Cultivating Social Learning in Your Ecosystem

Catherine Lombardozzi
Expanded slides and resources now available at L4LP.com/social-learning
Modern Learning in Theory

Learning and Performance Ecosystem

- Personal Networks & Communities
- Internet and Other Resources
- Social Media
- Manager Support
- On-the-job Learning
- Training and Formal Education
NEWS FLASH...

We can’t push people into social learning....
NEWS FLASH...

We can, however, give them a hand up...

Social Learning
Defining a Community of Practice

Knowledge domain

- Body of knowledge
- Common problems

Community of people who care

- Interaction
- Belonging
- Mutual commitment

Shared practice

- Common approaches
- Shared standards
- Joint projects

Learning = co-participation in practice

Relational Learning Activities

Instructing
Observing and Critiquing
Storytelling
Questioning and Listening
Encouraging and Advising
Introducing to Connections
Collaborating
Participating in Training
Practicing and Responding
Listening and Observing
Reflecting and Discussing
Sharing
Accessing Network
Applying Learning in Work

With a Little Help From Our Friends: How to leverage relationships for employee and management development
Learning 4 Learning Professionals White Paper
Individual Factors
- Self-knowledge
- Confidence
- Self-determination
- Motivation
- Capability
- Social savvy
- Interpersonal effectiveness

Organizational Factors
- Development culture
- Expectation for sharing
- Feedback effectiveness
- Learning organization structure

Relational Factors
- Compatibility
- Accessibility
- Trust
- Authenticity
- Dialog
- Reflection and feedback

Learning in a Community of Inquiry

**Engagement**

Social Presence
Ability to project authenticity and personal characteristics

**Meaning-Making**

Cognitive Presence
Extent to which participants construct meaning

**Learning Facilitation**

Teaching Presence
Design, facilitation and direction of cognitive and social processes for educational outcomes.

- Encouraging Dialog
- Developing Culture
- Designing Content & Activities

Enabling Conditions

- Basic technology and communication skills
- Positive interaction and learner motivation
- Appreciation for collaboration and its advantages
- Desire for connection with a group
- Positive social climate and trust

Connectivist Learning Process

Forming connections, selecting and filtering

Getting involved and making contributions

Reflecting and making meaning

Being aware and receptive

Social Networking Theories and Tools to Support Connectivist Learning Activities.
International Journal of Web-Based Learning and Teaching Technologies, 2(3)
Pillars of Self-Directed Learning

Motivation
Self-Awareness
Attention
Intention
Reflective Practice
Persistence
Resourcefulness
Relationship Strength
Engagement
Time

Adopted from: Lombardozi, C. (2016)
Challenges of Learning in the Flow of Work: Scaffolding Self-Direction
International Journal of HRD Practice, Policy, and Research 1(2)
Cultivating Social Learning

- Individual inclination and skills
- Solid interpersonal relationships
- Appropriate activities
- Supportive tools
Cultivating Social Learning

PURPOSE

- Business goal or initiative
- Performance goals
- Desired learning outcomes
Cultivating Social Learning

INDIVIDUAL INCLINATION AND SKILL
- Motivation
- Social savvy
- Interpersonal skill
- Time
Cultivating Social Learning

SOLID INTERPERSONAL RELATIONSHIPS

- Rapport
- Trust
- Role engagement
- Compatibility or appeal
- Culture

Individual inclination and skill
Solid interpersonal relationships

Social Learning
What is the nature of the peer-to-peer learning you hope to support?

- Crowd
- Set
- Network
- Team
- Task Force
- Community of Interest
- Peer Mentors or Coaches
- Community of Practice

Relative Social Learning Engagement
(your mileage may vary)
Cultivating Social Learning

**APPROPRIATE ACTIVITIES**
- Socializing
- Storytelling
- Information exchange
- Q&A
- Mentoring and coaching
- Group inquiry (Co-learning)
- Joint effort and collaboration

Individual inclination and skill
Solid interpersonal relationships
Appropriate activities
Cultivating Social Learning

SUPPORTIVE TOOLS
- Document repository
- Posting tools
- Collaboration tools
- Chat tools
- Discussion boards
- Virtual meeting tools
- Work environment

Individual inclination and skill
Solid interpersonal relationships
Appropriate activities
Supportive tools
Cultivating Social Learning

How can you give people a hand up into productive social learning?

WHY  Nurture a purpose for interacting
WILL and WAY  Scaffold individual inclination and skills
WITH WHOM  Encourage solid interpersonal relationships
WHERE  Suggest appropriate kinds of activities
WITH WHAT  Offer supportive tools

More at L4LP.com/social-learning/
Which factors need to be scaffolded?

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Appropriate Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business goal or initiative</td>
<td>Socializing</td>
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<tr>
<td>Performance goals</td>
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<td>Desired learning outcomes</td>
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<th>Supportive Tools</th>
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<td>Interpersonal skill</td>
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<td>Time</td>
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<td>Virtual meeting tools</td>
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<td>Work environment</td>
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</table>

| Solid Interpersonal Relationships | |
|-----------------------------------| |
| Rapport                           | |
| Trust                             | |
| Role engagement                   | |
| Compatibility and appeal          | |
| Culture                           | |
Cultivating Social Learning

What can you do to give a hand up in the situations you have in mind?

http://l4lp.com/social-learning/
## Social Learning Success Factors

### Purpose

*To strengthen these elements*

| Business goal or initiative | - Engage with potential sponsors and champions  
|                            | - Communicate alignment between business goals and individual goals and values  
| Performance goals           | - Find pockets of real need for performance support  
|                            | - Offer help to people who have already identified a need for themselves  
| Desired learning outcomes   | - Encourage people to define their own goals  
|                            | - Align learning goals with performance goals and business initiatives  

### Individual Inclination and Skills

*To strengthen these characteristics*

| Motivation | - Define purpose of social learning in consideration of people’s needs and values  
|            | - Develop marketing campaign for social learning activities  
| Social savvy | - Invite exemplars to engage  
|             | - Make introductions among learners  
| Interpersonal skill | - Model the needed skills  
|                 | - Provide development resources for needed skills  
| Time | - Value outcomes  
|      | - Allow dedicated time for learning  

## Social Learning Success Factors

### Solid Interpersonal Relationships

*To strengthen these characteristics*

<table>
<thead>
<tr>
<th>Factor</th>
<th>Strategies</th>
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<tbody>
<tr>
<td><strong>Rapport</strong></td>
<td>- Provide robust profiles</td>
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<td>- Encourage photographs and videos</td>
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<td>- Highlight people’s backgrounds and tell positive stories about them</td>
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<td>- Actively introduce new people</td>
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<tr>
<td><strong>Trust</strong></td>
<td>- Encourage working out loud</td>
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<td></td>
<td>- Share author names (not anonymous or attributed to a department)</td>
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<td><strong>Role engagement</strong></td>
<td>- Describe roles and responsibilities (e.g. mentor, subject matter expert)</td>
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<td>- Assign roles (e.g. sponsor, contributor)</td>
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<td>- Name and recognize community manager and ambassadors</td>
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<td>- Introduce and connect people to one another</td>
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<tr>
<td><strong>Compatibility or appeal</strong></td>
<td>- Invite external perspectives</td>
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<td></td>
<td>- Highlight experts and connectors</td>
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<td></td>
<td>- Grow and diversify the community</td>
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<tr>
<td><strong>Culture</strong></td>
<td>- Encourage leadership engagement</td>
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<td>- Minimize competition among learners</td>
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<td>- Recognize contributions</td>
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<td>- Moderate issues</td>
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</table>
# Social Learning Success Factors

## Appropriate Activities

To increase engagement with these activities

<table>
<thead>
<tr>
<th>Socializing</th>
<th>Establish welcome rituals</th>
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<tbody>
<tr>
<td></td>
<td>Encourage conversation with compelling content and discussions</td>
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<td>Storytelling</td>
<td>Post articles or videos about specific projects and people</td>
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<td></td>
<td>Encourage sharing of success stories, fumbles and lessons learned</td>
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<td>Information exchange</td>
<td>Pre-seed content areas with valuable documents and links</td>
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<td></td>
<td>Strategically curate content to keep it fresh</td>
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<td></td>
<td>Run barn-raising events to rapidly build learning assets</td>
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<td></td>
<td>Encourage working out loud</td>
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<td></td>
<td>Invite blogging as a way of sharing information</td>
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<td>Recommend posting of resources that are shared among individuals</td>
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<td>Post project documentation</td>
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<td>Encourage networking and cross-team interactions</td>
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<td>Recognize contributions</td>
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<tr>
<td>Q&amp;A</td>
<td>Ensure timely responses</td>
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<td>Invite guest experts</td>
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<td>Assign people to answer questions</td>
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<td>Highlight questions of the week</td>
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<tr>
<td>Mentoring and coaching</td>
<td>Assign roles</td>
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<td>Recognize efforts</td>
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<td>Allot time</td>
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<td>Group inquiry (Co-learning)</td>
<td>Plan learning activities</td>
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<td>Run book club or article discussions</td>
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<td>Engage active conversation via Twitter, chat, or discussion forums</td>
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<td>Devise micro learning events</td>
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<td>Joint effort and collaboration</td>
<td>Assign projects to a team of people with varying skills</td>
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<td></td>
<td>Encourage working out loud</td>
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<tr>
<td></td>
<td>Enable communication and virtual meeting tools</td>
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<td></td>
<td>Enable collaboration tools</td>
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</tbody>
</table>
# Social Learning Success Factors

## Supportive Tools

*To increase productive use of these tools*

<table>
<thead>
<tr>
<th>Category</th>
<th>Supportive Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document repository</td>
<td>Enable appropriate tools</td>
</tr>
<tr>
<td>Posting tools</td>
<td>Use tools that people already use if possible</td>
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<td>Collaboration tools</td>
<td>Make tools easily accessible in the workflow</td>
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<td>Chat tools</td>
<td>Improve findability with categorization and tagging</td>
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<td>Discussion boards</td>
<td>Allow people to create new spaces and forums</td>
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<td>Virtual meeting tools</td>
<td>Provide how-to directions and tip sheets</td>
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<td>Troubleshoot issues</td>
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<td>Work environment</td>
<td>Encourage conversation</td>
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<td>Provide a variety of meeting space configurations (groups, one-on-one)</td>
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<td>Design flexibility for reconfiguration</td>
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<td>Design spaces for serendipitous encounters</td>
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</table>
Final Thoughts

While the modern world appears increasingly impersonal, in those areas where knowledge really counts, people count more than ever.

~ John Seely Brown and Paul Duguid
Thank You!

Contact me @

Catherine Lombardozzi, Ed.D.
clombardozzi@L4LP.com
302.994.0451
www.L4LP.com
On Twitter @L4LP

http://l4lp.com/learning Environments/