

MESSAGE FROM THE PARTNERS



Welcome to the third edition of our quarterly newsletter, uPTAKE. In this issue we delve into another of the four core consulting solutions we offer—learning. We take a closer look at eLearning, the evolving industry trend of mLearning, and how to develop the most effective learning program for individual business needs.

We also share insights gained from attending the 2012 Gartner Business Process Management Summit in Sydney, which focused on the importance of linking business process management (BPM) to strategy.

Upcoming industry events are covered again in this issue—you'll find them on page three. You will also find a few new mind exercises to give your brain a fresh challenge. On the back page, we report on the recent Artists for Kids Culture annual art auction, a charity event we're extremely passionate about and were thrilled to attend again this year.

Shannon Trueman and Roselyn Morrice are off to the APQC Block and Tackle Process Conference and Training in Houston, USA on October 22–26. The conference this year is framed by APQC's Seven Tenets of Process Management. We invite you to ask Shannon or Roselyn to take note of any information to assist you. Contact us to pass on your request.

You can find out more about us at pearsontrueman.com.
If you have a QR reader, scan the QR code to get there instantly.

Suzanne Pearson and Shannon Trueman



THE NEW INGREDIENT IN THE RECIPE FOR BUSINESS SUCCESS

Business success doesn't just happen—it takes hard work, dedication and being at the forefront of best practice. The latest approach is business process management (BPM). According to Gartner Research, it's the focus of the future and those that don't use it will be left behind. But BPM alone is not the key—Suzanne Pearson and Shannon Trueman share insights from the recent 2012 Gartner Business Process Management Summit in Sydney.

The summit explored best practices and technologies for improving business process quality, consistency and collaboration to meet and exceed process improvement business targets. Keynote speaker, and Managing Vice President of Gartner Research, John Dixon put the spotlight on BPM.

'BPM treats processes as assets to be improved and to contribute directly toward enterprise performance—by driving operational excellence and business agility', he said.

But BPM is useless without being aligned to strategy.

Ultimately, BPM uses a central area as the custodian of all processes, making it easier to ensure they are working to support the strategy. Effective BPM importantly links business process to business strategy to ensure the operational and strategic are moving in the same direction.

'BPM professionals draw on various methods from several methodologies, depending on the activity being undertaken, and this is what Gartner refers to as a "BPM methodology toolbox" approach', Dixon revealed.

He identified numerous BPM methodologies that apply across business process improvement, application development, project management and implementation, and change or transformation management. He also noted that there is no unified BPM methodology.

'The BPM methodology toolbox approach consists of defining a selection of the appropriate "best fit" methodologies for your situation,' he explained.

This methodology forms part of the approach used by Pearson Trueman and Associates (PTA) when working with organisations to create BPM solutions. By first analyzing and understanding an organisation's strategy, PTA can then define the most suitable processes. To find out more about how PTA's BPM services can help your organisation, get in touch. See the back page for contact details.

DEVELOPING EFFECTIVE LEARNING PROGRAMS

Creating effective workplace training programs means balancing learner needs with an organisation's direction while often working with budget constraints. Establishing the best suited learning delivery can be the difference between successful and unsuccessful training.

There are many styles of workplace training including formal, augmented and informal learning.

Traditional teacher-student style learning is categorised as formal learning. Face-to-face interactions like the classroom and meetings fall under this category. Information is either pushed or pulled, and is planned. This type of learning can be delivered online or via physical facilitator-led sessions.

Augmented learning is a kind of formal learning, as it is planned and information is either pushed or pulled. However it is a relatively new approach to formal learning that has evolved from the availability of

computers and the internet. It can be more personalised, self-paced and less invasive. Learning on a computer, from a hand-held device, via video conference or webinars, eLearning and mLearning are all types of augmented learning.

Informal learning is the day-to-day sharing of knowledge in usual situations. In many studies on learning, it is hypothesised that most learners gain the majority of their knowledge through informal learning. It can include peer-to-peer conversations, watching people do things and working things out as you go on-the-job.

Selecting the most effective learning method will depend on the diversity of the learners.

Aspects of audience diversity can include:

- Age
- Background
- Beliefs
- Culture
- Different language or dialects
- Disability
- Education level
- Gender
- Prior knowledge of subject.

Every participant's needs are different.

But, just as the learner is different, so is the company and the content. Measuring the company capacity and content also influences the most effective choice of learning style. Factors can include available bandwidth, the facilities, geographical diversity of audiences, the amount of information to be learnt and the complexity of the information.

PTA prides itself on determining the best approaches in learning solutions, having successfully helped learners work smarter and more experientially for many organisations.

PTA determines success by evaluating on-the-job use of skills and measuring learning outcomes to ensure the participants retain and use the knowledge gained. If you would like to talk to PTA about your learning needs, see the back page for contact details.

Mind Exercise 1

AGE-OLD PROBLEM*



Four years ago, Jane was twice as old as Sam. Four years on from now, Sam will be 3/4 of Jane's age. How old is Jane now?

Solution: back page

* sourced from www.mensa.org.uk

PTA Happenings

A LEADING SUPERANNUATION ADMINISTRATOR TRUSTS PTA AGAIN

One of Australia's leading superannuation administrators needed to develop procedures and work instructions to support a product release. Having worked with Pearson Trueman and Associates (PTA) on projects in the past, they trusted us to meet their needs again.

With a second product release pending, PTA's requirements included developing a sustainable knowledge transfer to ensure staff were skilled to undertake developing the next round of materials themselves.

To achieve this, PTA first identified business rules and created a repository to house them. Then we developed a mentor-mentee relationship between our consultants and the organisation's BPM staff to transfer skills and knowledge, ensuring they could produce procedures and work instructions for the second product release.

In summary, PTA provided the following deliverables for this engagement:

- Business rules repository database with user guide and quick reference guide
- Procedures and work instructions to complete the product release
- Knowledge transfer, transition assistance and monitoring of staff development of materials for a second product release.

PTA is proud to have worked with this industry-leading organisation again, helping them meet their process analysis and communication needs. Delivering projects on time and on budget is fundamental to our service and customer loyalty is a testament to PTA's success at delivering these.

Getting the most from PTA

HEALTHY RETURN ON INVESTMENT WITH PTA eLEARNING SOLUTIONS

For some time now, eLearning has been growing in popularity due to its innovative use of technology, openness, self-paced options, versatility and reach. But eLearning is not always the answer to effective learning and determining this is important for healthy return on investment.

When companies engage in eLearning development, they are seeking valuable solutions to their learning needs. Companies don't want to invest huge money if there is no healthy return, and we don't want them to either.

PTA's approach to developing any kind of workplace learning program begins with measuring the most effective learning solution first.

To establish potential effectiveness, we look at project length and currency of the skills taught. There is no point in developing an eLearning module over six months for something that will be updated and therefore redundant in nine months. We also look at the structure of the business, the needs of the business, resources available and determine whether eLearning would suit the audience.

If the results of this analysis show that eLearning is not the best option, we suggest the most appropriate alternative. This could include learning through videoconferences,

webinars, or face-to-face facilitation. Combining some or all of these methods is known as blended learning.

The PTA approach to learning is to:

1. Listen to you and then assess your needs.
2. Consider the best solution based on audience, current and future technologies, budget and timings.
3. Deploy experienced, professional and skilled teams to get the job done.
4. Respond quickly to develop, design and deliver materials.
5. Share our knowledge with your team and transfer skills to your people.

If you would like to talk to us about your learning needs, get in touch. See the back page for our contact details.

WHAT'S ON

- Oct 22-26** APQC – Block and Tackle Process Conference and Training; Houston, USA
www.apqc.org/2012-process-conference-overview
- Oct 28- Nov 1** Building Business Capability – Business Process Forum 2012; Florida, USA www.buildingbusinesscapability.com/
- Oct 30** Prosci – Enterprise Change Management Boot Camp; Calgary, Canada www.prosci.com/ecm/ecm-bootcamp.htm
- Nov 22** Prosci – Enterprise Change Management Boot Camp; Toronto, Canada www.prosci.com/ecm/ecm-bootcamp.htm
- Nov 14-16** 39th ARTDO International Leadership & HRD Conference; Cebu, Philippines <http://aitd.com.au/announcements/39th-artdo-international-leadership-hrd-conference-cebu-philippines>
- Nov 14-16** Information security and risk management conference / ISACA IT governance risk & compliance conference; Las Vegas, USA
www.isaca.org/Education/Conferences/Pages/North-America-ISRM-ITGRC.aspx

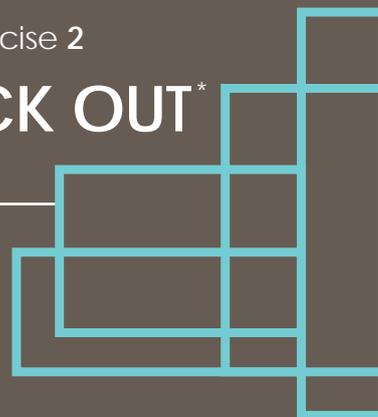
And something for the summer:

- Dec 16-18** Australian Finance & Banking conference; Sydney, Australia
www.asb.unsw.edu.au/schools/bankingandfinance/newsandevents/afbc/Pages/25thaustralasianfinancebankingconference.aspx

Mind Exercise 2

BLOCK OUT*

How many four sided figures are in this diagram?



Solution: back page

* sourced from www.mensa.org.uk

Mind Exercise 3

SEVEN UP*

If you count from 1 to 100, how many sevens will you pass on the way?

10, 11, 19, 20
or 21

Solution: back page

* sourced from www.mensa.org.uk

ARTISTS FOR KIDS CULTURE ANNUAL ART AUCTION—RAISING FUNDS, RAISING HOPE

In the words of French poet, journalist and novelist Anatole France: 'To accomplish great things, we must not only act, but also dream; not only plan, but also believe'.

Artists for Kids Culture (AKC) believe that all children should be able to explore their dreams.

Providing financial support for the artistic, educational and sporting pursuits of children experiencing economic hardship, AKC accomplishes great things through the generous acts of artists, volunteers and sponsors to create the AKC Annual Art Auction. It's an event that PTA has supported for nearly six years and a charity we are extremely passionate about.

Sadly, last year saw the passing of one of AKC's founders, David Larwill. It was 1994 when Larwill, Jo Darvall and Bernie Jones recognised that children living in financially disadvantaged circumstances were also disadvantaged creatively, so they started AKC with a fundraiser raffle held at the St Kilda Bowling Club. Since then, this remarkable charity has gone on to help thousands of children experience a vast array of cultural activities through an annual fundraising event.

This year's art auction saw 70 artists generously donate their work, including well-known names such as Adam Cullen (who also sadly passed away this year), David Bromley and street artist Ghost Patrol (whose stunning illustration caused a flurry of bids). The turnout was terrific, especially considering it was the first sunny day Melbourne had seen in a while!

Next year will mark AKC's 20th anniversary. We hope you will join us then to support this wonderful charity—and take home a piece of Australian art at a bargain price. We'll provide the details in the 2013 Spring issue of uPTake.



WILL mLEARNING TRANSFORM WORKPLACE TRAINING?

Mobile learning (mLearning) is sprouting in the workplace learning scene, allowing training to be delivered on handheld devices such as smartphones and tablets anytime, anywhere.

Due to the time and circumstances of when a learner uses a mobile or handheld device, along with device features, mLearning has differences and limitations to other learning mediums.

Differences include small screen sizes (poor resolution, colour and contrast), awkward text input and limited memory. These differences have seen the birth of bite-sized micro-learning materials that fit into mLearning device features.

The mLearning platform is open, connected and mobile as well as informal, individualised and interactive. If the micro-learning materials are designed to suit these features, it can aid in the learner's retention of information.

While mLearning allows greater access and the ability to do training on the commute home, it also means learners are still working when they have left the office. 'Switching off' becomes more difficult as they are constantly connected to their work via their mobile device.

Increasing the inability to switch off, many companies are introducing BYOD (bring your own device) policies, making personal devices become work devices. While this has the advantages of lowering company cost and increasing learner comfort with the familiarity of their own device, it also posts security risks and cross-platform or device variability issues.

Regardless of these concerns, the adoption of mLearning for workplace training is increasing. However, it is important that these issues are carefully considered and addressed to ensure its success.

Mind Exercise Solutions

1. The answer is 12. Four years ago, Jane was eight and Sam was four. In four years from now, Jane will be 16 and Sam will be 12. **3.** 25 **3.** The answer is 20. If you found 10, you forgot about 70, 71, etc. If you got 11, you forgot about the 70 series, but remembered 77 had 2; if you got 19, you forgot about the extra 7 in 77; if you got 21 you created a 7 out of thin air.



Pearson Trueman & Associates Pty Ltd
analyse • communicate • learn • change

L1/102 Toorak Road
South Yarra VIC 3141

t: 613 9864 7111

f: 613 9866 4811

e: info@pearsontrueman.com

pearsontrueman.com