



Skills to Capabilities: Remote Learning for Hybrid Workforces

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Alex Gruhin

March 2022



Agenda

- Defining “capabilities”
- Building capabilities with learning technology
- Real case studies
- **Let's build a collaborative learning course together!**



What do all these stories have in common?

CHALLENGE

1

A biopharmaceuticals leader must combine domain knowledge, EQ for navigating internal politics, and know-how around changing regulations to roll-out a new vaccine.

CHALLENGE

2

A new sales leader at a media company undergoing digital transformation must train reps trained to sell content to sell **software** instead, when all the systems and processes are set-up for the old era.

CHALLENGE

3

An HR leader of a major retail chain must come up with an onboarding strategy that empowers new remote hires to not only acquire knowledge but rapidly align to the values, norms, and operating principles of the organization.

CHALLENGE

4

An innovation leader wants to encourage a design thinking mindset throughout the entire division. The concepts require hands-on and collaborative exploration while all teams are remote.





Capabilities are future oriented abilities (such as inclusive leadership, design thinking) that make individuals, teams, and organizations robust and resilient. They are acquired through intensive learning that goes beyond knowledge acquisition, practice and application, to include awareness, social context, and **courageous action**. In the context of workforce development, capabilities are about **performance readiness** and **agility** built from within.



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1) What exactly is leadership anyway?

- a) Communication skills
- b) Domain knowledge
- c) Emotional intelligence
- d) Analytical ability
- e) Integrity



"Lie #9: Leadership is a thing... It's like saying your cat has catness because he's a cat: it might be true, but it's hardly helpful to your hamster if he dreams, someday, of being a cat."

-Ashley Goodall, *Nine Lies About Work*



Activities We Typically Do To Build Context-Driven Capabilities Like Leadership, Salesmanship, Innovation...

- Role Plays
- Peer Feedback Sessions
- Coaching and Mentoring
- Problem Sets
- Hackathons
- Inspirational speakers and books
- Stress Tests, Simulations





2) What do you think is the most effective way to build deep capabilities?

- a) Role plays, simulations, and stress tests
- b) Peer feedback sessions
- c) Coaching and mentoring
- d) Leadership speaking sessions
- e) Knowledge acquisition via micro-learning content



content



learning

consumption



mastery

skill



capability

What kind of learning produces real capabilities?

Active.

learn by doing and reflecting

connect how we think about things to how we do things

Contextual.

Collaborative.

modeling, coaching, and feedback made a reality

remote, hybrid, everything in between

Polysynchronous.

Iterative.

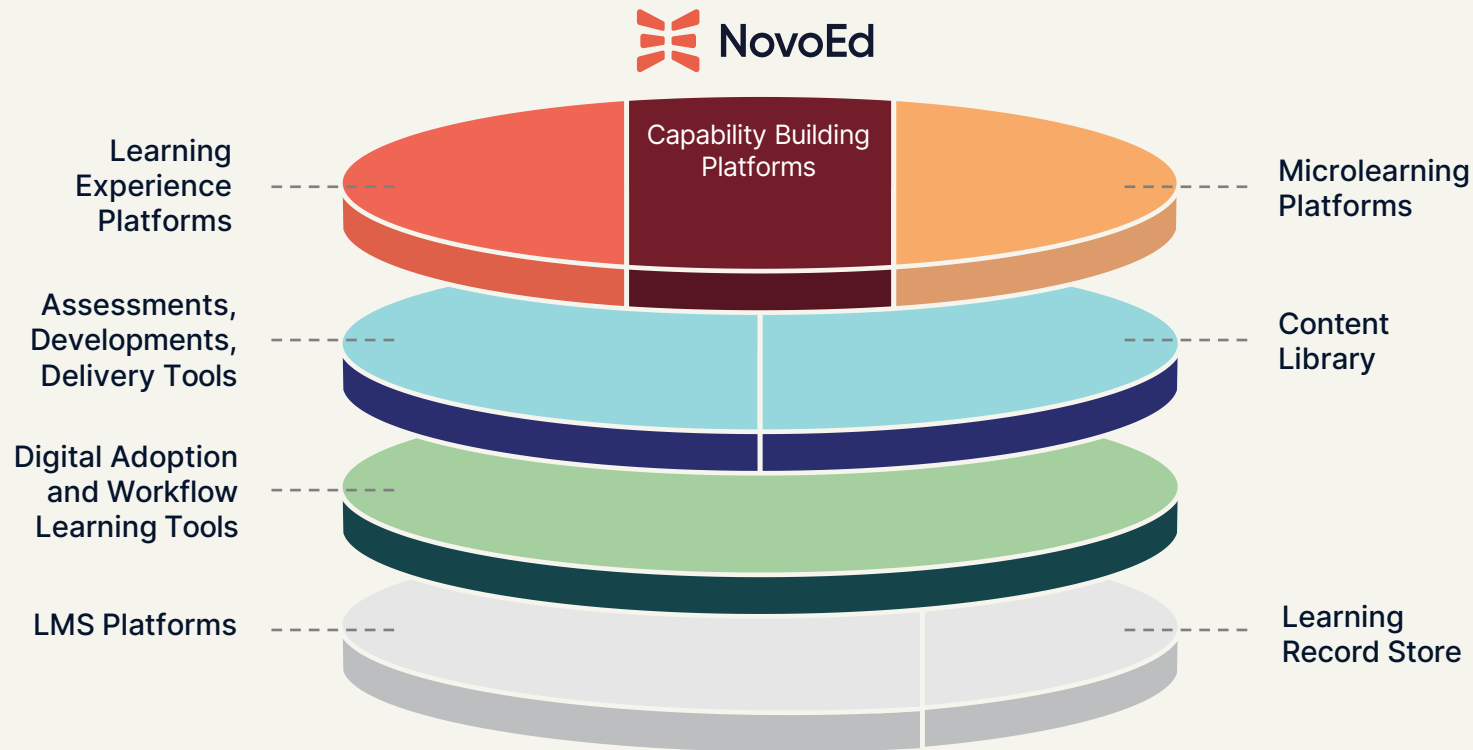
deliver continuous improvement over time

try, fail, try again

Safe.



A Cohesive Learning Experience: Bringing it all Together



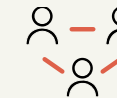
Filling a gap in the learning ecosystem



Practice & Application



Discussion & Feedback



Team-Based Learning



Mentors & Managers



Curated & Goal-Aligned Content



Effective Facilitators





joshbersin

Global Research Analyst

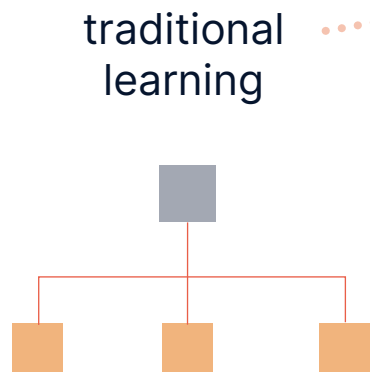
“

Most importantly, a **capability academy** is a **place people go** to advance their job-related capabilities. A **place to learn**. A **place to share**. A **place for experts to contribute**. And a **place to advance the state of knowledge**.

In this place — **ideally a digital learning platform optimized for** many forms of **collaboration** — people **discuss topics**, **receive feedback**, **collaborate with peers**, and complete assignments, often under the supervision of a **mentor, coach, or facilitator**.”



The evolution of workforce learning...



traditional learning

- L&D or HR-led
- LMS catalog
- Role-based

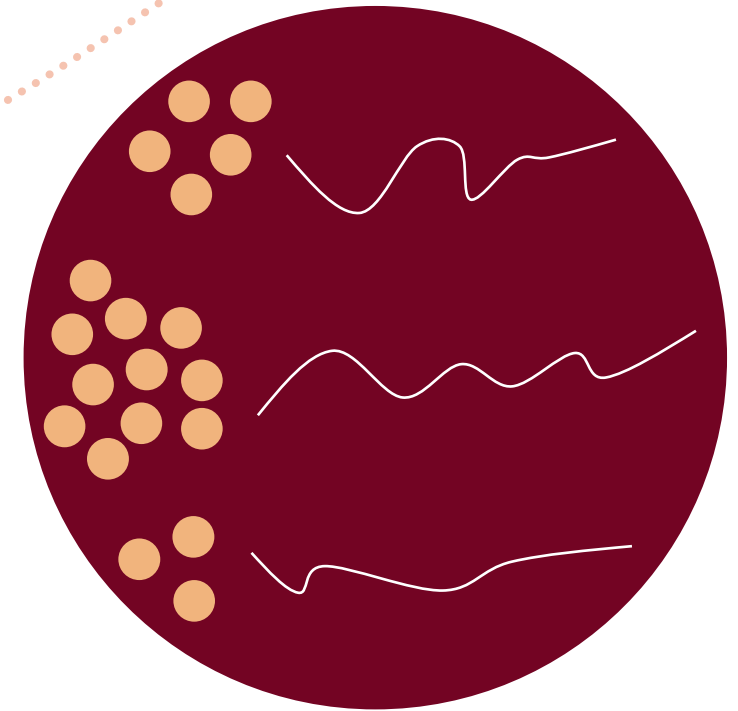
“not digital,
costly to
scale”



self-directed learning

- LXP interface and discovery
- High volume, mixed quality
- Individual-focused

“too much
content,
not enough
context”



Capability Academies

The way to strategically align learning to the business at scale and with guided context, for individuals, teams, and the entire organization



Percentage of the workforce population wanting flexible work options to remain



Hybrid work is the new normal now, and forever

Average half-life of skills in today's workforce



Continuous development is paramount to business success

Engagement lift when learning is made social



Impact of peer learning is undeniable

Case Study



- Fortune 200 food and beverage conglomerate with many decentralized business units and a complex corporate structure
- New L&D team focused on implementing a capabilities academy to service the diverse lines of business.
 - Empower global learning teams to create and facilitate custom courses easily
 - Allow for cohort-based and self-paced micro-courses
 - Encourage group interactions from peers, mentors, and leaders
 - Promote active participation through gamification and progress tracking
 - Seamlessly integrate with Cornerstone OnDemand and Workday

20+

Courses

7K

Learners

8

Languages

"In order to be highly effective learning and development professionals, we have positioned ourselves as strategic partners of the business."



Case Study



- 125-year-old, Fortune 500 conglomerate primarily in manufacturing and financial services
- BrilliantYOU LXP was created to better scale and enable talent development and to upskill the GE workforce.
- Designed with NovoEd to be a functional academy that could replicate the learning at their Crotonville corporate university.
- 40 courses with a mix of GE-created content as well as content from NovoEd partners like UVA's Darden School of Business, UC, Berkeley, and Stanford University

"NovoEd is an experiential platform. When bringing the classroom experience online, we wanted our employees to retain the ability to reflect on their learning, apply new skills, engage with colleagues, and receive feedback."



Case Study



MIT Innovation & Entrepreneurship Bootcamp, Brisbane 2019

- MIT was looking to offer a digital intensive learning experience that incorporated peer-to-peer interactions, networking, and cooperative coursework
- Sophisticated requirements for collaboration
 - Pre-Bootcamp Introduction and Reflection
 - Learning Coaches - Dashboard
 - Assignment Gallery
 - Video Introductions
 - Discussions
 - Peer Submission Feedback
 - Help Widget
 - Calendar Widget
 - Customized Certificate
 - Engagement Surveys

95

Participants

17

Teams

10

Learning Coaches



Massachusetts Institute of Technology
MIT Innovation & Entrepreneurship Bootcamp
having completed the necessary courses of study

Shantanu Kumar

is hereby awarded the
Certificate in New Ventures Leadership
February 8, 2019
Brisbane, Australia



Vinod Palamony
Vinod Palamony
Associate Director, MIT Bootcamp

Brave Subra
Brave Subra
Director, MIT Bootcamp

Bashir
Bashir
Lecturer, MIT Open Learning

Bill Aulet
Bill Aulet, Professor of the Practice, Technology of
Innovation, Entrepreneurship & Strategy, Management

Longis
Longis
President, MIT Open Learning



Case Study



UNIVERSITY
of VIRGINIA

DARDEN SCHOOL
of BUSINESS

Top-10* MBA launches new 8 –week design thinking program with student collaboration at its heart

- Modules were organized around the principles of Design Thinking
- Learners collaborated on real-world design problems, such as product marketing, employee motivation, and the organization of management
- NovoEd helped to position peer feedback, sharing ideas in team workspaces, and discussing best practices at the heart of the learning experience
- Darden mentors were empowered to respond to learner inquiries and giving feedback.

540

Unique Assignments

1,053

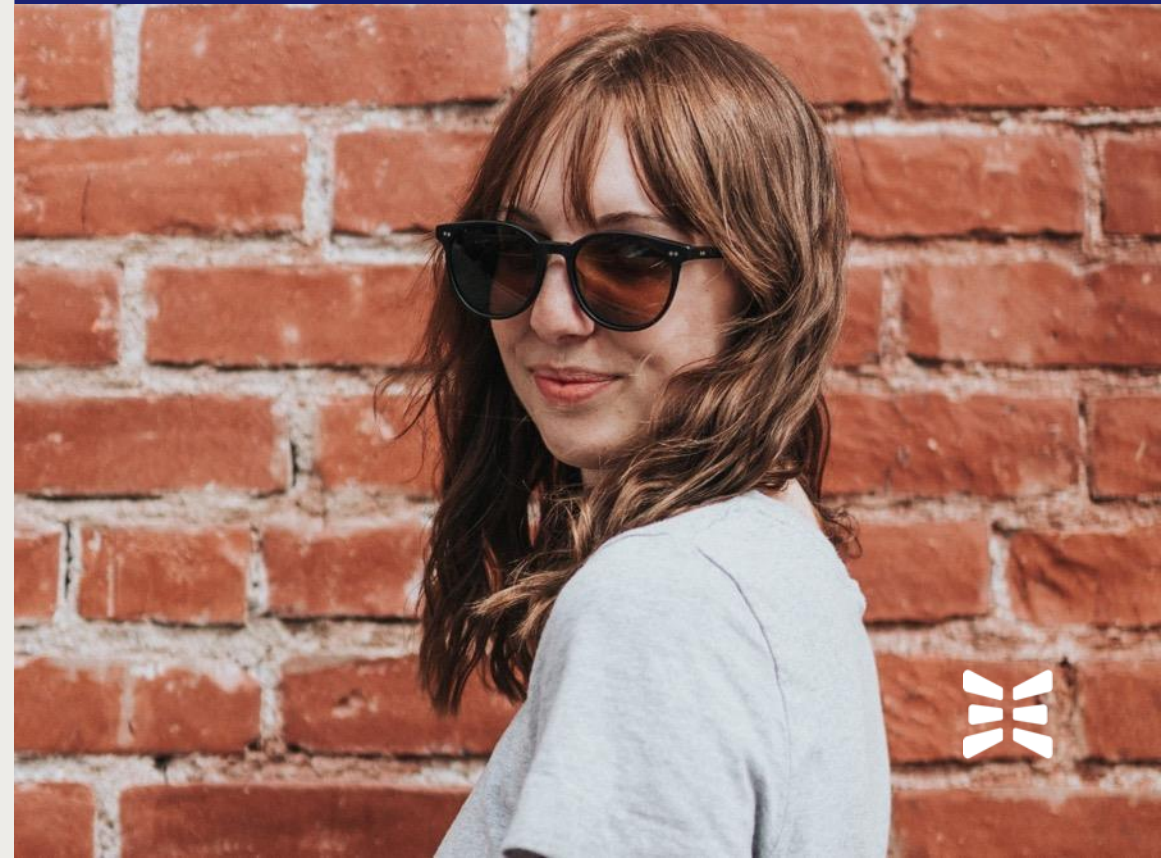
Forum Posts

95%

Would Recommend
the Course

*Financial Times Ranking

"A recipe for innovation isn't to add genius and stir. Innovation takes new behaviors and problem-solving skills."



Case Study



- Global construction materials giant with 46,000 employees in >50 countries
- Aggressive goals for digital transformation, customer-centricity, and growth
- Foster and scale learning culture and growth mindset on NovoEd platform – leadership development, D&I, digital transformation programs

69

NPS (Industry
Benchmark: 36)

78%

Completion

20K

Enrollments

"We realized that scaling engaging learning experiences to reach more learners could not be done solely under the ILT model."



Case Study



- Fortune 100 Telecom conglomerate uses e-learning to engage employees and break down organizational silos
- Comcast University has grown explosively, from less than 10 courses in 2014 to several hundred in 2021
- NovoEd is leveraged by VPs, Senior Directors, Supervisors, and Directors.
- NovoEd is utilized for onboarding, sales and leadership training, and well as skills training and career advancement
- NovoEd is leveraged to offer a course with no completion criteria designed create communities across business units and stimulate connections between executives and front-line managers

95%

Active Participants

3,151

Learners

SELF
PACED

"Yes, it's great to emphasize business acumen so that our people are ready to make that next leap," explains Clark. "But if you're not developing their core leadership and management skills at their current levels, you'll never know who's got the potential. Both strategies must be executed at the same time."

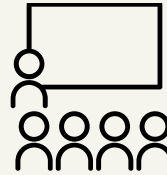


Comparison of Modalities for Supervisor courses

SOCIAL LEARNING (9 MONTHS IN 2021)

17

Social Learning classes



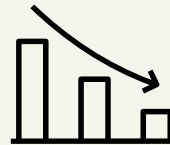
184

Average number of learners per class



24%

Drop out/no show rate



70+%

Completion rate



VILT (12 MONTHS IN 2020)

VILT classes
(does not include when split into 2 or 3 parts)

136

Average number of learners per class

42

Drop out/no show rate

50%

Completion rate

55%



The 7 Habits of Highly Effective People

[Course Outline](#)
[To-dos](#)
★ 0
[Resume Learning](#)

The 7 Habits of Highly Effective People - Wave 21

Getting Started (20 minutes)	★ 30
Introduction (45 minutes)	★ 65
Habit 1 - Be Proactive (40 minutes)	★ 75
Habit 2 - Begin With the End in Mind (35 minutes)	
Live The 7 Habits - Week 1	
Habit 3 - Put First Things First (60 minutes)	
Habit 4 - Think Win-Win (50 minutes)	
Habit 5 - Seek First to Understand, Then to Be Understood (50 minutes)	

This will help you get a sense of what your passion is, these words or themes can be used as clues to writing your personal mission statement.

Create the First Draft of Your Personal Mission Statement

It's time to start on your first draft, likely the first of many iterations, of your personal mission statement. If you are ready jump-in and start writing - or- you can follow these four few steps to help get your creativity and ideas flowing.

1. Get a blank piece of paper. Keep your mission statement preparation document close for reference.
2. Prepare to watch the video by imagining it is 20 years from now. You are surrounded by the most important people in your life. **What types of things would you like to hear them say about you?**
3. Play the video. **WRITE.** The video is 2:20 and then music continues with a black screen.
4. While the music plays for the final 5 minutes of the video, **WRITE WITHOUT STOPPING.** If you can't think of anything to write, keep your pen/pencil moving, maybe doodle or draw on the paper until another idea comes to mind. Relax and let your thoughts flow to the paper.

Habit 2 Masterpiece

7 mins watch 5 points

Create Your Personal Mission Statement

You likely have a lot of inspiring things in front of you; quotes and sayings, or meaningful artifacts. Things that inspire and show you who you want to become - character builders. These things, that are important to you, serve as reminders to drive your daily behaviors. These inspiring things are important to your mind and heart - keep them close-by. You don't have to share your personal mission statement with others, rather the goal is that people see and experience you living your mission each day, through your behaviors and interactions.

Post a draft of your mission statement somewhere that you will see it everyday. Refine it until it is purely YOU.

Reflect on the Process of Your First Draft

You have prepared and created the first draft of your personal mission statement, this is an important step! Seeing your mission statement, posted with other inspiring things, you will begin to see things differently. This will impact what you do and ultimately what you get, or your results. It is the first place to turn when you need grounding and focus.

Ideas to share in your reflection:

- Was this time well spent? Why or why not?
- What did you notice as you completed the activities? (your feelings and actions, about the process)
- What reflections do you have about going through this exercise to build your personal mission statement?

Choose **one** of the following ways to submit your personal mission statement reflection:

Option 1: Create a Video of you sharing your reflections.

Option 2: Create a text entry with your reflection using words and pictures.

Submit

Reflection on Your Personal Mission Statement

★ 20 points

Select only **one** of the two submission options.

The 7 Habits of Highly Effective People

Gallery

Reflection on Your ...

Most Recent

All Submissions

The time is spend well as it give me the chance to sit down and sit back from the busy daily work, to really think and examine personal mission, and verify whether it align with my personal goal and our organization needs. The feeling is pretty mix, it is difficult at the beginning as the scope is pretty wide, and it force us to think about our pr and where we want to go, but

WR

Reflection on Your Personal Mission Statement

1 1

My Mission is to focus my energy on the things that are most important to me FAMILY & FRIENDS - to love and nurture my relationship with people that are so dear to me. Be loyal, kind, keep connected and loving to them. PROFESSION - to learn, grow, develop and become the best in my own field then give back, share the knowledge and contribute to the success of the

Reflection on Your Personal Mission Statement

3 3

NEIGHBORHOOD, MY OWN HAPPINESS COMES FROM INNER SIDE.

Reflection on Your Personal Mission Statement

1 5

Taking the time and space from distractions to complete this exercise I believe has been time well invested. Whilst I feel that I am grounded in my purpose, morals, beliefs and values, this exercise has allowed me to confirm these in a short, simple but impactful Personal Mission Statement.

LD

Reflection on Your Personal Mission Statement

1

Treasure my relationship with others, be it my loved ones or my friends. No matter what the situation is, be tough, be determined, and strive for what I value in my life. Was this time well spent? Why or why not? I feel that the time was well spent. Taking and values that I have and

Reflection on Your Personal Mission Statement

Through this activities, I could have a chance to look back myself and my life. It gives a lot of thought that I missed or tried to ignore just for ling daily life. There must be still more to think about but it was really worth time.

CY

Reflection on Your Personal Mission Statement

Time was spend well beca about my own priorities, I company priority, home - which quite often happen confirming what we alrea

Reflection on Your Personal Mission Statement

The 7 Habits of Highly Effective People

Course Complete

Live The 7 Habits - Week 1	
Habit 3 - Put First Things First (60 minutes)	☆ 50
Habit 4 - Think Win-Win (50 minutes)	☆ 45
Habit 5 - Seek First to Understand, Then to Be Und...	☆ 50
Live the 7 Habits - Week 2	
Habit 6 - Synergize (60 minutes)	☆ 50
Habit 7 - Sharpening the Saw (30 minutes)	☆ 35
Live the 7 Habits - Week 3 (30 minutes)	☆ 15
Week 3 Wrap-up	
How to Begin Living the 7 Habits	☆ 5
Start a New Beginning	

200

0

Released on 03/23/2021

You did it! Congratulations on completing 7 Habits of Highly Effective People

Discuss

Parting thoughts to your learning community

☆ 10 points · Participate

Brendan Baxter

We hope you provided feedback on your experience in the course and this learning community. If you would like to share your thoughts or feedback or recognize learning community members, you have met along the way, please do it.

TM

This is the first time I have taken this type of training. I was able to attend the training at the same time with people from different countries and learn about the similarities but also many differences. I was also able to learn more efficiently by being able to proceed at my own timing via the web. It was easy to get involved in the training because of the way we introduced ourselves at the beginning. Thank you for giving me this opportunity.

2

1

Mar 29, 2021 10:11 AM


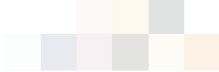
24

Application and social connections

The 7 Habits of Highly Effective People
Gallery


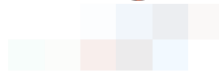
Assignment: Seek ...
Most Recent
All Submissions

A colleague of mine was really upset that her dad, 92 y.o was admitted into hospital after falling ill. He presented with flu like symptoms and generalized malaise. Her mom refused to register for the Covid vaccine and her dad was diagnosed with being Covid positive and now the mum as well. She was in close contact with both of them and now in quarantine. she's very angry


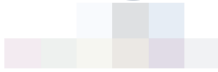
Assignment: Seek First to Understand, Then to Be Understood

My friend has been sharing her struggles in applying for a new job in the middle of the current pandemic crisis. I've told her that the frustrations that she feel is normal and that most people are going through these tough times in their lifetime. Not everyone can find a job quickly but through determination and perseverance, she'll soon land a job. She agrees to


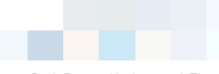
Assignment: Seek First to Understand, Then to Be Understood

On productivity and business growth



Assignment: Seek First to Understand, Then to Be Understood

My son and I always have a this conversation about completing homework on time. Often times, I always end up getting angry because he doesn't do the homework ahead of time. It felt like he still wants me to do his homework for him. All along I was wrong, I tried to speak with him about his attitude towards his school work and realized as I listened to him, he


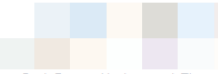
Assignment: Seek First to Understand, Then to Be Understood

A brief overview of the situation. - My husband was sharing frustrations with some of the people on his team Your empathic response. - At first I tried to offer solutions, but then I realized that was not what he wanted, so I shifted and allowed him to explain. I could have used more clarifying questions though. The result or impact of using this skill. - I realized that I need to apply



Assignment: Seek First to Understand, Then to Be Understood

Scenario: My cousin has no job because of this pandemic and my aunt offered her a position where she also working. She submitted her resume and waiting for an interview. Here comes the time she approached me and tell that still she's still not receiving any call from the employer and thinking that she might not be hired or not qualified on the position. Empathic






Assignment: Seek First to Understand, Then to Be Understood



A brief overview of the situation. Seek to know the situation. RACI is a must why'd it happens and what could've been prevented. Your empathic response. I am concerned... I will need the help of both to improve.. I will try my best to understand where this is coming from The result or impact of using the skill. Gaining respect from colleagues Depositing from

A brief overview of the situation my friend message me about how she's torn between quitting her job, or to wait for the opportunity to be promoted, I told her that I understand how difficult that can be knowing how she values her work but also needs to be practical. Using this skill she was able to vent freely without feeling judged

1. A friend had a very stressfull job that required him to work long hours and weekends. He was earning a very high salary but he was unhappy and had no time to relax or have fun. Whenever we met he was telling me how unhappy his job makes him. 2. I told him that if he is not happy he should consider getting a job that pays less but offers a better work - life balance. I

Let's design a social and collaborative, cohort-based activity, together!



Practice & Application

to support learning in the context of work and organizational goals



Discussion & Feedback

to enhance learning by sharing perspective with peers and experts



Team-Based Learning

that mirrors how work happens and develops interpersonal skills



Mentors & Managers

to support learning with expertise and wisdom



Curated & Goal-Aligned Content

that connects to business and learning goals



Effective Facilitators

who guide learners through high-quality experiences that result in impact



Welcome to the Capable Collaborators!



The Capable Collaborators

Private



Create a Meeting



Upload a Document



Share Your Work

All Posts (1)



Write something...



Alex
Gruhin

Team: Why is Collaboration Important?


[Join a TEAM Discussion!](#)

Team - we each answered a question in the practice and application video gallery: why is collaboration important?

Step 1: Sharing perspectives and learning from each other

Collaborate in the Video Gallery!

🕒 10 mins of work



Submitted

Why is Collaboration Important?

Welcome to our Video Gallery!

Here, we learn from one another through discussion and feedback on each other's unique thoughts and perspectives.

For as simple as this sounds in concept, it is revolutionary in practice. It embodies the wrestling match between learning structure and social spontaneity that makes our solution so unique.


A mosaic of responses, from multiple vantage points, enables participants to develop a multidimensional understanding of any subject matter at hand.

But don't take my word for it. Let's show you how it works, in action!

Please record a video answer to the following question: [Why is collaboration important?](#)

The Video Practice Gallery embodies the wrestling match between learning structure and social spontaneity and enables learners to develop a multidimensional understanding of any subject matter at hand.

Why is Collaboration Important?




00:29

Christina Yu

18 days ago

👍 5




00:36

Calynn Ihnat

19 days ago

👍 5




00:47

Annie McGeady

19 days ago

👍 4




00:54

Dusan Ivanovic

19 days ago

👍 1 👁 6



00:39

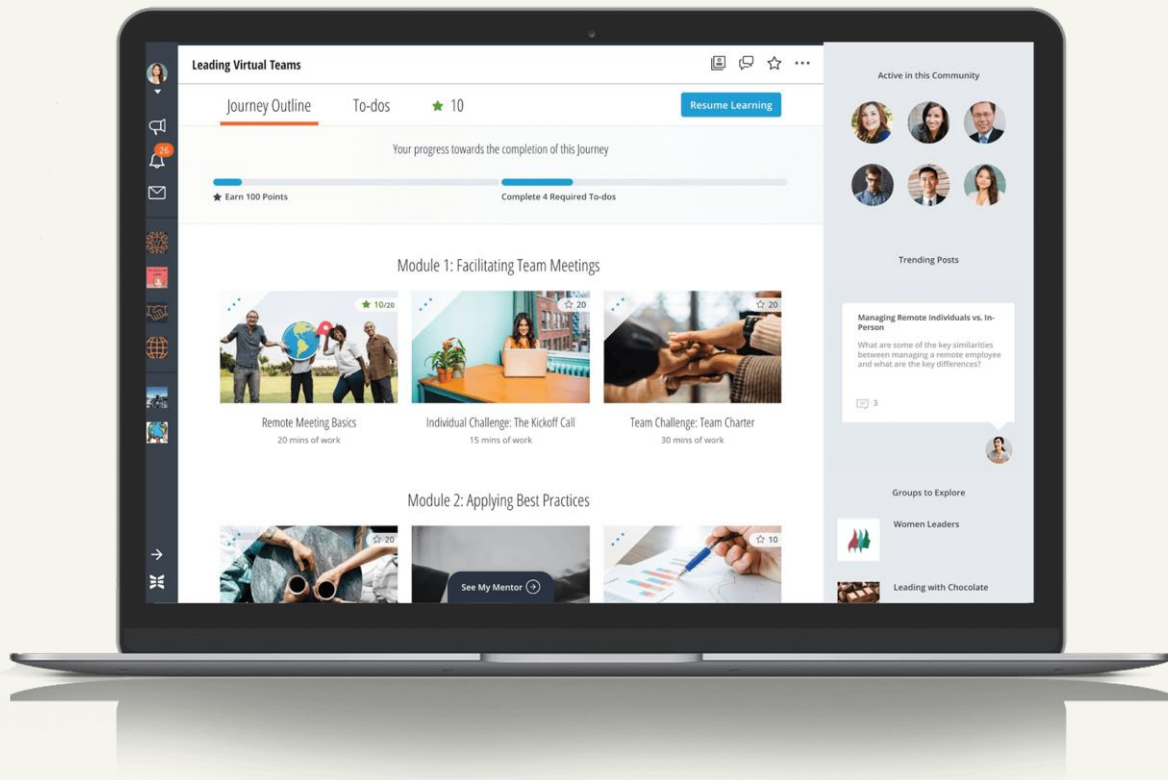
Alex Gruhin

19 days ago

👍 1 💬 1 👁 4



Step 2: Applying concepts we learned



$$\begin{array}{c} \text{IQ} + \text{EQ} \\ \text{PRACTICAL WISDOM} \\ = \\ \text{CAPABILITY} \end{array}$$

How does our learning about collaboration manifest at work? How does our collaborative capability translate into action?



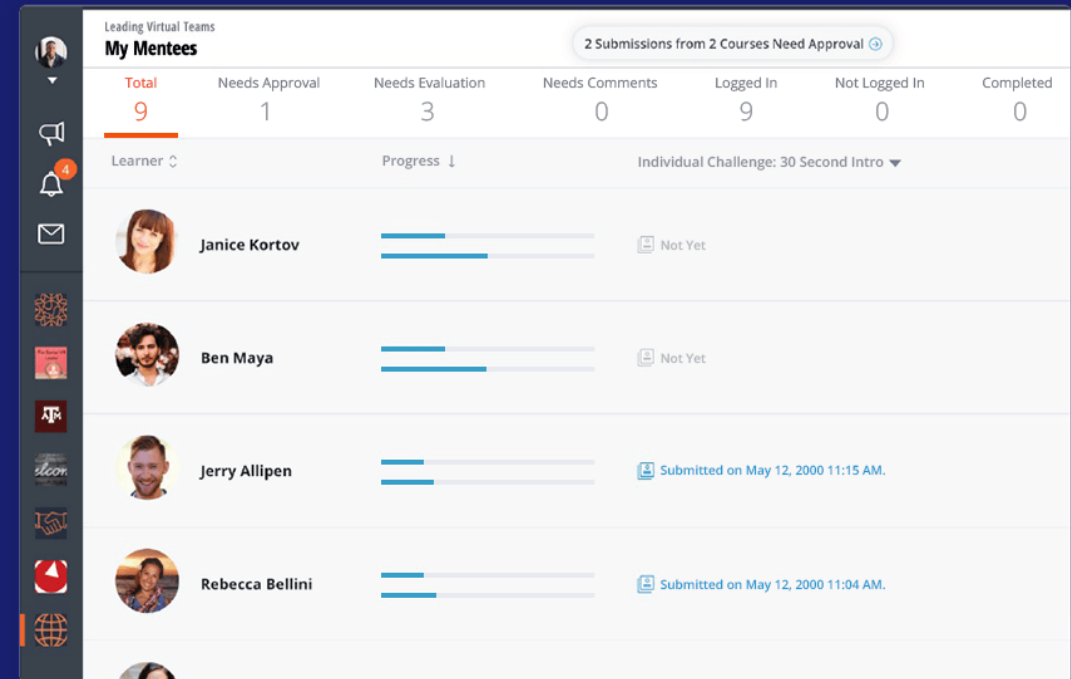
Step 3: Evaluating readiness to perform

Did the learner recall the concepts and demonstrate understanding?

Did the learner apply the concepts to real-world situations?









Did the learner create new situations and set context/direction for others?

How might you assess whether my collaborative capability grew or evolved through this learning experience?



Leading Virtual Teams

My Mentees 2 Submissions from 2 Courses Need Approval

Total	Needs Approval	Needs Evaluation	Needs Comments	Logged In	Not Logged In	Completed
9	1	3	0	9	0	0
Learner	Progress	Individual Challenge: 30 Second Intro				
 Janice Kortov	<div><div></div></div>	 Not Yet				
 Ben Maya	<div><div></div></div>	 Not Yet				
 Jerry Allipen	<div><div></div></div>	 Submitted on May 12, 2000 11:15 AM.				
 Rebecca Bellini	<div><div></div></div>	 Submitted on May 12, 2000 11:04 AM.				



More opportunities for capability building and connecting culture



Q&A



Thank you!



NovoEd