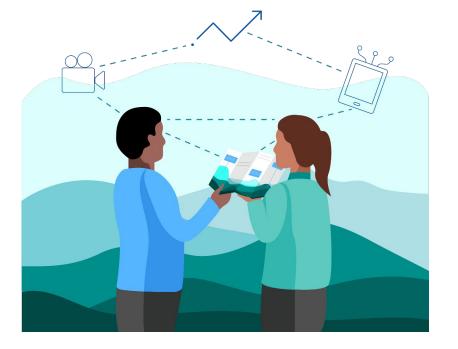webinar

A guide to disrupting L&D. Lessons from tech companies

Please turn off your microphone if you are not talking

If you are having trouble with your audio the phone in details are:

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Meeting ID: 890 5359 2532
Passcode: 701263

Sprout Labs

Robin Petterd

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

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

Glasshouse

totara

Other content from Sprout Labs

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

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What we are thinking about today

- The importance of durable skills, compared to short-term technical skills.

- The importance of a content curator when practices rapidly change.

- Why recruiting for new skills often doesn't work and developing new and existing employees and fostering new talent.

- Agile project management as a learning cycle.

- The role of 1:1s for keeping, aligning and developing employees.
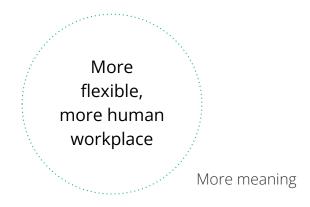
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Learning While Working

The great resignation

In the US there is a **reduction** in the size of the workforce

More
flexible,
more human
workplace

More meaning

Learning while working podcast: Future ways of working with Daniel Mottau

Top priorities for HR leaders in 2022 - Gartner

Building Critical Skills and Competencies

Learning is now a **priority**

59% of HR leaders prioritising

Top 5 priorities for HR leaders in 2022 from Gartner

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Core feature of tech companies

High trust of employees ———

Smaller and closer to clients

The problems are **interesting**

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Learning cultures

Minimising **fear**

Developing **trust**

Creating a climate of whole organisation **sharing**

Edward Deming - 1950s

Learning while working podcast: Learning cultures with Nigel Paine

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Learning cultures

What happens in tech companies

Individuals	Take responsibility for their own learning
L&D function	Provides eco-systems for people to develop
Learning organisations	Changing and responding to client needs and feedback rapidly

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We are just the learning team, how can we make these sort of changes?

The L&D team can role model being a learning culture

Learning while working podcast: Learning cultures with Nigel Paine
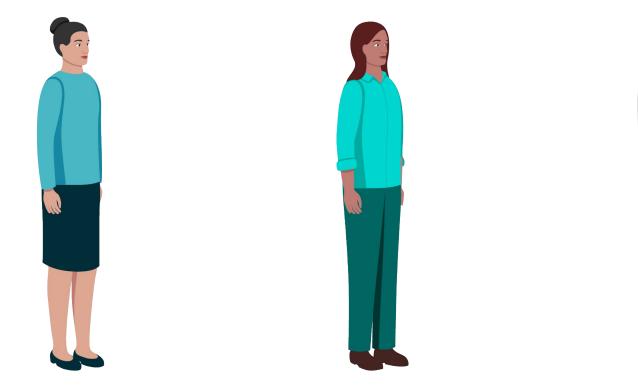
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New roles

Employee as self directed learner

Manager as learning leader

L&D as learning ecosystem designer

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Course designer → Pathway designer
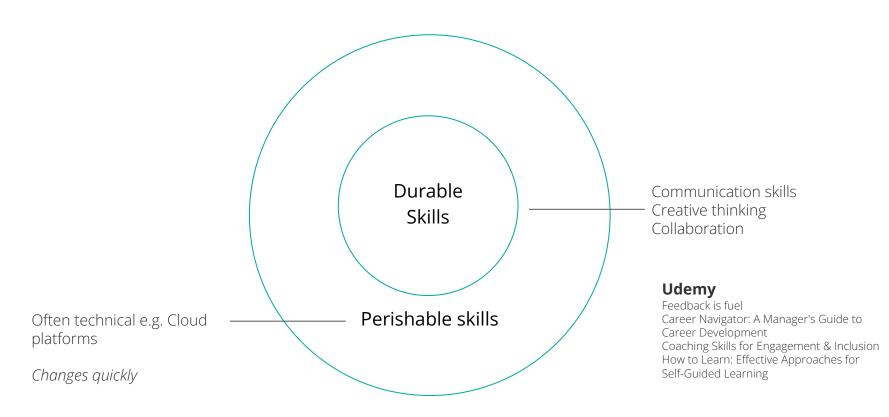
Guides to existing content

Skills for self directed learning

Skills to help managers with the development of staff

L&D as learning ecosystem designer

Durable
Skills

Communication skills
Creative thinking
Collaboration

Perishable skills

Often technical e.g. Cloud platforms

Changes quickly

Udemy
Feedback is fuel
Career Navigator: A Manager's Guide to Career Development
Coaching Skills for Engagement & Inclusion
How to Learn: Effective Approaches for Self-Guided Learning

Learning while working podcast: Why reskilling is now at the core of what L&D does, with Sonia Malik

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Perishable skills - curate the learning experiences

Free content
Content
libraries
Repurposed
content

How to apply
this in our
organisation

This is what is
often missing

Learning while working podcast: Fostering a learning culture in a tech company, with Toby Newman

Speculative skills development

What might be needed

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Enabling sharing

Platforms

There is a trend towards video based

Times and places

Examples - Talks at Google

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Enabling sharing

1

2 What are some tactics that L&D can be using to enable employee to share knowledge?

You have strategies and platforms in place to enable sharing

Liam Kearn... →

✓

★ ★
★
→ ★
★

monthly team showcase

✓ Thursday shopfronts - insites from various experts.

You don't support people to share knowledge

Open forums - Leaving discussions

BI-weekly L&D meet ups to discuss new plans
Communities of practice spaces

LMS/LXP open for employees to contribute content

pecha chucha type presentation

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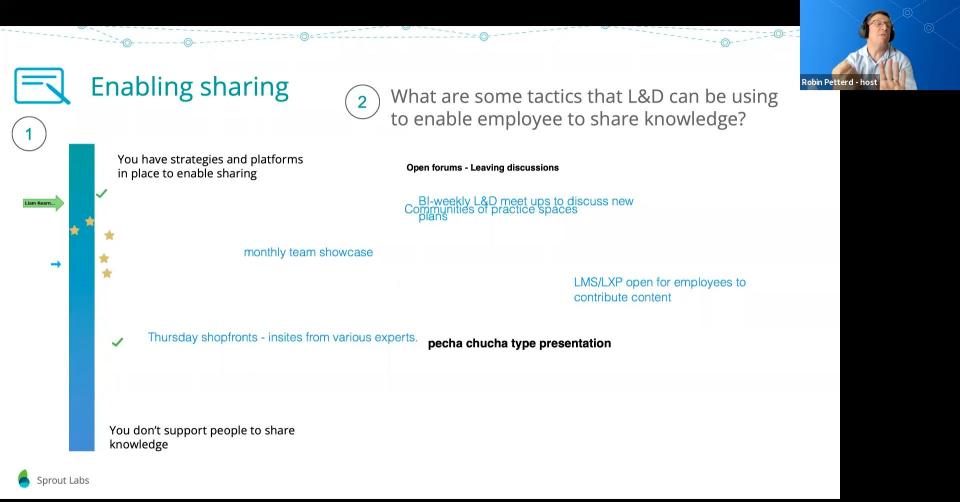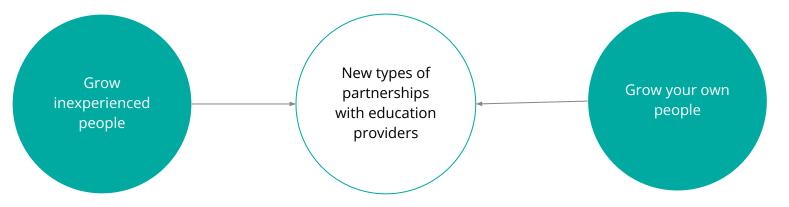
Talent pipelines

"A lot of the companies, I think look at it as somebody else's problem still, and they wish that they could just find people that were ready to hit the ground running, and I think that's been true up to maybe five to 10 years ago in tech, but it's fairly clearly not true anymore. There is not a large enough supply of hit the ground ready folks anymore." – John Danner

Talent pipelines

Grow inexperienced people

New types of partnerships with education providers

Grow your own people

It's easier for a bank teller to become a data analyst than a graduate because they **know the clients**

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Manager as
learning leader

How leaders can foster a learning culture with Sumit Gupta

"Learning is the foundation which helps your team to adapt to whatever is coming next. Learning is the foundational element of any team and of any kind of leadership" - Sumit Gupta

The death
of the yearly
performance
review

Performance is now an ongoing **conversation**

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What organisations want

- Employees achieving goals
- Developing their capabilities for the future of the organisation

What employees want

- Growth opportunities
- Feedback

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	Past	Modern approach
Timing	Once a year - maybe a mid year check-in	Ongoing - weekly, monthly
Focus	A 'training plan'	Linked to organisation and personal performance goals
Measurement	Ratings	Goals and competencies
Organisation	Managing under performance	Capabilities for the future
Employee	Dread	Something they look forward to
Manager role	Something HR requires	Core part of being a leader

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How leaders can foster a learning culture with Sumit Gupta

Ratings can be useful in measuring performance metrics, but managers shouldn't identify their employees by these numbers. There has to be that human connection and relatability still.

"If you measure a fish by its ability to climb a tree, it will always be called a poor performer" - Sumit Gupta

Not all organisations can remove performance reviews

Organisations encouraging a culture of informal 1:1s

But still have a formal performance development process

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Performance conversations

1

Supporting performances conversations is the core of what L&D should doing

★

★

✓

★

Danielle Wal...

L&D has no role in performance conversations

2 What are some tactics that L&D can use to help managers focus on learning?

★ Get managers of the managers to ask questions on how the managers are discussion goals and performance

Radical candour framework for conversations

Map learning opportunities to skills and skills to career pathways

Foundationally, L&D is often not structured to support in this way. So a first step would be the "ok" to have these types of conversations without getting in "trouble"
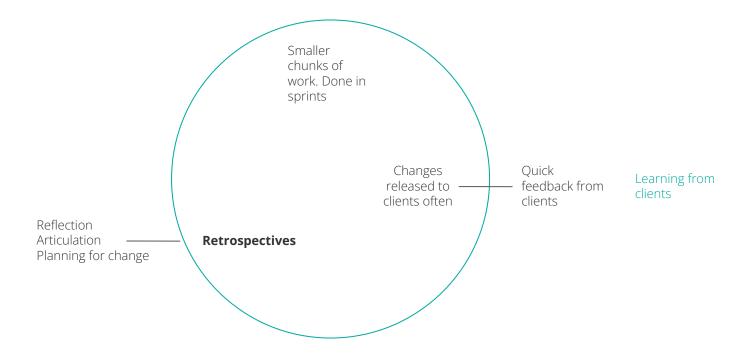
We include projects and activities to embed learning in some of our programs. These are often included in development plans

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Robin Petterd - host

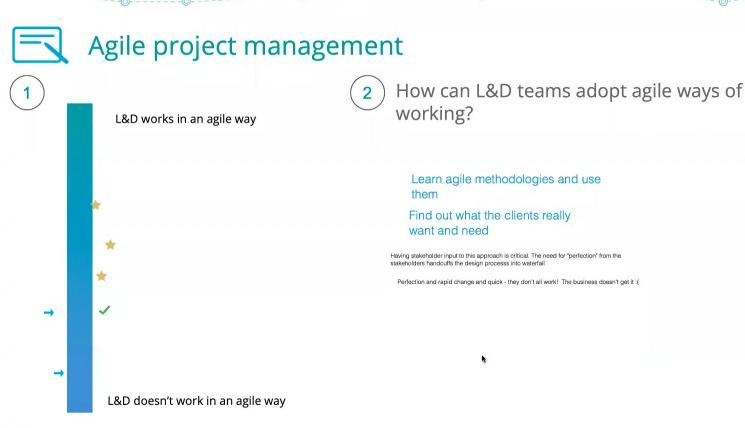# Agile project management as a learning cycle

Smaller chunks of work. Done in sprints

Changes released to clients often — Quick feedback from clients

Learning from clients

Reflection
Articulation
Planning for change — **Retrospectives**

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Agile project management

① L&D works in an agile way

② How can L&D teams adopt agile ways of working?

Learn agile methodologies and use them

Find out what the clients really want and need

Having stakeholder input to this approach is critical. The need for "perfection" from the stakeholders handcuffs the design processs into waterfall

Perfection and rapid change and quick - they don't all work! The business doesn't get it :(

L&D doesn't work in an agile way

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Employee as self
directed learner

Want are some of things we do to stop employees being self directed?

Push learning to them - drives the a dependent learning culture ❤️

Tell them what skills they need, rather than ask them

Insisting on things being done a certain way - rather than just the result

Lack of a deliberate learning culture that's driven by self-motivation and self-development

Not giving them an understanding of what is needed for the work that they do and that the organization needs

Reinforcing the "old" mentality that training is only formal training

sometimes we create an environment of reliance on others- easier to ask someone else than explore and find out for yourself.

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Super learners at IBM

Be **curious**
Find a **project** you are passionate about
Make tiny, **easy changes** that deliver significant results
Make it easy to **repeat**
Plan for **failure**
Be **rewarded**

Learning while working podcast: Why reskilling is now at the core of what L&D does, with Sonia Malik

Why having a learning engine is important with Zachary Minott

"What a learning engine is to me, is how many components are you going to put into your mind, that will allow you to move forward and be better than yesterday?

How many ideas can you fill your head with, positive and negative, to optimize those things to your advantage?" – Zachary Minott

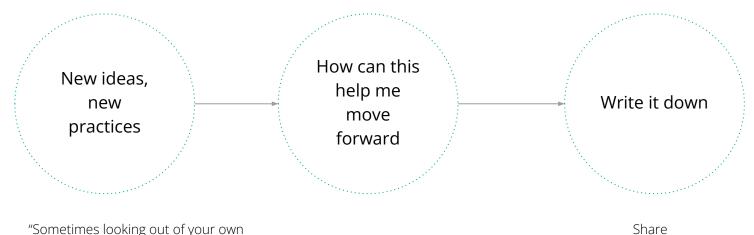# Learning engine

I need to be responsible for my own learning

Learning while working podcast: Why having a learning engine is important with Zachary Minott

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Learning engine

New ideas, new practices → How can this help me move forward → Write it down

"Sometimes looking out of your own profession, and your own discipline can trigger different ways of looking at things as well." Zachary Minott

Share

Learning while working podcast: Why having a learning engine is important with Zachary Minott

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Self directed learning

1

Most learners are self directed

We coach managers on how to accomplish more from their teams

Learners are not self directed

2 How can L&D teams help employees become super learners?

Change the culture... overnight if possible 💗 😄

Help at the leadershpi levels. Lacking a culture of personal accountability for learning that's not just formal training and is"given" to learners

Provide tools, time and leadership support

Try to create connections between developing skills and achieving the strategic plan

Implementing coachig and on the job reflection

Provide guidance, rather than lists of courses to complete

Liam Kearn...

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Dr Robin Petterd

Founder | Sprout Labs