

eBOOK

# EXPERT INSIGHT INTO CORPORATE LEARNING & TECHNOLOGY FOR 2015





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## FOREWORD

The speed at which our world is changing continues to ramp ahead. Technology enables us to do more, see more and know more than ever before. While this has helped us to grow rapidly in the past decade—it has also presented us with a unique set of challenges that HR leaders are just becoming to understand. Dubbed the ‘overwhelmed employee’, research from Bersin by Deloitte unsheathed that 65% of global executive’s rated hyper-connectivity and information overload as a highly “urgent” and “important” trend.

Business professionals of today are pressured to learn and execute on projects faster and smarter, causing a need for equally efficient systems to keep everything in sync. Learning how to learn, or rather, how and where to find timely information in an overabundance of data is a challenge that many of the experts weigh in on. Acknowledging the many changes ahead, we sought to pull together leading visionaries and thinkers on this subject to answer the following question:

What will have the largest impact on the way we learn at work this year?

With some extremely insightful answers that give us a peek into the next year—and decade—we trust that you will find something in this eBook that will resonate with the specific corporate learning and technology challenges you are rising to this year!



## MARCIA CONNER

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### We all Lead. We all Learn.

As the socioeconomic epoch of the last 100 years draws to a close, cracks in our systems widen. We've arrived at a moment to do something profound.

47% of employees 40 years and younger believe the purpose of business is to improve the world. This is our chance to actually make a difference. Building relationships, listening deeply, and speaking truthfully can restore our planet and the bottom line only when the products and programs we support stop eroding our humanity.

Those in positions of power must open their hearts and relax their grip, providing tangible opportunities for everyone to do what they know in their bones needs doing. When we do, better work gets done. New horizons open.

Corporate leaders must stop pretending business will make a significant difference simply by becoming social with customers or collaborative with staff. As if that could be enough. Those approaches prove useful only when leaders also dismantle isolating practices and listen to voices in circles not their own.

Command and control management is no more effective at stopping inequity than trainers claiming learning as their personal domain. We all lead. We all learn. We can live in this shifting world hand-in-hand.

Working together transforms organizations when those at all levels learn from one another, encourage ingenuity, and create nimble practices that inspire people to grow. This is the year those who were too busy, or who felt powerless in the past, discover it's time to re-prioritize and do what's right.

Finally technology can bring us together in formidable ways. It's time to be resourceful, inventive, passionate, and humane. Creative spaces, where people can soar, will out-compete systems that don't use the brainpower of those who inhabit them.

In 2015 let's begin to create the world we've longed for. It's time we come alive.





## SALIMA NATHOO

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## LeanLearning

We are modern day classics – perfecting the art of being human in the age of everything. Our lives are preoccupied with effectively hacking our to-do list across third and fourth surfaces – laptop, tablet, smartphone and wristband. Time has become a traded commodity where dollars are exchanged for a sense of living on our own terms and concierge services are king.

We are also a civilization trying to thrive on a fact-free diet, binging on information without regard for its value to personal and organizational health. What we need and what will truly impact learning today ignites at this confluence of limited time and excess consumption: “LeanLearning”—bite sized pieces of social and digital knowledge that allow us to learn in a way that fits into our skinny calendar slots. LeanLearning is on the go and in the know and at its core are four key elements:

- **Learner as Hero** – Save the day and increase self-efficacy on your own terms.
- **Micro Consumption** – Learning that is lean and meaningful: short podcasts, 140 characters, 30-second videos, one-pagers, two-liners.
- **Social as Catalyst** – Ideation through curation within and across social, mobile and collaboration technology.
- **Conscious Disruption** – Showing up authentically, being fiercely curious, and raising the game by choice vs. prescriptive design.

At a time in history where options are a form of wealth, LeanLearning gives new meaning to ‘knowledge is power’. It dethrones the legacy of elitist access to title-based learning by making every encounter a classroom. It’s all the fun without the filler and unnecessary additives that lead to the invisible decline of organizational health. In a world that increasingly seeks to predictively analyze what it thinks is good for our wellbeing, LeanLearning places the power and luxury of time and choice back into the hands of the learner..on the go and in the know.





## JONATHON LEVY

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### Smart Tools, Smart Jobs

An emerging disruptive practice called “Smart Tools” eliminates the need for training and eLearning. The required knowledge is embedded into the workflow and personalized for each user.

The resources embedded in Smart Tools are meant to be referenced repeatedly by people with different levels of skill. Knowledge and best practice is shared inside the tool itself. The need of the moment pulls the required content to the menu, so learning and doing become one inseparable entity.

Workers bring along their own personal packets of knowledge, each unique but often insufficient to do the job, requiring a slice of supplemental knowledge. The need changes as the workflow changes and evolves. Rather than using training courses to try to bring each person to a standard level of knowledge in advance, Smart Tools help people do the job immediately and train as they go, taking what they need at each step. They learn best practices on the job from top performers who have been setting standards. They get a mix of theory and practice right from the start, and the knowledge they gain is “sticky” because they gain it in the course of actually using it.

How to do it: A menu on the side of the screen changes in context with every movement of the mouse, revealing available support material for the task that is defined by location of the cursor on the screen. If help is not required, the menu simply continues changing as the user moves the mouse to different points on the screen. But when the user arrives at a function where help is needed, it is available instantaneously. The user can select from a variety of resources, from short terminology templates to interactive multimedia exercises to collaboration and best practice cases. For more on Smart Jobs, see <http://tinyurl.com/smarttoolssmartjobs>.





## AMELIA NEWBURY

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### Blending Big Data and Analytics

**Three-dimensional printing** provided the perfect tool for an unforeseen problem at the International Space Station in December 2014 and, as revolutionary as that was, the astronauts were already several generations behind in cutting edge technology. In May of 2014, more than 6 months beforehand, MIT was working on additive manufacturing projects reaching into the fourth dimension. They were creating 3D printed flat surfaces that change shape when they encounter water which are the building blocks of self-assembling bridges and other structures.

As Deloitte's recent Tech Trends 2014 report said, emerging and disruptive technologies are rapidly reshaping how work gets done. So rapidly, in fact, that new technologies seem to be piling up on each other. And the top **five** technologies Deloitte lists are no surprise – “analytics, mobile, social, cloud, and cyber [Artificial Intelligence]”.

Let's focus on the first – Analytics – and the “Big Data” that fuels those analytics. Data is nothing new in business, and the Big Data trend is now several years old. All that data, however, is not going to make a difference without smart people and smarter tools to interpret and pull meaningful trends out of the noisy chaos. Take, for example, the IBM, WellPoint, and Memorial Sloan Kettering Watson project which gives doctors treatment options in seconds using millions of data points in its factoring.

In an industry like Healthcare, where performance is now a part of how providers are paid, the need to directly interpret the learning needs of clinicians, and indeed all healthcare employees on the team, is rapidly becoming critical. In 2015, industries like healthcare will need to focus on blending data sources and analytics solutions together so that performance problems and knowledge gaps are readily identifiable and even more quickly filled. The good news is that there are systems like **Watson, Kyruus,** and **GNOSIS** out there to help.



## MICHAEL B. HORN

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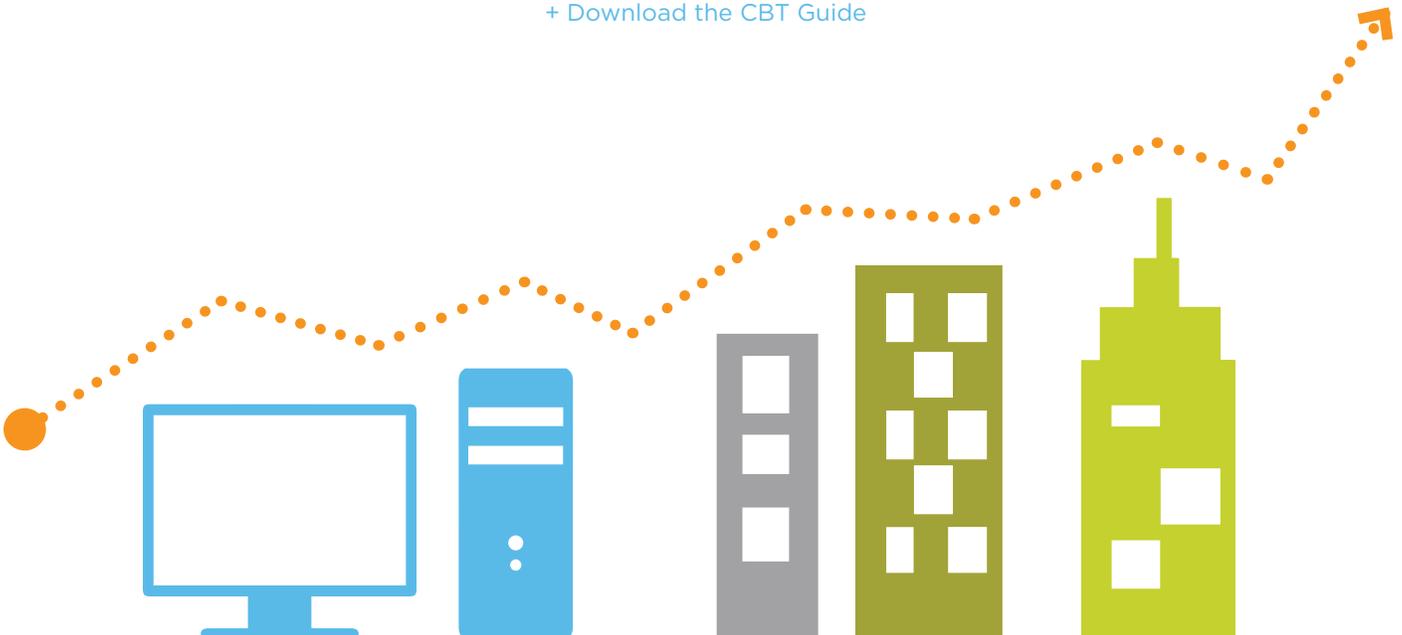
### Online Corporate Learning Continues to Grow

Despite the fact that degree and diploma holders are increasing, businesses recognize that a key HR issue is the widening skills gap. University and College graduates simply do not have the skills necessary for today's quickly growing and consistently changing business environment. In order to address this problem, 2015 will mark a time of increased activity in corporate learning.

One trend we will see this year in corporate learning is competency-based training programs. More organizations will build partnerships with companies like Pluralsight and Udacity to equip current and potential employees with skills that can be learned in module like 'chunks'. Skills gained will be directly applicable to partnering companies' needs and will cost students a fraction of a degree. In addition, organizations will actively encourage their people to take advantage of tuition reimbursements for enrollment in online education programs at places like Pattern University, College for America and Bellevue University. If organizations want to utilize internal competency-based programs for focused and specific skills training, they will design them in-house to actively train employees on an on-going basis.

#### Want to learn more about Competency Based Training (CBT)?

[+ Download the CBT Guide](#)





## KEVIN WHEELER

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### Two Words: Video and Mobile

There is more awareness around that fact that pre-developed, formal training and development activities rarely meet either the needs of the learners or the organization. Classroom learning will decline in use and popularity and, when it does exist, will be more conversation and debate focused rather than lecture-based.

People are more likely to use the Internet to search for information, facts, and data. They experiment, talk with peers and experts, join projects that stretch their skills, and explore alternatives ways to gain knowledge and skills.

Mobile tools - phone and tablets - have already become the portal to learning and I expect to see their use explode this year. YouTube and other websites that provide video examples and instructions will become core to learning. Organizations will develop or organize videos that help employees learn key skills. These will be short and can be accessed in any order at any time.

Development dollars will be spent on creating and expanding these videos and portals; and on acquiring mobile devices for employees. We will also see a large increase in employee-developed training. Employees will make their own videos and post them on company intranet sites. Other employees will rate these for usefulness, accuracy and relevance.

Instructional design, formal course development, and stand-up training will continue to fade away or be used for very unique purposes.





## CHRISTOPHER PAPPAS

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### Social Learning

As eLearning professionals, it should be our top priority to stay up-to-date with emerging learning trends, so that we can offer employees the best possible training experience. Social learning is one such trend that appears to be here to stay! It is a fact that social learning integration is now high on the list of priorities for many corporations when choosing a Learning Management System and this is something that LMS vendors should definitely keep in mind.

While social learning does not equal informal learning, most of the time it promotes and relates to informal learning. This is not bad, especially if you consider the 70:20:10 Model.

Learning via social media platforms has become very popular. Social media platforms, like LinkedIn and Twitter, make it easy to create rich and powerful training experiences for employees by posting news articles, videos, and sharing resources. Just think about it: if you send an informative article to your employees via email, what are the chances that they will open it and actually read it? Now, what if you just post it on your company's group on LinkedIn? Chances are that they will not only read it, but they will also post a comment, like it, and share concerns, beginning a new cycle of conversation and interaction among them! After all, when it comes to social learning it all hinges upon employee collaboration and interaction. There are several tools that corporations can use to promote social learning and create safe and supportive environments where employees can effectively communicate to benefit from the experience and knowledge base of their colleagues.

I would advise corporations to take the step and invest in social learning!

