The International Conference for Training and Organizational Development **TOD'26**

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Driving Skill Shift:

Competency and Innovation

for Sustainable Organizational Development





Media Partner: ربان السفينة Robban Assafina

Organizer: معهد تدريب الموانئ Port Training Institute

Co-Organizer:

IHRIM

University of South-Eastern Norway

The Nautical Institute

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From Idea to Practice.

How Learning Ecosystems Make Innovation Stick

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Why do good ideas disappear?

The innovation gap is rarely a shortage of ideas. It is the **gap** between launching and practicing it



Innovation graveyard

- **Champion leaves:** Knowledge and ownership remain with one person
- **Funding ends:** No role or budget is created for continuation
- **Workflow stays unchanged:** The new practice sits beside "real work"
- **Evidence is weak:** Benefits are assumed rather than demonstrated-

Rogers (2003); Fullan (2007)

Digital capability must keep pace with digital change

The readiness gap is already visible

Global study: 532 seafarers across 64 countries + 110 stakeholder interviews.

Technology is advancing faster than the people, training systems and conditions needed to use it safely:

>80% receive digital-skills training rarely or not at all

67% are willing to improve their digital skills

72% report insufficient time onboard to learn new digital systems

13% say shore-based training consistently matches systems encountered onboard



Skills gap – or learning ecosystem gap?

Willingness is present.

The learning conditions are not consistently connected

World Maritime University, Lloyd's Register & Lloyd's Register Foundation (2026), Digital skills in maritime education and training. https://www.lrfoundation.org.uk/sites/default/files/2026-06/Digital_skills_in_maritime_education_and_training_full_report.pdf

When does an idea become innovation?

A short reminder from 2020

BEFORE 2020
The tools already existed.

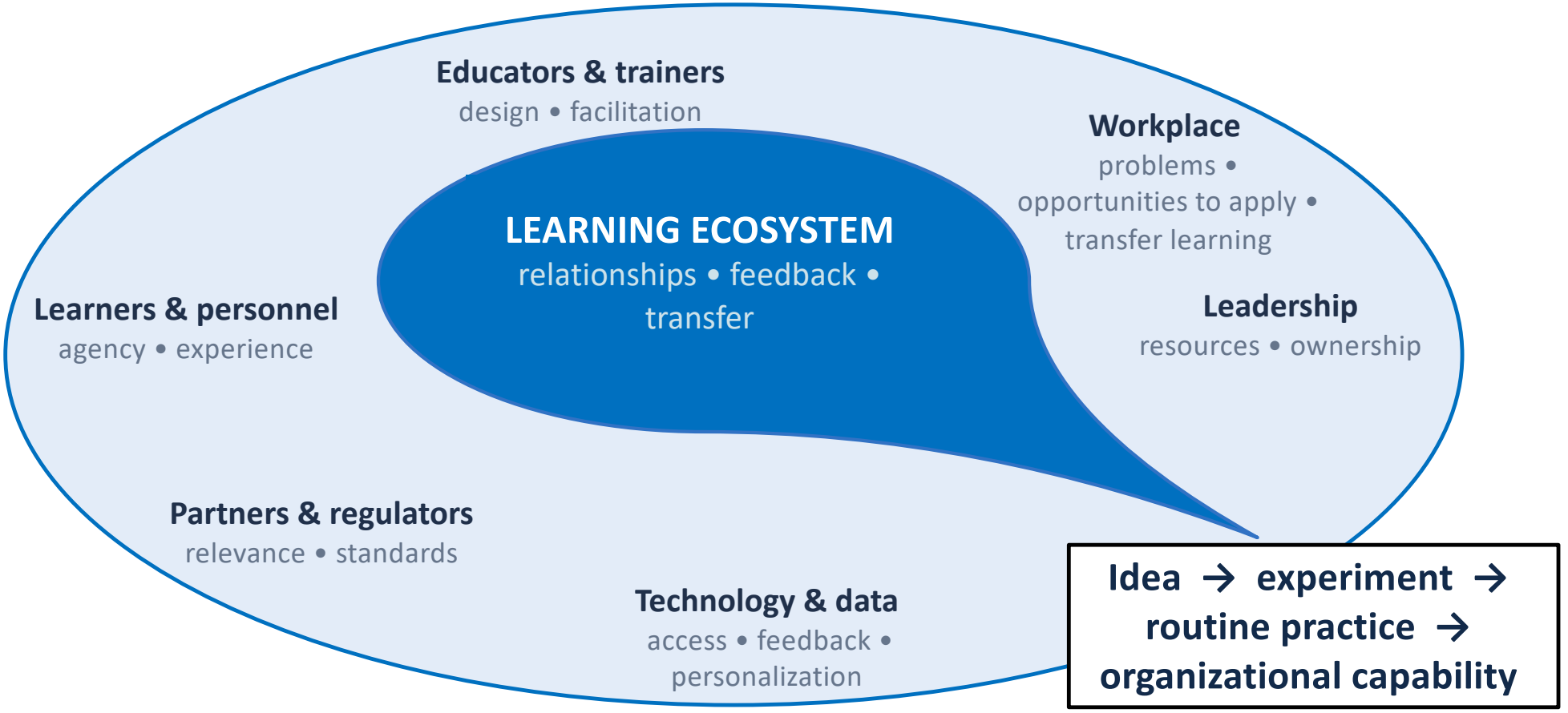
2020 AND AFTER
Adoption and practice changed.

Innovation = implemented change that is used, evidenced and sustained



Novelty alone is not innovation.
The real change is in practice.

Learning Ecosystems Bridge the Gap



Connected elements turn learning into organizational capability

Start with the problem, not the tool

What learning or performance problem are we trying to solve?

Reverse the usual question.

PROBLEM → LEARNING DESIGN → TOOLS → TRANSFER

AI | analytics | simulators | immersive platforms | micro-credentials

Technology becomes valuable when it strengthens the pathway from learning to performance.



Maritime Example: an Authentic Challenge

How can a shipping company reduce emissions without compromising safety and crew readiness?

Fragmented Training

Simulator course
+ E-learning module
+ AI assistant
+ Lecture on regulations



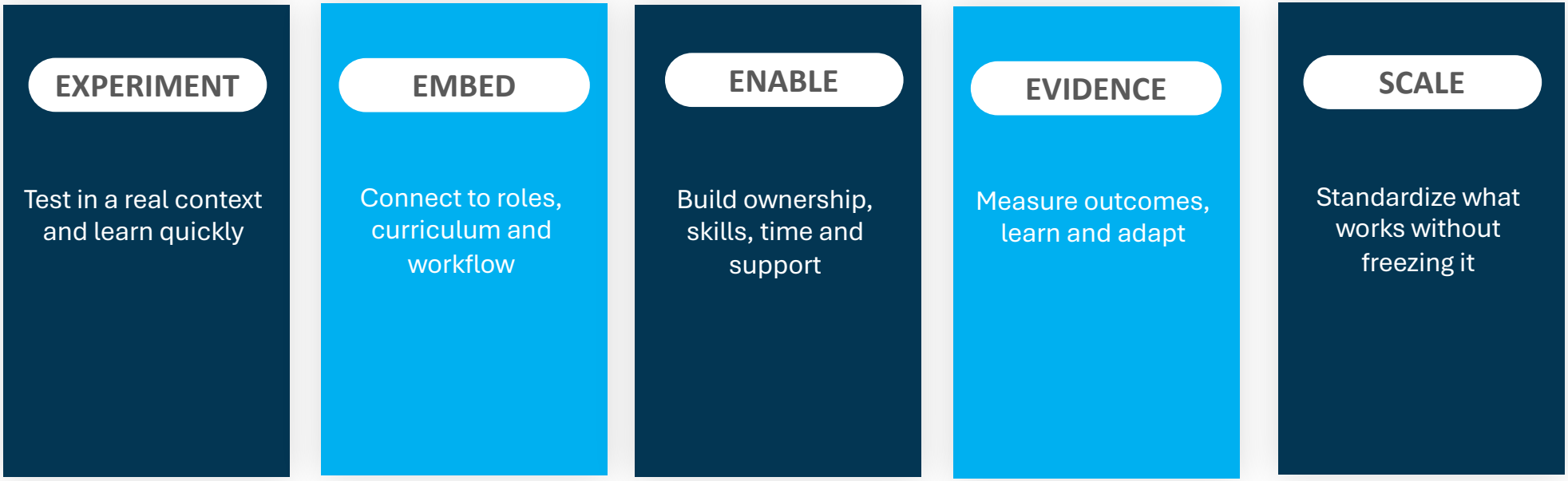
Challenge-Based Learning

Fleet case + data
+ Critical use of AI
+ Simulator decisions
+ Mentor + teamwork
+ Reflection + Transfer
= the ability to learn and transfer learning into changing work

INTEGRATE

Image source: https://www.pexels.com/

How innovation sticks: design the pathway to capability



Organizational capability = a repeatable ability that survives staff turnover, funding cycles, and technology change.

Measure what changes: move from counting activity to demonstrating capability

Activity metrics

Course delivered
Training hours
Attendance
Certificates issued

Capability indicators

Competence demonstrated
Application in workplace
Behavior/decision quality
Performance, safety, adaptability

Roles shift too: instructor – learning architect; manager – learning enabler

From Idea to Practice

Innovation is not what an organization introduces.
It is what an organization learns to sustain

01 IDEA → 02 LEARNING ECOSYSTEM → 03 PRACTICE → 04 CAPABILITY

↓

05 SUSTAINABLE DEVELOPMENT



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