Organizational Learning that Adapts to Change
April, 2022

Creating Innovation Through Agile Learning Strategies
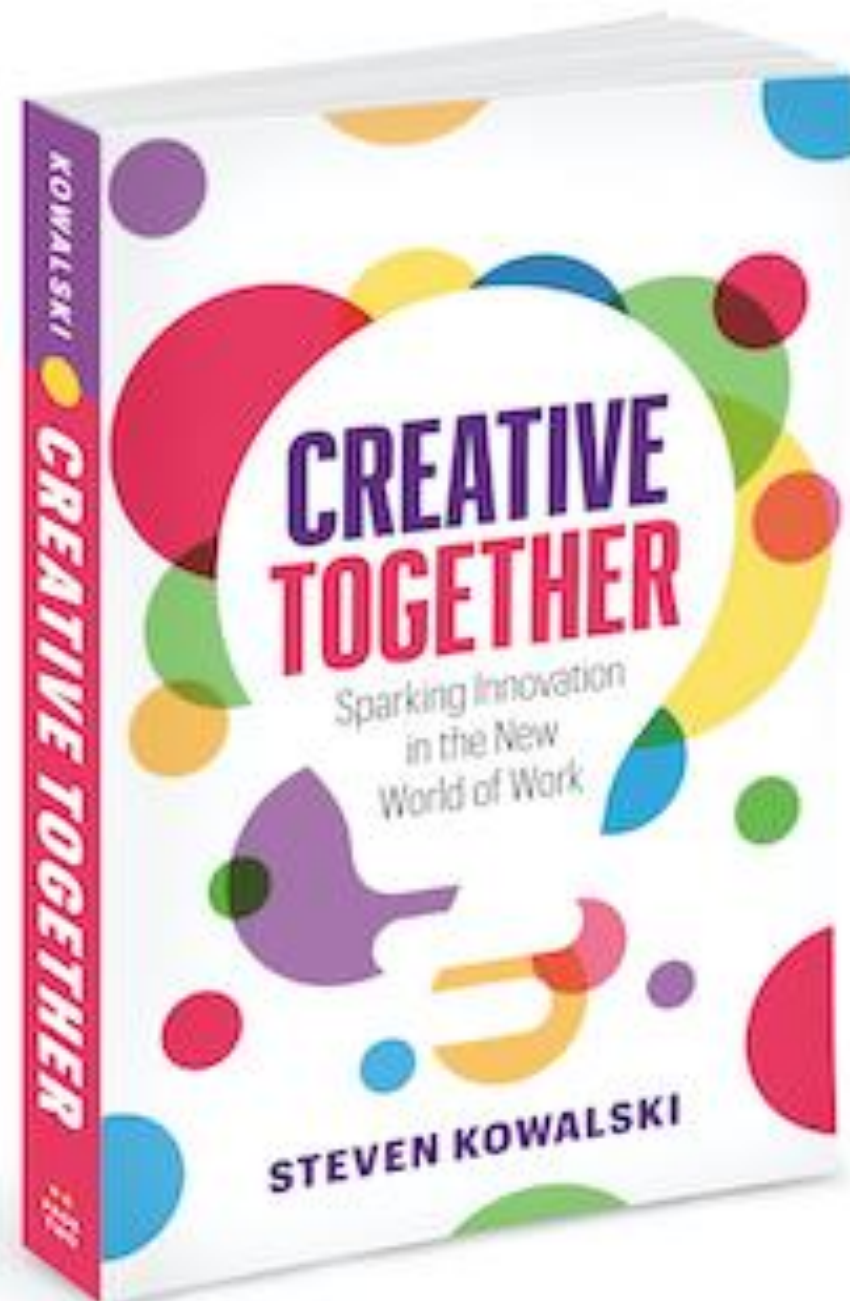
With Steven Kowalski, Ph.D.

Steven Kowalski
A Bit About Me….

- Organizational Learning & Evolution, Genentech
- Creative License Consulting
- "Creative Together: *Sparking Innovation in the New World of Work*"
- Ph.D. in Education, UC Los Angeles

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Creating Innovation Through Agile Learning Strategies

Agenda

- What is "Agility" and Why Now?

- Shifting Mindsets

- Applying Agility in Learning Strategies

  - F.A.I.R. Guiding Principles

  - Outcomes Based Planning (OCB)

  - Experimentation

  - Acting as Agile Agents of Change

What is Agility… and Why Now?

What is Agility… and Why Now?

➢ Doing things in the usual ways won't get us where we need to go

➢ "Being Agile" versus "Doing Agile"

➢ An agile mindset is required for agile organizations

➢ Leaders and managers have a great opportunity to develop and support Agility

What is Agility... and Why Now?

What about you and your organization?

What strengths do you have that help you move with ***appropriate speed***?

What might your stakeholders say about your ***ability to flex and adapt***?
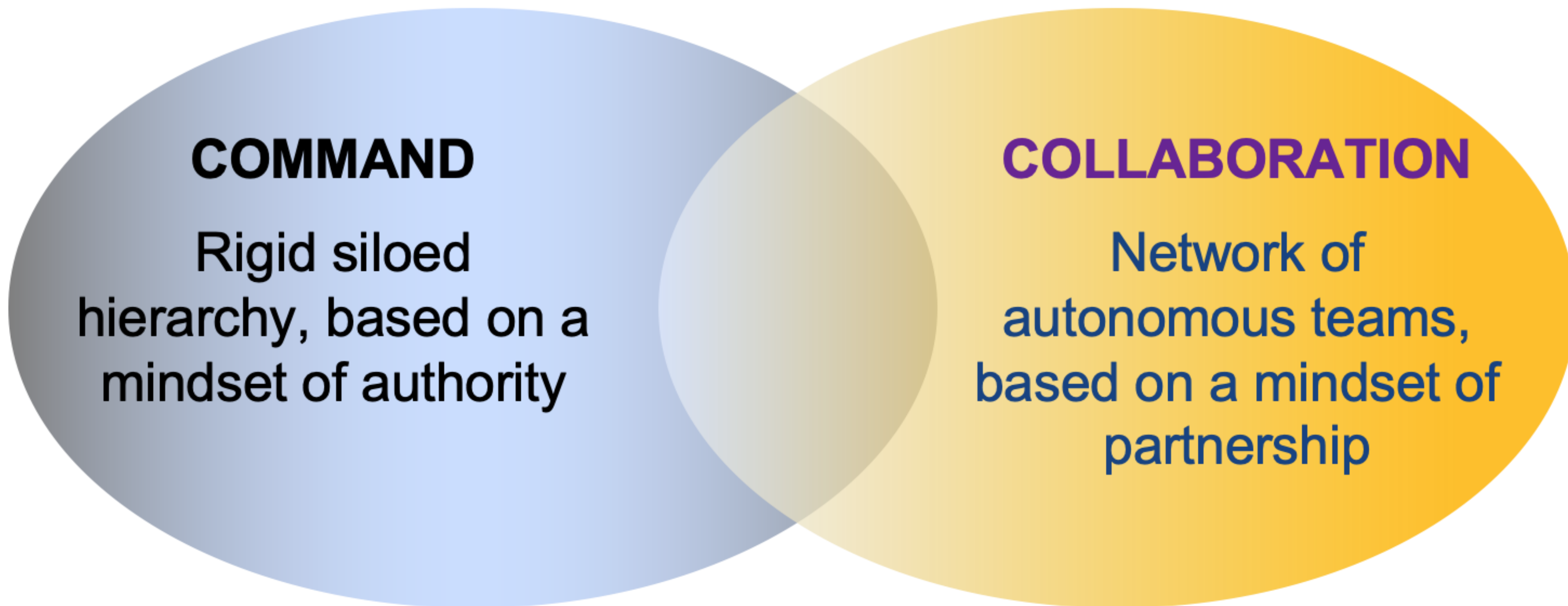
What about us contributes to a ***foundation of stability***?

Agile Principles in Practice

- Individuals and interactions over process and tools

- "Fit for purpose" teams

- Experimentation and learning

- Fast decision-making

- Focus on outcomes and customer needs
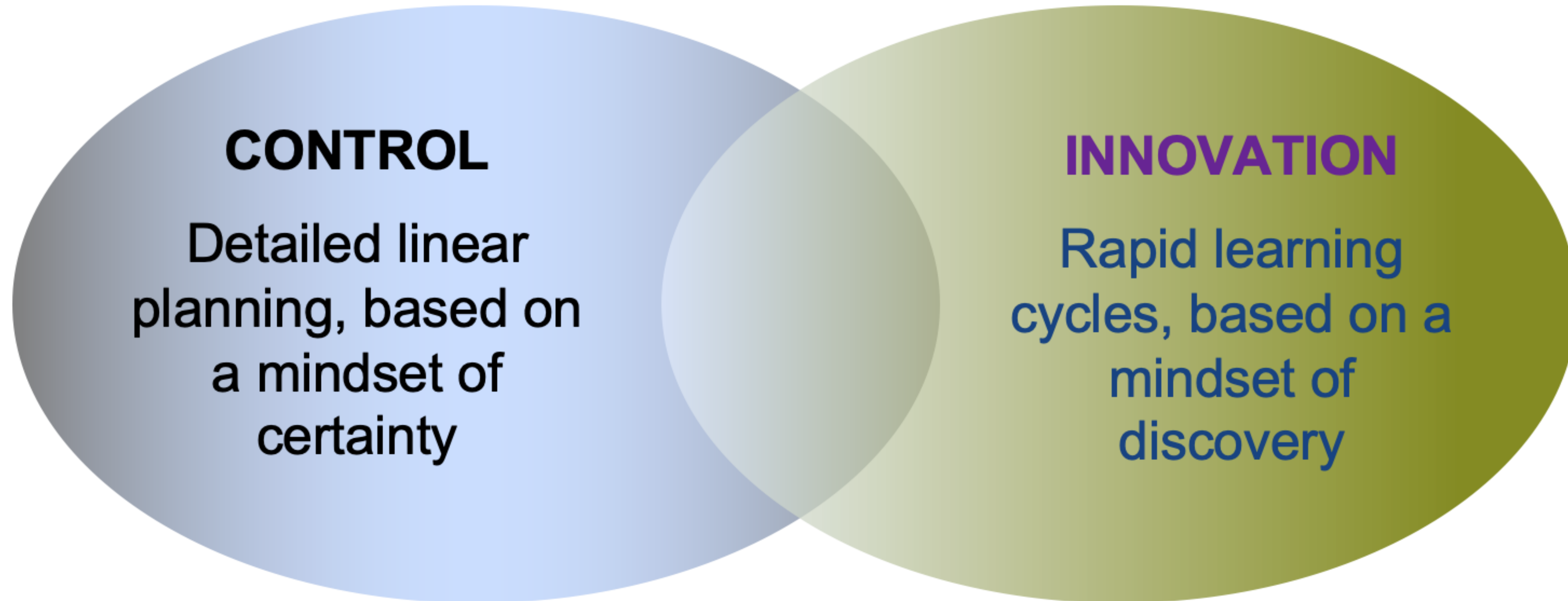
- Away from bureaucracy and toward flexibility

Shifting Mindsets
"Being Agile" versus "Doing Agile"

From »» To

COMMAND

Rigid siloed hierarchy, based on a mindset of authority

COLLABORATION

Network of autonomous teams, based on a mindset of partnership

Shifting Mindsets
"Being Agile" versus "Doing Agile"

From ≫ To

CONTROL

Detailed linear planning, based on a mindset of certainty

INNOVATION

Rapid learning cycles, based on a mindset of discovery

Shifting Mindsets
"Being Agile" versus "Doing Agile"

From		To

VALUE CAPTURE

Capture value for shareholders, based on a mindset of competition

VALUE CREATION

Co-create value with and for all stakeholders, based on a mindset of contribution

Applying Agile in Learning Strategies

How can learning professionals shape and adapt learning strategies to activate co-creation and channel it into agile ways of working that yield innovation?

Four Arenas for your Consideration:

- F.A.I.R. Guiding Principles

- Outcomes Based Planning (OBP)

- Experimentation

- Acting as Agile Agents of Change

F.A.I.R. Guiding Principles
From the world of Data Sciences

*The effective management of learning assets is not a goal itself,
but is a pathway to self-directed and agile learning and innovation*

F *Findable*: Identified, and registered or indexed in a searchable resource

A *Accessible*: Retrievable through open, free, and standardized sources
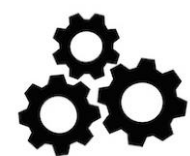
I *Interoperable*: Use shared and broadly applicable learning methodologies

R *Reusable*: Well-described so they can be replicated and combined in different settings

F.A.I.R. Guiding Principles
From the world of Data Sciences

What would have to be true to bring FAIR alive in your organization?

What would have to be true to bring FAIR alive more broadly, across the learning and leadership development industry?

Applying FAIR to help learning come alive across the organization

- Talent "flow"

- "Responsive," purpose driven networks

- Self-facilitated team learning

- Self-directed, just-in-time individual learning

- Transparent view into expectations and learning resources across job levels

- Learner-led curation of relevant resources

Outcomes Based Planning (OBP)
Focusing on Outcomes instead of "activity"

OUTCOMES are framed in terms of value and benefit ***experienced by*** specific people. They:

- Focus on value we are seeking to create (e.g. delighted customers), not on activity (more sales calls) or deliverables (more proposals)

- Provide clarity, alignment and inspiration around purpose and direction

- Provide space for thinking out of the box and exploring alternate ways that might be quicker, better or cheaper to accomplish what we're seeking

- Help raise prioritization up - "above the fray" of uncertainty and ambiguity

Outcomes Based Planning (OCB)
A few examples…..

Activity	Output/Deliverables	Outcome
Training	Understanding/Proficiency	Enhanced Performance
Roadshows	Awareness	Use in Decision-making
End-of-Year Reviews	Self-awareness & a solid Development Plan	??
??	Psychological Safety	??

Outcomes Based Planning (OCB)
Bringing it to life

Why might prioritized OUTCOMES help your organization thrive in

uncertainty and ambiguity?

What is your role?

Using Outcomes in Shorter, Iterative Cycles

- Long-term Outcomes (~2 years)

- Mid-term Outcomes (end-of-year)

- 90-Day Outcomes (a step forward)

Experimentation
Accelerate Learning Outcomes

Imagination is the starting point

Creativity precedes Innovation

Innovation is simply, "New Value"

Entrepreneurship happens when innovative ideas reach patients and customers

IMAGINATION
Envision what doesn't exist

CREATIVITY
Apply imagination to address a challenge

ENTREPRENEURSHIP
Apply innovation to bring ideas to fruition

INNOVATION
Apply creativity to develop unique ideas

INVENTION CYCLE

Tina Seelig, Stanford University

Experimentation
Accelerate Learning Outcomes
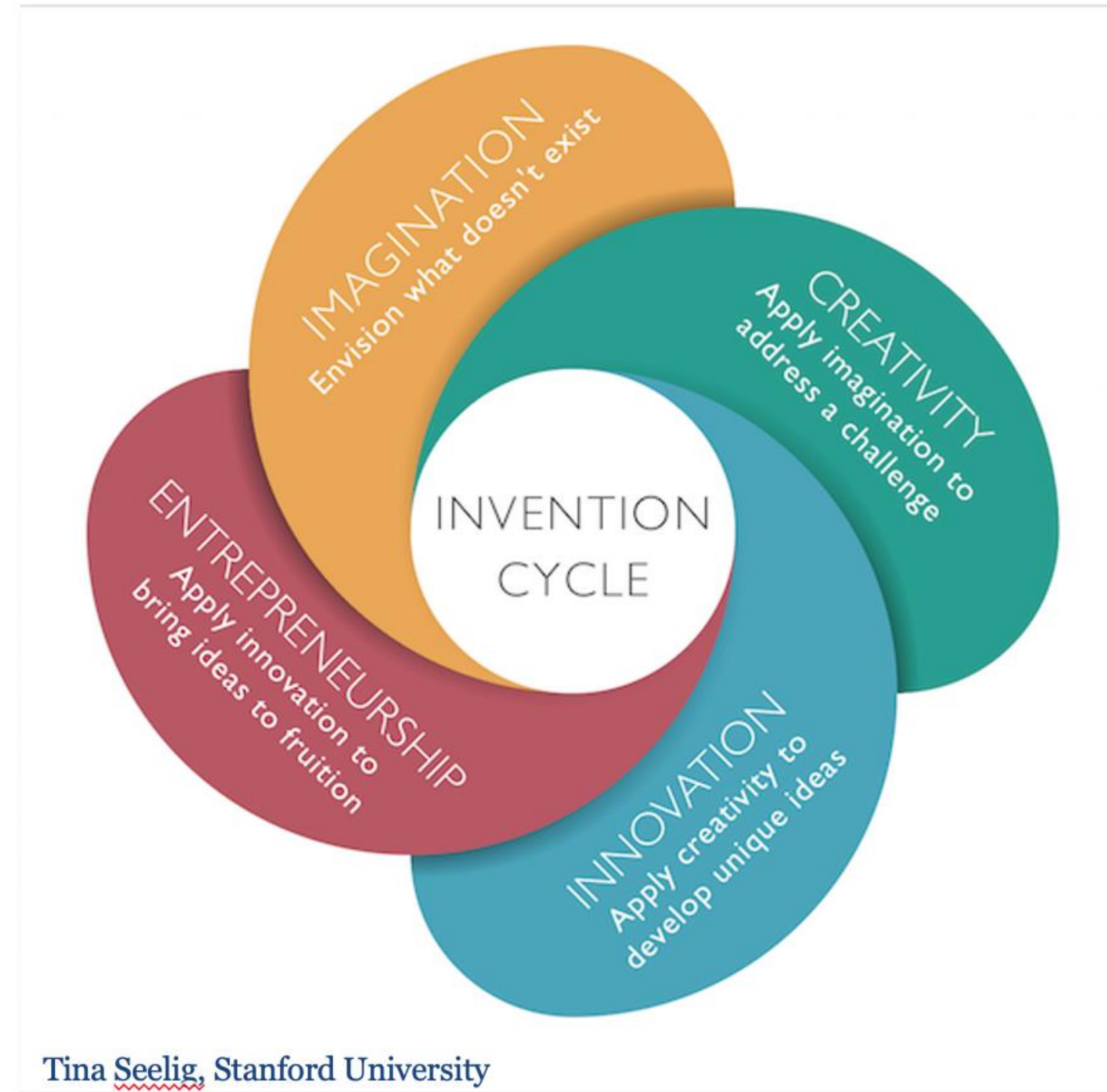
Purpose

Constraint
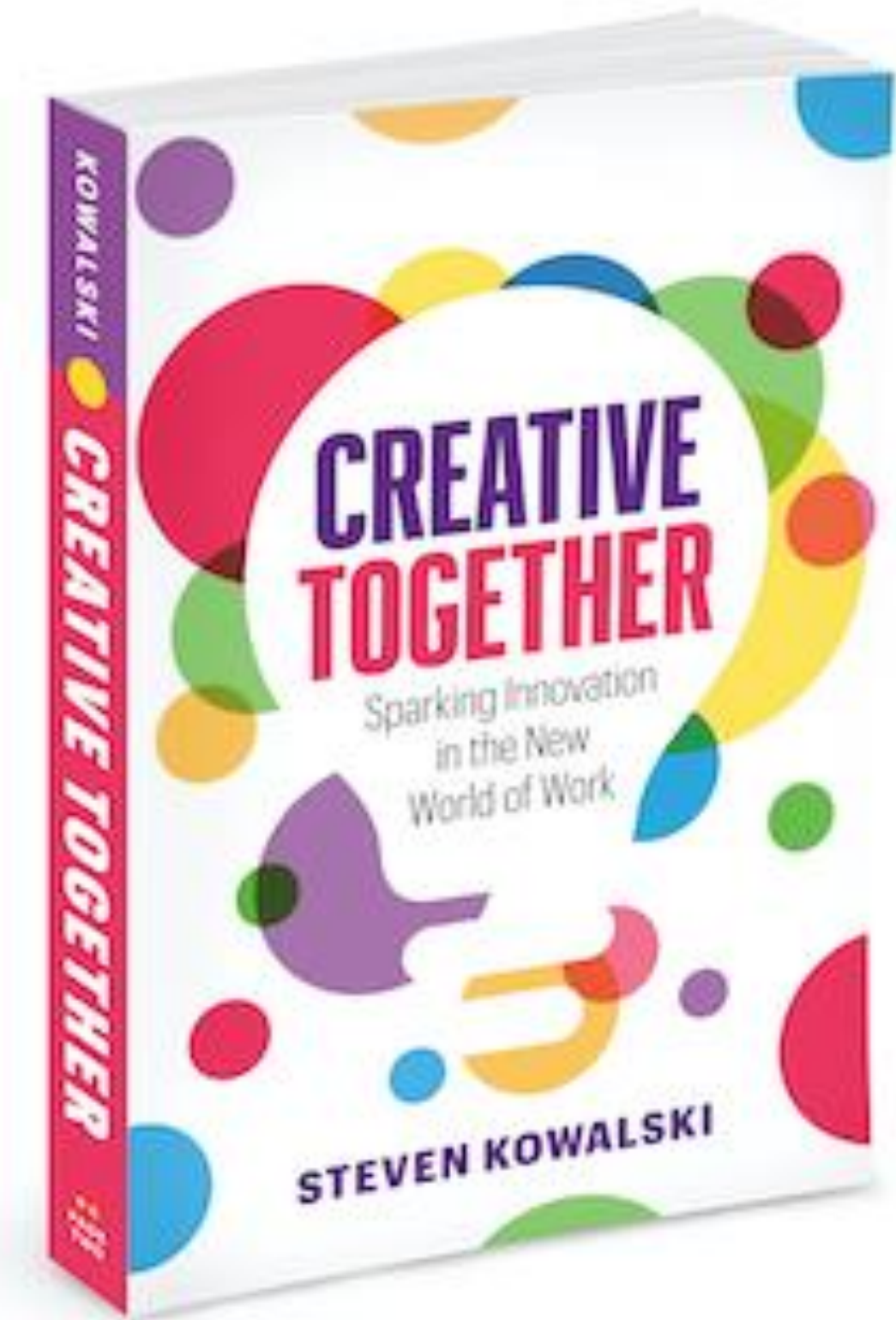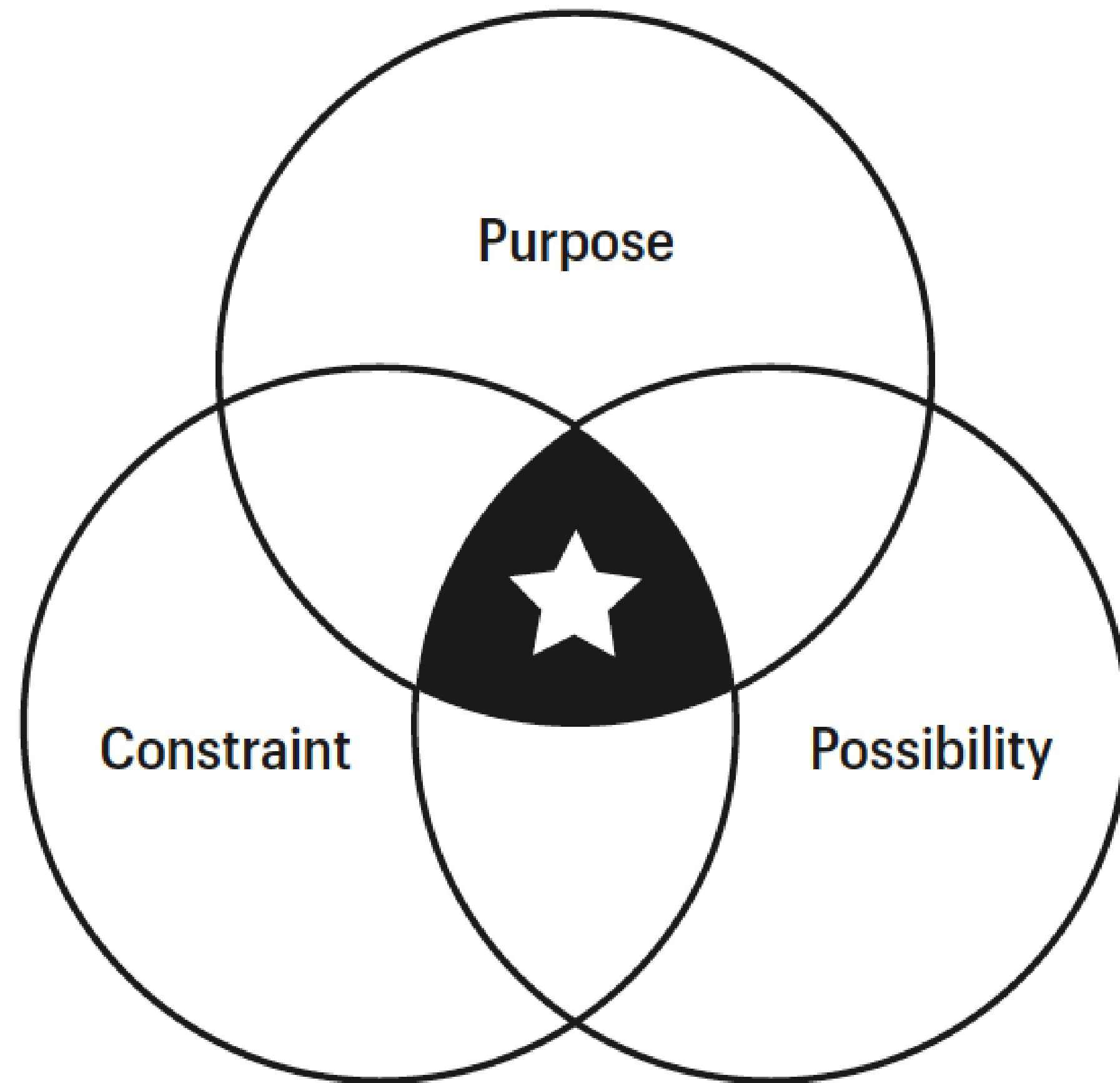
Possibility

"When you are in the center of the intersection of purpose, possibility, and constraint, you generate tension that sparks movement, strength, and power. Learn to leverage this tension to drive creative energy forward. "

Experimentation
Accelerate Learning Outcomes

Journeys of Discovery
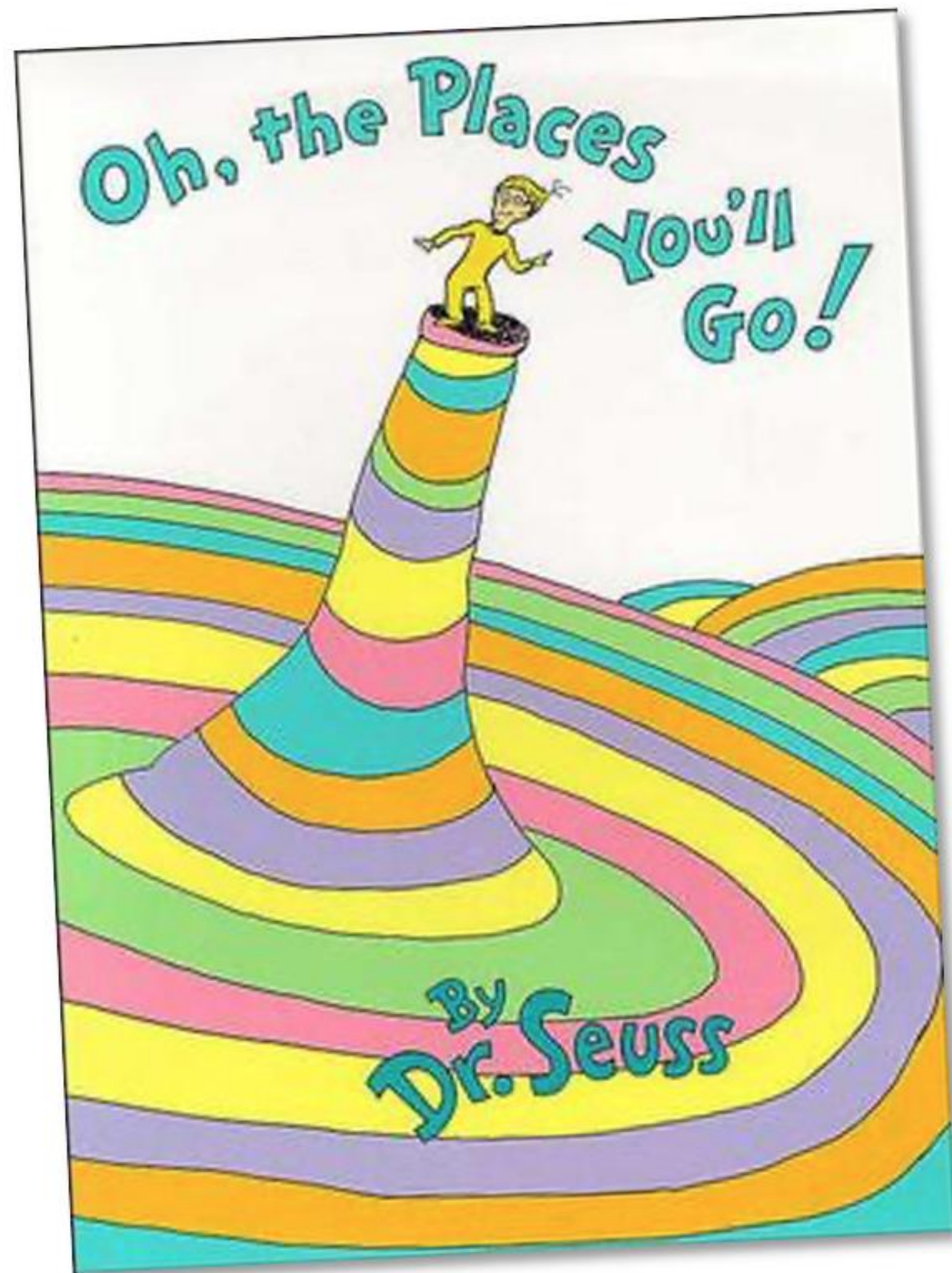
"You will come to a place where the streets are not marked. Some windows are lighted, but mostly they're darked.

A place you could sprain both your elbow and chin! Do you dare to stay out? Do you dare to go in?

How much can you lose? How much can you win?

Experimentation
Accelerate Learning Outcomes

Balancing Execution with Discovery

Execution	Discovery
Standardized tools & processes	Trusted guidance system
Governance control structures	Shared leadership/followership
Calculations of Risk & ROI	Stories of meaningful value
Defined and discreet roles	Access across boundaries
Valued: Repeatability, Certainty Improvement, Scalability, Compliance, Predictability	Valued: Curiosity, Play, Learning from Mistakes, New Ideas, Vulnerability, Surrender

Experimentation
Accelerate Learning Outcomes

DESIGN Experimentation Into Learning Strategies

- **D**esign in the Unknown

- **E**mpower Iteration and Prototypes

- **S**eek for Clear Hypotheses

- **I**ntegrate Value "Pitches" and "Return on Learning" (ROL vs. ROI)

- **G**enerous sharing and F.A.I.R. Principles

- **N**urture a Learning (vs. Proving) Orientation

Becoming Agile Agents of Change
Model Agility by Knowing Who You Are

Use of Self as an agent of change

- Self-awareness: *understand ourselves*

- Perceptions: *interpret what is needed in the world*

- Conscious Choices & Actions: *strategize how to use our energy for change*

- Reframing: *identify new perceptions & ways of organizing information*

- Giving & Receiving Feedback: *continually re-direct efforts based on the ecosystem*

Thank You.
Any Questions?