

The Learning Landscape

Donald H Taylor

Learning and Performance Institute, Learning Technologies Conference, Emerge Education

[Twitter](#) | [LinkedIn](#)

Image: James Burns

EDUCATION AND COURSES

ARE YOU REASONABLY GOOD AT EVERYTHING?

Are you a quick thinking, skilful communicator
having an interest in and knowledge of PC's?

Oxford Computer Training Ltd are looking for several software trainers to join a successful and expanding company based in Oxford, London and Birmingham. OCT are one of the country's leading training companies being the winners of Microsoft's ATC of the year for PC Applications 1991-3.

Senior Lecturers: knowledge of Windows NT or Networking & SQL or C & C++ required.
Lecurers: knowledge of Windows products; MS CP status an advantage.
Trainee Lecturers: enthusiasm & wit, with PC knowledge an advantage.

All positions offer attractive salaries with in-job training and the opportunity to develop for well-motivated people who want to be the best.

Our sister company, Oxford Computers Applications Ltd is also recruiting full-time Application Programmers: SBL (DML), xBase, SQL, Visual Basic, Access and ObjectPal skills are of interest.

**Please write enclosing your CV to
Julie Buckley, OCT or OCA, Wolsey Hall,
66 Banbury Road, Oxford OX2 6PR.**

OZ

R

D P
resea

The
stud
M f
tim

Th

Th

th

M

or

B

ez

le

M

Ed

Th

co

A photograph of a city skyline at sunset, with a semi-transparent white banner overlaid in the center. The banner contains the text "What's on your mind right now?". The city skyline includes various skyscrapers and a Ferris wheel on the left. The sun is low on the horizon, creating a warm orange glow. The foreground is filled with green trees.

What's on your mind right now?

Image: James Burns

TODAY



AFTER COVID



TECH LANDSCAPE



THE CHALLENGE



THE OLD, THE NEW

AFTER COVID



Responding to Covid-19

Adapt

Advance



Responding to Covid-19

Adapt

Adopt

Advance



APPROACH

Adapt

Near business-as-usual
(old things done in new ways)

Adopt

Transition

Advance

New ways of working
(new things done in new ways)



APPROACH

Adapt

Near business-as-usual
(old things done in new ways)

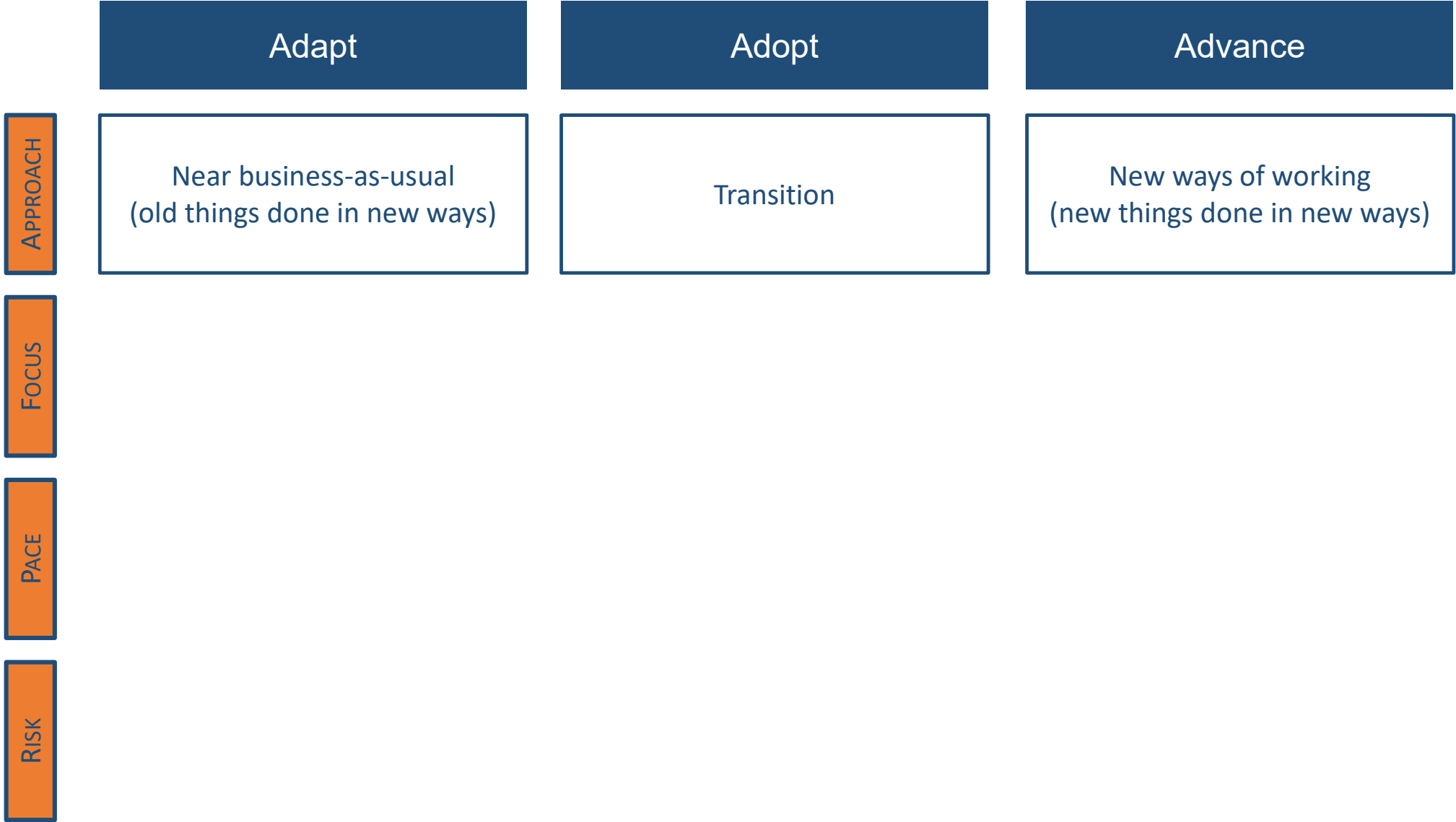
Adopt

Transition

Advance

New ways of working
(new things done in new ways)





	Adapt	Adopt	Advance
APPROACH	Near business-as-usual (old things done in new ways)	Transition	New ways of working (new things done in new ways)
FOCUS	Emergency solutions	New systems and processes	Supporting the 'new now'
PACE	Fast reaction	Considered decision making	Regular development and maintenance
RISK	We repeat old bad practices. We invent new bad practices.	We focus on the technology. We don't throw out redundant emergency solutions.	We stay tactical with delivery, rather than going strategic.



	Adapt	Adopt	Advance
APPROACH	Near business-as-usual (old things done in new ways)	Transition	New ways of working (new things done in new ways)
FOCUS	Emergency solutions	New systems and processes	Supporting the 'new now'
PACE	Fast reaction	Considered decision making	Regular development and maintenance
RISK	We repeat old bad practices. We invent new bad practices.	We focus on the technology. We don't throw out redundant emergency solutions.	We stay tactical with delivery, rather than going strategic.



Adapt

Adopt

Advance

SCOPE

Meet business as usual!
(old things done in new ways)

Embrace
change!

Measure & fund what
new things done in new ways

What challenges does your network face for post-Covid L&D?

PACE

Fast reaction

Considered
decision making

Regular development
and maintenance

RISK

We repeat old bad practices.
We invent new bad practices.

We focus on the technology.
We don't throw out redundant
emergency solutions.

We stay tactical with delivery,
rather than going strategic.



THE TECH LANDSCAPE





1995

Computing

2006

Connection

2016

Data

2026





1995

Computing

2006

Connection

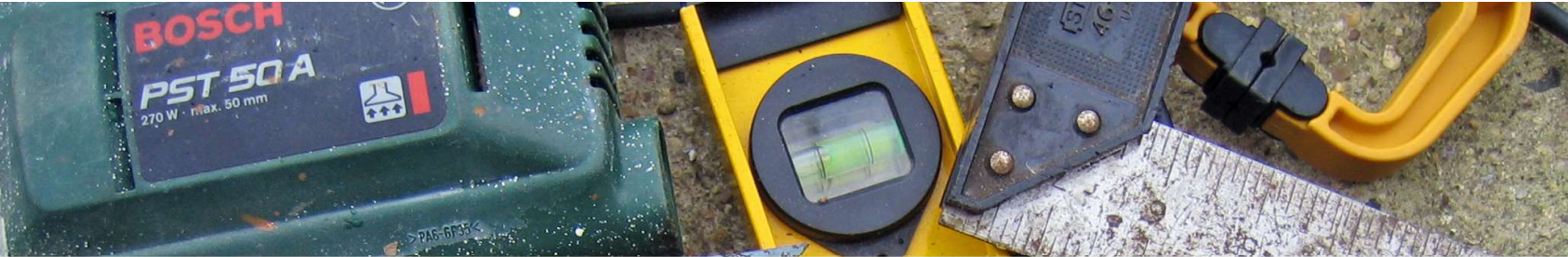
2016

Data

2026

Integration





Our tools



Image: [Paul Downey](#)

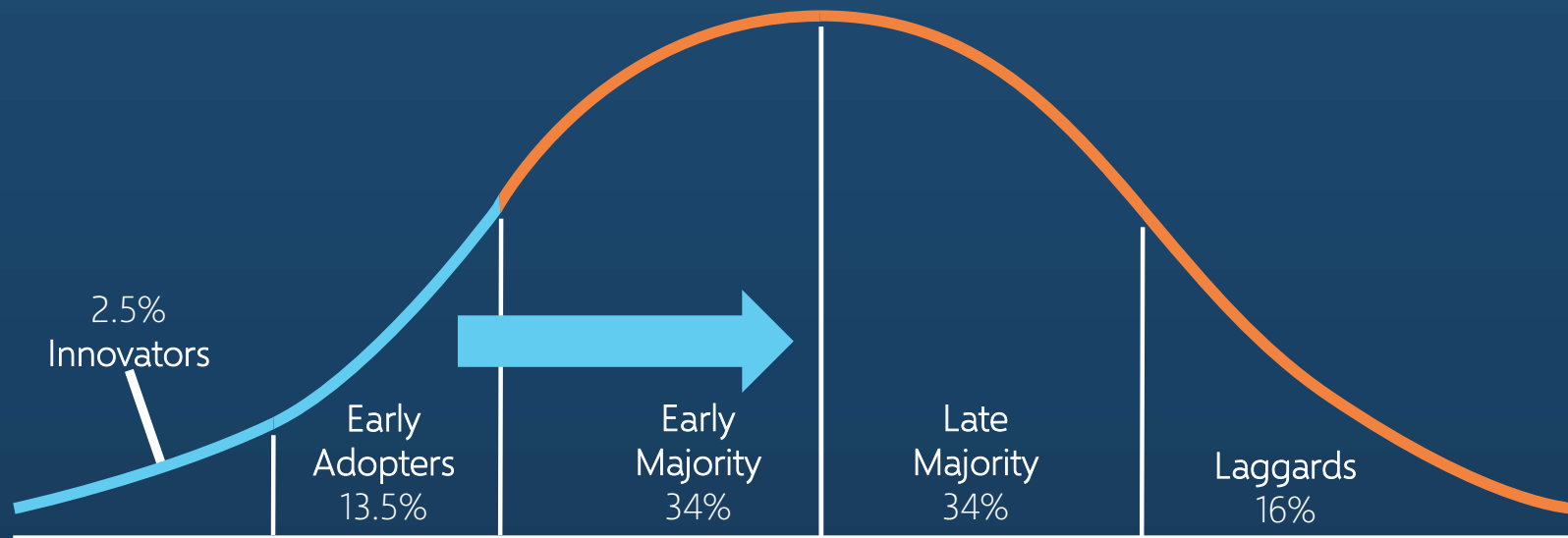


What will the important new tools be in L&D over the next 3-4 years?



Image: [Paul Downey](#)

What will tomorrow's L&D tools be?



Diffusion of innovation curve, Everett Rogers



“What will be hot in workplace L&D in 2021?”

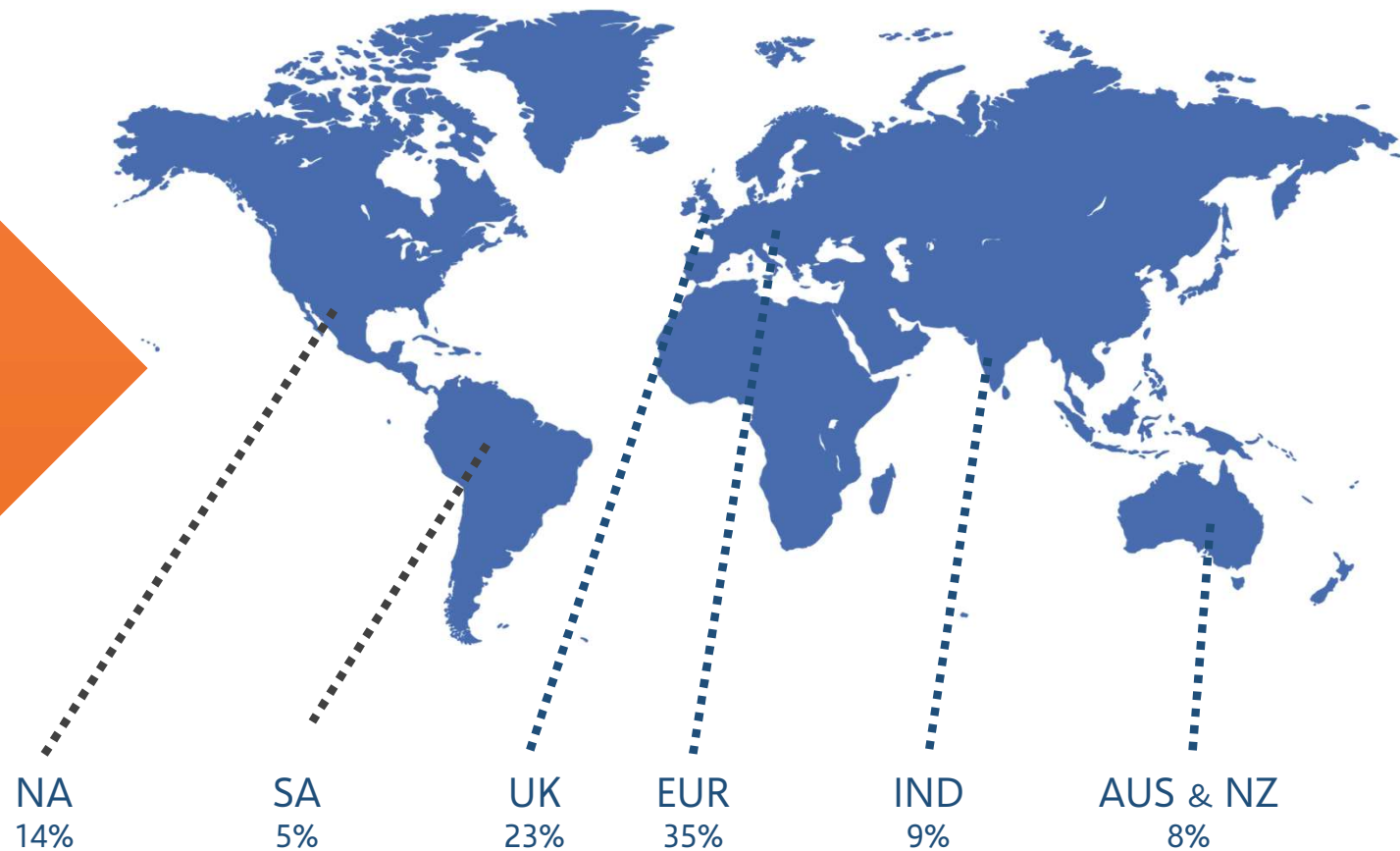
- ◆ Year 8
- ◆ Choose 3 options from 15
- ◆ > 3,000 voters
- ◆ 95 countries





“What will be hot in workplace L&D in 2021?”

- ◆ Year 8
- ◆ Choose 3 options from 15
- ◆ > 3,000 voters
- ◆ 95 countries



What do you think will be hot in workplace L&D in 2021?

Artificial intelligence

Coaching/mentoring

Collaborative/social learning

Consulting more deeply with the business

Curation

Learning analytics

Learning experience platforms

Micro learning

Performance support

Personalization/adaptive delivery

Mobile delivery

Neuroscience/cognitive science

Reskilling/upskilling *

Showing value

Virtual and augmented reality

Other

*New in 2021



donaldhtaylor.co.uk/gss

What do you think will be hot in workplace L&D in 2021?

1. Reskilling/upskilling (new)
2. Collaborative social learning (3)
3. Learning analytics (1)
4. Personalization/adaptive delivery (2)
5. Learning experience platforms (4)
6. Coaching/mentoring (8)
7. Micro learning (6)
8. Showing value (9)
9. Consulting more deeply with the business (7)
10. Performance support (11)
11. Mobile delivery (12)
12. Artificial intelligence (5)
13. Virtual and augmented reality (10)
14. Curation (-)
15. Neuroscience/cognitive science (13)
16. Other (-)

3,114 votes

(Rank for previous year shown in brackets)



donaldhtaylor.co.uk/gss

Results for 2021

GSS 2021		Δ%
1. Reskilling/upskilling (new)	13.0%	new
2. Collaborative/social learning (3)	9.4%	↑
3. Learning analytics (1)	8.8%	↓
4. Personalization/adaptive delivery (2)	8.7%	↓
5. Learning experience platforms (4)	7.4%	↓
6. Coaching/mentoring (8)	7.0%	↔
7. Micro learning (6)	6.9%	↓
8. Showing value (9)	6.1%	↓
9. Consulting more deeply with the business (7)	6.0%	↓
10. Performance support (11)	5.5%	↔
11. Mobile delivery (12)	4.7%	↔
12. Artificial intelligence (5)	4.3%	↓
13. Virtual and augmented reality (10)	4.3%	↓
14. Curation (14)	3.2%	↓
15. Neuroscience/cognitive science (13)	2.6%	↓
16. Other (16)	2.0%	↑

n = 3,114

Figures in brackets show previous year's ranking

Economics & Society

How Reskilling Can Soften the Economic Blow of Covid-19

by Albrecht Enders, Lars Haggstrom, and Rafael Lalive

June 08, 2020

ARTIFICIAL INTELLIGENCE AND DAAS | LEADERSHIP STRATEGIES

The Future of Work: Reskilling the Future Workforce

Technology is changing business, which means orga need workforces with evolved skillsets. Learn more : prepping your employees for the FoW:

MAY 28, 2019 - 4 MINS READ

McKinsey & Company

Organization
Our Insights | How We Help Clients | Our People | Contact Us

Beyond hiring: How companies are reskilling to address talent gaps

February 12, 2020 | Survey

MERCER | What we do

Flexibility and reskilling top priorities for UK employers in 2021 as pandemic highlights need for more future-ready workforces

Economic uncertainty and racial unrest shines light on need for better workforce analytics and understanding of how to meet diverse needs, including improving race and pay equity

London, 10 February 2021 – The COVID-19 pandemic is driving a fundamental shift in the way companies operate, accelerating the need for an adaptable and agile workforce to drive business success. According to Mercer's 2021 Global Talent Trends study, the financial impact and work-life disruption caused by the pandemic is causing UK employers to focus on redefining flexibility and skills development to ensure their business and employees become more resilient and agile in the face of disruption. World events, including protest against racial injustice, have also put the

Jun 7, 2019, 08:30am EDT | 2,033 views

Retraining And Reskilling Your Workforce In The Wake Of AI

Sameer Maskey Forbes Councils Member
Forbes Technology Council COUNCIL POST | Membership (fee-based)
Innovation

POST WRITTEN BY
Sameer Maskey
Founder and CEO at Fusemachines, an AI solutions and services provider based in NYC.

May 2019

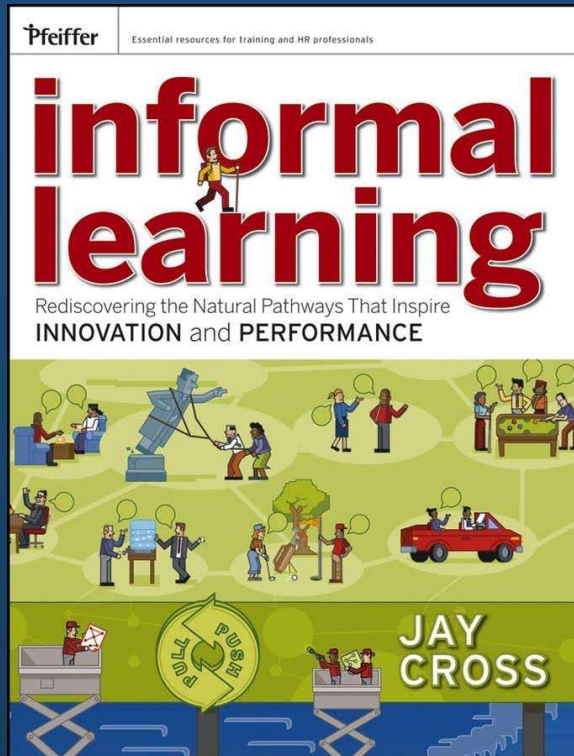
June 2019

February 2020

June 2020

February 2021

Informal, social, collaborative learning

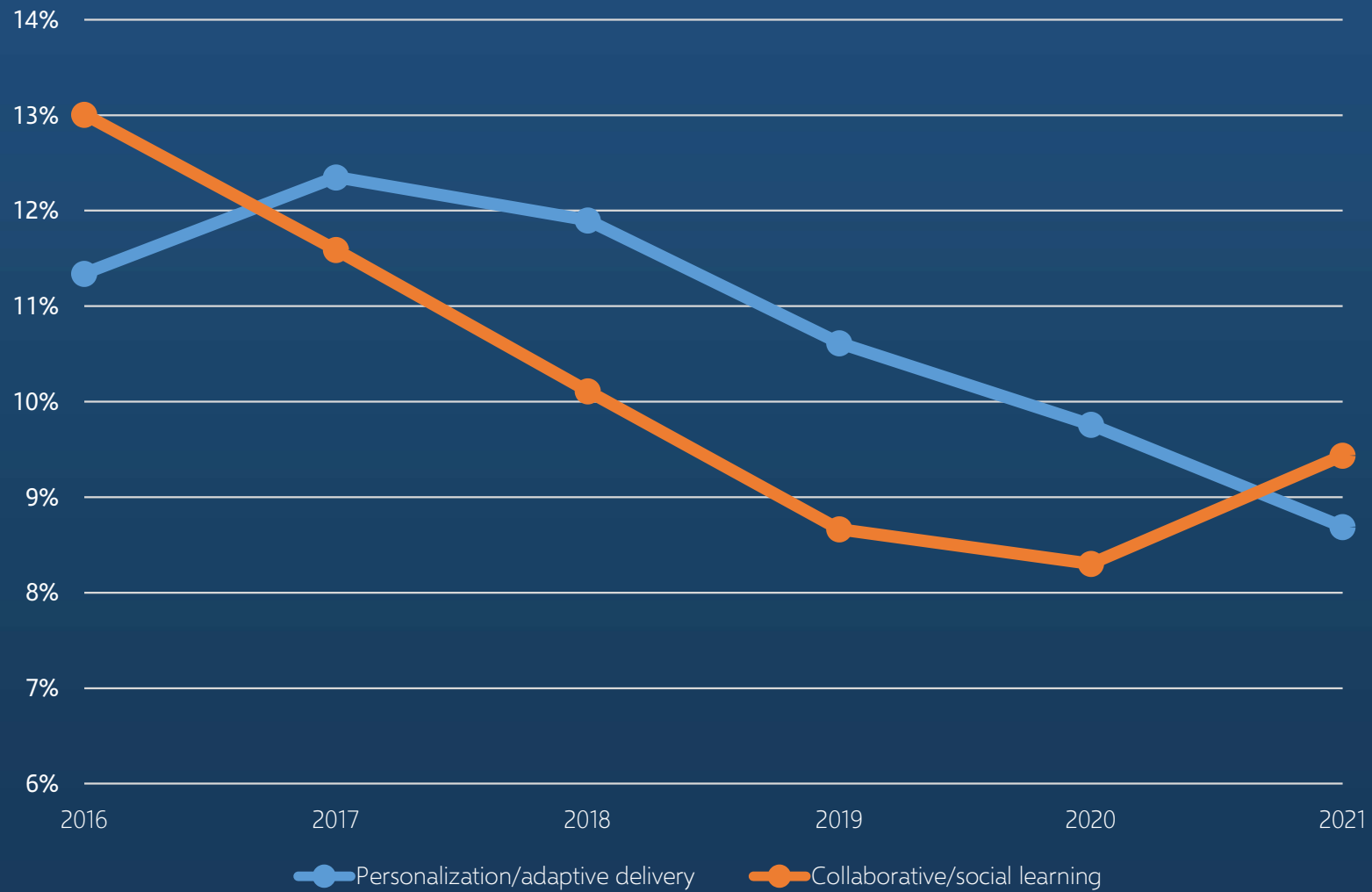


Informal Learning
Pfeiffer, 2006



Jay Cross
(1944 – 2015)

Personalisation and Collaborative learning over time



Results for 2021

GSS 2021		Δ%
1. Reskilling/upskilling (new)	13.0%	new
2. Collaborative/social learning (3)	9.4%	↑
3. Learning analytics (1)	8.8%	↓
4. Personalization/adaptive delivery (2)	8.7%	↓
5. Learning experience platforms (4)	7.4%	↓
6. Coaching/mentoring (8)	7.0%	↔
7. Micro learning (6)	6.9%	↓
8. Showing value (9)	6.1%	↓
9. Consulting more deeply with the business (7)	6.0%	↓
10. Performance support (11)	5.5%	↔
11. Mobile delivery (12)	4.7%	↔
12. Artificial intelligence (5)	4.3%	↓
13. Virtual and augmented reality (10)	4.3%	↓
14. Curation (14)	3.2%	↓
15. Neuroscience/cognitive science (13)	2.6%	↓
16. Other (16)	2.0%	↑

n = 3,114

Figures in brackets show previous year's ranking

Ireland and the world

GSS 2021, Ireland	
1. Reskilling/upskilling	12.6%
2. Coaching/mentoring	11.8%
3. Collaborative/social learning	9.7%
4. Performance support	8.4%
5. Learning analytics	8.2%
6. Showing value	7.1%
7. Personalization/adaptive delivery	7.1%
8. Micro learning	6.1%
9. Consulting more deeply with the business	5.8%
10. Learning experience platforms	5.5%
11. Mobile delivery	4.7%
12. Neuroscience/cognitive science	3.4%
13. Artificial intelligence	3.2%
14. Curation	2.9%
15. Virtual and augmented reality	2.4%
16. Other	1.1%

n = 128



Ireland and the world

GSS 2021 All other countries

1. Reskilling/upskilling	13.0%
2. Collaborative/social learning	9.4%
3. Learning analytics	8.9%
4. Personalization/adaptive delivery	8.8%
5. Learning experience platforms	7.4%
6. Micro learning	7.0%
7. Coaching/mentoring	6.8%
8. Consulting more deeply with the business	6.0%
9. Showing value	6.0%
10. Performance support	5.4%
11. Mobile delivery	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.4%
14. Curation	3.2%
15. Neuroscience/cognitive science	2.6%
16. Other	2.1%

n = 2,986

GSS 2021, Ireland

1. Reskilling/upskilling	12.6%
2. Coaching/mentoring	11.8%
3. Collaborative/social learning	9.7%
4. Performance support	8.4%
5. Learning analytics	8.2%
6. Showing value	7.1%
7. Personalization/adaptive delivery	7.1%
8. Micro learning	6.1%
9. Consulting more deeply with the business	5.8%
10. Learning experience platforms	5.5%
11. Mobile delivery	4.7%
12. Neuroscience/cognitive science	3.4%
13. Artificial intelligence	3.2%
14. Curation	2.9%
15. Virtual and augmented reality	2.4%
16. Other	1.1%

n = 128



Ireland and the world

GSS 2021 All other countries

1. Reskilling/upskilling	13.0%
2. Collaborative/social learning	9.4%
3. Learning analytics	8.9%
4. Personalization/adaptive delivery	8.8%
5. Learning experience platforms	7.4%
6. Micro learning	7.0%
7. Coaching/mentoring	6.8%
8. Consulting more deeply with the business	6.0%
9. Showing value	6.0%
10. Performance support	5.4%
11. Mobile delivery	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.4%
14. Curation	3.2%
15. Neuroscience/cognitive science	2.6%
16. Other	2.1%

n = 2,986

GSS 2021, Ireland

1. Reskilling/upskilling	12.6%
2. Coaching/mentoring	11.8%
3. Collaborative/social learning	9.7%
4. Performance support	8.4%
5. Learning analytics	8.2%
6. Showing value	7.1%
7. Personalization/adaptive delivery	7.1%
8. Micro learning	6.1%
9. Consulting more deeply with the business	5.8%
10. Learning experience platforms	5.5%
11. Mobile delivery	4.7%
12. Neuroscience/cognitive science	3.4%
13. Artificial intelligence	3.2%
14. Curation	2.9%
15. Virtual and augmented reality	2.4%
16. Other	1.1%

n = 128

#1 Globally



Ireland and the world

GSS 2021 All other countries

1. Reskilling/upskilling	13.0%
2. Collaborative/social learning	9.4%
3. Learning analytics	8.9%
4. Personalization/adaptive delivery	8.8%
5. Learning experience platforms	7.4%
6. Micro learning	7.0%
7. Coaching/mentoring	6.8%
8. Consulting more deeply with the business	6.0%
9. Showing value	6.0%
10. Performance support	5.4%
11. Mobile delivery	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.4%
14. Curation	3.2%
15. Neuroscience/cognitive science	2.6%
16. Other	2.1%

n = 2,986

GSS 2021, Ireland

1. Reskilling/upskilling	12.6%	
2. Coaching/mentoring	11.8%	#1 Globally
3. Collaborative/social learning	9.7%	
4. Performance support	8.4%	
5. Learning analytics	8.2%	
6. Showing value	7.1%	
7. Personalization/adaptive delivery	7.1%	-1.4%
8. Micro learning	6.1%	
9. Consulting more deeply with the business	5.8%	
10. Learning experience platforms	5.5%	-1.8%
11. Mobile delivery	4.7%	
12. Neuroscience/cognitive science	3.4%	
13. Artificial intelligence	3.2%	
14. Curation	2.9%	
15. Virtual and augmented reality	2.4%	-1.9%
16. Other	1.1%	

n = 128



THE CHALLENGE



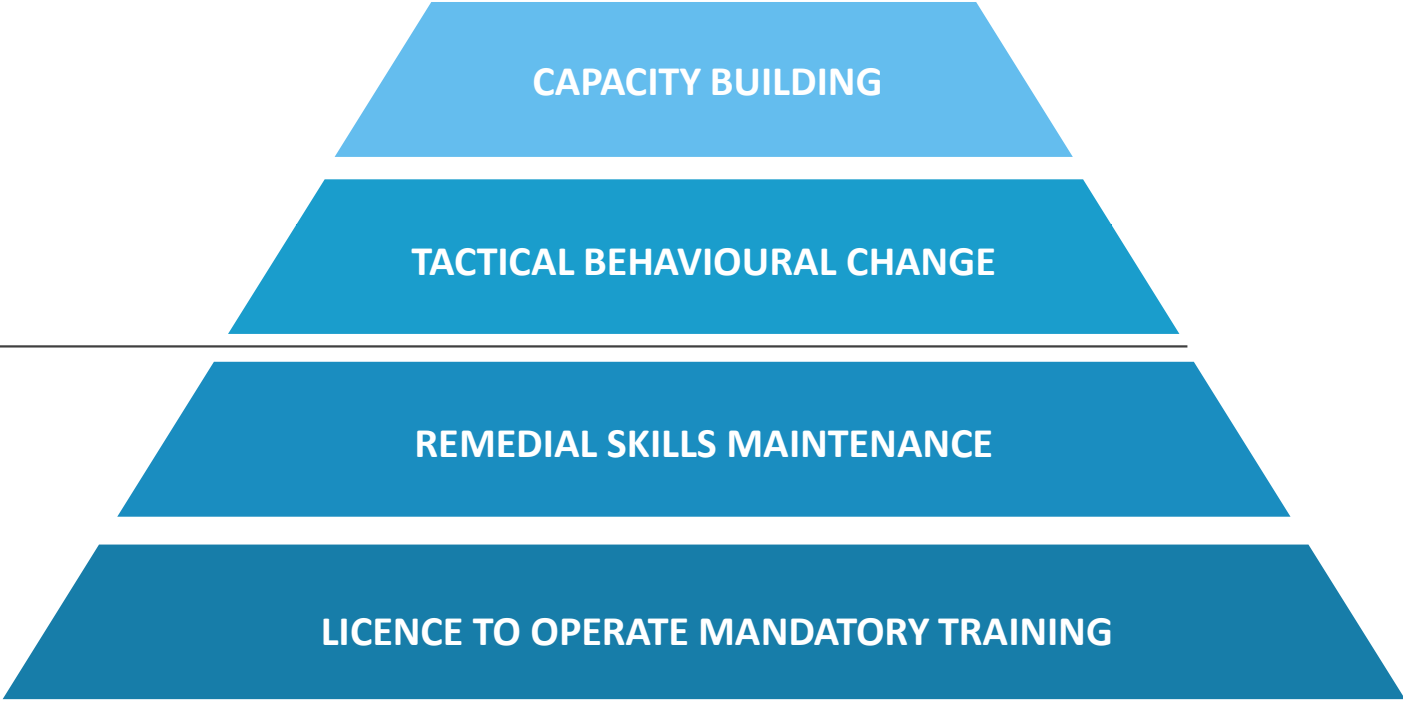
Image: [Samuel House](#)

NOW



FUTURE

NOW



CHANGE



FUTURE



NOW



CHANGE



FUTURE



NOW



CHANGE

STRATEGY

FUTURE

CAPACITY BUILDING

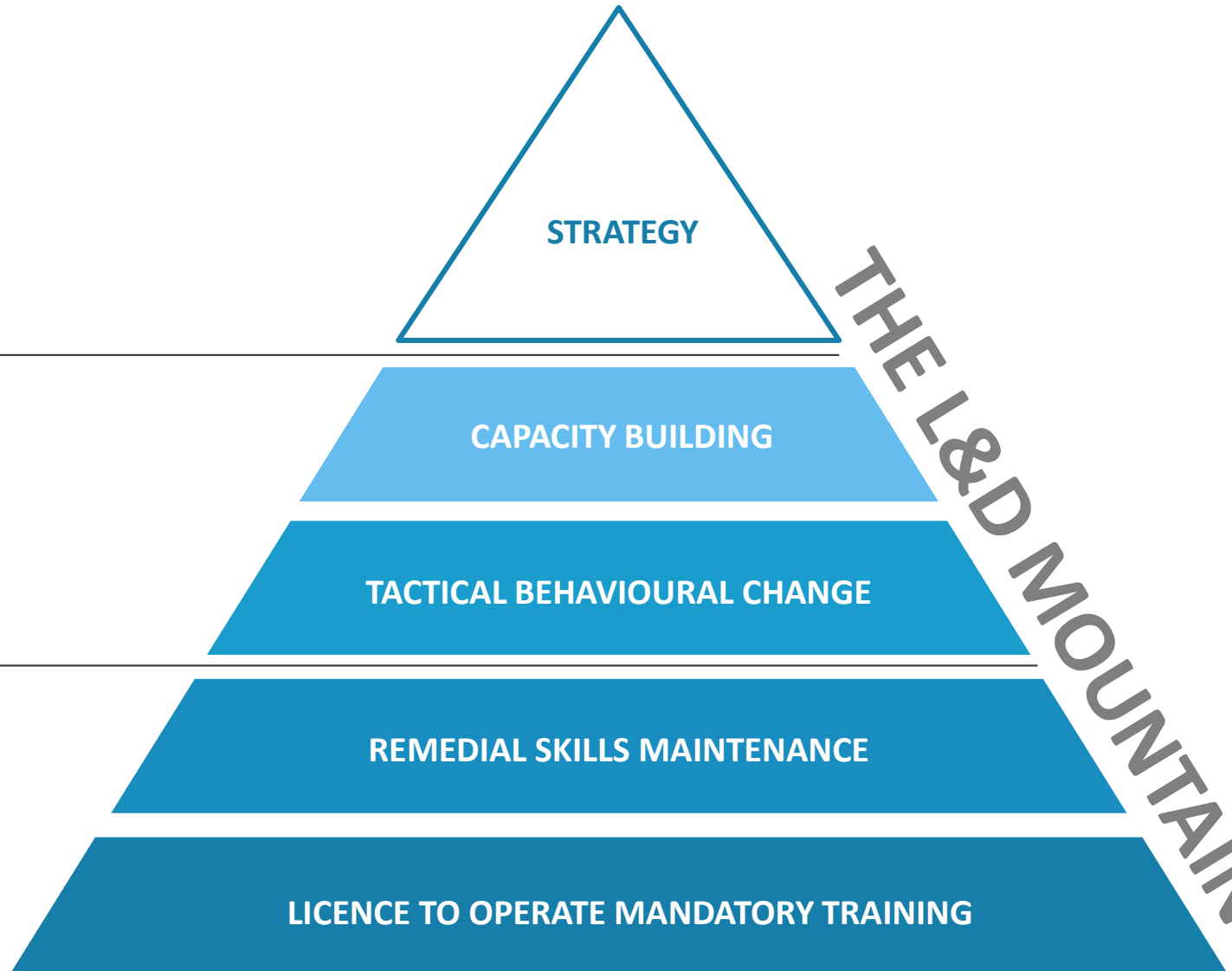
TACTICAL BEHAVIOURAL CHANGE

NOW

REMEDIAL SKILLS MAINTENANCE

LICENCE TO OPERATE MANDATORY TRAINING

THE L&D MOUNTAIN

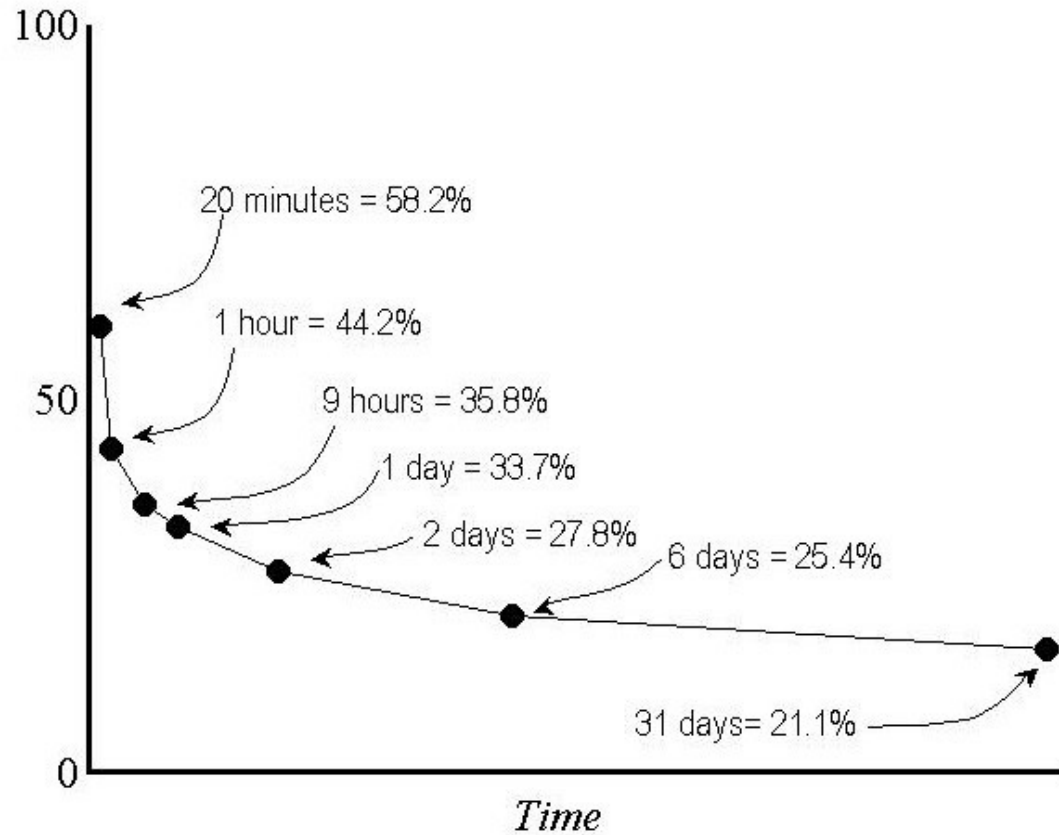


THE OLD, THE NEW



Image: [Matador Network](#)

The Ebbinghaus Forgetting Curve



Hermann Ebbinghaus
1850 - 1909

70:20:10



OUR STORY

The Institute works with organisations across the world. We help exploit the potential of 70:20:10 as a robust approach to strengthen and align learning and development (L&D) with organisational performance needs. We develop new approaches and we work to co-create learning and performance strategies, as well as solutions with performance and (organisational) learning power.

Our view of 70:20:10 is as an evolving new approach rather than a single solution. It embraces techniques such as performance support, working with exemplary performers, social learning, re-designing work processes and other levers. When applied well, 70:20:10 will enable more effective and efficient ways for building high performance faster than the speed of business. Our 70:20:10 methodology is in use by an increasing number of leading organisations.

We believe that open collaboration delivers the best for everyone, which is why we partner globally with businesses and experts whose work is leading the

The 5 moments of learning need



New

when learning something for the first time.



More

when people are expanding the breadth and depth of what they have learned



Apply

when people have to act upon what they have learned



Solve

when they have to solve a problem, resolve an issue because things don't work the way they should



Change

when people have to learn new ways of doing something which requires them to change/adapt deeply ingrained practices





“Data conversations.”



Guy Wilmshurst-Smith
Head of Training, Network Rail



“Anyone can help somebody get better at anything.”



Anca Iordache
Future of Work Practice Manager, Citi

TODAY



AFTER COVID



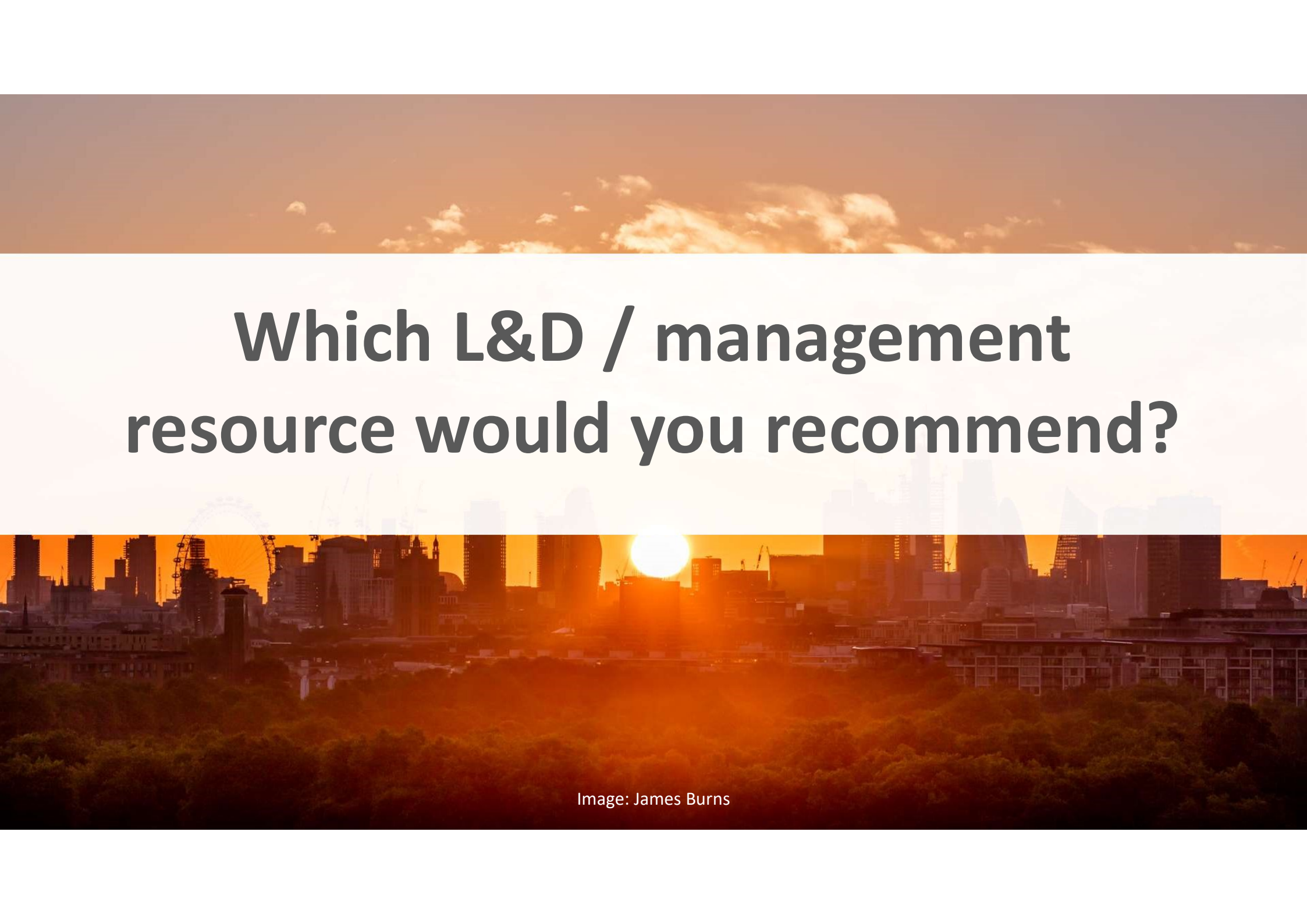
TECH LANDSCAPE



THE CHALLENGE



THE OLD, THE NEW

A photograph of a city skyline at sunset, with a semi-transparent white banner overlaid in the center. The banner contains the text "Which L&D / management resource would you recommend?". The city skyline includes various skyscrapers and a Ferris wheel, all silhouetted against the bright orange and yellow sky. The foreground is filled with dense green trees.

**Which L&D / management
resource would you recommend?**

Image: James Burns

The Learning Landscape

Donald H Taylor

Learning and Performance Institute, Learning Technologies Conference, Emerge Education

[Twitter](#) | [LinkedIn](#)

Image: James Burns