

# Trends in Learning Podcast

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## SUMMARY KEYWORDS

learning, quantum computing, learner, trends, business, conferences, year, organizations, people, marketing, pathways, leading, virtual, data, big, impact, event, talk, share, webinar

## SPEAKERS

Jeff, Silesa

### Silesa 00:06

If you're a leader or an aspiring leader in the business of lifelong learning, you're in the right place. I'm Silesia Steele.

### Jeff 00:13

And I'm Jeff Cobb. And this is the leading learning podcast Welcome to Episode 22 of the leading recording podcast in which so we said I talked about six trends set to impact learning businesses in 2020 and beyond, namely, learning experience design, sustainability for conferences, pathways, 5g and quantum computing, the move to marketing, maturity and artificial intelligence. You'll get a bit more

### Silesa 00:49

on each of these six trends in just a minute but we want to let you know that we're taking our own advice, practicing what we preach and doing a little repurposing of content. The discussion of the six trends that you're about to hear is the audio from a webinar, which we also streamed using Facebook Live at the end of December, and we thought podcast listeners would benefit from hearing about the six trends

### Jeff 01:13

did we did and we also think you would benefit from an infographic we put together to highlight what learning businesses told us at the end of 2018, where their six most important focus areas for 2019 to develop the infographic we reached out to a small but diverse group of practitioners, experts and service providers are working in the learning business to get their perspectives. And this resulted in a list of 15 areas that we asked about in a broadly distributed online survey to which more than 200 organizations responded the six trends we highlight from that survey are still relevant, and several of them actually tie into the six we talked about for 2020. We'll link to the infographic in the show notes to this episode at [leadinglearning.com/episode 222](https://leadinglearning.com/episode-222) and by following that link, you'll also have the opportunity to download the summary data on the full list of 15 trends in the survey.

### Silesa 02:10

And when you visit the shownotes. You'll also find the reflection questions that go with this episode. And those are first, which of the six trends that we discussed for 2020 are most relevant for and most likely to impact your learning business. And second, are you prepared for their impact and to capitalize on those most relevant to you trends? How might you better prepare?

**Jeff** 02:37

Now without further ado, let's dig into the six learning business trends for 2020.

**Silesa** 02:51

I am Silesia steel.

**Jeff** 02:53

And I'm Jeff Cobb. And thanks for joining us today for our take on 2020 learning business trends and if you've been to our previous webinars, you'll notice we're doing this one a bit differently. We don't have any slides prepared. It's going to be the two of us talking here. And hopefully you talking to some of the chat and engaging we do want to hear from you throughout the comment on what we say. And we'll also hopefully have some discussion around ideas from the chat towards the end of the session today.

**Silesa** 03:21

It's also a shorter session, and we usually do we typically do hour long webinars. This one we're thinking is going to be about 30 minutes, but again, a lot will depend on how much you have to add how much you have to share. So we'll kind of play it by ear we might wrap up a little bit early, we might go a little bit longer if there's good discussion going on.

**Jeff** 03:40

So we're gonna talk about trends today. And we'll say at the very beginning that we're not going to talk about some of the things that have been usual suspects in recent years things like micro Learning and Digital Badging and personalization. Those all continue to be trends when we've talked about them quite a bit. A lot of other people have talked about them. We think they'll continue to mature in the next year. Hopefully we'll continue to see better definitions, maybe the emergence of some standards since real practices around those but we're going to those will pop up they'll pop up our trends today but we're not going to focus on those specifically as trends. We're going to do with each take three trends that we're seeing right now just based on our experience, what we're hearing from people what we're seeing out there kind of trade back and forth on those for the next 20 minutes or so. And again, we'd like for you to comment all along the way if you're hearing things that resonate with you if you're doing any of these things or pursuing any of these things, and yeah, there's much less formal than usual so I'm gonna be referring to notes and you know, stumbling and bumbling some along the way that's just the nature of going live. Oh, and I'll mention too we are actually live on Facebook right now as well. So hello to anybody who actually is watching their live right now or who happens to be watching later on. We'll be sure to post a link to that as well as to this Zoom video for folks to be able to access afterwards. So

**Silesa** 04:56

it also mentioned if you are going to share in the chat, make sure to check everyone so that all panelists and attendees are what you see selected in the chat window that will make sure that not only you Jeff and I get to see whatever you're asking or sharing but that anybody else who's paying attention to that chat window here in zoom will be able to see your thoughts

**Jeff 05:14**

and might have something valuable to share with you so definitely take advantage of that. So the first trend well we're gonna highlight down to six we'll do here is learning experience design. And this is one that's not not a new trend. You've probably heard this term before. But we feel like it's becoming much more of a thing now particularly with learning businesses and the types of organizations that we tend to work with and there tend to be on this type of webinar that we're holding and in general, the word experience is big right now we're hearing about customer experience and marketing. We've heard about user experience for a long time in the world of web design. So this is this is really picking up on that from those disciplines and in focusing in on the experience of the person who is doing the learning and there are a couple things going on here. One is just the growing recognition that you know some of our traditional approaches to education that can be kind of codified and formalized into courses and classes. Those are those aren't how we've ever really learned. They're certainly not how we learn now. So how do we get more into the flow of life the flow of work, the actual experience the learner and blend that learning experience into what they're doing in life. So that's, that's one take on it. And I think there's also sort of a critique in there of traditional instructional design, which is tended to be very focused on methodology and sometimes too focused on methodology, getting a little too strict about checking the boxes going through the steps. So this is again focusing more on the human being the learner rather than on the instructional methods. And it's also very goal oriented because very often instructional design, again, is about checking those boxes doesn't necessarily keep in mind that larger experience that the learner is engaged in, you know, all of those jobs very well with our view that learning is definitely a an ongoing process. It's not a single event, but we need to stop treating it like that. That's kind of the heart of work experience design.

**Silesa 07:10**

But Jeff and I really need to say that it's basically a mindset of mind, set shift, right, that you kind of have to rethink and really put that learner front and center rather than the the methodology or the process and we also know how powerful mindset is and so shifting mindset can really change things quite a lot

**Jeff 07:28**

and often not easy to do. And there's a big problem if you recognize this nicest.

**Silesa 07:32**

Okay, so Learner Experience Design. That's the first trend that we wanted to touch on. The second trend is around sustainability and conferences and in 2020, the environmental impact of conferences particularly big bass bass conferences, is going to become a more common concern. We're already hearing talk about eco friendly and green and more sustainable events and I think in the year ahead and beyond. More organizations are going to continue thinking or begin thinking really hard about what steps they need to take to make sure that their events are more sustainable might be things like, you

know, eliminating use of plastic water bottles, but it might also be things like choosing a LEED certified venue. But there are some environmental impacts of big conferences that are hard to mitigate. I'm not sure if any of you have heard of fleek Shum and major everybody sort of pardon my pronunciation because I probably did not get that right. But it's it's this Swedish word that's been coined to describe the guilt that some people feel when they have to travel they, you know, they know that air travel produces a lot of co2 emissions and so they feel guilty about that a lot. People are looking for different approaches and different ways to travel because of that, and that's why the we have the great Greta tune bird, the Swedish climate activist, you know, and she sailed to and from the US this year, and that's because she didn't want to contribute those co2 emissions to

**Jeff 09:12**

walk in walk walking them.

**Silesa 09:15**

Right, absolutely. And so you know, we have fleet Sham, and we have flight shaming, which could maybe sound a little bit flippant, so I don't want to sound too fluffy because I really do believe that climate change is a serious issue. Just last month, the United Nations released their latest emissions Gap Report, which paints a pretty dire picture. If we don't change behavior, and of course, one of those behaviors that we could change is eliminating or reducing our use of air travel. And so because of that, I think we're going to see a growth in virtual events and virtual conferences in 2020 and beyond because of course, the easiest way to mitigate the negative environmental impacts of flying is to not fly. But so many big conferences, particularly those with national or international audiences basically have flying baked in, but if you go virtual, you can eliminate that impact. And to go along with that, too, then virtual also has the benefit of helping your organization potentially broaden its reach. We know that historically, so many organizations only reach a fraction of their audience a fraction of their membership with whatever annual place based event they might have. And so by going virtual, you can potentially reach more of your audience just make that event available to people who would never have the budget or the sort of family situation that might let them leave for several days at a time. And so going virtual allows you to tap into that and to do so in a more environmentally friendly and sustainable way.

**Jeff 10:50**

So you heard it here first, that Swedish guilt is trending along with sailing to meetings are expected both of those to be had. And we know that we currently are not suffering from fleas, butchering it, but because we do in fact hold our own event virtually learning technology design, which we'll talk a little bit more about later. Coming up in February is a virtual conference. We do have a couple of comments that have come in. I'll note before I get my next one here. Tobin is asked how we see LX and LX John has asked about what is that LX means learning experience. So Alex design learning experience design, how does that fit in with an organization's overarching efforts involving CX which is customer experience writ large? It seems like that to support one another. Yes, absolutely. We didn't quite connect those dots when we're talking about it. But this talk you know, your your learner is your customer, for the people who are on this webinar for the most part. So you know, making learning materials design really is fully part of customer experience design and as part of the overall experience with your business. If you're learning business as part of a large organization like an association, it's all all part of that. You Sam is asking we have data around the carbon footprint of online conferences

versus in person. We don't have it at our fingertips right now, but there is data out there bad and maybe we can find someone posted a follow up to this, but it's definitely out there a few people that you will, you will find that them that no as far as I know, Toby. There's not a 12 step program for FlexKom. But maybe we need to develop that. So let's move on to the third trend here. And this is what we're just calling pathways, basically. And, you know, there's always been a lot of desire by organizations to create learning paths within say, their learning management system so they can kind of connect the dots together. We're talking kind of bigger than that. This goes back to connects to the whole Learner Experience thing and it's a recognition that you know, the world of work changes out there life changes out there very quickly. Now, often it's not helpful to access, you know, a big catalog of courses. You need to know what you need to do what path you need to take in mourning, in order to be able to take the path that you want to take in your career and in your life. And we're we're hearing more and more organizations that are focusing on this, you know, how do they really not just create courses, not even just connect courses together, but really articulate the vision for the path of a particular field of professional they serve for different parts, different phases in different stages of careers, but I've got a description here from an IGP, the Institute for governmental purchasing, public procurement, that they've got any Pathways program and they describe it as competency based learning and provisionally pathways that can be personalized and customized for every phase and every stage of your working life and public procurement. And if I if I were a procurement professional, that would sound awfully good to me and we're expecting to see more and more that we will actually have Veronica Diaz talking about what EDUCAUSE is doing with Career Pathways at Ltd this year as well so we expect to see a lot more focus on pathways in the coming year.

**Silesa 13:56**

And Thanks Jennifer for sharing she she says that she's seen some recent research that Gen Y and Gen Z see their careers as journeys. Not as a linear process or pathway and that that's very different compared to how Gen X and Boomers tend to see things so thanks for contributing that. So for the fourth trend, I want to touch on two emerging technologies of quantum quantum computing, and five G earlier this year, Google's quantum computer solves an equation in 200 seconds that summit, the world's fastest traditional supercomputer said it could solve in 10,000 years. So 200 seconds versus 10,000 years. I mean, that's absolutely astonishing.

**Jeff 14:48**

Can Can can do that.

**Silesa 14:51**

And so, you know, I think it's gonna be amazing to see what happens when we have that kind of rapid processing power. Very widely and readily available. And then in 2020, I think we're also going to be a B, we're going to begin to be able to use 5g and 5g is the next generation wireless network technology. It's meant to be much faster than then what we have access to currently faster than four g by maybe 50 to 100 times faster than the broadband that we can access as consumers in our homes today. But not only is it faster, it's also supposed to have less latency built in so that means we're going to get faster responses to our requests and it also is going to expand capacity because it's going to tap into other spectrum like like the the millimeter wave and so we're going to have faster access and more readily available and more consistent so even as we're walking or driving around with our mobile devices, that

access is going to be smooth across the entire process. Now quantum computing and 5g You know I don't actually find them all that interesting in and of themselves. I don't honestly understand the technology behind them all that well, you know, like we're saying just the whole idea of a calculation that takes 10,000 years to solve. Just doesn't even really make sense to me just wanting to work. Exactly. But so what I find interesting about these two emerging technologies is what they will enable, you know, we have quantum computing and we have 5g, they're technologies they are tools, they're a means to end. But once we have the power and the ubiquity and the speed of quantum computing, and and 5g readily available, I mean, just think about what we're going to be able to do in terms of really making use of big data. What it's going to make possible with the Internet of Things and self driving cars, things that really require that that real time data from from sensors all that's going to become much more viable and all that's going to impact then how we work and how we live and of course anytime how we work and how we live changes, then how we learn and what we need to learn changes to so I think it'll be really interesting to see over the years ahead, what learning businesses do to harness quantum computing and 5g and how they impact what we deliver.

**Jeff 17:19**

Yeah, and I don't I don't claim to be an expert in this at all, but I understand that the availability of 5g can have a big impact on on virtual reality and the ability to to use virtual reality both to create and deliver it but then probably more importantly for the end user to really have the kind of experiences that we that we hope to have out of virtual reality and you know, at that point, it starts to become so many many businesses are already interested in what they're going to be able to do with virtual reality have hadn't really latched on to it yet. I think things will start to shift with with 5g in particular and and quantum computing is both a huge difference. Before I jump to the next one, I will note in the chat here that we Santa said that they are reorganizing their entire catalog around pathways, specifically around the UN's 17 Sustainable Development Goals Excellent. specifically as it relates to what architects designers can do to support these goals and their practices. So that that's fantastic and I know we have some folks who are interested in the SDGs and their the sustainable development goals and the Santas is happy to to share about that and target is asking are there any downsides that we see to quantum computing? And in EG security risk are there any security risks with it?

**Silesa 18:37**

I'm sure, absolutely. There are always going to be downsides. I mean, I think there are going to be security risks just as there are with current technologies. But you know, I don't have a lot of specifics to share about specific, you know, concerns but, you know, I think that yes, there will be drawbacks. I also think too with with 5g right now, you know, it's so much more of a promise than a reality and that's what we're thinking we'll begin to tip some in 2020. But it's like until you really have the much broader availability of it. It doesn't really matter much and then of course once it is more broadly available, then yes, there will be probably increased security risks and downsides to it. But again, I think that's true of technology today as well,

**Jeff 19:21**

right? We are not quantum computing or 5g experts even though we're playing them on zoom right now. So do your research. Definitely, but I'm in these dummies. And also comments that the the VR the virtual reality comment around 5g quantum computing reminds him that you can now attend



conferences in VR and he says a VR app and play with play it playing within the the Oculus quest. Software is very powerful. So yeah, you mean we talked about this in our in our last learning technology design and we had somebody from AICPA, the American Institute of Certified Public Accountants talk about what they're doing with virtual reality it's it's really much more approachable and within reach than people think it is right now. And this is just gonna make it it's going to help make that quantum leap but I think so. So there we go. Alright, so let's talk about the the fifth item that we have for this session and we're characterizing this as a movement towards marketing maturity and, and, you know, we always talk about marketing a lot. It's one of our sort of main things to help learning businesses be able to market themselves effectively from strategy on up, but we feel like we're now really starting to hear more organizations both talk about it and take action around you know, better understanding their market and figure out new ways to engage with their market more effectively from the promotional techniques to their pricing. And gather at least a couple of drivers here. One of course is it is getting more competitive out there day by day more people entering the whole learning business. The barriers are down for doing now. We've talked about that for years. And then also the fragmentation of the channels for reaching your your customers. You can't just print the mail or send it out or do email blasts these days and expect that to get the results for that you have to be able to reach your learners in multiple channels to kind of get connects back to that customer experience and Learner Experience Design is well you know, how are you designing your marketing engagements in ways that you really are meeting your learners where they are engaging them in different ways at the right time to pull them in? And so we generally talk about kind of five key components, pillars around marketing. These are all areas where we expect to see further development some more than others in the coming year. Acquiring and leveraging meaningful data that will be one of the biggest ones that applies to learning and the design of learning, but it applies to understanding your market in general and being able to market effectively. So organizations really have to be able to do that brand is going to be increasingly important. We've talked about this before. It's getting harder and harder to be found. On just generic searches around say at the topic or at the training meet in Google. It's much more effective if somebody is going to search for you for your organization by name so you don't want them to be typing in I need, you know, training on X or continuing medical education on x. You want them to say I want this learning business I want that this organizations learning or the brand about learning why even branch learning products is becoming increasingly important. So a focus on brand is going to be very important in 2020 Having an omni channel approach to the extent that you don't already and getting much more sophisticated about it if you do and this means that yes they need to have email as a marketing channel that that's not going to go away that's still effective, but it's not as effective. It's harder and harder to get into the inbox and get people to click. You need to make sure you know how to leverage search well what's working what's not with search, you need to make sure you understand how to leverage social media well, you need to understand things like using messengers using chatbots. Using push notifications on websites, all of this stuff, you need to have this portfolio of approaches to be able to reach your learners and pull them in along with that content marketing. I think our feeling is it's so lonely businesses in general have tended to lag behind on content marketing. They're so focused on the content that people actually register for pay for, but you got to provide that value upfront to get them there in the first place to hook them in. And that goes back to that customer experience that customer journey learner experience learning journey, you know, before they're paying before they're enrolling, you're engaging with them as learners and providing that value and doing that, you know, even better on going forward. And then copywriting which has always been sort of an Achilles heel. I think for so

many learning businesses, you know, you send out an email blast, you put together this conference flyers but the copy that's written for it, you know, just just isn't hooking people and pulling them in so those five pillars of acquiring and leveraging a meaningful data brand, Omni channel approach, content marketing, effective copywriting, all of those focusing on them towards marketing, maturity in

**Silesa 23:53**

2021. I just was at a UPC EA events in New Orleans. And that's a university professional Continuing Education Association. But it was all about marketing and the the level of sophistication around how they're doing, the tools they're using and the just the analytics that they're doing both on social media and in post it was really inspiring in some ways around the the level of sophistication there. And then I'll just make one other comment to around the sort of, you mentioned that content marketing can maybe be something that the learning businesses haven't focused on that much. But of course, the irony there is that they have great resources for content marketing, because we do have all of that that learning content that we've put all the time and effort into so carving out bits and pieces of that and making it available as content marketing can be really effective.

**Jeff 24:51**

Definitely I'll mention too that we have too many people use the Chief Revenue Officer for ame Imaging Association, talking about essentially conversion rate optimization at upcoming Ltd. We'll have other sessions that talk about marketing. So for those who are looking to learn and yeah, so plenty out there to help you with that.

**Silesa 25:13**

And I'll note too, that we've seen a couple of questions come in about more information and some resources about pathways and we we can certainly include some of that in the follow up materials you know, just as well. So if there are questions and we can provide some links to some examples, for

**Jeff 25:29**

example, link to the IGP pathways, for example, if you stand if you have a link that we can share or share that will share as your cause Veronica Diaz, if they have anything they can share, we'll get that up there.

**Silesa 25:40**

And so the sixth and final trend that we wanted to touch on today is artificial intelligence and AI is of course a bit predictable, perhaps as a trend for 2020. But we also felt like we couldn't not talk about it. Yeah, and especially because in light of what I talked about is the fourth trend that you know, with quantum computing and 5g I think a big part of what they will enable is artificial intelligence. You know, quantum computing, coupled with artificial intelligence is gonna make it possible to finally truly really deliver on personalized learning. It's another one of those things we said we weren't gonna exactly talk about because it might come on there's a

**Jeff 26:23**

learner experience.



**Silesa 26:24**

So you know, we're going to be able to with much more accuracy and better than ever before match learners and prospective customers with our offerings and help them make use of them in the ways that are most beneficial to their particular situation and their particular needs. Artificial Intelligence is also going to help us to much more accurately and predictably look at the job market. So what what jobs and professions will wane what new jobs and professions might evolve? Where are we going to see growth and I mentioned of course to that, you know, AI we're talking about it as a trend, but it really is already here. It's really something we're already soaking in. It's it's built into so many of the services and tools that we already use, you know, think about a Google search, you just type in the first few letters and it's auto filling for you and suggesting search terms if you use Gmail, and you know you're responding to a message. It'll give you some pre scripted answers to choose from. I mean, so that those are just a few quick simple examples of how AI is already baked in to what we're doing on a daily basis. And that's just going to continue to grow in 2020 and beyond. And as it grows, it really has the potential to impact pretty much every dimension and aspect of what a learning business does. It's going to impact how we understand our market, how we go about market assessment and market research. It's going to change how we develop and design learning experiences. The tools that we use for developing those are going to have more and more AI baked into them. As we mentioned, with personalized learning, it's going to help us match up learners with the appropriate offerings and help them use them in the most meaningful ways for them. And it's going to help us see impact and outcomes because we're going to be looking at some of that data after learners leave whatever learning experience we're providing and how they go back and apply it and being able to see more of that so I think ai ai will have a tremendous impact in 2020 and beyond.

**Jeff 28:32**

To keep keep changing the world it means it keeps changing work teaches and change your life which is going to change what we need to be able to teach the providers as learning as you noted, so keeping an eye on it is extremely, extremely important. So So those are the six that we wanted to put out there. The worrying Experience Design Conference, sustainability pathways, the 5g and quantum computing, marketing maturity and then, you know, AI as it's trending right now, it's been trending for a while but how it's going to continue to trend in 2020. So we'd love to hear you know, there are other things that are on your mind that you're really going to be focused on and 2020 Please share those in the chat right now. And make sure you are selecting not just panelists, but everybody so that we can have some conversation around that. And then also if you have further comments that anything that's that we've raised your questions about any other gym, as we're waiting for that we've mentioned a few times here and there throughout our morning technology design Ltd, our annual virtual conference that is coming up in February February 25 27th. Registration is open right now you can just go to Ltd dot leading learning.com Right now it's possible to get \$50 off an individual registration or \$100 off of organizational registration. If you're watching right now that's a video if you're watching this live right now that's available and it'll be available for a while yet. So take advantage of that. This is really the only virtual conferences designed specifically for professionals in the business of continuing education, professional development and lifelong learning. So if that describes you, which probably does since you're here on this webinar, please do consider joining us for that we've got a really great program this year. You can check that out again at Ltd that leading learning.com.

**Silesa 30:25**

And we'll also mention again, please send in any comments or questions that you have looks like we're getting at least a few coming in. So we'll get to those in just a minute. But that's encourage you to follow us on Twitter and LinkedIn. That's Those are both places where we share a lot of the resources and links to items, articles and other things of interest to learning businesses. We curate those and then send those out to followers so we encourage you to follow leading learning on both of those platforms LinkedIn and Twitter.

**Jeff 30:56**

Great. So we've had John as curious as when this just came to panelist So mostly, we mostly talk about learning businesses geared towards career related learning areas among our followers. Are there education businesses geared towards recreational activities, or is that a whole other sectors of sailing, scuba, general aviation, the kinds of things or certifications or goals that we do? We do have those kinds of followers as well. And we define learning businesses broadly. A lot of folks here I know we're going to be from trading professional associations. We've historically done a lot of work there. So those would be more career oriented, but we do work with other types of organizations, training companies, university continuing education division, so anybody who's really creating and marketing adult educational experiences to adult lifelong learners, that's what we do. That's what we think of as the learning business. So any any other comments or questions before we finish up here? Once I get some of the QA panel and shower was asked how are shorter virtual conferences faring? Eg two hours conference with multiple short tracks? That's, that's a great question. That's sort of a micro virtual conference at EMI and you might just invented a new genre the shower.

**Silesa 32:09**

I don't have any data at my fingertips about that. But I will say anecdotally, it definitely seems to be a bigger focus on shorter rather than longer I know even just in terms of webinars like this. Even Jeff and I are experimenting today in terms of our traditional length of of an hour, doing about 30 minutes this time and I know that there are a lot of other organizations that are going shorter for for webinars and so I can imagine for kind of a virtual conference potentially doing that as well.

**Jeff 32:42**

Yeah, that's true charter points out that you want to do it has been doing something along these lines where it is sort of a briefer event, probably something we should look at doing in the coming year as well. And I like that micro virtual conference in DC you heard of your first TTM and let me see here, somebody has asked for our Twitter handle, I'll type it in but it's just app leading. I'm sorry, app lead. Learning now is going to be the the Twitter handle for leading learning and we look forward to seeing you there. We have at least one comment and somebody liked the 30 Minute link here. So we don't want to get too much longer. We're in 31 minutes now. So we should should wrap this up. But thanks to everybody for joining us. We will send out an email about this with the video and any links that we come up to that will be helpful to you. In the meantime, whatever holidays you may celebrate it this time of year we certainly wish happy holidays to you and yours and a Happy New Year.

**Silesa 33:41**

very trendy 2020 to you all there. Yeah.

**Jeff** 33:44

So that's our quick take on six learning business trends for 2020. To get the show notes, go to leading learning comm slash episode 222 and the show notes will include the reflection questions, which are which of the six trends we discussed for 2020 are most relevant for and most likely to impact your learning business. And are you prepared for their impact and to capitalize on those most relevant to you trends? How might you better prepare?

**Silesa** 34:12

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**Jeff** 34:25

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**Silesa** 34:43

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**Jeff** 35:11

Thanks again and we'll see you next time on the leading learning Podcast. You having a nice rest here.