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Training Development is Highly Collaborative

In most cases: Review & stakeholder management > writing time

Small companies can (sometimes) move fast.

Larger/complex companies should plan for lots of stakeholder review and management.



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Assembling Your Team

Who	What	When
Core project team (you + 1-2 colleagues)	<ul style="list-style-type: none"> Do the creative work Own the outcome Manage people and processes 	Involved at every step Primary drivers of project
Key leaders (your boss, GC, etc.)	<ul style="list-style-type: none"> High-level buy-in 	Informed throughout Approve final content
Branding/Comms	<ul style="list-style-type: none"> Own company visuals 	Involve in kickoff Show initial build Show final build
Subject matter experts	<ul style="list-style-type: none"> Provide ground-level detail and subject matter expertise 	Involve in kickoff Review full draft of content Review edited drafts Approve final content
Vendor (if applicable)	<ul style="list-style-type: none"> Library of material Hands-on writing or design work Project management 	Involved at every step



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Tips for a Smooth Process

Input now means buy-in later — if needed, practice “death by inclusion.”

- Expect stakeholder review to take longer and require more rework than you initially expect.
- If possible, invite ALL stakeholders to the kickoff call.
- Keep high-level stakeholders informed throughout.
- When you need stakeholder review, schedule a call to collect feedback — don’t just distribute drafts.
- Anticipate difficult stakeholders? Involve them at every step and assign them work.



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Setting A Process and Timeline

Here’s a high-level schedule for a typical creative project.

One goal: Provide enough time for review and buy-in— but avoid getting pulled into endless rounds of edits!

Step	Involve
Kickoff call	Core project team SMEs, Branding/Comms Any key stakeholder
Outline/course plan/design plan	Core project team SMEs, Branding/Comms Any key stakeholder
Draft 1	Core project team reviews — this is your chance to get it ready to circulate
Draft 2	Circulate to all stakeholders (Tip: Schedule calls to collect buy-in)
Draft 3	Circulate to all stakeholders for final blessing (Tip: Avoid excess rounds of review)
Final	Test, QA, launch

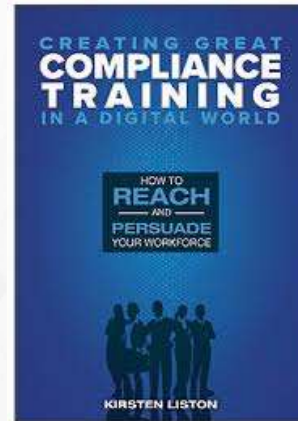
March 09, 20xx



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Training with Impact: What Moves the Needle?

1. Focus on what the law MEANS, not what the law SAYS
2. Think like a lawyer, talk like a human
3. Aim for persuasion, not just information
4. Make it yours



SCCE & HCCA



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Pop Quiz: Complete the Sentence:

According to Knowles, adults need to be involved in the _____ and _____ of their instruction.

_____ (including mistakes) provides the basis for learning activities.



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Focus on what the law **MEANS**, not what the law **SAYS**



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For Basic Literacy & Awareness

1. Lead with **key behaviors**
2. Use **core concepts** and supporting detail for context
3. Screen out **distracting details**



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Key Behaviors

Specific behaviors and actions you want from learners:

1. Involves concrete actions and common situations an individual employee could reasonably encounter
2. Can be written as a “we/you” or “do/do not” statement



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Core Concepts

Provide important context for what you're asking employees to know and do:

1. Why does this law exist? Why should anyone care?
2. If you could tell employees only three things...?
3. What's the worst that could happen if someone gets this wrong?
4. What constitutes basic literacy?



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Distracting Details

Things only experts or lawyers need to know:

1. Technical terms; certain legal concepts and definitions
2. History of the law
3. Subtle nuances



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For Basic Literacy & Awareness

1. Lead with **key behaviors**
2. Use **core concepts** and supporting detail for context
3. Screen out **distracting details**



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Use copywriting tactics to connect with your audience

This can be surprisingly hard for people used to communicating in a formal way!

- People on the web skim rather than read—and skip dense paragraphs
- Write it how you would say it to a friend—or a smart 12-year-old: simply, clearly, in plain English
- Style your text so it's easier to read:
 - Use more line breaks
 - Break up content with subheadings
 - 1 idea per paragraph; 3 sentences max per paragraph
 - Use bulleted and numbered lists
 - Highlight content strategically



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social triggers. Blog About Menu Free Updates

HERE'S WHAT SOCIAL TRIGGERS IS ALL ABOUT

Hey, what's up? I'm Derek Halpern, the founder of Social Triggers, and if you ever asked yourself:

- "How can I get more customers?"
- "How can I persuade someone to work with (or help) me?"
- "How can I negotiate lower prices, higher salaries, and better rates?"
- "How can I price my products profitably (and entice people to buy them?)"
- "How can I convince people to listen to me?"

Or if you've ever just needed someone else to do something (whether it's talk about you, buy from you, refer people to you)...

...You're in the RIGHT place!

Photo credit: Mike Folden

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SCCE Society of Corporate Compliance and Ethics HCCA Health Care Compliance Association

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Colgate

OBAL CARE CENTER OBAL CARE PRODUCTS BRIGTH SMILES, BRIGTH FUTURES SPECIAL OFFERS BUY NOW

Colgate

It's time to give your inbox something

Fresh

Sign up and get \$4.50 in coupons right away

email address... **Start Saving**

The next care is he grinning

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Fair competition, or antitrust, laws are designed to encourage fair competition in the marketplace. They protect both companies and consumers from unfair competitive practices.

As a large, global company, we must be very aware of our often dominant position in the marketplace. We are committed to complying with both the letter and the spirit of fair competition laws.

Our Company believes in vigorous competition, but we do not use illegal or unethical means to gain an advantage over a competitor. In this module, you'll learn what this means and what behavior is expected of you in this respect.

The competition laws help support a free and fair marketplace.

We're a large company in a high-visibility industry.

We **need** to follow these laws.

We will never take illegal or unethical actions, even if it helps us win.

Let's review some key concepts....



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Think Like a Marketer

Start with what your audience cares about.
Only then can you move them where you want to go.



This Girl Can, Sport England



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Find Out What Matters

Your audience doesn't care about you. They care about themselves and their problems.

- #1 marketing mistake: Writing about yourself and your concerns, not the audience.
- Customers don't care about you. They care about themselves and their problems.
- Use words and phrases your CUSTOMERS care about, not ones YOU care about.



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Connect THEN Send

Get your audience's attention and interest before you deliver your message.

- People are constantly interrupted by one-size-fits-all messages—and great at screening them out.
- But what if your audience looked forward to receiving your messages?
- Ask: What matters about your message? What's compelling? What would make someone say, "That's interesting!"
- If you can't be interesting, at least be useful.



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Short can be Powerful

Giant brands are built on 30-second spots and billboards. Your messages don't need to be long to be effective.

Remember these? Match the product to the slogan:

- Gives you wings
- I'm loving it
- Just do it



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Remember, Your Audience is Human



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Exercise: Connecting with Your Audience



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Make It YOURS



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Setting Personalization Priorities



1. Company name, logo, other visuals
2. Clear and specific guidance (what to do, not do)
3. Story and scenario details
4. Info about your policies, resources, and guidance
5. Your terminology (Employee? Associate? Coworker?)



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Quick Discussion: YOUR Personalization Priorities and Practices



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Taking Your Content Global

- Consider global audience from the start
 - Vernacular: Avoid American idioms
 - References: World Cup, not baseball/football; “authorities” not SEC/DOJ
 - Visuals: Clothing, light switches, offices
- Look for ways to introduce a global feel
 - Company pictures from around the world
 - Videos/messages in range of native languages
 - Stories set in specific countries/regions



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Translations

- Leave plenty of time for translations! (But finish the English course before you start.)
- Most global companies translate courses widely
 - Code course is often the greatest # of languages
- For efficiency (cost and time), most translate text and subtitle media
- Do an analysis: 80/20 rule
 - One company, 6 languages covered 80% of audience, and remaining 20% included 22 languages



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Translation Process Overview

Process	Ownership	Notes
Step 1: Create or Share Glossary (then translate/review/finalize)	You/translation company	While not strictly necessary, it can help to identify key terms and get those translated first, then checked and approved by in-country reviewers. This adds a step but can cut down on the volume of edits required.
Step 2: Send entire course for translations	Translation company	Typically the content is extracted from the format it is in and placed into a format where you can see the English side by side with the translation.
Step 3: In-country review	You	These initial translations are sent to you to distribute to in country reviewers. Their role is to change the vernacular or identify any issues with the translations. Again, this adds time to the process but helps a lot with the quality of the finished product.
Step 4: Edits applied	Translation company	The translation company will apply the edits suggested by the in-country reviewers. If they receive instructions that are confusing or seem to be wrong, they will send questions back to resolve the issue.
Step 5: Online build	Translation company	Typically the content is now flowed back into the original format.
Step 6: Translation approval	You	You approve the translations of the online build in each language, typically with the help of your in-country reviewers.
Step 7: Package for launch	Translation company	Once approved, the course is packaged for launch. In some cases, the languages will be bundled into a single file with a language selector.



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LMS & HRIS (Learning Management System and HR Data)

- Once your course is done, you need to deploy it
 - Learning management systems (LMS) have global reach and built-in compliance workflow
 - Own LMS vs vendor LMS—pros and cons
 - Closing the gap if you have incomplete LMS coverage
- Good HRIS data is critical
 - Some companies have a single, integrated database
 - Others draw from multiple inputs; some have to reconcile duplicate information shared by different users
 - Good HRIS data allows for targeted learning—can also be done in courseware



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QA/Testing

- QA the content and course functionality thoroughly before translations (you do not want 40,000 support tickets)
- Once English course is built, test thoroughly on LMS, potentially through pilot rollout (test browsers, devices, etc.)
- Carefully consider the links you include (to policies, company resources, etc.) — are they likely to change?



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Launch Planning & Rollout

- Will you launch to the entire audience base at once or stagger it?
- Centralized launch or administered by the regions?
- Who will handle the LMS administration?
- Who will respond to support tickets?



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Appendix

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Your Turn:

Next we're going to talk about creating training with impact.

Given your knowledge:

- Adult learning principles
- Generational learning styles
- Your own life experience

...what elements or techniques do you think matter?
And why?



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Identifying Core Concepts & Behaviors

	CORE CONCEPTS	BEHAVIORS
Why does this law exist? Why does it matter to do the right thing? Why should anyone care?		
If you could tell employees only three things about this topic, what would you tell them?		
What's the worst that can happen if someone gets this wrong? What constitutes basic literacy in this area?		



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