Brandon Hall Group

Reskilling and Upskilling to Stop the Great Resignation

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Working together.

- **Learning & Development**
- **Talent Management**
- **Diversity, Equity and Inclusion**
- **Leadership Development**
- **Talent Acquisition**
- **Human Resources**

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Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

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A program specifically designed as a single source of truth that can validate your technology selection decisions.

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Two annual programs that recognize the best organizations that have successfully deployed programs that have achieved measurable results.

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Organizational Excellence Certification is the next step beyond the Excellence Awards, looking at the department as a whole.

Certification Programs

Self-paced certification programs. Virtual group sessions for companies. In-person conference and summits.

Networking & Development

Join our events – HCM Excellence Conference and DEI Summit – to network.

Participate

Open
Surveys.

Visit www.brandonhall.com and click on *Open Surveys* to access the complete list of available surveys.

If you would like to join a panel of survey takers, please email us at success@brandonhall.com.

The True Value of Hiring Essential Workers More Effectively

Take the survey

Reimagining Talent Management for Hybrid Work

Take the survey

Automating the Talent Acquisition Process Through AI, RPA and ML

Take the survey

Creating an Employee-Centric Culture

Take the survey

Engage with us.

Ask Questions

Ask us questions and start a discussion with us! Use the question box on your control panel to chat with our presenters.

Handout(s) and the Recording

A copy of today's presentation is available in the handouts section of your control panel. **We will share a link to the recording via email after we conclude.**

Polls

We may launch polls throughout today's presentation to better understand you and our audience. **We would love your participation!**

▼ Handouts: 1

Slide Handout.pdf

▼ Questions

Thank you for joining today's webinar.

Access to the recording will be sent to all attendees within 24 hours. If you have technical difficulties please contact Citrix at 800.263.6317

Type question here.

Send

Sample
Webinar ID# 161-795-899

● This session is being recorded.

GoToWebinar

Agenda

84%

More than eight in 10 organizations plan to work in a hybrid model **and almost two-thirds** say at least 60% of the workforce supports hybrid work going forward.

Despite the widespread support for hybrid work, employee turnover is expected to increase in 69% of organizations in the next year.
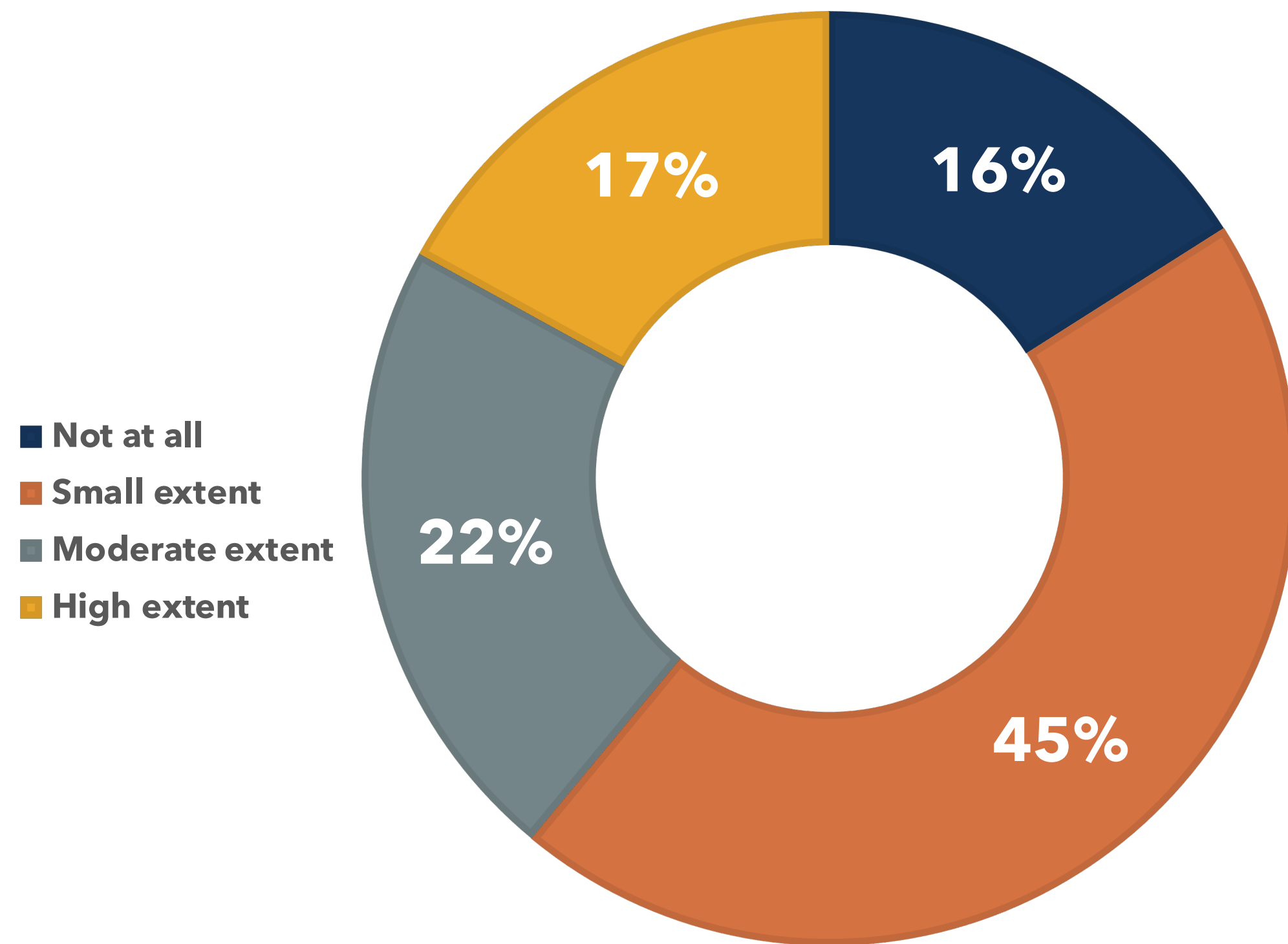
Expected change in **employee turnover.**

Next 6-12 months.

29% Increase slightly

30% Increase moderately

10% Increase greatly

30% No meaningful change

1% Decrease

Extent turnover will correlate to organization's work model.

Legend:
- **Not at all** — 16%
- **Small extent** — 45%
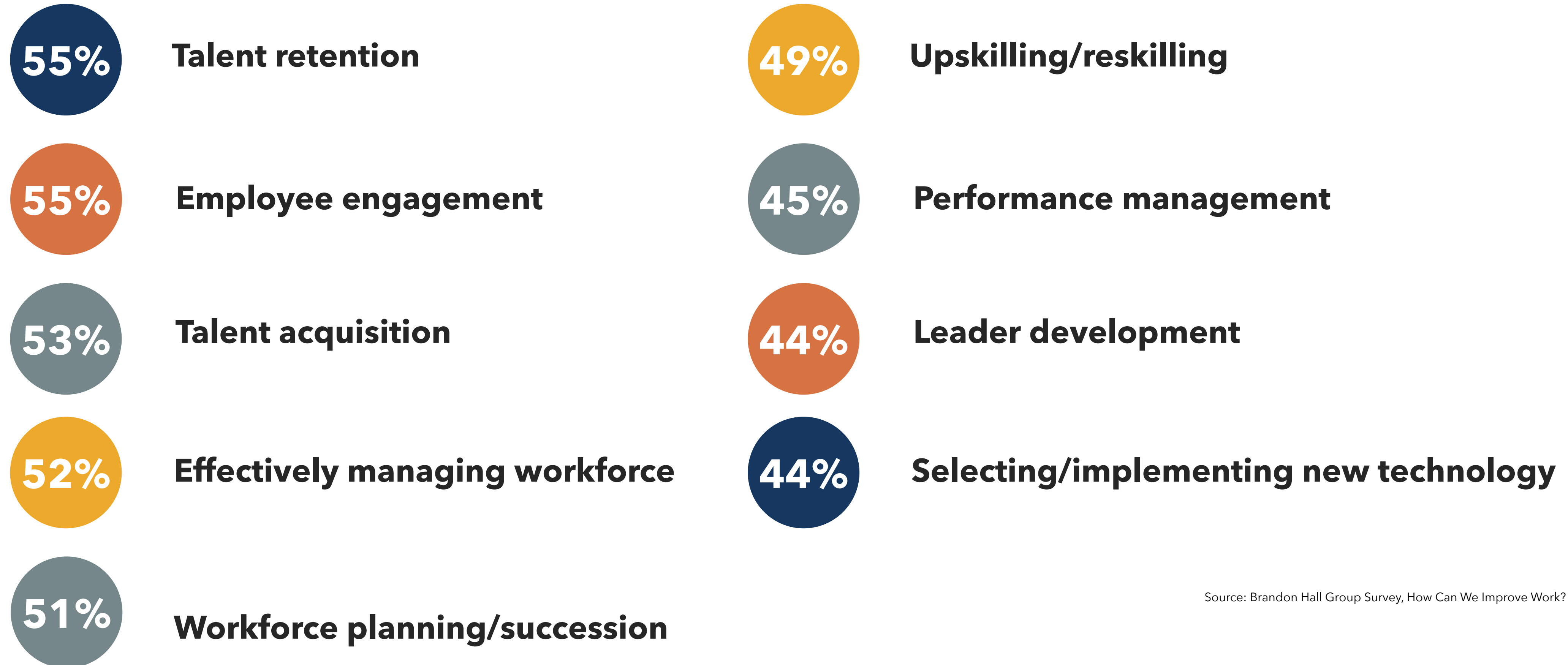- **Moderate extent** — 22%
- **High extent** — 17%

➜ About four in 10 organizations believe there is a moderate or high correlation between the work model they use and the increased turnover they expect.

➜ Work flexibility is a significant issue — but there are many more, including organizational culture and leadership — that organizations must figure out.

➜ Hiring new talent, retaining current talent and employee engagement all rate as higher concerns than managing the hybrid workforce.

➜ As we said at the beginning of the pandemic, COVID-19 did not cause workforce problems, it merely magnified them.

➜ All the challenges organizations face now — talent management, engagement, leader development, upskilling and reskilling, team development, career development and more — have been around for decades. They came to a sharper point because of the health crisis and the impact it had on the workforce and society.

➜ Now is the time for progress.

Serious/extreme challenge over the next 6 months.

4 or 5 on a 5-point scale.

55% Talent retention

55% Employee engagement

53% Talent acquisition

52% Effectively managing workforce

51% Workforce planning/succession

49% Upskilling/reskilling

45% Performance management

44% Leader development

44% Selecting/implementing new technology

Source: Brandon Hall Group Survey, How Can We Improve Work?

Why Skills?

L&D can **assign value** to skills and **communicate better** with HR to determine the value of internal human capital.

Employees and Employers can have a conversation about the **skills required for a job and understand where the gaps are** and where the developmental opportunities exist.

L&D can **close those gaps** with content that teaching those skills.

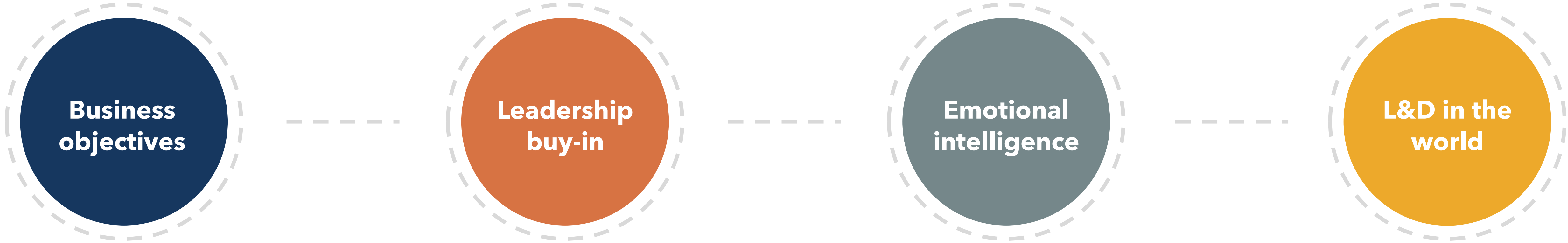HR can **recruit for those skills** and reward for skills earned.

Employees can know where they stand in terms of **being viewed as high potential** based on the skills they possess.

Critical skills.

- Emotional intelligence
- Critical thinking
- Innovation
- Analytics
- Collaboration
- Continuous learning
- Adaptability
- Coaching mindset
- Learning agility
- Valuing diversity
- Team building
- Data driven
- Cultural agility

- Design thinking
- Project management
- Resilience (mental and emotional)
- Digital agility
- Valuing inclusion
- Active listening
- Creativity
- Cognitive thinking
- Flexibility
- Systems thinking
- Digital communication
- Virtual collaboration

- Curiosity
- Organizational awareness
- Technically proficient
- Social awareness
- Conceptual thinking
- Process oriented
- SWOT evaluation
- Online/social media safety skills
- 'Netiquette'
- VUCA evaluation

Connect skills to business objectives & real life.

Business objectives

Leadership buy-in

Emotional intelligence

L&D in the world

Business Skills

Leadership / Management
Accounting
Telephone Skills
Time Management
Sales
Communication

Safety

Workplace Safety
OSHA
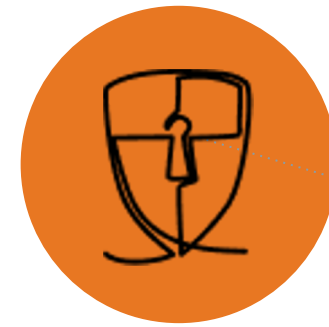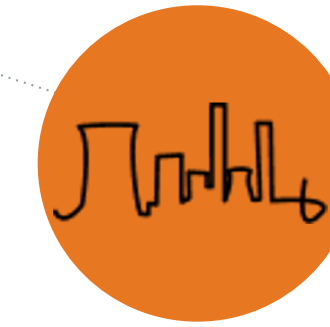Fire Safety
Forklift Safety
Defensive Driving

Compliance

Ethics
GDPR
Privacy
Cybersecurity
Code of Conduct
Bribery & Corruption
Harassment Prevention

Diversity, Equity & Inclusion

Unconscious Bias
Inclusive Leadership
Mental Health Awareness
Building Diverse Teams
Generational Diversity
Intercultural Competence

Technology

Microsoft Office
Desktop
Social Media
IT
Cisco
Web Development

Certifications

Microsoft Certification
Project Management
(PMI / PMBOK)
Human Resources
CompTIA

Industry Specific

Finance
Healthcare
Hospitality
Banking
Manufacturing
Oil & Gas
Foreign Languages

Wellness

Corporate Wellness
Stress Management
Mindfulness and Meditation
Exercise and Fitness
Resilience
Work/Life Management

Determine ALL the skills your organization will need

Consolidate & Save With Your L&D Program

Single content provider **streamlines administrative tasks** for departments

Caltech

Large Research University eliminates rogue spending, while meeting the unique training needs of each department

Challenge:

Decentralized training, spread across multiple departments, led to costly duplication, inflating the cost-per-learner
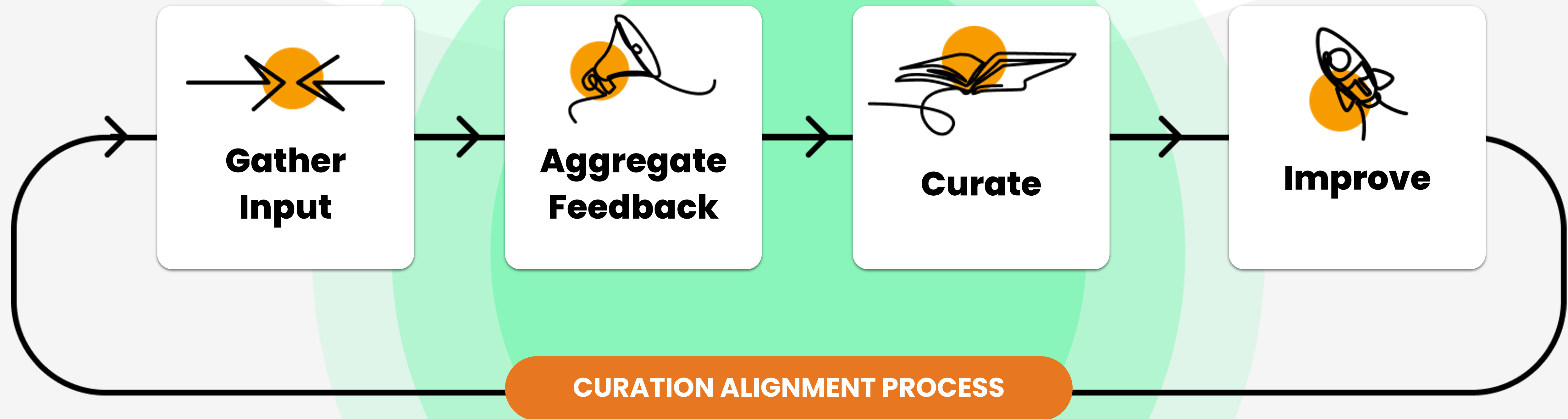
Solution:

Expanding access to the OpenSesame library to all staff members lowered the cost-per-learner and eliminated overhead

Results:

- Eliminated redundant content contract for a $20k annual savings
- Cost-per-learner cut by 30%

Personalize the Learner Experience

Gather Input

Aggregate Feedback

Curate

Improve

CURATION ALIGNMENT PROCESS

SmartPath

CAP survey

- Two-minute preview of each OpenSesame Plus publisher
- The more stakeholder feedback, the better!
- Complete and SME versions

Your learning needs

- Values
- Organizational initiatives
- Existing curricula (virtual/ILT)
- Leadership development
- Functional
- Open source
- Compliance
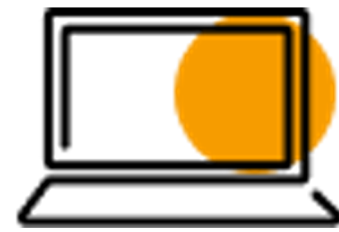- IT security
- Learner led

Personalized curation

Improve the Learner Experience
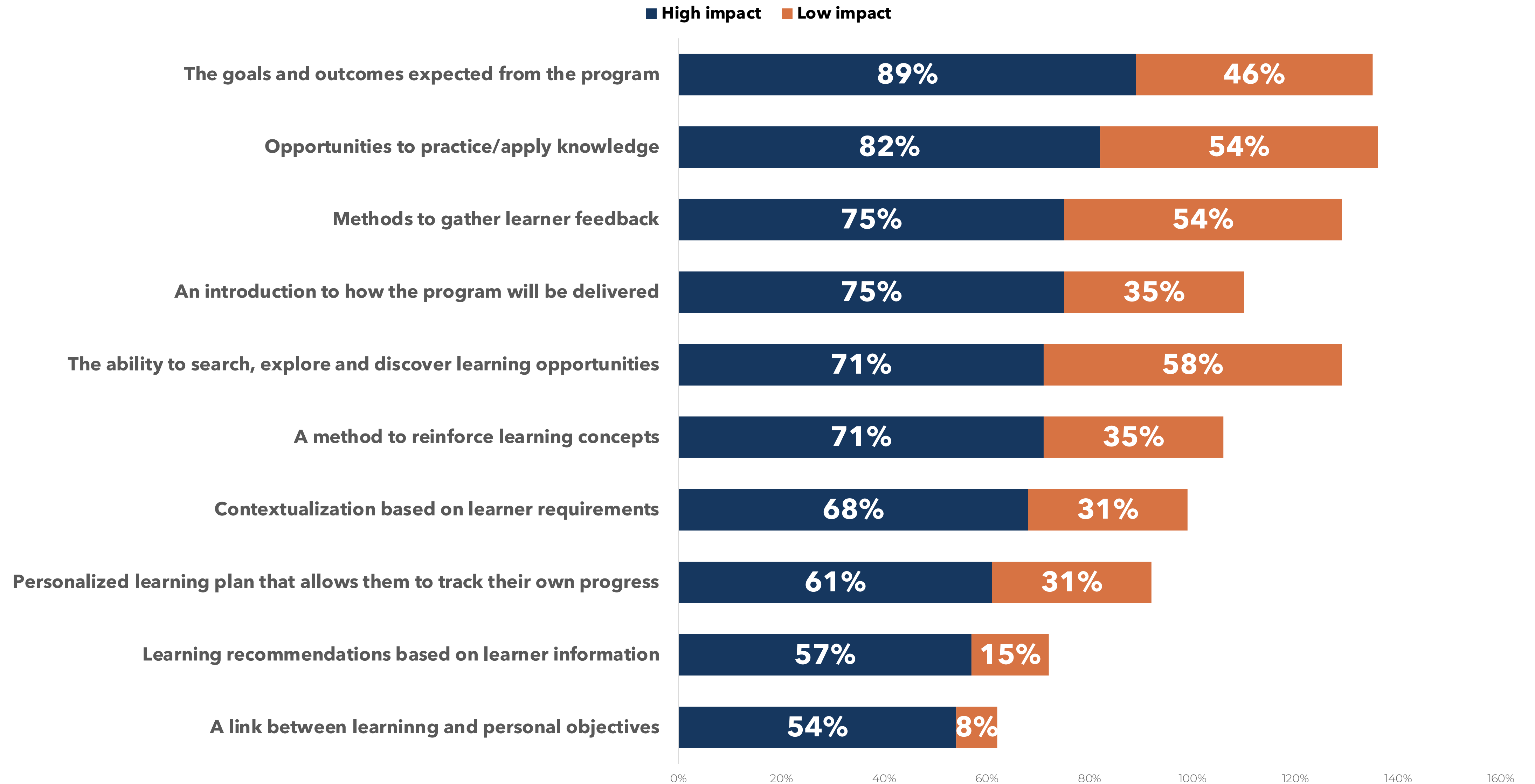
Course Registration

Course Completion

Course Rating

Learning Journeys

Giving learners what they need.

Legend: **High impact** (dark blue) / **Low impact** (orange)

Category	High impact	Low impact
The goals and outcomes expected from the program	89%	46%
Opportunities to practice/apply knowledge	82%	54%
Methods to gather learner feedback	75%	54%
An introduction to how the program will be delivered	75%	35%
The ability to search, explore and discover learning opportunities	71%	58%
A method to reinforce learning concepts	71%	35%
Contextualization based on learner requirements	68%	31%
Personalized learning plan that allows them to track their own progress	61%	31%
Learning recommendations based on learner information	57%	15%
A link between learninng and personal objectives	54%	8%

BHG, Learner Experience Survey

Opportunities to Practice & Apply Knowledge

TED@Work
Inspire new ways of working

TED Talks reimagined for workplace learning.

Ideas into Action (IIA)
600+ courses help move learners beyond awareness of a bold TED idea — to an understanding of how they can put the idea into practice.

©TED 2020

Reflect

A reflection question to activate prior knowledge about the idea.

Try Now

An action a learner takes immediately, in 5 minutes or less, inspired by the idea.

Imagine & Act

A suggestion for a way to change the way you work over time, inspired by the idea.

Discuss as a Team

A ready-made discussion prompt to spark team conversation about the idea, and how it impacts work at the team-level.

Skills development challenges.

What are the major challenges that impede your organization from developing and managing competencies and skills?

61% Managers are not offering enough feedback and coaching to their employees

48% Executives are not aligned on how to develop competencies and skills across the organization

47% We do not have a long-range plan for identifying what type of talent pool we need for the future and the associated competencies and skills

46% We do not have IDPs for every employee

45% We do not have the right technology to assess and track the development of our workforce

44% We have limited resources to provide the necessary learning to develop our workforce

43% Our HR team does not have enough of the right people to support an enterprise-wide competency and skills development program at the depth and breadth we need

40% Managers are not aligned with their employees' IDPs

38% We do not incentivize our employees to develop

36% The number of roles in the organization

HARVARD ManageMentor®

Available Topics

LEADING YOURSELF

- Career Management
- Ethics at Work
- Presentation Skills
- Stress Management
- Time Management
- Writing Skills≈

LEADING OTHERS

- Coaching
- Developing Employees
- Difficult Interactions
- Digital Intelligence
- Diversity
- Feedback Essentials
- Global Collaboration
- Hirings
- Leading People
- Leveraging Your Networks
- Manage Your Boss
- Meeting Management
- Performance Appraisal
- Persuading Others
- Retaining Employees
- Team Creation
- Team Management

LEADING THE BUSINESS

- Budgeting
- Business Case Development
- Business Plan Development
- Change Management
- Crisis Management
- Customer Focus
- Decision Making
- Delegating
- Finance Essentials
- Goal Setting
- Innovation and Creativity
- Innovation Implementation
- Marketing Essentials
- Negotiating
- Performance Measurement
- Process Improvement
- Project Management
- Strategic Thinking
- Strategy Planning and Execution

The big challenge.

To what degree is your organization prepared to develop the skills that will be required by the business in the near future?

2%	19%	42%	27%	9%
1 **Not at all prepared**	**2**	**3**	**4**	**5** **Completely prepared**

Work of the Future

You're preparing your business for the future of work, and helping your learners navigate (and embrace) change. Let TED experts and thought leaders guide the way.

Share insights and approaches about working smarter, happier and with purpose as work changes at a breathtaking pace.

- Access leading experts on topics like navigating change, disruption,digitization, artificial intelligence and beyond.
- Develop human skills required for true transformation and the workplace of tomorrow.

TED@Work subcategories include:

1. Embracing Change
2. Digital Transformation
3. Workplace of the Future
4. AI & Robotics
5. Disruption & Innovation

Titles Include

Natalie Fratto
3 ways to measure your adaptability — and how to improve it
Anthony Goldbloom
The jobs we'll lose to machines — and the ones we won't
Tricia Wang
The human insights missing from big data
Max Tegmark
How to get empowered, not overpowered, by AI

Implications of those challenges.

How do the challenges impact the business?

Employee engagement is not where it needs to be	59%
Holding on to our best employees is challenging	54%
We could react faster to market and business conditions	54%
Creativity and innovation from our workforce are stifled	47%
Our talent costs are higher because our people are not at their full capability	43%
Our leadership is not prepared to handle the current and future needs of the business	38%
Profitability growth could be greater and happen faster	33%
Revenue growth could be greater and happen faster	28%
We have more missteps and mistakes happen	24%

Neuro- and Cognitive Science Principles.

- Learners need to learn how to learn and how to solve problems flexibly.

- These processes are critically important for working memory to succeed.

- Learners' brains need to focus on learning experiences with dynamic spatial and temporal structures.

- Studies confirm that learners presented with neurocognitive-based learning show far better results with attention, working memory and mood.

80% of companies that are **ready for the future of work** consider **these principles to be important/critical.**

65% of organizations are **unprepared** say the same.

Personalization

- Spaced learning allows learners to internalize.

- Practice and reinforcement make the learning real.
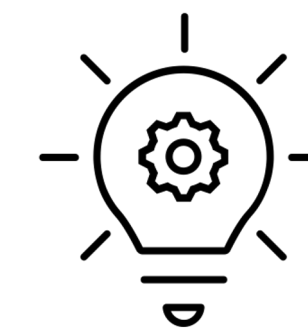
Reward and Recognize Learning.

- Provide incentives for achievement/mastery.

- Points/badges/leaderboards.

- Levelling up.

82% of companies who are **ready for the future of work** consider **recognition for learning is important/critical.**

62% of organizations that are **unprepared** say the same.

Personalization

- Hits on intrinsic motivators for learning.

- Demonstrates the organization's commitment, driving engagement.
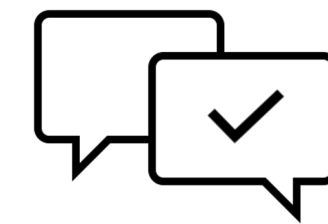
The Critical Role of Managers and Supervisors.

- Receiving and giving feedback.

- Providing coaching/mentoring.

- Understanding the flow of work and where learning

  fits.

Personalization
- Coaching and mentoring are, by definition, personalized.
- Managers are closer to learners' real world than L&D.

82% of companies that are ready for the future of work say **it is critical managers give frequent feedback** and **60%** believe their managers are **aware and involved** in what their employees are learning.

Agile Learning Development.

- Shifting from ADDIE to more agile frameworks.
    - SAM
    - LLAMA
- Allows for creation of more informal learning and

    microlearning.

Personalization
- Agile development processes allow learning to keep up with learning needs.
- Iterative processes take learner experience and feedback into account.

Companies that are **not ready for the future** of work are more likely to follow **traditional development processes** such as ADDIE and are less familiar with newer, more agile processes.

Q&A

Please submit your questions and comments in the **Question Box** on your control panel for our presenters.

Thank you for joining us today!

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