Designing and Leading Engaging Virtual Training Programs
First: Clarify What Do People Need to Learn, Know or Do

Examples:

• Apply adult learning theory concepts to deliver effective OTJ training within teams
• Identify & safely treat cholera in vulnerable populations
• Manage difficult meeting dynamics diplomatically, assertively and safely
Engagement by Design

Input - Variables

- Learning goals, intended outcomes
- Type of interaction needed
- Number, location, roles of participants
- Time constraints
- Relationships among participants
- Cultural differences
- Language differences
- ...and more

Output – Program Design

- Participant preparation
- Blending of asynchronous and real-time participation
- Reference material
- Duration, number of training sessions
- Job aids to help apply ideas and tips
- Technology selection
Serving up Content, Imparting Knowledge

3 main Types of learning content require different treatment

Push or post
• Materials and information that can be read & reflected on outside of session, before and/or after

Discuss/present
• Knowledge and information that comes from listening to and questioning a subject matter expert

Create conversations
• Shared knowledge, experiential learning that benefits from interaction among participants

Blend of asynchronous/synchronous participation – before, during, after

Blend of verbal discussion, online participation

Combination of individual, small- and large-group activities
Choosing the Best Combination of Tech Tools

What Can Be Done **Any Time**?
- Posting comments, questions
- Brainstorming
- Prioritizing
- Voting

**Examples:**

What May Be Best Done at the Same Time?
- Web training tool
- Video conferencing
- Audioconference
- Web collaboration tool

**Examples:**
- Providing tips
- Sharing stories
- Relaying content
- Demonstrating skills
- Applying knowledge

**Content - Any Time, Same Time, or Both**
- Email
- SharePoint
- Team portal

**Examples:**
- Send ahead
- Post in advance
- Share apps or desktop during
Example: TTT OJT - Course Objectives

At the end of this course you should be able to...

• Integrate adult learning principles and the three learning styles into an OJT session.

• Ask purposeful questions and give effective feedback.

• Working with a partner, train and evaluate an OJT task which you developed & shared
Factors to Consider in This Design

• Onsite version included **content (theory and practical), small-group demo and feedback**, augmented by checklists and reference material

• **3 hours, maximum of 16 participants**

• Participants received detailed content via **previous elearning module**

• **Mandatory** training for manufacturing ops w/in first 60 days of hiring; open to others

• **Technology** includes WebEx, Skype for audio, SharePoint for asynch conversations
Quick Tips

PREWORK, TECHNOLOGY, KEEPING PEOPLE ENGAGED, “HYBRID” SESSIONS
Make Prework More Compelling

• Time, effort commensurate w/importance, length of training
• Give enough time, a little “homework” (not too much!)
• Must be compelling enough to complete
  – Correlates to learning goals
  – Use a carrot, stick, or combination to encourage completion
• Consequences of non-compliance – state in advance
Tips for Getting the Most Out of Technology

• Choose **only** what you need and no more
• Get the **audio** right above all
• Make sure **all have equal access** from all places
• Schedule a **dry run**, if technology is new to you
• Let participants **test run** in advance
• Ensure that all have **right links, logon info**
• Find a tech support “buddy” if you can
• Assume worst case - have a **back-up plan**
Tips for Keeping Virtual Participants Productively Engaged

- Embed opportunities for multitasking *on task!*
- Work the (virtual) room to establish rapport
- Check in frequently & prepare to redirect
- Modulate your voice & maintain energy
- Use multiple channels of communications
- Use silence as a powerful tool
- Paraphrase and test for shared understanding
Quick Tips: When Attention, Energy Dip

Go around the virtual table – quickly!

• “Fill in the blank...”
• “Just one word to describe...”
• “Your top 3 challenges”
• “One piece of advice...”

Make it inviting to participate

• “Anne, can you share how your experiences might be different from Juan’s?”
• “Jeff, in your prework, you indicated that you and Maya had similar issues. Can you say more about how you see them as the same?”

Keep people multitasking on task w/frequent interactions

• Hands up
• Polls
• Q&A
• Chat
• Speaking

Make notes and comments visible

• Electronic flipchart
• Chat
• Shared notes summary
• Q&A
• Parking lot
Tips for Better Hybrid Sessions

To create a level playing field...

- * Avoid them when you possibly can *
- Design with remote people in mind
- Make sure sound quality is superb
- Give all equal opportunity to participate the same way
- Share what everyone is seeing
- Minimize sidebars, noise where groups gather
Please Stay in Touch

Visit my website for 100+ articles and tip sheets, subscribe to my free monthly ezine at: www.guidedinsights.com

My book, Leading Effective Virtual Teams, is available from Amazon and CRC Press

Email or call me directly: nancy@guidedinsights.com or 1-978-263-2545
“Sounds like you’re eager to share feedback, Jim. Let’s give others time to express their views. I’d like everyone to share one thing they like about the proposal and one thing they’d change...Robin, let’s start with you.”

“Great points, Maria. Let me summarize to make sure we have your main idea. (Summarize). Now let’s move around the virtual table to hear other perspectives.”

“I’m not sure what to make of this silence. (Long pause) Can someone help me figure out what’s going on for all of you?”

“Jim, your opinions here are crucial to this decision. If we can have your full attention for just 10 minutes, we can let you get back to work. Would that be okay?”