



ADULT
LEARNING
SYMPOSIUM

Re-thinking Learning for the Digital World

Laurence Smith

November 2nd 2018

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IAL INSTITUTE FOR
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SINGAPORE

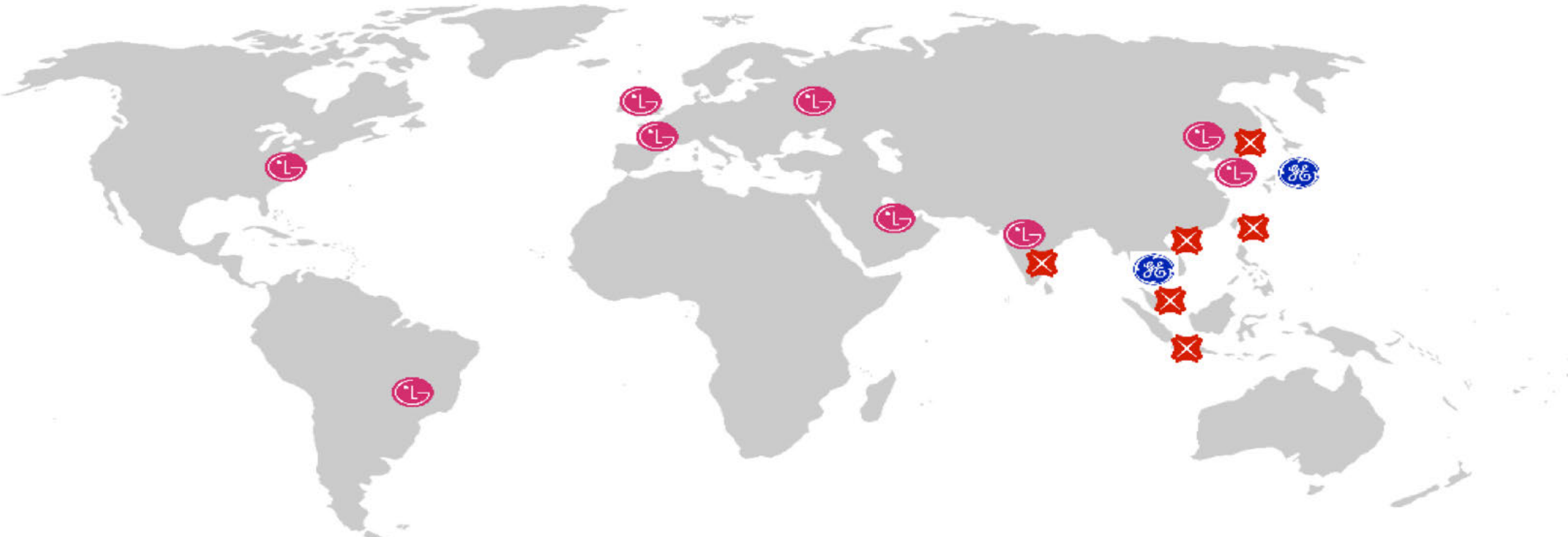
AN INSTITUTE OF SKILLS *future* SG



ELIGIBLE

LEARNING





Head of Learning & Development,
GE Money Asia,
Tokyo



Chief Learning Officer,
LG Electronics,
Seoul



Managing Director, Group
Head of Learning & Talent
Development, Singapore

eLearning Expertise

Head of Asia, 1994 - 1997



MSc. Organisational Learning
& Knowledge Management

Head of Asia,
Accenture Learning,
2003 - 2005



The seventh, annual, Top Ten E-learning Movers and Shakers lists



Asia-Pacific list

6. **Laurence Smith** – the Managing Director HR, and Group Head of Learning & Talent Development at DBS Bank in Singapore. He presents regularly across the SE Asia region about the innovative practices at DBS – including hackathons and makers days. (New entry for 2016)

The 2017 Corporate eLearning Movers And Shakers List

"The 2017 Corporate eLearning Movers And Shakers List has become less "regionally" based and become more of a "worldwide" market – aided, of course, by the internet, business globalisation and all the attendant factors of modern corporate life."

Introducing The Top 100 Corporate eLearning Movers And Shakers For 2017

82. **Laurence Smith** – Head of Asia Pacific for SmartUp.io, a mobile first micro-learning platform.



Piyush Gupta Demands A Shift to Digital Banking In Singapore



Forbes Asia

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Forbes Guest, Contributor

This story appears in the June 2014 issue of Forbes Asia. [Subscribe](#)





Living, Breathing Asia





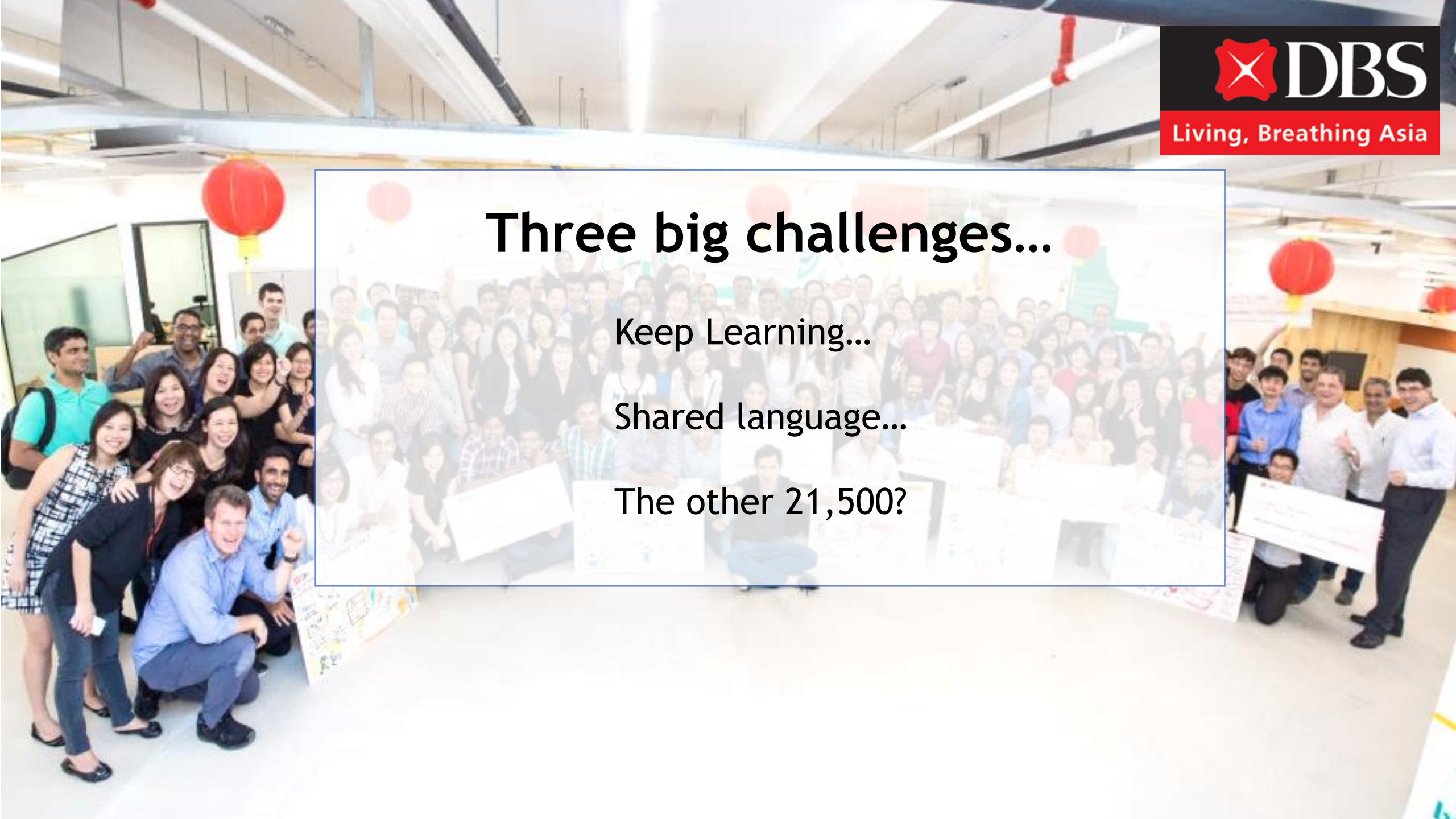
Living, Breathing Asia

Three big challenges...

Keep Learning...

Shared language...

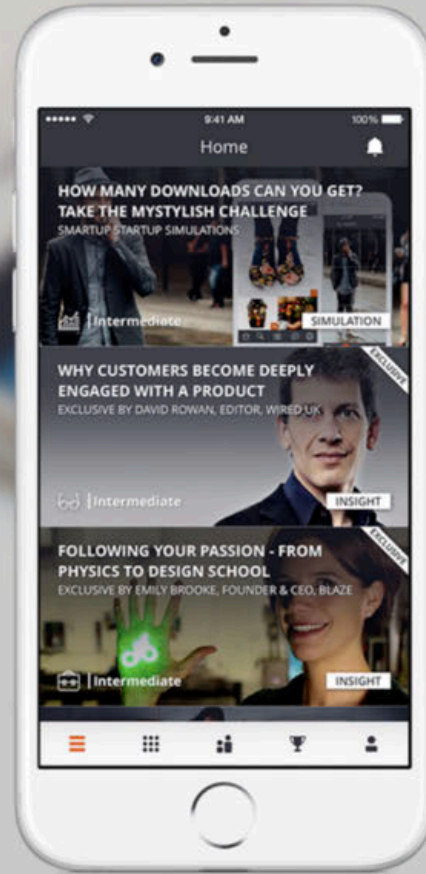
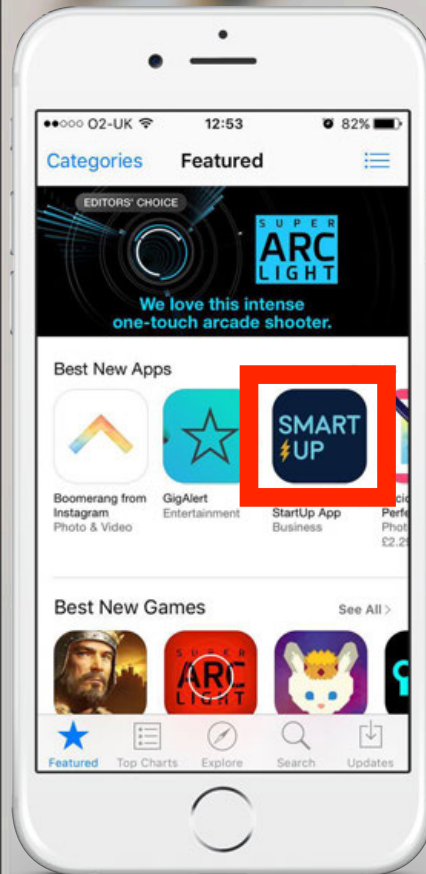
The other 21,500?



Calling all Digi-Ninjas – your Bank needs you!

SMARTUP

Features Backers For Business Press Contact



SMARTUP

The Startup App

Join 30,000 current and future founders in the SmartUp Community

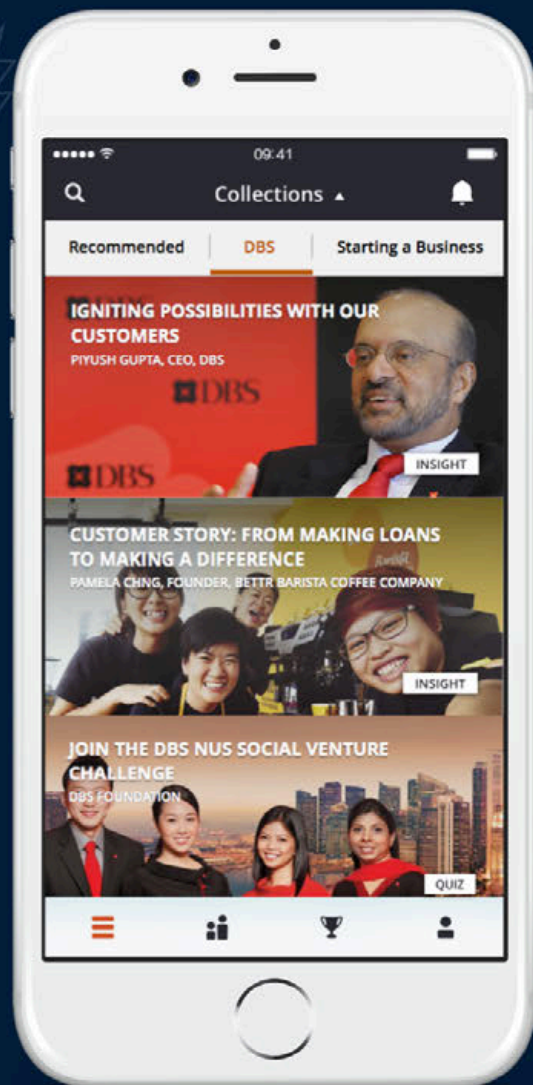
Chosen by Apple in Best Apps of June

Test and improve your startup and business knowledge with quizzes, simulations, case studies and insights

Featuring exclusive advice from top founders, investors and journalists



#DBSHackathon survivors & other brave volunteers needed to pilot the 'SmartUp' Challenge App & help DBS be the first Bank anywhere to create an entire workforce of StartUp minded super heroes!



Customer Case Study: DBS Bank Singapore

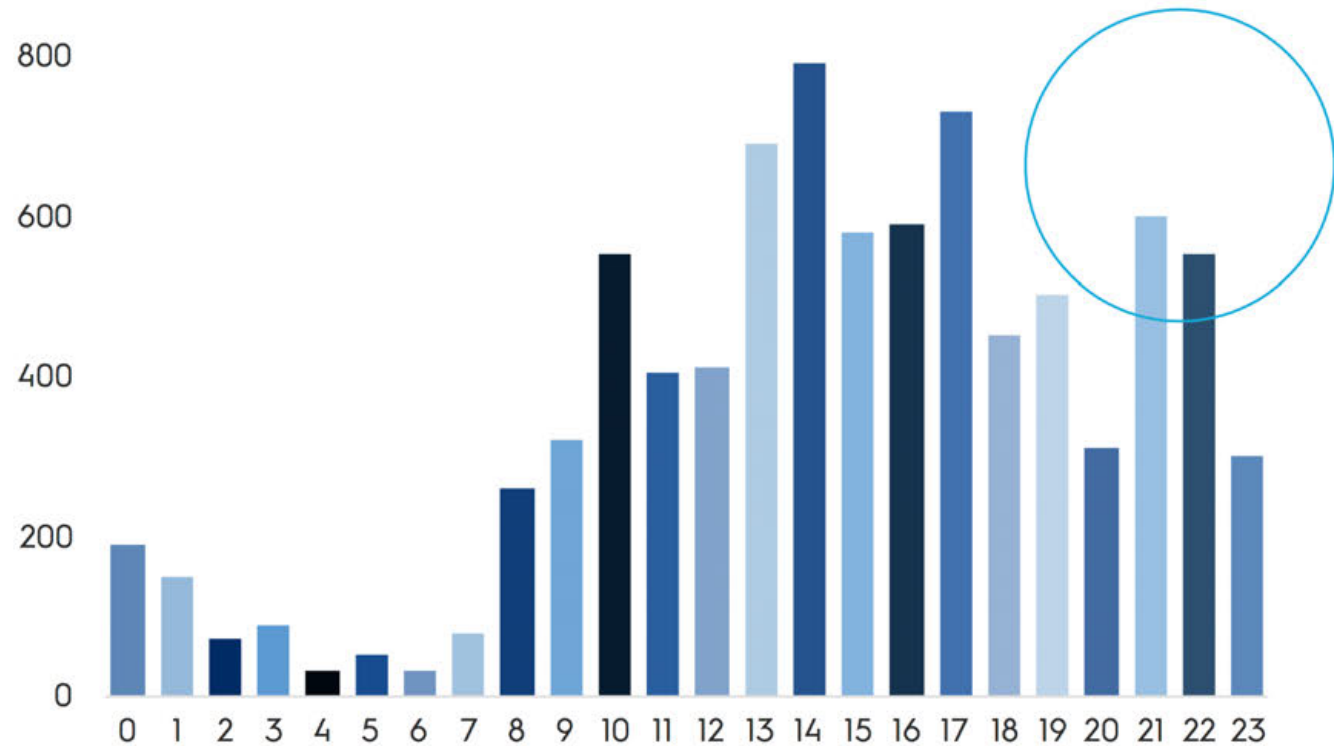
DBS, the biggest bank in SE Asia, is starting to use SmartUp in multiple ways: Compliance, Innovation learning, onboarding, hackathon support and Learning & Development



SmartUp is Engaging

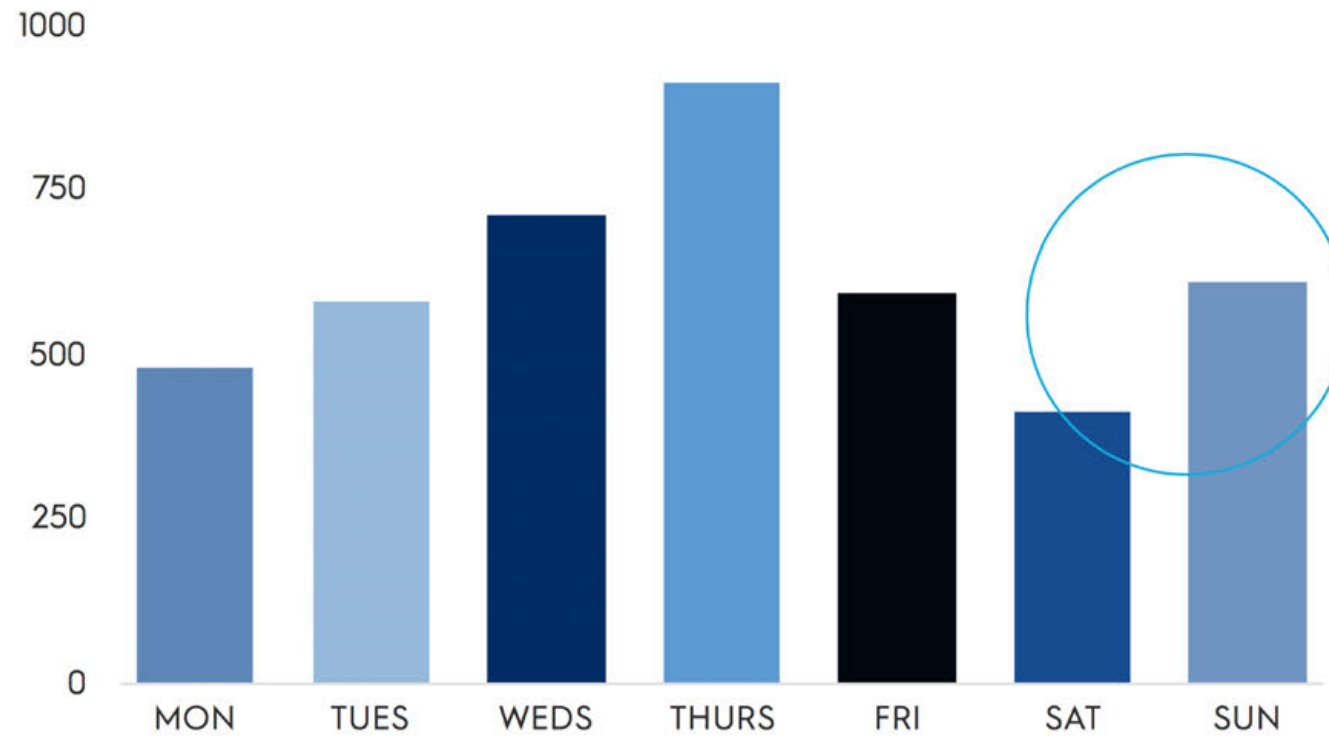
SmartUp shows high levels of engagement both during work and after-hours. This kind of continuous learning is driven by a great mobile experience and strong content from customers.

PEAK ENGAGEMENT DURING THE DAY IS HIGH.
EVENING ENGAGEMENT PEAKS AROUND 9-10PM





MEMBERS ARE ALSO USING THE PLATFORM
OVER WEEKENDS, IN PARTICULAR ON SUNDAYS
- IN PREPARATION FOR THE WEEK AHEAD



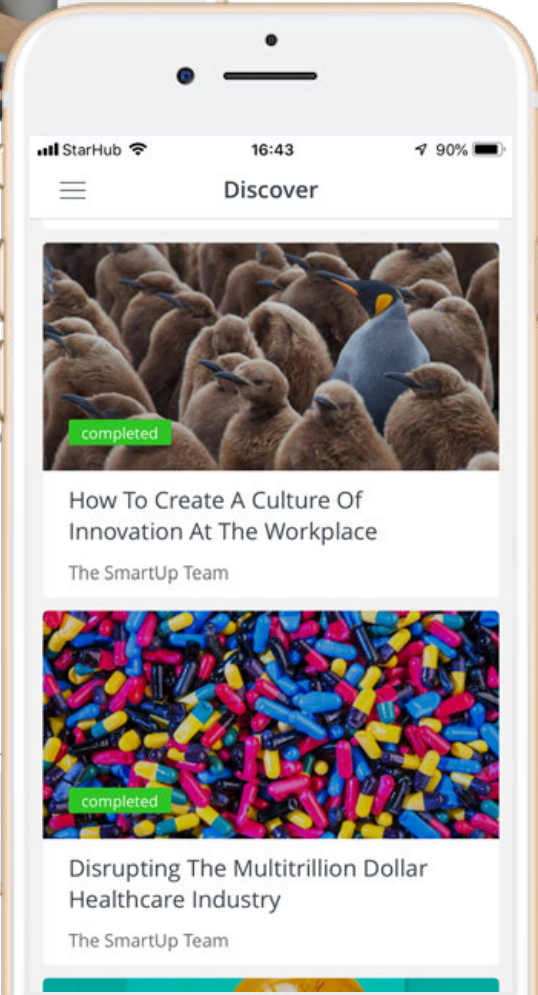
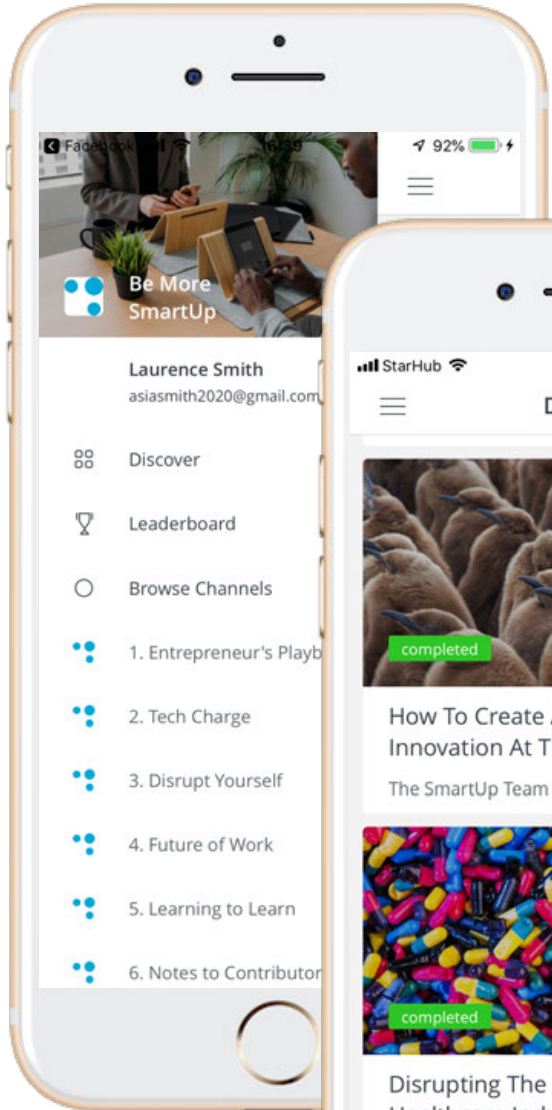
DBS. Asia's Best Bank and now the World's Best Digital Bank.



Leaders in digital banking talk about the difference between digitising aspects of a bank and creating a truly digital financial institution. DBS is doing this better than any other bank. It is demonstrably the case that digital innovation pervades every part of DBS, from consumer to corporate, SMEs to transaction banking and even the DBS Foundation.

Clive Horwood, editor of Euromoney magazine

From discovery based experiences to tap & swipe





The Three-Stage Model



The Multistage Life



The Modern Consumer:

How Millennials are Fueling Disruption

1. Millennials **expect** technology to work
2. If it doesn't work on **mobile**, it doesn't work
3. They are the first **social** generation and they socialize while consuming or deciding to consume your products
4. They demand **self-service** options, and crave a personalized experience
5. They are passionate about **values**, including the values of the companies they do business with



Born with cell phones in hand, they account for more than 1/3 of the US labor pool and represent tremendous spending power

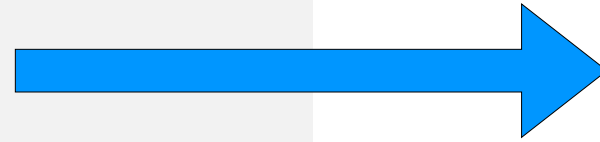
The Modern Employee:

How Millennials are Changing the Workplace

1. **Mobile & flexible** workspaces are a must
2. Performance is measured in **results** not time behind the desk
3. Globalization, the increase in freelance workers and competition are driving **anytime – anywhere workspaces**
4. This talent pool picks companies that match their **values**, so your brand is important



LMS



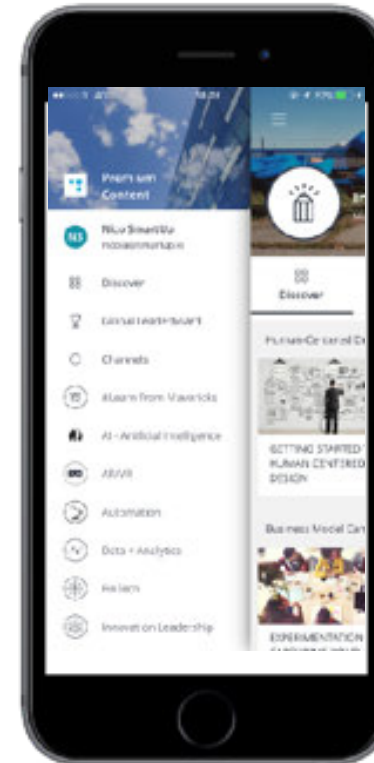
LXP

LEARNING **MANAGEMENT** SYSTEM

LEARNING **EXPERIENCE** SYSTEM



PUSH LEARNING



smartup^o

- CLOUD
- GAMIFICATION
- SOCIAL
- DATA
- AI
- GLOBAL
- APP FIRST
- WHITE LABEL

PULL LEARNING

McKinsey Global Institute, [fewer than 5 percent of occupations can be entirely automated using current technology.](#) However, [60 percent of occupations could have 30 percent or more of their activities automated](#)

AI Plus Human Intelligence Is The Future Of Work



Jeanne Meister, CONTRIBUTOR

I write about trends impacting HR, Talent and Learning [FULL BIO](#) ▾

Opinions expressed by Forbes Contributors are their own.

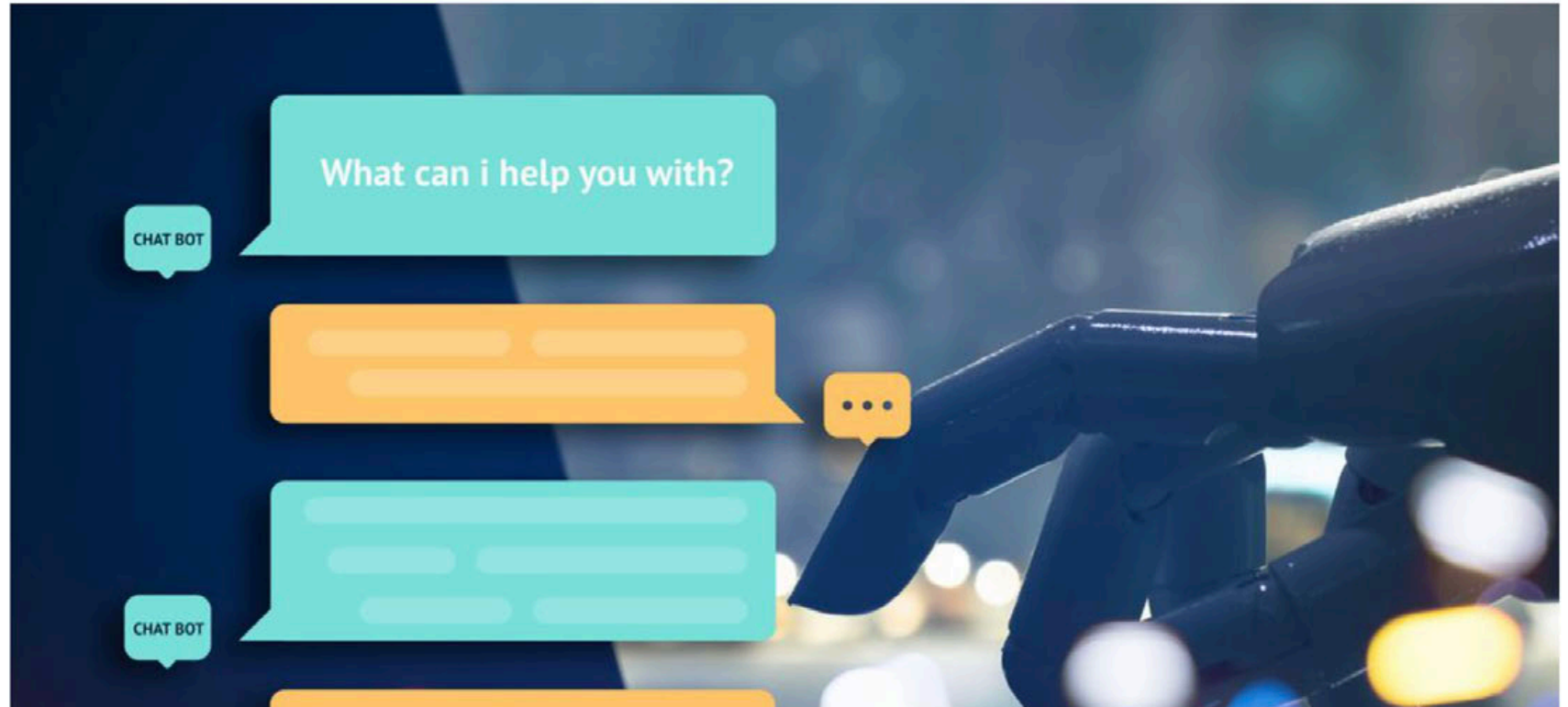
TWEET THIS



one in five workers will have AI as their co worker in 2022.

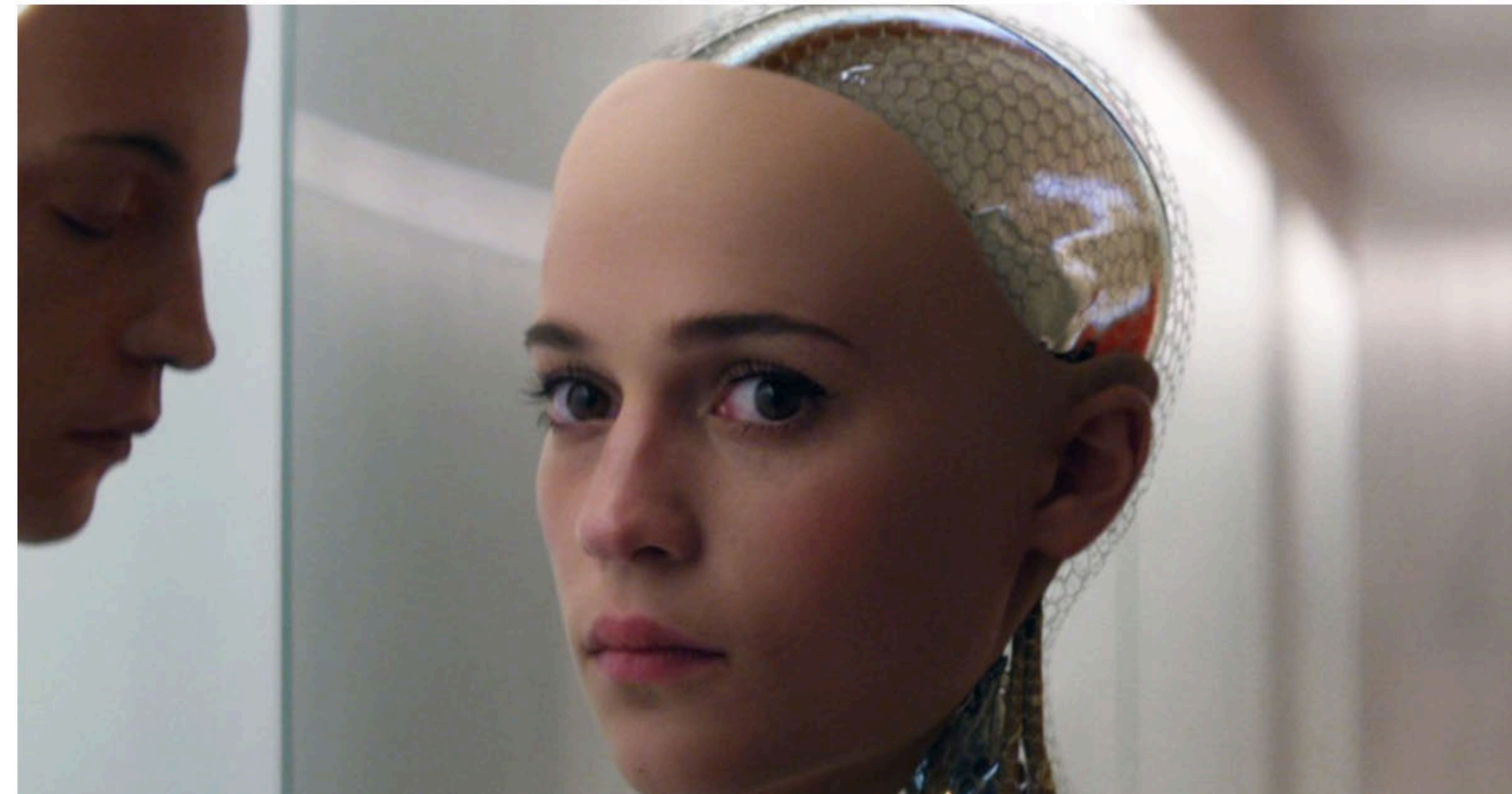


More job roles will change than will be become totally automated so HR needs to prepare today.



Imagine Discovering That Your Teaching Assistant Really Is a Robot

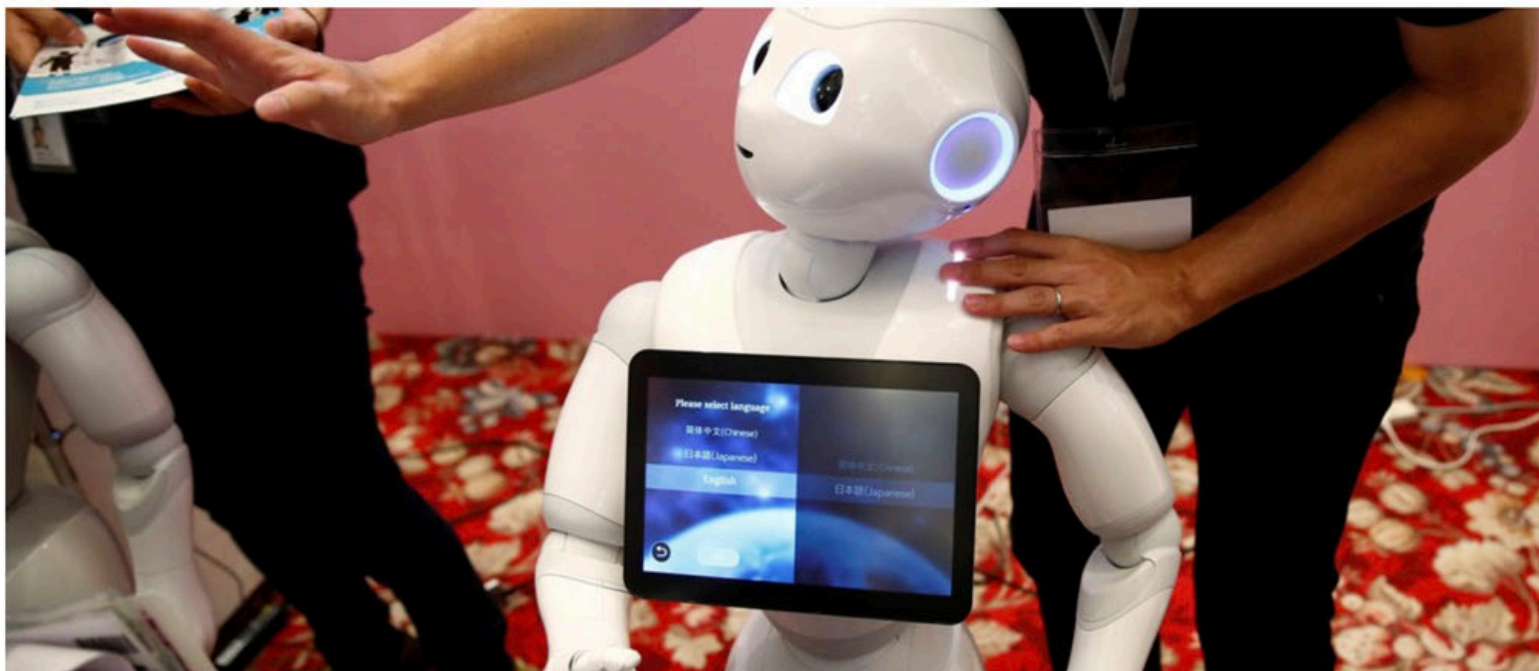
Students mostly couldn't tell 'Jill Watson' wasn't human; 'Yep!'



Expect Humans To Work Along Side Artificial Intelligence

"Just when I wanted to nominate Jill Watson as an outstanding TA, always there reminding us of due dates and posting questions to engage us mid-week, I find out she is a chatbot. I was flabbergasted."

Could the CEO be replaced by a robot?



Boardroom ambitions? A humanoid robot on display

Image: REUTERS/Kim Kyung-Hoon

13 Jan 2017

Luis Alvarez Satorre

Former Chief Executive Officer, Global Services,
BT Group, BT Group Plc



This article is part of the [World Economic Forum Annual Meeting](#)

With the automation of many everyday activities, could a robot be a more productive addition to boardrooms of the future than a CEO?

In an era defined by the exponential evolution of technology, robotics and artificial



Deutsche Bank CEO suggests robots could replace half the company's 97,000 employees

Abigail Hess | @AbigailJHess | 11:22 AM ET Wed, 8 Nov 2017



Robots are the real reason why jobs in America are disappearing

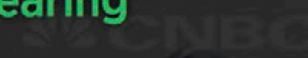


Figure 1. What *appears* to be happening

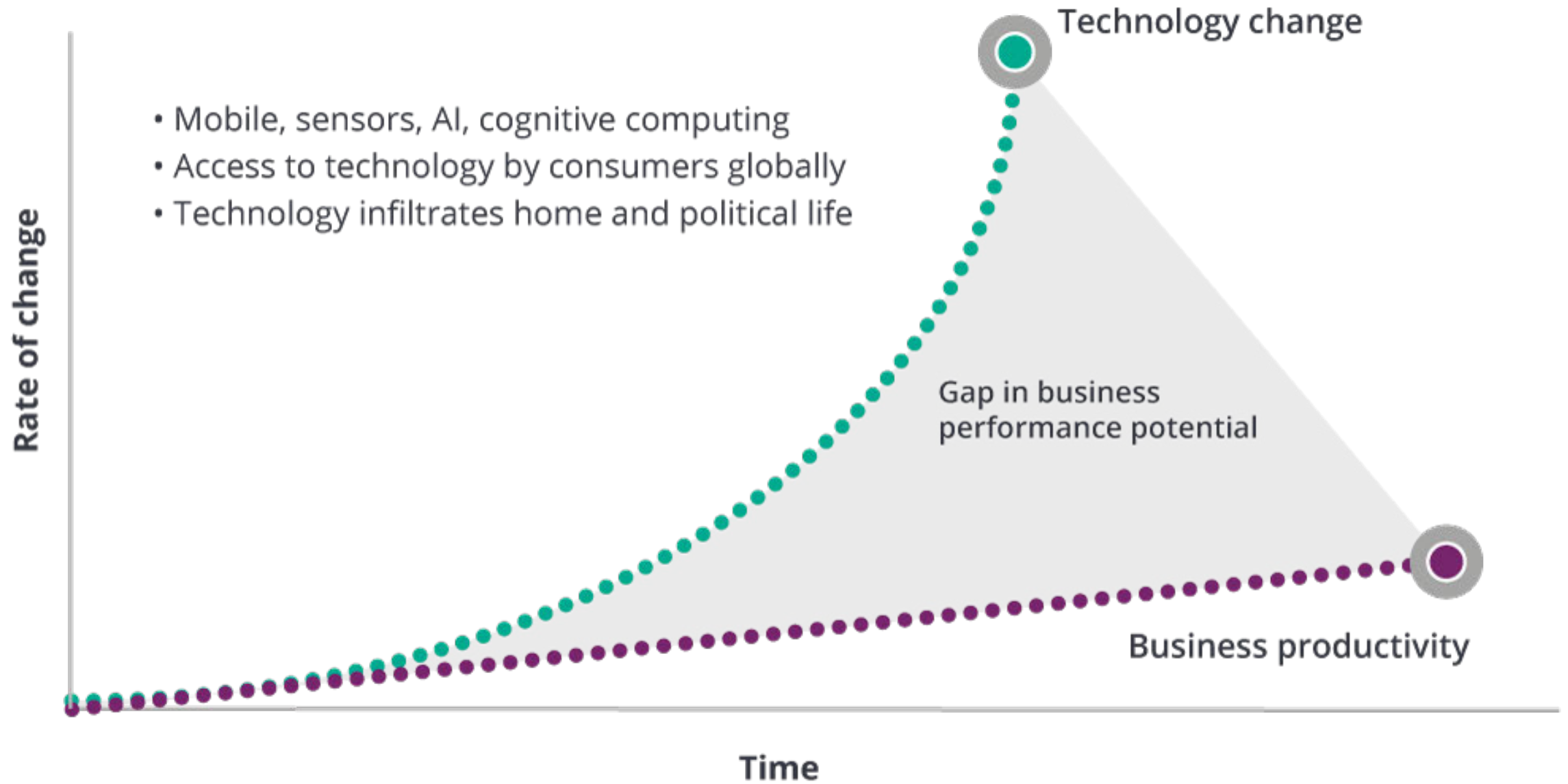
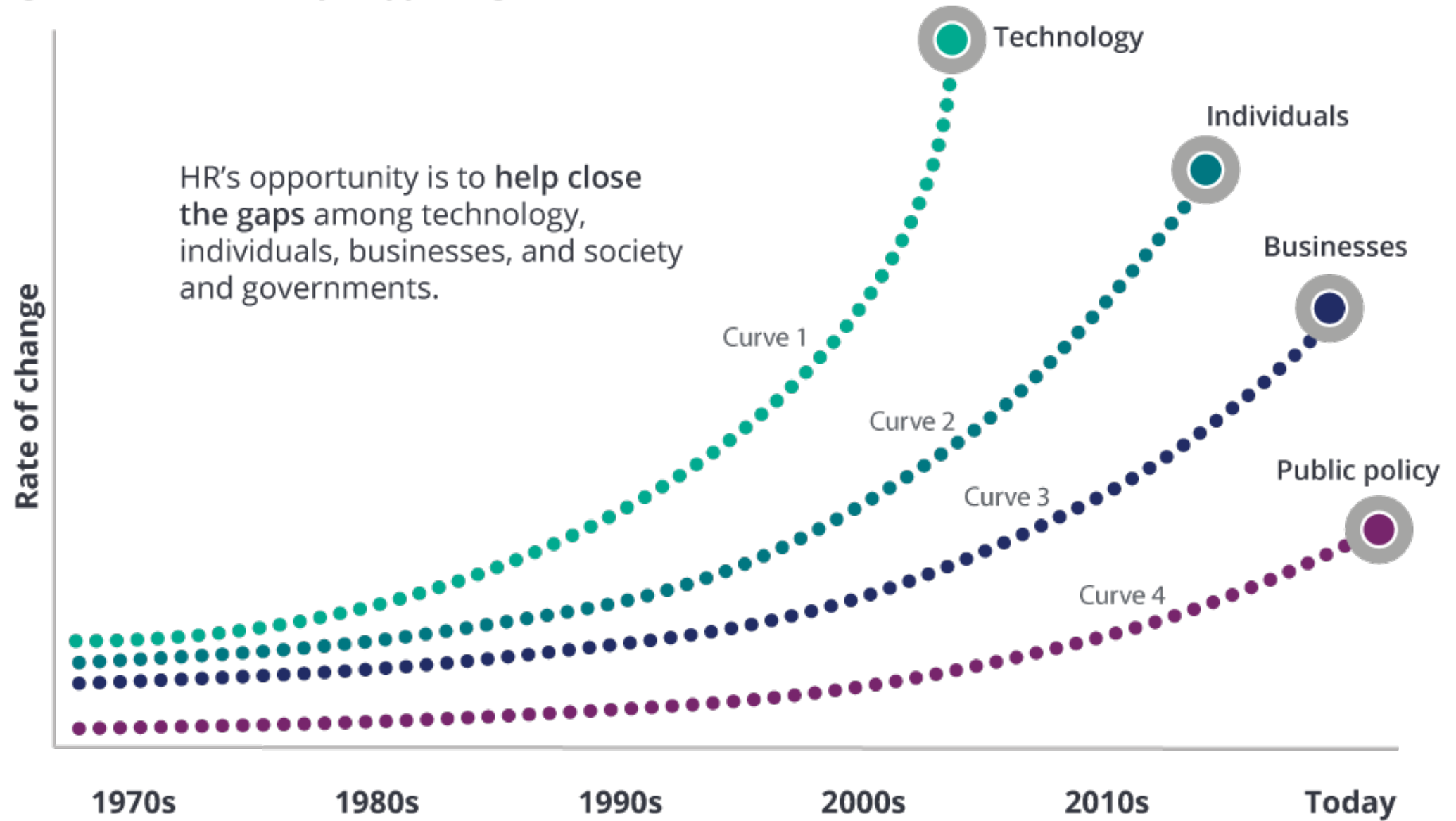
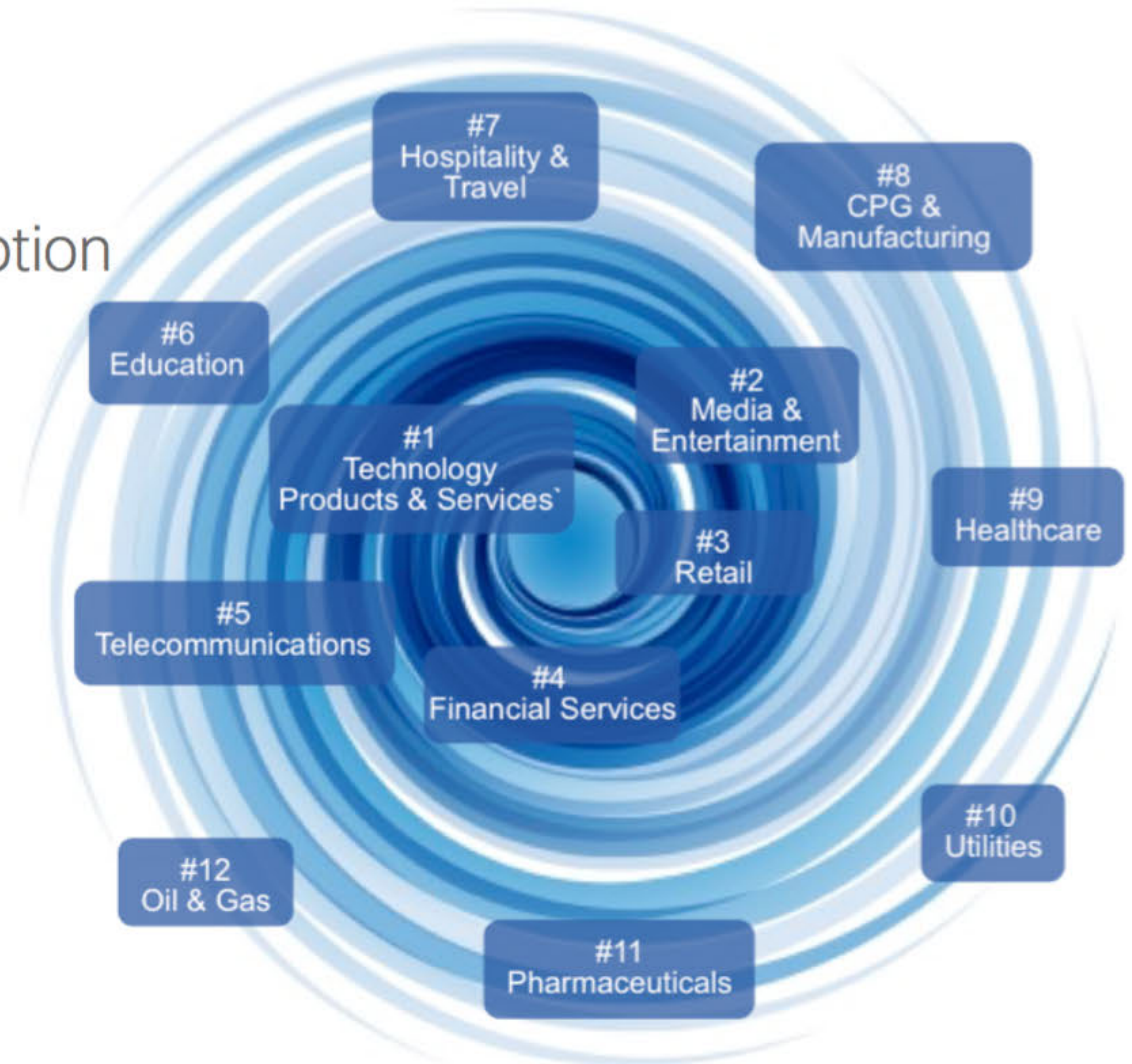


Figure 2. What is *really* happening



The Digital Vortex is a Relentless and Chaotic Force

- Exponentially **accelerating** Digital Disruption
- It **pulls** all industries toward the center
- Industries are **breaking apart** and **recombining**
- The center is the “**new digital normal**”



AUTOMATION IN BRITAIN STIRS UNREST IN LABOR

Workers See 'Robot Revolution'
Depriving Them of Jobs



AUTOMATION IN BRITAIN STIRS UNREST IN LABOR

Workers See 'Robot Revolution' Depriving Them of Jobs

By **DREW MIDDLETON**

Special to The New York Times.

LONDON, May 12—British industrial society, already plagued by a spate of wage disputes arising from the inflationary situation, now faces a graver challenge to stability in the form of resistance to automation. This appeal was based on an immediately dangerous situation. In the past six months the index of weekly wage rates has risen from 154 to 161 and the index of retail prices from 154 to 155.

ON AUTOMATION



Learning Technology Has Been Modernized *(at last)*

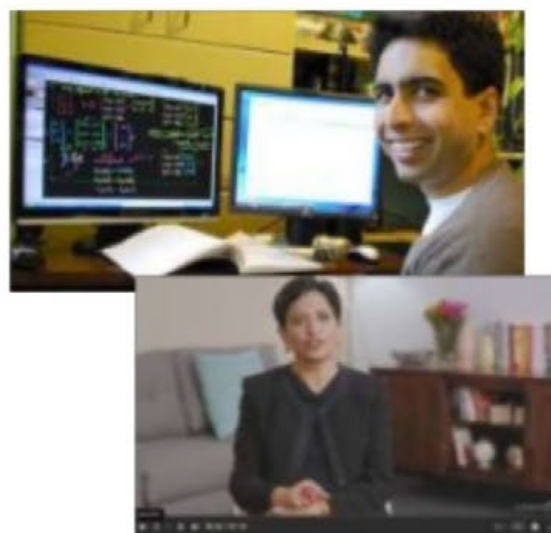
CBT



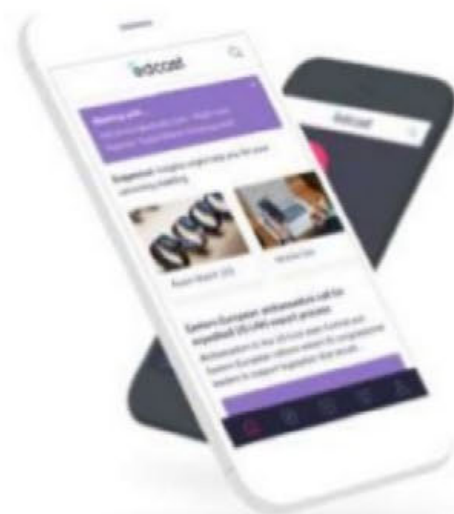
E-Learning



Video

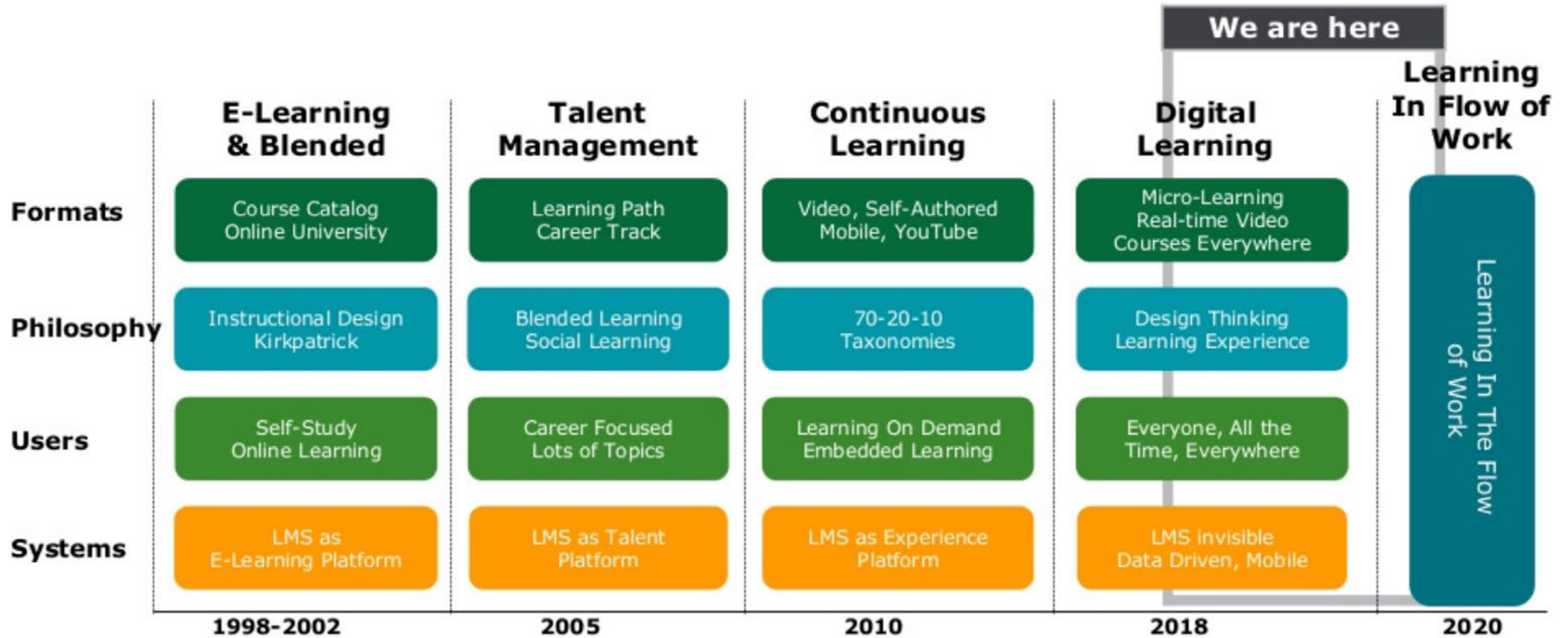


Everything



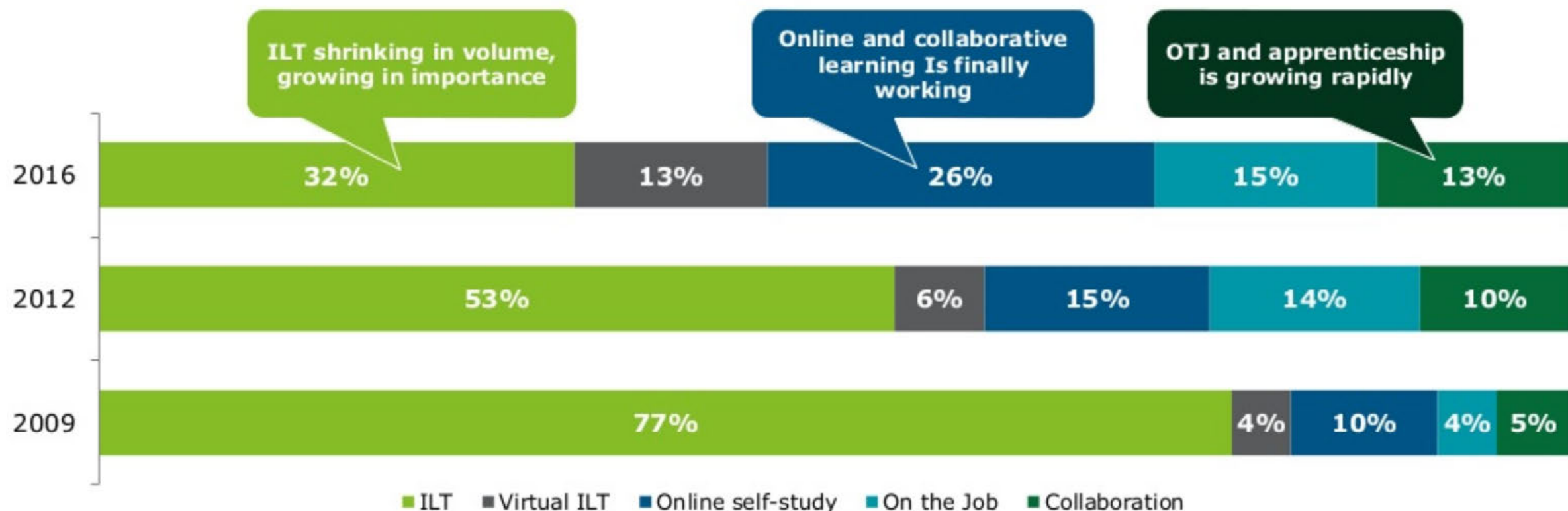
We are entering a whole new era of L&D technologies and architecture

From e-learning to "learning in the flow of work"



Source: Bersin by Deloitte, Deloitte Consulting LLP

The content shift has happened

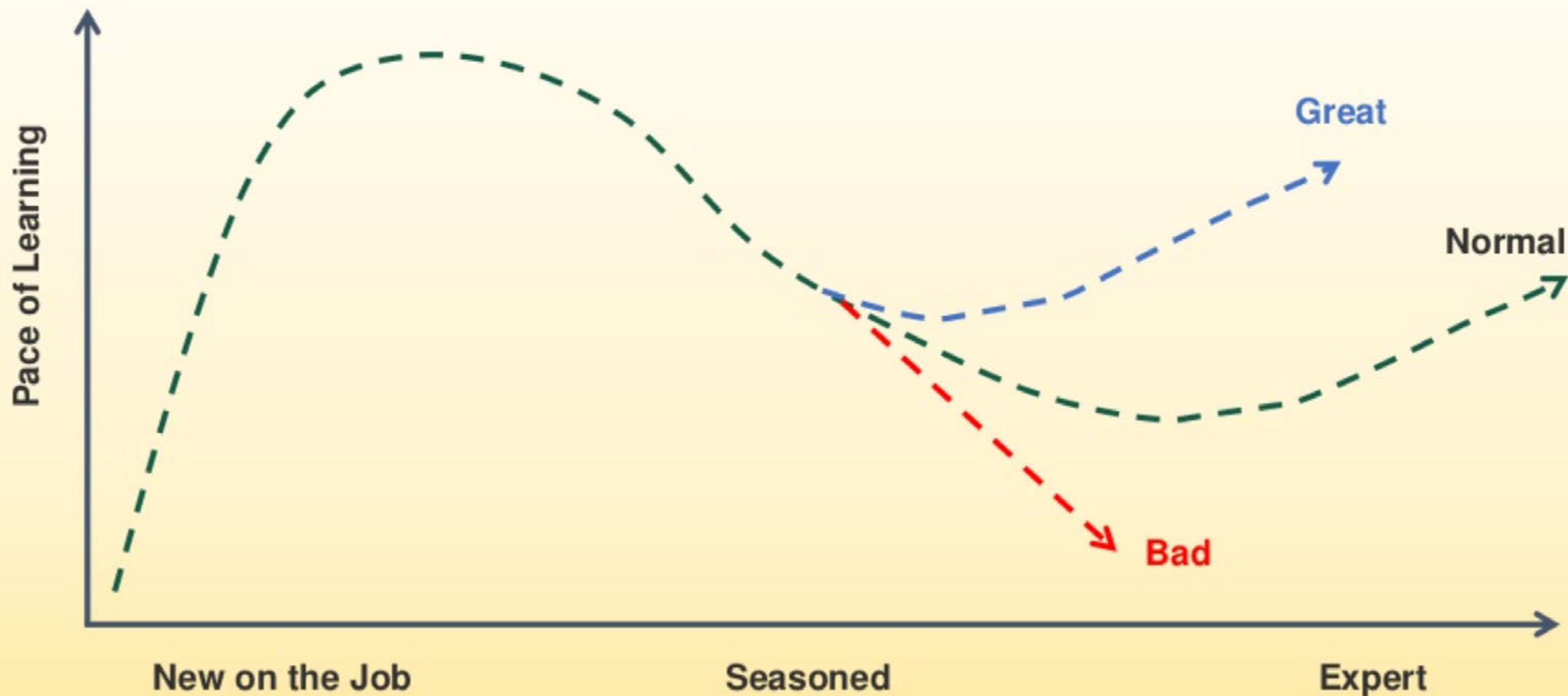


Today only 16% of L&D spending is allocated to instructor delivery, vs. 21% in 2011 and 33% in 2006

Source: Bersin Corporate Learning Factbook® 2015, Bersin by Deloitte, Deloitte Consulting LLP

Lifecycle of Learning for Work

How Do We Keep Learning Alive, Relevant, and Vital?

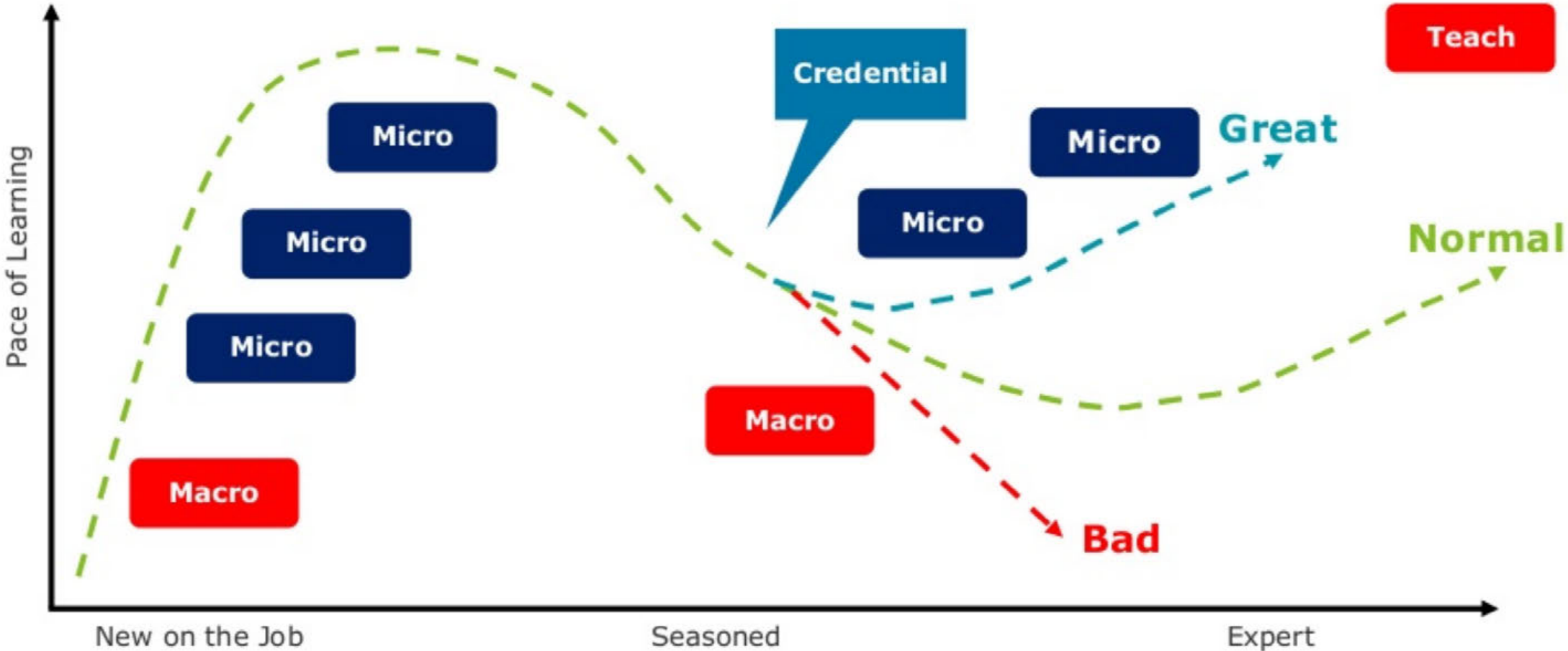


A simple model to consider

Micro-Learning	Macro-Learning
<i>I need help now.</i>	<i>I want to learn something new.</i>
<ul style="list-style-type: none"> • 2 minutes or less • Topic or problem based • Search by asking a question • Video or text • Indexed and searchable • Content rated for quality and utility 	<ul style="list-style-type: none"> • Several hours or days • Definitions, concepts, principles, and practice • Exercises graded by others • People to talk with, learn from • Coaching and support needed
<i>Is the content useful and accurate?</i>	<i>Is the author authoritative and educational?</i>
<i>Videos, articles, code samples, tools</i>	<i>Courses, classes, MOOCs, programs</i>

Where does macro and micro learning apply?

M2i



But it's not quite enough. We see four broad modalities today

Micro Learning

Videos, blogs, articles, micro-learning programs, curated feeds, on-demand, in the flow of work

Only 31% of companies offer continuous learning opportunities, only 14% feel effective in this area, yet 79% of L&D professionals investing in this model.

Macro Learning

MOOCs, courseware, courses, simulations, assessments and *may include VR and AR*

42% of companies believe they effectively help people perform in future role, 29% in future role, yet focus here is high and growing

"University" Learning

Events, innovation sessions, leadership programs

83% of companies have a corporate university and 32% say its usage is *increasing*

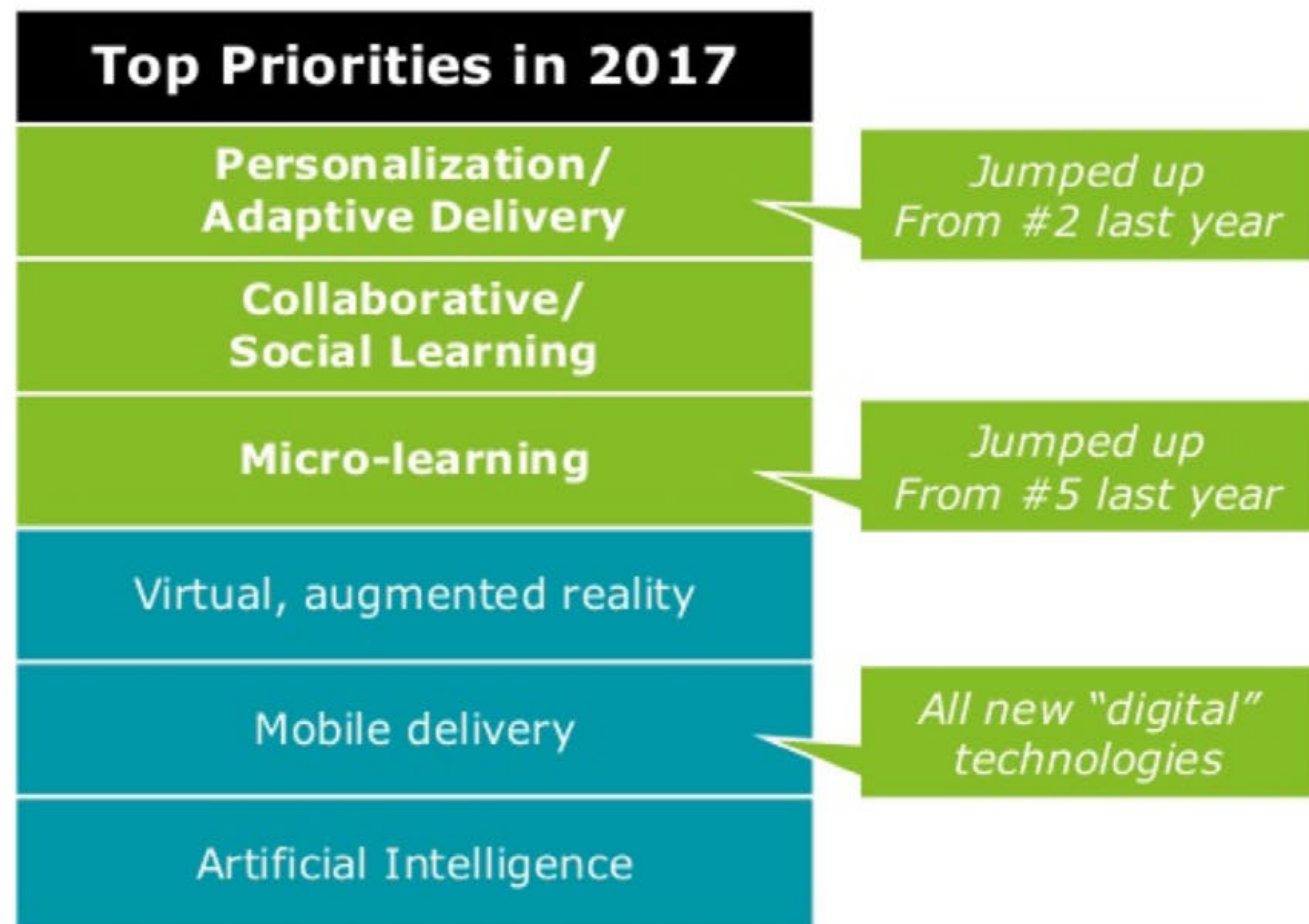
Experiential Learning

Coaching, developmental assignments, mentorship, exposure

Only 38% of companies offer development activities outside of formal training, continuous focus needed

Source: Bersin by Deloitte High-Impact Learning Organization 2017, n=1200
ATD "Microlearning: Delivering Bite-Sized Knowledge," n=596

Learning preferences have changed



Source: Donald H. Taylor, Learning Sentiment Study 2017, 885 L&D respondents, 60 countries

What did NOT make the top five areas of focus this year?

- Curation
- Gamification
- Video
- MOOCs
- Developing L&D function

These areas are becoming "mainstream" or commodity-like features of learning.

The Reality of Learning Today: 24 Minutes A Week



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.



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:



COLLABORATIVE

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



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.



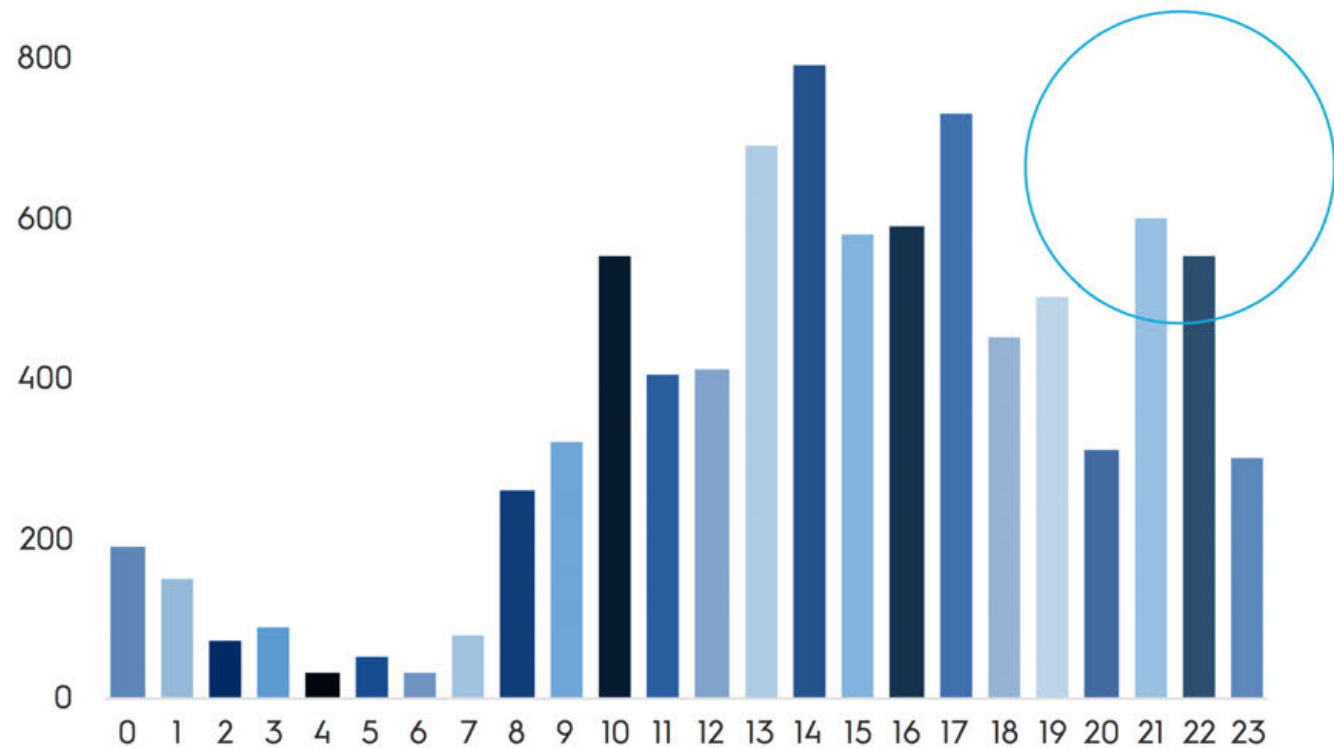
Source: *Meet the Modern Learner: Engaging the Overwhelmed, Distracted, and Impatient Employee*, Bersin by Deloitte, Deloitte Consulting LLP



SmartUp is Engaging

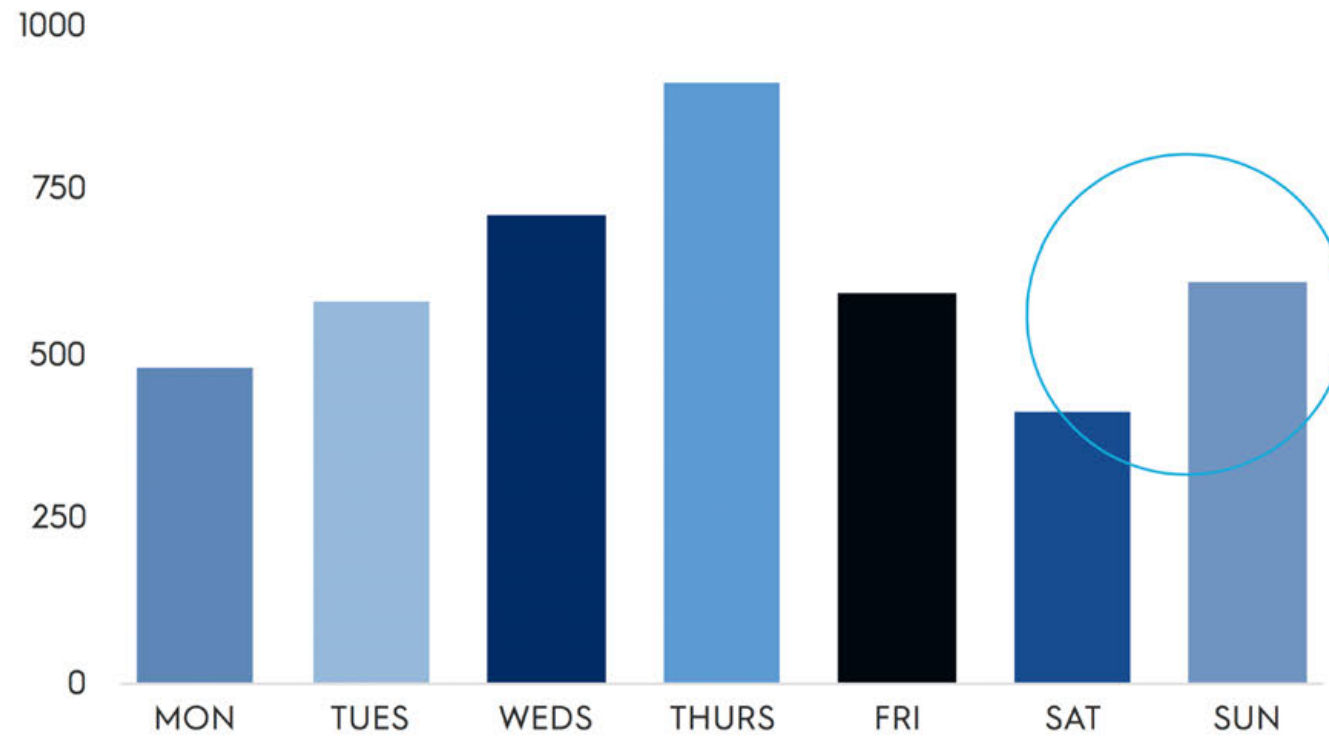
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EVENING ENGAGEMENT PEAKS AROUND 9-10PM





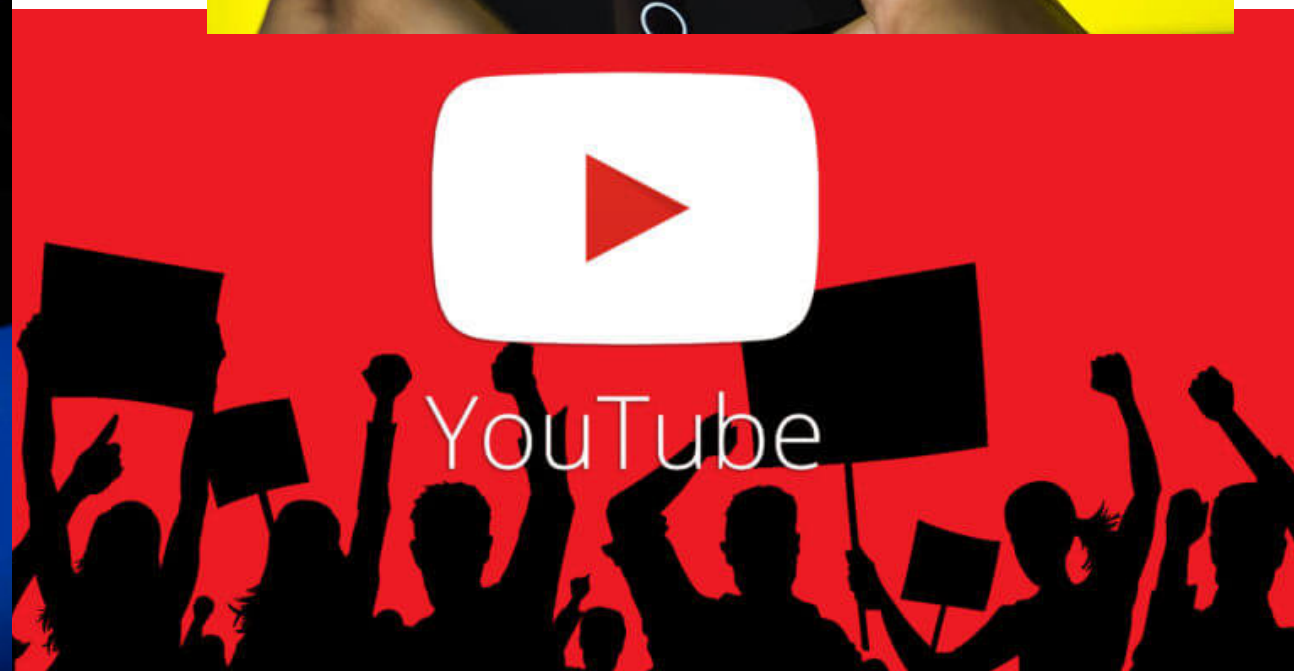
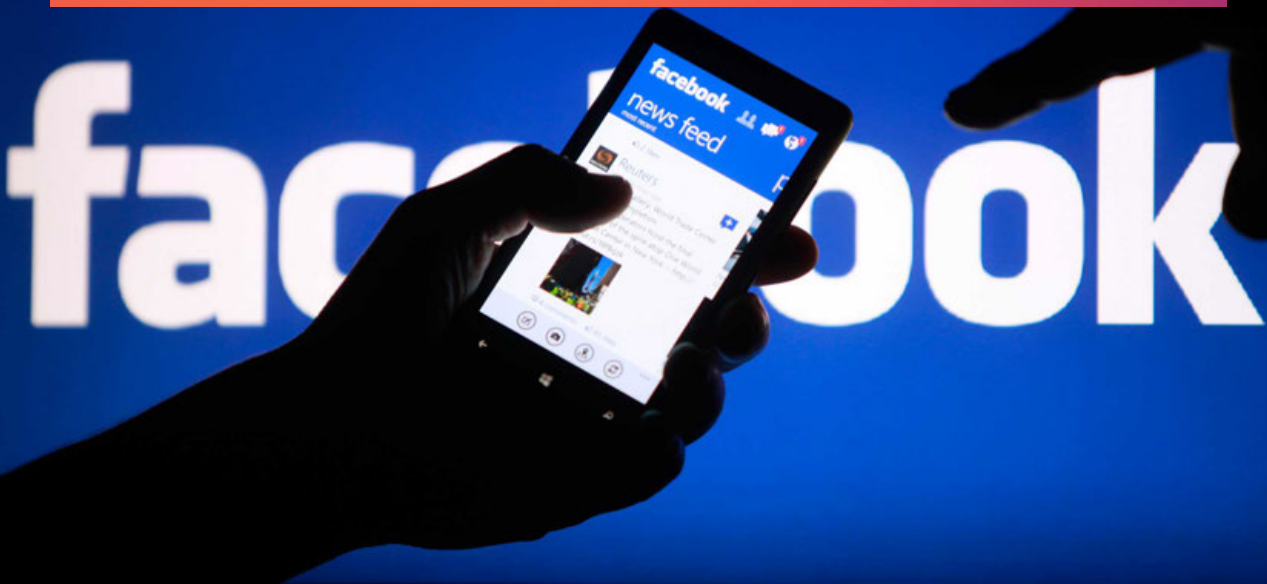
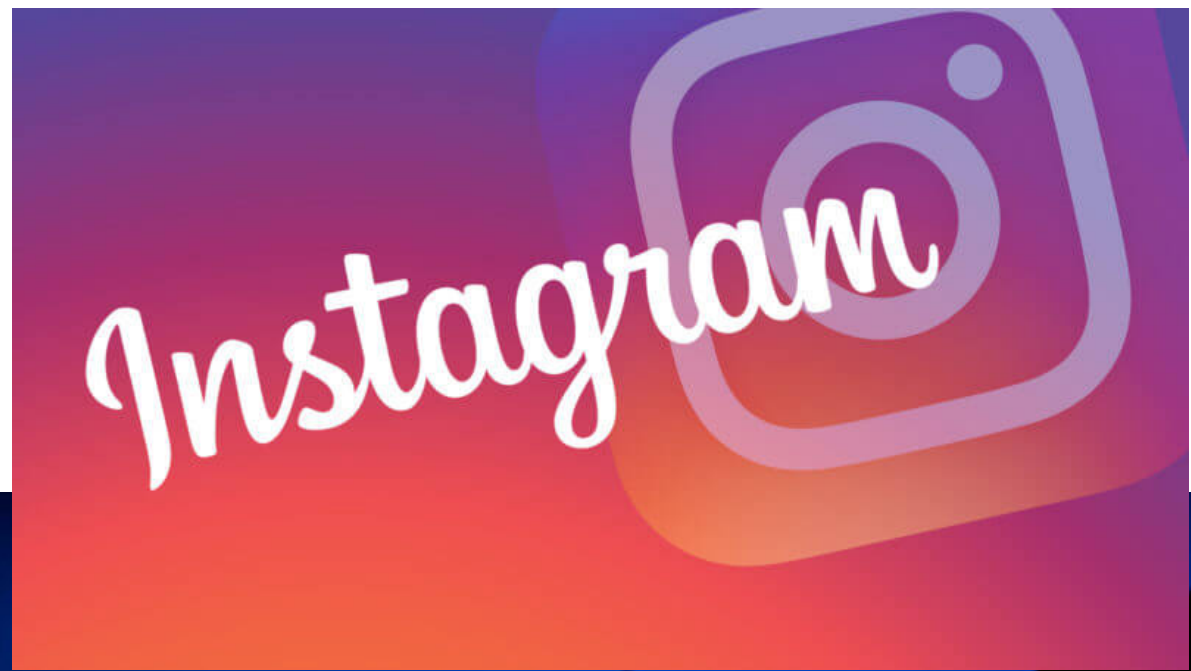
MEMBERS ARE ALSO USING THE PLATFORM
OVER WEEKENDS, IN PARTICULAR ON SUNDAYS
- IN PREPARATION FOR THE WEEK AHEAD



What's the Job to be Done?

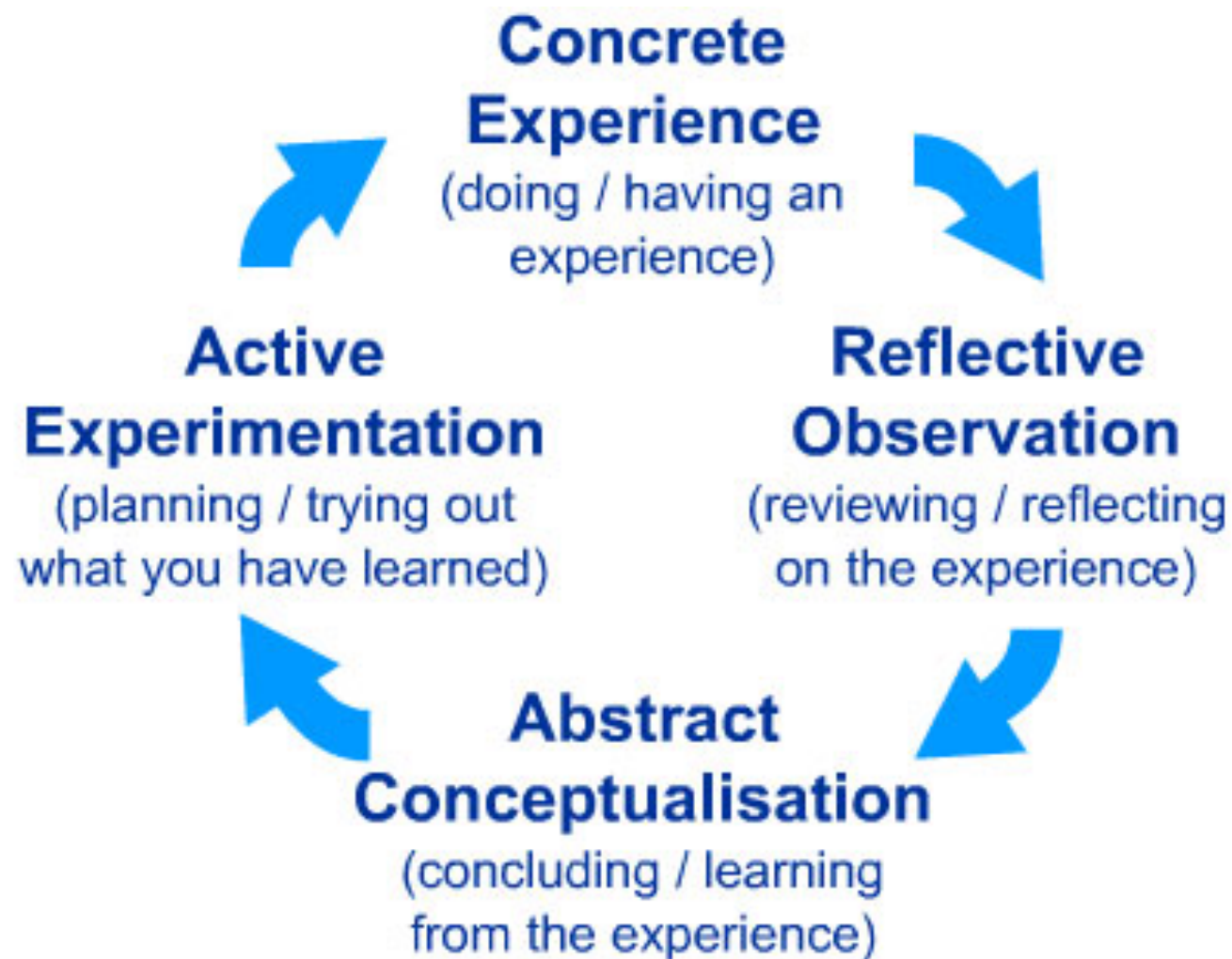


What's the Competition?



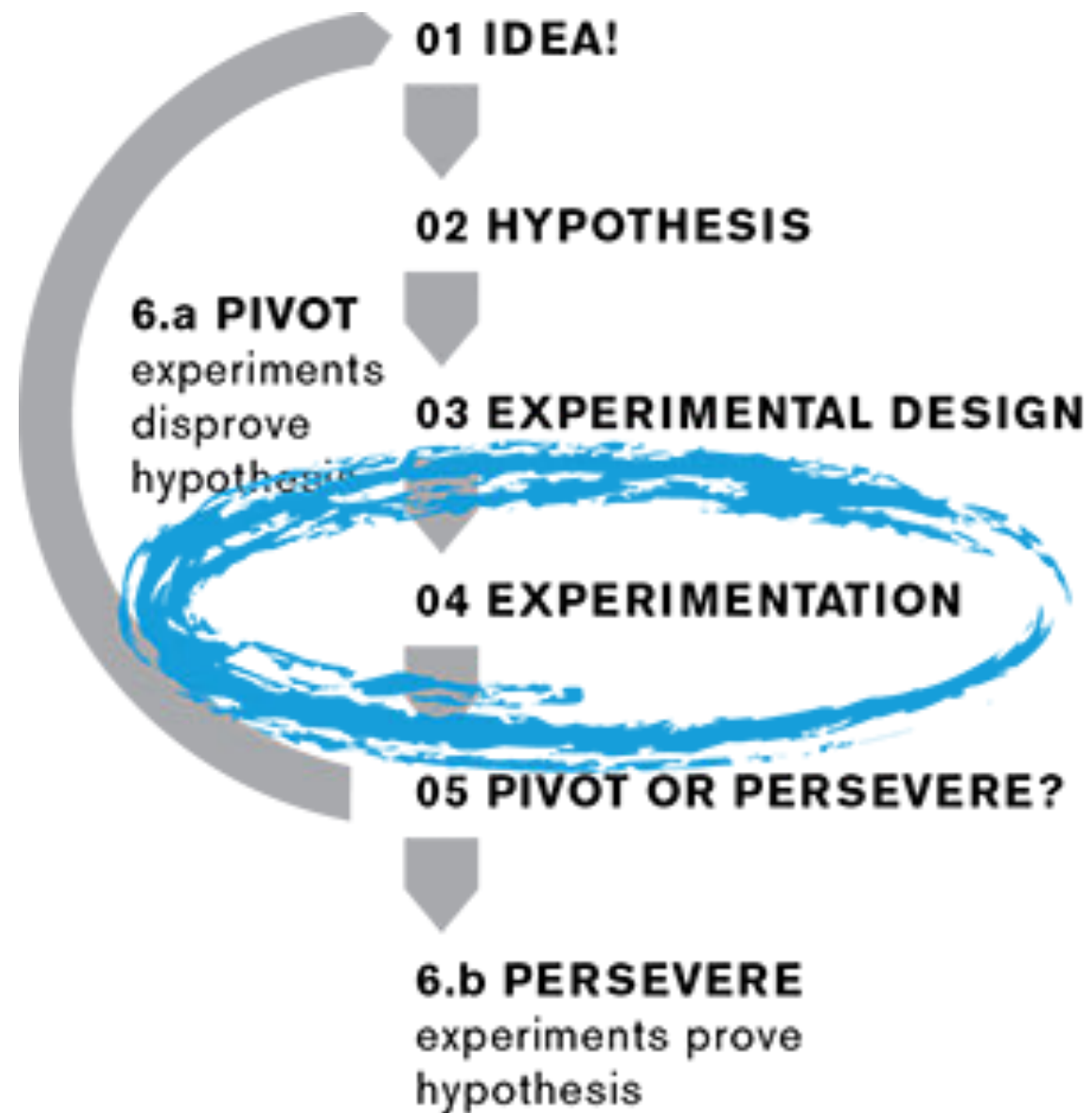


Kolb's Learning Cycle





Lean Startup

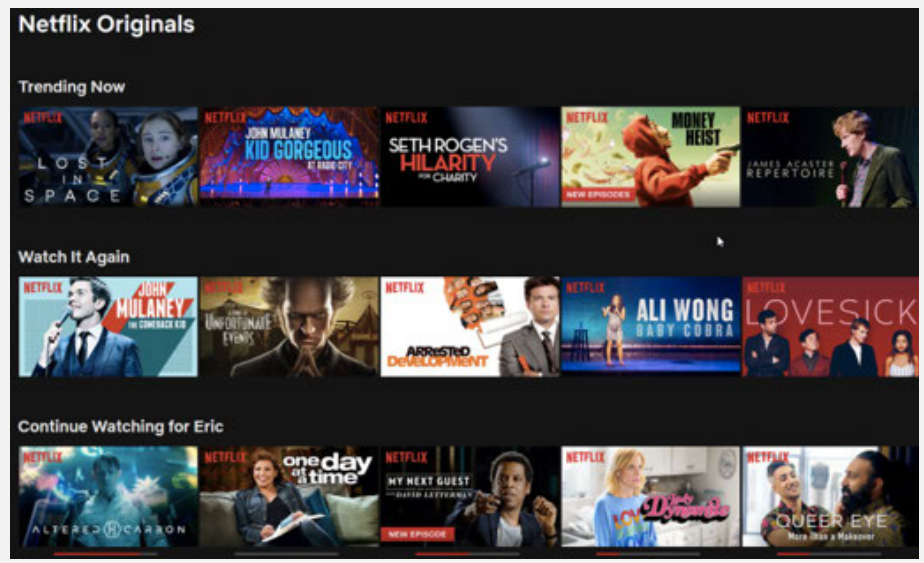




ADULT
LEARNING
SYMPOSIUM

RECOGNISED AS THE....

NETFLIX



“NETFLIX OF LEARNING”

smartup^o

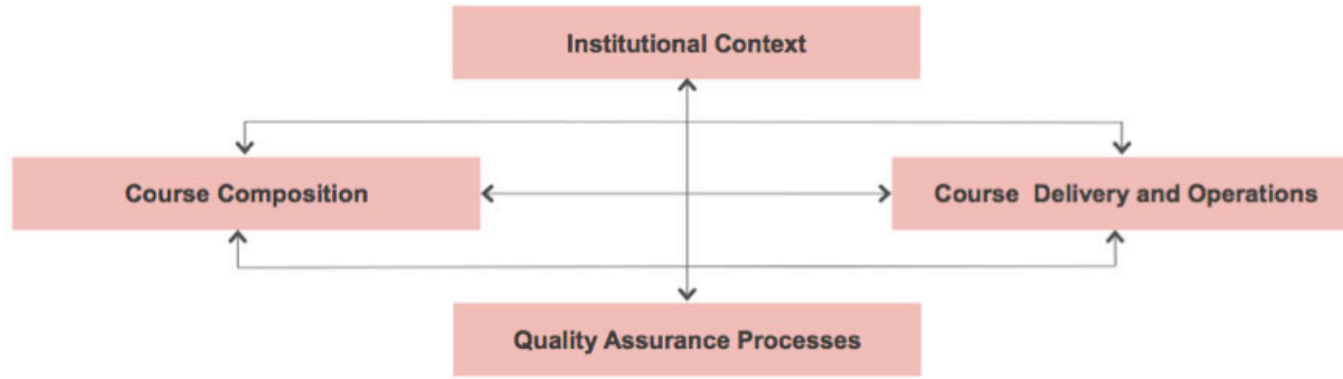




Too much Netflix!



From **Massive** to *Micro* - How to measure learning effectiveness?



gf EFMD Glob
www.globe



Bringing Quality to Technology Enhanced Learning

David Asch and Martin Schader explain why EFMD has launched EOCCS EFMD's Online Course Certification System



Two guiding principles informed our approach. First, learning in a digital age includes using the digital tools we employ daily and should encompass our new digital habits/ behaviours. Second, teaching in a digital age includes facilitating learners that are digital natives.

Dilemma 1 - Time Compression - From Linear Video to Micro-Learning



Format: Video
Duration: 58 minutes
Interaction: None
Polls: None
Quizzes: None
Data: None
Completion: % unknown
Learning Effectiveness: unknown

Content: Regulated Industry
Organisational Knowledge

Format: Micro-Learning
Duration: 7 minutes
Interaction: Every 60 seconds
Polls: 2 - 3
Quizzes: 2 - 3
Data: Detailed
Completion: 85 - 95%
Learning Effectiveness: Fully tracked

Compression Ratio
8:1

Dilemma 2 - Time Compression - From Classroom to Micro-Learning



Format: Classroom
Duration: 11.5 hours (690 minutes)
Interaction: Some - none
Polls: Some - none
Quizzes: Some - none
Data: None
Completion: % unknown
Learning Effectiveness: Exam taken separately

Content: Regulated Industry
Technical Skills

HOW ONE BANK IS TAKING THE DIGITAL FIGHT HEAD ON - PART 1
Laurence Smith

Banks, like many other industries, are facing disruption from digital startups and non-traditional competitors. How do you get successful senior leaders to embrace that digital is both a massive threat and an opportunity for those leaders to immerse themselves in the digital world?

In this case study Laurence Smith shares insights from the largest and most innovative Bank in ASEAN, and how they are taking the digital fight head on.

Completed

Poll
To what extent does your industry face disruption from digital startups?

High - many incumbents may disappear	255
Low - our industry is not threatened	51

Poll
Can you think of a recent example where your business has been disrupted by a digital startup?

Yes, within the last 12 months	219
No, not in the last 12 months	84

Quiz
Which option would have most impact on getting senior executives to understand the digital threat?

- Have the Bankers work as a startup & build their own App. **Correct** 20 pts
- Send them on tours of Silicon Valley to learn from startups.
- Run workshops with examples of being 'Uberized.'
- Have the CEO & Comms team talk about the threat.

Whilst all of the above would have some impact, & vision from the CEO is critical, study tours are not scalable & any solution has to be deeply experiential to change both people's opinions & behaviours.

Adults do not change their minds because you tell them to - they must have the experience to decide for themselves. Let

What a score! Outstanding.

Correctly answered	6 of 6
Read	10 of 10
You Scored	+30 pts

Recommended

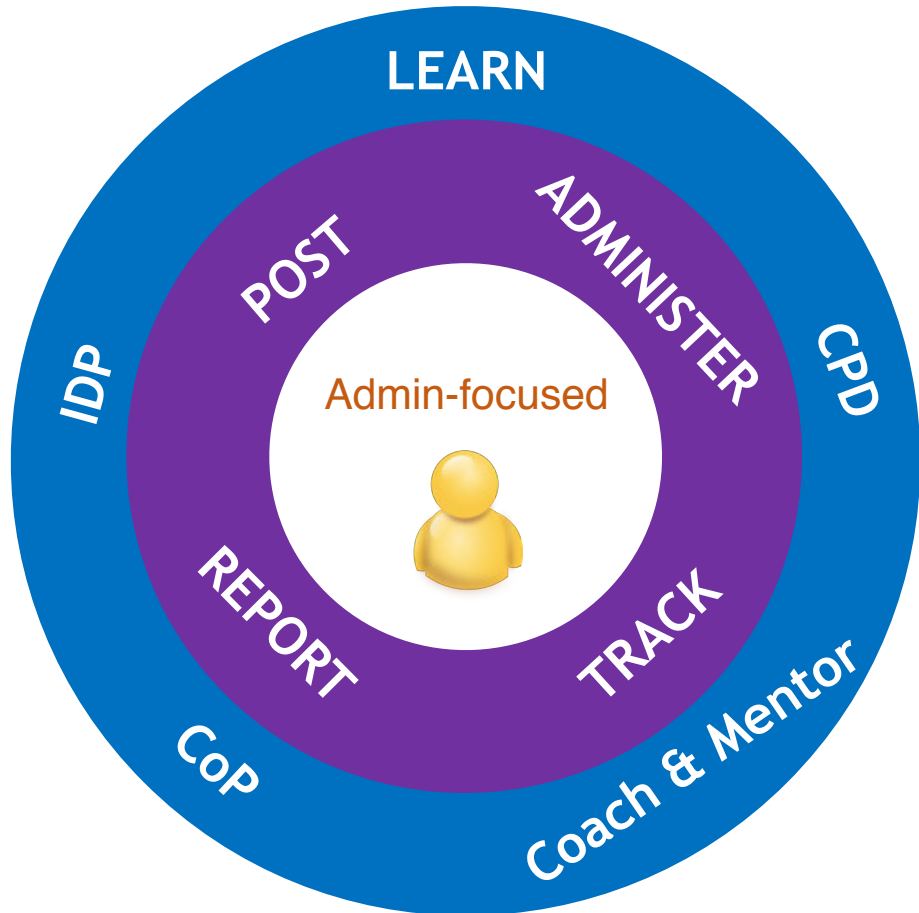
Completed

HOW ONE BANK IS TAKING THE DIGITAL FIGHT HEAD ON - PART 2

Compression Ratio
4:1

LMS vs Next Gen approach

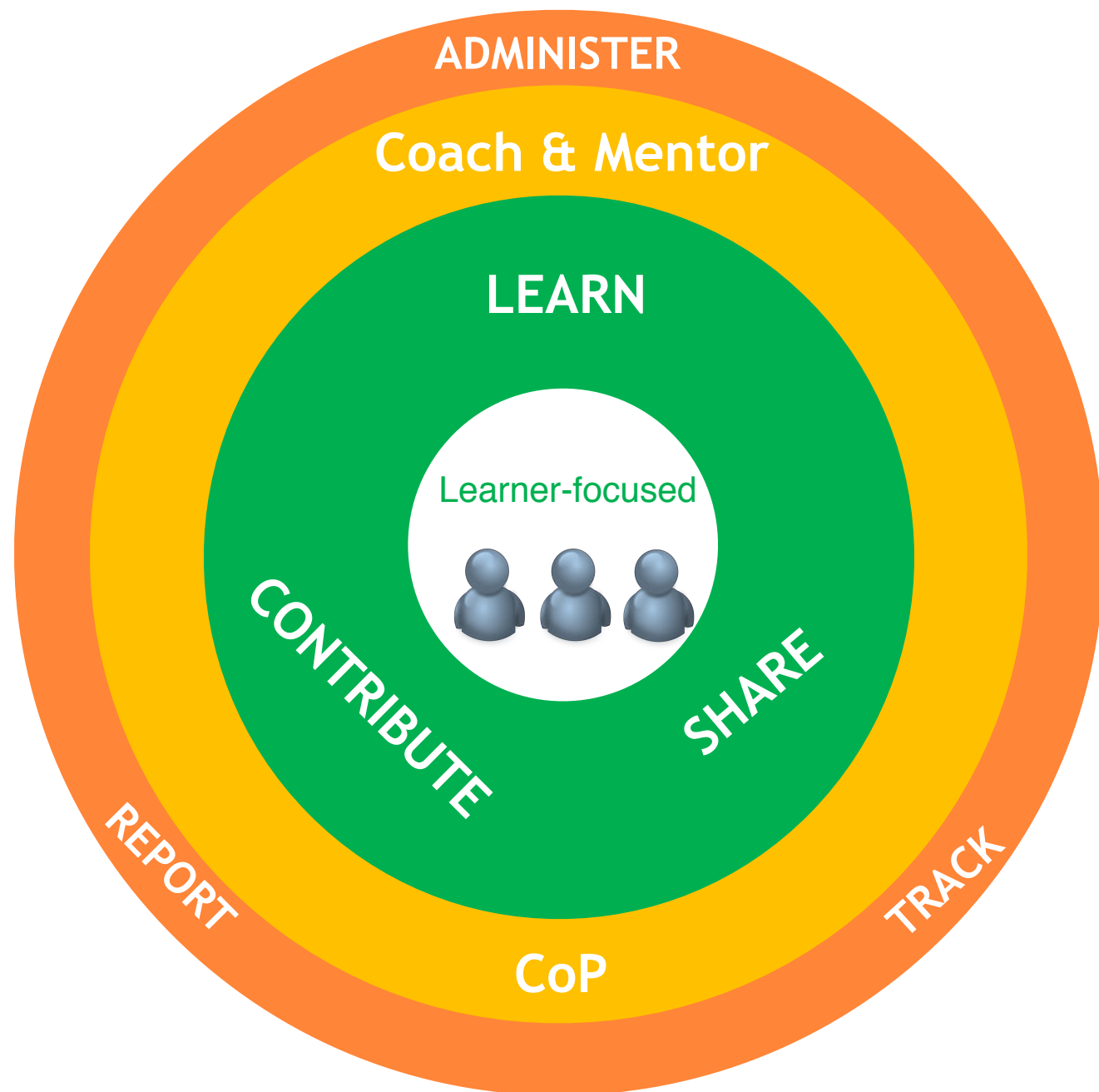
Learning Management System



Learning Management System



Next Generation Platform



From **Massive** to *Micro*

MOOC

coursera

edX

mi
TX

iversity

NovoED

U
UDACITY

KHAN
ACADEMY

Future
Learn



From **Massive** to *Micro* - *The next phase of Learning Innovations?*

Where micro works really well

1. Pre-learning
2. Cascading
3. Continuous learning
4. Engaging Millennials

Most common solutions sought

1. Digital Transformation
2. Large &/or distributed workforce
3. Mobile learning
4. Engaging Millennials

Not a *Disruption* - more a thoughtful integration...
Complementary, not a replacement

What we've learned

Integrate the macro & the micro

Integrate the physical & the digital

Run learning as a campaign

From micro - get people playing on the platform

Gamification & incentives build habituation

Appeal to tacit & explicit motivations

Playing —> Learning —> Training



**ROAD
MAP**



**KEEP
CALM
AND
CAMPAIGN
ON**

SmartUp: Engagement Methodology



COMMUNITY ACTIVATION & ENGAGEMENT

TOP LEVEL SPONSORSHIP

The DBS Learn App was launched to 22,000 employees, and has since been extended to a further 7,000 contractors for whom the learning was also deemed useful.



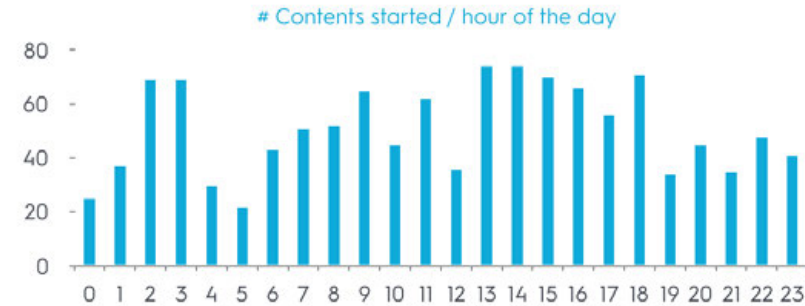
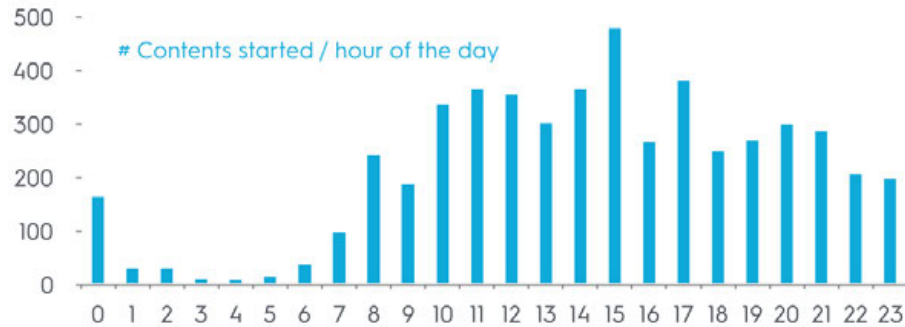
DBS Bank CEO Piyush Gupta congratulates SmartUp on the successful launch of the DBS Learn community on SmartUp.

"I encourage all of you to download the smart up app. It is very well done, it has case study, quizz, book extract on anything you need to know about digital and start up. I learned a lot it's the best training tool I have ever used. Should be mandatory to all digi people but do it at your own pace and leisure. In fact it's pretty entertaining there are simulations and challenges difficult to crack but really stimulating and refreshing."

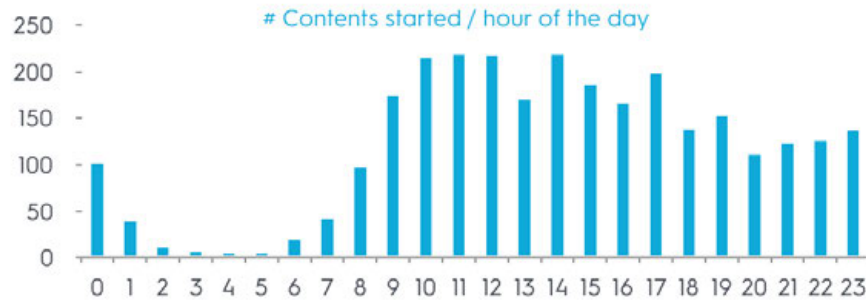
Olivier Crespin
IBF Fellow;
Group Head Digital Bank
DBS Bank Ltd



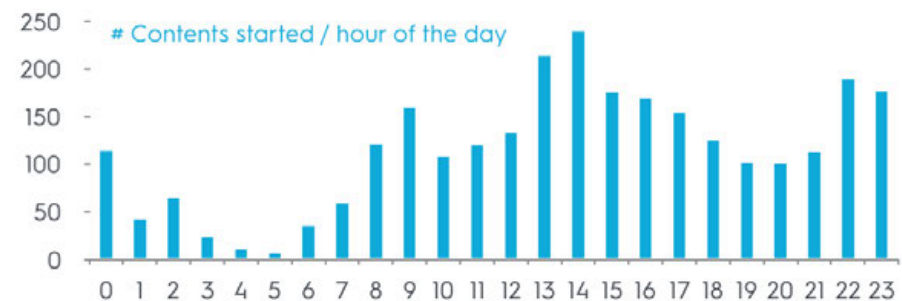
The same high usage patterns happen for every customer deployment



Insurance Corporate



Asia-Pacific Corporate



Mobile Operator

International

Monthly Key Figures



**Active
Users**

**Contents
Started**

**Contents
Completed**

**Completion
Rate**

**Contents Started
per User**

181

7,800

7,506

96.2%

43.1

Monthly Key Figures



**Active
Users**

827

**Content
Started**

33,319

**Content
Completed**

32,030

**Completion
Rate**

96.1%

**Content Started
per User**

40.3



Maxis Digital Challenge Grand Finale

2 months ago



Life At Maxis PRO

+ Follow

▶ 748 ♥ 0 📁 0 💬 0

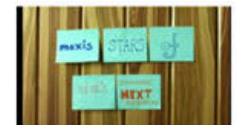
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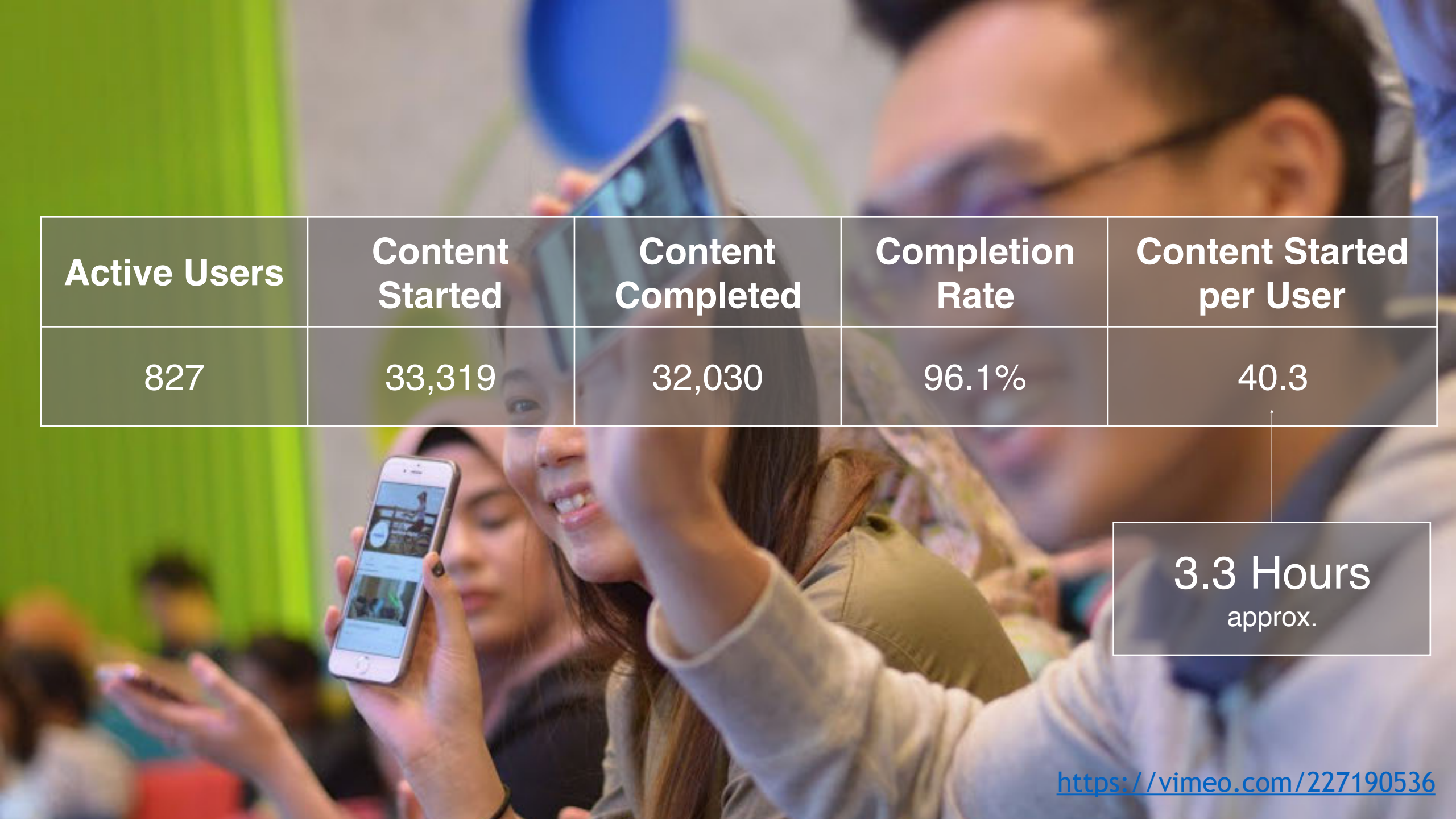
<https://vimeo.com/227190536>

Maxis organized a Digital Challenge internally for employees, in partnership with Smartup. This was an initiative to have more digital savvy employees, as part of the digitalization transformation that Maxis is currently going through. It was a fun event where participants and the audience took part in a game show style event, answering questions and winning prizes.

More from Life At

Autoplay next video





Active Users	Content Started	Content Completed	Completion Rate	Content Started per User
827	33,319	32,030	96.1%	40.3

3.3 Hours
approx.

So the Reality of Learning Today: 24 Minutes A Week



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.



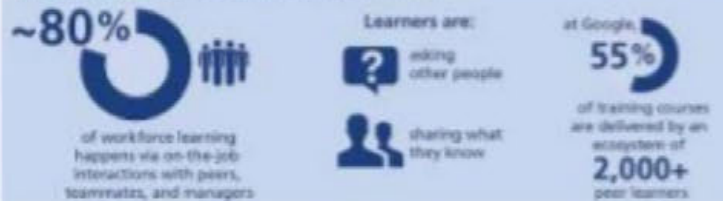
ON-DEMAND

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:



COLLABORATIVE

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

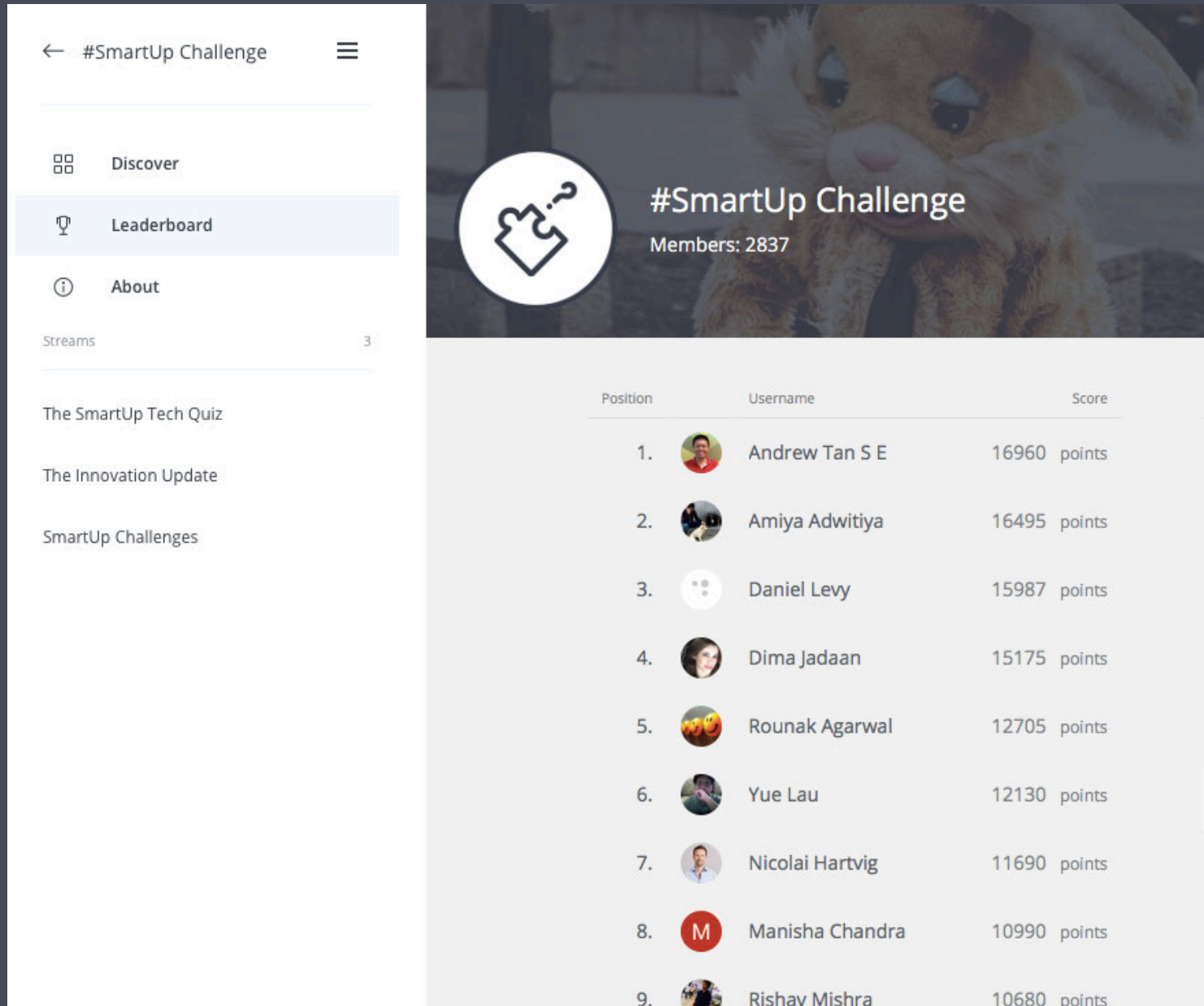


EMPOWERED

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.



SmartUp: The Leaderboard



← #SmartUp Challenge

Discover

Leaderboard

About










Streams 3

The SmartUp Tech Quiz

The Innovation Update

SmartUp Challenges

#SmartUp Challenge
Members: 2837

Position	Username	Score
1.	 Andrew Tan S E	16960 points
2.	 Amiya Adwitiya	16495 points
3.	 Daniel Levy	15987 points
4.	 Dima Jadaan	15175 points
5.	 Rounak Agarwal	12705 points
6.	 Yue Lau	12130 points
7.	 Nicolai Hartvig	11690 points
8.	 Manisha Chandra	10990 points
9.	 Rishav Mishra	10680 points

Can be used to:

1. Drive friendly competition so leaders can sponsor prizes to top-scorers

2. Spot hidden talents

3. Track learning journeys and interests

4. Identify most “popular” content creators

Rewards & Recognition

- Badges & Certificates can be rewarded for highest performers & fastest movers
- Identify & recognise hidden talent & rising stars



MARK HASSAN
BLOCKCHAIN SUPERSTAR!

Spent **20** hours in 2017 learning on the **smartup⁺** platform.

He scored a total of **1640** points on **BLOCKCHAIN** and was No. **1** on the FINTECH LEADERBOARD.



CEO 



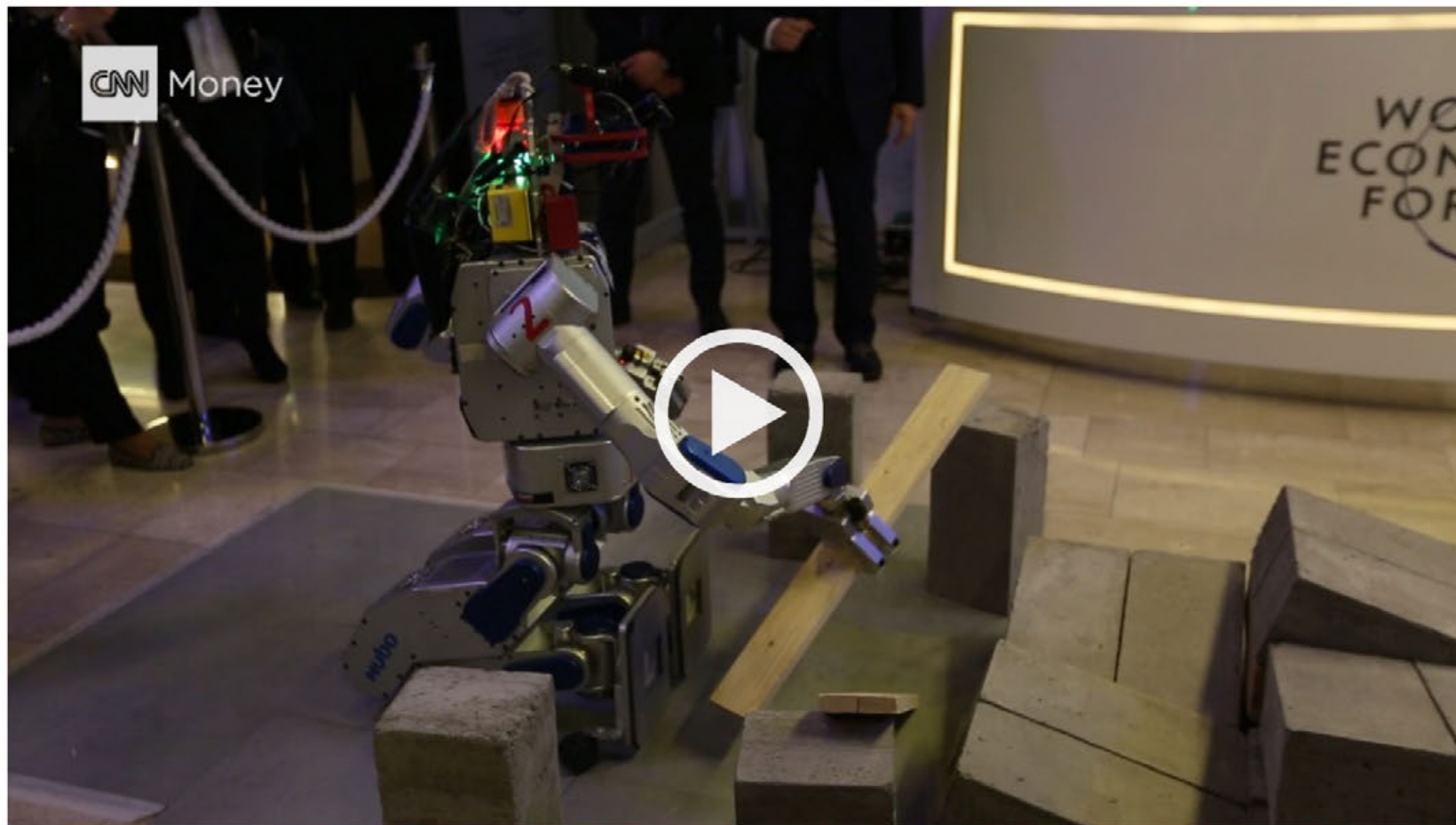
Learning for the Future

30% of bank jobs are under threat

by Matt Egan @MattEganCNN

🕒 April 4, 2016: 11:20 AM ET

👍 Recommend 2.9K



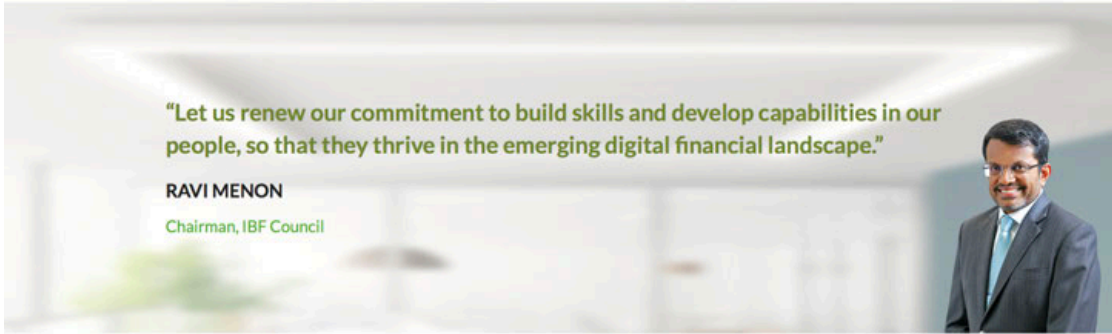
Message from Davos: The robots are coming

Developing future-ready skills key to financial services: MAS chief





**DO YOU HAVE THE RIGHT
SKILLS FOR THE FUTURE?**



“Let us renew our commitment to build skills and develop capabilities in our people, so that they thrive in the emerging digital financial landscape.”

RAVI MENON

Chairman, IBF Council

Chairman's Statement

Building Digital Capabilities

In the last year, digital banking and payments have become even more widespread. Greater use is being made of data science to extract insights. Artificial intelligence is playing a growing role in functions ranging from customer service to risk management and compliance. Most of all, cyber security has become critically important in the financial industry.

These changes have led to new jobs being created and existing jobs being transformed. IBF - in partnership with industry - will introduce a new digital curriculum for all finance professionals.

This **digital curriculum** (referred to as "Future-Enabled Skills") aims to empower practitioners with new capabilities for digitalization, innovation and customer-friendly design, and bolster their understanding of risk, governance and ethics.

IBF will launch a **mobile learning app** that will broaden access to finance professionals and facilitate the learning of these topics. This will complement the more in-depth training offered by institutes of higher learning, training providers and financial institutions.

IBF will also move to a **modular, skills-based certification** in its competency framework. This will enable financial institutions to identify the relevant skills and develop appropriate training programmes and roadmaps for their staff. This will also help individuals identify the skills needed in their current jobs as these jobs evolve or to transit to new roles. IBF will ensure that these programmes are aligned to the IBF Standards, and certify individuals who obtain the requisite training and experience for their jobs. We have implemented this modular approach for the Consumer Banking and Fund Management segments, and will look to extend this to other industry segments over the next year.

Earlier this year, IBF introduced the **MySkills Portfolio on the IBF Portal**, which allows finance professionals to track their own training progress and receive programme recommendations based on their training goals. MySkills Portfolio also functions as a repository of skills and training records, and is a first step towards providing individuals with a resource to plan and manage their learning.

Transform

As the industry undergoes rapid transformation through innovation and the increasing use of technology, financial practitioners must acquire new skills to stay relevant.

Developing Future-Enabled Skills

IBF will be recognising a suite of horizontal capabilities under its IBF Standards for the first time. Referred to as Future-Enabled Skills, these new capabilities have been identified by industry leaders as critical to equip financial practitioners for the increasing digitalisation of the industry. IBF will initially have six pillars under the Future-Enabled Skills, which will cover digital awareness, data driven decision making, human centered design, agile/entrepreneurial thinking, future communication, as well as risk and governance in the digital world. To ensure that training for these Future-Enabled Skills remains current, IBF will work with industry leaders to update the modules under each pillar and consider the need for additional pillars over time.

IBF will also introduce a **Mobile Micro-Learning App** to complement in-depth facilitated training. Financial institutions will be able to subscribe to this new platform, so that their staff will have access to content on Future-Enabled Skills. Comprising short modules of not more than 10 minutes each, financial practitioners will be able to learn about these new areas while on-the-go.

The IBF Mobile Learning Platform - Learn@IBF



New Industry Skills Roadmaps

Institute of Banking and Finance



Future—skilling the Financial Industry across 6 Horizontal Skills

Scale: Singapore and the Asia Region

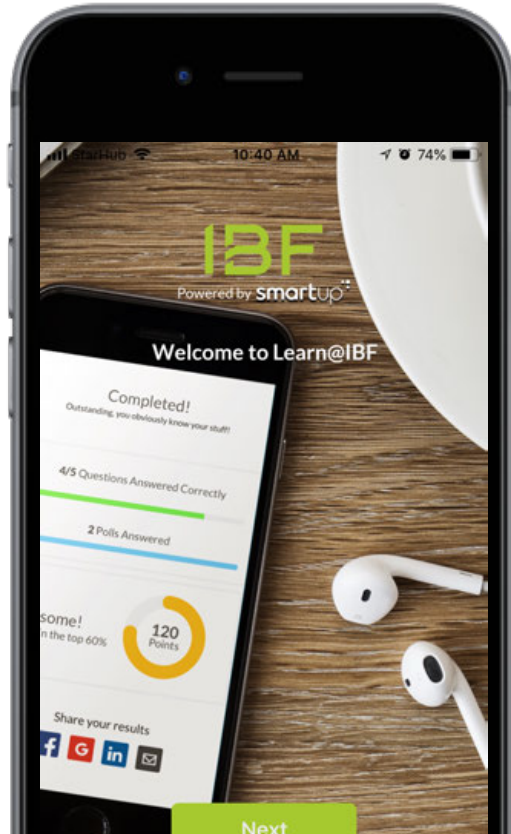


Learn@IBF

white-labelled app

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HORIZONTAL SKILLS

STRATEGIC OBJECTIVES

Digital World
Awareness

Cyber Security
& Data Privacy

Agile &
Entrepreneurial
Thinking

Human Centered
Design

Future Communication
Skills

Data Science
& Analytics

Private and Confidential: Client internal distribution only

SAY
OWER

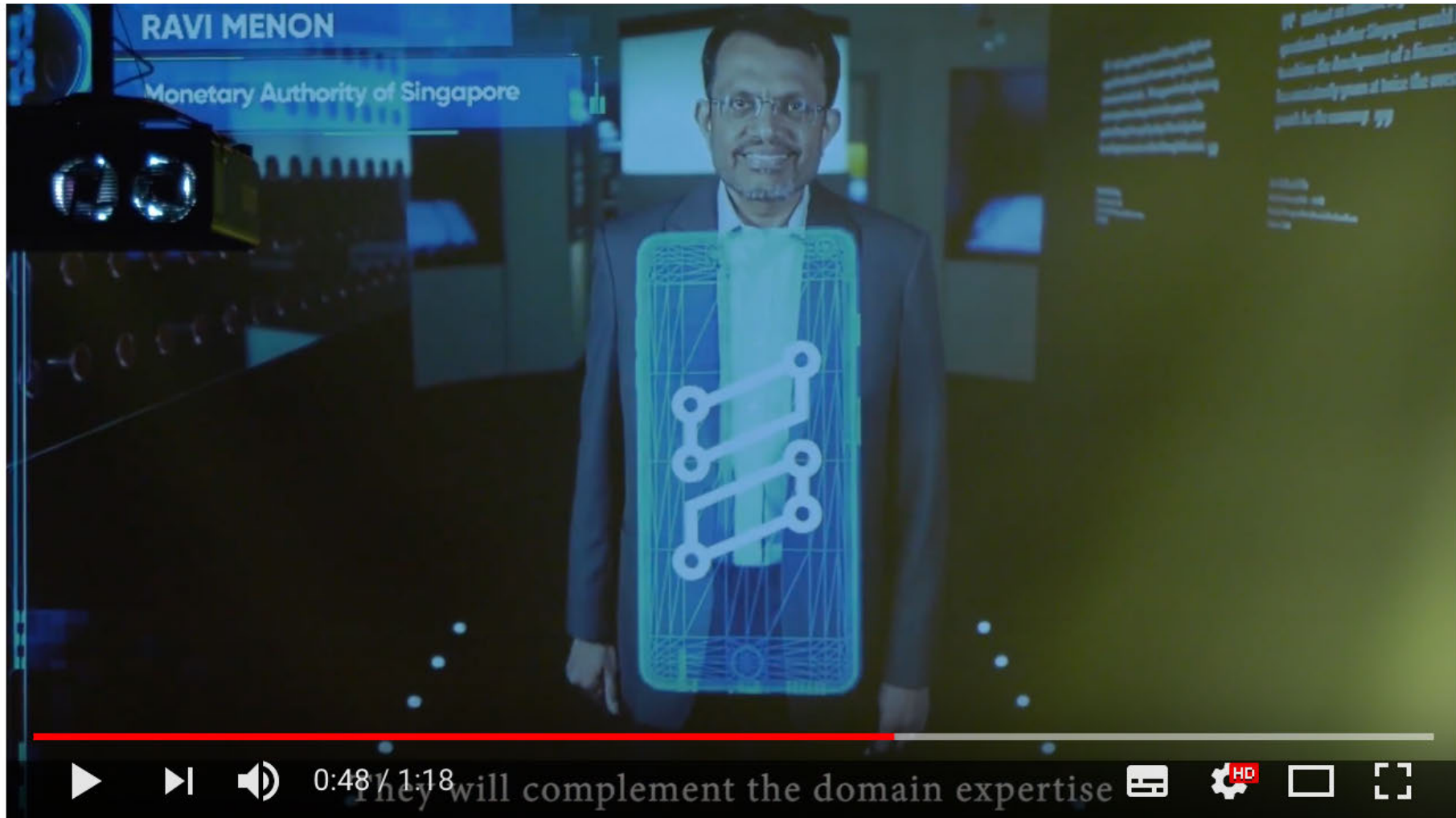


Mr Ravi Menon

Chairman of IBF Council

Managing Director, Monetary Authority of Singapore

These are the skills our professionals will need to thrive



What are the IBF Future Enabled Skills?

<https://www.youtube.com/watch?v=nyilChyOaOo>

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Channels

All joined channels

DBS

Digital Awareness

Data Driven Decision Making

Human Centered Design

Agile/Entrepreneurial Thinking

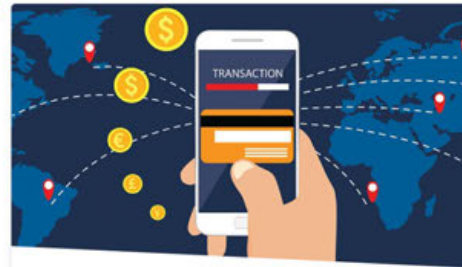
SmartUp Insights

Trending [More](#)



Joiners - Starting quiz

Joiners IBF by Elise Howden



New Tech - 2017

SmartUp by David Yets



Excluding insights from Ravi

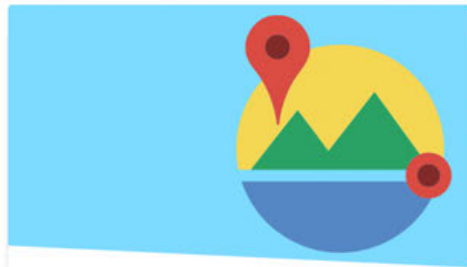
IBF HQ by Emma Wickers



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Innovation by Jaden Issac

Digital Awareness [More](#)



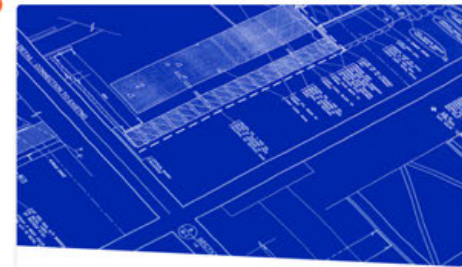
API - Getting started

Joiners 2017 by Lara Greening



Interface Design

Banking Research Group (BRG) by Joe Hicks



Libraries and frameworks

SmartUp by Tash Vickers



Operating Sy

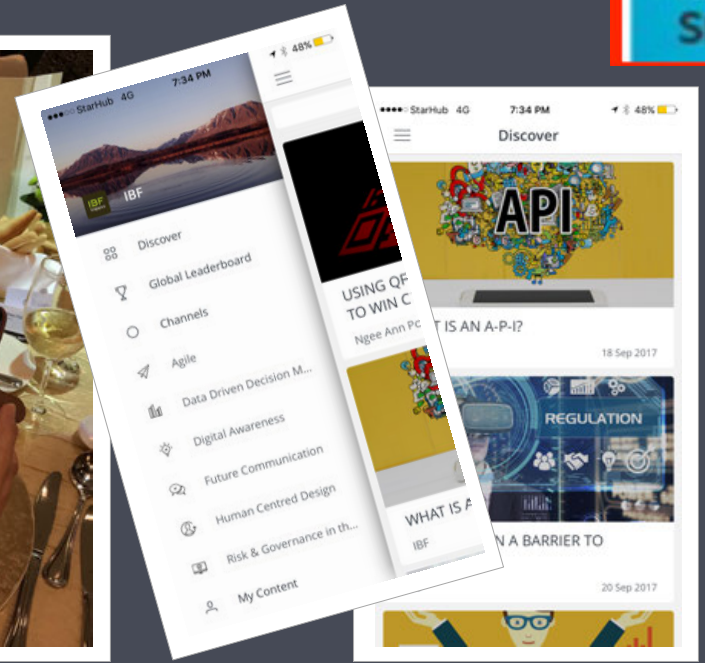
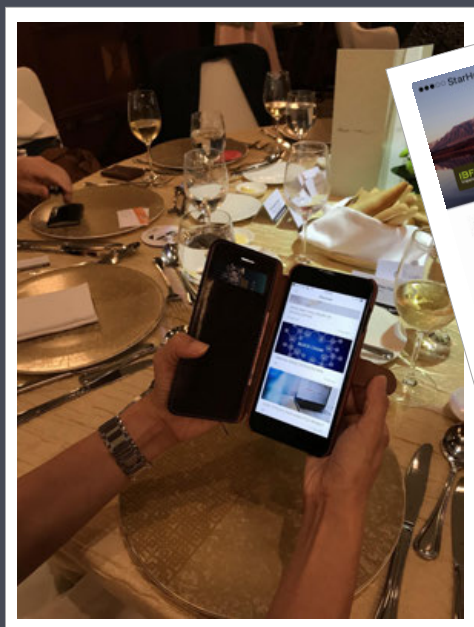
Banking Singa by Amy Smith

Data Driven Decision Making [More](#)



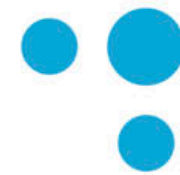


The launch of Learn@IBF at the IBF Distinction Evening 2017





3. THE SMARTUP DIFFERENCE BANKING EXPERIENCE



Learning in the new age of insurance

by [Gabriel Olano](#)
15 Mar 2018

SHARE



Like any other industry, the insurance sector is in need of fresh talent and the continued development of existing professionals' skillsets. However, these are not simple tasks, as insurance faces competition from other industries and challenges brought about by changes in technology and learning styles.

Karine Kam (pictured), chief executive of the Singapore College of Insurance (SCI), a not-for-profit professional training body for the insurance industry, spoke with

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SCIDigital

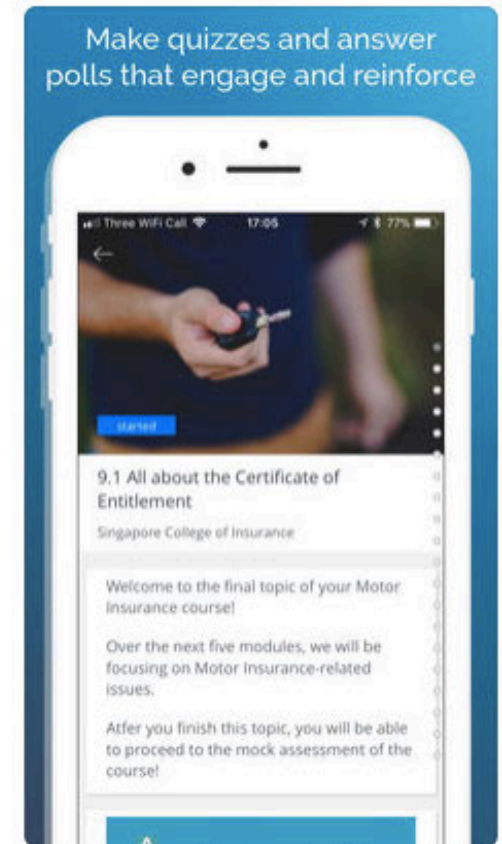
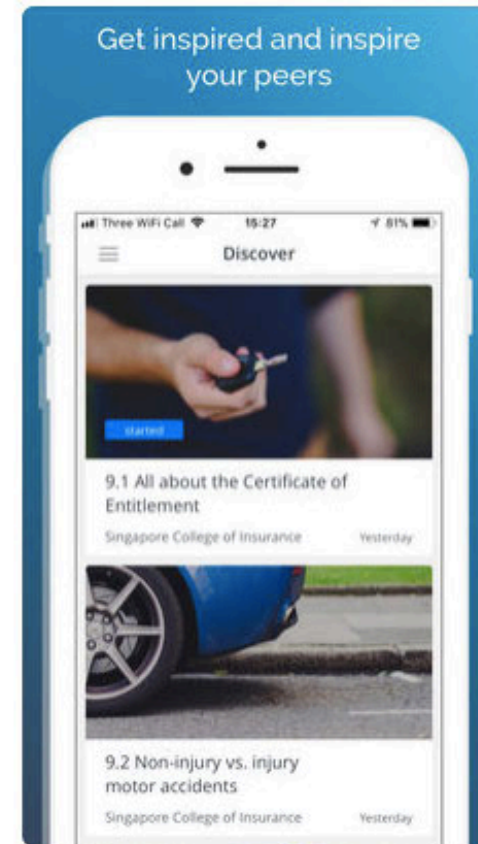
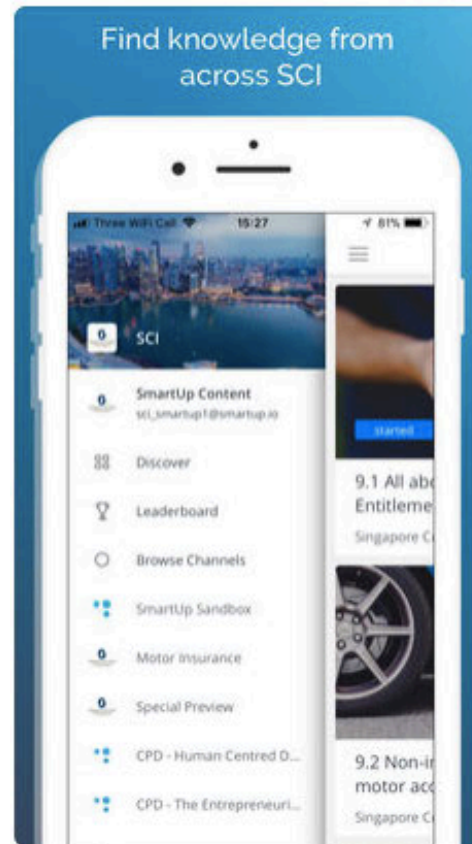
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Practitioners can now study for certifications and earn CPD hours via the app.



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"Whole world in his hands" Credit: Shutterstock

DIGITAL MINDSET - Six things that work

[Edit article](#)

Published on November 23, 2016



Laurence Smith

Award Winning Chief Talent & Learning Officer



130



9



56



“How can we drive organisational transformation, create a ‘digital mindset’ and enable a startup culture of experimentation?”

Laurence Smith, a board-level advisor to **SmartUp.io**, looks at the ways technology is changing how workforces operate, and how individuals train and develop their skills



HR's role in developing organisation-wide digital skills

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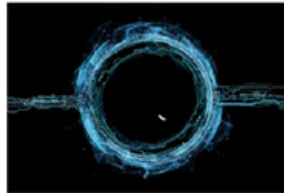
What's the future of corporate universities?

Laurence Smith takes a crystal-ball look at the fu...



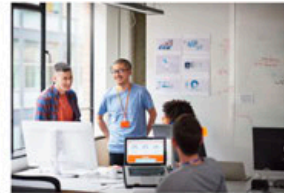
Leading innovation at the world's most celebrated digital bank

Laurence Smith speaks to DBS' chief innovation of...



How to hire a CIO

Chief Innovation Officer of DBS Bank Neal Cross sp...



So you want to join a startup?

Laurence Smith, who switched from a corporate job ...



Accelerating workforce reskilling

Board advisor to Smartup.io
Laurence Smith says we...

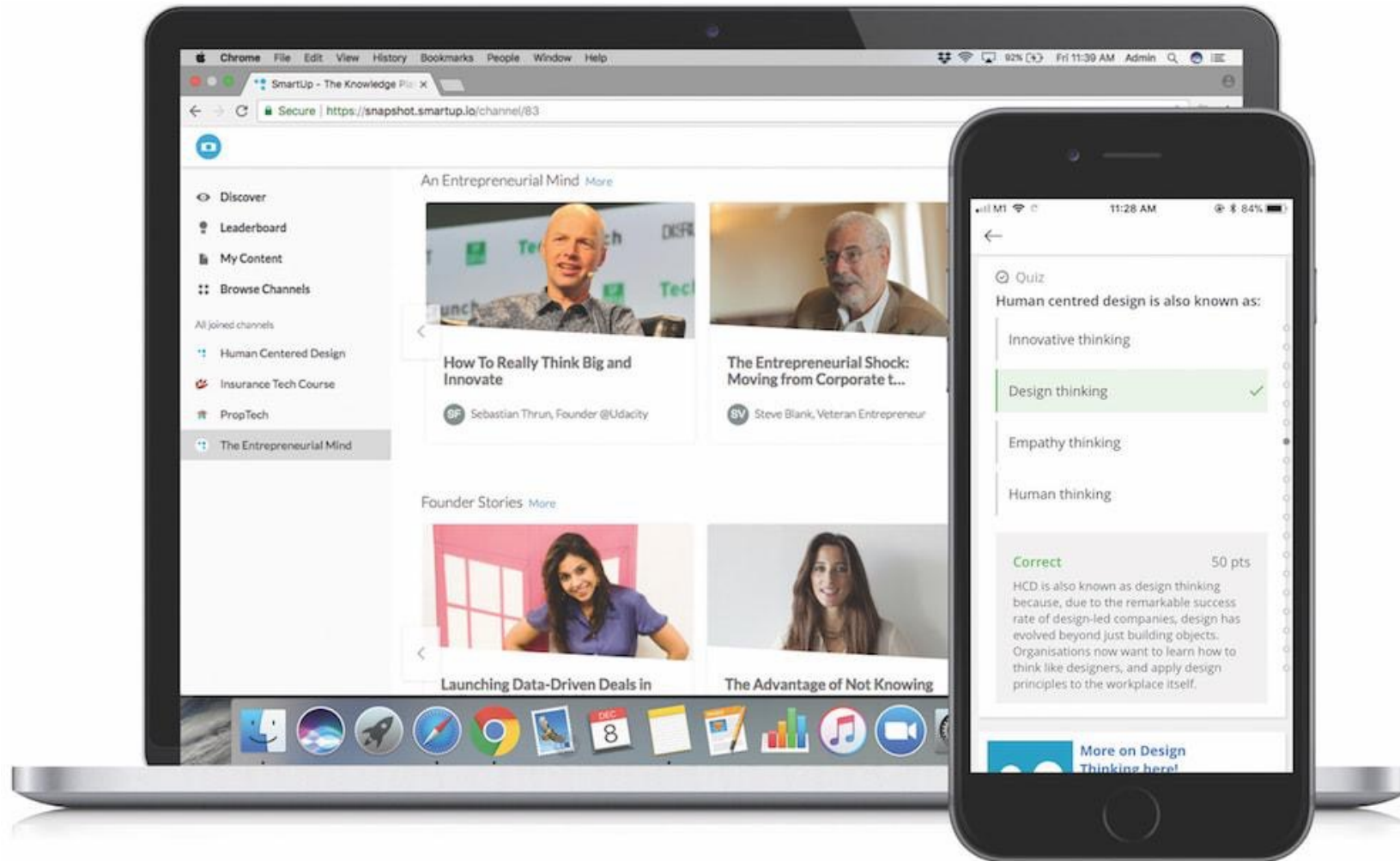
<http://www.hrmasia.com/forum-list/digital-mindset>



Information wants to be free.

— *Stewart Brand* —

SmartUp Transform Platform (web/mobile) + Content + Consultancy



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Take quizzes and answer polls that engage and reinforce

Find knowledge from across SmartUp

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alternatively you can use your used id to

Sign up or Log in

Be More SmartUp

Laurence Smith
asiasmith2020@gmail.com

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**DISRUPT
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AsiaSmith2020@gmail.com

Laurence@SmartUp.io

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- Re-invent your function!
- Transform your organisation
- Start today
- Everyday