

What's on the Other Side?

L&D and the Impact of the Covid-19 Pandemic



David Wentworth

*Principal Learning Analyst
Brandon Hall Group*



Samantha Lang

*Content Director
SAP Litmos*

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The advertisement features a dark background with white and yellow text. It includes a grid of eight icons representing key features: a play button for courses, a bar chart for automation, a document with a plus sign for connectors, a shield for security, a gear for innovation, a globe for scalability, a hand holding a lightbulb for support, and a clock for deployment speed. On the right, there are images of a smartphone, a tablet, and a desktop monitor displaying the SAP Litmos user interface, which includes a dashboard with various charts and data points.



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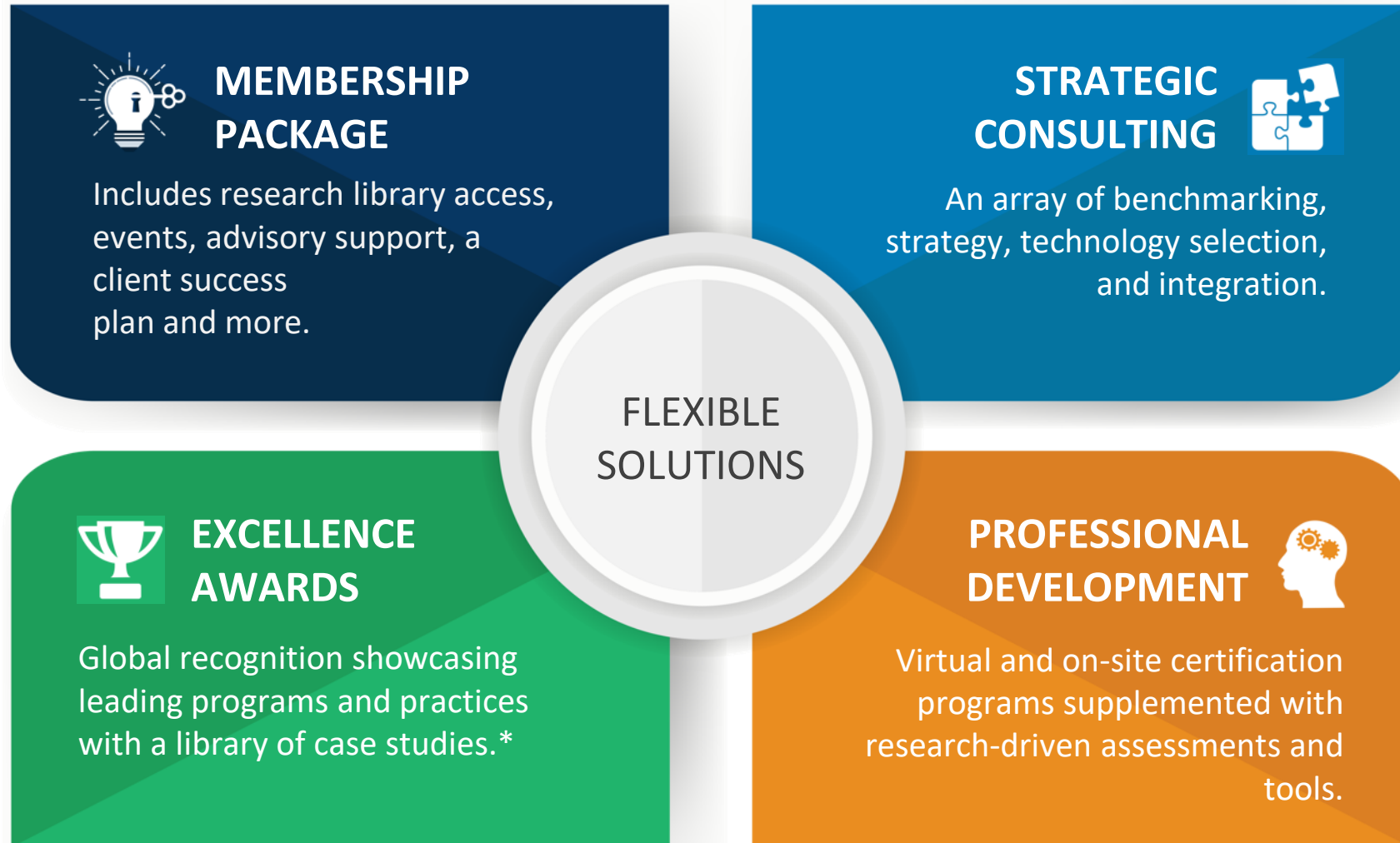
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**Case study library only available to active Brandon Hall Group members and is based on subscription(s).*



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If you would like to join a panel of survey
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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 will also be sent out after the webinar.



Poll Questions

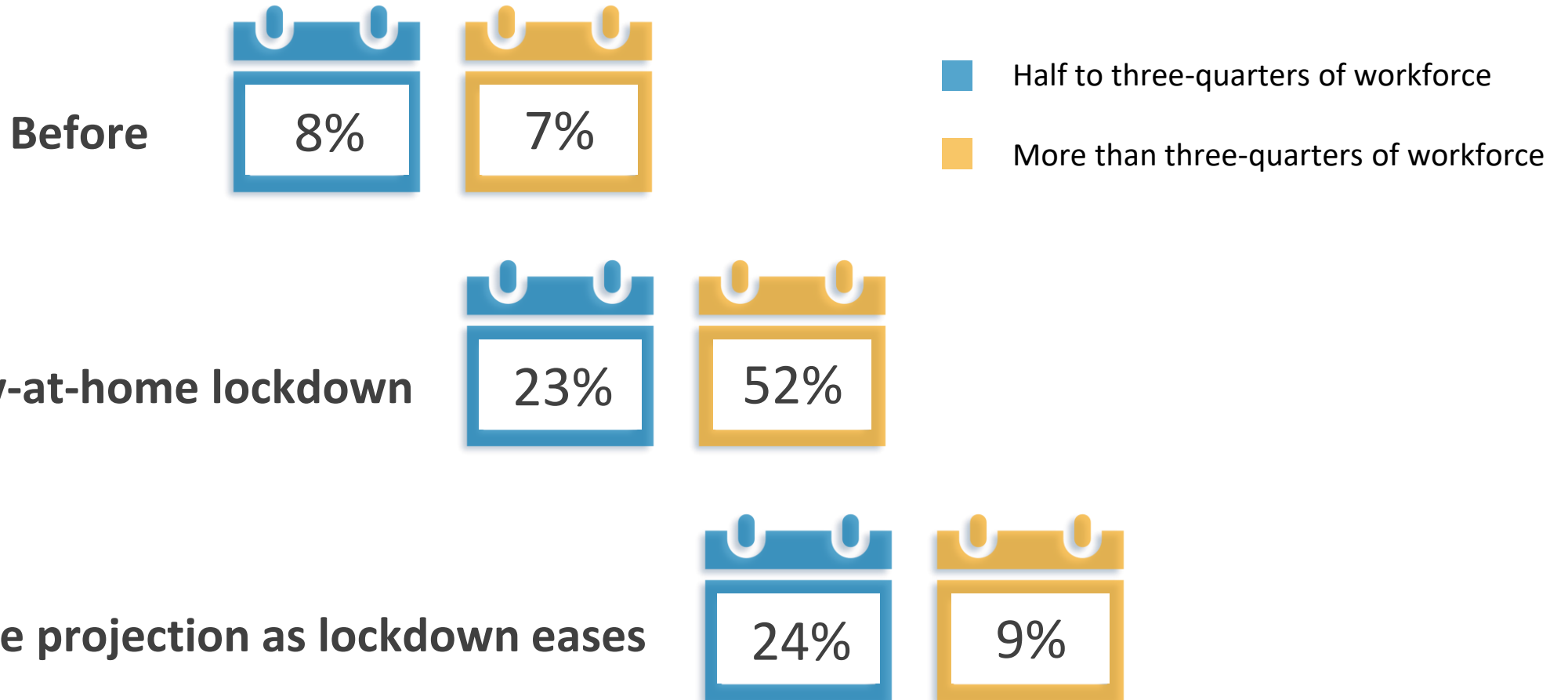
Where are you working today?

- In the office
- At home, as I have been prior to coronavirus
- At home, as directed by my organization
- At home, as directed by state/local government





Remote Work





Most Important Business Transitions (from lockdown to new phase)

Rating of 4 or 5 on 5-point scale



76%

Managing change

74%

Determining who returns to on-site work

75%

Monitoring employee health after return to on-site work

66%

Determining policies on COVID-19 testing of employees

68%

Generating sales and revenue

65%

Determining policies for live employee gatherings such as development programs, town halls, conferences

64%

Determining policies for business travel

64%

IT adjustments to remote work and other business conditions

62%

Creating policies related to employees who are afraid to return to on-site work

60%

Training employees on remote work technology and other topics related to business continuation during COVID-19

56%

Determining upskilling/reskilling priorities related to changing business conditions

53%

Increase employee productivity

52%

Determining who to bring back from furloughs and layoffs and who will be terminated

43%

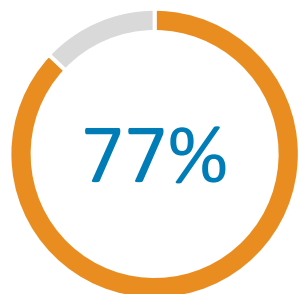
Determining whether employees will come back to same jobs/roles or whether their jobs will change due to business conditions

43%

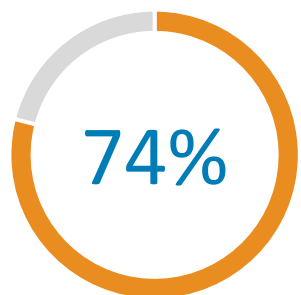
Offering outplacement services for furloughed/laid-off workers



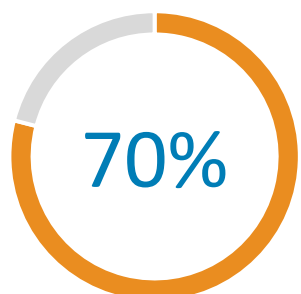
Most Important People Functions During Transition (from lockdown to new phase); Rating of 4 or 5 on 5-point scale



Assess and foster well-being



Foster an inclusive workplace



Assess and drive employee engagement

69%

Workforce planning

68%

Recognize and reward employee performance during the crisis

66%

Managers providing timely feedback, coaching and mentoring to employees

64%

Determine learning/training priorities

63%

Succession planning

61%

Deliver adequate training sessions and hours

60%

Create learning content in a timely fashion

57%

Adjustments to wellness benefits, including expanded EAP services

53%

Determine employees' capacity to learn new skills during ongoing change

48%

Adjust compensation, incentive programs and bonus pay for "essential workers"

46%

Onboard new talent

44%

Re-evaluate employees' potential based on performance during pandemic

41%

Interview and screen new talent

41%

Source new talent

37%

Conduct performance evaluations that may have been delayed during pandemic



Tauranga City

“COVID-19 brought about **a new set of challenges in delivering training to a large number of people** who were working from home. Given the general movement towards flexi-working, an alternative to traditional classroom-based training needed to be implemented.”

[View full case study](#)



Launched

In just two weeks.



900+

active users.



Encourages

a greater culture of learning company-wide



Escalation

and team hierarchy features a must for home-based workforce.



Poll Questions

Prior the pandemic, how much of your organization's learning was ILT?

- None
- Some
- Half
- Most
- All



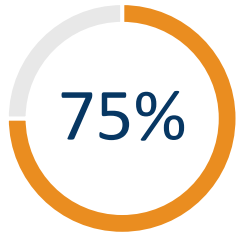


Most organizations
use ILT to some
degree to deliver
learning

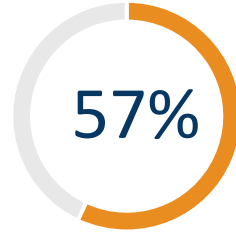




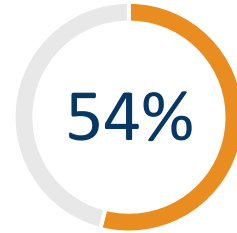
Technology Readiness for Increased Remote Work (4 or 5 on 5-point scale)



Payroll



Workforce Management
(T&A, scheduling,
employee self-service/helpdesk)



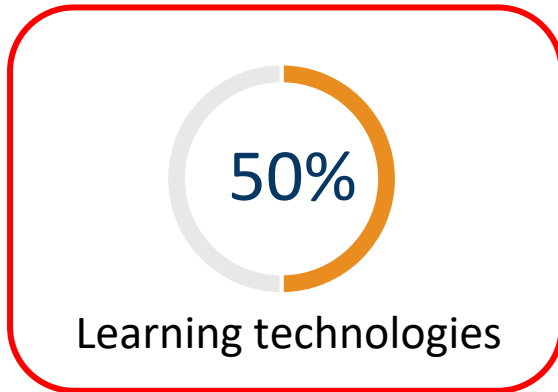
Employee self-service/
help desk



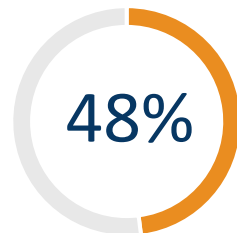
Hiring
(Recruitment marketing, sourcing,
screening, candidate management,
video interviewing)



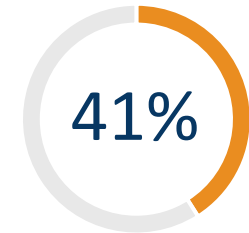
Wellness/well-being



Learning technologies



Onboarding



Talent Management
(Performance management,
recognition/engagement, career
development, succession planning)

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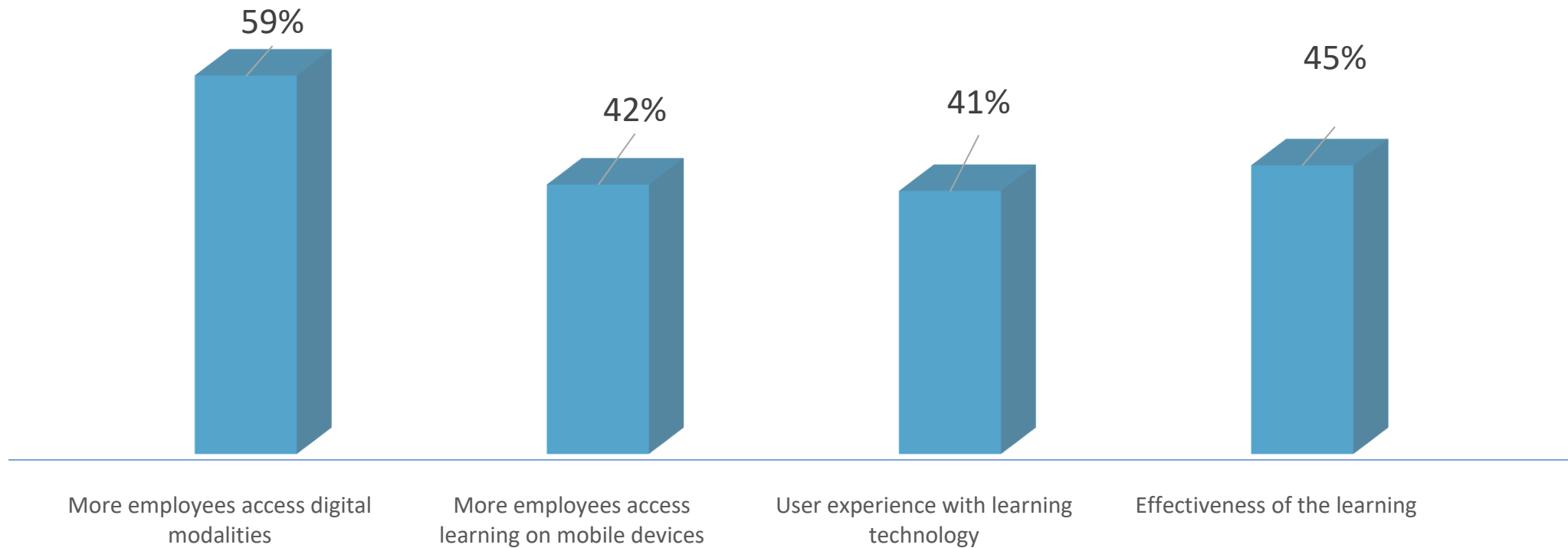
"Our LMS has been hugely successful over the last few weeks. We're **just in week 4** of offering free, online training to HBI and PACT-curriculum students and instructors across the country and we're quickly inching towards **3,500 users with nearly 22,000 courses completed.**"

- HBI Training Team



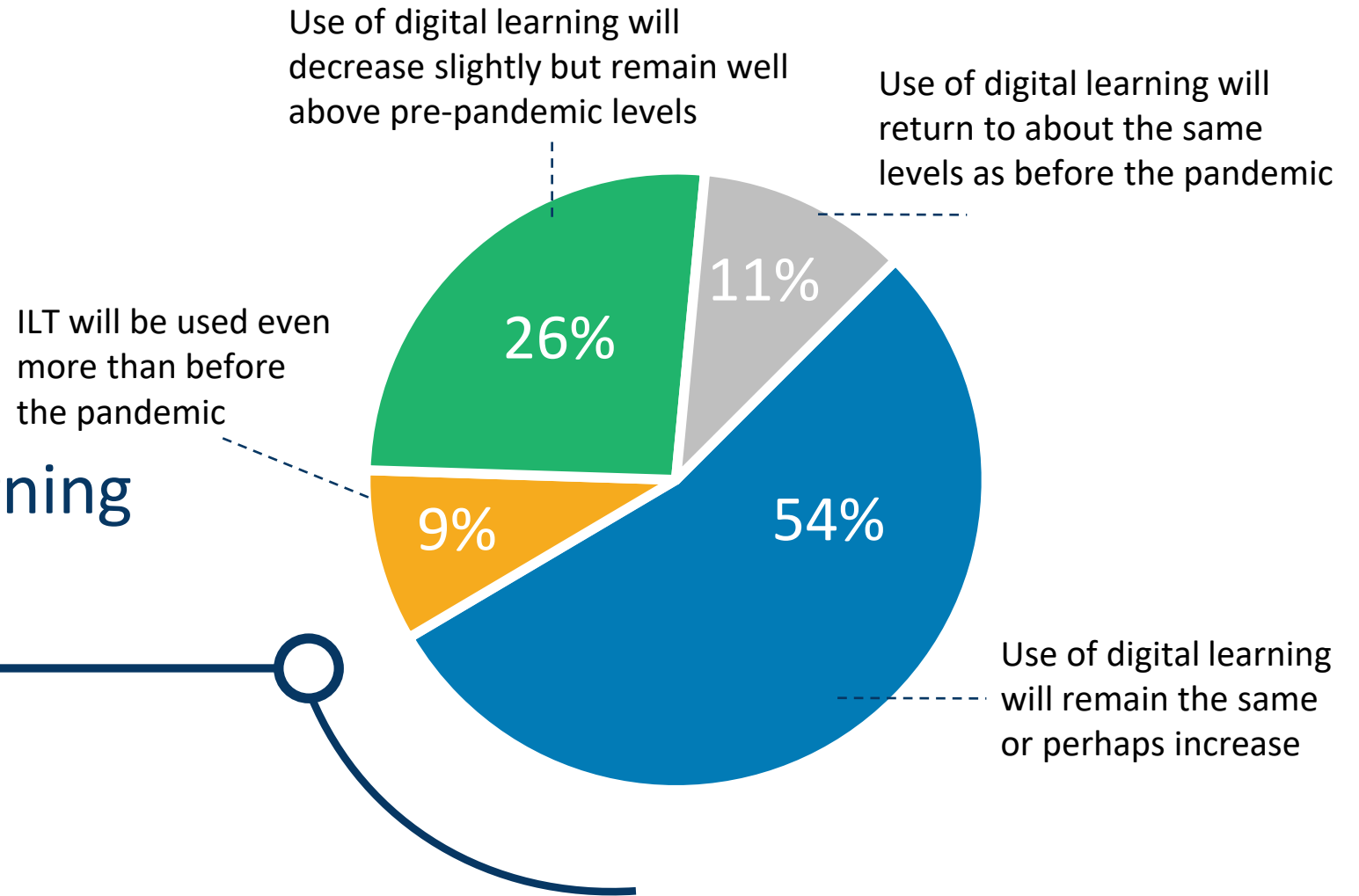
Effectiveness of Digital Learning

Rating of 4 or 5 on 5-point scale





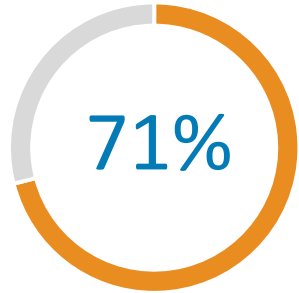
Role of Digital Learning As Pandemic Eases



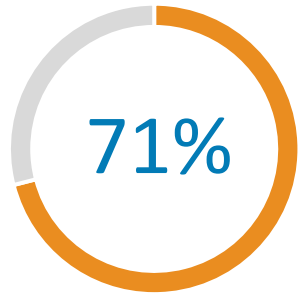


Importance of Learning As Pandemic Eases

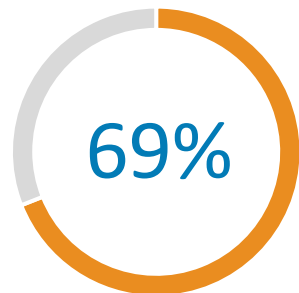
Rating of 4 or 5 on 5-point scale



Training in skills needed now



Development of existing leaders



Emotional intelligence





'Go-To' Tools for Converting Live-ILT Learning

Now vs. April 1



71%/38%
Video learning



47%/81%
Conference calls



34%/67%
VILT



71%/37%
eLearning modules



44%/29%
Social/collaboration tools



33%/19%
Podcasts



63%/86%
Webinars



42%/22%
Microlearning



17%/3%
Online games/simulations



Short-Term Strategies for Driving Performance in COVID-19 Era



Focus on Employee Well-Being

The transition to the “new normal” will remain stressful for many employees and there could be multiple transitions as organizations recover from the loss of business and other consequences of the pandemic.



Prepare Instructors, Learners for Sustained Remote Learning

For years, organizations over-relied on instructor-led training (ILT). Then came COVID-19 and digital learning surged. People adapted well and 65% of organizations say their employees are ready to continue with heavy digital learning. However, that does not mean instructors’ live-training skills are easily transferable without additional preparation. And some learners, especially digital immigrants who relied on ILT for decades, may need more orientation. In the rush to create learning assets, take the time to offer some “pre-learning” to lay a strong foundation for increased and sustained digital learning.



Focus Training on Critical Skills/Competencies Needed Now

It’s important to remember that employees have been under unprecedented stress and their health and financial concerns will not instantly disappear. Their capacity to learn new skills on top of managing their job and personal lives will be limited. Certainly, some training is necessary, but in the short term we recommend limiting it to the essential skills required to meet immediate responsibilities. (This, of course, does not include mandatory compliance training.)



Longer-Term Strategies for Driving Performance in COVID-19 Era



Build a Growth Mindset

In a growth mindset, people believe their most basic abilities can be developed through dedication and hard work. Talent is just a foundation. This creates a focus on learning and resilience that drive ongoing improvement in even the most difficult conversations. In the short term, you may have limited time and money for strategic competency development such as this, but it will also provide more impact than individual skill development because it is relevant to the entire workforce and helps build a strong workplace culture.



Build a Team Mindset

Like growth mindset, team mindset is a competency that helps build a strong workplace culture. The idea is to leverage the myriad skills, competencies and abilities in cross-functional teams to drive business performance. The mindset is: “We can do it better together and we *will* do it better together.”



Invest in Team-Development and Team-Leadership Training

More than 70% of organizations perform more than half of their work through teams; 52% said team-driven work will increase moderately or greatly in the next two years, according to our research. However, 79% of employers said they are not investing enough time or money in team development. With businesses under so much stress and disruption, increasing the competency of teams to drive business results is a wise and safe investment to leverage complementary talent. Team leadership training, which is also lacking, should be prioritized. Any team member can take a leadership role at any time depending on the project and their skills and competencies.



Longer-Term Strategies for Driving Performance in COVID-19 Era



Build Learning Agility

Learning agility is the ability and willingness to learn from experience and then apply that learning to perform successfully in new situations or conditions. People who are learning agile:

- Seek out experiences to learn from.
- Enjoy complex problems and challenges associated with new experiences.

Learning-agile individuals excel at absorbing information from their experiences and then extrapolating from those to navigate unfamiliar situations. They are often described as flexible, resourceful, adaptable and thoughtful. In short, they are an ideal fit for mission-critical roles. Having agile learners is critical for organizations to build capacity for change and evolution as business needs evolve. It is also essential for increasing internal mobility in critical roles.



Build Digital Skills

The use of digital and virtual tools increased almost overnight because of the pandemic. There is no going back. Digital natives either have the digital workplace skills they need or are adept at learning. Digital immigrants, typically more veteran workers, need to have these skills to optimize performance as digital transformation progresses. To have a performance-driven culture, workers of all generations and backgrounds need at least basic competency in digital skills, ranging from managing data, to moving between multiple devices, to internet research, to basic data security and digital troubleshooting.



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Questions?

Thank you

for joining us today!



David Wentworth

*Principal Learning Analyst
Brandon Hall Group*



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*Content Director
SAP Litmos*

If you have any additional questions, please email us at success@brandonhall.com



Demographics:

Transitioning to New Realities of COVID-19 Experience

May 26-July 8, 2020

296 Organizations



31%

Small (100-999 employees)



30%

Medium (1000-4,999 employees)



39%

Large (5,000+ employees)



Corporate Headquarters of Respondents:

75% North America

12% EMEA

10% APAC

3% South/Central America, Caribbean



Geographic Distribution:

40% Organizations located in one country with multiple locations

22% Organizations with multiple locations across the globe

16% Organizations located in one country in one location

22% Organizations located in one country with some global distribution

Responses are from 33 industries. Top 5 are Manufacturing, Technology & Software, Banking/Finance, Government, Healthcare