

Taking action today

- January 28, 2016



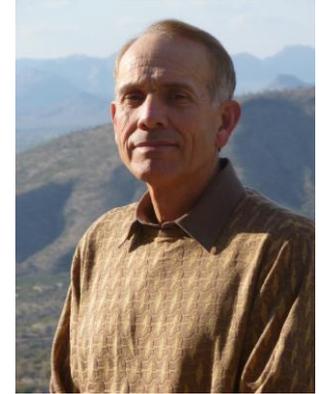
John Cone'

Thank You



About John Coné

- Lifelong Student of Learning
- Principal of the Eleventh Hour Group
- 15+ years consulting to Fortune 500
- Chair, i4cp **Chief Learning & Talent Officer Board**



Approx. 30 prominent Chief Learning and Chief Talent Officers from companies including Amex, SAP, Twitter, T-Mobile, EA, QUALCOMM, Marriott, ConAgra, Boeing, and EY with a mission to spearhead critical global issues.

A forum where the conversations are driven by recent research, or which instigate new research.

Where we are introduced to "next practices" of high performing organizations, and share our own.



i4cp discovers.....

the people practices that drive high performance.

High Performance:

- Revenue growth
- Market share
- Profitability
- Customer satisfaction



Focus of Research:

- What do high-performance organizations do differently?
- Do those practices correlate with market performance?

i4cp Members (partial list)



About The Report

- Just released
- 405 participants
- National, multinational & global
- 90% with managerial/leadership Responsibilities
- 56% represent workforces of over 1,000

Today we'll talk about:

Learners of the Future
The future of how learning will happen
The learning profession
Recommendations



Profile: Learners of the Future

- Want clear learning goals
- Feel they are entitled to learning opportunities
- Are strongly motivated to learn
- Need variety or they get bored
- Want flexibility and choices in learning options
- Want to control their own learning
- Expect to have input into decisions about their learning
- Want frequent feedback
- Want access to learn from mentors and coaches
- Like to learn from peers
- Feel they don't have enough time to learn all they want/need
- Prefer Micro-Learning - short, digestible, chunks
- Want learning to be Interactive , Just in Time/On Demand
- More comfortable with and likely to use technology & what technology enables

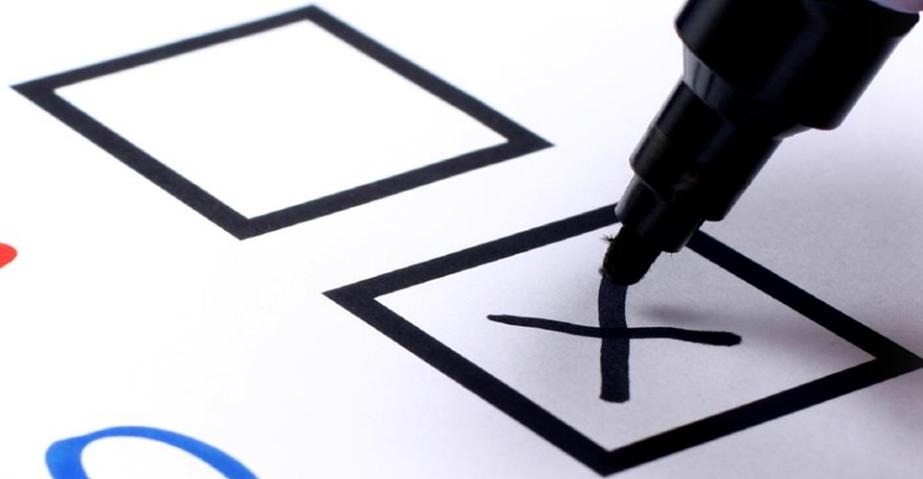


QUICK POLL:

IS THIS YOUR EXPERIENCE??

YES

NO



Profile: Learners of the Future

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Profile: Learners of the Future & Everybody Else

- Want clear learning goals
- Feel they are entitled to learning opportunities
- Are strongly motivated to learn
- Need variety or they get bored
- Want flexibility and choices in learning options
- Want to control their own learning
- Expect to have input into decisions about their learning
- Want frequent feedback
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Sources: 14cp Research: Learners of the Future, The Evolution of Work, Generation Z, Beyond Uber, The Mobile Landscape. Myths, Exaggerations & Uncomfortable Truths, IBM Institute. A Scholarly Investigation of Generational Workforce Differences, Korn-Ferry. What Millennials Want From Work, Deal & Levinson, 2016.



PROFILE: LEARNERS OF THE PAST

- Preferred to learn in a smoke filled environment
- Thought health and safety were unnecessary aspects of the learning environment
- Thought training programs should be created on typewriters and kept in binders stored in filing cabinets
- Agreed learning from TV was more effective in black and white
- Wanted all learning to be ILT
- Were more comfortable accessing learning from Floppy Disks
- Were uncomfortable with 8 tracks, VCRs, CDs, and DVDs
- Believed Pay Phones were the best way to get needed info while traveling

Oh, and they didn't want women to be able to keep their jobs if they got pregnant, or to have child care or parental leave. And they were deeply confused by and averse to Microwave Ovens, ATMs, auto air-conditioning, and the interstate highways system.



So the big difference is technology
and what technology enables

THE LEARNERS OF THE FUTURE ARE FREE RANGE LEARNERS

- Experiential
- Mobile
- Social
- IN CHARGE



What the respondents said about the future of how learning will happen



What respondents said about the future of how learning will happen

70%

of respondents said a blended approach will characterize workplace learning in 2020.

68%

of respondents believe L&D should make access to social learning easy and fast.

18%

of respondents said 2020 will see learning take place in live classrooms.



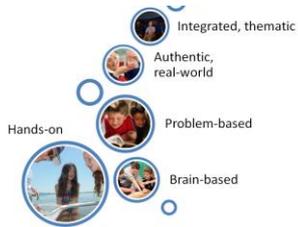
How will learning happen in the future?



Who's in charge here?



Bite Size Chunks



Learning will be collaborative, involving employees' personal and professional networks inside and outside the organization

53%

Learning will be directed by the organizational learning function

34%

Employees will self-direct their learning

52%

Organizations will rely more on experiential/action learning (on the job learning, simulations)

62%

Organizations will use a blended approach of live and electronic learning

70%

Learning content will be presented in small, easily consumed chunks (microlearning)

62%

Electronic learning will be used to a greater extent

65%

Learning will take place via social media

37%

Learning will be delivered via mobile devices

47%

Learning will occur via other live events (meetings, special presentations)

38%

Learning will take place in live classrooms

18%

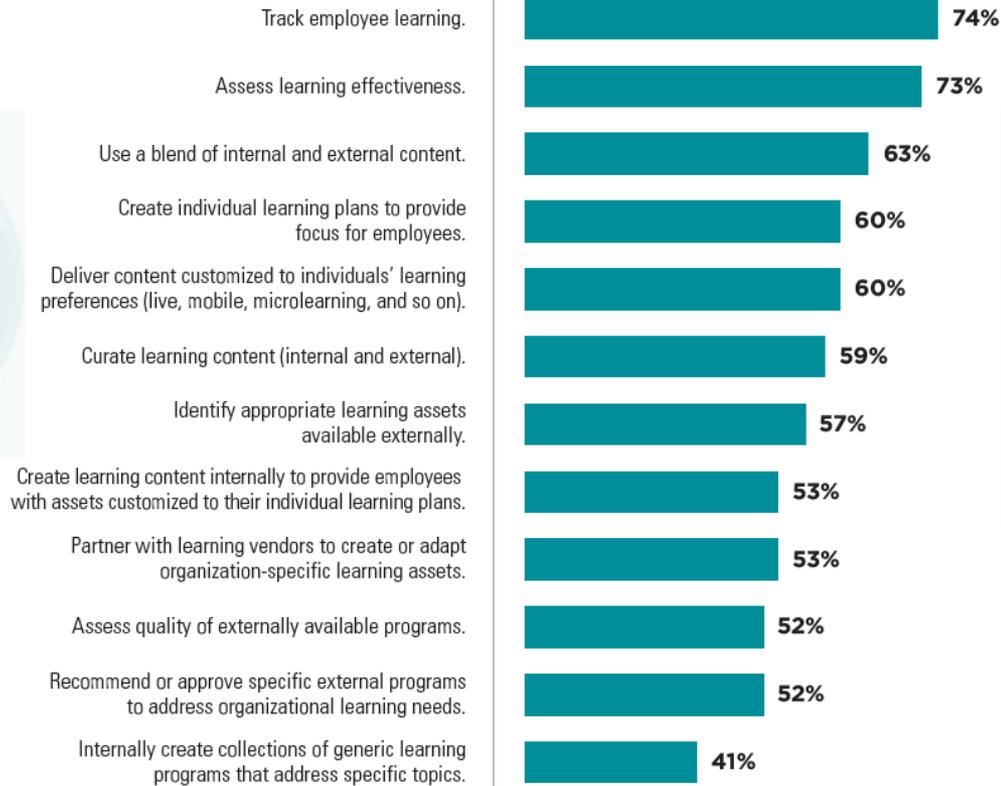


And what is the role of the learning function in the future?

FIGURE 6:

TECHNOLOGY WILL TURN L&D INTO LEARNING TRACKERS

Technology has enhanced learning efficiency, speed, and accessibility. As this evolution continues and learning becomes more self-directed, to what extent will the following characterize the role of the learning function?



QUICK POLL:

Are you heading this way??



The LMS will have to change...

FIGURE 8:

FEW LEARNING PROFESSIONALS SAY THE LMS WILL GO AWAY

In 2020, how will the learning function administer, document, track, and report on employee learning activity? (Check all that apply.)

LMS will undergo significant changes to keep pace with shifts in learning delivery and consumption.

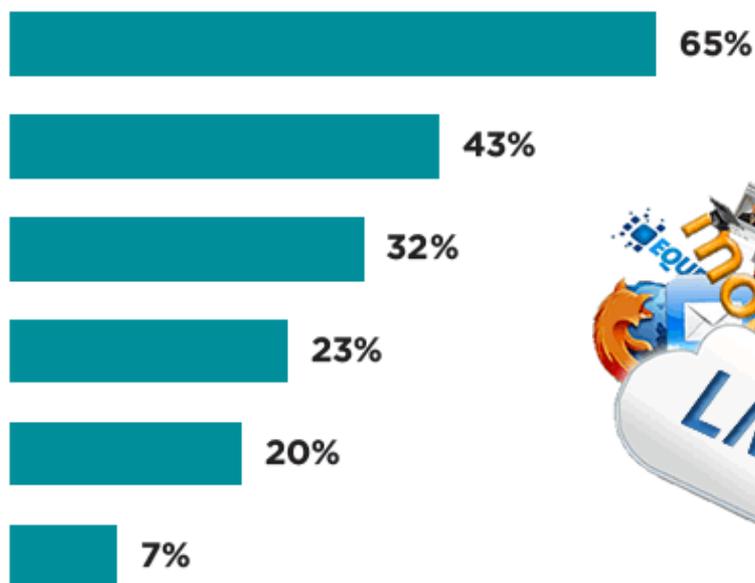
LMS will continue to be the preferred mechanism.

Other workforce measurement technologies will replace the LMS.

Organizations will develop their own mechanisms to track learning effectively.

Learning functions will outsource tracking to vendors.

Organizations will abandon the LMS.



What respondents said about the future of how learning will happen

59%

of respondents believe that learning in 2020 will take place in ways we can't imagine today.

- That's likely true; but most learning will take place in ways we *can* imagine.

WHAT'S CERTAINLY GOING TO BE THE SAME..

- “What is the business problem you are trying to solve?”



What the respondents said about us:



What the respondents said about us:

We are **REALLY**
hard on us.

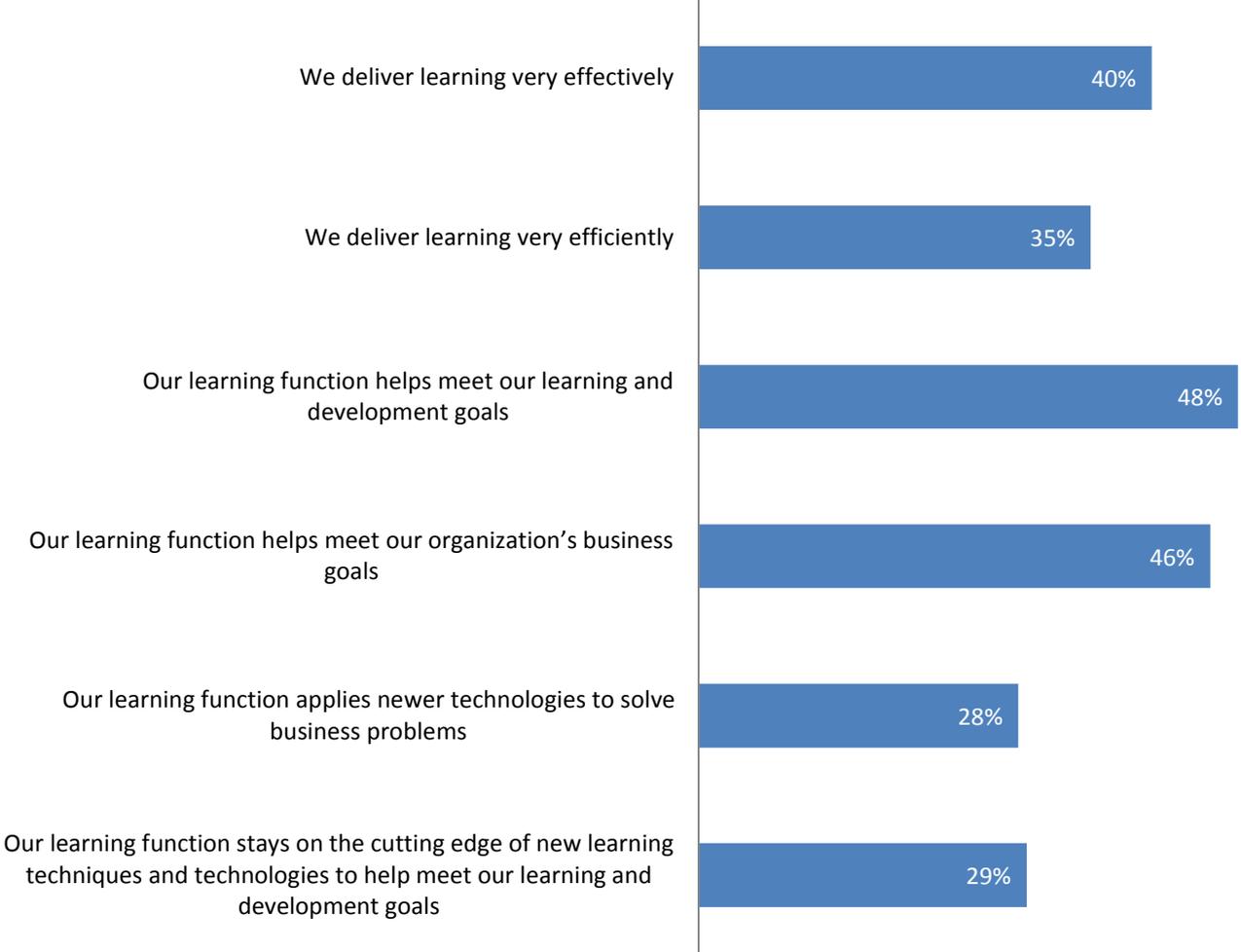
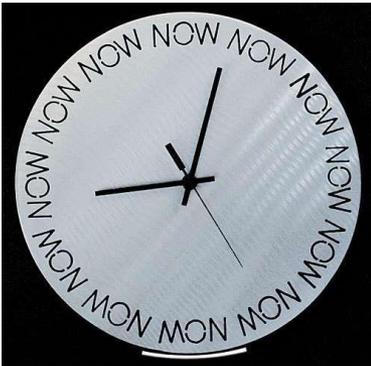


38% Believe their learning functions will meet
organizational needs in five years

37% Said their L&D functions were working to
understand and prepare for changes in
the way employees learn

29% Described their learning functions as
leaders in using new technologies to
help achieve L&D goals

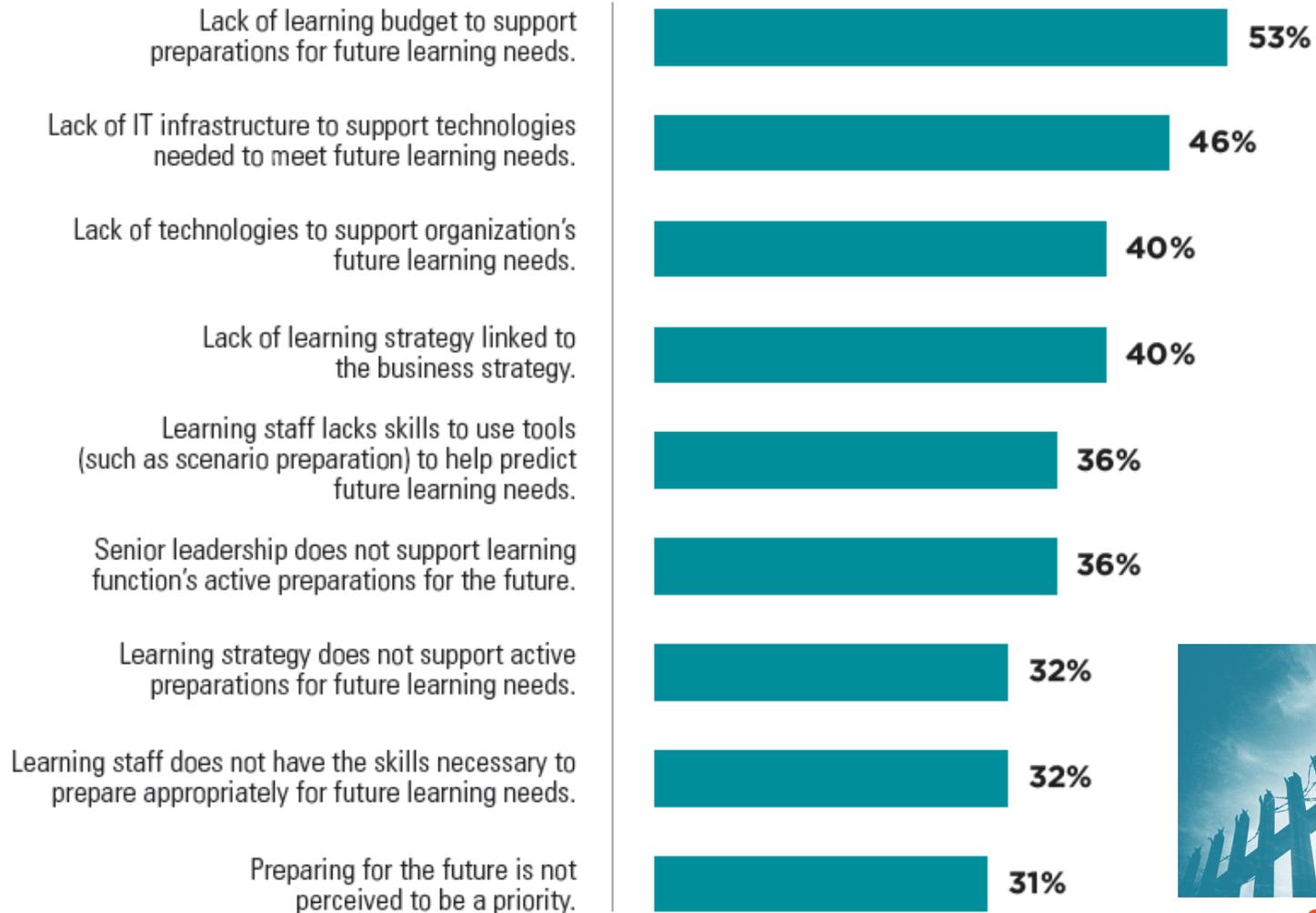
We're hard on us in lot's of ways, especially about technology:



■ % High/Very High



What the respondents said about us – Barriers to Readiness



Percent of respondents indicating high or very high extent.

QUICK POLL:

Are you feeling ready??





Recommendations:

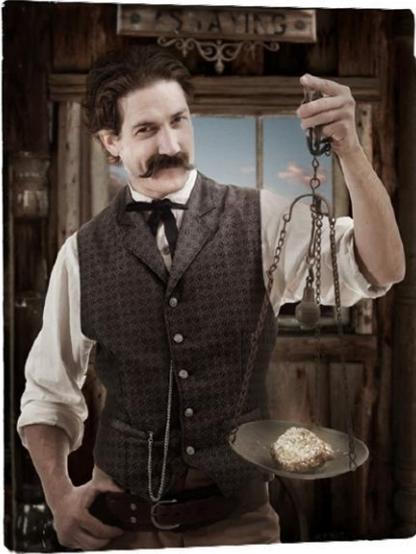
Take Action Now to Improve Effectiveness

Collaborate Within the Organization

Educate Learning Professionals

Imagine Learning's Future

Take Action Now to Improve Effectives



Measure

Efficiency

Quality

Customer Satisfaction

Impact

Baseline



Take Action Now to Improve Effectiveness

LEADERS SAY ACCESS TO SOCIAL MEDIA SHOULD BE A KEY AIM FOR L&D

To what extent should the learning function take the following actions to leverage collaborative learning effectively?

Go Social



Make access to social learning easy and fast.



Remove barriers (cultural, technological) to effective use of social media for learning.



Enlist leaders or other influencers to model use of social technologies for learning.



Involve users in designing engaging social learning opportunities.



Include social experience and capabilities in competency models.



Include social experience and capabilities in job descriptions.



Provide motivation for learners to sign in to social media.



Provide regular instruction so that all employees understand how to use social media effectively for learning (how to access media, share documents, make content searchable).



Include social experience and capabilities in applicant screening.



Track and report on social media technology use for learning.



Reward learners for sharing with others on social media technologies.



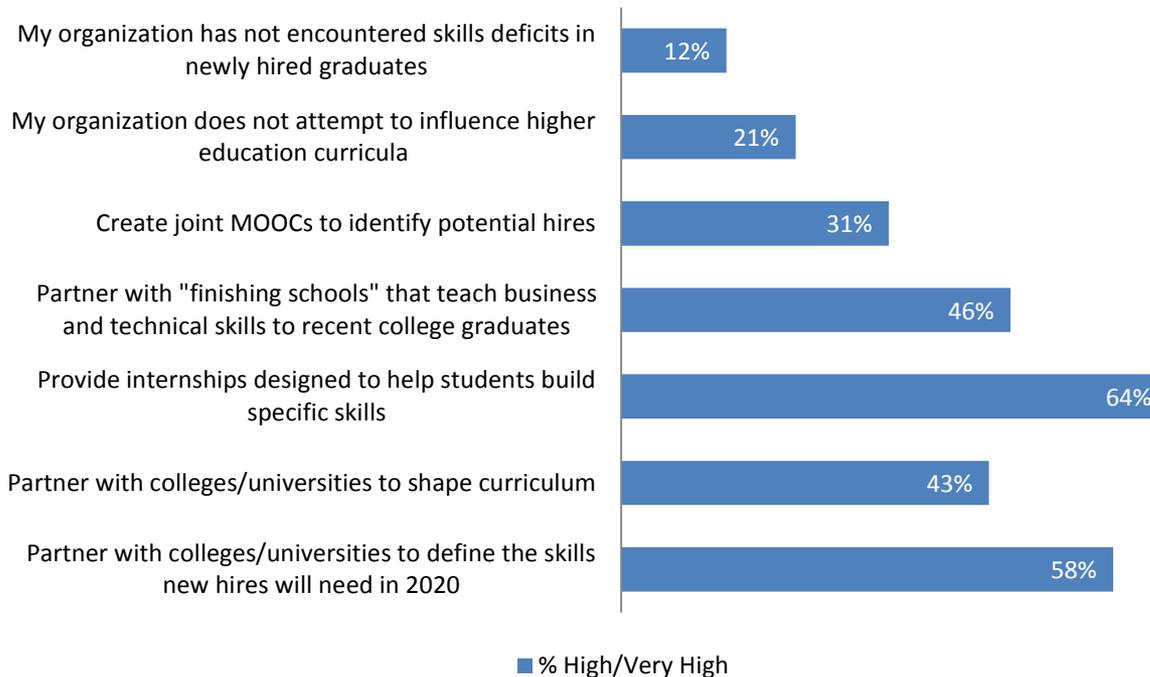
Make participation in social learning a formal job expectation for employees.



Percent of respondents indicating high or very high extent.

Take Action Now to Improve Effectiveness

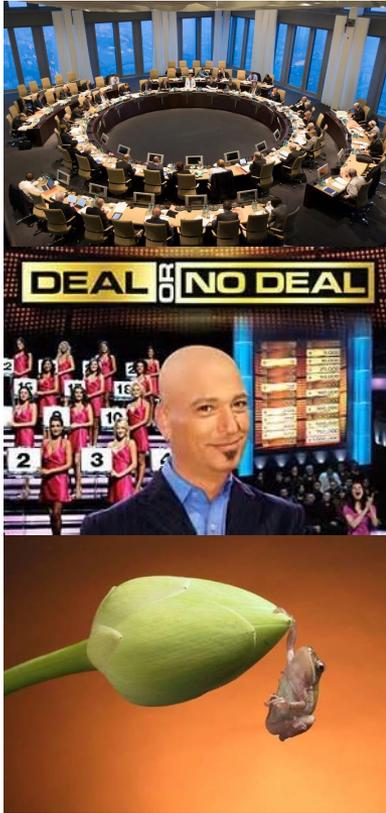
-Building the capabilities of recent grads



Partner



Collaborate Within The Organization



Manage Governance

Manage Your Deal

Manage Tiny Power...&
Micro- Power

Educate Learning Professionals

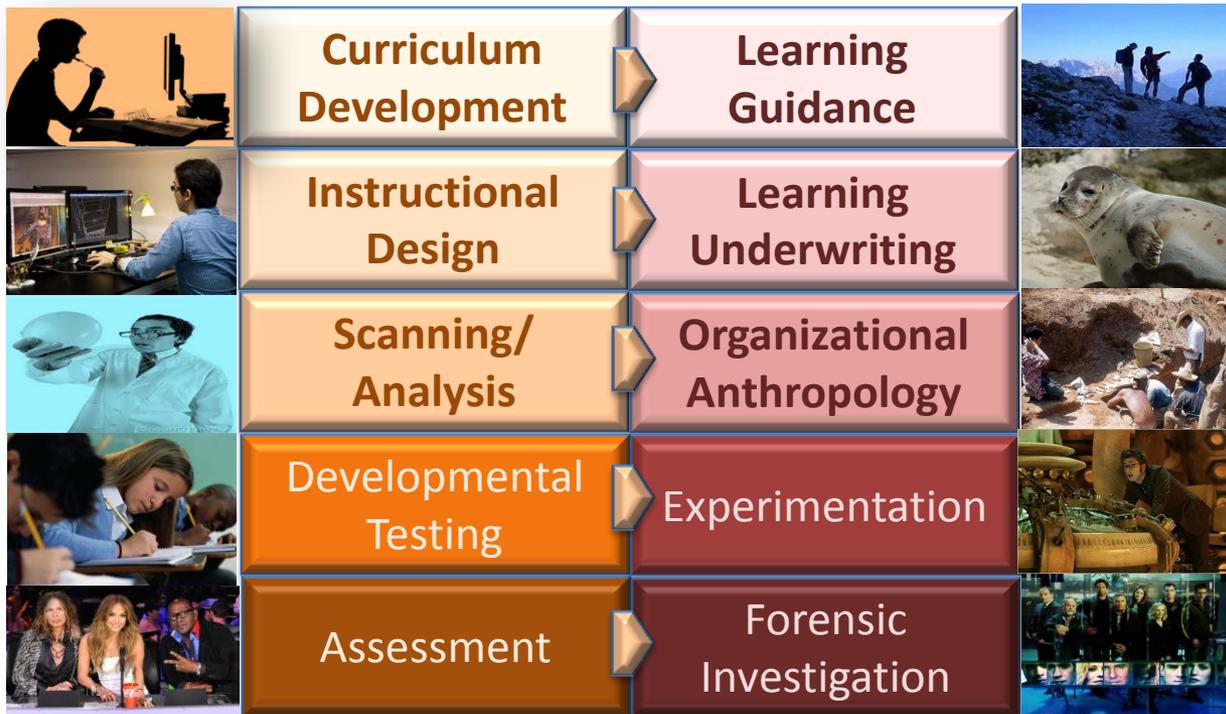
By enhancing current skills:

Measurement
Governance
Collaboration
Technology



Educate Learning Professionals

By using current skills in new ways:



Imagine the Future



***“The future has arrived —
it’s just not evenly distributed yet.”***

- William Gibson

***“The present has long since begun
to grind to a halt.”***

- Alvin Toffler



Imagine the Future





i4CP

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LEARNERS OF THE FUTURE

Taking Action Today to Prevent Tomorrow's Talent Crisis

ATD Research:
Connecting Research to Performance

LEARNING IS UNPREPARED

38% of learning functions are ready for 2020

37% are preparing for changes in how employees learn

39% of learning staffs are building new skills

THE PARTICIPANTS

405 talent development professionals

90% managers and leaders

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RESEARCH

Take Action
NOW!

Assess and improve effectiveness today.

Collaborate with business leaders.

Imagine the future.

Educate learning staff.

DEAD
END

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Publications/Research- Reports/2015/Learners-of-the- Future

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Reach me @: jwcone@peoplepc.com

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SUPPLEMENTAL MATERIAL



Collaborate Within The Organization



Collaborate Within The Organization

Administer the Medicine

Basic Training

Spread the Secret Sauce

Tactical Support

Strategic Partnership

*Get clear on the deal you have with
those you serve & make sure it is the
deal you both want.*



Collaborate Within The Organization



Manage Tiny Power...
& Micro- Power

Educate Learning Professionals

Curriculum Development becomes
Learning Guidance



Educate Learning Professionals

Instructional design becomes Learning Underwriting



Educate Learning Professionals

Instructional design becomes Learning Underwriting



Educate Learning Professionals

Using current skills in new ways:

Scanning/Analysis become Organizational Anthropology



Educate Learning Professionals

Developmental Testing becomes Experimentation



Educate Learning Professionals

Assessment becomes Forensic Investigation



Development Forensics:

The capture, re-use, or modification and use of deliberately or spontaneously generated learning capability from around the organization.