

## MESSAGE FROM THE PARTNERS



Welcome to the Spring issue of our quarterly newsletter, uPTake. This issue has a focus on learning, one of our four consulting solutions.

Technology continues to change at a rapid pace, impacting business trends and organisational needs. So we take a fresh look at mLearning to see what trends have developed over the past few years.

Other articles in this issue explore the importance of conducting a learning needs analysis; and we share some of our trade secrets on how to inspire engagement in new programmes and initiatives across an organisation.

We also look at information security awareness programmes, prompted by a growing demand for our information security expertise.

Finally, the Artists for Kids Culture Art Auction is coming up again in October, so we do hope you will take part this year if you can. See the Community section on the back page for more details.

Suzanne Pearson and Shannon Trueman

## mLEARNING REVISITED

**In our third edition of uPTake in 2012 we looked at Mobile Learning, or mLearning, and its increased use across Australian organisations. In issue three we mainly focused on mLearning leading to a decrease in employees 'switching off'. Two years on, we revisit mLearning's evolution and look at the dramatic changes occurring in this space.**

mLearning is delivered to handheld devices such as smartphones and tablets anytime, anywhere. This concept is no longer the new kid on the block—it has become the preferred training delivery strategy for many organisations. So, what trends have emerged?

- ADDIE is still relevant—some mLearning advisors suggest throwing away the tried and tested ADDIE model. However, in our experience, ADDIE (analyse, design, develop, implement and evaluate) is a logical framework which applies to any training delivery method.
- Greater flexibility in content—mLearning allows the latest trends in learning to be rolled into one package. Recent trends include gamification, simulations, videos and location-based learning. In the world of mLearning, these trends can be easily utilised in one package allowing users to learn with the latest proven techniques.
- Learning offline is the preferred method—demand for learning delivered without the need for Internet is growing. Experience shows that workers prefer to complete

learning programmes during 'dead time' such as on flights, while waiting at airports and on the commute home. Anyone who has ever scrambled for WIFI at an airport or received a shock data charge on their bill knows that getting connectivity overseas can be expensive and challenging. This leads to a demand in learning requiring no internet connectivity. Offline learning has shown to lead to an increase in completion numbers. But how do we measure completion and success rates if these are done offline? Leading industry learning systems such as Lectora provide mobile platforms which record completed modules and upload the data when connectivity is activated.

- mLearning; an on-the-job training tool—due to the mobile nature of mLearning and its accessibility, learners can use the content while performing the task. This is effective for tasks participants seldom complete and when assistance is needed to guide them through the task.

# HOW DO YOU IDENTIFY YOUR ORGANISATION'S LEARNING AND DEVELOPMENT NEEDS?

**A learning needs analysis (LNA) might seem like a basic tool to identify skills gaps in your workforce. However, few organisations can truthfully say they take time to conduct a comprehensive LNA.**

LNAs identify learning and development needs based on an evaluation of the organisation's direction, current skills, attitudes and knowledge. These results are analysed against corporate strategy, industry best practice and targeted skill levels. The gap between the current state and the desired state is closed through effective learning and development programmes.

LNAs are generally performed when organisations perform a merger or acquisitions, introduce a process or system change within an organisation. However, it is important to conduct LNAs regularly to ensure people's skills match their current or future roles, to discover if team members are becoming disengaged from their roles, or to find out the wants of talented team members to encourage them to stay with the organisation.

PTA's skilled learning professionals work with organisations to understand their current problem and how it relates to their strategy. They also have the ability to elicit the right information through subject matter experts to ensure accuracy. Our learning team is also highly skilled in advising the best approach to take based on needs, budgets and timeframes. Working with the learning team at PTA results in:

- bespoke training packages designed to suit an organisation's industry, culture, branding and terminology
- effective learning programmes, getting it right the first time, resulting in reduced long-term costs
- targeted methods of delivery such as eLearning, mLearning and facilitated learning
- versatile content which is engaging and easily updatable.

Could an LNA benefit your organisation? Talk to PTA—see the back page for contact details.

Mind exercise 1

## TIME TUNNEL\*



A 440 yard long train, travelling at 80 mph, enters a 4.5 mile long tunnel.

How many seconds will elapse between the moment the front of the train enters the tunnel and the moment the end of the train clears the tunnel?

*Continued page 1...*

- SCORM continues to reign supreme—shareable content object reference model (SCORM) is a collection of standards and specifications for e-learning. Now, the makers of SCORM have included mLearning in their standards and specifications. This has changed the nature of mLearning because organisations can now utilise existing content in the world of mobile training delivery.

Despite mLearning being preferred by end-users it can still impede on participants' work-life balance. Organisations need to ask themselves: 'Is it right to encourage employees to complete learning and training on their own time?' Considering Australians already work the longest hours in the developed world, the question needs to be carefully considered.

## WHAT'S ON

<b>13—17 October</b>	2014 APQC Process Conference, Houston, USA
<b>14—17 October</b>	Blended Learning Summit, Sydney
<b>16—17 October</b>	6th Annual ISACA Cyber Security for Government Summit, Sydney
<b>28—29 October</b>	Australian Information Security Association National Conference, Melbourne
<b>29—31 October</b>	ISACA Frontiers of ICT Governance, Perth

## HOW TO INSPIRE ENGAGEMENT IN NEW INITIATIVES

In our experience, most organisations have multiple large programmes on the go at any given time. It is not always easy to get people excited about every initiative they are involved with. As a result, initiative managers and sponsors have to sell their initiative or idea in an effort to engage stakeholders and get them on-board.

We have implemented a range of strategies to successfully boost interest and engagement for various clients' initiatives. The following points are an overview of some of these strategies

- **Find your initiative's antagonist**—every good story has a baddie. The villain in your initiative should not be anyone specific, rather it could be a competitor taking market share, poor business processes or regulatory changes creating the need for the initiative. This provides a target for stakeholders to focus their energy on and it helps remind them of the initiative end-game and why it's important to them and the organisation.
- **Keep it simple**—it is easier for people to see value and excitement in initiatives when they can understand them. It is important to remember every stakeholder may not necessarily understand information security principals or LEAN Six Sigma principals. By removing specific terminology and technical language, people are better positioned to understand, see value and support your initiative.
- **Link the initiative to strategy**—this is a simple yet often overlooked issue. To get your initiative noticed, you want to be able to openly and clearly define how the outcomes of your initiative relate to the organisation's strategy. People like to feel that they are contributing to an initiative which is worthwhile, not just for their departments, but their entire organisation.
- **Manage expectations**—in early phases, keep it low-key. Keep it relatively quiet and offer only enough communications to allow you sufficient autonomy. Don't mislead people into thinking that things will change quickly or that their lives will be different. The mantra should always be 'under-promise and over-deliver'. Then as the initiative moves up a gear, build on successes and manage the pace. As the initiative continues to kick goals the team can start publicising the wins in communication materials and general conversation to get people excited about your successes.
- **Tell the story**—the initiative's story is everything. People can get behind and invest in a story because a story is relatable in comparison to facts, data, and graphs. A case study is an example of a story which can be told to highlight the goal of the initiative, the antagonist and the ultimate ending: the success of the initiative and what benefits it had on the organisation.

Every organisation's culture is different—what works well in one culture may not necessarily work in another. PTA can help assess your workplace culture and develop a strategy for successfully boosting engagement in your programmes or initiatives. Talk to us to find out more—our contact details are on the back page.

## AN INCREASING DEMAND FOR PTA'S INFORMATION SECURITY EXPERTISE

PTA has been at the forefront of information security since our inception in 2007 when one of our first projects was in the information security division of a financial institution. Since then we have continued to provide a variety of services including documentation, eLearning, training and analysis which help protect assets.

Information security has become a higher priority in organisations due to the increased threat of cyber-attacks leading to loss of confidential or sensitive data.

However, for most organisations the real threat is not someone behind a keyboard or a Nigerian prince, rather it is staff members who are not aware of their responsibilities and what constitutes an information security breach.

To combat this, several government and corporate organisations have engaged PTA to assist them in developing enterprise-wide security-awareness training. This has included classroom style training sessions, eLearning and supporting documentation.

These training initiatives have helped ensure employees gain an understanding of company security policy, procedure, and best practices; and how to employ these in their roles.

As members of Information Systems Audit and Control Association (ISACA) and the Australian Information Security Association (AISA) as well as our working knowledge of standards such as the ISO 2701 Series and the Information Security Manual (ISM), PTA's training is always up-to-date and aligned with industry best practice.

Information security awareness programmes not only reduce the risk of compromised information, they also help secure new business as many organisations now demand proof their business partners have adequate information security training in place.

# ARTISTS FOR KIDS CULTURE



The annual Artists for Kids Culture (AKC) Art Auction is on again this year and we encourage everyone to get involved with this fantastic event which raises funds to improve the lives of financially disadvantaged children. AKC enriches their lives by giving them the opportunity to experience art, culture and sport that they would otherwise be excluded from.

Back in 1994 David Larwill, Jo Darvall and Bernie Jones recognised that children living in financially disadvantaged circumstances were also disadvantaged creatively. The original raffle held at the St Kilda Bowling Club raised \$4,000. Since then an annual fundraiser has supported thousands of children to participate in and experience a vast array of art and culture activities.

Today the same ethos guides the small volunteer board and committee that run AKC, based in Melbourne.

The annual auction continues to receive strong support from leading Australian artists whose works are featured in national and international galleries and leading private collections, both here and overseas.

PTA is extremely passionate about improving the lives of children and has supported the AKC Art Auction for many years. It provides a wonderful opportunity for people to purchase a piece of contemporary Australian art from well-known and emerging artists whilst helping to make a real difference to financially disadvantaged children.

This year will feature a tea party on Sunday 26 October along with an opportunity to preview the artworks on sale. The auction itself will be held on Thursday 30 October from 7pm. Both events are held at the wonderful Brightspace Gallery in St Kilda. For more information visit [akc.org.au](http://akc.org.au).

## Mind exercise 2

# MUSICAL CHAIRS\*



In an office Trevor sits between Susan and Julia. Jasmine's desk is next to Eric's. Ryan is between Julia and Eric. Lloyd is at the far end of the office.

Susan's is the first of the seven desks, who sits where?

## Mind exercise 3

# WHAT AM I?\*



I am part of a cream tea.

Change one letter and I am the number of points achieved in a game.

Change another letter and I am at the water's edge.

Change a further letter and I am a type of horse.

Change one final letter and I am an item of clothing.

What was I and what did I become?

## Mind exercise solutions

\*sourced from [www.mensa.org.uk](http://www.mensa.org.uk)

1. 213.75. 2. Susan, Trevor, Julia, Ryan, Eric, Jasmine and Lloyd. 3. Score, score, shore, shire and shirt.



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