PECHA KUCHA
HOW TO CREATE AN EFFECTIVE TRAINING PROGRAM
PART 1: TRAINING NEEDS ASSESSMENT

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OVERVIEW

Over the past three years, I have been delivering training for a startup healthcare call center in Denver, CO. The call center serves as a virtual front desk for multiple primary care clinics around the Denver metro area and measures success by assisting patients with scheduling appointments, provider-to-provider referrals, and 24/7 phone access to nurse triage services. As a startup healthcare call center, it lacked a crucial component for delivering excellent service to every patient that called requesting care, a training program.

Nearly everyone recognizes the value and benefits of workforce training. Workforce training, when done properly, can make employees more efficient - increasing production, revenue, and profits while decreasing costs, waste, and inefficiencies. When training is done effectively, it can lead to a happier, more satisfied workforce, reducing turnover and the costs of onboarding. But creating effective training isn't easy.

PROJECT FOCUS

I have put together an 8-step roadmap to creating an effective training program and chosen to deliver each step of the roadmap as informational videos. When researching for best practices around this topic, I found several articles that deliver the same information; however, people tend to prefer watching videos over reading long articles.

LEARNING OBJECTIVES

After watching part 1 of the 8-step roadmap to creating an effective training program video series, viewers will:

1	Recall list of "What Not to Do's" when creating a training program.
2	Perform a Needs Assessment without a training prejudice.
3	Use action mapping practices to determine the best solutions when performance gaps are identified.
4	Determine priorities of the organization to allocate resources appropriately.

AUDIENCE

This video series will attract professionals looking to upgrade or create a training program. I imagine startup organizations with plans to expand and employ many workers, will benefit most from this series because it provides them with a foundation for their training team. To capture the attention of adult learners, slides are clean, minimal, and easy to understand with clear objectives and relevancy. I created a modern theme with transparency effects and solid backgrounds in grays, hazy greens and blues, with white and charcoal colored text, to influence professionalism and minimalism. Images portray outdoor activities such as hiking, climbing, and backpacking inspired by our Colorado life. These images encourage achievement and create the feeling of drive and progress. All these elements are attractive to the new generation of business professionals.

TRAINING STRUCTURE AND TOOLS

When I considered a program or software for creating my Pecha Kucha presentation, I considered Apple's iMovie but I was limited by the lack of text manipulation. I also considered the software, Filmora, but I ran into audio and timing issues. Although I wanted to challenge myself and learn a new program for creating and editing video, I chose to use Microsoft PowerPoint for my final product. PowerPoint's capabilities were perfect for this presentation. Exporting PowerPoint presentations as video was not new to me, since I had experience creating instructional videos using this program. However, I ran into an obstacle while exporting this video. After days of failed troubleshooting attempts I eventually found the cause of the issue in a Microsoft forum that I had previously overlooked. This experience did not deter me from using PowerPoint again, it had the opposite effect and helped me appreciate the software because it taught me something new about it.

DESIGN DECISIONS

While approaching the design process for this presentation, I initially considered call center professionals as my audience because it meant I would relate to them.

INSTILLING PROGRESS VIA MOOD

The first design decision I made was regarding the mood of the presentation. As mentioned previously, the goal was to instill a feeling (or mood) of progress and achievement when watching this video. Successfully accomplishing this would help grab the viewers' attention and focus to keep them watching the entire video. I looked to Duarte's (2010) explanation about incorporating story in presentations to create desire in the audience and get them to adopt my perspective about the topic. I chose to use images and icons where outdoor activity is the focus. Using a backpacking, hiking, and climbing theme for these graphics helps create a story of progression towards a challenging goal. Although Dunlap and Lowenthal (2016) recommend a visual representation of flow to show process or sequential progression over time when creating infographics, I believe this recommendation can be applied to a Pecha Kucha presentation. The position of the active lifestyle images I chose to include throughout the presentation, helped create the flow or sequential progression. Again, instilling a feeling of progress towards goal achievement.

UNITY IN REPETITION

I used repetition throughout the presentation by sticking with the same color palette, font, and text size. Reynolds (2009) states "repetition of certain design elements in a slide or among a deck of slides will bring a clear sense of unity, consistency, and cohesiveness." Repetition is more evident during my explanation of Cathy Moore's action mapping flowchart. I choose to repeat the slide layout, image placement, font and text size, while describing the reasons for gaps in performance. I was concerned the audience would dismiss slides that were similar, so I chose to relate multiple slides by using repetition in the layout.

This decision is also supported by CARP principles, "repeat visual elements of the design…helps develop the organization and strengthens the unity."

VISUALS THAT STICK

I wanted viewers to enjoy watching the presentation and finish it having a clear understanding of how to perform a training needs analysis. "Visuals have the potential to be an efficient, precise, and clearer way to communicate than oral and text alone" (Dunlap & Lowenthal, 2016). The goal of this presentation was to deliver this information visually with minimal text, so I carefully picked images that represented the concepts I was trying to make. Medina (2008) agreed in his own text, stating that "a compelling image can become an unforgettable emotional link to your information." Images aided the oral communication and mood of progression towards achievement.

FRAMING BY ELIMINATING WHITE SPACE

I designed the presentation with the expectation that the exported video would be embedded in blogs, websites, or social media. I removed all white space and used images and solids as backgrounds. Although an empty space in a design is not "nothing" and can be a very powerful "something," (Reynolds, 2009) I wanted to ensure the presentation would stand out wherever it lives and not blend into white backgrounds from most blogs and websites. With the goal of conveying the instructional message appropriately with images and backgrounds that did not distract but rather aided in conveying the message (Dunlap & Lowenthal, 2016), I used solid backgrounds in most slides – usually those that contained emphasized text.

SIMPLICITY IN TEXT FORMAT AND ALIGNMENT

Regarding my font selection, as well as text format and alignment, I began by selecting font that is inviting and easy to read, increasing the appeal of the presentation. I was careful not to crowd slides with irrelevant text and when text was needed for emphasis, I placed it as a focal point and in other cases to support graphics or images. Tim Cook's

MacBook reveal, was a fitting example of the power of simplicity in fonts. Following Reynold's (2009) principle of harmony in typeface by being uniform in the type and employing contrast through varied sizes, I chose text that was consistent throughout his presentation so I chose to apply that principle and choose one or two fonts with subtle differences. I believe the font selection in any design document has a considerable impact on whether someone will continue reading it. Due to the amount of information being presented, when including text in my slides, I chose to use a familiar reading pattern because it's a faster way to comprehend information (Krum, 2014). This pattern, combined with visual icons as content representations, ensures viewers retain this knowledge.

FORMATIVE EVALUATION RESPONSE

Although the following feedback referred to a Pecha Kucha presentation about Virtual and Augmented Reality, I followed the advice from my peers when designing my video series about Creating an Effective Training Program.

PEER REVIEW QUESTION #1:

What information regarding virtual reality is unclear about healthcare?

Asking this question helped create a comprehensive presentation that included supporting information for concepts I was trying to deliver.

Peer Reviewer A: I like that you talk about specific examples of VR in healthcare. If you emphasize examples – what VR in health care looks like in the real world – it is much easier to follow than in abstract (like "they could be used for training". It's much easier to visualize "surgeons could use the physical manipulation and touch features of VR to train on open heart surgery"). So: more specific examples please, and fewer generalizations!

Peer Reviewer B: I would like more information on what the problems are that VR looks to solve. I am not sure if VR healthcare space is being driven by need, potential cost savings, innovation or the need for improved practices.

Considerations: Both reviewers mentioned that they would have like to have seen more information or examples. I applied this to the video series I created and ensured I had clear examples that aided in delivering tips about how to perform a training needs analysis.

PEER REVIEW QUESTION #2:

What information regarding augmented reality is unclear about healthcare?

Similar to question #1, this question referred to a separate concept within my presentation. Although, ultimately, it helped me design a thorough presentation that was focused around one subject.

Peer Reviewer A: I think my answer to this would be the same as my response to VR: more specific examples instead of generalizations. I think it might also be helpful to compare VR and AR side-by-side: what would one be better at than the other? How specifically would they differ when used in healthcare?

Peer Reviewer B: You state that AR is more accepted in the healthcare space than VR. I'm not sure it is clear why it is more accepted. I suspect that it is an older more commonly used technology. It would be good to add why or why not AR should be used instead of VR.

Considerations: With having to change the topic of my Pecha Kucha presentation from AR and VR to How to Create an Effective Training Program, I thought about the topics I would need to cover about creating a training program. Regarding the AR and VR presentation, both reviewers had additional questions and I concluded the confusion was caused by the multiple subjects I chose to cover. With this in mind, the new video series I designed followed an 8-step roadmap so I decided to create eight different Pecha Kucha presentations to ensure each step in the roadmap was clearly outlined.

PEER REVIEW QUESTION #3:

Which parts of this video can be slowed down or emphasized?

With the amount of information I had to cover about AR and VR, it caused slides to feel rushed and compact. The reviewers feedback would help determine if the speed of the narration is appropriate when delivering information and how visuals would need to aid in the audience's understanding of the concepts.

Peer Reviewer A: Emphasize your "signposts" – phrases that clue the listener in to "this is what I am going to talk about next". You do this several times in the second half of the presentation (like "Where is this technology going?" à GOOD! Provides a signpost: now we are going to talk about potential future applications of VR/AR.)

Use text that stays on screen for the duration of the 20 second slide

I'm predominantly a visual learner. Almost all of the important info in this presentation is delivered by audio, and there are very few visual cues for me to memorize/hang on to. As a result, I had a hard time remembering the main points of the presentation after finishing it. (In fact, I had to go back and watch it a second time while taking notes!) I think that putting your key points in text that stays still would make a world of difference for visual learners like me!

Peer Reviewer B: I would slow down your speech as much as possible. I know that will mess with your timing but you might benefit from cutting out some of the initial background information to emphasize the AR and VR specifically in the field of health care.

I agree with [Peer Reviewer A] as well, that much of the motion distracts from your message and makes it difficult to focus on what you are saying. I think by narrowing your topic to focus on healthcare without the initial explanations you will create emphasis of your intended points.

Considerations: I found Reviewer A's tip on emphasizing signposts very valuable because it helped create sections within the presentation that allowed the audience to "save" the information they had just heard then focus on new information to come.

PEER REVIEW QUESTION #4:

How may I make the benefits of immersive learning stand out so they are remembered at the end of the video?

Keywords here are "so they are remembered at the end of the video?" – understanding how I can help the audience retain the information greatly benefited me when creating the first step in the roadmap to creating an effective training program.

Peer Reviewer A: Put short phrases of text-on-screen that summarize each benefit as you talk about it throughout your video. Then, in your conclusion, revisit those points, quickly summarizing them along the lines of "Immersive learning will benefit1, benefit2, and benefit3."

Consider using repetition throughout the video to drive points home, using the same phrases or referring back to them – this will increase your audience's ability to remember things. (Although remember not to repeat too much, where it becomes frustrating instead of informative for viewers!)

Peer Reviewer B: I like the idea of telling the audience a story about these benefits impacted a student or developer. Your presentation would also benefit from listing the benefits in text on the screen. If this is the most important piece to you, it would work to repeat it at the end as well.

Considerations: Both reviewers had great advice that would help improve knowledge retention. I implemented all tips, such as: putting short phrases of text-on-screen that emphasize or summarize important information, also revisiting points by using repetition, and telling the audience a story about the impacts of the new information.

PEER REVIEW QUESTION #5:

What can I do to improve the overall flow of this video? (transitions/text/images/color)

The infographic is all about layout and I knew I needed different ideas. I got married to the body diagram idea which created a mental block. I needed different suggestions.

Peer Reviewer A: Keep the text still when its on-screen: limit the use of text effects, so viewer attention is on what the words say instead of how the words are moving.

Limit the number of transitions between slides to only 1-3 styles, and choose ones that are subtle (NOT like the transition at 2:38). Again, your goal is to create flow where your viewers aren't distracted by transitions.

Reduce the amount of motion on screen please! The constant zooming/Ken Burns effect, moving text, and moving video made me dizzy (especially in second half.) Give viewers' eyes a place to rest, so they can study something for a few seconds and engage with it.

I would also suggest trying out different background music. Your current music choice is slow and a little sad-sounding – not something that makes viewers perk up and say "oh wow, I'm so excited to learn about the future of VR technology!" In fact, between the background music, the rocking motion in many of the videos, and your lovely, smooth voice.... I got drowsy and zoned out. ^_^;; Pick a soundtrack with more pep.

Quick image feedback: the photo at 1:35 has a weird photoshop mismatch where the horizon doesn't match up on the right side of the screen. Fix the image so the horizon jump disappears, cut the image so the jump is out of frame, or pick a different image.

Peer Reviewer B: The flow would be improved by following the 20X20 guidelines that Laura references. Use static text sparingly to emphasize your important points. The images moved too quickly for me and there were so many that only a few stuck out. I recommend taking out the background music. For me the music distracted from your voice and competed for my attention.

I loved your statement at the end: "Maybe we should wait a while before giving up on reality." It is a powerful, sticky statement. It is confusing to me to hear it at the end of the presentation, as the presentation seemed very pro AR and VR. It might be effective to use that statement to set up your arguments for why we shouldn't wait. I hope that makes sense. If you want clarification, please feel free to reach out to me.

Considerations: I certainly redesigned the presentation to follow the Pecha Kucha format of 20 slides of 20 seconds each. I limited the number of transitions between slides which can cause motion sickness for some viewers. Reviewer A and Reviewer B had mixed

feelings about the background music, although background music is not something that's part of a Pecha Kucha presentation, I found that it added to the feeling I was trying to portray. I chose to remove any music after listening to the quality of the voice recording – I found my voice is softer and can come off as "too instructional". Overall, the flow of the new presentation has dramatically improved.

LESSONS LEARNED

Pecha Kucha's are challenging. I found that during the design process it was very easy to steer away from the strict formatting guidelines of the Pecha Kucha. I remember being pulled into creative avenues that essentially inspired me to create something other than a Pecha Kucha presentation. This led to my initial draft being completely wrong that I had to change the entire layout and topic of the project.

I learned more about myself as well. I always underestimate the amount of time it takes to complete a project when voice is involved. I'm a perfectionist so I spent a lot of time on minute details that had little to add to the overall value of the presentation.

Overall, working on this project has taught me the value in taking time to understand the purpose of the structure of a presentation such as this one.

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