



How People (really) Learn. And AI.

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Proeverijen
UW L&D FESTIVAL 24+25 JANUARI 2024
DE MONTIL AFFLIGEM



2ND EDITION

HOW PEOPLE LEARN

A NEW MODEL OF
LEARNING AND COGNITION
TO IMPROVE PERFORMANCE
AND EDUCATION

NICK SHACKLETON-JONES





Question:

**What do you
remember
from school?**



Acceptance	Belonging	Compassion	Fun	Inner peace	Money
Accuracy	Boldness	Complexity	Generosity	Innovation	Music
Achievement	Caring	Compromise	Gratitude	Integrity	Nature
Adventure	Challenge	Contribution	Non-conformity	Realism	Wealth
Art	Comfort	Creativity	Novelty	Responsibility	World Peace
Attractiveness	Commitment	Curiosity	Openness	Risk	
Authority	Compassion	Dependability	Order	Romance	
Autonomy	Complexity	Diligence	Passion	Self-esteem	
Beauty	Compromise	Duty	Pleasure	Service	
Ecology	Growth	Intelligence	Popularity	Simplicity	
Excitement	Health	Intimacy	Power	Solitude	
Faith	Home	Justice	Practicality	Spirituality	
Fame	Honesty	Knowledge	Providing	Stability	
Family	Hope	Leadership	Punctuality	Tolerance	
Fitness	Humility	Leisure	Rationality	Understanding	
Forgiveness	Humour	Love		Diversity	
Freedom	Imagination	Mastery			
Friendship	Independence	Moderation			



Education

Ritual

Fact-based

Topic-led

Lecture

Instructor-centric

Explicit

Content-centric

Anxious

Learning

Natural

Reaction-based

Task-led

Conversation

User-centric

Implicit

Context-centric

Playful



The 70-20-10 model.

Learning

(what **you** want to know)

Education

(what **we** want you to know)



ALL
THOSE
CHALLENGES

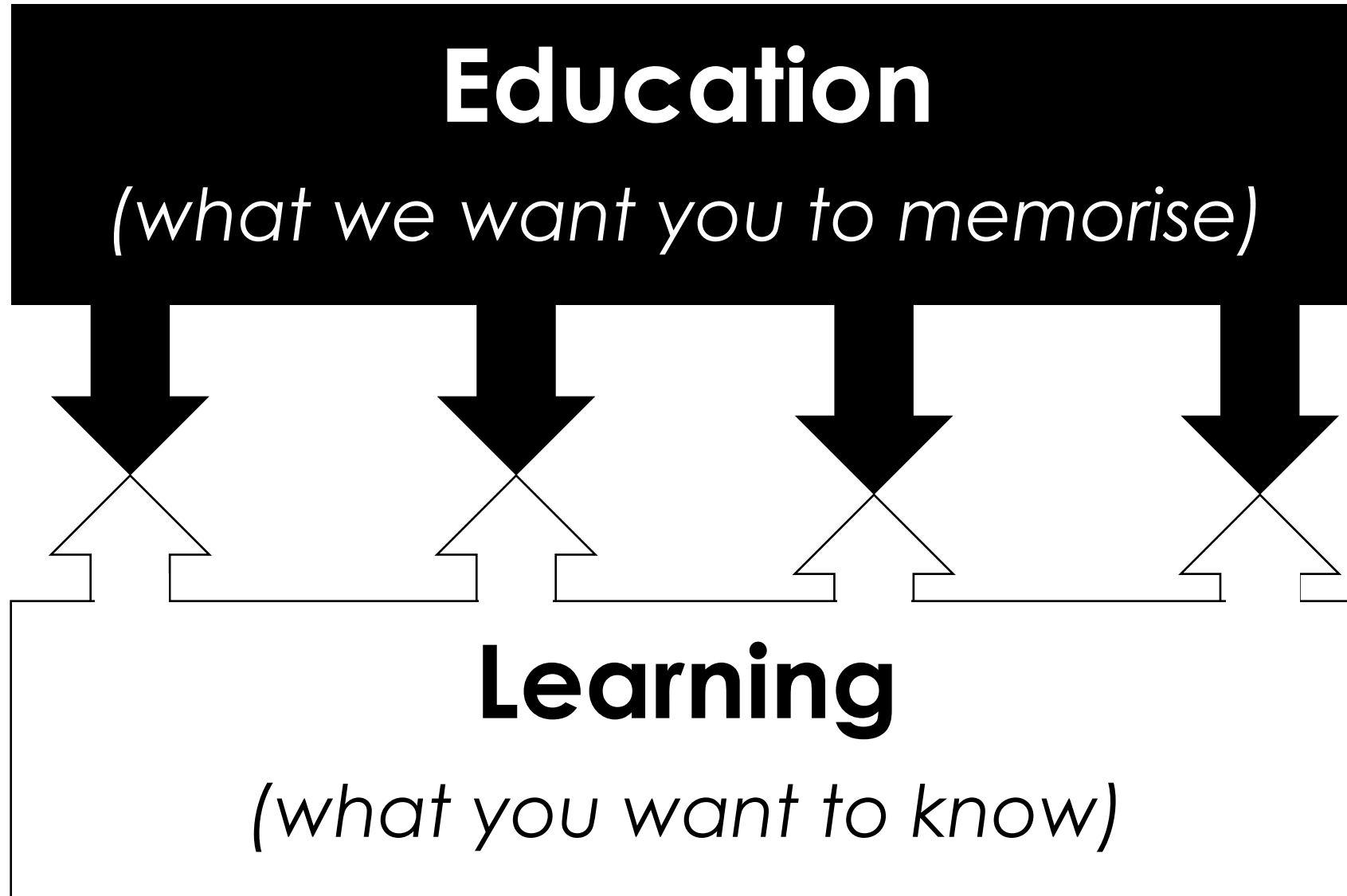
CHALLENGE

SUPPORT

The L&D
Team



Education isn't learning





And why is this a problem?

The Business

‘Why isn’t L&D making an impact?’

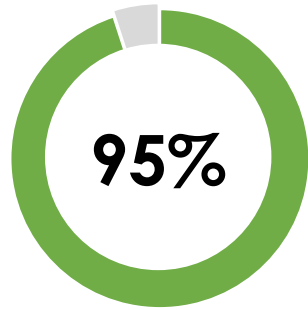
???

The Learner

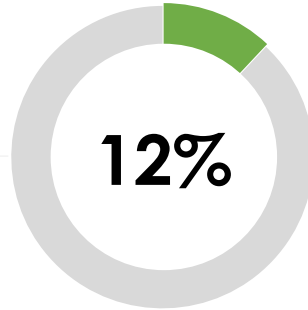
‘Why isn’t L&D relevant or helpful?’



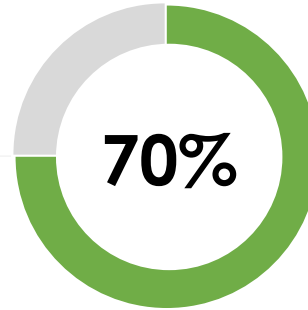
Can you back that up?



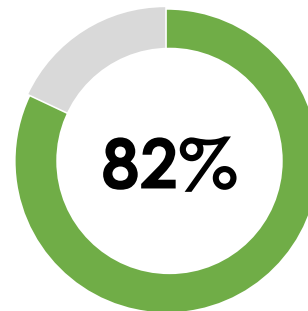
Of learning isn't done during training



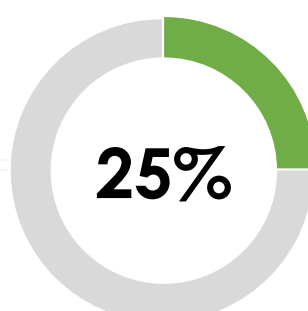
Of employees apply training to their jobs



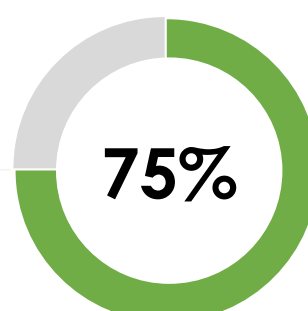
Of training is forgotten within 24 hours



Of employees found on the job training most effective



Of leaders believe training measurably improves performance



Of senior managers are dissatisfied with L&D

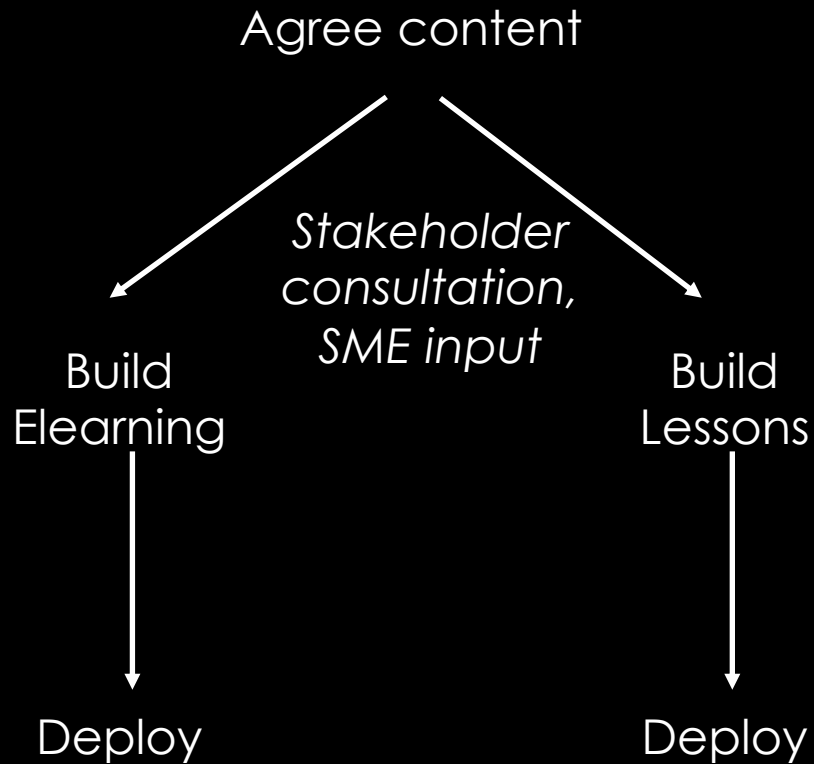
“senior executives and their HR teams continue to pour money into training, year after year, in an effort to trigger organizational change.

But what they actually need is a new way of thinking about learning and development”

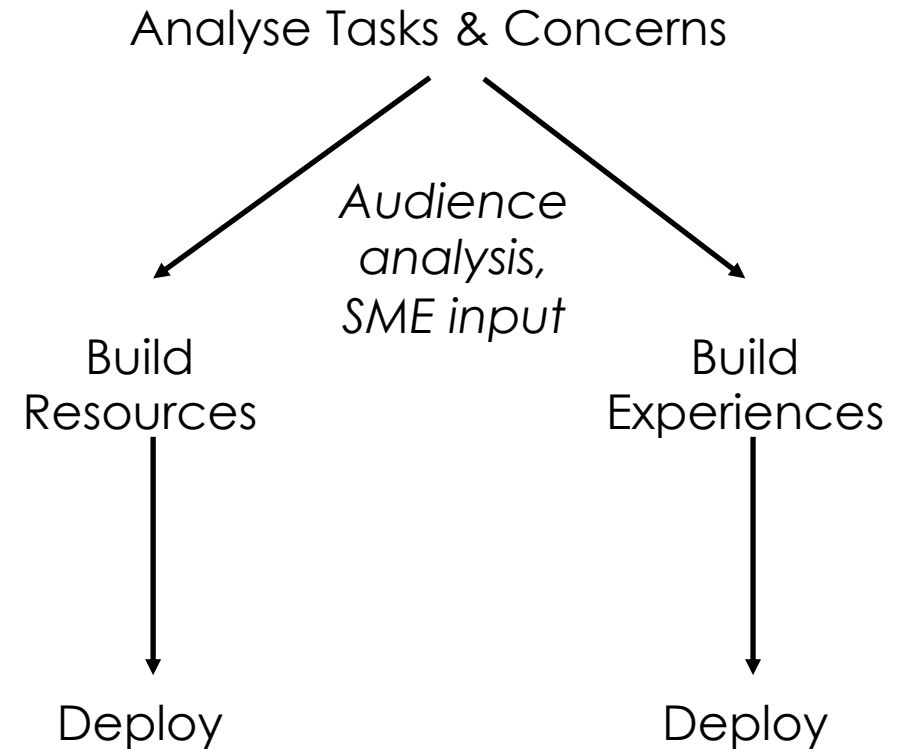
- HBR, Why Leadership Training Fails and What to Do About It.



“We need a course”

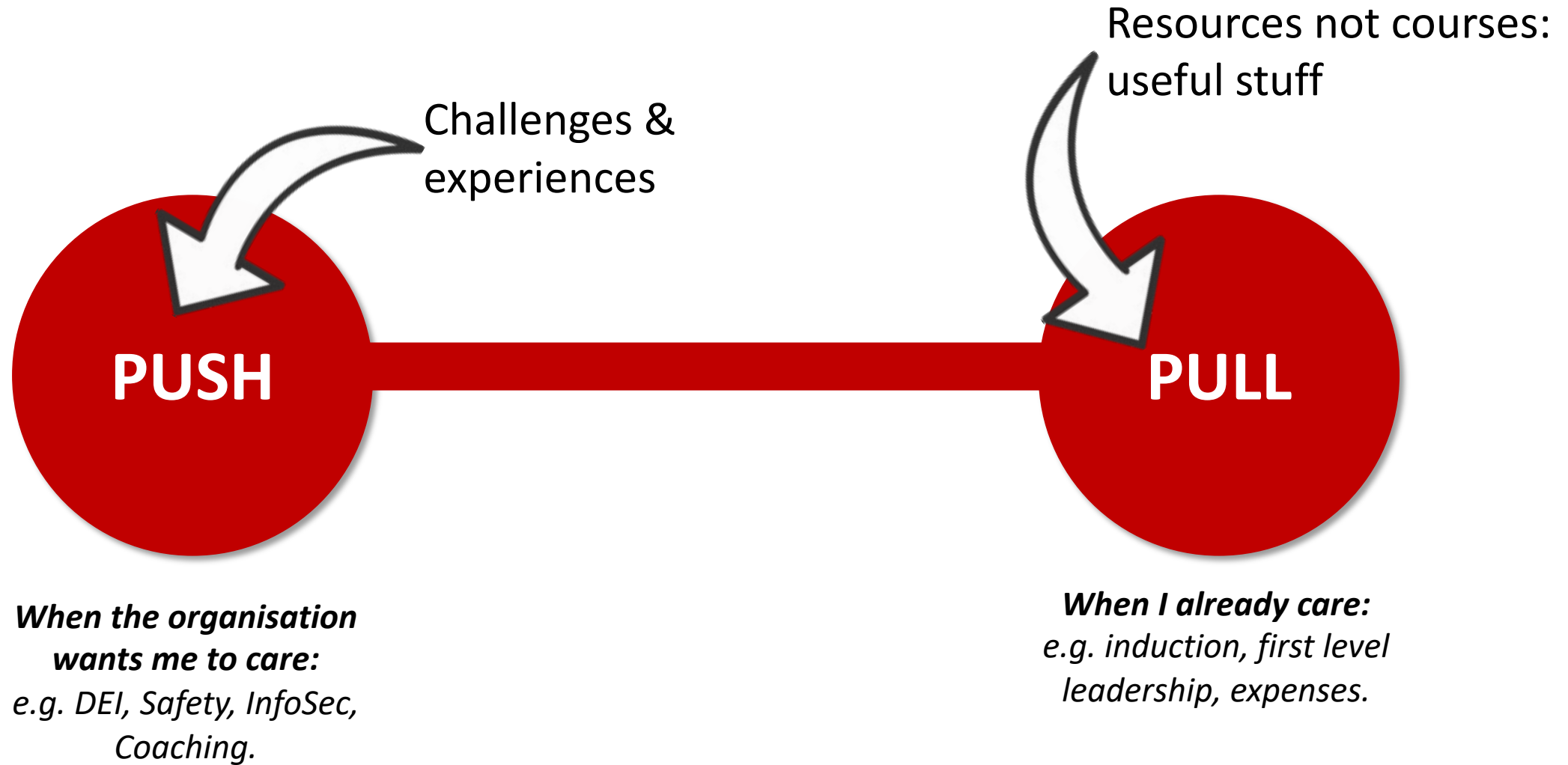


“We need an outcome”





The Push-Pull spectrum





I want you to be extremely quiet because this is
no joke -



How do push & pull work at work?

we build resources to help with existing challenges
and challenges to build new capabilities.





HOW WOULD YOU?

Find your way in a strange city?

Help your daughter with her homework on 'the Ancient Egyptians'?

Find a restaurant in a new area?

Learn how to play 'stairway to heaven' on a guitar?

Learn about a person you will be meeting?

Choose a good movie to watch?

Learn how to use your new phone?

Keep up with innovations in your profession?

Choose a hotel for a holiday?

Overcome a difficult level on your computer game?

Fix a fault with your chainsaw?



Education doesn't drive your learning...

CLASSROOM

Liked
Ineffective
Expensive

E-LEARNING

Disliked
Ineffective
Cheap



Experiences, experiments & challenges do.



EXPERIENCES

Formal and informal
experiences that
challenge people.
e.g. 'lead a meeting'



RESOURCES

Useful stuff that helps
people with everyday tasks
& challenges.
e.g. 'checklists'



Challenge:

**60 second
consultant**



Carpe Diem





Experiences:

Empowerment to make decisions, Trust
Applying judgement, Accountability



Rationale

This experience uses the power of drama to bring to life 'real world' leadership issues, and is staged at a venue outside of the usual place of work. Moving outside of normal work environments affords the opportunity to break down 'silos' and can encourage people to break free from their normal behaviours and interact in different ways.



Description

Participants are invited to a forum theatre event, ideally outside of the business (i.e. at a restaurant). Groups of 4 volunteers are asked to come up on stage to improvise a team meeting.

Actors out a series of leadership errors, or 'war stories' based on 3 stereotypes of leaders: "The Micro-manager", "The Invisible Boss", "The Democratic Boss".

Participants have to assemble an Ikea stool in a limited time frame under the 'guidance' of their boss (actor).

Those not participating in the activity (the audience) are asked to observe the behavior traits of each leader and to evaluate the impact on the outcome of the meeting.

The debrief aims to help participants identify concrete behaviors to implement even as individual contributors.



Target Behaviors

- » Giving people what they need to deliver and get out of their way
- » Empower people to apply judgment



Desired Outcomes

- » Experience the impact of working with different styles of leadership
- » Understand and embed behaviors that are aligned with Space to Deliver energy as individual contributors and leaders

Activity: IKEA furniture building 'Forum Theatre'



For approximately 4 – 6 people
+ larger audience group



Approx. 90 mins

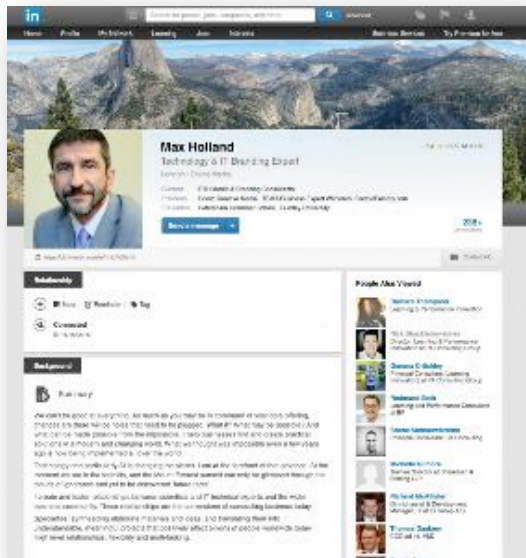




Experiences:

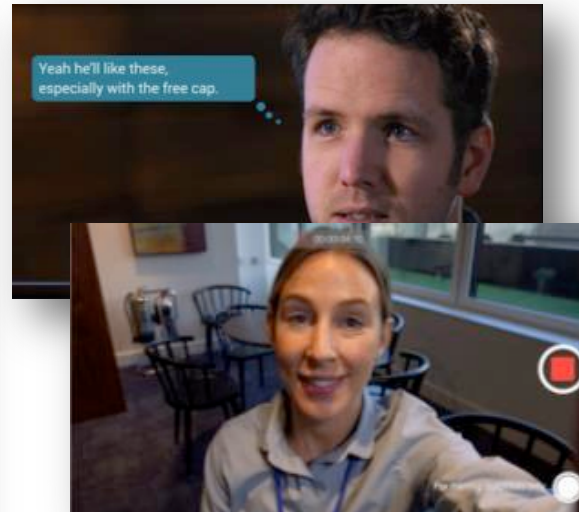
Meeting Your Customers

Getting to know your customers, then interacting with them in person.



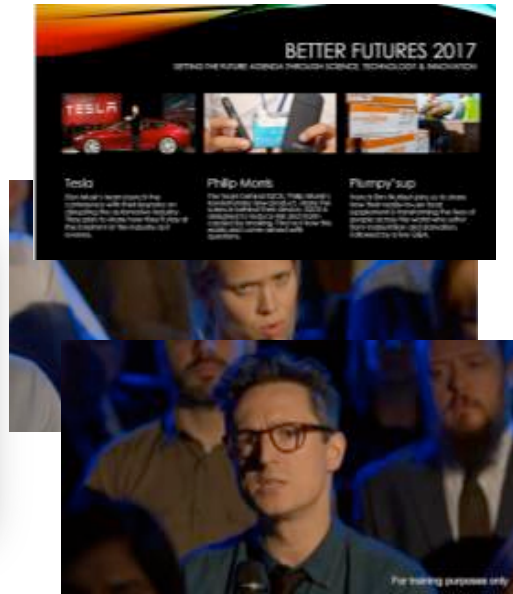
Hiring New People

Building a new team and selecting people for different roles.



Presenting at a Conference

Giving an online presentation and tackling difficult questions from the audience.



Handling Customer Care

Dealing with unhappy customers and fixing the underlying problems.





Challenge:

- 1) Divide into twos.**
- 2) Choose a question to ask.**
- 3) Choose a challenge.**

Looking back on your career, which bits are you most proud of?	Which part of your job do you enjoy the most?	Outside of work, what gives your life meaning?	When you get free time, what do you like to do?	Are there any other jobs you quite like the thought of doing?	What advice would you give your younger self?	What makes you good at the job you do?	What would you say are the biggest lessons you have learned in your career?	How do you know when you have succeeded at your job?	What are the things that annoy you at work?	What is the most important thing that matters to you at work – in one word?
When you picture your ideal life, how does it look?	What job would you do in another life?	What things do you see people doing that you are envious of, in work?	What would you try if you knew you couldn't fail?	What would you say are your greatest achievements?	If you were a phone, what features would your next upgrade have?	How could you be more yourself at work?	What things would you find really challenging in a good way?	When do you feel you are at your best?	Where do you feel you have missed out at work?	If you had more confidence or willpower, what would you do?
Lead a meeting.	Shadow/ observe a senior team meeting.	Meet some new colleagues from a different department.	Introduce a new idea (e.g. design thinking) to the team.	Take on a new responsibility.	Create a LinkedIn post.	Join an external network.	Volunteer to become a champion for an area (e.g. wellbeing)	Arrange a job-swap.	Lead a problem-solving team	Identify a special interest (e.g. design) & follow influencers on social media.
Join a working group	Present on an area of expertise to the team.	Arrange a team event	Spend a day in another part of our business.	Create a job guide for a new person.	Find a mentor or coach.	Attend an industry event/ webinar and share your learning.	Identify a potential future role & research what you would need to be able to do.	Identify five challenging activities that I could support you to do.	Start a blog/vlog/ podcast	Record a 20 minute video of yourself presenting & self-critique.



Resources:

1. Welcome 2. Essentials 3. What we do 4. How we do it 5. People 6. Graduates 7. Virtual

How

Your three month checklist

Your computer

Performance, reward & benefits

Learning & development



2. Essentials

This section provides an easy introduction getting started at BP, from your very first through the first three months. Whether advice you need is about getting your IT equipment set up or about managing your career, these pages are the best place to start.

three month checklist



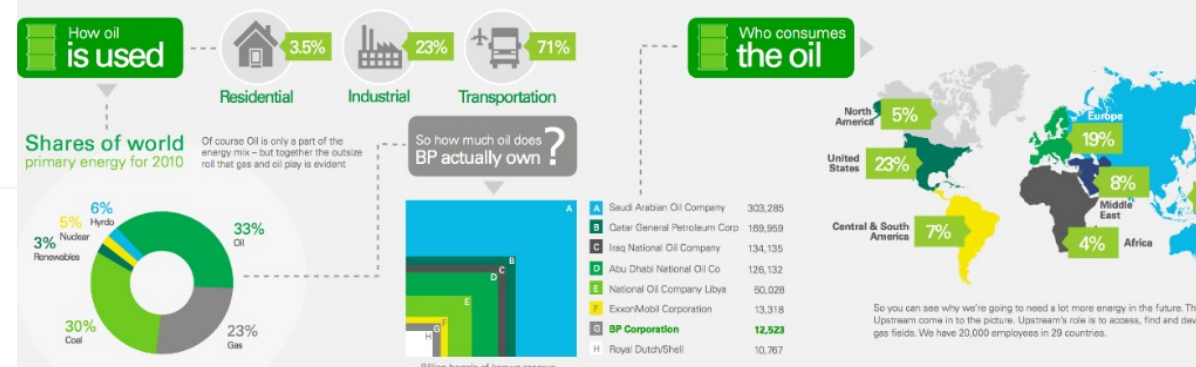
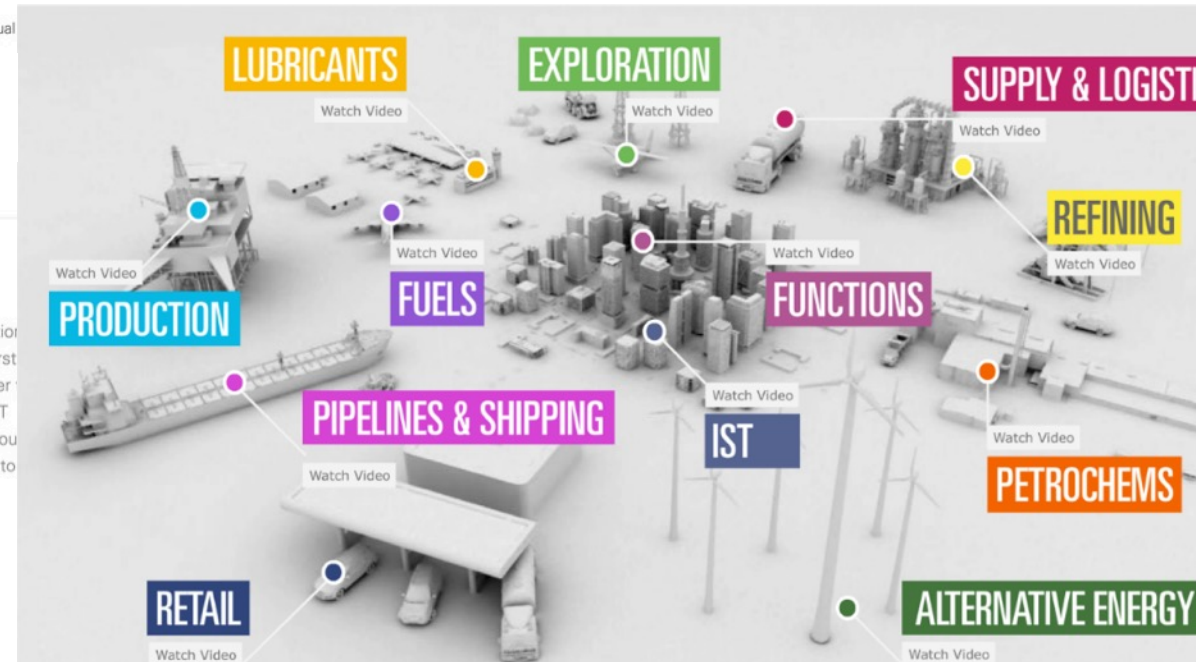
Your computer



Performance, reward & benefits

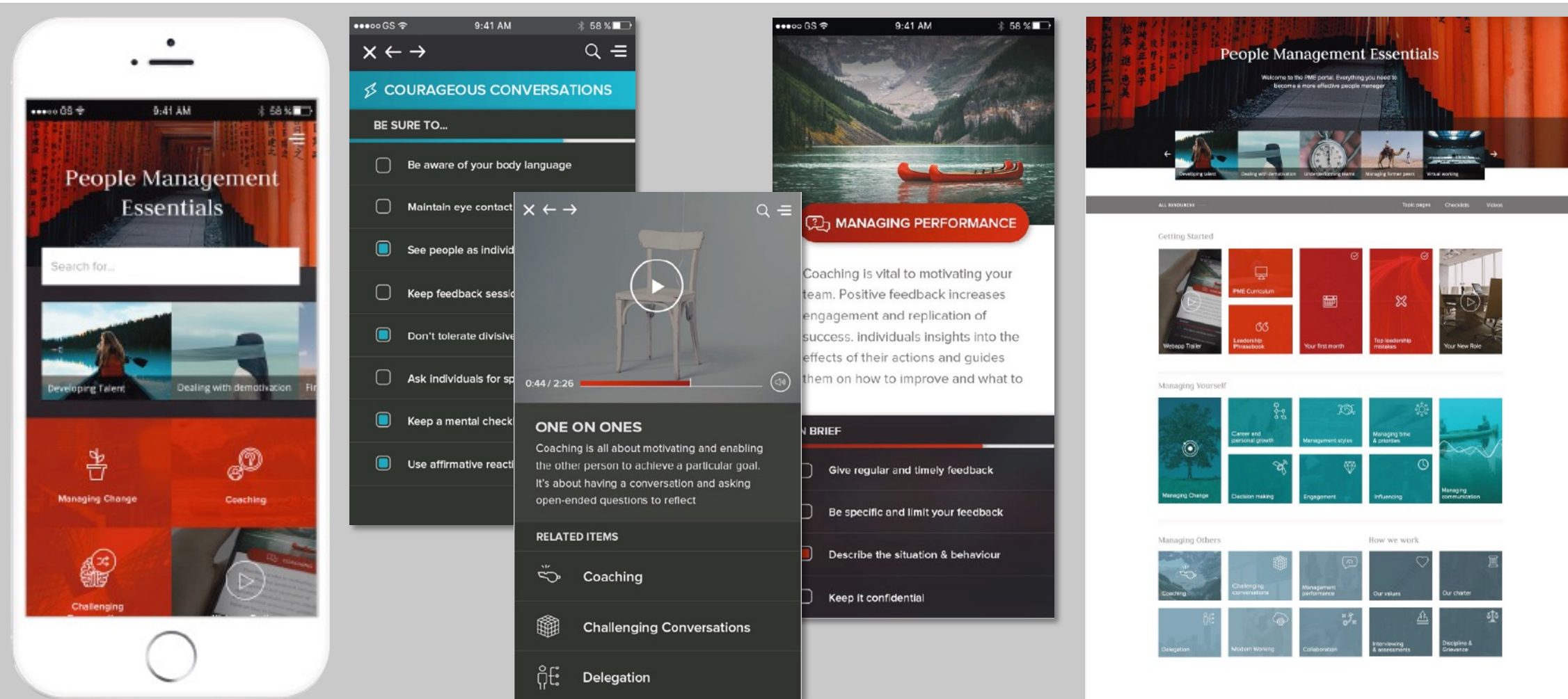


Learning & development





Resources:

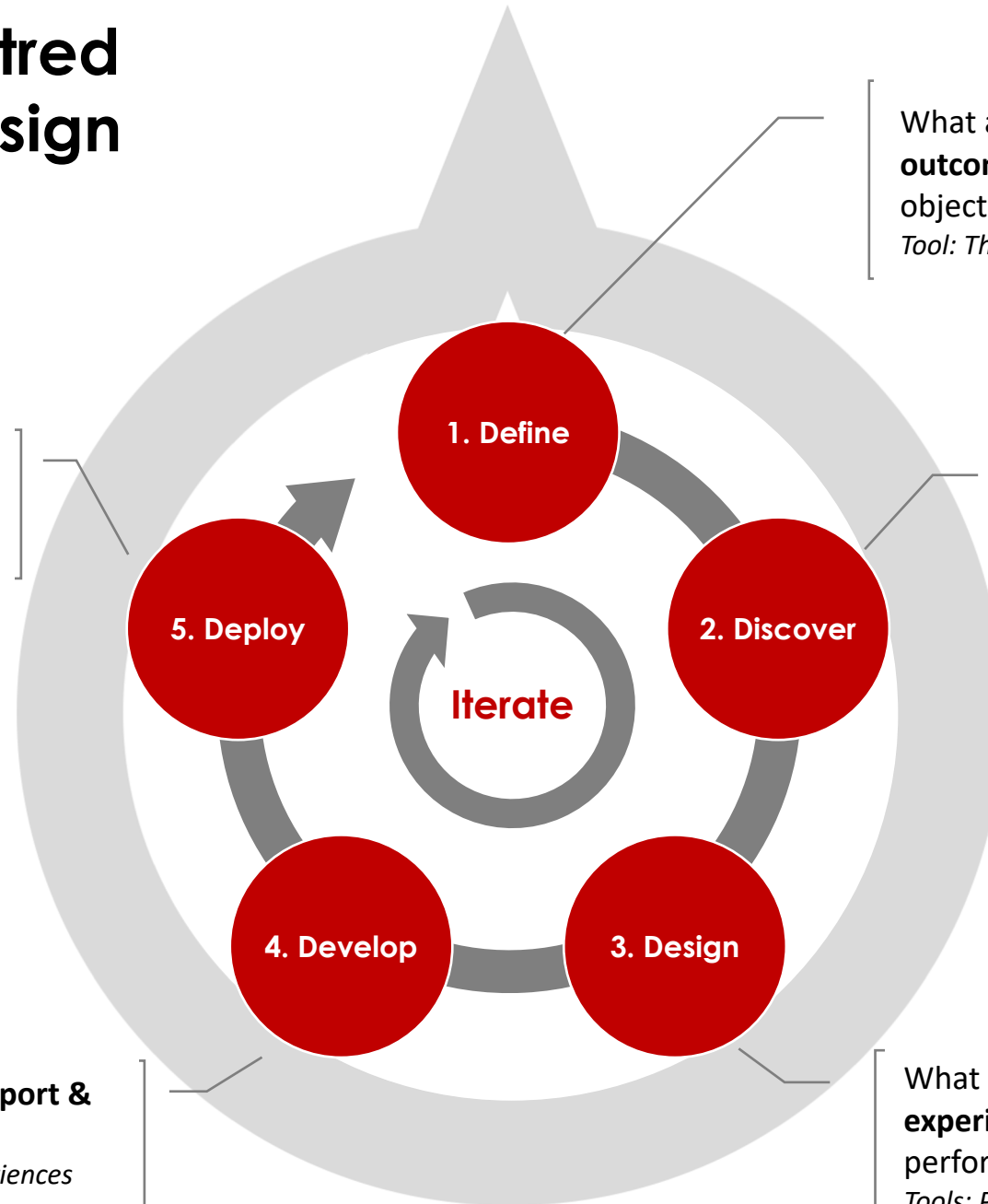




Human-centred Learning Design (5Di[©])

Build a **seamless UX**, use
campaigns & stories.
Outputs: MVP

Using **performance support &
experience design**.
Outputs: Resources & experiences



What are the **performance outcomes** (not learning objectives)?
Tool: Think/Feel/Do Outcomes

What are the **tasks & concerns** that drive learning?
Tool: CTRE Matrix

What are the **resources & experiences** that will change performance & capability?
Tools: Personas, learner journeys



Ok. What is human-centered design?

Human centred design is involving the people using a thing, in the design of the thing.

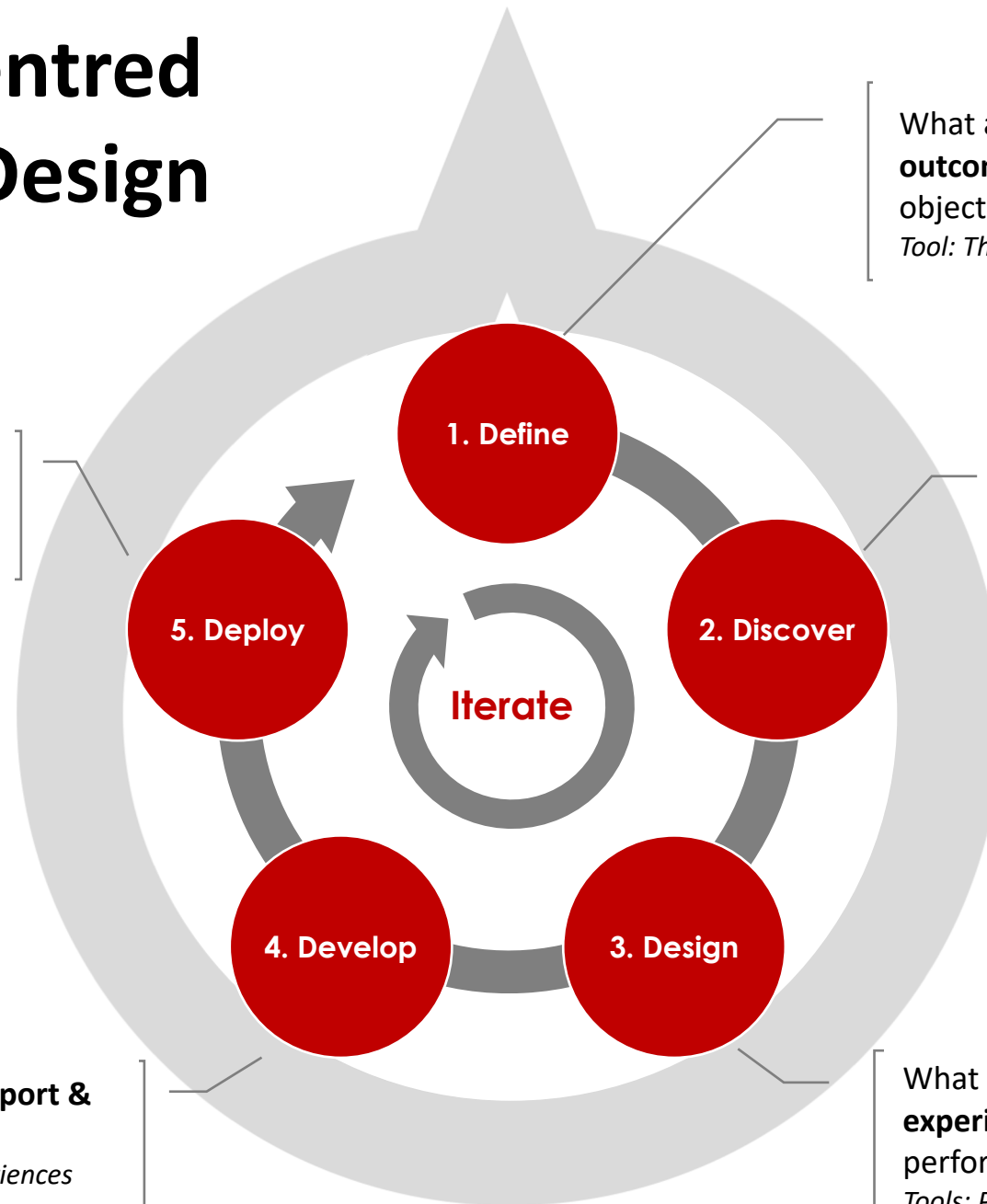




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Tool: Think/Feel/Do Outcomes

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Tool: CTRE Matrix

What are the **resources & experiences** that will change performance & capability?
Tools: Personas, learner journeys



Question:

**What would you want new
starters at your organisation to:**

Think?

Feel?

Do?



5Di: Define

(Define) Here's what the business would like to see:

Think

1. I know...

Feel

1. I feel...

Do

1. I...



5Di: Define

(Define) Here's what the business would like to see:

Think

1. I know what we are about
2. I know what my role is
3. I know what is expected of me in the next few months
4. I know what learning opportunities are available
5. I know what networks I can join
6. I know how I can add value

Feel

1. That I made the right decision
2. Welcome
3. Valued
4. Excited
5. Included
6. Confident in my role
7. A sense of purpose

Do

1. Stay!
2. Share excitement on social media
3. Network with colleagues
4. Come up with new ideas
5. Get on a project early
6. Be respectful to others
7. Complete IT onboarding
8. Complete a development plan
9. Improve internal mobility



5Di: Discover





Question:

**What would be your
new starters:
Concerns?
Tasks?**



5Di: Discover

(Discover) Here's what matters to our audience:

Concerns

1. I worry about...

Tasks

1. I need to...



5Di: Discover

(Discover) Here's what matters to our audience:

Concerns

1. Fitting in
2. Feeling unconfident
3. How to dress
4. What is expected of me
5. Not making mistakes
6. Demonstrating my value
7. Impostor syndrome

Tasks

1. Complete IT onboarding
2. Get emails on my device
3. Get my expenses account set up
4. Choose my reward options
5. Meet with my new team
6. Meet with my line manager
7. Understand our service offers



5Di: Design

How would we help people with these concerns & tasks?

Concern/Task	Res 1	Res 2	Res 3	Exp 1	Exp 2	Exp 3	Comments
Feeling unconfident (concern)	First 90 days checklist (Tom)	Building my Confidence – peer videos (Cathy)		Meet & greet evenings with peers. (Alumi lead)	Buddy matching for all new starts. (Jane)		• There are multiple checklists. Harmonise. • Sales already have a buddy system – check with Sue.
Getting emails on my mobile device (task)	Step-by-step guide (Joe)			Live IT drop-in sessions. (Joe)			• We need to simplify the existing guidance. • Joe is happy to run the drop-in sessions.

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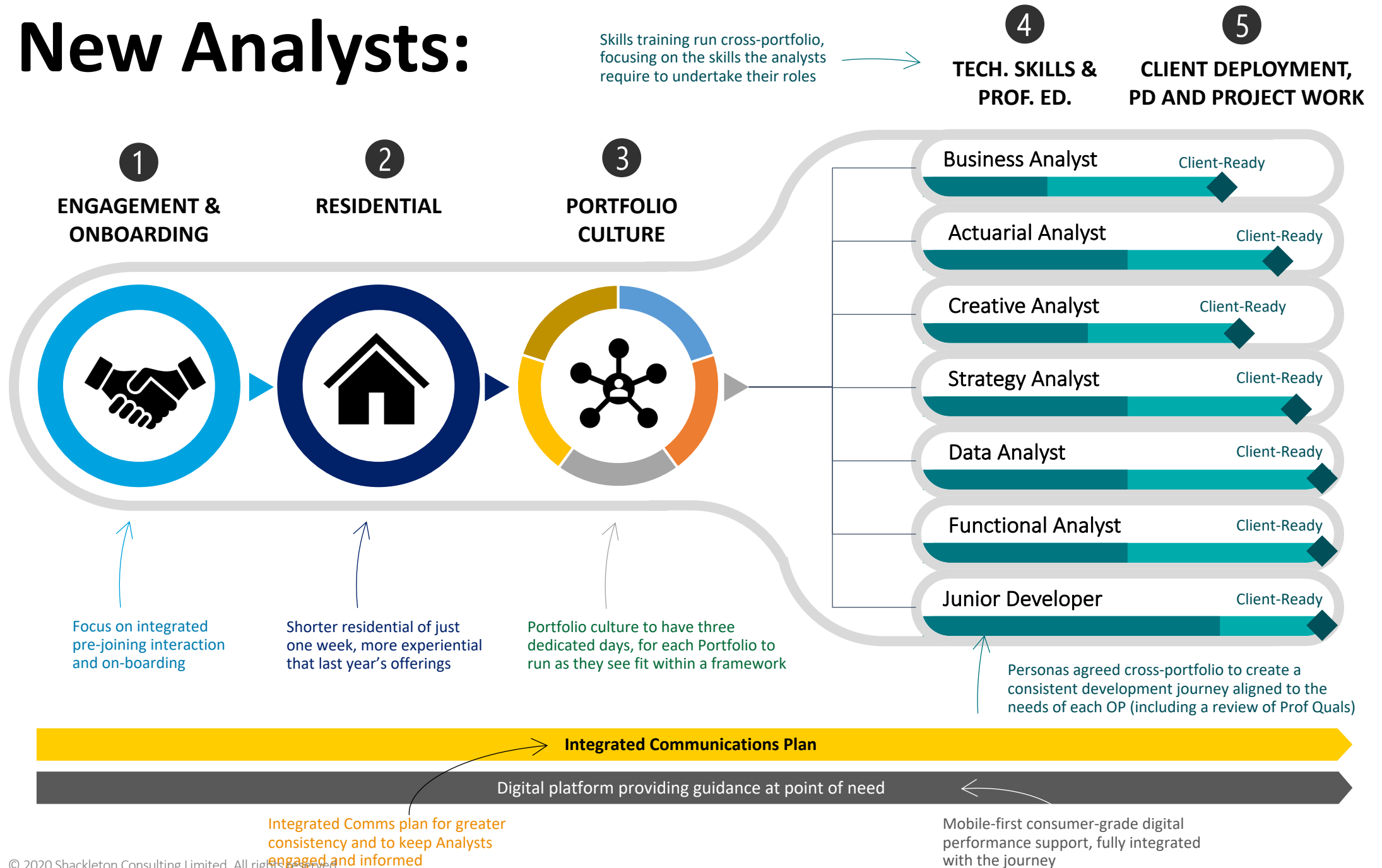
How do we design a solution?

we build resources to help with existing challenges
and challenges to build new capabilities.





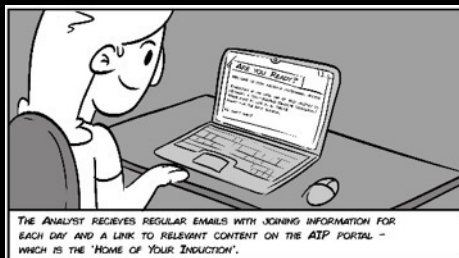
New Analysts:



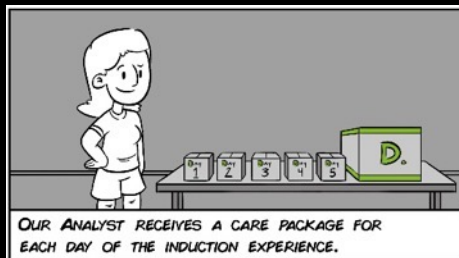


Experiential learning:

A 'mix and match' toolkit of experiential components is in design for use February 2021...



THE ANALYST RECEIVES REGULAR EMAILS WITH JOINING INFORMATION FOR EACH DAY AND A LINK TO RELEVANT CONTENT ON THE AIP PORTAL - WHICH IS THE 'HOME OF YOUR INDUCTION'.



OUR ANALYST RECEIVES A CARE PACKAGE FOR EACH DAY OF THE INDUCTION EXPERIENCE.



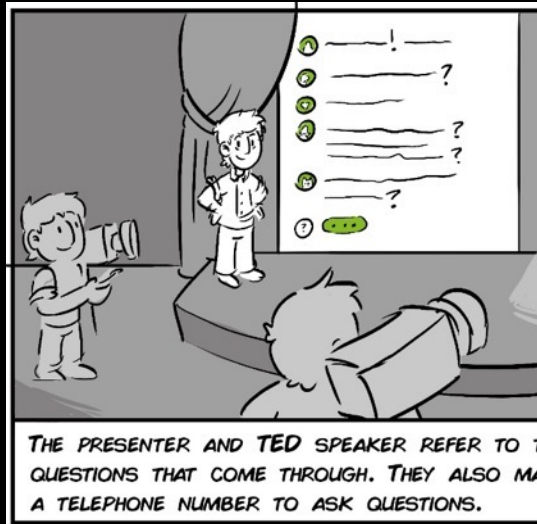
OUR ANALYST OPENS THE BOX FOR DAY 1 AND FINDS PRACTICAL GUIDANCE, ACTIVITIES AND A SMALL DELOITTE BRANDED GIFT.



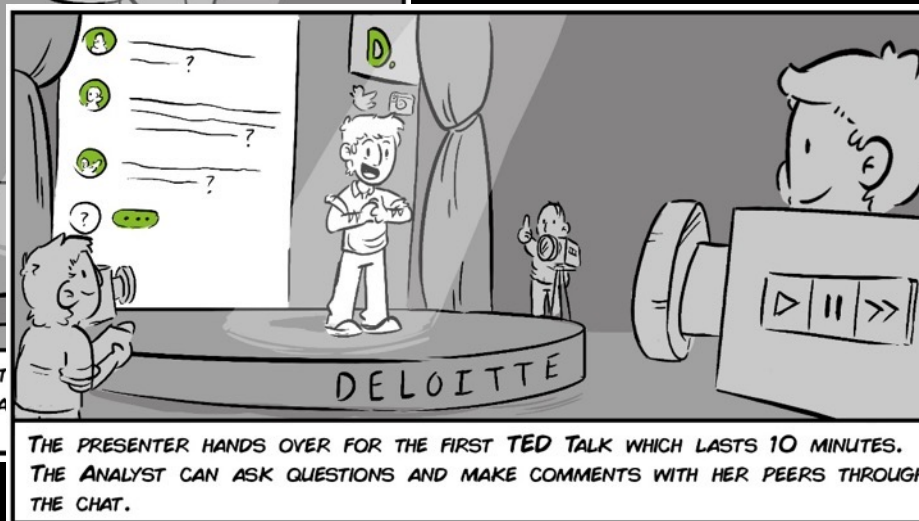
OUR ANALYST LOGS ONTO THE DIGITAL PORTAL AND FINDS THE TIMETABLE WITH RELEVANT LINKS TO ACCESS THE LIVE STREAM AND VARIOUS BREAK OUT GROUPS.



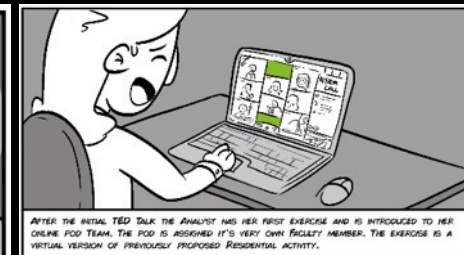
OUR ANALYST JOINS THE FIRST SESSION AND IS INTRODUCED TO OUR PRESENTER. HE WELCOMES THE ANALYSTS, EXPLAINS THE AGENDA FOR THE DAY AND INTRODUCES THE CHAT STREAM.



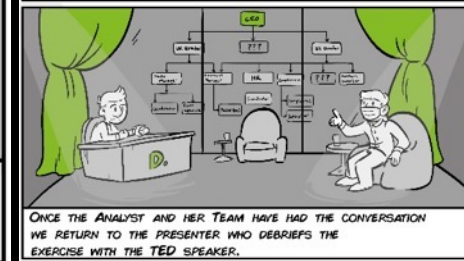
THE PRESENTER AND TED SPEAKER REFER TO 1 QUESTIONS THAT COME THROUGH. THEY ALSO MAKE A TELEPHONE NUMBER TO ASK QUESTIONS.



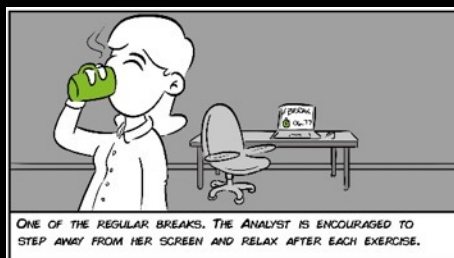
THE PRESENTER HANDS OVER FOR THE FIRST TED TALK WHICH LASTS 10 MINUTES. THE ANALYST CAN ASK QUESTIONS AND MAKE COMMENTS WITH HER PEERS THROUGH THE CHAT.



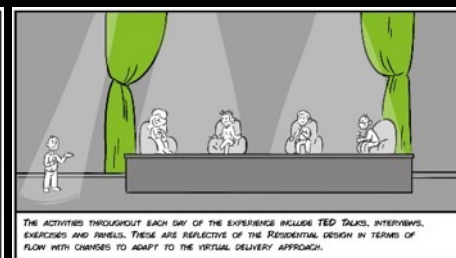
AFTER THE INITIAL TED TALK THE ANALYST HAS HER FIRST EXERCISE AND IS INTRODUCED TO HER ONLINE POD TEAM. THE POD IS ASSIGNED IT'S VERY OWN FACILITY MEMBER. THE EXERCISE IS A VIRTUAL VERSION OF PREVIOUSLY PROPOSED RESIDENTIAL ACTIVITY.



ONCE THE ANALYST AND HER TEAM HAVE HAD THE CONVERSATION WE RETURN TO THE PRESENTER WHO DEBRIEFS THE EXERCISE WITH THE TED SPEAKER.



ONE OF THE REGULAR BREAKS. THE ANALYST IS ENCOURAGED TO STEP AWAY FROM HER SCREEN AND RELAX AFTER EACH EXERCISE.



THE ACTIVITIES THROUGHOUT EACH DAY OF THE EXPERIENCE INCLUDE TED TALKS, INTERVIEWS, EXERCISES AND PANELS. THESE ARE REFLECTIVE OF THE RESIDENTIAL DESIGN IN TERMS OF FLOW WITH CHANGES TO ADAPT TO THE VIRTUAL DELIVERY APPROACH.

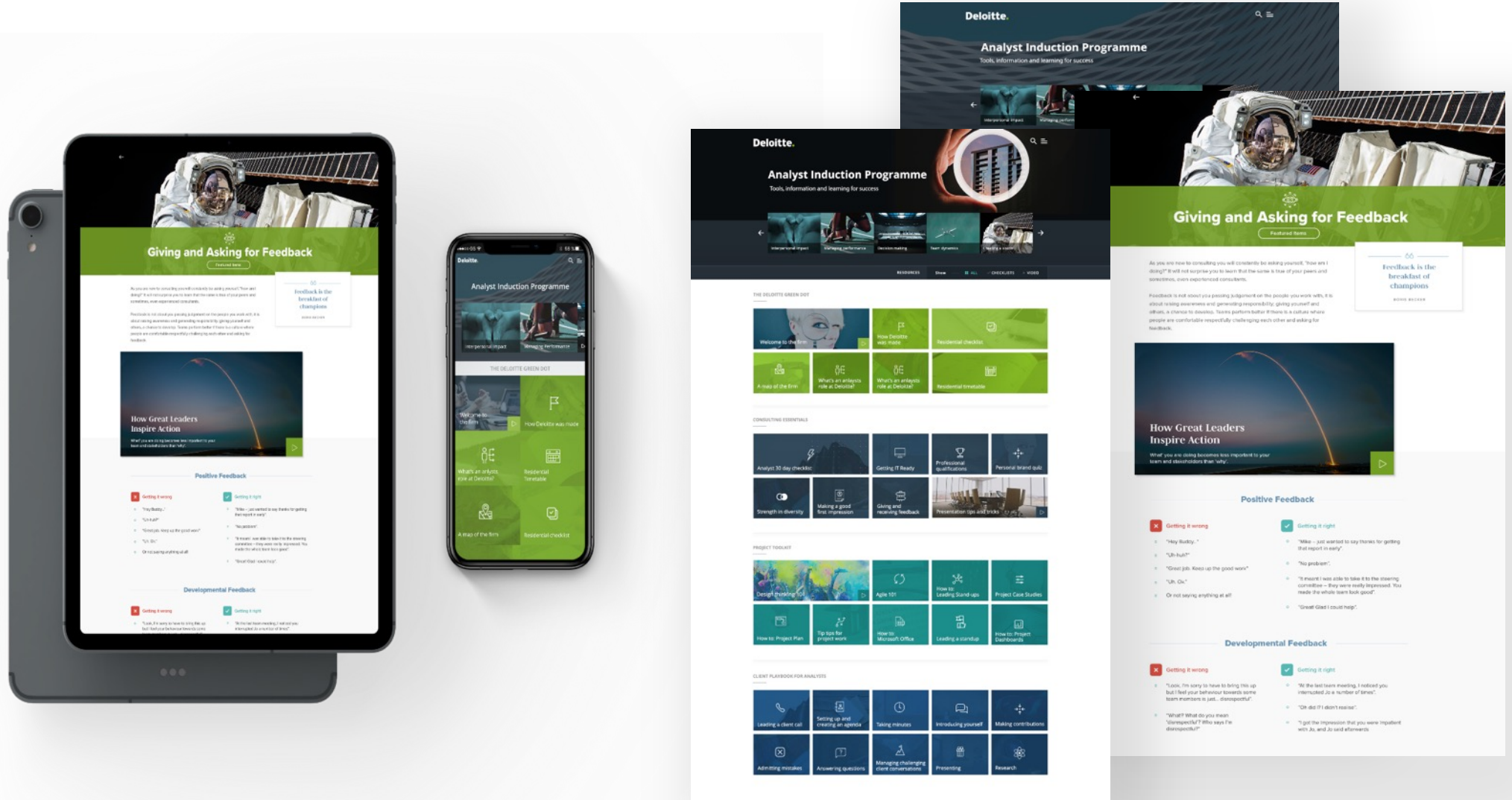


THE VIRTUAL EXPERIENCE RETAINS OPPORTUNITIES TO HAVE FUN AND NETWORK WITH COLLEAGUES. IN THIS EXAMPLE, THE ANALYST HAS TO BUY A TAKEAWAY FOR ANOTHER ANALYST AND THEN THEY EAT IT TOGETHER.



Improving digital...

Innovative digital approaches will support analysts as they work from January 2021 onwards...





Question:

What about AI?



HeyGen

**YOUR SCIENTISTS WERE SO PREOCCUPIED
WITH WHETHER OR NOT THEY COULD...**

**The
'Could vs Should'
Problem.**

THEY DIDN'T STOP TO THINK IF THEY SHOULD.



Bad AI thinking:



Can we dump the
content digitally using
AI?



Can we create
modules using AI?



Bad AI thinking:

You are approached by a salesperson who says:

"I can sell you a robotic astrologer who will be cheaper than your human astrology team within a two year period."

Is this a good deal?

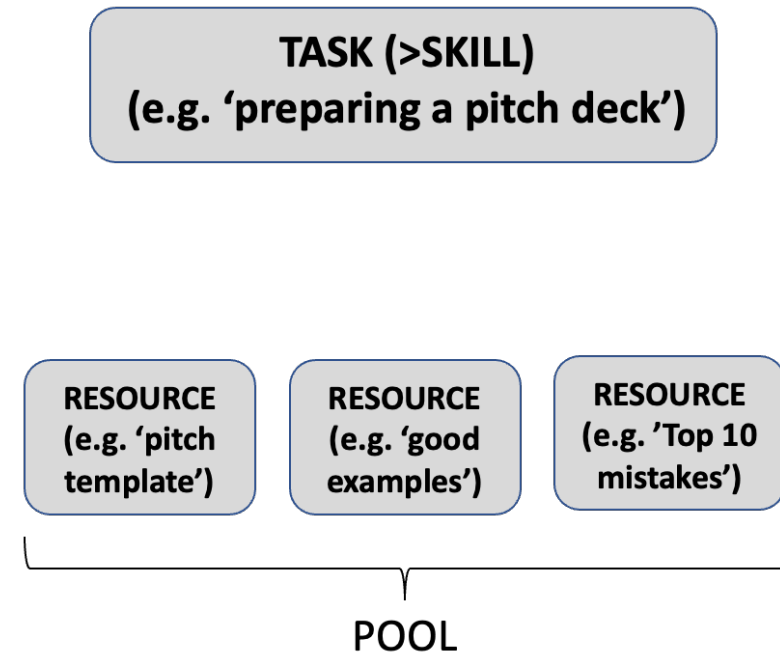
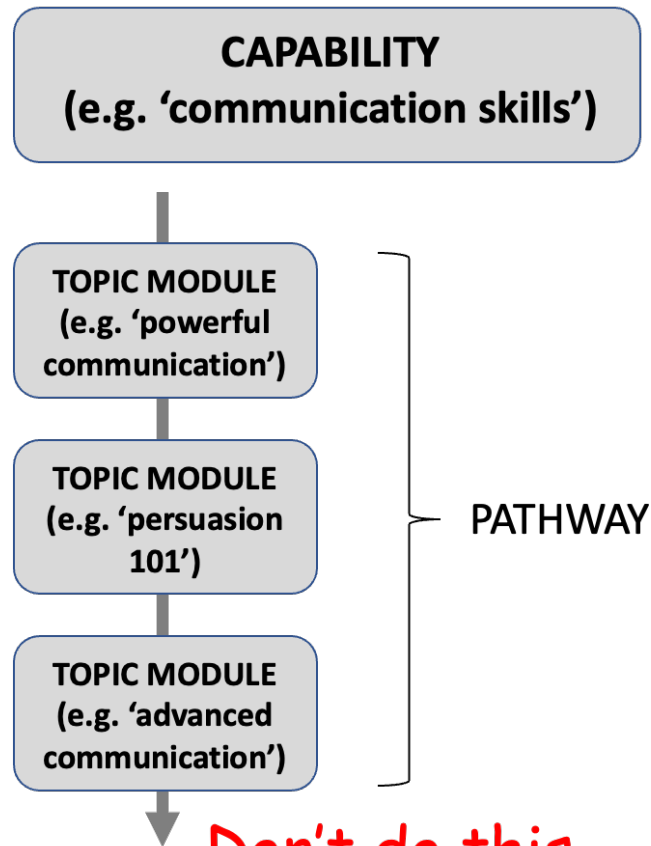
On the one hand 'yes' - you are getting the same thing done for less.

On the other hand 'no' - since the thing being done is perfectly pointless.





Applying new technology to old thinking isn't progress...



Do this.
This is helpful.



Good AI thinking:



Can AI provide
experiences?



Can AI guide our
performance?



How might this look?

(credit: Nadia Parkinson)

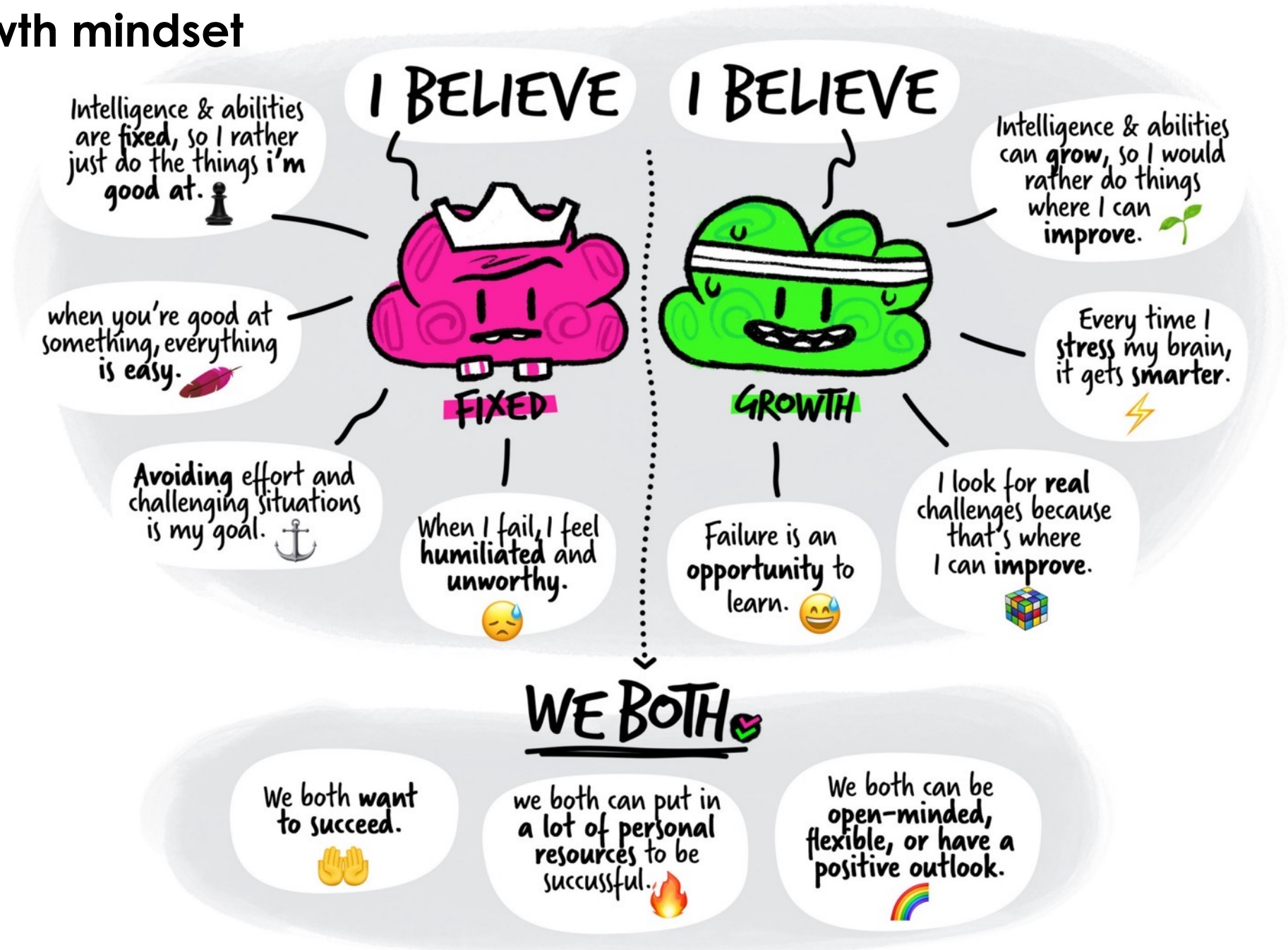


Challenge:

Portraits



Growth mindset





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