

BRIDGING THE GAP: STRATEGIC ADOPTION OF LEARNING TECHNOLOGY

A KMO Framework Analysis of Professional Service Firms

THE CHALLENGE


**COMPLIANCE
GATEWAY**
(Current State)



Used for: Compliance & Risk Mitigation
Motivation: Avoidance (Fear of Penalty)
Focus: Repository of Content

THE SHIFT



Used for: Skill Building & Growth
Motivation: Approach (Curiosity & Value)
Focus: Enabler of Performance


**PERFORMANCE
ENGINE**
(Future State)

THE ENGINE OF ADOPTION (KMO MODEL)


KNOWLEDGE
(The Fuel)

FINDING: Leaders have Declarative knowledge (know it exists) but lack Procedure Knowledge (how to use it in daily work).
OPPORTUNITY: Embed "how-to" guides in the flow of work (e.g., "Clippy" style nudges).
QUICK WIN: Shift from "Repository" to "Performance Enabler".


MOTIVATION
(The Engine)

FINDING: Currently driven by "Avoidance" rather than "Approach", low expectancy value.
OPPORTUNITY: Leverage "Expectancy Value" – clarify relevance, WHY it helps with client work, e.g.
QUICK WIN: Autonomy (Control pace & modality) & Relevance.


ORGANIZATION
(The Road)

FINDING: High-performance culture vs. "Collective Learning" momentum. Leadership sponsorship on high demand.
OPPORTUNITY: Leverage rewards rather than penalties to build trust and efficiency.
QUICK WIN: Create "Champion Networks" and leadership "show and tell" to normalize learning behaviors.

FUTURE STATE



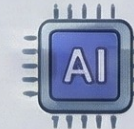
User logs in -> searches
-> consumes video

OLD WAY
(Tool)

NEW WAY
(Intelligent Advisor)

Here is a guide for your upcoming client meeting

AI Nudge in Workflow -> "Here is a guide for your upcoming client meeting" -> Performance improved.



"Success isn't just about the technology. It depends on aligning human capability (Knowledge), driving forces (Motivation), and systemic support (Organization)."
– Dihan Zhang, Doctoral Candidate, EdD in Organizational Change and Leadership