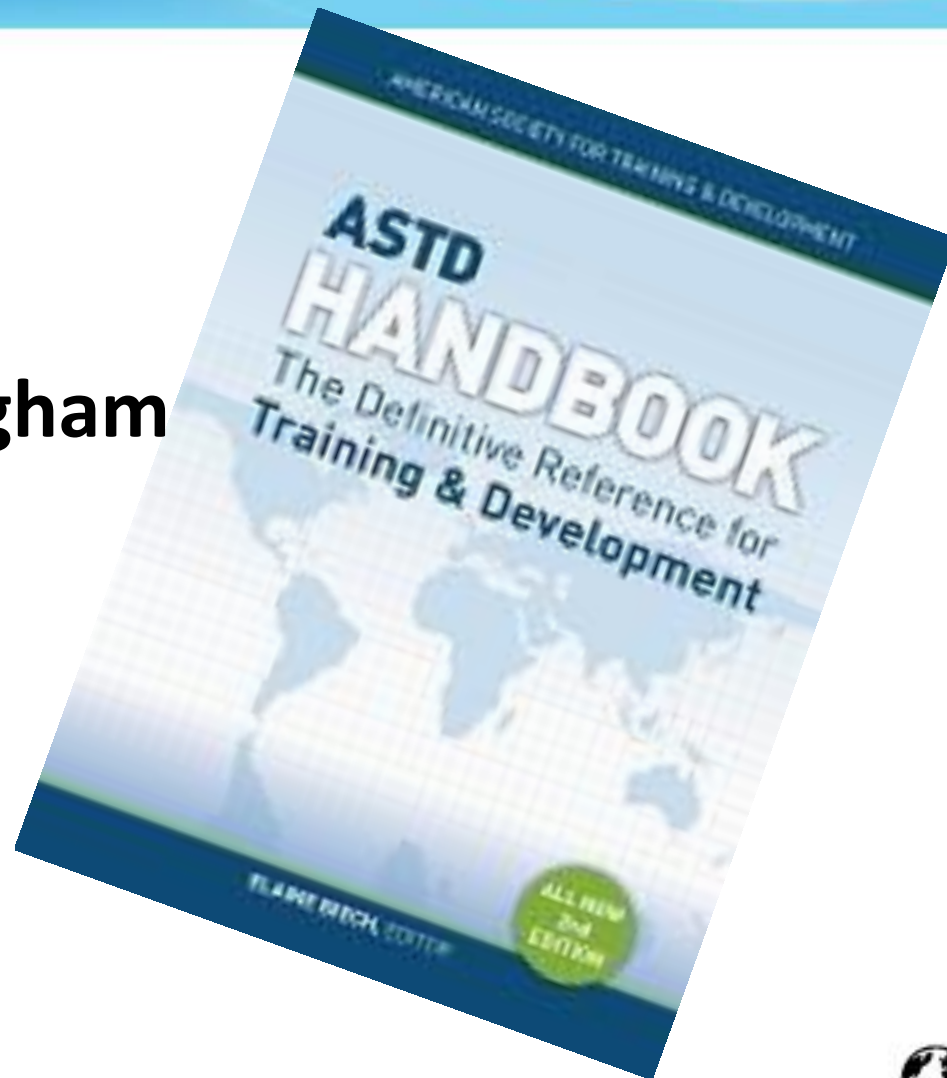# Our Profession:
- Where We've Been
- Where We're Going

Elaine Biech

55 Chapters
96 Contributors:
- **Marcus Buckingham**
- **Ken Blanchard**
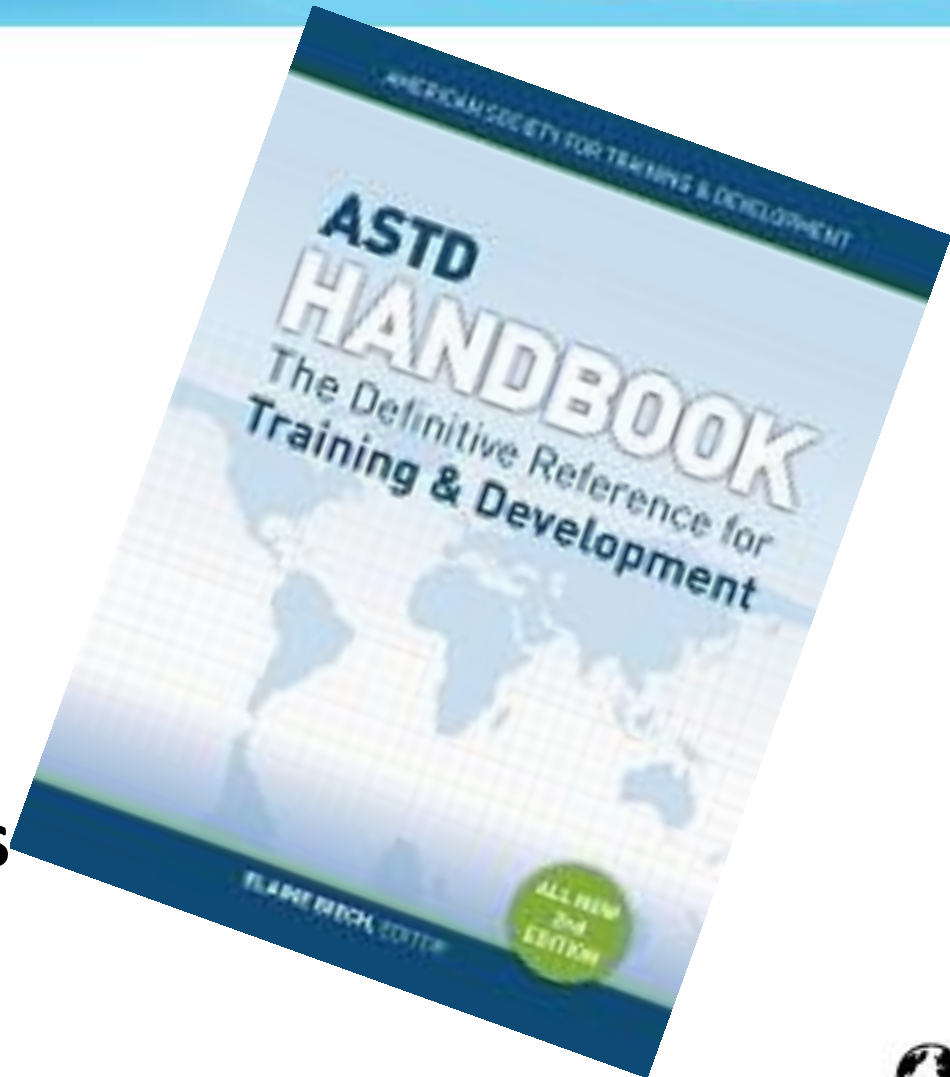- **Bev Kaye**
- **Bob Pike**
- **Thiagi**

Objectives

- **Introduce the concept of VUCA and its importance to you.**

- **Highlight trends affecting our workplace.**

- **Highlight 10 trends affecting our profession.**

- **Provide a high-level history of our profession.**

- **Offer suggestions of how you can prepare for your future.**

Available in May At ASTD 2014 International Conference & Exposition

- **55 Chapters**
- **96 Contributors**

Our Profession:

- **Where We've Been**
- **Where We're Going**

Workplace

L&D

You

V
U
C
A

Workplace

L&D

You

Volatility

Uncertainty

Complexity

Ambiguity

It's a VUCA World

Volatility

U

C

A

It's a VUCA World

Volatility

Uncertainty

C

A

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It's a VUCA World

Volatility

Uncertainty

Complexity

A

It's a VUCA World

Volatility

Uncertainty

Complexity

Ambiguity

VUCA World Details
Bob Johansen, author

Our Profession's Role
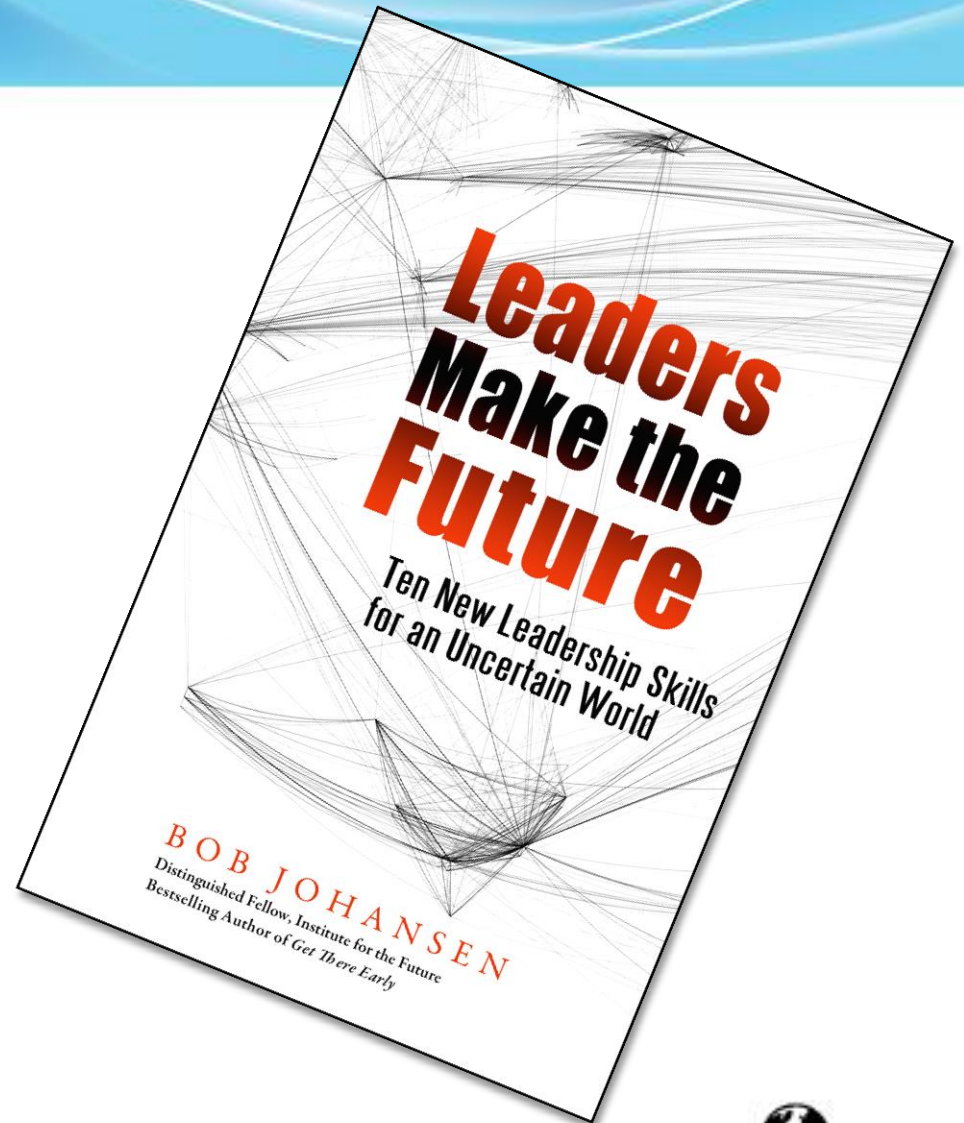
In a VUCA world we must:

- **Refocus development efforts to hone strategic, complex, critical-thinking skills**

- **Reframe development to accommodate a faster-paced VUCA world**

- **Focus less on competencies and more on thinking abilities and mindsets**

- **Emphasize learning agility, self-awareness, comfort with ambiguity, and critical thinking**

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Where We've Been

"The future ain't what it used to be."

Yogi Berra

Workplace Trends

- **Healthcare Will Impact Hiring**
- **Freelancing Is Here to Stay**
- **Gender Pay Gap Is Closing**
- **Economy Delays Career Growth**
- **Demographics Are Changing**
- **Hiring Will Use Tests**

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Workplace Trends

- **Wellness Programs Are the Norm**
- **Job Hunting Is Continuous**
- **College ROI Will Be Examined**
- **Reputation Is Critical**
- **Job Flexibility Is the Motivator**
- **Work From Everywhere**

Workplace Trends

- **Personal/Professional Life Blurs**
- **Innovation Is the Driver**
- **Increased Efficiency Continues**
- **BYOD Wins Over Platform Collaboration**
- **Integrated Technology Used to Manage**

Your Job is Critical

Every one of the 17 trends could:

- **Impact your job**

- **Require your input or support**

- **Involve your problem-solving abilities**

. . . and by 2025

- **1 billion people**
- **Travel is impossible**
- **Largest talent gap in history**
- **Employee definition is transforming**
- **Work locations will vary widely**
- **Supercomputers are nearly invisible and everywhere**

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Let's return to today's trends.

What are the trends in L&D?

WATCH & LEARN

1. Spending is increasing

Workplace

L&D

You

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WATCH&LEARN

2. Big Data comes into its own

3. Finding unique talent becomes critical

4. Developing capability becomes a solution

WATCH & LEARN

5. Continuous learning takes over

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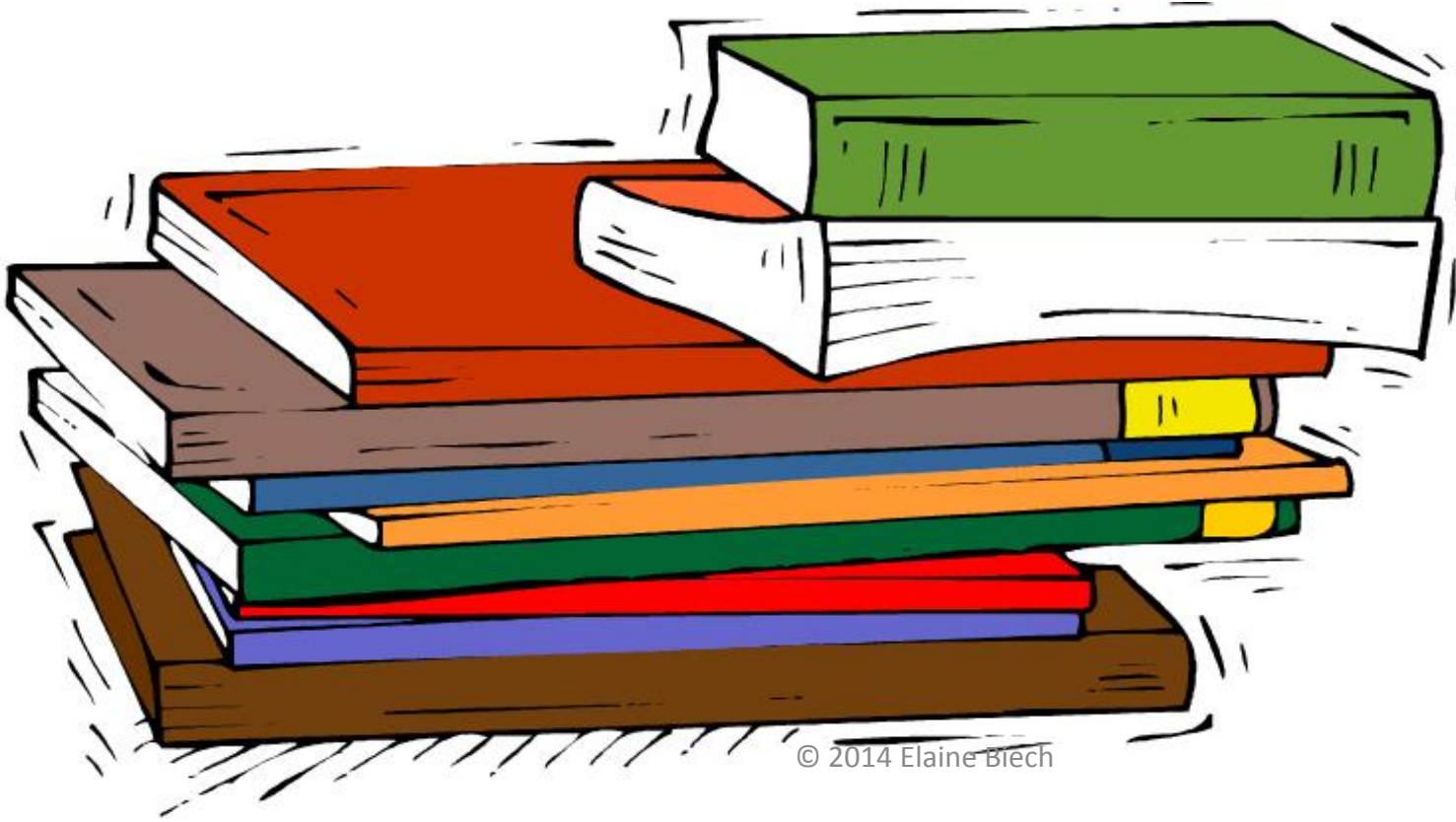
6. Mobile assessment becomes common

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WATCH & LEARN

7. Gamification continues to grow

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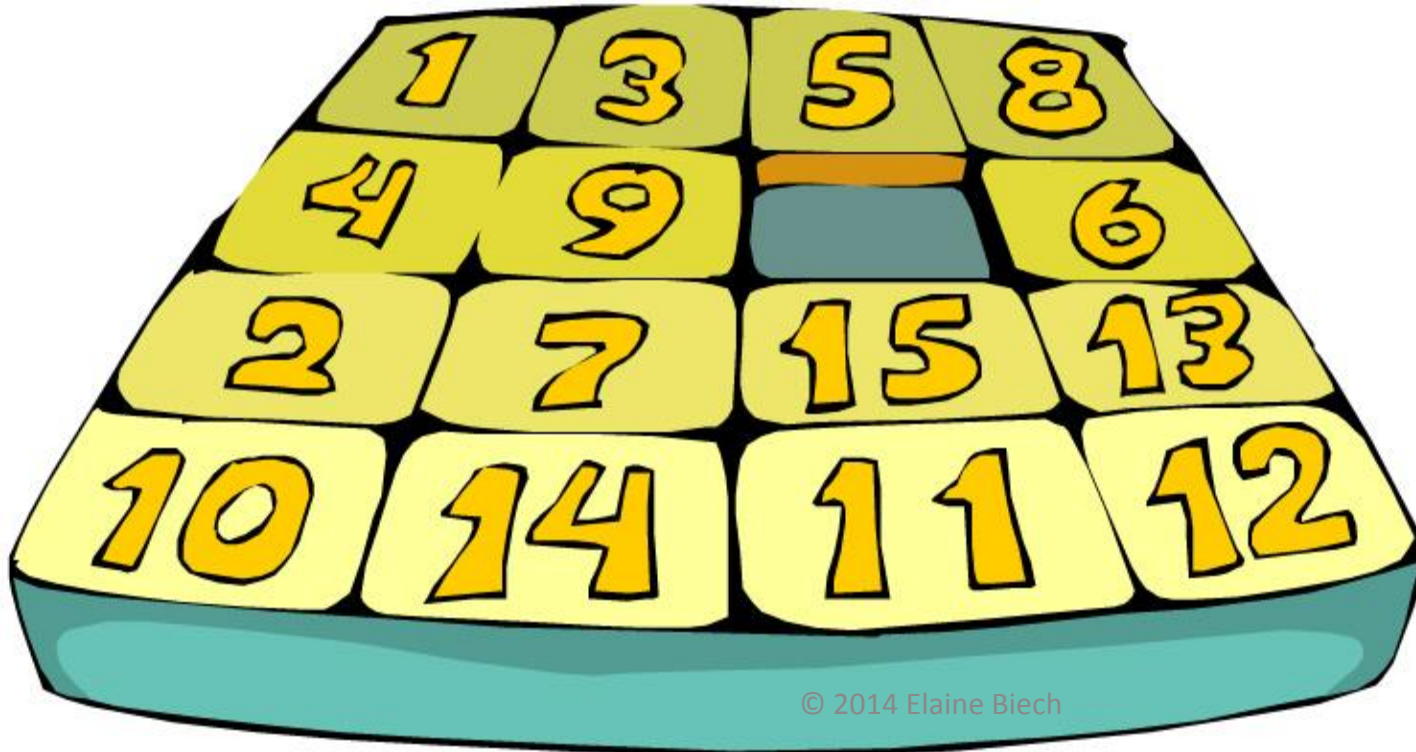
8. Building global/local leadership intensifies

WATCH & LEARN

9. Experiential learning is emphasized

WATCH & LEARN

10. Less is more

Yes, there are more trends:

- **Mobile learning**

- **Neuroscience and learning**

- **Personal Learning Environments (PLEs)**

- **Global Learning**

- **Virtual learning and teamwork**

- **Emphasis on change management**

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CLO → CTO

Chief Talent Officer

- **Merging of learning and talent management**

- **Focus on Talent Systems**

- **Not just a partner, but a *solution leader***

CTO Roles

- **Innovation Instigator**

- **Learning Strategist**

- **C-Suite Catalyst**

Where Have All the Gurus Gone?

Heading to Generalist &

Broader Responsibility

CTO's Broad Responsibility

Recruit Excellent Employees → **Build a Supportive Culture** → **Develop Employees, Leaders, & Teams** → **Retain High Performers** → **Release and Retire with Dignity**

WATCH & LEARN

1 ½ Minutes of Ancient History

- **3500BC   Apprenticeships**
- **500 BC   Action Learning**
- **400 BC   Participant Involvement**
- **385 BC   First University**
- **300 BC   Development Balance**
- **400AD   Skilled Teachers**
- **1300   Quality Standards**
- **1800s   Earliest Gaming**

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Where We've Been

3 Minutes of Industrial Revolution History

- **1880   First Case Study (Langdell)**
- **1910   First Role Play (Moreno)**
- **1917   Supervisors to Train (Allen)**
- **1940   Hands-on Training (Dewey)**
- **1941   First Train-the-Trainer**
- **1942   ASTD Formed**
- **1946   Action Learning (Lewin)**
- **1956   KSAs—Bloom's Taxonomy**
- **1973   Adult Learning Theory (Knowles)**
- **1984   Experiential Learning (Kolb)**

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Use Historical Research

Practices from decades ago provide direction for today, whether you are:

- **Helping managers develop their people**
- **Implementing experiential learning**
- **Designing a MOOC**
- **Creating a simulation**
- **Determining best engagement practices in this VUCA world**

Prepare Yourself

Explore these:

- **What content will employees need in a VUCA world?**

- **What professional roles might you have in the future?**
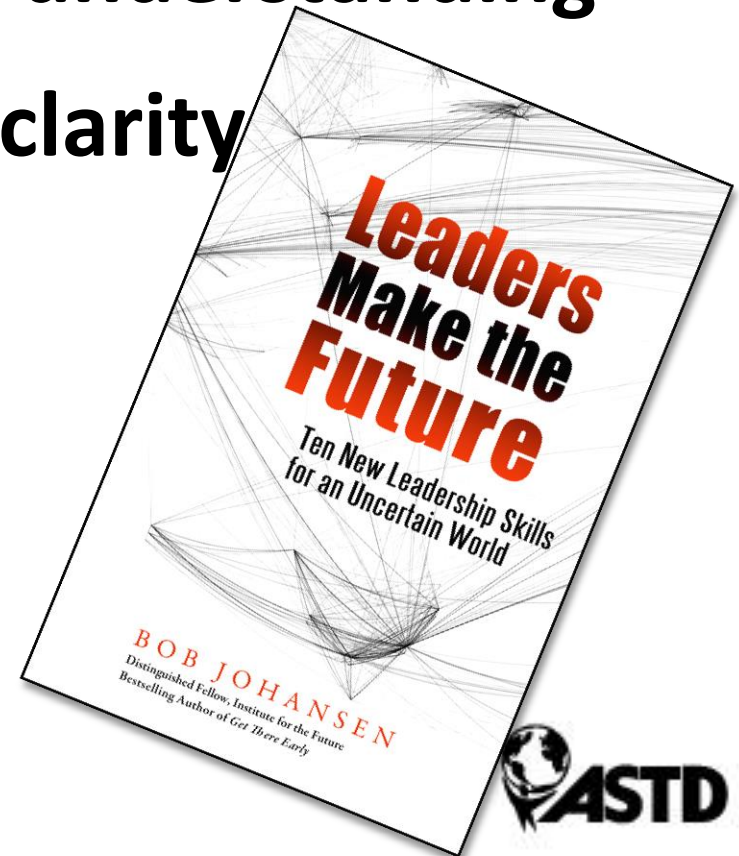
- **How do you prepare to address the trends?**

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WATCH & LEARN

Volatility requires vision

Uncertainty requires more understanding

Complexity requires more clarity

Ambiguity requires agility

Leaders Make the Future

Ten New Leadership Skills for an Uncertain World

BOB JOHANSEN
Distinguished Fellow, Institute for the Future
Bestselling Author of *Get There Early*

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Volatility requires vision

- **Strategic Thinking**
- **Problem Solving**
- **Integrity and Ethics**
- **Predictive Analysis**
- **Scenario Planning**
- **Self-Awareness**

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Content in a VUCA World

Uncertainty requires more understanding

- **Resilience**
- **Managing Change**
- **Empathy and Acceptance**
- **Optimism and Stress Management**
- **Discernment**
- **Network Thinking**
- **Learning to Learn**

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Complexity requires more clarity

- **Critical Thinking**

- **Teamwork (virtually, too)**

- **Setting Priorities**

- **Mentoring, Coaching, Developing Talent**

- **Managerial Skills**

- **Communication**

- **Boundary Spanning**

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Content in a VUCA World

Ambiguity requires agility

- **Change Management (again)**
- **Accountability and Action Orientation**
- **Fostering Innovation and Creativity**
- **Agility through Technology**
- **Time Management**
- **Collaboration**

Potential New Roles

- **Talent Systems Optimizer**
- **Innovation Implementer**
- **Corporate Coach**
- **Corporate Content Curator**
- **Engagement Planner**
- **Opportunity Optimist**

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Opportunity Optimist:

"The test of first rate intelligence is the ability to hold two opposing ideas in mind at the same time, and still retain the ability to function."

—F. Scott Fitzgerald

Potential New Roles

- **Data Analytics:**
  - **Data Hygienist**
  - **Data Explorer**
  - **Business Solution Architect**
  - **Data Scientist**
  - **Campaign Expert**
- **MOOC Manager**

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WATCH & LEARN

Life-Long Learner Extraordinaire

- **Sharpen your skills**
- **Maintain your spark**

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"If we did all the things we are capable of, we would literally astound ourselves."

—Thomas Jefferson

What Do Life-Long Learners Do?

- **Assess where they are**

- **Improve processes continuously**

- **Stay on the cutting edge of industry trends**

- **Steeped in history, models, research, and what works**

- **They know their customers**

Take Stock &Take Action

- **Make a list of all you want to learn**
  - **Professionally**
  - **Personally**
- **Create your professional development plan**
- **Find a mentor**
- **Network**
- **Consider certification**

"Ancora imparo"

"Still I am learning"

—**Michelangelo (1475 – 1564)**
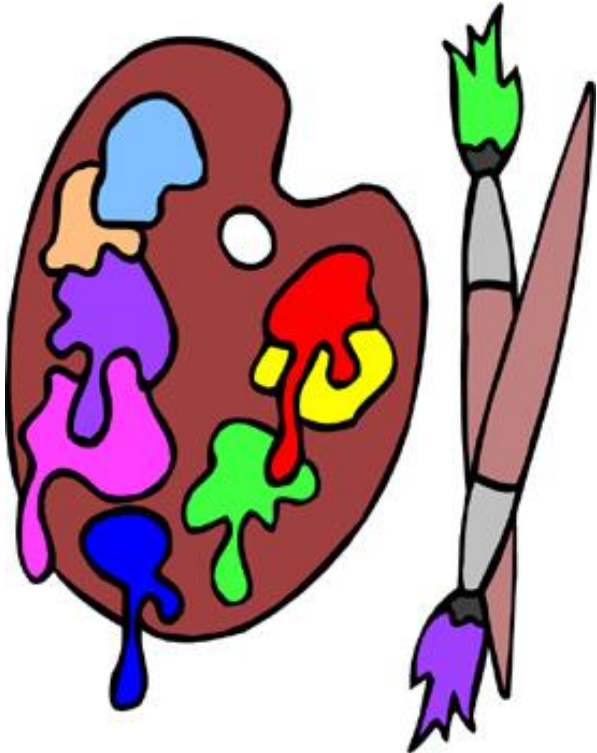
Maintain Your Spark

- **Personally**
  - **Physical exercise**
  - **Relaxation**
  - **Awareness**
  - **Replenish your mind**
- **Professionally**
  - **Try something new**
  - **Give back to the profession**
  - **Mentor someone new**
  - **Volunteer in your community**

"Reasonable men adapt to their environment; unreasonable men try to adapt the environment to themselves."

—George Bernard Shaw

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