



Built for Disruption

How to Prepare Your Workforce for **Whatever Comes Next**

Are you *ready* for what comes next?

We've put our training schedules on hold for the past year ...



... to help people relearn how to do their jobs.

**No one had a plan for this,
but some were more prepared.**

Organizations that have best navigated this disruption ...



... all have **one thing in common.**



It wasn't technology.



It wasn't content.



It was mindset.



These organizations had
already adopted a
modern learning mindset.



Make learning a critical part of **work(flow)**.

Take advantage of the full **ecosystem**.

Apply **data** to accelerate decision-making.

Provide a **personal** experience at scale.

Drive clear business **impact**.

Foster persistent organizational **agility**.



Traditional learning tactics can
help us keep pace with the
typical workplace changes.

However, they quickly **fall short** during periods of significant, unexpected disruption.

A photograph of a tropical beach during a storm. In the foreground, white, foamy waves are crashing onto a sandy shore. Several palm trees are visible, their fronds bent and blowing in the wind. The sky is overcast and grey. A dark, semi-transparent rectangular box is overlaid on the left side of the image, containing white text. The words 'at risk' in the text are highlighted in red.

**This forces us to be reactive
and puts our people and
organizations **at risk**.**



We're too busy **putting out fires** to think ahead and **plan for future needs**.



The obligatory statistic slide ...



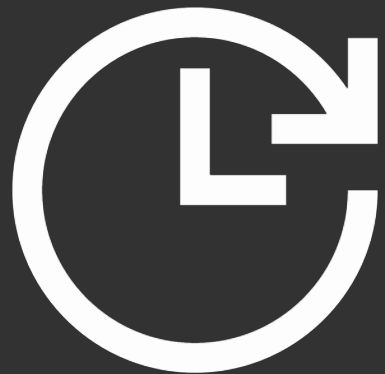
65%

of organizations are reporting significant gaps in critical skill areas.¹



17%

of executives say their workers are very ready to adapt, reskill and assume new roles.³



94%

of business leaders expect employees to pick up new skills on the job.²



46%

of employees say their organizations have reduced upskilling and reskilling opportunities.⁴

SKILLS GAP

OPPORTUNITY GAP

Skill gaps emerge over time due to a **lack of persistent development opportunity** caused by an ongoing focus on short-term priorities.



We recognize the importance of long-term development, but short-term problems continue to **limit our capacity**.

Skills Needed for the Future

Today's Biggest Priorities



To address skill gaps and overcome future disruption, we must **restore balance** within our development programs.

Today's Biggest Priorities

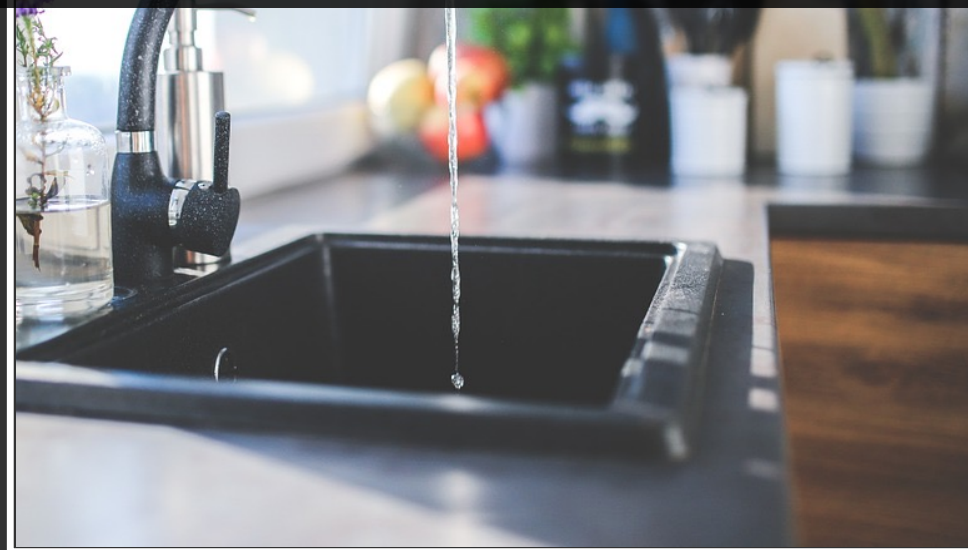


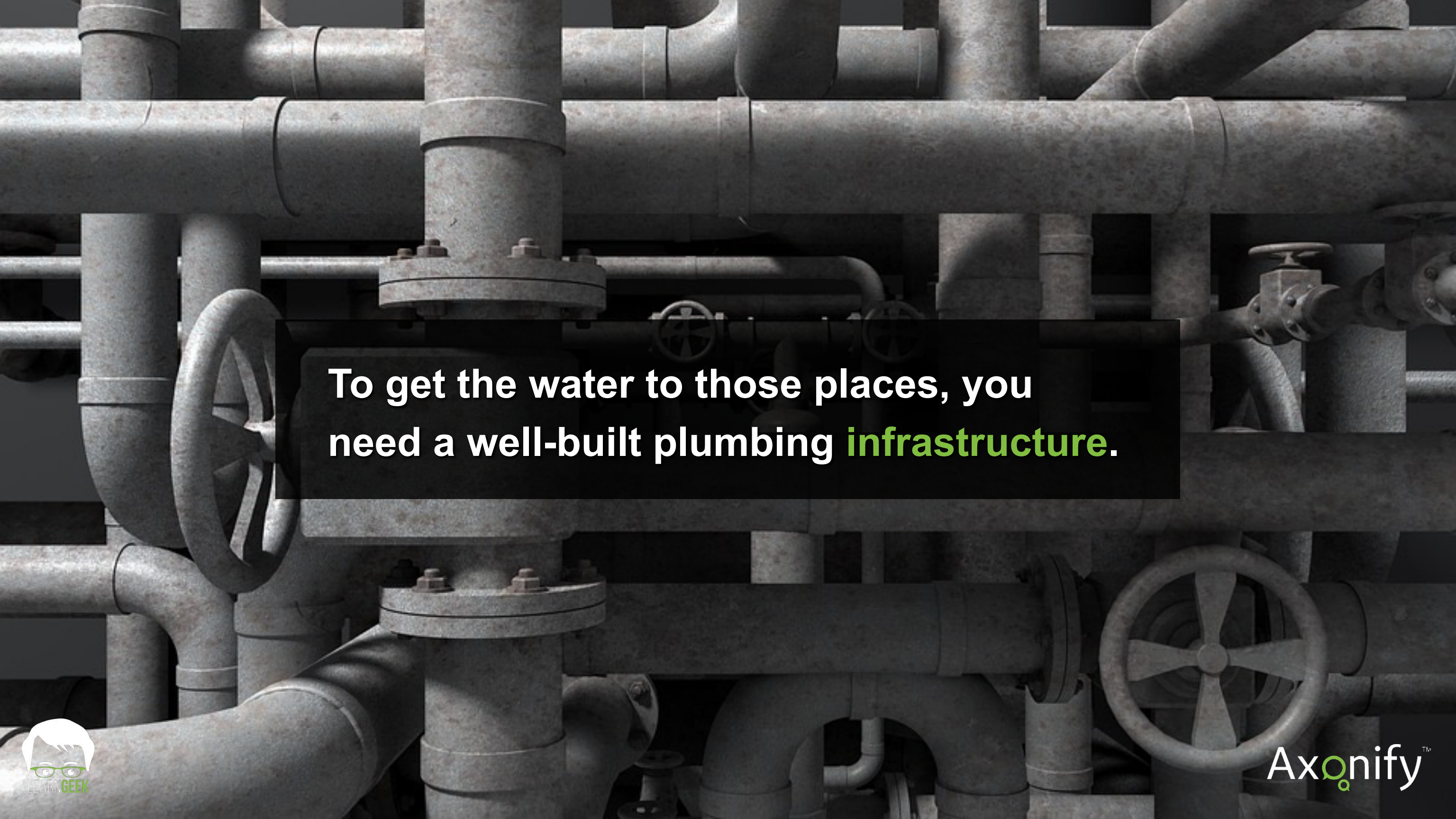
Skills Needed for the Future

ITS TIME TO FIX OUR PLUMBING



Learning is like water. It must reach the **right places** in your home at the **right times** to help you **solve problems**.





To get the water to those places, you
need a well-built plumbing **infrastructure**.

Everyone needs + deserves six things.



Timely, consistent,
reliable communication



Training on core job
knowledge and skills



Access to on-demand
performance support



Persistent, actionable
coaching and feedback

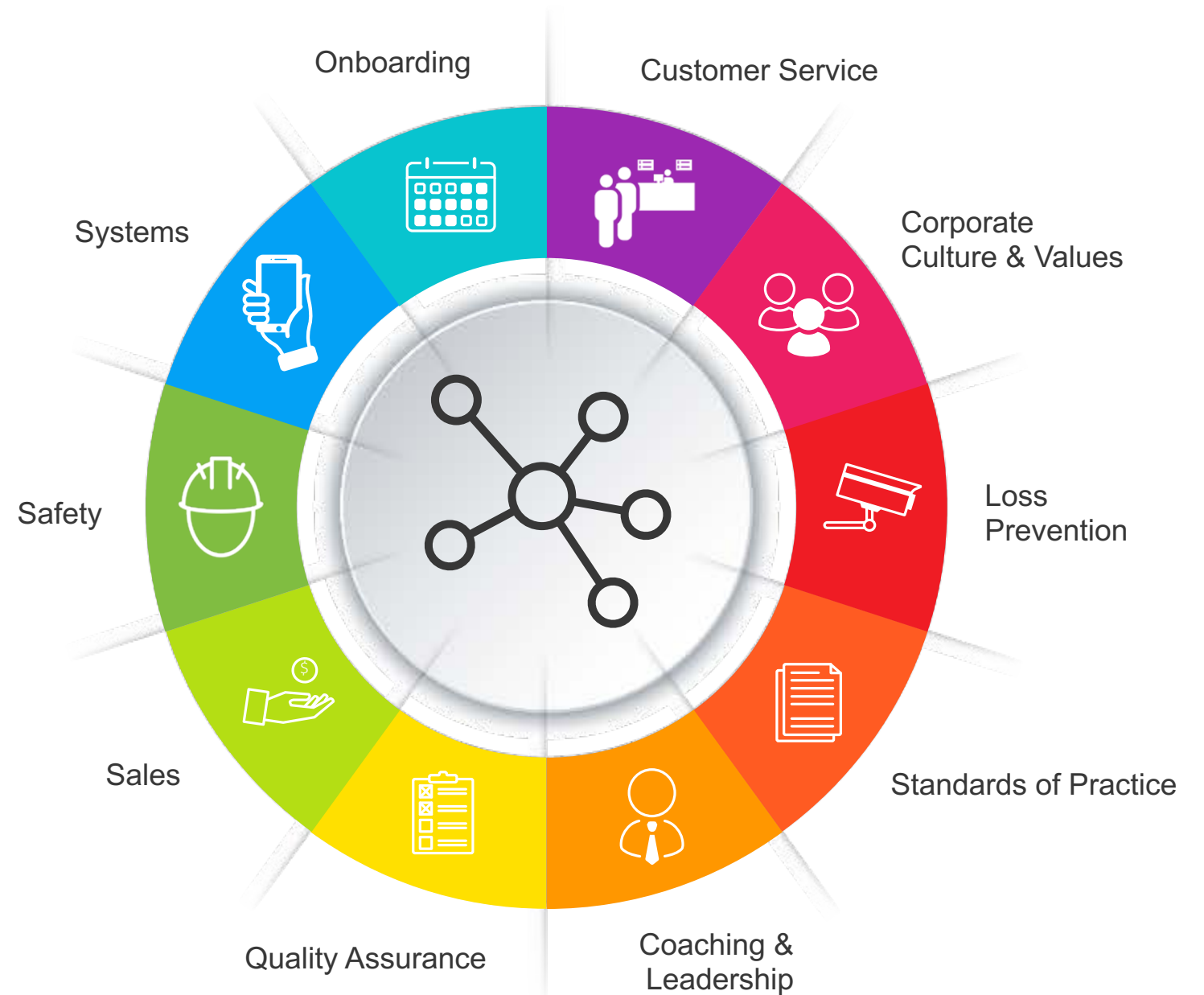


Ongoing practice
and reinforcement



Opportunities to develop
and apply new skills

A **modern ecosystem** must be built to support all workplace topics and use cases.



Can you deliver the **right support** to the
right people at the **right time**?

The six required components of a modern learning strategy must **align with the everyday realities** of our audience(s).



Shared Knowledge



Performance Support



Push Training



Reinforcement



Coaching



Pull Training



PROGRESSION

Push Training

Pull Training

Coaching

Reinforcement

Performance Support

Shared Knowledge

The Modern Learning Ecosystem Framework™

AVAILABILITY



PROGRESSION

Can people reliably **find the information** they need to solve problems in the flow of work?

Shared Knowledge

AVAILABILITY



PROGRESSION

Can people **get help** if they cannot find the information and do not know the answer?

Performance Support

AVAILABILITY

PROGRESSION

Reinforcement

Do people have an ongoing
opportunity to **practice**
applying their core job skills?

AVAILABILITY

PROGRESSION

Coaching

Are managers provided with the **data and insights** needed to provide right-fit coaching?

AVAILABILITY

PROGRESSION

Pull Training

Do people have **on-demand access** to ongoing skill development resources?

AVAILABILITY



PROGRESSION

Push Training

Is structured training delivered
only when it's the **right-fit**
solution to a problem?

AVAILABILITY

PROGRESSION

Push Training

Pull Training

Coaching

Reinforcement

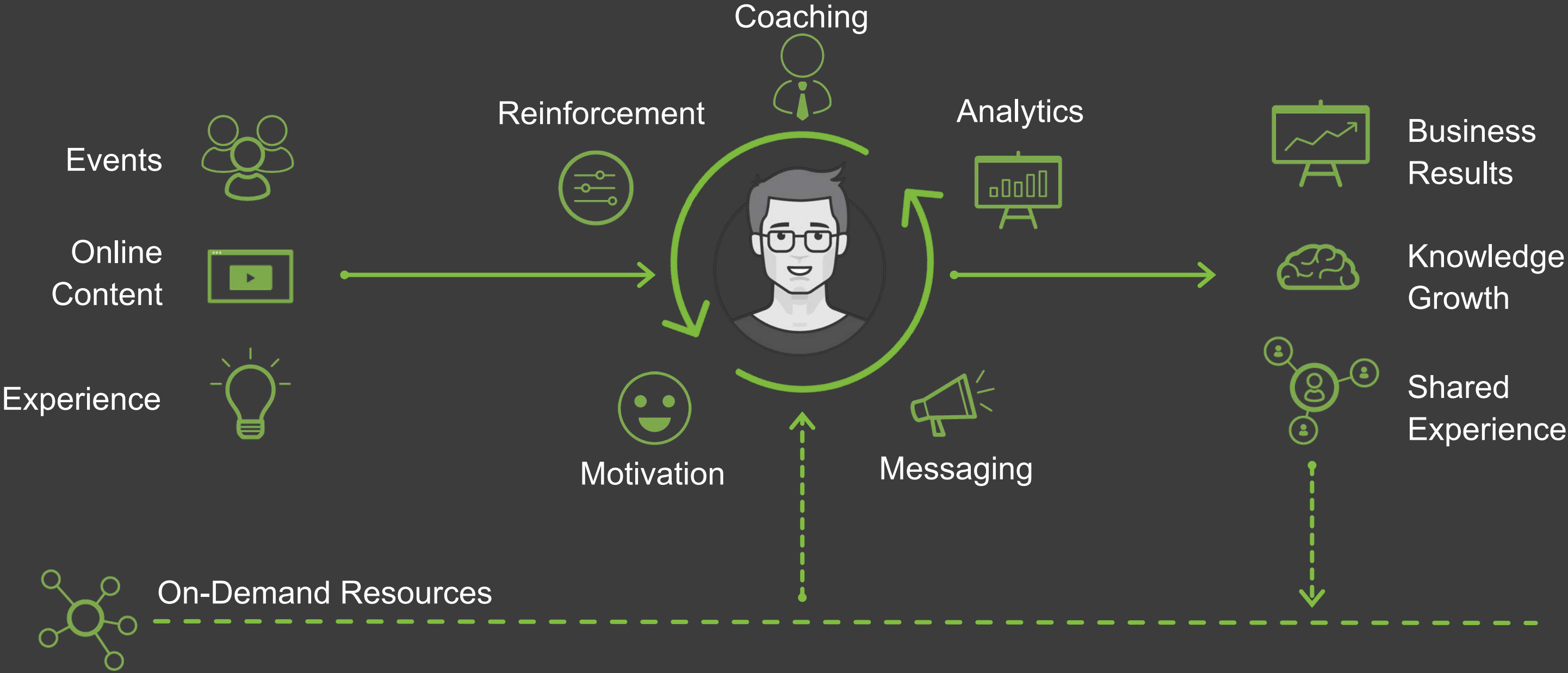
Performance Support

Shared Knowledge

Do you have the **plumbing** in place to execute this strategic approach to problem solving?

AVAILABILITY

This infrastructure will help you transform learning into a persistent, embedded experience.





For example ...

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

PROGRESSION

RESULT

60% reduction in shrink
within 6 months.

- ✓ Make the policy discoverable.
- ✓ Post the anti-theft hotline.
- ✓ Deliver daily reinforcement.

Reinforcement

Performance Support

Shared Knowledge

AVAILABILITY

**An organization can only transform
as fast as people can learn.**

L&D can no longer rely on traditional learning tactics or allow ourselves to be overwhelmed by short-term priorities.



From Programs

To Channels

From Courses

To Resources


From in the Workflow

To Part of the Job

From Checking Boxes

To Building Agility



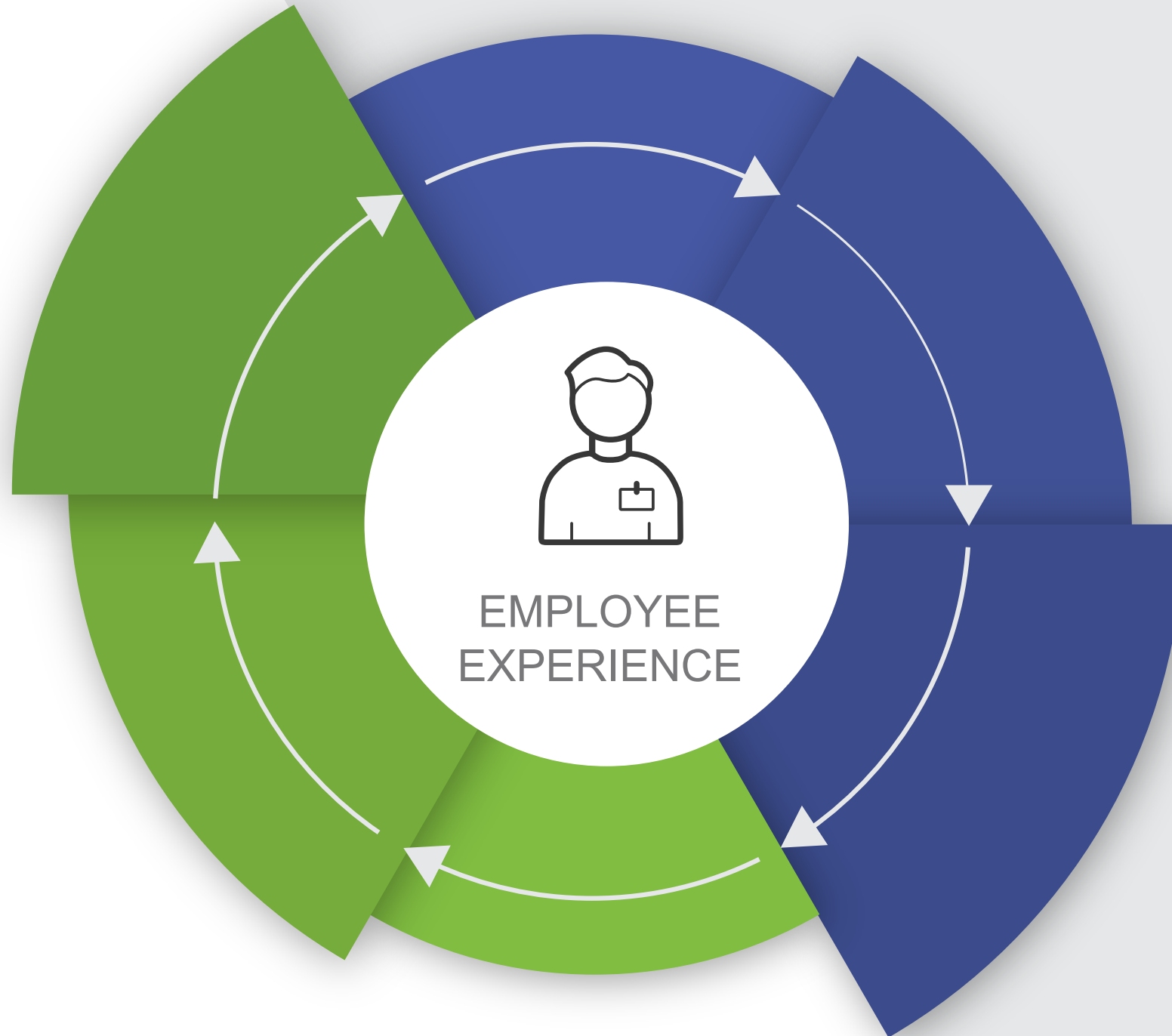


L&D must architect an infrastructure that facilitates an **ongoing flow of learning and support** throughout the organization, regardless of topic.

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



Will you be **ready** for
what comes next?



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Be well.