

## ***e-Xcellerate P@CE***

### **Creating a learning organization**

In this fast moving, ever changing and dynamic world of the global economy, “knowledge” building within an organization and its subsequent application is gaining critical importance. Today, knowledge is driving business and creating the key differentiators. The application of knowledge is allowing organizations to create “knowledge added products” there by gaining premiums. It is therefore critical and crucial that organizations create engines within their systems to identify, assimilate and manage knowledge and use “learning” as a management tool rather than just as part of skill development. These “knowledge engines” must be capable of

- Assimilating and distributing tacit knowledge (knowledge based on the experiences and ideas of their own employees. In every organization there exists a huge base of this kind of knowledge, which is actually its Intellectual Capital, and which is wasted due to non sharing, non collaboration and finally erodes due to attrition and “retirals”.
- Continuous dissemination of Explicit knowledge (Knowledge imparted through Training and skill development programs. The key operative word is “continuous”. Training programs, once completed, have a habit of fading out from memory. The efficacy of such periodic programs with respect to productivity and outcomes is low. Training and skill development is a continuous process, with the base training being followed with updates, tutorials, experience sharing and most importantly, the application of that training into real life scenarios.
- Analytical tools for strengths , weaknesses as well as development needs.
- Task management and outcomes

## ***e-Xcellerate P@CE***

With this deep need, both current and future, E-Ready Technologies has introduced a unique software solution for Corporate Learning and Management. Called e-Xcellerate P@CE (P@CE stands for Productivity and collaboration Enhancement Portal) , it provides a web or intranet based software application with three core engines

### **1. Training and Learning Management Engine (for Explicit Knowledge)**

The training and Learning Management engine is a web based delivery of training content, tutorials, white papers, presentations etc which can be accessed by the employee anytime and anywhere. It is designed to generate interest and retention. With a powerful collaboration tool integrated into the engine, it encourages employee cooperation instead of competition.

The course delivery system provides for independent or tutor driven courses, as well as multiple formats for supporting documentation and tutorials. It also provides a forum for every employee to share experiences, observations, and feedback (this information is rarely captured within any organization thereby losing out on collaboration opportunities and intellectual property).

### **2. Mentoring and Knowledge Base (Tacit Knowledge)**

How many times have organization heads wished that a particular exiting employee had not decided to leave, or that a retiring one could have been given an extension? How many times has he wished that an exiting employee did an exhaustive handover to his replacement ?

P@CE is integrated with a mentoring engine which allows employees to share their experiences, knowledge as well as problems. Senior employees guide juniors without the effort of setting up meetings or reviews. Retired employees share their knowledge built up over the past several years. All this happens online, anytime and anywhere, thereby allowing effective utilization of time. In addition, all specific information can be captured and

classified in the Knowledge Base for reference and use by others, or can also be used to create specific, situation based training modules. This information is searchable based on relevancy which then allows the user to save time and effort of searching huge data bases.

Over time, this knowledge base will hold the highest levels of Intellectual Property and Intelligence which can then be mined by the organization to help it make better and informed decisions.

### **3. Task Management and employee development**

One of the most popular methodologies for measuring training effectiveness was developed by Donald Kirkpatrick. This model articulates a four-step process. Simply put it measures and assures efficacy through measurement of reactions , participant learning through demonstrable changes in knowledge application, skill and attitude , transfer of learning (application of the knowledge gained in the job performance) and finally Results – measuring the changes in the achievement of business objectives.

P@CE uses the Kirkpatrick Model integrated into a Task Manager, where the manager can assign tasks (at the Objective level) and the employee can break down that task into transactions (Transaction level) enabling :

- The manager to Manage by objectives (saving his time)
- The employee to manage by transaction (demonstrating his knowledge and skill)
- A completely transparent model of task assignation and management demonstrating Managerial skill as well as employee knowledge.
- The quantity and quality of the task assignation and completion clearly showing the strengths and weaknesses of the employees and areas of development.
- A direct measure of training and development programs and the employees response.

Application of P@CE into an organization therefore ensures :

- Efficacy of training and development through continued programs
- Less time off the job for employees thereby allowing more programs to be run
- Drastic cost reduction of delivering training programs
- Creation of employee generated Intellectual Capital
- On job application of knowledge
- Delivery of Explicit as well as tacit knowledge and training.
- Personalized system of instruction leading to better retention and understanding
- Provision of a 24X7 training and development model for employees

**In conclusion, P@CE offers organizations a unique cost effective yet powerful tool to effectively create and manage employee development , raise employee retention and lower employee turnover, which is associated with higher customer satisfaction, which in turn is a driver of profitability . A second driver is manager proficiency -- good managers determine if people stay or go, and this is also influenced by training and development.**