

Learning Uncut Episode 58
Gareth Killeen – What Happened Next
Hosted by Michelle Ockers



Michelle Ockers:

Episode 58 of Learning Uncut is a What Happened Next episode where I speak with return guests to find out what has happened with the initiative we discussed in their original episode. Gareth Killeen from Reece spoke about using human-centred design to transform learning in episode 39. This next conversation starts with the leadership program that was rolled out as a result of the design and pilot we previously discussed. During the COVID period there has been a lot of emphasis on digital strategy. Much of this has been focussed on content. The Reece digital learning strategy is different. It emphasises the delivery of experiences supported by digital tools, with content being just one of those experiences. The Reece leadership program illustrates this with content being just 25% of the strategy. Another distinguishing characteristic of the program is that it is completed self-paced in self-driven cohorts. Hear how the learning team gains insight into people's engagement and progress with this program using, among other things, their learning digital body language. Our conversation expands to explore how working in an agile way with a human-centred design approach has led to great learning experiences that are continuously being improved.

Listen to the language that Gareth uses to describe how he and his team approach their work and how they think and feel about the people they serve. Also take note of the principles that underly their approach. This language and principles reflect some of the key mindset shifts I believe are necessary for learning professionals to help create high levels of individual and organisational agility – to help enable people and organisations to remain fit for the future.

Michelle Ockers:

Today we have another episode where we go and look at what happened next. And today I'm joined by Gareth Killeen from Reece who was our guest back in episode 39 in November 2019, so about eight months ago from the date of today's conversation. And we talked about using human-centered design to transform learning. Welcome back, Gareth.

Gareth Killeen:

Thank you, Michelle. Great to be back.

Michelle Ockers:

It's a pleasure to have you back. I was re-listening to your episode in preparation for this discussion, I remember how exciting it was to talk about a future way of leading needing to be backed with a future way of learning. We talked about a lot of things in that first episode, one of which was the leadership framework that you developed, the set of 27 capabilities, five mindsets, and the realisation that in order to develop those leadership capabilities, you were going to need to reimagine the learning blend at Reece. And you used a human-centered design approach to reimagine your learning blend at Reece. If listeners aren't familiar with episode 39, I'd encourage them to go back and listen to it. Lots of fascinating background there.

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Michelle Ockers:

So eight months on Gareth, what are the key things that have happened? What's happened with the leadership program? I imagine you would have run it several times now. You had piloted it and refined it when we last spoke.

Gareth Killeen:

Well, it's ongoing, Michelle. So it's self-service, self-driven approach to our leadership program. So what we've ended up doing is along those five mindsets. We have a number of different journeys according to people's moment of need. So understanding whether I'm just starting out as a leader, and I think we might have spoken about that last time, but that's really... We're now leading a team on a project for the first time. I'm now leading bigger teams of projects or now leading other leaders. So depending on your moment of need, there's a series of about 10 journeys that you can take that will develop you more and more deeply into that mindset or capability that you're growing towards. It really is a career lifetime of continuous learning that people can access in their moment of need, in their time, a self-service.

Gareth Killeen:

One of the things we've thrown around that to help manage that journey that's been really successful for us is that we ask people to volunteer to be part of cohorts together. So almost like a book club kind of idea, but where they're actually reading the book, hopefully, and meeting together regularly to go through journeys together. So that group, we call them learning pods, would be bought together and they would choose a journey to do together. And they would go through the content at their own pace and then meet regularly to discuss it. And we suggest two to three guided questions along the lines of, very simple, "What have I learned from the last week? And how have I applied that learning?"

Michelle Ockers:

So there's no facilitator in the midst of all of this? So it's self-paced and cohorts supporting each other?

Gareth Killeen:

Self-paced, self-driven. 100%. Yeah. So they're all supporting one another. We suggest to them that they appoint a convener, but that rolls through the group so everyone gets a turn to lead the discussion and we do ask for a liaison to hook back to us so we can see how it's going and we can provide any support and we're also able to understand what people are doing and share best practice. But they really just engage with those two questions every week and learn from each other as they progress through the journeys.

Michelle Ockers:

And how can you be confident that the learning then is being effective? This is a little bit of playing devil's advocate, we don't have a learning person in there facilitating, guiding everybody through, staying close, how can you be comfortable that the skills that need to be developed, that the program aims to develop, are actually being developed and applied back in the workplace?

Gareth Killeen:

Well, we are linking back quite regularly. So we have set them up in teams so we're able to get info and insights back from them. And our teams do meet with the conveners or the liaisons quite regularly as well. But that really is just one expression of the leadership journeys overall, Michelle. You'll remember that the human-centered design approach that our people designed delivered very much a blended learning experience for these

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leadership journeys. We're actually, and this has been brought up throughout our learning strategy, content is only 25% of our strategy. So we serve up just enough content to really set people up on a journey.

Gareth Killeen:

So for instance, if they're learning about collaboration, their first couple of weeks into that journey, they might be engaging with, "Here's some good practice ideas. Here's some great stories. Here's what people are doing around collaboration." But then it all moves into other phases of the blend, which will be things like explore or practice or coach. And all of these different points require people to do very practical workflow, blended types of activities that are captured in our LXP. So really we are understanding the learning digital body language of our people throughout those experiences and we're able to track and see what worked really, really well. And so the group expression is just one part of many expressions of how they can deepen their leadership skills.

Michelle Ockers:

I love that saying, the learning digital body language. Do you want to elaborate on that a little bit? What does that mean?

Gareth Killeen:

Well, it simply means that our learning experience platform, like we always say about our learning team, it's not the hero of the learning experience. The hero is always the learner and their team and the team leader and the environment. And what we're trying to do is set up enabling environments for people to thrive and grow in. So that's our focus. And the learning experience platform is just one part of that. So really what it is and the way we've designed it according to the blend our people have asked for in learning, is that it would be this digital coach, buddy in your pocket kind of thing, anywhere, anytime.

Gareth Killeen:

And the way that it works, as I said, content delivery is only 25% of our strategy. So one of the things I say to my teams over and over again is, if your content doesn't cause reflection, doesn't cause conversation, and doesn't cause contextualization to happen, then it's not learning, it's just content. So all we want to do by saying it's 25% is just set people up enough so that they can do their own explorations, they can engage in their own conversations, and they can work out how to bring it into their real work life. And the LXP is designed to, therefore, not only deliver the content but also enable and support the conversations that need to happen, the reflections that need to happen, and the contextualization that needs to happen. So really it features in every part of the blend, not just the content delivery.

Michelle Ockers:

Right. And half of this eight months since we first spoke has been the period of disruption with COVID. Have you had to change anything about the approach to learning at Reece as a consequence of COVID?

Gareth Killeen:

No. Probably, I'd say no. So yes and no. Of course it's been a challenge in terms of what our people are going through. So we've pivoted and delivered content and learning experiences to support people in adapting to all these changes. But in terms of our overall strategy, what it's... And please don't get me wrong, I'm not saying COVID is a good thing by any means, but what it's helped us do is accelerate our strategy, where we were heading anyway. And I think, what I've heard people say and really rings true for me is that something like COVID,

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what it's done is it's just accelerated existing trends in many ways, and we see that in retail and other places. And I think so in learning that's happened.

Gareth Killeen:

So it's helped us accelerate what we were doing anyway. We always saw at the heart of what we want to do, a digital strategy, and what that means for me in a digital strategy is it's not e-learning and it's not the opposite to face-to-face. For me, what good digital is, is it is where you are and wherever you may be, if it can supplement and make your life better, then it's succeeding. And that's what LXP has always wanted to deliver. So our entire strategy is based around, how do we enable and support people where they already are? And what's happened over the last few months has just helped us do that a bit quicker, perhaps, than might have otherwise taken us. And we find that people have perhaps engaged even more willingly and wholeheartedly with the learning opportunities that are on offer.

Michelle Ockers:

I love that, although it's a digital strategy, it's 25% content, it's not focused solely on content because I think what we've seen, and there's an interesting piece of research from the Fosway Group, which I'll include in the show notes. It's not a big sample size, -it was done with 108 organisations and they were looking in May at how learning has shifted in those organisations as a result of COVID. And the big shift has been to digital content. And most of the conversation there is about content, but of course, content is only one part of how learning really happens. You downplayed that in a lot of ways and created some fabulous ways in the digital environment to support people, to connect, to apply learning. So that's one of the things that really stands out for me, although it's a digital strategy, you've not got your blinkers on and focused overly on content.

What have been the ways of learning that your people in reality, when you've come to actually apply the new Reece blend, what have your people responded to most strongly?

Gareth Killeen:

I think that's a great summary there, Michelle, and I certainly would emphasise the importance of that. And what you're saying is exactly what our people have responded very, very well to. So they've certainly enjoyed engaging with the content itself, but because it only forms 25% of our strategy, I think what's really connected the lights on is when the blend flips into one of the other parts of that is just how excited they've been and how engaged they've been. And because I think sometimes it's difficult in a podcast format to visualise what will that experience be? Because what I'm really talking about is what we're trying to do is deliver experiences that are supported by digital tools. And content is just one of those experiences.

Gareth Killeen:

So for instance, one of our mindsets is collaborate. So to be highly collaborative, be hyper collaborative, but there's particular skill sets that are required for that in different environments. So what a learning experience for that might look like through our blend for instance would be, your first few weeks are set up with some content where we tell stories, it's normal kind of learning, you're engaging with content that helps you understand what great looks like in practice. And then as you move into... And all through that, you are continuously, we bake learning into that process. So you're continuously reflecting and being asked to recall the content into your own experience. So after every learning, there's sections on LXP where you capture your thoughts and you'll be asked questions.

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Gareth Killeen:

And this is what we say to our team. I want as much time focused on thinking of great questions to ask, as you would crafting a great story, because that question you asked is so important because that's really where the learning transfer actually happens, because someone now is thinking about how that story applies into their real life and how they can use it.

Gareth Killeen:

So you'll move through that content phase into what we would call an explore, which is the next part of our blend. And explore is that whole learn to learn kind of thing. But in explore and collaborate might look something like, the LXP will challenge you that week to say, "Based on everything you've learned so far about collaborate, observe your team for the next week and note down the practices and habits they have that may help or hinder their collaboration." And then you've got space in your LXP again, you've got a little box where you capture all your reflections for you and it captures it in like a journal style format so that you have access to that. And so you'll capture that through the week, you'll watch your team, and immediately now you're applying what you've learned again directly into your leadership of a team.

Gareth Killeen:

And you'll move from that then into the next part of our blend, which is practice. So now you're being challenged to think about how you might actually make a change based on what you're learning. So, the LXP might challenge you for that week or say, "Right, over the next week," and this will be quite checklist orientated, "get your team together, tick. Share with them the results of your last week observation." So what you were doing and what you noticed about them. Tick. And then, "Brainstorm one way that you, as a team can improve how you collaborate together."

Gareth Killeen:

And all of a sudden what you've done through that journey is you've gone from concepts and thoughts and stories, you've really reflected upon yourself, but you reflected in a way that is very real and relevant to your context. And then you've worked in practice with those very people to say, "Right, how do we get better at this? And how do we, as a team put into action what we're doing?" And then that'll move you into the fourth part of our blend, which for the leadership stuff was a coach. And the power of coaching in Reece is something that's very real and valid. But the coach works that we've designed the coaching questions and you'll get to that on your LXP. So, you progress that through the weeks, and we lock off the week so they open up week by week. You can't binge learn it. That's one of the things we sort of baked into it.

Gareth Killeen:

So you follow through the weeks and when you get your coaching week, there will be a series of coaching questions based on all your experiences of what you've learned over the last four or five weeks. And then the LXP enables you to book an appointment with your one-up or anyone in the organization, but normally it's your own team leader, or whoever that may be. And it books it into Outlook. So the person can say yes or no based on that. But when it's accepted, the coaching questions are saved in Outlook, both for you and your coach. So all of a sudden now your coach, who hasn't been part of your journey, has these questions on hand and can engage with you on them. And the LXP again, supports that because it's responsive. You could use your phone and then you go back into LXP after that coaching session and capture your reflection.

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Gareth Killeen:

So that for me is an example of how you can create a digital support tool that can really be there to challenge, help people reflect, but also just support them to do the learning in action throughout.

Michelle Ockers:

Have you had to modify the leadership program in any way since you launched it?

Gareth Killeen:

No. No. We haven't. We've had... If you're looking... We will always be looking to improve what we're doing, so we're always making improvements as we go along, but in terms of major modifications, no. So, because we work agile and because we're watching the learning digital body language of our people in terms of how they engage and how they don't engage, we're looping that data back into our ongoing design. So we will use that to change certain things. And we're continuously getting feedback. But I have to say that, it's not to say we haven't made big changes, but because we worked in that way from the beginning, many of those major changes were made earlier on. So don't see this as one big moment where we released everything, it was an agile iterative process all along and we were constantly sharing content and experiences with people as we built it. And we were getting challenges and feedback all the way through and that practice continues.

Michelle Ockers:

So as a result of the way you were working, you've ended up in a situation where what you ended up rolling out iteratively has stood the test of time at this point?

Gareth Killeen:

Yeah. 100%. And I mean, we fail often, but it is that old agile adage of, fail early, fail cheap kind of thing. So, yes, we did a lot of failure, but through the process and what that's done is it helped us build something that's standing up pretty well.

Michelle Ockers:

Now you spoke a little bit about, well, several times about the LXP and the role of the LXP. And I'm fascinated to talk a little bit more about that, because that's something you, at the time we spoke about, hadn't fully implemented. You were still going through that process. Two episodes ago, episode 56, I had a guest Kristina Tsiritakis from Deciem who did implement an LXP and she'd come from a more traditional environment for 10 years and then moved into Deciem as the first learning professional in the organisation. And what she said she realised after going through the process of working with an LXP is a degree to which the old technology she'd been using had limited her view of what was possible with learning. And that an LXP has been a huge shift for her. So I'm really curious, in the process of specifying, working on implementing the LXP, how has that experience of working with an LXP differed from working with a learning management system? And what has that meant for learning at Reece?

Gareth Killeen:

That's a great question. I think I would... The change up I'd say is that our lens is not the technology. Our lens is the experience we want to deliver. And so our LXP we use has been designed specifically for Reece. So it's based on something else, it's built off the spine of an existing technology, but in terms of its... We take a very strong user experience and what we consider very, very deeply through our human centered design process is, what is the ideal experience or the best experience that we may be able to deliver to affect learning transfer?

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And to really enable and support our people in this experience? And then we think about how best that can be delivered.

Gareth Killeen:

So for instance, leadership took this particular blend, but when we talk about how we deliver our selling capabilities, because we build our learning along capabilities that are strategic to Reece in many senses, and that has a different blend to it. We're re-imagining our onboarding and that's going to have another type of experience. And what I don't want to do is kind of shoe horn that into what I think our LXP can deliver, I almost want it to be the other way around and I want to push our ongoing road-mapping and development of the LXP to be able to support that and if it can't, I want to find something else that can. But wherever I can, and if we're thinking about our stack or an ecosystem, we have to be relentless about delivering great user experience.

Gareth Killeen:

So we always talk about the complexity sits with us, not our end user. With them, it's got to be a very simple, easy, pleasurable, wow kind of experience. And we will take the load or the complexity on us as the learning teams.

Michelle Ockers:

Understand. So, when you look back over the last eight months then, where has your focus had to go to keep continue sustaining things, to continue developing things? What are the key pieces of work you've engaged with?

Gareth Killeen:

So, our leadership development has sort of taken on a life of its own through this. We've managed to bring other capability development journeys into this as well, into this experience. So that's something we've done. And then we're re-imagining other key aspects of life at Reece, such as onboarding. I think we'll look at other strategic capabilities going forward, but if I look at the experience overall, what we're going to be delivering very shortly now in the next month or two, is the next phase of releases in the LXP. And again, this has very much come out of what we've heard from our people and what they need.

Gareth Killeen:

So if I was to sum up this first phase as I've described to you, it's been very much about helping our people see learning as a competitive advantage and not a compliance driven activity. And that is kind of the whole democratization of learning and letting it be a very self-driven experience where you don't just select certain potential people, but anyone and anyone can engage with leadership development. And so it's that self-driven process. But our next phase we're delivering, if I go, "Yes, we're delivering self-driven. What we're delivering now is self-driven, but leader enabled." And the whole leader enabled, our next wave of kind of feature releases is all around sustaining and enabling great development conversations to happen.

Gareth Killeen:

So one of the things we're releasing is a dashboard which really tracks and shows how people are learning. And the way we're designing the dashboard is so that leaders can see who's really seeing learning as a competitive advantage and people can be rewarded for that and leaders can have great conversations with them. So there'll be conversation guides around that. We're releasing within that, not only the dashboards, but also coaching planner sort of 2.0, an improvement of our coaching plan. And then also a development planner, which is a replacement. We stopped performance conversations years ago. So it's about

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that ongoing career development kinds of conversations. And those are all being rolled out into our LXP with the aim of saying, "These are tools which will enable great development conversations to happen." So that's where we're headed next.

Michelle Ockers:

Okay. What I really love about what you're talking, everything you're talking about comes back to a set of really solid principles about creating a great user experience, about your commitment to your people and their learning. And it's almost like there's a set of principles that guide everything, that things just continue to build upon this foundation of principles, Gareth.

Gareth Killeen:

Absolutely. I think we... Great design and experience design is doing exactly that, having a set of design principles that guide you in staying true to what your people need and want in the moment.

Michelle Ockers:

And as you've worked on these different capabilities, have you gone through that same series of design workshops, that same human -entered design approach as you went through for the leadership capability? Or have you adjusted the way you're using human-centered design?

Gareth Killeen:

No. So we have... Yes. So with our re-imagined onboarding, so we did them very differently, but we've sort of baked human-centered design along with agile into an adaptive way of working that is just part and parcel of how we engage. So we do human-centered design kind of listening practices as part of everything that we do. But for big builds, we ran for instance for re-imagine onboarding, we ran another series of about 12 design labs spread out throughout the country, where it was a very different type of experience from our leadership one, but the aim is the same, it's to get close to people and understand the frustrations and the pain points of current existing practice. Also understand what aspirations would be and what an ideal experience would be. And then we take that and obviously use that to hold ourselves accountable to delivering what our people need.

Michelle Ockers:

I love the fact that you're not stuck in one way of doing it, that you haven't held up the blend you've come out of the leadership program with and said, "Well, we've got the magic formula now. We just need to do this for everything else." That you're always looking, coming back to, "Well, who is this for? And what's the kind of experience that's going to work here? And how do we work with the people in this group to create that experience? And then if we need to adapt the tech, how do we then go and adapt the tech to support the experience, rather than the other way around?" Is what I'm hearing out of the approach here.

Gareth Killeen:

Yeah, that's very well summarized because I think you would know as well as I do, there's no magic formula at all with any of the stuff. And you will very soon be humbled if that's your approach, but actually the process I think of humbly listening to people and knowing what their real... And that is a tremendous privilege for us, is we get to hear people's stories and we get to hear what their pain points and their struggles are and how hard it can be to become successful, perform in different environments. And if we do that and we do that really, really well, and then we stay close to that as we build, I believe that our chances of delivering something that our people actually need, want, and will use are much higher.

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Michelle Ockers:

What's the common sort of feedback you hear from your people about the experience now of learning at Reece?

Gareth Killeen:

Right now, we have a lot of excitement. So we're getting fantastic, really fantastic feedback from the different learning journeys that people are engaged in. And very much so, we're getting a sense of... Because our legacy LMS still stands, it's like, "Please never take us back to that." So keep us close to what's helping us. And even in our on-demand content, which is really how we're currently building a right for Reece recommendation engine. So there's an AI that understands, it's an algorithm we've developed that helps us understand what people need and when. So it lifts up recommended content to them in their moment of need. And it's based on their real job needs where there are friction points in terms of effective performance and how we deliver content to the right people in the right place and the right time.

Gareth Killeen:

And what thrills me beyond words is we see a lot of people posting on our workplace sites and so on, "Just sold X," a new whatever, "thanks to the learning I did on LXP." And we're getting that a lot. And we're also getting a lot of investment from our marketing teams, our merchandise teams, our operations teams who want to work with us to deliver that kind of content. And really that's where the performance consulting concept comes because we cannot possibly keep up with that demand. But if we're feeding off that energy and working with people in a smart and consultative way and empowering them to build learning and we're working with them in the right kind of way, we think that's doable.

Michelle Ockers:

Fantastic. Great feedback. Great feedback that you're getting. So for you as the leader of the learning team, when you reflect back over the past 12 months, what do you think you've learned through this body of work?

Gareth Killeen:

I think I've learned just how important great learning experiences are to business. Learning has been something that Reece itself has always held up as really, really important. Over the last few months, this has only become more and more emphasized that the reality is that you cannot prepare everyone for everything they need to know and say, "Good luck. Go for it." That continuous learning is an absolute essential to surviving and thriving in our current environment and beyond. From the way people have engaged with this kind of continuous learning, I think I have learned just how important it is that we're there and that we're willing to throw aside our assumptions and old habits and I would say Michelle, and I know there's a lot of debate about this and I hope this comes across in the right way.

Gareth Killeen:

I really think things like agile and human centered design, if we do them humbly and with that aim, they're not trends, they're absolute must haves because the only way that we as a learning team can support people in today's age filled with constant change and challenge at unprecedented pace, is to be agile and adaptive ourselves. And they deserve that more than words can express. So in many ways, it's the very least we can do. I think for me, it's just come across as more and more of a challenge is, how can we get our teams as close as possible to where our people are hurting or struggling? And that's often in those kind of transition points, wherever that may happen and design there and be there and be that presence there and again, work alongside them so that you're clearly not the hero here.

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They are. And your role is to support and enable them to be all that they can be in that context.

Michelle Ockers:

There's so much I love about what you've just said there, Gareth. And not only does it get to the right needs in a way that's deeply respectful and works with where people are really at. I think one of the things that many learning teams grapple with is a capacity issue. We've only got so much capacity and if we've got to be there every step of the way and if we're the ones who've got to take the whole burden, if we think it's our job to be the ones who manage the learning, facilitate all the learning, we can never keep up and we can never create organisational agility. And I think that's another benefit of the approach that you've taken at Reece. I just love following your work and I know that many of our listeners do.

Gareth Killeen:

Likewise Michelle. I love following your work and thank you for... You're an inspiration, I think, to many across. So thank you to you and others who help keep our heads in the game and help us stay on track with what's happening out there.

Michelle Ockers:

Well, it's the good quality conversations. They're a key way, I think we learn as a community and everyone's curious about, what are others doing? And I love the fact you've come back and updated us on the story. And I know that people are going to get a lot of value out of seeing where you've shared, particularly now. I think people are grappling more than ever with what is our role. And you may have seen we're running this Emergent series where we're looking at what's business reality as a result of the pandemic and how can we emerge stronger? And I think the answers were there before the pandemic, but it's just created a new urgency to look to great practice and make sure that we don't just try to shove everything online and replicate bad practice, but really use this as a time to lean into what really works.

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Michelle Ockers:

And I think the kind of practices you've spoken about and how well they've worked and how much your people are engaging with them and that the learning culture as a result is kind of just bubbling up because you've created fantastic user experiences, I think that's one of the key lessons out of this. So Gareth, is there anything else we haven't talked about that you'd like to share before we wrap up today's episode?

Gareth Killeen:

Not really. Just, we have a long way to go, but in some ways I think we always will have a long way to go. So it's really just staying connected to that. And to my fellow learning people out there, it's a challenging time, but it's a privilege. I think we're needed more than ever. So we just need to keep on keeping on really.

Michelle Ockers:

Absolutely. Thank you so much, Gareth. We'll put a link to your profile in the show notes, your LinkedIn profile if people would like to follow up with you. And of course, they can use the hashtag Learninguncut to engage in more conversation around the themes from today's episode. Thank you.

Gareth Killeen:

Thank you.



About ReThink Learning – a message from Michelle Ockers

One of the topics Gareth and I discuss is how to create effective learning experiences supported by digital tools.

I created Rethink Learning to help learning teams and learning professionals with this challenge. The barriers to learning innovation are lower than ever. Now is the time to engage business stakeholders, embed good design practices, work in agile ways and use technology more effectively.

ReThink Learning will accelerate the shift in mindset, skills, practices and tools you need to quickly design and develop effective learning solutions for the virtual environment. You can apply it to your work immediately to redesign of an existing solution or design a new solution as you learn.

For more information on ReThink Learning check out <https://bit.ly/ReThinkLearning>.

About Michelle Ockers



www.michelleockers.com

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Michelle Ockers works with business and learning leaders to realise the untapped potential of learning in organisations. She is an organisational learning strategist and modern workplace learning practitioner. Michelle works with organisations to develop and implement transformative organisational learning strategy, and to build the capability of their learning team. She delivers keynotes, workshops and webinars for learning and broader professional or workforce groups at both public and in-house events. Michelle also mentors learning professionals at all career stages on career planning and professional development.

Michelle received the following prestigious industry awards in 2019:

- *Australian Institute of Training and Development Dr Alastair Rylatt Award for L&D Professional of the Year – for outstanding contribution to the practice of learning and development*
- *Internet Time Alliance Jay Cross Memorial Award – for outstanding contribution to the field of informal learning*

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