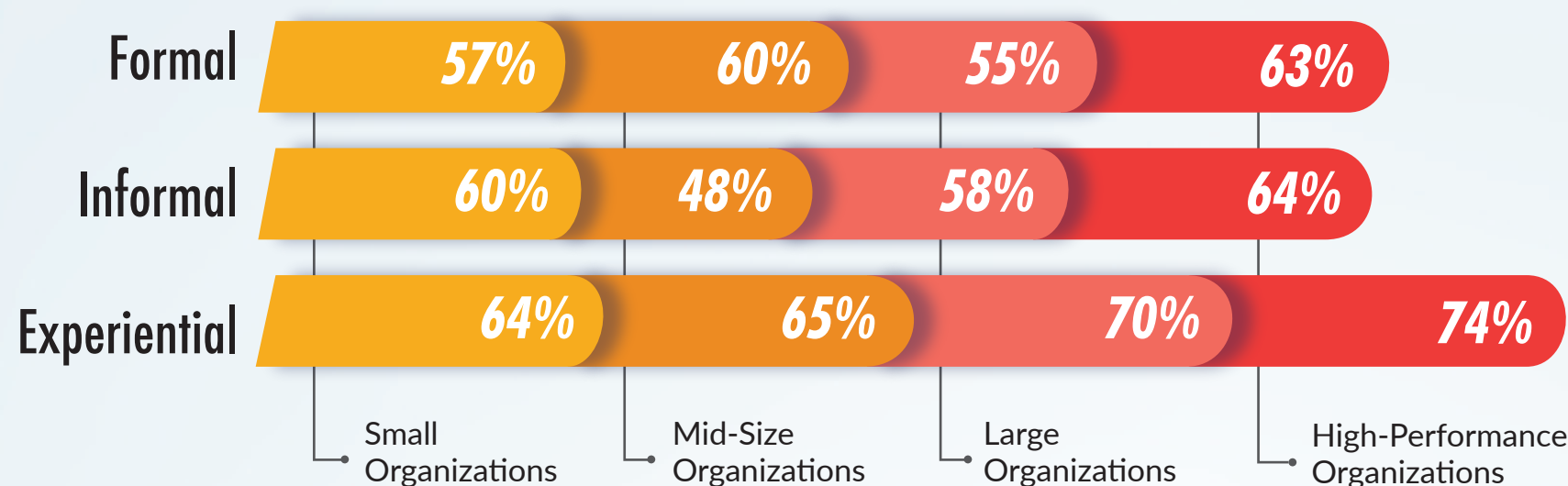


THE DYNAMICS OF FORMAL, INFORMAL & EXPERIENTIAL LEARNING

The 2018 Brandon Hall Group Learning Strategy Survey reveals how small, mid-size, large, and high-performance organizations use formal, informal and experiential learning and the areas in each where the most improvement is needed.

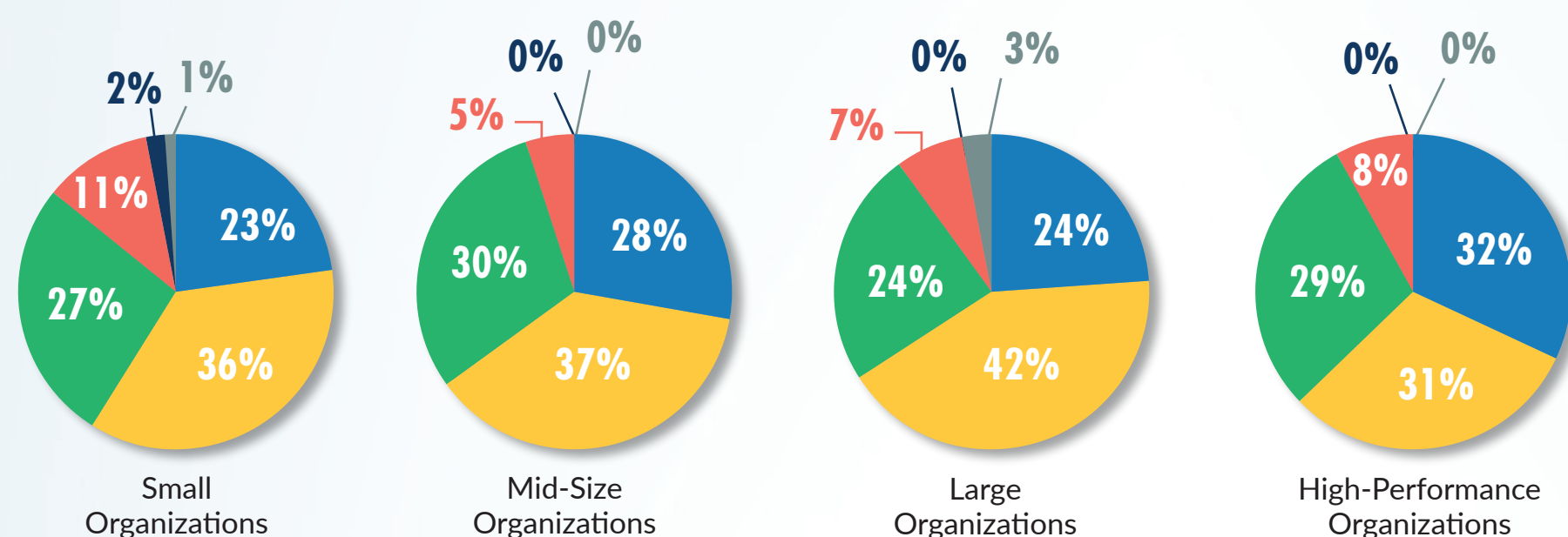
EFFECTIVENESS OF LEARNING TYPES



Percentages indicate organizations that rate their formal, informal, and experiential learning effective or very effective

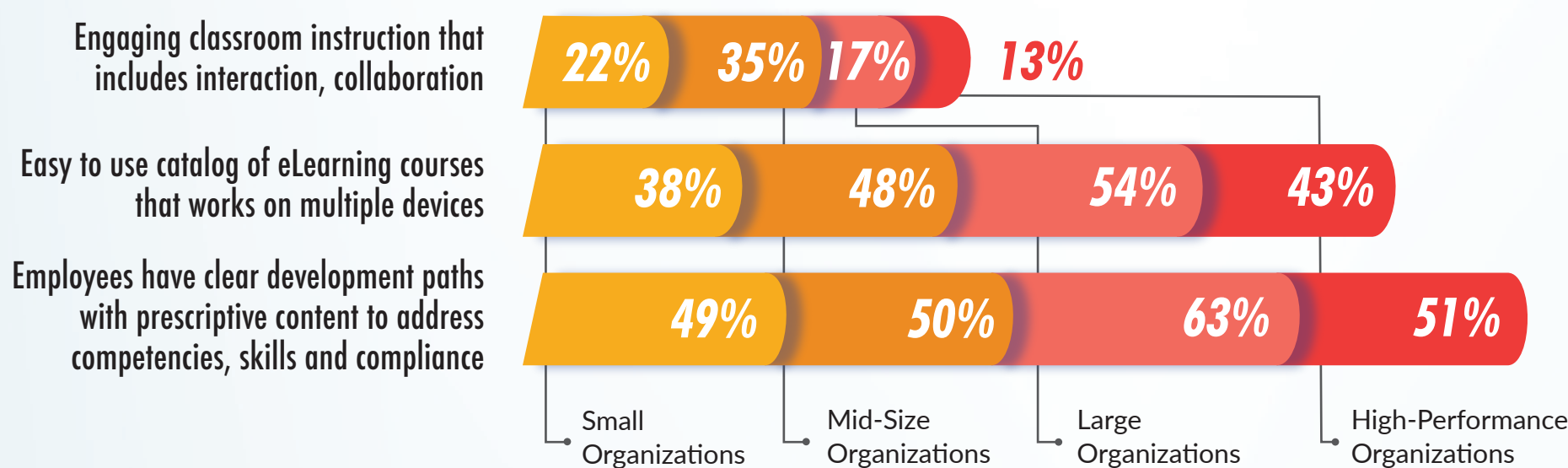
FREQUENCY OF LEARNING INTERACTION NEEDED FOR EMPLOYEES TO BE EFFECTIVE IN THEIR JOBS

● Daily ● Weekly ● Monthly ● Quarterly or bimonthly ● Annually ● Less than Annually



AREAS OF FORMAL LEARNING IN MOST NEED OF IMPROVEMENT*

*Percentages indicate organizations that rated each category 4 or 5 on a 5-point scale, where 5 indicates dramatic improvement needed



AREAS OF INFORMAL LEARNING IN MOST NEED OF IMPROVEMENT*

*Percentages indicate organizations that rated each category 4 or 5 on a 5-point scale, where 5 indicates dramatic improvement needed

	Small Organizations	Mid-Size Organizations	Large Organizations	High-Performance Organizations
Learners can easily comment on or rate content	39%	39%	37%	29%
Learners can share content with one another	39%	54%	47%	30%
Learners can generate and contribute their own content	49%	63%	56%	48%
Learners can discuss content, courses and development paths in the learning environment	37%	51%	57%	39%
Learners can easily find subject matter experts in the organization	35%	43%	50%	36%
Learners can meet virtually to discuss topics without a formal scheduling system	37%	56%	45%	43%
There is a formal coaching/mentoring program	38%	50%	40%	37%

AREAS OF EXPERIENTIAL LEARNING IN MOST NEED OF IMPROVEMENT*

*Percentages indicate organizations that rated each category 4 or 5 on a 5-point scale, where 5 indicates dramatic improvement needed

	Small Organizations	Mid-Size Organizations	Large Organizations	High-Performance Organizations
Employees can take on stretch assignments	27%	36%	26%	28%
Special projects are available on specific development paths	33%	53%	40%	37%
There is a job shadowing program	33%	48%	44%	39%
There are scenarios or simulations available for learners to practice skills in a no-consequence environment	29%	53%	48%	35%
Employees have a forum to discuss learning opportunities that occur in their daily work	43%	53%	53%	41%

Formal: Primarily instructor-led, course-based learning events, as well as published materials and academic institutions

Informal: Learning that takes place typically in an unscheduled, ad hoc form, typically through peer to peer collaboration and social networking

Experiential: On-the-job training, learning by doing, trial and error and observation

Small Organizations: Under 500 employees

Mid-Size Organizations: 500 - 4,999 employees

Large Organizations: 5,000+ employees

High-Performance Organizations: Responding organizations that indicate their Key Performance Indicators increased over the past year.