

How to make online learning a success

Great, a brand new membership with access to dozens of soft skills courses. But how do you make sure New Heroes is a success within your organization? Here are ten tips.

Make sure there is intrinsic motivation

We all know intrinsic motivation is important if we want to make anything into a success. Critics are quick to point out that you can't stimulate intrinsic motivation. Because, if you do, then it's not – well, intrinsic anymore. So, the choice is often made to use external measures (penalties and rewards) to stimulate people to get learning anyway. But luckily, as a manager, you can align with the intrinsic motivation of your co-workers. We can tell you how. Intrinsic motivation is formed by three basic needs; autonomy, competence and connectivity.

Autonomy

When it comes to developing within your own position at work, we all want to better ourselves. Lots of managers have the tendency to point out to their people only the things they want them to improve. And as soon as you, as a manager, impose on your co-workers what it is they should become better at, the feeling of autonomy will still be a long way coming.

Tip 1: Give feedback in those areas where you see development. But make sure your co-workers themselves come to conclusions, what it is they want to learn and what are their goals.

Competence

All people want to be good at the things they do, and also to acquire tools to improve at those things they could do better. What is important, is that you have a feeling that you actually can become better.

Tip 2: Together with your co-worker, look at his or her potential and the relevance of the development area for success at work. Align this with the development plan and show confidence that it will be achieved.

Tip 3: The manner in which you give feedback is of great influence in how the other person experiences a sense of competence. If you emphasize mainly those things that are not yet going very well, you will undermine the feeling of being competent. So..., bite your lip more often and focus on the things that do go well!

Relatedness

A successful team is a team that feels connected. Going for the shared goals of the team, but also being vulnerable together about things that could still be improved. This is how you keep developing as a team.

Tip 4: Demonstrate that continuous learning is a standard, which everybody embraces including you. This helps to create a safe learning climate, in which it is normal for everybody to continuously develop. And don't forget to share the bloopers, too, so learning from mistakes will also be part of that learning climate. And last but certainly not least: involve your team in thinking about ways you all will remain active in developing further.

Everything your give attention grows

It isn't difficult to see those things that aren't yet going well, and to focus your attention on them. Target not met? Didn't make the deadline? Lost the client? Those are the kinds of thing you quickly put your focus on. But if you do that too much, it will seem as though more and more things are not working out. This is exactly how it works with stimulating your co-workers to continue to develop themselves.

Tip 5: Give attention to co-workers who do take the time to develop themselves. Let them know, on a personal level and during work related meetings, how much you appreciate them taking their own personal development seriously. And especially, let them tell others how it is possible to make learning part of the regular work week.

Tip 6: Have you introduced New Heroes within your department with lots of enthusiasm? Great! Continue to emphasize development and learning in the months and years to come. Don't forget that a learning organization is not created in a week. You can let it be part of your regular work meetings, your one-on-ones with co-workers or the development plan of your HR-cycle.

Create the possibility

New Heroes is *all you can learn*, where and when you want! This makes learning very accessible, yet very easy to postpone as well. So, make sure your co-workers don't procrastinate on their online learning:

Tip 7: As a manager you set the standard. Set time aside for your own development. And don't underestimate your example role. If you don't take time to work on your own development, and you always ask your co-workers to pick up just that one other important little work-related thing, *that* will be the standard.

Tip 8: Arrange for a physical space, where co-workers can go to learn. This can also be quite handy as a safe place to record video assignments. But also for co-workers to project a Do Not Disturb – I Am Learning signal to their colleagues.

What do you think is really important?

Tough question. But it is important you try to come up with an honest answer: How important is the development of your team to you?

Stephen Covey once came up with a great metaphor for this. He tells the story of a man who is cutting down a tree with an dull saw. He keeps saying how he doesn't have time to sharpen it. Yet, as a result, cutting down the tree now takes him much longer.

Tip 9: Do you really believe that standing still is in fact moving backwards? Then make the conscious decision that your team should take time to work on development. And avoid your team running so hard that it forgets to sharpen the saw.

Wanting to Win

Intrinsic motivation really is the most important way to have your co-workers invest energy in their own personal development. But, of course, this does not mean you shouldn't, at unexpected moments, appeal to their sense of competitiveness.

Tip 10: Plan an unexpected initiative once or twice a year of a few weeks (for example: at Christmas or during the Summer). The co-worker who earns the most HeroPoints in that period, gets a prize and lots of positive attention, of course. You can find the number of earned HeroPoints in the learning analytics of the New Heroes platform. On the next page you will find a handy scoreboard to keep track of the individual points.