# LEARNING OUTCOME

**1** Promote a culture of workplace learning within the organisation

**2** Apply workplace learning pedagogies to deepen and upskill the workforce

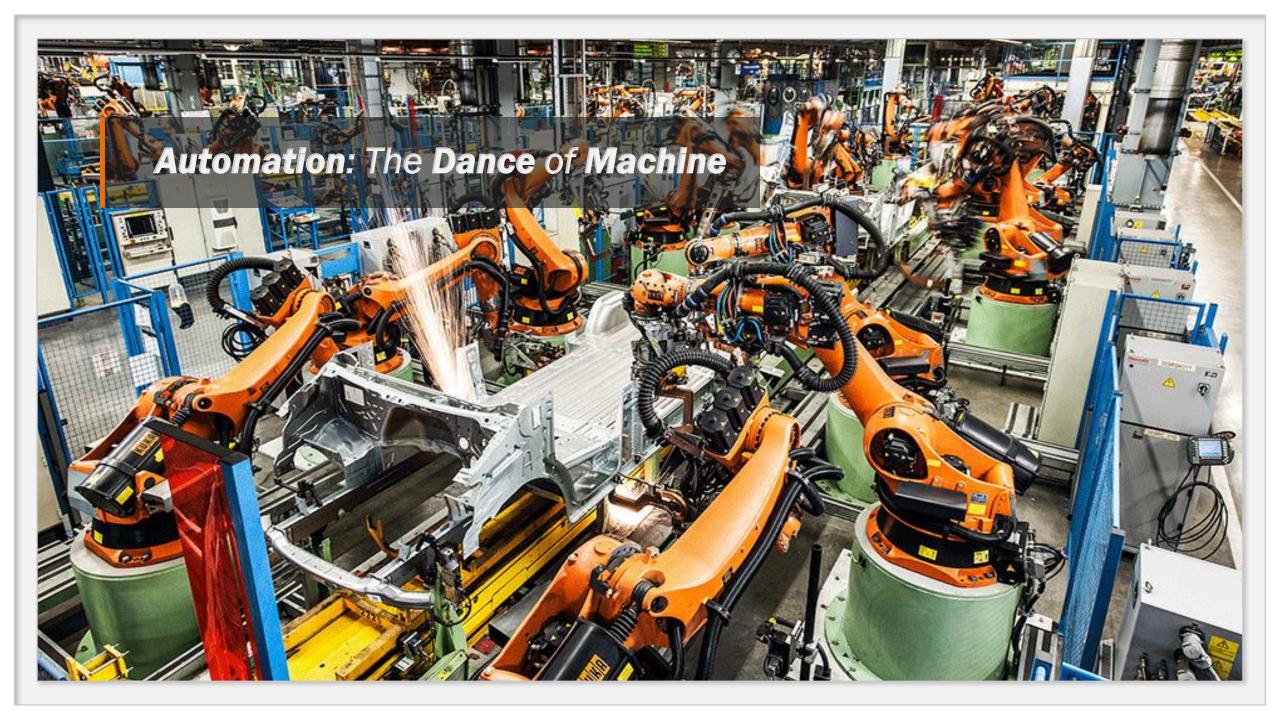**3** Embrace blended learning to facilitate workplace learning

An *Overview*

# 4th Industrial Revolution

Productivity

Seamless communication of data

Automated workflow

Digitisation of operational processes

Automation: *The* **Dance** of **Machine**

**Let's poll**

Will machine replace human?

Workers co-work with machines

**How did Germany prepare its workforce for the future?**

Many Voices, One Mind.

All stakeholders **demonstrate strong commitment** and **cooperation**

# Government

created a coordinating body to define a national strategy and best practices & promote successful implementation of Industry 4.0

# Companies

*provides broader skill sets and job-specific capabilities, close the IT skills gap and offer new formats for continuing education*

# Education Systems

*promote continuous lifelong programmes to retrain and upskill workers, recruit focused on capabilities and engage in Strategic Workforce Planning*

*continuously develop workers and make sure they stay competitive*

DAIMLER

Apprentices improve their welding skills with the help of a simulator

# A Culture of Workplace Learning

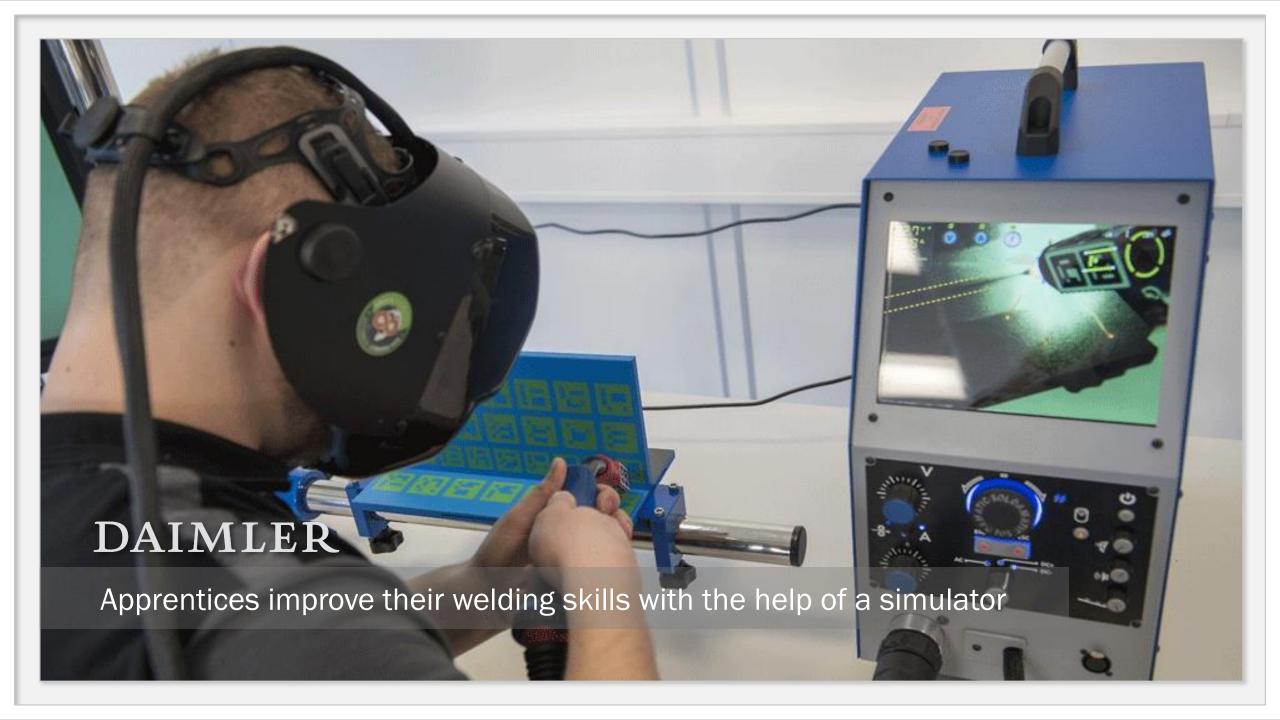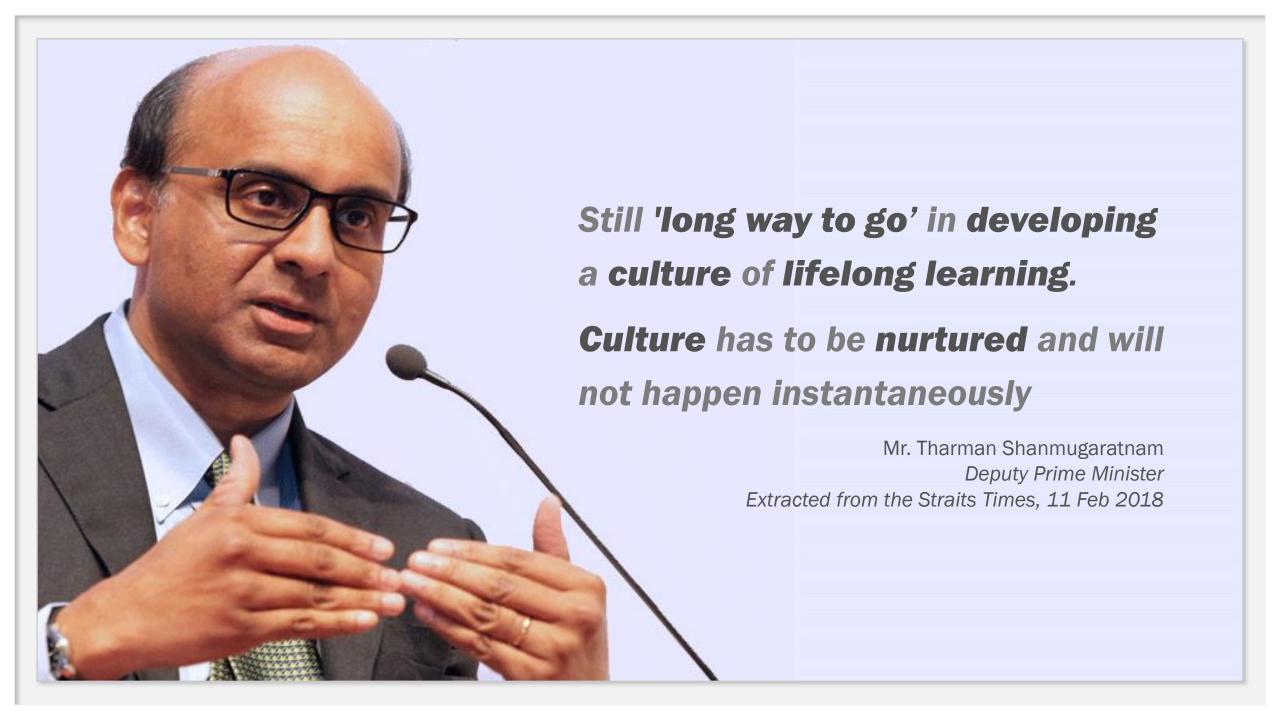**Let's poll**

What is a learning Culture?

# Let's poll

Do you believe that learning culture is possible in our society?

**Workplace learning** *is an* **integral component** *of the CET system and it* **complements** *institution-based training.*

*Such training is* **conducted** *in* **authentic learning environments***, which* **enable** *trainees to* **apply** *the* **skills acquired immediately***.*

Mr. Tharman Shanmugaratnam
*Deputy Prime Minister*
*17 Sep 2014*

Still 'long way to go' in developing a culture of lifelong learning.

Culture has to be nurtured and will not happen instantaneously

Mr. Tharman Shanmugaratnam
*Deputy Prime Minister*
*Extracted from the Straits Times, 11 Feb 2018*

# Workplace Learning

The **acquisition** of **knowledge** or **skills** by **formal** or **informal means** that occurs in the **workplace**
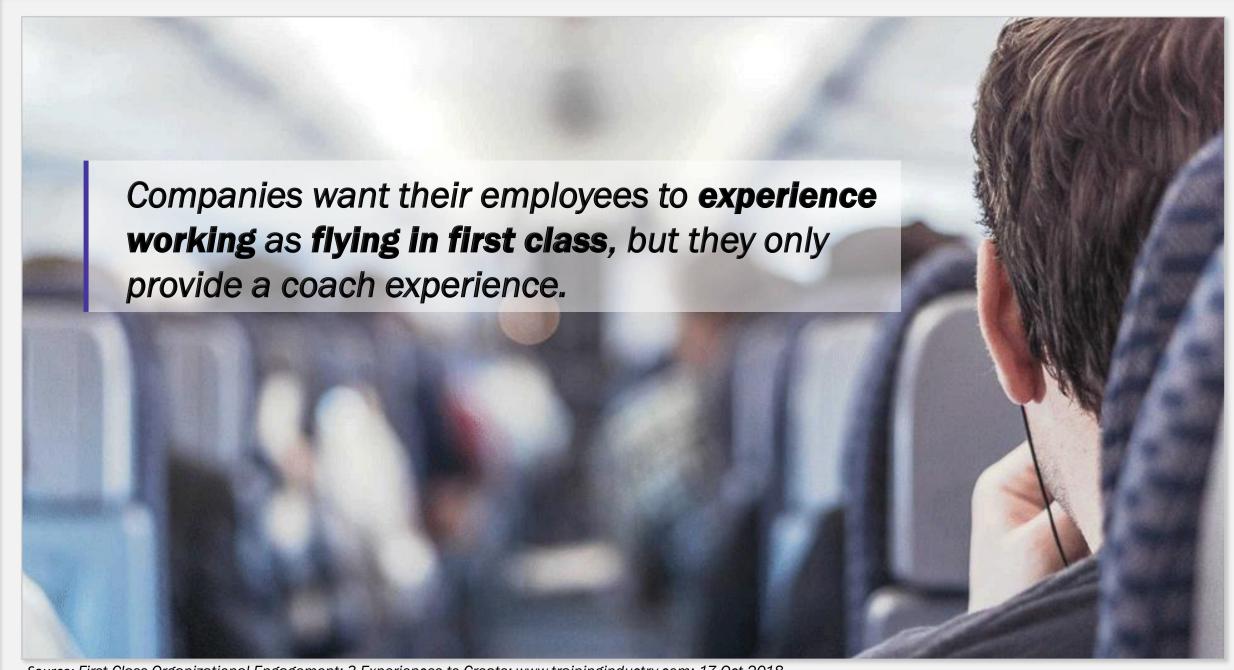
# Daimler 5C Strategy
## Setting Course for Successful Future

**CORE** — Strengthening our Global Core Business

Leading in New Future Fields — **CASE**

**CUSTOMER**

The focus of all our products and services

**CULTURE** — Innovation, Integrity & Lifelong Learning

Forward-looking Structure — **COMPANY**

# Culture

The **full range** of **learned human behaviour patterns**

*Edward B Tylor, an English Anthropologist, mentioned in his book*

Companies want their employees to **experience working** as **flying in first class,** but they only provide a coach experience.

Future Workplace
**World-Class Learning**

expect an employer who can **develop** it's employees for the future an **incorporate** a **world-class learning** with sophisticated **workplace learning culture** and **learning technologies** into their **everyday work**

Future Workplace Research, 2016

**Leaders**
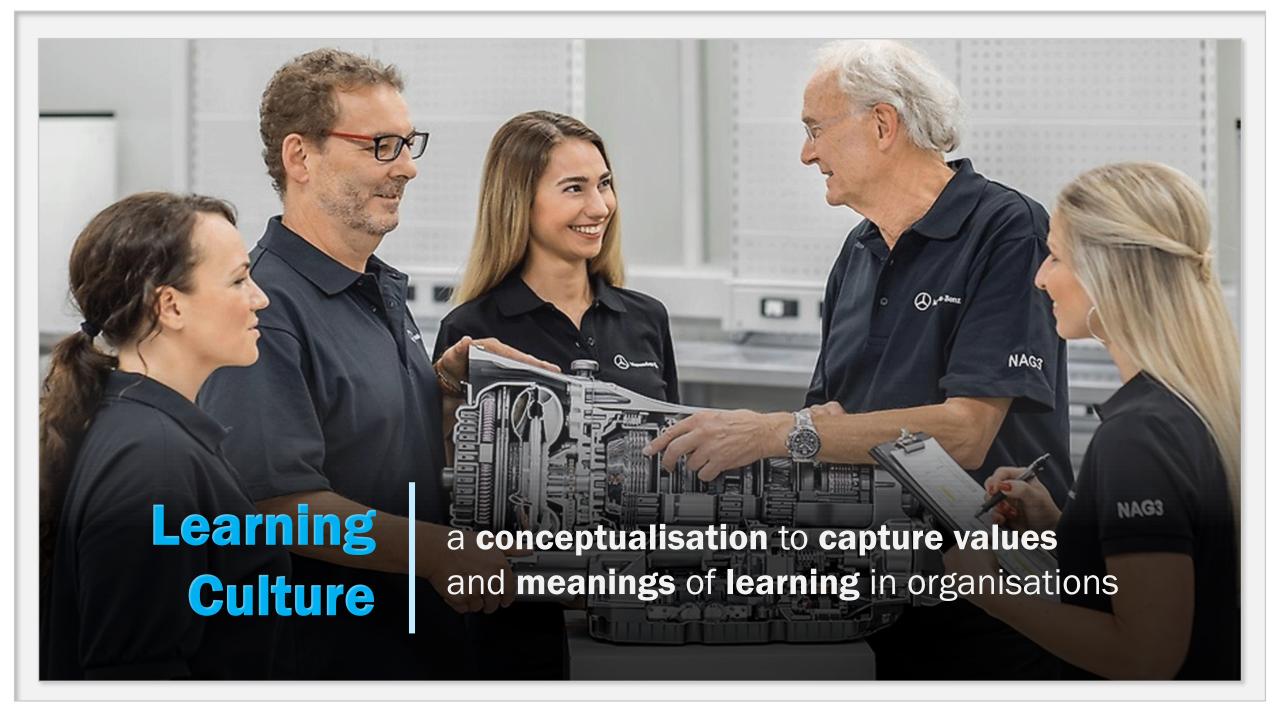
- Embrace mistakes
- Continuous sharing of development
- Dialogue
- Relationship building
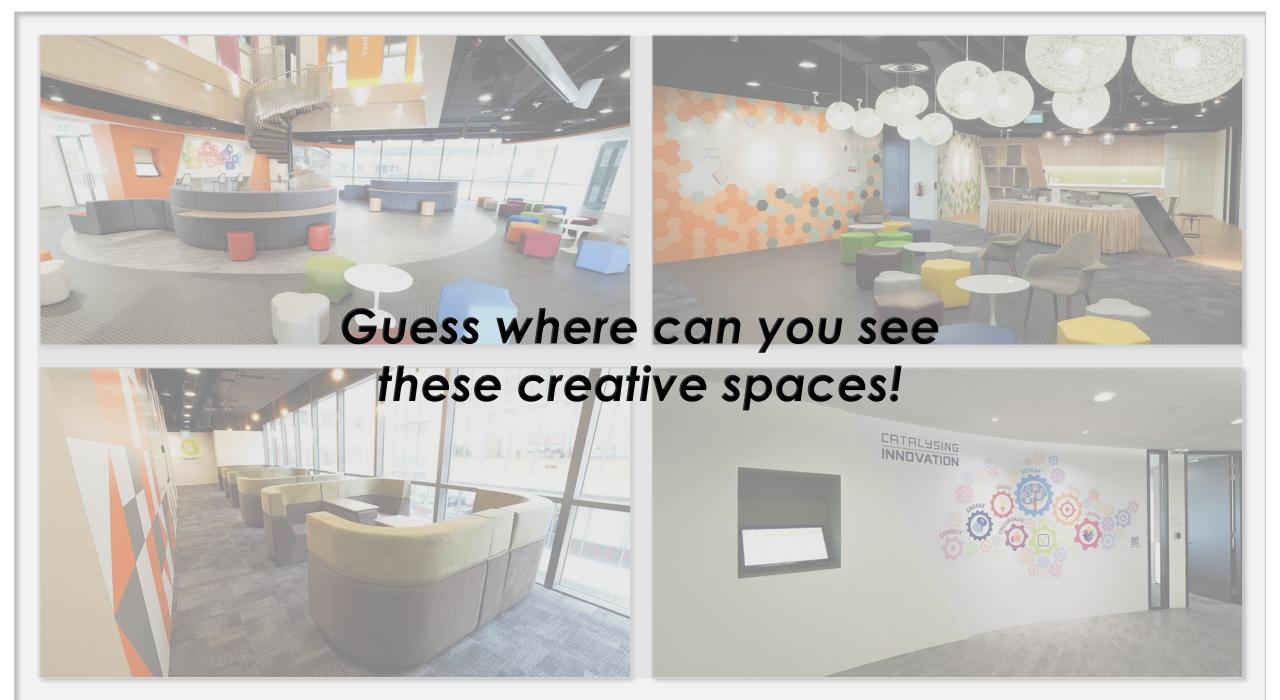- Digitalisation
- Intuitive interface
- Create environment

**Learning Culture**

a **conceptualisation** to **capture values** and **meanings** of **learning** in organisations

# Workplace of Tomorrow

**FESTO**
**Room for Creativity**

Interactive media walls

Temporary workstations

Reflection and retreat zones

Individual meeting rooms

FESTO
**Room for Creativity**

Guess where can you see these creative spaces!

## Let's take a step further

Discuss within your group on the assigned topic

Topic 1: How do you develop a learning culture?

Topic 2: Do you believe a learning culture is possible in our society? If yes, how and if not why

Summarise and present 3 keys points

Jobs are not replaced but the work activities are

**The Challenge**

retrain and upskill workers with the emerging skills to stay relevant

# 87%

## OF WORKERS

believes it is **essential** to **get training** and **develop new job skills throughout their work life** in order to **keep up with changes** in the workplace
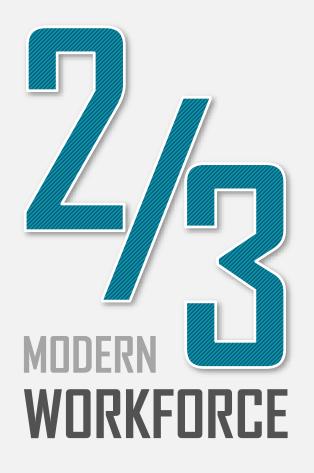
Are the workers **prepared** for the **digital transformation**?

Workers are **retrained** and **upskilled** to **perform higher-value work activities** through **continuous lifelong learning.**

# Lifelong Learning in Germany

**Formal Learning**

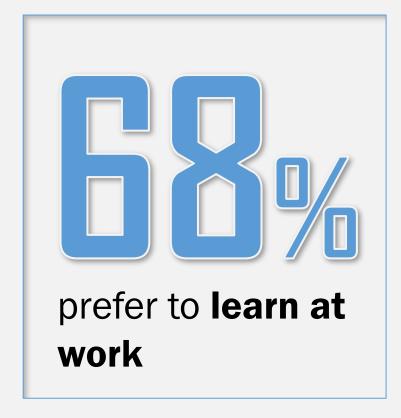**Non-Formal Learning**

**Informal Learning**
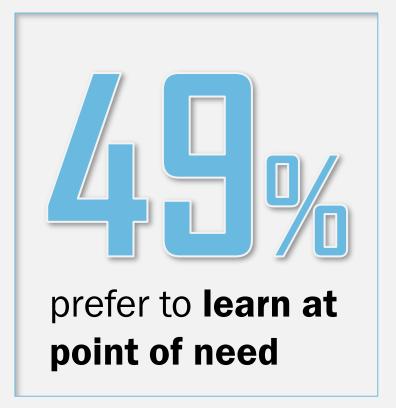
**2/3**
MODERN WORKFORCE

are **overwhelmed**, **easily distracted** and **very impatient**

complained of **lack** of **time** to do their job

# LinkedIn 2018 Workplace Learning Report

**68%** prefer to **learn at work**

**58%** prefer to **learn at their own pace**

**49%** prefer to **learn at point of need**

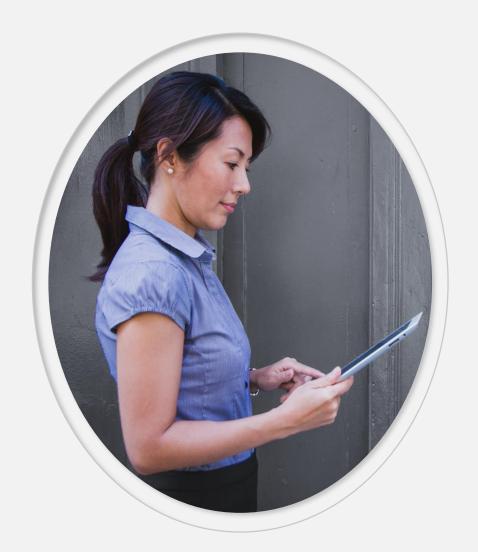## Let's poll

Modern workforce learns as needed, anywhere and anytime. Which will be your preference for learning?

# Modern workforce learns **as needed**, **anywhere** and **anytime**

**56**% at **point of need**

**41**% at their **desk**

**28**% on the **way to** and **from office**

**30**% during **breaks** and **at lunch**

**48**% in the **evenings** and **weekends**

**Let's poll**

On average, how much time do you spend on your mobile phone a day?

# Online Results

**More than 4 hours**

47.31%

**3 to 4 hours**

30.97%

**Definitely not more than 3 hours**

21.73%

*Source: Millennials in Singapore spend almost 3.4 hours a day on their mobile phones: Study; Straits Times, 19 Nov 2015*

# The Changing Face of Learning

**70 : 20 : 10**

**Experimental Learning**
*Learning on the job*

**Social Learning**
*Learning near the job*

**Formal Learning**
*Learning off the job*

A Three-year Research
Project commissioned
by Middlesex University
(Institute for Work-Based Learning)

**74%**

wants **more training** to **fulfil**
their **full potential** at work

# Components of Learning Environment @ Workplace

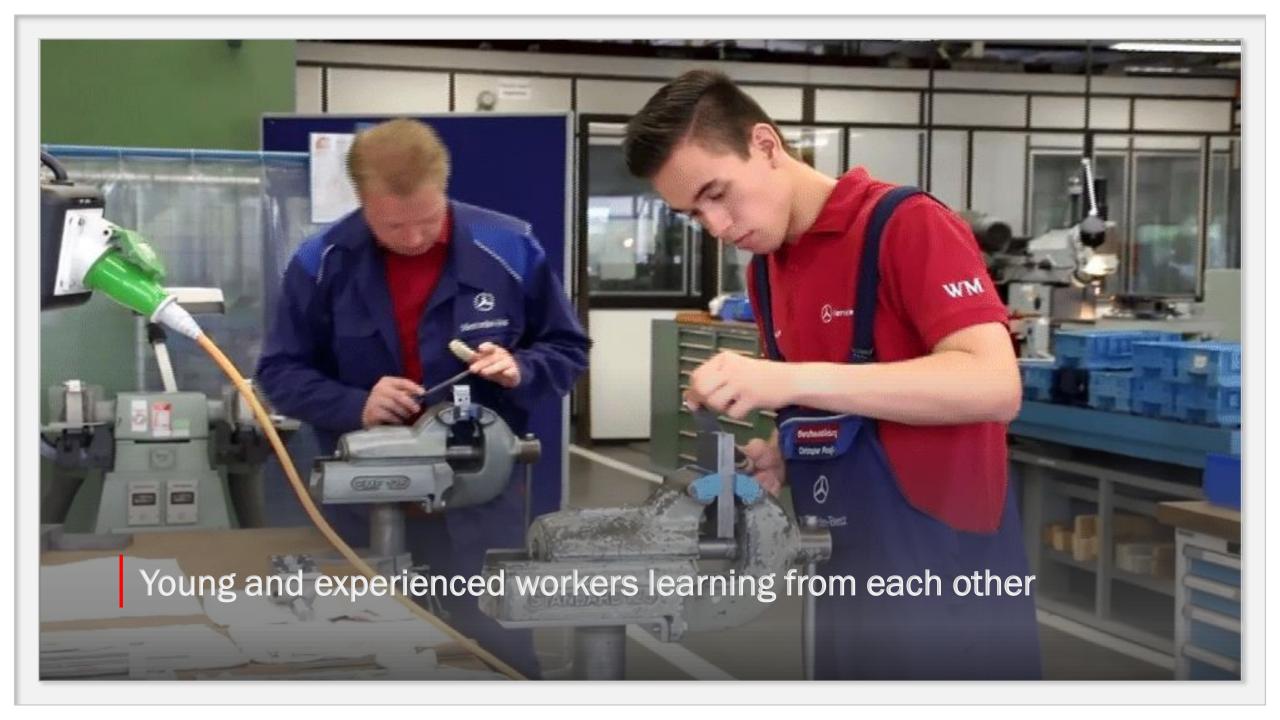| Training & Education | Resources | People | Development Practices | Learning by Doing |
|---|---|---|---|---|
| Formal learning activities | Study & reference materials | Active interpersonal connections | Company defined workplace development activities | Worker's workplace activity & reflection |

**10**%     **20**%     **70**%

WORKPLACE LEARNING METHODS

- On-the-Job Training
- Job Rotation
- Learning or Quality Circles
- Self-Directed Digital Learning
- Information Events

*Source: EUROSTAT: The 3rd Continuing Vocational Training Survey (CVTS3) Luxembourg 2006*

# Learning Factory

- Short-time training for everyday business
- Standardised and flexible trainings
- Learning stations with original components
- Systematic training catalogues

Young and experienced workers learning from each other

Blended Learning @ Workplace

# Instructor-led Classroom Learning Hours*

**2008**

**63%**

**2015**

**?**

*\* Average percentage of formal learning hours available via instructor-led classroom*

# Average Percentage of Formal Learning Hours Available via Instructor-led Classroom (Consolidated)



63.69%
58.84%
59.11%
59.43%
54.28%
54.62%
50.63%
49.46%

2008   2009   2010   2011   2012   2013   2014   2015

*Source: ATD 2016 State of the Industry, ATD Research*

# Technology-based Learning Hours*

**2008**

**31.8%**

**2015**

**?**

* Average percentage of formal learning hours available and used via technology-based methods

# Average Percentage of Formal Learning Hours Available and via used via Technology-based Methods (Consolidated)



Source: ATD 2016 State of the Industry, ATD Research

# Setting the Context

# Blended Learning

**Why?**

# Blended Learning

Describe, in your own words, why Blended Learning is getting popular nowadays.

# iN.LEARN2020

**New** learners are . . .

more self-directed

better equipped to capture information

more reliant on feedback from peers

more inclined to collaborate

more oriented toward being their own "nodes of production".

# Blended Learning

**How?**

# Blended Learning

Share one idea how do you normally "blend" your training and **ONE** key challenge that you might be facing.

# Blended Learning

**What?**

# Blended Learning



**Blended Learning** occurs when the **best available delivery methodologies** for each **specific learning objective** are **incorporated** into a **learning** and **development** curriculum
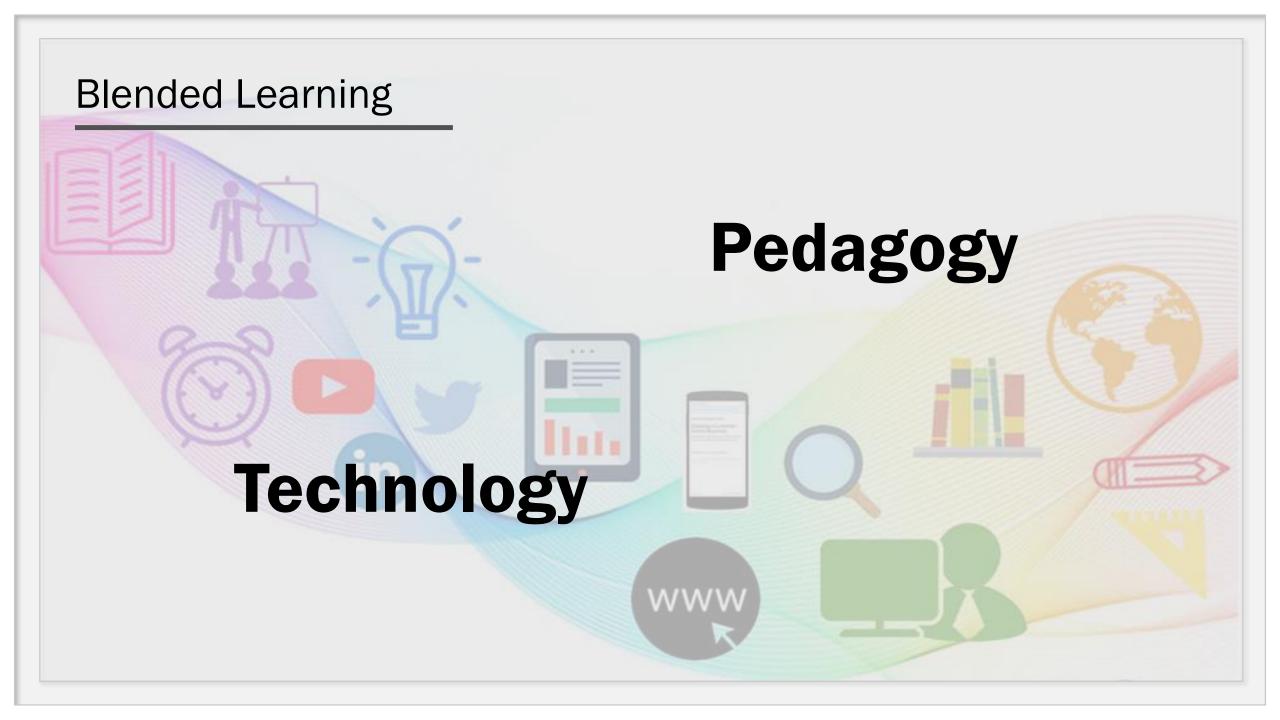
# Blended Learning

**Blended Learning** is the **use** of an **appropriate mix** of **classroom learning**, **eLearning** and **workplace learning** to **improve learning efficacy** and **accessibility**

# What kind of blended learning that works?

# Blended Learning

**Let's take a step further**

Watch the video clip and note down key learning points

Discuss within your group on the assigned topic

Topic 1: Apply workplace learning pedagogies to prepare workforce to embrace technology

Topic 2: Embrace blended learning to facilitate learning at the workplace

Summarise and present 3 keys points

Watch this video clip and note key points for your group discussion

With the SkillsFuture movement, we aim to **build** a **strong culture** of **lifelong learning** and **skills mastery**.

Ng Cher Pong, Chief Executive, SkillsFuture Singapore

## Transforming Workforce for the Future

### Stakeholders

Have strong commitment

Collaborate with ONE MINDSET towards achieving a common goal

# Transforming Workforce for the Future

## Top Management

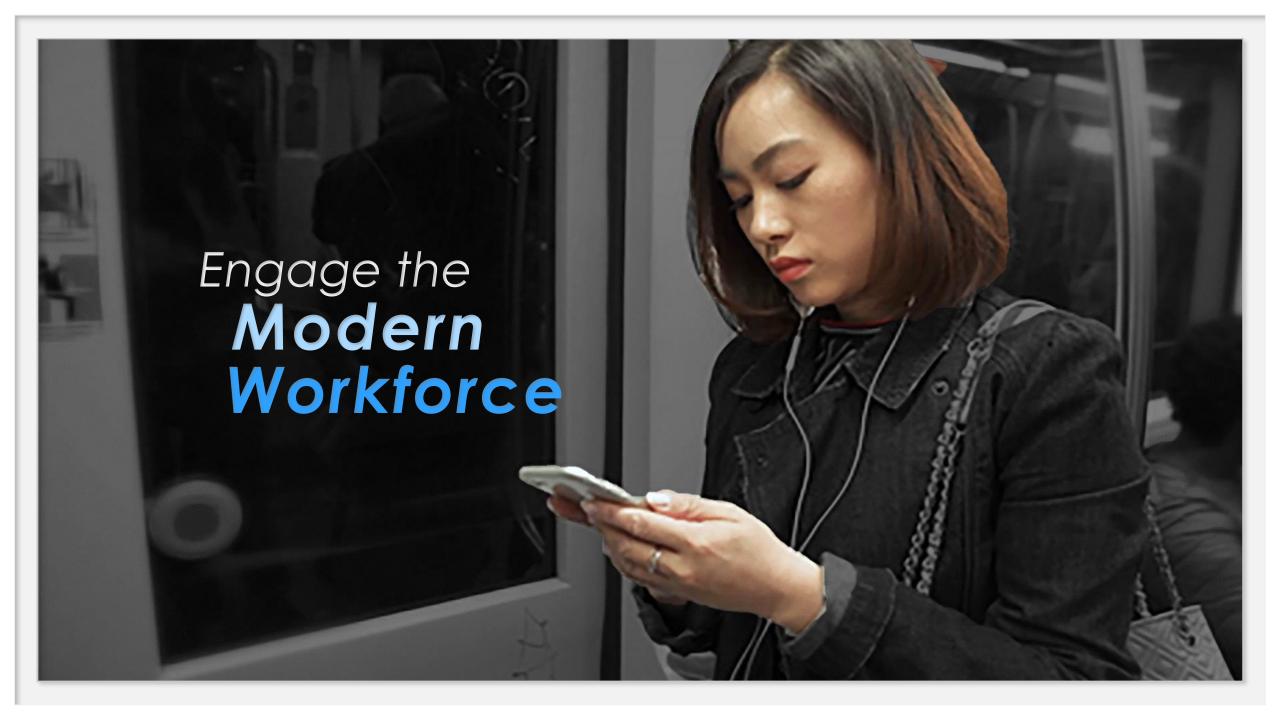Facilitates and instil a culture of continuous lifelong learning in the workplace

Engage the
**Modern
Workforce**

# Think

of the **VALUE** you can bring

to your **role** and create a

## DIFFERENCE

Take **one step** at a **time** to actualise your **learning** journey

*sincere appreciation to*

**IAL Singapore**
- Lee Wee Chee
- Paul Wong
- Lai Poi San
- Lilian Lim
- Lin Yuzhen
- Chen Zan

**Study Trip Organiser in Germany**
- Roder
- Klaus Wittkuhn
- Jannis Berning

**Organisations in Germany**
- BiBB
- Mercedes-Benz
- Herbrand Niederrhein
- Chamber of Skilled Craft and Small Business
- Deutsche Post DHL Group
- Fraunhofer Institute IAIS
- Lucas Nülle
- Lóreal
- Phoenix Contact Electonics
- Phoenix Contact Trainung Center
- FHM Bielefeld
- Handwerkskammer Ostwestfalen Lippe zu Bielefeld
- Festo

# Q & A

# Thank you