - Educate
 - Build trust
 - Identify high pay off areas

Analysis and Design Example



Strategies for Effecting Change (cont.)

- **Recognize the education process**
 - Start “where the users are”
 - Identify strongest and weakest belief structures
 - Allow time for users to learn the new skills and progress
 - Develop incremental delivery process





Strategies for Effecting Change (cont.)

- **Provide benchmarks**
 - Provide evidence strategies work in similar environments
 - Capitalize on the element of competition
- **Plan and create opportunities for short-term wins**
 - Incorporate changes into the culture
 - Keep urgency level up



Words of Caution!

- **Be careful what you ask for - you may get it**
- **Rubber band effect**
- **Incorporate a design freeze**
- **Old guidelines and standards are insufficient**
- **Do not declare victory too soon**
- **Prepare for bouts of failure**



Summary

- **Begin the journey by understanding both the user and leadership perspectives**
- **Take time to understand the complex nature of technology infusion and change process**
- **Be prepared to change some of your notions about how things should be done**



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Closing Comments

Question & Answer