Modern Corporate Training:

Formalize Informal Learning:

The Bersin & Associates Enterprise Learning Framework®

Josh Bersin

May, 2009
About Us

- **Who We Are**
  - Industry’s primary research firm focused on What Works® in enterprise learning and talent management

- **Research Areas**
  - Enterprise Learning
  - Leadership Development
  - Performance Management
  - Career and Succession Management
  - Workforce Planning
  - Content Development
  - Strategic HCM Applications

- **Offerings**
  - In-Depth Studies and Reports
  - Research Memberships
  - Workshops
  - Benchmarking
  - Advisory Consulting
Agenda

▪ Business Forces Changing Corporate L&D
▪ Enterprise Learning Today
  • New approaches and disciplines
  • Explosive demand to “formalize informal learning”
▪ Bersin & Associates Enterprise Learning Framework®
  • Learning On-Demand
  • Social Learning
  • Embedded Learning
▪ New Disciplines of the Modern Learning Organization
  • MELI – Modern Enterprise Learning Index®
  • Learning Architecture
  • Learning Culture
▪ How to learn more
Top Business Challenges

Tremendous cost-cutting and reduction in growth targets

What Are Your Organization’s Top Business Challenges for 2009?

- Financial pressure to cut costs: 61% (January 2009) vs. 36% (November 2008)
- Severe business downturn: 37% (January 2009) vs. 11% (November 2008)
- Competitive threats: 24% (January 2009) vs. 24% (November 2008)
- Declining margins: 20% (January 2009) vs. 8% (November 2008)
- Diminished access to capital: 13% (January 2009) vs. 9% (November 2008)
- New top management team: 15% (January 2009) vs. 12% (November 2008)
- Launching new products and services: 15% (January 2009) vs. 12% (November 2008)
- Global expansion: 11% (January 2009) vs. 11% (November 2008)
- Acquisition or mergers: 10% (January 2009) vs. 7% (November 2008)
- Rapid business growth: 16% (January 2009) vs. 6% (November 2008)

November 2008

January 2009

© Bersin & Associates, Corporate TalentWatch®
Research, Senior HR and Business Executives, 2/09
Key Organizational Initiatives

Increased restructuring, changes in strategy, decline in demand, forcing change

What Are Your Organization’s Major Organizational Changes?  (Jan 2009)

- Development and launch of new products and services: 38% (33% in October 2008)
- Major restructuring: 30% (26% in October 2008, +15%)
- Major change in business strategy: 26% (23% in October 2008, +10%)
- Rapid decline in demand: 25% (13% in October 2008, 2X)
- New top management team or CEO: 30% (20% in October 2008)
- Merger or acquisition: 19% (13% in October 2008)
- Rapid growth in revenue or demand: 13% (6% in October 2008)
- Major regulatory change: 12%
Top Talent Challenges
Leadership, Focus on performance, Filling Critical Skills Gaps

What Are Your Organization’s Top Talent Challenges for 2009?

- Creating a Performance-Driven Culture: 71% (58% in October 2008)
- Gaps in the Leadership Pipeline: 74% (64% in January 2009 Data)
- New Skills for Product and Business Changes: 59% (42% in January 2009 Data)
- Skills Gap in Critical Positions: 68% (42% in January 2009 Data)
- Difficulty Filling Key Positions: 74% (38% in January 2009 Data)
- Retirement of Key Workers: 49% (35% in January 2009 Data)
- Retention in Key Positions: 49% (21% in October 2008)
- Rapid Hiring Due to Growth: 23% (6% in October 2008)
- Managing layoffs and downsizing: 37% (17% in October 2008)
- Low engagement or employee dissatisfaction: 32% (32% in October 2008)

High: 2.3x increase from October 2008
+20% increase from October 2008

January 2009 Data
October 2008

© Bersin & Associates, Corporate TalentWatch® Research, Senior HR and Business Executives, 2/09
Weak Mid-Level Leadership
Weak skills in line management, young workers, and sales roles

Organizations feel Line managers have Lower readiness and Skills than entry-level employees!
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
Transformative Change and L&D

Business Climate
- Growth
- Expansion
- Product Launch
- Globalization
- THE ECONOMY

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
Business Climate
Falling Budgets for Learning

- $58.5 Billion Market, 11% Drop in 2008 to $56.2B
- Number of hours dropped from 25 to 18 in 2008
- 2.2% of all payroll, sometimes as high as 3% or more
- One of the most “intangible” areas of corporate spending
- Roughly equal to spending per employee on HR

The Corporate Learning Factbook® 2009
www.bersin.com/factbook
Today’s Networked Organization

Internal networks and social learning are natural.

Informal learning and collaboration now take place naturally, changing the role of the formal training leader.
Technology: Always On, Everywhere

- Wikis
- Mentor
- Manager
- Peer
- Employee
- Peer
- Expert
- Blogs
- YouTube
- Social Networks
- Social Content
- HR
- L&D
Technology Information Overload

A typical information worker:
- Turns to e-mail 50+ times and uses instant messaging 77 times per day.
- Stops at 40 Web sites over the course of the day.

Fractured attention costs >$650 billion/year in US alone in lost productivity. A big chunk comes from the time it takes to recover from an interruption.

<table>
<thead>
<tr>
<th>What Was I Working On Again?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies by Basex, a company that looks at workers’ efficiency at information-intensive businesses, show that significant amounts of time are wasted by interruptions, like unimportant e-mail messages, and the time it takes to refocus on work.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOW A TYPICAL INFORMATION WORKER’S DAY IS SPENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>28%</strong></td>
</tr>
<tr>
<td>Interruptions by things that aren’t urgent or important, like unnecessary e-mail messages — and the time it takes to get back on track.</td>
</tr>
</tbody>
</table>

Source: Basex

THE NEW YORK TIMES
Enabling the Knowledge Worker

Finding the right information at the right time and in the best format…

The problem is “context” not “content”

Reuse and standards badly needed

Toughest challenges for knowledge worker as consumers of info?

- Overwhelming volume of information makes it difficult to notice and keep track of useful info. 68%
- Lack of effective tools (such as Search) makes it difficult to find the most useful info. 34%
- Frequent change of information makes it difficult to find the most current info. 32%
- Inconsistency of information formats or sources makes it difficult to use and comprehend new info 23%
- Dynamic nature of job roles make it difficult to find sufficiently targeted or relevant info. 16%
- Job roles or conditions make it difficult to access sources of info. 12%

Modern L&D Research
© Bersin, 2009, 1000+ respondents
www.bersin.com
What's on the mind of L&D

- How do I improve our learning culture? 31%
- How do we implement learning "on-demand"? 27%
- How do I reorganize L&D for efficiency and effectiveness? 22%
- How do I implement Collaborative Learning programs? 21%
- How do I build expertise in the "new disciplines" of L&D? 21%
- How do I improve learning measurement and evaluation? 18%
- How can I benchmark my L&D organization to improve? 17%
Need for Deep Specialization

- Organizations are flatter than ever
- Expertise drives competitive advantage
- Talent is developed through “deliberate practice,” standards, and reinforcement
- Specialized talent is more “mobile” than generalized talent
- Deep specialization is developed through “learning environments” not “learning programs

Building Competitive Advantage
Organization Dynamics
Weak Alignment of L&D

Only 1/3 of Organizations have L&D programs which reflect future talent needs.

- **Very well-fully reflect our talent needs, 4%**
- **Well - some programs reflect future talent needs, 30%**
- **Fair - a few programs reflect future talent needs, 47%**
- **Poorly - L&D programs do not reflect talent needs, 19%**

Close Down the Training Department?

“Here’s the pitch I’d offer the most senior person I could get a hearing with:

Next week, we will close the training department. We are shifting our focus from training to performance. Any remaining training staff will become mentors, coaches and facilitators who work on improving core business processes, strengthening relationships with customers and cutting costs.

I’m changing my title from VP of training to VP of core capabilities. My assistants will become the director of sales readiness and the director of competitive advantage, respectively. The measure of our contributions will be results, not training measures. We’re scrapping the LMS posthaste….

All of our energies will go into peer-to-peer, self-service learning. If something doesn’t dramatically improve the capabilities of our people, we won’t do it. We are scrapping lengthy program development projects in favor of quick-and-dirty rapid development. We are abandoning classrooms.”

Jay Cross, Chief Learning Officer Magazine, February 2009
Modern Enterprise Learning

Where are we today?

- **Traditional and Computer-Assisted Training**
  - Instructor and Computer-Based (CBT)
  - Implement the LMS as Administration Platform

- **The E-Learning Era**
  - Put materials online, Information vs. Instruction
  - Web-Based courseware, virtual classroom, and Learner-Facing LMS

- **Blended and Informal Learning**
  - Mixing All forms of media with informal learning
  - Learning On-Demand and Integrated Programs

- **Collaborative, Talent-Driven Learning**
  - Formalize Informal Learning
  - Collaboration and Talent Management by design

- **Modern Enterprise Learning**
  - Where are we today?
    - 2008+...
    - 1995-today
    - 1998-2004
    - 1980s-1990s
Evolution of Enterprise Learning

Changes in Our Fundamental Understanding of its Role & Purpose

- Get Materials Online
- Expand, Blend, Improve E-Learning
- Solve Talent Problems
- Social Networking, Informal Learning

Rich Catalog University
Instructional Design Kirkpatrick
E-Learning Get Materials Online
LMS E-Learning Platform

Learning Paths Role-Based
Rapid E-Learning Information vs. Instruction
Interactivity Simulation
LMS Enterprise Learning Platform

Competency-Based Learning
Search, Information Architecture
Blended Learning
Learning Portal Learning 2.0

Career Development Leadership Development

We are Here

2001 2004 2007 2010
The Modern Approach to Enterprise Learning: What Matters Most

- **Enterprise Learning Framework**
  - A New Architecture with Which to Understand the Scope of the Corporate Learning Function

- **Practices of the Modern Learning Organization**
  - The Mandate of the Modern Learning Function
  - Modern Enterprise Learning Readiness Index
  - Disciplines of Modern L&D
  - Best Approaches, Tools, and Technologies with which to building High-Impact, modern learning solutions.

  - *The result of 9 months of in depth analysis of the internal operations of the next generation of High Impact Learning Organizations.*
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
Value of 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.
Need for Informal Learning

How People Learn and Improve Performance on the Job

We need to optimize this

- Coaching On the Job, 70%
- Information in Support of Work, 20%
- Formal Training, 10%

Not just this

Bersin & Associates Research
High Impact Learning Organization 2008
The Challenge:

- Communities Of Practice
- Mobile Devices
- Informal Learning Concepts
- Portals And Wikis
- Social Networking Tools
- New models for instructional design
- Community Management approaches
- Corporate Learning culture
- New forms of governance and ownership
- New software Platforms
- Information Architecture

? What Else?
The OLD Way…
Bersin & Associates Enterprise Learning Framework®

1. Learning Programs
   - Audiences and Problems
     - Informal

2. Approaches
   - Formal
   - On-Demand
   - Social
   - Embedded
     - 20%
     - 80%

3. Disciplines

4. Tools and Technology

5. Culture
### Learning Programs

#### Audiences & Problems

<table>
<thead>
<tr>
<th>Jobs</th>
<th>Roles</th>
<th>Competencies</th>
<th>Proficiencies</th>
<th>Preferences</th>
<th>Demographics</th>
<th>Geographies</th>
<th>Business Problems</th>
</tr>
</thead>
</table>

#### Approaches

<table>
<thead>
<tr>
<th>Formal</th>
<th>Informal</th>
<th>Social</th>
<th>Embedded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor Led Training</td>
<td>On-Demand</td>
<td>Social</td>
<td>Embedded</td>
</tr>
<tr>
<td>Virtual Classroom</td>
<td>E-Learning</td>
<td>Wikis, Blogs, Forums</td>
<td>Performance Support</td>
</tr>
<tr>
<td>Games</td>
<td>Search</td>
<td>Expert Directories</td>
<td>Feedback</td>
</tr>
<tr>
<td>Simulations</td>
<td>Books, Articles</td>
<td>Social Networks</td>
<td>Rotational Assignments</td>
</tr>
<tr>
<td>Testing &amp; Evaluation</td>
<td>Videos</td>
<td>Communities of Practice</td>
<td>After Action Reviews</td>
</tr>
<tr>
<td>E-Learning</td>
<td>Podcasts</td>
<td>Conferences &amp; Colloquium</td>
<td>Quality Circles</td>
</tr>
<tr>
<td>Learning/Knowledge Portals</td>
<td></td>
<td>Coaching &amp; Mentoring</td>
<td>Development Planning</td>
</tr>
</tbody>
</table>

#### Disciplines

<table>
<thead>
<tr>
<th>Organization, Governance, and Management</th>
<th>Learning Architecture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Program</td>
<td>Disciplines</td>
</tr>
<tr>
<td>Leadership Development Management</td>
<td>Performance Consulting Instructional Designs</td>
</tr>
<tr>
<td>Career Development Technical Professional Onboarding Compliance Customer Service Sales Project and Process Product Knowledge Customer Education Channel Training Systems IT Skills</td>
<td></td>
</tr>
<tr>
<td>Change Management Community Management</td>
<td>Measurement &amp; Evaluation Business Intelligence</td>
</tr>
<tr>
<td>Change Management Community Management</td>
<td>Measurement &amp; Evaluation Business Intelligence</td>
</tr>
</tbody>
</table>

#### Tools & Technology

<table>
<thead>
<tr>
<th>Tools &amp; Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>LMS, LCMS Learning Portals Talent Mgt. Systems</td>
</tr>
<tr>
<td>Content Development Content Management</td>
</tr>
<tr>
<td>Collaboration Social Networking</td>
</tr>
<tr>
<td>Assessment Search, Tagging Performance Support Virtual Classroom</td>
</tr>
<tr>
<td>Reporting and Analytics Measurement Systems</td>
</tr>
</tbody>
</table>

#### Culture

| Executive Support Learning integrated With Business Planning |
| Development Planning Knowledge Sharing |
| Performance and Talent Management Customer Listening |
| Innovation Programs Mentoring and Knowledge Sharing |
| Employee Feedback Learning from Mistakes |
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
The Learning On-Demand Model
Supports today’s Multi-Generational Workforce

Learning on Demand

- Self Assessment
- EPSS Tools
- Job Aids
- Coaching Programs
- Communities of Practice
- Career Curriculum

Retention is Lost

Traditional Training

Time
On-Demand Learning Environment
Learning On-Demand: 
Keys to Success

- Deep understanding of roles, and uses of information
- Mapping information sources: experts and tacit knowledge
- Creating a “portfolio manager” who can locate and update information needed by business users
- Re-engineering the information architecture of the “learning portal”
- Expanding use of job aids and support systems in the learning environment
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
Social Learning Concept

Quantity and Quality of Knowledge and Expertise

Collective wisdom of stakeholders

Embedded operational expertise

Mid-level or senior leaders

L&D working with SMEs

What you can learn

What you can coach or mentor

What you can teach

L&D

Management

Employees

Customers
Social Learning Environments
Internal Blogs and Wikis

- Experts or SMEs freely share information
- Communities created around product or process launches and changes
- Technical support, R&D, manufacturing quality circles, customer support
Social Learning Portals

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.*
Social Learning: 
*Keys to Success*

- Establish “communities” of interest which can become “communities of practice”
- Build an online presence which enables information and knowledge sharing
- Establish a platform which enables comments, content sharing, ratings, and feedback
- “Dare2Share” information and let the community rate and validate usage and quality
- Build the environment into formal learning programs
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
Embedded Learning
“Invisible” Learning “in the job”

- Performance Support
- Feedback
  - From managers
  - From peers
  - From leaders
- Rotational Assignments
  - Developmental assignments
  - Cross functional assignments
- After Action Reviews
- Quality Circles
- Customer Councils
- Development Planning
- Peer Review
Need for Career Development

Centralized Approach to Development Drives Far Greater Value

-20%
-15%
-10%
-5%
0%
5%
10%
15%
20%
25%

% Improvement in business impact

-20% -15% -10% -5% 0% 5% 10% 15% 20% 25%

- Individually
- Manager Level
- Business Unit Level
- Enterprise Level

Average Business Impact (12 measures)
Engagement and retention
# Corporate Leadership Development Program

**Designation or Certification**
- Senior Peer Review Board
- Sales Representative
- Account Manager
- Sales Leader
- Technical Specialist
- Technical Leader

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

**Advanced**
- Job Performance outcomes
- Sales Representative
- Advanced Program (requirements, simulations, assignments, resources)

**Foundational Program**
- Skills and Knowledge outcomes
- 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**
Coaching as a Formal Program

- Structured coaching programs for management, leadership, sales, customer service
- Competency-based
- Delivered at all levels in the organization
- Very effective and easy to measure
Approaches to Structured Coaching

- **Formalized Informal Learning**

- Focus on sales leadership coaching skills, not just sales skills
- Formalized program which forces managers to coach employees
- Employees are trained, supported, and measured
Embedded Learning: Keys to Success

- Establishing employee development as an integral part of management and operations
- Consider “developing people” part of every manager’s job
- Focus on quality, client intimacy, and learning from mistakes
- “Leaders teaching leaders” and expanding the role of development into the mission of every role in the organization
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
Modern Enterprise Learning Index

Capabilities

1-5: 1=not at all successful and 5=extremely successful?

- **Capacity Building**
  - We add new knowledge & skills to our team fast enough to meet the changing needs of the business.

- **Business Analysis**
  - We have the connections and the expertise to master and analyze the business processes of our target audiences.

- **Content Efficiency**
  - Our learning content processes are highly efficient. We are adept at content reuse & recycling.

- **Adaptation**
  - We know the preferences of our audiences, and we can adapt our efforts to audiences of different geographies or generations.

- **Versatile**
  - We can work equally well in as many different formats, channels, and modalities as our audiences do.
Modern Enterprise Learning Index

Agility

1-5: 1=not at all successful and 5=extremely successful?

- Business Driven: We measure our efforts in terms of business impact.
- Talent Linked: Our efforts map directly to consolidated Talent and Performance Management Strategies.
- Timely: We are successful at meeting urgent, time-critical business needs.
- Targeted: Our efforts are honed to address specific performance needs.
- Proximal: Our efforts are targeted as close to where performance happens as possible.
Modern Enterprise Learning Index

Learning Culture

Knowledge Sharing

- Knowledge sharing is common, frequent, encouraged, and supported at all levels of the organization.

Reflection

- Past successes and failures are leveraged as important opportunities for learning at all levels of the organization.

* Source line copy here if needed
Modern Enterprise Learning Index (MELI)

- An Aggregate Index of 10 Benchmarks of Corporate L&D’s capacity to support learning agility and thrive in the face of transformative change (the L&D 10) + 2 measures of the organization’s learning culture.

- 5 Internal Indicators of Capabilities around the Approaches/Disciplines/Techs of Modern L&D
- 5 External Indicators of Org’s Agility – Ability to remain in Alignment with Modern Biz
- 2 Indicators of Learning Culture
Modern Enterprise Learning Index
Distribution of Scores for the L&D 10

Worst Possible Score: 1x10=10, Best Possible Score: 5x10=50

Average Score: 28.23/50
Std. Deviation: 7.61

© Bersin, 2009, 1000+ respondents
www.bersin.com
Modern Enterprise Learning Index
Mean By Industry (L&D 10 Only)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology and Telecommunications</td>
<td>30.3</td>
</tr>
<tr>
<td>Business services/consulting/legal</td>
<td>30.0</td>
</tr>
<tr>
<td>Healthcare, Pharma, and Bio-tech</td>
<td>29.1</td>
</tr>
<tr>
<td>Media and Marketing</td>
<td>28.7</td>
</tr>
<tr>
<td>Financial</td>
<td>28.1</td>
</tr>
<tr>
<td>Consumer services and retail</td>
<td>27.9</td>
</tr>
<tr>
<td>Manufacturing and Infrastructure</td>
<td>26.7</td>
</tr>
<tr>
<td>Aerospace and Defense</td>
<td>26.7</td>
</tr>
<tr>
<td>Public Sector and Education</td>
<td>26.4</td>
</tr>
<tr>
<td>Energy and Natural Resources</td>
<td>26.0</td>
</tr>
</tbody>
</table>

Out of 50
Practices of Modern L&D: Disciplines

Best of Mod L&D Orgs (Top 10%) good at traditional disciplines, but also MUCH better than the rest at:

• KM
• Info Architecture
• Biz Intelligence
• Perf. Consulting
• Marketing
• New Media

5 Pt Scale: 1=No Capabilities in this area and 5=Extremely capable

MODERN
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
    - Learning Architecture
    - Learning Culture
- How to learn more
Need for Learning Architecture

Figure 85: Where a Learning Architecture Fits

- Business Performance Gaps Identified
- Performance Consulting Process
- Identification of Key Criteria for Success (Information, Processes, Management, Skills, Competencies, Assessments)
- The Learning Architecture
- Development and Delivery of a Learning Solution
- Learning Systems, Tools, Processes, Expertise
- Outsourcers

“Performance Learning Model”

- Resident Certification Training
  - Classroom
  - Onsite
- Job Performance Support
  - Performance Support
  - Action Learning
  - Fee for Service
  - Targeted Training
  - Learning Organization
- Knowledge Distribution
  - Knowledge Sharing System (Communities of Practice)
  - Online Guidebook
  - Yellow Pages
- Distributed Learning
  - Web-based Learning Management System
- Skills Development
- Knowledge Sharing System
- Multi-dimensional learning paradigm (new)
- Single dimension learning paradigm (old)
# Reuters Learning Architecture

## Formal Learning

<table>
<thead>
<tr>
<th>Learning Events</th>
<th>e-Learning and Distance Learning</th>
<th>Informal Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshops</td>
<td>Virtual Classroom</td>
<td>On-the-Job and Experiential Learning</td>
</tr>
<tr>
<td>Scheduled Courses</td>
<td>CD Rom</td>
<td></td>
</tr>
<tr>
<td>Conferences</td>
<td>Web courses</td>
<td></td>
</tr>
<tr>
<td>Seminars</td>
<td>Structured web learning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workbooks and guides</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Web conferencing</td>
<td></td>
</tr>
</tbody>
</table>

## Structured Work Experience

- Coordinated swaps
- Secondments
- Job Shadowing
- Project Managements

## Structured Coaching & Team Effectiveness

- Structured Mentoring
- Structured Coaching
- Team effectiveness activities
- External Coaching

## Certification and Qualifications

- Reuters Certification
- Professional Certification
- Academic Qualification

## Knowledge Management

- Best practices
- Reference and reading materials
- Information Repositories
- Access to internal experts
- Internal standards and documented processes

## Mentoring and Communities of Practice

- Buddies, mentors, peers
- Informal professional networks
- Common interest groups
- Lunch talks

## External Experience

- Relationship with outside professionals
- Speaking engagements
- Professional memberships
- Publications and reports
- Executive Directorships
Agenda

- Business Forces Changing Corporate L&D
- Enterprise Learning Today
  - New approaches and disciplines
  - Explosive demand to “formalize informal learning”
- Bersin & Associates Enterprise Learning Framework®
  - Learning On-Demand
  - Social Learning
  - Embedded Learning
- New Disciplines of the Modern Learning Organization
  - MELI – Modern Enterprise Learning Index®
  - Learning Architecture
  - Learning Culture
- How to learn more
Modern Enterprise Learning

*What is the ongoing role of the modern Enterprise L&D function?*
Organizational Learning Agility

- The ability to respond to adaptive challenge – be it an opportunity, threat, or crisis – through the acquisition of knowledge and skills. High agility orgs are able to learn quickly and apply effectively the collective knowledge and skill of their members. 

- At an org level, agility is the ability to grow, change, or innovate at or above the speed of one’s own market.

- In Search of Learning Agility

TRCLARK, LLC.
Practices of Modern L&D

Learning Culture

- Learning Culture most predictive indicator of the Agile Modern Learning Organization.
- Accounts for 30% of variability in overall MELI score.

Modern L&D Research
© Bersin, 2009, 1000+ respondents
www.bersin.com
Impact of Learning Culture

How would you rate your organization’s learning culture?

All Organizations

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

<table>
<thead>
<tr>
<th>Category</th>
<th>All Organizations</th>
<th>High-Performing Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Fair (value learning)</td>
<td>18%</td>
<td>24%</td>
</tr>
<tr>
<td>Good (learning valued)</td>
<td>52%</td>
<td>45%</td>
</tr>
<tr>
<td>Excellent (highly valued)</td>
<td>24%</td>
<td>34%</td>
</tr>
<tr>
<td>World Class (valued at all levels)</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>
What is a Learning Culture?

“A learning culture is an organization-wide belief that the organization’s strategy, mission and operations can continuously be improved through an ongoing process of individual and organizational learning.

It includes a set of investments, programs and processes to study areas of weakness, explore causes and exploit opportunities to improve and learn at all times and at all levels.”

Bersin & Associates
Practices of Modern L&D
Institutionalize Knowledge Sharing

- Integration knowledge-sharing programs and processes with organization’s strategic business objectives;
- Integration of knowledge-sharing with performance management processes (including making it a core competency for many in the organization);
- Consistent reward and recognition for participation; and,
- Encouraging employees to see knowledge-sharing as a leadership development opportunity.
How to Learn More

- Enterprise Learning Assessment
  - MELI assessment
  - Internal workshop and planning session

- Research
  - High Impact Learning Organization®
    www.bersin.com/hilo
  - High Impact Learning Practices®
    www.bersin.com/hilp
    (available in June)
  - Ten ways to Reduce Costs in L&D
    www.bersin.com
  - Research membership and advisory services

- Contact us: info@bersin.com or call (510) 347-4300
How to Learn More

- The Corporate Learning Factbook® (www.bersin.com/factbook)

- LMS and Learning Platforms 2009 (www.bersin.com/lms)

- Ten Ways to Reduce Costs in L&D (www.bersin.com)

- The High Impact Learning Organization (www.bersin.com/hilo)

- Need more info? Contact us at info@bersin.com
Saba Webinar Series

- **Business-driven Talent Management: New Strategies for New Times**
  - Data-driven Decision Making: A Modern Approach to Workforce Planning - **July**
  - Performance Management: Then and Now - **Sept**
  - Formalizing Informal Learning - **Oct**
  - Talent Mobility: The Modern Approach to Succession Management - **Nov**

- Register at [www.saba.com](http://www.saba.com)

Thank You For Attending