

## Change Log for OK-LCD Tool Evolution

This Change log is for

- those of you who are using the Designing for Modern Learning book, so you can make the connections between the book with it's ver. 1.0 tools, to the updated ver. 2.0 tools.
- experienced LCD Model users, this change log can help you make the transition.

### Universal Changes

#### Content Changes

- **Process.** Steps better reflect expert-user implementation practices and are shown in an overview graphic.
- **Key Concepts.** The key concepts that make OK-LCD unique are explained and called out with the Key icon (🔑).
- **Language Changes.** Change initiatives benefit from clear names and language. The key changes:
  - **OCO (On-the-Job Change Objective)** replaces SPO (Strategic Performance Objective). This clarifies the goal as an initiative that makes a change(s) on-the-job, no matter what the desired change is, be it performance or something else. (*Change Action*)
  - **Learning Cluster Map**, replaces “the SFI Venn Diagram”, which was sometimes called “that thing with three circles” (*Surround Action*)
  - **Learning Asset Development**, is a new term that distinguishes the phase of work after building the Learning Cluster Map and is generally synonymous with traditional instructional design of single assets
  - **LCD Levels of Evaluation** is an evolution of existing evaluation methods. This approach addresses how to evaluate the Collective Impact. (*Track Action*)
  - **Collective Impact** is what a learning cluster delivers to the business through its collection of assets, versus a single learning asset. (*Track Action*)
  - **LCD Metrics Plan** is the output from the Track Action and clearly outlines what to include in a measurement strategy. (*Track Action*)
- **Greater Influence.** The changes further encourage the shift from order-takers to learning leaders and influencers, and is captured not only in the tips and guidance, but in the steps that call for interactions with stakeholders, including initial meetings, reviews, and reports.

#### Usability Changes

- **Fillable PDFs** are easier to use.
- **Accessibility.** Fillable pdfs are all available online. Video walk-throughs of the tools is a new learning asset.
- **Continuously References Other Actions.** The OK-LCD model is not linear or piecewise. It's an integrative model with Actions that build on each other. Now, advice, highlighted by an icon (📌), guides users on how and when to reference and use other Actions and Tools throughout the project.
- **Icons.** The icons call out Tips (💡), Key Concepts (🔑), and when to link to other Actions and Tools (🔗).
- **LCD Language Job Aid** is a shorter glossary focused on language unique to LCD users.
- **Learning Cluster Map** is now downloadable as an editable PowerPoint slide template, rather than incorporated into the Word/PDF Tool.

- **Concise & clearer instructions.** By reducing reiteration of concepts in the book and focusing instructions on what’s needed to execute the Action, the tool can better meet user needs and address common past user questions.
- **More Fillable Boxes with Names.** Steps center around providing question-and-answer style frameworks with fillable boxes, tables, or other graphic styling to improve ease of strategic thinking and time-to-execute. These have clear names to make it easier to refer to them in discussions.
- **More Tips.** Tips provide a flavor of the advice given during the practicum, consulting work, and other LCD Group learning assets.
- **Resources.** For the learning moment of need to Learn More, recommended additional resources are now listed in the Tool.

### What didn’t Change

- **Our commitment to practice what we preach.** We are committed to go beyond one and done with multiple learning assets to meet the needs of our learner personas as we seek change on the job.
- **The core concepts expressed in the book.** Though executing on the LCD Principles and Actions has been evolved and streamlined with this new version of the Tools, the core ideas of the LCD model have not changed.

### Change Tool

- **Language & Purpose:** SPO is now the OCO (Strategic Performance Objective → On-the-Job Change Objective). The OCO continues as the goal for the Learning Cluster that aligns stakeholder & learner expectations, but also in practice often represents the goal & scope for the learning initiative and any other departments collaborating on the project.
- **Steps:** For improved ‘how to’ clarity, a step was added before and after the “fill out the template” step. The two new steps are “Gather Information” and “Confirm OCO with Stakeholders.”
- **Template:** The OCO template is now three sentence (not two) for improved readability and ease in crafting your OCO.
- **Essential Guidance** was created inline from tips, rubric, examples, and in practice learnings.
- **Track Action Integration** was added in multiple places, including greater emphasis on adding metrics in the business pain section.

### Learn Tool

- **Language and Guidance:** Clearer named the previous table as the LCD Learner Differences “*Category Bank*” (also represented as the LCD Learner Differences Wheel) to support the work to go beyond traditional based-demographics personas and investigate the differences that impact closing the current capability gap.
- **Steps** were streamlined and modified to better reflect real-life application. This includes expanding the Data Gathering step, and focusing the language and intent for the early steps on forming, investigating and evaluating initial hypotheses. We also combined steps 4 & 5 to avoid rework by the Tool user.

#### 2023

1. Develop Your Hypothesis (Evolved)
2. Create a Data Gathering Plan, Test Your Hypothesis (New)
3. Analyze to Create Learner personas (Evolved)
4. Finalize Your Learner Personas

#### Previous

1. Summarize what you already know
2. Dig deeper into learner differences
3. Analyze to create learner persona profiles
4. Create the Learner Persona Stories
5. Use the Persona to Guide Learning Asset

## Selection and Design

- **Simplification:** Learner persona profiles are now simply learner personas.
- **Essential Guidance** is woven throughout, including tips such as addressing secondary learners like supervisors and peers who could have a big impact on the primary personas' growth.
- **Track Action Integration** for increased impact by determining the size and effect of each persona, identifying what data motivates each persona to want to learn in "Category Bank"), and a continued recognition that each persona needs to learn different things (not all things).

## Upgrade Tool

- **Language:** We've resurrected the name "*Modernizer Table*" for the template used to brainstorm how to upgrade learning assets.
- **Steps:** For improved 'how to' clarity, a step was added before and after the "fill out the template" step. The two new steps are "Review Existing Data" and "Summarize Your Recommendation." The steps reference selecting an asset for upgrade, if you have more than one existing asset.
- **Simplification:** The Modernizer Table was simplified from 5 steps to 4 steps for greater efficiency in execution.
- **Step 3 Shift:** In Step 3 of the Modernizer Table, instead of simply deciding to do an upgrade idea "Now or Later", the options are expanded to reflect the more complex realities, by expanding the column for more write-in space, and suggestions "No" as an option.
- **Step 2 Shift - Content or Experience:** New language, column, and instruction in the Modernizer Table requests the LCD practitioner to think about the Nine Elements of Modern Learning for the content vs the experience of the existing asset
- **Essential Guidance** was added with in more inline guidance, tips, examples and links to other Actions.
- **Track Action Integration** takes the form of a reminder to measure results before and after the upgrade to track that the upgrade did what it was intended to do.

## Surround Tool

- **Steps:** The realigned steps go beyond "how to design your learning cluster". Steps that were added include how to gather data before you begin, and how to plan for subsequent development and deployment of your chosen learning assets after the learning cluster is designed.
- **Integration With Other Actions:** The first step now includes a large table that serves as a "parking lot" to store ideas that pop up when working on the other Actions. Use of the table can help move the project along faster than ever.
- **Design & Develop Steps Shift:** Rather than Brainstorm, Converge, Map, and Check, we shifted to Brainstorm, Converge, and Design.
- **Brainstorm Step:** offers expanded guidance and a table on how to integrate the findings and evaluate your asset ideas against all other Actions, rather than just focusing on personas.
- **Learning Cluster Map** is now downloadable as an editable PowerPoint slide template, rather than incorporated into the Word/PDF Tool.
- **Learning Asset Development** is new terminology and includes an expanded, more comprehensive guidance beyond assigning terminal and enabling objectives to assets.
- **Essential Guidance** is woven throughout, and shows up as checklists, process steps, and lists of tips.
- **Track Action Integration.** The new third Step, "Prepare for Learning Asset Development & Deployment", recommends that the Track Action be complete before deployment begins. Additionally, the Design step includes reminders to add measures within the assets and to identify which measures the developers might build into the asset.

## Track Tool

- **Language & Concepts:** New terminology and concepts includes measuring “Collective Impact” of the learning cluster, creating a “LCD Metrics Plan” that covers each of the five “LCD Levels of Evaluation.” Levels 1-3 represent Leading Indicators and Levels 3-5 represent Lagging indicators, both of which help you identify what is going well and what needs changing, with enough advanced notice so that you can make changes if needed, to assure your learning cluster delivers on the OCO Commitment, as measured at Levels 3 and 4 (Behavior & Application, and Results and Impact)
- **Steps:** The steps have changed radically, giving much deeper guidance on how to measure and report collective impact.

### 2023

1. Brainstorm Metrics for the LCD Levels of Evaluation (Evolved)
2. Check and Select a Balanced Set of Metrics (New)
3. Finalize the LCD Metrics Plan (New)

### Previous

1. Select Measures for the Overall Learning Cluster
2. Select Measures for Key Learning Assets
3. Select a Few to Share

- **The Steps** aid in a) brainstorming Metrics for Collective Impact of the Learning Cluster level and Metrics for key Assets, b) confirming that you have selected a balance of metrics, and c) defining a Metrics Plan that includes both data collection and reporting.
- **Essential Guidance** is embedded in the steps and instructions, tips and examples. The guidance encourages balance. Additionally, the plan is designed as a whole, with an eye toward being right-sized for ongoing execution, i.e.: do you have the resources to pull off the plan? Finally, the LCD Metrics Plan guides you to consider, if something is off-target, what information from the other Actions could inform you to make corrective actions so that the program is ultimately successful in delivering the *OCO Commitment*.