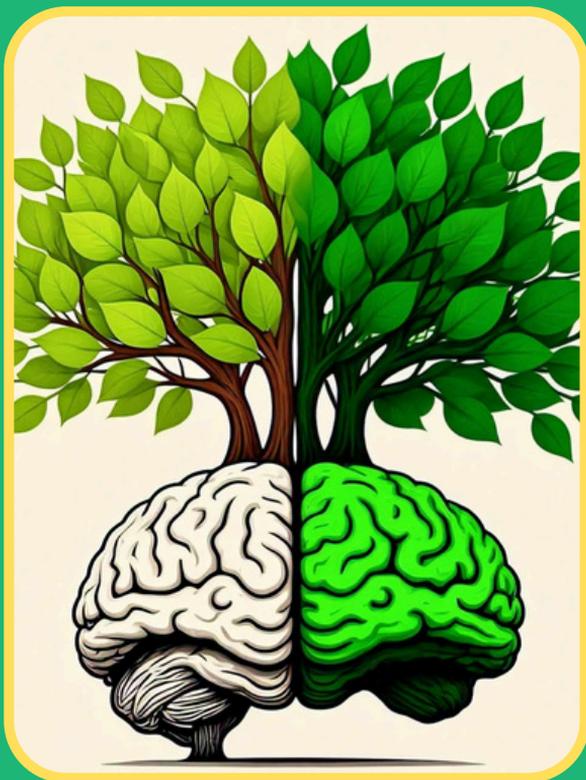
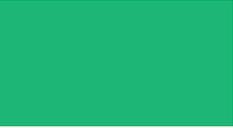

PRACTICES AND STRATEGIES FOR
CORPORATE IMPLEMENTATION



LIFELONG LEARNING

ROBERTO GALVEZ

2025



Early Reviews of Lifelong Learning: Practices and Strategies for Corporate Implementation!

"This is the best synthesis of what anyone can do in Corporate Learning."

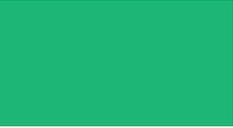
- Janine Carreon
Enterprise Corporate HR Group Director
Manila Water

"It's so sharp and very practical for business people and HR/people leaders."

- Alarise Domingo-Antonio
People Lead-Commercial
Mondelez International

"Straightforward, relevant, and practical. Reader-friendly and handy, it is a must-have for HR practitioners, particularly those from OD and Learning and Development units."

- Oliver Sta. Ana
Head of the Academic Services
Maynilad Water Academy



Early Reviews of Lifelong Learning: Practices and Strategies for Corporate Implementation!

“Bob, in his book “Lifelong Learning”, has blessed us with years of valuable experience in such a very readable and digestible format. A very useful handbook or manual for any CEO, HR manager, entrepreneur, or anybody who sees value in having their employees or team have a growth mindset. Bob clearly spells out the common problems, action plan to be taken, and expected outcome based on his actual experience and other case studies from best practices of successful business. I am excited to apply my learnings from this book and implement this to my team’s trainings.”

- Jose Antonio Aliling
Founder & Managing Partner
ACUBELAW

President
Jose Aliling Construction
Management Incorporated



Early Reviews of Lifelong Learning: Practices and Strategies for Corporate Implementation!

“First the book as it is produced, is excellent for its overall layout, type face of the text, from the heads to sub heads and the body, topic and its use of green as counterpoint color, as well as the balance of printed space and allotted white spaces, allowed the eyes to breath and not be strained as the book is consumed.

“Second, the way the flow of the work is sequenced is also informative and lays the basis for the build-up of the work and its narrative, to completely and competently discuss the main issues and themes and how these are developed and layered to the summation as the conclusion completes the conceptual, theoretical and practical approaches and uses of lifelong learning as a discipline and a way of living. Excellent form that supports the substance of the tome.

“Lastly, the way you wrote the material is a perfect balance of scholarly writing and insightful human interest tone, that easily captures the attention of any reader even with a minimum experience , exposure or expertise in lifelong learning and all of the covered concepts that reinforce the basic principle that learning is experiential and it is this impetus that your book puts together in a coherent and cogent way that is neither eye-brow raising for being too complicated nor lacking in informative dimensions so that it resists the easy way out of being another self-help book, as it is not.”

- Nanie Geronimo
Head, Strategic Human Resources
Lapanday Foods Corporation

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About this book

I was invited by GAIN (Government Academic Industry Network) to speak during its GAIN Masterclass 11 on the topic Lifelong Learning vis-à-vis Its Practices in Industry: Career Progression, Development, and Management.

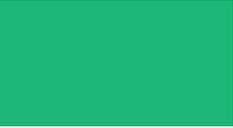
The event, held on December 6, 2024, gave me a 40-minute slot to share my insights. While I enjoyed presenting, I quickly realized I had much more to say than time allowed.

Determined to share these additional insights, I began posting them on LinkedIn. However, with LinkedIn's character limits, I could only share a few points at a time. What started as a few posts grew into a 33-day series. Midway through, I decided to turn these posts into an e-book to create a more comprehensive resource.

This book is a collection of lessons from my career, distilled into actionable strategies and anecdotes one can learn from. From adopting reflective practices to leveraging technology for lifelong learning, the insights shared here aim to empower talent development practitioners and organizations to embrace a growth mindset and thrive in an ever-changing world.

continued next page...





About this book

Throughout the chapters, you will find:

- Personal experiences and challenges I've faced.
- Practical tools and strategies for lifelong learning.
- Stories of people and organizations that exemplify growth, adaptability, and innovation.

My hope is that this book not only informs but also inspires you to take ownership of your learning journey as well as become Lifelong Learning advocates in your organization. Together, we can cultivate a culture of growth and create meaningful impacts, both personally and professionally.

As you begin this book, ask yourself and write down your goals for embracing lifelong learning.
Cheers!

- Bobby Galvez

ACKNOWLEDGEMENT

My heartfelt thanks for inviting me to the GAIN Masterclass 11 go to dear friend and HR colleague Grace Abella-Zata, DPM, GAIN Vice-President for Industry Linkages and President of Kestria Philippines and Career Executive Search Inc. My thanks also to GAIN President Ms. Maria Montserrat Iturralde-Hamlin, FICD, and GAIN Chairman Dr. Peter P. Laurel. My gratitude also goes to Jossa Marie Gallanosa, Rpm for the strong technical support and Dr. Marie Vic Suarez for the kind introduction and for moderating the discussion during the online class.

My very big thanks to my daughter Sindi Galvez who did the layout of this ebook and to my daughter Guia who gave editing suggestions. Their numerous suggestions helped make the book more understandable! I am grateful to colleagues whose feedback helped polish the ebook further!

Thanks also to all the companies and the teammates I have worked with. You are all in my Brain Trust.

All other shortcomings of the ebook are mine and mine alone.

- Bobby Galvez

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INTRODUCTION

Meet Barbara Beskind

Basbara Beskind joined IDEO in 2013 as a Tech Designer when she was 89 years old. Aside from her taking up a career at an astonishing age, her background as an Occupational Therapist made it even highly remarkable. She really wanted to be an inventor at a young age but was told by the High School Guidance Counselor that women weren't eligible for engineering degrees and had thus, given up the dream.

Discouraged, she pivoted and built a successful career as an occupational therapist in the army, serving for 44 years. Decades later, while living in a retirement community, Barbara saw IDEO's CEO, David Kelley, speak about the importance of diversity on 60 Minutes.



Figure 1. *Photo of Barbara Beskind.* Weiss, G. (2015). Meet the 91-year-old who is finally living her dream as a tech designer in silicon valley. <https://www.entrepreneur.com/leadership/meet-the-91-year-old-who-is-finally-living-her-dream-as-a/243621>

Inspired, she sent in her application, stating her desire to contribute to meaningful design work. Despite her age, IDEO welcomed her with open arms.

Neuroplasticity, “the capacity for our brain cells to change in response to our behavior, persists throughout life, allowing for learning, memory formation, and recovery from brain injuries.”

At IDEO, Barbara worked on innovative projects like wearable airbags for seniors and memory-assisting glasses. She often described this chapter as one of the best of her life, underscoring the potential for growth and creativity at any age.

Beskind’s inspiring story vividly demonstrates our brain’s malleability, also known as neuroplasticity, “the capacity for our brain cells to change in response to our behavior.” This adaptability “persists throughout life, allowing for learning, memory formation, and recovery from brain injuries.” This illustrates that we could learn forever. (Power JD, Schlaggar BL., 2017)



Barbara Beskind's story is a testament to the transformative power of lifelong learning. Her journey demonstrates the importance of resilience, adaptability, and curiosity.

CHAPTER 1

What is Lifelong Learning?

Lifelong learning refers to self-initiated, ongoing learning throughout life to develop knowledge, skills, and attitudes. It goes beyond the traditional concept of education, which often involves systematic instruction from schools or universities.

Unlike training, which focuses on specific skills or competencies, lifelong learning encompasses accessing diverse opportunities to acquire new skills or enhance existing ones.

Alan Greene (2002) states that “lifelong learning implies that learning should take place at all stages of life cycle ... and that it should be ‘life-wide’ - that is embedded in all life contexts from the school to the workplace, the home and the community.”

But for Lifelong Learning to thrive, what are its essential pillars?

The Three Pillars of Lifelong Learning



Curiosity

Cultivating the habit of asking questions and seeking answers. A great starting point for exploring curiosity is the book *Curious: The Desire to Know and Why Your Future Depends on It* (2014) by Ian Leslie. This book delves into the significance of curiosity in personal and professional development.



Adaptability

Being open to new ideas, experiences, and ways of thinking. One of the most comprehensive studies on this is Carol Dweck's concept of the Growth Mindset, as detailed in her book *Mindset: The New Psychology of Success* (2006). This is essential reading for talent development practitioners.



Resilience

Embracing challenges and setbacks as opportunities for growth. Angela Duckworth's *Grit: The Power of Passion and Perseverance* (2016) provides an excellent exploration of this topic, emphasizing how perseverance can lead to long-term success.

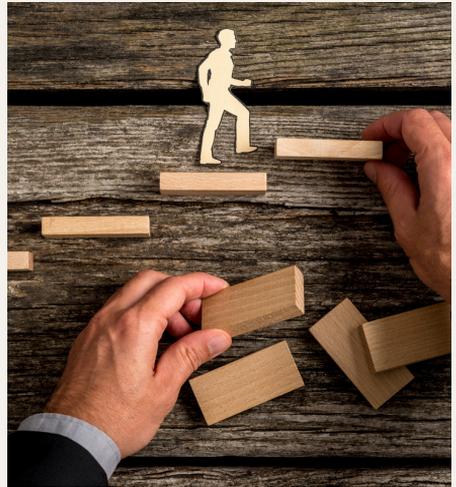
Lifelong Learning is one of the secret ingredients to highly engaged work forces and winning organizations.

Business Impact of Lifelong Learning

Several companies have already shown that Lifelong Learning is one of the secret ingredients to highly engaged work forces and winning organizations. It boosts workforce engagement, ensures organizational competitiveness, and helps employees and businesses stay ahead in an unpredictable world.

What are some examples of these?

• **Amazon’s Upskilling 2025 Project:** Amazon expanded its commitment to technical skills beyond its employees, pledging free skills training to 29 million people globally by 2025.



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Since launching the Upskilling Pledge in 2019, Amazon has invested over \$1.2 billion, providing skill training opportunities to more than 350,000 U.S. employees. This has enabled blue-collar workers, such as warehouse employees, to transition into high-paying, in-demand roles like data analysis, software engineering, and healthcare..



• **PwC’s Digital Fitness App:** PwC offers its employees a tailored digital fitness app that provides customized learning paths for developing digital skills. Engagement with the app is high, and productivity has risen by 15% since its introduction.



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• **AT&T’s Workforce 2020**

Vision: AT&T retrained its 280,000 employees as part of a \$1 billion investment. Through tools like online self-service platforms and tuition reimbursement, the company revised performance metrics, raised expectations, and provided opportunities for career advancement. Workers had access to courses in new technologies, tuition reimbursement, and even online master’s degrees in computer science. The result? A 40% increase in internal promotions.



• **Caterpillar’s Internal Learning Platform:**

Caterpillar saved \$50 million annually by reducing reliance on contractors, thanks to its robust internal learning platform.



• **Microsoft’s Shift to a ‘Learn-it-All’ Culture:** Under CEO Satya Nadella, Microsoft shifted from a "know-it-all" to a "learn-it-all" culture, emphasizing lifelong learning. This cultural transformation made Microsoft a leader in cloud computing and increased revenue by 50% within five years.



Finally, **IBM’s ‘Think Academy’** improved proficiency in AI and cloud computing, cutting project delays by 30%.



The occupational social media LinkedIn found in a study that 94% of employees would stay longer at a company that invests in learning.

Employees are less likely to 'jump ship' if the 'ship' in question keeps upgrading its crew.

Locally, companies in the Philippines such as PSTD Gawad Maestro winners Sunlife, Sagility, and Meralco, and those featured in the Diwa-Kapwa Conference like Pandayan, Globe, and Unilab, which offer comprehensive development programs, have enjoyed high employee engagement and productivity.

In conclusion, investing in lifelong learning programs positively impacts organizational performance, employee retention, and innovation.

Lessons from Experience 1: Nurturing Curiosity and Growth

The Challenge: In the Asian context where social hierarchy is strong, I noticed that team members often hesitated to ask questions or challenge the status quo, limiting innovation and growth. Some bosses also promote this silly practice of “Don’t come to me with problems; come to me with solutions.” In reality, many employees need help thinking through the problems and need the help of their bosses to bounce ideas to. Hardly are there ideas that are ready to be implemented at its initial form.

The Action: One of the rules I spell out in learning sessions is that “there are no stupid questions.” I explained that if they have those questions, there is a high probability that others will have the same questions. Another very powerful leadership practice is to sincerely ask, “What do you think” instead of offering your ideas first.

The Outcome: These efforts led to more engaged discussions, better problem-solving, and a noticeable increase in creative solutions. Team members became more proactive in seeking knowledge and contributing ideas.

Reflection: How can you cultivate curiosity and resilience within your team or organization?

CHAPTER 2

Microlearning

Key Characteristics of Microlearning

- **Brevity**
- **Accessibility**
- **Interactivity**
- **Flexibility**

How corporations are using Microlearning as a tool for learning

- **Onboarding**
- **Skill Development and Upskilling**
- **Compliance Training**
- **Knowledge Reinforcement**
- **Just-in-Time Learning**
- **Performance Support Tool**

CHAPTER 2

Microlearning

In this book, I will be discussing 5 strategies that organizations can adopt to install Lifelong Learning programs.

These are:

1. Microlearning
2. Networking
3. Mentoring
4. Reflective Practices; and
5. Embracing Technology



For this chapter, I will focus on Microlearning.

Microlearning is using short, focused learning sessions to address specific learning needs and to deliver specific learning outcomes. Typically, each module or session lasts between 2 to 10 minutes, making it easily digestible and allowing learners to acquire knowledge or skills quickly. This reduced the learners' cognitive load.

What are the key characteristics of microlearning?

Key Characteristics of Microlearning



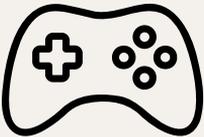
Brevity

Content is concise and focused on a single topic or skill.



Accessibility

It can be accessed on-demand, often via digital devices like smartphones, tablets, or computers.



Interactivity

It often incorporates quizzes, videos, gamification, or simulations to keep learners engaged.



Flexibility

Learners can engage with content at their convenience, integrating it into their schedules seamlessly.

Microlearning is not new.

Microlearning is rooted in behaviorist learning theories, particularly B.F. Skinner's work on programmed instruction. Skinner's teaching machines broke content into small, manageable units, which could be considered an early form of microlearning.

George A. Miller's 1956 research on cognitive load (the "Magical Number Seven, Plus or Minus Two") emphasized breaking content into chunks, a foundational idea for microlearning. Later researchers (Cowan, 2010) has put the magic number at four.



Early users were educators looking to adapt learning for shorter attention spans and incorporate digital technologies into the classroom.

In the corporate training arena, industries such as technology, finance, and healthcare began leveraging microlearning to provide bite-sized knowledge for just-in-time performance support.

For example, IBM introduced "Learning at the Speed of Business" in the late 1990s and early 2000s, offering short learning bursts to align with their fast-paced environment.

My own training in instructional design in early 2000s already included topics in cognitive load and the chunking method.



The first time I worked in an Indonesian company in 2005, I introduced what was then known as One-Point Training (OPT) Program that was then practiced in Motorola. I trained the training managers on how to train first-line supervisors on the Chunking Method, or cutting the learning topics into chewable pieces that would not take more than 10 minutes to explain each topic, demonstrate it, and have the participants show what they learned.

The technical trainers worked with the front-line supervisors in 'chunking' the learning points. The supervisors conducted the OPT once a week. This has evolved into what is now called as One-Point-Lesson (OPL) which continues to be widely used in that company.

Interest in Microlearning, however, exploded due to the advent of online learning and the ubiquity of smartphones. The 2016 ATD Conference in Denver and the 2017 Conference in Atlanta made Microlearning the buzzword in numerous sessions.

Now, one would see that practically all online learning programs, e.g. Coursera, edX, Udemy, LinkedIn Learning, etc. have chunked their learning videos into 2-3 minutes from what used to average 15-20 minutes 10 years ago.

I was particularly amazed, however, on how the TikTok content creators were able to succinctly deliver their messages in their training videos in less than 2 minutes.

Lessons from Experience 2: Democratizing Learning Content Production with TikTok

The Challenge: Across our factories, we were already aware about the power of short-form videos. However, we have a very limited number of training officers whom we have trained in the production of microlearning videos. One of them lamented to me, “Pak Bobby, producing all the needed training videos will take us forever.”

The Action: I explained to the training leader that what we needed to do was to adopt the TikTok approach where ordinary people produce the training videos. I reassured them: If ordinary people can make videos teaching car repairs, we can empower our employees to create engaging tutorials on tasks like peeling a pineapple or stitching shoes.

The Outcome: The impact was transformative. Employees—many with limited formal education—produced creative, effective training videos that were embraced because they were not only informative but also fun! I could not forget how our workers in a label factory illustrated the 5S principles in housekeeping while dancing to an Indonesian dance tune. The approach empowered workers, fostered collaboration, and increased productivity.

Reflection: How can you empower your frontline employees to produce training videos themselves?

How corporations can use Microlearning as a tool for learning:

Onboarding

New hires complete short modules on company policies, core values, and job-specific tools over their first few weeks.

This provides an engaging alternative to lengthy orientation sessions, enabling new employees to retain information better.

Skill Development and Upskilling

Employees learn new tools, techniques, or soft skills incrementally over several weeks instead of cooping them in a training room for three to five days straight, dumping on them such heavy cognitive load they have difficulty processing.

A good use, for instance, is to engage employees with short videos on leadership principles, company values, or how to use the company's analytics tools.

Compliance Training

Compliance training involves teaching the relevant rules and regulations that the company has to new hires. This ensures that they understand the standards and ethics that the organization wishes to uphold.

In many organizations, this is the only training that gets a 100% completion rate among the employees because it is short and mandatory.

Knowledge Reinforcement

This approach is effectively used to combat the Ebbinghaus Forgetting Curve where people are prone to forget what they have learned as time passes by. Microlearning reinforces prior training through periodic short bursts of content.

Just-in-Time Learning

The only time you might search up a certain dish recipe is when you actually plan to cook it. Similarly, employees can access bite-sized lessons right before performing tasks, such as troubleshooting machinery or conducting sales pitches. This can enhance their performance.

The trick is to make sure these lessons are accessible in the organization's learning management system.

Performance Support Tool

Performance support tools are navigational aids that offer on-the-spot guidance and information. Traditional formats are quick reference guides, engaging infographics and process maps. Microlearning comes in interactive eLearning modules, handy mobile apps, and short, instructional videos.

Step-by-step instructional content is integrated into a workflow software which helps employees complete the tasks more efficiently.



But adopting microlearning does not immediately lend itself to success in lifelong learning.

In one of my previous companies which bought a library of online courses,

I discovered there was only a shocking 3.5% utilization by the employees! Globally, completion rates of Massive Open Online Courses (MOOCs) is at 43.08% for active learners.

If we include all of those who signed-up for online learning, the average completion for MOOCs was only 15% according to Katy Jordan's study (2015).

There are many reasons why learners in the corporate setting are unable to complete online classes:

- Learners prefer the company of others while learning. It is boring to study alone.
- They find it easier to complete the course if inside a classroom for 2-3 days than getting back to it week after week.
- They get distracted by their co-workers or the boss while studying in their desks.
- They are very busy meeting their daily deadlines. They tend to give priority to work deadlines than completing their online learning as scheduled.
- Learners don't want to do their online learning during weekends or at night.
- Online learning requires so much attention and discipline. It is difficult to sustain interest.



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One of my first decisions in my previous company in 2015 was to establish a ‘corporate open university’, meaning 70% of the training will be delivered online primarily through MOOCs like Coursera and edX.

As a company competing in the global stage, we wanted to make sure that our training programs were at global standards.

We turned to MOOCs because Coursera and edX courses were developed by the top universities like Harvard, UC Berkeley, Yale, MIT, and Northwestern University. Through a series of experimentation with several interventions like learning environment design and soft and hard nudges, we were able to achieve 100% completion rate by 2019.

Combining the strengths of traditional classroom approach to online learning helped us create a Blended Learning prototype that won the hearts of our learners.

This pioneering thrust in online learning helped us to immediately pivot to 100% online communication when COVID 19 struck in 2020.



Microlearning, when strategically implemented, is a powerful tool for fostering a culture of Lifelong Learning. It allows employees to acquire and apply skills effectively, promoting productivity and adaptability. By aligning microlearning with their goals, corporations can maximize its impact, ensuring that employees remain skilled and competitive in a rapidly evolving workplace.

Lessons from Experience 3: Making Online Learning Work*

The Challenge: Globally, MOOCs only have a 15% completion rate. This was a big challenge for us because we decided that 70% of all of our training will be online through MOOCs.

The Action: Using the Agile approach, we tested the elements of the prototype that could lead us to 100% completion . First, we slowly handheld them from learning together like in a classroom and accessing the online learning facility at the same time before allowing them to learn on their own. There were also moderated face-to-face discussions, live seminar events with external speakers. We created an active community of learners who nudged one another to complete their online courses. We also used various nudge methods to encourage completion like WhatsApp messages and notifications.

The Outcome: By 2019, even before the Covid 19 pandemic that forced people to learn online, we were already able to achieve 100% completion rates in our online learning programs. This helped us to easily pivot to remote learning & communication by 2020.

Reflection: How are you helping your employees maximize the benefits of online learning?

*This is a very brief summary of the paper I presented at the ATD 2022 International Conference in Orlando, Florida, USA entitled “Lessons in Implementing a Blended Learning Approach for MOOCs” on May 15, 2022. Readers can contact me for a copy of my presentation.

CHAPTER 3

Networking

How Networking Enhances Lifelong Learning

- Knowledge Sharing
- Skill Development
- Collaboration and Innovation
- Career Growth and Development
- Building a Learning Ecosystem

How to facilitate Networking for Lifelong Learning

- Internal Networking Through Communities of Practice (CoPs)
- Cross-Departmental Collaboration Opportunities
- External Networking Through Professional Associations
- Learning Through Social Media Networks

continued next page...



CHAPTER 3

Networking

How to facilitate Networking for Lifelong Learning (Continued)

- **Networking at Conferences and Events**
- **Peer Networking Through Knowledge-Sharing Platforms**
- **Hosting Networking-Focused Events**
- **Creating a Corporate Alumni Network**

How to Get the Most When Networking at Conferences and Events

- **Be Curious and Open-Minded**
- **Develop a Learning Mindset**
- **Leverage Diversity**
- **Follow Up and Deepen Connections**

CHAPTER 3

Networking

In Chapter 2, I introduced Microlearning as the first strategy in installing Lifelong Learning. The second strategy is through Networking. In this strategy one seeks to learn from diverse perspectives by joining communities.

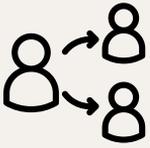
The Board Chairman of one of my previous companies, Lepanto Consolidated Mining Co., Felipe Yap, told me on my first day at work: “Bobby, I don’t need you to have an answer to all my questions. But I need you to know whom to ask.”

That was one of the most sage advice I have ever received. And that is also one of the best reasons why networking should be in a company’s basket of strategies in Lifelong Learning.

In my other previous company, Development Dimensions International, we encouraged everyone to have a Brain Trust, defined as a group of unofficial advisers to whom you turn to seek opinions, ideas, or critical feedback. One can form a very good Brain Trust if you have established a wide and diverse network.

Networking is a critical enabler of Lifelong Learning in corporate settings because it fosters the exchange of knowledge, ideas, and experiences. In an era of rapid technological advancement and complex challenges, leveraging collective intelligence through networking becomes essential.

Networking enhances Lifelong Learning for the following reasons:



1. Knowledge Sharing

Networking facilitates the exchange of best practices, industry insights, and innovative ideas among employees, departments, and external stakeholders.



2. Skill Development

Through interactions with peers or mentors, individuals gain exposure to new skills and competencies that might not be covered in formal training.



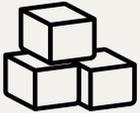
3. Collaboration and Innovation

Networking encourages cross-functional collaboration, enabling employees to work on diverse projects and think creatively.



4. Career Growth and Development

By building connections within and outside the organization, employees gain access to mentorship, resources, and opportunities for growth.



5. Building a Learning Ecosystem

Networking creates a culture of peer-to-peer learning, where employees learn from each other informally and continuously.

There are many ways to facilitate networking for lifelong learning in corporations. I will discuss the following:

- Internal Networking Through Communities of Practice (CoPs)
- Cross-Departmental Collaboration Opportunities
- External Networking Through Professional Associations
- Learning Through Social Media Networks
- Networking at Conferences and Events
- Peer Networking Through Knowledge-Sharing Platforms
- Hosting Networking-Focused Events
- Creating a Corporate Alumni Network

Internal Networking Through Communities of Practice (CoPs)

Communities of Practice (CoPs) are groups of employees who share common professional interests and collaborate to solve problems or improve skills.

In my previous company, I managed the Center of Excellence in Manufacturing and the Center of Excellence in Marketing. This allowed practitioners from the different companies in the conglomerate to share expertise and lessons and target specific standards of best practice.

Consulting companies are known for their CoPs. Experiences drawn from working with client companies are gathered together to find trends and lessons from similar challenges.

Theories of management and leadership are developed from those lessons. Junior consultants quickly develop from this continuous learning approach, shared knowledge and peer mentoring and thus maximized effectively in addressing client implementations.

Cross-Departmental Collaboration Opportunities

In this case, employees from different teams collaborate on joint projects, fostering mutual learning and broadens employees' perspectives. For example, the HR team partners with IT to develop a new learning management system, enhancing tech skills for HR staff while IT learns about employee engagement.

One of the strengths of Agile Teams is its cross-functional nature. When we included individuals from Finance and

Sales to our Marketing Agile Team seeking new ways to penetrate market niches, it enabled very quick feedback on whether the initiative will bring the expected ROI and whether the new product will touch the hearts of the target market.

Cross-departmental collaboration can also be seen in interest clubs formed in organizations. I formed the BPI Runners' Club to promote wellness in my previous company. It has become a Community of Learning where people learn not only running but also nutrition and other fitness practices.

Other interest clubs like Plantitas, Photography or Chess Clubs all develop new learning outside what people work on during office hours.



Photo taken by the author during the 61st PMAP Annual Conference October 17, 2024

External Networking Through Professional Associations

In this approach, the employees are encouraged to join industry-specific groups or connect with peers outside the organization.

These organizations provide access to the latest industry practices that takes years before they get into university textbooks.

In my case, I have joined the Philippine Society for Talent Development (PSTD) and the People Managers Association of the Philippines (PMAP).

I am a Lifetime Member of the Pambansang Samahan sa Sikolohiyang Pilipino (PSSP) which led to my other advocacy group, the Diwa Kapwa Advocates.

All of these professional organizations have their respective conferences, seminar series, and publications. But the biggest benefit of membership in professional organizations is that by forming bonds with its members, most of them will freely share their ideas and experiences about specific job challenges that you pose to them.

I learn much from these organizations in the same way that I also share my expertise with the members of these organizations.

It is important to mention that I draw most of my Brain Trust advisers from friendships formed through these organizations. Earlier, I mentioned about Felipe Yap, owner of the LCMC company, telling me that I need to know whom to ask if he has any questions.

In truth, it is mostly the people from these organizations whom I ask whenever I have questions in mind, not of facts that I can google for, but of informed opinions and wisdom drawn from their experiences.

Another source of Lifelong Learning would be civic organizations.

In my case, I look forward to the regular meetings of my Rotary Club where invited speakers share about topics where I know near to nothing. Most of our members come from very



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diverse professions whose expertise range far from mine. Recently, one of our members shared on his experience in setting-up cell site towers in the Philippines, a topic completely alien to me.

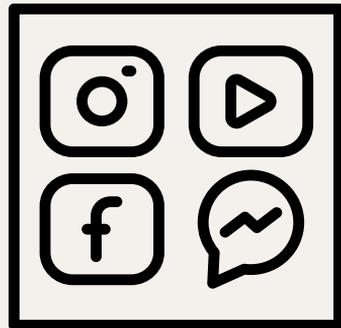
Belonging to these types of organizations will broaden one's perspectives and knowledge on things others don't normally have access to.

Many organizations will find it wise to invest in paying for the membership fees of their employees in professional and civic organizations.

Learning Through Social Media Networks

One of the most underutilized forms of Lifelong Learning to engage with industry experts and peers is to use social media platforms like LinkedIn, Facebook, and most especially, Twitter (Now X).

In this approach, employees join the groups to ask questions, share practices, provide advice, or simply be a lurker to benefit from the insights in the discussion.



In Reddit, for example, there are forums on leadership or software development to discuss trends and share resources. These discussions offer easy access to diverse perspectives and real-time information.

LinkedIn has a whole gamut of practice groups you can be a member of like human resources, organizational development, etc.

I am particularly delighted by the wide advice offered by various HR experts at Darwin Rivers' Philippines HR Group in Facebook to the questions raised by newbies in the profession. I also benefit from the words of wisdom from Maestro James Estrada in HR.Able Network which is another HR Group in Facebook.

Longtime HR practitioners have banded into the HReClassroom Facebook

Messenger Group to continue sharing nuggets of HR insights after offering numerous free live sessions. Facebook and LinkedIn offer numerous professional groups where one could pick-up many valuable insights on how to better in the profession.

For the most updated practices in many fields, however, I subscribed to Twitter's (now X) most respected scholars and journals. Type your search on any topic and Twitter will give you a lot of options on whom to subscribe to. Type 'Neuropsychology', for example, and you will find many professors, journals, and bloggers who regularly post on the topic. I find this technique the easiest way to keep abreast with the latest practices in a specific discipline.

I previously mentioned learning through Tiktok and IG Reels. I subscribed to many Tiktok and IG Reels content creators who expertly elucidate issues in art history, archaeology, architecture, philosophy and religion.



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I particularly relish the thought leaders in my academic disciplines which are psychology, business economics, and education.

For me, it is alright that one gets introduced to social media through the usual dance craze or social reality posts. But the bigger challenge would be to create a learning revolution by

maximizing its potential by turning everyone into a learning content creator.

Currently, I require my students to submit their own production of YouTube and Tiktok content to explain important concepts in Filipino Psychology. This ability to produce learning content deepens their own understanding of the concepts and their ability to communicate their own insights.

Networking at Conferences and Events

Attending workshops, conferences or trade fairs provides exposure to new trends, ideas, and potential collaborators especially industry leaders and peers.

One of the things we sometimes forget is that when organizations send their employees to attend

workshops, conferences or trade fairs is that they are investing in that employee because they see the person's potential to contribute more to the organization.

Thus, there should be a higher level of intentionality for the employee when s/he attends these events.

Following are a few points to remember when attending these events:

Be Curious and Open-Minded! Every person is a story. Every individual's journey is a lesson to be learned from. Many people who come to conferences make the mistake of talking too much considering that their primary objective in attending the conference is to learn and make connections.

One can learn and make better connections if one

listens more. One needs to approach conversations with a genuine interest in others' experiences and knowledge.



Develop a Learning Mindset! It is difficult to remember everything that one has learned in a conference. Thus, it is beneficial to treat every interaction as an opportunity to gain new insights.

Whenever one gains an insight, it is good practice to jot it down in the Notes page of your cell phone. I almost always forget it if I don't jot it down. Review your notes immediately after the learning session, reflect on how new insights can apply to your work or learning journey, and highlight actionable items.

Leverage Diversity! It is natural and feels a lot more comfortable to look for some people you already know when attending a conference. However, it will be more probable to find new learning by seeking to network with people from different industries or roles to gain fresh perspectives.

Being aware of what is happening in other industries or roles will multiply one's capabilities to look at a problem in different ways. Observing an artist paint a chair from below, from atop and from a needle hole will all be different experiences. There are many ways that the same picture can be described from different perspective.



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Follow Up and Deepen Connections! It would be good to build meaningful connections during a conference. You can send personalized messages to people you met, referencing shared discussions or mutual interests. You can also share resources or insights that could be valuable to them, fostering reciprocal learning.

I have made it a point to approach speakers and panelists whose talk I really enjoyed to congratulate them and tell them about the insights that I have gained, clarify some points or ask for additional insights.

Peer Networking Through Knowledge-Sharing Platforms

Intranet forums like Slack channels or Yammer have been big enablers for employees to share insights and learning resources and thus contribute to continuous learning.

In Southeast Asia, messaging apps like WhatsApp in Indonesia, Viber in the Philippines, and Line in Thailand have performed a similar function. These intranet forums are the natural homes of the practice and learning communities I earlier discussed.

A Slack channel or Viber Group for "Continuous Improvement" could be formed where employees post articles, host Q&A sessions, or discuss productivity tools. These channels encourage

informal, self-directed learning within a collaborative environment. I know some leaders who overlook many email messages but do not fail to notice WhatsApp messages.

However, companies need to find time to manage these groups to keep members engaged. Various researches have shown that a very small minority contribute consistently.



Van Mierlo (2014) studied a phenomenon named the 1% rule, or 90-9-1 principle which states that 90% of actors observe and do not participate, 9% contribute sparingly, and 1% of actors create the vast majority of new content.

This 90%, 9%, and 1% are also known as Lurkers, Contributors, and Superusers, respectively.

Preece, Nonnecke and Andrews (2004) observed five main reasons for lurking while Amichai-Hamburger et al., (2016) proposed a model which divides the factors behind lurking into three categories: individual differences, social-group processes, and technological setting.

In my previous company, we use the WA Group to stimulate asynchronous discussion after the synchronous learning sessions. Assigned peer feedback after presentations are also done through this cloud-based platform to encourage more reflective analysis.

Creating a Corporate Alumni Network

Many organizations underestimate the need to establish a formal alumni group of former employees to stay connected and exchange insights. In reality, the organization can invite ex-employees to deliver talks or webinars on their post-corporate journey and innovations. This initiative harnesses the diverse experiences of alumni to inspire and educate current employees.

Some corporations are hesitant into doing this because of employees who left to join competitors. In reality, I have seen many employees who come back to their companies after leaving and joining other firms. In fact, I myself have rejoined three of my previous organizations.

Some companies actually have regular “alumni homecoming.” Many of us are actually proud that we have been associated with our previous companies. We feel a sense of gratitude to organizations that have invested in our growth. We feel obliged to give back after we have left. Sharing some learnings is a good way of giving back.



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Hosting Networking-Focused Events

Another emerging trend to facilitate corporate learning is company-organized networking events.

In my previous company, one of the fastest growing conglomerates globally, one of our corporate strategies to accelerate growth was to develop intrapreneurship among our employees to facilitate the birth of new start-ups. To achieve this, we regularly invited start-up founders and VCs to share their journey.

Companies could also organize hackathons and other networking mixers within the organization. A "Lunch and Learn" (also known as ‘brown bag’ events) where team members across different departments share insights about emerging industry trends facilitate cross-departmental learning. These networking events help break down silos and build interpersonal connections across departments.

Lessons from Experience 4: The Power of Networking

The Challenge: When I was the Head of Human Resources of a labor intensive company, labor relations was very challenging. The company had both rank & file unions and supervisory unions. The unions were expectedly quick to the defense of their members even if the offenses were very apparent.

The Action: The company had its own lawyers and retainers. What I have found very useful, however, were the advice of the seasoned HR practitioners, some of whom were not lawyers, whose bonds I have built while volunteering in the different committees of PMAP. They drew from their deep well of experience and wisdom and provided me with insights that our retainers sometimes overlook due to their focus on the legal aspects of the case.

The Outcome: I believe that I was able to handle the cases better because of the phone calls I made to my brain trust.

Reflection: There is a saying that if your objective is to learn and yet you are the smartest person in the room, you are in the wrong room. Who are the people in your brain trust? How do you intend to make it bigger and more diverse?

CHAPTER 4

Mentoring

Benefits of Having a Well-organized Mentoring Program

- **Facilitates Knowledge Sharing and Organizational Memory**
- **Builds Leadership Pipelines**
- **Enhances Employee Engagement and Retention**
- **Encourages Continuous Personal and Professional Growth**
- **Strengthens Diversity and Inclusion Efforts**
- **Adapts to Modern Learning Needs**

continued next page...



CHAPTER 4

Mentoring

Key Success Factors for Mentoring Programs

- **Clear Goals**
- **Differentiate between Mentoring and Coaching**
- **Manage Expectations**
- **Provide Ongoing Support**
- **Measurement and Feedback**
- **Senior Leadership Support**

CHAPTER 4

Mentoring

The third strategy of how to install Lifelong Learning into organizations is Mentoring.

Mentoring is a developmental relationship in which a more experienced or knowledgeable person (the mentor) supports the growth, learning, and career advancement of a less experienced individual (the mentee). This relationship is built on guidance, sharing of expertise, and mutual respect, often focusing on personal and professional development over time.

Mentoring is an essential strategy for fostering lifelong learning within organizations because it enables knowledge sharing, builds leadership pipelines, enhances employee engagement, and supports continuous personal and professional growth.

Let me elaborate on the benefits of having a well-organized Mentoring Program.



The term "mentoring" originated from Greek mythology. In Homer's *Odyssey*, the goddess Athena assumed the person Mentor who was a trusted friend of Odysseus, tasked with guiding and advising Odysseus's son, Telemachus, during his father's absence.

Statue of Athena in the Vatican Museum.
Photo taken by the author.

Benefits of Having a Well-Organized Mentoring Program

Facilitates Knowledge Sharing and Organizational Memory

Mentoring ensures the transfer of tacit knowledge—expertise, insights, and practices that are often undocumented but critical for organizational success.

For instance, Procter & Gamble's mentoring programs helped preserve institutional knowledge by transferring insights from senior employees nearing retirement to younger employees.

In a client company, we labelled the approach as the Legacy Program. The senior leaders orally communicated their knowledge and practices

to the next generation. The Mentees documented these knowledge and practices thus preserving them to guide the junior leaders.

Builds Leadership Pipelines

Mentoring fosters leadership development by providing mentees with personalized guidance, exposure to strategic thinking, and support in navigating complex corporate environments. For mentors, it hones their leadership and coaching skills.

For example, IBM's Global Mentoring Program focuses on developing leadership skills in high-potential employees through structured mentoring relationships.

IBM reported improved leadership readiness and retention of talent as a direct result of this program.

Enhances Employee Engagement and Retention

Employees who feel supported and invested in are more likely to stay with the organization and perform at higher levels. Mentoring provides a sense of belonging and purpose, particularly for new hires and underrepresented groups.

For example, AT&T implemented a mentoring program to improve employee engagement and satisfaction. Participants reported higher job satisfaction and stronger alignment with organizational goals.



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Encourages Continuous Personal and Professional Growth

Mentoring aligns with lifelong learning principles by encouraging both mentees and mentors to learn.

Mentees gain insights and skills, while mentors refine their leadership and interpersonal abilities. This reciprocal impact of Mentoring could be seen at General Electric (GE) where it used reverse mentoring to help senior executives learn about digital technologies

from younger employees, fostering a culture of continuous learning across all levels. We used the same approach in my former company where junior employees mentor senior staff on new technologies or generational trends.

For example, Gen Z employees train executives on leveraging TikTok for brand awareness. This created not only a two-way exchange of knowledge but also reduced generational knowledge gaps.



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Strengthens Diversity and Inclusion Efforts

Mentoring supports diverse talent by addressing barriers to advancement and providing access to opportunities.

It is particularly effective in empowering women and minority groups. At Deloitte’s “Women as Mentors” initiative, it paired senior leaders with female employees, resulting in a significant increase in the representation of women in leadership roles.

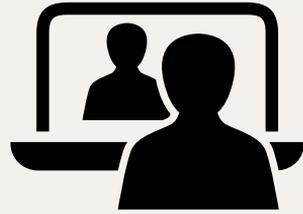
In my former company, it was one of our female shareholders who sponsored our Athena Mentoring Program to accelerate the career growth of our emerging female talents.

Adapts to Modern Learning Needs

Modern mentoring programs can be enhanced with technology to accommodate hybrid work environments and global teams. This ensures lifelong learning is accessible and scalable.

For example, PwC's Virtual Mentoring Program uses an online platform to connect mentors and mentees worldwide, enabling flexible and consistent learning opportunities.

In my former company, the COVID-19 restrictions and the fact that many of the mentors and mentees were located across different provinces as they belonged to different companies within the conglomerate prevented regular physical meet-ups. Mentoring via Zoom was the natural recourse.



What factors best determine success in implementing a Mentoring Program?

There are now numerous lessons on how to ensure the success of mentoring programs compared to about 20 years ago when I first developed and ran a mentoring program for a client company.



Photo taken by the author during the 3rd PSTD Mentoring Summit November 26, 2024

Key Success Factors for Mentoring Programs

1. Clear Goals



Define the purpose, whether it's leadership development, skill acquisition, succession management, or diversity and inclusion. It is easy to assume that everyone is clear in terms of what you are trying to achieve. Don't.

2. Differentiate between Mentoring and Coaching



A lot of organizations use the terms alternately but they have different focus, nature and role of the guide. This will impact the way the program will be delivered as well as how the program will be understood. Every leader in an organization has to be a coach but not every leader has to be a mentor. Coaches will give direct advice based on their experience in specific fields while mentors try to foster personal growth and will only guide a person to have his own insights about his career's direction. What is it that you are trying to achieve?

3. Manage Expectations



The expectations of the stakeholders, the mentors, the mentees, the bosses of the mentees, the shareholders and company leaders, and HR will vary. Ensure that their expectations are clarified at the beginning and which ones will be addressed.

4. Ongoing Support



Provide training and orientation for all the stakeholders mentioned above. Some organizations launch mentoring programs without sufficient training of the mentors. I have seen would-be mentors struggle with the mentoring approach because they were stuck with a coaching style developed over the years. Most organizations overlook the need to train the other stakeholders like the mentees themselves and the bosses of the mentees.



Ensure that a competent person manages the program and provide the resources needed in a timely manner to sustain the relationship. There is a lot of support materials that need to be produced and administered regularly. The program manager has to regularly touch base with the mentees and mentors to find out how they are doing and to provide additional support and coaching when needed.

The program will also require ongoing internal marketing to sustain interest even if the program coverage is limited. The rest of the employees need to know how the mentees and mentors are doing so that they will have the fear of missing out (FOMO) of wanting to be in the next batch.

5. Measurement and Feedback



Not everything will go as planned. Evaluate the program process and outcomes early and regularly and make adjustments.

I was surprised, for example, that it is some of the mentees who were unable to cope with the program requirements. Unlike the senior leaders who have more flexibility in time and resources given their busy schedule, the junior mentees had to meet non-movable deadlines given by their bosses and perform multiple tasks simultaneously. As high-potential juniors, they are usually assigned more challenging tasks precisely because they were considered as highly competent. This has made their schedules more hectic than others.



As such, adjustment was needed in order to better accommodate the needs of the mentees to make the program more effective.

6. Senior Leadership Support

Unlike other HR programs, the impact of a mentoring program is long-term.



The most common metrics of program success are promotion and retention rates, both of which will take years before you can adequately measure. Success attribution will also be difficult because success often requires multiple parenthood e.g. quality of hires, quality of mentors, total rewards system, etc.

Thus, the program will require strong sponsorship by the CEO or the shareholders themselves. Mentors also come from different departments. Managing politics across divisions require savvy handling from the person managing the program.



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Lessons from Experience 5: The Impact of Mentoring

The Challenge: The rapid growth of the conglomerate due to organic growth as well as acquisitions has made it imperative to grow talent faster and at the same time ensure that they imbibe the founder's mentality of owner's mindset, frontline obsession and insurgency. At the same time, the shareholders wanted to increase the percentage of women in leadership roles.

The Action: One of the shareholders, Lanny Angkosubroto, proposed that the group install a mentoring program that would allow the more senior leaders of the various companies help in accelerating the ability of the group's emerging talents to handle challenges in their careers by providing them additional psychosocial and career advice from outside their respective companies.

The Outcome: The mentoring program saw several young leaders get promoted faster thus providing a much deeper bench for the group to draw its leaders from instead of relying on external hires. The program is one of the pillars of the group's succession management strategy.

Reflection: What prevents your organization from installing a mentoring program?

CHAPTER 5

Reflective Practices

How Reflective Practices Lead to Better Company Results

- Enhances Critical Thinking and Problem-Solving Skills
- Supports Continuous Improvement
- Facilitates Adaptability in Dynamic Environments
- Promotes Emotional Intelligence and Interpersonal Growth
- Builds a Culture of Accountability
- Drives Engagement and Innovation

Examples of Reflective Practices

- Journaling
- Team Debriefs and Post-Mortem Analysis
- Coaching and Feedback Session
- Mindfulness Practices

CHAPTER 5

Reflective Practices

The fourth Lifelong Learning incorporation strategy is Reflective Practice.

Reflective Practice is understood as the process of learning through and from experience towards gaining new insights of self and/or practice (Boud et al, 1985). It means regularly assessing what you've learned and how it applies to your goals.

Reflective Practice is a powerful strategy for fostering lifelong learning in corporations because it promotes critical thinking, continuous improvement, and adaptability.

By encouraging employees to analyze their experiences, identify lessons learned, and adjust behaviors, organizations can build a culture of innovation and resilience.

To illustrate why it is needed, Harvard Professor Francesca Gino and University of North Carolina Professor Bradley R. Staats cited a research (2015) they conducted at a tech-support call center of Wipro, a global IT, consulting, and outsourcing company based in India.

They studied two groups of employees during their initial weeks of training. All went through the same technical training, with a key difference. On the sixth through the 16th days of the program, some workers spent the last 15 minutes of each day reflecting on and writing about the lessons they had learned that day. The others, the control group, just kept working for another 15 minutes.

On the final training test at the end of one month, workers who had been given time to reflect performed more than 20% better, on average, than those in the control group.

As Gino and Harvard Business School Prof. Gary Pisano (2011) have stated “Learning is all about understanding why things happen and why some decisions lead to specific outcomes. This understanding does not come automatically.”

Gino and Pisano stressed that we must learn by regularly reflecting not only from our mistakes but also from our successes.

How does Reflective Practice lead to better company results?



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Enhances Critical Thinking and Problem-Solving Skills

Reflective practices help employees think critically about their decisions, actions, and outcomes. This approach fosters deeper understanding and better problem-solving capabilities.

For example, at Toyota, the use of *hansei* (reflection meetings) encourages teams to review processes after project completion. By reflecting on successes and failures, they uncover opportunities for improvement, which enhances their *kaizen* (continuous improvement) culture.



For those familiar with Agile teams, one of the key features of the rapid development process is the Weekly Retrospective. This session enables the team to immediately pinpoint what is going right and what is not going as expected.

Supports Continuous Improvement

Reflection allows employees to identify areas where they can enhance their skills or processes, enabling incremental and sustainable improvements over time.

For example, Google encourages reflective practices through post-mortem analyses of projects. Teams document what went well, what didn't, and why, enabling future projects to benefit from lessons learned.

Facilitates Adaptability in Dynamic Environments

Reflection enables employees to adapt to change by evaluating how previous strategies worked in shifting contexts and adjusting their approaches accordingly.

One of Amazon’s leadership principles, “Learn and Be Curious,” embeds reflective practices into its culture. Employees are encouraged to continuously question their methods and seek innovative solutions based on past experiences.



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Promotes Emotional Intelligence and Interpersonal Growth

Reflecting on interactions with colleagues helps employees improve their emotional intelligence, communication skills, and conflict resolution abilities.

It is worth mentioning that SAP’s leadership development program includes journaling exercises where participants reflect on challenging conversations and explore ways to handle similar situations better in the future.

In my coaching and mentoring practice, journaling enables my coachees and mentees to closely monitor how they are growing as the relationship progresses.



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In Filipino culture, those lacking in social intelligence are called “manhid” and “walang pakiramdam”.

It is notable that many leaders who are found deficient in EQ are those lacking in self-awareness. Reflective Practice promotes EQ because it forces one to look deeply into one’s self instead of blaming others for mistakes and failures.

Gino and Pisano (2011) point out that many leaders don’t learn from success because of fundamental attribution errors, overconfidence bias,

and failure-to-ask-why syndrome. These errors could be addressed through several techniques in Reflective Practice.

Reflective practices are foundational tools for enhancing self-awareness and emotional intelligence (EI). By intentionally analyzing one’s thoughts, emotions, and actions, leaders can gain a deeper understanding of their internal processes and social interactions (Ashkanasy, N. M., & Dasborough, M. T., 2003)



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Builds a Culture of Accountability

Reflection fosters a sense of accountability as employees analyze their contributions to successes and failures, leading to greater ownership of their roles.

As an example, Deloitte uses reflective practices in team debrief sessions to assess how individual contributions affected outcomes, creating a culture of shared accountability and trust.

Drives Engagement and Motivation

When employees see the tangible benefits of reflection—such as personal growth, skill development, and improved performance—they are more motivated to engage in lifelong learning.

One can mention Microsoft’s “Growth Mindset” workshops which encourage employees to reflect on how they approach challenges and failures, increasing motivation to learn and innovate.



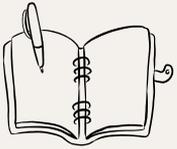
What are some of the Reflective Practices that organizations can use?

Reflective Practices

1. Journaling

Employees write about their experiences, insights, and challenges to deepen self-awareness.

Basically, the employee asks himself the following questions:



- What did I accomplish today?
- What challenges did I face?
- What did I learn today?
- What will I do differently tomorrow?

In Intel, “learning logs” are used in leadership programs where participants document reflections after key experiences.

2. Team Debriefs and Post-Mortem Analysis

Groups review projects to identify the successes and challenges, what worked and what didn’t, the learning points, and the actions to be taken next, thus fostering collective learning. In NASA, a thorough debrief is conducted after every mission to refine processes and improve safety.

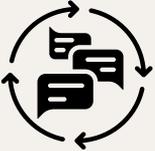


3. Coaching and Feedback Session

Employees solicit and reflect feedback to enhance their skills and align with organizational goals.

To reflect on them, employees ask:

- What resonates with me about this feedback?
- What specific actions can I take to address this feedback?
- What additional support or resources do I need? How will I measure my progress?



In IBM, leadership coaching includes reflective exercises where participants analyze feedback from peers.

4. Mindfulness Practices

Mindfulness is the practice of gently focusing your awareness on the present moment over and over again without judging them as good or bad. It often involves focusing on sensations to root yourself in your body in the here and now.



It involves asking yourself the questions:

- What am I feeling right now?
- What thoughts are occupying my mind?

It can be practiced during formal meditation or during everyday activities, like cooking, cleaning, or walking. I myself practice mindfulness while doing my easy runs, unconcerned about my pacing.



Incorporating mindfulness exercises helps employees focus on the present and evaluate their actions with clarity.

An example will be Salesforce's mindfulness sessions for teams, promoting reflection on work-life balance and productivity.

Through Reflective Practice, the organization reduces the tendency to simply blame people for mistakes or failures. Instead, it prompts people to ask why the mistakes or failures occurred.

Reflective Practice is an essential element of the Growth Mindset where people are encouraged to learn from one's mistakes and continuously grow.

In summary, Reflective Practices are a cornerstone of lifelong learning in corporations. They empower employees to think critically, adapt to change, and continuously improve, creating a resilient and innovative workforce.

By embedding reflection into corporate culture, organizations can unlock their full potential and drive sustainable success. This is a practice that will not require much resources to implement.

Lessons from Experience 6: When Reflection Makes It Faster

The Challenge: Many of the new stalls selling the company products did not survive the first two years. The stalls were set up by independent vendors who source from the licensed but independent distributors. The company wants to discover the “success formula” for these stalls.

The Action: The company created an Agile Team that will design the prototype for the “perfect store” concept. Each sprint lasted for six weeks. The highlight of these sprints is the weekly retrospective where the team examined which of the hypotheses about the elements of the prototype were proven and which were disproven. The weekly retrospective also examined how the team worked and how it can work even more effectively.

The Outcome: The weekly Reflective Practice helped the team to become very effective very quickly. By the 3rd sprint, it has already been able to prove the effective elements of the prototype. When implemented, the prototype worked very successfully in creating profitable and sustainable stalls..

Reflection: Does your organization regularly learn from its failures and successes? If yes, how? If no, why not?

CHAPTER 6

Embrace Technology

Reasons to Embrace Technology as a Strategy in Installing Lifelong Learning

- **Accessibility to Diverse Learning Resources**
- **Scalability and Cost-Effectiveness**
- **Real-Time Feedback and Performance Tracking**
- **Promotes Collaboration and Knowledge Sharing**
- **Drives Innovation and Future Readiness**

continued next page...



CHAPTER 6

Embrace Technology

Ways to Embrace Technology to install Lifelong Learning in Corporations

- **Learning Curation as a Core Competency of L&D Leaders**
- **Adopt a Robust Learning Management System (LMS)**
- **Invest in AI and Adaptive Learning**
- **Leverage Gamification**
- **Provide Mobile Learning Options**
- **Encourage Social Learning**
- **Embrace Emerging Technologies**
- **Create a Continuous Feedback Loop**

CHAPTER 6

Embracing Technology

The last strategy for adopting Lifelong Learning is embracing technology.

In the modern workplace, technological advancements have transformed how employees learn, collaborate, and innovate.

Embracing technology as a strategy for lifelong learning ensures that corporations remain agile, competitive, and well-equipped to address the dynamic challenges of the global market.

We want to leverage the use of apps, online platforms, and

AI tools for personalized learning paths of our employees.

Why embrace technology for Lifelong Learning purposes?

Reasons to embrace technology

1. Accessibility to Diverse Learning Resources

Technology allows employees to access a wide range of learning materials, from online courses to interactive simulations, at their convenience. This flexibility supports personalized and continuous learning.



For example, when AT&T launched its Workforce 2020 initiative, AT&T invested \$1 billion in upskilling employees through online courses and nanodegrees offered via Udacity and Coursera. This ensured employees stayed current in areas like data science and cloud computing.

I would like to emphasize that there is a multitude of learning resources also available freely on YouTube, Tiktok, Instagram Reels, and Twitter. In fact, some employees might be more inclined to use them than formal learning resources.

2. Scalability and Cost-Effectiveness



Digital platforms make it possible to provide training at scale, reaching employees globally with minimal logistical challenges. For instance, IBM’s cloud-based learning platform delivered over 26 million hours of training in 2022, saving the company \$579 million annually. Similarly, virtual classrooms and webinars reduce the costs associated with in-person training.

During my tenure running a corporate open university, I facilitated virtual learning programs for employees across locations in Jakarta, Lampung, Bali, Yogyakarta, and even international sites like the USA, Canada, and Singapore. These initiatives maintained quality while significantly reducing travel and lodging expenses.



In my case, I found many of the Coursera modules more cost-effective than getting outside vendors run the courses.

3. Real-Time Feedback and Performance Tracking



Learning technologies provide data analytics that help organizations measure progress and ROI. Employees also benefit from instant feedback, enabling quicker skill acquisition and course correction.

For example, General Electric (GE) used digital dashboards to track employee progress in leadership development programs, providing real-time insights for both participants and managers.



Personally, I monitored course completions in real time and sent timely nudges to employees and their managers, ensuring accountability and progress.

4. Promotes Collaboration and Knowledge Sharing



Technology enables employees to collaborate on projects and share insights through platforms like Siemens Learning World, an internal knowledge-sharing platform. Collaboration tools like Slack and MS Teams and even messaging tools like WhatsApp, Viber and Link, facilitate peer-to-peer learning and knowledge sharing, fostering a culture of continuous improvement.

5. Drives Innovation and Future-Readiness

Keeping employees updated with the latest technological tools ensures they are equipped to handle innovations in their fields. This positions the company as a forward-thinking organization.

During the COVID-19 pandemic, our organization's decision to adopt online learning in 2015 allowed us to transition seamlessly to remote work and virtual collaboration.



Worth noting also was Adobe's Digital Academy where they train employees on emerging technologies like AI and machine learning, ensuring they remain competitive in the rapidly evolving creative industry.

So how do we exactly embrace technology to install Lifelong Learning in the organization?

Ways to Embrace Technology for Lifelong Learning in Corporations

1. Learning Curation as a Core Competency of L&D Leaders

Learning and Development (L&D) leaders must adopt the role of learning curators. By identifying, organizing, and presenting high-value content, they ensure employees have access to the best resources for growth.

Although many of the courses in Coursera and edX were produced by ivy league universities, it doesn't mean that all of them are better than those produced by less-known universities. The L&D leaders need to find those that best match the needs of the organization.

Considering that we have included open sources such as YouTube, Tiktok, and

Twitter as sources of Lifelong Learning, we had to find a way to quickly curate the materials.

Crowdsourcing recommendations, such as employees voting on the best YouTube channels or TikTok creators, can help surface valuable content.

We asked our employees which YouTube, Tiktok and Twitter channels they absolutely love for learning and why. Crowdsourcing also allowed us to quietly persuade the employees to watch the different channels of learning and let them subscribe at their own free will.

Watching very good learning content from YouTube, Tiktok, and Twitter would be one of your most inexpensive sources of Lifelong Learning,

2. Adopt a Robust Learning Management System (LMS)

An LMS centralizes learning materials, tracks progress, and provides data-driven insights into employee development. Platforms like Cornerstone, Workday, and SAP SuccessFactors as well as several locally developed apps in Indonesia and the Philippines offer comprehensive learning ecosystems that drive organizational impact.

It is quite difficult to choose which would best meet your needs as reasonable cost. The challenge is that the cost depends on the number of subscribers which you would expect to continuously grow as your company grows.

We had to come up with a comprehensive list of criteria in choosing which to purchase, like

- **User Interface:** (Is the platform intuitive and user-friendly?)
- **Content Compatibility:** (Does it support various formats e.g., videos, SCORM, PDFs?),
- **Mobile Access:** (Is the platform optimized for mobile devices?),
- **Analytics and Reporting:** (Can progress be tracked at individual and organizational levels?)
- **Integration Capabilities:** (Does it integrate with existing tools like HRIS or collaboration software?)
- **Cost and Scalability:** Is it affordable and scalable for organizational growth.

I have realized that although all the above are important, the analytics that you will be able to generate will really help you assess training impact which, in turn, the stuff that your bosses will see every so often.

My biggest lesson over the years of using various LMS is that you eventually replace them after five years, if not earlier.

Thus, the sooner that you provide easy access to learners through your LMS, the bigger impact that you will make.



3. Invest in AI and Adaptive Learning

Learners learn at different paces and recognizing this diversity is crucial for effective learning.

Learning is a highly individualized process, and each person progresses at their own speed based on one's cognitive abilities, prior knowledge, motivation, and emotional factors.

When I first introduced online learning to my previous company, one of the learners completed the six-week course in less than a week while a few struggled to the end.

Adaptive learning allows the course material to be customized to the learner, which creates a unique experience not available in traditional classes.

Technology-based adaptive learning systems or e-learning systems can provide students with immediate assistance, resources specific to their learning needs, and relevant feedback that students may need.

This is achieved in two ways:

a) **Real-time feedback:** Offering appropriate help at the point of need, hints, feedback pop-up windows, encouraging messages, etc.; and b) **Differentiated learning pathways:** Offering different content sequences to each learner, e.g., fast-tracking the advanced students and giving extra help to those struggling.

Both of these techniques are used by live teachers inside a classroom. AI and online learning are able to scale up this capability to a huge number of learners.

4. Leverage Gamification

Gamification is the application of game design elements, principles, and mechanics in non-game contexts to engage and motivate individuals to achieve specific objectives.

It includes features such as points, leaderboards, badges, challenges, and narratives to enhance user engagement and learning outcomes. (Deterding et al., 2011)



Gamification is effective because it leverages psychological principles such as intrinsic motivation, immediate feedback, progression, social interaction, and engagement through fun.

I strongly recommend the TED talk “How to make learning as addictive as social media” by Duolingo cofounder and CEO Luis von Ahn to every learning and development practitioner.

The simplest LMS could incorporate leaderboards, badges, and rewards to boost engagement.

PwC has Multipoly, a gamified simulation that introduces new hires to the company’s culture and processes.

For Sales Training, SAP’s Roadwarrior uses challenges and rewards to enhance product knowledge while Salesforce uses Trailhead, a gamified learning platform for skills training.



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Even for health and fitness, gamification is used by Garmin, Strava, Runna, and the Nike+ Run Club where its apps use badges, challenges, and social sharing to motivate physical activity.

5. Provide Mobile Learning Options

Based on research and my own experience, employees prefer going through learning courses like Coursera via the company laptops during work hours.

However, I have also completed several LinkedIn courses while running in the treadmill in the gym. Thus, it would be wise to ensure that content is mobile-friendly for on-the-go access. Even Starbucks uses mobile apps to train baristas in customer service and operational skills.



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6. Encourage Social Learning

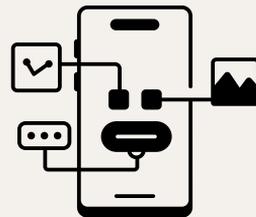
Social learning is the process of acquiring knowledge, skills, attitudes, or values through observation, interaction, and collaboration with others.

Based on Albert Bandura's Social Learning Theory (1977), it emphasizes that people learn by observing others' behaviors, imitating them, and experiencing the outcomes. Basically stated, if employees see how others are learning, they get motivated to learn in the same way.

One of the hallmarks of our corporate open university

is the adoption of both synchronous and asynchronous social learning through online discussion forums, peer reviews, and shared digital workspaces.

Many of the employees share their comments and encouragements after the synchronous online and face-to-face courses and learning events. This could also be achieved through the company messaging systems or simply through the social messaging apps like Viber and WhatsApp.



7. Embrace Emerging Technologies

There are technologies that are really very new that I have not personally tested and applied but only observed. This includes the use of VR, AR, and mixed reality for hands-on training simulations. This is not new for some companies like Boeing which uses AR for technician training, improving assembly accuracy and speed.

8. Create a Continuous Feedback Loop

What is also essential is to use technology to gather feedback from employees on learning initiatives and improve programs iteratively. There is no such thing as perfect learning design that it cannot be improved.

One can use simpler technologies surveys and data dashboards in platforms like SurveyMonkey or Tableau to gather quick feedback.

Conclusion

Embracing technology is a cornerstone strategy for lifelong learning in corporations. It not only democratizes access to knowledge but also enhances engagement, adaptability, and innovation. Organizations that invest in digital learning solutions ensure that their workforce remains competitive and future-ready.

Lessons from Experience 7: Embracing Technology is Always About How it Can be Used better by People

The Challenge: I was asked to set-up an online performance management system to replace the then manual system. It was a huge undertaking as it will be used by thousands of people belonging to various divisions with differing practices in goal-setting. The system also needed to be customized to align with the organization's balanced scorecard system.

The Action: Consultations were conducted with the different divisions in terms of their practices in goal setting, monitoring and performance appraisal. Samples of different Key Result Areas and Key Performance Indicators were generated across the different groups. The primary standards of checking whether the online system will work were “ease of use” and “applicability to their practice.”

The Outcome: The transition to the new online system was surprisingly smooth and quick. The system allowed earlier completion of appraisals which also led to earlier release of bonuses.

Reflection: Does your organization resist change? What are the things that you consider when introducing change?

CHAPTER 7

L.E.A.R.N.

5 Critical Actions Necessary to install Lifelong Learning in Corporations

- **Lead by Example**
- **Encourage Humility and Cusiosity**
- **Align Learning with Goals**
- **Reward Participation**
- **Normalize Lifelong Learning**

CHAPTER 7

L. E. A. R. N.

For the past 5 chapters, I have offered five strategies that organizations can adopt to install Lifelong Learning in their organizations.

However, for these strategies to work, there are five critical actions that I believe are necessary in integrating Lifelong Learning. I have used the mnemonic acronym L.E.A.R.N. to spell out the necessary conditions for Lifelong Learning in your organizational strategy.

- L - Lead by Example
- E - Encourage Humility and Curiosity
- A - Align Learning with Goals
- R - Reward Participation
- N - Normalize Lifelong Learning

Let's elaborate on these actions.

L - Lead by Example

Leaders don't just advocate for lifelong learning—they live it. During my career, I've been inspired by leaders who fully embodied this principle.

I have been very lucky to work with leaders who are committed to Lifelong Learning in words and in deeds.

One standout example is Pak Husodo Angkosubroto, Chairman of the Group I worked with. He regularly attended Harvard's Owners and Presidents Executive Management Program and returned with reading materials he eagerly shared, often asking, "How do you think we can make this happen?"

It was among my responsibilities to arrange our annual Executive Development Seminar where a Harvard Professor delivers a two-day lecture to the top 200 senior and junior leaders in the organization. This practice ensured that we were always abreast with the global best practices.

His obsession with Carol Dweck's "Growth Mindset" defined our expectations from the leaders we are building.

He perceives leaders who are unable to accept feedback as unable to continuously grow. He respects the contributions of both the veterans in the organization and actively solicits the involvement of the emergent leaders.

L - Lead by Example

Another inspiring leader, Aurelio “Gigi” Montinola, former President of the Bank of the Philippine Islands, demonstrated his commitment to Lifelong Learning during the 2008 financial crisis. While other organizations cut training budgets, Gigi launched the 16-week Leadership Excellence Acceleration Program (LEAP) in a partnership with Harvard and John Clements. Harvard professors delivered the lectures while senior leaders facilitated discussions on how to adopt the lessons to the organization. Gigi believed that the business lull due to the financial crisis was the best time to train the organization’s leaders to make sure that they are ready when the economy bounces back.

LEAP later won PMAP’s People Program of the Year Award for democratizing executive education, having trained almost a thousand leaders in BPI.

LEAP was later adopted by the Ayala Group as its banner training program for senior leaders.



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Leading by example is the cornerstone of embedding lifelong learning into an organization’s culture.

E - Encourage Humility

Humility in Lifelong Learning means the ability to acknowledge the need to learn continuously. Humility involves recognizing one's limitations and being open to learning from others, regardless of position or expertise.

The leader will be able to promote a learning culture and a growth mindset if he is open to feedback and has a high tolerance for failure..

Humility also reduces defensiveness thus fostering open dialogue and collaboration. Humility also promotes inclusivity, valuing diverse perspectives.

Satya Nadella transformed Microsoft's culture by emphasizing a "learn-it-all" mindset over a "know-it-all" attitude.

He encouraged employees to embrace humility and learn from each other. As a result, Microsoft saw increased collaboration and innovation.

In Agile, we have a saying that goes, "If you are not failing enough, you are not trying enough." Here we can see the importance of resilience and tolerance for failure to build persistence.

In our organization, I attribute the development of the growth mindset to Pak Husodo who always encouraged us to have a high tolerance for failure, especially if leaders have shown real determination and initiative to succeed.

I could not forget what Pak Husodo mentioned during one of our leadership review meetings: "Everybody deserves a coach."

Lessons from Experience 8: Encouraging the Growth Mindset

The Challenge: Pak Husodo wanted everyone in the organization to have a Growth Mindset. It was really quite difficult thinking of ways to build a Growth Mindset and to Encourage Humility, even if everyone of us have seen how Pak Husodo has exemplified humility in many ways. It was easy to ask leaders to share their success experiences but the real challenge was how do we persuade others to let their guards down and ask for help instead? It will require a lot of humility to say, “I am having difficulty in this. Help me figure this out.”

The Action: My team thought of a new program called, “Pick Our Brain.” Luckily, we were able to persuade some of our highly competent leaders to disclose some of their own challenges in penetrating some target markets. We asked them to “pick the brain” of other leaders in the organization who could provide new perspectives or insights.

The Outcome: This was a real breakthrough because it is rare that leaders disclose their own difficulties in public in an open seminar and seek other people’s expertise.

Reflection: Do your leaders solicit feedback? How often and in what circumstances?

E - Encourage Curiosity

Curiosity drives exploration and creativity.

We had a lot of continuous improvement programs in our organization, from Quality Circles, 5S, Six Sigma, TPM and several others. One that I was particularly proud of having introduced is a suggestion program which is now called SSK which is short for Sumbang Saran Kreatif.



One of our production plants with more than 5,000 employees averaged 7 implemented suggestions per employee per year. That's 35,000 suggestions per year! Imagine 35,000 new and better ways to produce products per year!

Encouraging Curiosity, the motivation to seek new knowledge, solve problems, and explore novel ideas, is one of the core foundations of Lifelong Learning. It drives creativity and innovation by encouraging experimentation, and keeps the organizations adaptive to changes in technology and market dynamics.

Curiosity cultivates employees to develop new skills, supporting a learning culture.

A - Align Learning with Goals

Aligning learning with both the organization and employees' goals ensures that a Lifelong Learning program delivers measurable value to both employees and the organization.

L&D Leaders consider two things when designing a curriculum: the organization's strategic and short-term business objectives as well as the employees' career and development needs.

Alignment with business goals ensures organizational growth and sustainability. Alignment with employee's career aspirations facilitates employee engagement and drives succession management.

Aligning learning with both the organization and employees' goals ensures that a Lifelong Learning program delivers measurable value to both employees and the organization.

This alignment supports long-term objectives, improves employee engagement, and enhances organizational performance.

What are the benefits of having learning efforts aligned with goals?

Focus on Business Outcomes

When learning programs align with corporate goals, employees gain skills directly contributing to business performance.

For example, a company prioritizing digital transformation will benefit from training programs that upskill employees in data analytics and artificial intelligence. According to Bersin by Deloitte, high-impact learning organizations are 32% more likely to align training with business needs, leading to improved outcomes (Bersin, 2018).

I strongly recommend to L&D practitioners reading the Insights from Impact 2018 prepared by the Bersin Insights Team and published by Deloitte. The report includes many very useful data from their survey.

Bersin's HILO Maturity Model also provides good directional guidance. Given our 7 ideas implemented per employee per year average, we could say we were at the 4th Level – Employee learning coincides with the flow of work.

Career Development and Retention

Linking learning to career pathways motivates employees by showing how skills development leads to career advancement.

Companies with clear learning pathways experience higher retention rates because employees feel supported in their professional growth.

To clarify the term, learning pathways refer to competency-based progressive learning tracks for employees based on career stages.



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Again, one can refer to PSTD's Gawad Maestro awardee organizations for illustrations of this practice.

One can also point to Amazon's Career Choice, education benefit that pre-pays tuition for degrees and skills development. Amazon reported 200,000 employees worldwide have participated in the program.

Some of the program's components include:

Pathways - Industry certifications for in-demand roles in tech, healthcare, transportation, mechanical and industrial systems, and business & administration.

Coaching - Career Choice partners with Kaplan to help employees achieve career goals no matter where they are in their journey through career coaching, college advising, and specialized career services.

Resource Efficiency

Learning budgets are limited. Goal alignment ensures that investments focus on high-priority skills with either immediate application or clear long-term contribution to the organization's strategy.



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R - Reward Participation

A company-branded laptop jacket that costs P100 for those who complete the minimum 40-hour training requirement per year. A company-branded jacket for leaders who agree to be company mentors and trainers. A graduation ball for those who graduate from the company Officers Training Program. A photo op with the CEO for those who have the most successful agile projects. An intimate fireside chat and lunch with the shareholders for those with the most number of ideas for improvement.

The rewards may vary and the recognition could take many forms. What is essential is the realization that rewarding participation in corporate lifelong learning programs is crucial

to making Lifelong Learning a corporate strategy to success.



Rewards act as extrinsic motivators, driving employees to engage in learning programs even if intrinsic motivation is initially lacking.

Research shows that incentivized participation leads to higher engagement and better learning outcomes.

The most basic positive reinforcement like acknowledging effort and participation reinforces the value of learning, making employees more likely to engage in similar initiatives in the future. The rewards also signify that the

organization values and prioritizes continuous development, fostering a culture of learning across all levels.

Various researches have also shown recognizing learning participation helps retain top talent by showcasing an investment in employee growth and development.

What types of rewards can you use to recognize Lifelong Learning practitioners?

Recognition-Based Rewards

Here, HR can publicly acknowledge employees who actively complete learning programs by highlighting them in company newsletters or intranet.



Those who are not able to complete the training on time will have a sense of FOMO. On an individual basis, employees could receive digital badges or other quick rewards.

Monetary Rewards

We provide small financial incentives for completing learning modules or certifications especially those required in the industry like insurance.

Financial tokens are also given to those whose projects after the program could be measured in terms of cost savings or additional revenue.

We have already mentioned AT&T, Deloitte and Amazon offering reimbursement for external learning costs like tuition or technical certification.

Non-Monetary Perks

Another option is to offer non-monetary rewards like extra time off or flexible work schedules.

Organizations could also provide “learning days” where employees can focus solely on upskilling, or grant extra vacation days for completing a set number of courses.

Gamification Rewards

One can use gamified elements like leaderboards, badges, and points to incentivize participation.

Award points are given for each completed course and allow employees to redeem them for rewards like gift cards or company swag.



Career Advancement Opportunities

A more common practice is to tie learning to career pathways and promotions. For example, banks usually require going through an officer training program before getting promoted to officer level. Depending on the industry like in mining, certain positions require certifications or learning modules for promotion eligibility.

This will require the organization to create personalized development plans linked to learning outcomes.



Rewarding participation in lifelong learning programs strengthens organizational commitment to learning, enhances engagement, and aligns employee development with corporate goals.

N - Normalize Lifelong Learning

One of the most influential books in L&D in my generation was Peter Senge's "The Fifth Discipline: The Art and Practice of the Learning Organization (1990)." More than 30 years after it was published, the book's message still resonates among us L&D practitioners.

His thoughts have been supplemented by updated researches on the growth mindset, reflective practices and instructional design and made easier to implement by developments in technology, especially in microlearning and LMS.

Bersin's HILO Maturity Model seeks to integrate real-time learning and knowledge management into the everyday workflow.

Normalizing lifelong learning ensures employees can adapt to ever-evolving technologies, market dynamics, and job requirements.

Organizations that promote continuous learning maintain a competitive edge by having a workforce that is always up-to-date.

How does one normalize Lifelong Learning? Organizations need to make it an everyday activity, not a one-time event.



Leadership Role Modeling

As I have mentioned in the first point, senior leaders need to actively participate in and promote learning programs, showcasing their commitment to continuous development.

Senior leaders need to physically or virtually appear whenever possible to endorse the company's various learning programs. They need to share their own stories on lifelong learning.

Integrating Learning into Daily Operations

One of the realities of training is that people forget. Thus, skill development cannot be a one-time event. It needs constant repetition in the workplace itself.

This was the point of the One-Point Training I previously mentioned: The supervisors conduct a 10-minute training on a single topic at least once a week. It refreshes the memory not only of the trainees but the supervisors themselves who become more adept in spotting errors or deviations in work processes.



One of my client companies do a once-a-week 10-minute or less video watching on any topic that employees think others can learn from. Another client does a weekly lunch-and-learn sharing of their work insights.

Encouraging Peer-to-Peer Learning

Organizations can also foster environments where employees share knowledge through mentoring, team learning sessions, or communities of practice.

At IBM, for example, employees use the “Think Academy” platform to collaborate on projects and share lessons learned, fostering a continuous exchange of ideas.

In our Centers of Excellence in Marketing and Manufacturing, the employees themselves from the company train and mentor their colleagues in another company.



Making Learning a Performance Metric

As mentioned earlier, some of my past organizations tied learning participation to performance evaluations like the 40-hour minimum learning which was also a compliance requirement.

The Head of our Corporate Banking Division also made completion of our first online learning on corporate finance a requirement for promotion to Vice President.

Creating a Learning-Friendly Environment

Dedicate time and resources for employees to engage in learning without impacting work-life balance.

For example, in our GSK Corporate Open University, we have redesigned the online learning environment in a way that minimizes distractions from other work responsibilities and at-home-learning realities. We have admonished supervisors who intrude into the learners' learning schedule.



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CONCLUSION:

Lifelong Learning and the Future

The rise of AI, digital transformation and rapid technological changes have made continuous learning indispensable among corporations.

Adding global challenges like climate change and the pandemic plus cultural demands like DEI and generational differences, the need to collaboratively formulate, communicate and learn the best responses have made continuous learning imperative.

Lifelong learning is more than a concept; it is a commitment to growth, a way of life, and a pathway to unlocking the potential within ourselves and those around us.

Throughout my career, I've witnessed how curiosity, adaptability, and resilience can transform individuals and organizations. From building trusted networks to revolutionizing training methods, the key to success has always been a willingness to learn and a drive to inspire others to do the same.

CONCLUSION:

Lifelong learning isn't just about knowledge—it's about unlocking potential, staying relevant, and enriching every phase of life.

To all leaders, professionals, and learners reading this: know that the journey of learning never truly ends. It evolves with each new challenge and opportunity. By embracing a culture of continuous growth and leading by example, we have the power to shape not only our futures but also the futures of those who walk alongside us.

We as HR practitioners need to encourage our leaders to champion lifelong learning for survival and growth for employees and businesses.

If we want our organizations to flourish, we have to make learning the lifeblood of our workforce. After all, if we're not learning, we're burning!

Lifelong learning isn't just about knowledge—it's about unlocking potential, staying relevant, and enriching every phase of life. Thank you for joining me on this exploration of lifelong learning!

Let's commit to being learners for life!

Reflection: What steps will you take today to ignite a passion for lifelong learning in yourself and others?

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PROFILE

Chief Executive Officer and President
Change Mentor Consultancy, Inc.

- Certified Change Management Practitioner (Prosci Adkar)
- Certified Change Management Consultant (Development Dimensions International)
- Certified in Design Thinking (Bain & Company)
- Developed the 3Hs+3Cs Approach in Change Management
- International Speaker and Trainer. Delivered talks and conducted training in the USA, Taiwan, Singapore, Malaysia, Indonesia, Thailand, Philippines, Hongkong, and India.
- Master Trainer, Targeted Selection, Assessment Center & Service Plus
- Certified Trainer in Interaction Management and Targeted Management

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