



E-learning

The client A multinational conglomerate including several safety critical operations. Based in 45 different countries. Turnover £3bn, 17000 employees worldwide. Heavily orientated to UK, Europe, USA and Australasia. Language English.

How to deal with the challenges of a diverse and dispersed organisation to implement one language, one style and one culture for risk management.

The challenge Provide an on-line learning programme for the client

- to introduce a common risk management culture that was wider than safety risks
- prepare the way for other on-line learning programmes
- do this in a way in which all countries and operations felt involved (do it with them rather than to them)
- ensure that each operation took ownership of rolling out the programme and tracking involvement

The response A very precise brief was drawn up by the client in terms of content. However, on examination, this very diverse organisation had a multitude of approaches for risk management. This meant that not one solution could be imposed until there was buy-in from around the world.

An on-line visual and audible conference was arranged for all the risk representatives around the world, hosted and facilitated by Liz Taylor Risk Consulting. It was attended by 37 people. The first thing that was needed was a consensus that the project was essential. It took only 15 minutes for all to agree that the project should go ahead. A conceptual "story board" for the project was discussed and they agreed a generic promulgation of what risk management was about without going into the detail of the process. The fact that there was no one common process and no clear iteration of risk appetite were two of the things that were highlighted for improvement as a result of this conference.

LTRC developed a set of learning modules, based on an agreed suite of learning objects, to meet the client's requirements. The language was simple and without jargon. The style was light and "fun" with interactive activities to be built in.

CASE STUDY

The outcome This project is still underway with user testing now taking place. Already we are seeing a growing team accord among the risk representatives around the client's operations. It certainly takes longer to do this type of project in a "consensus" environment, but the extraordinary ideas, enthusiasm and input from all the stakeholders is a real credit to the client. This will be a very successful project and we anticipate that it will be the beginning of many on-line learning programmes developed on a consensus basis for this client.

Key points

- Agreed approach from the start
- Defined objectives
- Owned by users

For further information about E-learning, go to:

http://www.liztaylorryriskconsulting.co.uk/resources/Elearning_info_sheet.pdf