Future of Learning: How L&D is Innovating in 2018

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Speakers

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Agenda

1. 5 Workplace Learning Predictions for 2018
2. Best Practices: Innovative L&D Initiatives at Udemy
4. Q&A
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<td>Gamification will be a game-changer when done correctly</td>
<td>Virtual reality and augmented reality will gain ground as costs come down</td>
<td>Agile learning will become mainstream</td>
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Best Practices:
Innovative L&D Initiatives at Udemy
Prediction #1

Machine learning will create adaptive, personalized learning experiences

• Tailor material to each learner’s knowledge level and ideal learning style
• Something that can only occur with technology
• Transcends narrow and overly standardized learning paths
Udemy Knowledge Graph can personalize the learning experience

- By analyzing patterns of 20+ million learners on Udemy and individual behavior, our algorithms can offer personalized learning recommendations.
Gamification

- Gamification is about motivation, not badges
- Gamification ≠ games
- Striving for behavior persuasion
Thoughtfully designed gamification connects to behavior change

- Behavior outcome for onboarding: new hires transition quickly and feel a sense of belonging
Gamification is based on the core drivers of motivation

- Epic Meaning & Calling
- Development & Accomplishment
- Empowerment of Creativity & Feedback
- Ownership & Possession
- Social Influence & Relatedness
- Scarcity & Impatience
- Unpredictability & Curiosity
- Loss & Avoidance
Gamify onboarding by connecting with motivation drivers

- Social Influence & Relatedness: Foster a sense of community with a pre-hire discussion board
- Development & Accomplishment: Provide online courses for pre-hires to take prior to day 1
- Epic & Meaning & Calling: Improve lives through learning
Prediction #3

Augmented Reality will gain ground as costs come down

- AR overlaid on top of real world situations can help enhance on-the-job learning
- The immersive nature and rich contextual cues associated with AR improve learning
"AR has the potential to improve productivity, provide hands-on experience, simplify current processes, increase available information, provide real-time access to data, offer new ways to visualize problems and solutions, and enhance collaboration."

Gartner, Inc.
Getting started with Augmented Reality

- Be intentional
- Don’t be afraid
- Learn from others
Using Augmented Reality in Onboarding

- Udemy is developing an AR based onboarding program
- Hyper-growth mode, keeping up with the global growth
- Focus on connection, personalization and engagement
- Experimenting with virtual tours, telling our story, sharing our culture and “how to” Udemy
Best Practices: Innovative L&D Initiatives at Pinterest/Intuit
Prediction #4

Agile Learning will become mainstream

- Employee development needs are evolving quickly to keep up with new strategies, organizational dynamics, and technologies.
Create learning experiences faster through rapid iteration

STRATEGY

1

- Keep a regular pulse on evolving employee needs
  - Build a Learning Council

- Create the space to experiment
  - Find early adopters who want to pilot v1 content and provide feedback

- Build tight feedback loops
  - Create lightweight learnings to get feedback on content quickly
Leverage on-demand learning resources intentionally

- Make on-demand resources part of the solution not *the* solution
  - Build learning paths to address key skills
  - Combine on-demand content with structured reflection and discussion
Strategy 3

Leave space to respond to evolving needs

- Create slack in L&D capacity
  - Leave 20% of time free

- Build L&D capability focused on responding to organizational needs
Prediction #5

Behavior-Driven Learning will be the new norm

- Primarily focused on capability-building
- Under-emphasized behavior change
- Contributed to “knowing-doing gap”
STRATEGY 1

Double down on action planning

• Integrate the science of behavior change
  • Focus on 1 thing
  • Mental contrasting: Think about your ideal end state and all the challenges you’ll face getting there
  • Implementation intentions: Frame your goal as “if, then” statement

• Save the last 20% of every training for action planning
Make learnings ongoing

- Use cohort-based training
- Follow-up one-off trainings with peer or 1:1 coaching
STRATEGY

Create forcing functions

- Require demonstration of skills or behaviors to complete a training
  - “Keys to Success” that need to be completed to continue a training module
Align development initiatives with rewards and recognition

- Ensure your performance management process rewards the behaviors you’re developing
- Create incentives to drive behaviors that are most important to you
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Thank you