Unlocking

Opportunities for Intelligent Learning
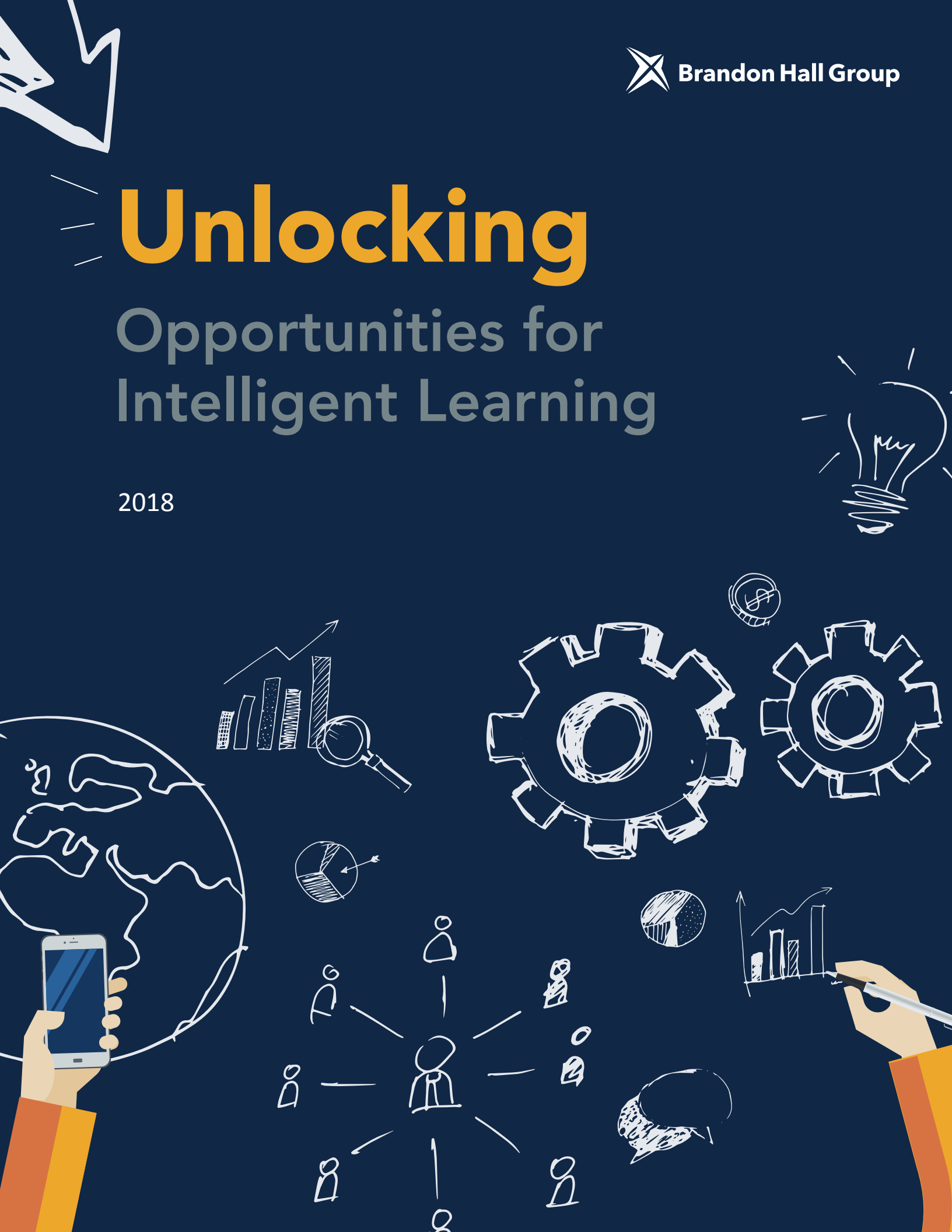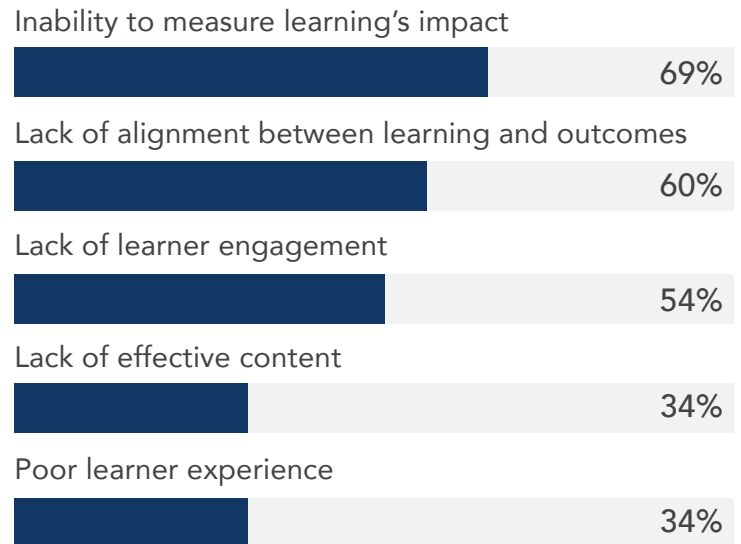
2018

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Learning Landscape Today

Recently, there has been a big paradigm shift in learning architecture. Learning moved from being based on course catalogs and compliance to incorporating concepts like micro-learning and personalization. We've evolved from e-learning to digital learning in a single generation. This new, complex learning landscape of fresh solutions, legacy systems and emerging technologies can present multiple challenges for learning professionals.
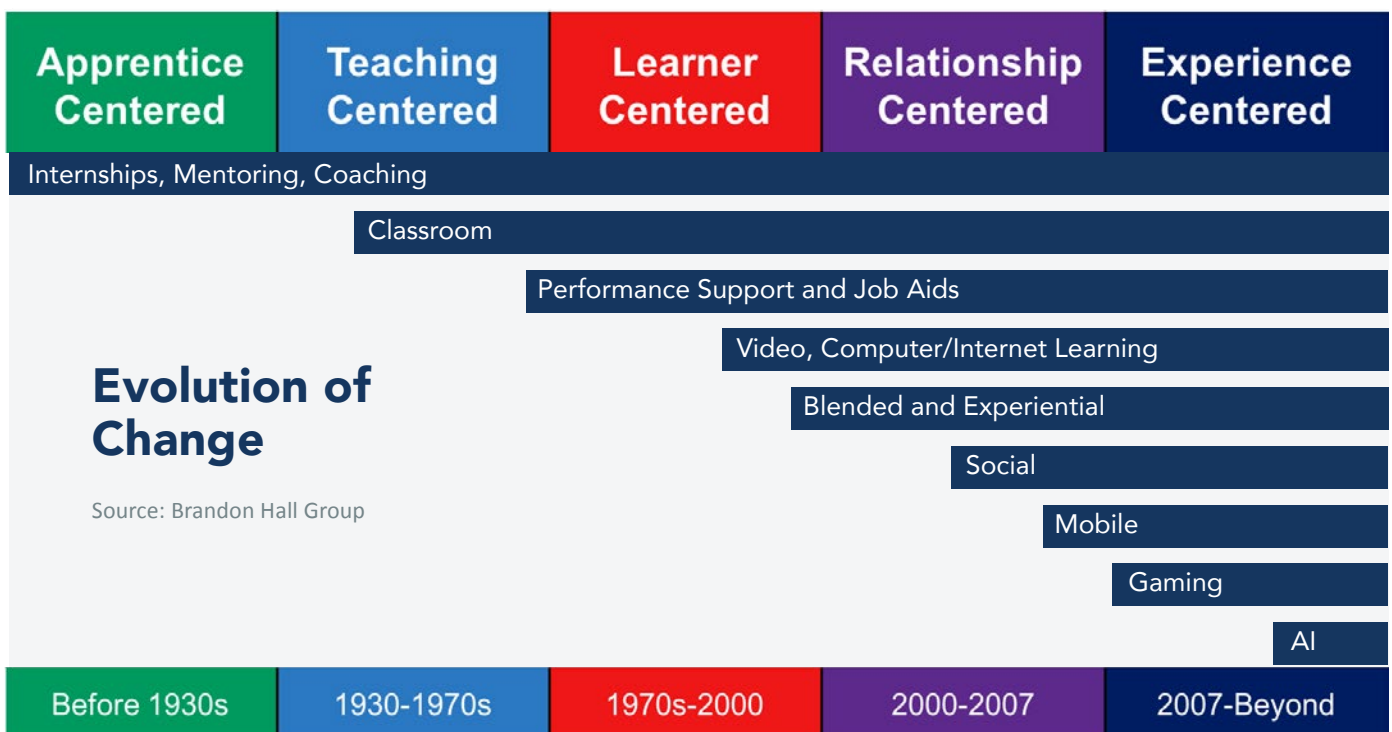
Organizations also face learning challenges from within. Inability to properly measure impact and a lack of alignment between learning and outcomes are seen as the biggest challenges to achieving learning goals.

Actually, learning has been evolving for decades, but that evolution is accelerating. With each new advance, augmenting – rather than replacing – the previous one, we now have a vast array of technologies at our disposal to create a wide variety of learning experiences. And the evolution continues.

Current Learning Challenges

Inability to measure learning's impact
69%

Lack of alignment between learning and outcomes
60%

Lack of learner engagement
54%

Lack of effective content
34%

Poor learner experience
34%

Source: 2018 Brandon Hall Group Learning Strategy Survey

Apprentice Centered	Teaching Centered	Learner Centered	Relationship Centered	Experience Centered

Internships, Mentoring, Coaching

Classroom

Performance Support and Job Aids

Video, Computer/Internet Learning

Blended and Experiential

Social

Mobile

Gaming

AI

Evolution of Change

Source: Brandon Hall Group

Before 1930s	1930-1970s	1970s-2000	2000-2007	2007-Beyond

New Blended Solution

Learning is no longer the outcome.
It is behavior that drives performance.

LEARNING TRAJECTORY

Blended Framework		
	Illustrative	Immersive
Instructional	Lecture	Learning Lab
Collaborative	Peer-to-Peer	Coaching
Formative	OJT	Mentoring

A blended rollout of 70-20-10 is synergistic with increasing returns

BLENDED ROLLOUT

Instructional

Collaborative

Formative

Time to effectiveness and impact

Time to effectiveness and impact

A sequential rollout of 70-20-10 is incremental with diminishing returns

Instructional — 10% — Instructional & Collaborative — 10% + 20% — Formative — 70% — Formative & Collaborative — 70% + 20%

Classroom Environment

Work Environment

Source: 2018 Brandon Hall Group

LEARNING VELOCITY

To make sense of it all, organizations must develop an architecture that allows them to build targeted learning programs to meet the needs of the business and the learners. Understanding that most of what people learn is derived from experiential learning, not formal courses and classes (the 70/20/10 model), can help inform a design framework that uses a combination of formal, informal and experiential learning. This is more effective than sequentially rolling out formal, then informal, then experiential learning.

New Foundation – Macro and Micro Learning

	Macro-Learning	Micro-Learning
Moments of need	• Learning for the first time • Learning more • When things change	• Learning more • Applying what you've learned • When things go wrong • When things change
Drivers	Directed, prescribed	Self-directed, discovered
Time required	Hours	Minutes
Modalities	ILT, VILT, eLearning	Video, tools, activity
Outcomes	Completion, grades	Retention, behavior

Source: 2018 Brandon Hall Group

MICRO   MICRO

video   activity

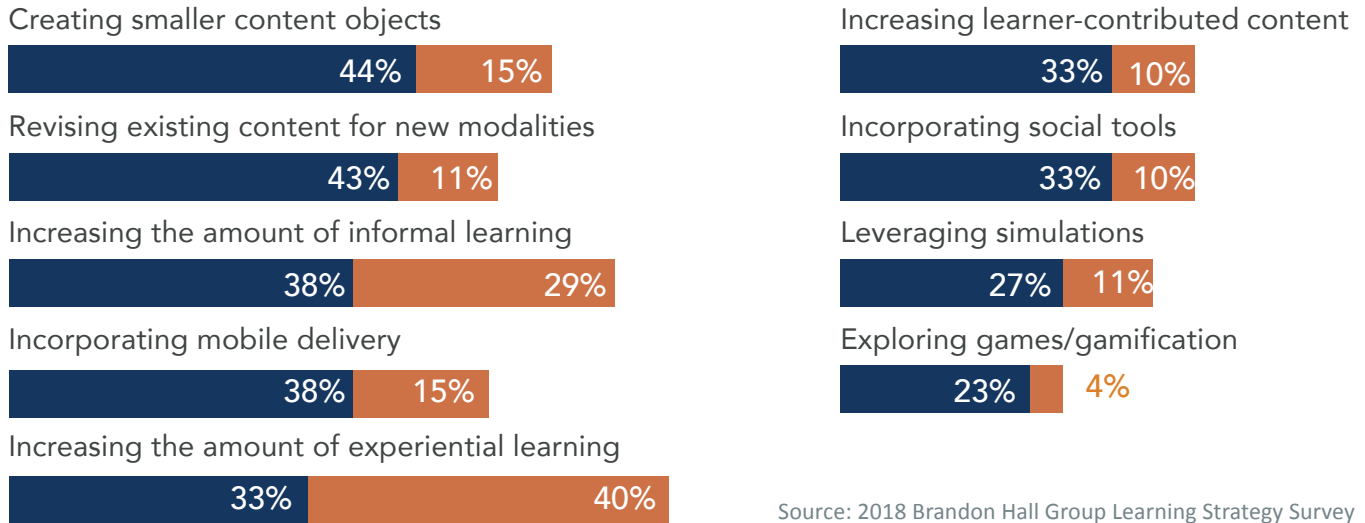quiz   CLASS/COURSE   game
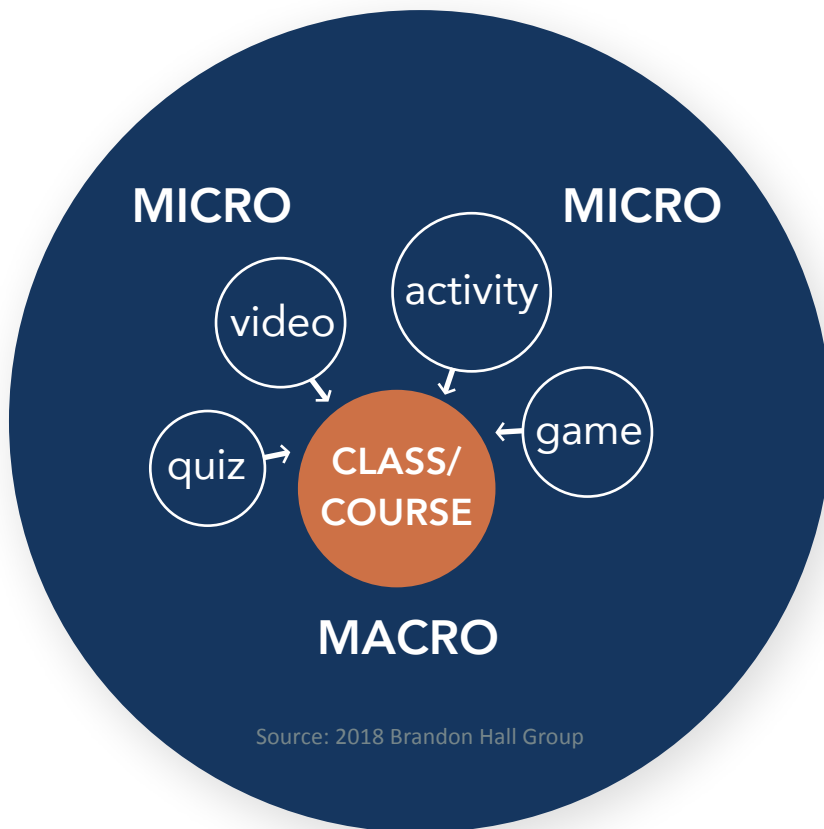
MACRO

Source: 2018 Brandon Hall Group

This new architecture also allows companies to create learning for the needs at hand. To master new things or when there are large changes, a macro approach of classes and eLearning is appropriate. For times when people must apply their learning, or correct things on the fly, a micro approach of tools and activities work. The two approaches operate in concert, with micro learning relating to and reinforcing larger learning events.

New Regime – Intelligent Learning

Shifting Priorities

● Important ● Critical

Creating smaller content objects

44% 15%

Increasing learner-contributed content

33% 10%

Revising existing content for new modalities

43% 11%

Incorporating social tools

33% 10%

Increasing the amount of informal learning

38% 29%

Leveraging simulations

27% 11%

Incorporating mobile delivery

38% 15%

Exploring games/gamification

23% 4%

Increasing the amount of experiential learning

33% 40%

Source: 2018 Brandon Hall Group Learning Strategy Survey

The new learning landscape is a collection of always-on elements working together. The shift to this new architecture is underway, as evidenced by the current priorities for learning organizations. The top two learning priorities considered either important or critical for companies to achieve are increasing experiential and informal learning. In fact, all of the most critical learning priorities relate to shifting to this new landscape.

Keys to Unlocking the Opportunities

There are seven key areas organizations must focus on to successfully make the shift.

Technology

Process

Personalization

Content

Support Structure

Business Performance

Commitment

KEY #1
TECHNOLOGY

The purpose of technology is to effectively deliver support/instruction to the learner.

- Work with IT
- Accessibility to learner in time of need
- Don't replace one big thing with another big thing

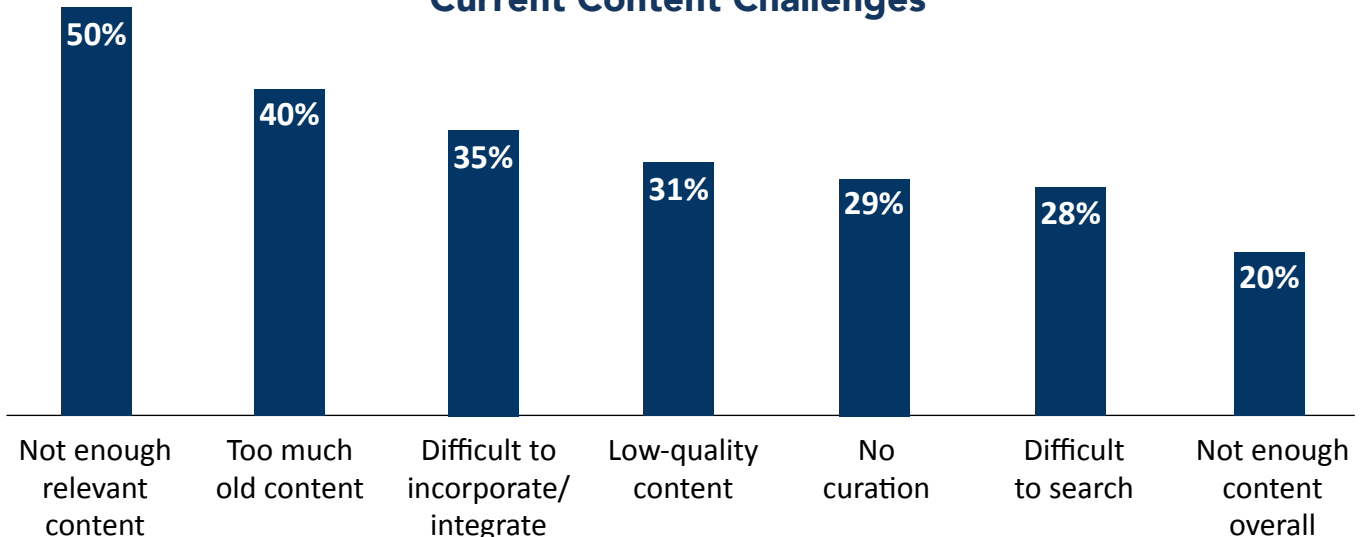- Use the technology as it was intended
- Overall tracking of data

KEY #2
CONTENT

Focus needs to shift from the "business of creating content" to the delivery of usable content to support or instruct.

- Supports both macro and micro
- Usable content for all levels
- Automation will impact content design

- Develop repurpose strategy
- Up-skill current skills sets

Current Content Challenges

Category	Percentage
Not enough relevant content	50%
Too much old content	40%
Difficult to incorporate/ integrate	35%
Low-quality content	31%
No curation	29%
Difficult to search	28%
Not enough content overall	20%

Source: 2018 Brandon Hall Group Learning Strategy Survey

KEY #3
PROCESS

Get out of the business of learning and into the intelligent delivery of a solution.

- Analytics are the number one driver to connect and give meaning to all the moving parts.
- Current learning models do not produce enough data.
- xAPI ecosystems provide more complete data captures.

Companies must cut through the "red tape" of learning. Creating and maintaining the minutiae of the business now falls to robotic process automation (RPA) and machine learning. Human learning professionals can move into experience-design roles, curation and other positions to support the content strategy, and business analyst roles that act on the data.

Using the data that learning generates, we can feed business results and KPIs into our analytics tools to really see the connection between learning and its impact on performance. Learning can now be used predictively by uncovering patterns resulting from learning programs, like increased sales or improved safety issues.

Learning will now be a tool embedded in the business that is supportive of daily tasks and highly personalized.

KEY #4
SUPPORT STRUCTURE

The way we organize within our organization will change with the paradigm shift.

- Performance is managed by team, not hierarchy
- Teams are dynamic

- Assessment and feedback are built into the process
- Ability to predict future needs or changes

KEY #5
PERSONALIZATION

Personalization is the new minimum.

- Prescriptive learning based on timing and immediate need.

- Several minutes a day or week; not delivered in large chunks.

- Allowing learners to be part of the learning.

Personalization Matters

We can deliver learning experiences tailored to the learners' needs and the subject at hand.

▲83% ▼66%

HiPOs   Others

Important or Critical to the business

The personalization of learning can have a big impact on outcomes. High-performing organizations (HiPOs), or companies with increasing KPIs, are far more likely to say that personalized learning is either important or critical to their business. Also, the vast majority of companies that implement personalized learning report positive impacts for the learners and the business.
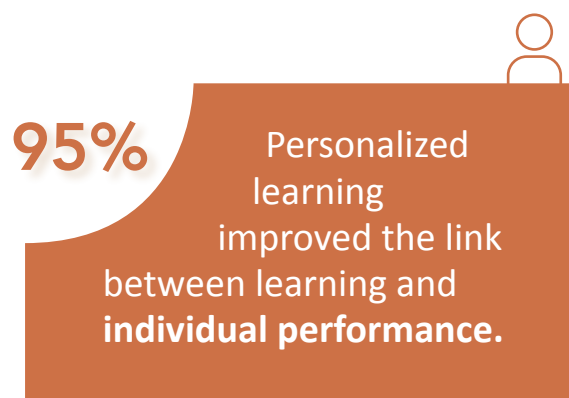
Agree/Strongly Agree

93% Personalized learning supports an employee in reaching professional goals more efficiently.

88% Personalized learning helped improve our organization's strategies, mission or vision.

91% Personalized learning supports employee needs for continuous development.

81% Personalized learning aligns with the 70:20:10 framework.

95% Personalized learning improved the link between learning and **individual performance.**

91% Personalized learning improved the link between learning and **organizational performance.**

Source: 2018 Brandon Hall Group Personalized Learning Survey

KEY #6
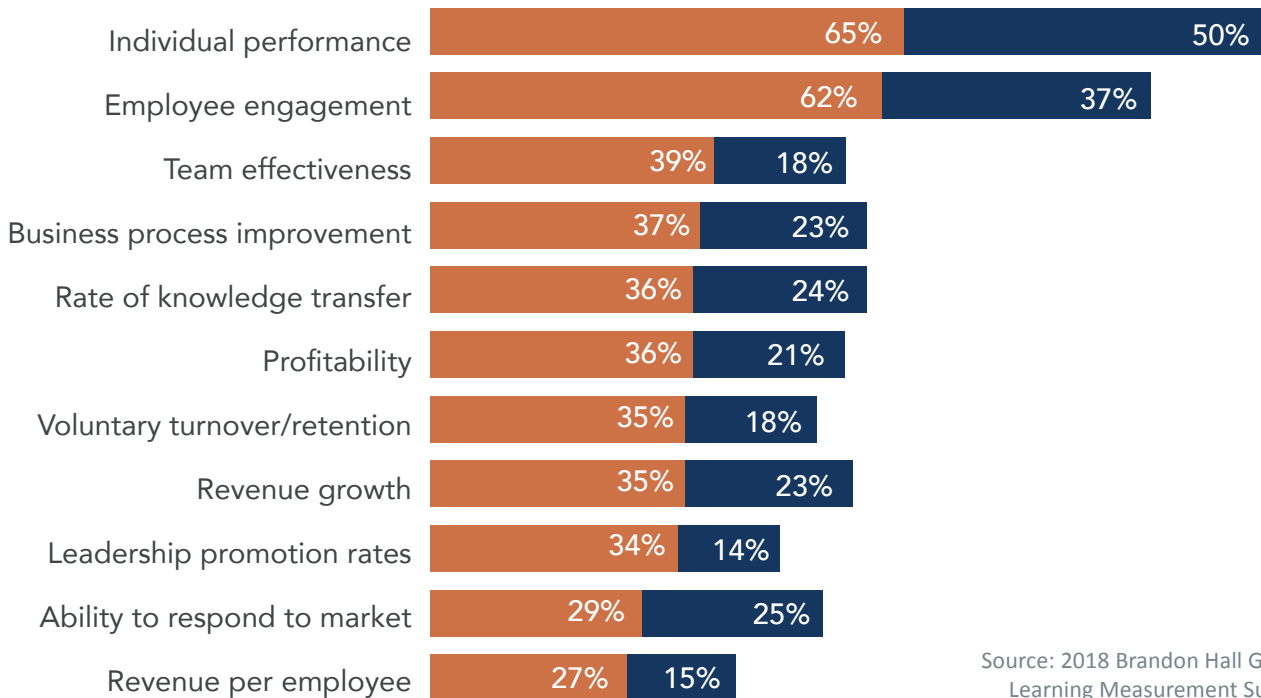## BUSINESS PERFORMANCE

Measure what is important.

- Business data must be part of the equation
- Gain better understanding of the learners' needs
- Make a real tie to ROI for learning
- Become an integral business partner

None of this matters if you do not measure learning properly. It is critical to focus on outcomes that show the impact on the business rather than just learning-focused results like completions and grades. High-performing organizations are far more likely to regularly or consistently use business-focused outcomes to measure learning's effectiveness.

Outcomes as Metrics   ● HiPOs   ● Others

Metric	HiPOs	Others
Individual performance	65%	50%
Employee engagement	62%	37%
Team effectiveness	39%	18%
Business process improvement	37%	23%
Rate of knowledge transfer	36%	24%
Profitability	36%	21%
Voluntary turnover/retention	35%	18%
Revenue growth	35%	23%
Leadership promotion rates	34%	14%
Ability to respond to market	29%	25%
Revenue per employee	27%	15%

Source: 2018 Brandon Hall Group
Learning Measurement Survey

KEY #7
COMMITMENT TO CHANGE

Nothing changes without a drive to do something different.

• Act your way into new thinking

• Culture is everything

• Lead outside the lines

• Assess and adapt

Simply acknowledging this new paradigm is not enough. The organization must fully commit to the change. It is far too easy to do nothing and maintain the status quo. Companies cannot wait for the path forward to appear, but must act. In many cases, this requires a culture shift. Regardless, the architecture itself must be as flexible and adaptable as possible so the approach can be adjusted as necessary.

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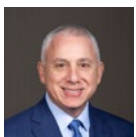
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