Designing your onboarding journey as a learning ecosystem

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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 conference recording

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# What we are thinking about today

- How onboarding can contribute to the future of work and organisations
- How to apply an ecosystem approach to employee onboarding
- The pros and cons to a different approach to role-specific onboarding
- The challenges of remote and hybrid onboarding
-
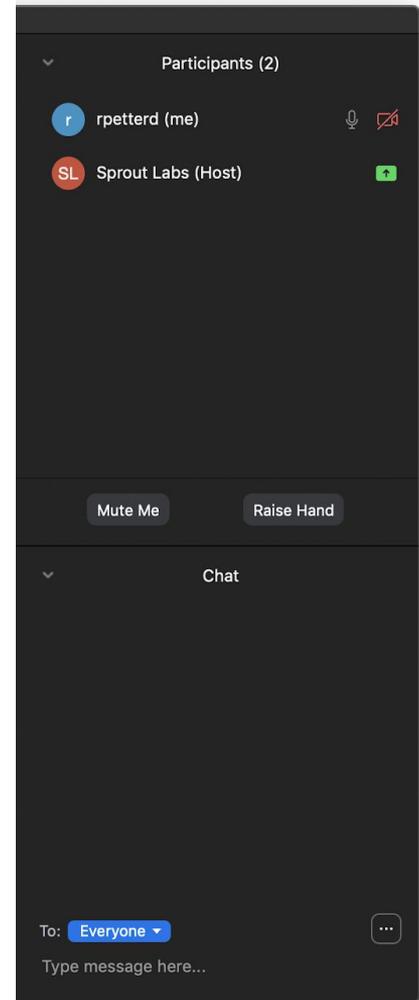
# Using the interface

Open the
participant list



Open chat

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# Using the interface

Names of participants, host and presenter ⟶

Send your chat messages to **"Everyone"** ⟶



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What do you want to gain from this session?

Please add your thoughts in chat

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Let's do a "**Chatfall**" - Write up your response to this question but don't press return until I say so. This means we get to see everyone's answers all at once.

**Why is onboarding challenging?**

New employee

I'm feeling overwhelmed

# Work has been changing

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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

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# Future of onboarding

|  | Past | Now | Future |
|---|---|---|---|
| Onboarding | You trained to do a job | Understand the landscape | You shape your job |
| Ongoing | You get better at your job | The landscape shifts You get better at learning how to shift | You reshape your job as you are helping the organisation learn and transform |

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Employee as self
directed learner

Manager as
learning leader

L&D as learning
ecosystem designer

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# Self guided learner - naturally leading change and preparing for the future

**self assess** and identify learning needs

find resources and people to **assist** them

**practise** and trial new behaviours and skills and gain **feedback** on performance

articulate and **reflect** on what they have learned

evaluate and **measure** their own learning

Podcast: Fostering self guided learners with Catherine Lombardozzi

Employee as self directed learner

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Logistics

**Culture**

Centralised
L&D team

Compliance

Technical
learning
team or
managers

Role-specific onboarding

Often ad hoc
The technical areas are not learning experts
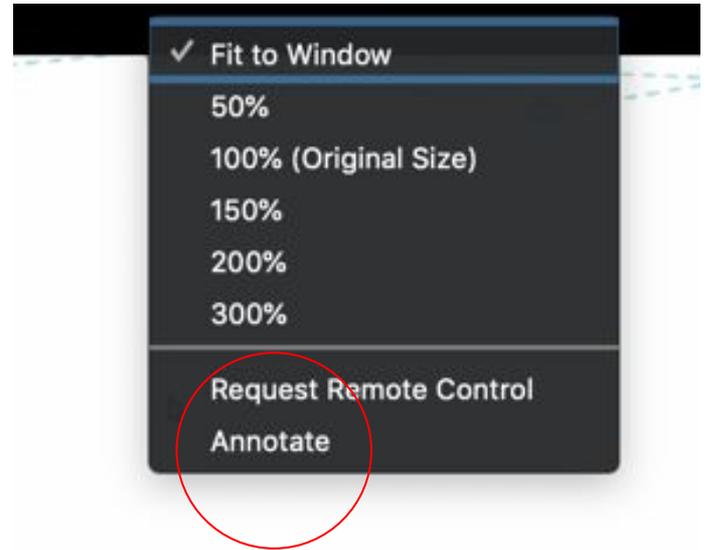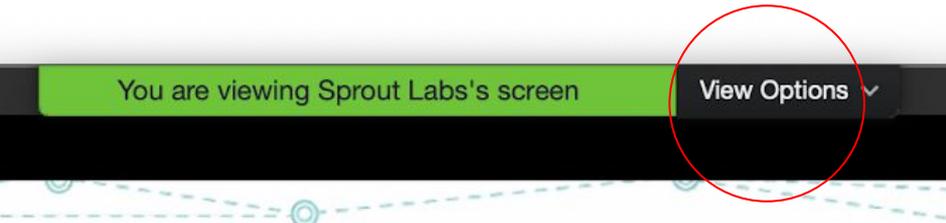
**It's what employees really care about**

Most of compliance 'training' is a wasted opportunity

# Role specific learning

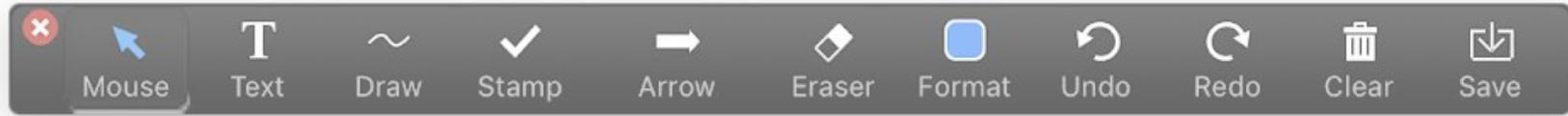| Academy | Learning while working |
|---|---|
| Extensive formal learning before an employee starts | The learner starts doing parts of the job early |
| The learning is talking about 'what you will be doing in the job' | The learner feels and sees what the job is |
| Content heavy | Is focussed on process - can be chaotic |
| Often used when the work is seen to be high risk or conservative industries | Often used in 'new industries' e.g tech |
|  | Embeds self guided learning as a skill |

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# Annotation Tools

1. Choose the view options

You are viewing Sprout Labs's screen        View Options ⌄

Fit to Window
50%
100% (Original Size)
150%
200%
300%

Request Remote Control
Annotate

2. Choose the Annotate menu item

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# Annotation Tools



Stamp tool

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# Role specific

Learning while working model

Academy model

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In chat, please add what are the cons of the **academy** model?

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In chat, please add what are the pros of the **learning while working** model?

Actually a mixture of the two models is what often works best

With onboarding we go back to 'running courses'

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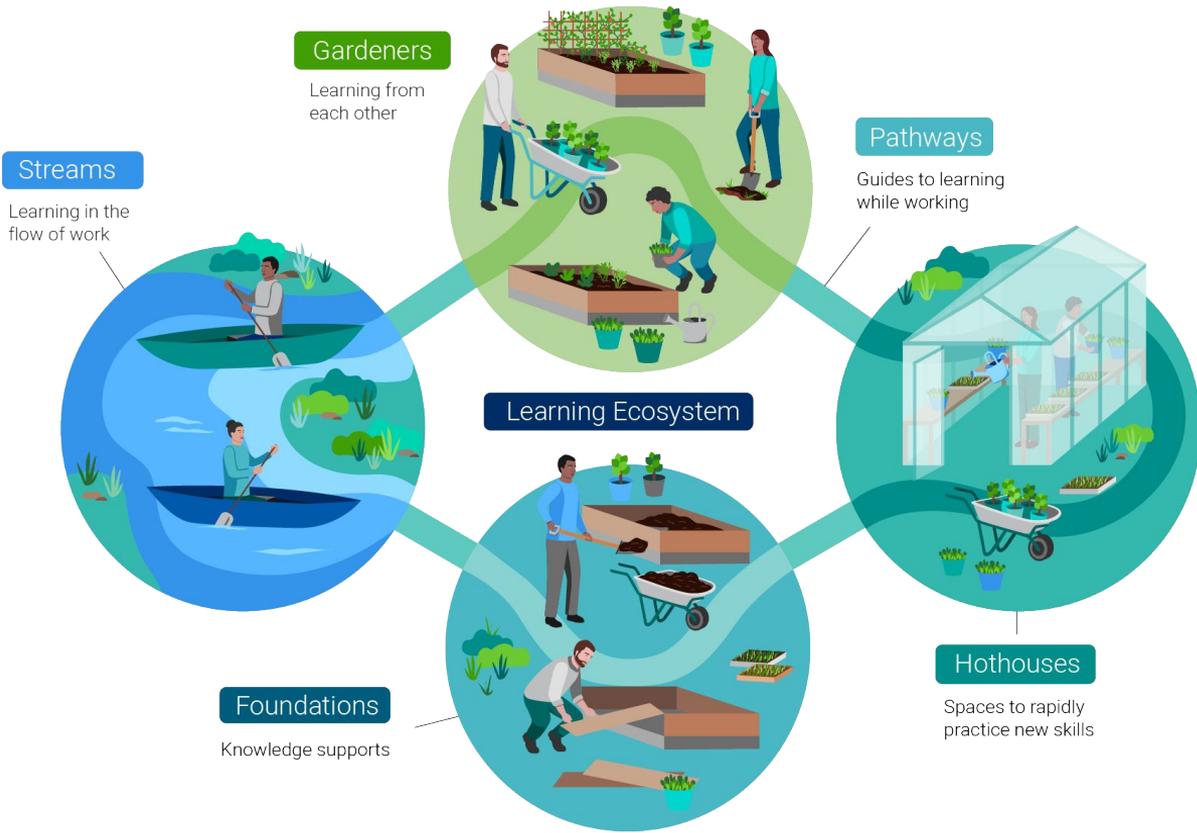Learning ecosystem design is a powerful mindset for transforming onboarding.

In chat please add 'For you, what is a learning ecosystem?'

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.

Learners have **choices** as they move through the ecosystem

Gardeners
Learning from each other

Streams
Learning in the flow of work

Pathways
Guides to learning while working

Learning Ecosystem

Foundations
Knowledge supports

Hothouses
Spaces to rapidly practice new skills

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Three thoughts

A learning campaign is a series of learning experiences that occur over time and across different mediums that are designed to create behavioural change.

Learning campaign approach is key to the onboarding **journey**

Can be as simple as a timed series of email messages

Novelty is key to engagement

We copy what we see

The power of the unique capabilities statement

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Give it a theme - link it to your brand

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Meet Felix

We are a specialised engineering project management company. We are having trouble finding new experienced project managers.

We are thinking about starting a project management academy to develop new talent.

Our consultants work onsite, but normally spend the first two weeks in the main office. We now need to be 100% remote.

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Why is **remote** onboarding a challenge?

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# What is working in remote onboarding?

Getting the technology right

The new employee *not* spending all day in online sessions

Virtual coworking
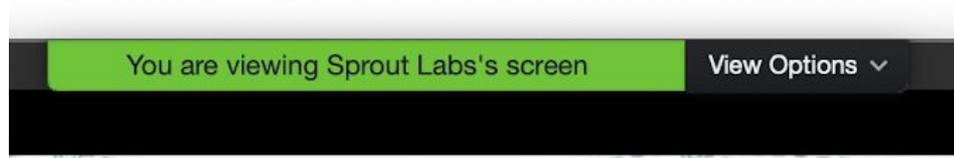
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What would be your advice to Felix be on remote onboarding?

# Annotation Tools



Stamp tool

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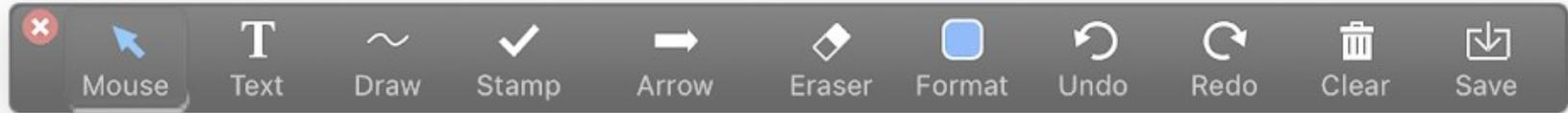
# Pathways: We are goal oriented

Laurie Bourke

Challenge assessments

Self assessment tools

Helen Haberland

Personalised journeys

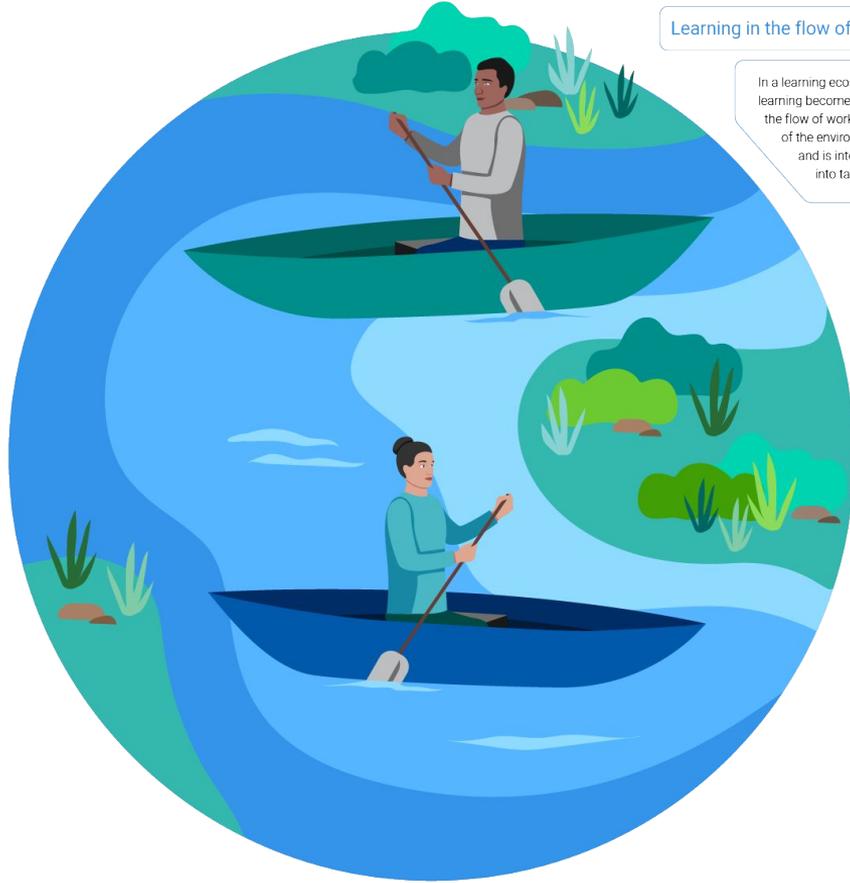Peer assessment tools

Curated list of links

Checklists

Use the stamp tool to choose the tactic you think might create the most impact for Felix

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**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.
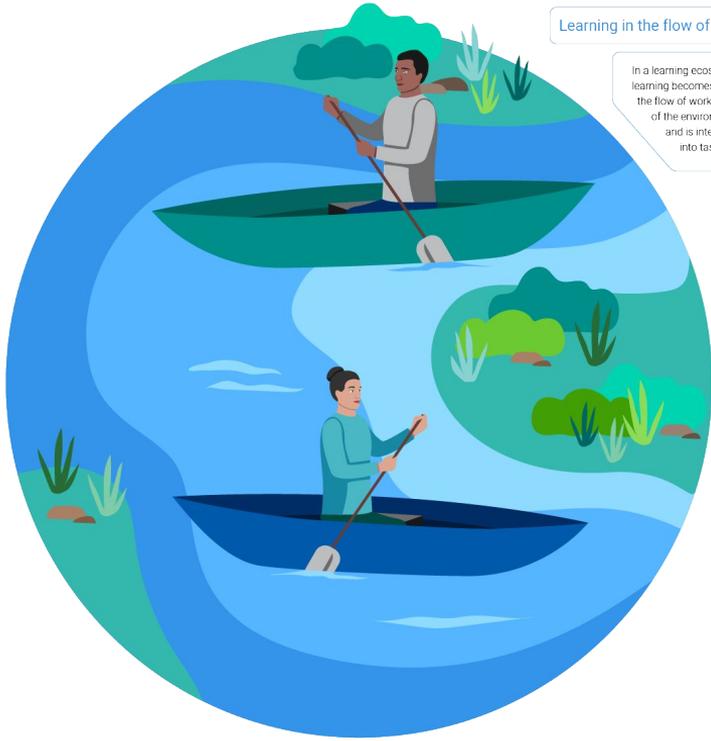
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What does the term 'learning in the flow of work' mean to you?

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.
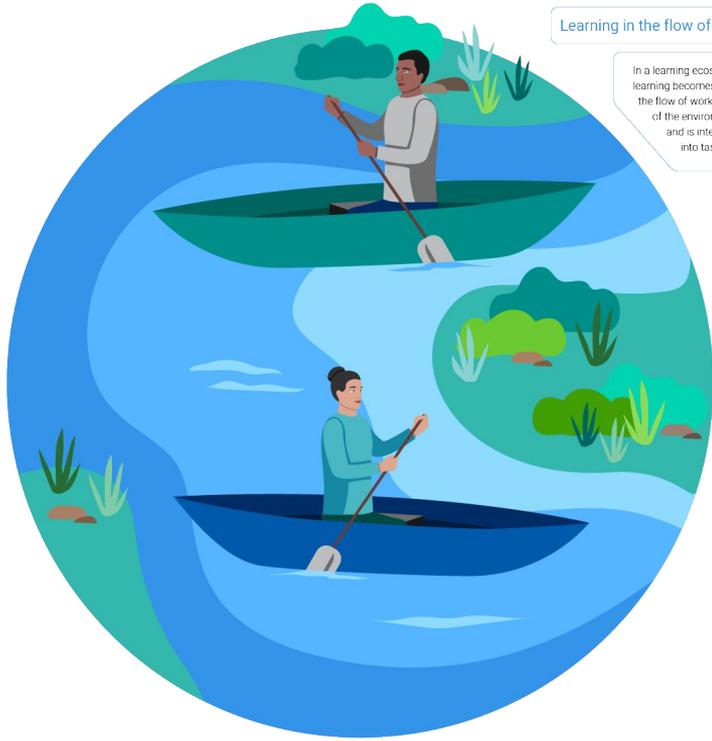
Expanding expertise

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Articulating what we have learnt so we can **reflect** and make generalisations

# On the job learning activities

Novice

Expert

| | Observational | Instructional | Standard work activities | Investigative strategies | Reflective/ building |
|---|---|---|---|---|---|
| Learning activity | Work-shadowing | Process walk through – a peer explains a process | Mirroring – a novice does the same tasks as an expert and compares | Diagnosis | Developing a job aid or tool other learners could use<br><br>Projects |
| Questions a manager could ask | "What did you learn from that observation?" | | "What did you learn when you compared your work?" | | Give feedback on the tool and ask "What have you learnt?" |

Podcast: Graeme Kirkwood on workplace learning guides
eBook: Developing Expertise

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# Streams - learning in the flow of work

Erin McLeod

**Work shadowing** ✓ ★ ★ ★ ★

**Process walk through**

Laurie Bourke

**Stretch projects**

Elizabeth Noble
work shadowing, process walk through and learning logs

**Micro learning**

**Mirroring** ★

**Learning logs** ★ ★ ★

Use the stamp tool to choose the tactic you think might create the most impact for Felix

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# Gardeners - learning with others

**Manager guides and nudges**

**Networking virtual events** ⭐

**Virtual classroom with a high level of interaction** ⭐

**Mentoring Buddies** ⭐ ✓
Helen Haberland
Laurie Bourke

**Weekly challenges**

**Group action learning projects** ⭐

Use the stamp tool to choose the tactic you think might create the most impact for Felix

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Two important S words to go along with social learning

Structured + Specific

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# A map of what we have just co-designed



Personalised journeys

Mentoring Buddies

Group action learning projects

Challenge assessments

Work shadowing

Learning logs

Simulations and roleplays

Videos and podcast

Micro resources

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What are your key takeaways from the session?

webinar

# Modern performance management with Totara Perform



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