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Context to the nugget

1 is the notion of using technology to deliver JIT feedback that Abhijit alludes to - drive behavioural change then and there instead of the annual performances review where often the ship has sailed; more philosophically speaking, we are clearly in a world where if the student is ready, the teacher will appear. There is arguably no real supply constraint any more of relevant courses or material. It often boils down to being clear about two questions a) Where do I scale up and build capabilities for the future b) How can I carve out the time to make this happen despite the busy life of today

Transcription

Deepak Jayaraman (DJ): Talking about leadership development, how has that shifted with digital, in terms of the approach that people take and in terms of how companies are using digital to drive more effective leadership development?

Abhijit Bhaduri (AB): When we are talking of digital examples, you've to keep in mind that there aren't that many great, successful examples of companies other than the ones that I've mentioned. In digital, these companies are pretty much the benchmark for pretty much everything, in the way that they approach the market, the way that they groom and train people, their org structures and many of the things. I think that's the one piece I want to put across. But fundamentally, the possibilities that digital throws up is massive. For example, you can have a chat bot to provide just-in-time feedback to a manager who is doing a certain set of behaviours which I'm trying to coach the manager on. There are various kinds of possibilities of leveraging something like augmented reality to build skills of people. Some of this is actually happening. Clinics in Singapore, the US are actually using augmented reality to train medical professionals in the work that they are doing, automobile companies are using augmented reality to teach people how to fix, repair, and maintain stuff. So, some of it is happening, but it's probably not mainstream. If you look at video in its different forms and when I say 'video,' I'm actually using a wide range of technologies that I am going to club under this term, which is even augmented reality, virtual reality, I am going to put under video; it's a moving image if you were to sort of boil it down the ability to use virtual reality to build even soft skills to help people build empathy. I mean, these are things which are today possible because of technology, and that's where it will go. So, learning is actually going to shift like that.

At this point of time, pretty much, we are in the first minute of the day as far as creating opportunities for people to learn using digital tech, so I don't think that anybody has got a massively evolved model yet. Where I think it will go is, the foundations will get driven by machine learning or artificial intelligence, which is actually going to help people find patterns and coach them on very specific things. So, you do find start-ups and companies, which are working in this space, they are building the products and they will need the help of large companies to be able to create those

datasets through which they can create the machines. So, I think if the large companies pair up with the smaller companies, that's really the sweet spot where you can do something really creative.

Reflections from Deepak Jayaraman

DJ: There were two things that struck me here in this nugget 1) is the notion of using technology to collect data and deliver just in time feedback that Abhijit alludes to – by the time one year passes data collection is a lot more ineffective and even for a behavioral change perspective the ship is often sailed. The second thing would struck me was that the fact that we live in a world where there is arguably no real supply constraint any more of relevant courses or material. So the phrase if the student is ready the teacher would appear is probably more relevant today than if it was. So It really often boils down to being clear about two questions a) Where do I scale up and build capabilities and therefore what's the learning journey I need to be on and taking charge of your learning journey b) Is really carving out the time to make this happen despite the busy life of here and now. Thank you for listening. For more please visit Audioboom.com and look for Play to Potential

End of nugget transcription

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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