

LEARNING AS A SERVICE

**LEARNING IS A CORE CAPABILITY OF TEAMS.
HERE'S ~~HOW~~ ONE WAY TO MEASURE IT.**

SORREL HARRIET

INTRODUCTIONS



LEARNING AS A SERVICE
laas.consulting



Sorrel Harriet (PhD, PGCE)



Learning coach & consultant



*I enable software
teams to learn better*



[linkedin.com/in/sorrelharriet](https://www.linkedin.com/in/sorrelharriet)
laas.consulting

COMING UP...



LEARNING AS A SERVICE

laas.consulting



Why measure learning culture?



How can we measure learning culture?

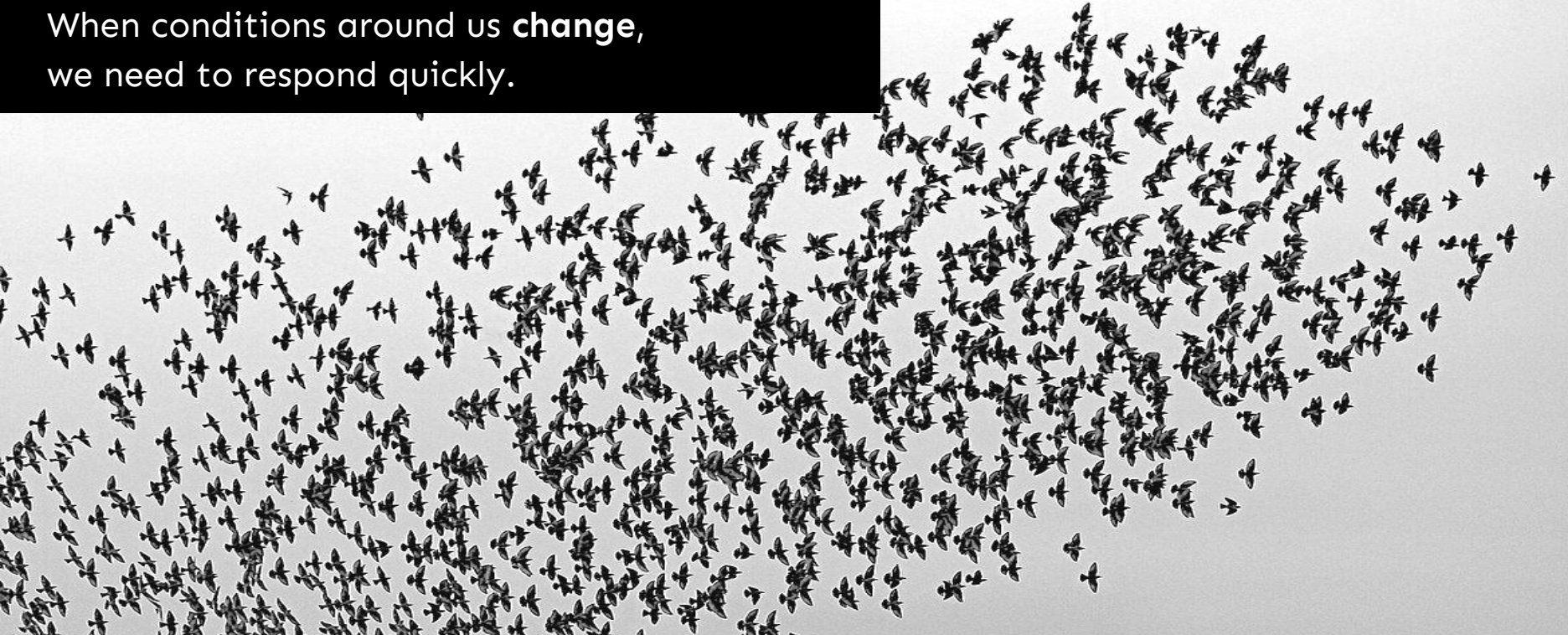
SETTING THE SCENE

LaaS

LEARNING AS A SERVICE

laas.consulting

When conditions around us **change**,
we need to respond quickly.



CHANGE IS IN THE AIR

LaaS

LEARNING AS A SERVICE

laas.consulting

People are learning to...

see organisations as **complex adaptive systems**



CHANGE IS IN THE AIR

LaaS

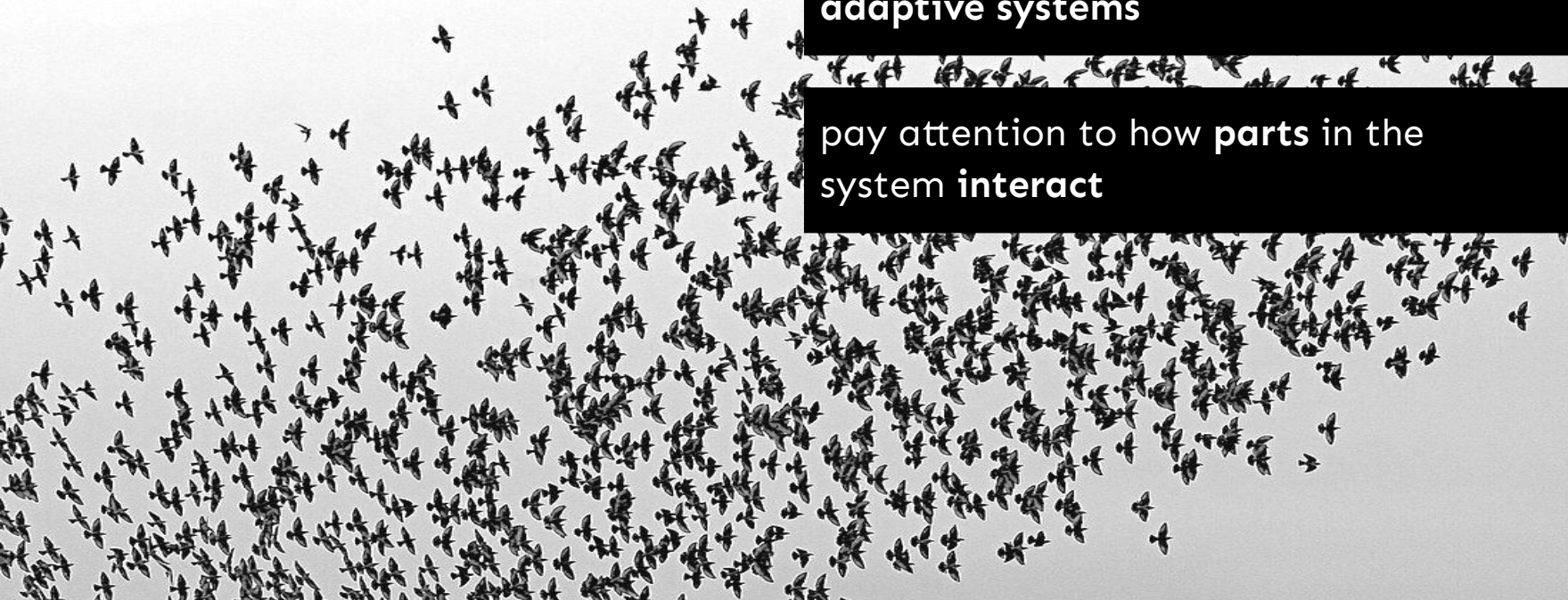
LEARNING AS A SERVICE

laas.consulting

People are learning to...

see organisations as **complex adaptive systems**

pay attention to how **parts in the system interact**



CHANGE IS IN THE AIR

LaaS

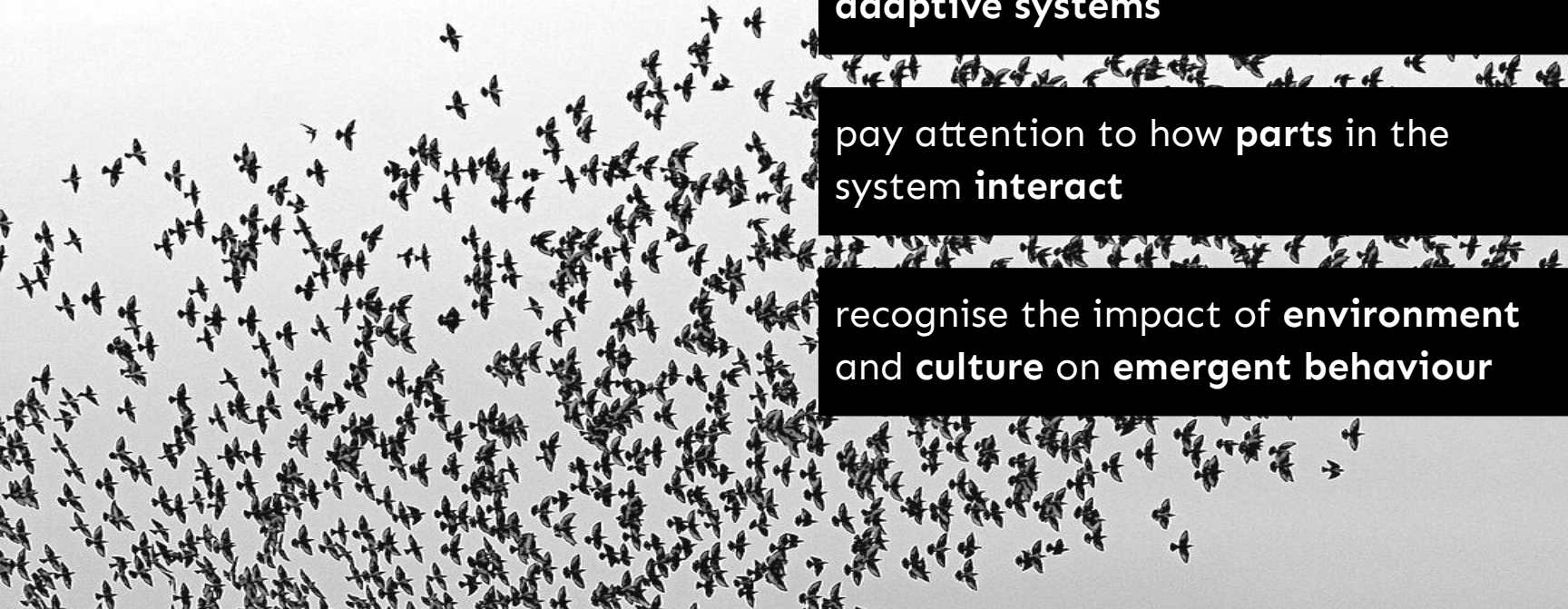
LEARNING AS A SERVICE
laas.consulting

People are learning to...

see organisations as **complex adaptive systems**

pay attention to how **parts** in the system **interact**

recognise the impact of **environment and culture** on **emergent behaviour**



WHY LEARNING CULTURE?



LEARNING AS A SERVICE
laas.consulting



Learning is something systems (and systems within systems) need to do for themselves.

WHY LEARNING CULTURE?



LEARNING-AS-A-SERVICE
sorrel@laas.consulting

We need to care less about progressing individuals along predictable pathways, and more about creating an **environment** and **culture** in which people will learn **continuously** and **autonomously**.

WHY MEASURE LEARNING CULTURE?



LEARNING AS A SERVICE
laas.consulting



How effectively a team learns is the only performance metric that matters.*

*untested hypothesis

WHY MEASURE LEARNING CULTURE?



LEARNING AS A SERVICE
laas.consulting



How effectively a team learns is the only performance metric that matters.*

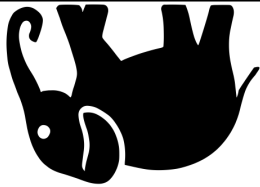
*untested hypothesis

HOW TO MEASURE SOMETHING



LEARNING-AS-A-SERVICE
sorrel@laas.consulting

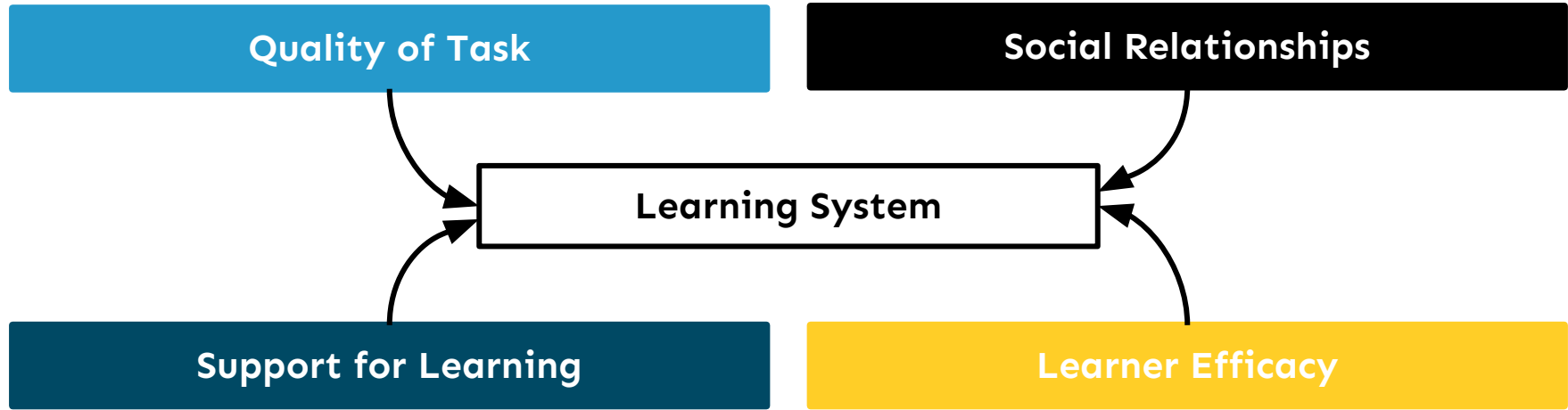
Measuring is hard.



4 DIMENSIONS OF LEARNING CULTURE



LEARNING AS A SERVICE
laas.consulting



4 DIMENSIONS OF LEARNING CULTURE

LaaS

LEARNING AS A SERVICE
laas.consulting

1

Quality of Task

Capacity of the activities and tasks people do to facilitate learning.

Example statements:

My work rarely leaves me feeling overwhelmed by too much information

My work requires me to work on problems which interest me.

4 DIMENSIONS OF LEARNING CULTURE

LaaS

LEARNING AS A SERVICE
laas.consulting

Example statements:

I feel safe sharing my opinions at work,
even when others may disagree with me

I feel recognised and appreciated for the
work I do

2

Social Relationships

Capacity of people's relationships and
interactions to support learning.

4 DIMENSIONS OF LEARNING CULTURE

LaaS

LEARNING AS A SERVICE
laas.consulting

Example statements:

I have time to reflect on my work in the course of a normal working day

I often work closely with people who have knowledge and skills I want to learn

3

Support for Learning

Availability of material and practical support for learning.

4 DIMENSIONS OF LEARNING CULTURE



LEARNING AS A SERVICE
laas.consulting

Example statements:

I regularly use self-reflection as a way to identify opportunities for improvement

I regularly solicit feedback from others on my work

4

Learner Efficacy

How people regard themselves as learners, as well as their objective learning behaviors.

PROCESS OF ANALYSIS



LEARNING AS A SERVICE
laas.consulting

1

Identify signs of strengths and weaknesses

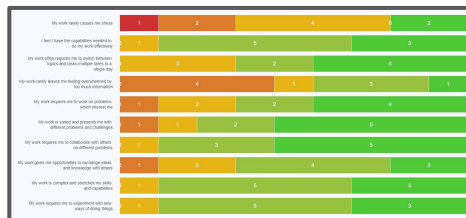
2

Enrich it with other qualitative data

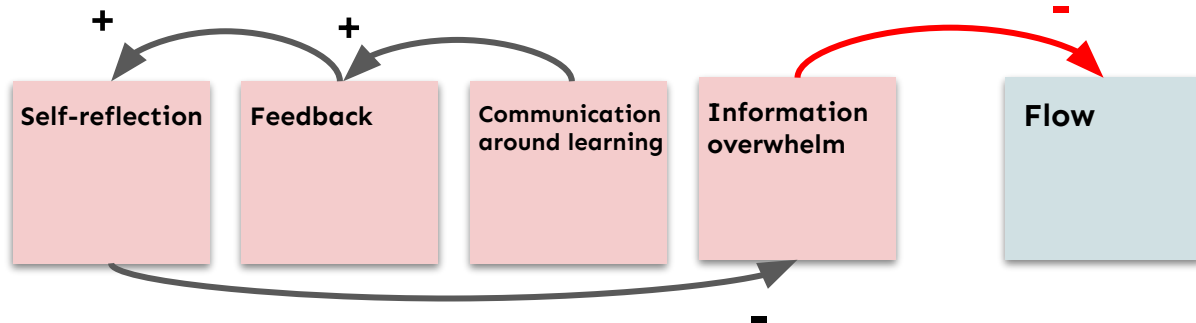
3

Explore patterns and causal relationships

Example visualisation:



Example causal analysis:

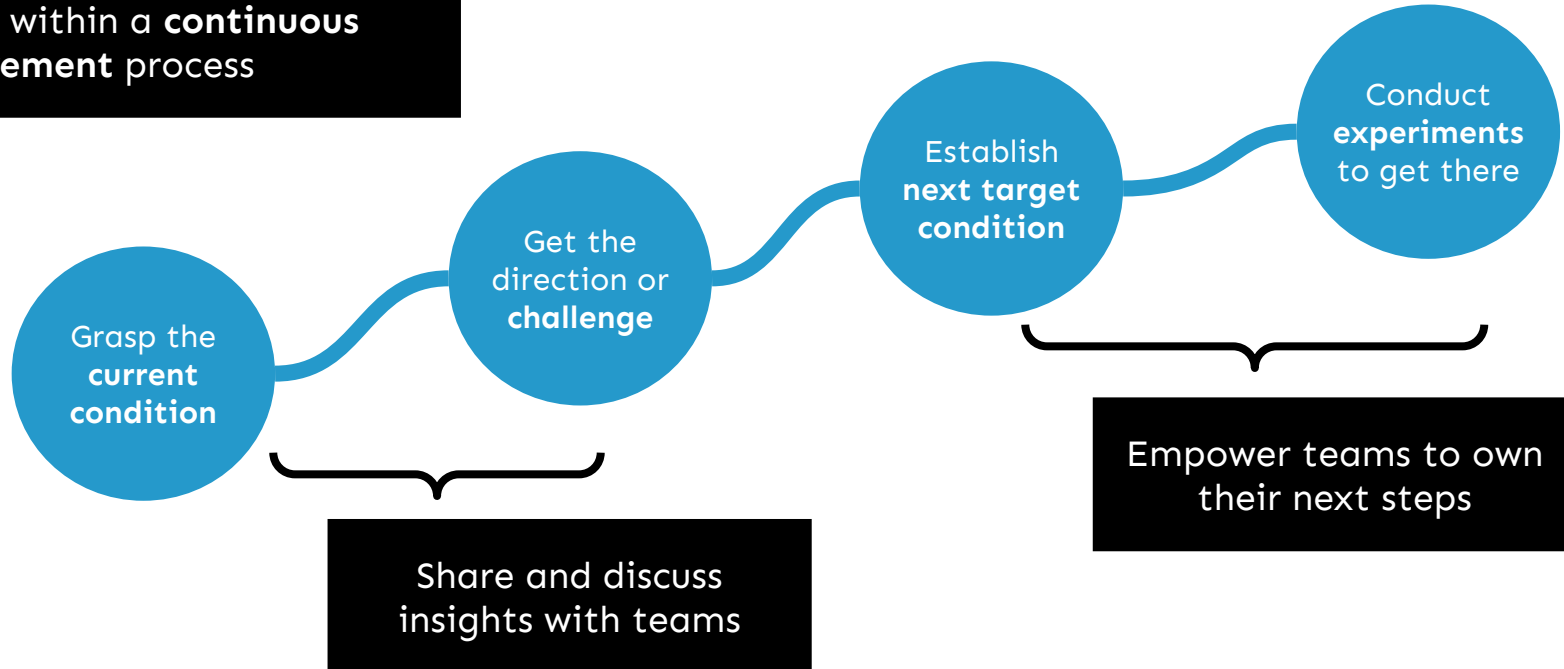


IMPLEMENTATION PROCESS



LEARNING AS A SERVICE
laas.consulting

Do this within a **continuous improvement** process



EXAMPLES OF LEARNING ENABLEMENT



LEARNING AS A SERVICE

laas.consulting

Discovering collective learning needs & how to address them

Interventions targeting specific learning capabilities

A graphic for a 'Learning Needs Discovery Workshop'. It features a blue sticky note with 'LaaS' and 'LEARNING AS A SERVICE' in the top right. The main title 'LEARNING NEEDS DISCOVERY WORKSHOP' is in a large blue box. Below it, a black box contains the subtitle 'DISCOVERING & ALIGNING AROUND TEAM LEARNING NEEDS'. The Vinted Go logo is at the bottom right. The background has a yellow and blue geometric pattern.

LaaS LEARNING AS A SERVICE

LEARNING NEEDS DISCOVERY WORKSHOP

DISCOVERING & ALIGNING AROUND TEAM LEARNING NEEDS

Vinted Go

A graphic for a 'Feedback & Reflective Practice Dojo'. It features a blue sticky note with 'LaaS' and 'LEARNING AS A SERVICE' in the top right. The main title 'FEEDBACK & REFLECTIVE PRACTICE DOJO' is in a large blue box. Below it, a black box contains the subtitle 'USING FEEDBACK & REFLECTION TO SUPPORT LEARNING & GROWTH'. The Siren logo is at the bottom right. The background has a yellow and blue geometric pattern.

LaaS LEARNING AS A SERVICE

FEEDBACK & REFLECTIVE PRACTICE DOJO

USING FEEDBACK & REFLECTION TO SUPPORT LEARNING & GROWTH

Siren

IN SUMMARY...



Measuring learning culture can help us understand the capacity of the system to respond to change



It can serve as a starting point for uplifting learning capability



One way to do it is via a survey

IN SUMMARY...



Measuring learning culture can help us understand the capacity of the system to respond to change



It can serve as a starting point for uplifting learning capability



One way to do it is via a survey

WHAT I HAVE LEARNED

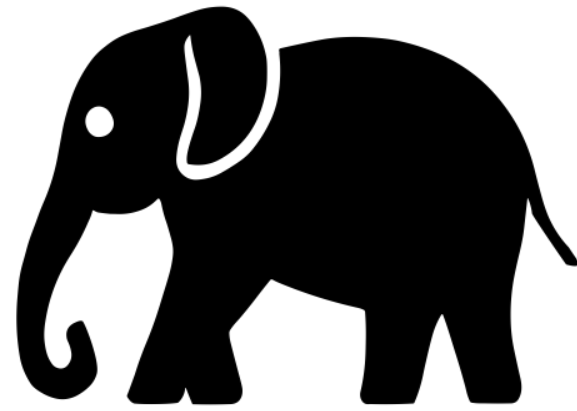


Measuring people requires trust

How big are you?



Why are you asking?



WHAT I HAVE LEARNED

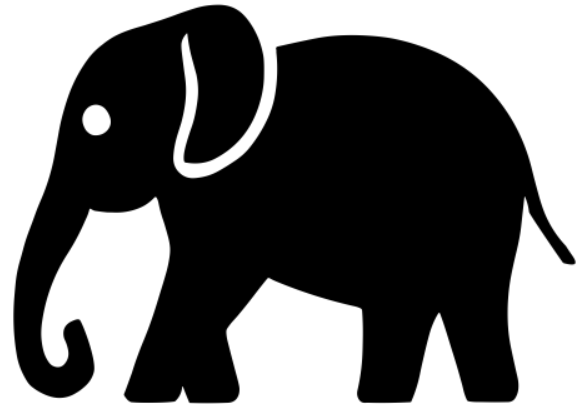


How someone feels is often the most reliable form of measurement

How big do you feel?



Now that you mention it, I feel rather small.



TAKEAWAYS



LEARNING AS A SERVICE
laas.consulting



How would you conceptualise learning culture in your context?



What question(s) could you start asking your team(s)?

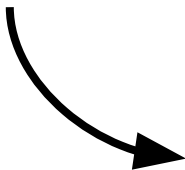
TOOLS & REFERENCES



LEARNING AS A SERVICE

laas.consulting

Go here for references and tools related to this talk



tinyurl.com/laas-leaddev

Thanks for listening!

