



The present and future of Learning and Development

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Topics of our Business Breakfast

- How learning and development has changed over the years
- Blended learning - how to strike a balance in terms of learning methods to achieve learning objectives
- Case study on blended learning
- How technology can enhance learning
- Cultivating a real time development culture
- Measuring learning impact



How Learning and Development has changed over the years



*The
past...*

Classical teaching & training

- Tutor lead - directive
- Paper based materials
- Reliance on attendance
- Limited follow-up
- Powerpoint dependent
- No real change in behaviour
- No assessment of cost vs benefit



*The
present...*

How to you see learning and development evolving?

Performance driven

Social learning

Technology enabled

On the go

Blended learning

Personalised

Current techniques

Gamification



Snackable – need based



Technology driven

The blended approach

70:20:10
Mobile e Assessments Video

Simulation

Podcasts

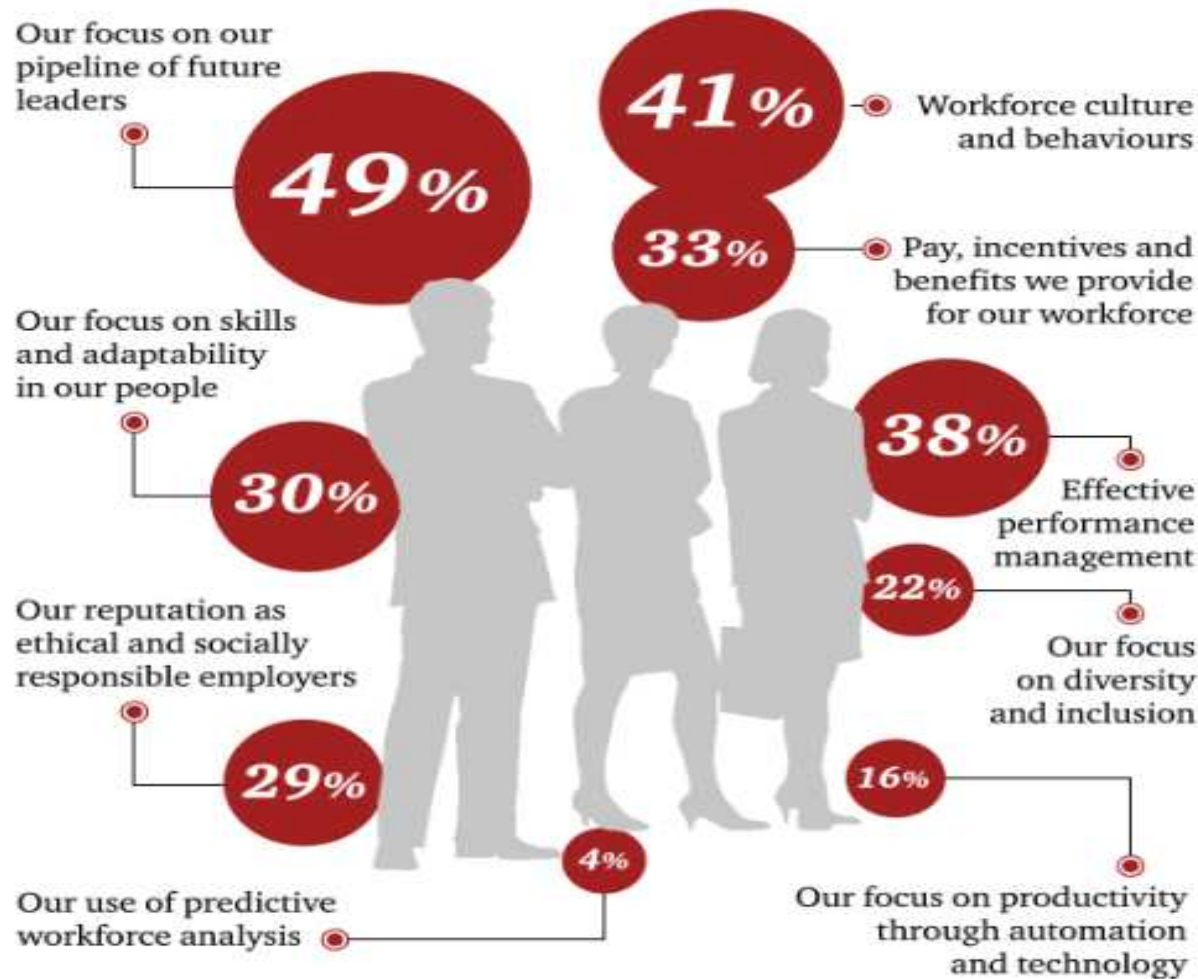
Social

Serious Games

The Virtual Classroom

CEO Global Survey 2015

CEOs are more likely to change their talent strategy to focus on their leadership pipeline



75%

of CEOs say that a skilled, educated and adaptable workforce should be a priority for business

Employees who are not provided training opportunities are more likely to find new jobs, according to HBR

Current challenges

Key Challenges	Risk of doing nothing
<ul style="list-style-type: none">• Culture embedded in organisations since the downturn has shifted the focus away from learning• Executive sponsorship and buy-in• Gaining an organisation-wide Learning culture• Ensuring Learning becomes a business imperative. How do you build & communicate the value?• Moving from compliance-only learning, to value added learning	<ul style="list-style-type: none">• Loss of talent and associated costs• Market, reputation, loss of competitiveness• Reduced business growth and customer responsiveness• Lack of resources to identify key skills gaps and to foster talent• Reduced awareness of current workforce capability

Goals of Training and Development department

90% - Improve Productivity and Performance

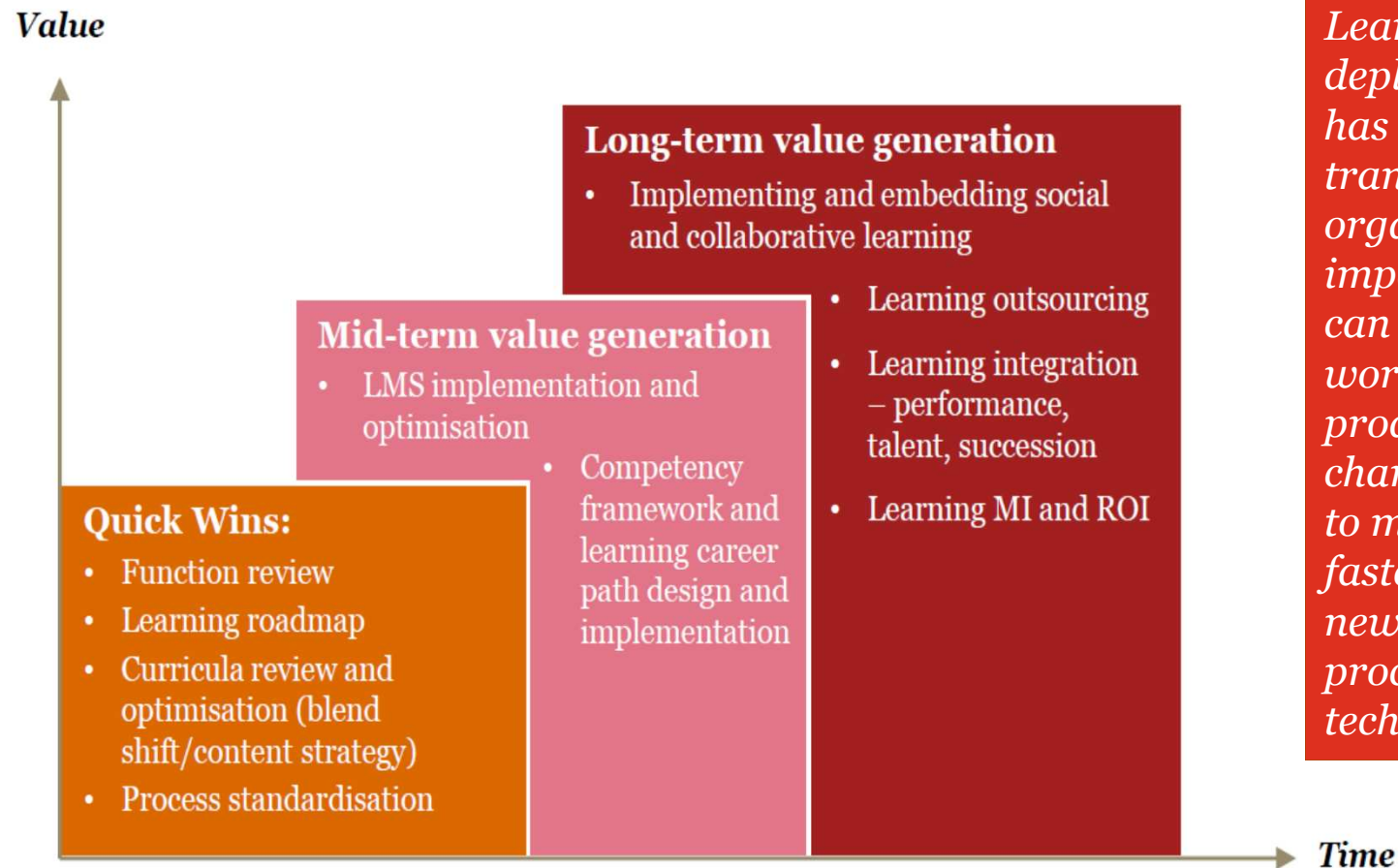
69% Converting Knowledge to Business Outcomes

67% Education and Growth of Employees

Source: Corporate Learning Network 2014



L&D value generation



Learning, when deployed effectively, has the power to transform organisations. The impact of learning can include: greater workforce productivity, culture change, faster time to market/value, faster adoption of new business processes, technologies.

Future of Learning and Development

Creating interest

Clear objectives, positive environment, arousing curiosity, encouraging involvement

Attractive Presentation

Interactive, multisensory, graphics, multi-learning styles, team learning, observational/problem solving exercises

Opportunity for Practice

Feedback, simulations, games, role-plays, dialogue, teach backs, practice activities

Transfer of Learning

Coaching, post-session resources, real-world application, peer-support, action-plans, organisational support

Development professional today...

- Focus on classroom training as the only valid way to transfer knowledge into people's heads.
- Fit new ideas into old practices - social learning is seen as adding social media to courses and the 70-20-10 framework is seen as adding coaching and experiential learning to organised training programmes
- Believe they know what is best for their people and don't realise that many are working around L&D to sort out performance problems
- They miss the big picture - the fact that learning is much more than courses, but involves continuously acquiring new knowledge and skills as part of everyday work
- Believe that "social learning" is something to be controlled rather than encouraged
- They don't recognise the world has changed - and that workplace learning is no longer about managing top-down training - it's about recognising that people need to be constantly acquiring new skills and knowledge in many different ways - most of which they will organise and manage themselves

Development Professionals going forward...

- Do not favour expensive, sophisticated e-learning content and prefer to build short, flexible, modern resources that people can access when they need them
- Encourage social content (or employee-generated content) - because they know that people know best what works for them
- Move to a performance-driven world - helping groups find their own solutions to problems and recognise that these solutions are often ones they organise and manage themselves
- Work with managers to help them develop their people on the ground - and see the success of these initiatives in terms of impact on job performance
- Help individuals to take responsibility for their own learning and personal development
- Support teams as they work together using enterprise social platforms - in order to underpin the natural sharing within the group, and improve team learning.

Blended Learning

Blending learning

Blended learning is an approach to the design of learning interventions which mixes learning media appropriately, to achieve solutions which are both **effective and efficient**.

Blended learning also takes account of differences in learning objectives, the characteristics and preferences of learners and the practicalities of the particular situation.

Learning methods

eLearning

learning utilizing electronic technologies to access content that can be delivered online

Learning Bite

learning that comes in short, digestible, bite-size units. Formats vary from videos, games, simulations, podcasts, slideshows etc.

Simulations and Case Studies

a real life story with points for analysis.

Role plays

learners are presented with a scenario and asked to take on the decision-making of one of the players within that scenario

Brainstorming

Group discussions that can be structured and facilitated to different degrees

Learning methods

Virtual Classes

Using Webex, Webinar platforms to connect to learners synchronously from different geographies

Self study guides

Asynchronous mass learning options

Leadership conversations

Bringing powerful messages and practical experiences

Coaching

In different forms and shapes: executive coaching, team coaching, peer coaching

How Technology can enhance learning

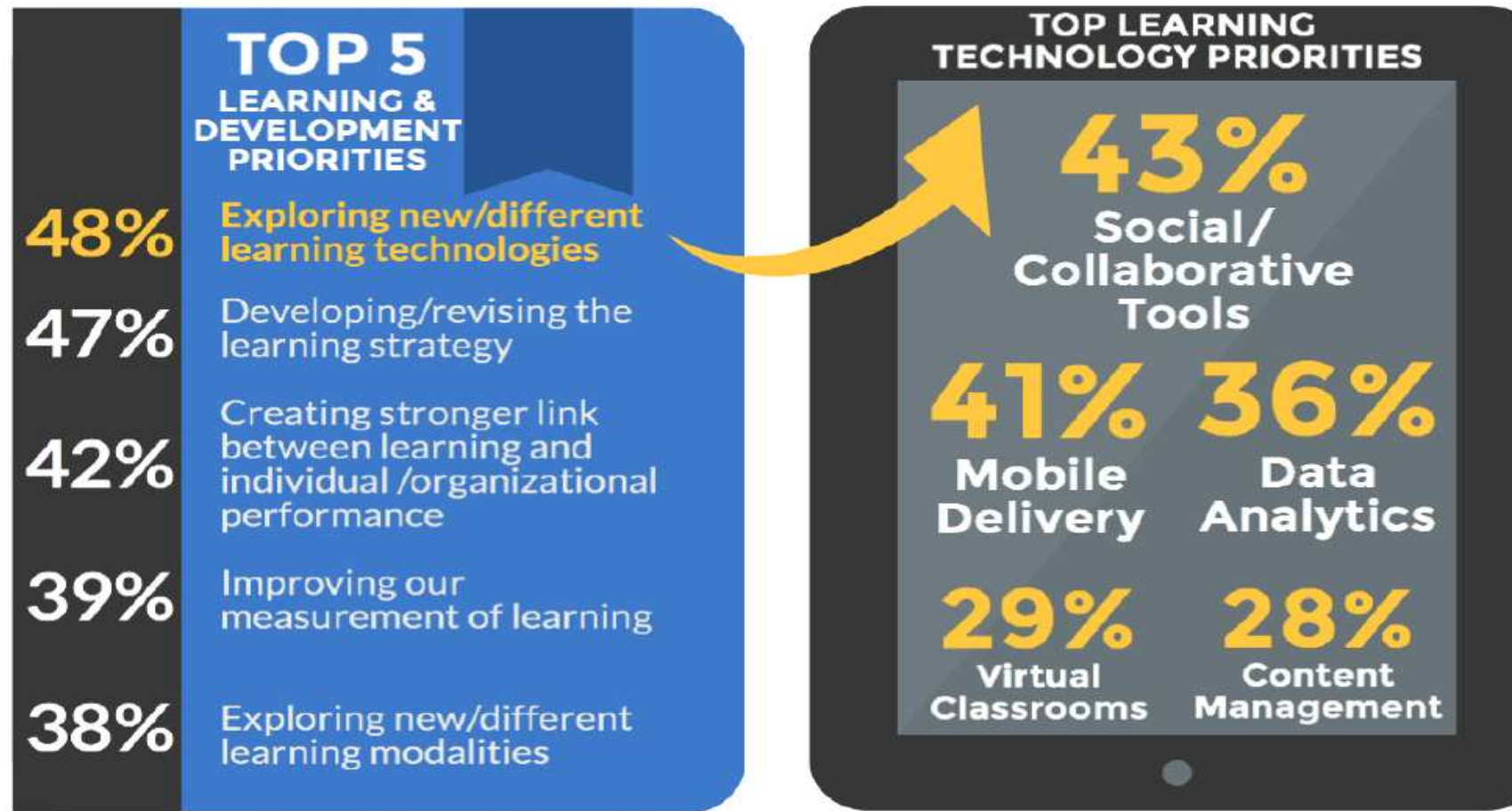
Key trends in learning technologies

Digital Learning is becoming more targeted, personalised and snackable

People are asking to have **learning everywhere, anytime, relevant, easy & accessible**

People are asking L&D to personalize learning and empower people to self-organize their development, real-time

What is happening with learning technologies



Source: 2016 Brandon Hall Group Learning technologies Survey

Today's Learning Technology tools



Digital Learning Platforms

MOOCs

Video for Learning

Mobile Learning

Podcasts

Webcasts

Use of social media

Recommendation engines

Digital Learning – European Realities

81% Expect to increase use of **Video Content**



89% Expect to increase their usage of **Mobile Learning**



35% Expect to see growth in their demand for **MOOCs**



80% Expect their usage of **Virtual Classrooms** to increase or stay the same



82% Expect their use of **Social Learning** to increase or stay the same



Source Fosway Group January 2016

***Cultivating a real time development
culture***

Where you learn the most and why

- Think of all the things you have learned about doing your job.
Where did you learn the most?
- Have you had projects or engagements where you learned a great deal, and others, not so much? Why?



A Definition ...

An **environment** in which employees **continuously seek, share and apply** new knowledge and skills to **improve individual and organisational performance and learning** and look at every work situation as a **learning opportunity** - for themselves or someone else

Some conditions

1

The initiative is supported by leadership who need to demonstrate that they really want and support this to make it happen in practice

2

The efforts on strengthening the learning culture are primarily focused on enhancing and accelerating the learning and development that takes place on the job

3

People are provided with practical tips and ongoing support, recognition and skill building sessions . These can include shadowing, knowledge sharing forums, real time feedback.

4

Cannot be seen as a L&D initiative but owned and driven by the business supported by HC

Assessing training impact

Key questions in your mind... and not only yours

- Is learning effective?
- What does it cost us and what value are we receiving?
- Do our people value learning?
- Is learning supporting a performance culture?

Kirkpatrick Model of Training Evaluation

The Kirkpatrick model measures four kinds of outcomes that should result from a highly effective training program

Level 1

Reaction

The goal is to measure participants' reactions to the training program

Level 2

Learning

The goal is to determine what the training program participants learned during the training event

Level 3

Behaviour

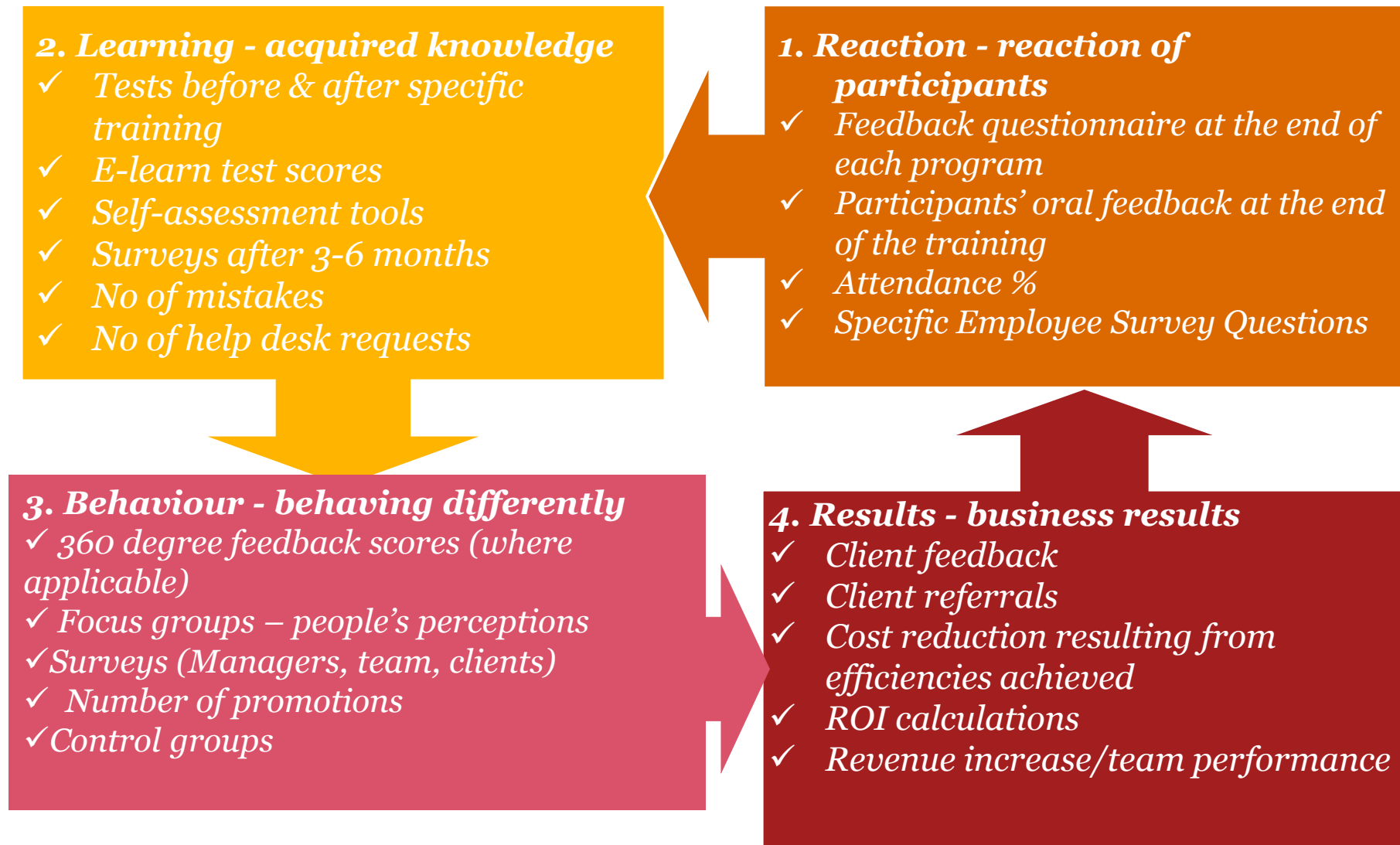
The goal is to find out if the training program participants change their on-the-job-behavior as a result of attending the

Level 4

Results

The goal is to find out if the training program led to final results, especially business results that contribute to the "bottom line"

Kirk Patrick's model of training evaluation – metrics



Implementing evaluation strategy



ROI 5%

Business Impact 10%

Behaviour 30 %

Learning 80%

Reaction 100%

Beyond the 4 levels



Return On Investment

Return on Expectations

Impact Surveys

Benchmarking against leading practises

Return of Investment

CONSIDERATIONS

Be clear on your objectives
Share results with your Stakeholders
Intangible benefits
Should be reported, not quantified
Establish your assumptions

Not everything can be turned into monetary value
Calculation can be costly
Establish attribute estimate
Data availability in not optimum

CHALLENGES

Impact/ Expectation Surveys

Successfully applied the knowledge and skills learned in the program

Which business outcomes did the training impact most

How successful was the program in supporting you to meet your job objectives

Involve both the person and their sponsor and compare results

Include questions for each learning objective

Make it quick and simple, limited open questions

Benchmarking Against Leading Practices



Strategy & Governance

- Nimble & proactive L&D **strategy** tied to business strategy & desired business outcomes
- **Governance** team & processes responsible for L&D alignment and decision making
- **Stakeholders & business units** contribute and support strategy



Investment & Programming

- Learning **investments** are planned and managed
- Programs are based on current & future **capability** needs
- L&D efforts are **prioritized** with an emphasis on driving competitive advantage & growth



People & Operations

- Dedicated learning **resources** with clear understanding of roles and the business
- Resources focused on **performance** consultation
- Easily accessible **Content** that is shared & re-used
- Efficient and effective **processes, tools & communications**



Measurement & Impact

- Evaluation **strategy** aligned to strategy
- Business **outcomes & measures** of success identified
- **Measurement** of reaction, knowledge, transfer & impact, including ROI
- Data used to make strategic **decisions**
- Results **communicated**