



TRAINING PROGRAM IN ONLINE FACILITATION

By learning designer Lars Hoffmann, NOCA

Global Online Collaboration

Background

Many organizations are collaborating globally online. They are also beginning to move large parts of their classroom training online. These trends save travel expenses and reduce time away from the daily work. It also create synergies with the potential digital transformation of the organizations.

The online opportunities for scale, data, crowdsourcing etc. are great. The teaching of personal, social and leadership skills high in [Blooms Taxonomy](#) is however difficult online – often disengaging or boring learners.

NOCA has experience with designing and facilitating personal online learning, that makes much of what occurs in classroom training possible in video conference and chat.



Facilitated Online Learning

In Facilitated Online Learning the training is conducted in video conference. Content is seen and read before and after meetings, which are reserved for highly interactive dialogues, feedback and exercises in small groups and pairs.

This process is personally facilitated by a skilled trainer, who designs the program, provides feedback, establishes the code of conduct and trust required for this kind of personal development.

Outside meetings the participants practise applying and integrating the content in their real work. They document, get and give feedback on this practice in a social network with the other learners. Read more about [the thinking](#) behind Facilitated Online Learning.



Purpose of the training program

Being able to design and run

Facilitated Online Learning

Learning Goals

The objective of the program is that the participants become motivated for and learn how to:



Create personal connection, presence, trust and confidentiality online



Prepare and design personal online learning programs and adapt the content to the format



Facilitate learning through dialogue, exercises, practice and action learning online



Apply collaborative software to drive online learning; video conference, chat, video editing etc.

Format

The training is run as Facilitated Online Learning. This means that the learning format taught is the one we use ourselves in the program.

This very collaborative learning style entails that the participants are activated constantly and are expected to contribute to the program and to each other's learning.

This includes giving each other feedback and sharing own ideas and challenges etc. The participants will have a learning buddy and join learning teams.



Program sessions

Every other week begins a new theme:

1. Connecting People Personally Online
2. Personal Feedback Processes Online
3. Presenting and Communicating Optimally Online
4. Online Learning and Collaboration
5. Getting the Best out of Content Experts Online
6. Learning Design for Online Training
7. Evaluation and Assessment Online

The final session brings everything together in a combination of discussion, Q&A's, co-creation and peer assessment. This constitutes the exam and certification of the program.

Program themes

Among the many elements addressed in the program are:

- The architecture and design of Facilitated Online Learning
- Establishing a Code of Conduct for learning and collaboration online
- Connecting people online with trust and confidentiality
- Building teams and personal partnerships for learning
- Converting classroom training to the online format
- Creating content - especially video presentations and interviews
- Splitting content into smaller bits and exercises
- Designing practice assignments for action learning
- Building and reinforcing an online community of sharing
- Spanning boundaries of culture, time zones, hierarchy etc. among learners
- Using online content, inviting and involving external content experts
- Introducing games, exercises and icebreakers on video meetings
- Using evaluation, feedback and peer assessment to insure progress
- Facilitating video meetings, including the use of collaborative whiteboards and break-out rooms

External Guest Experts

During the program the participants will watch content and meet for a personal dialogue with an external content expert. An important part of this is to experience how external content experts can be used for Facilitated Online Learning. This is a tentative list of potential experts.



[Ulrich Bargum](#)

Director PA Engineering
[Danfoss](#), global team lead,
graduate of facilitated
online learning



[Pernille Hippe Brun](#)

Strategic Advisor [Tradeshift](#),
expert in strengths-based
culture, learning and personal
development



[Charlotte Kure Juul](#)

SVP Group HR [DHI](#),
responsible for facilitated
online academy for both
customers and staff



[Vilhelm Lønsted](#)

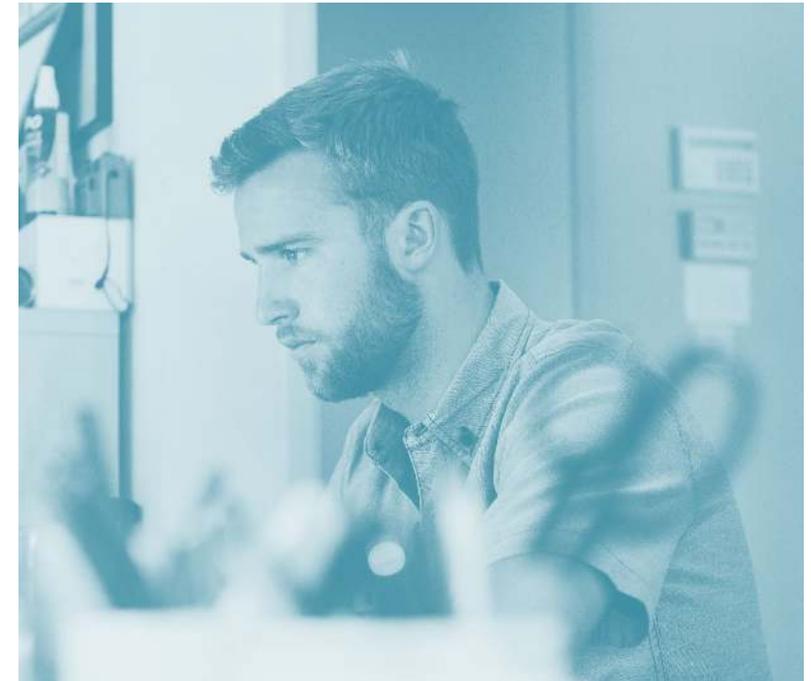
HR-director [Greenpeace](#),
nordic team lead, graduate of
facilitated online learning

Training rhythm

Each round of the program the participants do the following:

- Two hour video meeting facilitated by Lars Hoffmann. This is the only part taking place at a fixed time. Otherwise participants are active when it fits their schedule.
- Half hour reading, watching, discussing and giving feedback on text and video content on a social media platform.
- Half hour video meeting in your learning team facilitated by the members
- Half hour practice assignment with your real colleagues at work. Typically hosting and facilitating short video meetings and sharing the recordings and your reflections with your learning team

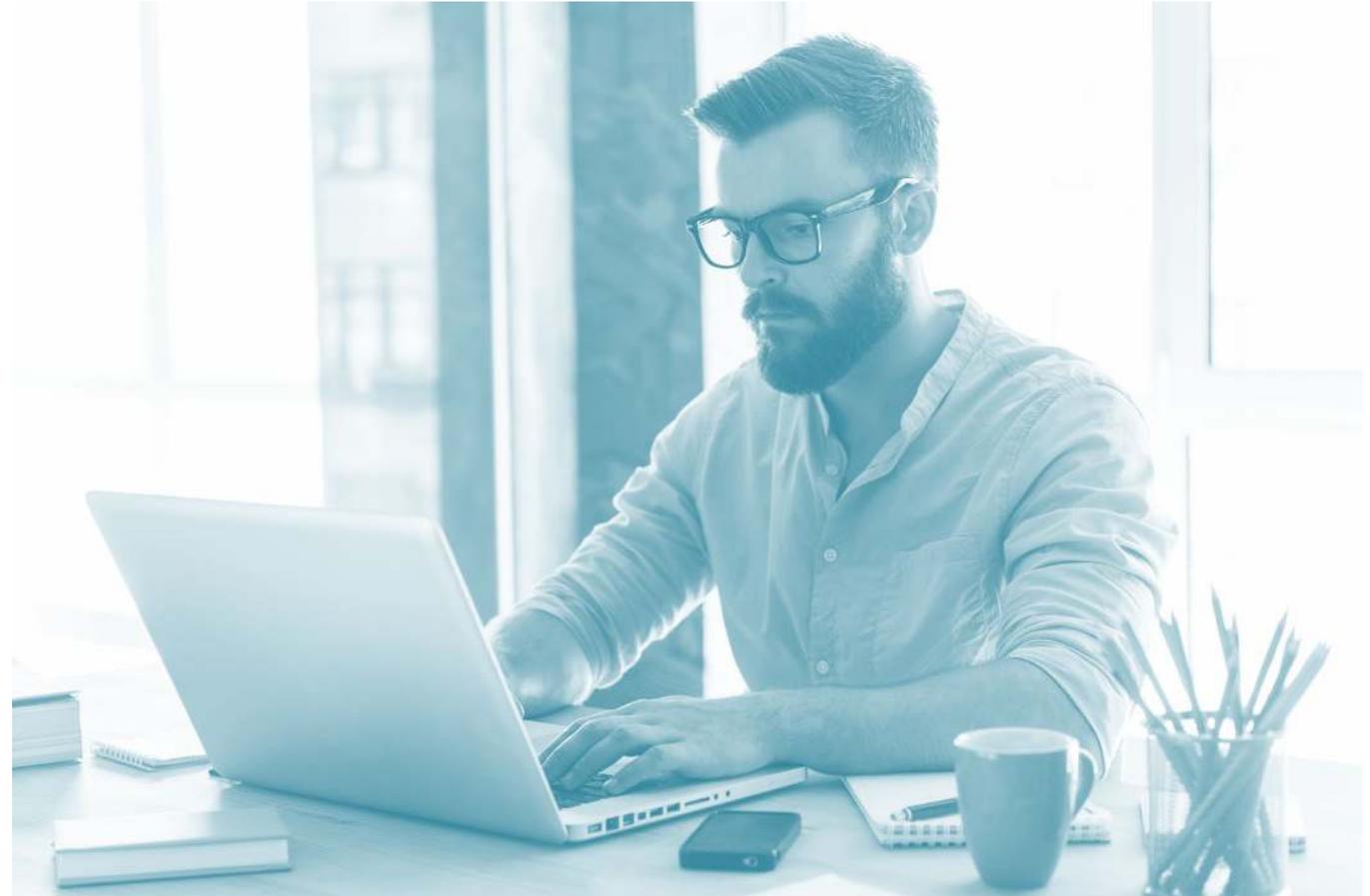
Participants not completing the above curriculum should not expect to graduate from the program.



Qualifying to join

The participants are expected to have experience with the basic aspects of:

- [Instructional design](#) (such as setting learning goals, teaching, leading evaluations, feedback and group dialogues).
- Use of IT (such as editing text and slides, web browsing, recording and sharing video with their smartphone)



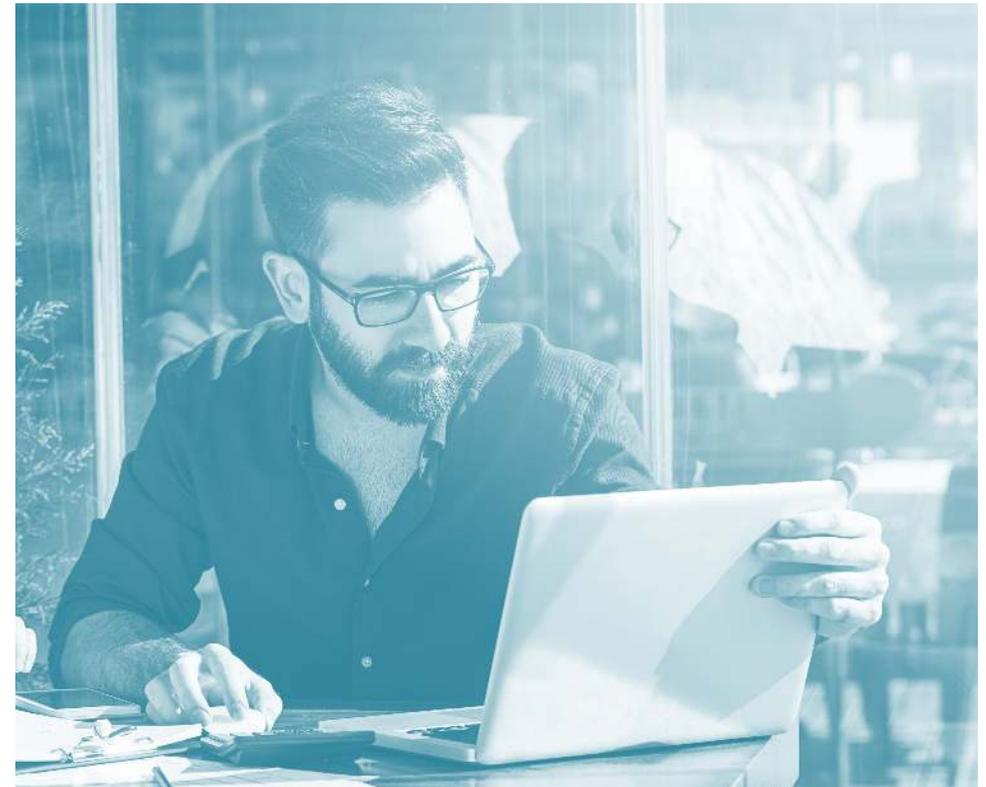
Qualifying to join

During the program participants must have access to :

- Broadband
- Computer with webcam
- Headset with microphone
- Smartphone

Participants are required to be open and supportive about sharing their knowledge and personal challenges at work – including at this program. Learning this way of teaching is quite challenging.

Each participant must be in a position to design and facilitate his or her own short online workshop with a handful of real participants during the program.



Schedule and Price

The program runs over fourteen weeks, each two weeks requiring about 3-4 hours of work for each participant.

The first session is early September for 2 hours. We meet every other following week. The exact time of day and week for every meeting is set by the cohort based on a simple vote.

Final session is early December.

Joining the program costs kr. 3.000 ex VAT.

We speak english. In groups where everyone speaks Danish, people can speak Danish.



NOCA - Network of Corporate Academies

NOCA is an association of private and public companies, organizations and educational institutions. The purpose of the association is to facilitate sharing of knowledge related to HR among the members. NOCA keeps the members up-to-date concerning HR research and best practice, both nationally and internationally. The activities also facilitate personal relationships and professional collaboration among the members.

NOCA was established in 2002 as a non-political, non-profit association – owned and driven by its members.

About Lars Hoffmann

The program designer and facilitator [Lars Hoffman](#) is a business psychologist, designing and facilitating learning and change processes with leaders, management teams and organizations since 1999. He is Head of Development at NOCA.

Lars has developed more than thirty dialogue and simulation tools and games along with a large number of exercises and activities for driving change.

He regularly writes and teaches on the use of active learning for the development of inter- and intrapersonal skills such as leadership and collaboration.

