

GROWTH & DEVELOPMENT

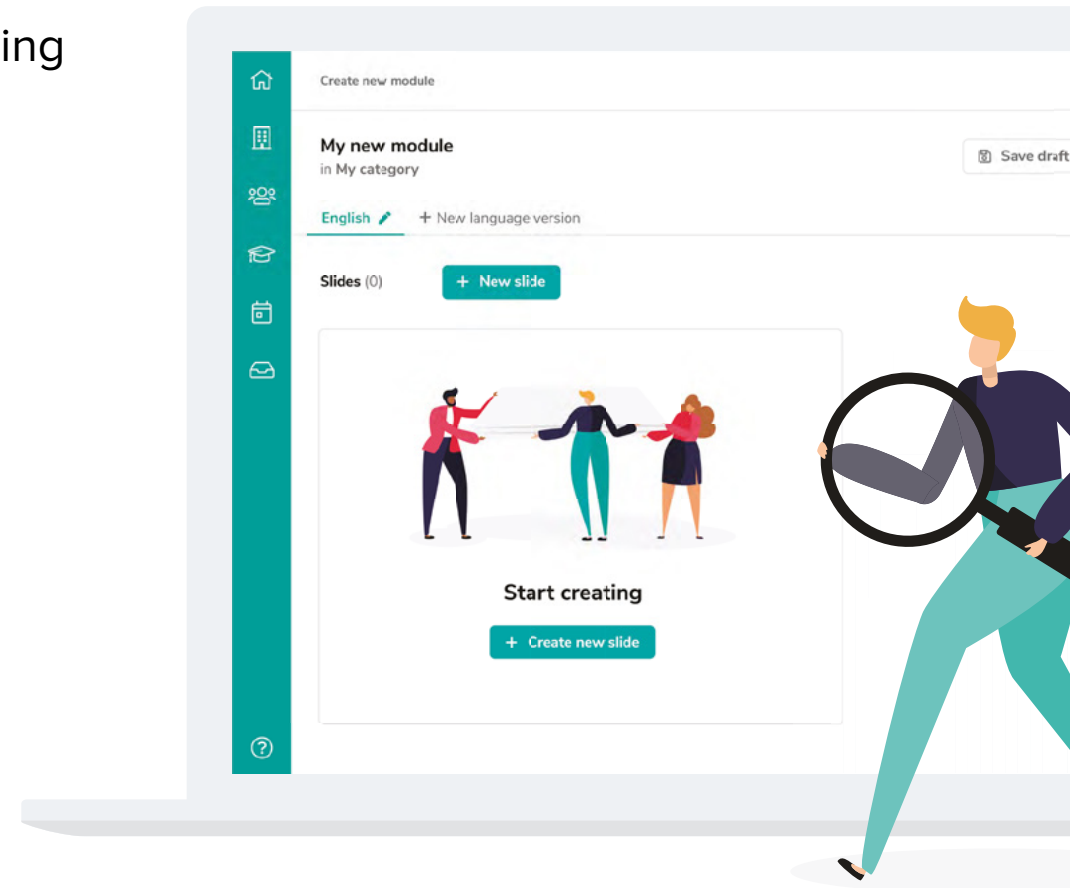
**Strengthen both
Employees and Company
and Create a Healthy
Learning Culture**

learningbank 



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Growth & Development

Keep your Employees up to date





The reality keeps smashing forward, and, honestly, it seems hard to keep up. New technologies, new markets, new demands. All new, new, new.

But constants exist too - for example, a company can be dependent on having the right employees to do the right tasks. The challenge here is that both employees and tasks go through ongoing changes. So much for the constant aspect...

Most companies experience that tasks change character. But when Millennials and Generation Z fill up more space in the workforce, the demands and employers change too. At a rapid pace.

The young, modern employee goes to work to realize her potential, her dreams, and her ambitions. She asks for a higher purpose, and she asks for the possibility to grow and develop. If these demands are not fulfilled, she will move on to an employer, who will fulfill them.

Companies must look up from the HR-handbook, the grand salary package, and the offer to go do yoga on Tuesdays and, instead, focus on how they can ensure that both current and future workers are offered learning and development - that makes sense.

In this ebook we take a closer look at growth and development - a topic, theme, or a point of focus, which in its nature is tricky to frame, limit, and grasp. It is in the name - growth and development - they are dynamic matters, and, we could just as well call it learning and development, training, or some of the other terms, that are floating freely out there basically covering the same area.

Enjoy reading.

The History of Learning - Times Are Changing





Learning and training in a corporation context are an ancient and financially large business. According to the learning guru Josh Bersin [\\$200 billion dollars were turned over globally](#), and nothing indicates that this number has decreased ever since.

The business has developed rapidly throughout the last 40 years, and the connection to technological development is obvious. Up until the 1980s learning was handled in classrooms, but when the PC was invented something happened. Now, learning could happen in front of the screen with help from CD-ROMs, and in the 1990s the development took a

quantum leap, when the internet got the hang of the people. This meant that the first LMS-vendors arrived, and suddenly learning was something that could happen online - but at the terms of the learning vendors.

The reality changed when Google saw the day of light in 1998. Suddenly anybody with access to the internet could search for information on their own computer, but the volume of information online was very limited compared to today, and it was still up to LMS-vendors to design learning paths and build the product that users could search their way to.

Since then, terms such as Microlearning and Learning Experience Platforms have evolved, and the same goes for services and platforms such as YouTube, Facebook, Twitter, and countless others, which all share the feature that they offer a great user experience and make all types of knowledge accessible. Quickly.



Now, a paradox emerges: Learning in a corporate context has historically been seen as an activity, that is a necessity, but also a bit of a blocker before employees can come back to their real tasks and be productive. Learning must not take up too much time, and it cannot be too costly.

At the same time, employees are people too, who - when they are off work - do have access to all the knowledge, which they often are not up for consuming, but also get nudged to do and spend as much time as possible at the early-mentioned-platforms, because the business

model says so. The goal is to get people to spend as much time as possible.

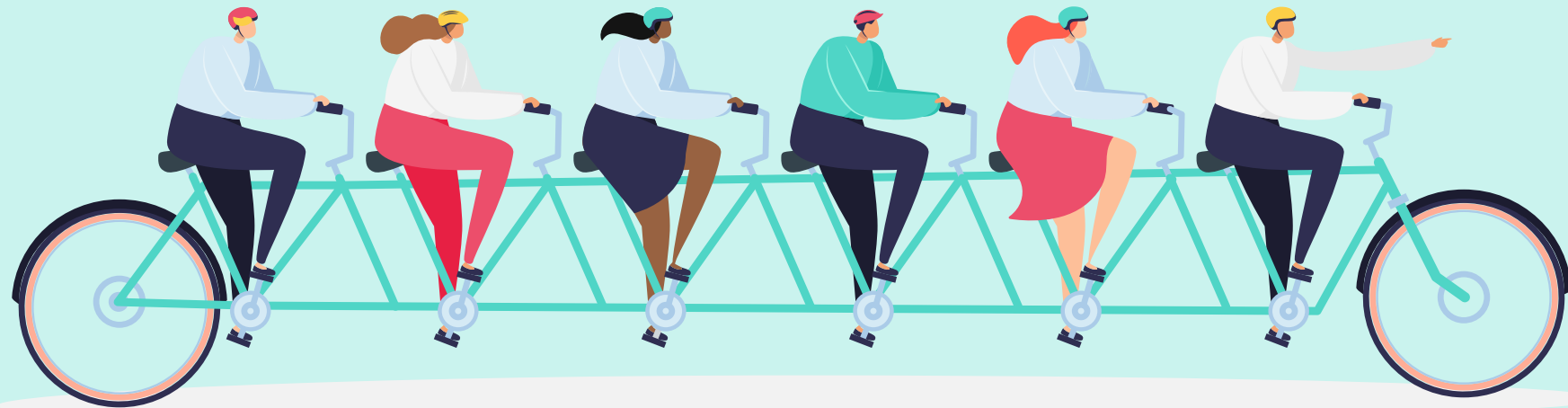
Today the table has turned because the value of learning has found its way to the C-suite. Now, the target is to raise learning engagement and create a measurable outcome of the learning activities. In Learningbank we are in constant dialogue with companies, where the goal for an elearning program can be to get a completion rate at 50 percent, or where the real goal for a compliance training program is just to tick off the box saying:

“Employees have got the right training”, rather than ensuring, that they actually get something out of the training.

In other words: Corporate training has not moved at the same speed as technological development and employees’ preferences.



Soft Skills in a Tough Market





In most recent years focus has been on measurement, KPIs, and tough parameters in workplaces as well as in the education sector - even to such a degree that there has been a talk about the age of measurement. But with the increase in measuring everything in hard numbers, a need for more soft skills has evolved. For each robot and every automation - and digitalization process the need for soft skills comes a long - in examples, creativity, collaboration, culture understanding, empathy, and the ability to solve complex problems. All the stuff you cannot program your way out of.

Traditionally, learning - and training programs in workplaces have had the purpose to educate and train employees to do specific tasks, comply to rules, know and understand security instructions, and to ensure that skills are maintained as time passes by. Typically, it is - at least in large organizations - happening through Learning Management Systems (LMS), where the HR department has put a learning module in to one end and the employees in the other end. Voilà - they are hereby updated and now it is time to get back to work.





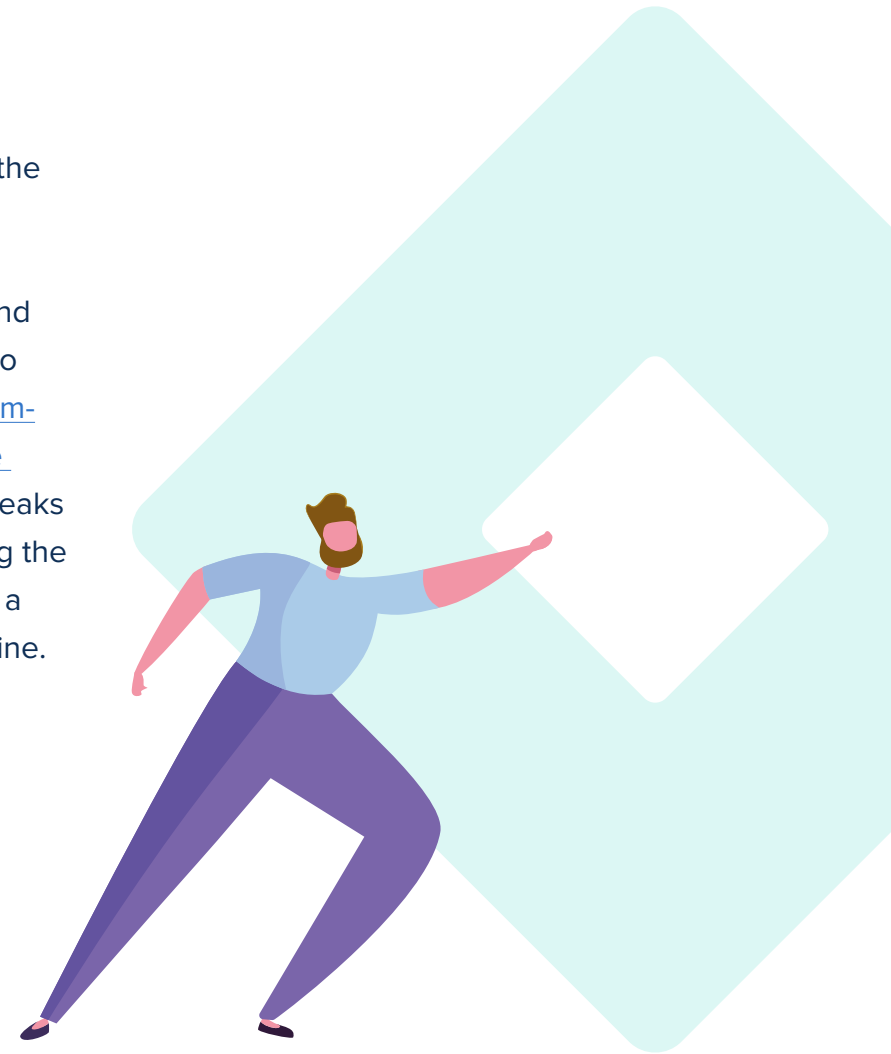
Today, the reality is different. First of all it is tricky to design learning paths that take the reality employees are educating themselves against into account, as well as the self awareness and the needs employees have. Ever since the learning path for employees in the production department were designed, five new automated processes have come to life, and since the module for the administration war approved, new restrictions for GDPR compliance have arrived, and half of the employees have - by the way - been outsourced to Kiev and Lissabon.

This - combined with next levels in education and skills - means that focus today has shifted from 'just' educating employees to instead looking into re- and upskilling. And this sets up entirely different demands for companies, which have to deliver learning offers, that lives up to the objective demands and the employees' expectations.

As an employer you will have to cope with terms as emotional intelligence - meaning, the ability to understand and handle your own as well as the feelings of others. When this is lacking major challenges in motivating an organization arrives. The time where you as the employer just had to have a list of tasks and then expect employees to solve them from the top - no questions asked - is (fortunately) over. The modern, educated, and ambitious employee demands that it has to make sense, so a manager must be able to motivate. This presumes, that the manager acknowledges the premise, and that the manager both has self

insights and empathy to actually let the principals come to life.

The good thing is, that companies and managers, who take these topics into account, are the market winners. [Companies with a strong learning culture have a better performance](#), and it breaks through from onboarding to retaining the best employees, and hereby setting a clear positive imprint at the bottom line.



Put your Employee in Focus





As we mentioned in the introduction, the market situation today is that the most skilled employees are holding all the cards. The iconic man behind Apple, Steve Jobs, is quoted for the following: “It doesn’t make sense to hire smart people and then tell them what to do. We hire smart people so they can tell us what to do.”

This does not mean that management should be put in the hands of employees, but there is something about Jobs’ point: When you do invest huge sums in recruiting the right employees, it makes good sense to create the best opportunities for them to perform. And when 94 percent of

respondents in a [big LinkedIn-survey](#) say that one of the determining factors for staying in a job is the company’s ability to invest in their career, it is clear that it makes perfectly good sense to put the employee in focus.

As Josh Bersin mentioned in chapter two, the learning paradigms have changed over time.



Before

- Transaction focused
- Top-down learning
- Classroom
- Time boxed & silos
- One-size-fits-all approach

Now

- People focused
- Skills-based learning
- Digital
- Continuously and blended
- Personalized experience



At least the top-down aspect is worth noticing, and it affects the other parameters such as the personalized learning experience and the continuous learning.

The key terms are availability, effectiveness, engagement, and relevance. Because where learning traditionally has taken a starting point in the thoughts on pushing the learning for employees, we need to reverse it and instead take a starting point in the specific employee's journey and personal growth. The time is up for generic multiple choice tests and one-size-fits-all-courses - for multiple reasons.

First of all, the reality is still getting more complex. One job function is increasingly getting specialized, and the need to keep up to date grows at the same pace. Thus Peter and Paula only in very rare cases share the same needs and focus.

Secondly, the employees' expectations for learning paths are different - and greater - than they were just a few years back. In our spare time we are used to consume professional content socially and on demand - Netflix, YouTube, Spotify, etc. give us the series, documentaries, TED Talks, music, and podcasts we want, when we want them. Why is this not the case at our workplaces?

And then we have the objective pitfalls, which make the learning situation tricky. For example, for many years there have been a lot of talk about mobile learning, but a lot of corporations still have not implemented mobile learning as a part of their training programs. This is a serious challenge, because employees typically only have around 1 percent of their work time available for learning, (and by the way look at their smartphone 10 times an hour).



How to Create a Great Learning Culture

When we talk about learning in the new decade, it is easy to just talk about technology. And it makes good sense to some degree, because it is the technological development, which is the major driver for learning and development, and it is also the technology that raises employees' expectations to the learning offers. In the same way, it is also the technology that can tap into the need.



The responsibility for learning is typically placed in the company HR and L&D department, where possibly one or two people must support a large number of co-workers (in some cases thousands of people) with learning and at the same time be in charge of administration tasks. This is a huge job, and it is very hard to succeed, if their only option to solve the task is using traditional tools and old school elearning.

Modern learning platforms can tackle two challenges:

- They can support HR and L&D by ensuring that all employees get relevant training on all relevant devices at relevant times.
- They can ensure that talented, but overburdened people will not become bottlenecks for the development of the rest of the organization.



Behind all the design and the development of digital learning systems stand real people of flesh and blood. And if the digital learning in the company must succeed, it is essential that the research has been done properly. It is crucial for creating a great learning culture, and for the employee journey to get mapped out, so the learning becomes relevant and covers the needs of the employees.



How to Kickstart Growth and Development in Your Organization

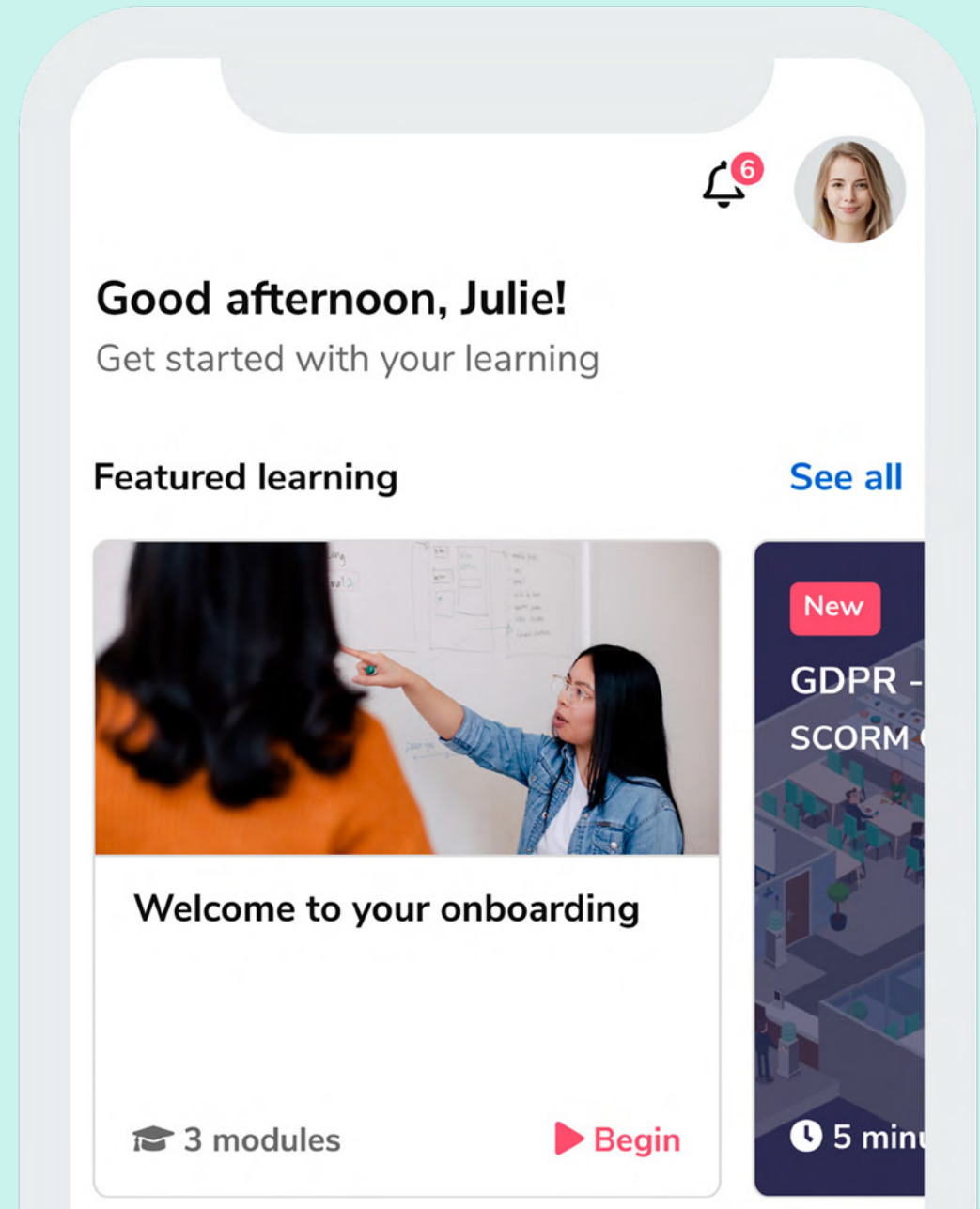
- Map out the employee journey and look into specific points where you can strengthen learning initiatives - make it visible for employees too
- Create personal learning journeys
- Turn up the interaction and involvement by using gamification. Move employees' mindsets from 'I have to' to 'I want to'
- Involve both managers and employees in the learning development
- Make sure that the learning is accessible where the employee is located
- Think: "What is in it for me?" on behalf of your employees
- Integrate the different systems and decrease manual work processes
- Make sure to have internal ambassadors
- Team up with content vendors - it is impossible to create all the learning from scratch on your own
- Do one stop at the employee journey at a time. In this way, the learning will have a chance to come out and breathe in the organization, and people can see that it is working. Built on top of these results

It is crucial, that the learning design is thought through, and that the goal and audience are in clear sight. Cool features are worth nothing, if they are not properly fitted into the individual employee journey.



Make the Technology a Team Player

Ebooks, like this one, can quickly paint a picture that says: “doomsday is upon us”, but our intention is not to frighten you. And let’s remind each other about the fact that it is basically very positive: There have never been så many well educated employees before, and they are more skilled and more motivated than ever. At the same time, they ask for more opportunities to get even more skilled, because they feel an urge to develop. And you have access to all the technology, which is necessary to ensure this development - if you choose to do so.



The time is running out for the ancient LMS-systems. A technology as Virtual Reality and the maturity of Artificial Intelligence combined with technological development will in general make your employees expect something different than a classic course or the dull elearning module, and this demand you can and should turn into your competitive edge.

So, please continue to hire skilled and ambitious people, and use the technology to upskill them even more.



Create the Best Learning Experiences for Your Employees

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