

Produce our own engaging in-house compliance training
The Eight Mindsets Program

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1. Overall Summary of Proposal

Eight Mindsets is an initiative by two leading names in the Compliance training industry (Nicole Rose and Jason Meyer) who are responsible for producing some of the most talked about and effective compliance training for global organisations over the past 10 years. Their mission is to empower and upskill compliance teams to be able to produce their own in-house training.

This proposal sets out how Nicole and Jason, work with compliance and other specialist teams in organisations to provide them with the capability and practical knowledge to produce effective training.

Objectives of the Program	
1.	The training is relevant to the real risks and is therefore more useful for learners.
2.	It will save organisations hundreds of thousands of dollars in production costs, time, and resources as it will reduce the reliance on outsourcing to a training department or external training provider.
3.	The training will be more effective and encourage learners to want to learn more about a particular topic, thereby helping create that all important culture of compliance.

The essence of the Program is that we teach your team how to fish and we also ensure that you get to eat the fish dinner. That means we work with your teams to:

1. teach them how to produce effective training and
2. also help them with the design and technical issues and the content generally. This ensures that your teams don't just learn how to produce effective training, they also produce effective high-quality training that they need.

Outputs of the Program	
1.	Your team will learn the most efficient process and the tools to produce effective compliance training.
2.	We work with your team to build at least three (or more if your teams can put in the time) effective high-quality compliance training designed to create behaviour change
3.	Your team will have the templates and skills to go on to produce future training.

Timing of the Program	
✓	2 weekly sessions: <ol style="list-style-type: none">1. Teaching and producing2. Coaching and feedback

2. About Eight Mindsets

Eight Mindsets is the joint initiative of two innovators in compliance education:

Australia's Create Training, led by Nicole Rose,
and
America's LeadGood, led by Jason Meyer.



Nicole Rose: Nicole is a lawyer (UK and Australia) and Risk and Compliance Professional. She has worked in law, financial crime and Compliance for over 20 years. Her roles include Head of Risk and Compliance and also legal counsel for leading organisations. Her passion and experience over the past 15 years has been primarily in compliance training and changing behaviours and culture.

She was one of the first people to bring micro-learning to Compliance. Her training is used by hundreds of thousands of learners around the world. Her work has been featured in [Forbes](#) and she is a known global thought leader when it comes to compliance training. Organisations Nicole has produced/delivered training for include Airbus, City of London Police, Compliance Week, Deliveroo, LinkedIn, Oxfam, Microsoft, National Association of Corporate Directors (US) Novo Nordisk, PWC, Rabobank, Rio Tinto, Rolls Royce, Trace International, Transparency International and Westpac. Ethic Intelligence

One of Nicole’s greatest skills is to take a difficult or complex topic and break it down into salient, relevant, engaging, and memorable training. Nicole also believes that training does not take a long time to produce if you follow the right system and process.

*Feedback on Nicole from **Jonty Ephron, Head of Enterprise Portfolio Management, Rabobank***

“Nicole joined Rabobank in early 2019 to help us design and deliver a critical compliance training uplift to our customer facing staff. The brief was to bring compliance to life and make the principles, benefits and risks for our staff and customers easily understood. Nicole designed a very engaging and effective program of work which then helped to deliver nationally. The course was very well received by the business but more importantly, delivered a sustained uplift in awareness and understanding of compliance risks.

Off the back of that program, our Banking Code of Practice project needed guidance and support to design and deliver a similar principle-based program to support our implementation of the Code and drive behavioural change. Nicole was able to simplify the key messages for our staff and provide online training modules that were easy to understand and effective in helping the target audiences to “get it”.

Nicole is an experience professional who is able to adapt her style and emphasis to meet the needs of her audience. She is able to operate across the organisation from junior sales staff to the C-suite executives. I loved having her as part of the team and look forward to working with her again in future.”

Jason Meyer: Jason is a Lawyer and Certified Compliance & Ethics Professional and a recognized national leader and speaker in compliance education. Online learning and ethical leadership.

Jason previously oversaw and developed the compliance industry’s then-largest library of courseware at LRN. Through LeadGood, he has been the primary architect, SME and author of several innovative and ground-breaking education programs in ethics and professionalism, including the first-ever e-learning series on ethics and professionalism for K-12 educators and a new series on compliance and ethics for corporate directors.

As an entrepreneur Jason has helped lead eight different enterprises, filling the roles of Chief Legal Officer, Chief Compliance Officer, General Counsel, business unit General Manager, and innovator. He brings an entrepreneur’s optimism and creativity to compliance through LeadGood, and also runs a law firm bearing his name to provide legal and business counsel to entrepreneurs directly.

For more information about feedback on Jason and Nicole’s methods and training, please go to [Appendix 2: What people are saying...](#)

3. The Compliance Training Problem and Myths

Problem		Reason
1.	Compliance training has a ‘bad rap’. Many employees will say they do it because they “have to”.	We believe this is because much of the traditional compliance training is based on a top-down, legalistic approach: the organisation tells employees the risks that the organisation wants to avoid and the rules the organisation wants them to follow. This means that the training is not always relatable, salient, or relevant to the challenges a learner may have about a topic.
2.	In our experience, Compliance professionals would love to carry out more specialist compliance training.	Training is considered too time consuming and difficult to produce by non-training design professionals.
3.	With Compliance teams typically being more integrated into business line 1 there are more informal opportunities for training that Compliance teams do not get to fully utilise.	They do not know how to efficiently create training scenarios that can be used at any time.
4.	There is so much training that employees need to complete to perform their role that they will be less likely to remember it and recall it at critical times.	The training is not relevant or relatable to the employees.
5.	There is a greater demand from employees for engaging shorter training that is relevant to their role.	Organisations tend to have core training for a particular topic, but they do not have the risk-based training that covers specific problems and challenges that do require specific training.
6.	Custom training can be expensive to outsource.	The team do not know the most cost effective, useful, and efficient way to outsource training.

Compliance Training Myths



Myth	Fact
Compliance training takes too long to produce	Training can be produced quickly and effectively if you follow the right production process. Nicole can teach you how she produces an e-learning 20-minute course in one day.
Effective Compliance training requires creativity and technical skills	No design skills are necessary. The most important part of the process is the corporate memory, an understanding of the behaviours required and practical and relevant case studies.
Effective Compliance training requires sophisticated animations, games, and simulation	In our experience the most basic of courses can capture hearts and minds and create behaviour change if produced and delivered effectively.

4. The Eight Mindsets Solution

To be effective, you need more learning assets, and more specific learning assets, than you could ever outsource. Simply put: It makes sense to produce more in-house relevant training, but we want to do so without sacrificing effectiveness. That's why we designed a Program for non-design Compliance Professionals to:

1. Coach and mentor them to produce effective and engaging compliance training: DIY, start-to-finish
2. Provide practical ways to update existing training offerings with learner-centric training
3. Teach new skills that will enable Compliance Professionals to get closer to the needs of the business
4. Learn how to efficiently outsource training requirements in a way that is cost effective and produces better results

5. About the Eight Mindsets In-House Compliance Training Program

“This is an initiative we created to enable us to teach clients to produce training instead of us just producing the training ourselves. It’s a way to work with clients to build skills within their team. It is designed to equip anyone responsible for delivering compliance messages with the knowledge, confidence and skills to produce engaging and useful in-house training efficiently and cost effectively.”

We will work with your team to support you all to produce your own compliance training. This can be via e-learning (SCORM files) with animated case studies, through virtual learning webinars and presentations (with graphic case studies) and through less formal training opportunities e.g., in team meetings etc.”

Nicole Rose

We work with in-house teams using a combination of a training, coaching and production as part of their Eight Mindsets Program (the Program).

The Program works by teaching, coaching, and having the participants learn by doing through carrying out post training activities in parallel to the training through assigned post training activities. All activities will be aligned to training that needs to be produced and will also be subject to feedback and design by the Eight Mindsets team.

During this Program we will cover how to create your own training. However, we will also build the training for you using the Eight Mindsets design team.

At the end of the Program your team will have:

- ✓ Learned skills to help them to produce their own training
- ✓ Produced courses alongside the Program.
- ✓ Have the skills and a library of precedents and tools to use for future training

The Program has three elements to it:

1. Weekly teaching and production sessions
2. Weekly feedback sessions
3. Use of Eight Mindsets design and production team

	Element	Output
1.	Weekly teaching and production sessions	<p>Nicole and Jason run weekly participant sessions to:</p> <ol style="list-style-type: none"> 1. Teach the principles of producing great training. See Appendix 1. This includes the: <ul style="list-style-type: none"> • entire training production process they use with all of their clients • the mindsets of effective training (including learner centric and being entrepreneurial in your approach) • creating training that people will remember using the 4-part learning process of how the brain works. • how to produce their own e-learning course (SCORM file).

	Element	Output
		<ol style="list-style-type: none"> 2. Work together to produce a part of a piece of training within each session 3. Agree post training activity of all participants for participants to do outside and parallel to the coaching session. Each week the post training activity will take the participants through a process to build a training course.
2.	Weekly Feedback sessions:	<p>Jason and Nicole then run weekly feedback sessions to:</p> <ol style="list-style-type: none"> 1. Discuss and provide feedback to the participant's post training activities 2. Agree with all participants what needs to be improved, changed, and future activities.
3.	Use of Eight Mindsets design and production team	<ul style="list-style-type: none"> • Whilst we <u>would</u> expect your Compliance team to have the case study 'know how', we know that they may <u>not yet</u> have the skills or confidence to produce final training. To ensure that training is completed, Eight Mindsets will cover all the technical production until they're ready. Plus we'll assist with the most technical and demanding creative aspects throughout. • That's why, where required, we will take use drafts to produce the actual training content for you in whatever output is required. • Production can be in the form of e-learning (SCORM file) animated videos, webinar presentations, train the trainer guides and even recorded training sessions which we then turn into video training.

How the Program practically works

Item	Details
Kick off workshop	The Program kicks off with a workshop so Jason and Nicole can tailor the training and structure of the Program to the required output and skills that everyone requires. Importantly, in this workshop we all agree the training topics required and how much training participants want to produce. We also agree the time commitments by the participants. We would advise working on at least three pieces of training for you to get the most benefit from this program. However, how much training a team wishes to produce is dependent on how much effort the team puts in.
Timing	The Program runs weekly for between 3 to 6 months. Ongoing support can be provided.
Sessions	We propose two sessions a week (one teaching and production and the other feedback). This can be agreed in the workshop.
Topics covered	Weekly sessions cover the topics outlined in Appendix 1 .

6. Who is this Program for?

This course is for anyone responsible for building a culture of compliance. Whether you are an entire compliance team or an individual responsible for training people in your organisation you will benefit. So that you can see the benefits, consider fictional compliance officer Nick.



Nick has worked in Compliance for 5 years. He was an auditor in a previous life and has enjoyed moving into compliance. He is a generalist and has worked in all aspects of compliance. He is now responsible for implementing a new conflict of interest and ABC policy and for rolling out training to support this. He has been on the receiving end of many questions and cases involving the issues relating to ABC and conflicts of interest and is fully aware of the risks and challenges his organisation faces with these new policies. However, he has never produced his own training. He has always used the in-house training team. However, they are super busy and don't have the practical knowledge of the real challenges the business face like he does.

The problem Nick was considering on his way home from work one night was that the case studies from the current training are not that relevant or up to date. They don't speak to the real risks he encounters or the real challenges the business has.

When he presents to a small audience, he is always amazed at how well his case studies and stories are received and how much engagement there is from participants. He also has a good relationship with different parts of the business and is seen as a trusted adviser.



Nick would love to be able to produce training that is relevant to their questions and issues that come up for them daily and to use the **organisational memory** that he has built up. Whilst he doesn't consider himself creative, he does enjoy working to a system and process and enjoys research. Over the past year he has seen the benefit of collaboration and has found that by sharing ideas, challenges, and issues he has been able to produce far better outcomes for the business and also his compliance team. He wonders if he could use these skills to promote the new policies and build training.

7. 10 reasons to work with Eight Mindsets

1. **The ability to apply your own knowledge:** We know that accomplished compliance professionals are best placed to produce their own great training, as the bulk of any great training comes from the stories from your own institutional and compliance memory database.
2. **Time:** By learning the core essentials to build your own training you will save significant amounts of time waiting for external providers or in-house teams to understand your specific compliance challenges and build training to their timescale. *We've built in a day, using simple tools, what the production houses, with all their rounds of draft-review-comment-revise, need 2-3 months to make.*
3. **Cost:** By learning the core essentials you or your team can produce a training course entirely yourself saving your budget for other means, such as more complex training needs. Also, if you are outsourcing the training to an external provider, you will be able to outsource more effectively and strategically resulting in lower costs and better training output.
4. **Freedom:** You can use these skills to create any type of training or presentation whenever you need it and whenever you want to use it. If a new regulation comes in or a law changes slightly and you want to create a simple and effective training or communication on it – you can.
5. **Resourcefulness:** You can use these skills to form a closer working relationship with the business by providing consistent training, communications and awareness modules and presentations that they can use with their teams. This helps make compliance everyone's business.
6. **Creativity:** Using the right side of your brain to create 'something out of nothing' is not just fun allowing you to use your creative juices, but research shows that using your creativity at work allows you to problem solve in other areas and be more efficient and innovative.
7. **Skill acquisition:** Compliance officers have the benefit of gaining new skills in areas that they perhaps never thought they would get the opportunity to learn, which will vastly benefit their careers and the organisation. For example, advertising, promotion, broadcasting, distribution, buying, directing, script writing and communications.
8. **Fun:** Let's not forget that the process for creating great training is a whole lot of "FUN". We put the fun in training fundamentals. Don't get us wrong, we're disciplined and well-oiled in our approach and we want you to be the same, but by learning the fundamentals you can also adapt and build training in a way that you enjoy.
9. **Great Training:** One of the most important parts of what you will learn is to produce great training. We break down what great training is so that you can apply it to your challenges and your people so that the compliance training produced and delivered is palatable, salient, relatable, relevant, memorable and useful.
10. **Entrepreneurship:** We go through how to make training that is business as usual i.e. "repeatable and scalable". An entrepreneur is resourceful, undaunted, and can make better with less. You will learn how to hone your creativity and the autonomy of your inner entrepreneur. With it, you will create, innovate, build a 'better mouse trap' and find and use your Compliance voice.

Appendix 1: The Program Topics

1. Training outcomes
2. Training delivery style
3. The difference between bad and great training
4. Overview of the Eight Training Mindsets created by Eight Mindsets
5. Being learner centric
6. Audience and avatars
7. Thinking like a marketer
8. How to keep the learner's attention
9. The 3-part training structure
10. The Mindset of a Training Producer: Project management
11. The 7-part Production Process
12. How the brain works and how people learn
13. Reaching people with stories by tapping into your organizational memory to create relevant, relatable stories
14. Scripting and design
15. Reviewing storyboards together
16. Producing an e-learning course
17. Improving existing training
18. Managing questions within the training
19. Pre and post training surveys
20. Building in different languages
21. The Entrepreneurial mindset – promotion, resilience, innovation
22. Mindset of a program executive: how to bring your different training assets together into a program and when to use licensed training.
23. Hiring a team: how and when to instruct third parties
24. Training Delivery

Appendix 2: What people are saying about Nicole and Jason's methods and training

Clients

Jonty Ephron, Head of Enterprise Portfolio Management, Rabobank

"Nicole designed a very engaging and effective program of work which then helped to deliver nationally. The course was very well received by the business but more importantly, delivered a sustained uplift in awareness and understanding of compliance risks.

Nicole was able to simplify the key messages for our staff and provide online training modules that were easy to understand and effective in helping the target audiences to "get it".

Nicole is an experience professional who is able to adapt her style and emphasis to meet the needs of her audience. She is able to operate across the organisation from junior sales staff to the C-suite executives. I loved having her as part of the team and look forward to working with her again in future."

Jon Watt ABC Compliance Training & Programme Manager Rolls-Royce plc

"Nicole has provided me with some engaging and thought-provoking training materials which we will use during our 2016 anti-bribery & corruption training programme at Rolls-Royce PLC. The approaches used are innovative, and I find Nicole's style flexible and timely - her professional background shows through.

We wanted compliance training materials that challenge our people and promote debate about topics which traditionally have been covered in a very dry fashion. I'm very happy that the end results that Nicole produced do exactly what we wanted them to, and the initial feedback received has been very positive.

I have no hesitation in recommending Nicole to anyone who wants to create thought provoking, engaging and memorable compliance training materials."

Steve Thurm, Cyber Security Standards and Governance Manager, Rio Tinto

"I'm the cyber security standards and governance manager for a global mining organization. Nicole developed a series of 3-5-minute cyber security awareness videos for us that embrace the principles covered in her new book. We wanted to move away from our old style "must do this" approach to compliance training which our staff have had to endure for many years, and Nicole has certainly helped us to achieve that. Staff feedback is positive, and Nicole's imaginative and creative approach ensures that the annual compliance training chore is now truly dead and buried."

Nani Ratnawati, Localization Program Manager at LinkedIn

“I am very grateful to have the opportunity to work with Nicole and her team. While we were making a training video together, in each step, whether it was pre, during, and post-creation, Nicole taught me how to sharpen my vision of the video by asking me the right questions. My own understanding of the purpose and intended impact of the video became clear through Nicole’s coaching. It was so refreshing to work with someone who didn’t rush into project completion, and who encouraged me and my team to be thoughtful about what we were creating.”

Mirna Berg, Manager - Compliance, Risk & Commercial, Exploration, Salt Lake City, US, Rio Tinto

“The training in Missoula, Montana was amazing and engaging. By far, one of the most productive workshops I have participated. Nicole’s ability to include real-world examples in the compliance world brings the issues home and have a real impact in the scale and understanding of what’s at risk. Nicole got people involved and wanting to share and actively participate. Being a facilitator is about not only managing the content but the process at the same time to ensure that key messages are delivered, understood and participants go away with a sense of having new tools and strategies to address issues that are faced on the ground.”

Leanne Lineham, Compliance Officer - Exploration, Perth, Australia, Rio Tinto

“Nicole’s approach to presenting is unique and engaging. Nicole has given me a new level of confidence in presenting, and a newfound enthusiasm for training. She will leave you with a completely different perspective on what makes people tick and a new set of skills for holding your audience’s attention and ensuring that your key messages are delivered.”

Workshop Participants

Airbus: Cathleen YAN Director Account & Business Operations, Airbus:

“I have really enjoyed the short session of animation workshop. It has helped me produce my animation for my job as BCR. I think that it is a very interesting way for sharing concerns or raising awareness.”

Rio Tinto Compliance, Participant

“It was a pleasure working with Create Training’s “Dream Team” – Michelle, Mike and Will – they made us feel at ease with the training design process we were taken through. And, we had fun along the way! Michelle as lesson planner/script writer, helped lead the process development along; we had the content and substance for the training material and she was able to help articulate it into a concise yet simple style. Mike and Will were equally skilled in transferring our messages into the more visual format.

After our initial two-hour session, we needed to spend a little more time to fine tune the concept around the messaging and animations; nonetheless, I was pleasantly surprised to see that we already had a good start to a great training piece. Without doubt, as owners of the training piece, it certainly helped that we came pre-prepared with the idea and objective for the training material, including the images/storyline on how we wanted it conveyed.”

Partners

Richard Bistrong, CEO, Front-Line Anti-Bribery LLC

“What I came to understand through Nicole’s experience as a lawyer, compliance officer and artist, is that animation addresses how people learn through the art of storytelling, in a way that connects the viewer with the message, through short, compelling content. It encourages people to relate, to interact, and to think about the messages as a mindset, as opposed to a ‘tick the box’ exercise. Nicole’s training library activates our own moral code, by elevating and bringing to life our own behavioral assets.

Nicole, through her own practice, appreciates how people are at the front-lines of risk, and if they can be tipped to the right side of ethical conduct, then in turn, they become true compliance ambassadors, protecting the organizations to which they belong. It’s a ‘win-win’ for everyone. On the personal note, Nicole was a pleasure to work with. The training and animation process is quite detailed, and at each step of the process, which continues today, Nicole was patient, supportive and open to new ideas and suggestions. While I am a part of Nicole’s Why We Say Yes I am also proud to call her friend. Her own story which she has shared via animation should be a must watch for anyone thinking about working with Create Training.”

Tom Brown, CEO Kaizen Compliance Solutions, CAMS

“Few trainers know the essence of qualities that make for great training and yet even fewer do know how to successfully and effectively pull this off. In my 20 years as a university lecturer, barrister, business leader and now as CEO of my own company, I know both the importance, and the difficulties, of engaging learners. Nicole Rose of Create Training has developed something unique, captivating and informative that distills what is considered a boring topic in compliance to what might just be a “spell binding” moment of quality, class and information at the receiving end thereby proving that less is indeed more. She does come highly recommended by me...”

Anatoly Yakorev, Director Center for Business Ethics & Compliance CBEC, International University in Moscow IUM, Partner, Global Ethics University GEU

“Only those brave few who have worn many hats and pursued varied careers can create something unique and Nicole is a great example of that: having left no stone unturned Nicole condensed nuggets from multiple disciplines into a magic book on how to livestream compliance training in a fun and memorable way. No one to date has managed to line up most advanced techniques tailored to charge up and animate the training with absolute retention and results that produce change in behavioral patterns. That change in employees brings something that otherwise takes years to instill in people: loyalty, integrity and protection for your business.”

Murray Grainger, Impact on Integrity, ICA Regional Representative in Spain, IESE Global EMBA

“Impact on Integrity has worked with Nicole and her international team since 2014. Nicole brings a refreshing, engaging approach to Compliance communications, which is what is needed in so many organizations.

When we worked together on the animation workshops for a multi-national company in France, Nicole led three dynamic sessions which brought great – and surprising – creativity from the participants. The result was renewed levels of positive energy and intellectual curiosity for ethics and compliance in practice. I can highly recommend!”

Michael Kerr, Director, CR Global

“I have used the Create Training team on a number of different compliance training projects over the past year for my own company and for my clients. We required a unique solution to compliance training and the Create Training team certainly provided this. Their team combines lawyers, trainers, artists and animators, bringing a great variety of skills to a project. They are professional and service orientated.

The training videos they produced were innovative, effective and very engaging. They are a welcome breath of fresh air from other training providers that are still in the mindset of providing an “academic” approach to training. Feedback from both clients and employees alike has been very positive.”