

LEARNING

Learning is RBI's new currency



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Editor

Learning is one of the four values of RBI. The company is to become a Learning Organization. Raiffeisen INSIDE spoke with Ulrike Potocki, Head of Learning Strategy, about the journey to get there, the next goals, her learning tips and what is meant by Conscious Leadership.



Ulrike Potocki

What does Learning Organization mean and how do we get there?

In its vision, RBI has set itself the goal of becoming a Learning Organization. This ensures that learning is in focus as one of our core values and that all employees in the company continuously develop. The learning organization creates the framework for experiencing lifelong learning as a positive matter of course and as an opportunity to grow. We consciously integrate learning into our daily work routine: "Working is learning, learning is working". Priorities for learning are set individually to actively build up one's learning success and thus be able to contribute successfully to the company's success. The learning curve is the earning curve – learning as the new currency of daily working life.

Why do we want to become a Learning Organization (now)?

The profound change in the way we work means that we have to learn more and more new things and unlearn old ones faster and faster. Some of us will no longer be doing our current jobs in a few years. Knowledge is growing and changing faster and faster – that's the big change in my eyes. The



In exchange with colleagues to develop the new image of learning.

demand can hardly be met by training and centrally developed content. It is up to all of us to rethink learning.

What do we want to achieve? What should be different?

Learning is a natural part of our work processes. In the past, we recognized a need for learning and then waited for some time for more or less appropriate training. Today, thanks to technological advances, learning is just a mouse click away, for example in the form of a how-to video on YouTube, a podcast, or a contact to experts on LinkedIn.

And often it is not the new knowledge that needs to be built up, but the reflection to question the process that helps us to do our tasks more efficiently. Digital tools, sharing with colleagues and experts and reflection – these are examples of how we learn in bites. We want to create a culture where our organization harnesses the enormous potential of diverse personalities and talents, and employees are supported to become the best version of themselves.

What does this have to do with me as an employee or leader?

To establish these new learning habits, we must constantly ask ourselves the question:

What do I need now and in the future to be successful? This includes constantly questioning our own assumptions and beliefs and developing the competence to align our learning with goals and steer towards them with a plan.

Managers and leaders need to be a learning role model and support learners by creating an environment that is conducive to learning. We see that an open learning culture requires a personal transformation from many of us. Many principles that have made us successful in the past are not conducive to an open learning culture. Principles such as striving for perfectionism, the desire to be superior to others, need to be replaced by principles such as courage to not know, curiosity, and knowledge transfer and collaboration. It is precisely this change that is a major leadership challenge.

What are the next steps?

At the center are all of us as learners. In order to take learning more into our own hands, it is important to set the focus clearly as a first step. Therefore, we support the preparation and implementation of an effective development conversation as well as the creation of the individual development plan.



In the coming months, we will continue to focus on communication and exchange with colleagues to jointly develop the new image of learning in the house and an environment conducive to learning. The change from external control by P&OI or the manager to self-control by the learners is one of the most central changes.

How will this change be achieved in concrete terms?

We will expand our learning portfolio. In addition to learning content, this also means new learning formats for learning from and with each other and experimenting with new roles such as Agile Learning Coaches, who give learners orientation and support in the learning process.

We will establish learning journeys that are practical, effective, and fun. We will deal with "Future Skills", specifically develop an approach how we systematically derive learning needs from our strategy. We will also experiment with how data and technology can help us integrate learning into our daily work. We are investing in the simplification of cHaRLie, but also exploring and experimenting with new tools in the AI field. So, you can stay excited!

This issue of Raiffeisen INSIDE focuses on "Visions and visionaries". Have you ever doubted your vision and what makes you realize that it is worth holding on to it?

In my eyes, having a vision is relevant for companies and teams as well as for individuals

Learning tips:

- Set concrete learning transfer goals.
- Formulate how the learning can be applied directly in practice.
- Develop a plan for learning based on these goals.
- Learn in short, successive learning cycles, so-called learning sprints.
- Acquire their knowledge themselves, according to current needs and sources of their choice.
- Apply what you have learned immediately and reflect on the learning process.

on a personal level, away from the job. Visions awaken an enormous motivational energy, inspire people emotionally and set the direction. To have a vision is always necessary, knowing that it must remain adaptable depending on how the situation develops. But the vision itself is always the lighthouse by which one can orient oneself.

In addition to the topic of learning, P&OI focuses very strongly on the topic of Conscious Leadership. What can we understand by this?

Our complex world requires us to constantly develop our own competencies so that we can navigate through the complexity. Conscious Leadership is the process by which a leader becomes radically responsible and self-aware and focuses on building a culture of "we" rather than a culture of "me".

Why is Conscious Leadership so important in the RBI? What needs to change?

To successfully solve the issues of today

and tomorrow, we need leaders who actively shape the future with their teams, who take calculated risks, who think bigger and always have the big vision in mind. We know from various studies that the right environment and culture allows people to grow together and that more is possible in a team than could be achieved by individuals. This brings us back to the original Raiffeisen value: What one person cannot do alone, many can!

What can individual employees contribute to this and how can they benefit from it?

We see leaders as pioneers, people who initiate new paths and question the status quo. It's about creating a corporate culture in which we enjoy growing beyond ourselves, discovering new things and encouraging ourselves to contribute to the company's success with our talents and strengths. This applies to all of us, not just managers. We can all take this path together in small steps.

