

Talent Development for the Modern Workforce



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How to Ask Questions



- Submit your *questions* or *comments* about the discussion to our presenters using the **Questions** tab on your control panel.
- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Learning and Development is a Constantly Evolving Field

Changing the purpose and focus of training to keep up with the modern workforce

- The workforce and the people in it are always changing
- That means the purpose and focus of training is also constantly changing





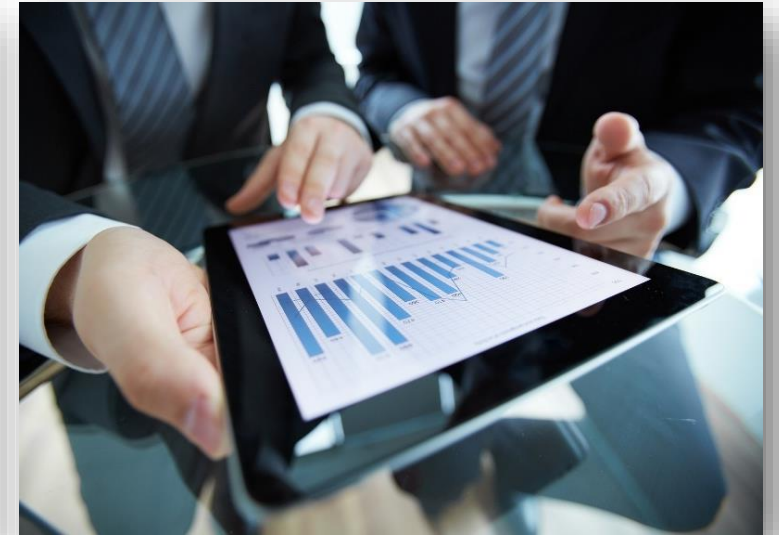
Competitive Advantage



The New Lay of the Land

Changes in the Workforce

Identifying your talent pool



1. A New Set of Leaders

Social changes driving learning and development

- 10,000 a day
- The Pew Research Center says that by 2029, 18 percent of the US population will have reached the age of retirement
- They have been key leaders, setting the vision and culture
- Organizations must find ways to maintain the culture and vision while opening the door to a new future built on a changing reality
- The challenge is to develop a pipeline of leaders - “leadership transition”

2. A New View of Leadership

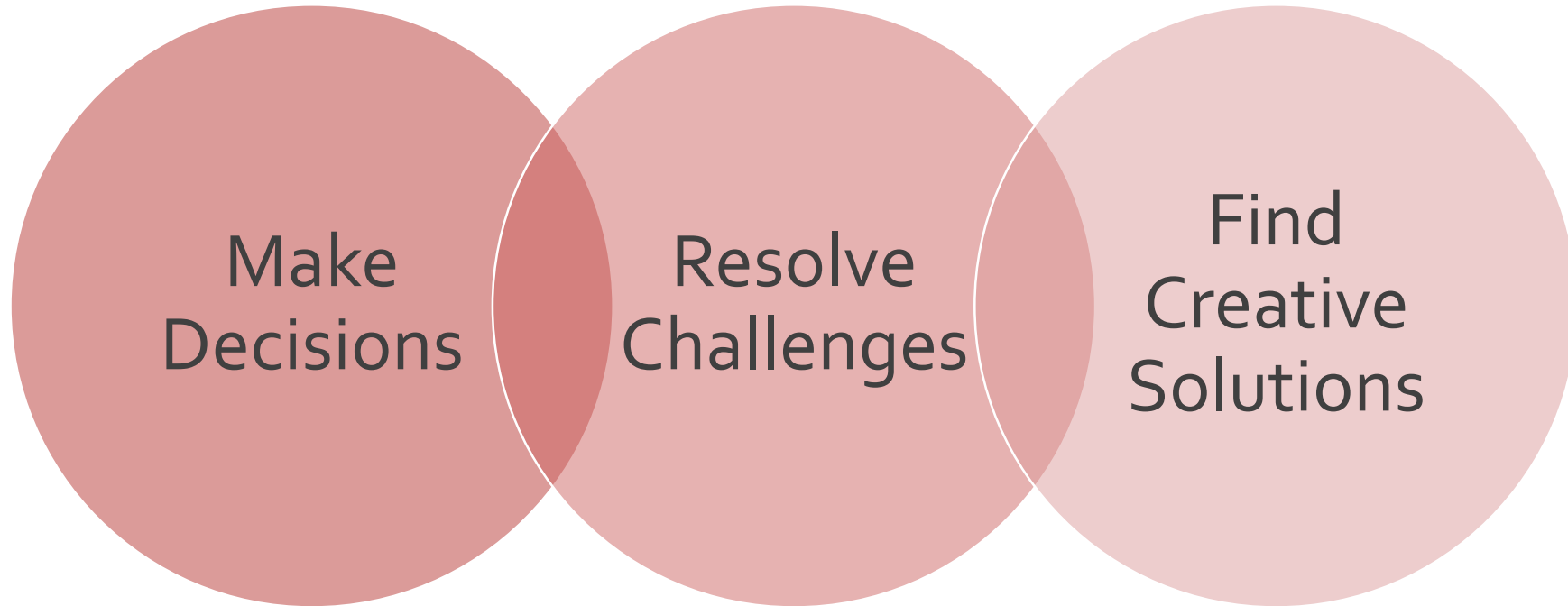
Trusting your employees

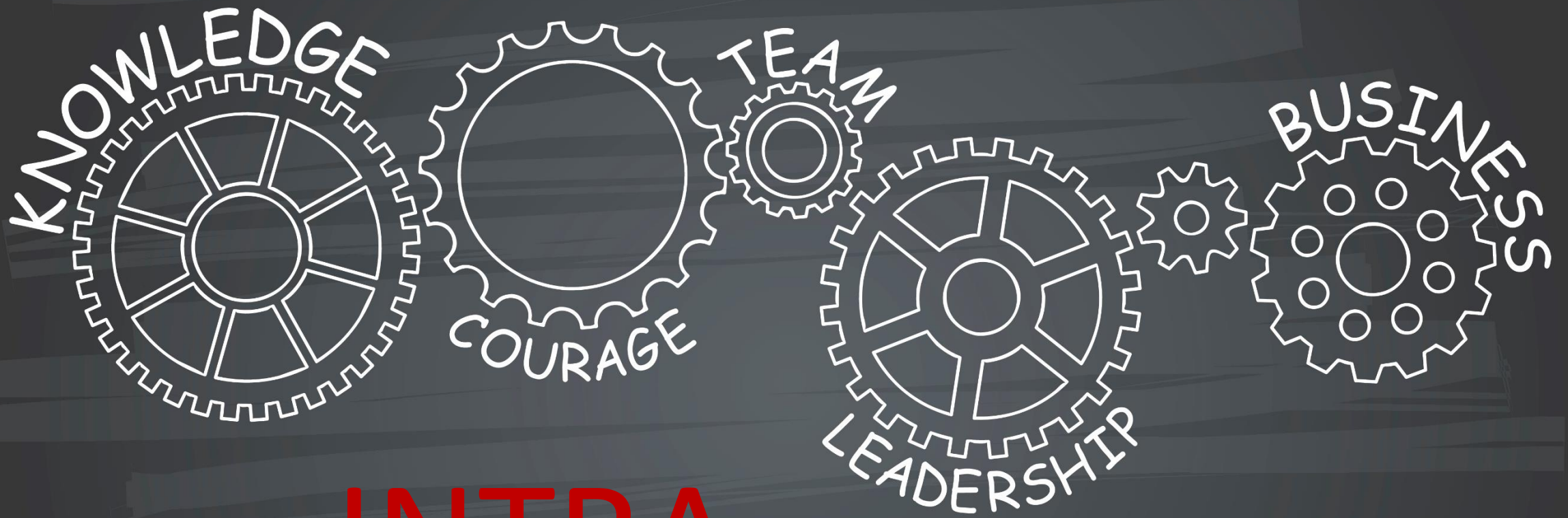
Successful organizations are those that encourage their employees to:

- Think critically
- Make good decisions quickly and confidently
- Work effectively with diverse teams
- Embrace change
- Solve challenges through creativity, innovation and collaboration

What Employees Want

Ownership








INTRA

~~ENTREPRENEUR~~

3. A New Kind of Employee

Developing the workforce

Agile 	Adaptable, flexible enough to shift on the fly and ready to jump from one team or one project to another with enthusiasm and confidence
Empowered 	Self-directed, ready to take the initiative, have the authority to make decisions and respond to challenges, and respected and rewarded for innovative solutions that set our organization apart from the rest of the pack
Engaged 	Care about the outcome; confident in their abilities; and committed to the organization, its customers and the future

Engaging, Empowering Training

Traits of a successful workforce

Types of training that helps develop an agile, empowered and engaged workforce:

- Conceptual and experiential
- Customized to the needs of the learner
- Helps embrace and lead through change
- Supports the shared goals of a multigenerational workforce
- Makes learning accessible, meaningful and relevant



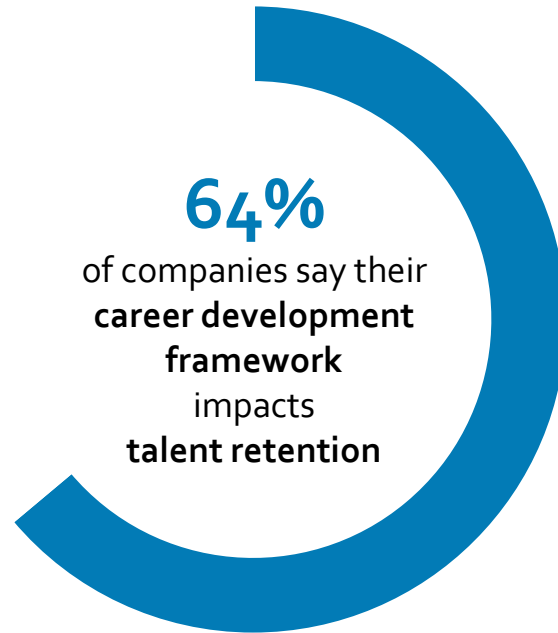
The Modern Employee

Changes in the Workforce



Changing Jobs

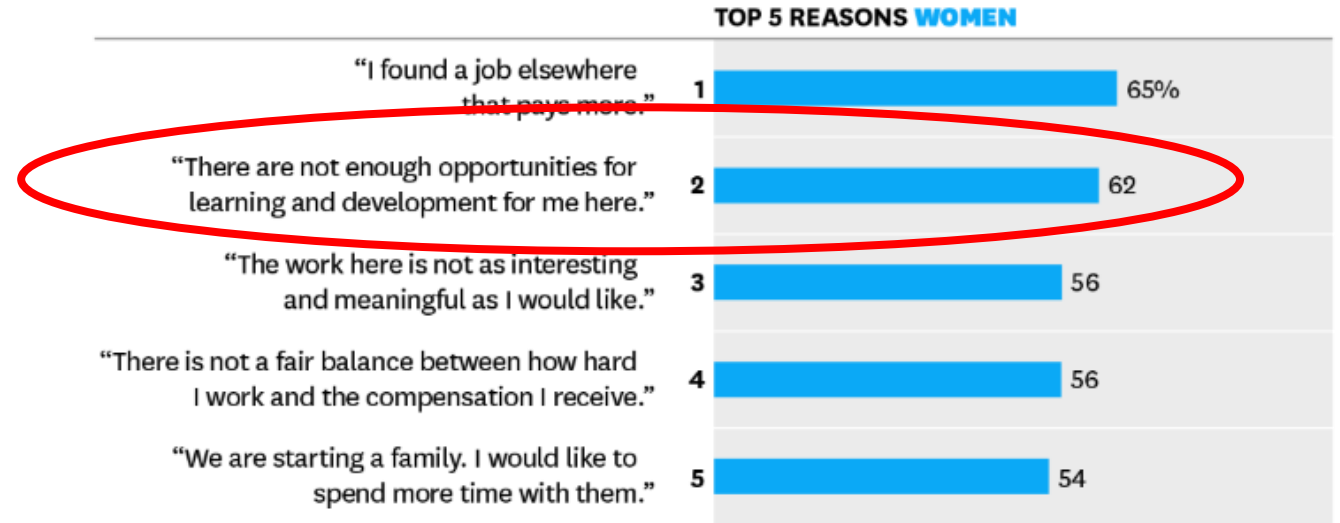
Are Millennials More Likely to Leave



Source: Brandon Hall Group



The Top 5 Reasons People in Their 30s Leave Companies



Source: ICEDR

“...while Baby Boomers started working with an eye on gaining stability, raising a family and settling down, today’s young workers take none of that for granted...they are more concerned than their predecessors with finding happiness and fulfillment in their work lives.”

Jeanne Meister, contributing
writer at *Forbes*

Changing Attitudes

What Does the Modern Employee Want?

- The work culture to align to their personal values
- Opportunities to play a decisive role in work projects and solving challenges
- A continuous growth path to expanding responsibilities and increased compensation
- A chance to show their creativity and talents in all job responsibilities



Most of all Millennials want a job that provides personal fulfillment!

Skills Required in the Future

Preparing for the what's to come

Managers recommend nine key skills:

- Leadership development
- Managing change
- Workplace technology skills
- Critical thinking
- Innovation and creativity
- Oral communication
- Business acumen
- Data analytics
- Global mindset

Highlights to Consider

Adopting the modern “leaders of all levels” mindset

- All generations are interested in personal and professional development. They are seeking to improve their lives and their work.
- Millennials list mentoring and “formal classroom” as top choices for learning delivery
- Learning and development plays a key role in keeping employees engaged and in retaining them

One trait all employees share – Everyone wants to find meaning and value in their work



Customized Learning

Learning in the Workplace

Driving trends for learning and development

What do learning and development programs need to focus on to be relevant and engaging?

Five Trends Driving Today's L&D

- Continuous Learning
- Employee-Driven Learning
- Soft Skills as a Learning Priority
- Personalized Learning
- Learning as part of the total employee experience

Continuous Learning

Trends for 2018 and beyond

Delivering continuous learning:

- **Pull rather than push** - Make learning materials and content accessible
- **Foster a culture where learning is valued** - Value learning as much as work and productivity
- **Use a blended delivery approach** – Make use of many formats, including more technology
- **Encourage social learning** – through interaction with peers, subject experts and in-house mentors

Employee-Driven Learning

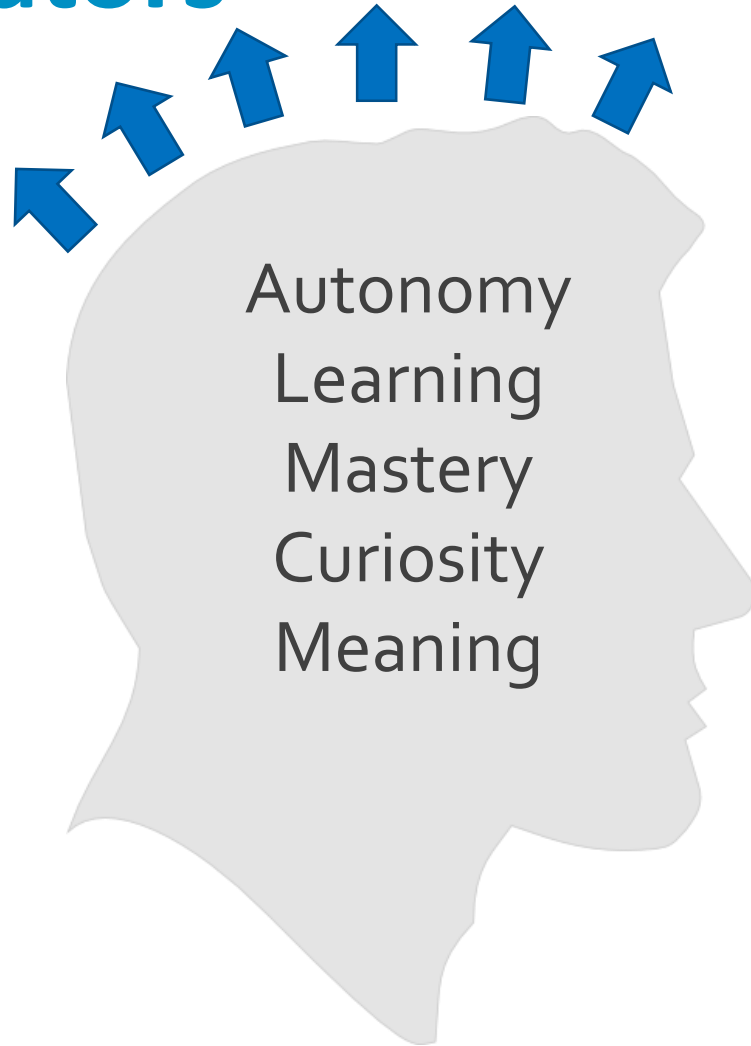
Trends for 2018 and Beyond

Delivering employee-driven learning:

- Employees define their training, creating an environment where they feel engaged, respected and in control
- The learning experience is continuous and the path is more open
- Directly linked to the continuous learning approach

Motivators

Intrinsic



Autonomy
Learning
Mastery
Curiosity
Meaning



Badges
Money
Punishment
Points
Rewards

Extrinsic

A New Learning Priority: Soft Skills

Trends for 2018 and Beyond

Delivering soft skills training:

- Soft skills emphasize critical thinking, communication and interpersonal skills
- Soft skills are the most in-demand types of training, but they are the most difficult to learn independently

Key Skill Sets for 2018

- Complex Problem Solving
- Critical Thinking
- Creativity
- People Management
- Coordinating with Others
- Emotional Intelligence
- Judgement and Decision Making
- Service Orientation
- Negotiation
- Cognitive Flexibility

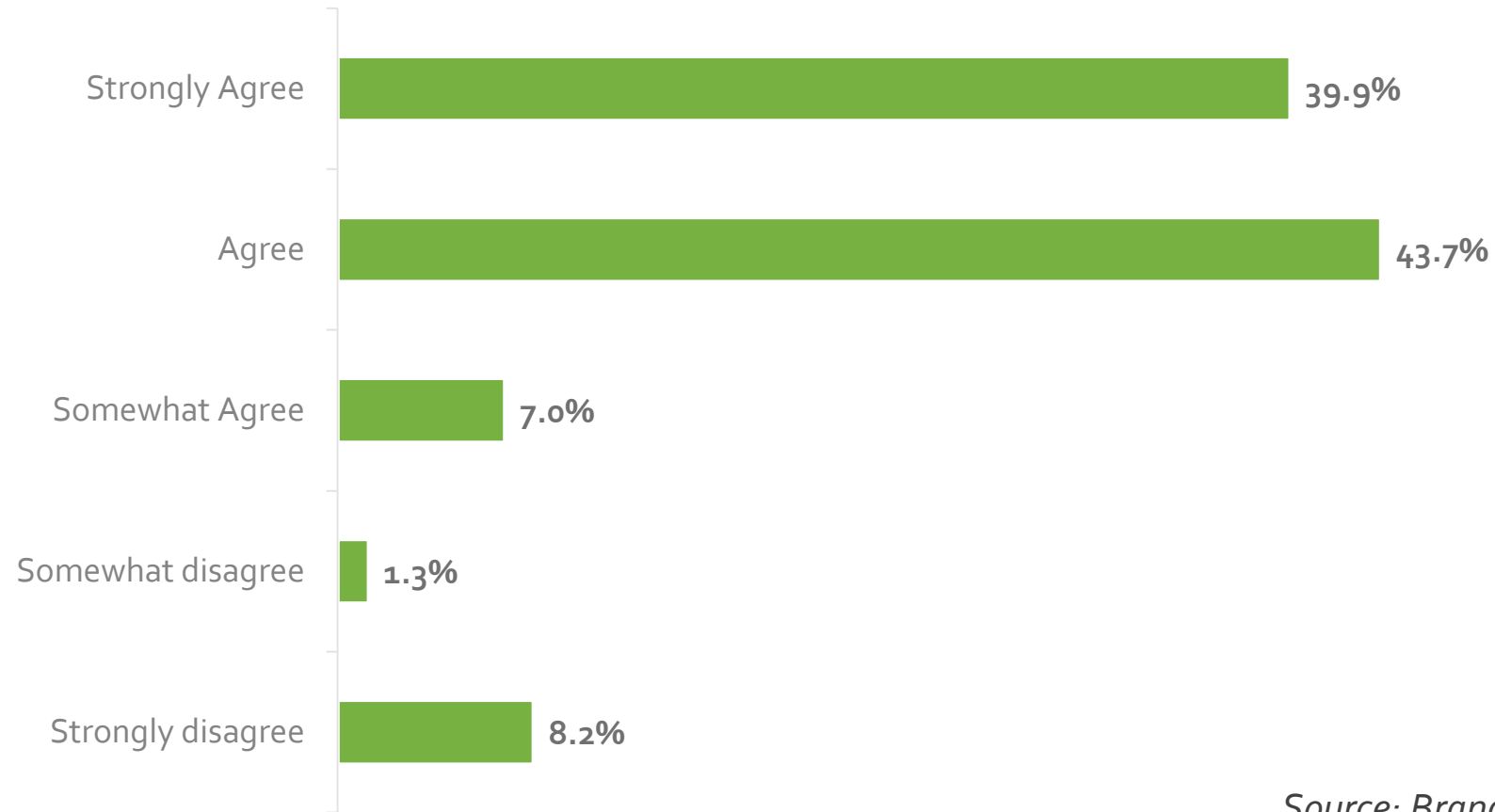
Personalized Learning

Trends for 2018 and Beyond

Delivering personalized learning:

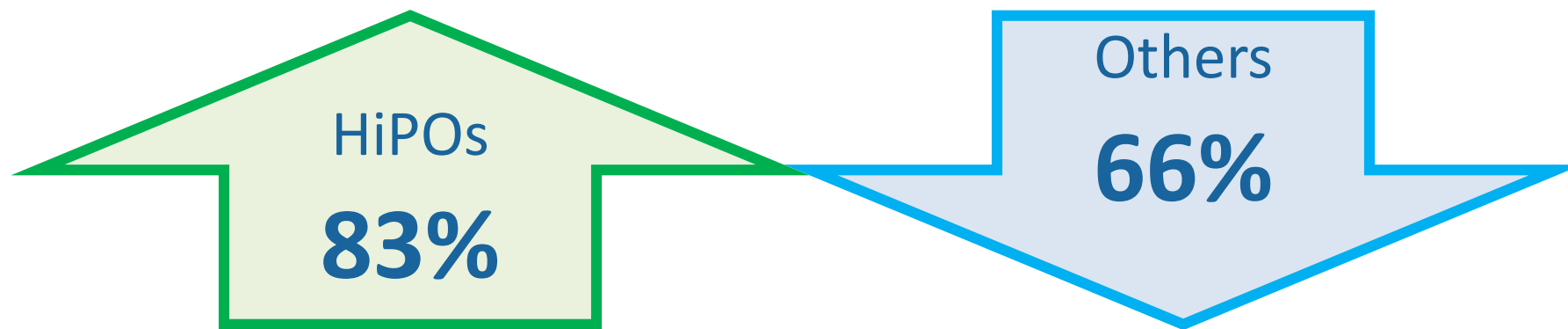
- Individualized learning fills in the skills gaps
- Gets employees excited and keeps them engaged
- Uses standard training as a foundation but considers experience, responsibilities, and length of tenure

Do you agree that personalized learning supports employee needs in continuously developing knowledge, skills, and abilities?



Source: Brandon Hall Group

We are able to deliver learning experiences tailored to the learners' needs and the subject at hand



Important or Critical to the business

Learning as Part of the Total Employee Experience

Trends for 2018 and Beyond

1. Many companies have not made employee experience a priority for HR leaders
2. Most companies have not assigned responsibility to a senior executive or team to design and deliver the employee experience
3. HR often finds it difficult to obtain the resources needed to address an integrated set of priorities
4. Companies need to update their tools to engage employees on an ongoing basis
5. Many companies have not pulled together performance management, goal setting, diversity, inclusion, wellness, workplace design and leadership into an integrated format

A group of people in an office setting, with a red banner overlaid on the image. The banner contains the text "Learning and Development Patterns".

Learning and Development Patterns

SkillPath's L&D Data

Most requested courses in 2017

Most requested "off-the-shelf" topics:

- Leadership Development
- Project Management
- Customer Service Skills
- Emotional Intelligence
- Communicating with Diplomacy, Tact and Professionalism

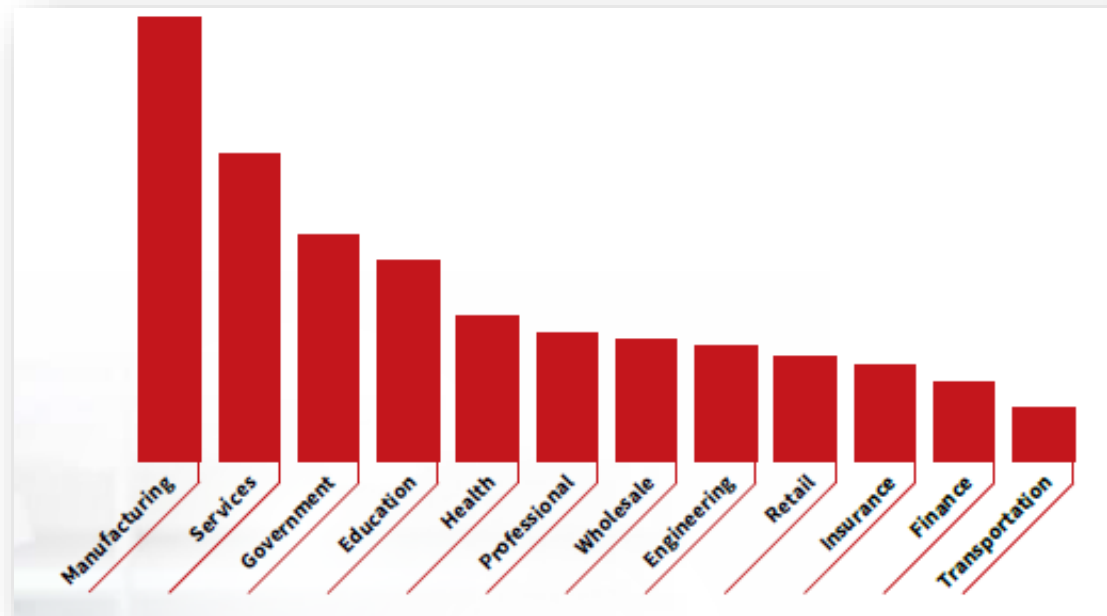
Top five customized topic areas:

- Performance Management
- Embracing Change
- Generational Management
- Manager as a Leader
- The Essentials of Excellent Customer Service

Industries Investing in L&D

Meeting learning and development needs

The top 12 industries partnering with SkillPath:



The Future of Talent Development

New leadership from learning and development

- Leadership development
- Learning what empowers employees
- Soft skills
- Ability to deal with change
- Focus on creativity and innovation
- Personalized learning, varied delivery methods and blended learning platforms

A group of people in an office setting, with a red banner overlaid on the image. The banner contains the word "Questions?".

Questions?