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702

What Every Manager Should Know about e-Learning 2.0

Marc Rosenberg,
Marc Rosenberg and Associates

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Selected Slides

What Managers Must Know about Learning 2.0

Marc J. Rosenberg, Ph.D.

*E-Learning Guild Annual Gathering
Orlando, March 12, 2009*

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About your speaker



Dr. Marc J. Rosenberg is a leading management consultant, speaker and educator in the fields of training, organizational learning, e-learning, knowledge management and performance improvement.

He is the author of the best-selling book, *E-Learning: Strategies for Delivering Knowledge in the Digital Age* (McGraw-Hill). His new book, *Beyond E-Learning: Approaches and Technologies to Enhance Organizational Knowledge, Learning and Performance*, is published by Pfeiffer.


Marc is a past president of the International Society for Performance Improvement (ISPI), and holds a Ph.D. in instructional design, plus degrees in communications and marketing. He also holds the Certified Performance Technologist (CPT) designation from ISPI. Dr. Rosenberg has spoken at The White House, keynoted numerous professional and business conferences, authored more than 40 articles and book chapters in the field, and is a frequently quoted expert in major business and trade publications. He is an elected member of his local community's Board of Education.

More information about Marc is available at www.marcrosenberg.com.

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Agenda



- What is learning 2.0?
- What is influencing the learning 2.0 era?
- What changes will learning 2.0 bring us?

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Looking beyond what we have always done



"Learning is a much more complicated phenomenon than can ever be limited to a classroom. In organizational learning efforts, the confusion of learning and training is fatal."

Peter Senge

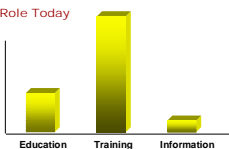
- Most learning takes place on the job
- Most learning is informal
- We learn in different ways
 - Instruction
 - Reading and listening
 - Doing and observing
 - Trial, error, adjust and adapt
 - Guided and unguided
- We learn from different sources
 - Courses and instructors
 - Experts
 - Web sites
 - Documents
 - Colleagues
 - Experience

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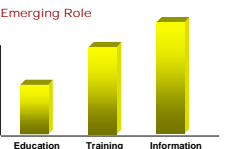
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Go beyond the course, and beyond the classroom

Our Role Today



Our Emerging Role



Education	Training	Information
<ul style="list-style-type: none"> Stable content. Learn for the future. Apply to broad situations. Primarily knowledge-based. Develop the person. 	<ul style="list-style-type: none"> Less stable content. Learn for the near term. Apply to specific situations. Primarily skills-based. Build the performance. 	<ul style="list-style-type: none"> Stable and unstable content. Learn for <u>now</u>. Apply to any situation. Knowledge and skills-based. Support the person and the performance.

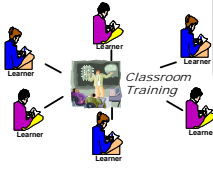
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New choices, new decisions for learning


Old Paradigm

- The instructor is viewed as the center of all knowledge.
- Everyone learns the same way.
- The classroom is seen as the place where all knowledge disseminates.
- The course is viewed as the preferred format for learning.



New Paradigm

- The employee/learner is viewed as a knowledge seeker, with constantly changing learning needs and time frames.
- Online and offline services enable greater access to the total set of knowledge, learning and performance resources.
- On-demand learning in the workplace, at the moment of need, becomes essential.



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The role of knowledge management

Knowledge Management

Information Repositories Communities of Practice Experts and Expertise

The creation, archiving and sharing of valued information, expertise and insight within and across communities of people and organizations with similar interests and needs, the goal of which is to build competitive advantage.

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The rise of "web 2.0"

Knowledge Management

Information Repositories Communities of Practice Experts and Expertise

- "The early web" was focused on information storage and viewing; mostly a passive user experience.
- "e-Commerce" introduced the concept of transactions.
- "Web 2.0" moves from static information and transactions to **dynamic collaboration**. It is a more interactive, personable and social experience.

Documents

Presentations

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The rise of "web 2.0"

Knowledge Management

Information Repositories Communities of Practice Experts and Expertise

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What changes will learning 2.0 bring us?

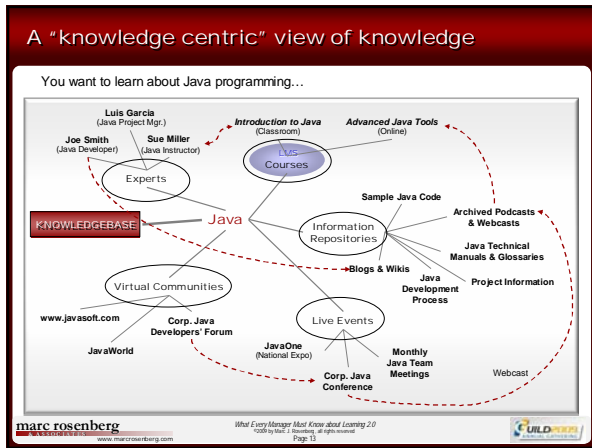
From	To
Training center	Workplace
Instruction	Information
Course scarcity	Information abundance
Target populations	Cyber intimacy
One place (and one time)	Every place (and all the time)
Learning management	Knowledge management
Course catalogs	Knowledgebases
Teaching	Coaching and collaboration
Authoring	Blogging
Documents & presentations	Wikis, podcasts, etc.
Classes	Communities
Course-centric	Knowledge-centric

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A "course centric" view of knowledge

You want to learn about Java programming...

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More changes and challenges for the learning function

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Don't kill the classroom*

* It's still an important venue for learning.

For awhile, it seemed like everything was going "e." Corporations were ready to *blow up the classrooms.*

Results

- The wrong content was transitioned to e-learning.
- Learning suffered and costs skyrocketed.
- Lots of "shovelware."

New Roles for the Classroom

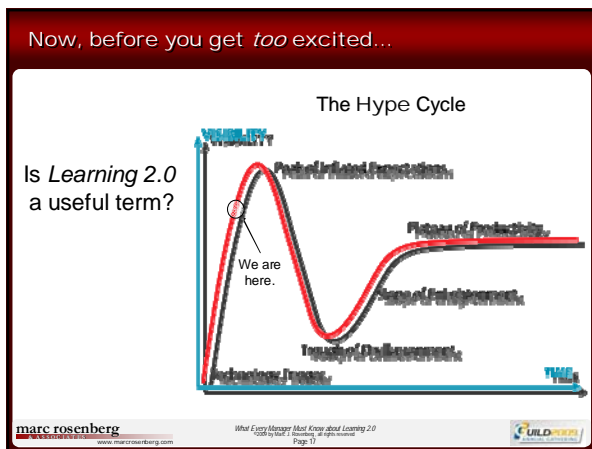
FROM:	TO:
<ul style="list-style-type: none"> Lecturing facts. Individual learning. Single instructional methodology. Teacher as sage on the stage. 	<ul style="list-style-type: none"> Facilitating discovery. Team collaboration. Multiple instructional methodologies. Teacher as guide on the side.

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Multiple levels of mastery require multiple learning and performance strategies

	Novice New to Job; Knows Little	Competent Can Perform to Basic Standards	Experienced Can Vary Performance Based on Unique Situations	Master/Expert Can Invent New, Better Ways to do Job; Can Teach Others
PUSH	Common Learning Needs		Unique Learning Needs	
	More Format, Structured Training		More Informal, On-the-Job Learning	
	Common Curricula (Program Driven)		Personalized Learning (Performer Driven)	
	Learning 1.0		Learning 2.0	
	Primary Strategy: Training (Classroom and Online) "Show Me How"	Primary Strategy: Practice, Coaching "Help Me Do It Better"	Primary Strategy: Access to Knowledge & Performance Resources "Help Me Find What I Need"	Primary Strategy: Collaboration & Problem-Solving "I'll Create My Own Learning"

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Thank You!

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