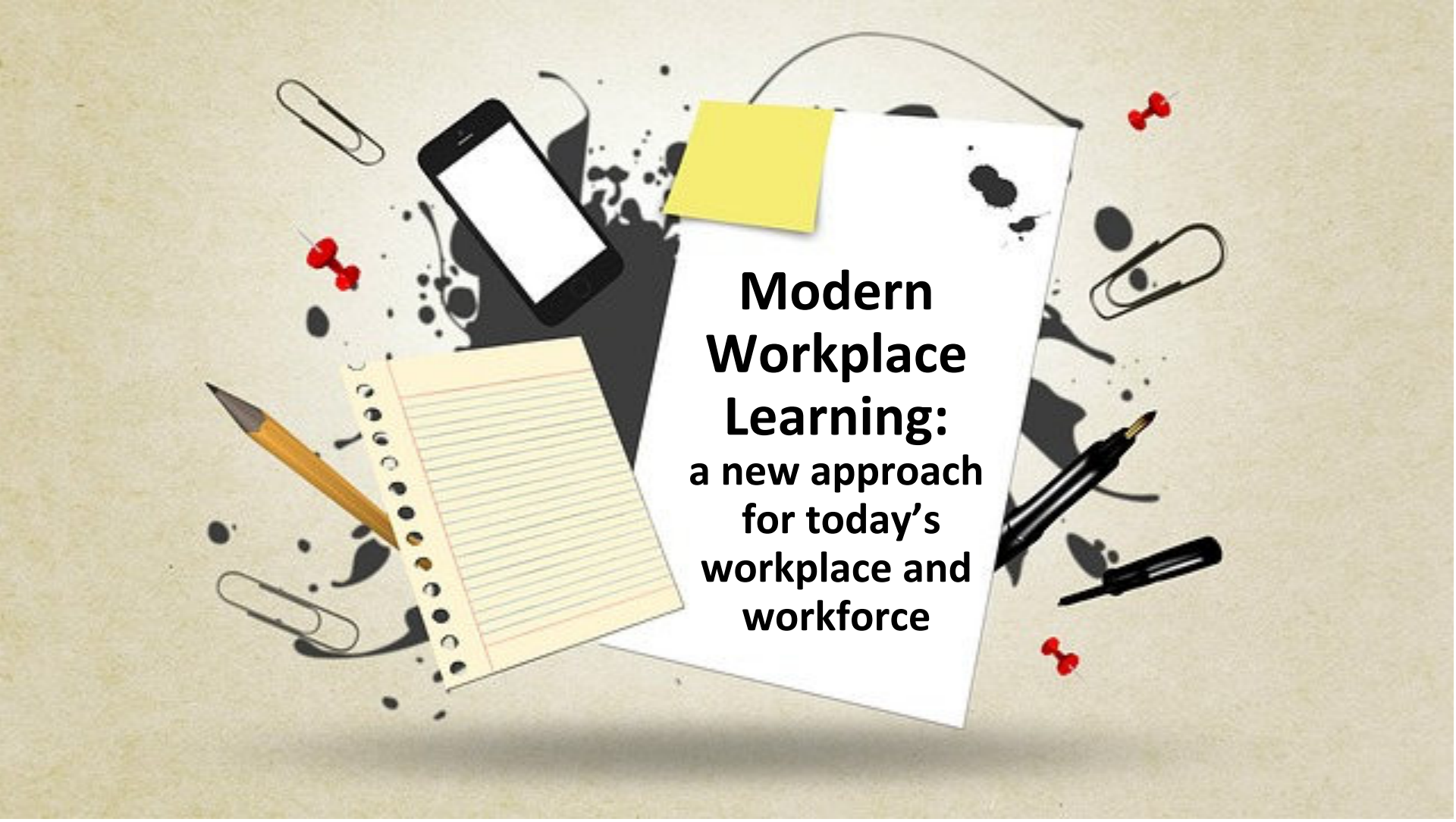


Jane Hart

Adult Learning Symposium

Singapore, 1 November 2018

AGENDA

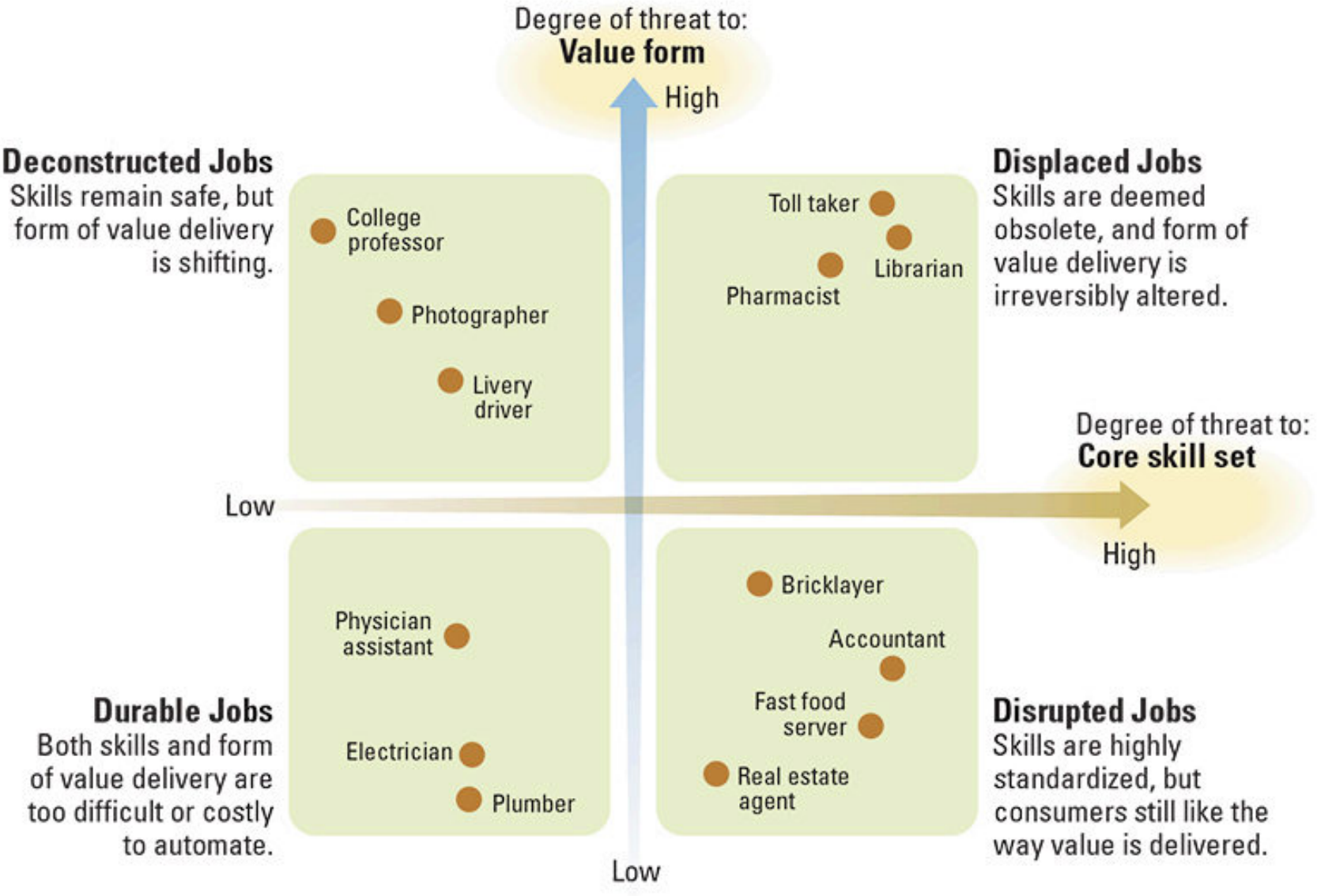
The forces changing the world of work

How modern professionals learn today

The need for a new model of workplace learning

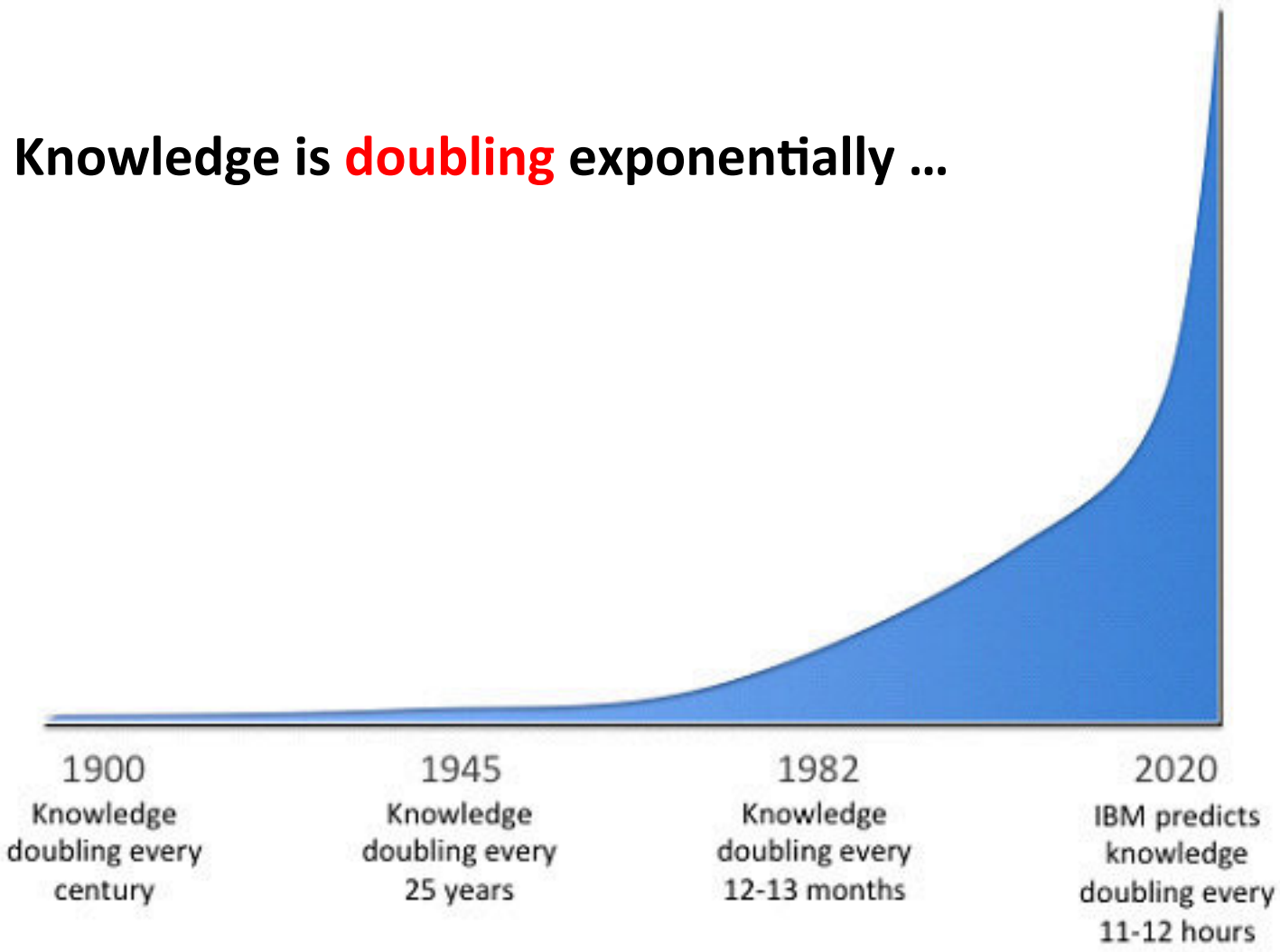
Automation

… is changing the nature of jobs



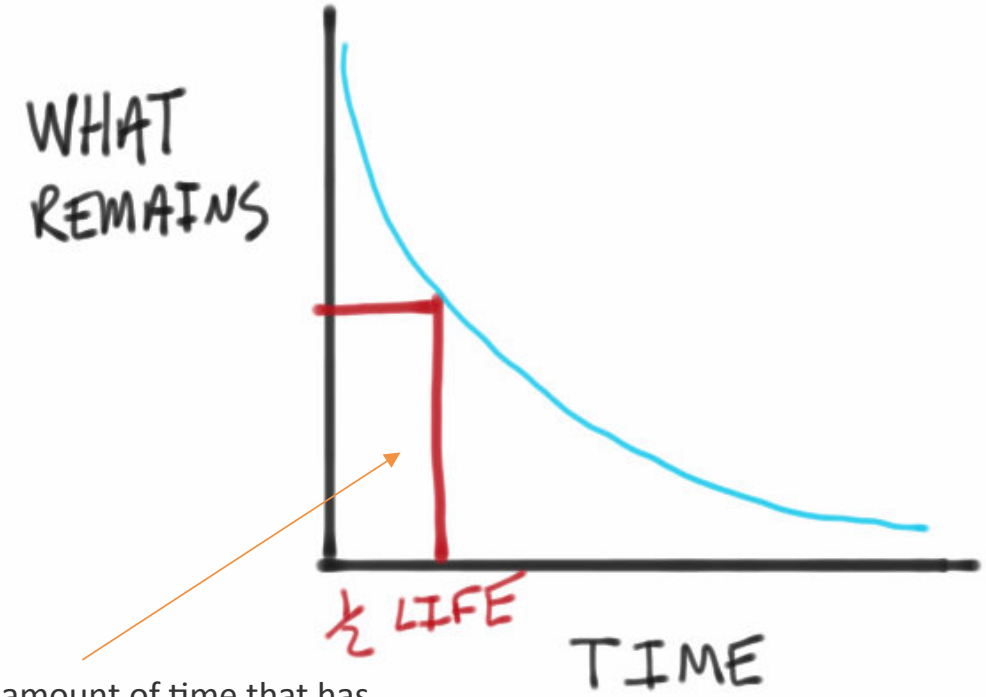
Source: [Four ways jobs will respond to automation](), MIT Sloan Management Review

Knowledge is doubling exponentially …



Source: *The coming knowledge tsunami,* Learning Solutions Magazine, 10 October 2017

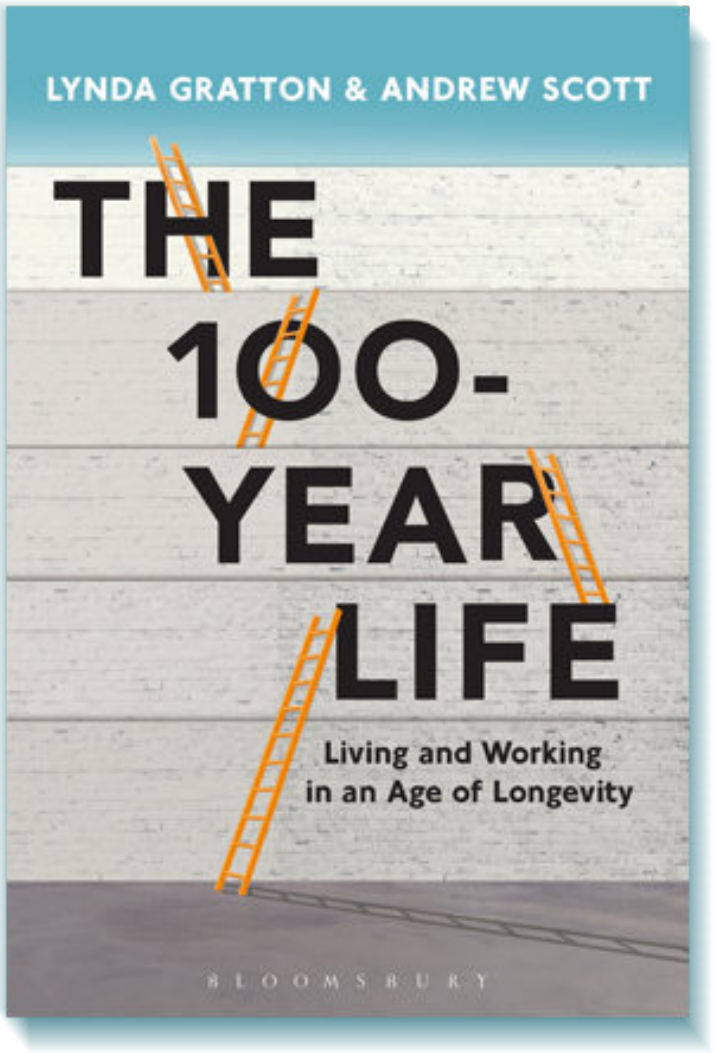
Half-life of knowledge is decreasing exponentially



engineering degree
1930: 35 years
1960: 10 years
2018: 2.5-5 years

"the amount of time that has to elapse before half of the knowledge or facts in a particular area is superseded or shown to be untrue"

“A college degree will be out of date before the loan is paid off.”

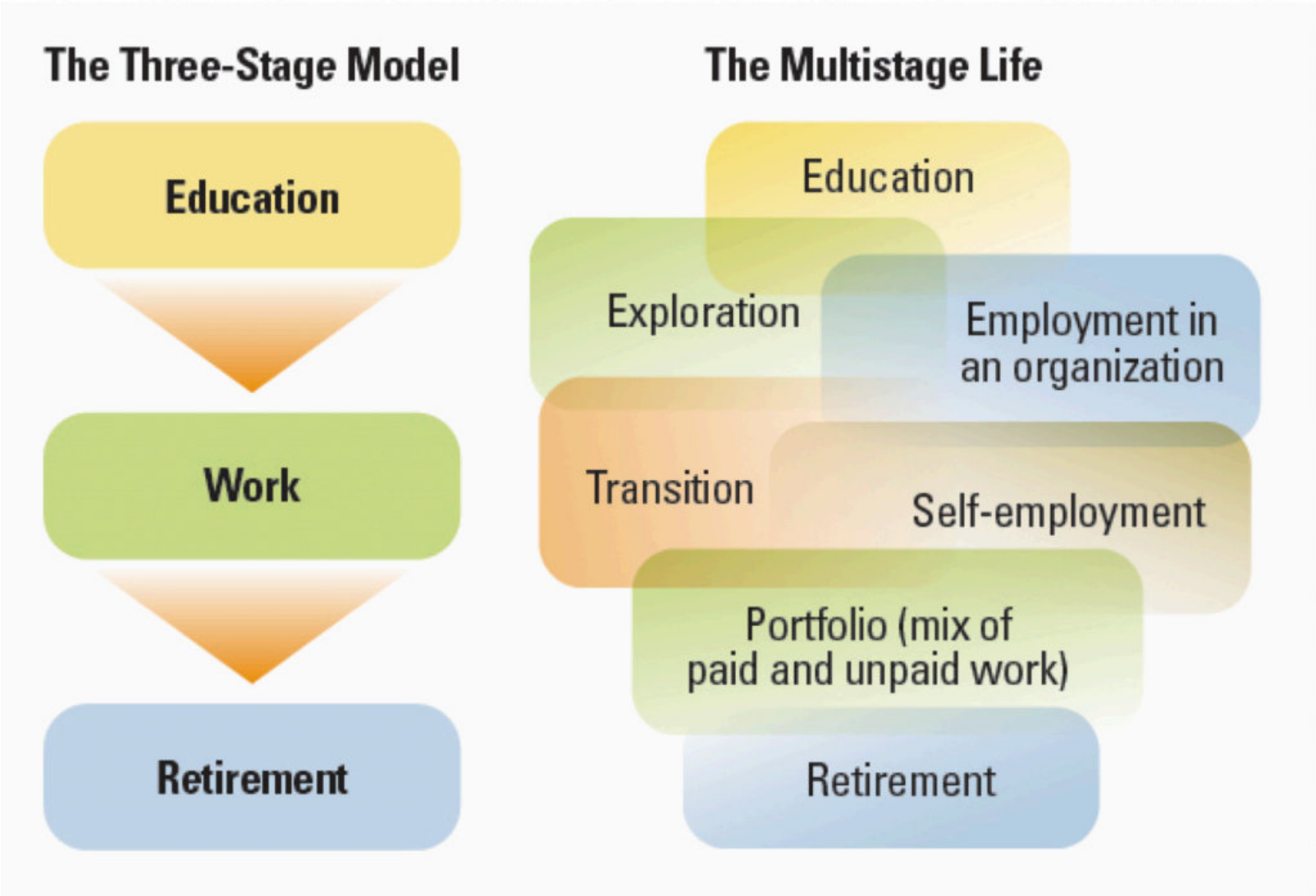


There is no such thing as a job for life …

Only a life of jobs …

"the flexible nature of the modern workforce will likely see a 15-year-old today navigating a portfolio of **17** jobs in **5** different industries."

www.100yearlife.com

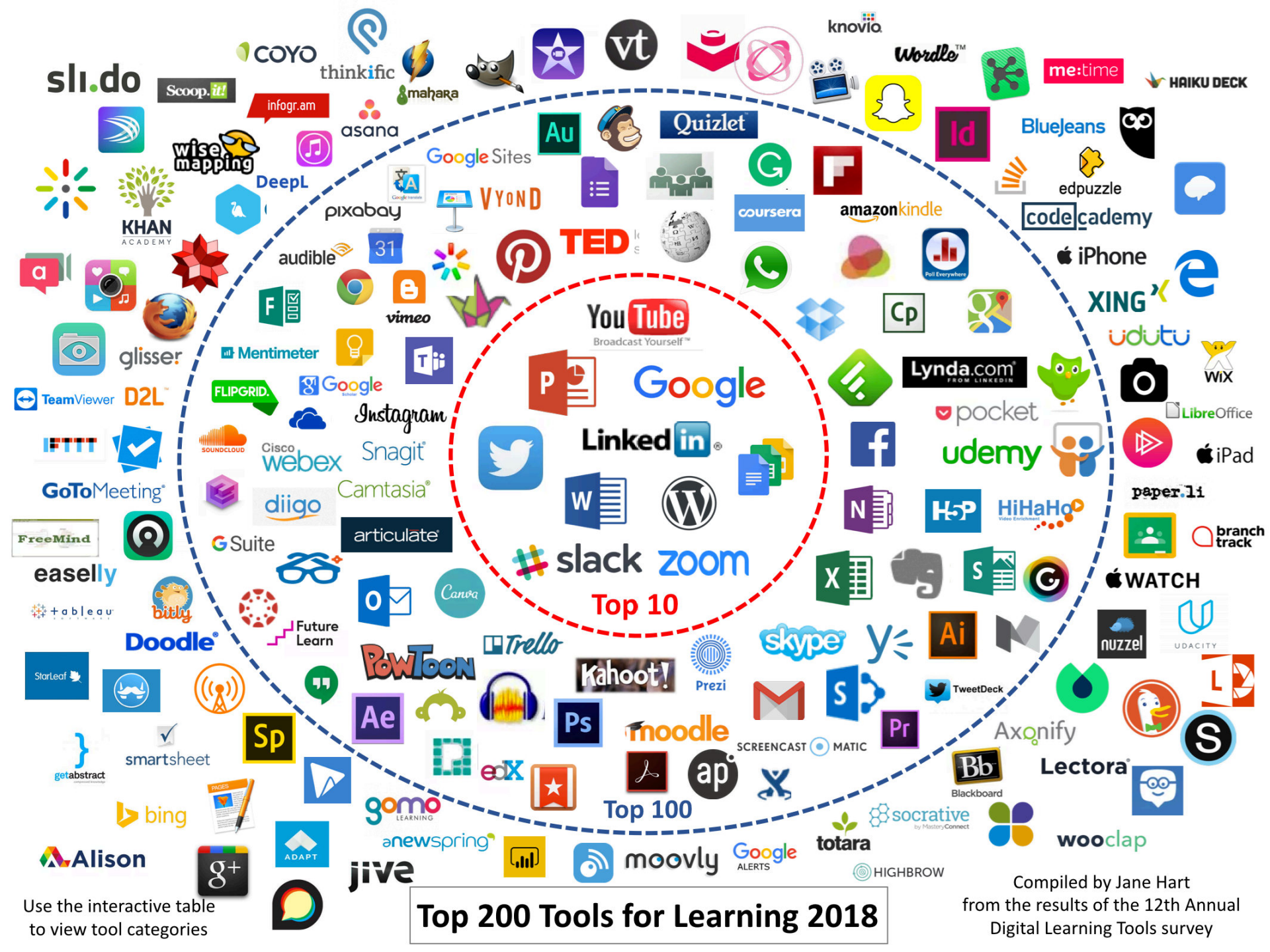


Source: *The corporate implications of longer life*, MIT Sloan Management Review, March 2017

“As working lives become multi-staged and the sequence of those stages becomes more customized, individuals will take an interest in skills with value that extends beyond the current employer and sector.”

“As working lives become longer, the need for lifelong learning will increase.”

What does it mean to be a lifelong learner in the modern era?


Top 10
Top 100
Top 200 Tools for Learning 2018
Use the interactive table to view tool categories
Compiled by Jane Hart from the results of the 12th Annual Digital Learning Tools survey

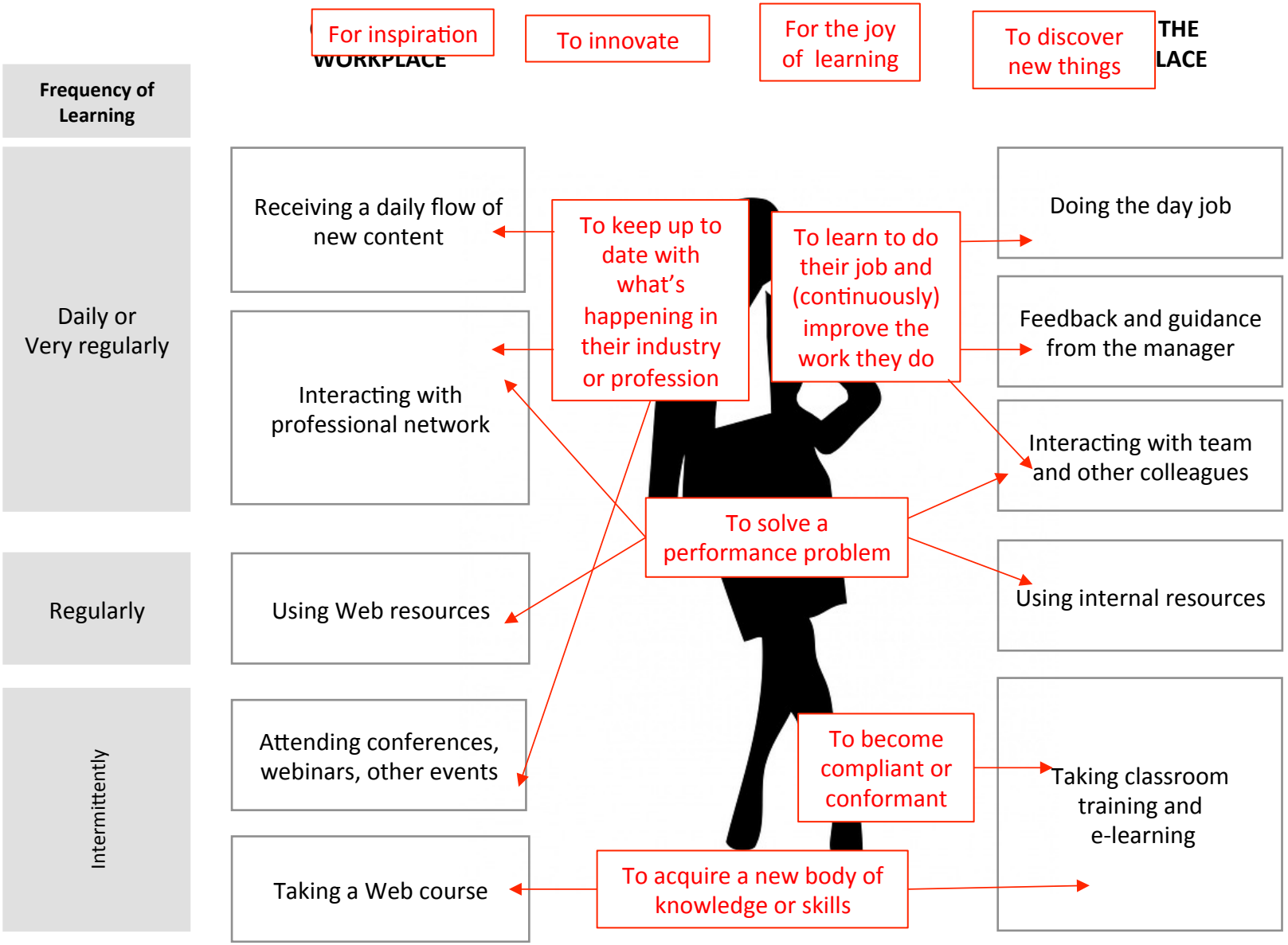
Compiled by Jane Hart
from the results of the 12th Annual
Digital Learning Tools survey

Top 100 Tools for Personal & Professional Learning 2018

How Modern Professionals learn

Frequency of Learning	OUTSIDE THE WORKPLACE	INSIDE THE WORKPLACE
Daily or Very regularly	Receiving a daily flow of new content	Doing the day job
	Interacting with professional network	Feedback and guidance from the manager
		Interacting with team and other colleagues
Regularly	Using Web resources	Using internal resources
Intermittently	Attending conferences, webinars, other events	Taking classroom training and e-learning
	Taking a Web course	

Why Modern Professionals learn



7th Annual Learning in the Workplace Survey

- Classroom training
- E-Learning (i.e. online courses for self-study)
- Internal company resources (e.g. documents, guides, etc)
- Knowledge sharing within your team
- Daily work experiences (i.e. doing the day job)
- Manager feedback and guidance
- Coach or mentor feedback and guidance
- Professional networks and communities
- Conferences and other events
- Regular blog posts and news feeds
- Web resources (e.g. videos, podcasts, articles)
- Web search (e.g. Google)

Not important

Quite Important

Very important

Essential

How Modern Professionals prefer to learn

RANK	*Results of the 7th Annual Learning in the Workplace survey*	Not important %	Quite important %	Very important %	Essential %	VIP + Essential %
1	Daily work experiences (ie doing the day job)	1	5	36	58	94
2	Knowledge sharing within your team					
3	Web search (eg Google)					
4	Professional networks and communities					
5	Web resources (eg videos, podcasts, articles)					
6	Manager feedback and guidance					
7	Coach or mentor feedback and guidance					
8	Internal resources (eg documents, guides, etc)					
9	Regular blog posts and news feeds					
10	E-Learning (ie online courses for self-study)					
11	Conferences and other professional events	12	57	28	3	31
12	Classroom training	34	37	21	8	29

personal experience
(not one-size-fits-all)

self-organized and self-managed
(not done to them)

integral part of daily work
(not just a separate activity)

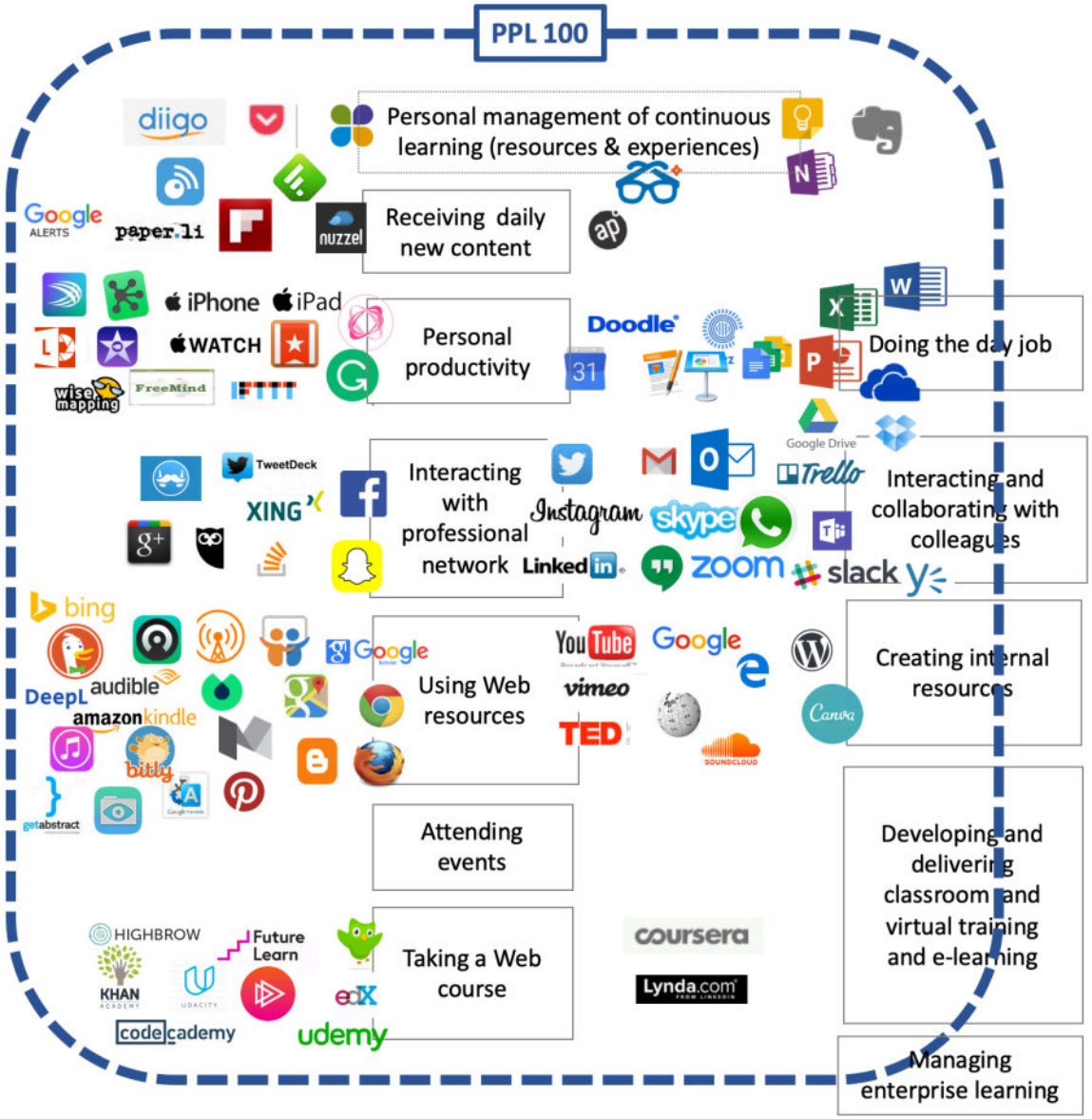
How the tools for Personal and Workplace Learning compare

Frequency of Learning

Daily or very regularly

Regularly

Intermittently



How the tools for Personal and Workplace Learning compare

Frequency of Learning

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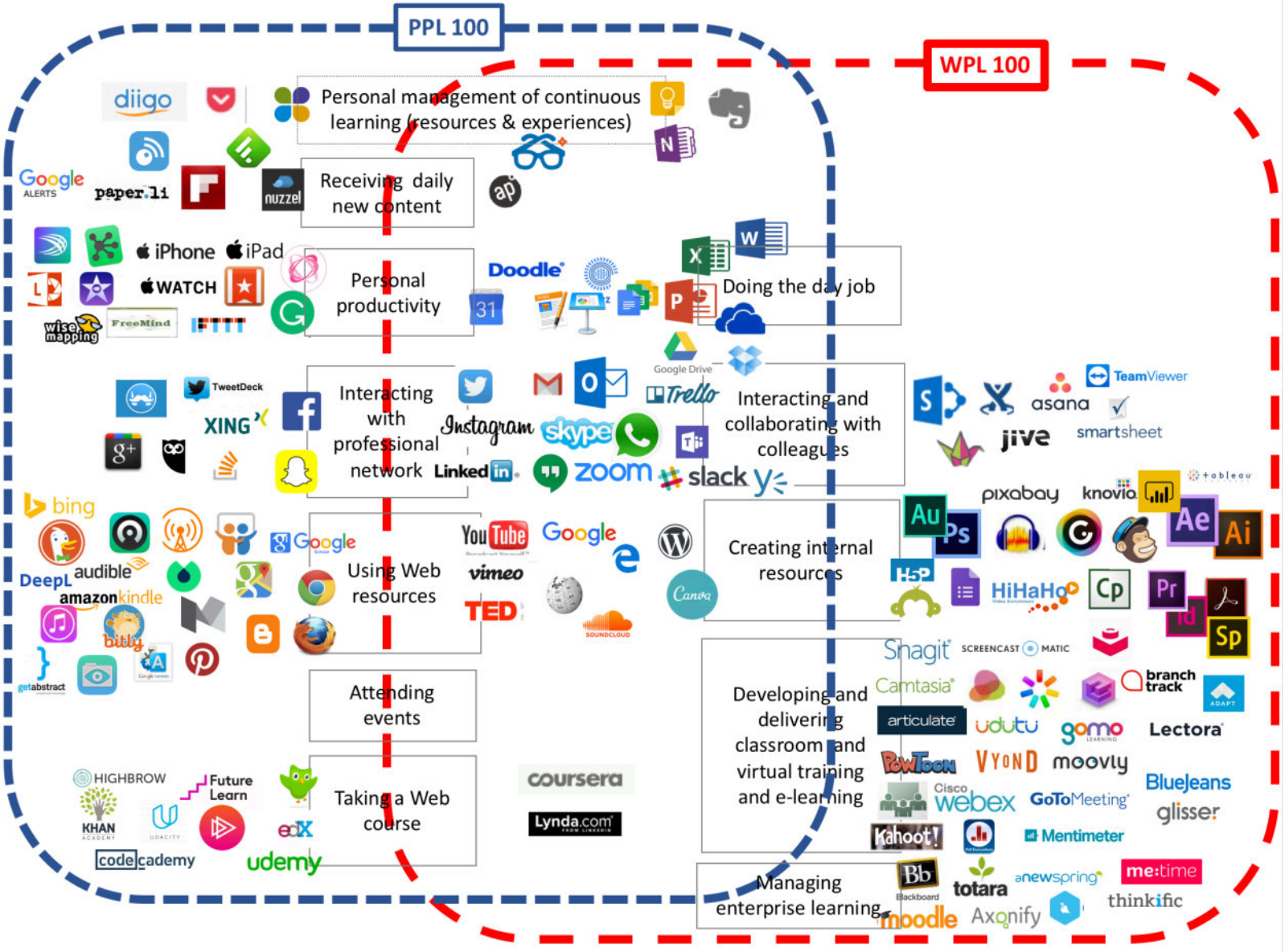
Intermittently



Tensions

People want **personalization**; corporations want **conformity**.

People want **flexibility**; corporations want **standardization.**

"We expect the pressure building from these tensions to grow in the years ahead. In response, companies need to initiate a top-to-bottom redesign of their human resource practices and processes."

Source: The corporate implications of longer lives, MIT Sloan Review, March 2017

RANK	*Results of the 7th Annual Learning in the Workplace survey*	Not important %	Quite important %	Very important %	Essential %	VIP + Essential %
1	Daily work experiences (ie doing the day job)	1	5	36	58	94
2	Knowledge sharing within your team	1				88
3	Web search (eg Google)	1				83
4	Professional networks and communities	1				74
5	Web resources (eg videos, podcasts, articles)	2				73
6	Manager feedback and guidance	5				73
7	Coach or mentor feedback and guidance	6				67
8	Internal resources (eg documents, guides, etc)	13				58
9	Regular blog posts and news feeds	6	37	37	20	57
10	E-Learning (ie online courses for self-study)	20	41	27	12	39
11	Conferences and other professional events	12	57	28	3	31
12	Classroom training	34	37	21	8	29

It's not just about modernizing training

But seeing the bigger picture and the bigger opportunities

It's about questioning the traditional model

The traditional workplace learning model is not up to the new world of work

~~Knowledge transfer~~

~~One-size-fits-all approach~~

~~L&D responsible for L&D~~

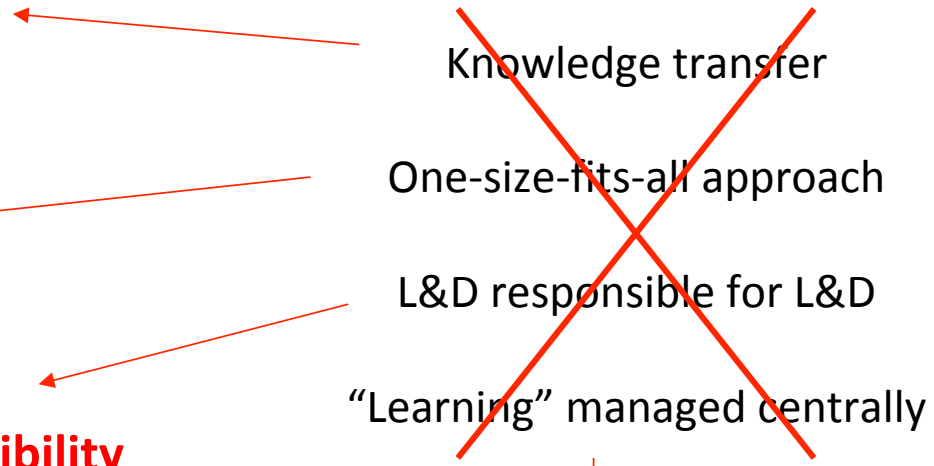
~~"Learning" managed centrally~~

A modern workplace learning model

Learning happens in many different ways

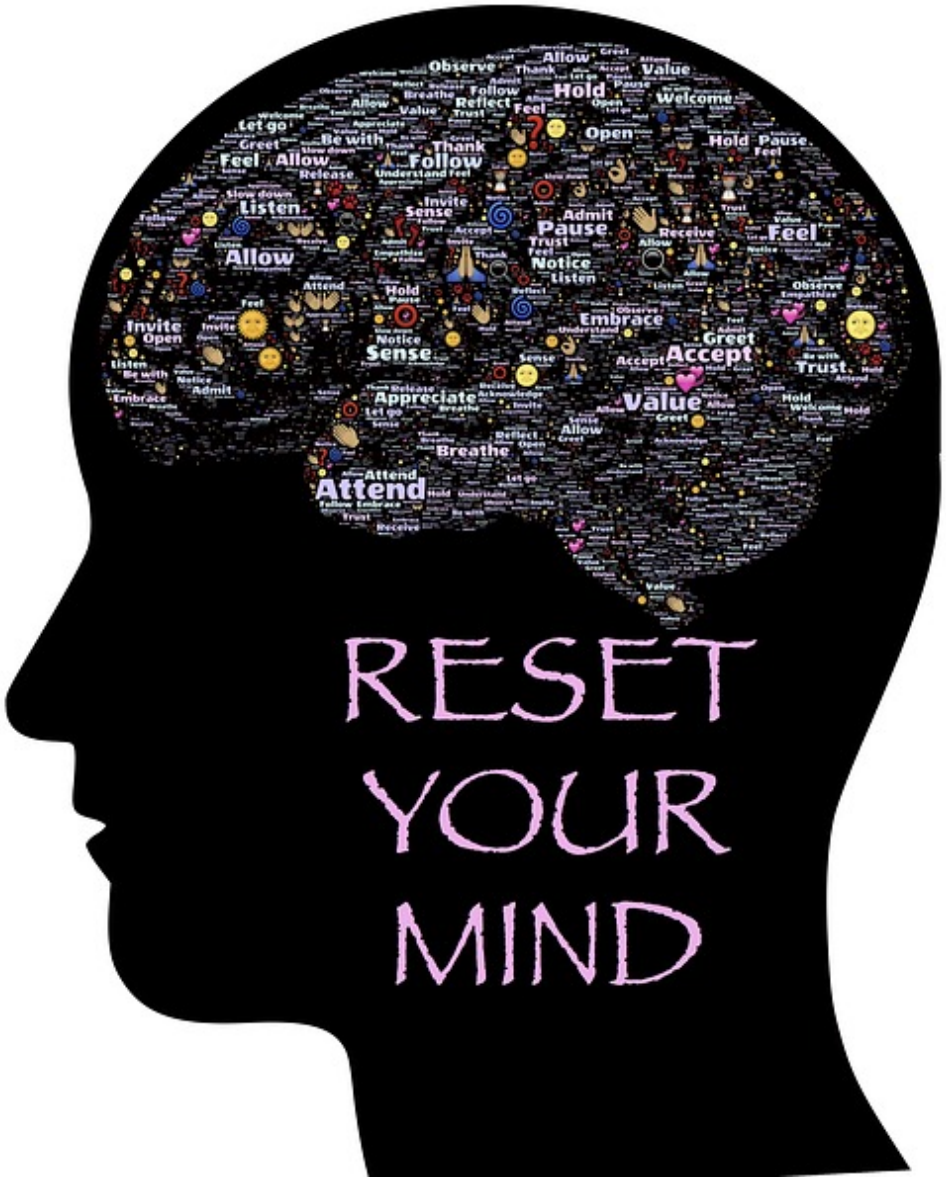
A continuous personal experience

Learning is everyone's responsibility (employees and managers)
L&D's role to enable and support



Learning managed by individuals
Performance managed by managers

A modern workplace learning mindset



A Framework of Continuous Improvement, Learning & Development

Frequency of Learning	OUTSIDE THE WORKPLACE	INSIDE THEWORKPLACE
Daily or Very regularly	Receiving a daily flow of new content	Doing the day job
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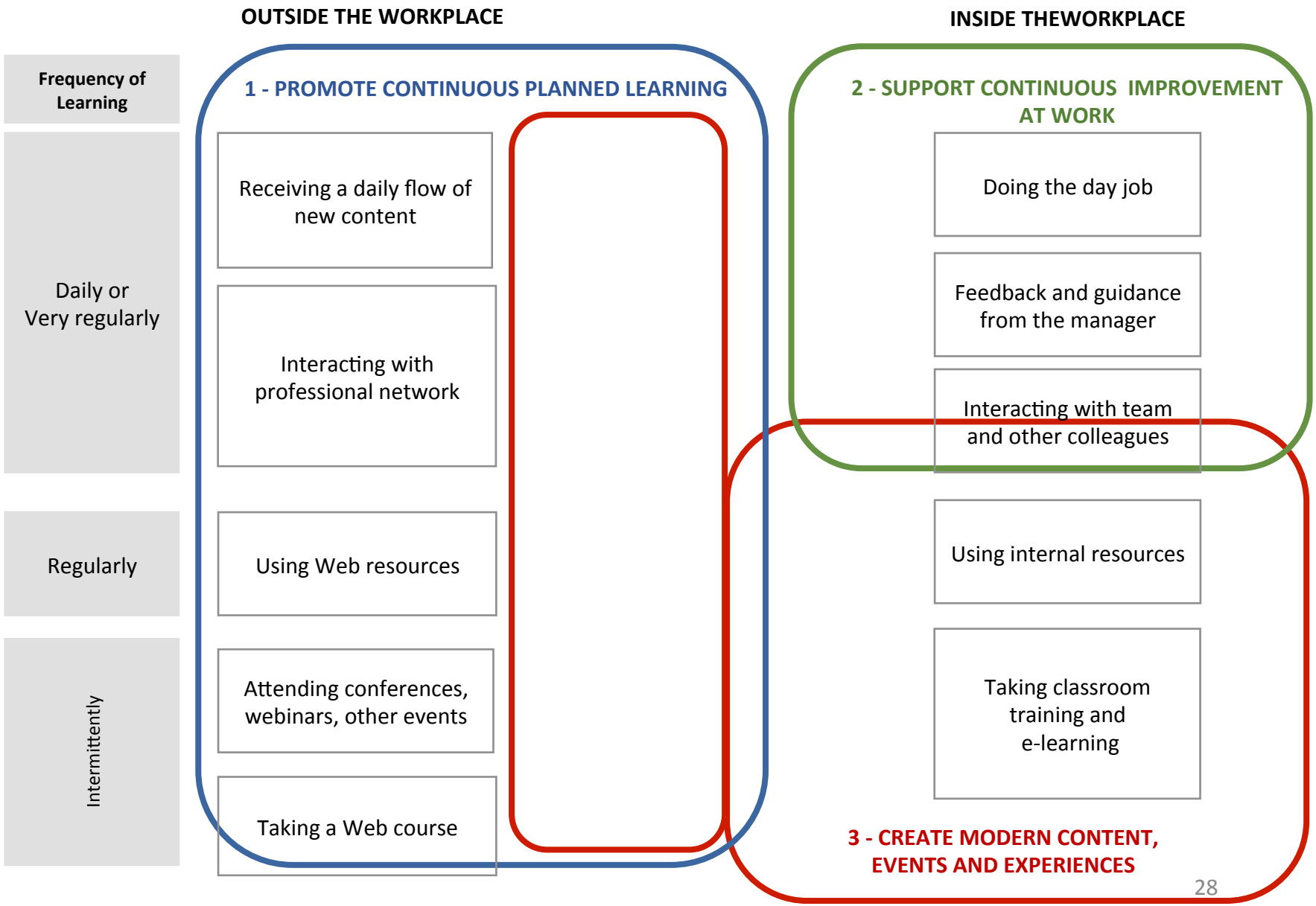
A new view of technologies for learning



A Framework of Continuous Improvement, Learning & Development

OUTSIDE THE WORKPLACE

Frequency of Learning	1 - PROMOTE CONTINUOUS PLANNED LEARNING
Daily or Very regularly	Receiving a daily flow of new content
	Interacting with professional network
Regularly	Using Web resources
Intermittently	Attending conferences, webinars, other events
	Taking a Web course

Rationale
Build self-reliance and self-sufficiency
Commit and make time
Expose to new opportunities

How to decide what to do
How to keep track of what they learn
How to avoid information overload
How to connect the dots
Help them evidence their new knowledge, skills and performance

Adopt a formal process of professional self-development

A Framework of Continuous Improvement, Learning & Development

Frequency of Learning	OUTSIDE THE WORKPLACE	INSIDE THEWORKPLACE
Daily or Very regularly	**Help managers** to become role models to foster learnability to be more of a coach than a boss to develop their own people to build a knowledge sharing culture in the team	**2 - SUPPORT CONTINUOUS IMPROVEMENT AT WORK** Doing the day job Feedback and guidance from the manager Interacting with team and other colleagues
Regularly	**Help individuals** to get the most out of their manager to learn from their daily work experiences	
Intermittently	Work with **teams** to understand performance problems and identify the most appropriate solutions	

A Framework of Continuous Improvement, Learning & Development

OUTSIDE THE WORKPLACE

INSIDE THEWORKPLACE

Frequency of Learning

Daily or Very regularly

Regularly

Intermittently

Flexible resources in a variety of formats

Flipped classrooms

Tech-friendly workshops

Drop-in sessions

Immersive learning (VR, AR & MR)

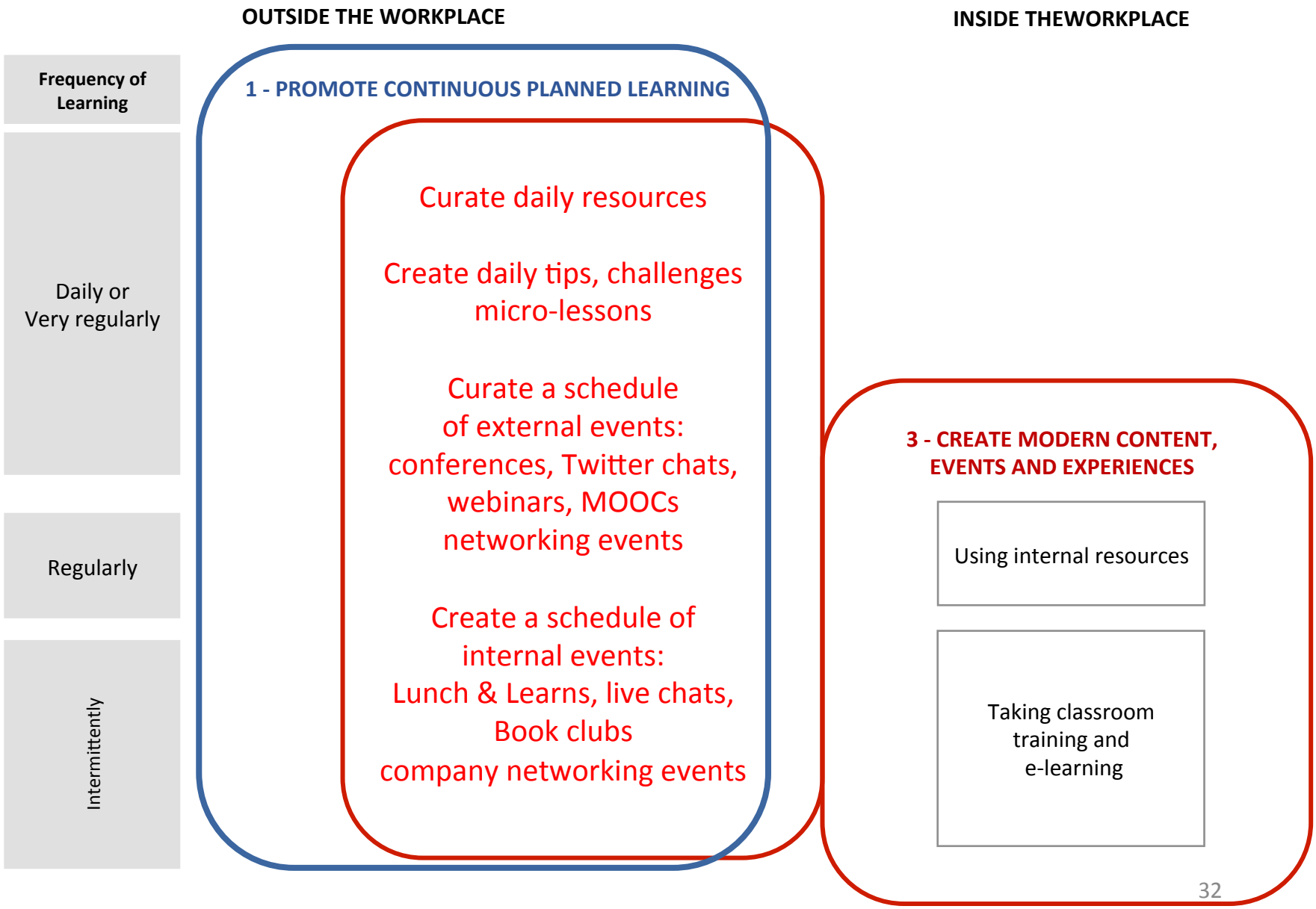
Guided social learning

Using internal resources

Taking classroom training and e-learning

3 - CREATE MODERN CONTENT, EVENTS AND EXPERIENCES

A Framework of Continuous Improvement, Learning & Development



A Framework of Continuous Improvement, Learning & Development

OUTSIDE THE WORKPLACE

INSIDE THEWORKPLACE

Frequency of Learning	1 - PROMOTE CONTINUOUS PLANNED LEARNING	2 - SUPPORT CONTINUOUS IMPROVEMENT AT WORK	3 - CREATE MODERN CONTENT, EVENTS AND EXPERIENCES
Daily or Very regularly	Receiving a daily flow of new content	Doing the day job	
	Interacting with professional network	Feedback and guidance from the manager	
		Interacting with team and other colleagues	
Regularly	Using Web resources	Using internal resources	
Intermittently	Attending conferences, webinars, other events	Taking classroom training and e-learning	
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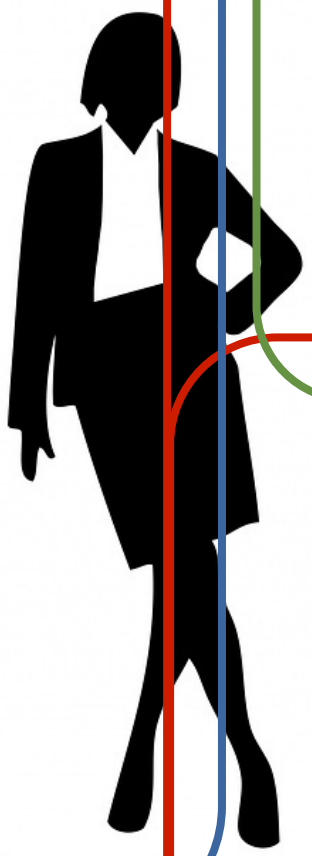
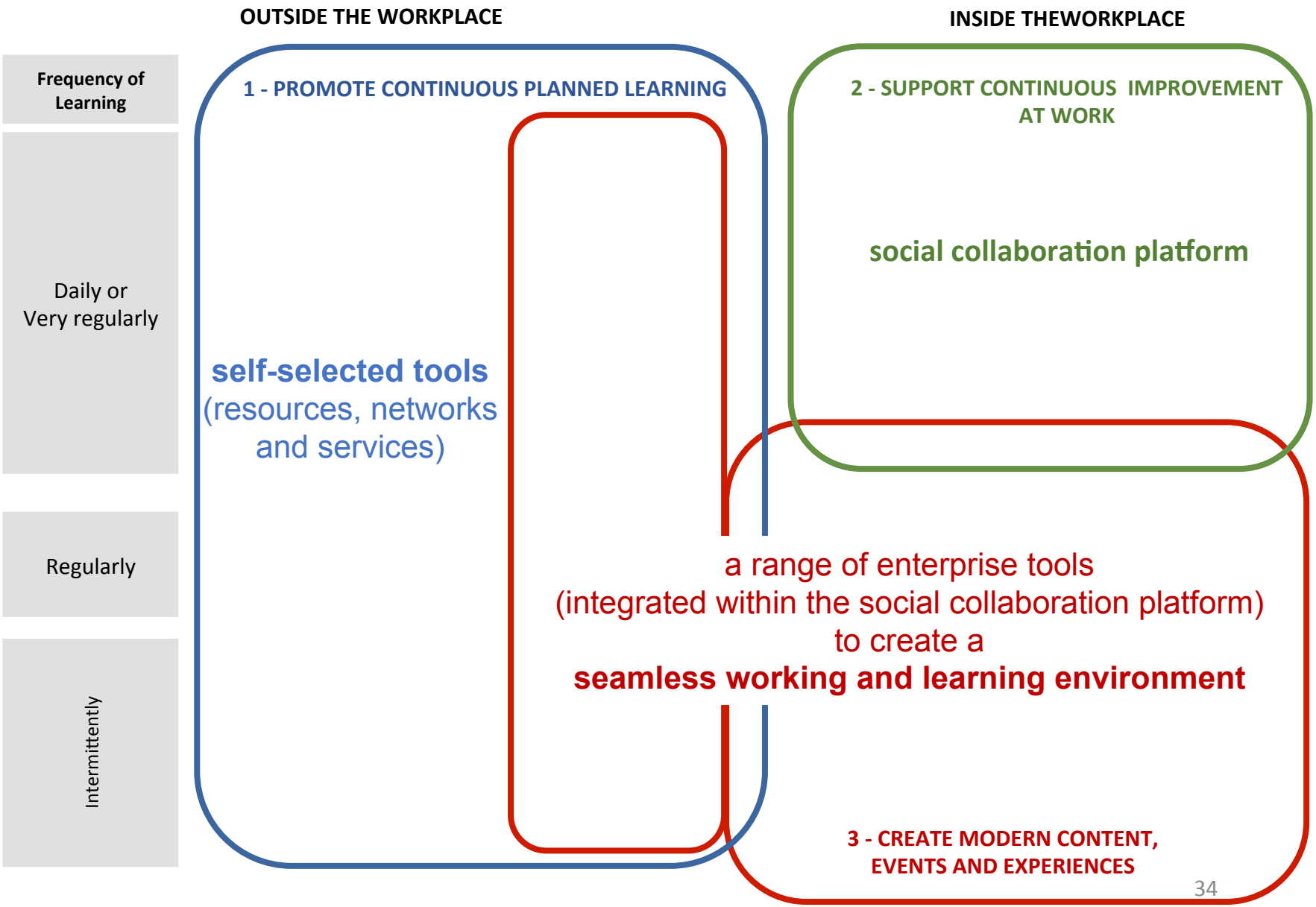
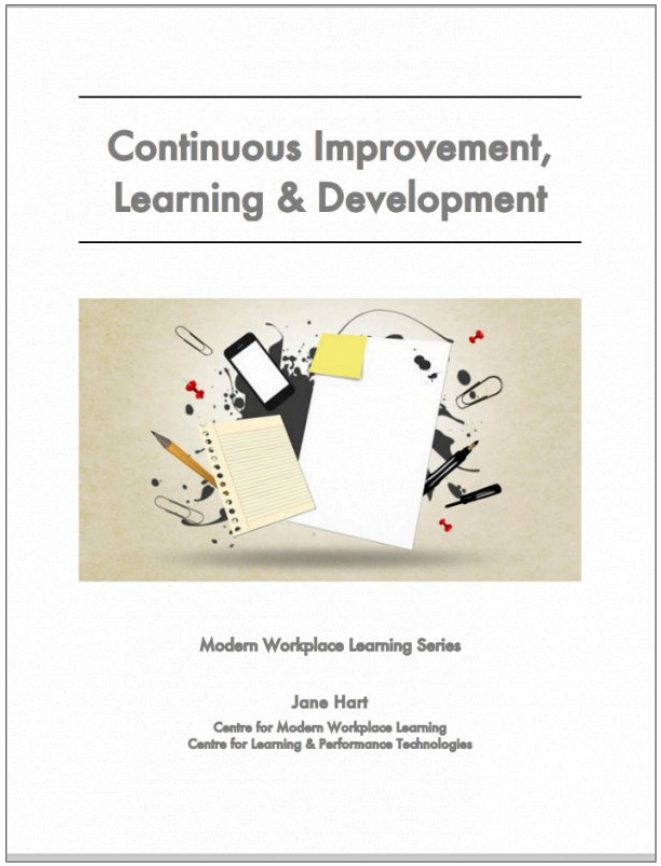


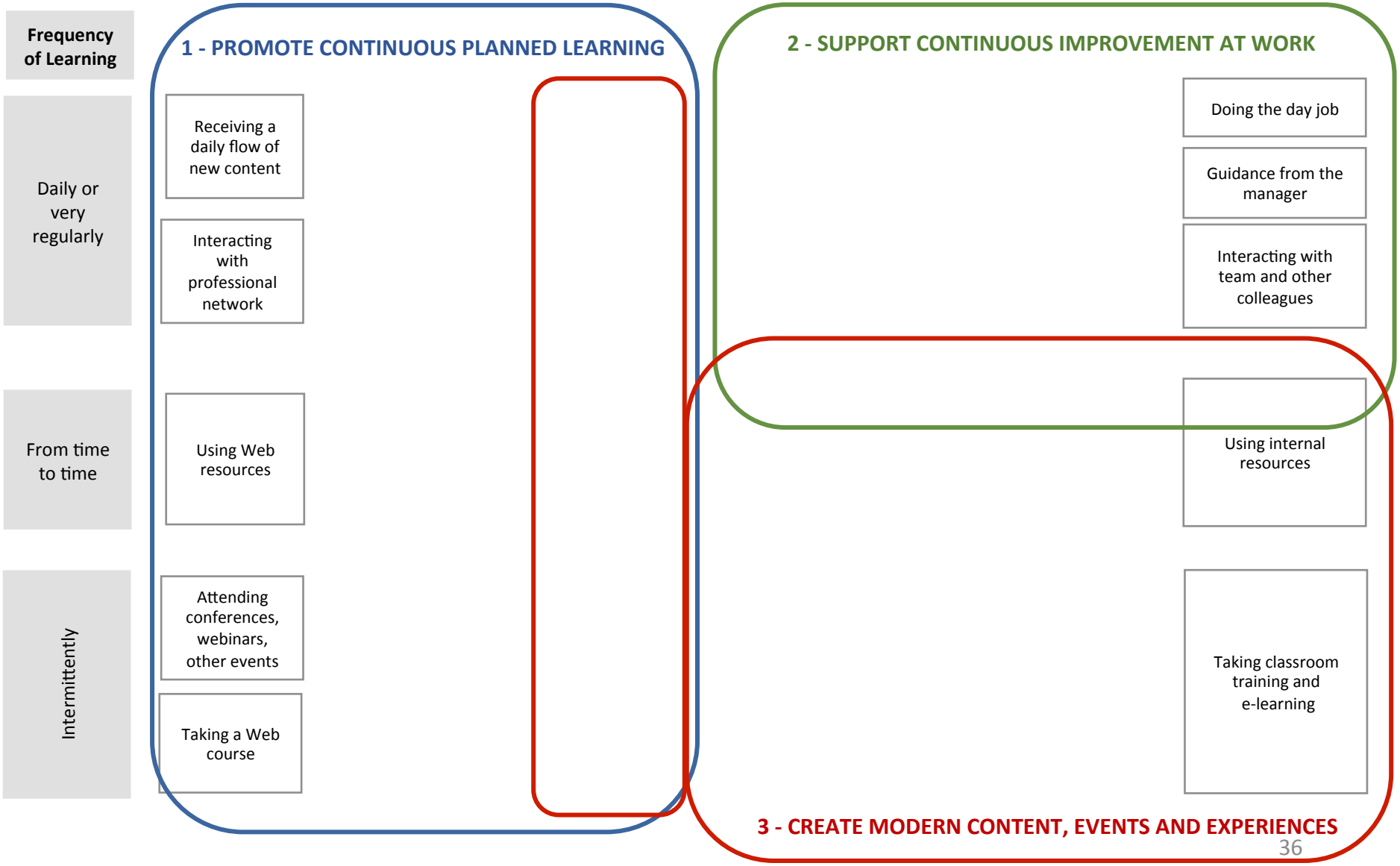
A new view of technologies for learning



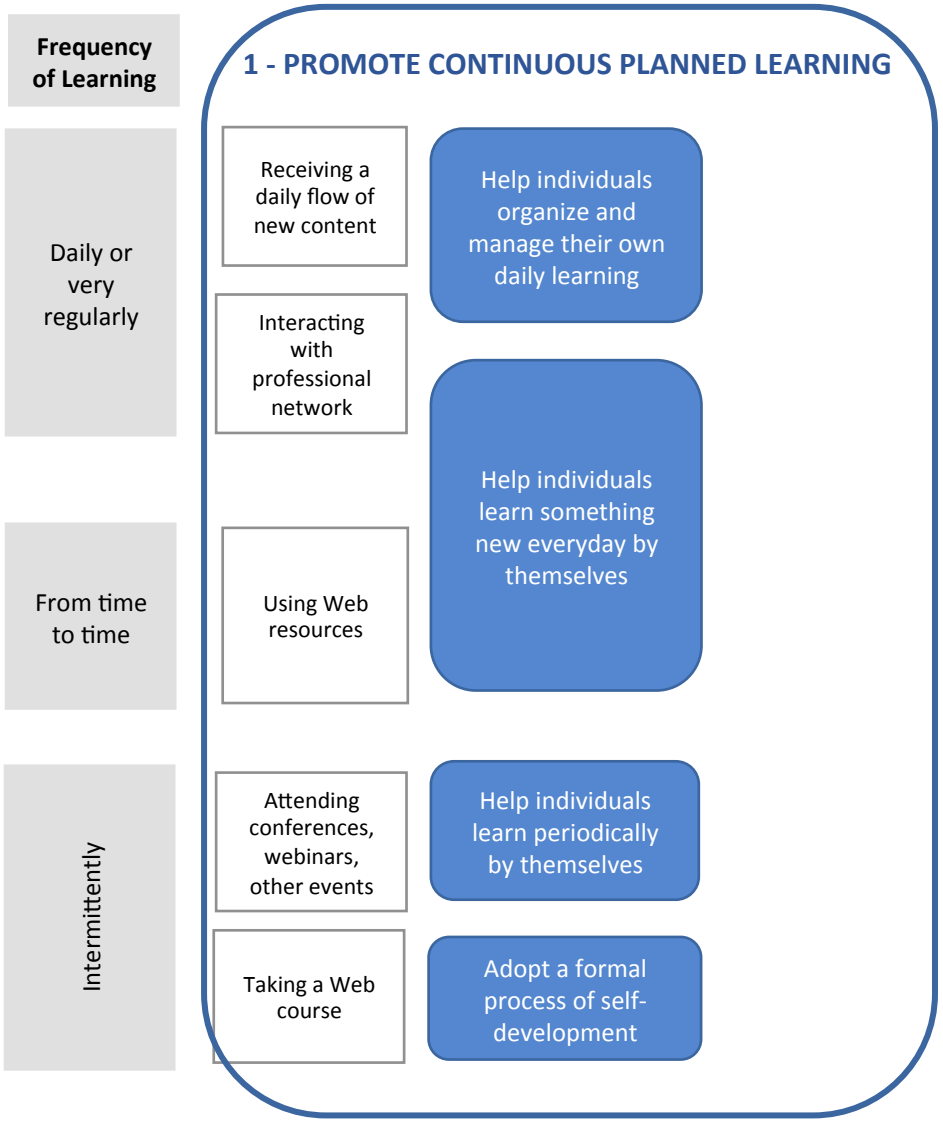


ModernWorkplaceLearning.com/cild/

A Framework of Continuous Improvement, Learning & Development to underpin Modern Workplace Learning



A Framework of Continuous Improvement, Learning & Development to underpin Modern Workplace Learning



A Framework of Continuous Improvement, Learning & Development to underpin Modern Workplace Learning

Frequency of Learning

Daily or very regularly

From time to time

Intermittently

2 - SUPPORT CONTINUOUS IMPROVEMENT AT WORK

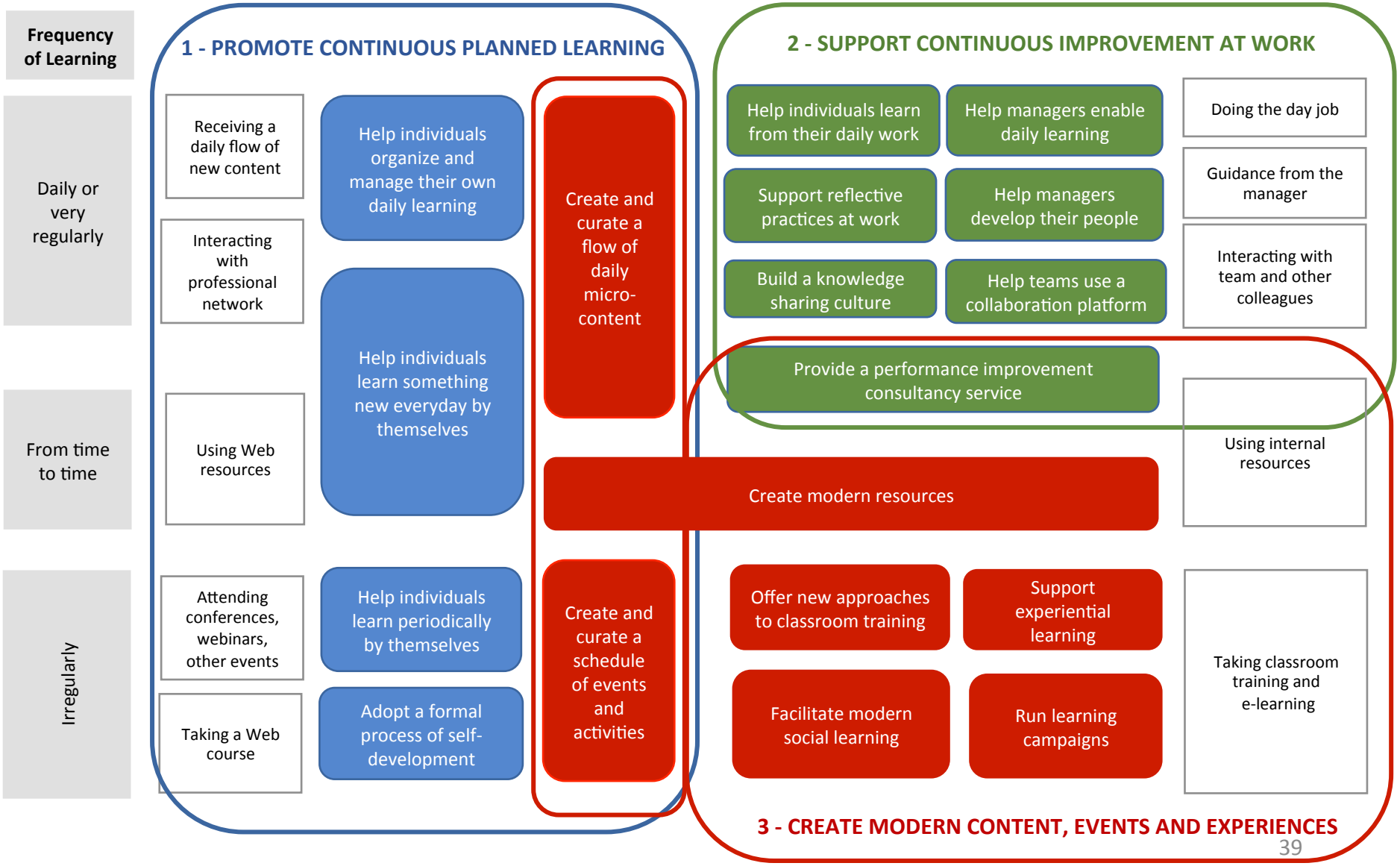
- Help individuals learn from their daily work
- Help managers enable daily learning
- Support reflective practices at work
- Help managers develop their people
- Build a knowledge sharing culture
- Help teams use a collaboration platform
- Provide a performance improvement consultancy service

Doing the day job

Guidance from the manager

Interacting with team and other colleagues

Using internal resources

A Framework of Continuous Improvement, Learning & Development to underpin Modern Workplace Learning

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