The Rise of a Holistic Learning Experience
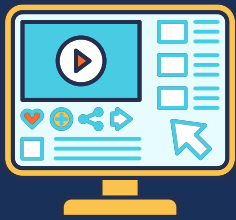
How the new role of L&D can help organizations thrive during economic and technological change

cornerstone + ADP

Introduction

We're amidst disruption in the way people work and learn. Technology, skills, and workforce demographics are shifting and evolving at a rapid pace. The role of L&D has never been more important to ensure organizations, and their employees, stay relevant and agile.

Learning and Development as a function must adapt and go beyond the "check the box" approach, putting the learner experience front and center. Compliance training, although still important and necessary, is only one piece of the pie when it comes to investing in talent development and engaging your workforce.

Employees are now sitting in the driver's seat when it comes to their career path. Forward thinking organizations must move from simply managing training to creating a holistic learning experience, and transition from being training facilitators to learning curators. Modern tools will help make this transition possible.

The goal of this eBook is to share top research and industry trends, discuss challenges that your L&D peers are facing when it comes to making the transition, and provide tactics for delivering a Holistic Learning Experience that engages and empowers your workforce.

Whether you're developing an L&D program from the ground up, or want to bring innovation into your current program, this eBook can help you structure your plans to be even more impactful for your business and for your workforce.

The shifting landscape of L&D

OLD RULES	NEW RULES
Employees are told what to learn by their managers or the career model	Employees decide what to learn based on their team's needs and individual career goals
Careers go "up or out"	Careers go in every direction
Managers direct careers for employees	Employees find their career direction with help from leaders & others
Corporate L&D owns development and training	Corporate L&D curates development and creates a personalized learning exerience
People learn in the classroom and, sometimes, online	People learn all the time, in micro-learning, courses, classrooms, and groups
The corporate university is a training center	The corporate university is a "corporate commons," bringing leaders and cross-functional groups together
Learning technology focuses on compliance and course catalog	Learning technology creates an always-on, collaborative, curated learning experience
Learning content is provided by L&D and experts	Learning content is provided by everyone in the organization, and curated by employees as well as HR
Credentials are provided by universities and accredited institutions; skills are only certified through credentials	Credentials come in the form of "unbundled credentials," where people obtain certificates in many ways

It used to take decades for new technology to disrupt industries.

How much time does it take today?

Far less than you think.

Technology challenging the status quo is nothing new. The difference is that today, organizations and workers have far less time to adapt.
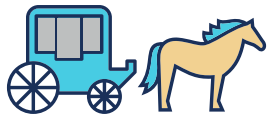
50 YEARS

The time it took the automobile to completely replace the horse and buggy.

2 YEARS

How long it took for cab use to decline 65% after the introduction of Uber in San Francisco.[1]

Blame it on the consumerization of technology.

The consumerization of technology is a tremendous threat to the traditional economy—and traditional companies.

It's not just Uber and Lyft devaluing taxi medallions. All industries are vulnerable to changing technology.
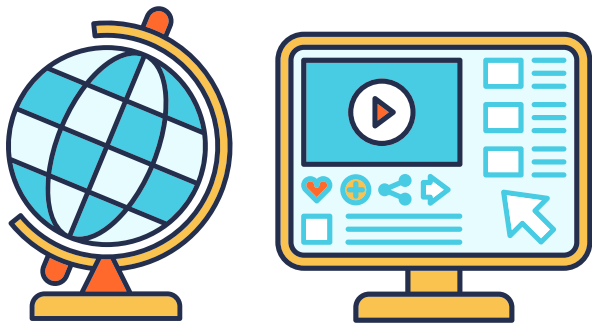
50% of the companies on the Fortune 500 list have simply disappeared since 2000.[2]

90% of CEOs expect digital technology to drive disruption within their company.[3]

The consumerization of technology isn't just changing consumer demand.

It's changing the skills and job markets.

New technology means new jobs— and the need for new skills.

With the advent of the automobile, consumers didn't just need new cars. They needed to learn how to drive them. Repair shops needed to learn how to replace a tire, instead of a horseshoe. Government workers had to learn how to create and continuously repair a nationwide infrastructure designed for cars, not horses.

And yet, unlike the recent past, when learning a skill meant you could use it for the lifetime of your career, the current pace of technology means skills have an exponentially shrinking shelf-life.[4]

This isn't just scary news for employees. It's also a huge threat to every organization's ability to keep up with a changing marketplace and customer demand. **CEOs are worried: 70% think their company isn't ready with the right skills to adequately adapt to the coming—and continuous—technology disruption.[5]**

The half life of a learned skill in 1984:

30 YEARS

The half life of a learned skill in 2016:

5 YEARS

35%

of core job skills will change.
in a mere 3 years[6]

The workforce of 2020 will need different skills than the workforce of 2017.

For any organization, thriving in an era of continuous change will require what's known today as the biggest competitive differentiator: an agile, skilled workforce.

But which skills will that workforce need?

Hard skills, soft skills, and leadership management skills will all be needed, in equal measure. According to the World Economic Forum's The Future of Jobs report, the Fourth Industrial Revolution will change the skills needed in ALL job families.[7]

As customer expectations and core skills are changing, so too are workforce demographics.

The Baby Boomer exodus is expected to cause a dearth in qualified leaders. In fact, 30% of companies are already having difficulty finding the right candidates for leadership roles, and 85% of executives lack confidence in existing leadership pipelines.[9]

While millennials are set to take over the workforce—by 2020, they'll compose 50% of it—they're not all ready for leadership roles.[10]

While more than two-thirds of companies stated they are "weak" in developing millennial leaders, employees consider opportunities to develop leadership skills as the number one reason for staying with a company.[11]

Complicating matters, millennials' expectations for work—when, how, using what tools—are vastly different than their retiring Baby Boomer counterparts.

More than 10,000 Baby Boomers retire every day. On average, organizations are losing four million experienced, committed workers every year.[8]

This new demographic has new expectations for the workplace.

Today's workplace is curious.

Work today must provide meaning and offer the opportunity for individuals to make a difference.

Work must also offer the right tools for every job, technology that enables not just efficiency but constant connectivity.[12]

Flexibility at work ranks high with both Millennials and GenXers: according to PwC, employees who were allowed to work remotely were "48% more likely to rate their jobs a 10 on the 'happiness scale.'"

The modern employee also expects to be given opportunities to learn continuously at work.[13]

87% of Millennials surveyed by Gallup think development opportunities are very important in a job.

31% of GenXers rate professional development as "very important."[14]
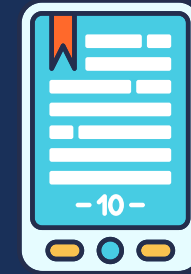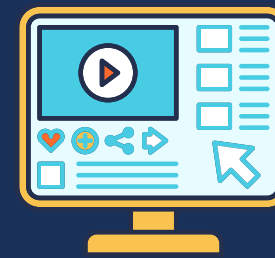
Changing technology.
Changing skills.
Changing workplace demographics.

How can employees and organizations stay relevant and agile amid constant change?

By feeding learner curiosity.

The time-tested way to adapt to a rapidly changing economy and thrive in the future?

Continuous learning.

The ability to learn continuously is the foundation of adaptability. And it's never been more true than in an era when changing technology can upend industries—and jobs—in months.[16]

Continuous learning ensures organizations thrive, not just survive. Learning organizations continually outperform their peers. According to research by Bersin, organizations committed to cultivating a culture oriented toward learning see better productivity and results.

**37**% see greater employee productivity.

17% are more likely to be market share leaders.

"Lifelong learning is becoming an economic imperative" for employees – and organizations.

For employees, continuous learning is non-negotiable. According to The Economist, "lifelong learning is becoming an economic imperative" for employees soon to be displaced by technology and automation.[17]

For organizations, becoming a high-performing learning organization is a pathway to better results. As employees evolve from job-oriented to passion-driven, organizations see greater productivity and profits, less turnover, and shortened time to market.[18]
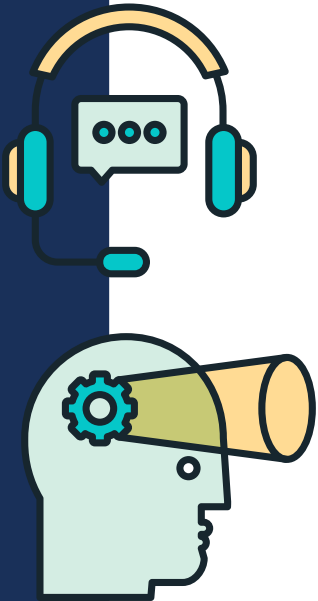
The Holistic Learner Experience

Employees are your organization's most powerful (and nimble) competitive advantage.

By creating a holistic learning experience, you can transform all phases of the employee life cycle.
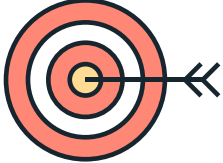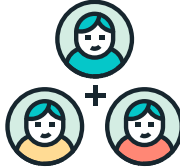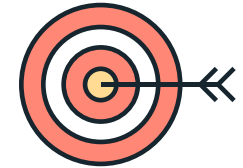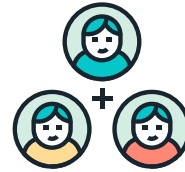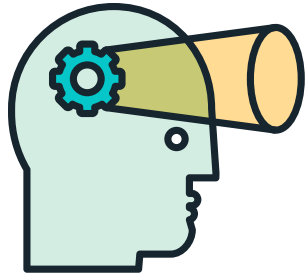
Attract   **Onboard**   **Engage**   **Develop**   **Retain**

Onboard **Engage** **Develop** **Retain**

1

Attract

6 out of 10
employees join an organization for better career development opportunity.[19]

More than 70%
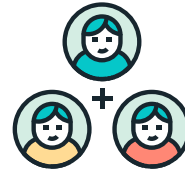of organizations report that online learning helps boost their competitive edge.[20]
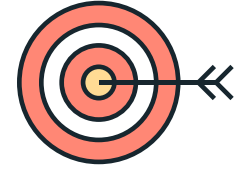
70%

Attract

2
Onboard

Engage   Develop   Retain

60% of organizations report that effective onboarding reduced time to productivity among new hires.[21]
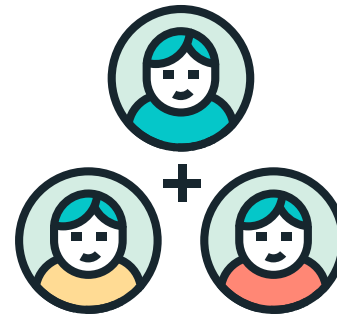
98%
OF EXECUTIVES say onboarding alignment programs are a key factor in retention efforts.[22]
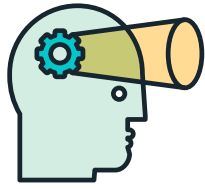
Attract   Onboard

3
Engage

Develop   Retain
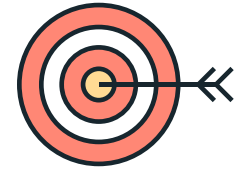
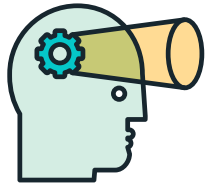**42**% of companies report that eLearning led to an increase in their revenue.[23]

Organizations that build and embrace a learning culture can boost productivity by up to[24] **50**%
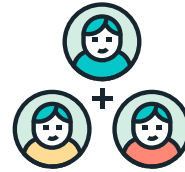
Attract   Onboard   Engage

4

Develop
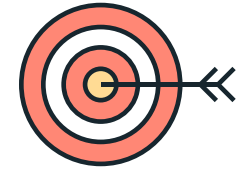
Retain

87% of millennials say development is important in a job.

78% of employees say a clear career path would compel them to stay with an organization longer.[25]
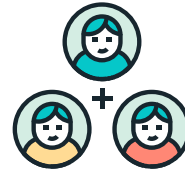
Attract Onboard Engage Develop
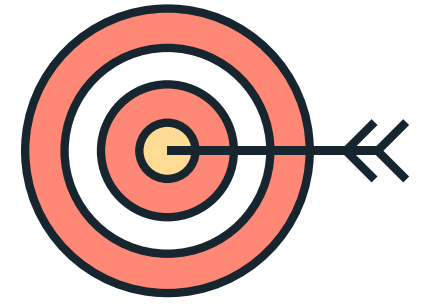
5
Retain

30

According to Robert Half, providing professional development opportunities don't just increase enthusiasm… they **inspire loyalty.**[26]

Different aggregated Bersin research studies on retention and engagement concluded that "company-specific training is one of the strongest contributors to employee engagement and retention.[27]
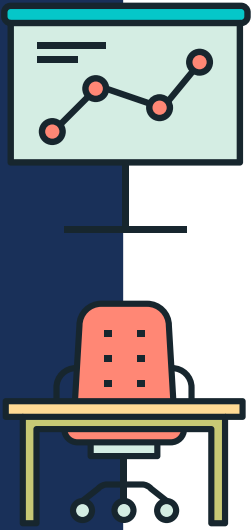
Creating a holistic learning experience for all employees helps organizations

☑ **improve compliance training completion rates** and increase its relevancy to the job at hand

☑ **establish focus and accountability,** resulting in clear business results

☑ **improve knowledge transfer** from experienced to younger employees

☑ **motivate and reward employees to work with passion** and achieve operational excellence and innovation

☑ **encourage internal mobility** across departments and levels

☑ **prepare the workforce** to anticipate upcoming technological changes

☑ **become data-driven** with the ability to tie learning investments to business results

☑ **build a healthy leadership pipeline** filled with top talent

Employees at all levels expect dynamic, self-directed, continuous learning opportunities from their employers.
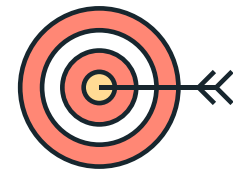
How can L&D experts make the shift from training an employee on job-based skills to holistically developing that employee into a productive, agile, committed worker?

By evolving from *managing learning* to *curating a continuous learning experience.*

New challenges for L&D experts

Evolving from *managing learning* to *curating a learning experience*

Vanguard L&D experts are ready to move from owning learning to curating it.

Yet...

L&D experts face significant challenges in transitioning from the **owners of learning** to the more powerful and strategic **curators of learning.**

What's hampering the transition?

#1
Old approaches to development

#2
The switch of power as employees take the driver's seat

#3
Too much content, not enough context

Challenge #1

Today's learning approaches were designed yesterday.

Employees today need learning that is easy to access, bite sized, and just-in-time.

Yet the learning and development methods we use today were designed a century ago. Even our approach to online learning still follows a traditional classroom structure. Recent search by Bersin shows that 75% of organizations still employ old-fashioned training approaches that "fall short of empowering employees to acquire skills and take responsibility to improve the work itself."[28]

Most employees have only 1% of the work week available for learning. That's 24 minutes every five days to gain new skills and determine how to apply them within the context of work.[29]

Plus, the traditional learning management system (LMS), while revolutionary at the turn of the 21st century, is quickly reaching the dubious status of legacy system. Even online universities aren't enough to keep modern learners skilled and engaged.

Research shows that even for organizations committed to fostering continuous learning, the old ways aren't working:

15% of employees feel the training they receive prepares them for their next position.

23% of employee attrition is due to lack of learning opportunities.

66% of L&D experts are already having difficulty getting employees to use existing L&D tools.

No one likes your LMS.

As we all know, a learning platform is the vehicle to deliver learning to your workforce.

But the LMS has evolved, needing to do more than "check the box" for compliance needs.

Employees view a traditional LMS as transactional. They often go elsewhere to learn new skills or quickly "get unstuck."

3 biggest challenges keeping workers from gaining critical skills & knowledge:

1. Overwhelming volume of info makes it difficult to notice, keep track of useful info (68%);
2. Lack of effective tools makes it difficult to find most useful info (34%);
3. Frequent change of info makes it difficult to find most current info (32%)

Challenge #2

There's a switch of power as employees take control.

When it comes to development, employees now sit in the driver's seat.

Traditional approaches to learning put L&D experts in charge of employee development, career paths, and internal mobility.

But today, learning doesn't require a trip to a library or industry conference. Instead, content is mobile -- available online, anytime, anywhere. Employees can learn on their own schedules, at their own pace – putting them in the driver seat.

Modern L&D experts recognize and embrace this shift. L&D's role has switched from owning learning to providing the right tools to inspire and empower their workforce to take control of their careers.[30]
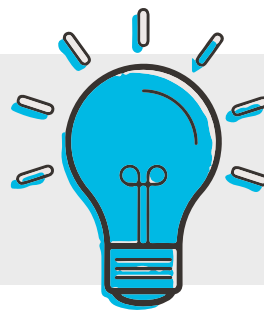
View our infographic **From Boomers to Millennials** for insight on how to motivate, engage, and develop your evolving workforce.

Challenge #3

Too much content, not enough context.

Learners are experiencing information overload.

Learners are overwhelmed by the sheer amount of content, and are struggling to make meaning from it. Where do I find the best content? What information is relevant to the organization? To the work at hand? How can this content be used to improve skills now and does it have applications for the future?

Without the right tools in place, as available content grows **(the amount of content available online doubles every nine months!)** organizations must spend more time sorting and evaluating that content, leaving less for alignment and contextualizing.

"L&D experts are now tasked with selecting learning opportunities from over **900** content providers."

This information overload is equally challenging to organizations.

L&D experts are now tasked with selecting learning opportunities from over 900 content providers. American employers alone spend $6.8 billion/year on buying learning content (~10% of overall L&D budget).[31]

Instead of spending time creating engaging and relevant curriculum, L&D experts often spend just as much time (or more) sorting through available content.

The good news is, approaching learning holistically will feed learner curiosity and allow you to....

Move from *managing training* to *creating a holistic learning experience.*

Evolve from *training facilitator* to *learning curator.*

New technology and new workplace demographics demand a new kind of L&D expert:

The curator.
The meaning-maker.
The catalyst.

As an L&D expert, curation is your SUPERPOWER.

Wonder Woman has superhuman strength. Thor has his hammer. *You* have mad curation skills.

As its core, curation is about ensuring employees can find and put into practice the knowledge they need, when they need it. Curation ensures learners have an experience that is not only engaging but relevant to the work at hand.

But curation doesn't just benefit employees. In a rapidly changing, information-cluttered world, curation helps organizations:

- facilitate learning as a "flow state," instead of a static period of instruction.

- help employees learn within the context of work, which in turn improves skill retention and productivity.

- save employees time, which in turn increases productivity.

The secret to creating a holistic learning experience?

New tools, that get it.

Creating a holistic learning experience requires new tools.

Delivering a true holistic learning experience requires modern tools—tools that enable automatic, just-in-time content delivery, streamlined curation of relevant information, and comprehensive reporting.

Learning Management Platform

- Intuitive and personalized for the learner

- Powerful management and reporting capabilities for the LMS Administrator

Content Anytime

Subscription of fresh, modern content from leading content providers

CyberU   Grovo   TED   pf

Learn More

Learn more about how you can create a Holistic Learning Experience for your workforce.

Is your organization ready to:

• **Inspire** your workforce to realize their potential?

• **Empower** employees to transform their careers?

• **Increase** the effectiveness of your organization?

Let's Talk

Cornerstone + ADP

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Cornerstone OnDemand is the global talent management software provider that is pioneering solutions to help organizations realize the potential of a modern workforce.
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