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*E-Learning without Falling into the E-
Lemming's Abyss:*

***Practical Do's and Don'ts for Spearheading
Effective E-Learning in Your Organization***

Do

1. Assess your organization's readiness for e-learning.
2. Make sure your organization provides technical assistance.
3. Give your employees time to participate in e-learning.
4. Prepare a business plan and then compare expected to actual costs and benefits.
5. Motivate your employees to participate in e-learning with incentives.
6. Become friends with people who have the budgets.
7. Find a sponsor with signatory power.
8. Think about implementing e-learning in a phased approach.
9. Believe the greatest challenges facing you will be organizational in nature, not technical or instructional.
10. Talk to other organizations – other companies have been in your shoes, so learn from their experience.
11. Look at an LMS or LCMS to organize and manage your e-learning solution.
12. Align any e-learning effort with business needs and objectives.
13. Communicate in terms that management understands and uses.
14. Match performance requirements to instructional and motivational designs.
15. Shop around for an e-learning solution that will fit your company's needs.
16. Employ HPT—training alone rarely solves performance gaps.
17. Employ a RAD-based development methodology (rapid prototyping, usability testing, collaborative analysis and design, SWAT teams, and timeboxing).
18. Consider ADA issues for challenged learners.
19. Build success iteratively—refine your time and budget estimates as your project moves forward.
20. Build curricula that employ cost- and time-efficient mixes of media – consider a hybrid approach.
21. Try to incorporate as many simulations, examples and interactions as possible.

DON'T

1. Forget about needs assessment – e-learning is not appropriate for every situation.
2. Leave any key stakeholders out of the requirements phase.
3. Assume e-learning is a cure-all for your organization's training woes.
4. Trust everyone who says they can help you.
5. Believe that a panacea solution will meet your needs.
6. Forget that situated learning establishes a real-world context.
7. Expect that you can provide e-learning in isolation.
8. Use shovelware.
9. Make e-learning impersonal.
10. Make firm promises based on guesswork.
11. Expect that PowerPoint slides appearing on the web constitute e-learning.
12. Think that lecturing translates to job performance—or return on the e-learning investment.
13. Make technology the first priority -- instructional strategies should take precedence over tools and bandwidth.
14. Forget about copyright infringement - just because it's online doesn't mean it's free.
15. Avoid working with end users throughout the project.
16. Sacrifice a usability test for a pilot test.
17. Expect everyone to accept e-learning right away -- some change management will be necessary.
18. Leave your users without help - technical support is a key element of e-learning.
19. Expect your first project to come in on time and on budget – unless you cut scope.
20. Expect instructors to be able to deliver e-learning without “re-skilling” them.

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