

# 4

## Steps to Building a Culture of Learning

Kevin.Oakes@i4cp.com

@KMOakes

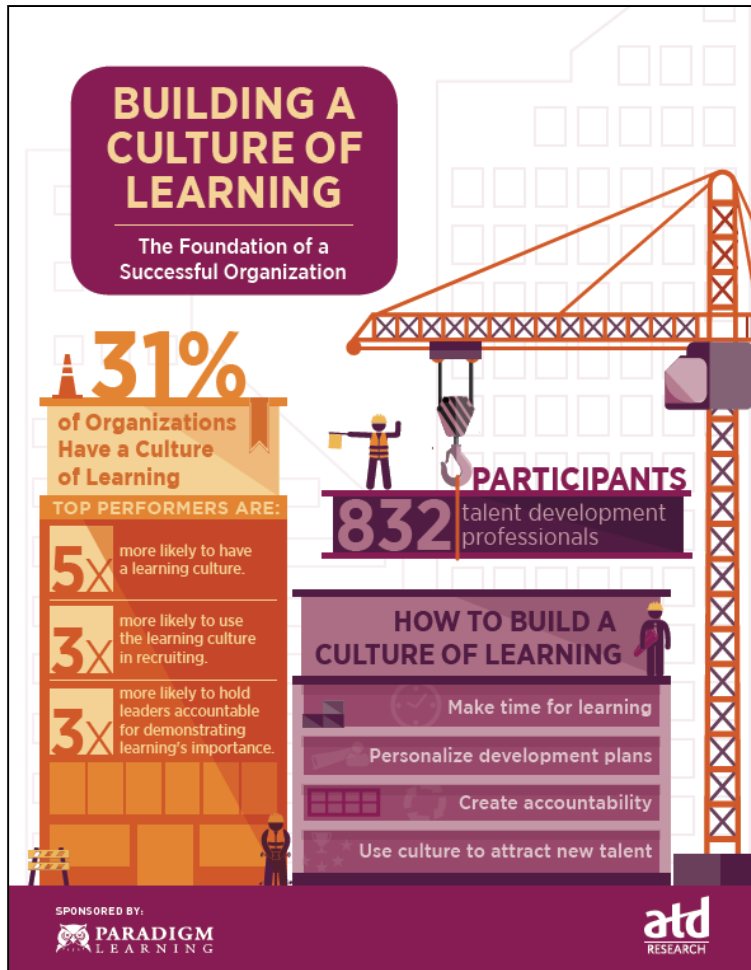


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*Peers. Research. Tools. Data.*



# 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



# 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 prepared for changes in how employees learn
- 39% of learning staffs are building new skills

**Take Action NOW!**

- Assess and improve effectiveness today.
- Collaborate with business leaders.
- Imagine the future.
- Educate learning staff.

## THE PARTICIPANTS

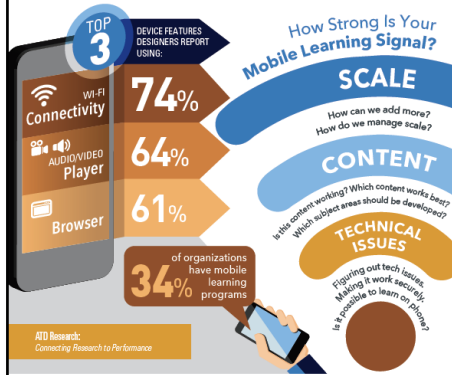
405 talent development professionals  
90% managers and leaders

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atd  
RESEARCH

# THE MOBILE LANDSCAPE 2015

Building Toward Anytime, Anywhere Learning

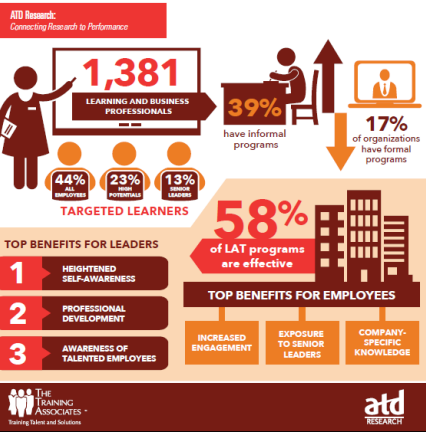


ATD Research:  
Connecting Research to Performance

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RESEARCH

# LEADERS AS TEACHERS

Engaging Employees in High-Performance Learning



THE TRAINING ASSOCIATES  
Building Talent and Culture

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RESEARCH

# INSTRUCTIONAL DESIGN NOW

A New Age of Learning and Beyond



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RESEARCH

# Recent ATD & i4cp Research

# MOOCs

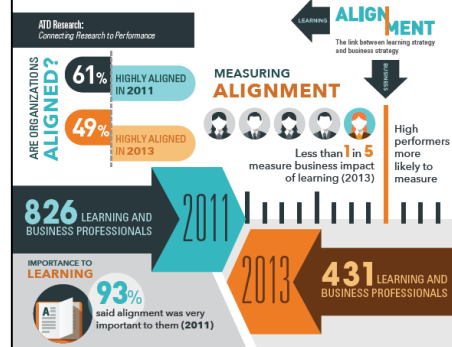
Expanding the Scope of Organizational Learning



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# ALIGNING FOR SUCCESS

Connecting Learning to Business Performance



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RESEARCH

# CHANGE AGENTS

The Role of Organizational Learning in Change Management



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# THE VALUE OF LEARNING

Gauging the Business Impact of Organizational Learning Programs



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RESEARCH

# The Rise of Adaptive Analytics



The best analytical tools are those that grow with the user	pg. 4
Integration of technologies leads to better data	pg. 5
Internal data is more valuable than external data	pg. 7
Reporting is not the optimal use of data	pg. 8
Featuring insights from:	
<b>McKESSON</b>	
<b>HSBC</b>	
<b>EMC</b>	

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Peer Research. Trade Data.

**CMC** Canadian Management Centre  
**AMA** American Management Association  
**MCE** Management Centre Europe

# Creating a High-Performance Culture

An i4cp Report



Performance management is about customers	pg. 3
PM is consistent across the organization	pg. 4
Show and tell PM is successful PM	pg. 8
Coaching is critical to PM success	pg. 11
Featuring insights from:	
<b>CLARIANT</b>	<b>EMERITUS</b>
<b>Micron</b>	

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**AMA**

**MCE**

# Diversity & Inclusion Practices that Promote Market Performance



Effective D&I is in an organization's DNA	pg. 5
D&I success is grounded in metrics	pg. 9
As diversity continues to grow, inclusion will be the differentiator	pg. 14
Specific leadership behaviors reinforce an inclusive culture	pg. 16
Featuring insights from:	
<b>American Airlines</b>	<b>Baystate Health</b>
<b>KELLY</b>	<b>Ingersoll Rand</b>
<b>and more.</b>	

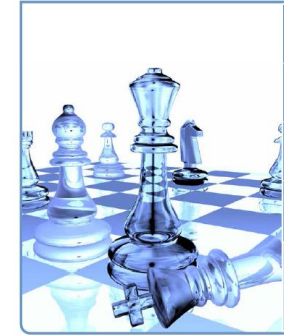
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# Execution > Strategy



Highly visible support of the strategy on the part of leaders is established and maintained	pg. 3
Leaders regularly communicate progress to all employees	pg. 6
Execution of strategy is considered to be a top corporate priority	pg. 9
There is focus on a common threat without creating a culture of fear	pg. 13
Featuring insights from:	
<b>CORNING</b>	<b>STERIS</b>
<b>Rockwell Automation</b>	<b>Black Hills Corporation</b>

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**GLOBAL**

# Recent i4cp Research

## Developing Global-Minded Leaders to Drive High Performance

The 2015 Global Leadership Development Study



Reach deep and begin global leadership development early	pg. 6
Business acumen is foundational but insufficient; social skills make the difference	pg. 10
Experiential learning is a powerful teacher	pg. 15
A global mindset integrates diverse perspectives	pg. 19
Featuring insights from:	
<b>Ford</b>	<b>Schlumberger</b>
<b>Novartis</b>	<b>Lear Corporation</b>
<b>Johnson &amp; Johnson</b>	

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In partnership with:  
**AMA** **GLOBAL**  
American Management Association  
TALANT TRANSFORMATION

## Beyond Uber: Driving the Evolution of Work



Introduction: Uber and the nontraditional workforce	pg. 1
Trends driving the evolution of work	pg. 6
Implications for employers	pg. 10
Conclusion: What the evolution of work means for HR	pg. 15
Featuring insights from:	
<b>3M</b>	<b>Cargill</b>
<b>A</b>	<b>hp</b>
<b>and many more.</b>	

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## Generation Z: What Employers Need to Know



Despite the monopoly the Millennial generation seems to have on the spotlight, a successive generation is making its debut in the labor force. Say hello to Gen Z.	
What shaped Gen Z?	pg. 4
7 personality traits that define Gen Z	pg. 5
Some implications for employers	pg. 10

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## Developing America's Frontline Workers

An i4cp Report



24 Million U.S. workers are low-wage earners who would fit better paying jobs if they had the skills	pg. 2
High-performance organizations are 15X more likely to become entry-level employees with the ability to move up	pg. 4
82% of employers offer tuition assistance to frontline workers	pg. 7
High-performance organizations are 4.5X more likely to start or expand an apprenticeship program	pg. 13
Featuring insights from:	
<b>Walmart</b>	<b>HILTON</b>
<b>McDonald's</b>	<b>and many more.</b>

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**UpSkillAmerica**

# In 2 years, a noticeable decline



Our learning function helps meet our learning and development goals.



Our learning function helps meet our organization's business goals.



We deliver training very effectively.



We deliver training very efficiently.



Our learning function stays on the cutting edge of new learning techniques and technologies to help meet our learning and development goals.



Our learning function applies newer technologies to solve business problems.





# But High Performers noticeably excel



Our learning function helps meet organizational learning and development goals.

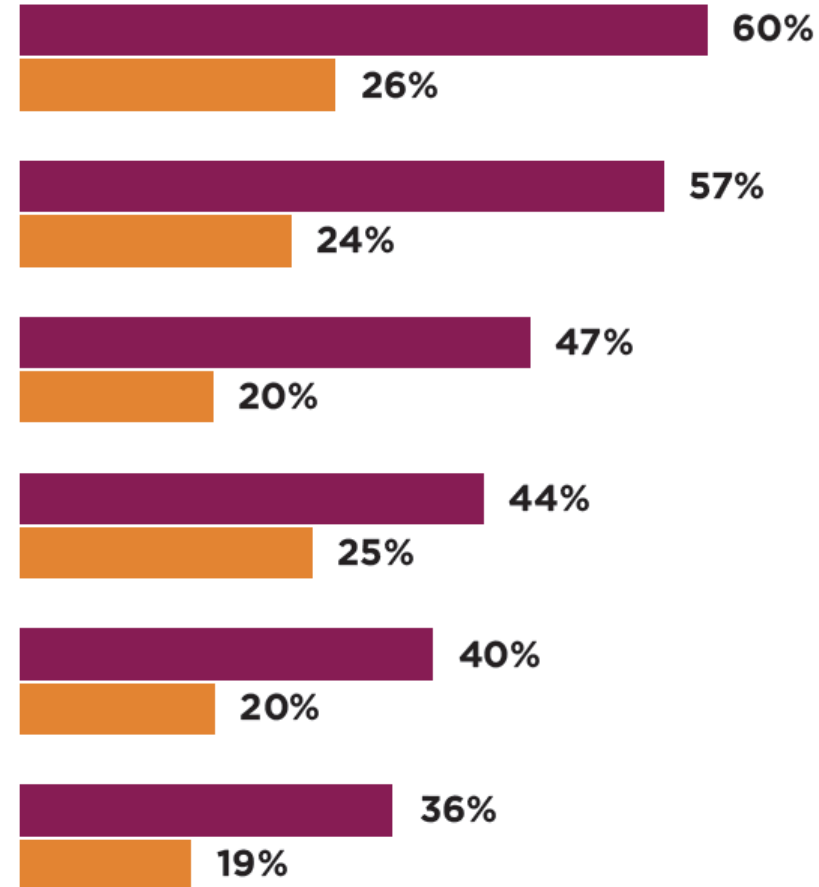
Our learning function helps meet organizational business goals.

We deliver learning very effectively.

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Our learning function stays on the cutting edge of new learning techniques and technologies to help meet organizational learning and development goals.

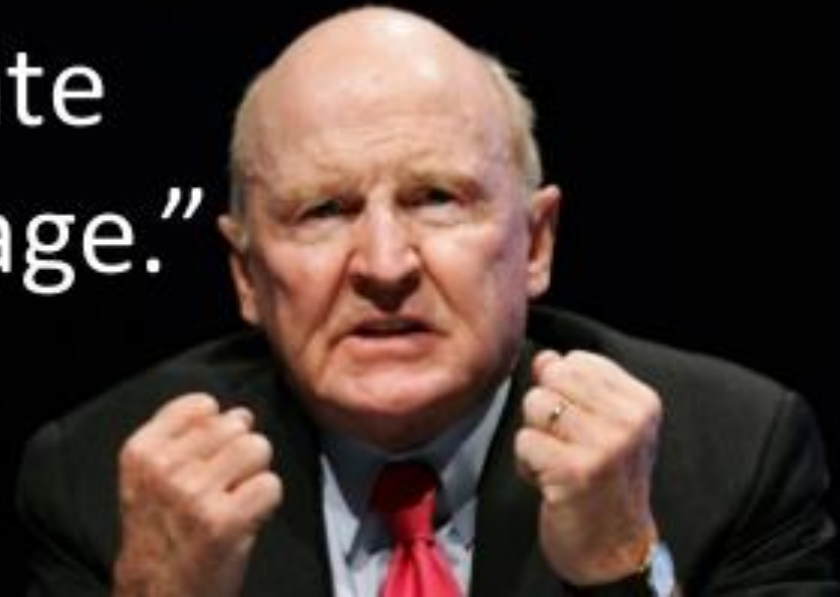
Our learning function applies newer technologies to solve business problems.



# A Culture of Learning

“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

*- Jack Welch*



***At 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



# 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 Learning

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

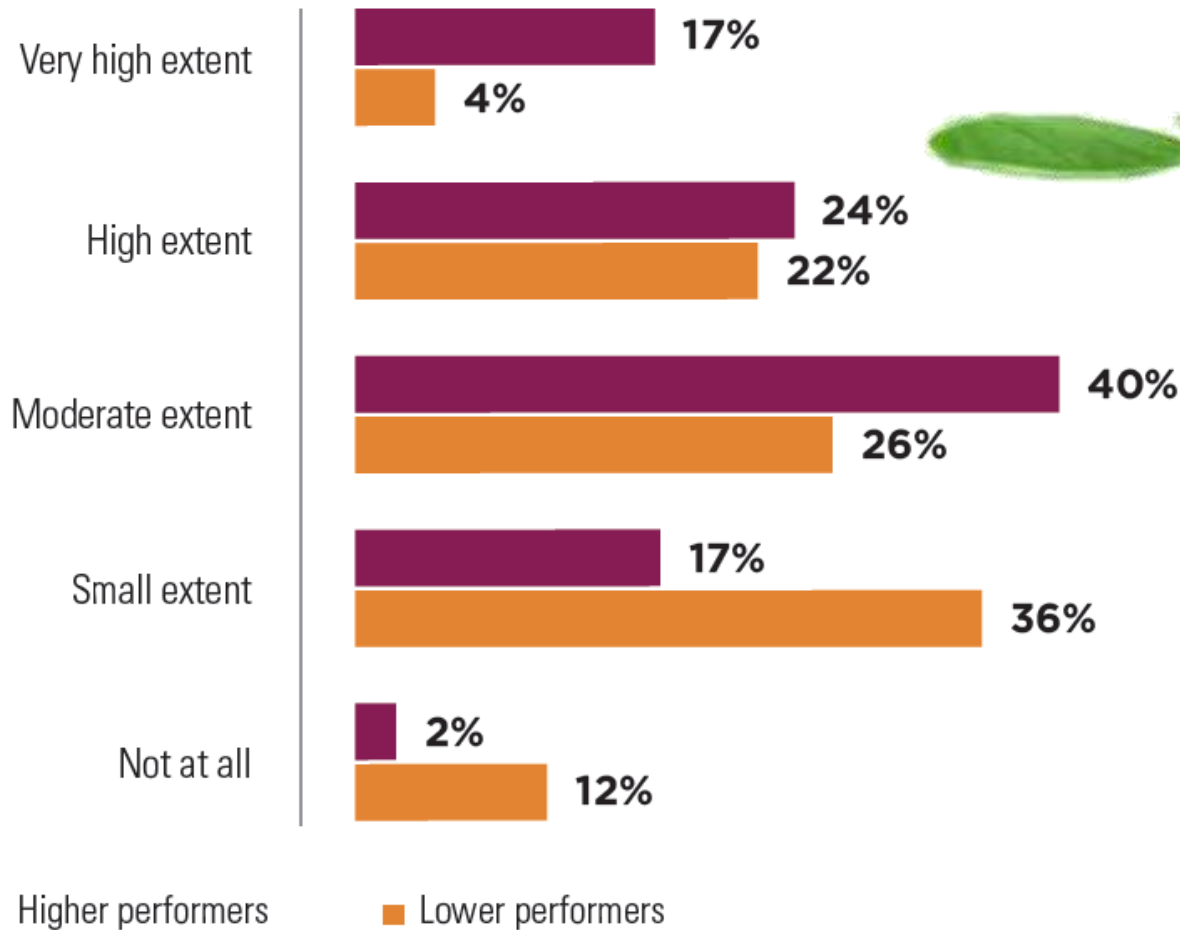
# 4 Steps

## To Building a Culture of Learning

1. At the organizational 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.



## The High-Performance Difference

For respondents from high-performance organizations, three essential learning-culture characteristics stood out:

- ▶ budgets sufficient to meet learning needs
- ▶ dedicated learning functions
- ▶ senior-level responsibility for organizational 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

### 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 ←

### COMMON GOALS

Goodyear will be first in the global tire industry by:

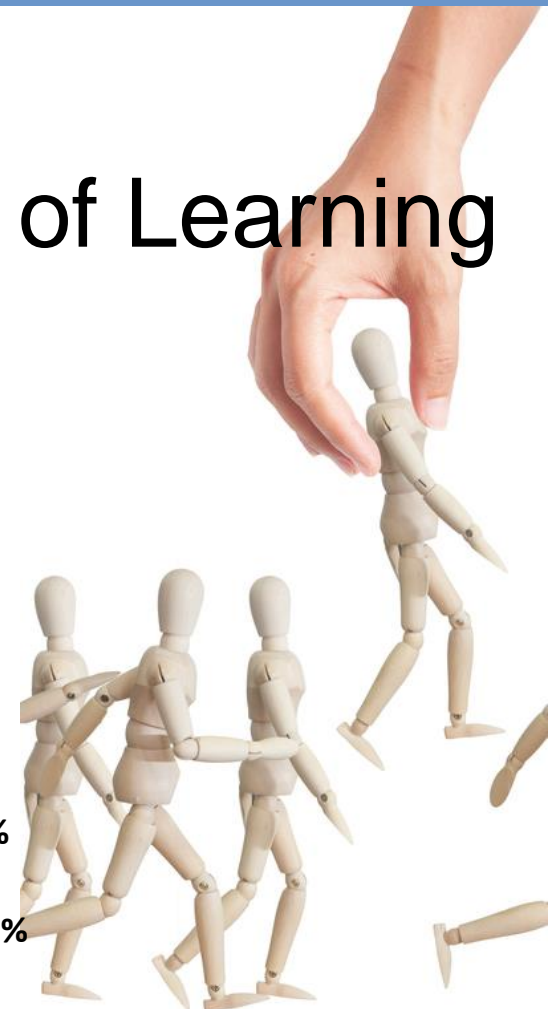
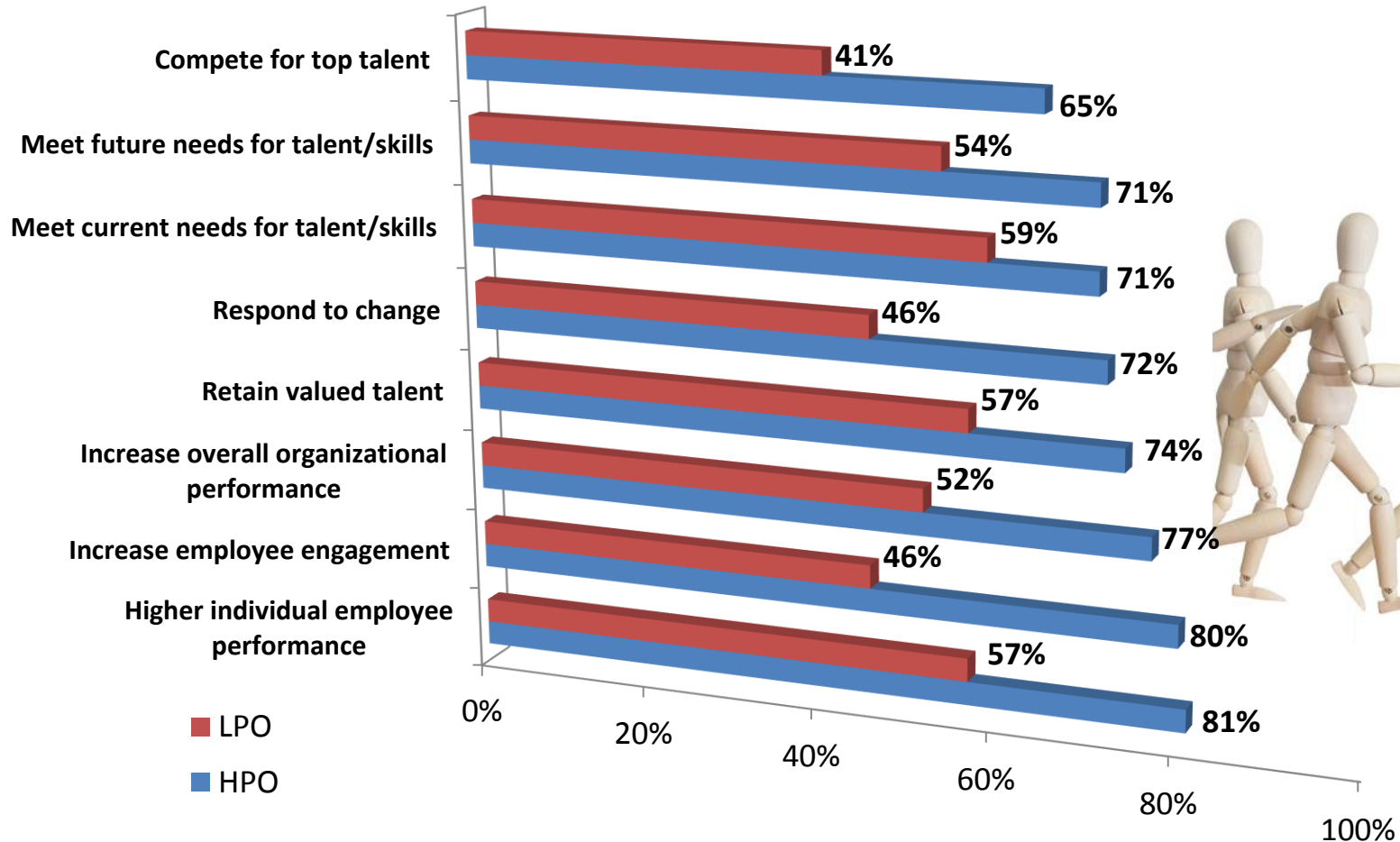
- Attracting, developing, motivating and retaining the best team of associates
- Earning and building long lasting relationships with customers, consumers and business partners and exceeding their expectations
- Driving an efficient, aligned and effective organization
- Creating a sustainable business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

### 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

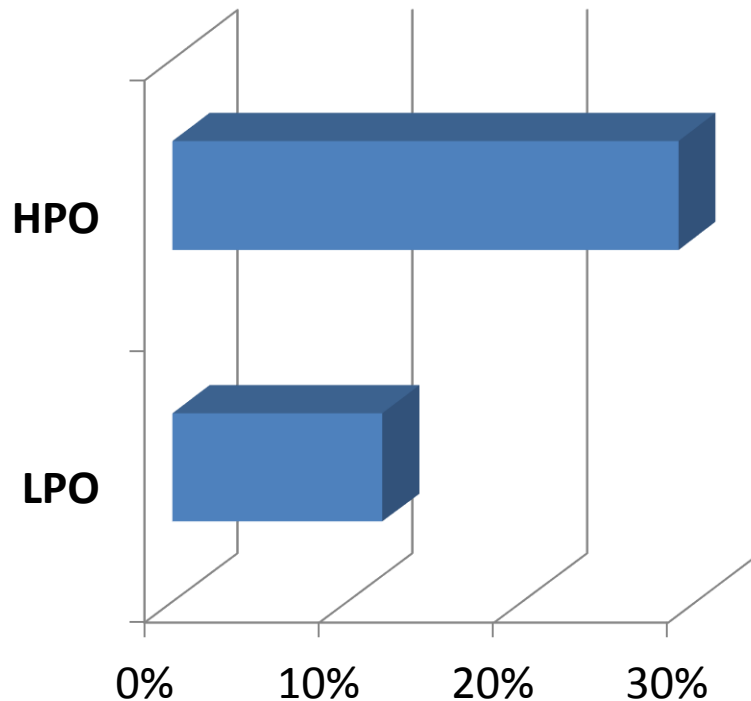


Employees at HPOs are nearly **3X** more likely than those at lower-performers to **understand how their jobs contribute to organizational results.**



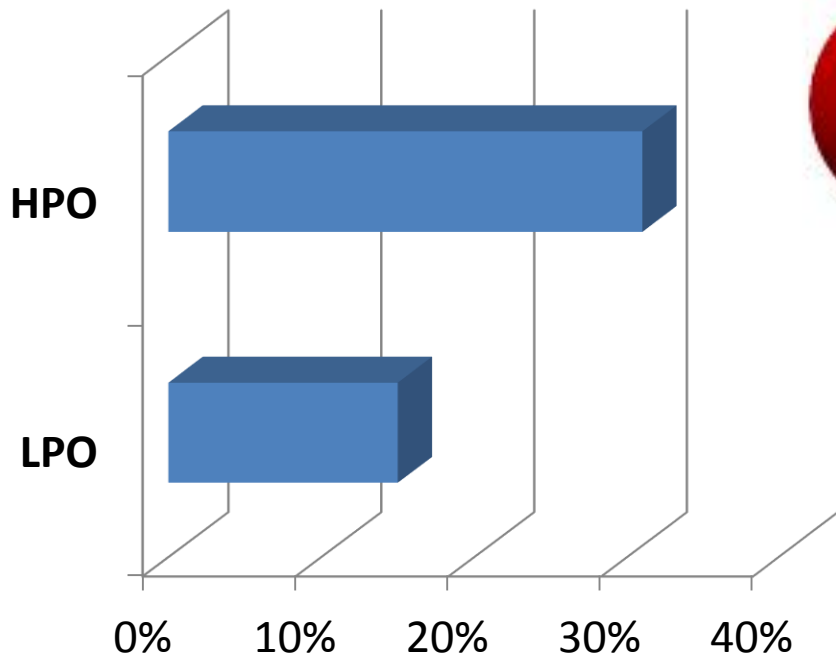
# 3 Next Practices to Build Culture

1. Each employee has a regularly updated IDP



# 3 Next Practices to Build Culture

## 2. Hold employees accountable for learning in those IDPs

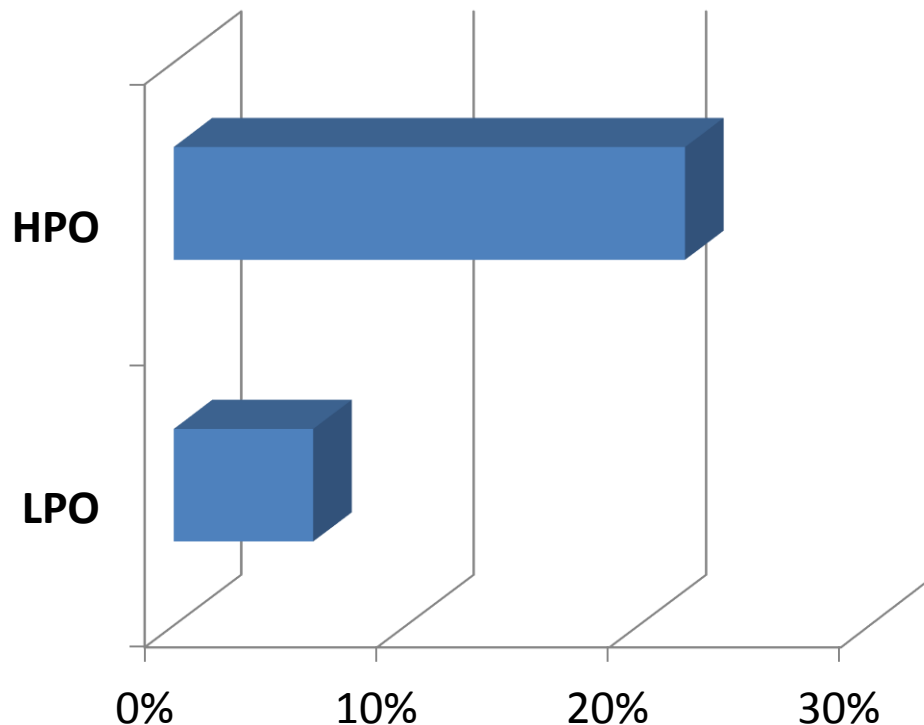


NCDA | National Career Development Association



# 3 Next Practices to Build Culture

## 3. Providing non-financial rewards/recognition for learning



# Jack would be disappointed to hear

Learners' application of new knowledge and skills is assessed.



Learning programs are planned with specific, measurable business results in mind.



Learning function measures alignment of learning strategy to business strategy.



Learning measurement tracks impact on business results (sales, revenues, etc.).



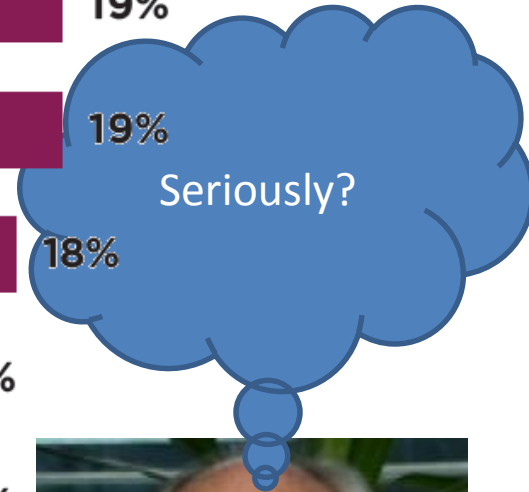
Learners' engagement levels are assessed before and after learning programs.



Learning measures gauge learning's role in employee advancements.



Employee retention is assessed before and after learning programs.



# 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 Learning

1. At the organizational level
- 2. At the learner level**
3. At the manager level
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



# About The Report

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

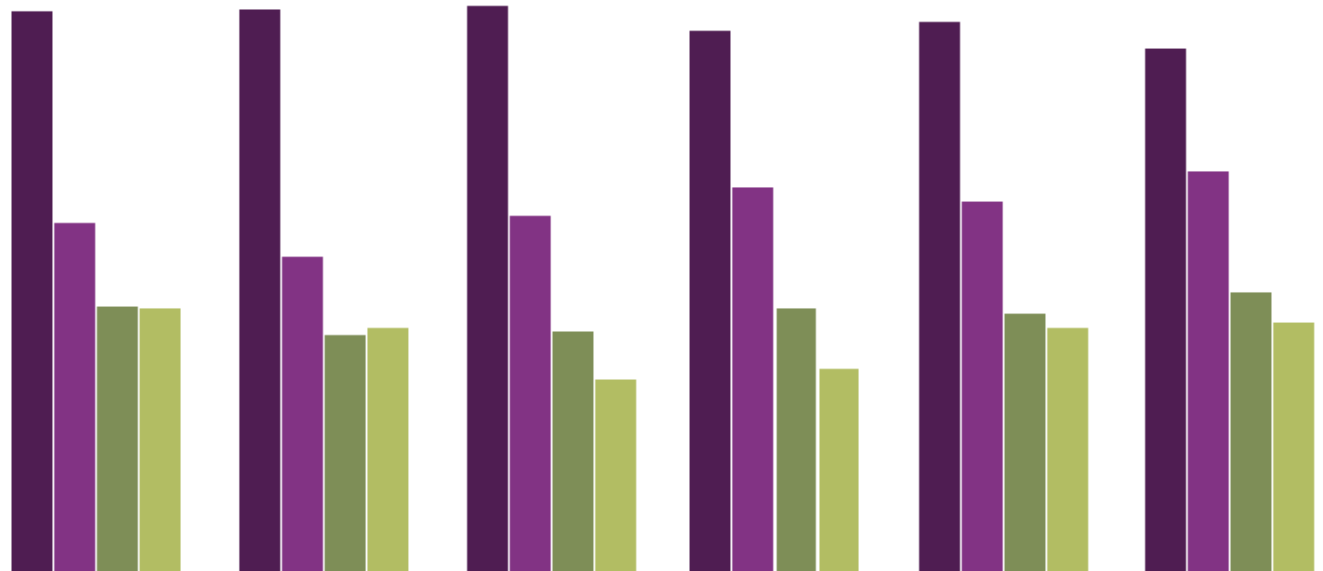




59%

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.



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



29%

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

What about the here and now?



KEEP  
CALM  
AND  
SHARE  
KNOWLEDGE

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**



# 4 Steps

## To Building a Culture of Learning

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

# 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

## Developing America's Frontline Workers

An i4cp Report



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In partnership with:  
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# Good News: Lots of Development Opportunities

89%

offer development opportunities to frontline workers

98%

plan to maintain or grow development programs

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

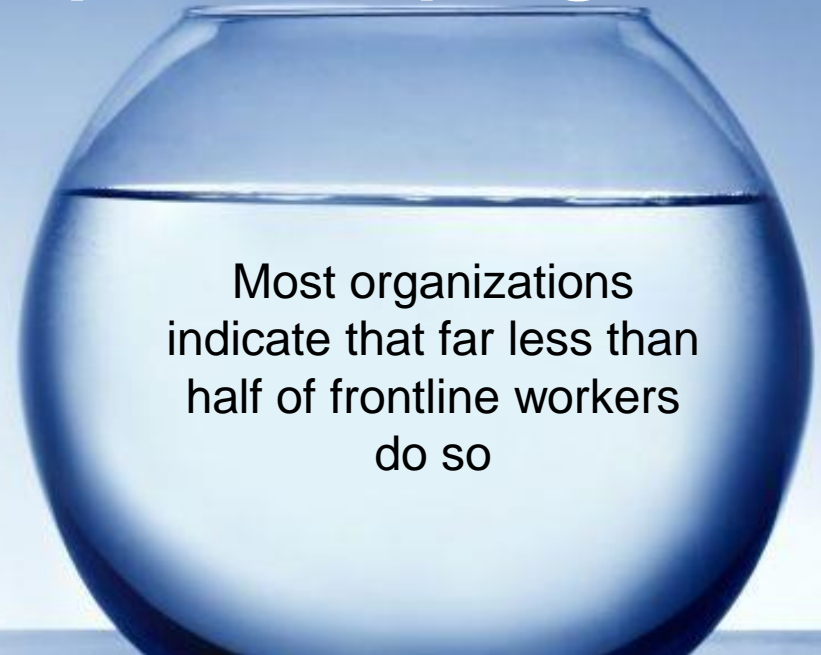


73%

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

# Of those that do know...

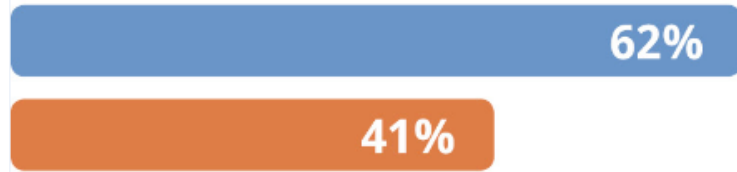
...say most frontline workers don't take advantage of developmental programs



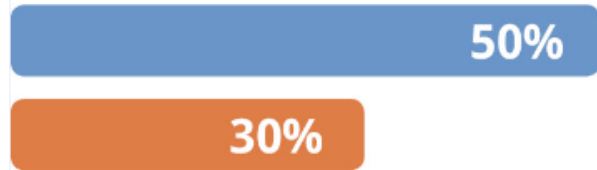
Frontline workers who take advantage of development opportunities are usually rewarded with higher-skilled jobs and/or higher wages



Most frontline workers take advantage of development opportunities



Supervisors are measured and rewarded for developing frontline workers



High-performance organizations (Blue) Low-performance organizations (Orange)



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

LOW MARKET PERFORMERS ARE **2X** MORE LIKELY NOT TO MEASURE OR TRACK MANAGER EFFECTIVENESS AT DEVELOPING FRONTLINE WORKERS

High-performance organizations

29%

Low-performance organizations

63%

Source: i4cp

# Managerial Failing: Talent Hoarding





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



# MOST HAVE NO FORMAL MECHANISM TO REWARD MANAGERS FOR DEVELOPING TALENT

We have no formal reward mechanism for managers for developing and promoting talent

63%

Tied to both compensation and advancement decisions

12%

Tied to the manager's annual compensation

9%

Don't know

9%

Tied to decisions about the manager's advancement (i.e. promotion)

7%

## No formal reward mechanism

Strong negative correlation to TMRI

High-performance organizations

60%

Low-performance organizations

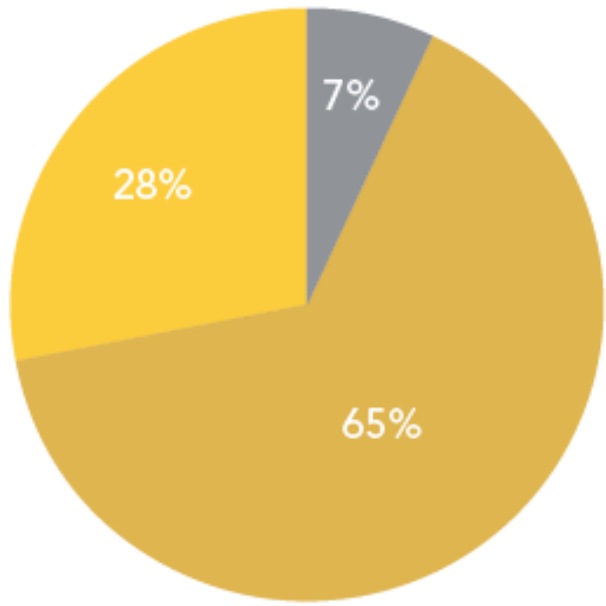
70%



# 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.

# 4 Steps

## To Building a Culture of Learning

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

# Half of Top Companies Reinforce Learning's Importance with Leaders

Leadership development includes reinforcement of learning's importance to the organization.



Senior leaders model learning behaviors.



Leaders at all other organizational levels model learning behaviors.\*



Senior leaders reinforce learning's importance by teaching others.\*



Senior leaders regularly share lessons learned/new knowledge with employees.



Leaders at all other organizational levels reinforce learning's importance by teaching others.



Leaders at all other organizational levels regularly share lessons learned/new knowledge with employees.



Leaders at all levels are held accountable for demonstrating the importance of learning.



*"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."*

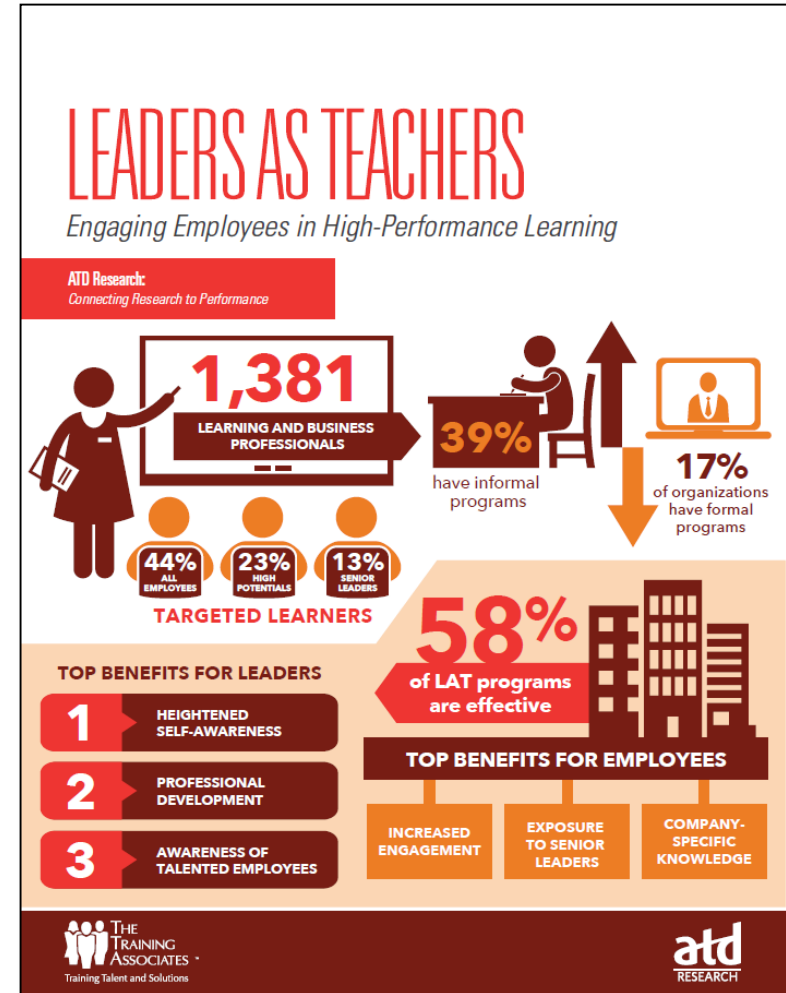


**Toni Handler**  
VP Human Resources



# The Report

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



# Room for improvement

42%

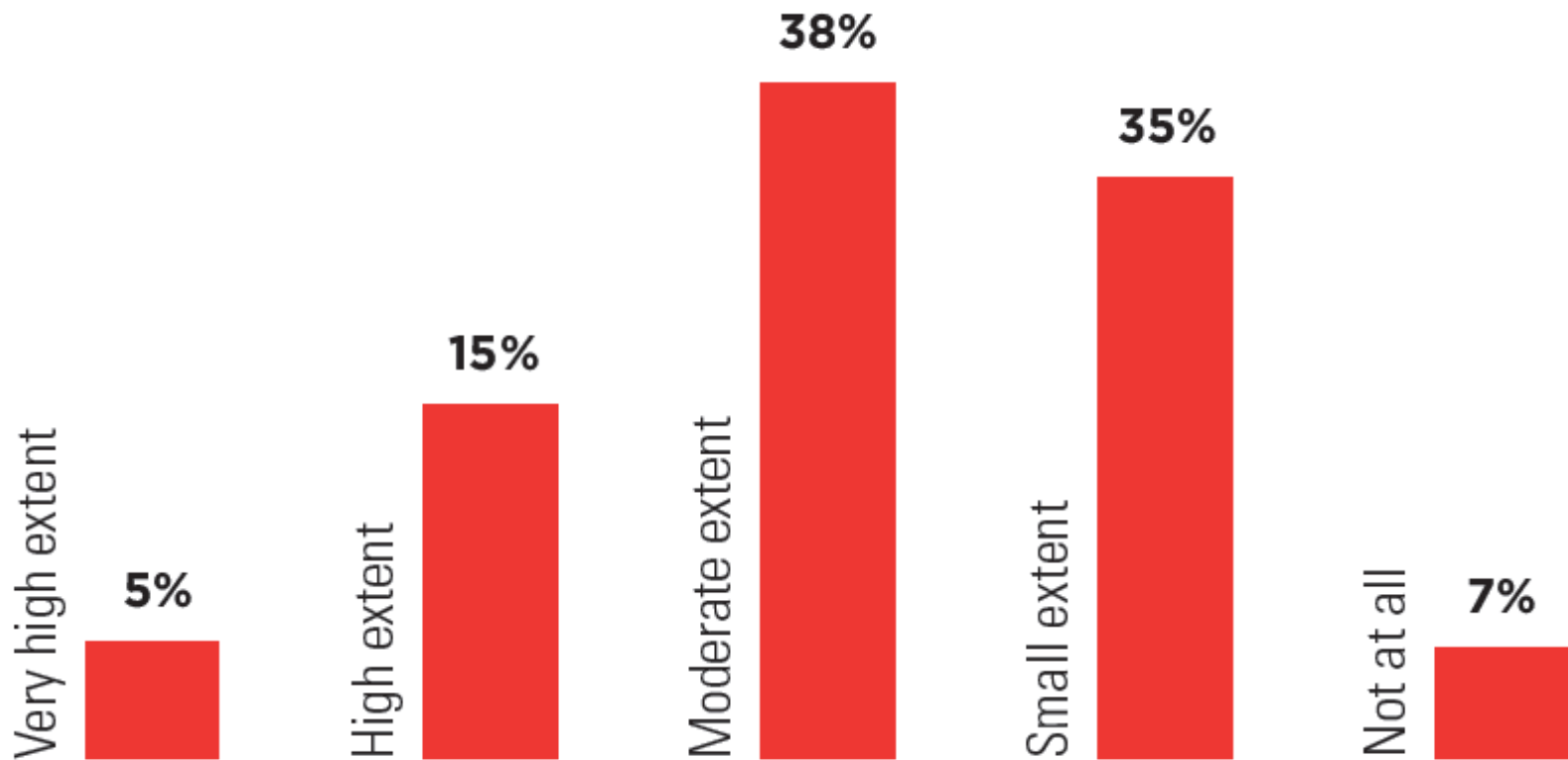
of organizations achieve little or no effectiveness leveraging leaders as teachers.



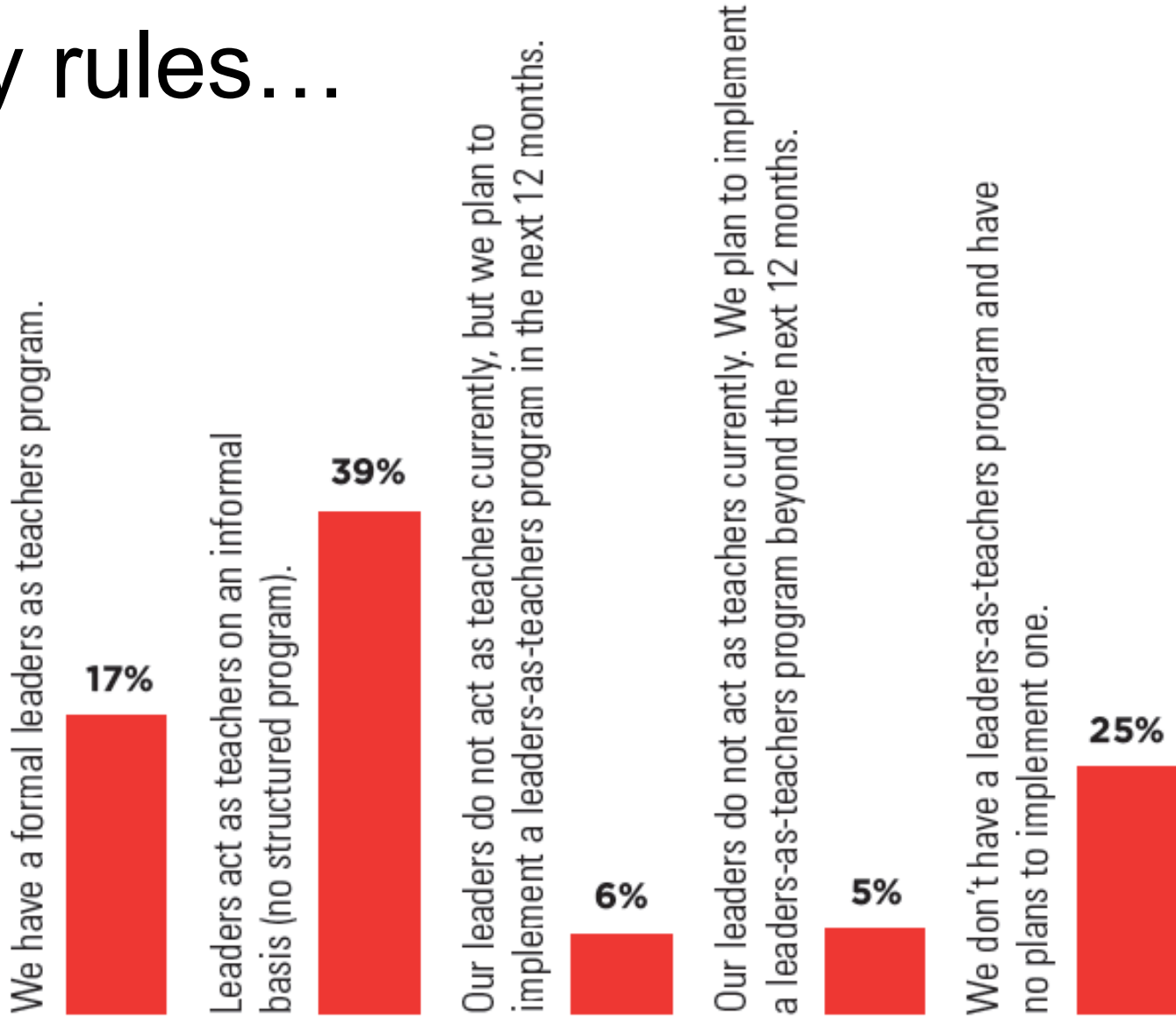


# Better leverage needed

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

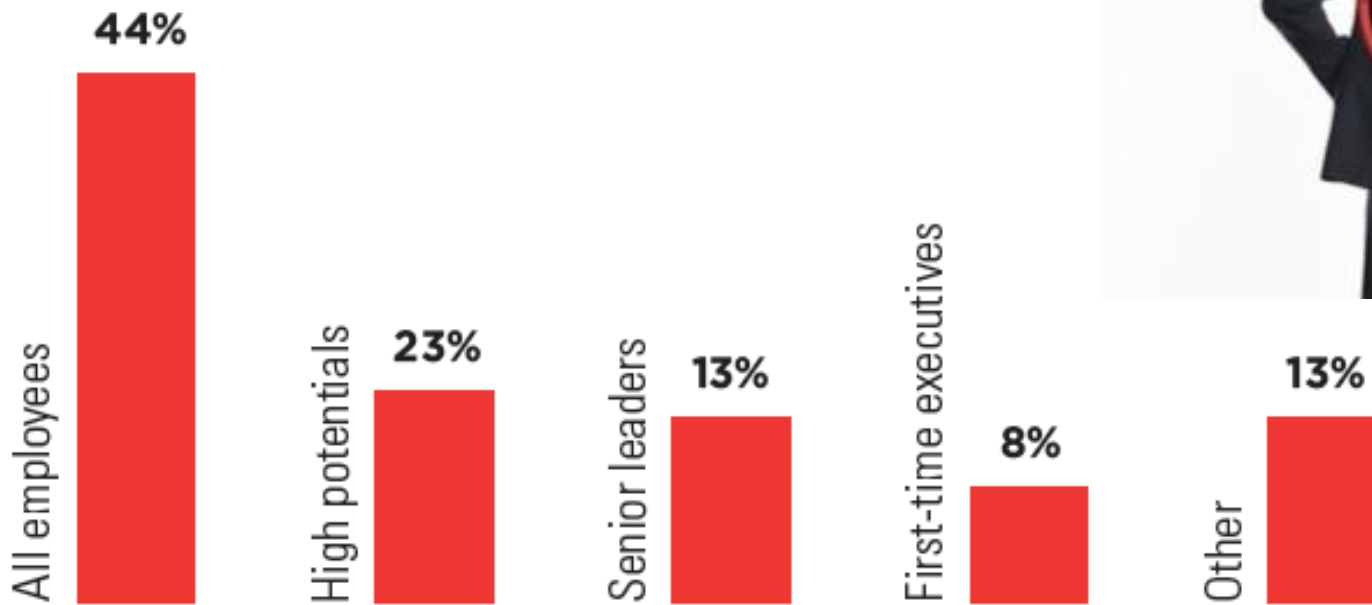
2X

more likely to  
formalize their  
LAT programs

# Who is the target?

ORGANIZATIONS TAP LEADERS TO TEACH ALL EMPLOYEES

Who is the primary audience for leaders as teachers?

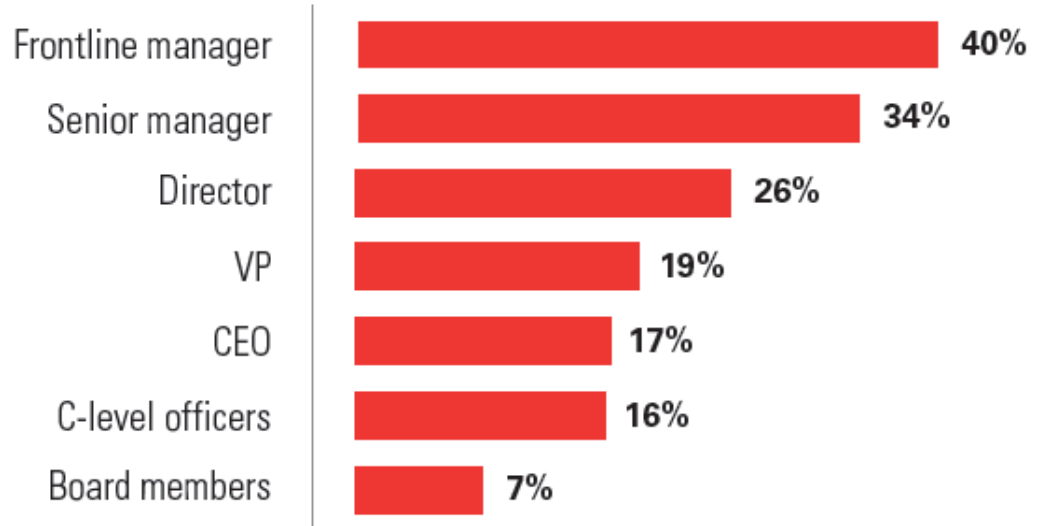


# Who teaches?



## 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?

We have no formal selection process



Specific selection criteria applied by the learning function



Self-nomination



Chosen by the learning function but no specific criteria



Nomination by direct reports



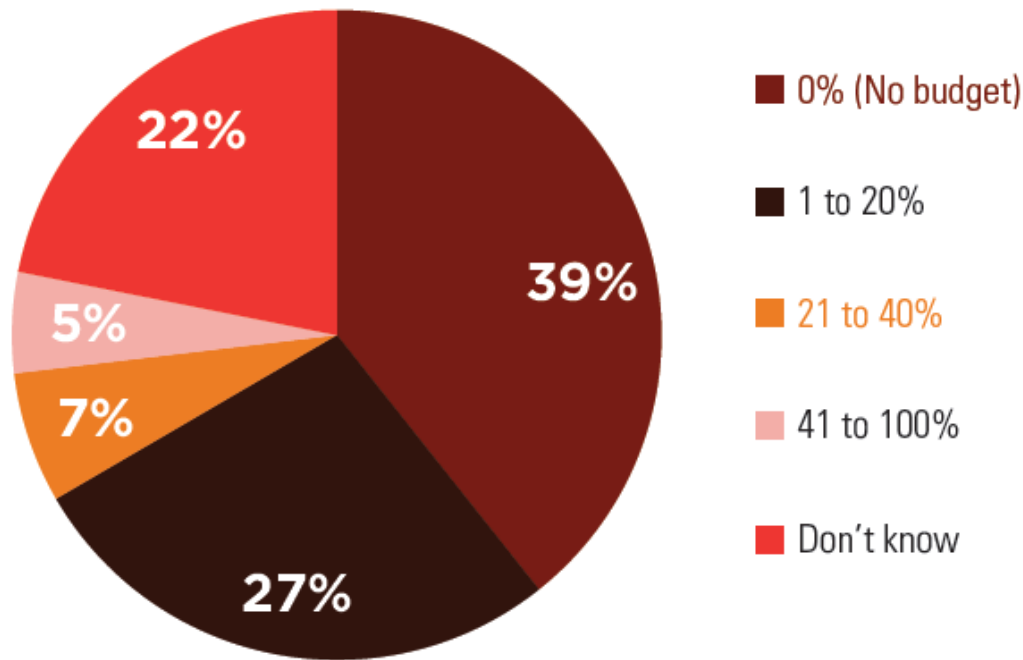
Specified in C-level job responsibilities



# 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?

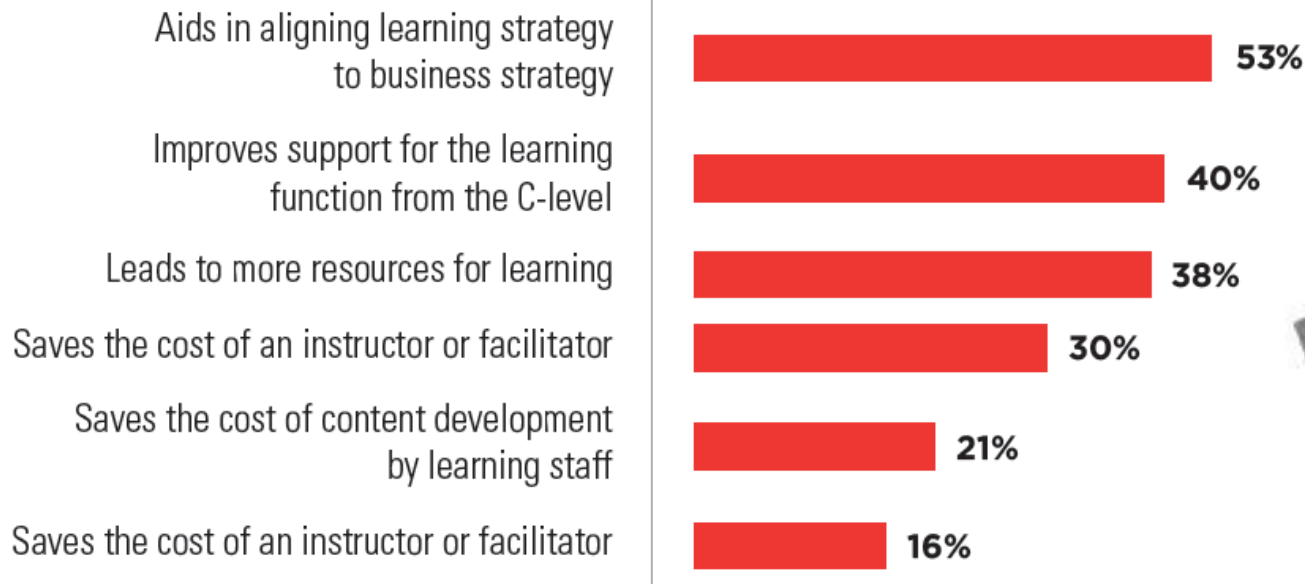


*Percent of respondents indicating high or very high extent.*

# 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?

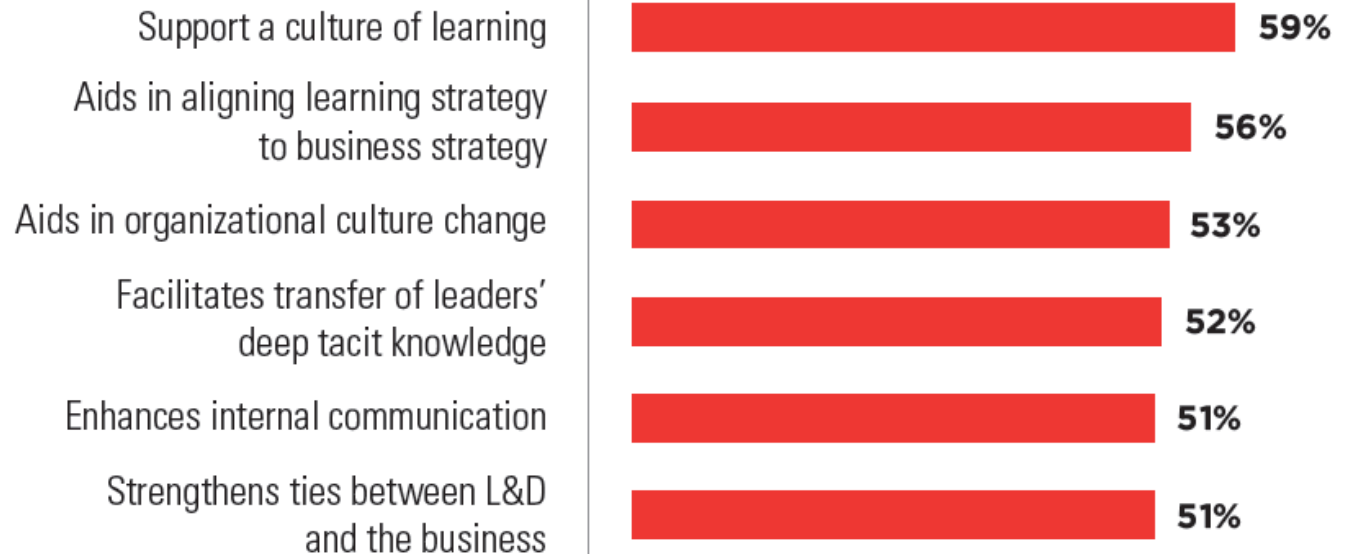


*Percent of respondents indicating high or very high extent.*

# 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 Learning

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

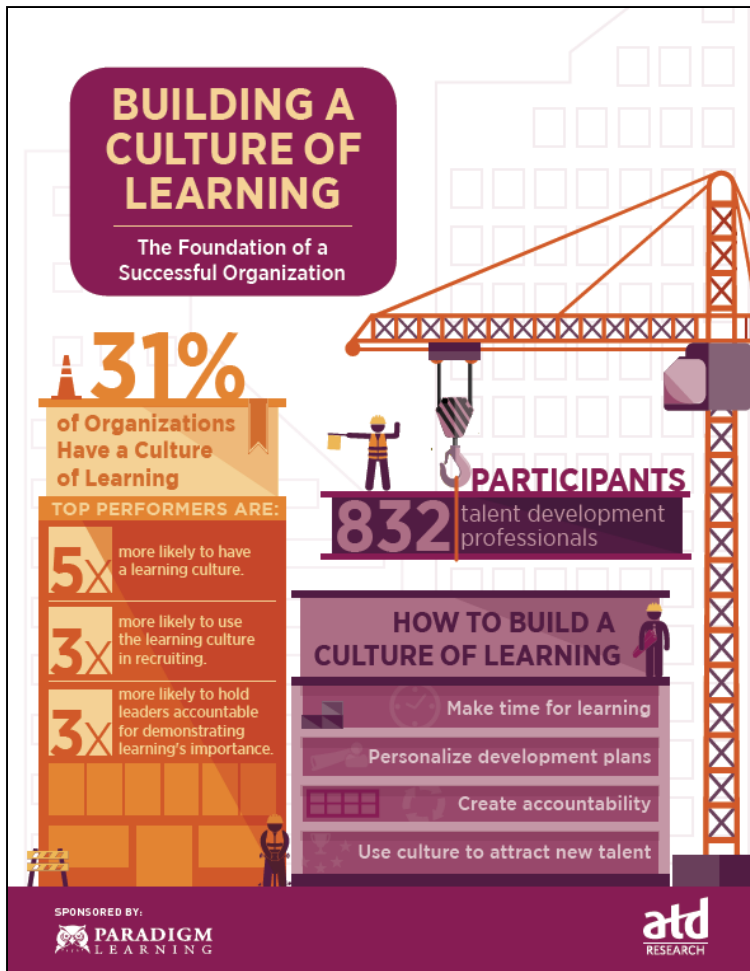
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# Questions??







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Kevin Oakes

[Kevin.Oakes@i4cp.com](mailto:Kevin.Oakes@i4cp.com)

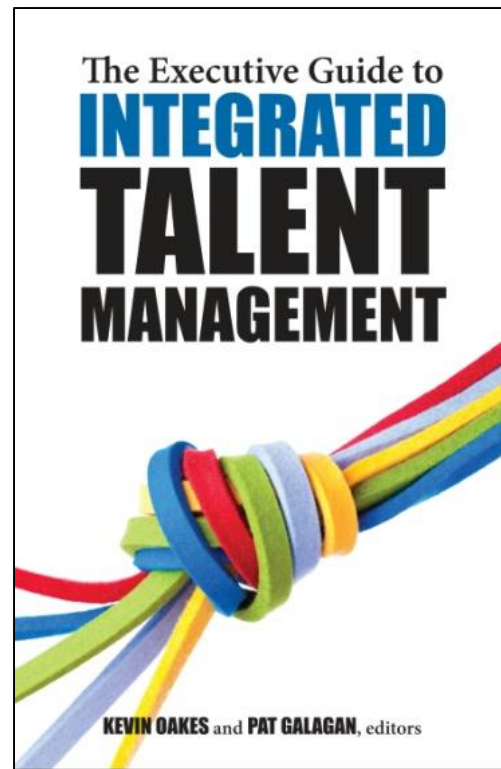
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# Integrating learning with other talent functions is a hallmark of HPO's



# Integrating L&D Drives Performance

