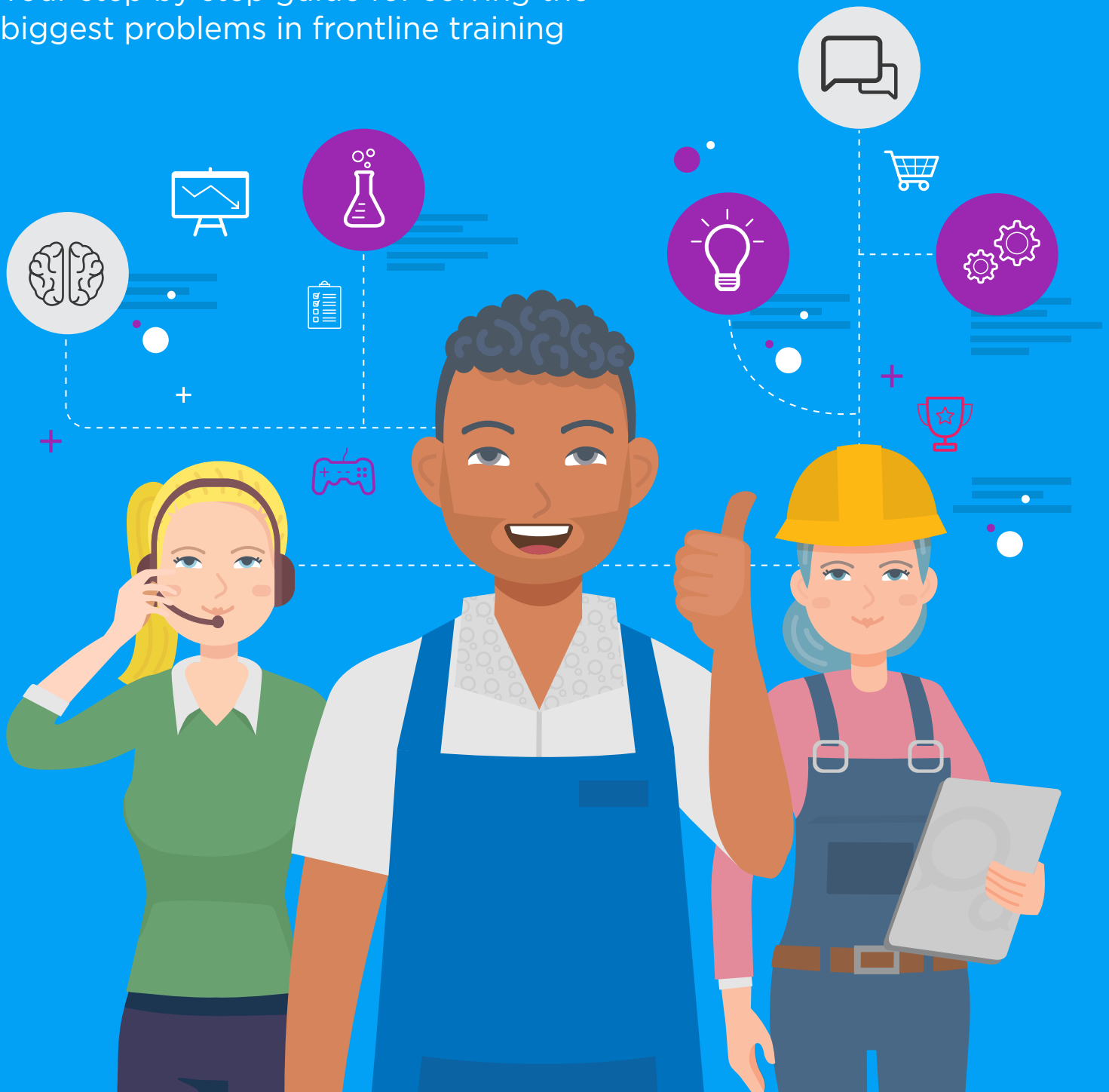


# The ultimate guide to frontline training

Your step by step guide for solving the biggest problems in frontline training



Welcome to *The ultimate guide for frontline training*, your go-to resource for kickstarting a modern learning transformation for your frontline employees.

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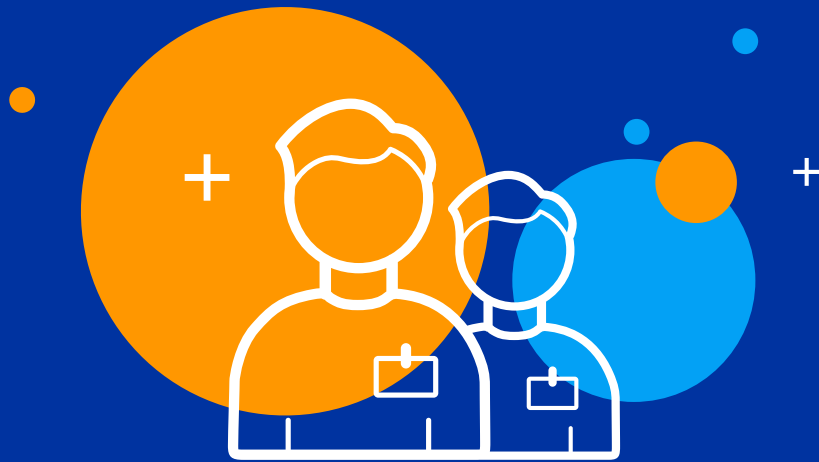
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## Chapter 1

# The essential nature of frontline employees

Frontline employees are important. Actually, “important” isn’t nearly a big enough word. Frontline employees are essential. They make up an estimated 80% of the global workforce. And they’re regularly cited as a driving factor in customer decision making. Case in point:



**1/3**

of shoppers rate salespeople as the winning strategy most likely to impress them when they walk into a store.



**59%**

of customers will leave a company they love after several bad experiences. (17% aren’t so forgiving, and will leave after just one bad experience.)



**33%**

of consumers say that the most important aspect of a good customer service experience is resolving their issue in one interaction—no matter how long it takes.

Frontline employees are essential to the success of your business. They’re the boots-on-the-ground executors of business strategy. Your business will succeed (or fail) based on the decisions they make every day.

In fact, 70% of customer experience transformations fail, not due to poor planning or lack of resources, but instead due to employee resistance. Which means, you can have the most forward-thinking, foolproof business strategy

imaginable, but if your frontline employees aren’t properly enabled to execute on it, customers will look elsewhere.

There’s no denying that frontline performance is a critical part of delivering a high-value customer experience. But this brings us to the big question that probably caused you to start reading this guide in the first place...

# Do your frontline employees receive the development opportunities they deserve?

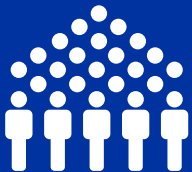
When you ask L&D professionals this question, you'll often hear about budget limitations, logistical challenges or lack of management buy-in.

When you ask frontline employees directly if they're receiving the support they need to do their best work, more often than not, you're met with a resounding NO. It's no wonder more than two-thirds of employees are disengaged!

So, why aren't organizations properly supporting their frontline employees? What kinds of support do today's frontline employees really need? And how can L&D evolve their strategies and tactics to meet these needs now and in the future?



**2/3** of employees are disengaged!



In this guide, we'll answer these questions (and many more) as we dig into the latest research and explore practical insights you can use to drive meaningful results by reimagining the way you enable your frontlines employees.



## Chapter 2

# Meet the modern frontline employee

## Meet Chris.

He works in a frontline role and has different development needs compared to his corporate counterparts. L&D must understand and develop their strategy to fit Chris's workplace experience and expectations.



## Chris is:

### Connected



We live in a hyperconnected world. So Chris expects information to be easy to find when and where he needs it at work.

80% of frontline employees believe it's important to access training on any device. 90% believe being able to connect with information at any time plays a critical role in on-the-job success.

### Busy



Chris spends most of his time working with customers. He doesn't have much extra time to focus on his development. So training has to fit into his day. Otherwise, it won't happen.

91% of frontline employees want training that's easy to complete and understand. 72% want to be able to complete learning experiences in just a few minutes.

### Unique



Chris has a different background and skill set than his peers based on his past work experience. Therefore, he needs personalized support—not the same training as everyone else.

89% of frontline employees want their learning and support experiences to be personalized and relevant to their individual needs.

### Disengaged



Sometimes, Chris struggles with motivation and wonders if this is the right job for him. He's willing to consider other job opportunities when he can find them.

More than 2/3 of global employees are disengaged. However, 79% of frontline employees say more frequent learning and support would improve their feeling of engagement.

### Eager



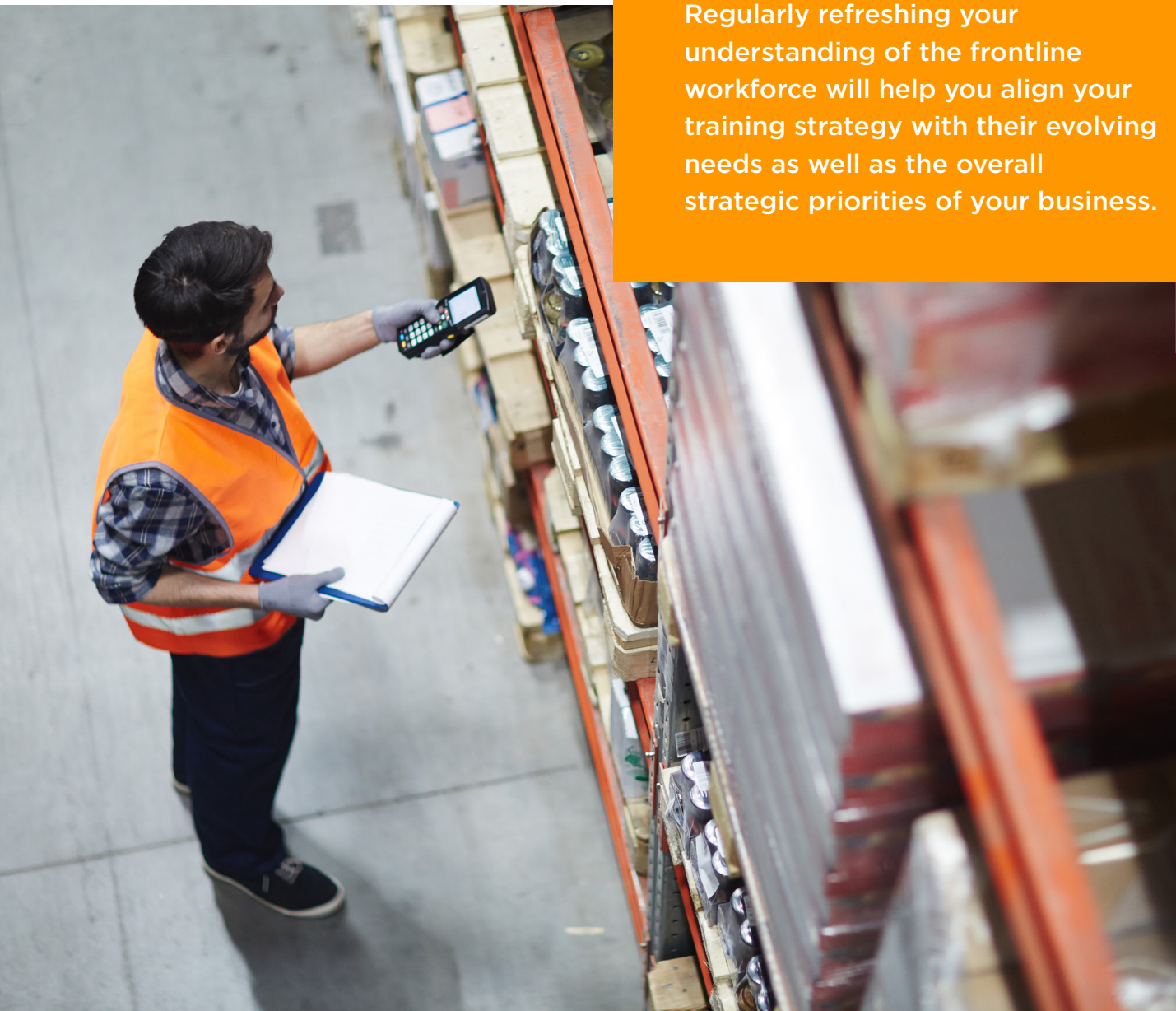
Ultimately, Chris wants to do his best work every day. He's also interested in taking the next step with the company when he's ready.

76% of frontline employees view the opportunity to develop as an attractive characteristic for a current or potential employer.

While the specific tasks they complete are distinct, much of the frontline workforce is being impacted by the same disruptive forces. Roles are being redesigned based on evolving consumer expectations and the introduction of new technologies. As a result, frontline workers are being pushed to develop their human skills—in addition to their procedural and technical know-how—so they can engage in more consultative customer conversations and make decisions on the fly.

As their roles evolve, so do their training needs. The best way to find out what your employees need when it comes to learning and support is to get out of the office and spend time on the frontline with employees like Chris. Ask employees for their input. You may be surprised by what you learn.

Regularly refreshing your understanding of the frontline workforce will help you align your training strategy with their evolving needs as well as the overall strategic priorities of your business.







## Chapter 3

# Common obstacles to frontline training



Chris needs the right training and support to do his best work. But there always seem to be obstacles in his way. Rather than letting his performance suffer because he can't get the training he needs, Chris' organization must adapt their strategy to overcome these roadblocks.

## Time

This is Chris' number one barrier. He's not able to step away from his role for the 30 - 60 minutes it takes to complete traditional training. He just doesn't have the time. And he's not able to change his schedule around so he can squeeze in more training. A modern approach to frontline training must fit into the time he has available on the job. Otherwise, he'll have limited development opportunity.

## Turnover

Chris is always considering new job opportunities. He could stay and make this job his career, or he could move on quickly. Turnover is a constant consideration in the frontline workforce. The need to recruit and onboard new employees can take up a lot of resources, leaving limited bandwidth for Chris' ongoing development. A modern approach to frontline training must be able to balance the needs of both new and experienced employees.

## Logistics

Chris is just one of thousands or hundreds of thousands of frontline employees in his company. These employees are located around the world and speak a variety of languages. These realities make it difficult to reach every frontline employee with traditional training, such as classroom sessions or eLearning. A modern approach must blend new and familiar tactics to overcome logistics hurdles and provide right-fit support.

## Technology

Chris uses plenty of technology in his day-to-day work, including point of sale systems, inventory tools and mobile devices. But he hardly ever sits in front of a computer, and he can rarely get to the back office to use the training computer. A modern approach to frontline training must leverage the technology people already use in their work.

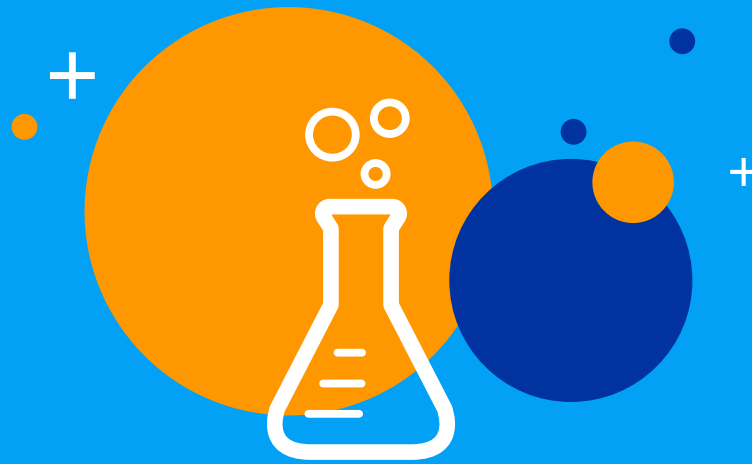
## Personalization

Chris is one of many, many frontline employees in his company. Providing a personalized training experience for every person may seem impossible, especially when training resources are limited. But, with the right technology and the right data, personalization at the scale of the frontline workforce is possible. A modern approach balances the push/pull reality of workplace training in a way that benefits each individual employee.

## Buy-in

Chris knows his work is important to the company's overall success. But senior management doesn't always see the connection between frontline training and business results. A modern approach to frontline training includes key influencers throughout the organization who are responsible for providing the time and resources needed. This includes frontline managers, who have a tremendous influence on their teams.

You must keep these obstacles top of mind as you architect a modern training experience for your frontline. You must also remain agile so you can change with the needs of your organization and avoid becoming complacent. The workplace will continue to evolve. New obstacles will appear. Technology will improve. Stakeholders will change. You must be ready to take action and enable real business results through frontline performance.



## Chapter 4

# Redesign the frontline training experience



Chris's training experience has been very traditional so far. He attended a few classroom sessions. He did a lot of eLearning. But most of what he has learned has come from doing the job and getting help from his peers. How can his company redesign his learning and support experience to help him do his best work every day? And how can this experience help the company drive improved business performance as a result?

## Inputs

Structured, event-based training is still an important part of Chris' learning experience. However, he doesn't have time to regularly complete this type of training. Therefore, his L&D team should use these tactics sparingly, when they are the right way to address a performance challenge. For example, a classroom session may be a good idea to support new employee onboarding but not be the best way to rapidly support a new product launch.



Classroom  
sessions



Online  
courses



Job  
training

## Core

The core of Chris' modern learning experience must fit into his day-to-day workflow. These tactics will help Chris overcome many of the common obstacles to frontline skill development, including time, logistics, technology and personalization. They will also help Chris' company become more agile and proactive when it comes to frontline skill development.

### Motivation



Chris may not want to use his limited free time to engage in more training right away, especially if his past training experiences have been disappointing. Motivational tactics, such as storytelling, competition, gameplay and achievements, can be used to get Chris engaged. Ultimately, the best motivator for continuous learning is value. If the training helps Chris do his job better, he'll keep coming back.

### Messaging



Chris needs help staying up-to-date with changes in the company. This includes everything from new products and promotions to regulatory requirements and safety guidelines. But he's not always scheduled during shift meetings, and the bulletin board in the break room is cluttered with unnecessary info. Digital messaging can keep Chris and his peers updated in a timely way and support his overall learning experience.

### Reinforcement



Chris can't remember all of the information he needs to do his job. He needs help balancing nice-to-know with need-to-know information. Reinforcement training can make sure he has the right knowledge top of mind so he can make important decisions on the job. These practice activities, which may include refresher modules, job tasks or question-based learning, can also be completed in just a few minutes during his shift.

### Coaching



Chris relies on his manager for support every day. Frontline managers are a critical part of the learning experience for every employee. To make sure they are coaching their employees on the right behaviors, managers need consistent access to real-time data and actionable recommendations about their team's performance.

### On-demand resources

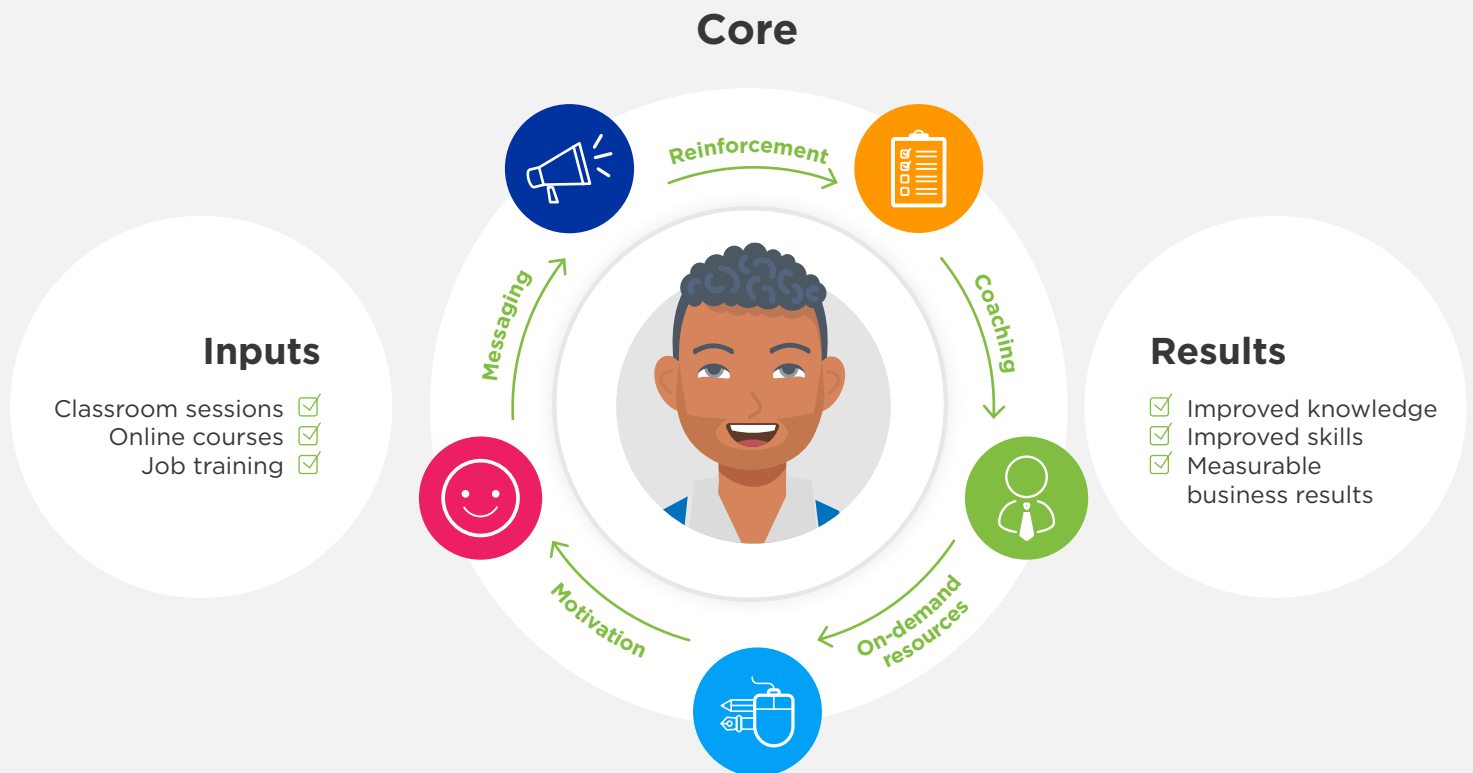


Chris often encounters questions he can't answer on his own. He needs a simple, reliable place where he can access information when and where he needs it in the flow of work. While reinforcement makes sure Chris has the need-to-know information top of mind, a knowledge portal can provide quick access to the nice-to-know details that help him overcome unforeseen challenges.

These elements can be introduced through a combination of improved processes and technology. As you work with your partners and stakeholders to bring your modern learning experience to life, these elements, which are new to many organizations, will likely require the most effort.

## Results

All of the elements of a modern frontline training experience work together to power Chris' ongoing knowledge and skill development. With this type of consistent, personalized support, Chris finally has a real chance to do his best work every day. And, when Chris and his peers are performing at their best, the business can hit its goals and achieve measurable results.



Which components of a modern frontline training experience do you already have in place? Which tactics should you consider introducing? How can you use these tactics to build a core of continuous, personalized training for your frontline workforce?



## Chapter 5

# Build training content for the frontline



**Traditional courses can't solve many of the problems Chris faces on the job. First, Chris doesn't have time to complete this type of training, especially with how quickly he needs to solve his performance challenges. Plus, his problems are very specific. Courses usually feel like a waste of time because they cover too much content and take too long to get to the stuff Chris actually needs.**

To meet Chris' specific needs, L&D must adopt a more targeted approach to designing content. Rather than jump to a course as the default solution, they should start at the end—with the result the business wants to achieve—and work their way back to determine what type of content fits best.

### Start with the end result

Start with a measurable business result. Something vague like "improved sales" is not sufficient. L&D must work with stakeholders to determine the specific result they hope to achieve and how it will be measured within the business.

### Define required behaviours

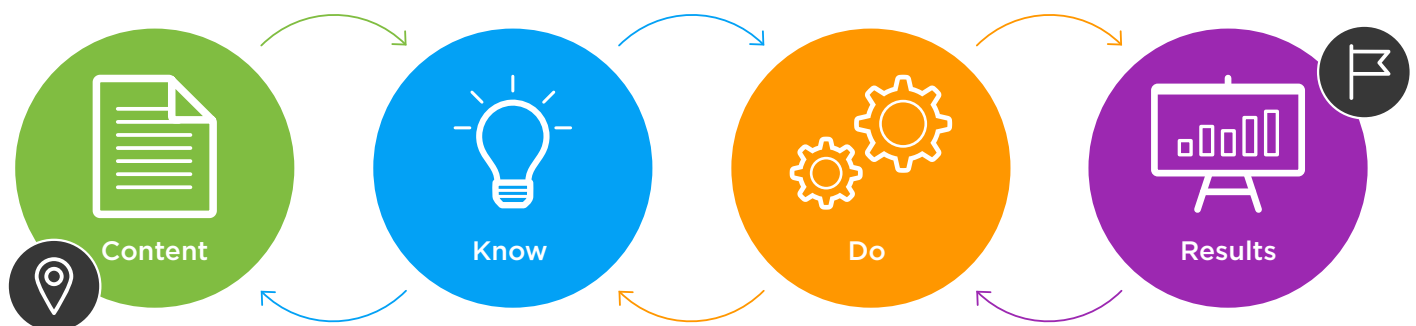
Identify specifically what frontline employees will need to do in order to achieve the desired business result. What specific behaviors must they demonstrate on the job? And how will these behaviors be measured or observed to ensure they are taking place?

### Determine required knowledge

Clarify what employees have to know in order to execute the desired on-the-job behaviors. Challenge stakeholders to be specific and focus only on knowledge points that are absolutely required. Anything designated as nice-to-know can be made available as an on-demand resource.

### Determine right-fit content

Now you can decide on the right content solution to improve employee knowledge, change behavior and drive measurable results. Consider all available tactics, including videos, interactive modules, questions and job aids.



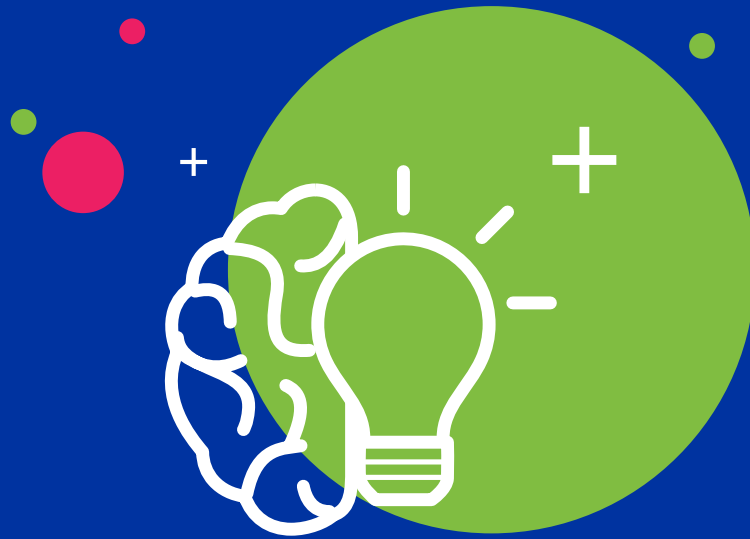
**L&D should not decide on a right-fit solution in a silo. Instead, they must understand the day-to-day reality of their frontline audience. After all, Chris must be able to take full advantage of the solution if L&D wants his performance to improve.**

Here's a checklist of additional considerations to keep in mind when designing a targeted frontline training solution:

- ✓ **Access:** How will employees easily access the solution using technology that's already a part of their flow of work?
- ✓ **Engagement:** What will motivate employees to dedicate time and effort to use this solution?
- ✓ **Value:** Will employees clearly see how this solution can help them do their jobs better?
- ✓ **Confidence:** How can you help improve employee confidence in their new knowledge so they are ready to apply it in the moment of need?
- ✓ **Opportunity:** When will employees have an opportunity to practice applying their new knowledge and skill?
- ✓ **Feedback:** How will employees receive feedback on their performance, including timely coaching from managers?

This modern approach to content design will not only help you identify the right solution for a performance challenge, but it will also lay the groundwork for improved learning measurement. But we'll get to that a little later ...





## Chapter 6

# Use modern frontline training to solve familiar problems



A modern approach to frontline training will help Chris develop his knowledge and skills throughout his time with the company starting on day 1.

Let's follow Chris from the beginning and explore how modern learning principles will make sure Chris is always ready to do his best work every day by solving familiar frontline training problems associated with onboarding, reinforcement, compliance, communication and reskilling.

## Onboarding

The majority of employees decide to stay or leave within the first six months. When they leave, it costs as much as 33% of a worker's annual salary to replace them. Organizations with large frontline workforces already face a considerable challenge retaining employees, with some seeing turnover of more than 100% every year. When you do the math, things get expensive—fast.

A quality onboarding experience is essential. However, rather than view onboarding as a distinct program, you should recognize it as the beginning of the overall modern learning experience. Remember, your employees want a learning experience that's simple and focused on what they need to do their jobs.

So let's see how you can use the modern learning experience to improve Chris' onboarding.

# Onboarding: the traditional way

Traditional training starts to fail Chris almost immediately. He's excited to start his new job, but he's also a bit overwhelmed as he tries to figure out how things work. When does he get paid? How do his benefits work? Where does he get his schedule?

Chris then spends several days (or weeks) in nonstop, all-day training. He attends classes. He completes eLearning modules. He gets firehosed with information, most of which doesn't seem all that relevant to the job he was hired to do. Plus, there's no way he can remember this much new stuff for more than a few days—just enough time to pass the assessment. Then, he's out on his own. His safety net is gone, and he falls off the “capability cliff,” just like many more before him.

If he gets lucky, he has a manager and peers who can help him keep his head above water as he starts to learn from on-the-job experience. Or, if he's like the 22% of employees who turnover in the first 45 days on the job, he'll just move on to the next gig.

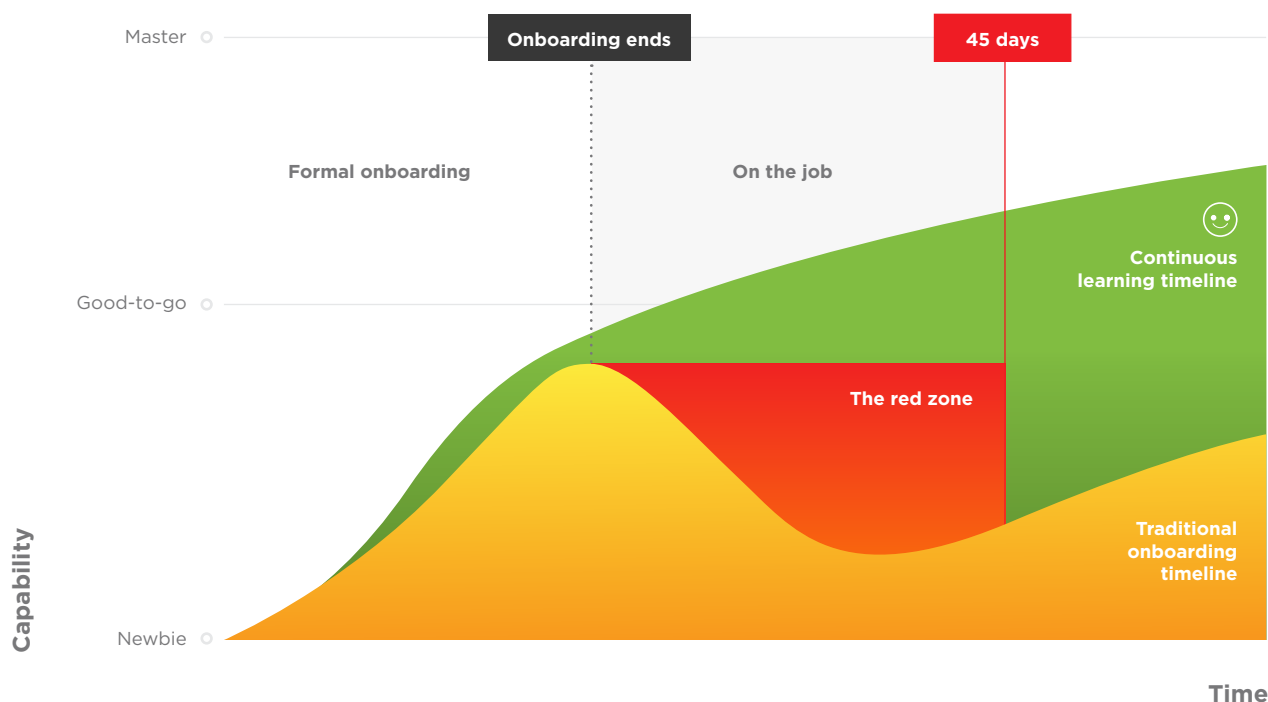


# Onboarding: the modern way

First, apply the modern approach to solution design to limit the amount of information presented to Chris during onboarding. Critical, need-to-know knowledge points remain. But the nice-to-know stuff is provided through on-demand resources. The ability to quickly access this information in the moment of need means Chris actually starts off with a higher level of potential capability, even before formal training begins.

Now, you can deliver a shorter, targeted program that includes digital content and job training tasks. Along the way, Chris' knowledge is continuously measured to establish a baseline that will be used as part of his continuous learning later on. Chris' manager receives real-time reporting on his progress as well as coaching recommendations.

This time, Chris doesn't fall off the capability cliff once formal training is over. Instead, he continues his learning experience beyond onboarding as new topics are introduced, core topics are reinforced and feedback is provided by his manager.





# Reinforcement

Even a well-designed program can fall victim to the workings of the human brain. People are built to forget information they don't need right away. When critical knowledge isn't reinforced, people develop the bad habits that lead to poor decisions.

This can be avoided by embedding practice activities within an ongoing learning experience. Remember: 72% of frontline employees want to be able to complete training in a few minutes during the work day.

Let's explore how you can apply the modern learning experience in Chris' case to make that happen.



# 72%

of frontline employees want to be able to complete training in a few minutes during the work day



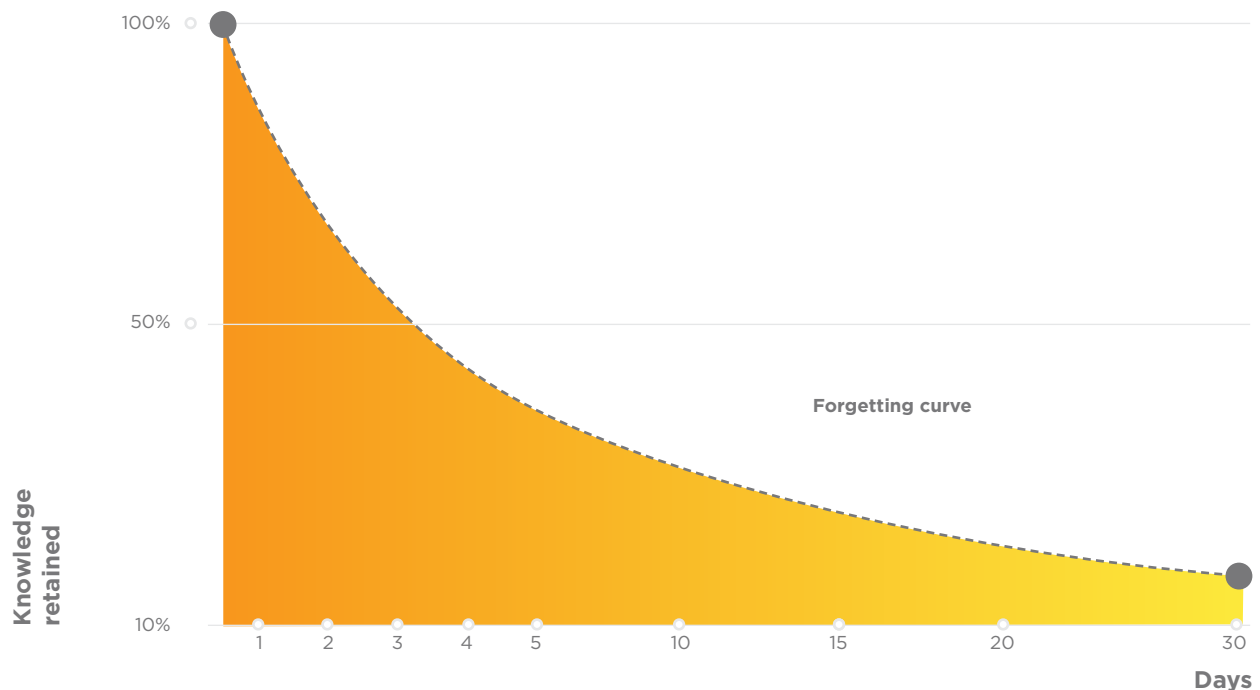
# Reinforcement: the traditional way

Whether it takes place in onboarding or later during Chris' time with the organization, traditional training ignores an undeniable truth: people forget. Unfortunately, Chris is so busy doing his job, that it's very difficult to schedule him for training.

So, when he finally gets into a classroom or in front of a computer, he's hit with a ton of information in an attempt to maximize his time there. But once Chris gets back on the job, he immediately starts to forget what he just learned. If he doesn't apply this information quickly and with regularity, it's almost as if he never completed the training at all.



## Knowledge declines without reinforcement





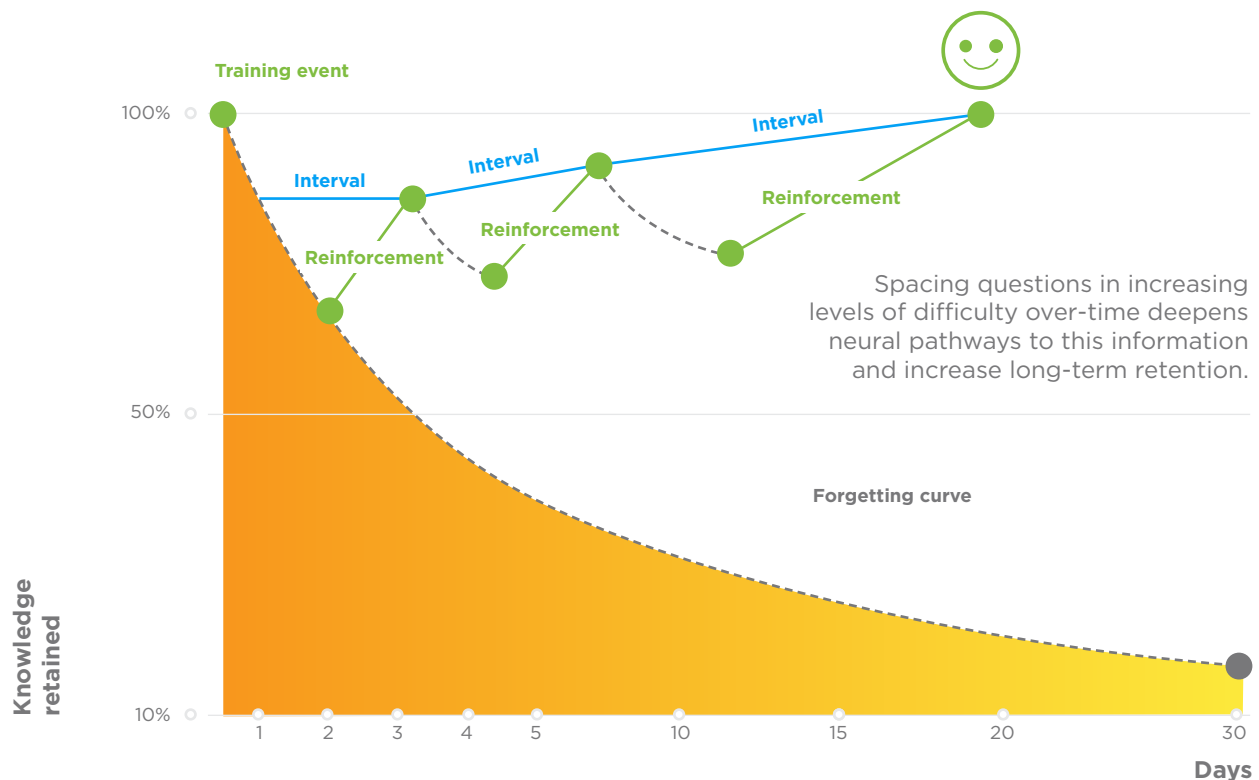
# Reinforcement: the modern way

Look at Chris' typical work day to understand how and where he spends his time, as well as what devices (if any) he works with or near. Let's say you find that Chris is usually available for a few minutes between clocking in for his shift and joining the operation. And it just so happens there's an employee computer right next to the time clock.

If you design quick digital practice activities (like short video modules and challenge questions) focused on high-priority topics for his role, Chris can squeeze these activities in at the start of every shift. You can use the data from these activities and his day-to-day work to personalize the experience so it focuses on the topics Chris needs the most help with. That way, you can make sure Chris gets as much value as possible out of these few minutes of daily training.



## Knowledge increases with reinforcement



# Compliance

**Compliance training is a reality. It's not going away. In fact, it will probably get more and more complicated. Too often, frontline employees have to be pulled away from the job to complete long, boring modules overloaded with irrelevant information they're unlikely to remember.**

Nevertheless, the training still has to get done. Plus, if there's a regulation that impacts how people do their jobs, there must be something worth remembering buried in all of that training, right?

Keep reading to see how you can use the modern learning experience to help Chris complete his training on time and understand how the rules and regulations influence his on-the-job decisions.



## Compliance: the traditional way

Chris is required to complete compliance training. Actually, he has to do A LOT of compliance training. Some of it takes place during onboarding. Some of it is an annual requirement. And even more is added as new policies and regulations are introduced.

Chris needs at least an hour at a time to complete this training, which puts a strain on the operation. His manager often has to chase people down to get them to do their training on time. Once the training is done, Chris never really hears about the content again as part of his everyday work.

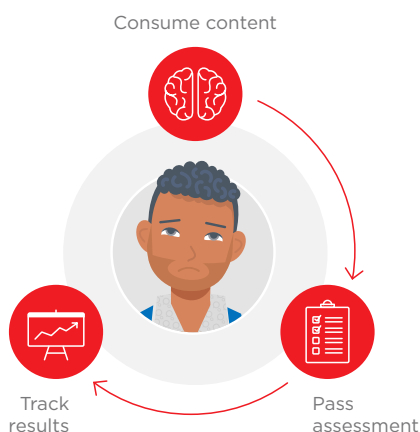
## Compliance: the modern way

**There's no getting around compliance, so you need to make it a part of Chris' onboarding program.**

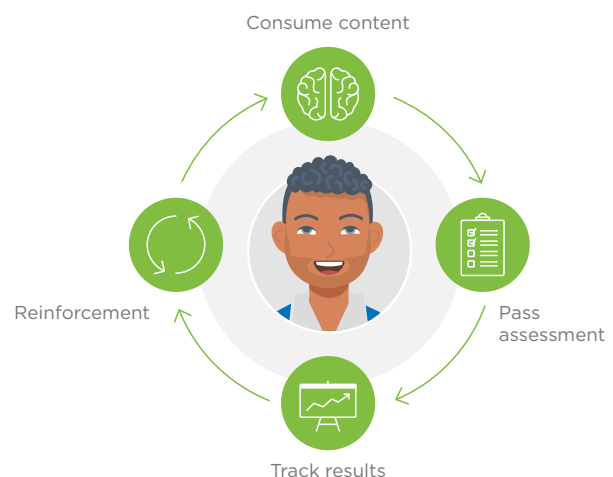
But rather than overwhelm him with an entire year's worth of compliance during onboarding (when he's desperately trying to learn high-priority, job-critical content), focus on getting him compliant enough so he can start his job.

Then, use automation to deliver the remaining compliance topics on a personalized schedule as part of Chris' daily training. These activities can include both required content as well as reinforcement questions to make sure Chris retains the most important information. This strategy also helps Chris complete all of his compliance training on time, thereby reducing risk to your business and eliminating the need for his manager to chase him down as a deadline nears.

### Check-the-box compliance training process



### Ensure compliance with automated, ongoing training



Work compliance into daily training to escape the old, one-and-done approach.

# Communication

Communication is a critical part of the frontline employee experience—just like training. In a world where everyday information is instantly available, traditional workplace communications tactics, such as meetings and bulletin boards, just don't cut it anymore.

Keeping frontline employees like Chris up to speed on the latest and greatest can be extremely difficult, especially if the company can't engage them via email or text.



## The traditional way

There's always new information coming down from management that Chris needs to do his job. Special deals. Process improvements. Industry news. While this information doesn't require in-depth training, it does require Chris' attention. He doesn't have a work email address, so he relies on his manager for updates. But sometimes, he doesn't get this information right away, especially if he isn't scheduled early enough to attend the morning huddle. New information is usually posted on the bulletin board in the breakroom, but, after a while, these important postings all start to blur together.



## The modern way

Collaborate with other departments to shape your frontline communication strategy. Rather than relying on outdated tactics, you can leverage the same digital tools used for daily training as a means of rapid communication. When Chris logs in for his personalized learning session, he can be greeted with a timely message. This could be a video from the CEO about the company's performance or a text-based operations update from his location manager. Whatever the update, Chris will be able to access this information on-demand via the technology in his workflow.



# Reskilling

Reskilling is a growing narrative in today's workplace. It's predicted that 54% of the world's workforce will require significant reskilling over the next few years. And 90% of organizations are in the process of redesigning jobs. This revelation may be new to some employees, but it's already a reality on the frontline.

Retail associates. Contact center agents. Manufacturing workers. Their jobs have changed considerably over the past decade. They need continuous support to keep up with the pace of change in today's business environment. After all, they're the people who bring your company's strategies to life every day.

Here's how the modern learning experience can help you address your employees' ever-changing needs.

54%

of the world's workforce will require significant reskilling over the next few years

90%

of organizations are in the process of redesigning jobs



## Reskilling: the traditional way

Chris' job requirements are always changing. If the company wants to stay competitive, they have to be agile and adjust to changing consumer expectations. And Chris is expected to keep up with these ongoing changes.

He gets some formal training on the big stuff, but he mostly relies on communication updates from his manager.

After almost a year on the job, Chris is also interested in pursuing a manager role. But he's still waiting for the next training program to be announced so he can talk to his manager about the opportunity. In the meantime, he keeps trying to do his best work every day so he's ready when the time comes.

## Reskilling: the modern way

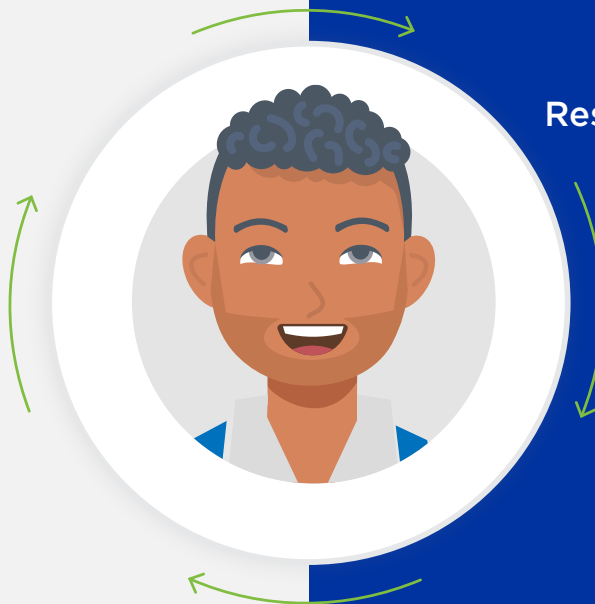
The modern learning experience can help Chris keep up with the pace of change. As new products and processes are introduced, you can proactively adjust the prioritization of topics within Chris' daily training.

You can also provide Chris' manager with data to improve their one-on-one coaching discussions in the flow of work.

As Chris demonstrates his mastery of critical job topics, he can unlock opportunities to direct his own development. For example, he can add new topics and activities on basic management skills to help him prepare for his next role rather than wait for a scheduled program. His manager is also quicker to recognize his expertise and recommend him for the next role opening thanks to data you provide.

### Reskilling for TODAY focuses on business challenges

- ✓ Onboarding
- ✓ Compliance
- ✓ Change enablement
- ✓ Performance support
- ✓ Coaching
- ✓ Messaging



### Reskilling for TOMORROW focuses on ongoing skills development

- Reinforcement ✓
- Self-directed learning ✓
- Management training ✓
- Expertise matching ✓
- Curation ✓



## Chapter 7

# Measuring the impact of frontline training

**How will you know if your reimagined approach to training is working for Chris and his peers on the frontline? Historically, it's been a struggle to measure the impact of training in a meaningful way.**

Metrics like test scores, course completions and surveys just don't provide enough data to determine how training is actually impacting the business. Well, we may not have mentioned measurement in our story yet. But we've already set you up to rapidly improve your measurement strategy! Sneaky, right?

Here are three key steps to measuring the impact of frontline training:

### **Step 1: Adapt data-rich tactics**

Traditional training tactics yield minimal data. You need a greater volume and variety of data to connect your solutions to business impact. After all, people are always learning. So you should always be measuring to determine how you can best support prevailing needs. Designing a frontline learning experience that includes both event-based and continuous training tactics allows you to collect more specific, nuanced data, including changes in employee engagement, knowledge and confidence over time.

### **Step 2: Design data-rich solutions**

It's never a good idea to collect data just to for the sake of it. Instead, start by asking the right questions and identifying the problem you're trying to solve. This concept is at the core of the results-focused, modern approach to solution design that we've explored in this guide. By clarifying the specific knowledge, behavior and business results you want frontline employees to achieve, you also identify the measurable components of your training solutions. When these data-rich solutions are delivered through data-rich tactics, you set the stage for a radically improved measurement strategy.

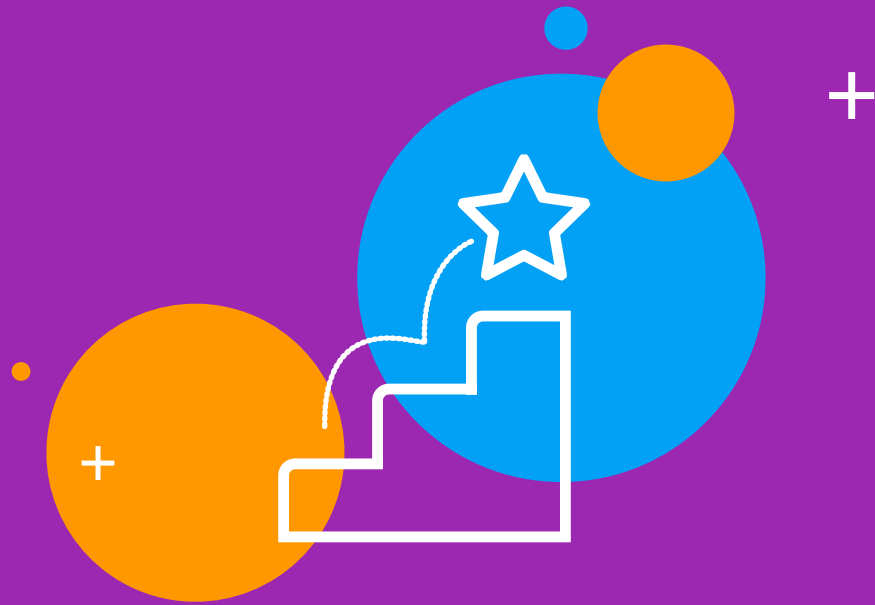
### **Step 3: Partner with experts**

It takes more than just learning data to provide right-fit, results-focused solutions. If you combine your learning data with internal and/or external experts, you can further hone your measurement strategy. For example, if you work with your Business Intelligence team to integrate learning and operational data, you can determine how training is impacting business results. And don't forget, vendor partners can also help you determine how technology can be used to collect, analyze and apply data within your modern frontline learning experience.



Measurement is an important part of a modern frontline training strategy. We could write an entire guide on just **data practices**, but these steps should help you get started so you can build your new frontline learning strategy on a solid data foundation. But remember, moving forward, measurement must remain a high priority. It's the one thing that will enable you to continuously improve your training programs, frontline performance and bottom-line business results.





## Chapter 8

# Steps to evolve your frontline training

This guide contains loads of practical ideas to help you improve your frontline learning strategy for employees like Chris. You may be a bit overwhelmed at this point, and we understand. Plus, you probably have stakeholders knocking on your door with a host of new training requests.

So, what tactics should you apply? What should you prioritize? Where should you start? Here's a checklist of 10 steps you can take to kickstart your frontline training transformation:

✓ **1. Build your own frontline persona**

Get to know your frontline workforce. How do they spend their time at work? What motivates them to develop their knowledge and skills? What resources do they use on the job? Build a frontline persona that you can base your modern learning strategy on.

✓ **2. Clarify your business priorities**

Talk to your stakeholders. Learn more about their expectations for frontline employee performance—now and into the future. What are their key business priorities? What performance challenges do they need to address? What knowledge and skills will frontline employees be expected to possess moving forward?

✓ **3. Assess your current training strategy**

Determine if and how you can apply your existing training tactics to support your new frontline persona and business priorities. Identify gaps in your strategy to guide your modern learning transformation.

✓ **4. Find your partners**

Who can help you evolve your frontline learning strategy? Your list of key partners will likely include Operations, IT, Business Insights, HR, Communications, Compliance and vendors. Don't forget to include your frontline employees as a key partner in your transformation!

✓ **5. Find your data**

Measurement is an essential part of a modern frontline training experience. How can you work with your internal and external partners to find, collect and apply the right data as the foundation of your strategy?

✓ **6. Design your new frontline training experience**

Work with your L&D team and partners to design a modern frontline learning experience through new and evolved training tactics. If you rely heavily on event-based training today, this evolution will likely focus on the continuous side of frontline learning, including reinforcement activities, coaching and on-demand resources.

## ✓ 7. Apply right-fit technology

Technology is essential in frontline training. Without the right technology, it's almost impossible to reach a geographically and culturally diverse workforce with ongoing support. Determine how your existing tools can be applied within your new experience design. Identify gaps in your technology ecosystem and explore new tools that can bring your modern frontline learning experience to life.

## ✓ 8. Engage frontline managers

Frontline managers are the most important people in frontline training. After all, they're part of the everyday learning and working experience for employees. They must be included as a key stakeholder in your frontline learning transformation. Consider demonstrating your evolved learning experience for managers to gain early buy-in. You may also be able to leverage the same tools and tactics to support management training as well.

## ✓ 9. Show value

The best way to gain buy-in and investment in frontline training is to solve a high-priority business problem. Rather than trying to address every potential development need, focus on a short list of important topics out of the gate. Demonstrate the value of modern frontline learning through changes in key performance indicators. Positive feedback from established frontline employees can also be a great tool for influencing decision makers.

## ✓ 10. Iterate and expand

Once you've solved an important performance challenge by applying your modern approach to frontline training, solve another problem. Then another. And another. Continue to assess and improve your tactics along the way, but remain focused on the most pressing challenges your business and employees face.





## Chapter 9

# The future of frontline training

Chris wants to do his best work every day. But he needs your support to develop the right knowledge and skills to help your business achieve its goals. By transforming your frontline learning experience, your organization will be able to evolve more quickly than your competition and deliver a customer experience that truly stands apart.

This is the end of Chris' story, but it's the beginning of yours. Regardless of industry, role or generation, your frontline employees deserve the support they need to perform at their best. Learning should be part of every day, not something that happens once in a while when scheduling permits. And your training must balance each employee's development needs with the priorities and performance of your business.

We hope this guide helps you kickstart a modern learning transformation for your frontline employees. And remember—we're always available to help!



**Are you ready to  
transform your frontline  
with a learning solution  
that actually works?**

**You can, with Axonify.**

The same old approaches to training just don't meet the needs of today's frontline employees. Our frontline learning solution is different. It delivers personalized, bite-sized bursts of learning right in the flow of work, for just a few minutes a day. And because frontline employees love the experience so much, they keep coming back for more. So the learning really sticks and behaviors change to drive the business results you need. It's a modern approach to frontline learning that actually works. And it's only from Axonify.

Visit [www.axonify.com](https://www.axonify.com) to learn more.