



MODERN  
LEARNING

THIS WAY  
→

MODEN  
LEARNING

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





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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

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1

**legacy**

“Learning looks like school.”

2

**time**

“We don't have time for learning.”

3

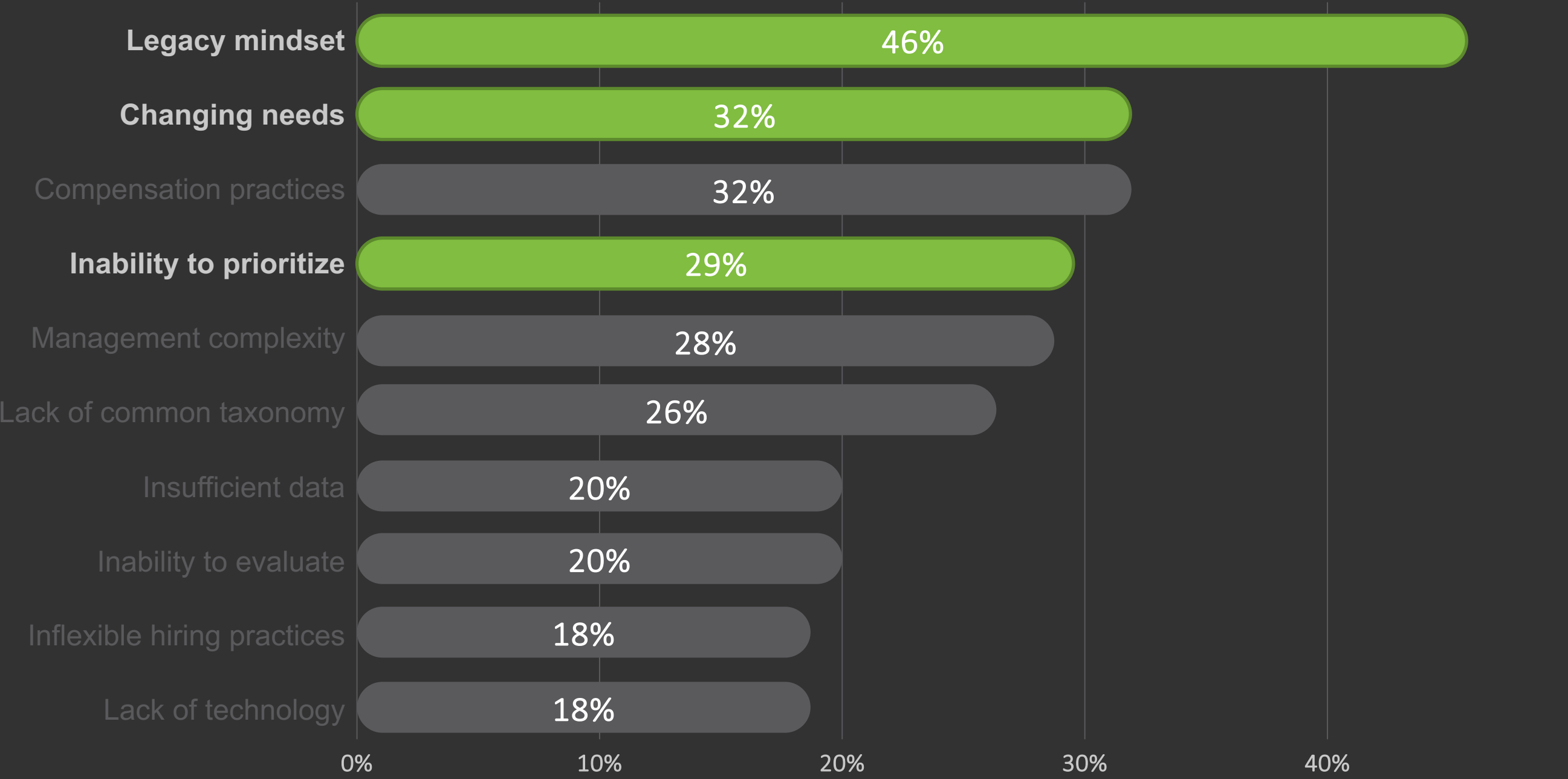
**change**

“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.**

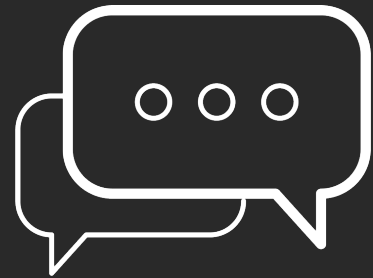




L&D must activate **channels** across the organization to help support **flow** to the places its needed when its needed.



# Everyone needs + deserves six things.



Timely, consistent,  
reliable communication



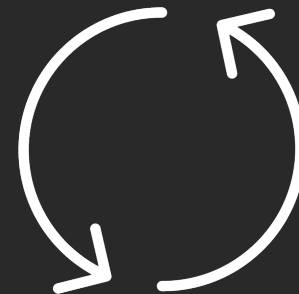
Training on core job  
knowledge and skills



Access to on-demand  
performance support



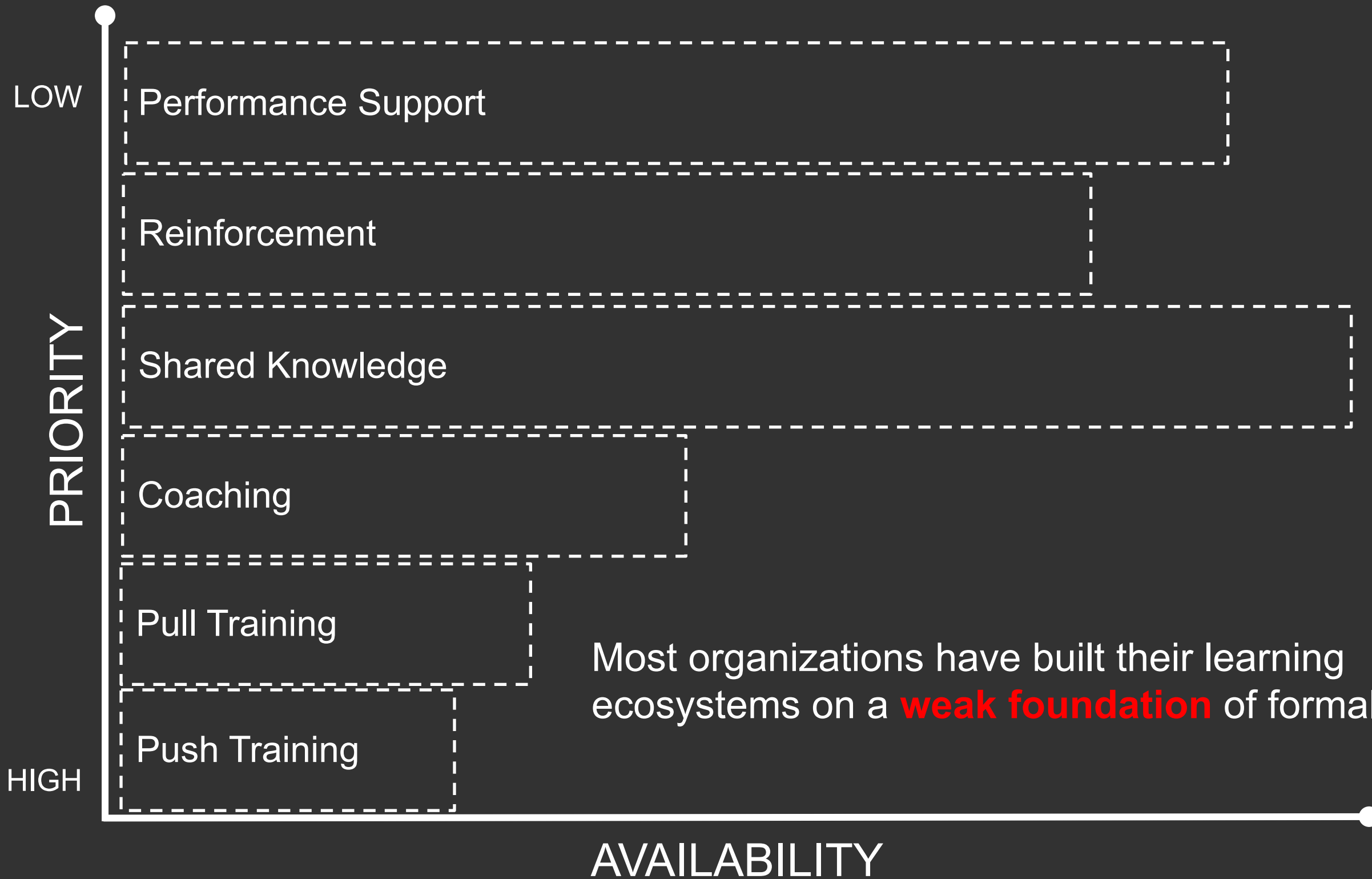
Persistent, actionable  
coaching and feedback



Ongoing practice  
and reinforcement



Opportunities to develop  
and apply new skills



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





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

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

AVAILABILITY



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

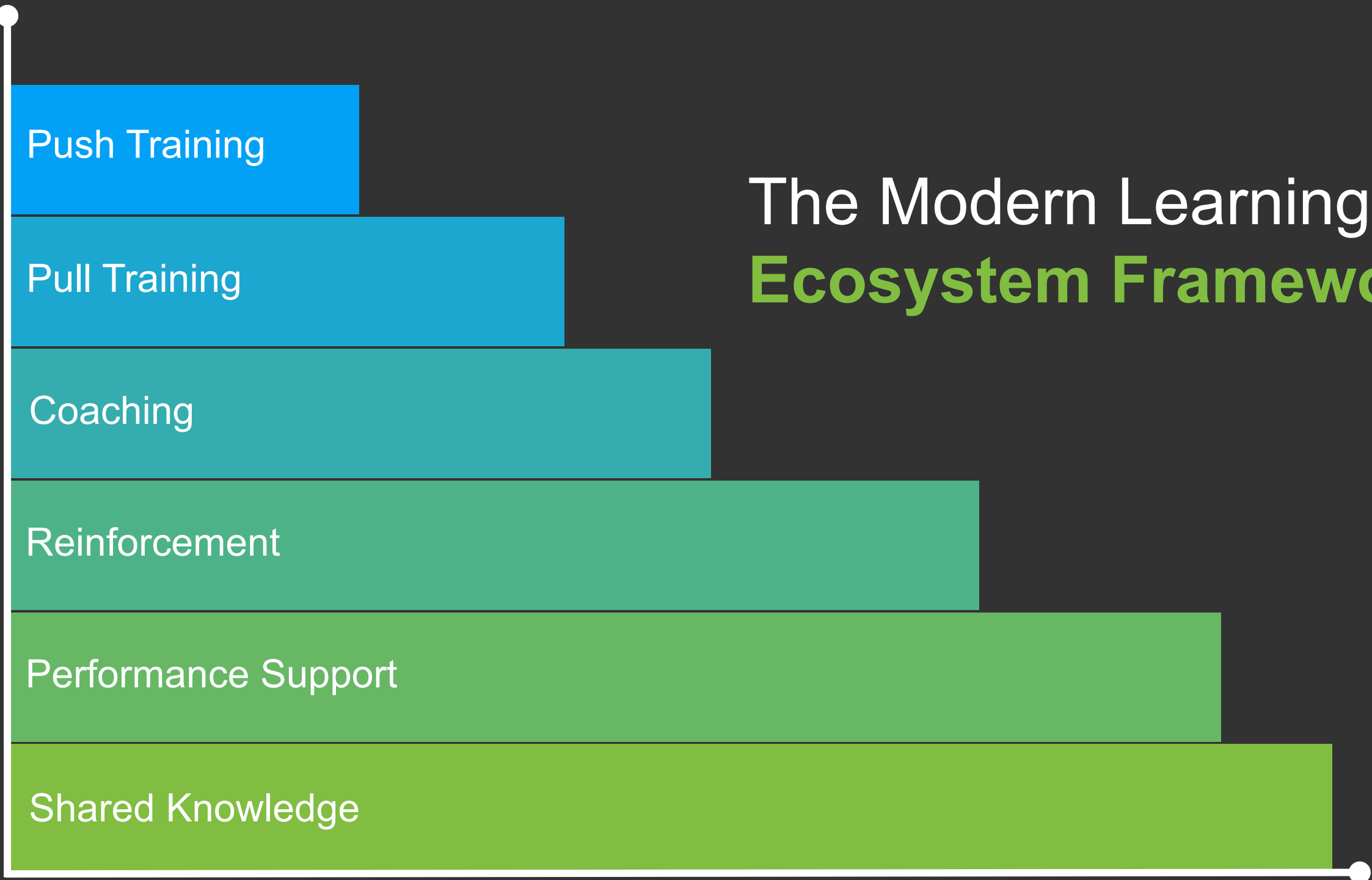
Push Training

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

AVAILABILITY



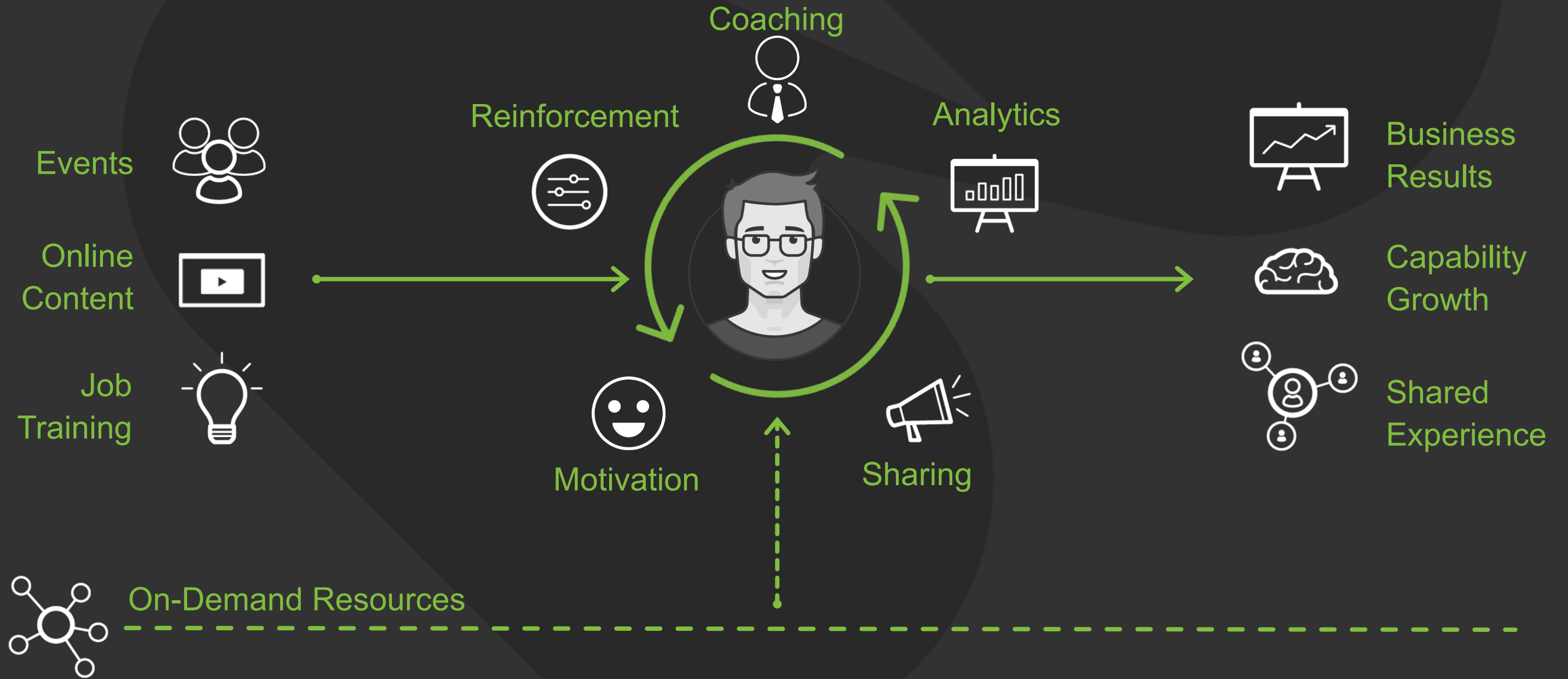
STRUCTURE



# The Modern Learning Ecosystem Framework™

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

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build courses  
deliver programs  
partner with SMEs  
manage projects  
check boxes

## modern mindset

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curate resources  
open channels  
enable collaborators  
maintain systems  
foster agility  
(and still check boxes)





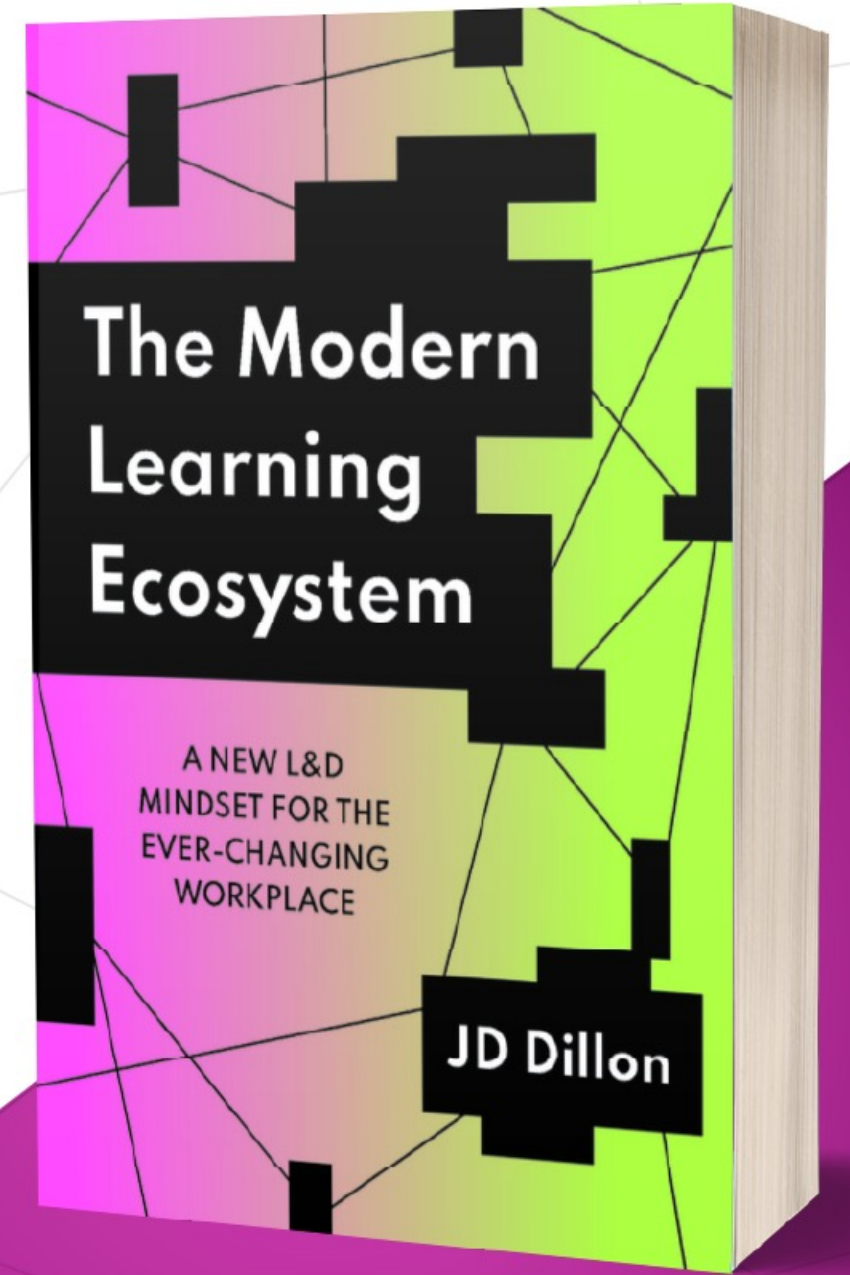
Modern learning practices are like a great bike – they get you where you need to go, even over rough terrain, if you **put in the necessary effort.**



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



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*Let's connect!*



**Be well.**