Glimpses into the Future of Corporate Learning

Discussion Paper
January 2016

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consulting in education

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abc tillmann was founded by Dr. Thomas Tillmann, who, based on his experience as a strategy consultant and project manager at McKinsey & Company, provides in-depth knowledge of the educational sector and draws on a widespread network of other experts. We combine established analytical approaches with innovative agile frameworks such as Design Thinking and Scrum and bring in proven expertise in learning technology. Likewise, our clients are German and international corporations and foundations as well as public authorities.

We support companies, amongst others, to improve their corporate learning and to leverage the potentials of digitization.

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Agenda

Exciting Times Ahead
Corporate learning will face a disruption and become more relevant, more effective, and more digital

Glimpses into the Future
How will learning look like in the future: Key trends and a new business model

The New L&D
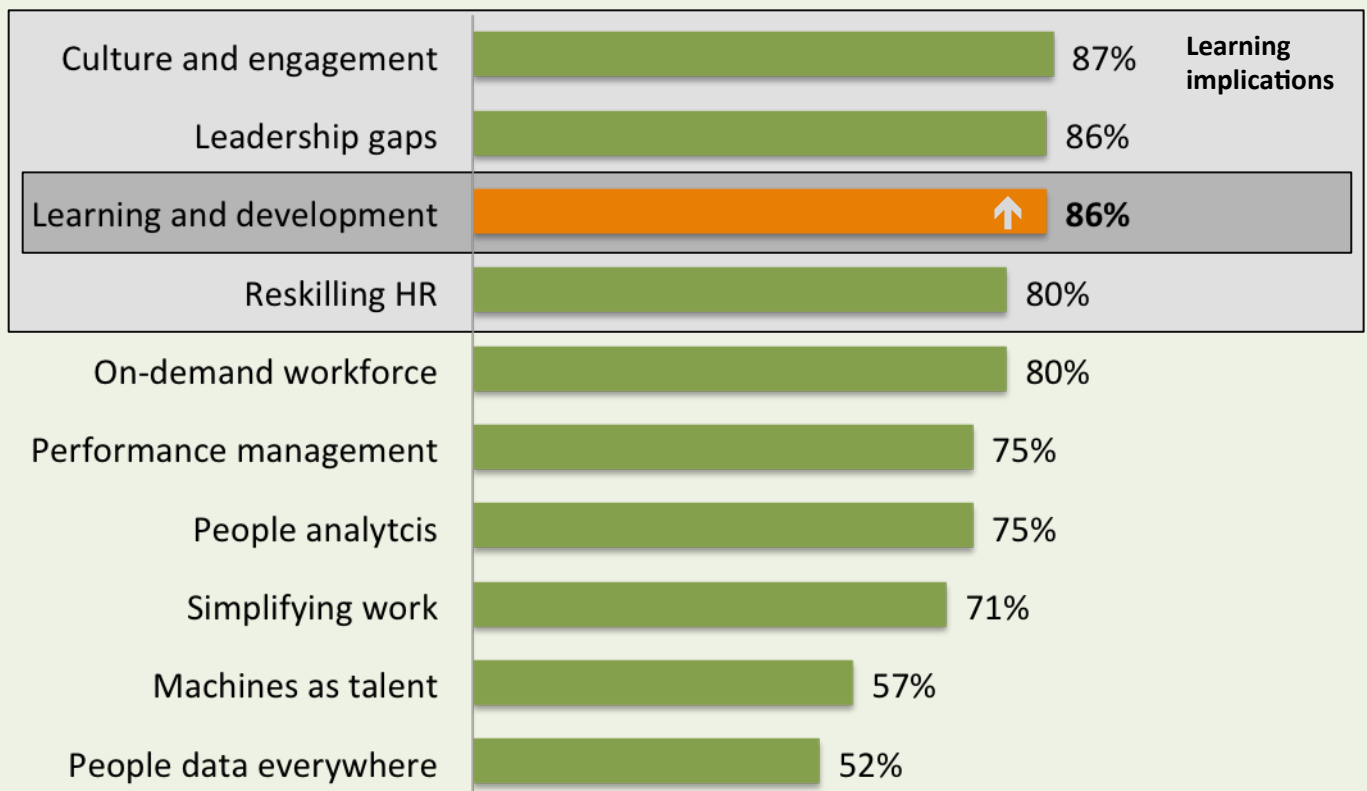*L&D will obtain a new role and serve as an agile transformation enabler*

A Pragmatic Roadmap
Prepare a comprehensive strategy & start today with some no-regret moves

Why Learning is Key

1 Value creation is increasingly driven by staff skills – and limited by skill gaps

2 Technology and economy evolve at unprecedented pace and require continuous learning

3 Skill requirements are getting more specific and can't be met by simply recruting the right people

4 Leadership gap to be closed by better leadership training

5 Learning-rich work best lever to gain and retain great people

6 Tight regulations and compliance require new skills

HR Priorities according to yearly Bersin Survey; importance of HR challenges to HR leaders

		Learning implications
Culture and engagement		87%
Leadership gaps		86%
Learning and development	⬆	**86%**
Reskilling HR		80%
On-demand workforce		80%
Performance management		75%
People analytcis		75%
Simplifying work		71%
Machines as talent		57%
People data everywhere		52%

Broad Range of Purposes of L&D – Beyond the Primary Objective to Manage Skills

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Contributing to Employer Branding

Learning & Development as Innovation Incubator

Additional Channel for Corporate Communication

Fostering Employee Identification with the Company

Institution-alizing Knowledge Management

Ensuring the Right Skills for the Long-term Corporate Strategy

Development and Transmission of Consistent Leadership Model

Dialogue Platform Board - Staff

Platform for Networking within the Company

Platform for Cooper-ation with Academia/ Sciences

Communicating Corporate Culture

Identifying Best Talents

…

Learning Will Change Profoundly.

4 PRECONDITIONS FOR AN INDUSTRY DISRUPTION

1. Technological Change
Alternative solutions available, e.g.
- Massive Open Online Courses (MOOCs)
- Advanced learning analytics allow individualization of learning paths
- Blended learning proven to be more effective than classroom settings
- Learning with wearables/health apps

2. Dysfunctioning Status-quo
Deficiencies more and more obvious, e.g.
- Long-term effects of traditional education/training settings proven to be poor
- 40% of corporate training costs are travel expenses
- 1st /2nd generation of e-learning never fully accepted by target groups

3. Critical Mass
Significant number of early adopters switch to new technology, e.g.
- 2015: Enrollment in MOOCs > 400,000,000 users
- 50% of US students attending online courses
- Single courses with 200.000 learners

4. Game Changers
New strong players entering the education market, changing user behavior and learners' expectations, e.g.
- Google: Course Builder, YouTube as largest depository of learning media
- Apple: iBook, iTunesU, iWatch etc.
- Since 2011: >2 bn $ of VC invested p.a.

disruption
of products/services
and business model to be expected

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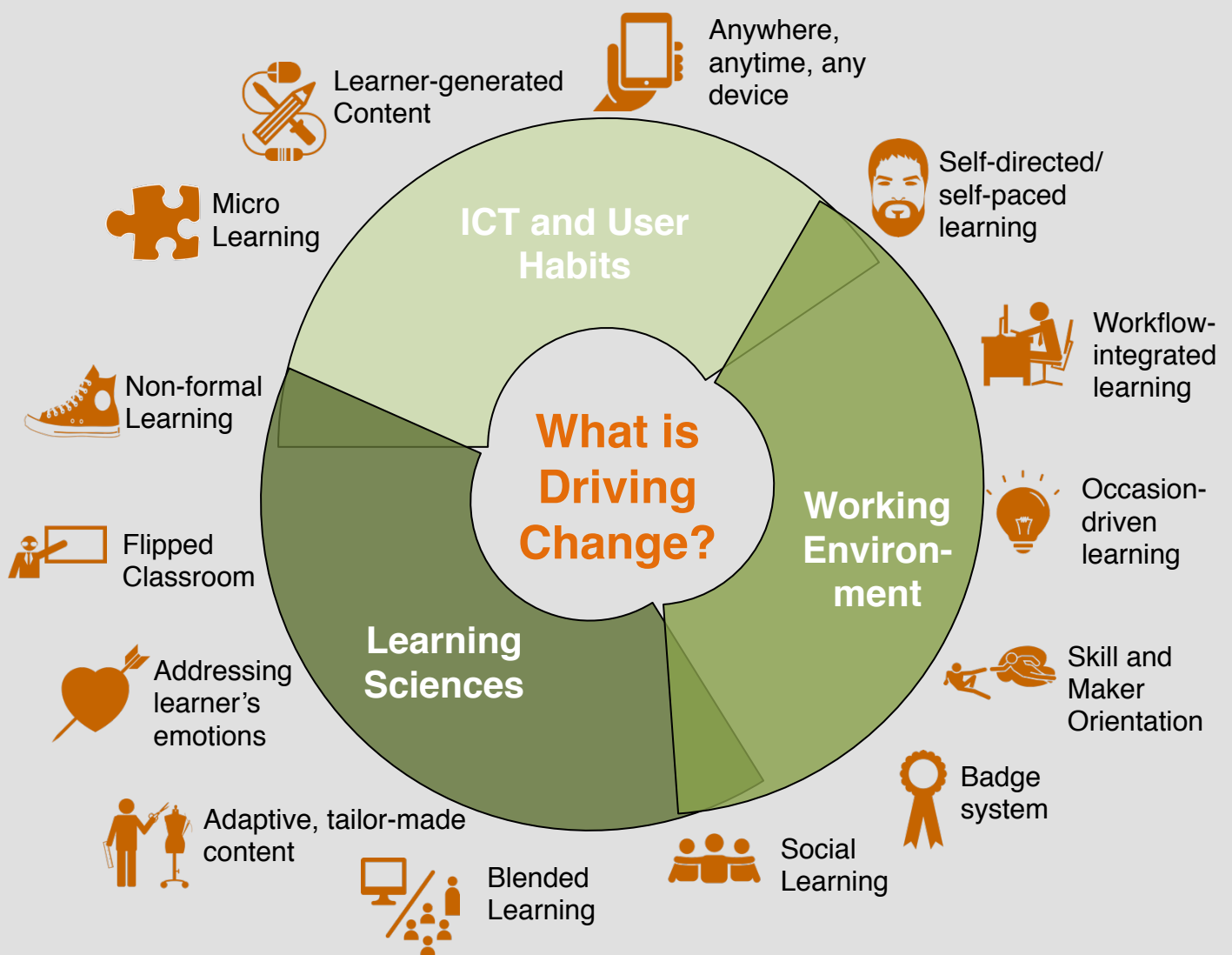
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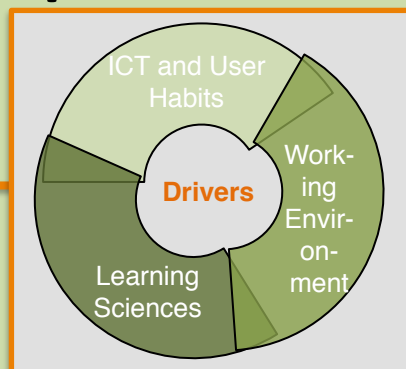
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Glimpses of Tomorrow's Agile Corporate Learning Culture

- Learner-generated Content
- Anywhere, anytime, any device
- Micro Learning
- ICT and User Habits
- Self-directed/ self-paced learning
- Non-formal Learning
- Workflow-integrated learning
- What is Driving Change?
- Flipped Classroom
- Working Environment
- Occasion-driven learning
- Addressing learner's emotions
- Learning Sciences
- Skill and Maker Orientation
- Adaptive, tailor-made content
- Badge system
- Blended Learning
- Social Learning

More details in the Backup

Tomorrow's Corporate Learning

Drivers
- ICT and User Habits
- Working Environment
- Learning Sciences

Anywhere, anytime, any device
Highly flexible usage of learning offerings on various devices, powered by cloud-based solutions

Self-directed/self-paced learning
Highly individualized usage according to personal needs and preferences, driven by learner's own sense of responsibility

Workflow-integrated learning
Embedding learning into the regular work-flow, overcoming the clear separation of (productive) working and learning time

Occasion-driven learning
Learning in-time, driven by acute occasion that highlights direct personal relevance of learning objective

Skill and Maker Orientation
Clearer orientation on tangible skills to be obtained rather than knowledge focus; "Economy of Creation"

Badge system
Universally acknowledged system of micro badges across the entire education system and all life-long learning providers

Social Learning
Rich interaction amongst learners proven to foster significantly the sustainability of learning effects

Blended Learning
Fostering sustainable learning effects through combining different learning formats, e.g. classroom and online

Adaptive, tailor-made content
Analytics and sophisticated syllabus allow individualization and continuous improvement of learning experiences

Addressing learner's emotions
Emotional involvement proven to strengthen learning experience and deepening learning effects

Flipped Classroom
Using limited classroom time for trainer/learner discussions and interaction after prior digital delivery of knowledge

Non-formal Learning
Focus on non-formal learning (e.g. daily personal exchange, mentoring) rather than formal learning (workshop, course)

Micro Learning
Dividing learning content into extremely small chunks, allowing flexible usage and individualization of learning experiences

Learner-generated Content
Creation of learning content by the learner as part of a sustainable, dynamic approach to learning as in Social Media

Learning Providers Will Obtain a New Business Model.

2016 - 2020

	From push	**... to pull**
	• Initiated by HR/PE • Course-driven	• Initiated by individual staff • Learning nuggets on demand
	Traditional	**Innovative**

Concept, Products/ Services	• Offering courses:
	    • offline: single events or series of events
	    • online: static, linear web-based trainings
		• Providing and managing holistic learning environments for continuous usage

Focus	• Training: Input orientation = Content delivery • Out of job and formal • Formal learning offerings • Track-based learning programs	• Learning: Output orientation = Long-term effects • On the job and non-formal • Highly individualized curricula • Mentoring • Application
Learning Content	• Closed: Creating and delivering training formats (offline) and e-learning courses (online) • Proprietary content	• Open: Collecting, creating, arranging, embedding and providing all sorts of online/offline learning resources • Proprietary, open and 3rd party content + learner-generated content
Business Model	• Payment per course/event	• Flat fee for unlimited access to holistic learning environment

The Real Challenge: Establishing a Culture of Self-Directed Learning.

Setting	Mode	Employee Mind-Set
Classroom	„Push"	Passive „consumer" attitude
Digital/blended	„Pull"	Sense of responsibility for own learning progress, competence to steer own learning

The more learning becomes digital, the more learning success is dependent upon the employees' mind-set. Overcoming passive "consumer" attitudes of employees is often the greatest challenge on the way to a more innovative, digitized corporate learning culture.

The DNA of the Self-Directed Learner

Develop a personal learning roadmap

Identify the right learning resources

Receive and provide orientation on what and how to learn

Engage in peer discussions

Understand future skill requirements

Steer the learning process

Abilities of the
Self-Directed Learner

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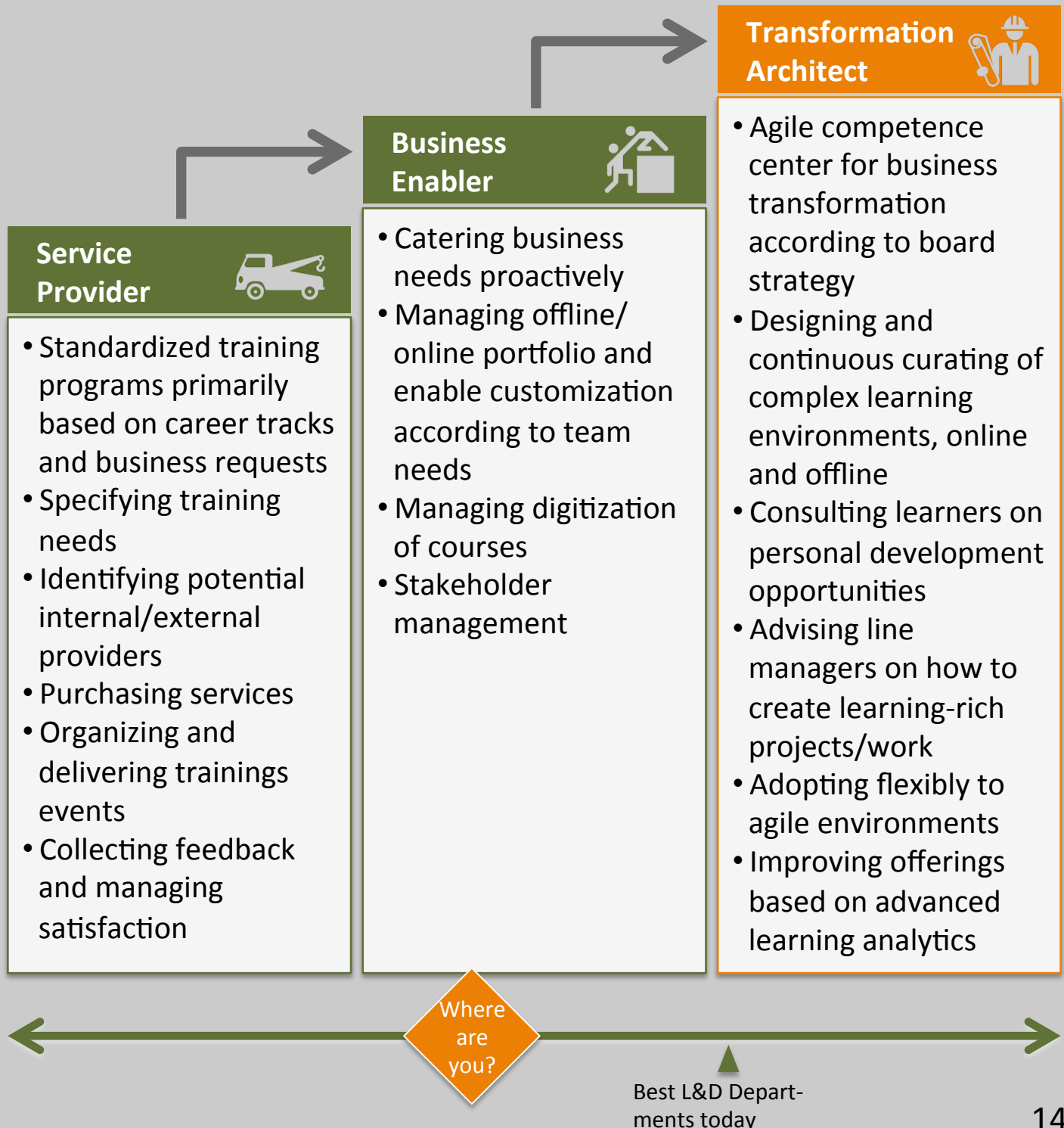*L&D will obtain a new role and serve as an agile transformation enabler*

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Agile Learning & Development Teams Will Operate as Transformation Architects.

Maturity Levels of Learning & Development Departments

Transformation Architect

- Agile competence center for business transformation according to board strategy
- Designing and continuous curating of complex learning environments, online and offline
- Consulting learners on personal development opportunities
- Advising line managers on how to create learning-rich projects/work
- Adopting flexibly to agile environments
- Improving offerings based on advanced learning analytics

Business Enabler

- Catering business needs proactively
- Managing offline/ online portfolio and enable customization according to team needs
- Managing digitization of courses
- Stakeholder management

Service Provider

- Standardized training programs primarily based on career tracks and business requests
- Specifying training needs
- Identifying potential internal/external providers
- Purchasing services
- Organizing and delivering trainings events
- Collecting feedback and managing satisfaction

Where are you?

Best L&D Departments today

Agile L&D Managers Will Have New Roles, Requiring New Skills.

Strategist
Contribute to strategy development

Planner
Anticipate future skill requirements

Commu-nicator
Initiative, encourage, advice, support learning communities

L&D

Curator
Design/curate complex learning solutions with new agile methodologies

Analyst
Advanced learning analytics and adaptive learning

„Walk the talk"
Be an agile, continuous, self-directed learner yourself

Producer
Orchestrate training production and produce yourself

Advisor
Supporting individual learners and teams on learning settings

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The Biggest Hurdles for Digital Learning Transformation

Biggest Hurdles for Digital Transformation
according to Harvard Business Review

1 *Slow or stalled decision-making* caused by internal politics, competing priorities, or attempting to reach consensus.

2 *Inability to prove business value* of digital through traditional ROI calculations, resulting in lack of senior management sponsorship.

3 *Too much focus on technology* rather than willingness to address deep change and rethink how people work.

4 *Lack of understanding operational issues* at the decision-making level and difficulties when going from theory to practice.

5 *Fear of losing control* by management or central functions, and fears that employees will waste time on social platforms.

Applies as well to L&D transformation ahead

Elements of a Coherent Learning Strategy

Ambition & Objectives

- How can L&D support best corporate strategy?
- What are the key learning objectives in the light of the corporate strategy? – Who should learn what?
- How can we continuously link learning strategy to corporate strategy?

Business Case

- How does the internal business case for corporate learning look like?
- What are the resources needed? How to allocate?
- What is the right business model to co-operate closely with the business units?

Communicate & Disseminate

- What is the employees' concept of learning ?
- How can we convey an innovative, sustainable understanding of self-directed learning?
- How can we empower line managers to foster learning?

Formats

- Which different learning formats should be supported?
- How can we combine wisely the advantages of different formats?
- What is the rationale to identify the right format for a learning objective?

Portfolio

- What is our future learning portfolio?
- How to leverage the potential of Open Educational Resources and learner-generated content?
- What is the role of vendors/providers?

KPIs & Analytics

- What is our measure for lasting learning effects?
- How can we collect and analyze solid data to improve learning continuously?
- Which digitization quota do we want to achieve?

Technology

- What are the strengths/ weaknesses and gaps of the existing technology?
- How can we pragmatically improve the tech set-up?
- How should our mid-term technology roadmap look like?

Organization & Stakeholders

- How should L&D be rooted in the org chart?
- How can leadership, category & functional expertise be ensured?
- Who are key stakeholders and how to engage them?
- Whom should we partner with?

Roles/Skills & Methodology

- How do roles change within L&D?
- Which skills do we need to build?
- How will we operate to ensure agility?
- How can we continuously learn in order to excel?

Some No-Regret Steps to Take Today – Start Small But Start.

> You will need a **comprehensive corporate learning strategy** in the long run. But in the first place, **start with some no-regret moves** that do require neither dedicated budget nor in-depth board alignment

You	*Walk the Talk*	Reflect your own learning and engage in new and increasingly informal ways of learning (e.g. MOOCs, expert discussions within the L&D community, relevant discussions on Twitter).
Portfolio	*Make innovation visible*	Identify existing peer learning initiatives in the company, e.g. "grassroots" learning cycles organized by staff, offer support, and make them visible to others.
Technology	*Use what you have*	Explore the options within the given IT set-up. Any kind of internal social media channel for example allows to foster new informal ways of staff-driven learning.
Budget	*Revise budget plan*	Scrutinize your budget planning: How could planned learning offerings be realized internally? To which degree are planned spendings in line with relevant trends/developments to expect?
Methodology	*Familiarize with new, agile methodologies*	Learn agile methodologies as Design Thinking and Scrum. Dare to use them in the development of new learning offerings. Disseminate a „beta spirit" in your team, allowing imperfection and highlighting the importance of learning and continuous improvement.
KPIs	*Define new (internal) measures*	Define new (in the first place L&D-internal) measures for success, e.g. „digital learning time quota" or „time to deployment" for new learning offerings. Set yourself ambitious objectives for these new measures.
Strategy	*Connect with corporate strategy*	Identify touch points of your company's strategy with your target picture of a new way of learning, e.g. importance of being agile and value of collaboration. Use touch points to build a bridge to necessity for a new corporate learning strategy.