Catch the Wave or Get Left Behind: Harness the Big Changes Happening in Learning and Development
Today’s Moderator

Andrew Bateman
Online Content and Community Director
The Human Capital Institute

@AndyWebcast
Today’s Guest Speaker

Dr. Greg Ketchum
Principal
TalentPlanet
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Catch the Wave or Get Left Behind

Harness the Big changes Happening in Learning and Development
The What...

- Massive change is underway in enterprise learning & development that’s being driven by the rapid evolution of technology enabled learning and the open systems movement along the growing number of millennials in the workplace.
Poll Question:

- What are some of the changes in learning and development that you have witnessed at your organization in the last three years?
Waves of Change

Human Capital Institute
The Global Association for Strategic Talent Management

Talent Pulse
Learning Unbound: Agile Employee Development

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Waves of Change

Today’s Learning Opportunities:

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Future Learning Opportunities:

- Stretch assignments: 49% High-potentials, 38% All employees, 13% No one
- Exposure to senior leaders (meetings, face time): 47% High-potentials, 56% All employees, 2% No one
- Access to a professional coach practitioner: 39% High-potentials, 45% All employees, 25% No one
- Action learning projects: 47% High-potentials, 45% All employees, 16% No one
- Formal mentoring program: 47% High-potentials, 37% All employees, 16% No one
- Job rotations: 45% High-potentials, 30% All employees, 25% No one
- Assessments: 73% High-potentials, 65% All employees, 12% No one
- Workshops or seminars: 19% High-potentials, 80% All employees, 12% No one
- Expatriate assignments: 27% High-potentials, 9% All employees, 64% No one
- Formal classroom learning: 10% High-potentials, 84% All employees, 6% No one
- Knowledge sharing platforms: 13% High-potentials, 75% All employees, 12% No one
- Tuition remission: 12% High-potentials, 68% All employees, 20% No one
- Web-based training or e-learning: 6% High-potentials, 93% All employees, 1% No one
- Learning management system (LMS): 5% High-potentials, 77% All employees, 18% No one

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Why It’s Important to You…

❖ How learning & development happens within your organization is rapidly becoming a major competitive factor in attracting & retaining talent.

❖ “One-third of Millennials ranks training and development opportunities as a prospective employer’s top benefit.” *

* Millennial Branding and monster.com
Our 3 Main Beliefs

❖ Vision: Updating your vision of learning is key.
❖ Innate Drive to Learn: We all possess this drive.
❖ Engagement: Starts with making employees your partners in updating your vision and piloting new learning modalities, technologies, and content.
Overview of New Learning Technologies and Methods


- Methods: Social & Collaborative, Peer to Peer, Blended, App Based, Crowd Sourcing, On-Demand, Bite Sized Chunks of Content, User Created Content.
New Learning Technologies

• In January of 2014 Americans used smartphone and tablet apps more than PCs to access the Internet — the first time that has ever happened.

• Mobile devices accounted for 55% of Internet usage in the United States in January.

• Apps made up 47% of Internet traffic and 8% of traffic came from mobile browsers, according to data from comScore... PCs clocked in at 45%.

- CNN Money, February 18, 2014
Social is now the top Internet activity. Americans spend more time on social media than any other major Internet activity, including email.

Social media rules: 60% or so of social media time is not spent on desktop computers but on smartphones and tablets.

The new race in social media is not for audience per se, but for multi-device engagement.

- Businessinsider.com, August 24, 2014
Realistic Expectations of Learning Technology

- What can learning technology do well and not so well?
- Can technology enabled learning substitute entirely for human interaction?
- Our Belief: Technology has its place, but the social component of learning is a major factor in the success of any learning endeavor.
The learning organization assesses the learning/training needs from the business leaders then creates or acquires the appropriate resources to fill those needs.

The learning organization’s primary customers are the business leaders and top executives.

Learning is a closed system curated by the learning function.
Emergent Vision of the Role of Learning

- Employees & business leaders are your main customers.
- Role of learning is to help employees maximize their potential by developing new skill sets that are applied at work to boost organizational productivity and success.
- Learning is a pull medium & all employees, not just hi-potentials, are your target audience.
- Crowdsourcing and open systems are key elements.
- Learning is continuous rather than an event.
Emergent Vision of the Role of Learning

“Rather than shaping your employees into a particular mold that achieves an organizational goal, L&D now focuses on helping employees reach and discover their potential — it’s about growth and personal aspirations.” *

* Instructure - website.
Emergent Vision of the Role of Learning

“Learning programs that are driven equally by the needs of the employee and the employer can also play a major role in the recruitment and retainment of talent. Today’s millennial workforce places great value on continuous learning environments. In survey after survey, their message is clear—if they’re not learning, they’re leaving.”

*The New Language of Talent Development; Chief Learning Officer Magazine*
Emergent Vision of the Role of Learning

"To adapt and succeed in today's digital workforce, HR and business leaders must simplify the employee experience and enable connections anywhere and via any device, personalize information and communicate it in a way that is relevant for their job, and create a culture where employees want to share their knowledge and ... engage with each other in new and creative ways," *

* Chris Leone, SVP, Oracle
Learning Champions

❖ Who decides which directions to take?

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Humans have an innate drive to learn and tapping that drive is the key to engaging learners at work.

Tapping this drive means that learning and the new mastery it provides are their own rewards.

“…Social Learning is a return to our more natural way to learn and interact with others.” *

* Harvard Business Review, Special Insert, June 2012.
"I believe there exists, & I feel within me, an instinct for the truth, or knowledge or discovery, of something of the same nature as the instinct of virtue, & that our having such an instinct is reason enough for scientific researches without any practical results ever ensuing from them." *

* Charles Darwin.
I believe that Andrew Bateman and Dr. Greg are my legitimate heirs in the pursuit of the evolutionary role of learning in the development of our species.

Charles Darwin
What is Your Vision?

- Without updating and clarifying your vision no amount of dazzling new learning technology nor whiz-bang modalities will help you.
Poll Question?

* What are some new L&D ideas that you would like to see implemented at your organization over the next three years?
Learning Culture

What are the hallmarks of a learning organization?

- Our organization has a strong leadership pipeline: 51% (Strong), 33% (Weak), 46% (All)
- Our high-potentials can meet our future business needs: 54% (Strong), 39% (Weak), 42% (All)
- Learning/training is built into everyday work activities rather than episodic events: 67% (Strong), 34% (Weak), 38% (All)
- Employee performance feedback occurs continuously rather than episodic: 72% (Strong), 39% (Weak), 42% (All)
- L&D provides a value add for our organization: 77% (Strong), 72% (Weak), 77% (All)
- L&D programs align with our business objectives: 74% (Strong), 63% (Weak), 65% (All)
- L&D enables employees to have control over their own development: 74% (Strong), 55% (Weak), 59% (All)
- L&D practitioners are learning consultants rather than facilitators or gatekeepers of learning: 61% (Strong), 41% (Weak), 46% (All)

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Assemble Your Partner Group(s)

- Identify & invite early adopters, influencers, bloggers, leaders (both formal & informal), and a cross section of your employees to become members of your partner group(s).

- The group goal is to help you review and update your vision of learning.

- Meet periodically as an advisory group.

- They are like a “pop up” team(s).
Craft Your New Vision

- Facilitate group discussions with your partners to...
- Review your current learning vision.
- Brainstorm components of a new vision.
- Craft your new vision.
- Roll out your vision using your partner groups as ambassadors and raving fans.
You’ve got your vision so your next step is to make key decisions on which learning technologies, modalities, and content you’ll deploy to fulfill your mission.
Key Decisions with Your Partners

- Review your current learning & development offerings.
- Review capabilities of your LMS or learning platform.
- Review new technology, modalities, & content that are available to you.
- Go for low hanging fruit - free or low cost.
- Pilot, evaluate, deploy, repeat - in baby steps.
The Big Question: Engagement…

- Once you’ve updated your learning vision, brought in some new technologies, methods, and content how do you get your employees to actively engage?
Poll Question?

❖ What are some methods that you have used to make learning and development engaging for the end-user?
Driving Engagement

- You drive employee engagement by...
- Involving your partner groups early on in updating your vision (crowdsourcing at its best).
- Tapping the innate desire to learn.
- Providing compelling, relevant, and fun content.
- Opening your learning platform to employee generated content and external resources such as YouTube.
Driving Engagement

- HCIPodcast: Easy Steps to Get Started on the Path to Mobile Content Creation

http://www.hci.org/lib/hcipodcast-easy-steps-get-started-path-mobile-content-creation
A Big Ole Thank You!

❖ We sincerely appreciate the opportunity to share our vision with you today and invite you to continue to share your thoughts, ideas, insights, new discoveries, and questions with us moving forward.

❖ Andrew Bateman: andrew.bateman@hci.org

❖ Gregory A. Ketchum, Ph.D.: drgreg@talentplanet.com