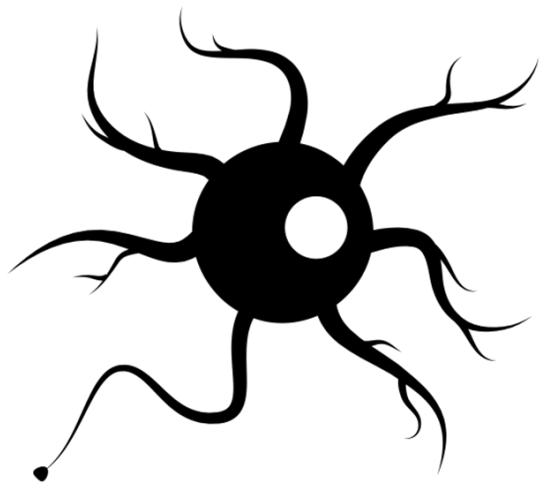


# The Learning Disruptor's Handbook



THE  
LEARNING  
FUTURES  
GROUP

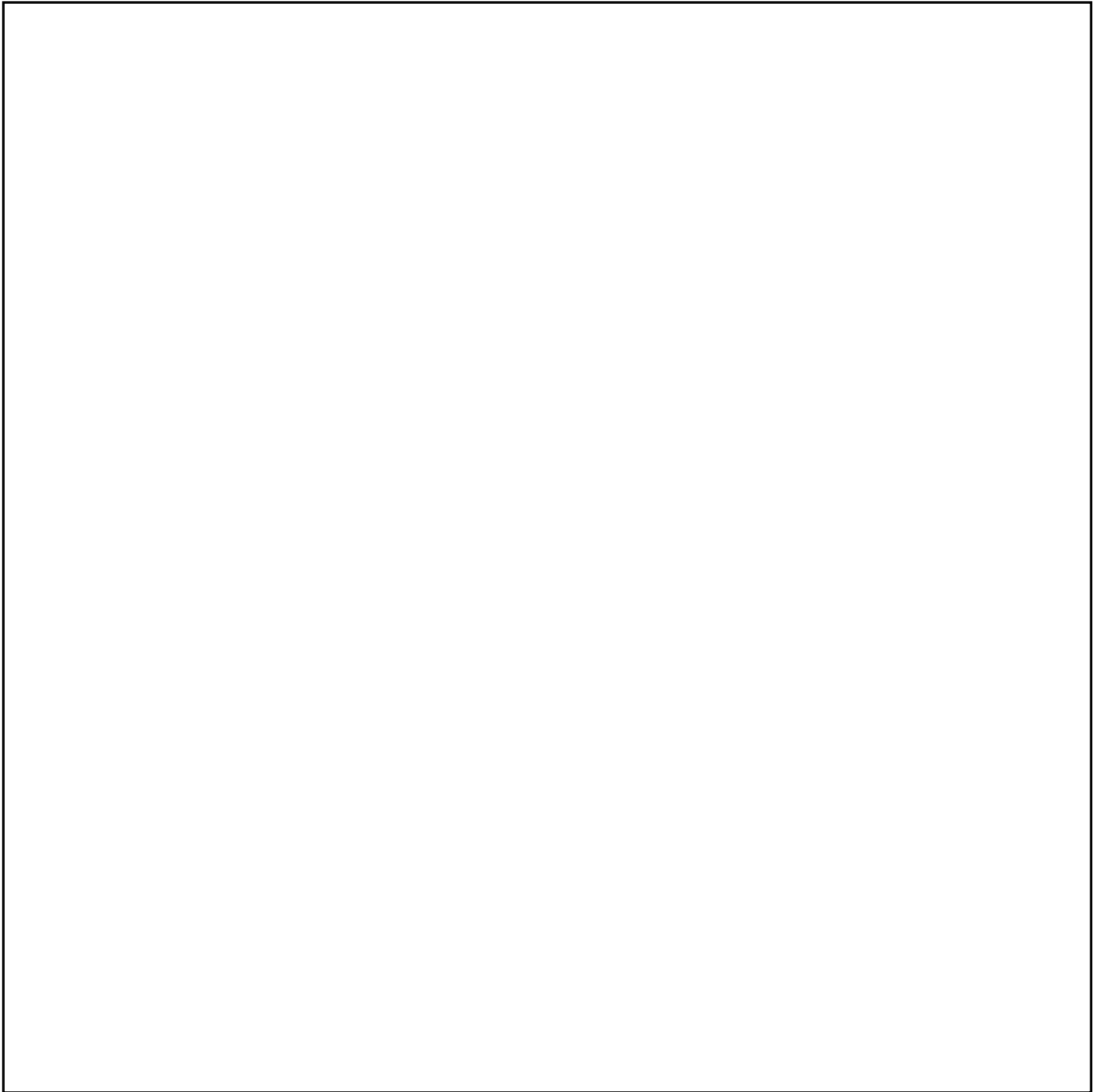
THE  
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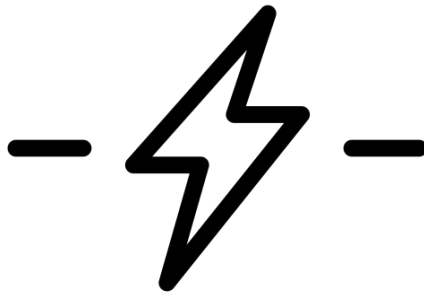
# The Future of Workplace Learning and How to Get There

A curated set of nudges, ideas, approaches, and resources to help you rethink your Workplace Learning Strategy in the face of the massive disruption that's definitely headed your way.

Get your own copy at [www.LearningFuturesGroup.com](http://www.LearningFuturesGroup.com)



## Part One: Learning is the New Working



Subscribe to the '**Learning is the New Working**' Podcast on iTunes, Spotify or your favorite podcast platform and join the discussion.

A Chief Learning Officer (CLO) is the highest-ranking corporate officer in charge of learning management. CLOs may be experts in corporate or personal training, with degrees in education, instructional design, business or similar fields.

Or maybe not!

It's not Chief Training Officer, it Chief Learning Officer. Please Discuss.

Perhaps your job is not your job.

Perhaps your job is not your job.

'Don't play what's there, play what's not there.' - Miles Davis



## A Recent History of Workplace Learning...

1914	Frank and Lillian Galbraith vs. Fredrick Winslow Taylor Time + Motion
1956	Bloomerg Benjamin Taxonomy of Educational Objectives
1960	Robert F Mager Learning Objectives and Assessment
1970	CDROM and Systems Based Learning
1980	eLearning and Constructivist Theory
2010	Social, Mobile, Analytical, Personalized
2020	_____

## A Recent History of the Workplace



'Putting the Training Department in charge of e-Learning is like putting the post office in charge of e-mail.' - Tom Kelly, CLO Cisco Systems

The next ten years will be a period of explosive connectivity and asymmetric upheaval. In this future world of dramatically amplified digital connectivity anything that can be distributed will be distributed. Most leaders – and most organizations – aren't ready for this future. **Bob Johansen**

Work is being disconnected from jobs, and jobs and work are being disconnected from companies, which are increasingly becoming platforms... I do think that the Uber platform model, and the way it is turning a job into work and monetizing work, is the future of work... and that will have a huge impact on the future of learning... learning has to become lifelong. We have to provide both the learning tools and the learning resources for lifelong learning when your job becomes work and your company becomes a platform.  
**Thomas L. Freedman** Deloitte Review Issue 21

# A Recent History of Industrial Revolutions

1760	Coal/Steam	Engineering	Workshop
1860	Oil/Petroleum	Chemistry	Factory
1960	Nuclear/Electricity	Microchip	Office
Now	_____	_____	_____

**Thank you for Being Late:** An Optimists Guide to Thriving in an age of Accelerations. Thomas Friedman

## What are five extreme examples of workplace change happening today?

'A new social psychology is developing in today's workplace that is no longer bound by time, place, or traditional roles. The notion of where a corporation starts and stops is going to be very different in the future.'

Robert Walker CIO Hewlett Packard

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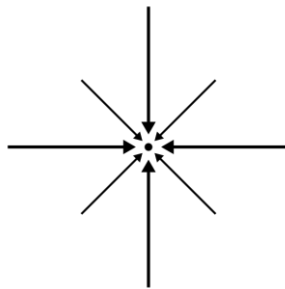


# The Singularity

Exponential technologies are those which are rapidly accelerating and shaping major industries and all aspects of our lives.

Exponential technologies include artificial intelligence (AI), augmented and virtual reality (AR, VR), data science, digital biology and biotech, medicine, nanotech and digital fabrication, networks and computing systems, robotics, and autonomous vehicles. We believe that the solutions to the world's most pressing challenges lie at the intersection of these exponential technologies. That is, when two or more of these technologies are used in combination to attack a persistent challenge, the possibility of developing a sustainable solution becomes much more likely.

[www.SingularityUniversity.com](http://www.SingularityUniversity.com)



[www.willrobotstakemyjob.com/](http://www.willrobotstakemyjob.com/)

# Peter Diamandis' 6 D's

Exponential technologies are:

Digitized  
Deceptive  
Disruptive  
Dematerialized  
Demonetized  
Democratized

**Exponential Organizations:** Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it) Salim Ismail

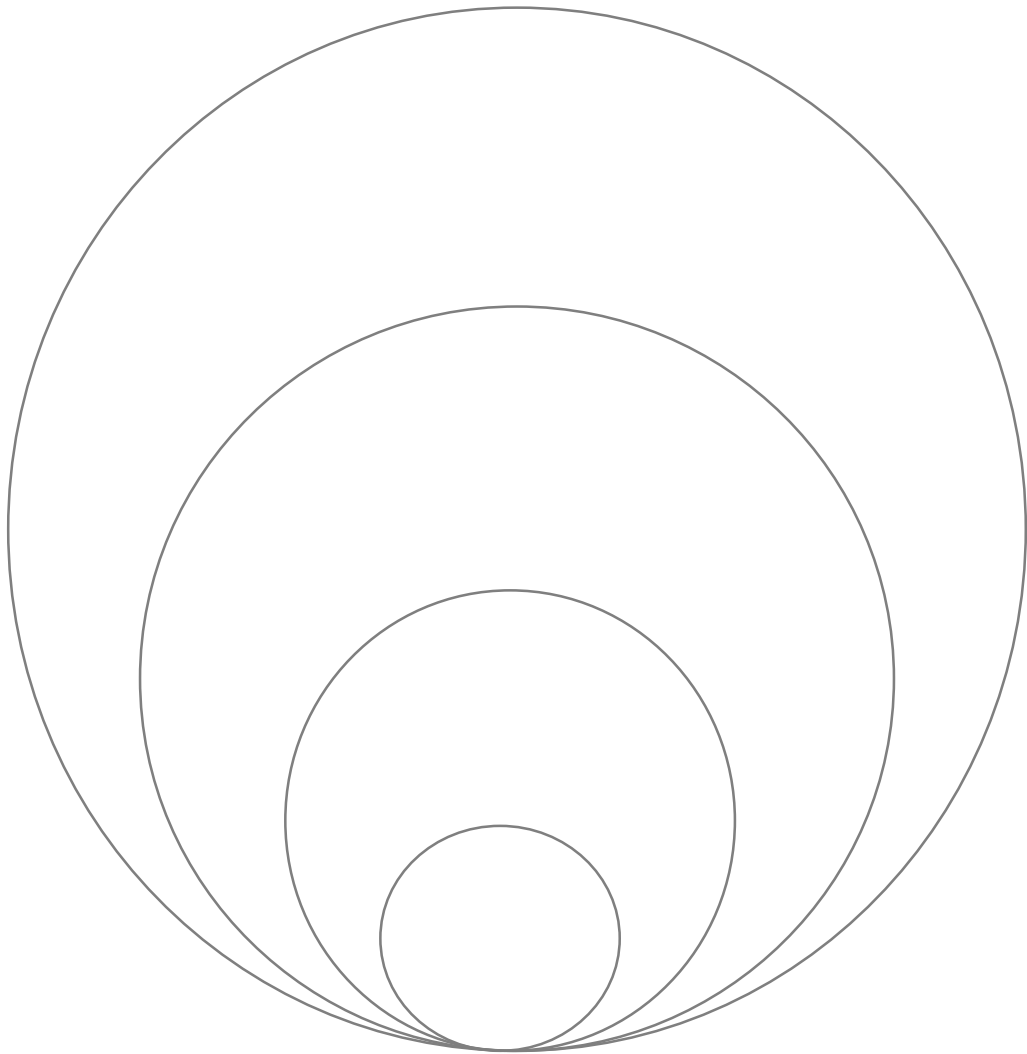
**Blitzscaling:** The Lightning-Fast Path to Building Massively Valuable Companies by Chris Yeh and Reid Hoffman



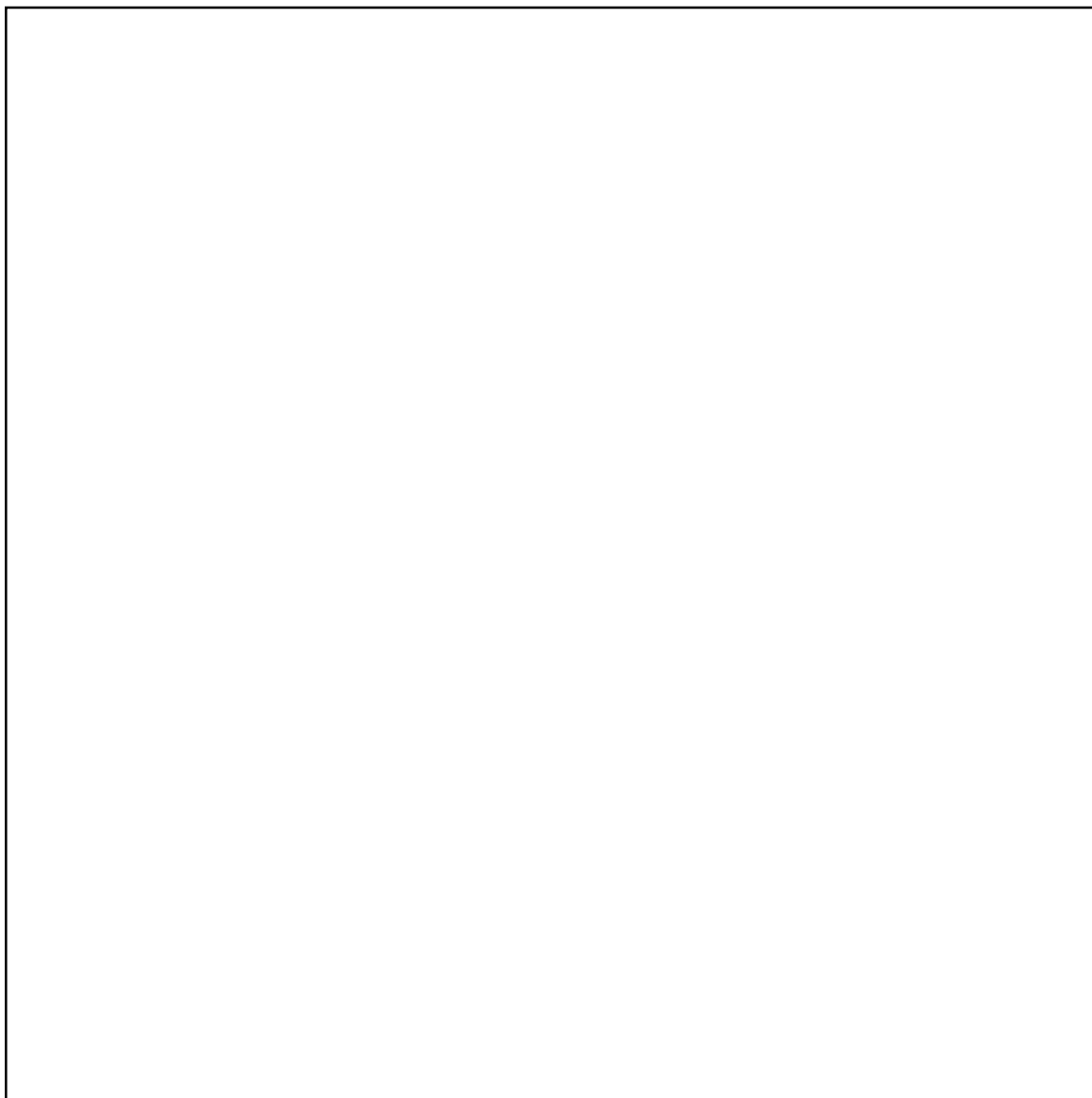
## Let's Make This Personal

What are the disruptive or transformative forces at work...

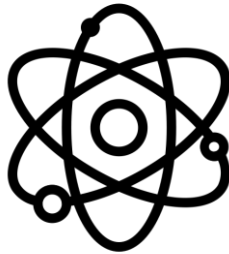
- On your society?
- On your industry?
- On your organization?
- On your team?
- On your Skills?



Activity: Note and discuss on some of the forces of change at work on you and your world



## Part Two: Be a Learning Scientist



## A Call to Action

The Workplace learning industry is estimated at over \$366 Billion in annual spend worldwide. Whilst there are many impactful and innovative programs that are making a difference, we are generally working with tools and approaches that were incubated in the early 19<sup>th</sup> Century factory environments when the workplace and the technology was very different. We at the LFG believe we need a new model for workplace Learning that leverages the learnings and approaches of adjacent fields. Rooted in scientific theory, measured with precision, and leveraging the best of modern technology, we seek a modern workplace learning model, that can workers become effective learners, and organizations build a culture where a learning mindset is supported and leveraged to create tangible value. Welcome to the age of the Learning Scientist!

[www.trainingindustry.com/wiki/outsourcing/size-of-training-industry/](http://www.trainingindustry.com/wiki/outsourcing/size-of-training-industry/)

**Data Science**



Learning  
Scientist

**Social  
Science**



**Computer  
Science**



**Neuro Science**





Typically Learning Departments are not clear on where their investments have impact, most efforts to run data driven organizations focus on measuring the student experience or assessing knowledge transferred in the hope of demonstrating return on investment or ROI. We need a radically improved data literacy and to draw on the expertise of Data Scientists to identify where and when training interventions can make an impact.

Sometimes doing nothing is more important than doing more – make smart (and hard) choices!

.

Activity: Build a Pareto Chart of your current programs discuss the relative investment between programs



**Factfulness:** Ten Reasons We're Wrong About the World--and Why Things Are Better Than You Think. Hans Rosling





Cheap and ubiquitous computing power has already fundamentally re-shaped the workplace and the learning process particularly in the context of content development, search, social learning networks, and collaboration. How humans learn will likely not change, but the process will get a big assist as Machine Learning and AI specialists build technology that will help to collaborate more effectively, and to find, transfer, and practice new knowledge and skills with precision. We must experiment with emerging technologies to understand how they can assist and augment the learning process, but we must also pay close attention to the ethical implications and constantly reinforce the humanity of learning.

**Work Rules!:** Insights from Inside Google That Will Transform How You Live and Lead  
by Laszlo Bock

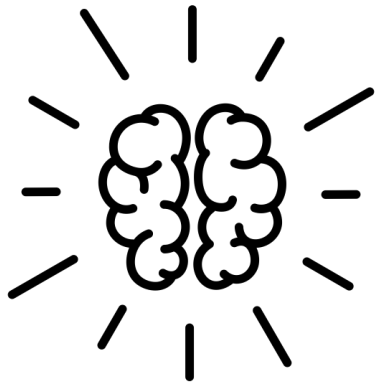


**Weapons of Math Destruction:** How Big Data Increases Inequality and Threatens  
Democracy by Cathy O'Neil



There are at least 188 documented and studied biases in the brain – in short, the brain runs on bias – it makes models and then focuses only on what’s different – if it had to figure out that this is a table every time it saw one it would explode!

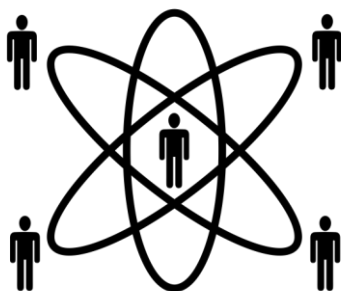
Guess what it’s hard to learn! – You have to ‘pay attention’ and it’s ‘expensive’ to study and do deliberate practice. We are learning more everyday about how the brain works and the optimum conditions for learning – the importance of sleep or chronotype, the conditions that best help form new concepts, and move knowledge from short to long term memory. But keep it real and avoid the ‘neuro-bling’



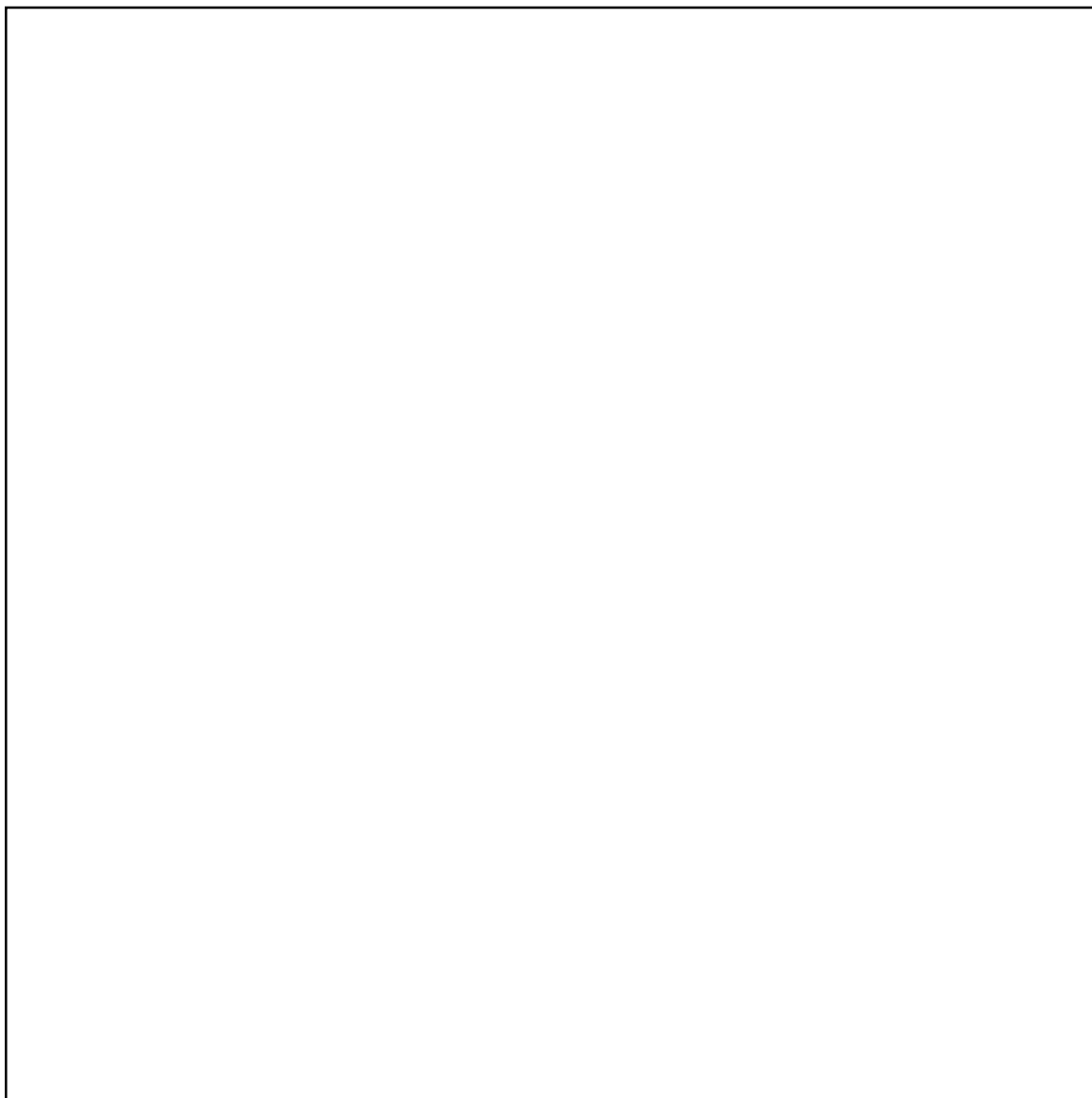
**Mindset:** The New Psychology of Success Carol S Dweck  
**When:** The Scientific Secrets of Perfect Timing Daniel H Pink  
**Why We Sleep:** Unlocking the Power of Sleep and Dreams Matthew Walker



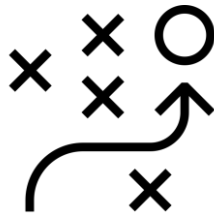
Anthropologists and social learning scientists are exposing the inadequacies and tearing down the value of the traditional corporate approach of 'we'll tell you what to think', against the natural state of curiosity and peer to peer teaching and learning that is always at work in organizations. This social learning is not always in service of the leadership strategy. Social anthropologists are driving dialogue across the industry on the importance of engaging social and informal learning networks and advocating a radical re-think of the role of learning organizations. Behavioral Economists are unlocking techniques to nudge Learning Scientists will be choice architects, anthropologists, and social scientists.



**Teaming:** How Organizations Learn, Innovate, and Compete in the Knowledge Economy Amy C Edmondson

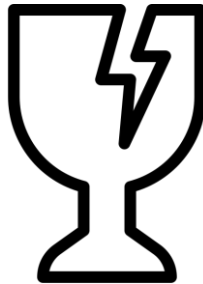


## Part Three: Ten Useful Tactics for Learning Disruption





1. First Break Some Glass!  
You Have Nothing to Lose



**Corporate Leaders** - Only 42% of thought that L&D  
can help meet business goals today

**Talent Professionals** - 50% of believe we would have  
a flat or declining impact on corporate performance

**Our Learners** - Do 4X more self- directed learning  
than corporate learning

**Learning Professionals** - Only 38% of believe we will  
be Ready to meet learners needs in 5 years

Sources: 1.i4CP Research 2015, 2.ATD Talent Development Executive Confidence Index 2017  
Q4, 3.Degreed inc., 4. i4CP Research 2015

## 2. Build a Learning Culture

Hint- It sparks at the top but catches fire in community

cul-ture  
/'kəlCHər/

A. The customs, arts, social institutions, and achievements of a particular nation, people, or other social group.

B. The cultivation of bacteria, tissue cells, etc. in an artificial medium containing nutrients.

“Always keep learning. You stop doing useful things if you don’t learn” - Satya Nadella  
(CEO Microsoft Corp)

Mission

---

Vision

---

Values

---

Narrative

---

Practices

---

People

---

Place

---

**Multipliers:** How the Best Leaders Make Everyone Smarter Liz Wiseman

**Hit Refresh:** The Quest to Rediscover Microsoft's Soul and Imagine A Better Future for Everyone Satya Nadella

### 3. Love Your Learners – Practice Design Thinking

Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

— *Tim Brown, CEO of IDEO*

Fall in Love with the problem not the solution!

Design thinking is:

Framing 'wicked' problems

Conducting Empathetic Questioning &  
Research

Applying Expansive & Reductive Reasoning

Undertaking Iterative development

Rapid Prototype

Test and Repeat

**Outliers:** the Story of Success. Malcolm Gladwell

**Change by Design:** How Design Thinking Organizations and Inspires Innovation. Tim Brown and  
Barry Katz

**A Whole New Mind:** Why Right-brainers Will Rule the Future. Daniel H Pink

## 4. Be Digital, Don't Do Digital

Digital Transformation is not just about software and automation, it is a mindset shift that will enable you to fundamentally rethink how you engage with your people and customers, it will allow you to upend and reimagine how you build and deliver your products and processes, and it can facilitate a total transformation of your business model.

How might you apply a digital and transformative mindset to your business? Think through the activities and processes of learning, how could they speed up, scale up, tune up the employee experience, or remove friction from the teaching and learning process?

## **Learning Activities**

## **Learning Processes**

Enquire

Plan

Read/Review

Discover

Practice

Consume

Reflect/Synthesize

Experiment

Fail Safely

Perform

Discuss & Debate

Connect & Collaborate

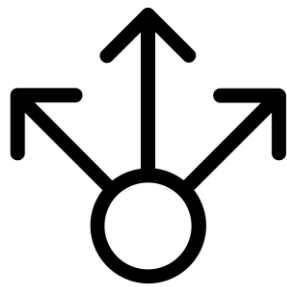
Assess

Measure



## 5. Be a Choice Architect.

The concept of 'bounded rationality' suggests that humans have a tendency to take shortcuts and not follow rational logic in making choices this may lead to suboptimal decision-making. This may be a function of limited time, or lack of knowledge. Behavioral economists such as Richard Thaler, and Psychologists such as Herbert A Simon and Daniel Kahneman, explore models that can nudge people to help increase the effectiveness of human decision-making. No one comes to work with the express objective of taking a training course, but Learning Leaders can help create the temporal, physical spaces and use nudges to help individuals chose to learn.



**Thinking Fast and Slow** Daniel Kahneman

**Nudge:** Improving Decisions About Health Wealth and Happiness. Thaler and Sunstein

## 6. Use What you have – You have a lot!



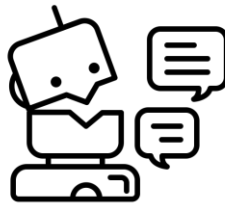
**Steal Like an Artist:** 10 Things Nobody Told You About Being Creative by Austin Kleon

Never in human history has there been so much access to information tools and resources for most people. Thanks to the disruptive and distributive forces of the internet you can spin up a data center in seconds, collaborate and connect across the planet, help those in need\* publish to the world, learn at a top business school in a cohort of thousands, find a life partner disrupt an election! All for close to free! You can also teach a lot with a pencil and paper.

\* Interested in learning for good? Consider supporting [www.humentum.org](http://www.humentum.org)

## 7. Be More Human – Because the Robots Can't

'While there isn't one definitive, authoritative list of uniquely human characteristics, a general consensus around four traits emerged, all related to how we gather and use knowledge to develop individually and as a society' Dani Johnson



Envisage a different  
future

Tell and retell  
Stories

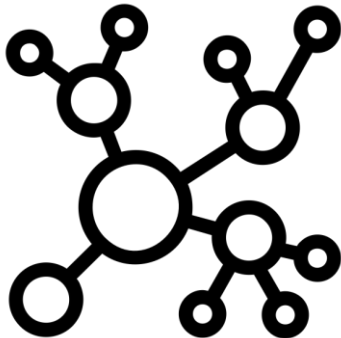
Collaborate  
Altruistically

Build and Use  
Tools

## 8: Build Better Networks

The modern workplace is more collaborative and less hierarchically structured than any time since the first industrial revolution – data from Linked In and other research points to an increased value in collaborative and situational leadership skills such as empathy, teaming, forming and maintaining strong networks. A recent study\* by Intrepid Learning found that collaborative learning, “learning with/from others,” is the most-preferred method of learning for respondents, regardless of the type of learning last delivered to them by their organization. When facilitated by digital communication tools, such experiences can help form new networks of expertise that persist long after the learning activity.

\*[Blog.IntrepidLearning.com/state-of-high-stakes-learning-survey-results-announced](http://Blog.IntrepidLearning.com/state-of-high-stakes-learning-survey-results-announced)



The Social Learning Handbook Julian Stodd  
**Driving Results Through Social Networks** Robert L Cross and Robert J Thomas



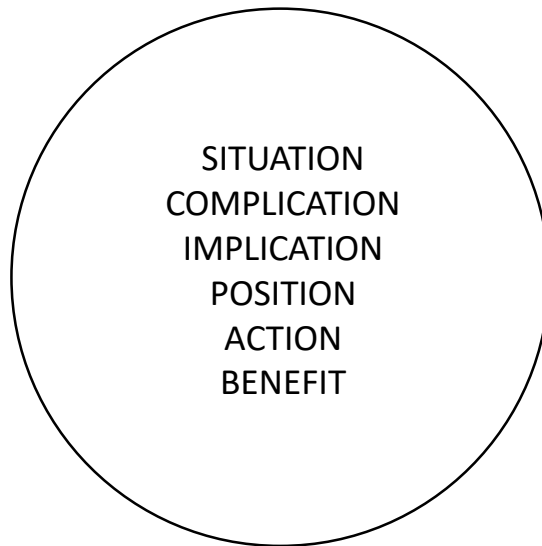
## 9. Tell Great Stories

‘Sapiens rule the world, because we are the only animal that can cooperate flexibly in large numbers. We can create mass cooperation networks, in which thousands and millions of complete strangers work together towards common goals.

One-on-one, even ten-on-ten, we humans are embarrassingly similar to chimpanzees. ... The real difference between us and chimpanzees is the mysterious glue that enables millions of humans to cooperate effectively.

This mysterious glue is made of stories, not genes. We cooperate effectively with strangers because we believe in things like gods, nations, money and human rights. Yet none of these things exists outside the stories that people invent and tell one another.’ Yuval Noah Harari.

Once upon a time there was a...



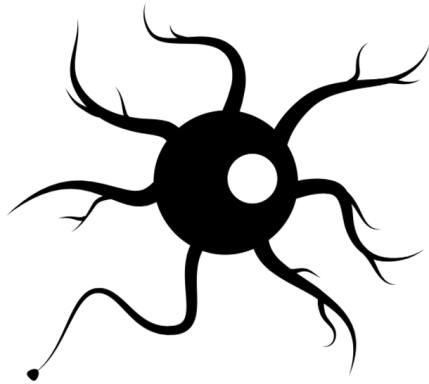
...and we all worked in inclusive and  
collaborative harmony ever after

The SCIPAB tool is Copyright of Mandel Communications  
[www.mandel.com](http://www.mandel.com) for great tips on effective communication and listening

## 10. Always Keep Learning

Be curious, disrupt yourself, think from the outside in, practice deliberately, study hard, read a lot, then read some more. Ask more questions, seek out new ideas and mentors, nudge yourself, look backwards from the future, teach something, say yes more often, work hard have fun... I think you get the drift.

Oh! and check out the 'Learning is the New Working' podcast on iTunes, Spotify, or your favorite platform. Thanks for reading. Now, get out there and disrupt!



Synapse: The lovely icons in this book are available at [www.thenounproject.com](http://www.thenounproject.com)

[www.LearningFuturesGroup.com](http://www.LearningFuturesGroup.com)

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'Expertise is the Enemy of Innovation'  
Steven Shapiro

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