



**THE MODERN
LEARNING MINDSET**
Rethinking the role of L&D in Today's Workplace



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Disney

KAPLAN

amc

Axonify

To provide value within today's workplace, L&D must identify the **root challenges** that inhibit the timely development of knowledge and skill.



L&D's Biggest Challenges in Today's Workplace

1

legacy

“Learning looks like school.”

2

time

“We don't have time for learning.”

3

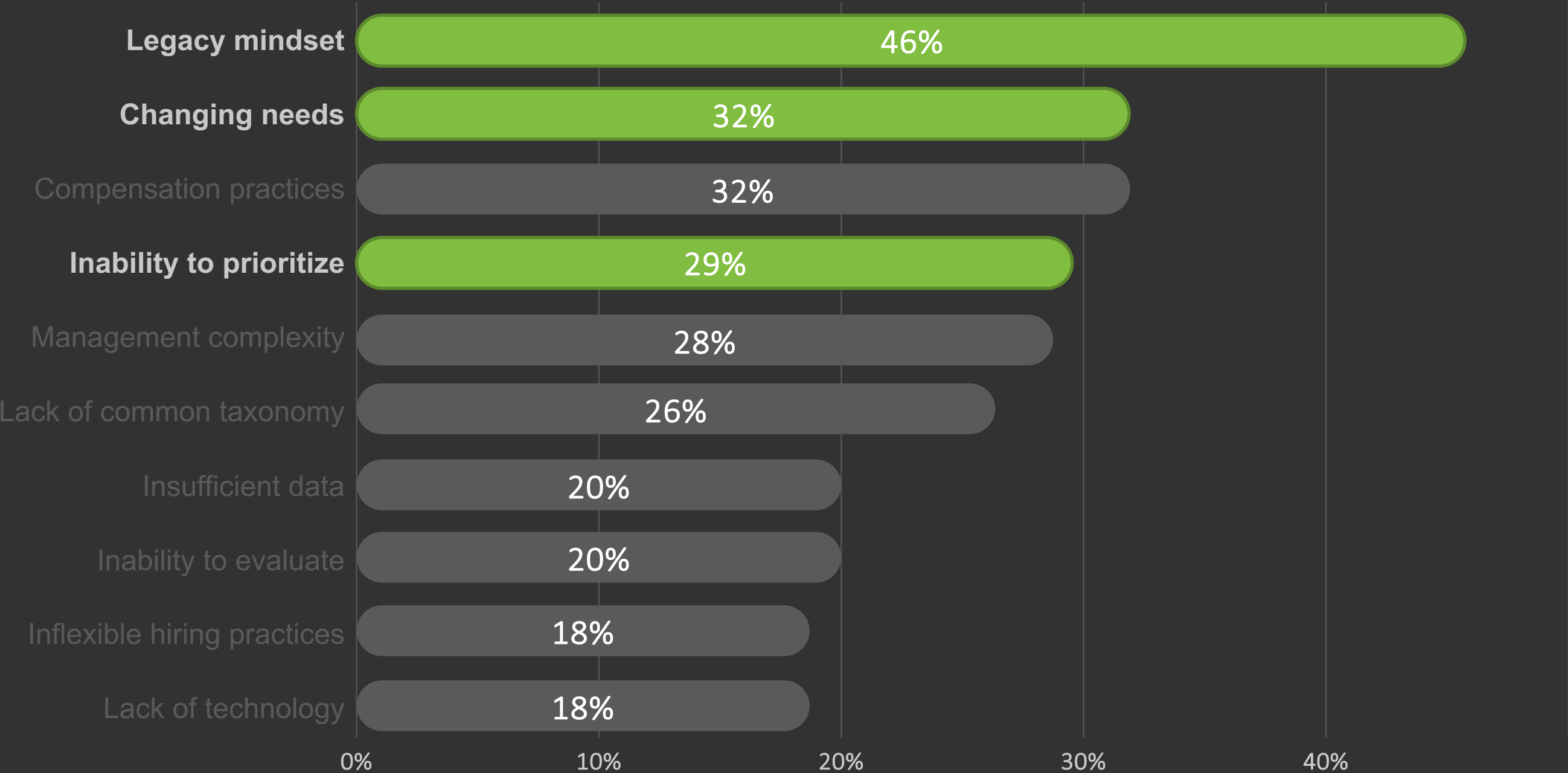
change

“We just can't keep up with the business.”



Obstacles to transforming into a skills-based organization

Building tomorrow's skill-based organization | Deloitte | 2022



Workplace learning is not a place-and-time activity.
It's a **continuous, personal process**.
L&D strategy must align with this reality to deliver value.





The way work gets done has transformed.
The way we **support that work** has failed to keep pace.





Mindset



System



Influence



Mindset

How should we think about the role of learning in the modern workplace?



To close the
SKILLS GAP

we must first address the

**OPPORTUNITY
GAP**



Solve today's problems

Prepare for tomorrow



Disruption

Opportunity



A modern learning mindset enables L&D to
balance immediate and long-term organizational needs.



modern
learning
mindset

Make learning a critical part of **work(flow)**.

Take advantage of the full **ecosystem**.

Apply **data** to accelerate decision-making.

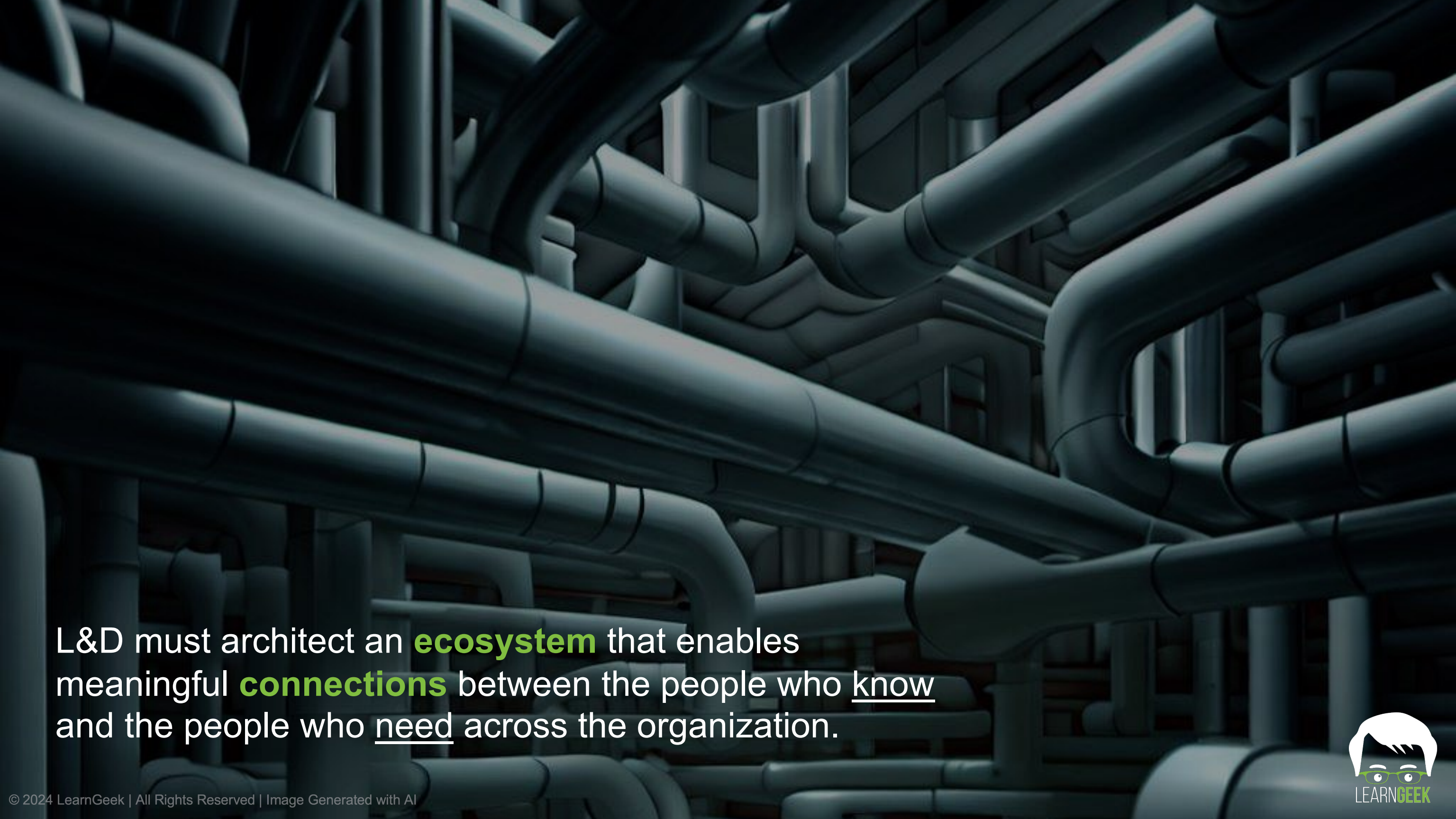
Provide an **equitable** experience at scale.

Drive clear business **impact**.

Foster persistent organizational **agility**.



To keep pace with change, L&D must
step out of the **spotlight** and focus on
the value we can provide **backstage**.



L&D must architect an **ecosystem** that enables meaningful **connections** between the people who know and the people who need across the organization.





System

How can we apply our tools, tactics and technology to foster continuous learning?



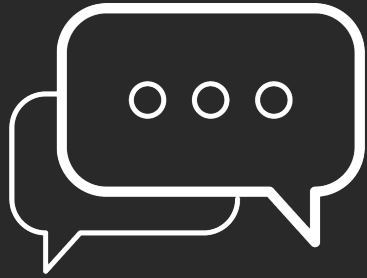
Learning is not a place-and-time activity.
It's an always-on system of work.



L&D must activate **channels** across the organization to help support **flow** to the places its needed when its needed.



Everyone needs + deserves six things.



Timely, consistent,
reliable communication



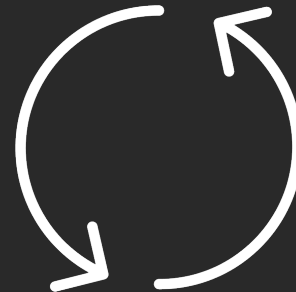
Training on core job
knowledge and skills



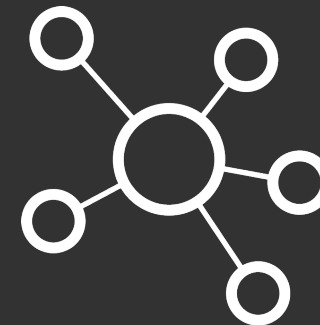
Access to on-demand
performance support



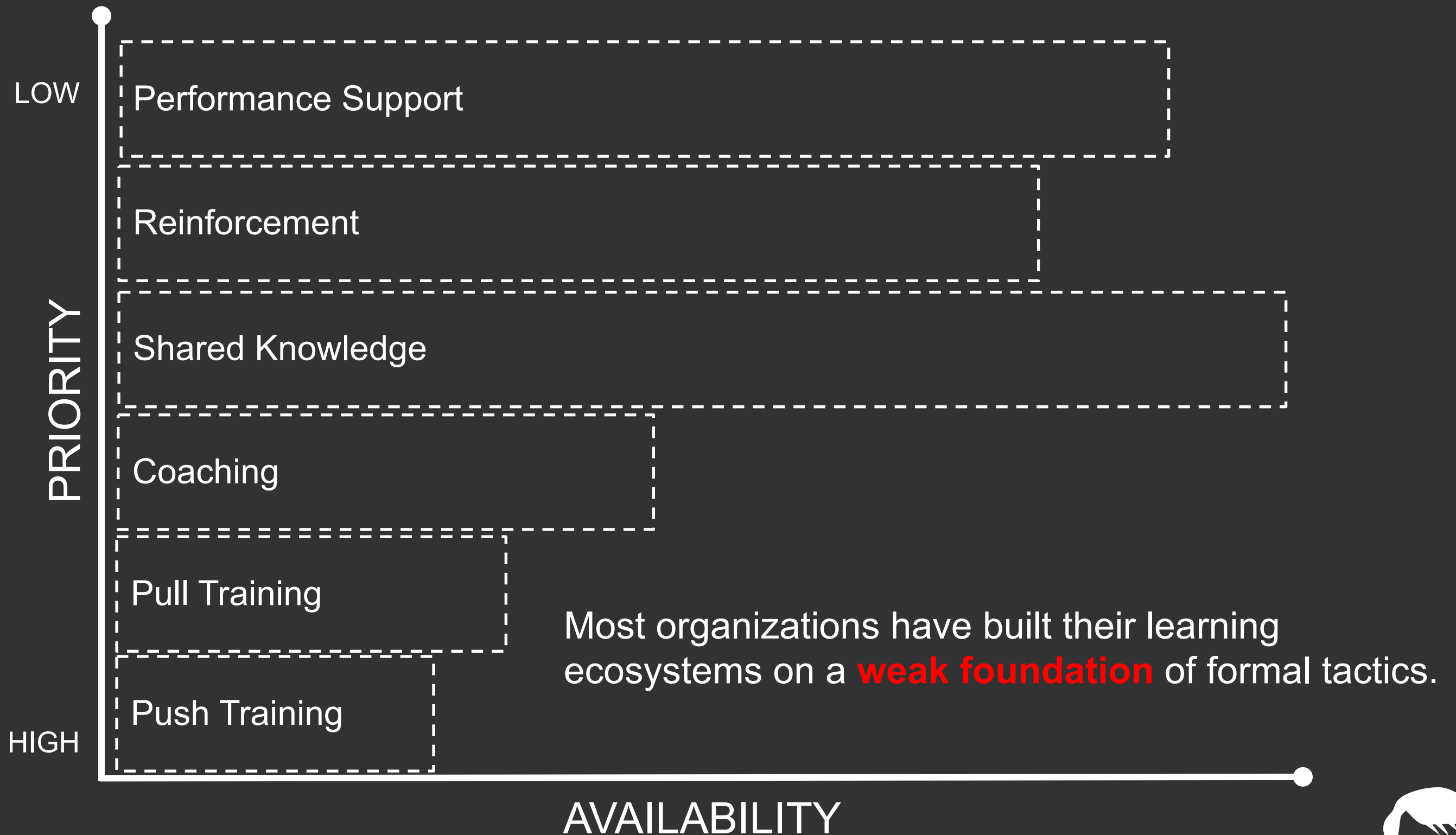
Persistent, actionable
coaching and feedback



Ongoing practice
and reinforcement



Opportunities to develop
and apply new skills





We must rearchitect the ecosystem to provide an **equitable** support experience for every employee that fits into their workplace **reality**.



STRUCTURE

Can people reliably **find the information** they need to solve problems in the flow of work?

Shared Knowledge

AVAILABILITY



STRUCTURE

Performance Support

AVAILABILITY

Can people **get help** if they cannot find the information and do not know the answer?



Do people have an ongoing opportunity to **practice** applying what they learn?

STRUCTURE

Reinforcement

NEED
NICE

AVAILABILITY



STRUCTURE

Coaching

Are managers provided with the **data and insights** needed to provide right-fit coaching?

AVAILABILITY



STRUCTURE

Pull Training

Do people have **on-demand access** to ongoing skill development resources?

AVAILABILITY



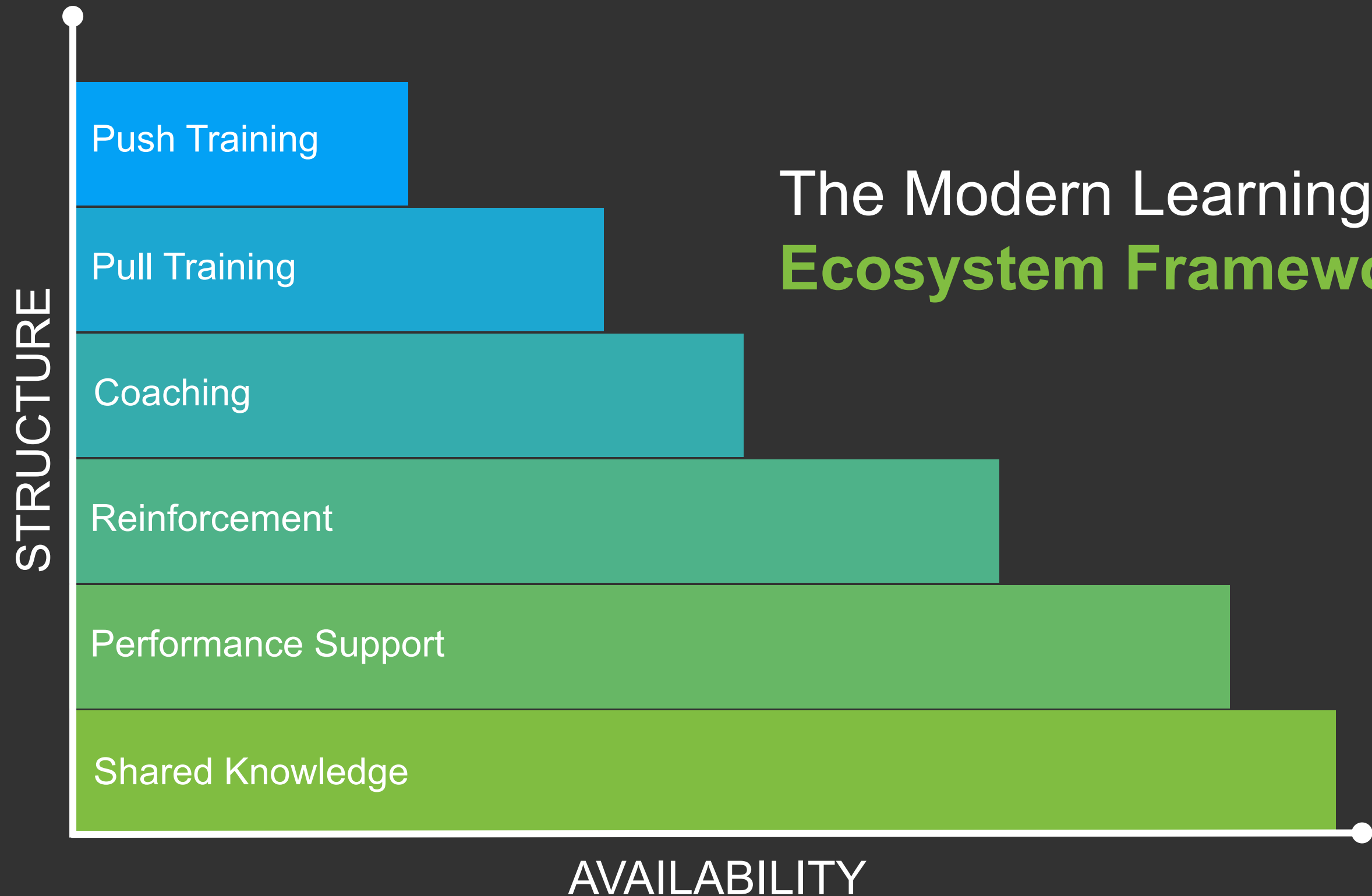
STRUCTURE

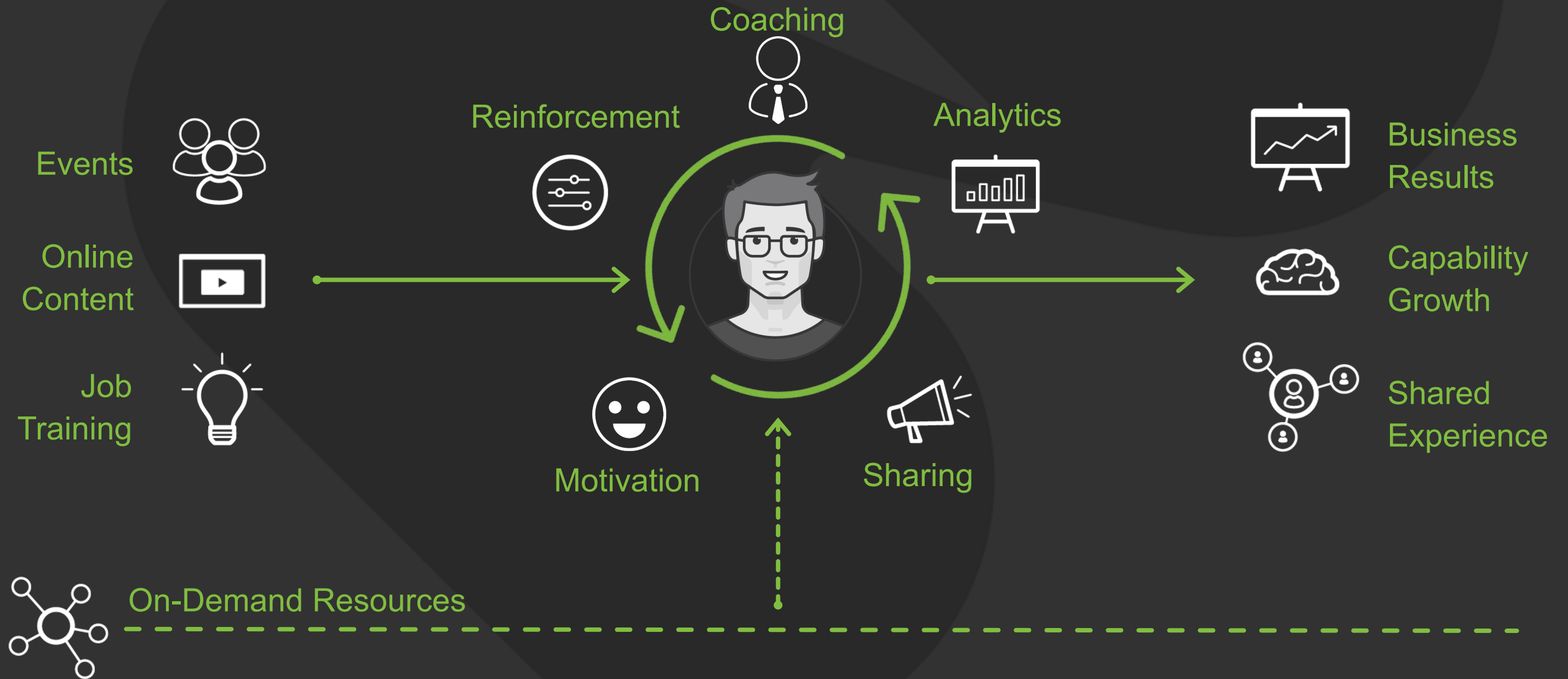
Push Training

Is structured training delivered
only when it's the **right-fit**
solution to a problem?

AVAILABILITY







This is L&D as an **always-on system of work.**





Influence

How can we help stakeholders adopt a new mindset on learning and support?





EXECUTIVE



LEGAL



IT



SME



MANAGER



EMPLOYEE

- ✓ What do they care about?
- ✓ How are they held accountable?
- ✓ How are they motivated?
- ✓ What's their experience with workplace learning?
- ✓ How can you provide value?



EXECUTIVE



LEGAL



IT



SME



MANAGER



EMPLOYEE



case
study



outside
expert



reporting



roadmap



peer
stories



job
support



yes,
and...

Overcoming legacy to transform mindset takes time.
Organizations understand the importance of growing
and maintaining a highly-capable workforce.

This is L&D's opportunity to transform.



legacy practice

build courses

deliver programs

partner with SMEs

manage projects

check boxes

modern mindset

curate resources

open channels

enable collaborators

maintain systems

foster agility

(and still check boxes)



A silhouette of a person standing next to a bicycle against a sunset background. The person is on the left, and the bicycle is on the right. The sun is low on the horizon, creating a warm, orange glow. The text is overlaid on the lower part of the image.

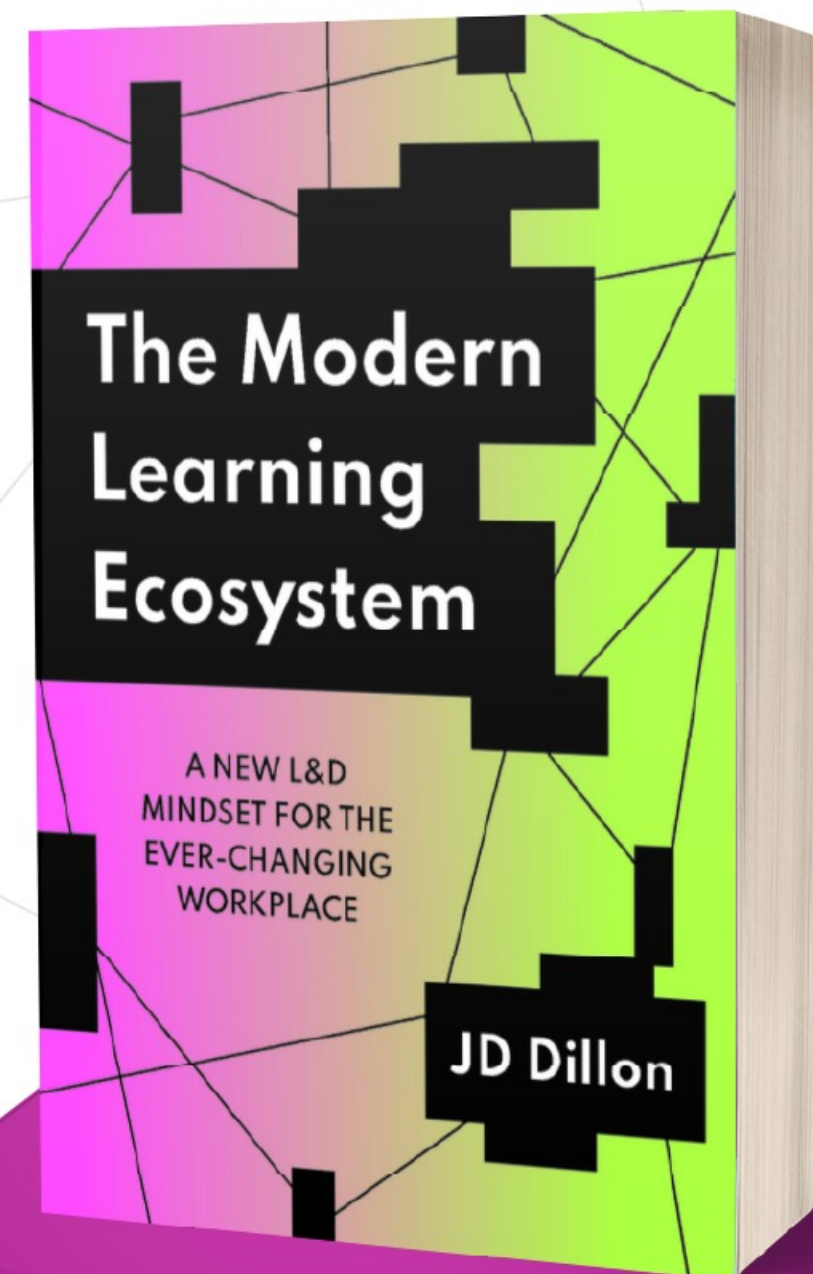
Modern learning practices are like a great bike — they get you where you need to go, even over rough terrain, if you **put in the necessary effort**.



By architecting a modern learning ecosystem, we'll make sure everyone gets a **right-sized bike**.



available now
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*Let's
connect!*



Be well.