FABEC Training Seminar 29.10.19
„ATM Training for the Digital Generation“

E-Learning: All Digital – A Solution for Everything?

2.00 pm – 2.45 pm

Prof. Dr. Kurt Jeschke
Vicerector IUBH Corporate
IUBH International University
E-Learning. All Digital - A Solution for Everything?

- Introducing IUBH
- Where do we stand today?
- How does continuous operational learning change?
- What Generation Z deserves to become a qualified and loyal employee?
- What companies should pay attention to?
1. Introducing IUBH

- Leading Private University in Germany
- State-Approved, 20 years experience in the educational sector
- 17 Locations in DACH with more than 40 Study- and Examination Offices
- > 20,000 Students from more than 110 Countries
- 3,000 Participants in Trainings p.a.
- > 2,500 Educational Partners from Economy and Administration
- Training (Online/Blended), Further Education Courses, Study Programmes
- Currently about 125 Trainings und Certificate Courses, 85 Bachelor-, Master- and MBA-Programmes
1. Introducing IUBH

IUBH Center of Expertise: Aviation, Transport & Logistics

Offer: Bachelor- Master Degree

Formats: Campus Studies or Distance Learning

Specialisations:
Aviation: Airport Marketing, Airline Sales and e-Commerce, Airline Marketing
T&L: Global Commerce, Industrial Supply Chain Mgt., Ground Transport, Aviation Innovation etc.

Occupations:
Aviation: Yield Manager, Network Manager
T&L: Logistics Consultant, Sourcing Manager, Process Manager etc.
1. Introducing IUBH

- DFS Deutsche Flugsicherung
- Köln Bonn Airport
- Lufthansa
- Lufthansa Cargo
- Deutsche Post DHL Group
- Airbus
- UPS Freight
- Air Hamburg
- Frankfurt Hahn Airport
“Digitalization reached aviation long ago. The airline industry may call itself a pioneer of digitization without false modesty“. (C. Brützel, IUBH, 2019)
The digital networking for trouble-free synchronization of all suppliers and service providers (airports, air traffic control, ground handling services) is reality and will continue (e.g. Mission Management, System Wide Information Management).

In operation, digitization is a classic tool of the airlines, both for internal process management and for networking with suppliers.

Operation Control Centers act as central systems of a globally and cross-company digitally networked value creation mechanism.
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Operation Control Centers act as central systems of a globally and cross-company digitally networked value creation mechanism.

Question: In what way is the digital transformation influencing HR strategy and Corporate Learning in the Aviation Industry?
The VUCA Environment:
Very well known in the Aviation Industry

Volatility
Uncertainty
Complexity
Ambiguity

2. Where do we stand today?
The VUCA Environment: Example Civil Aviation

**Volatility:**
Extremely high. Aviation fuel varies anywhere from $2bn to $5bn in expenses/month/airline. Any of airlines of the 250+ fleet could require immediate maintenance owing to differing weather conditions.

**Uncertainty:**
Extremely high. One never knows when the weather would play bad resulting in delays nor when the banks may stop lending (since they depend a lot on funding due to huge OPEX) or when customer jumps ship to a competitor airline.

**Complexity:**
Moderately high. Heard of rocket science? Well we have jet science too.

**Uncertainty:**
Not very high. Since fuel is one of the major costs, when it swings either way, there’s only one or the other decision you can take.
The VUCA Environment: Example Civil Aviation

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**Question:** In what way is the VUCA environment influencing HR strategy and Corporate Learning in the Aviation Industry?
The VUCA Environment:
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2. Where do we stand today?

Build a responsive culture
Invest in your people
Create a learning organization
Become more agile
Focus more on digital natives
The growing importance of Generation Z, will they be helpful in terms of digitization and VUCA environment?

2. Where do we stand today?

Digital Natives
born after 1995

- express themselves with their own style
- born to swipe
- tend to travel more
- video messages > texting
- demand 24h access
- masters of social media
Generation Z (digital natives) are born after 1995 and they are considered the future of global economy.

By 2020 in the U.S., Europe and the BRIC states they will make up to 40% of the consumers and 10% in the rest of the world.

Generation Z is entering the workplace. Because of their high-tech and hyper-connected upbringing, they will bring a new set of behaviors, expectations, and preferences into the workplace.
## McKinsey: Today’s young people differ from yesterday’s!

### 4. Generation Z - Born after 1995

**Source:** McKinsey & Company, True Gen - Generation Z and its Implications for Companies, 2018

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born</th>
<th>Context</th>
<th>Behavior</th>
<th>Consumption</th>
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<td>Y</td>
<td>1980–94</td>
<td>Globalization, Economic stability, Emergence of internet</td>
<td>Globalist, Questioning, Oriented to self</td>
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**Context:**
- Baby boomer: Postwar, Dictatorship and repression in Brazil
- Gen X: Political transition, Capitalism and meritocracy dominate
- Gen Y (millennial): Globalization, Economic stability, Emergence of internet
- Gen Z: Mobility and multiple realities, Social networks, Digital natives

**Behavior:**
- Baby boomer: Idealism, Revolutionary, Collectivist
- Gen X: Materialistic, Competitive, Individualistic
- Gen Y: Globalist, Questioning, Oriented to self

**Consumption:**
- Baby boomer: Ideology, Vinyl and movies
- Gen X: Status, Brands and cars, Luxury articles
- Gen Y: Experience, Festivals and travel, Flagships
- Gen Z: Uniqueness, Unlimited, Ethical
McKinsey: The search for the truth is at the root of all Generation Z’s behavior.

- **‘Undefined ID’**
  “Don’t define yourself in only one way”

- **‘Communaholic’**
  “Be radically inclusive”

- **‘Dialoguer’**
  “Have fewer confrontations and more dialogue”

- **Realistic**
  “Live life pragmatically”

Source: McKinsey & Company, True Gen - Generation Z and it’s Implications for Companies, 2018

Values/Motivation

- Freedom, Leisure time, Experiences, Fulfilment
- Freedom of information, Networking
- Personal Fulfilment
- Networking

Communication Medium

- Social Web 2.0

Work Life

- Regulated working time, open ended contracts and clearly defined structures
- Clearly defined work hours, willingness for flexibility
- Digitalization is necessary for the everyday working life
- Expect good leadership (showing respect, giving feedback)

Source: Prof. Dr. Antje-Britta Mörstedt, PFH Private Hochschule Göttingen, 2019
EY Study on Gen Z 2019
Core Results, sample: N = 1,400 Gen Z individuals

1. Wider Generational Gap at Work
2. Increased Desire for Work-Life Harmony
3. Blend of High-Touch and High-Tech
4. Video Impact on Recruitment & Employer Branding
5. More Frequent Feedback
6. Expanded Importance of Diversity and Inclusion
7. Evolved Approach to Learning and Development

What Generation Z deserves in terms of learning and development

Evolved Approach to Learning and Development

• Seventy-six percent of Generation Z professionals feel that the skills necessary in today's workforce are different from the skills necessary in past generations.

• For the generation that is younger than Google, they approach problem-solving and knowledge-sharing much differently than previous generations.

• Forty-three percent of Generation Z learners prefer a fully self-directed and independent approach to learning.

• Agile Learning is an ideal way to train and develop Generation Z.


5. Is your business ready for Generation Z?
Agile Learning…

... is referencing to a paradigm shift within initial- and further education, specifically: Why continuous learning offered to Gen Z in a business context should become more agile and how this could happen.
1. Agile Learning for Gen Z:
Happens mostly in everyday life, is self-regulated and self-organized

2. Gen Z as Learners become „Prosumers“:
They develop teaching content and support others learning (e.g. social learning, adaptive learning, micro learning platforms)

3. New Roles for Managers/Leaders:
Learning coaches guide employees through the learning process. Learning-broker, convey suitable learning formats and connect learners
Challenge for HR and Corporate Learning:

Adopting new ways of digital learning for Gen Z

Making agile learning in the everyday work life of Gen Z possible
The most important learning formats for agile learning

- Blended Learning
- Videos
- Micro Learning / Learning Nuggets
- Mobile Applications / Apps
- Virtual Classrooms / Webinar
- Social Networks / Communities
- Adaptive Learning
- Intelligent Learning Assistant
- Web Based Trainings (WBTs)
- Simulations
- Augmented Reality
- Learning Environment in Virtual 3D-Worlds
- Messaging Services, e.g. Whatsapp
- Serious Games
- Wikis

All respond "Fundamental Importance as a Learning Platform"

Source: mmb-Trendmonitor 2018/2019

6. The importance of agile learning for Gen Z
What is agile learning all about?
An example on video-based (interactive) learning

Webinar: Securing growth by digitalizing airport non-aviation revenues
AOE • 179 Aufrufe • vor 7 Monaten
Kian Gould and Adil Raihani giving insights and best practices on how to digitalize travel retail and creating successful ...

The Secret To VFR Radio Communications Webinar - MzeroA Flight Training
MzeroA Flight Training • 266.171 Aufrufe • vor 5 Jahren
http://groundschoolacademy.com/ In case you missed it one of our most popular webinars to date. Jason shares with you The ...

Source: www.youtube.de, 23.10.19
Harvard University is considered to be one of the best Universities worldwide (Ivy League).

There are many different online courses at Harvard University. The Elite University from the USA enables even free learning.

There are only around 20,000 students On-Campus at Americas East Coast, but they reach over 6 Million People from countries all over the world through their online courses (MOOCs).
Online courses are **open to everyone**, everything happens **online**. The content is taught through **Video-lectures**.

**Access to learning materials** is **free** of charge. If participants want to finish the course **with a certificate**, they can book the "Verified Certificate-Option" for 50 USD.

A typical MOOC has around **1000 participants**.

**Exams are held online** through Quizzes and Tests.

Questions can be discussed in **discussion forums**.

One course takes about **4-6 weeks**, with around 3-5 hours effort per week.

Course language is **English**, with optional subtitles.

**Source:** www.educatico.org, 28.09.19
What is agile learning all about?
Informal learning formats, social networks and adaptive learning is getting more and more important

- Brown Bag Meetings
- FedEx Days
- Hackathons
- Lean Coffee Meetings
- Microlearning/Learning Nuggets
- Rotation Days
- Ted Talks
- Working Out Loud (WOL)

6. The importance of agile learning for Gen Z

[Image of people collaborating and materials for crafting]

[Image of TED Talks]

[Image of working out loud]

[Image of FedEx Day]

[Image of a circle guide for working out loud]

A simple overview

Version 3.01 - August 2015
What is agile learning all about?
Companies may train GenZ online to reflect on new work and agility

Module 1: Agility
Explains the benefits of agility for the company and its employees
- VUCA and Agile Manifest
- Decision criteria for the agile approach and agile applications (Stacy Matrix)
- Agility and values
- Examples for agility in corporations

Module 2: Working agile
Topics that are personally relevant for employees
- My part in an agile environment
- Agile core skills and mindset
- The importance of the team in an agile environment

Module 3: SCRUM & Co.
Focusing on SCRUM and other frameworks
- SCRUM: Approach, Scrum Master, Product Owner, Implementation team
- Rapid Prototyping, UX Design Thinking
- Classification of the framework in the business model

Module 4: Agile in daily life
How employees can design their work routine more agile
- Trusting communication
- Clear communication
- Giving and accepting feedback
- Handling insecurities and mistakes
- Quick Wins

6. The importance of agile learning for Gen Z

The agile employee
Interactive online training
• Gen Z are minimalists. Many small steps lead to their success. Gen Z like to learn from short learning sequences, a coach or mentor with them, as well as their supervisor, treated at eye level.

• For Gen Z action and results are more important than knowledge. Speed, in the sense of immediate information is more important than accuracy. Trial and error are a preferred solution so Gen Z is interested in problem-based learning.

• Learning Preferences of Gen Z:
  • Multimodal learning (language, pictures) personally and virtually.
  • Purpose-based learning, individual goals and personal preferences.
  • Self-determined learning, the main thing is practical and playful.
• Aviation is dynamically exposed to further digitization and VUCA environment
  (challenges for HR strategy and corporate learning)

• Gen Y becomes more and more important – blessing or burden?
  (digital natives with specific socio-demographic profile, attitudes, motivation and worldview)

• Agile learning will become key for Gen Z training and development
  (eg. learning communities, collaboration platforms)

• Companies should use agile learning tools/formats meaningfully
  (Using blended learning formats)

• Agile Learning will affect the whole Company
  • (Managers, teams, learning culture, new work)
Discussion, Please!

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