

# The Future is Now: Learning Strategy

# 2020



## Table of Contents

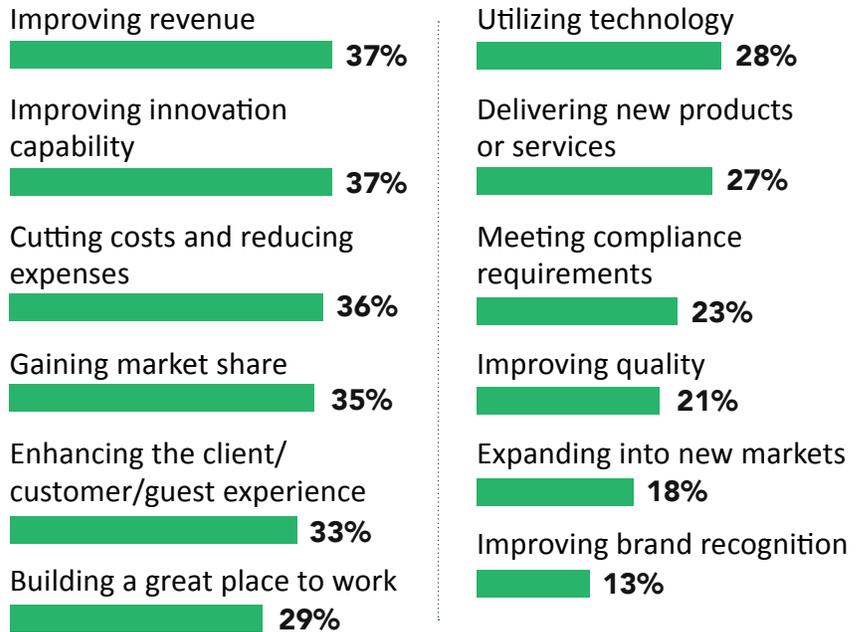
It's Time for Learning to Get Strategic .....	3
Learning's Challenges .....	4
Using a Learning Platform to Support the Strategy.....	8
What The Future Holds.....	10
Authors and Contributors .....	11
About Docebo.....	12
About Brandon Hall Group .....	13

## It's Time for Learning to Get Strategic

For 2020, organizations are focused on many different business goals. The five top priorities (each selected by at least one-third of companies) are outlined to the right.

While each of these outcomes can — to one degree or another — be influenced by learning and development, companies are not overly confident in the ability of their L&D efforts to accomplish these business goals. Fewer than one-quarter think they are effective or very effective in doing so.

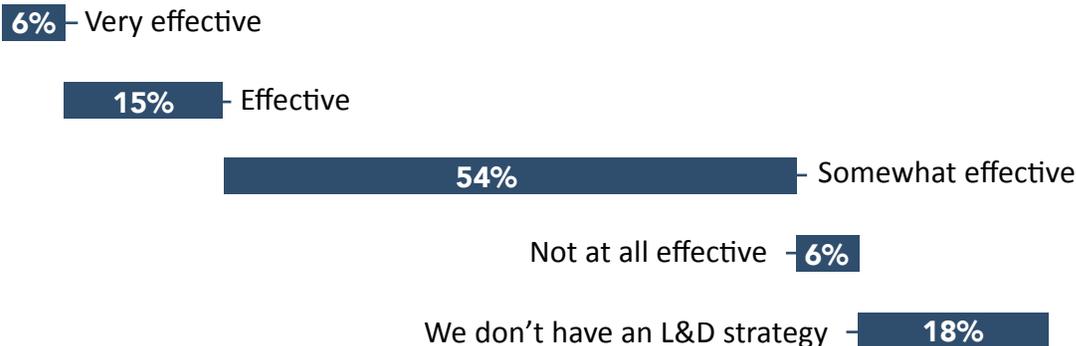
### Top Business Concerns



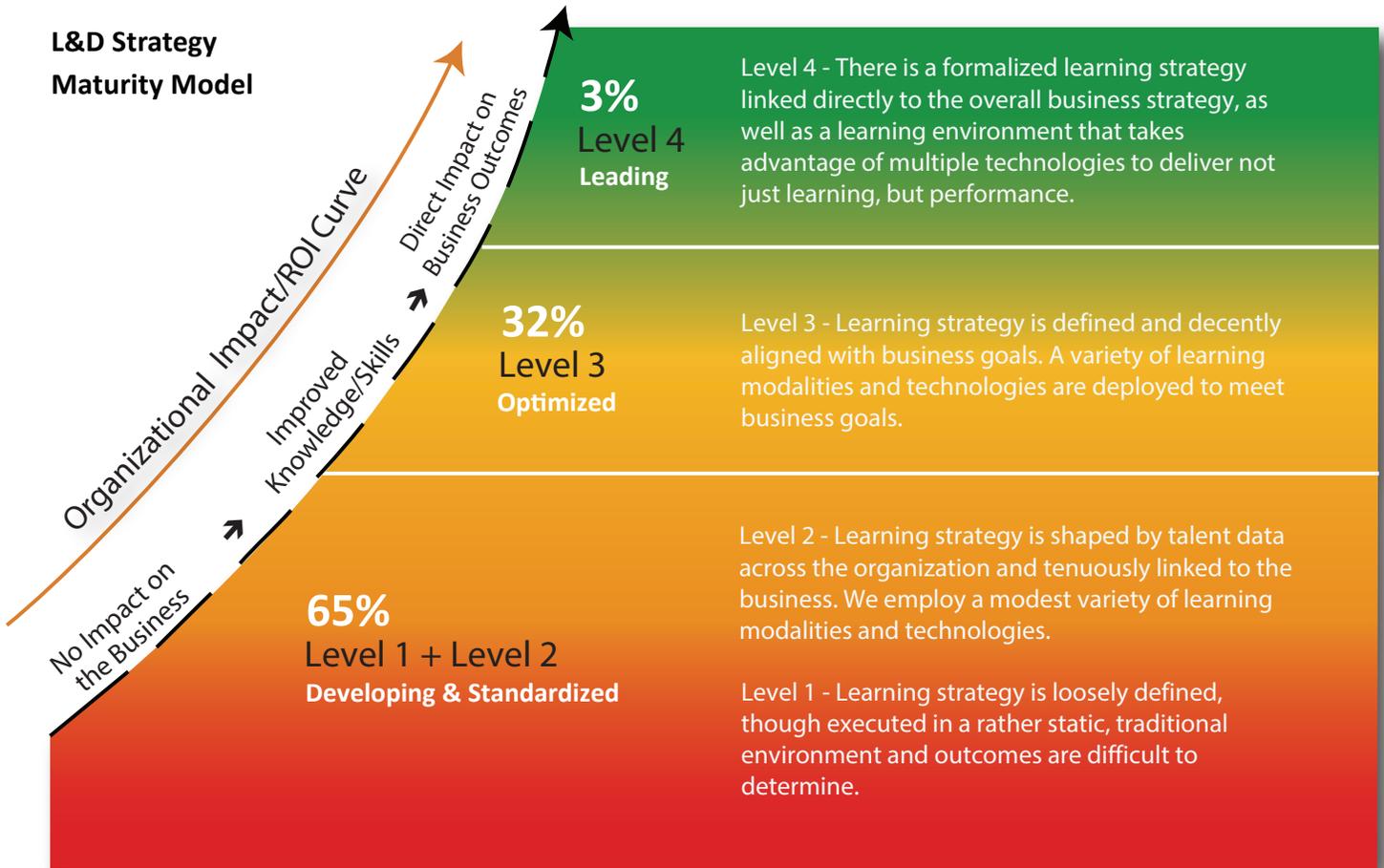
Source: 2019 Brandon Hall Group Learning Strategy Survey

Most companies have an average-performing learning strategy that is not strongly linked to the business and employs a limited variety of learning experiences.

### L&D's Ability to Help Achieve Those Goals (Numbers don't equal to 100% due to rounding)



Source: 2019 Brandon Hall Group Learning Strategy Survey



Source: 2019 Brandon Hall Group

But while companies struggle with their learning strategy, the C-Suite faces some serious challenges about the future of work.

## Learning's Challenges

There are many reasons learning struggles to make an impact on the business. The top challenge is that learning leaders don't know how to measure learning in a way that demonstrates the impact even exists. They also have difficulty aligning learning with outcomes, as well as engaging learners.

### The Most Significant Workforce & Talent Issues for The C-Suite



Transitioning to the future of work



The need to redesign work

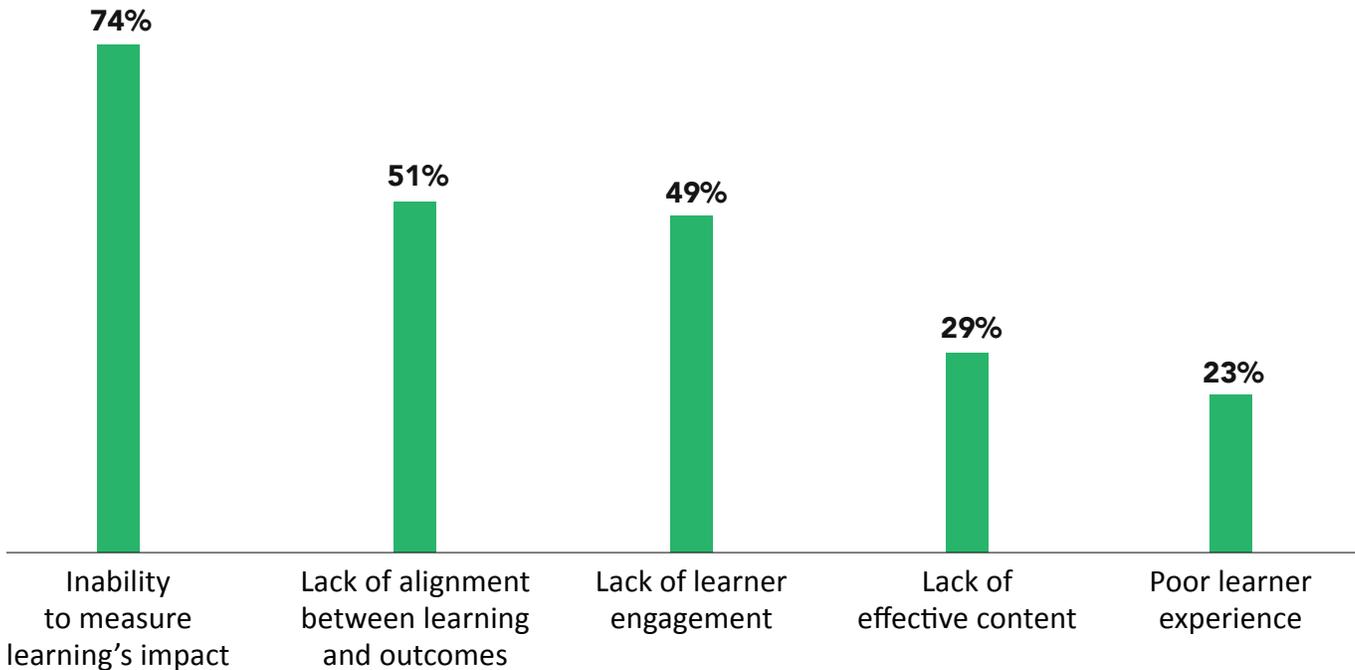


The need to reskill the workforce

Source: 2019 Docebo

Measurement will become more challenging as the learner experience evolves. Most companies have no idea how to measure informal or experiential learning.

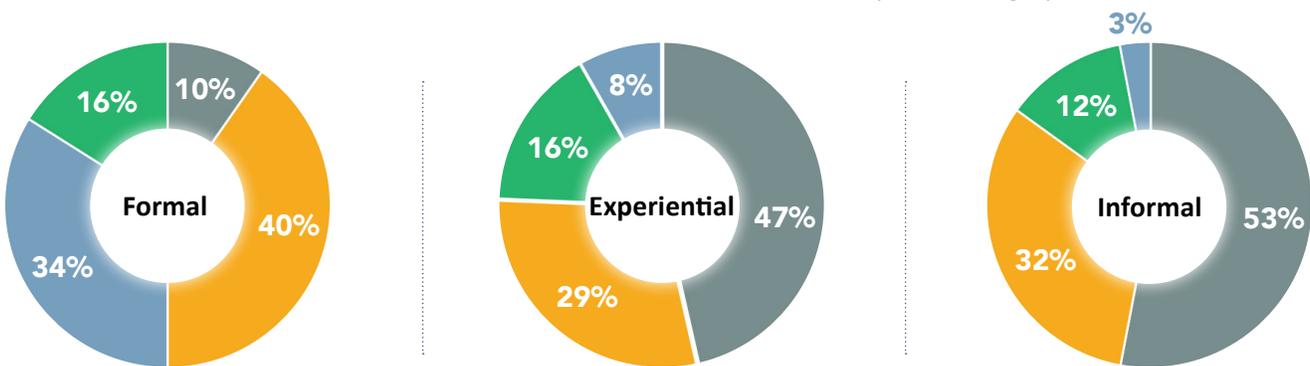
## Learning Challenges



Source: 2019 Brandon Hall Group Learning Strategy Survey

## Measurement Challenges — Effectiveness in Measuring

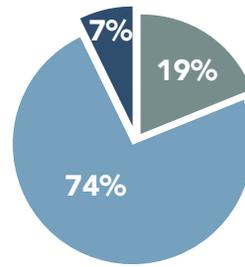
● Not at all    ● Somewhat    ● Moderately    ● Highly



Source: 2019 Brandon Hall Group Learning Measurement Survey

The growing skills gap presents another strategic challenge. Organizations already deal with a shortage of the skills they need to be successful and that will only get worse as skills needs evolve and change. Only 7% of companies are completely prepared to develop the necessary future skills.

Organizations cannot hire their way out of this mess. There are no guarantees there will be a sufficient number of skilled candidates in the future. And data from the Work Institute and Docebo puts the cost of re-skilling an employee at half of what it costs to hire someone new.



## Are We Ready to Develop Future Skills?

- Unprepared
- Somewhat prepared
- Completely prepared

Source: 2019 Brandon Hall Group Learning Strategy Survey

## Being Strategic

Learning that impacts outcomes looks much different than learning that does not, and it starts with strategy. Companies that say their learning impacts outcomes, such as time to productivity, employee engagement and individual performance (high-impact) employ strategies that are clearly different from others (low-impact).

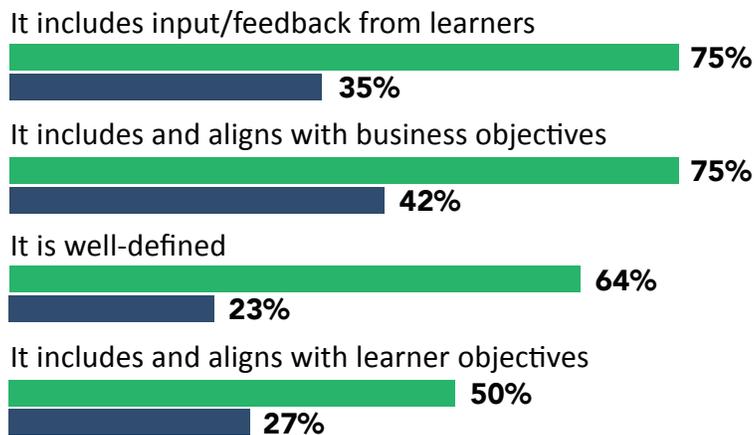
## The Average Cost of Employee Turnover is 33% of the Position's Salary



Source: Work Institute, Docebo

### Strategy Elements

- High Impact
- Low Impact



Additionally, high-performing organizations do a much better job of using real outcomes as measurements of their learning's effectiveness.

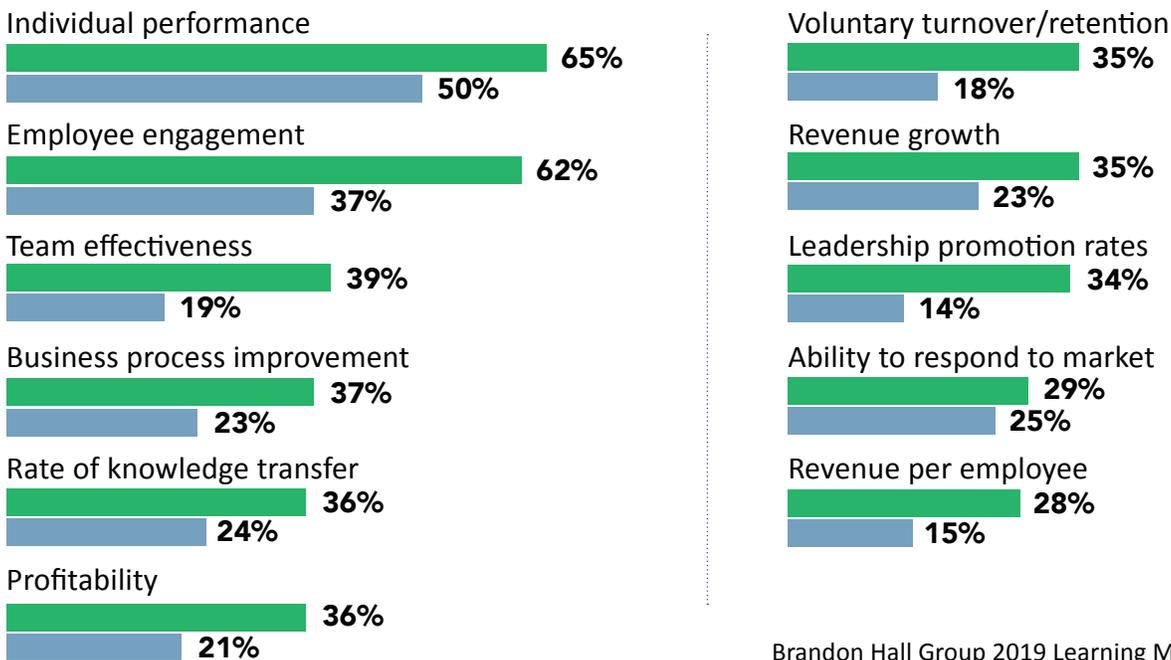


## Technology's Role

According to Brandon Hall Group's 2019 Learning Technology Survey, about 80% of companies use a traditional LMS and Docebo's Enterprise E-Learning Trends 2020 Report says that "Best-in-Class" companies are 3.4-times more likely to use a traditional LMS. But these companies are still challenged in closing skills gaps, improving productivity and meeting objectives.

### Outcomes Measured

- HiPOs
- Others



Brandon Hall Group 2019 Learning Measurement Survey

Best-in-class companies are **3.4X** more likely to use a traditional LMS ... but

**80%**

still cannot overcome internal skill gaps

**69%**

report low or declining productivity

**67%**

are unable to meet financial and performance objectives

The key to being strategic is focusing on learning rather than training.

WHAT'S THE DIFFERENCE?



Source: Docebo Enterprise E-Learning Trends 2020



## TRAINING IS:

- Event-based
  - Top-down
- Separate from work
  - Hard to retain
- Quickly outdated



## LEARNING IS:

- Continuous
- Omnidirectional
- In the flow of work
- Reinforcing
- Always fresh

In that same vein, the Traditional LMS is more training-focused than learning-focused.

## Using a Learning Platform to Support the Strategy

### DETERMINING LEARNING'S IMPACT

Measuring the value and effectiveness of learning programs isn't always simple. Administrators don't always have the time to build out reports and learner surveys, and the data from surveys is almost always superficial and generally not useful for deriving conclusions or deep insights. Instead, admins need tools with ready-to-go surveys and reports with built-in industry benchmarks. These surveys can be routinely delivered after a course is completed and again three months later, so the data can be used to optimize future learning.

### LMS

- Designed for managing training
- Designed for LMS admins
- Slow evolutions
- Training seen as a necessary cost
- Formal learning only

vs

### Learning Platform

- Designed for learning experiences
- Designed for learners
- Exponential evolution
- Learning is integral to revenue growth & talent retention
- Formal & social learning

Source: 2019 Docebo



## SMARTER UPSKILLING AND RESKILLING

Many organizations face a skills gap and there is uncertainty about their ability to ensure they have the skills required to be successful.

Are We Ready to Develop Future Skills?



A learning platform can help companies connect skills analysis to organizational objectives. These tools help learners identify which skills they want to grow, so the platform will provide relevant content, relieving the admins' sole responsibility for curation. The scalability of this process can facilitate organization-wide skills optimization strategies.

Source: 2019 Brandon Hall Group Learning Strategy Survey

## DELIVERING PERSONALIZED LEARNING

Learning platforms can leverage artificial intelligence for greater personalization. Learning specific algorithms can help gather data to tailor learning to an individual's needs. The platform can also use AI to intelligently identify skills gaps and then create targeted learning programs to address them. An intelligent learning

### Different Generations Demand Different Experiences

43% of Gen Z preferred self-directed learning  
*(Source: LinkedIn Learning)*

33% of Baby Boomers do not receive tech training but want to  
*(Source: 2019 Docebo Tech Skills Gap Survey)*

40% of Millennials would prefer to learn soft skills to unlock creativity  
*(Source: 2019 Docebo Tech Skills Gap Survey)*

platform can also make content suggestions and recommendations that are relevant to the skills learners want to develop. AI helps on the front end as well, automatically generating a list of potential learners for a course upon its creation, rather than requiring an admin to search for someone who would benefit from it.

## What The Future Holds

The next step is for learning paths to adapt based on a learner's unique progress. This contextualizes learning, not merely around content but based on a learner's mastery of the material. A company can deliver the same material, information and knowledge, but learners will experience it in a manner and pace that makes sense for them. As their function within the organization develops, so too does their learning experience in support of their ongoing progress.

But technology is not a panacea. For this to be successful, organizations must hire great people to build great processes and then use technology to scale those processes. The technology must always work for the organization; its potential is only limited by a human inability to maximize its effectiveness.



## Authors and Contributors



**David Wentworth** ([david.wentworth@brandonhall.com](mailto:david.wentworth@brandonhall.com)) wrote this report. He is the Principal Learning Analyst at Brandon Hall Group, focusing on all aspects of learning and the technology that supports it. David has been in the human capital field since 2005 and joined Brandon Hall Group as senior learning analyst in early 2012.



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**Mike Cooke** ([mike.cooke@brandonhall.com](mailto:mike.cooke@brandonhall.com)) contributed to this report. He is the CEO and Principal HCM Analyst at Brandon Hall Group. Mike has more than 20 years' experience in human capital management and the research, software and technology industries. Before running Brandon Hall Group, Mike was co-founder of AC Growth, a research and consulting firm, and VP and General Manager of Field Operations at Bersin & Associates, a global analyst and consulting services firm in all areas of HCM.

**Michael Rochelle** ([michael.rochelle@brandonhall.com](mailto:michael.rochelle@brandonhall.com)) contributed to this report. He is the Chief Strategy Officer and Principal HCM Analyst at Brandon Hall Group. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.

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## About Docebo

Trusted by more than 1,600 companies worldwide, the Docebo Learning Platform brings together the enterprise LMS you need, the social learning experience your learners want, and the power of Artificial Intelligence to make learning your competitive advantage.

**docebo**<sup>®</sup>

For more information, visit: [docebo.com](https://docebo.com)



## About Brandon Hall Group

Brandon Hall Group is an HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally more than 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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PLAN



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PERFORM



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