

# **COMPREHENSIVE GUIDE TO SELF- PACED TRAINING VS. VIRTUAL INSTRUCTOR LED TRAINING IN 2020**

## Foreword

“There’s no doubt that we’re living in unprecedented times together. And I know that most businesses are worrying about the future state of their company and the overall economy.

In times of isolation and disruption of daily cadence, people desire and thrive on relationship. People in your everyday life. I know if we seize the opportunity to strengthen and deepen our relationships by staying intentionally connected, we will all feel better and so will those around you.

And I leave you with one powerful word - choice. Choice is the most powerful thing you have. Everyday you make a choices. Choices that move you forward and choices that hold you back. Through intentional choice, you have the power and the control to make your beliefs a reality. Even though it made seem hard you have the power chose to there is hope. You have the power to choose and believe things will get better. You have the power to choose and believe we can overcome this. I chose to believe in hope instead of fear. Join me in that choice.”



**DevelopIntelligence**

**Kelby Zorgdrager**

*CEO/Founder*

# CHOICE



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# A Comprehensive Guide to Self-Paced vs. Virtual Instructor Led Training in 2020

When self-paced, also known as e-learning, hit the market learning leaders everywhere smiled with all of their teeth. Here, they thought, was the solution that we've been looking for. Now we can eliminate the cost associated with instructor-led training. We don't need to hire instructors, book classrooms, print training materials. Our budgets are saved!

It got even better. Not only would self-paced training help to trim learning budgets, it would significantly shave down the time needed to get people into a classroom - valuable time spent away from their jobs.

Unfortunately, those same learning leaders quickly realized that this seemingly bright panacea had some not so well hidden flaws. These flaws meant self-paced training was not, in fact, a replacement for instructor-led training; it was merely a tool in their learning and development kits that was best used carefully, thoughtfully, and in some cases, sparingly.



## Self-Paced Training Works, But It Has Limitations

Still, senior leaders outside the learning function kept the pressure high to make self-paced training work. They wanted a more cost effective solution to instructor-led training despite its many advantages: its ability to increase learning retention and employee performance, to promote learning application on the job, increase employee engagement and collaboration, and facilitate talent retention, among others.

So, learning leaders kept trying to make a round peg fit into a square hole. New and seemingly better types of self-paced training emerged and gave them more options: mobile learning, gamification, video, even virtual classrooms. All promised greater levels of interactivity and learner engagement, and in some cases these learning modalities delivered.

But having more options did not guarantee learning retention or better business results. Each positive benefit for self-paced training came with a negative that learning leaders had to contend with:

# PROS & CONS

It's easy to organize content in bite-sized chunks that learners can absorb quickly.

The lifespan of most digital content is just a few months. So, most content is quickly dated and needs frequent refreshing. Keeping up with the changes required to ensure information is current is its own resource-intensive challenge.

It is available and accessible anytime, which means employees could always be learning.

Remote access to training is only possible with the right technology infrastructure and tools. Employees needed laptops, iPads or the latest data and network optimized mobile devices. They also need strong wi-fi connections, technical aptitude and motivation. Without a keen desire to learn, even with all the right tools, very little learning will take place.

Highly engaging visuals, interactive animation and on-the-spot testing capabilities help to increase learner engagement and provide metrics.

Bells and whistles do help to engage learners, but they are no guarantee that knowledge will stick. Further, on the spot-testing may only measure how well learners can memorize, not if or how well they will apply what they learn on the job.

Self-paced training is incredibly versatile with many topical applications.

E-learning does indeed come in all shapes, sizes and topics, but that doesn't mean they're effective. Self-paced training is actually best used for simple subject matter. The more complex or advanced the topic, the less effective it is.

The e-learning market continues to grow. It's constantly evolving, and offerings get better and better. According to a recent market study from Technavio, the global corporate e-learning market will reach approximately \$31 billion in revenue by the end of 2020.

Technology will always evolve, and that's a good thing. But the principles of sound adult learning remain the same: Adults need face-to-face interaction, to collaborate with like-minded peers, as well as get real-time feedback as they learn to promote knowledge retention and on-the-job application. This is particularly true for technical talent.

According to the 2020 Developers Survey, a research study from DevelopIntelligence that surveyed nearly 800 developers globally on their learning behaviors, training preferences, and training requirements, some 69 percent of developers prefer to allocate 50-80 percent of a course to instructor led interaction. So, despite the technical nature of their work, technical talent don't prefer self-paced learning options. These learning delivery methods are actually among their least favorite. They want instructor-lead training (whether on-site or online) first, and ILT with peers in groups is a close second. Those two learning modalities account for 54 percent of all survey respondents preferred learning methods.

**Technical talent want instructor-led training first and ILT with peers in groups second. Those two learning modalities account for 54% of all preferred learning methods.**

- Source: 2020 Developers Survey, Research Study from **DevelopIntelligence**

There are no all or nothing, 100 percent, “this-is-all-you-need” training solutions. Instructor-led training will never die, and despite its limitations, self-paced training has its place. The problem is, too many leaders don't fully understand that place. Further, to think that technical talent like developers and engineers will find everything they need to acquire knowledge and thrive in that particular learning modality is just not true.

That's why savvy learning leaders refuse to let instructor-led training go completely. Even if they let it go temporarily in favor of say, a well-developed virtual alternative, ultimately they came back to it, often keeping the technology-based alternative and creating a more effective blended learning solution.



## You Need the Human Support



Why is instructor-led still so important for technical training? The main reason is because there's a key facet of training that even the most technologically advanced self-paced training solutions miss - the people - instructors and fellow learners. Without them, anyone participating in self-paced training is likely just mimicking what they see on a screen. They're not getting their hands dirty breaking code - metaphorically speaking - in a safe, low pressure environment. Nor are they making connections or applying what they've learned in real work scenarios, talking things over with their peers who have their own take on the material, and they're certainly not pushing the envelope or trying to do new things and innovate.

"Self-paced training is only good to a certain point because the direction of information is only one way," Ace VanWanselee, customer success manager for DevelopIntelligence explained. "It's not a two-way conversation. And with L&D, learners have to make mistakes, identify their errors, and get expert assistance to find out what they're doing wrong in order to do it right going forward."

It's really no different from watching a movie, said Kelby Zorgdrager, president and founder for DevelopIntelligence. Most of the self-paced training libraries out there simply don't have the same kind of baked in interactivity learners will find in a classroom. "It's like watching the equivalent of a YouTube tutorial. From a learning impact perspective I'm not convinced it actually helps you learn; it just gives you information."

Further, the complexity of most technical topics requires a good amount of give and take between instructor and learner in order to ensure knowledge absorption, retention and ultimately on-the-job application. Coding languages and other technical subjects are best conveyed by an experienced instructor or trainer who can answer learner's questions immediately with relatable examples that connect the material they're learning with the work they will be doing once they leave the classroom.

**"It's like watching the equivalent of a YouTube tutorial. From a learning impact perspective I'm not convinced it actually helps you learn; it just gives you information."**

*- Source: Kelby Zorgdrager, President and Founder for **DevelopIntelligence***



## Cost is Relative

Still, you can't escape the fact that with the right tools and infrastructure, self-paced training is easily delivered. In other words, it's scalable. That's attractive to those with small training budgets or those who are hoping to remain conservative as they watch costs. But cost is relative.

No matter how much an organization ultimately spends on training, stakeholders have to ask themselves, are we getting our money's worth? Will our talent - will our business - benefit from this training? A lot of times the answer is no when it comes to self-paced training solutions.

For instance, learning leaders may have to provide some sort of incentive, tchotchkes and other rewards, to compel people to participate. That costs money, not as much as the training itself, but cost is cost. Then, because learners are not internally motivated to learn - they want the hat, mug, t-shirt or prize - they may not be fully engaged. Meaning, they may participate, and they may even do so attentively, but once the training is complete, they may not act on what they learned. They may not even remember it.



Engagement matters, especially from a financial perspective. Without it, companies buy training and spend time - and time is money when it comes to pulling employees off the job - delivering it, but there's little to no return on investment.

In an instructor led environment, it's far easier to engage the learner. Instructors can see firsthand what peaks their interest, where they may have issues, concerns or questions, and they can provide ILT participants with opportunities to engage with others, share information and collectively build knowledge in a memorable way. Further, frequent assessments will help to measure learning effectiveness.

"You want to maximize the investment that you make," VanWanseele said. "Every hour of the class should be beneficial and relevant to the folks who are in that cohort or in that classroom, and customization is the only way to meet that. If you take an off-the-shelf product it might be the same price, it might be more expensive, it might be less expensive, but it's not going to meet the specific needs that you have. Customization gives you results that are relevant, accurate and quantifiable."





## The Benefits of Custom vs. Off-the-Shelf Training

Ultimately, whether learning leaders decide to build training internally or partner with a vendor to develop a custom training solution externally, they will have to make a case for the expenditures. Some automatically assume that a custom solution is out of the question. But don't be so hasty. Think it through. It's not just a cost issue, although budget will obviously be a concern. A better question is around ROI. Essentially, what knowledge will learners gain, how will they be able to use it, and can we measure that?

Human capital research and data firm i4cp conducted a study in 2017 in conjunction with the Association for Talent Development on the future of self-paced e-learning. Some 546 talent development professionals responded, and 88 percent of the organizations represented made self-paced e-learning available as some part of their learning portfolio. It was associated with better overall organizational learning outcomes among companies that used blended learning approaches, however. More than 90 percent of those surveyed combine self-paced with instructor-led training to get the best of both worlds.

Custom training offers companies an opportunity to develop exactly the program their technical talent need. A blend of self-paced, instructor-led training, labs, video and other learning options can help to ensure that learners and organizations come away with the knowledge they need to perform more effectively on the job and innovate in the market.

**“Self-paced training is only good to a certain point because the direction of information is only one way. It's not a two-way conversation. And with L&D, learners have to make mistakes, identify their errors, and get expert assistance to find out what they're doing wrong in order to do it right going forward.”**

- Source: Ace VanWanseele, Customer Success Manager, **DevelopIntelligence**

“You have to ask yourself, do I want to do an off-the-shelf class, and then have it be 80 percent irrelevant? That’s not a good solution,” DevelopIntelligence’s Zorgdrager said. “Then the second question is, do I want to do the custom class internally and have my subject matter experts (SMEs) build the content and deliver it? Or, do I want to use an external partner and have them build the content and deliver it?”

“Do the math of what it costs to build a custom program internally. Calculate the hourly cost of your SMEs, then compare that to an external partner,” he said. “The cost of doing it internally is actually significantly more than using an external partner.”

Why? It comes down to depth of knowledge. The aforementioned i4cp study revealed that one of the biggest problems with self-paced training is that talent development staff skills often do not keep pace with the evolution in self-paced training design. “That could interfere with their ability to create the most stimulating, helpful training interventions,” said Carol Morrison, senior research analyst for i4cp.

When deciding whether or not to invest in a custom training solution, learning leaders often query whether externally created program quality will be up to the par. But they should also ask whether leveraging programmers to build and deliver an internal training program - if they’ve never built or delivered training programs - is a cheaper, more scalable way to do it. Without depth of knowledge that program could end up being significantly more costly, and quality will almost certainly suffer.

“That’s the beauty of an external vendor,” VanWansele explained. “We’ve got world class instructors in each of the different technologies, and that’s what you want for a specific technology. You don’t want someone who’s mediocre, you want someone who is an expert. An internal person with that kind of a skillset for all groups across the board would be a unicorn.”

If such a person did exist, Zorgdrager said they’re probably already working for DevelopIntelligence. “Internal experts might be experts in what they do, but I’m not convinced that you want them running a three-week class. If you have the smartest researcher in the world, do you want that guy to be the professor? Maybe, but probably not. He’s going to be an expert on the topic, but it’s about the effectiveness of the knowledge delivery.”



Companies that don't invest in custom training solutions aren't necessarily going to fail. There are a lot of variables that determine whether or not any training engagement, whether it's internally or externally built, will succeed. But technical talent is a volatile workforce demographic, much in demand and in uncomfortably short supply. Why not stack the deck if at all possible?

The statistics on voluntary attrition and how many jobs millennials will have throughout the course of their professional careers are common knowledge, and they're disturbing. In 2016, LinkedIn compiled data on some of its 500 million users, going back 20 years. Their economists report there is an increase in what they call employment churn, particularly among millennials. According to the data, millennials will change jobs roughly four times in their first decade out of college. That number of job changes drops by half for Gen Xers in their first decade post-college. Organizations are competing fiercely for the best talent in a bare market. Now, simply compare and contrast:

One company provides that oh so valuable talent with a self-paced training library that is inefficient or insufficient. A competitor offers a custom, blended training solution that is completely relevant to their organization, featuring the labs, peer-to-peer interaction and feedback opportunities technical talent want, delivered by an expert. Which company will win? And in this scenario winning means high talent retention, employee engagement, technical aptitude and performance and finally, competitive advantage.

"You might think a self-paced solution is the right one. It might seem like a less expensive solution, but in the long run it's not," VanWanseele said. "Your engagement is going to be low, your ROI is going to be low because of that engagement, the knowledge gained is going to be minimal at best.

"Two clients I talked to about technical talent learning preferences said verbatim: "they like ILT, they like to learn with their colleagues, they like to be in the classroom, they like that give and take, the challenges, the labs. The other one said classroom training will not go away, it can't. It's the way that people learn best."

Whether or not to invest in a custom training solution is one that organizations have to answer individually. A lot of talent development efforts leverage the use of outside vendors very successfully, said i4cp's Morrison. "The key to success is knowing what business imperative you're trying to respond to. In other words, what is it that we're trying to solve here? Ultimately, to decide if something is worth it, L&D has to ask, are we more likely to set the organization up for success and enable it to achieve business goals by choosing a custom solution or by not doing that?"

**Millennials**  
**change jobs**



**First decade**  
**out of**  
**college**



## The Best Training for Technical Talent

Naturally, every learning solution won't be effective for every type of learner. It's one reason learning leaders prefer a blended learning approach over self-paced training alone.

Roz Tsai, chief learning officer for Ecolab, a global organization of 48,000, more than half of which are technical jobs, is scrupulously fair when discussing the pros and cons of self-paced vs. instructor-led training. But even she acknowledged the former has limitations, partly due to the learner's level of expertise. She said technical talent with a high level of mastery in a technology or domain can more easily manage their own learning, thereby taking advantage of the efficiency self-paced training offers.

"It allows learners to progress at their own pace and review and accelerate based on their level of mastery," she explained. "The challenge to that approach is that if the learning itself is not compelling or in the learners immediate job application, you're dependent on a tremendous amount of internal motivation for the learners to progress and commit to complete the learning assignment."

**"It allows learners to progress at their own pace and review and accelerate based on their level of mastery."**

- Source: Roz Tsai, Chief Learning Officer for **ECOLAB**



Even learners who are motivated can be easily distracted or fail to complete self-paced training in today's high pressure workplace, or what Tsai described as "a very noisy environment." That might be especially true for a novice technical talent. Less experienced technical talent is better served in more structured learning experiences with readily available support via an instructor or a peer group. "They need that level of cognitive structure to ensure they stay on track," she explained. "And that they understand it in a way that is going to advance their mastery and build confidence as they progress."

Rob Lauber, senior vice president and global chief learning officer at McDonald's, is a huge advocate for peer-to-peer interaction in technical training. He said the lack of opportunity for it is one of self-paced training's biggest limitations. "Self-paced learning is easy to scale and easy to deploy, but the tradeoff from a learner perspective is the ability to engage with other people and discuss what's being learned and gain new insights that way."

He said the best learning solutions combine a bit of self-paced discovery, which could include online learning, along with the ability to engage in discussions with other people about what they're learning. That happens most often in a classroom or lab. "That sense of community is really important, especially in technical talent."

The ability to practice, employ trial and error and experiment, write code and fail, refine code, fix code, and other hands on learning activities are more important on the technical side than in most other subject matter.

“If I’m going to debug Java script, where’s the fake database that I can practice in and apply a process that I learned? So I can build some mastery before I have to do it in a real world environment? Self-paced learning today emulates it at best,” Lauber said. “Or, people talk on the periphery without actually getting their hands on it. In technical roles it’s all about learn by doing.”

Learning leaders owe it to their technical talent and to their organizations to occupy learners time with training programs that actually help them to perform more effectively on the job. With that in mind, Tsai said it’s important not to rush toward a training solution and simply celebrate the fact that training has occurred. It’s important for a training provider and the company they partner with to plan in advance so that they establish top performance objectives and not just learning objectives.

To ensure those objectives are met, refrain from looking at training solutions as an either-or proposition. Achieving the ROI organizations want from a learning investment is rarely as simple as choosing self-paced vs. instructor-led training. It’s about choosing the right training solution for your talent’s needs right now and in the future.

“Go the blended route,” said i4cp’s Morrison. “That experiential component is really important, especially in technical areas. Give people a chance to safely practice what they’ve learned and to make mistakes in an environment where it’s okay to do that.”

**“Self-paced learning is easy to scale and easy to deploy, but the tradeoff from a learner perspective is the ability to engage with other people and discuss what’s being learned and gain new insights that way.”**

*-Source: Rob Lauber, Senior Vice President, Global Chief Learning Officer,*





## Veteran Learning Leader Says Technical Talent Need Instructor Led Training

Elliott Masie, chair of The Learning Consortium, a coalition of 200-plus CLOs in Fortune 500 companies, and CEO of The Masie Center, a learning laboratory based in Saratoga Springs, NY, has a long and storied learning history.

The veteran trainer is credited as one of the people who invented e-learning. He's been creating and taking part in technical training since the late 1950s, and he said despite its wide spread adoption and benefits, self-paced training has limitations.

DevelopIntelligence had the opportunity to sit down with Masie to discuss those limitations. What follows is an edited transcript of that interview.

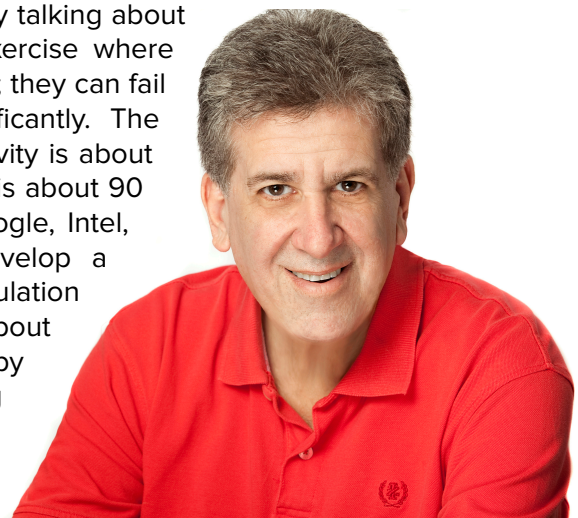
### Does self-paced training have limitations?

The issue in self-paced learning is what are the expectations, choices and tools that the learner has? The goal is, here's the outcome that you need to reach, here is a way that you can check either at the beginning or the end where you are against that outcome, whether it be skill, readiness or competency; if we give the learner all of those elements and they're motivated, self-paced learning is optimal.

But the self-paced learner wants to be able to say, I'm done. I got it. The problem is people think this is a way to reduce cost. I'll ship out some content and learners, you're on your own. When they do that you end up with not self-paced learned but self-paced avoidance of learning. Learning is triggered by curiosity. Self-paced learning is wonderful, but not hands off from the teacher, designer or organization.

### What's the best learning solution to accommodate technical talent?

Technical training happens when people do something. Whether you're teaching them Ruby on Rails, blockchain analysis, or how to fix a motor on a Boeing engine, they don't learn by talking about it or by listening. They learn by a structured exercise where there is an equal probability of failure and success; they can fail safely and then follow it by succeeding significantly. The problem is that in most technical training that activity is about 10 percent of the time and the lecture, info dump is about 90 percent. You should flip that. Companies like Google, Intel, Boeing, have come to understand that to develop a technical person you give them structured, simulation activities. Through that process, they get curious about what's missing. But you can't learn Ruby on Rails by sitting in a lecture hall. You can't learn swimming by watching on TV. You've gotta get in the water. There's no way around it.





### **How important is it to have a live person teach technical training?**

Wikipedia praises me - they probably should curse me a little bit too - as one of the people who invented e-learning. Many people did. I'm not alone. But one of the things I've always said is we never thought about e-learning as being an alone or isolated activity. We always felt that there was a blend or a combination. There is a role for a mentor, for someone who has subject matter expertise, someone who can bravely tell you that you're screwing up, somebody who can rewire your thinking.

I had a wonderful moment as a host of Microsoft TV back when Windows 95 came out. I went to a morning meeting, and Bill Gates walked in with a few of the programmers. He said, "I was looking at what you coded last night" - the person's name was Joe - "and do you realize if you use the subroutine" - and he got up on the whiteboard and did it - "you would have about 40 percent less code." He was Bill Gates, but it was more important that he was a senior technical person at Microsoft who was willing to say to this rising talent, yes, you can make the code work the way you did it, but rewire it and wow, it really works.

I don't think we should ever take that expert out of the learning process. A good trainer can say everything you know in C++ is similar, but here's how its different. That's the most important role the ILT person plays in that process.

### **Are there certain things organizations should demand from a learning vendor?**

When I look at a vendor selling custom content, I want three things. First and foremost, I want them to understand the content not just from the technical point of view but from the skill-knowledge-confusion-importance point of view.

Xerox could be doing a very elaborate course on something. There are 280 items the learner could know about this new technology. The first and foremost role is that they understand what those 280 are, but they should also know what are the 40 that are the most important? In other words, they need to have knowledge of the content but be able to prioritize its importance as people learn.

Second, they need to be aware of how adults learn. They need to not be afraid of failure. Failure is a really cool part of this process. They need to not be afraid of assessment. And third, they need to be able to create ongoing responsibility in the learner to be a partner in the learning process.

## In Practice: Salesforce Engineers Appreciate a Blended Learning Approach

For Salesforce, one of the world's top customer relationship management platforms, technical training is all in a day's work. Its global, engineer-heavy workforce needs continual development in order to provide the latest, most effective products for the more than 150,000 companies that use its CRM platform.

Caitlin Mann, the company's Director of Technology, Marketing & Product's Learning, said the right training is goal driven and customized where needed. Further, when created with the right vendor partner, training is easier to scale and easier for the workforce to consume how and when they need it. Tailored training programs have been proven to improve engineers' performance, and elevate their productivity. Mann spoke with DevelopIntelligence to discuss how and why their relationship works.




### **What's the best solution when you're trying to accommodate technical talent?**

It depends. What are the goals of your program(s)? Are you trying to foster a culture of continual learning? Are you trying to develop a program to help move a business initiative forward? Are you trying to move the Titanic and build a program around org transformation? In an organization like ours all three are key. The best learning solution depends on the goals that you're trying to achieve for whatever initiative you're working on.

Our team was founded on a 'continual learning' model nine years ago. Traditionally our course offerings have been open enrollment, in-person classes, based on a number of different technologies and methodologies that are relevant to our employees. DevelopIntelligence has been key in creating this 'continual learning' catalog with ever-changing topics while using a tailored approach. For context, we offer over 200 classes each year through our open enrollment catalog.

Our learning programs based on business initiatives depend on what our leaders are looking for at that time and what's happening within our business. Most recently it's been machine learning. It's a huge topic within the industry right now. A number of tech companies are looking at how to not only enable machine learning within their features, but how to create programs that allow engineers to learn and get hands-on with these new technologies.

Machine learning has been a huge shift in our partnership with DevelopIntelligence. We developed a five-day, hands-on class focused on the fundamentals of machine learning. We then used Salesforce-specific examples so our engineers could get hands-on and run some of these data sets through our own tools to see how it would impact the projects they're working on.



We wanted a massive amount of people to go through the program. We had to look at a solution that was going to fit everyone's needs, from how they prefer to learn to where they are located. We partnered with DevelopIntelligence to create the five-day class, then we built some Trails around that with Trailhead, our fun online learning platform. It became a blended learning solution that included in-person training plus online learning for the basics.

Now where blended learning solutions become key is when you're building transformational programs. For us this means times when we want to focus on a shift in behavior or skills across the entire organization and complete it on a deadline; it's like moving the Titanic on a dime. These are not one-and-done initiatives. These are programs that are part of a larger change management shift that are happening within the org. When these opportunities come along, it's important we partner closely with our leaders to ensure that whatever our learning solution is, it meets the needs of the business and our learners.

The framework for our transformational programs include Trailhead content and resources, followed by hands-on classes tailored to the business needs, continual touch points with additional resources (docs, videos, research , etc.), and ensuring they are working on applicable projects during the day so they practice what they're learning. We then put a lot of the retention work back on the managers, asking them to make sure employees not only understand the content but ensuring it's impacting their daily work and they're practicing it every day. If people are not continually working on their craft, skill or mindset, it's going to go away. Blended learning plus continuous practice is absolutely key.


### **Does that require customization?**

It depends on what the engineer is trying to achieve. If our engineers want to ramp up on JavaScript, or they're using a new technology for a specific feature, it's not necessary. For business initiatives and transformation, having customized content so people understand what it looks like in actual practice for our company is really important.

### **If an organization decides to go the customized technical training route, are there certain things they should demand from a vendor?**

Absolutely. We always look for our vendors to be experts in the field we ask them to develop content on. We don't want to just outsource content and completely release all responsibility. I have a team of engineers, instructional designers, program managers and learning and development professionals. We're not reaching out because we don't know how to develop this content; it's mostly to help us scale.

However, we want to hear from our vendors on the industry standard. How are other companies succeeding in these areas? What are some of the tripwires that we should consider? We scale year over year, but DevelopIntelligence has worked with a number of companies that may have met some of the same challenges already. We'd love to learn from them to make sure that we're as successful as we can be.



When it comes to learning and development vendors, I'd much rather it be a partnership where we work closely together to achieve our business goals and to produce the best outcomes. Plus, the instructors teaching the content, I would much rather have one who has been a professional within that industry for years versus someone always doing training. We can teach our own engineers to do train the trainer.

That's one positive when you work with the right third-party vendor, you find people who know how to teach, are passionate about teaching and passionate about the subject area. Internally it can be difficult to find the right person with presentation skills, charisma, who knows how to make information stick and has subject matter expertise. When you work with DevelopIntelligence you get all of those.

We've worked with some instructors for years now. They've truly started to understand our culture and get to know our engineers. It speeds up the process quite a bit when we're developing new courses. It also creates a lot of trust. I trust that when we show DI our content, it's safe in their hands. They've always been incredibly open to working with us on iterations when we ask for them. They're incredibly agile in how they get content out to us that's up to date, and they iterate on the curriculum, which is fantastic.

**DevelopIntelligence has been running some micro-training sessions for you. What prompted those?**

One of the business opportunities we were focusing on was how to scale our ILT classes, Instructor Led Training. We have engineers around the globe, and the company continues to grow. The problem statement was 'how do we get learning programs out to people at different locations with the same budget?' DI helped us scale our programs to what we now call "Technical Targeted Topics."

Technical Targeted Topics is way to scale content across a number of locations virtually. We take a topic like JavaScript and divide it into a number of sub-topics. We then allow learners to enroll in each sub-topic over a two to three day period. If a learner wants to attend the full course, great. However, many times we have engineers that just need a refresher in one particular area. This allows them to jump in and out of the program based on their needs. Even better is that it's all virtual. As we know, one of the biggest challenges of virtual training is keeping people engaged and online for a long period of time. Each sub-topics is just a few hours so that removes many of the barriers for us. Lastly, knowing most people can only retain 10 percent of the information they receive at a given time, bucketing our content and trimming it down allows for a higher rate of retention.

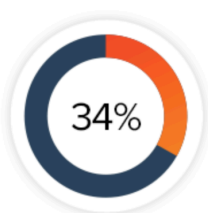
Keep in mind Technical Targeted Topics is not our only mode of training. We still have plenty of our traditional ILT classes where instructors are live in one of our global offices. However, the learning organization needs to grow and change along with the tech industry. This is another way for us to scale and meet the growing demands of our organization.

Self-paced learning works in certain situations, particularly those where information is simple, uncomplicated, and customization is not required to push out necessary information to your audience. But it does have limitations. According to the experts, blended learning is most often a better way to go because it enables you to create a program tailored to meet identified business goals or to fill specific knowledge gaps.

Blended learning also helps companies to scale technical training appropriately, ensure that the audience retains what they've learned, and it prompts your talent to more readily apply what they've learned on the job. Ultimately, however, it's each company's choice.

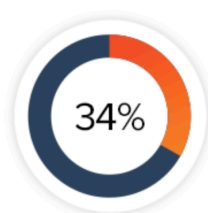
If you outsource to the right vendor partner, that partner should be able to help you make that choice. They should be able to perform the upfront needs analysis, weigh the costs and benefits, and create the customized training you need to ensure your engineers and developers perform well today and exceed expectations tomorrow.

## WHY DO DEVELOPERS WANT TRAINING?



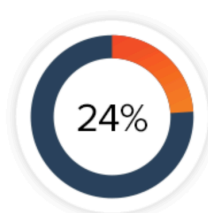
### Completeness

Learn tips, tricks, best practices, etc. to deepen my overall knowledge and abilities.



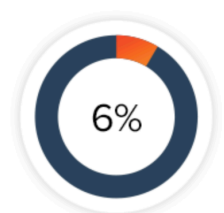
### Curiosity

Staying up on the latest and greatest technologies for my career.



### Current or Future Need

Learn how to use a technology for an upcoming project.



### Specific Need

Learn how to fix something I am struggling with on my project.

To view the Executive Summary of the 2020 Developer Survey, [click here](#).

Over The Past Few Decades, We've Provided

Over  
**62,300,000**  
expert-led learning hours



In 2019 Alone, We Provided



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