

LEARNING UNCUT EPISODE 42: HOW WE KNOW THE LEARNING PROFESSION IS THRIVING

Karen Moloney: Hi, and welcome to the final episode of Learning Uncut for 2019. I'm Karen Moloney.

Michelle Ockers: I'm Michelle Ockers.

Amanda Asbhy: And I'm Amanda Asbhy.

Karen Moloney: And for anybody who's not a regular listener to the podcast and is wondering who the extra voice is, Amanda is the linchpin of the Learning Uncut podcast who does all of our editing and production. So without her, you wouldn't be listening to us right now.

Yes, all too quickly, it's the end of 2019 and my gosh, what a year it's been for Learning Uncut! We've interviewed 28 guests for 25 episodes. We did our first team speaking gig at the Australian Workplace Learning Conference, and there's been some great stuff going on with our listening population. Amanda, I know you love a bit of data analytics so can you share some numbers with us?

Amanda Asbhy: Absolutely. It has been such a big year and at the time that we're recording this, we've had 16,000 downloads. And in the past, when we look at this time last year, we have 13,000 downloads so it's been a big year in podcast downloads. Since we've had the podcast live, we've released about 22 and a half hours of podcast episodes, so 22 and a half hours of L&D stories is available through Learning Uncut.

Karen Moloney: That's fantastic. And we had a few firsts this year as well. We had our first international guest, we invited JD Dillon after meeting him at the Australian Workplace Learning Conference. It felt rude not to have him on the show, so he came on and did an episode about getting the most out of conferences with Emma Weber. We had our first business leader, David Keegan from HOST International spoke to us about group coaching. And we also had our first two part episode with Liv Wilson and Kerry Peguero from Spark NZ. So good few firsts there.

Just reflecting back, there's definitely been some key things that came out in many of the conversations that we had. Michelle, what were the key things that you picked up on that were going on this year?

Michelle Ockers: I'm going to work in threes today, so I've got three major things. There are a whole stack of other ones and maybe you guys will pick some of the other ones, but the three big ones that came out for me. The first one was around engagement and design thinking, and we had a couple of episodes which were explicitly focused on design thinking or human centred design. We had Damien Woods in episode 38, talking about the use of human centred design or re-design of a program in their contact centre. We had Shawna Murray in episode 32 who talked about introducing human centred design as a way of working right across the organisation. Gareth Killeen in episode 39 talked about taking a human centred design approach to re-inventing or re-imagining not just

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leadership, but also learning at Reece. And of course, we kicked off early in the year with a specific human centred design approach from Tanya Lau around journey mapping in episode 19, talking about journey mapping to help understand the experience of bus drivers in Sydney in their first 12 months, particularly with route familiarisation.

But I think also to go with that whole design thinking, there is the idea of engagement. It's a way of engaging the end user, the people who the solution's there for in the solution development. And I think although it didn't explicitly use design thinking, the work that Danielle Phelan and Christina Batten did at Bethanie Aged Care, about engaging people in the selection of a learning management system and in the design of the programs on it, was really outstanding. So that's my first big one, engagement and design thinking.

Performance focus, that came out very explicitly from Beth Hall at the Cotton On Group University in episode 33 where she talked about performance being at the centre of the way they work, and learning is just there as a toolkit to support performance. Everything they do is focused around working with a team or individuals to improve performance. And Spark New Zealand, of course. Liv and Kerry in episodes 30 and 31, talking about creating a performance focus for their whole learning strategy, or their strategy... Guess it's a performance strategy now, isn't it?

Karen Moloney: Yeah.

Michelle Ockers: To the point where they had to create their own platform because learning management systems aren't the same as performance management, so they needed a special platform for that.

And the third one I want to throw in the mix is transformation. We had some really big picture stories around moving from training to enabling learning in much more expansive ways of approaching learning in organisations. So certainly Spark New Zealand, Reece and National Australia Bank, who I've already mentioned. As well as a really interesting one, our first episode for the year from Arun Pradhan, episode 18, where we talked about the Learn2Learn app which at the time could develop individuals to improve their learning skills. I think we see a lot in all the future of work reviews and research about learning agility being super important for people into the future.

So have I hit on the big ones, or you guys have something else?

Karen Moloney: I was just sitting here thinking, "I hope she hasn't got the same ones as me."

Michelle Ockers: I was going to rotate it, but anyway, they were the really big ones that stood out for me but I know there were more.

Karen Moloney: Yeah. Amanda, what have you got?

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Amanda Asbhy: I had some similar to Michelle so it's good to hear. And I love your organisation in threes, I'm going to pick three. I thought some of the innovation in the way that people are using technology and data came through really well, and three that I loved the most, I think Megan Power's example in how she used video, in episode 22, it's just one of my favourite ones. Something people can replicate and do and have a great impact. I really enjoyed Jacinta, in episode 37, Jacinta Penn talking about VR and AR and 360 and how accessible she made it. And I know I started poking around and looking at what's possible, and how great that is to have.

And then my other favourite because, I will never not love data, how Josh and Clay drove learning experience through data and the care and consideration and thought they give into having a beautiful one. So innovation in tech for me was a big one. How about you, Karen?

Karen Moloney: I think for me, what I really, really loved about this is that it's just seeing L&D getting their brave pants on. And people are finding opportunities to experiment and diving into them, not worrying so much about creating that perfect, polished end to end solution, but giving something new a try. So there were quite a few episodes where that come up, I think pretty much most of them. But the ones that stuck out for me, I think Clay and Josh's episode was fantastic. And I loved that one because in such a big organisation like Woolworths, you're kind of tempted to want to make it polished and plug into all of the other systems and it's got to be the end to end solution. But they focused very much on that being a pilot, they did it in three weeks. And they just tried something to see if it would work, and it did. Obviously, there's lots of things they have to now go away and do, but a great story.

Alexandra Lederer, in episode 23, the Rock Star L&D brand, creating Rock Star L&D brand, and really bringing F.U.N. I think their acronym was F-U-N, fun, unconventional and never boring, was their learning culture. So some great resources you can pick up on that episode. Megan Power, like you said, in terms of video learning campaigns. What I really like about that one was not only was it a new thing, they were kind of learning as they went. Because it was a new thing for them to do, every episode they did, they looked at the data analytics from the videos and found out what people were engaging with and where they were dropping off and what they needed to do next. So they didn't have a finished, polished, campaign to roll out, they had an idea of what they wanted to do but they kind of built on it as they went in a really kind of agile way. So I love that approach.

And I think these are now kind of merging into some of my faves, I suppose. Michelle's already mentioned Damien Wood's episode. I think the thing that I love the most about that was seeing a business problem and saying, "We can fix that." So pro-actively going to the business and saying, "Okay, where are your issues?" And then looking at how we can take those skills in learning and make that problem better for the business. Touched on lots of different things, that's what that one... I think in particular, the one I loved is, 'It's okay to make

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mistakes, but it's not okay not to try new things'. And that's a big part of the reason why we started this podcast, was to inspire people to try new things so when we hear stories like this, it really excites me and makes me happy. That all these things are going on.

I think just another sneaky one I'll pop in there about my faves is Wes Tobin, in episode 35, about curation. And understanding that curation is, in his words, 'The art of bringing together different learning assets or resources to create meaning for people, and for people to find the meaning in that for themselves.' So it's not necessarily about what we want to be pushing on people and what we want them to be learning, it's about facilitating that process and giving them the resources and the tools to be able to find that meaning and create their own learning.

So that was my round-up. Amanda, I know when something's excited you from the notes that you send Michelle and I once you've finished your edits. What little nuggets have lit up your editing sessions this year?

Amanda Asbhy: There has been so many, and I actually think that's one of the thing I enjoy, that each episode I'm like, "I'm going to make a note of that and go back to it." I know we've touched on her episode, but Shawna Murray's episode on human centred design is just one of the most brilliant stories I think that's come out. From something she heard about in a workshop, to how she's implemented it and changed in her business. I found it incredibly inspiring and just so practical and useful in the business results. But I think that I particularly enjoyed how people have gone in and tried something, and seen what's come through and what's come back from there. There's been so many different stories, and all of the episodes you've mentioned, I've enjoyed all of them. Pick something out of each one.

Karen Moloney: And while they've been brave in those projects, I think they've also been brave in sharing those stories as well, because people have been very open and honest and generous with us in what they have shared in terms of their own learnings in their organisations, from what's happened here. So there's just so much juice in those stories.

Michelle Ockers: And the resources too, right? Some people have shared examples of the work. Wes, I think, shared examples of some of the curated packages from Westpac and certainly Gareth Killeen shared examples of the posters that they use for the design walkthroughs for someone to design thinking workshops. And so if people aren't accessing the resources with the show notes, they really should go and take a look because there's some real gold in there. We take a bit of effort to work with the guests and to curate extra stuff that's relevant as well, so there's stacks of learning in every episode. I love it.

Karen Moloney: Definitely. Were there are any other-

Michelle Ockers: Yeah, I did have three but I'm going to mention two, I think.

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There's so much variety this year. Like when you look at the sectors that we've covered, we've covered aged care, we've covered public and private, finance, insurance, retail, not-for-profits. Even Shawna's episode, industry. An industry health and safety scheme. I really love the variety and it's so many different topics, so it's really hard to pick one or two and I love them all for their own sake. But I want to call on two that, for me, were a little bit different and really resonated.

One was Kim Sherwin's episode around Skills Networks at Arup University. I've long been an advocate for social and collaborative learning, and I think this is one of the very best example I've heard of Skills Networks or Communities Of Practice being rolled out at a whole organisation level, globally I think 14,000 employees, and being at the heart of how learning happens in the organization. That just blew me away and she said, "People are so enthusiastic about learning, we have to calm them down a little bit." Imagine having that problem, right? So I love her episode for that.

And the other one, just one of our most recent ones, which I think everyone's going to be able to relate to. Because we are in a society where aging population is an issue, and I speak to so many people who talk about their grandparents or their parents needing extra support and concerns around that. It's Rebecca Burns' issue on the empathy suits at ACH. It's beautiful story-telling and Karen, the way you walked us through the story there was lovely and it's really touching, so I think that's a really important story. Not just for learning confessionals, but more broadly. I hope other people pick that one up and listen to it.

Karen Moloney

So thinking about key insights, take aways, trends, things that we're seeing happening in L&D. For me, I can see L&D becoming more business-aligned and focused, working very much more in partnership with the business, working in a more agile way. So ditching some of those traditional, long-winded ways of working to get quick solutions out to the business. We're becoming more solution-centred, definitely more learner-centred. There's been lots of stories, we already mentioned about human centred design and design thinking, and really thinking about how can we help people do their jobs better and learn better and work on their professional development. So I'm seeing a really big shift across all the stories, actually, that seem to be coming through. What about you, Amanda?

Amanda Asbhy:

I agree with you, Karen. It's such a shift and it's such an interesting shift hearing the stories, versus what you might hear in industry publications or things of where people are at. People are out in businesses, making changes, trying new things and sharing their experiences.

Michelle Ockers:

Yeah, absolutely. I am so much more optimistic than I have been in several years about the state of the profession and where we're headed. I think you find what you're looking for, right? If you want evidence that the learning profession is dying, you can go out and find it and find the conversations and the people who

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are thinking that. If you want evidence that learning and development is thriving, come and listen to Learning Uncut because we share stories every fortnight about learning professionals out there, taking the risks, doing good work, being really progressive and I think there's this re-imagining of learning in organizations, and it's definitely underway. I think it's amazing and very inspiring.

The other thing I wanted to call out that I've noticed is, and I know it takes a whole team, it takes partners inside the organisation and often partners outside the organization to make these things happen, but the calibre of some of the leaders in the learning teams that we've interviewed this year, and the way they have encouraged their teams to do things differently, to take risks, the way they've engaged with business partners. I've been super impressed with the quality of the learning leaders that we've had the opportunity to connect to and engage with this year.

Karen Moloney: Yeah, absolutely. It's been a real pleasure to talk to them all.

Michelle Ockers: Yeah.

Karen Moloney: Regular listeners will know at the end of every episode, we ask our guests a signature question, and we decided to change that up a bit this year. Michelle, do you want to tell us more about that?

Michelle Ockers: Well, we changed it around halfway through the year, and the question we used to ask was, "What's the biggest thing you do for your professional development?" And we switched that up to, "Will you share with us one resource you use for your professional development?" But when I sat down and looked through all of the answers, there's kind of a similarity in responses that are coming up. So I don't know whether we're just asking a similar sort of question in a different way, but what I noticed is a shift in the kind of answers that we got this year versus last year. And if I can maybe use the framework that Arun Pradhan shared with us early in the year, around Learn2Learn, around learning through people, learning through experience and learning through investigation. I recall a lot of people were talking about reading last year. It didn't come up that much this year.

So certainly people are still learning through investigation, we did get people talking about different resources and sources like webinars, podcasts, YouTube. But we heard a lot of people talking about learning through other people, and learning through network. Particularly LinkedIn, a lot of people mentioned LinkedIn as a key resource, and also Twitter. And they spoke about how to get the most out of LinkedIn or their own practices, and if I can quote Megan Power, she said, "I don't want to be a plug for LinkedIn, but the reality is there's really some great stuff on there if you know what you're looking for and you can make connections." With that whole thing around making connections, Tanya Lau spoke about engaging in conversation with your network, JD spoke about creating a meaningful network, and then we had Nic Barry and David Keegan

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specifically talking about coffee catch ups, which is another way of building your network, reaching out and having conversations.

So I think that was a really strong theme in how learning professionals are fuelling their own learning. Just need to mention #LRNCHAT, a particular Twitter chat. So I think there's something in that, and I still think learning professionals, more people could be using Twitter. I know LinkedIn is good, Twitter's also a great place to connect.

There are a couple of specific people that others named a lot about-

Karen Moloney: There were.

Michelle Ockers: ... Who they turn to, who they follow. So you guys like... who are they? Tell me.

Karen Moloney: Arun Pradhan.

Michelle Ockers: Yes. And there was one other, can you remember?

Amanda Asbhy: Oh, Jane Hart.

Michelle Ockers: Yes. Yes. Those two names came up a lot as people others look to for inspiration, for ideas, for practical ways of approaching things. We certainly had quite a few people talking about looking outside your own field. Kate Jarvis spoke about looking outside your own geography, David Keegan spoke about looking to innovators and entrepreneurs to inspire him.

But then there was like this thread of, 'Well, that's one thing to learn through investigation, to find resources, to learn through people. But what are you going to do with it?' So that whole learning through experience... Gareth Killeen had a really interesting response around resource. His response was, "Feedback is the most valuable resource." And we had a couple of other people talking about the importance of curiosity, and the importance of being really uncomfortable. Alex Lederer spoke about just being able to accept being uncomfortable, getting over their own ego, in order to learn and grow.

And another really fascinating response was from Jane Earle. She spoke about having her metacognition radar on all the time. Constantly watching everyday scenarios to see how people are learning, be it grappling with the ticket machine at the train station, or kids reading cartoons. So learning is everywhere.

Karen Moloney: Everywhere. If you're looking for it.

Michelle Ockers: Absolutely. You've got to be attuned to it, right? We all have experiences but the degree to which we learn from them depends on how conscious we are and intentional with it, right?

Karen Moloney: Absolutely.

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Karen Moloney: So speaking of learning, let's talk a little bit about our learning now. We went live with Learning Uncut in June 2018. Work on the podcast actually started in February 2018 so almost two years ago at time of going to air, and we've all learned a lot since then about podcasting. As I mentioned, we did a guest slot at the Australian Workplace Learning Conference back in June and have some resources from that, about our podcast journey, that we'll share in the show notes. It's one of those things that I continue to learn from every time I do an episode, and I think one of the key things I've learned with this type of podcast, this interview style podcast, is never to underestimate what a big thing this can be for your guests.

And it's quite funny, just before we switched on the record button here today, we were all saying how nervous we were. And it's quite funny after all this time because we're the guests, it's our story that we're telling today. But I think if you are undertaking something like this, and you are interviewing people, you're having those guests on your podcast, even if they're accomplished speakers, the episode's going out to an audience of their peers, in this instance, it's creative work so can sometimes be personal to them. So that's always a bit scary, is putting yourself out there. Might be their first experience of podcasting or being interviewed, and they've also got a day job and a life going on.

While you're focused on the interview, there's all these other things rattling round in their head. So for us, making sure that our process is run like a well-oiled machine is critical. Doing our prep with the guests and getting information to people on time, in terms of what they need to do and prepare, what to think about and how things are going to run, it's all critical. Checking in with where they're at on the day is critical. Is there something that's happened that morning that's going to throw them into a different mindset? When people are relaxed, you get the real them and the real story. And that's the one that shares the hard lessons as well as the successes, and they were the things that we really wanted to dig into. So it's something that, with every episode and with every guest, has been different.

Amanda, what's been the thing that you've learned the most about podcasting?

Amanda Asbhy: A few things. One, I definitely learned over the past year that plane trips are the best time to edit podcasts. So if you ever want to have a podcast, fly a lot for work, it kills a lot of time. But you can do it on land as well.

But transcripts. Transcripts are key for accessibility and helping you edit. I often still go back or recommend to someone, "Ah, I want to see something in this episode." Or I want to go back to a quote someone said. And I'm a huge fan of transcripts, and that's something that I've learned how to apply then into work life.

But actually, something that I have learned through this process, and lessons that I now apply, is listening to how you guys have evolved over the last couple of years of interviewing people and what a difference a prep session in helping

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people understand how to tell their story makes, and the impact it has on getting that story through. Because everyone has a story, but how we set them up... So it's been fascinating to hear your experiences on how to do that, and that's quite a handy take away. So thanks for teaching us all that.

Karen Moloney: You're welcome.

Michelle, what about you?

Michelle Ockers: Yeah, the transcripts as a resource. I'm confidently sharing the transcripts with people, I'm pointing them to the episodes. It's just an amazing resource library through the generosity of our guests that we've been able to build up. And to tap into what you're saying, Karen, about making people comfortable, I think there's something about, that I've learned, about the way I show up as well. About presence and my mindset, and making sure I've got my environment and my surrounds are really calm and I'm focused and I'm just there for them.

Karen Moloney: Yes.

Michelle Ockers: So I think our own mindset, in coming to this, has been important. And leaving our stuff at the door as the case may be, or at the zoom window.

And storytelling. I've really admired, Karen, the way you've crafted a lot of the questions. And, for our listeners, we don't share the specific questions with our guests because we do want to hear that conversation, although we do let them know the kind of things we're going to ask about. But I know you've put a lot of thought into each episode, into what's the angle here, what's the story, what's the gold. And that you and I always do a prep session, forking through the questions, and I've learned a lot about framing a good question from you, Karen, so thank you for that.

Karen Moloney: Thank you. And I think, probably, that regular listeners will know we kind of split the episodes into sort of two parts, and then Michelle takes on the strategic big picture perspective, and that's the organization, and the people, and the business problems. And I'm in the nerdy, nitty gritty section. But I think being able to bat that off of each other plays a major part in being able to frame those questions in the right way, so I think we make a very good team.

Michelle Ockers: Yes.

Karen Moloney: Speaking about teamwork, what's in store for 2020 for Learning Uncut? Well, 2019's been a big year for me in a number of ways, but one of the things that life has steered me to do in recent months is to re-connect with my passion, which is helping people do what they do better with technology. I can't help it, that inner nerd in me is just calling.

Since starting my own business almost 13 years ago, I've had a big interest in helping other small business owners and I've been working with several recently

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on some really exciting projects. So I've decided to take a little bit of a career diversion and take my 27 years experience of working at the big end of town, and help smaller businesses who are scaling to use technology to support their learning and marketing initiatives for growth. So I'll be getting my hands dirty, developing apps and AR solutions and consulting about learning and marketing strategy and all the things I love. I'm also working on an update for the Learning eXperts resource website, which will continue to operate with the support of my new team. And while this is all very exciting for me, there's only a certain number of working hours in a day, so I've made the very tough decision to pass the Learning Uncut mic to Michelle, who will be hosting solo in 2020.

So Michelle, do you want to fill our listeners in on what you'll be doing with the podcast?

Michelle Ockers: Absolutely. And Karen, I will miss you very much and I am just so thrilled that you're making this move and following your passion and finding a way to make it work from a business perspective.

Karen Moloney: Thank you.

Michelle Ockers: I'm going to have to learn how to be nerdy and nitty gritty, I guess.

So Learning Uncut will definitely go on in the format that all our listeners are familiar with, and based on the growth in our listener numbers and downloads, are enjoying. There will be a couple of little changes. One is, my commitment's still to keep at least half of the stories coming from Australia and New Zealand, but I will be inviting people from other areas of the world to share their stories. I think there are many, many places across the world where there are great stories, but I'm particularly passionate about sharing the Australia and New Zealand stories because I think just to geography and timezones, our voice sometimes doesn't get out there. So I would like to continue championing local professionals.

They will still be the case study format, we'll still be sharing great resources so please keep listening. There is something else I'd like to explore more fully and it's come up in a few of our episodes, and that's around partnerships and how learning teams of professionals work with others in partnership. Be that internal partnerships, or external partnerships. For instance, with researchers, with educational institutions or with vendors and service providers. So sticking with the case study format, but potentially having a little more variety in learning professionals bringing along and inviting partners from other parts of the business, as well as looking for examples. Because learning happens all over the place, it's not the sole remit or purview of learning and development. So we had David Keegan on this year, as you mentioned Karen, as a leader. Talking about an initiative around coaching to build culture. So if I can find areas other than learning professionals who are doing some great things with learning, we may share some of those stories as well.

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So immediately, what's coming up. For those of you who are in the northern hemisphere, you may not realize it but it's summer down here in Australia and it's mighty hot. And people are off on school holidays and at the beach, so we will be continuing with episodes during January. But what I'm going to do is a couple of specials where we go back and talk to some of our earlier guests and get a re-cap on what happened next with their solution. Where did they take the solution? You know things are never 'set and forget' in learning. How did they continue to develop it? How did they apply what they'd learned into other projects and initiatives? So you can look forward to those in January and then in February, we're back into more great case studies.

Amanda, how about you for 2020?

Amanda Asbhy: I can't wait to hear some of those episodes. But I'm actually also handing back the nerdy, nitty gritty parts to Michelle and I'm going to step away from the back, and hand her over the editing and producing, so her editing. For me, it's a little more time in a more expanded role at work, to dig in deep. And also, to keep reviving our e-learning and instructional design meetup group in Sydney, and focusing on how we get that wide community of L&D professionals or future podcast guests, as I think of everyone that goes, and how I keep sharing the L&D stories in many ways.

I will miss some of the hours editing out things, and I wish I could make a spoiler up out of all the edits. We have-

Karen Moloney: We don't.

Amanda Asbhy: But it's been amazing learning of how to do this, and that was absolutely my goal from the beginning. I always wondered how... Some podcasts I listened to was like, two guys in a living room managed to get something on to the internet that people listened. Well, you have three women and guests and that's how we got something out into the world that people have enjoyed and got something out from. So it's been an incredible experience.

Michelle Ockers: Yeah, it has. From all sorts of places, right? Cars, stationery cupboards, bathrooms.

Karen Moloney: Yeah, laundry rooms. Yeah.

Michelle Ockers: We've just given it a go. Yeah, it's been an amazing experience working with you two lovely ladies and I know our paths will continue to cross in our community.

Karen Moloney: Absolutely.

Amanda Asbhy: Absolutely.

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Karen Moloney: And as we approach the end of this episode, I think it would be remiss of me not to ask my co-hosts and guest for this episode, "What's been the biggest resource you've used this year for your own professional development?"

Michelle Ockers: All right, I'm going to jump in. The first thing that comes to mind for me is just experience. Just getting in and giving things a go. And I know we talked about human-centred design, I've done a considerable overhaul on the way I work on learning strategy with the organizations I work with, and I'm using design thinking at the heart of what I do now. But a lot of it has been through hearing people talk about their examples, doing that thinking around, "How could I apply this? How might this work?" Doing a bit of research and being able to experiment and learn from experience.

And I have a really solid reflective process in place where I do a little reflection, quick reflection, at the end of every day. 'What have I learned today? What's one thing I learned today and how did I learn it?' Then at the end of every week, I look at that, just pick out three things I've learned and then my monthly 'What I learned' video. So I think giving things a go and the reflection really worked for me.

Karen Moloney: Yeah. And for me, I joined a book club this year. Just a few mums from school, but I was inspired by one of our early podcast guests, Anne Bartlett-Bragg, in episode 10, who said that for her professional development, she often reads things which are opposed to her own points of view. And that really got me thinking about... You've mentioned, Michelle, you get what you're looking for a lot of the time and I think you can always find things that support your way of thinking and the way of doing things, but I wanted to be challenged a little bit more about doing things a different way. So I wondered what it would be like to read a book that somebody else had chosen for me, cause I'm quite picky about what I read and I read certain types of things I mean, they've been mostly fiction books that we're read, but the discipline in reading something that doesn't immediately grab my attention has been an interesting thing to work on. And then also the discussions that we have around the stories and people's enjoyment of them, etc. just understanding very, very different perspectives of the same material and thinking about how that can evoke different emotions in people and different responses from people, which feeds into the work we do, right?

So if we're thinking about, "Yes, we can have profiles of our learners, and we can put all this stuff into learning design." But then how people perceive that and consume that and take it away and do something with it, it's going to be different for every single person. So I have found that to be a really interesting experience this year, and one that I wasn't sure I was going to continue with because it's made me uncomfortable. But then again, inspiration from Alex Lederer's 'get comfortable being uncomfortable'. So I'm going to push on with that and expand the range of reading materials for next year to learn some new things.

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Amanda, what about you?

Amanda Asbhy: I love that. I think that there's probably two things I've done this year using resources. I've read a lot, but not enough books, and I actually have a reading list. Every time a guest has recommended a book, or if I've been at a conference or a webinar and someone's recommended a book, I've added it on to a list. So I have an amazing pile of books that I haven't read, and I've set myself a challenge for next year to read them all. But this year, I've read so many industry reports, posts, updates that has really opened and changed my thinking a lot more.

And actually, it's the people who I've had discussion with. I've really invested a bit more time this year in having those coffee catch-ups with people and just asking people, what are they thinking about in certain scenarios? And I will always be thankful for how open people, and probably specifically L&D people are in sharing stories and experiences. I know at the recent AITD awards, I think, it was Lyn Pinder made a comment like, "L&D people just share." And it's just such an innateness that we want to share experiences and stories and that openness is fantastic, and it's changed my thinking in experiences a lot. So I guess my resource is the great people that I've gotten to interact with.

Karen Moloney: Awesome, thank you.

So I think that's a wrap for this episode, you'll be hearing more from Michelle with brand new episodes in 2020, but it's definitely a wrap for Amanda and myself. So I would just like to finish by saying thank you so much to all of our guests this year, and last, for sharing your stories. It's been an absolute pleasure and honour to be able to get them out there. Thank you so much to our listeners for actually your support in listening to the podcast, and in sharing episodes online. I'm seeing lots of that happening lately so please keep doing that and tagging all of us in them. We really, really appreciate you sharing the content. And please continue to rate, review and subscribe so we can keep sharing these inspiring practical stories with the learning community.

Finally, I'd like to thank Amanda and Michelle for being an amazing team to work with, and for helping bring this podcast to life. So just goes to show what can happen when you get your brave pants on and try something new. I'm very proud of what we've created with Learning Uncut, and I'm sure in Michelle's capable hands it will continue to grow as a valuable resource to support the professional development of the learning community. I look forward to listening to episodes for the very first time in future. And so for now, all there is for me to say is I wish you all a very merry Christmas, and a fabulous 2020.