Creating an Agile Learning Culture:
The Role of On-Demand Learning

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Welcome to today’s webcast.

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How would you rate your organization’s ability to anticipate change and respond efficiently and effectively?
CEOs define agility using words like rapid, culture, flexibility, transparency and availability.

- Rapid Decision-Making
- A High-Performance Culture
- Flexible Management of Teams
- Transparent Availability of Information

Source: Organisational Agility: How business can survive in turbulent times, Economist Intelligence Unit Limited, The Economist, 2009
The same CEOs ranked business functions in their contribution to agility and put HR at the bottom of the list.

1. Sales
2. Marketing
3. Customer Service
4. Operations
5. ... 
6. ...
7. ...
8. Legal & Regulatory
9. ...
10. ...
11. ...
12. ...
13. Legal & Regulatory
14. Human Resources

Source: Organisational Agility: How business can survive in turbulent times, Economist Intelligence Unit Limited, The Economist, 2009
Organizational learning agility is…

Enhancing the collective ability to acquire **NEW** knowledge and skills and to stay ahead of the market.
What’s the problem?

What do you believe holds back knowledge workers in your organization?

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

Source: Bersin by Deloitte, 2009
Why is building learning agility important?
(Problems L&D is trying to solve)

Source: Bersin by Deloitte, 2012
Many L&D organizations are **ill-equipped** to meet today’s challenges

- Not as prepared as we should be
- Focusing on traditional practices
- Difficulty in meeting employee expectations
- Limited by current technology
- No culture of learning

Source: Bersin by Deloitte, 2012
10 Measures of an Agile L&D Function

- Capacity Building
- Timeliness
- Business Driven
- Business Analysis
- Talent Linked
- Content Efficiency
- Proximity
- Versatility
- Adaptation
- Targeted

Source: Bersin by Deloitte, 2012
### How L&D is Changing

**Future Learners**

<table>
<thead>
<tr>
<th><strong>WORKFORCE</strong></th>
<th><strong>WORKPLACE</strong></th>
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</thead>
<tbody>
<tr>
<td>Multi-Generational</td>
<td>Interconnected</td>
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<tr>
<td>Global</td>
<td>Dynamic</td>
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<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>
<tr>
<td>New Models for Career</td>
<td>New Models for L&amp;D</td>
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</tbody>
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Bersin by Deloitte
New Methods
The Slow Decline in Classroom Training

2021 (estimated)
- 37.0% ILT
- 22.2% VILT
- 24.9% Online Self-Study
- 15.4% Other

2010
- 58% ILT
- 13% VILT
- 19% Online Self-Study
- 10% Other

2005
- 70% ILT
- 16% VILT
- 7% Online Self-Study
- 7% Other

Source: Bersin by Deloitte, 2012
L&D can begin to improve agility by fostering characteristics like **readiness** and the ability to learn from experiences.

- Learning agility…“a term used to describe a constellation of characteristics—**raw aptitudes** and **abilities**, as well as **attitudes and skills**—that relate to an individual's readiness and ability to learn from experiences.”

  - Neta Moye, Faculty Director of Leadership Development Programs, Clinical Professor of Management, at the Owen Graduate School of Management
Individual learning agility is...

Timely study, analysis, and understanding of NEW situations.
Formal training programs have been built on a “just-in-case” model and may not be useful.

*Hermann Ebbinghaus’ “forgetting curve”*
Informal learning enables people to control their own learning.
On-demand learning brings personalized content to the learner at the point of need.
There are some distinct benefits associated with on-demand learning

- Integrating learning in the work to support learning transfer;
- Meeting a learner’s need to receive information and updates in a timely manner, so that it can be applied to the work; and,
- Enabling control by the learner, thereby increasing the likelihood that the information is relevant and in situation.
Types of Informal Learning

**Informal**

**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
Have we created an organization which truly has a culture to learn?

- Does leadership reinforce the need to learn?
- Is expertise rewarded and valued?
- Are decision-making processes clear?
- Do people share information openly?
- Do people feel empowered to point out errors?
- Do we take the time to reflect?
- Do people move around and take risks?
- Do we listen to customers openly?
Telecommunications Company

Courage to innovate

Spirited teamwork

Passion for growth

Embracing change

Leadership Philosophy

Providing a variety of learning opportunities to meet employees’ needs when they need it.

Emphasizing the employees’ responsibility in meeting their own learning needs.
High-Impact Learning Organizations
Support Business Agility & Resilience

Business and Organizational Impact

Solution Effectiveness

Alignment

Efficiency
Efficiency of Learning is about…

Are you making sure as many people as possible have access to relevant, timely content?
Effectiveness of learning is about…

Deep understanding of diversity of needs and preferences

Meeting each need in the most personalized manner

Are you meeting needs in the most personalized manner possible.
Alignment of Learning: Working on the right things.

Are you focusing on those things that have the greatest business impact?
The road to agility follows L&D’s natural evolution from getting e-learning materials online to integrated learning and performance virtually anywhere.
To add more value, we should leverage technology to reinvent what we do, why we do it, and how we do it.

Agile Technology

- Technology that supports continuous improvement and an individual's ability to learn.
- Technology that can support the strengthening of organizational capability.
- Technology that empowers employees.
- Technology that enables the business to get improved results.
We welcome your questions.
Anticipate change and respond efficiently and effectively.