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Alaska SHRM State HR Conference

No More Lectures!

How to deliver interactive training to all generations

Objectives

- Revisit what we have heard to be true & challenge the myths
- Understand how to incorporate the different learning styles into the development & delivery of any training despite the generation differences
- Relate training principles using the mental construct for ordering information
- Outline the do's & don'ts of training icebreakers
- Describe various methods to relate factual information during interactive training

A Quiz

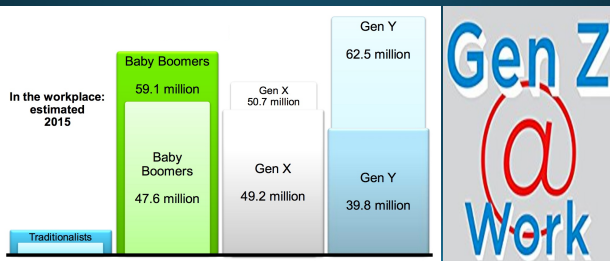
- To accommodate different learning styles, it's best to explain a visual with words presented in text and in audio
- Instructor-led classroom training results in better learning than computer-delivered instruction
- Courses that get higher learner ratings generally produce better learning outcomes
- Learners make accurate decisions about their instructional needs
- Active engagement is essential to learning
- Games are effective instructional methods

Source: Clark, R. C. (2015). *Evidence-based training methods: A guide for training professionals* (2nd ed.). Alexandria, VA: ATD Press.

The Generations

Traditionalists – 1922 – 1945	now 95 – 72
Baby Boomers – 1946 – 1964	now 71 – 53
X – 1965 – 1980	now 52 – 37
Y – 1981 – 1995	now 36 – 22
Z (iGen; Gen 9/11) – 1995 -2010	now 22 – 7

Generations at Work



MEET GENERATION Z

(Born mid 1990's -2010)

- Set to account for 20% of working adults by the year 2020.
- 90% prefer a dynamic and fast working environment.
- They are a "visually orientated generation."
- They multi-task across 5 screens on average.
- "Generation Z is mobile first and mobile only."
- The ultimate consumers of "snack media."

Gen Z & Gen X Comparison

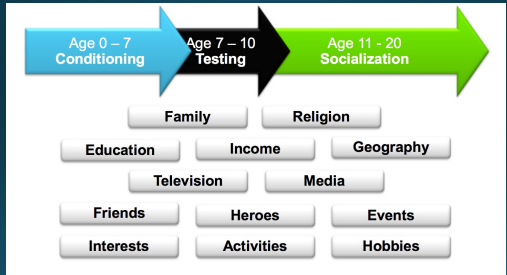
<https://www.randstadusa.com/workforce360/managing-gen-y-z/>



14% of Gen Z
15% of Millennials

said that the most important employee benefit they expect from their employers is **training and development.**

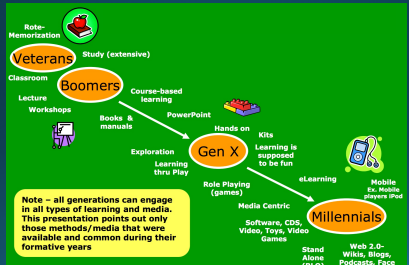
What We Are Now is Where We Were When



Age 0 – 7 Conditioning → Age 7 – 10 Testing → Age 11 - 20 Socialization

Family Religion
Education Income Geography
Television Media
Friends Heroes Events
Interests Activities Hobbies

Generational Preferences



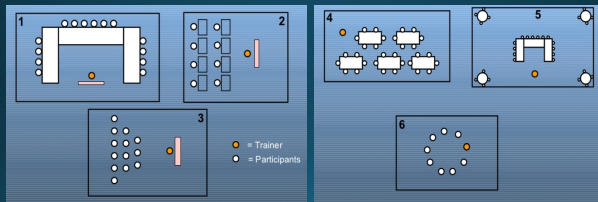
Note - all generations can engage in all types of learning and media. This presentation points out only those methods/media that were available and common during their formative years.

RLO = Reusable Learning Objects

Multi-generational Training

- Create a hire-to-retire program
 - new job training (onboarding + job knowledge)
 - development opportunities (growth + improvement plans)
 - transitional training (prep for the next level)
 - high performers; succession planning
- Set up activities in which learners have to discover information for themselves
 - Avoid 'telling' them

The Space



Lectures

Interactive

Ordering of Information

Level	Learning (and Sense-making) Process	Inputs / Outcomes
Individual	Intuiting → Dependent on some form of pattern recognition; → Pattern recognition supports exploitation; → Important also for exploration through new insights	→ Experiential Knowledge → Pattern recognition / Images → Metaphors
(Individual)	Interpreting → Explaining through words, actions → Development of cognitive maps → May result in potentially conflicting interpretations	→ Language → Cognitive map → Dialogue
(Collective)	Integrating → Developing shared understanding → Taking coordinated action through mutual adjustment → Shared understanding through dialogue, story-telling	→ Shared understanding → Mutual adjustments → Interactive systems
Collective	Institutionalizing → Establishment of routinized actions → Embedding of organizational routines → Embedding of 'unwritten rules of the game'	→ Routines → Diagnostic systems → Rules and procedures

Source: Crossan, M.M., H. Lane, and R. White (1999). "An organizational learning framework: from intuition to institution", *Academy of Management Review*, 24(3), 522-37.

Experiential Learning (Kolb)

- Accommodator
- Diverger
- Assimilator
- Converger

Icebreakers for a Reason

- Have a purpose related to the theme/topic
- Consider the learning outcome
- Movement & action
 - Paper airplanes
 - Origami 'books'

Factual Information, Interactive

- Fill-in-the-blank worksheets
- Games
- Job aid cards
- Create an app for that

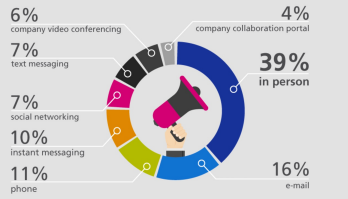
When to Give a Lecture

- Subject matter expert with NEW knowledge
- Scripted (repeated) messages
- Motivational presentations

Source: <https://www.td.org/Publications/Magazines/TD/TD-Archive/2014/06/Revisiting-the-Lecture>

THEY WANT TO COMMUNICATE WITH CO-WORKERS IN PERSON

Gen Z and Millennials say the most effective way to communicate with co-workers is:



Source: <https://www.randstadusa.com/workforce360/managing-gen-y-z/>

But...

- Change it up every 10 minutes with more active teaching techniques & more learners will get it

10

Source: <http://www.sciencemag.org/news/2014/05/lectures-arent-just-boring-theyre-ineffective-too-study-finds>

In Closing...



Resources

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Thank You



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