Love the way you learn
Who is this booklet for?

This booklet contains insights and advice that will help you love the way you learn. It explores the challenges of learning in an ‘always-on’ world and suggests ways you can develop better learning approaches for your people, your teams and your organisation.

It is particularly relevant to L&D, Talent and HR professionals, but should be read by anyone who is interested in building better learning strategies for themselves, their teams and their organisation.
We are a learning species. Research suggests that even babies in the womb learn the vowel sounds of their mother’s language, so we start learning even before we’re born!

This fundamental desire to learn has become a critical factor in recent years as the speed and complexity of our world and our work has increased. If we don’t exploit this capability and integrate learning into everything we do we simply won’t keep up.

*Charles Jennings*
Director, Internet Time Alliance
Learning in a Joined-Up World

25 years ago our world changed forever.

In November 1990 British computer scientist Tim Berners-Lee and his Belgian colleague Robert Cailliau proposed a project to develop the use of hypertext “to link and access information of various kinds as a web of nodes in which the user can browse at will”.

Berners-Lee and Cailliau’s Web opened new opportunities for learning and human performance that are only paralleled by those that emerged from Johannes Gutenberg’s invention of the printing press more than five centuries earlier.
The Web has turned technical networks into ubiquitous conduits for everyone to use.

The Web has allowed us to reach out and establish connections with others that previously were impossible or extremely difficult.

The Web has reduced our need to hold detailed information in our heads as it blew away the barriers to easy access and facilitated the development of a new breed of learning technologies.

The Web has changed the world and learning forever.

A Web-enabled world needs support from Web-enabled learning services.
The Changing Workplace

Ubiquitous connectivity and technology innovation has changed the nature of the workplace for millions of us across the world.

These developments have brought with them great opportunities to achieve new work outcomes and to carry out our existing work differently.

At the same time the changing workplace has exponentially increased the challenges faced by HR, talent and learning professionals.

An always-on, real-time world of work requires always-on, real-time learning and development support.

More and more we are realising that work and learning are merging.
Increasing workforce diversity and globalisation has put new strains on building and maintaining coherent organisational cultures and practices.

Increasing pressures to create agile and high performing teams and organisations has placed new demands on executives and HR departments.

Changing workforce dynamics have increased the complexity of building skills and capabilities as transactional jobs have been replaced by roles requiring increased decision-making and tacit knowledge.

The new work environment requires a mindset of continuous learning.
Meeting the Challenges of the New Work Environment

Not only have our workplaces changed, but the nature of work is changing rapidly too.

In this new work environment our skillsets need continual renewal at the speed of business. Access to knowledge and expertise at the point of need is critical.

To achieve optimum performance we need to learn, unlearn and re-learn again as part of a continual cycle.

Providing easy access and straightforward connections to colleagues and experts will allow us to respond faster and help build capability in a more ‘natural’ manner.

The old ways simply won’t work any more.
We need to deploy new tools and approaches that build on our fundamental human desire to learn and to develop mastery in a natural way.

These tools and approaches need to support the major trends taking place in the new work environment:

- Enterprises increasingly integrating with their supply chains and collaborating with their competitors to release value
- Teamwork and virtual working becoming more common and more vital for success
- Collaboration and cooperation becoming a critical imperative
- Levels of complexity increasing year by year
- Timescales to performance decreasing
- Social media impacting the way organisations and people work in ways not thought about previously
- New business models and organisational structures rapidly emerging and replacing old ones
No matter what sector or business you’re in most of your organisation’s value now resides in its intangible assets.

This hasn’t always been the case but over the past 40 years there has been a rapid rise in the percentages of intangible value in leading organisations. This intangible value is comprised primarily of your people, your IP, and your customers’ goodwill. The success of your organisation relies on intangibles.

source: ocean tomo
It’s critical that your organisation focuses on developing its major intangible asset – your people.

To do this you will need to adopt innovative ways to develop them.

This will involve:

- extending your active support of learning and development into the workflow;
- encouraging and supporting self-directed, ‘informal’ and social learning;
- providing the right infrastructure and tools to ensure all this happens.

Organisations that get these right will be successful.
High performing organisations understand the need for continuous development. They expect every member of their workforce to perform at their maximum, and they know that this only happens in a learning culture.

High performing organisations are continually looking for ways and tools that can support their quest for constant improvement.

High performing organisations understand that extending learning beyond the classroom is critical for success. They know they need to exploit the way people learn naturally:

- through rich and challenging experiences
- through practice
- through conversations and networks
- through reflection
In the collaboration age, learning is your only competitive advantage.

We need to re-think our organisational development strategies so they’re fit for tomorrow’s world of work.

This involves finding ways to accelerate individual and team development and build robust learning cultures through tapping into the social, consumerised, playful and ‘always on’ attitudes and realities of our workforce.

Impact of Extending Learning into the Workplace

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>Employee Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Formal Training Only</td>
<td>262% On-the-Job Training</td>
</tr>
<tr>
<td>300% On-the-Job Training</td>
<td>100% Formal Training Only</td>
</tr>
</tbody>
</table>

source: Corporate Executive Board data
The Changing World of Learning

When the speed of learning in an organisation is greater than the speed of change impacting it, then the result is success. Speed is critical.

The world of learning is changing to address the ‘need for speed’. The practices of learning and work are merging. We no longer learn to work, our work and our learning are two parts of the same endeavour.

Technology is allowing us to redefine our traditional learning models as demand for speed and learning integrated with work increases.

Technology is allowing us to reach beyond ‘know what’ learning to ‘know who’ and ‘know how’ learning; and it is driving the
emergence of learning from the backwaters and silos to learning with and through others across the world – easily and transparently.

\[
\Delta L > \Delta C_x + \Delta C_i = \text{Success} \\
\Delta L \leq \Delta C_x + \Delta C_i = \text{Failure}
\]

\[
\Delta L = \text{Rate of Learning} \\
\Delta C_x = \text{Rate of External Change} \\
\Delta C_i = \text{Rate of Internal Change}
\]

“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”

Peter Drucker
Extending Learning: new approaches, new technologies

Building high performance capability for the new work environment requires new approaches to learning and new technologies to support development.

Most people get it; classes, courses and curricula don’t provide everything we need in our quest to achieve high performance. They’re part-players in a much larger world of organisational learning and performance. Formal learning can be important at times, but organisations aspiring to Senge’s ‘learning organisation’ status need to reach beyond simply improving structured programmes. They need to explore new approaches to build workforce capability.

As well as needing new learning mindsets and approaches, we also need new processes to support real-time development. Annual
performance reviews and development objectives are simply not good enough to support today’s needs.

We need to encourage and support self-directed learning.

Employees need to exploit their work to learn and to share their learning across their community.

The ‘millennials’ or new entrants to the workforce especially expect this from their employers.

We also need to find the right tools and techniques for our people to learn when it suits them, where it suits them, and how it suits them.

“Organizations with strong informal learning capabilities, including the adoption and use of social learning tools, are 300% more likely to excel at global talent development than organizations without those competencies.”

High-Impact Learning Organization research by Bersin by Deloitte
Going ‘Social’

Social media is creating waves in the way we learn in our workplaces.

To a large extent learning has always been a social activity. However the emergence of new tools that help us connect, communicate, share and ‘learn out loud’ provides us with the ability to learn with others continuously.

By integrating social tools into their learning architecture, organisations are able to exploit a vital aspect of learning - the ability to learn with, and from, each other.

Social learning is not dependent on teachers and trainers, but on sharing experiences through rich dialogue and conversation. The platforms and tools that support social learning are an important part of this process.

‘Social’ makes learning a continuous and natural process.
Social Learning is More Than Social Media

“The use of social media is having a much more significant impact - at the grass roots amongst workers themselves - and in many cases right under the noses of L&D and IT - and in many cases without them being a part of it.

Social media is therefore not just being used for social training but also by individuals to address their own learning and performance needs in their flow of work - what I call social workflow learning.”

Jane Hart ‘The Social Learning Handbook’

300% Performance Increase with Social Learning

source: Bersin by Deloitte report
Gamification in Learning

Learning should be fun. We focus better and achieve more when we’re enjoying things.

The growth in use of simulations, serious games and gamification in learning is helping us increase motivation, improve performance faster, and make learning a more enjoyable experience.

We’re increasingly using game-based thinking and techniques in our daily lives. We can now ‘compete’ with ourselves, and with others we may have never met, to run further, cycle faster or lose more weight through the advent of a myriad of tools and apps and the growth of big data.

The challenge for learning professionals is how to harness these new approaches and incorporate them into our learning strategies.
Fortunately, gamification leader-boards, dashboards, and other tools are being integrated into enterprise platforms.

“Gamification is about rethinking motivation in a world where we are more often connected digitally than physically.”

Brian Burke, VP Research, Gartner

Games are fun. Learning through games is fun. Gamification will help you love the way you learn.
Learning Anywhere

The classroom walls are crumbling. Ubiquitous communication and always-on access are making learning anywhere a reality.

According to the ITU (International Telecommunications Union) by the end of 2014 almost 3 billion people - 40 percent of the world’s population - were using the Internet. At the same time, the number of mobile-cellular subscriptions - at 7 billion - is approaching the number of people on earth.

These facts alone tell us that the opportunity to work and learn wherever and whenever we choose is already here.

Mobile and always-on learning helps address the problems of working in a world of constant and rapid change. It enables us to ‘pull’ learning in situations where we most need it - when we are trying to do our work. This may involve accessing content, or indeed other people, in our networks and communities.
Internet users in 2014

40% Globally

78% Developed World

32% Developing World


Learning anywhere allows us to stretch beyond courses to resources and networks to help us achieve results.
The Consumerisation of Learning

The increasing adoption of consumer technologies in other areas of the enterprise world is leading to an increase in the consumerisation of learning processes.

Personal and consumer productivity tools are being integrated into enterprise suites. Personal learning and professional learning are merging across the home and the workplace. We learn for ourselves and for our organisations.

To an extent workers are becoming participative consumers in their enterprise learning environments. They want to engage and use the tools and services only if they have relevance and add value. They also need to be easy to use.

In our daily work we generally want to take the easiest route to access information, knowledge and others to help us work
smarter. We also need our journey to higher performance to be fun.

Consumerisation is also having other effects on enterprise learning.

- Consumerisation is increasing expectations of user interfaces and experiences in the learning domain. People want and need their enterprise learning environments and tools to be as easy to use as their smartphone apps.
- Consumerisation is providing ways for people to circumvent L&D departments in the search for more immediate access to information and the development of new skills and capabilities.

Forrester® research has demonstrated a direct correlation between customer experience and customer loyalty. The same results can be expected for learning experience and employee loyalty.

It’s important for personal and business reasons to LOVE THE WAY YOU LEARN
Charles Jennings is one of the world’s leading thinkers and practitioners in innovative learning and high performance. He specialises in strategic consultancy, helping clients succeed in the areas of 70:20:10 Framework, Learning Strategy, Change Management, Workplace Learning, Performance Improvement and Leadership Development.
Charles has more than 35 years’ experience in the fields of strategic performance improvement and capability building. He spent many years researching innovative approaches as a researcher and university professor and has also held senior roles in the business world, principally as a chief learning officer and as a member of leadership and HR management teams in global companies.

If you would like to find out more about the next book in the Love the Way series, or are interested in attending an exclusive Love the Way You Learn workshop, then just visit us at www.lovethewayyoulearn.com
Cornerstone OnDemand is a leader in cloud-based applications for talent management. Our solutions help organisations recruit, train, manage and connect their employees, empowering their people and increasing workforce productivity.