



Paper: company-specific learning environment

Role-drive awareness and training programs

Knowledge and change management

Raising awareness for change

The company's continuity depends on employees building knowledge and awareness raising successfully. Its importance is regularly underestimated. Well-trained employees are essential for organising and executing ever-changing business activities. Necessary changes in business activities may be driven by the company's or institution's (hereinafter the company) financial results and/or, for example, customer demands or changes in the applicable law. Unexpected situations, such as a pandemic, also cause a lasting change in the way of working. Employees will do their work partly on location and partially elsewhere online. The shift to this hybrid working form requires continuous investments in knowledge building and awareness among employees.



“What if we don’t change at all ... and something magical just happens?”

It requires the company's management vision and courage to initiate a change process. The ADKAR model helps companies change and provides insight into the capacity for change. Knowledge building and awareness are defining parts of the model.¹ Without knowledge building and awareness among the employees, the change process does not start.

When the management is imbued with the need for change and the nature and magnitude of the changes are known, then the desire for the change's outcomes arises. Management is willing to facilitate the changes, be involved, and *'attach its name to it'*. A

change process affects committed employees on various layers of the organisation and requires each employee to undergo an individualised change process. Management asks employees to embrace the process of change, gain knowledge and change behavior. However, an employee must be able to achieve the desired level of knowledge, willing to implement the change and produce the desired results. The (intended) outcome of an employee partly depends on the results of change of other employees. Based on the collective company interest and employees' capacity for change, the management will opt for coherent knowledge building and awareness. Reinforcing the change results takes place in the company culture, training new employees and staying organised.

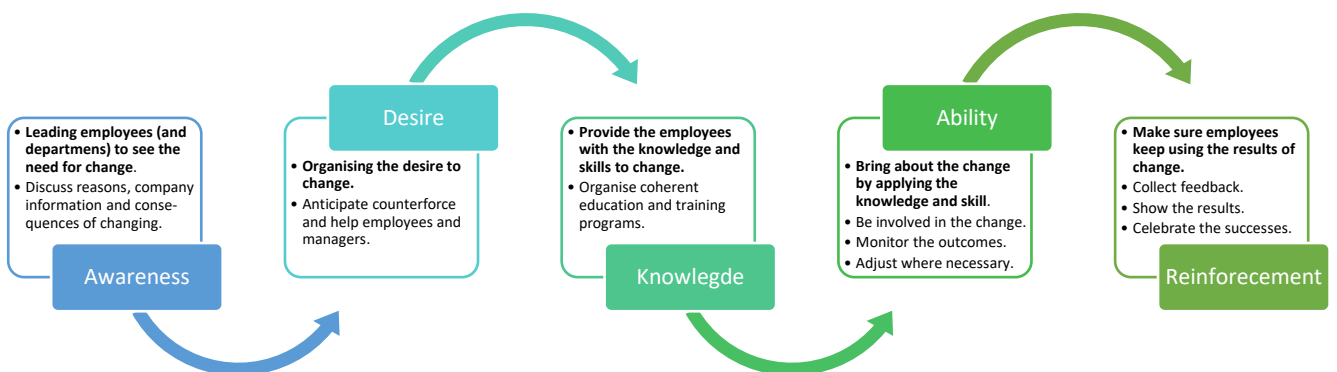


Figure 1: Education and training portfolios tie in seamlessly with the ADKAR model.

¹ For more information, see ADKAR model, <https://www.prosci.com/adkar/adkar-model>.



For several business activities, Duthler Academy manages education and training programs that are in line with the change phases of the ADKAR model and are based on various employer roles within a company. These role-driven programs help companies organise their business activities more effectively and cost-efficiently. An example is the awareness and training program "Privacy and Information security" for effectively managing personal data protection.

The awareness and training program 'Legal operations' is another example by which a company can effectively and cost-effectively organise the legal operations. In this fact sheet, we use the program "Privacy and Information security" as an example to explain Duthler Academy's services.²

Cohesive knowledge building

Employees in different layers of an organisation bear a business activity together and in conjunction. Duthler Academy involves this role-driven collaboration in developing and maintaining its awareness and training programs.

The challenge is building and keeping knowledge; knowledge managing. Knowledge management is about making implicit employees' knowledge explicit. Management ensures that experienced employees are intrinsically motivated to capture their knowledge in words, metaphors, and symbols and to pass it on to other employees. The coherence exists not only in a business activity, but also between business activities. Organizing the reputation of the company using the "trust network and accountability" and doing business with companies that are accredited is instrumental in organising business activities, such as sales and purchasing, effectively.

Roles & Business Activities					
Business Activities/ Awareness & Training Programs	Roles				
	Manager	Specialist	Business Process Coordinator	Operational Staff	Staff
Trust Network and LEF Management	Reputation Manager	Company and personal data Professional	Coordinator agreements and consent	Operations Staff, applied identity data	Staff, awareness data control
Knowledge Management	Training Manager	Educationalist and resource management	Training Coordinator	Operational Staff, building knowledge	Staff, awareness knowledge building
Personal Privacy & Information security	Manager data protection and information security	Data Protection Officer (DPO)	Privacy Officer	Operational Staff personal data protection	Staff, awareness personal data protection
Legal Operations	Manager Legal Operations	Head Legal operations	Coordinator directing the contract cycle	Functional Operational Staff	Aware of the impact of concluding agreements
Compliance Operations	Manager Compliance function	Head of Compliance	Compliance business process Coordinator	Operations Staff compliance	Staff, awareness compliance

Table 1, Cohesion between roles and business activities/ education and training portfolios.

² Duthler Academy maintains several documents including white papers. Please visit the website, <https://duthleracademy.com/company-specific-learning-environment/> and your company-specific learning environment for more information.

In other words, Duthler Academy cares for employees' intentions building up knowledge fulfilling its role in departmental teams adequately. The company size is of minor importance in this respect because companies with a limited company size appoint employees who fulfill multiple roles. Each role has a specific profile that has been elaborated in a training program.

See coherent roles in table 1.

Appropriate and effective logistics

Duthler Academy supports companies in facilitating and managing their company-specific learning environment³. With appropriate and effective logistics, specialists and teachers of their own company can handle the awareness and training programs. Moodle Workplace's Learning Management System (LMS) is part of the Duthler Academy's logistics.⁴

Also, the logistics facilitate the company with the operationalisation of knowledge management. In the company-specific learning environment, the **reputation manager** builds the layered structure of entities, organizational units, departments and roles. The **training coordinator** links the employees to each of the roles. This fine-grained structure is necessary to provide the employees with awareness, knowledge and commitment at the right time so that they can adequately fulfil their position or make a change. In figure 2, we show the layering of roles and business activities/business processes.

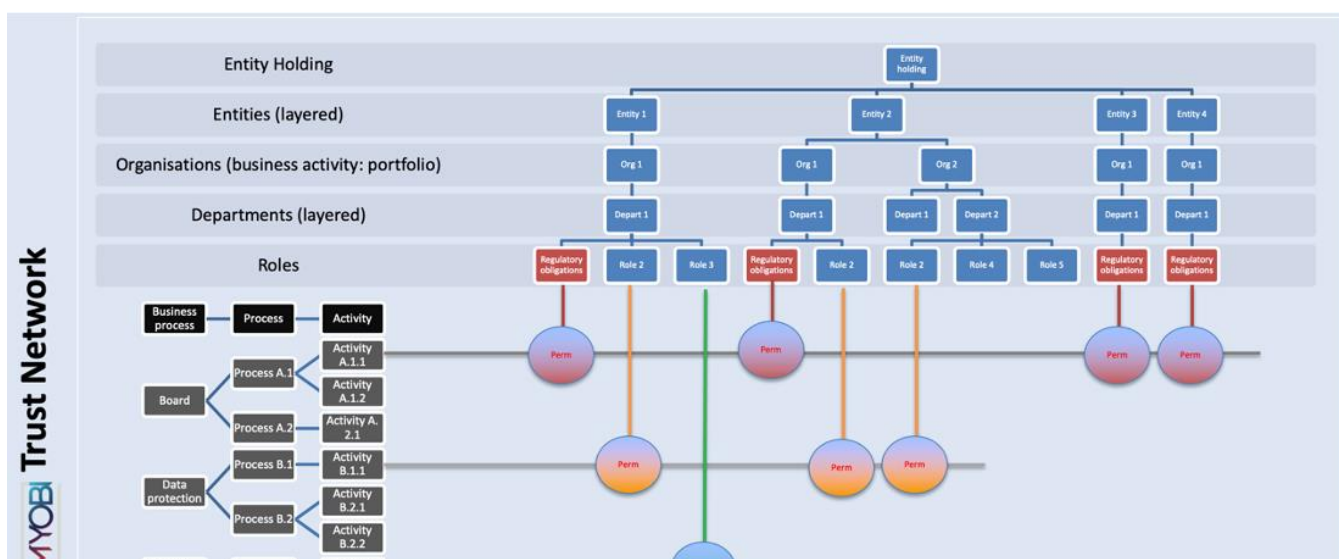


Figure 2: Organising knowledge and awareness in a company

We call managing this layering 'Legal Entity Management', facilitated by the MYOBI Trust Network⁵. Back to the example of protecting the company and personal data. The **data protection and information security manager** uses the awareness and training program '*privacy and information security*' to organise the company and personal data protection. The **reputation manager** uploads the company's tiered entities, organisational units, departments, and role structure from the MYOBI Trust Network into the company-specific learning environment.

³ See: <https://duthleracademy.com/company-specific-learning-environment/>

⁴ With the help of eFaktor, <https://efaktor.no>, Duthler Academy manages Moodle Workplace <https://moodle.com/workplace/> for its customers.

⁵ See: <https://myobi.eu/trust-network/>



Board's appointment letter guides the manager to assign an employee to the **Data Protection Officer's** (DPO) role. The DPO or other professionals may decide to make the portfolio company specific. The manager, in consultation with department heads, appoints privacy officers who then appoint operational staff.

Subsequently, the awareness and training program will start on, for example, applying effective measures, identify and monitor incidents and data breaches, concluding processing agreements, and manage records of processing and consents. Finally, organising accountability for compliance with legal and contractual obligations.

Step by step, a company is building more effectively organized business activities. This change process aimed at increasing maturity levels supports Duthler Academy with a company-specific learning environment.

Company-Specific Training Portfolios

Duthler Academy manages cohesive awareness and training programs from the corporate perspective of the ADKAR model. From the individual's perspective, the Academy applies Bloom's taxonomy.⁶ Dedicated specialists and teachers from Duthler Academy maintain the programs, make the program company-specific or, at companies' request, develop company-specific programs for their business activities, support change processes, and perpetuate these processes' results.

If the management decides to use the company-specific learning environment for all business activities, the awareness and training programs will grow. Sometimes the company wishes to keep company-specific training programs internal and share others with other companies. Duthler Academy is willing to open awareness and training programs to others if these programs meet the quality criteria of the Training and Examination Regulations and accreditations requirements.⁷

Professional support

Duthler Academy's services consist of managing cohesive awareness and training programs and delivering effective and proven logistics that enable each company to create and manage its company-specific learning environment. With a service desk, an awareness and training program "*knowledge management*," and professional support, Duthler Academy ensures the company's intended added value.

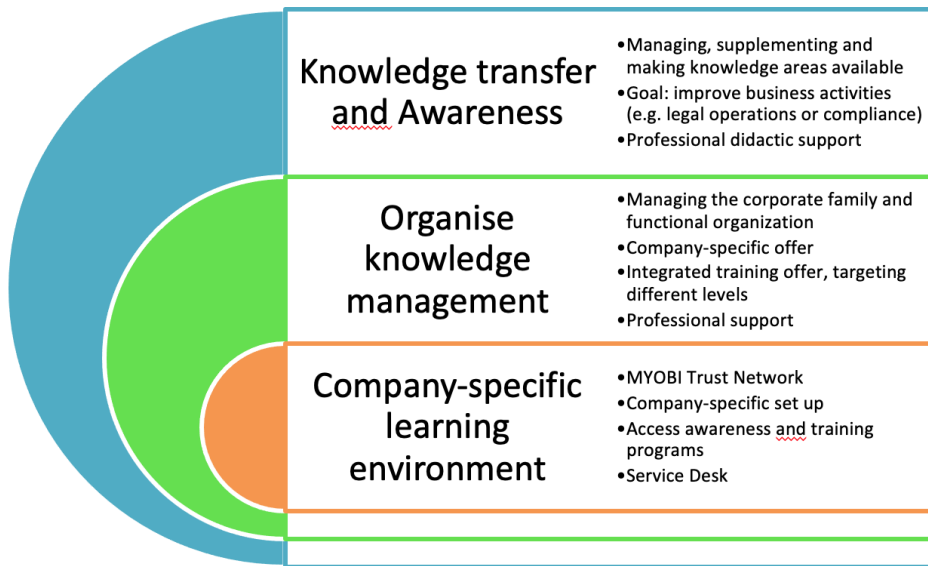
The awareness and training portfolio "*knowledge management*" is conceived from the companies' and the employees' perspectives. The aim is to provide employees at the right time with the relevant and proper knowledge to fulfil their role adequately. All of this within the cohesion of (ever-changing) business activities and mutual cohesion with colleagues' knowledge levels.

To protect the company and personal data, a manager or the DPO is responsible for knowledge management. He or she manages the company-specific awareness and training programs, trains the locally drafted privacy officers, operational staff responsible for critical processing of personal data and employees' awareness with a high level of alertness.

⁶ See <https://www.bloomstaxonomy.net> and <https://www.prosci.com/adkar/adkar-model>.

⁷ See Duthler Academy's Training and Exam Regulations, <https://duthleracademy.com/our-accreditations/>.

If the human capacity is lacking, a company can appeal to Duthler Associate's professionals to organise the company-specific learning environment. Companies engage professionals for managing knowledge transfer and establish awareness or leading process changes.



In structuring the company-specific learning environment, we recognise several levels. In Figure 3, a company can obtain a company-specific learning environment (orange). A company's management can ask Duthler Associates to appoint a professional who organises its knowledge management (green) and/or knowledge transfer and awareness (blue). T

Figure 3: Knowledge building & awareness

he final step is in line with organising and or guiding change processes and preserve the results of these processes.

Added value, where available and costs

The company-specific learning environment with appropriate awareness and training programs and effective logistics, offer a lot of added value. A company effectively manages the awareness and training of staff and employees. Awareness and knowledge building are necessary preconditions for implementing successful changes in a more effective organisation of business activities. The extent of the added value depends on the company's business operations (awareness and desire for



adequately organised business activities) and the degree to which the company uses the company-specific learning environment.



Added value is not just a sum of revenue minus costs. The management also considers qualitative arguments. However, it becomes a lot more attractive if the costs for a company-specific learning environment are modest. Before investing, a company can test the company-specific learning environment to support its business activities or support its partners' business activities.

Where available? Register at MYOBI's website

Because of the nature of personal data processed (often special categories), Duthler Academy uses the MYOBI Trust Network services. All Duthler Academy users subscribe to the TTP policy and demonstrate compliance with their obligations. When a company registers at MYOBI, it will get a company-specific learning environment as well.

In a user's [registration process](#) on the Trust Network, MYOBI generates – on behalf of Duthler Academy – a company-specific learning environment with several education and training portfolios. One of the portfolios relates to organising the Trust Network, in particular accountability, and another portfolio relates to knowledge management.

Licenses for the company-specific learning environment										
Based on a three-year agreement and tacit extension.										
1. User license for the privacy and information security awareness program including user license company-specific learning environment.										
Users	50	100	200	500	1.000	2.000	3.000	4.000	5.000	> 5.000
Price per year excl. VAT	€ 198	€ 376	€ 715	€ 1.698	€ 3.225	€ 6.128	€ 8.733	€ 11.062	€ 13.136	Call Sales
2. Additional user license company-specific learning environment for developing and managing company's awareness and training programs including the awareness program knowledge and change management.										
Users	50	100	200	500	1.000	2.000	3.000	4.000	5.000	> 5.000
MB's	250	450	810	1.823	3.281	5.905	7.972	9.566	10.762	> 5.000
Price per year excl. VAT	€ 300	€ 1.020	€ 1.920	€ 3.072	€ 3.686	€ 6.128	€ 8.628	€ 10.378	€ 11.878	Call Sales
Sum per year excl. VAT	<u>€ 498</u>	<u>€ 1.396</u>	<u>€ 2.635</u>	<u>€ 4.770</u>	<u>€ 6.912</u>	<u>€ 12.257</u>	<u>€ 17.361</u>	<u>€ 21.440</u>	<u>€ 25.014</u>	

Tabel 2. User license training program 'privacy and information security' and company-specific learning environment to develop and manage company's programs.

Professional services

Part of the awareness and training program is supplied free of charge with a service. Costs are charged for other parts. The [DPO Training Program](#) or other professional training courses are examples that can be charged separately.

A company can, for example, engage in Duthler Associate's professionals for managing knowledge management or guiding a change process.



Conclusions

We can draw several conclusions. The most important:

1. A company-specific learning environment with generic awareness and training programs allows a company to effectively and cost-efficiently organise and improve business activities;
2. Staff and employees in different organisation layers gain relevant knowledge and experience from the awareness and training programs. Employees are better informed about their work, they gain oversight, and there is more mutual understanding; and
3. The costs for the company-specific learning environment are primarily discounted in the services that are purchased.

For both companies with limited and extensive business activities, applying a company-specific learning environment is attractive. We are happy to help you build your company-specific business case.

Where is the company-specific learning environment available?

You will receive your company-specific learning environment by becoming a user of MYOBI⁸. Press the button 'register.'

Open registrations

With Duthler Academy explicitly focusing on providing companies with relevant and cohesive awareness and training programs, the impression may arise that there is no room for open enrolments. This is incorrect. On the Duthler Academy website or in the learning environment, Duthler Academy offers training courses on which everyone can enroll. With the open registration, it is possible:

- For persons and companies to get acquainted with the company-specific learning environment;
- Get awareness and training courses; and
- Gain knowledge in different ways. For example, the DPO Training Program, webinars or sector-specific current affairs will be open to anyone to subscribe. Participation takes place in the learning environment of Duthler Academy.

See for a wide range of courses.⁹

⁸ See: <https://myobi.eu/services/company-specific-learning-environment/>

⁹ See: <https://duthleracademy.com/educations/>.



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