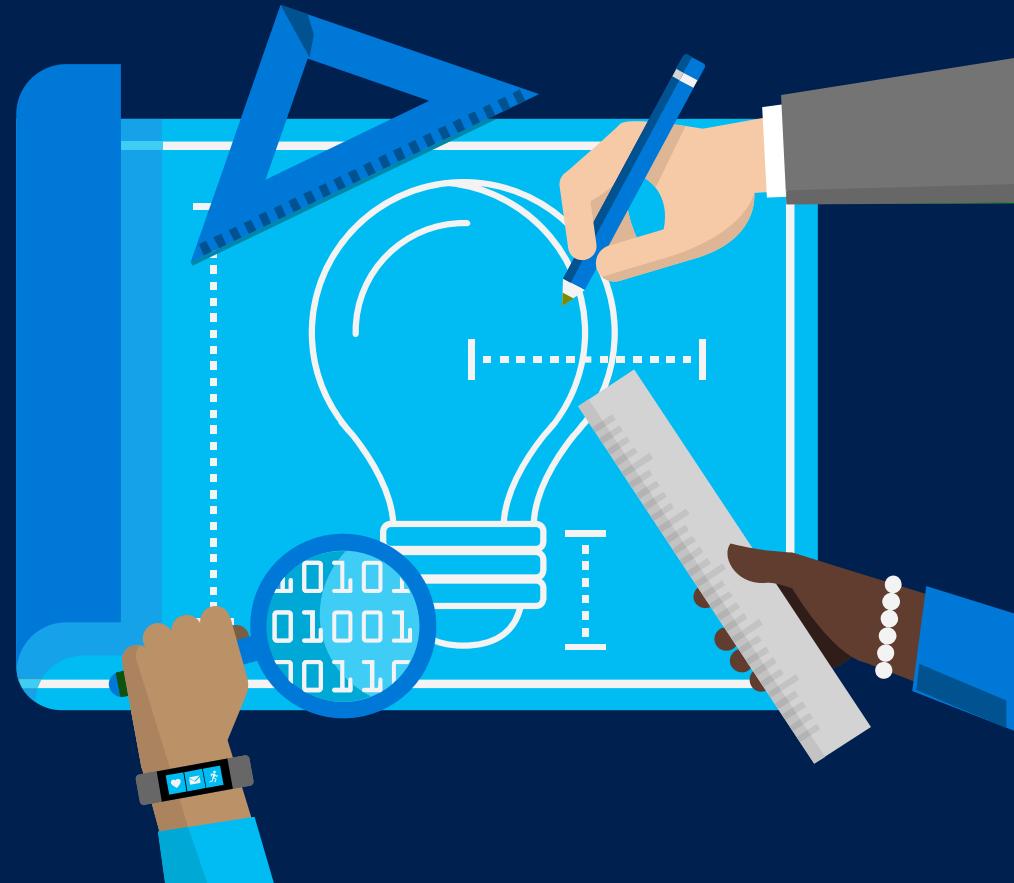


Van know-it-all naar learn-it-all

Hoe geeft Microsoft zelf
vorm aan readiness van
135.000 medewerkers?

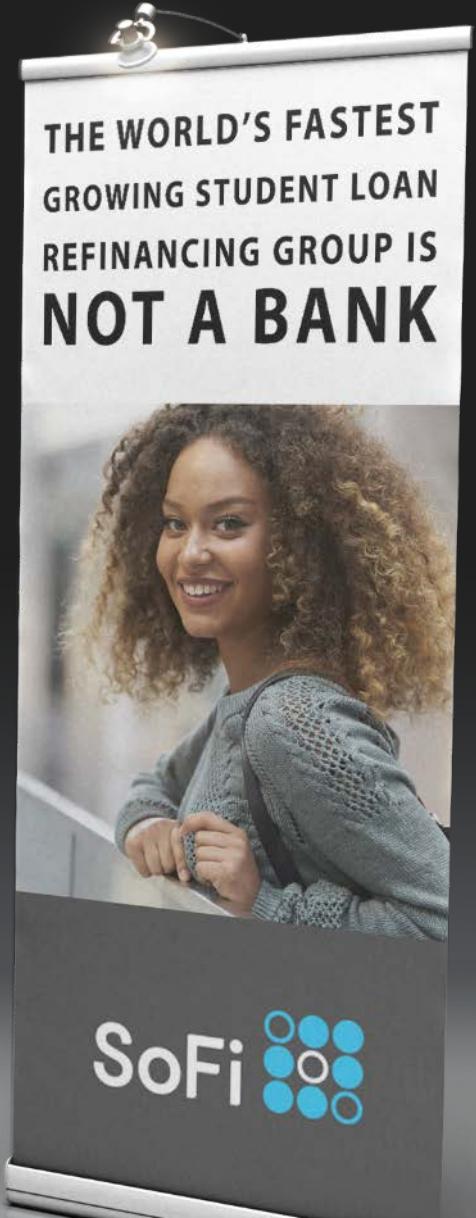
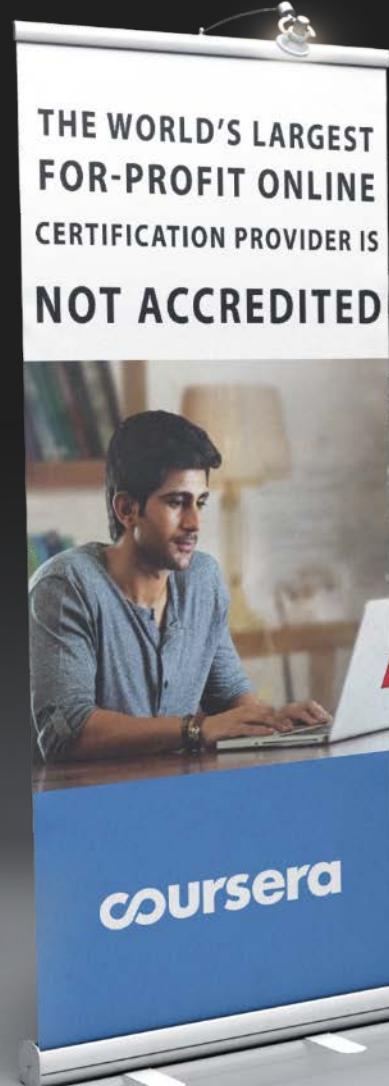
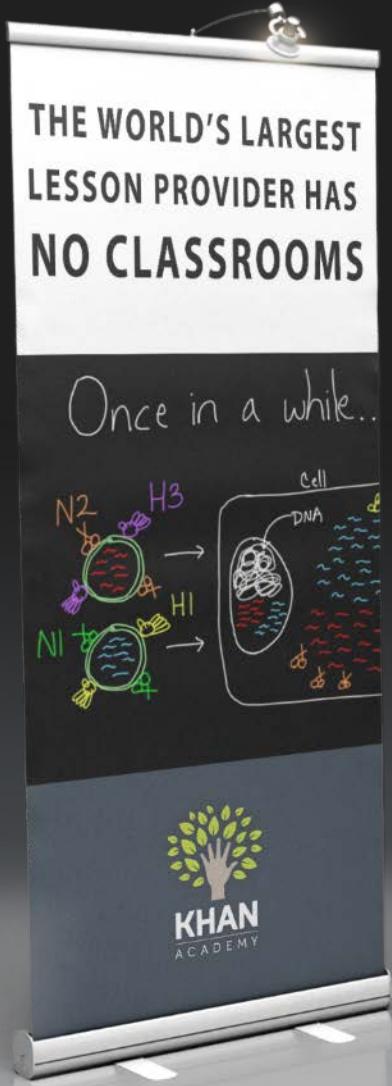
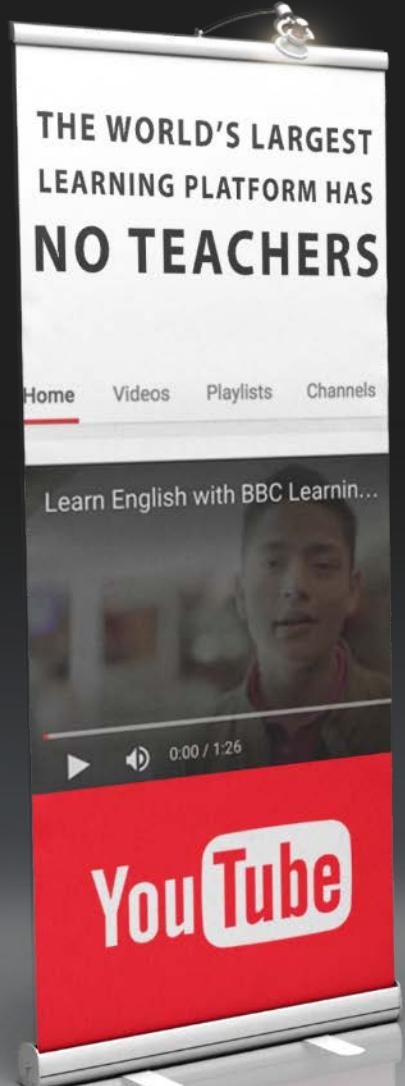
*Martin Diepeveen
april 2019*



CHANGE IS THE NEW NORMAL ...



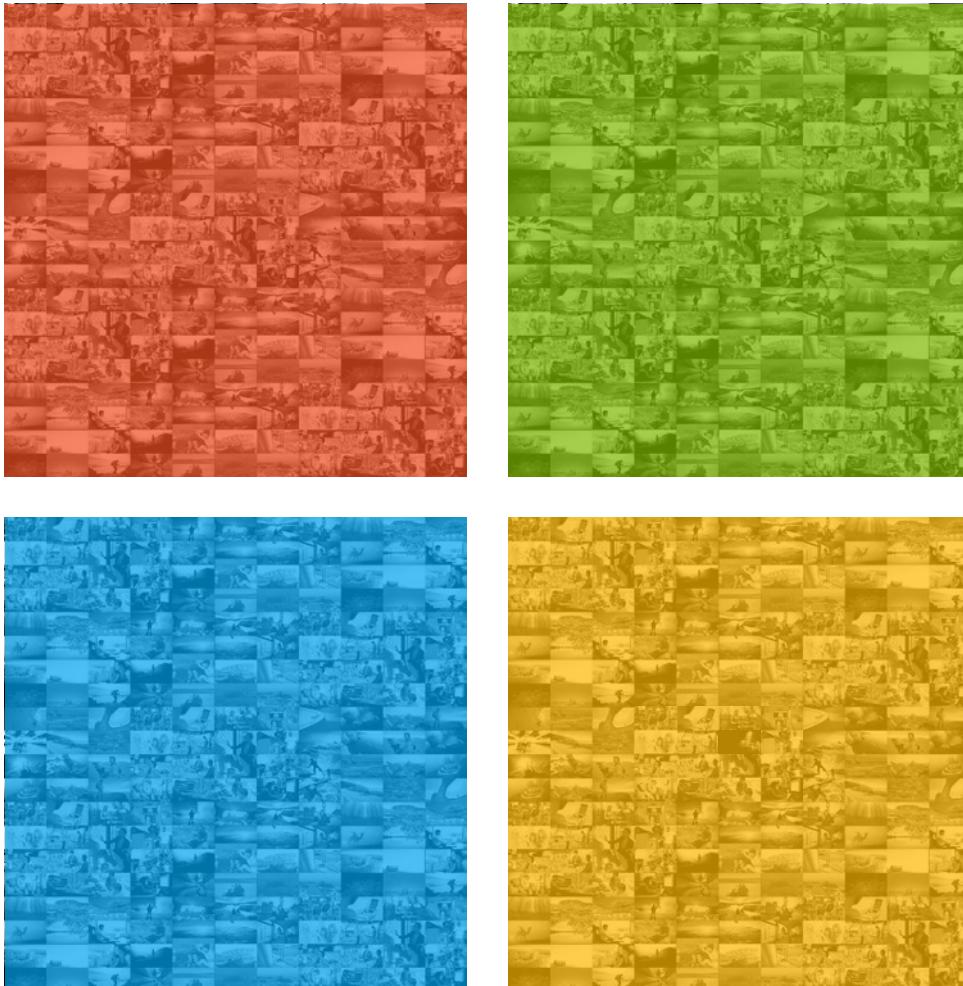
... TRANSFORMING THE WAY WE LEARN





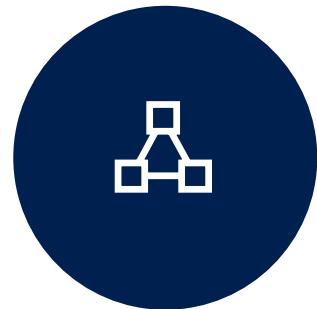
Microsoft mission

Empower every person and
every organization on the
planet to achieve more



Onze cultuur

Hoe we werken veranderen...om daarmee het bedrijf te veranderen



Growth Mindset



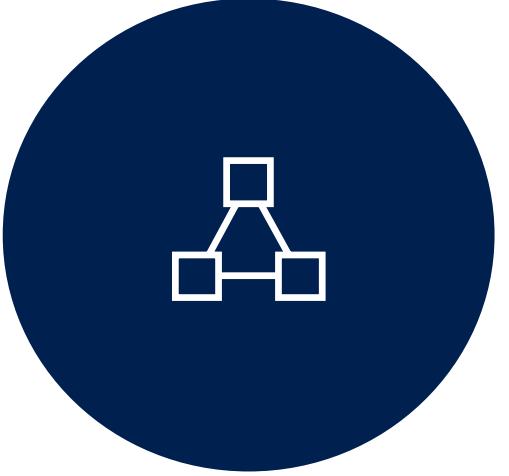
Customer Obsessed



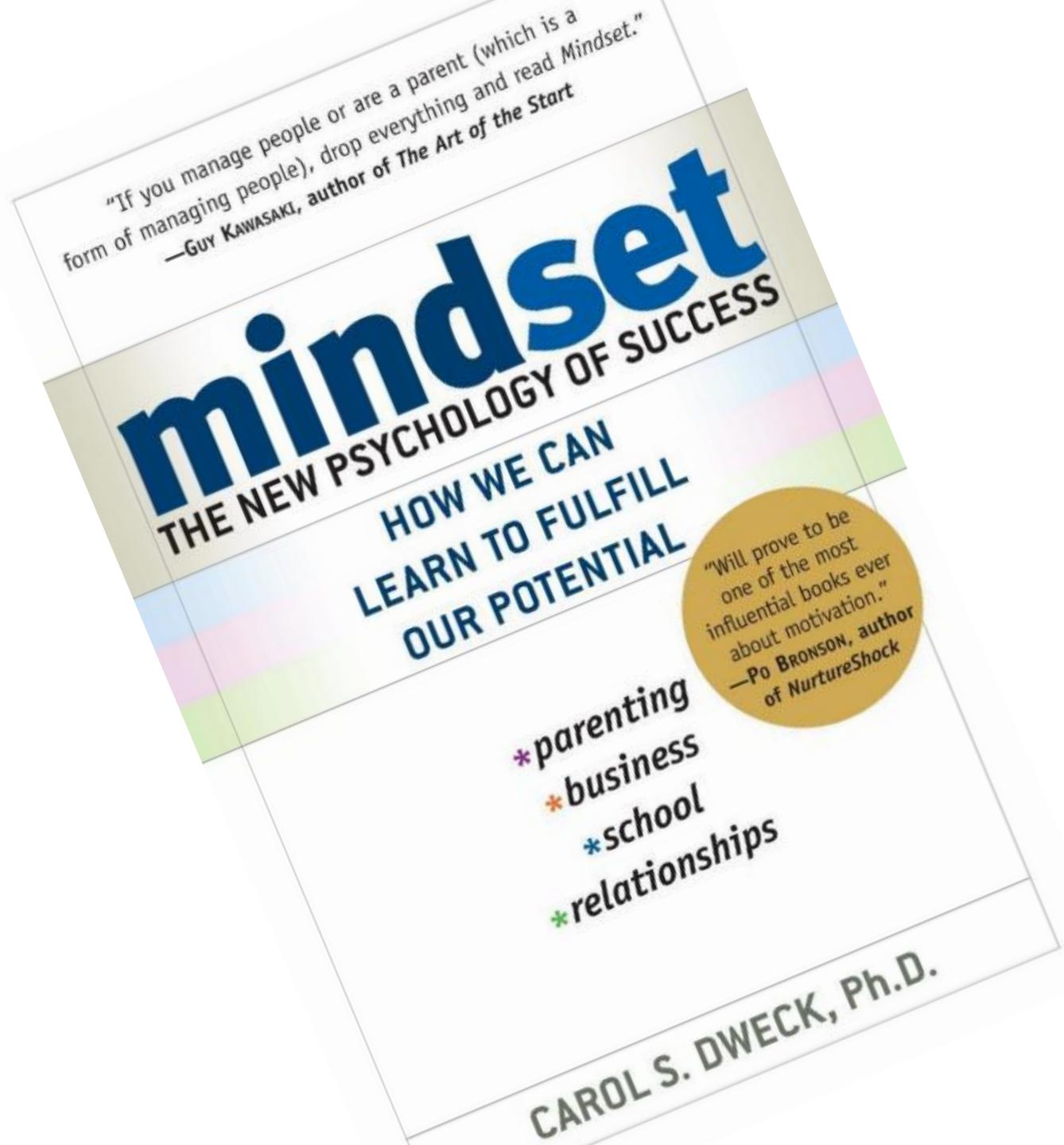
Diverse & Inclusive



One Microsoft



Growth Mindset



Go to www.menti.com and use the code 51 15 80

Mentimeter

Waar denk je aan als je "growth mindset" hoort?



Slide is not active

Activate

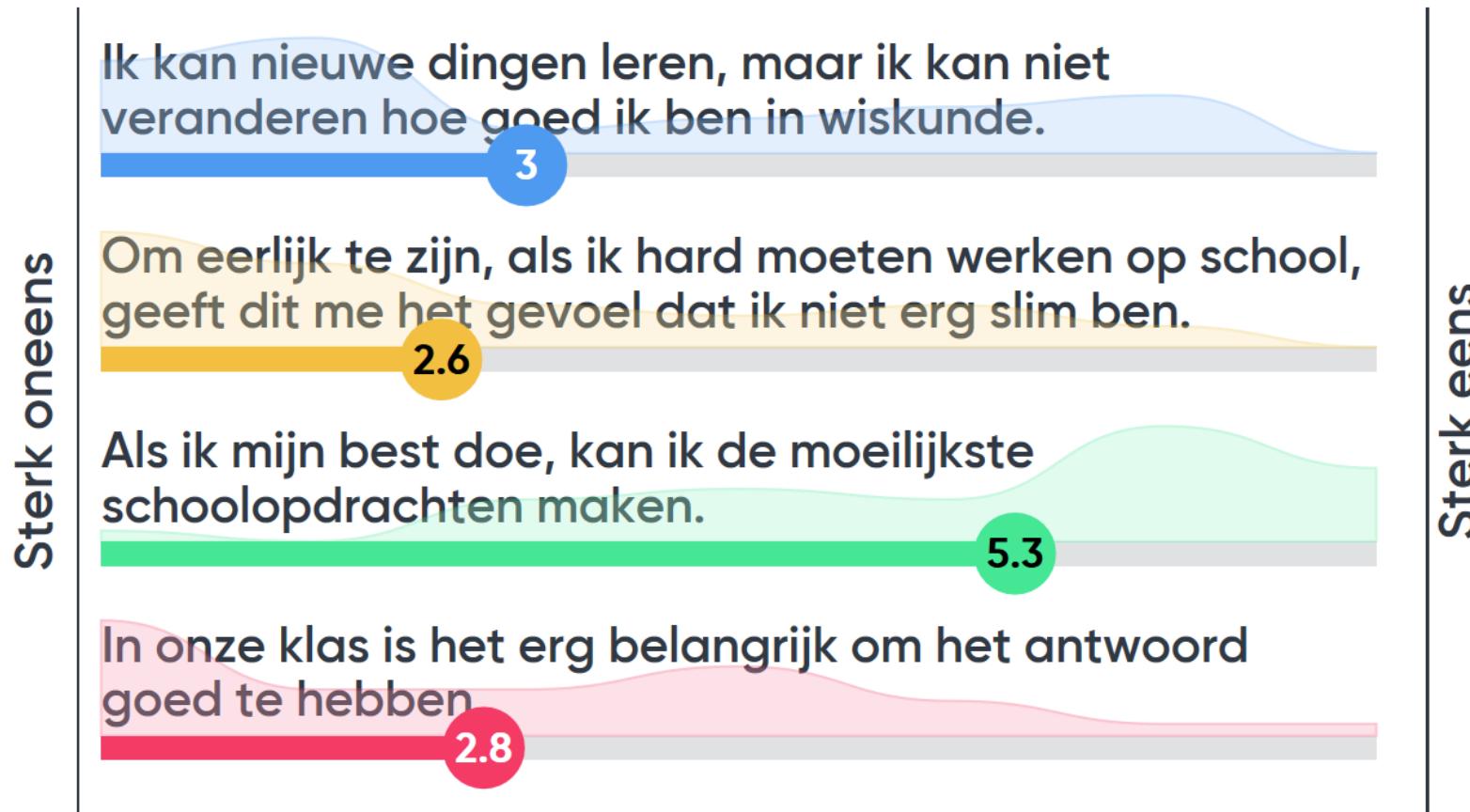
Space X



A close-up photograph of a young child with light-colored hair, wearing a dark green hoodie. The child is covering their eyes with both hands, fingers spread. Their mouth is slightly open, and they appear to be looking directly at the camera. The background is a plain, light-colored wall.

Sluit je ogen...

Mindset test



Welke uitspraken, spreken je het meeste aan?

- Je voelt je slim als je goede resultaten haalt en geen fouten maakt
- Je voelt je gewaardeerd als iemand je complimenteert met hoe goed je ergens in bent
- Je status wordt bepaald door je plek in de hierarchy
- Als je kritiek krijgt, geef je een goede reden voor je gedrag
- In sommige dingen ben je nu eenmaal goed en in andere niet.

FIXED MINDSET

- Je voelt je slim als je door hebt gezet en je iets nieuws hebt geleerd
- Je voelt je gewaardeerd als iemand je complimenteert over hoeveel je geleerd hebt en gegroeid bent
- Je status wordt bepaald door je vermogen om problemen op te lossen
- Als je feedback krijgt bedank je de ander
- Je geloof dat je altijd kunt leren en groeien

GROWTH MINDSET

CULTURE

Confronting fixedset

Customer obsessed | Diverse & inclusive | One Microsoft

A growth mindset

"If there is anything perhaps that defines me the most, it is that I'm a learner."

"I sign up for more online courses than I can finish."

"I absolutely get energized by people at work and other people that set high standards, people who are constantly improving."



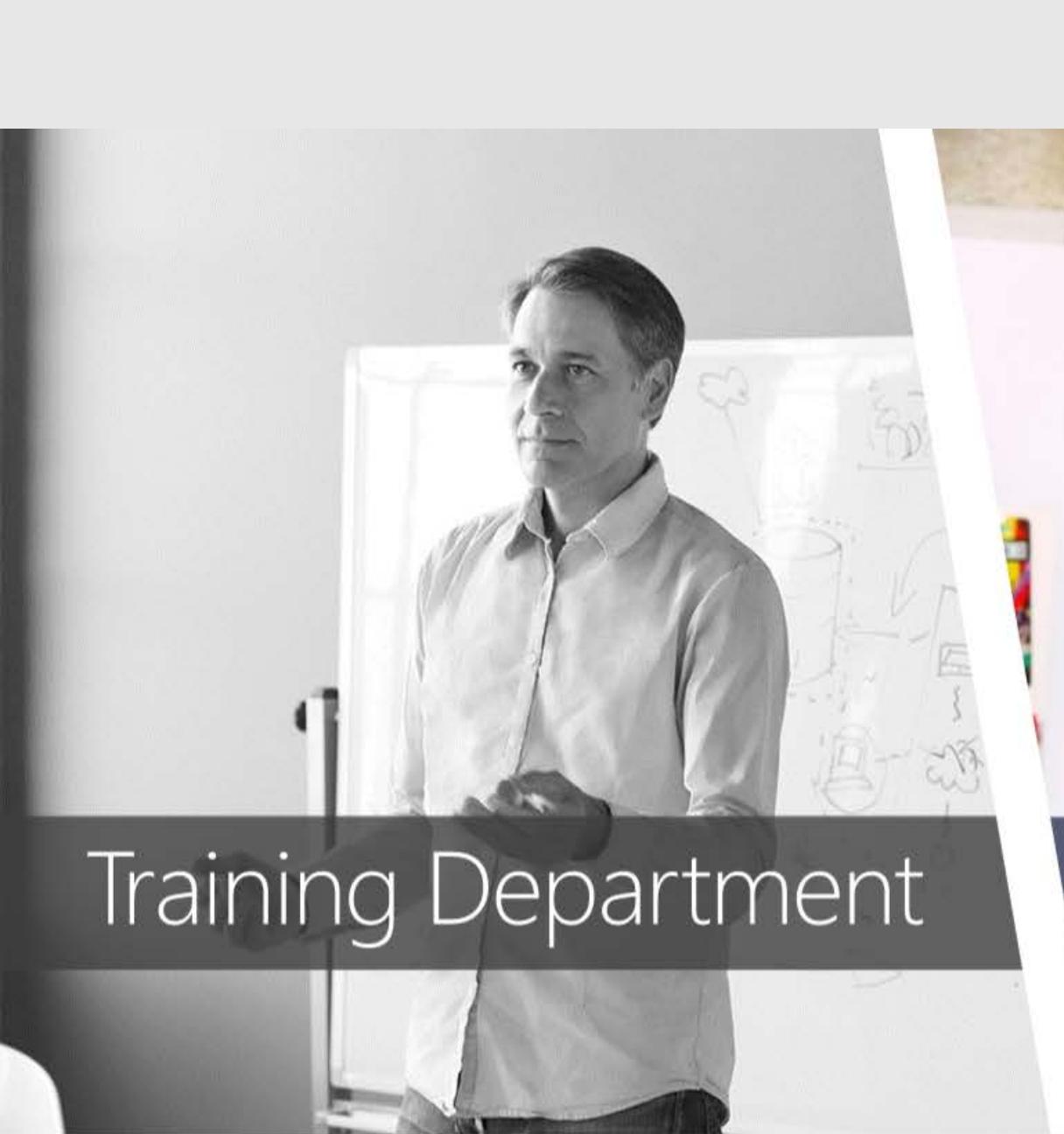
Satya Nadella | CEO, Microsoft

WHAT ARE THE **RIGHT** LEARNING MODALITIES IN A WORLD WHERE CHANGE IS THE NEW NORMAL?

DO YOU **KNOW** THE RIGHT INFORMATION?
DO YOU **HAVE** THE RIGHT SKILLS?

HOW **FAST** CAN YOU **FIND** THE RIGHT INFORMATION & **ACQUIRE** NEW SKILLS?

The screenshot displays a learning management system interface. At the top, there is a section titled "Badges (22)" showing three badges: "Welcome to Microsoft Azure", "Introduction to Azure solutions", and "Applications and infrastructure migration and modernization", all issued on 03/31/2019. Below this is a "Course content" section for a course titled "Microsoft data estate migration and modernization". The course is divided into four weeks: Week 1, Week 2, Week 3, and Week 4 (the current week). The Week 4 tab is selected. The content includes a "Week 4: Nurturing employee growth" module with a "CLICK HERE" button, a "Coaching insight: Benefits for you" video thumbnail, and a "Have you scheduled time with your coaching practice partner this week?" module. At the bottom, there are three additional modules: "Impact, growth, and coaching", "Questions, advice, and silence", and "Coming next week... embedding your coaching habit!". Each module has a progress bar indicating completion (e.g., 0/8, 0/5, 0/1) and a "VIEW" button.



Training Department

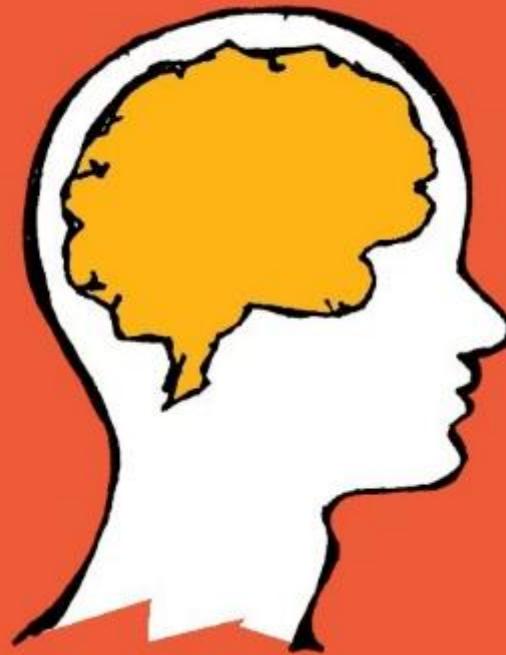


Social Learning Ecosystem

Van know-it-all naar learn-it-all



FIXED



MINDSETS



GROWTH

The needs of the modern learner are complicated



Flexible
formats



Just-in-time
learning



Micro and macro
content



Self-directed
pace



Personalized
experience



Mobile
access





- Employee development is critical

80% of L&D pros say that developing employees is top-of-mind for executives

- There are real headwinds to overcome



Limited budget



Small L&D teams



Lack of employee engagement

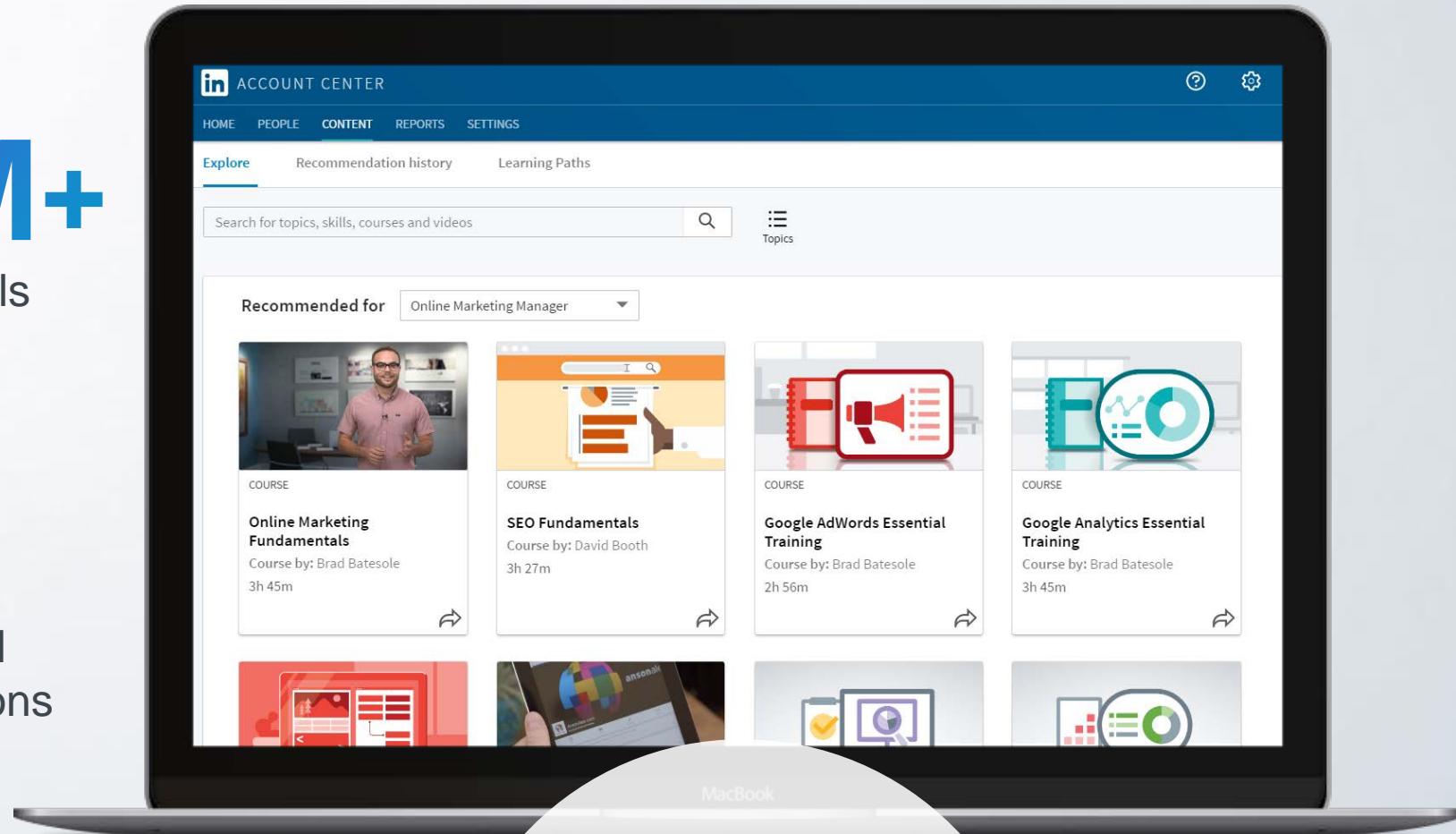
Make learning relevant with a powerful understanding of your employees and the skills they need

500M+

professionals



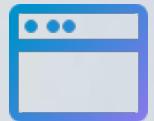
Personalized
recommendations



LinkedIn



Custom
curation



Familiar
platform



Intuitive
interface

Quality content and expert instructors ensure
your employees master the right skills

22 years

of experience



Designed by leaders
in learning content

6,500+

English courses



Taught by expert
instructors

1,800+

new courses per year

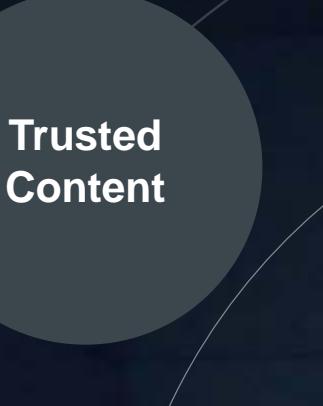


High quality
production value





The most engaging
learning experience
for professionals





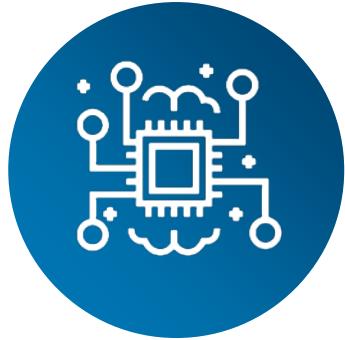
LinkedIn

THE ECONOMIC GRAPH

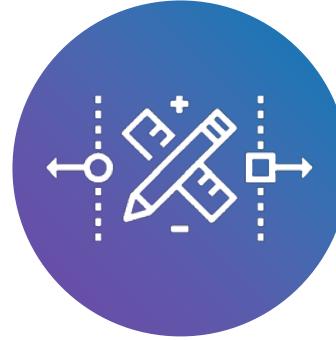
The world's largest professional network



The role of LinkedIn in a changing workforce



AI and automation



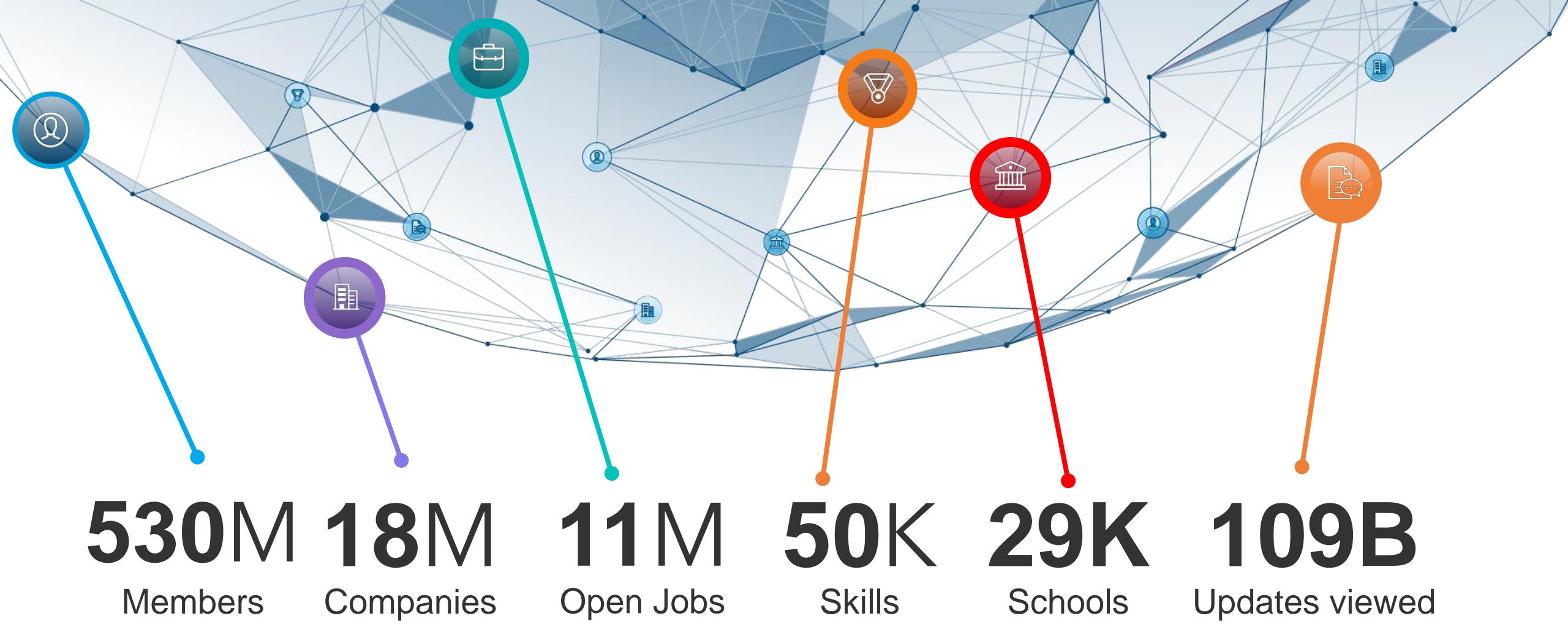
Skills gaps



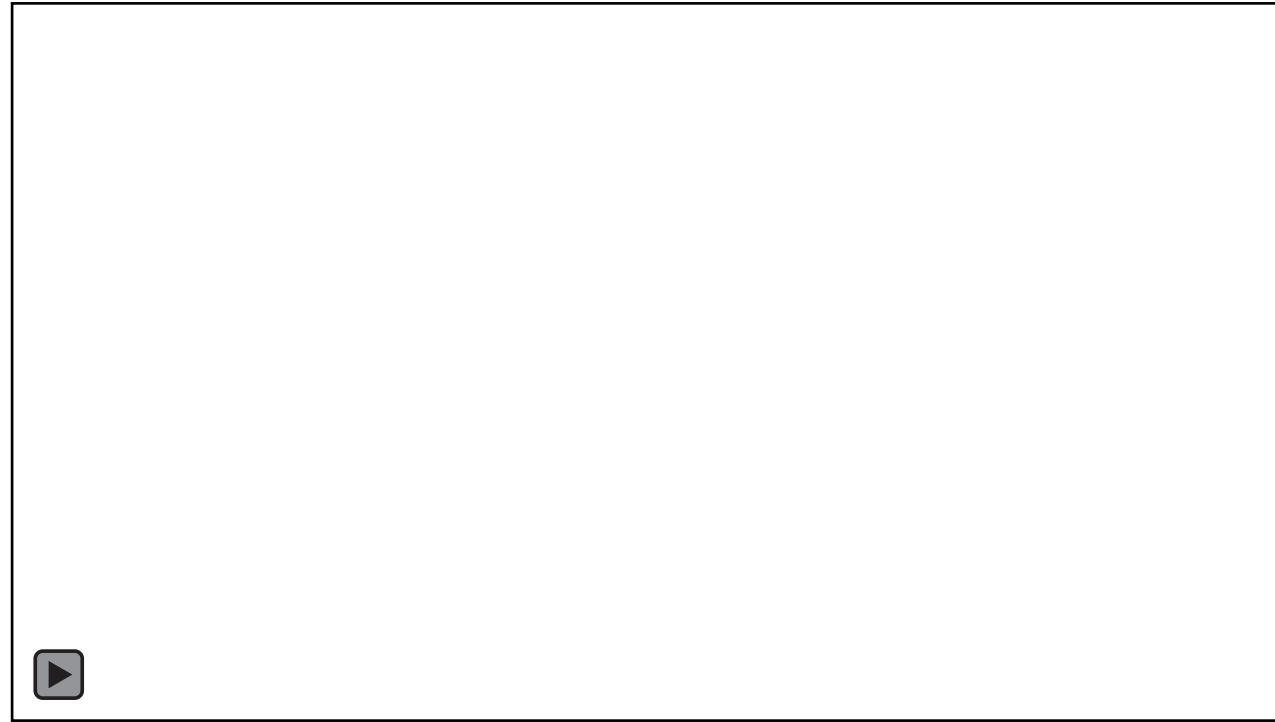
Independent work

LINKEDIN'S VISION

Create economic opportunity
for every member of the global workforce



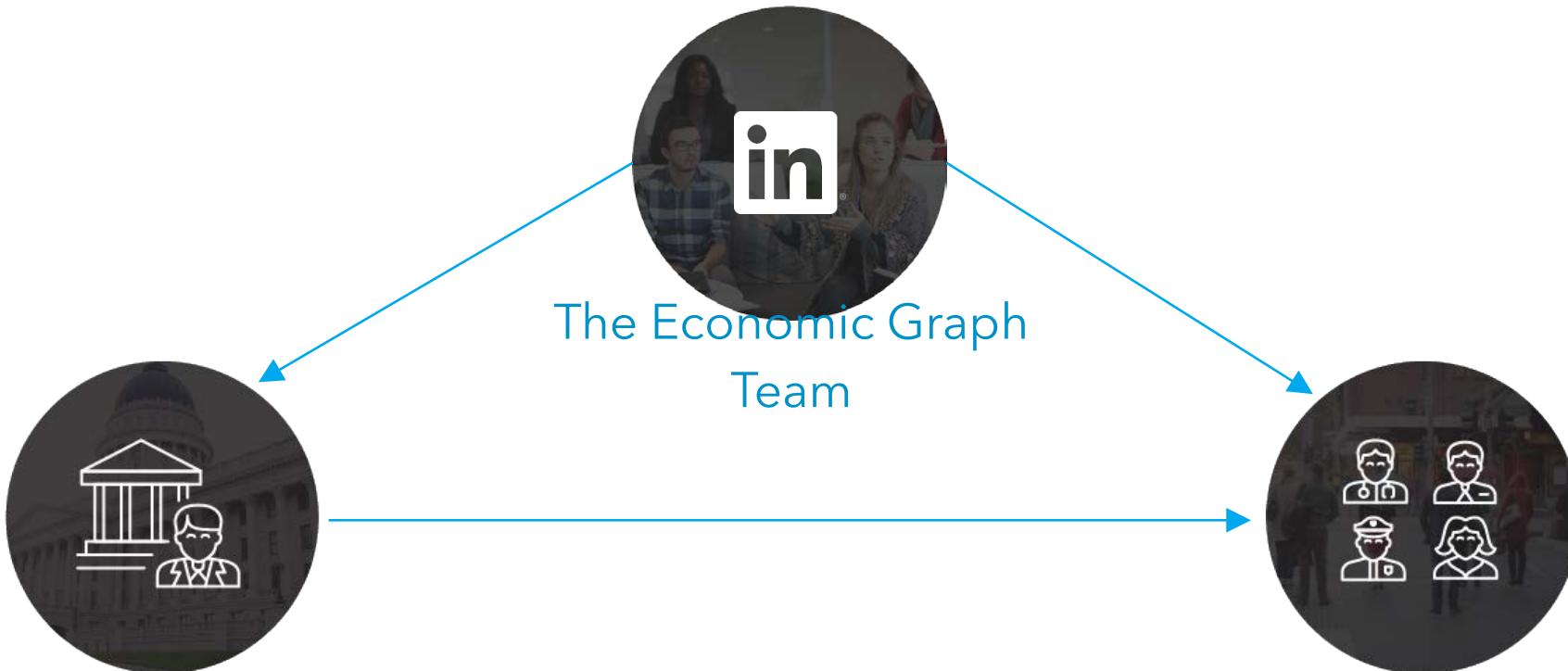
THE ECONOMIC GRAPH



ECONOMIC GRAPH TEAM'S MISSION

Transform how the world's leaders see the workforce and act
to enhance access to jobs and training in the 21st century.

What we do



Policymakers and Influencers

Uncovering data insights to enhance
access to jobs and training

Individual Workers

Connecting workers to economic
opportunity worldwide



Intro to LinkedIn Data



Advantages of LinkedIn Data



Global

Compare hundreds
of countries
and cities



Granular

Breakdown by
location, industry,
function, etc.



Real-Time

Members constantly
update their profiles



Historical

Monitor data - like
migration patterns -
over time

Our approach

Economic Research Describing the global economy through the lens of LinkedIn data

Data for Impact Applying LinkedIn data to help solve labor market challenges

Civic Engagement Workforce system innovation through pilot projects and partnerships

Economic Research

USING LINKEDIN DATA TO UNDERSTAND THE GLOBAL ECONOMY



LinkedIn Hiring Rate

Using LinkedIn data to measure the strength of hiring across cities, industries, countries.



Skills Gaps Analytics

Skills gaps are local, plural, and change over time. LinkedIn measures the supply and demand of 50,000 standardized skills, which we use to quantify skills gaps.



Real-time Migration

Measuring global people movements in near real-time.

News > Business > Business News

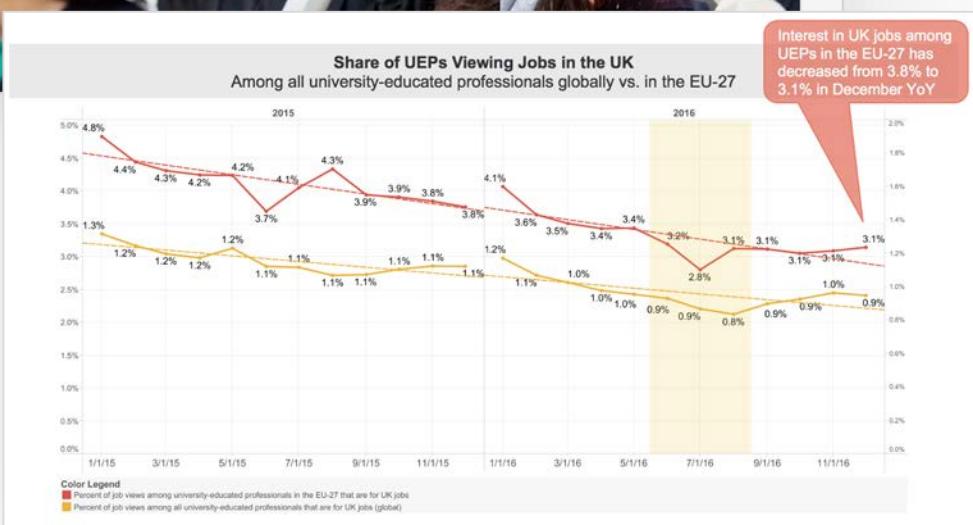
Brexit: Interest in UK jobs from EU graduates falls by 18% after the referendum, LinkedIn data shows

The UK is facing a post-Brexit shortage of talent with a sharp decline in the number of EU graduates looking for work in the UK

Zlata Rodionova | Monday 13 February 2017 10:24 GMT | 29 comments



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The Independent Online



LinkedIn data reveals changes in job seeker behavior post Brexit

Data for Impact

APPLYING LINKEDIN DATA TO HELP SOLVE LABOR MARKET CHALLENGES



World Bank - Competitive Cities Project
Partnering with the World Bank to develop indicators
for entrepreneurial activity in developing economies



National League of Cities
Partnering with six U.S. cities to build policies and programs to support
attainment of higher education credentials



Kerala Migration Project
Partnering with the Government of Kerala, India,
to inform new training curriculums

Civic Engagement

PILOT PROJECTS TO TEST NEW STRATEGIES TO SUPPORT WORKERS



Training Finder Pilot

In partnership with Skillful, we launched Training Finder, a product which helps workers discover training programs to learn skills needed for in-demand middle-skill roles

InPloyment Pilot

Assessing the impact of LinkedIn products and training on re-employment outcomes for workers receiving unemployment insurance benefits from the government

LinkedIn Gigs Pilot

A common application that can be used to apply to multiple on-demand gigs at once, with the goal of democratizing access to the gig economy for low-skill and middle-skill workers



economicgraph.linkedIn.com

