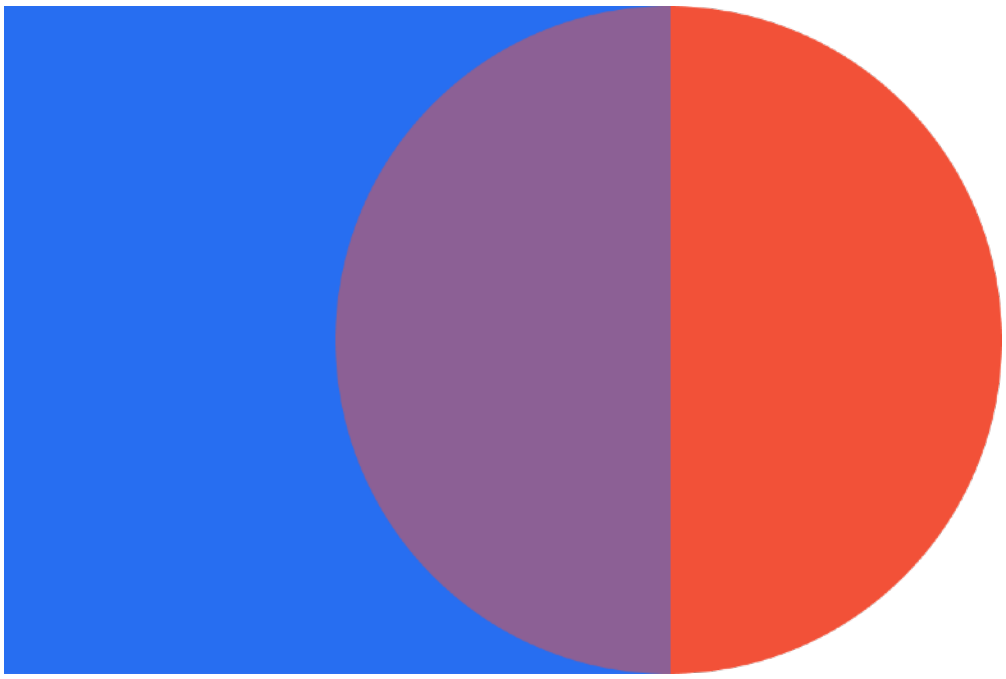
Hybrid Model Playbook Design one learning experience for dual delivery modalities (Instructor-led & eLearning)



CommOps Global Learning & Development
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Introduction

Within this playbook, you will find resources to help you design and develop a Hybrid Model learning solution using Google Slides as the primary tool. This playbook is divided into the following sections: understanding the context, design, and evaluate. It is our goal that this playbook offers definitions and design best practices for the Hybrid Model learning solution. If you have feedback or questions regarding the playbook, please submit a Jira.

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Definitions

Hybrid Model Defined

The hybrid model is a type of learning solution that allows for a single course to be delivered via virtual instructor-led training (VILT) or eLearning (self-paced) modalities. There is no need to build one instructor-led version and a separate eLearning version. The hybrid model combines familiar Android operating system elements, like your mobile phone or Chrome web browser, and UX design principles. This helps the implementation and easily identifiable features that are clickable like the navigation bar and back/forward buttons to promote interactivity.

Understanding the Context

The hybrid model was developed in response to a change in the learning environment at Uber which required an increase in the development of VILT and eLearning courses, especially for the onboarding experience of new hires.

Problem Statement

The hybrid model was designed to solve:

How might we design a global onboarding experience that gives all users (instructors and learners) a consistent experience yet is flexible to the potential obstacles and needs of the moment?

From Problem to Solution

Following basic practices of UX Design, the solution required a flexible delivery system that would ensure effectiveness, sustainability, and scalability. The goal was to be efficient in the use of available resources such as time, energy, and the impact across design, implementation, and delivery teams
Source: Google Basics of UX

	Allows for previously designed ILT decks to be used for either VILT, Self Paced, or an individual/group activity. Instructor-led demos (ILD) are chunked out of the module to increase flexibility and allow for distributed follow-up and repetition.

Effectiveness	Allows instructors and regions to customize curricula to achieve a defined learning goal - allowing them to build in more Bliss Sandbox scenarios, shadowing, hands-on practice, etc.
	Strips down the solution to focus on concise content, allowing for customization by region and delivery as needed.
Sustainability	A hybrid model can be used as a prototype to help identify evergreen content in modules that require little to no customization for delivery - these can be transformed into eLearning during a later iteration.
	New learning solutions (like Bliss Sandbox), scenario learning, activities, or demos can easily be built around a hybrid solution. These are not incorporated into the solution but rather adjacent—where a demo can be shown with the module or later (spaced repetition, knowledge check) depending on curricula schedule, goals, and learner engagement. This hands-on learning can then easily be updated not affecting the original content module.
Scalability	The hybrid model typically delivers a high-level perspective and information allowing for greater usage across regions while further chunking the content to allow regions to integrate their specific needs.
	Qualities of the hybrid model: Flexible delivery modalities, modular, microlearning, customizable, synchronous & asynchronous.

Guiding Principles and Approach

Here are some basic guiding principles while designing and developing in order to maintain standards of visual design and consistent functionality of the hybrid model design.

Reuse what exists
Before making any effort, look for existing solutions or proven practices. The motivation to develop the new model must come from reaching the limits of the previous one.

Incremental Improvement
Believing you can do it right the first time is naive at best. You will fail and have to accept it. Do not postpone but instead release fast, get feedback early and iterate to make it better.

Keep it Simple
Resolve problems, don't create them. Simple designs are easy to learn, easy to teach, easy to use and therefore easily appeal to all stakeholders. It forces the design to be intuitive and obvious, reducing the learning curve and facilitates the adoption.

The Virtue of Boring
"Boring" is actually a positive attribute sometimes! We don't want our programs to be spontaneous and interesting; we want them to stick to the script and predictably accomplish their business goals. Concern yourself with how relevant the learning content is, how easily digestible, retained and recalled.

Design

When to use the Hybrid Model

Follow Design Thinking phases in order to identify the best opportunities for the Hybrid Model

- **Empathize**—Research Your Users' Needs
  - What do your users really need?
- **Define**—State Your Users' Needs and Problems
  - Do users (learners, instructors) require flexibility in the delivery of the learning solution?
- **Ideate**—Challenge Assumptions and Create Ideas
  - How might the hybrid model give a better learning experience now and in the near future?
- **Prototype**—Start to Create Solutions
  - Consider your hybrid model solution a prototype. What is most important for a user when using your solution?
- **Test**—Try Your Solutions Out
  - How might you gather feedback and iterate on your hybrid model solution?

Source: Interaction Design Foundation

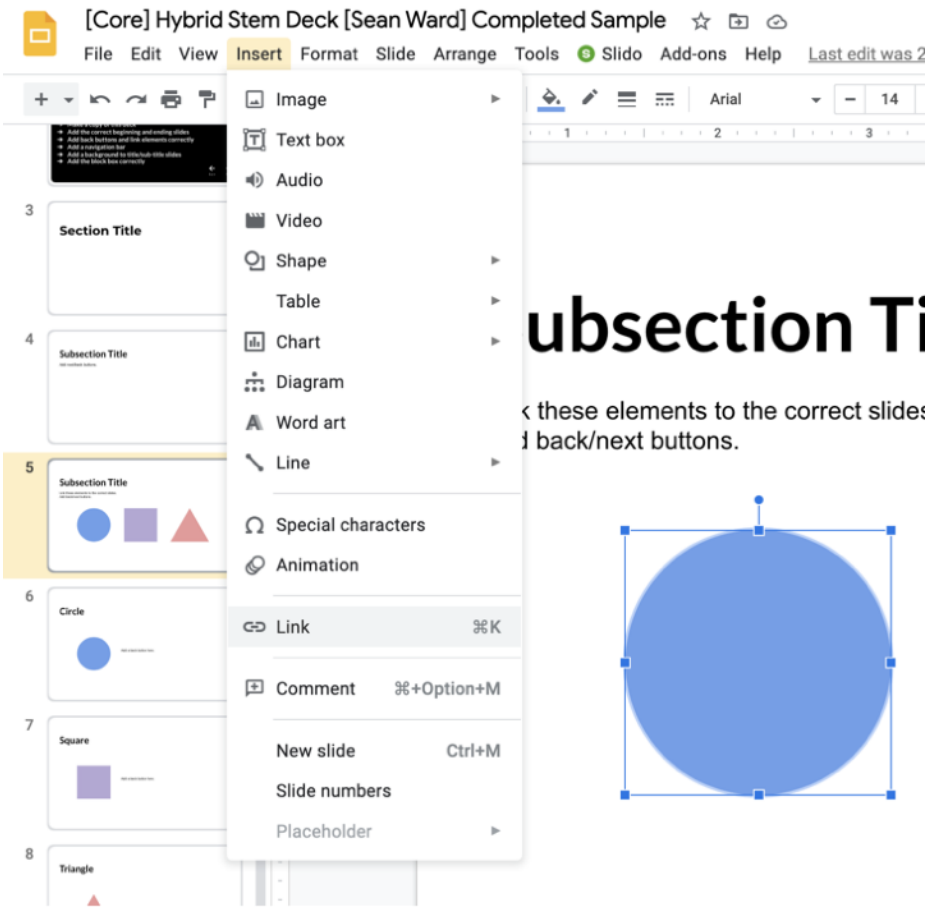
When to use hybrid	When NOT to use hybrid
Additional development time is needed but the hybrid model does not require as much time as a typical eLearning solution	There is no additional development time and the solution has a fast turn around time that does not allow for careful QA
Enhance the self-paced implementation of a solution	The learning solution may not require a self-paced modality or dual delivery modality
Limited tooling knowledge and/or skill	Unfamiliar with using Google Slides

Limited time to develop an interactive solution	There is no need for interactive components, interaction will not enhance the learning experience
Light-weight learning solution because of end-user factors (i.e. low-bandwidth internet)	There is no time or no need to iterate on the solution
Learner accessibility issues to Uber Learning or other systems and tools, a hybrid model solution can be shared via Google Slide share link outside of these systems	There is a need for more robust tracking beyond just completion

Building blocks

The hybrid model is made up of different elements:

- **Foundation:** Google's Material Design UI elements
- **Base:** Quick Start Components based on Learning and Development's Design Standards
- **Typography:** Not Helvetica, but recommend fonts like Montserrat (Headers) and Lato (Subtitles and Body) - Helvetica was not designed for screens but print creating a bad experience for reading at length (Source: Smashing Magazine - Why Won't Helvetica Go Away?)
- **Visuals:** Abstraction is used more than photographic visuals for more flexibility and longevity in design
- **Delivery:** The hybrid model must use the share link ending **/preview?rm=minimal** when delivering the solution as self-paced, replacing a typical share link ending like **/edit?usp=sharing**
    - **Samples**
        - **Sharing: https://docs.google.com/presentation/d/1FgxCI_QHSFBOsZ9ltaaXWIquzfvzFSNN4Bj2StXa7qI/edit?usp=sharing**
        - **Preview: https://docs.google.com/presentation/d/1FgxCI_QHSFBOsZ9ltaaXWIquzfvzFSNN4Bj2StXa7qI/preview?rm=minimal**
- **Link:** Linking objects and text boxes allows learners to interact with the content in the module.
    - In Google Slides, after selecting an object or box you want to link navigate to [Insert] → [Link]



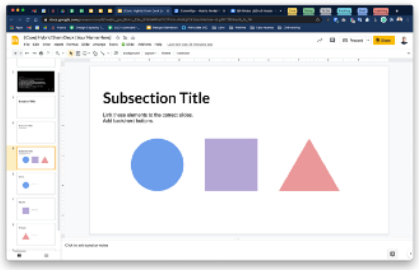
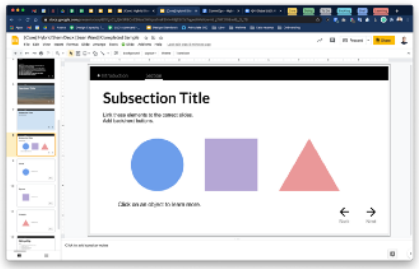
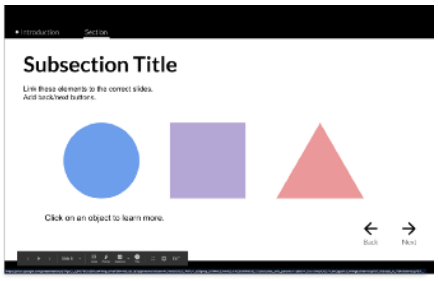
Hybrid Model Solution Requirements

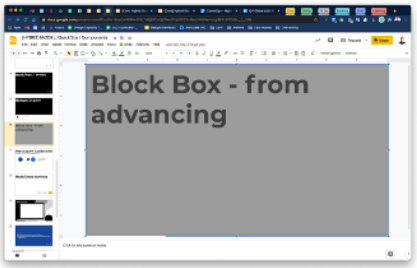
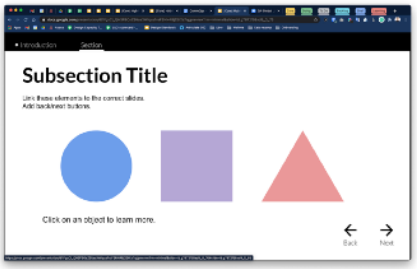
A hybrid model has specific requirements for its functionality. Consider this as a checklist as you build and QA your solution:

- ❏ Navigation Bar tabs
- ❏ Navigation Bar tab properly labeled as visited
- ❏ Navigation buttons (Back/Next)
- ❏ Clean branching (think linear narrative of content) that moves the learner forward
- ❏ Pop-ups that do not interfere with a user's navigation
- ❏ Aware of translation needs while designing
- ❏ Required instructions slide showing users how to use the navigation
- ❏ Exceptional quality assurance of linking functionality of navigation bar, buttons, elements and objects

Development Process

Hybrid Model Workshop Resources & Video [Folder]

1	Design your learning solution using Google Slides. Keep in mind that you will be adding a navigation bar (top) and navigation buttons (lower right corner). Design with these components in mind. • Note: Backgrounds should not be created with objects or copy/pasted images, but colors or uploaded images as a background. This will make adding the Block Box easier at the end of your development and prepare the solution for translation. • **Example:** https://docs.google.com/presentation/d/1FgxCI_QHSFBOsZ9ltaaXWIquzfvzFSNN4Bj2StXa7qI/edit?usp=sharing	
2	Once the content is designed. Begin adding hybrid model elements like the navigation bar, navigation buttons, and linking objects/text boxes as needed. • Navigation Bar: Create it once, copy and paste on following slides, adjusting the visited state and highlighted section tab. QA that the navigation bar tab linking has not been undone from the copying and pasting. • If there is any branching add the proper linking and make sure the navigation buttons jump appropriately to the next slide—not to a pop-up that should be hidden until an element is clicked by a user. • **Resource, Quick Start Components:** https://docs.google.com/presentation/d/1yoVm16seQAAOMwJ3fo7v6j5POnQS1IxvDfbjrOF23-4/edit?usp=sharing	
3	Test linking is working properly in presentation mode.	

4	Copy and paste the Block Box to each slide to prevent users from having the ability to click the background to advance the slide. This requires that you move the Block Box to the most back position on the slide. Make it transparent or the color of your choice. And also make sure that the Block Box links to the slide it is part of. **Resource, Quick Start Components:** https://docs.google.com/presentation/d/1yoVm16seQAAOMwJ3fo7v6j5POnQS1IxvDfbjrOF23-4/edit?usp=sharing	
5	Create the special preview link for stakeholders to see the final delivery of the hybrid model solution. Use the normal share link to collect feedback from stakeholders. **Example:** https://docs.google.com/presentation/d/1FgxCI_QHSFBOsZ9ltaaXWIquzfvzFSNN4Bj2StXa7qI/preview?rm=minimal	

Best Practices

Here are a few things to keep in mind when developing a hybrid model solution for dual delivery modalities:

- Maintain a balance of on-screen and speaker notes ensuring that content is not redundant yet giving the same information
- Limit the number of transitions or animations. No “click on” animations but automatic introductory animations are OK
- Keep the visuals simple because of the additional amount of user interface (UI) elements
- Design with the UI in mind
- Helpful design resources:
    - Principles of Visual Design in UI
    - Understand the basics of Usability Heuristics for User Interface Design

Going Further (Hybrid to eLearning Authoring)

The hybrid model is also fluid in the development phase allowing designers to export their work to eLearning authoring tools like Storyline. This helps accelerate the development of a more complex eLearning solution. Here are some pros/cons:

Pros

- Maintains linking between objects, sections, and hyperlinks
- Using Google Slides as a starting point allows for better collaboration between designers and SME/stakeholders

- Assumed that hybrid model will help decrease time spent in Storyline eLearning development

Cons

- Fonts missing when translating from Google Slides to Powerpoint to Storyline
- Additional time needed adjusting inconsistencies after the export/import process
- Can not test embedded videos in Preview mode while in Storyline

Test Files

- Test Module - Intro to Customer Experience
- Storyline Test Folder

Evaluation

User Acceptance Testing Results

Summary

Users

- Total 13 Users
- 17 Responses
- Majority of users “Learning Specialist”
- *Note: Some users played dual role of learner and instructor for different modules*

Channel

- 88.2% COE
- 11.8% BPO

Region

- 52.4% EMEA
- 29.4% LatAm
- 17.6% US&C

Participated as

- 82.4% Learner
- 17.6% Instructor

Documentation

- UAT Implementation Resources
- UAT Survey Responses

LES Results

Overall

= 4.86 out of 5

Consisted of a mix of ILC and eLearning questions from Keystone

SUS Score

System Usability Scale (SUS) Final Score

= 95

A score equal to or greater than 68 results in average to excellent usability (range 0 to 100)

- Understanding what a SUS Score is and is not

SUS Resources

- What's the System Usability Scale (SUS) & How Can You Use It?
- Measuring and Interpreting System Usability Scale (SUS) - UIUX Trend
- How Many Test Users in a Usability Study?

Resources

- Hybrid Model: Design Language [Figma]
- Hybrid Model: Quick Start Components [Slide Deck]
- Hybrid Model Workshop Resources & Video
- Example of a hybrid model solution used for a Splash Deck
- Example of a hybrid model solution used for Core Onboarding

Appendix

Definitions

Instructor-led

Instructor-led training (or ILT) is the practice where learners are given material from an instructor or facilitator as opposed to self-paced training, where the learners go through materials at their own time, without a scheduled staff member.

Virtual Instructor-led (VILT)

Virtual Instructor-Led Training is defined as content that necessitates a facilitator (i.e., the content is given by the instructor) and done via a virtual platform. At Uber, this content has been delivered mainly through Zoom, while incorporating other tools such as Slack and Slido to optimize for engagement.

Our goal is to design and develop learning experiences for VILT with ILT in mind. This allows for flexibility and scalability. You should create learning materials that can be used for both. A course designed for ILT and VILT is called a V/ILT course.
Source: CommOps Virtual Training Design Guidelines

Instructor-led Demonstration (ILD)

Instructor-led demonstrations are a strategy for making the learning in a large (or small) introductory instructor-led class more active and engaging. Some types of demonstrations include an instructor guiding learners through a system or tool, an instructor asking learners for input to guide the class through a system or tool, or even have a learner show how they understand a system or tool with the instructor narrating and correcting. ILD typically focuses on how-tos, guidance, and/or step-by-step instruction.

Self-paced

Self-paced learning is a learning method in which the learner has the control of the amount of material and duration they need in order to learn the information properly. It differs from other learning methods because the learner is in control of what they learn and when they learn it.

Self-paced courses don't follow a set schedule. Contrarily, they are all about flexibility. The learner doesn't have to be online at the same time as the instructor (if there even is one) as it happens in synchronous learning. All of the course materials are available as soon as the course starts, and the learner goes through them at their own speed.