

Learning Architecture and Learning Journeys

Article Series #4 – The Art and Science of Transformation

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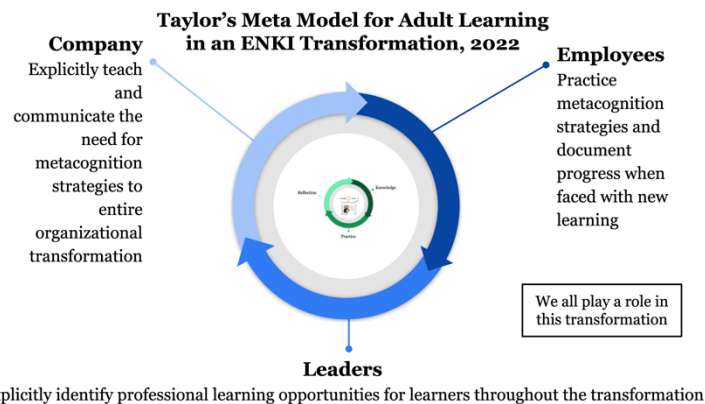
Learning Architecture

The Learning Architecture

ENKI's approach to creating a Learning Architecture leverages best practice research of adult learning coupled with decades of executing transformations and developing new approaches to drive successful outcomes. ENKI's Learning Architecture focuses on the transformation of each employee and creates safe spaces within the transformation effort for new learning to occur. Adult learning best practices are rooted in creating a clear target for the change, allowing time to practice the change, and time to reflect on the learning. The purpose of this approach is to be able to adjust to the needs of your workplace in a meaningful and culturally responsive way.

The Taylor Metacognition Model (March 2021)¹

The Taylor Metacognition Model is a three-part integrated instructional designed model for implementation in adult learning that communicates the need for metacognition in all transformation efforts. The model articulates the need for adult learners to have the space to think about their own thinking, i.e., metacognition. The development of the Taylor Metacognition Model was originally for helping adults interested in entering the education industry. Still, it was quickly embraced at ENKI as the research and approach are exactly what we have been practicing with clients for over 16 years.



Giving adults time and space to think about their change journey is especially critical when the individual's target learning outcomes are known. This body of research and practical application of metacognition practices require adults to adjust, adapt, and grow for learning. That process is at the heart of any transformation. The model highlights the need for leaders and employees to integrate metacognitive strategies into transformation efforts designated to sustain cultural integration. Your transformation needs must integrate the real-world professional experience of that coursework while providing a safe space for reflection. Additionally, this requires the individual learner to practice metacognition of their own progress and learning in relation to the transformation targets.

¹ Dr. Synthia Taylor – Taylor Metacognition Model, March 2021

How does this play out in real life?

In one supply chain transformation effort, the warehouse supervisor and team were becoming an obstacle to success. They had co-opted critical fields in their enterprise system to use for text information and were convinced that was the only way they could do their work. The problem was the system needed those fields to track the aging of inventory, which was key information for the new transformation effort. By all reports, this team had been operating this way successfully for 15 years.

The transformation project team guided the warehouse team through a learning journey to understand:

- Precisely why it was important to their internal customers to have the date information, and therefore why it was important to use the field as designed
- What change would be required, with the assurance they would be trained
- How would they accomplish the part of the work they were already using the field for if they made the change
- What role would they have if all the information became visible in the system, without a need to call them

With this effort, the warehouse team became owners of the new way of operating the system and introduced enhanced inventory management practices. This was not possible before the change because the warehouse team was neither knowledgeable nor trained on the enhanced practices, the system would not support them, and the team did not have time to execute them.

What is a learning journey?

We know that all types of change require new or enhanced skills and adaptive change and that adaptive change requires a mindset change. For a mindset shift to happen, new learning must occur, but not any kind of learning. Learning that is specific to the change that needs to occur. For adults, this is accomplished through adaptive learning.

Fundamentally, adults must learn their way through transformative change. Therefore, the intentional recognition of a learning journey at the individual level and the need for a specific learning architecture as the framework for the enterprise transformational change is needed.

How does it apply in support of adaptive learning?

We often hear people say, “I told my employees to do (XYZ), i.e., the change, so they just need to figure out a way to get it done.” This is the modern-day equivalent of your doctor telling you to “lose weight” or a teacher putting a homework assignment on the board and telling the kids “to do it.” Often easier said than done. Within the telling, there is a gap in learning that we call the learning journey.

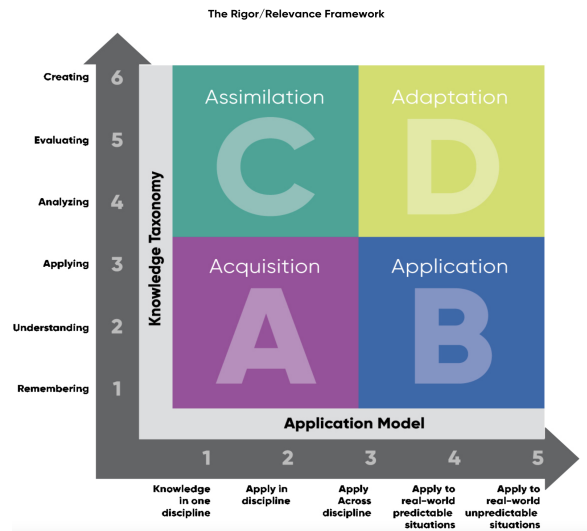
Everyone’s journey is specific to their level of change. The Learning Journey is designed to guide, coach, and teach your employees the “how” and “why” a change is

necessary. The Learning Architecture and Learning Journey are unique to ENKI because they are rooted in best adult learning practices that are pragmatic and fit for purpose. The Learning Architecture is the framework and future state intention while the Learning Journey is designed to support the leaders to move the change forward and demonstrate intentionality for the purpose of creating a culture rooted in successful outcomes.

The science of learning within a transformation

Rigor vs. Relevance Framework authored by Dr. Willard R. Daggett breaks down the science behind the cycle of learning, specific to the thinking and action continuum. His framework articulates the need to acquire knowledge, apply knowledge, assimilate learnings, and adapt learnings to the point where they can weather real-world, unpredictable situations.

Simply stated, adaptation is an intentional and strategic destination designed to lead employees through the transformation using the specially designed Learning Architecture.



Caution:

1. Be honest with your current state position, as this is the baseline for your learning journey.
2. Get independent feedback to validate your current state
3. You could be in “Acquisition” but believe you are in “Adaptation,” and that will cause you to fail in your transformation journey.
4. You could be in “Application” but believe you are in “Assimilation”
5. You could be...
6. You probably overestimate where you are in your transformation journey

How do you know you need a learning journey?

Whether engaging in a small or large transformation, a learning journey needs to be established if you seek sustainable change. Oftentimes the leader’s skill set is the determining factor in how a transformation change gets rolled out.

If you find yourself in Box A, B, or C, then there is a need for a learning journey for your individual transformation.

How do you plan a Transformation with intent?

The ENKI approach is clear: We do not tell our clients anything. It’s true. We help leaders engage the organization’s people to learn by building their own change journey. Although intentional, we are not overtly pushing people to write down a learning journey.

We walk them through it in interviews, workshops, and during process and technology changes with our innovation hub and organizational change management experts who double as process engineers, facilitators, business and technology architects, and business and IT strategists.

We listen and observe to discover your company's and the individuals' current state capabilities and barriers. We approach projects with more questions than answers, even after three decades of corporate work on average for our consultants. We bring our scientific mindset, rich experience with transformation efforts, and full commitment to achieve the results of your transformation. This approach allows the organization to understand the current state of performance beyond the walls of their organizational silos, creating individual energy for change.

How do you bake Learning into your transformation?

As former corporate executives, ENKI's consultants learned that the people, your employees, must be at the center of any transformation effort for that effort to be successful. Over the last 25 years, our consultants have created both the Business Architecture and Learning Architecture frameworks to help drive enterprise transformations to successful outcomes. Together with Technical, Business, and Learning Architectures are fit for purpose to specifically meet your enterprise-level transformation needs. ENKI is the only company that can offer these solutions since we created 2/3s of the frameworks required. Everyone else uses the three nouns of People, Process, and Technology because they don't know how to do the work without attempting to take our frameworks.