Building a Learning Culture

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Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI, where he is an honorary life member, the Society’s highest award. He is also a recipient of the eLearning Guild’s “Guild Master” award. Dr. Rosenberg has spoken at The White House, debated the future of e-learning at Oxford University, keynoted numerous professional and business conferences around the world, authored more than 150 columns, articles and book chapters in the field, and is a frequently quoted expert in major business and trade publications. He is a former vice president of his local community’s Board of Education.

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What is a learning culture?

**Definition**
An environment that celebrates and rewards learning, incents people to freely share what they know, and helps them change based on the acquisition of new knowledge.

**Benefits**
- Encourages knowledge creation and knowledge sharing.
- Builds innovation and best practices.
- Helps to “discover” hidden knowledge and expertise.
- Reduces “re-learning.”
- Enables organizational success.
What makes learning work?

- Pedagogy and Technology
- Culture
- Content

Delivery Buy-in
Efficient and Effective Delivery

Valued Content
Building a learning culture: Ten key steps

1. Pick the right sponsor
2. Expand the mission
3. Get the content right
4. Get the technology right
5. Ensure readiness to learn
6. Communicate for the long term
7. Provide for learning transfer
8. Create a teaching culture
9. Abandon the training culture
10. Demonstrate success and provide feedback
Expand the mission: Maturity model

**From**
- **Focus:** Training
- **Scope:** Tactical
- **Function:** Manage Training
- **Goal:** Trained Workforce

**To**
- **Focus:** Learning
- **Scope:** Strategic
- **Function:** Develop People
- **Goal:** Organizational Learning

- **Knowledge and Performance**
- **Transformational**
- **Promote Fundamental Change**
- **Speed of Innovation**

Expand the mission: Maturity model
Five Stages of Innovation

1. People deny that the innovation is required.
2. People deny that the innovation is effective.
3. People deny that the innovation is important.
4. People deny that the innovation will justify the effort required to adopt it.
5. People accept and adopt the innovation, enjoy its benefits, attribute it to people other than the innovator, and deny the existence of stages 1 to 4.

Inspired by Alexander von Humboldt's 'Three Stages Of Scientific Discovery', as referenced by Bill Bryson in his book, 'A Short History Of Nearly Everything'.

Expand the mission

Requires a strong learning culture
Get the content right

The Content Challenge

- The content is **wrong**.
- The content is **inauthentic**.
- The content is **out of context**.
- The content is **biased**.
- The content is **low priority or value**.
- The content is **painful** to learn.
- The content is right, but the **learning is inadequate**.
- The content is right, but the **learning is inefficient**.
- Learners **forget** the content before it becomes useful.
- The learning takes place at the **wrong time**.
- The content **conflicts** with other content.
- The content isn’t available **on the job**.

Get the content right

CONTENT CURATION

The accuracy, relevance, usefulness, value, and other quality aspects of knowledge assets.

Curators are less focused on finding more content than they are on making sure what they have is the right content.
Ensure readiness to learn

Prerequisite learning

Understand resistance

Incentives to learn

Clear, important goals

Time to Learn

Resources to Learn
Communicate for the long-term

Awareness

Understanding

Preference

Advocacy
Communicate for the long-term

Clarity, Specificity and Value

✓ Why am I here?
✓ What will I learn?
✓ Why is this important to me?
✓ Why is this important to my organization and my work?
✓ What do I need to be ready?
✓ Will my superiors support this training?
✓ What am I supposed to do when I return?
Provide for learning transfer
Create a teaching culture

Manager

Leader

Teacher

Onboarding
Mentoring/Coaching
Career Development
Performance Management
Training
Abandon the training culture

What’s really happening in the workplace?

Can training alone really fix it?

Too much or bad documentation

Inefficient or poorly designed tools

Overly complex processes

Bad Management

Abandon the training culture

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Embrace an ecosystem culture:

All the parts of an environment and the complex relationships between them.
Abandon the training culture

Learning & Performance Ecosystem

- Manage and develop the workforce
- Improve productivity and reduce errors
- Consult
- Perform
- Research
- Train
- Share

Talent Management
- Train, certify and meet compliance requirements
- Provide easy and reliable access to information

Structured Learning
- Encourage exchange of knowledge and ideas

Performance Support

Knowledge Management

Access to Experts
- Leverage expertise

Social Networking & Collaboration

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Demonstrate success and provide feedback

✓ Participant learning
✓ Participant feedback
✓ Program feedback
✓ Program results
You CANNOT change the learning culture by yourself

- Organizational culture drives learning culture.
- Implementation is not culture change.
- Change without strategy is merely wishful thinking.
- Senior management sets the organizational culture and only they can change it.
To change culture, you need a comprehensive change management strategy.

The Hard Side of Change…

…is about processes, measurements, tools, structures and procedures

The Hard Side is about MANAGEMENT

The Soft Side of Change…

…is about buy-in, commitment, attitude, creativity, overcoming resistance and self-leadership

The Soft Side is about LEADERSHIP
Where do your leaders stand and what are you going to do about it?

You can...

- Change your own strategy
- Influence senior management
- Demonstrate best practices
- Experiment with new approaches
- Document results
- Create new benchmarks and standards
- Talk to your constituents and stakeholders
- Build relationships across the organization
- Just say no to bad ideas
Thank You!

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“Marc My Words” column