

Digital (Learning) Readiness

Business models are changing, technology is evolving, our internal customers are demanding: is L&D keeping up with the digital age ?

AGENDA

Top 2017 L&D trends

Digital Readiness

- A digital tsunami
- Digital's impact on business & workforce
- Are organizations ready for digitalization ?

Digital Learning Readiness

- How ready is L&D for the digital age ?
- A corporate case study
- Digital Learning Readiness & smart interaction

Summary, questions and feedback



VIEW ON STRATEGIC L&D

- 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

PRIVATE

- Family with 2 sons (27 & 20)
- Live on a houseboat in Utrecht
- Tennis, sailing, diving, skiing, running
- Concerts & Theatre
- Program advisory board Nyenrode MLD

RECENT PUBLICATIONS

- **Central<>Decentral**
- **Learner Engagement**
- **Annual Learning Reporting**
- **Corporate Learning Strategy**
- **Digital Learning Readiness**
- **Knowledge Transfer**

CV

- Crossknowledge – Director Learning Institute
- KPMG – Director KPMG Business School
- ABN-AMRO: Chief Learning Officer
- Daimler: Mercedes Academy director
- SHV: Head of training & MD



CROSSKNOWLEDGE

We deliver change because of integrated:

1. State of the art technology
2. Top quality content
3. Implementation services and management support.



Key figures

- »» largest digital learning provider worldwide
- »» More than 7-M. Learners worldwide
- »» 25% growth per year
- »» 350+ Fortune 500 clients across Europe & Americas
- »» 94% loyalty rate
- »» 25,000 learning objects
- »» 17 languages supported

Bersin by Deloitte.

CROSSKNOWLEDGE
A Wiley Brand



Crossknowledge
Learning Institute



Strategic
L&D
advice

Research
& publish

Boost
expertise

Top 2017 L&D Trends



1. **From learning to performance**
2. **From push to SDL**
3. **From classroom to digital**
4. **From evaluation to Impact**
5. **From transaction to transformation**

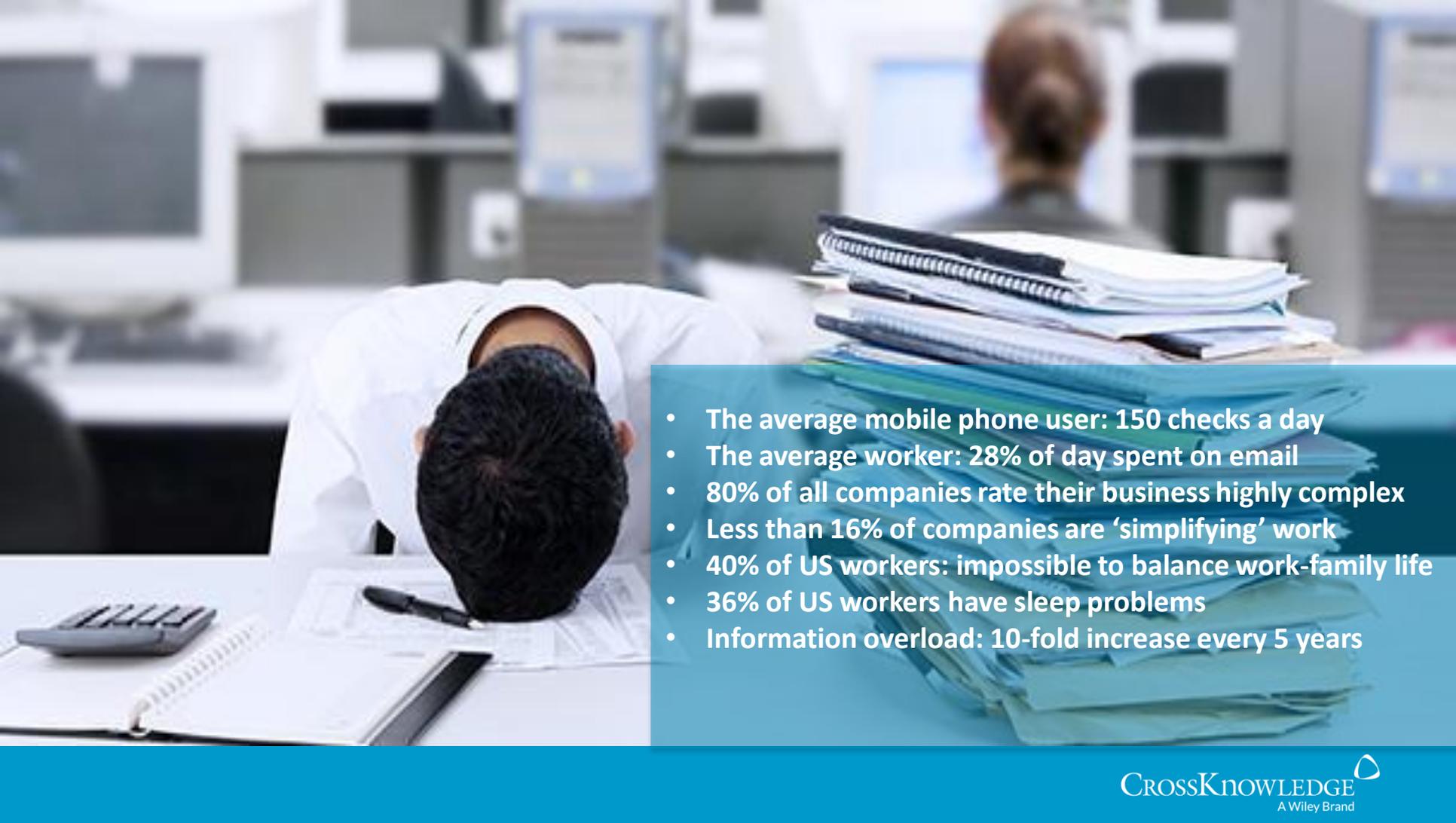


DIGITAL READINESS



Digital (Learning) Readiness - Scope

- Digital business strategy (“Cracking the digital code”)
- Digital workforce strategy
- Skills to survive in their jobs for employees
- Knowledge management
- Digital resources
- Leadership skills to lead digital projects
- L&D readiness for the digital age



- The average mobile phone user: 150 checks a day
- The average worker: 28% of day spent on email
- 80% of all companies rate their business highly complex
- Less than 16% of companies are 'simplifying' work
- 40% of US workers: impossible to balance work-family life
- 36% of US workers have sleep problems
- Information overload: 10-fold increase every 5 years

Digital's impact on the workforce...

- 50% less business process workers, 500% more digital business jobs by 2018¹
- 67% of the jobs we know may be taken by robots within 30 years²

¹ Gartner, 2015

² Mc Afee / Brynjolfsson, *The Second Machine Age*, 2014

NET employment outlook by job family, 2015-2020

-4.759	Office and Administrative
-1609	Manufacturing and Production
-497	Construction and Extraction
-151	Arts, Design, Sports & MediaEntertainment
-109	Legal
- 40	Installation and Maintenance

Net employment will decrease by 7.1 million jobs in a number of job families

Employees (thousands, all focus countries)

+492	Business and Financial Operations
+ 416	Management
+ 405	IT & Data analytics
+ 339	Architecture and Engineering
+ 303	Sales and Relation management
+ 66	Education and Training

Net employment will increase 2 million jobs among other job families

How prepared are we?



- Nearly 40% of workers in the E.U. lack digital skills and 14% have none. ¹
- In the U.S., an estimated 60M people are shut off from jobs because of a lack of digital skills: nearly 20% of American adults do not use the Internet at home, work, or at school, or by mobile device. ²
- In the U.K., 6M citizens have never used the internet and 9.5M lack adequate digital skills. ³

¹ *EU Digital Scoreboard 2014*

² *New York Times Aug. 19, 2013*

³ *BBC News, Feb. 17, 2015*

Digital's impact on HR & L&D

- 
- A white humanoid robot is shown in profile, holding a green watering can and pouring water onto three small potted trees. The scene is set against a bright, window-like background with light rays. The robot's head is white with a large circular sensor on the side, and its body is white with visible joints. The trees are in light-colored pots and are arranged in a row from left to right, decreasing in size.
- Talent acquisition: digital recruitment
 - New era of employee engagement
 - Dynamic Performance management
 - People analytics – data driven
 - New ways for smart collaboration
 - The augmented workforce – AI and Robotics
 - Learning – real time and all the time

Digital (Learning) Readiness – How are companies preparing ?

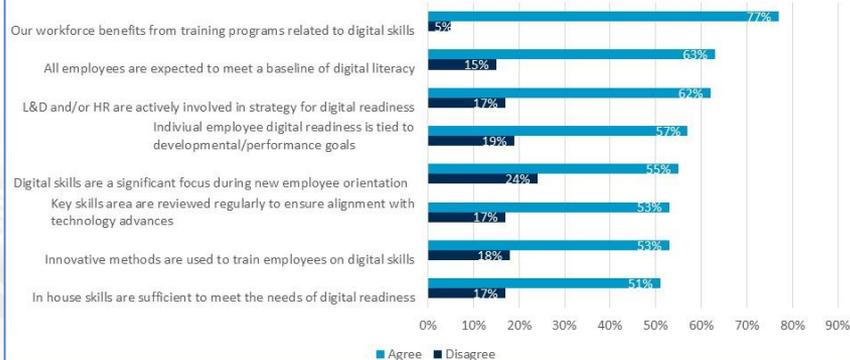
Companies are investing in new technology and training their employees to use it

Figure 6. Strategies to strengthen digital readiness



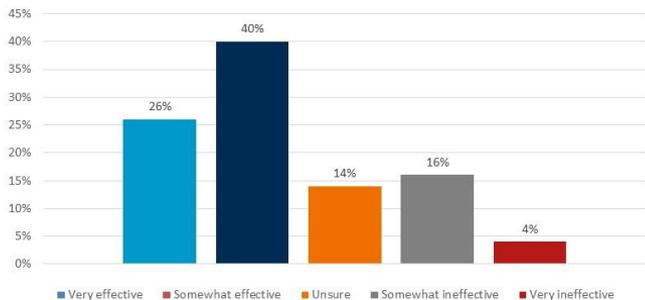
77% of companies benefit from digital skills training programs

Figure 7. Corporate approach to digital readiness



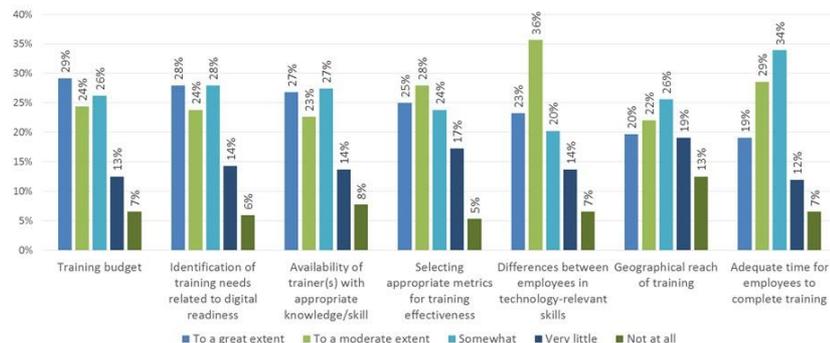
Companies are effectively training their workforce to acquire digital skills

Figure 5. Digital skills training effectiveness



Lack of resources is the biggest obstacle to digital readiness training

Training Challenges to Digital Readiness





DIGITAL LEARNING READINESS

Are you ready for the digital learning age?

1. Pace of business change is increasing
> how aligned ?
2. Workforce capabilities are impacted
> analytical capabilities ?
3. Knowledge management is a lifeline
> silos or connected ?
4. Need to develop just-in-time; just-enough; just-for-you
> effective ?
5. Technology offers new L&D delivery opportunities
> tech-savvy ?
6. Digital learning resources available
> budget & expertise ?
7. Collaboration to perform > smart collaboration capabilities ?

Digital learning readiness: key research findings

A clear learning strategy, underpinned by digital learning components, is delivering tangible business impact in top-25% learning organizations:

- 12% improvement in productivity
- 15% improvement in customer satisfaction
- 19% improvement in time-to-competence
- 16% L&D cost reduction

Source: Embracing Change – Towards Maturity 2016

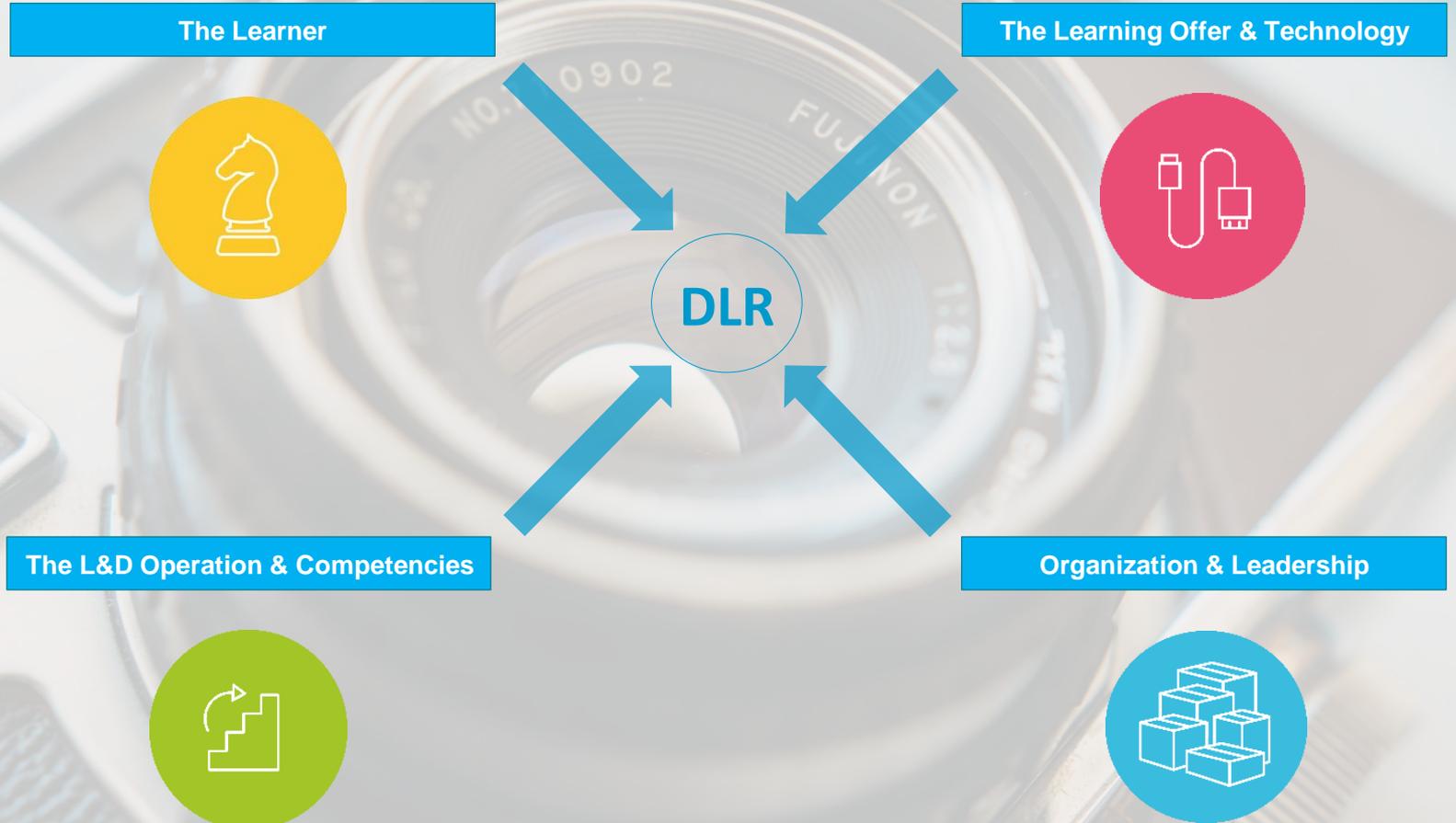




A case study

- Retail chain – 5 countries
- 42.000 staff
- 19 million L&D budget
- 36 L&D staff
- Central LMS in place
- 1st generation e-learning

Digital Learning Readiness

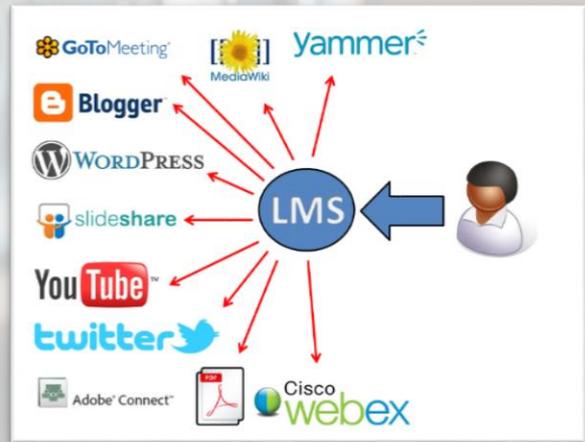




Learning Offer & Technology

- Offer digital learning experiences that work: just-in-time, just enough, just for you
- Select reliable L&D technology & devices and integrate with existing IT infrastructure (technical, security)
- Integrate digital learning offer with performance management & daily workflow

What changed?





The Learner

- Ensure easy access to digital learning content and learning opportunities
- Empower learners to “self direct” development and acquire critical (digital) job capabilities
- Prepare and motivate learners to go digital (WIIFM)

MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learners' jobs, behaviors, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their own development.

OVERWHELMED...

1%
of a typical workweek
is all that employees
have to focus on
training and
development



IMPATIENT...



Source: Bersin & Deloitte, "The State of the Industry 2014: A New Era of Learning." © 2014 Bersin & Deloitte. All rights reserved. For more information, visit www.bersin.com.
 *Based on a survey of 1,000 employees across various industries.
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 ***Based on a survey of 1,000 employees across various industries.
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UNETHERED

Today's employees find themselves working from several locations and restructuring their work in nontraditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people consistently and even harder to develop them effectively.



ON-DEMAND

Employees are accessing information—and learning—differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:



COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.



EMPOWERED

Rapid change in business and globalization means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.





Learning Operation & Competencies

- Establish a clear digital learning vision & (marketing) strategy
- Think & Act digital - Equip L&D with digital literacy - tech-savvy
- Develop a digital competency framework to upskill your workforce and L&D team

Example: designing a successful virtual meeting

Technical skills

- How to schedule a meeting for several participants (Gmail, Google Apps, Doodle, ...)
- How to operate software designed to hold online meeting (Webex, Skype, Gotomeeting, ...)
- How to create a collaborative document (Google doc, ...)



Functional skills

- How to organize and structure an efficient meeting for several participants
- How to collect ideas in a virtual setting
- How to collect group ideas-innovation
- How to manage time & take efficient notes



Behavioral skills

- How to give feedback at distance in front of others
- How to practice active listening in virtual context
- How to include virtual participants
- How to deal with online group discussion

Digital competency framework

Competence area	Competencies
1. Information	1.1 Browsing, searching and filtering information 1.2 Evaluating Information 1.3 Storing and retrieving information
2. Communication	2.1 Interacting through technologies 2.2 Sharing information and content 2.3 Engaging in online citizenship 2.4 Collaborating through digital channels 2.5 Netiquette 2.6 Managing digital identity
3. Content creation	3.1 Developing content 3.2 Integrating and re-elaborating 3.3 Copyright and Licenses 3.4 Programming
4. Safety	4.1 Protecting devices 4.2 Protecting personal data 4.3 Protecting health 4.4 Protecting the environment
5. Problem solving	5.1 Solving technical problems 5.2 Identifying needs and technological responses 5.3 Innovating and creatively using technology 5.4 Identifying digital competence gaps

Learning campaign elements



Posters & Screens

Round tables

Ambassador programs

Online & print articles

Sir John Blowers, Governor of Hong Kong from 1954 to 1959, is said to hold the record for the most languages spoken by one person. How many languages?

A 15 B 33 C 57
D 100

4 February 2014
What does learning mean to you?
 Every one of us has their own understanding of learning and has their own set of experiences. We have therefore asked employees from different business units and locations the question what lifelong learning means to them.

Our selection of quotes shows that all employees of Haniel enjoy learning, have different approaches and see it as a chance for personal and professional development.

Drive (y)our future now.

"In times of ongoing change it is even more important that we, as individuals and as a company, constantly adapt and develop ourselves further. Learning must become an integral part of our daily work. Haniel offers various learning and training opportunities to all employees and I highly encourage everyone to make use of these offerings so that we can truly strive and achieve outstanding business and personal success."

"For me lifelong learning is a prerequisite to being a good leader. This refers to learning by formal education, but even more so learning from the daily interactions with your stakeholders."

"Anyone who stops learning is aging, whether at the age of eight or eighty. Therefore, learning is key to staying young."

"Encouraging lifelong learning within my team not only drives the individual development of each team member but also ensures sustainable and efficient energy supply in our facilities. A solid education and continuous learning are the cornerstones of long-term employability, and personal as well as professional success."

Drive (y)our future now

- Managing People Essential II
- Stress Management
- Project Management
- Negotiation
- Problem Solving & Decision Making
- Creativity & Innovation Techniques
- Change Management



Organization & leadership

- Equip leaders with capabilities to support digital learning: coaching, collaboration, digital literacy
- Provide budget, resources, technology and time to support to learn
- Recognize digital learning achievements and knowledge management efforts

Learning Offer & Technology

- Offer digital learning experiences that work: just-in-time, just enough, just for you
- Harness relevant digital learning resources, incl social & collaboration (VC,CoP)
- Implement diagnostic tools to assess digital skills & knowledge (gaps)
- Integrate digital learning offer with performance management & daily workflow
- Select reliable L&D technology & devices and integrate with existing IT infrastructure (technical, security)

L&D Operation & capabilities

- Establish a clear digital learning vision & (marketing) strategy (how to deliver what's important)
- Implement clear L&D governance (incl CIO) and senior business sponsorship
- Focus on accelerating performance & impact of digital learning (business stakes > KPIs)
- Think & Act digital - Equip L&D with digital skills (tech-savvy), rethink L&D "purpose"
- Develop a digital competency framework to upskill your workforce

The Learner

- Ensure access to digital learning content, technology and learning opportunities
- Prepare and motivate learners to go digital (WIIFM)
- Empower learners to "self direct" development and acquire critical job capabilities
- Facilitate continuous (digital) learning & experience-centric learning journeys
- Ensure learners are aware, confident and inspired to learn

Organization & Leadership

- Translate business strategy into digital People strategy - identify key capabilities
- Learn to navigate change and adopt a change mindset (learning culture) at all levels
- Equip leaders with capabilities to support digital learning (coaching, collaboration)
- Provide budget, resources, technology and time to support to learn
- Recognize (digital) learning achievements and knowledge management efforts

DLR & smart collaboration

- Collaboration with decision makers
- L&D<>HR collaboration
- L&D<>IT collaboration
- L&D collaboration
- Peer collaboration
- Vendor collaboration



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- Are organizations ready for digitalization ?

Digital Learning Readiness

- How ready is L&D for the digital age ?
- A corporate case study
- Digital Learning Readiness quick scan

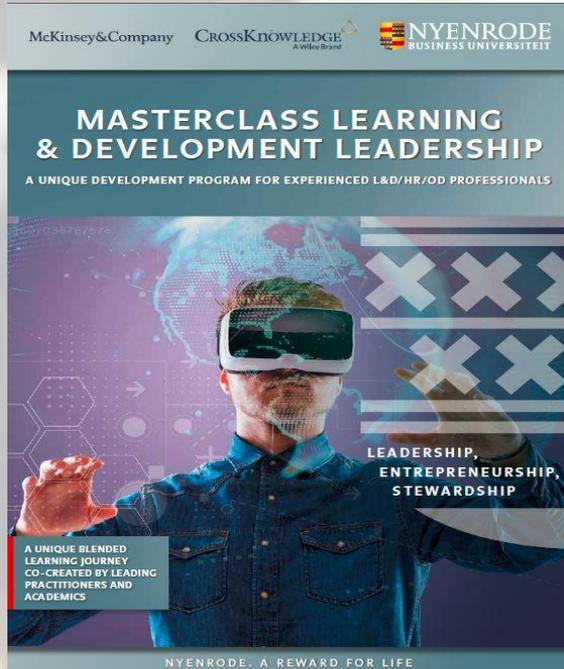
Summary, questions and feedback



Summary

- Digital is changing organizations and business models, this has a massive impact on future workforce capabilities: digital readiness is needed to be competitive
- **50%** less business process workers, **500%** more digital business jobs by 2018
- Digital Learning Readiness can offer a competitive advantage, but needs a structured approach
- Crossknowledge learning Institute has developed a DLR-'scan' with 4 key components:
 1. **The learner**
 2. **Learning offer & technology**
 3. **Learning operation & capabilities**
 4. **Organization & leadership**
- Measure & review your Digital Learning Readiness –make sure YOU professionalize !
- Ensure your smart collaboration with executives / HR / IT / L&D

European Masterclass L&D Leadership



ACADEMIES: Strategic Learning & Development Model



Thank You



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