

How to create engaging E&C training

Ask the experts

Introduction

How often do you hear your fellow employees talking excitedly about completing their ethics and compliance training? If the answer is “hardly ever,” you’re not alone. One of the greatest challenges facing E&C teams is figuring out how to continually engage their learners—not only to help them remember material but also to encourage them to apply their learning.

But where do you even begin? With this e-book, of course! Over the next few pages, members of our Advisory Services and Client Success teams offer their guidance on how to create an engaging E&C program—with a focus on three key areas.

Meet our
experts:



Damien DeBarra

Senior Advisory Learning
Solutions Manager

20+ years' experience in instructional design and strategic workforce planning, with a focus on creating training solutions that ensure business buy-in and connect hiring practices to day-one learning rollouts.

Former Learning Solutions Director and Head of Instructional Design at Interactive Services.

Worked with over 200 clients in areas ranging from retail to pharmaceuticals, call centers to nuclear plant manufacturing.

Susan Divers

Senior Advisor and Director of
Advisory Services

30+ years' experience in both the legal and ethics and compliance spaces, with subject matter expertise in anti-corruption, export controls, sanctions, and other key areas of compliance.

Former Chief Ethics & Compliance Officer at AECOM, where she received their CEO Award of Excellence for her work in advancing the company's ethics and compliance program.

Member of the D.C. bar and qualified solicitor to the High Court of England and Wales.

Denise Middleton

Client Success Manager

17+ years' experience forging deep partnerships with clients and providing strategic guidance on learner engagement and program effectiveness.

Focused on integrating company values into E&C programs, aligning compliance priorities with overall organizational strategic initiatives, and scaling programs for maximum impact.

Worked with clients in industries such as technology, business services, pharma/biotech, aerospace/defense, chemicals, and government contractors.



Put people at the center of your program design

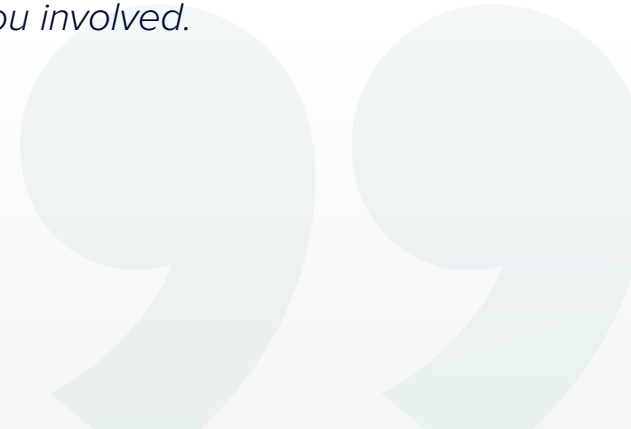
The days of writing dense, technical compliance manuals are over. Most people want to do the right thing, but having too much jargon, legalese, or technical information can prevent them from seeking the guidance they need. Program elements that manifest in multiple ways—desktop, mobile, tablet, offline—will engage employees where they are and when they need it. If E&C programs are meant to equip people with the knowledge and tools to do the right thing, they need to be designed for their intended audience: everyday people.



Many E&C programs don't consider basic human reactions to online materials. Think about the media landscape we now live in. Learners need to be actively engaged with your material for it to truly stick, and that engagement has to happen within the first 30 seconds of the experience. Courses should err on the side of being minimal and snappy. No lawyer or instructional designer speak. Do you really think anyone wants to read the phrase 'By the end of this course you will be able to...' followed by a series of formal learning outcomes? Would you be excited? At LRN, we deploy a range of strategies to grab your attention and get you involved.

– Damien

Our experts say:





Before you dig into design, bring in voices outside the E&C function to help inform your program. Ask your learners to describe what their ideal experience would be and build from what they tell you. Talk with other teams—IT, Human Resources, Marketing, etc.—to ensure that your program delivery, communications, and data is clear and understandable. Many people are impacted by E&C programs, so there’s power in having more than one voice contribute to the conversation.

– Denise



Our experts say:



Your program needs to set a positive and proactive tone. When E&C programs were first created, they tended to be developed by lawyers for lawyers; they were reactionary to problems and consisted of hundreds of pages of rules and legal jargon. That model doesn't work anymore, if it ever did. Focusing on essential values, like integrity and respect, promotes and empowers ethical behavior. And people need to feel confident that they can reach out and get answers quickly and easily. Make your policies a click away and communicate that you're there to help—not interrogate.

– Susan

Our experts say:





Questions to consider:

- ▶ What kind of language and vocabulary are you using in your E&C program? Is it overly complicated or easy to understand?
- ▶ How long are your training courses, and where can you tighten the material?
- ▶ Have you talked with learners and other departments about your program and asked for feedback?

2

Always explain the “why” in program communications

Society, our competition, and our legal operating environment are always evolving. Staying up to date with the latest courses means being better prepared. But people will not be as inclined to engage in—much less complete—your training if they don’t understand why they’re doing it in the first place. Context is key in any and all communication about your program.



Go beyond course titles in program communications. You don't need to write paragraphs, but using simple, 'real people' language gives learners a brief introduction to the topic, how it relates to their role, and how long the learning will be—all before they click on the link. This can help ease some of the reluctance that employees feel around taking E&C training.

– Denise



Our experts say:



There has to be a communication element that explains how training is relevant to your business. Using sanitized real-life examples helps the material feel less abstract and reminds learners of the potential negative consequences of acting unethically. That said, you don't want to scare learners. So, it's important to position your communication as guidance to help prepare them.

– Susan

Our experts say:



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People are more likely to change their behavior when there is a personal benefit. When communicating the value of your program, do it on your learners' terms. Explain how this training will help them save time, make their job easier, or help them demonstrate values-led thinking in a performance review. People need to know what's in it for them.

– Damien

Our experts say:

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Questions to consider:

- ▶ Do your communications give employees an idea of what they're about to learn and how long it will take?
- ▶ Can you list three ways that your training directly benefits employees' day-to-day work?
- ▶ What are some recent real-life examples you can use to show how your training is relevant to business needs?

3

Create multiple opportunities to demonstrate learning

Research shows that **one-off trainings** are quickly becoming a **thing of the past**. E&C programs need to facilitate ongoing conversations about how to think and act ethically. Integrating a culture of knowledge around ethics and compliance beyond the inbox adds value to values-based learning. And creating a **learning curriculum** gives employees more than one way to show how they can apply what they've learned in real life.



Reinforce your learning over time. ‘One and done’ doesn’t work. If you want to get a key concept across, you have to create several touchpoints that allow people to demonstrate what they’ve learned. Calls to action at the end of training are a great first step. Go further by including statements from the CEO in your company newsletter or at townhalls. Ask managers to bring the topic up during team meetings. Hang posters throughout the office or share digital versions of print materials with staff. Learning must go beyond the training itself.

– Susan

Our experts say:





Engaging and effective programs prioritize moving the needle—not just ticking the box. That means having training that produces tangible action items, no matter how small they might seem. Focus on making your learning directly applicable to people’s day-to-day work, then build upon each learning experience so that people can see how all the information fits together. What are you asking the learner to do differently after the training is over? What they know is useful. What they will do is more important. We need to help learners commit to changing their behavior.

– Damien

Our experts say:





Program feedback is a great way to get an initial sense of how learners are understanding the material put in front of them. Sending surveys, talking to employees, or drawing general themes from anonymous hotline calls can help inform what training is resonating well, and what hasn't stuck. Then when you enhance your program, be sure to let your audience know that they were heard and that their feedback made a difference. This increases the likelihood that they will stay engaged and likely continue to provide feedback.

– Denise

Our experts say:





Questions to consider:

- ▶ What kinds of action items do you give learners after training? Are they realistic and applicable to their work?
- ▶ How many touchpoints do you currently have to reinforce training material?
- ▶ What kind of feedback are you getting about your program? Can anything be adjusted so it resonates better with learners?

Your E&C program checklist

Put people at the center
of your program design:

- ☐ Use language and vocabulary that is easy to understand.
- ☐ Keep training courses short and multimodal—available on desktop, mobile, tablet, offline.
- ☐ Talk to learners and other departments about what should go into your program.

Always explain the “why” in
program communications:

- ☐ Ethics and compliance training is ongoing. Keep people up to date so they're better prepared.
- ☐ Give employees a basic idea of what they're about to learn and how long it will take.
- ☐ Explain how your training directly benefits employees' day-to-day work.
- ☐ Cite recent industry examples to show how your training is relevant to business needs.

Create multiple opportunities
to demonstrate learning:

- ☐ Provide realistic and applicable action items after training.
- ☐ Go beyond the inbox and reinforce training through multiple touchpoints: intranet, office chat systems and screen networks, townhalls, etc.
- ☐ Get feedback from learners about what they do and don't understand from training.



Ask the experts

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