Sometimes a new perspective can bring everything into focus.

Lean Learning:
Speeding the Shift to 21st Century Learning
How do you find learning needs have changed since 2000?

Share your ideas in the chat window now.
Today’s Agenda

- **Trends** — What’s changing in learning?
- **Strategies** — How should L&D respond?
- **Case Studies** — What does Lean Learning look like?
- **Action Plan** — What’s next?
What’s changing in L&D?
What’s happening in the world of learning?

Learning is a giant industry

$150 Billion (US)*

$350 Billion (Global) annually*

But L&D has a mixed reputation

Nearly 80% of business leaders give positive feedback on L&D training**

But 75% also say L&D not critical to achieving business outcomes**

L&D Net Promoter Score of -31***

Sources: * Harvard Business Review; ** CEB / Gartner; *** Degreed

Why is this?

Content – Too much content

Structure – L&D is too isolated

Consequences – Learning not taken seriously so not held accountable

More change is coming to learning—and L&D must be ready to shift and seize the opportunity.
What’s driving change in the world of learning?

Three forces of disruption

Technology

Demography

Science
The “21/20” Problem

Facing 21st century challenges with 20th century thinking

20th Century Mentality
Factory

21st Century Reality
Living Networks
The nature of work is changing

### 20th Century Work
- Factory
- Efficiency + predictability
- Hierarchical + linear
- Mass production
- Knowledge is power
- Command + control

### 21st Century Work
- Living network
- Uncertainty + adaptability
- "Wire-archy" + multi-directional
- Mass collaboration
- Sharing is power
- Control environment, not people
The nature of work is changing

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21st Century Work

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What does this mean for people?

**Overwhelmed**

Why smart people underperform:
- Hyper connection
- Information overload
- Change fatigue
- High uncertainty

**Skill shift**

Social capital matters more than ever before:
- Trust
- Teaming
- Listening
- Lifelong learning
How should L&D respond?
What are two or three activities you did as a child?

Share your ideas in the chat window now.
Question:

What are two or three activities you did as a child?

How did you improve?

Share your ideas in the chat window now.
## What is Lean Learning and how do I try it out?

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<th>More Context</th>
<th>Key Concept</th>
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**Less is more**

**Context matters**

**Learning is everything**
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Three key tenets of Lean Learning

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**Less is more**

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**Learning is everything**
What does Lean Learning look like in action?
Lean Learning case study 1

GOAL: Grow sales through learning

Lean Learning Strategy

1. Gamified & Social Learning
   *(Less content)*
   - 6 minutes total content across 3 different learning challenges
   - Repeated at least 13-29 times over six weeks
   - With manager asking questions about application and VP sales asking managers

2. Customer Conversations
   *(More context)*
   - Targeting for Application
   - Spaced Repetition
   - Social Learning
   - Accountability

3. Learn-Test-Learn
   *(Learn how to learn)*
   - Salesforce “test & learn”
   - Real-time client feedback

Outcomes

Sales Growth

- non-player: 3%
- player: 22.6%
Lean Learning case study 2
Fortune 500 Financial Services Organization

GOAL: Speed productivity through learning

Lean Learning Strategy

1. Targeted Learning Goals (Less Content)
   - Precision AND Personalization
   - Frequent feedback
   - Growth mindset
   - Fewer “seeds” (content), better soil (context)

2. Grow Team Leaders (More Context)
   - Leader as developer
   - Invest in self
   - Make it safe
   - Make the time

3. Grow Learning Ecosystem (Enable Continuous Learning)
   - Align with business purpose
   - Learn through relationships
   - Seed, feed, weed new ways

Outcomes

- 30% faster time to competence
- 20% increase in manager confidence
- 10% increase in employee satisfaction
What’s next?
Embrace Lean Learning

Less Content

More Context

Key Concept
Shift the conversation to meet changes in business

Learning is today’s #1 business skill

Agility IS learning
Innovation IS learning
Transformation IS learning

It’s already on the CEO agenda.

As the world speeds up, learning will be the primary competitive advantage.
“The illiterate of the 21st century will not be the person who cannot read. It will be the person who does not know how to learn.”

Alvin Toffler
Futurist