



# MICRO LEARNING STRATEGIES FOR THE MODERN WORKFORCE

**caceis**  
INVESTOR SERVICES  
A company of Crédit Agricole



# MICROLEARNING DEMO

# LEADING THROUGH UNCERTAINTY

## THE SITUATION

Your organisation is going through a major restructure. Your team comes to you: "What's going to happen to our roles?" You genuinely don't know yet.

## THE QUESTION

What do you say?

# THE NOW FRAMEWORK

What destroys trust in uncertainty is not the absence of answers but the absence of honesty about what you don't know:



## NAME

**State confirmed facts precisely.**

Be specific about only what you have confirmed.

"What I can tell you with certainty is that the restructure is happening and the timeline is Q3."

Never fill the unknown with speculation or false reassurance.



## OWN

**State what you don't know directly.**

State the uncertainty without apology.

"I do not yet know how individual roles will be affected and I will not speculate."

Admitting uncertainty **INCREASES** trust. This is counterintuitive and it is true.



## WHEN

**Commit to a specific date or action.**

Give a date, a process, or a clear action. Not comfort.

"By March 10 I will have information about team structures. That's when I will update you."

Vague reassurance ('we'll get through this') signals low awareness.

# WHICH RESPONSE BUILDS THE MOST TRUST?

"What's going to happen to our roles?"  
You have 45 seconds. Which response builds the most trust?

**A**

"Don't worry, leadership is very focused on retaining talent and I'm sure everything will be fine."

**B**

"I don't have all the answers yet. Here is what I know, here is what I don't, and here is exactly when I'll update you."

**C**

"This is a complex situation and I'm not in a position to discuss it right now."

**D**

"The restructure is real. I don't yet know the team impact. I'm meeting with HR on Friday and I'll brief you Monday morning."

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**✓ N-O-W in full. Precise, honest, committed.**

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**✓ Concise N-O-W. Specific date. High-trust.**

**D is the most effective. Being specific (Friday, Monday) signals both honesty and competence.  
B is equally valid**

# RECAP

What does N-O-W standfor?  
Which step requires the most courage?

**N = Name confirmed facts | O = Own the uncertainty**  
**W = When (specific date) or action**

## THE STEP THAT REQUIRES THE MOST COURAGE: OWN

Saying 'I do not know' out loud, in a room that expects you to know, is the hardest leadership communication skill there is. Leaders who openly acknowledge uncertainty are rated as significantly more trustworthy than those who project false confidence.

**Uncertainty named is manageable. Uncertainty hidden is terrifying.**

# REFLECT & COMMIT

**Q1: Think of a current uncertainty you are leading through right now.**

What do you **KNOW** that you haven't yet stated clearly? What do you **NOT KNOW** that your team is probably already assuming you know?

**Q2: WHEN is the specific date you can commit to for your next communication?**

Not 'soon.' Not 'when I have more information.'  
A specific day. What is it?

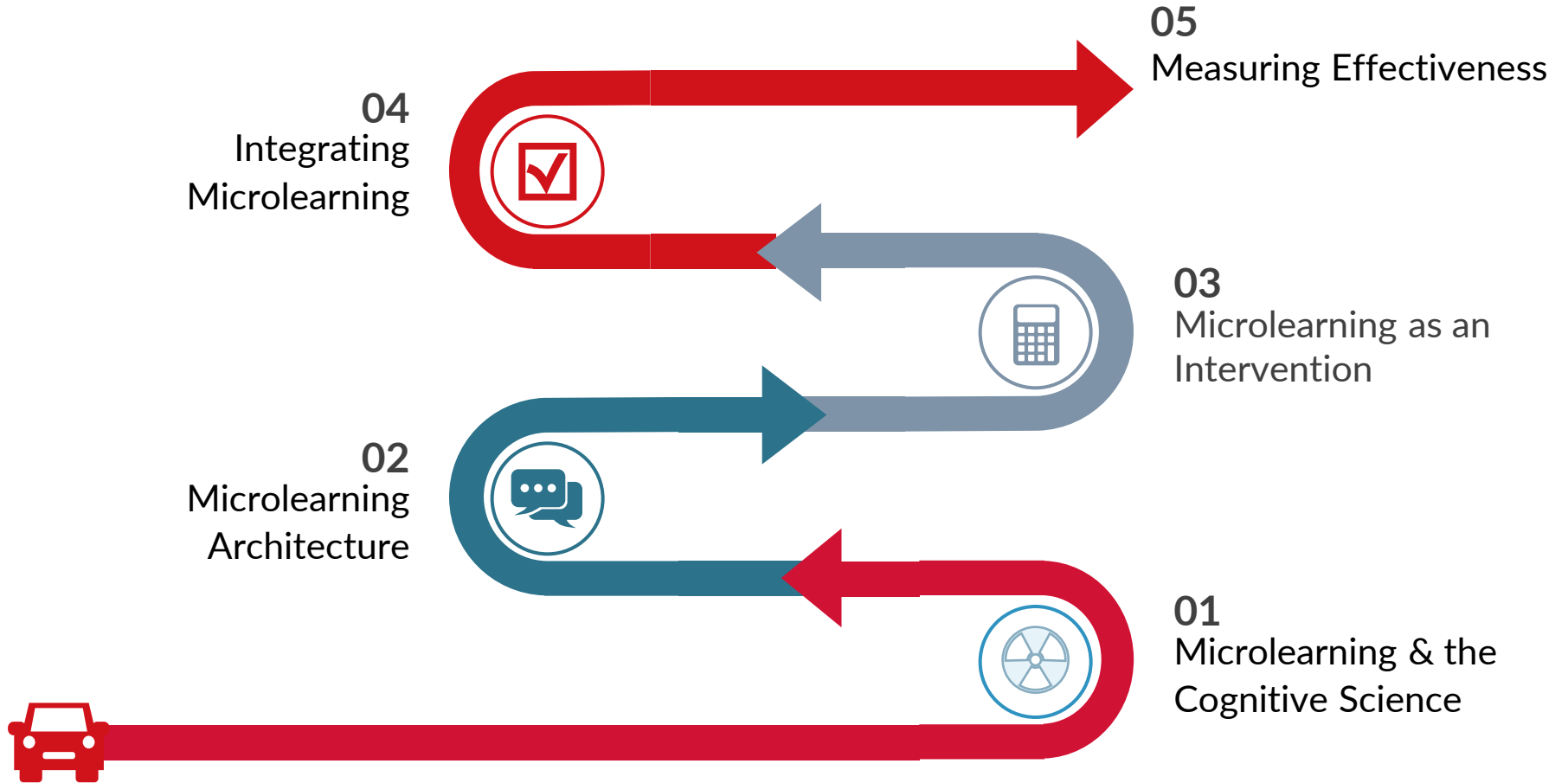
**YOUR COMMITMENT:** This week have a **NOW** conversation with your team about your most uncertain current challenge.

A decorative graphic in the top-left corner consisting of a vertical red bar on the left, followed by a horizontal row of five smaller bars in orange, white, light blue, and dark blue.

# MICRO LEARNING STRATEGIES FOR THE MODERN WORKFORCE

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# OUR ROADMAP



# MICRO LEARNING DEFINED

Microlearning is not defined by a single duration but is defined by FOCUS. Research shows that sessions bounded by a single clear objective, structured reflection, and immediate application opportunity are effective well beyond the "under 10-minute" stereotype.

For soft skills which require scenario processing, emotional engagement, and practice, 30 minutes has been found to be optimal.

**1 Objective**

**Deliberate  
Practice**

**Soft Skills  
Require Context**

**30 minutes = 1 objective + scenario practice + reflection. That IS microlearning for soft skills.**

# THE COGNITIVE SCIENCE CASE FOR MICROLEARNING

## 1 Working Memory Threshold

Cognitive Load Theory: Working memory can hold 5–9 elements for 20 seconds. A 30-minute session, structured around ONE soft skill chunks learning into processable units

## WHAT SCIENCE SAYS ABOUT DURATION

**≤30 min**

*optimal for complex skill schema formation*

## 2 Reflection Anchors Soft Skills

Structured reflection after learning a concept improves performance and self-efficacy. Embedding 5–7 min of reflection in each 30-min session is a key component of session architecture.

**1 goal**

*per session = lowest cognitive load*

## 3 Retrieval Practice Over Re-reading

A 30-minute module with a scenario + quiz + action commitment leverages this effect far better than a 5-minute factual snippet.

**5–7 min**

*reflection*

**Practice**

*beats passive content at any duration*

# THE 30 MINUTE MICROLEARNING ARCHITECTURE

## 1. THE HOOK

Create relevance to real world challenge.  
Learners retains 2x more when it's relevant to them

## 3. PRACTICE

Case study, role play scenario.  
Practice is non-negotiable it ensures skill is transferred

## 5. REFLECT & COMMIT

Reflection prompt and commitment improves performance and self-efficacy

0 - 3 mins

3 - 10 mins

10 - 20 mins

20 - 25 mins

25 - 30 mins

## 2. CONCEPT

One focused concept. This is the key micro learning design principle and keeps cognitive load within working memory limits

## 4. RECALL

Short quiz or self-assessment – recall. This recall forces learning into long-term memory

# MICROLEARNING AS AN INTERVENTION

## Microlearning Excels At:



### Single Behavioral Competency

One specific skill rather than broad skill (name an emotion to self regulate instead of EI)



### Reinforcement & Spaced Practice

Content learners have encountered before. Spaced repetition doubles retention



### Just-in-Time Performance Support

Pre-meeting primers, scenario practice



### Soft Skills Learning

Teamwork, EI, TM, Leadership, Communication showed statistically significant improvement via microlearning

## Microlearning Struggles With:



### Deep Conceptual Transformation

Complex Mindset Shifts (e.g. growth mindset)



### Foundational Skill Building from Zero

Micro-sessions lack the scaffolding needed for new learners.



### Complex Interpersonal Scenarios

Conflict resolution at senior leadership level requires longer immersive experience



### Replacing Feedback Rich Coaching

Microlearning cannot replicate real-time coaching

# INTERGRATING MICROLEARNING INTO THE FLOW OF WORK

The #1 reason microlearning fails in practice is not the content, it is friction. Learning that is additional to work gets deprioritised. Learning embedded inside existing work moments gets done.

## Calendar Blocking Protects Learning Slots

Schedule sessions in team calendars as recurring protected time. 'Learning on the go' is an aspiration; a blocked slot is a commitment.

## Just-in-Time Learning Intervention

Deliver a context module before a relevant meeting (e.g. a communication skills session before a difficult stakeholder conversation). The session is immediately relevant.

## Messaging Platform Integration: Teams & Slack

Deploy learning bots that deliver a micro-module at set times each week. Learners access it at their own pace and come together to practice & reflect

## Team Huddle Weekly Learning Win

Add one standing question to the team's weekly huddle: 'What did you apply from last week's session?' This creates accountability signals leadership endorsement

## Spaced Retrieval as a Workflow Habit on Day 7 & 14

Programme automated Day-7 and Day-14 single-question retrieval push notifications. This pushes it into long term memory

# MEASURING MICROLEARNING EFFECTIVENESS

## THE KIRKPATRICK-PHILLIPS MODEL (4+1 Levels for Microlearning)

L1	<b>REACTION</b>	Learner satisfaction score, Net Promoter Score (NPS)	> 4.0/5.0	Post-module survey (3 questions)
L2	<b>LEARNING</b>	Pre/post knowledge assessment score delta	> 15% improvement	Embedded quiz, spaced recall assessments
L3	<b>BEHAVIOUR</b>	Manager observation, 360° peer feedback, task accuracy	Visible within 30 days	Observation checklist, pulse surveys
L4	<b>RESULTS</b>	Error reduction, productivity, sales conversion, compliance pass rate	30-90 day lag	HRIS / CRM / compliance system data
L5	<b>ROI</b>	Training ROI = (Benefits - Costs) / Costs × 100%	% target organization led	HRIS / CRM / compliance system data &, L&D



The research points to the same conclusion: focused, structured, practice-rich learning sessions, even 30 minutes, can drive meaningful soft skill development when designed correctly.



**THANK  
YOU  
FOR  
LISTENING**

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# Solid & Innovative

ACTING EVERY DAY IN THE INTERESTS OF OUR CLIENTS & SOCIETY

