THE MODERN LEARNING ECOSYSTEM

L&D's New Role in the AI-Enabled Workplace

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JD Dillon

Founder | CLO | Technologist | Author | Speaker

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We're in the middle of the next digital paradigm shift.

pc

internet

social

mobile

ai

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L&D cannot afford to get distracted or left behind (again) as technology shifts the way organizations function around us.

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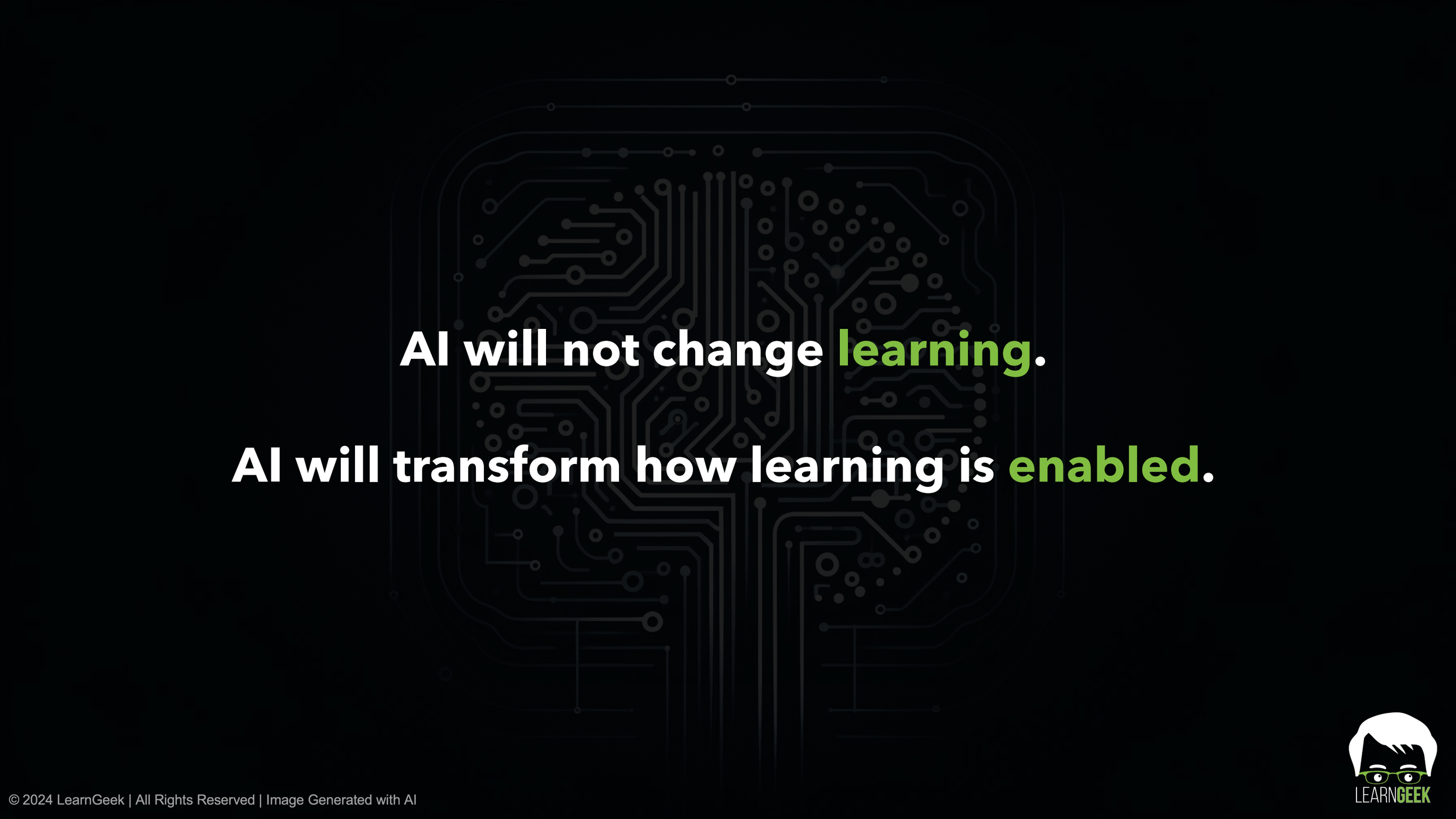

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An AI-enabled workplace must overcome the same challenges we face today when trying to help people improve their performance.

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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."

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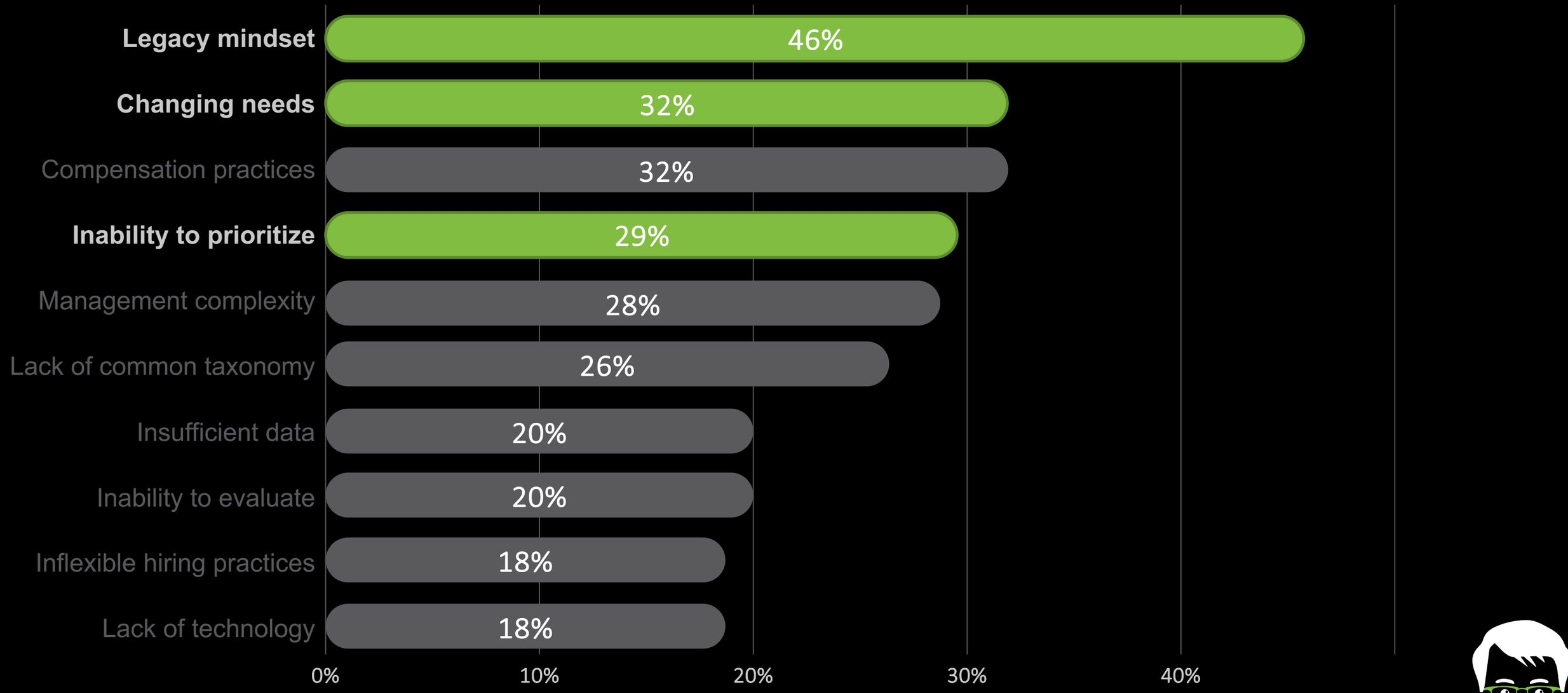
Obstacles to transforming into a skills-based organization

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



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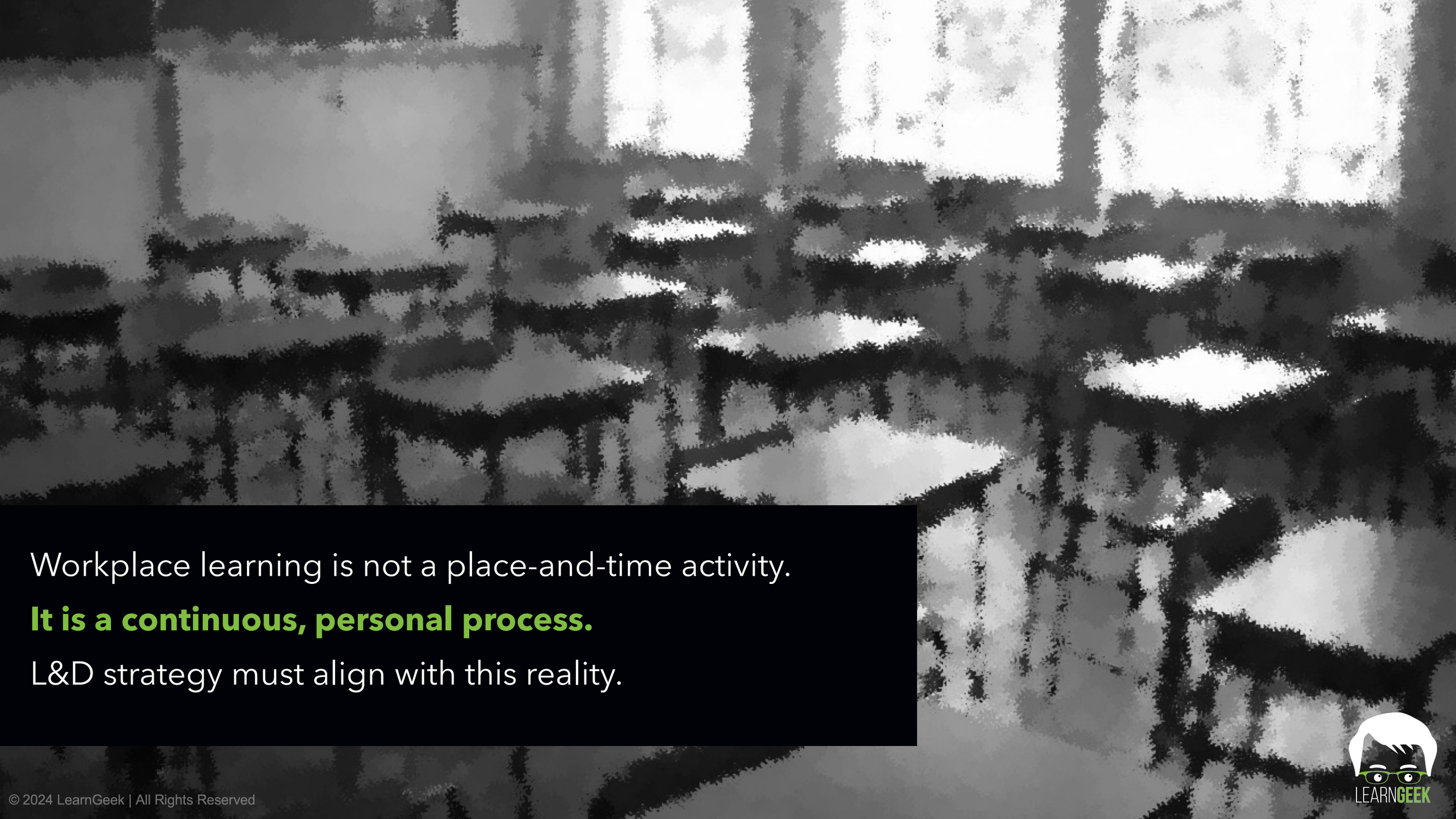

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We must rearchitect the ecosystem to provide an **equitable** support experience for every employee that fits into their workplace **reality**.

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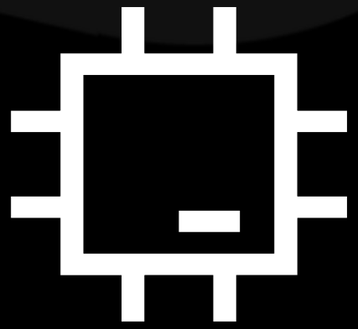
Mindset

System



Technology

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Mindset

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

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To close the

SKILLS GAP

we must first address the

OPPORTUNITY GAP

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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.

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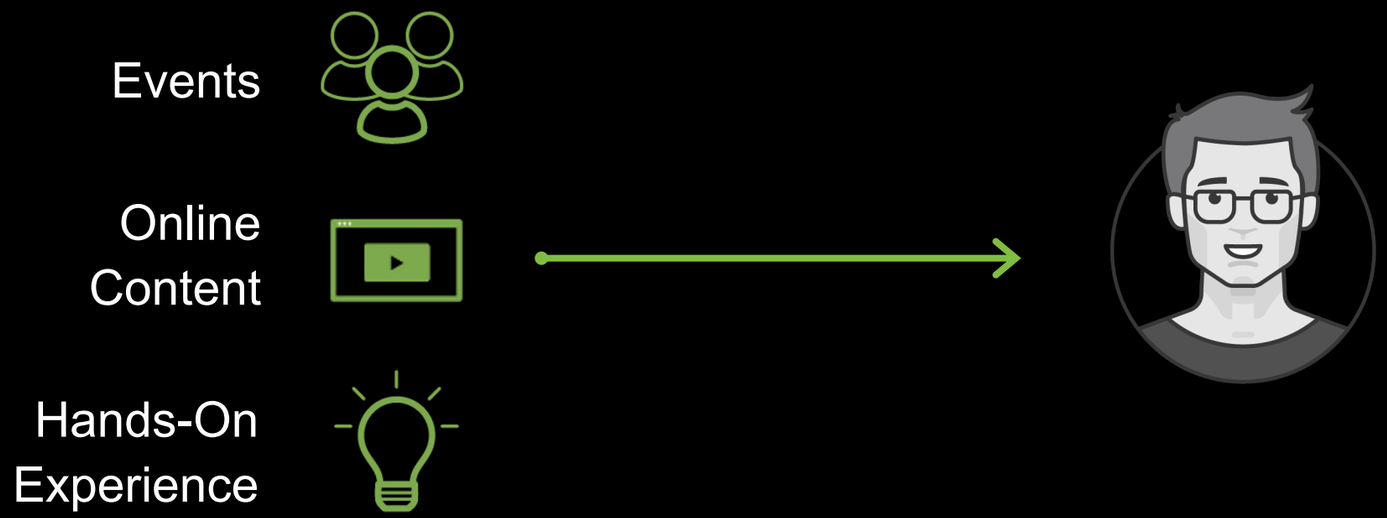

To bring a modern learning ecosystem to life, we must expand our tactics beyond programmatic training and architect the systems needed to foster continuous learning and support.

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System

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

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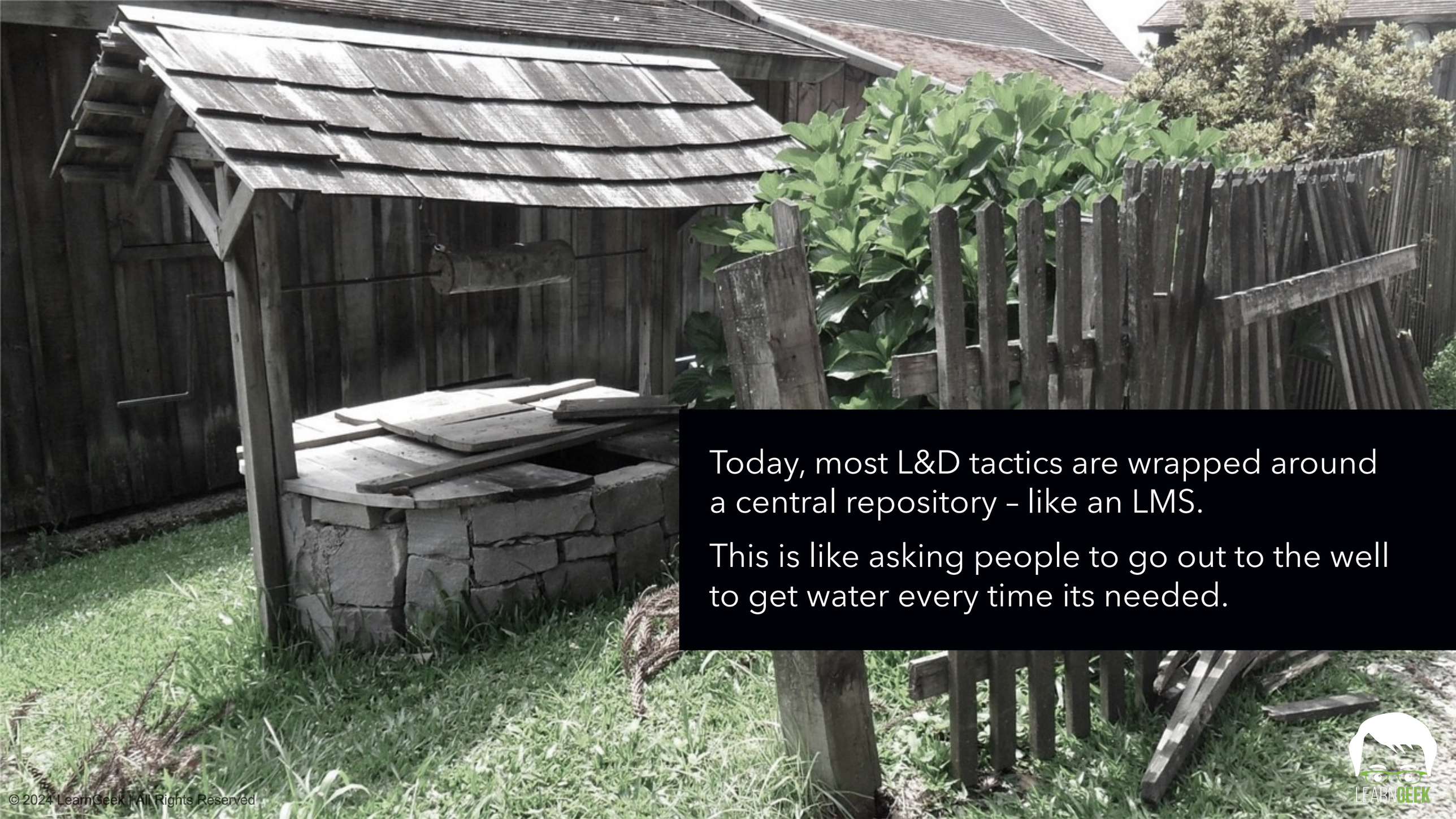

Today, most L&D tactics are wrapped around a central repository – like an LMS.

This is like asking people to go out to the well to get water every time its needed.

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

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L&D must architect an ecosystem that enables meaningful connections between people who KNOW and people who NEED across the organization.

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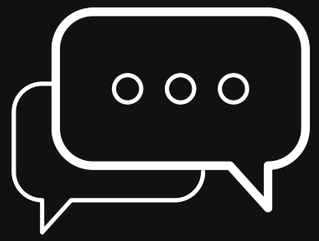
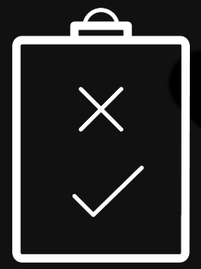
Everyone needs + deserves six things.



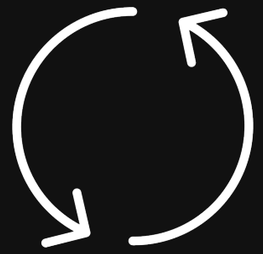
Timely, consistent, reliable communication



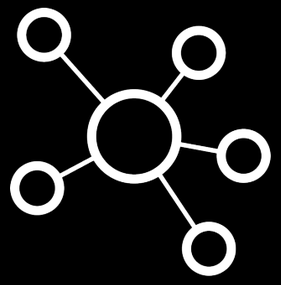
Training on core job knowledge and skills

Access to on-demand performance support

Persistent, actionable coaching and feedback



Ongoing practice and reinforcement



Opportunities to develop and apply new skills

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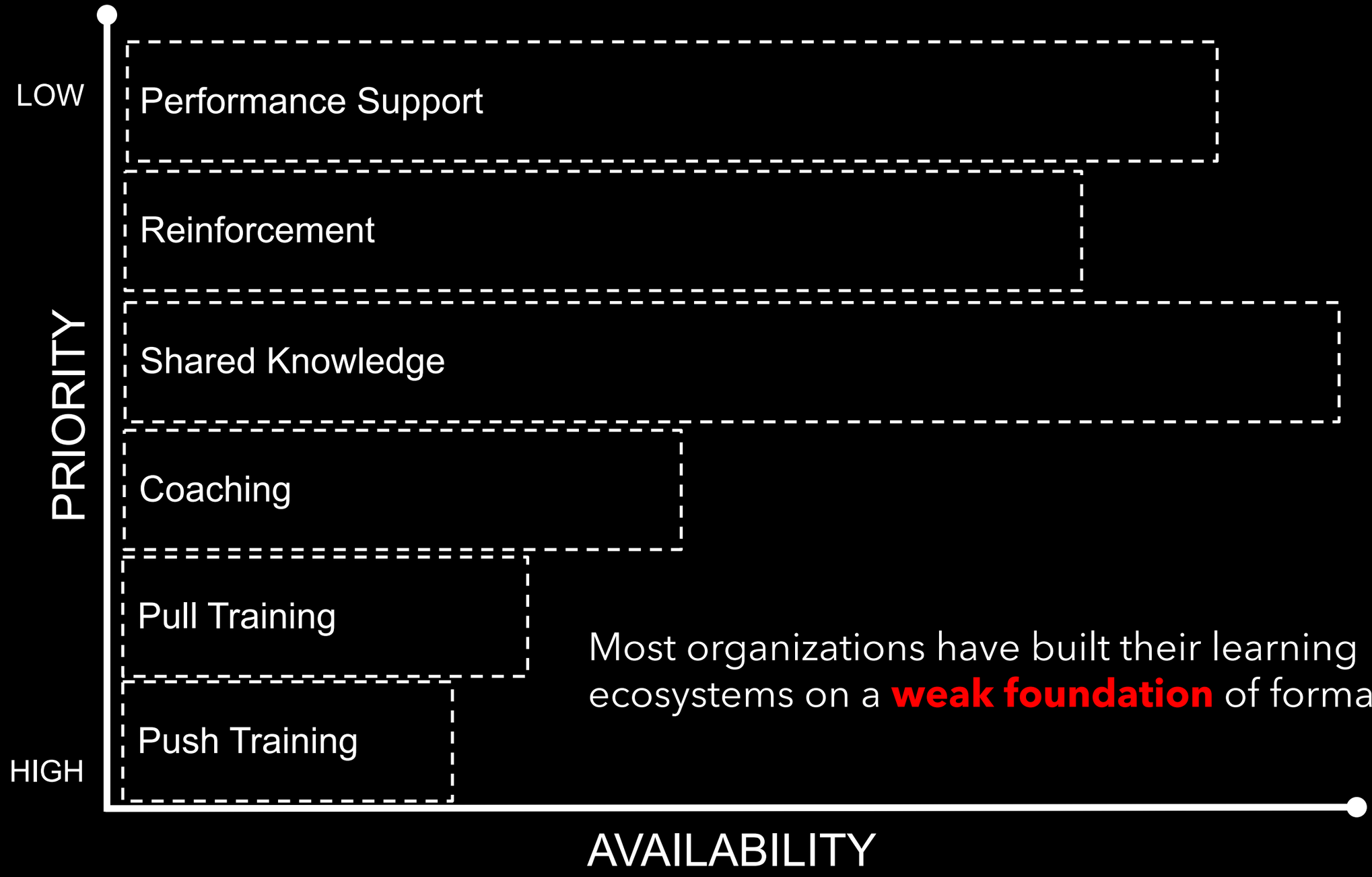

Most organizations have built their learning ecosystems on a **weak foundation** of formal tactics.

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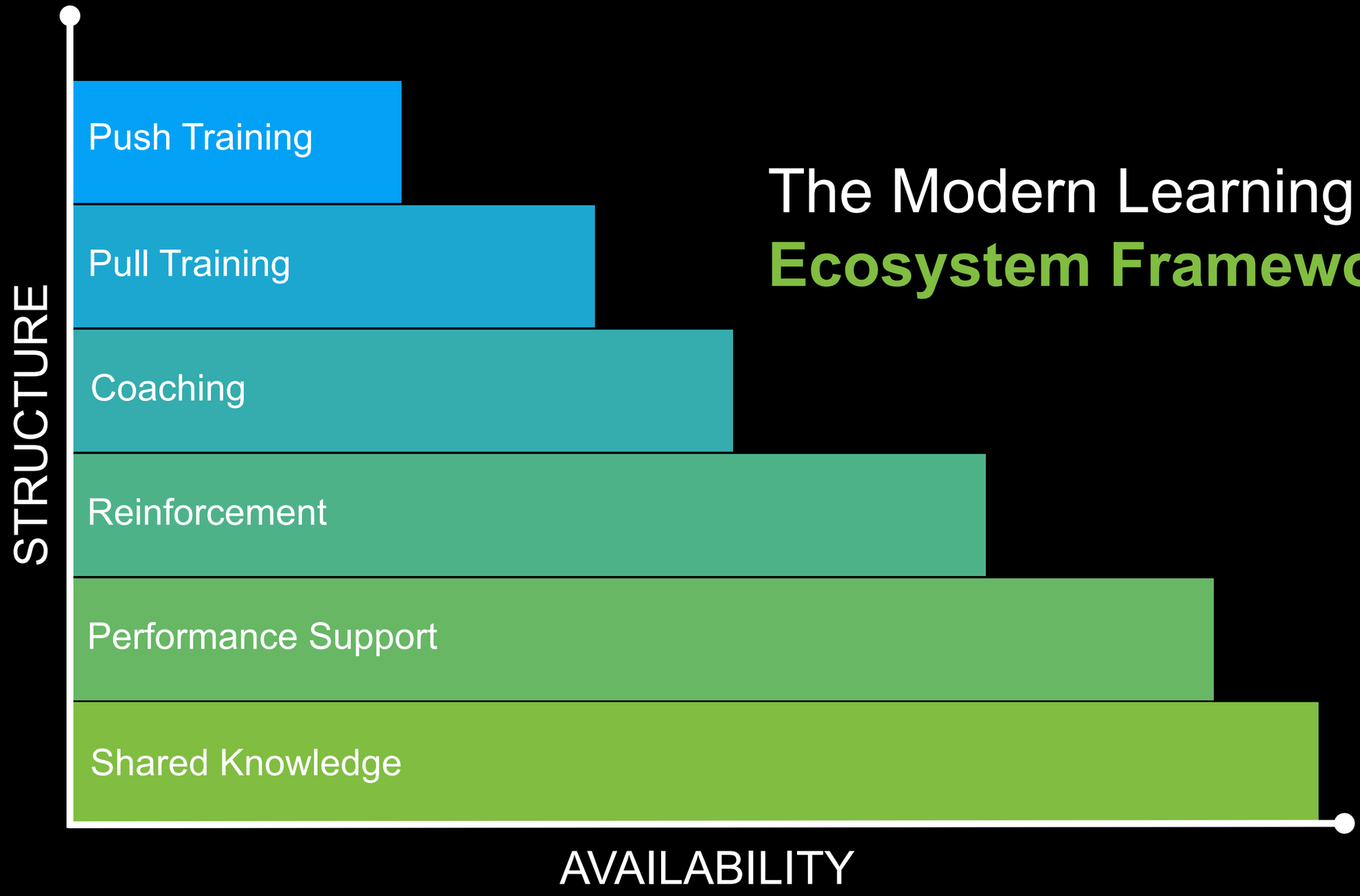
The Modern Learning Ecosystem Framework™



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

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

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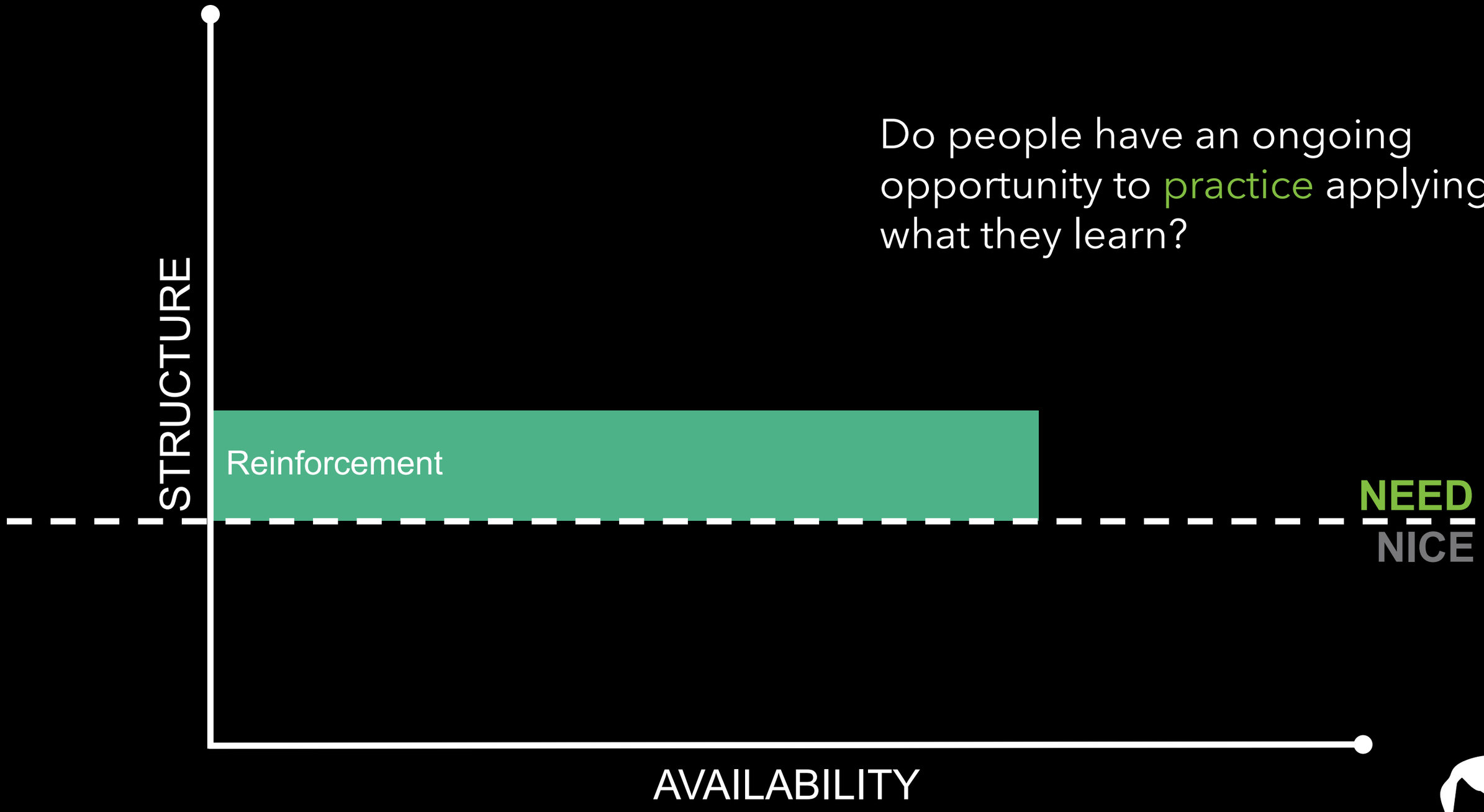

Do people have an ongoing opportunity to practice applying what they learn?

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

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

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

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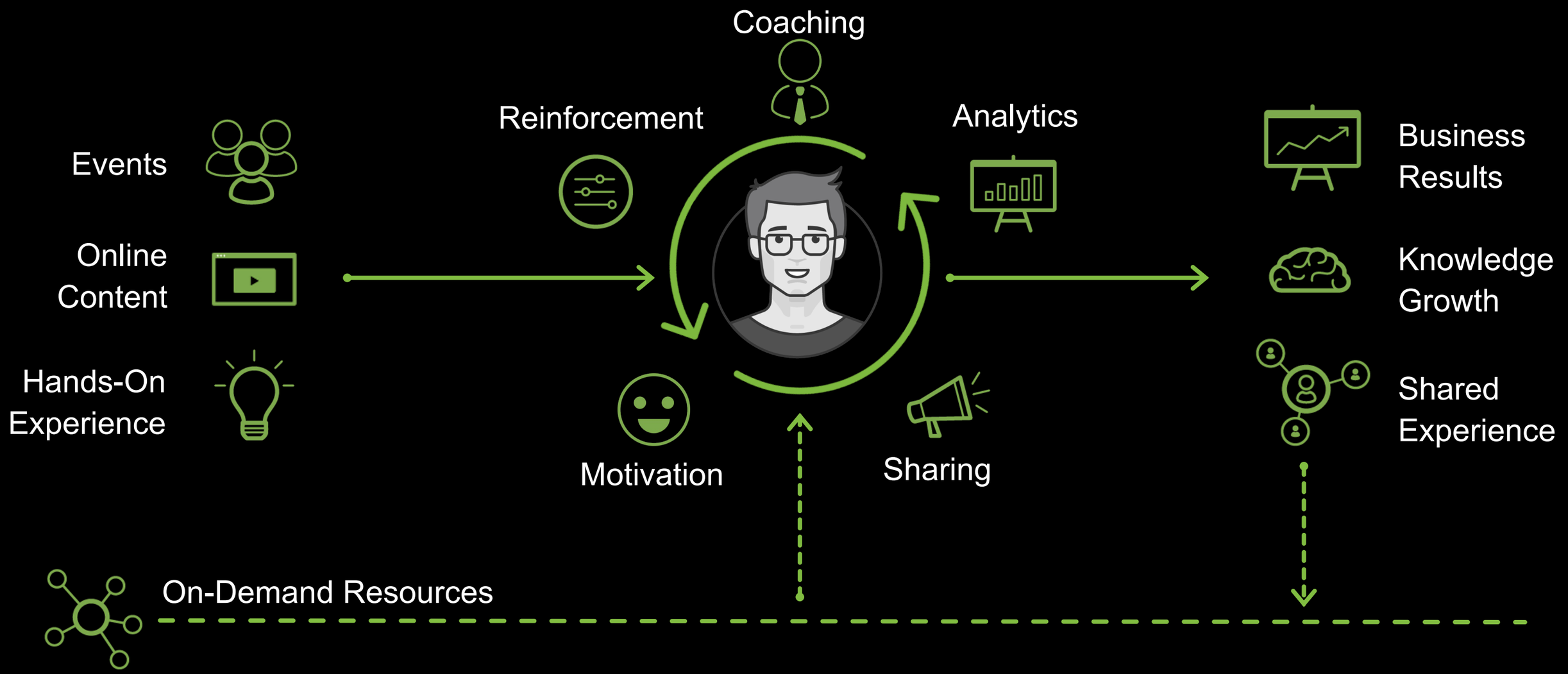

This is L&D as an **always-on system of work**.

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Operations just announced a major SOP change. They've requested training for the entire frontline workforce to make sure people understand the changes.

The new SOP goes into effect in six weeks, leaving little time to build and deploy training to thousands of people.

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Push/Pull Training

- n/a

Coaching

- Actionable Manager Insights

Reinforcement

- Practice Questions

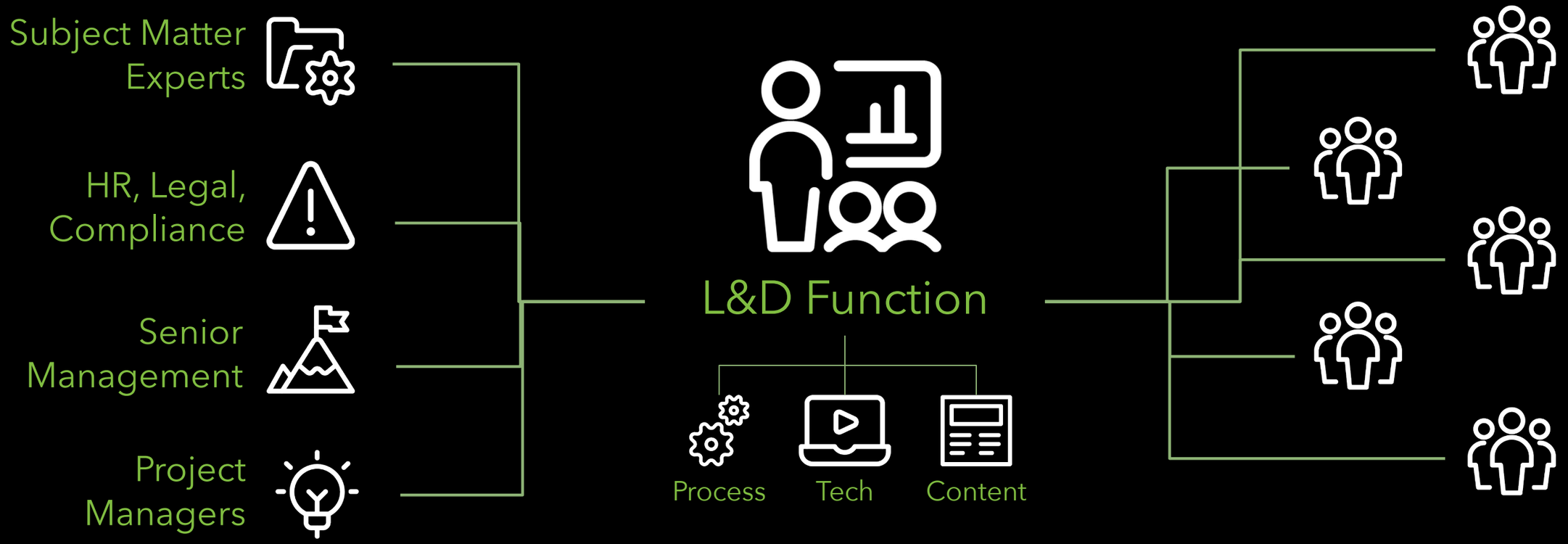
Performance Support

- Contact Hotline

Shared Knowledge

- Standard Operating Procedure
- Job Aids
- Update Communications

Traditional L&D



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Technology

How do we leverage AI to make learning and support faster, cheaper, personal, scalable and equitable?

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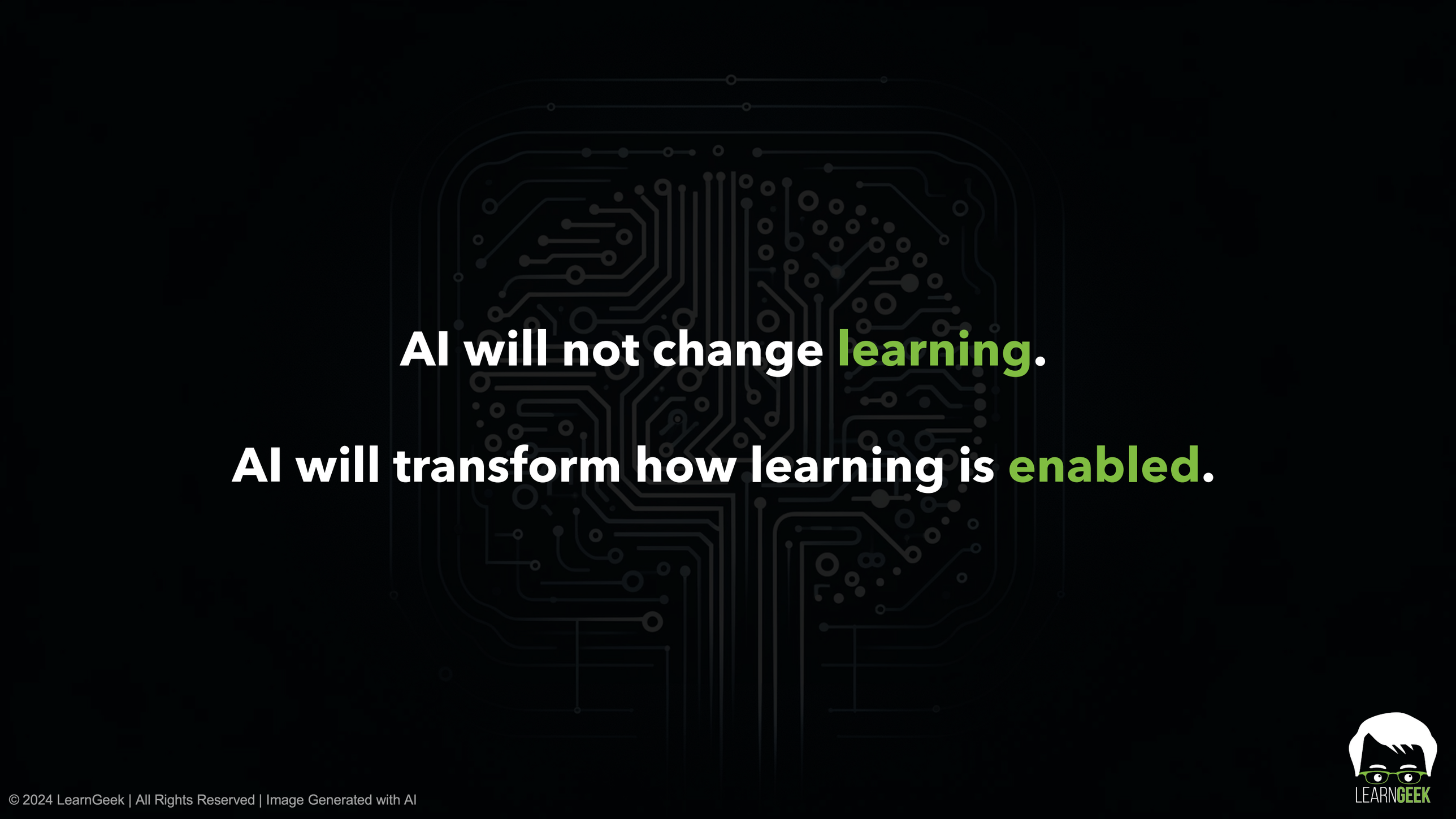

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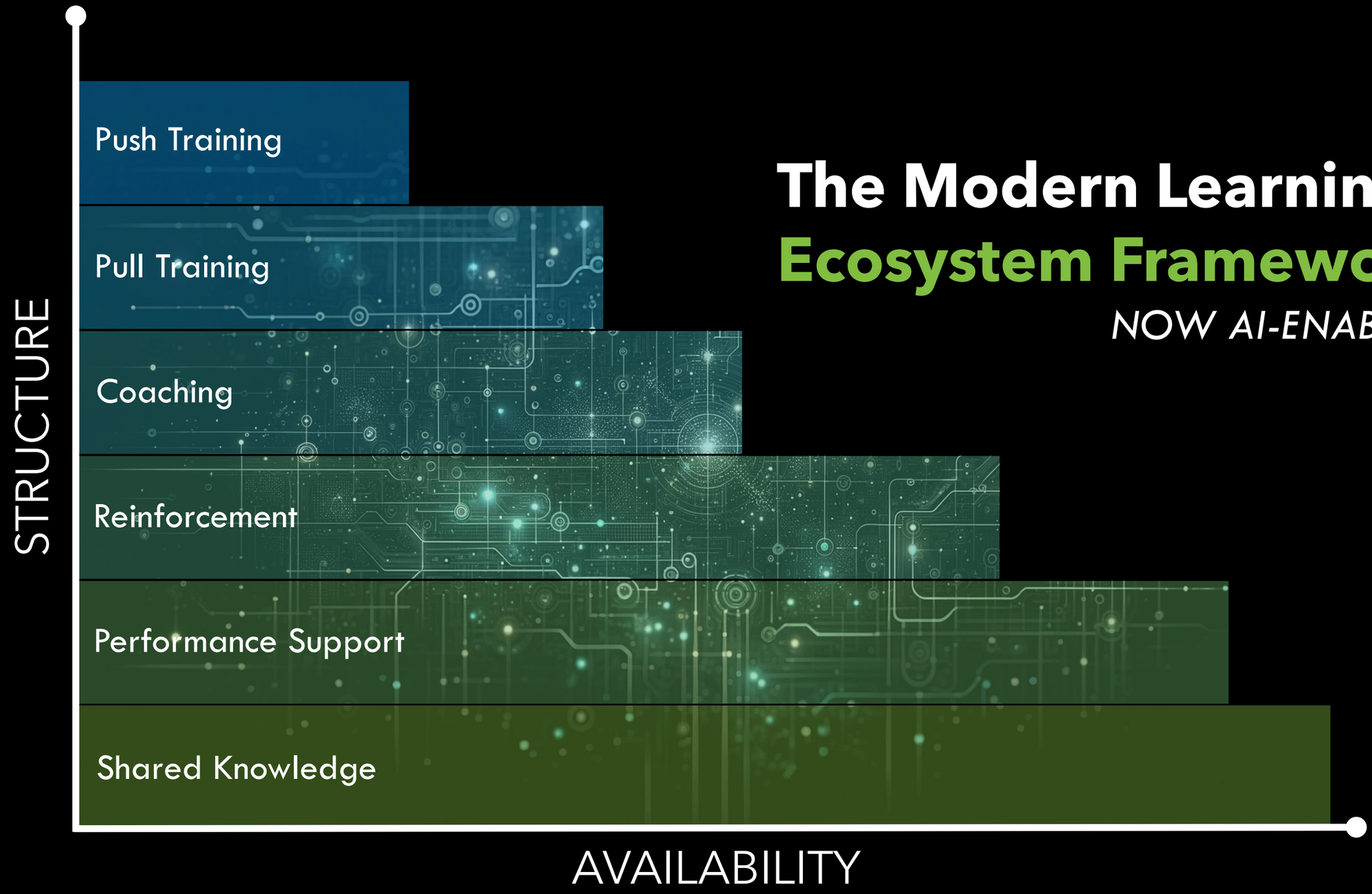
The Modern Learning Ecosystem Framework™

NOW AI-ENABLED



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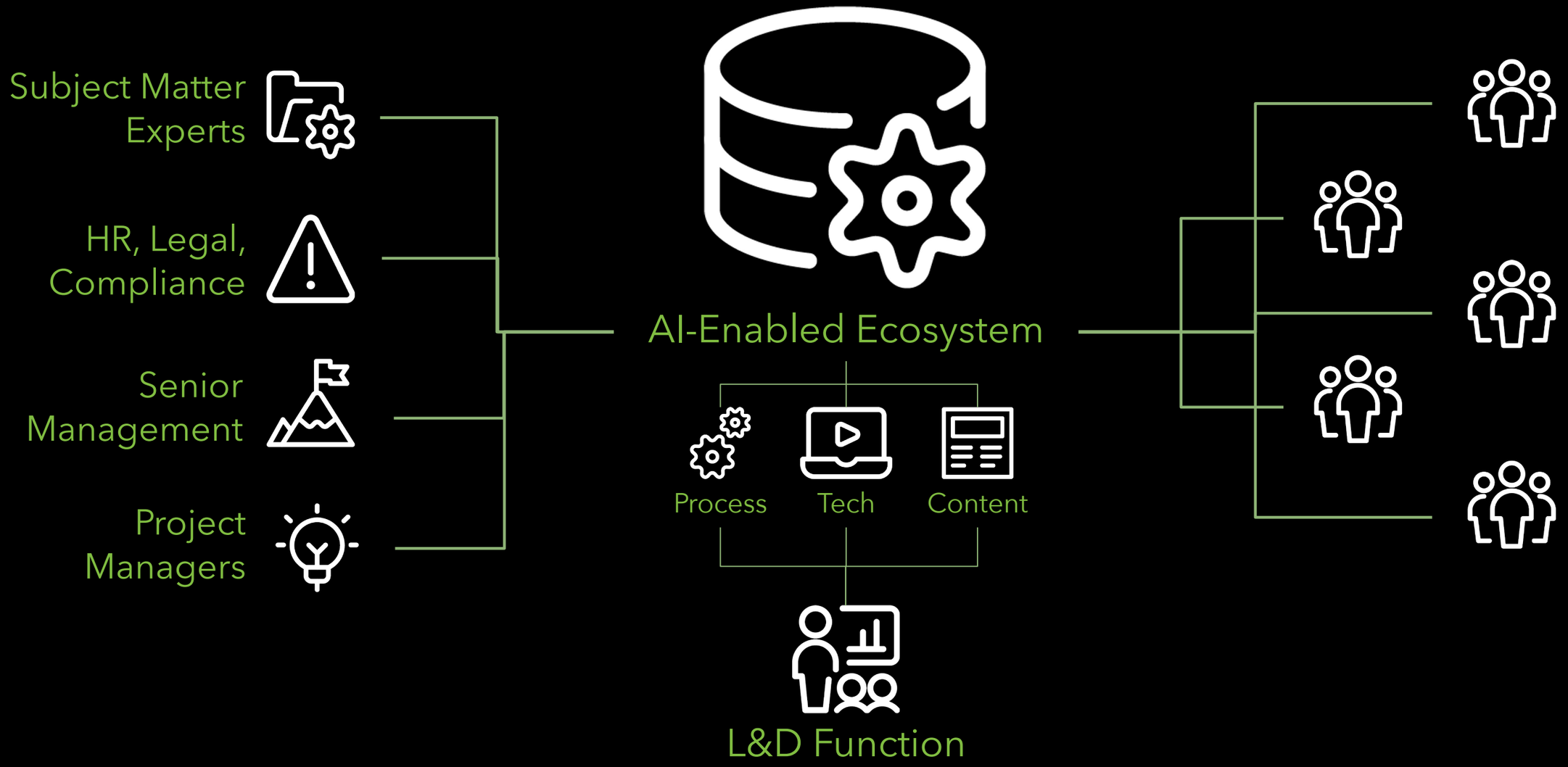
AI-Enabled Learning Ecosystem



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Push/Pull Training

- n/a

Coaching

- Automated Nudges (based on individual performance)

Reinforcement

- Automated Nudges (by individual in preferred language)

Performance Support

- Digital Assistant (by role + preferred language)

Shared Knowledge

- Standard Operating Procedure (preferred language)
- SOP Summary (by role + preferred language)
- Digital Update (by role + preferred language)

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Legacy practices

build courses

deliver programs

partner with SMEs

manage projects

check boxes

AI-enabled practices

curate input

maintain systems

enable creators

foster experiences

surface insights

(and still check boxes)

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L&D must understand how the **WORK** is changing so we can determine how to best support it.

L&D must adapt our **TOOLS, SYSTEMS and PROCESSES** to fit this new version of work.

L&D pros must develop the **MINDSET and SKILLS** needed to enable this learning ecosystem.

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How fast will this transformation happen?

TODAY

- ✓ Templated content
- ✓ Voice-over audio
- ✓ Informal translation
- ✓ Assessment questions
- ✓ Text-based communication
- ✓ Simple images
- ✓ Captions and subtitles
- ✓ Content summaries
- ✓ Automated nudges

NEXT YEAR

- ○ AI gets more specialized
- ○ Translation becomes formal
- ○ Digital assistants expand
- ○ Search returns answers
- ○ Text-to-insights reporting becomes common
- ○ More admin is automated
- ○ SMEs become creators

WITHIN 5 YEARS

- ○ L&D gets restructured
- ○ Digital learning becomes part of Operations tech
- ○ Content creation is completely transformed
- ○ Personalization is the norm
- ○ Nudges become the most common training tactic
- ○ Learning impact is clear and measurable

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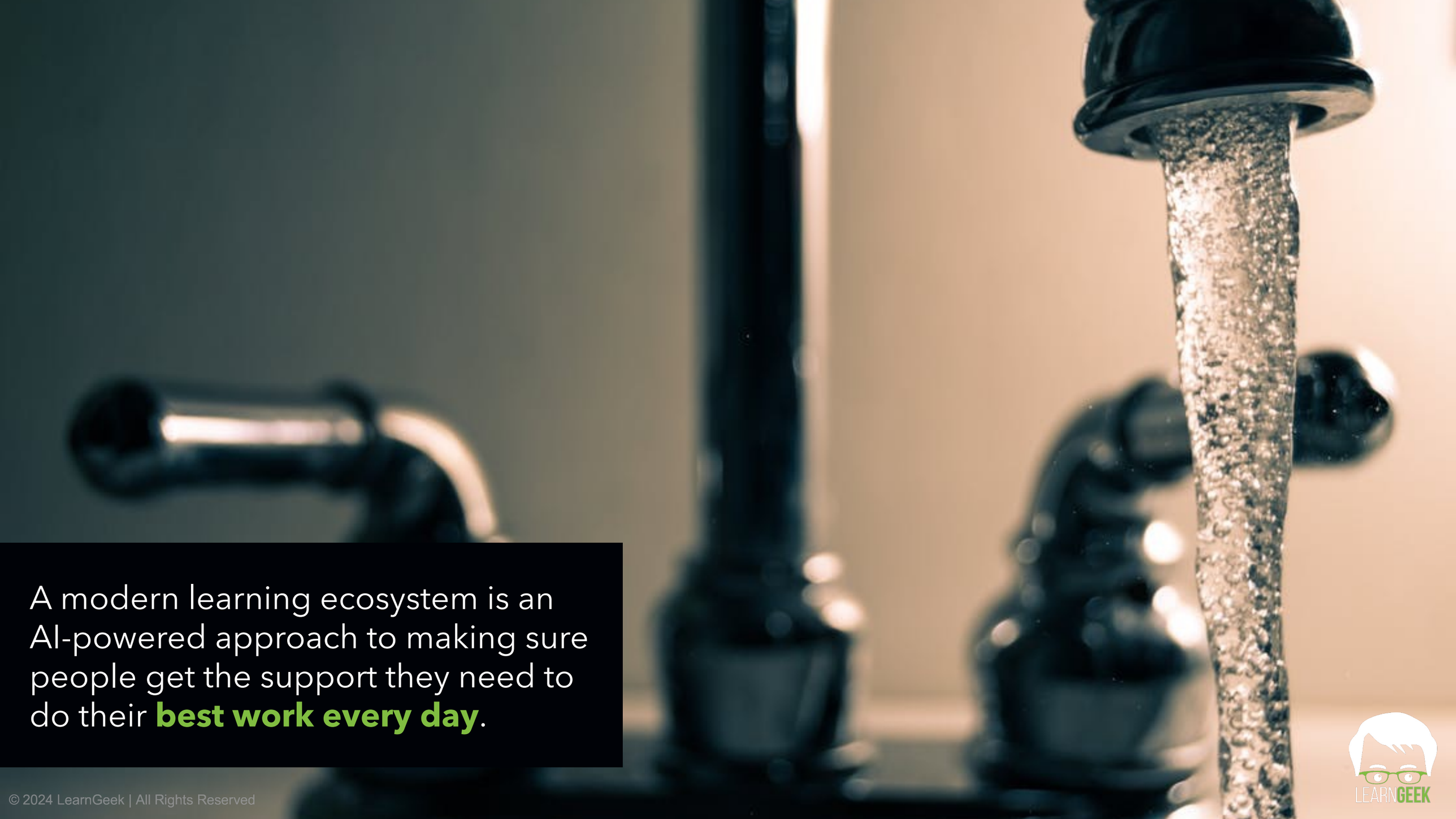

A modern learning ecosystem is an AI-powered approach to making sure people get the support they need to do their **best work every day**.

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THE NEXT CHAPTER

Explore the strategic impact of AI on workplace learning and performance in a BRAND-NEW chapter: **AI Meets The Modern Learning Ecosystem**

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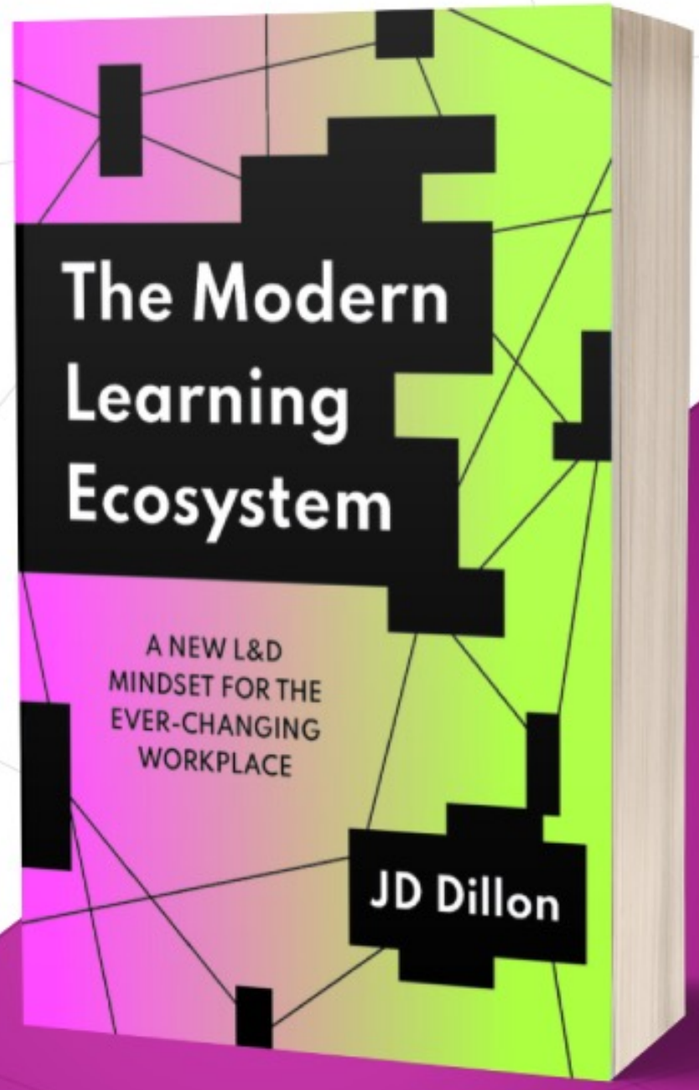

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Let's connect!

Be well.