

Self-directed Learning

- Introduction of presenters
- Current trends in self-directed and participative online learning
Jeff Weber - Instructure
- Using best practices in self-directed onboarding
Lynn Stephens - IBM
- Strategies, methods and tools to motivate self-directed learning
Bruce Jackson – Korn Ferry
- Questions and Wrap up

Lynn Stephens

Global Operations Manager of HR Business Development, IBM



- Lynn helps companies effectively integrate new hires and acquisitions
- Previous experience as head of HR and head of Training and Development at fast growing organizations

Lynn Stephens graduated cum laude from Utah State University with a bachelor's degree in landscape architecture and environmental planning. After working for the U.S. Department of Agriculture in the Forest Service for six years, he returned to school, obtaining a master's in business administration with an emphasis in organizational behavior from Brigham Young University in 1988.

Lynn has subsequently worked for organizations such as IBM, GE Capital, Novell, and Mountain America Credit Union, holding various positions that include human resource manager, worldwide director of training and development, and director of human resources for North America. In his current position with IBM, he serves as the global operations manager of HR business development. Lynn is an active member of the Society for Human Resource Management and holds a lifetime certification as a Senior Professional in Human Resources.

Bruce Jackson

Principal Consultant, Korn Ferry

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- Bruce focuses on helping individuals and organizations achieve optimal performance
- Brings a unique perspective from his research and consulting with many types of organizations

Bruce Jackson is a principal consultant on Korn Ferry's leadership and talent consulting team, based in Minneapolis. Dedicated to optimal personal, team, and organizational performance, he has a broad and systemic understanding of the key human factors that drive high performance at all levels of the organization. Bruce has worked in various Fortune 500, educational, nonprofit, and financial institutions to provide custom client solutions.

Bruce's previous roles include senior consultant with InsideOut Development, director and architect of the nationally acclaimed Center for the Advancement of Leadership at Utah Valley University, and principal of the Institute of Applied Human Excellence. He holds four master's degrees—counseling psychology (Boston University, School of Education), business administration (University of Minnesota, Carlson School of Management), organization behavior (Fielding Graduate University), and public administration (Harvard University, John F. Kennedy School of Government)—and a doctor of philosophy in human and organizational systems from Fielding Graduate University.

Jeff Weber

Senior Vice President of People and Places, Instructure

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- Jeff is focused on developing practices that attract, engage and retain key talent
- Perspective of working with many rapidly growing technology companies and observing learning trends from over 10 million “learners” using Canvas and Bridge

Jeff Weber is currently the senior vice president of people and places at Instructure, a rapidly growing provider of the Canvas and Bridge learning management platforms focused on transforming online learning. Prior to Instructure, he led the growth of the people function for Ancestry.com, an online subscription-based business where he helped build the employee base to more than 1,300 employees in 10 locations. Before joining Ancestry, Jeff led the HR outsourcing practice for the Russell Group, a benefits and HR consulting firm where he managed the HR function for fast-growing companies. He also gained experience as an HR business partner with Shell Oil Company and a compensation analyst for Novell.

Jeff brings significant background in implementing a comprehensive talent strategy in multiple companies, including talent acquisition, engagement, development, and rewards and recognition programs. He has served in multiple voluntary positions, including co-chair of the HR executive committee for the Utah Technology Council, a board member of the University of Utah’s HR Executive Roundtable, and several leadership positions in the Utah Society for Human Resource Management. Jeff holds an MBA with an emphasis in organizational behavior from Brigham Young University.

Current trends in self-directed and participative online learning
Jeff Weber - Instructure

Current trends impacting self-directed learning

Background

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- Evolving and dynamic work environments require constant learning, new skills and faster knowledge transfer
- Formal classroom training is costly and time-consuming - particularly with deployed resources in multiple work locations
- Online self-directed learning tools can now provide a more effective and individualized method of delivering continuous training

SDL= Individuals engage in choosing, managing and assessing personalized learning at any place or time

- The downturn reinforced the need for employees to depend more upon themselves rather than employers to become prepared for the next opportunity
- A new generation of workers is taking on more responsibility for their training and professional development including the way it is accessed and funded - and carried to new employment
- Companies and leaders are increasingly expecting employees to participate in self-directed learning to stay current

- Although 82% of college grads believe a degree helped them in their career....
- 72% believe specialized training to acquire specific skills is more valuable than a degree in the workplace



Glassdoor Team “7 in 10 Employees Value Skills Training More than Degrees”; Glassdoor employment confidence survey Q2 2014

- Most learning takes place experientially and informally on the job
- Anywhere from 70% to 90% of all organizational learning occurs incidentally outside of formal training and is integrated with day-to-day work



- Work is becoming learning and learning is becoming part of work
- Workers are increasingly less likely to want, or need, to leave their working environment to learn
- They are increasingly demanding that their development integrates with their work

Social, workplace, informal, experiential



Transition to Mobile First Learning

- Learners expect mobile / flexible learning from the workplace to match the experience they have from other apps
- Younger employees will only “know” learning by mobile phone

The convenience and accessibility of mobile learning allows learners to digest and engage in the information anywhere, anytime.



According to the Ambient Insight 2012-2017 Worldwide Mobile Learning Market, Longitudinal Trends, 74 percent of people use mobile devices for e-learning.

Just-in-time training

- Accessible when needed
- Targeted and searchable topics
- Bite-size segments
- Video preferred
- Knowledge base combined with LMS
- Comparison: consumer vs employee experience
 - Home project - DIY (Youtube video)
 - Corporate environment?

- Companies are engaging in self-directed learning as a recruiting differentiator

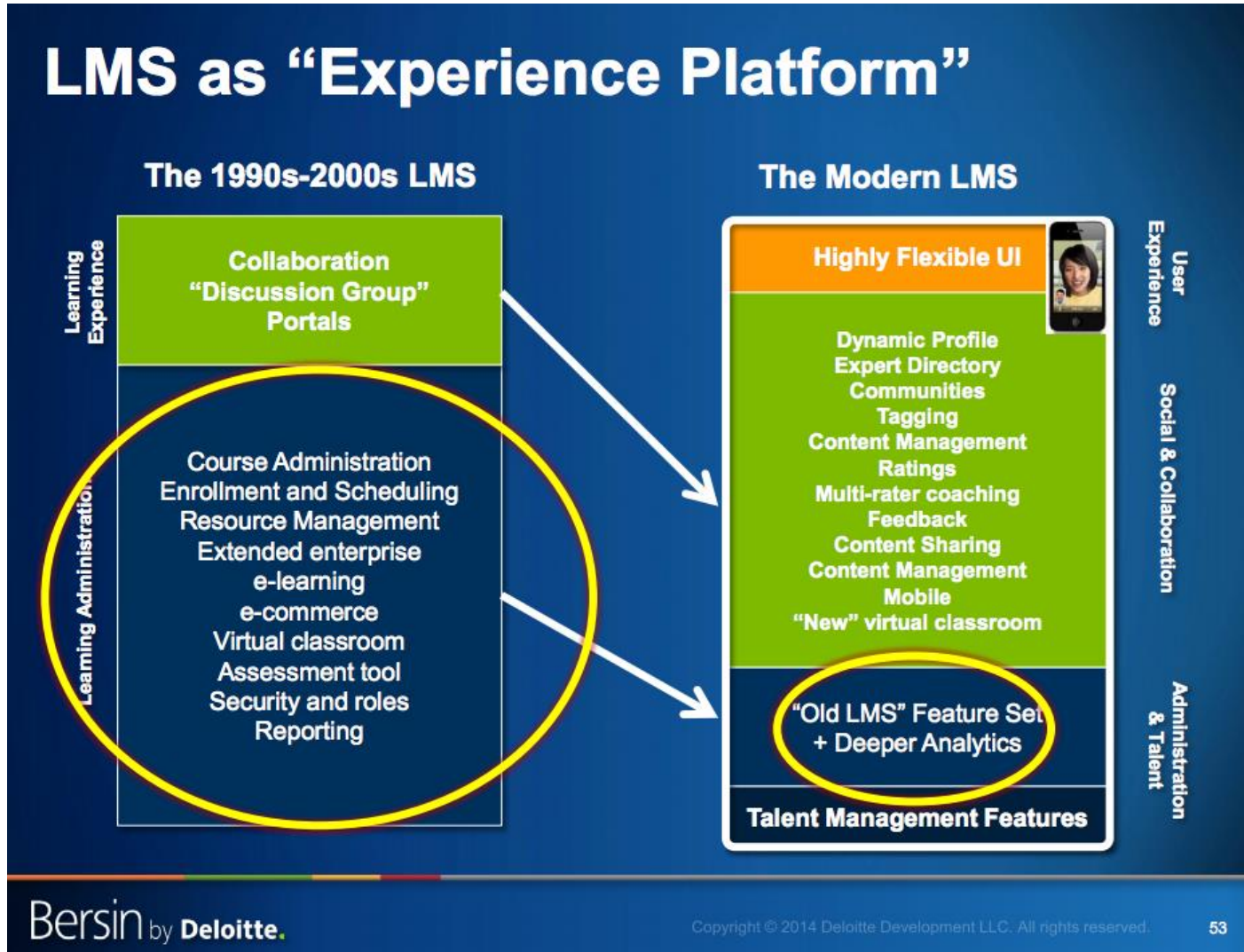


Online self-directed learning accelerates the path to proficiency

- Traditional classroom training = serial processing
Everyone progresses at same pace - slowest learner moderates pace
- Self-directed learning = parallel processing
Allows faster learners to proceed to next level at own pace
- Participative learning = artificial intelligence
Each group learns from current/previous participants to accelerate path to proficiency
(think ratings and tips on a commerce website)
- New hire training example:
 - 2 weeks classroom traditional vs
 - 1 week mixed (flipped) classroom
 - online self-directed content mastery
 - group discussion, application, practice, posted comments



LMS as “Experience Platform”

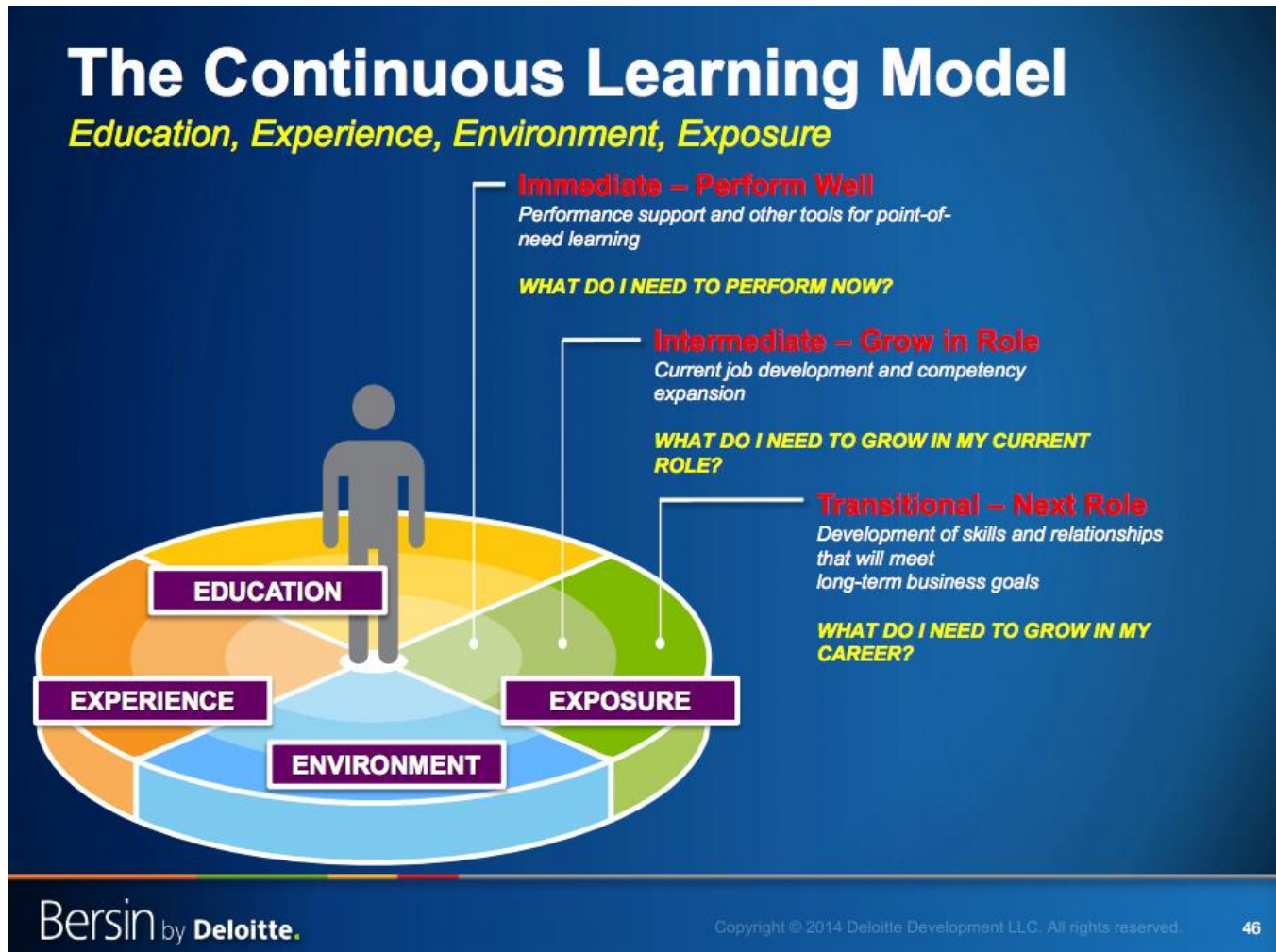


Components of a successful self-directed learning program

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Component	Details
Create continuous learning opportunities that are easily accessible and part of the daily work experience	On demand, bite-sized training segments vs. all-day workshops. Embedded in email, available by mobile devices, etc. Integrated into what is naturally done every day – rather than scheduling separately.
Foster social collaboration and team learning	Cross-functional team learning with participant feedback – enhancing learning for the next group (think Yelp) Learner content and ratings/ feedback.
Create systems to capture and share all types of learning	Not just classroom training – but all experiential and web-based training, certifications, etc.
Empower learners to create customized learning paths (Unique and flexible)	Each person can choose different options related to interests and specific skill or competency development. Requires core learning, electives, and then individual specific options. Just in time capability
Connect learning outcomes to the organizational environment	People see how gaining new skills relates to personal and organizational improvement – and know which skills are valued in the organization. Highly transparent.
Strategic leadership support for ongoing flexible training	Leaders model, emphasize and incentivize the importance of continuous ongoing learning and support the different types of learning rather than just in-class

Self-Directed learning supports the Continuous Learning Model



Using best practices in self-directed onboarding
Lynn Stephens - IBM

Self-directed Onboarding Practices

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- Virtual Workforce
- Worldwide Presence
- Lots of new employees with pre-conceived notions of what the company is like
- Need to get a common message and drive cultural norms

- Royal Blue Ambassadors
 - Jumpstarting the journey to success
 - Dedicated support by region in the US
 - Goal of making transition to IBM smooth as possible
- Instructor-led training for 2 days in 4 locations for US, 2x/month
- Succeeding @ IBM Website
- New 2 Blue
- Use of Communities and internal social media

Webinar Training Each Week for 4 Weeks

1. Welcome email from designated RBA to your personal email address
1. Health Benefits Overview, Expense Reporting
1. Tools and Links
1. Corporate Insight, Career Tools, and Q&A's

The screenshot shows the Succeeding@IBM website interface. At the top, there are browser tabs and a search bar. Below the navigation menu, the main header features the 'Succeeding@IBM' logo and the tagline 'The best place to start at the best company in the world.' Navigation buttons include 'Get Started', 'Find People', 'Get Connected', 'Build My Career', and 'Deeper Insight'. A 'Feedback' button is located on the left side.

The 'Step 3 Launch' banner features a woman wearing glasses and a headset, with the text 'Dive into the personalized help on this site, beginning with My Action Plan or 100 Day Guide.' To the right, the 'Get Started' section provides a welcome message and a list of onboarding steps:

- Follow the Listen, Learn, and Launch steps to orient yourself.
- Dive into My Action Plan to begin your personalized onboarding activities.
- Consult the Getting Oriented section to find information about the class.

Below this, the 'My Action Plan' section is displayed in a list view. It includes a search bar and filters for 'All', 'Not Complete', and 'Complete'. The table below lists 7 activities with their status, start, and end dates.

Showing 27 Activities	Search by title or date	Status:	Start:	Due:	Duration:
Succeeding@IBM Getting Oriented		Complete	2015-08-31	2015-09-30	8 hours
Security Responsibilities and Data Protection for New IBMers		Not Complete	2015-09-15	2015-09-30	1 hours
Becoming Productive IBM Tools You Need Now		Not Complete	2015-11-03	2015-11-18	1 hours
Deeper Insight - Global Virtual Conference for New IBMers		Not Complete	2015-11-03	2015-11-13	10 minutes
Participate in the New2Blue Community		Not Complete	2015-11-05	2015-11-20	10 minutes
Working Social: Building Your IBM Profile and Network		Not Complete	2015-11-13	2015-11-18	1 hours

- Processes and Procedures - Data Security, Harassment Prevention, Intellectual Property
- Career Development and Career Path
- Performance Management and Enhancement
- Diversity, Culture, Collaboration
- Management Skills and Responsibilities

Communities | This Community | Search

New2Blue: Succeeding@IBM | Follow this Community | Community Actions

Community Description

Welcome to the **New2Blue** Community!

The community has been designed to help you to succeed at IBM

Take the **2 minute video tour** so you can make the most out of this community

- Access Top Tools IBMers Use
- Shape the new hire experience
- Get hints and tips from our blogs
- Join discussions, ask questions in our forums
- #ProudIBMer What makes you a proud IBMer?

Tags: career, career-development, lbrmer, new, new2blue, newhire, newhires, newlbrmer, succeeding@ibm

Important Bookmarks

- 1- The Mentoring Center
- Before joining a SmartCloud session, check this
- Cybersecurity & Privacy for IBMers 2015
- Deeper Insight: Global Virtual Conference for New IBMers
- Expertise at IBM
- IBM CareerSmart
- IBM Verse Training
- New2Blue Community - Monthly Newsletters (Blog)
- Prepare for your career conversation
- Succeeding@IBM Site
- Think40 Community

View All

Members

View All (118678 people)

IBM Expertise

Every IBMer is an expert...find the one that can meet your business needs!

Find expert by keyword

Related Communities

- M&C Orientation & Onboarding

Strategies, methods and tools to incentivize self-directed learning
Bruce Jackson – KornFerry

Incentivizing and Motivating Employees to Use Self-Directed Learning

Have the Learning Agility discussion... then:

- Gamify learning
 - 70% of world's 2,000 use at least one gamified application.
(<http://www.gartner.com/newsroom/id/1629214>)
 - Learners' earn points/credits
 - Tangible rewards or recognition for achievement
- Make learning virtual, social, and interactive
 - 85% of companies are experimenting with social learning tools.
(<http://www.trainingmag.com/research-study-social-learning-gainmomentum>)
 - Collaborative networked learning (CNL) and
Computer supported collaborative learning (CSCL) create social learning experiences
 - People like to create, build, and learn together! Think Wikipedia

Incentivizing and Motivating Employees to Use Self-Directed Learning

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- Make learning immediately relevant, and safe
 - What problems do your employees need to solve now?
 - eLearning simulations make testing knowledge less risky
 - Think NASA: Neutral Buoyancy Pools
- Make learning measurable
 - Test, feedback, and measurement
 - Motivation comes from “seeing” progress
 - Consider learning transcripts/badging
- Make learning mobile
 - Mobile devices will exceed wired devices by 2018
 - (http://www.cisco.com/c/en/us/solutions/collateral/serviceprovider/ip-ngn-ip-next-generation-network/white_paper_c11-481360.html)
 - Seek to make learning easily accessible from multiple platforms

How can managers and leaders support these efforts?

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- Communicate the organization's goals for growth
... so self-directed learners can focus their learning priorities?
- Build Success Profiles (technical and leadership competencies)
... so self-directed learners can identify their knowledge/skill/competency gaps
- Support a coaching culture with regular feedback opportunities
... so self-directed learners can iterate faster
- Tie learning and growth to performance measurement
... so self-directed learners will be incentivized to grow capacity
- Leaders and managers must communicate the value of self-directed learning and online training as a cultural value
... so self-directed learning becomes baked into the corporate DNA

- Pull Learning
 - Just in time competency building within a matrix (technical and leadership)
- Personalized MOOC's on every subject imaginable. Tailored to:
 - Career goals
 - Immediate needs
 - Learning styles
- Virtual Technologies and Immersive Multimedia
 - Multi-sensory experiences
 - Real-time simulations
- Growing Multi-modal and Collaborative Technologies
 - All inclusive platforms
- Redefinition of credentialing
 - Universities/Colleges taking a backseat
- mLearning.
 - Learn: anytime, anywhere, anything

Questions?

Thank you!