Why Employees Taking Charge Of Their Learning Is Good For You

Presented By:
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The new social contract

"You agree to develop me and help me grow.

"And in turn, I agree to be engaged while I'm here and put my mastery of the required skills toward achieving your goals."

If you don't provide SDL, employees will leave

"Millennials and other young employees have grown up in this **self-directed learning environment**. They expect it as part of their working lives and careers—and **they will move elsewhere if employers fail to provide it**. The trend is clear: The learning organization must help learners figure out how to obtain the learning they need for themselves, from both inside and outside the company. If your organization has not yet embarked on this journey, **the time to start is now**.

Employees at all levels expect dynamic, self-directed, continuous learning opportunities from their employers. Despite the strong shift toward employee-centric learning, many learning and development organizations are still struggling with internally focused and outdated platforms and static learning approaches."

Give employees tools to manage their own careers

"Companies used to invest heavily in employees with the intention of keeping them for decades and seeing them grow and contribute for the foreseeable future.

Today, because employees change jobs more rapidly, **employers must provide development more quickly, move people more regularly, provide continuous cycles of promotion, and give employees more tools to manage their own careers**.

Cost of millennial turnover and how to prevent it

60%
Millennials who leave in <3 yrs

$15k-$25k
Cost to replace a millennial employee

71%
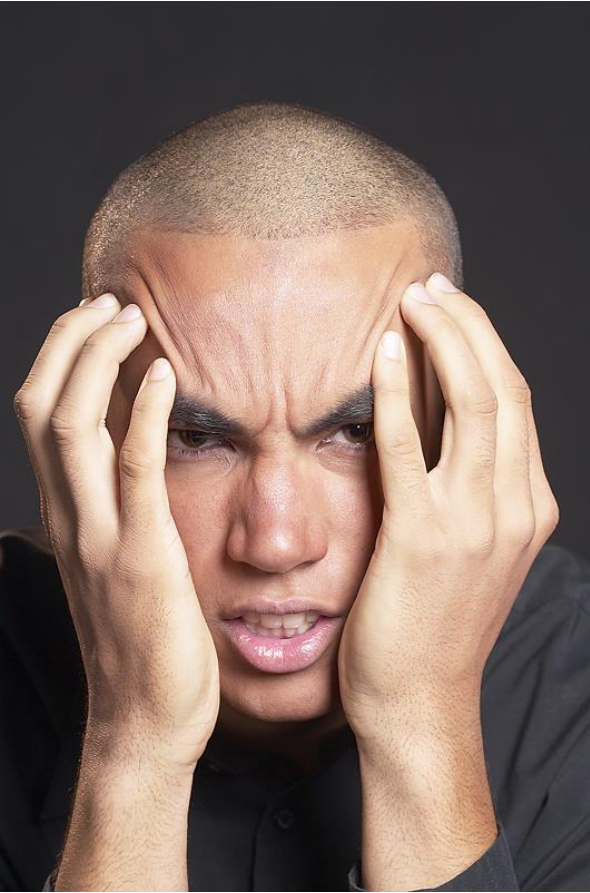Say losing employees increases the workload & stress level on those remaining

L&D can deliver key values millennials look for in an employer

- **Development.** Millennials are hungry for training, career advancement, & opportunities for growth.
- **Autonomy.** Millennials have a natural entrepreneurial spirit and want to work on their own terms.
- **Efficiency.** There's always a better, faster, and easier way to work. Millennials want to find it.

Training and development is the #1 perk millennials consider!

The Disappearing Act: Why Millennials Leave Companies—And How L&D Can Entice Them To Stay. Grovo.

Why traditional performance management fails

- Assume that goals and objectives remain the same during the course of the year

- Look backward

- Assume talent is fixed

- Penalize people for mistakes and taking risks

Transforming the Traditional Performance Review Process. UNC Executive Development.

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Impact of mindsets in performance management

Fixed Mindset	Growth Mindset
You "have it" or "you don't"	If you don't "have it", with effort, you can
Shut down in reaction to feedback

Avoid stretch goals | Thrive with stretch goals because they are seen as opportunities to learn, not as a threat to one's own status |
Motivated by seeking approval	Believe motivation comes from mastery
Avoid effort	View effort as the path to mastery and success
See the success of others as a threat to their status	View the success of others as something to learn from

Transforming the Traditional Performance Review Process. UNC Executive Development.

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New approaches in performance management

* Eliminating the annual performance review altogether in favor of more regular, real-time feedback

* Removing rating systems that cause competition amongst employees

* Revamping compensation systems to more personally reward employees

Continuous vs. Static

Conversation vs. Ranking

Development vs. Remediation

No review, no problem: Making talent decisions without ratings. Human Capital Institute.

What do your organizations expect?

Does your organization expect employees to own their development and career planning?
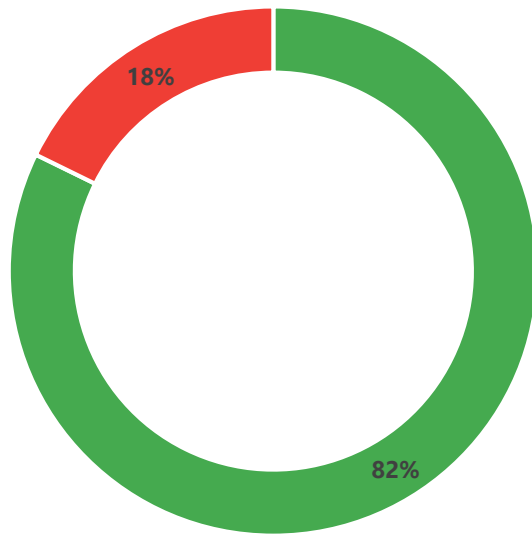
Do you now or do you plan to provide self-directed learning to your team?

18%

82%

■ Yes ■ No

11%

89%
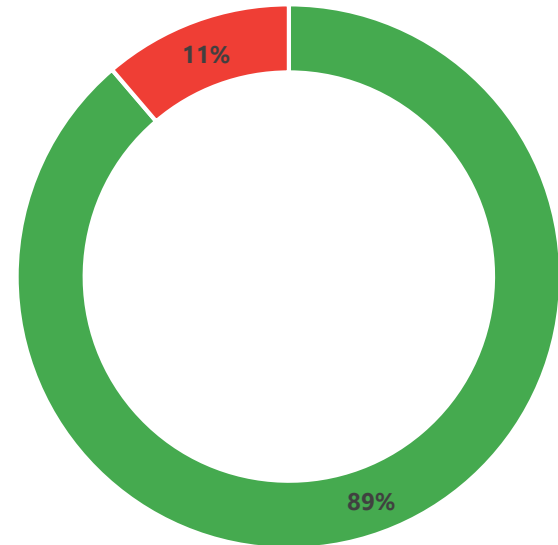
■ Yes ■ No

Steps to support your organization's expectations

Weave development into employee's everyday work. Skill practices, workflow or experiential learning, the "70" in the 70-20-10 model.

Personalize your learning. Take a learner-first approach to assess needs and provide relevant content vs. one-size-fits-all.

Leverage coaches and mentors to foster a learning-driven culture that millennials won't want to leave. This is the social learning, the "20" in the 70-20-10 model.

What you can expect

4x as likely to report they are responding faster to change

3x more likely to have improved engagement and motivation

2x times more likely to report an increase in customer satisfaction

90% agree managers are expected to take responsibility for developing the skills of their staff

Does learning technology help?

Satisfaction with current traditional learning technology is low – the highest score is a **C**

The biggest reasons for considering a technology change is user experience and administrative experience
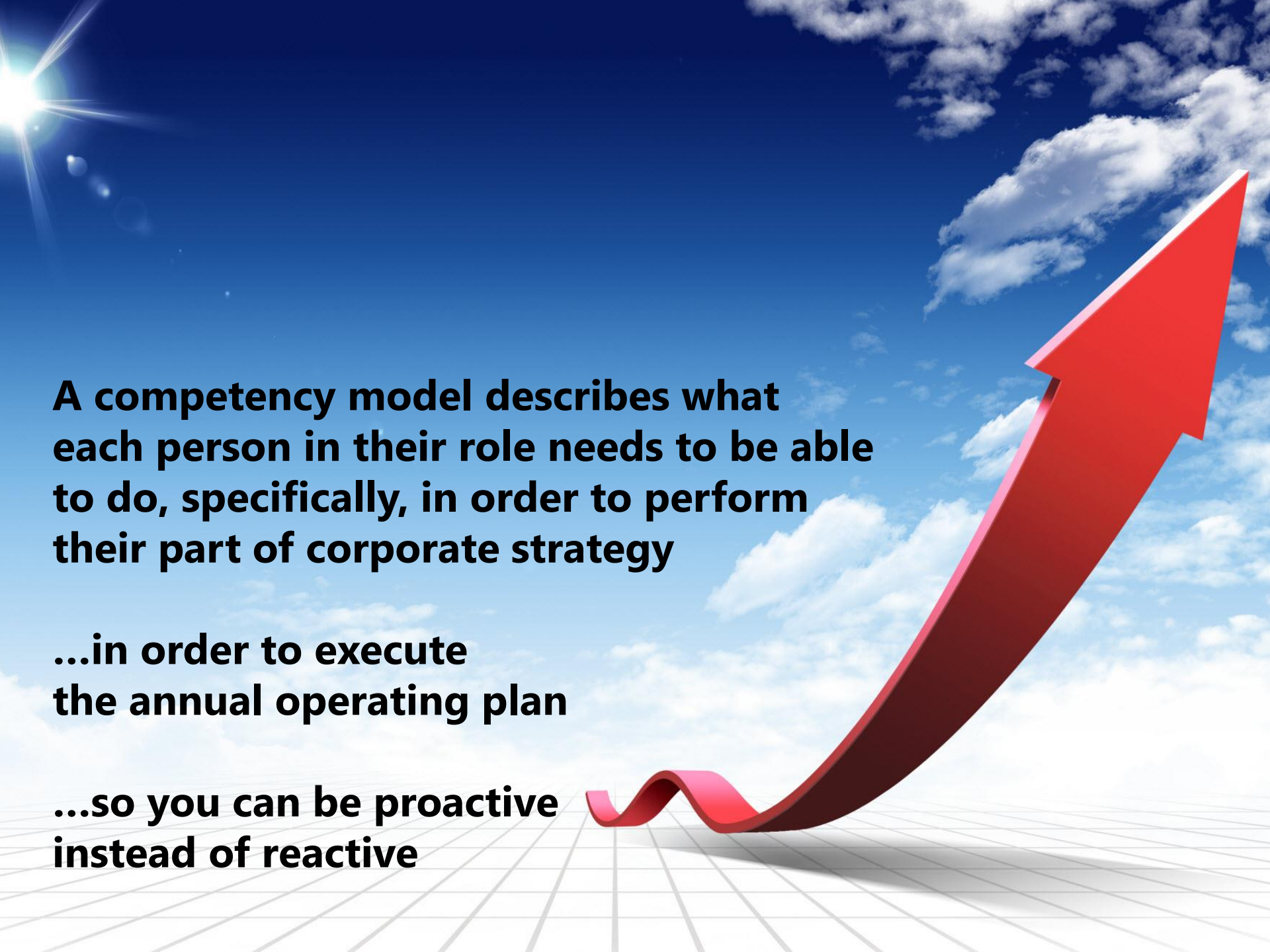
Despite its shortcomings, learning technology has a strong correlation to improved KPIs, such as revenue, productivity, engagement, costs and turnover

Brandon Hall: Research Summary Learning Technology 2016. Brandon Hall Group..

Summary to this point

* Employees today want ongoing development, autonomy, and rapid career growth

* Traditional performance management isn't going to support what they want

* To fix it: embed development into everyday work, personalize learning, and leverage coaches and mentors

* Traditional learning technologies aren't addressing the need, nor linking learning to results

A competency model describes what each person in their role needs to be able to do, specifically, in order to perform their part of corporate strategy

...in order to execute the annual operating plan

...so you can be proactive instead of reactive

A competency model describes what it looks like to be great in your role

How do you drive development/autonomy/careers?

Do you use competency models to drive professional development?

42%

58%

▪ Yes ▪ No
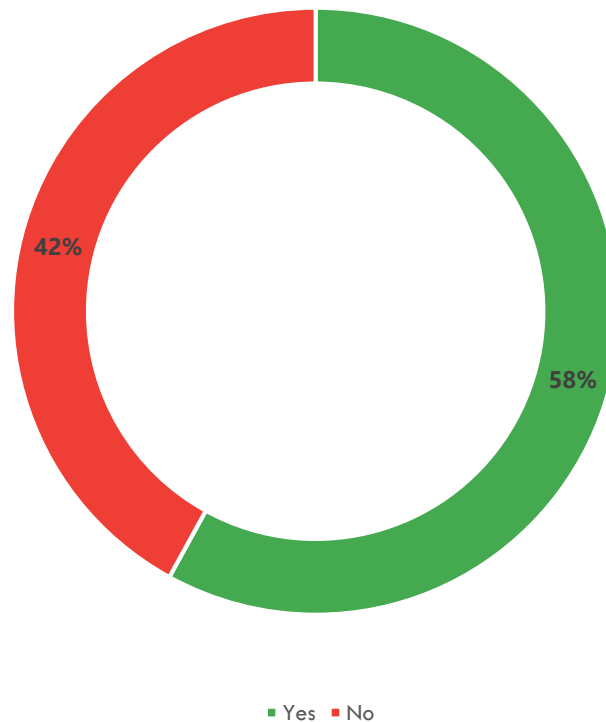
Webcast Objectives

Provide employees with tools that promote rapid career growth

Empower and engage employees with self-directed learning

iCompetency: 3 steps to provide self-directed learning and career growth tools

1 Create a competency model

2 Make it actionable

3 Accelerate learning transfer

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1) Create a competency model

We crave mastery

Dan Pink: Drive
https://youtu.be/u6XAPnuFjJc?t=407

1) Create a competency model

3 ways to do it, in just weeks

* You can use a standard model
* You can build your own
* Others can build it for you

Webinar: How to create an actionable competency model in weeks!

LinkedIn Group: Competency Models For Professional Development

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2) Make your competency model actionable

2) Make your competency model actionable

2) Make your competency model actionable

2) Make your competency model CAREER actionable

3) Accelerate learning transfer

Webinar: How to accelerate learning transfer with competency-based learning
LinkedIn Group: Competency Models For Professional Development

**Self-Directed Learning:**

I identify what learning I need

Pre-webinar questions

* What are strategies to integrate self-directed learning (SDL) with organizational goals? How do you get employees engaged in their development with the best interest of the company in mind?

* What are some simple hacks to enable employees to be charge of their learning from day 1?

* What are the best tools to help them develop their plan?

* How do you balance development of older and younger generations? What about non-millennials? Different types of jobs?

* What is the best way to encourage employees to **continue** owning their learning once they have started doing this?

* How can self-directed learning apply to roles with limited upward mobility? How can you help employees understand that career growth does not always equal advancement/promotion?

* What are the best ways to hold the learner accountable?

* How can I pursue this approach and track completion? Is it important to track self-directed learning?

Why it's good for you!
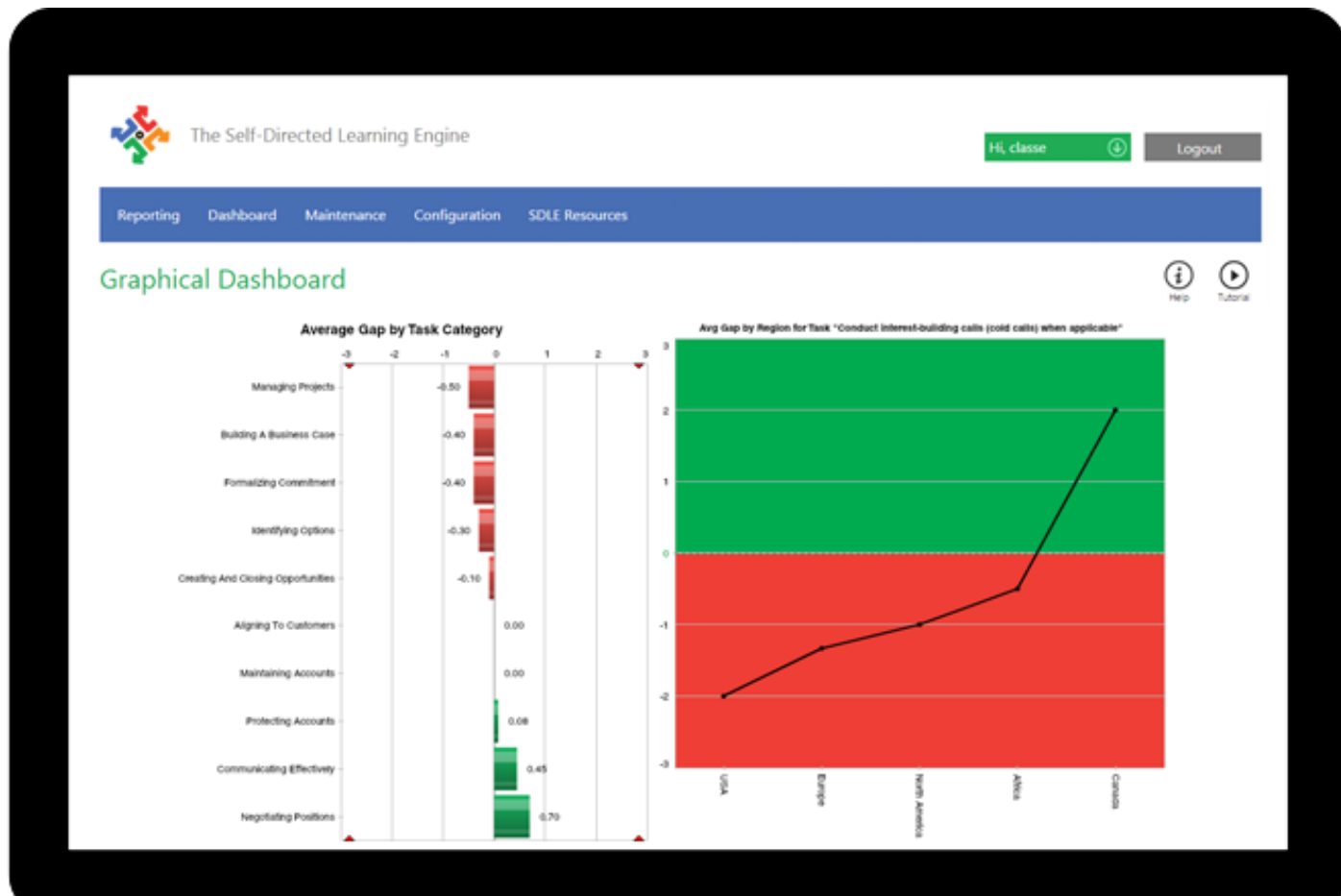
Why it's good for you!

Link learning to results, in skills and outcomes

Real, automated needs assessment
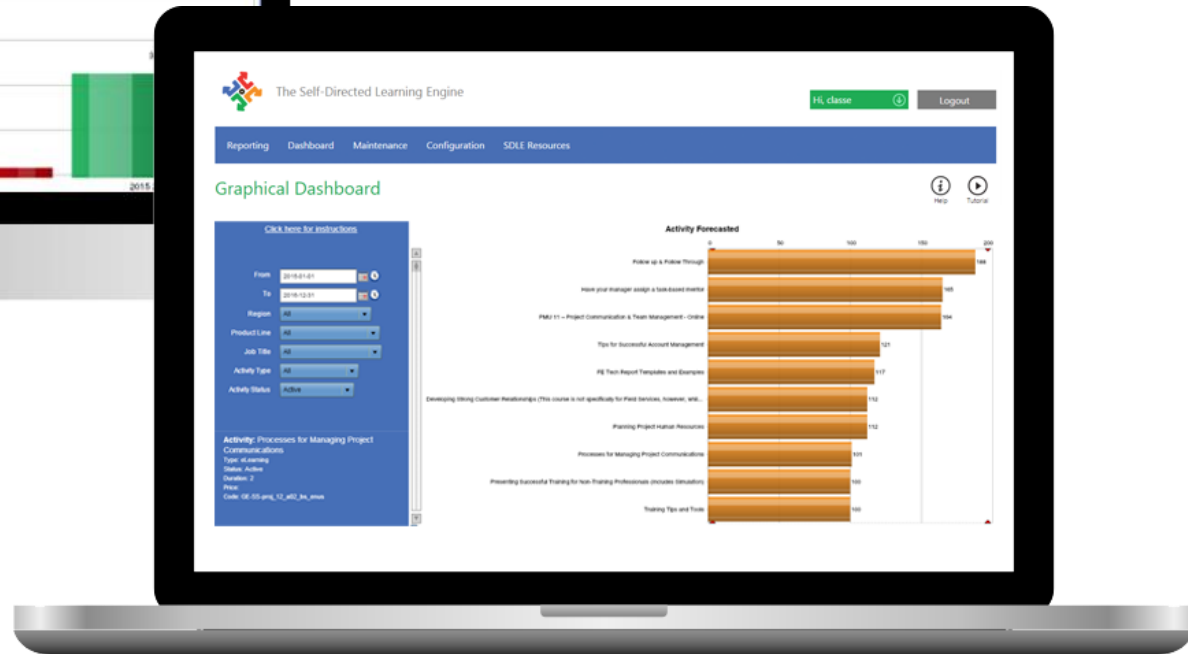
Selling it to leadership

* How do you encourage leaders to adopt this approach? How can we shift to a learning organization? How can I help my organization to change learning approaches and adopt a self-directed method?

* How do I train leaders on the best ways to develop their teams?

* How do execs teach managers to motivate their employees?

* How do you measure success?

* What are some drawbacks to this approach? What pitfalls should I avoid?

Selling it to employees and managers

* How do we motivate employees to this process? How to motivate complacent employees, or those close to retirement or preoccupied with young families?

* What is the one "must do" to ensure employees own it

* How do you get people bought into the idea that training is beneficial. Our employees hate training and would rather not participate.

* How can managers motivate their employees to take charge of their learning? How can we help managers understand that development of their people is part of their job, not an afterthought; understand the value of coaching to ensure learning transfer?

* How to encourage managers to allow employees to move – don't want to lose them, so you don't allow them to grow, and end up losing them anyway

* What is the main benefit of employees taking charge vs the company leading that charge?

Why Employees Taking Charge Of Their Learning Is Good For You

* Learning will actually happen

* L&D will become more strategic

* You will develop and retain talent

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Link to ATD Career Navigator for members

Link to ATD Career Navigator for non-members (temporary)

Link to Competency Models For Professional Development LinkedIn Group

Source

Global Human Capital Trends 2016. Deloitte University Press. 2016.

Brandon Hall: Research Summary Learning Technology 2016. Brandon Hall Group. 2016.

The Disappearing Act: Why Millennials Leave Companies—And How L&D Can Entice Them To Stay. Grovo. 2016.

Transforming the Traditional Performance Review Process. Kimberly Schaufenbuel. UNC Executive Development. 2016.

No review, no problem: Making talent decisions without ratings. Human Capital Institute. 2015.

70+20+10=100 The Evidence Behind the Numbers. Charles Jennings, Laura Overton & Dr Genny Dixon. Toward Maturity CIC Ltd. 2016.