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NETWORKED LEARNING: BUILDING NEW SKILLS AND ENHANCING CAREERS IN TIME OF CONSTANT CHANGE

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About me?



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What?

- Career development and learning: now and all the time
- Finding the right career opportunity
- Tapping into power of volunteers & informal learning
- Success factors for building a robust Networked Learning experience
- Networked Learning: structure, format and processes
- Key takeaways and Q&As



**What changes are you engaged in the
wokplace now?**

**How do these changes affect your
career?**

Re-skilling and career development: now and all the time

- Uncertainty and its biggest impact on international development career
- Rapid technological advancement
- Science innovation
- Expertise has an ever-shorter shelf life
- Short or limited tenure



Getting the right wave



(Catch the wave. Deloitte review. Josh Bersin, July 2017)

Getting the right wave



How could organization be in support for you to see what next career path is?

(Catch the wave. Deloitte review. Josh Bersin, July 2017)

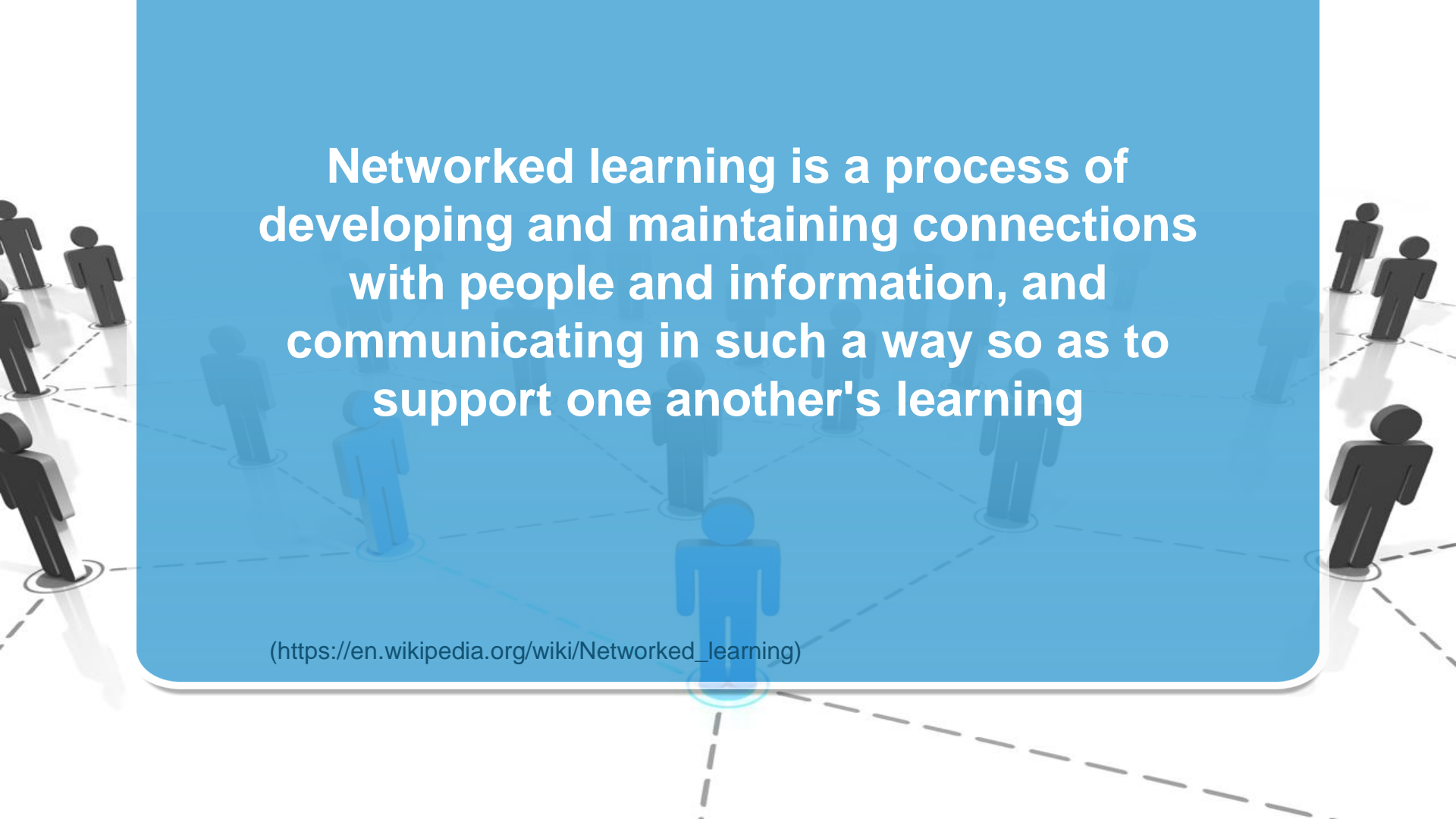
Perspectives and people network

- Career coach
- Manager
- Mentor
- Peers, communities of practices
- In-house learning tools and technologies, and career resources
- Informal professional and personal networks across within and across organizations

Power of informal networks

„Increasingly, it's through the informal networks – not just through transitional organizational hierarchies – that information is found and work gets done“.

Cross, R. & Prusak, L. (2002). The People Who Make Organizations Go—or Stop. HBR, 80 (6), 104-112.

The image features a central blue rounded rectangle containing white text. The background is a light blue gradient with a network of stylized human figures. Some figures are black, while others are blue. They are connected by a network of dashed lines, representing a networked learning environment. The text is centered and reads:

Networked learning is a process of developing and maintaining connections with people and information, and communicating in such a way so as to support one another's learning

(https://en.wikipedia.org/wiki/Networked_learning)

Impact

Objectives	Metrics/Outcomes
Organizational performance and change management	Effective operations, compliance, risk mitigation
Effectiveness of L&D function	Faster time to developing new skills and competence
Efficiency L&D function	Faster time to developing new skills and competence
Doing career support better	Better motivation and retention, positive image of the organization, better overcome of stress of career transition/separation, better self-confidence, finding the right next career move

Success factors

- Culture
- Re-designing Learning Experience
- Structure



Success factors

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Culture



Does your organization reward collaboration or promotes only for delivering result?

How does your organization balance internal and external hires, transfers?

Success factors

- Culture
- **Re-designing Learning Experience**
- Structure



Re-designing Learning Experience to give up control

From top-down to activist-out

From sold to invited

From managed to organic

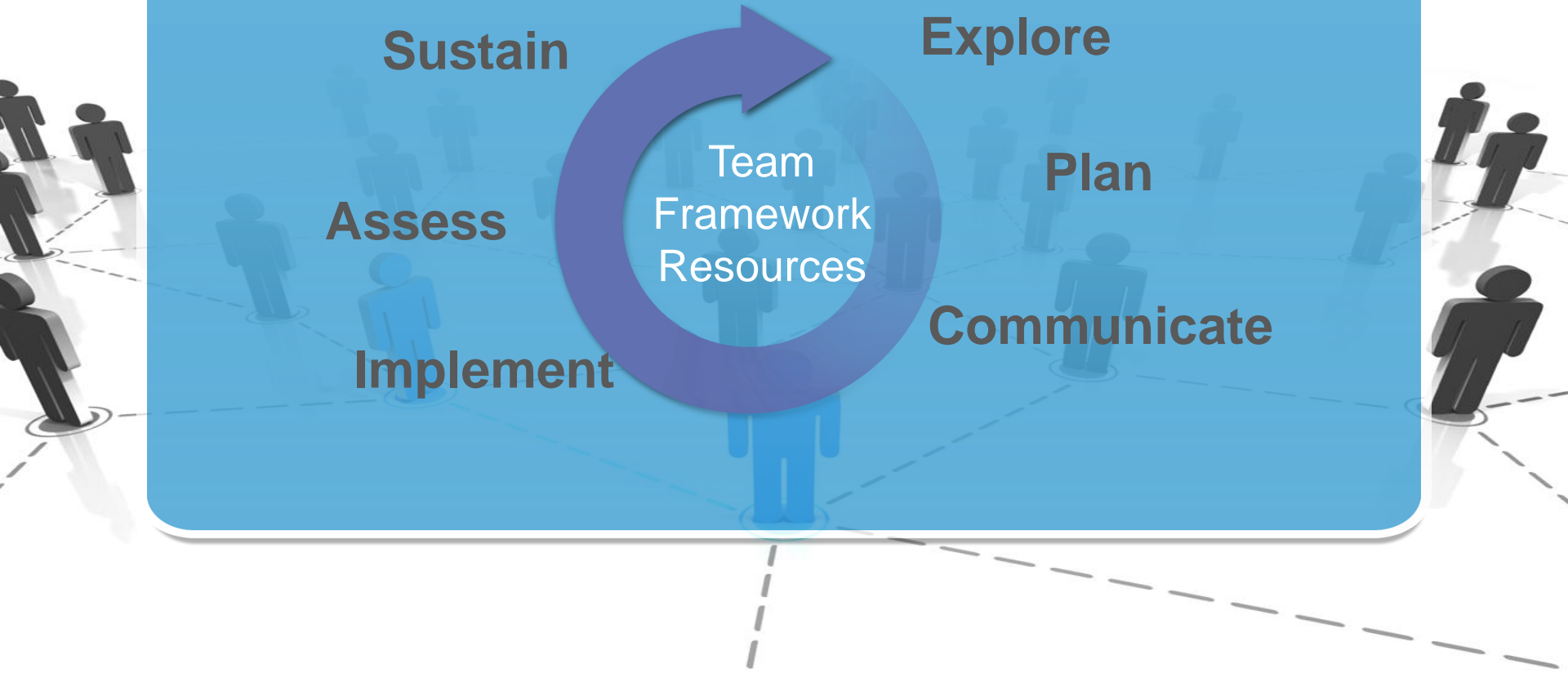
“Build a change platform, not a change programme” (Hamel and Zanini, 2014)

Success factors

- Organizational Culture
- Re-designing Learning Experience
- **Structure**



Structure: Project Management



Sustain

Explore

Team
Framework
Resources

Plan

Assess

Communicate

Implement

1. Explore

with interest and care

First key questions to answer:

- Why are you starting the project?
- Who are stakeholders?
- What does “success” look like for participants and the organization?

E.g. on-boarding, career transition management, skill building

2. Plan

accessibility, reliability & usability

- ✓ **Expectations** and KPIs
- ✓ Get **buy-in from Leadership**
- ✓ Identify your **resources**: volunteers, potential mentors, coaches, training, career planning tools, job postings
- ✓ **Format**: mentoring career oriented, modern skills and competencies focused, flash or reverse
- ✓ Connection format: 1:1, triad, groups or community of practices; mobile, online, in person

3. Communicate

- Effective promotion and communication campaign
- Give visibility to peer advisors/mentors
- Promote the hidden benefits of networked learning
- Consider recognitions and rewards for participation
- Provide training to develop advisors/mentors
- Provide guide and learning resources
- Coordinate to reinforce the programme

3. Communicate (cont.)

main benefits of being an advisor/mentor



4. Implementation

Start small, grow and sustain

Participant's baseline needs and expectations, specific topic(s) of interest, experiences, matching preferences

Decide on matching method: self-matching or admin-matching (recommended at the first time running programme)

Start with Kick off workshop to clarify expectations, explain Dos & Don'ts, determine individual goals and empower connections

4. Implementation (cont.)

right guidance and support

- ✓ Skill building
- ✓ A structure and process that has a clear start and end points
- ✓ Provide guidance and resources
- ✓ Seek feedback from advisors/mentors and learners/mentees
- ✓ Facilitate and encourage exchange experiences
- ✓ Establish checkpoints and progress reports

5. Assess

go beyond L&D metrics

- ✓ Measure a progress
- ✓ Celebrate achievements and
- ✓ Announce a formal closure

5. Sustain

- ✓ Encourage continuing the career support, sharing and learning
- ✓ Build visibility and share success stories
- ✓ Resourcing

Key Takeaways

- What objectives would you achieve by employing networked learning approach?
- How to enable access to more career coaching, career planning, and mentoring resources in the workplace?
- How can we learn more about “surfing” on waves of change?

Questions? Need More Information?



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- in the UN and International Organizations field