

# The informatology Forum

## *Company Raid*



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**Host: Clifford Chance**

**Raid: "PROFESSIONAL & BUSINESS E-LEARNING"  
on Wed 11 Feb 2009 in Canary Wharf**

## The Raiders said...

The participants at the Clifford Chance Company Raid from Ashurst, Colchester Institute, BERR, Herbert Smith, Linklaters, Lloyds Register, Ministry Of Defence, Norton Rose, Pinsent Masons, Privacy Laws, Rolls Royce, SJ Berwin, The Law Society, Thomas Eggar, Thomson Reuters, VISA Europe and William Hill described the event using these adjectives...

**Absorbing, Comforting (2), Depressing, Encouraging, Engaging (4), Enjoyable, Enlightening (2), Excellent (2), Focused, Honest, Informative (4), Insightful, Inspiring, Interesting (5), Networking, Open, Reassuring (2), Re-confirming, Reinforcing, Relevant, Stimulating (2), Thought- provoking (5), Useful and Worthwhile.**

They also commented as follows about why the event was good for them:

The presentations were supported by honest & open case studies;

There was good discussion in small groups

The part relating to use of video was very interesting, as was how different areas have used/interacted with e-learning within the company;

The chance to talk to other delegates re what they are doing;

The session ran to time, was efficient and was very well organized;

Discovered lots of potential and benefits for e-learning;

As always, the open and honest accounts of experiences;

That all large global Organisations face the same technological, people and procedural issues;

Good opportunity to listen to other specialists in same field;

The exchange of information on e-learning / presentation well organized and presented;

The need to network and take note of style and delivery used by others for e-learning;

Possible exchange of ideas and costs;

Variety of speaker;

Mixture of delivery;

Reassurance that we are making good in-roads in this area but at the same time has challenged me to push e-learning on in the firm;

Combination of short presentations and encouraging participants to talk about their experience;

Benefit of using external providers to achieve results; Shared experiences;

Opportunity to ask questions;

Global Competency Framework and how this was deployed;

Global Performance Management: interested to follow this up;

Networking, Timing & Location;

Possible uses for e-learning;

Advantages/disadvantages of e-learning;

Cost implications;

The names of good external providers;

The importance of brainstorming.

# Ten Key Points

a selection of suggestions and ideas from the hosts and raiders

## **1. Video**

They use a very good system for capturing video on the fly. This compresses video as it proceeds, and associates each clip with the corresponding PowerPoint slide. Information is conveyed in full, in a way that the slides on their own cannot achieve. This is proving very popular. It also means that training can be delivered on demand.

### Acceptance

The social stigma that existed originally around watching videos at work has now disappeared. This happened when partners started watching videos.

### Assessment

No assessment on value being received by training videos. It is left to the viewers' responsibility to get value.

### Audio

Raiders reported experiencing problems with their own systems when trying to capture audio clearly when speakers are moving around a room. Blackberries are a problem as they interfere.

## **2. Staff creating content**

When pockets of know-how emerge they try and encapsulate the knowledge in a short e-Learning segment. For instance, a course for secretarial best practice written by a couple of secretaries contained interesting tips on how to best support partners, which was then developed into a course. This material was circulated worldwide to make sure that it worked well globally. Two secretaries came up with a guide "How to Turn Work Away" about poor customer care on the phone. They were asked to create the script for a communications skills course on using the telephone.

A Raider shared that BP capture material from exit interviews for subsequent learning.

Another shared that there is a threat to all this formalized e-Learning production from the ease with which anyone can just search for guidance on Google.

## **3. Using online learning ahead of a course**

A benefit of having learning materials in video or e-learning form is that students can be invited to come to a training session prepared, having already covered some of the material themselves in their own time beforehand. One area where this is planned is for induction, with the intention of providing new recruits with external access to learning materials via their PeopleSoft number, before they have actually started working.

## **4. Professional e-Learning Development**

Professional design adds a good graphic look and having it external means you get it on time. Since working with an external partner they have experienced an exponential growth in take-up of e-Learning.

The content for the courses is provided by the in-house lawyers who are the subject matter experts.

An additional benefit of working with an external provider is that agreed delivery times are more likely to be met.

Because of the scale, even paying as much as £7,500 for a half hour's e-Learning works out at just £1 per employee. It takes around six weeks to develop an average half-hour program.

## **5. Embedding e-Learning**

e-Learning is now used as part of the overall internal communication package. It provides a way to convey more in-depth information which the reader can skip through as desired. Emails are sent with a direct link to the e-learning in the LMS.

e-Learning modules are embedded in actual documents so readers are only one click away from background explanations that can assist.

## **6. e-Learning for Diversity**

The Diversity e-Learning product was implemented in a phased roll-out, partially because it proved impossible to fully load-test the application ahead of time. It was envisaged that a few people trying to access videos would have caused a network problem, and so the videos were alternatively available on CDs.

What made the difference in terms of take-up was a personal request from high up that people do the course, plus communication in internal newsletter.

The Clifford Chance head office houses some 2,500 staff, split 50/50 between business professionals and lawyers. Over 50% of staff have completed the diversity course, and the proportion amongst lawyers as satisfyingly up to 60%.

Initially they tried to create the e-Learning themselves but found that they needed the services of a professional actor to achieve the quality they wanted.

A reason for the emphasis on diversity training is that the push from clients for this is strong. The lawyers are aware that these skills are important to the firm, not only because they are valued in general, but also because they can help in gaining new business. Time spent taking diversity training can be billed against their required development time, and these skills contribute towards qualification as partner.

Law firms need to encourage a culture of continuing development, alongside keeping current with legal development. One strives for a balance between encouraging people to do it, and obliging them to.

People in legal firms prefer the term "training" to "development"

## **7. Assessment**

The problem with the feedback data that gathers is that there is so much of it, and so in practice over time it doesn't get looked at. Feedback can be especially useful for new courses in order to pinpoint quickly any problems. It can also be used to track the ageing of a product, if the results are declining in value over time. The free-text comments are almost always of value, especially where they highlight a previously unnoticed problem.

## **8. Business Simulation**

The simulation of how to complete business forms and adhere to company standards for instance is again created by an external company. It features static graphics, audio and interactive screens.

Their experience shows that finalizing a script can take a great deal of time, with many modifications being requested, some of which could appear quite minor to some.

## **9. Everything is Global**

While e-Learning courses are created for a global audience, up until now the course authoring and creation has all been done in London. With the introduction of more rapid development tools (Camtasia, Video, etc.) Clifford Chance is hoping that courses will be created from more offices around the network.

## **10. Consistent Look and Feel**

All the e-Learning material produced has a consistent look and feel. Whilst some people do think that the branding aspect is important, it does not seem to be that significant in practice. So long as the material itself is excellent and well presented, people do not seem to have a problem using materials with different front-ends.

## General Points raised by the group

### **How do you get into the culture that e-learning is a good thing?**

- Introduce it as part of a blended solution
- Make it as timely as possible, ideally linked to something else
- Market it as accredited/accreditable for CPD if possible
- Ensure that the launch is done properly from the outset
- Follow up with some online interaction, which can be short
- Make sure it has substantive relevant content

### **Should the e-learning manager be primarily a subject or an e-learning (instructional designer) expert?**

- If you have the combination then that's good
- Removing the "e" from e-Learning gives bigger take-up
- Question of legitimacy – if you are not a lawyer you cannot convince lawyers that you can train them on something.
- Clifford Chance has a partner in charge of L&D
- Wireframing can provide a great alternative to storyboarding, enabling a group of stakeholders to contribute their views to the design of a new product, for instance during a one day workshop for the product where they can create a visual representation.

## **What is a Raid?**

On a Raid you actually visit another organisation and learn direct from their managers about an innovative and successful (possibly ongoing) project.

Each Raid addresses an issue, giving you unique insight into why the host is doing what they are doing, how they are doing it and what they have learned.

The Raid is a whole-day living case study, and is a most effective development experience because...

### **- Warts & All -**

You gain real insight through the open sharing of what has not worked, alongside explanations of how the host is being successful.

### **- Group Participation -**

What sets a Raid alight is the group dialogue, where the gathered managers from different sectors share their rich experience and insightful feedback.

### **- Real Experience -**

You benefit from the real-world knowledge and hard earned experience of all present, a unique group of individuals facing challenges similar to yours.

## About the Host

Clifford Chance is a leading international law firm that combines the highest global standards with local expertise. Its origins date back to 1802, but it was the merger of two London firms, Clifford Turner and Coward Chance, in 1987 that formed the core of the firm as it is today.

The firm operates across the Americas, Asia, Europe and the Middle East and focuses on capital markets; corporate and M&A; finance and banking; real estate; tax; pensions and employment; litigation and dispute resolution.

The firm has an ambition to be the leader of an elite group of law firms. Creating a working culture that enables staff to offer consistently high standards of client service, and making a sustained investment in managing knowledge and information can help to achieve that ambition.

Clifford Chance embraces responsibilities that extend beyond client work. Through an active programme of pro bono, arts and charitable initiatives, their people are encouraged to develop strong links with the communities in which they work.

**C L I F F O R D**  
**C H A N C E**

## About the Raid

Clifford Chance has 7,200 people, of whom over half are fee earners, working on behalf of clients in 28 offices across 21 countries. Given this global presence and business model, ensuring that the firm provides consistently high quality service across all of its offices is key. One way to do that is through a global training curriculum, run by the Clifford Chance Academy, that offers interactive classroom training in both legal and business skills and, increasingly, e-learning as part of a blend or as stand-alone courses.

Clifford Chance's business is law, so they invest heavily in legal skills education. Each practice area has a core curriculum of legal training courses and workshops, and there are regular technical briefings and seminars on specific areas of law. Most of the legal training is delivered by firm partners and senior lawyers, and lectures are captured on digital video and made available online 24/7 across its offices.

The Clifford Chance Academy also runs a core business skills programme, with courses taught by external experts with a deep knowledge of the firm and its culture. The firm holds development centres at key moments in a lawyer's career where he or she can get personal feedback on how his or her business skills match up against the firm's global benchmarks.

The firm also devotes considerable resources to ensure that business services staff are also market leaders in their respective disciplines. Clifford Chance has created a global framework that offers professional development opportunities and a clear career path for business services staff, with classroom and e-learning courses aligned to each career band, and the individual roles with each band.

# The Agenda for the Raid

**10:30 arrival for an 11:00 start**

## Welcome and Introductions

What has brought you here to this Raid today?

## The Professional Skills curriculum

e-Learning aspects

## The Business Skills curriculum

e-Learning aspects

## Buffet Lunch

Featuring demos of e-Learning for induction, for compliance and for capturing and dispensing knowhow.

## Line Managers implementing Change

e-Learning, courses, print and website combine to train line managers to convey a new career framework to their staff.

## Simulating Applications and Business Processes

e-Learning can easily simulate online forms. But how well can it help with business processes? - a discussion.

## The Global Dimension

Standardised e-Learning with local classrooms help maintain consistency, harmony and quality for a global curriculum.

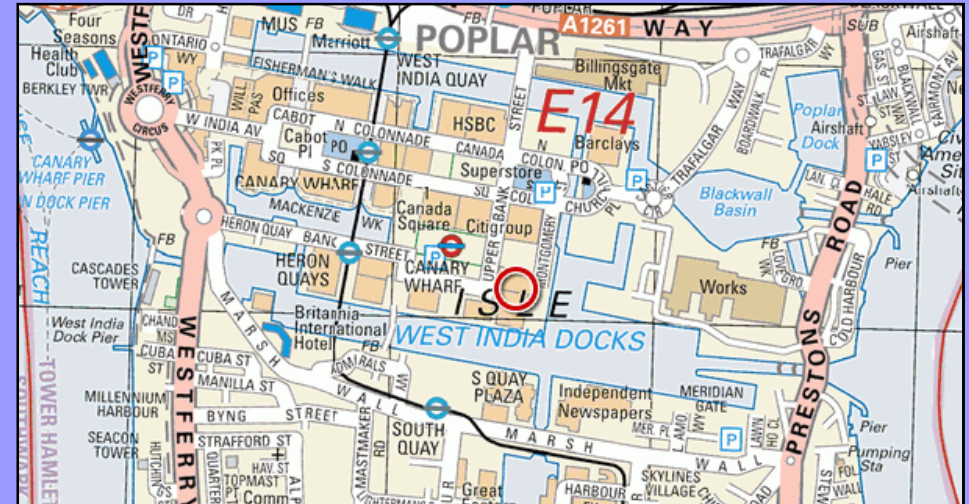
## Summary and Feedback

Outstanding questions and views

**16:00 end**

# The Venue

The Raid takes place at Clifford Chance  
10 Upper Bank Street, London, E14 5JJ  
Telephone: 0207 006 1000



## Fees

1. If you have recently\* attended or are booked on an informatology conference or raid:-

- one place @ £400 [£460 with VAT]
- two places @ £800 [£920]
- a Forum Pack\*\* @ £1,200 [£1,380]

\* within the last 12 months

2. If you have **not** recently\* attended and are **not** booked on an informatology conference or raid:-

- one place @ £595 [£684.25]
- two places @ £995 [£1,144.25]
- a Forum Pack\*\* @ £1,395 [£1,604.25]

\*\* The Forum Pack is four tickets.

Tickets may be shared across your contacts, and applied to any Forum Learning Conference day or Company Raid, subject to terms and availability.

Call 020 8642 3980 for details.

This raid is considered most suitable for people responsible for Change; HR; L&D and/or e-Learning in an organisation. You will benefit from the experience of the host, as well as from the experiences of fellow Raiders from a wide variety of sectors, none of whom sells related training. Places are allocated on a first-booked basis, and are subject to acceptance by the host.

Call 020 642 3980 to check availability. To reserve your place email your participant details (name, job title, company, email, phone) and details for our invoice (address, p/o if needed, + are you paying by cheque, transfer or card) to [services@informatology.com](mailto:services@informatology.com)

Or book online by card at

<https://informatology.wufoo.com/forms/raid-online-booking/>

## The Company Raids Program

This Company Raid is one of a series of exciting, challenging and engaging experiential events arranged by the informatology Forum.

Company Raids offer unique insight gleaned direct from the hard-earned experience of practitioners that have discovered what works well and what does not. Candid “warts and all” living case studies with open interaction between informed peers.

### Would you like to host a Raid?

Contact Stephen Citron on 020 8642 3980 or at [stephen.citron@informatology.com](mailto:stephen.citron@informatology.com) to discuss.

Company Raids listed and fees explained at: [www.informatology.com/2009.pdf](http://www.informatology.com/2009.pdf)

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impact**

**020 8642 3980**

**[www.informatology.com](http://www.informatology.com)**

**[services@informatology.com](mailto:services@informatology.com)**