Future Learning Now
Overview
The future of learning is not a thing of tomorrow, but the reality of today.

**Power to the people**

Many learning functions are reassessing their operating model. The question is not whether to centralise or decentralise but rather, how can you franchise your learning model to drive quality & consistency while giving business the flexibility they need?

This is especially important with the increasing push towards user generated content which is fundamentally changing the way organisations view learning.

**Differential learner experience**

Advances in the digital world and the prevalence of consumer grade design have fundamentally changed learner expectations – in terms of modality, duration and user experience.

How can your function best respond to these challenges, with the plethora of technology, added complexity of Bring Your Own Device (BYOD) to still drive optimised blended learning journeys today?

**Learning to learn**

Give someone a fish or teach someone to fish?

With information becoming out of date faster than ever before and individuals needing an ever increasing array of skills and capabilities, many organisations are relooking at learning curricula.

One of the major themes is on building an enterprise culture of learning. Central to this is a focus on unlearning and relearning – teaching individuals how to quickly upskill themselves in a range of skills through learning interventions, experiences and other techniques.

**Social learning**

70:20:10 is evolving into social. Newer models are emerging with greater emphasis on learner engagement – through gamification, social learning and personal learning networks. This means that learning permeates the day to day working life of most employees.

The learning organisation can have a much greater role to make learning “stick” by curating this new working world.

**Driving ROI**

Value from learning is often one of the hardest things to measure but one of the easiest places to cut. Organisations are moving away from simple Kirkpatrick assessments to measures more aligned with business outcomes.

In this new world, the creation, management and analysis of learning data will be key as the success of learning functions will be linked to how they continue to drive outcomes based learning with a focus on measurable business benefit.

**A new reality**

When put next to some of the innovations of the consumer world, corporate education looks stale. More and more organisations are looking at augmented reality (AR) / virtual reality (VR) as a way of enriching simulations and enhancing the learner experience - 67% of businesses are considering AR in future, while 47% are considering VR for the future.

As these technologies are becoming more prevalent in mainstream learning, we see an increase in use cases across most industries.

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*CEB Research*
How are organisations responding to Future Learning Now?

**Learner Centricity**

“Deliver learning how I want it”

- Learning must be explicitly re-imagined as a “human experience” that reflects how people learn, explore ideas, satisfy curiosity, engage with content and absorb knowledge in an always-on, hyper-connected and on-demand society.
- A research-led approach focused on creating personas, impactful learning journeys and devising an approach that blends knowledge attainment with behavioural change.
- Blended learning as standard – leveraging consumer grade technology to drive learning across any required medium – driving embedding through Personal Learning Networks, Social Learning and Gamification as a part of on-the-job experience via informal / formal learning.

**Organisational Capability**

“Invest in learning that supports the business strategy and objective to ultimately improve performance”

- More and more, organisations are looking to “shift the dial” across the enterprise on topics such as digital, resilience and innovation in today’s challenging world.
- Learning is no longer a singular activity – it should be considered in light of an organisation’s strategy, readiness and culture – linking talent management and performance.
- Less is more – teams are busier than ever, therefore having the right bite-sized, content-rich learning that is role/job family specific, experiential in approach and relevant in nature – is key to success.

**Learning Ecosystem Integration**

“Allow the seamless integration of multiple learning providers to deliver a seamless and fit-for-purpose learning solution and experience to achieve measurable outcomes”

- With the move to Learner Centricity and greater organisation analytics, technology is becoming a key driver of learning strategy – not just an enabler. More and more, the best technology and enablers do not reside in a single organisation, but across a broad eco-system of providers.
- This requires a great degree of management time to get right – having one organisation acting as an integrator that brings together the best of multiple types of learning innovation from across the world to our clients in increasingly important.
- EY is provider agnostic in our ecosystem – making sure we bring clients organisations that are relevant to the specific client need and provide a cohesive, seamless experience.
How well do you know your learners, what their key motivators and drivers are and what matters to them?

I’m in charge
Know who I am
what I like and what I do
Know me

Everything is contextual
Informed learners
Unprecedented access to information

I compare myself to my peer group globally

Blurred lines between local and global communities

A Global Village
I have a personal learning network ("PLN") and communities formed on interests, that is unrestricted by geographical boundaries

The Modern Learner
Mobile, overwhelmed, on-demand, distracted, collaborative, impatient and empowered...

1. Attract Me
2. Motivate Me
3. Tell Me
4. Show Me
5. Let Me
6. Support Me
7. Extend Me
8. Value Me

The average mobile phone user checks their device
150 times / day

Over 70% of employees use search engines for immediate role knowledge, increasing via smart phones.

The average US worker now spends 25% of their day reading or answering emails

79% of participants were said to dual screen and use portable devices in addition to another fixed screen device.

Average human attention span has fallen from 12 seconds in 2000 to around 8 seconds today

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Bespoke content is becoming more and more important - content is more industry-specific, role-specific, and client-specific, whilst leveraging a wider and wider range of sources.

How do your people get the information they need to succeed?

A combination of created and curated learning content - blended with key organisational context and strategy. Focus on blended offerings, experiential learning and personalisation.

Using a combination of internal and external sources to drive immediate knowledge acquisition and developmental activities.

Learning content is pulled from a variety of global sources to create a highly-digitised and personalised experience.

Driven through personal reflection, company documents, reports, job aids and How-To Guides, coaching, feedback, peer collaboration, stretch assignments and feedback.

Learning content is created, curated and communicated by learners in rapid, real-time bursts - utilising a host of design styles and media.

Learning is socially constructed, with shared understanding coming about through peer-to-peer collaboration and joint problem solving via blogs, wikis and forums.
Newer business models require more rapid deployment of knowledge across the organisation. Organisations will need to be aware of, and utilise, the full learning eco-system surrounding them - peer-to-peer learning, communities of practice and social networks - utilising technology to drive high performance.

Helping make learning stick requires critical thinking, leveraging consumer grade design with relevant functionality.
Creating impactful learner journeys are key

1 When Thomas is enrolled in the Product Manager academy he receives...
   A welcome video communication from Leadership providing an overview of the academy
   Thomas also gains access to an online Product Manager community an online portal which gives information on the training to come

2 Thomas is invited to attend the first face-to-face learning programme
   Introduction to Product Management via a case study-based exercise covering the core skills of being a Product Manager
   Thomas is also introduced to his peer learning group. He will remain part of this learning group for the duration of the academy

3 Thomas has access to the on-demand knowledge and skills learning video, eLearning and webinars
   Just in time, on-demand learning modules
   Workspace for Product Managers’ to share their own content, best practice articles and industry insight
   A social media based service, providing industry updates
   A virtual peer group is created with a Product “Master” acting as coach and facilitator
   Thomas can collect Badges to move for Novice to Master

4 The peer group attend a range of virtual sessions, self directed learning and group collaboration sessions focussed on:
   - Understand current market & performance
   - Designing products
   - Developing products
   - Delivery or changing products
   - Market and sell products

5 Thomas attends an immersive simulation with his peer learning group...
   The Product Management masterclass brings all of Thomas’ new skills together through a innovative product development and management simulation

6 Thomas meets with his line manager for a conversation about his next career steps...
   Thomas has been certified as an “Master” and is ready drive deployment across new markets.
   The team upload successes via 3 min videos onto the site.

Future Work Now

- Understand current market & performance
- Designing products
- Developing products
- Delivery or changing products
- Market and sell products
Drive for innovation demands more effective collaboration and teaming. Virtual and network teams dominate the new landscape. New ways of working, new mindsets and new behaviors around work are required. L&D functions can have a huge role to play in being enablers.

Does the organization value the learning function or try to bypass it? How to you engage with and manage key business stakeholder outside of learning?

Owning the L&D approach but critically, making it accessible and easily deployable to the field so there is shared ownership and collective purpose – this includes upskilling business units with best practice.

With advances in robotics & process automation and greater accessibility for individuals to build learning content themselves, the role of people within the L&D function will fundamentally change. Are you ready?

Considering technology innovations and their impact – not just infrastructure such as LMS, Collaboration tools and DAMs but rapid front ends and self service enablers.

No learning function today can hope to meet all its stakeholder needs in house. At the same time, multiple vendor touchpoints reduces efficiency and drives inconsistency. Creating the right type of supplier ecosystem approach can drive real business benefits.

Learning functions need to aggressively adapt to these trends in a variety of ways ...

Being the custodian of voice of the learning, backed up by deep ethnographic and job research that is regularly evolving and up to date.
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We work globally and collaborate to bring you professional teams to address complex issues relating to organization transformation, end-to-end employee lifecycles, effective talent deployment and mobility, gaining value from evolving and virtual workforces, and the changing role of HR in support of business strategy. Our EY professionals ask better questions and work with clients to create holistic, innovative answers that deliver quality results.

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ED None.

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