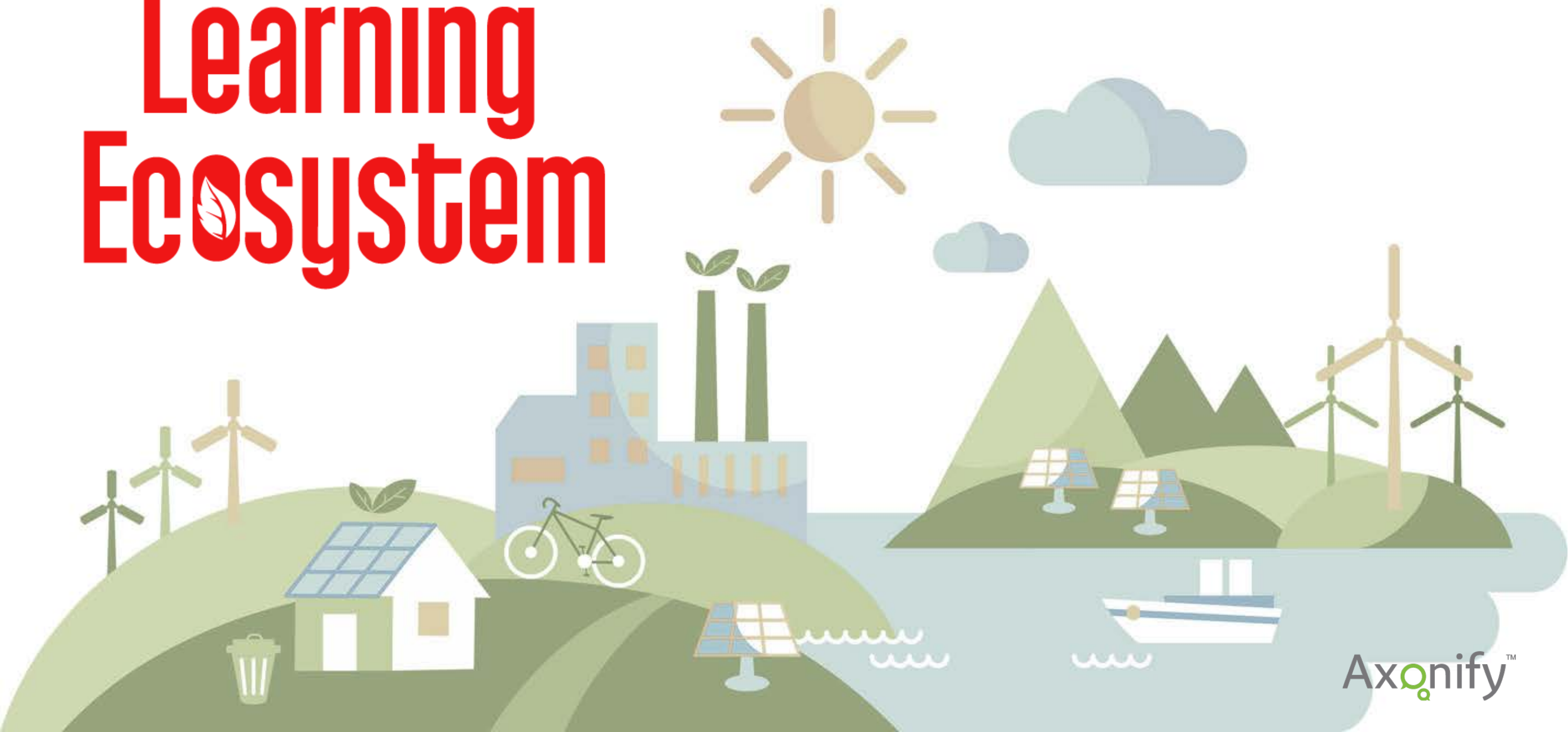


Building A Smarter Learning Ecosystem





JD Dillon

Chief Learning Architect
Founder + Principal

Axonify™

Disney

KAPLAN

AMC
THEATRES

Brambles





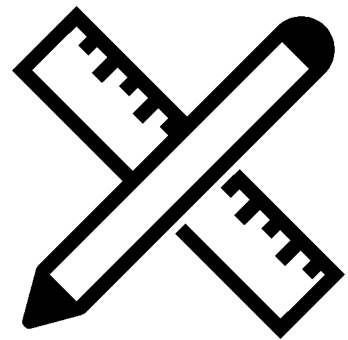
This isn't a story about learning. It's a story about **change**.



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

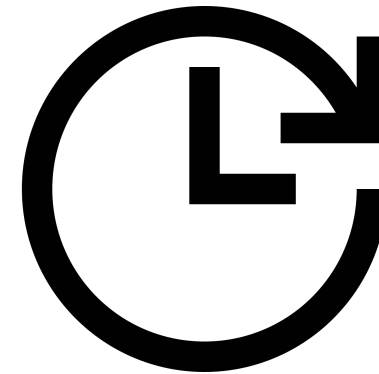


The working world was already rapidly evolving ...



90%

of organizations are in the process of redesigning jobs¹



76%

of employees prefer to work in organizations that provide future skills development³



54%

of the world's workforce will require significant reskilling²



90%

of employees believe the ability to access information anytime/anywhere is important³

¹ Deloitte 2019 Human Capital Trends Report

² World Economic Forum 2019

³ Axonify 2019 State of Frontline Training Report

A photograph showing a man in a red jacket and a light blue surgical mask spraying disinfectant from a white bottle onto the hands of a customer. The customer is a man with a beard and glasses, also wearing a light blue surgical mask. They are in a store with shelves in the background. A large red octagonal stop sign with the word "STOP" in white is visible behind the man in the red jacket. A sign with French text is also visible behind him.

And then the pandemic **changed the nature of work.**

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Now the pace of change is almost out of control.



A **place-and-time** approach is not the answer.

An ecosystem mindset acknowledges that people learn + develop in a variety of ways using a multitude of tools and tactics.



Before we evolve our
practices we have to
shift our **mindset**.





Modern Learning Organization **Mindset**

a critical part of the **workflow**

takes advantage of the full **ecosystem**

applies **data** to guide and accelerate
decision-making

provides a **personal** experience at scale

drives clear business **impact**

fosters ongoing organizational **agility**

✓ PURPOSE

break the course **mentality**

align familiar L&D tactics to create a **rapid, consistent, scalable** problem-solving approach that fits in the modern workplace

make **smarter decisions** when solving performance problems

provide a **balanced experience** that helps every employee perform today and develop the skills they will need in the future

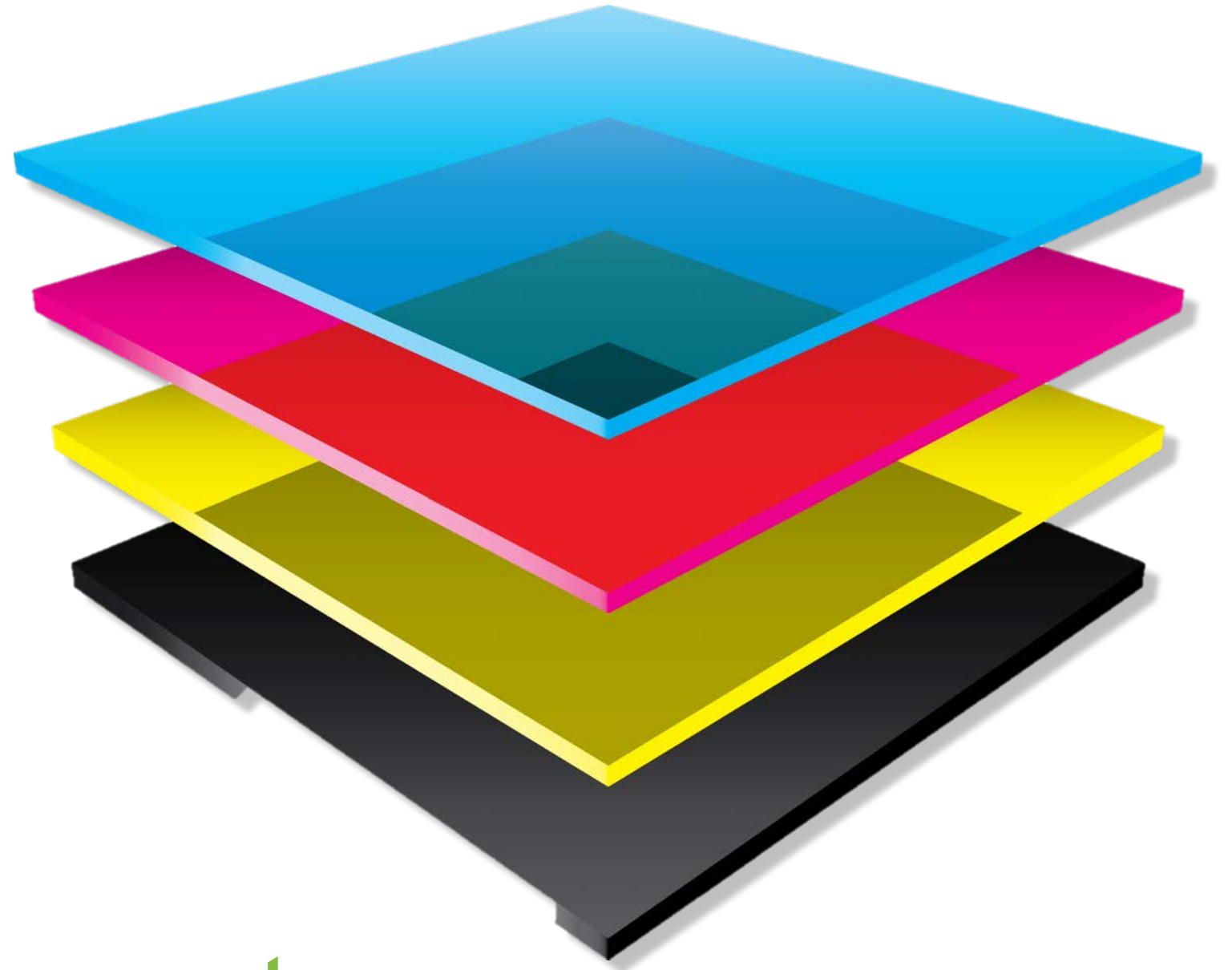
4 Steps to a
SMARTER
LEARNING
ECOSYSTEM

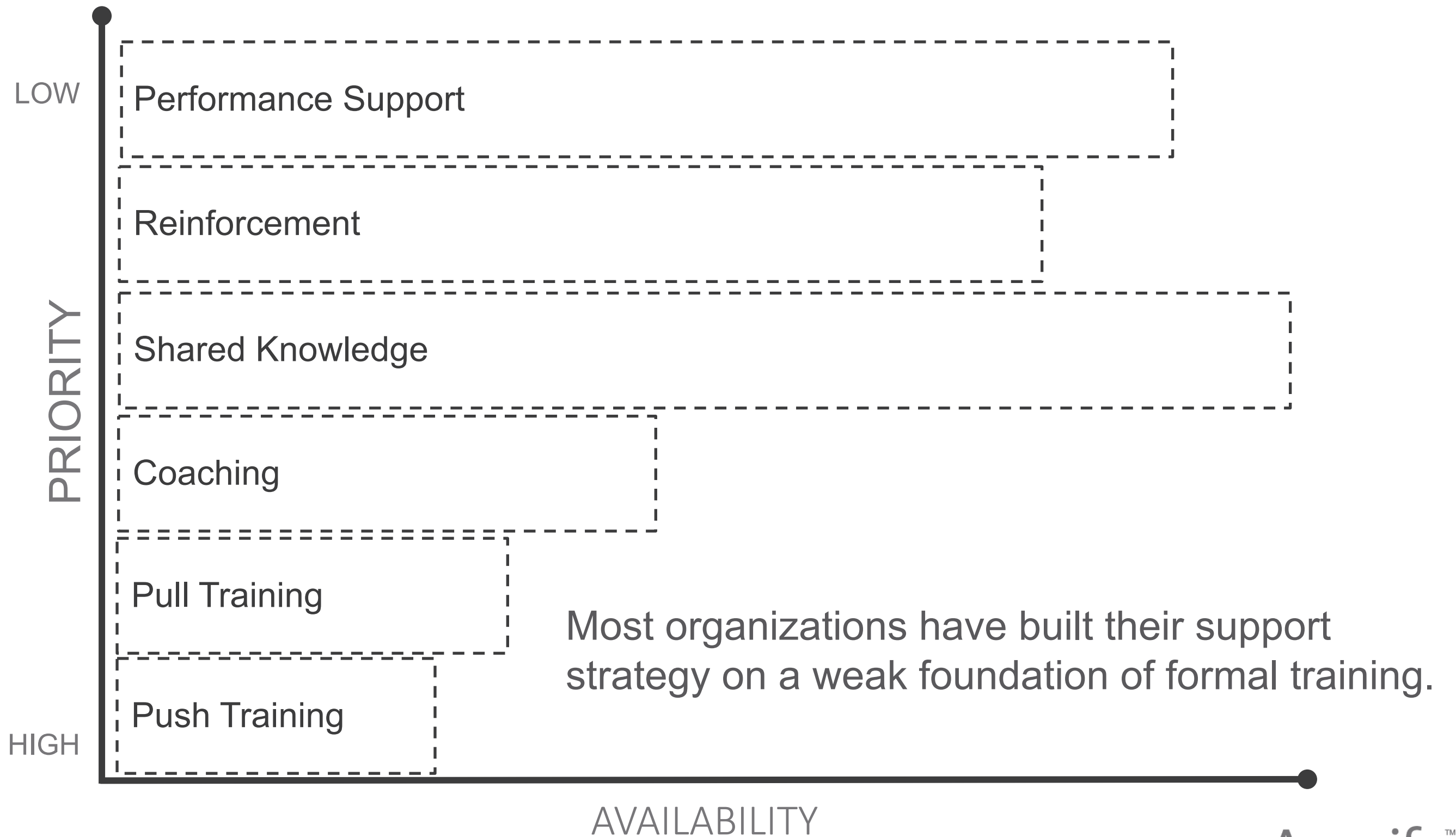


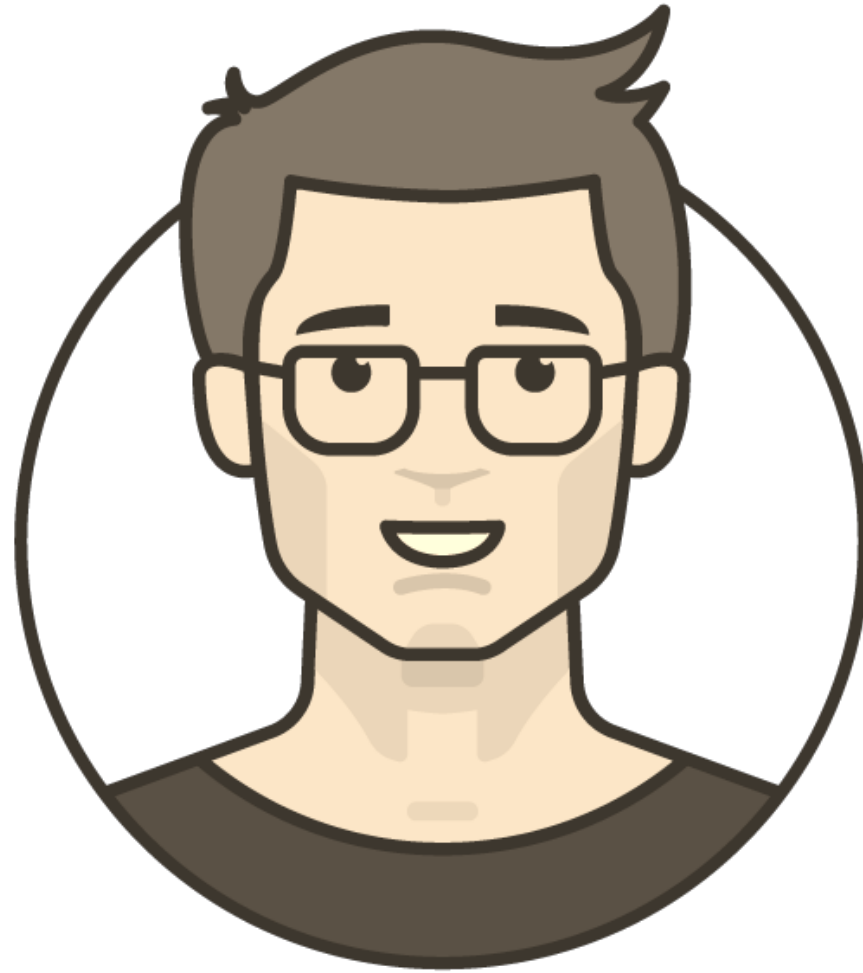
iStock

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1 | Map Your Learning Ecosystem







Our goal is to provide a **consistent** support experience for **every employee** that **fits** into the reality of the workplace.

STRUCTURE

Push Training

Pull Training

Coaching

Reinforcement

Performance Support

Shared Knowledge

AVAILABILITY

The Modern Learning Ecosystem Framework™

New and existing tactics can be restructured in a way that better fits the realities of the workplace and how people learn and solve problems today.



Shared Knowledge

Enable access to share information as the foundation of all workplace learning.

- ✓ Intranet
- ✓ Social platform
- ✓ Company website
- ✓ Wiki
- ✓ SharePoint
- ✓ Job aids
- ✓ User-generated content

Performance Support

Provide simple + reliable ways for people to get help in the time of need.

- ✓ Social platform
- ✓ Chat tool
- ✓ Coach
- ✓ Question/Answer forum
- ✓ Electronic performance support tool





There is a considerable difference between the volume of ...
NICE to know **NEED** to know
... information, especially as an employee evolves in their role.

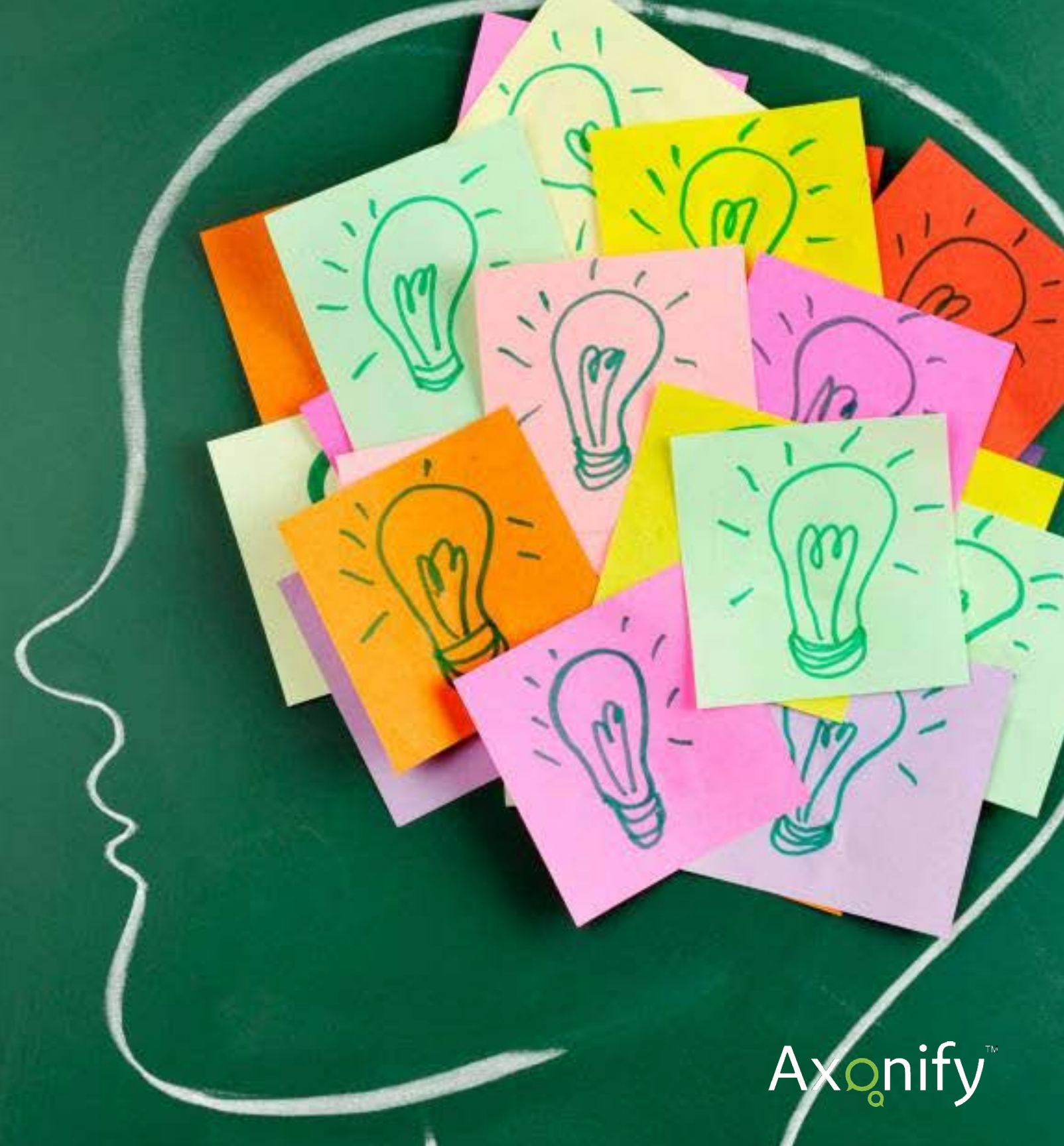


Reinforcement

Reinforce need-to-know information continuously to ensure retention and application.

- ✓ Microlearning platform
- ✓ Training bursts
- ✓ Quizzes
- ✓ Huddle notes
- ✓ Subscription learning
- ✓ Email Newsletter
- ✓ Practice activities

Time



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Coaching

Enable managers to close performance gaps with meaningful, targeted, personalized coaching + feedback.

- ✓ Coaching tools
- ✓ Huddle notes
- ✓ Practice activities
- ✓ Actionable reporting



Pull Training

Provide additional structure when needed.

- ✓ Online courses
- ✓ Content catalogs
- ✓ Video portals
- ✓ MOOCs
- ✓ Voluntary classroom sessions



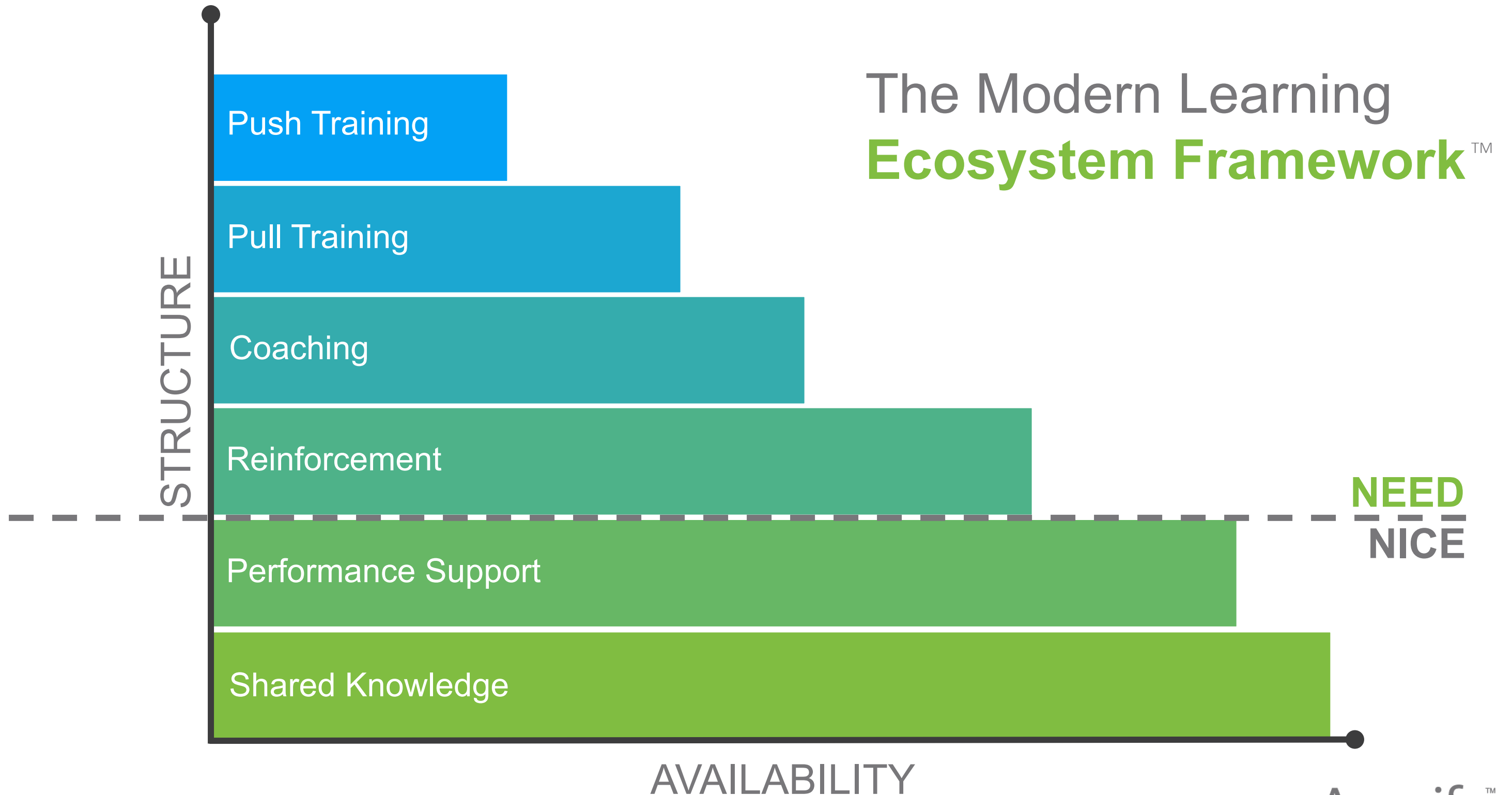
Push Training

Push required training only when necessary.

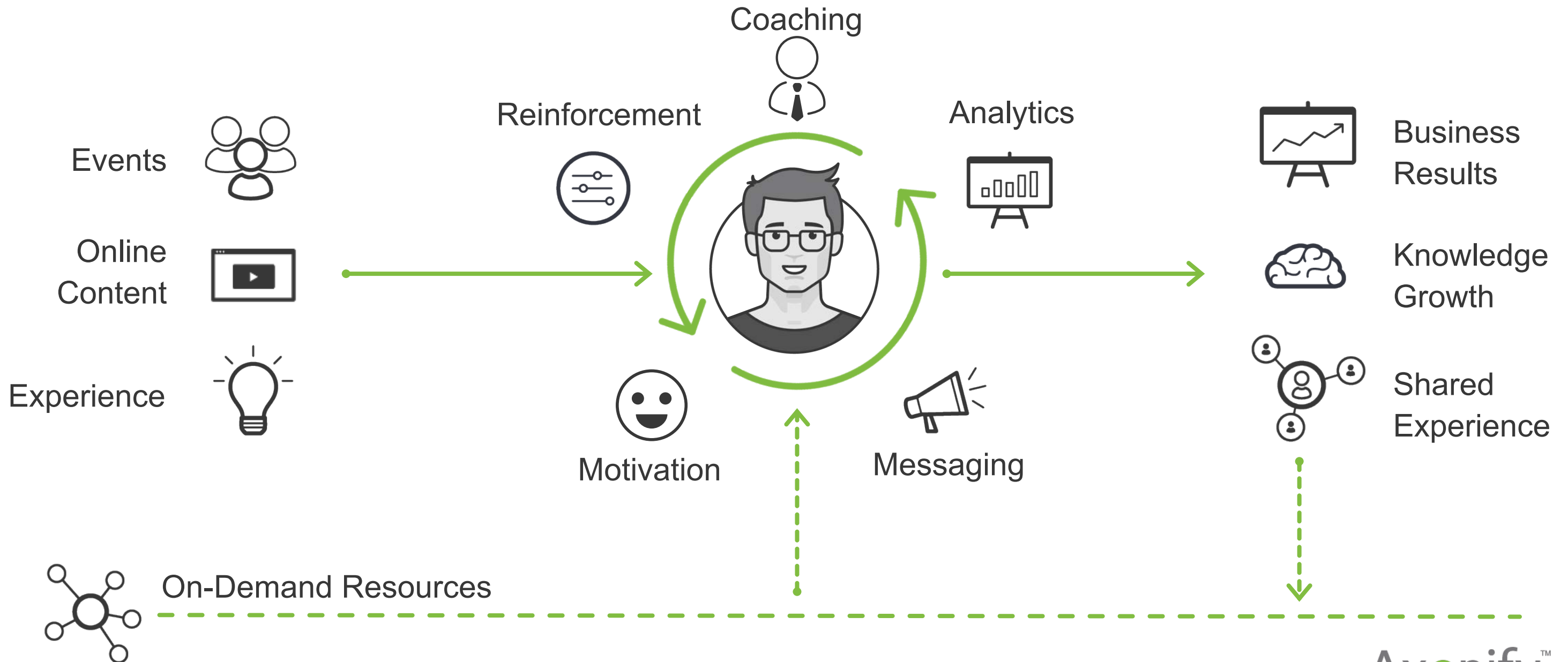
- ✓ Classroom sessions
- ✓ Online courses
- ✓ Compliance training
- ✓ Assessments



The Modern Learning Ecosystem Framework™



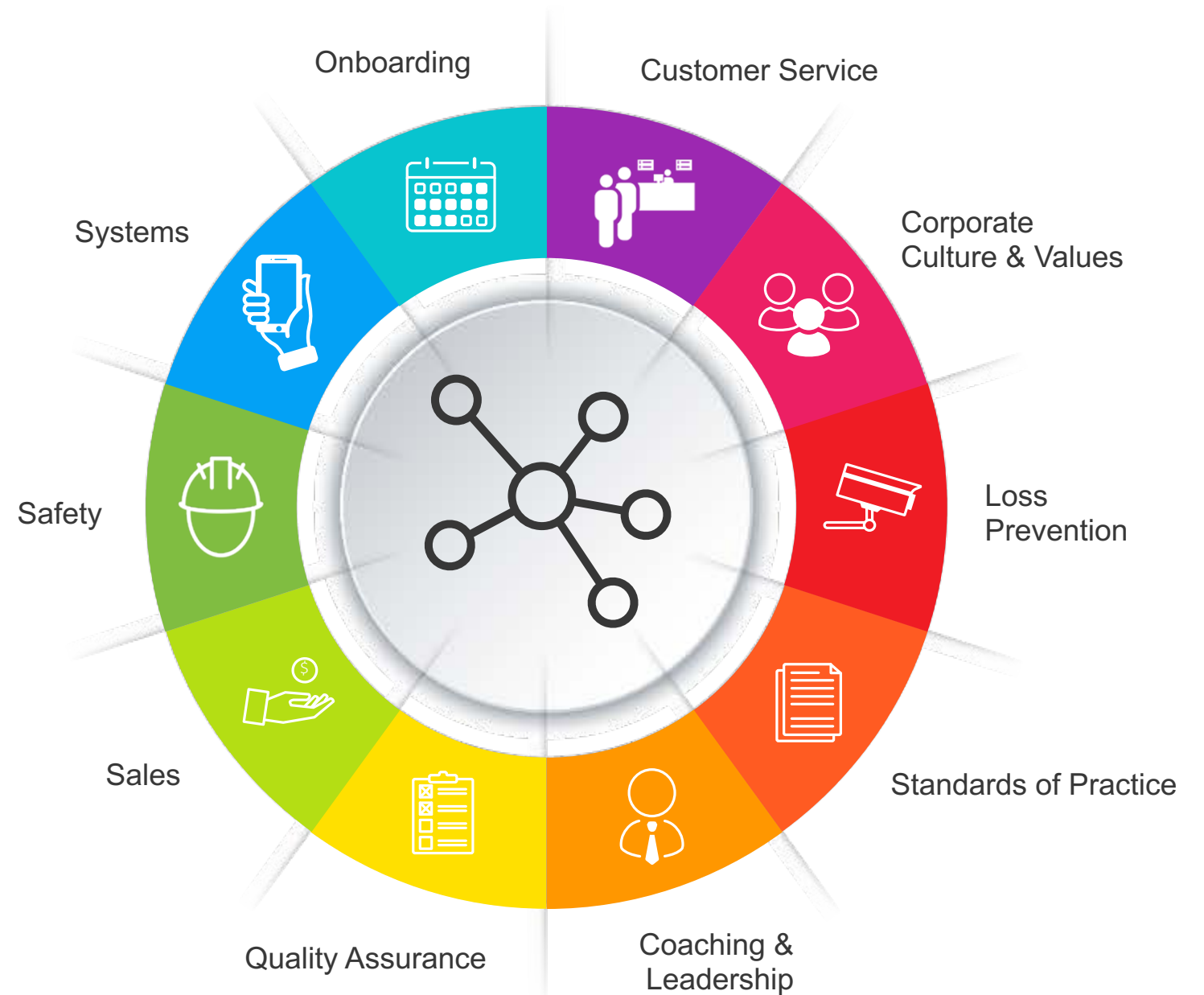
continuous **learning** experience



3 | Apply Your Framework



A **modern ecosystem** is built to support any/all workplace topics + use cases.



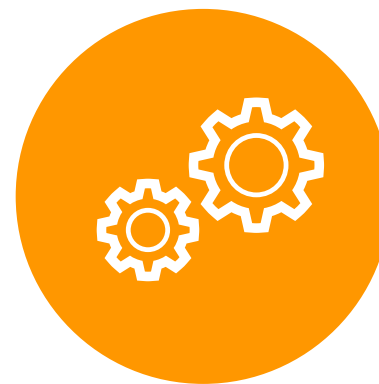
The MLE Framework works best for well-defined **performance challenges** with **measurable outcomes**.



Determine the **right-fit** solution



Define the knowledge **required** to execute the expected behavior



Define the **observable** behavior required to achieve the result



Agree on a clear, **measurable** business result



CONTEXT

when and where does the person need help?

CRITICALITY

how problematic is failure for this topic?

COMPLEXITY

how challenging is this topic to master?

TIMELINESS

how quickly is an intervention required?

STRUCTURE



Apply only the right layers + tactics to solve problems based on framework considerations.

Performance Support

Shared Knowledge

AVAILABILITY

STRUCTURE

Push Training

Adds layers/tactics to solve more challenging problems.

Coaching

Reinforcement

Performance Support

Shared Knowledge

AVAILABILITY

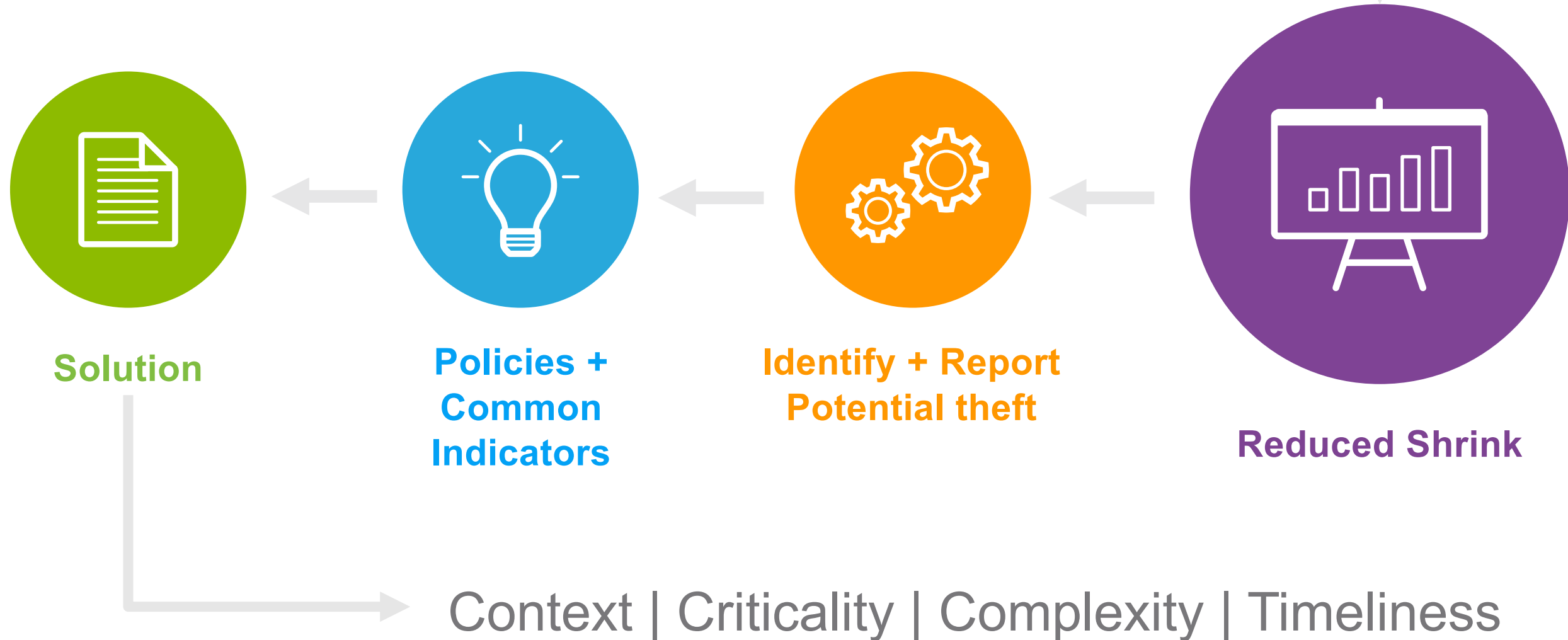




For example ...

An apparel retailer wants to decrease store shrink rate, including employee and customer theft.

Retail Associates

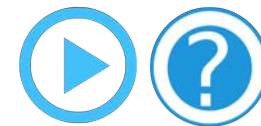




RESULT

60% reduction in shrink within 6 months

Reinforcement



Burst reinforcement

Performance Support



Contact options

Shared Knowledge



Policy available

4 | Get Started





What steps can you take to **bring this framework to life** within your organization?

Design

How do you identify the right solution to a performance challenge before applying the MLE Framework?

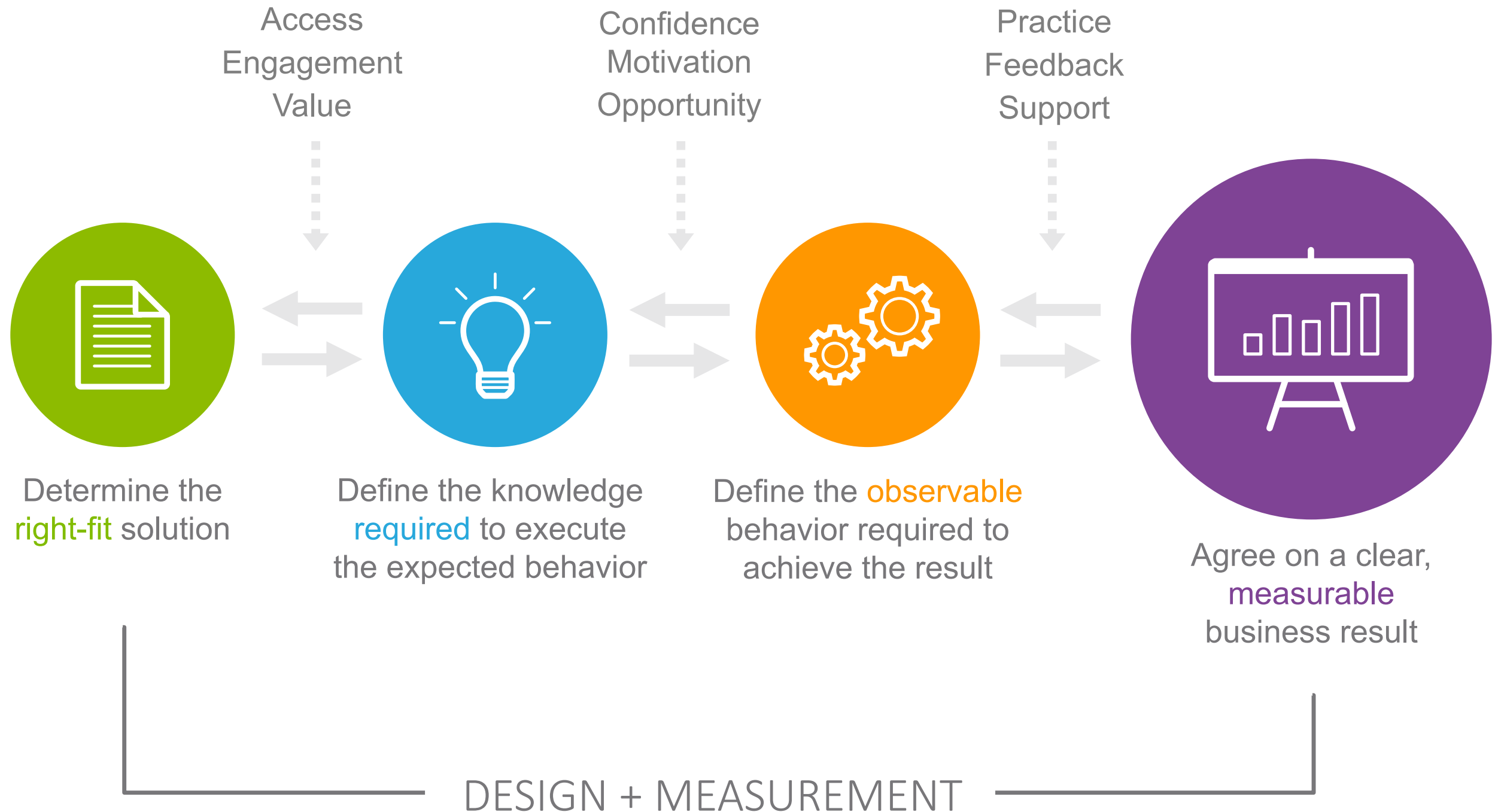
Influence

How do you get people to start thinking differently about workplace learning so they are ready to accept and support a new approach?

Skill

What skills will your team need to execute a modern workplace learning strategy?





L&D must develop a reimagined skillset to execute a modern learning strategy, including:

- **Business awareness** | understand and apply the priorities and language of the business
- **Employee context** | work within the everyday realities of the employee audience
- **Experience design** | shape and iterate the overall learning and support experience for the employee
- **Learning science** | focus on how people actually learn by applying evidence-based principles
- **Influence** | help key stakeholders rethink the organization's approach to and value of workplace learning
- **Agility** | develop a strategy that allows you to rapidly and proactively respond to any organizational need
- **Enablement** | empower and upskill partners to solve problems within your learning ecosystem
- **Writing** | develop a range of written materials across MLE tactics



Identify **key influencers** across your organization
and identify what they care about so you can **speak their language**.

Company's Growth



Opportunities to increase sales and achieve the company's target.

Categories	2013	2014	2015	2016
Computers & Devices	137,913	96,017	8,714	
Electronics	198,826	115,233	127,912	
Clothes & Fashion	38,912	47,526	88,918	
Home Living	87,175	81,126		
Auto Products	8,714			
Medical	38,912			
Others				

Business Company

Curator suscipit, LTD.
100 Pleasantville, Aitken
St. SUO 79956
Tel: 123-456-789-0
Fax: 123-456-789-1

INVOICE
Date
Invoice No
Customer ID

Categories	Quantity	Amount
Computers & Devices	248,23	858,70
Electronics	59,4	59,4
Clothes & Fashion	3,143	3,143
Home Living	3,143	3,143
Auto Products	3,143	3,143
Medical	3,143	3,143
Others	3,143	3,143

	2016	%Growth
Product A - North America	108,287	-11%
Product A - Australia	91,938	-437%
Product A - Europe	125,819	-42%
Product A - Asia	278,161	+78%
Product A - Others	11,827	+18%

	2015	2016
Product B - North America	8,714	39,912
Product B - Australia	107,812	108,287
Product B - Europe	89,918	91,938
Product B - Asia	123,939	125,819
Product B - Others	189,128	278,161
Product B - Total	10,283	11,827

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Do **NOT** try to begin a workplace learning transformation by talking about workplace learning strategy.





Apply a **YES, and ...** approach when necessary to introduce new ideas alongside the familiar.





Frontline managers are the most important people in workplace learning.

Start with L&D

Find champions who already “think differently”

Explore frontline employee motivations

Make the shift from extrinsic to intrinsic motivators

Measure and report on the early impact of your new solutions

Make your champions the heroes

Leverage the voice of the employee

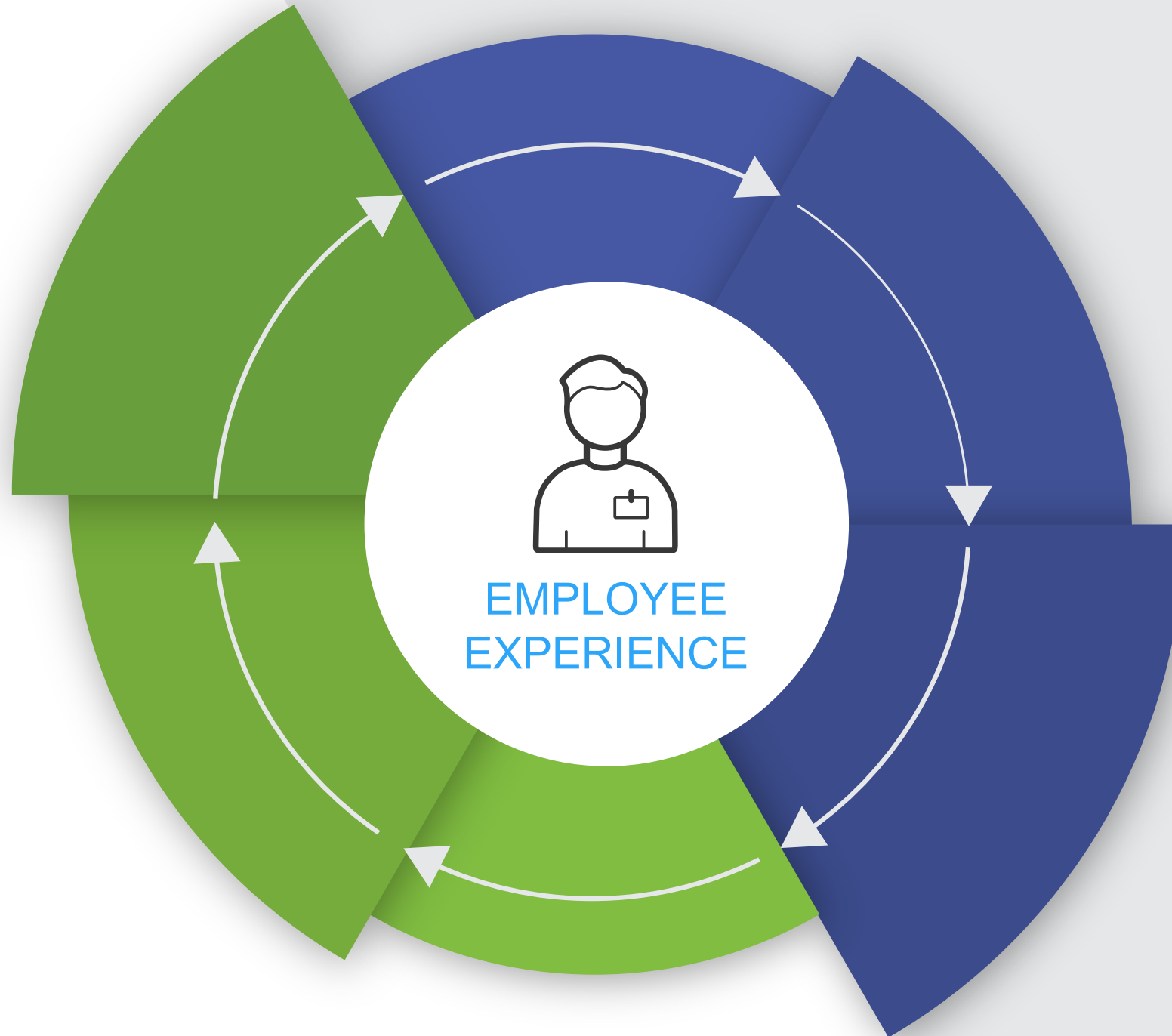
Start small – think BIG



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

A modern learning
ecosystem requires
content + technology ...



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... but our focus must
be on the **people** we
support every day.



ACTION PLAN

- ☐ Reflect on how these ideas relates to your own work.
- ☐ Share these ideas with your peers to begin the conversation about shifting the organization's learning mindset.
- ☐ Outline the path starting today to a completed transformation for your organization.
- ☐ Align your tactics to the MLE Framework.
- ☐ Identify skill gaps and begin development efforts within your team.
- ☐ Identify and engage influencers across the organization – including key stakeholders, decision makers and frontline managers.
- ☐ Introduce the results-first approach to your solution design process.
- ☐ Execute your first YES, AND ... project.
- ☐ Measure and report on the impact of your early efforts.
- ☐ Reassess based on your early results and continue your incremental shift.



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