



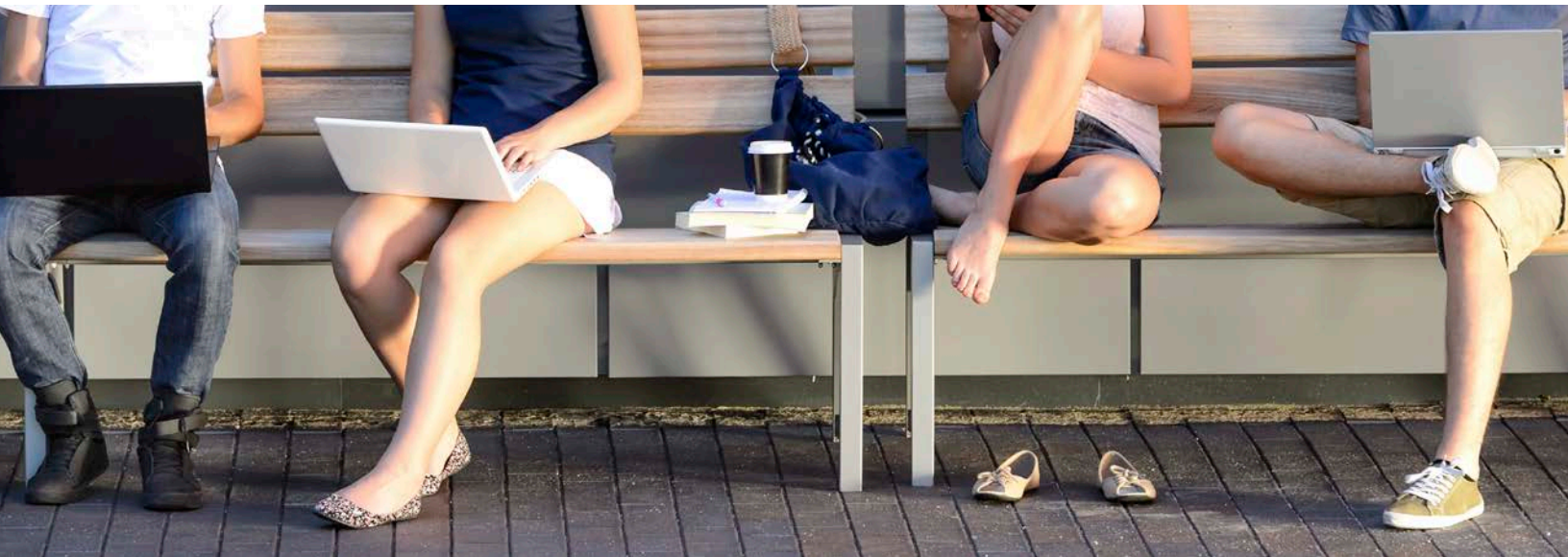
**NEW WORLD. NEW WORK**

# **The Changing Landscape of Employee Learning and Development**

EMPLOYEE LEARNING & ENGAGEMENT

**Welcome to  
Workforce 3.0**

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The biggest problem facing the workforce is not a lack of people — it is a shortage of skills.<sup>1</sup>

According to recent statistics, US spending on corporate training grew 15% between 2013 and 2014, demonstrating the highest growth rate in seven years.<sup>2</sup> This constitutes a more than \$70-billion investment by corporations in the US and \$130 billion worldwide.<sup>3</sup>

## Fact:

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In 2013, organizations across the US spent on average \$1,169 per learner on learning and development (L&D) initiatives.<sup>4</sup>

And yet, despite this massive level of investment — and despite that the economy is slowly recovering from the 2008 recession — workers in corporations today are more transient than ever before.

Employees of all ages and abilities are leaving old jobs for new opportunities at an astonishing rate. And while it often takes three to five years to bring a professional to full productivity,<sup>5</sup> many millennials (individuals born between 1980 and early 2000) will never hit that threshold. In fact, 58% admit they expect to leave their jobs after three years or less.<sup>6</sup>

<sup>1</sup> Porter, Eduardo. "Stubborn Skills Gap in America's Work Force." *Economy*. The New York Times, 08 Oct. 2013. Web.

<sup>2</sup> Bersin, Josh. "Spending on Corporate Training Soars: Employee Capabilities Now A Priority." *Forbes/Leadership*. Forbes Magazine, 4 Feb. 214. Web.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

<sup>6</sup> "The 2015 Millennial Majority Workforce." *The 2015 Millennial Majority Workforce Study*. Elance-oDesk & Millennial Branding, n.d. Web.

# Moving from Compliance to Engagement

Organizations invest millions annually to manage learning and to adopt systems that support regulatory compliance (health and safety, workplace equality, harassment and discrimination). However, businesses should regard compliance-related learning as the bare minimum. With employees underperforming and leaving the business due to lack of engagement with roles, with managers and with the company, organizations need to refocus their approach to learning and development. They need to re-orient their efforts around improving employee performance; build welcoming, flexible environments where workers can thrive; and adapt their learning methods and delivery tools to align with next-generation expectations.

## Fact:

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**51% of employees are not engaged at work, and 17.5% are actively disengaged.<sup>7</sup>**

In this eBook, we'll explore the shifting landscape of corporate learning and development. Specifically, we'll explore the rapidly changing dynamics of the corporate workplace, investigate the learning needs, desires and demands of tomorrow's workforce, and examine the emerging tools, technologies and methods that aim to meet these new demands.

<sup>7</sup>"Majority of U.S. Employees Not Engaged Despite Gains in 2014." Web log post. Gallup. Gallup, Inc., 28 Jan. 2015. Web.

# **New Type of Workers**

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## Exit the boomer, welcome the millennial

With a 50-plus-year age gap between the workforce's oldest and youngest workers, and with many baby boomers opting to leave their jobs, it's no wonder organizations are struggling with their employees' learning and training demands.

### Fact:

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**An estimated 78 million American baby boomers will file for retirement benefits over the next 20 years, 10,000 of which, on average, retire every single day.<sup>8</sup>**

At one end of the spectrum are the baby boomers. Born in and around the Vietnam War, these workers have dominated the corporate workforce, but are now nearing retirement. At the other end is the Gen Y — hungry, restless and tech-savvy millennials — representing the youngest generation of workers.

<sup>8</sup>Sladek, Sarah, and Bob LaBombard. America's Aging Workforce Crisis. Whitepaper. XYZ University and Gradstaff, 2012. Web.

# Generations in Contrast<sup>9</sup>

## Baby Boomer

- Born between 1945 and 1964
- Nearing age of retirement
- Expect to (or may need to) work into their 60s or beyond
- Keepers of crossgenerational knowledge
- Committed, hardworking, career focused
- Loyal

## Generation X

- Born between 1965 and 1981
- Represents 60% of current workforce
- Independent
- Resourceful
- Adaptable in their approach to work
- Believe in work-life balance
- Enjoy freedom and autonomy
- Thrive on diversity, challenge, responsibility
- “Best bet” leadership candidates

## Generation Y (Millennials)

- Born between 1982 and 2000
- Will occupy 50% of the working population by 2020
- Excellent multi-taskers
- Smart, creative, achievement oriented
- Impatient—want instant gratification
- Prefer indirect communication channels (email, texting, social media) to face to face

## Fact:

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Generation Y at over 75 million will outnumber baby boomers in 2015.<sup>10</sup>

<sup>9</sup> Collier, Elissa. "Workplace Warfare: Baby Boomers, Gen X and Gen Y." Career FAQs. Career FAQs Pty Ltd, n.d. Web.

<sup>10</sup> Fry, Richard. "This Year, Millennials Will Overtake Baby Boomers." Web log post. Fact Tank. Pew Research Center, 16 Jan. 2015. Web.

# A new type of worker demands new learning methods

With every generation of worker come innovations to improve productivity. Millennials are the YouTube™ generation. They can Google™ like the wind, and acquire and assimilate knowledge at a fantastic clip. They have shorter attention spans and want to acquire knowledge in real-time. While in the past, training for young workers meant attending a weeklong conference, today most millennials prefer online learning methods. They want their training delivered in bite-sized chunks using interactive delivery methods, which they can pick and choose, thus personalizing content to best suit their learning style and needs at any moment. Finally, millennials want to assimilate, share and question their learning, so they expect to be provided with ways to receive and provide feedback using social networks, blogs and discussion forums.

## The lost art of conversation

Are the technologies so popular with young workers changing the way we communicate? MIT Professor Sherry Turkle is a clinical psychologist and has spent her career studying the impacts of technology on society. In the video below, she speaks to Bill Moyers about her book *Alone Together*, and the impacts of mobile technology on our social and working lives.



Video: [Sherry Turkle on Being Alone Together](#)





# Seven ways to motivate a millennial

Restless, ambitious and defined by their use of technology, millennial workers are a particularly challenging group of workers to motivate. They tend to be turned off by rigid corporate structures and information silos and are unconstrained by 'how things used to be done.'<sup>11</sup>

Here are a few strategies for keeping your millennial workers engaged and motivated:<sup>12</sup>

- 1 Explain the company vision**  
Help millennials understand how their role fits into a larger plan.
- 2 Prioritize community service**  
21% of millennials prioritize helping people in need.
- 3 Develop in-between steps and titles**  
Millennials are eager to advance and won't wait five years for that perfect promotion.
- 4 Give encouragement and regular feedback**  
Keep the communication lines open, letting them know how they are doing and where they can improve.
- 5 Offer more flexibility**  
Tech-savvy millennials understand they can work anywhere, any time as long as there's an Internet connection.
- 6 Provide education and professional development**  
Millennials are hungry and keen to advance. Assign stretch projects. Send them to conferences. Bring in guest speakers.
- 7 Give them time for personal projects**  
Millennials will feel more engaged and in control, and your innovation strategy will benefit if you give young employees time to work on projects of their own choosing.

<sup>11</sup> Millennials at Work Reshaping the Workplace. Rep. PWC, 2011. Web.

<sup>12</sup> Meister, Jeanne. "7 Surprising Ways To Motivate Millennial Workers." Web log post. 2020 Workplace Blog. 2020 Workplace, 24 Mar. 2014. Web

# Retiring retirement

A significant proportion of our skilled workforce and leadership talent are now sitting on the bubble of “retirement age.” But not every boomer is ready to head out to pasture. Some are financially unable to retire, while other “healthy agers” enjoy being productive and are reluctant to stop working. Whatever the reason, these older workers have valuable knowledge to employers and are worth retaining. With an impending skill shortage looming, new untried millennials entering the workforce and a very real leadership gap emerging, are we really ready to let go of these highly skilled, valuable older workers?

Progressive employers are now actively seeking to adapt the working world to accommodate an aging workforce, providing for these individuals by creating semi-retirement programs, new and adapted roles, and strategic workplace changes.

Based on trends and changes related to the aging workforce, HR professionals both need and are beginning to:<sup>13</sup>

## **Formalize knowledge transfer between generations, establishing**

- mentorship programs
- recording seasoned professionals performing tasks
- job shadowing of older workers

## **Understand the needs of older workers by offering**

- flexible work arrangements
- time off to care for aging parents

## **Explore phased retirement options such as**

- volunteering post-retirement
- down shifting to part time
- moving to less-intense job

## **Make adversaries into allies by**

- building bridges between younger and older employees
- helping to overcome older-worker resistance to technology

<sup>13</sup>The Aging Workforce. Rep. SHRM Foundation, 5 June 2014. Web.

## Fact:

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70–80% of workers aged 50 and older expect to continue to work past traditional retirement age, however, most prefer to work outside the standard nine-to-five, five-day workweek.<sup>14</sup>

## Proven best practices for accommodating older workers<sup>15</sup>

- 1.** Flexible half-retirement programs such as phased-in retirement where retirees continue to work part time.
- 2.** Prioritizing older worker skills in hiring and promotion.
- 3.** Creating new positions or adapting old ones, by teaching older workers new skills, overseeing projects or facilitating intergenerational mentoring.
- 4.** Change workplace ergonomics to adapt to older workers' physical and wellness needs.

## Older worker implications for HR<sup>16</sup>

- Understand who knows what
- Train managers to ask early and often
- Look for cross-training opportunities
- Develop phased-retirement options appropriate for your company

<sup>14</sup>"Workplace Flexibility." The Center on Aging and Work at Boston College. Boston College, n.d. Web.

<sup>15</sup>North, Michael, and Hal Hershfield. "Four Ways to Adapt to an Aging Workforce." Web log post. Harvard Business Review. Harvard Business School Publishing, 08 Apr. 2014. Web.

<sup>16</sup>The Aging Workforce. Rep. SHRM Foundation, 5 June 2014. Web.

# The rising wave of virtual workers

In the technology age, collaboration among workers can take many forms. Most companies today have a distributed workforce scattered around the globe. Knowledge workers now connect, form teams and share knowledge using the Internet and a host of computer-based multimedia and collaboration tools.

First emerging as a trend in the 1980s, and as technologies began to enable “telecommuting” — amplified by significant world events such as 9/11 and the SARS pandemic — both virtual work and colleagues started to become relatively commonplace in organizations. Today, this trend shows no sign of flattening out. Experts project that within the next few years, more than 1.3 billion people will work virtually.<sup>17</sup>

Some companies are still digesting the idea of the virtual worker — unsure of the impact on productivity, innovation and team building. For others, there is no other way. A good number of employers now encourage workers to connect to the office virtually as it saves on office space, offers employees more flexibility and work-life balance, reduces stress and shortens/eliminates lengthy commute times that cut into the workday.<sup>18</sup>

## Four strategies to managing virtual workers<sup>19</sup>

1. Make the work enjoyable
2. Provide latitude and structure
3. Hire people who have successfully worked remotely in the past
4. Reward overall results

<sup>17</sup> Johns, Tammy, and Lynda Gratton. "The Third Wave of Virtual Work." Web log post. Harvard Business Review. Harvard Business School Publishing, 01 Jan. 2013. Web.

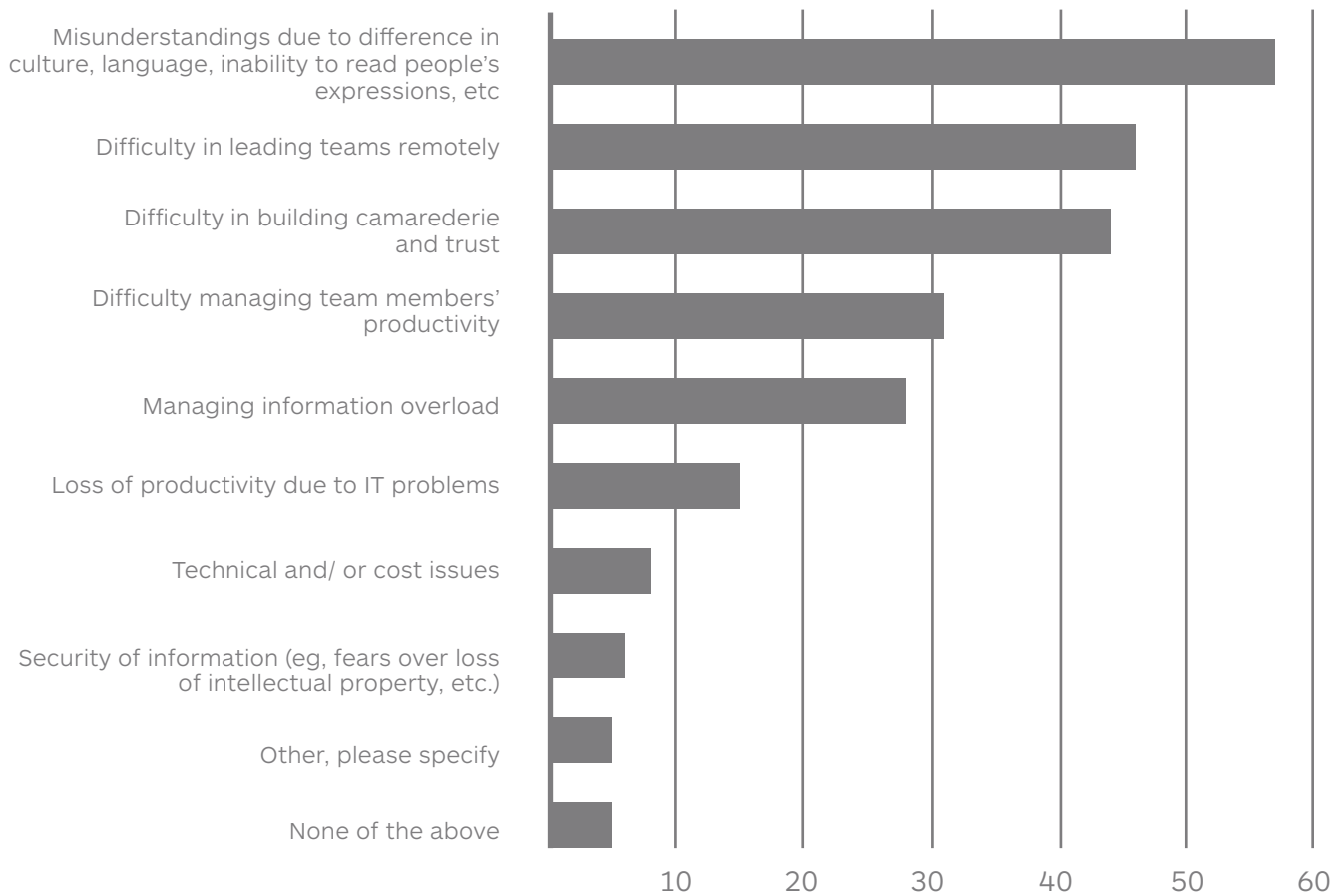
<sup>18</sup> Nemko, Marty. "The Biggest Workplace and Career Trend Predictions for 2015." Editorial. Ideas. Time Inc., 30 Dec. 2014. Web.

<sup>19</sup> Tabaka, Marla. "No Office? 4 Secrets for Managing Virtual Workers." Web log post. Motivating. Inc.com, 20 May 2013. Web.

# Training and the virtual worker

An A-team of virtual workers can be worth its weight in gold to an organization. However, without the benefit of face-to-face interactions, virtual workers will experience communication and collaboration challenges. If organizations are going to embrace the virtual worker, HR professionals and leaders must identify skill gaps and ensure remote staff members receive appropriate learning and development support.

(% of respondents)



Note: Respondents were allowed to choose up to three responses.

Source: The Economist Intelligence Unit, "Managing virtual teams: taking a more strategic approach", 2009

Figure 1: Primary Challenges of Managing a Virtual Team<sup>20</sup>

<sup>20</sup>What's Next: Future Global Trends Affecting Your Organization. Whitepaper. SHRM Foundation, Feb. 2014. Web.

## Examples of best practices in virtual team training<sup>21</sup>

- Hosting team-building sessions to develop a mission statement, set team objectives and clarify roles, and create a shared group identity
- Offer members courses on etiquette and meeting management
- Use information-sharing technologies such as virtual knowledge repositories for extensive training
- Use cultural awareness exercises to break down stereotypes, improve communication, and clarify role expectations

## Top training requirements for virtual teams<sup>22</sup>

1. Leading a virtual meeting
2. Coaching and mentoring virtual team members
3. Managing external relationships with local managers
4. Evaluating and rewarding individual contributions to the team



<sup>21</sup> Dorr, Meena, and Kip Kelly. Developing Real Skills for Virtual Teams. Rep. UNC Kenan-Flagler Business School, 2011. Web.

<sup>22</sup> Ibid.

# Freelancers and the competency marketplace

“In a traditional workforce, the worker serves the system; in a knowledge workforce the system must serve the worker.”

– Peter Drucker<sup>23</sup>

In previous generations, being a “temp” worker carried some stigma. These individuals, brought into an organization to fill in gaps or deal with an overflow of work, weren’t considered to be part of the organization—possessing fewer skills and training than their full-time counterparts. However, this is no longer the case. Today, nearly one third of American workers, or 53 million people, are involved in some kind of freelance activity.<sup>24</sup> This new competency-based marketplace is serving up some of the most senior and talented professionals from CFOs and CMOs to attorneys, business analysts, and computer programmers. So why are individuals with world-class training attracted to freelancing? For some, freelancing or consulting is a strategy employed when transitioning between roles. A kind of “date before you get married” way of working – if you will. For others, the flexibility, challenges, and lifestyle/professional rewards offered by independent work make it an attractive alternative to full-time employment with an organization.

## Fact:

41% of managers plan to hire more freelancers in the next five years.<sup>25</sup>

### Why do workers choose to be freelancers?<sup>26</sup>

- Variety
- Additional income
- Flexibility in work location and hours
- Access to technology
- Emerging co-working spaces
- Reduced risk of burnout

### Why do hiring managers like freelancers?<sup>27</sup>

- Shift in mindset from “who do I want to hire for the next five years,” to “who do I want to use on this project for the next five weeks.”
- Work—including high-end work—is more modular
- Fills in talent shortages

<sup>23</sup> Drucker, Peter F. “They’re Not Employees, They’re People.” Web log post. Harvard Business Review. Harvard Business School Publishing, n.d. Web.

<sup>24</sup> Horowitz, Sara, and Fabio Rosati. “53 Million Americans Are Freelancing, New Survey Finds.” Web log post. Freelancers Union Broadcasting Network. Freelancers Union, 4 Sept. 2014. Web.

<sup>25</sup> Greenstone Miller, Jody, and Matt Miller. “The Rise of the Supertemp.” Web log post. Harvard Business Review. Harvard Business School Publishing, n.d. Web.

<sup>26</sup> Horowitz, Sara. “Freelancing in America 2015 Report.” Freelancers Broadcasting Network. Freelancers Union, 1 Oct. 2015. Web.

<sup>27</sup> Drucker, Peter F. “They’re Not Employees, They’re People.” Web log post. Harvard Business Review. Harvard Business School Publishing, n.d. Web.



## New types of workers require new strategies for engagement and retention<sup>28</sup>

Drawn to flexibility, more hiring managers plan to leverage freelancers. This trend toward an on-demand workforce presents HR with a new set of challenges related to engagement and retention of independent contractors. Organizations will need to rethink their traditional approach to skills development and training—typically built around permanent, full-time staff—and adapt programs to support the rising number of mobile professionals.

### Fact:

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Employee engagement and retention rates are 30–50% higher for organizations with a strong learning culture.<sup>29</sup>

<sup>28</sup> Disselkamp, Lisa, Werner Nieuwoudt, and David Parent. Deloitte University Press. Rep. Deloitte Development LLC., 27 Feb. 2015. Web.

<sup>29</sup> Bersin, Josh. "Becoming Irresistible: A New Model for Employee Engagement." Deloitte University Press. Deloitte Development LLC, 26 Jan. 2015. Web.



# Key questions for HR & leaders working with the on-demand workforce

## How do we recruit?

Freelancers now come from a highly diverse talent pool, and hiring must tap into expert networks and other specialist organizations. HR must understand the compensation and tax implications of a contract worker's location, and manage new rules such as the Affordable Care Act.

**ACTION:** Proactively plan for hybrid workforce that includes owned and on-demand employees.

## How do we manage?

How do freelance workers change the way we onboard, manage, set goals, and engage staff? Do the rules used for full-time staff still apply?

**ACTION:** Assign ownership and governance of an on-demand workforce.

## How do we administer and oversee?

HR may not even be aware of the freelancers at work in an organization. Hired through line-of-business procurement, these workers are likely not included in the HR system. To better support internal demand for contract staff, HR organizations should seize the opportunity to become a resource for their line of business managers, providing centralized access and integration into online contingent expert networks.

**ACTION:** Develop HR and IT systems to support on-demand talent.

## How do we engage and integrate freelancers into the corporate culture?

While not employed full time, contingent workers are still part of the organization, and contribute (negatively or positively) to its culture. As such, they should be folded into the same kinds of onboarding, learning and development, and performance management programs as full-time employees to ensure they stay engaged and properly represent the company.

**ACTION:** Offer compressed, flexible onboarding for freelancers based on existing onboarding programs.

## How do we measure a freelancer's performance?

To avoid a dual-class situation, the performance of contingent employees and full-time staff members should be measured in the same way.

**ACTION:** Extend your performance management and analytics efforts to on-demand talent.



# **The High-Performance Workspace**

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“A new set of leadership capabilities may require a new development path, and it will certainly be demanding on the individual on a day-to-day basis. Creating workplaces that support the high value-add activities of collaboration, communication and innovation and respond to the individual needs of top talent is our pathway back to the workplace of the future.”

– Deloitte and AMP Capital<sup>30</sup>

Work is increasingly becoming a consumer experience. Organizations now comprise a mix of employees, from full-time permanent to contract staff, to virtual workers who telecommute from across the city or around the globe. Different types and compositions of workers are producing the need for new types of workspaces. But what about the future? According to many experts, the office in 2030 will look vastly different from the one we know today. It will intertwine where we live and work, and address all aspects of our lives, from humanity and creativity, to culture and community.<sup>31</sup>

<sup>30</sup> It's (almost) All about Me Workplace 2030: Built for Us. Rep. Deloitte, July 2013. Web.

<sup>31</sup> Fast Forward 2030 The Future of Work and the Workplace. Rep. CBRE Ltd., Oct. 2014. Web.

# Way out there: imagining the smart workplaces of 2030<sup>32</sup>

## “The Hive”

As major disasters strike our society, homeworking becomes a welcome refuge and the corporate office may no longer exist. People will control the workspace using neuro-headsets. The workplace will become agile, with workers forming into mobile “clubs,” but lacking a sense of belonging.

## “The Eco-Office”

Within a sustainable world, the eco-office promotes an environment where the creation and sharing of knowledge drives economic wellbeing. The eco-office is all about community, and employee villages form to create workplace communities populated by self-managed teams focused on work-life balance. Lifelong learning and a corporate culture lead the direction from a knowledge to wisdom revolution.

## “Gattaca”

A high concentration of economic growth exists in prosperous areas. Mass migration to richer areas creates new challenges surrounding exploitation and illegality. Corporate powers become forces feared by society. The focus turns to acquisition, development, and management of property, processes, and people.

<sup>32</sup>The Smart Workplace in 2030 - Summary. Rep. Johnson Controls, n.d. Web.

# Four prevalent workplace trends expected in 2030<sup>33</sup>

## Workaholism ⬇️

Traditional structures will be abolished, and flexible working hours and environments will be the norm.

## Daydreaming ⬆️

Employers in 2030 will give employees more time, the space and tools to imagine more.

## Masculinity ⬇️

The 2030 workplace will be gender neutral. Masculine qualities such as aggression, decisiveness and pride will no longer be held in as high regard.

## Returnment vs. Retirement ⬆️

Older workers will be able to remain in suitable employment that should they want to. Employers will provide better care for body and mind to support older staff members.

<sup>33</sup> Middlemiss, Nicola. "What the Workplace Will Look like in 2030." Web log post. HRM Canada. Key Media Pty Ltd, 11 Dec. 2014.

# What is a Results-Only Work Environment?

Representing a cultural shift from the 40-hour workweek, a Results-Only Work Environment (ROWE) gives employees more autonomy and control over when, where, and how long they work. Employees are evaluated based on the results they achieve, rather than how many hours they have logged on the job. Goals are mutually contracted between the employee and the employer, and employees take responsibility for their work and its outcomes.

ROWE is best suited to a knowledge worker job profile. It does not fit well with jobs that require time-based coverage of a physical location such as a retail store or with a physical assembly component such as a manufacturing line worker. And even for an organization employing knowledge workers, ROWE presents some leadership challenges. The organization (and its managers) must be comfortable with the results only model, and leadership must clearly define the employee behaviours that constitute success in a ROWE environment.

## Results-Only Work Environment (ROWE)<sup>34</sup>

### Benefits to the employee

- Flexibility along multiple dimensions
- Permits workers to choose when, where and for how long they work
- Focus on productivity vs. hours on the job

### Benefits to the employer

- Organizations implementing ROWE have achieved 35% increase in productivity over six to nine-month period
- ROWE organizations have witnessed a drop in voluntary turnover

### Challenges

- People's core beliefs and behaviours need to change
- Trust is key
- Employees may be fearful or skeptical
- Managers may be resistant
- Best piloted in small groups or teams

<sup>34</sup> "Flexible Arrangements - Results Only Work Environment." Focus on Workplace Flexibility. Sloan Center on Aging & Work at Boston College, n.d. Web.

# Think creatively and innovate boldly

We spend more time working than we do sleeping, spending time with family, and socializing. But too many people are dissatisfied at work. So how do successful organizations cultivate a culture of engagement and foster creativity and innovation? In the video below, Cali Ressler, Author of *Work Sucks*, taps into leaders from top companies to help craft a blueprint for an atmosphere of innovation.



Video: [Atmosphere: Think Creatively and Innovate Boldly](#)

## Five ways our knowledge workplace will change by 2030<sup>35</sup>

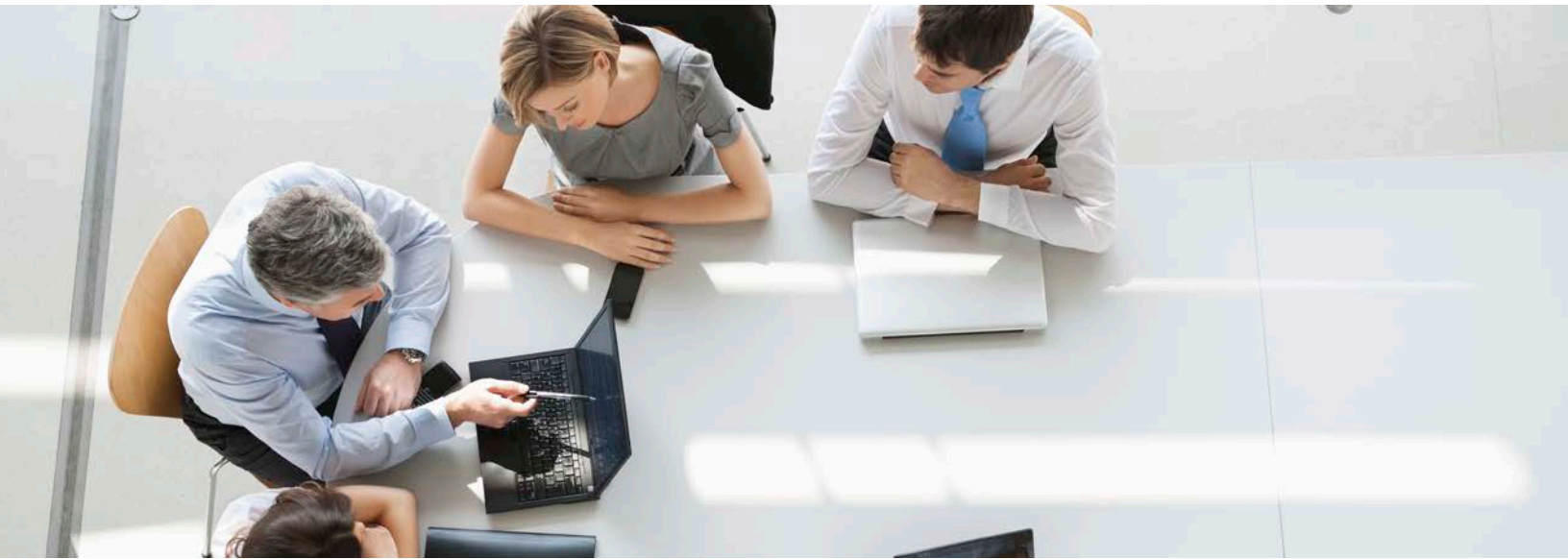
- 1.** More people will work “with” companies rather than “for” them.
- 2.** Work and life will become even more intertwined.
- 3.** We’ll put emphasis on quality vs. quantity.
- 4.** We’ll be more collaborative, virtual, global, and flexible.
- 5.** Technology will take us to new heights that are context-specific, dynamic, and allow us to transcend the physical boundaries of the office.

<sup>35</sup>Rawes, Erika. "5 Ways the Workplace Will Be Different in 2030" Weblog post. Money & Career Cheat Sheet. The Cheat Sheet, 05 Jan. 2015. Web.



# **Addressing the Knowledge (and Leadership) Gap**

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Companies that invest in learning and development are shown to not only accelerate their skills development, but also dramatically boost employee engagement and retention across workforce generations, on-demand mobile professionals, in-office and virtual spaces, preparing their staff for the workplace of the future. And yet, while investment in corporate learning is up, business and HR leaders continue to struggle to adapt traditional training and professional development methods and curriculum to changing worker expectations; to redesign the training environment to incorporate new learning technologies; and to use new digital learning tools. This struggle is ongoing as organizations aggressively compete for new technical and professional skills, and admit to a growing leadership capability gap.

In its Human Capital Trends dashboard, Deloitte surveyed 2500-plus leaders in 90-plus countries who continue to see talent as a major challenge to growth. The report identifies five key findings:<sup>36</sup>

- 1.** Softer areas such as culture, engagement, leadership and development have become urgent priorities.
- 2.** Leadership and learning have dramatically increased in importance, but the capability gap is widening.
- 3.** HR organizations and skills are not keeping up with business needs.
- 4.** HR technology systems are a growing market, but the promise is largely unfulfilled.
- 5.** Talent and people analytics are a high priority, but progress in this area is slow.

## Leadership in Action: Walmart

In this new world of work, companies of all sizes are challenged to adapt and rethink their approach to knowledge and development. As a global retailer, Walmart is evolving its leadership learning and development strategy to meet its associates' modern learning requirements.

<sup>36</sup> Eighteen, Jonathan, Josh Haims, Jen Stempel, and Bernard Van Der Vyver. Learning and Development Into the Spotlight. Rep. Deloitte University Press, 27 Feb. 2015. Web.

# Building a Leadership Curriculum for Global Retail

Global retailer Walmart, headquartered out of Bentonville, Arkansas, has 2.2 million associates operating in 28 countries under a multitude of banners and flagship names. Predominant in the United States, Canada, and Puerto Rico, Walmart has been serving the retail market for 50 years with the motto “save money, live better.”

As a customer-driven organization, Walmart is continuously seeking to leverage state-of-the-art learning and development practices to prepare its associates to serve customers as they want to be served. This means always having products available on the shelf and creating a safe environment for customers and associates.

The organization’s commitment to leadership learning and development first emerged in the 1980s. The organization had always offered operational training and development, but in the face of skyrocketing expansion through the 80s and 90s, recognized that to have good operators, you need good leaders.

The company first experimented with computer-based learning in the early 90s, using CDs, and the earliest Web-based technologies. In 2010 it rolled out its first learning management system, taking all the e-learning materials built within its home-grown system over to the commercial LMS, to deploy wide-scale leadership training to associates in 4,000 stores around the world.

“We are contending not just with an LMS platform change but a content change. We are now focused on micro learning, providing small but highly consumable chunks of content to associates and offering them learning in a quick, easy to digest manner. From Wikipedia type content, to social media, to YouTube, we’re incorporating external and internal multi-media style content into our learning management platform to get our associates the right content at the right time.”

– Steven Turner, Senior Manager, Learning Technology, Walmart<sup>37</sup>

<sup>37</sup>Turner, Steven, (2015, August 25) Telephone interview.

# The Role of Informal Learning in Performance-Based Cultures

At a certain point in a person's career, money is no longer a motivator; in fact, it can actually become a detractor. This is especially true in work that involves cognitive skills, which is predominant in today's knowledge economy. What really motivates employees is purpose.

The view here is that people get up every morning to give their employer their very best work because they are given the freedom to enjoy what they do, they are good at it, and the culture supports and encourages their efforts.

To that end, leaders need to become much better at diagnosing the needs of their employees and at employing informal learning methods to draw out the very best in performance. There is a commonly referenced model in learning and development known as the 70/20/10 rule. According to the model, only 10% of what you learn is done formally through training. The next 20% happens through relationships and mentoring. The bulk of learning, 70%, happens through hands-on experience.<sup>38</sup> Leaders in a performance-based culture need to understand that career development is not about sending someone off on a course. It is about coaching and mentoring and providing employees with an opportunity to apply what they learn on the job. This might mean participating in shared projects, or doing a stint in another team.

Workers also need appropriate resources to support informal learning in the workplace. This may mean subscriptions to useful content, availability of coaches, and access to communities of practice where people with common roles, interests, and goals can learn together or from each other.

<sup>38</sup> "The 70-20-10 Rule." Weblog post. Center for Creative Leadership. Center for Creative Leadership, n.d. Web.

## Benefits of Informal Learning<sup>39</sup>

- Less costly and more time efficient
- More personal and less intimidating for some
- Subject-matter experts are more willing to share their knowledge
- Employees are less resistant to learning new things as learning feels more natural

**ACTION:** Plot Your Organization into These Four Modes of Informal Learning

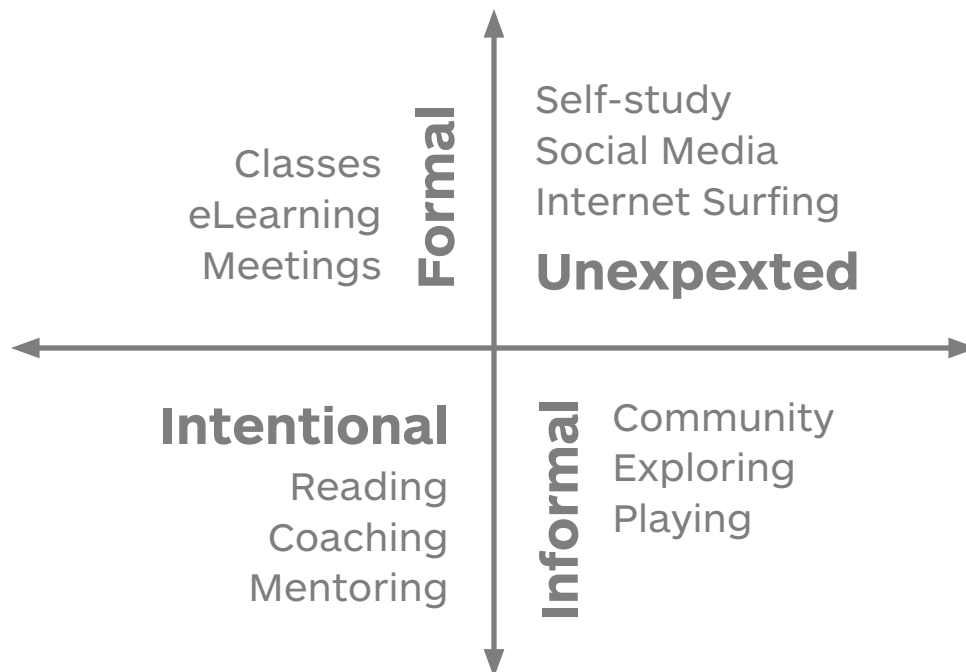


Figure 2: Introduction to Informal Learning<sup>40</sup>

<sup>39</sup> "8 Benefits of Formal and Informal Learning." Web log post. Langevin Blog. Langevin Learning Services, 10 May 2012. Web.

<sup>40</sup> Conner, Marcia. "Introduction to Informal Learning." Introduction to Informal Learning. Marcia Conner, n.d. Web.

# Breaking Learning Down into Bite-Sized Pieces

To meet the needs of an increasingly mobile and dynamically changing corporate workforce, learning solutions must be adaptable, scalable, and available on demand to workers any time they need them. Micro learning opens up potential for just-in-time delivery of bite-sized training solutions. Content is highly consumable and designed for busy workers with limited time and short attention spans.<sup>41</sup>

Micro learning benefits the organization and learning and development teams because content and curriculum can be easily updated, switched out, and created on the fly as market conditions and dynamics of the business change. It is very well suited to virtual workers, field staff, freelancers/contractors, and millennials.

## Bring Your Own Learning (BYOL)

**“You will never again be able to keep up with the pace of business and provide everything everyone needs to know.”**

– Jane Hart, Founder, Center for Learning & Performance Technologies<sup>42</sup>

When it comes to on-the-job learning and development, the gap between expectation and reality couldn't more stark. Of 2014 graduates, 80% indicated they expected to receive formal training from their first employer. Only 48% of 2013 grads in their first job actually received formal training from their employer. Fewer than half of millennials feel they have the skills today they'll need in their jobs three years from now.<sup>43</sup> But employers' failure to deliver on desired training opportunities is not holding the millennial back. Aggressive, ambitious, and tech savvy, this generation of workers is setting out on their own to do something about it. They are bringing their own learning into the workplace, seeking out their own mentors and coaches, and advancing their knowledge and skills through online and other informal learning opportunities.

<sup>41</sup> Pratap Singh, Ravi. "17 Awesome Resources on Micro-Learning." Weblog post. ELearning Industry. ELearning Industry, 11 May 2014. Web.

<sup>42</sup> Tauber, Todd. BYOL: Bring Your Own Learning. N.p.: Degreed, n.d. PDF.

<sup>43</sup> Ibid.

In many organizations, it's clear that traditional learning and development is out of synch with how people learn today.

- 76%** of learning delivered by employers is still formal classroom, virtual, or online learning courses<sup>44</sup>
- 23%** of workers say they have taken an entire course of any kind in the last 24 months<sup>45</sup>
- 71%** have learned something for work from an article, video, or book this week<sup>46</sup>

## Fact:

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According to Jensen & Kline, up to 66% of employees are meeting their needs by working around Learning & Development.<sup>47</sup>

## Your next boss: the Chief of Work

Some predict that in the workplace of 2030, there'll be a new boss in town. They will be charged with responsibility for aligning talent, technology, and place, creating a workplace and culture that attracts top talent, and creates a holistic work and life experience.

### How will this role change the employment experience?

1. HR will report to Chief of Work with the talent agenda and accompanying strategies — anything and everything connected to people — falling under this position.
2. HR will be divvied into a transactional component (benefits, employee relations, HRIS, compliance) and a transformational component (talent management, performance management, learning and performance, leadership development, strategy).

<sup>44</sup> Probst, Caitlin. "Putting Learners First. Why It's Time to Rethink L&D Approaches." Web log post. Degreed. Degreed, 20 May 2015. Web.

<sup>45</sup> Ibid.

<sup>46</sup> Ibid.

<sup>47</sup> Tauber, Todd. BYOL: Bring Your Own Learning. N.p.: Degreed, n.d. PDF.

<sup>48</sup> Schooling, Robin. "What You Need to Know About Your Next Boss: The Chief of Work" Web log post. HR Cloud. HR Cloud, 02 Mar. 2015. Web.



**Moving beyond:  
constructing a learning  
engagement framework  
for the future**

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In this connected world, learning and development for the sake of compliance is no longer sufficient. Employees want something more, and are demanding new ways and means to access, discuss, and embed their learning into daily practice. Corporate learning systems, which have traditionally consisted of static, standalone content aimed at knowledge tracking and retention, simply don't meet the needs of leadership, millennial, virtual, and freelance workers and the rapid pace of work today.

Engaged employees need to connect with a purpose in order to reach their full potential. They also want targeted ongoing feedback, allowing them to constructively change behaviours, advance their career, and positively impact the business.

A learning engagement framework is an extension of traditional learning management systems (LMS) and Human Resources Information Systems (HRIS). It brings together technology, learning and development resources, and expertise to help create a humanistic, cognitive, and behavioural approach to employee learning advancement.

## Characteristics of a learning engagement framework

1. Augments on-the-job practice
2. Fosters feedback, connections, and discussions with peers, coaches, mentors, and internal experts
3. Allows for social collaboration

# Embracing the new world of work together

The corporate world is experiencing a whirlwind of change, as boomers exit into retirement and millennials enter into the workforce — fresh with new expectations, eager to learn, and unwilling to compromise. As the composition of workers and work environment become dramatically different, business and HR leaders need to adapt their approach to training and learning and development. Traditional compliance-based training approaches will give way to holistic, informal, and highly flexible employee-centric forms of learning, delivered anywhere, any time and in small digestible bite-sized sittings.

Corporations small and large, young and established, are collectively facing the challenge of adapting to this new culture of learning. And those progressive companies able to seize the day to transform their learning and development organizations will not only realize accelerated skills development.

According to research from Bersin by Deloitte, organizations with a strong learning culture are:<sup>50</sup>

**92%** more likely to develop innovative products or processes

**52%** more productive

**56%** more likely to be the first to market with their products and services

Where is your organization sitting in this new world of work? Share your stories with us on Twitter @Brightspace.

<sup>50</sup> Bersin, Josh. "Becoming Irresistible: A New Model for Employee Engagement." Deloitte University Press. Deloitte Development LLC, 26 Jan. 2015. Web.

# ABOUT D2L

D2L is the software leader that makes the learning experience better. The company's cloud-based platform—Brightspace—is not a common one-size-fits-all learning management system (LMS). It's easier to use, more flexible, and smart. With Brightspace, you can personalize the experience for every learner to deliver real results. The company is also a world leader in learning analytics: its platform predicts learner performance so that you can take action in real time to keep them on track. Brightspace is used by learners in higher education, K-12, and the enterprise sector, including the Fortune 1000. D2L has operations in the United States, Canada, Europe, Australia, Brazil, and Singapore.

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