Winning Management Support

For your e-learning initiative

William Horton
horton@horton.com

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Presenter introduction

William Horton

Title: Name on label, William Horton Consulting

Accomplishments: First network-based learning system in 1971.

Education: MIT and U. Ala. Huntsville

Publications: 5 books on e-learning

Contact: william@horton.com +1.303.545.6964

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Scenario: Winning IxI

International Exchange Institute

IxI offers a broad selection of classroom courses on the language, culture, and daily life of countries where learners may travel and work.

The International Exchange Institute is chartered to prepare scholars, government officials, and industry professionals for international travel. It does so by educating them on the culture, language, and daily life of countries where they will travel, work, and study.

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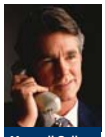
IxI Executive Committee

Larry Ping President, CEO, and Chairman of the Executive Committee

Carolyn Obutu VP Operations

Elizabeth Evers VP Education



Maxwell Sellers VP Mktg & Sales

Irina Tchekob VP Info Tech

Imus O'Neil VP Intl Ops

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President and CEO

Larry Ping

Responsibilities: Overall management, strategy, and new business development

Education: BA Social Studies Harvard University. MA, Asian Languages and Literature, Harvard University

In job: 10 years

With company: 18 years

Comment: "IxI's staff is so talented and motivated that all I have to do is listen and occasionally nod my head in amazement."

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President and CEO

Larry Ping

Office: Corner with full-length windows on two walls. Desk is clean except for stacks of papers. One bookshelf holds books on languages and countries. No certificates or awards.

Drives: 15-year-old Mercedes sedan

Wears: Conservative 2-piece business suits. Custom tailored but 5 years old.

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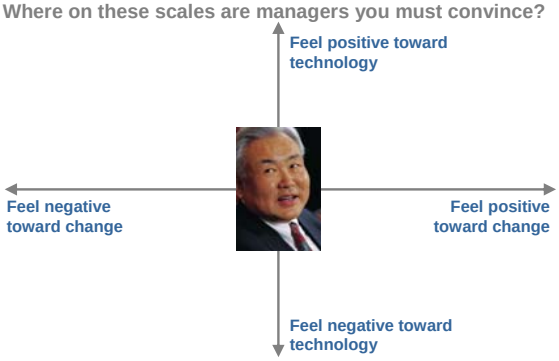
Where do managers fit?

Where on these scales are managers you must convince?



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Talking points

For this person, what is the R in ROI?

- [ ] Students can learn 24 x 7
- [x] Available globally without travel
- [x] Easier to update and reuse content
- [ ] Consistent quality
- [ ] Less physical facilities required
- [x] Lower long-term costs of offering
- [ ] Easily customized and personalized

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Sticking points

What specific concerns must you overcome?

- [ ] Requires technical skills
- [ ] High up-front development costs
- [x] Unproven economics
- [x] Unproven learning effectiveness
- [x] Threatens classroom instructors' jobs
- [ ] Security of proprietary or secret info
- [ ] High investment in technology

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How to make your pitch?

What form of presentation will be most effective?

- [x] Presentation of logical arguments
- [ ] Flashy demo
- [ ] Pedagogically effective demo
- [x] Return-on-investment analysis
- [x] Case studies of similar organizations
- [ ] Testimonials of e-learners
- [ ] Evidence that competitors are doing it

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Vice president of education

Elizabeth Evers

Responsibilities: Design and execution of teaching efforts.

Education: BA, Foreign Language Education, University of Delaware. PhD, Quantitative Methods in Education and Statistics, University of Michigan

In job: 5 years

With company: 5 years

Comment: "Education is our *raison d'être* and pedagogical excellence, our calling card."

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Vice president of education

Elizabeth Evers

Office: Many books on educational theory and university administration. Diplomas in gilt frames. Several professional awards and membership certificates. Floor and desk covered with stacks of papers, journals and magazines.

Drives: 18-year-old Volvo station wagon

Wears: Tweedy jacket of indeterminate age. Long, pleated woolen skirts.

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Stance on technology

How does this executive view computer and communications technologies? (Pick one)

- ☐ ++ Advocates use of new technologies
- ☐ + Supports use of new technologies
- ☐ o Neutral on using new technologies
- ☐ - Avoids use of new technologies
- ☐ -- Opposes use of new technologies

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Stance on change

How does this executive view change in business processes and procedures in general? (Pick one)

- ☐ ++ Advocates change
- ☐ + Supports proven advances
- ☐ o Neutral on change
- ☐ - Skeptical of change
- ☐ -- Opposes change

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Talking points

For this person, what is the R in ROI? (Pick up to 3)

- ☐ Students can learn 24 x 7
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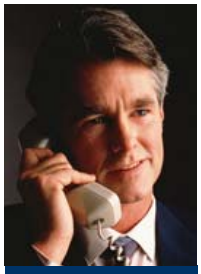
VP of marketing and sales



Maxwell Sellers

Responsibilities: Development and execution of marketing and sales programs.

Education: BA, Germanic Language and Literature, George Washington University. MBA, Jones International University.

In job: 2 years

With company: 7 years

Comment: "The competition is killing us with low-cost courses and CD-ROMs."

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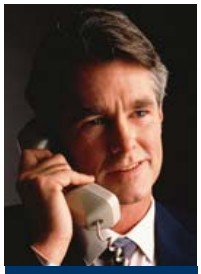
VP of marketing and sales



Maxwell Sellers

Office: Walls covered with motivational posters. A few books on marketing and sales. Several sports trophies. Front edge of desk covered with small framed photos of children.

Drives: New BMW Z4 sports car.

Wears: Dark business suits of the latest style. Power tie. .

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VP of information technology

Irina Tchekob

Responsibilities: All computer and network technologies used worldwide.

Education: Undergraduate: Computing Mathematics and Cybernetics, M.V. Lomonosov Moscow State University. MS, Computer Science, MIT.

In job: 3 years

With company: 3 years

Comment: "We completely depend on a stable computer network."

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VP of information technology

Irina Tchekob

Office: Bookshelves covered with thick paperback books on computer programs. Boxed sets of computer-science journals. Bare walls. Desk is clear except for in-out baskets and one chess magazine.

Drives: 3-year-old Ford F150 pickup truck.

Wears: Blue jeans and flannel. Never sloppy.

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- ☐ Evidence that competitors are doing it

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Winning support

- Do your homework.
- Organizations don't buy e-learning. People do!
- Find an angel.
- People are not their stereotypes.
- Attitudes, biases, and beliefs matter.

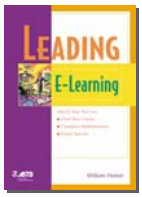
Not the end

References

If you want to go into these subjects more deeply, …

Publications

horton.com/html/vhtcdwbt.htm



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Training

eLearning Producer 2003
Nov 11-14

TechKnowledge 2004
Feb 7-11

Training and Online Learning 2004
Online Learning Manager Certificate
Feb 28 – Mar 4

Websites

www.horton.com
www.DesigningWBT.com

Webinars

Evaluating E-Learning – Nov 5

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william horton

william horton consulting, inc.

@horton.com

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