



# Build an L&D Action Plan for COVID-19 Based on Insights from 50 Million Learners



**Adam Lewis**  
Skills Transformation  
EMEA



**Adam Lewis**

Skills Transformation,  
EMEA

Help businesses to:

- Define the skills they need for the future
- Design learning programmes to develop those skills

## Global platform to **transform talent with skills of tomorrow**



# Covid-19 has shifted what we think about

---



## **Stress & Anxiety**

In addition to their health, employees are also worried about the impact to their jobs and their economic well-being.



## **Transition to Virtual Work**

Employees are adjusting to a new way of working while balancing work and life responsibilities



## **Preparation for the future**

The world of work may be very different after Covid-19 as new digital skills become even more important

# Covid-19 has shifted what we think about

---

## Stress & Anxiety

In addition to their health, employees are also worried about the impact to their jobs and their economic well-being.

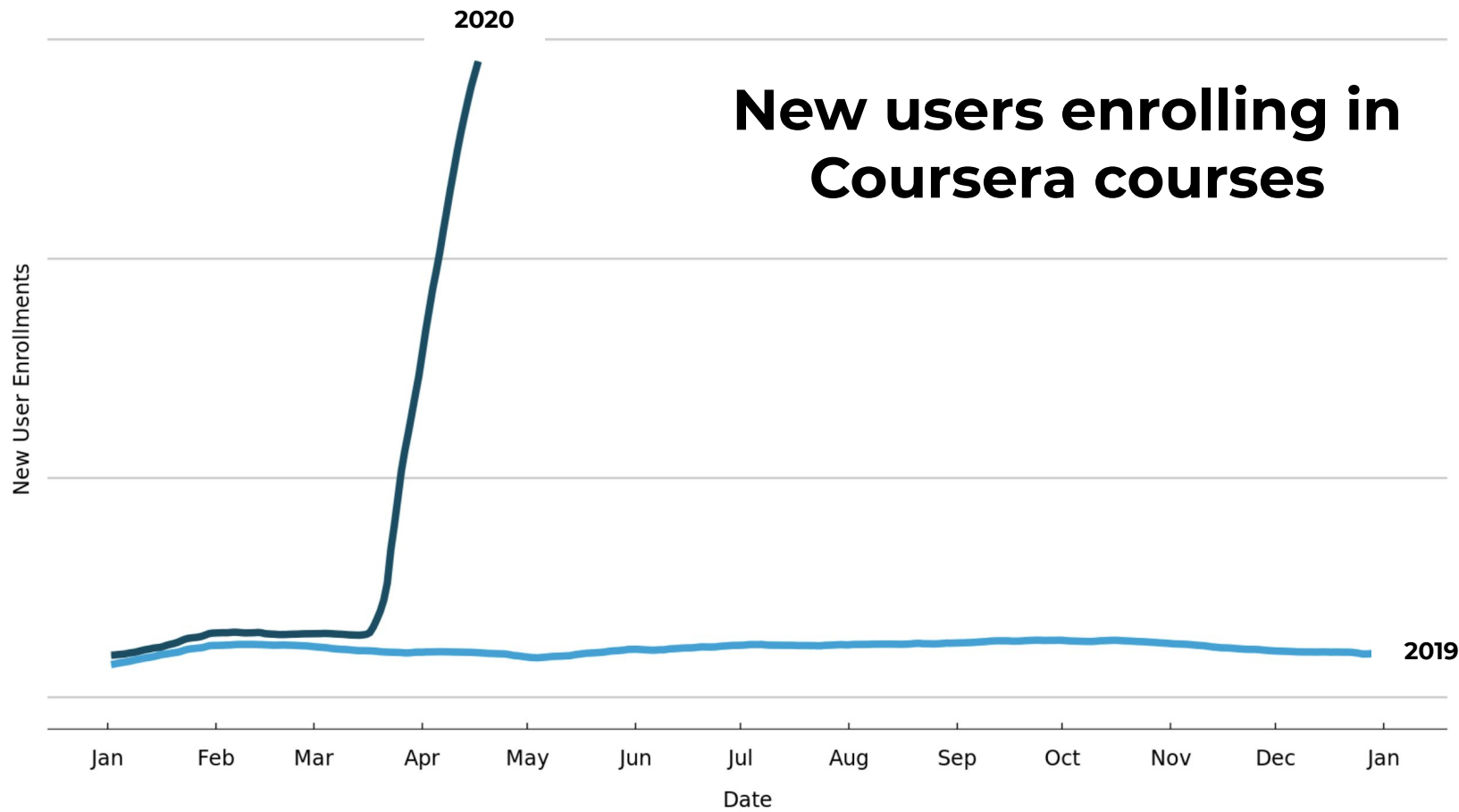
## Transition to Virtual Work

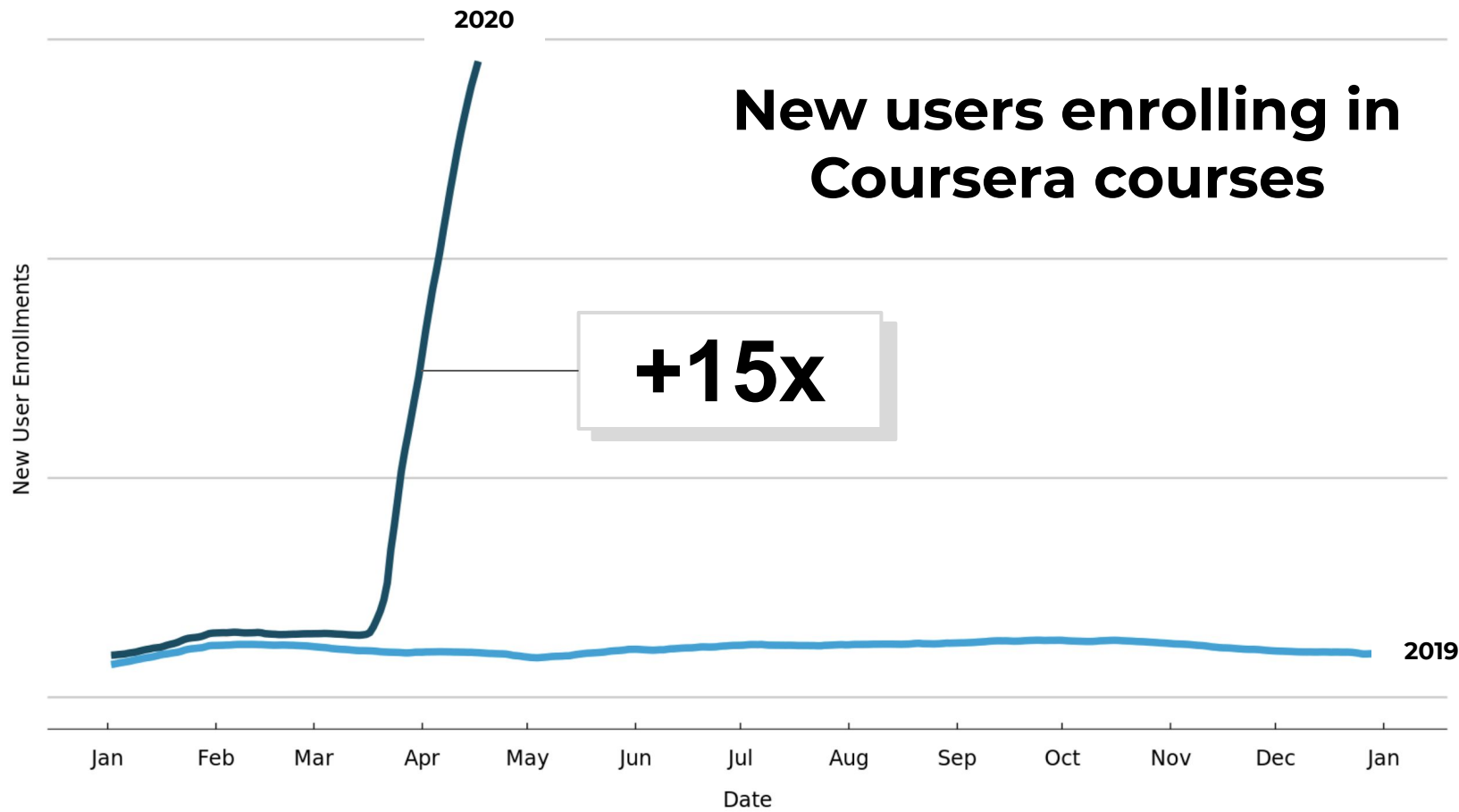
Employees are adjusting to a new way of working while balancing work and life responsibilities

## Preparation for the future

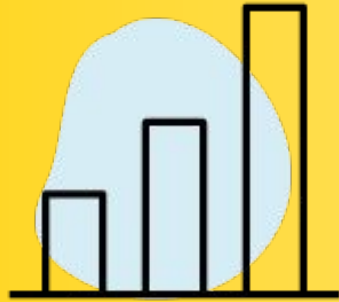
The world of work may be very different after Covid-19 as new digital skills become even more important

## Learning

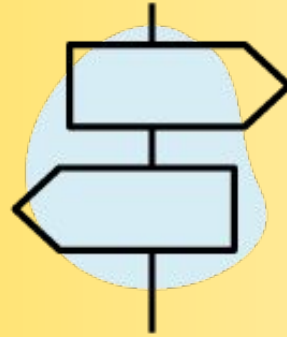
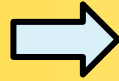




# Our Objective



**Share our data  
& insights**



**Help you guide  
your people**

# Today's Agenda

1

What are people learning to **deal with the current situation?**

2

What are people learning to help them **prepare for the future?**

3

What does that mean L&D leaders **should do?**



**1**

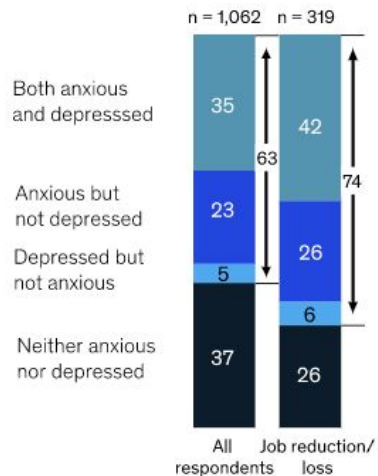
**What are people  
learning to deal with  
the current situation?**

## Stress & Anxiety

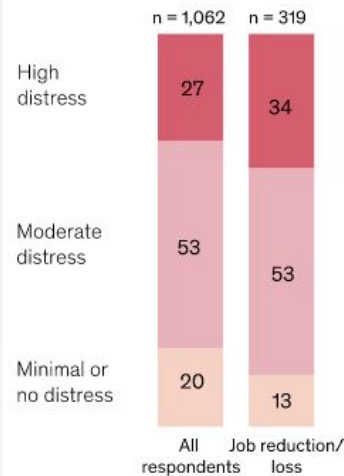
In addition to their health, employees are also worried about the impact to their jobs and their economic well-being.

### Reported signs of distress related to COVID-19 in the United States

Respondents reporting feeling anxious or depressed in past week  
% of respondents



Respondents' reported level of distress related to COVID-19  
% of respondents



Respondents' levels of reported substance use



**1 out of 4** reported binge drinking\* at least once in the past week



**1 out of 5** reported taking prescription drugs for non-medical reasons



**1 out of 7** reported using illicit drugs

\* As defined by National Institute on Alcohol Abuse and Alcoholism,  $\geq 5$  drinks for men and  $\geq 4$  drinks for women

## Stress & Anxiety

In addition to their health, employees are also worried about the impact to their jobs and their economic well-being.



## Transition to Virtual Work

Employees are adjusting to a new way of working while balancing work and life responsibilities

### Work From Home (COVID-19) Metrics

Key Metrics Changed Since WFH Policy Instituted

↑ 23%  
Total Meetings

↓ 29%  
Focus Time

↑ 23%  
After-Hours Email

↓ 27%  
Work Activity

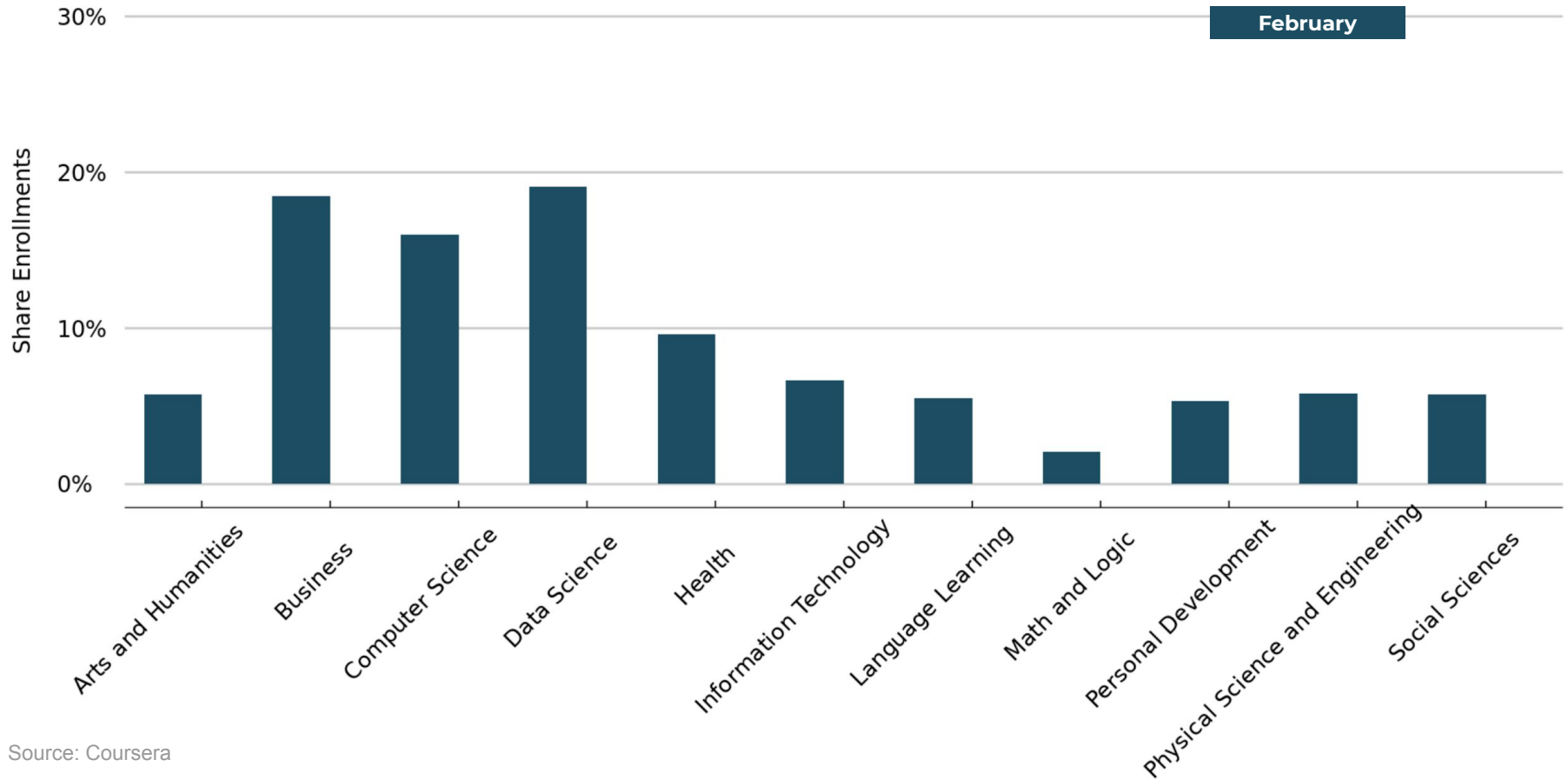
↓ 14%  
Meeting Size

↑ 34%  
Interruptions

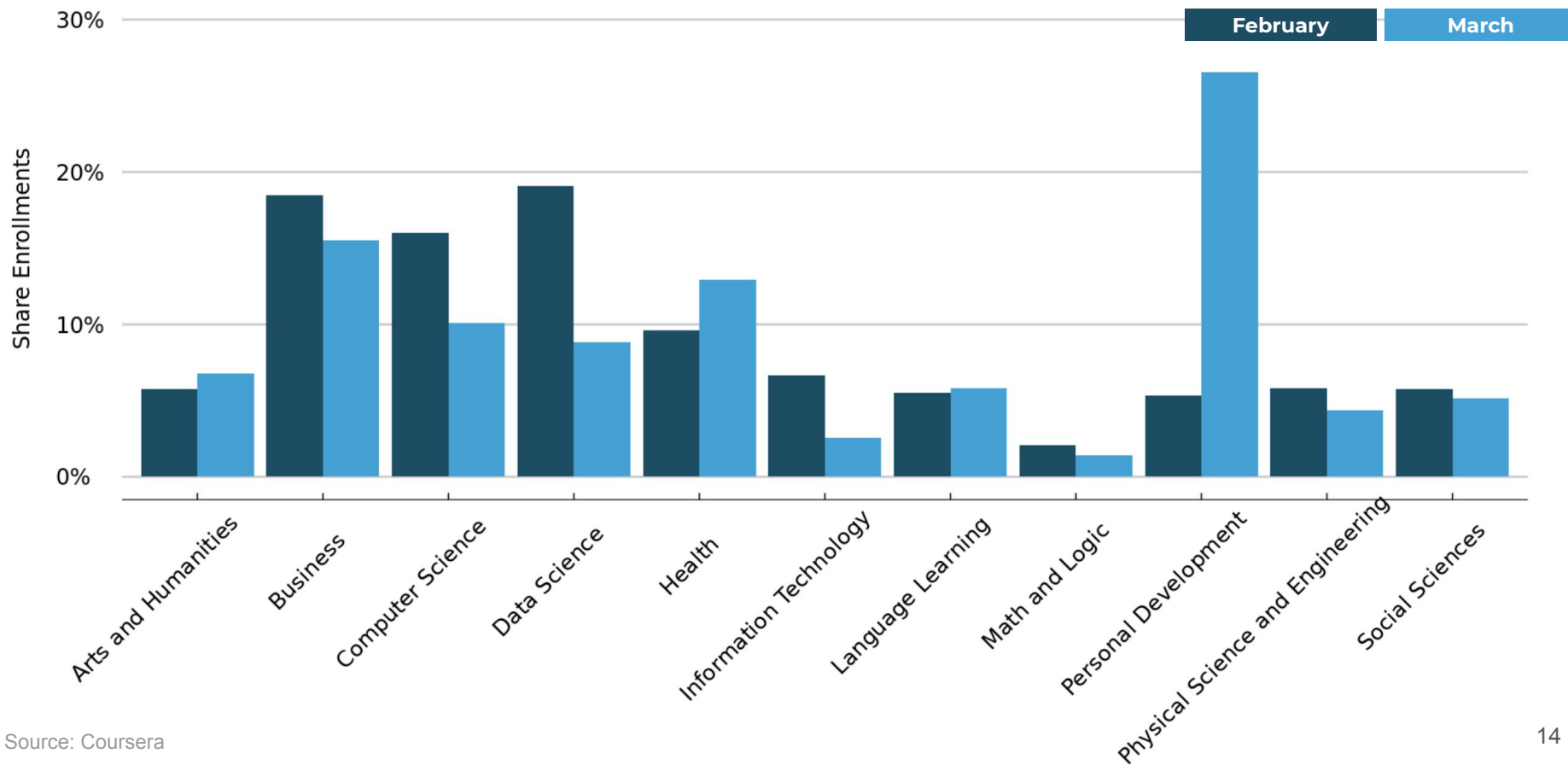
↑ 34%  
Work Day Length

↑ 34%  
Manager Responsiveness

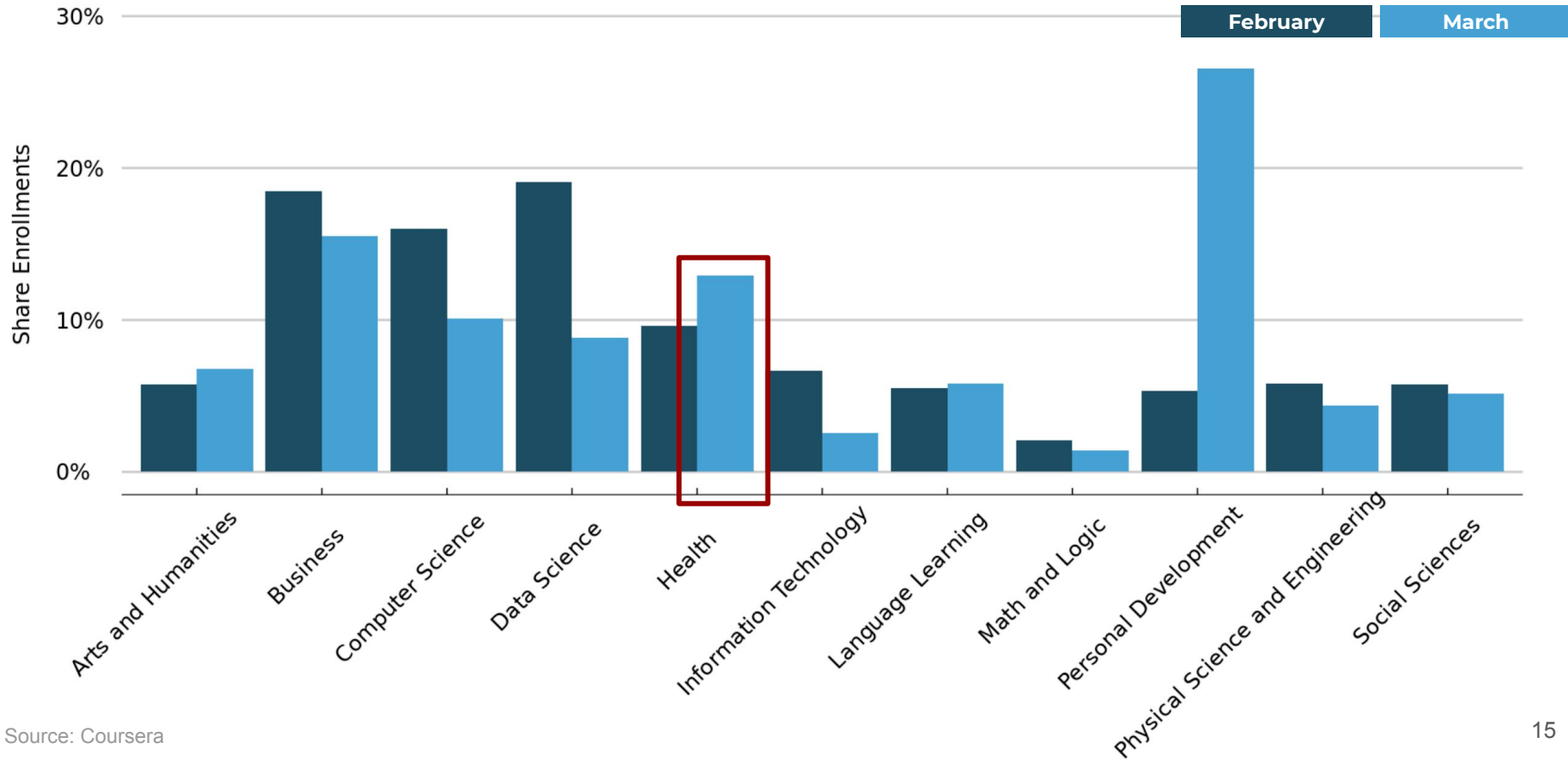
# Skills by domain: February



# Skills by domain: March



# Skills by domain: March



# Health: People are seeking out the experts

Course

Popularity in March



Fighting COVID-19 with Epidemiology: A Johns Hopkins Teach-Out

Johns Hopkins University

COURSE

5<sup>th</sup>



Science Matters: Let's Talk About COVID-19

Imperial College London

COURSE

11<sup>th</sup>

Out of 4,000 courses



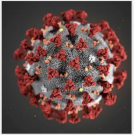
“Here are some courses that may help...”



Fighting COVID-19 with Epidemiology: A Johns Hopkins Teach-Out

Johns Hopkins University

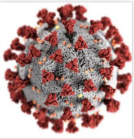
COURSE



Science Matters: Let's Talk About COVID-19

Imperial College London

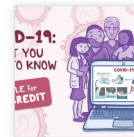
COURSE



COVID-19 - A clinical update

University of Florida

COURSE



COVID-19: What You Need to Know (CME Eligible)

Osmosis

COURSE



Mind Control: Managing Your Mental Health During COVID-19

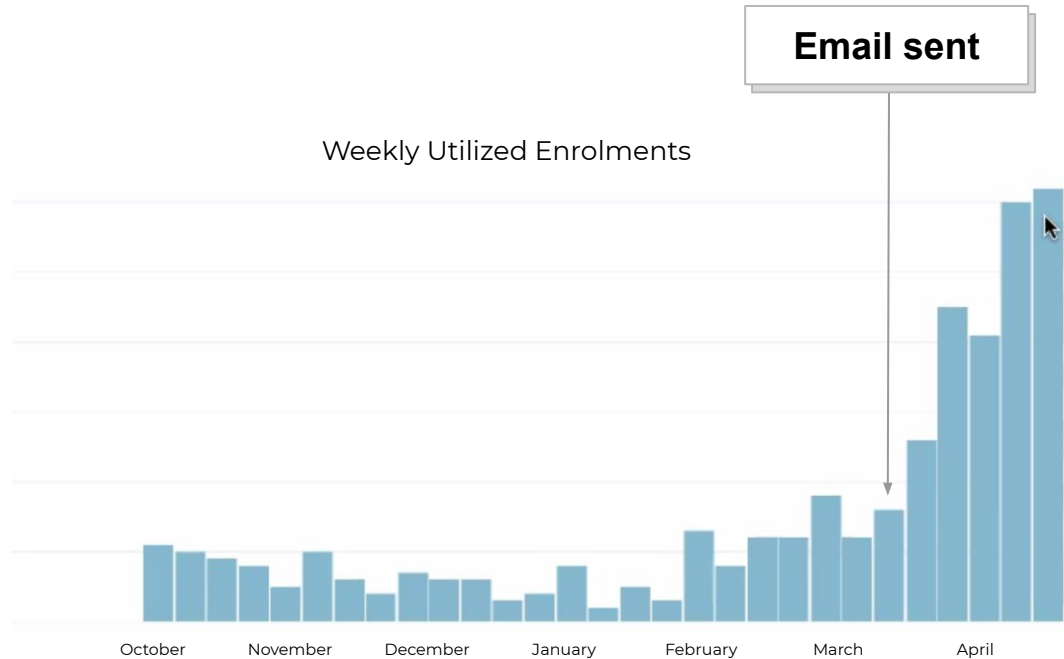
University of Toronto

COURSE

# Leading Technology Company

Sent out one email to their learners to give them the opportunity to learn about Covid from the experts

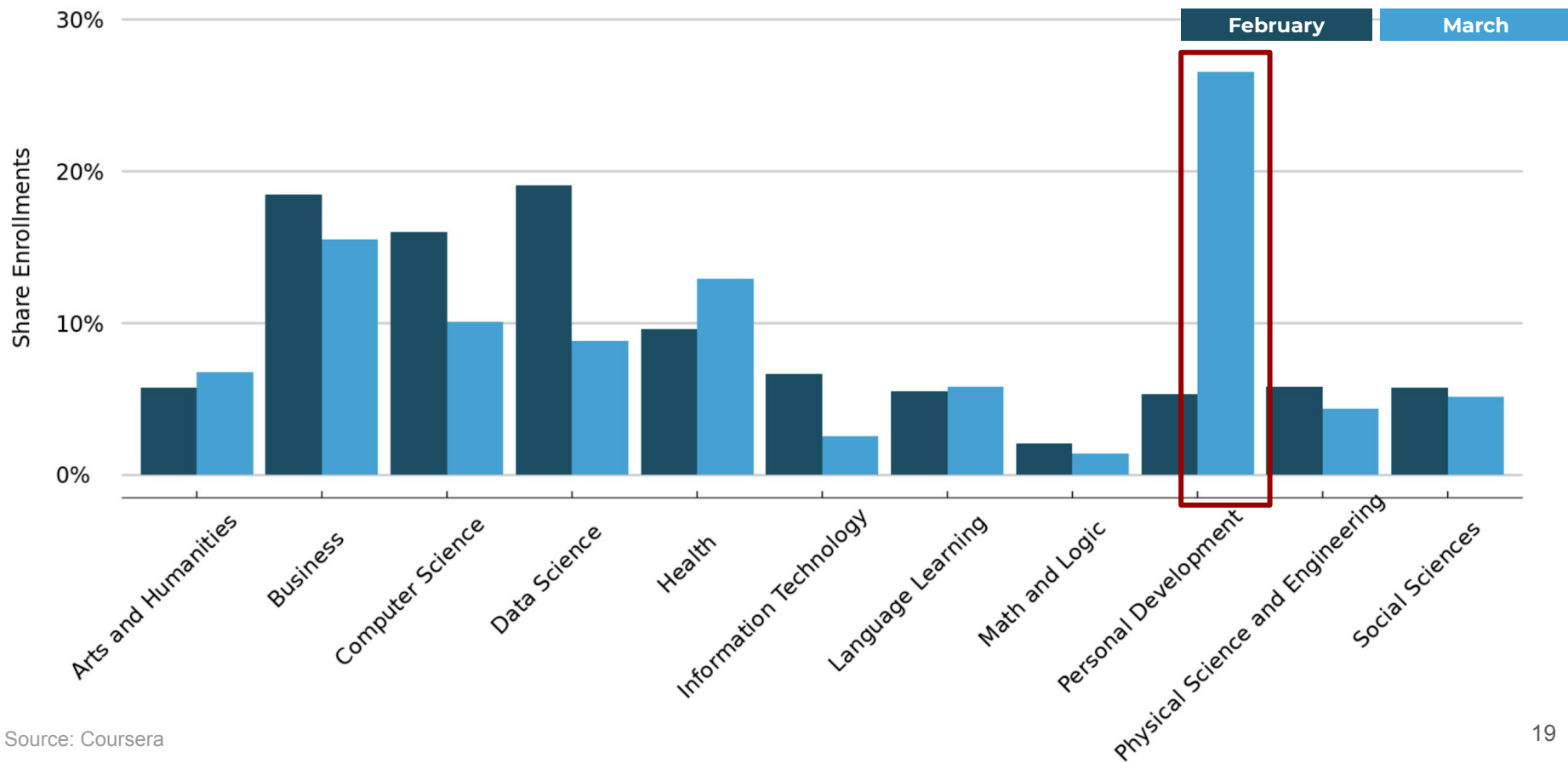
## Impact on their programme engagement:



# Leading Technology Company

Sent out one email to their learners to give them the opportunity to learn about Covid from the experts

# Skills by domain: March



## Wine Tasting: Sensory Techniques For Wine Analysis



# Wine

## Wine Tasting: Sensory Techniques For Wine Analysis



**+275%**

Browse > Personal Development > Personal Development

Offered By

Yale

# The Science of Well-Being

★★★★★ 4.9 5,101 ratings | 👍 97%



Laurie Santos

TOP INSTRUCTOR

[Go To Course](#)

Already enrolled  
Financial aid available

2,222,741 already enrolled



**Dr Laurie Santos**  
Yale University

Browse > Personal Development > Personal Development

Offered By

Yale

# The Science of Well-Being

★★★★★ 4.9 5,101 ratings | 👍 97%



Laurie Santos

TOP INSTRUCTOR

Go To Course

Already enrolled  
Financial aid available

2,222,741 already enrolled



**Dr Laurie Santos**  
Yale University

**+5,672%**

[Global Agenda](#) | [COVID-19](#) | [Mental Health](#) | [Healthy Futures](#)

# A professor of happiness explains how to deal with COVID-19





Learners are seeking out personal development skills to help them take control

## Personal development has grown almost 1,500%

### Skills:

- ❑ Lifelong Learning
- ❑ Meditation
- ❑ Confidence
- ❑ Stress Management
- ❑ Mindfulness
- ❑ Positive Psychology
- ❑ Happiness
- ❑ Gratitude
- ❑ Communication

### Example Courses:

- ❑ **Learning** How to Learn: Powerful mental tools to help you master tough subjects, *University of California, San Diego*
- ❑ **Mindshift:** Break Through Obstacles to Learning and Discover Your Hidden Potential, *McMaster University*
- ❑ The Arts and Science of Relationships: **Understanding Human Needs**, *University of Toronto*
- ❑ Converting **Challenges into Opportunities**, *University of California, San Diego*

Browse > Business > Leadership and Management

Offered By

This course is part of the **Adapting: Career Development Specialization**



# Build personal resilience

★★★★★ 4.9 20 ratings



Dr Alena Soboleva

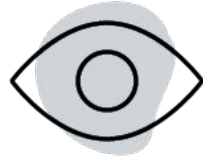
[Go To Course](#)

Already enrolled  
Financial aid available



**Dr Alena Soboleva**  
Macquarie University

## 1.2 Reactions to stress and emotional intelligence



**Perception:**  
Positively frame  
the situation



**Response:**  
Develop the skills to  
deal with the situation

## POLL #1

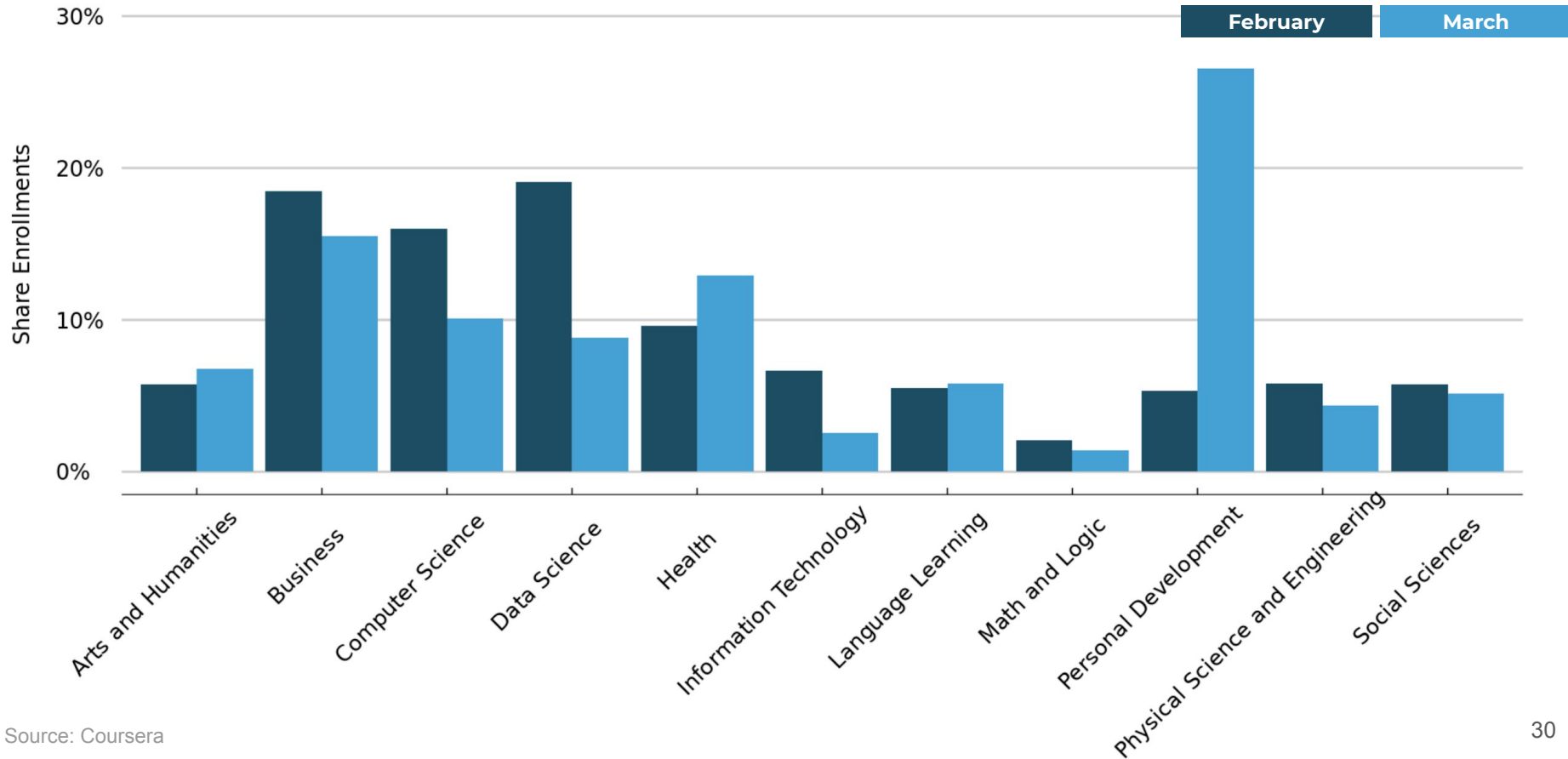
# How much does your L&D program focus on resilience?

- A lot
- Somewhat
- Neutral
- Not a lot
- Not at all

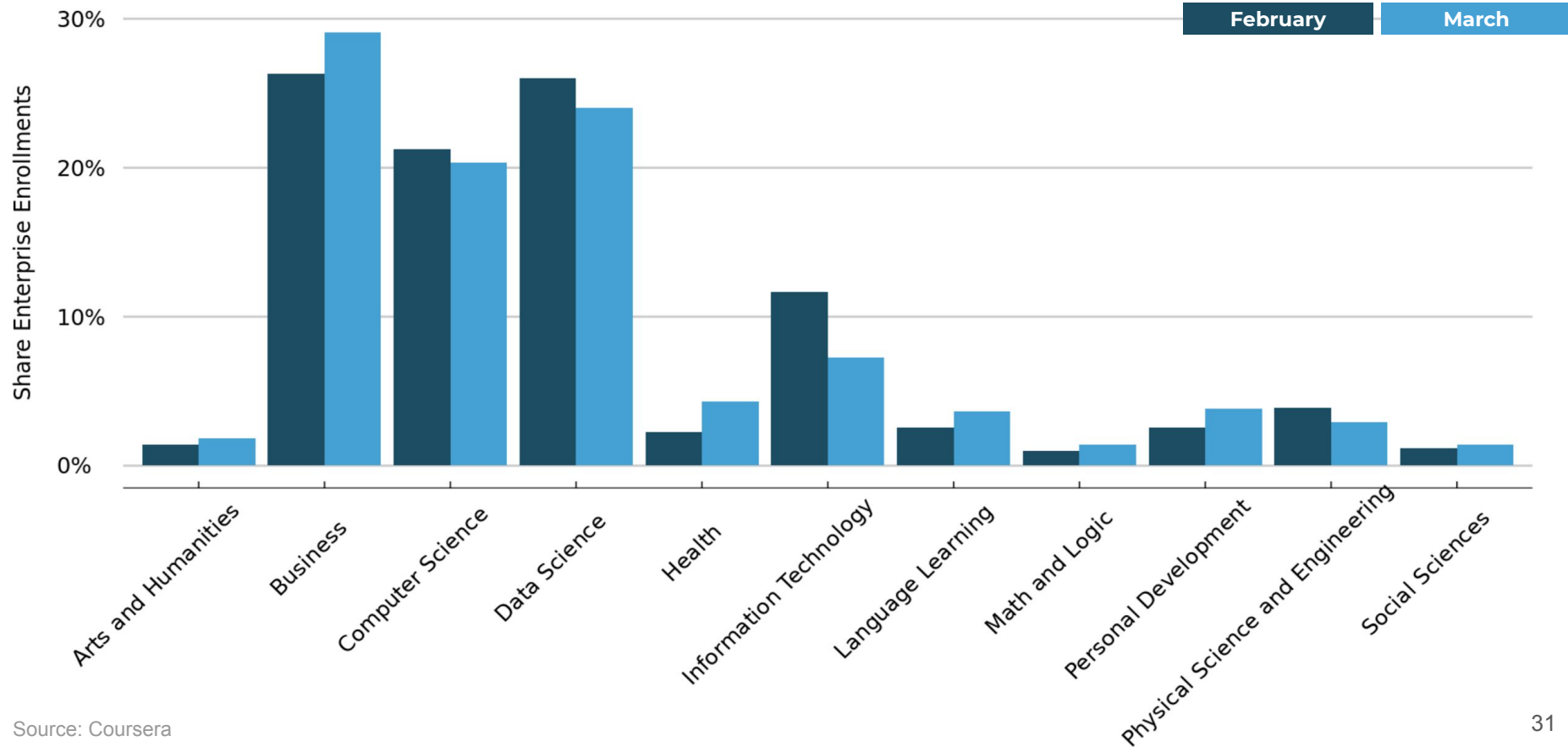


# **What about Enterprise learners?**

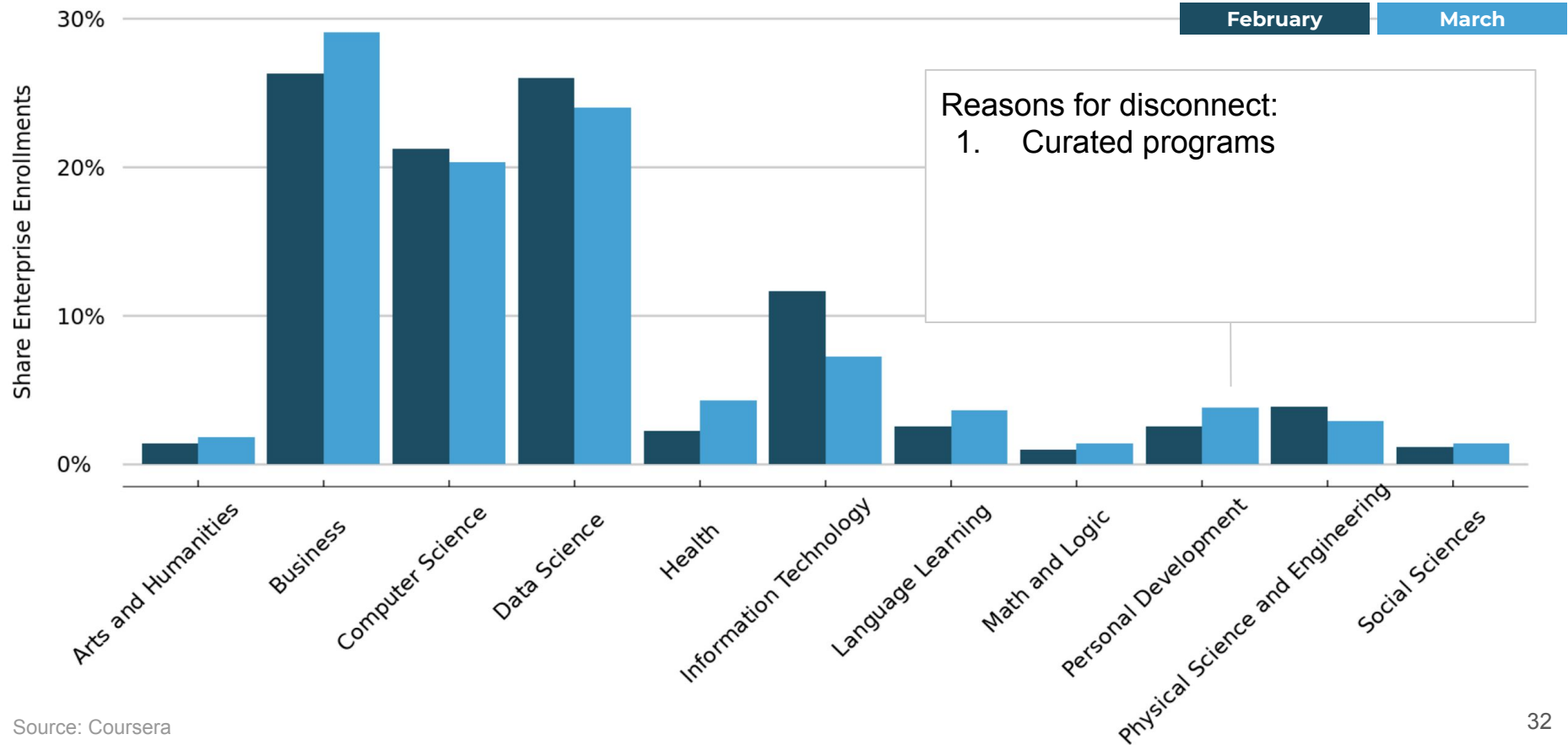
# Skills by domain: Consumer



# Skills by domain: Enterprise

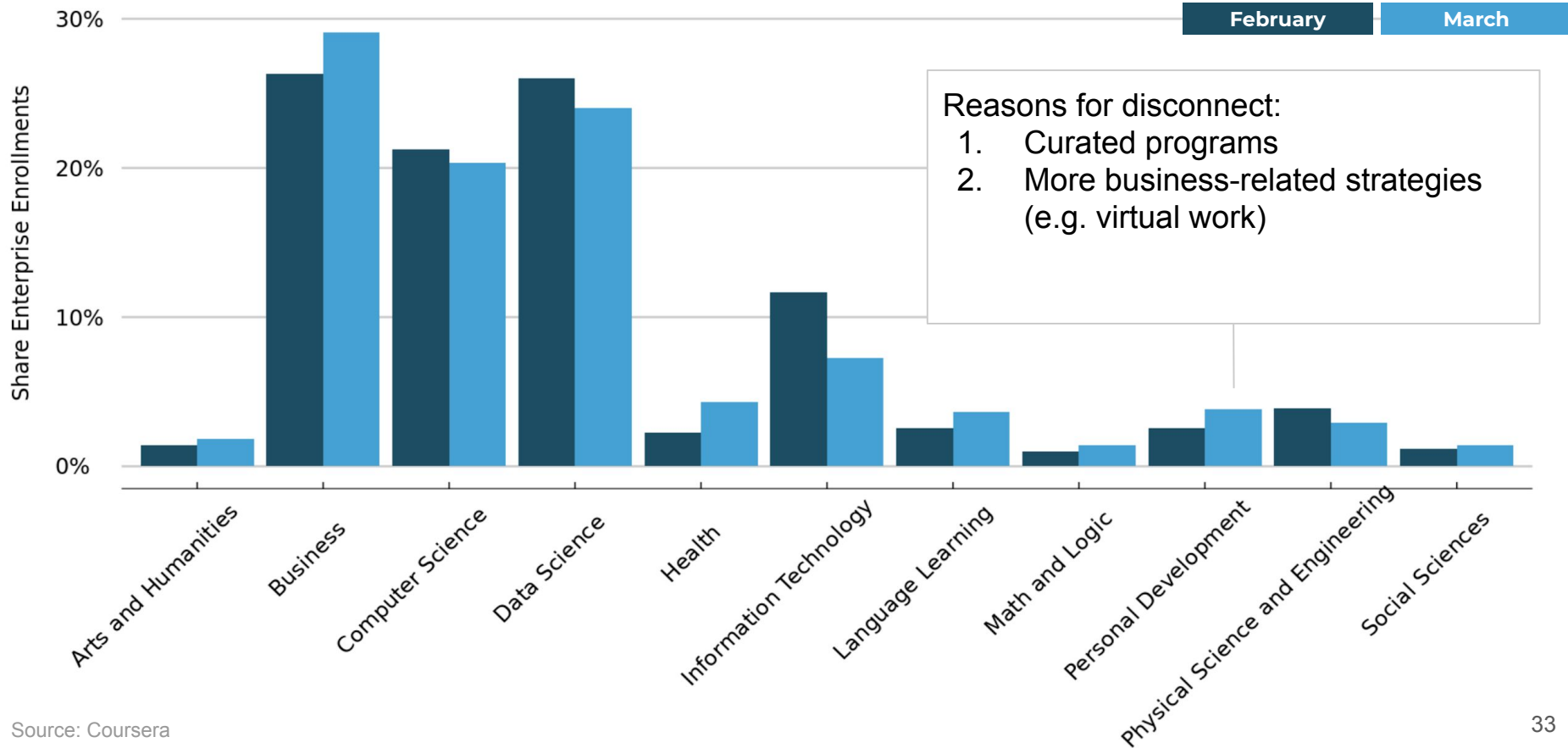


# Skills by domain: Enterprise

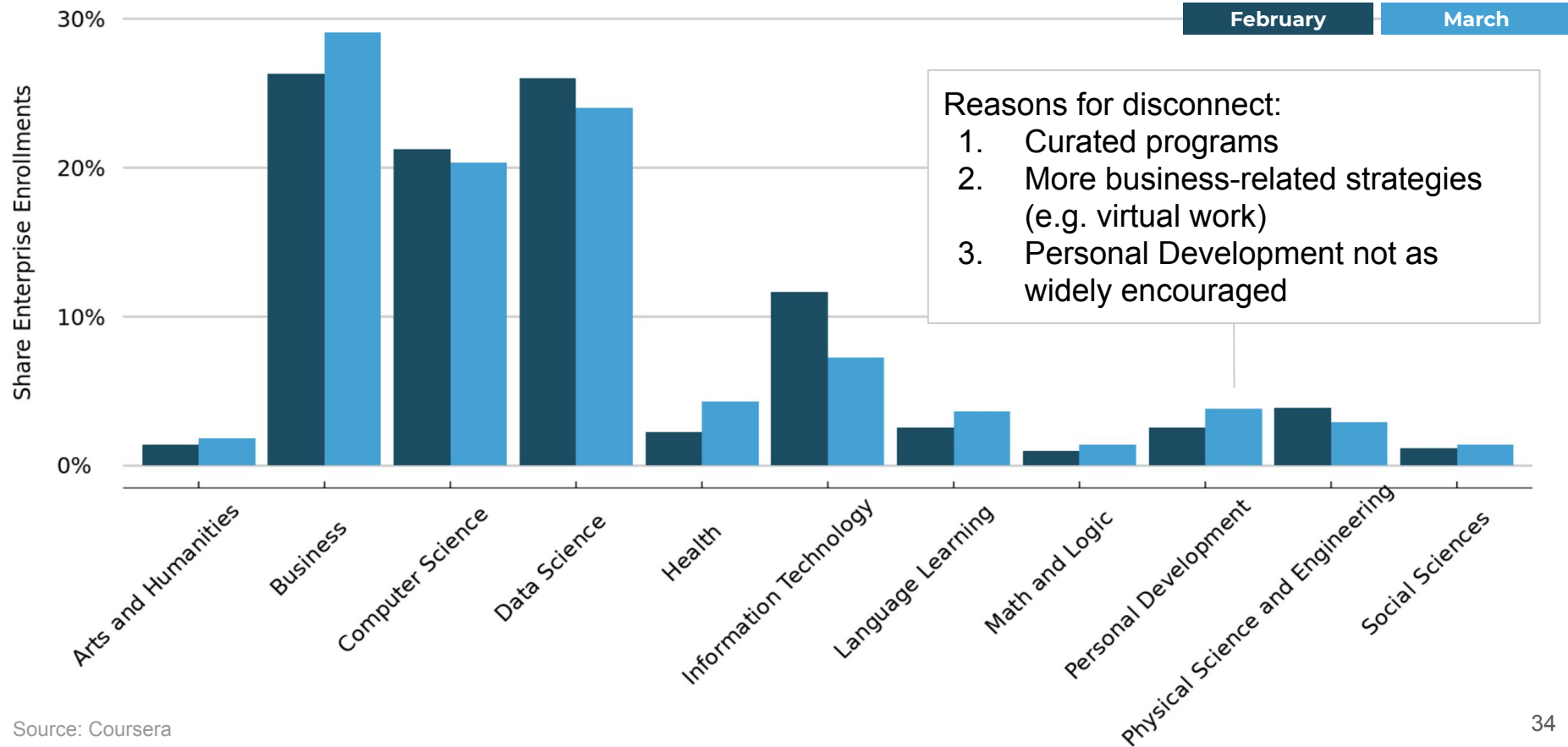




# Skills by domain: Enterprise



# Skills by domain: Enterprise





## Novartis Extends Coursera to Friends and Family in Response to COVID-19



● —————> ●

### **Doubled down on resilience and wellbeing:**

Led by C-suite  
Marketed simple content curations  
Extended Coursera to Friends & Family

### **Significant spike of engagement and gratitude**

---

## L&D Action Plan:

Follow the demand:

1. Give people the opportunity to **frame the Covid-19 crisis positively**
2. **Give people towards personal development** tools and techniques



**2**

**What are people  
learning to help  
them prepare for the  
future?**

**Prepare for the future**

**Deal with current situation**  
*(resilience)*

# How The COVID-19 Pandemic Is Fast-Tracking Digital Transformation In Companies



**Bernard Marr** Contributor 

[Enterprise Tech](#)

Who led the digital transformation of your company?

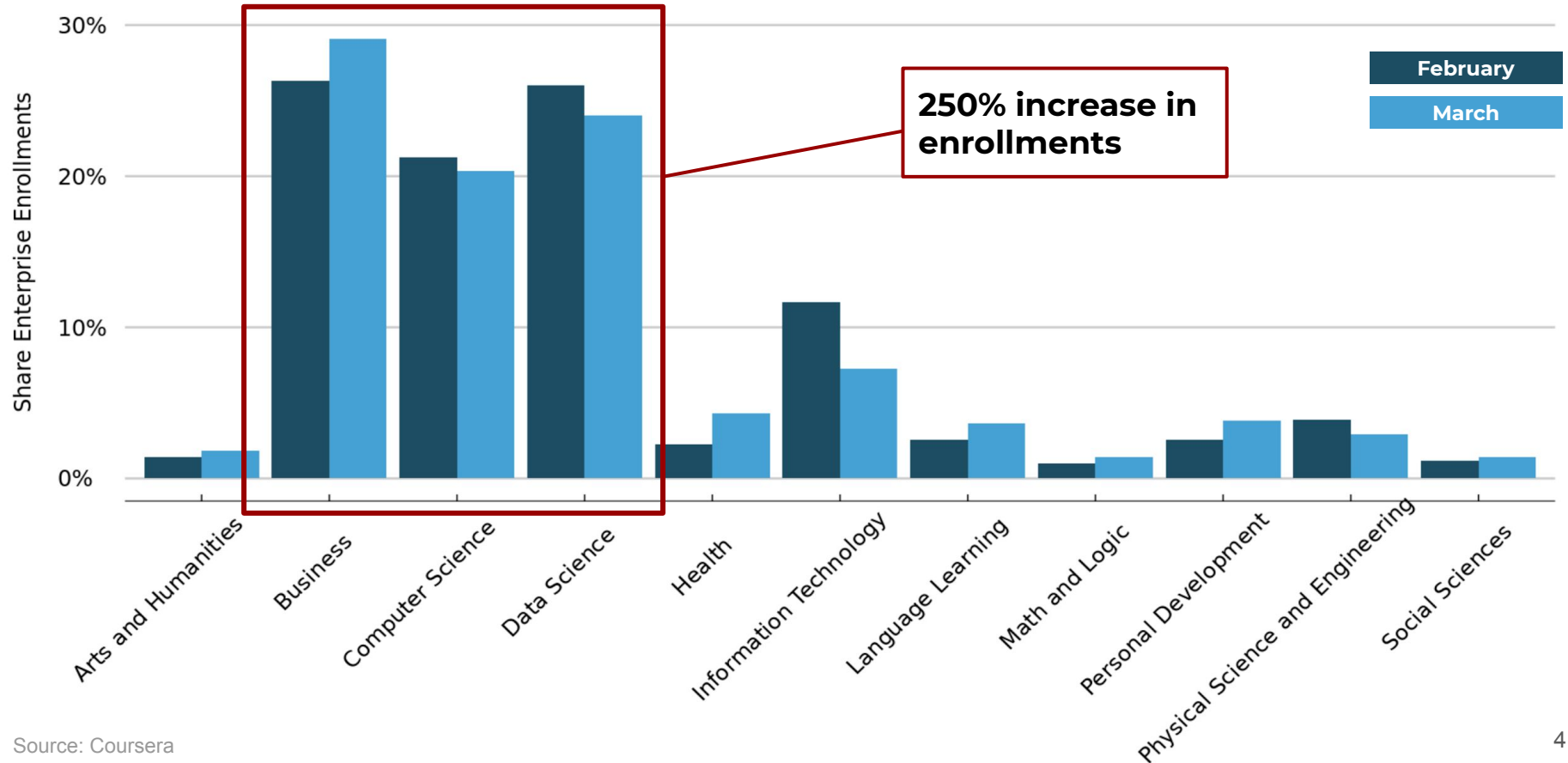
A) CEO

B) CTO

C) COVID-19



# Skills by domain: Enterprise



## POLL #2

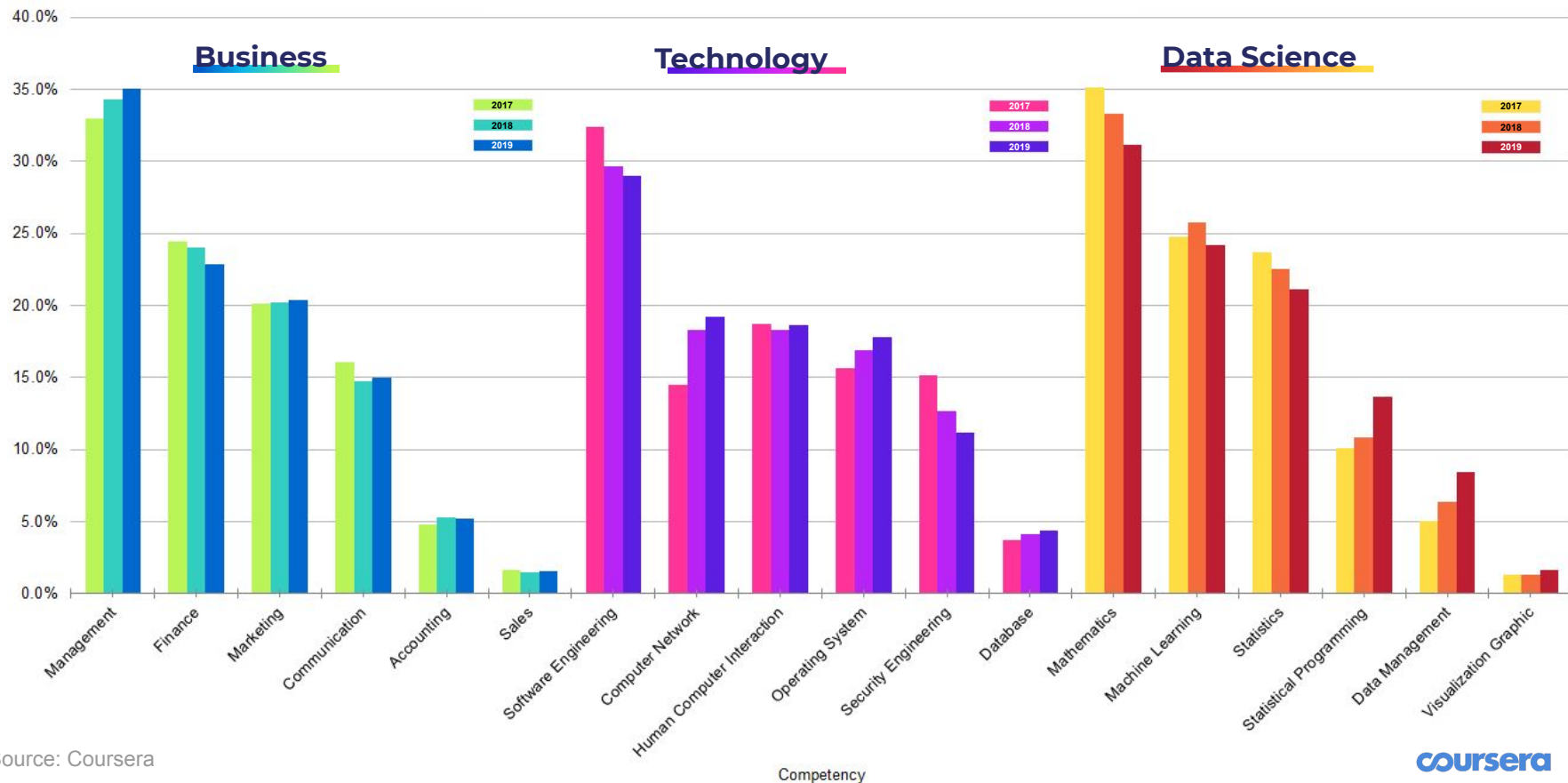
# What is your digital transformation focused on?

*(Pick top 3)*

- Business Essentials (e.g. digital marketing)
- Data Analytics
- Data Science
- Artificial Intelligence
- Software Engineering
- Cloud Computing
- Cybersecurity
- Leadership & Management
- Human Skills

# Where are people investing in learning?

% of enrolments by domain 2017 - 2019



# Data Science

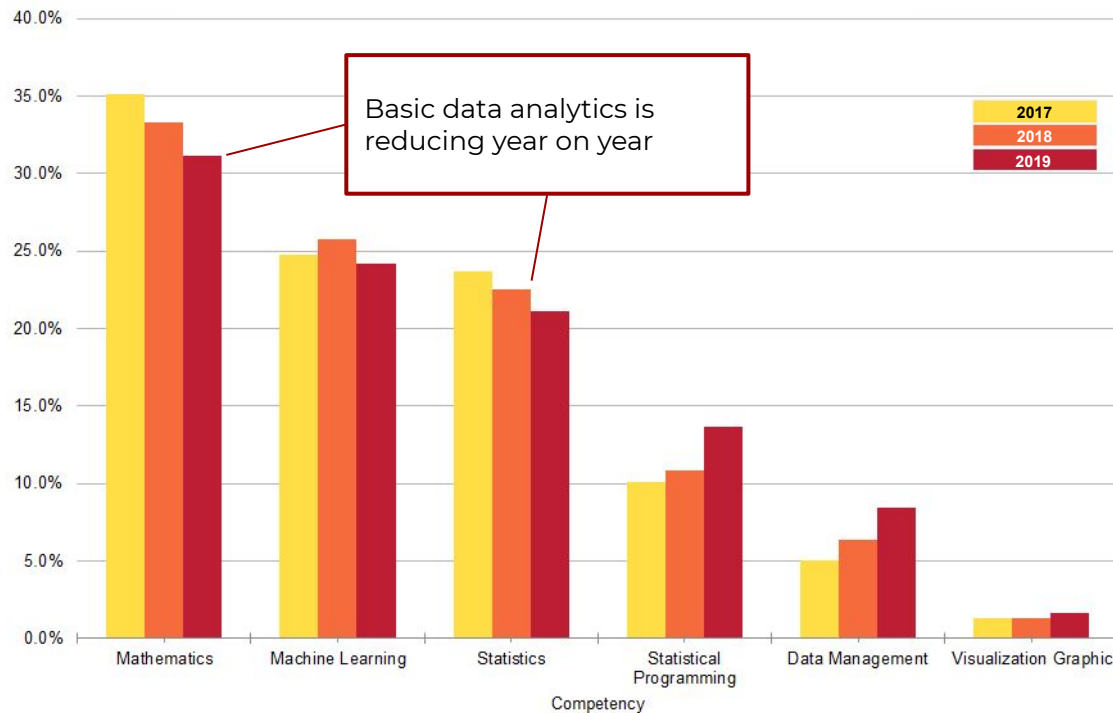
## Data analytics is evolving.

**Data Management:** The volume of consumer data is growing exponentially

**Statistical Programming:** Analyze data smartly to unlock its value

**Machine Learning:** Build automated models

% of enrolments by domain 2017 - 2019



# Data Science

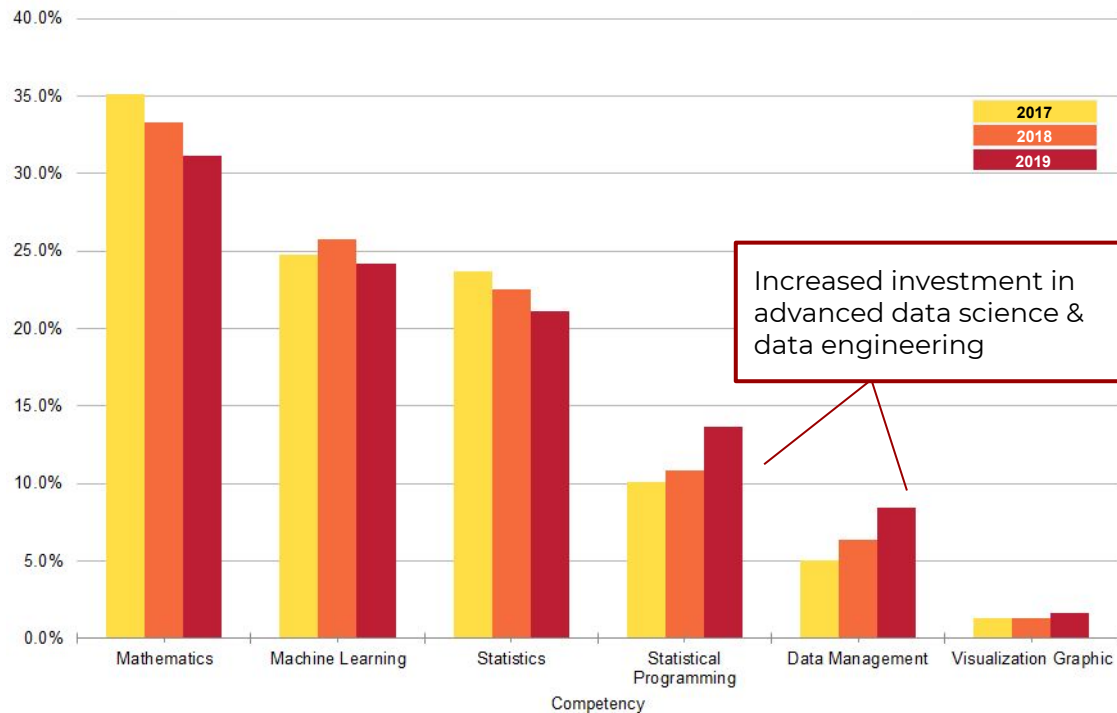
## Data analytics is evolving.

**Data Management:** The volume of consumer data is growing exponentially

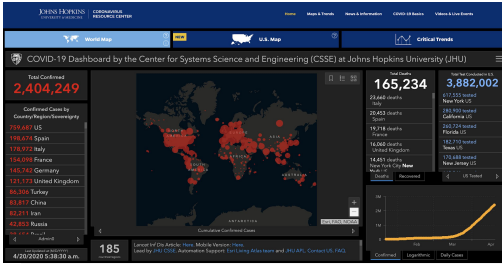
**Statistical Programming:** Analyze data smartly to unlock its value

**Machine Learning:** Build automated models

% of enrolments by domain 2017 - 2019



# Covid-related decisions are all built on big data



**Academic**  
Virus tracking



**Health**  
Patient triage & equipment



**Government**  
Support packages



**Retail**  
Supply Chain

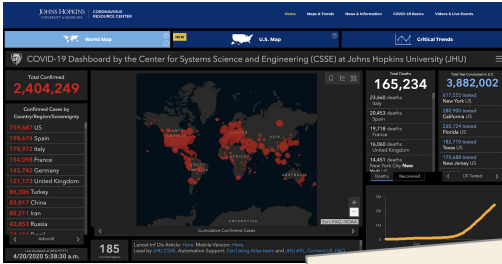


**Telecom**  
Bandwidth capacity



**Financial Services**  
Market volatility

# Covid-related decisions are all built on big data



Academia  
Virus tracking



Government  
Support packages



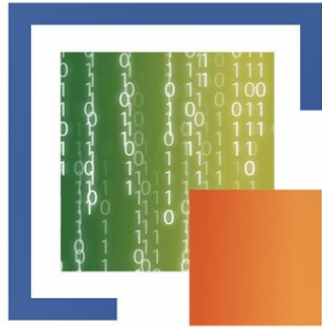
Retail  
Supply Chain



Telecom  
Bandwidth capacity



If you want people to learn, show them the value of the learning



# Exelon Utilities Analytics



## End-to-end Analytics Academy

(Data literacy for all  
Upskilling for teams  
Reskilling into data roles)

## Tracking business impact:

Energy efficiency  
Electrical outages  
Financial forecasting

*Takeaways:*  
Define the value of  
learning





# Technology

## Cloud is the new normal.

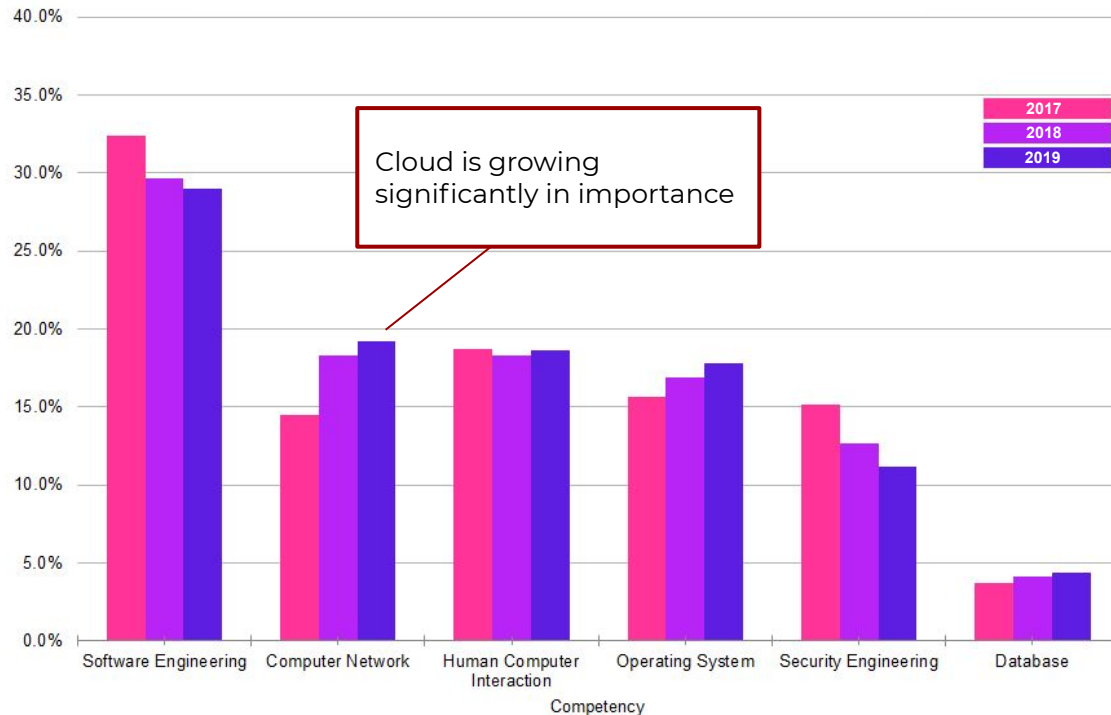
### Computer Networking:

Invest in cloud to build dynamic platforms that can scale

### Human Computer

**Interaction:** Innovate with customers evolving needs in mind

% of enrollments by domain 2017 - 2019



# Cloud gives you the flexibility to adapt and scale quickly



Netflix has added 15.77 million new customers since Covid lockdown



Zoom's daily active users jumped from 10 million to over 200 million in 3 months



Microsoft says video calls in Teams grew 1,000% in March



31 Mar 2020

IDC Expects 2021 to Be the Year of Multi-Cloud as Global COVID-19 Pandemic Reaffirms Critical Need for Business Agility



# HSBC adopts cloud-first strategy to solving big data business problems

**Objective:**  
**World's first**  
**cloud-first bank**

**Cloud Academy**  
Track proficiency  
Certifications  
Impact internal mobility

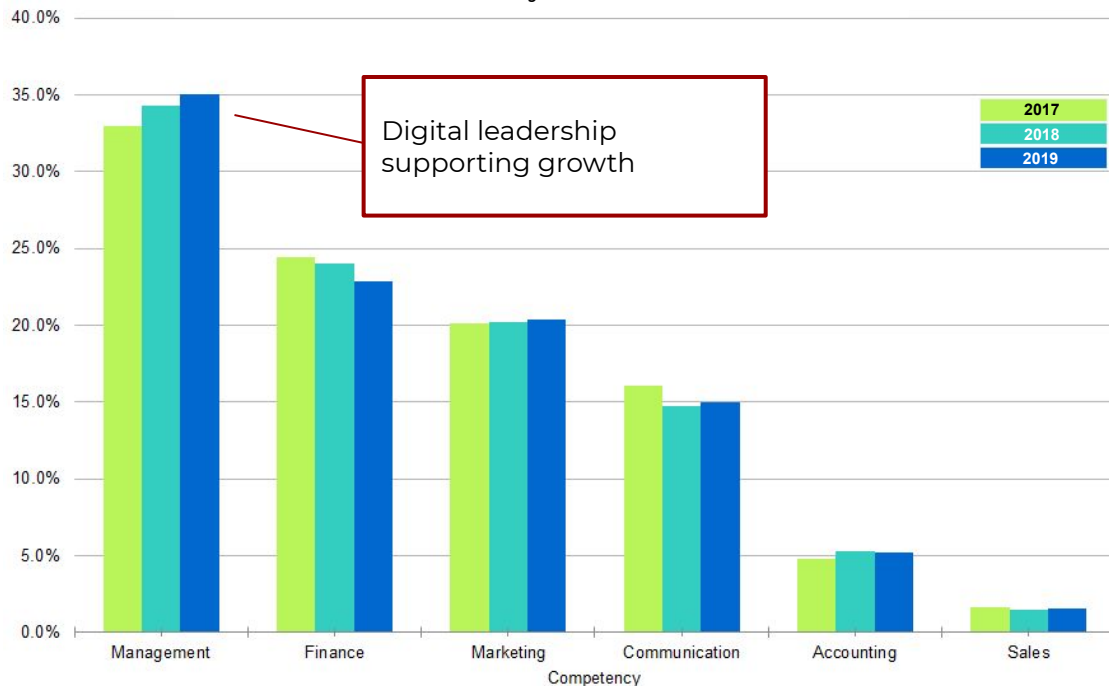
*Takeaways:*  
Drive from the top  
Make learning simple

# Business

Leading and managing are more important than ever.

**Management:** Enable all employees to lead through complex change

% of enrollments by domain 2017 - 2019































# Mercedes' F1 team builds breathing aid for coronavirus patients in under 100 hours

*Seven F1 teams are helping patients suffering from COVID-19.*



# Leadership and Management Skills

	Leadership & Management		Human Skills				Digital
	 <b>Leadership</b>	 <b>Management</b>	 <b>Collaboration</b>	 <b>Problem Solving</b>	 <b>Communication</b>	 <b>Growth Mindset</b>	 <b>Literacy</b>
Senior Level	 Managing the Company of the Future	 Strategic Innovation: Building Innovative Organizations	 Introduction to Negotiation: A Strategic Playbook	 Making Successful Decisions	 Speaking to Inspire: Ceremonial and Motivational Speeches	 The Science of Well-Being	 Digital Transformation
Mid Level	 Leading Teams	 Preparing to Manage Human Resources	 Influencing People	 Mindware: Critical Thinking for the Information Age	 Storytelling and influencing: Communicate with impact	 Build personal resilience	 Data for Business Decision Making
Entry Level	 Foundations of Everyday Leadership,	 Initiating and Planning Projects	 Teamwork Skills: Communicating in Groups	 Boosting Creativity for Innovation	 Introduction to Public Speaking	 Learning How to Learn	 Mastering Data Analysis in Excel

---

## L&D Action Plan:

If people are in the space to learn for the future:

1. Define value of future skills to your learners
2. Make your learning simple
3. Drive your response from the top



2



# Essential Skills Map

## for Digital Transformation

for  
**Engineering**

for  
**Data Science**

for  
**Product**

for  
**Finance**

for  
**Marketing**

for  
**Managers**

### **Business** skills

*700+ courses*

Agile Management  
Leadership  
Product Management

Business Case Dev.  
Project Planning  
Leadership

Agile Management  
Product Management  
Disruptive Innovation

Mathematical Finance  
Financial Modeling  
Financial Engineering

Digital Marketing  
Digital Strategy  
Social Media

Leadership  
Change Management  
Design Thinking

### **Tech** skills

*500+ courses*

Debugging  
Algorithms  
Cloud Computing

NLP  
Sentiment Analysis  
Deep Learning

User Experience Design  
User Research  
Agile Software Dev.

Microsoft Excel VBA  
Algorithmic Trading  
Visual Analytics

Agile Software Dev.  
Web Analytics  
SEO

Cyber Security  
Artificial Intelligence  
Emerging Tech

### **Data** skills

*200+ courses*

Python  
Machine Learning  
Big Data

Python  
Tensorflow  
Machine Learning

Big Data  
SQL  
Data Visualization

Forecasting  
Business Analytics  
Data Visualization

Big Data  
Marketing Analytics  
SQL

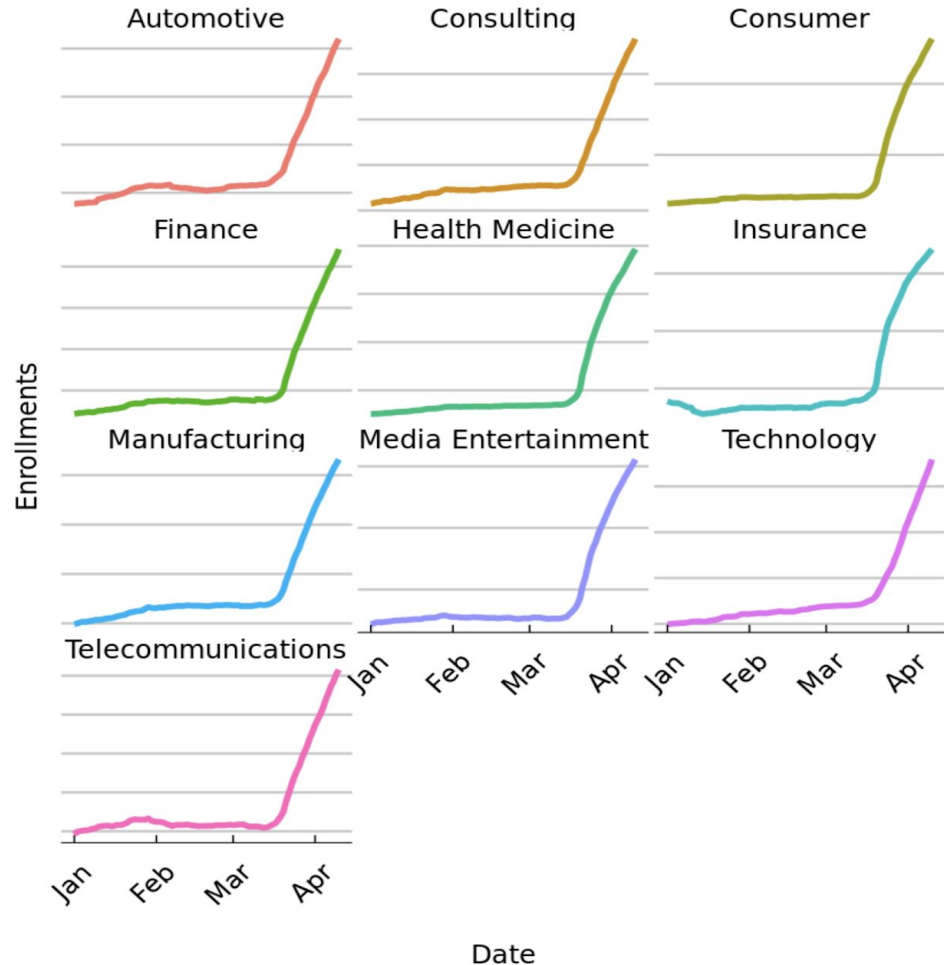
Cloud Computing  
Analytics  
Data Management



**3**

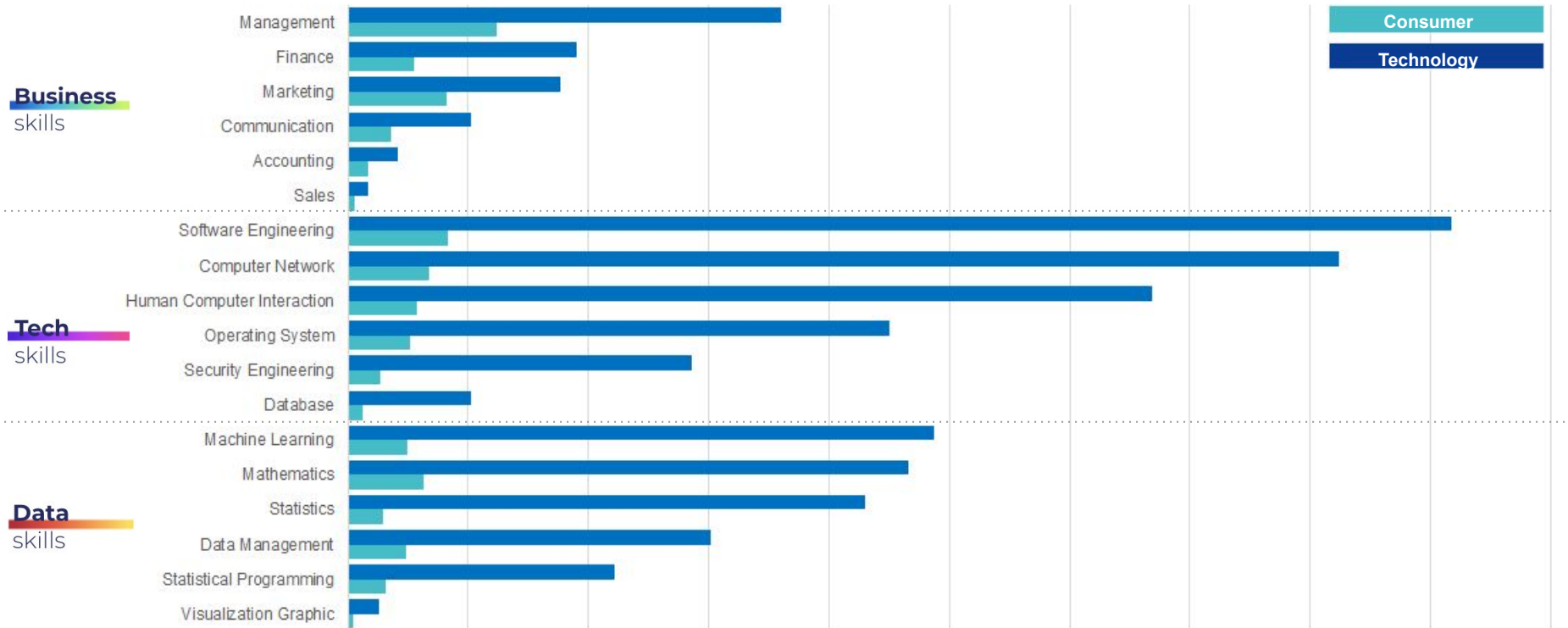
**What should we as  
L&D leaders do?**

# Learning has accelerated in every industry



# One big difference between industries is the scale of learning

Learning volume in 2019: consumer v technology industry





# L&D Action Plan

---

Engagement

# L&D Action Plan

## Engagement

Motivation “Want to”

Ability “Can do”

**“Do I want to do this?”**

**“Can I do this?”**

**“Can I see the value in it?”**

**“Has it been made easy for me?”**

# L&D Action Plan

## Engagement

Motivation “Want to”

Ability “Can do”

**“Do I want to do this?”**

**“Can I do this?”**

**“Can I see the value in it?”**

**“Has it been made easy for me?”**

**1**

Follow the demand (support resilience & start preparing for tomorrow)

# L&D Action Plan

## Engagement

Motivation “Want to”

Ability “Can do”

“Do I want to do this?”

“Can I do this?”

“Can I see the value in it?”

“Has it been made easy for me?”

- 1 Follow the demand (support resilience & start preparing for tomorrow)
- 2 Define the value of learning to the individual:
  - Why should you learn about Covid-19? *Positive framing*
  - Why should you invest in resilience? *Skills to respond*
  - Why is it important people learn about data, cloud & leadership? *Survival*

# L&D Action Plan

## Engagement

Motivation “Want to”

“Do I want to do this?”

“Can I see the value in it?”

- 1 Follow the demand (support resilience & start preparing for tomorrow)
- 2 Define the value of learning to the individual:
  - Why should you learn about Covid-19? *Positive framing*
  - Why should you invest in resilience? *Skills to respond*
  - Why is it important people learn about data, cloud & leadership? *Survival*

Ability “Can do”

“Can I do this?”

“Has it been made easy for me?”

- 3 Drive the learning response from the top



# L&D Action Plan

## Engagement

Motivation “Want to”

“Do I want to do this?”

“Can I see the value in it?”

- 1 Follow the demand (support resilience & start preparing for tomorrow)
- 2 Define the value of learning to the individual:
  - Why should you learn about Covid-19? *Positive framing*
  - Why should you invest in resilience? *Skills to respond*
  - Why is it important people learn about data, cloud & leadership? *Survival*

Ability “Can do”

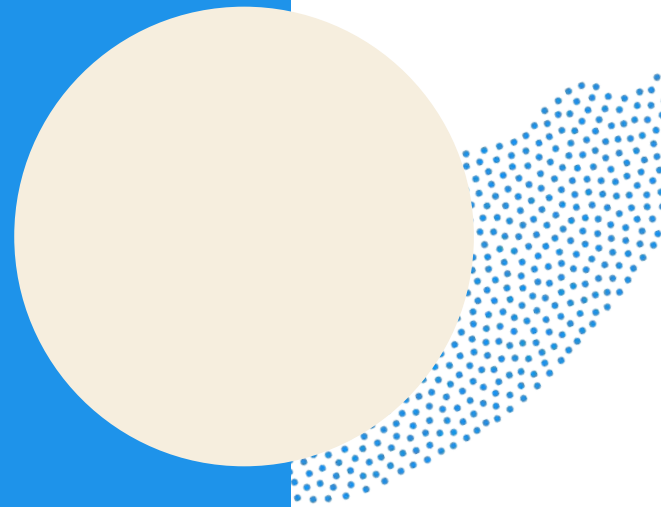
“Can I do this?”

“Has it been made easy for me?”

- 3 Drive the learning response from the top
- 4 Make learning simple (curation and experience)
  - Don't need a perfect framework to begin
  - A simple curation can have a massive impact
  - Get your learners to take action

---

# Questions



## POLL #3

# What would you like to hear more about?

- How to support better Covid-19 awareness / framing
- How to support people with personal development
- How to guide people towards future skills
- How to set up an engagement plan to drive increased learning

# Next Steps

---

## Upcoming Events:

### [May 6th @ 9:00 am PST](#)

How has COVID-19 changed learning on Coursera? And what lessons can L&D leaders take to help their people respond?

### [May 12th @ 10:00 am PST](#)

How to prepare your workforce for digital disruption

### [May 27 @ 10:00 am PST](#)

How to preserve learning in a time of crisis

[Register Now](#)

---

## Learn More:

[Essential Skills Playbook](#)

[Data Science Academy](#)

---

## Coronavirus Collection:

Resources to Help Your Learners Stay Informed & Productive During the Coronavirus Crisis

---

## Stay Connected:

