



# 5 essential capabilities

for the not-so-distant future of workplace learning

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# JD Dillon

Chief Learning Architect

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Disney


KAPLAN

AMC  
THEATRES

Brambles







This isn't a story about learning. It's a story about **change**.



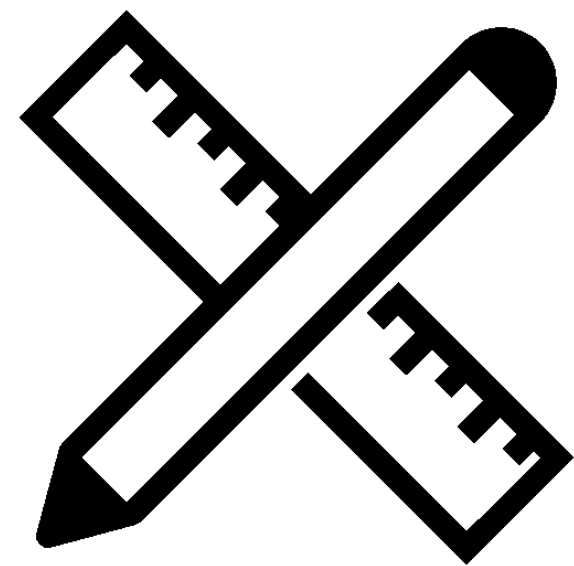


How can we help people **keep pace** with change,  
no matter how sudden or impactful it may be?



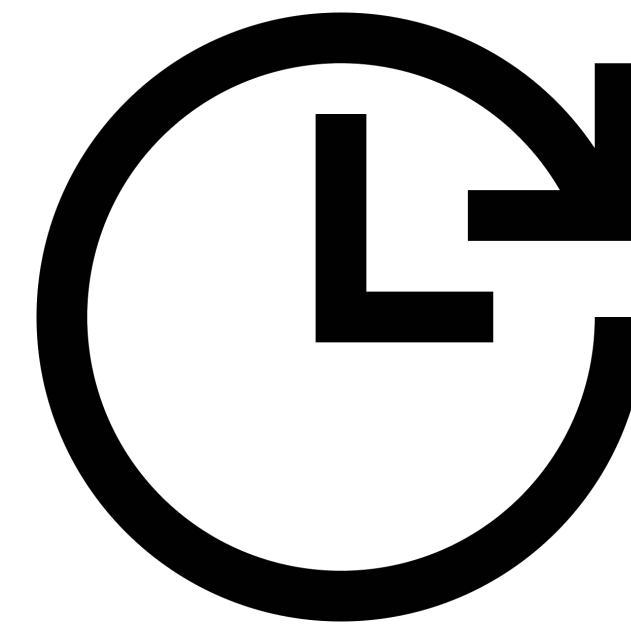


# The working world was already rapidly evolving ...



**90%**

of organizations are in the process of redesigning jobs<sup>1</sup>



**76%**

of employees prefer to work in organizations that provide future skills development<sup>3</sup>



**54%**

of the world's workforce will require significant reskilling<sup>2</sup>



**90%**

of employees believe the ability to access information anytime/anywhere is important<sup>3</sup>

<sup>1</sup> Deloitte 2019 Human Capital Trends Report

<sup>2</sup> World Economic Forum 2019


<sup>3</sup> Axonify 2019 State of Frontline Training Report



A photograph of a grocery store aisle. In the foreground, a man in a red uniform and a light blue surgical mask is sanitizing the hands of a customer. The customer, a man with a beard and glasses, is also wearing a light blue surgical mask. In the background, a large red octagonal stop sign with the word "STOP" in white is visible. Below the stop sign, there is a sign with French text: "Protégez-vous! Chers clients et clients, pour votre sécurité, nous vous recommandons de porter un masque et de maintenir une distance sociale." The scene is brightly lit, and the background shows shelves stocked with various items.

And then a global health crisis **accelerated** the changing nature of work.





It was difficult to keep up before. Now it feels **almost impossible**.

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This acceleration has **exposed gaps** in traditional learning and support tactics.



# Learning in the Workplace Survey (Jane Hart)

There is a clear disconnect between how organizations invest in training and where people derive value.

connect between how organizations  
d where people derive value.

		Not important %	Quite important %	Very important %	Essential %	VIP + Essential %	
1	Daily work experiences (ie doing the day job)	DOING	1	6	29	64	93
2	Knowledge sharing with your team	DISCOURSE	1	7	33	59	92
3	Web search (eg Google)	DISCOVERY	3	20	31	46	77
4	Manager feedback and guidance	DOING	5	20	38	37	75
5	Web resources (articles, videos, podcasts, etc)	DISCOVERY	3	24	41	32	73
7	Coach or mentor feedback and guidance	DOING	7	23	45	25	70
6	Your professional network (aka PLN)	DISCOURSE	5	29	40	26	66
8	Company resources (eg documents, job aids)	DISCOVERY	7	31	35	27	62
9	Blog posts and news feeds	DISCOVERY	13	44	29	14	43
10	E-Learning (eg online courses)	DIDACTICS	17	44	27	12	39
11	Conferences and other professional events	DISCOURSE	18	51	26	5	31
12	Classroom training	DIDACTICS	28	42	23	7	30



We have to rethink the  
fundamentals of how we  
enable people if we hope to  
prepare them for  
whatever comes next.





L&D can enable a mindset shift by borrowing proven ideas from other disciplines.





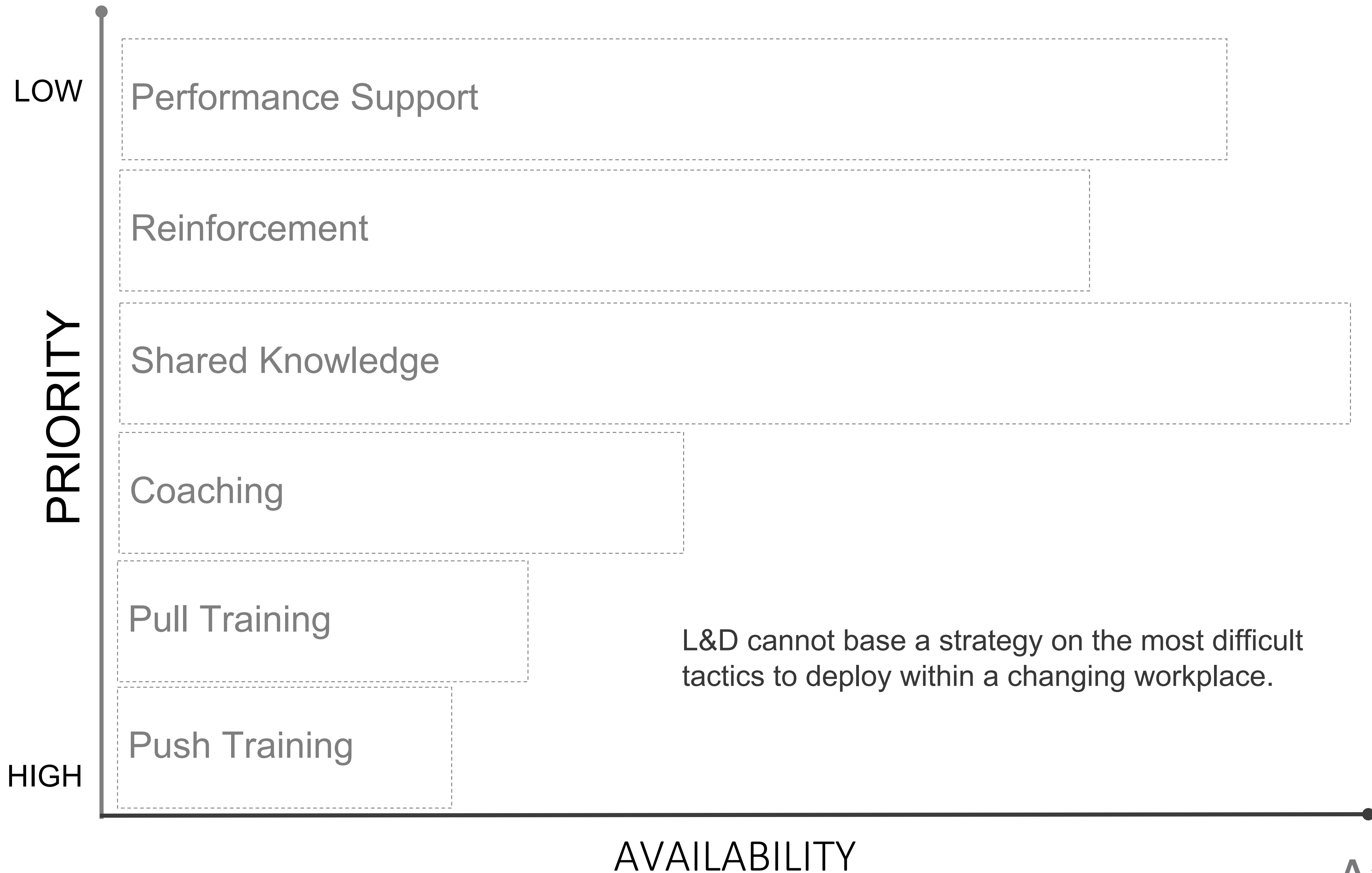


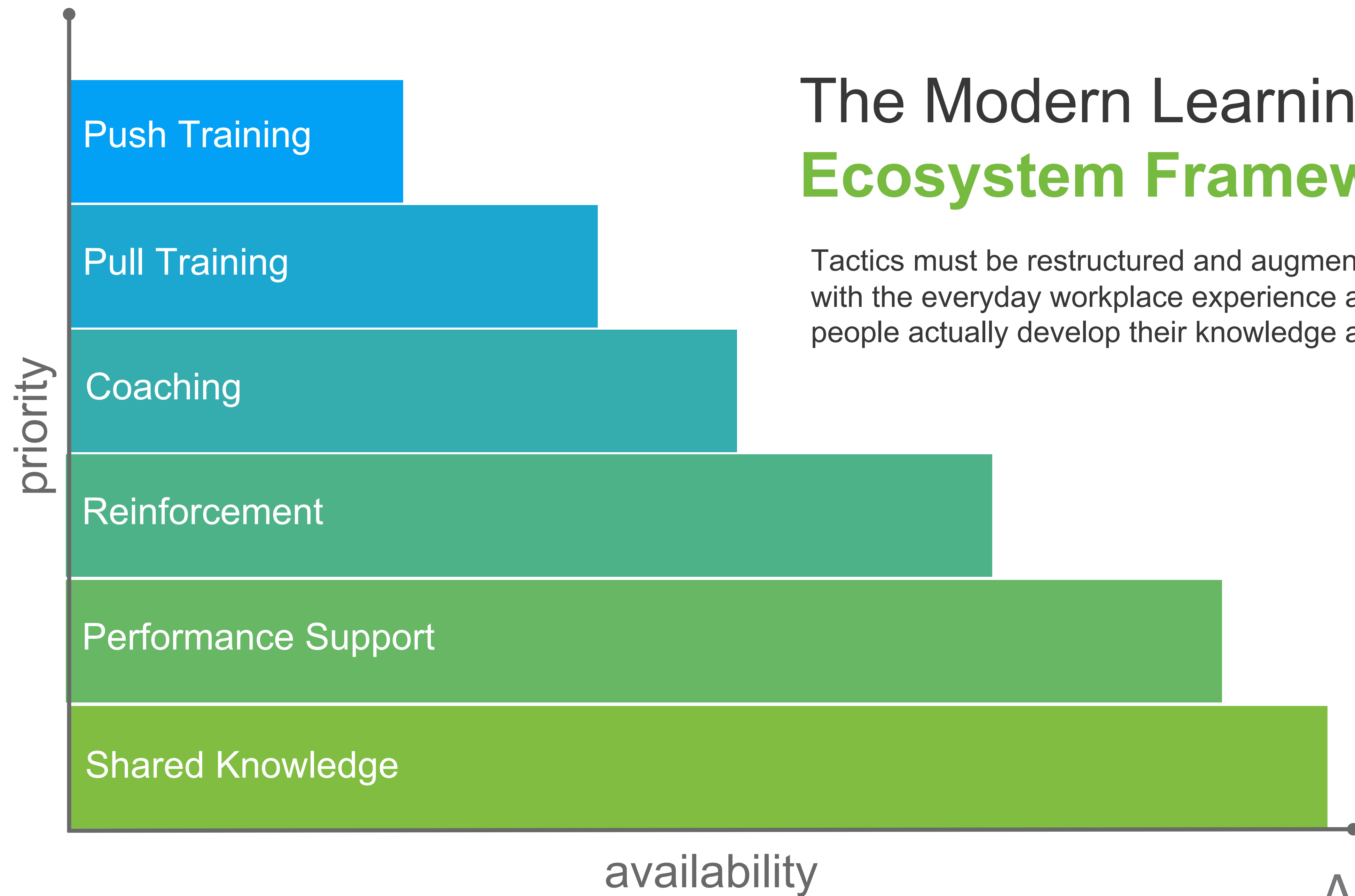




A **programmatic approach** to workplace learning is insufficient.







# The Modern Learning Ecosystem Framework™

Tactics must be restructured and augmented to align with the everyday workplace experience and how people actually develop their knowledge and skills.





curator

Conde Nast

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### Active Listening

GCFLearnFree.org • 121K views • 1 year ago

In this video, you'll learn strategies for active listening during a conversation with another person.



### How to actively listen to others | Scott Pierce | TEDxBirmingham

TEDx Talks • 24K views • 11 months ago

In this inspiring talk, Scott Pierce shows us that "Yes, and" is not just the first rule of improv, but it also touches on deeper lessons ...



### Active Listening Skills

Communication Coach Alex Lyon • 13K views • 2 months ago

Improve your Active Listening Skills, a key part of our overall effective communication skills. Plus, get a 50% discount code: ...

CC



### Active Listening - A practical example

Christ Currency • 26K views • 3 years ago



### The Big Bang Theory Active Listening - english sub

Школа Китайгородской • 119K views • 3 years ago

The Big Bang Theory 'Please pass the butter' conversation between Amy and Sheldon with english subtitles.



### Active Listening: Katie Owens at TEDxYouth@Conejo

TEDx Talks • 230K views • 7 years ago

In the spirit of ideas worth spreading, TEDx is a program of local, self-organized events that bring people together to share a ...



### Active listening is a skill! Here's how it's done.

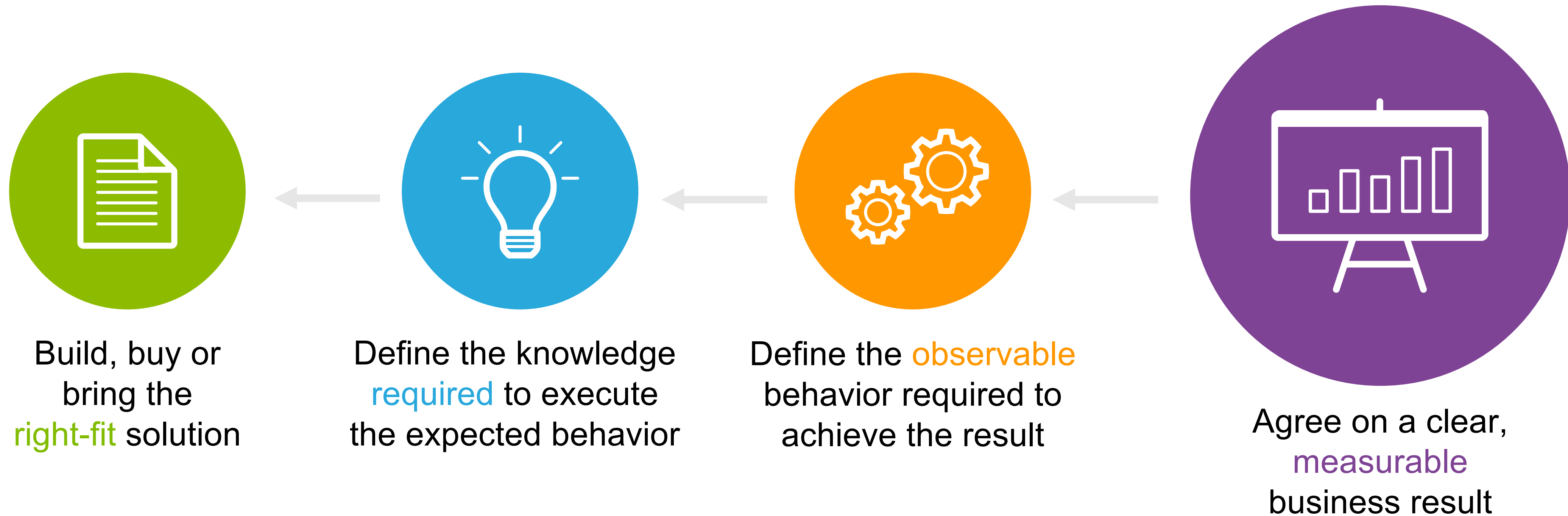
HeartlinesSA • 962 views • 4 months ago

Stop. Breathe. Listen. Here's some simple tips on how to be an active listener when someone is sharing their story.

There's A LOT of content out there.  
But **people need help** connecting the  
right resources to their personal needs.

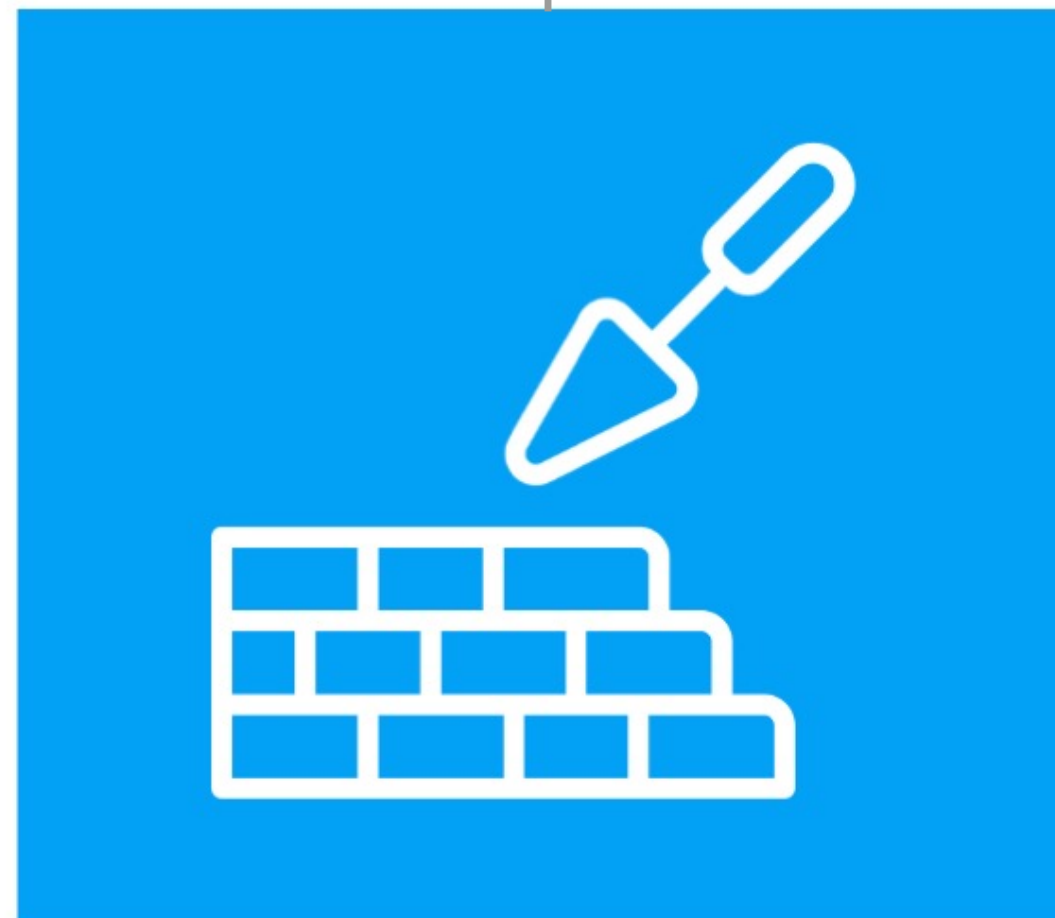


Curation begins with connecting the right solution to the desired changes in knowledge, behavior and results.



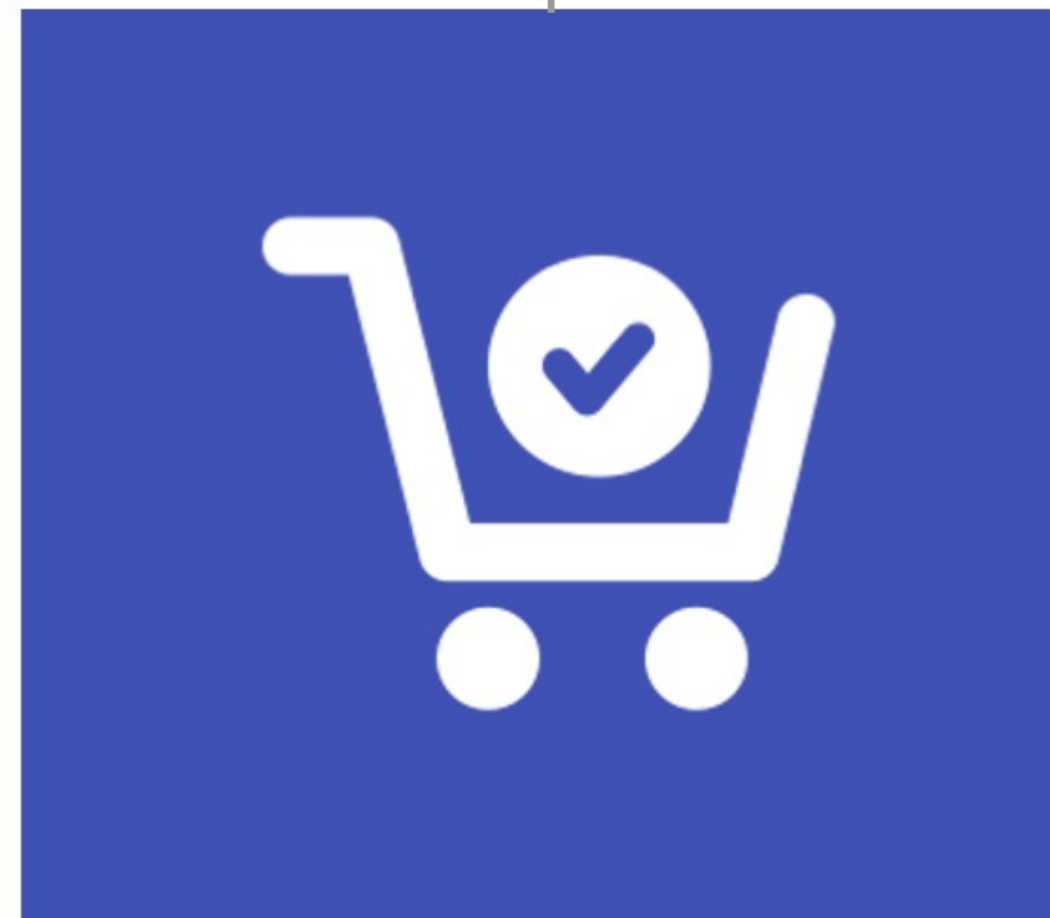
# curation

Then L&D can make informed decisions about how to source and deploy their right-fit solutions.



## Build

Topic and/or application of knowledge and skill is unique to our organization.



## Buy

A trustworthy partner has already solved this problem and it's more efficient to leverage their expertise.



## Bring

The topic is generic or popular enough to leverage open resources.



marketer

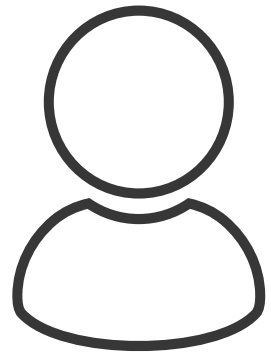
Unsplash

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# Identify the data we **need**.



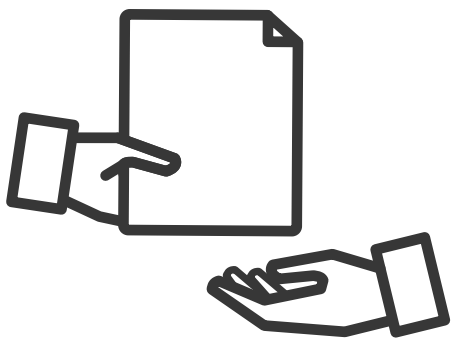
## Demographic

Who is this person?



## Connections

How does this person engage with the org?



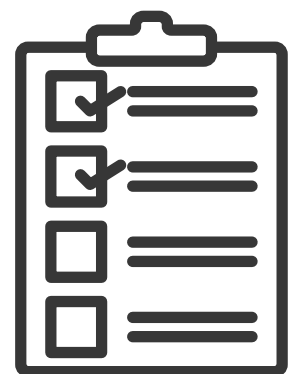
## Consumption

What has this person reviewed?



## Knowledge

What does this person know right now?



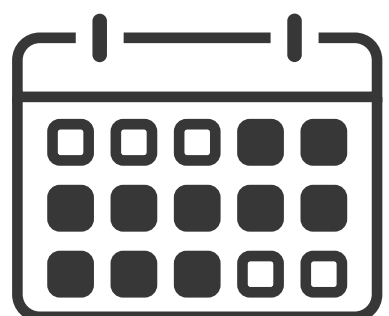
## Feedback

What does this person say they want/need?



## Behavior

What is this person doing on the job?



## Context

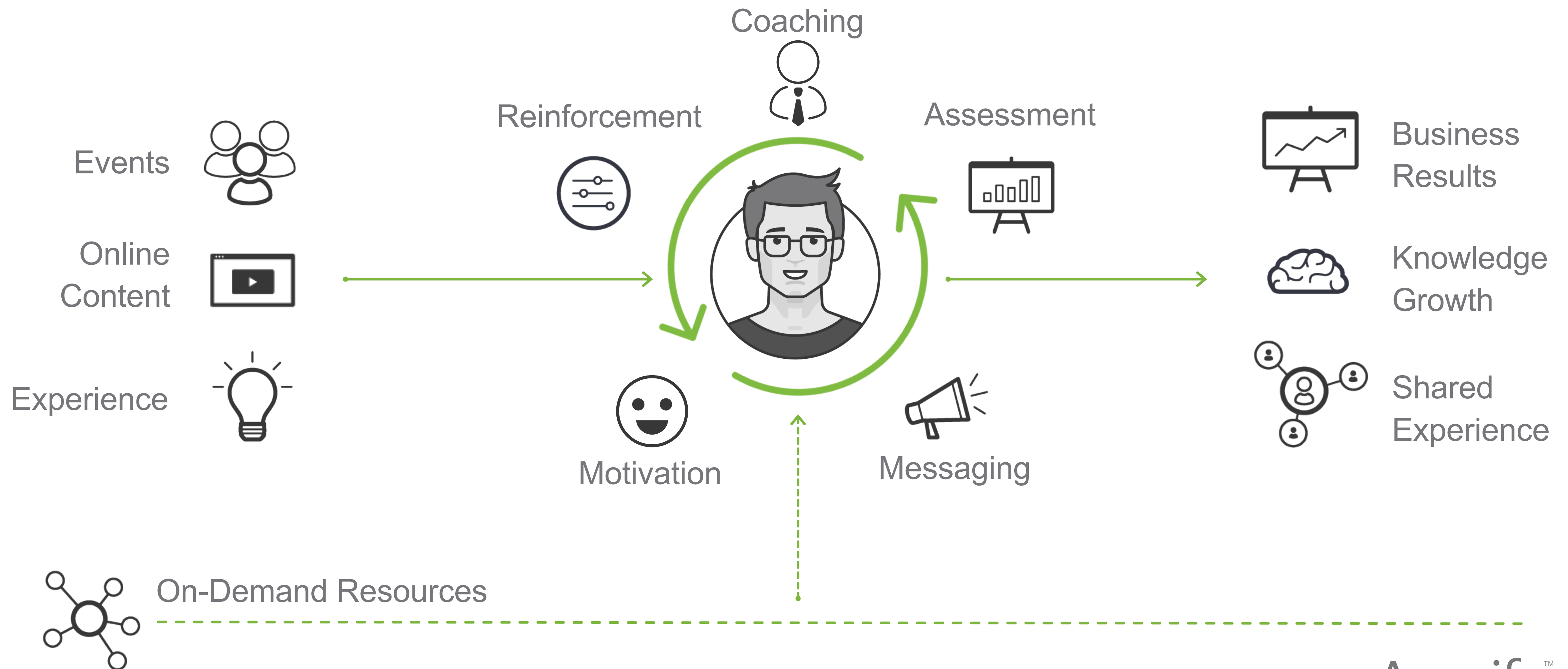
What else is happening around this person?



## Results

What impact is this person having on business outcomes?

# Adopt data-rich **tactics**.





By adopting data-rich tactics, we can become proactive in how we adapt our efforts to align with proven needs.

# Adaptation

How can we continuously adapt our support tactics to ensure optimum results?

# Engagement

How are people engaging with learning opportunities?

# Learning

How is people's knowledge changing over time?

# Behaviors

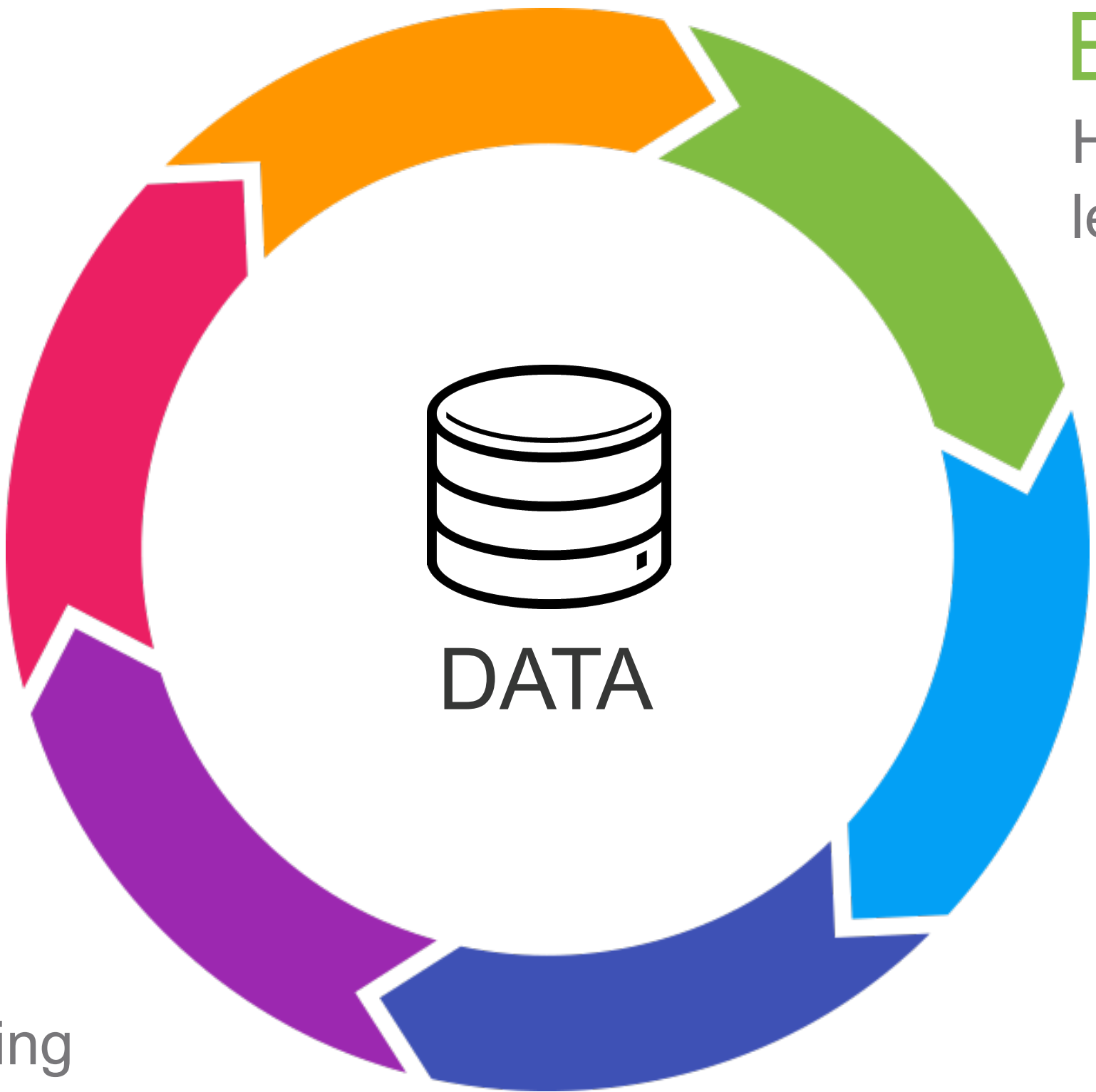
How are people's behaviors changing on the job?

# Prediction

How are we projected to perform in the future with our key business goals?

# Outcomes

How is learning impacting business results and delivering ROI?





influencer

Pixabay

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Who are the **key influencers** within your organization?





Real workplace learning transformation  
does not begin with a top-down strategy.



Change begins through **iteration**.  
L&D must prove the value of a reimagined approach  
to gain organization-wide buy in.



A photograph of two female employees in a cafe. The employee on the left, a Black woman with curly hair, is wearing a grey apron over a white sleeveless top and is looking down at a cash register. The employee on the right, a white woman with short brown hair, is also wearing a grey apron over a white short-sleeved shirt and is smiling while looking at the cash register. They are both standing behind a counter. In the background, there are coffee grinders, stacks of white plates, and various cafe supplies. A small chalkboard sign is visible in the foreground.

Frontline managers are the most important people in workplace learning.





skater

SBNation

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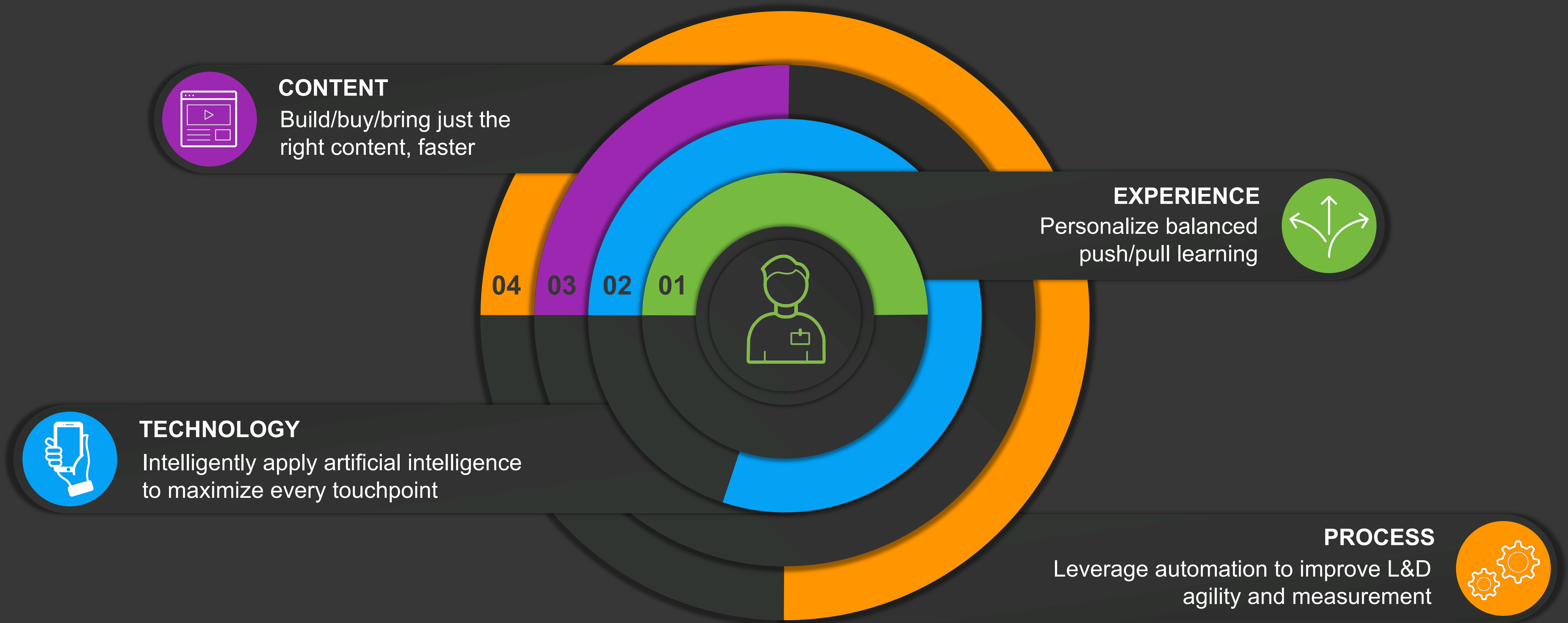




Speed is great. But the ability to **pivot and change direction** quickly is essential.

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learning**efficiency**model





The future of learning is efficiency, agility and personalization.





## **BE A PLUMBER**

Install the ecosystem of tools and tactics needed to provide the right support at pace and scale.



## **BE A CURATOR**

Provide only content that will boost the knowledge and skill needed to achieve results.



## **BE A MARKETER**

Apply data-rich tactics and get proactive so you can get the most value from every learning solution.



## **BE AN INFLUENCER**

Speak the language of your business and involve the right stakeholders in your transformation.



## **BE A SKATER**

Build your agility so you can pivot with the needs of your people and your business.



# PULL

Future-focused  
skill development

Self-Direction  
Performance Support  
Curated Content  
Reskilling  
Collaboration



# PUSH

Today's biggest  
business priorities

Messaging  
Job Training  
Compliance  
Upskilling  
Reinforcement  
Coaching



To help employees get ready for whatever comes next, we must provide **every person** with a **personal** support experience that **fits** into their workplace reality and **balances** today's priorities with tomorrow's skill needs.





— THE —  
**80**  
**PERCENT**



# THE**80**PERCENT

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Be well.