

RISE Research Institutes of Sweden

How can learning technology enable agile and scalable capability development?

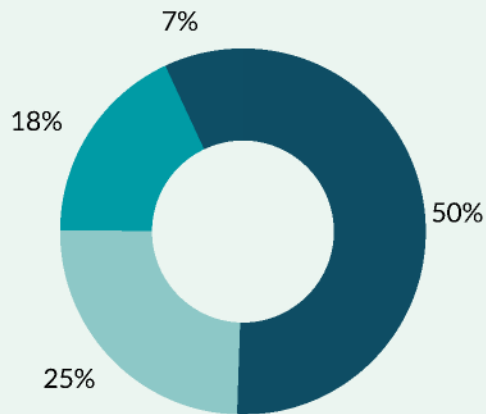
“Preparation for future events is not a matter of knowing or planning what will happen, but of learning to be flexible to respond as needed in context”

Nora Bateson,
Combining



4,394

SEK million, net sales



Revenue distribution

Business sector	2,221 MSEK
Public funds	1,081 MSEK
State funding for skills development	787 MSEK
EU funds	305 MSEK

3,260

Employees

4th

Largest institute in Europe after Fraunhofer, CEA, and TNO

130+

Test and demonstration facilities

Our operations are located all over Sweden

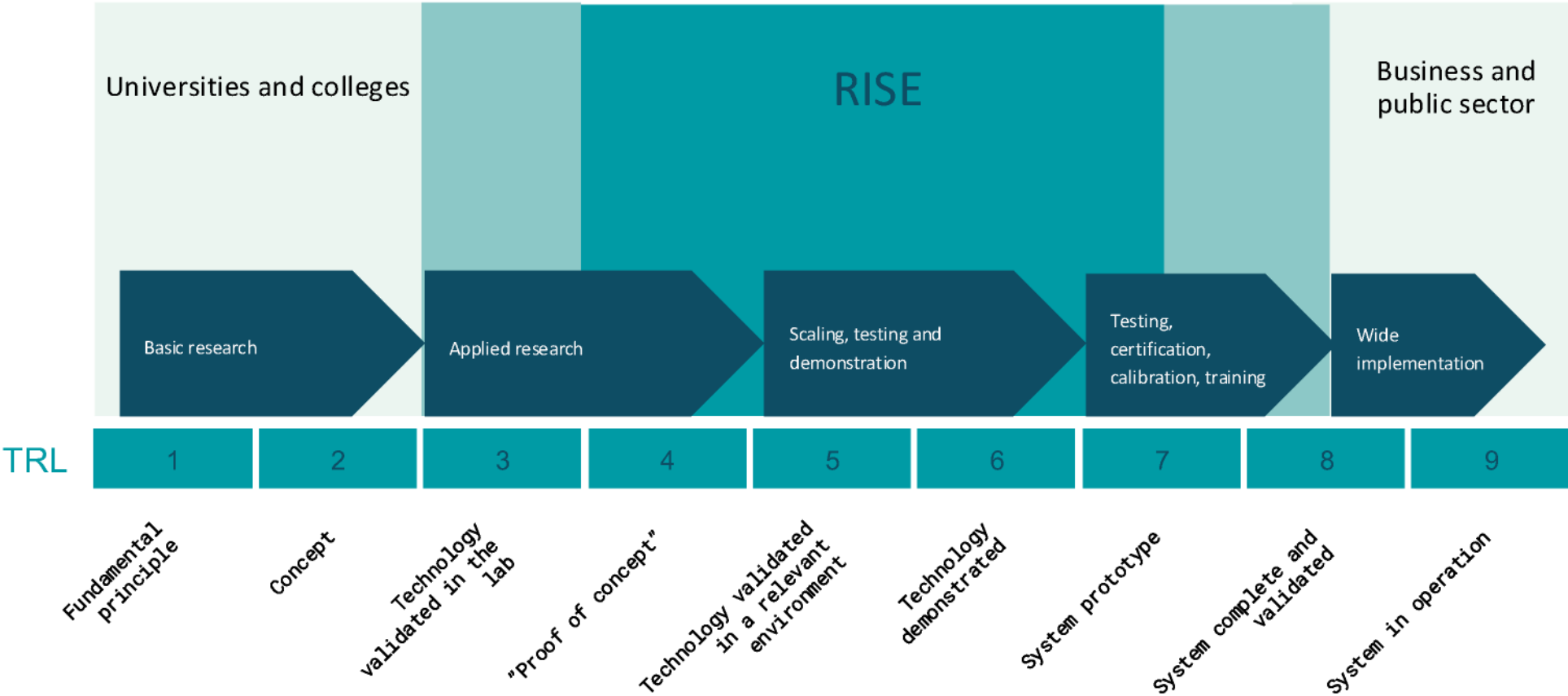
We also have operations in Norway and France



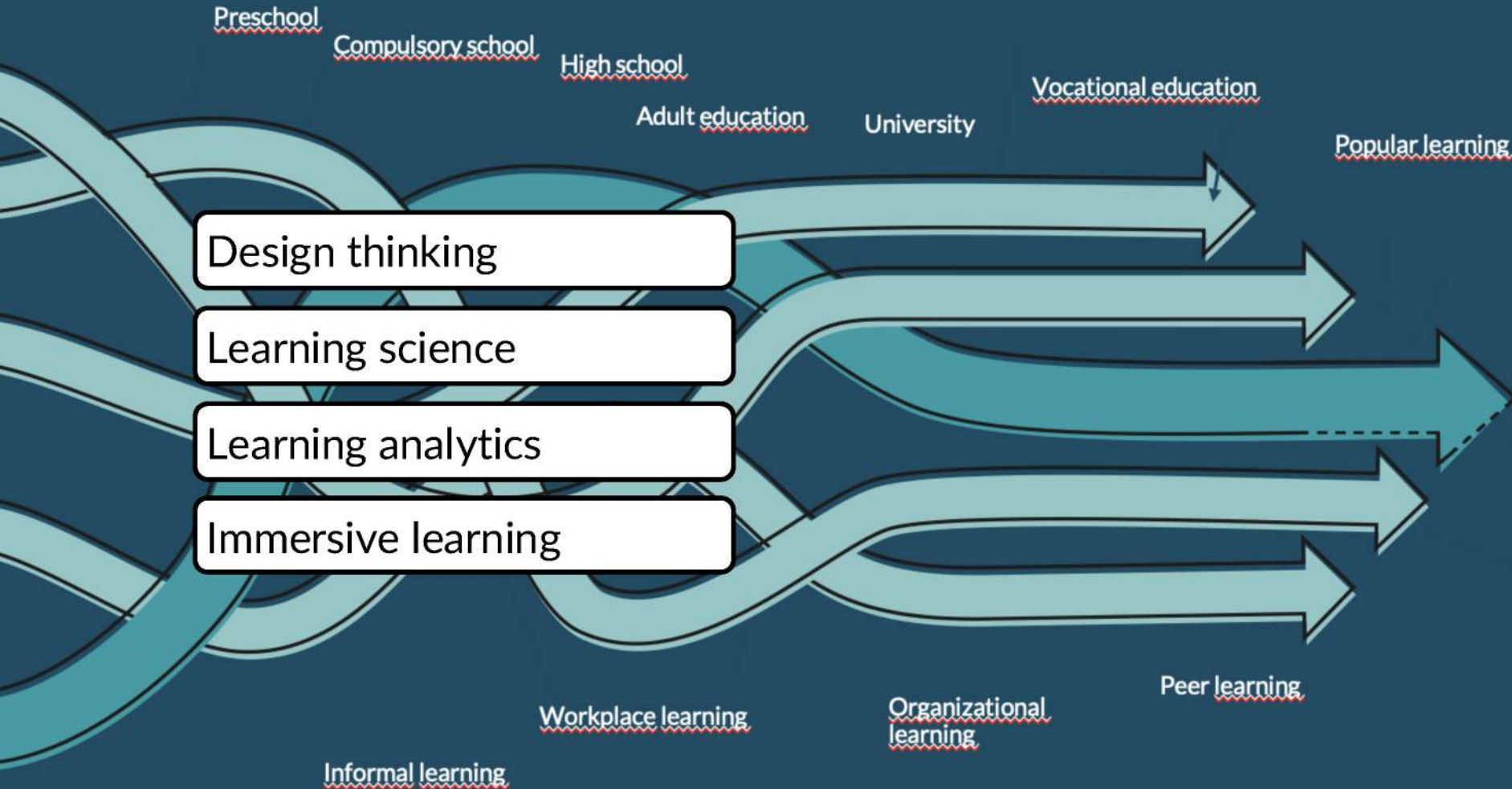
79

Customer Satisfaction Index

RISE in the innovation value chain



Lifelong learning at RISE



Center for Security Design and Innovation (CSDI)

- Strengthens Sweden's ability to address complex security threats and build societal resilience through applied research and innovation.
- A multidisciplinary approach at the intersection of several critical areas of society.
- Through a holistic understanding that integrates systems thinking, organizational adaptability, design capability, new technology, and scientifically grounded methods.

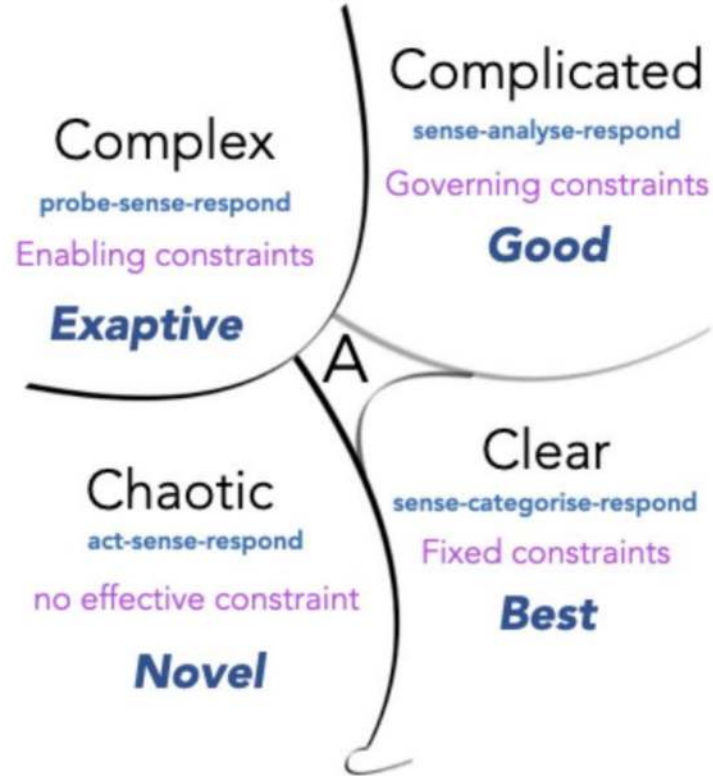


"...hybrid warfare evolves faster than most of our institutions are designed to respond. The rate of change is relentless. One day the pressure is cyber, the next it is energy, then migration, then legitimacy, then trust in elections, then trust in media. There is no clear sequence, and there is no pause button. Systems built only for stability struggle when faced with constant transformation.

Liubov Tsybulska,
Join Ukraine



Is our approach to learning aligned with the complexity we face?



Source: Dave Snowden, Cynefin Co.

Traditional process for public administration



Idea

Planning

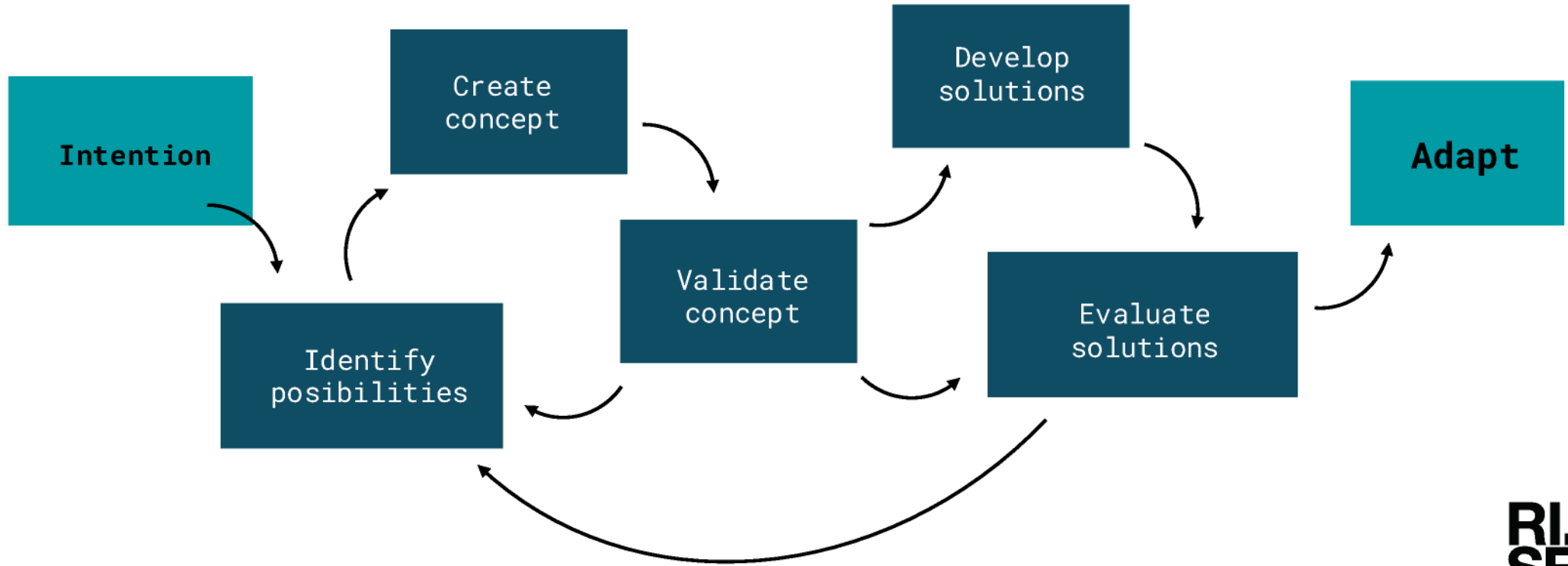
Execution

Evaluation?

100% resources
100% energy
0% learning

0% resources
0% energy
100% learning

Process for complex situations



Both Ukraine and Russia are now
developing and countering new
technologies at a pace measured in
weeks, not months.

*Daniel Kosoy,
UNITED24 Media*

Case studies

1. Boryviter

- Trains drone pilots for two weeks
- Sends their instructors to the front for one week to learn what is new
- Lessons Learned is applied directly to the next course weeks
- Constantly adapting to the new reality



Agile learning and
development



**CENTER FOR COUNTERING
DISINFORMATION**



SPRAVDI



**Myndigheten
för civilt försvar**



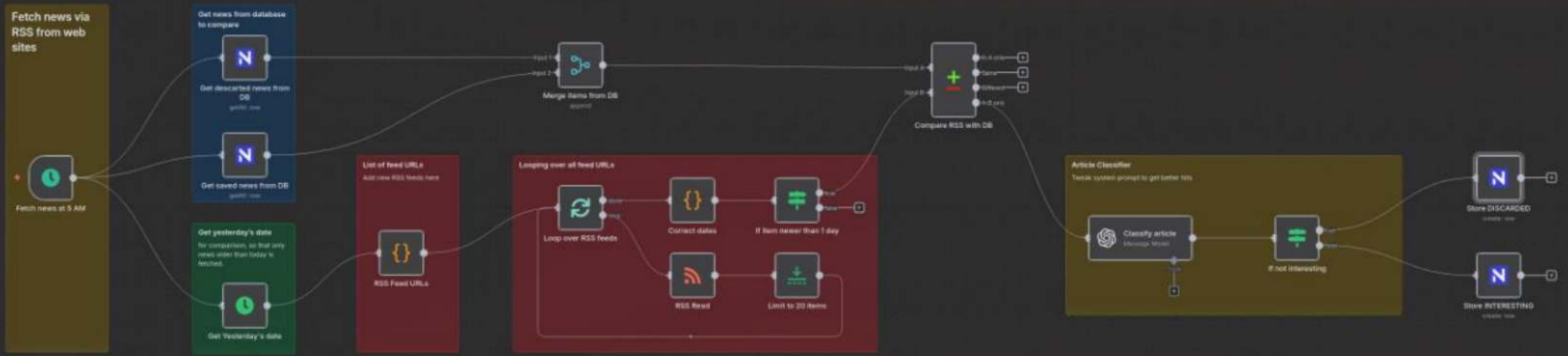
Länsstyrelsen
Västra Götaland



Polisen

**Myndigheten för
psykologiskt försvar**





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Claude Code v2.0.0

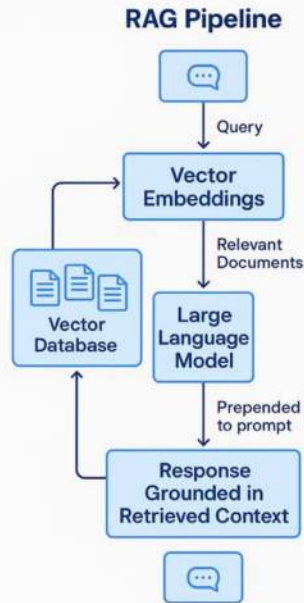
Welcome back Meaghan!

Recent activity
1m ago Updated project memory
8m ago Updated claw'd feet
2d ago Add new words to spinner
1w ago Update unit tests
... /resume for more

What's new
/agents to create subagents
/security-review for review agent
ctrl+b to background bashes
... /help for more

> |ry "edit < filepath> to ..."

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DEBUNKING FAKE

False: The United Kingdom and the EU are preparing sabotage to derail attempts at a settlement in Ukraine

26.08.2025 19:54

  21.08.2025 16:58 В МИРЕ  АА 

Slovo: Лондон и ЕС готовят диверсии для срыва попыток урегулирования на Украине

Анатолий Казанцев

Великобритания и Евросоюз намереваются сорвать попытки урегулирования конфликта на Украине, [пишет](#) словацкое издание Slovo.



☰ Skapa ny rapport



Rikta pilen i samma riktning som
observartionen rör sig



Välj typ av observation






▶ Rapportera

☰ Pågående Observationer



10:45 - Göteborg
Lat 57,71° N; Lon 11,97° E

-  **Ärlig Råka**
Polisbåten är här ikväll igen...
14:32 Gilla Svara ♡ 3
-  **Nostalgisk Kråka**
Bra att alla klagomål fått Polisen att dyka upp lite oftare
14:32 Gilla Svara ♡ 3
-  **Vaken Katt**
Nu hör jag en helikopter, vågar någon gå ut och kolla?
14:32 Gilla Svara ♡ 3

Skriv en kommentar



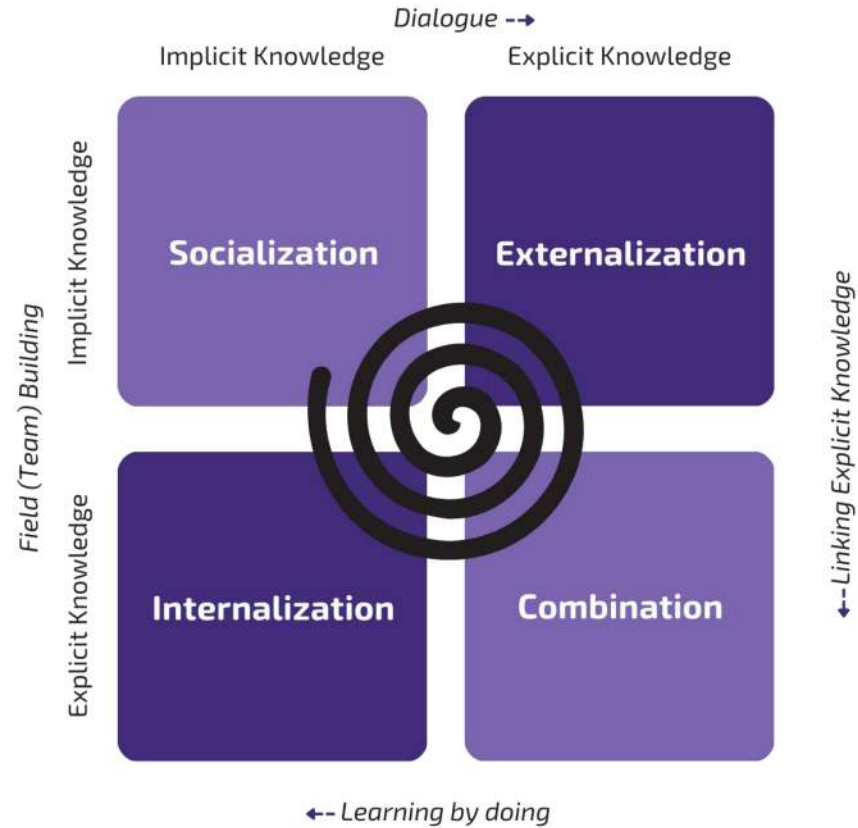
+ Bidra till rapport

☰ Göta älv (23 observationer)



Knowledge
creation and
transformation

The SECI Model of Knowledge (Nonaka & Takeuchi)



Supported by next gen learning infrastructure

A standards-based architecture that enables learning and competency data to flow across systems and stakeholders, ensuring interoperability between tools, platforms, and organizations.

Its purpose is to support learner-centered development and continuous, personalized learning, while also enabling data-driven decision-making to improve planning, workforce development, and operational capability.

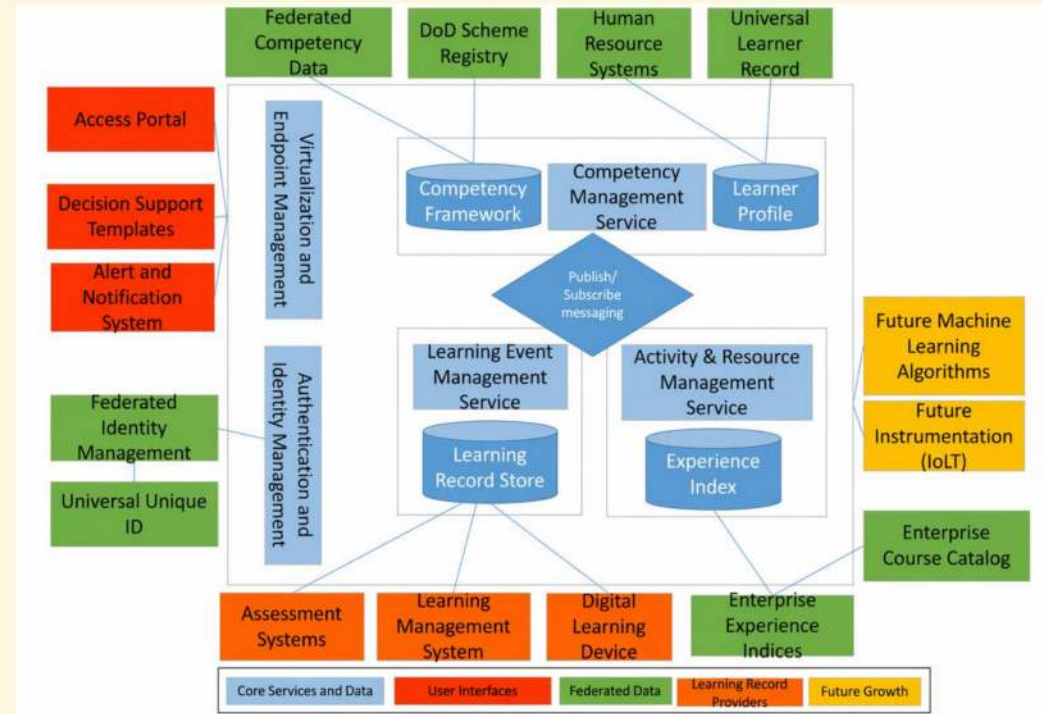


Figure 4: Total Learning Architecture Overview

Learning by doing in complex environments

Scaling agile learning through strategic knowledge sharing

Technology enables—but culture determines



Take-aways

1. Learning by doing in complex environments

In complex environments, learning emerges through action, reflection, and interaction—not predefined solutions.

2. From individual learning to organizational capability

Scaling learning requires capturing and sharing insights, turning experience into collective capability.

3. Technology enables—but culture determines

Technology supports learning, but culture determines if it happens—through trust, openness, and adaptation.