ELEARNINGNEWS ARTICLE

Year 5 - number 164 Wednesday 23 june 2021

3 change management models suitable for eLearning

Change management is crucial in post-pandemic rebuilding. Let's explore eLearning templates to prepare employees for new changes.

Change management is one of the aspects that challenge the company as an organization and the individuals that comprise it. Being able to anticipate change and offer all the support to be constantly prepared is therefore crucial. What awaits companies in the post-pandemic era? An unexpected boom, a reconversion in some sectors? There will certainly be an unprecedented push towards **digitization** and **automation** that will lead to changes in processes, roles and organization. In this, eLearning can help support employees by offering training courses based on some change management models. Here are some examples.

ADKAR Model

This is the most widely used change management model because it leverages individual goals and the emotional sphere associated with accepting change. The ADKAR model has five steps:

1. **Awareness** - the first step is to become aware of the importance of change
2. **Willingness** - employees are convinced of the need for change and are ready to commit and offer their support
3. **Knowledge** - they are offered all the information they need to be able to put the change into practice
4. **Skill** - application of knowledge in a real-world context
5. **Reinforcement** - reinforcing change to create lasting and compelling patterns

In eLearning the ADKAR model can be implemented thanks to **synchronous training** modes, encouraging the exchange of ideas, opinions and thus social learning. Knowledge and skills learned with video courses, simulations or games can be verified with quizzes.

PDCA model

The acronym PDCA (plan, do, check, act) stands for **plan, do, check and act**. With this approach, change is introduced in small steps, constantly monitoring everyone's progress. The first step is to **identify the needs** and therefore the aspects that need to be improved, breaking down the individual problems in order to find the solution. From there, changes can be introduced progressively. In the process, it is important to check that the solution found is indeed the right one and to revise the strategy if not. If the change solves the specific problem, you move to action: you leave the old practice, to embrace the new one. Change in the Deming model is continuous.

This approach may find an ideal outlet in microlearning, because eLearning allows you to **create content** that addresses a specific problem, providing immediate feedback.

Lewin's model of change

When change is more generalized, affects the core business of the company, and there is no time to be able to prepare staff emotionally and proceed in small steps, you can simplify the management of this process with Lewin's model. It provides for only three phases in which you introduce the change, test it in different stages, and execute it.

Lewin's first phase is called "**thawing out**" and involves informing and preparing new employees about the change. In the second phase, the **new processes**, machinery are introduced and tested so that they can be improved. In the third phase the new change is crystallized and **becomes the norm** in the company. The typical example may be the use of a new software or machinery that helps to improve productivity, upgrade production.

eLearning can support a change at the production level by offering **simulations** and a series of **video lessons** on how to use the new tools in a risk-free environment.

Change is a process that needs to be managed at an emotional and strategic level, following everyone's pace of learning and planning activities with an agile tool that offers all the flexibility to introduce changes in small steps and in each branch of the company.

Translated with www.DeepL.com/Translator