



Instructor-Led and Electronic-Led Training: A Blended Approach for Success in Today's Global Workplace

As we look to the future and prepare to work in the global marketplace, it is imperative to recognize and understand how the globally mobile workplace has changed. PwC's *Talent Mobility 2020*¹ underscores the shift in Mobility expected by 2020: with this transition comes a variety of workplace challenges.

Today's workforce needs personalized training, **as well as** just-in-time resources to address the ever-changing demands of a multicultural business environment. How should training and development adapt to reflect the growing diversity of our globally mobile workforce? Blended Learning offers a holistic approach to talent development that meets these needs.

An Urban shift from Homogeneous to Heterogeneous

If we take a snapshot of the workplace today, we find a demographic shift from homogeneous cultures to a diverse combination of cultures – Cultural Diversity. Picture the scene nowadays; a Dutch company has a manufacturing operation in Guangzhou, China. Expats are sent from subsidiaries in Malaysia, Germany, Brazil, USA, Russia, and Italy to expand operational and development segments in emerging markets. At the corporate office in Amsterdam, established in the 19th century, the employee composition is now 50% Dutch. The remaining 50% are from: other EU countries as well as Japan, USA, Canada, The Philippines, China, and Turkey. 2020 globalization is here!

It is no longer adequate to train expats to leave their home culture and work in a host culture when both countries are no longer homogeneous. In addition to expats, local team managers, and international business travelers benefit from training on the cultural and work style differences that these demographic shifts are creating. So how do we enable our colleagues to excel and achieve desired outcomes in this challenging, culturally diverse work environment? Is Instructor-Led Training (ILT) or Electronic-Led Training (ELT) the best?

Research confirms² Instructor-Led Training is ideal when:

- It is important to change behaviors.
- The content covers multiple areas of development and skills proficiency.
- The desired learning seeks to involve the five senses in higher level developmental learning.
- The desired outcomes are improved focus, skills practice, increased adaptability, and face-to-face dialogue.
- A safe place where trust and confidentiality are vital so that feedback can occur.

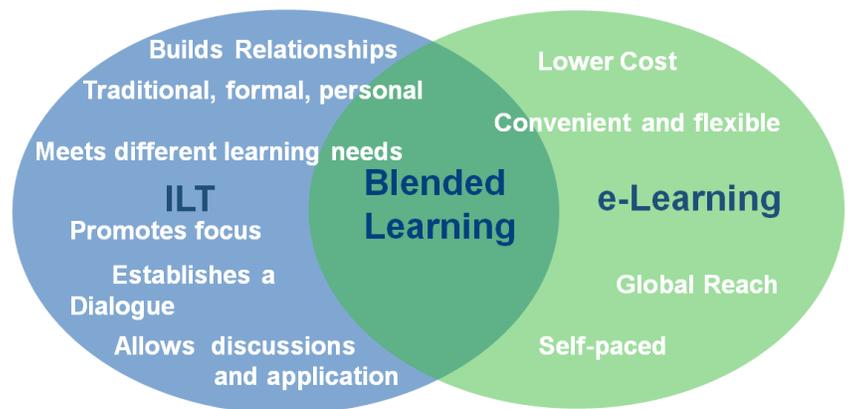


eLearning is ideal when:

- It is necessary to broadcast a common training across a large population of users.
- The outcome is to improve compliance-based courses, such as software and technical skill-building courses.
- There is a need to revisit a topic.
- Pre-work is the desired option.

Blended Learning: Combining Instructor-Led Training with e-Learning

A 2010 U.S. Department of Education meta-analysis study concluded that blended ELT and ILT instruction is the most effective process for developing sustainable talent, improved skills, and performance³.



Current corporate training practice tends to either provide e-learning as a stand-alone program that is under-utilized or an event-based in-person training that does not afford the sustainability required. The optimal learning environment for preparing employees to work in complex heterogeneous cultures requires a blended approach. Research indicates optimal adult learning occurs when;

- 1) An employee can electronically access the learning content and review in advance.
- 2) A one to two-day instructor-led training occurs where the pre-content is reviewed; latest content is delivered, and application of the content is practiced.
- 3) Post-training follow-up is provided via e-learning resources and personalized coaching to fine-tune new behaviors and skills further until they become habits in both old and new contexts.

Blended Learning is the new face of Global Mobility training. Blended Learning is a long-term investment to ensure sustainable skills in the global workforce. A culturally agile workforce can communicate and collaborate; it leverages diverse cultural values for improved outcomes in the workplace. The globalization predicted in 2020 is here today!



About CAI

Cultural Awareness International, Inc. (CAI) has close to three decades of remarkable history working with HR and Business Leaders to create unique, personalized solutions that develop their employee talent to perform skillfully in the global marketplace. A woman and minority, privately owned and operated company, we holistically address organizational needs for global competency development, diversity and inclusion training, intercultural communication and global leadership with flexibility and innovation. Additionally, we provide comprehensive destination services that assist both assignees and their families in relocating to a new home and settling into their new community. Our experience collaborating with global companies across all industries and scope gives us invaluable insight to anticipate and address our clients' needs. Our solutions target not only the needs of globally mobile individuals and their families but also that of teams and senior leadership. CAI's expertise, creativity, and agility deliver the best sustainable solutions to hone and enhance the skills of your globally mobile talent.

End Notes:

1. Talent Mobility: 2020 and Beyond. 2010. PwC.
<http://www.pwc.com/gx/en/issues/talent/future-of-work/global-mobility-map.html>.
2. Online vs.in-class success. 2015. *Training Magazine*. <http://www.trainingmag.com/trgmag-article/online-vs-class-success>
3. *Evaluation of Evidence-Based Practices in Online Learning: A meta-analysis and review*. September 2010. U.S. Department of Education Office of Planning, Evaluation, and Policy Development Policy and Program Studies Service.
4. *Cross Cultural Competencies for 2020 and beyond*. 2013. Mobility Magazine.
Blended Learning is better than instructor-led or online learning alone. July 16 2013. ATD Association of Talent Development.