

Crunch Time

For Learning & Development

Are you ready to
take on the new
world of work?





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Are you ready to take on the new world of work?

The world is facing a reskilling emergency. Learning and Development functions must evolve and adapt at pace to remain relevant. Traditional learning is no longer cutting it. Teams need to focus on new skills and modern learning approaches to support their businesses through transformation.

What does this mean for L&D?

Organisations will not be going back to business as usual in how and where they deliver learning.*



*The Evolving Role of Learning in Workforce Transformation

**World Economic Summit

More than **1 BILLION** jobs, almost **ONE-THIRD** of all jobs worldwide, are likely to be transformed by technology in the next decade.**

Since the onset of Covid, internet usage has risen by **70%**. Use of communication apps has **DOUBLED**. Video streaming services have seen daily usage rise **20-FOLD**.**

At the outset of 2020, less than 5% of workers did their jobs remotely. Now, more than **HALF** of knowledge workers work remotely.**



All

Change

All Change

As the world of work changes, Learning & Development functions need to step up. Teams need to evolve and adapt, they need to reposition themselves and remain relevant. There's a need to upskill, become more digitally savvy, more innovative and respond at pace.

Training strategies need to realign with business goals, with a focus on modern performance.

That's a lot of new demands. How can L&D respond?



*The Evolving Role of Learning in Workforce Transformation

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We see accelerated demand for ‘future of work’ skills. The pace of delivery is critical. We need to operate at twice the speed and be ready with our upskilling strategy when new demands emerge.”

Head of Enterprise Learning & Development and Workforce of the Future, MetLife*

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Ever

Relevant

Ever Relevant

**50% of learning functions are not aligned to the business goals.*
Is yours?**

There's an urgency for L&D teams to show their value, and their relevance to the business. Moving forward, the challenge will be to make strategic connections with the business, supporting the workforce where necessary. The model of traditional learning has shifted, modern learners expectations have moved. Learning professionals that understand the challenges their industry is facing, and the context of how learning and performance supports that will be considered valuable business partners. L&D now has the opportunity to proactively lead and add real value to their organisation's workforce performance in this new world of work.

**Key Trend:
Business Leaders
Lean on Learning
to Deliver Business
Transformation***

**Leaders see business
acumen as the most critical
capability for learning teams.**



*Brandon Hall 2020

**[The Evolving Role of Learning in Workforce Transformation](#)



Strategic Direction

A defined learning strategy align the organisation's priorities and objectives.

The Learning Function

Where the translation of company priorities into learning and performance solutions happens.

The Workers

Support received in the moment of need. A friction free experience.

A CONNECTED GOVERNANCE MODEL THAT PARTNERS WITH BUSINESS LEADERS TO DELIVER VALUE.

Ask Yourself

Are you aligning your learning strategy with business strategy and goals?



**It's All
About Me**

It's All About Me

How do your people get support at the moment of need?

It is ALL about the people. They sit at the heart of everything you create. You need to use data to build an understanding of who they are, their tasks, environment, and skills. From field workers, to point of service workers and hybrid office-home workers.

Based on your insights, you can build a picture of when your people need support and how they need it. Only then can you begin to recognise different audiences and actively design to address their challenges.

Move from a push approach to a learning pull approach, enabling users to learn at the point of need.

Being data-informed about your people helps drive better decisions about when support is needed and the best modalities to deliver it.

Field Worker

Performance support tools



Point of Service Worker

Digital performance support

Virtual classroom learning

On the job coaching



Hybrid Worker

Digital performance support

Virtual classroom learning

Digital learning



Meet Miya - Customer Contact Case Study

Meet Miya, she works in a call centre providing technical support on white goods.



How can you best support Miya in her role?



Performance Support:

She receives a call on how to replace a drive belt. This isn't a critical task or skill, and it doesn't require training, so we provide performance support in the flow of work. Within 2 clicks, Miya looks up belt replacement on her system and accesses the relevant process information.



Micro Learning:

At other times Miya might not be close to the flow of work but she still needs to source non urgent information for her role. This can be micro learning bursts like listening to a short podcast, webinar or 60 second video.



In-Person:

Miya finds out there's a critical fault with a popular appliance and the whole team is required to quickly upskill on the impact. Miya consumes a one page cheat sheet for instant access to questions and answers, followed by an in-person experience, and a face to face lab run by safety experts.



Community:

Modern Learning should also involve collective intelligence or a community model, where Miya and team can find help and support to grow. This is especially important during times of change. Scaffolded learning that Miya and her team can pull on works better than pushing out community generated content, as this leads to more empowerment and ownership of learning.

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We need a learner-centric mindset when it comes to design. Through our annual surveys of learners and business partners we see increased demand for a more personalised learner experience tailored to each individual's experience and knowledge.

Senior Manager, Center of Learning,
General Motors

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Ask Yourself

How do you know who and what you're designing for? Who is your audience? What are their unique working challenges? How do you deliver at the point of need? What is the best modality to meet their needs in the flow of work?

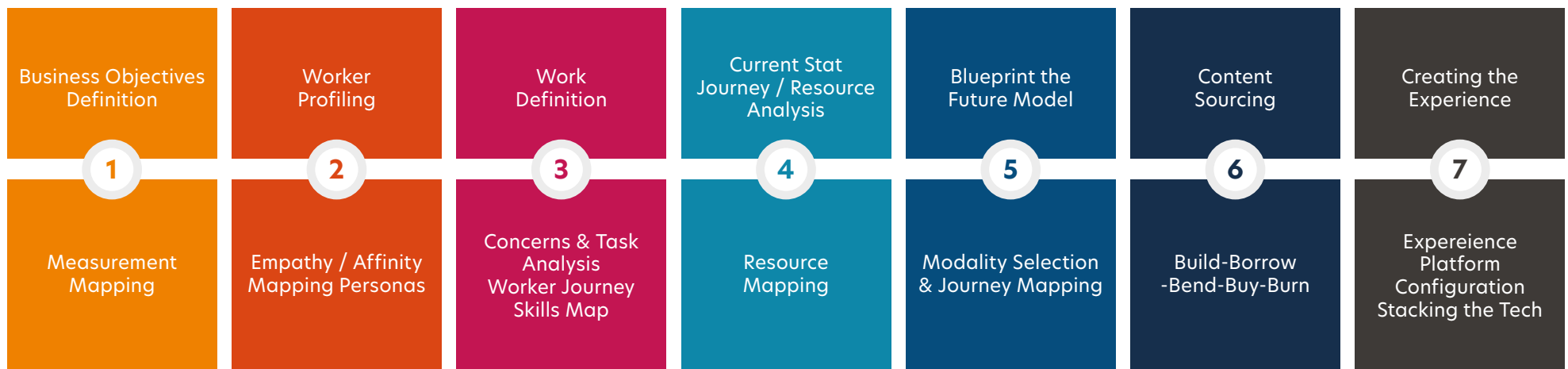
Mapping The Journey



Mapping The Journey

Have you built a systemic strategy around your people?

Emphasis has traditionally been on the delivery of the learning content. Designing for the modern learner needs to move beyond that to the journey as a whole. It requires a systemic strategy built around the worker.





We approach the journey with a rigorous transformation process. By using a 7 phase approach each with its own process and output, we combine consulting with design, working collaboratively with the business.

It's a process that's data informed which puts you as stakeholders and your end users at the centre of everything.

When we use business data, not learning data, we design a project with performance outcomes.

Essentially we have 3 key areas of discovery, consulting and design. This starts with measurement mapping process; a strategic tool to capture and visualise KPIs that will guide the project.

Through research, we then do a series of mapping exercises in phases 2, 3 & 4. This builds a profile of the business, the workers, skills and knowledge.

As we hit phases 4 & 5, we understand enough to design for the future. This means we can de-risk the product or service because we've understood what's feasible, viable and desirable.

Phases 6 & 7 are all about developing and deploying the product or service. Aligning content, processes and technology.

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“We need our team to be the bridge between the learning experience and the business, anticipating where business leaders want to go. This type of performance consulting requires strong communication skills, business acumen, and the ability to translate stakeholder needs into design and technology requirements. It's the learning equivalent of the HR business partner.”

L&D Skills & Development Leader,
Customer Experience & Success,
Microsoft

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Is Your Tech Stacking Up?

Is Your Tech Stacking Up?

Are you creating best
experience for your people?



With an average of 23 systems used by a learning function*, the need to simplify the front end experience for the worker is key.

Tech ecosystems are complex. From HR systems through to the LXP, you need to remove the barriers from the backend through to the front end. Reduce the hard work for people, and create friction free experiences that enable them to perform at their best.

Tech is also where we you can gain some quick wins. With over 30% of employees time spent searching for content, you can immediately improve this process through content rationalisation & correct tagging.

Learning teams need to rapidly explore and test new technologies, as well as stay open to new solutions - from artificial intelligence to cloud platforms. When asked about the top learning and development innovations, they expect their organisations to pursue this year, virtual learning ranked top, with virtual reality (VR), mobile access platforms, and employee experience platform (EXPs) following.**

*Bersin 2020

**[The Evolving Role of Learning in Workforce Transformation](#)

Smooth Operators



Smooth Operators

Create a value stream of connected services

How do we make it all happen?

Whilst the business provides strategic direction, L&D needs to provide access to the right tools, skills and resources. New roles, processes and approaches need to be created and embedded to meet demands and expectations of the modern workforce.

Building new capabilities is a key priority for learning functions. The shift to modern learning is demanding new skills and roles such as learning architects, experience designers, community managers, content curators, data analysts and virtual delivery specialists. These can be upskilled or reskilled in-house, recruited or outsourced at speed. From business consulting to design, delivery, event management and analysis, L&D teams must implement a stream of services that connects the workforce to business goals.

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Just as the HR function has created many new job roles such as Director of Remote Work and Employee Well-Being Leader, the learning function must also take stock of what is needed to deliver workforce transformation and create new job roles focused on building new capabilities in digital marketing, immersive learning and agile methodologies.”

Jeanne Meister, Founder, Future Workplace*s

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Ask Yourself

Are you tuned in to future skill needs? Are you continuously scanning the environment for emerging or evolving skills? Are you creating new roles to support critical learners in the new learning system?*

*The Evolving Role of Learning in Workforce Transformation

78% see the Digital Marketing Leader as a key new job role for the learning function.*



The Business

Consulting

Relationship Managers
Performance Consultants
Demand Planners
Technologists

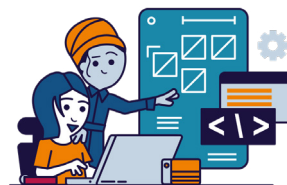
Experience Design

Learning Architects
Journey Designers
Platform Developers



Content Development

Content Curators
Content Developers



Learning Function



Delivery

Classroom Learning
Virtual Classroom
Production
Vendor Management
Logisticians



Experience Management

Community / Campaign Managers
Learning Administrators
Journey Developers
Data Analysts

The Workers



A value stream of connected services

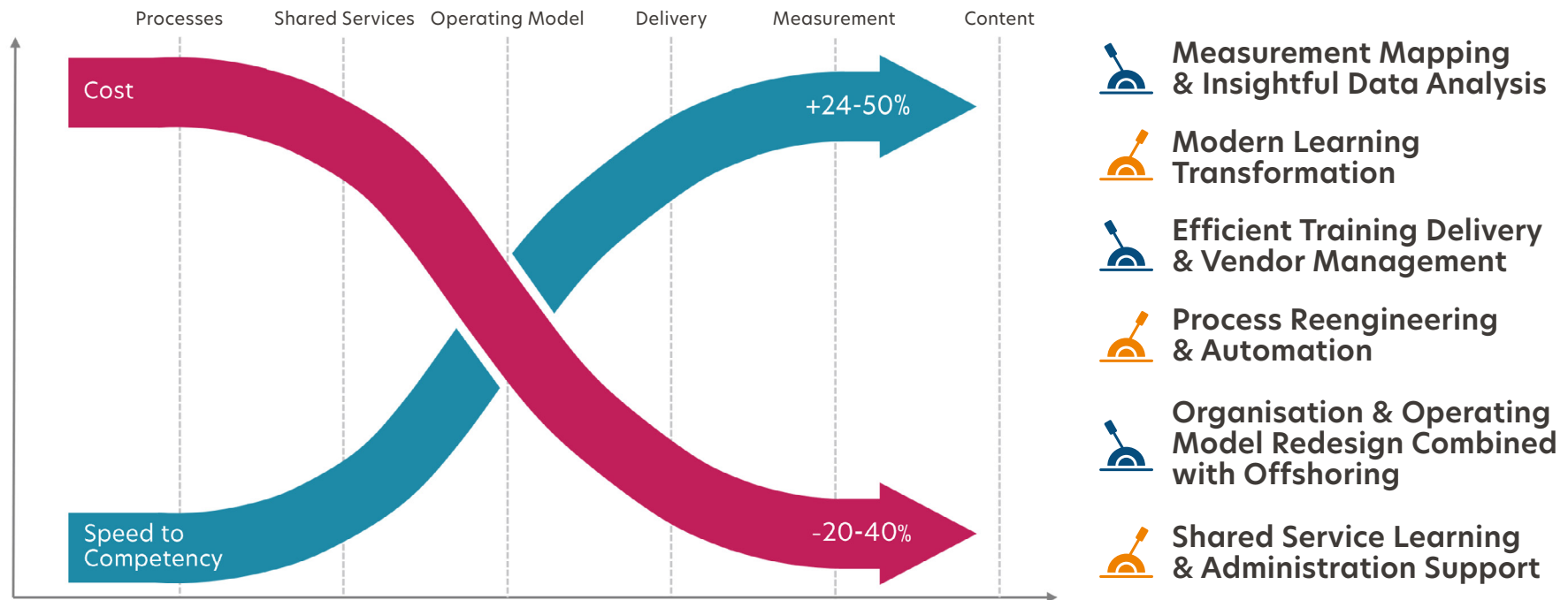
*The Evolving Role of Learning in Workforce Transformation

Money Well Spent

Money Well Spent?

Are you pulling the right levers to drive down cost and accelerate performance?

High performing learning functions pull 6 big levers to get the best value and results.



Ask Yourself

Are you focusing on these critical areas and pulling the right levers to get the best value and workforce performance?



Any ambitious learning function looks to increase its efficiency whilst increasing its impact on performance. By carefully focusing on these critical areas, you'll be better positioned to improve speed and competency, and deliver real business value, all whilst keeping costs down.



Measurement Mapping & Insightful Data Analysis

Establish your goals through measurement mapping. What do you want to achieve? What are you measuring? Use that data to evaluate your success and identify improvements. This will inform your decision making and ensure that you meet business outcomes.



Process Reengineering & Automation

Remove waste and friction from back office operations with processes that are more streamlined and efficient, using process automation where appropriate. Implement workflow and simplify class and resource requests.



Modern Learning Transformation

Modern learning transformation is about putting learning in the flow of work. Providing content to learners where and when they need it. Creating blended learning paths is also key. Rationalise your content, make it learner focused to increase the reach of your training, and improve speed to competency.



Organisation & Operating Model Redesign Combined with Offshoring

Governance is key. Getting the most out of your organisation and operating models is crucial. How do you organise your teams and resources? Are you offshoring? By asking these questions and consolidating your support functions, you'll free up capacity, streamline workflows, and increase efficiency.



Efficient Training Delivery & Vendor Management

Understand your vendors and suppliers. Are they being used efficiently? Are they providing value for money? Essentially, are they the right vendor to deliver your training? Getting it right, using the correct pricing models, and having diligent negotiation of framework agreements will all produce cost savings.



Shared Service Learning & Administration Support

A shared service model ensures there is always someone available to support demand, providing flexibility and efficiency. Learning and administrations should streamline processes and procedures. Online engagement and enrolment helps users schedule training and self-manage classes, with a help desk for support when needed.

It's all about getting better results for less spend. So it's not a matter of whether or not you should be pulling on these levers, but how and when.



Core Strength

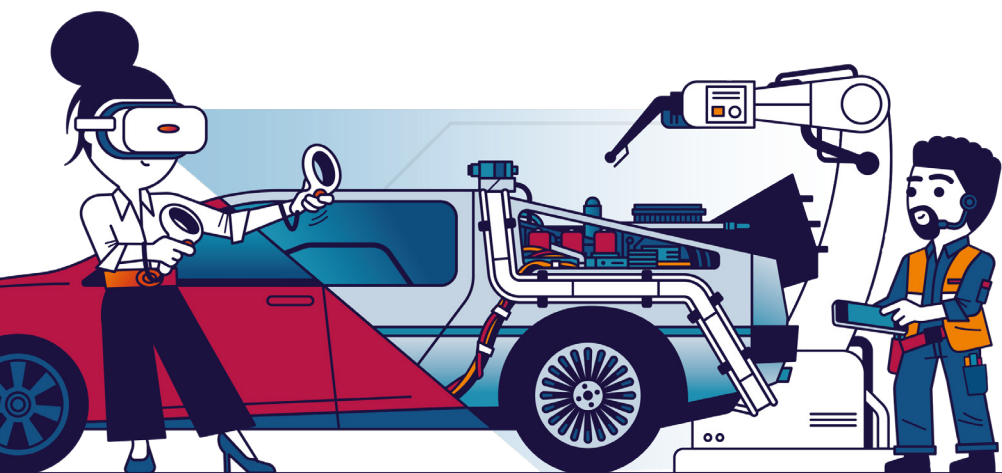


Core Strength

Is your learning function fit to give the workforce what it needs?

Learning functions need to build their core strength in 3 fundamental ways to ensure they are fit to be valuable business partners.

- **Strategically Aligned:** Strategic alignment to the business ensures that we remain relevant by connecting learning journeys with business goals. Using business data creates better decisions and results in improved performance outcomes.
- **Operationally Excellent:** Optimising operations ensures a better workforce experience aligned to business goals.
- **Value Creators:** L&D is not just about adding value, but creating value. Our approach to measurement and performance is what moves L&D from being a cost centre into a revenue stream.



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When we talk about transformation, organisations need to be open to thinking about new ways of working and potential growth opportunities for the business. Companies must cultivate new skillsets and mindsets needed for innovation to drive real transformation such as creative problem solving, collaboration, and leading through uncertainty. It is this combination of technology acumen and core human skills that will produce lasting results.

Matt Donovan, Chief Learning & Innovation Officer at GP Strategies

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Ask Yourself

Are you strategically aligned with the business?
Are your operations running efficiently as they can be?
Are you creating value for the business?

How can we help you take
on the new world of work?

Let's Talk

For more information visit:
gpstrategies.com/crunchtime

