

Leadership Development in a Learning 2.0 World

Learn as you work. Work as you learn.



Tom Gram
Senior Director
Leadership and Business Solutions
Nexient Learning



Agenda

- What are we talking about?
- Leadership Development
- Learning 2.0
- Using 2.0 for Leadership Development
- Implementation and Sustainment
- Summary
- Q and A

What are we talking about?



Leadership Development

Processes, programs and activities provided by organizations to help the management team develop capability and improve skills



Learning 2.0

Informal learning facilitated through the use of Web 2.0 technologies and user generated content

Leadership Development Today

Do Nothing

- Self development
- Sink or swim
- Observe and adapt
- Emergent practices

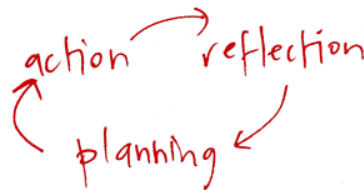
Formal Training

- Consultants
- Vendors
- Business schools
- Internal
- Personal growth
- Feedback driven
- Conceptual understanding
- Skill building

Mentoring and Coaching

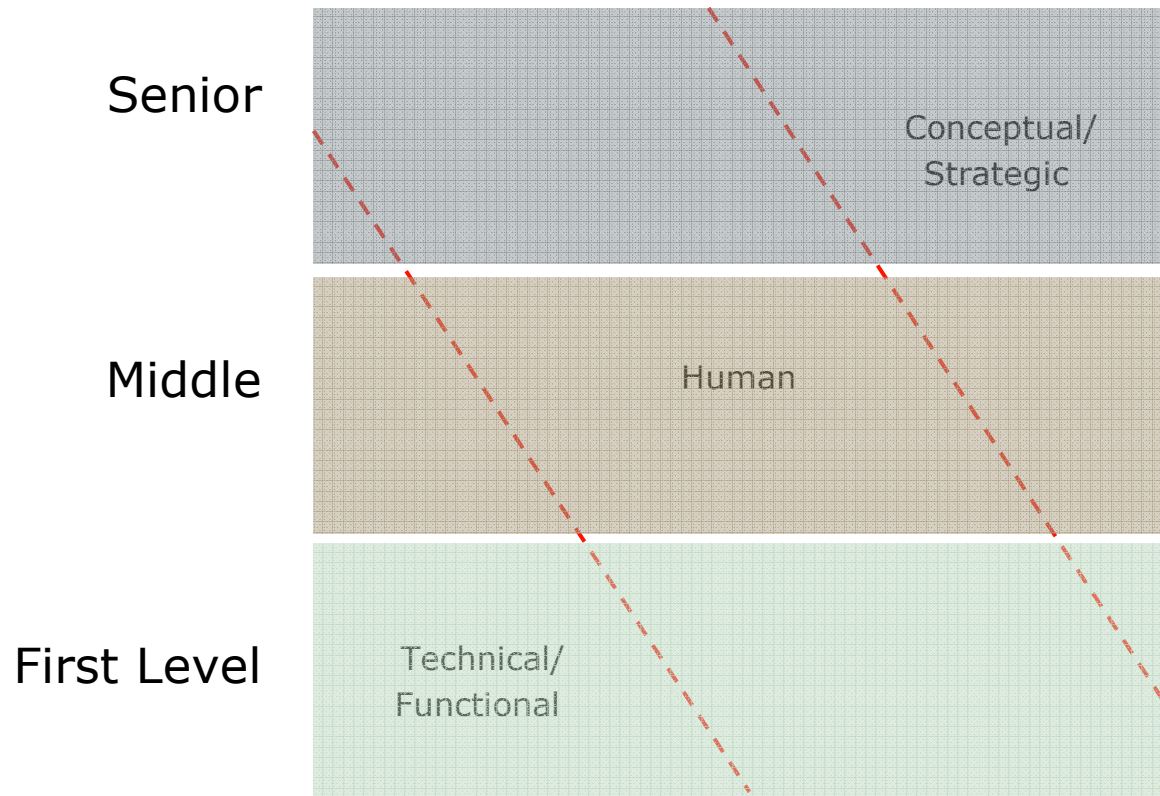
- Job assignment
- Personal coaching
- Assessment
- Performance appraisal
- Mentor programs
- OJT

Action Learning



- Learning by doing
- Reflection
- Facilitated

Competencies by Level



A Common Process

- Plan
- Business needs
 - Succession planning
 - Competency development
 - Roadmaps
-

- Assess
- Organizational needs assessment
 - Individualized gap analysis
-

- Buy/Build
- Internal program design
 - Purchase vendor programs
 - Hybrid programs
 - Curriculum
-

- Implement
- Scheduling
 - Registration
 - Enrollment
 - LMS
-

- Evaluate
- Satisfaction
 - Learning
 - Performance
 - Results
-

Key Issues in Leadership Development

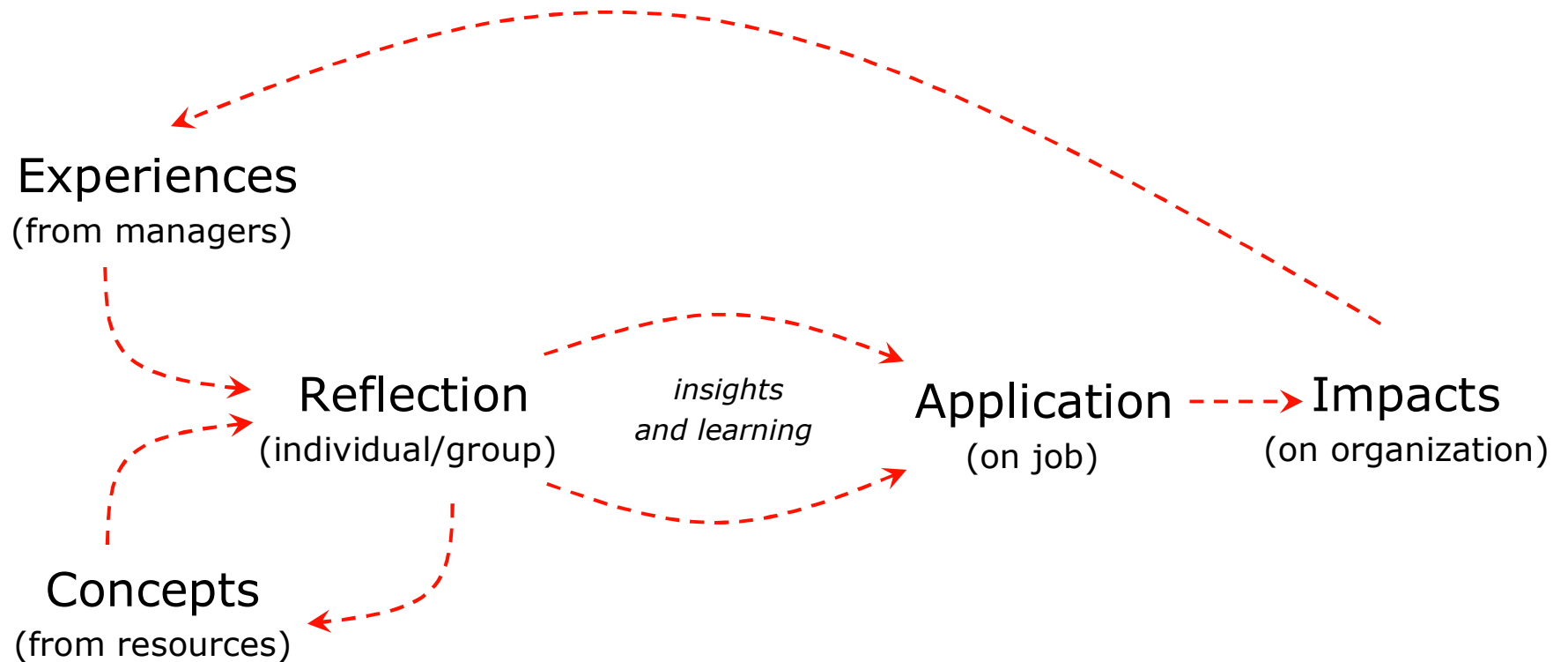
- Relies on delivery of **explicit knowledge** vs. leveraging **tacit knowledge** emerging from experience
- Separated from the **context of actual work**. Based on artificial experience vs. natural experience
- Event based vs. **continuous process**
- Mismatch to the dynamic and **rapid pace of the work** of the manager
- Ignores **power of new technologies** to overcome these issues
- Ignores that managers are really a **network of individuals**, not an organizational hierarchy

Improving Leadership Development

- Incorporate the **natural experience** of the manager as essential component of the learning (social learning)
- Provide access to **insightful models**, theories, principles and concepts to help make sense of experience
- Continuous opportunities to **reflect on experience** in light on new conceptual understanding
- Continuous opportunities to **share and challenge competencies** to expose alternate ways of behaving
- Improved learning from **organizational impact** of new behaviours
- Combine the above into a **continuous process** rather than series of events or structured curriculum

Adapted from Mintzberg, Managers not MBA's

A Leadership Development Process



Adapted from Mintzberg, Managers not MBA's

Your Reflection

- Share Leadership Development practices in your organization
- What are the implications for transforming leadership development?

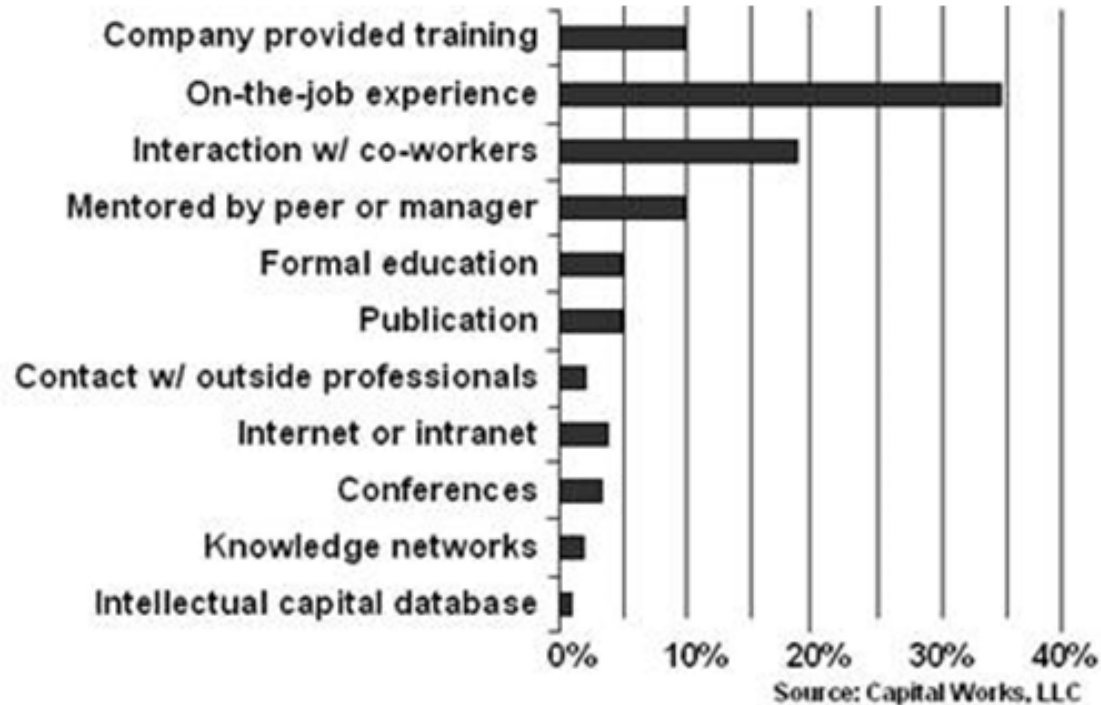
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How did you learn to do your job?

- A. Company provided training
- B. On the job experience
- C. Interaction with co-workers
- D. Formal education

How did you learn to do your job?



"The best learning happens in real life, with real problems and real people, and not in the classrooms."

Informal Learning @ Work

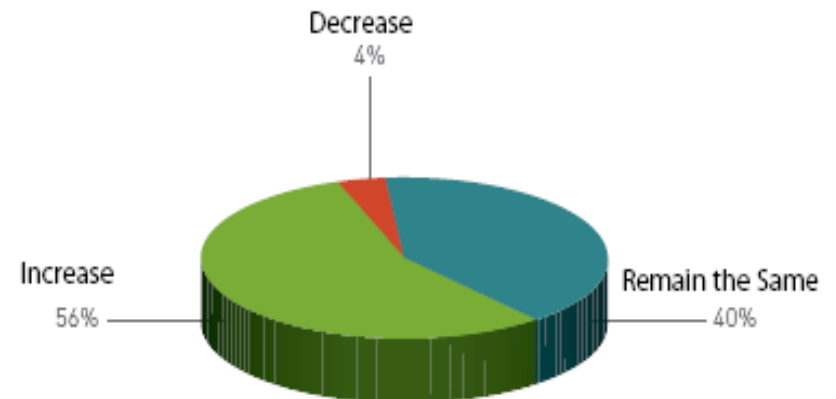
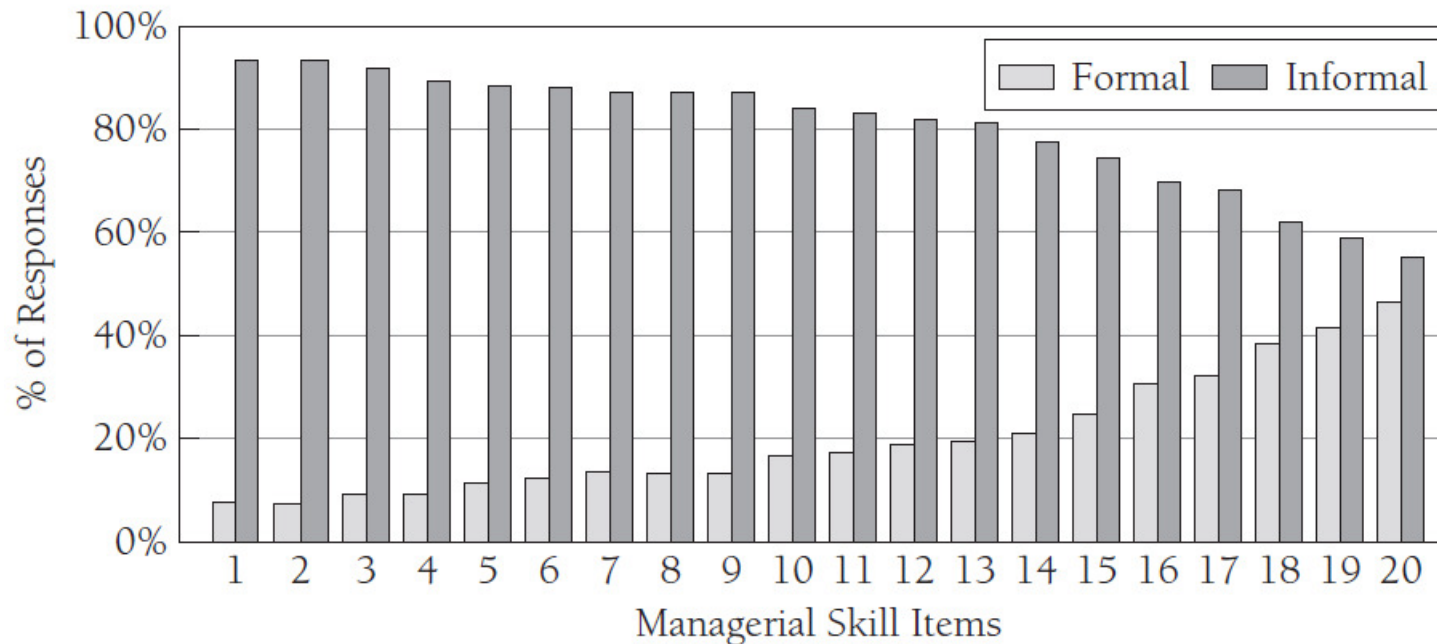


Figure 24: Projected Usage of Informal Learning Over the Next Three Years

Source: ASTD/i4cp Tapping Into the Potential of Informal Learning Study

Informal Learning and Management Skill Proficiency

Figure 1. Core Managerial Skills and Frequency Distribution of Extent to Which Participants Reported Learning Each Skill Formally and Informally



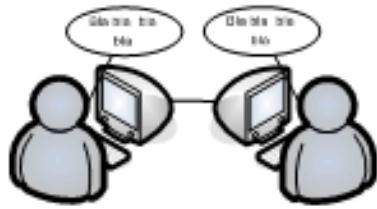
The Learning Continuum

Informal	Natural Learning. Experiences and encounters with people, ideas, technology and objects that result in learning as an incidental by-product. Experimentation. Reflection on consequences of actions.
	Self-initiated and self-planned experiences – including the use of technology and media (social media, static knowledge sources, print), seeking out a tutor coach or mentor.
	Communities of Practice
	New job assignments and participation in teams, or other job-related challenges that are used for learning and self-development
	Participation on improvement teams, team problem solving other vehicles designed to promote continuous learning for organizational improvement.
Non formal (semi-structured)	Facilitated Action Learning where learning is a planned outcome from acting on real problems or tasks.
	Structured and facilitated opportunities and experiences, to examine and learn from those experiences: <ul style="list-style-type: none"> • Communication-based methods: interaction, dialogue, mediation • Activity-based methods: experience, practice, experimentation • Socially-focused methods: partnership, teamwork, networking
	Designed on the job training or formal programs of mentoring and/or coaching.
	On-demand e-learning, structured knowledge and other designed knowledge media.
	Structured blended learning programs with or without collaboration
Formal	Formal Instructor led training (classroom or on-line) at a defined time and place
	Formal programs (instructor led or e-learning) leading to a qualification or certification
	Formal education from academic institutions

Core Tenets of Informal Learning

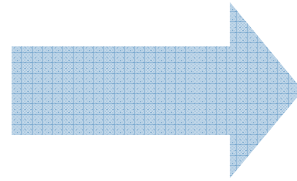
- Learning is social
- Knowledge is constructed
- Learning is contextual
- No learning without action, No action with out learning
- Learning is working, working is learning
- More pull, less push

Technology and Informal learning



CSCW

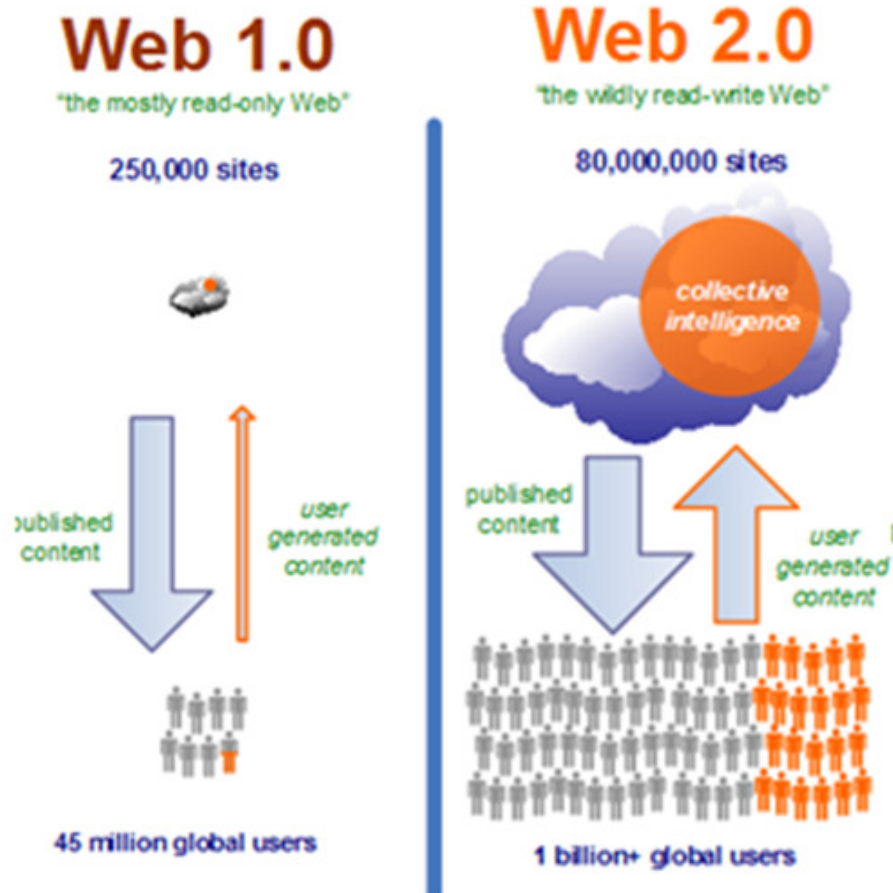
- Threaded Discussion
- Chat
- Shared whiteboards
- Video conferencing
- Collaborative workspaces
- Knowledge management
- Learning management systems
- Web meetings



Web 2.0

- Social Networking
- Blogs
- Micro-blogging
- Wiki's
- Video-sharing
- Social rating
- Social bookmarking
- RSS

Web 2.0: Collective Intelligence



Learning 2.0



Learning 2.0

Using the collaboration, communication and user generated content features of Web 2.0 technologies to facilitate learning from work experience

How is Learning 2.0 is being used

Formal Learning Wrapper

- The Amazon model. Web 2.0 tools made available in conjunction with formal learning programs (e-learning or classroom)

Embedded/Integrated

- Collaborative and social learning activities are an integral part of a formal learning program

Communities

- Natural or defined communities that use informal learning in the course of doing their work

Free-Form

- Used by individuals based on personal preferences and on an ad-hoc basis

Project Next

The screenshot displays the CCNA Boot Camp (v2.0) course page on the Global Knowledge NEXT platform. The page is organized into several sections:

- Navigation:** Includes a search bar and a 'More options' dropdown.
- Module Overview:** Provides a brief description of the module and its components.
- Unit Activities:** Lists activities for the current unit, including 'Pinpoint My Training Needs' and 'Building a Simple Network - Pre-Assessment Test'.
- Skills Development Labs:** Lists various labs, such as 'ICND 1 - Lab 01 - Initial Network Setup with DHCP' and 'ICND 1 - Lab 02 - Creating the PCMP Work-Shop'.
- Course Member Resources:** Includes 'Facilitator Office Hours'.
- Unit Dialogue:** Lists discussion points for the unit.
- Blogs:** Features a 'My Home Network (Best Practices)' blog post by a student.
- Group Comment Wall:** A community microblogging area for students to share thoughts.
- Discussion Forums:** A section for students to discuss course topics.
- Course Events:** A calendar view for the course events.

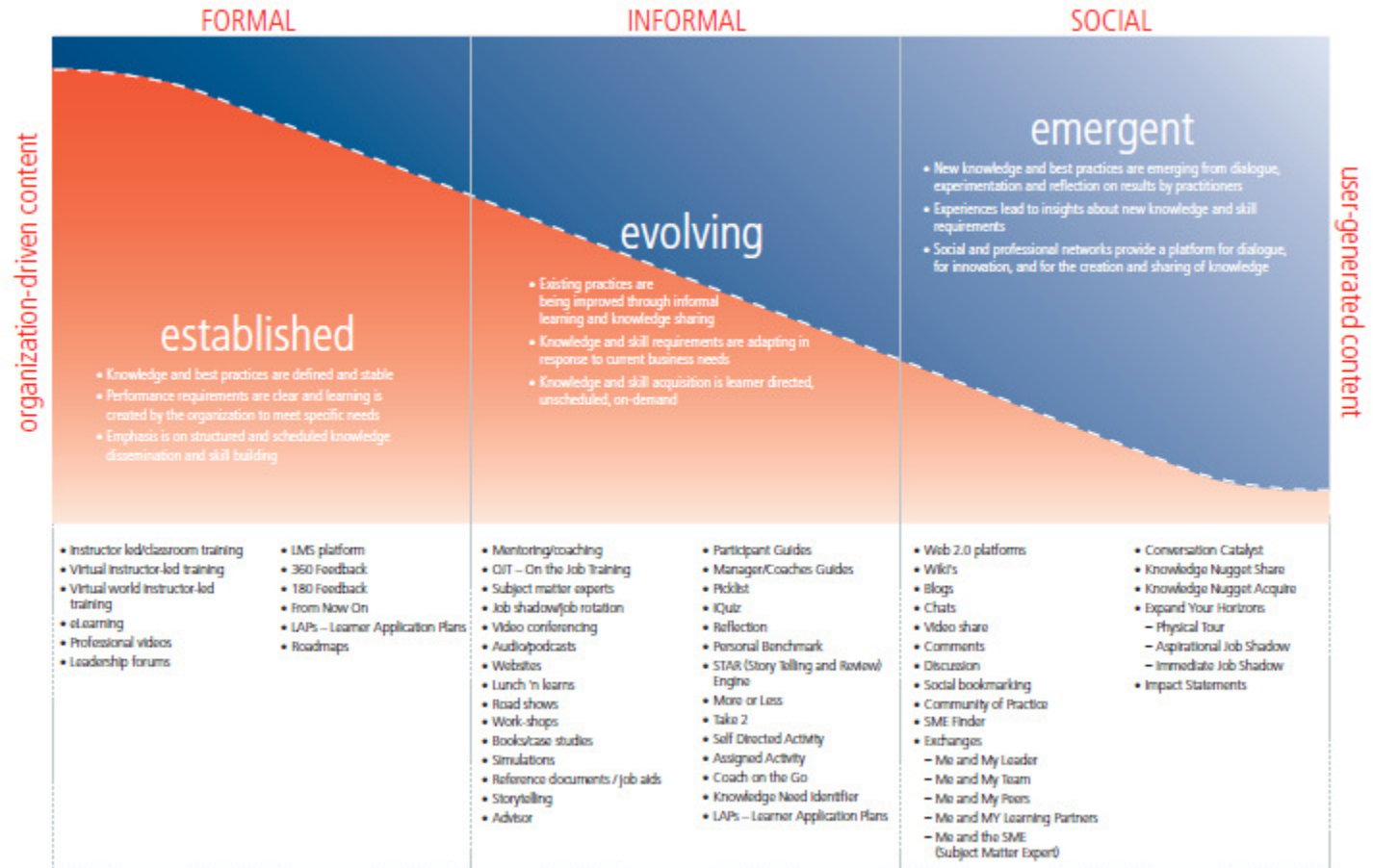
“Social Constructivism”

NEXT is inspired by the instructional design philosophy that says that people learn best when they:

- *Interact with the learning material*
- *Construct new material for others*
- *Collaborate with other students and experts about the material*

Nexient Informal Learning Framework

Learning 2.0 Ecosystem

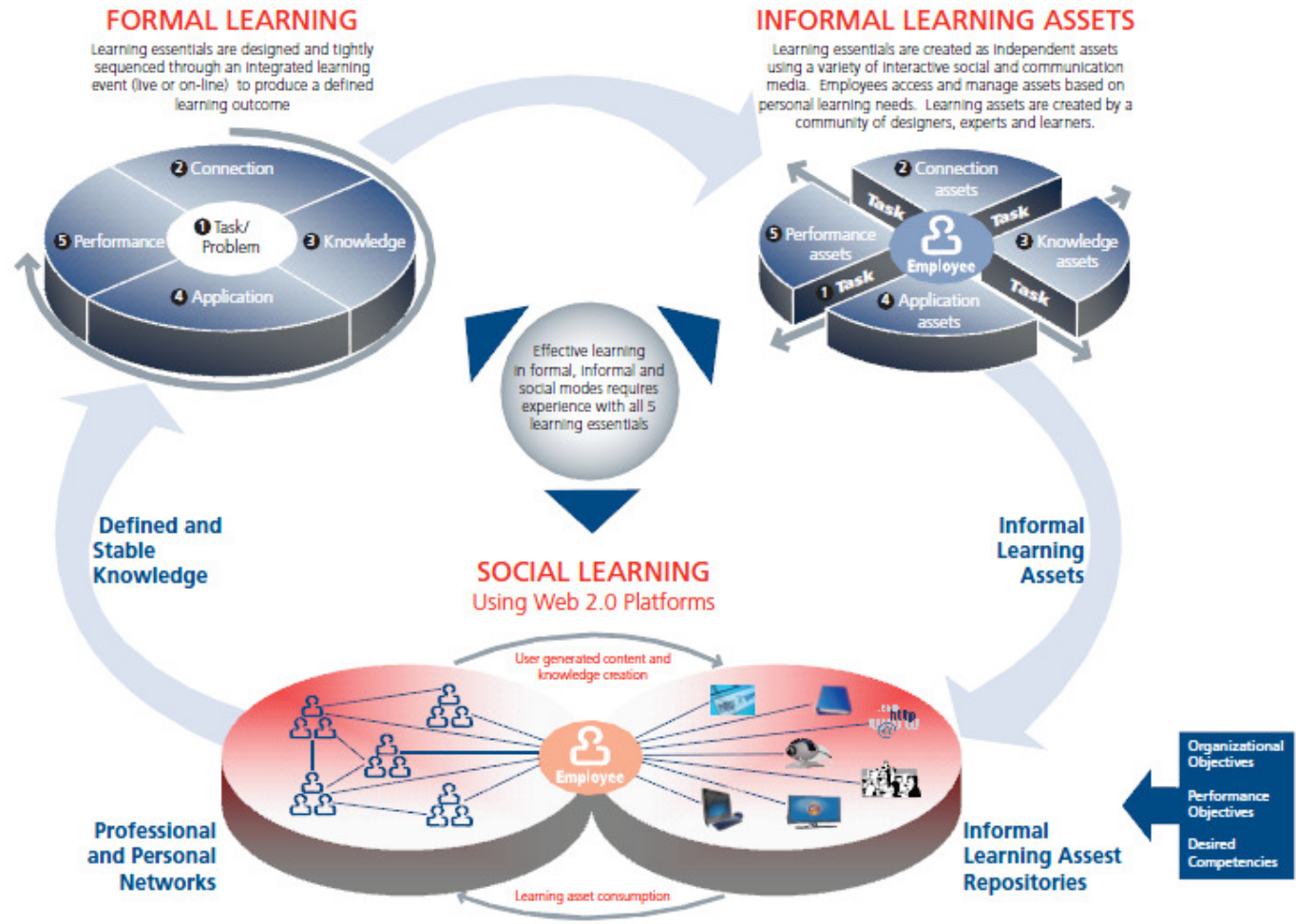


Informal Learning Assets at Nexient

The 5 Essentials for Learning and Performance

Effective workplace learning has 5 essential components.

- 1 Problem or Task**
 - Effective learning involves solving authentic problems or tasks
- 2 Connection**
 - Effective learning connects existing knowledge to new knowledge and helps learners understand why the skill is important.
- 3 Key Knowledge**
 - Effective learning informs and demonstrates new principles, concepts, procedures and processes
- 4 Guided Application**
 - Effective learning provides many opportunities to apply and practice new skills with conformational feedback and personal reflection
- 5 Performance**
 - Effective learning is facilitated when new skills are integrated in the employees workflow



Communities of Practice (CoP)

Community of Practice

A group of people who share a concern, a set of problems, or passion about a topic, and who deepen their knowledge and capability for action through interacting and collaborating with others in the community on an ongoing basis

Domain

The professional field of work and areas of problem solving and innovation

Professional Management

Community

The people that participate in the community and their corresponding roles (formal and informal)

Managers

Practice

The *work* of the community. Actions, knowledge repositories, and learning generated in the course of working

Management Activity

Technology for Communities

Requirements

- Facilitates and stores rich conversations
- Encourages participation and collaboration through ease of use
- Supports rapid knowledge access, creation, sharing and ranking
- Promotes self administration

Applications

CommunityZero™

elgg.

IGLOO®
ONLINE COMMUNITIES

NING

tomoye
community
software

yammer™

Mzinga

Integrated Features

- Profiles
- Calendar
- Knowledgebase
- Polls
- Presence (who's online)
- Forums
- File sharing
- Wiki articles
- Chat
- Blogs
- Social bookmarking
- Groups/subgroups

Integrating Learning and Work with CoP



Nexient – Social Media Explorers Community

Yammer Account ▾ Help

Nexientlearning Search

Home Profile Members Groups **COMMUNITIES** Content ▾ Invite Upgrade

Anita Bowness
Sr. Learning Consultant

Messages (6) Info Connections Groups More ▾

Anita's Conversations | Just Anita

Anita Bowness: As I drink my coffee and think about my use of social media (I'm a FB addict), I try to wrap my head around why I use it and what it provides me. Then it smacks me on the head as I read last week's Globe and Mail. In an article about the new Editor in Chief of Elle Canada, she points to 2 things social media provides: intimacy and immediacy. [expand >](#)
17 days ago · [Reply](#) · [Unlike](#) · [More](#)

😊 Liked by you, [Indira Balkissoon](#), [Melissa Price-Mitchell](#) and 1 other.

Write a reply...

Anita Bowness: Hi all - I'm attaching a file here that may be of interest to all that participated in our session in Toronto last week. It's a compilation of recent articles from the ASTD "T&D" magazine that focus on Learning 2.0 (including social learning and informal learning). It's an interesting read!
📎 1 Attachment: [SocialInformalLearningBundle_LR.pdf](#)
17 days ago · [Reply](#) · [Like](#) · [More](#)

Melissa Price-Mitchell: There's some really interesting stuff here (and I just did a quick skim). Planning to take a closer look. Thanks for sharing Anita!
17 days ago

Contact Download vCard

Username: abowness
Email: abowness@nexientlear...
Work Tel: 613.288.0451
Extension: x286
Mobile Tel: 613.859.5730
Location: Ottawa

Stats

Messages: 6
Groups: 1
Followers: 12
Files: 1

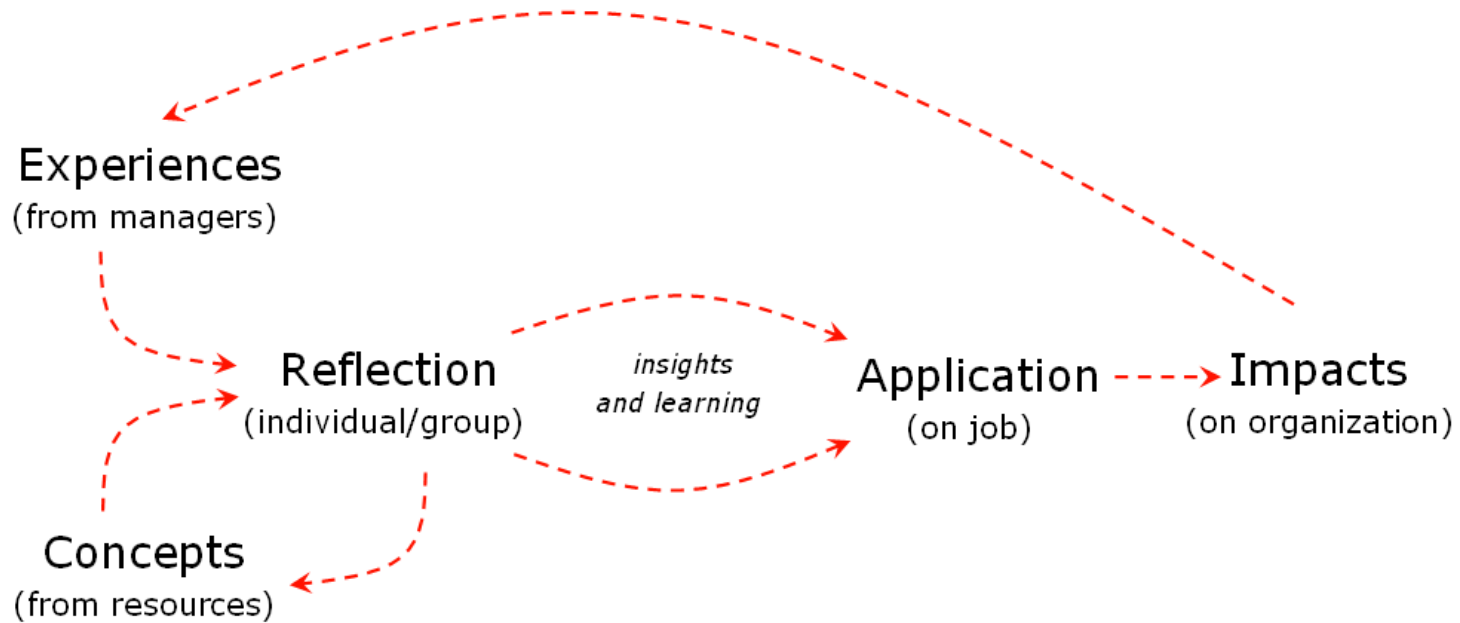
Following (15)

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Learning 2.0 and Leadership Development

How can we use the collaborative and community features of web 2.0 to improve leadership development?



Learning 2.0 for Leadership Development

Formal Learning Wrappers

- Web 2.0 tools made available in conjunction with Leadership development programs (e-learning or classroom)

Embedded/Integrated

- Collaborative and social learning activities are built into leadership development program

Communities

- Naturally emerging or defined Management Communities that use informal learning in a web 2.0 environment in the course of doing their work

Free-Form

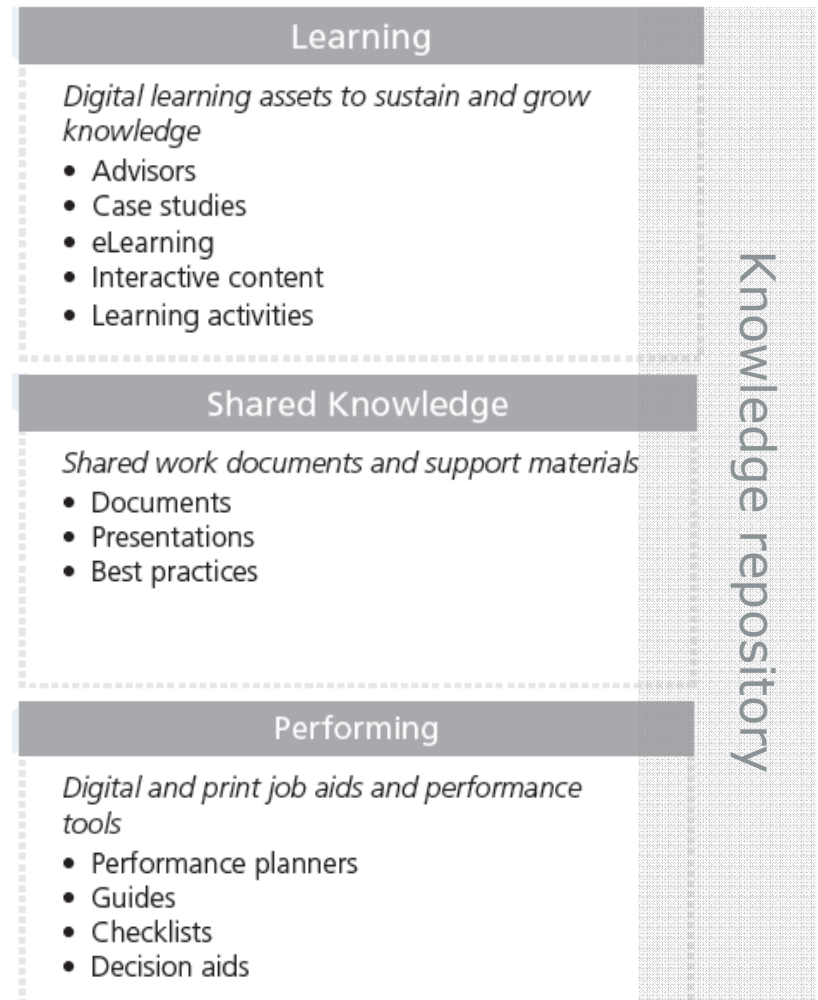
- Managers collaborate and communicate with each other using web 2.0 tools. Learning is an incidental byproduct

A Management Community of Practice CoP

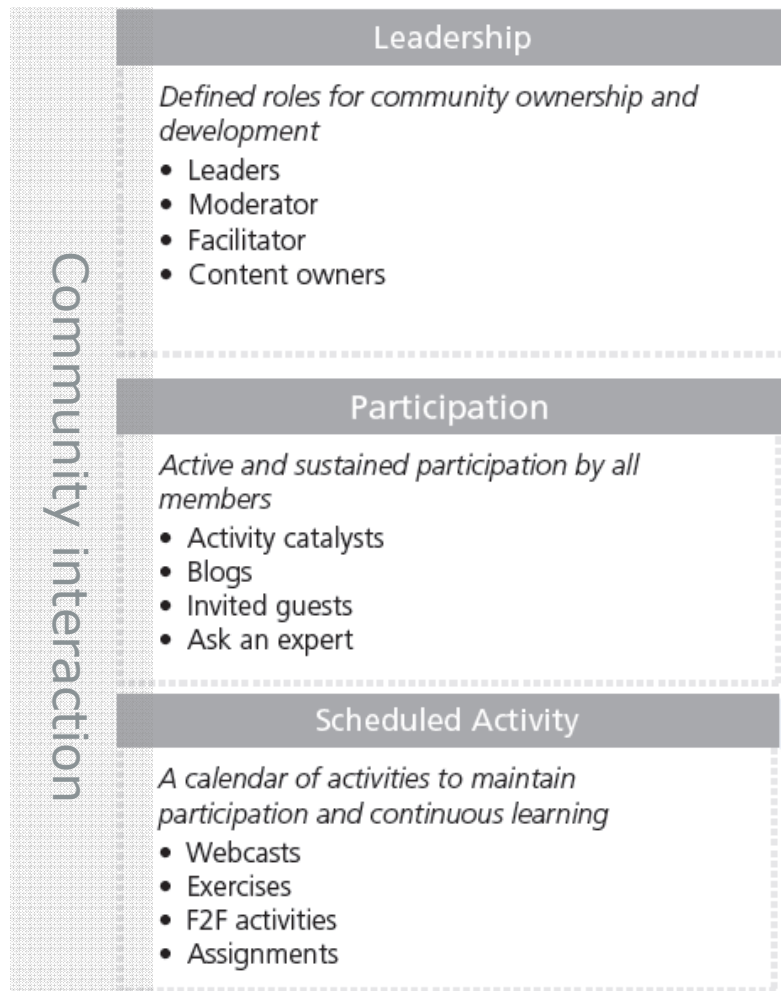


Management CoP Content (Explicit Knowledge)

- Learning assets seeded to jumpstart the community or to support learning initiatives within the community.
- Content supplied by the community
- Informal content created and shared and modified by the community
- Performance support tools to guide real time performance
- Doing ←-----→Learning



Facilitating the Community (Tacit Knowledge)



Productive Inquiry

- How do I do this?
- Has anyone else done this?
- What can I do about this?
- How do I avoid these mistakes?
- What do the experts say?
- Can I trust this advice?
- Here's how I do it?
- I tried that approach last week and this is what happened
- Here's what I suggest

Benefits of Management CoP

For the business

- Drive strategy
- Faster problem solving
- Quick diffusion of practices
- Innovation from knowledge creation
- Organizational knowledge

For the community

- Common language, methods, models
- Knowledge transfer
- Access to wider expertise
- Share and build influence

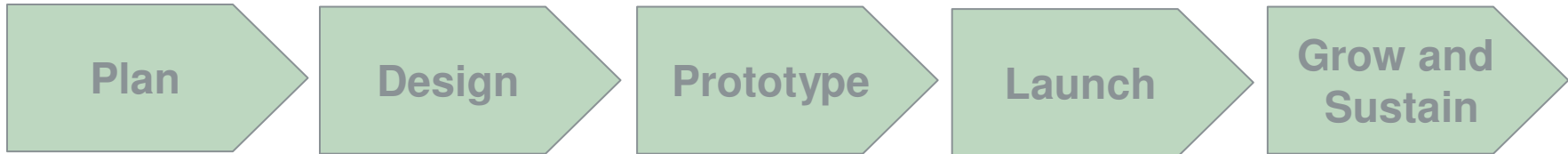
For the individual

- Job skills and knowledge
- Identity
- Rapid and immediate knowledge source
- Always on

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Management CoP Design Roadmap



Identify audience, purpose, goals and vision for the community

Define activities, technology, seed content, group processes and roles that will support community goals

Pilot the community with a representative group to gain commitment, test assumptions, refine the strategy and establish a success story

Launch and Market the community to the larger audience to engage newcomers and deliver immediate results

Manage and monitor group activities to meet organizational and individual goals. Use knowledge created by the community to inform new strategies and activities



Life Cycle for Members

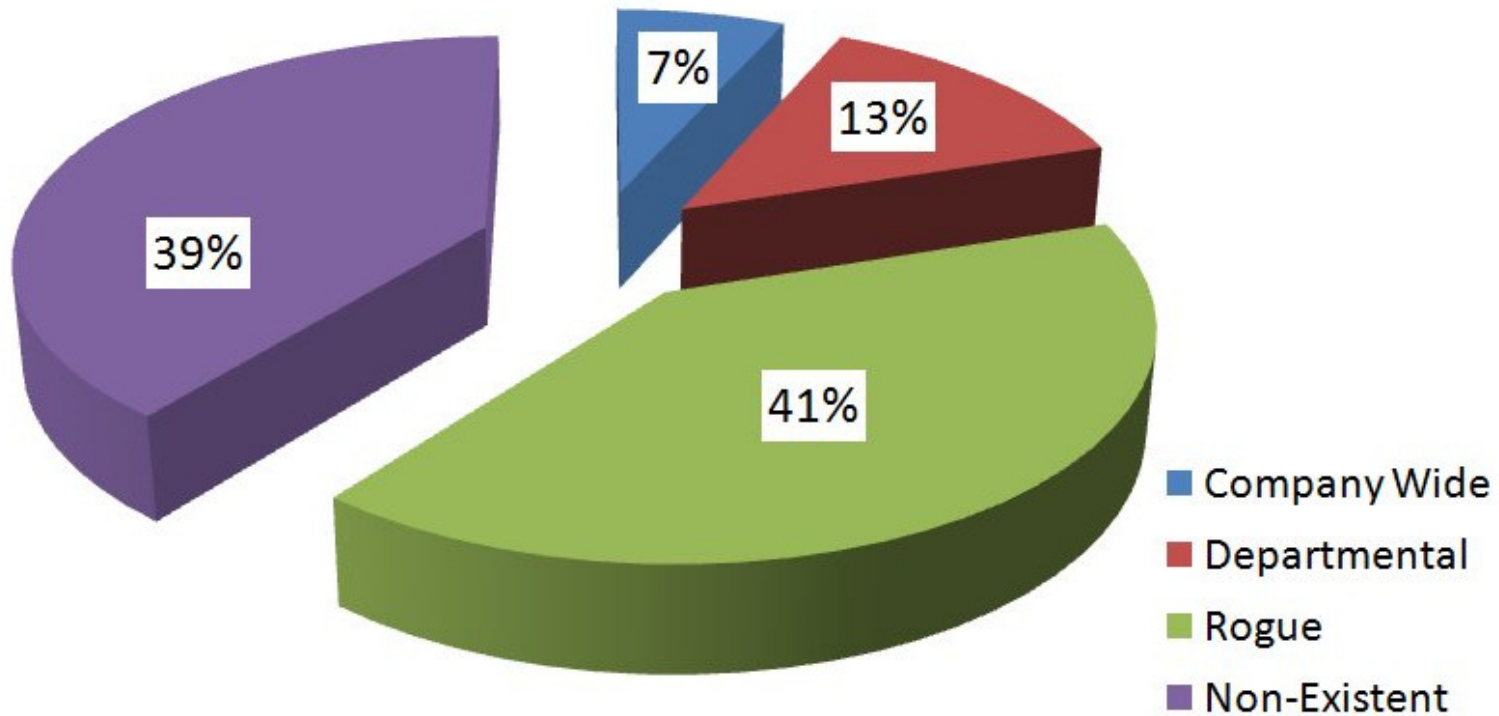
Membership Life Cycle for Online Communities



From <http://blogs.zdnet.com/Hinchcliffe>

Implementing Informal Learning

What does your Informal Learning strategy look like?



Summary

- Current leadership and management development will continue to have limited impact
- Natural experience, productive inquiry, and reflection on action are the key to improving leadership development
- Web 2.0 technologies provide a powerful opportunity to build experience into learning in an always available environment, but they are too fragmented
- Community technologies integrate the best of web 2.0 into one environment and avoid the “tool many tools” problem
- Planning, design, facilitation and sustainment of Management Communities of Practice will be a new competency of management development professionals

Questions/Discussion



Performance X Design

performanceXdesign.wordpress.com

Training Wreck

danpontefract.com