



# The 2015 Global Learning Forum

October 14-15, 2015

HEIFER VILLAGE  
Little Rock, Arkansas



# Welcome

Welcome to the 2015 LINGOs Global Learning Forum! On behalf of the entire LINGOs team, board of directors and Global Learning Forum advisory board, we're glad you can join us.

It's an exciting yet challenging time to be a learning professional in our sector. On the one hand, there are more tools than ever at our disposal to reach previously hard to reach populations of employees and partners. Yet, this proliferation of tools can make it more difficult to know what works and what doesn't. Meanwhile, there are significant challenges facing the sector and many of the organizations within it. The scope and scale of humanitarian crises in the world are outpacing our ability to meet the needs. New models and new actors are changing the definition of what it means to be a development organization, and funds for learning and capacity building are stretched.

This Forum is designed to help you assemble and lead learning and capacity building interventions that are aligned with mission, high impact, and cost effective.

The next two days will be packed with thought-provoking keynotes, expert panel discussion, and engaging, practical breakout sessions. Our common goal? To maximize impact through improved training and capacity building – so get to know your fellow Forum participants at a meal or networking break, and let's make it happen together!

We designed the Forum for you regardless of your organization's size or area of focus. If we can connect you with the right person for networking, help you plan which sessions to attend, or coordinate other logistics, please don't hesitate to reach out to any member of the LINGOs team.

Welcome to Little Rock,

Chris Proulx, CEO of LINGOs  
Ross Coxon, Director of the LINGOs Learning Collaborative

## Our Board

Alison Smith, *InsideNGO* Jay Shaw, *NetDimensions*

Chris Proulx, *LINGOs* Joan Parker, *Counterpart International*

Chris Hedrick, *Kepler Kigali* Gretchen Regehr, *Conservation International*

Alfredo Leone, *QuickLessons* Chris Pirie, *Microsoft Corp.*

Todd Slater, *The Nature Conservancy* Bruce Wilkinson, *CMMB*

# The Community Site

Keep the Forum conversation going on the LINGOs Community Site!

At [community.LINGOs.org](http://community.LINGOs.org), you can discuss Forum-related topics with the LINGOs community before, during and after the Global Learning Forum.

It's home to engaging conversation threads, archived notes from Forum sessions, and future collaborative projects within the NGO community.

[www.Community.LINGOs.org](http://www.Community.LINGOs.org)

## Networking Highlights

### Who's here?

Check out [Community.LINGOs.org](http://Community.LINGOs.org) for an up-to-date list of organizations in attendance!

### How can we meet?

**Over meals:** Light breakfasts and lunch groups are included as part of the Forum schedule.

**At networking breaks:** Mid-morning networking breaks, sponsored by iMerit, are built into both Forum days. There will be breaks each afternoon as well.

**At Wednesday's Welcome Reception and Awards Ceremony:** You are cordially invited to a reception on Wednesday evening, sponsored by Microsoft Corporation.

**Reception:** Wednesday, 5:15 - 6:30 PM  
Exhibit area of Heifer Village

## Live Action

The Global Learning Forum is on Twitter! Help us curate this year's conversation by tagging your posts #LINGOsForum, or tweeting to us at @LINGOsOrg

**@LINGOsOrg // #LINGOsForum**

# The Global Learning Awards

## Member of the Year Award

The Member of the Year Award recognizes a LINGOs member organization that has demonstrated commitment to LINGOs' mission: providing affordable, high-quality learning solutions to those working to improve lives in developing and vulnerable communities.

## Partner of the Year Award

The Partner of the Year Award recognizes a LINGOs partner organization that has made a significant contribution to the LINGOs community in terms of collaboration, localization, acceleration or delivering best practice solutions affordably.

## Eric Berg LEAP Award

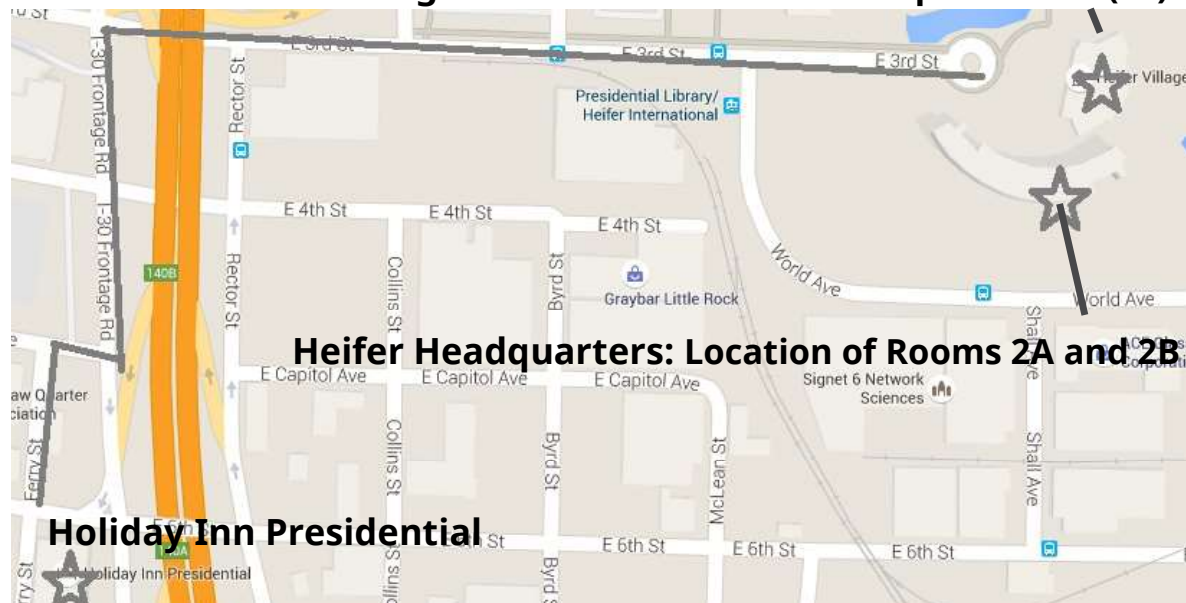
Named for LINGOs' Co-Founder and CEO Emeritus, the Eric Berg LEAP Award recognizes an innovative and risk-taking leader in the learning, development, and capacity building sector who has demonstrated a commitment to "leaping while trusting that the net will appear."

## Rising Star Award

The Rising Star Award recognizes a new member of the LINGOs community (member, partner or volunteer) who shares ideas, innovations and/or best practices in support of the LINGOs vision and mission.

## Getting Around

### Heifer Village: Location of the Global Impact Room (GI)



# Our Sponsors

## Microsoft Corporation

[www.microsoft.com](http://www.microsoft.com)

Founded in 1975, Microsoft is the worldwide leader in software, services, devices and solutions that help people and businesses realize their full potential.

### **Our Mission**

Empower every person and every organization on the planet to achieve more

### **Our Strategy**

Build best-in-class platforms and productivity services for a mobile-first, cloud-first world

### **Our Ambitions**

Reinvent productivity & business processes, build the intelligent cloud platform, create more personal computing

## iMerit

[www.imerit.net](http://www.imerit.net)

iMerit is the world's first Human-Assisted Computing company created to effect positive social and economic change. iMerit upskills and provides jobs to women, youth, and refugees, while providing digital services to global companies and NGOs. To date, iMerit has created over 600 jobs in the tech sector and up-skilled youth and women to fill these jobs.

iMerit is led by CEO Radha Basu, who led the IPO of Support.com and who was General Manager of Hewlett Packard's \$1.5 billion channel business. iMerit is a privately-held international company headquartered in Palo Alto, CA with operations in Kolkata, India.

## Our Host

### Heifer International

[www.heifer.org](http://www.heifer.org)

Heifer International's mission is to work with communities and families to end hunger and poverty and care for the earth. They use the gift of a source of food rather than short term relief and expect the offspring of the gift to be passed on to others in the community along with the knowledge, resources and skills to create an expanding network of hope, dignity and self-reliance.

# Wednesday, October 14

7:15 AM: **Morning shuttle service begins between Hotel and Heifer**

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8:15 - 9:00 AM: **Breakfast and Networking** (Global Village)

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9:00 - 9:15 AM: **Welcome** (GI)

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9:15 - 10:00 AM: **Keynote** (GI)

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From Learning to Mission Effectiveness: PMD Pro Forward

10:00 - 10:30 AM: **Networking Break** (Global Village - Exhibit Area)

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10:30 - 11:30 AM: **Concurrent Sessions**

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The Gift That Keeps Giving: Eleven Ways to Extend the Reach of Capacity Building Projects for Sector Wide Performance

Improvement (GI)

Change Management for Mission Effectiveness: PMD Pro and Heifer (2B)

Hurts So Good: A Case Study of an Organization's First Try with the xAPI (2A)

11:45 AM - 12:15 PM: **Round Tables**

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Training of Trainers at Field Level (GI)

Capacity Building that Blends Impact with Revenue Generation (2B)

Marketing Your Learning Platform (2A)

12:15 - 1:15 PM: **Lunch** (Global Village) - optional tours & lunch discussion

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1:15 - 1:30 PM: **Presentation of Eric Berg LEAP Award** (GI)

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1:30 - 2:30 PM: **Keynote** (GI)

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Social Media: Building a Learning Community

2:45 - 3:45 PM: **Concurrent Sessions**

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5 Years of Human Rights Based Approach (HRBA) Capacity Development in ActionAid Federation - Lessons From the Framework and Blended Learning Methods (2B)

3 Keys to Empowering Learning Leader Success (And the Tools to Go With It!) (GI)

Creating a Pilot Mentoring Program (2A)

3:45 - 4:15 PM: **Networking Break** (Global Village - Exhibit Area)

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4:15 - 5:00 PM: **Keynote** (GI)

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Beyond 2015: Collaborating to Build the Talent and Workforce the Sector Will Need

5:15 - 6:30 PM: **Welcome & Awards Reception** (Global Village - Exhibit Area)

6:30 PM: **Evening shuttle service begins between Heifer and Hotel**



# Thursday, October 15

**Morning shuttle service begins between Hotel and Heifer:** 6:15 AM

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**Breakfast and Networking** (Global Village): 7:30 AM

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**Welcome Back!** (GI) 8:00 AM

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**Panel** (GI): 8:15 - 9:30 AM

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MOOCsforDev: Beyond the Hype to Best Practices

**Networking Break** (Global Village - Exhibit Area): 9:30 - 10:00 AM

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**Round Tables:** 10:00 - 10:30 AM

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Online Classrooms: Can They Really Offer the Same Depth as Face to Face? (2A)

Today's Workplace Learning Scene: Holistic Approaches to Professional Development (2B)

Practical Tips and Tools for Effective Curation (GI)

**Concurrent Sessions:** 10:45 - 11:45 AM

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Mobile Learning for a Global Audience on the Go (2A)

Designing for Transformative Scale: Global Lessons in What Works (GI)

Local Capacity Building in the Context of Humanitarian Crisis in Syria: Lessons, Tools, and Partnership Models (2B)

**Lunch** (Global Village) - optional tours): 11:45 AM - 12:45 PM

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**LINGOs 2016 Co-Creation Agenda** (GI): 12:45 - 2:00 PM

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**Networking Break** (Global Village - Exhibit Area): 2:00 - 2:30 PM

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**Keynote** (GI): 2:30 - 3:15 PM

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Mobilizing People for Innovative Action

**Wrap Up** (GI): 3:15 - 3:30 PM

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**Afternoon shuttle service begins between Heifer and Hotel:** 3:30 PM

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## *Optional: Tuesday, October 13*

**Pre-Conference Workshops (pre-reg. required):** 9:00 AM - 5:00 PM

A Blueprint for an Online Learning Strategy (2A)

7 Steps for Creating a Management Development Strategy in Your Organization (2B)

## *Optional: Friday, October 16*

**Heifer Ranch Tour (pre-reg. required):** 8:30 AM - approx. 1:30 PM

# Wednesday, October 14

9:15 - 10:00 AM: **Keynote**

**session descriptions**

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## **From Learning to Mission Effectiveness: PMD Pro Forward**

Hilary Haddigan, *Heifer International* / Global Impact Room

In this opening keynote, Hilary Haddigan will share insights into how Heifer International has aligned strategy, processes, and metrics to its organizational mission and transformed itself to be even more effective, more responsive to local contexts and more adaptive to the “meaningful outside.” In Hilary’s keynote, you’ll gain an understanding of some of Heifer’s strategies for achieving Mission Effectiveness, and motivation to continue learning and innovating throughout the Forum – with impact for your own organization.

10:30 - 11:30 AM: **Concurrent Sessions**

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## **CB: The Gift That Keeps Giving: Eleven Ways to Extend the Reach of Capacity Building Projects for Sector Wide Performance**

### **Improvement**

Jeroen Breman & Lisa Giacumo, *Oxfam GB* / Global Impact Room

In this interactive session the presenters will share a case study and lessons from the PARCEL Project; a 2 year consortium project developing materials for international NGOs to use for building the capacity of local partner organisations in humanitarian logistics. The project with co-financing from ECHO and a consortium of ten International NGOs resulted in a series of free products available to the sector, including: a set of logistics standards for INGOs and their partners to work towards, an assessment tool to jointly measure adherence to these standards, a complete set of pick-up-and-go training packages—blended learning materials—to address potential capacity gaps, including a Training of Trainers package, and finally a toolkit for partner organisations to use for their logistics systems and processes. These packages were pilot tested and implemented with partners working in Asia, Africa, the Middle East, and the Caribbean. Post project, materials have been downloaded hundreds of times, and consortium members are frequently contacted by new organisations who are starting to use the products. The long-term implications of this project can result in hundreds of thousands of dollars saved through the elimination of duplication of training materials, design, and development efforts for new organisations!

**quick guide**

CB: Field Learning and Capacity Building Track

ILD: Innovation and Leadership Development Track

LT: Learning Technologies Track



### **ILD: Change Management for Mission Effectiveness: PMD Pro and Heifer**

Tamidra Marable, *Heifer International* / Room 2B

In this session we tell the Heifer story of how PMD Pro was used to facilitate organizational change. The session will deal with the following topics: change management, talent management, and learning and development and how the PMD Pro methodology and tools offered a common language and starting point for the organization. The presentation will explore the impact not only on field teams but on the common viewpoint that has connected HQ to the field and vice versa. We will discuss lessons learned and future plans.

### **LT: Hurts So Good: A Case Study of an Organization's First Try with the xAPI**

Leslie Blanton, *CRS* & Gretchen Regehr, *Conservation International* / Room 2A

The Experience API (xAPI) makes it possible to record learning and performance data from anywhere. We found that the key ingredients needed to be a Learning Record Store (LRS) were software developers and a cheerful naiveté. Many people and companies are interested in the potential of the xAPI, but because it hasn't been widely adopted, it remains a bit of a mystery to most learning and performance support professionals.

In this session, you will learn from a non-profit's experience piloting their first xAPI project. You will explore the challenges and excitement of being an early adopter, and what was involved in getting the pilot up and running. You will examine the initial results from the pilot. You will leave this session understanding the design, production, and release of an initiative to track training data, confidence, readiness, and performance of our emergency response staff in a face-to-face training, self-paced online scenario, and actual emergency deployments.

**Round Tables: 11:45 AM - 12:15 PM**

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### **ILD: Training of Trainers at Field Level**

John Cropper & Juan Manuel Palacios, *LINGOs* / Global Impact Room

This round table will offer an overview of what we believe are the key success criteria of the ToT course that we run. We will discuss successful ToTs and unsuccessful ones from the collective experience producing a list of key critical successes for running a great ToT.

### **CB: Capacity Building that Blends Impact with Revenue Generation**

Gretchen Villegas, *NCBA* & DD Ganguly, *iMerit* / Room 2B

Program development solicitations are increasingly requesting more concrete interventions of exit strategies. The exit strategies are essential to ensure that from the outset the program will build in the economics that will guarantee sustainability once donor support is no longer available. In order to respond to this growing demand, the type of capacity building an organization is currently using may need to be slightly modified. This session gives some examples of how an organization will be able to reach large percentages of vulnerable populations with new and innovative knowledge ensuring that the intervention will be sustained once the support is withdrawn. This is accomplished through building capacity in stakeholders through entrepreneurship and business principles and linking those trained to the larger target population.

### **LT: Marketing Your Learning Platform**

Kyle Pennisi, *Ipas* / Room 2A

In this round table participants will share best practices, lessons learned, and yes-what not to do, when trying to build their learning platform audience. Participants will consider questions such as, "How do you market your learning platform?"; "How can you reach more people than what is 'required' by your organization?"; "What messages work best to attract additional users?", and "Once you attract these users, what is the 'hook' for getting them to take the first step and create an account?" Participants will consider marketing their learning platform to both an internal and an external audience.

1:30 - 2:30 PM: **Keynote**

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### **Social Media: Building a Learning Community**

David Kelly, *The eLearning Guild* / Global Impact Room

In this keynote session David Kelly will explore the power of community as it relates to learning. He will guide you in a review of your own personal learning network, and help you discover strategies for connecting with people all around the globe that can help you solve problems and grow as a professional. David will discuss the opportunities that communities of learning serve in an organizational context, and examine the strategies that organizations are using today to leverage social capital. You will leave this session enlightened and inspired to connect with others in your community that can help you improve your skills and expand the reach of your efforts.

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**CB: 5 Years of Human Rights Based Approach (HRBA) Capacity Development in ActionAid Federation - Lessons From the Framework and Blended Learning Methods**

Ennie Chipembere, *ActionAid* / Room 2B

This session will offer a replicable holistic framework for HRBA capacity building support that includes blended learning methods. Attendees will gain insights from our experience of using an organisational development approach to capacity building and institutionalising a programmatic area (HRBA) and enablers that existed/exist for this to happen. This will include a focus on human resource, organisational structures, culture and symbols, leadership and governance commitment, resource allocation, processes, rewards and systems put in place to support this organisational change.

**ILD: 3 Keys to Empowering Learning Leader Success (And the Tools to Go With It!)**

John Delano, *Saltbox* / Global Impact Room

As a result of a rapidly changing learning ecosystem driven by technology innovations, increased learner expectations, and leadership demands, learning organizations are challenged to deliver increased value based on a very specific set of needs within an organization ranging from just-in-case compliance training to on-demand performance support at the moment of need.

Creating a high performing learning organization to maximize L&D value requires executing the correct “business model” and having the proper framework to have tough consultative conversations (i.e. trade offs, budget) with executives.

This interactive session uses the Learning Model Canvas as a framework to explore the 3 Keys to Empowering Learning Leaders today: Know Your Business, Sell Your Business, Measure Your Business.

Learning leaders will be able to use the Learning Model Canvas to take a consultant’s approach to develop a focused learning strategy, identify current gaps with necessary resources, and take next steps to execute a high performance learning model.

Material can be downloaded at [learningmodelcanvas.com](http://learningmodelcanvas.com) for use in session.

# 14

## **LT: Creating a Pilot Mentoring Program**

Samantha Davis, *Save the Children UK* & John Cropper, *LINGOs / Room 2A*

Sharing a collaboration mentoring pilot between a number of NGOs that aims:

To develop technical skills in humanitarian organisations

To create developmental dialogues between key humanitarian organisations

To share learning and experience between key humanitarian organisations

4:15 - 5:00 PM: **Keynote**

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## **Beyond 2015: Collaborating to Build the Talent and Workforce the Sector Will Need**

Chris Proulx, *LINGOs / Global Impact Room*

Collaboration is a word that sounds great—who doesn't want to collaborate? LINGOs was founded on the idea that by leveraging the expertise and resources of many NGO L&D departments, each could deploy learning technology faster, more affordably, and with less mistakes than if they did it alone. Much of those same needs remain relevant today. Meanwhile, the challenges to our sector and to each of the actors within the development space have increased with respect to finding, retaining, and developing the talent for the next decade. Chris will present a snapshot of how we are doing individually and together at building the L&D departments we need, will outline a model for how we can adapt our collaboration model, and motivate each of us to contribute in their own way to ensuring that we are stronger and more effective together than we are alone.

**access this program online**

**[glfprogram.lingos.org](http://glfprogram.lingos.org)**

# Thursday, October 15

## session descriptions

Panel: 8:15 - 9:30 AM

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### **MOOCsforDev: Beyond the Hype to Best Practice**

Chris Proulx, *LINGOs*, Chris Pirie, *Microsoft Corporation*, Sheila Jagannathan, *The World Bank Institute*, Nick Martin, *TechChange*, Jennifer Hu, *Philanthropy University / Global Impact Room*

By now, most of us have heard of MOOCs, taken (or at least started) one or more, and maybe even deployed one or more to our learners. So, it's time for a deeper dive into whether the hype is justified and whether the value of open, peer-learning environments are appropriate for our sector and the diverse contexts of our learners. Our panelists will explore the emerging body of best practice to manage large discussions, how to best stimulate social and peer interaction, how to balance peer review, automated grading, and project-based work, and whether this type of course is better for some content areas vs. others. We will also look closely at the differences between open MOOCs and closed courses for a specific organizations, sometimes called SPOCs. By the end, we will have outlined the key take aways for anyone thinking of using open, social, and/or massive courses as part of their learning strategy in our sector.

**Round Tables:** 10:00 - 10:30 AM

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### **LT: Online Classrooms: Can They Really Offer the Same Depth as Face to Face?**

Ross Coxon & Gus Curran, *LINGOs / Room 2A*

An overview of the kind of subjects and courses LINGOs delivers online and the feedback we have received. This roundtable will offer an in depth discussion on what others have done and their success and failures. To ultimately use our collective experience to develop a list of ideas and factors that will help anyone designing, delivering or reviewing online classroom improve their impact.

### **ILD: Today's Workplace Learning Scene: Holistic Approaches to Professional Development**

Paige Winn, *FHI 360 / Room 2B*

Many experts suggest that 10% of a person's professional development is based on formal instruction. So how can the modern workplace enable the other 90%, and what does this mean for the traditional facilitator role? During this round table, we'll discuss low-cost, high-impact approaches to foster learning outside of formal training. We'll also talk about ways L+D can influence culture change to support informal learning.

**CB: Practical Tips and Tools for Effective Curation**

David Kelly, *The eLearning Guild* & Don McPhee, *Plan International* /  
Global Impact Room

As Forum participants, you will have gained greater understanding of Curation through the keynote presentation of David Kelly. In this 30 minute roundtable session you will have the opportunity to gain some practical tips and useful tools for effective curation from David and from other participants.

**10:45 - 11:45 AM: Concurrent Sessions****LT: Mobile Learning for a Global Audience on the Go**

Nick Martin, *TechChange* / Room 2A

The mobile phone is rapidly bringing communication to the most remote areas of the world. NGOs, governments and companies alike are beginning to realize the potential of this ubiquitous tool to address a variety of global educational challenges. This 60-minute interactive session will explore successful examples of mobile devices used to facilitate teaching and learning: from homework guides, to literacy programs, to teacher resource tools, and more. It will also critically engage with issues of equity, privacy and access. Participants can expect a dynamic learning environment with a number of real-world case studies and hands-on activities.

**ILD: Designing for Transformative Scale: Global Lessons in What Works**

Jacquelyn Hadley, *BridgeSpan* / Global Impact Room

Too many organizations—even the successful ones—are only scratching the surface of the problems they are trying to solve. The very magnitude of the social problems we are facing requires innovative solutions suitable for massive deployment. If we are to move the needle on key issues in the next decade, one of the most important questions we must answer is how we can reach transformative scale. This session will introduce nine strategies that hold real promise for addressing a number of social problems at massive scale. Four show ways for organizations to reach more people without commensurate growth in size, while the remaining five aim at “field building”, which marshals the efforts of a diverse set of like-minded organizations and people working towards a shared goal.



## **CB: Local Capacity Building in the Context of the Humanitarian Crisis in Syria: Lessons, Tools, and Partnership Models**

Mike Culligan, *LINGOs* & Amanda Fleetwood, *Genome Consulting* / Room 2B

During this session you will be presented with a case study of capacity building in a crisis zone using sector-developed credential (PMD Pro), and online, classroom and blended learning adapted to an ever-changing situation. There will be an exploration of the development of partnerships between international eNGOs, local NGOs, global multi-national firms, and local service providers to support affordable, accessible, and appropriate capacity building. Discussions will look at sustainable business models for ongoing local capacity in a broader context, identifying opportunities for application of the model to situations in other regions.

**Co-Creation Session: 12:45 - 2:00 PM**

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### **LINGOs 2016 Co-Creation Agenda**

Chris Proulx & Ross Coxon, *LINGOs* / Global Impact Room

What can we achieve together that we cannot achieve alone? This session is about identifying key topics and priorities that we're all engaging with separately, and helping us all to succeed by tackling our goals as a community. Prioritizing these common goals in the session will allow us to make the best use of the incredible talent within the LINGOs Collaborative, as well as deliver the solutions your organization and the sector need.

**Keynote: 2:30 - 3:15 PM**

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### **Mobilizing Organizations for Innovation, Collaboration, and Impact**

Sam Bacharach, *Cornell* / Global Impact Room

Good ideas are never enough. You will leave the Global Learning Forum with your head full of ideas and projects that you can put into place when you get back to your office. You can imagine your organization catapulting to the next level in terms of its learning effectiveness. Yet, as Einstein once said, "Vision without execution is hallucination." In the closing keynote, Sam Bacharach is going to supercharge your efforts to execute on the good ideas you will have leaving Little Rock. With an emphasis on the "micro" skills of mobilizing others around your ideas, and tactics for sustaining momentum over time to conquer political resistance and organizational inertia, Sam will talk about how you can take your leadership to the level, and why most people don't do it. He will give you the tools you need to engage your leadership team in deploying a new learning strategy and motivate all of us to work more closely together to achieve greater impact.



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Our Host



Our Session Leaders, and You