

Building a Performance-Focused Curriculum Architecture:

Right People, Right Learning, Right Order

Valerie Brown,
Innovative Learning Group

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Indianapolis, Indiana*

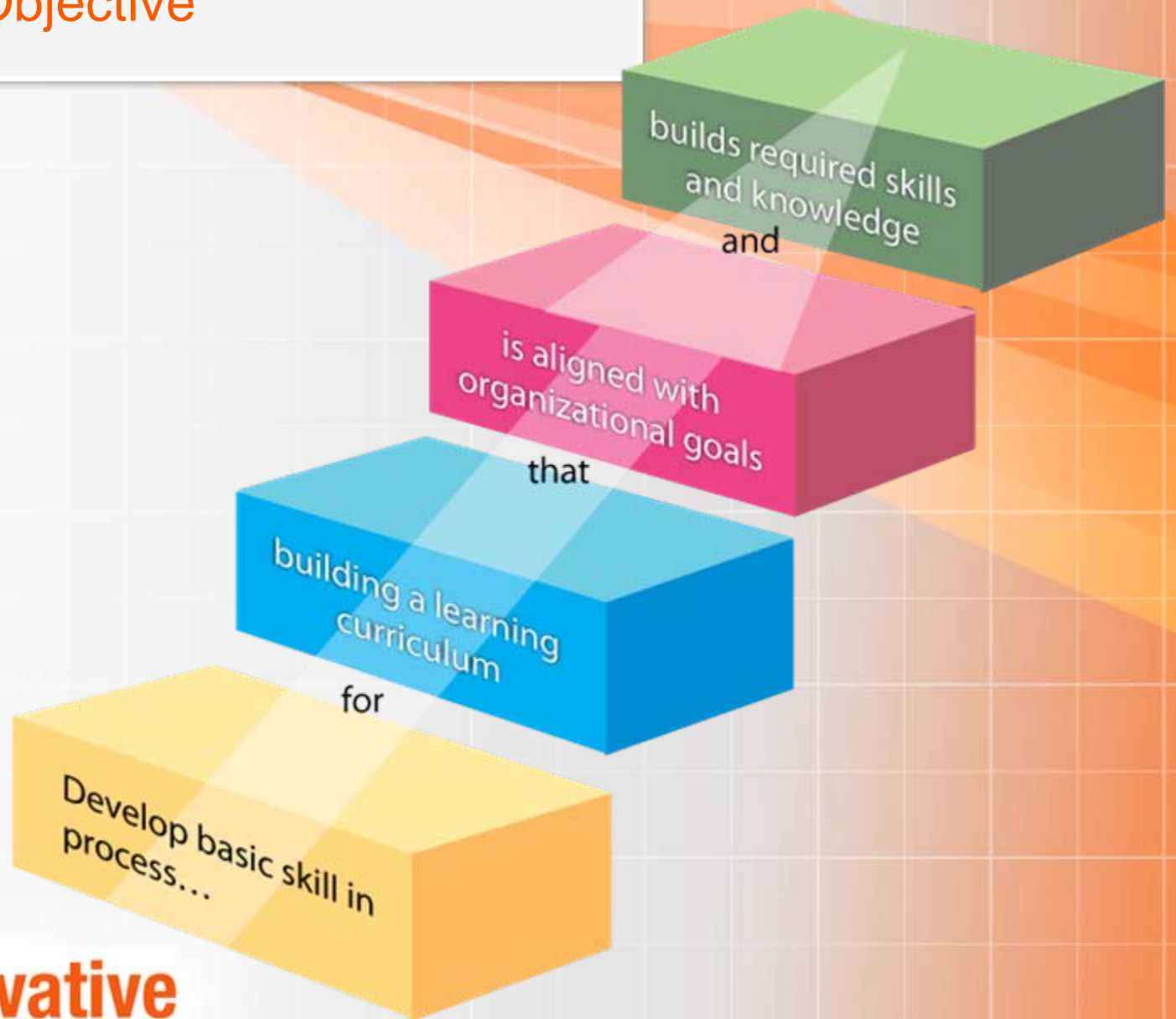
November 15, 2010

Valerie Brown, Presenter

- Performance consultant and project manager
- 24 years' experience in Human Resource Development
- Focus on “front” end of instructional design process
- Completed more than 20 curriculum design projects over the past six years
- Presented at 2010 ISPI and ASTD national conferences



Session Objective



What Are the Deliverables of a Curriculum Architecture?

Curriculum Map

Audience 1



Audience 2



Audience 2



Curriculum Matrix

	Audience 1	Audience 2	Audience 3	Audience 4	Audience 5
Course 1			X		
Course 2		X			
Course 3			X	X	X
Course 4	X	X	X		
Course 5	X				

Sample Course Specification

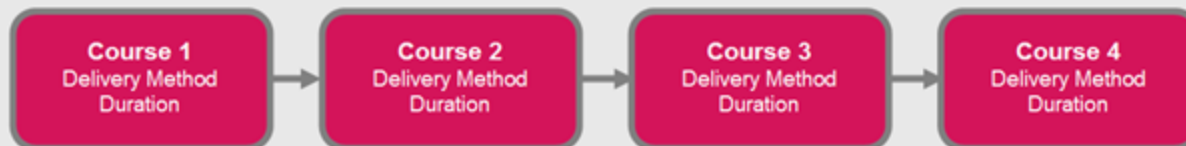
[Enter Learning Solution Name]

Prerequisite(s)	[Enter prerequisites here.]
Target Audience	[Describe target audience for the solution here.]
Learning Objectives	Upon completing this course, learners will be able to: <ul style="list-style-type: none"> [List learning objectives here.]
Recommended Delivery Method(s)	eLearning <input type="checkbox"/> Print self-study <input type="checkbox"/> Classroom <input type="checkbox"/> Job aid(s) <input type="checkbox"/>
Elements	Instructor guide <input type="checkbox"/> Exercise packet <input type="checkbox"/> Participant guide <input type="checkbox"/> Slides <input type="checkbox"/> Job aid(s) <input type="checkbox"/> Video <input type="checkbox"/> Assessment <input type="checkbox"/>
Estimated Duration	[Enter estimated time to complete the solution.]

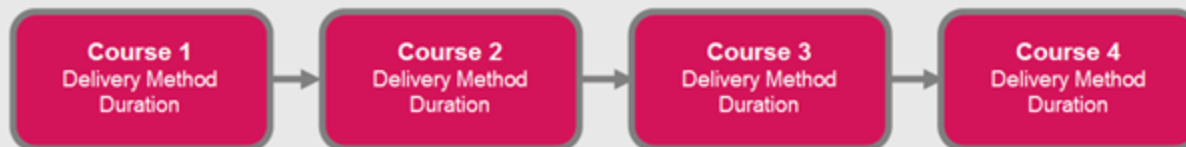
Curriculum Map

Curriculum Map

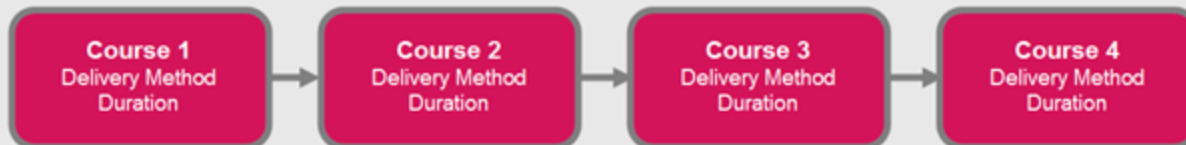
Audience 1



Audience 2



Audience 2



Curriculum Matrix

Curriculum Matrix

	<i>Audience 1</i>	<i>Audience 2</i>	<i>Audience 3</i>	<i>Audience 4</i>	<i>Audience 5</i>
Course 1			X		
Course 2		X			
Course 3			X	X	X
Course 4	X	X	X		
Course 5	X				

Course Specifications

Sample Course Specification

[Enter Learning Solution Name]

Prerequisite(s)	[Enter prerequisites here.]
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Estimated Duration	[Enter estimated time to complete the solution.]

Light 'n' Fluffy Doughnuts: Case Background



- Light 'n' Fluffy Doughnuts sells doughnuts and pancake and waffle mixes wholesale to grocery stores, coffee shops, and restaurants nationwide.
- Because doughnut sales have been flat, Light 'n' Fluffy's CEO John Poppenfresch hired a management consulting firm to analyze the situation and recommend improvements.
- **Findings:** Sales are flat because Sales Representatives are simply walking into stores and asking customers if they want to continue last week's orders. There is no probing to determine customer's needs or new opportunities, and no upselling or cross-selling.

Light 'n' Fluffy Doughnuts: Case Background



- **Recommendation:** The Sales Group needs to change from order taking to a relational selling approach. (Sales staff will develop relationships with customers, uncover customer needs and opportunities, and then position the appropriate Light 'n' Fluffy products to meet those needs.)
- CEO Poppenfresch totally buys into this recommendation and has a clear picture of what he wants to see.
- This is a huge change. Sales employees will be expected to demonstrate new behaviors that require skills and knowledge different than most of them have. Of the 50 Sales Representatives, six Regional Directors, and Sales Director, only four Sales Reps and two Regional Directors demonstrate relational selling behaviors.

Your Task

- To define the curriculum architecture that will enable Sales staff to implement a relational selling approach with Light 'n' Fluffy customers



What Do You Do First?

Light 'n' Fluffy
DONUTS



Step 1
Gather Data

Activity:
Whom and what
would you ask?

What's the Next Step?

Step 1
Gather Data

Step 2
Define the
Learning
Solutions

- Activity:**
- Analyze the interview data
 - Chunk it into learning solutions

And Step 3 Is...?

Step 1
Gather Data

Step 2
Define the
Learning
Solutions

Step 3
Create
Learning
Paths

Activity:

- Identify the courses each role needs
- Label the blocks with course names
- Line the blocks up in order

Curriculum Map

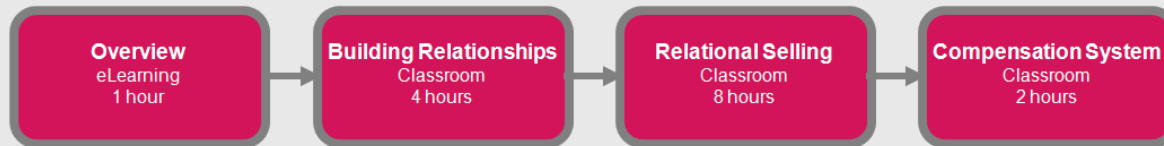
Curriculum Map



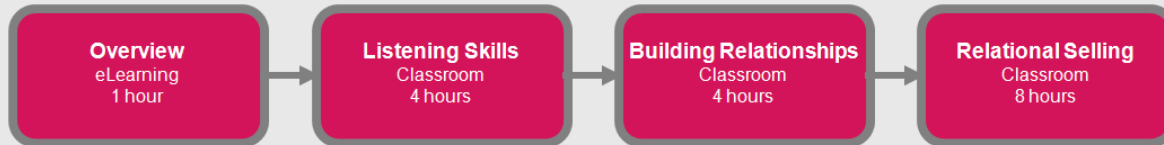
Sales Director



Regional Director



Sales Representative



Creating the Curriculum Matrix

Curriculum Matrix

	Sales Director	Regional Director	Sales Rep
Overview	x	x	x
Listening Skills			x
Building Relationships		x	x
Relational Selling		x	x
Relational Selling Overview	x		
Compensation System	x	x	

Step 4: Specify the Modules

Step 1
Gather Data

Step 2
Define the
Learning
Solutions

Step 3
Create
Learning
Paths

Step 4
Specify the
Modules

Sample Course Specification

Overview

Prerequisite(s)	None			
Target Audience	All Sales Group members			
Learning Objectives	<p>Upon completing this course, learners will be able to:</p> <ul style="list-style-type: none"> • Explain what relational selling is • Describe Light 'n' Fluffy's specific process for relational selling • Explain why this new approach is important to the organization and the Sales Group members • Describe, at a general level, how sales staff will be paid under the newly revised compensation system 			
Recommended Delivery Method(s)	eLearning	<input checked="" type="checkbox"/>	Print self-study	<input type="checkbox"/>
	Classroom	<input type="checkbox"/>	Job aid(s)	<input type="checkbox"/>
Elements	Instructor guide	<input type="checkbox"/>	Exercise packet	<input type="checkbox"/>
	Participant guide	<input type="checkbox"/>	Slides	<input type="checkbox"/>
	Job aid(s)	<input type="checkbox"/>	Video	<input type="checkbox"/>
	Assessment	<input checked="" type="checkbox"/>	Web-based course	<input checked="" type="checkbox"/>
Estimated Duration	1 hour			

Summary

Step 1
Gather Data

Step 2
Define the Learning Solutions

Step 3
Create Learning Paths

Step 4
Specify the Modules

Questions?



Contact Information

- Contact Information

- ❖ Valerie Brown: 269.226.9472, valerie.brown@innovativeLG.com
- ❖ Connect with Valerie at: <http://www.linkedin.com/in/valeriebrownilg>
- ❖ Innovative Learning Group: www.innovativeLG.com
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“

...a carpenter becomes a carpenter by learning certain things...the mere desire to be wise and good is not enough.

”

—Epictetus