

# Challenges and trends in learning and professional development in the digital future

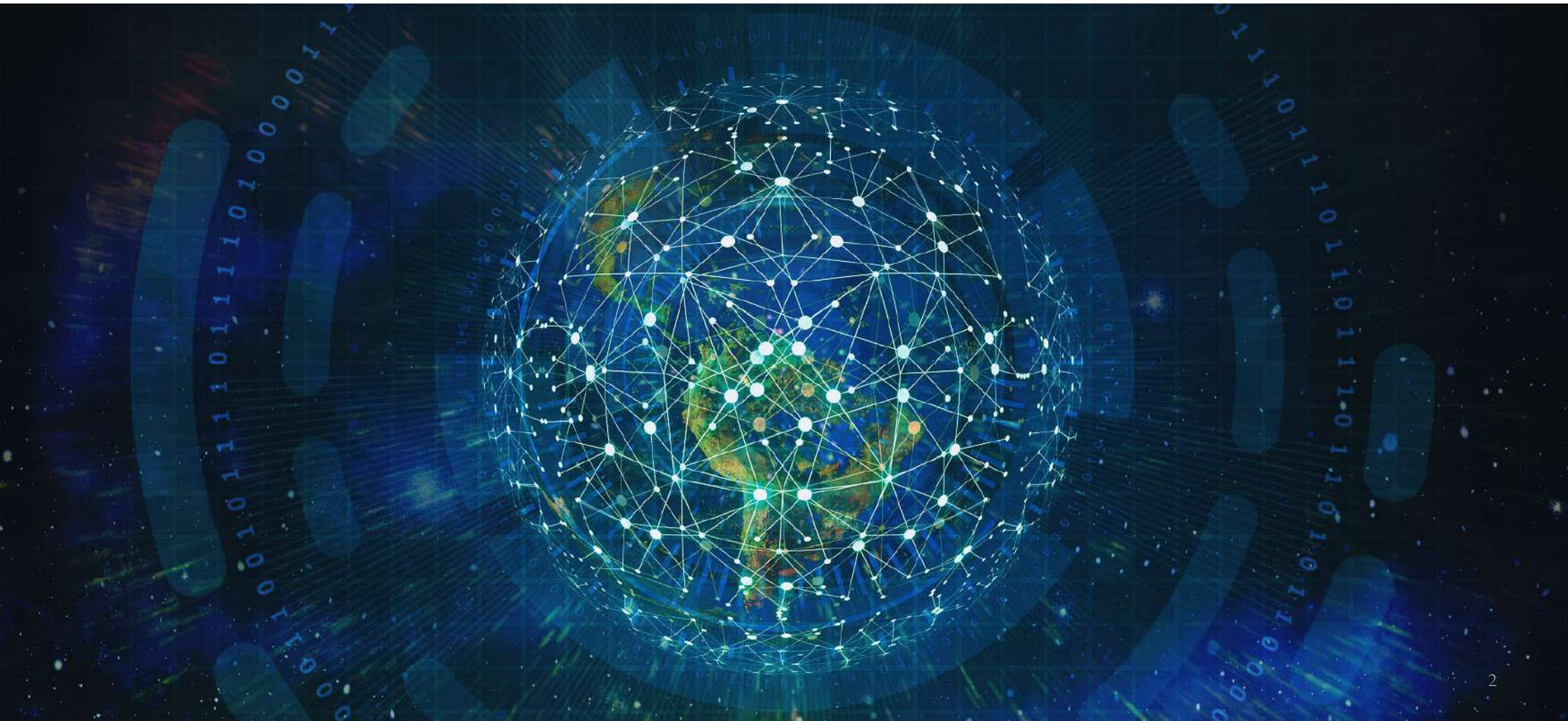
Automotive Quality Management System Conference 8-9<sup>th</sup> October 2019



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# Evolution of Digital Technology



# Agenda

- 
01. Impact of the Digital Age and Expectations on the Digital Age
  02. Digital Transformation – Key Characteristics and Steps
  03. Learning in the Digital Age



# Impact of the Digital Age on ...

## Society



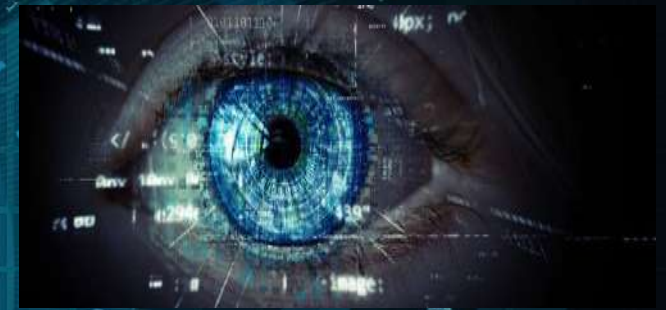
- Democratisation of information has resulted in a shift in the distribution of power
- Too much information for anyone to handle
- The challenge of obsolescence of information

## Business



- The empowered customer with intelligent choices
- Companies are therefore required to quickly adapt to a continuously changing market and be really good at learning how to do new things

## Individuals



- Individuals must also adapt their skills to remain relevant in the job market
- The digital era requires individuals to be lifelong learners
- Importance of creative problem solving and connections across domains

# Expectations on the Digital Age of ...

## Employees



Learning has to be personalized on-demand, engaging, instantly gratifying and enabled by technology.

## Companies



Reskill, upskill and cross-skill employees, with a focus on developing a digital-first mindset and a learning-centric culture.

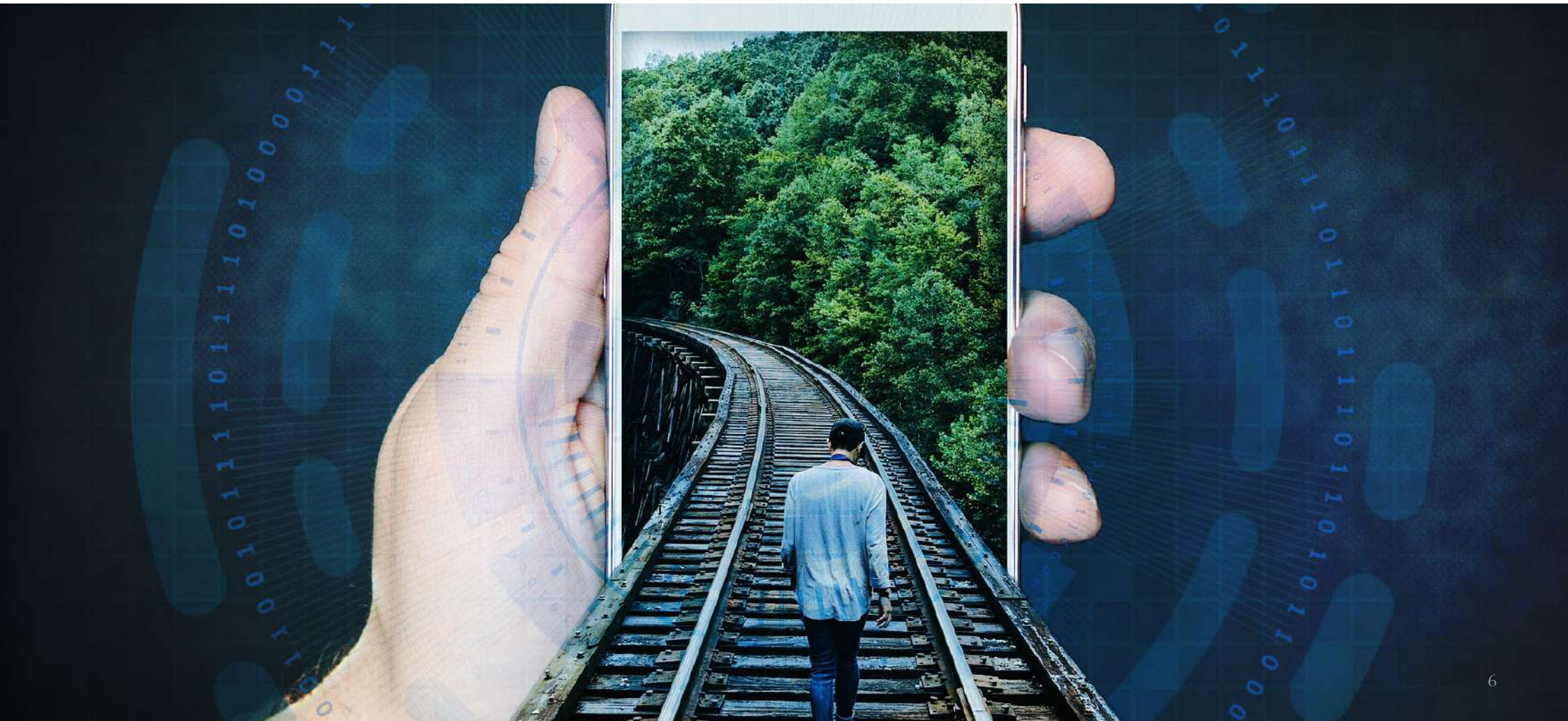
## Business



L&D play crucial role in not supporting but actively driving corporate strategy.



# Harmonious union of technology and people



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# Digital Transformation - Key Characteristics

2

Learning ability  
Qualified employees

**Education**  
**Right Talent**

Digital capabilities

**Training**

Lifelong learning  
Employee engagement

1

**Agility**  
**Flexibility**  
**Mobility**  
**Reactivity**

Adaptability  
Flat hierarchies  
Direct routes  
**Efficiency**

3

Closer collaboration  
Interdisciplinary working

**Cooperation**

**Partnership**

Digital networking

**Synergies**

Non-silo mentality



# Digital Transformation - Employee trends

## Demography



- Changed employee mix (age, gender, culture)
- Changed expectations and motivation (e.g., career prospects, autonomy, purpose of work)
- New qualifications and experiences

## Globalisation



- Stronger decentralisation
- Outsourcing and staff on demand (part-time working, freelancing/contracting)
- Comprehensive company cooperation

## Digitalisation



- Networked collaboration and automation
- Flexible workplace models (home office, desk sharing, mobile employees)
- New technological capabilities



# Digital Transformation – Important Steps

1.

Start shifting the mind-set!

2.

Identify and close skill gaps!

3.

Rethink processes!



# Shifting the mind-set

## Analogue culture

Customers are the end-point of business

...

Data shows past performance

...

A product or service must be fully  
complete before released

...

Risk adverse

...

Hierarchical organizations, slowing down  
how we work

## Digital culture

Customers are involved in all aspects of  
your business

...

All business decisions now are data-driven

...

Minimum viable products and constant  
interim releases

...

Fail faster, move on with feedback

...

Flatter organizations, 'pop-up' cross  
functional teams to get things done quickly

# Skills needed for the Age of digital transformation

## Agile Mindset



- Using iterative approach to divide work efforts into short phases, for early and frequent evaluations
- Flexibility to pivot and transition between varied roles and activities

## Team-based Orientation



- Understanding and using behaviors, practices and processes that optimize team interaction and facilitate achievement of common goals
- Being an accountable leader to the team and having a desire to achieve consensus and involve others in decision-making

## New Media Literacy



- Ability to leverage new media for persuasive communication
- Using techniques that target social networks and applications to spread brand awareness and promote products and services



# Skills needed for the Age of digital transformation

## Analytical/Data-driven Mindset



- Using data and insights to develop, test and validate hypotheses for better decision-making
- Taking a balanced approach to making data-driven decisions

## Design Thinking



- Combining empathy, ingenuity and rationality to address customer needs by observing behavior and drawing conclusions about what customers want and need
- Ability to take a design-centric approach to work

## Passion for Continuous Learning



- Enthusiasm for seeking out and acquiring new information and knowledge
- A willingness to continue to develop and grow

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# What is Learning in the Digital Age?



- Learning is engaging through an exceptional and relevant learning experience

- Learning is empowering, personalized and self-directed experience

- Learning is ubiquitous, just-in-time, on-demand and in context

- Learning is a blend of social, experiential, formal and informal

- Learning is hyper-connected with analytics everywhere

- Learning is continuous and promotes inquiry, exploring and doing

# What is Learning in the Digital Age?

A person's hands are shown holding a tablet. A glowing, wireframe sphere composed of interconnected nodes and lines is superimposed over the tablet screen, symbolizing digital connectivity and learning. The background is dark and out of focus.

In the digital age learning becomes situated in action; it becomes as much social as cognitive. It's concrete rather than abstract, and it becomes intertwined with judgment and exploration.

John Seely Brown



# From Instructional Design to Learning Experience Design

## Establish a need

What the individual wants to be able to do (skills), know (knowledge) or argue (attitudes).

## Identify learning moments

What makes a learning moment such is the fact it triggers a reflection related to the need that is being pursued.

## Enable the learning cycle

Providing the learner with the toolkit necessary to engage in his or her learning journey.

## Assess and personalize

Capturing and analyzing data from the learning cycle, to modify future actions.

# Learning Solutions





# Good reasons for Digital Learning

- 1 Digitalization gives you the opportunity to train staff as fast as the world is changing
- 2 Digital learning makes the employee independent of time and place from the regular working station
- 3 Specific functionalities of digital learning expand the possibilities of situational learning
- 4 Digital learning enables companies to save money and time by averting travel expenses while retaining benefits of a collaborative environment
- 5 Digital learning makes learning units more manageable (micro-learning)
- 6 Motivated employees and sustainable learning success through self-determined learning

Source: KPMG, 2015





# What you should take along

1

Complexity is increasing faster than ever due to technological and market developments.

2

The far-reaching changes in the organizations are necessary.

3

There is no blueprint, an individual development must take place.



The background features a dark blue field with several concentric circles in lighter shades of blue and green. These circles are overlaid with binary code (0s and 1s) in a circular arrangement, creating a sense of depth and technology. The text is centered within the innermost circle.

# Thank you for your attention!

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