

Why Organizational Learning?



Dr. Nigel Paine L&D Talks: 2nd June 2022

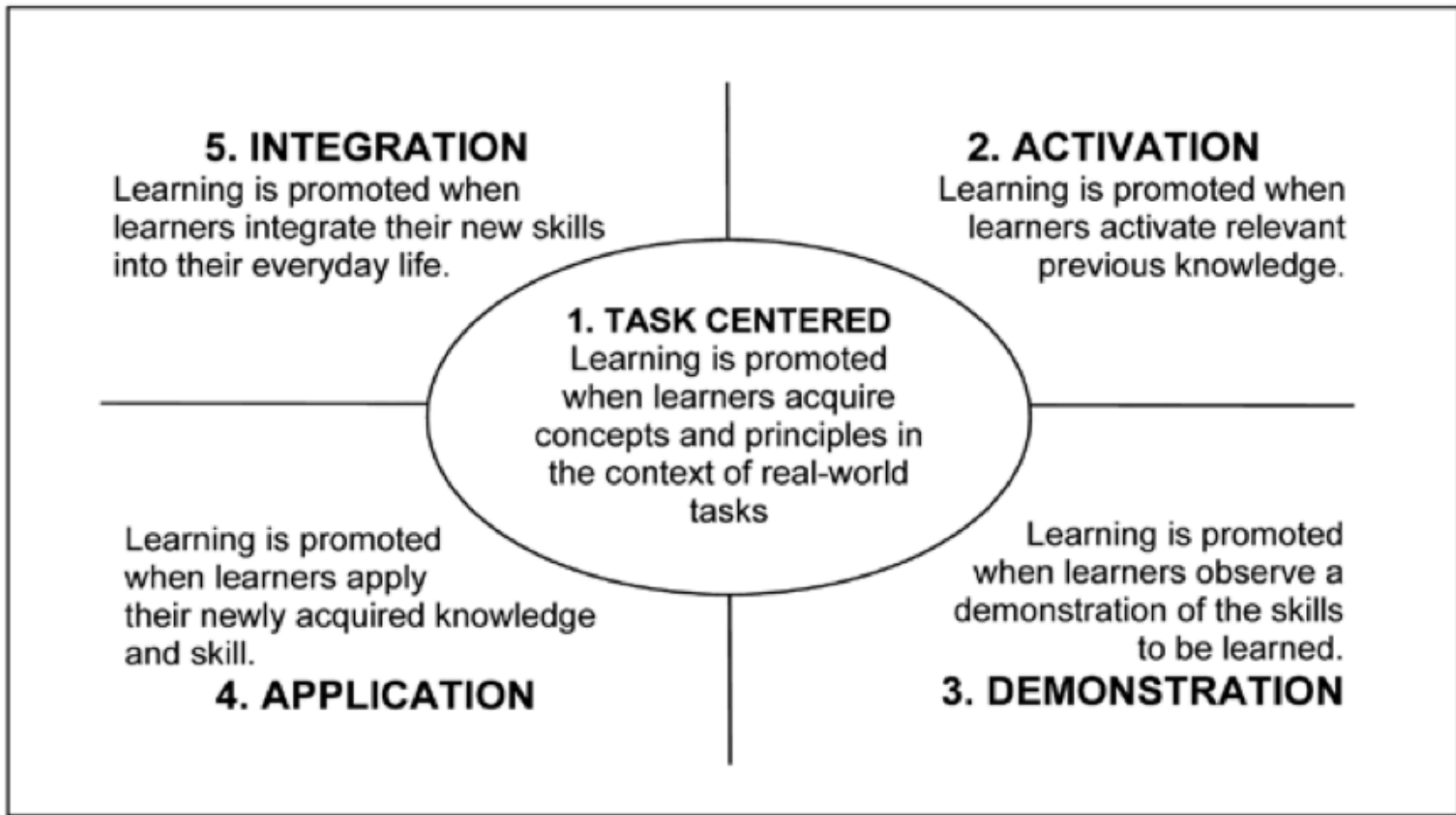


Figure 1: First principles of instruction. D.M. Merrill: Task Centred Instructional Strategy

From Safe Spaces to Brave Spaces: Learning as Transformation

“Time for solid action”
Kitty Van Der Heijden



'we learn, professionalise and innovate together'



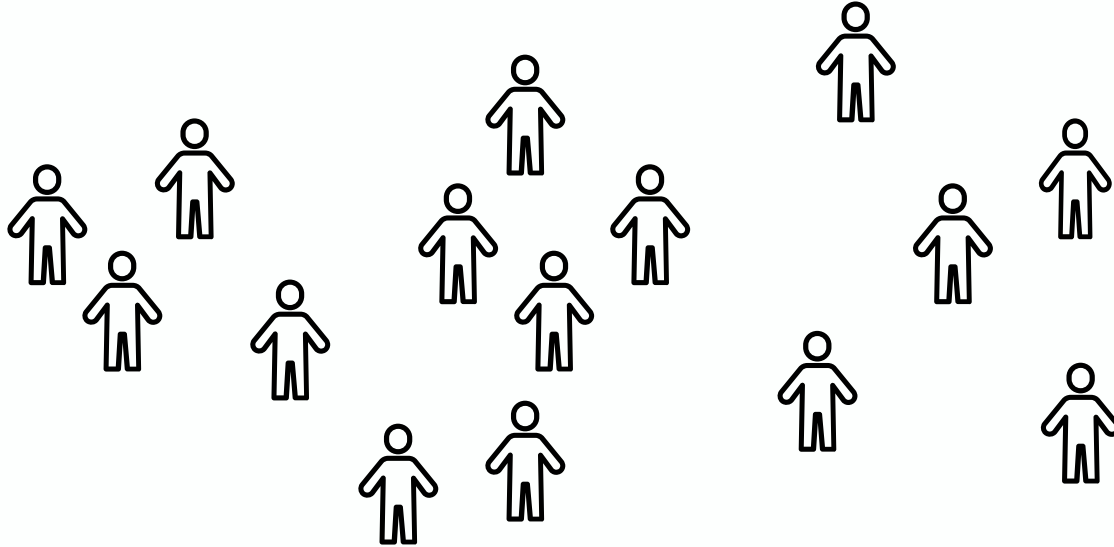
Fieldwork

Practice

Design

Nick Shackleton Jones

In a Learning Organization: Learning Happens in the Space Between People



What matters are the connections





Scale and deep connection are necessary to change organizations
And build learning communities

Snow Globe Metaphor

7



Julia Hobsbawm

Complex Asymmetry

Etienne Wenger-Trayner

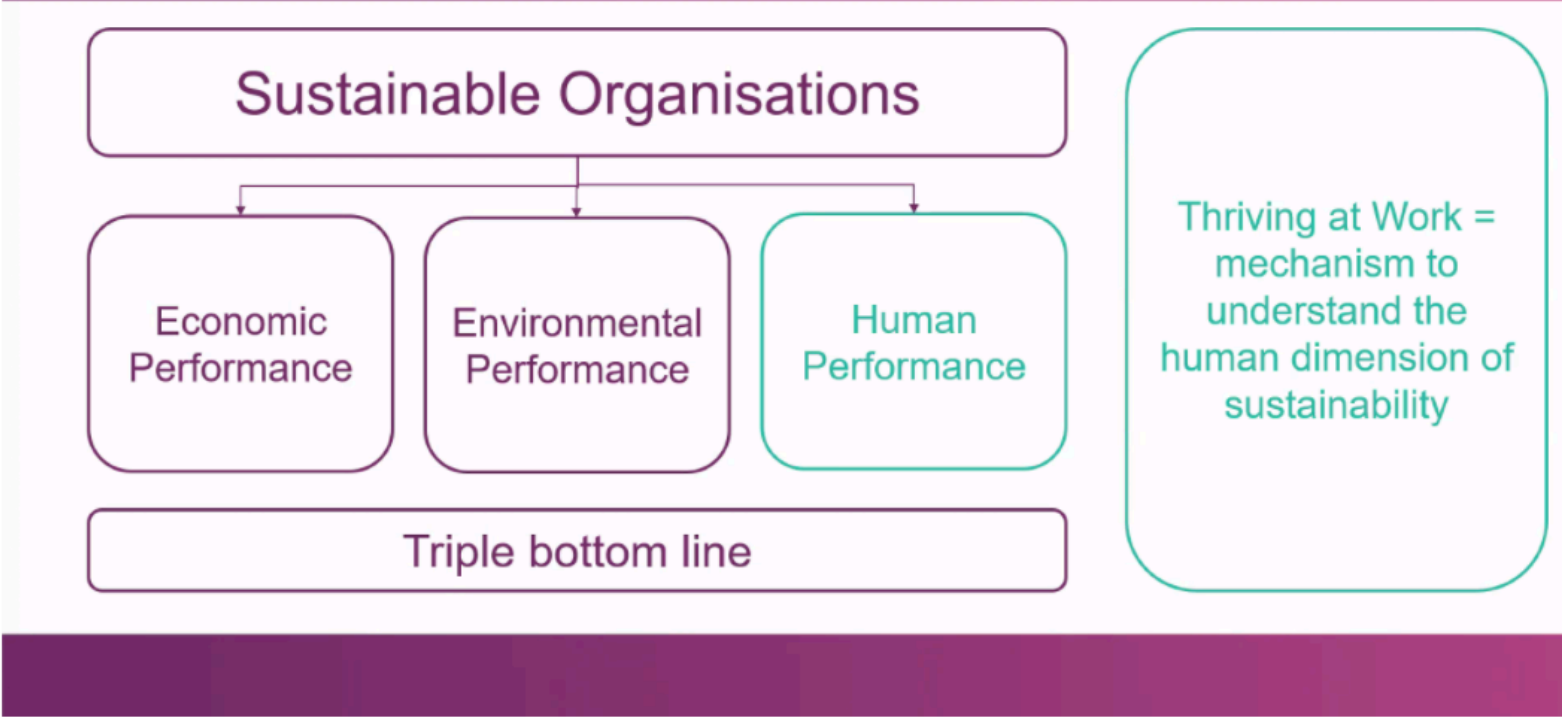
Learning as mutual engagement around uncertainty; not the transmission of certainty

Learning as an experience of being human in the world;

Meaningful to whom we are; as we learn to survive in complex societies

Communities sustain practice around a learning community

Workplace Wellbeing Strategy



Link between learning & wellbeing

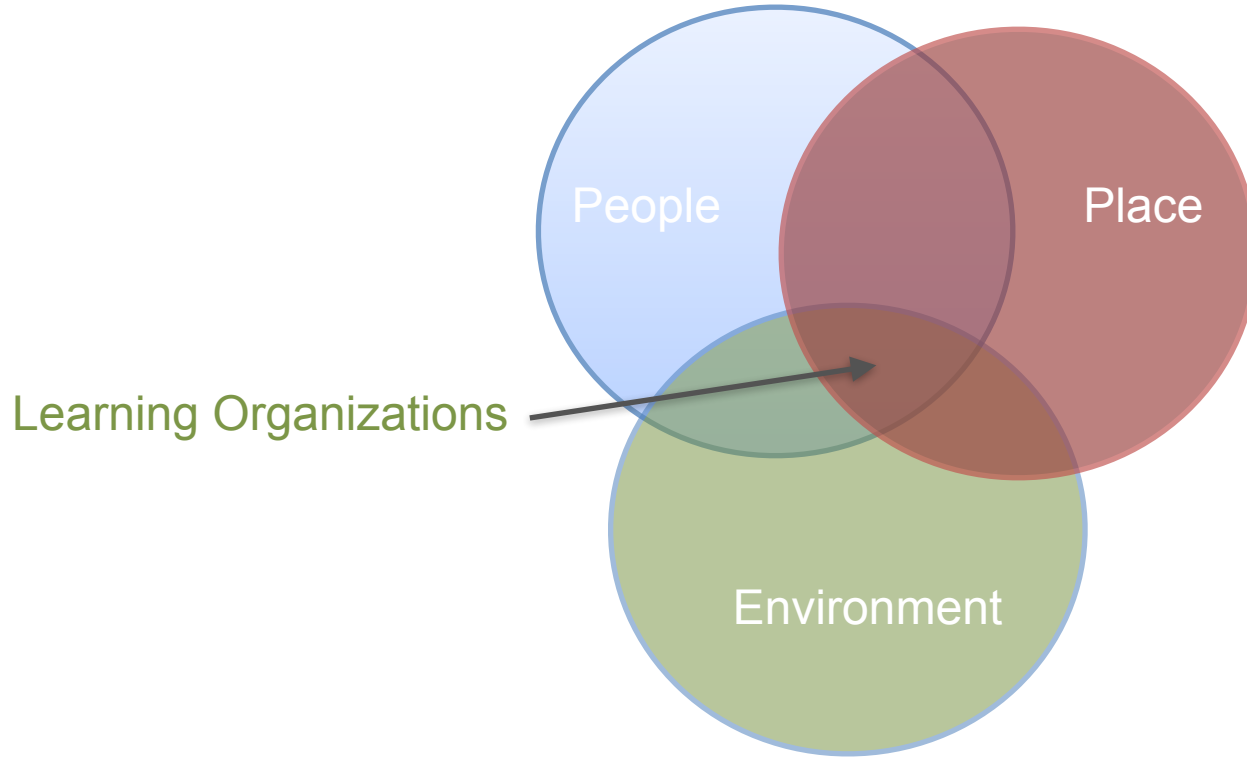
Thriving = Vitality + Learning

“Employees who are thriving experience personal growth by feeling energised and alive (vitality) and by having a sense of continually acquiring and applying knowledge (learning)”

(Kleine et al., 2019)

Community

L&D Plays Everywhere



What does that SHIFT mean for Our Organizations

Learning and Development	• Training is provided for specific job requirements, organization compliance, and security requirements. • Manager nomination and enterprise requirements regulate learning. • Learning is siloed by function and division and limited to internal audiences.	• Development is a key focus to align skills, capabilities, and competencies with future organizational needs and changing business strategies and skill requirements. • There is a high degree of worker-driven options around organization and community. • Learning offerings consider the requirements and expectations of internal/external workers. • Workforce analytics platforms offer a consolidated view of internal/external workforce learning requirements and progress.
Career Paths	• Organizations follow linear, hierarchical career paths based on functions and business units. • Mentorship programs are offered ad hoc/as needed. • Structured rotation programs move small cohorts (and small percentages of employees) to build experiences within the organization.	• Internal and external talent marketplaces reveal worker interest and experiences and unlock opportunities within the organization. • Worker preferences drive agency and choice for multidirectional career opportunities. • Fractionalized and project-based work offers opportunities.

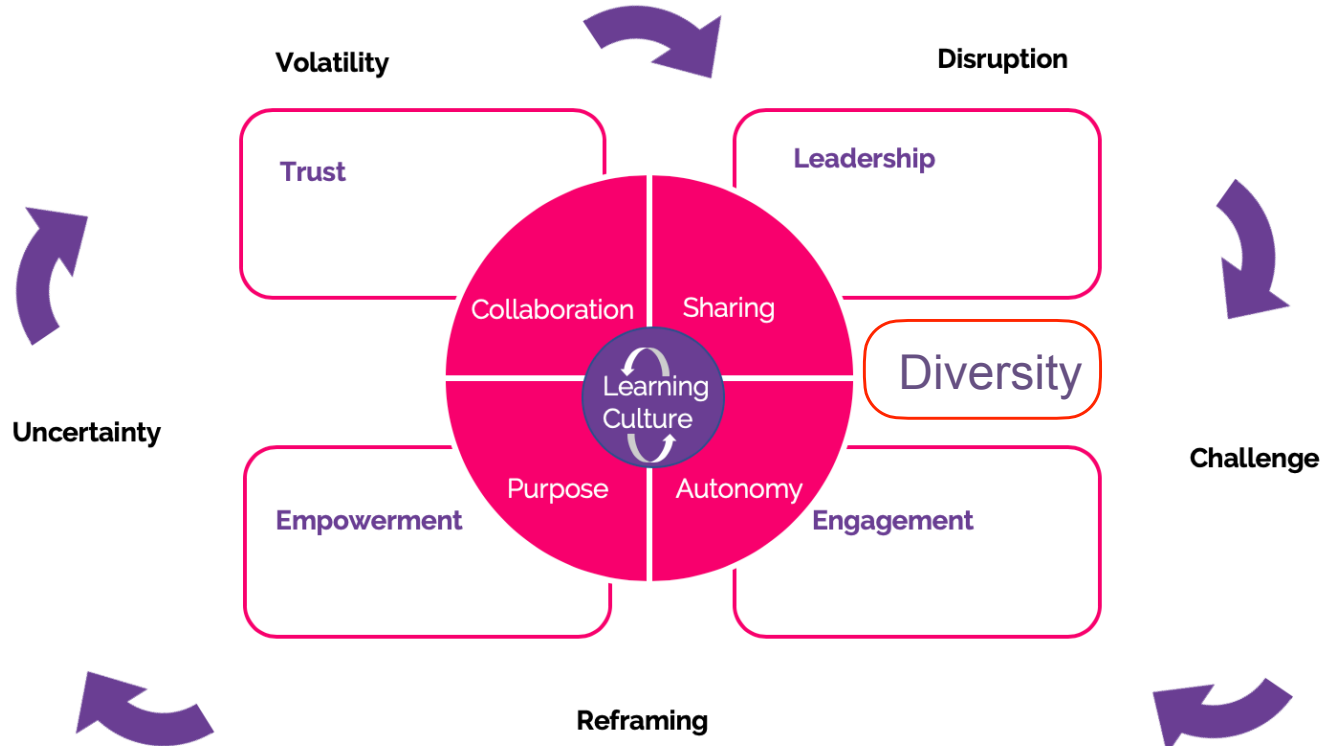
Learning and Development	Learning is siloed by function training for specific job requirements, and organizational compliance	Development aligns, skills capacities and competencies to future organizational needs and aspirations
Career Paths	linear & hierarchical	Internal and external talent marketplaces Multidirectional career pathways

Old

New

Learning Culture Elements

From Workplace Learning Book



#CuriousTogether 2021 Snapshot

A fully integrated year long program created by our learning organization and partners across Novartis

A continuous calendar of learning experiences to engage associates in learning and curiosity
#CuriousTogether

4 key themes

Personal growth and wellbeing

Leadership

Innovation, data and digital

Novartis, medicine and society



78,373
Event learning hours



26,036
unique associates



244
hours of original content



99
countries

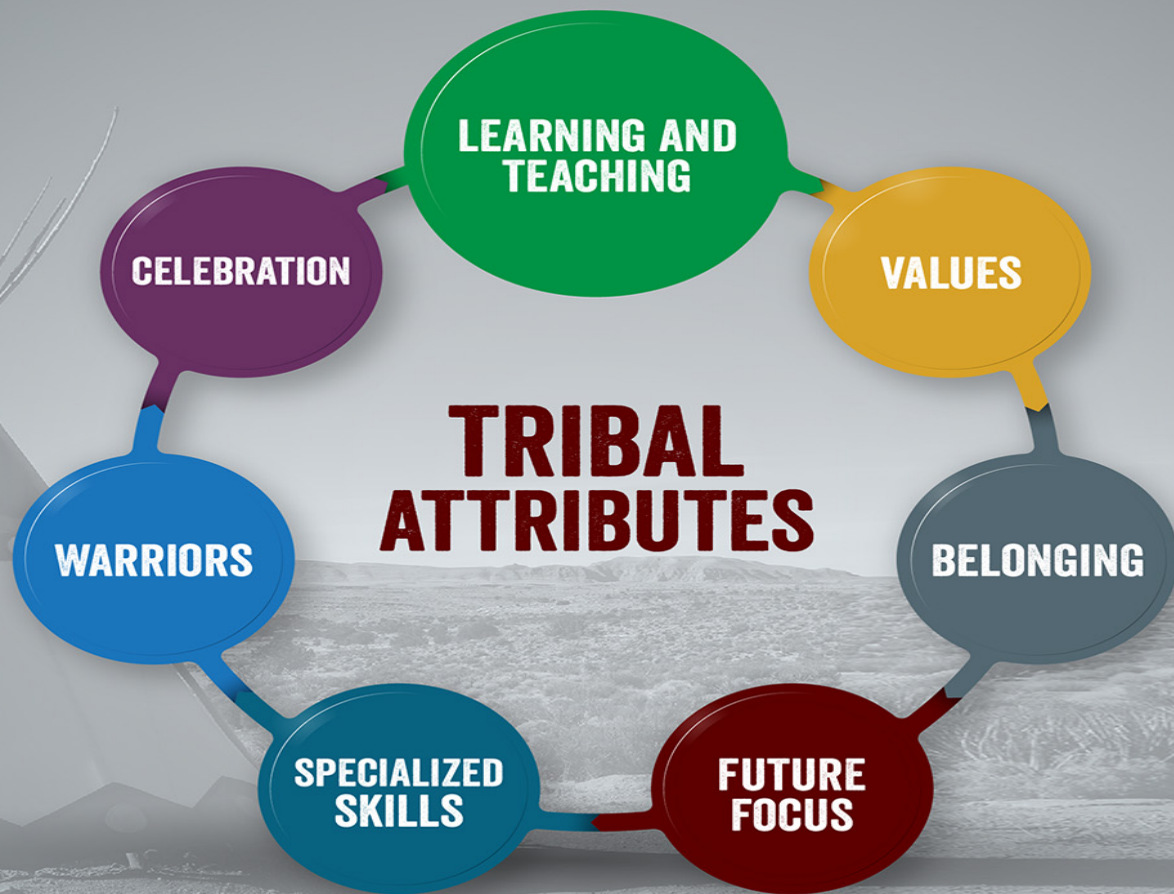
Some external partners



Connecting the dots and supporting behavioral change with key organizational initiatives

Evolve, Choice with Responsibility, TEDxNovartis, Diversity and Inclusion, Environmental Sustainability, ERC Week and more...

THIS



NOT THIS

