

Online & Blended Learning at Ford

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Agenda

- Business environment
- Ford's traditional approach to L&D and evolution to blended learning
- Future plans for online & blended learning
- Lessons Learned

Our vision for the future

Ford Motor Company was built on the belief that freedom of movement drives human progress.

It's a belief that has always fueled our passion to create great cars and trucks.

And today, it drives our commitment to become the world's most trusted mobility company, designing smart vehicles for a smart world that help people move more safely, confidently and freely.

Smart Vehicles in a Smart World



Our priorities

1. Rapidly improving our fitness to lower costs, release capital and finance growth
2. Accelerating the introduction of connected, smart vehicles and services
3. Re-allocating capital to where we can win in the future
4. Continuously innovating to create the most human-centered mobility solutions
5. Empowering our team to work together effectively to compete and win

Ford's Online Blended Learning Evolution



Technology: Saba LMS / registration & administration

Approach: Mostly synchronous, WebEx, MOOCs

Instructional Strategy: Face-to-face classroom

Media: PowerPoint, some videos

Role of Instructor: Sage on the stage

Learner Support: One and done

Point of Learning: Classroom, outside of work

Technology: Interactive course platform

Approach: Combined/hybrid - asynchronous & synchronous

Instructional Strategy: Flipped classroom, social learning

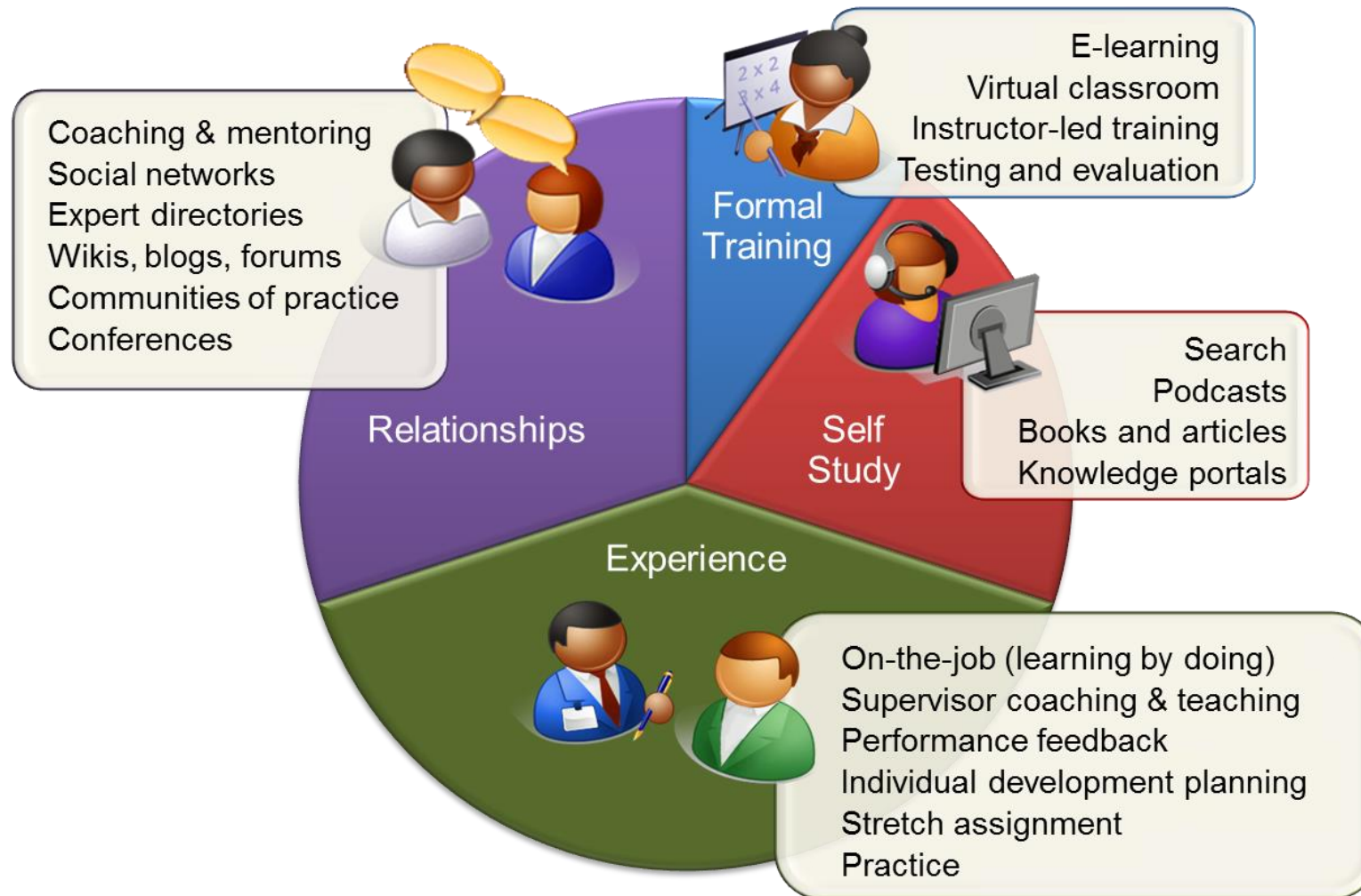
Media: Multi-modal

Role of Instructor: Guide on the side

Learner Support: Ongoing support (Social communities, etc)

Point of Learning: In the context of work

Ford's Blended Learning Philosophy



Determining the Right Intervention

Needs Analysis

- Identify performance issues
- Gaps to ideal state
- Uncover root causes
- Understand learners' needs

Considerations

- Collaboration Needs
- Peer Learning
- Experiences
- Pre- / Post- Measures
- Assessments
- Scale

Identify Necessary Intervention

- Job Aids
- Performance Support (e.g., SPL)
- Non-learning interventions
- Classroom Training
- Online / WBT
- Curated content
- Books, Articles

**BLEND
APPROACH**

How Ford is Using Online Blended Learning Today

- Using Multiple Modes
- Personalized Learning
- Learning at the Point of Work
- Global Communities
- Democratizing Learning
- Flipping Classrooms
- Keeping Pace with Technology Change
- Efficient Global Scale
- Individualized Delivery
- Creating the Future - Partnerships

Using Multiple Modes: OD “Learn Your Way”

As our culture shifts to human centered design and agile solutions, the OD Team’s “Learn Your Way” strategy enables HR professionals to choose and complete the learning resources that are right for them:

- Web series, podcasts, written tools
- Instructor led virtual workshops
- Flipped Classroom: Instructor led, face-to-face learning, with hands on practice of the tools, sharing of examples, discussions with SMEs, and individual coaching.
- Peer to Peer Learning / Learning on the job



“Learn on YOUR schedule, in alignment with your current projects and objectives”




Personalized Learning: PD Global 8D Training

Using template for Web Based Training with flexibility to select course depth needed:

- Full course for novice learner
- Refresher on core concepts for intermediate learner

Supporting materials

- Case studies/practical examples
- Video/audio supplements
- Assessment test to reinforce learning
- Other internal Useful Resources



Global 8D Process

Full Course 2-3 hours

Learn how to use Global 8D Process to solve problems in 10 comprehensive sections.

Highlights

- Core Concepts**
3 - 5 minutes for each section (10 sections)
- Case Study**
3 - 8 minutes for each section (9 sections)
- Videos**
1 - 3 minutes for each section (10 videos)
- APEL Assessment**
30 - 40 minutes
- Useful Resources**

Global Communities: Mid-Level Leadership Training

Partnership with Harvard Business Publishing to pilot Mid-Level Leader virtual training

Structure:

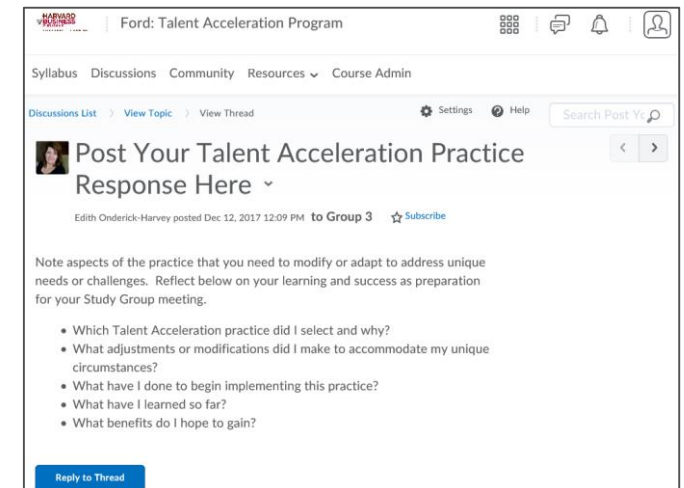
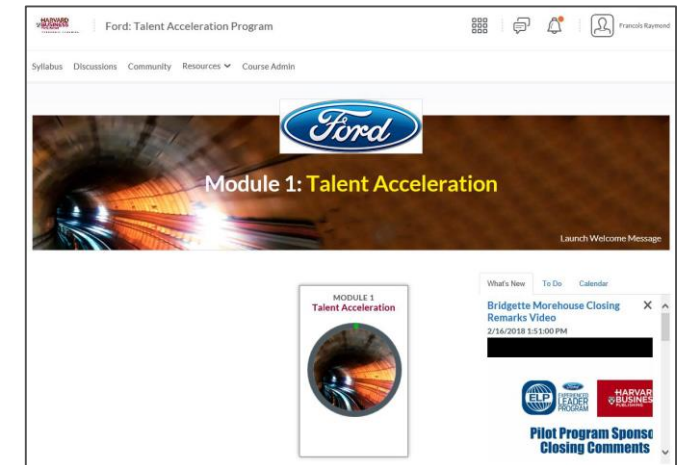
- Three 90-minute online sessions with online virtual breakouts
- Interim and small group assignments
- Asynchronous work leveraging flipped classroom and peer / social learning



56 leaders

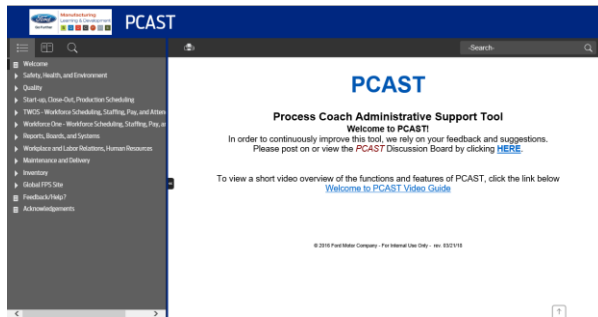
14 countries

5 regions

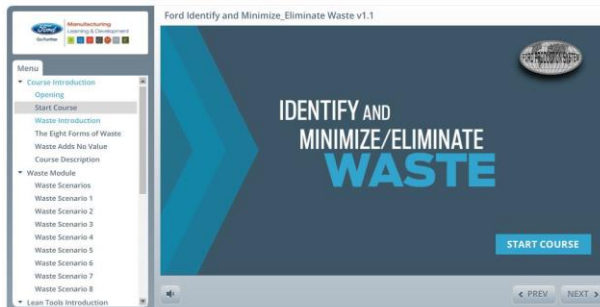


Learning at the Point of Work: Manufacturing

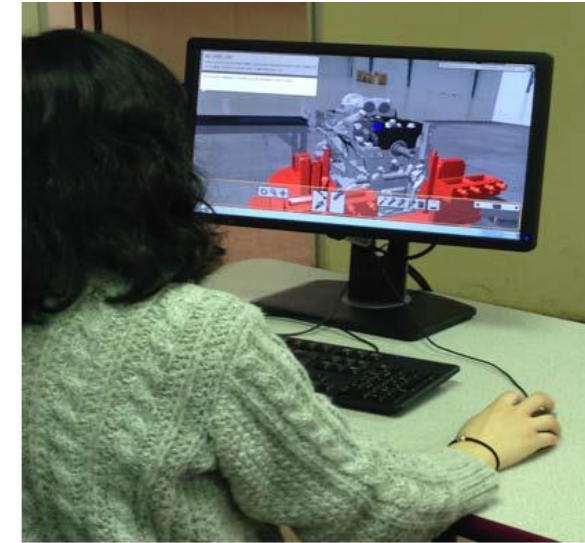
Use of performance support tools to quickly enable Process Coaches to obtain critical administrative knowledge for their position



Use of WBT so employees can identify and eliminate waste in the manufacturing process.



Use of Virtual Tools to enable Production Operators to learn how to assemble an engine or vehicle before training on the product

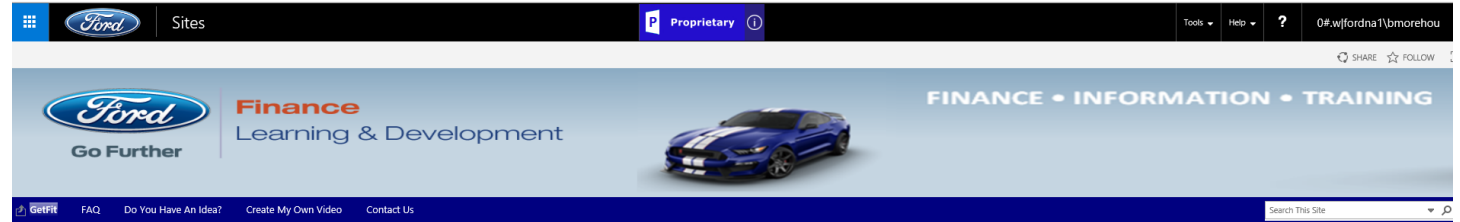


In Development: Using a blended learning technique of WBT and workshop together, we are able to improve employee problem solving skills in a Stamping Operation.

Democratizing Learning: Finance

GetFIT

A video platform for Finance employees to create short videos to share their knowledge and learn from one another



A video platform for Finance employees to create short videos to share their knowledge and learn from each other. If you would like to create your own video, please look for instructions under “Create My Own Video” above.



What is a FTA?
Learn about Free Trade Agreements



What is DocuSign?
Introduction to a new electronic signature tool



What is MP&L?
Overview of MP&L



What is FCSD?
Overview of Ford Customer Service Division



Flipping Classrooms: Global Leadership Meeting



- To launch design thinking to our leadership at scale
- Top 300 leaders reviewed 90 minutes of design thinking WBT from IDEO and Stanford d.school
- Participants formed small teams to discuss content and how it might be applied to current business problems

Keeping Pace With Technology Change: PD/IT



UDACITY

Self Driving Car

Nanodegree

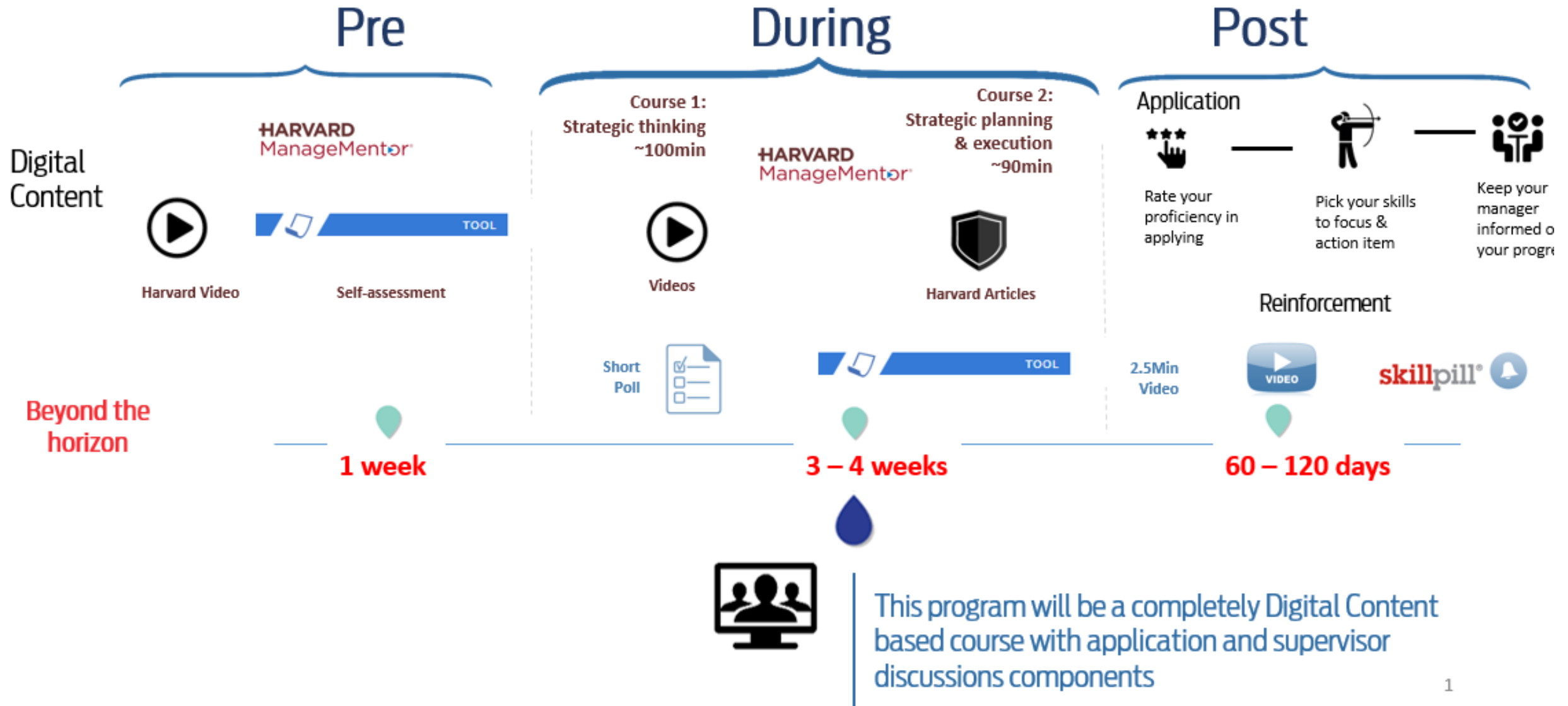
6-9 months /

project work

Efficient Global Scale: MOOCs



Individualized Delivery: Learning Maps



Creating the Future: University Partnerships



**WAYNE STATE
UNIVERSITY**

- Engineering Management Master's Program



- Master's in Product Development
- Advanced Electric Vehicles Program



- Autonomous Vehicle Master's Program
- Postdoctoral program



**Massachusetts
Institute of
Technology**

- Online Certificate Program in Systems Engineering



- Partnership with UD Mercy and University of Michigan

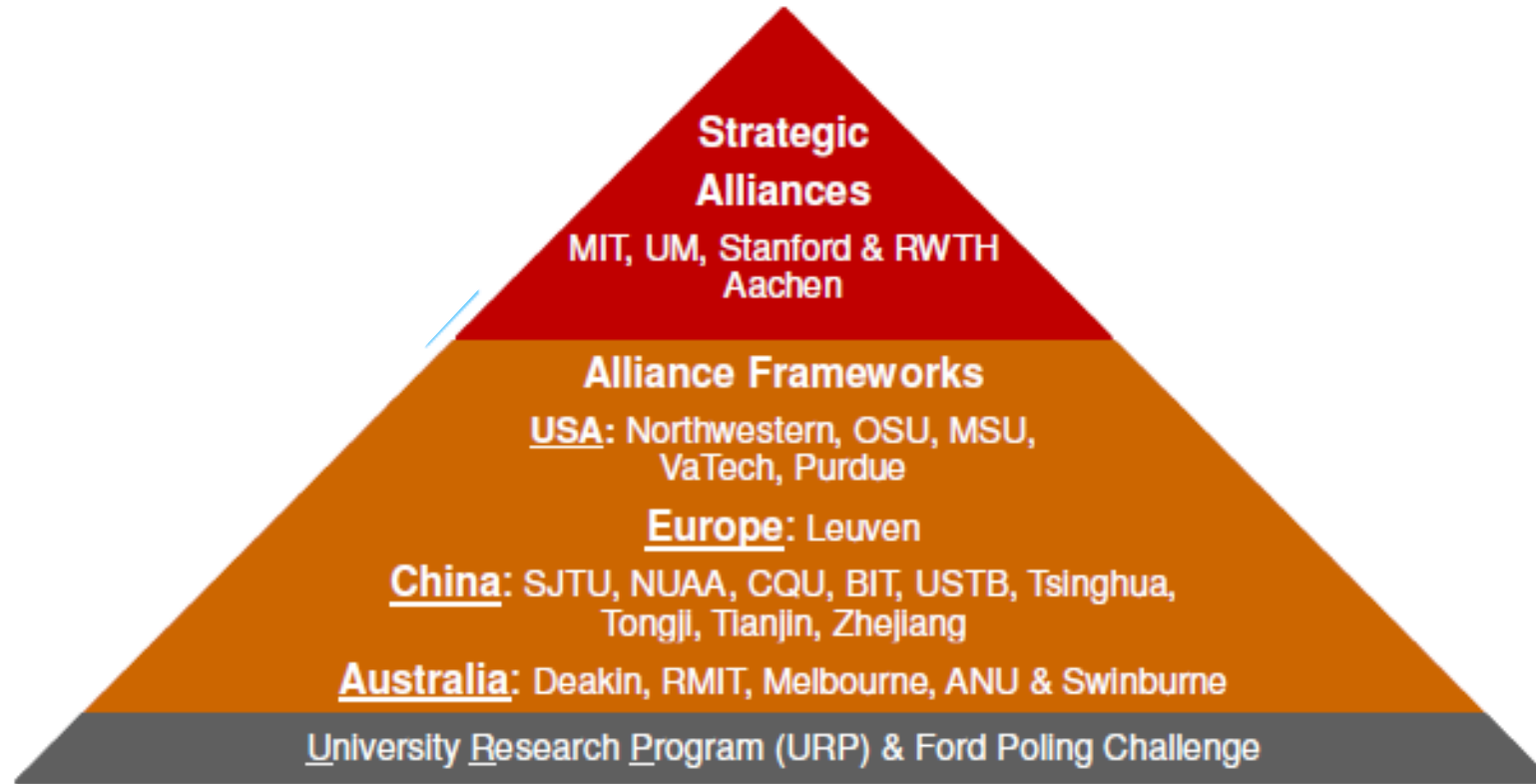


**Stanford
University**

- Postdoctoral program (RIC-PA)

Creating the Future: University Research

Dartnorchine



120+ University Research Programs globally

Creating the Future: Vocational Programs

**HENRY
FORD
COLLEGE**



**Mechatronics Dual
Enrollment Program**



UK Chartered Institutes

HR: Chartered Institute for Personnel and Development (CIPD)

Finance: Chartered Institute of Management Accountants (CIMA)

Purchasing: Chartered Institute of Procurement and Supply (CIPS)

Engineering: Institution of Mechanical Engineers (IMechE)



do2 programs (Germany)

- “dual study” 3.5 – 4.5 year program
- formal apprenticeship at Ford
- Bachelors’ Degree course of study at a partner university

- A range of real work experience at Ford in Cologne.

	do2technic	do2IT	do2business
Apprenticeship	industrial mechanic or electronic technician	IT Specialist – Application Development	Industrial Clerk
Job Rotations	PD and Manufacturing, including 6 weeks in Production	IT	Commercial staffs’ functional areas
Final Employment	PD or Manufacturing	IT	Commercial staffs’ functional area (HR, MS&S, Purchasing, Finance)

Future Plans for Online / Blended Learning

- Continue our evolution
- One simple, easy learning platform, designed for the learner
- Leverage AI / machine learning to curate content
- Optimize investments in technologies to leverage enterprise-wide solutions
- Enhance mobile learning capability

Lessons Learned

- Stay student centric
- Enhance online learning by using tools and social communities to enable interactions
- Provide the learner the opportunity to practice
- Diversify the media used in online learning environments

Q & A



