

$$I (AI+C+A) = >C$$


$$(\text{Laptop} + \text{Network} + \text{Share}) = > \text{Brain}$$



Productive Learning Environment

Building Learner Accountability, Experience, Capability, and Impact

Denise Voss, Director of Global Learning & Development

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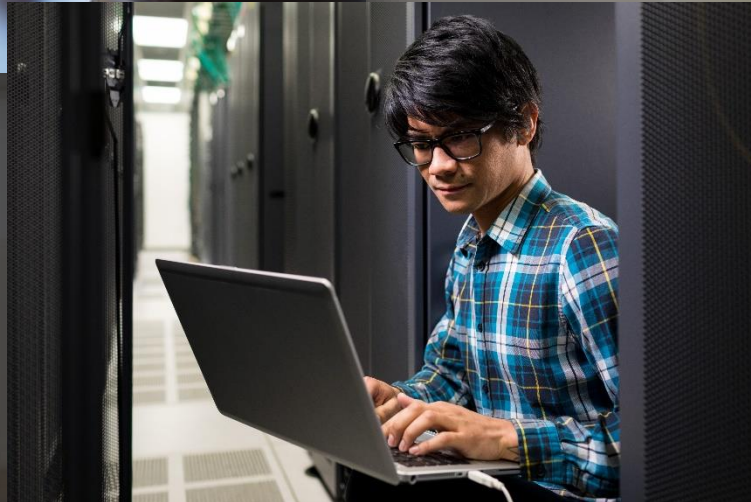
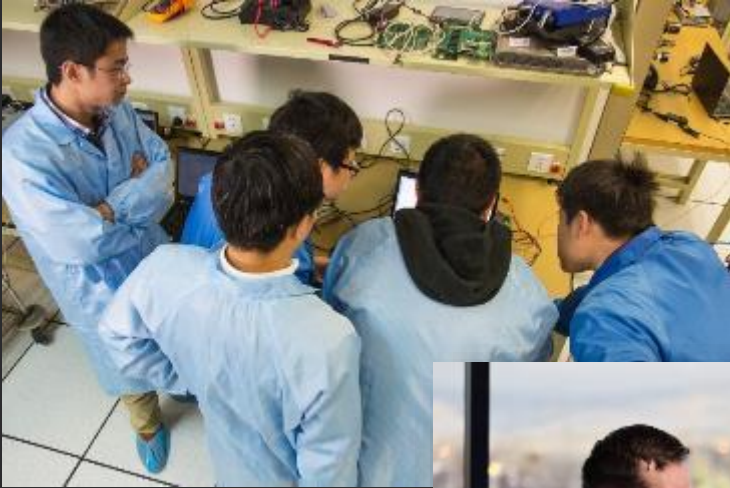


Where does learning happen?

- Where did your first academic experience – likely kindergarten or first grade – happen?
- What about your other experiences through academic learning?



Learning happens everywhere.



MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learners' jobs, behaviors, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their *own* development.

OVERWHELMED...

Number of times online every day
early days of the Internet **5** | today **27**
41% of time workers spend on things that offer little personal satisfaction and do not help them get work done.

DISTRACTED...

Most learners won't watch videos longer than **4** minutes

People unlock their smartphones up to **9** times every hour

Knowledge workers are constantly distracted with millions of websites, apps, and video clips.



2/3

IMPATIENT...

Online, designers now have between **5** and **10** seconds to grab someone's attention before they click away

2/3 of knowledge workers actually complain that they don't have time to do their jobs

5 minutes—Workers now get interrupted as frequently as every 5 minutes—ironically, often by work applications and collaboration tools

1%
of a typical workweek
is all that employees
have to focus on
training and
development

UNTETHERED

Today's employees find themselves working from several locations and structuring their work in nontraditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people consistently and even harder to develop them efficiently.

37%
of the global workforce is expected to be "mobile" by the end of 2015

30%
of full-time employees do most of their work somewhere other than the employer's location

20%
of workforce comprised of temps, contractors, and freelancers

ON-DEMAND

Employees are accessing information—and learning—differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:

To learn what they need for their jobs, employees access:



People are increasingly turning to their smartphones to find just-in-time answers to unexpected problems



COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.

~80%
of workforce learning happens via on-the-job interactions with peers, teammates, and managers

Learners are:
asking other people

sharing what they know

at Google, **55%**
of training courses are delivered by an ecosystem of **2,000+** peer learners

EMPOWERED

Rapid change in business and organizations means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.

2 1/2 to 5
Half-life (in years) of many professional skills

38%
of workers who say they have opportunities for learning and growth at their workplace

62%
of IT professionals who report having paid for training out of their own pockets

Europe



Americas



Asia



18 Countries with **13** Manufacturing and R&D sites,

30,000+ Team Members



Vision

At Micron, our team members learn and grow every day

Mission

Create a learning environment where team members are

- *Inspired to grow;*
- *Empowered to learn; and*
- *Connected to a dynamic network of learners for the purpose of sharing knowledge*

Micron Learners



Inspired. Empowered. Connected.

Productive Learning Environment



The Learner...

- Owns their individual learning
- Has shared ownership of the learning environment
- Can easily find, consume, and apply learning
- Knows *how* to learn
- Increases performance and engagement via learning

Source: Corporate Executive Board,
Learning and Development Leadership Council

So...what's on our agenda at Micron?

Strategy 1: Speak to our target audience...



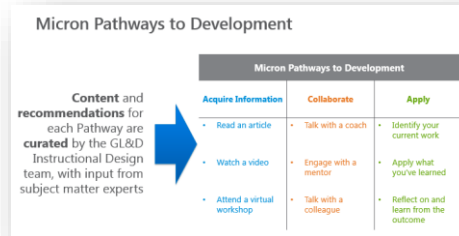
40% interested...
not confident

Strategy 2: Change the conversation...



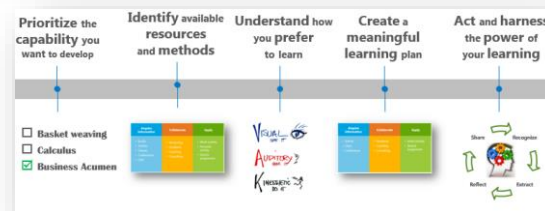
You are the multiplier

Strategy 3: Simplify...



Connected to resources

Strategy 4: Build learners...



Learn & grow every day.

Strategy 1: Speak To Our Target Audience



18 Countries with **13** Manufacturing and R&D sites,

30,000+ Team Members

*Source: Corporate Executive Board,
Learning and Development Leadership
Council

Strategy 2: Change the Conversation

Learning



happens through **intentionally**

acquiring **new information...**

your **relationships** with other **people...**

and your **experiences...**

including your **successes** *and* **failures.**



Classroom Learning

- Tell them what you're going to tell them
- Tell them
- Tell them what you told them



Let it go

- Let's get ourselves out of our innovation-limiting history, and into a new mindset of growth.

The Micron Learning Equation... *You* are the Multiplier!

Investment
...of your
time, energy,
and
commitment

X

Acquire Information	Collaborate	Apply
<ul style="list-style-type: none">• Books• Articles• Classes• Conferences• CBTs	<ul style="list-style-type: none">• Mentoring• Feedback• Coaching• Consulting	<ul style="list-style-type: none">• Work activity• Personal activity• Stretch assignment

= > Capabilities

$$I (AI + C + A) = > C$$



Let's

...find
...learn
...grow

Strategy 3: Simplify

Pathways connect Micron
team members
to
available **learning resources**
on select **relevant topics**



Pathways to Development

CUTTING THROUGH THE NOISE TO CONNECT WITH CRITICAL LEARNING ASPECTS

Pathways SF Learning Programs

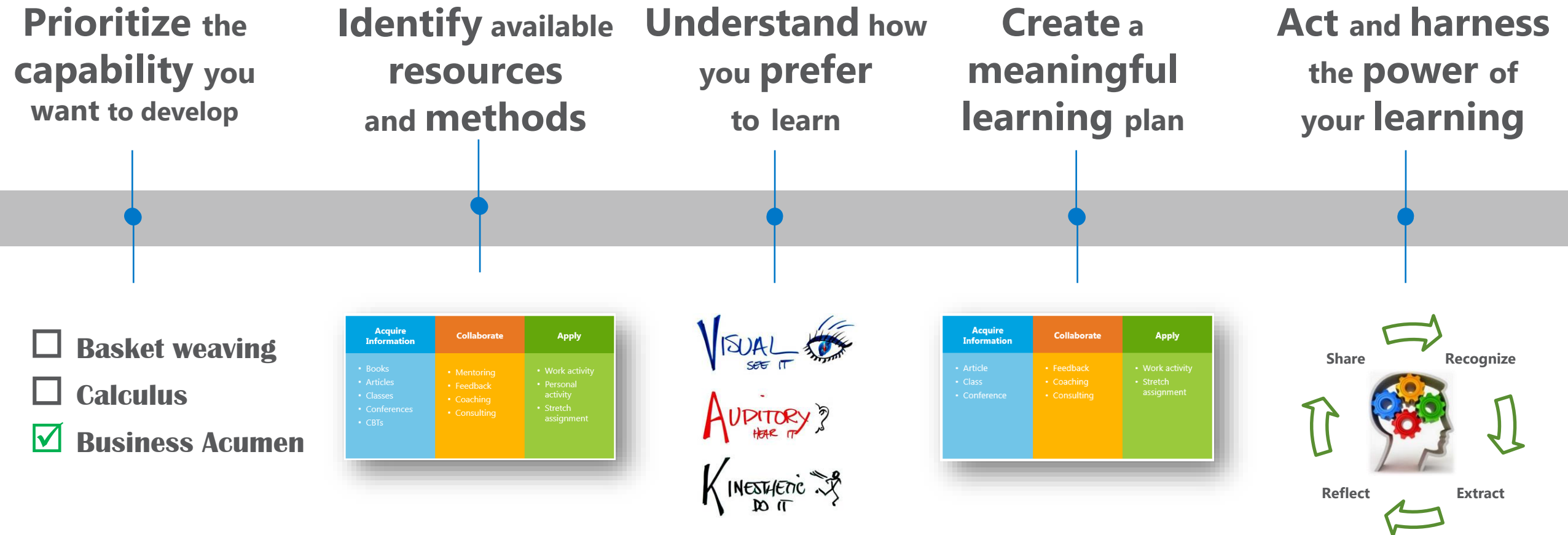
Pathways Resources

- Change Management
- Collaboration
- Cross-Functional Communications
- Cultural Awareness
- Interpersonal Skills
- Meeting Facilitation
- Meeting Participation
- Problem Solving
- Virtual Teams

Micron Pathways to Development: Cultural Awareness		
Acquire Information	Collaborate	Apply
<ul style="list-style-type: none">• Skillsoft: Improving Communication in Cross-cultural Relationships• CultureWizard: Complete a Culture Calculator• CEB: Employee Guide to Cross-Cultural Collaboration	<ul style="list-style-type: none">• Collaborate using the Micron Mentoring Playbook• Discuss areas of commonality and differences with your team• Request feedback from a team member in a different geography	<ul style="list-style-type: none">• Discuss with your leader the importance of cultural awareness in your job role• Create an action plan to improve your effectiveness• Support a global communication plan for a change your department is implementing

Strategy 4: Build Learners

Learning to Learn...*in a corporate environment*



Prioritize the capability you want to develop

- ☐ Basket weaving
- ☐ Calculus
- ☒ Business Acumen

Identify available resources and methods

Acquire Information	Collaborate	Apply
<ul style="list-style-type: none">• Books• Articles• Classes• Conferences• CBTs	<ul style="list-style-type: none">• Mentoring• Feedback• Coaching• Consulting	<ul style="list-style-type: none">• Work activity• Personal activity• Stretch assignment

Understand how you prefer to learn



Create a meaningful learning plan

Acquire Information	Collaborate	Apply
<ul style="list-style-type: none">• Article• Class• Conference	<ul style="list-style-type: none">• Feedback• Coaching• Consulting	<ul style="list-style-type: none">• Work activity• Stretch assignment

Act and harness the power of your learning



- ☐ **Consider** the most important work you need to accomplish over the next 1-3 years.
- ☐ **Choose** a capability that would contribute most to success.
- ☐ **Create** learning objectives. What will you learn? How will you know you've succeeded? Be specific!

- ☐ **Look** for a Pathway to Development on that Topic, OR use the Pathways format to create a custom plan.
- ☐ **Explore** the Learning Resources section of myHR to identify potential resources, or talk with your leader.

- ☐ **Review** the Learn to Learn Worksheet and consider what your personal learning preference is.
- ☐ **Look** for resources that support your preference, and include them in the *Acquire Information* section of your development goal.

- ☐ **Customize** a plan that will work for you, based on your identified priority, the resources available, and your own preferences.
- ☐ **Keep** it simple, stay focused, make it a priority for your investment!

- ☐ **Recognize** the learning opportunities that arise daily
- ☐ **Extract** the learning and **reflect** on how it applies to your plan.
- ☐ **Share** your thoughts with your leader, coach, mentor, or a peer.

How does it all fit together?

If our goal is Productive Learning...

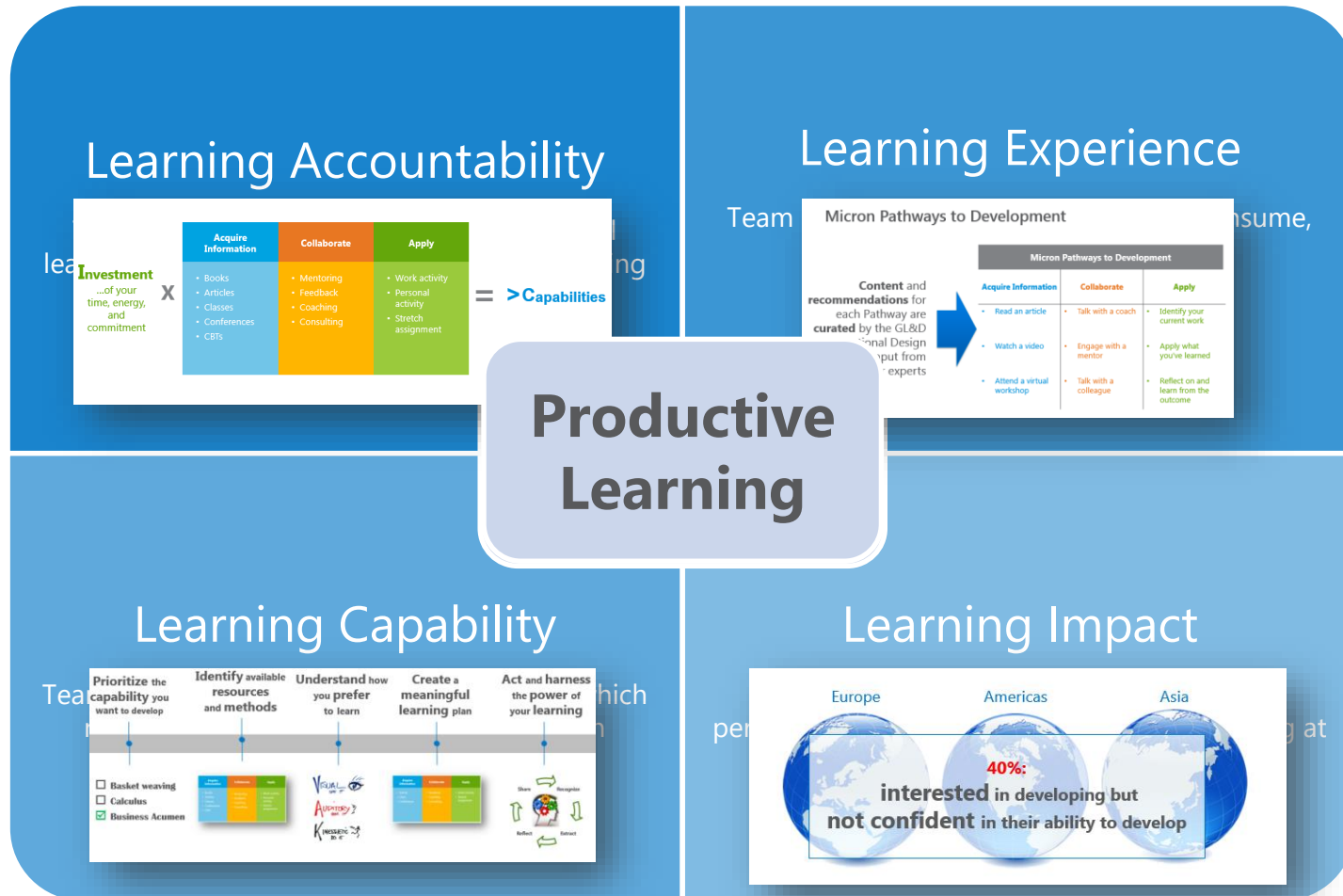


The Learner...

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Source: Corporate Executive Board,
Learning and Development Leadership Council

This is how our strategies support Productive Learning



- Change the Conversation
 - Learner owns their individual learning
 - Learner has shared ownership of the learning environment
- Pathways to Development
 - Learner can easily find, consume, and apply learning
- Learn to Learn
 - Learner knows how to learn
- Target Audience
 - Learner increases performance and engagement via learning

Source: Corporate Executive Board,
Learning and Development Leadership Council

