

Harnessing Change: Agile Methods for L&D



Beginning at 3PM ET



Presenter: Megan Torrance
Founder & CEO
TorranceLearning



Your Host: Kristy Sadler
Chief Revenue Officer
Synapse



1

HARNESSING CHANGE AGILE METHODS IN INSTRUCTIONAL DESIGN

Megan Torrance | mtorrance@torrancelearning.com



2




TORRANCE LEARNING

xAPI COHORT

LLAMA
LOT LIKE AGILE MANAGEMENT APPROACH

Megan Torrance

mtorrance@torrancelearning.com

@MMTorrance | @xAPIGnome | @Tlearning

3

A WEEK IN THE LIFE OF AN L&D TEAM:

1. A sponsor is **no longer able to provide the examples** that they felt that were critical that they contribute.
2. A video that has been storyboarded, edited, filmed, motion graphics added now **needs to be done in a different style**.
3. In revealing a prototype of mobile learning to field personnel, they tell us that **we're solving the wrong problem**.
4. We're building training for software that is currently being developed & configured and therefore **changing as we build it**.
5. On **some machines and some browsers**, the course interactions don't work at all.

4

A WEEK IN THE LIFE OF AN ORGANIZATION:

- A. A critical customer is **no longer able to take delivery on a massive order**, leaving you with excess perishable inventory.
- B. A marketing piece that's poised and ready to drop ... is now **completely tone deaf given current events**.
- C. In revealing a prototype of a new product to key customers, they tell us that **our competitor has already solved this problem**.
- D. Our processes are being automated and improved by artificial intelligence and therefore **changing as we build them**.
- E. In **some countries and some cultures**, the product we are about to release is offensive in some horrible way.



5

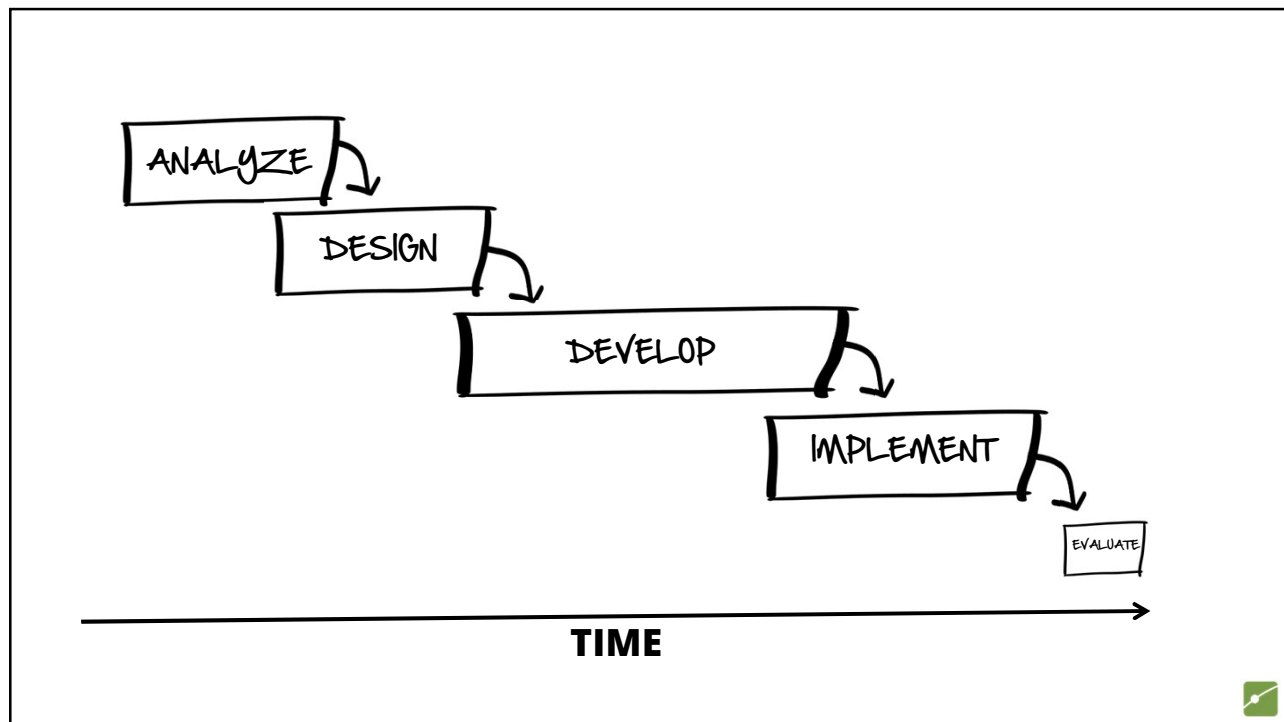
WHY AGILE?

- Increased flexibility
- Increased productivity
- Increased transparency
- Higher quality deliverables
- Decreased risk of missed objectives
- Increased stakeholder engagement and satisfaction
- More rapid deployment of solutions
- Reduced waste through minimization of resources
- Increased flexibility and adaptability to change
- Increased success through more focused efforts
- Faster turnaround times
- Faster detection of issues and defects
- Optimized development processes
- A lighter weight framework
- Optimal project control
- Increased focus on specific customer needs
- Increased frequency of collaboration and feedback

<https://www.cio.com/article/3156998/agile-project-management-a-beginners-guide.html>



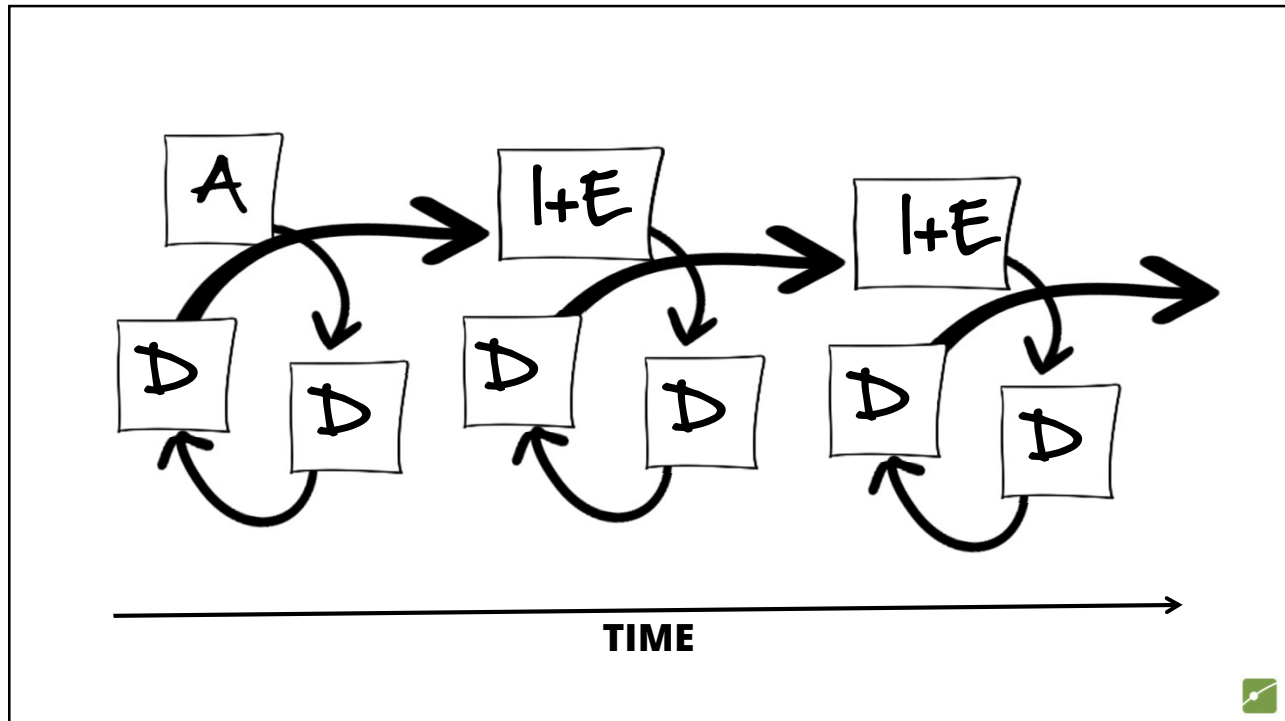
6



7

**THE FIRST DAY OF A PROJECT
IS THE WORST DAY TO PLAN
what the end product
will be
(or how much it will cost
or when it'll be done).**

8



9

AGILE IS...

An iterative, incremental method of guiding design & build projects in a highly flexible & interactive manner, focusing on maximizing customer value and fostering high team engagement.



10

LLAMA® IS ...

AGILE FOR L&D IS ...

An iterative, incremental method of guiding **instructional design projects** in a highly flexible & interactive manner, focusing on maximizing customer value and fostering high team engagement.

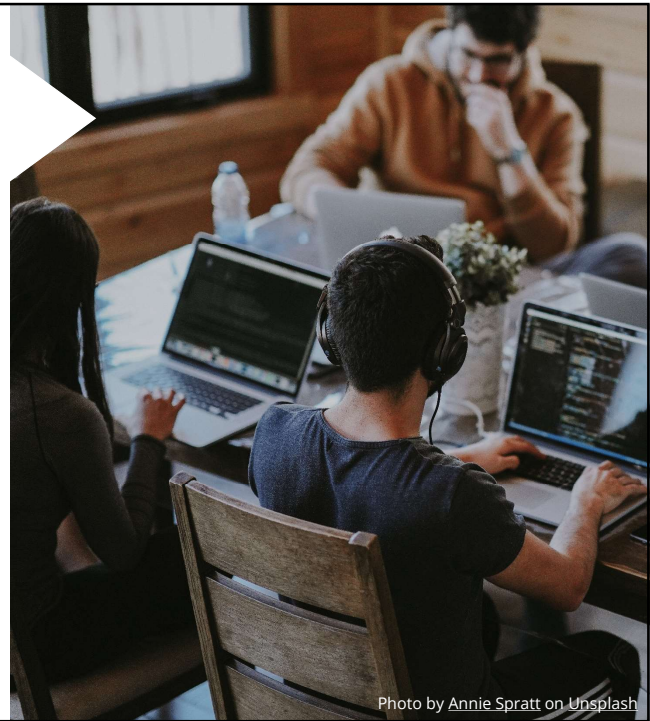


Photo by Annie Spratt on Unsplash

11

Software

Scrum, XP, Kanban

Features + Functions

Test feedback loop
is immediate

Continuous Sprints

Dedicated

Estimate in points

Instructional Design



+ Objectives

Learning feedback
loop is long

Considerable wait time

Multiple projects

Estimate in hours



12

THE AGILE MANIFESTO

WE ARE UNCOVERING BETTER
WAYS OF
DEVELOPING SOFTWARE
BY DOING IT
AND BY HELPING OTHERS
DO IT...




13

THE AGILE MANIFESTO

THROUGH THIS WORK
WE HAVE COME TO VALUE:

INDIVIDUALS AND
INTERACTIONS
OVER
PROCESSES AND TOOLS



14

THE AGILE MANIFESTO

THROUGH THIS WORK
WE HAVE COME TO VALUE:

WORKING SOFTWARE
OVER
**COMPREHENSIVE
DOCUMENTATION**



15

THE AGILE MANIFESTO

THROUGH THIS WORK
WE HAVE COME TO VALUE:

**CUSTOMER
COLLABORATION**
OVER
CONTRACT NEGOTIATION



16

THE AGILE MANIFESTO

THROUGH THIS WORK
WE HAVE COME TO VALUE:

RESPONDING TO CHANGE
OVER
**FOLLOWING
A PLAN**



17



18



"If you don't know who the business sponsor is, STOP WORKING."

—Lou Russell

Lou Russell, Duchess/Director of Learning of RMA, a Moser Consulting company, author, speaker, all around cool person.

www.youtube.com/watch?v=CelfujqqiQ

19



20

IS THE AVERAGE LEARNER MEANINGFUL?



21

LEARNER/USER PERSONA


Name Lone Wolf Larry	Image
Demographics 50 yo male Family, kids @ college 4 yr degree High performer	Technology skills & preferences Takes lots of elearning Is pro @ work tools Selling skills "unique" Not into social media
Job & roles Sales engineer 10 yrs in role Not seeking promotion Does not want to travel	Favorite brands, trends, culture
Motivations & comfort zones	



22

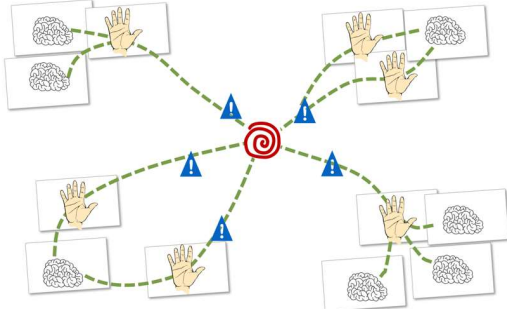
Software

Scrum, XP, Kanban



Instructional Design

LLAMA[®]



23

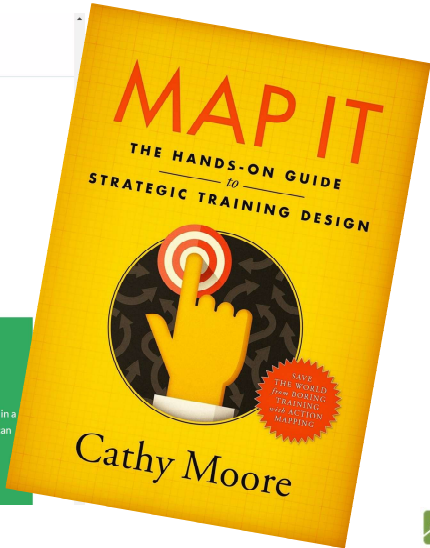
blog.cathy-moore.com


ACTION@WORK

[BLOG](#) [ACTION MAPPING](#) [SCENARIOS](#) [LEARN](#) [BOOK](#) [STORE](#) [ABOUT](#) [CONTACT](#) [LOGIN](#)



What do they need to know
do, and why aren't they doing it?



Recent article

HOW TO HANDLE THE HANDOFF CONVERSATION

Do your clients expect you to create training on demand? By changing how you talk to them, you can steer them away from an information dump and help them solve the real problem. Learn more.

Featured resource

PARTNER FROM THE START

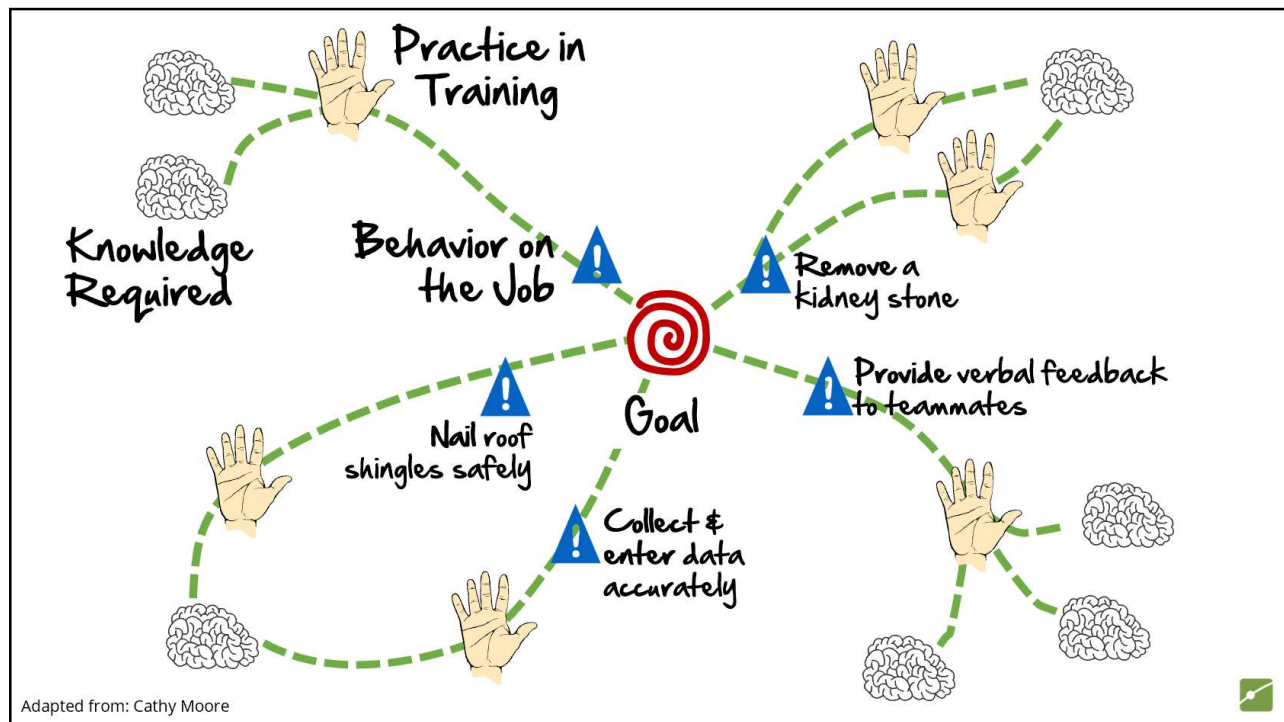
Start projects right by helping your client identify the real performance problem. The result: Targeted solutions that actually work.

Sample activity

LEARNING ZEKO

Can you learn a new language while on the run in a foreign country? This scenario shows how we can help people learn from fictional experience.

24



25

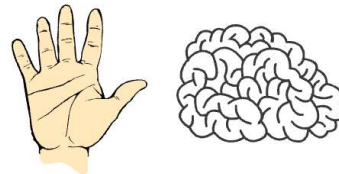
DEFINE SCOPE IN TERMS OF:

Learners' job



What parts of the learners' job are we supporting?

Your job

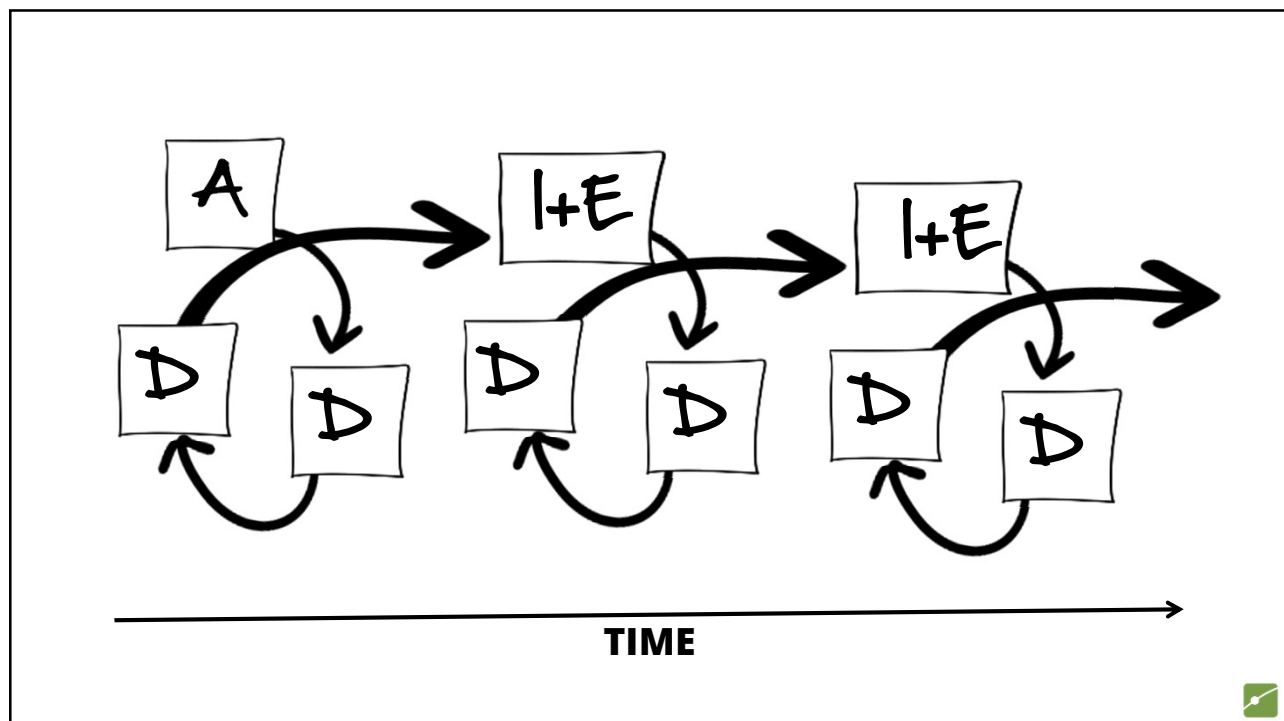


What are we building to help them?

26



27



28



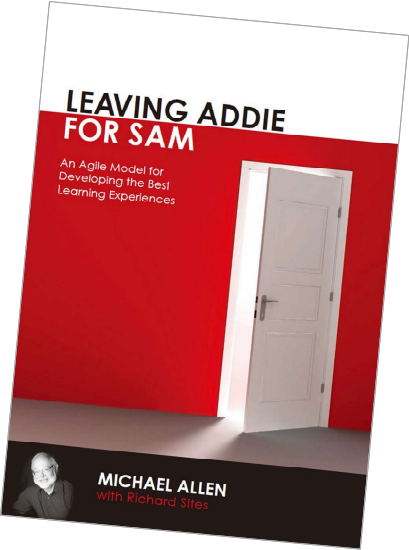
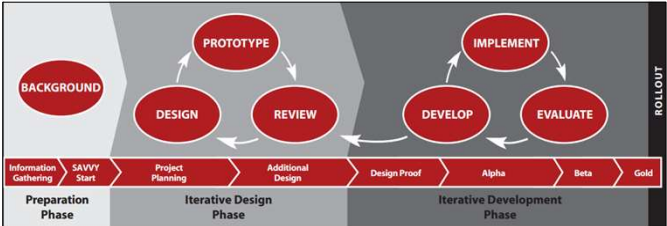
"Make small mistakes faster. Skip the big mistakes."

—Richard Sheridan


Richard Sheridan, CEO Menlo Innovations. Author *Agile Explained* and *Joy, Inc.*



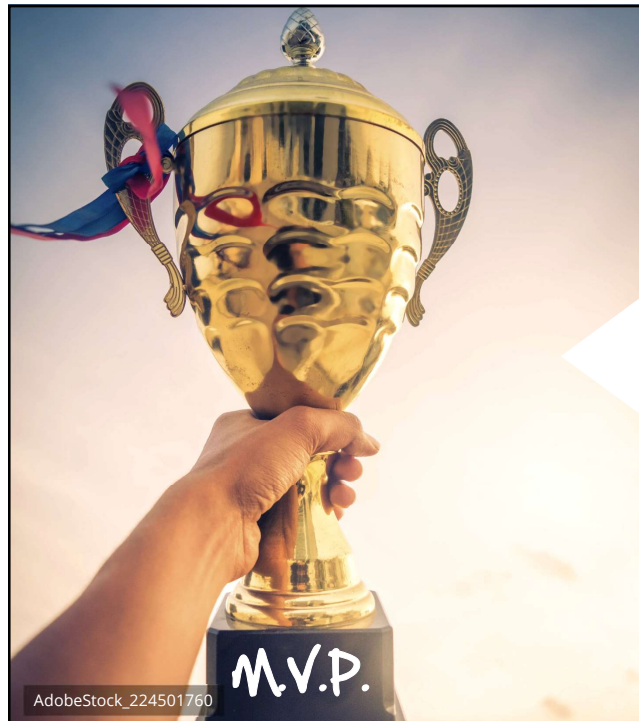
29

The diagram illustrates the SAM (Staged Agile Model) process, which is divided into three main phases: Preparation Phase, Iterative Design Phase, and Iterative Development Phase. The process starts with BACKGROUND (Information Gathering) and SAVVY Start, leading to Project Planning. The Iterative Design Phase includes DESIGN, REVIEW, and PROTOTYPE. The Iterative Development Phase includes DEVELOP, EVALUATE, and IMPLEMENT. The process concludes with Alpha, Beta, and Gold, leading to ROLLOUT.



30

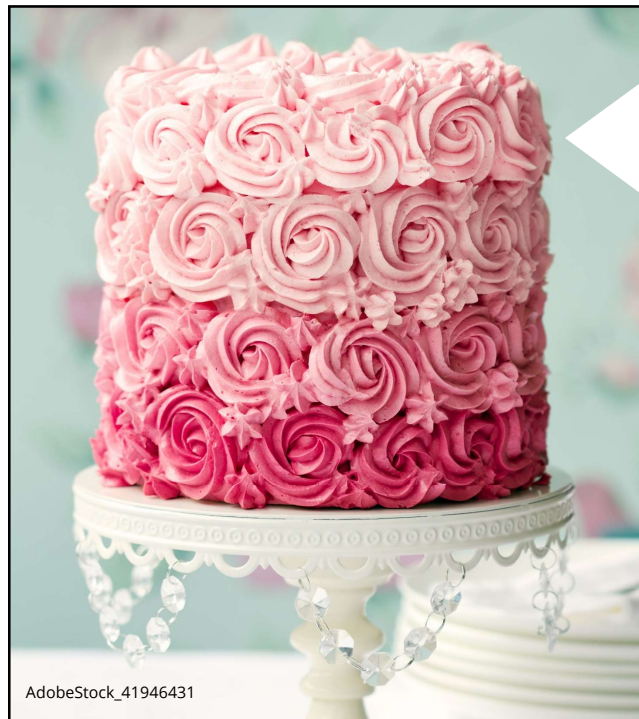


MVP = Minimum Viable Product

**DO THE SIMPLEST
THING THAT COULD
POSSIBLY WORK.**



31



WHY ITERATE?

- You catch errors early.
- You always have something usable.
- It's psychologically way more satisfying.
- Test & know it'll work before you release.
- **Deliver earlier.**



32



AdobeStock_335049770



HOW TO ITERATE?

Alpha > Beta > Final

By Project Phase

By Delivery Medium

By level of finish/functionality

By language

By audience

33



AdobeStock_269672332



MEGAN'S RULES FOR ITERATIONS

1. It does real work.
2. Someone else has to use it.
3. You gather data.
4. Data informs the work to do in the next iteration.

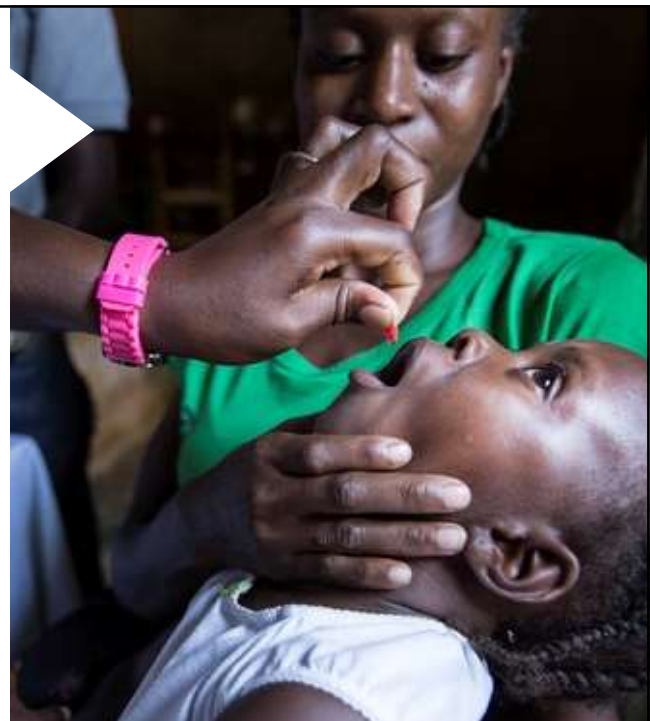
34

MICHIGAN NEUROSPORT RETURN2PLAY



35

VITAMIN ANGELS eVAS+D FOR PROVIDERS



36

