The New Learning Landscape



Critical Success Factors for Small Associations

presented for SALA by Jeff Cobb



& Celisa Steele, co-founders of Tagoras









What questions do you have about the learning landscape?

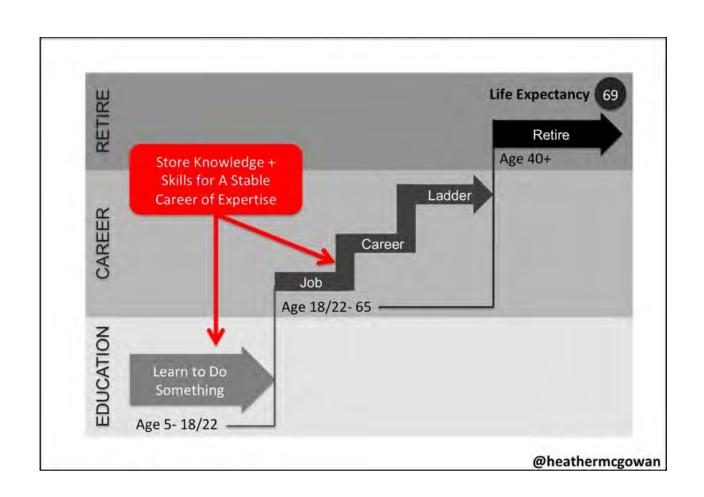
What are your questions about providing high-value learning?



How the market for adult lifelong learning has changed

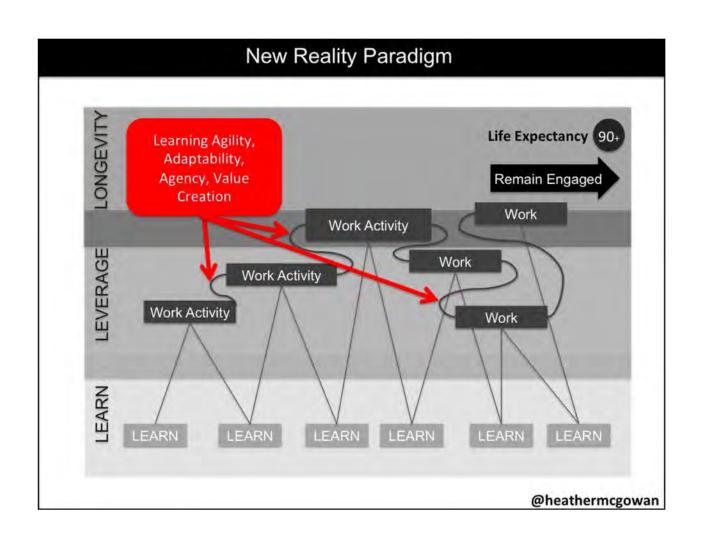






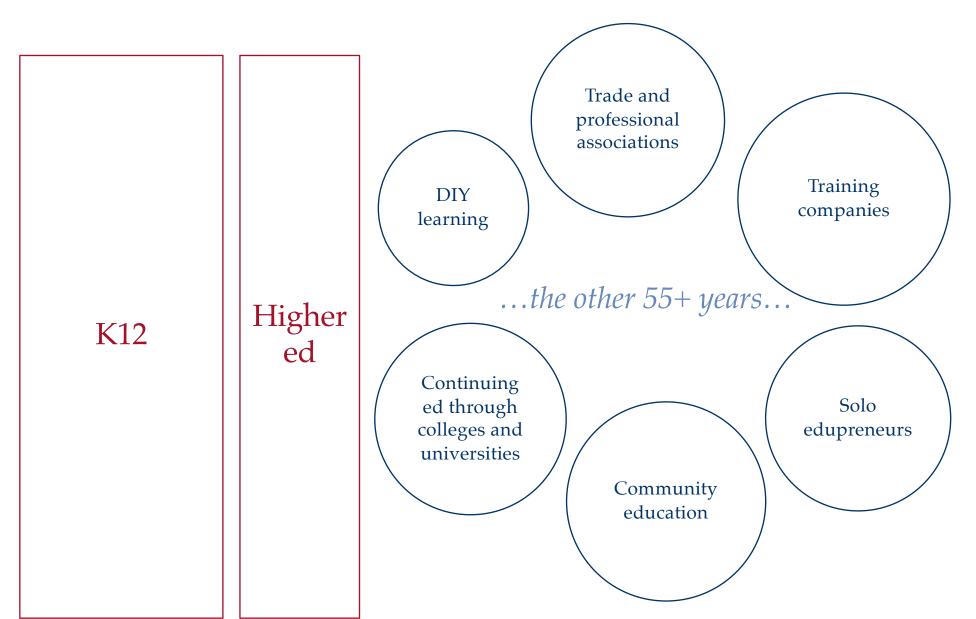
















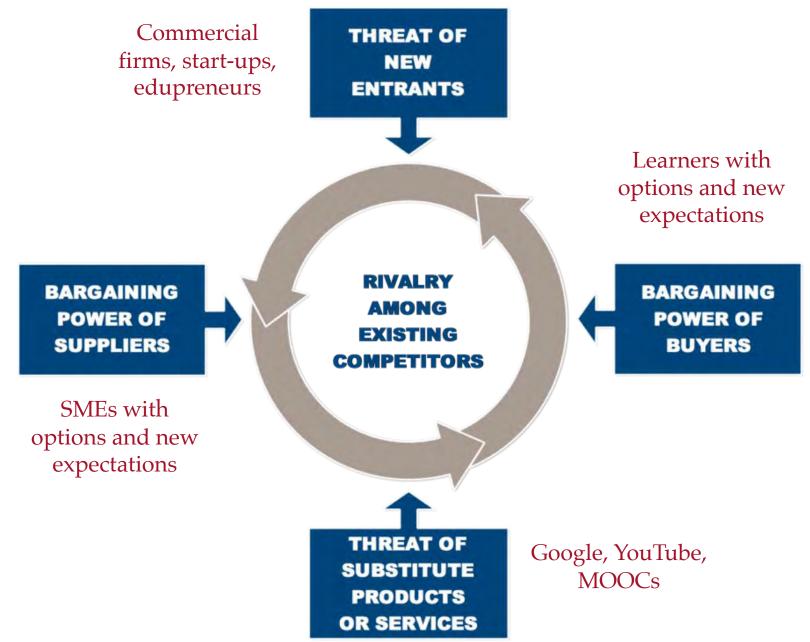
K12

Higher ed

# Third sector of education







Content source: Michael Porter

Image source: http://masonmyers.com

## mindset shift

less reducation

more learning







What are your questions about the new learning landscape?



How to remain (or become) a highvalue source of learning





## Minimum Effective Dose







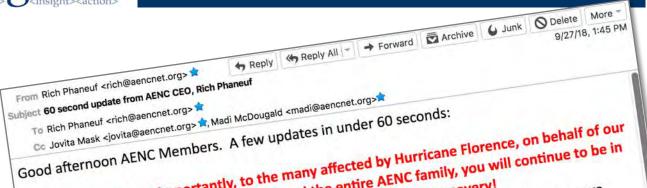
## Minimum Effective Dose

- Short
- Focused
- Accessible
- Immediately usable









1. First and most importantly, to the many affected by Hurricane Florence, on behalf of our

- Board of Directors, the AENC staff and the entire AENC family, you will continue to be in our thoughts and prayers for a full, successful and speedy recovery! 2. AENC has been struggling with exactly "how" to support those in need. The more we discussed the topic with Members and our Board of Directors, the more we have learned
- that many share the same challenge of "how" to mobilize a support effort, "after the event". In our AENC Fall Conference in October, we will have a specially designed round table session geared towards how to pro crisis/disaster responses and support e
  - 3. Registration for the AENC Fall Conferer education and network opportunities
  - 4. Thank you to the many AENC Membe the fiscal year 2018-2019. For those v the AENC Membership Directory the
  - 5. Attention Affiliates/CVB Members, if for the AENC Trade Show December booth short of selling out. This year madi@aencnet.org or 910-471-508 30th.

Thanks and we hope you have a super w

### Rich Phaneuf

Association Executives of North Carolina (AENC)

## Tools & Resources

Screenflow

https://www.telestream.net/screenflow

- Camtasia
  - https://www.techsmith.com/video-editor.html
- Skype https://www.skype.com
- Zoom https://www.zoom.us





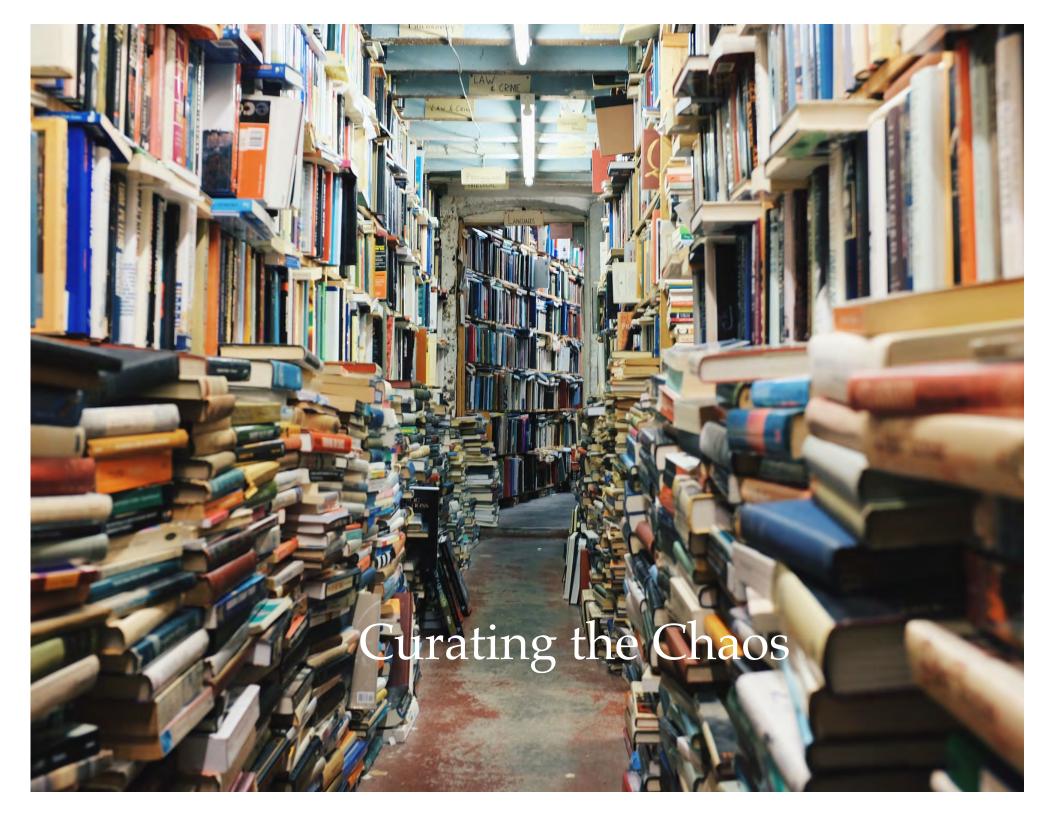
## For Now

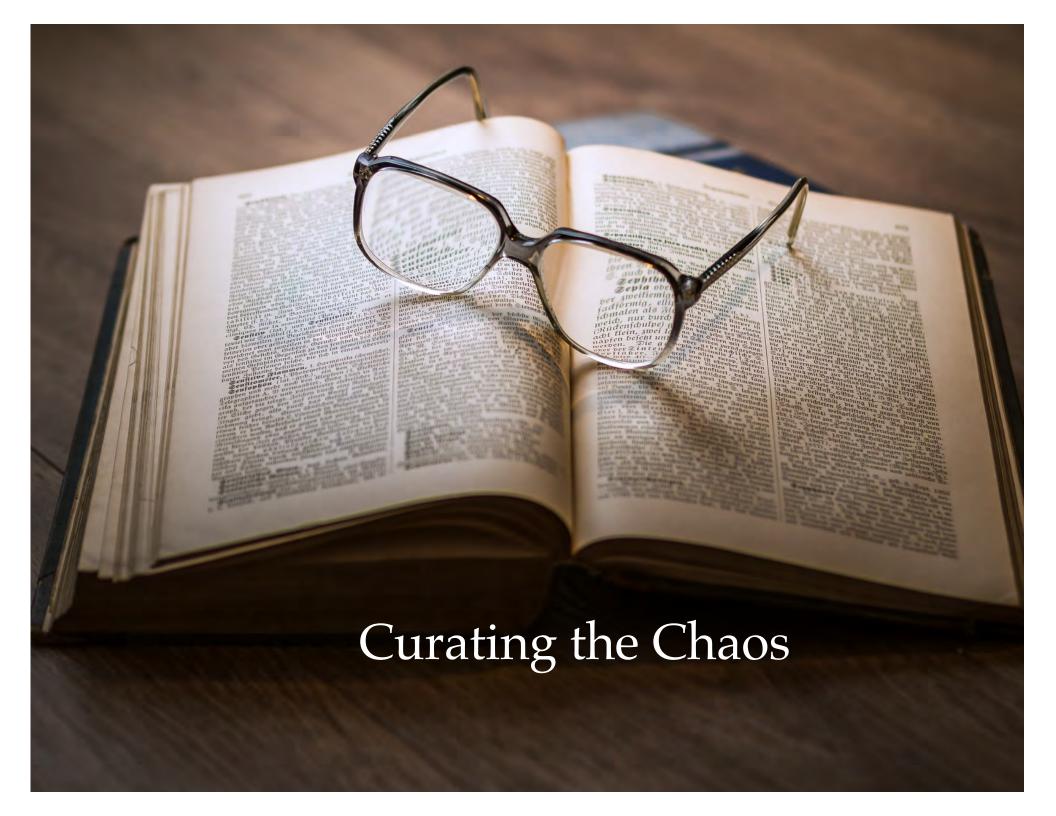
 What questions do you have about the minimum effective dose?

### For Later

• What high-value content do you have that could be put in a short, focused, accessible, and immediately useable format?











To help you through the dog days of summer we've put together another high-value collection of Leading Links. One quick • If a first or next learning platform is in your plans for the coming six months or so, be sure to check out the Learning Platform Selection Boot Camp. It's the most cost-effective approach there is to gaining the skills you need to Dear Celisa,

• [Leadership] Learning How to Learn - In this brief, but rich post, Ed Batista ranges from neuroscience research to

concepts like framing to paint a portrait of how leaders should approach learning. As he notes - and we Now, on to the links:

wholeheartedly agree - the type of learning h learning, you should be able to look at your Schedule some time to read this one.

- [Strategy] Here's How You Know Your linked to source across all of our Leading In this post for Innovation Excellence, Sa world and the answer to that problem isn a new problem to solve." So, are you se new problems?
  - [Portfolio] Microlearning Malarkey thoughtful people come along with pli Learning podcast guest) always play
    - . [Marketing] How to Get Powerfu Conversions - We come back to t convert education customers in to businesses do them badly, if at all
      - . [Capacity] The Productivity 8 Harvard Business Review blog productivity booster. Maybe the
      - . [Trends] learning for the ne mainstream latest thinking or Jarche gives us a glimpse be

## Tools & Resources

- Feedly https://feedly.com
- Feedly basics

https://www.leadinglearning.com/building-yourcuration-toolbox-feedly

- Pocket https://getpocket.com
- Leading Learning Newsletter

https://www.tagoras.com/newsletter

That's it. If you enjoy and get value subscribe.

Jeff & Celisa





### For Now

 What questions do you have about curating the chaos?

### For Later

- What topics might you focus on?
- What sources might you leverage for curated content?
- How might you share curated content?











Directors and Experienced

## Framing a Vision

Managers Managers Supervisors Team Leaders Individual Contributors Team Leader Certificate Fundamentals of Managing for Results Practical Management I Practical Management II The 5 Leadership Practices Supervision Certificate Certificate Program Certificate Series\* Certificate Series\* Certificate Program Program Program View Course Description Topics covered: Moving from Individual Role of the Team Leader Being an Effective Managing in Today's Improving Communication **Bullding Relationships** Prepare for the leadership Contributor to Supervisor Supervisor Workplace Using the DISC® Using the Myers-Briggs journey Type Inventory® Assessment Characteristics of an Assessment and Effective Leader Developing Trust and Characteristics of a Practice 1: Model The Way Development for Future Credibility Successful Manager Maximizing Performance: Bridging Generational The Power of Feedback Differences in the Communicating your Practice 2: Inspire a Shared Workplace Message Developing SMART goals Effective Communication Vision Managing Tasks and Skills Developing Others Through Managing Conflict within People Coaching Resolving Conflict and Delegating the Work Practice 3: Challenge The Your Team Handling Difficult People Feedback for Process Planning and Goal Setting Inspiring Employee Reinforcement and Communication Styles Motivation Managing Change Improvement Setting SMART Goals Practice 4: Enable Others Manage Time and Principles of Effective Priorities Coaching for Success Workplace Laws for Time Management: Providing Performance Communication Analyze, Strategize, and Managers and Supervisors Feedback Practice 5: Encourage the Attack Motivating and Setting Skill / Will Matrix Heart Managing and Resolving Clear Expectations Interviewing for Success Conflict Motivating and Improving Steps to Delegating **Employee Productivity** Building and Sustaining Make Commitments and Effectively Demonstrating Leadership Managing Problem **Employee Engagement** Action Planning Motivation and Feedback in Your Current Role Performance Training for Results Leading Productive Capstone Exercise and Meetings Conducting Effective Commitments Performance Appraisals Building Successful Teams Two consecutive full days Two consecutive full days Two consecutive full days Four full days (eight three-Four full days (eight three-Two consecutive full days hour courses held over two hour courses held over two months) Three-hour courses may be Three-hour courses may be taken individually taken individually

Source: https://www.capital.org/s/supervisory-and-management

## LEARNING BUSINESS MATURITY MODE

#### STAGE 1: STATIC

#### **LEADERSHIP**

AND IMPA

- · No clear vision or accountability
- Operationally focused

#### STRATEGY

- Poorly articulated, if at all
- · Unclear objectives and

#### CAPACITY

- Lack of resources
- · Poorly defined or no processes

#### **PORTFOLIO**

- "We've always done it this way"
- Information-focused offerings

#### MARKETING

- No validated understanding of market, competition, or
- Limited, random, and unmeasured use of marketing

#### STAGE 2: REACTIVE

#### **LEADERSHIP**

- Vision but no widespread buy-in Accountability for current performance but unclear how it will be sustained or improved

#### STRATEGY

- · Exists but doesn't differentiate
- · Hasn't been shared broadly
- · Isn't tracked and measured

#### CAPACITY

- Resources adequate for current needs but insufficient for growth
- Processes implicitly understood but poorly documented

#### PORTFOLIO

- Efforts made to assess learner needs but inconsistent
- Some performance-focused offerings
- Some focus on evaluation beyond smile sheets

#### MARKETING

- Anecdotal view of market
- Offerings communicated with consistency via one channel but limited tracking of results

#### STAGE 3: PROACTIVE

#### **LEADERSHIP**

- · Vision embraced by crossfunctional team
- Shared understanding of how performance will be sustained and improved

#### STRATEGY

- Provides for differentiation and has been shared broadly
- · Metrics tracked and acted on

#### CAPACITY

- · Resources adequate for current and emerging needs
- Key processes documented
- Some investment in staff and volunteer development

#### **PORTFOLIO**

- · Good awareness of learner needs and learning theory but inconsistently put into practice
- Increased focus on evaluation beyond smile sheets

#### MARKETING

- Periodic efforts to assess market and competition
- · Efforts to establish segments and priorities within audience
- Use of multiple marketing channels with efforts to measure results and adjust
- Nascent brand for the learning business

#### STAGE 4: INNOVATIVE

#### **LEADERSHIP**

- Vision shared by top organizational leaders
- · Clear accountability and responsibility with succession and transition plans
- · Culture of learning

#### STRATEGY

- · Provides distinctive positioning
- · Has been shared and embraced throughout the organization
- · Metrics tracked and acted on consistently

#### CAPACITY

- Resources to address current needs and support innovation
- · Processes well defined and continuously improved
- · Consistent investment in staff and volunteer development

#### PORTFOLIO

- · Clear understanding of learner needs and learning theory consistently put into action
- · Effective alignment of offerings with learner needs and strategy
- Evaluation focused on assessing change

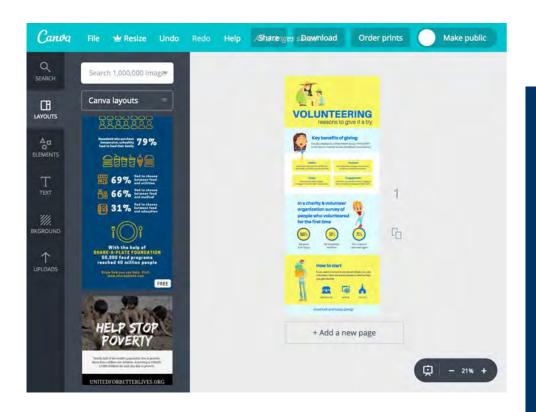
#### MARKETING

- · Validated understanding of market and competition
- · Use of segmentation and clear segment priorities
- Strategic use of multiple marketing channels
- Strong brand for the learning business

CAPABILITIES







## Tools & Resources

- Canva https://www.canva.com
- Fiverr https://www.fiverr.com
- 99 Designs
  <a href="https://99designs.com">https://99designs.com</a>
- Maturity Model
   https://www.tagoras.com/maturity





### For Now

 What questions do you have about framing a vision?

### For Later

- What content is both essential and complex?
- How might you frame that content to provide focus?







## Community as Competitive Advantage







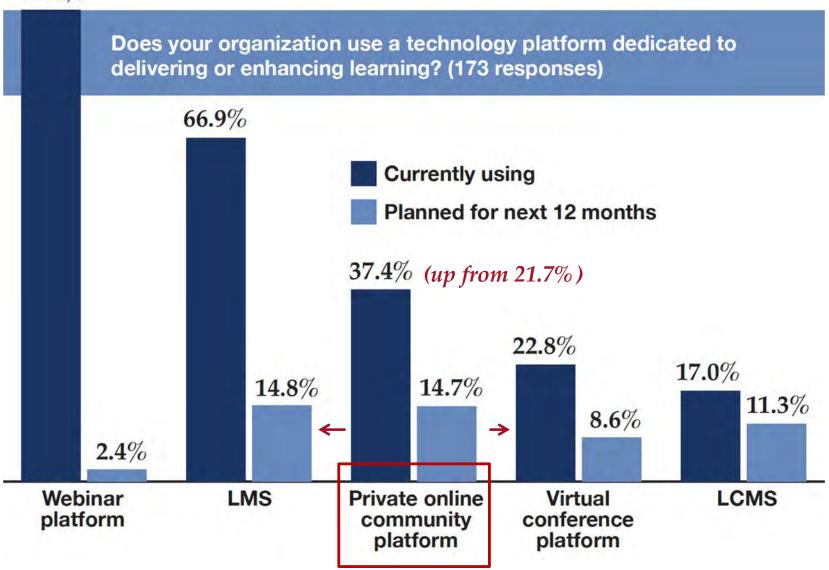
## **Dynamic Panels**







91.8%



Source: Association Learning + Technology by Celisa Steele and Jeff Cobb (Tagoras, 2017).





## Tools & Resources

- Collaborative Coaching https://www.tagoras.com/hot-seats-collaborative-coaching
- Social Learning <a href="https://www.tagoras.com/defining-and-designing-social-learning">https://www.tagoras.com/defining-and-designing-social-learning</a>
- Richard Millington
  <a href="https://www.leadinglearning.com/episode47">https://www.leadinglearning.com/episode47</a>





## For Now

• What questions do you have about community as a competitive advantage? Or anything we've covered?

## For Later

• What role does community play in your learning?

 How might you leverage community for learning?







# Leading Learning Newsletter

**Leading Learning Podcast** 

To help you through the dog days of summer we've put toget If a first or next learning platform is in your plans f

Platform Selection Bool Camp, It's the most co manage a successful platform selection process

### Now, on to the links:

- . [Leadership] Learning How to Learn In thi concepts like framing to paint a portrait of how wholeheartedly agree - the type of learning h learning, you should be able to look at your Schedule some time to read this one.
  - . [Strategy] Here's How You Know Your linked to source across all of our Leading In this post for Innovation Excellence, Sa world and the answer to that problem isn a new problem to solve." So, are you se new problems?
    - [Portfolio] Microlearning Malarkey thoughtful people come along with pli Learning podcast guest) always play

audio intelligence for learning leaders



n and again: you the most obvious

## https://www.tagoras.com/sala

That's it. If you enjoy and get value out of our e-mails, please forward this one to a friend or colleague and suggest that they mainstream latest thinking on education is outdated. If you want to see Jarche gives us a glimpse beyond the edge. (And be sure to read the posts that he links

subscribe.

Jeff & Celisa







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