Creating High-Impact Learning and Development Programs in a Hybrid World

Meet the Speakers

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Agenda

01.   Current L&D Challenges in Hybrid & Remote Work

02.   Benefits of Creating a High-Impact Program

03.   Best practices for implementing a high-impact program

04.   2024 and beyond: new L&D trends and innovation for today's modern workforce

05.   Questions

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The Challenges of L&D for a Hybrid Workforce

Complexity in Delivery Methods

Synchronous

Asynchronous

Synchronous + Asynchronous

In-person

Remote

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Current L&D Challenges in Hybrid & Remote Work

Managing remote and in-person learners

Fostering social interaction

Recognizing different communication and learning styles

Engagement and inclusivity

Building trust and willingness to share

According to the Deloitte Leading in Learning report, "High performing learning organizations are 92% more likely to innovate and 46% more likely to be first to market with higher quality and higher productivity."

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When it makes sense......

Asynchronous learning programs are scalable and support companies experiencing expansion without significant additional resources.

Flexibility for learners to learn when and how it best meet their individual needs.	**Online / asynchronous learning is cost effective.**	**Asynchronous learning allows students to learn at their own pace, promotes continuous learning.**	**Diverse learning styles to support visual, auditory, and kinesthetic learners.**	**Provides 'on-demand' learning for quick access to training or resources.**

Where there are mandatory training requirements, such as compliance or safety courses, asynchronous learning ensures that employees have the flexibility to complete the required training within a prescribed time frame.

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When it doesn't make sense……

When there is a need for hands-on skills training:

Physical practice or hands-on experience

Sensitive or personal topics:

Subjects like mental health or counseling are more effective and appropriate in a real time and in-person training environment.

Language barriers:

Where there are diverse languages used, asynchronous learning may not effectively address translation needs.

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When it doesn't make sense......

Immediate feedback needs:

If learners require immediate feedback such as critical emergency response training,

Highly interactive or group activities:

Where training relies heavily on real-time interaction and discussion, in-person or synchronous training is more effective.

Where learners need more accountability:

Not all learners thrive in asynchronous learning environments.

Benefits of Creating a High-Impact Program

Growth & Learning More Important Than a Raise

*When asked, "What would make you leave your job?" respondents stated their **ability to learn is grow is roughly twice as important as getting a raise**, and more than twice as important than the relationship with their manager"*

Josh Bersin, "New Research Shows 'Heavy Learners' More Confident, Successful, and Happy at Work"

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Lack of Skill Development Linked to Attrition

64%

of employees say they are "extremely or somewhat" likely to leave their employer within a year due to lack of skill development opportunities.

Study by Workplace Intelligence for Amazon

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Career Development Opportunities Linked to Retention

93%

of employees would stay at a company longer if it invested in their careers.

Julian Hamood, *"Invest in Your Team or Fall Behind"*

Less Stressed and More Confident Employees

*"Employees who spend time at work learning are **47% less likely to be stressed, 39% more likely to feel productive and successful, 23% more ready to take on additional responsibilities, and 21% more likely to feel confident and happy.**"*

Josh Bersin, "New Research Shows 'Heavy Learners' More Confident, Successful, and Happy at Work"

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Benefits of a High-Impact L&D Program

Retention

Productivity

Employee Success

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"Replacing an employee can cost up to 2x the employee's salary."

Josh Bersin for LinkedIn

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By 2030 we are likely to see an estimated talent deficit of **85 million** <u></u>**workers.**

$1.7 Trillion Dollars **estimated lost revenue** in the US alone due to the labor shortage.

Study: IBM Tech Trends Report

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Best Practices for a High-Impact Program

What is a Culture of Learning?

"A culture of learning is an environment fostered by policies and leadership that facilitate the development of employees."

Indeed

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Create A Culture of Learning

Key Characteristics:

Core value:
Employees feel learning is supported, and encouraged - reserved time, learning budgets, etc.

Learning and sharing knowledge is prioritized, valued, and rewarded.

Dedicated time and space to continually grow knowledge and develop new skills.

Teams develop an improvement mindsets and pursue opportunities to learn and share, leading to innovation.

Improves employee engagement, motivation, and retention.

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Meet the Learner Where They Are

Level Set Team Skills
All learners start with knowledge and skills of different levels.

Skill Assessment
Check current knowledge and skill level through assessments.

Tailored Training
Customize learning solutions to meet the need of each student. Adapt to different learning styles.

Validate Learning
Verify the learner has met the learning objectives through assessment/hands-on learning challenges.

Recognition of Achievement
Recognition motivates and inspires learners.

Cohort Based Training
Blended learning incorporates social aspects to learning. Encourages collaboration and problem-solving.

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Supporting Continuous Learning

- Make learning a value

- Provide time and space for self-directed learning

- Create opportunities for social learning

- Ensure learning is flexible, and accessible

- Learning in the flow of work

- Create a learning plan

  o Immediate (role-ready)

  o Mid-term (growth in current role)

  o Long term (career advancement)

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Learning in the Flow of Work

Micro-Learning	Macro-Learning
I need help now.	I want to learn something new.
2 minutes or less - Topic or problem based - Search by asking a question - Video or text - Indexed and searchable - Content rated for quality and utility	- Several hours or days - Definitions, concepts, principles, and practice - Exercises graded by others - People to talk with, learn from - Coaching and support needed

Source: Josh Bersin

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Fit for Purpose Training

"Training that is good enough, **is not good enough**."

When done correctly, training...

- Is Agile
- Fits into the flow of work
- Inspires & Improves Performance
- Is more than knowledge transfer, it is experiential (We remember 80% of what we do)
- Solves a business problem
- Validates knowledge & skills learned

When done incorrectly, training...

- Does not levelset skills
- Lacks engagement and adoption
- Feels ingenuine, like checking the box
- Low return on time investment
- Does not follow established learning principles

High Impact <u>Learning</u> Principles

Clear Objectives

Learners understand the goals of learning.

Gain job-ready skills, career advancement, solve a business problem.

Identify Relevance

Why is this important?

How will this help meet the established goals?

Learning Accessibility

Everyone learns differently.

Fit for purpose training meets the needs of visual, auditory, and kinesthetic learners.

Experiential Learning

Opportunities to apply newly learned knowledge & skills.

We remember 80% of what we do. Learning in the flow of work.

2024 and Beyond

Trends in Learning

Outcome based learning strategy - Learning aligns with business goals and objectives

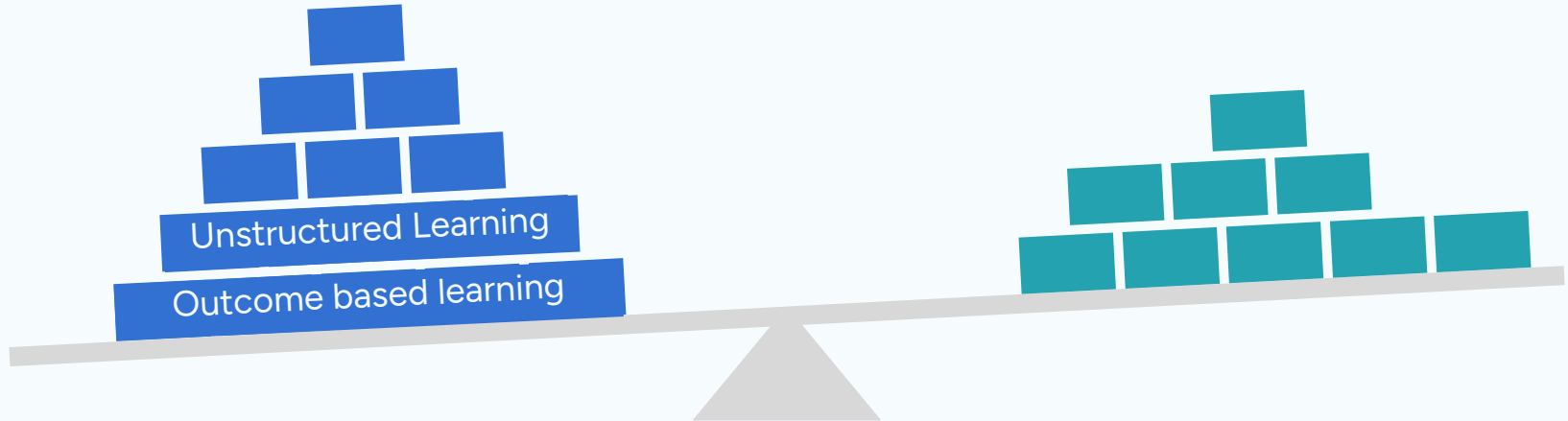**Unstructured learning:** Learning in the flow of work - Access & Apply learning immediately

Reskilling
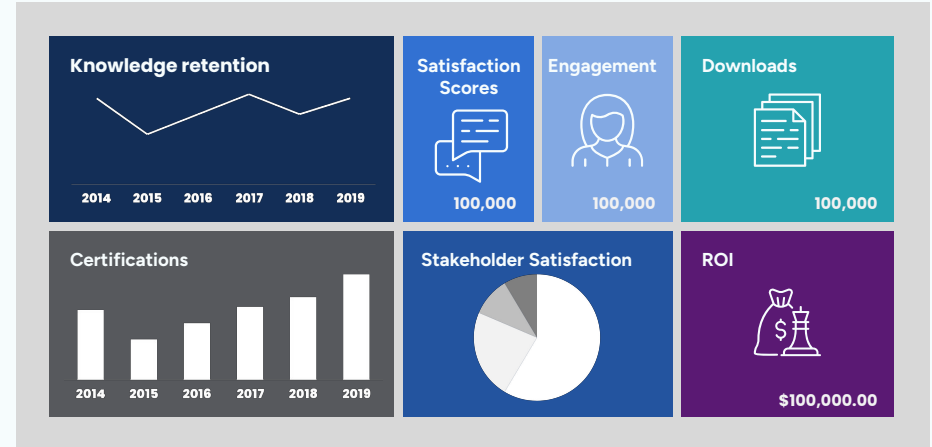Reskilling top talent is important strategy for retention

Skill
Skill shortages and technology evolution is widening the skills gap.

Unstructured Learning

Outcome based learning

Data Driven Insights

Measuring ROI and Impact to Business Initiatives

- Knowledge retention
- Learner satisfaction scores
- Employee engagement
- Stakeholder satisfaction


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Paradigm Shifts

- Micro-learning and credentialing

- Short, skill-centric training

- Blended learning over ILT/VILT

- Social Learning

- Artificial Intelligence/ChatGPT

- Learning KPIs

  - Knowledge retention

  - Learner satisfaction scores

  - Employee engagement

  - Stakeholder satisfaction

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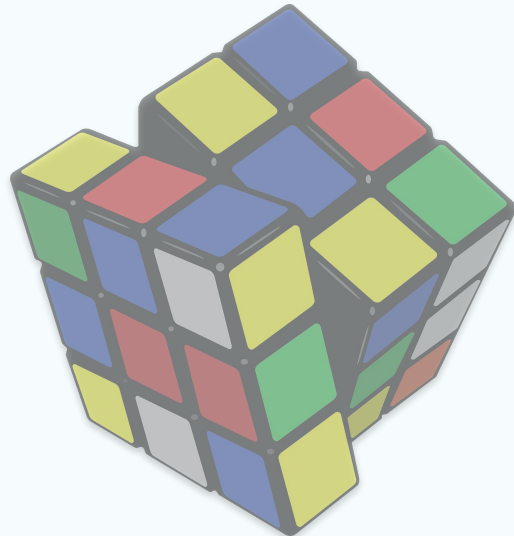
Gamification

Applying game elements to a non-gaming environment to increase engagement

Gamified Language

Goal

Learning

Skill

Achievement

Challenge

Reward

Competition

User Engagement
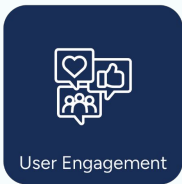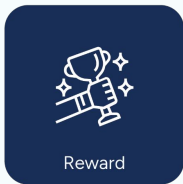
- Gamified language
- Micro-credentials using digital badges & trophies
- Avatars, scores and progress through different levels with increasing difficulty
- Scorecards, leaderboards, learning streaks
- Create campaigns, challenges, competition

Gamified innovations - Immersive learning experiences with virtual reality, augmented reality, and mixed reality allow learners to practice new skills in real-world situations.
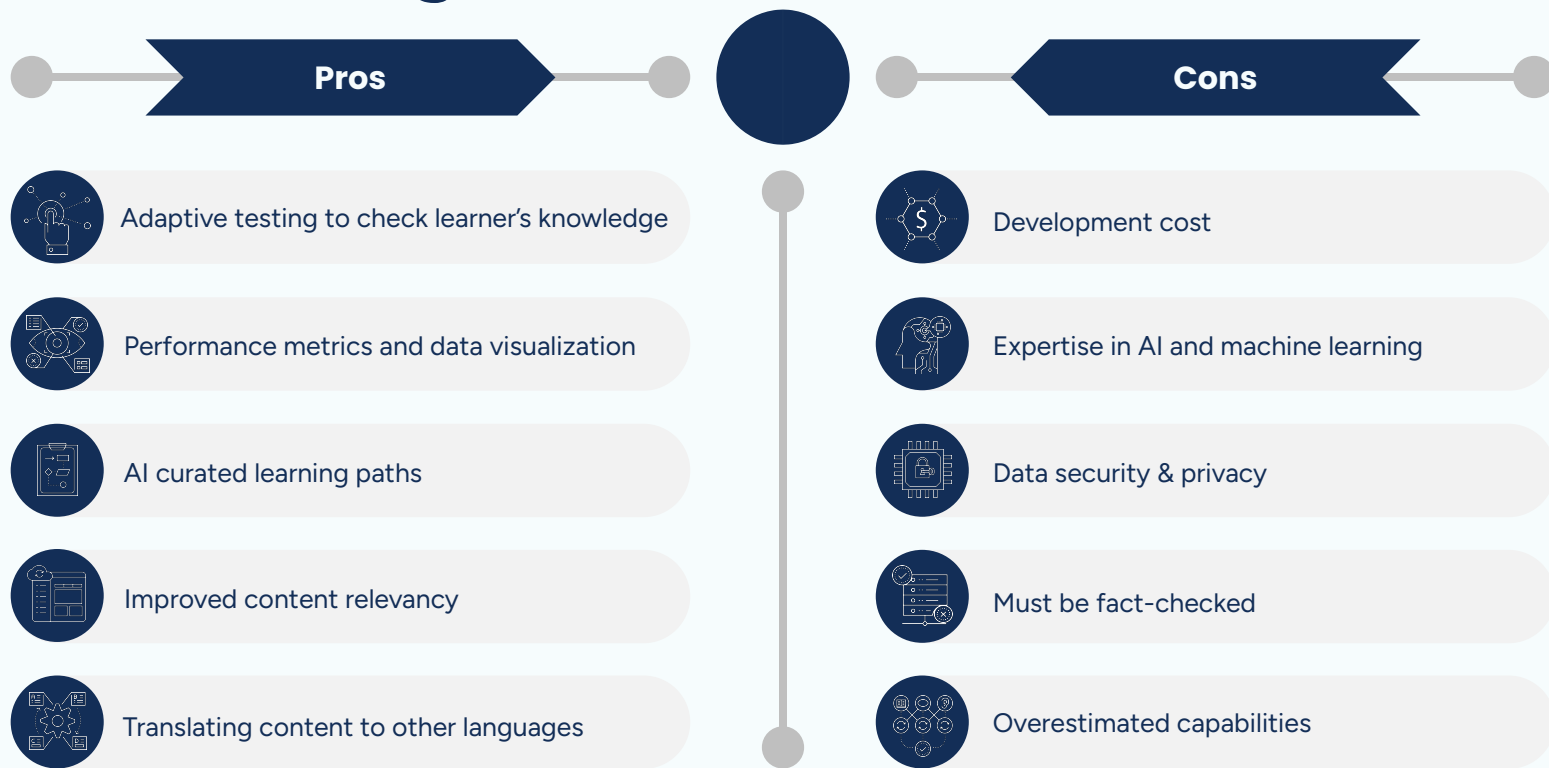
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Cohort-Based Learning

Whereas self-paced courses have completion rates as low as 3%, cohort-based courses often see completion rates of over 90%.

Ish Baid

Customized online courses aimed at smaller groups ,which provide direct interaction and collaboration with professors and peers, are seeing completion rates above 85%.

Training Journal

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Artificial Intelligence in L&D

Pros

- Adaptive testing to check learner's knowledge
- Performance metrics and data visualization
- AI curated learning paths
- Improved content relevancy
- Translating content to other languages

Cons

- Development cost
- Expertise in AI and machine learning
- Data security & privacy
- Must be fact-checked
- Overestimated capabilities

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Final Thought: Create Heavy Learners

Among the 2,400 professionals surveyed, 7% are taking up to 5 hours a week or more to learn. These 'heavy-learners' are more engaged, productive and successful than their peers!

Josh Bersin, "New Research Shows 'Heavy Learners' More Confident, Successful, and Happy at Work"

The Heavy Learners vs. the Light Learners are...

21%   More likely to feel confident in their work

23%   More likely to take on additional responsibilities at work

74%   More likely to know where they want to go in their career

48%   More likely to have found purpose in their work

39%   More likely to feel productive and successful

21%   More likely to be happy at work

47%   Less likely to be stressed at work

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