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Sustaining the Learn Amid the Churn:

7 Practices for Creating Resilient Learning Organizations

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Why *Resiliency* Matters

VOLATILE UNCERTAIN COMPLEX AMBIGUOUS

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Our Focus Today

- The what and why of resilient learning organizations
- 7 proven practices for creating more resiliency
- Examples of how they work
- Assessing the resiliency of your own learning organization



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Chat

What **words** come to mind when you picture a resilient learning organization?




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Resilience

Key Concepts

- Resiliency is a core capability for the modern learning organization and the 21st century learning leader
- Resiliency is at the heart of adding and creating sustainable value
- Resiliency can be learned and grown



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Self-Assessment

Poll

How Resilient is Your Learning Organization?

| As Learning Leaders, We... | YES | NO | SOMEWHAT |
|---|-----|----|----------|
| 1. Facilitate continuous learning, anywhere, anytime at the time of need. | | | |
| 2. Effectively grow leadership capability across the enterprise. | | | |
| 3. Successfully execute learning strategies to drive business impact. | | | |
| 4. Use a variety of qualitative and quantitative methods to show how learning contributes to the business. | | | |
| 5. Effectively alter direction in the face of rapid change or unexpected setbacks. | | | |
| 6. Use a variety of tools to build connections and share knowledge across boundaries. | | | |
| 7. Routinely experiment with high-tech, high-touch learning solutions for better balance, engagement, and impact. | | | |

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7 Practices for Sustaining a Resilient Learning Organization

- 1 Lead With Culture
- 2 Develop, Distribute Leadership
- 3 Execute Well
- 4 Drive for Results, Continuously Improve
- 5 Build and Bend Change Capabilities
- 6 Foster Collaboration, Connection, Community
- 7 Embrace the Art of Innovation

Seven Practices for Sustaining a Resilient Learning Organization

...and How They Work

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CULTURE

Practice 1: Lead with Culture

- Grow your cultural literacy
- Build a culture of continuous learning
- Continually up-skill, retool, and refresh learning practices and processes

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Practice 2: Develop, Distribute Leadership

- Enhance the effectiveness of leadership development
- Improve the effectiveness of front-line managers
- Improve performance management
- Take the long view

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Practice 3: Execute Well

*“Without strategy, execution is aimless.
Without execution,
strategy is useless.”*

Morris Chang
CEO of Taiwan Semiconductor Manufacturing Company (TSMC)

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What are your **key challenges** with effective execution of learning strategies?



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Elements of Effective Execution

- Disciplined, data-driven approaches
- Role clarity, accountability
- Proper information flow
- Performance support
- Reflection, review



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Practice 4: Drive for Results, Continuously Improve

- Link learning to performance
- Build evaluation capability across all levels
- Shape a culture of accountability

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Practice 5: Build and Bend Change Capabilities

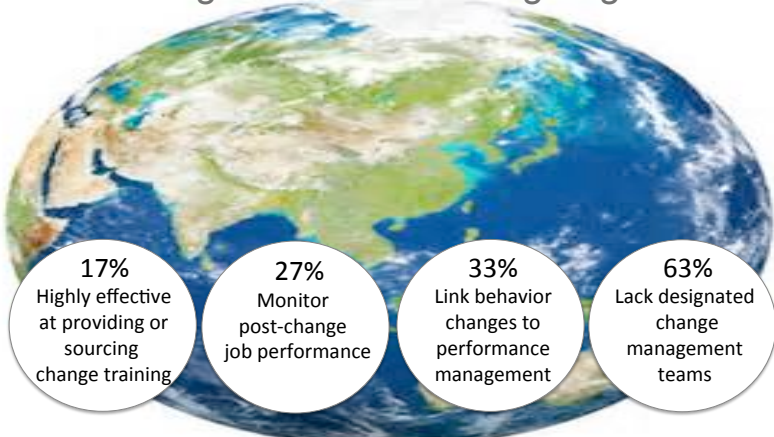
- Create conditions for change readiness
- Leverage leadership development
- Follow up and follow through
- Model the way

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Learning Leaders As Change Agents...



- 17% Highly effective at providing or sourcing change training
- 27% Monitor post-change job performance
- 33% Link behavior changes to performance management
- 63% Lack designated change management teams

Sources: O'Leonard, 2014; AMA and i4cp, 2015; ASTD and i4cp Research, 2014

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Practice 6: Foster Collaboration, Connection, Community

How Does Your Learning Organization Do It?

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Poll

Practice 7: Embrace the Art of Innovation

Rate Your Proficiency...

| How Proficient is Your Learning Organization in : | High | Medium | Low |
|---|------|--------|-----|
| 1. Leveraging technology to enable creativity and innovation across the organization | | | |
| 2. Making innovative, technology-rich solutions available, accessible at the time of need | | | |
| 3. Balancing high-tech and high-touch learning solutions | | | |
| 4. Rewarding risk-taking and experimentation | | | |
| 5. Keeping up with new technologies or techniques to improve engagement, retention, and application | | | |

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Practice 7: Embrace the Art of Innovation

- Make innovation a core competency
- Reward innovation with engaging work
- Leverage technology
- Foster innovative mindsets



How Resilient Learning Organizations Do It

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- Resiliency is a core capability
- Resiliency can be learned and grown
- There are 7 proven practices for growing individual and organizational resiliency
- Resiliency is an “inside-out” process

be the change

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Name **ONE** thing you plan to **START**, **STOP**, or **KEEP DOING** to help you be more effective in “sustaining the learn amid the churn” ...

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THANK YOU!



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