Sustaining the Learn Amid the Churn:

7 Practices for Creating Resilient Learning Organizations

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Why *Resiliency* Matters

VOLATILE UNCERTAIN COMPLEX AMBIGUOUS

Learning for the Long Run | Holly Burkett

Our Focus Today

- The what and why of resilient learning organizations

- 7 proven practices for creating more resiliency

- Examples of how they work

- Assessing the resiliency of your own learning organization

Chat

What **words** come to mind when you picture a resilient learning organization?
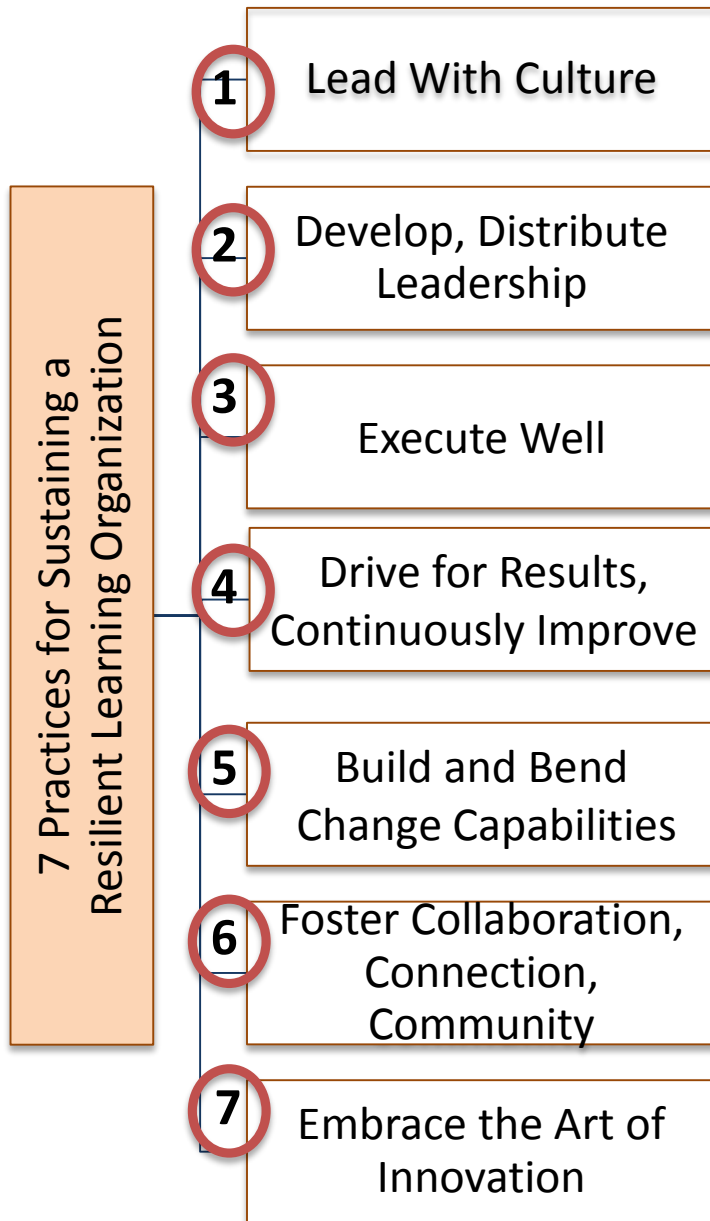
Key Concepts

- Resiliency is a core capability for the modern learning organization and the 21st century learning leader

- Resiliency is at the heart of adding and creating sustainable value

- Resiliency can be learned and grown

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Poll
How Resilient is Your Learning Organization?

As Learning Leaders, We...	YES	NO	SOMEWHAT
1. Facilitate continuous learning, anywhere, anytime at the time of need.			
2. Effectively grow leadership capability across the enterprise.			
3. Successfully execute learning strategies to drive business impact.			
4. Use a variety of qualitative and quantitative methods to show how learning contributes to the business.			
5. Effectively alter direction in the face of rapid change or unexpected setbacks.			
6. Use a variety of tools to build connections and share knowledge across boundaries.			
7. Routinely experiment with high-tech, high-touch learning solutions for better balance, engagement, and impact.			

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7 Practices for Sustaining a Resilient Learning Organization

1. Lead With Culture
2. Develop, Distribute Leadership
3. Execute Well
4. Drive for Results, Continuously Improve
5. Build and Bend Change Capabilities
6. Foster Collaboration, Connection, Community
7. Embrace the Art of Innovation

Seven Practices for Sustaining a Resilient Learning Organization

...and How They Work

Practice 1: Lead with Culture

- Grow your cultural literacy

- Build a culture of continuous learning

- Continually up-skill, retool, and refresh learning practices and processes

How Resilient Learning Organizations Do It

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Practice 2: Develop, Distribute Leadership

- Enhance the effectiveness of leadership development

- Improve the effectiveness of front-line managers

- Improve performance management

- Take the long view

How Resilient Learning Organizations Do It

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Practice 3: Execute Well

> *"Without strategy, execution is aimless.*
> *Without execution,*
> *strategy is useless."*
>
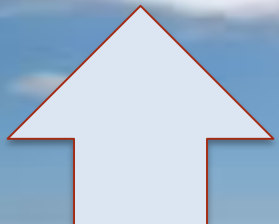> Morris Chang
> CEO of Taiwan Semiconductor Manufacturing Company (TSMC)

Chat

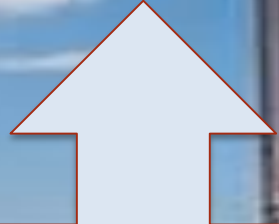## What are *your* **key challenges** with effective execution of learning strategies?
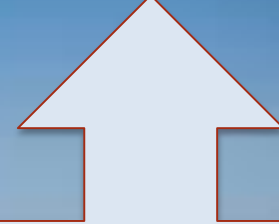
OPPORTUNITY

20%
Managers who say their organization effectively shifts people across units to support strategy execution

22%
Managers who say their organization effectively exits execution on failed initiatives

64%
Business leaders who say their biggest frustration is "too many conflicting priorities"

Sources: Sull, Homkes and Sull, 2015; PwC, 2014

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Elements of Effective Execution

- Disciplined, data-driven approaches

- Role clarity, accountability

- Proper information flow

- Performance support

- Reflection, review

Bridging the Gap

Plan → Execution → Success

How Resilient Learning Organizations Do It

Practice 4: Drive for Results, Continuously Improve

- Link learning to performance

- Build evaluation capability across all levels

- Shape a culture of accountability
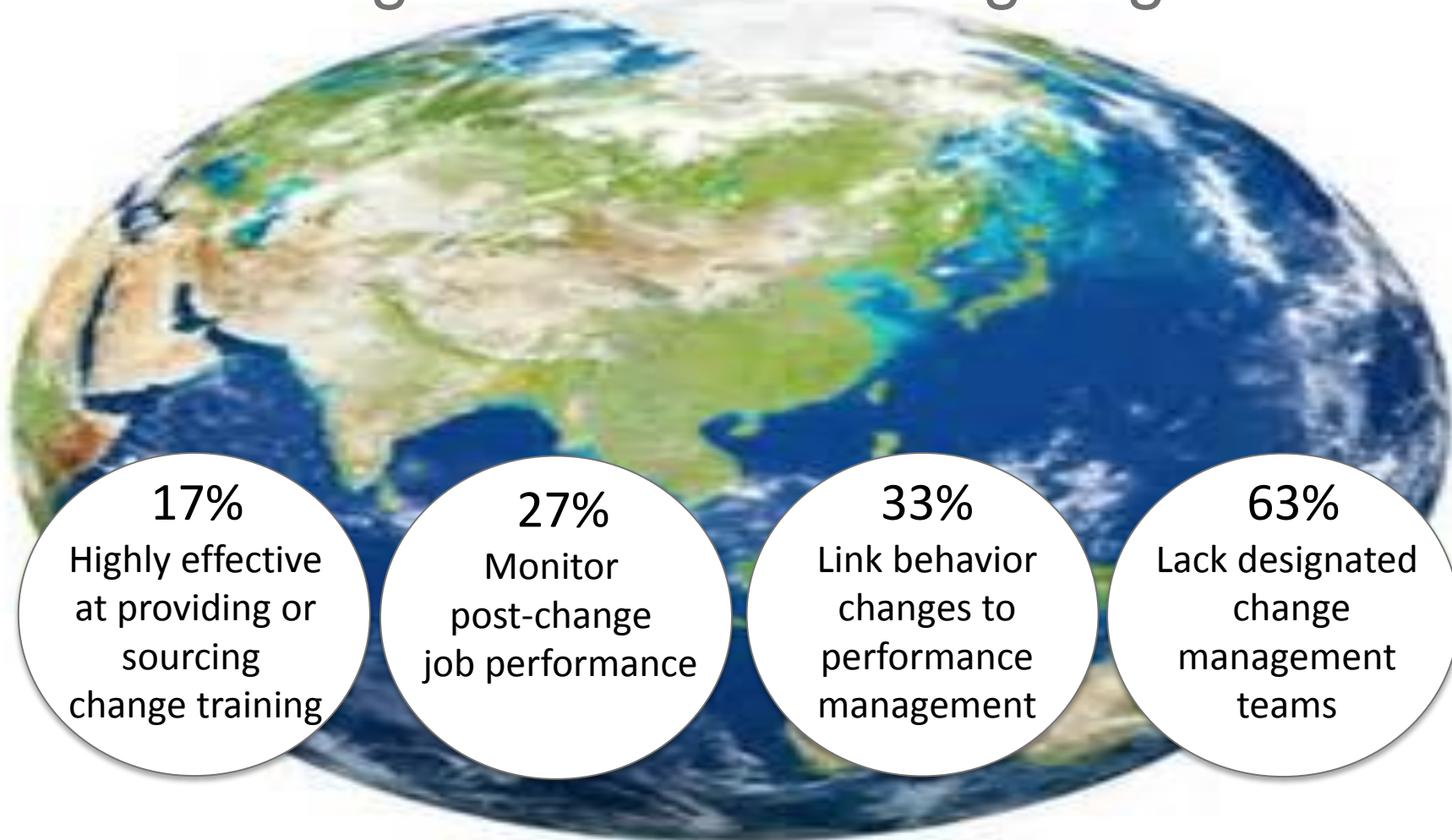
How Resilient Learning Organizations Do It

Practice 5: Build and Bend Change Capabilities

- Create conditions for change readiness

- Leverage leadership development

- Follow up and follow through

- Model the way

How Resilient Learning Organizations Do It

Learning Leaders As Change Agents...

17% Highly effective at providing or sourcing change training

27% Monitor post-change job performance

33% Link behavior changes to performance management

63% Lack designated change management teams

Sources: O'Leonard, 2014; AMA and i4cp, 2015; ASTD and i4cp Research, 2014

Practice 6: Foster Collaboration, Connection, Community
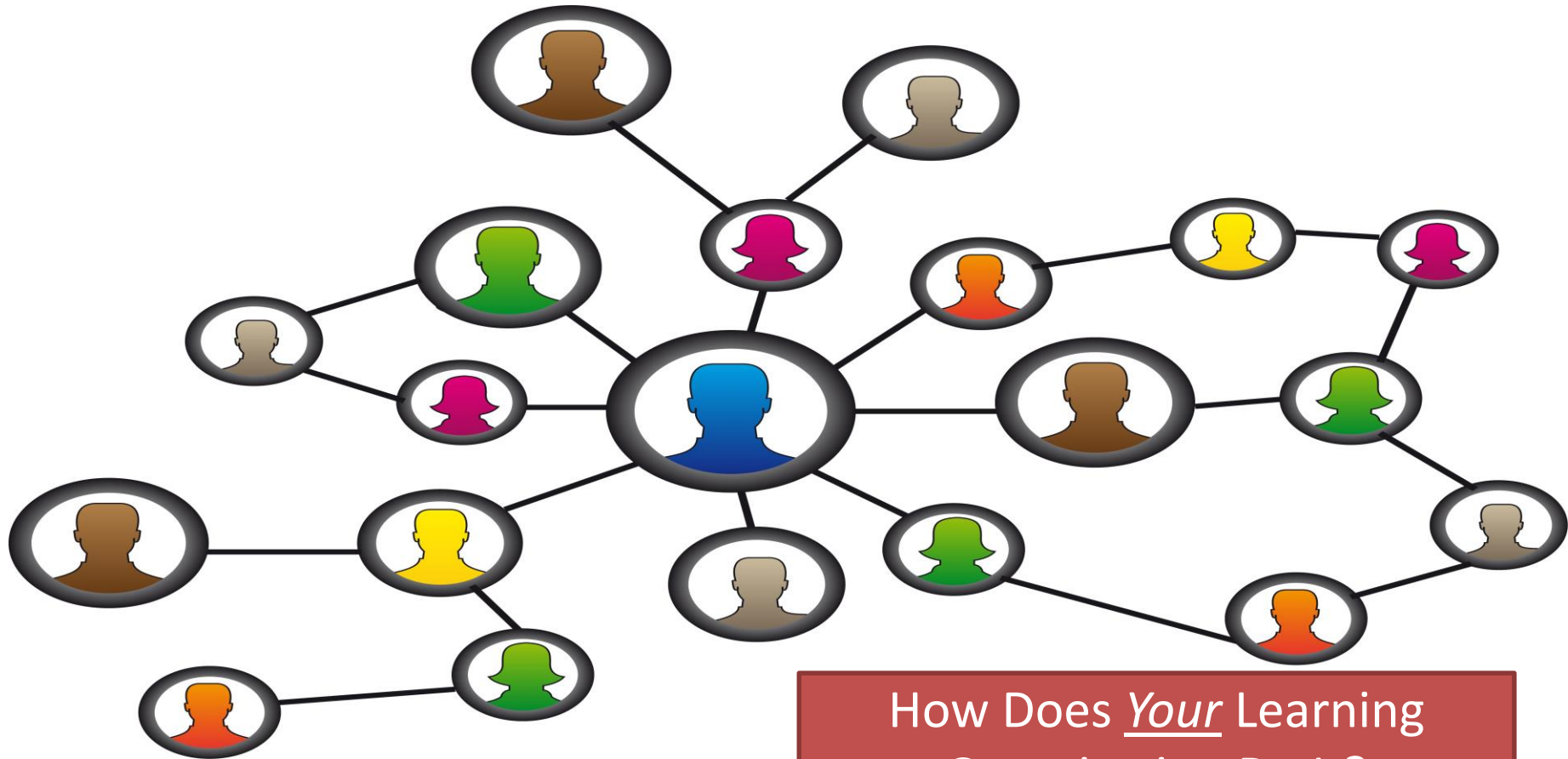
How Does *Your* Learning Organization Do It?

Practice 7: Embrace the Art of Innovation

Rate Your Proficiency...

How Proficient is Your Learning Organization in :	High	Medium	Low
1. Leveraging technology to enable creativity and innovation across the organization			
2. Making innovative, technology-rich solutions available, accessible at the time of need			
3. Balancing high-tech and high-touch learning solutions			
4. Rewarding risk-taking and experimentation			
5. Keeping up with new technologies or techniques to improve engagement, retention, and application			

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Practice 7: Embrace the Art of Innovation

- Make innovation a core competency
- Reward innovation with engaging work
- Leverage technology
- Foster innovative mindsets

How Resilient Learning Organizations Do It

- Resiliency is a core capability

- Resiliency can be learned and grown

- There are 7 proven practices for growing individual and organizational resiliency
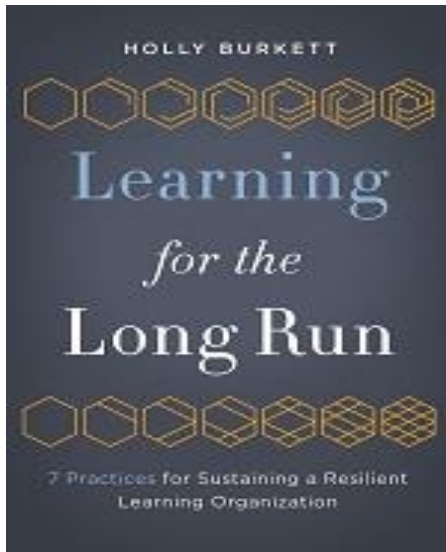
- Resiliency is an "inside-out" process

be the change

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Name *ONE* thing you plan to *START, STOP,* or *KEEP DOING* to help you be more effective in "sustaining the learn amid the churn" ...

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THANK YOU!

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