

Learning Management Systems and the Learning Management Maturity Model

Doug Johnson
Chief Operating Officer
THINQ Learning Solutions, Inc.

THINQ Vision

To empower
organizations and
individuals to improve
performance and
value in a Knowledge-
based Society

At the end of this session,
you will understand. . .

What is a Learning Management
System (LMS)?

Why organizations purchase an LMS?

How does an LMS fit into organizational
effectiveness strategies?

What are Learning Analytics?

Why do Organizations invest in Learning?

Knowledge economy – where the competitive capability of a company is directly related to the value of the knowledge possessed by its employees

Accelerating pace of change – guarantees that much of that knowledge is increasingly perishable

Corporations that align and implement their e-learning according to their strategic goals meet those goals at least 80% of the time.

- David Forman (1998) “Return on Training” (In Gordon, Edwards “Investing in Human Capital, the Case for Measuring Training ROI.” Corporate University Review, 2000)

How Does an LMS Deliver Value to Customers?

Automation of training administrative processes

Support of transition from traditional instructor-led training to electronically and/or web-based deliveries

Facilitation of process efficiencies via common software platform

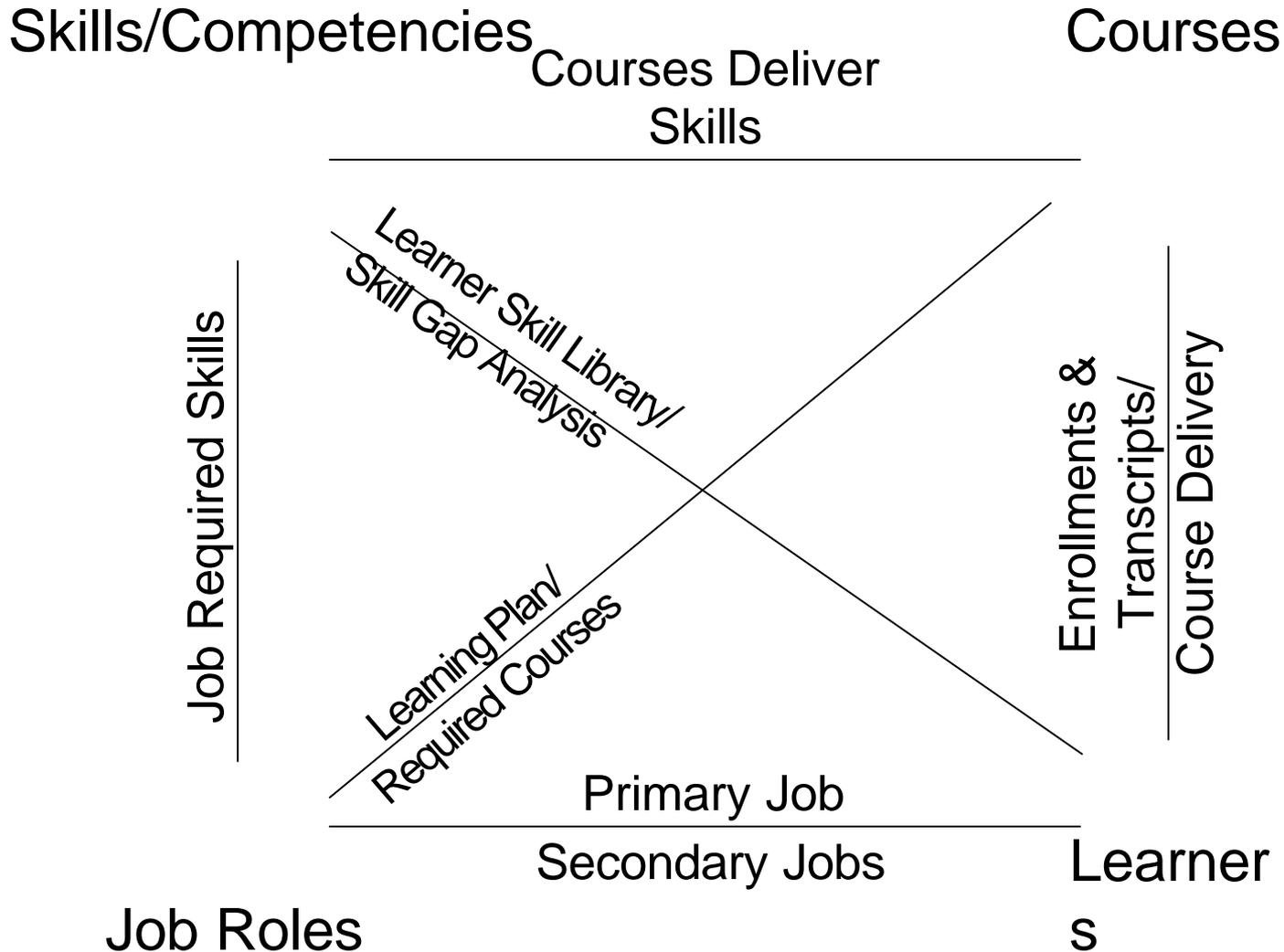
Enablement of strategic business performance improvements, including:

- Time-to-market for new product releases

- Time-to-competency for new hires and new partners

- Enhanced organizational flexibility/ responsiveness to risks and opportunities

What Does an LMS Do?



What are the Components of an LMS?

Functionality

Training Administration

- Instructor/Resource Management
- Job/employee profiles
- Curriculum management
- Registration
- Billing

Learner Management

- Self-Service
- Learner/Job Profiles
- Competency Mgmt.
- Skills Gap Analysis

Content Integration

- Curriculum Assembly
- Launch & Track
- Ability to Handle Multiple Providers and Authoring Tools

Reporting Engine

- Expenses
- Students
- Instructors
- Departments
- Utilization
- ROI
- Performance

“...suites of tools that deliver or help deliver the right course or content to the right students at the right time in the right format.”

- Learning Management Systems:
The 2000 Magic Quadrant
Clark Aldrich, Gartner Group

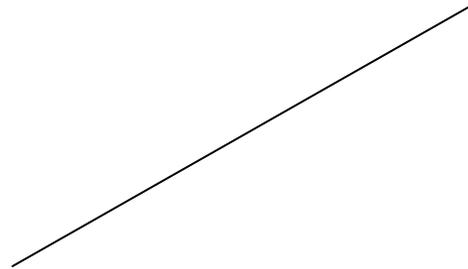
Manages, Tracks and Deploys all Learning across the extended Enterprise

Manages Resources, Content, and Learners across the extended Enterprise

Transforming your organization

Learning & Performance Initiatives

Informal
Departmental
Reactive
Unpredictable



Well-defined
Enterprise
Strategic
Results-based

Technologies and related pieces

Program
Strategy &
Design

Competency
Management

Change
Leadership

Content
Management

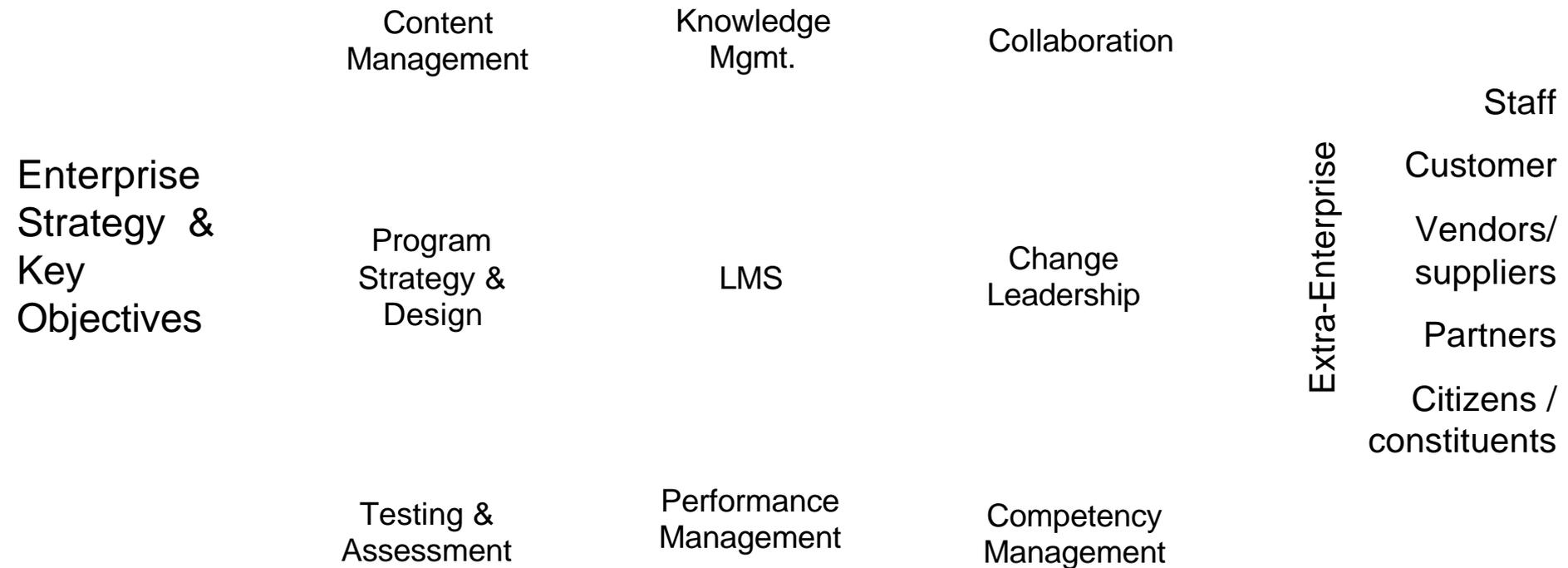
LMS

Collaboration

Knowledge
Mgmt.

Testing &
Assessment

LM3: Bringing the pieces together



Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

Alignment with ROI:

ROI tools remain crucial, variable expressions by LM3 stage, by vertical

Strategic Benefits

- Contribute to the top and bottom line, not cost-savings
- Wholly dependant on your objectives

STAGE 5:
Optimized
Workforce

STAGE 4:
Integrated
Performance

STAGE 3:
Competency-
driven

STAGE 2:
Managed
Process

STAGE 1:
Ad Hoc

Strategy

Process

Technology

- Strategic Change: re-alignment around learning via high-level change management consulting & mature learning modeling
- Flexible workforce, competitive advantage through people, time-to-productivity.

Process

Technology

- Process Change Management (via implementation, integration, & process consulting) allows content re-use; vendor streamlining; prescriptive learning, performance support; flexible certification management, regulatory compliance assurance and resultant lower insurance mods, etc.
- Improved individual and team performance: prescriptive learning, performance support, etc.
- ROI measured through executive-level coordination of process and performance improvements, as well as content & services contracts

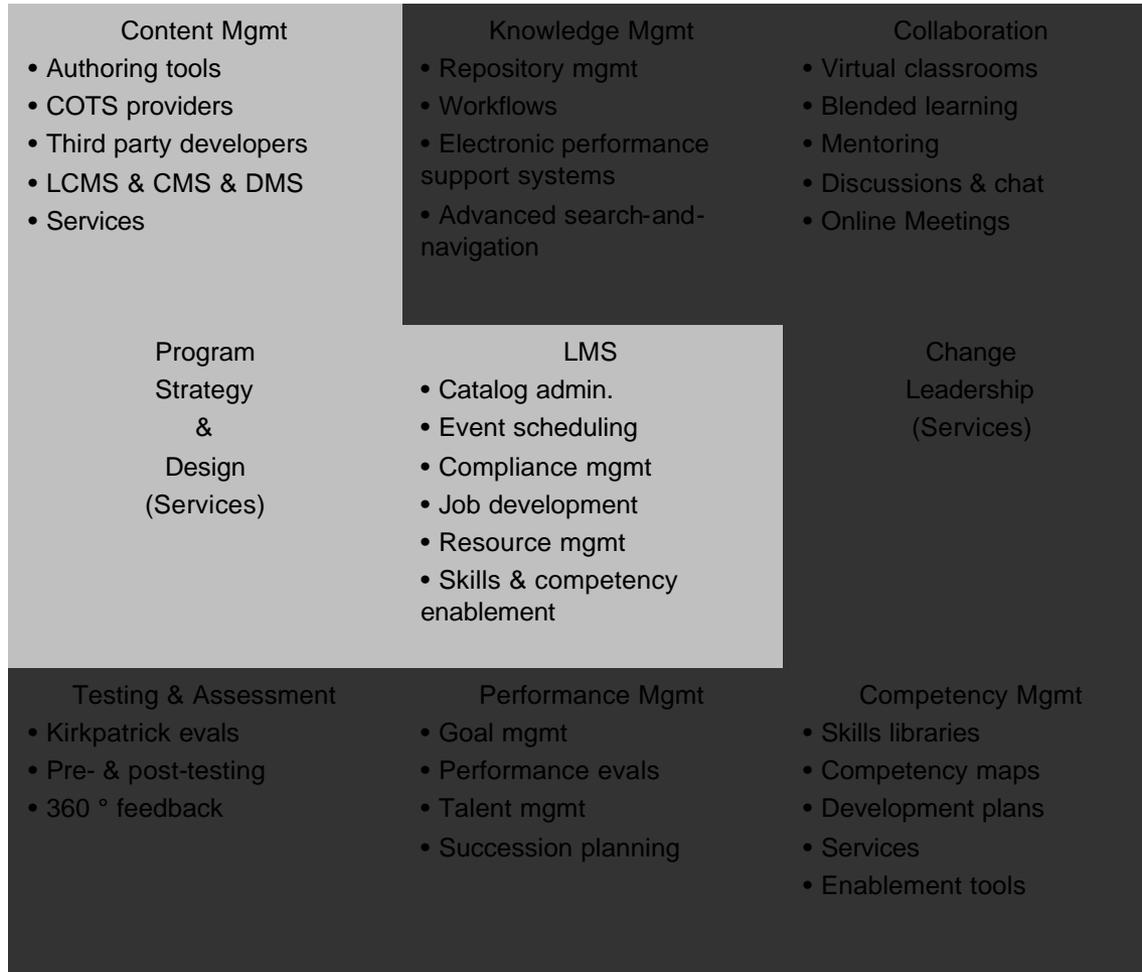
Technology

- Learning platform provides streamlined training administration, self-service, and common platform benefits
- ROI based on cost-cutting.
- Can be measured with built-in ROI tool

- Key
- Not Happening
 - Partially Engaged
 - Fully Engaged

Stage I: Ad hoc

Corporate
Strategy &
Key
Business
Objectives



Extra-Enterprise

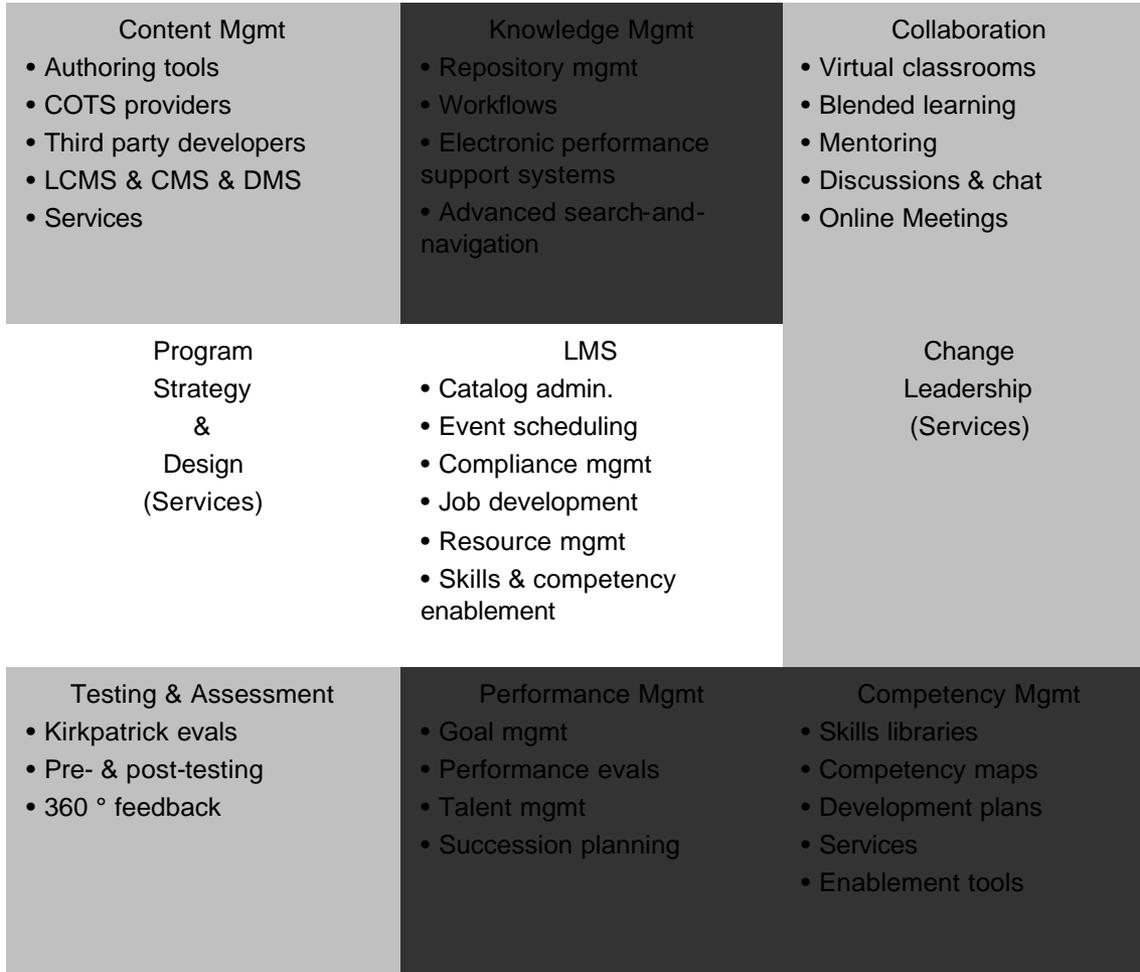
Staff
Customer
Distributors/
suppliers
Partners
Citizens /
constituents

Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

- Key
- Not Happening
 - Partially Engaged
 - Fully Engaged

Stage II: Managed

Corporate
Strategy &
Key
Business
Objectives



Extra-Enterprise

Staff

Customer

Distributors/suppliers

Partners

Citizens / constituents

Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

- Key
- Not Happening
 - Partially Engaged
 - Fully Engaged

Stage III: Competency-driven

Corporate Strategy & Key Business Objectives

- Content Mgmt
- Authoring tools
 - COTS providers
 - Third party developers
 - LCMS & CMS & DMS
 - Services

- Knowledge Mgmt
- Repository mgmt
 - Workflows
 - Electronic performance support systems
 - Advanced search-and-navigation

- Collaboration
- Virtual classrooms
 - Blended learning
 - Mentoring
 - Discussions & chat
 - Online Meetings

Program Strategy & Design (Services)

- LMS
- Catalog admin.
 - Event scheduling
 - Compliance mgmt
 - Job development
 - Resource mgmt
 - Skills & competency enablement

Change Leadership (Services)

- Testing & Assessment
- Kirkpatrick evals
 - Pre- & post-testing
 - 360 ° feedback

- Performance Mgmt
- Goal mgmt
 - Performance evals
 - Talent mgmt
 - Succession planning

- Competency Mgmt
- Skills libraries
 - Competency maps
 - Development plans
 - Services
 - Enablement tools

Extra-Enterprise

Staff

Customer

Distributors/suppliers

Partners

Citizens / constituents

Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

Stage IV: Integrated

Key

- Not Happening
- Partially Engaged
- Fully Engaged

Corporate
Strategy &
Key
Business
Objectives

- Content Mgmt
- Authoring tools
 - COTS providers
 - Third party developers
 - LCMS & CMS & DMS
 - Services

- Knowledge Mgmt
- Repository mgmt
 - Workflows
 - Electronic performance support systems
 - Advanced search-and-navigation

- Collaboration
- Virtual classrooms
 - Blended learning
 - Mentoring
 - Discussions & chat
 - Online Meetings

Program
Strategy
&
Design
(Services)

- LMS
- Catalog admin.
 - Event scheduling
 - Compliance mgmt
 - Job development
 - Resource mgmt
 - Skills & competency enablement

Change
Leadership
(Services)

- Testing & Assessment
- Kirkpatrick evals
 - Pre- & post-testing
 - 360 ° feedback

- Performance Mgmt
- Goal mgmt
 - Performance evals
 - Talent mgmt
 - Succession planning

- Competency Mgmt
- Skills libraries
 - Competency maps
 - Development plans
 - Services
 - Enablement tools

Staff

Customer

Distributors/
suppliers

Partners

Citizens /
constituents

Extra-Enterprise

Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

- Key
- Not Happening
 - Partially Engaged
 - Fully Engaged

Stage V: Optimized

- Content Mgmt
- Authoring tools
 - COTS providers
 - Third party developers
 - LCMS & CMS & DMS
 - Services

- Knowledge Mgmt
- Repository mgmt
 - Workflows
 - Electronic performance support systems
 - Advanced search-and-navigation

- Collaboration
- Virtual classrooms
 - Blended learning
 - Mentoring
 - Discussions & chat
 - Online Meetings

Corporate
Strategy &
Key
Business
Objectives

Program
Strategy
&
Design
(Services)

- LMS
- Catalog admin.
 - Event scheduling
 - Compliance mgmt
 - Job development
 - Resource mgmt
 - Skills & competency enablement

Change
Leadership
(Services)

- Testing & Assessment
- Kirkpatrick evals
 - Pre- & post-testing
 - 360 ° feedback

- Performance Mgmt
- Goal mgmt
 - Performance evals
 - Talent mgmt
 - Succession planning

- Competency Mgmt
- Skills libraries
 - Competency maps
 - Development plans
 - Services
 - Enablement tools

Staff

Customer

Distributors/
suppliers

Partners

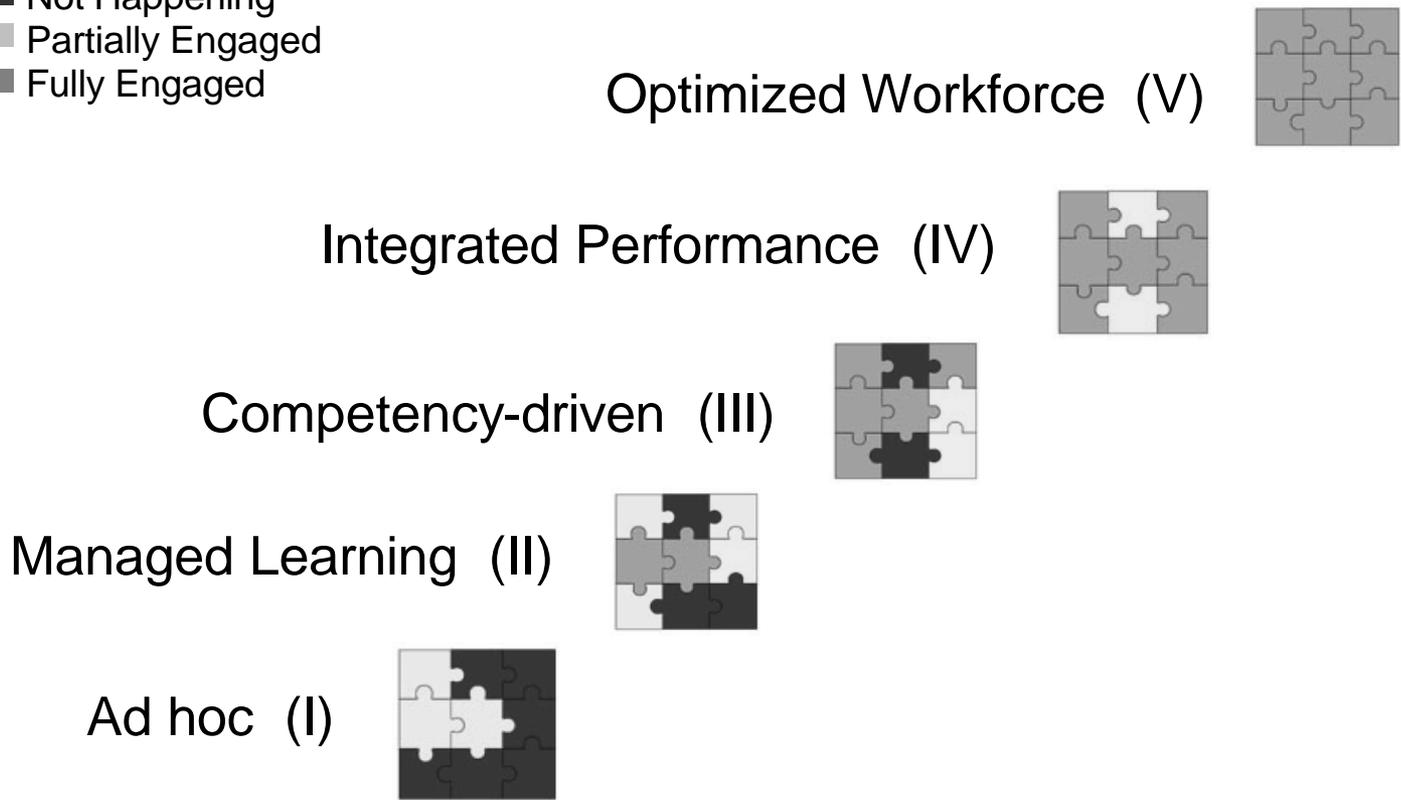
Citizens /
constituents

Extra-Enterprise

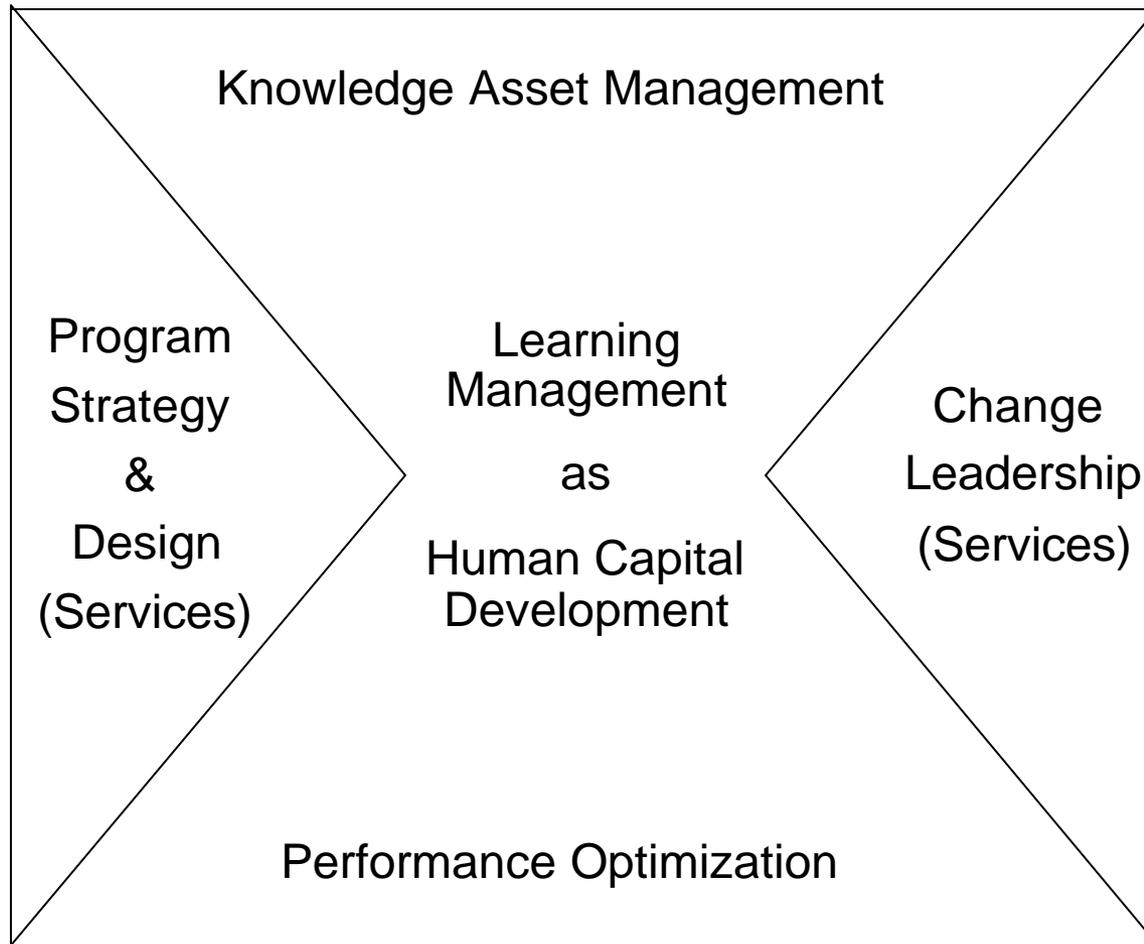
Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores

LM3: Stages of Technology Maturity

- Key
- Not Happening
 - Partially Engaged
 - Fully Engaged



A View of Industry Consolidation: Tomorrow



Learning Analytics - Short Quiz

Learning Analytics includes:

- a) Reporting
- b) Analysis of data
- c) Learning Assessment
- d) Optimizing learning delivery
- e) All of the above

ANSWER: e) All of the above

Learning Analytics can mean different things to different organizations.

As you begin discussion

Consider the following ideas:

Your organization is unique!

Your analytics solution should meet YOUR needs.

Determine goals 1st, select a solution 2nd.

A high cost solution isn't necessarily the best solution.

THINQ's Definition

Learning Analytics includes:

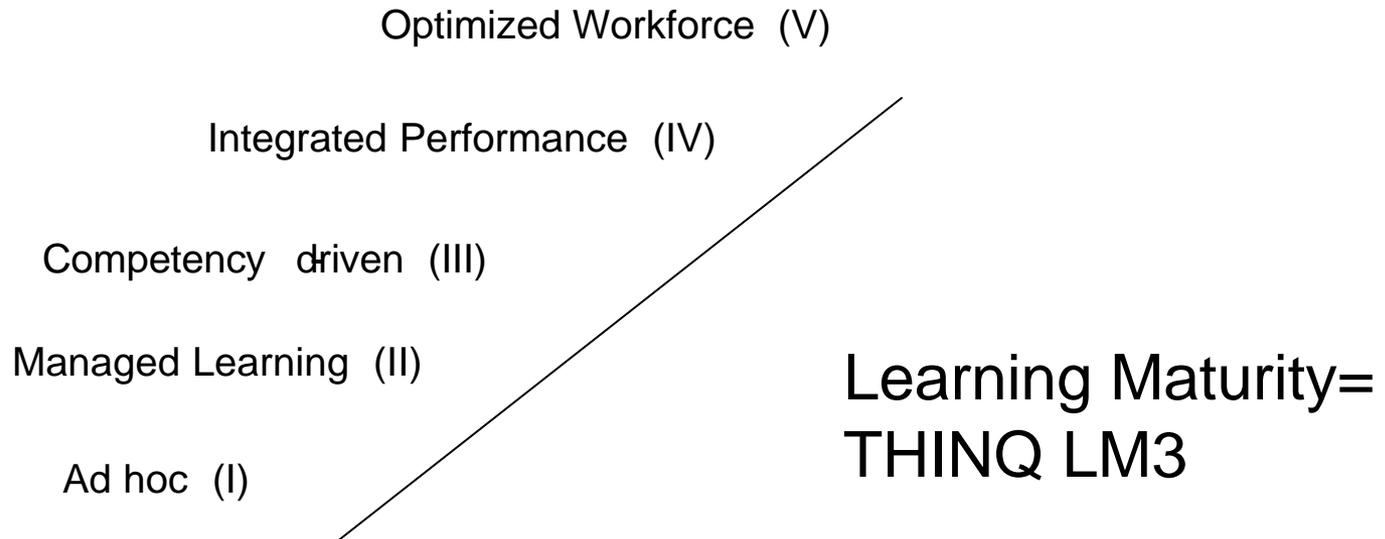
Capturing data

Reporting on data

Assessing data

THINQ's Definition

Performing these tasks on a regular basis
moves your organization through the
steps to learning maturity



How Do I Know What I Need?

5 stages of THINQ LM3: 5 levels of Learning Analytics

Optimized Workforce (V)

5 What If? Scenarios

Integrated Performance (IV)

4

Analytics Server integrated with
additional data sources

Competency -driven (III)

3

Analytics Server

Managed Learning (II)

2

Drill-down Reporting

Ad hoc (I)

1

Basic Reporting

Discussion & Questions

Learning Management Maturity Model™

