A SHORTHAND GUIDE FOR 2015

COMPLIANCE: LEARNING THAT WORKS

THREE ELEMENTS FOR EFFECTIVE BLEND DESIGN

kineo
“You have not completed your compliance elearning. You have only two days remaining before the deadline...”

Do you ever receive – or send – these mails? Do you find yourself asking ‘Why do we have to go through this every time?’ If you’re looking to break the cycle and move things forward with compliance training, we’ve got some ideas that might help you get there.

BEYOND BOX TICKING TO BEHAVIOR CHANGE

If compliance training didn’t matter, you’d understand why people often push it to one side. But Compliance training matters. In case there’s any doubt:

- **It matters to your people**
  In the 2012 Net Impact Survey over half of respondents (58%) said they are willing to accept less pay in order to work for an organization that shares their values. Does your compliance and ethics training show them that you care?

- **It matters to your customers**
  Your brand’s reputation is based on how your people conduct themselves. You don’t have to look far to find examples of reputations and businesses destroyed by compliance issues.

- **It matters to regulators**
  US sentencing guidelines are pointing towards quality of compliance training as a key factor. Interpreting this, it’s not good enough just to have compliance training (and according to the 2013 research by the Ethics Resource Center, 81% of US companies have some form of compliance training). It’s got to be effective, or it won’t count as a defense against anything.

So if it matters that much, why do people have such a problem with it?
In our 2014 Insights Report, we interviewed learning leaders in over 30 global companies. They told us that they’re concerned that compliance training has a very low reputation. 60% of businesses cite the key compliance challenge as ‘online education fatigue’. Because of that, it faces real acceptance challenges. Why and what can L&D do about it? Let’s look at that next.

Most people want to work for an organization that shares their values – but most compliance training has a poor reputation of showing those values in action.
## KEY CHALLENGES

<table>
<thead>
<tr>
<th>Challenge</th>
<th>What It Means For L&amp;D</th>
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<tr>
<td><strong>It’s not positioned right</strong></td>
<td>Get them to care…</td>
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<tr>
<td>More bad training is arguably worse than none at all as it bores people</td>
<td>Or maybe more accurately, remind the trainee that the company does actually care.</td>
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<td>into a stupor and the value of the message is lost.</td>
<td>This means stepping back from the mechanics of elearning course design and thinking more like a marketer:</td>
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<td>As one compliance officer told us, “Compliance training is still seen as</td>
<td>We need to campaign for change:</td>
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<td>a task rather than a learning opportunity”.</td>
<td>• Start with “why”</td>
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<td>Given that people say they want to work for companies with strong</td>
<td>• Get the tone right</td>
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<td>ethics, that means we’re missing a great opportunity to tell our story</td>
<td>• Make it personal</td>
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<td>and get buy-in. We need to look again at the approach we take.</td>
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<td><strong>It’s not designed well</strong></td>
<td>Give them interesting…</td>
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<td>Defaulting to the elearning course as the hammer for every compliance</td>
<td>Compliance training is often synomomous with boring. But we cannot assume that boring is acceptable, or that just because something is mandatory, it doesn’t have to be engaging.</td>
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<td>nail has had a negative impact. A 2013 survey found that 60% rated the</td>
<td>We need to design for engagement:</td>
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<td>key compliance challenge as ‘online education fatigue’. 71% in our 2014</td>
<td>• Tell the true stories</td>
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<td>survey say they believe their compliance learning could be improved.</td>
<td>• Enable practice with purpose</td>
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<td>Are your courses sending people to sleep when you need them at their</td>
<td>• Support with short resources</td>
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<td>most alert?</td>
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<td><strong>It’s not supporting genuine change</strong></td>
<td>Support people to make the change</td>
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<td>You can push people to pass a test, but often that is weak proof of</td>
<td>As one manager said, we cannot assume that ‘one and done’ is enough to change anyone’s behavior. We have to find more creative ways of bringing about and embedding lasting change.</td>
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<td>genuine behavior change. The stats on infractions remain worryingly high.</td>
<td>For L&amp;D teams that means we need to embed for lasting results:</td>
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<td>According to the 2012 ERC survey, 41% of workers say they observed</td>
<td>• Keep creating and sharing resources</td>
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<td>misconduct in the past year. The vast majority of this goes unchallenged.</td>
<td>• Specific support for managers</td>
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<td>Only 57% of managers feel comfortable challenging perceived unethical</td>
<td>• Keep assessing</td>
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<td>behavior. Your managers are the thin blue line between unchallenged</td>
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3 ELEMENTS OF AN EFFECTIVE COMPLIANCE BLEND

For over 100 clients, we’ve designed blended experiences that go way beyond elearning and box ticking. We do it through our three step method for effective compliance. Here we set out the three steps, and the tactics you can use within them:

**Campaign For Change**

1. **Think like an ad agency.** You need to attract and convert your audience. That calls for a campaign, not a course.

2. **Start with “why”**
   Don’t assume people know why it matters. Is it about risk, a problem, an opportunity? Be open, build trust.

3. **Set the tone**
   Be adult to adult, not ‘do it because you have to’. Create a language for talking about compliance. Make it OK to discuss.

4. **Make it personal**
   Direct messages at your audience segments and roles. Make it personally relevant for managers, customer-facing teams, regions...

5. **Work your channels**
   Get your messages to the places where they’ll get traction. Is that the intranet, on t-shirts, or on social networks? Shock, surprise, provoke and tease… that’s how you get people to pay attention.
Design For Engagement

Grabbing our audience's attention upfront is a good start, but it isn't enough. We have to deliver on the promise through the rest of the blend design.

Engage with good design practice
True stories – show that you understand the conflict that compliance can cause: conflict with customers who want a quick answer, with a manager pushing for results, with colleagues taking shortcuts. Tell the true stories and be brave.

Goal-based scenarios
Take the highest risk situations (think 80/20) and build real practice opportunities with decisions and consequences. Use real situations and real outcomes. Get people in the game.

Assessment that works
It’s about long-term action, not short-term memory. Make it behavior based. Make it tough. But give people freedom to do it upfront. If you already know the right thing to do, you don’t need to learn it again.

Embed For Results

The campaign isn’t over when the test is passed. Go beyond the screen and the check box with:

Ongoing multi-channel and multi-device messages
Don’t spend it all on the screen count. It’s what happens next that really matters. Plan a content calendar for the days, weeks, and months after launch. Create simple quizzes, refreshers, and posters – whatever works to keep the conversation and campaign alive.

Manager support
Confident and supported managers are the key to embedding compliance behavior change. Support them with targeted resources, ongoing support and communities of practice.

Metrics and measurement
What metrics matter – completion or error avoidance? Set goals, measure and share successes – they become part of the campaign.

Feedback loops
Be flexible – keep amending and honing the message. Use the feedback to adjust your approach.
Entertainment Company

Challenge
Do data protection training, but don’t do boring.

Approach
A blend that went to the movies:
• A launch campaign with a theme. Video trailer, sassy posters, and a hub
• A set of learning episodes with humour, comic book heroes and villains, and a serious challenge
• A follow-through campaign with flashmobs, ongoing messaging, prizes and more

Results
“Your campaign blows everyone away.”

Over 90% agreed that they had learned something new.

Brandon Hall Gold:
Best in Compliance Training.
BMI Healthcare

Challenge
BMI Healthcare had compliance learning inefficiencies. People were being assigned training that wasn’t relevant. Completion rates were too low.

Approach
Targeted audience: Using Totara LMS customized by CG Kineo, BMI changed their strategy. A personal profile questionnaire was developed to capture specific roles and responsibilities and create a personalized plan so you only need to do what’s relevant, when it’s relevant.

Results
Compliance rates increase have increased by 50% in year one.

“We’ve saved poorly targeted training time and staff hours.”

“The overall cost saving equates to 31 full time employees. That’s over $1,212,672 worth of time per annum, which has had a massive impact on the overall organizational spend.”
Scouts Association

Challenge
Reach and train 120,000 volunteers to ensure awareness and compliance with safeguarding rules – on any device, anywhere.

Approach
Access everywhere to a resource-based approach was key. Developing a multi-device solution in HTML5 using the Adapt framework was the answer. The design includes a confidence-check diagnostic, to ensure a personalized, efficient learning experience, and an exploratory, immersive assessment that's based around a campsite.

Results
Rollout to 120,000 volunteers, available on any device they want to use.
1. **GET THE WHY ACROSS CLEARLY**

   Risk, opportunity and aspiration – show what could be possible if we do it right.

   Create campaigns that focus on this why, and communicate in any channel that will get attention.

   Come alongside people; don’t talk down to them.

   Find the right moment and places to engage and make it personal.

2. **GET THE TONE RIGHT**

3. **GO TOWARDS THE CONFLICT**

   The grey areas, the difficult conversations, the fails. That’s what makes it real.

   Ask for the stories in your business that show compliance dilemmas in action – be brave; go to leaders to set the tone.

4. **GET ACTION**

   Create moments where people have to make a choice and see the consequences.

   Make them specific to your business context.

   Get your experts to coach and support with guidance.

5. **BE A FRIEND TO MANAGERS**

   We ask a lot of them in compliance: to be role model, coach, and to call out unacceptable behaviour.

   Hold back some budget for communication and support to managers.

   Make sure you’ve given them enough support to be successful.

   Have an ongoing conversation with them – do they need more support?