

1 **EDCI 531**

2 **Ginger Ciuperca**

3 **Case Study 1: Behaviorism**

4 *Description*

5 Doctrina is a “learning solutions company specializing in creating unique solutions that
6 help improve performance through better learning” ([Jangro Case Study](#)). Doctrina’s primary
7 business is learning management. This includes creating custom learning, mobile learning and
8 blended learning solutions for its clients. Doctrina also provides excellent maintenance and
9 support services for its clients. Doctrina has created two learning management systems
10 UpsideLMS (desktop) and Upside2Go (mobile) ([Doctrina Case Study](#)).

11 Jangro is Doctrina’s client and is one of the biggest suppliers of cleaning supplies. They
12 are touted to have the largest network of janitorial distributors in the US ([Upside Learning](#)
13 [Jangro Case Study](#)). Jango prides itself on excellent service, quality training and technical
14 support. Jango’s supplies wholesale products to strategically located distributors to provide the
15 fastest service ([Jangro Case Study](#)).

16 Jangro needed a unified learning system which had the capabilities for desktop delivery
17 and mobile delivery ([Doctrina Case Study](#)). The lack of a unified system had created a real
18 challenge for Jangro and its delivery services.

19 Jangro has also been confronted with a dilemma on how to keep up with the latest
20 product training for its internal employees and dealer executives ([Doctrina Case Study](#)). Due to
21 the different needs and uses of an LMS for their employees, there was a need to address mobile
22 and internal office environments. The dealer staff at Jangro are mobile and the internal
23 employees are typically in an office environment ([Doctrina Case Study](#)).

24 While the transition to the new LMS and Mobile Platform has been accepted from an
25 announcement standpoint, the dealer staff and internal employees have not yet embraced the new
26 systems. In fact, many dealer staff have resisted the use of the LMS and not leveraged the use of
27 the mobile platform. Since Jango has invested a lot in these systems, Jango administration would
28 like to determine the best course of action to encourage the dealer staff to use the platforms.
29 Jango is also investing in training solutions to improve the overall adoption of UpsideLMS and
30 Upside2Go.

31 *Reflective Questions*

- 32 1. What are some possible behavioral reasons for Jangro users not embracing the LMS and
33 mobile platform technology initiatives?
- 34 2. Can you list some positive reinforcers that would encourage the use of UpsideLMS and
35 Upside2Go?
- 36 3. What behavioral approach could be used to help the Jango dealer staffs who are not
37 comfortable with UpsideLMS and Upside2Go?
- 38 4. How could the administration tactfully and effectively discourage the “old ways” of
39 printing documents (instead of accessing via mobile app) through the use of
40 reinforcement removal?

41 *Potential Solutions*

42 Resistance to change is a common problem in many organizations. Doctrina will provide
43 the integrated solution to deliver and manage training on desktops and/or mobile devices.
44 UpsideLMS can be used to deliver training to internal employees in an office environment on
45 desktops. Upside2Go can be used to deliver training on mobile devices for dealer executives
46 ([Doctrina Case Study](#)). While the introduction of the new LMS elicited excitement from the

47 internal employees, many employees were anxious about the changes. Some employees were
48 even skeptical of the new LMS, while others were overwhelmed and intimidated by the new
49 technology. In this situation, Jango needs to change behavior and teach a new behavior. Jango
50 administrators must approach this problem head-on with effective communication and training
51 programs aimed at changing attitudes and behaviors.

52 Effective communication helps reduce the stress associated with change. In this specific
53 case, the Jango administration should communicate the direct benefits of the integrated system
54 for both internal employees and dealer staff. Once both user groups realize the value and benefit
55 of the new systems, they will be more inclined to make an effort to try to use them. Positive
56 feedback and other positive reinforcers will strengthen the response of adapting to the change
57 (Driscoll, p. 37). In addition to changing existing behavior, they need to provide adequate
58 training to the users that are new to UpsideLMS and/or Upside2Go. An effective training
59 program for users would involve both positive reinforcers and “shaping”. Driscoll defines
60 shaping as “the reinforcement of successive approximations to a goal behavior” (p. 44).

61 A multi-step training program that utilizes shaping and positive feedback would include:

- 62 • Teach the users “how to fish” via targeted hands-on training sessions
- 63 • Require users to submit basic issues into a ticketing system
- 64 • Educate users to go to the customized learning database
- 65 • Assign dedicated support POC’s (point of contact)

66 The Jango administrators should require new users to attend a hands-on training session
67 where they install and use the mobile app. The Jangro app allows the administrators to assign
68 and manage all training (mobile or desktop) via a single unified interface and it provides a
69 positive reinforcer to the users (Jangro Case Study, p. 1-3).

70 Next, educate the users to submit issues via a ticketing system. The administrators would
71 then receive email notification that an issue was logged and work to respond to the issues as
72 quickly as possible. The responsiveness of the administrator is critical to effectively reinforcing
73 this step (Driscoll, p. 37).

74 In addition, the administrations could direct the users to a customized learning database. The
75 customized learning management systems converted the Product User Guides from PDF into
76 graphically rich videos in a MP4 format. The MP4 format makes is the most convenient and
77 compatible for mobile devices” ([Doctrina Case Study](#)).

78 The administration would have regular Q&A sessions, set office hours and a 24-hour
79 turnaround time to respond to the users with fixes or the next steps required. Users would
80 receive the positive reinforcement of more responsive support for individual issues.

81 This shaping approach (training program) should continually reinforce the positive benefits
82 to users. In addition to the previously stated reinforcers, the users should receive praise from
83 their managers which will provide positive reinforcement to users that have been slow to
84 embrace the technology (Driscoll, p. 39). As users observe their peers receiving praise for their
85 use of the technology and better performance due to the new system, this dynamic should serve
86 as a powerful social reinforcer (Driscoll, p. 38).

87 References

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