



WHITE PAPER

# The Training Manager's Guide to **High Efficiency Operations**

Learn to improve training management by targeting the right processes and solutions

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# Contents

<a href="#"><u>The rate of change</u></a> .....	3
<a href="#"><u>The relevance of ILT today</u></a> .....	4
<a href="#"><u>Training management challenges</u></a> .....	5
<a href="#"><u>The wrong fix</u></a> .....	6
<a href="#"><u>Why LMSs can't manage ILT</u></a> .....	7
<a href="#"><u>Don't fix what isn't broken</u></a> .....	8
<a href="#"><u>Technology solutions</u></a> .....	9
<a href="#"><u>Where innovation happens</u></a> .....	11

## The rate of change

Soon, a car will be able to drive itself across the US from coast to coast, while the driver sits back and relaxes. The invention of the self-driving car is an innovation that transforms one of the most popular forms of transportation into a safer, easier, and more efficient experience. Similarly, innovation in learning is doing the same with connected, virtual classrooms, immersive training environments, and now augmented reality.

But while L&D departments tend to focus on transforming learning environments, training managers need new tools to navigate management challenges, accelerate automation, and streamline processes.

If self-driving cars are possible, why do training managers feel trapped in manual, paper-based processes?

In this guide, we will examine key challenges and the types of solutions available today to help training managers increase the efficiency of their operations.



How can companies ensure that training management keeps pace with new innovations in learning strategies?

## The relevance of ILT today

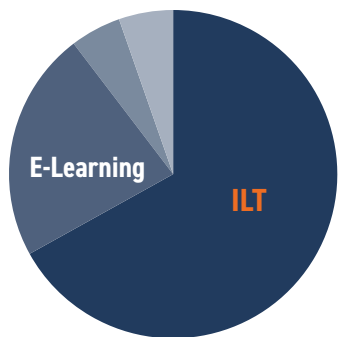
Instructor-Led Training (ILT) remains the training method of choice due to its effectiveness and flexibility. Despite its cost, as it relates to other forms of training delivery, ILT comprises 70% of the formal training, according to ATD. Furthermore a study from Brandon Hall Group shows that while e-learning generates 16% retention from learners, ILT reaches 76% retention.

While studies show that organizations are not increasing their use of ILT, Brandon Hall predicts that there will be an increase in the complexity of ILT management. A shift to digitally-focused learning environments, incorporating informal and social elements, and the rise of the “flipped” classroom are expanding the possibilities within the classroom.

Today, evolving L&D strategies call for new innovations in all parts of the learning process, from the learner to the training administrator.

It's time to drive innovation in all aspects of your learning strategy, and that means optimizing your ILT operations management.

**ILT provides a collaborative environment for learning, with hands-on and networking opportunities, instant feedback, as well as informal learning opportunities within the classroom.**



**70%** of training delivered is Instructor-Led

**80%** of managers do not believe that digital learning will replace ILT

# Training Management Challenges

**Technological innovation starts when organizations recognize current challenges and apply appropriate solutions.**

Consider how the self-driving car is a fast approaching reality because it offers a solution to the challenges and realities of modern life, where time spent driving is an opportunity cost. For L&D professionals in organizations of all sizes, the challenge is reconciling the imperative of affordable training (generally through e-learning), with effective training (generally through ILT).

But what is often overlooked is that managing e-learning, ILT, and blended learning is different, and each has unique management challenges. Understanding these differences is key to choosing an efficient solution.

Consider these learning strategies and their main challenges, advantages, and management approaches:



## ILT

- **Advantage:** Learner retention
- **Challenge:** Cost-efficiency
- **Approach:** Manage operations at a lower cost



## E-LEARNING

- **Advantage:** Cost-efficiency
- **Challenge:** Learner retention
- **Approach:** Make learning engaging to increase retention



## BLENDED

- **Advantage:** Learner engagement
- **Challenge:** Complex management
- **Approach:** Effectively integrating ILT and e-learning

The first step in optimizing training operations is recognizing that there is no one-size-fits-all management solution for all the various and diverse training operations. Different tools and solutions are needed to manage different learning strategies, and these should integrate into one overall learning architecture.

## The wrong fix

Automobile innovators began by identifying a solution that makes driving safer and smarter. They engineered numerous prototypes and models of a self-driving car, applying different systems and features until they created a car with the right capabilities.

Similarly, L&D professionals have zeroed in on the need to improve the efficiency and cost of training operations. But often, they apply the wrong solutions. While many training managers turn to the LMS to improve training efficiency, LMSs were never designed to manage ILT processes or costs.

### CORE ILT MANAGEMENT GOALS:

- Streaming logistics, scheduling, and administration
- Tracking costs and optimizing budget
- Providing reporting and analytics

### LMS OPERATING FEATURES:

- Managing registrations and assignments
- Distributing supporting materials for courses
- Creating completion records
- Assessing learners

The LMS is not necessarily equipped with the features to handle ILT management goals, and on its own, cannot support an ILT-reliant learning strategy, given the myriad of resources and systems that must be carefully managed.

### Reminder: Management vs. Delivery

Even if these LMS features offer basic ways to manage ILT, the focus remains on the delivery of training rather than on the management of training. Features like resource scheduling, conflict management and cost tracking, which are the core of ILT management, will come as peripheral features in the LMS, if included at all. And if included, rarely are they prioritized for enhancement or innovation cycles by the LMS vendor.

# Why LMSs can't manage ILT

Improving your ILT with an LMS is like fixing your engine with the wrong tools - you won't be going any faster. There are two fundamental distinctions between managing online learning versus managing ILT.

To optimize your training operations you need to implement the right management tools for your training strategy.

## 1. FRONT-OFFICE INTERACTION VS. BACK-OFFICE

The common theme in LMS features is the learner-centric focus: student self-registration, resource downloads, or assessments. These features are not centered on administrators' needs, or back-office interactions. When managing ILT, consider the importance of collaboration within training administration teams. Visualizing available instructors and resources, instantly updating training schedules, and accessing session costs in real time fall under the missing features in LMS's.

## 2. LEARNER-CENTRIC VS. SESSION-CENTRIC

From a technical point of view, the LMS optimizes training per individual learner, not per session. However, most ILT costs are fixed regardless of the number of learners that attend, such as room reservation or instructor fee. Additionally, LMS's struggle to provide accurate cost tracking. Cost tracking is intrinsically tied to ILT management, and is a driving factor in the volume of ILT delivered.

### The Operation vs. The Individual:

Major airlines recently made operational changes to streamline bookings and maximize flight occupancy.

A flight is comparable to a training session. Regardless of how many passengers are on the plane, the cost of the flight is relatively fixed because the flight has a consistent set of resources to operate.

The new management systems worked to fill flights and minimize waste in every part of the supply chain, including assigning flight crews, entertainment, and refreshments.

## Don't fix what isn't broken

Let's go back to the idea of a self-driving car. At its core, this groundbreaking innovation is transforming the conventional activity of traveling by car from place to place. It's replacing the time previously spent driving, with time that can be used to sit and get things done in comfort. A self-driving car is the same vehicle: it transports multiple passengers but employs new, innovative functionalities that make driving more safe and convenient.

When it comes to ILT management, the same logic applies. You keep the same delivery method and benefits of ILT, all while augmenting cost efficiency, training quality, and operational processes through technological innovation.

PROCESS TO OPTIMIZE	RESULT
Cost and opportunity costs of ILT	Increase cost-effectiveness to enable more training and better resource utilization
Planning and delivering blended learning	Optimize the use of digital delivery formats to offer more personalized learning options
Managing operations through spreadsheets and LMSs	Increase collaboration and transparency among administration teams to improve training management quality

You don't need to replace your ILT with e-learning to see better cost use; it's about making training better, more cost effective, and predictive. A better way to commute doesn't require sacrificing the comfort of a car for a motorcycle that might let you weave through traffic and decrease travel time. A self-driving car can be the creative solution that optimizes your time and gets you to work.



## Technology solutions

Just like a self-driving car contains the technology to let your car drive autonomously and take you where you need to go, your management system should offer the tools to optimize your ILT resource management and adapt to the demands of classroom training.

**A Training Resource Management System (TRMS)** is an enterprise software system dedicated to training organizations, that helps training professionals optimize the overall performance of their ILT activity. To break it down:

- **“Training”**: The TRMS is specifically designed for training organizations, whether corporate training departments or for-profit training companies. It focuses on the needs and processes particular to training activities.
- **“Resource Management”**: It helps you organize, streamline, and monitor all of your back-office training processes, such as logistics and resource management, scheduling, administration, financials, and reporting – as well as sales for commercial training companies.
- **“System”**: It is an all-in-one software that consolidates a wide range of processes into a single system, that would otherwise be handled through multiple tools, such as a combination of spreadsheets, course booking systems, or a CRM.

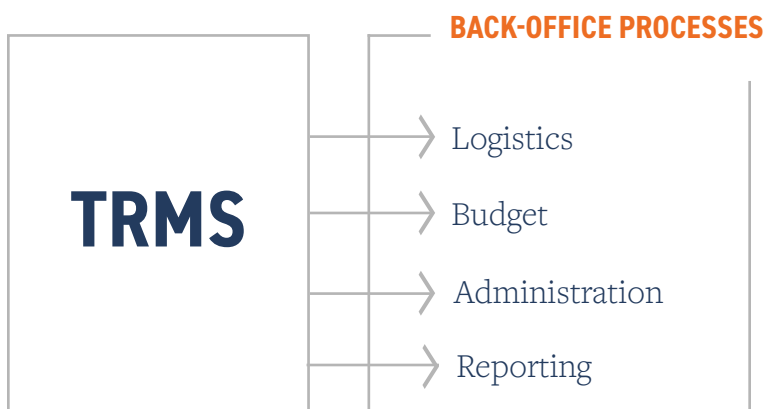
The TRMS, designed for corporate training departments and for-profit training companies, includes features that focus on processes that drive ILT efficiency, and specifically target resource management. It offers technological capabilities to power your performance drivers for high efficiency operations.

While the LMS is specialized in e-learning management, the Training Resource Management System (TRMS) targets ILT-specific management challenges.

# Technology solutions

Here are six ILT-specific processes that a TRMS will address:

- **Maximize resources:** Have a clear repository of all your resources, automatically resolve conflicts and get alerts on occupancy rates to optimize session efficiency.
- **Streamline logistics:** Document steps that must happen before, during, and after each training session and track task completion. Schedule sessions through drag-n-drop calendars, and automate registrations and waitlists.
- **Track and forecast costs:** Track investments across different business units, countries, and currencies. Consolidating accurate data is key for budget optimization.
- **Create a proactive training plan and monitor progress:** Use precise forecasts of training volume and costs to plan long-term, and track improvement of KPI year after year.
- **Secure training processes:** Automate administration by tracking certification and integration of employee recycling in the training plan.
- **Improve productivity and collaboration:** Get rid of spreadsheets and implement collaborative tools to ensure that logistics, scheduling, and financial processes integrate seamlessly.



When combined under a single platform, these features form the ultimate vehicle to handle your back-office processes and optimize your ILT activity.

## Where innovation happens

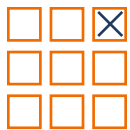
Technology should fit your learning delivery and type of training in the same way the right car fits your lifestyle. It should meet your goals of delivering training with effectiveness and flexibility while optimizing costs. Understanding the fundamental difference in how to optimize performance for different parts of your training strategy, whether ILT, e-learning, or blended, is important to build a framework for higher efficiency. It is essential to pick the right solution that equips you with the type of tools you need to manage your training operations.

This is where a TRMS helps you efficiently manage your ILT activity. It allows you to build complex schedules, assign trainers and resources to classes, and track costs per session, region or business unit.

**With ILT as the number one training delivery method for the foreseeable future, it's high-time we start using technology to optimize all aspects of training.**

# Training Orchestra's all-in-one Training Resource Management System

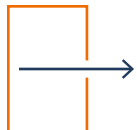
**A single system to streamline all Instructor-Led Training processes**



Intuitive Session Scheduling



Dynamic Cost Distribution



Automated Administration



Real-time Autonomous Reporting

**Solutions for the whole training ecosystem:**



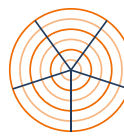
Learning & Development Department



Corporate University



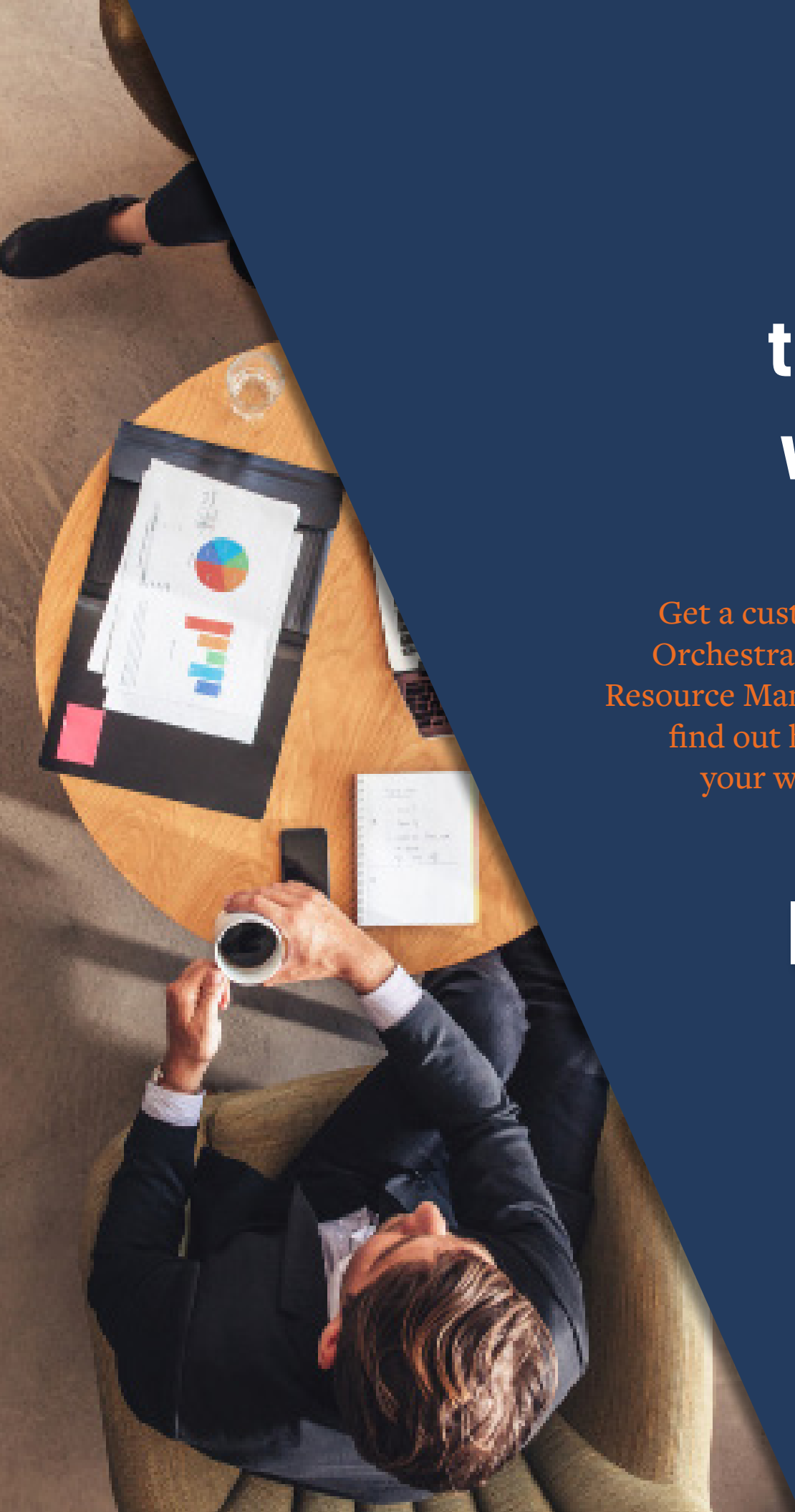
Extended Enterprise



Training Company

**GET A DEMO** →

**5-MIN OVERVIEW** →



# Ready to train more with less?

Get a custom demo of Training Orchestra's integrated Training Resource Management System and find out how you can optimize your whole training activity.

GET A FREE DEMO 



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