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the 'Learning While Working'
podcast



Sprout Labs builds digital learning platforms that enable you and your team to author, deliver and measure high impact digital learning ecosystems.





Other content from Sprout Labs

- The Learning While Working podcast
- The blog
- eBooks
- Recordings of past webinars
- Virtual conference recordings



What we'll be thinking about today:

- Why reskilling and preparing your employee for the future is important now
- How hybrid workplaces are changing the way organisations are approaching upskilling
- How different learning approaches are needed for reskilling and upskilling
- How to design a learning ecosystem that enables rapid upskilling
- The strengths and weaknesses of using off-the-shelf content libraries as part of your upskilling ecosystems



What do you want to gain from this session?

Please add your thoughts in chat



In chat, please tell us why you think upskilling is important now?

Work has been changing



Josh Bersin on the future of work **now**

"We now understand, thanks to the pandemic, that work is all about empowerment, safety, **development** and agility."



Employee engagement

We are all rethinking work

It's challenging finding the right people

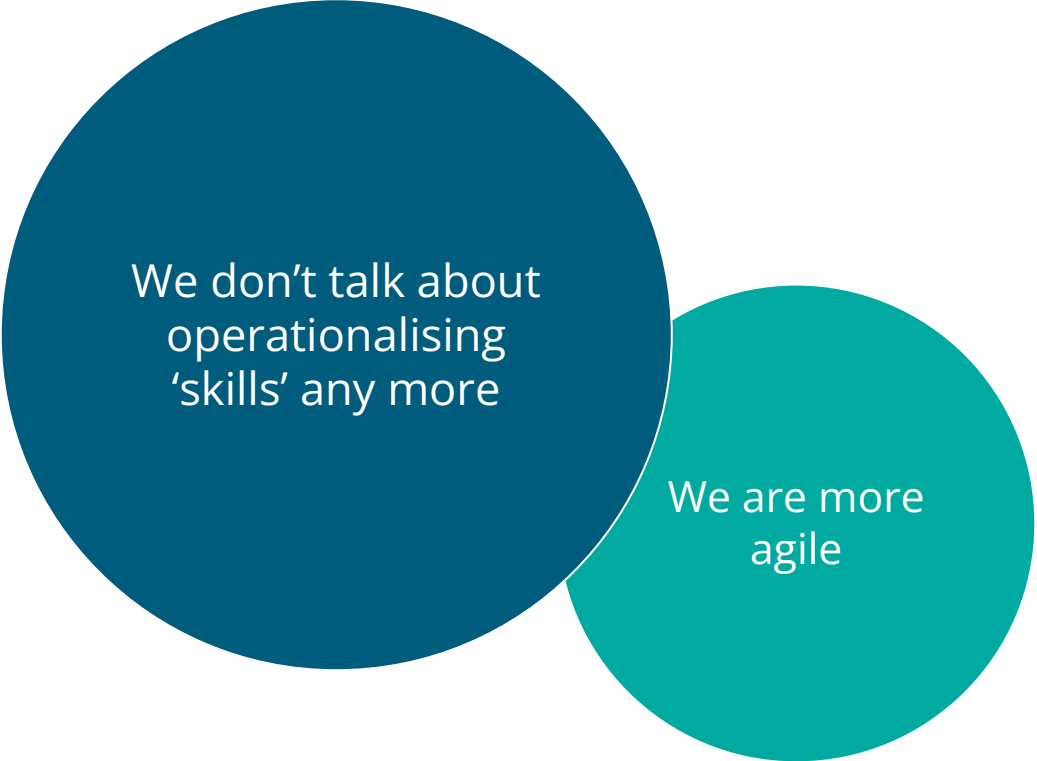

Everyone wants the same skills and the skills are complex

Change - digital transformation, climate change

The unknowns are increasing

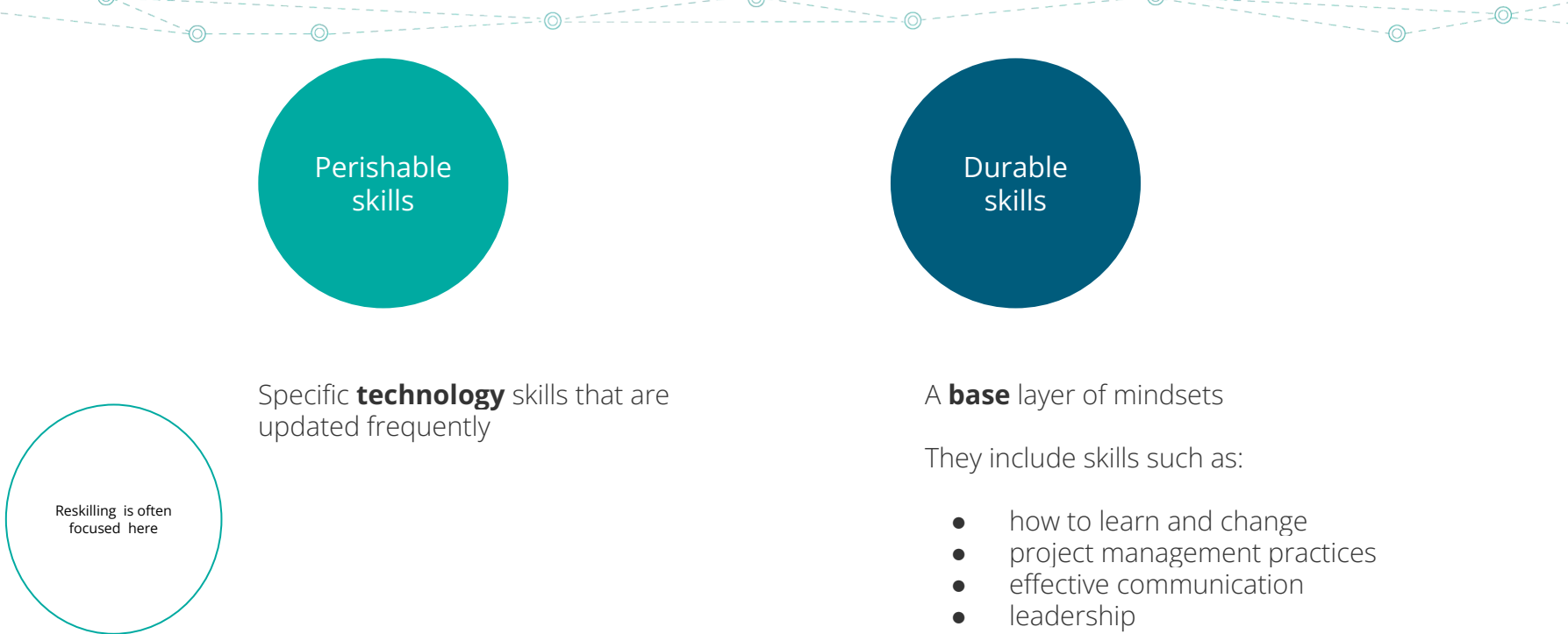


Learning while working is the new
normal



We don't talk about
operationalising
'skills' any more

We are more
agile



The diagram features a horizontal line at the top with several small circles. Below this line are two large circles: a teal one on the left and a dark blue one on the right. To the left of the teal circle is a smaller, empty teal circle. Below the teal circle is text describing 'Perishable skills'. Below the dark blue circle is text describing 'Durable skills'. To the right of the dark blue circle is a list of skills. At the bottom left is a logo for 'Sprout Labs'.

Perishable
skills

Specific **technology** skills that are updated frequently

Reskilling is often
focused here

Durable
skills

A **base** layer of mindsets

They include skills such as:

- how to learn and change
- project management practices
- effective communication
- leadership

Learning While Working podcast: Why reskilling is now at the core of what L&D does, with Sonia Malik

The diagram features a light blue background with a decorative top border consisting of a dashed line and small circles. Two large circles are positioned at the top: a teal one on the left and a dark blue one on the right. Below the teal circle is a list of job roles under the heading 'Increasing demand'. Below the dark blue circle is a list of skills under the heading 'Top 15 skills for 2025'. On the left side, a thin teal circle contains the text 'These are all complex skills'. A small teal and blue logo is in the bottom left corner.

Perishable
skills

Durable
skills

These are
all complex
skills

Increasing demand

Data Analysts and Scientists
AI and Machine Learning Specialists
Big Data Specialists
Digital Marketing and Strategy Specialists
Process Automation Specialists
Business Development Professionals
Digital Transformation Specialist
Information Security Analysts
Software and Applications Developers
Internet of Things Specialists

Top 15 skills for 2025

Analytical thinking and innovation
Active learning and learning strategies
Complex problem-solving
Critical thinking and analysis
Creativity, originality and initiative
Leadership and social influence
Technology use, monitoring and control
Technology design and programming

Source: World Economic Forum, The Future of Jobs Report, 2020



In chat, what do you think are the risks of L&D focusing on perishable skills?



Speculative
development

Choose a
future skill that
might be
important to
the future of
organisations

Do some small
capability
development
work and
measure the
impact

Top 15 skills for 2025

Analytical thinking and innovation
Active learning and learning strategies
Complex problem-solving
Critical thinking and analysis
Creativity, originality and initiative
Leadership and social influence
Technology use, monitoring and control
Technology design and programming

Difference between reskilling and upskilling

Change

Upskilling	Reskilling
It's a capability the organisation wants	The person has capabilities the organisation doesn't need any more
Growing the employee	Helping the employee find the next role
This work is often 'speculative' - we need to know if it is going to be useful	The new capabilities are known
Needs external knowledge	The knowledge is within the organisation

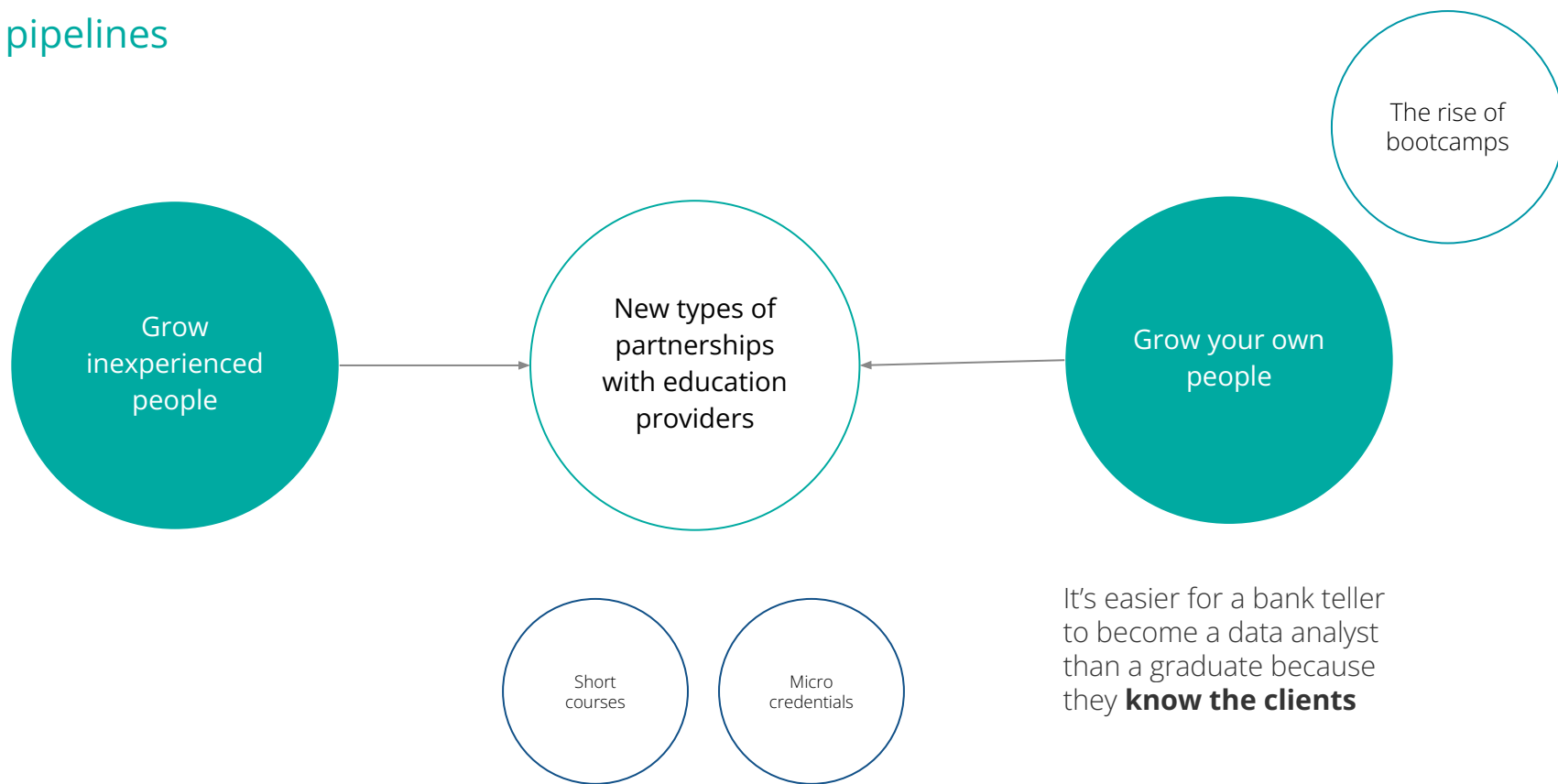


Talent pipelines

“A lot of the companies I think, look at it as somebody else's problem still, and they wish that they could just find people that were ready to hit the ground running, and I think that's been true up to maybe five to 10 years ago in tech, but it's fairly clearly not true anymore. **There is not a large enough supply of hit the ground ready folks anymore.**” – John Danner

Learning While Working podcast: Talent Pipelines in Tech with John Danner

Talent pipelines





Let's do a **"Chatfall"** - Write up your response to this question but don't press return until I say so. This means we get to see everyone's answers all at once.

How are hybrid workplaces changing upskilling?

Learning design challenges

It's new
knowledge
and needs
formal
learning

The new skills
are often hard
to practice

The transfer
into practice
often means
change
management



In chat, please share what we are seeing as the learning challenges with reskilling?



Learning ecosystems




Employee as self
directed learner



Manager as
learning leader



L&D as learning
ecosystem designer



A learning ecosystem is an entity made up of components that **work together** to create a whole learning experience.

The **relationship** between the components means that the overall experience becomes more than the sum of its parts.

Learners have **choices** as they move through the ecosystem



L&D profession as a learning ecosystem designer

does **more than design courses**

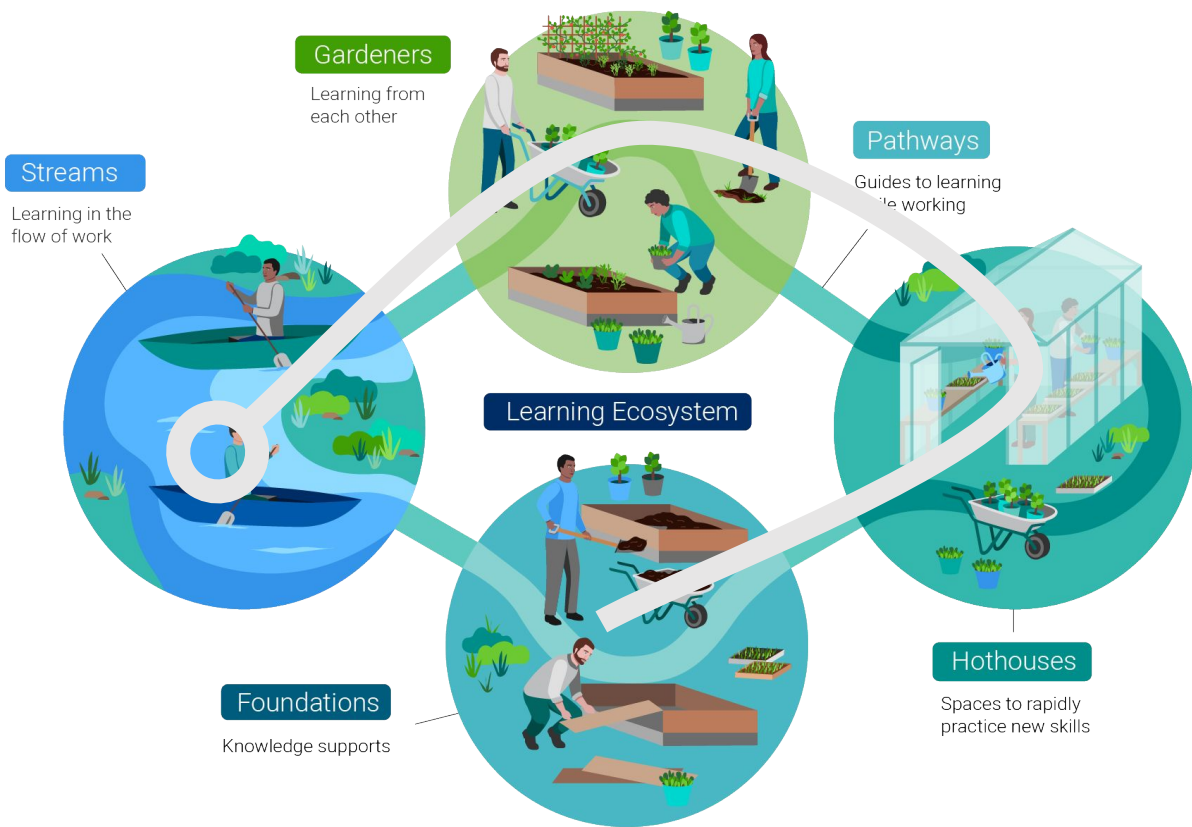
designs **relationships** between the components

takes into account the **current learning** landscape

designs for the **long term**

makes **pathways**.

L&D as learning
ecosystem designer





In chat, please share what your current upskilling priorities are?



Meet Felix

We need more **cybersecurity** experts, we can't recruit them.

We are going to upskill all of our digital team and some will move into new roles, while the others can apply the knowledge to their existing roles.

Content library

We are using a
content library

All of our learning
experiences are
custom



Knowledge foundations - content library **pro's**

Are an affordable way to bring new knowledge into an organisation

Great for perishable skills

Increased choice and flexibility for learners and manager

Helps to enable a culture of continuous learning



Knowledge foundations - content library **con's**

Needs to be
curated

Most
organisations
don't feel like
they get the full
value from them

Only around 30%
of employee's
engage with
them



Oh, not another *LinkedIn learning* / *Udemy* / *Skillsoft* / *GO 1* course



Foundations
Knowledge supports
The foundation of the learning
experience is built on a solid
base of knowledge. This is the
foundation upon which all other
learning is built.

Knowledge foundations - content libraries

**Video based
content** libraries
often used

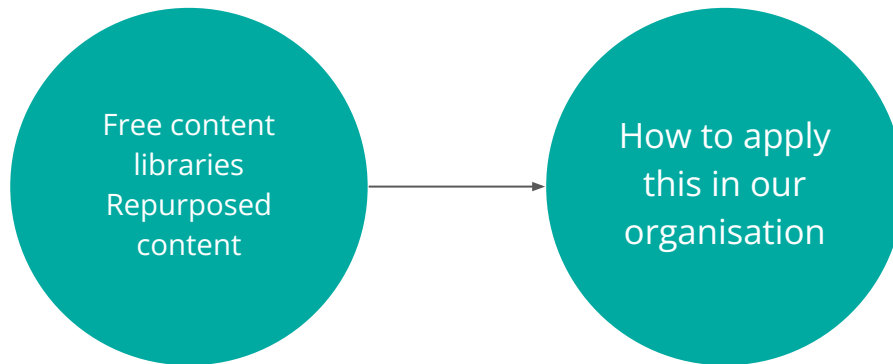
They are just
content and
have no
learning design

Opportunities
of **practice**
need to be
added

This is why a learning ecosystem is
needed



Knowledge foundations - content libraries



Learning while working podcast: Fostering a learning culture in a tech company, with Toby Newman



Knowledge foundations - content libraries

The rise of
internal
bootcamps



Foundations
Knowledge supports

Knowledge foundations

Sprout Labs

Robin Petterd



Use the stamp tool to choose the tactic you think might create the most impact for Felix



Practice makes perfect - We need hothouses

Hothouses - we need places to practise new skills



Tracking
time spent
practicing

Simulations -
chaos days,
hack days

Micro
challenges -
spaced over
time

Pairing -
working
together

Role plays

Scenario
planning

Use the stamp tool to choose the tactic you think might create the most impact for Felix



Gardeners - learning with others

Gardeners
Learning from each other



Guilds

Work-out-
loud
groups

Pairing -
working
together

Manager
coaching
toolkit

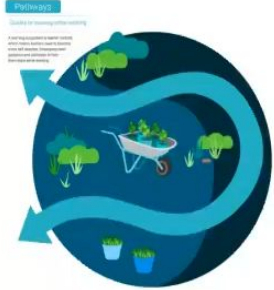
Book
course
video clubs

Group
action
learning
projects

Use the stamp tool to choose the tactic you think might create the most impact for Felix



Pathways: We are goal oriented



Workbooks



Certifications



External audits

Peer assessment tools



Curated list of links



Capability frameworks



Use the stamp tool to choose the tactic you think might create the most impact for Felix





Streams - learning in the flow of work



Use the stamp tool to choose the tactic you think might create the most impact for Felix

A map of what we have just co-designed



Video
based
content
libraries

Curated list
of links

Bootcamps-
internal and
external

Pairing -
working
together

Stretch
projects

Learning
logs/blog

Group
action
learning
projects

Micro
challenges -
spaced over
time

Capability
frameworks



In chat, please share how you are going to **apply** what you've **learned** today.

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