

The background of the image is a close-up of a light-colored, textured surface, possibly concrete or stone, that is heavily cracked and broken. A large, jagged, dark shadow or hole runs diagonally across the lower half of the image. The text is overlaid on this background.

# TALENT DEVELOPMENT DISRUPTION





# TALENT

Talent **#1** CEO issue in 2019

Technology skills gaps **#2**  
priority for both **CEO + CHRO**

Learning **#1** human capital priority  
for senior executives in 2019



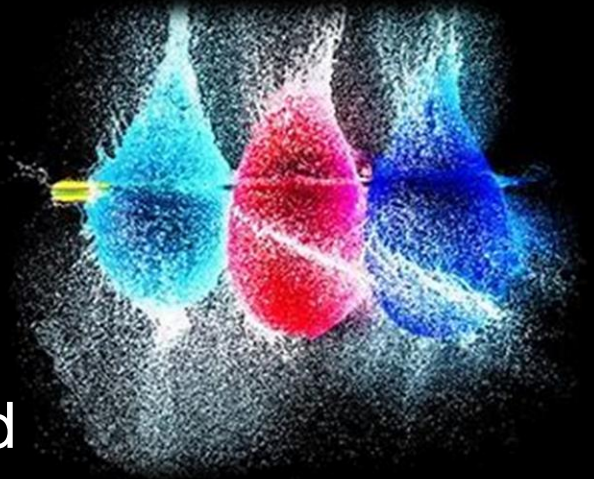
# WHAT ARE CEOS THINKING?

As CEO, what are your biggest challenges? (choose up to 3)



# Talent Development DISRUPTIONS

1. Learner Control
2. The Workforce/Workplace Redefined
3. Human Resources Disrupted
4. Performance Management Reinvented
5. Democracy & Transparency
6. AI & Digitization
7. The Emergence of Culture
8. Analytics & Evidence Based Talent Development



# 1. Learner Control

Learner Control is different than “learner centric”

- Immediate Connectivity
- Personalization
- Social Communities
- Massive Ubiquitous Availability
- Micro Learning
- Universal Authorship
- New “Abilities” —

Searchable	Editable	Sampleable
Linkable	Feedable	Taggable





# Learning Transformation

On the job

Personalized

Democratized

Search and data driven

Created, curated and social

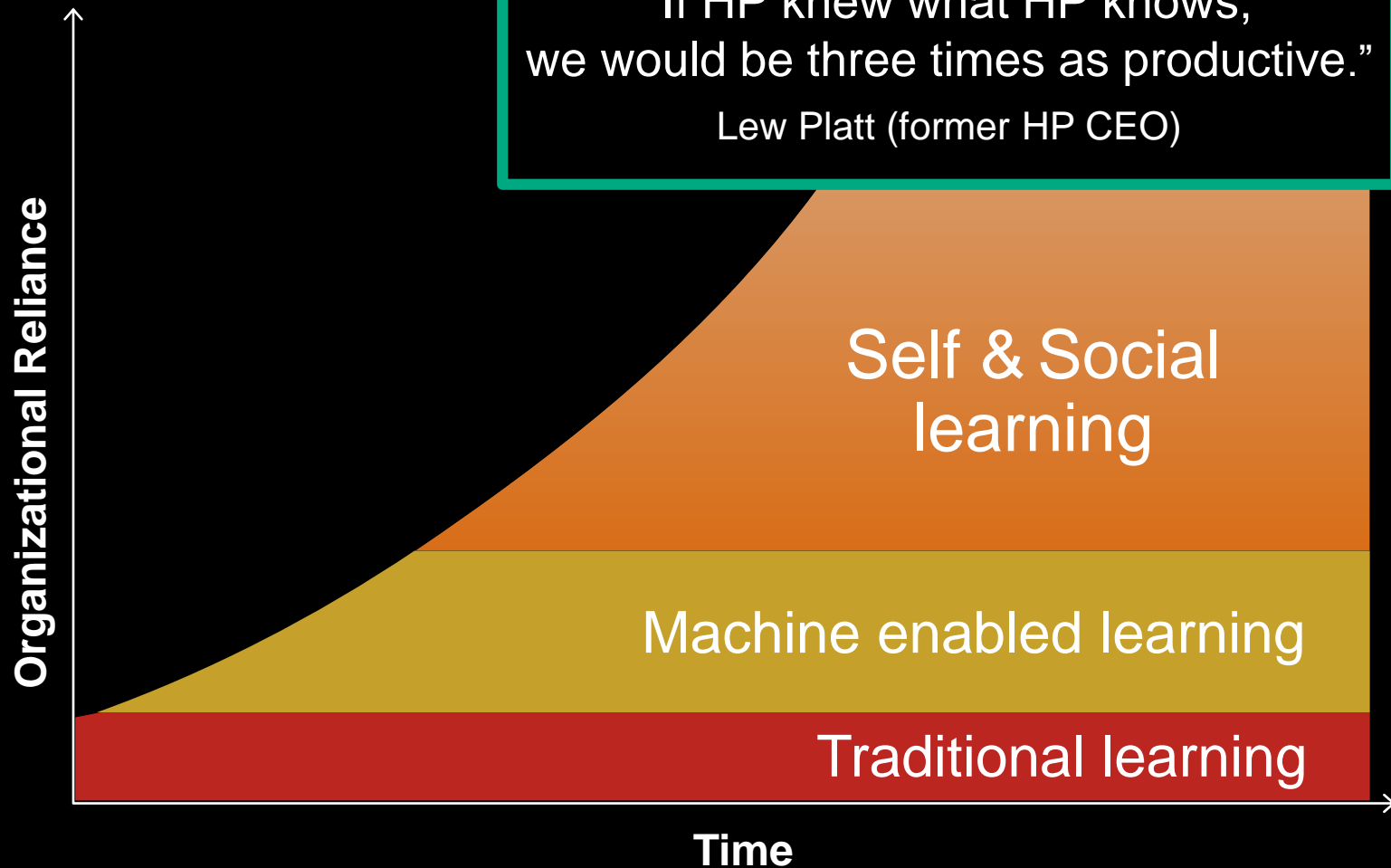
Access to real-time,  
relevant knowledge in the  
**flow of work**

**Concierge!**

# Digital Learning Transformation

“If HP knew what HP knows,  
we would be three times as productive.”

Lew Platt (former HP CEO)





## 2. Workforce/Workplace Redefined

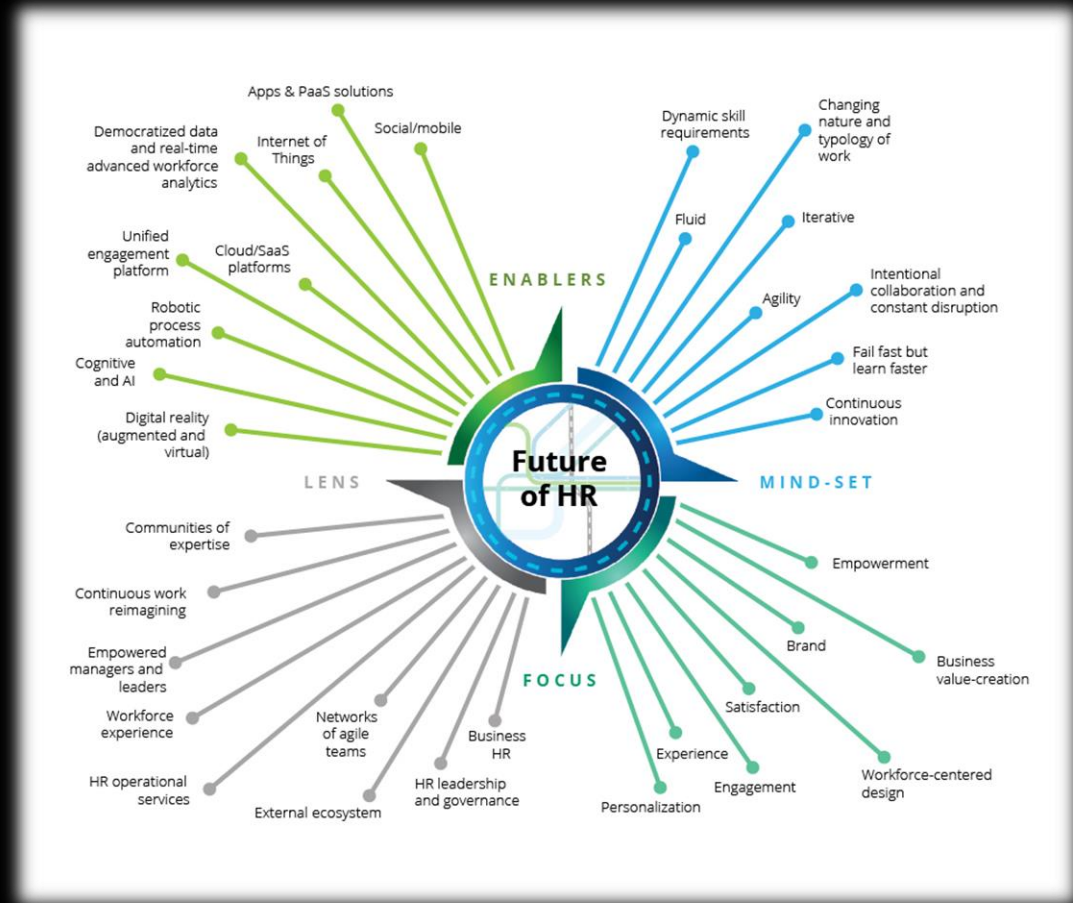
The workforce is now becoming a talent cloud.

- ~25% of the global workforce will soon be contract workers. (HBR)
- 36% in the US (Gallup)
- Traditional employees: one in five has been in their job less than a year and the average workers stays at a job for under five years. (Bureau of Labor Statistics)



### 3. Human Resources Disrupted

- HR's role and identity as a function and cost center transformed
- A new focus on irresistible experiences
- TD must align, support and even lead the change.



## 4. Performance Management Reinvented

58% of executives say traditional PM approach does not drive high performance or increase employee engagement. (Deloitte)

Shift to:

- Real-time, ongoing feedback.
- Decoupling development planning from performance review process.
- Future performance the focus of PM.
- Focus on meeting needs of the employee, not just company or manager.
- PM a tool to improve employee engagement and commitment.



## 5. Democracy & Transparency

Authority pushed to the lowest possible level. Successful development now building capability in every part and at every level of the organization.

- **Unfiltered access** to massive amounts of **information about the company**, its performance, the activities of its leaders and future plans.
- Information about **company culture and employee attitudes** (jobs, salaries, roles, skills needed, career paths, and company provided development options)
- If development options are not being made available to everyone, everyone will know it.





## 6. AI & Digitization

The responsibility of TD leaders is broader than operational decisions.

- **Plan and prepare** for the integration of AI within the workforce and promote a **human-based approach** to its ongoing use.



- Work with leadership and talent management function to lay the groundwork for an **AI talent development strategy**.

# 7. The Emergence of Culture

## Culture matters because...

... it's how you get the best talent



Source: The Talent Forecast, Futurestep's global survey of more than 1,100 hiring professionals, Jan. 18, 2017.

# The Emergence of Culture



- TD is **more than the trainer** of culture, it's the curator, the guardian, the voice and facilitator.
- TD's has **a broad view** of what enables organization success, what challenges exist, and where culture mis-match is happening.



# Descriptive Predictive Prescriptive



# What other disrupters?



# SOME IMPLICATIONS:

## New practices are needed

A shift from scalable efficiency to scalable learning

- How can a **leader** model **commitment and trust**?
- How can **managers** better **provide guidance** to frontline workers?
- How can groups **learn better, faster**, and have more impact?
- How do people **access skills or knowledge**?
- How do our **human capabilities** work together **with the machine**?

# SOME IMPLICATIONS:

## Formal/Informal is outdated



**Planned:** learner decides in advance on a course of development.

**Intentional:** learner locates and uses a learning asset in the course of work.

**Unexpected:** learning occurs in a work or social setting without intention.

## SOME IMPLICATIONS:

**Discovery first** equals, then supersedes  
creation and curation

The **identification, capture, re-use, or modification and use** of deliberately or spontaneously generated learning capabilities from around the organization.



## SOME IMPLICATIONS:

Development **Experiences**, then Development **Environments** *supersede* **curricula**



## SOME IMPLICATIONS: Slide 22

- Every organization must determine where it is in the disruption cycle...and the Human Implications
- Then get ahead of the disruption and leverage it with necessary changes and new capabilities





# SOME IMPLICATIONS:

## Learning Excellence

Corporate  
Curriculums

Learning Strategy  
and Governance

Talent Strategy  
Alignment

Technology  
enabled Training

L&D  
Expertise

Impactful Measures  
& Effectiveness

## Learning Culture

How close are we?...

Does Leadership reinforce  
the need to learn?

Can we get time from  
experts and leaders?

Do we take time  
to reflect?

Do people share  
information openly?

Do we start with  
'how might we'?

Do we listen to our  
customers openly?

Are we thirsty for new  
ideas and ways?

# SOME IMPLICATIONS:

## *New Learning roles and expectations*

Social Learning Architects

Marketing Maestros

Broadcasters AND Presenters

Design Thinking Gurus

Business AND Performance SMEs

Data Translators

Video Editors

Research Sprinters

Facilitators AND Curators





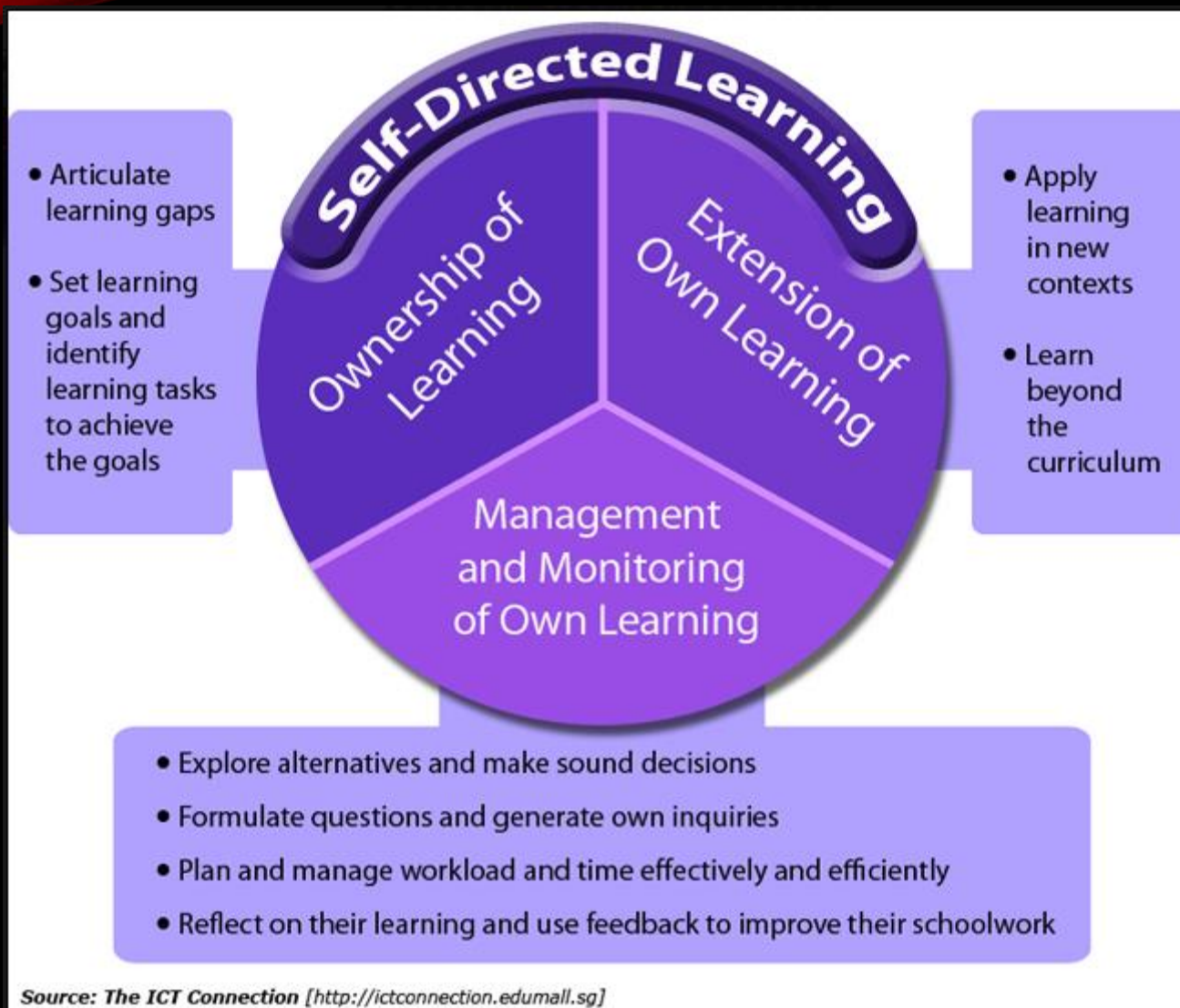
# Our Response....



# Our Response....



backup





# Where are YOU on the HR Maturity Model?



- No Best Practice
- No repeatable activities
- Knowledge lost when people leave

## Manual & Ad-hoc



- Repeatable but not automated
- Documented steps to be used for similar activities

## Traditional HR



## Streamlined

- Global & Local activities identified, documented, standardized and integrated



## Evolved

- Intuitively, automated, repeatable activities
- Knowledge transfer is accessible

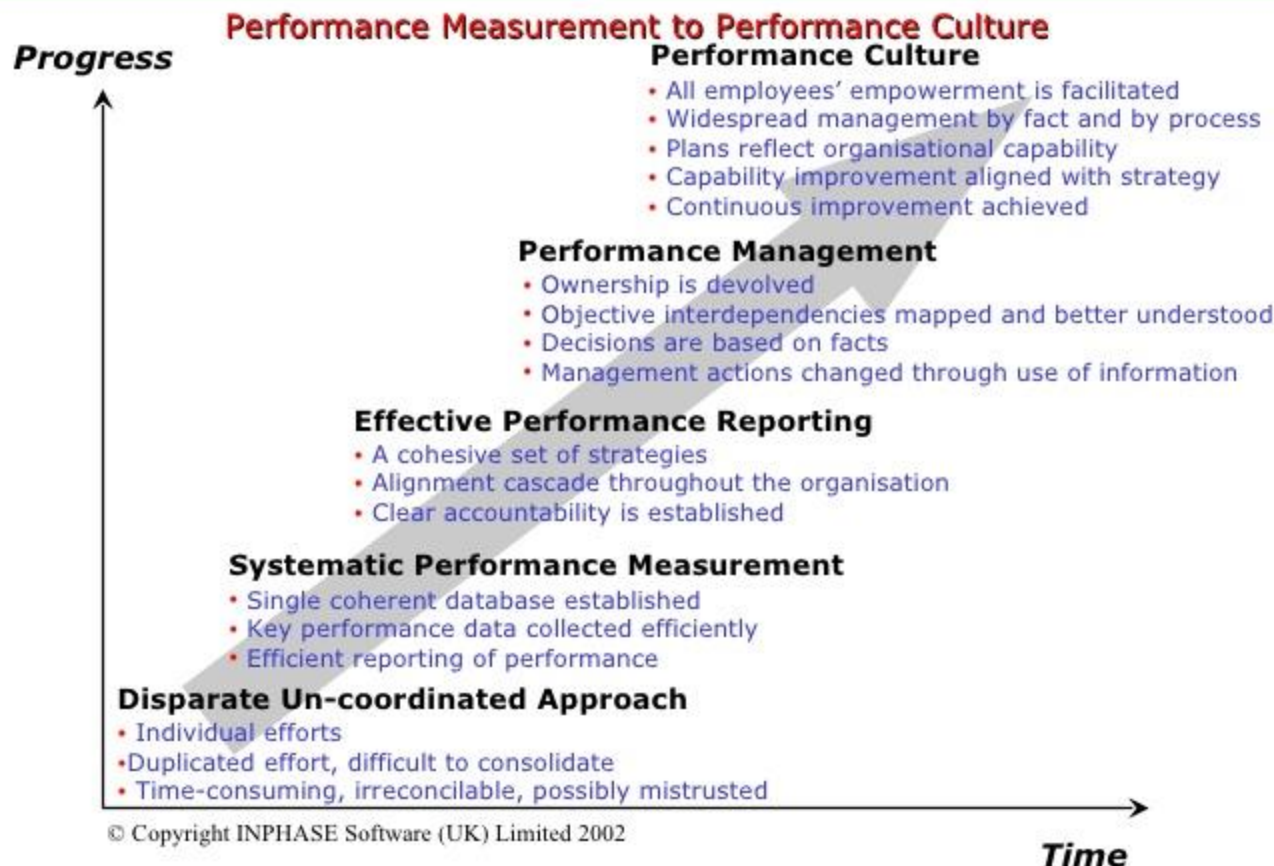


## Transformed

- Completely evolved, measureable, consistent and agile
- Continuous improvement
- Adoptable & deployable in leading edge



## Performance Management Maturity Model

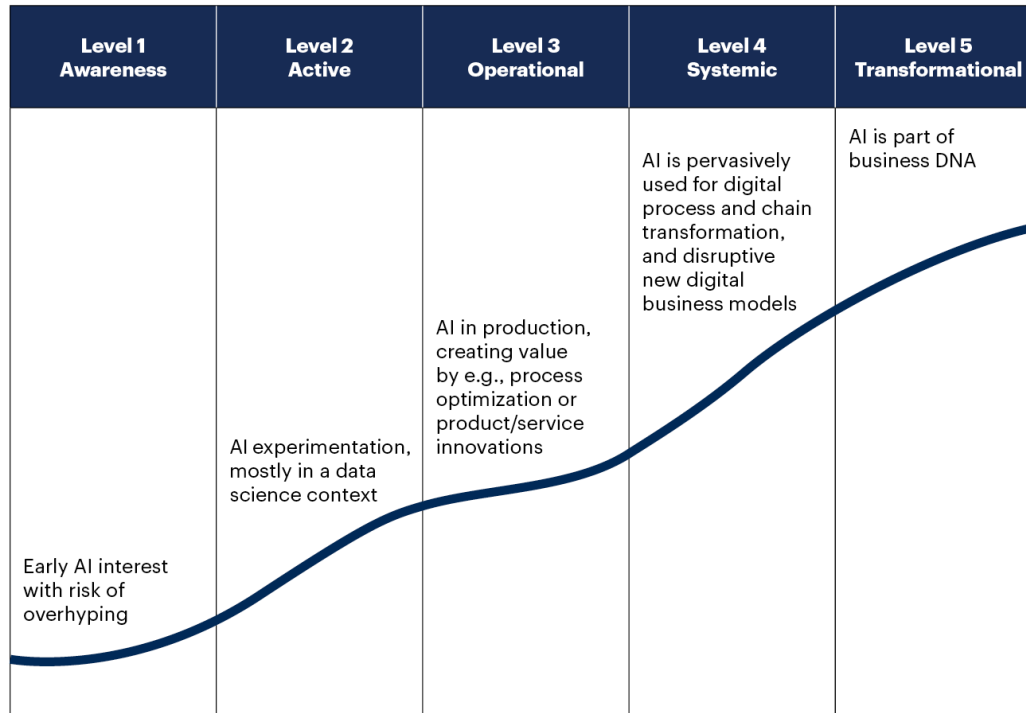


## Performance Culture Maturity Model™

	Alignment with Mission	Transparency & Accountability	Action on Insights	Conflict Resolution	Common Trust in Data	Availability and Currency of Information
Performance-Directed Culture Realized	Actionable & embraced mission – supported, informed & reinforced by metrics	General transparency & accountability accepted as cultural tenets	"Closed loop" processes ensure timely, concerted action	Established and effective mechanisms for resolving conflicts	Data as truth, Common application of data, filters, rules and semantics	Currency of metrics/data matches rhythm of business
Performance-Directed Culture Emerging	Actionable mission supported by "top down" metrics	Limited transparency and accountability: multiple functions collaborate	Ad hoc (informal) action on insights across functions	When identified, conflicts resolved on an impromptu basis	Common data: provincial views & semantics used to support specific positions	Enterprise availability, uneven currency of information
Departmental Optimization	Alignment with discrete functional goals, not enterprise mission	Fragmented transparency and accountability within discrete functions	Uncoordinated/parochial action (sometimes at the expense of others)	Appearance of cooperation, "opportunistic reconciliation"	Conflicting, functional views of data cause confusion, disagreement	Availability and currency directed by departmental sources
Chaos Reigns	Mission not actionable, not communicated and/or not understood	Arbitrary accountability, general opacity	Insights rarely leveraged	Conflicting, redundant and competing efforts are the norm	Data and information generally unreliable and distrusted	Multiple, inconsistent data sources, conflicting semantics

Patent Pending – 2009 Dresner Advisory Services, LLC

## AI Maturity Model



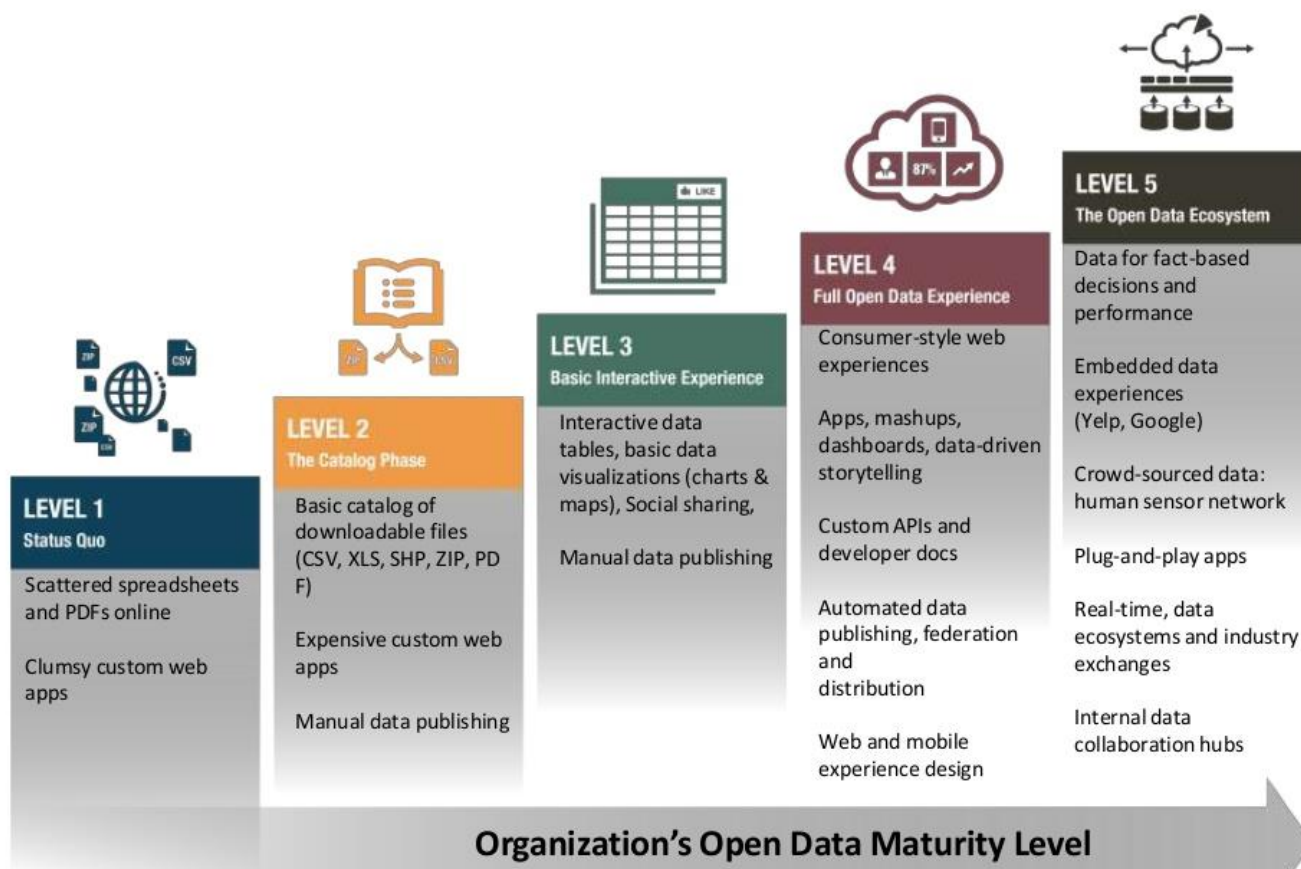
[gartner.com/SmarterWithGartner](https://gartner.com/SmarterWithGartner)

Source: Gartner  
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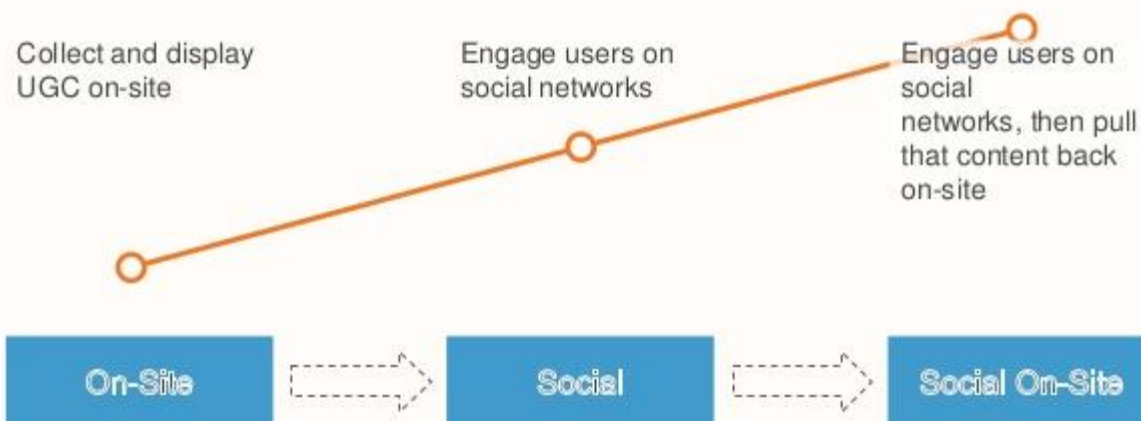
**Gartner**®



# Open Data Maturity Model

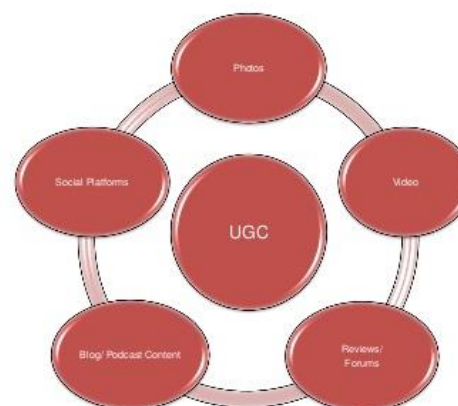


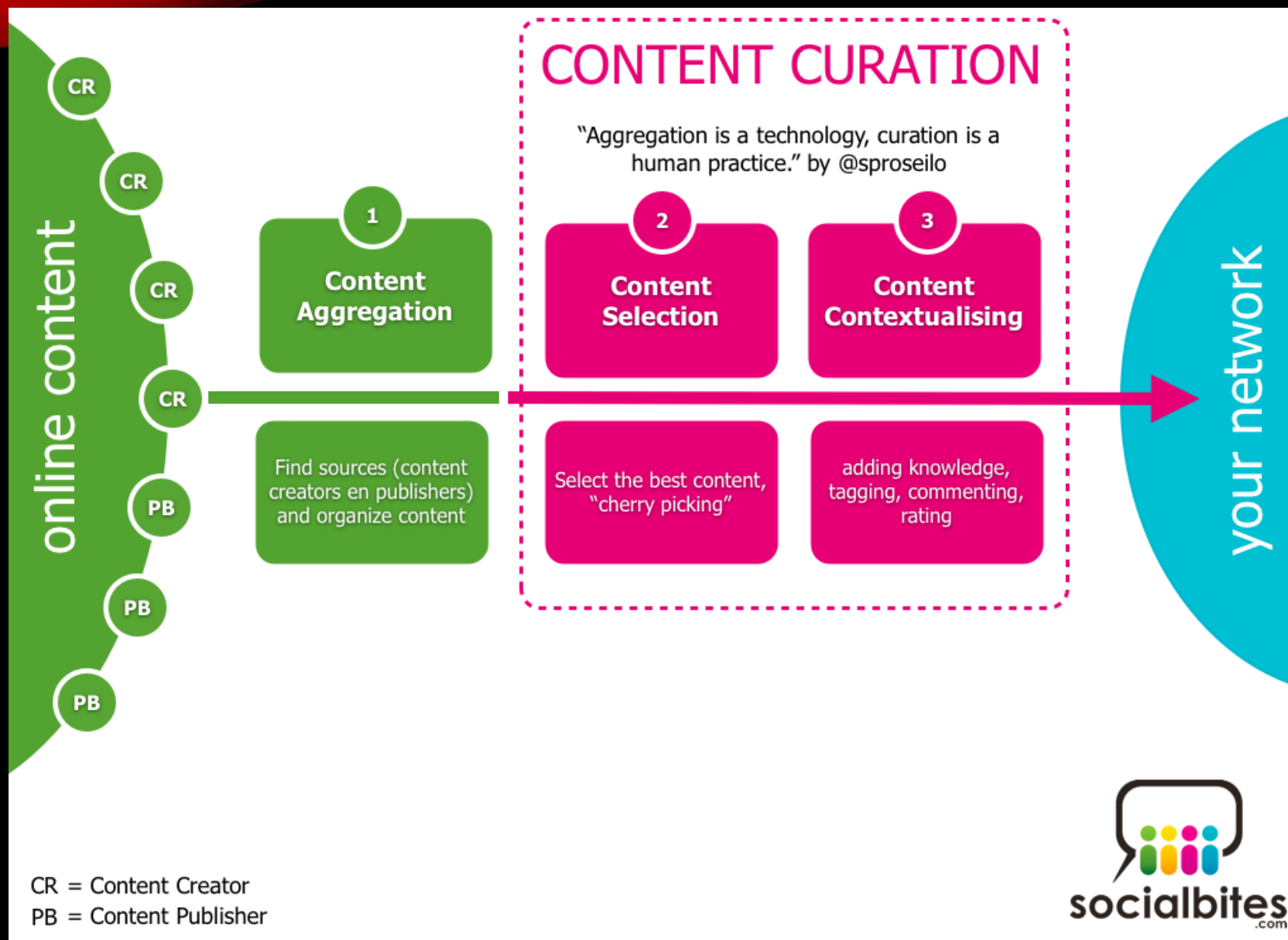
# The UGC Maturity Model

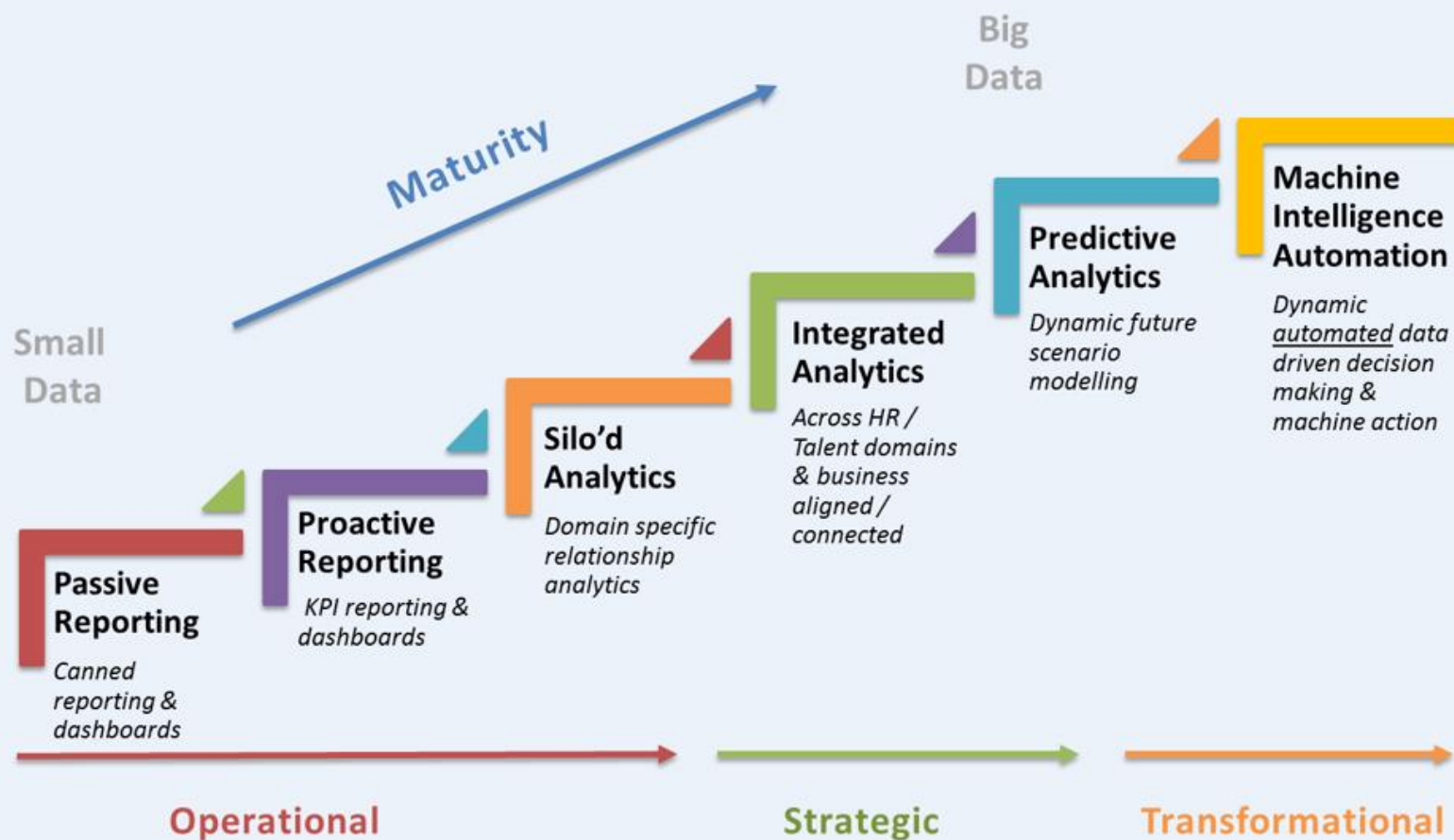


#ecommerceUGC

## Main Types of UGC









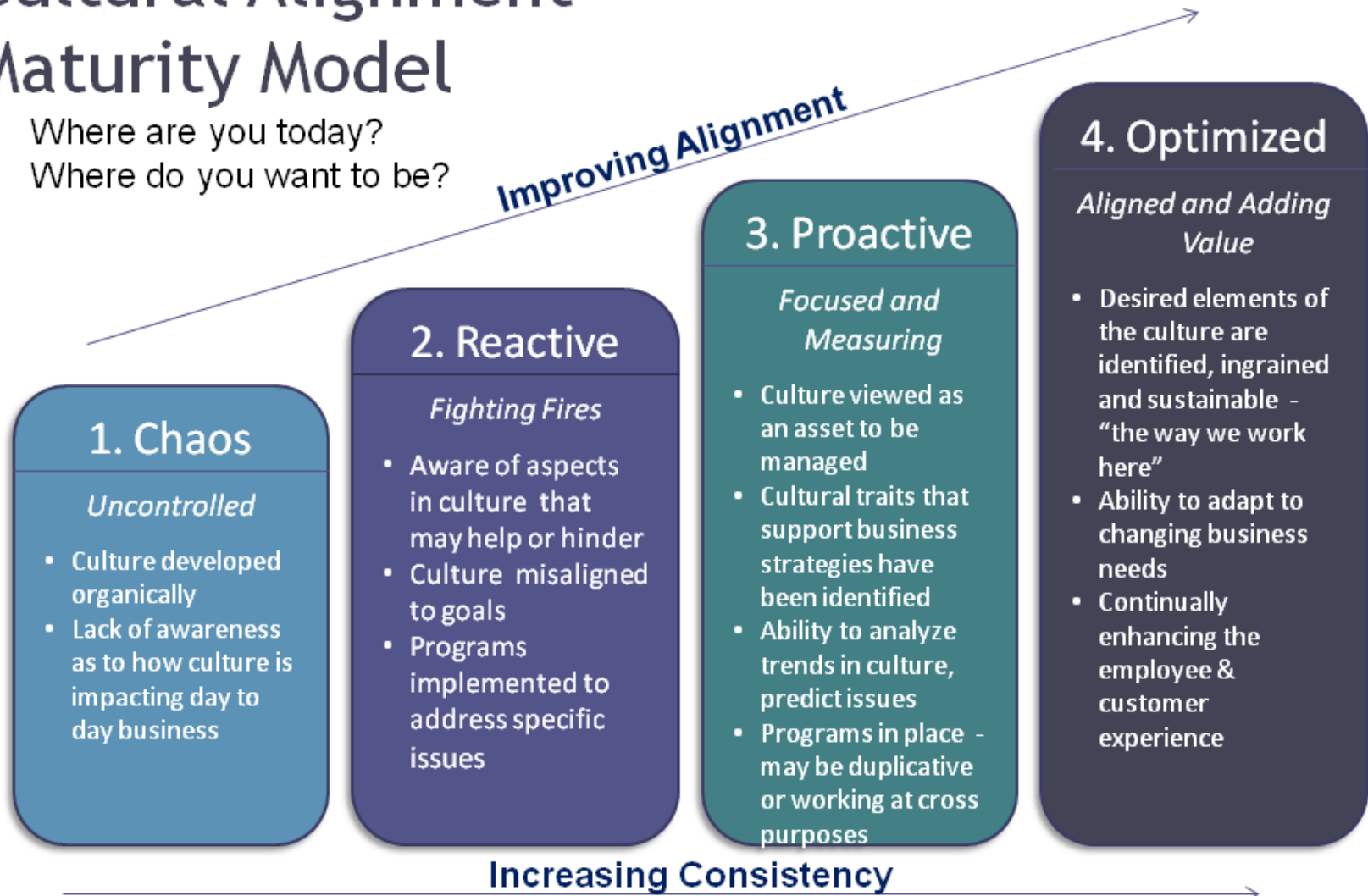
Source: Bersin & Associates – The High Impact Learning Organization Maturity Model, 2012

## The Bersin by Deloitte High-Impact Learning Organization Maturity Model



# Cultural Alignment Maturity Model

- Where are you today?
- Where do you want to be?



How much could you get done on your current project if you had access to:

1,000 needs analysts

2,000 Subject Matter Experts

100,000 content developers

5,000 media developers

1,000 game designers

20,000 instructors



And what if they could provide what you need instantly?