Brandon Hall GROUP

Litmos
by CallidusCloud

The New Wave of
DIGITAL LEARNING

August 2017
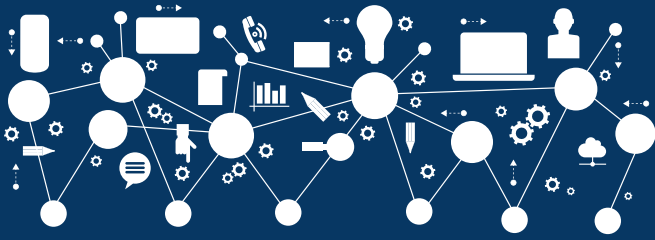
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The World of Work
IS CHANGING

The World of Work has changed dramatically, from a top-down, largely homogenous environment to a wired, collaborative, diverse environment where change is constant and the workforce must be able to change with it.

OLD	NEW
Hierarchy	Wirearchy
Data/process-centric	People-centric
Top-down control	Bottom-up collaboration
Homogenous	Diverse
Managed change	Organic innovation
Integrated silos	Borderless unification
Permission	Enablement
Incremental improvement	Agile transformation
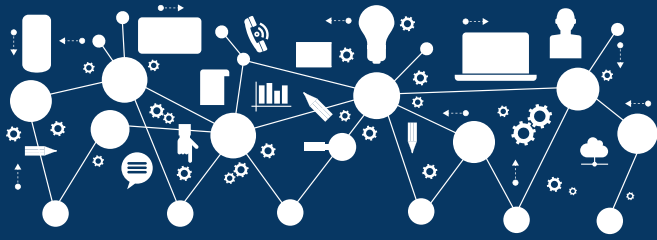
Corporate learning has been gradually changing over the past few years, and Brandon Hall Group research shows that the pace is picking up speed.

Classes
Courses
ADDIE
Compliance
Completions
Grades

→

Experience
Social/Collaborative
Video
Mobile
Agile
Connections
Context
Personalization
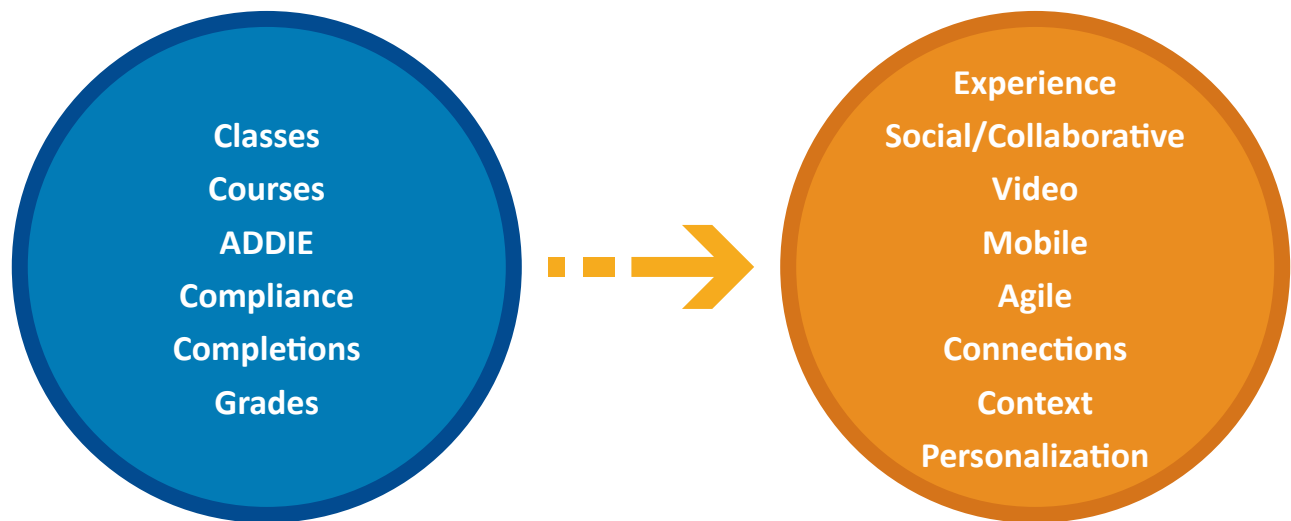
More than ever before, companies are moving away from the traditional courses and classes where success is largely measured by completions and assessments. Organizations are building continuous learning experiences that can be adapted to individual needs, while also aligning with the development needs of the business. This requires the ability to develop agile learning available anytime, anywhere, at the point of need.
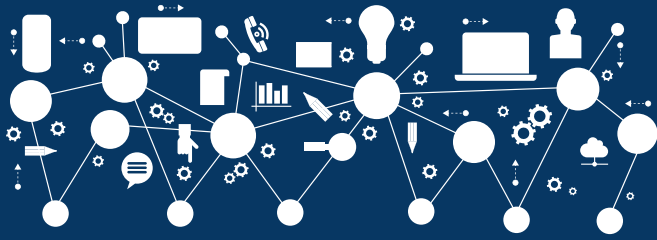
Learning Technology PRIORITIES

LEARNING TECH PRIORITIES

50% Data analytics

44% Social/collaborative tools

43% Mobile delivery

37% Content management

35% Virtual classrooms

31% Games/simulations

15% MOOCs

14% Physical classroom technology

11% Augmented reality

Therefore, technology priorities for learning are moving away from course-centric technology to systems that support analytics, collaborative tools, mobile delivery, and other tools that can deliver agile, engaging learning experiences for a diverse and tech-savvy workforce.

How often would you expect your individual contributor population, on average, to need to connect with learning resources to effectively perform their job?

61%

Weekly or daily

It's imperative that organizations change the way they deliver learning because their employees need to engage with learning weekly or daily. Formal courses cannot keep up with that demand.
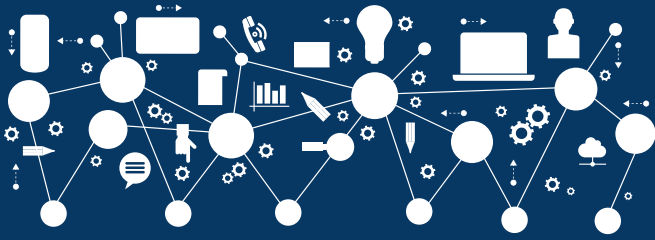
Why **DIGITAL** Learning?

The characteristics of digital learning allow it to meet learners when, where, and how they need it, thereby keeping up with the demands of the business.

CONTEXTUAL
- Role
- Location
- Development path

SMALL
- Short videos
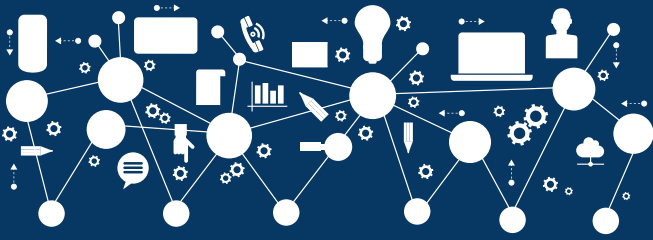- Quick updates

INFORMAL
- Everyday
- Ad hoc

MOBILE
- Down time
- Moment of need

SOCIAL
- Discussions
- Recommendations

Personalized Learning

The process of providing learning experiences based on the employee's professional and personal needs/interests, and being able to access that learning in a venue and time frame that is best for the employee.

62%

of **HIGH PERFORMERS** use personalized learning as part of their learning strategy

35%

of **ALL OTHER ORGANIZATIONS** use personalized learning as part of their learning strategy

The majority of high-performing organizations -- those that research shows have year-over-year improvement in KPIs such as employee engagement, customer satisfaction, and organizational performance and productivity -- use personalized learning as part of their learning strategy, while only about one-third of other organizations use it.

Agree/Strongly Agree

|	
93%	Personalized learning supports an employee in reaching professional goals more efficiently
91%	Personalized learning supports employee needs in continuously developing knowledge, skills, and abilities
88%	Personalized learning has helped to improve our organization's strategies, mission, or vision
81%	Personalized learning aligns with the 70:20:10 framework
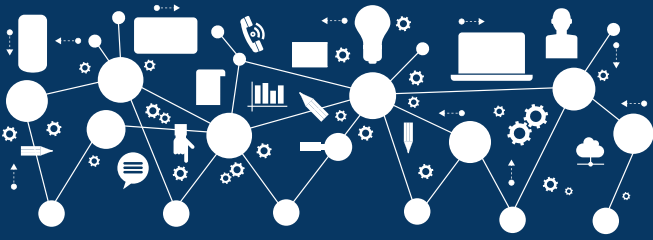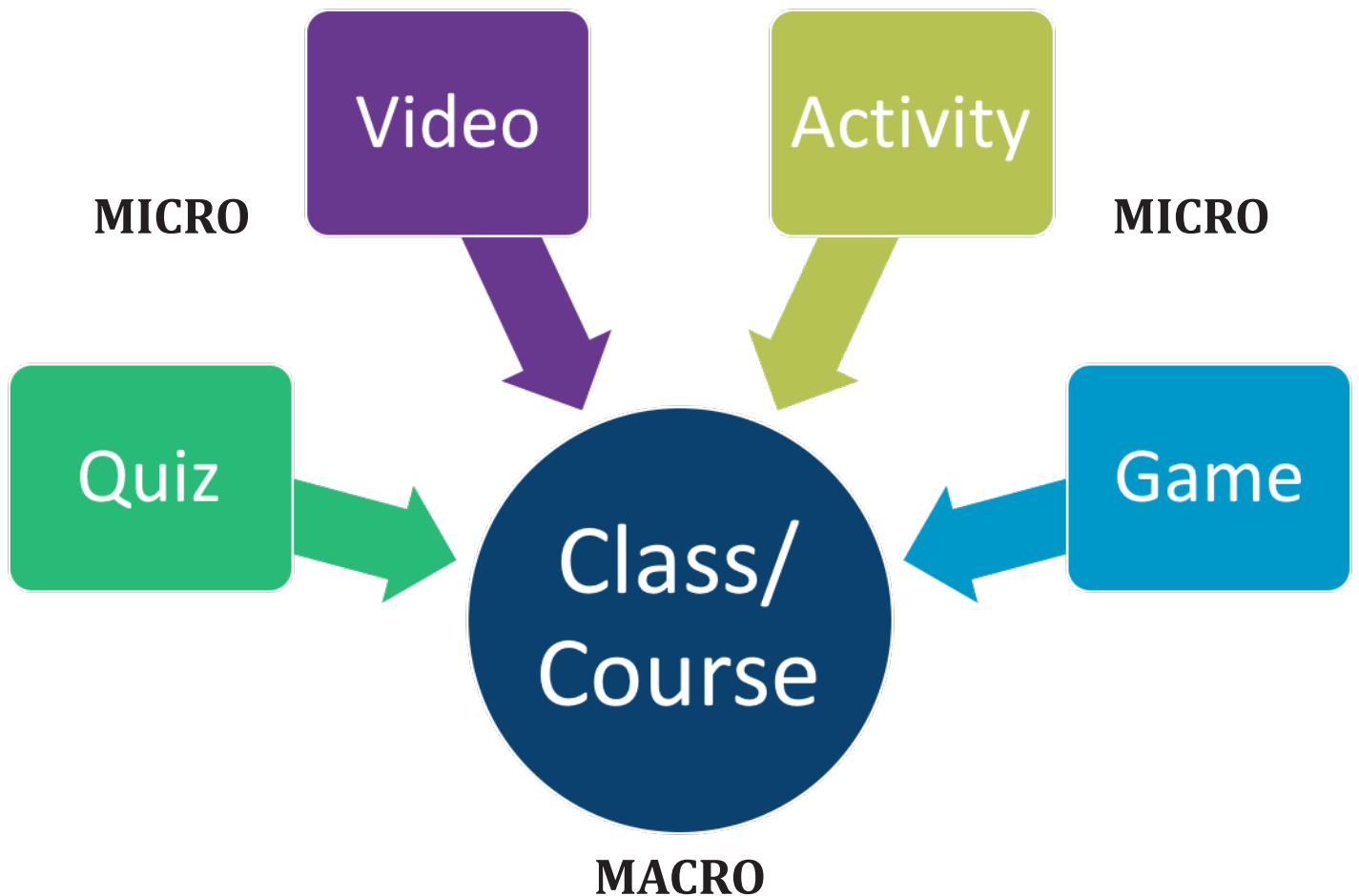
Digital learning does not mean organizations shouldn't offer traditional live or virtual classroom learning. What it does mean is that other forms of learning must be developed to support it and reinforce it. The 70/20/10 learning framework says that people learn mostly through experiential (the 70), and informal (the 20) learning, so organizations need to create the right blend of experiential, informal and formal learning to make the learning effective.

Learning-Performance
CONVERGENCE MODEL

| Business Performance Outcomes	Learner Performance Outcomes	Learning Objectives Identification	Learning Modality Assessment	Learning Scenario Construction		Learning Scenario Measurement
Revenue Growth	RG1 RG2 RG3	RG1 RG2 RG3	**Formal** F	70F 20I 10E	**I M P L E M E N T**	Scenario Fully Meets Business Performance Outcomes
Profit Increase	PI1 PI3 PI2	PI1 PI3 PI2	**Informal** I	30F 40I 30E		Scenario Partially Meets Business Performance Outcomes
New Products	NP1 NP2 NP3	NP1 NP2 NP3	**Experiential** E	20F 50I 30E		Scenario Does not Meet Business Performance Outcomes
Customer Satisfaction	CS1 CS2 CS3	CS1 CS2 CS3	*What is the right blend?*	10F 20I 70E		

Accelerated Learner Development through Agile Learning Process

Brandon Hall Group has developed the Learning-Performance Convergence Model to help organizations make learning delivery more effective. It looks complicated -- but the principle is straight-forward. Organizations must first determine the desired business performance outcomes needed. It could be higher profit, better customer satisfaction, or almost anything. But there must be a performance outcome attached to the learning. Then you should determine the behaviors that learners need to demonstrate to reach the performance outcomes, and then the learning objectives that lead to those learner behaviors. Then determine the mix of learning -- formal, informal, and experiential -- that is going to teach the behaviors that drive individual and organizational performance.
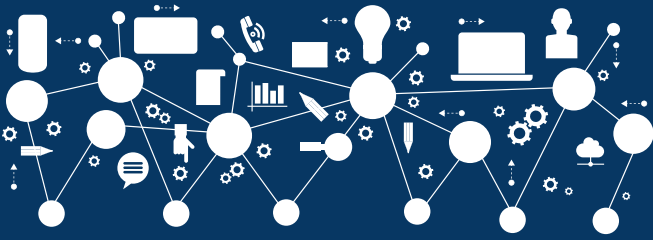
1 Formal learning is not going away.

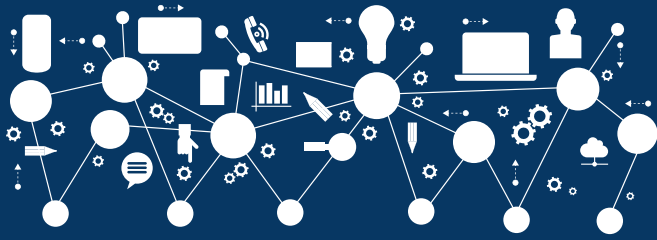**2** Informal learning should be symbiotic.

3 Learning needs to meet the learners where they are.

4 Spend less time wrestling with big content.

5 Digital learning allows for a broader mix of experiences.

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives perfor-mance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Authors and Contributors

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"We saved over 1.5 million dollars in training costs and doubled our technicians' productivity in the first 90 days of implementing our training through Litmos."

Dan Halverstadt
VP of Training & Quality, USIC

"We see how well our instructors are responding to the platform and are engaging in the content. We are super excited to continue to build programs that will inspire our instructors around the world."

Joy Prouty
Director of Education, Zumba

"In the first quarter we certified as many users as we did the whole previous year, and that would not have been possible without Litmos."

Julio Herrera
Training Manager, YouTube

About Litmos

Backed by CallidusCloud (NASDAQ: CALD), Litmos is the world's fastest growing enterprise learning solution. It unifies learning management, the extended enterprise, and prepackaged content in an innovative platform to meet any organization's internal and external training needs. Built to help learning organizations achieve success, Litmos is highly secure, focuses on the end user, and provides time to value three times faster than traditional learning solutions. Over 4 million users in more than 130 countries and 22 languages use Litmos to optimize their learning and development, improve performance, and monetize training.

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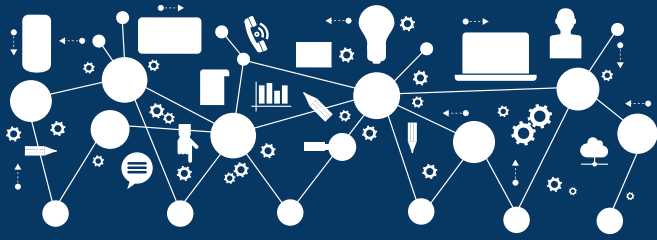
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GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.

PLAN   ATTRACT   DEVELOP   PERFORM   RETAIN   OPTIMIZE

GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation

- Contingent Workforce Management
- Compliance
- Time & Labor Management
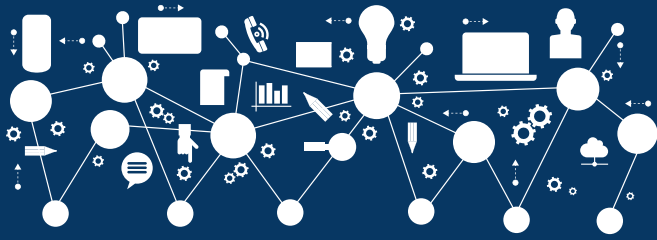
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