Reimagining Your Learning Culture
LTEN Learning Exec Forum, March

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THE EXPERTISE ECONOMY
Kelly Palmer & David Blake

How the Smartest Companies use Learning to Engage, Compete and Succeed

degreed   FIREWORK VENTURES   Linked in   YAHOO!   Sun microsystems

Work will Never be the Same

Covid accelerated changes already in progress

Digital Transformation, remote work, learning new skills, employee well-being

Challenges in the Workforce

Poll Question

What is your **biggest** challenge in the workforce today?

- Hiring or retaining top talent?
- Moving to a hybrid work model?
- Creating a learning culture?
- Helping employees build skills for the future?
- Dealing with constant change and burnout?
- Employee well-being?
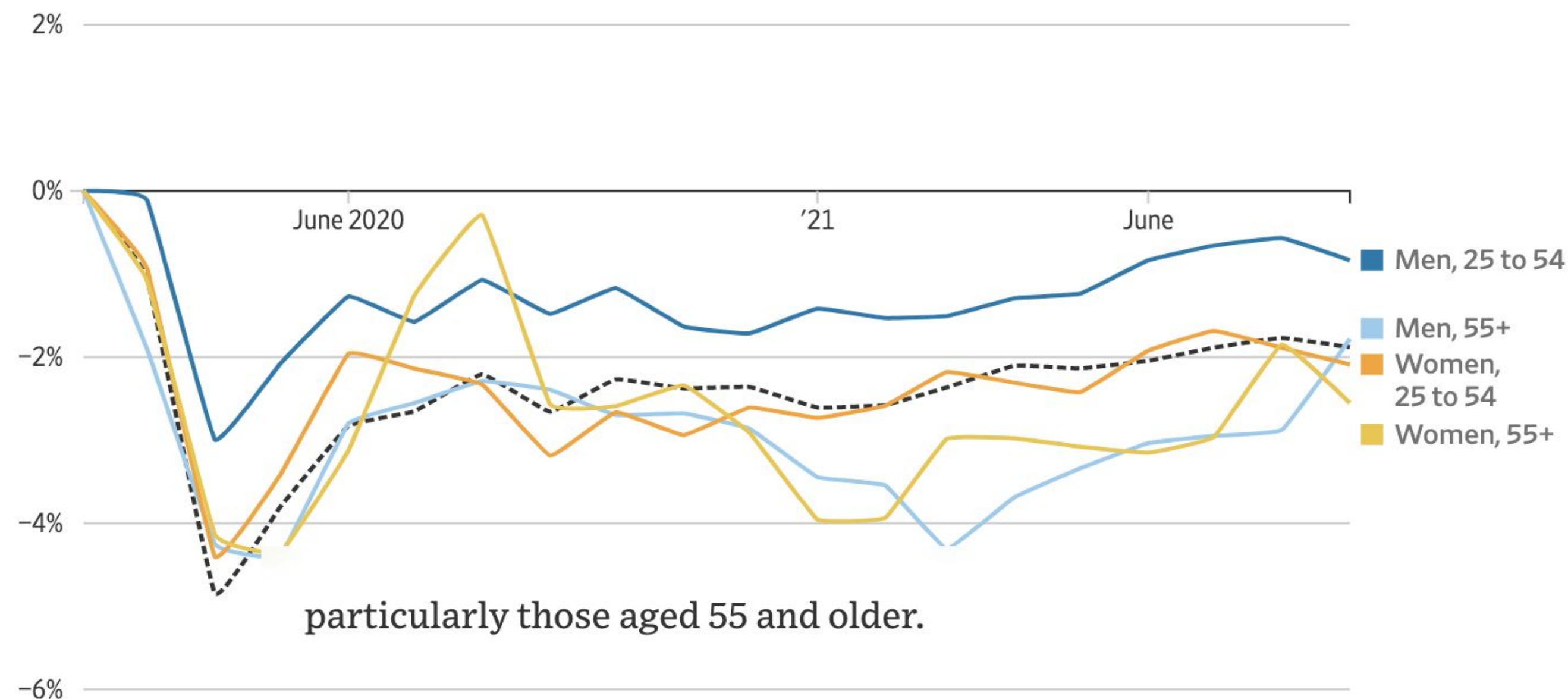
Challenges in the Workforce

- The "Great Resignation"
- New Worker Expectations
- Challenges in Recruiting/Talent Shortage
- Hybrid Work
- Reskilling the Workforce
- Creating a Learning Culture
- Employee well-being

These challenges all directly or indirectly impact your company's culture AND your learning culture

Who is Driving Great Resignation?

Percentage change in labor force since Feb. 2020

particularly those aged 55 and older.

Legend:
- Men, 25 to 54
- Men, 55+
- Women, 25 to 54
- Women, 55+

The graph shows that most women who left work during the pandemic are not returning to the labor force.
Many 55+ are opting to retire early.

Most industry sectors have been impacted.

- Healthcare
- Trade
- Manufacturing
- Utilities
- Professional Services
- Hotel, restaurant, & childcare workers

New Worker Expectations

Many workers feeling "burnout"

Willing to take less compensation for more flexibility

Many want a new employee-employer relationship
(new social contract)

Most want more control over how, when, and where they work

People are re-thinking how they want to live their lives

Many workers want learning & internal career opportunities

Health Care Worker Specific Challenges

Many workers feeling "burnout"

→

Only 39% of healthcare workers are satisfied with their jobs

↓

Want more flexibility

←

Want more focus on well-being and development

- Global shortfall of over **10 Million** Nurses
- US hospitals will have to hire **200K** nurses every year
- **30%** are considering leaving the profession entirely (or already have)

"Too often, health care organizations focus on recruitment, rather than retention"
They are so busy bringing people into their organization, they aren't thinking about the people who are already there.
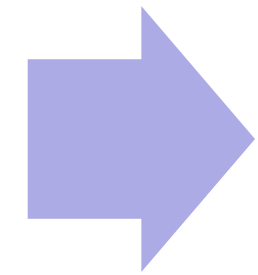
The Cost Challenge in Healthcare

"In an effort to keep workers, hospitals and health systems across the country are paying $24 billion more per year for qualified clinical labor than they did pre-pandemic. Overtime hours are up 52 percent and use of agency labor is up 132 percent.
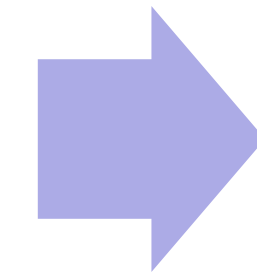
Premier Inc

Challenges in Recruiting

| Remote job postings are up 487% | → | 77% of millennials are actively looking for a new job | → | 2.5 million managers will leave their jobs in the next 6 months |

Cost of worker attrition? $47 Billion.
It's a lot more expensive to lose and replace people than upskill and re-train them
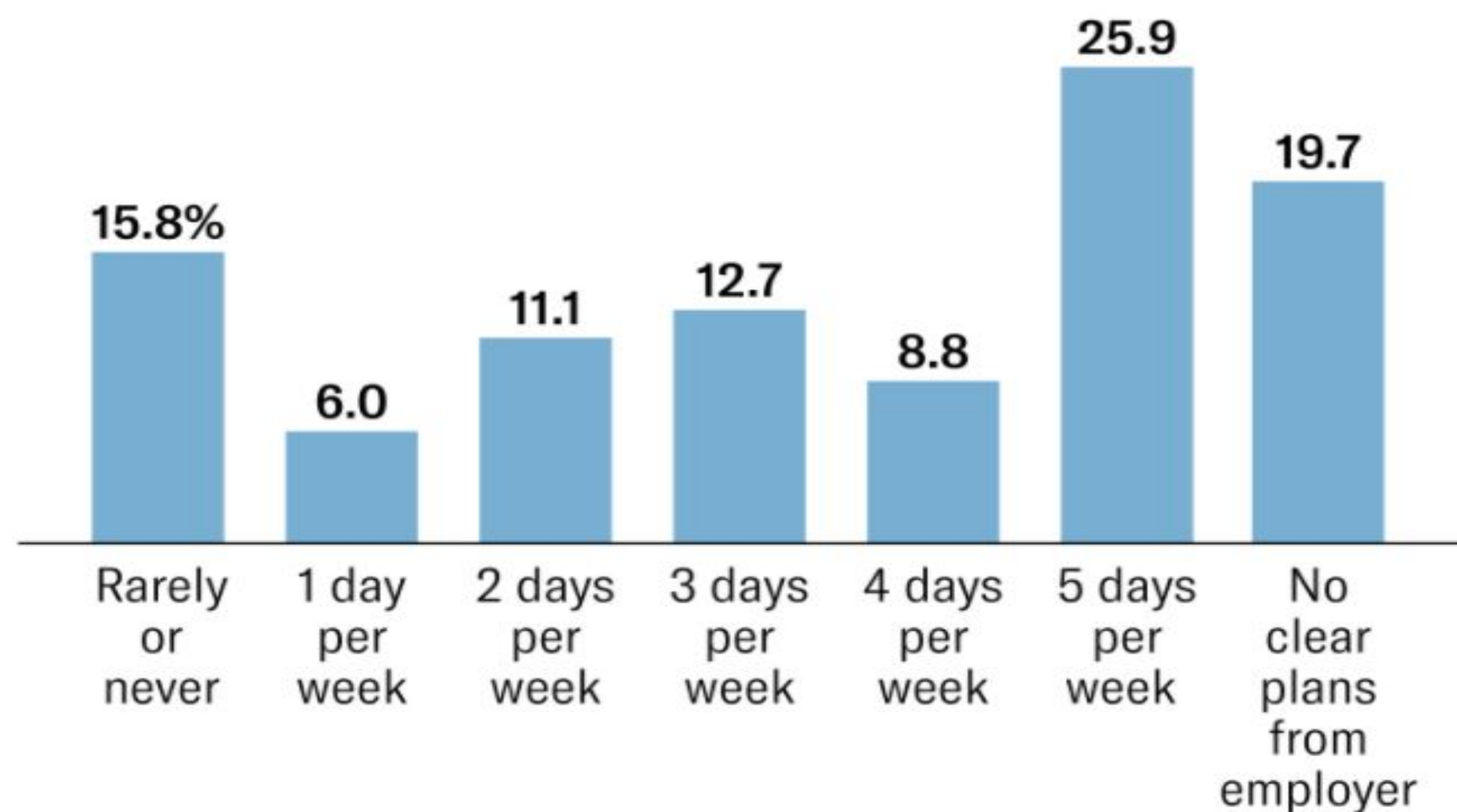
Hybrid Working

Most Employers Aren't Bringing Workers Back to the Office Full-Time

Employees who worked from home during the pandemic report that only 16% of their companies expect them to be in the office full-time after the pandemic ends.

After Covid, in 2022 and beyond, how often does your employer intend for you to work full days at home?

Rarely or never	1 day per week	2 days per week	3 days per week	4 days per week	5 days per week	No clear plans from employer
15.8%	6.0	11.1	12.7	8.8	25.9	19.7

◁ HBR

Hybrid Work Myths

Myth #1

People only collaborate in person

Myth #2

Employees are less productive working remotely

Myth #3

Innovation will suffer

Myth #4

Company Culture will disappear

Hybrid Work – How to Make it Work Culture is key

1

Flexibility is #1 Priority for most people

2

Measure output/results not hours or screen time

3

Maximize collaboration opportunities

4

Encourage deep work Time to "get things done!"

5

Build a "trust" culture

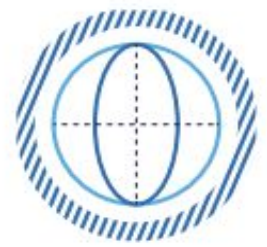**6**

Establish core hours and avoid "always on" culture

Reskilling the Workforce

The Skills Gap Talent Shortage

The $8.5 Trillion Talent Shortage

An extensive new Korn Ferry report finds that by 2030, more than 85 million jobs could go unfilled because there aren't enough skilled people to take them.

Korn Ferry 2022

Global Top 5 skills of 2025

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Complex problem-solving
4. Critical thinking and analysis
5. Creativity, originality and initiative

Country Profile: Canada's Emerging Skills

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Technology design and programming
4. Critical thinking and analysis
5. Complex problem-solving

Industry Profile: Consumer Industry's Emerging Skills

1. Complex problem-solving
2. Analytical thinking and innovation
3. Active learning and learning strategies
4. Creativity, originality and initiative
5. Technology use, monitoring and control

Data and AI

EMERGING JOBS

1. Artificial Intelligence Specialist
2. Data Scientists
3. Data Engineer
4. Big Data Developer
5. Data Analyst

TOP 5 SKILLS

1. Data Science
2. Data Storage Technologies
3. Development Tools
4. Artificial Intelligence
5. Software Development Lifecycle (SDLC)

World Economic Forum 2021

New Skills for Corporate L&D

- Design Thinking
- Content Curation
- Content Creation
- Facilitation (rather than "teaching")
- Learning Experience Design
- Storytelling
- Data Analysts
- Learning Technology

Learning Agility

The curiosity and motivation to continuously learn throughout the entirety of your career.

Poll Question

How prepared is your organization to provide learning AND help develop the skills that will be required by the business in the near future?

- Completely unprepared
- Somewhat prepared
- Completely prepared
- Not sure

"We're heading from a skills gap to a skills canyon"

Prudential Financial
Vice Chair Rob Falzon

To what degree is your organization prepared to develop the skills that will be required by the business in the near future?

Only 8% completely prepared

Completely Unprepared
19%

Somewhat Prepared
73%

Completely Unprepared   Somewhat Prepared
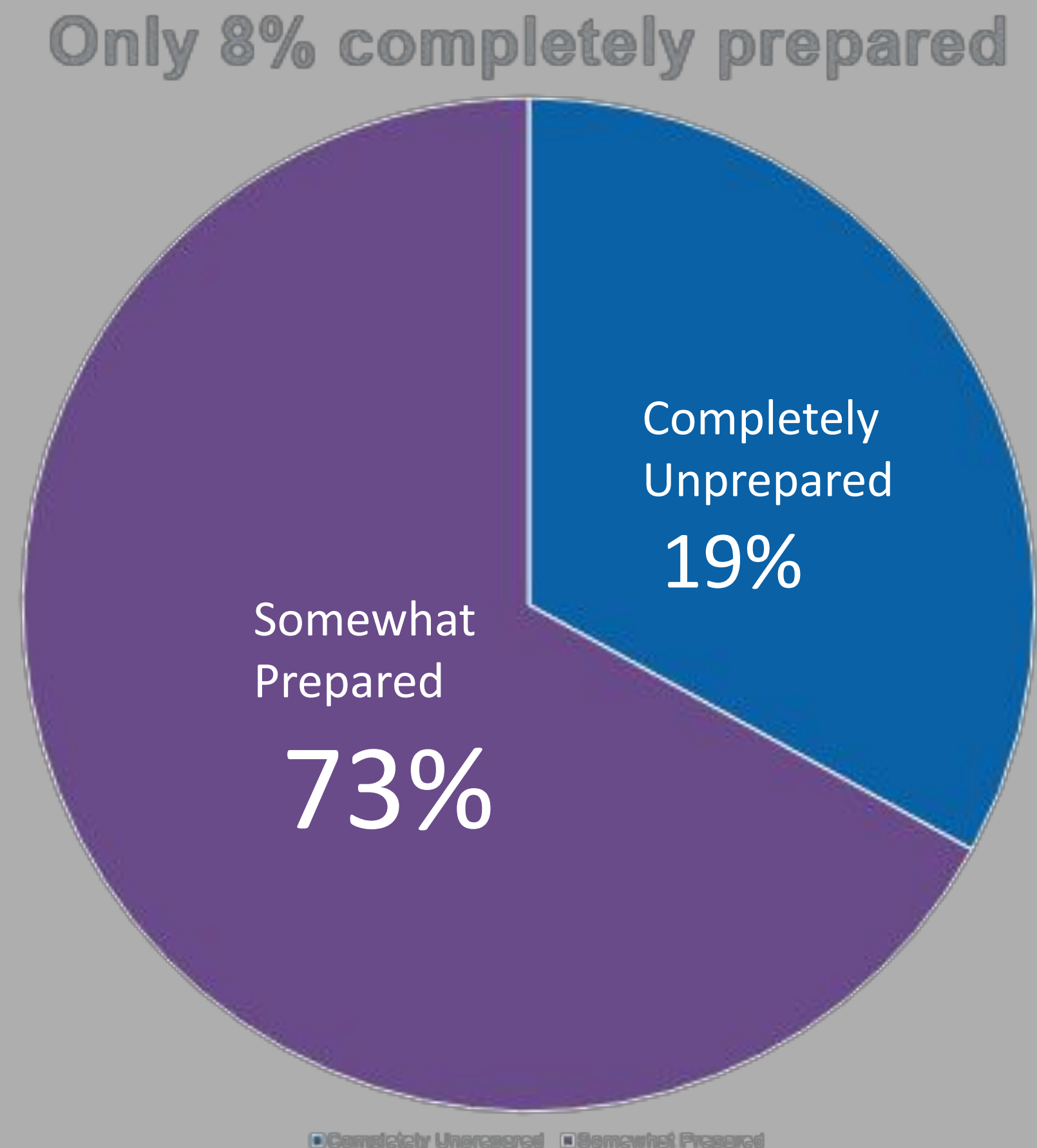
Creating a Learning Culture

Your company culture influences your learning culture

How important is learning at the executive level of your company?

"Culture is something that needs to adapt and change, and you've got to be able to have a learning culture"

Microsoft CEO, Satya Nadella

Mindset

I believe I can learn new things

Carol Dweck "Mindset: The New Psychology of Success"

"Employees who rate their company's learning culture as positive are more motivated to learn – both to get better at their current job and to prepare for future roles"

How The Workforce Learns 2021 - Degreed

Autonomy: To choose what and how I learn
Mastery: To get better at what I do
Purpose: To do work that has meaning

"We all have a **deeply human need** to direct our own lives, to learn and create new things, and to do better by ourselves and our world."

- Daniel Pink

To what extent do you feel that your approach to learning at this time is positioning you well to meet future of work requirements?

Less than half of companies rate themselves a 4 or 5 on a 5-point scale as a learning-focused organization, where learning is integral to the organization's culture.

45%
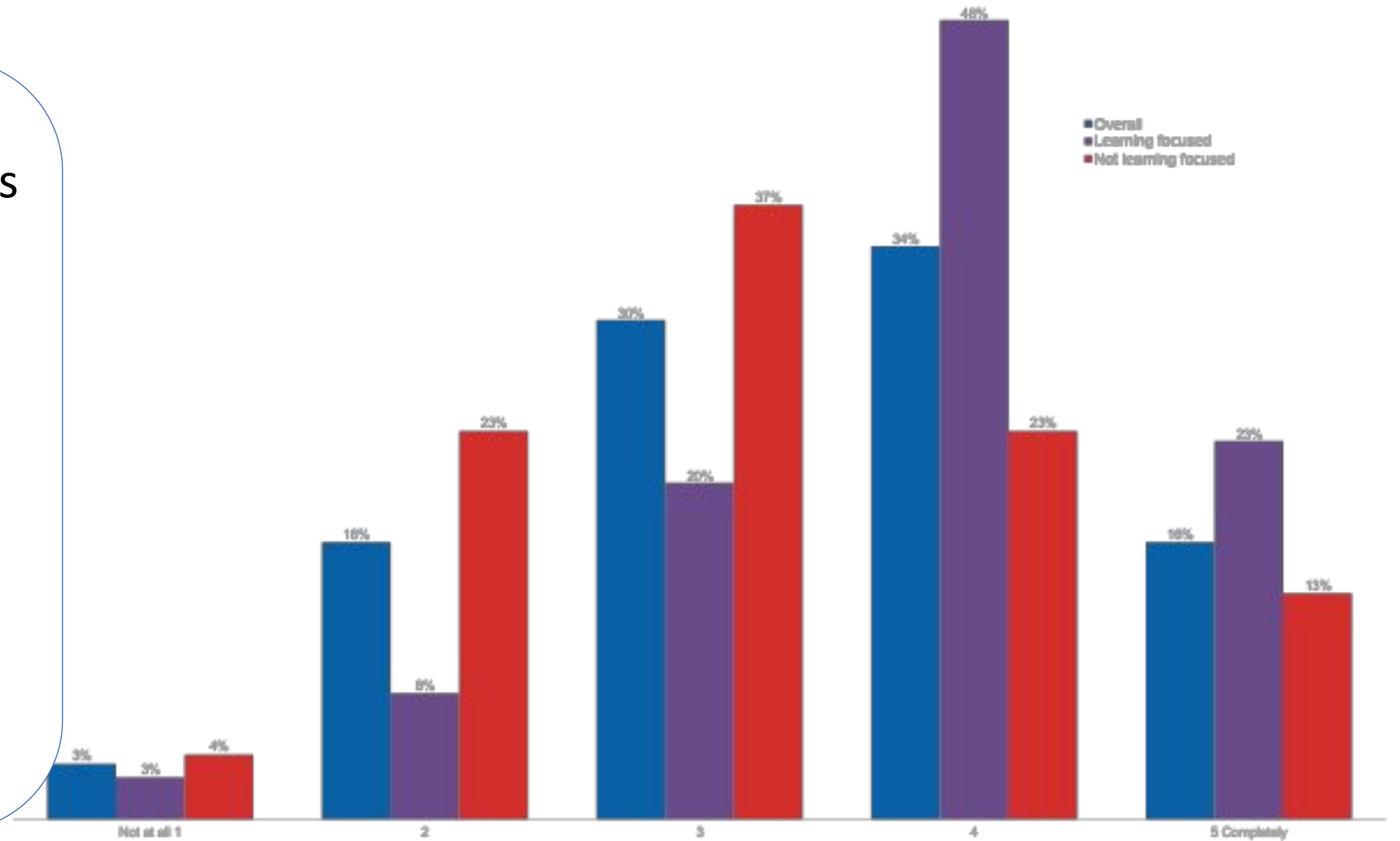
BHG, Upskilling and Reskilling, 2021

Learning Culture Maturity Model

→ Compliance Training

→ Necessary Training

→ Strategic Learning

→ Continuous Learning

Level 1:
Compliance Training
Training for regulatory purposes

Level 2:
Necessary Training
Learning based on job requirements

Tools & Processes

Level 3:
Strategic Learning
Learning supports strategic initiatives to **build skills & capabilities**

Level 4:
Continuous Learning
Learners make choices to build skills and capabilities in flow of work

The Expertise Economy

Creating a Learning Culture

Cargill's Journey

2017

2018

2019

2020

2021

Create a new vision and ignite a movement

Reimagine the learning experience & leverage technology to enable it

Develop new muscles *(marketing automation, data/analytics, UX design)*

Respond to disruption (COVID)

Fuel our organization's growth with future focused skills

Poll Question

Where is your company in creating a learning culture?

- Level 1: Compliance Training Only
- Level 2: Necessary/Job related Training
- Level 3: Strategic Learning
- Level 4: Continuous Learning for everyone

The Leader's Role in Learning Culture

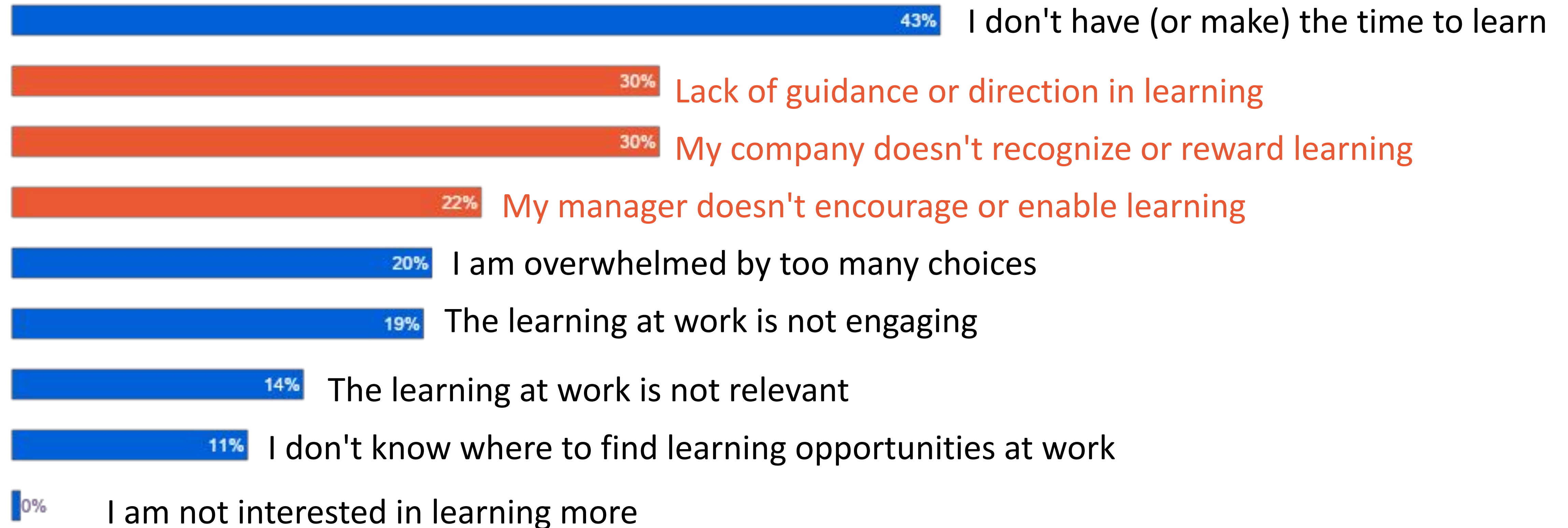# "Employees don't leave companies, they leave managers"

Second reason people leave: They don't have opportunities to learn and grow

The Expertise Economy

People want experiences and to learn and grow in their careers
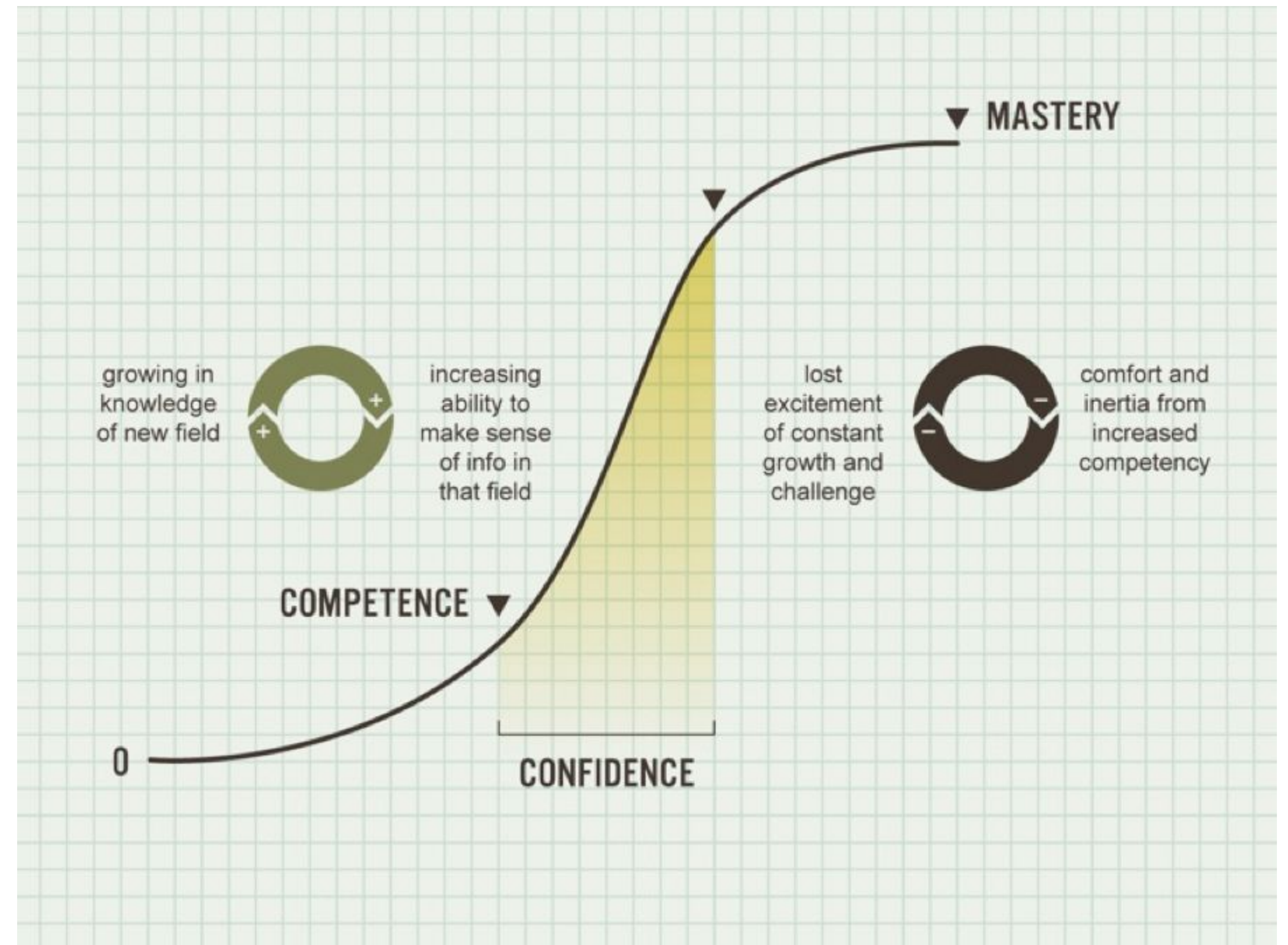
What are the biggest obstacles to learning?

43%	I don't have (or make) the time to learn
30%	Lack of guidance or direction in learning
30%	My company doesn't recognize or reward learning
22%	My manager doesn't encourage or enable learning
20%	I am overwhelmed by too many choices
19%	The learning at work is not engaging
14%	The learning at work is not relevant
11%	I don't know where to find learning opportunities at work
0%	I am not interested in learning more

Q: What are your biggest obstacles to job-related learning or professional development?

___ Manager's Role is Key

1
Set clear expectations

2
Have career
conversations
with individuals

3
Give guidance on
future skills/identify
strengths

4
Encourage, enable,
and reward learning

5
Praise excellent work

6
Help employees
find new projects
to apply skills

Poll Question

What are the biggest obstacles for learning at your company?

No time for learning
People are not motivated to learn
Learning isn't recognized or rewarded
Learning is not relevant to future skills/career
People don't know where to focus learning

A Culture of Learning: Learning How To Learn

Traditional Learning

Knowledge was scarce.
Formal education would last your entire career.

Learning strategies:
Memorizing and taking tests.

"Most of us were never really taught *how* to learn."

You need both knowledge and skills

Knowledge: When you need to "know" something

Skills: When you need to "do" something

When you want *knowledge* now

Learning resources: what you need when you need it

big think®

TED

YouTube

Lynda.com® FROM LINKEDIN

Harvard Business Review

goodreads

O'REILLY® Safari

coursera

pocket

PLURALSIGHT

When you want to build *skills*

You need to go through the learning loop to build skills
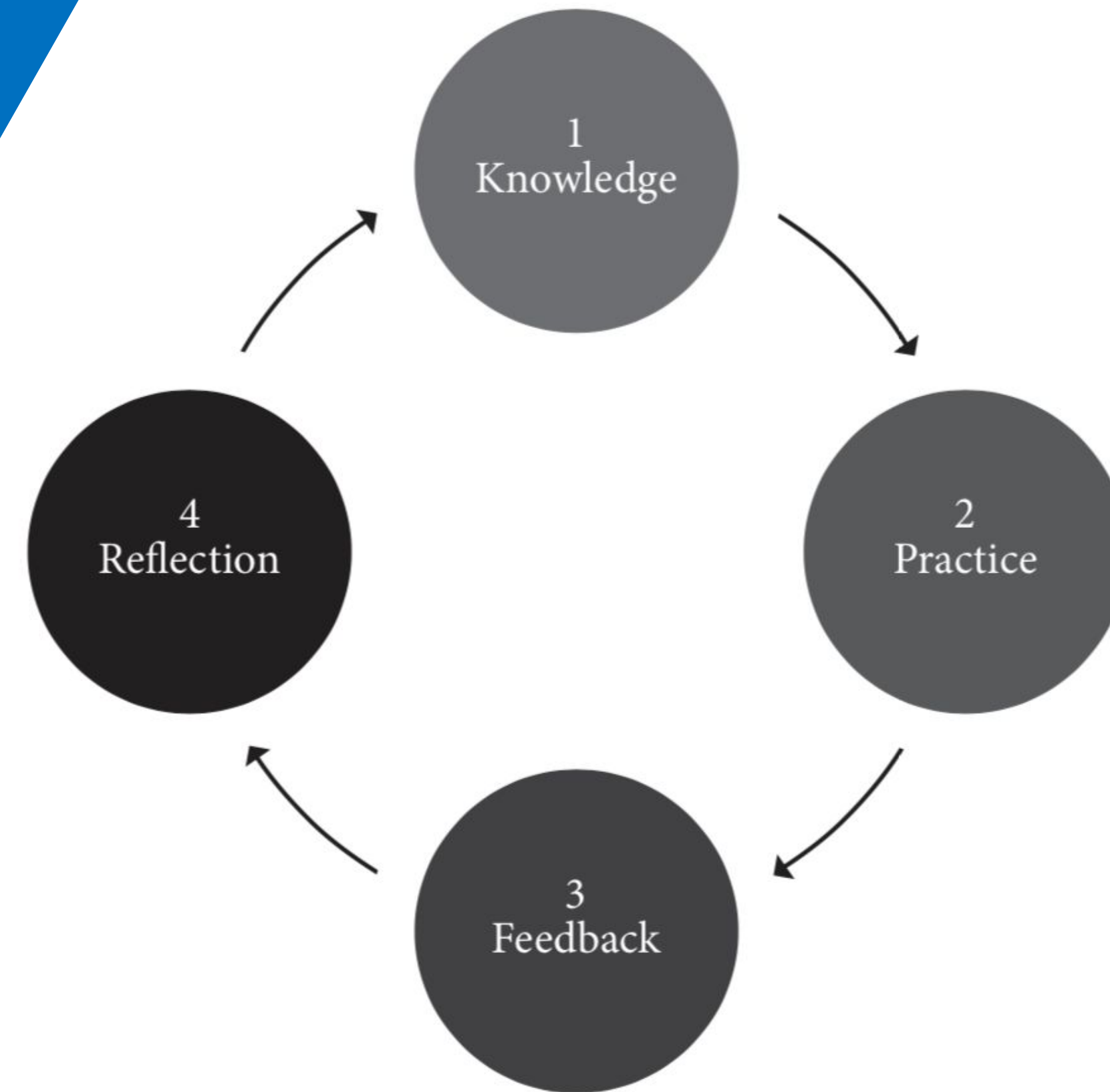
New Ways of Learning

In the Flow of Work

Virtual
Team-based
Collaborative

Using Technology

Digital Content
Mobile
Video
Creator Platforms

Peer-to-Peer

Teach others what you know
Follow experts
Coach

Conditions for great Learning

Condition #1 **Condition #2** **Condition #3** **Condition #4**

Relevance:
You see the value in learning

Mindset:
You believe you can master skills

External Factors:
You have conditions conducive to learning

Emotion:
You are in a positive emotional state

Curiosity

The highest level of learning is when you are curious about something. Curiosity about something equals certain chemicals and neurotransmitters being present --so your brain is engaged and can learn and remember.

David Eagleman, Neuroscientist
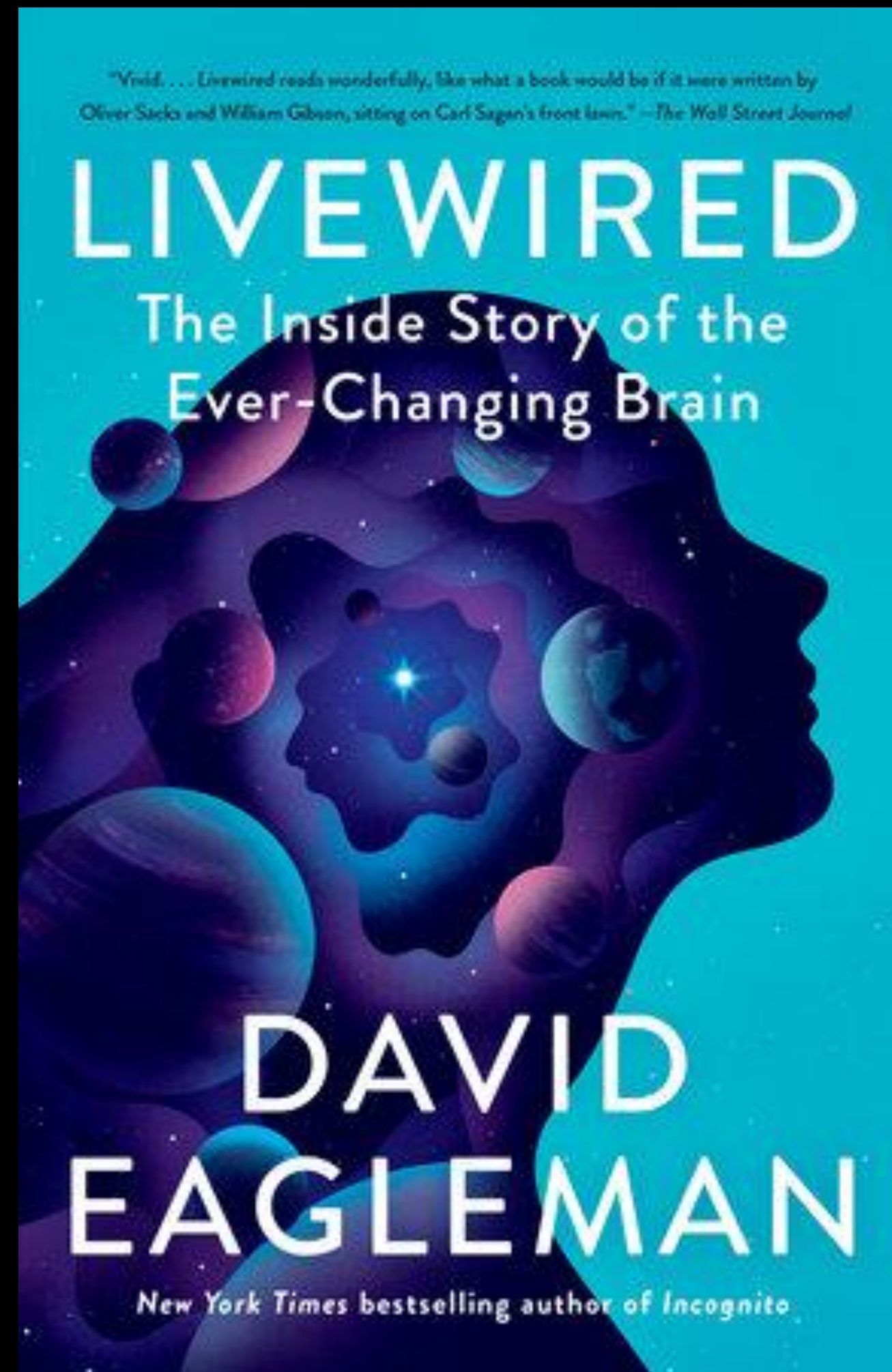
Continuous Learning & Brain Plasticity

Our brains are wired for change

Sleep

Your secret weapon for learning and memory

If you are sleep-deprived, you can't focus or learn effectively

Quality sleep helps consolidate memory (essential for learning)

Harvard University

Six ways to create an amazing learning culture

1

Identify What Kind of Learning Culture you Have

Be objective about where you are in your culture journey

2

Create a plan for how You will get to the next level

3

Give Guidance
What learning is most important?

4

Make Time for Learning

For yourself and your teams

5

Look for Opportunities

To help find projects and stretch assignments for people to apply their skills

6

Recognize & Reward Learning

It increases motivation

Poll Question

When you leave today, you will:

- Determine what kind of learning culture you have
- Make time for learning at work
- Share what you are learning with your team
- Identify a future skill you need or your team needs
- Look for opportunities for your team to apply new skills

Breakouts
Discussion Questions

- **Discuss your company culture, your learning culture, and determine what level you are currently (levels 1-4)**

- **What are the biggest obstacles to getting to the next level and how can you overcome those obstacles?**

Summary/Closing