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Transformation

T

Technology

Human Implications

H I

Necessary Changes

N C

New Capabilities

- 1:30 pm Opening remarks and review agenda, John Coné
- 2:00 pm Peer Feedback Roundtable
- 3:15 pm Break
- 3:30 pm Member discussion/action planning
 - The Ethical Implications of AI -Eivind Slaaen
 - The Future of Measurement
 - What's Next?
- 4:45 pm Break
- 5:00 pm Guest presentation Future of Work – Upskilling/Reskilling
FutureFit AI - Hamoon Ekhtiari
- 6:00 pm Program concludes
- 6:30 pm Dinner at Del Mar de Fabio Trabocchi

Biggest issue facing your company/organization.

Major initiative your team is pursuing.

Biggest breakthrough you've made in the last year.

Challenge/Opportunity that you'd like to discuss with the group.

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About AI

Transformation: Artificial Intelligence

Human Implications:

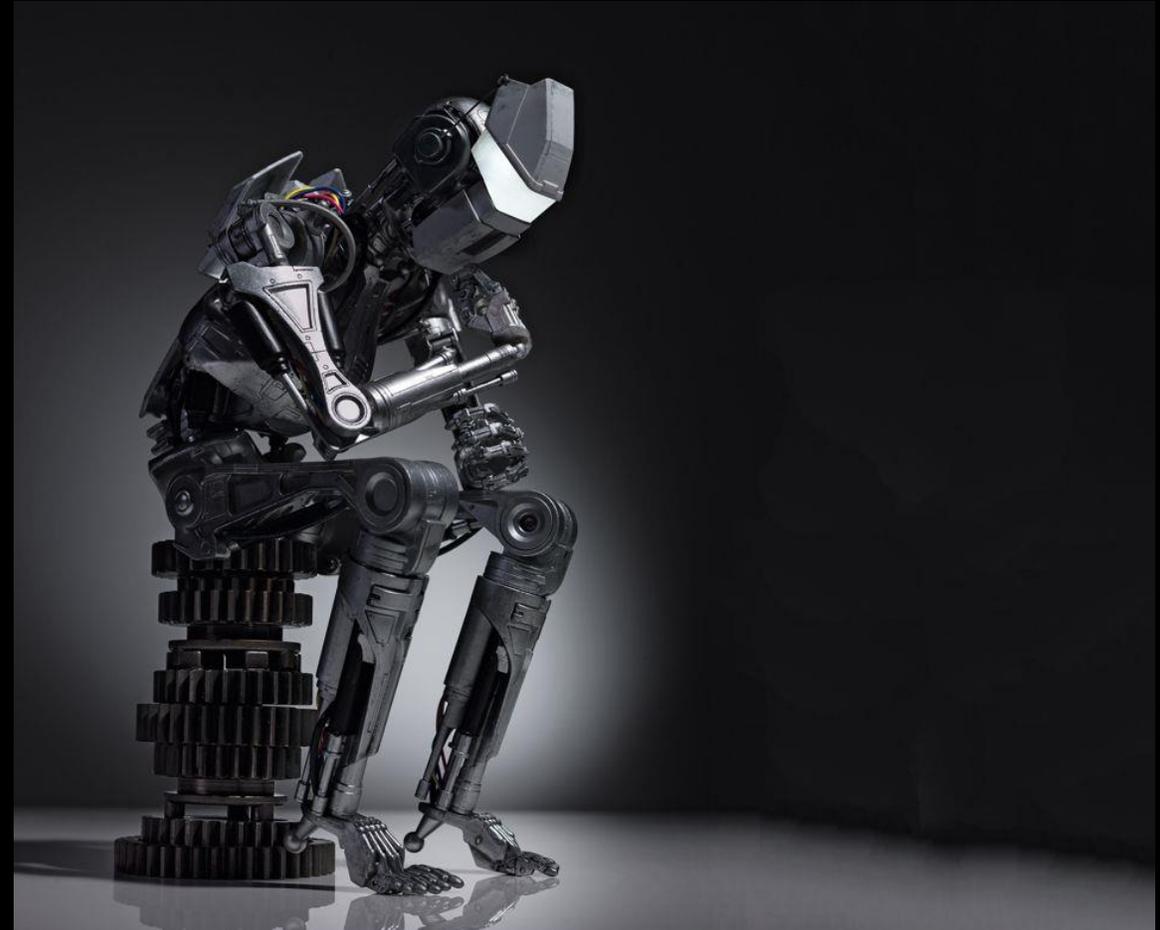
Erosion Jobs

Erosion of Privacy

Erosion of Human Capability

Erosion of Control

Erosion of Truth



Necessary Changes

CTDO Next should promote principles for human-based implementation of AI and suggest the responsibilities of the HR/TD function adhere to these principles.



Fairness



Inclusiveness



Transparency



Accountability



**Privacy &
Security**



Ethics



Reliability

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Necessary Changes

CTDO Next should promote principles for human-based implementation of AI and suggest the responsibilities of the HR/TD function adhere to these principles.



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Necessary Changes



Ethics

How we use AI must be consistent with the ethical standards, values and codes of conduct that we already aspire to. AI-driven decisions must be regarded as human decisions and personal responsibilities must be clear. It must never be possible for “the system” to make the decision without an educated and informed decision-maker who is held to the same ethical standards as would be true for a purely human-driven decision.

HR or their agents must have the capability to clearly understand if algorithms use the same standards that drive ethical decision in the organization. They should demand proof (and be able to evaluate it) that AI systems operate within all company policies.

Policies, systems and processes used to monitor, maintain and remediate around ethics (ethics review boards, employee grievance process, ombudsmen, reporting offices, etc.) should be extended to cover AI instantiations and employees trained on how those systems and policies apply.

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Necessary Changes

Fairness

There must be well understood rules to prevent unjustified differentiation.

Training of AI must not represent existing or historical biases.

Users must understand the limitations of the system.

Organizations must know how to integrate AI into prediction and decision-making.



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Necessary Changes

Inclusiveness

Leverage diversity.

Adhere to regulations

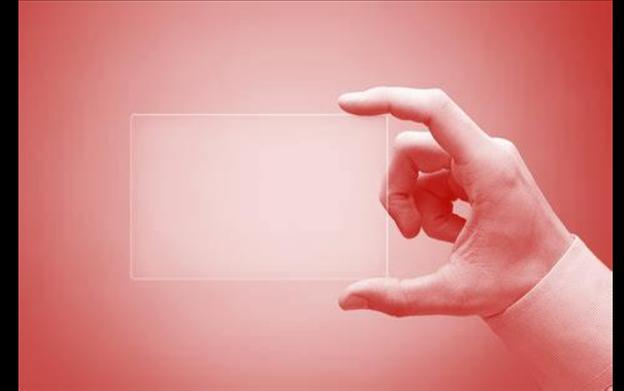
Be equally accessible and comprehensible to all

Don't unintentionally build the biases of the past into the AI of the future.



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Necessary Changes



Transparency

People should know where and when AI systems are being used and understand what they do and how they do it.

When AI systems are used to (help) make decisions that affect people's careers and lives, those impacted (including those making the decisions) should understand how those decisions are made and exactly how they are influenced by AI.

Training should be available associated with any new AI instantiation to foster full understanding of all affected by the change.

It should be made easy to know when you are interacting with AI and not a human being.

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Necessary Changes

Privacy & Security

AI systems should be secure and respect privacy.

We must be proactive in determining what data is being collected about our employees, how it will be stored, who will have access, and how it will be protected.

Every organization should have clear standards about the control that employees can exercise over their data and how it is used.

This begins with a definition of what data is private.

Anyone with access to this data, or to the AI systems that collect it, should be trained on data privacy and security.



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Should Security or Safety be a separate issue?

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Necessary Changes

Reliability

The organization must know how to verify that AI systems are behaving as intended under actual operating conditions on an ongoing basis.

We must understand how to assess the impact on organizational openness and trust.

People must know how to apply human judgment to determine if systems are performing reliably.

Only people will be able to see the blind spots and biases in AI systems, so they must be taught how to spot and correct any unintended behaviors that may surface.



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Necessary Changes

Accountability

Clear owners should be identified for all AI instantiations.

Everyone should be trained on their responsibilities for how AI is being used.

They should know how to follow due diligence in selection and implementation.

HR practices for employee confidentiality should extend to AI.

Employees should have the ability to review, update or edit data held on them.

Everyone should understand the approval authorities for decisions made using AI.

Specialists should be trained to conduct periodic checks to ensure that standards are being adhered to and are working effectively.



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**Do we need to
address Data
Governance?**

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Necessary Changes

The TD Function Should Provide:

- People trained to evaluate the quality and suitability of the data and models used to train and operate AI.
- Adequate explanations of how the system operates when AI systems are used to make consequential decisions about employees, education/communication.
- Trained teams who share a process for documenting and auditing operations of AI systems.
- Involvement of HR/TD experts in the design process and operation of AI systems used to make consequential decisions about people.

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Necessary Changes

The TD Function Should Provide:

- A widely shared understanding of when and how an AI system should seek human input during critical situations.
- A robust feedback mechanism that all employees understand so that they can easily report performance issues they encounter.

Proactive sharing of best practices for design and development of AI systems and implementation practices that insure predictable and reliable interoperation with employees.

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From Our Miami Meeting: MORE MEASUREMENT QUESTIONS FOR DISCUSSION

Strategy

Going forward, what do we believe must be the critical elements of a measurement strategy?

Metrics

What do we think are essential metrics of the future? (What should we be measuring? If we still believe in 70/20/10, do we measure beyond the 10?)

Expertise

Can we continue to buy expertise, or do we believe there are critical measurement/analytics skills the TD function must own?

Tools

Are there “future tools” that we must utilize (or even create)?

Impact Stories

As the workplace changes dramatically, must the stories that we tell change?

Model

1. Is the future beyond Kirkpatrick (beyond Phillips L5)? Or is it something totally different?

Measures **IMPACT MANAGEMENT ANALYTICS**

Setting up evaluation to feed back into program delivery in real time.

Acting on evaluation findings during the life cycle of the intervention rather than just at the end. This requires Integrating impact assessment into the rollout strategy and likely into the performance management system.

Data collection is routine (even built in) rather than one-of, and aimed at learning, making course-corrections, and addressing uncertainties in the operating environment—rather than just reporting and accountability. This approach is often characterized by testing and iteration. In ISD, we get close to this with the SAM model of development.

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Measures LEARNER-CENTRIC ANALYTICS

Moving from listening to and acting upon user feedback, to considering user voice in all stages of planning, doing, assessing and reviewing evaluation. The approach shifts the power dynamic from a one-way relationship—in which information is extracted from those accessing a learning resource to a dialogue in which users have power, agency and accountability.

An example might be the Net Promoter Score

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Measures LEARNER-CENTRIC ANALYTICS

Learner Experience Analytics

Completion or utilization rates and satisfaction scores

Search term analysis

Sentiment analysis

Engagement

Voluntary Logins / Quick Logins / Frequency of Logins

Sticky Content / Abandonment Rates

Self-Led Learning / Optional Material & Add-On Use

Asking Questions

Content Creation

Digital body language

Content engagement

Social ownership.



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Measures LEARNER-CENTRIC ANALYTICS

Learner Analytics

Competencies, skills gaps

Learning patterns and preferences

Credentials, certifications and micro-credentials
(nanodegrees and MicroMasters programs)

Learning record stores (LRS)

Content curation platforms

xAPI



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Measures **SHARED MEASUREMENT ANALYTICS**

Organizations with similar missions, programs or users working collectively to measure both their own and their combined impact—most often by developing and using the same metrics.

Identifying shared goals to measure against

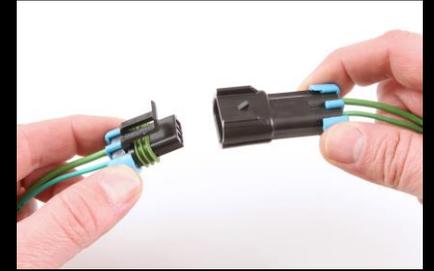
Building shared measurement tools and methodologies

Pooling findings about needs and outcomes



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Measures DATA LINKAGE ANALYTICS



Connecting different data sources to see a bigger picture

The most common linkage will likely be demographic data and training data. But time, location and duration data can also be linked.

Information is created when a person comes into contact with certain services, for example, registering for a program, accessing a portal or using an EPSS. If these different bits of information can be connected to a person, in a way that does not breach their privacy, it can all be used to:

- Produce evidence improvements due to TD resources.
- Track the use and re-use of TD services, and model their potential future use.
- Research and later develop policy on population based interventions
- Investigate potential projects i.e. test hypotheses and pilot studies
- As a capture-recapture tool, to improve the quality of datasets
- For follow-up and comparison of different development approaches or programs

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Measures REMOTE SENSING ANALYTICS

Remote sensing uses technology—mobile phones, sensors placed in certain locations, or even satellites—to remotely gather information that could not be collected conventionally.

- Map customer behavior, footfall and traffic flow
- Deliver highly detailed, accurate data in real time
- Facilitate data collection from locations that are isolated or disparate, or in situations where data collection would not otherwise be possible or cost-efficient.

Geofencing delivers bits of job-related training and development just when you need it.

IFTTT (IF This Then That) - a recipe system that allows you to create recipes like “If I am in the conference room, call up the meeting management model on my tablet.”



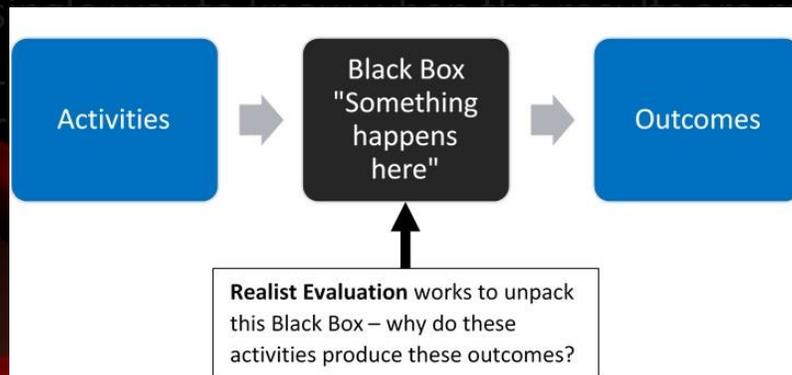
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Measures IMPACT MANAGEMENT ANALYTICS

THEORY-BASED ANALYTICS

Theory-based evaluation not only tests whether a program works, but enables an understanding of how and why it does or does not work. The approach typically starts with a theory of change describing how the developmental activities are thought to lead to impact, which is then tested.

An increasingly popular theory-based approach is realist evaluation, which focuses on understanding how different contexts interact with mechanisms to lead to outcomes. A central tenet of this approach is that, given the complexity of social systems, it is not feasible to control influences on the mechanisms at play. Because of this, one-off trials are unlikely to tell you what you want to know. Instead, 'realists' favor an accumulation of learning from multiple testing. Acquiring partial knowledge is the aim of evaluation, rather than seeking 'proof'.



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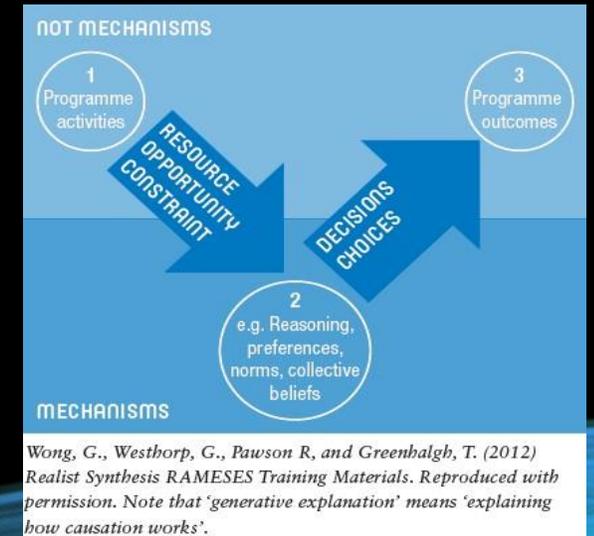
Measures IMPACT MANAGEMENT ANALYTICS

When to Use Realist Evaluation

- New initiatives or pilot programs (or programs that seem to work, but *for whom* and *how* is not yet understood)
- Programs for scale-up (to understand how to adapt the intervention to new contexts)
- Programs that have previously demonstrated mixed patterns of outcomes (to understand *how* and *why* this is)

4 Major Steps

1. Establish Context-Mechanism-Outcome Configuration (CMOC) – i.e. the hypotheses on how a program works
2. Collect qualitative and quantitative data to investigate the preliminary hypotheses or CMO statements on how the program works.
3. Put the CMOC frameworks or hypotheses under a systematic test using data gathered.
4. Assess and interpret.



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Measures

SOME NEW THINGS WE ARE GOING TO HAVE TO MEASURE:

Individualized training

Adaptive content delivery

Artificially intelligent content delivery

Soft Skills

Virtual reality

Online mentorship programs

Improvised instruction

User generated content



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Measures DATA VISUALIZATION

Presenting information to uncover insights and aid decision-making.

Making information more accessible to non-specialists, making it easier to spot trends, understand complex concepts or findings and make decisions.

Enabling analysts to see patterns that would not otherwise be obvious.

Visualization programs

Tableau

Qlikview

FusionCharts

Highcharts Datawrapper

Plotly

Sisense

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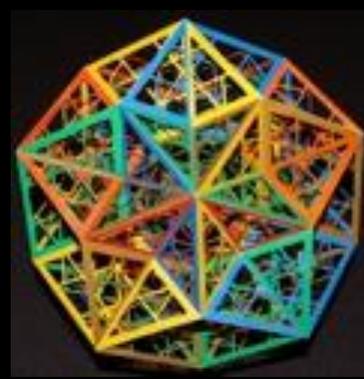


Measures **NEXT STEPS?**



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What Next?



Underway:

- The Future of Measurement/Analytics
- Human Implications of AI
- The Ethics of AI

Later Today & Tomorrow:

- Upskilling / Reskilling
- The Future of Leadership Development
- Our Role in the Digital Transformation

On our list; but not talked about:

- Shifting, Sustaining, Organizational Culture
- Employee Value Proposition
- Social Learning
- Informal Learning
- Future Roles/Skill Required For TD Professionals
- Education Public Policy
- Virtual Reality/AR
- The Future Role of the TD Function
- Brain science

Talked about, but not started:

- Cyber Awareness / Cyber Security
- Our Role in Talent Retention
- Our Role in Corporate Responsibility

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CTDO Next

FutureFit AI

Hamoon Ekhtiari
Founder and Chief Executive Officer
Audacious Futures



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