

### Lecture: 1-2 hours

The purpose of this lecture is to build awareness on and create interest in the steps necessary for building a learning organisation. The recommended target group is the L&D team, HR and interested managers.

#### **Challenges**

We discuss digitalisation and the rapid change of jobs. The consequence is a change of skills needed meaning that employees need to greatly increase their learning. At the same time, employees experience more stress and has less time for learning. We also discuss how employee learning preferences has changed.

#### **What is a learning organization?**

We discuss exponential technical development and how difficult it is for organizations to cope with change. I define the "agile learning organization" and present the steps to get there. We conclude by discussing the values and benefits created by a learning organisation.

#### **Step 1 – Digitize learning and focus on capabilities.**

I present benefits and the need to digitize learning and how it is done. We also discuss how the impact of training can be improved by focusing on capabilities and performance at work. Finally we will look at learning technology and methods improving learning transfer.

#### **Step 2 – Reskilling and capability development for all employees**

Does L&D offer development for everyone? Not just for the major professional roles in the company, How do we support the development of future skills? I will present the explosive development of MOOC and online course libraries and how they add on to especially future business needs. We discuss how to find relevant content, curating and using Learning eXperience Platforms, LXP.

#### **Step 3 - Enable continuous learning**

How do we make learning fit into an increasingly stressful work? How do we support learning from experiences, other people and the outside world? The key lies in the capability of employees to learn and developing a learning culture. I present technology that enables to offer learning in small steps at work. Examples include microlearning, video platforms, and work platforms such as Microsoft Teams.

#### **Step 4 - Designing work for learning**

How to embed learning activities and support in work, e.g. in the sales system? How can employees get more feedback and data to improve work themselves? We discuss feedback loops, Design Thinking, agile working methods and platforms for continuous feedback.

#### **How do we make this happen?**

We briefly discuss how the responsibility of the L&D changes to influence culture, design work, drive collaboration, digitize learning, etc. This creates new roles and skills we need to develop to drive the learning organization forward.

#### **Questions**

We address issues that have arisen and relate to your own situation.