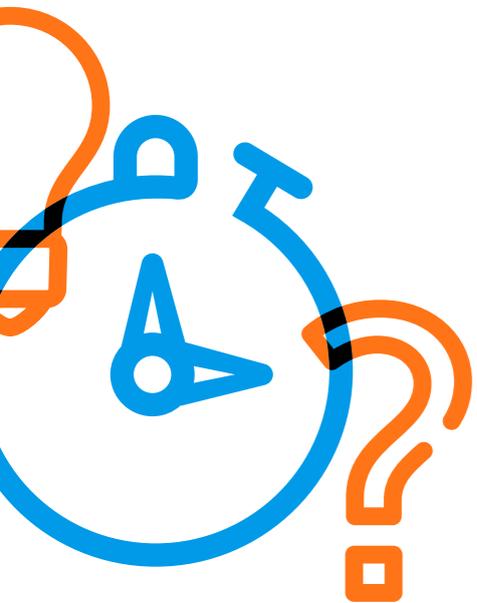**tts**

THE DIGITAL COLLEAGUE

Helping co-workers in their "moment of need"
with performance support

You pick up 70% of knowledge at the workplace, 20% via social learning and just 10% via formal learning and training. For this reason, many companies have said goodbye to "learning ahead" and stockpiling knowledge. Instead, they are relying on "learning on demand" and performance support.
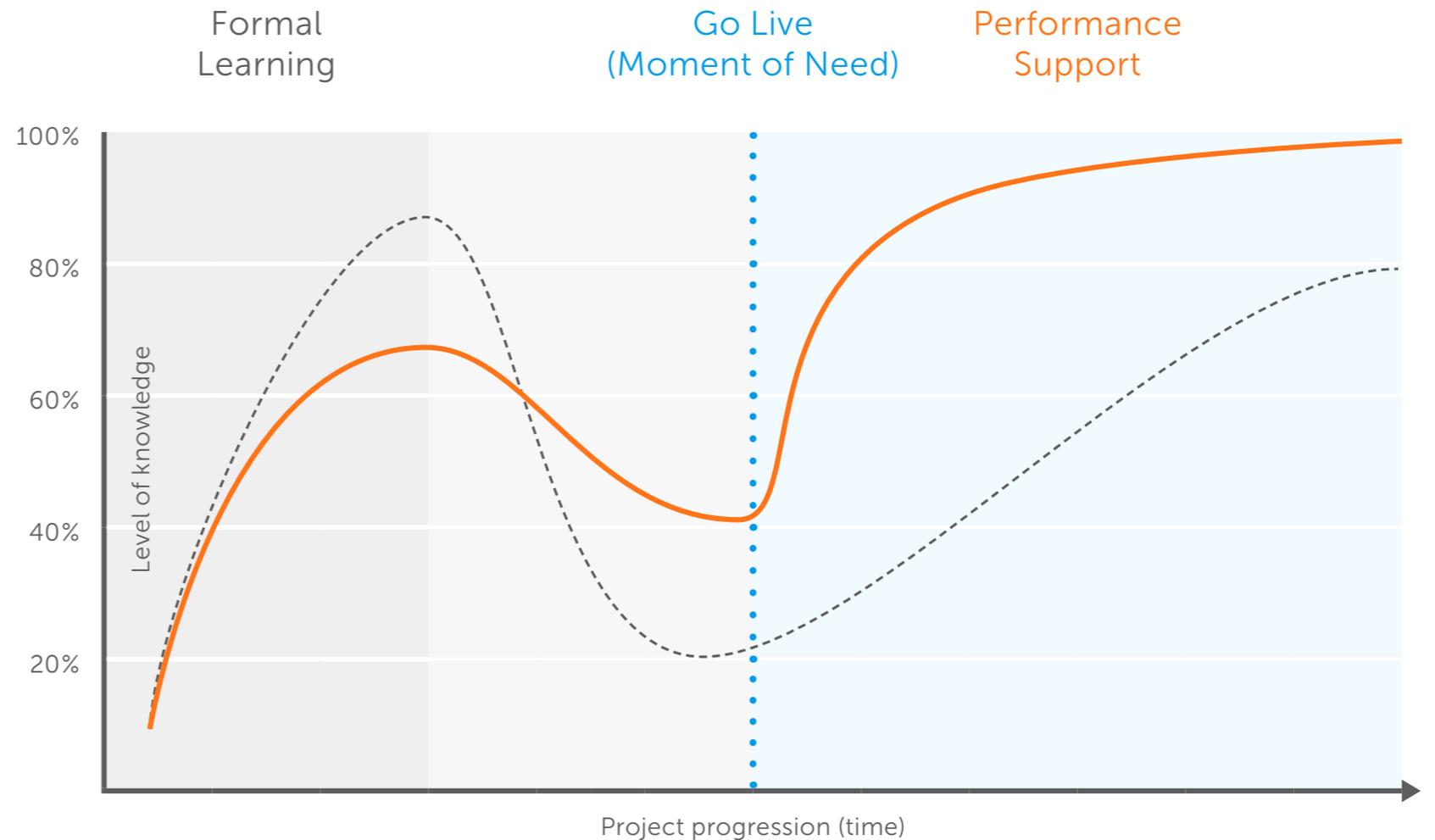
To make the transition they need high-performance software that makes context and role-based information available at the exact moment when it is required: the "moment of need", when knowledge is applied directly within the work process. This is like asking your colleagues for advice, but in electronic form.

Forget less

When people attend a course of instruction under a lecturer they forget more than half of what was taught within an hour. Two days later, they have retained just a third. And if you wait a month before you apply the material that you learned, you need to repeat the seminar.

The psychologist Hermann Ebbinghaus recognised this phenomenon way back in the 19th Century. People forget knowledge that they don't use within a short space of time. In the meantime, personnel managers have moved away from learning from the knowledge stockpile.

Formal
Learning

Go Live
(Moment of Need)

Performance
Support

100%

80%

60%

Level of knowledge

40%

20%

Project progression (time)

Performance support instead of knowledge nuggets

To structure training more efficiently, many e-learning providers have fragmented content so far that smaller and smaller knowledge nuggets or learning morsels address just one partial topic in a highly targeted manner. This micro-content lasts five minutes at the maximum and should put the user in a position to refresh his knowledge quickly. However, here again, we're talking about knowledge rather than competence, and still less a specific work-aid. Only performance support can provide the latter. The big difference: knowledge nuggets start out from abstract cases, which the employee must adapt to his actual environment, whereas performance support resolves a concrete problem in real time.

An analogy: when a pilot has to make an emergency landing, he does not want a short learning sequence about what procedure is prescribed for what make of aircraft; instead, he needs a quick and clear instruction to help him land the plane safely. Likewise an engineer, who is constructing and delivering a machine, does not want a glossy brochure but quick access to the assembly instructions.

Whereas with training, employees must leave their place of work, this is precisely where performance support takes place. The advantage: the task is solved, there and then.

For example, if someone has to create a new customer or write a quotation, they don't want to learn the whole sales process all over again. They want a system that shows them, in concrete terms, how they should enter and change master data or how to factor discounts into quotations. At the end of the process the new customer is in the file and the quotation is ready for dispatch. This does not mean that sales reps don't need conceptual knowledge; however, this is not the task of performance support but rather of sales training, which takes place beforehand.

In practice, performance support functions like a colleague who points to the computer monitor and leads the user step by step through a task.

One click to the support function

With **tt performance suite**, **tts** offers a software solution for performance support. As soon as a user encounters a concrete problem, she clicks on the help button – and relevant aids are immediately provided, which leads her through the process. She never has to swap out of the application into the learning management system (LMS) or search in the intranet. Instead, she gets the guide directly in the business application itself. With the help of recordings, the system leads the user through one click to the next.

For example, if an employee wants to look at the inventory but doesn't know where to find the inventory numbers, performance support leads him in real time through the SAP screen. No theoretical cases are shown – instead, the user finds himself in the real situation in the live system.

Who – when – what – where

For performance support to work flawlessly, all of the context-relevant information must be determined in advance. A central task consists of testing all of the workflows and finding out which employees need help at which points in the process.

Once the content has been created it is enriched with context information so that it is available to users at precisely the right movement and is suitable for resolving the problem.

Setting up performance support does not have to be complicated, since the relevant content is often already available in the organization: for example in the form of standard operating procedures (SOP), security regulations, work instructions or process descriptions. This is especially the case if the organization is subject to compliance rules and regulations or must adhere to quality management standards, such as DIN ISO 9000. Very often the processes must be deposited in special document management systems (DMS) that are available to all employees.

In **tt performance suite**, the links must simply be provided with contextual information – and then they are already available to employees in their work.

First training, then performance support

As was always the case, formal training still makes sense alongside performance support. To ensure that an employee stays in compliance with regulations, a company first deploys training measures such as e-learning or classroom training sessions – including a test or exam if required. During training the meaning and purpose of compliance regulations or ISO standards are explained.

Later, in day-to-day work, performance support is more effective, as media formats such as checklists, brief instructions or notes can be perfectly integrated into the workflow. Checklists with respect to procurement negotiations or recruitment interviews ensure that these are conducted in a compliant manner. Performance support is chiefly concerned with how the concrete steps in the process appear. For this purpose it is no longer necessary to understand the background.

These process steps can optionally be linked to external sources. **tts** has already bundled all of these aids into its **tt performance suite**.

Beyond tests and scores

Monitoring the success of training and performance support is just as diverse as their respective modus operandi: with training, you test knowledge and award scores. With performance support, you measure success according to whether a solution was found to the concrete problem – for example, when revenues increase, the number of data entry errors fall, or when trouble reports are resolved more quickly. Authors must therefore understand if they are creating training documents or performance support materials.

The subject and business matter experts (SMEs and BMEs) become increasingly important, since they take part in creating the short step-by-step instructions based on their knowledge and experience.

tt performance suite from **tts** now provides companies with a software solution that bundles learning content management and performance support in a single platform and builds a bridge between learning and working.

tts

> Would you like to find out more about performance support?
> We'll be happy to advise!

tts

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