

HOW

the

WORKFORCE

LEARNS — *in*

2019



Association for
Talent Development

Webinar
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TODAY'S AGENDA

Let's talk about...

01

Provoke you to see learning (and L&D) through a new lens

02

Inform you how today's workforce builds the skills they (and you) need

03

Inspire you to do something differently with this data

“

When experts are wrong, it's often because they're experts on an earlier version of the world.

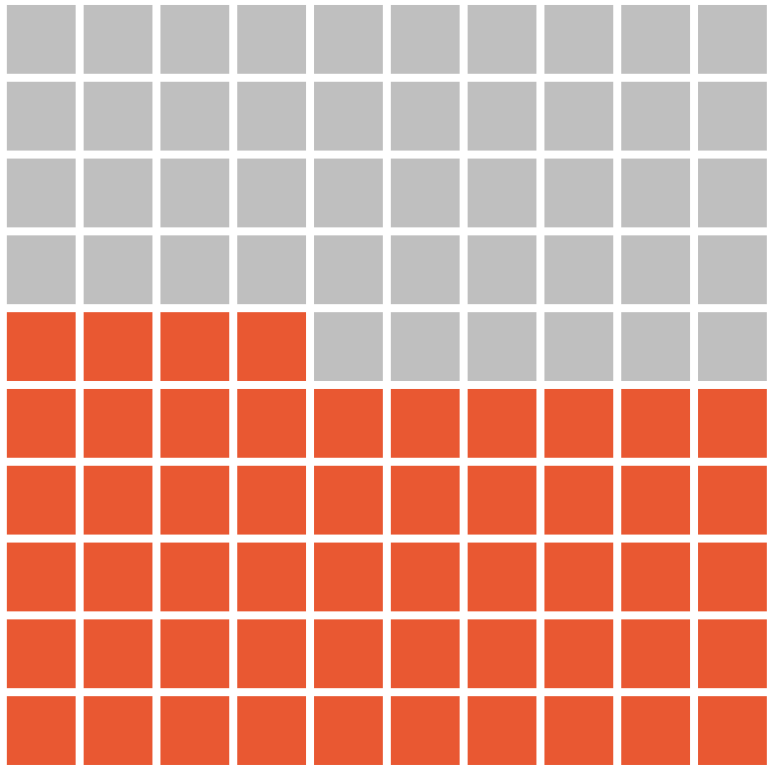
Y COMBINATOR CO-FOUNDER, PAUL GRAHAM



Harvard Business Publishing
Corporate Learning

Less learning
More skills

This is the moment we've been waiting for



54%

of the world's workforce will require *significant* upskilling and reskilling within the next five years.

Learning doesn't drive business – skills do

8 in 10 →

CEOs say lack of key skills
IS A SERIOUS THREAT
to their company's growth

We are not able to **innovate** effectively

55%

Our people **costs** are rising more than expected

52%

Our **quality** or **customer experience** are impacted

47%

We are unable to pursue a market **opportunity**

44%

We are missing our **growth** targets

44%



**ARE YOU BUILDING
THE SKILLS TO GROW?**

Kraft-Heinz sales fell \$229m from 2016 to 2018 as consumer tastes and retail dynamics shifted. To grow again, it needs fresh R&D, marketing and merchandising skills. Meanwhile, management now expects 25% lower profits than they did just a few months ago.

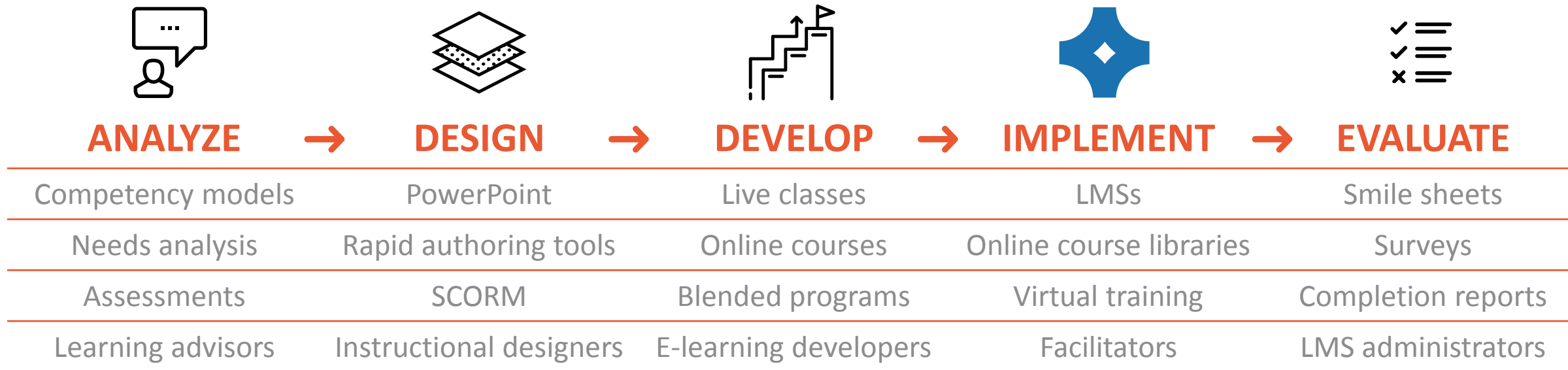
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Here's the challenge. Scalable efficiency works best in stable environments that are not evolving rapidly. It also assumes people will settle for standardized products and services that meet the lowest common denominator.

John Hagel III and John Seely-Brown

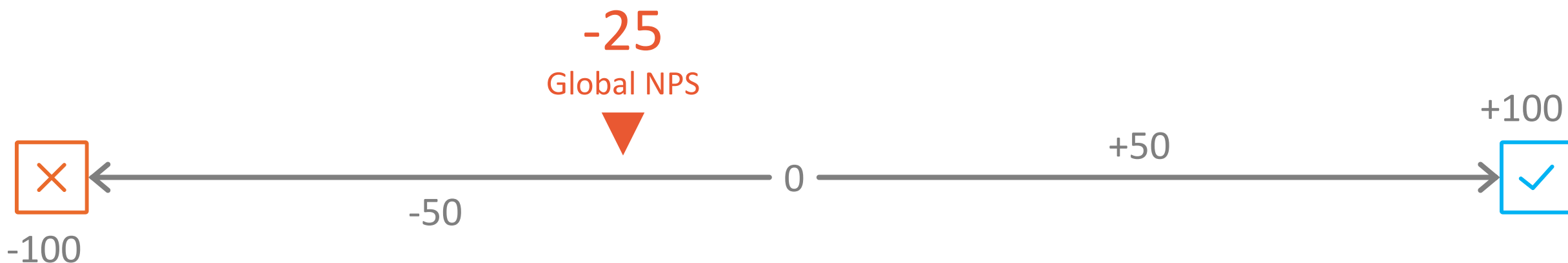
L&D is not obsolete —
but it is incomplete

The traditional L&D-led supply chain



The status quo does not work for the workforce

Only 1-in-5 workers, managers and leaders are “promoters”; 47% are “detractors”.



Q: How likely is it that you would recommend your employer’s learning and career development opportunities to a colleague?

The definition of “culture” is literally “*shared* values and behaviours”



WHO WE ASKED

We surveyed **772 people** in Jan. and Feb. 2019 to understand their learning habits and values. None work in learning or leadership development.



WHAT THEY DO

21% are front line workers, 34% manage a team, 36% lead a function or business unit, and 9% are C-suite executives.



WHERE THEY LIVE

43% work in North America, 31% work in Europe, the Middle East or Africa, 20% work in Asia, and 6% work in Latin America.

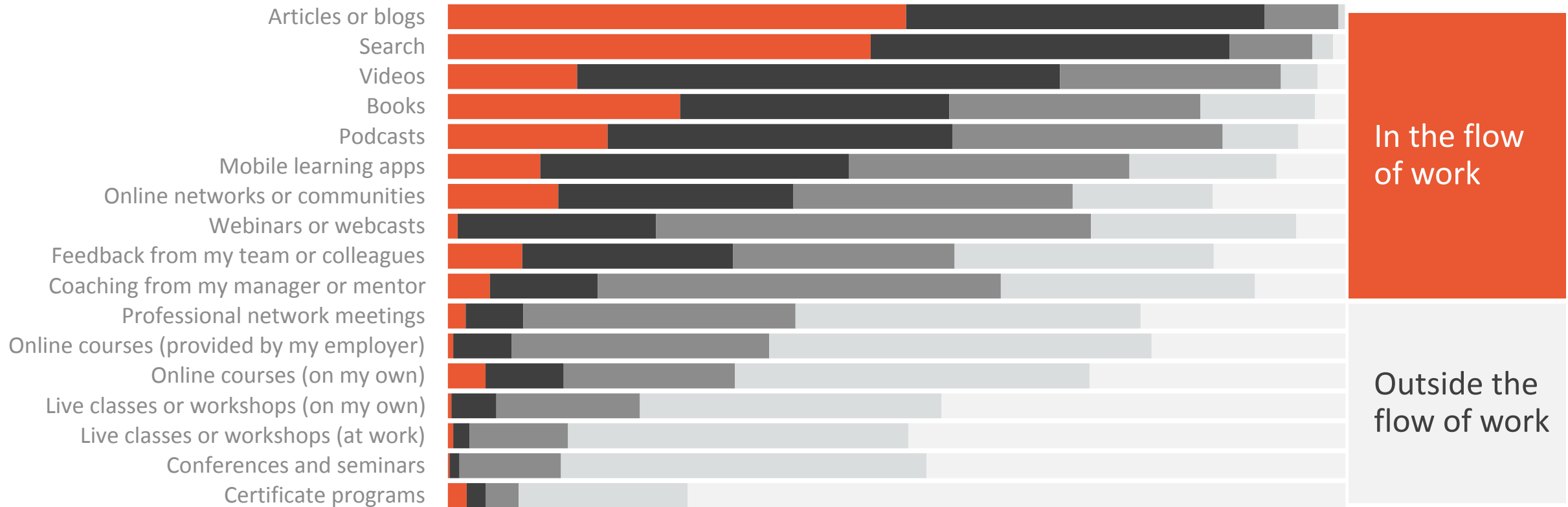


WHERE THEY WORK

65% work in an organization with 10,000+ employees, 35% in one with 1,000 to 9,999. None are in organizations with <1,000 people.

The new, self-directed skills supply chain

■ EVERY DAY
 ■ EVERY WEEK
 ■ EVERY MONTH
 ■ EVERY QUARTER
 ■ LESS OFTEN



Q: How often do you undertake the following learning activities? Ranked by weighted averages.

“

No customer ever asked Amazon to create the Prime membership program, but it sure turns out they wanted it.

AMAZON Founder and CEO, Jeff Bezos

The workforce builds skills
with *autonomy and* guidance

The workforce is on their own identifying skills gaps

I know what skills I need to perform better in my current role

5% 5% 90%

I know where I have skills gaps today

7% 8% 85%

I know what skills I need to advance my career

8% 10% 82%

My manager knows what skills I have

21% 14% 66%

My manager helps me understand what skills I need to advance my career

39% 21% 40%

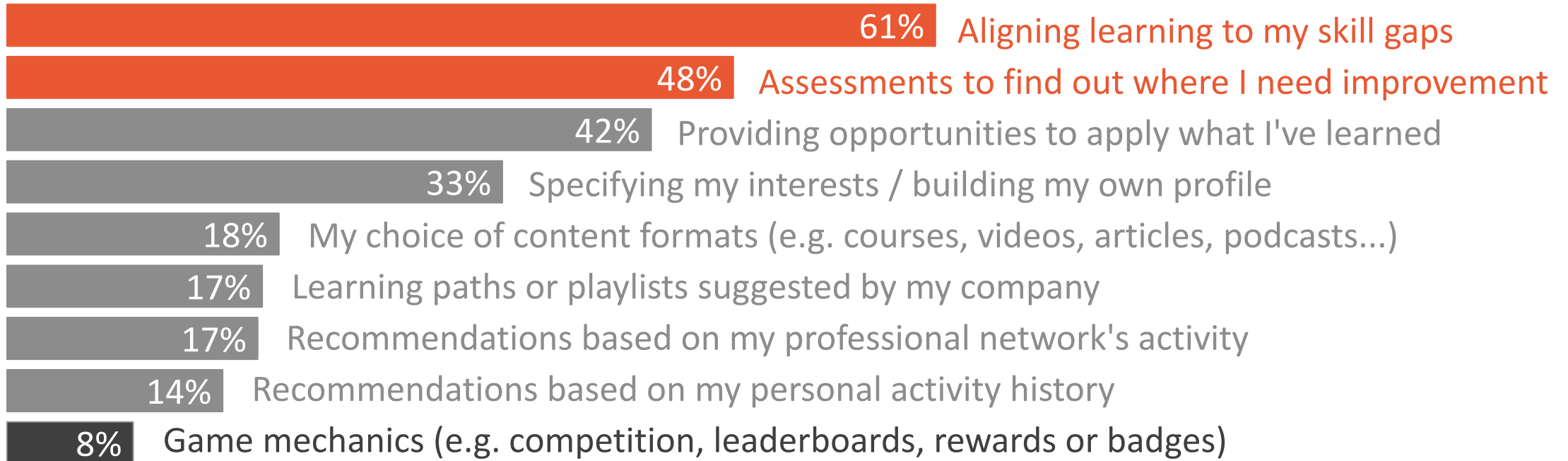
DISAGREE

NEITHER

AGREE

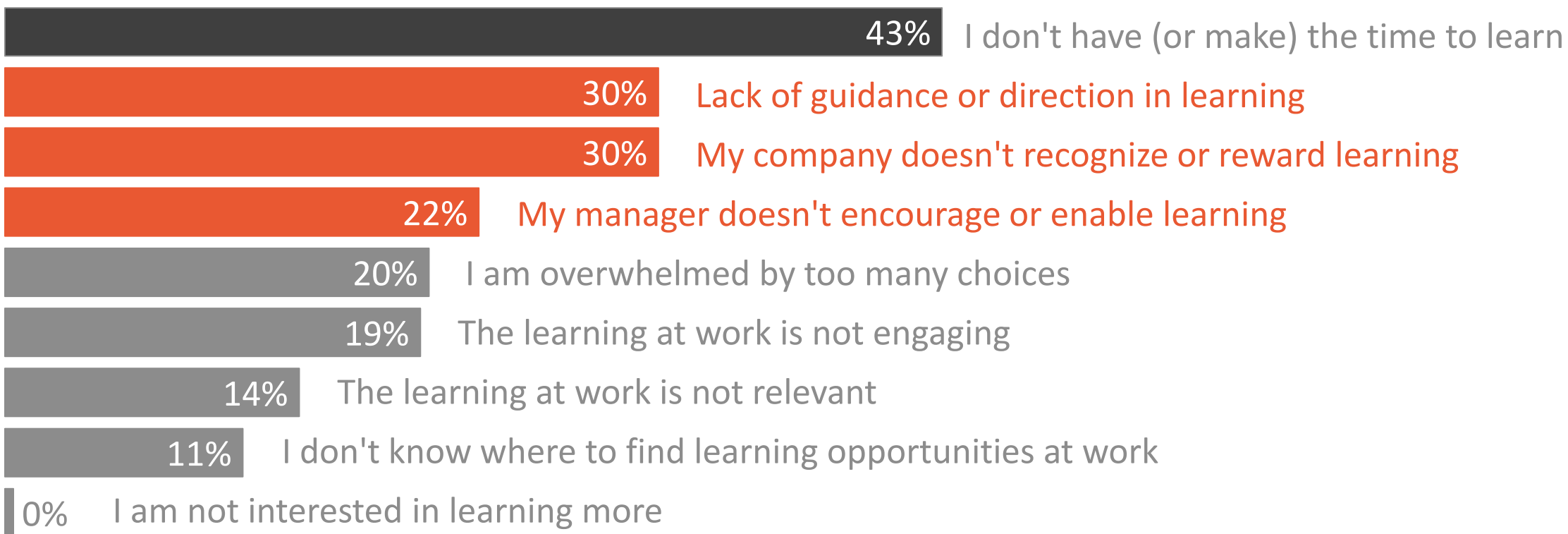
Q: How strongly do you agree or disagree with the following statements?

The workforce wants guidance, not games



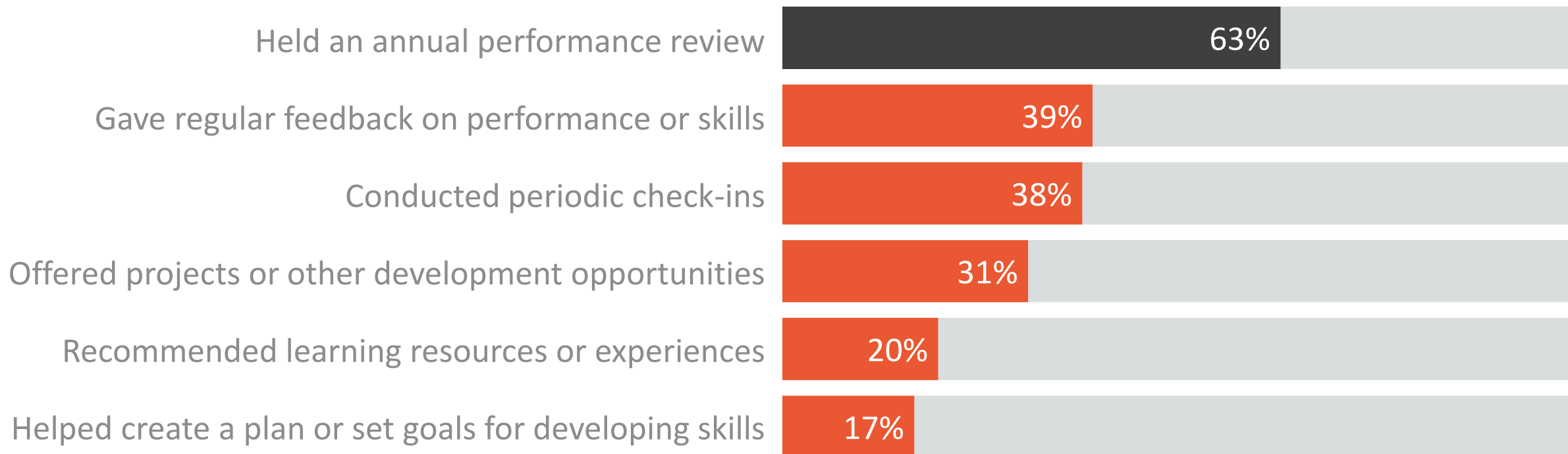
Q: Which of the following would be most helpful in making your learning more relevant to your job or career goals?

Time is not the only challenge



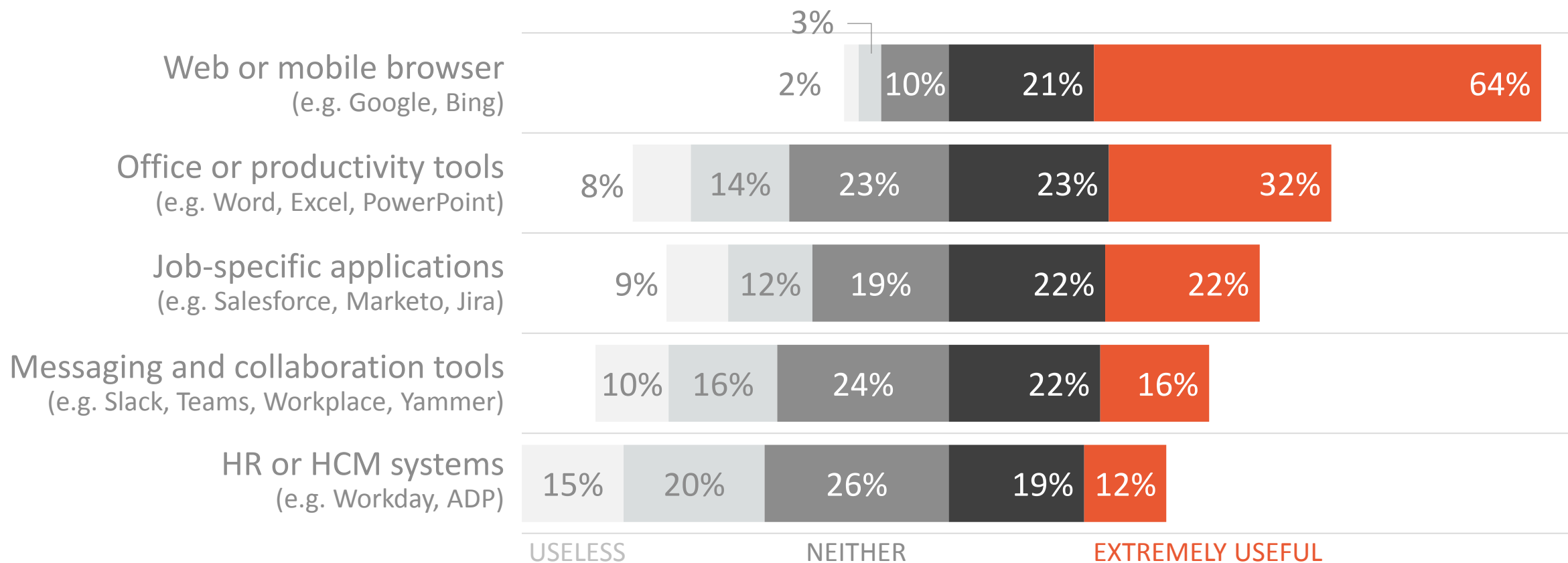
Q: What are your biggest obstacles to job-related learning or professional development?

Managers are the missing link



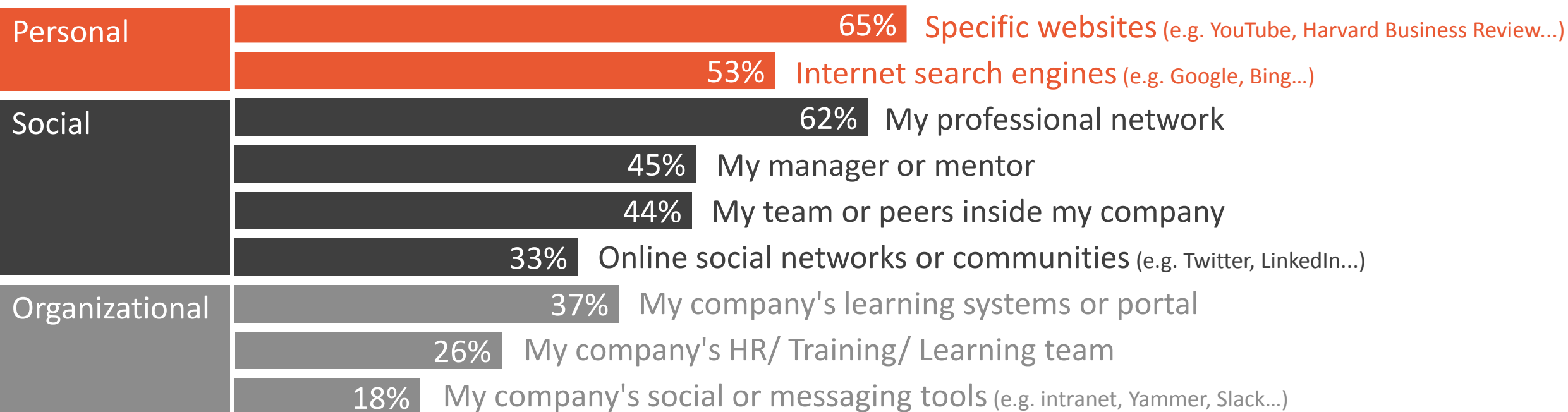
Q: Which of the following did your manager do to support your professional and career development last year?

Integrating learning with work tools only goes so far



Q: How useful would it be to have access to recommended learning resources while you are working in the following workplace software?

L&D's role: creating conditions, not just content



Q: Which of the following did you consult for guidance or recommendations when you needed to learn something for your job or to career last year?

“

*If you think you know
everything, you can't scale.*

AIRBNB Co-founder and CEO, Brian Chesky

Linking learning to business value

THE VALUE FOR YOUR CLO AND CHRO: More efficient learning

2.3x

Promoters invest 2+ hours per week using company learning resources. Detractors spend just 43 minutes a week.

3.9x

47% of promoters consult their company's HR / learning team. 12% of detractors do.

2.4x

58% of promoters use their company's learning systems or portals. Only 24% of detractors do.

(-13%)

46% of promoters use Internet search engines to find learning resources. 59% of detractors do.

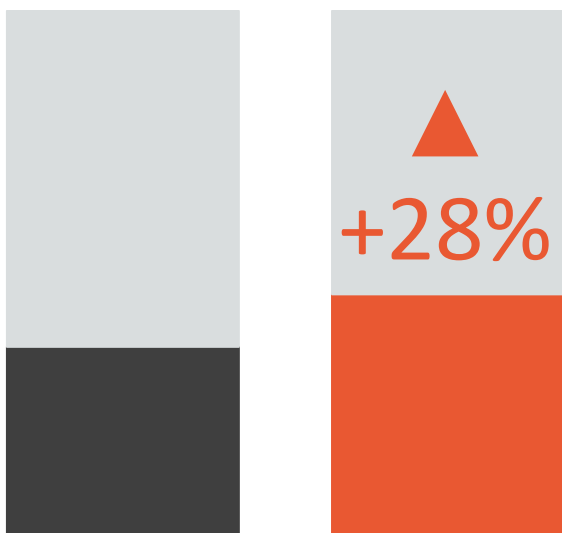
Q: Roughly how many hours have you spent on professional or career-focused training or development in the past three months?

Q: Which of the following did you consult for recommendations when you needed to learn something for your job or to advance your career last year?

THE VALUE FOR YOUR CEO AND CFO: Better, more adaptable, longer-lasting **workforce skills**

PERFORM BETTER

Been promoted

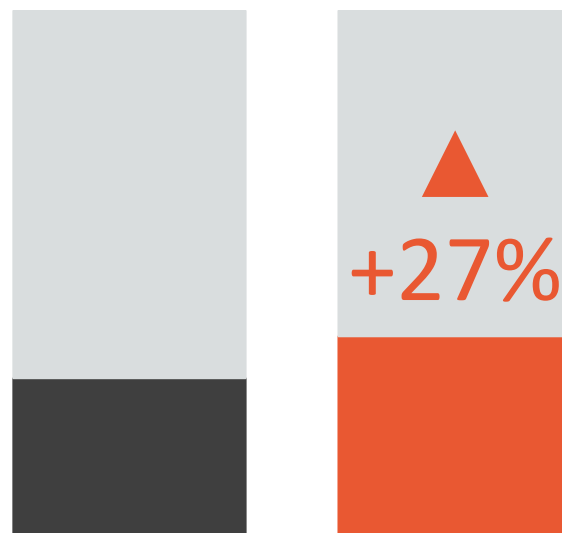


Detractors

Promoters

MORE ADAPTABLE

Moved into another team

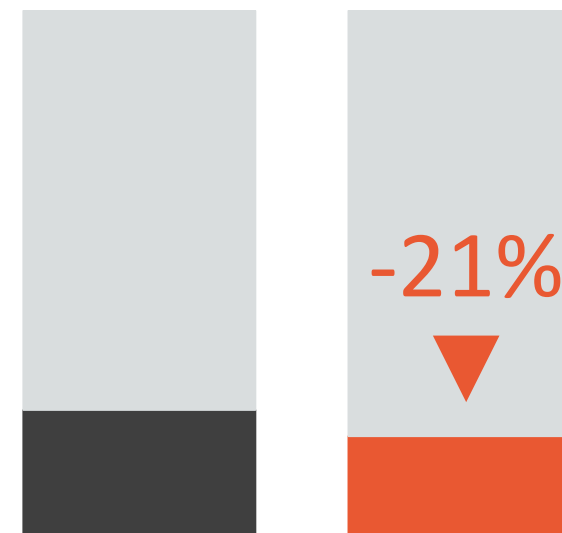


Detractors

Promoters

STAY LONGER

Left for a new company



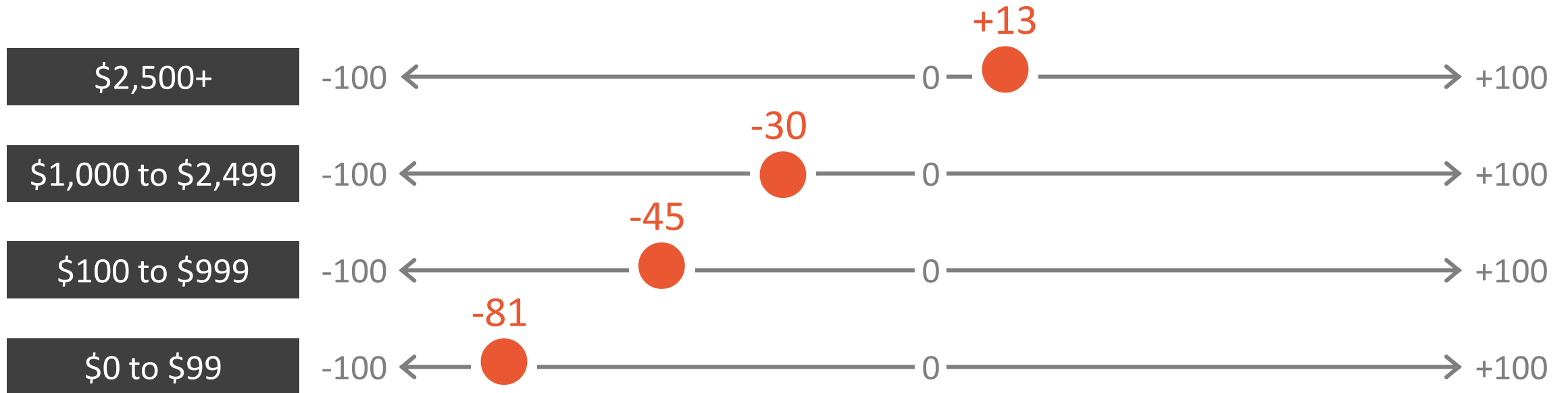
Detractors

Promoters

Q: Which types of career growth have you experienced in the last three years?

Make your workforce *feel* the investment

The more people *think* you spend on their development, the more satisfied they are.



Q: Roughly how much money do you think your company invested in your individual training and development last year?

Q: How likely is it that you would recommend your employer's learning and career development opportunities to a colleague?

“

The individual is fundamentally responsible for driving their learning. The line manager is also responsible for supporting their people to build the capabilities they need. My job is to create a culture that encourages that curiosity.

UNILEVER Chief Learning Officer, Tim Munden

degreed.

LENS

AUSTIN

October 9–10, 2019



JW Marriott Austin

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Questions?

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