



Transforming Learning For Performance

David Wilson
davidw@elearnity.com

www.elearnity.com

- ▶ Elearnity = Corporate Learning Analyst
- ▶ Research focused on large UK/EMEA Companies – primarily Private Sector
 - FTSE100 / Global 2000 EMEA or similar
- ▶ Actively track 50-60+ organisations on an ongoing basis
 - Plus external perspectives on others from research process
 - Including 2000+ press releases in our research database
 - <http://research.elearnity.com>
- ▶ **(High-Performance Workforce** research project)

- ▶ Regulation, complexity, risk
- ▶ Globalisation – “The World is Flat”
- ▶ Competition & Market Dynamics
- ▶ Earnings and Share Price
- ▶ Adverse demographics

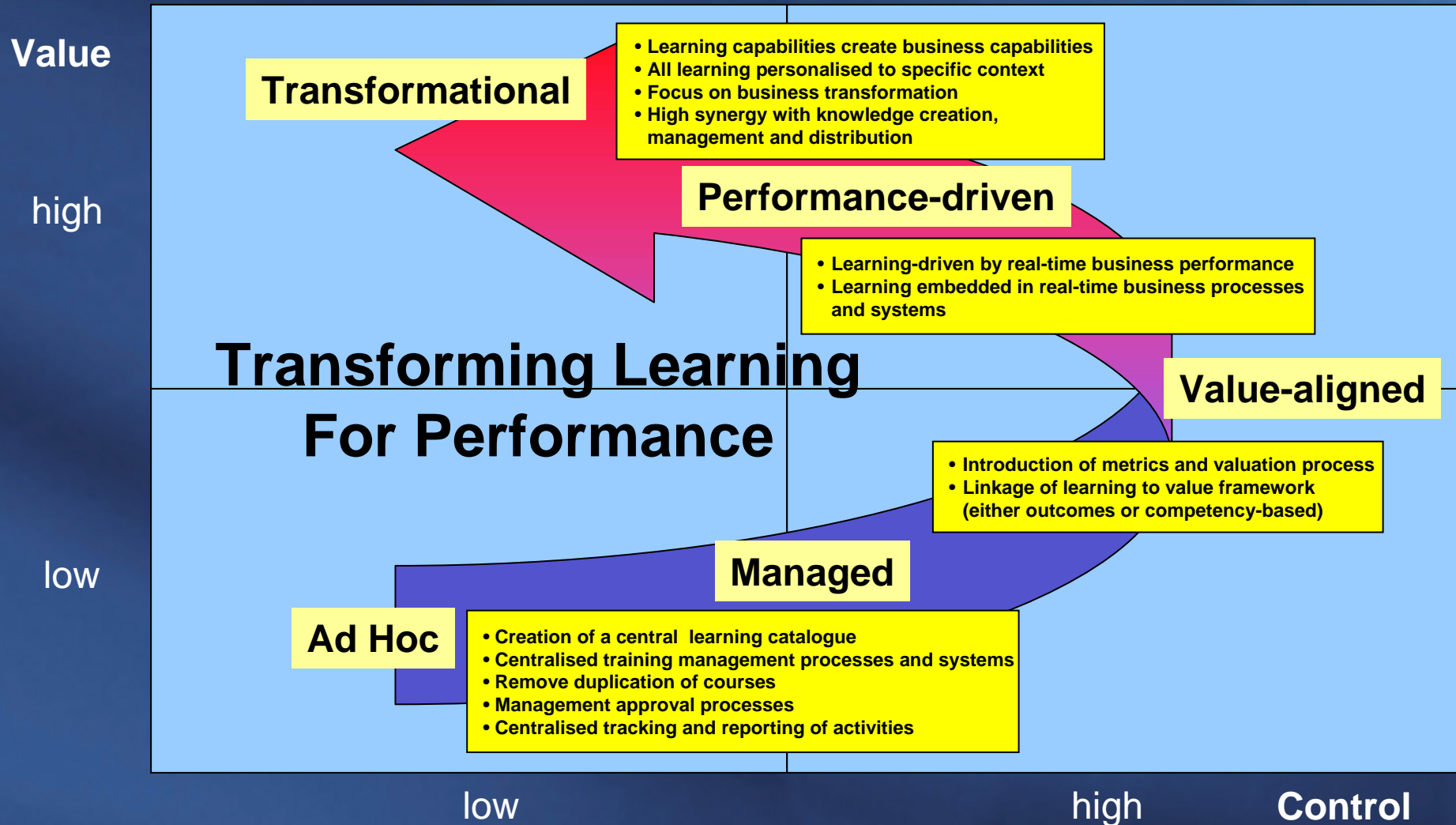
- ▶ Compliance
- ▶ Performance management
- ▶ Increasing organisational flux
 - M&A, Changing leadership, re-organisation
 - Outsourcing and offshoring
- ▶ Organisational Agility is increasingly key
 - Collaboration, Capabilities, Teams, Individuals
 - Knowledge on demand ➤ Certification on Demand
- ▶ Competition for talent is real
 - Impact on recruitment and retention, Individualisation

- ▶ Realignment of L&D to strategic needs & value
- ▶ Shift from inputs (events) to outputs (results)
- ▶ Diversification of learning channels, delivery options and content
- ▶ Streamlining management processes and systems – efficiency & responsiveness
- ▶ Work = Learning = Work

- ▶ Learning functions are still conservative
 - Classroom still dominates
 - Not seen as a partner by the business
 - Poor understanding of output value

- ▶ Now often embedded in HR
 - big implications for long term structure and resources
 - and for relationship with the business
 - HR strategically out-guns L&D

- ▶ Reacting to change within the business
 - Increasing demands, immediate must-do learning
 - Strategic alignment + business as usual
- ▶ Being a true business partner for the business
 - Building relationships and influence
 - Making a tangible impact on the business (and proving it!)
 - Seamlessly integrating into HR/C agenda and processes
- ▶ Making L&D a high-performance organisation
 - Maximising Impact
 - Optimising resources, increasing responsiveness & effectiveness, output rather than input focused
 - Embracing new learning approaches and delivery channels
 - Leveraging technology



- ▶ Value driven thinking
 - Increasing cost and value accountability for learning
 - Explicit strategic alignment
 - Focus shifting to value metrics not activity metrics

- ▶ Federated learning structures
 - Harmonisation of enabling learning infrastructure
 - Consolidation of LMS platforms and supply relationships
 - Embedded learning within line and territory
 - Growth in Academies and similar concepts



- ▶ Joined-up Learning for Performance
 - Structural – Learning Planning and Performance Management
 - Live – On-demand Performance Support (EPSS)

- ▶ Formal and Informal
 - Structured vs Unstructured
 - Big market story - lots of hype, but core message valid
 - Diversification of learning content processes

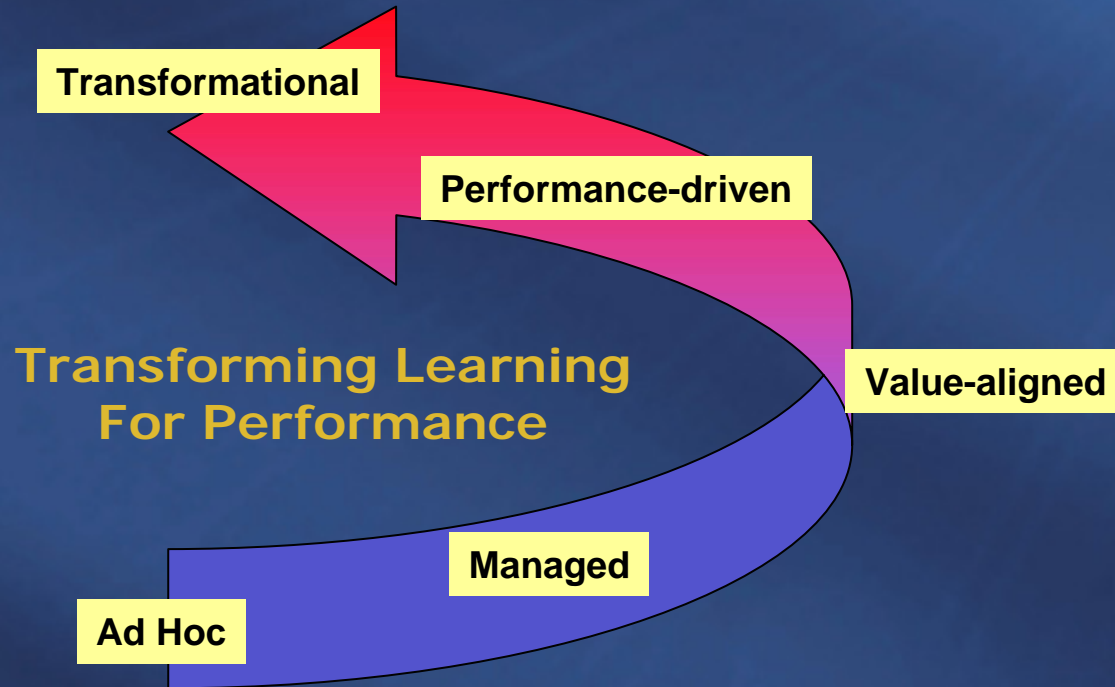
- ▶ Closer integration with Knowledge Management ???

- ▶ **Joined-up Systems Thinking (Again!)**
 - Learning - Competency – Performance
 - Big HRIS politics, big reality gaps



- ▶ **Externalising Learning Infrastructure**
 - Need to deploy outweighs ability to deploy
 - Learning technology not perceived as mission critical IT
 - Reach = Any Time / Any Place
 - ASP – Managed Services - Outsourcing





Any Questions?