

# How Boosting Engagement Drives Performance

## A Special Report on Collaborative Video-Based Practice

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# It's no secret

that what drives employees to consistently grow businesses today, significantly differs from years past. According to the "2018 Gallup Report," 67% of US workers are experiencing some level of work disengagement. Gallup notes that the three major reasons for their apathy are:

1. Unclear and misaligned expectations
2. Ineffective and infrequent feedback
3. Unfair evaluation practices and misplaced accountability



Given that managers are directly responsible for at least two of these three reasons, Gallup looked deeper into managers' impact on employee engagement. Unfortunately, they uncovered that most managers are not providing the type or level of feedback necessary to increase employee engagement and optimize performance levels. Key findings included:

- 77% of employees believe their manager needs to improve the **meaningfulness of the feedback they currently provide**
- 74% of employees believe their manager needs to more **directly relate feedback to their job performance**
- 79% of employees believe their manager needs to improve how they **manage their employee's performance** to motivate them to excel in their position

**All is not lost; This gap represents an opportunity.** A company whose managers successfully increase the engagement of their employees can expect the following return on their efforts:

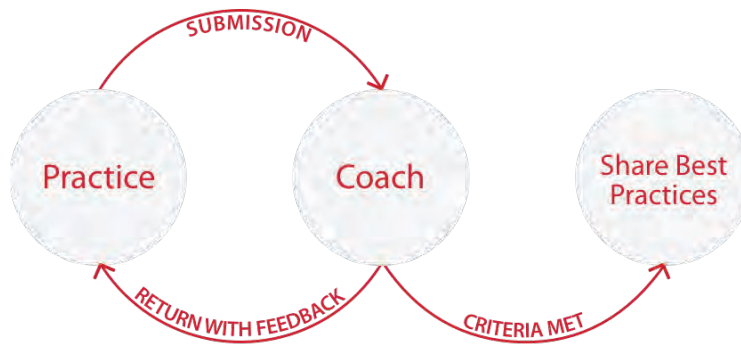
- Gallup states that engaged employees increase productivity by **17%**
- Bersin & Associates discovered that organizations that incorporated modern strategies around learning including a variety of learning measurement and evaluation techniques, achieved **three times** more revenue than companies that did not

It's not as simple as putting together an employee survey and calling it engagement. Gallup goes so far as to state that companies choosing to drive engagement via a survey or metrics-only solutions can get caught up in a "rinse and repeat" pattern that does nothing to improve their business.

Today, companies have a new option that satisfies nearly all of the necessary engagement criteria. Rehearsal offers a collaborative practice and coaching platform that facilitates increased engagement for all levels of employees. Rehearsal aims to help businesses achieve measurable results.

**"Actively engaging employees through a strategy that drives improved performance is what increases employee engagement"**

**The process is simple.** The manager assigns a specific topic for the learner to develop. For best results, a combination of video and text are used to ensure that all expectations are clear.



**Practice:** Learners develop their skills in a safe environment, typically re-recording their responses multiple times. This repetition without the social pressures of traditional classroom training yields significant measurable results.

**Coach:** When a learner completes a scenario within an assignment, the manager receives a notification and provides feedback in the form of video, text, or both to ensure clear communication.

Effective learning occurs when the manager provides repeated feedback, while the learner makes incremental improvements until the desired standard is reached. The ongoing feedback should be a mix of positive and developmental points based on what was observed versus the established expectation. Mixing brief video examples and text typically produces the greatest results.

**Share Best Practices:** Once the learner has met the established goals, the manager closes the assignment, while including a video and/or text feedback. This time however, if the learner's final effort was exemplary, the manager can share that effort with other employees using the Leaderboard.

It is important to remember that the more employees are engaged, the more organizations can expect the increase in productivity and revenue reviewed earlier. The Rehearsal platform improves employee engagement by facilitating focused practice and coaching in order to achieve company objectives.

Pain Point	Rehearsal Solution
Unclear and misaligned expectations	Expectations are clearly outlined within each assignment and reinforced with reference materials, videos, and examples
Infrequent manager feedback	Learners receive more frequent feedback given the simplicity and convenience of asynchronous virtual learning
Ineffective manager feedback	Managers and coaches strengthen their skills through repetition and practice, ultimately becoming more effective managers
Evaluation practices	Feedback is based on observations made during the learner's video performance against pre-determined criteria
Accountability	Assignments are designed to focus on 1-2 predefined developmental areas, reducing potential stress and confusion
Feedback not directly related to improvement	Feedback provided to learner to apply in another submission, ensuring performance ultimately improves
Lack of motivation to do outstanding work	Outstanding performances can be shared with peers to provide recognition to top performers

# Rehearsal Use Cases

There are many use cases for Rehearsal's video-based practice and coaching platform. Several of the most popular are:

## SALES AND SALES ENABLEMENT

- Rehearsal is a key component of a successful sales training or sales enablement program. Gone are the days of simply conducting classroom training, providing product offering materials, and sending reps into the field. Measurably craft the skills of sales personnel of all experience levels.
  - Elevator Pitches
  - Competitive comparisons
  - Articulation of complex or technical information
- Ease the logistical challenge and expense of classroom training by scheduling assignments throughout the year. Even deploy urgent topics to a dispersed sales force in minutes.
- As business grows, objections are presented and issues arise that require immediate attention. Incorporating Rehearsal will:
  - Allow selected, top performers to craft responses for organizational leaders to review and incorporate into a company-sponsored response
  - Ensure employees deliver a clear, crisp response
  - Exceptional efforts can be shared with teammates and the organization for recognition accelerating learning for others

## LEADERSHIP DEVELOPMENT

- Rehearsal is a powerful leadership development platform where you can create and deploy programs aimed at growing the abilities and skills of your leadership teams.
  - Create and develop a strong leadership pipeline
  - Fosters a culture where becoming great is a goal at all levels of the organization
  - Build and strengthen the people leadership skills many managers lack

## PRODUCT LAUNCHES

- Provide representatives with a video example of effectively presenting product launch messaging prior to or in place of launch meetings. Benefits will include:
  - Allow representatives to learn and master both the tone and feeling behind messaging in addition to the words

- Having representatives practice and receive coaching around effectively combining the message with visual aids to maximize impact
- In addition to product launch messaging, include how to effectively utilize support materials with the Rehearsal training. Benefits will include:
  - Ensuring support material is utilized consistently and effectively
  - Mastering techniques that differentiate effective presentations from the rest
  - Allowing marketing leaders to check-in on the preparedness of the team around effectively utilizing the support items during launch presentations

## ONE-ON-ONE COACHING

- While the above options are perfect for large or small groups, one-on-one coaching is likely the greatest benefit of Rehearsal.
  - While developing a specific skill with an individual, managers or coaches will increase touch points by incorporating Rehearsal to maintain ongoing personalized feedback remotely
  - Managers or coaches will ensure mastery of a skill before investing in field days, where application of the skill will be the focus

## NEW HIRE PROGRAMS

- Incorporate Rehearsal into New Hire eLearning programs so trainers can engage learners and begin building a relationship with them. Topics can include:
  - Effectively introduce themselves as a new company representative
  - Initially present products or services, establishing a development baseline
- Include Rehearsal in New Hire programs to build the habit and confidence in how it will be utilized post-training. The process can include:
  - New Hires practice and receive coaching around newly learned skills by using Rehearsal both in and out of class
  - Exceptional efforts are shared, demonstrating what great looks like
  - Each session is linked and saved, allowing the New Hire to reference, the manager to check-in on, and leaders to quality check

Regardless of application, measuring impact remains paramount. Unlike LMS platforms where the focus is on attendance, simple completion, or basic knowledge, the focus with Rehearsal is on more meaningful measurements like the ability to execute specific skills. While this is no minor shift, it is a game changer in terms of performance.

# The Learning-Transfer Evaluation Model: Sending Messages to Enable Learning Effectiveness

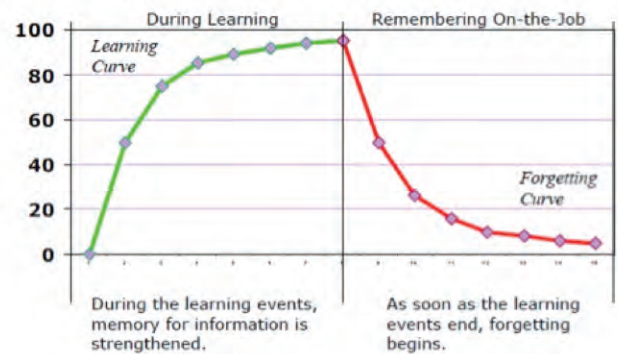
In his 2018 publication, “The Learning-Transfer Evaluation Model: Sending Messages to Enable Learning Effectiveness” Will Thalheimer, PhD, states that today’s learning evaluation practices are in a “sorry state”. This is in part due to the learning industry’s ongoing reliance on the 4-level Kirkpatrick-Katzell model, which places far too much emphasis on attendance, completion, attention, and participation. This model ignores job aids, performance support, and on-the-job learning. Simply put, Thalheimer was clear that the industry needed a new learning evaluation model.

In response, Thalheimer developed the Learning-Transfer Evaluation Model (LTEM) to more effectively and precisely measure learning and its impact. In part, what sets this model apart is that:

- It reaches beyond simple knowledge acquisition and into the full transfer of applying the knowledge and skill
- It measures this transfer both during the training and after
- It measures this transfer when assisted and then non-assisted

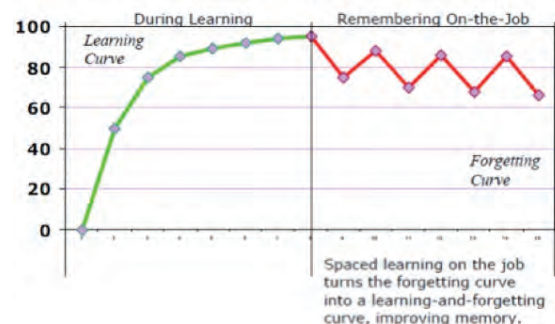
Put graphically, Thalheimer’s studies proved how typical learning generates adequate results during the learning event but then produces drastic recall drop-offs immediately following. Unfortunately, typical learning effectiveness surveys using the Kirkpatrick-Katzell model are returned with stellar results because of their timing and misplaced focus on topics like participation and completion.

## Typical Learning and Forgetting Curves



With LTEM, most of the focus is placed **following** the learning event where transfer from knowledge to skill and application occurs. This obviously requires many more coaching touch-points and opportunities for the learner to remember. The result is a graph that looks like this:

## Learning and Forgetting with Spacing On-the-Job



Rehearsal is perfectly positioned for this modern type of measurement. Teaching new knowledge and correlating skill during a learning event (the green line) would lead to a group or individual assignment that would require the learner and manager or coach to conduct multiple back-and-forth virtual sessions around **transferring** the learning (the red line). This would ensure the learner correctly remembers the information and further develops and reinforces the skill that will ultimately produce the desired impact.

To take this a step further, once learners achieve the required level of skill via Rehearsal, managers or coaches can schedule the appropriate time to conclude the LTEM process by observing the learner performing the skill **with limited assistance** and then **without assistance** in the field with customers.

In conclusion, adding Rehearsal to your organization's learning strategy will provide the following benefits:

- Increased employee engagement
  - Via the virtual platform, individual coaching touch-points will be significantly increased
  - High-performers can serve as coaches as part of their career development
- Improved coaching effectiveness
  - Focused, individualized feedback provided in a series of feedback sessions
  - Manager and coaches provided periodic coaching effectiveness feedback from the training team or another oversight group
- Improved impact of training
  - Continues development past the learning event to improve retention and complete the learning transfer
  - Allows for clear timing of field days to observe learners performing the skill with and without assistance

