

## **LEARNING UNCUT EPISODE 35: DEMOCRATISING LEARNING THROUGH CURATION – WES TOBIN**

- Karen Moloney: Welcome to another episode of Learning Uncut. I'm Karen Moloney
- Michelle Ockers: and I'm Michelle Ockers.
- Karen Moloney: Today our focus is on curation and we're talking to Wes Tobin, who is the senior manager and product owner of group learning and development strategy and transformation at the Westpac group. Welcome Wes.
- Wes Tobin: Thank you, glad to be here.
- Karen Moloney: That sounds like a big remit you have there.
- Wes Tobin: Yes, it's a pretty broad remit within our L&D team at Westpac.
- Karen Moloney: Awesome. Some of our listeners from outside Australia and New Zealand may not be familiar with Westpac, so I'll just hand over to Michelle to kick off the conversation, with a bit of background about the organisation and the context for this story.
- Michelle Ockers: Leading straight into Wes, can you introduce everyone who's listening to the Westpac group?
- Wes Tobin: Yeah, sure. Hopefully most people know, for those who don't, Westpac is one of the big four banks in Australia. It's the oldest bank and we have turned 202 years old as of this year. We have approximately 40,000 employees and on top of that, probably anywhere up to 20,000 outsourced providers, so our strategic partners such as IBM, et cetera. Quite a large employee base, when we take everyone into account, and really they make up our internal customers from a group L&D perspective.
- Michelle Ockers: Wes, can you talk to us a little about your role and the role of your team and where that sits in the business?
- Wes Tobin: Sure. Within Westpac, the group learning and development function is set up as the centre of excellence. My role, I sit in a small team, with just our learning and development strategy and transformation team. Really what that means is that, we're responsible for developing strategy, implementing the strategy and deploying it. But in a nutshell, what I'm responsible for is leading and implementing transformational learning programs and initiatives that really align to organisational strategy.
- The strategy and transformation team also really looks to the future focused, L&D, and the innovation in the industry and in our profession. Again, with that in mind, we look at things around different concepts that come up and we basically build out and develop those concepts. We also try to do this, to agile ways of working. We're bringing in that agile method of delivery into everything that we do as well.

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- Michelle Ockers: Yeah, it sounds like a really interesting body of work to be involved with Wes, and one of the areas that you've been working on, which is the focus of today's discussion is curation. Curation can mean different things in different contexts to different people. Let's start by exploring what you mean by curation and what you call the art of curation. What does that mean to you?
- Wes Tobin: Yeah, a good question, and you've hit the nail on the head. Curation means very different things to a lot of people. Internal here at Westpac, we have definitely put a focus on trying to create a language around it. But for us, curation is really 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. If you think about how we traditionally have done things in the past, it's really around creation, so getting people from point A to point B, very instructional. Curation is very different to that, in around how do you bring together multiple points of view, potentially opposing points of view in order for people to find meaning.
- I guess it is a very different way of thinking, from how we've normally done it. Particularly from the end user perspective, we are used to telling people where to go, how to get there. With curation it's a bit different. People can choose their pathway, people can choose what they want to engage in and people can, again, find that meaning for them, and what that means for them either personally and professionally. We do try to bring the personal and professional to the curation that we do at Westpac.
- Michelle Ockers: That's really interesting, that mix of making sure you get multiple points of view into a set of curated resources, as well as that balance between creating some sense of meaning, but giving people flexibility to find their own meaning in it. I know Karen is going to walk through a stack of questions with you to dig into that and we'll get a sense of what that looks like in reality. From a strategic perspective, when did Westpac adopt curation and what prompted you to look at it as part of your learning strategy?
- Wes Tobin: Yeah, we have been obviously driving our digital learning strategy for quite a number of years. But really if I take it back, probably about four years ago now, maybe back to 2016 when we were really looking, at how do we continue to evolve our digital learning strategy? There were a number of factors, a number of things that certainly played into why we led to curation. One of the piece, which everybody I hopefully listening will be able to appreciate, but really it's looking at the external landscape, and things have been constantly changing for us as individuals and how we consume products and services, and things such as digitization, the pace of change. All of those things, are and continue to contribute to changing the way that we actually work, and in turn that has an influence on how we actually learn.
- That was a big piece for us and it leads into the future of work and so on, and how we need to be constantly evolving the practices that we do, to meet the

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needs of our people. Again, people preferences was another big piece that lead itself to us, some looking at curation. We've all heard about micro learning, et cetera. The need for increased personalization, and in a way to democratize learning, and to put it back into to people's hands.

We spent a lot of time with our people and a lot of them talked about, just in time learning, give it to me when I need it. Bring the context to us, so you're bringing it just for me, and then the just enough piece was a big piece for us as well, "Don't overwhelm me with everything, I have got a job to do. But just give me enough." Then the final piece I think around which led to curation was, this whole piece along social, self directed, collaborative or continuous learning, which you again we've all been talking about. But again, how do really bring action and bring life to that? It's really about digitally empowering our people to be self directed. That led us to a number of things, but certainly curation was one of the outcomes of our strategy evolution.

Michelle Ockers: I think you're talking about curation being done by the learning team for use, for access and use by people in the organisation elsewhere is that right? Are we talking about the learning team curating, or are we talking about also people from other functions across the organisation, being involved in curation?

Wes Tobin: You're correct. It's both, I think that the focus for us is talking about what's really, on how we bring L&D on the journey around curating in our learning solutions? Because it is a very different way that we have designed and developed solutions, into holistic, blended solutions. An off shoot of that absolutely is, how do we get people involved, such as SMEs and technical experts in curating? But certainly for us, given curation was and still is evolving, a very new skill for our learning team. We certainly wanted to build that expertise and knowledge centrally. Certainly before we start to go out and start to talk about it, because we need to be able to tell the right story. We need to be able to explain the benefits and value to the business. We needed to actually get the business buy in, to have this as a different way for our people to learn as opposed to, "We need to send them on a training program or a face to face program." Which we all know that's what we get hit with a lot.

For us, it was around how do we harness and build that capability centrally first, and that's where we started before then we actually went out. I guess a lot of what I'm referring to here is, really around how we did it for our group L&D function. Then how do we enable that within the broader business and getting other people involved.

Michelle Ockers: I understand. Within the learning function then, is it specific positions that curate as part of their work, or is it bit more broadly based say, a wide range of people working in the learning team would be involved in curation in some form?

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Wes Tobin: Yeah, it's a great question. Where we started ... I would love to say that lots of people and everyone can get involved, but where we started was with our designers. With our instructional design team, we felt that they were the ones who had been going out to the business, working with our people around customer centric design, et cetera. We wanted to start there and help them understand what we were striving towards, what curation was. It was really interesting because a lot of our designers were very curious about curation, and they understood that it would be different. But we had to spend a lot of time understanding the difference between creating content, and curating content. Because there's a lot of sites out there that aggregate content, which is fantastic because we use that, and then we curate from that.

But we started with a small group of people from our design team, and a couple of others dotted around the broader L&D team who showed an interest. We set up a bit of a brains trust to start the journey, I guess if you want to put it that way. Really what we started to do was, play in the area, put out some content topics and get people to give it a go, and this little bit of a brains trust provided feedback. We also started looking, which we had done, which we always do, is really look externally around, what are blogs talking about around this area? What are some of the articles that really provide guidelines around this.

Then we started in part from reading all of these, we started pulling together from guidelines and principles, which were pretty loose at the beginning, to really help people understand where they could play. One of the challenges that we found was certainly the skill level, was very different, and the mindset very different for our people. Bringing the designers in that small group of people together. We actually did a lot of test and learns with end users, we went to our people and experimented with them and asked them what they liked and for them to help us understand what worked and what didn't. It was a lot of test and learn with a small group of people within L&D, before we extended it out.

Today where we are, we've got people from our design team, we have a curriculum team which really are responsible for developing curriculum and they do curate playlists, but probably more so from that specific business capability perspective. We have facilitators who are really interested in this, and who contribute to it. We've got some people who sit behind the scenes in a learning experience different teams who have been bringing from different views to it, and they're getting involved that can be on it. To be honest, we've now started to grow that bit of a brains trust, and getting more people involved.

Really the purpose of that is to have a diverse group of people, from the broader group, L&D function that can start giving each other some feedback, as opposed to having it purely with a design team.

Michelle Ockers: Yeah, fantastic. I think you've talked to us about how you approach growing the skill set and your experience through investigation, experimentation, learning by doing and then rolling it out more widely across the L&D team. You mentioned

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mindset a couple of times. You talked about the designers being curious, but that there was some mindset adjustment needed to use and adopt curation, what would you describe the mindset in terms of what you needed to move it from and to?

Wes Tobin: Yeah, well, it was really on learning to re-learn or to learn. It was letting go of the pathway from A to B and it was really around bringing a mindset and a skillset of how do we tell this story to our people. Again, storytelling is a skill, and there's a mindset that comes with that. If you think about where we've been with instructional designers and we've got some amazing instructional designers, we've got people who've been with us for a long time. They are used to taking a brief and really working to that brief and bringing people right from A to B. The other things they're used to doing is building and designing and using authoring tools to develop the content.

Whether this would be really around how do you source the content and how do you do some research into the content, and what the story is you end up with, might be very different to what the brief was. It was getting their mindset around that. This was very disruptive. It can change very quickly and you have to be able to take the angle that you believe is going to resonate with the audience. It's a very different way of thinking, in how we take a brief from an instructional design perspective and work from A to Z.

Karen Moloney: It sounds like you took them on a good journey there. You've got your team that are all in the right head space and ready to go. I'd just like to start looking at the steps in that curation process now. Thinking about it, you say your team is all set up, how do you decide what topics to curate around?

Wes Tobin: Yeah, this changes, but where we started with really we anchored it against three particular, and three specific pieces. One was around, what are the preferences that our people are asking for? Whether that comes to feedback on our platforms, or whether we're out talking to them around different pieces. We recently conducted customer-centered design piece of work for something else, but a lot of insight came out in that about what people really want. That was fed back into us, and the people who curate. But we look at that and go, "What's on our people's minds today?" We really do that pulse very regularly to understand, so the people preferences are front and centre.

The other piece that we were quite conscious of, bringing into this work is future focus skills. There've been a lot of talk obviously over the last couple of years, around what are the skills of the future or the soft skills we need to develop. We want to anchor again, and the future focused skills or capabilities and sometimes they overlap for what people were looking for as well. Then thirdly, was really business strategy. We wanted to bring context and meaning around what's happening in the world of Westpac, but also what's happening in the board industry, et cetera. We would anchor to things like ... If Brian Hartzler, our CEO, was talking around service towards all his leaders, he does road shows

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every couple of months. We would understand what those messages are and we may anchor against that, to support that message.

Again, it was just another way for our people to get information in a very different way, in a new way as opposed to just reading an email or hearing it from their leader. It was brought to them from a curated perspective.

Karen Moloney: Sure, and with those three anchors, is that something ... Let's say from month to month, would you have a mix of those three different topics or would you focus on one specific thing each month?

Wes Tobin: No, it really depends on ... and this is the beauty of how we work in an agile way of working. We decide at the start of the month, what's going on, what the external landscape, what's happening internally? We really look at a number of factors and then we decide, "Okay, we feel this is the important piece that we need to do." If I give you an example of what we're doing in September, it's really around development conversations because that's happening for us in October, as part of our performance management or performance development cycles. We know that our people get hit with lots of things at this point in time, around resources and this and that and the other.

We want to give them a different flavour to that, so we're going to curate some learning assets and things that are very practical for them. But also to get them thinking in a different way, so that they're more prepared going into conversations, as opposed to just getting the usual resources around, "These are the three steps you need to do. This is the system you need to go into document it and this is the conversation you need to have with your manager." Right now it is very robust in that, but we definitely want to align to things like that because we know that people need support, but again we're bringing it to them in a very different way, so we will bring it from outside thinking around career. We'll probably bring some ... That's again around business strategy, so that's anchored into our operation with them.

But within that is around future-focused skills, because we know that learning and development, and keeping your skills up to date, and potentially looking at different skills that you might need to need to start developing, is going to future proof you for the future. Again, that probably will be there is going to be an overlap of those two. We don't tend to stick to one, I think that's probably a bit too rigid. Did we do that at the beginning? Absolutely. When I go back to 2016 probably, we've probably been very rigid around what anchor we put, but now I think it's a bit more fluid.

Karen Moloney: Fair enough. If I'm a curator, in terms of my brief for going off and doing my curation work for that month, does that brief come out of the discussions that you have around what's going on? Or do you sometimes have directives from the business, would anybody ever approach you, y'know like they do for traditional learning and say hey, there's something going on here?

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Wes Tobin: Yeah. It's both, and we do a lot of discussion around this to make sure that everybody is very clear. Now when I say everyone's very clear, sometimes it could be very high level and that could be okay. "We need to do something this month on diversity because it's inclusion week or whatever." That could be the brief and it is really up to the curator then to go away and to really source and research the different assets, et cetera. Sometimes the story would evolve from that. We might start and go, "It's around diversity." At the end of that two, three, four weeks of researching and sourcing of your assets and looking at different points of view, you might bring in a different lens. We had an example, I'm probably be going back maybe 12 months now, where it was more around diversity and I'll use that as the example. But what it led into it was a nicely curated package around, why diversity is so important for innovation

The curated content was very much around those two topics. While the brief was just around diversity, the end product came out and talked really around innovation and the importance of diversity in innovation. It married together very nicely. Now that is the skill of the curator. I will say to people, "Don't underestimate the time it takes to research and source the right content." On the flip side of that, you do need to be careful because you could be researching forever, because of the multitude of things out there. That is a challenge. I know when I'm on the brains trust or the review, sometimes people would come to me and say, "Well, I've got these 15 things." Then we look through them and they don't know which one to chop off, or they don't know which ones that they won't use.

Again, it's an iteration piece, and the story can sometimes come out from even people who are reviewing the content to say, "Oh, have you thought about this angle?" Then sequencing it, and finding the flow is a key skill as well. Because again, I think we don't want the aggregation. We can all list the list of links, or videos. It's the story that you build from when you sequence it and when you find the right flow that helps them build the curation, and build the experience for our people. Also, help them find the right meaning for them in the curated package.

Karen Moloney: Sure. I'm just going to take a step back because I want to talk a little bit more about that, that story telling process in a second. But just on the assets themselves, I know when I've spoken to other people about curation, that there's a big focus on credibility of the information that you're sharing. Do you have recommended sources that people use to go search out assets, or do they have free reign to just go anywhere they please?

Wes Tobin: Yeah, it's a great question. I think quality has come up through our discussions and even through our review sessions though. We don't have any prescribed sites that we would say go to. I think we do look to the normal channels that people would look at. We do look at Harvard, we look at Forbes, we look at Inc. But again, it's surprising when you give people the freedom, and that again, that's another mindset piece for people to go, "Okay, where do I go?" I've used

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Anders Pink in the past, I've set up some aggregated searches and they would do the aggregation on a different topic. There's various sites that do that.

But really it's up to everybody who's curating, to really go where they want to go. Sometimes that has meaning going to people internally who might be SMEs and talking to them about where do they go for their own learning. We've got obviously people who might follow different YouTube channels, or might follow various people on blogs et cetera. That could be again another source for someone to start. But as I mentioned, with the researching that you do, you can go down lots of rabbit holes, and sometimes that you find in gem and other times you have to try to find your way back out, because you're getting too overwhelmed about what's out there. But in a nutshell, no, we don't have any predefined place that you go to source content.

Karen Moloney: I think that's great from both sides really ... I've done lots of design work myself in the past and I love variety in my work. I think if I had to just source from a few recommended sources, I would probably find that quite boring. I think it gives your designers, and your team some good variety there. But also for the people that are receiving those curated packages, I can see you're trying to offer up opposing views and different mindsets and different types of assets to help them come to their own conclusions about things, or create their own learnings from it. I think it gives a really rich experience on both sides of that process.

Wes Tobin: I agree.

Karen Moloney: Just thinking about that now, looking at the actual process and a timeline, because like you said, it was one of my points, I get lost on the Internet for hours at a time, and I might go online to pay my bills and end up somewhere else. There's got to be some structure for your people around the timeline, can you just talk me through, because I know it breaks down into week one we'll do this week, week two to three, we do this-

Wes Tobin: Yes, sure. We've got some guidelines and principles, but as I mentioned, they are linked. We don't want to tie people too much to that, but obviously we can't spend forever doing it. We try to do a monthly enterprise curated piece, and we look at that obviously on a four week basis. The first couple of weeks is really around, really sourcing the assets and really understanding what's out there and trying to figure out what your story is. That again as I mentioned, sometimes takes two weeks, sometimes it takes three weeks. Then the sequencing and flow of that then is, really where the curator certainly does their first iteration of that and then it gets shared.

Within two weeks, there's definitely a sharing with the brains trust, if I call them that. It might be three or four people that you working with or asking for feedback. Then from that feedback, then you iterate the next level. Even things to the extent of, "What is the imagery you're using? What is the headline you're using?" Because that is all around telling the story. Creating that curiosity, the

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interest, really comes down to the use of imagery. We have used some wacky imagery in our time at Westpac, and we have used some taglines that people might refer to them as click bait in a way. But again, it's to grab people's attention, and this is all part of putting a bit of a marketing spin on things at times. But really around telling the story, so sometimes your learning assets might actually ... The imagery might speak a thousand words, and really hit people between the eyes around what it's about.

Those things can take the last two weeks to finesse, but certainly, I have had probably three or four versions, over that last two weeks of trying to really finesse it down to the right story. It is taking things into account, is the story clear? Does the content speak to the story? Is there a right variety of learning assets and to your point, different and opposing points of view? We don't want all the nicely nice, or we don't want all of this is what Westpac think. To me, it needs to be broad and that it needs to be bringing the outside in.

The other part as well, which again was one of the things we learned, probably in the last 12 months, is that looking at the whole person. That's really important to our people and they've taught us that. How do you bring a personal element into it, rather than just professional or business lens to it? Again, it's finding that right balance between personal and professional. Again, I know some of the feedback that when I have reviewed pieces, it's like, "Oh, this is really business-focused. What does the person going to take from this, that they can use with their family or partners, et cetera?"

We've had a lot of feedback where people have used this content with their family, with their children, depending on what the topic is. For me, that's where you're adding true value to people. Yes, there's a business value, but I think really for this piece, and I'm talking about today, is really about what's the value we're creating for our people.

Karen Moloney: Absolutely, and those rich learning experiences. Once you've got your curated packages together, how do you distribute them within the organisation?

Wes Tobin: We have a social learning platform, which we brought into Westpac in 2015/2016, and that has the ability for us to reach everybody. We have the ability to push content out via that to everybody. It's kind of like if anyone's used Yammer or any social platforms where you can do announcements, or you can push things to cohorts of people. We distribute via our social learning channel, and the good thing about that is that people have the ability to comment on the curated content and they can rate the curated contents. We've got functionality that fits in there around this social piece. We see a lot of commentary from people and they'll tell us what they love, they'll tell us what they're using it for, they'll tell us what they hate.

The other thing is that it's integrated with Yammer, which is our internal social collaboration, I guess if you want to call it, where it's more around

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communication. You can share things into different Yammer groups you're a part of as well. Again, we get a lot of people sharing the curated content into that. We distribute it that way because the accessibility and reach for all of our employees and it's easy that way.

Karen Moloney: Is that the main way that you get feedback on what's working and what's not, in terms of that activity and the reporting from that?

Wes Tobin: Yes, that's one of the ways. Certainly, we do read all of the comments and for some of the curated content that we push out we have anywhere upwards of 250 people commenting on it and do we read through them all? Not always. But certainly we can pull out the pieces that we see, and we get emails from people. Again, we get emails saying, "Thank you so much, this is great or thank you so much. I think we should focus on X, Y, and Z. Or sorry, I didn't like this." We do get those emails as well, and that's fantastic because all feedback is good feedback. Then we talk to our people and awful lot in L&D for various programs that we're running, or solutions were designing.

I know when I'm involved in that, we'll always bring this lens into it because it is around ... As I talk about democratizing learning and getting our people to help us understand what they want, as opposed to L&D telling them, "This is how it needs to be." We use the multiple ways to gather feedback. But certainly, the commentary that we see is very explicit and really gives us some good insight into what our people appreciate and what they don't.

Michelle Ockers: Can you give us any examples of how those packages, curated packages are being used in making a difference in the business, so rather than it just being something that people are socially chatting about online. I know we talked through a couple of examples.

Wes Tobin: Yeah, while there's one thing around bringing people together, and getting them to learn, which is where people build on each other comments, and connect with others around that, that's fantastic. But I've seen a couple of examples in the business and again, you don't know all of them, but certainly one that really hit home with me, which I was very happy about. There's a leader in our business and this crosses a couple of different business units, and even big business units, but a manager came to me and said she really loved these curated packages and she wanted to get involved herself in topics and curating, which was fantastic. That was the start of, "Oh, we want to be involved as opposed to L&D driving it."

Eventually what we want to do is get our people doing it. But she actually uses the curated content every month in her team, meeting and it's a standing agenda item in her meeting, where basically they have two questions. She told me one is, she asked the team what are the insights, that everybody took from the curated content this month? They discuss that for about five minutes, sometimes longer. Then the second question is, do they as a team need to do

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anything different based on those insights? Really looking at, what do they need to change if they need to change anything? Again, one of the examples that she gave was around, we did one on virtual collaboration a while back, and she gave me the examples of they do have colleagues interstate and is this working, what were the insights and do they need to change anything around that?

They changed a few things around ... Really understanding how to engage people when they're virtual, how to ensure that everybody can see each other, how to ensure that everybody is prepared, how to ensure that we're making sure that we're asking people on the phone, if they've got insights as opposed to just the discussion in the room, having one conversation at a time so that everyone can hear. Again, it was very much a great example of how people are putting this into practice, as opposed to just, you said commenting on it or consuming content.

Karen Moloney: That's absolutely what we want with the curated content, is to be sparking conversations and action rather than it just being content, just being consumed. You've obviously been on a big journey here Wes, it sounds like it's one of those processes that has been honed over a period of time. Can you share just with the listeners, what are your biggest learnings or takeaway tips for anybody that's thinking about getting started with curation?

Wes Tobin: Yes. We're are still on a journey, so we are by no means there, but yeah, absolutely. I think one of the things that was pretty obvious is, it takes time to build the skill set to curate. As I mentioned, we're still on the journey, but we have got a number of people who do it exceptionally well and we've got a number of people who need to do a lot of practice. Again, the only way you get better with this is practice and getting feedback. I think for us one of the biggest lessons was spending the time, continuing to persist, and continuing to coach and help our people who are interested in doing this, to basically develop the skill.

It is a journey for us. One of the other things, I think I've mentioned this already, which was really a great lesson for us, was really bringing that balance between the personal and professional, and really taking that whole person into account. I can't again stress the importance of meeting people where they're at, and people are bigger than just their job. They have a lot more going on in their lives, so again, it's how are we adding broader value to the whole person? That was a big lesson. I know when we work with the business and everyone here and on the line, will understand the business we'll be driving the business agenda, and that valid in points. But I think some of us we need to take a step back and say, "Okay, well, what does this mean for our people?" I think that's a very big lesson for us.

The other thing which was an interesting one for us, is that, and it's still a journey for us, it's really understanding the types of content that really resonate with people. We tried lots of different things, lots of content, limited content,

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videos, articles, blogs, et cetera. It came back to people loved things like quizzes and assessments. When I say quizzes and assessments, they might be free online ones with Harvard or whoever. That just gave people a focus or a guide to take an action. People really loved that and they told us that in droves. The other piece that was a really big piece for us again, which we again have tried to do this, and we do this in a lot of our instructional designs, it's putting a practical element. People want to take stuff, and bring it into their job or their personal life immediately.

Not the theory, not the education, more so around what can I do today? What are the three things that I can take away and do today? We were continuing to learn as we go with this. If I think about what I would say to people as well wanting to start doing this, "I think you just need to get in and do it right." I don't think there's any rule book or training book around this. There's lots of stuff that people have written about it, but until you get in and give it a go and really experiment and work out what works for your business and your audience. Everyone's business is different, everyone has different priorities. But really around practice, practice and practice, and gather feedback, and really get underneath what people really are looking for.

The other piece of that context is so important within curation, I think that is again a key. I know we talk about content a lot, but of context is critical. Because again, you want to bring context and relevance for people so that they engage with this. They see value in it and they take some action from it. Finally, I think it's making sure you've got to a group of trusted advisors, or the brains trust like I described earlier. That you have people who will give you honest feedback, around the curation that you're doing.

What I say to the guys here is, "Let's not try to gold plate it. If we feel something is 80% there, 90% there, let's just get it out and we get the feedback soon enough. Nothing is going to stop because of what we're doing, but we certainly can't be trying to gold plate everything and have it perfect. I think that just slows us down and sometimes misses the point." They're some of the actual lessons and tips that we continue to look at here at Westpac.

Karen Moloney: Yeah, I'm sure there'll be plenty more to come in the future as well, as the whole thing evolves. We'll include your LinkedIn profile, Wes if anybody wants to get in touch with you, to continue that conversation because I'm sure that there's lots more, than we could just pack into this one episode.

Wes Tobin: Sure.

Karen Moloney: Before I let you go. We have one final question we like to ask all our guests. Could you share with us one resource you find valuable for your professional development?

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Wes Tobin: I follow Jane Hart on Twitter, on LinkedIn and on blogs. Jane Hart is in the UK and she really talks about the modern workplace learning. I think she's got some great resources and great thinking on modernizing learning, which again, is sometimes a bit different from how we all have to do it every day, but certainly from that driving the right culture, driving the right behaviour and building that modern workplace. From a learning perspective, I think she's got some great thinking on that. She is somebody that I regularly, on a weekly basis, I'm constantly reading what she put out.

Karen Moloney: That's a fantastic story. Thank you so much Wes, for sharing your work and insights with us around curation. It's been so interesting. I could have talked to you for another couple of hours, so I appreciate your time.

Wes Tobin: My pleasure. Thank you everybody. Bye.

Michelle Ockers: Yeah, thank you ways Wes, was a great conversation.

Wes Tobin: Thank you Michelle.

Karen Moloney: For our listeners, if you're finding Learning Uncut valuable, could you please take a moment to rate the podcast and leave us a review comment. We really appreciate your help to ensure that we can get these stories into the ears of as many L&D professionals as possible, so they too have an opportunity to learn from the fabulous work of our guests like Wes. Thank you.