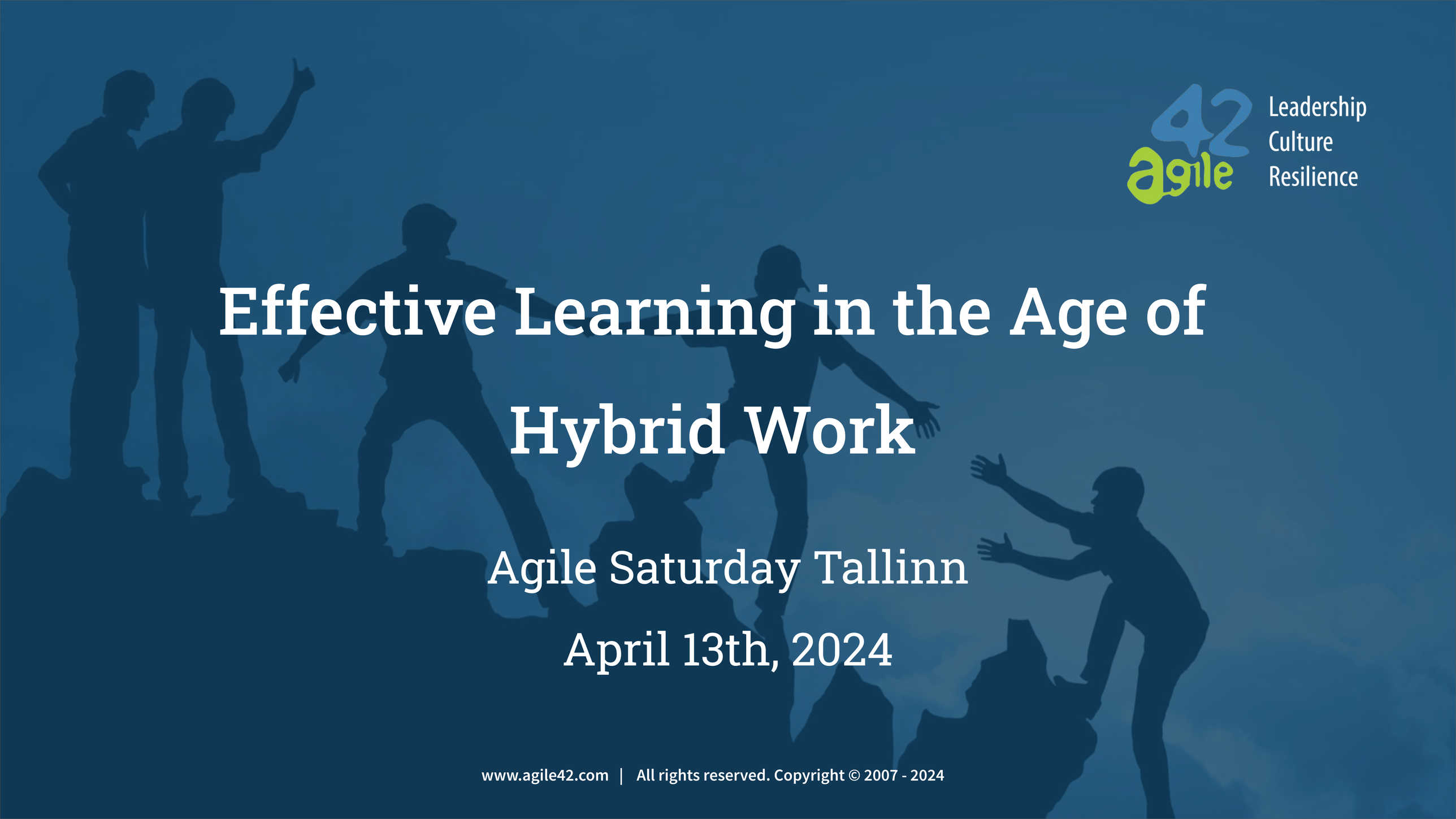


Leadership
Culture
Resilience

Effective Learning in the Age of Hybrid Work

Agile Saturday Tallinn

April 13th, 2024

www.agile42.com | All rights reserved. Copyright © 2007 - 2024

42 agile
Leadership
Culture
Resilience

Happy to be here 😊

Leadership
Culture
Resilience

Giuseppe De Simone
Leader, Coach, Trainer

linkedin.com/in/giuseppedesimone

@giusdesimone

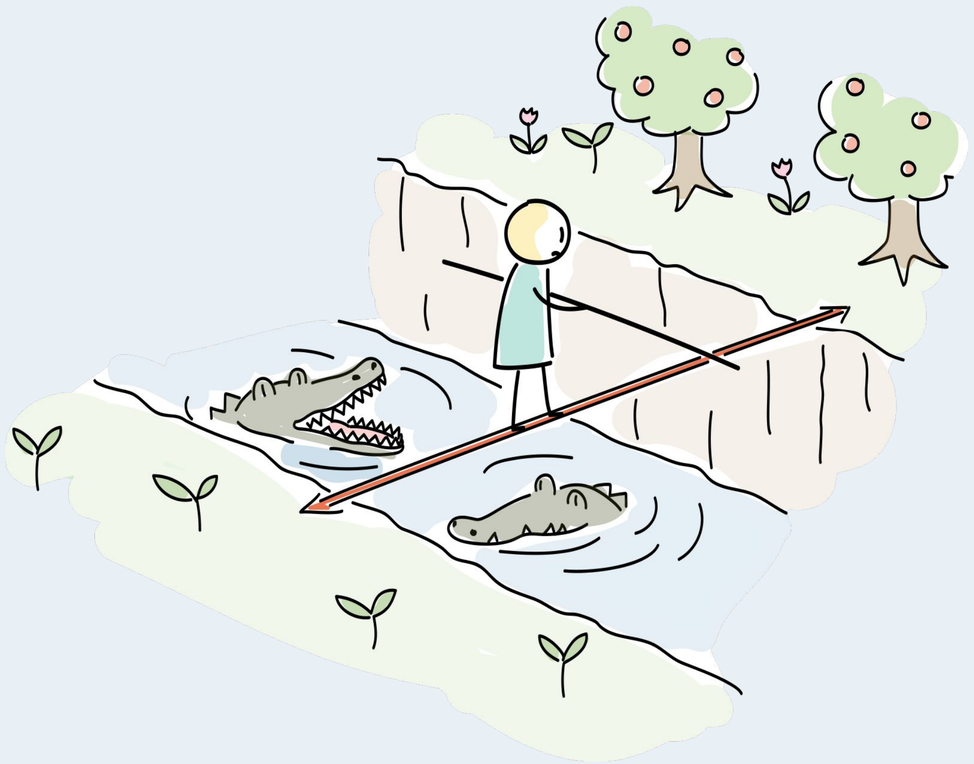
giuseppe.desimone@agile42.com

All rights reserved. Copyright © 2007 - 2023

Why learning

Learning is critical to succeed in the world today

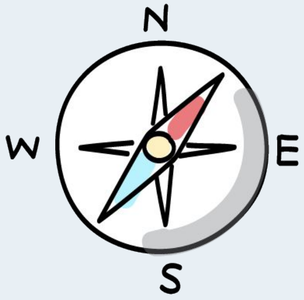
- Everyone needs to learn **3 new skills by 2030**
- Skill development **doubles employee retention**
  - Employee turnover costs **billions every year**
- Learning is the top motivator for employees



5th Principle of Agile Manifesto

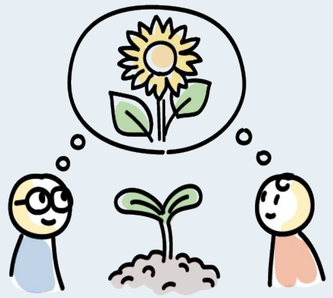
42 agile Leadership Culture Resilience

Build projects around motivated individuals.
Give them the environment and support they need, and trust them to get the job done.

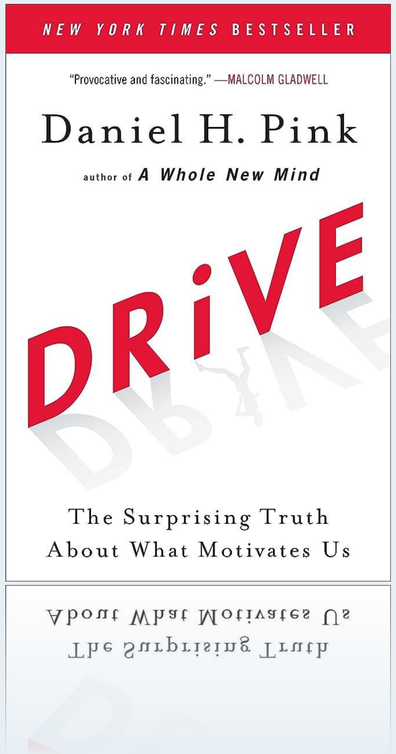


Autonomy

Mastery

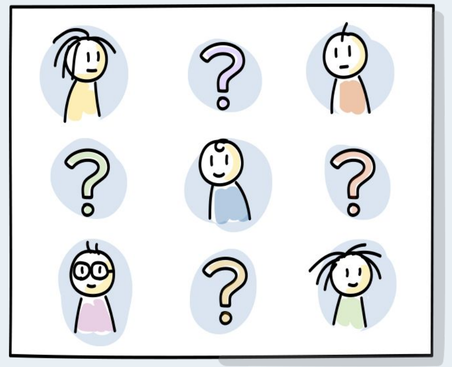


Purpose



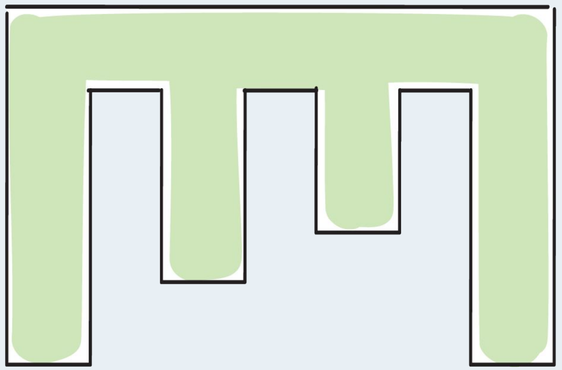
Why more skills

Project resourcing: the challenges of allocating people to work



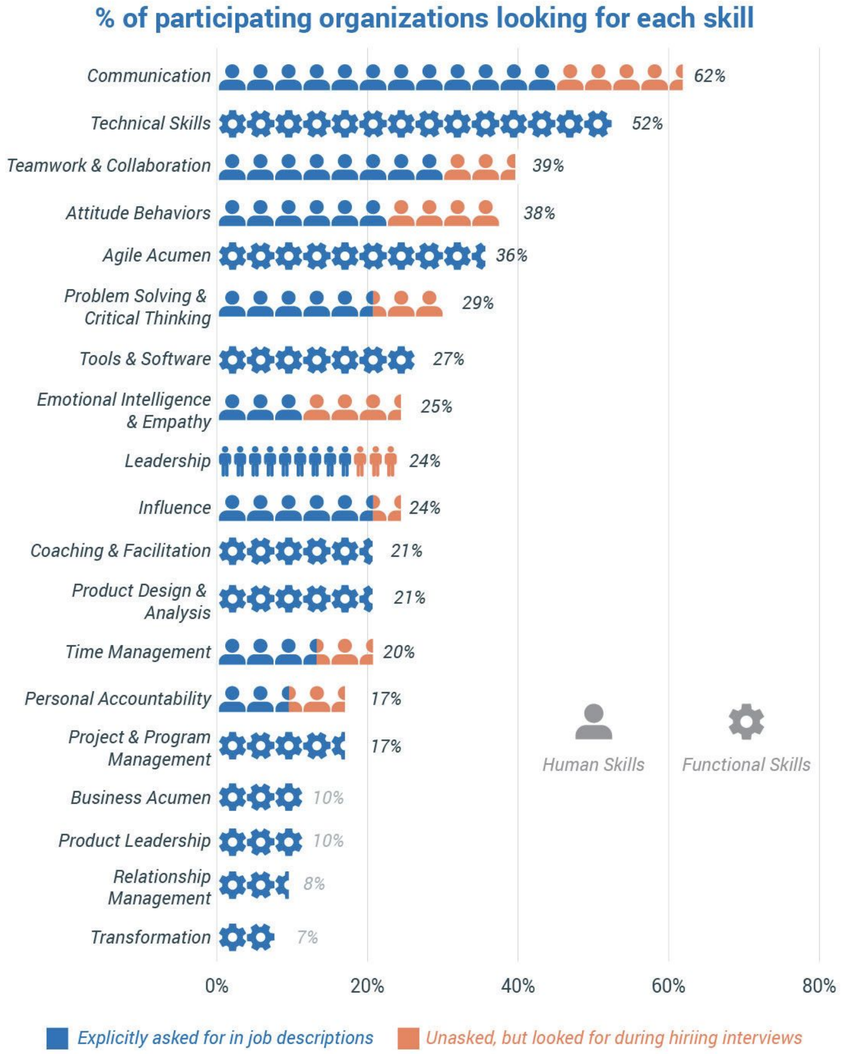
- Finding people with the competences which fit that specific project
- Finding people who are available to work on that project
- Finding people who are willing to work on that specific project

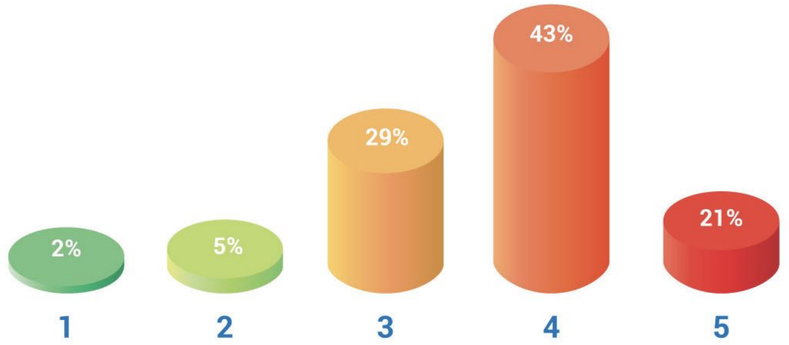
Solution: Grow multi-skilled professionals

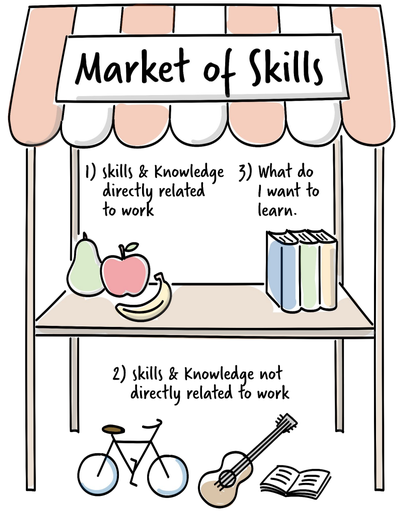


In-demand skills

[2023 Skills in the New World of Work report]



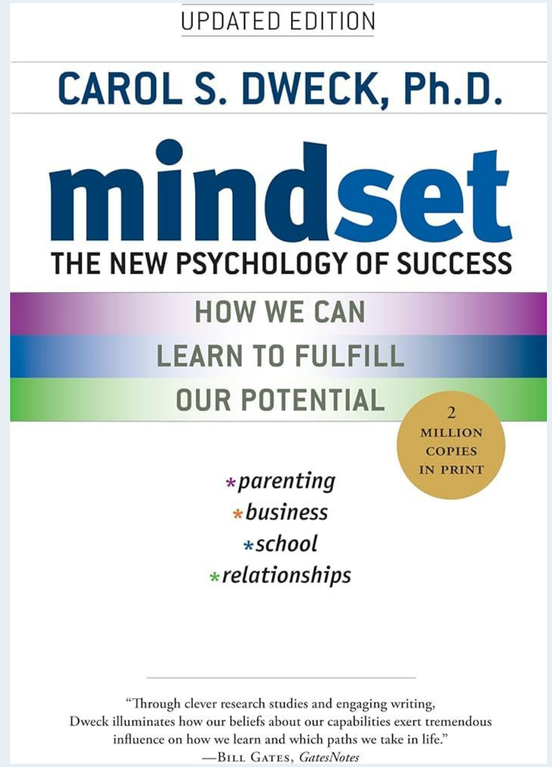




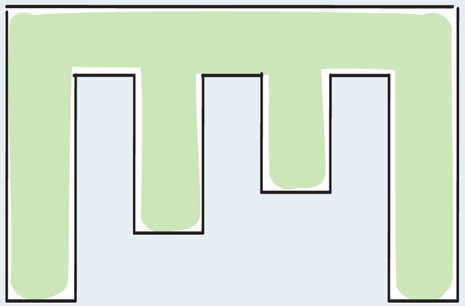
How to get hired in 2030

Leadership
Culture
Resilience

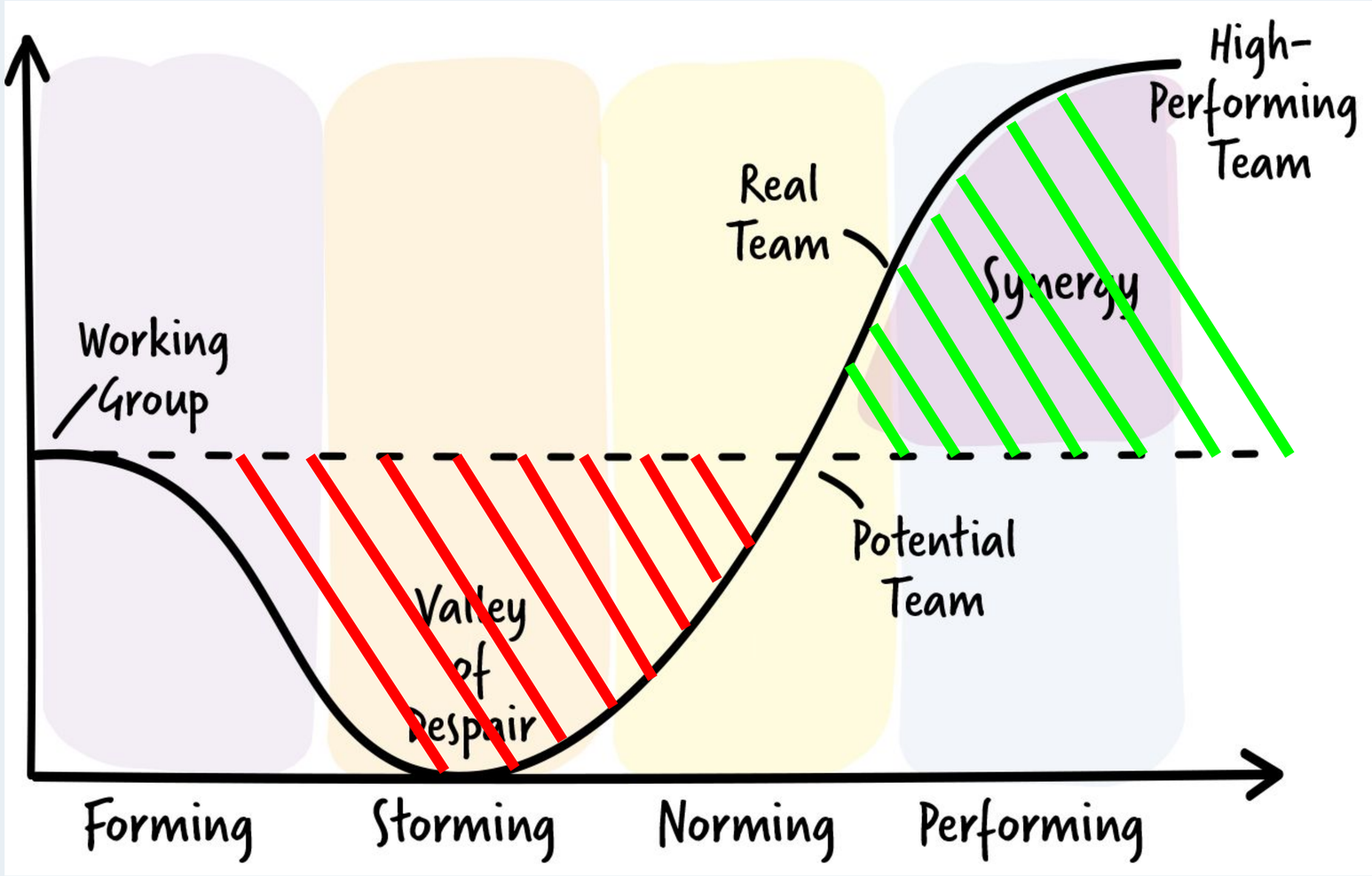
"If you take two people, one of them a *learn-it-all* and the other one a *know-it-all*, the ***learn-it-all*** will always **trump** the ***know-it-all*** in the long run"



1. Broaden your horizons
2. Deepen your knowledge



The hype of creating teams

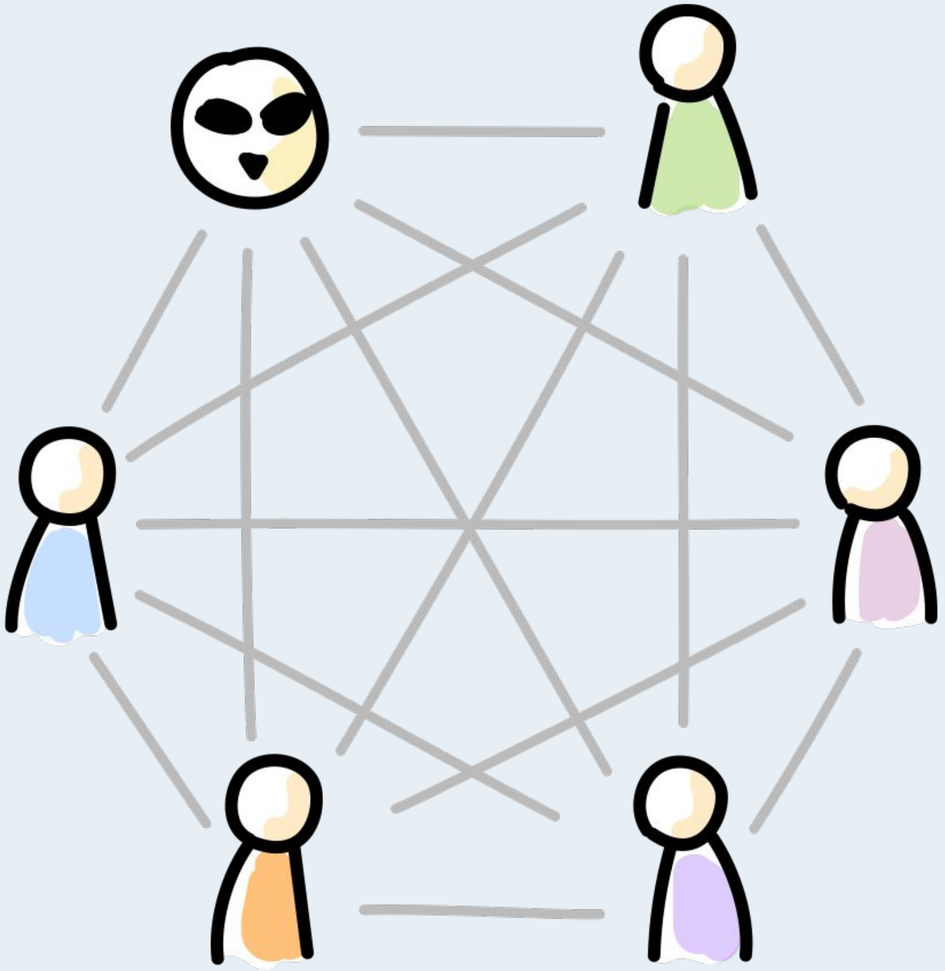


Prerequisites for synergy

- Stable team
- Common Goal
- Need to collaborate
- **Ability to help each other**

Weick, K.E. and Roberts, K.H. (1993)

Need for stable teams



R=n*(n-1)/2

R=Relationships

n=number of people

Autonomy and hybrid work

Three fundamental team competences to learn for autonomy:

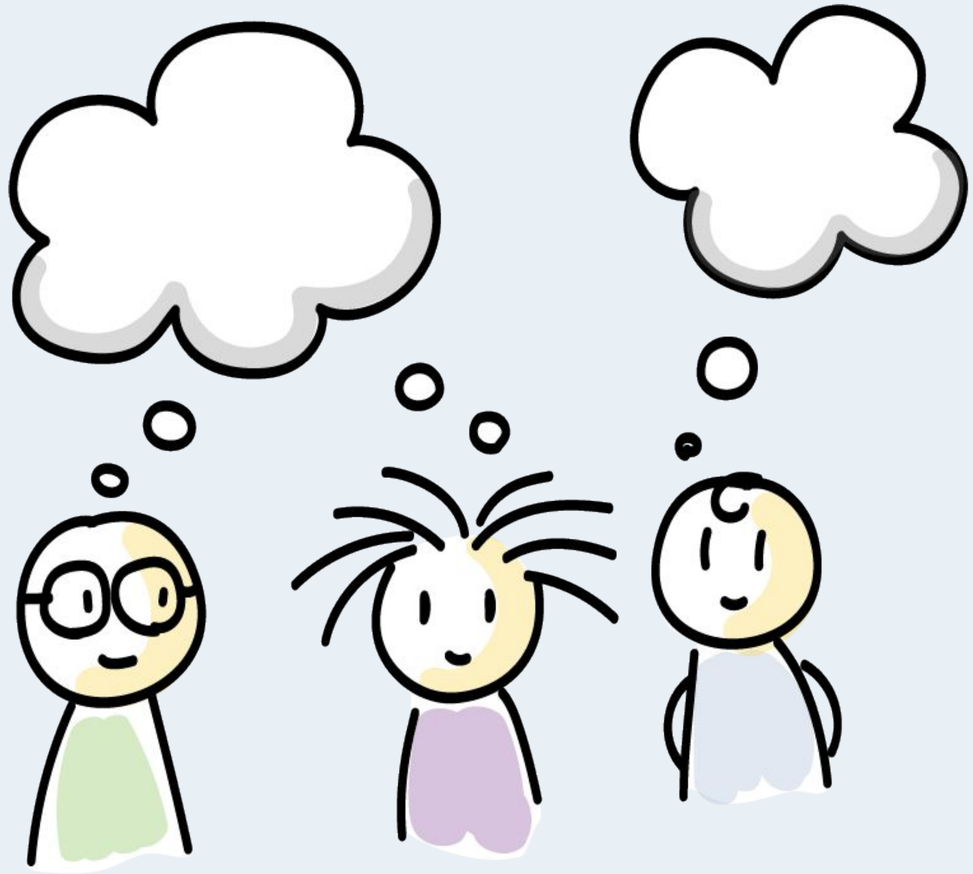
- Ability to navigate **conflicts**
- Collective **decision making** processes
- Ability to give each other constructive **feedback**

Conversation

- Why learning is important for you and/or your company?

- What challenges have you experienced?

Share with the person next to you

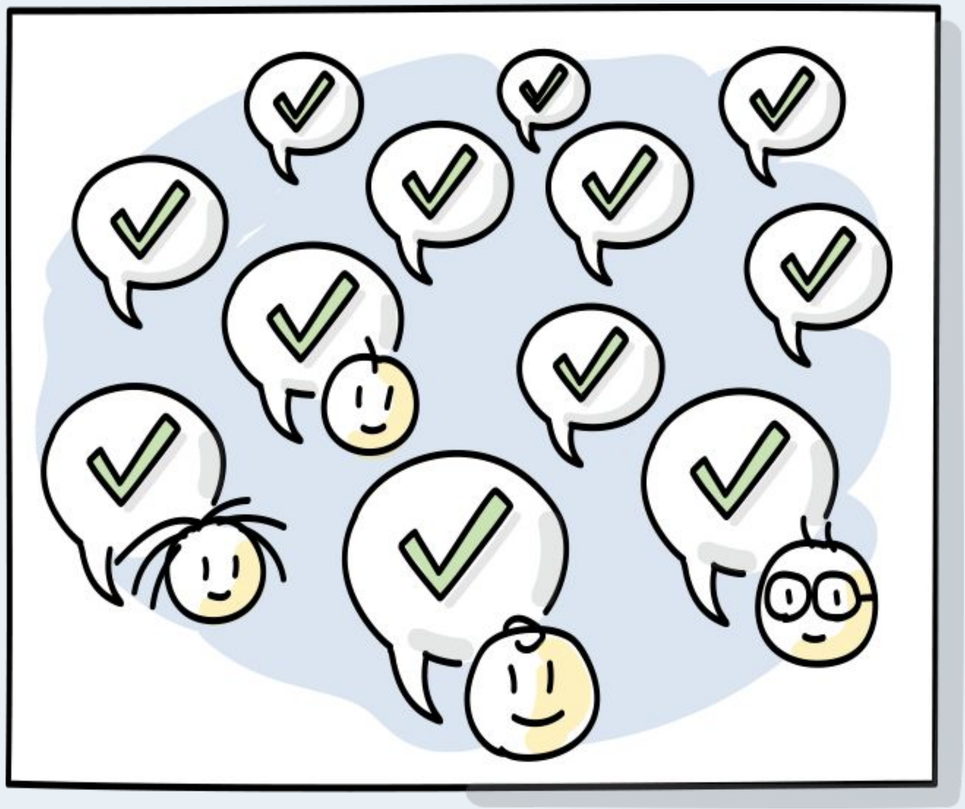


Our experience

Leadership
Culture
Resilience

What we learned from:

- Educating and coaching **15 000+ teams**
- Running **3 000+ classes**
- **50+ coaches and trainers**
- **15+ years**
- **40+ countries**



Challenge #1

“The Great Training Robbery”

- Many education programs are ineffective
- Wasted time and money investment
- Passive consumption
- Don't address concrete job challenges

42agile
Leadership
Culture
Resilience

The 6 Trumps

Leadership
Culture
Resilience

1 Movement trumps sitting.

Have learners often stand, stretch, walk - anything that gets the body moving

2 Talking trumps listening.

Have learners summarize, ask/answer questions, discuss or share in pairs or small groups

3 Images trump words.

Photos, icons, vignettes are powerful learning and memory tools

4 Writing trumps reading.

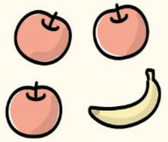
Have learners often take notes or write post-its

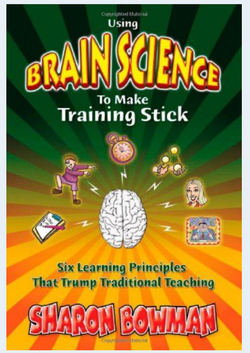
5 Shorter trumps longer.

Divide your content-delivery in max 20-min segments

6 Different trumps same.

CHANGE ANYTHING! Format, activities, elements in the environment,

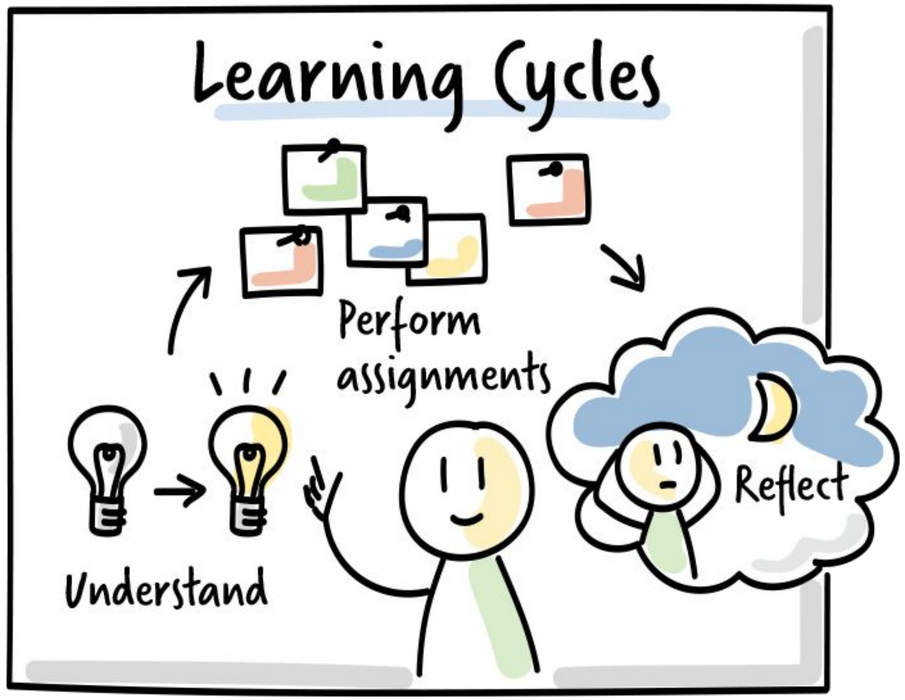




Accelerated Learning

Effective approaches for learning:

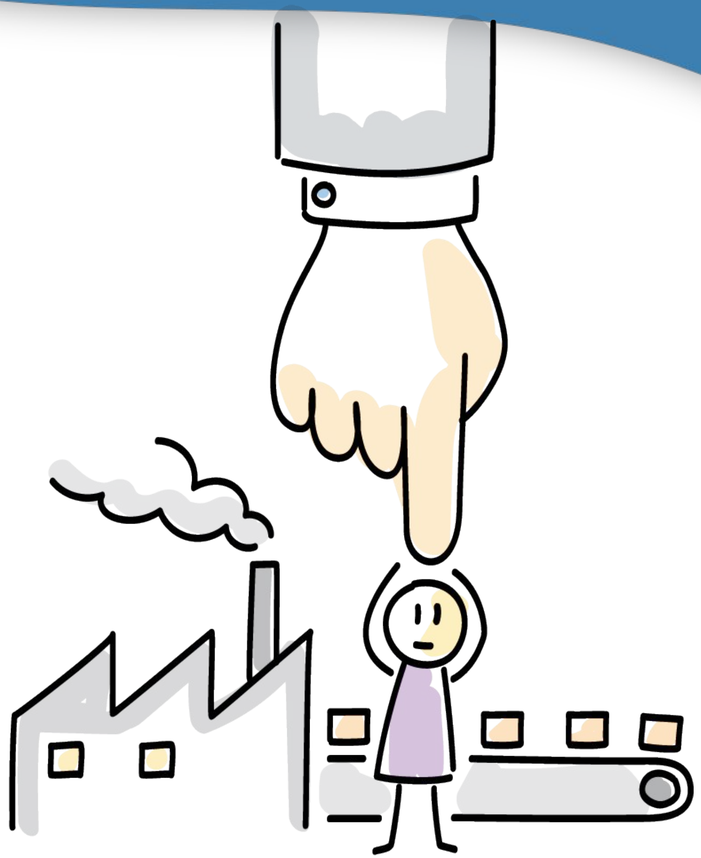
- Flipped responsibility
- Experiential learning
- Reflection and conceptualization
- Building relationships



Challenge #2

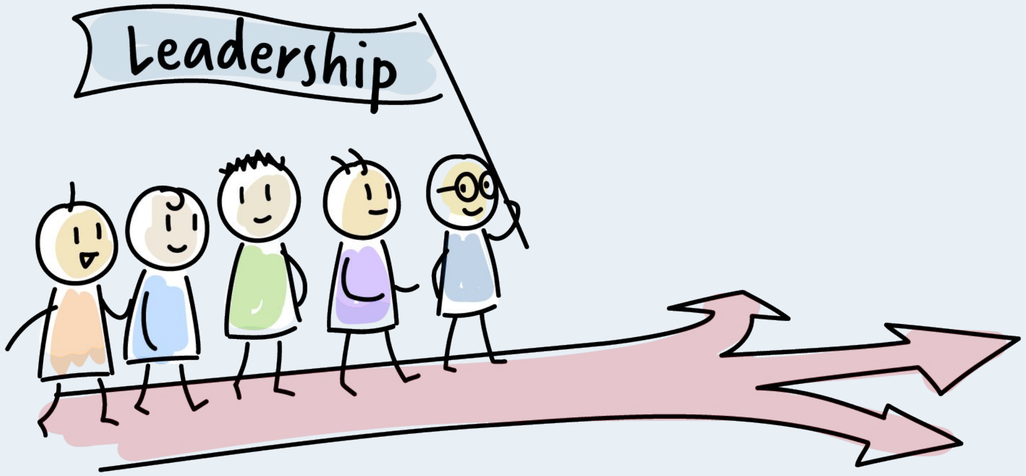
Individuals have different needs and preferences:

- A lot of push from the top
- Demanding compliance does not motivate
- Missed opportunity to care for people as human beings



Culture and Leadership

- How can you support engagement, learning and experimentation?
- How can leaders help people become the best version of themselves?



Simple tools can help sometimes

42 agile
Leadership
Culture
Resilience

		Skill 1	Skill 2	Skill 3	Skill 4	Skill 5
No clue						
Know the theory						
Some experience						
Can work independently						
Can mentor others						

Co-creation

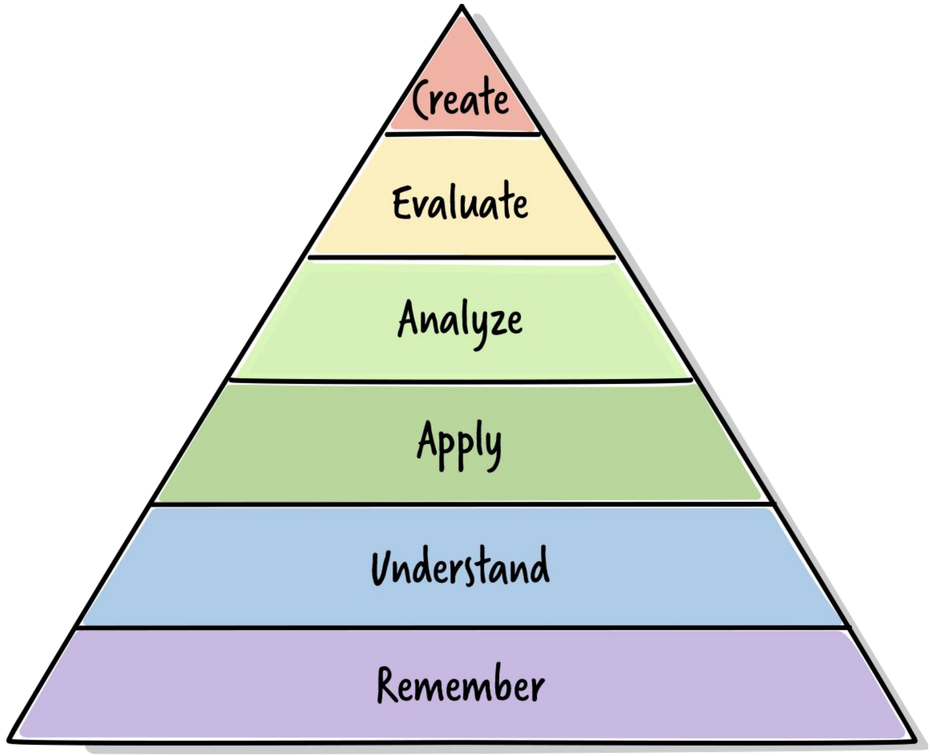
Different learning for different people:

- Shared understanding of what, why and how
- Leveraging individual motivation to learn
- Respectful, not prescriptive

Bloom’s taxonomy

And different learning objectives:

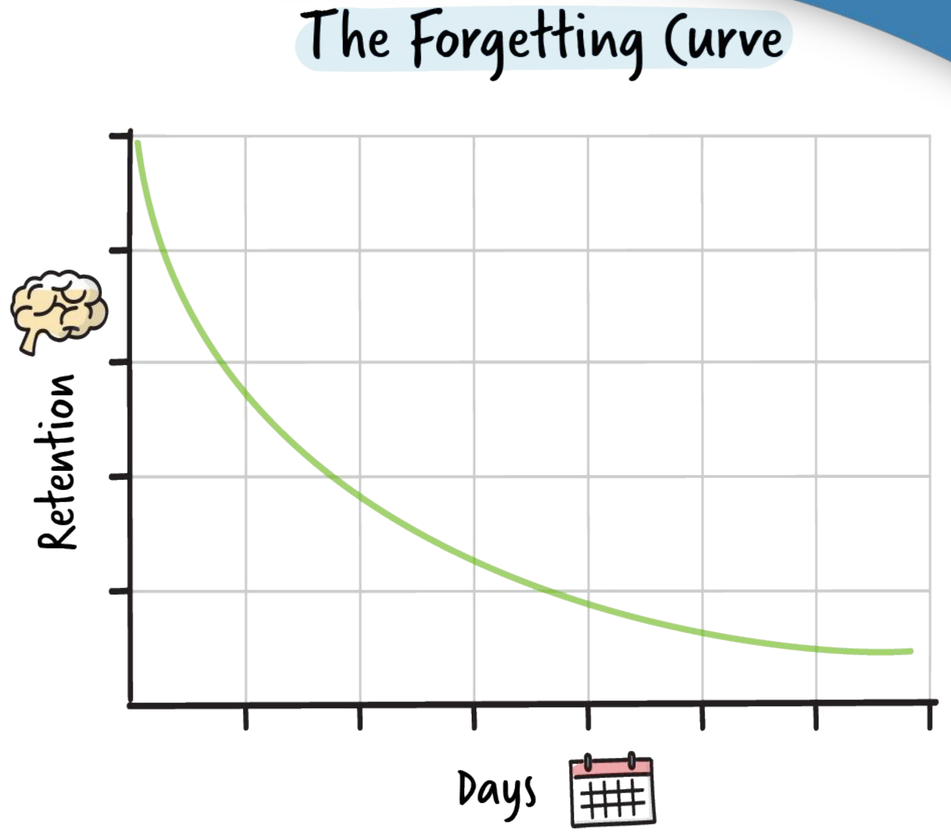
- Understanding the basics
- Successful application in practice
- Convince, guide or advise others



Challenge #3

Ebbinghaus forgetting curve:

- Humans tend to significantly reduce memory of new knowledge in a matter of days
- Various affecting factors:
  - Meaningfulness of the learned material
  - The way it is represented
  - Physiological factors (e.g. stress or sleep)



The neuroscience of retention

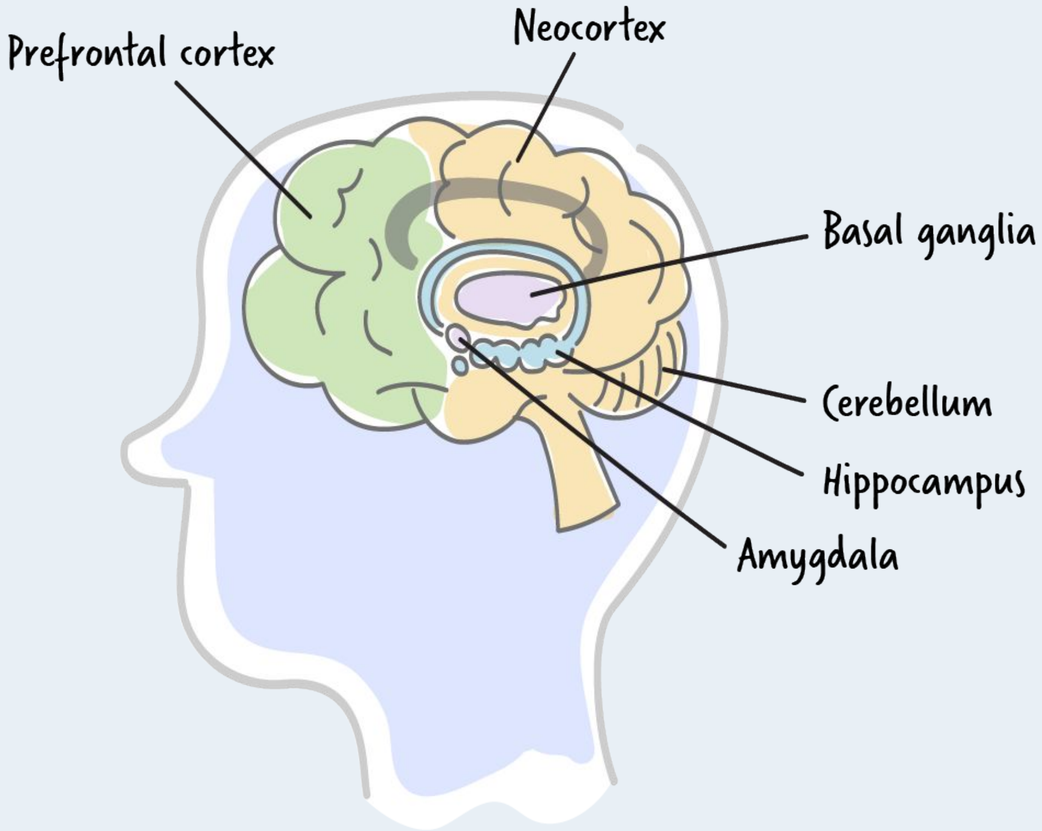
Leadership
Culture
Resilience

3 stages of knowledge retention

- Encoding
- Storage
- Retrieval

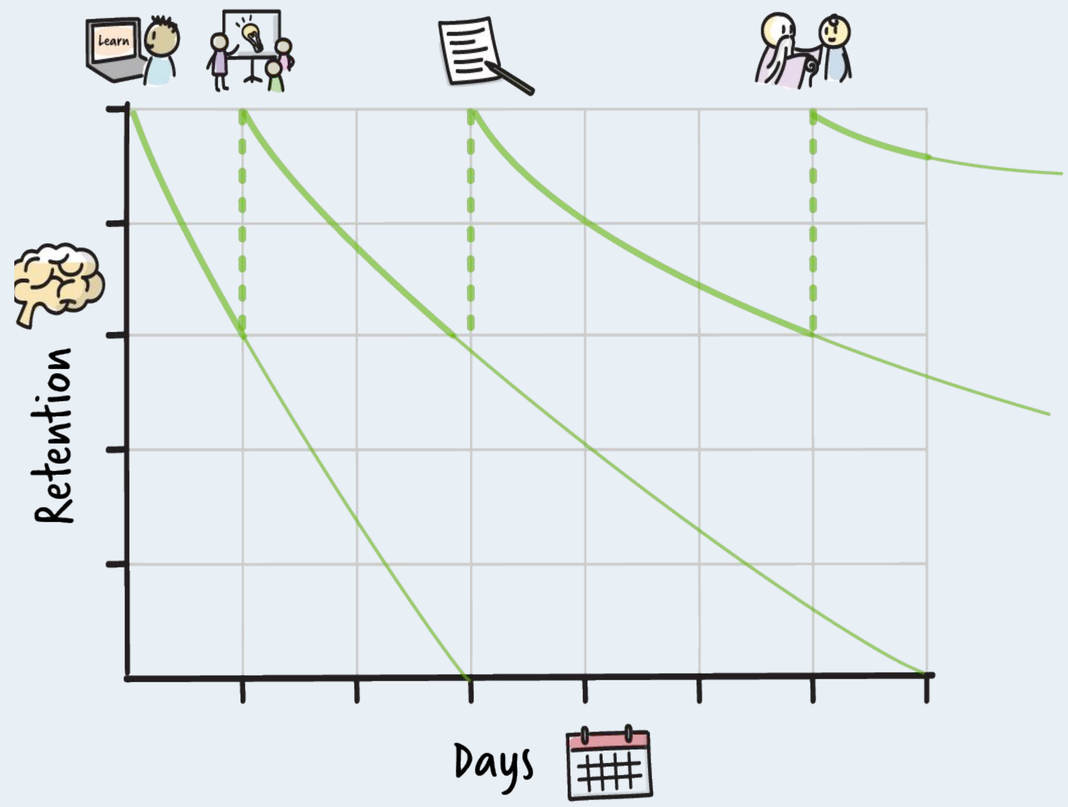
3 brain areas mainly involved

- Hippocampus
- Neocortex
- Amygdala



Overcoming the forgetting curve

- Reinforce the learning regularly
- Connect it to something learners already know
- Make it relevant for their job
- Deliver it in multiple ways
- Make it more fun and interactive



duolingo

2023 YEAR IN REVIEW

I'm a top 4% Swedish learner on Duolingo!

TOP 4%

13912 total XP

3127 minutes spent

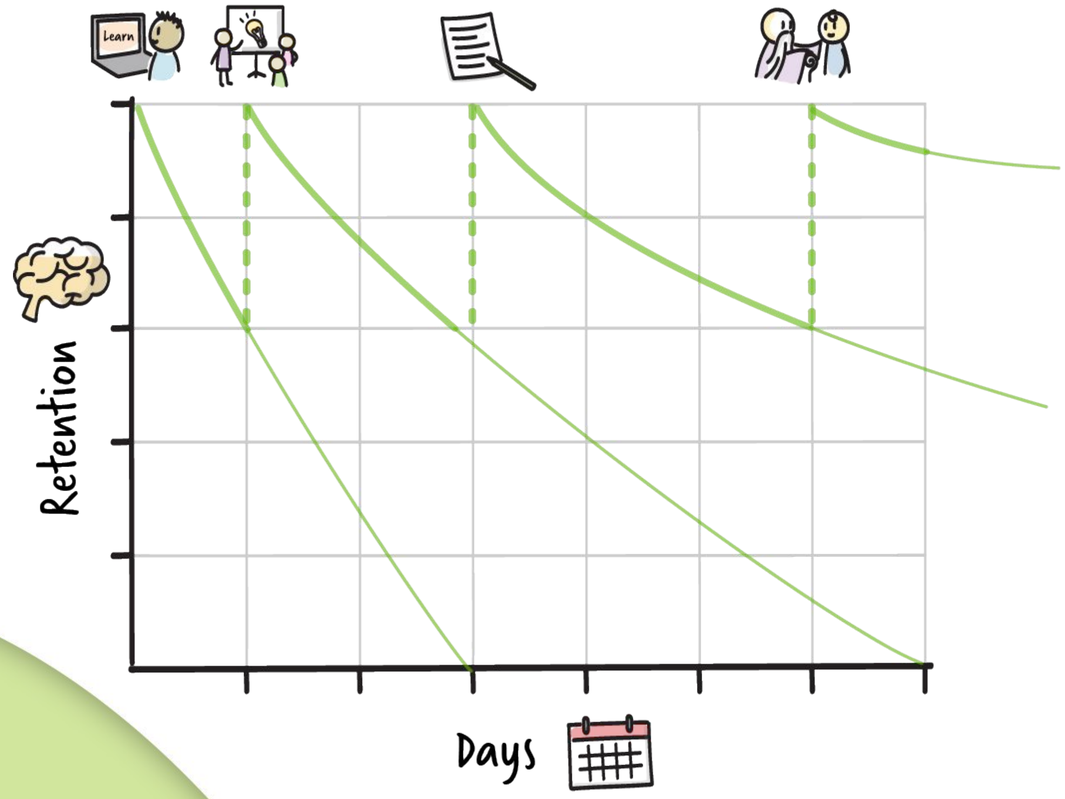
2337 words learned

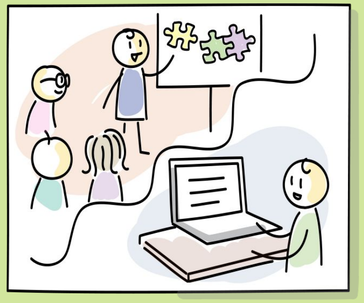
236 longest streak

42 agile
Leadership
Culture
Resilience

Blended learning

Not just online self-learning

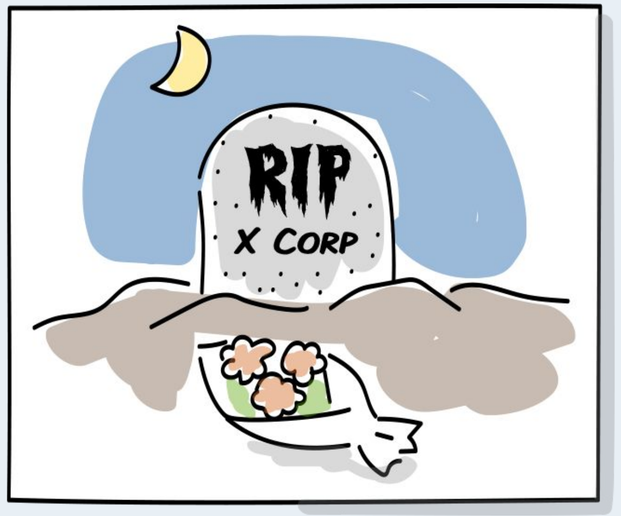


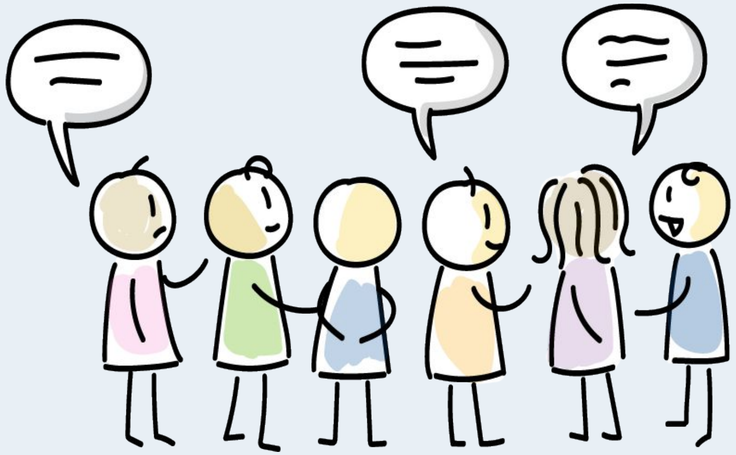


Case study

Large company:

- Several locations internationally
- Thousands of employees, different areas
- Pressure to shorten delivery cycles before it’s too late! 😱
- … and they wanted training 🤔





“We want to be agile!”

“We want to respond quickly to market changes!”

“ We want to become more resilient!”

“ We are using SAFe, but it is not working!”

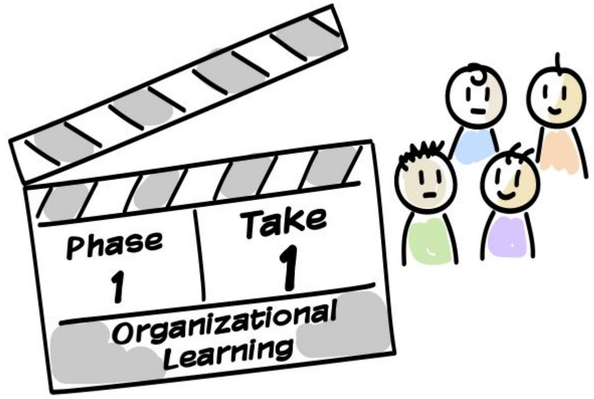
“We need employees to take on more responsibility!”

Three steps

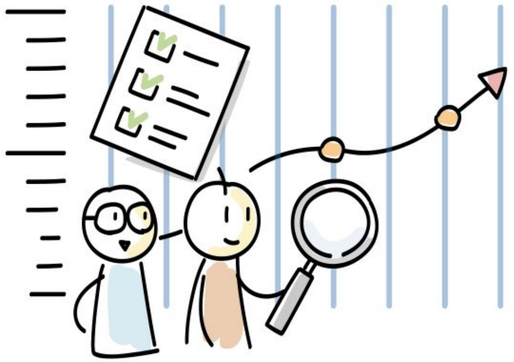
Leadership
Culture
Resilience

1. Co-create the program

2. Implement and test



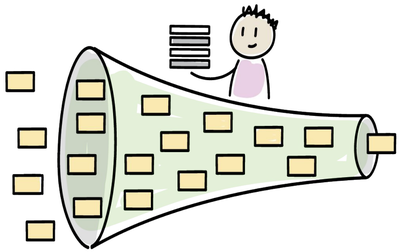
3. Measure and improve



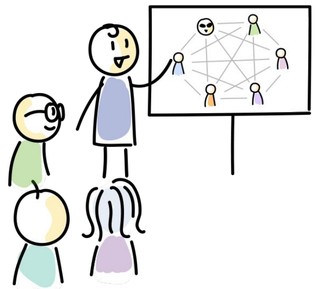
Learning journey

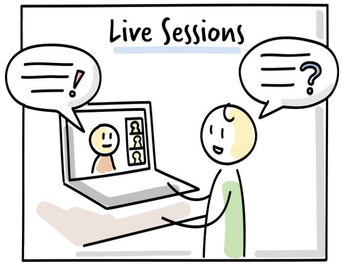
Leadership
Culture
Resilience

1. Self-learning courses

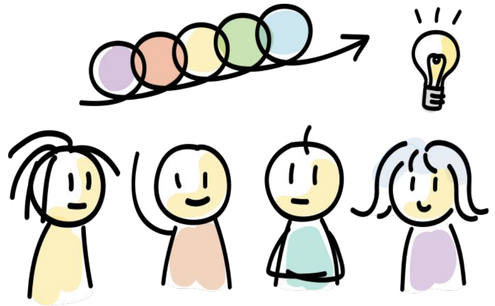


2. Deep-dive workshops

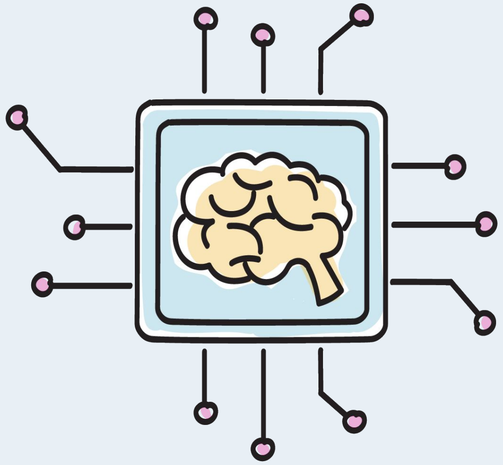




3. Application and mentoring



What about AI?



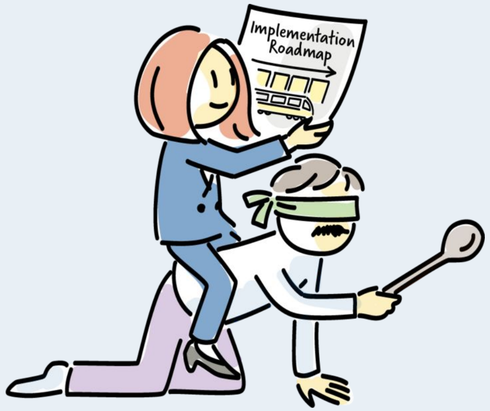
42 agile Leadership Culture Resilience

Endless opportunities

- E-learning creation
- Real-time tutors
- Role-play scenarios
- Coaching agents
- Planning agents
- Pattern analysis
- Product Management simulators
- ……

…and risks

- Focus on tools and processes
- Cargo cult
- Excuse to cut jobs
- De-humanizing workplaces even more
- ……



What did you learn?

One word ↑

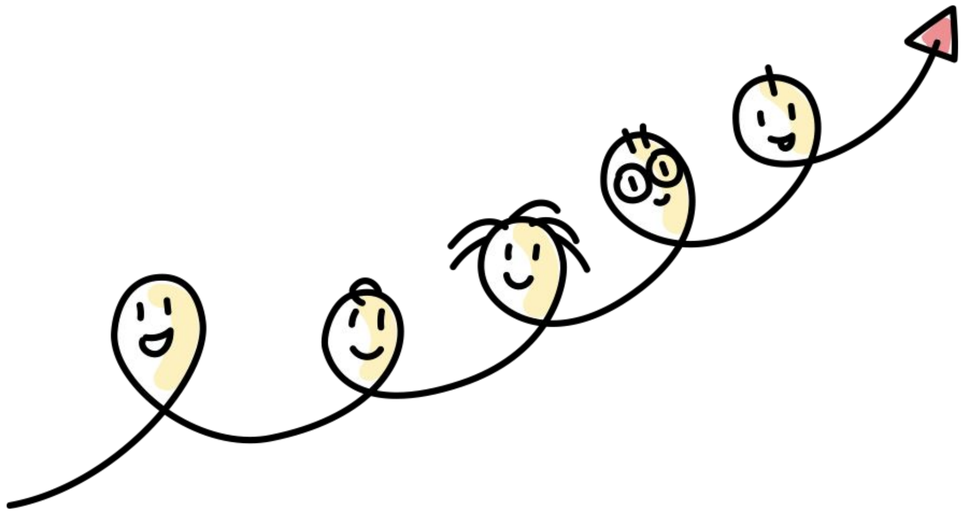
Summary

3 challenges to effective learning

1. Ineffective education programs
2. Individuals have different needs
3. Ebbinghaus forgetting curve

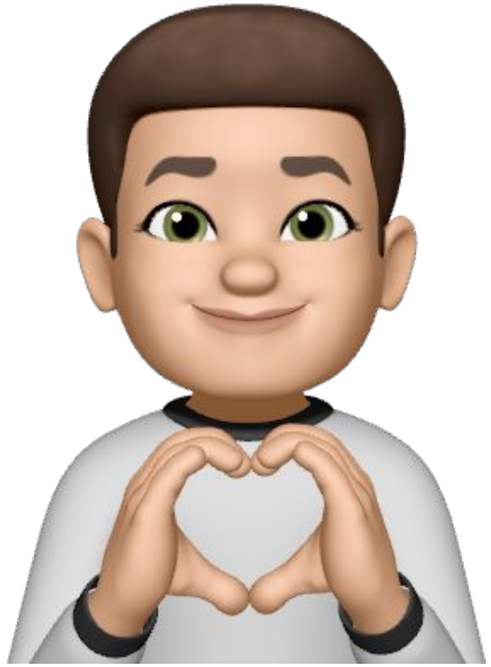
3 countermeasures

1. Accelerated learning
2. Co-creation
3. Blended learning



Thank you!

Leadership
Culture
Resilience



All rights reserved. Copyright © 2007 - 2023

Give feedback to Giuseppe

Leadership
Culture
Resilience

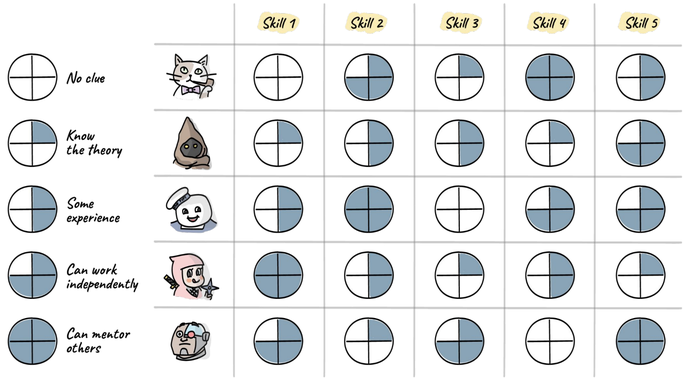
Scan this QR code

Or go to

https://talk.ac/giuseppedesimone

and enter this code when prompted

LEARN



Powered By talkadot

All rights reserved. Copyright © 2007 - 2023

ScrumAlliance®

REGIONAL SCRUM GATHERING℠

9-10 SEPTEMBER 2024 | STOCKHOLM

Agile Coaching Sweden

- **Conference Theme:** Integrating Intelligence…
- **Register** [here]
- **Discount code**: ESTONIA10