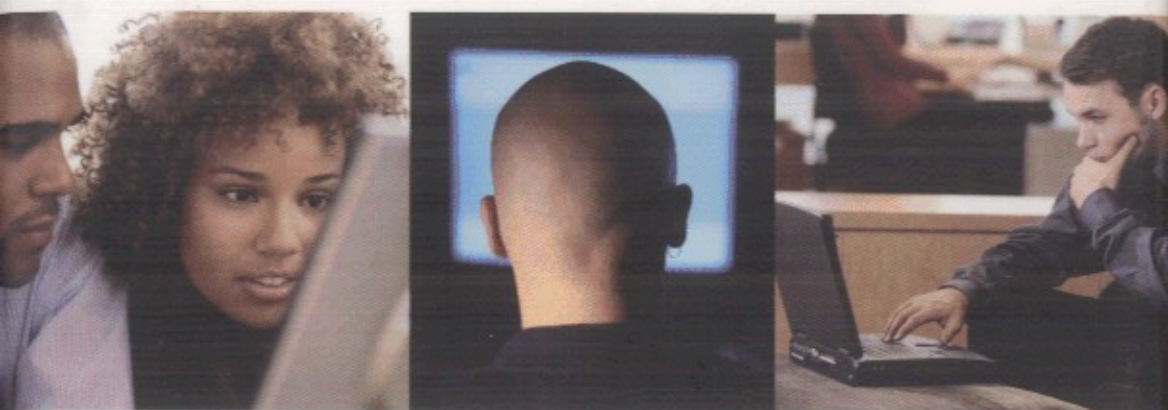


Pfeiffer | Essential resources for training and HR professionals



MARC J. ROSENBERG

# *Beyond E-Learning*

---

Approaches and Technologies to Enhance Organizational  
Knowledge, Learning, and Performance

# Contents

List of Illustrations	xvii
Foreword	xix
David Holcombe	
Acknowledgments	xxiii
Introduction: Getting the Most from This Book	1

## Part One: Beyond E-Training

1. Myths and Warning Signs	11
Overpromised and Underdelivered	12
Is the Glass Half-Empty or Half-Full?	15
The Myths of E-Learning	18
Don't Call Them Learners!	23
Warning Signs	24
Rethinking E-Learning at H-E-B Grocery	26
Putting E-Learning in the Context of an Overall Training Strategy	30
<i>In the Land of E-Learning Myths: A Knight's Tale</i>	34
Lance Dublin	
2. Learning, E-Learning, and the Smart Enterprise	37
The Smart Enterprise	38
Training's Role and Limitations	44
How Smart Enterprise Thinking Changes the Nature of E-Learning	51

Molex Learns to Use Technology to Learn 55

The Smart Enterprise Framework 56

*Learning Decisions and Disruptions!* 62

*Elliott Masie*

## **Part Two: Beyond the Classroom**

### **3. Building a Learning and Performance Architecture 67**

Blended Learning: The Good and the Bad 69

The Learning and Performance Architecture 70

Redefining E-Learning 72

True Blended Learning 82

Going Beyond Sales Training at Cingular Wireless 87

How Mastery Levels Have an Impact on Learning  
and E-Learning Strategies 93

Be an Architect, Not a Bricklayer 95

*Technology for E-Learning—and Beyond* 99

*William Horton*

### **4. Knowledge Management in Action 105**

How Is Knowledge Management Used and Abused? 106

Course-Centric Versus

Knowledge-Centric Viewpoints 112

Knowledge Management Applications 114

Knowledge Management Benefits 121

Building Knowledge Repositories 122

Bristol-Myers Squibb Gets High Value Out of

People-Centric, Low-Tech KM 131

KM in a Decentralized Company:

The DiamondCluster Experience 134

The Knowledge Management

Development Framework 139

A Team Approach to Knowledge Management 150

*Who Owns Knowledge Management?* 153

*Steve Foreman*

---

5. Learning Through Online Collaboration	157
Communities	158
Unilever Uses Online Communities to Develop Leaders	168
Knowledge Networks	171
Collaboration Technologies	172
Finding “Birdman”	174
Working with Experts and Expertise	176
Pinging Experts at Accenture with Instant Messaging	182
Opportunities for Learning and E-Learning	185
<i>The Case for Learning Communities</i>	189
Diane Hessian	
6. Learning and Performance in the Context of Work	193
Electronic Performance Support	194
Performance-Centered Design	202
Integrating Learning into Work	205
IBM Integrates Learning into the On-Demand Workplace	208
Embracing New Opportunities	214
<i>The Business Singularity</i>	216
Jay Cross	
7. True Telecom’s Story	221
Introducing True Telecom	221
Evaluating True Telecom’s Solution	234
Scaling True Telecom’s Solution	238
Integrating Workplace Learning and Performance Solutions with Existing Training Programs	243
Impact on Your Training Program	246
<i>Learning Evaluation: So Much Talk, So Little Meaning</i>	249
Allison Rossett	

**Part Three: Beyond Learning**

8. Making the Change Happen, and Making It Stick	255
The Importance of Change Management	256
Change Management Success Factors	257
From Awareness to Understanding to Preference	267
<i>Seeing Learning Differently</i>	270
Nancy Lewis	
9. Championing Learning	275
Picking the Right Sponsors	275
Leading Your Organization to Change the Way It Learns	280
Governance	284
If We Build It, Will They Come?	287
<i>Is E-Learning Underhyped?</i>	289
Kevin Oakes	
10. From E-Learning to Learning to Performance	293
Nonlearning Approaches to Performance Improvement	294
Analyzing Performance	298
Way Beyond E-Learning: Revisiting the Smart Enterprise Framework	300
The Road Traveled	302
Four Underlying Principles for Moving Forward	304
Don't Make the Mistake the Railroads Made	305
Afterword: E-Learning: Advancing Toward What Will Be	309
John Larson	
Appendix A: Nine E-Learning Warning Signs	313
Appendix B: Knowledge Management Features, Functionalities, and Challenges	321
Appendix C: Collaboration Technologies	333

---

Appendix D: Primary Knowledge Management Development Activities	341
Appendix E: Sample Change Management and Communications Plan	347
Appendix F: E-Learning Readiness Assessment: Executive Team Alignment	353
Appendix G: Additional Resources	357
About the Author	361
Index	363