#211: A Comprehensive Learning Strategy and Architecture: Leveraging Both What’s Traditional & New

Date: Monday, February 9, 2009 and Time: 9:15-10:15am

Experience: No previous experience required

Objectives (be able to…):
1. Define and describe a comprehensive learning architecture
2. Understand the value and importance of a learning architecture
3. Develop a learning architecture appropriate for his/her organization

Bio:
Lance is an independent management consultant, international speaker and author based in San Francisco, California and serving clients worldwide. He specializes in strategy development, program design, and implementation for corporate learning programs and organizational change management. He brings to his work more than 30 years’ experience in adult education and training, communication and change management, and organizational design and development. He is the co-author of the capstone book in ASTD’s e-learning series, “Implementing e-Learning.”

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Lance Dublin

- STRATEGIC THINKING & DESIGN -
- working with organizations to assess, plan, design, and implement
  - corporate learning and e-learning strategies & programs
  - large scale organizational and technological change initiatives (i.e., e-learning, ERP/new systems, process re-design, re-organization)
- over 25 years of experience in adult education and training, motivation and innovation, communication and change leadership.
- founder and CEO of Dublin Group, a leading training development and change implementation company
- regular presenter at national and international industry conferences

Solution Architect - Author - Educator

In Honor of
Frank Lloyd Wright
Organic architecture is a philosophy of architecture which promotes harmony between human habitation and the natural world through design approaches so sympathetic and well integrated with its site that buildings, furnishings, and surroundings become part of a unified, interrelated composition.
Context

- More ...
  - change, faster
  - diverse workforce – age, sex, culture, styles
  - information & more information sharing
  - increased ...
    - global competition
    - competition for qualified workers
      - talent wars
      - greater attention to retention
      - increased flexibility in work arrangements
  - information > knowledge = power
  - collaboration = competitive advantage

... more and more, faster and faster
Greatest Generation: (60s)
- Loyalty, dedication, sacrifice, honor, hard-work, compliance
- Goal - To build a legacy
Baby Boomers: (50s)
- Personal growth, youthfulness, equality, ambition, collaboration
- Goal - To put their stamp on things
Generation X: (40s)
- Independence, pragmatism, results-driven, flexibility, adaptive
- Goal - To maintain independence in all areas of their lives
Generation Y/Millenials: (20-30s)
- Confident, optimistic, civic minded, innovative, diversity focused, techno-savvy
- Goal - To find work and create a life that is meaningful

...it's the same and different
Learning@Speed-of-Work

Architectures:
Development

Information: Documents, websites, ...
+ Training: Instructor-led training, paper-based self-study, videos, ....
+ e-Learning: learning (i.e., courses) delivered using the Internet or intranets … (next generation of CBT/ WBT) …
Foundation: Learning Types

<table>
<thead>
<tr>
<th>Level</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Synthesis</td>
<td>Putting parts together to form a new and integrated whole</td>
<td>DEVELOPING TRAINING/TRAINING OTHERS</td>
<td></td>
</tr>
<tr>
<td>Analysis</td>
<td>Breaking down a whole into the component parts</td>
<td>INSTRUCTOR-LED TRAINING + OJT</td>
<td></td>
</tr>
<tr>
<td>Application</td>
<td>Using abstractions in concrete situations</td>
<td>SELF-PACED TRAINING + OJT</td>
<td></td>
</tr>
<tr>
<td>Comprehension</td>
<td>Explaining the meaning of information</td>
<td>JOB AID + OJT</td>
<td></td>
</tr>
<tr>
<td>Knowledge</td>
<td>Remembering information</td>
<td>JOB AID</td>
<td></td>
</tr>
</tbody>
</table>

Foundation: Ensuring Performance

- Learning:
  - Instructor-led Training
  - Online Courses
  - Self-Study

- Support:
  - Internal Consultants
  - Expert Systems
  - On-line Help
  - Help Desk
  - On-line Bulletin Board

- Information:
  - On-line Reference
  - Manuals
  - Job Aids
  - Intranets/Internet

- Tools:
  - Applications
  - Performance support tools
  - Knowledge management

Foundation: Process Perspective

- PERFORMANCE
- APPLICATION
- ILT
- Job Aids
- Webinar
- eLearning
- Help Desk
- PSS
- REQUIREMENTS
- Information/Data – Words, Images, Sounds, Video

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Content Perspective

- **Formal - Structured**
  - Courses

- **Informal - Unstructured**
  - Reference materials/Search
  - On-the-job training
  - Collaboration
  - Chat
  - Mentoring

- **Invisible - Contextual**
  - Performance support systems
  - Expert systems

Time / Place Perspective

- PLACE
  - Any
  - Same
- TIME
  - Any
  - Same

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Time / Place Perspective

Virtual

Place

Physical

Any

PLACE

Same

Virtual

Webinars
Conf. Calls

BLENDED

Job Aids

Physical

Any

TIME

Same

Virtual

Webinars
Conf. Calls

BLENDED

Job Aids

Type / Time Perspective

Synchronous …

Formal

Informal

Asynchronous …

Type / Time Perspective

Synchronous …

ILT

Virtual Classroom

Web Conferencing

OJT

Mentoring

Informal

Web-based Courses

Mentoring

Virtual Classroom

Web Conferencing

OJT

Chat / IM

Reference Materials

Communities of Practice

Asynchronous …

Informal

Source: Kevin Oakes, SumTotal
Internet/Web 1.0
- Medium
- Content-centered
- Centralized
- Communications
  - Static
  - Search
  - Wide access
  - Storage

Internet/Web 2.0
- Platform
- User-centered
- Generated
- Network/environment
- Dynamic/Syndication
- Scalability (to/from every person)
- Personalization
- Mobility

Web 2.0 Principles

Collaboration
Prosumption
Democratization
Strategy | Method | Technology
--- | --- | ---
Learn from Celebration | Experience Based Learning: Learning Labs, Seminars, Workshops, Coaching, Case Studies, Expert Presentations... | Facial-Feedback
Collaborative Learning: Live Virtual Classroom, E-Labs, Collaborative Sessions, Real-Time Experiences, Live Conferences, Teamplay |
Interactive Learning: Simulations and Gaming, DISNET Matrix, Off-Director Learning Objects, Interactive Games, Creation & Simulations |
Performance Support and Reference Materials: Web Lectures, Web Books, Web Conferences, Web Journals, Courseware...

Basic Information Zone: Books, Articles, Web Sites, Reports
Structured Information Zone: Intro Course, CBT, Workbook, CD-ROM
Applied Learning Zone: Community, Apprenticeship, Mentoring
Action Learning Zone: Solving Business Problems in Real Time

Competency Proficiency Level

Expert
Competent
Functional
Conceptual
Aware

Time to Expertise

Change Management

Source: Bristol Myers Squibb
Frank Lloyd Wright, 1867-1959

“The architect 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.”
Frank Lloyd Wright, 1867-1959

"Every great architect is -- necessarily -- a great poet. He must be a great original interpreter of his time, his day, his age."

Thank you! … Questions??

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