

Deck Reference Pack

Section 1: Culture, learning culture, and ecosystem

Culture = "how we do things around here."

Title: What Is Organizational Culture, and Why Does It Matter?

Date: n.d.

URL: <https://www.gallup.com/workplace/327371/how-to-build-better-company-culture.aspx>

A clean, credible source for the culture definition and the idea that culture shows up in everyday behavior, not values posters.

Employees connected to culture are 4.3x more likely to be engaged and 62% less likely to feel burned out very often or always.

Title: Global Indicator: Organizational Culture

Date: March 2023; updated January 2026

URL: <https://www.gallup.com/471521/indicator-organizational-culture.aspx>

This is the best source for the Gallup stat slide - clear, current, and specific enough to cite directly.

Psychological safety / safe space is a condition for learning.

Title: Psychological Safety and Learning Behavior in Work Teams

Date: June 1999

URL: <https://journals.sagepub.com/doi/10.2307/2666999>

The classic source for the idea that people learn more when it feels safe to ask, try, admit mistakes, and learn out loud.

Reward and punishment systems shape performance behavior.

Title: Analyzing Performance Problems, or, You Really Oughta Wanna

Date: First published 1970; 3rd ed. 1997

URL: https://openlibrary.org/books/OL1017928M/Analyzing_performance_problems_or_You_really_oughta_wanna

Old-school but still sharp: if the wrong behavior is rewarded, do not blame the learner.

Culture and ecosystem are related, but not the same thing.

Title: The Learning and Performance Ecosystem

Date: April 17, 2022

URL: <https://elearningindustry.com/the-learning-and-performance-ecosystem>

A practical support source for the culture-versus-ecosystem distinction without getting too academic.

Learning in the flow of work / point of need matters.

Title: A New Paradigm for Corporate Training: Learning in the Flow of Work

Date: June 3, 2018; updated July 8, 2018

URL: <https://joshbersin.com/2018/06/a-new-paradigm-for-corporate-training-learning-in-the-flow-of-work/>

Use this when you say learning works best when it shows up where the work is actually happening.

Section 2: Business outcomes and examples

Learning strategy should align to business strategy.

Title: The Essential Components of a Successful L&D; Strategy

Date: February 13, 2019

URL: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-essential-components-of-a-successful-l-and-d-strategy>

A stronger McKinsey source than the earlier 1.5x claim - use it for the point that learning cannot sit off to the side as a silo.

Strong learning cultures are linked to better retention, internal mobility, and management pipelines.

Title: 2024 Workplace Learning Report: L&D; Powers the AI Future

Date: March 11, 2024

URL: <https://www.linkedin.com/business/talent/blog/learning-and-development/2024-workplace-learning-report>

A deck-friendly source for business-outcome stats tied to learning culture.

Microsoft shifted toward a learning culture / learn-it-all mindset.

Title: Cultivating a Culture of Learning at Microsoft with Viva Learning

Date: November 3, 2022

URL: <https://www.microsoft.com/insidetrack/blog/fostering-a-culture-of-learning-at-microsoft-with-viva-learning/>

Better than a secondary summary article; this is Microsoft telling its own learning-culture story.

Southwest's people-first culture connects employee treatment to customer experience.

Title: Our People and Culture

Date: n.d.

URL: <https://www.southwest.com/citizenship/people/>

Use this for the Southwest slide - it directly connects employee experience to customer experience.

Section 3: Peer-sourced know-how / crowdsourcing

Bosch Tube let associates share their own learning content, and 8,000 videos were published in the first month.

Title: Bosch Sustainability Report 2018: Spotlights

Date: 2018

URL: https://assets.bosch.com/media/global/sustainability/reporting_and_data/2018/bosch-sustainability-report-2018-spotlights.pdf

Excellent proof that peer-created learning can scale; this is the best support for the Bosch example.

Section 4: Working Out Loud

Working Out Loud includes principles such as visible work and generosity.

Title: The 5 Elements of Working Out Loud
Date: January 4, 2014
URL: <https://johnstepper.wordpress.com/2014/01/04/the-5-elements-of-working-out-loud/>

A primary source for the WOL principles, especially visible work and generosity.

WOL Circles typically involve four to five people meeting one hour per week for twelve weeks.

Title: WOL Circles - Global Edition
Date: n.d.
URL: <https://www.workingoutloud.com/circles-global-edition>

Use this for the Circle structure; it is the cleanest source for the 12-week format.

Large organizations such as Bosch, Daimler, Siemens, and Deutsche Bank have used Working Out Loud.

Title: How We Organize Working Out Loud at Bosch
Date: June 4, 2017
URL: <https://wolweek.com/2017/06/04/how-we-organize-working-out-loud-at-bosch/>

Helpful for showing that WOL is not a boutique experiment; it has shown up in real companies with real constraints.

Section 5: Google G2G and peer learning

Google's G2G model accounts for nearly 80% of tracked internal training and includes thousands of employee volunteers.

Title: Google's g2g "Googlers-to-Googlers" Program: A Lesson in Community, Culture and Trust
Date: n.d.
URL: <https://www.hci.org/session/googles-g2g-googlers-googlers-program-lesson-community-culture-and-trust>

The strongest source for the big G2G proof point - use this instead of shakier volunteer-count claims.

Google G2G began in Dublin in 2007 because the L&D; team needed help training many new hires quickly.

Title: Google's G2G Training: Fostering the Learning Culture
Date: 2024
URL: <https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB267.htm>

A good origin-story source: G2G started from a real operating need, not from a glamorous innovation lab.

Google's microlearning / whisper-course nudges improved manager behavior.

Title: How 'Microlearning' Improved Google Manager-Team Relationships by 33%
Date: n.d.
URL: <https://thedecisionlab.com/intervention/how-microlearning-improved-google-manager-team-relationships-by-33>

Use this only if you mention the nudge example; it is a cleaner way to support the Google microlearning claim.