Steps to Building a Culture of Learning

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@KMOakes

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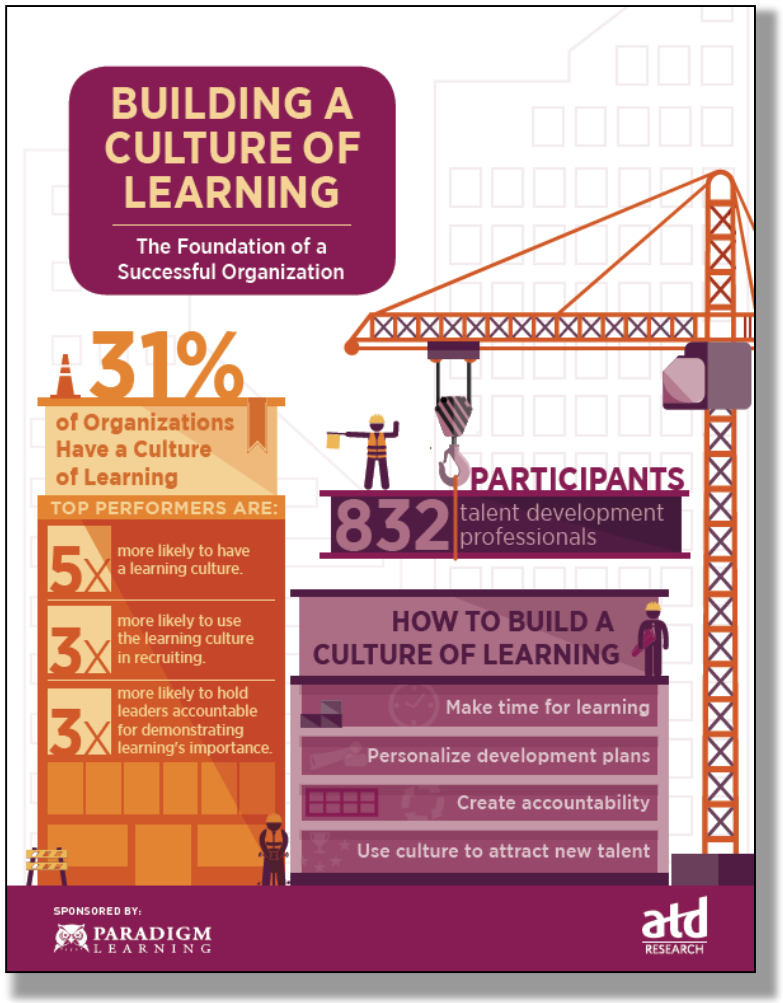
atd

A Culture of Learning



- 832 respondents
- Most respondents were large organizations
- 50/50:
  - National vs. Multi-national / Global
- Just published

i4cp discovers…

…the people practices that drive high performance.

Defining High Performance*

1. Revenue growth
2. Market share
3. Profitability
4. Customer satisfaction

Focus of Research:

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

*i4cp defines high performance as organizations that excel in four key areas—revenue growth, market share, profitability and customer satisfaction—as compared to the levels achieved five years previously. High-performance organizations (HPOs) are those in the top quartile of all organizations.

i4cp Members

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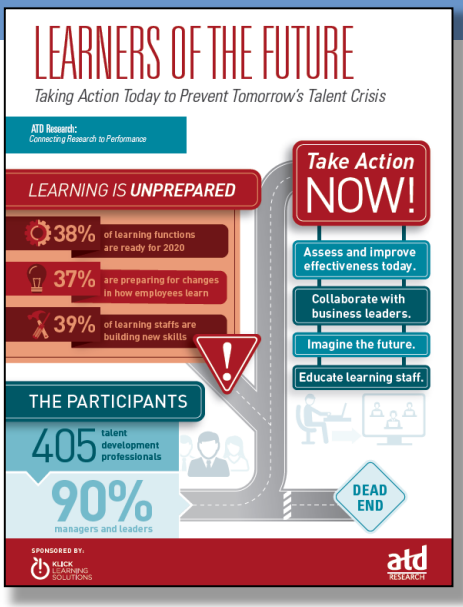
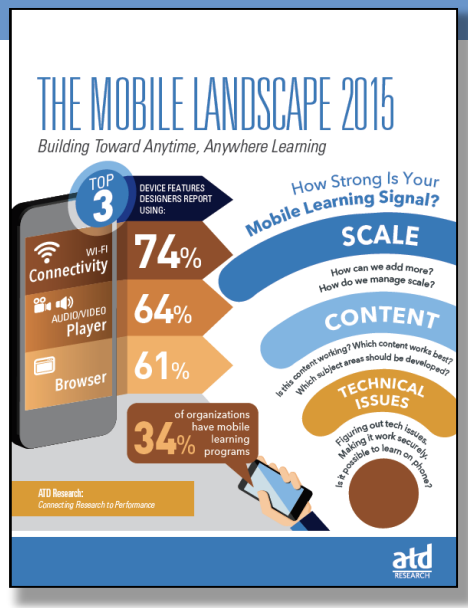
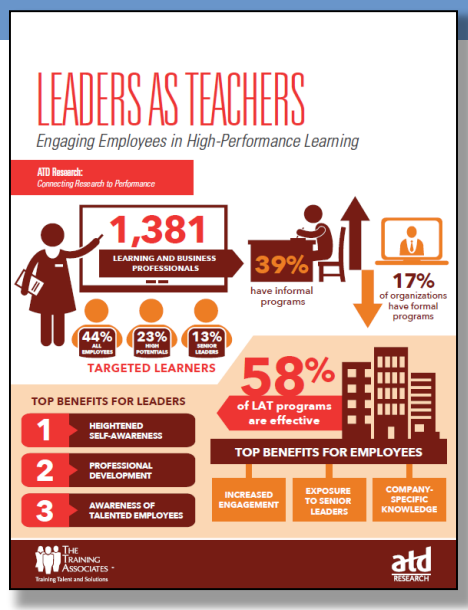
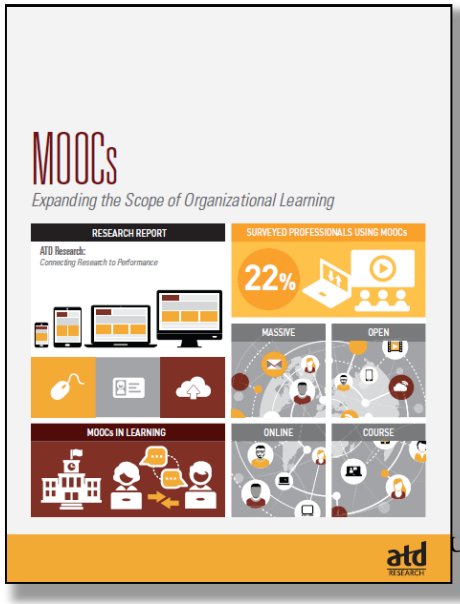
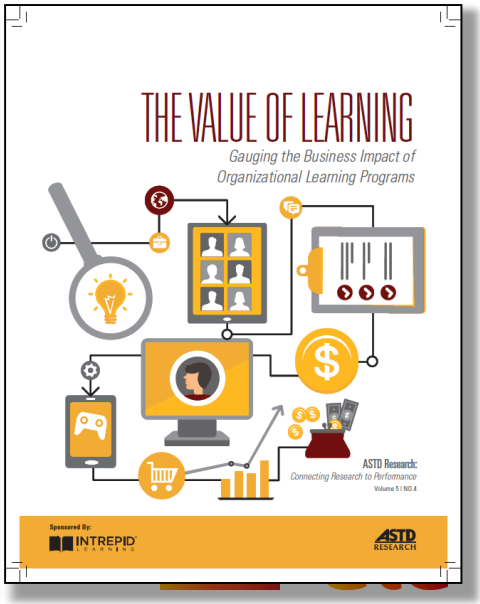


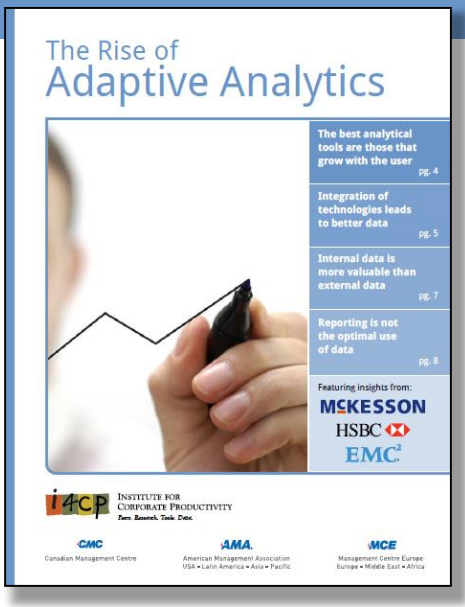


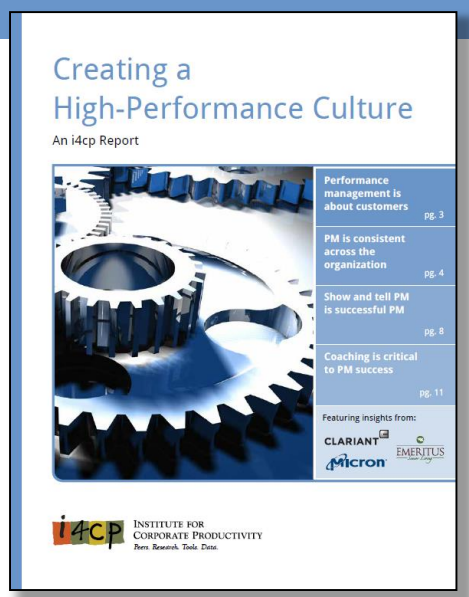


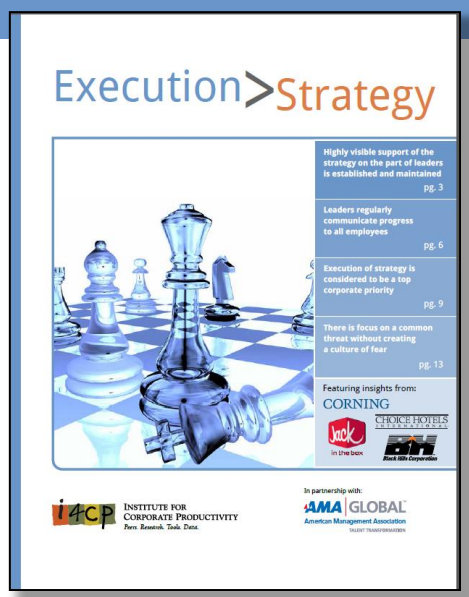
Recent ATD & i4cp Research



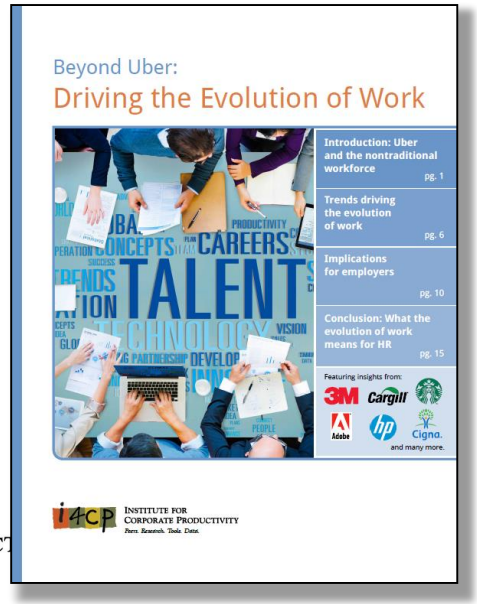


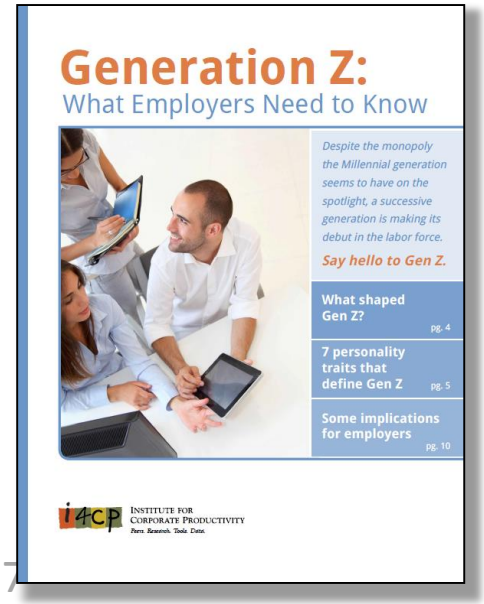


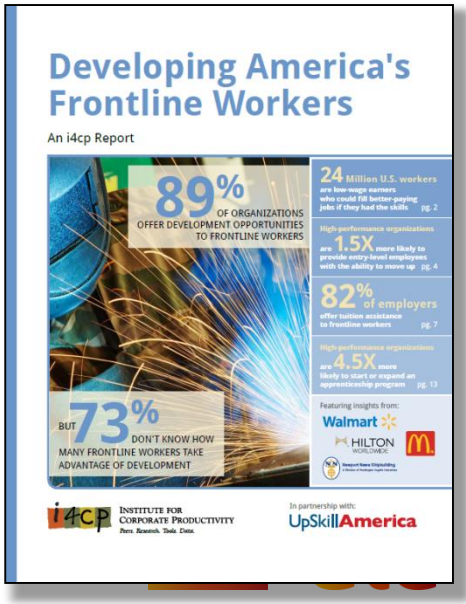




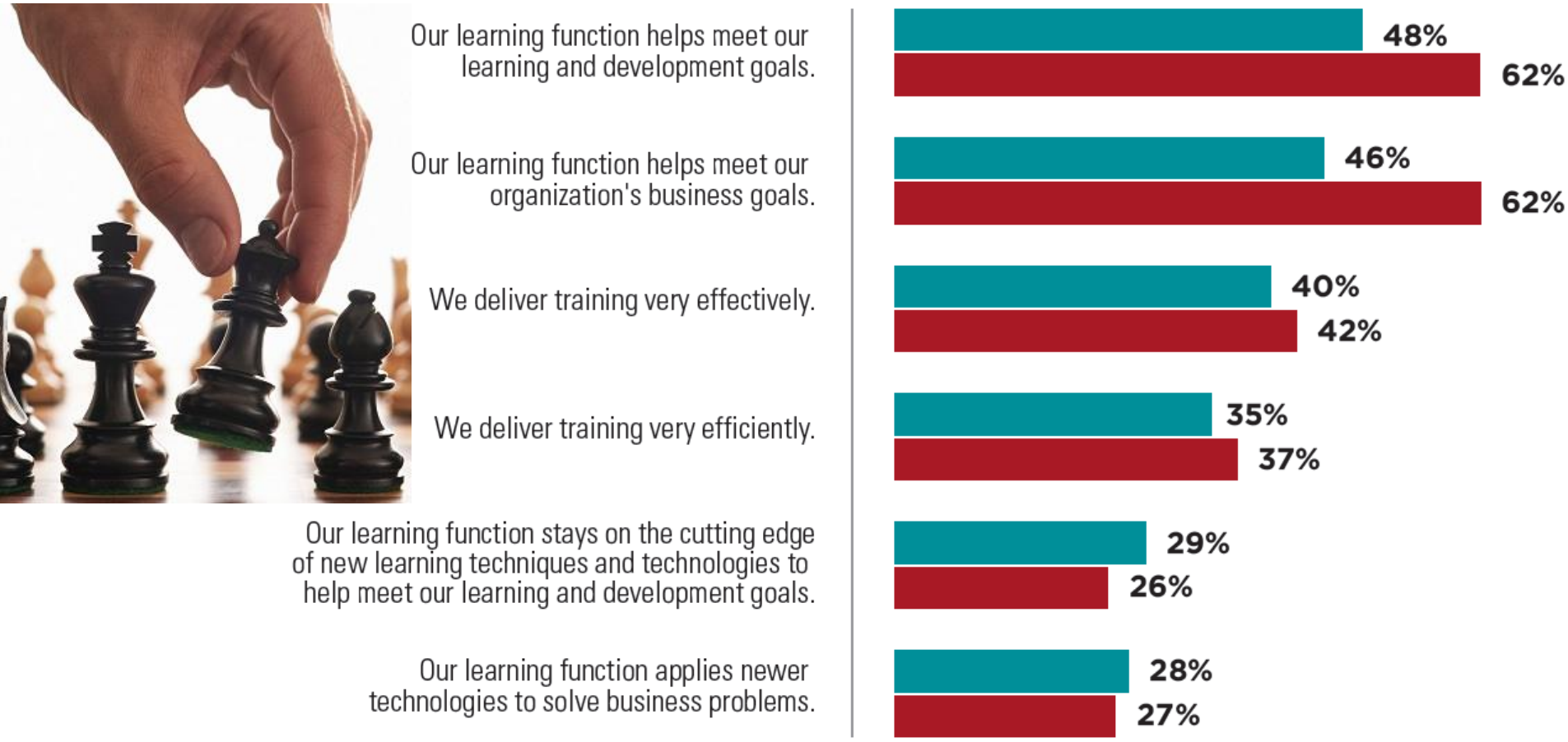
Recent i4cp Research



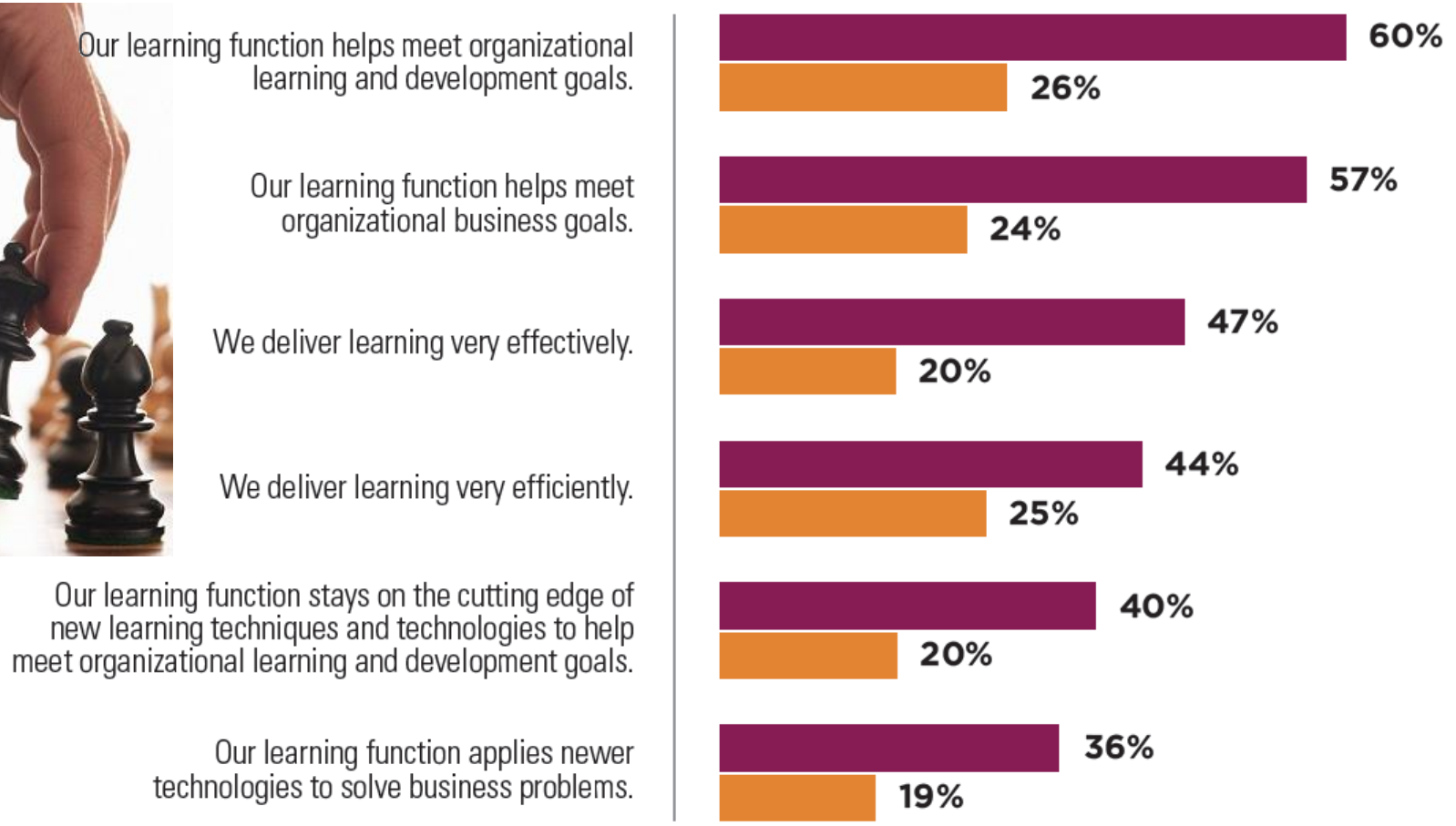




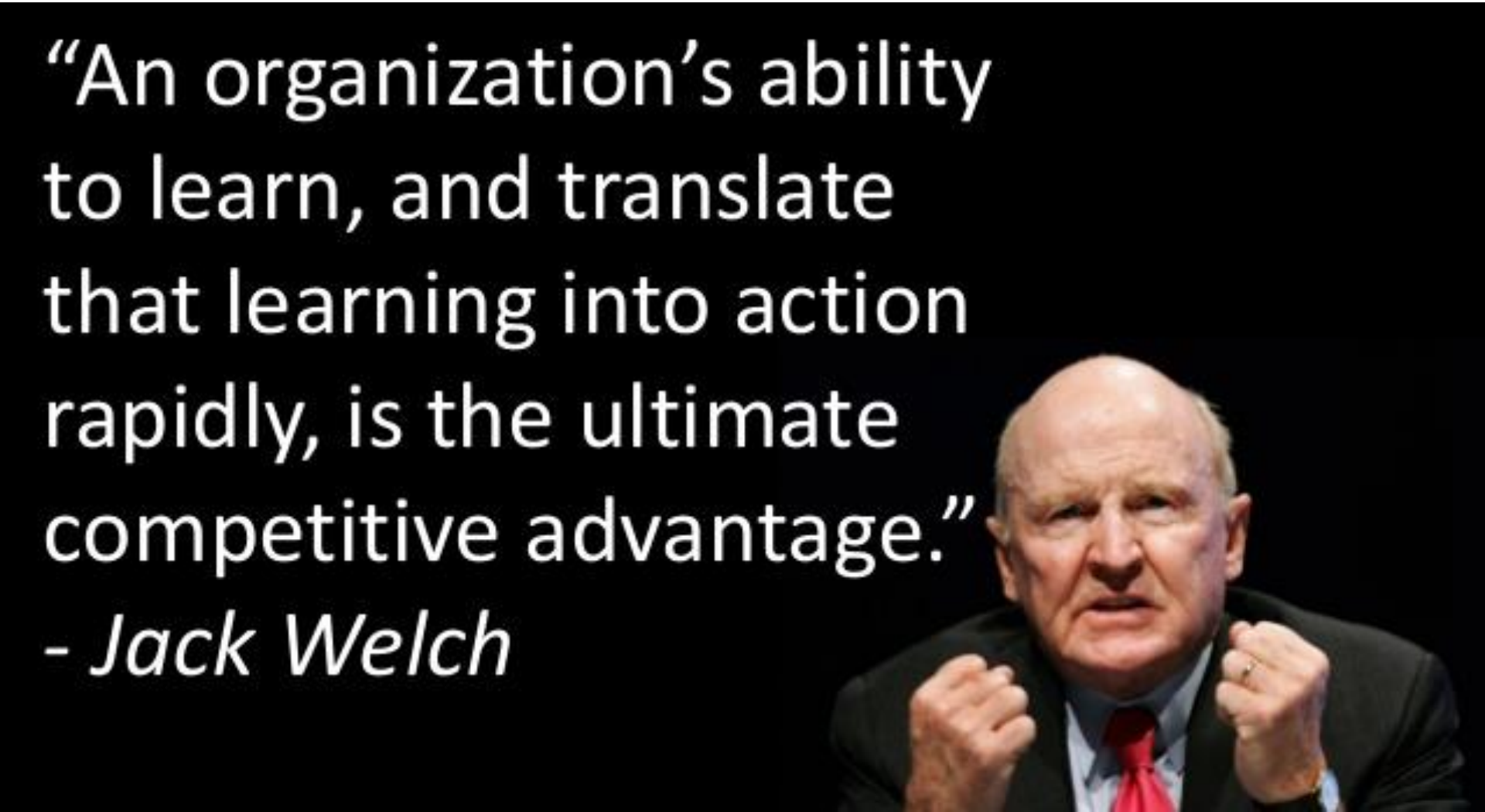
In 2 years, a noticeable decline



But High Performers noticeably excel



A Culture of Learning



A workplace in which learning is a valued way of life, knowledge is readily shared, and performance improves – at both the individual and organizational levels – is the vision that drives companies to establish and expand cultures of learning.

Organizations are more competitive, agile and engaged when knowledge is constantly and freely shared.

31%
of Organizations
Have a Culture
of Learning

"Learning is a mindset and a lifestyle, and for SAP, it is a key differentiator. If I'm an individual contributor or manager at SAP, I'm responsible for my learning all the time, every day. That is what a learning culture is."

Manette Chadwick
VP, COO, Learning Center

SAP®

Traits of a learning culture

- Active knowledge sharing permeates the organization
- Learning is an espoused organizational value
- Leaders (at all levels) are involved in teaching others and reinforcing learning's importance
- Learning is reinforced in hiring and in leadership dev.
- The organization measures learning's effectiveness
- Managers are rewarded for mobility and development
- A culture of learning is about 4-way accountability (organization, learner, manager & leader)

4 Steps

To Building a Culture of Learing

1. At the organizational level
2. At the learner level
3. At the manager level
4. At the leader level

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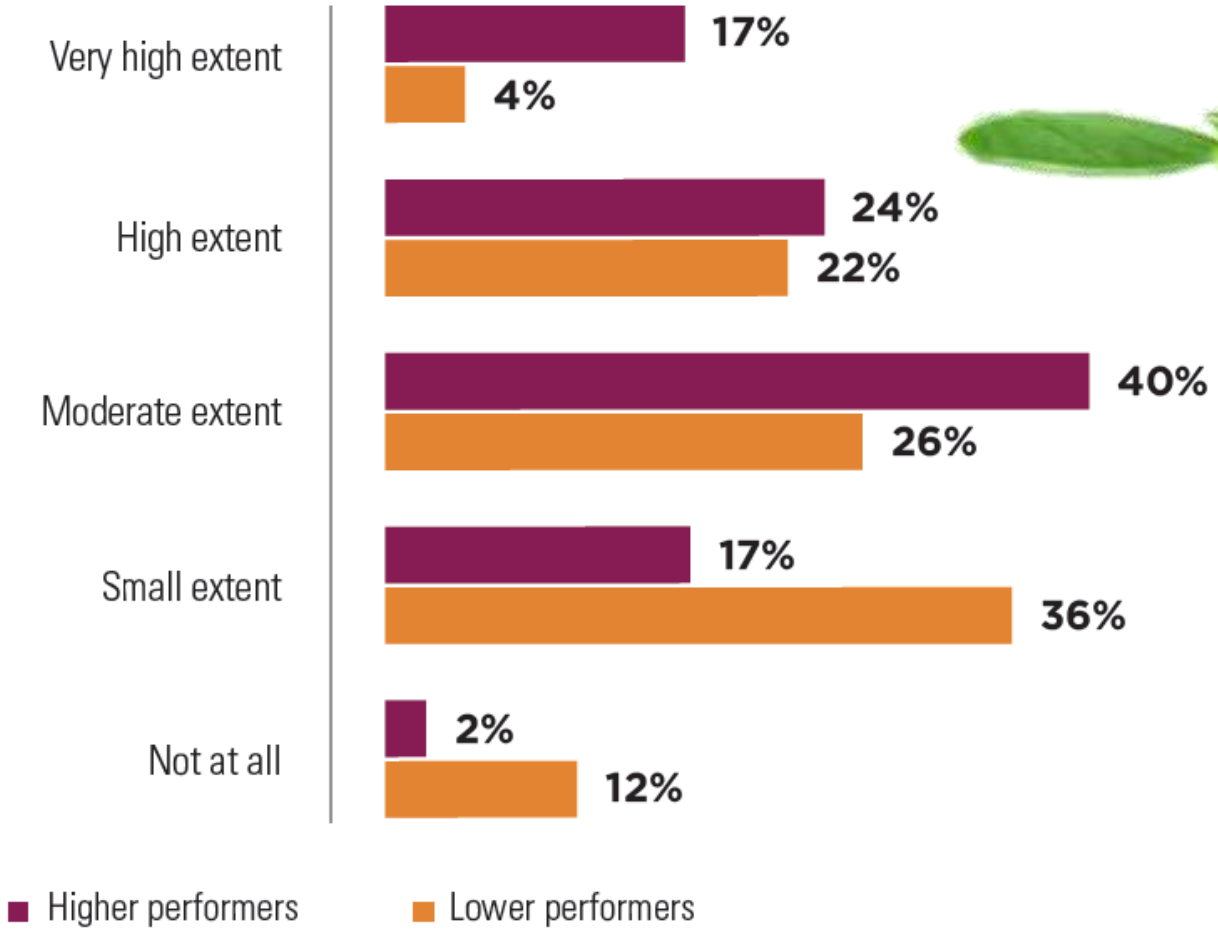
Is Your Culture a Learning Culture?



Characteristics of a Learning Culture

Learning strategies are closely aligned with business strategies.

Organizational values specifically refer to the importance of learning and development.

The learning function is staffed by qualified learning professionals.

Learning is an integral component of organizational talent management.

Learning is delivered when and where it is needed.

Organizational communications reinforce the importance of learning.

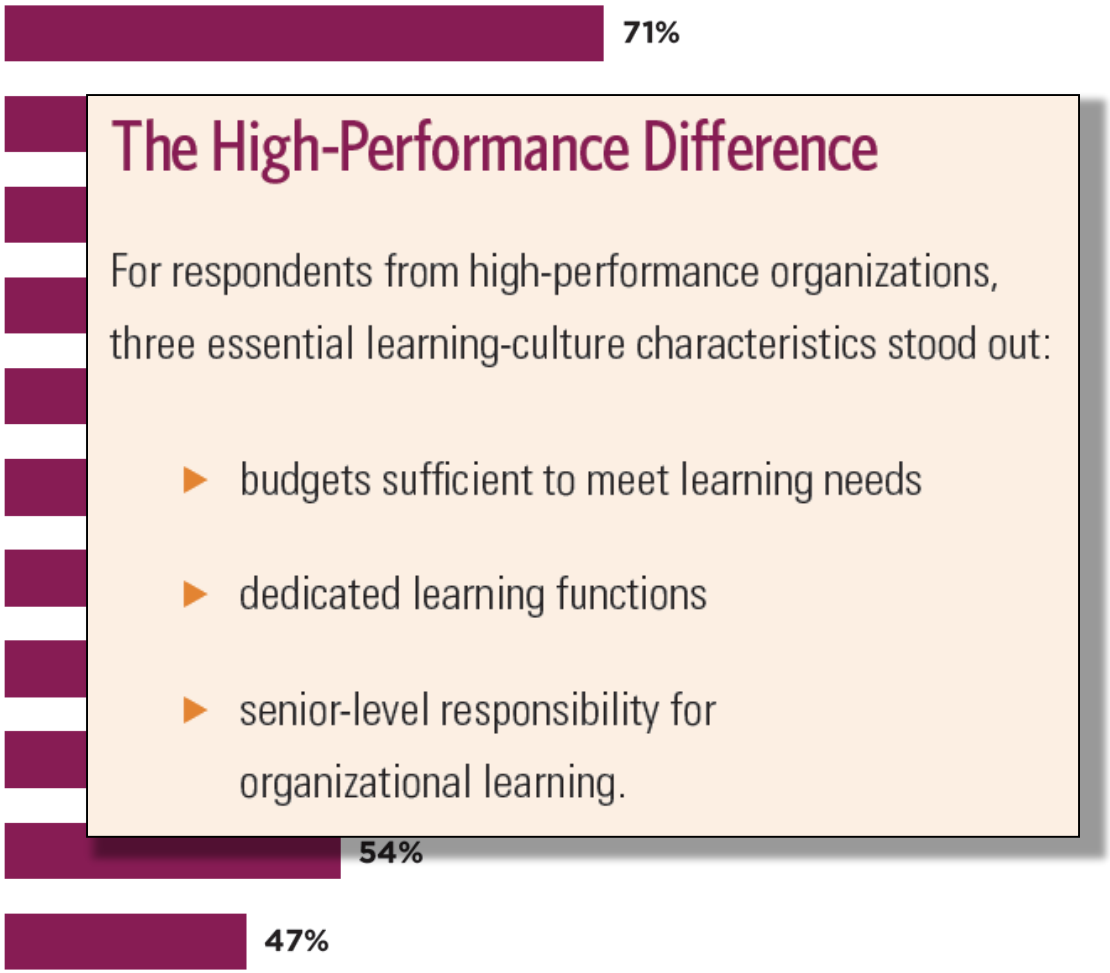
The learning budget is adequate to address both current learning needs and preparations to meet future learning needs.

The learning budget is adequate to address current learning needs.

An organizational learning function designs and delivers learning programs.

Organizational technologies support effective design and delivery of learning.

A chief learning officer or other C-level position is responsible for learning.



9 out of **10** organizations with extensive learning cultures specifically address *learning* in their stated values

THE GOODYEAR MISSION

GLOBAL PURPOSE

All around the world, Goodyear's purpose is:

- To increase the value of our brands for everyone
- With market-driven innovation
- Delivering the highest quality tires, related products and services for our customers and consumers

COMMON GOALS

Goodyear will be first in the global tire industry by:

- Attracting, developing, motivating and retaining the best team of associates
- Earning and building long lasting relationships with customers, consumers and business partners and exceeding their expectations
- Driving an efficient, aligned and effective organization
- Creating a sustainable business model that consistently delivers a strong return on investment

SHARED VALUES

Goodyear is committed to:

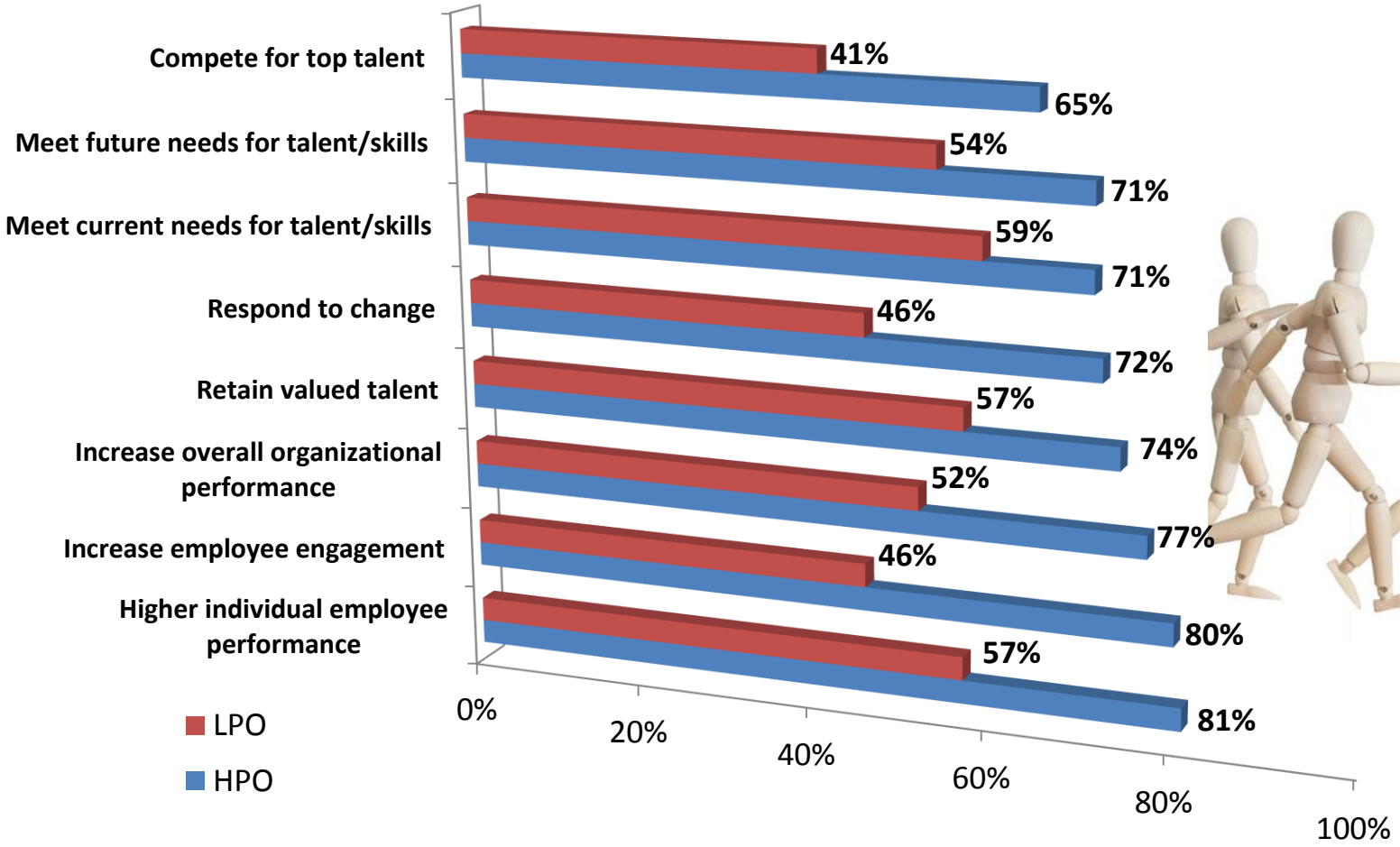
- Delivering the highest quality in all that we do
- Acting with honesty, integrity and respect
- Encouraging wellness and safety, both on the job and away from work
- Caring for our environment and communities
- Supporting a team-based culture of continuous learning
- Discussing problems openly and solving them as a team

LEADERSHIP TRAITS

Goodyear will be driven by leaders who:

- Build talent and teams
- Have the ability to solve problems
- Are effective communicators
- Make courageous decisions
- Deliver results

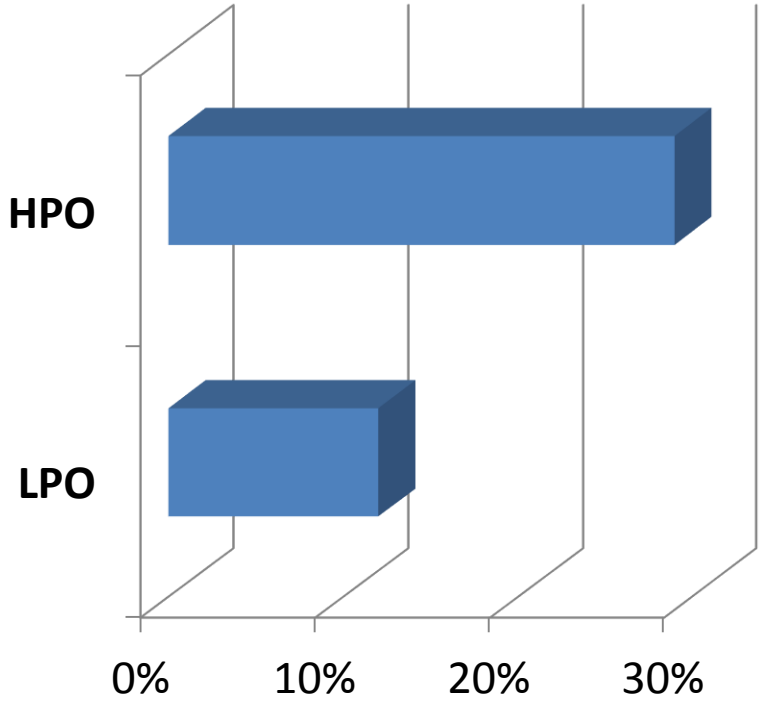
Benefits Expected from Culture of Learning



Employees at HPOs are nearly **3X** more likely than those at lower-performers to **understand how their jobs contribute to organizational results.**

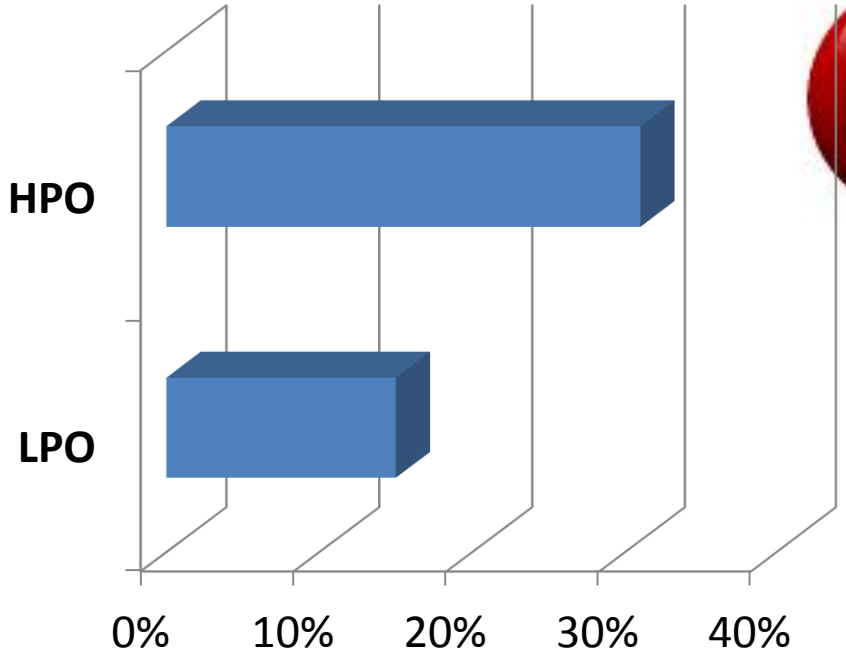
3 Next Practices to Build Culture

1. Each employee has a regularly updated IDP



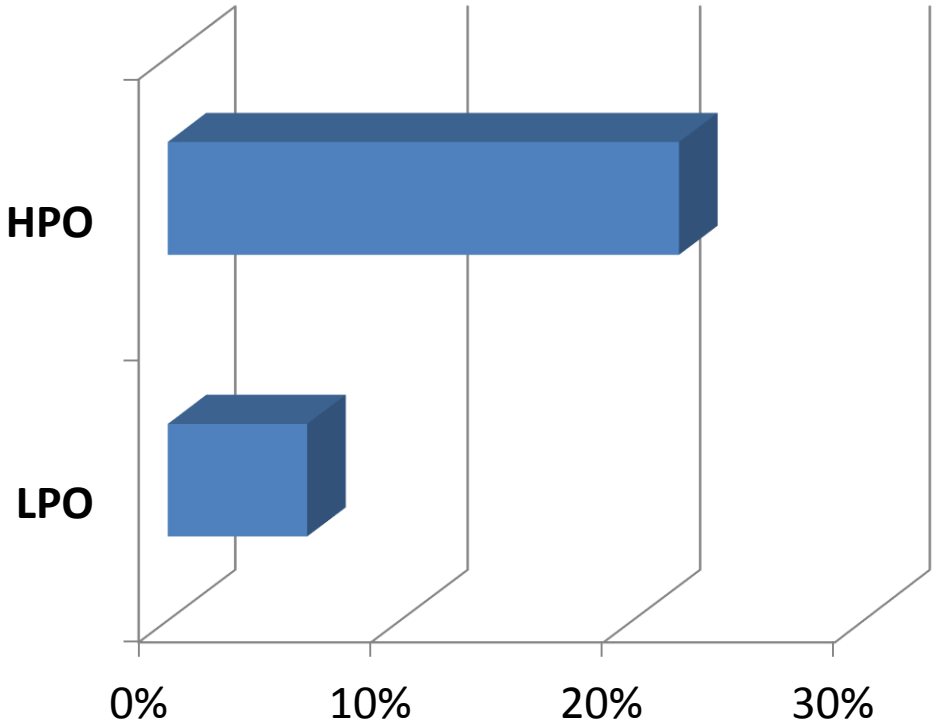
3 Next Practices to Build Culture

2. Hold employees accountable for learning in those IDPs

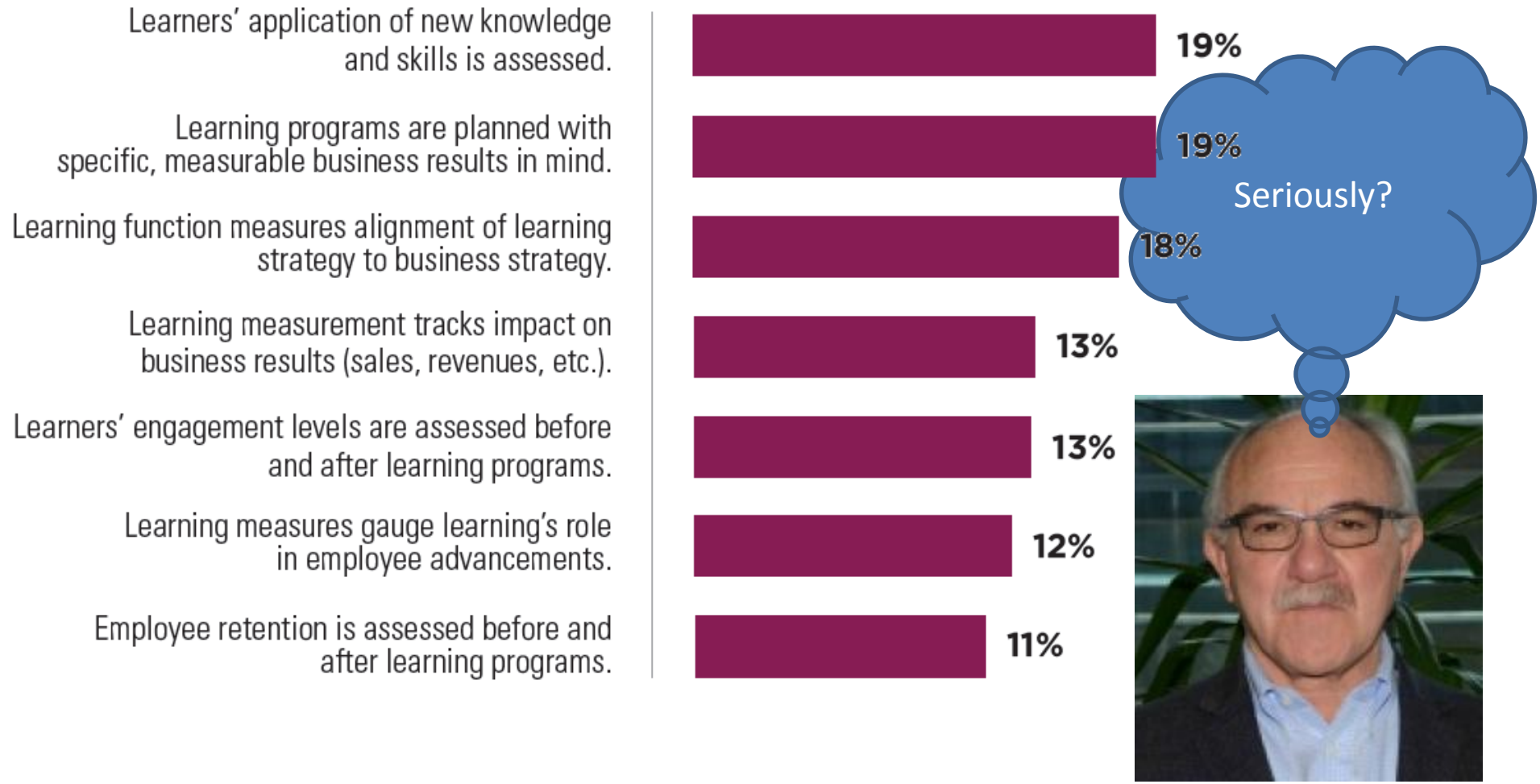


3 Next Practices to Build Culture

3. Providing non-financial rewards/recognition for learning



Jack would be disappointed to hear



Happy Jack

That's more like it.

6x

Top companies are six times more likely to gauge the effects of learning on business results.

4 Steps

To Building a Culture of Learing

1. At the organizational level
2. **At the learner level**
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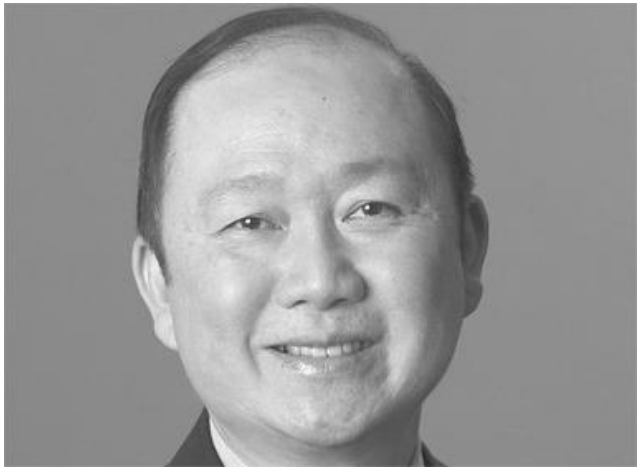
4. At the leader level

"Relinquish the need to control employees' learning and do not overly structure what an employee needs to learn. I'm not advocating the abolition of formal learning, but I think the role of the L&D function more and more needs to be to enable employees to find knowledge."

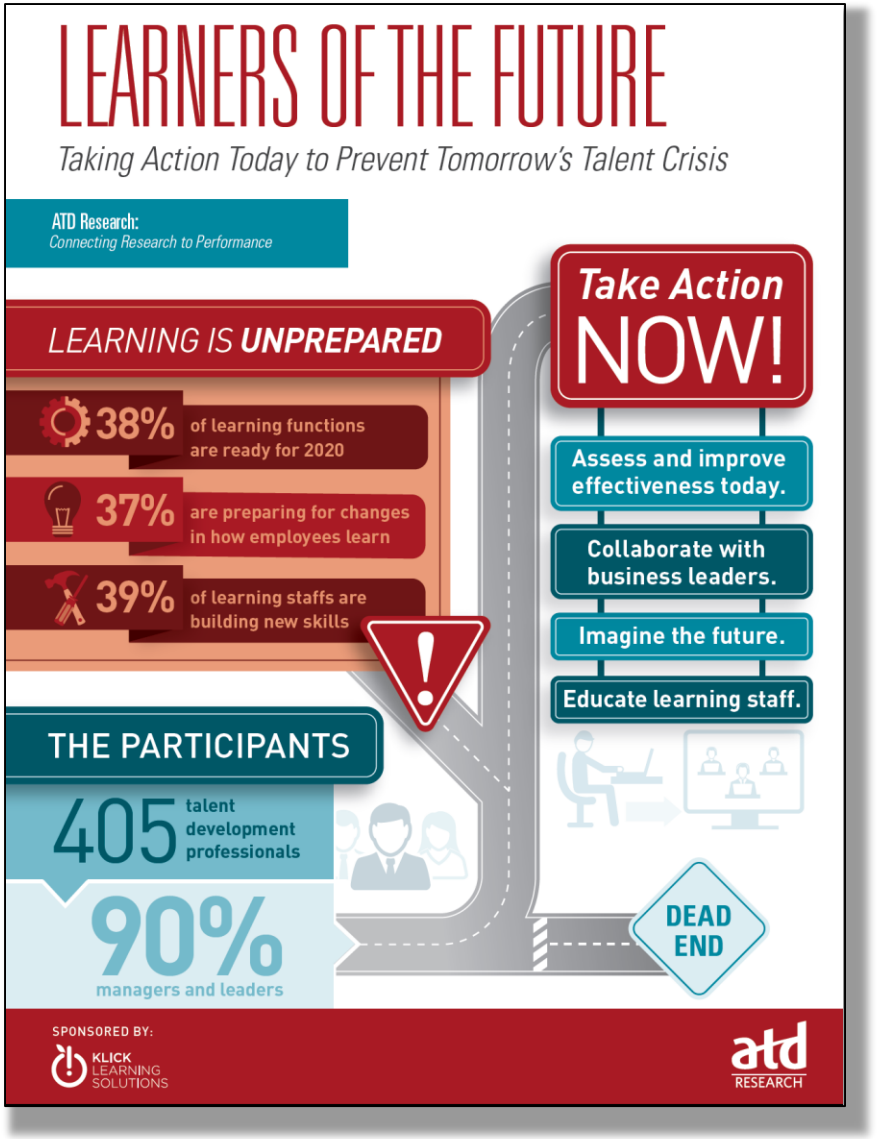


Kee Meng Yeo
VP Global Talent Development

Amway

About The Report

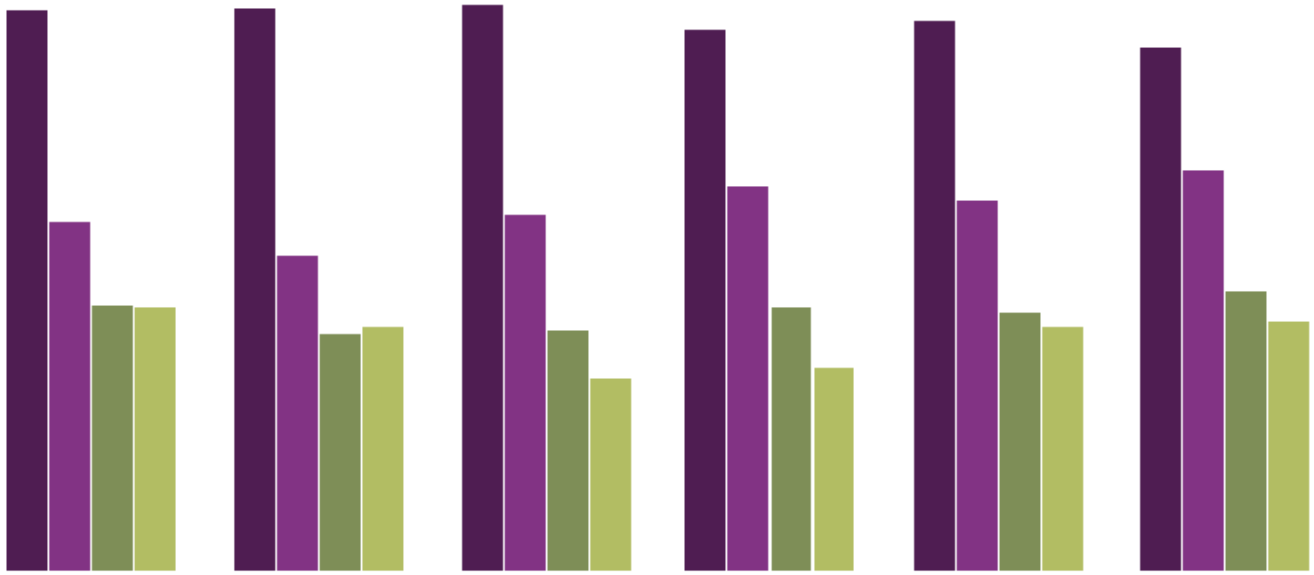
- 405 participants
- National, multinational & global
- 90% with managerial or leadership responsibilities



59%

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

The state of ILT



	2009	2010	2011	2012	2013	2014
Instructor-led classroom	58.84%	59.10%	59.43%	54.28%	54.62%	50.63%
Technology-based	36.54%	33.00%	37.30%	39.20%	38.51%	41.23%
All online	27.70%	24.77%	25.18%	27.29%	27.22%	28.93%
Self-paced	27.63%	25.50%	20.07%	21.56%	25.78%	26.25%

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.

We hear a lot about the future of learning and L&D

What about the here and now?

29%

of respondents described their learning functions as leaders in using new technologies to help achieve L&D goals.

In high-performance organizations employees are nearly **4X** more likely to **regularly share new knowledge with their colleagues** than those at lower-performers

Harnessing the Power of User-Generated

- Only 13% of organizations don't provide tools & resources to share knowledge
- Yet many companies still have not excelled at this

"We launched an app to teach service training. Our staff can take photos of something that is actually happening, upload it, and describe the situational cue that associates should pay attention to. Then the employee describes a potentially brilliant way to respond."

Adam Malamut
Global Talent Officer

Marriott

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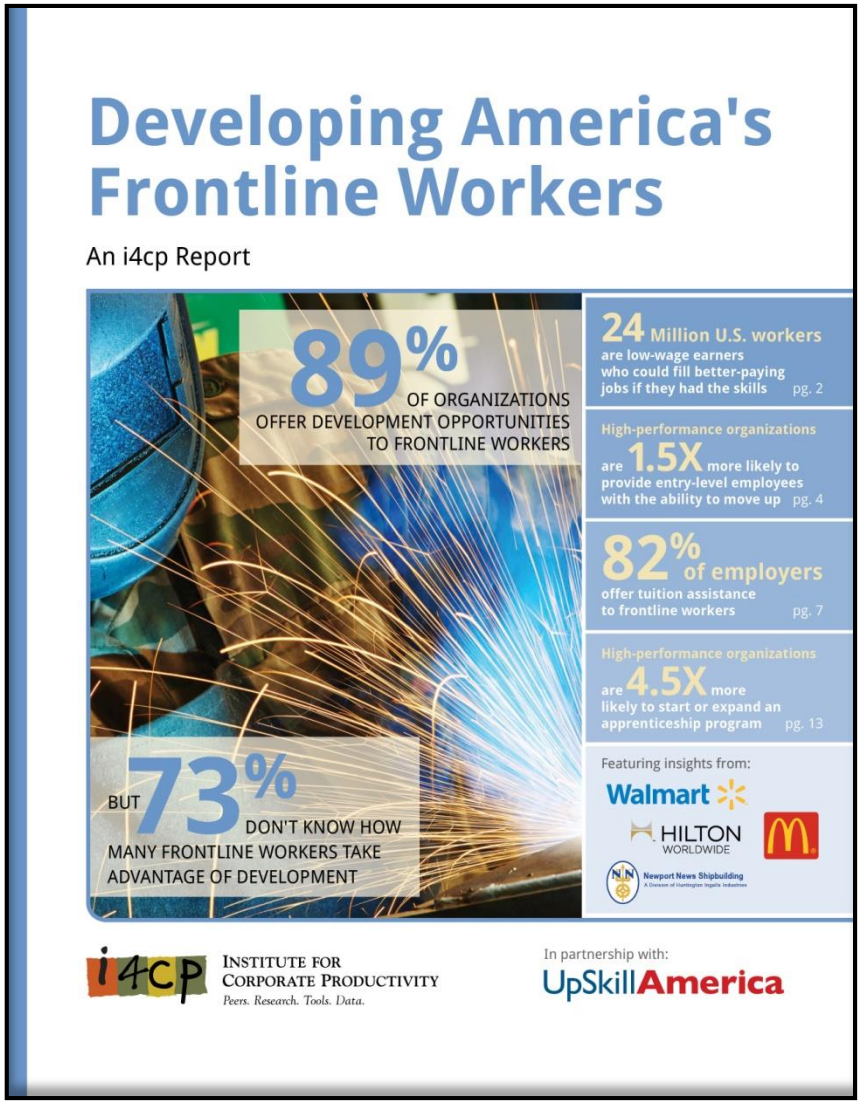
High-Performance Companies Hold Leaders Accountable

3x

High-performance organizations are three times more likely to hold leaders at all levels accountable for actively demonstrating the importance of learning.

The Study

- 365 respondents
- Most have > 10,000 employees
- 65% are global or multi-national
- 48% are public, 31% are private, and 21% are non-profit or government



Good News: Lots of Development Opportunities

Bad News: Most Don't Know Who Is Taking Advantage

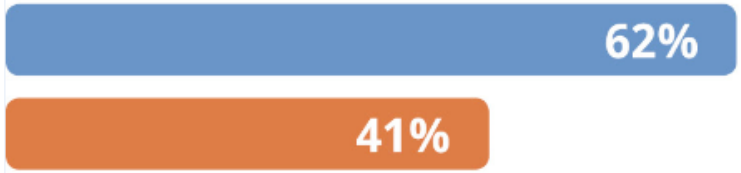
73%

Say they don't track this, or don't know if they track this

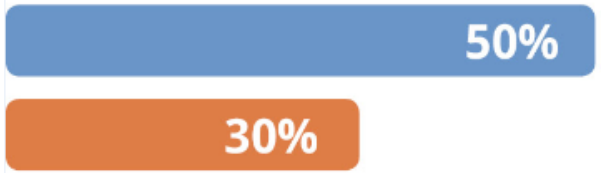
Of those that do know…

Frontline workers who take advantage of development opportunities are usually rewarded with higher-skilled jobs and/or higher wages

Most frontline workers take advantage of development opportunities

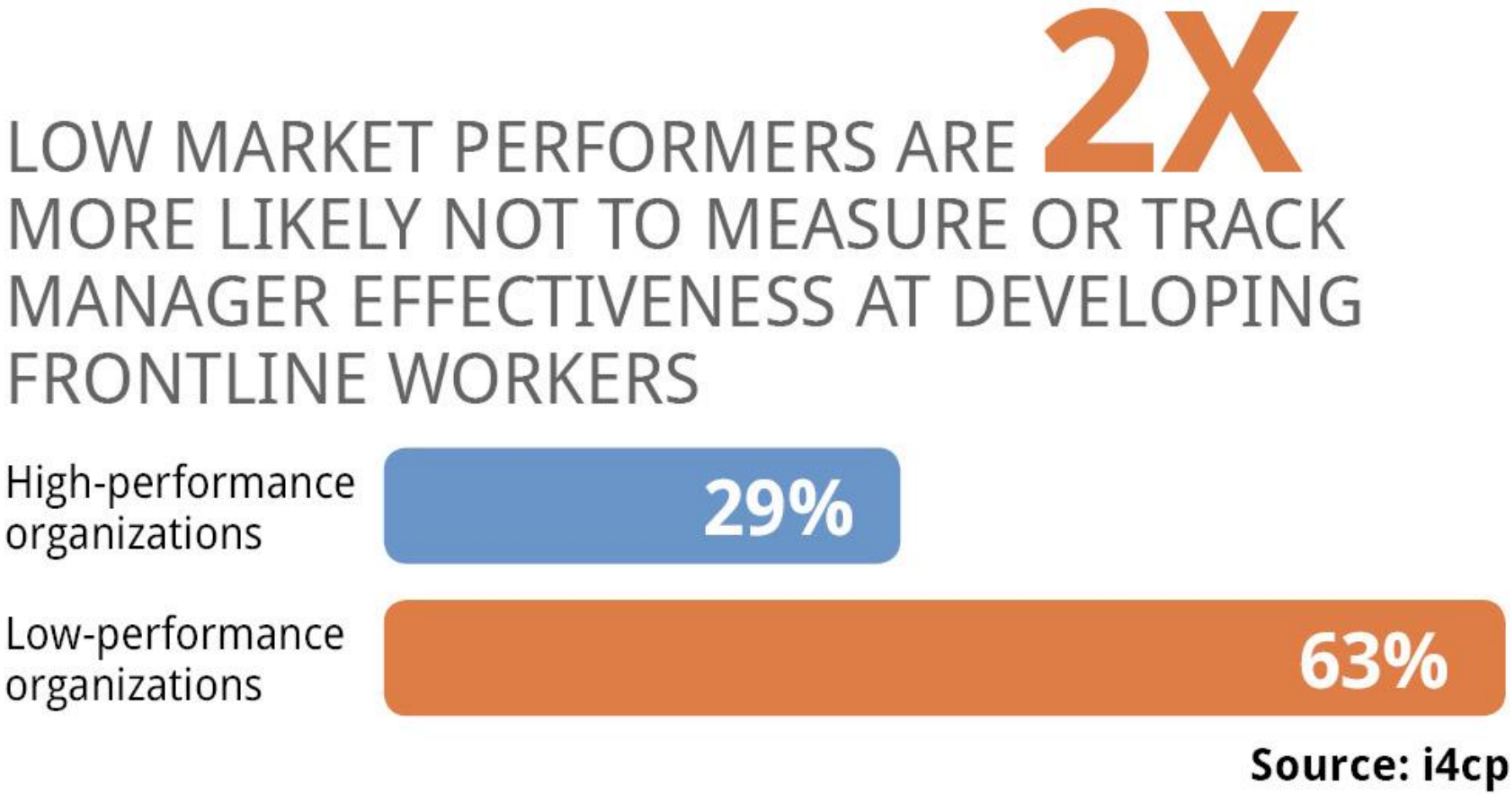


Supervisors are measured and rewarded for developing frontline workers



High-performance organizations Low-performance organizations

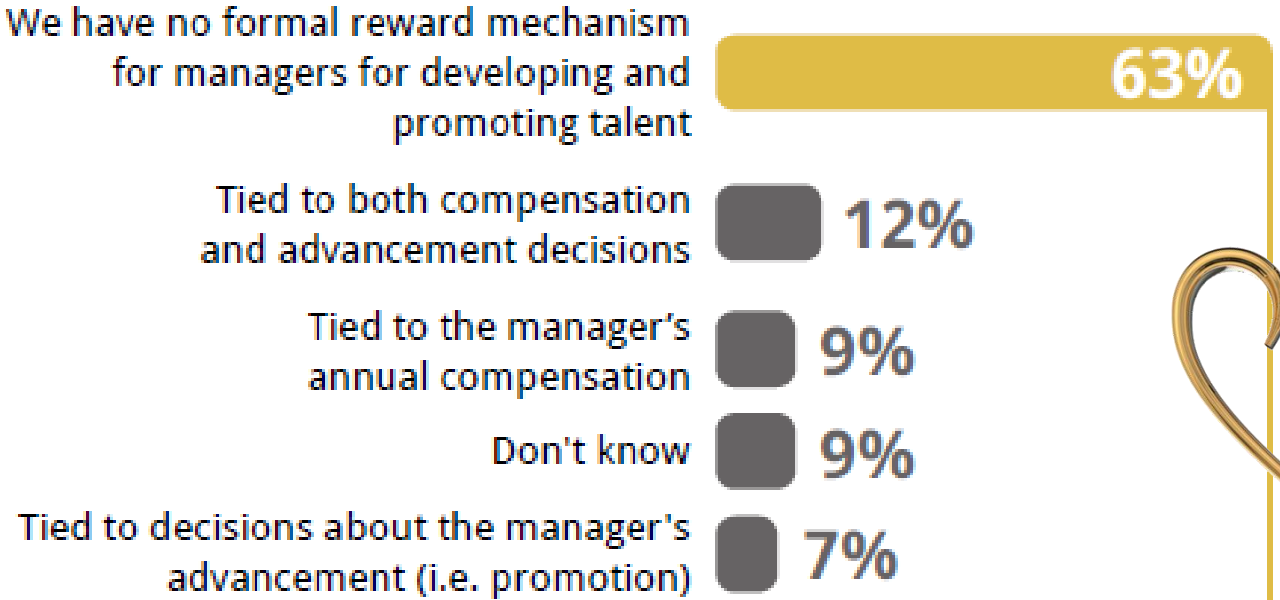
Issue: Most Don't Measure and Reward Supervisors for Frontline Development

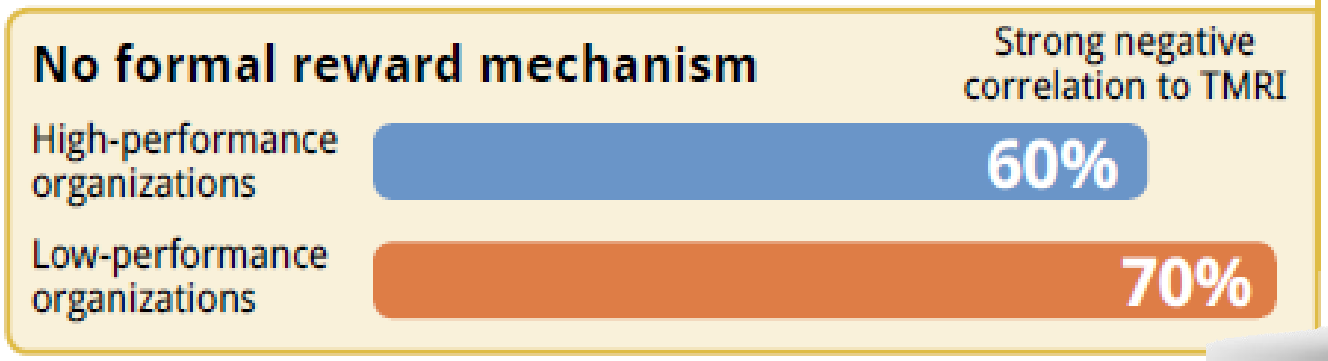


Managerial Failing: Talent Hoarding

HIGH-PERFORMANCE ORGANIZATIONS ARE 2X MORE LIKELY TO PRIORITIZE TALENT MOBILITY

MOST HAVE NO FORMAL MECHANISM TO REWARD MANAGERS FOR DEVELOPING TALENT

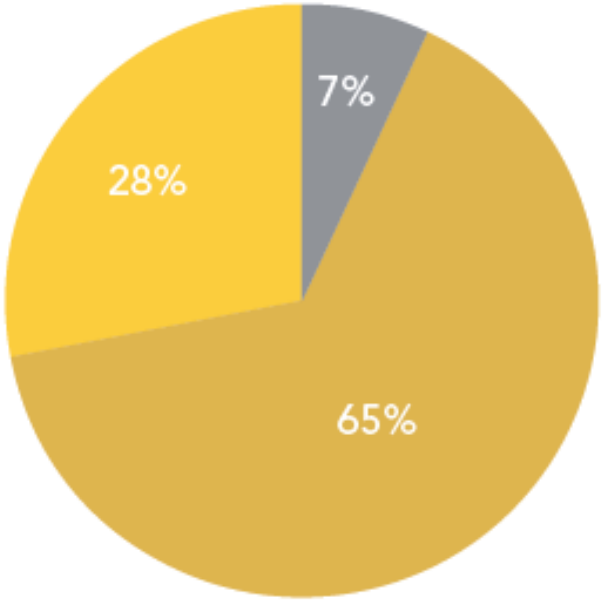




Millennials Want Rotational Assignments

ROTATIONAL
DEVELOPMENT PROGRAMS

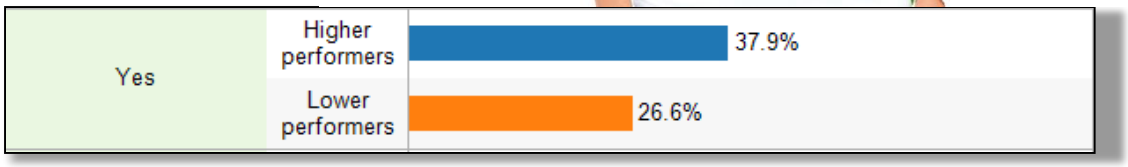
Does your organization offer
a rotational development program?



Yes

No

Don't know



What else is important for Millennials?

36%

of high-performance organizations talk about the commitments they make to continuous learning during interviews with job candidates.

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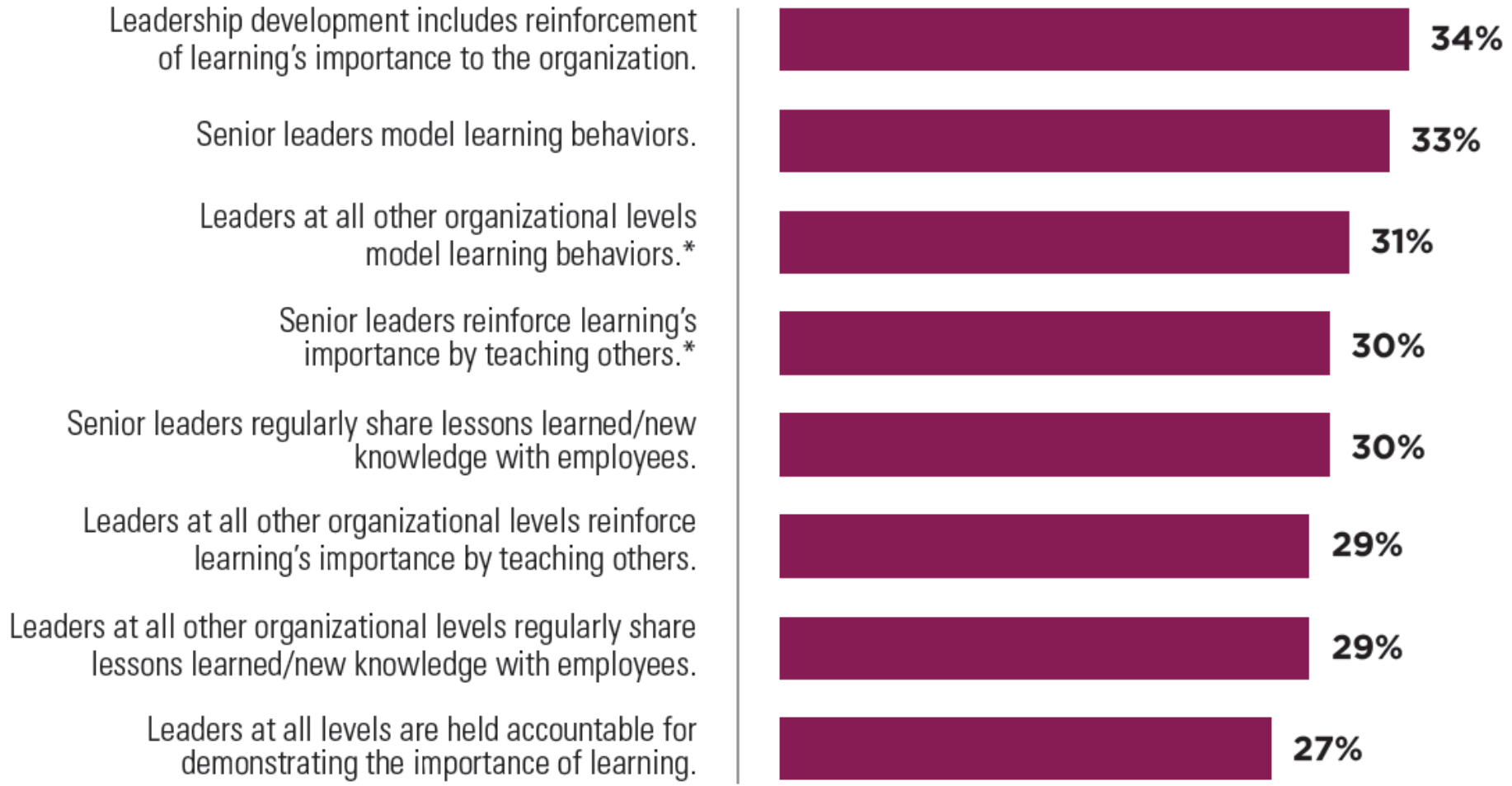
Half of Top Companies Reinforce Learning's Importance with Leaders



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Peers. Research. Tools. Data.

*Learning behaviors include participating in learning activities, sharing new knowledge with employees, demonstrating skills, and communicating how new knowledge translates into organizational changes.

Watch & Learn webcasts

atd

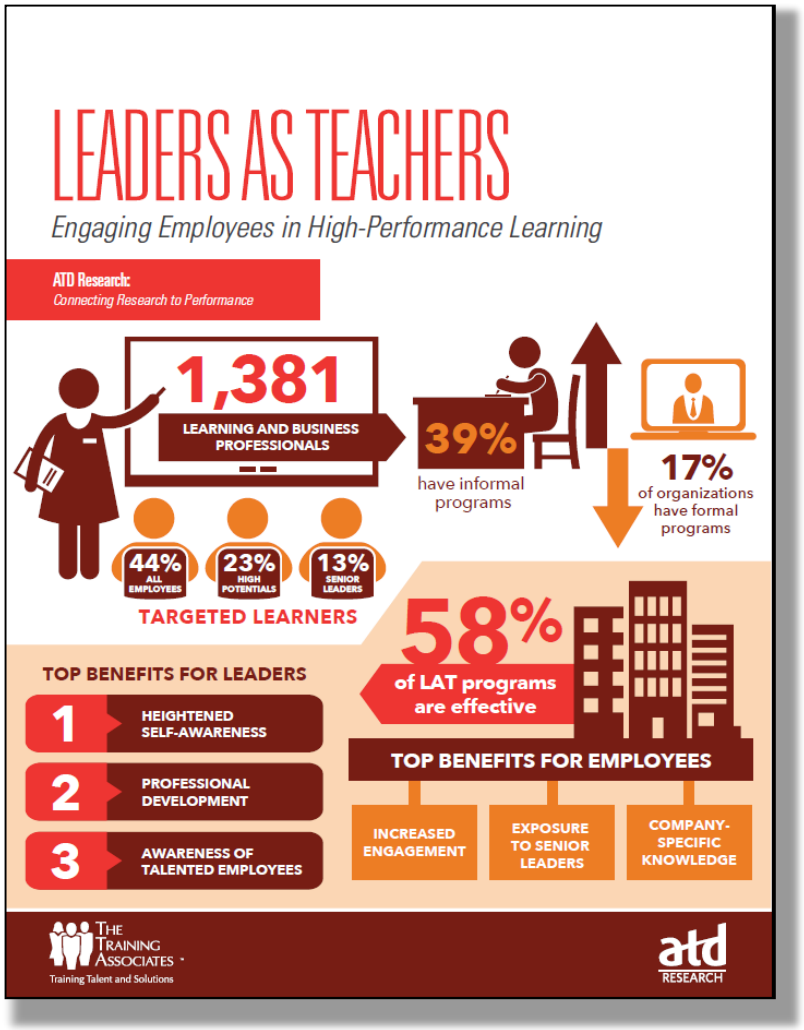
"We conducted a number of needs analysis meetings and are now rationalizing and prioritizing our curriculum based on our business strategy. Now we are working with a number of the key C-suite leaders to finalize our aligned learning strategy and plan."

Toni Handler
VP Human Resources

avanade®

The Report

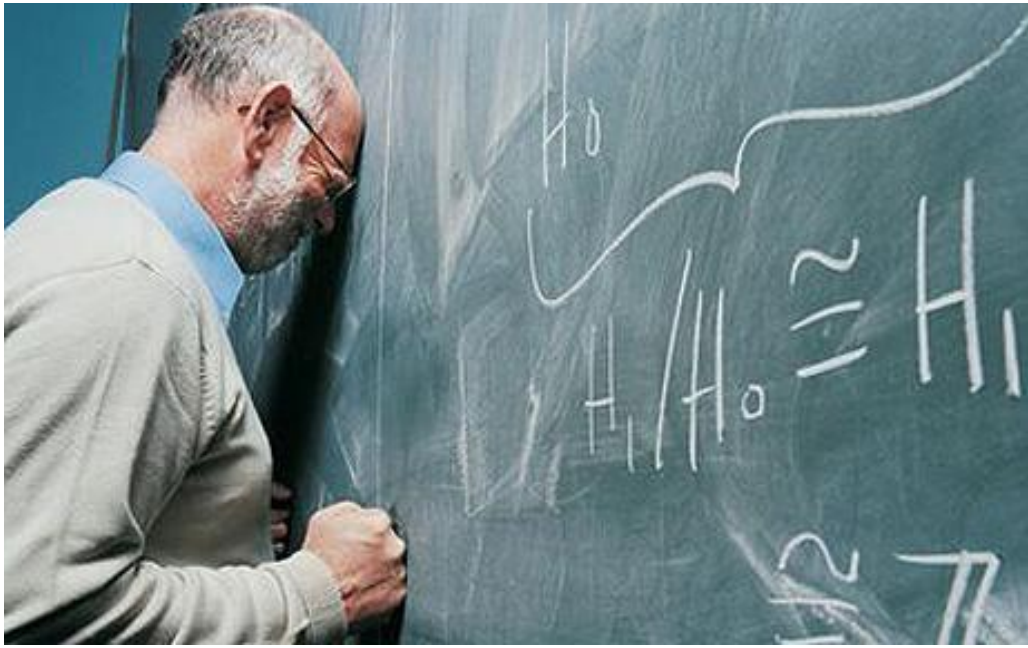
- 1,361 participants
- 52% global or multinational
- Interviews with several learning professionals



Room for improvement

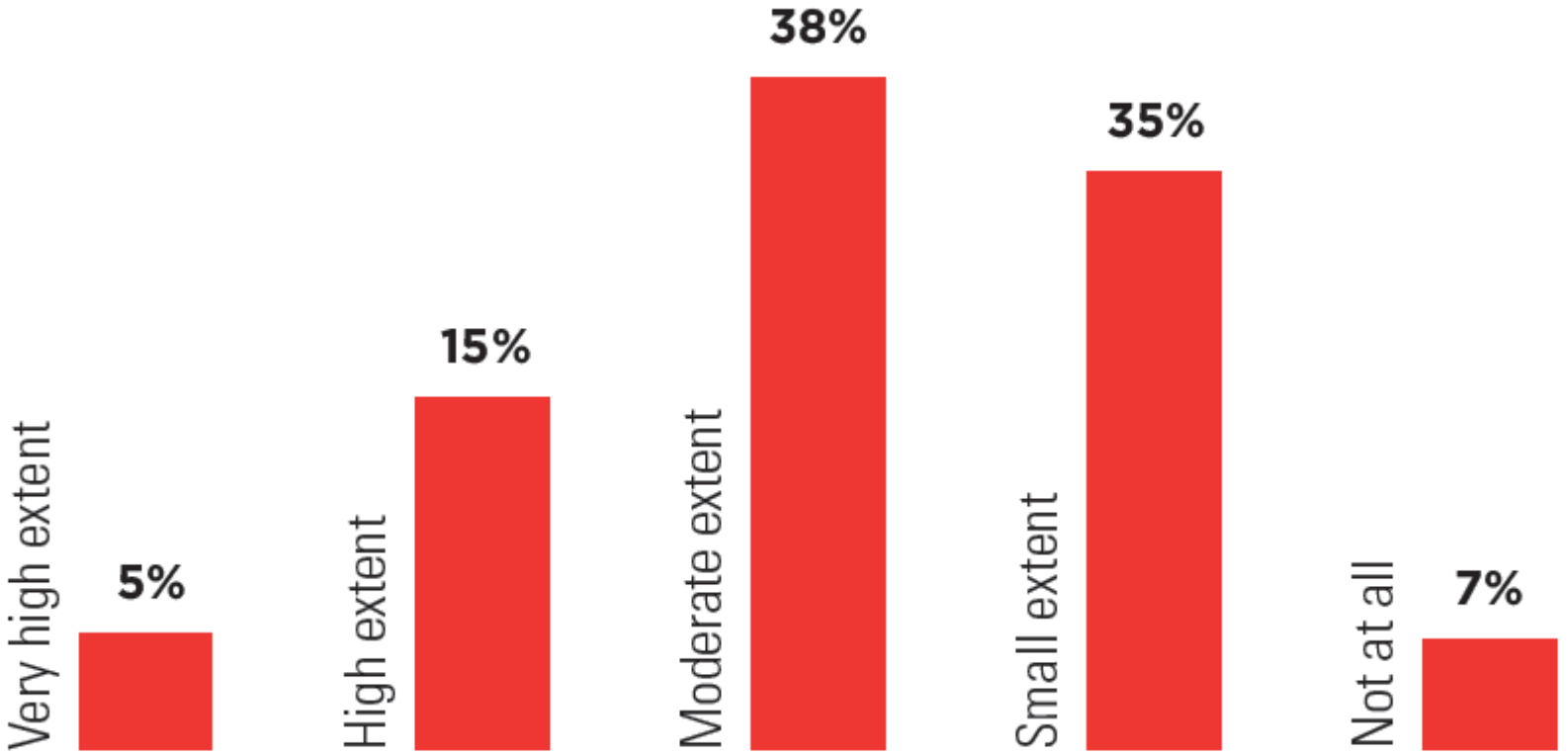
42%

of organizations achieve little or no effectiveness leveraging leaders as teachers.

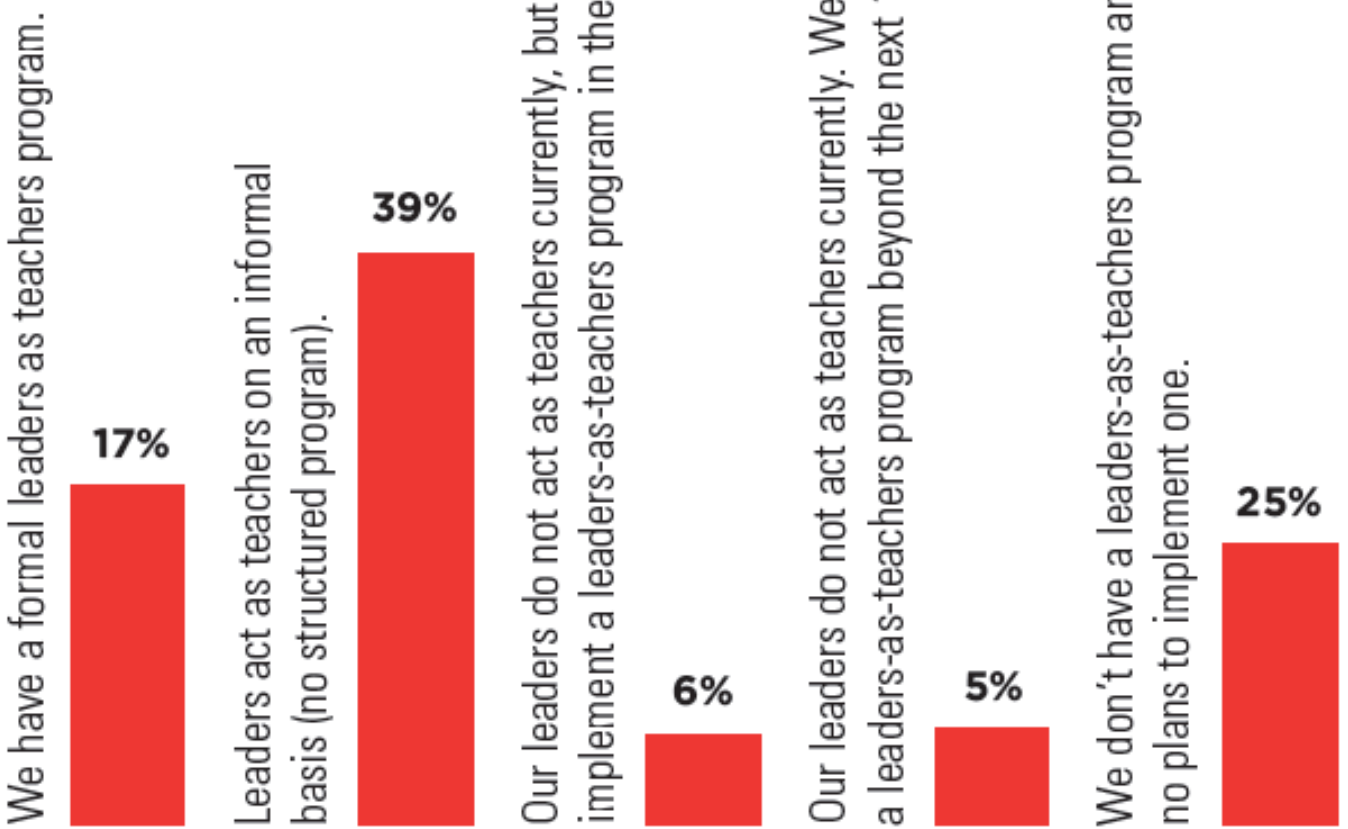


Better leverage needed

To what extent is your organization effective at leveraging leaders as teachers?



Informality rules…



…but should it?

39%

of organizations have informal leaders-as-teachers programs.

17%

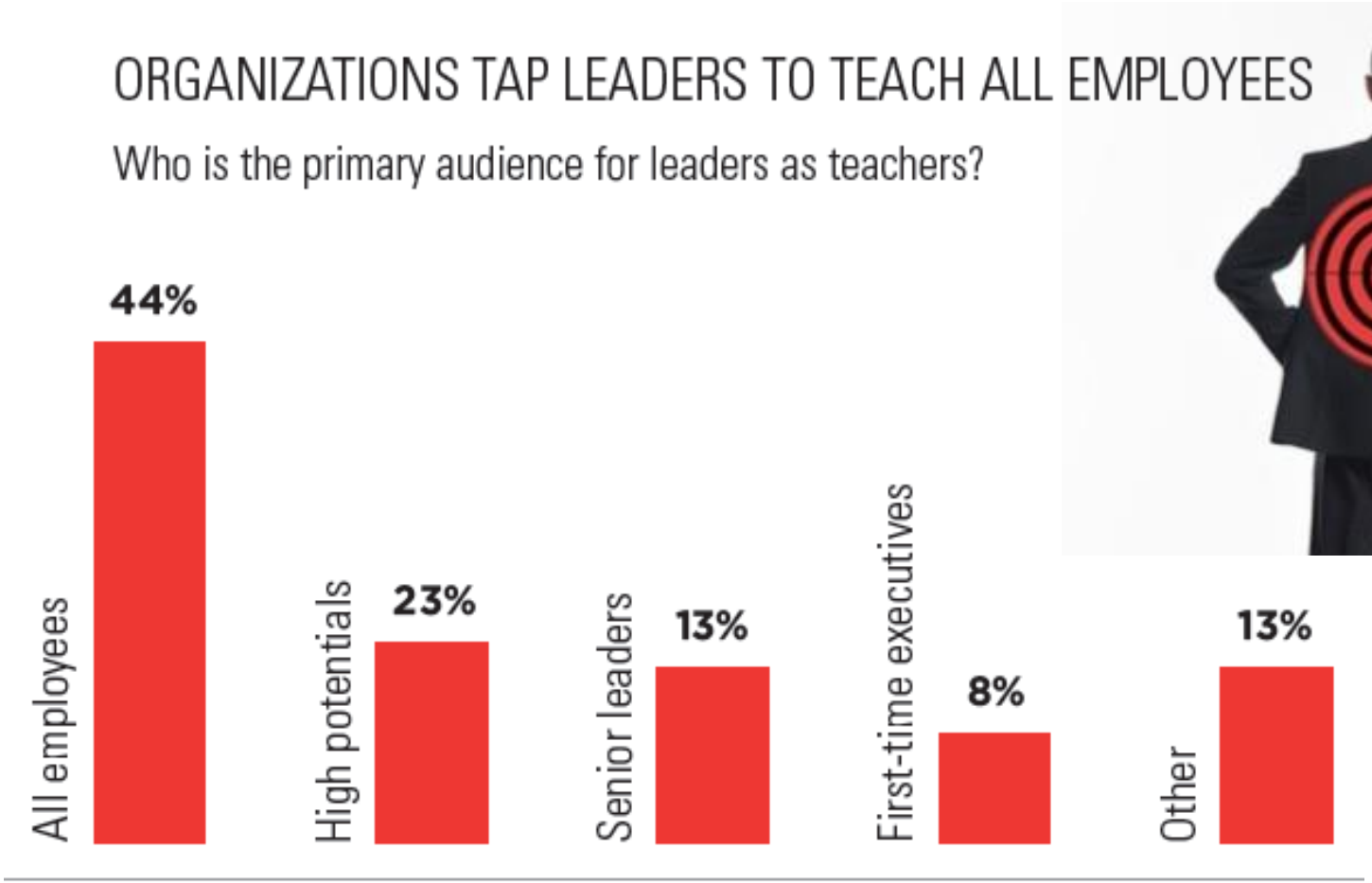
of organizations have formal leaders-as-teachers programs.

High Performing Organizations are

2X

more likely to formalize their LAT programs

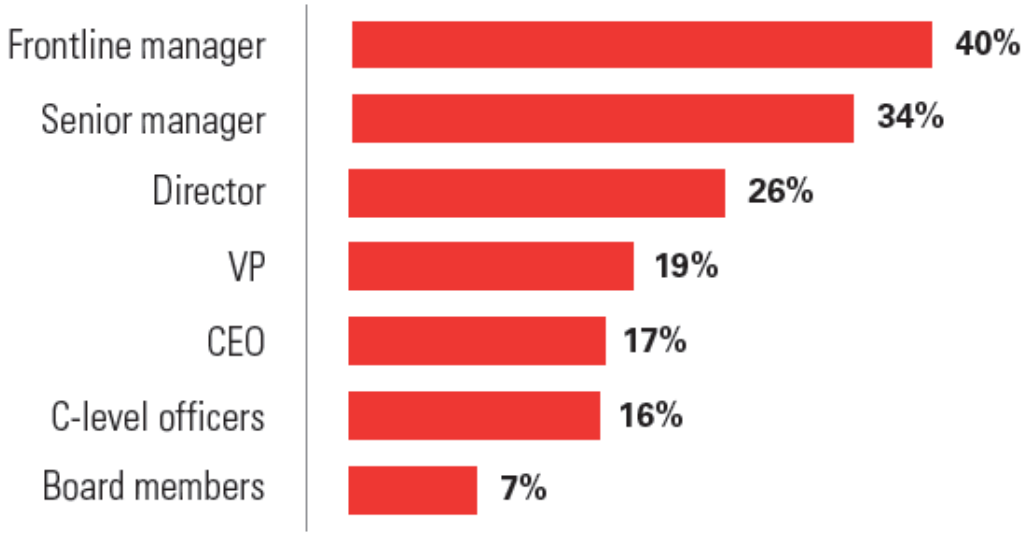
Who is the target?



Who teaches?

FRONTLINE LEADERS AND SENIOR MANAGERS ARE SOUGHT-AFTER TEACHERS

To what extent does your organization leverage leaders at the following levels to serve as teachers?

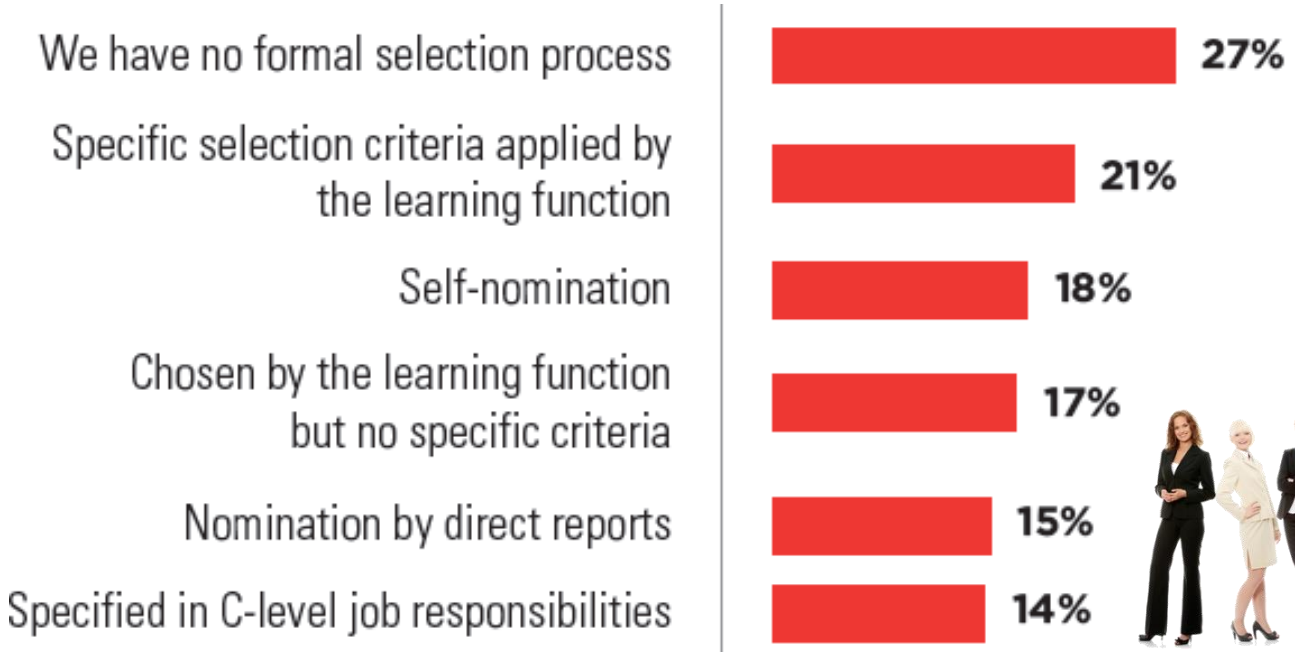


Percent of respondents indicating high or very high extent.

Who to choose?

MOST ORGANIZATIONS LACK SPECIFIC METHODS OF SELECTING TEACHING LEADERS

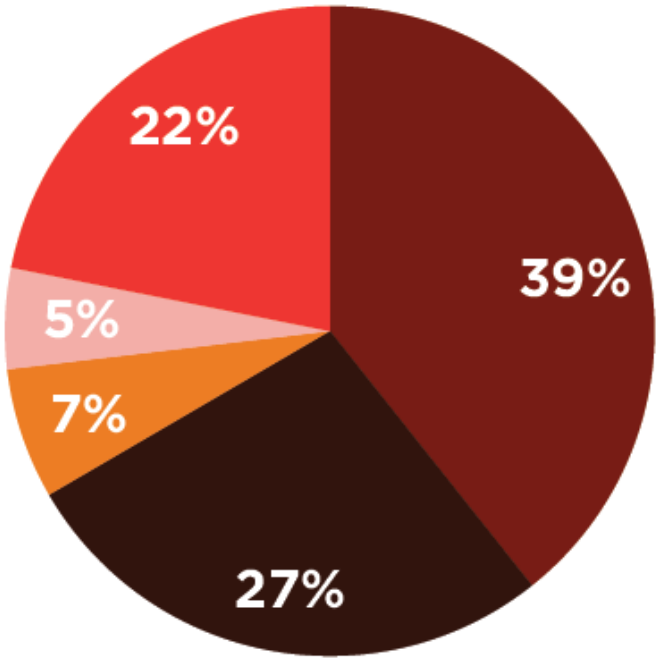
To what extent does your organization use the following methods to choose leaders to serve as teachers?



LAT is cheap

MANY ORGANIZATIONS FAIL TO FUND LAT PROGRAMS

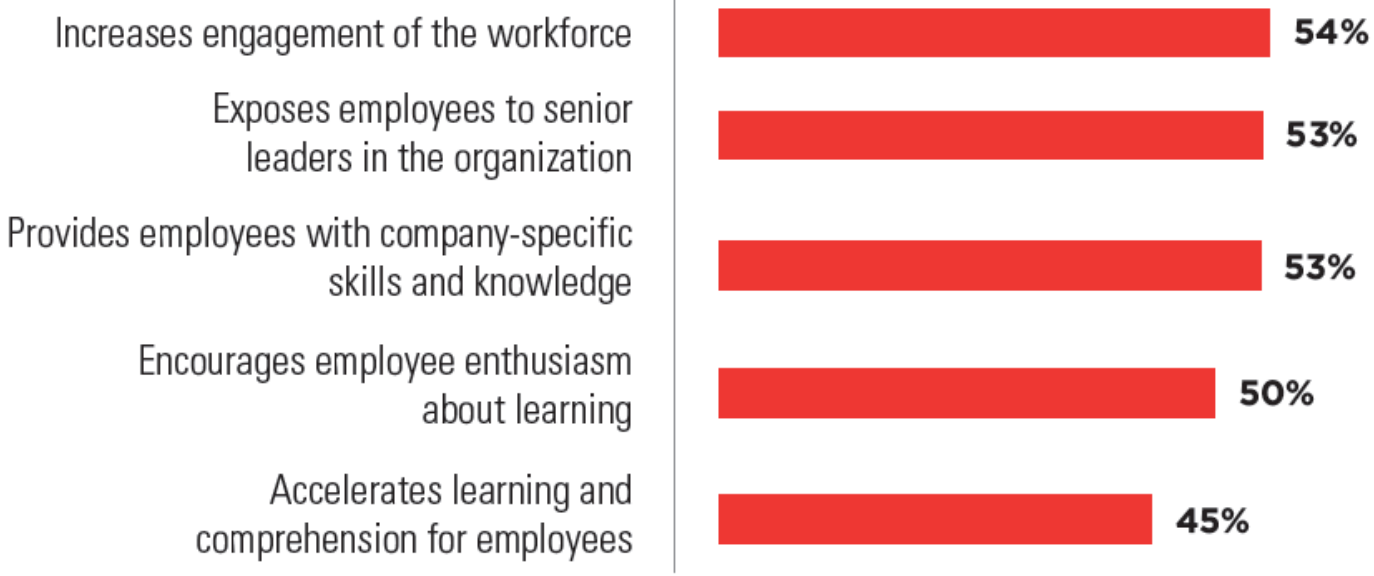
What percentage of your learning and development budget is dedicated for leaders as teachers?



Student benefits

LEADERS' TEACHING PRODUCES A MORE ENGAGED WORKFORCE

To what extent does your organization view the following as benefits *employees* receive when leaders serve as teachers?



Percent of respondents indicating high or very high extent.

It's not all about the students…

BENEFITS LEADERS GAIN FROM TEACHING

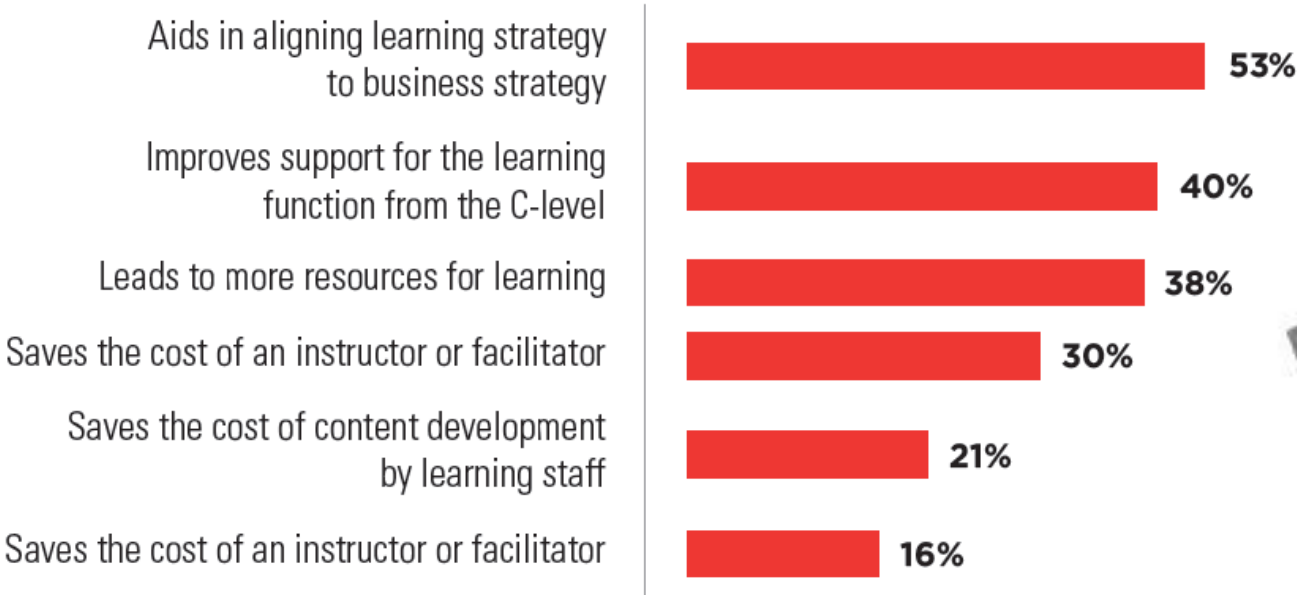
To what extent does your organization view the following as benefits for *leaders* who serve as teachers?

Percent of respondents indicating high or very high extent.

L&D Benefits

LEARNING FUNCTIONS CLAIM STRATEGIC BENEFITS WHEN LEADERS TEACH

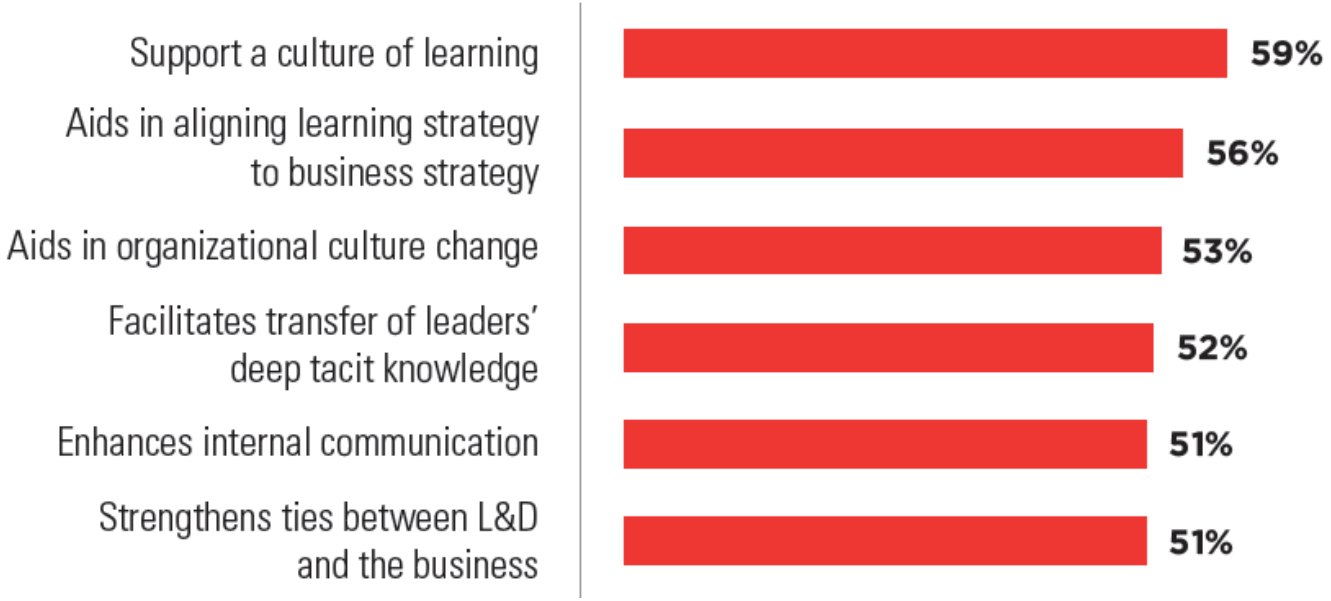
To what extent does your organization view the following as benefits to the *learning function* when leaders serve as teachers?



Percent of respondents indicating high or very high extent.

Organization Benefits

To what extent does your organization view the following as benefits to the *overall organization* when leaders serve as teachers?



Percent of respondents indicating high or very high extent.

Next Practice

- assessing leaders' teaching skills
- pairing experienced leaders with inexperienced ones
- providing train-the-trainer learning sessions.

Organizations that apply these little-used methods to prepare their leaders to teach are more likely to reap benefits in better market and learning performance.

4 Steps

To Building a Culture of Learing

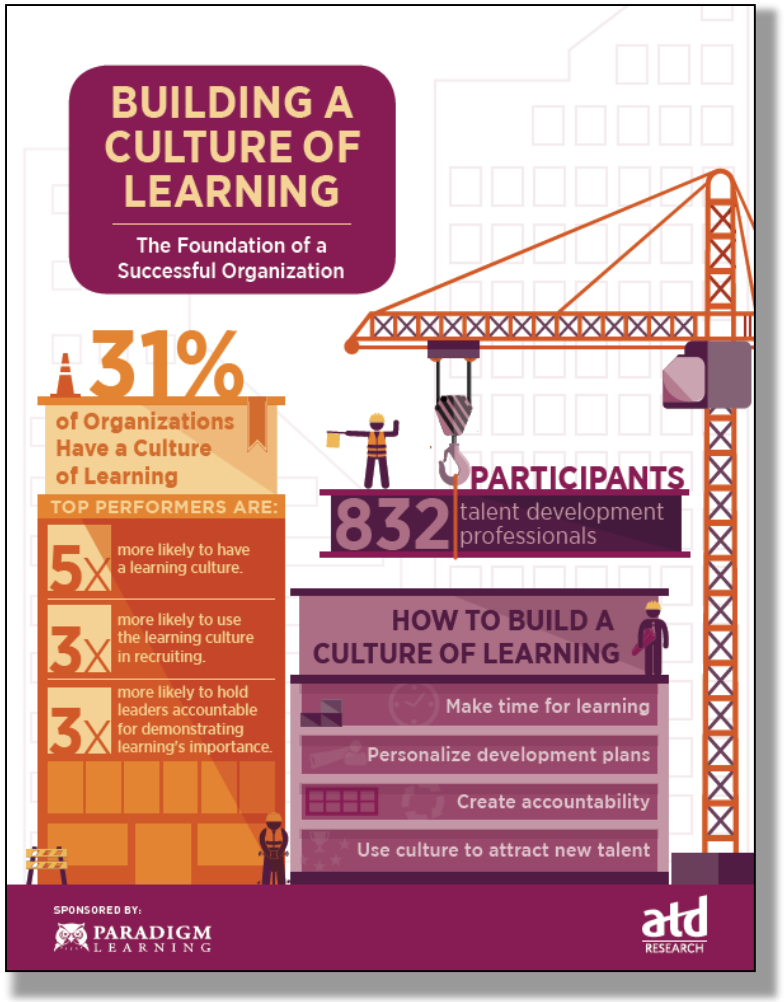
1. At the organizational level
2. At the learner level
3. At the manager level
4. At the leader level

"By their very nature, organizations that have a learning culture are on a continuous-improvement path. Developing people is simply how they operate. And that drives the type of impact you see—you have better market share, increased retention, and employees who want to be there. Leveraging the full power of the organization comes about through optimizing a culture of learning and development."

Renee Romulus
Chief Learning Officer

Booz | Allen | Hamilton

Take Your Learning One Step Further



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Questions??

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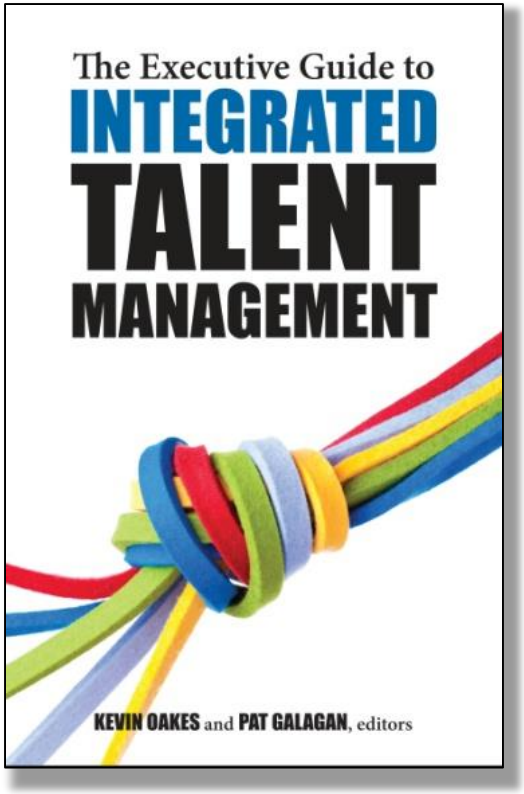
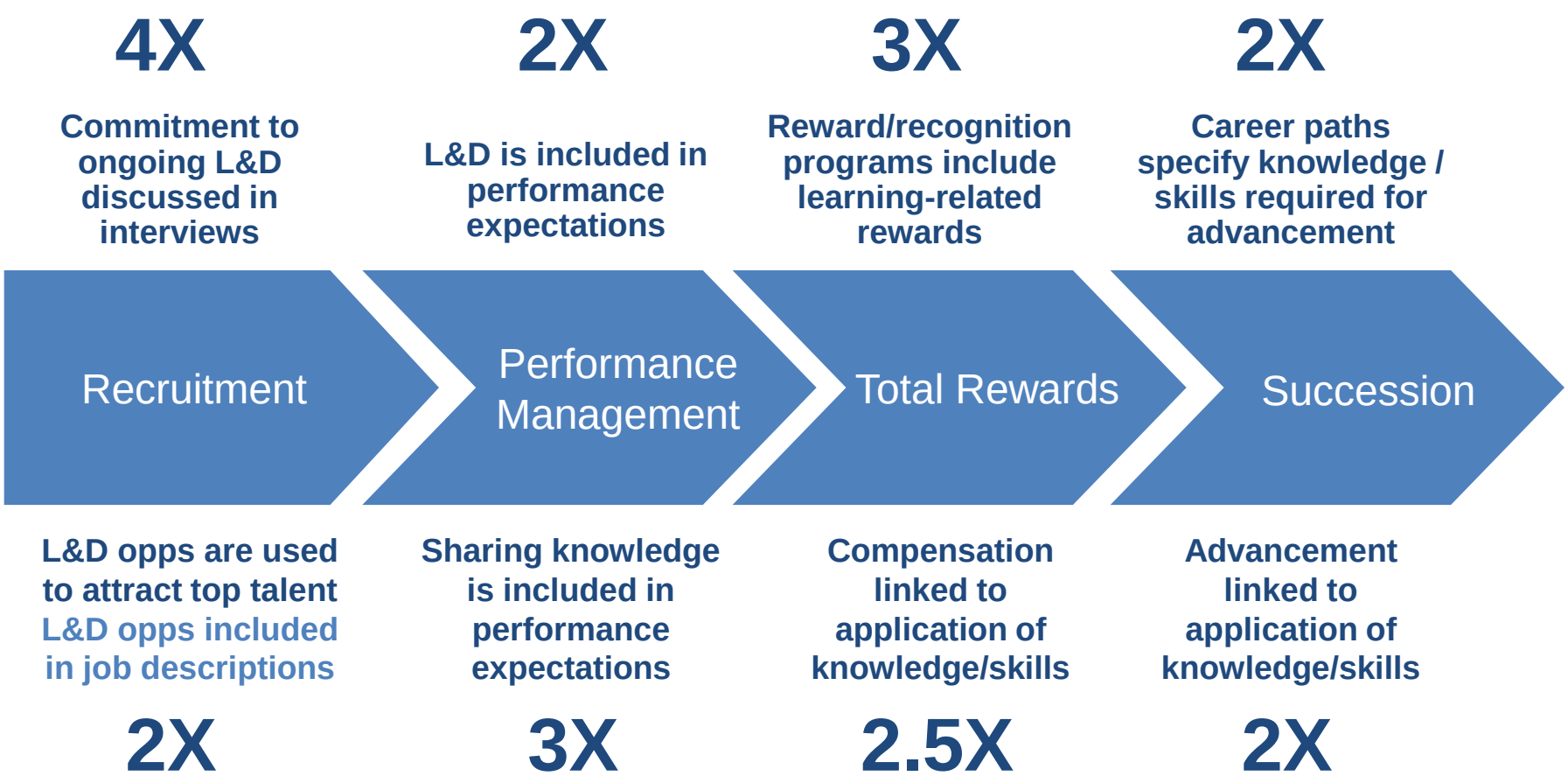
Integrating learning with other talent functions is a hallmark of HPO's



Integrating L&D Drives Performance