

THE BITE-SIZE  
REVOLUTION



# Lean Learning

skills to go

*"In Partnership"*

CHOOSE  
to GROW



# TODAY'S SPEAKERS

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## L&D PRACTITIONERS

*"In Partnership"*

MIRANDA JENKINS

Director of Skills to Go

EMMA CARROLL

Director of Choose to Grow



# TODAY'S DISCUSSION

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TOPICS  
TO COVER

- Clarification of terminology (lean vs bite-size vs micro)
- Myth busting
- Science behind bite-size
- Rising to the Lean Challenge - 2 examples
- Evaluation of impact /proof of results
- Live Q&A



# WHY LEAN LEARNING?



## DEMANDS FOR:

- Faster delivery (1 day – ½ day – 2 hour...)
- Less time away from workplace & reduction in travelling
- Quick transfer of skills & behaviours
- Appealing to Millenials

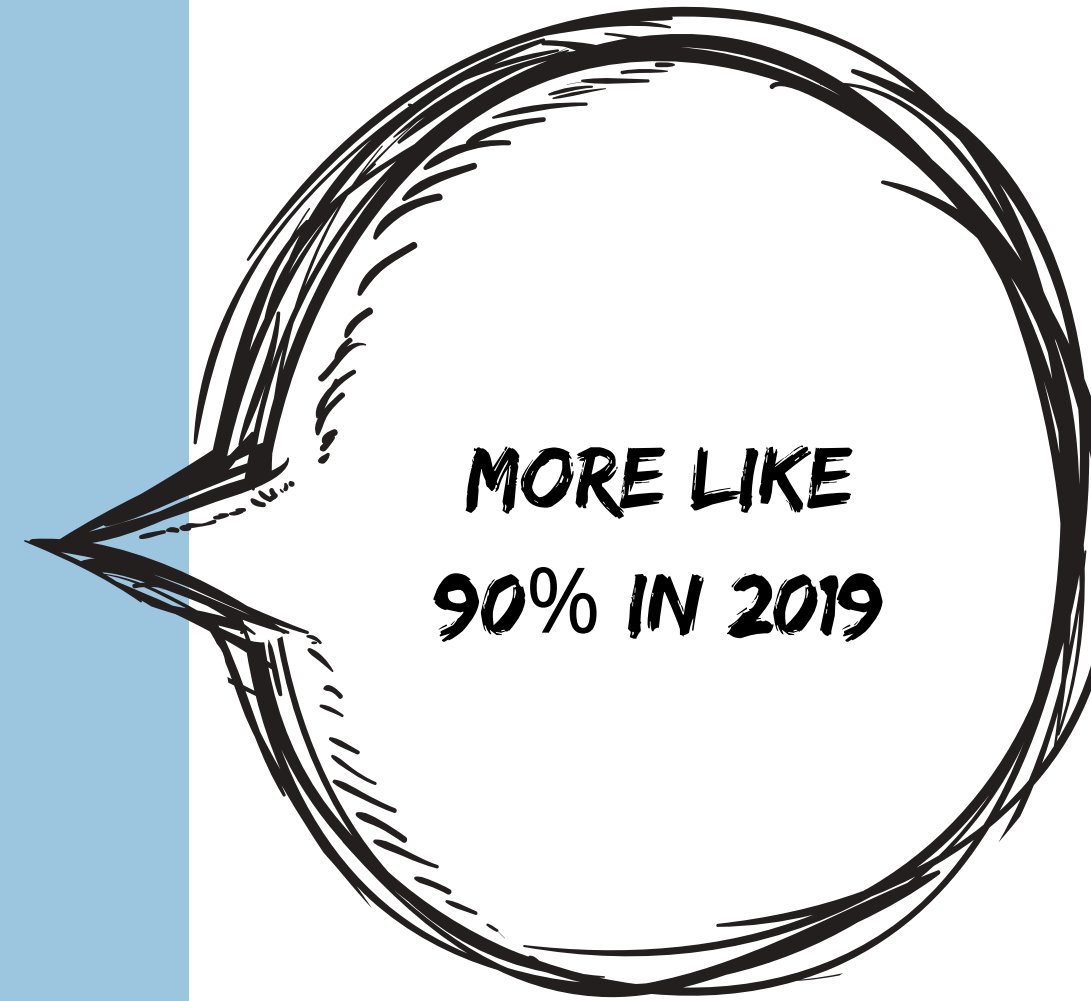
## ALONG WITH:

- Changing views of when & where learning happens
- Ability to learn 'on-the-go', to dip in & out
- VUCA (volatility, uncertainty, complex & ambiguous)

# ACCORDING TO A FORBES ARTICLE (2018)

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“Globally up to 50% of the workforce works in some sort of remote role...It can be difficult for many managers because you may feel like you have no control over the situation or find that gaining a trust level with a remote team can be a bit of a challenge. Yet, it is the future of the workplace, and managers need to adapt to make the situation work for everyone involved.”



Does that tell us  
that bite-size is  
now the right  
size?





# WHAT IS LEAN LEARNING?

CLARIFICATION OF TERMINOLOGY  
(LEAN VS BITE-SIZE VS MICRO)

# Terminology



## LEAN

Deliver more with less waste

Lacking in excess



## BITE-SIZE

Manage it in one mouthful

Chunked up



## MICRO

Extremely small

In comparison to?



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# MYTH BUSTING

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- Micro learning is a new idea
  - Micro means short
  - Micro relies on video
  - It only works for simple topics
  - It replaces the need for other training
  - It is self-directed
  - It works best with Millennials
- (stereotype of attention spans & all that...)!

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<https://resources.axonify.com/whitepapers/microlearning-ebook-everything-you-need-to-know-about-microlearning>  
Source: Axonify report 'Everything you need to know about microlearning'






# LEAN MEANS LESS

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Here is how less delivers more:



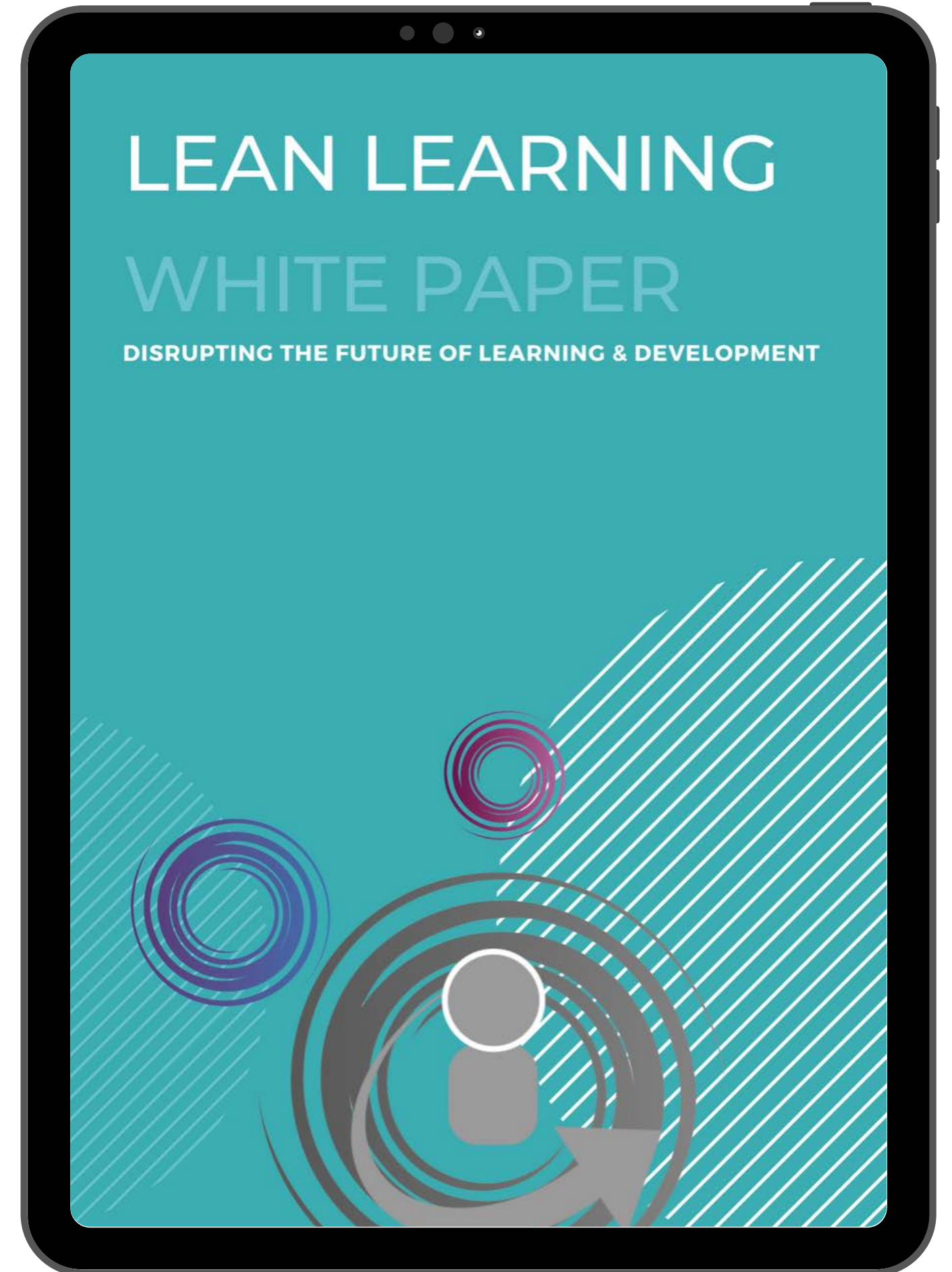
LEARNING IS LITTLE &  
OFTEN - SO IT CREATES  
LONG-TERM MEMORIES

By focusing on the most relevant 20% of learning and practice, the bite-size approach yields 80% of the opportunity. Any longer spent in training and the return on time invested starts to diminish.

# The science behind Lean Learning

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Transforming business performance by changing the way people think and behave during training.





# JOIN THE CLUB

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# What are our beliefs about Lean Learning?



We believe that 5 minutes with a genius beats a month with a fool.



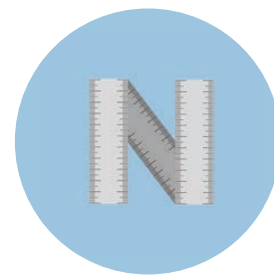
Neuroscience is sexy and in research we trust.



When we have choice we develop much more than we realise.



People only change and develop when it's in their best interest.



One size fits no one!



We prescribe little and often.

# IN A NUTSHELL

HERE IS WHY THE TRADITIONAL APPROACH DOESN'T ALWAYS WORK

- It CAN be expensive, time consuming and, most of all, have little impact.
- The industry norm is fewer than \*\*15% of participants successfully applying what they learn.
- No wonder personal development is often put on the back burner.
- The bite-size approach focuses not only on helping people learn but also on helping them solve problems in the real world.
- Transfer, not the event, is the hero.
- It targets not just the learners but their managers, peers and the cultural context in which they apply what they learn, so it's almost impossible not to put new skills into glorious practice.

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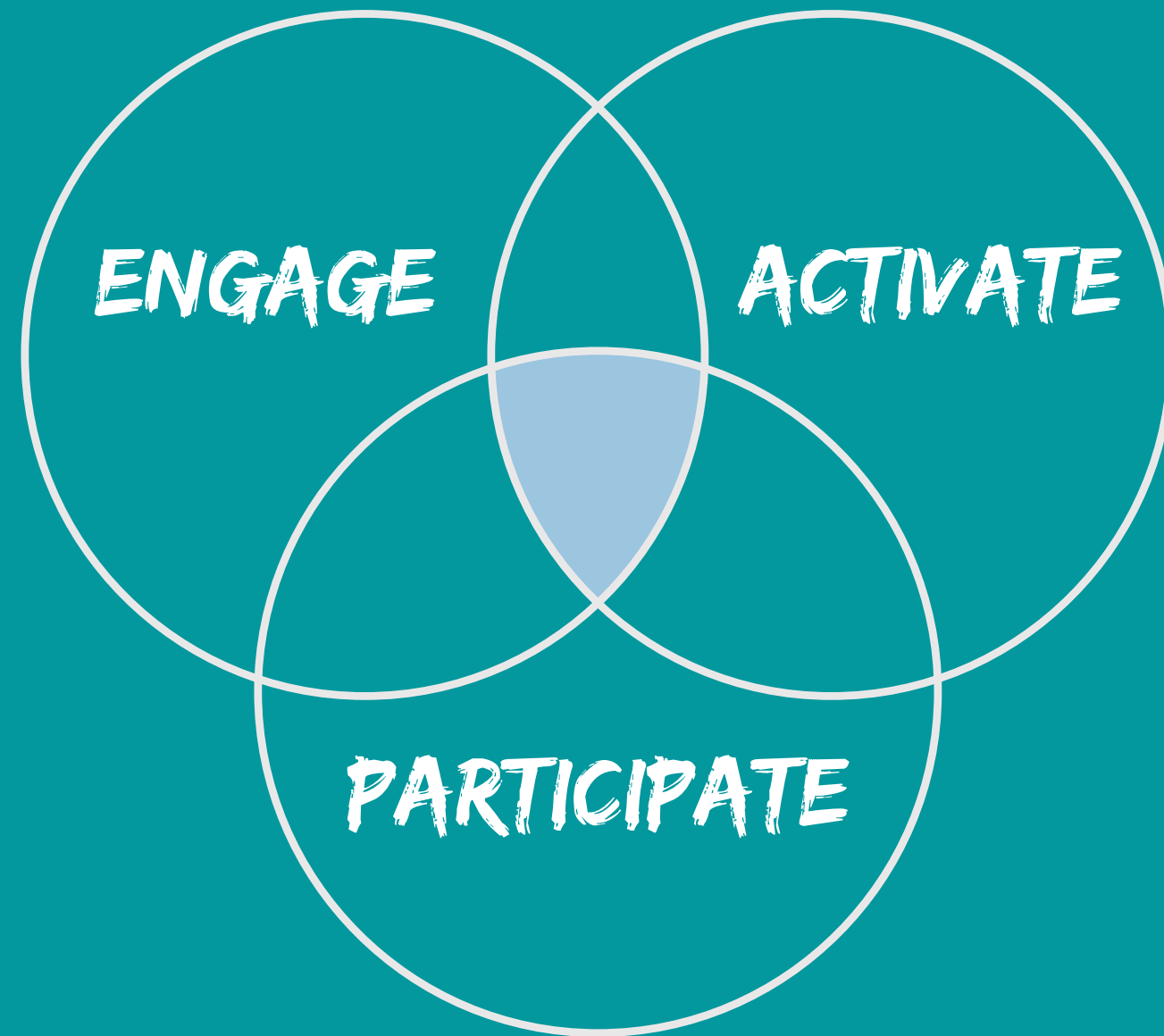
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\*\*Training Transfer: An Integrative Literature Review(Burke & Hutchins, 2007)



# HERE IS THE HOW

FOR INDIVIDUAL LEARNERS, THIS LEARNING CYCLE CONSISTS OF THREE PHASES:



This methodology achieves 75% greater benefits without blowing the learning & development budget. The latest reading in neuro studies and psychological research, as well as our own experience reveal how lean learning now makes business sense.

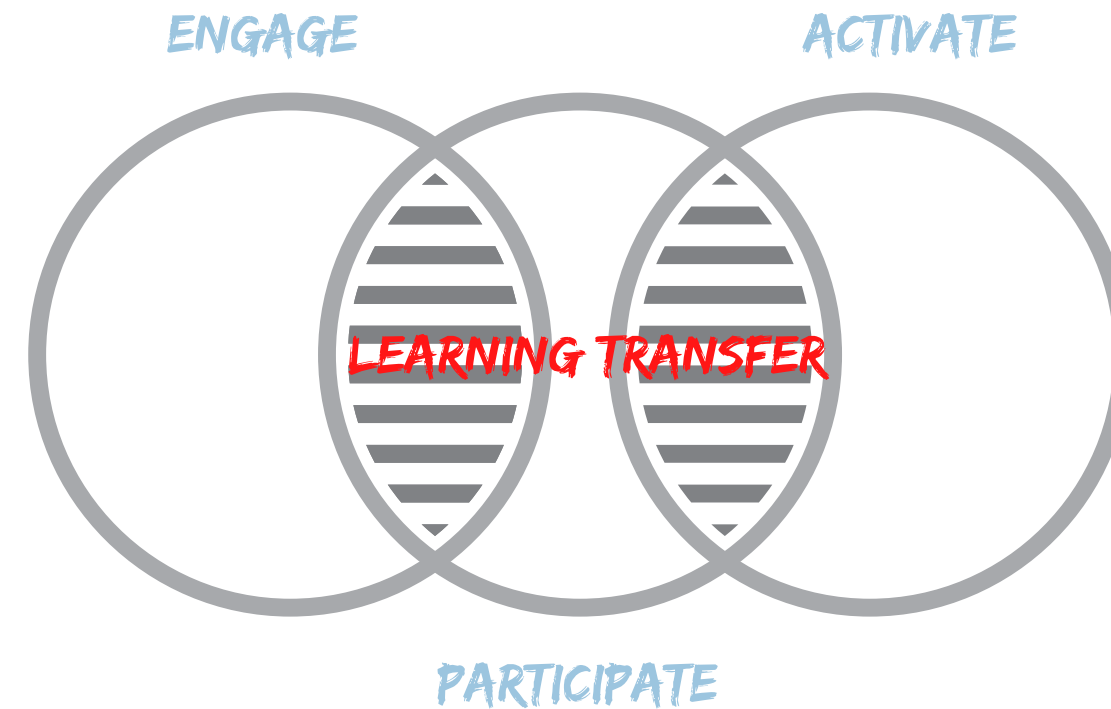


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## 1. DRIVE ENGAGEMENT

Capturing the hearts and minds in the run up to the session is just as vital for the transfer as the magic content itself. We advocate a 'Discovery' & Marketing phase to do the work on this upfront.



## 3. TRIGGER ACTIVATION

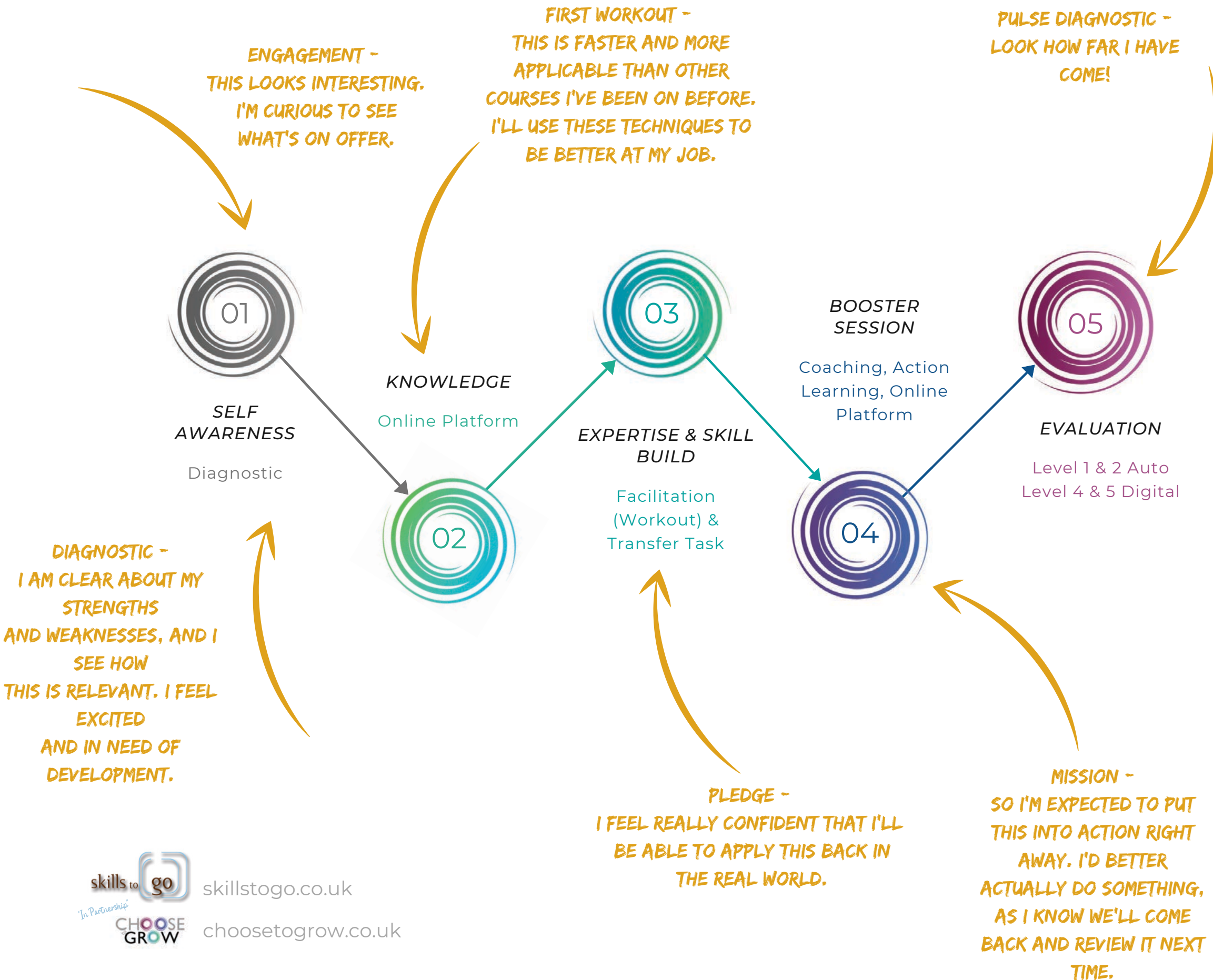
By using real-life examples and building in tailored, relevant models and techniques, learners recognise the opportunities to transfer their learning. When they get back to work, it's not as much of a mental stretch to apply what they've learnt as they have not be overloaded with content. In fact, it's almost automatic. A distributed course of lean sessions also provides more opportunities to trigger activation.

## 2. DEEPEN PARTICIPATION

Participation here doesn't need to be in the training room itself; it could just as easily be informal learning, with no need to define boundaries.

It goes something like this: no module ever runs more than 90 minutes, the pace is changed at least every 20 minutes, and people are involved in the content every 8 minutes. That's how learning stays lean.

# ENERGISING LEAN LEARNING JOURNEY



Breathing new life into how organisations develop their people...

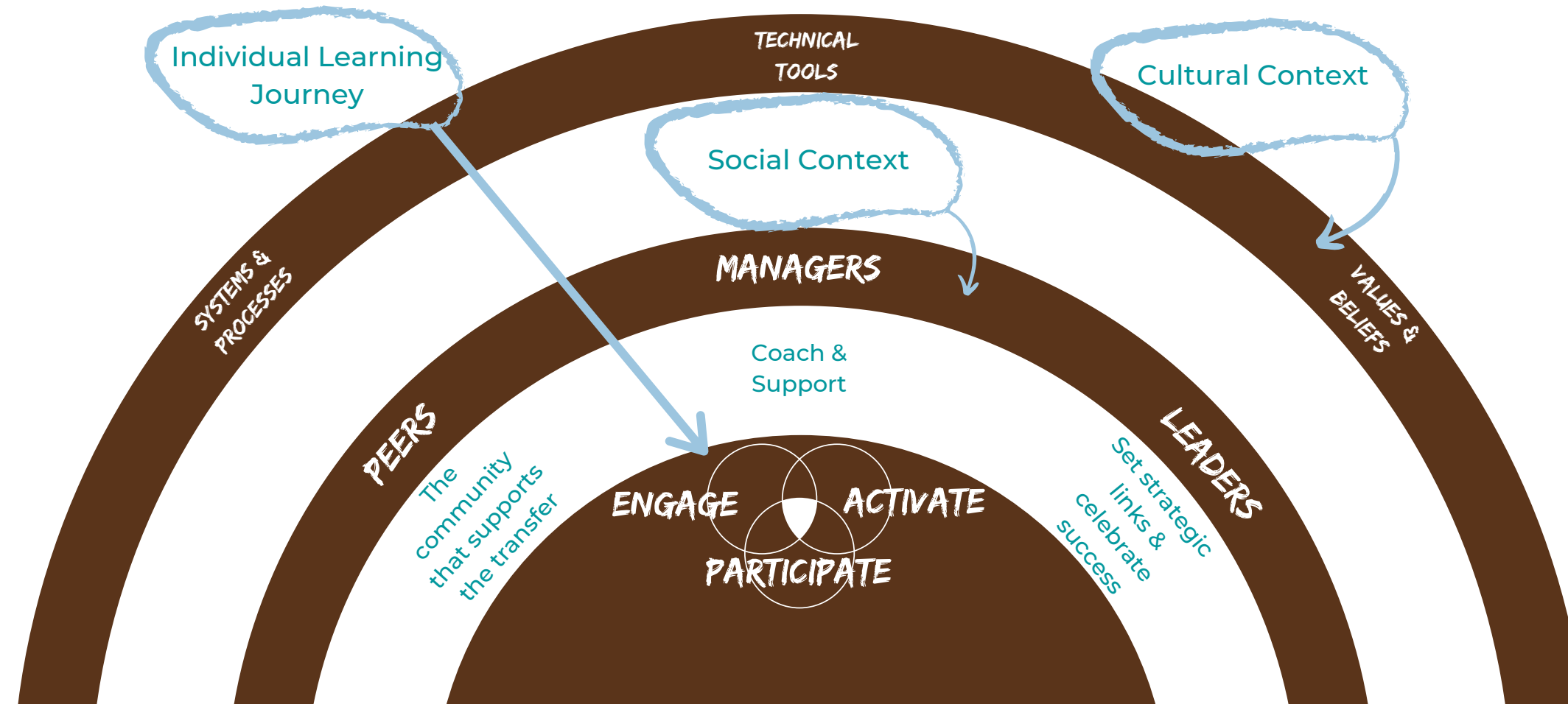




# WHAT MAKES LEAN LEARNING STICK?

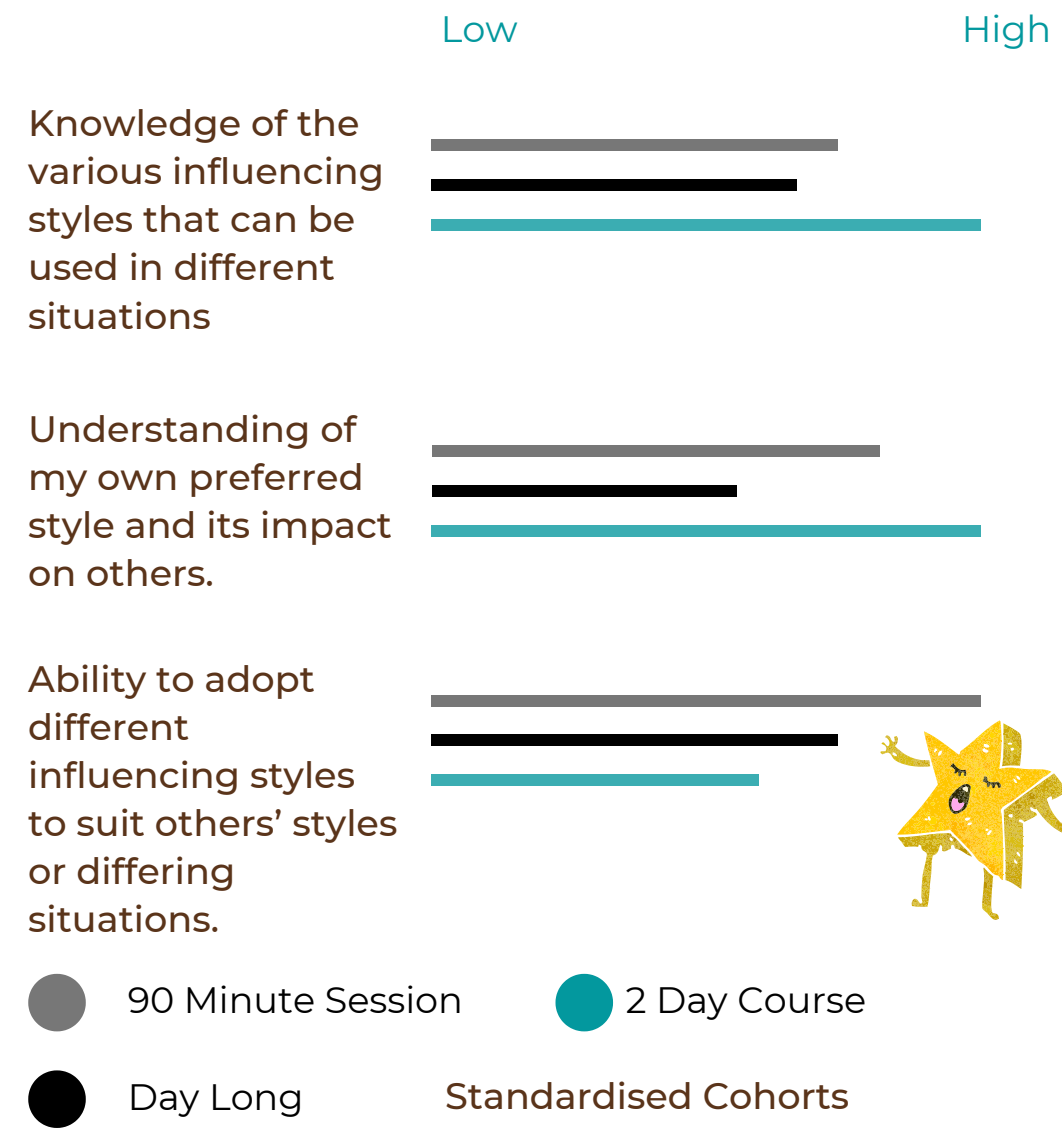
*IT TAPS INTO THE SCIENTIFIC PRINCIPLES OF BEHAVIOUR CHANGE.*

The methodology has two core components: the individual participants' learning journey and the broader social and cultural context in which they apply that learning, as illustrated below.



# CASE STUDY

The BBC independently compared the impact of a 90-minute session with a day-long intervention. The bite-size session delivered a greater improvement than the day-long course.



Mindgym Bitesize is best 2016

# And it doesn't end there

IT'S EASIER TO ATTEND

TIME V COST OPPORTUNITY

TARGETED BUT FLEXIBLE

# *Let's break out*

WHAT IS THE RELEVANCE OF LEAN  
LEARNING TO YOU?

15 Minutes

Pop a summary of your discussion in  
the chat.





RISING TO THE  
LEAN LEARNING  
CHALLENGE

1.

Designing a purpose-built  
'lean' session  
of 50 minutes

2.

Re-designing a suite of  
existing courses,  
for future flexible delivery

# 1. RISING TO THE LEAN CHALLENGE

(A PURPOSE-BUILT SESSION)



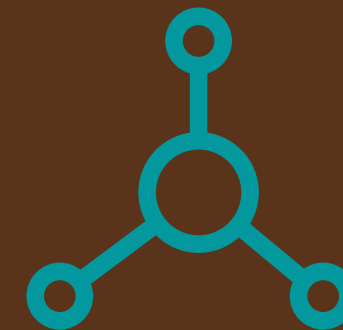
To design a 50 minute session for up to 12 people on 'Building Networks' as part of a larger day event, comprising large group plenary sessions as well as smaller group workshops.



Clear 'purpose' needed – so that participants could opt in, or out.



Finish promptly and in sync with other parallel sessions



Key outcomes had to be delivered along with 'take-away' actions.

OK I'M UP FOR THIS!



## **CHALLENGE 1**

Used to designing sessions in half day chunks

## **CHALLENGE 2**

Could 50 minutes be enough?

## **CHALLENGE 3**

Session needed beginning, middle and end for up to 12 people

## **CHALLENGE 4**

Group members might not know each other  
(I wouldn't know them)

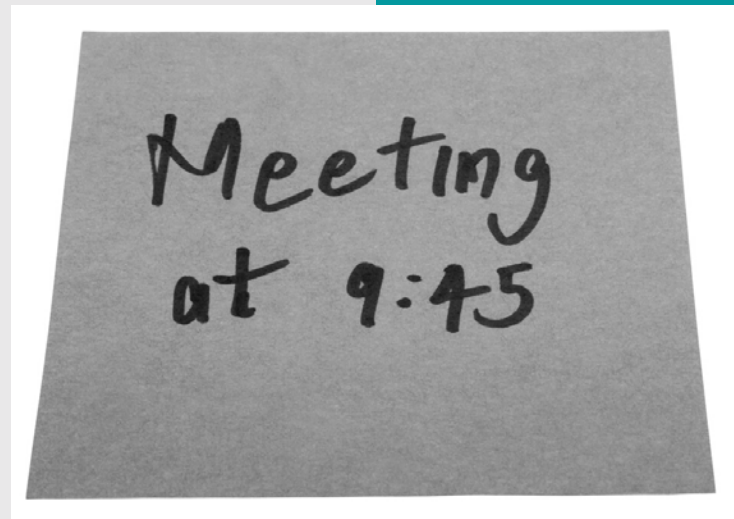
## **CHALLENGE 5**

Background noise to contend with & a "hard stop"

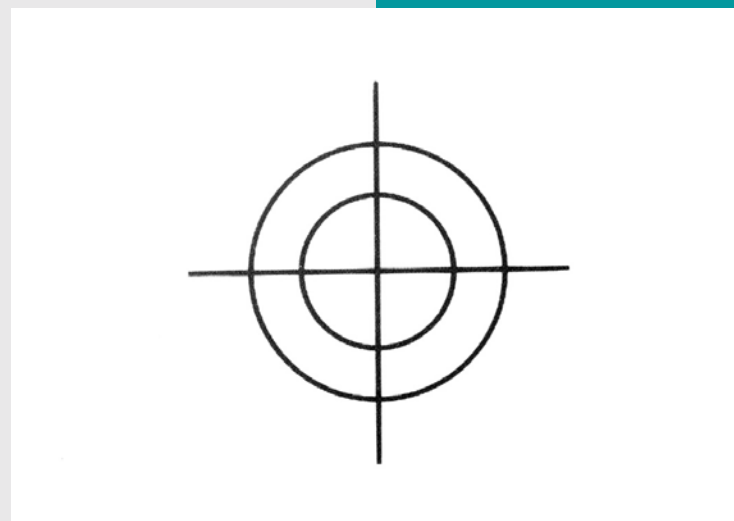
# The Solution...



TIGHT



TIMED



TARGETED



# Tight – crystal clear clarity on content



## SESSION HAD TO INCLUDE

- Introductions
- Aims
- Content
- Activities
- Action planning



## THERE WAS NO TIME FOR

- Rambling  
discussions, activities  
over-running etc.



## THERE WERE NO SECOND CHANCES

- To 'land' the  
key messages

TIMED

No room for timing adjustments if session over-ran or finished earlier than expected, this session had to run like clockwork.

Trainer tendencies...including too much, fear of running out of material, being over ambitious...?





## TARGETED

- There was so much that could be included.
- Focused on 'must-haves' (there wasn't really time for 'nice-to-haves').
- Every piece of content had to be worth its place.





## LEARNING FOR ME

A lot can happen in 50 minutes.

Design takes just as long for a micro session.

Clear 'deliverables' essential up front.

Preparation and practice was vital.



## OUTCOMES FOR THEM

4 learning activities completed

Action plan assembled

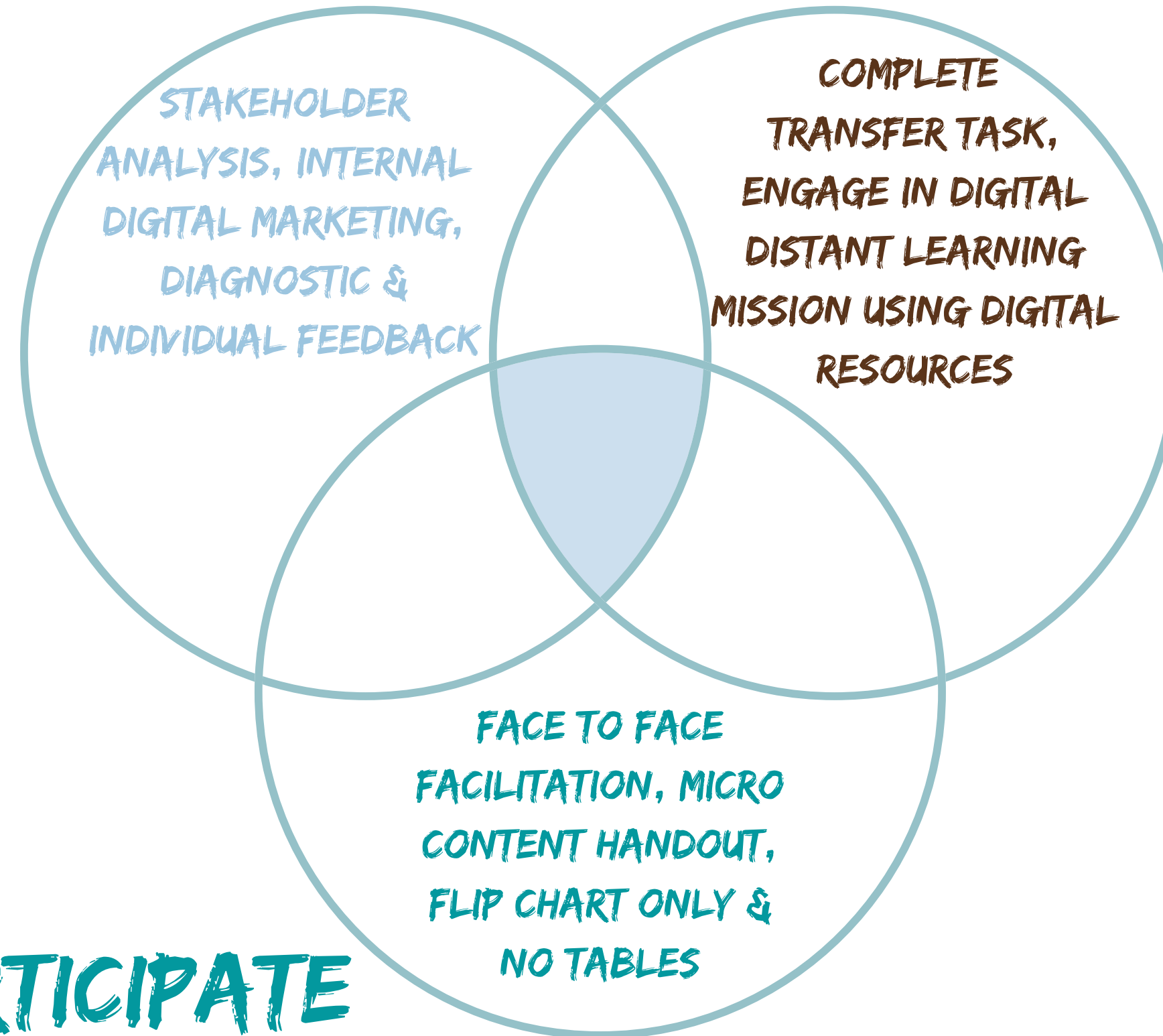
Reaction & feedback extremely positive

Executive team requested a bespoke session

# HOW DID I DO IT?



**ENGAGE**



**ACTIVATE**

**PARTICIPATE**

# 2. RISING TO THE LEAN CHALLENGE

(ADAPTING EXISTING FORMATS)



To redesign an existing Management Development Programme that had previously been delivered entirely face to face, in sessions varying from half a day – 2 days in duration.



Future delivery would be either face to face, or ‘virtual’ (or combination of both..).



Delivered in English to UK and (mainly) European audience.



Shorter sessions to minimise disruption to business.

# CHALLENGES

**NO BUDGET FOR E-LEARNING INVESTMENT.**

**INTERNAL TRAINING TEAM CONFIDENCE & APTITUDE IN VIRTUAL DELIVERY.**

**SAME LEARNING OUTCOMES TO BE DELIVERED IN SHORTER CHUNKS OF TIME.**

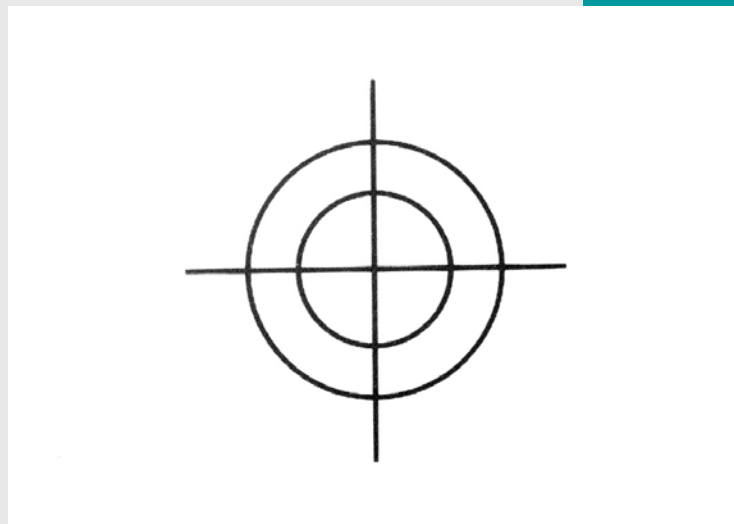
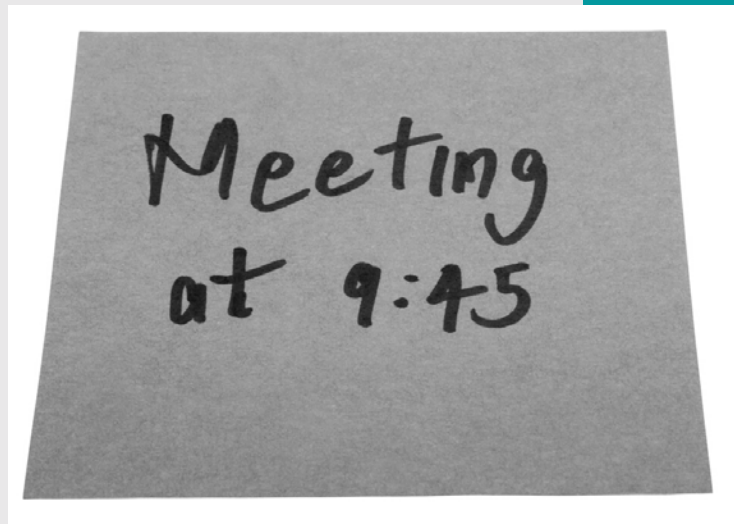
**CONCERNS ABOUT LEARNING 'FATIGUE' (REPETITIVE REMOTE SESSIONS).**

**MULTIPLE SITES POTENTIALLY ATTENDING SAME SESSIONS (DIFFERENT COUNTRIES).**

**EXISTING ACTIVITIES AND EXERCISES ALL DESIGNED FOR CLASSROOM DELIVERY.**

**OCCASIONALLY COMBINING FACE TO FACE DELIVERY (FOR SOME DELEGATES) WITH VIRTUAL DELIVERY (FOR OTHERS IN REMOTE LOCATIONS).**

# The Solution...



- Same principles of Tight, Timed & Targeted applied
- Shorter sessions (3 hours absolute max)
- Include pre and post learning activities to 'extend' learning opportunity.
- Designed and printed Learning Journal – acted as an 'anchor'.
- Examined every activity and redesigned for potential delivery 'at distance'.
- Used polls, whiteboards, videos, pre-printed activity sheets as well as discussions and slideshows to facilitate learning.





## LEARNING FOR ME

Essential to revisit learning outcomes prior to starting design

Some existing materials used

Discussions need handling differently

Questions need clear direction

Pre and post learning completed haphazardly

Most training room activities can translate to 'virtual' delivery

Audio and video protocols



## OUTCOMES FOR THEM

Less time away from workplace (no travelling & shorter sessions)

More ownership required for gaining full benefit from learning opportunity

Participation levels equal to face to face classroom experience



‘Imagine that those in remote locations are sitting around your virtual table. Provided they can see and hear what’s going on there is no reason why their level of engagement in the material being presented needs to be any less than if they are in your physical presence.

The skill of the virtual facilitator lies in working a little harder to create engagement, to keep the material interesting and to get creative with activities and exercises.’

-Miranda Jenkins of Skills to Go



COVID-19



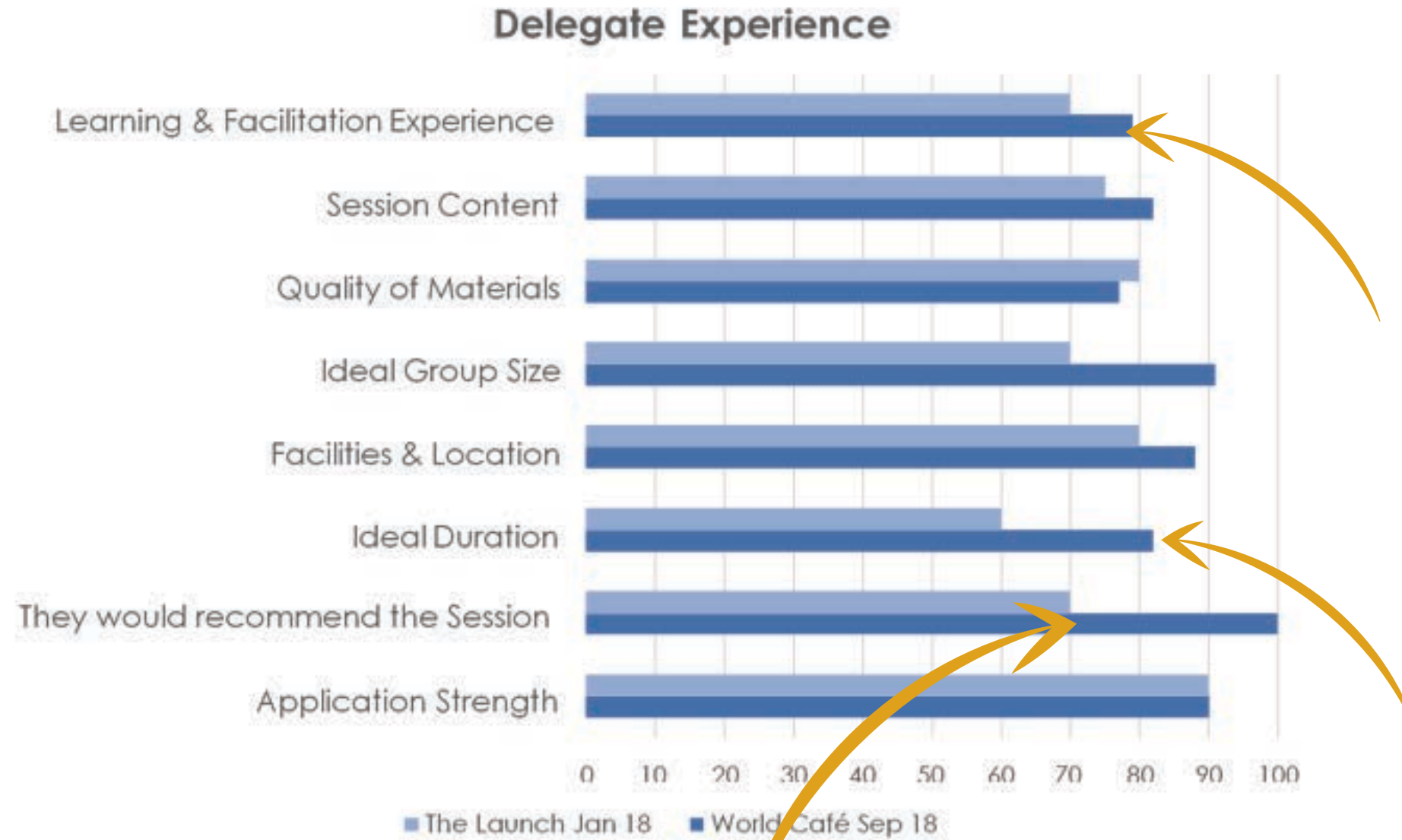
# *Let's break out again*

DISCUSS AND LIST OTHER EXAMPLES  
OF 'LEAN' DELIVERY

10 Minutes



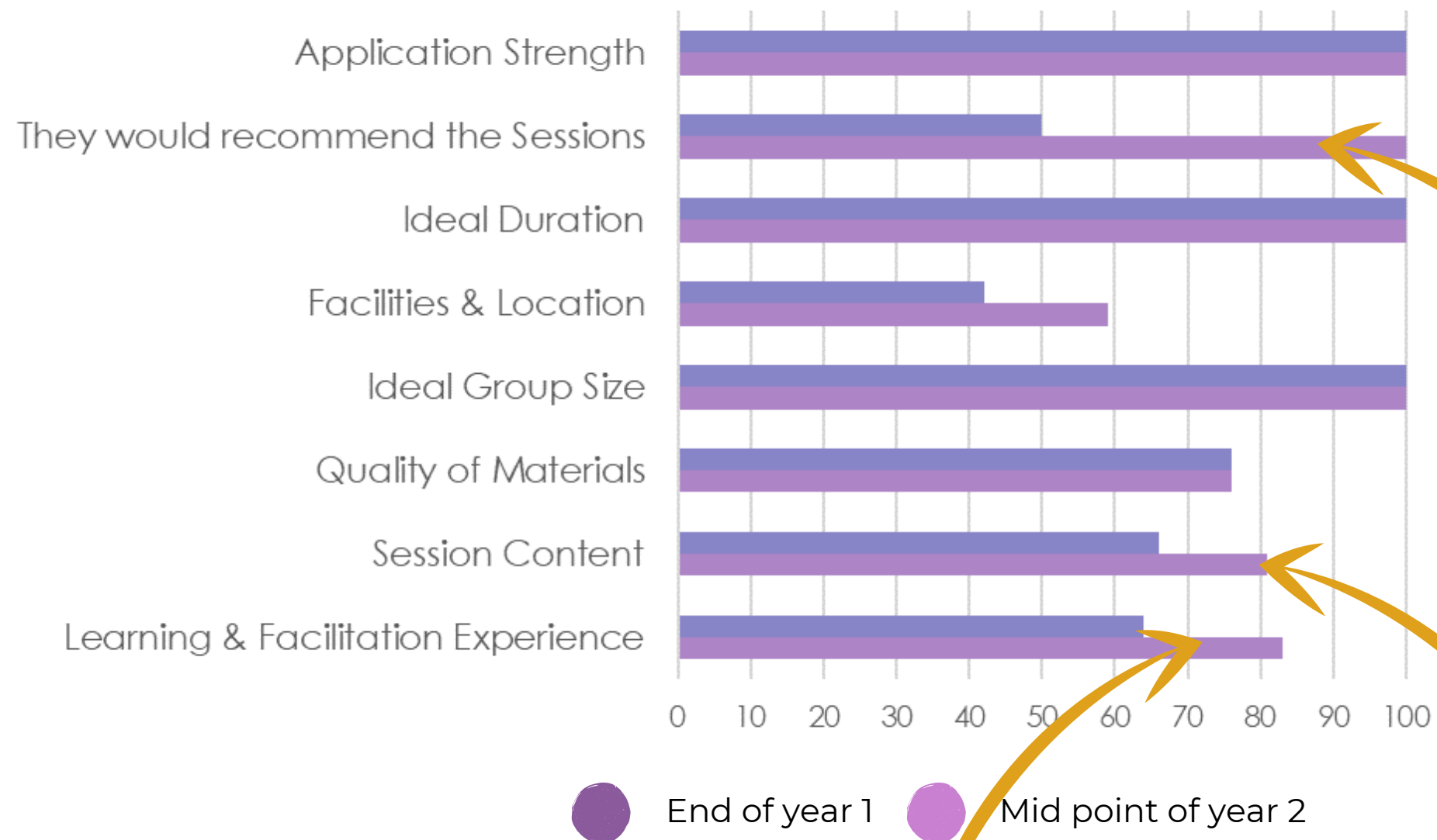
*Lets look at  
the impact*  
Level 1 & 2



**75% BENEFIT TO A 90% BENEFIT**



## Learner Reaction & Knowledge



*Lets look at  
the impact*

*Level 1 & 2*

**75% BENEFIT TO A 90% BENEFIT**



"The response to this was positive. The lack of pro-activity and stepping up to challenges is still preventing the achievement of business goals, however it has been noted that the group are **visibly deploying different techniques to work together effectively that they have not used previously.** They have been exposed to more challenging situations since being part of the forum and as a group it is noted that they are learning and developing together and individually throughout the year."

## Was behaviour change evident?

Level 3



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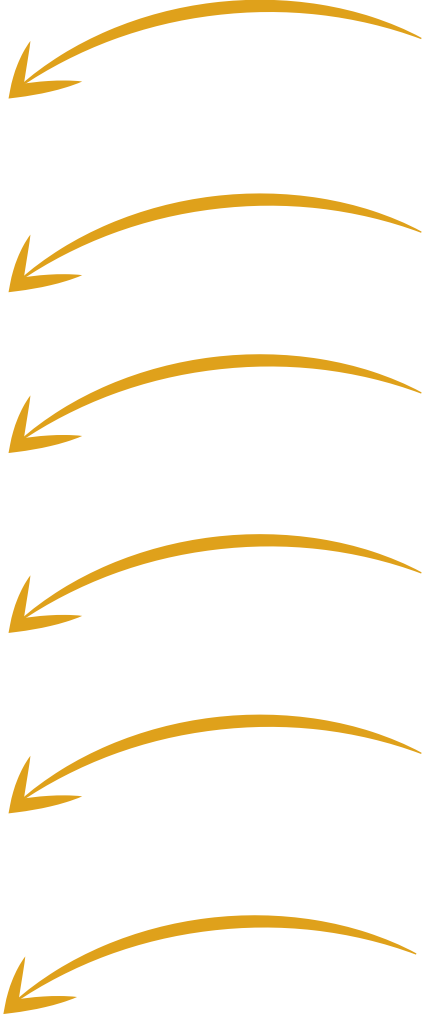


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# POTENTIAL VALUE PROPOSITION

|                    | TRADITIONAL APPROACH                                 | LEAN APPROACH  |
|--------------------|--|--|
| INTERVENTION       | 1 DAY SKILLS TRAINING<br>(9 HOURS AWAY FROM THE JOB) | 2 X 90 MINUTE WORKSHOPS<br>2 X 30 MINUTE TRANSFER TASKS<br>1 X 90 MINUTE BOOSTER SESSION |
| SALARY & TIME COST | 20 DELEGATES AVERAGE £15PH<br>£2700                  | 20 DELEGATES AVERAGE £15PH<br>£1650  |
| DELIVERY COSTS     | 20 DELEGATES<br>£1400-£3000                          | 20 DELEGATES<br>£1450-£2450  |
| TOTAL COSTS        | £4100-£5700  | £3100-£4100  |
| BENEFIT            | 75%  | 90%  |
| ROI**              | 1.3  | 2.2  |



\*\*ROI calculated on basis of benefit divided by investment multiplied by 100  
CIPD 2012 - 35% retention





# FEEDBACK PLEASE





Emma Carroll

[www.choosetogrow.co.uk](http://www.choosetogrow.co.uk)

[linkedin.com/in/emma-carroll-98b50aa7](https://www.linkedin.com/in/emma-carroll-98b50aa7)

Miranda Jenkins

[www.skillstogo.co.uk](http://www.skillstogo.co.uk)

[linkedin.com/in/mirandajenkins](https://www.linkedin.com/in/mirandajenkins)

