The Good, the Bad and the Ugly

A Case Study for Implementing Digital Learning
OUTLINE AGENDA

1. 2017 Top L&D trends
2. Corporate case for change
3. The Good
4. The Bad
5. The Ugly
6. Your corporate case and your credibility
7. Questions and feedback
View on strategic L&D priorities

Business aligned, effective & efficient
Shape learning from push <> pull
Embrace technology: digital learning
Integrate learning & talent development
702010 from hype to reality

Learning Vision

Create sustainable value for clients
Develop outstanding leaders & talent
Enable business ambitions & strategy
Facilitate formal & informal learning
Lead path to qualified & engaged staff

Learning challenges

Manage learning for value
Learner centric
Build L&D capabilities & community
Facilitate learning culture change
Align learning & perf management

Private

Family with 2 sons (26 & 19)
Live on a houseboat in Utrecht
Tennis, sailing, diving, skiing, running
Concerts & Theatre
Lived in 6 countries

CV

Crossknowledge – Director Learning Institute
KPMG – Director of KPMG Business School
ABN-AMRO: Chief Learning Officer
Mercedes-Benz: Head of Mercedes Academy
SHV: Head of training & MD
Managing consultant training company
Physical education teacher
About CrossKnowledge

We deliver change because of integrated:

1. State of the art technology
2. Top quality content; 40,000+ learning objects
3. Effective implementation and management support.

Key figures:

- largest digital learning provider worldwide
- More than 7 Mio. Learners worldwide
- 25% growth per year
- 350+ Fortune 500 clients across Europe and Americas
- 94% loyalty rate
- 17 languages supported
Top 2017 L&D Trends

1. From learning to performance
2. From push to pull > personalized
3. From classroom to digital
4. 702010 from hype to reality
5. From evaluation to engagement
6. From ROI to Annual Learning Report
A case study

Why change

1. Economic pressure > New global strategy
2. Culture change: new (leadership) profiles
3. Skills gaps in business units & long time-to-competence
4. Engagement & retention issues
5. L&D review: efficiency, effectiveness, consistency
Where can L&D act?

- L&D roles & capabilities
- L&D KPIs & Process
- L&D content
- Technology
- Marketing & communication
- Strategy & Governance
- Culture
Launching digital learning

• Dissatisfaction with existing content:
  - overlap in development
  - cost of design & deployment
  - lack of global consistency
  - no 24/7 access
  - 1-dimensional programs (no blend)
  - “time away from work”
  - learner engagement low

• What’s the best alternative to meet strategic needs: digital learning

• Make or Buy: business case

• Decision makers: global L&D committee
What changed (digital)?
A change of (digital) direction

1. Start with business stakes & L&D KPIs
2. Learning as continuum
3. Design principles: 702010 (blended)
4. Career paths & stand alone programs: multi-channel delivery & assessments
5. Digital learning: global libraries
6. Communities
7. Performance support tools – action tips
8. Learner Engagement is key
Learning Continuum as a promise

- 8AM Check progress
- 8:15AM Snackable learning anywhere
- 9AM Apply learning on the job
- 12PM Use free time to watch Videocast
- 8PM Review Content Offline
- 6:30PM Connect, comment, and share with your community
- 3PM Use just-in-time learning when and where you need it
- 2PM Check Action Tips before meetings
The Good

1. Performance boost - % employees with right skills level
2. Effectivity: shorter time-to-competence
3. Greater leadership skill-consistency across the org
4. Talent pipeline ‘filled’
5. Employee engagement & retention ++
6. L&D efficiency: 18% cost reduction & higher quality
7. Reduction of no-show
8. L&D’s credibility & visibility ++
The Bad

1. Strategic sponsorship at exec level (L&D governance)
2. Business sponsors for core curricula
3. Supporting learning culture is essential
4. Learner engagement is key
5. Marketing & communication strategy
6. Measurement & relevant KPIs
7. Finding a central-decentral L&D balance
Learning culture?

*Culture is created by, reinforced by, and often destroyed by LEADERS.*

*Culture is like the air we breathe.*

*Learning culture is very business-relevant*

*Culture is hard, not soft.*
The Ugly

1. Invest in L&D organization (capabilities-roles)
2. Culture: ownership of development
3. Coaching capabilities in your organization?
4. Align L&D with performance cycle
5. HR readyness?
6. Align L&D with IT and procurement
7. Live the change – role model
8. How credible are you as L&D leader?
How credible & visible are you?
The Learning Performance Model
a model to show the added value of L&D
Is L&D reporting challenging for you?

- Identifying relevant smart L&D KPIs
- L&D data collection
- L&D data analysis
- L&D reporting – structured communication
- Delivering KPIs related to business expectations
L&D Basics
Digital learning.
L&D efficiency.
L&D operations & achievements.
L&D effectiveness.
L&D Basics. A basic overview of L&D activities in your company. Which fundamental L&D activities are reported on?
- Budgeted versus spent money on L&D
- Hours spent on training
- Programs delivered
- % of active learners
- % of certified employees
- Training cost per employee
- Ratio of L&D budget compared HR budget

L&D Efficiency. Besides basic L&D contributions, it shows how efficiently L&D has performed. Has input been optimally used, to generate maximum output?
- Time-to-competence
- Time-to-learn
- L&D cost per training hour
- Attendance rate - no show
- Venue occupancy rate

L&D costs. Key expenses of learning & development.
- Venue costs
- Travel costs
- Participant time away from business

Digital learning. Specifically for organizations involved in digital learning, an indication on the progression of digital learning offer. How well advanced is digital learning inside the company and is it paying off?
- % Digital learning
- % L&D hours trained routed via LMS
- Digital learning impact:
  - % employees with access to digital content
  - % employees who started digital content
  - % employees who completed digital content
- Digital learning cost avoidance:
  - Venue costs reduced
  - Travel costs reduced
  - Participant time away from business reduced

L&D operations & achievements. An overview with quantitative indicators and qualitative descriptions. How does the L&D department run her business?
Quantitate indicators. Measures on the L&D department.
- L&D headcount
- L&D headcount per employee
- L&D staff utilization
- New programs launched
- Financials externally generated
- Vendors and external contracts
- Operational excellence

Qualitative descriptions. An illustration on how L&D does business.
- Training delivery mix
- Marketing and communication channels
L&D effectiveness. Indicators on the impact of L&D initiatives. How have L&D initiatives impacted employee performance and business goals?

General overview
- Employees skill and competency level:
  - Increased performance in role
  - Upskill of underperformers
  - Overall skill enhancements
- % employees with the right skill level
- Learners’ individual perception on performance
- Employee engagement
- Learners’ satisfaction with learning offer

New employees. Indicators specifically for new joiners. How successful are your induction programs?
- Induction programs within the company
- New-hire performance after 12 months
- New-hire performance gaps
- New-hire job satisfaction
- New-hire failures within 12 months

Talent and high potentials. Indicators specifically for talent development in your organization. How is talent growing inside your company?
- High-potential programs within the company
- Promotion of high potentials
- Retention of high potentials
- Successor pool growth rate

Leadership. Indicators specifically for leadership development in your organization. Is your leadership development impactful?
- Leadership programs within the company
- Promotion of leadership
- Upskill underperforming leaders
- Leadership turnover
Can you complete your digital learning puzzle?
Feedback & Questions?

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