M112 –
Times Are Changing, Again:
Developing a Comprehensive Learning Strategy for Today
Lance Dublin
CEO & Chief Solution Architect

Strategic thinking and services for assessing, planning for, designing, and implementing:
• Corporate learning strategies & programs
• Organizational and technological change initiatives
• Organizational development and design programs

40+ years of experience in adult education, training, motivation and innovation, communication and change leadership.

Founder and CEO of Dublin Group, a leading training development and change implementation company

Co-Founder Antioch College/West, innovative BA & MA program for working adults
The trouble with our times is that the future is not what it used to be.

Paul Valery
Speed
Innovation
Technology
Competition
Complexity
Work
Diversity

Resources

Operations:
Efficient

Reach:
24/7, Global

Workforce:
Productive

Organization:
Effective
It’s about mindset not age!
“People are likely to do their very best when they have an opportunity to play to their strengths ...”

Stuart Crabb, CLO, Facebook
ANY WAY
ANY TIME
ANY PLACE
ANY DEVICE
Learning Today?

Self-paced online course
Virtual class/webinar - Webcast
Games - Simulations
Mobile learning
Social learning
Performance Support Systems
Virtual worlds - learning environments
Instructor-led training
Conduct a Discovery Process
Present and Future

- Vision (i.e., goals, purpose)
- Business drivers/value disciplines (i.e., cost reduction, innovation, service)
- Corporate culture (i.e., accelerators and inhibitors)
- Business system (i.e., technology, processes, organization, people)
- Critical business initiatives
- Strategy for learning - development – performance
- Definitions (i.e. e-learning = courses-online)
Conduct a Vision Process

- Emotional
  - Aspiration
  - Inspiration
  - Hope
- Tangible
  - Attributes
  - Characteristics

[company name]’s Competitive Advantage: Learning@the-Speed-of-Work

On-time Performance: Getting to Our Future Faster

[company name]’s New 3Rs: Right Learning, Right Time, Right Way

Learning IS the Difference at [company name]
Conduct a Learning/Performance Analysis
Business Requirements
Audience Profiles
Challenges - Needs
Solution Sets
- Training, Education, Practice
- Information, Knowledge
- Advice, Coaching, Support
Metrics
Define a Scaleable Architecture - Strategy

“A learning architecture is your organization’s decisions about which approaches, tools, systems, and supporting processes you will use to build your learning programs.”

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TELUS Learning Definitions

Learning is a connected, collaborative and continuous process.

- **Formal**: A self contained learning event, typically scheduled & tracked, providing a comprehensive, logical approach to a topic.
- **Informal**: A learning opportunity without ceremony, atypical to formal learning, providing guidance, expertise or acumen on the go.
- **Social**: An exchange of ideas or information characterized by friendly interaction, providing supplemental understanding via personal & professional networks.

Connected Learning

Connected Learning Model:

- Wikis
- Discussion Forums
- Friend/Tagging
- User Generated Content
- Blogs
- Networking
- Micro-blogging
- Webinars
- Rating/Comments
- Roadshow
- Leadership Forums
- eLearning
- Live Webcasts
- Recorded Webinars
- Video Conferencing
- Workshops
- Learnshops
- Websites
- Audio/Podcasts
- Case Studies
- Books
Goals
Technology
Vehicles
Communications
Curriculum
Measurement
Source: IFC
Conduct a Readiness Assessment

<table>
<thead>
<tr>
<th>Today</th>
<th>Future</th>
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<tbody>
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<td>Leadership</td>
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Develop a Marketing Plan & Business Case

Develop Your Tactical Plan
Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

Sun Tzu

- Details, details, details …
  - Technology & Tools
  - Process
  - Organization
  - Competencies
  - Governance
  - Content
  - …
Get Real!
Inform, Awareness
Integrate, Commitment
Reinforcing
Involve, Engagement
COGNITIVE
INFORM, Awareness
INTEGRATE, Commitment
REINFORCING
INVOLVE, Engagement
BEHAVIORAL
Every great *learning strategist* is -- necessarily -- a great *poet*. He must be a great original interpreter of his time, his day, his age.

The *learning strategist* must be a prophet . . . a *prophet* in the true sense of the term . . . if he can't see at least ten years ahead don't call him an architect.

Thank you!

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