



THE FUTURE OF WORK

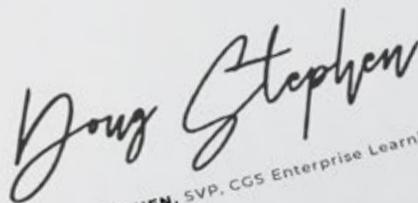
A PRACTICAL GUIDE

The future is here. Organizations are facing rapid increases in technology, flat reporting structures, an Uber-style freelance economy, the fusing of work and life, social media, mobility and a multi-generational global workforce.

Each of these challenges on its own is complex. These changes dramatically affect how organizations and people operate.

We've curated our favorite thought leaders' quotes and asked a number of learning and development influencers to chime in and share their thoughts and predictions on the changing role of learning and development, the skills needed to succeed in our new reality and the blind spots we need to consider.

We invite you to read our newly released report as a first look into what we learned.

A handwritten signature in black ink that reads "Doug Stephen".

DOUG STEPHEN, SVP, CGS Enterprise Learning



CHANGING

The Future of Work from a different angle

This report goes beyond predictions on what work will look like for employees, businesses, the economy and the technology landscape. Our collection of insights from L&D leaders and business experts reflects how they see the role of L&D making an impact in the midst of change and innovation.

The report focuses on these key areas:

1. The Changing Role of L&D
2. Changing Workplace Skills & Employee Performance
3. Blind Spots & Lessons Learned

“Currently, only 53% of chief human resource officers surveyed are reasonably or highly confident regarding the adequacy of their organizations’ future workforce strategy to prepare for the shifts ahead,” explained Saadia Zahidi and Till Leopold from the World Economic Forum.

PERSPECTIVE



The Changing Role of L&D

Learning & Development's role is to prepare the workforce for the future – today. Employees need L&D to help navigate a world of endless content and provide efficient, focused and collaborative learning experiences to keep their skills sharp.



1

TECHNOLOGY

Think beyond Learning Management Systems (LMS). Consider a larger ecosystem and embrace smarter, more accurate learning analytics.



2

CURATION

L&D must surface the right internal & external content to support learning at the point of need, using AI when and where appropriate.



3

SOCIAL

Learning teams need to go where the social action is and help learners connect with experts within existing communities.

The Changing Role of L&D

1. TECHNOLOGY

According to our annual Enterprise Learning Trends Survey, **only 24% of IT departments are actively involved in the decision-making process** for selecting Learning Programs.

It's time to think beyond the Learning Management System. L&D should pave the way to the future by considering a larger ecosystem of tools and tech and embracing smarter analytics.

IT leaders want to strike a balance between embracing cutting-edge technologies and supporting the business culture. This is a perfect place for senior L&D leaders to align with the a key stakeholder in the business.

According to our annual enterprise learning trends survey, only 24% of IT departments are actively involved in the decision-making process for Learning Programs.

To better understand the technology landscape, the available tools to support learners and build smarter analytics, consider the technology ecosystem rather than the confines of the LMS.

Rethink what your ecosystem looks like. There's no one tool that can do everything that you need to do.



“The digital world of work has changed the rules of Business Organizations should shift their entire mindset and behaviors to ensure they can lead, organize, motivate, manage and engage the 21st century workforce, or risk being left behind.”

- Josh Bersin,
Principal and founder, Bersin by Deloitte
Twitter: @Josh_Bersin



“**The emphasis needs to be placed on skills, any kind of job is going to have a digital component.** It doesn't mean everyone's got to be a computer scientist; digital technology can, in fact, bring skills to a much more under-skilled population because of their ease of use and the ease of access to technology. Technology can help more people and more broadly than any other industrial revolution.”



- Satya Nadella, CEO of Microsoft

The Changing Role of L&D

2. CURATION

According to Bersin, **L&D organizations allocate only 8%** of their staff time to curating information.

Today, finding content is easy – matching high-quality content to emerging needs is what's challenging. L&D teams initially can filter content manually to get a sense of what their learners appreciate.

To reduce cost while increasing agility and responsiveness, Artificial Intelligence (AI) can help. L&D must surface the right internal and external content to support learning at the point of need, utilizing AI where appropriate. Start small with an RSS feed or an aggregator to gain experience. Alternatively, collaborate with a curation Learning Experience Platform (LXP) for a proof of concept with a critical audience.

By finding relevant content, adding surrounding context and increasing the speed of learning for emerging competencies, L&D can enable continuous learning. Understanding how those curation systems work, how they operate within your system and tying it to your LRS makes a significant impact on scaling your learning efforts.



There is a push/pull trend – today experts push out content and identify the roles in an organization. It [needs to be] more about learners pulling – leveraging opportunities both inside and out – content curation from AI is going to play a big role.’

Sheila Jagannathan, Lead Learning Specialist and Program Manager, World Bank. Twitter: @shejag



AI can help **predict performance** and learning, **create deep personalization** based on individual preferences and **identify places where courses need to be optimization or improved.**”

Jim Walker from Zoomi

Content curation is a force for good, but then it turned into more like the handcrafted cottage industry model. When L&D got hold of content curation, they thought we’ll ‘hand-curate content’ – that doesn’t work without using technology.”

Donald Clark, EdTech Entrepreneur, CEO, Professor, Researcher, Blogger and Speaker. Twitter: @DonaldClark



The Changing Role of L&D

3. SOCIAL



Learning teams need to be where the social action is to help learners connect with other experts within existing communities. Tap into the marketing team. Think about how communities of practice can continue, enrich and encourage conversations that support learning over time.

Social learning is a stethoscope not a megaphone – we're not listening enough nor reacting enough. A social learning or community manager navigates through the learning ecosystem and connects the dots for people. They are active in the comments and posting, connecting, and sharing. If they see people commenting on a topic about agile tactics, they pull in some agile content.



In a world of rapid change, we each need to garner as much useful information as possible, sort through it in a way that meets our unique circumstances, calibrate it with what we already know, and re-circulate it with others who share our goals.”

Marcia Conner, Author *The New Social Learning: A Guide to Transforming Organizations Through Social Media*



[Learning is] moving away from series of courses and programs more to an alignment and experience leveraging experts, curricula and community. Discussion forums are a very big component. We do a lot of learning as part of the MOOC; we need communities to work together to implement the lessons after completing learning [events]. Social learning plays a big role in that.”

Sheila Jagannathan, Lead Learning Specialist and Program Manager, World Bank
Twitter: @shejag

CHANGING WORKPLACE SKILLS & EMPLOYEE PERFORMANCE

L&D teams will need to continuously keep their own skills sharp and competitive. The pace of technological change is increasing, mind share remains difficult to capture as user-experience expectations grow. L&D must respond to these challenges with a reinvestment in its own skill set.



1

ANALYTICS

Generate insights from the digital footprint our learners are leaving in every learning experience.



2

MARKETING

Think like a marketer: use story telling with creative digital content to engage your audience with powerful stories.



3

EXPERIENCE

Empathize with your target audience. Leverage design thinking to build engaging learning.

Changing Workplace Skills & Employee Performance

1. ANALYTICS

We need to be comfortable generating insights from the digital footprint our learners are leaving in every work experience. It's time to move beyond completions and leverage concrete data for meaningful and valuable impact. **Let's look at the current state of workforce analytics from each stakeholder's point of view:**

- 1 51% of HR leaders** responding to KPMG's HR Transformation Survey state that the biggest barrier to adopting and exploiting workforce data is weak analytics capabilities.
- 2** According to *CLO Magazine*, **executives want learning measured in the following ways:** 74% of executives expect ROI metrics and 96% want to see data on business impact. For L&D leaders, the challenge is to find out what your business leaders have on their dashboards and sync your KPIs with theirs.
- 3 Workers expect personalized communications and learning experiences** starting with the job application process through to day-to-day interactions and growth on the job. Expert use of people analytics is the key to delivering on this expectation..

“Analytics are increasingly being used to help improve employee experience and well-being through personalizing services such as onboarding and learning.”



David Green,
Global Director of IBM's People Analytics



Creating meaningful stories with the data is essential. You have to give it the ‘so-what.’ You may find that people are active Monday at noon. If you start adding a ‘so what’ to that finding, you can start a narrative with the executive team that allows you to say that pushing content on Mondays at noon provides a peak audience and increases engagement by X.

And don't be afraid to go one step further, you need to learn data analytics. Hire a data scientist or learn how to leverage the reports from your LMS and your LRS – and not just the completions. Begin with correlating the data with things in your business to help put the pieces together.



The best investment a learning team can make would be to get a data scientist for a 3-month contract and just have him/her go nuts – start making connections.”

Lori Niles Hofman
Twitter: @loriniles

Changing Workplace Skills & Employee Performance

2. MARKETING

Leverage insights from data, craft relevant stories, begin automating where it makes sense, and use A/B testing to find better ways to engage learners.

Think like marketers: Use storytelling and digital content writing skills to engage the audience with powerful stories. When employees receive emails that are not tailored to their roles, interests or tasks and instructs them to open a piece of learning content, that's not a very engaging experience.

If you were a business sending emails like that to your customers, you would not have happy or engaged customers. Leverage insights from data, craft relevant stories, begin automating where it makes sense, and use A/B testing to find better ways to engage learners.



“ **Think about things like engagement rather than completions.** Think about sentiment scores – are people returning to your learning? We have to break out of the smiley sheets. We need to look at how they are engaging with our content. That’s how we get better at telling our story.

And when selling your story, **share insights rather than just numbers.** We need to think about how marketers use data, how marketing automation works, how they do A/B testing – all those things are different skill sets that we don’t currently have but need.”



Lori Niles Hofman
Twitter: @loriniles

Changing Workplace Skills & Employee Performance

3. EXPERIENCE

Employees who feel their voices are heard at work are 4.6 times more likely to feel empowered to perform their best work. Increase empathy for the target audience and leverage design thinking to build engaging learning. In Deloitte's 2017 Global Human Capital Trends report, a vast majority of executives rated employee experience as very important (42 percent) or important (38 percent), but only 22 percent reported that their companies were excellent at building a differentiated employee experience.

It takes time to build and iterate with feedback. It takes more time to try to match learning with what learners' experience with consumer technology. Look at your team, it is no longer about having instructional designers, the goal is to have experienced designers. The team needs to look at the entire plan – the audience, their drivers, the business goals, how they like to consume content, design and deployment plan. Just thinking about the piece of content, but not how to get community engagement, communicating about the content, managing comments and where to embed the video if it needs to be for performance – will miss a huge part of what your audience needs to be fully engaged.

While instructional design continues to play a role, we now need L&D to focus on “experience design,” “design thinking,” the development of “employee journey maps” and much more experimental, data-driven, solutions in the workflow.



“ We want to focus on creating a **memorable experience** **for the new hire** in the first year rather than processing him/her in the first few weeks.”



Cheryl Hughey
Managing Director of Culture at Southwest Airlines
Twitter: @CherylAHughey



BLIND SPOTS & LESSONS LEARNED

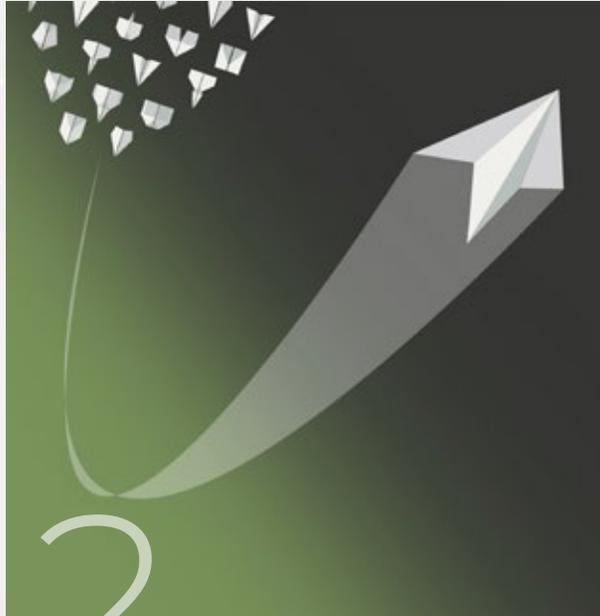
The traditions of Learning and Development can lead to blind spots that prevent growth. And with that, an unwanted sentiment from the C-Suite. With new advances, L&D must keep an eye on the potential areas that can slow down the pace of change to maintain visibility.



1

WORK & LEARNING

Pay attention to the overlap between work and learning – learning is embedded in the work people do every day.



2

DISRUPTORS

Focus on disruption outside of L&D because disruptors like Uber, YouTube and Netflix form and influence learner expectations.



3

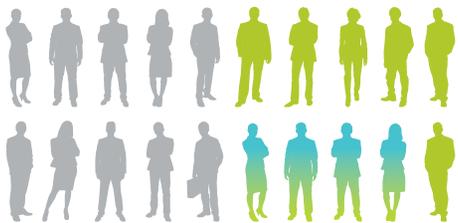
CAREER

Provide access to new and emerging topics, keep the workforce sharp and enable continuous learning – provide content at the right time.

Blind Spots & Lessons Learned

1. WORK & LEARNING

50% of L&D Decision-Makers think learning is not seen as important



42% Lack direction from the top

Pay attention to the overlap between work and learning – learning is embedded in the work people do every day. Studies show that the average employee only has time to devote 1% of his/her work week to professional development. That means only 24 minutes a week or 4.8 minutes a day can be allotted for training in a normal 40-hour work week.

The Challenges of Global L&D survey conducted by Open University reveals that half of L&D decision-makers think learning is not seen as important and 42% lack direction from the top. One of the reasons is that there are not enough entrepreneurial individuals in the L&D teams to carry out an agenda.

We need to speak the language of business to ensure our content is always in context and is ready in the time of need.

Think about the constant conversion of work and learning and set yourself up for a tighter integration, because right now that is not how most organizations function. Learning is designed differently, but consider a broader definition of the learning organization and build it to embrace continuous learning.

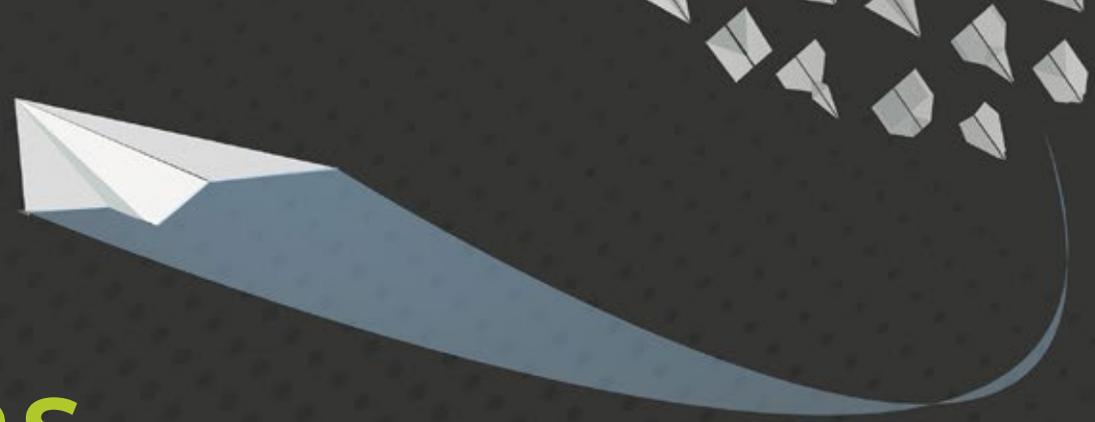


the average employee can **devote only 1% of his/her work week** to professional development.

...that translates into

24 minutes a week or **4.8 minutes a day**

allotted to training in a normal 40-hour work week..



Blind Spots & Lessons Learned

2. DISRUPTORS

Focus on the trends outside of L&D because disruptors such as Uber, YouTube and Netflix form and influence learner expectations. When new technology appears and disrupts, leverage those advancements in learning.

As L&D, we need to keep abreast of popular websites – even popular digital content that has nothing to do with learning – and how this content is changing in their models, in their operations and how they navigate.

L&D functions will need to rapidly redefine their models to add value in new ways. Executives vigilantly watch competitive shifts and adapt their strategies and tactics rapidly. Many L&D functions are not prepared to shift at the same rate businesses are changing. These shifts will require a transformation of L&D that keeps up with the accelerated pace of workforce changes. Rather than conduct a traditional needs analysis on an annual basis and build plans that address identified needs, you need a framework that will help you move faster.

“Yes, tech creates huge disruption
but it’s also the case that tech powers things in the non-tech
center and very much in the entrepreneurship space.”



Sheryl Sandberg
COO of Facebook



People often complain about the eLearning experience. The reason they complain is because we did not take the time to understand how things like news media and YouTube and Netflix were disrupting those markets. To the user, when they come in and look at your learning, they have an expectation that it will mimic those other experience, because that’s what they are used to.”



Lori Niles Hofman Twitter: @loriniles

Blind Spots & Lessons Learned

3. CAREER



Provide access to emerging topics, keep the workforce sharp and enable continuous learning to provide content at the right time. The half-life of a learned skill is decreasing so focus on skill reinvention to support career progressions.

It is important to pay attention to all phases of employee development and support employees through each stage of their career path and learning curve; thinking about learning holistically will elevate the conversation. Rather than crafting learning programs, you are driving a living, breathing learning culture.

Gallup's most recent *Work and Education Survey* shows that six in 10 Millennials (59%), compared with 44% of Gen Xers and 41% of Baby Boomers, say opportunities to learn and grow are "extremely important" when applying for a job.



There is no doubt that the Fourth Industrial Revolution presents a challenge of displacement, that of technology taking jobs away from people.



Jobs are going to change; the nature of work is going to fundamentally change; it happened in the second and third industrial revolutions. I'm sure the same debate was had and we somehow figured it out."

- Satya Nadella, CEO of Microsoft



Be the **CHANGE**

We are now reaching a point – particularly in the digital learning environment – of realization that a lot of the ways that we designed learning programs was done when digital was in its infancy. There are many more insights, tools and platforms available now. We now need to navigate those spaces.

“ **The one thing leaders cannot do is nothing.** They cannot wait for trends to pass them by, and they cannot wait for Millennials to get older and start behaving like Baby Boomers.”

Jim Clifton
Gallup Chairman and CEO



As learning and development leaders, we need to pay attention to the changes inside and outside of the learning landscape. Technology is opening up new avenues for personalizing the learning experience, but also presenting new risks to consider.

Focus on staying humble and learning from IT, Finance, Operations, Marketing and your CEO to stay competitive. Act more like a marketer when assessing content and pulling messaging, launch, engagement and analytics plans together. Consistently reinvest in your own skills for the future and stay open to new ways of working.

Our workforce needs us.

CUSTOM CORPORATE LEARNING SOLUTIONS

The CGS Enterprise Learning group designs highly effective and engaging custom eLearning content, globally delivered instructor-led training, blended learning courses and learning staff augmentation and learning consulting solutions. We craft innovative solutions that are essential to scaling your people, processes and performance.

Our expert team is comprised of award-winning designers, authored program managers and forward-looking corporate learning strategists. Together, we've developed over 3,500 custom learning courses on topics ranging from corporate compliance training and employee onboarding to leadership development.

It's this level of expert knowledge and creative vision, along with a relentless "Can-Do" attitude, that instills confidence in our clients. Whatever the learning need may be, CGS designs a solution that engages learners and delivers results.

Onboarding Programs

We help accelerate business performance, organizational change and talent retention in a format that works best for your culture

Process + Technical

From virtual environments and simulations to one-on-one instruction by subject matter experts, we deliver on your requirements

Customer Experience

Like you, we're obsessed with driving growth through exceptional interpersonal skill development in service & customer experience

Compliance Training

To regulate, qualify and certify employees across all industries and functions

Sales + Product

Establishing relevant training, accelerating ramp-up time with the right mix of aids and messaging, and providing ongoing support

Leadership + Management

Developing new leaders at all levels & increasing leadership bench strength through highly innovative, flexible learning solutions

95%

95% of customers return to CGS for additional learning solutions

1,000,000+

Supported 1,000,000+ learners in 2017 alone

9+ YEARS

Average customer tenure in excess of 9 years