High-Impact Learning Culture

A New Era in Corporate Learning & Development

Josh Bersin

September, 2010
About Bersin & Associates

- **Who We Are**
  - Bersin & Associates is an industry research and consulting company focused on helping organizations understand and apply best practices in L&D and talent management to improve effectiveness, efficiency, and performance.

- **Practice Areas**
  - Learning & Development
  - Leadership & Succession
  - Talent Management
  - Talent Acquisition
  - Human Resources

- **Offerings**
  - Comprehensive Research and Tools
  - WhatWorks® Research Membership
  - Consulting
  - Benchmarking
  - Workshops
## Bersin WhatWorks® Membership Program

<table>
<thead>
<tr>
<th>Learning &amp; Development</th>
<th>Talent Management</th>
<th>Leadership &amp; Succession</th>
<th>Talent Acquisition</th>
<th>Human Resources (coming)</th>
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<tbody>
<tr>
<td><strong>Research and Tools</strong></td>
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<tr>
<td>Frameworks, Maturity Models, High Impact® Research Programs, Factbooks® Scorecards, checklists, forms, RFP’s, selection guides, case studies, solution provider library</td>
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<td><strong>Advisory Services</strong></td>
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<td>Ask the Experts®, Business Impact Workshops Analyst Advisory Calls</td>
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<td><strong>Networking and Professional Development</strong></td>
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<tr>
<td>Member Roundtables, Peer Connection®, IMPACT Conference, Bersin Lexicon®, Analyst Blogs</td>
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<tr>
<td><strong>Consulting Services</strong></td>
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<tr>
<td>Strategy Development, Executive Alignment, Benchmarking, Systems Selection and Roadmap, Measurement Strategy and Programs</td>
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</table>
Our Research in High-Impact L&D

High-Impact Learning Organization® (HILO)
High-Impact Learning Measurement® (HILM)
High-Impact Learning Practices® (HILP)
Enterprise Learning Framework (MELI)
High-Impact Learning Culture® (HILC)

The Corporate Learning Factbook®
Agenda

- Today’s business and workforce environment
  - Impact on employees and workers
  - Impact on L&D and HR

- Four keys to organizational success
  - Deep specialization
  - Career development
  - Talent mobility
  - New models of leadership

- The New High-Impact Learning Organization®
  - A new role in the organization
  - Building a continuous learning model
  - Embracing social and informal learning
  - Focus on a new set of disciplines

- Role of a learning culture
Forces for Transformative Change

### Business Climate
- Growth
- Regulation
- Expansion
- Globalization
- Product Launch

### Workforce Changes
- Millenials
- Competitive
- Teamwork
- Multi-Gen Workforce
- Retiring Boomers

### Organization Dynamics
- Merger
- Acquisition
- Restructure
- Reorganization
- New Leadership

### Technology
- PC, Browsers
- Mobile
- HR Systems
- Social Networking
- Competencies

---

HR and L&D Leaders
2010 Business Environment
Innovation, globalization, expansion, within budgets

What Are Your Organization’s Top Business Challenges for 2010?

- **Financial pressure to cut costs**: 41% (60%) 60%
- **Severe business downturn**: 24% (41%)
- **Competitive threats**: 25% (24%)
- **Need to Accelerate Innovation**: 24% (32%)
- **Declining margins**: 16% (22%)
- **Diminished access to capital**: 12% (13%)
- **New top management team**: 13% (17%)
- **Launching new products and services**: 10% (13%)
- **Global expansion**: 6% (13%)
- **Acquisition or mergers**: 10% (9%)
- **Rapid business growth**: 5% (19%)

- **44% of organizations are focused on new products & services up from 23% last Qtr - highest % in two years**
- **52% see accelerating growth vs. 38% last year**

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June 2010
May 2009
# The New Workforce and New Workplace

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-Generational</td>
<td>Interconnected</td>
</tr>
<tr>
<td>Global</td>
<td>Dynamic</td>
</tr>
<tr>
<td>Interconnected</td>
<td>Performance-driven</td>
</tr>
<tr>
<td>Mobile</td>
<td>New Leadership</td>
</tr>
<tr>
<td>Transient</td>
<td>More Specialized</td>
</tr>
</tbody>
</table>

| New Models for Career      | New Models for HR       |

- **Candidate**
- **Mentor**
- **Manager**
- **Peer**
- **Employee**
- **Partner**
- **Customer**

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## Leadership & Capability Gaps

### What Are Your Organization’s Top Talent Challenges for 2010?

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Q2 2009</th>
<th>Q2 2009</th>
<th>Q2 2010</th>
<th>Q2 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating a Performance-Driven Culture</td>
<td>56%</td>
<td>56%</td>
<td>60%</td>
<td>65%</td>
</tr>
<tr>
<td>Gaps in the Leadership Pipeline</td>
<td>46%</td>
<td>44%</td>
<td>66%</td>
<td>74%</td>
</tr>
<tr>
<td>New Skills for Product and Business Changes</td>
<td>44%</td>
<td>44%</td>
<td>51%</td>
<td>66%</td>
</tr>
<tr>
<td>Skills Gap in Critical Positions</td>
<td>38%</td>
<td>38%</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Difficulty Filling Key Positions</td>
<td>38%</td>
<td>38%</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Managing layoffs and downsizing</td>
<td>35%</td>
<td>35%</td>
<td>31%</td>
<td>27%</td>
</tr>
<tr>
<td>Low engagement or employee dissatisfaction</td>
<td>31%</td>
<td>31%</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td>Retirement of Key Workers</td>
<td>25%</td>
<td>25%</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Retention in Key Positions</td>
<td>22%</td>
<td>22%</td>
<td>20%</td>
<td>18%</td>
</tr>
</tbody>
</table>

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Urgency to Globalize
Automobile Sales – U.S. vs. China

U.S.  

China  

Million Vehicles Sold

2001 2002 2003 2004 2005 2006 2007 2008 2009

Million Vehicles Sold

0 2 4 6 8 10 12 14 16 18 20

13.0 million

10.3 million

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The “Crew Change” at Global Oil Co.

- 38% over age 50
  - Avg. age 38
- 39% with more than 20 years of service
- 25% with less than 5 years of service

Institutionalized Knowledge to be Transferred
Need for Informal Learning

Which learning approaches drive the greatest business value in your organization?

- On the job experience: 60%
- On the job mentoring, projects, rotation: 36%
- Coaching by supervisor: 33%
- Formal training - company provided: 28%
- Peers, friends, personal networks: 14%
- Formal training - outside provider: 8%
- User generated materials: 4%
- Corporate documentation: 3%

72% of companies believe their most valuable learning approaches are informal, yet only 30% of resources are focused here.

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n=1,100, www.bersin.com/hilp

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How the Economy Changes L&D

2000-2001 Recession

- **E-Learning**
  - LMS
  - Virtual Classroom
  - Content Development

12-15% Drop in 2 Years

2008-2009 Recession

- **Rationalized E-Learning**
  - Blended Learning
  - Learning Portals
  - Classrooms come back

- **Collaboration**
  - Social Networks
  - Communities of Practice
  - Blogs and Wikis
  - Virtual Classroom
  - Informal Learning

20-22% Drop in 2 Years

Total Spending on Corporate L&D
Evolution of Enterprise Learning

Change in Disciplines, Technologies, and Strategies

Get Materials Online
Expanding, Blend Improve E-Learning
Solve Talent Problems
Informal Learning
Skills & Specialization

Building Deep and Integrated Alignment with the Business

Selecting and Implementing E-Learning and the LMS
Integrating Adapting, and Enriching Blended Learning
Integrating and Aligning with Talent Management
Understanding Multi-Generational Workforce, Informal Learning, and Globalization

We are Here

2001  2004  2007  2010

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Agenda

- Today’s business and workforce environment
  - Impact on employees and workers
  - Impact on L&D and HR

- Four keys to organizational success
  - Deep specialization
  - Career development
  - Talent mobility
  - New models of leadership

- The New High-Impact Learning Organization®
  - A new role in the organization
  - Building a continuous learning model
  - Embracing social and informal learning
  - Focus on a new set of disciplines

- Role of a learning culture
Deep Specialization

- Realization that **Expertise** drives competitive advantage
- Specialization improves quality and reduces cost
- Deep skills are developed through “deliberate practice” and reinforcement
- Deep skills come from a wide range of learning and development experiences
- Career Development in all critical job roles

**You Cannot Compete with these organizations**
Enabling Specialization at Accenture

The foundation for developing skill is supporting deliberate practice for the individual – giving people ways to constantly work on their “growing edge.”

<table>
<thead>
<tr>
<th>Proficiency Level</th>
<th>Experience &amp; Collaboration</th>
<th>Training</th>
</tr>
</thead>
</table>
| Level 4 Expert    | • SME role in Community of Practice and training development  
                    • Advise on varied cases; collaborate w/peers to advance specialty |          |
| Level 3 Advanced  | • Job assignments focus on breadth across contexts; QA review work in specialty area  
                    • Teach and mentor others |          |
| Level 2 Proficient| • Job assignments focus on growth: increased complexity, functional or technical area  
                    • Share problems/stories with peers & more experienced practitioners |          |
| Level 1 Novice    | • Hands-on Classroom learning or simulations  
                    • Realistic work tasks with feedback |          |
| Level 0 Trained   | • Online Learning, Knowledge Assets build body of knowledge  
                    • Practice activities with feedback build basic skills |          |
Value of Career Development

“Manage your Own Career” Damages Organizational Performance

“Average Business Impact (12 measures)”, “Engagement and retention”

“Manage your Own Career”

“A Career Development Strategy”
## Cisco Sales Career Development

### Corporate Leadership Development Program

<table>
<thead>
<tr>
<th>Designation or Certification</th>
<th>Senior Peer Review Board</th>
</tr>
</thead>
</table>

- **Expert – Mastery** (real-world simulations, advanced topics)
  - Peer-based Gated Assessment Business Outcome Challenge #1

- **Advanced** (requirements, simulations, assignments, resources)
  - Peer-based Gated Assessment Business Outcome Challenge #1

- **Foundational Program** (requirements, electives, resources)
  - Pre-Assessment – Place Individual on the Roadmap

### Role-Specific Competency Models

- **Cisco Learning Platform**: Develop, Manage, Administer, Measure

### Talent Management Integration
Career is #2 Driver of Engagement

Human Capital Management (HCM) Indicators
- Management Qualification
- Functional Education
- Talent Management
- Recruiting

Engagement Drivers - CS Employee Survey
- Direct Manager
- Recognition
- Career Opportunities
- Learning & Development

Profit
Customer Satisfaction
Employee Engagement

i/e
i/e
i/e

i = internal statistical evidence
e = external statistical evidence

Produced by: A. Melcher & S. Winkler
Date: April 2010, Slide 20
Strategic Development Planning

ORGANIZATION NEEDS

VALUES
STRATEGIC INITIATIVES
DESIRED BUSINESS OUTCOMES
MISSION
VISION

DESIRED COMPETENCIES (KNOWLEDGE, BEHAVIOR, SKILLS)
OPEN POSITIONS & OPPORTUNITIES

INDIVIDUAL NEEDS / DESIRES

DEVELOPMENT NEEDS
STRENGTHS

ANNUAL GOALS
MOBILITY
CAREER ASPIRATIONS

Career Management or Leadership Development
Performance Management

Succession Management
Career & Succession Management
Organizational Planning / Restructuring
Strategic Competencies

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Impact of Development Planning

- Organizations with highly effective development planning *significantly outperform* those without.

<table>
<thead>
<tr>
<th></th>
<th>With</th>
<th>Without</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Turnover</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Turnover among High-Performers</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Ability to “develop great leaders”</td>
<td>23%</td>
<td>7%</td>
</tr>
<tr>
<td>Ability to “plan for future talent needs”</td>
<td>22%</td>
<td>6%</td>
</tr>
<tr>
<td>Median Revenue per Employee</td>
<td>$169,000</td>
<td>$82,800</td>
</tr>
</tbody>
</table>

*Source: Bersin & Associates*
Talent Mobility as Business Strategy

- Evolve from succession thinking to *transparent talent mobility*
- Career management at all levels of the organization
- Move from “pinball machine” to a deterministic model for talent
- Transparent information and discussions about people
Why has JPM Chase Outperformed their peers?
8 Types of Talent Mobility

- Back Office, Operational, Contingent Employees
- Functional Specialists / Front-Line Employees
- Senior Specialists
- Middle Management
- SMEs (Consultants)
- Senior Management
- Top Management
- Senior Management
- Management Career Path
- High Potentials
- Professional Career Path
- High Performers
8 Types of Talent Mobility
New Leadership Models

- **New competencies for success:** global awareness, innovation, collaboration, change, disruption

- **Action learning takes the lead:** cohorts, real-world assignments

- **Mentorship:** leaders teaching leaders, apprenticeships, facilitate “changing of the guard”
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- Role of a learning culture
How L&D Drives Success

Organizational Learning Agility

Individual Specialization and Skills

A Set of Learning Programs within a Learning Architecture

A Learning Environment which Facilitates and Supports Learning
The Modern Learning Model

- Continuous Learning
  - Coaching Mentoring
  - Communities of Practice
  - Career Curriculum
- Traditional Training
  - On Demand Learning
  - Social Learning
  - Job Aids
- Time
- Expert
- Novice

Retention is Lost
L&D’s Evolving Role:  
*The “Enabler and Facilitator” of Learning*

### Figure 75: The New Role of L&D – the “Enabler and Facilitator” of Learning

<table>
<thead>
<tr>
<th>Traditional Training Model</th>
<th>High-Impact Learning Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training organization is “The Place for Learning”</td>
<td>Learning organization facilitates and enables learning</td>
</tr>
<tr>
<td>Focus on training programs, delivery and measurement</td>
<td>Focus on building a “learning environment” that includes formal learning, collaboration and many organizational activities (e.g., coaching, action learning, mentoring and collaboration), which facilitate continuous learning</td>
</tr>
<tr>
<td>Learning as an event</td>
<td>Learning as a continuous process</td>
</tr>
<tr>
<td>Learning driven by the training organization</td>
<td>Learning driven by the employees and managers themselves, with many learning opportunities made available</td>
</tr>
</tbody>
</table>
The Traditional Way…

Learning Programs

Formal Program Design

(ADDIE or other)

Disciplines of L&D

/Instructional Design, Kirkpatrick, …/

Tools and Technology

/LMS, Development Tools, …/
A New Model

Learning Programs

Audiences, Problems, and Environment

Informal

Formally Designed Training

On-Demand  Social  Embedded

20%  80%

New Disciplines

New Tools and Technology

Learning Culture

Bersin & Associates Enterprise Learning Framework®
## Bersin & Associates Enterprise Learning Framework®

### Learning Programs
- Leadership Development
- Career Development
- Onboarding
- Customer Service
- Project and Process
- Customer Education
- Systems

### Audiences & Environment
- Jobs
- Roles
- Competencies
- Proficiencies
- Preferences
- Demographics
- Geographies
- Business Problems

### Approaches
- **Formal**
  - Instructor Led Training
  - Virtual Classroom
  - Games
  - Simulations
  - Testing & Evaluation
  - E-Learning

- **On-Demand**
  - E-Learning
  - Search
  - Books, Articles
  - Videos
  - Podcasts
  - Learning/Knowledge Portals

- **Social**
  - Wikis, Blogs, Forums
  - Expert Directories
  - Social Networks
  - Communities of Practice
  - Conferences & Colloquium
  - Coaching & Mentoring

- **Embedded**
  - Performance Support
  - Feedback
  - Rotational Assignments
  - After Action Reviews
  - Quality Circles
  - Development Planning

### Disciplines
- Performance Consulting Instructional Designs
- Information Architecture Knowledge Management
- Content Development Program Management
- Change Management Community Management
- Measurement & Evaluation Business Intelligence

### Tools & Technology
- LMS, LCMS Learning Portals Talent Mgt. Systems
- Content Development Content Management Collaboration Social Networking Rich Media Mobile
- Assessment Search, Tagging Performance Support Virtual Classroom Reporting and Analytics Measurement Systems

### Culture
- Executive Support Learning Integrated With Business Planning
- Development Planning Knowledge Sharing
- Performance & Talent Management Customer Listening
- Innovation Programs Mentoring and Knowledge Sharing Employee Feedback Learning from Mistakes

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The Challenge:

- Communities of Practice
- Mobile Devices
- Informal Learning Concepts
- Portals And Wikis
- Social Networking Tools
- New models for instructional design
- New software Platforms
- Information Architecture
- Search, Tagging, Rating Taxonomies

And What Else?

- Community Management approaches
- Corporate Learning culture
- New forms of governance and ownership
Dare2Share

Viewing Learning Content

- On Line Viewing
- Off Line Viewing
- Content Rating
- Comments

Podcaster Details
Reporting Inappropriate or "Inaccurate" Content
Content Details and Supporting Documents
Unexpected ROI of Informal Learning

Initial Business Case
Just for starters - $12 million dollars per annum

- Field engineers reading newspapers and drinking coffee during down time rather than learning
- Coaches creating manuals and delivering one to one demonstrations
- Team leaders frequently conducting the same safety briefings
- Sales people spending days searching for answers and best practices
- Line managers answering the same question over and over again

Our initial business case was approved on the basis of improving learning efficiency. We aim to measure business outcomes and results after deployment.
The US Federal Reserve
The Bank Examiner: Critical Role

- 40% have under 5 years experience
- 40% have more than 20 years of experience
- Only 20% have 5-20 years of experience

Solution: A Knowledge Sharing Culture, System, and Program

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The CAMELS Rating System

The CAMELS rating system is used to help measure the safety and soundness of a bank. Each letter stands for one of the six components of a bank's condition:

- Capital adequacy;
- Asset quality;
- Management;
- Earnings;
- Liquidity; and,
- Sensitivity to market risk.

When performing an examination to determine a bank's CAMELS rating, instead of reviewing every detail, the examiner evaluates the overall financial health of the bank and the ability of the bank to manage risk. A simple definition of risk is the bank's ability to collect from borrowers and meet the claims of its depositors. A bank that successfully manages risk has clear and concise written policies. It also has internal controls, such as separation of duties. For example, a bank's management will assign one person to make loans and another person to collect loan payments.
Culture and Systems for Knowledge Sharing and Deep Expertise

- New Examiner commissioning process
- Assigned coaches and peers for all new examiners
- Lessons learned videos posted by experts
- Quizzes required after each video is viewed
- Volunteers contribute information to each lesson
- Collaboration days
- Communities of practice
- After-Action Reviews

Internal Social Networking and Knowledge Sharing
Lessons Learned - Culture

- Need for “Chief Culture Officer” to tie together rewards, incentives, rules, and programs for knowledge sharing
- Learning Executive Council to drive change and ongoing investment

“One of my ‘a-ha’ moments is the impact on SMEs who are sharing, who are being tapped as leaders, it’s been so well received … eliciting some pride, increase in stature. It’s enhanced our retention of experienced employees. We have people falling over themselves to be volunteers, to be experts. People have come to see that hoarding is not job security – the culture here is the opposite. If you don’t share, your job is in trouble – if you don’t collaborate with peers, you aren’t doing your job.”
What this Means to You
A New Set of Disciplines

Comparing the Top 10% of High-Performing L&D Organizations (n>1,000)

Modern High Performance Learning Organizations are particularly strong in:

- Knowledge Management
- Information Architecture
- Business Analytics
- Rich Media
- Performance Consulting

High Impact Learning Practices
© Bersin, 2009, 1000+ respondents
www.bersin.com/hilp
New Reward and Policy Systems

- Rate and Rate contributions
- No-one is anonymous
- Top contributors recognized
- Sharing information becomes corporate culture
- Policies for usage
- Senior Executive Support
A New Set of Roles
Letting go of the “Content Design and Delivery” Role

- Content Standards
- Authoring Tools
- Content System(s)
- Publishing Tools
- Information Architecture

- Community Management
- Sharing Guidelines
- Cultural Reinforcement
- Rewards and Feedback
- Monitoring and Standards

- Systems Integration
- Interface to IT standards
- Expert Directories

Employee
Portfolio Manager
Performance Consultant
Talent Management Expert

Content Manager (Media)
Community Manager (Interactions)
Connection Manager (Directories)
A New Technology Architecture

What I need to know right now.
What skills and competencies I need.
Who I can ask for help.

*It’s all about me. My job. My role. My assignment.*
Agenda

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- Role of a learning culture
Culture Really Matters

All Organizations

High Performing Organizations are 3X more likely to have a strong learning culture

Strength of Learning Culture

High-Impact Organizations

We do not value learning
A few locations value learning
Learning valued in some locations
Learning is highly valued
Valued at all levels

3% 18% 52% 24% 3% 2% 7% 22% 32% 37%
Learning Culture

The collective set of organizational values, conventions, processes and practices that influence and encourage both individuals and the collective organization to continuously increase knowledge, competence and performance.
Lessons on Innovation and Growth

Secrets of Success for Innovation and Growth

- Broad Spans of Control
- Highly Diverse Workforce
- Flat Organization Structure
- Open Dialogue on Decisions
Whether formal, informal or social, in-person or online … learning opportunities are holistic

Learning Opportunities Everywhere

Hundreds of Activities and Behaviors Drive Organizational Learning

- Programs
- Training Styles
- Behaviors
- Processes
- Leadership
- Management
- Rewards
- Who does training
- Who is promoted
- Who is rewarded
- What systems are used
- How communications takes place
- How leadership behaves

Among 100+ we investigated, we found 40 that “Really Matter.”
HILC Methodology

Define Business Outcomes

Define 100+ Cultural Practices

Survey and Interview 1000+ Organizations

Compare Practices to Outcomes

Identify the top 40 Practices

Expose which Practices drive what Outcomes

Develop report, tools, scorecards, and HILC assessment
## Business Outcomes

### Ten Performance Measures we Studied

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity</td>
<td>Ability for employees to do more with less.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Ability to create new, better products, services, and processes</td>
</tr>
<tr>
<td>Learning Agility</td>
<td>Ability to adapt to market changes and take advantage of opportunities.</td>
</tr>
<tr>
<td>Workforce Expertise</td>
<td>Ability to grow and maximize employee expertise.</td>
</tr>
<tr>
<td>Time to Market</td>
<td>Ability to get products out faster.</td>
</tr>
<tr>
<td>Market Share</td>
<td>Ability to outperform competition in the market.</td>
</tr>
<tr>
<td>Customer Responsiveness</td>
<td>Ability to meet immediate customer needs quickly and efficiently.</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Ability to solve customer problems to their expectations.</td>
</tr>
<tr>
<td>Customer Input</td>
<td>Ability to capture and act on customer needs.</td>
</tr>
<tr>
<td>Cost Structure</td>
<td>Ability to operate efficiently and continuously reduce cost.</td>
</tr>
</tbody>
</table>
General State of Culture

**Figure 7:** Distribution of Overall Means for the Bersin & Associates 40 Best Practices of a High-Impact Learning Culture®

Overall Average: 3.12

Three Lowest:
- Empowerment
- Reflection
- Demonstrating Learning’s Value

Strong Correlation to Results

Figure 6: Relationship of Overall Learning Culture to Overall Business Outcomes
Strong Cultures = High Performers

Overall Performance at Business Outcomes

All companies across all 10 outcomes
HILCs Leaders in Innovation

All companies comparing innovation as outcome

INNOVATION (Scale of 1-5)

OVERALL  High Performers (Top 10% at Biz Outcomes)  HILC Top 10%
The Six Keys
Building Trust

Organizations engage and commit to goals.
Organizations have core values and beliefs.
Employees can explain values and beliefs.
Knowledge can be shared without political risk.
Employees feel safe in the work environment.

Empowering Employees

Leaders open to bad news.
Asking questions is encouraged.
Decision-making is clearly defined.
Employees have influence over job.

Encouraging Reflection

Organization values mistakes as learning opportunities.
Organization makes time for reflection after errors.
Organization analyzes assumptions before decision-making.

Demonstrate Learning’s Value

Organization values people who learn new skills.
Organizations believe time for learning is valuable.
Employees believe L&D offerings are high value.
Employees take an active role in their own development.
Leaders frequently participate in training programs.
Most employees have career plans.
Organization has innovation programs widely used.
Employees know what L&D programs are available.

Enabling Knowledge Sharing

Customers regularly interviewed and profiled.
Stories about company history are frequently shared.
Innovations and new solutions are widely shared internally.
Collaboration is considered a central part of L&D process.
Organization survey employees and act on findings.
Customer ideas are widely communicated internally.

Formalizing Learning as a Process

Employees given stretch assignments.
L&D regularly re-evaluates investments.
Organization hires vigorously from within.
Executives take personal interest in employee development.
Culture and fit are used in hiring process.
Business leaders are rotated into L&D function.
An Important Note:

Of the 40 practices we identified, only 7 are fully within the responsibility of the L&D organization….

…8 are owned by top leadership…

and 25 are owned by line management.
High-Impact Learning Culture® Model

Learning Culture

- Building Trust
- Encouraging Reflection
- Demonstrate Learning’s Value
- Enabling Knowledge Sharing
- Empowering Employees
- Formalizing Learning As Process

Leadership

Management

Ability to Learn

Motivation to Learn

Acquisition + Application of Knowledge and Skills

Business Outcomes

- Learning Agility
- Innovation
- Employee Productivity
- Customer Satisfaction
- Customer Responsiveness
- Customer Input
- Cost Structure
- Time to Market
- Market Share
- Workforce Expertise

40 Practices of a High-Impact Learning Culture®
Organizations with a Strong Learning Culture *Significantly* Outperform their peers…

- 46% more likely to be first to market (*innovation*)
- 37% greater employee productivity (*productivity*)
- 34% better response to customer needs (*time to market*)
- 26% greater ability to deliver “quality products” (*quality*)
- 58% more likely to have skills to meet future demand

- *17% more likely to be market share leader* (*profitability*)
How Agilent Measures Success

“The World’s Premier Measurement Company”

Employees, Leadership and Culture

**Speed to Opportunity**

- Customer Orientation Index: 81%
- Speed/Decisiveness Index: 77%
- Employee Engagement Index: 81%
- Risk Taking Index: 70%

Agilent’s Measures of Success
#8 My organization believes that learning new knowledge & skills is a valuable use of time.

- Hold managers accountable for their role as people developers – not just task managers;
- Hold employees accountable for completion of development goals;
- Adopt work planning and strategic goal setting processes which account for the people component and which allocate sufficient time and resources for meeting talent needs;
- Build L&D budgets into the business plan and schedule time for employees development;
- Hold formal learning programs regularly; don’t rely 100% on self-study or e-learning.
Consequential Learning at Cisco
#2 Asking questions is encouraged in my organization.

- Include a focus on questioning and dialogue skills in leadership development programs.
- Encourage the creation of additional feedback loops through which employees can share perspectives upward safely.
- Encourage leaders to contribute to an internal blog and to engage in discussions there.
- Provide open anonymous tools which enable employees to ask questions without fear of reprisal, and publish answers for all to see.
Collaborative Leadership at Telus

LEARNING 2.0

‘culture of collaboration’

TELUS Leadership Philosophy

Engage
Evaluate
Explore
Execute
Explain

We embrace change & initiate opportunity
We have the courage to innovate
We have a passion for growth
We believe in spirited teamwork
everyone is a leader
my responsibility

the TELUS team

SHAREPOINT 2010

HABITAT COLLABORATION

the TELUS team
#7 The organization values and rewards employees that learn new knowledge and skills.

- Create recognition, award, certification, and career development programs which reward training, expertise, certification, mastery;
- Hold employees accountable to development plans – however – focus the attention of knowledge and skills gained, not courses completed;
- Celebrate people who develop themselves and share their knowledge.
- “Capability Managers” given top level positions within industry and technology business units
#6 My organization values mistakes and failures as learning opportunities and provides structured opportunities for reflection.

- Encourage leaders to talk about the value of good mistakes.
- Help the organization to design work processes that allow for time to reflect on what worked and what did not work along the way. For example: after-action reviews, project post-mortems, customer surveys;
- Incorporate reflective learning cycles into learning programs; use journaling as a tool for teaching reflection skills;
- Teach managers and leaders to give constructive feedback and to receive feedback as a gift.
- Teach managers to monitor and evaluate “HOW” work is done, not just “WHAT” is accomplished.
Values Matter at ING Direct
“The Orange Code” from CEO

- **We are new here.** Every day is a new beginning, a new set of challenges, a change to reinvent ourselves.
- **Our mission is to help people take care of the wealth they make.** Money is the fruit of work, and saving it is fundamental to freedom.
- **We will be fair.** Everyone will be treated equally here.
- **We will constantly learn.** Every experience we have will make us wiser and better at what we do.
- **We will change and adapt and dwell only in the present and in the future.** We are nourished by thinking about what can be done.
- **We will listen; we will invent; we will simplify.** Our customers can make us better if we let them. But we must first understand them.
- **We will never stop asking why or why not.** Nothing can be sacred here except for our mission.
- **We will create wealth for ourselves too, but we will do this by creating value.** Profit is proof that we are fulfilling our mission.
- **We will tell the truth.** We can’t succeed without the trust of our customers.
- **We will be for everyone.** To be our customer, people need only a dollar and the will to be independent.
- **We aren’t conquerors – we are pioneers.** We are not here to destroy – we are here to create. We have competitors, not enemies. We came here to offer people a choice.
- **We will never be finished.**
Agenda

- Today’s business and workforce environment
  - Impact on employees and workers
  - Impact on L&D and HR

- Four keys to organizational success
  - Deep specialization
  - Career development
  - Talent mobility
  - New models of leadership

- The New High-Impact Learning Organization®
  - A new role in the organization
  - Building a continuous learning model
  - Embracing social and informal learning
  - Focus on a new set of disciplines

- Role of a learning culture
Bottom Line

- High-Impact L&D programs combine expertise in design, architecture, implementation, and modern learning practices
- Informal learning represents the modern and current approach to all L&D strategies
- The role of the L&D organization is rapidly shifting from that of “teacher” to that of “enabler”
- Learning Culture is one of the most powerful tools you have to drive results