



Analyst Insight

Skillsoft's Compliance Solution Provides the Competitive Advantage Organizations Need in the Modern Workplace

EXECUTIVE SUMMARY

Key Stakeholders:

Chief Compliance Officers, Chief Learning Officers, Chief Human Resource Officers, Compliance Directors and Managers, Learning and Development Directors and Managers, Compliance Trainers, Corporate Trainers, Content and Learning Product Managers, Safety and Health Managers, Risk Managers, Corporate Safety Director

Why It Matters:

Organizations expect compliance training that does more than “check the box”. They need an intelligent, easy to use training solution capable of handling the complex compliance needs of a growing global workforce while also engaging employees in learning to help bring about real behavioral changes. This requires training content designed and delivered in such a way that it effectively trains the hard skills, behavioral skills, interpersonal skills, and develops situational awareness by optimally engaging the appropriate learning system(s) in the brain. Content constructed utilizing instructional design techniques rooted in learning science helps strengthen learning, maximize knowledge retention and encourage the behavior changes necessary to support a culture of compliance.

Top Takeaway:

Skillsoft's Compliance Solution meets these challenges with accurate, relevant and engaging content that blends scenario-based video and animation learning with practical examples, expert commentary and objective assessment. This is a proactive offering that leverages learning science to effectively develop the hard skills, behavioral and interpersonal skills, and situational awareness needed to promote an environment where employees stay safe and do the right thing.



THE COMPETITIVE ADVANTAGE OF PROACTIVE COMPLIANCE TRAINING IN THE MODERN WORKPLACE

Compliance training is an essential part of any organizations risk mitigation strategy. Whether educating employees on the legal and ethical rules and regulations, or the steps needed to maintain a healthy and safe work environment, proactive compliance training is a must. Unfortunately, too many compliance training solutions focus more on covering the mandated topics so that organizations can “check the box”, than on providing meaningful training for employees that drives the cultural and behavioral changes needed to promote an environment where employees “do the right thing”.

This “check the box” approach is shortsighted and puts organizations at significant risk. For example, sexual harassment claims cost organizations over \$70 million per year and more than 2 million people die from preventable work-related accidents, with an annual cost to the global economy of over \$3 trillion. These risks indicate the need to move beyond “check the box” training and focus efforts in improving workplace culture and changing employee behavior. Emphasizing the importance of safeguarding workplace culture and the employees within that workplace can deliver powerful organizational benefits such as positive brand recognition, attracting top talent and employee loyalty.

The modern employee seeks out organizations that prioritize inclusive, respectful and safe workplace environments. Organizations that speak out about the importance of a safe and positive workplace culture at all levels of the organization, especially the CEO and leadership, will attract and retain the best talent. Organizations that implement effective compliance solutions that meet these challenges have a competitive advantage. Proactive training attracts the best employees, enhances employee satisfaction, engagement and productivity, all the while reducing turnover. It’s a win for employers and employees.

THE NATURE OF PROACTIVE COMPLIANCE TRAINING IN THE MODERN WORKPLACE

Compliance solution providers that offer proactive training provide their clients with a competitive advantage, but meeting these needs is a challenge and only a few compliance providers reach these heights. Proactive compliance content must be created in close collaboration with content experts to ensure the accuracy of the content and that all the regulatory needs are met. The content must also be compelling, engaging and designed and delivered in a way that is easy to use. It must be available 24/7 within the flow work, and without taking employees away from their day-to-day responsibilities.

Proactive compliance solutions must do all of this while simultaneously achieving the three main goals of any training solution:

1. Speed Initial Learning: The solution must provide employees with information quickly and accurately in a way that is easy to process and is memorable.



2. Enhance Long-Term Retention: The brain's natural tendency is to forget so content must be constructed and delivered in a way that combats forgetting and builds long-term memory representations.
3. Initiate Behavior Change: It is one thing for employees to know "what" to do, but it is something completely different (and mediated by distinct learning systems in the brain) to know "how" to do it. Training solutions must prime the employee for behavior change and build behavioral repertoires.

It provides no value to an organization if employees receive training on harassment prevention, business ethics, code of conduct, workplace safety, active shooter preparedness, or fire and safety prevention, only to forget it all within a short time after completion. Compliance content must be designed and delivered in such a way that the content is retained in long-term memory.

Analogously, it does no good for employees to know the definition of harassment or bullying, or to be able to recite the steps to be followed during an active shooter incident, a workplace fire, or toxic spill if the employees do not know how to put that knowledge into action. Compliance content must be developed in such a way that it primes the employee for behavior change and builds behavioral repertoires.

How can an organization evaluate whether a compliance provider's solution speeds initial learning, enhances long-term retention, and initiates behavior change?

The answer lies with learning science – the marriage of psychology and the neuroscience of learning.

THE PSYCHOLOGY AND NEUROSCIENCE OF LEARNING

To determine whether a solution speeds initial learning, enhances long-term retention, and initiates behavior change one must define the skill to be learned, identify the system(s) in the brain that mediate that learning, and determine whether the solution effectively engages the learning system(s).

Effective compliance solutions will utilize learning methodology that train employees on the key fundamental skills including:

- Hard skills such as rules, regulations, and procedures around HIPAA, data privacy, insider trading, OSHA health and safety, or emergency and disaster preparedness.
- Behavioral skills such as donning, doffing and maintaining a respirator, handling hazardous materials, and behaving safely in high voltage environments.
- Interpersonal skills such as communication, respect, empathy, and an embrace of inclusion, diversity and equality in one's actions.

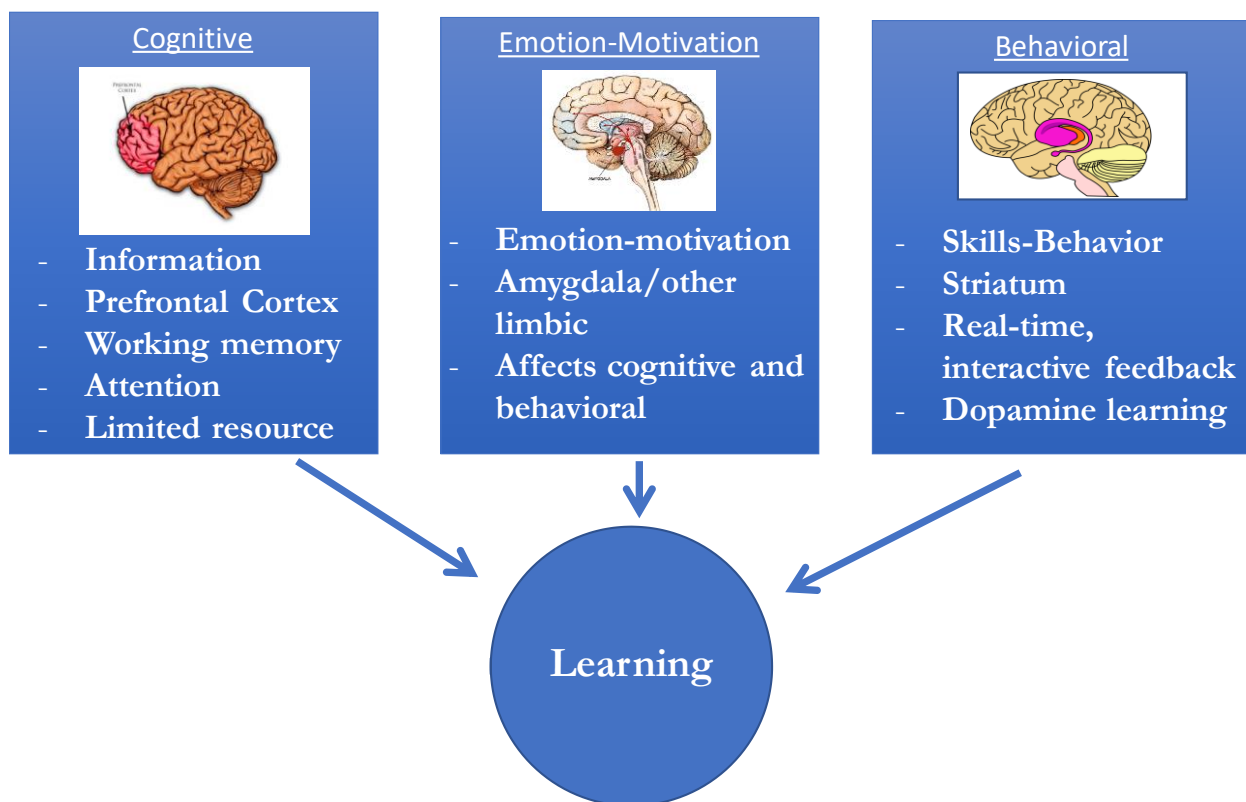
Compliance is also unique in the sense that situational awareness -- an ability to understand your current situation, project the future, and perform well under non-ideal conditions -- is also critical (Endsley, 1995). Compliance training, especially in Environmental Health and Safety, often involves rare but potentially life-threatening events such as an active shooter, disaster preparedness, as well as what do if there is a fire, an outbreak of infectious disease, or a toxic



substance spill. One must remain calm under pressure and this must be reflected in, and developed by, the compliance training. Analogously, interpersonal interactions around topics such as bullying, harassment, and appropriate conduct are often very nuanced and require deep situational awareness to know what knowledge and behaviors to evidence when.

Because hard skills, behavioral skills, interpersonal skills and situational awareness are mediated by distinct learning systems in the brain, each with unique processing characteristics (Ashby & Maddox, 2011; Kahneman, 2011; Maddox & Ashby, 2004), compliance training content must be constructed, designed, and delivered in a way that optimally engages the appropriate learning system(s) in the brain.

The human brain is comprised of at least three distinct learning systems. A schematic of the learning systems is provided in the figure below.



Hard skills learning is mediated by the cognitive skills learning system in the brain. This system has evolved to process information, knowledge and facts. In compliance this includes knowing the rules, regulations, and procedures around HIPAA, data privacy, insider trading, OSHA health and safety, or emergency and disaster preparedness, to name a few. Cognitive skill learning is mediated by the prefrontal cortex and relies on working memory and attention. Because working memory and attention are limited capacity resources, hard skills learning is most effective when the content is designed and delivered in brief chunks of approximately 5 minutes, called microlearning. Cognitive skill learning is



highly susceptible to forgetting. The goal is to use mental repetition and rehearsal to transfer information from short-term memory into long-term memory stores in the hippocampus and associated medial temporal lobe structures.

Behavioral and interpersonal skills learning is mediated by a combination of the cognitive skills learning system in the brain, the behavioral skills learning system in the brain, and the emotion-motivation system in the brain. The latter system is especially critical for developing situational awareness that is central to proactive compliance training. The goal is to translate hard skills knowledge into behavioral actions and to tie those actions to situations of all types, including those that involve stress and pressure, and the nuance associated with interpersonal interactions. It is one thing to know what to do (hard skills), but it is another to know how to do it (behavioral and interpersonal skills). In compliance, many of the behavioral skills center around environmental health and safety, such as the appropriate use of equipment, and avoiding, but also being prepared to address, potential accidents and risks. In compliance, many of the interpersonal skills center around inclusion, diversity, respect and equality in one's actions. Actions are learned by the striatum through gradual, incremental dopamine-mediated changes in behavior. Processing in this system is optimized when behavior is interactive and is followed in real-time (literally within milliseconds) by corrective feedback. Behaviors that are rewarded will be more likely to occur in the future, whereas behaviors that are punished will be less likely to occur in the future.

Behavioral and interpersonal skills are difficult to train directly at scale, but by engaging the emotion-motivation centers in the brain with scenario-based storytelling, especially with video and animation, one can prime the learner for behavior change and can begin the process of building behavioral repertoires. Scenario-based content, delivered via storytelling video and animation, draws the learner into the training situation so that they see themselves as part of the story, and from *multiple* perspectives. This "walk a mile in my shoes" experience engages cognitive and emotion-motivation systems in the brain and primes the learner for behavior change. The critical brain regions in the emotion-motivation system are the amygdala and other limbic structures. The detailed processing characteristics of this system are less well understood than the cognitive and behavioral skills learning systems, but it is known to affect cognitive and behavioral processing, and to enhance situational awareness. By engaging the emotion-motivation system in the brain one learns to deal with stress and pressure that can easily lead to human error and accidents in the workplace. This system also facilitates the development of a nuanced understanding of situations and people that is so important to a positive workplace environment (Kahneman, 2011).

SKILLSOFT COMPLIANCE SOLUTIONS: OVERVIEW

Skillsoft's Compliance Solutions offer legal, ethics, and workplace safety training through a full suite of customizable compliance training options tailored to a client's industry-specific needs. Skillsoft partners with nationally and globally recognized law firms, industry leaders and health and safety experts to develop and maintain up-to-date Legal, Ethics and Environmental Health and Safety (EHS) compliance content. The comprehensive content library covers over 500 critical risk topics and is available in over 30 languages.

Skillsoft's Legal and Ethics Compliance Course Library meets the compliance needs of commercial, government and higher education organizations around issues such as corruption, data privacy, information security, HIPAA, insider



trading, and harassment prevention. Skillsoft's Environmental Health and Safety Compliance Course Library aligns to regulations established by OSHA, EPA, and the DOT along with governing standards from organizations like the NFPA, IATA, IMO and country-specific regulations. This library addresses compliance issues such as workplace safety, handling hazardous materials, toxic substance control, and what to do in an active shooter situation.

Skillsoft's Compliance Solution offers a number of customization capabilities from modifying content to fit specific organizational requirements to creating customized learning programs through the Percipio Compliance platform or learning management system (LMS) that can be adapted based on a number of criteria including language requirements, employee location, job role and responsibilities. Creating a personalized learning experience with the right training, at the right time and in the right language ensures employees receive accurate and relevant content.

The solution can be further enhanced utilizing the policy documentation management, attestation and assessment tool, Certitude. This tool helps simplify policy, attestation and disclosure management and certifies communications with electronic signatures. With the ability to custom create question and answer documents, the tool also assists organizations to easily create and deploy custom questionnaires, surveys, disclosures, checklists, assessments and exams for multiple uses throughout an organization. By utilizing Certitude, organizations can align the delivery and tracking of policies to key risk areas, provide a safe and secure mechanism for employees to disclose compliance violations and provide an opportunity for organizations to address these issues quickly.

SKILLSOFT COMPLIANCE SOLUTIONS: CONTENT, LEARNING DESIGN AND DELIVERY

Organizations and workers expect compliance training that is intelligent, easy to use, and address the compliance needs of a global workforce. To meet these challenges, compliance solution providers must collaborate with content experts to ensure the accuracy of the content, and they must deliver the content 24/7 within the flow work and without taking employees away from their day-to-day responsibilities. The content must be constructed and delivered in a way that speeds initial learning, enhances long-term retention, and initiate behavior change by effectively engaging the appropriate learning system(s) in the brain.

This is a tall order, but Skillsoft's Compliance Solution meets these challenges and addresses these needs. Skillsoft partners with nationally and globally recognized subject matter experts to develop and maintain the most up-to-date and accurate content. The content is engaging and comes in a variety of formats including scenario-based video and animation, practical examples, case studies, interviews with experts, and a course facilitator. This broad-based approach maximizes attention, engagement, and motivation while enhancing retention, drawing the learner into the training, and priming the system for behavior change that supports a culture of compliance.

Compliance content is delivered through Percipio Compliance, leveraging [Skillsoft's Modern Learning Experience Platform Percipio](#). The compliance learning management system deploys and tracks all compliance training (including online, classroom, on-the-job and other offline events), maintaining a complete and audit-ready training history to



help demonstrate compliance. Customizable dashboards and enhanced reporting capabilities allows administrators to view underlying training data and generate reports to deliver on-going results to stakeholders.

Skillsoft's compliance courses range in duration from approximately 15 minutes to an hour, but each course is divided into modules of no more than 5 or 6 minutes. Thus, the content in each module is grounded in the principle of microlearning, presented well within the learner's working memory and attention span, and effectively engages the cognitive skills learning system in the brain.

Each course begins with a module that sets the stage and provides an overview of the learning objectives. Subsequent modules provide a mixture of training content, practice opportunities, evaluation, and reflection. The use of spaced practice, evaluation, and reflection, combined with formal testing at the end of each course provides an ideal tool for transferring knowledge from short-term memory in the prefrontal cortex, where it will be forgotten, to long-term memory in the hippocampus and medial temporal lobes where it will be retained. Periodic testing provides one of the strongest tools for enhancing long-term retention because the cognitive effort expended to retrieve information from memory, strengthens that memory in the process (Roediger and Karpicke, 2006a, 2006b). Learners who do not meet the performance criterion required for course completion are given the opportunity to review the relevant content and skills prior to re-testing. This study – test – refresh – re-test approach also strengthens the memory traces associated with the requisite knowledge and enhances long-term retention.

This microlearning approach provides the hard skills that are then used to build the requisite behavioral skills centered around environmental, health and safety, and the requisite interpersonal skills centered around inclusion, diversity, respect and equality in one's actions. This is where scenario-based storytelling with video and animation is so powerful. By engaging cognitive and emotion-motivation centers in the brain, scenario-based storytelling primes the behavioral learning system in the brain for behavior change while building situational awareness. Skillsoft is well-known as an industry leader in scenario-based storytelling content and delivery, and this leadership is well represented in Skillsoft's Compliance Solution.

Scenario-based content, delivered via storytelling video and animation, draws the learner into the training situation where they see themselves as part of the story, and from *multiple* perspectives. This primes the learner for behavior change but also facilitates situational awareness that is critical to a safe and positive workplace. To be truly prepared for an active shooter, an outbreak of infectious disease, or a toxic substance spill, one must learn to remain calm under stress and pressure. This has to be reflected in, and "tested" during compliance training by drawing the learner into a training setting where they feel the emotions. Analogously, to be truly prepared for the nuance of interpersonal interactions one must be able to see all sides of a situation and this must be reflected in the training. This is the strength of proactive scenario-based storytelling video and animation training and is an ability that Skillsoft has developed over years.

In writing this report, I completed a number of the Skillsoft Compliance Solution courses from both the Legal and Ethics and Environmental Health and Safety Libraries. These experiences informed the writing of this report. To



provide additional context, I now briefly summarize and evaluate one representative course from the Legal and Ethics Library and two from the Environmental Health and Safety Library.

SKILLSOFT'S WORKPLACE HARASSMENT PREVENTION TRAINING (LEGAL AND ETHICS LIBRARY)

Harassment is a widespread issue found in all business sectors, and can have a disastrous impact on victims, offenders and the company in which the offenses occur. Harassment prevention requires a deep understanding of biases and subtleties in oneself and others. It requires understanding how one's behavior can be interpreted by others and can affect others. Harassment prevention is a perfect example of a topic that requires hard skills, interpersonal skills, and situational awareness training. Skillsoft's Workplace Harassment Prevention training solution meets these challenges with compelling content delivered through scenario-based storytelling video that focuses on interactions in a workplace. One of the main characters is Ken. Ken makes inappropriate comments to, and asks inappropriate questions of female coworkers, a co-worker in a wheelchair, and co-workers from broad religious backgrounds. He genuinely believes he is doing nothing wrong, despite the fact that all of the co-workers feel harassed. The learner is led through these scenarios, is privy to discussions between Ken and a facilitator, is asked what they would do, and is tested throughout. A number of other complex and subtle harassment scenarios play out that address pertinent themes such as sexual orientation, religion, weight gain, gender identity, objectification of women, quid pro quo harassment and the like. The content is compelling and is delivered in a way that builds hard skills, interpersonal skills and situational awareness. Although this analyst has not seen every harassment prevention training solution in existence, he has seen dozens, and Skillsoft's Workplace Harassment Prevention solution is exceptional.

SKILLSOFT'S ACTIVE SHOOTER TRAINING (ENVIRONMENTAL HEALTH AND SAFETY LIBRARY)

Unfortunately, we live in a world where organizations must prepare their employees for the possibility of an active shooter situation. In this brief, 15-minute course, learners are led through the do's and don'ts of an active shooter situation by an expert facilitator. Scenario-based storytelling video is used throughout, and the emotional engagement is palpable. The course begins with an overview presented by an expert facilitator who then provides some chilling statistics regarding the unpredictability of active shooter situations, the fact that they evolve quickly (12 minutes on average), and that victims are often chosen at random. Preparation and survival principles are then discussed and demonstrated as the live action active shooter situation unfolds. Some individuals do the wrong thing, like looking for other employees instead of immediately escaping. Others do the right thing like not hesitating or negotiating when confronted by the shooter, but rather acting quickly and decisively to strike the shooter with a fire extinguisher. Learners are then shown how to respond when law enforcement and EMS arrive. After each 2 to 4-minute module, learners are tested, and at the completion of the training, a final test is administered. This course effectively trains the hard skills, engages emotion-motivation centers in the brain that prime the learner for behavior change, and develops the necessary situational awareness to instill confidence and preparedness in employees should they be faced with an active shooter situation.



SKILLSOFT'S RESPIRATORY PROTECTION TRAINING (ENVIRONMENTAL HEALTH & SAFETY LIBRARY)

This 30-minute course provides an excellent example of how Skillsoft's Compliance team can take a relatively boring and tedious, but critically important, training problem and make it fun and engaging, all while ensuring that the relevant information is presented, tested, and retained. The course is broken down into brief modules of 5 minutes or less. The course begins with an overview of the learning objectives, with subsequent modules providing a mixture of training content, knowledge evaluation, and reflection. The course ends with a formal examination. This course is grounded in scenario-based storytelling, but in this case, animation is the predominant medium for presentation. Animation is quite effective for this course because it allows the complete respirator as well as the inner workings to be shown and labeled. Animation also provides an effective medium for demonstrating the dynamics of the purification, with respiratory hazards entering the respirator and safe air being provided to the user. Finally, animation allows a level of humor to be inserted into the content, often in the form of an animated employee performing some operation incorrectly and experiencing an adverse outcome. This is not easily done with live actors and if too real can adversely affect learning. This course effectively trains the hard skills, engages emotion-motivation centers in the brain that prime the learner for behavior skill development around respirator use, and presents the broad-range of settings necessary to build situational awareness.

CONCLUSION, OVERALL EVALUATION AND RECOMMENDATION

Compliance training is an important part of any organizations risk mitigation strategy. Unfortunately, too many compliance training solutions focus more on covering the mandated topics so that organizations can "check the box", rather than provide meaningful training for employees that drive the cultural and behavioral changes necessary to promote an environment where employees "do the right thing". Organizations and employees want more and expect compliance training that is intelligent, easy to use, and addressed the compliance needs of a global workforce.

Compliance solution providers who offer proactive training offer their clients a competitive advantage. They provide proactive compliance training solutions that are available 24/7 on any platform, thus allowing compliance training within the flow work, and without taking employees away from their day-to-day responsibilities. Critically, they provide proactive compliance training solutions that effectively train the hard skills, behavioral and interpersonal skills, and the situational awareness needs of the global workforce with training content that is constructed, designed, and delivered in a way that optimally engages the appropriate learning system(s) in the brain.

From a learning science – the marriage of psychology and neuroscience – perspective, Skillsoft's Compliance Solution meets these challenges and addresses these needs with a mixture of training content, practice opportunities, evaluation, and reflection. Nearly all the content is grounded in microlearning and scenario-based storytelling with video or animation. The use of spaced practice, evaluation, and reflection, combined with formal testing at the end of each course provides an ideal tool for transferring knowledge from short-term memory, where it will be forgotten, to long-term memory, where it will be retained.



The core of Skillsoft's Compliance Solution is the use of scenario-based storytelling through video and animation content. This engages cognitive and emotion-motivation centers in the brain and primes the behavioral learning system in the brain. This helps build the behavioral and interpersonal skills that are so critical for a safe and positive workplace. Scenario-based storytelling also builds the situational awareness that learners need to deal with stress and pressure that can easily lead to human error and accidents in the workplace, and to develop a nuanced understanding of situations and people that is so important to a positive workplace environment.

Skillsoft's Compliance Solution provides the competitive advantage that organizations need. If you are like so many organizations struggling to do more than just "check the box", and who want to promote an environment where employees do the safe thing and the right thing, consider Skillsoft's Compliance Solution. You won't be disappointed, and neither will your employees. Skillsoft's team clearly put significant time and effort into constructing this Compliance Solution, and that time and effort will pay off for your organization and employees.

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ABOUT AMALGAM INSIGHTS

AMALGAM INSIGHTS

Is a leading research and advisory firm focused on the enterprise need to perpetually reimagining the path for increasing tech-driven value. Our focus is on the financial, DevOps, training, and data science tools that multiply the value of enterprise technology.

Tactically, AI focuses on the following practices that augment and increase the value of technology:

- ◆ Technology Expense and IT Subscription Management
- ◆ Enterprise Performance Management
- ◆ DevOps, Serverless, Containerization, and Blockchain
- ◆ Open Source Development
- ◆ Enterprise Training and Learning Development
- ◆ Data Science and Machine Learning

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Todd is a Learning Scientist/Research Fellow at Amalgam Insights. He focuses on the Learning & Development sector and the challenge of leveraging learning science—the marriage of psychology and brain science—to provide customers with optimized learning and development solutions.



Prior to Amalgam Insights, Todd:

- Established himself as a leader in the field of human learning, memory, and performance in a 25-year career as an academic and researcher.
- Was awarded over \$10 million in federal research funds for his own human learning and performance laboratory.
- Published over 200 peer-reviewed research reports and was cited over 10,000 times by fellow researchers.

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