

The Challenge: What do the employees actually need?

- A new Learning Management System (LMS) was being deployed: the previous system retired.
- Leadership selected the system based on IT and auditing needs: legal requirements for documentation of annual “check-box” training participation. There was no information on how employees used the system or which features were useful.
- Within an organization of ca. 8000 employees, 4 very different user groups would share one system.
- None of the groups had been informed that the present LMS was going to be retired.
- High-security organization: typically closed-door offices with no open, central meeting places. Information communicated only via email or briefing/ meeting format.

The Technique: Employee Survey and Focused Outreach

- Online survey of all employees to develop overview of most useful LMS features.
- Use survey as part of organizational communications effort to inform of upcoming changes.
- Monitor participation across all four groups for semi-equal participation.
- Review survey data and conduct focus groups for more information on targeted areas.
- Incorporate requirements needs into system configuration.
- Review data and information for change management strategy.

The Intervention

- Online survey querying 8000 employees, including staff, managers and system administrators
- Target the questions right: designed questions that highlighted possible features to support organization-specific learning and performance needs.
- Structure the survey well: built survey to enable monitoring of 4 different organizational groups—and splice data for greater insight into differences or similarity of needs.
- Investigate your assumptions: followed up on data in focus groups to get deeper understanding of whether we understood what was most useful.
- Follow-up: whether through communications in support of the roll-out, or through focus group participation or through change management, demonstrated to the employees that their feedback is valuable and has been read and considered.

The Results

- Achieved 85% survey participation from system administrators; comparatively high participation from other user groups.
- Received multiple requests from senior executives, requesting meetings and briefings to discuss change impact as well as new tool availability.
- Requirements configuration: extensive and surprising input into which features would be useful in day-to-day learning management.
- Change management and communications: both focus groups and survey results revealed concerns of employees and informed both strategy and content of change management and communications.
- Organizational culture: in a low-communication culture, the survey set a new standard of both informing outward about a change, as well as informing leadership of employee needs.
- Year-later follow-up results: LMS system demonstrated higher access-and-use data than its predecessor.