

Learning Uncut Episode 69
Jane Hart, Nicole Lam and Harold Jarche – Modern
Professional Development Approaches
Hosted by Michelle Ockers



Michelle Ockers:

Welcome to 2021. As we move from one year to the next and take a break from work for the festive season it's a natural point to reflect on the year that has passed and set goals for the year ahead. The first two Learning Uncut episodes for the year reflect this with a focus on professional development. I'm talking with a series of guests to talk about approaches that have been very powerful for my own development and career direction in recent years and I think it's worth sharing them with you.

2014 was a significant turning point in my career. It was the year that I learned how to build a network online. It accelerated my learning, allowed me to improve and innovate in my work and created new opportunities beyond anything I could have imagined for myself. This shift started when I enrolled in an online program about social learning being run by my first guest, Jane Hart. We explore modern workplace learning in our conversation, and Jane discusses how she continually evolves her programs to keep them relevant and practical.

While I was applying the skills from Jane's program participating in a Twitter chat I came across John Stepper talking about something he was creating called Working Out Loud Circles. The ethos of generosity, contribution and growth mindset provided a very different perspective to my experience of networking up to that point. I immediately set up a circle and it radically transformed how I build relationships in my network. John has previously been a guest on the podcast discussing Working Out Loud. In this episode I'm joined by Nicole Lam, a learning professional. She discusses her experiences as a participant in a number of Circles and the benefits she's gained from Working Out Loud.

My final guest is Harold Jarche. We discuss the Personal Knowledge Mastery (or PKM) approach that he created. I did Harold PKM program in late 2014. For me PKM is a collection of skills and practices that help me to find, filter, make sense of and use what I need from the sea of information available online, through others and from my own experiences. It helps me to find what I need when I need it, to learn more effectively from my experiences and to generally stay abreast of my field.

Check out the show notes for a stack of links to explore the approaches discussed in the episode.

Also, if you are an L&D professional who is in a place to make or influence change in your organization take a look at the Emerging Stronger Masterclasses which are running in March 2021. I'm hosting these alongside my Emergent Series co-hosts, Laura Overton and Shannon Tipton. We'll be joined by experts from the podcast series to guide you through a hands-on experience with peers from other organisations to identify breakthrough actions to address the biggest challenges that you are working on in your organisation. Go to emergentmasterclass.com for information.

Enjoy this episode and be sure to listen to Episode 70 for more great professional development approaches.

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Michelle Ockers:

Welcome Jane. It's an absolute pleasure to have you on Learning Uncut. If you can start by introducing yourself to anyone who may not know you, although you do come up regularly in guest episodes on the podcast as someone who's inspired many other learning professionals. So for those who haven't heard of you, tell us a little bit about yourself and your work.

Jane Hart:

Well, thanks Michelle. And thank you for inviting me here today. I think most people know me from my work online, either through connecting in Twitter or LinkedIn, where I share quite a lot of the stuff I do. Most of that revolves around sort of helping organizations modernize their approaches to workplace learning. And I do that in a number of ways, through writing a lot about it, through working with organizations, through running workshops, lots of different ways that have helped me understand what challenges people are facing and how they're thinking about moving forward. And my own views, of course, where I think the future workplace learning lies. So I think probably people mostly know me from all my online work.

Michelle Ockers:

Yes. And I came across you online. I think I first came across you in 2014. I'd been going to conferences for a couple of years and there was always a speaker who said, "Who here is on Twitter?" And I would put my hand up because I had a Twitter account, but I had no idea what I was doing with it. It got to the point where I thought, "I need to go and talk to one of these speakers and just say, "How do I get started?" And they actually suggested I take a look at what you were doing, Jane. And I did your Social Learning Practitioner program, which was available at the time. I know you keep evolving the programs that you provide, but that really was the key to me getting started with blogging, with getting onto Twitter, with learning how to engage in a network to learn.

Michelle Ockers:

So I credit that with radically altering my own professional development and the course of my career. So thank you for your contribution.

Jane Hart:

Well, that's good to hear Michelle. In the early days, lots of people on Twitter were just talking and we don't realize properly quite an effect we had on people, but certainly now I think Twitter has become quite a big place to connect with people so easily and have a few moments during the day and listen to what's going on.

Jane Hart:

For me, it was probably my main place for professional development. Often, when I said that at conferences, people sort of laugh at you, but for me it's been really an outstanding place to just have very short interactions but learn so much from those short interactions.

Michelle Ockers:

So Jane, you talk about modern workplace learning and I'll put a link to your site, Modern Workplace Learning in the show notes. What is modern workplace learning?

Jane Hart:

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Ah, good question. Well, I think it's evolved from all the work I've done, as you've mentioned, Michelle, over time. Where we focused on improving training and then the whole concept of social learning evolved and how people needed to, especially in the workplace, become more connected to one another and learn more from one another.

Jane Hart:

And then of course, for me, one of the big things is about enabling and supporting personal professional learning at work. So people take much more responsibility for their own learning. Collectively, I call that Modern Workplace Learning. For me, it means that Learning and Development teams need to think much more about just designing and delivering stuff for people to do, but helping and enabling and supporting people to learn in all these other ways, from their teams, as part of their daily work and daily interactions and their daily tasks, even, as well as taking some time for themselves. Perhaps on a daily basis, to do something small just like we talked about with Twitter, to just push themselves forward all the time, perhaps not even really realizing that that's what they're doing, but just generally pushing themselves forward. So collectively, then, that's all about modern workplace learning.

Jane Hart:

So what I've done, and I've written it all up in sort of this big online resource, it's also available as a PDF to download, but also run some workshops alongside that to help organizations really think about particularly learning and develop people, how they can actually put that into practice. Because for many people it's still about, as I said, doing things, creating things, managing those things that have been done rather than new sort of work that I think is around supporting people during their daily work and doing much more for themselves.

Jane Hart:

So that, hopefully, sort of summarizes what Modern Workplace Learning is all about.

Michelle Ockers:

It does. And I think it fits in really nicely to this aspiration that's been discussed a lot by Learning and Development professionals, for people to be more self-directed in their learning, to take more responsibility for their own learning, to build learning cultures, whatever that means in different organizations. But then there's this challenge of, "Well, how do I do that as a learning professional? How do I enable people to learn in more self-directed ways without me having to be there?"

Michelle Ockers:

And sometimes there's even a bit of a self-identity crisis, I, as in the Learning and Development professionals, we know how to control things. We know how to structure programs. We know how to design pathways for people. But what is my role if we're in this environment where people are more self-directed, what value do I add? These are threatening for me. So how do your online workshops help Learning and Development professionals to tackle some of those issues that get in the way of achieving our aspirations for healthier learning cultures?

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Jane Hart:

Yeah, that's a very good question, Michelle. I think there's a number of stages or phases. I think the very first one is recognizing for oneself what it means to me or as an individual, as an L&D person, but pretty much as a learner, if you like, a modern learner. Although I don't like to use that term too much, but what does it mean for me? How can I personally get more out of my daily work? What can I do for myself? And then once an individual recognizes what they can do for their self, they're in a much, much better position as a start to help other people by demonstrating what they're doing. Just like you doing, of course, with all the work you do and through your podcasts and so forth. You're actually working the tool, to use that old term, you're actually demonstrating what you do. It's not a matter of, "Do as I say, but do as I do." That's the start of it for the L&D professional.

Jane Hart:

And then of course it's encouraging and supporting that process in your organization. And here is where I think managers really play a big part in growing and developing their teams. That's not traditionally been a role they've been telling their people what to do and, again, how to do it.

Jane Hart:

So I think L&D's role therefore starts to work with managers and help them evolve their role and take on some of this risk, more responsibilities, of becoming more of a coach than just a boss, what that means in reality. And again, that's not putting them on some leadership development course. That's probably working with a much more one-to-one basis or group basis and providing support on the side, acting as sort of an advisor or partner rather than a trainer or instructor.

Jane Hart:

And then of course, once the managers begin to start to do, actually support that process. There's always going to be things the manager's going to need help with. Some individual perhaps recognizes that they need to develop a particular skill. So where's the best place to go and do that? How can we help them best? And of course, the L&D professional's the expert here. He or she can then begin to sort of support those finer details of the process.

Jane Hart:

So I think it's a three-stage activity. Unfortunately for many, we're still at that first page of taking it on for themselves and beginning to do much more themselves and recognizing what it actually means perhaps as an individual. Certainly I tried to take people through some of those ideas in the workshops I run.

Michelle Ockers:

I think that point about having the experience yourself, of being a self-directed learner and putting in place some of these daily habits and practices that we're then trying to enable and equip others to undertake. I think that's really important, both because there's integrity in it and role modelling is really important, but also because you get to have the experience and understand some of the challenges that that can create, both practical challenges and sometimes mindset challenges, particularly if you're talking about more social learning and collaboration and sharing things and reaching out to others to help you with problems or issues or sharing work that's not yet complete and getting feedback on it. I think there's tremendous value in Learning and Development professionals building up these practices and skills for themselves so that they can inspire others to do as they do and not just do as they say.

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Jane Hart:

Yes. And that is a big change for many people who've come perhaps into the profession thinking they're just going to be creating courses and putting them on LMS and managing people who've done it. So it is a big mindset change, as you say, and that's the biggest issue I think that I have either helping organizations or helping individuals, practitioners within organizations who recognize it to change... Not change, but sort of help to evolve the mindset within the organization. There are still many people who think L&D's role is purely about providing training and that's it, and not supporting learning in it's sort of wider sense. Or even the organization only realized that learning is much more than what I've been training. So there's an awful lot of work to be done here, I think.

Jane Hart:

And it's just a matter of sort of giving people the competence to do that, then, because often they're working in a sort of isolation in an organization and they're having problems. They don't know how to address them. But coming together in these workshops, they can meet up with others who are actually experiencing the same things. And that does give them some sort of support and moral support in actually thinking, "I am on the right lines. I'm doing a lot of this from just a good gut feeling that things need to change, but I've realized there's an awful lot of other people out there thinking exactly the same as me and doing some things." Even though they might be small things, but just gradually changing the way we think about how people learn at work and how we can support them.

Michelle Ockers:

I'm just looking at your upcoming workshops for the first half of 2021 on the website, which I'll share in the show notes. The sort of topics are promoting self-learning and self-development, modern training, supporting continuous learning at work, promoting continuous personal learning, just to give people a flavour for some of the workshops you're currently offering. Can you describe for people, Jane, what these workshops look like from a user perspective? What experience can they expect from one of your workshops and why have you set them up in the way you have?

Jane Hart:

Okay, well the first thing I say is they're not a traditional course. I'm not going to come in, set you some work and then provide a quiz or a test and then make sure you've done it. It's about establishing right from the beginning that the participant takes responsibility for their own Learning and Development. So they can put in as much or as little effort as they like. It's up to them, they really decide on what's important for them.

Jane Hart:

And then on a weekly basis, I suggest some reading from my sort of book of resources and a task or two that they might undertake that specific to their organization. And then ask them to share the results of that task in the group. And then hopefully the group, then, the other members respond to it and ask questions or comment on it or whatever it is.

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Jane Hart:

So the whole thing is based around interaction with other people who, for me, are the sort of the key people here. It's not me. I'm just guiding a way through, but it's that interaction with others, as I said, to help them see that there's other people out there doing similar things as themselves, having similar sort of problems.

Jane Hart:

But it's not a fixed structured thing, in as much as you have to do it by a certain date. It's open; fit it into your life, not having to fit into this way of doing things. That's really been one of the drivers right up from the front to promote autonomy and self-governance, to provide a flexible sort of approach that people could fit into their working lives and then the opportunity to connect with other people and discuss.

Jane Hart:

As I say, do as much or as little as they like. I'm not there going to be saying, "You're not contributing. You're not doing that." If they just want to sit there and read stuff and do something, listen, I'm happy with that. That's what they want to do. It's a very flexible approach that people can use and do whatever they like.

Jane Hart:

Now, this one I'm running a workshop this week, it's six weeks. And the people are really, really responsive, doing an awful lot. Sometimes the workshops are not so interactive, as perhaps I would like them to be, but again, it really depends on the people that are there, that are in it. I think the comments that come back, that people just do like to have a much more flexible approach and it's quite something new for them because often they say to me, "What time do I have to do this? When does have to be done by?" They're still in this very old mindset, a very structured approach. So I hope it opens up their eyes to, there are other ways that even when you are providing something a little bit formal and structured, it doesn't have to be in the sort of old school ways of doing things.

Michelle Ockers:

You're giving people... It's got a lot of integrity. You're giving people an experience of the kind of approaches that you are suggesting create an environment for modern workplace learning in their organization, so something they could model off as well.

Jane Hart:

Absolutely, yeah. That's right. And it's all based around, well I use Yammer, and have used Slack. Again, that's really to show that you can do so much with these collaboration platforms that are already in place. And particularly now in lockdown have been used considerably for remote working. You don't need an enormous amount of new tools and particularly dedicated learning tools. You can just use the ones you've got well to establish more relevant, more appropriate practices for today's workforce.

Michelle Ockers:

Absolutely. And the second last episode published in 2020 of Learning Uncut is a conversation between myself and Helen Blunden about a piece of work we did when I was at Coca-Cola Amatil and I engaged Helen as an external person to work alongside me on a program called Work, Connect and Learn, which we implemented to help people get up and running in communities of practice at Coca-Cola Amatil. And Jane, you may not be aware of this, or you may not recall it, but one of the things that Helen and I did together as we were designing that program, was we did your Guided Social Learning Design course, which you

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had running at the time. And that was tremendously helpful. So if people perhaps want to see an example of the two of us having taken one of your programs and how we translated some of that into a real example of encouraging people to engage in social learning through a community of practice, that they could go and have a look at that episode as well, which I'll put in the show notes.

Jane Hart:

And of course, that's really what all these workshops are like. I call them online workshops so that people can sort of understand that term, but essentially they are what you said, a guided social learning experience. They are ways of sort of facilitating people to come together around perhaps a little bit of content or whatever. But that's not really the main thing, the content. The main aspect is that interaction with one another. How you do that is very important because you don't want to force interaction, then it doesn't really work. You've got to have a sort of fairly loose approach. And it will depend in different organizations. I know people have tried it in different places with varying amounts of success, because the either want to sort of control the whole process and then it really doesn't work or leave it so loose and open that again, that doesn't work. So it's a map, really, that can be sort of tweaked for the relevant sort of organizational context, I think.

Michelle Ockers:

So is one of the challenges then, Jane, in applying the kind of approaches that you would call "modern workplace learning" is you can't over structure it, but then you can't just do nothing. You have to do something. What tips or guidance do you give to people as to how to find the right balance?

Jane Hart:

Well, I think there's a lot we can do in this, this year. Well, for 2021, I'm re-writing my whole workshop my book around Back to Basics, as I call it. Because I think rather than trying to over-complicate things, to over-engineer things, we need to just go back and do some very simple things like great resources, very simple, quick and easy resources, rather than worrying about very complicated, sophisticated courses that take time to deliver. To be much more, provide short engaging live trainings perhaps in Zoom or Teams or whatever it is. To perhaps use more of the tools, as I said, that have in place like email and WhatsApp and blogs or whatever, to deliver a lot of this stuff direct to people rather than having to take them away and put them into some special sort of learning system. And to provide these more social opportunities through online workshops and so forth.

Jane Hart:

I think there's a range of things, so there's no one answer, but it's perhaps understanding the whole gamut of things and not just thinking about, "Oh, I need to create a course," or, "I need to put it on to Zoom," or whatever. There's so much more that could be done.

Jane Hart:

In terms of creating things, because I know people quite like to create things, but then there's also that whole piece about supporting managers and individuals as they move on. And actually some of these little pieces that you'd perhaps create, it can be used to stimulate or encourage or trigger new ideas in people.

Jane Hart:

So as I say, it's not about sending managers on big leadership development courses, but have become a new manager in this new world of work, or individuals have to take

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responsibility for their learning, but just provide sort of very small pieces or activities or events or resources or whatever it is, just to keep that momentum going.

Jane Hart:

So for me, what worries a lot of people, as I said, still like to create things. I think probably that's still going to exist in terms of the future, but perhaps think about doing those things in much more effective ways and certainly short, quick and simple approaches rather than big monolithic long-winded courses.

Michelle Ockers:

They take a long time to create and they're slow for people to complete, right? As opposed to that shorter, sharper approach. What you've said there is really consistent with one of the themes that came out of our Emergent Podcast series that we ran from mid 2020 for four months. And that's the idea of simplification. A lot of our guests spoke around getting rid of stuff that doesn't work and streamlining things and making things more lean and easy for people to access and use. Very consistent with what you've just described.

Michelle Ockers:

There's another resource which I'm going to point people to, Jane, for them to get a sense of what does the Learning and Development professional do to support learning as opposed to facilitate it or to train it? And that is the Learning and Performance Institute Capability Map. And you were one of the key people. You lead several of the working groups around defining capabilities for Learning and Development professionals around supporting learning, things like supporting work teams.

Jane Hart:

Yeah.

Michelle Ockers:

One of the examples, and I've used that capability map a lot in my work with Learning and Development professionals. And there's always a lot of interest in that skillset. So I think that's worth sharing with people as well.

Michelle Ockers:

Is there anything else you'd like to share with listeners around Modern Workplace Learning, Jane?

Jane Hart:

Well, I think coming out of what you've just said, Michelle, I think it's important to reiterate that in this new world, you don't have to be an expert at everything. I think there's opportunities here to begin to specialize in certain areas of work. So if you really liked spending time with teams and helping them get the most out of their daily work and interaction, I think that's an opportunity to do that and perhaps move away from some of the more design and development work. But of course, there's still people like doing that, so they haven't got to necessarily broaden out. Now there's going to be opportunities for them to continue to still create things, as I've said, perhaps just little short things rather than big things.

Jane Hart:

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In a large organization, obviously, you can have lots of different people doing different things. In small organizations, I think the role needs to become more of an enabler. And then perhaps, so that it's really much more about supporting what's happening in the workplace and how you can help individuals working more with individuals to sort of take more responsibility for their learning. I think, again, there isn't like any one size fits all approach to modern workplace. It's a whole gamut of different activities and approaches that an individual needs to take and see what's going to work best in their own environment, I think.

Michelle Ockers:

Yeah, I think that the really high-leverage approaches for small Learning and Development teams in particular because it removes the need for you as a Learning and Development professional to be physically present, to help people to learn. And the other thing I've seen in bigger organizations in terms of bridging people from their current roles and the way things get done, to more contemporary roles for Learning and Development professionals, often it's the trainers or facilitators. If we're reducing the amount of classroom delivery in particular, helping to take the skills they have and get them out more in the workplace, supporting people directly, supporting managers to understand how to create environments for continuous learning and how to build the skill sets and habits around that. So that's another evolution I've seen, which I think is really healthy.

Jane Hart:

Yeah, absolutely.

Michelle Ockers:

So Jane, one final question. What's one thing you've gotten better at in 2020 and how did this happen?

Jane Hart:

That was a good question. You gave me advanced warning of that question.

Michelle Ockers:

I thought I better.

Jane Hart:

Well, that might be. I think actually what I've got better at doing is, it might sound a bit weird, is saying no. In the past, people ask me to do this, do that and the other. I've always tried to fit it in, but actually now we've been in lockdown, everybody wants to do everything online. I'm being asked constantly now, "Will you provide me a five-minute interview here or there?" And would just be overwhelmed with it and I've had to say no. And actually, I found that quite empowering, saying no, whereas I just took everything on, really, wherever I could. So I think I've really began to prioritize what really the things that are important for me. And so that's actually been an interesting one. And so thank you for giving me the opportunity to think about that. I hadn't really realized that for myself until you asked the question.

Michelle Ockers:

Excellent. And thank you for saying yes to me under those circumstances.

Jane Hart:

Well, we've known each other quite well now, Michelle, haven't we? So it's always a pleasure to talk to you.

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Michelle Ockers:

Well, thank you, Jane. And for those who are interested in taking a look more at Jane's workshops and her work, I'm going to pop links to her Twitter and LinkedIn accounts, as well as the Modern Workplace Learning site. And I would encourage people to take a look and just pick one of these workshops and give it a try. You'll be surprised at what you will learn in the process. Thanks again, Jane.

Jane Hart:

Thank you.

Michelle Ockers:

Welcome to Learning Uncut, Nicole. It's great to have you here.

Nicole Lam:

Thank you, Michelle. It's really nice to be invited by you.

Nicole Lam:

So I am Nicole Lam. I work in learning and development. Currently, I'm working at Carlton & United Breweries, but I've been in manufacturing pretty much all of my working life. I studied engineering, and I've got into the learning space over the last sort of 10-ish years. But again, always been in manufacturing and generally in food and now beverage. So we're here talking about one of my favourite topics on earth. So I'm really pleased to be able to sit here and talk with you.

Michelle Ockers:

It's one of my favourite topics on earth too, Working Out Loud. We have some common professional background in that I was at Coca-Cola Amatil in the Supply Chain area for about four and a half years leading a technical academy there. And I actually introduced Working Out Loud circles when I was at Coca-Cola Amatil, so a couple of-

Nicole Lam:

Amazing.

Michelle Ockers:

... nice integration points there.

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Michelle Ockers:

So Nicole, in your own words, what is Working Out Loud?

Nicole Lam:

Working Out Loud is a... it's actually... I always find it hard to explain it in my own words. It's a framework, I would say, that helps to drive some development for individuals, but you work in a group. So Working Out Loud, you follow a framework, you get together with some people that you may or may not know. You may work together, or you may not work together. You may have common interests or not. You all come with your own goal. And by following the framework that's put together by a man called John Stepper, who set up the Working Out Loud framework, over a 12-week period, you all support each other to reach your goals. So by following some particular exercises and activities and supporting each other, you can take steps to reach your goal over that period of time, and it's all really around about connecting with others, providing support to others, and built on the premise that people want to give, and they're thankful if they give and in return, it works both ways, and it tends to snowball from there.

Michelle Ockers:

I often think about Working Out Loud, and you've described the framework around Working Out Loud circle as a start point for building some of the skills with Working Out Loud, which I think is a great way to kick start. But of course you don't need to be in a circle to continue Working Out Loud because you build up practices and habits you can then use independently on an ongoing basis to fuel your development and to empower the way you work towards goals and particularly the way you reach out to a network to achieve your goals.

Nicole Lam:

Absolutely.

Michelle Ockers:

So it's almost like there's two layers of relationships that you build when you're working in a Working Out Loud Circle or learning in a Working Out Loud circle. One is with the circle members themselves, normally four to five total, but you are working towards your goal also by reaching out to others who you may already know or who you don't know and you've got to go and find, so you build relationships in a network as you purposefully work towards the goal.

Nicole Lam:

Absolutely. And that was the word that I was just about to cut in with or finish off with was the purpose because it's all about a purpose. So you're connecting with people for a reason, and you might just have a little bit of a chit chat and a powwow, but actually behind it all, if there is a purpose for you having connected in the first place, and you're also right around about going through the framework of the Circle with the group and the guidelines and what have you, but it sets you up for how you work ongoing. And it's almost that permissibility to think out loud, work out what you're thinking and saying as you go because you've got good listening ears. If you've got those right people listening and contributing, then you will... that thinking and Working Out Loud just sets off.

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Michelle Ockers:

Absolutely. And for people who are interested, I did an episode with John Stepper and Katharina Krentz from Bosch who had probably embraced Working Out Loud in an organization more than any other around the world. It was one of the Emergent series episodes, so I'll link to that in the show notes for people to hear John and Katharina talking about the shape that they have seen it take.

Michelle Ockers:

You and I have both undertaken Working Out Loud, starting with learning all about it through circles as individuals. So why do you find value in Working Out Loud? How has it helped you?

Nicole Lam:

I think if other people know what it is that you're looking for, then everyone knows someone. So everyone knows someone that can, "I should introduce you to Michelle. She's really... she knows how to do a podcast. I could introduce you to Mary because Mary has an interest in a particular flower that you're planting as well." Or it might be something very, very particular in the workplace. But also being able to... if you're going to say it out loud, then you have to also be able to articulate for yourself what it is that you want. So being able to then put into a sentence, this is actually... this is my goal, or this is what I'm after, or this is what I am looking for, this is what I want to develop in, whatever the start of the sentence might be, but it really makes you think about what that is. And then once you know that, it's amazing how many connections you can find or people that will connect you to someone who has a similar kind of interest or has been on a similar journey.

Michelle Ockers:

Absolutely. And do you... and I don't mind if it's your very first ever circle and... how many have you done, by the way? How many Working Out Loud circles have you done?

Nicole Lam:

Three.

Michelle Ockers:

I did my first in 2014, when John was still figuring out the whole process and writing his book, and I tend to do one a year now just to keep in touch with the process and refresh my skills and also to witness other people discovering Working Out Loud for the first time and appreciating the power of it all over again as people start building their networks and realizing how generous others are and how willing they are to connect with you, to help you in some way, but also how much value we all have to offer others by working in a network and making visible what our interests are, what our experience and expertise is, and allowing others to find us as well.

Michelle Ockers:

So do you want to share, as an example, one of the goals you've worked towards as part of a Working Out Loud circle and perhaps some of the ways using Working Out Loud helped you towards those goal with some specific examples.

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Nicole Lam:

So I did my first one back in 2016, so probably using similar (Circle) guides to when you did it. I am still good friends with the people that I was in that Circle with. And then I've done two this year, so during... well, I'm about to finish one. So by the end of this whole COVID scenario, we'll have done two Working Out Loud Circles that have definitely helped me navigate the year that we have had. But the one that I did earlier this year was around about workplace culture and values to explore what workplace cultural values resonates with me, where would I fit in best, what sorts of companies and people have those cultures and values, and how do they come about them?

Nicole Lam:

And so my relationship list, which is one of the first things you do in the Working Out Loud circle in Week One, jot down 12 names of people that you may or may not know that you think could help you over the next 12 weeks. And then over that period of 12 weeks, make contact with those 12 people, just reaching out to them, and some of them, I didn't really know. I just find it fascinating that you can reach out to someone that you might not have met.

Nicole Lam:

There's one particular example of a lady that we had kind of liked and commented, I suppose, on LinkedIn. And I'd put her on my list, and I reached out to her, and she called me back, and then we ended up having a one-hour conversation. And then she put me in contact with someone who thought we would benefit from hearing about the Working Out Loud experience, and now we're in a Working Out Loud group together.

Nicole Lam:

I just think it's fascinating that you can have people giving their time and their thoughts for you. They're not expecting anything in return, but you just build a connection and a relationship with these people and the conversations that flow from that, and the other people that you meet through that I just think is... it's extraordinary. Who would have thought? But I think the framework of the Working Out Loud gives... it's certainly given me the confidence to be able to do that, to reach out to someone that I wouldn't know with this purpose, so I know what the purpose of the conversation is going to be, and then we connect.

Michelle Ockers:

I think that's part of the point though, right? Because you have a specific purpose that you're engaging in discovery around through people, you find people who have common interests. And so you're connecting over things that are relevant to them and meaningful to them, which is part of why it works.

Michelle Ockers:

But the other thing that, and for me, this has always been the really magic piece of Working Out Loud. And you mentioned when you start a Working Out Loud circle, you set a goal, so there's a sense of purposeful discovery over the next 12 weeks. And you create a relationship list, so building relationships is a key part of it. But then this third thing is you don't ask yourself, "What can I ask them to do for me? What can they give me?" The magic question is how can I make a contribution to them? And it just kind of flips things on its head.

Michelle Ockers:

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And contributions... one of the things I remember being really struck by is contributions can be really small things. They can be commenting on something they've posted online. It could be thanking them for something because not everyone's online that you're building a relationship with. Some people you know through face-to-face or through your work or whatever. It can be making an introduction for them to someone else who's relevant. It doesn't have to be a big contribution. Sometimes even asking people a question can be a contribution because you're acknowledging their expertise.

Nicole Lam:

Absolutely.

Michelle Ockers:

So I think that's part of the magic of it and approaching it with a growth mindset and from a place of generosity and contribution, I think are the other elements Working Out Loud.

Nicole Lam:

Absolutely.

Michelle Ockers:

And it just works like magic, really, through a network.

Nicole Lam:

It's extraordinary. And it allows you to have the confidence, like I said, to do things that you wouldn't normally think that you would do, to comment on a stranger's post or even to reach out to a stranger. But yeah, it's the way that you frame it and that whole thing about generosity and approaching with empathy as well.

Michelle Ockers:

And you've talked about the guides for each of the 12 weeks as you go through Working Out Loud. You can sign up for an email list at workingoutloud.com. There'll be a link in the show notes, and you'll be emailed a guide which is a complete run sheet with activities, the timing for running your hour-long circle meeting and extra activities that you can do, so it's all made so easy. So you figure out what to do next, and you start with simple things and then you kind of build up towards things that might take a little more effort or at first be a little more out of your comfort zone, but gradually become more within your comfort zone. So it's a guided mastery program, which is lovely.

Michelle Ockers:

So what do you think... what do you find having been in four or five circles, I think you said, what are you finding the most common challenges people have with the Working Out Loud approach, and what tips do you have to help them to address those?

Nicole Lam:

I think having the confidence to take that first step out of their comfort zone, but the support of the group definitely helps people get over that hurdle. So there's a person in the current group that I'm in who didn't have a LinkedIn profile, but now has a profile, but it was kind of a big step for that person to do that. There's another person in my current group who doesn't post, but has all these amazing thoughts and articles, but didn't think that her opinion was valid, but now is far more comfortable in sharing that work in the public space. So I think that

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the biggest challenge is just doing that first change, but it's absolutely the support of the group and the guides that give you the confidence and the okay to do that.

Michelle Ockers:

That's right. You move from feeling very vulnerable around putting myself out there. And I think then uncertain about, well, how would I do this, to being a lot more confident because you're shown the how, and you've got the support of the group to encourage you to take one little step at a time to actually reach out to make some of your work visible, some of your learning visible, and see what happens from there.

Nicole Lam:

That's right. There's an exercise, and it's in one of the earliest weeks, and it's about doing a post. And John says if you feel too uncomfortable with that, you can always send me a message and say, "I'm in a Working Out Loud circle. Hello, John Stepper." And I think that that's one of my favourite things to read on LinkedIn because I see it at least weekly, someone says that, and I think, "Isn't that lovely that another group has started and that another person has said that," and John always responds back, but it just also makes you realize that you are part of this much bigger community of people that's all doing the similar things all around the world.

Michelle Ockers:

And getting the benefits. And it's really akin to social learning, if we want to put it in the context for Learning and Development professionals. It's a form of self-directed social learning.

Michelle Ockers:

So is there anything else you'd like to share with our listeners about Working Out Loud?

Nicole Lam:

I think that if anyone is even remotely thinking about doing it to just look into doing it.

Through the workingoutloud.com, there's a Circle Finder or the first one I got into was someone put out a post on LinkedIn saying, "I've heard about this Working Out Loud. Does anyone want to do it?" I would just encourage you to do it. I wouldn't encourage that you get stalled because you think you don't know anything about it. No one needs experience. You just follow the guides. You can do three to five people, so you don't need to find a big group of people. Word of mouth definitely gets traction going, so I'm sure that if anyone messaged myself or you, Michelle, we'd probably know one or two people that were looking for a circle, and so it's just very easy to start. No inhibitions. And at the end of it, you've got this wonderful new group of connections that will probably be here with you for a long, long time.

Michelle Ockers:

Absolutely. As well as a more diverse, richer network, and the skills to keep building your network as you work towards goals.

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Nicole Lam:

Absolutely, absolutely.

Michelle Ockers:

So I'll put a link to your LinkedIn profile in the show notes, if anyone would like to take a look at what you've been doing online and reach out to you.

Michelle Ockers:

I've got one final question for these professional development specials. What's one thing you've gotten better at in 2020, and how did that happen?

Nicole Lam:

Definitely reaching out to people that I might not have known. So regardless of the Working Out Loud, the goal that I was working on, just that ability to frame the why of a connection with someone and to build some amazing relationships with people that I've still not ever met, but I definitely hope to, and also having that okay that if I do reach out to someone and they don't respond, that that's okay. It's a timing thing. It's not a personal thing.

Michelle Ockers:

The other thing about reaching out to someone is some people sort of feel rejected if they reach out and someone doesn't get back to them, but you're actually no worse off than you were before. In fact, you're a little better off for having been a little courageous, right?

Nicole Lam:

Exactly.

Michelle Ockers:

Who knows what seed you plant and when that might come back to you.

Nicole Lam:

That's right. And once you've done it once, the second time is much easier.

Michelle Ockers:

Much easier.

Michelle Ockers:

Thank you so much for being part of this professional development special, Nicole.

Nicole Lam:

Thank you, Michelle. Thank you for having me.

Michelle Ockers:

Harold, it's nice to have you back on Learning Uncut.

Harold Jarcho:

Always nice to be virtually in Australia, Michelle.

Michelle Ockers:



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It'll be lovely when you can be physically in Australia sometime again, Harold.

Harold Jarche:

Oh, it sure would.

Michelle Ockers:

So, we're talking professional development today. In that context, can you introduce yourself to the listeners and talk a little bit about what you do in regard to your professional development offering, Personal Knowledge Mastery?

Harold Jarche:

Okay. So, my name is Harold Jarche. I'm located in Atlantic Canada. So, on the Atlantic Coast. Far away from kind of everywhere. I've been in the Learning and Development business for probably 25 years. And more recently, I've been a freelancer for the past 17 years. And that also means that I've been a blogger, and I've been working remotely for those last 17 years. And so, workplace learning is my main area of focus. I'm very interested in helping people in organizations deal with complexity, knowledge sharing, sense-making. And kind of where we are today, is floating in this sea of chaos and complexity, trying to figure things out. So, that's basically where I am. My website explains pretty well all the different things that I have done, and I do right now.

Harold Jarche:

But Personal Knowledge Mastery, is an interesting thing. The way that it came about. So, in 2003, I became a freelancer by default. I was fired, and I suddenly found myself at home. And I live in a very remote area. There are 5,000 people in our town. I live in Atlantic Canada, which is also very underpopulated part of the country. Be kind of like living in Western Australia I think. So, far away from everybody. And one of the things I started doing was blogging. And I thought for me to make sense, give me something to do, start making ... I mean, I was already immersed in learning technologies, whatever they were at the time. And blogging seemed like a good way to sort of reach out to people. And in 2004, I came across this idea of personal knowledge management, PKM. Which was a subset or a group out of the KM world.

Harold Jarche:

And there are a number of people who were talking about, not a lot, but particularly the work of Lillia Efimova, who was actually working on her doctoral thesis. Looking at how knowledge workers shared their knowledge through blogs. And I took a look at that and I went, "You know what? I'm scratching an itch here. My problem is that I'm in the middle of nowhere. It's very expensive to travel to the big cities, go to the United States and pay a lot of money for conferences. How the heck do I stay current in my field?" And blogging at the time, was one of the few tools available. And Lillia had put forward a framework explaining how you could sort of formulate, explore ideas, put them out there, get feedback. And then, build your own knowledge base on that.

Harold Jarche:

And so, I thought this is really interesting. What I did is, I just wrote about it on my blog. This was starting in 2004. So, I'm just writing about it. And I'm trying different models, and I'm putting it out there and seeing what sticks. Now, these are the days where maybe I had 10 people following my blog. I really was not known. But many years later, so 2004 I started. 2012, eight years later, I'm contacted by the Head of Leadership Learning at Domino's pizza. And he said, "I'm really interested in this PKM thing that you're talking about. Can we use it

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and incorporate it into our leadership training?" I said, "Yeah, we can do something like that." And so, basically what PKM is, I mean, it started off as me trying to make sense of being connected only virtually to the world, engaging people through blogging and other tools.

Harold Jarche:

And I developed a framework. And then, took a look at different instances of how different people are doing that kind of stuff. Kept building upon that. And 2012, there was an interest. But 2020, is that suddenly the whole world is now in Harold's situation. Is working remotely, you're now learning remotely, you're training and development is all remote. And what the heck do you do about it? And that's in a nutshell, what PKM is, is a framework to help us make sense as we connect to bigger social networks. How to find communities of practice? And also, informing our own practice with our teams or with ourselves. And then, sharing that out. So, PKM really is a frame of mind. It's a frame of mind in a digitally connected world. And I know that you've taken the workshops, and you have a good understanding of it Michelle.

Michelle Ockers:

Yes. And I'll talk a little bit in a moment about the value I've gotten out of it, and why I specifically wanted to invite you to share it on today's professional development special. You talked about it firstly, as a framework. And secondly, as a frame of mind. So, can you talk us through the framework for Personal Knowledge Mastery?

Harold Jarche:

So, the framework is interesting because I ran a workshop in the Netherlands many years ago. And at the end of the workshop, one of the participants came up to me and said, "Harold, I finally get it." He said, "PKM is like an onion." He says that, "You've got to layer on the outside. And you keep peeling away and you get deeper and deeper and deeper, and it sort of never ends." And so the outer shell, the outer onion layer of PKM, is seek, sense, share. So, how, where, when, why do I seek information? Do I seek people who can provide me with information, knowledge, and perspectives as the seeking aspect of it? And am I seeking a diverse enough sources of information, knowledge, and perspective? Then sense, what practices do I use to make sense of my world and make sense of what's happening?

Harold Jarche:

So for me, blogging is a very core part of it. But there are a whole bunch of other ways in which you can make sense. Kind of what we're doing here today, is a bit of a sense-making process. And then, the notion of sharing, is that we're not all alone. We're in this together. And as I say, is that leadership today, is helping make the network smarter. So, if you don't share your information out, you're not helping make the network smarter. And you're not becoming smarter yourself by getting the feedback. And so, within each of those, like in the share part, is that, when do you share? How do you share? where is it appropriate to share? How do you discern the right time to do that?

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Harold Jarche:

I mean, you don't go and take the company secrets and post them on the internet. And it is an art. And PKM is also, I mean, it's got a capital P as I say. It's personal. So, everybody practices it in a different way. You don't need to take my workshop to understand PKM. But you do have to actually do something. And that I think is one of the big challenges, is that it's a change in behaviour. And it takes time, and there is no recipe.

Michelle Ockers:

Yep. Yep. I think I first did your workshop, perhaps 2014, 2015. And I've done it twice. And the reason I've done it the second time and would consider doing it again, is because as you said, there is no formula. There is no standard way to do each of these things in the framework. And I'm deliberately not calling them steps. Because in my experience, they kind of meld together. Sometimes you're both seeking and sense-making at the same time. You can be sense-making and sharing at the same time. But it's a useful way to think about what is it? What are some of the things I could be doing, to help me stay abreast of change in a networked world in a connected way? In a way that's adding value and not just noise to the conversations going on in my networks.

Michelle Ockers:

But the reason I did it the second time was, I was in a different place. And my practices had moved on. And the things perhaps I was finding valuable, the tools that were available, had shifted. And I think PKM for me, is as much about a set of habits as it is about the specific techniques. And that's the tricky bit. And what I've had to learn over time, is to be a little bit gentle with myself around the fact that the habits will shift. And that my personal situation and what's relevant to me and what works for me, will shift. And that's okay. So, what in your experience have been the most common challenges people have with PKM?

Harold Jarche:

I think the big challenge is in taking control of their own sense-making, without being told what to do. We have our educational systems, we have our training systems. And at the end of this course, you will be able to do A, B and C. Here are the learning objectives. Here are the performance objectives in PKM there aren't any. The objective, this is a lifelong thing. It's, very similar to the commonplace books that were used for hundreds of years from the Renaissance until the 19th century, in which people collected knowledge in these books. And they added things to it. They added their own comments to it. And it was one of the few ways that women could actually do their learning, because they weren't allowed into formal education. So, commonplace books, it's definitely worth Googling. The history behind them is wonderful.

Harold Jarche:

And that's what PKM is, it is a non-educational, non-standardized type of program. But it's like becoming an entrepreneur, is that you have to take that leap of faith. And when I get people started on this, I recommend, is start a few activities. Don't try to do 20. Find a few things, find one seeking thing that makes sense. And then, find one sense-making program, which could be a weekly video. Could be a daily blog. Could be just curating lists. A lot of times, what's easiest is to try to find something that's connected to your work. So, some people I have who work inside organizations, I say, "Okay, you read all kinds of stuff, don't you? Yeah? Lots of bookmarks and notes." And they go, "Yeah." I say, "What do you do with that?" And it's like, "Well, I have them in my notebook." "Have you ever shared your notebook with anybody? How about going through your notebook. And on a weekly bi-

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weekly basis, share some of the highlights with the people that you work with." "Oh, that's an interesting idea. I could do that."

Harold Jarche:

So, yeah. And a lot of people think, "Well, I don't have anything worthwhile or interesting to share." And so, as you probably know, as I refer to my blog, as where I put half-baked ideas. And we've been trained to only give the finished product. I only want to see the final presentation. But the most interesting thing from a learning perspective, is how did you get there? What did you discard? What path did you select not to go down? Right? And that becomes very interesting in retrospective, and helping to develop how we can learn better and do that. So, it's being able to put half-baked ideas out there. Being comfortable that this is not a finished product.

Harold Jarche:

So, when I work with organizations, we've just implemented, we've done a pilot. And we're looking at expanding this to several thousand. And then, right through to the company of probably 50, 100 000 people, is that we've developed a working smarter with PKM program. And there are two things that have to be done inside organizations. One, is helping individuals with these skills. So, PKM is kind of for anybody. But secondly, is removing the barriers that are actually not letting people seek, sense and share. And that becomes the, that's the administrative leadership management challenge that we have.

Michelle Ockers:

There's some of those barriers we put up for ourselves. Right? And you talked about a frame of mind. And I know when I first did your workshop back in, I'm pretty sure it was 2014. And started applying some of these practices myself, well before COVID of course. And I was drawn to it, because I realized there was a much bigger world of people who knew a lot more about things that I wanted to do, than I already did. And that there wasn't a course I could go and do to learn about the thing that I was interested in. So, at the time I was very interested in communities of practice for instance. But I wanted to find people who'd worked in communities of practice, people I could learn from. And there's a lot of information out there, how do I make sense of that? What's useful? What's not? And I found PKM very useful for that.

Michelle Ockers:

But in terms of getting in my own way, particularly inside the organization much more than outside the organization, I was very worried though about what people would think of me. You know, going onto the intranet, sharing things, talking to people about what I was doing. Would they judge me? Would they think I was sort of communicating I was better than they were in some way, because I was doing these things? And maybe the particular storyline is different for each of us. But these are stories we tell ourselves, right? We get in our own head with things. So, in terms of the frame of mind, I think that's an important part of really getting value out of PKM. And kind of the sister discipline of working out loud, which it's kind of woven in with PKM. What advice do you give people about that what frame of mind works best for getting value out of PKM?

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Harold Jarche:

Well, a great book I read many years ago called, Where Good Ideas Come From. It was by Stephen Johnson. You know it, right?

Michelle Ockers:

I know it. Yeah, it's a great book.

Harold Jarche:

And the key line, I actually had him sign my copy of it, is that chance favours the connected mind. And I think of that in terms, is about connections. And probably a good illustration of that is, I was working for a big Pharma company. And my client contact was in Montreal. And during the contract, I was actually helping their research scientists share knowledge better, was our objective. Better knowledge sharing, better sense-making. And PKM was part of that. And during the project, the company announced the closure of the Montreal office of 250 people, whose jobs gone. Few were transferred, but not many. So, I sat down with my client in spare time and I said, "Can I help you with this?"

Harold Jarche:

And one of the things we did, is I started doing things like network mapping. You're familiar with that. And so, we mapped her professional network. It was 100% inside the company. And thinking of that, so from an individual perspective, is that a professional network of people, which you have some level of trust with. You know, there'll be different levels that you have out of that, is a professional social safety network. From the company's perspective, it also makes you a better connected worker who's probably going to have better ideas, more ideas, more connections. And from the company's internal perspective, that's a good thing. Right? If your people in the company are more connected outside, your potential for innovation increases.

Harold Jarche:

So, again, from both from a management perspective and from the individual's perspective, is that practicing things like developing and nurturing a network and relationships of people where you share and they share back. And you have as well as I do, there are literally hundreds of people that we could pick up the phone and say, "Hey, Michelle I got a problem with this. I know that you know something about it. Can you either recommend somebody. Recommend something? Do that?"

Harold Jarche:

I can do that because we have this relationship of trust, where we have both been sharing back and forth over the years. And that really helps. I remember when Seb Parquette, Seb wrote the first doctoral thesis on blogging 20 plus years ago. He's a friend in Montreal. And he wanted to change jobs. And he had a blog that was very well known at the time. And he said, "I'm looking at changing work. This is the type of company I'm looking for, and the type of work." And he just sort of listed it out. In like 48 hours, he had a job.

Michelle Ockers:

Yeah.

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Harold Jarche:

Yeah. It's because he had this network and these connections, and that he was a trusted node in a lot of other networks.

Michelle Ockers:

And that whole thing about investing in your network well before you feel like you need it. And that the serendipity that, that creates. And showing up from a space of generosity and contribution in a network, reaps benefits. I think there's a whole set of practices that I'm sharing in this particular episode. That for me together, radically transformed my professional development and my career path in a period of five to six years. And none of it involved going back to school either. So, there's plenty we can do to control our own development.

Harold Jarche:

Well, I mean, did anybody get a course in how to prepare for a pandemic?

Michelle Ockers:

I don't think so. Although no doubt there's several on the market now, or about to be on the market now.

Harold Jarche:

But I think that the countries and the people who were best prepared, were the ones who had diverse networks, professionally diverse, where they could connect to ... Like I know because I'm active on Twitter and some other social media, is I have four or five people who I follow on Twitter. And these are epidemiologists and public health experts. And it's interesting because one of them is in the UK, and teaches at Oxford University of Medical School. And she's somebody I've been connected to for probably seven or eight years. Because someone else said, "You should follow her because you kind of talk about the same thing." And when the pandemic hit, she basically became like the number one voice, non-official, about the pandemic.

Harold Jarche:

And that was interesting, because I saw who she was referring to and I went, "Oh, okay, let me just check this person out, check that out." And I've been doing, certain practices we've been doing here in the family, six months before the government mandated them. We've been wearing masks since March. They were only mandated here I think, the 8th of October. But we've been wearing them. Because I've been paying attention to what I think are the smarter people in network.

Michelle Ockers:

Certainly one of the benefits is building your networks. Staying abreast of change. Getting access to more diverse ideas. Being able to get better at your job quicker as a result. Because you can bring new ideas in, try them out, refine them, share them back out. So, lots of benefits for PKM. Is there anything else you'd like to share with listeners?

Harold Jarche:

On other is sharpening the saw. Believe it or not, I was never a good writer. Right? But by blogging, and particular in the early days every day, I'm now a professional writer. People actually hire me to write stuff, right? And so, it's that sharpening the saw. The more you keep

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doing things, you get appropriate feedback. You keep trying to do it better. You actually do get better at it. Yeah.

Michelle Ockers:

It helps you to understand sense-making, which is almost like a black art when you first. Right?

Harold Jarche:

Yes.

Michelle Ockers:

Because there's no formula, and there's so many different ways you can do it. Now, the podcast is one of the ways I do my sense-making now, of course.

Harold Jarche:

And were you a good podcaster at the beginning?

Michelle Ockers:

No.

Harold Jarche:

Exactly.

Michelle Ockers:

I had no idea was I was doing. It was very frightening.

Harold Jarche:

But you took the leap, right?

Michelle Ockers:

Yeah.

Harold Jarche:

And I think that, that's part of the whole PKM thing. And again, you're asking about what stops people? What stops most people, is themselves.

Michelle Ockers:

It's a growth mindset thing, right? There's a nice quote from Austin Kleon who's an artist, who writes as the way he frames himself. And he says, "To find your voice, you need to start using it." And I think that's very true. And initially, as you said, if you start blogging or making videos or something like that, it's very safe. Because no one's paying attention to you early on anyway. It builds over time as you refine your art, and you figure out useful things to share with the world. Is there anything else you'd like to share with listeners about PKM today?

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Harold Jarche:

Well, one thing I'm just finding is that having practiced it for almost 17 years, is that I'm really positive that it's needed kind of everywhere and different flavours of it. We can't leave the sense-making to, the experts are fine. But we have to all become better sense makers, and we have to all help make our network smarter. We all have a little bit to contribute somewhere, that's going to help. I see it as part of our social contract now, in a connected world. Even, if it's things like debunking the conspiracy theories that are all over the place.

Michelle Ockers:

That's another great way of looking at the value of it as well, at a collective level. And I know you said, "You don't need to do a course to start doing this." Which you don't. And I've found value in doing your PKM course, in helping me to shape a practice. And helping to build my awareness of what my options were. So, if people are interested in PK Mastery and using your program to accelerate. Where do they get information on it?

Harold Jarche:

They go to my website, jarche.com and click on PKM or on the workshop. They'll see that the next workshop starts in mid-January. And as you mentioned, you took it more than once. You only pay once, and that repeats are free. And many people come back and take it again. Because again, it's mastery. It's a discipline. It takes a long period of time. But on my website as well, I have videos. I have a chapter from my recent ebook. I have the PKM chapter, which is free to download. And white papers and other pieces there. So, there's lots of stuff to poke around for free. So, there's no sales pitch on that one.

Michelle Ockers:

Thank you. And I'll put a link in the show notes to your site. And a question I'm curious about, what's one thing you've gotten better at in 2020? And how did this happen?

Harold Jarche:

Now, you know that you sent me that question earlier. And that was like the most difficult one for me.

Michelle Ockers:

I know, right. What do you pick?

Harold Jarche:

Yeah. Actually, and I think what it is, is that I worry less. Because as a freelancer, I've sort of ridden the financial rollercoaster for 17 years. And I weathered the last recession, which was very tough on me. And now, all of a sudden, everybody else is in the same situation as me. And I'm going like, "Yeah, why worry?" I mean, it's no longer just me. And what happens next week or six months from now, it will figure that one out. So, yeah. I sleep better.

Michelle Ockers:

That's great. That's great. Your situation has been normalized, right?

Harold Jarche:

Exactly. Yeah.

Michelle Ockers:

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Yeah. Fantastic. I worry a lot less when my dog barks when I'm in the middle of a meeting. People accept that as normal now.

Harold Jarche:

Exactly. Yeah.

Michelle Ockers:

Yeah. Thank you so much, Harold. And thank you for all you have contributed to my own development, and place in the world over the last five or six years.

Harold Jarche:

Well, thanks for being one of my star pupils.



I'd like to let you know about the Emerging Stronger Masterclasses and community. If you are an L&D professional who is in a place to make or influence change in your organisation I invite you to consider this for your professional development. Kicking off in March 2021, I'm hosting Emerging Stronger alongside my Emergent podcast Series co-hosts, Laura Overton and Shannon Tipton. We'll be joined by experts from the podcast series to guide you through a hands-on experience with peers from other organisations to identify breakthrough actions to address the biggest challenges that you are working on in your organisation, and build your credibility and reputation as an L&D Leader. Go to emergentmasterclass.com for information.

About Michelle Ockers

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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