

webinar

# Accelerating your learning ecosystems with Totara Talent Experience Platform



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if you are not talking

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# Robin Petterd

Founder of Sprout Labs, host of the  
'Learning While Working' podcast



Sprout Labs builds digital learning platforms that enable you and your team to author, deliver and measure high impact digital learning ecosystems.





# Other content from Sprout Labs

- The Learning While Working podcast
- The blog
- eBooks
- Recordings of past webinars
- Virtual conferences



# What we are thinking about today

- What a learning ecosystem is and the tools you need to build a learning ecosystem
- The power of an integrated talent experience platform instead of separate platforms
- How performance management and development is the key to your learning culture
- How to enable and support collaboration and learner-generated content



# Work has been changing



## Josh Bersin on the future of work **now**

"We now understand, thanks to the Pandemic, that work is all about empowerment, safety, **development** and agility."



Learning while working is the new normal



Learning ecosystem design is a powerful mindset for transforming learning

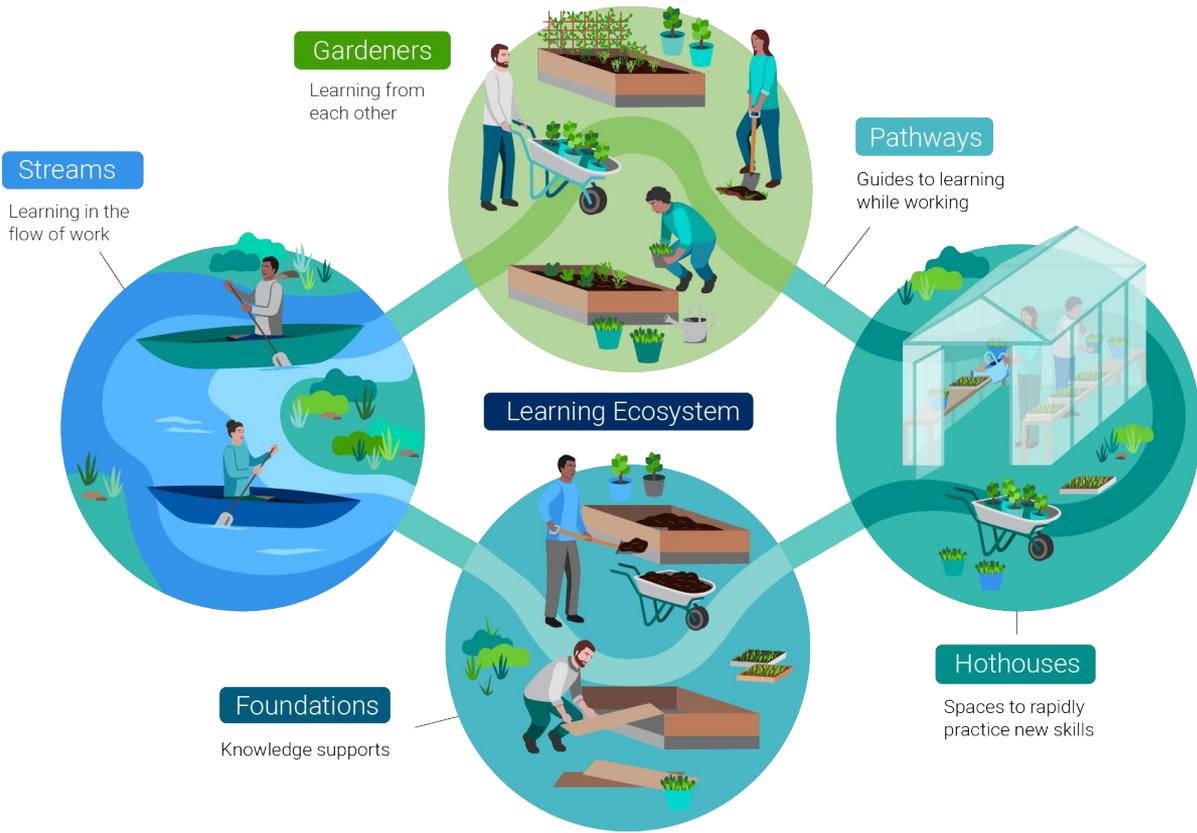


A learning ecosystem is an entity made up of components that **work together** to create a whole learning experience.

The **relationship** between the components means that the overall experience becomes more than the sum of its parts.

# Learning cultures

|                     | Old                                  | New                                    |
|---------------------|--------------------------------------|--|
|                     | Fix systems and procedures           | Agile and always changing              |
| Learning culture    | Internally focused on 'systems'      | Externally focused - Insight engine    |
| Learning mindset    | L&D team is responsible for learning | Everyone is helping each other to grow |
| Learning behaviours | Courses                              | Work is learning                       |
|                     | We form habits                       | Constantly changing                    |





# Learning design

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Technologies to enable learning



Employee as self directed learner



Manager as learning leader



L&D as learning ecosystem designer

**Streams**

Learning in the flow of work



**Gardeners**

Learning from each other



**Pathways**

Guides to learning while working



**Learning Ecosystem**

**Foundations**

Knowledge supports



**Hothouses**

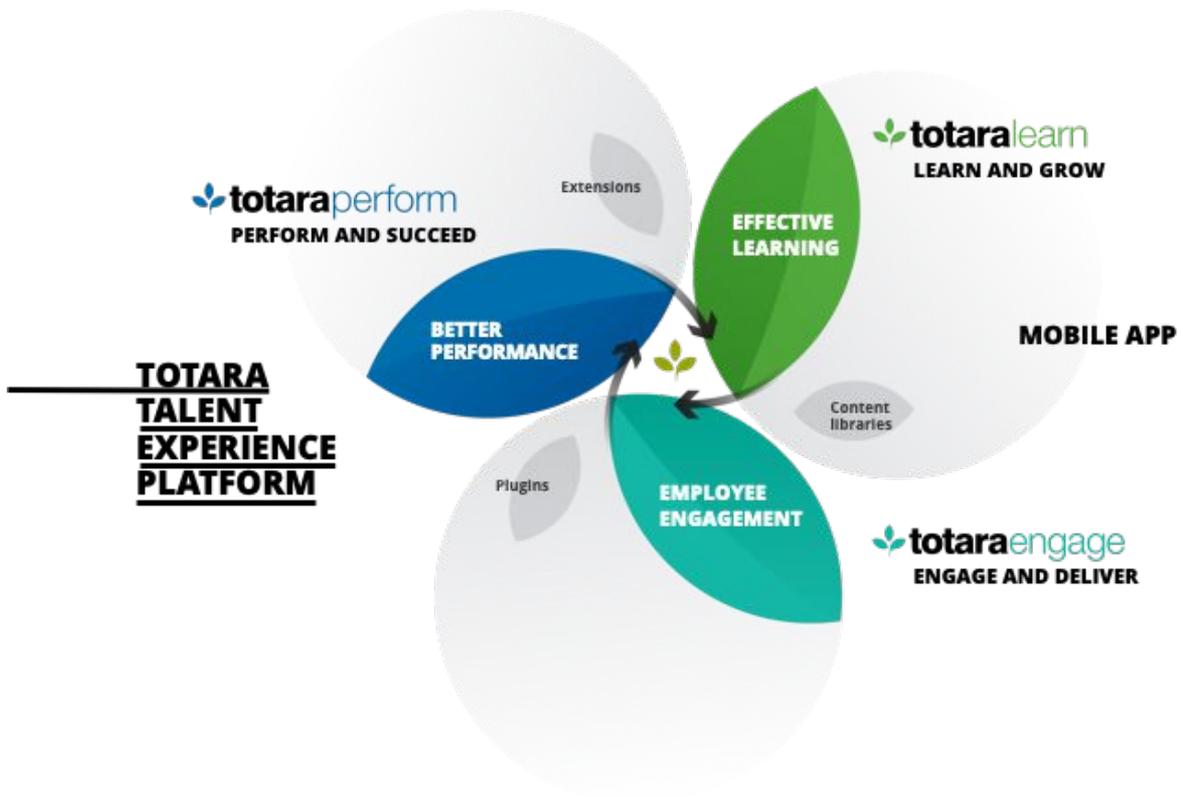
Spaces to rapidly practice new skills



# Learning design

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Technologies to enable learning



# RAPIDLY GROWING

**1800**  
CUSTOMERS

**19 million**  
USERS

**300+**  
SUCCESS STORIES SHARED

**80**  
EMPLOYEES



# EXTENSIVE GLOBAL PARTNER NETWORK

92

PARTNERS

47

COUNTRIES

3

OFFICES



# Why Totara?

Open technology coupled with business collaboration is the sustainable, strategic response to an unpredictable future.



Adaptable solutions



Trusted by millions of users



Comprehensive online resources & support desk



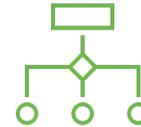
Open core technology



Innovation network



Cost effective



Enterprise ready



## The scenario we are going explore



I want to enable a learning ecosystem for new managers.



# Pathways

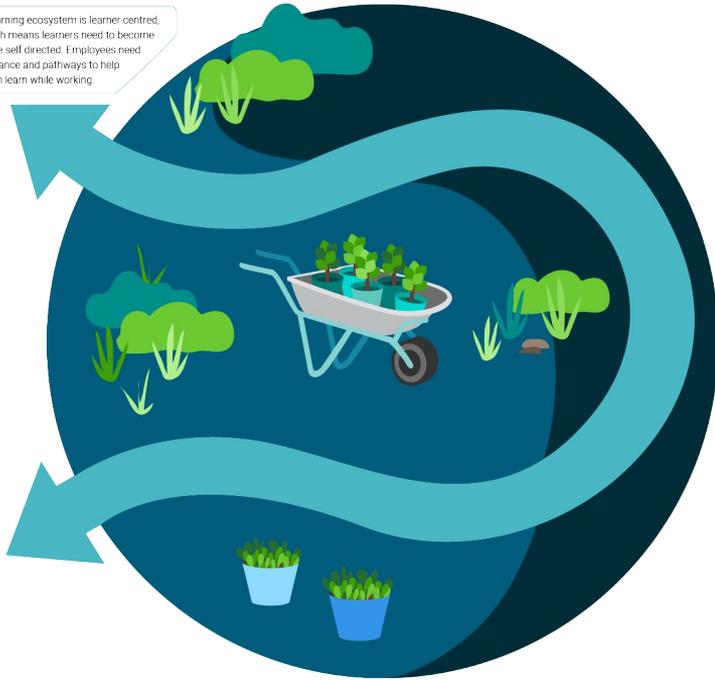
## Guides to learning while working

A learning ecosystem is learner centred, which means learners need to become more self directed. Employees need guidance and pathways to help them learn while working.

## Pathways

### Guides to learning while working

A learning ecosystem is learner centred, which means learners need to become more self directed. Employees need guidance and pathways to help them learn while working.



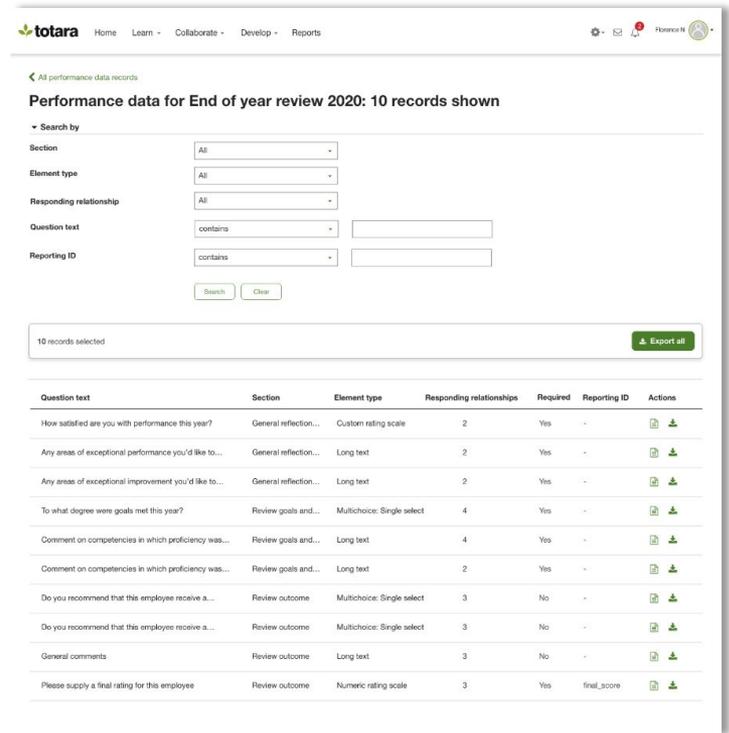
# Tools to enable Pathways

|         |  |
|---------|--|
| L&D     | Methods aligning formal learning with employee roles                               |
| Manager | Time for giving feedback and guiding team  |
| Learner | Competencies and goals<br>Feedback for - peers & manager<br>Playlists of resources |

# Check-ins and performance activities

*Build appraisals and processes that work perfectly with your organization*

- Tailor appraisals, feedback and check-ins to suit your organizations needs.
- Ensure confidentiality with comprehensive access and visibility controls.
- Automate the scheduling of performance activities in a flexible manner.
- Build editable and searchable reports.
- Drill into the details of performance activities easily.



The screenshot displays the Totara Performance data interface. At the top, there is a navigation bar with the Totara logo and menu items: Home, Learn, Collaborate, Develop, and Reports. Below the navigation bar, the page title is "Performance data for End of year review 2020: 10 records shown". A search filter section is visible, with dropdown menus for "Section", "Element type", and "Responding relationship", all set to "All". There are also input fields for "Question text" and "Reporting ID", both containing the word "contains". A "Search" button and a "Clear" button are located below the input fields. Below the search filters, a summary bar indicates "10 records selected" and an "Export all" button. The main content is a table with the following columns: Question text, Section, Element type, Responding relationships, Required, Reporting ID, and Actions. The table contains 10 rows of data, each representing a performance activity.

| Question text   | Section               | Element type               | Responding relationships | Required | Reporting ID | Actions |
|---|-----------------------|----------------------------|--------------------------|----------|--------------|---------|
| How satisfied are you with performance this year?     | General reflection... | Custom rating scale        | 2                        | Yes      | -            | [Icons] |
| Any areas of exceptional performance you'd like to... | General reflection... | Long text                  | 2                        | Yes      | -            | [Icons] |
| Any areas of exceptional improvement you'd like to... | General reflection... | Long text                  | 2                        | Yes      | -            | [Icons] |
| To what degree were goals met this year?              | Review goals and...   | Multichoice: Single select | 4                        | Yes      | -            | [Icons] |
| Comment on competencies in which proficiency was...   | Review goals and...   | Long text                  | 4                        | Yes      | -            | [Icons] |
| Comment on competencies in which proficiency was...   | Review goals and...   | Long text                  | 2                        | Yes      | -            | [Icons] |
| Do you recommend that this employee receive a...      | Review outcome        | Multichoice: Single select | 3                        | No       | -            | [Icons] |
| Do you recommend that this employee receive a...      | Review outcome        | Multichoice: Single select | 3                        | No       | -            | [Icons] |
| General comments                                      | Review outcome        | Long text                  | 3                        | No       | -            | [Icons] |
| Please supply a final rating for this employee        | Review outcome        | Numeric rating scale       | 3                        | Yes      | final_score  | [Icons] |

# Feedback

*Structure feedback in a way that works for your business, supply fair and transparent feedback for staff.*

- Easily create tailor-made feedback performance activities.
- Assign feedback activities based on a user's audience, organization or position.
- Create 360 or 270 feedback forms for job assignments or as a one off.
- Create your own type of feedback form.
- Distribute feedback forms to a wide range of people.
- Anonymize responses and apply visibility restrictions.

The screenshot shows the Totara Perform user interface for a feedback form. At the top, the navigation bar includes 'totara', 'Home', 'Learn', 'Collaborate', 'Develop', and 'Reports'. The user is logged in as 'Dorothy Malone'. The main content area is titled 'General feedback' and is for 'Self'. It features a sidebar with categories: 'Personal growth', 'Satisfaction', 'Experience with your manager', and 'Company environment' (which is currently selected). The main form area is titled 'Company environment' and contains the following questions and options:

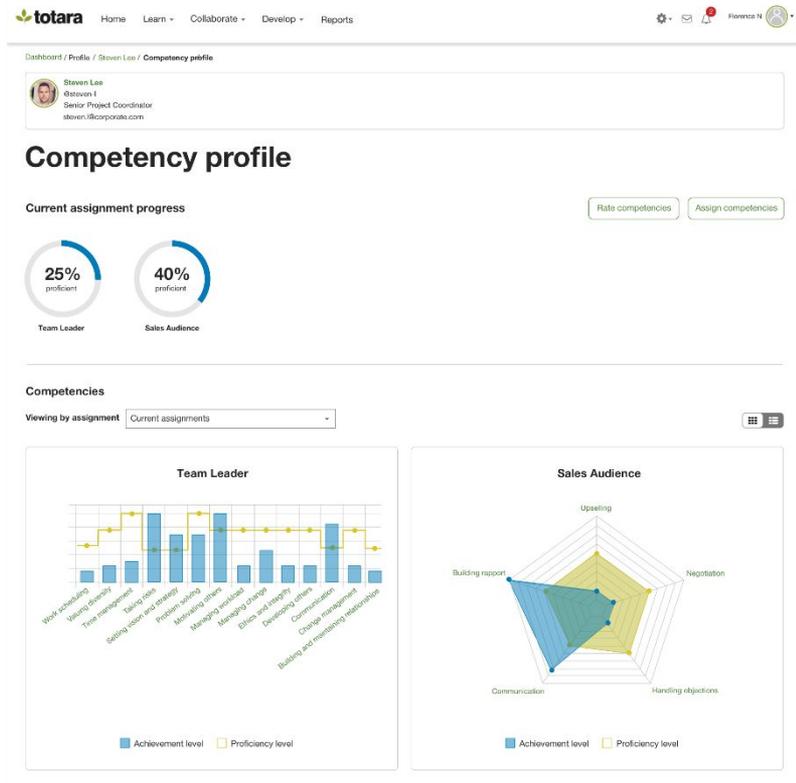
- Question: "Do you enjoy the company's culture?"  
Options:  Yes,  No,  Bits of it
- Question: "Do you feel connected to your coworkers?"  
Options:  Yes,  No
- Question: "If you do not feel connected to your coworkers could you explain why? (optional)"  
Response: "Even though we have all been working from home we have all the technology needed to keep in contact and everyone is really great at sharing what they are doing. We even make time for coffee catch ups."

At the bottom of the form are 'Submit' and 'Cancel' buttons. The footer indicates the user is logged in as 'Dorothy Malone' and the system is 'Powered by Totara Learn'.

# Competencies

*Give your team the skills they need to succeed*

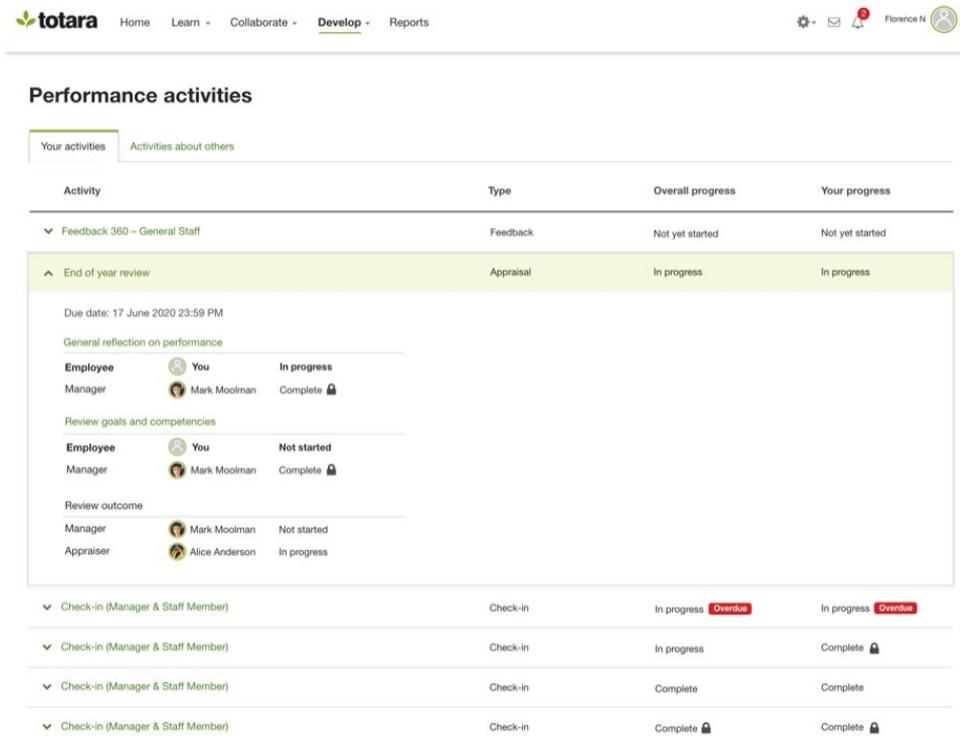
- Provide transparency and create hierarchies around the skills and capabilities employees need in their role.
- Organize competencies by audience, position, organization or by individual.
- Clearly show the training individuals need to reach a certain competency.
- Add proficiency scales to competencies.
- Upload competencies via HR Import.



# Scheduling

*Save time and money by automating repetitive tasks and reminders.*

- Ensure performance activities are timely and relevant by utilizing the comprehensive assignment and scheduling functionality.
- Assign activities by organizational frameworks, audiences or position frameworks.
- Send push notifications.



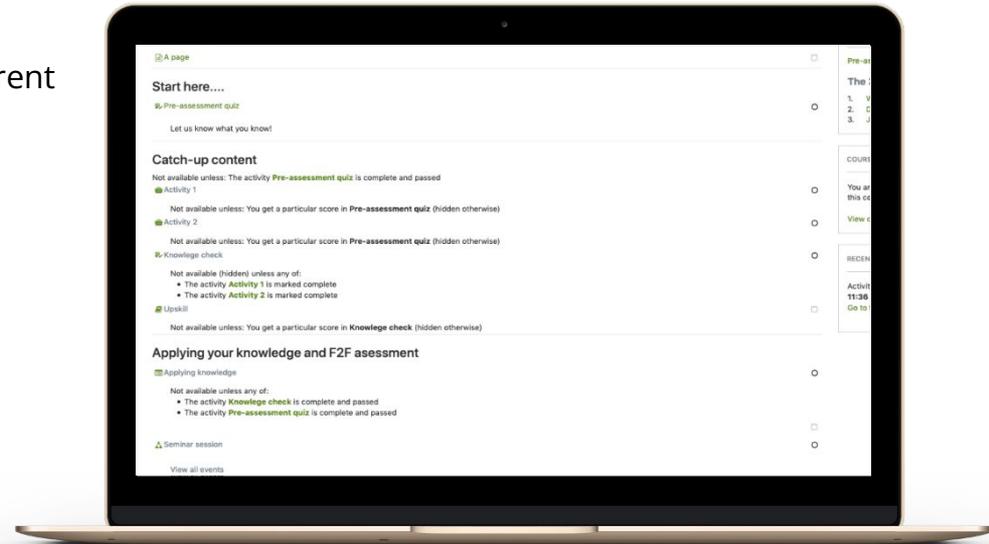
The screenshot displays the Totara Perform interface. At the top, the navigation bar includes the Totara logo, Home, Learn, Collaborate, Develop, and Reports. A user profile for Florence H is visible in the top right corner. The main content area is titled "Performance activities" and has two tabs: "Your activities" (selected) and "Activities about others". Below the tabs is a table with the following columns: Activity, Type, Overall progress, and Your progress.

| Activity                          | Type           | Overall progress                 | Your progress                    |
|-----------------------------------|----------------|----------------------------------|----------------------------------|
| Feedback 360 - General Staff      | Feedback       | Not yet started                  | Not yet started                  |
| End of year review                | Appraisal      | In progress                      | In progress                      |
| Due date: 17 June 2020 23:59 PM   |                |                                  |                                  |
| General reflection on performance |                |                                  |                                  |
| Employee                          | You            | In progress                      |                                  |
| Manager                           | Mark Moolman   | Complete                         |                                  |
| Review goals and competencies     |                |                                  |                                  |
| Employee                          | You            | Not started                      |                                  |
| Manager                           | Mark Moolman   | Complete                         |                                  |
| Review outcome                    |                |                                  |                                  |
| Manager                           | Mark Moolman   | Not started                      |                                  |
| Appraiser                         | Alice Anderson | In progress                      |                                  |
| Check-in (Manager & Staff Member) | Check-in       | In progress <span>Overdue</span> | In progress <span>Overdue</span> |
| Check-in (Manager & Staff Member) | Check-in       | In progress                      | Complete                         |
| Check-in (Manager & Staff Member) | Check-in       | Complete                         | Complete                         |
| Check-in (Manager & Staff Member) | Check-in       | Complete                         | Complete                         |

# Personalise formal learning

*Deliver a tailored learning experience, improve learner engagement and reduce learning time.*

- Provide different activities and resources to different learners.
- Create courses that adapt to learners' interests, previous knowledge and ability.





- Develop a competency framework for managers
- All new managers give feedback from peers on how well they going
- Used the performance activity to manage peer to peer coaching
- Put in place a new manager learning pathway [more that later]

### Pathways

#### Guides to learning while working

A learning ecosystem is learner centred, which means learners need to become more self directed. Employees need guidance and pathways to help them learn while working.



The tools we have talking about  
providing your manager with tools  
and process to learning leaders

## Gardeners

### Learning from each other

Learning ecosystems are not just about resources – the driving force behind a learning ecosystem is the people involved. This includes managers and peers inside and outside the organisation. Learning together is a time when employees can reflect on and articulate what they have learned.





At the core of program I want the new managers to be doing action learning projects.

I want that to be sharing the progress and for peers to be helping them.

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# Remove information silos

We have access to more information than ever before, but how do we harness it?

Totara Engage enables you to organize your information in a clever way. Providing the answers your employees need, right when they need it.

- Enable users and subject matter experts to create resources.
- Assign a topic to every resource to help keep your information organized.
- Create playlists of different resources, based around your topics.
- Assign topics to surveys.
- Utilize machine learning to highlight relevant resources.
- Allow users to like and share the resources they found useful.

# 90%

Over the last two years alone **90% of the data in the world** was generated.  
**Forbes, 2018**



In 2020 **1.7MB of data** was created **every second by every person.**  
**Techjury 2020**

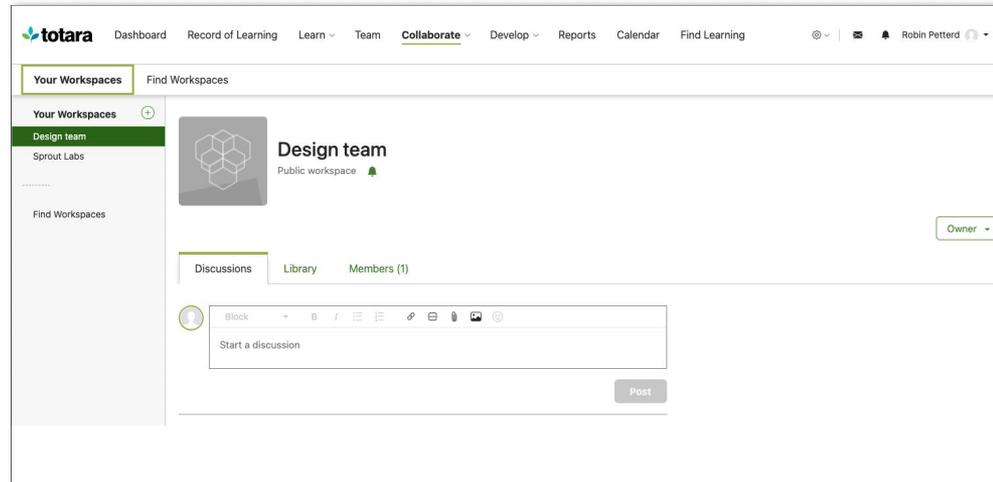


Microsoft Teams doesn't  
solve all your problems

# Collaborative workspaces

*Enable your employees to find the resources they need, right when they need it - helping them to learn in the flow of work*

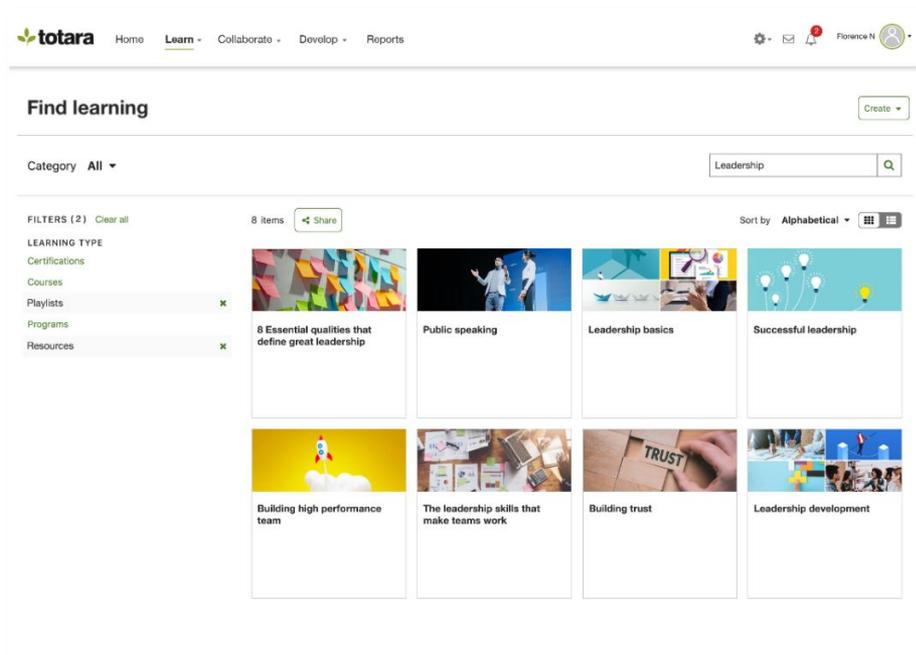
- Enable public and private workspaces for collaboration on projects.
- Allow users to add resources and playlists to workspaces.
- Empower users to create, share, like and comment on the resources added.
- Remove information silos.



# Social learning

*Encourage knowledge sharing and build knowledge banks*

- Empower subject matter experts to share knowledge and collaborate on resource creation.
- Enable users to create their own resource library.
- Allow users to like, comment on and share resources created.
- @tag peers to pull people into conversations around topics
- Enable users to collect feedback.



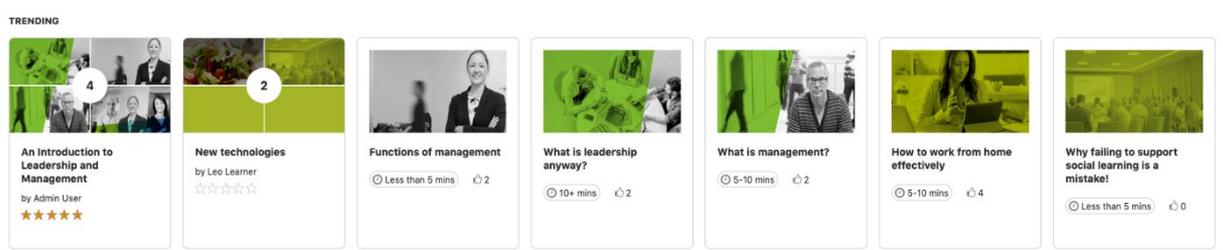
The screenshot displays the 'Find learning' page in the Totara Engage system. At the top, the navigation bar includes the Totara logo, 'Home', 'Learn', 'Collaborate', 'Develop', and 'Reports'. A user profile for 'Florence N' is visible in the top right corner. The main content area is titled 'Find learning' and features a search bar with the term 'Leadership' entered. Below the search bar, there are filters for 'Category' (set to 'All') and 'Sort by' (set to 'Alphabetical'). A 'Filters (2)' section on the left lists 'Learning Type' with sub-categories: 'Certifications', 'Courses', 'Playlists', 'Programs', and 'Resources'. The main grid displays 8 items, each with a thumbnail image and a title. The items are: '8 Essential qualities that define great leadership', 'Public speaking', 'Leadership basics', 'Successful leadership', 'Building high performance team', 'The leadership skills that make teams work', 'Building trust', and 'Leadership development'. A 'Share' button is visible above the grid.

# Playlists

*Personalize learning and highlight the right resources to the right people*

Users and admins can curate a set of resources such as videos, articles and podcasts into a group of resources known as a playlist.

- Drag and drop resources in a playlist.
- Group together related information and support different teams with different requirements.
- Leverage internal expertise by adding their resources to playlists.
- Utilize built in machine learning to provide users with recommendations, related content and relevant playlists.





**Tip** - Sophisticated content curation is a great way to move to a learning ecosystem approach

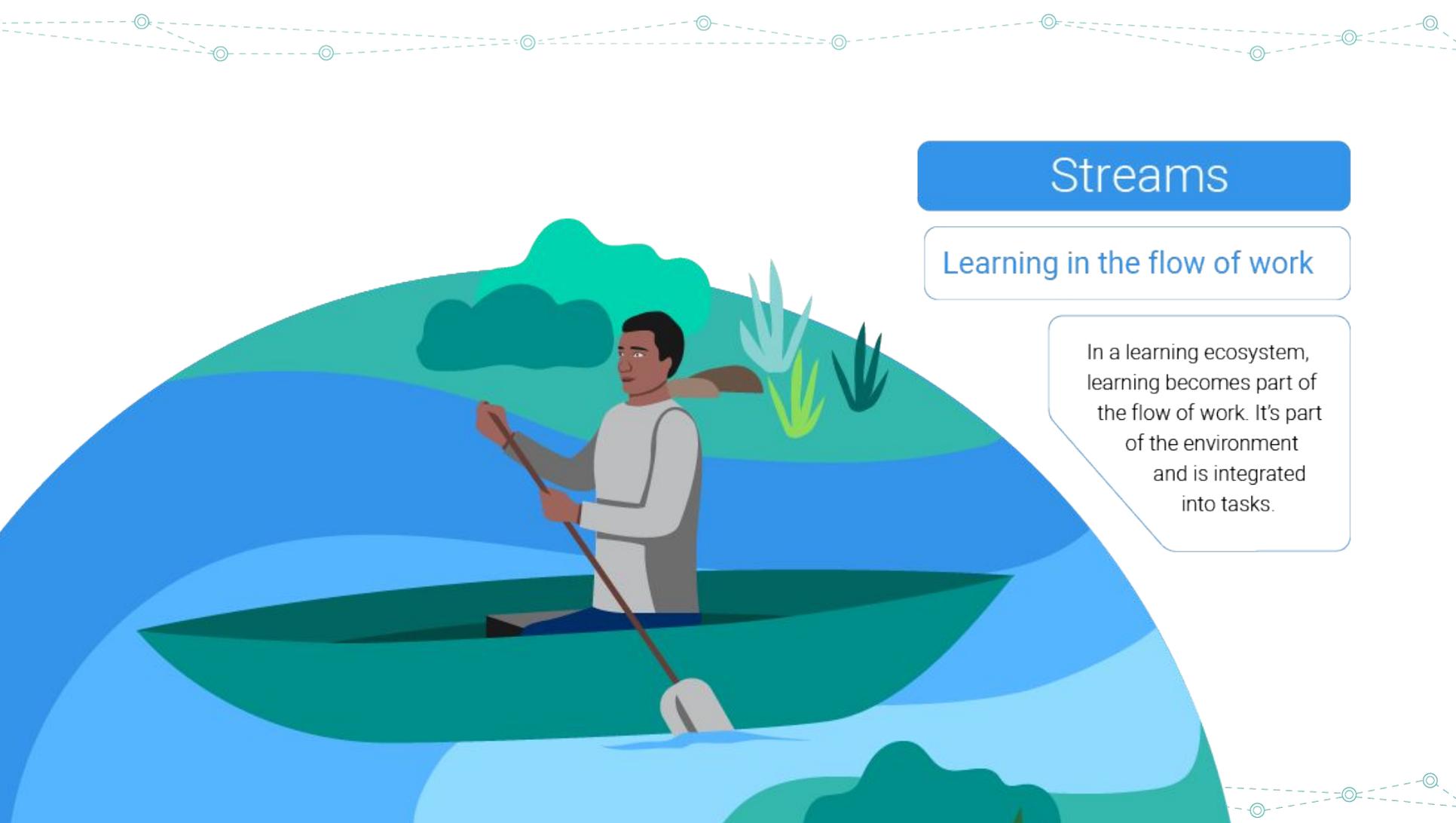


- Each week everyone needs share
  - Something that they learnt that week
  - Something that they struggled with
- Someone writes an article each week about the experience of becoming a manager
- There is playlist of resources that new managers manager will find useful

### Pathways

#### Guides to learning while working

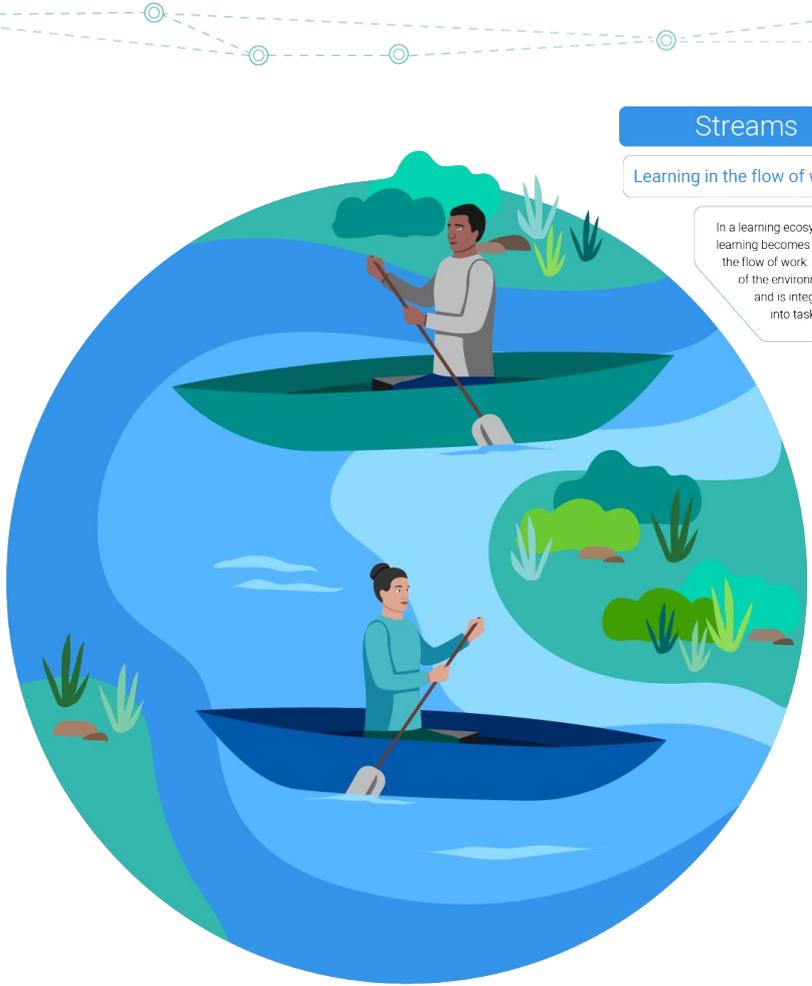
A learning ecosystem is learner centred, which means learners need to become more self directed. Employees need guidance and pathways to help them learn while working.



## Streams

### Learning in the flow of work

In a learning ecosystem, learning becomes part of the flow of work. It's part of the environment and is integrated into tasks.



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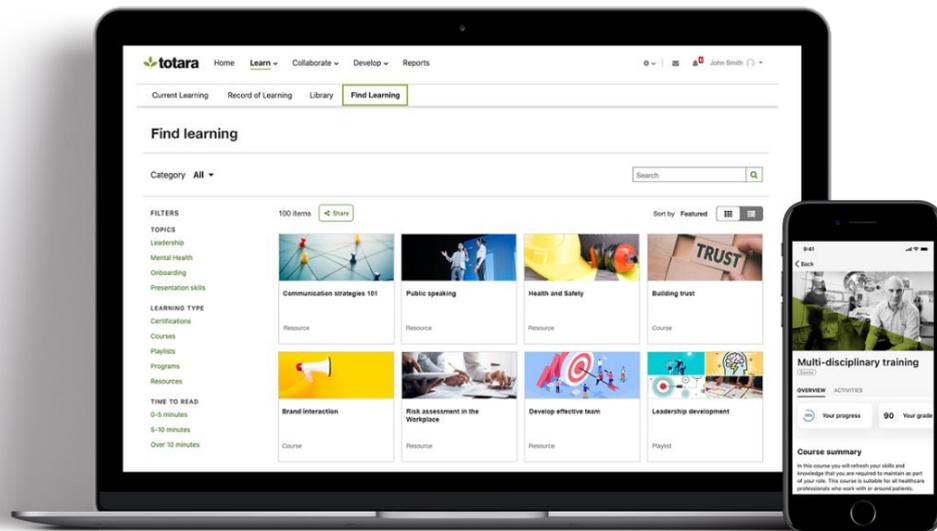
# Tools to enable streams of learning

|         |   |
|---------|---|
| L&D     | Being able deliver learning beyond course and beyond an LMS |
| Manager | 1:1 conversations are key                                   |
| Learner | Time and spaces to reflect<br>Just-in-resources             |

# Totara mobile

*Learn anytime, anywhere*

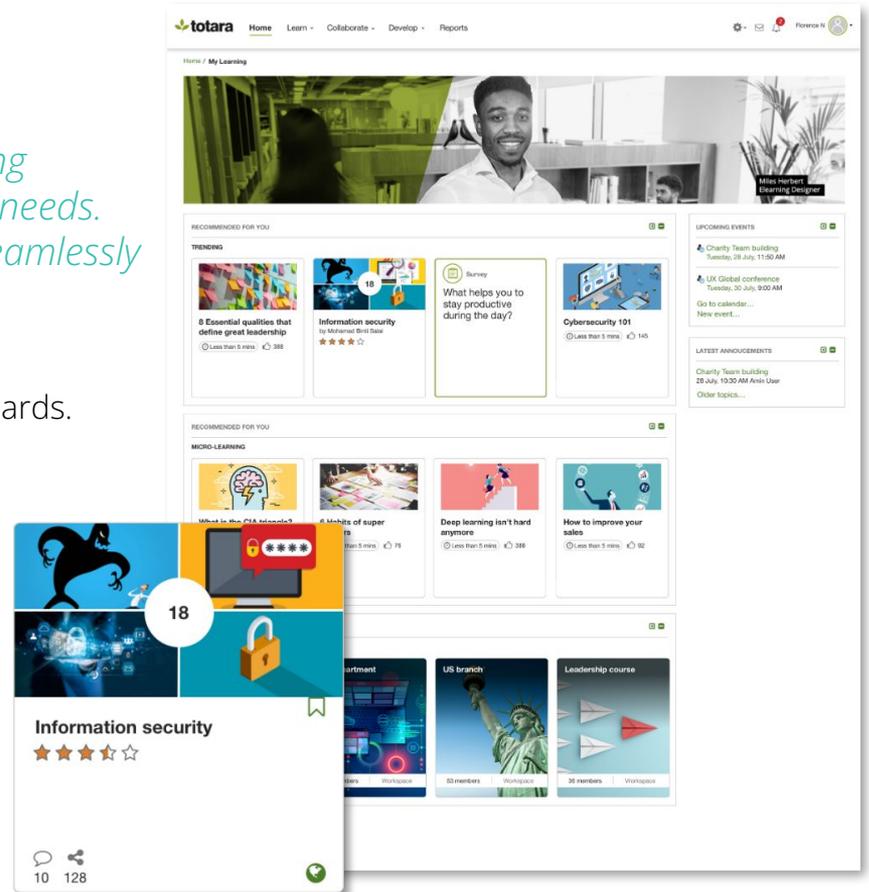
- Access a personalized learning portal.
- Custom-built offline player for SCORM activities.
- Personalized notifications.
- Available for both Android and iOS devices.
- Authentication options, including support for both single sign-on and manual login users.
- Customizable app login screen.
- Permission-controlled access to relevant and bite-sized learning in a mobile-optimized format.



# Recommendations

*A recommendations engine for personalized learning identifies users' key interests, skills and information needs. This data is used to surface personalized content seamlessly within a user's day-to-day workflows.*

- Enable users to view trending content in their dashboards. Trending content can include resources and playlists.
- Highlight recommended micro-learning.
- Highlight workspaces the individual might be interested in joining.
- Hide courses and workspaces that individuals are already taking part in.

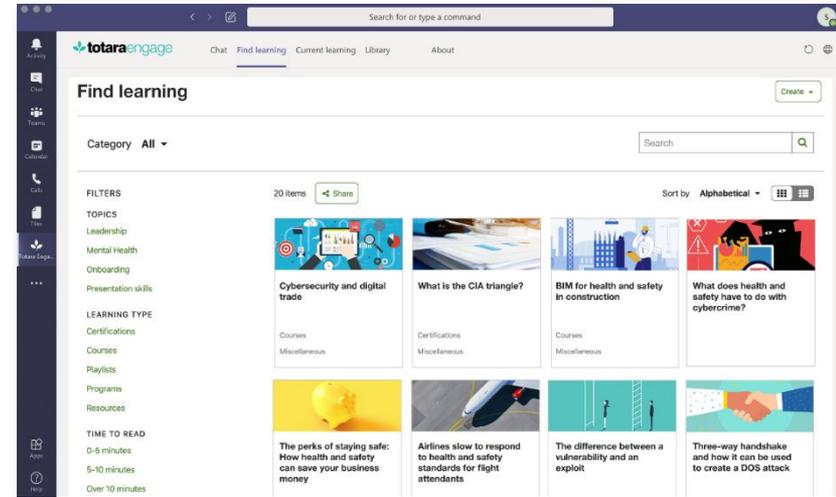


# Microsoft Teams integration

*You can create, curate and collaborate all in the same digital space without any of the complexities that come with using a selection of different isolated tools. Enabling employees to learn in the flow of work.*

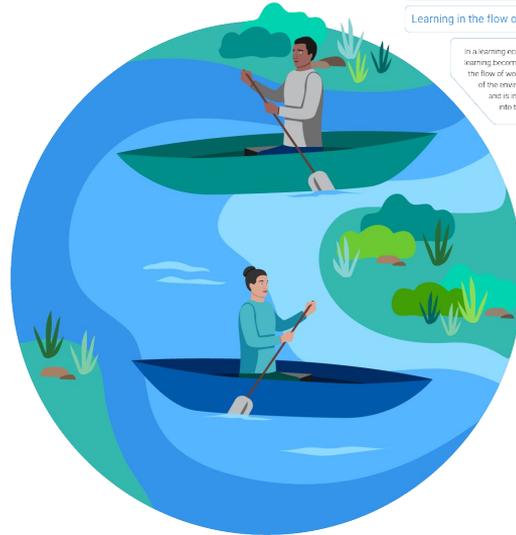
Within teams you can:

- Jump into the learning catalogue to find resources and playlists.
- Show users their progress and outstanding learning.
- Continue with courses.
- Create and access content and resources.
- Get notifications from Totara.
- Jump straight from a chat to a resource.





These tools that allow for collaboration and just in time learning, enable your employee's to become self-directed learners



### Streams

Learning in the flow of work

In a learning ecosystem, learning becomes part of the flow of work. It's part of the environment and is integrated into tasks.

### Gardeners

Learning from each other

Learning ecosystems are not just about resources – the driving force behind a learning ecosystem is the people involved. This includes managers and peers inside and outside the organisation. Learning together is a firm when employees can reflect on and articulate what they have learned.



# Foundations

## Knowledge supports

The foundations of the learning ecosystem depend on having great knowledge-based support systems in place that enable employees to access knowledge when they need it.



# Catalog

*Simplify how courses are displayed and organize your resources in a smart way*

- Access the learning catalog to see all resources and playlists.
- Filter by topic, time to read or use the search function.
- Display informal learning content alongside formal courses to fit various learning needs.
- Tailor the look and feel of cards displayed.

The screenshot displays the Totara learning catalog interface. At the top, the navigation bar includes the Totara logo, a search icon, and menu items for Home, Learn, Collaborate, Develop, and Reports. The main heading is "Find learning". Below this, there is a "Category" dropdown set to "All" and a search input field containing the text "Leadership".

The content area shows a grid of learning items. On the left, there are filter options under "FILTERS (2) Clear all":

- LEARNING TYPE
  - Certifications
  - Courses
  - Playlists
  - Programs
  - Resources

On the right, there are 8 items displayed in a grid. Each item has a thumbnail image and a title:

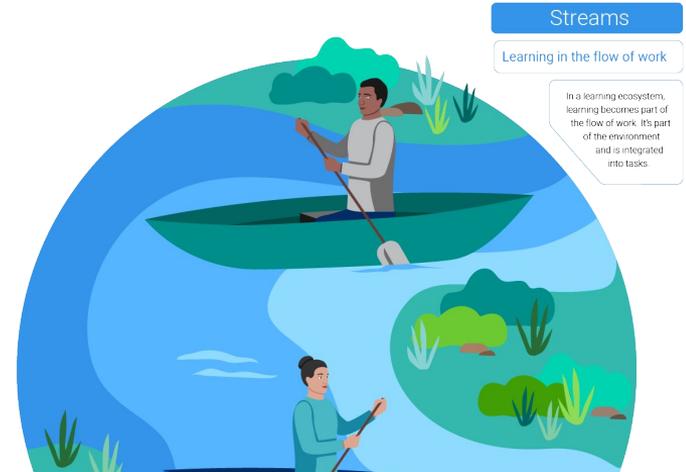
- 8 Essential qualities that define great leadership
- Public speaking
- Leadership basics
- Successful
- Building high performance team
- The leadership skills that make teams work
- Building trust
- Leadership



**Tip** - Content libraries can be powerful enablers to underpin a learning ecosystem



**BUT** is this all working?



# Employee surveys

- Use a built-in, quick and easy survey builder.
- Treat surveys as individual resources, which you can share with everyone or select groups.
- Create surveys to understand how a team is feeling about a project.
- Make democratic decisions based on your survey results.
- Ensure everyone in the team feels included.



Survey

What helps you to stay productive during the day?

Vote



# Reporting

## Measure engagement

- Review which resources employees are liking, commenting on and sharing.
- Find out which topics are trending.
- Review user generated content, see what employees are creating.
- Easily create graphs and visualizations of your data.
- Export reports.
- Schedule reports to be automatically sent to you and other users, inside or outside the organization.



# REPORT BUILDER



**ADMIN REPORTS**



**EMBEDDED REPORTS**



**USER-GENERATED  
REPORTS**



**COURSE REPORTS**

You can:

- Export reports.
- Create graphs and other visualizations of your data.
- Make reports available to other users depending on their organization, position or role.
- Schedule reports to be automatically sent to you and other users inside or outside the system.

# TEAM MANAGEMENT

*Help your team and organization succeed*

- Use customized team dashboards to display real-time information about learning plans, course bookings and more.
- Enable managers to approve or reject requests for attendance at scheduled courses.
- Create alerts to notify managers of new objectives or learning plans.
- Add new courses, comments, competencies and objectives to team learning plans.

The screenshot displays a web interface for managing learning plans. At the top, a breadcrumb trail reads: Home / Team / Jenette Vasquez's Learning Plans / Jenette's 2020-2021 Learning Plan. The main content area is titled 'Plan: Jenette's 2020-2021 Learning Plan' and includes a navigation bar with tabs for OVERVIEW, COURSES, COMPETENCIES, OBJECTIVES, and PROGRAMS. Below the tabs, a message states: 'Below is a short summary of your team member's learning plan. Plan details'. The plan details are as follows:

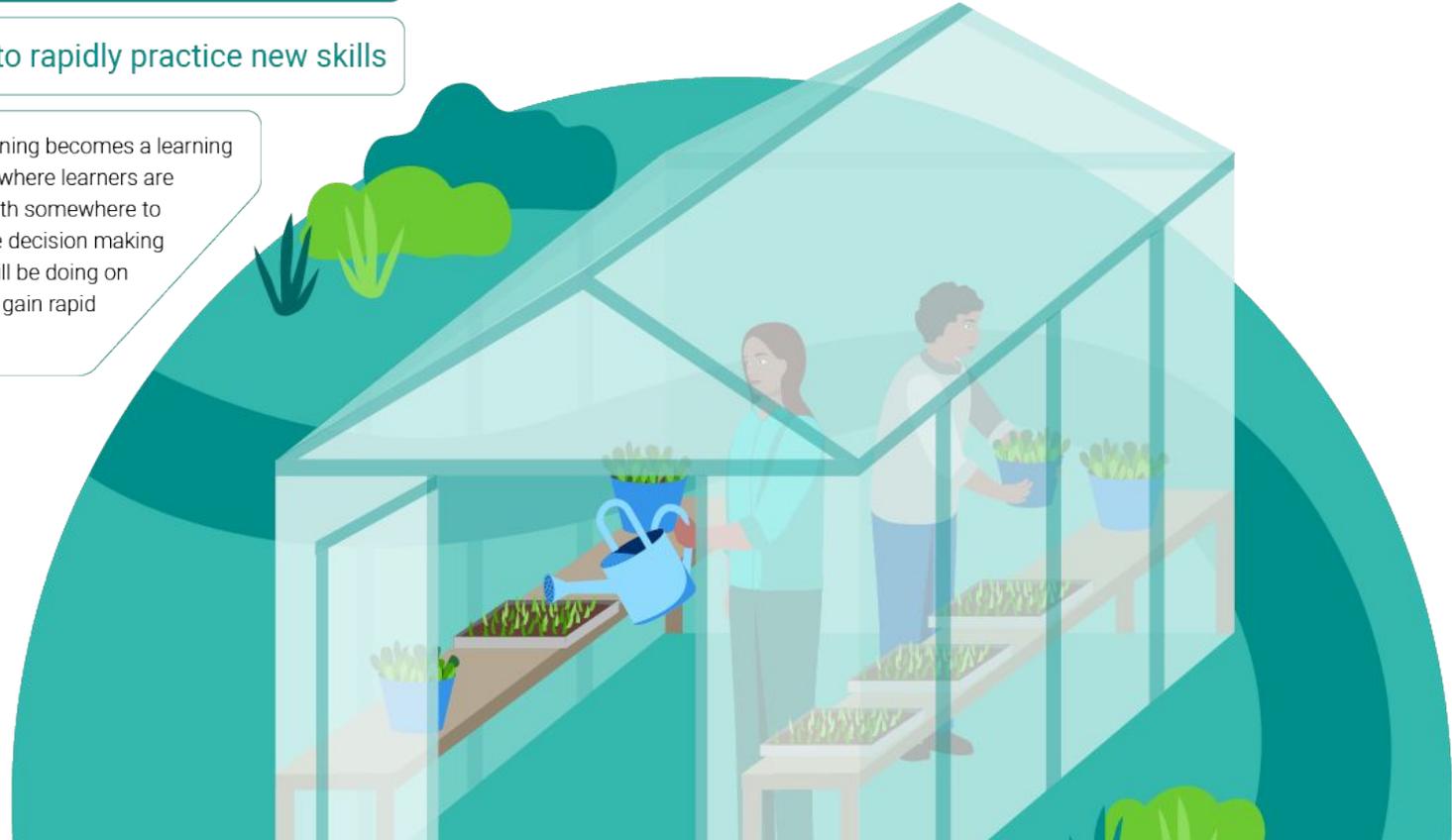
|                  |                                   |
|------------------|-----------------------------------|
| Plan name        | Jenette's 2020-2021 Learning Plan |
| Plan description |                                   |
| Date started     | 21 July 2020                      |
| Completion date  | 8 October 2022                    |

At the bottom of the plan details, there are three buttons: 'Edit details', 'Delete plan', and 'Complete plan'. A notification box from 'Admin User' is visible, stating: 'As discussed, here is your LEP for 2020-2021 Jan - check I've included everything we agreed and add anything you feel you need to work on. Tue, 21 Jul 2020, 1:11 PM'. Below the notification is a text input field labeled 'Add a comment...' and a 'Save comment' button.

# Hothouses

Spaces to rapidly practice new skills

Formal learning becomes a learning 'hothouse', where learners are provided with somewhere to practise the decision making that they will be doing on the job and gain rapid feedback.



## Hothouses

Spaces to rapidly practice new skills

Formal learning becomes a learning 'hothouse', where learners are provided with somewhere to practise the decision making that they will be doing on the job and gain rapid feedback



# We need places to practise new skills

This is what great performance-focused, interactive learning has the potential to be

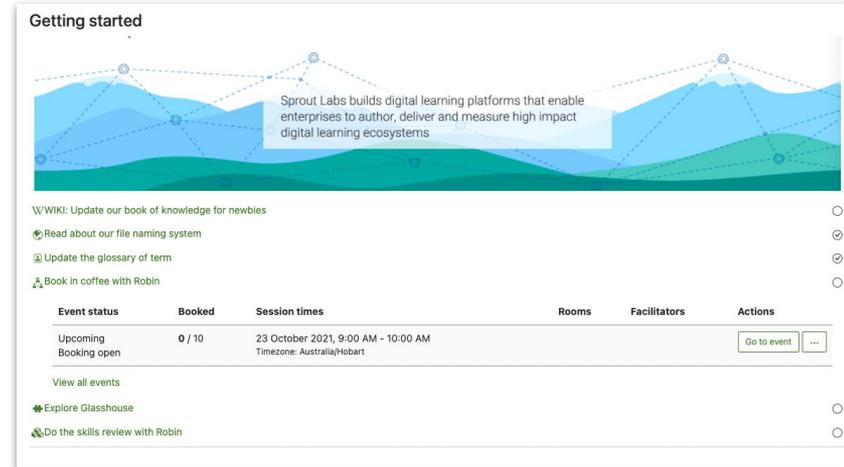


# The new 'blend' - hybrid learning beyond live events

# Online blends

*Build collaboration into your courses to offer a more effective blended learning experience.*

- Build forums to capture important decisions and collate key discussions.
- Build interactive discussion areas for learners.
- Create a searchable glossary and build knowledge stores.
- Collaborate on content using a wiki tool.
- Create chat rooms for scheduled live or time-sensitive discussions.
- Record chat room discussions.
- Connect and send messages outside a course environment.
- Create and assess assignments



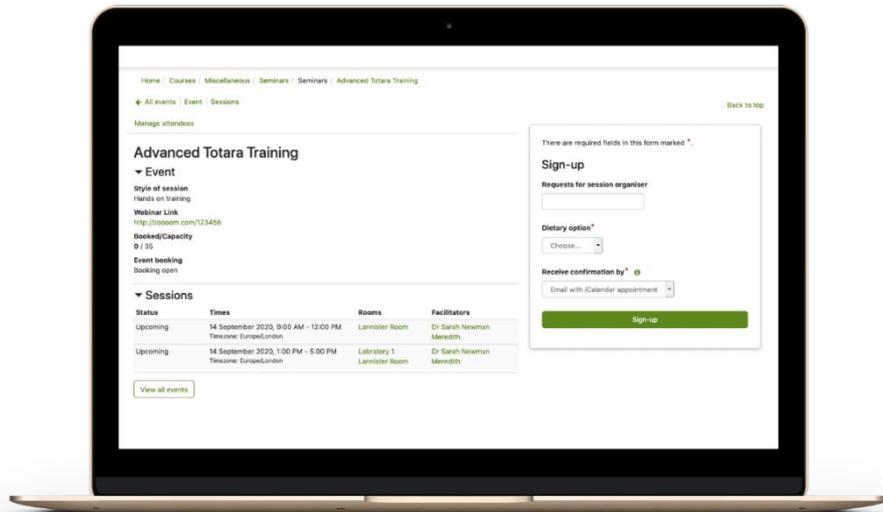
The screenshot shows a user interface for a digital learning platform. At the top, there is a header 'Getting started' and a decorative graphic with a blue and green mountain range and a network of nodes. A text box in the graphic reads: 'Sprout Labs builds digital learning platforms that enable enterprises to author, deliver and measure high impact digital learning ecosystems'. Below the graphic, there is a list of tasks with icons: 'Wiki: Update our book of knowledge for newbies', 'Read about our file naming system', 'Update the glossary of term', and 'Book in coffee with Robin'. A table follows, showing event details. The table has columns for 'Event status', 'Booked', 'Session times', 'Rooms', 'Facilitators', and 'Actions'. The first row shows 'Upcoming Booking open' with '0 / 10' booked, '23 October 2021, 9:00 AM - 10:00 AM' session times, 'Timezone: Australia/Hobart', and a 'Go to event' button. Below the table, there are links for 'View all events', 'Explore Glasshouse', and 'Do the skills review with Robin'.

| Event status             | Booked | Session times   | Rooms | Facilitators | Actions         |
|--------------------------|--------|---|-------|--------------|-----------------|
| Upcoming<br>Booking open | 0 / 10 | 23 October 2021, 9:00 AM - 10:00 AM<br>Timezone: Australia/Hobart |       |              | Go to event ... |

# Event management

*Manage your offline, virtual  
and blended learning programs*

- Monitor upcoming events with a seminar dashboard.
- Utilize workflows for simple event management.
- Book event details into your learners' calendars.
- Track attendance using customizable sign-up sheets.
- Automate, customize and personalize multi-language notifications.
- Utilize inbuilt room management functionality.



# Zoom integration

*Organize your virtual events from within your LMS*

- Add Zoom as one of many virtual room providers.
- Create, organize and manage your Zoom events from within Totara Learn.
- Review your virtual events via a simple dashboard.
- Join your meetings from within Totara Learn.

The screenshot displays the Totara LMS interface for a 'New Test Seminar'. The top navigation bar includes 'meetotara' and various menu items like 'Home', 'Learn', 'Collaborate', 'Develop', 'Users', and 'Tools'. The breadcrumb trail shows 'Dashboard / Courses / C1 / Topic 1 / New Test Seminar'. The sidebar on the left contains sections for 'COURSE 1' (with options for Participants, Badges, Grades, General, and Topics) and 'ADMINISTRATION' (with options for Seminar administration, Edit settings, Locally assigned roles, and Permissions). The main content area is titled 'New Test Seminar' and features a toggle for 'Manually mark this activity when complete' and a filter for 'I have completed this activity'. Below this are filter menus for 'Event', 'Booking', 'Room', and 'Advanced'. The 'Upcoming events' section contains a table with the following data:

| Event status | Booked | Sign-up period | Session times  | Rooms      | Facilitators | Session status      | Actions   |
|--------------|--------|----------------|--|------------|--------------|---------------------|---|
| In progress  | 1 / 10 |                | 1 January 2021, 12:00 AM - 31 January 2021, 12:00 AM<br>Timezone: Pacific/Auckland | test teams |              | Session in progress | <a href="#">Go to event</a> <a href="#">...</a> |
|              |        |                | 19 January 2022, 9:00 AM - 10:00 AM<br>Timezone: Pacific/Auckland                  | test       |              | Upcoming            |   |
| In progress  | 0 / 10 |                | 20 January 2021, 10:00 AM - 11:00 AM<br>Timezone: Pacific/Auckland                 | Zoom room  |              | Session in progress | <a href="#">Go to event</a> <a href="#">...</a> |

# Programs

*Design sequences of courses that different audiences need to complete*

- Provide different learning paths based on performance, job assignments and completion of other courses.
- Utilize 'and, or, and then' conditions, which can be applied between sets to guide learners through collections of related courses.

When you start your require to these course.

**1st day**  
All courses in this set must be completed (unless this is an optional set).  
Allow at least 1 day(s) to complete this set.

| Course name  | Actions                       | Status      | Mark complete            |
|--------------|-------------------------------|-------------|--------------------------|
| 1st day      | <a href="#">Launch course</a> | No criteria | <input type="checkbox"/> |
| WHS&S policy | <a href="#">Launch course</a> | 0%          | <input type="checkbox"/> |

**THEN** ↓

**1st week**  
All courses in this set must be completed (unless this is an optional set).  
Allow at least 1 week(s) to complete this set.

| Course name | Actions                       | Status      |
|-------------|-------------------------------|-------------|
| 1st week    | <a href="#">Launch course</a> | No criteria |

**THEN** ↓

**1st Month**  
All courses in this set must be completed (unless this is an optional set).  
Allow at least 1 month(s) to complete this set.

| Course name | Actions                       | Status      |
|-------------|-------------------------------|-------------|
| 1st month   | <a href="#">Launch course</a> | No criteria |

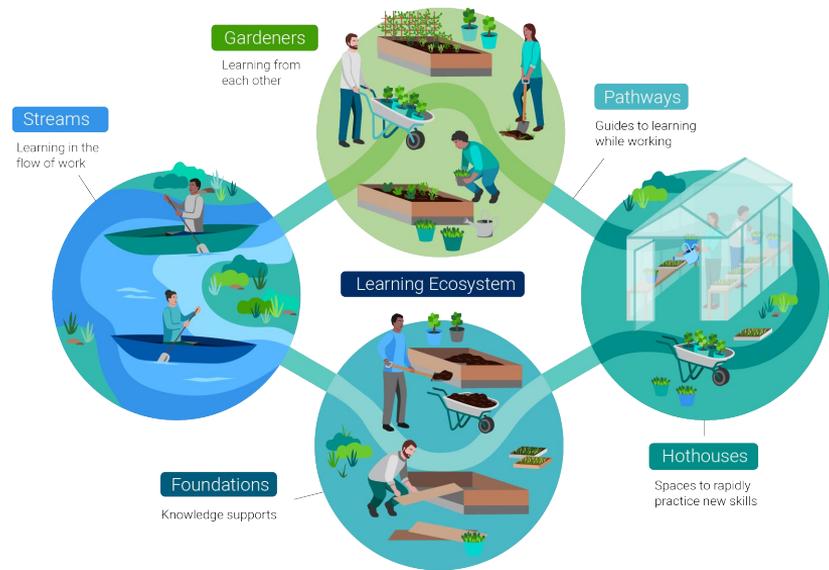
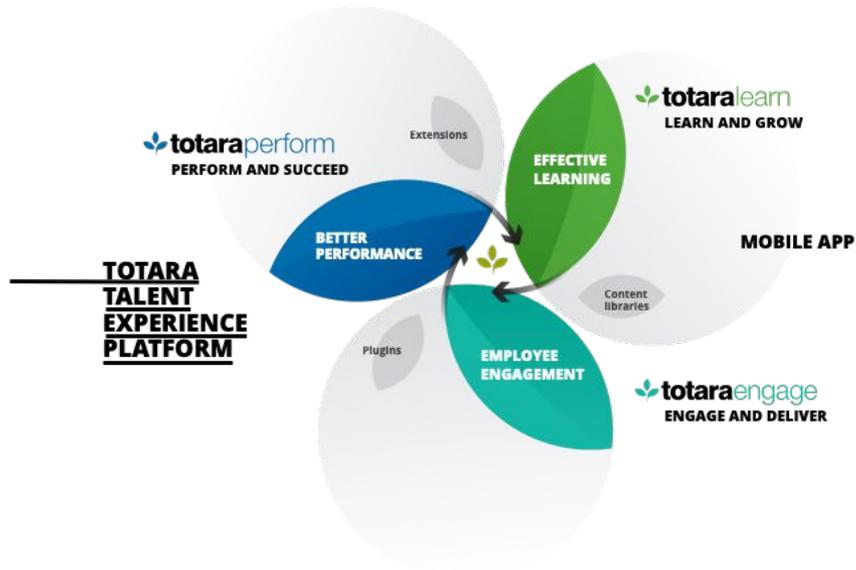


- I've built a program of formal course that new managers are required to
- We run a fortnightly Zoom meeting where we:
  - Discuss the action learning projects
  - Role play and explore challenging situations

## Hothouses

Spaces to rapidly practice new skills

Formal learning becomes a learning 'hothouse', where learners are provided with somewhere to practise the decision making that they will be doing on the job and gain rapid feedback.





If you are interested in taking a look closer at the Totara Talent Experience please reply to any email messages from Sprout Labs to start a conversation.



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