Transcript

[00:03] Rob Dieleman (LoadStar): In the 1990s you were at the forefront of the use of elearning simulations and serious games to educate and train people. And why were those solutions chosen at that time?

[00:18] Johannes Cruyff (JMC): I think you need to make a difference between elearnings in general and in simulations and serious games.

[00:29] Rob Dieleman (LoadStar): What is the difference?

[00:30] Johannes Cruyff (JMC): Yeah, well, E learning means just like give me content via self learning, content via the computer. And the promise was you can teach at scale, at your own pace and in a safe environment and if you do it properly, write even like in a little bit personalized way. Nowadays we talk about personalized more. At that time that was ambitious. So everybody can learn what they want at in their time, which is still true. But the execution of 90% of the E learning offered was quite poor. So that's why they. That was a little bit the down at the time. You got a lot of page turners with at the end. You still get a lot of page turners with at the end nowadays, but it's like not accepted. So that, that's like the elearning. And, and honestly most companies started with compliance training for elearning because at scale and the quality was not so important. And for me the story of serious games or business simulation or performance simulation or however you want to call them was a. Was a totally different one. It has more to do like with also like what you have in. In real life. You have the real life simulations and what they had the purpose of behavior change also. And they, they were like fueled really by, by good practice and learning. Because good practice and learning is like give me context. Not only content, but give me context. Because make it relevant to me.

[02:25] Rob Dieleman (LoadStar): Yes.

[02:26] Johannes Cruyff (JMC): And if it's relevant to me, it matters to me. Well then if, if the scenario is relevant, it's believable. I am into it. It's. It matters to me. Then give me the chance to fail.

[02:40] Rob Dieleman (LoadStar): Yeah. Yeah.

[02:41] Johannes Cruyff (JMC): Because nobody, nobody wants to fail in a relevant real life scenario. And if you, if you, if you fail then you're ready to learn. Because then you want to know why? What. What is what. Just what has happened. I haven't like my. My old professor Roger Sheng said he had an expectation failure. I thought I'm right. I thought I know everything. And you just showed me not told me. You showed me that I'm wrong, I failed.

[03:15] Rob Dieleman (LoadStar): Yes. Yes.

[03:16] Johannes Cruyff (JMC): And that I. I don't want to do that. I want to learn. And that's, that's actually why they have been developed. Because if you then work on it, you internalize it, you really, you really learn and you change your behavior by it. So it was behavior change at scale, which was a purpose of the big performance simulation. I was involved and it was not so much you learn as a, as a finance person. US gap. Yes, but it was about like you are able to analyze situations and make sound decisions. That was the purpose.

[03:58] Rob Dieleman (LoadStar): And did it work out fine? Was it a success?

[04:01] Johannes Cruyff (JMC): I think absolutely for those who have done it, it was in my opinion tremendously successful. And a couple of examples for this, I think the, the one we've. The two of us work together at, at Siemens and we are allowed to talk about it and. Well, it's like end of the 90s anyhow. Many people will have forgotten it. We've developed like, like a, like a, let say a master program for finance and controlling folks. And there were a lot of content in it. It was also like in the context of introduction of US Gap at Siemens. But the, the real aim was again as I said, like to, to make better controlling and finance people who like and change their behavior. And I went to Siemens ten years later.

[05:00] Rob Dieleman (LoadStar): Oh, right, yes.

[05:02] Johannes Cruyff (JMC): And we had a different kind of program also around finance. And I've learned that this simulation was still in use, although I would say 50% of the content. The content, not the context. The content was outdated. But how they, how they learn, what they learn, how they behave, how they analyzed data was still true. It was still relevant to them. So it maybe not anymore in Munich because they were like a little bit different, but in other parts of the world they still use this simulation because they say that's really good behavior learning and process learning, although the content was not valid anymore. That's one example for me that showed me. Well, that really, really has worked.

[05:55] Rob Dieleman (LoadStar): And what did you learn from it?

[05:58] Johannes Cruyff (JMC): What we've learned from it is that it's very, very complex to make it, to make it work.

[06:02] Rob Dieleman (LoadStar): Yes.

[06:04] Johannes Cruyff (JMC): In the early days it was also technology was complex. Nowadays I would say that technology is not a challenge anymore. But it's really, really hard to make such simulations from a content and from the learning perspective. And it takes a long time and it was expensive. So for one program we have, we had a development team of 10, 15 people who worked on it for six months. Yes, one even for 12 months. But also what, what do you really copy to simulate like the real world, the process, if you try to scaffold the stuff, which is easy, where they don't make failures, you analyze like really the business. You do a business process analysis. Where do your people fail in Real life. Where do they make mistakes? Where do they make the costly mistakes? So really you do like not a training needs analysis, traditional. You, you do a business analysis. Right. And out of this you try to then bring it into the simulation.

[07:22] Rob Dieleman (LoadStar): Right.

[07:23] Johannes Cruyff (JMC): And, and therefore you, you need to really dig deep into the organization and to talk to their experts. And they need to either know what makes a good finance person, what makes a good salesperson, what makes a good controller. And usually if you ask them, they don't know it. They, they only know it in terms of results. Or he's faster, he sells more. But what, what competencies? What behaviors? Measurable and replicable ones. That's very hard for them to pinpoint. Therefore, you need to make a good analysis to really talk to like their best people and analyze why are they better? So think something. This is more like an orc development model, by the way. Yeah. Then you make a simulation and then you give the people like the simulation and let them work in it, let them fail in it. And then they

ready to learn and then they're ready to behave similar to the best people. So you try to move the, the competency curve of everybody a little bit more towards the, that's how our best people work.

[08:33] Rob Dieleman (LoadStar): While working on those simulations, have you encountered out the, or also the limitations and the weaknesses of the simulations?

[08:42] Johannes Cruyff (JMC): I have to say no. You, you, you pick a learning, you pick like a performance goal. From there, you pick learning goals. They're very specific and I wouldn't call it a limitation, but you need hours to accomplish it.

[09:01] Rob Dieleman (LoadStar): Yes.

[09:02] Johannes Cruyff (JMC): That's not, that's, that's, that's not, that's not popular, but it's like, it's true.

[09:06] Rob Dieleman (LoadStar): And I think in a general way it goes for learning and training.

[09:15] Johannes Cruyff (JMC): Yeah. But it's, it's a, it's a harder sell because nowadays everybody wants to have like learning nuggets of two to five minutes and they should. When you can cover it, you can, can cover everything with it.

[09:28] Rob Dieleman (LoadStar): Yeah.

[09:28] Johannes Cruyff (JMC): But it's just not working. So there's a lot of naivety around like how learning works. Yeah, yeah, there's a lot, there's not a lot of competency around how learning works, but everybody thinks he knows it.

[09:40] Rob Dieleman (LoadStar): Yeah. Okay. Okay.

[09:41] Johannes Cruyff (JMC): I think the, the real importance is you need to really, really understand what's the problem.

[09:48] Rob Dieleman (LoadStar): Yes.

[09:49] Johannes Cruyff (JMC): Why? What, what do you want to address? Why, why do people make mistakes? What mistakes do they make? What is. What, what, what, what are the bad, the costly mistakes who are not, who are the people who don't do the mistakes and why don't do they the mistakes? Learning circles are a good way to capture all this. But I think that's, that's what I meant earlier. Like you need to really deeply understand what's. What's the problem. And then you bring people in situation to make these wrong or not take. Wrong is a bad word. But either they say make the wrong decisions, the wrong actions.

[10:36] Rob Dieleman (LoadStar): Yeah.

[10:37] Johannes Cruyff (JMC): And let them suffer. Let. Let them ex. Let them experience the. The. The consequences of their behavior.

[10:46] Rob Dieleman (LoadStar): Yeah.

[10:47] Johannes Cruyff (JMC): And then, then they say oh, then they're really to ready to learn. I think that's all. I think that's why by your learning circle I think it's very good to capture all of this.

[11:01] Rob Dieleman (LoadStar): That's right. But what I found very interesting and I just forgot that you start with the performance goals and then the learning goals.

[11:10] Johannes Cruyff (JMC): Performance goals. You need to achieve something. And learning goals like what do you need to know for this?

[11:20] Rob Dieleman (LoadStar): Right. And it's about behavior.

[11:22] Johannes Cruyff (JMC): It's about behavior basically. Behavior, performance goals. Like because honestly companies are not interested that you know more. They're not interested that you can do more. Yeah, they're interested that you do it.

[11:39] Rob Dieleman (LoadStar): Yeah, of course.

[11:41] Johannes Cruyff (JMC): And the, the whole transfer part in the simulation. The whole transfer part is gone because you are already displayed in a simulation in what you need to do.

[11:53] Rob Dieleman (LoadStar): That's right.

[11:54] Johannes Cruyff (JMC): In a standard E learning where you have some nice interactions which is not boring, nicely designed and it's good. You don't display the behavior, you don't practice it, you don't explain. That's why you need a transfer phase later on.

[12:08] Rob Dieleman (LoadStar): Yes.

[12:10] Johannes Cruyff (JMC): In a good simulation you don't need a transfer phase. You already applied because you already it done it. Like, like that's the old example of a flight simulator. You know, we always use the flight simulator as an example because it's so nice. You don't learn to fly a plane by reading a book or by doing five minutes knowledge nuggets. You'd learn to fly a plane by doing. It's learning by doing. And you don't want people learn in an real plane the first step. So you let them learn in, in the simulator. You want the people to experience the real expensive failures in a safe environment and then have a coach or five coaches around them tell them why they failed.

[13:03] Rob Dieleman (LoadStar): What do you see as interesting developments?

[13:06] Johannes Cruyff (JMC): I think for me the interesting development. I think that I, that I have the feeling that there's a chance that this comes. That there's, that there will be more focus on simulations again. And the reason I say that is like the. Well, the magical abbreviation AI.

[13:28] Rob Dieleman (LoadStar): Yeah. Yeah.

[13:30] Johannes Cruyff (JMC): I think it could also be a big game changer for. For learning in a simulation way. Because what did we say? What is. What's one of the. Or what are the hurdles, the obstacles for doing simulations? It takes a lot of time to develop. You then have very scripted scenarios and AI can help you.

[13:58] Rob Dieleman (LoadStar): Yeah. Okay. Well, I think for the interview, I have enough material.

[14:04] Johannes Cruyff (JMC): Okay.

[14:05] Rob Dieleman (LoadStar): I have to make it a little more. More compact, but it. I think it's great. Thank you very much, Johannes. I'll send you the. The end result.

[14:15] Johannes Cruyff (JMC): Yep. Please do so.

[14:17] Rob Dieleman (LoadStar): Yeah.