

Organizational Learning that Adapts to Change

April, 2022

Creating Innovation Through Agile Learning Strategies

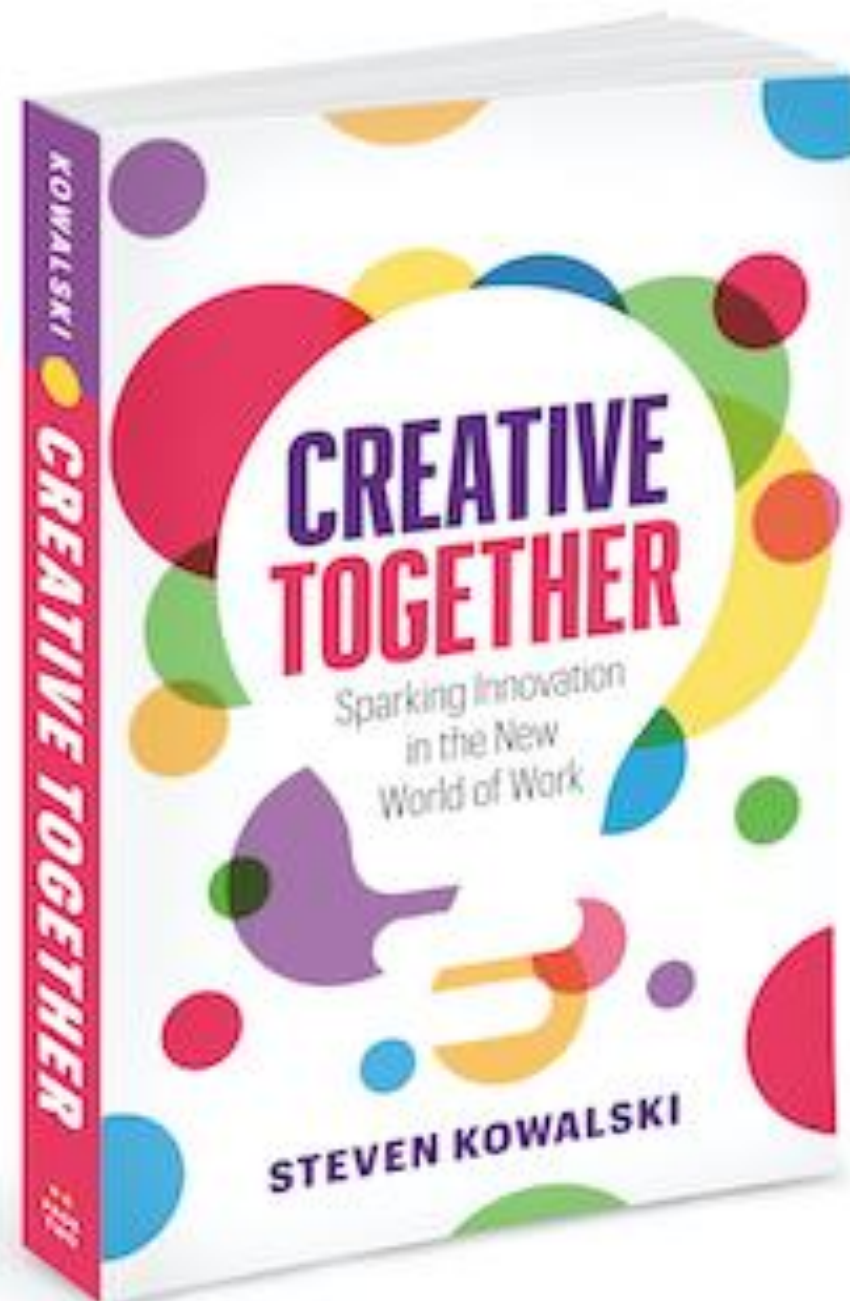
With Steven Kowalski, Ph.D.



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**?

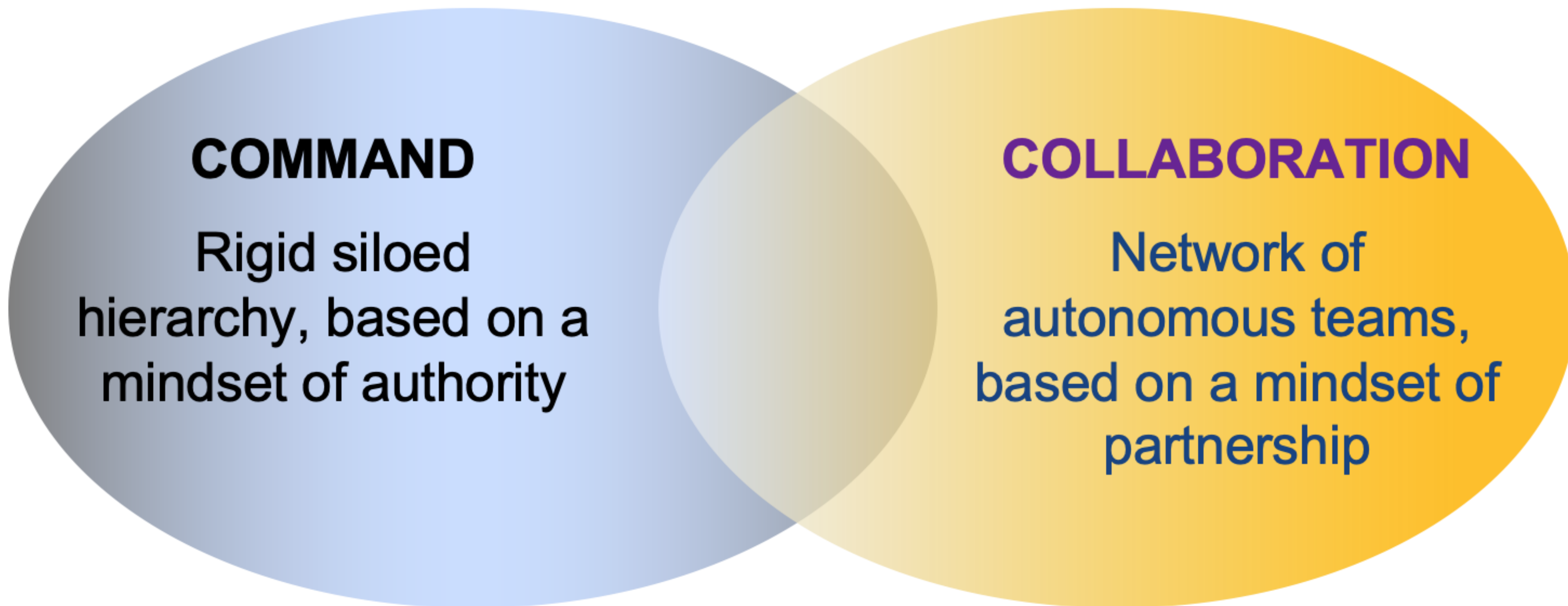
What about us contributes to a **foundation of stability**?

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

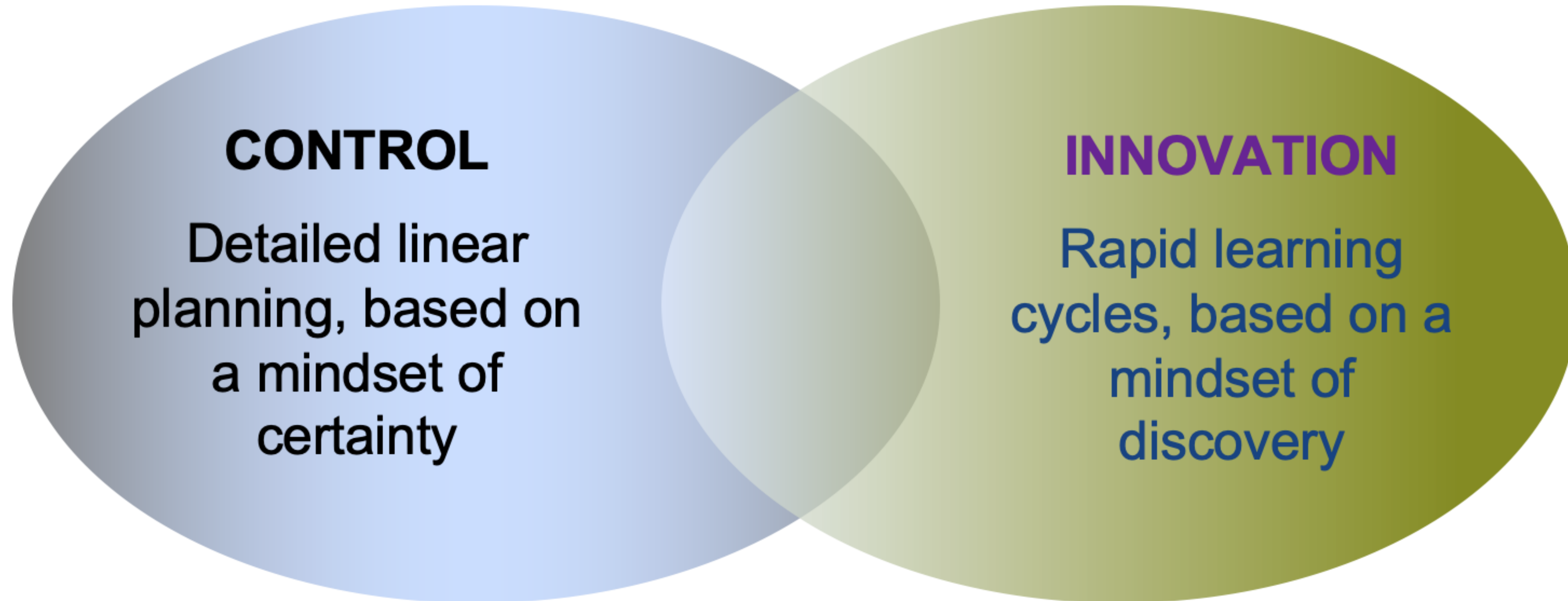
Shifting Mindsets

”Being Agile” versus “Doing Agile”



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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



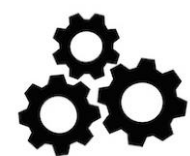
F

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

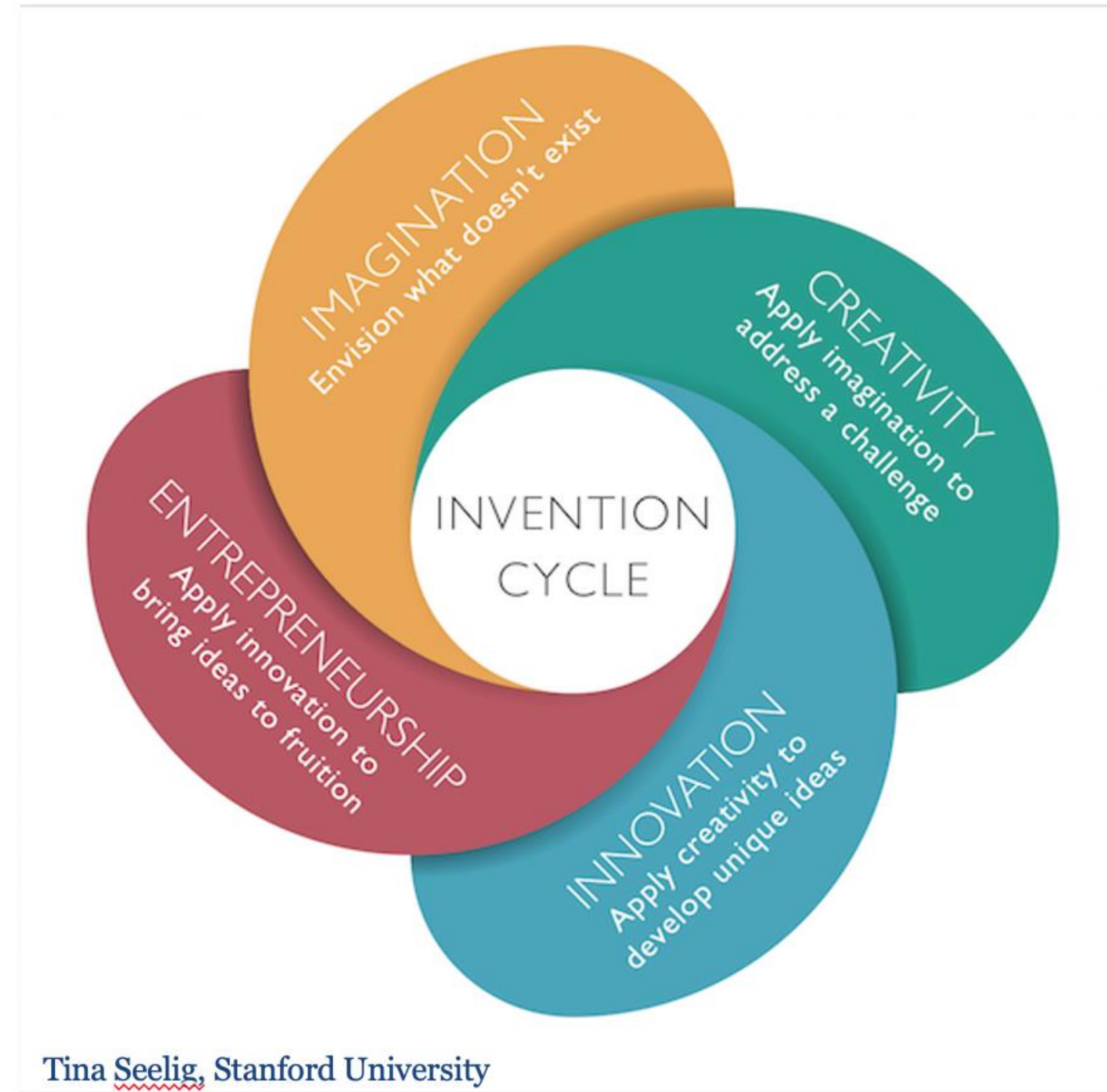
Accelerate Learning Outcomes

Imagination is the
starting point

Creativity precedes
Innovation

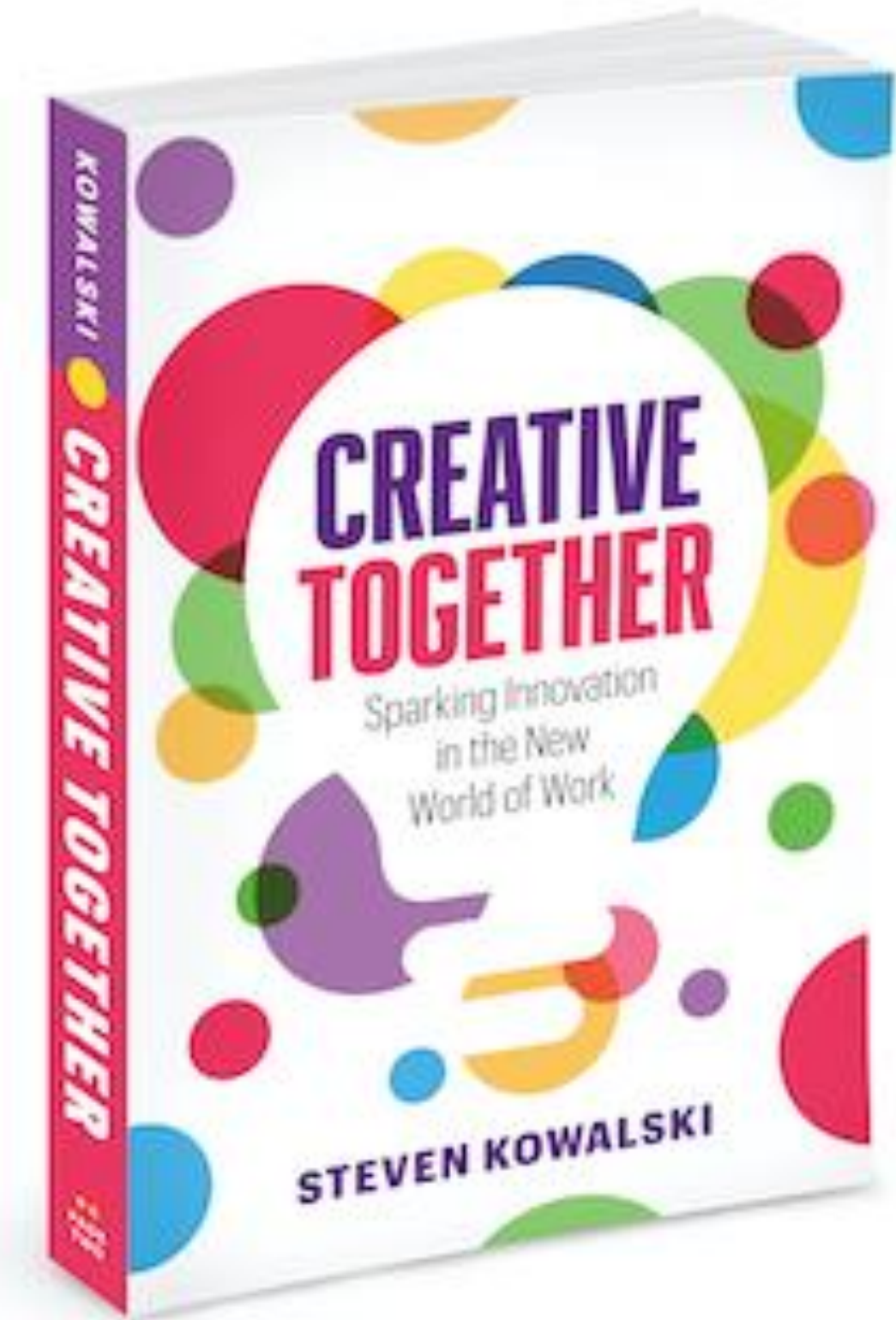
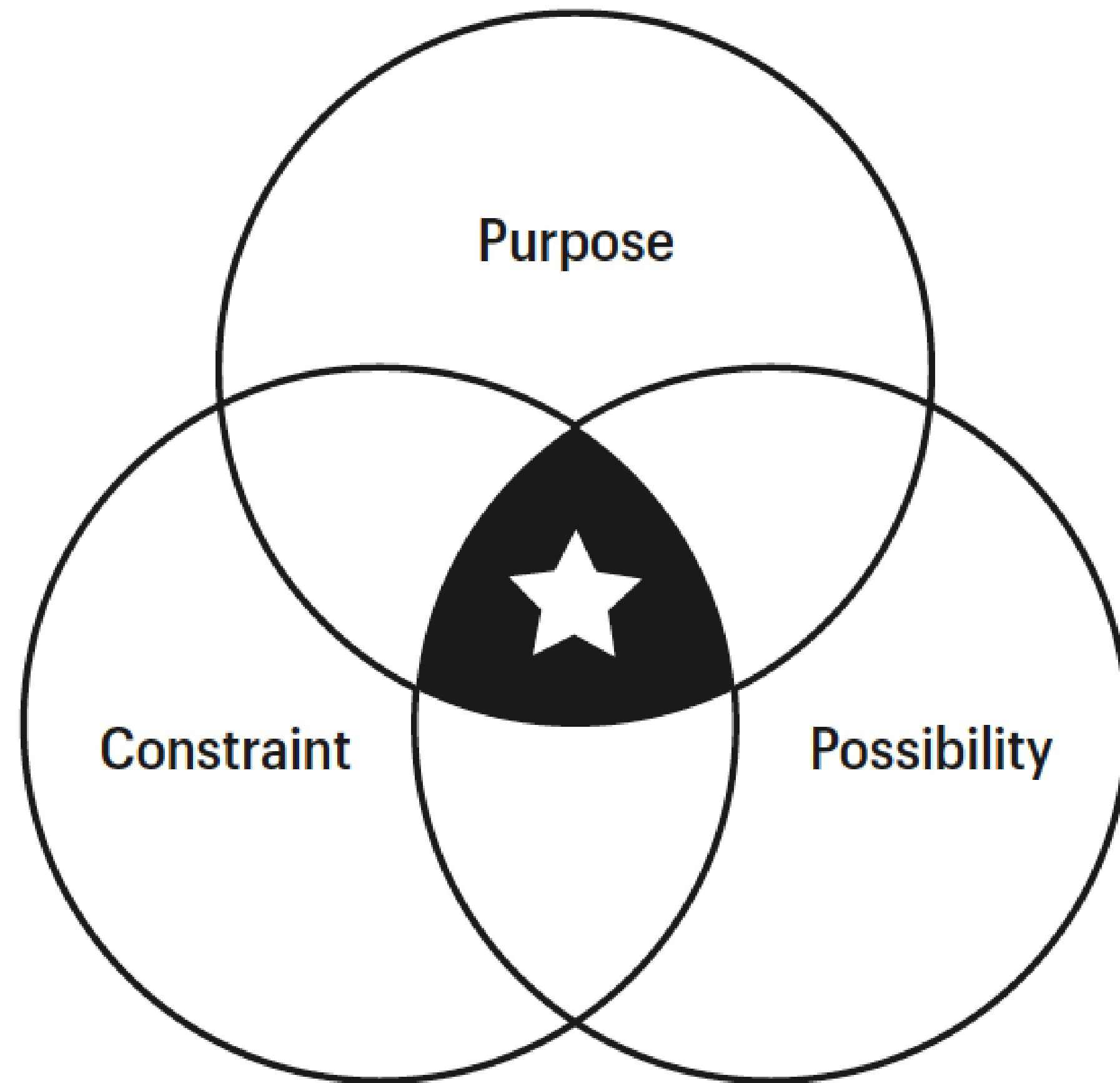
Innovation is
simply, “New
Value”

Entrepreneurship happens
when innovative ideas reach
patients and customers



Experimentation

Accelerate Learning Outcomes

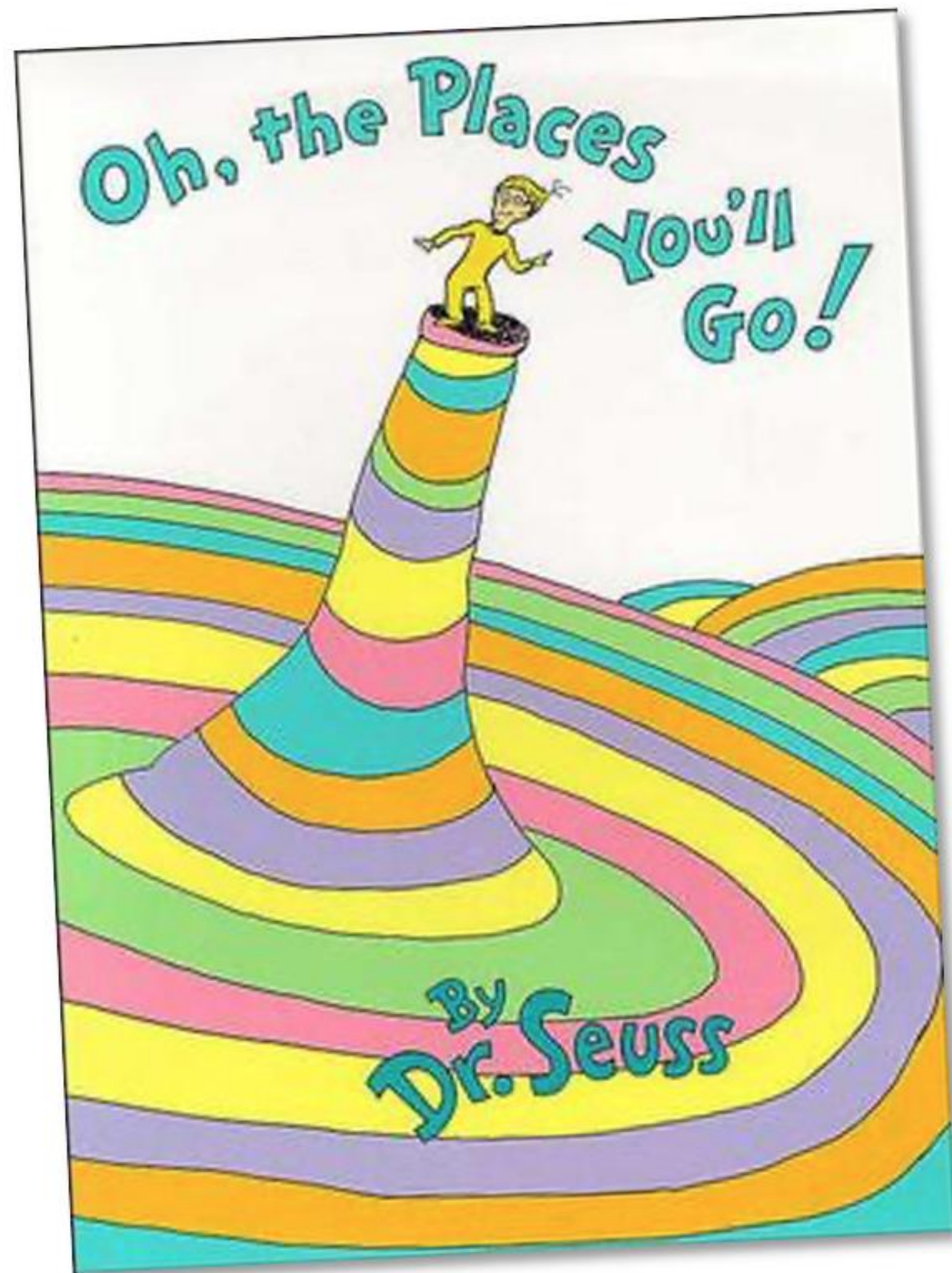


“When you are in the center of the intersection of purpose, possibility, and constraint, you generate tension that sparks movement, strength, and power. Learn to leverage this tension to drive creative energy forward.”

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

Standardized tools & processes
Governance control structures
Calculations of Risk & ROI
Defined and discreet roles

Valued: Repeatability, Certainty
Improvement, Scalability,
Compliance, Predictability

Discovery

Trusted guidance system
Shared leadership/followership
Stories of meaningful value
Access across boundaries

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*

"We may not all agree about the concept of the Self; in fact, it would probably be a terrible thing if we did. However, we do believe that we can work towards a working language and a functional model to look at our Use of Self."

Doing Good By Knowing Who You Are

The Instrumental Self as an Agent of Change

By Charles N. Seashore, Mary Nash Shawver, Greg Thompson and Marty Mattare

THE MOST IMMEDIATE Use of Self for you is to decide whether to continue reading this article now that you have started out with us on a topic about which we feel passionate. The simplest way we know to talk about Use of Self is to link the concepts of *self-awareness, perceptions, choices* and *actions* as the fundamental building blocks of our capacities to be effective agents of change, hopefully to make a better world and to develop our own potential for doing so to the fullest in the process.

Are you still with us? Are you aware of what you are *thinking and feeling*? Are you *perceiving* the world around you? Do you think of and have access to a variety of *choices* that might allow you to move into action intentionally, deliberately and consciously? We hope that you will choose to continue reading what we have to say. It just might help you change the rest of your life – even a little bit – for the better! However, we think you should **NOT** consider continuing to read this *IF* you agree with more than 6 of the following 8 points:

- You think that Jung is a four letter word!
- The thought of the unconscious makes you throw up
- You can't stand looking at yourself in the mirror
- The idea of being choiceful is limited to the politically correct aspects of life.
- The main thing your are interested in changing is the Other Person
- You believe you already understand how others perceive you
- You are not comfortable being a co-author of this article as the meaning you give to what you read is more significant than what we have to say.
- You believe that Use of Self can make you blind!!!

Please consider continuing *IF* you agree with 3 or more of the following 5 points:

- You want to spend time at the intersection of your own growth and your effectiveness as a change agent
- You are intrigued with what lies within your Shadow side and your Mushroom Cellar

CONFERENCE CONNECTION

Charles Seashore, Mary Nash Shawver, Greg Thompson and Marty Mattare are presenters at the 2004 OD Network Annual Conference in San Juan at the following session:

[407W] Exploring and Engaging the Self: Interactive Models and Methods
Wed., Oct. 6, 10:30 am - 12:30 pm

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Thank You.
Any Questions?