PERFORMERS NEED INSTANT ACCESS TO ONLY WHAT THEY NEED

DON'T LET TRAINING BE HALF-BAKED

Ask yourself this question: To what degree is my organization addressing the entire journey performers make from the beginning stages of learning through the full range of challenges that can occur at the moment of Apply, when learners are called upon to actually perform?

To answer this question accurately, you must understand the five fundamental moments that comprise the entire spectrum of learning and performance support (PS) needs. These "Five Moments of Need" provide an overarching framework for helping learners become, and remain, competent in their individual and collective work.

Five Moments of Learning Need:

- **Apply**: When performers need to act upon what they have learned.
- **New:** When performers are learning how to do something for the first time.
- **More:** When performers are expanding the breadth and depth of what they have learned.
- **Solve:** When problems arise for the performer or don't work the way they were intended.
- **Change:** When performers need to learn a new way of doing something.

Moment of Apply

When performers are at this moment — when they need to actually perform on the job — they need instant access to the information and other resources that intuitively help them perform effectively. The aid needs to allow the performer to dive as deeply as necessary, depending upon the need to plan, remember, adapt, or reference information required for successful performance.

New and More at the Moment of Apply

Although these two moments of need (Learn New and Learn More) are initially satisfied by the development and delivery of for-mal learning solutions, they can also occur at the moment of Apply. It is highly probable in today's work environment that a performer may need to learn something for the first time, or learn more right at the moment of Apply, when there simply isn't time to step away from the workflow and take a traditional course. Performers need to learn in real-time, while on the job, at the moment of Apply. Performers need instant access to only what they need.

Moment of Solve

In the realities of today's "New Normal" where change is unrelenting, it isn't enough to know how to do something correctly, it is also vital that performers stand as "self-reliant" as possible in diagnosing and solving problems that happen along the way. The situations we call "problems" can be caused by unforeseen circumstances, other people and ourselves. Regardless of the source, these moments of Solve require diagnostic skills coupled with performance support designed to accommodate this moment of need.

Moment of Change

Un-learning a deeply ingrained skill by overriding it with a new one is the most significant learning challenge that any person and organization face. This moment of need cannot be adequately met solely with formal learning solutions. When organizations face any major change initiative, there is a high probability that deeply-rooted skills require overriding. This can best be done with a robust two-click/10-second PS solution that supports performers in their workflow, at the moment of Apply, when they are called upon to un-learn and re-learn. Too few change management initiatives make this crucial investment.

So, the question: Are you throwing learners over the classroom and/or e-learning wall into the workflow and then hoping that what you gave them will magically transfer to successful on-the-job performance?

Learning doesn't survive unless you put in place provisions that support performers when they need to apply, change, solve, as well as learn new and more. Anything short of this is a half-baked solution.

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