

# 70/20/10

## Overhauling Traditional Learning



# ITSM Zone and Kinetic IT

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# ITSM Zone and Kinetic IT

## About ITSM Zone and Kinetic IT



**ITSM Zone** has been providing fully accredited courses to students and companies since 2007. In that time, we've trained entire teams for companies, across 6 continents and helped numerous individual students to achieve their training goals.



**Kinetic IT** is a managed service organisation who wanted to change the way that they trained their staff. They consider their staff to be their greatest asset, so ITSM Zone were delighted to be selected to provide the e-Learning elements of Kinetic IT's new education program. This is the process that Kinetic IT went through and how we've helped them to start to achieve their goal of all staff receiving formal ITIL Foundation training.

# ITSM Zone and Kinetic IT

## Overhauling traditional learning

The world of education and learning is evolving. With fast changing technology and a 'job-for-life' a concept of the past, continuous education and career-long learning are a necessity. This puts more of an onus on the individual taking the responsibility for their own learning rather than reliance on corporate funded and arranged training courses.

The development of enhanced communication services and convergence of technologies has created numerous possibilities to enhance the traditional learning environment, typically a classroom. This has provided the capability to integrate, enhance and interact over multiple groups, multiple locations and different learning speeds. This interactivity, flexibility and convenience have become the order of the day in everyday life and thus also within the sphere of education.

Kinetic IT, working with ITSM Zone, have developed a Training Programme that replaces predominantly classroom-based courses with a programme of 'blended' units, involving both classroom, on-line and virtual elements.

The need for this was based on multiple principles. The first is that within Kinetic IT we have a rapidly growing staff (a 30% increase over 2015) across an increasing and substantial geography (Australia, which comprises multiple time zones and some very remote areas). This required us to become more efficient with our existing educational resources. At the same time the compressed, classroom training doesn't always fully support long term retention and application of theory, something more easily achieved in extended programmes that allow students to bring the theory back to their workplace. Additionally, as a leading IT company we want to be at the forefront of technology-enabled services, including those utilised to support education and learning.

Whilst the adoption of high quality accredited online training was a seemingly easy solution for a lot of those principles and challenges, on its own it would not necessarily meet the quality of understanding requirement nor the benefits of social interaction between students (who, in a classroom, learn from each other, relate to each other and also obtain a better understanding of the larger organisation). Thus our blended solution enables learners to access, extend, transform and share ideas and information in multi-modal communication styles and formats.

# ITSM Zone and Kinetic IT

## Our ITIL® Foundation Certificate – Blended Learning Solution

*ITIL® is a registered trademark of AXELOS Ltd.*

At Kinetic IT we endeavour to ensure that all our staff become ITIL Foundation certified. This not only from a certification point-of-view but also to provide for a true service management awareness that benefits the staff and organisation in the workplace. Our strategic direction to continue growing the business across service offerings, geographical locations and customers, required us to review the feasibility and scalability of the traditional (3-day) classroom approach to the ITIL Foundation course.

We needed to maintain our commitment to developing service management capability whilst developing a solution to deal with the growth challenges. Our new approach supports training delivery to more people, in more locations, using a variety of delivery mechanisms; allowing greater flexibility, enhanced geographic reach and supporting the development of new age training capabilities.

This is also a cost effective approach and allows us to optimise both staff and trainer time as well as reducing our training costs without compromising on quality.

Our new Blended ITIL Foundation course in IT Service Management is based on the concept of blended learning and the flipped classroom which aims to incorporate the 'best of both worlds' (i.e. face-to-face for a more personal touch and an opportunity for human interaction, but with ubiquitous access to study aids, training manuals and videos, to aid flexibility).

The flipped classroom<sup>(1)</sup> describes a reversal of traditional teaching where students gain first exposure to new material, outside of class, via eLearning or self-study, and then class time is used to do the harder work of assimilating that knowledge through strategies such as problem-solving, discussion and debates. The structure of the Foundation course under the new format is as follows:

1. First a trainer led (classroom or virtual) 'service management induction' (not just ITIL).
2. Followed by accredited, syllabus-based ITIL Foundation certificate eLearning videos.
3. At various stages throughout the eLearning there are 'check-points' with trainer-led collaboration 'hangouts' (virtual and/or classroom).
4. Then, the Examination to obtain the qualification.

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5. And to conclude, after a gap (anywhere between 1 to 6 months), a service management based simulation game. MineGames is a proprietary Kinetic IT simulation that puts the ITIL service management theory in a practical situation (of running a mine site). Attendees play a role within the organisation (customer, user, support, management) and experience how using, or not using, best practices impact on their 'work'. This action-based learning is a great opportunity to get better acquainted with the service management principles (without emphasis on theory or exam).

This approach has been well received. The key change is that staff don't just 'show up' to the courses and get 'spoon fed' the theory in an as-short-amount-of-time-as-possible. The new approach requires commitment from both staff and their managers to ensure attendance at a series of events (balancing operational commitments with learning).

We've made the case that as a classroom course would utilise staff 3 days (24 hours for convenience' sake) and the blended course only has 10 contact hours, it would not be unreasonable to 'give' staff 12 hours of self-study time. The outcome is still a net reduction in hours, and most hours can be scheduled at convenient times for the individual and organisation (leaving an hour earlier, starting an hour later, utilising a 'quiet afternoon' ...) thus having less of an impact on operational activities.

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## ITSM Zone

The collaboration with ITSM Zone provided us with high-quality, accredited, on-line ITIL Foundation training videos, thus reducing the overhead for us to develop these. This allowed us to optimise trainer development time, reduce costs and focus on the development of the other modules to blend, augment and complete the educational programme.

Claire Agutter (Lead Trainer) and Kirsty Emmott (our Account Manager) have provided excellent support throughout the service design. They listened to our suggestions and made some fairly significant changes based on our requirements. They allowed us to refine automatic communications to our delegates and alter elements of the course materials to specifically suit our needs as well as manage our user accounts in a way that is different from their usual approach. The result is a blended programme that is seamless and straightforward.

The Blended ITIL Foundation training has been so successful we plan to extend this blended learning solution and create programmes for our ITIL Intermediate training too.

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## The future...

Learning is about successfully gathering, processing and reflecting upon information. Organisational learning needs to keep pace by acknowledging the multi-access points available for gathering and processing information. The forward thinking organisation is aware that transformation within the L&D department is necessary. Multi-modal approaches are the future of continual professional development of people and their capabilities.

**70:20:10**<sup>(2)</sup> is a practical approach that uses work and social opportunities to enhance learning.

- **70% Experiential/on the job-learning** and developing through day-to-day tasks, challenges and practice. This largest part should be spent on 'on-the-job' training/learning.
- **20% Informal/social, knowledge sharing and exposure** through informal gathering such as Communities-of-Practice, mentoring & coaching, seminars, conferences, and reading. Whilst this kind of learning cannot be forced or controlled, it can be promoted, facilitated and measured (for instance through CPD programmes).
- **10% Formal/structured training**. This type of educational activity can be relatively easily structured, controlled and centralised. Employees are sent to courses, records are kept, and certification is obtained.

One of the 70:20:10 model's most powerful uses is to help extend learning beyond the formal classroom and structured training environment in favour of an exploration of the many learning opportunities that occur in the working day through social interactions, on the job activities, gamification and learning-by-'doing' principles.

The key to success is balance. There is no question in our minds of the benefit of tutor lead training. However, it isn't practical or effective in all situations and a balance between this more traditional approach along with flipped classrooms, technology based facilitation, social and e-learning will provide blended solutions to build a continued professional development approach for the modern workforce.

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## Working with ITSM Zone

Kinetic IT chose to utilise one of ITSM Zone's portals to deliver the e-Learning element of their program. The portal allows them to add, administrate and report on their own students; the control that this solution gives to the management team ensures that they are fully aware of how students are progressing through their course and more importantly, allows them to identify when they are not!

Other companies are using portals to deliver the online courses to their staff, without the blended elements of the virtual classroom sessions. If you have a team to train and want to know how portal delivery can help with controlling costs and ensuring course completion, please get in touch – [Kirsty@ITSM.Zone](mailto:Kirsty@ITSM.Zone)

- (1) Vanderbilt University, Center for Teaching). <http://www.uq.edu.au/teach/flipped-classroom/what-is-fc.html>
- (2) <https://www.702010forum.com>

*Michelle Major-Goldsmith is the Service Management Capability Manager with Kinetic IT. Her role is to educate, rather than 'just train', mentor and advise Kinetic IT staff and its customers in the principles of service management and the practical application of these principles in various environments. Michelle has been in the industry for over twenty years across virtually all continents. She was formerly Training Director at UK service Management Company, Sysop and Head of Service Desks at RAC Motoring Services. In addition to her role with Kinetic IT, Michelle is also the chair of the ATO Advisory Council (AAC) and AXELOS' Working Group and, as such, is instrumental in shaping the accredited training of AXELOS' best practices. She is extensively published within the Service Management arena.*

*Simon Dorst is Kinetic IT's Manager for Education & Learning. ITIL trained in 1992, he has spent most of his career educating and advising people and organisations in the Netherlands, Singapore and Australia of its benefits and application. To him, ITIL is nothing more (or less) than common sense, written down, and as such, it is undeniable, but also easily combined with other frameworks such as COBIT, MOF, DEV OPS, AGILE, PRINCE2, OBASHI or in this case SIAM. Simon is the State Branch Chair for and frequent contributor to the itSMF Australia. His pseudonym of the ITIL Zealot is a well-known and respected voice in the global service management community.*