

Where do I start?

How to architect a right-fit modern learning ecosystem

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Today's conversation is focused on
one critical workplace question:

How do we help people **keep up**?

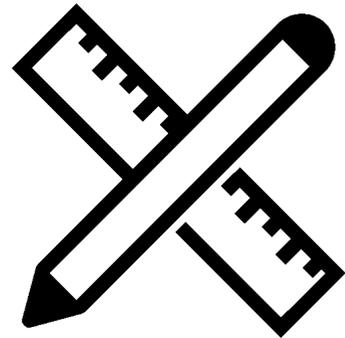


This isn't a story about learning. It's a story about **change**.



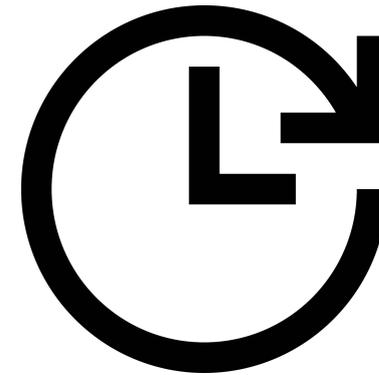
How can we help people **keep pace with change**,
no matter how sudden or impactful it may be?

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



And then a pandemic changed how most of us do our jobs **overnight.**



Now the pace of change is seemingly **out of control.**

And **place-and-time** learning has fallen short.



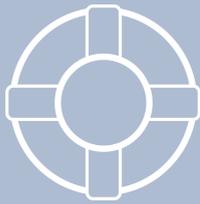
98%

received communication, but only 46% found it relevant, 40% reliable and 39% timely.



48%

received training for a new role or task.



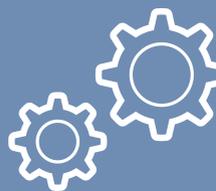
30%

can access information on-demand after training.



67%

feel supported by their managers.



32%

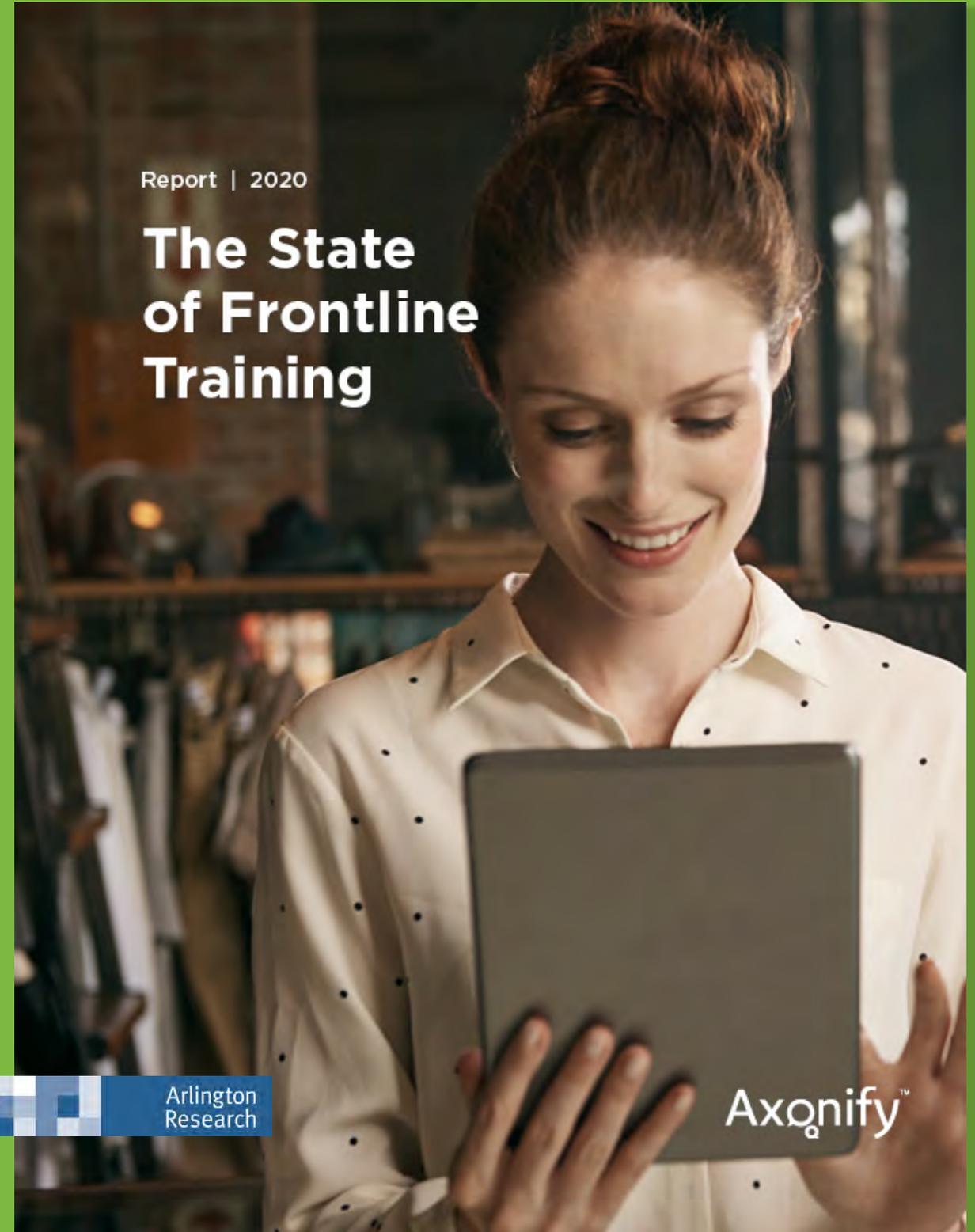
said training helped them feel confident in their ability to do their jobs.

Report | 2020

The State of Frontline Training



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Employees need (and deserve) a **modern, right-fit** workplace support experience.

BRISCOES

HOMWARE



Some organizations were **better prepared** to face disruption.
But it wasn't just about tools or content. It was their ...



Modern Learning Organization **Mindset**

a critical part of the **workflow**

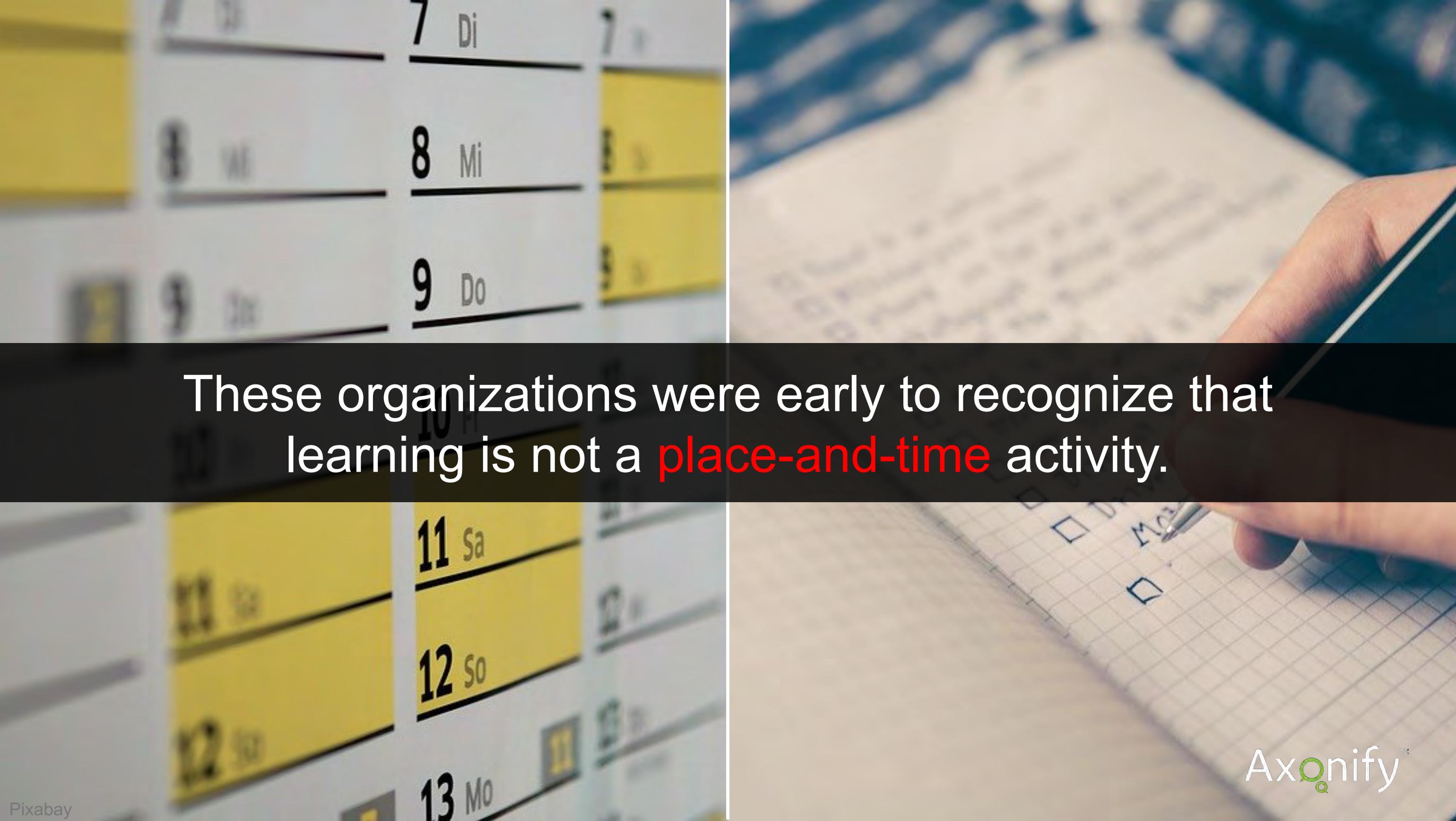
takes advantage of the full **ecosystem**

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

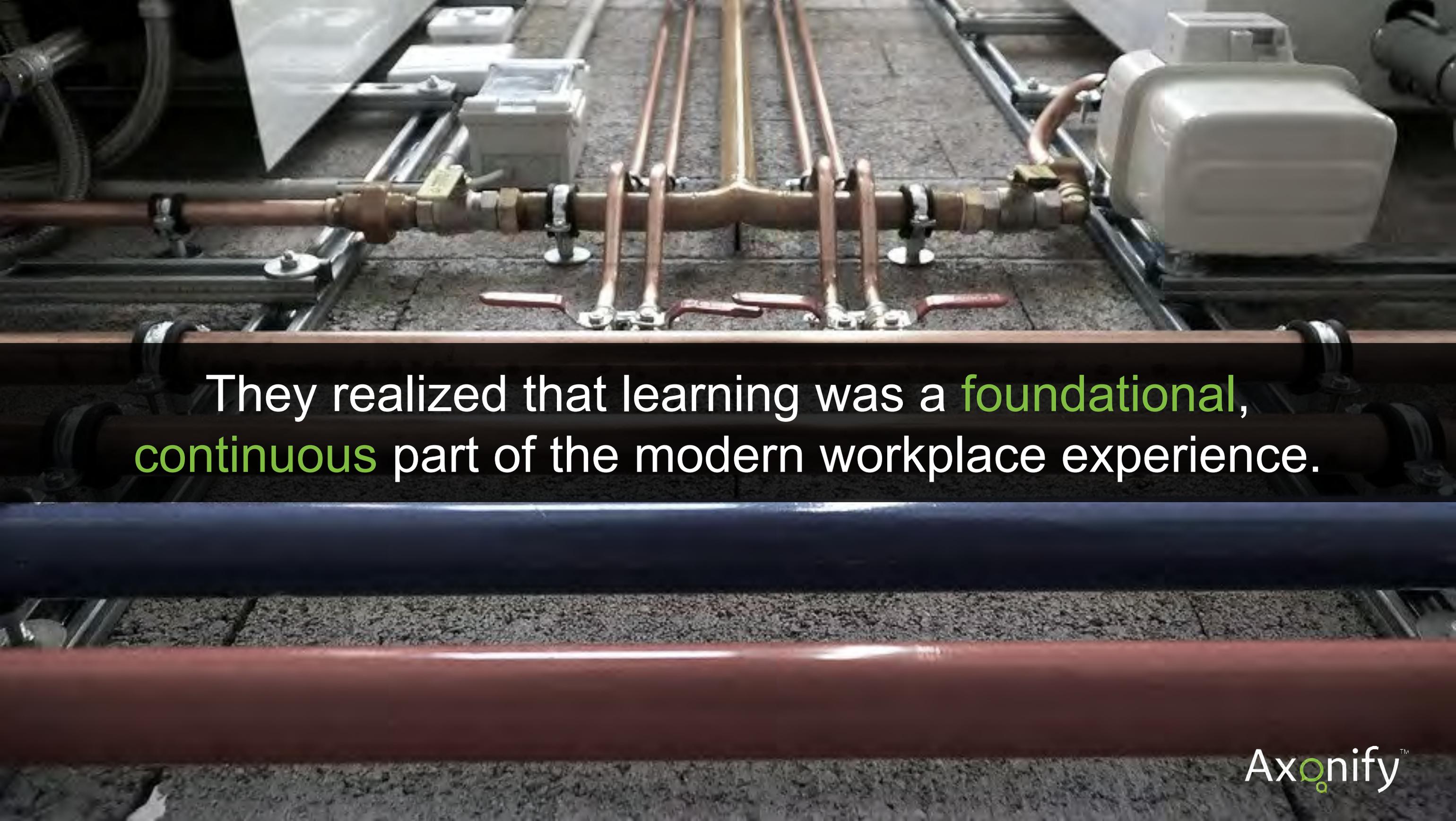
provides a **personal** experience at scale

drives clear business **impact**

fosters ongoing organizational **agility**



These organizations were early to recognize that learning is not a **place-and-time** activity.



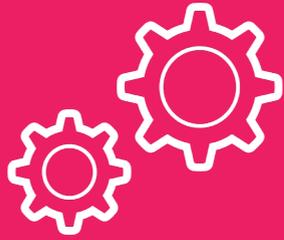
They realized that learning was a **foundational**,
continuous part of the modern workplace experience.



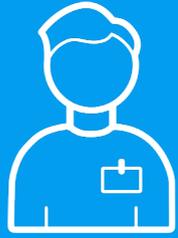
6 Steps to Architecting a
**RIGHT-FIT MODERN
LEARNING ECOSYSTEM**



Step 1 | Know your audience.



Busy



Unique



Connected



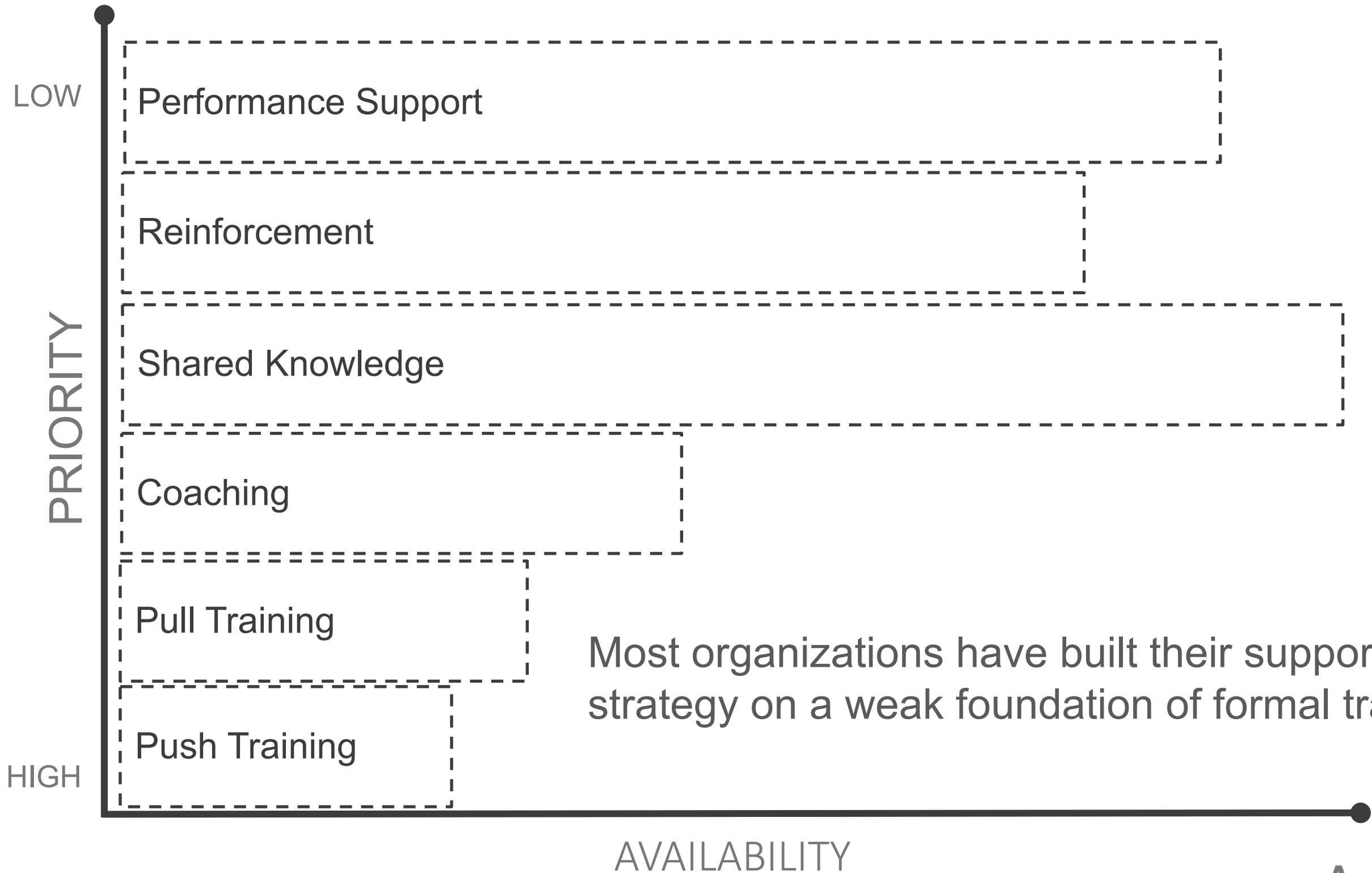
Disengaged



Eager



Step 2 | **Map your ecosystem.**

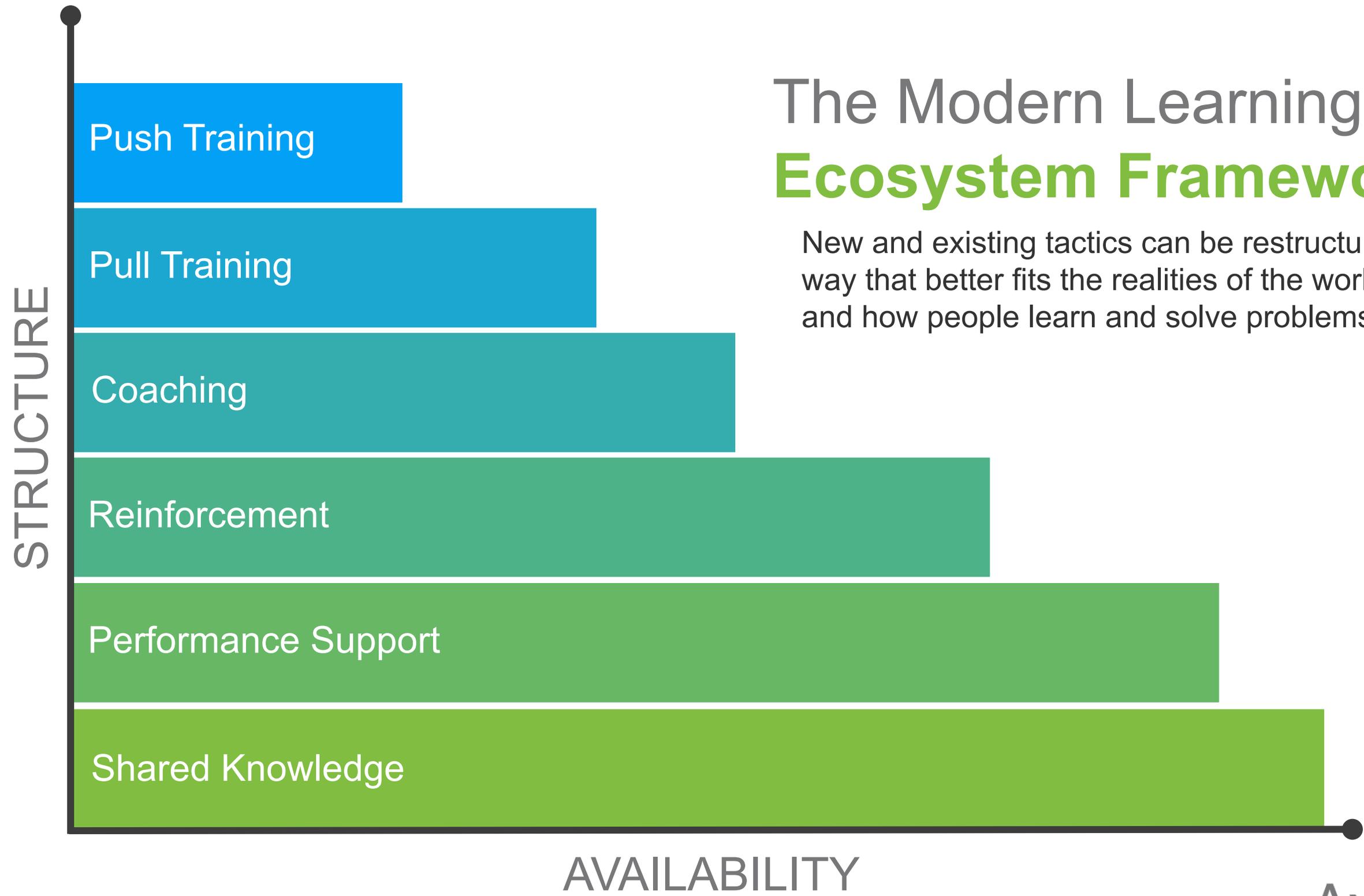


Most organizations have built their support strategy on a weak foundation of formal training.



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

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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.

Step 3 | **Identify your tactics.**

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



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™

STRUCTURE

Push Training

Pull Training

Coaching

Reinforcement

Performance Support

Shared Knowledge

NEED
NICE

AVAILABILITY

Step 4 | **Select your technology.**



Use technology for two reasons:
Speed + Scale



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The goal should not be to find **one platform** to rule them all.

How many **apps** do you have on your phone?

The apps you use the most have a clear **purpose and value** in your everyday life.



One tool can only help you solve so many problems.



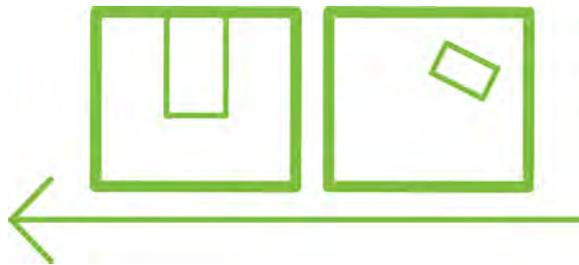
A top-down view of various tools laid out on a dark wooden surface. The tools include a hammer with a wooden handle, a scythe, a pair of pliers, a pair of work gloves, a utility knife, a utility knife blade, a hammer head, a pickaxe head, a circular tool with a logo, a metal cup, a metal lid, and a wooden handle. The text "A purposeful combination of tools is required to help people develop the knowledge and skills they need to do their best work." is overlaid on the image.

A purposeful combination of tools is required to help people develop the knowledge and skills they need to do their best work.



Employees must understand the
Purpose + Value
of every tool in your ecosystem.

Different tools may be applied in various combinations to architect right-fit experiences.

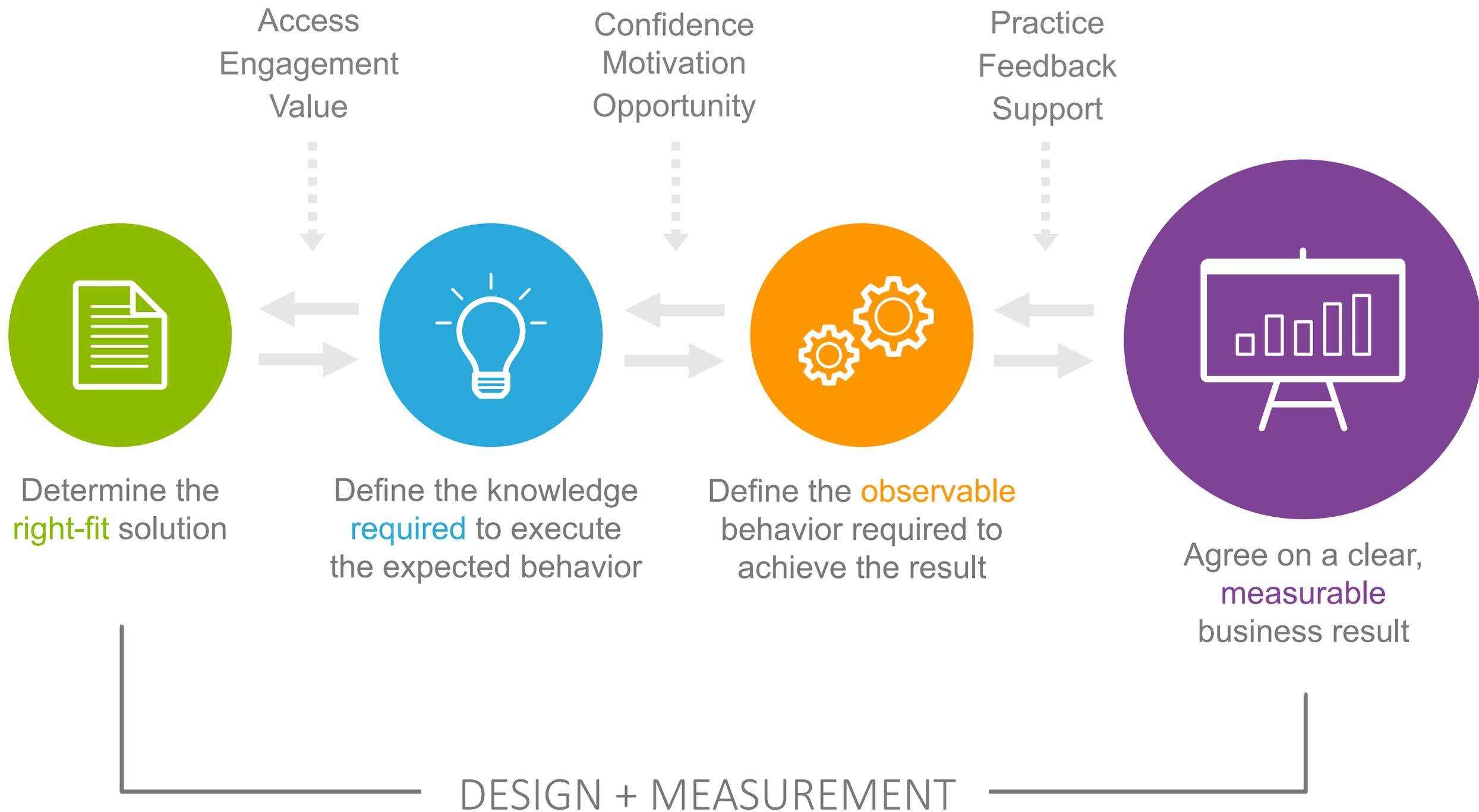


Push Training	LMS	LMS	LMS
Pull Training	LMS	LXP	
Coaching	LMS	QA	
Reinforcement	LMS	LMS	LMS
Performance Support	LMS	Teams	Intranet
Shared Knowledge	LMS	CRM	Intranet

Step 5 | **Design your solution.**

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





Step 6 | **Apply your framework.**

The Modern Learning Ecosystem Framework™

STRUCTURE

Push Training

Pull Training

Coaching

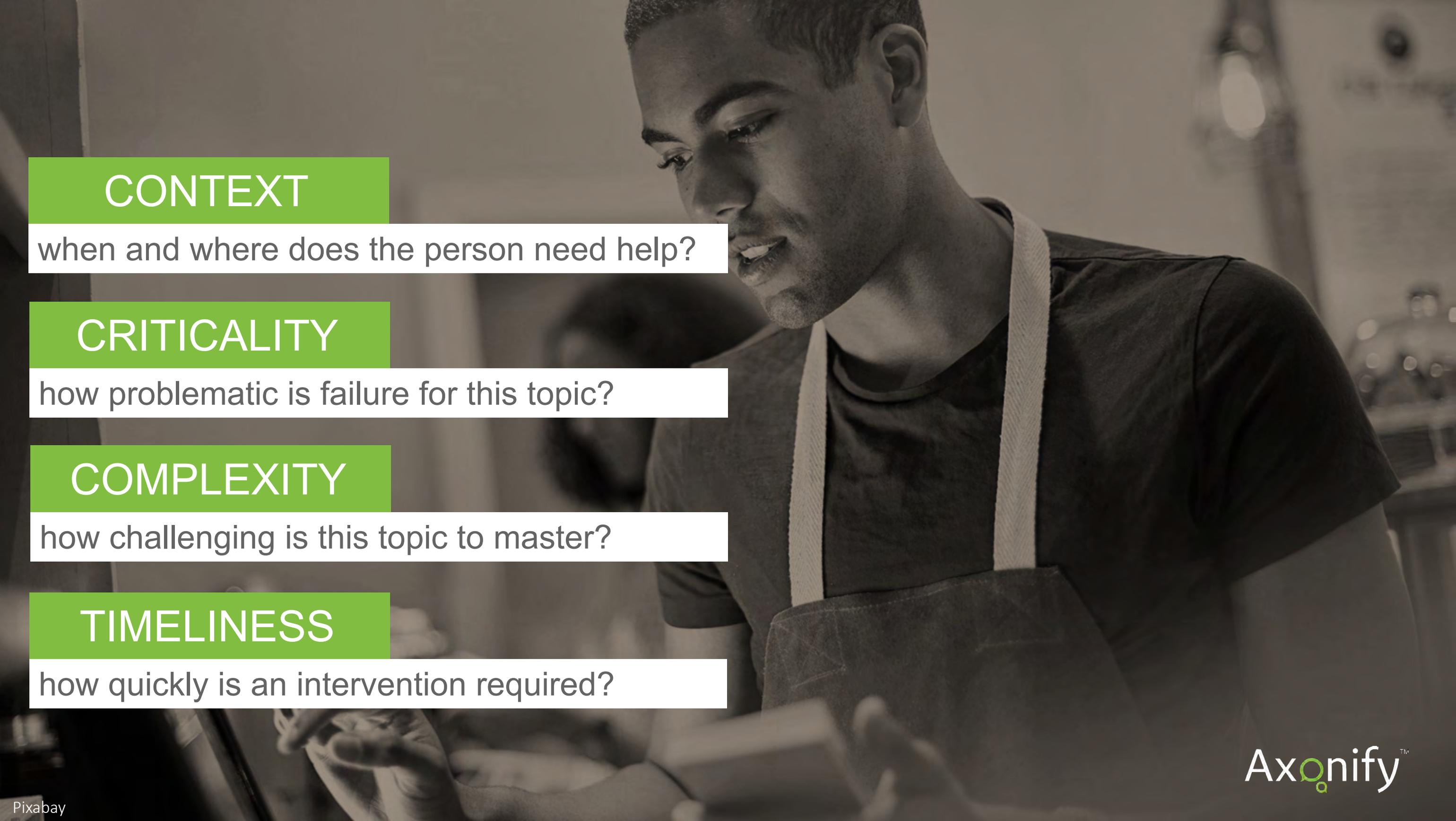
Reinforcement

Performance Support

Shared Knowledge

NEED
NICE

AVAILABILITY

A chef in a dark t-shirt and a brown apron is looking down at a task in a kitchen. The background is slightly blurred, showing kitchen equipment and another person in the distance.

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

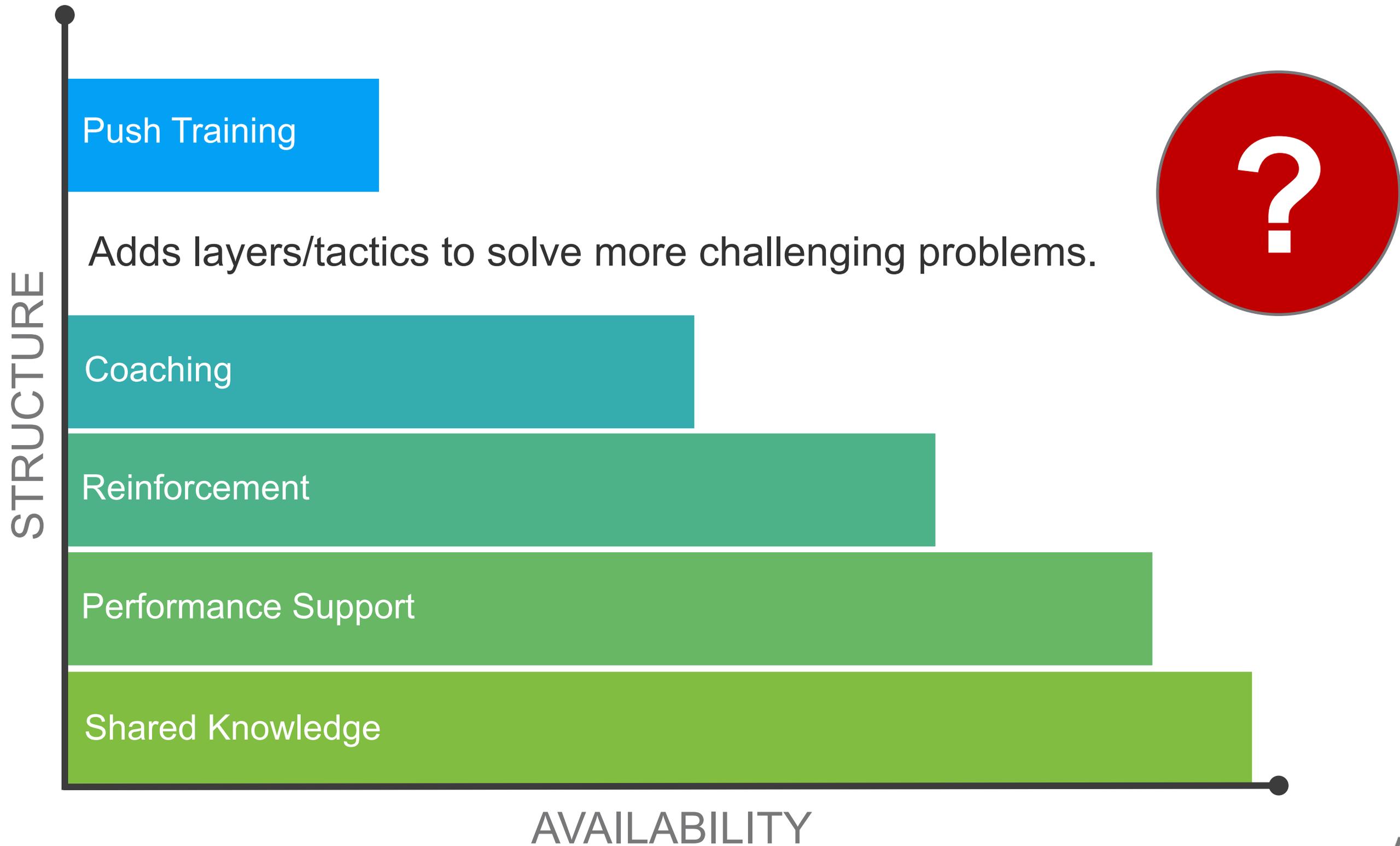


Apply only the right layers + tactics to solve problems based on framework considerations.

Performance Support

Shared Knowledge

AVAILABILITY



Push Training

Adds layers/tactics to solve more challenging problems.

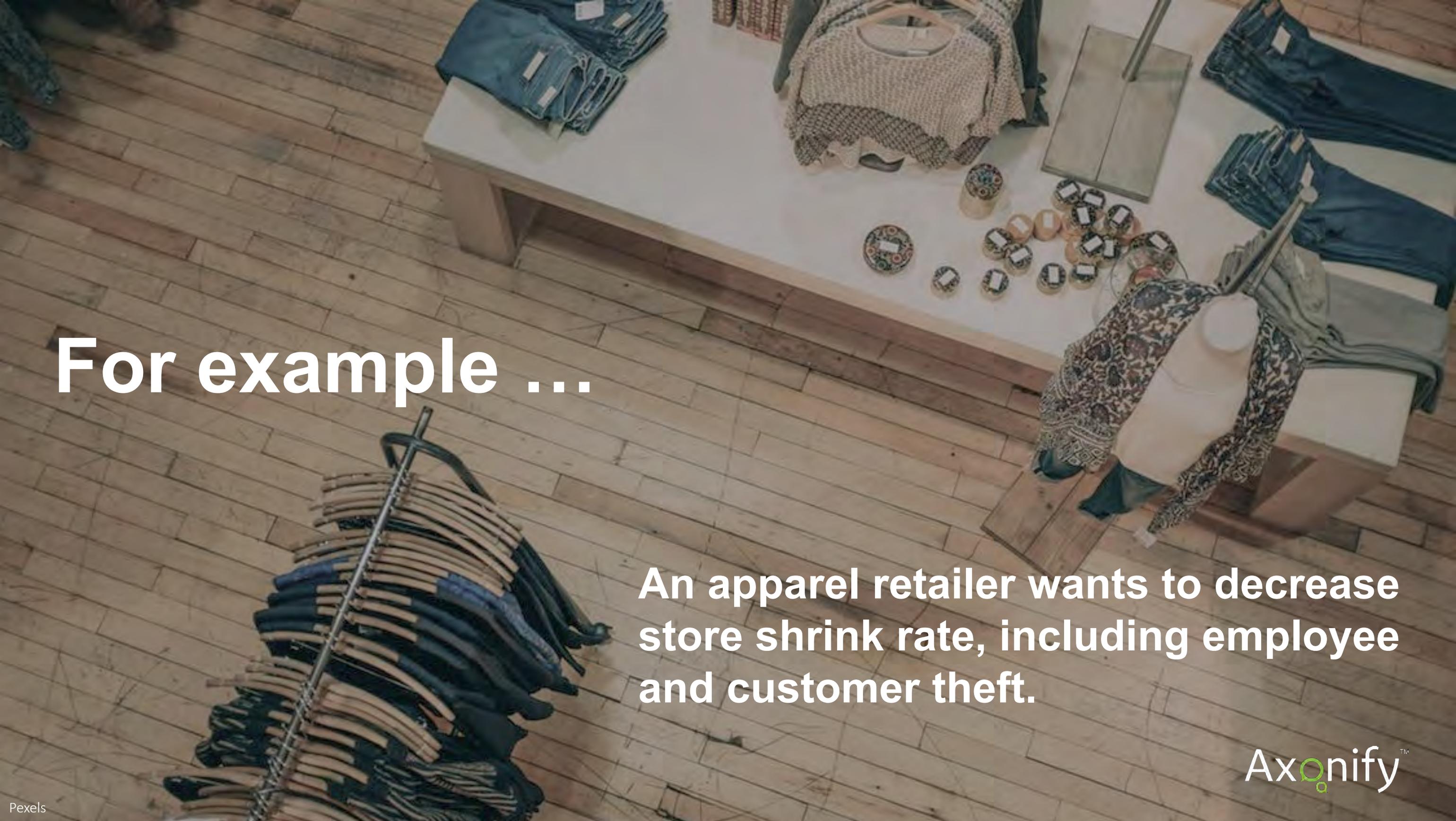
Coaching

Reinforcement

Performance Support

Shared Knowledge

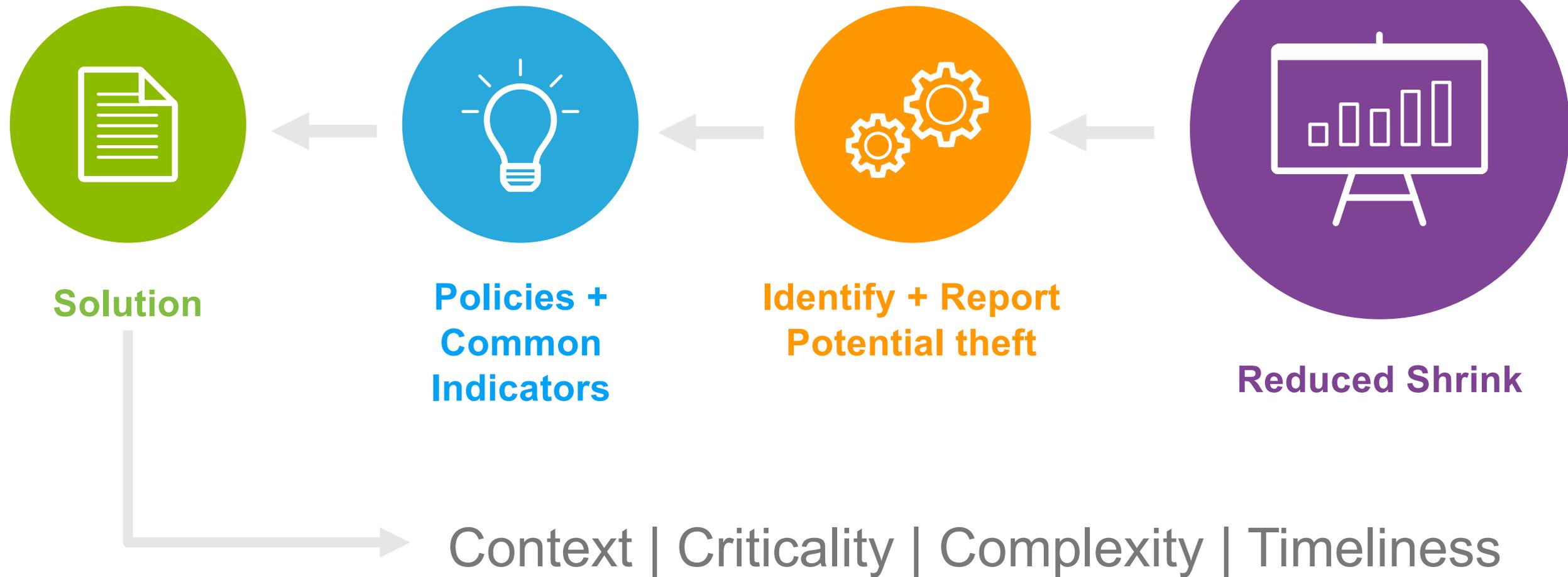
AVAILABILITY



For example ...

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

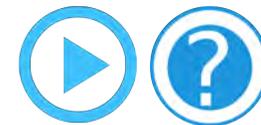
Retail Associates



RESULT

60% reduction in shrink within 6 months

Reinforcement



Burst reinforcement

Performance Support



Contact options

Shared Knowledge



Policy available

6 Steps to Architecting a RIGHT-FIT MODERN LEARNING ECOSYSTEM

1. Know your audience.
2. Map your ecosystem.
3. Identify your tactics.
4. Select your technology.
5. Design your solution.
6. Apply your framework.

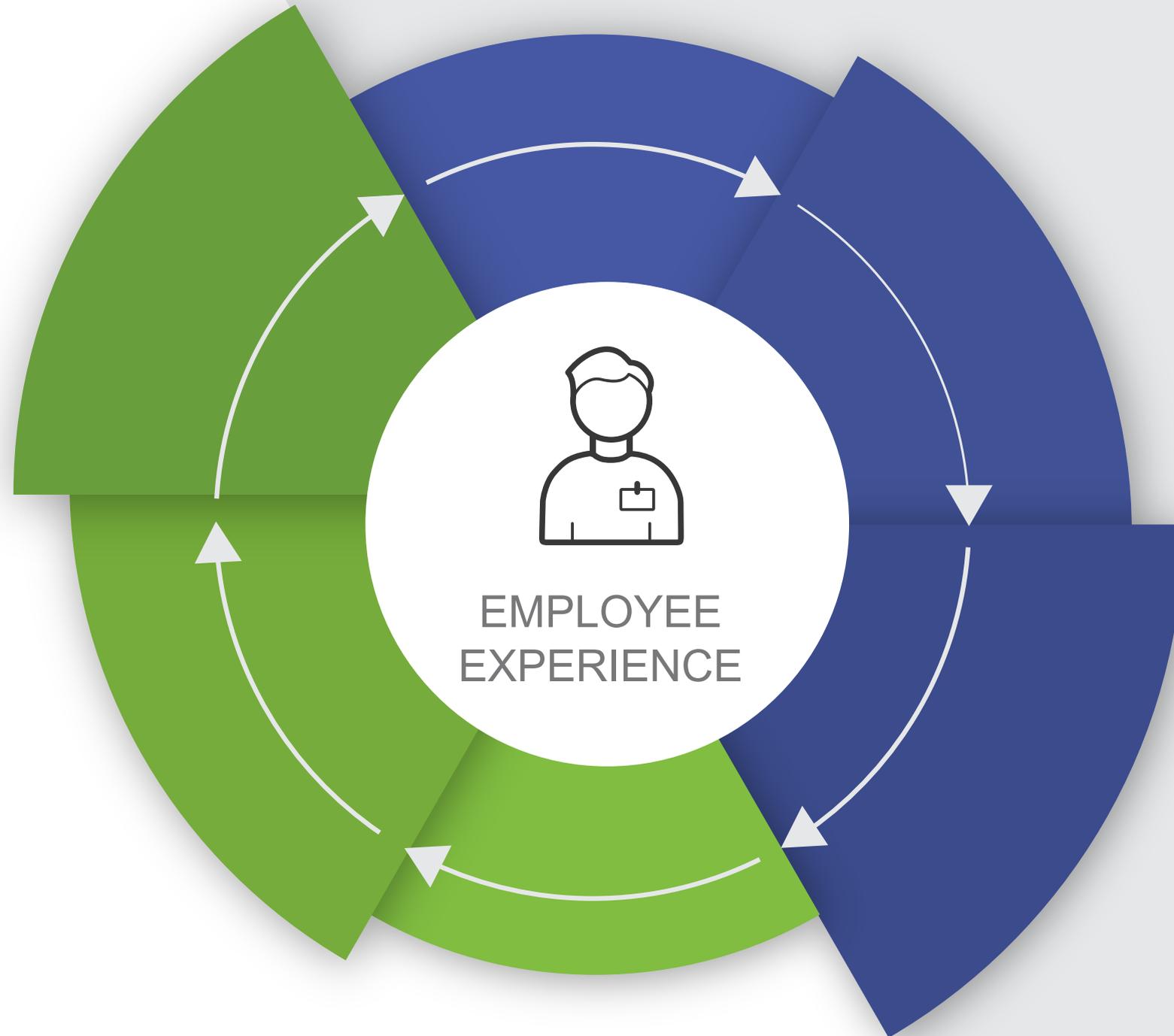


This is how we can help people **keep up**.

PULL

Future-focused
skill development

Self-Direction
Collaboration
Curation
Cross-Training
Reskilling
Career Development



PUSH

Today's biggest
business priorities

Messaging
Job Training
Compliance
Performance Support
Upskilling
Reinforcement
Coaching

L&D must develop a renewed skillset to architect a modern learning ecosystem, including:

- **Mindset** | shift the way your team thinks about the role of everyday learning in the workplace
- **Business** | understand and apply the priorities and language of the business
- **Context** | work within the everyday realities of the employee audience
- **Science** | focus on how people actually learn by applying evidence-based principles
- **Experimentation** | apply new ideas to solve problems and build a business case for change
- **Iteration** | be comfortable with ongoing adjustments and focus on agility, not long-term strategy
- **Measurement** | put mechanisms in place to determine the effectiveness of learning solutions
- **Influence** | help key stakeholders rethink the organization's approach to and value of workplace learning



A modern learning ecosystem requires technology and content, but our focus must always be the **people** we support and the work they do everyday to move our organizations forward.



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