

#NoLearningNoTransformation

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« ...les entreprises doivent développer leur capacité de changement afin de s'adapter en continu à la dynamique environnementale, et parfois même la provoquer (Teece et al., 1993 ; Hamel et Prahalad, 1995 ; Eisenhardt et Martin, 2000). Et cette aptitude déterminera sur le long terme leur survie et leur croissance. »

Richard Soparnot, « Vers une gestion stratégique du changement : une perspective par la capacité organisationnelle de changement » dans Revue Management & Avenir, n°28, p

104, 2009



How do companies change



**Transformation
Entrepreneurship**



**Transformation
Intrapreneurship**



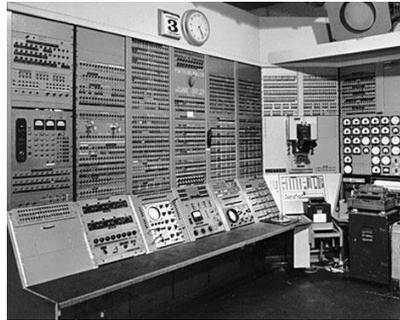
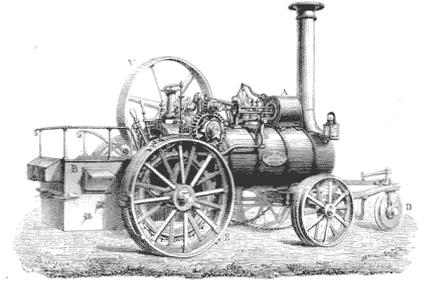
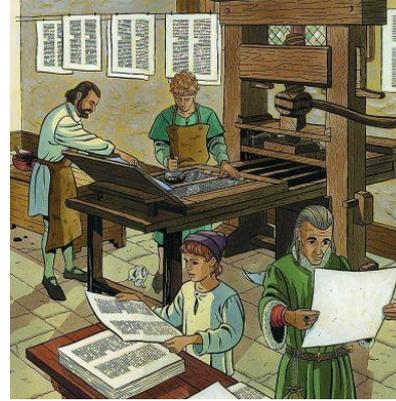
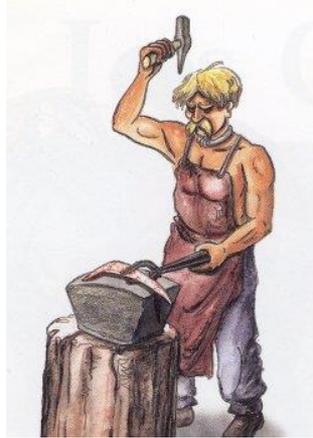
The « people » wave :

How do people...?

- ▶ CHANGE
- ▶ ADAPT
- ▶ ACT DIFFERENTLY
- ▶ TRANSFORM THEIR HABITS
- ▶ FIND ALTERNATIVE WAYS
- ▶ BECOME BETTER, SMARTER, MORE EFFICIENT

#LearningIsTheAnswer

Learning has always been the answer



Learning is

- ▶ the act of acquiring new, or modifying and reinforcing existing, knowledge, behaviors, skills, values, or preferences

Which may lead to

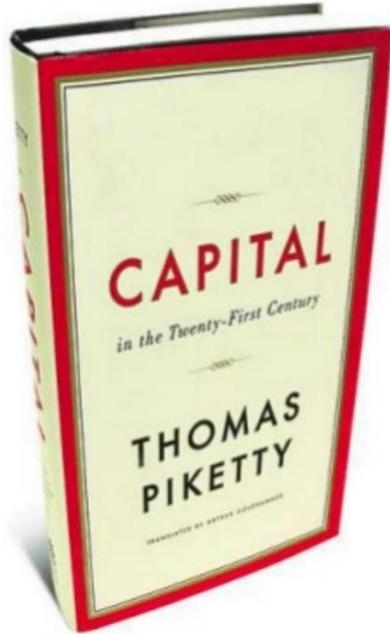
- ▶ a potential change in synthesizing information, depth of the knowledge, attitude or behavior relative to the type and range of experience.

(Source: Richard Gross, [Psychology: The Science of Mind and Behaviour](#) 6E, Hachette UK)



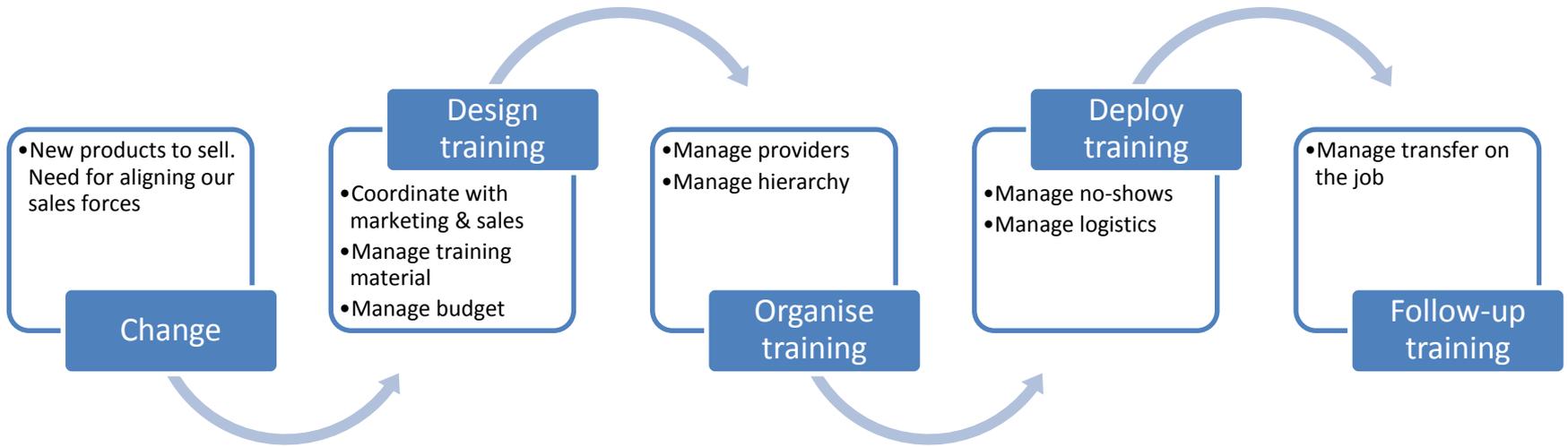
Why would a CEO invest in Learning?

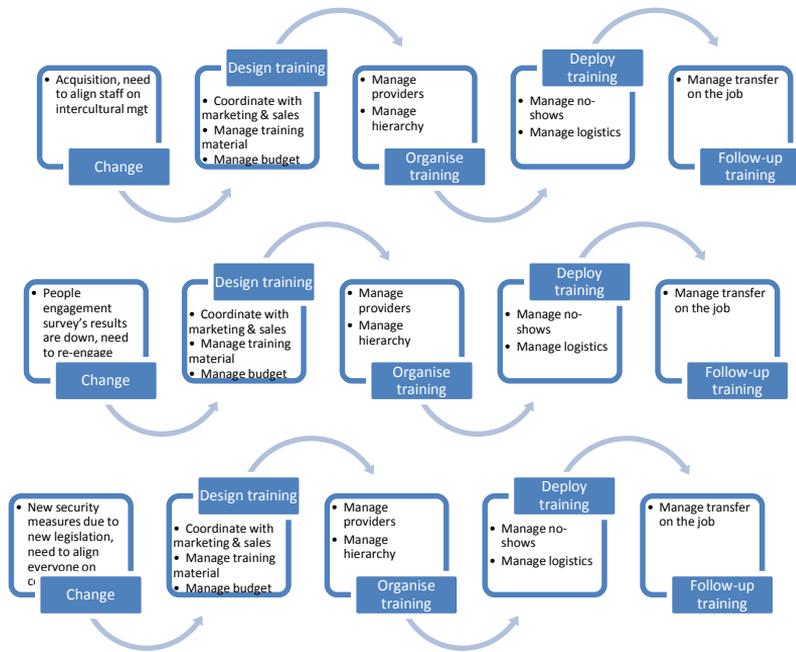
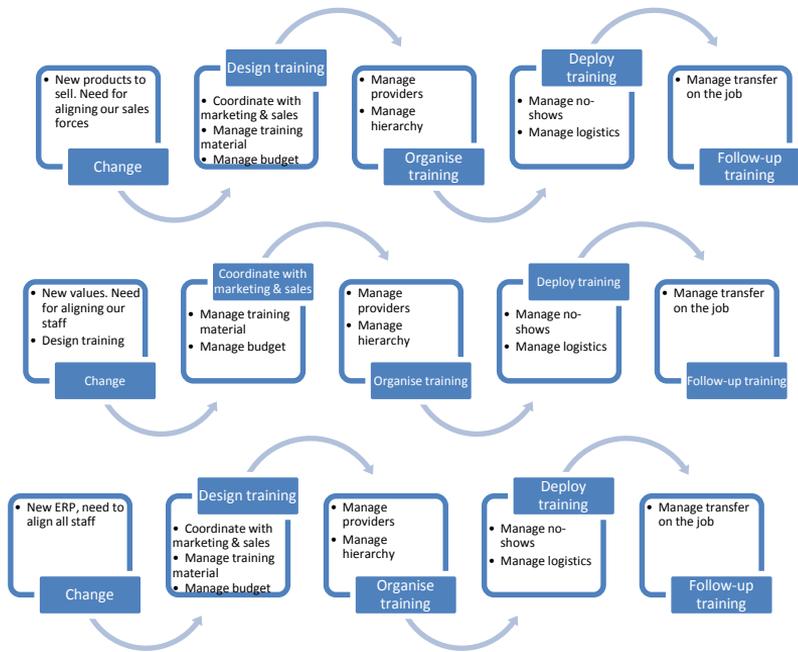
The Learning curve is the earning curve...

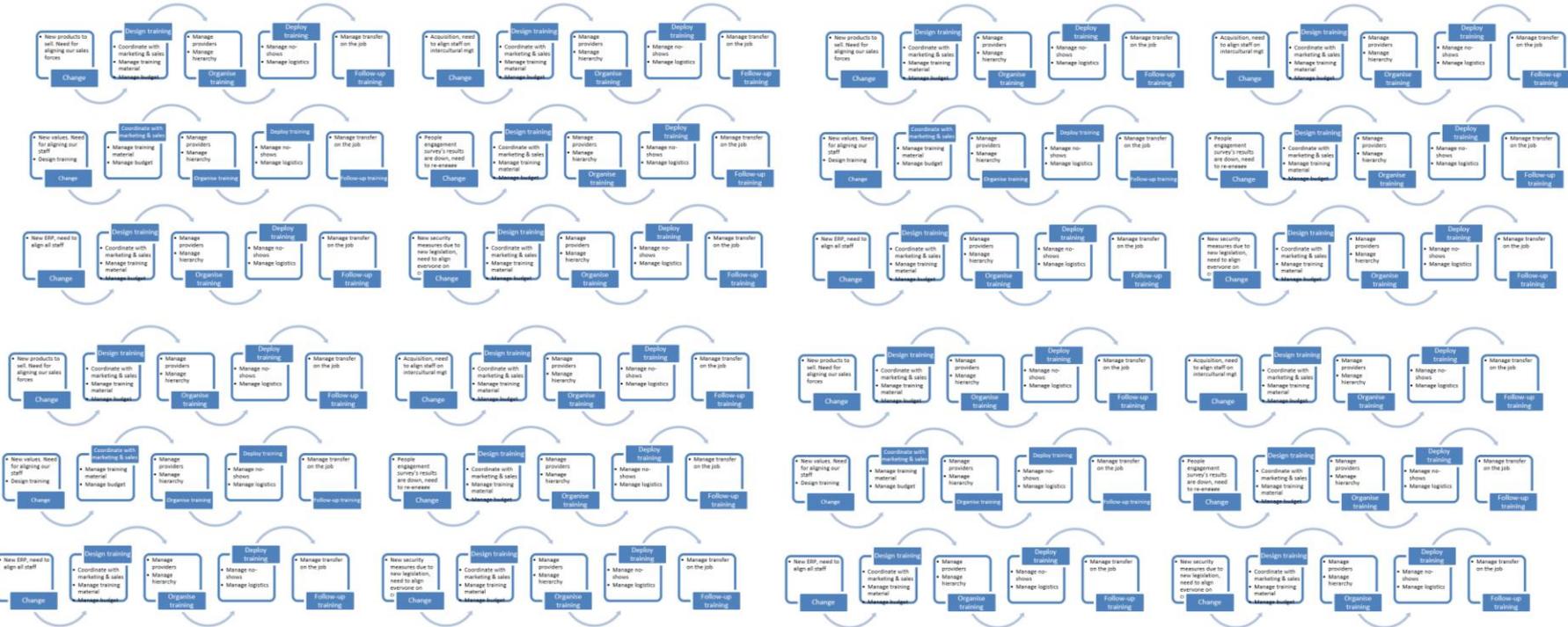


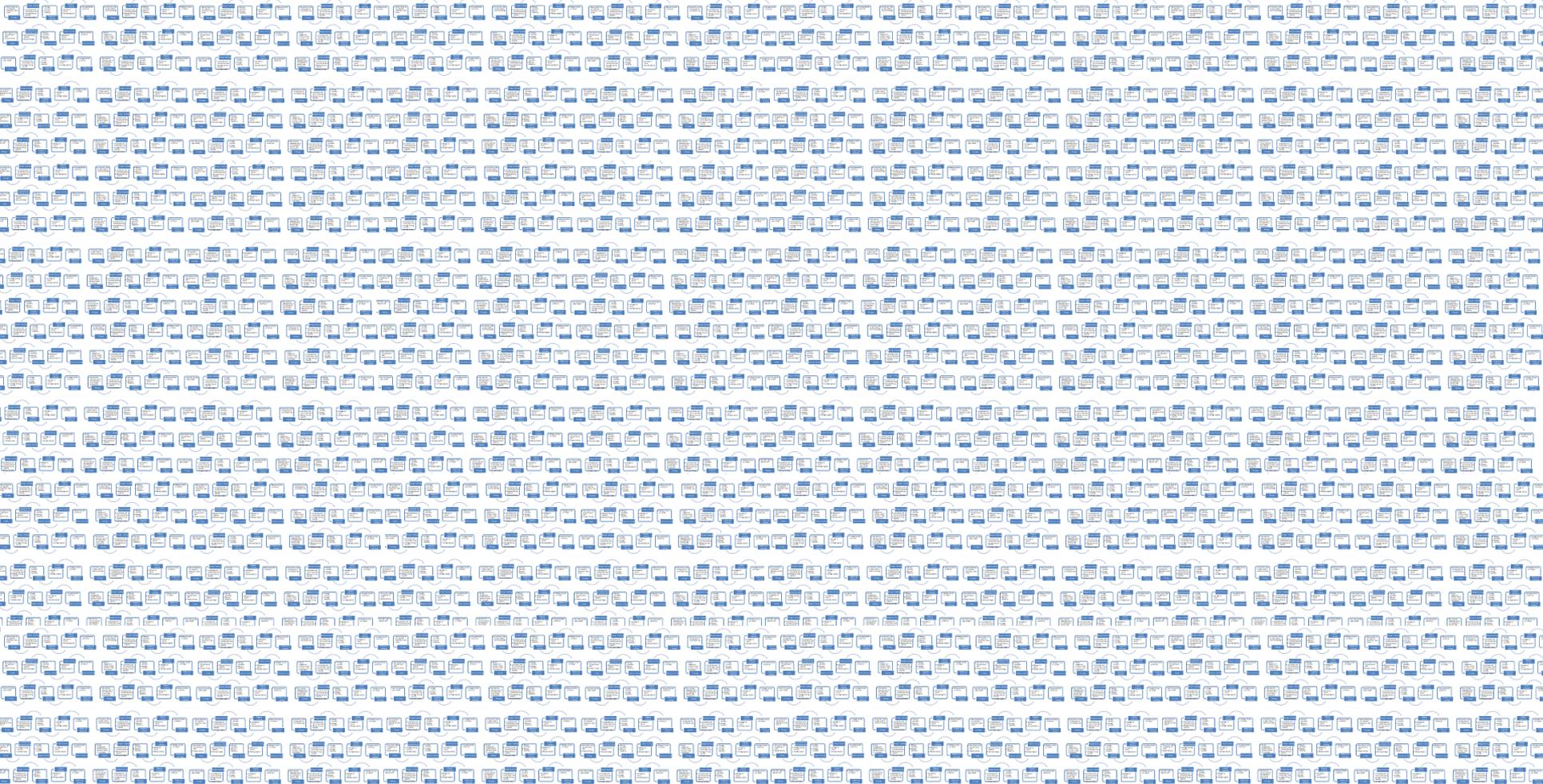
“Over 300 years of economic history, the principal and most enduring mechanism for distribution of wealth and reduction in inequality is the diffusion of skills and knowledge.”

#CaseStudy









#CoreQuestion@L&D

How does my organization support “learning” as transformation engine?

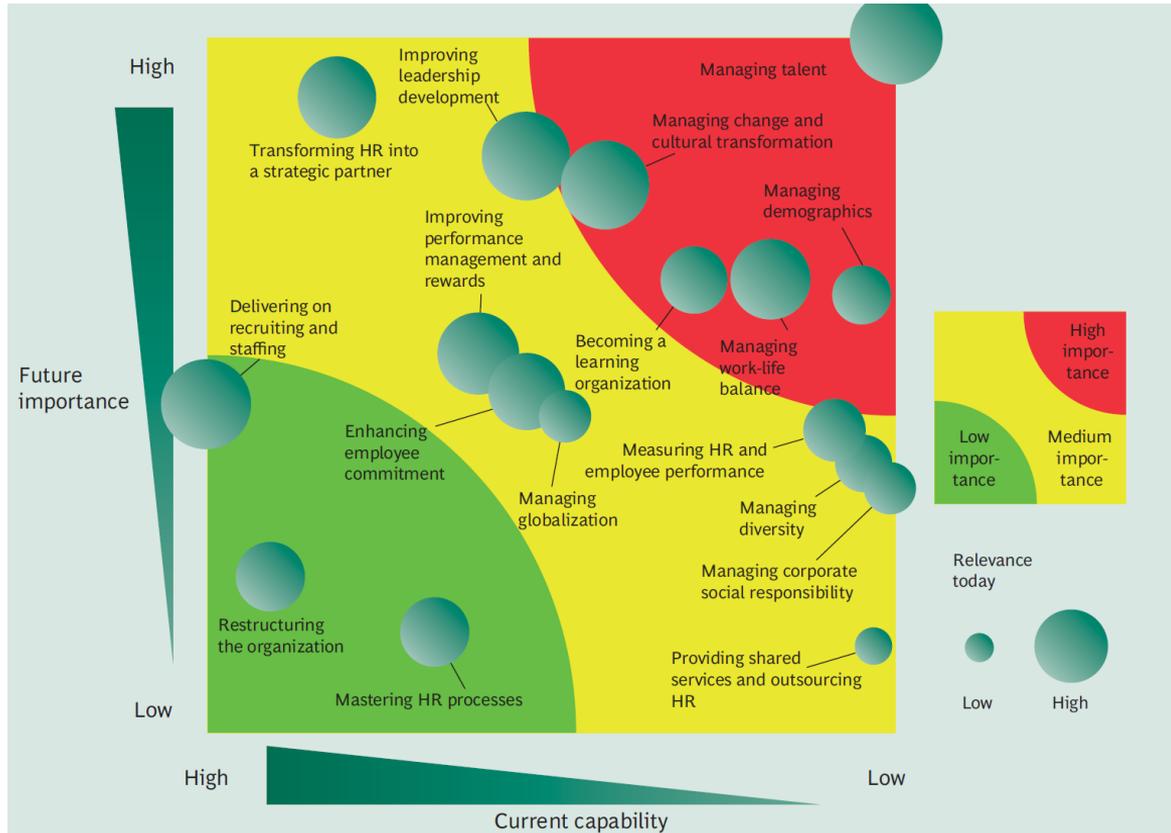
▶ **WILL I EVERYTIME BE REACTIVE AND DEAL WITH CONSTRAINTS LIKE:**

- Training quality?
- Reaching all employees?
- Not exceeding my L&D budget?
- Knowledge retention and speed of execution?

OR

DO I START transforming my company into a learning organization?

To compete in the future, European companies should enhance 5 capabilities



Source: The Boston Consulting Group, *The Future of HR in Europe, Key challenges through 2015*.

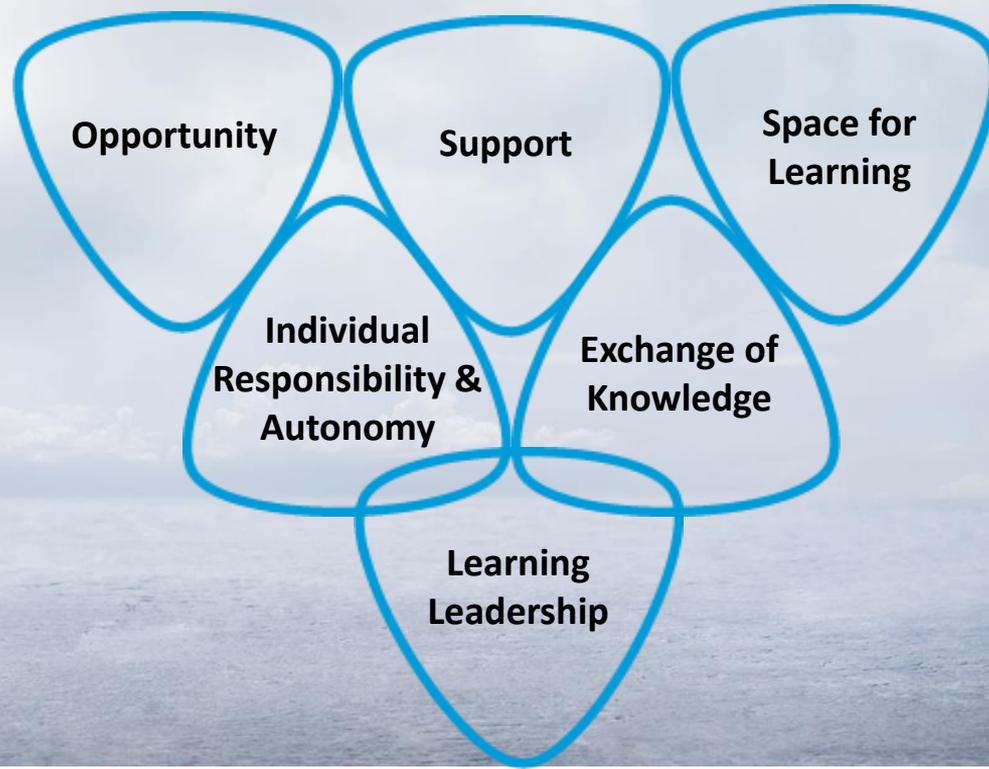
Definition Culture vs Climate

▶ **Culture** is a set of specific patterns of values, norms, symbols, beliefs and expectations that are held collectively, organization-wide.
It is the less conscious psychology of the workplace.

▶ **Climate** is the issue-specific observable perceptions shared among organizational members and the meaning attached to those perceptions of the policies, practices and procedures of the work environment provided

Six flexible elements

Emonds, A., Dochy, F., & Segers, M. (2016). *A Climate for Learning Model: The six dimensions for building a learning climate*. Manuscript in preparation.



Redesign using discussions

Before

Protecting the Company Through Technology

Password Management

What do you think? What is wrong in this scenario?

- Chester uses several different passwords for work and personal use.
- Chester writes his passwords down in order to remember them.
- Chester's password is too easy to guess.
- Chester is telling his coworker what his password is going to be.

Partially Correct

The password Chester selects is an important part of his company's security protections. If he chooses an easy-to-guess password, he can compromise his company's networks and the information stored there.

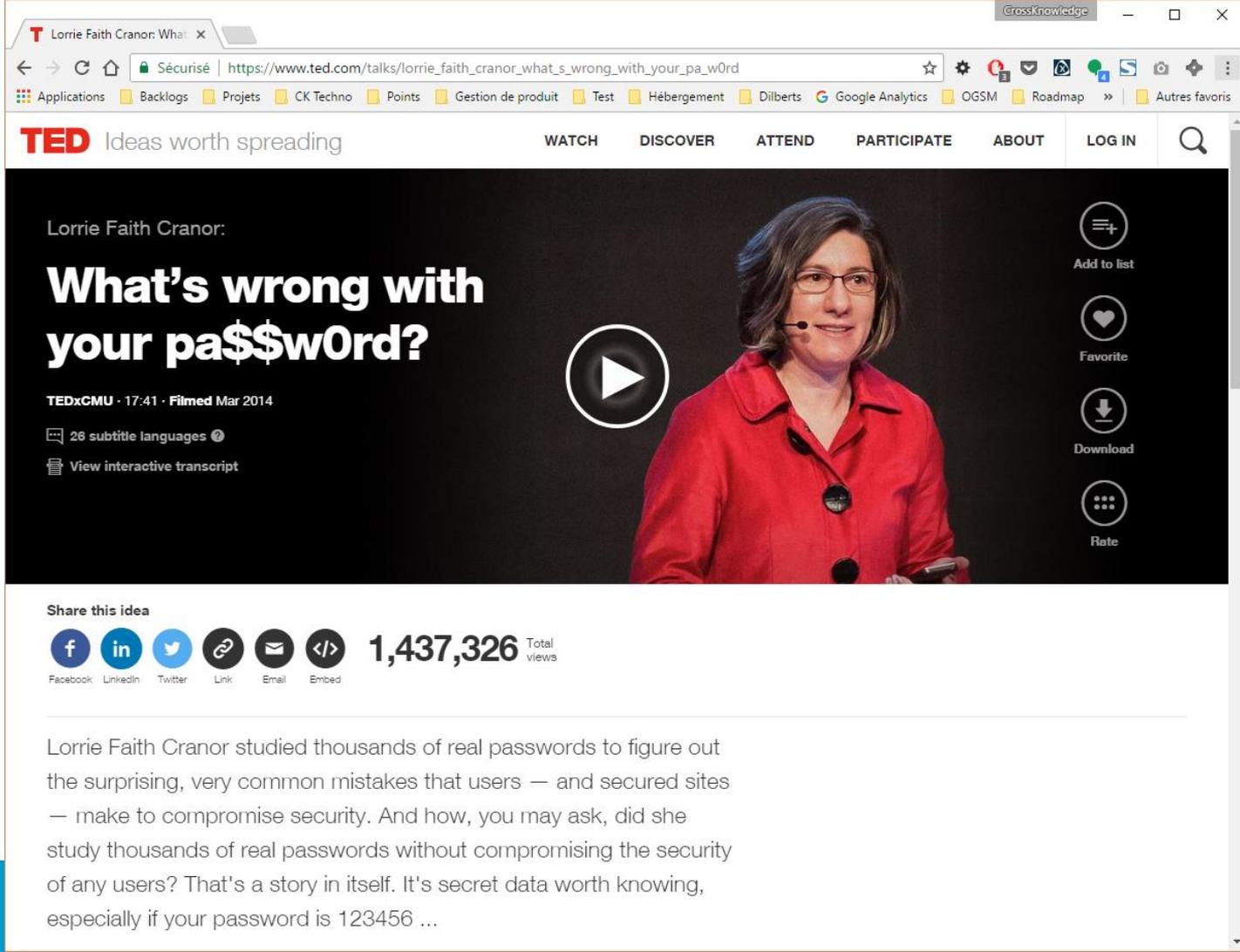
Chester should never write down his password or share it with anyone—even a friend who works for the same company.

CONTINUE

PROGRESS

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After



The image shows a browser window displaying a TED talk page. The browser's address bar shows the URL https://www.ted.com/talks/lorrie_faith_cranor_what_s_wrong_with_your_pa_w0rd. The page features the TED logo and navigation links: WATCH, DISCOVER, ATTEND, PARTICIPATE, ABOUT, and LOG IN. The main content area displays the speaker's name, Lorrie Faith Cranor, and the title of the talk, "What's wrong with your password?". A large play button is centered over a video player showing a photo of Lorrie Faith Cranor. Below the title, it indicates the talk is from TEDxCMU, 17:41 long, and was filmed in March 2014. There are also options to view subtitle languages and an interactive transcript. On the right side of the video player, there are icons for "Add to list", "Favorite", "Download", and "Rate". Below the video player, there is a "Share this idea" section with social media sharing options for Facebook, LinkedIn, Twitter, Link, Email, and Embed. The total view count is 1,437,326. The bottom of the page shows the beginning of the talk's description.

Lorrie Faith Cranor:

What's wrong with your password?

TEDxCMU · 17:41 · Filmed Mar 2014

26 subtitle languages

View interactive transcript

Share this idea

Facebook LinkedIn Twitter Link Email Embed

1,437,326 Total views

Lorrie Faith Cranor studied thousands of real passwords to figure out the surprising, very common mistakes that users — and secured sites — make to compromise security. And how, you may ask, did she study thousands of real passwords without compromising the security of any users? That's a story in itself. It's secret data worth knowing, especially if your password is 123456 ...

After

TED about passwords

Open questions (reformulating)

Pool: Who is using a similar password for more than 1 website?

Infographic about password management best practices

Open questions (best practices exchange)

Link to download KeePass, ...

DEALING WITH PASSWORDS

Email, social media, file-sharing, banking, transport, entertainment ... Nowadays, most people have dozens of accounts online - and almost all of them need passwords. Keeping up with your own passwords can sometimes feel overwhelming.

It doesn't have to be. Here's a quick guide on how to make handling your passwords simpler.

Not all online accounts are equal. Some are "nice to have"; others are **CRITICAL** - losing them will seriously disrupt your life. These are usually accounts related to your **money** and your **identity**.

Focus first on the accounts vital to your life; make sure the passwords for these are top-notch. Once they're secured, move on to the less important stuff.

KNOW YOUR VITALS



Banks, credit cards, loans
Accounts with money, loans, or credit ratings.



Webmail
Web-based accounts used to receive passwords for other accounts.



Online shopping
Accounts with virtual goods such as game items.



Reputation
Accounts identifying you, your work or affiliation.



File-sharing
Accounts with documents, music or photos or security.



Image-sharing
Accounts with images of you or your loved ones.

MAKE IT UNIQUE. MAKE IT STRONG.

Next, give your vital accounts a unique, strong password.

The easiest way to do that is to use a simple, easy-to-remember system that lets you create many passwords with little effort. Here are a couple of systems you can try (but don't use the example passwords shown here).

Or play around and build a creation system of your own. Just keep the following in mind:

8 OR MORE CHARACTERS

The best character combinations maximize the number of possible passwords.

MIX CHARACTER TYPES

AA aa 1234 !@#\$

Many sites demand a mix of uppercase, lowercase, numbers & special characters.

RESET

What is your pet's name?

The answer for the password reset question should also be unique, strong and not found elsewhere online.

BASE/PIN

Combine the BASE and PIN to create a unique password for a site.

The BASE: aMa229

Use the site (e.g., Amazon), its ID number for each site, and can be written down somewhere.

Keep this secret. The PIN: lolcat!

A short sequence that always stays the same. Memorize this.

Add the PIN to the front, back or even middle of the BASE.

PIN can go here: lolcat!aMa229

...or here

PHRASE PLAY

Use a phrase that's easy to remember - a song lyric, a theme - and one variation of it to create a password for each site.

The PHRASE

Why on earth must I create so many passwords

Then play several variations of the phrase for each site. You can try:

whyonearthmust!

Using it as is.

woemlcm5p

Making an acronym.

2!hoerhut.eoasod

Using every second character.

You can also include a BASE with these.

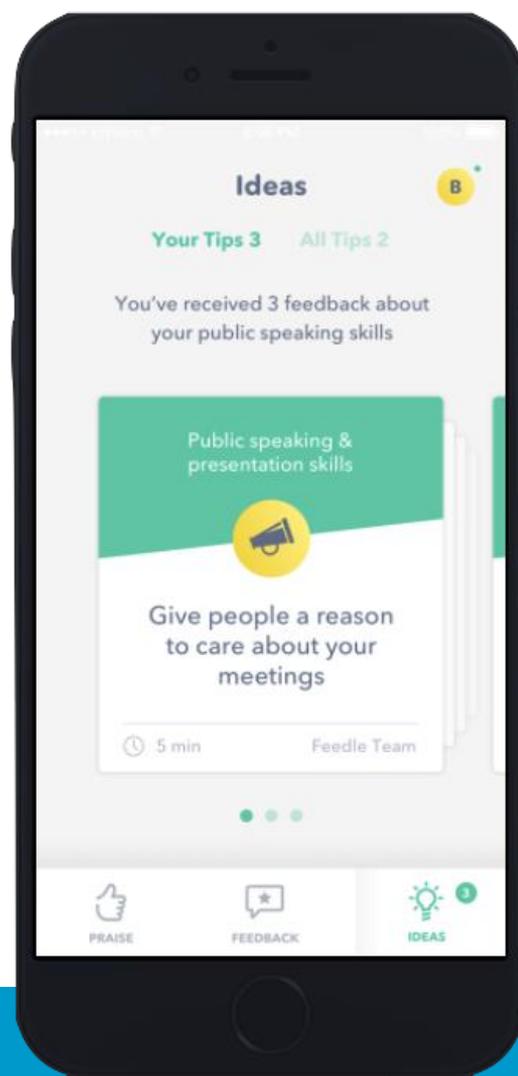
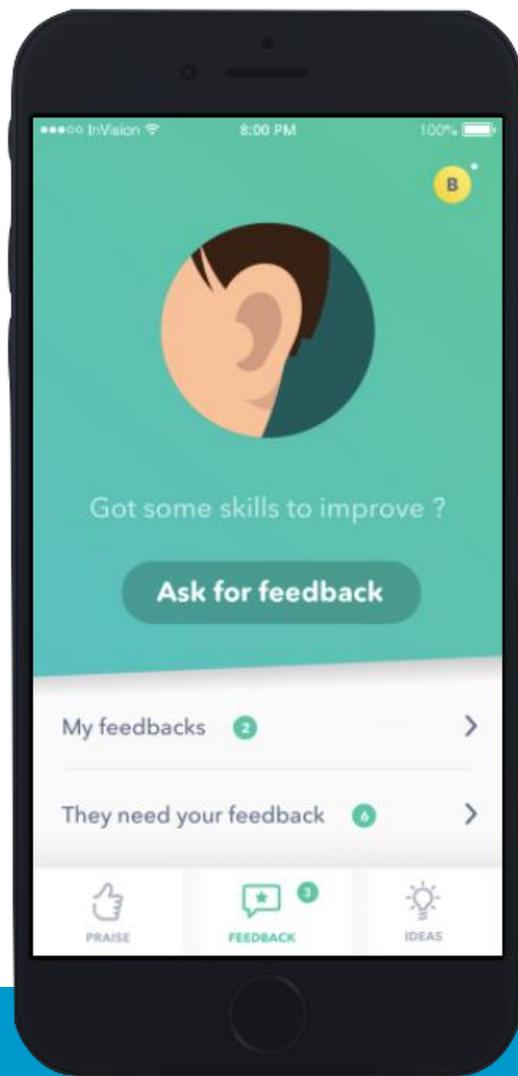
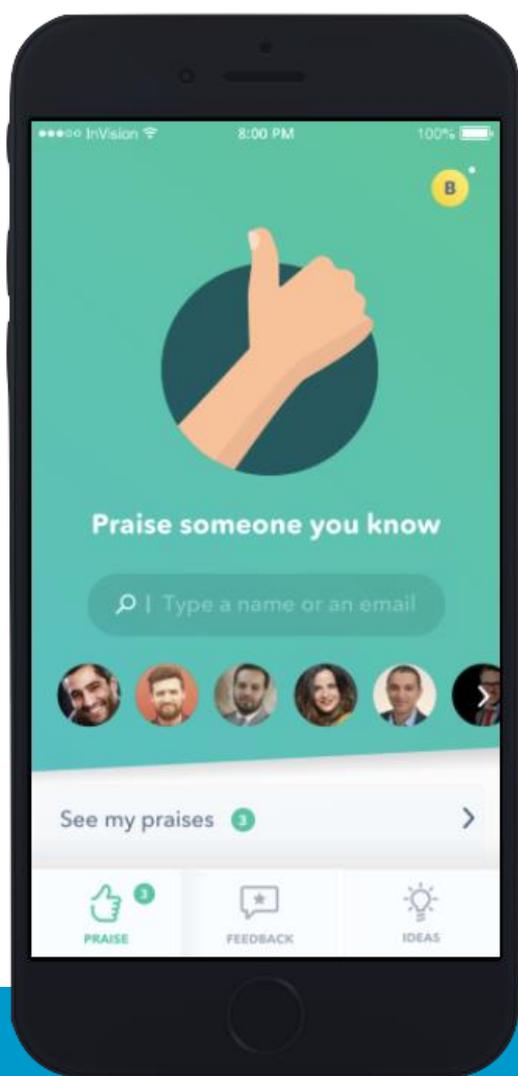
JUST GENERATE IT

There are many online tools, apps and even scripts that can save you the headache and generate a strong, unique password for your accounts. Give them a try.

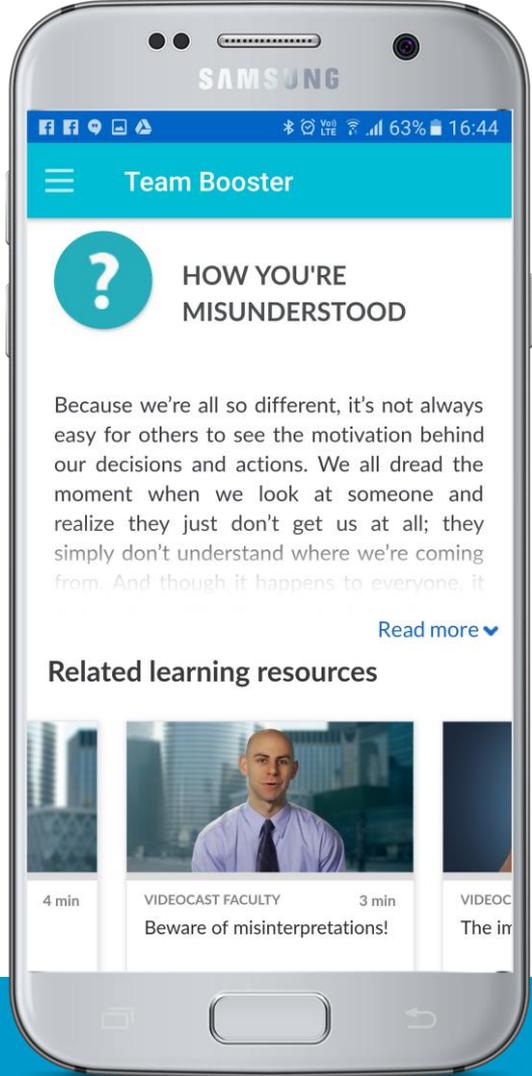
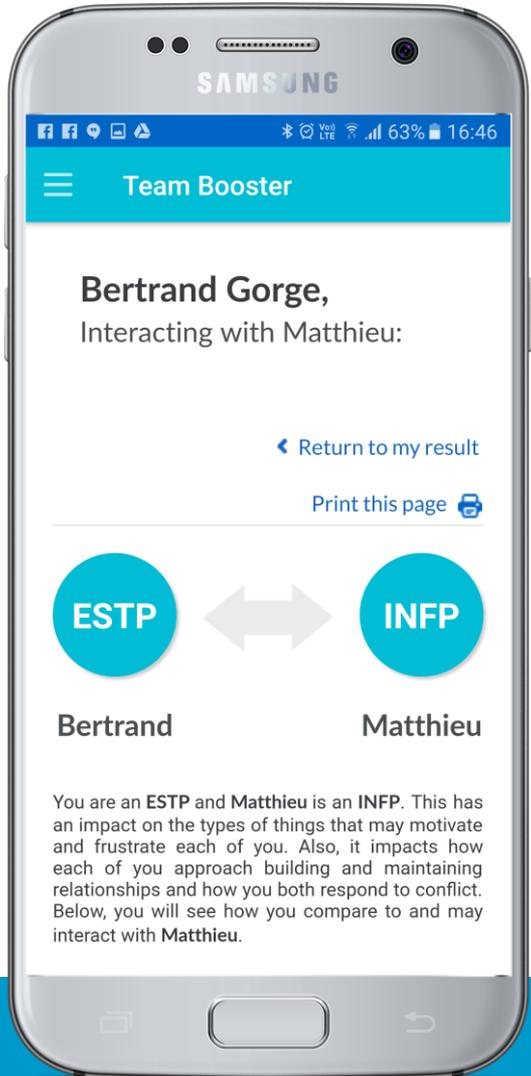
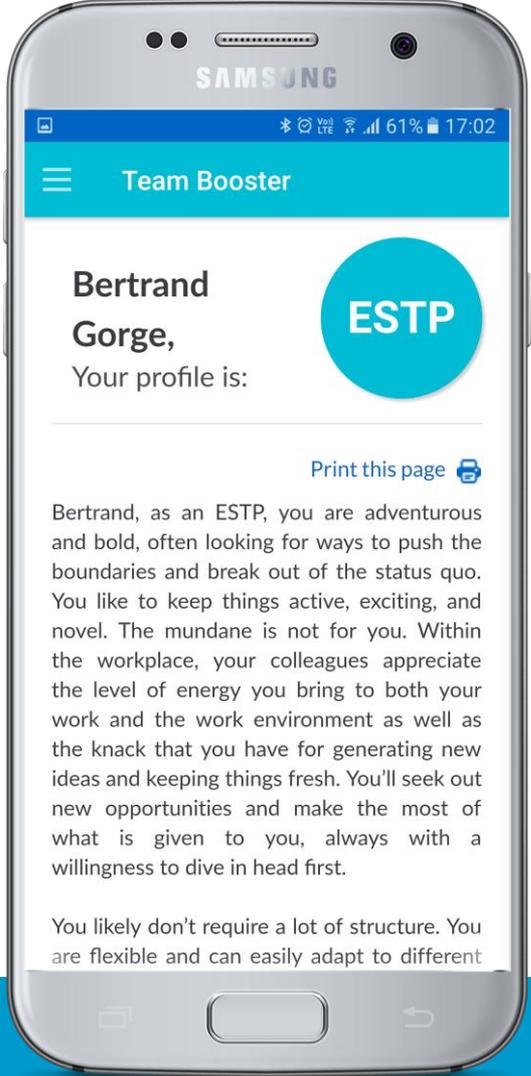


Make sure the result is unique and strong.

Redesign using reflexion



Redesign using self-knowledge



Thank you for your attention

Stephan Atsou

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