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The Buyer's Guide to Talent Development Technology

Sarah Danzl
Head of Communications | Degreed

Plans for today

1 Data and trends

2 How tech can enable scalability
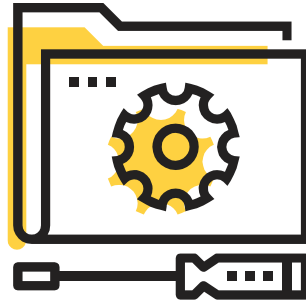
3 5 steps to building a better tech stack

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01

Data & trends in the future of work
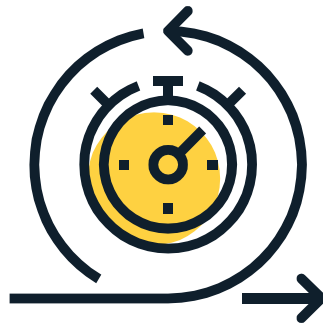
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How work is changing

The average career is now **60 to 70 years** long

The half-life of a learned skill is **5 years**

The average tenure in a job is **4.5 years**

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50%

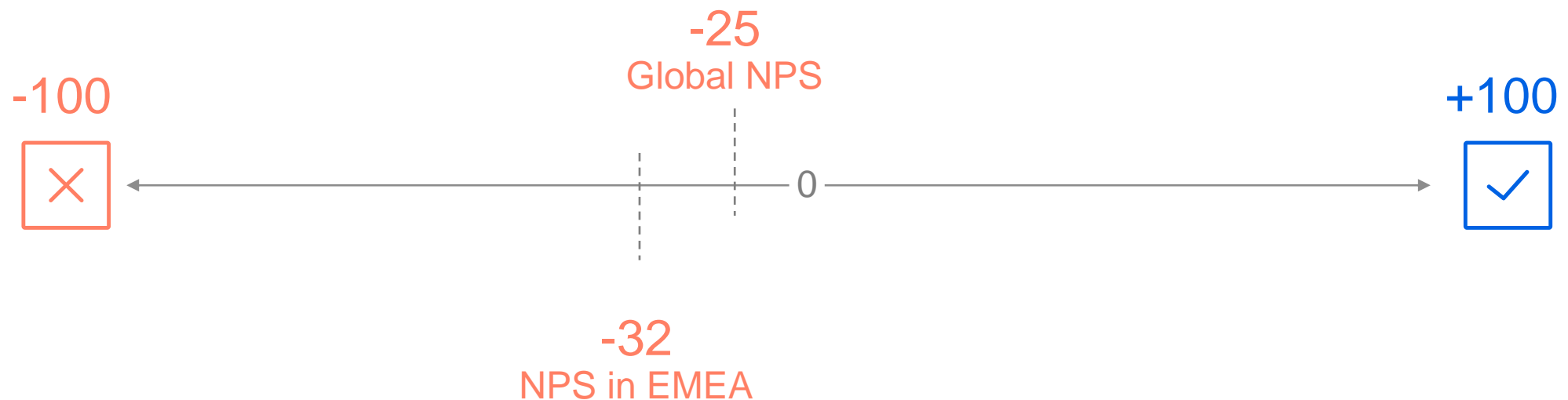of S&P 500 companies will be replaced over the next 10 years

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Old development models:

Company focused

Command & control

Unconnected HR functions

One size fits all

Transactional

Efficiency & ROI

Antiquated & uninspiring

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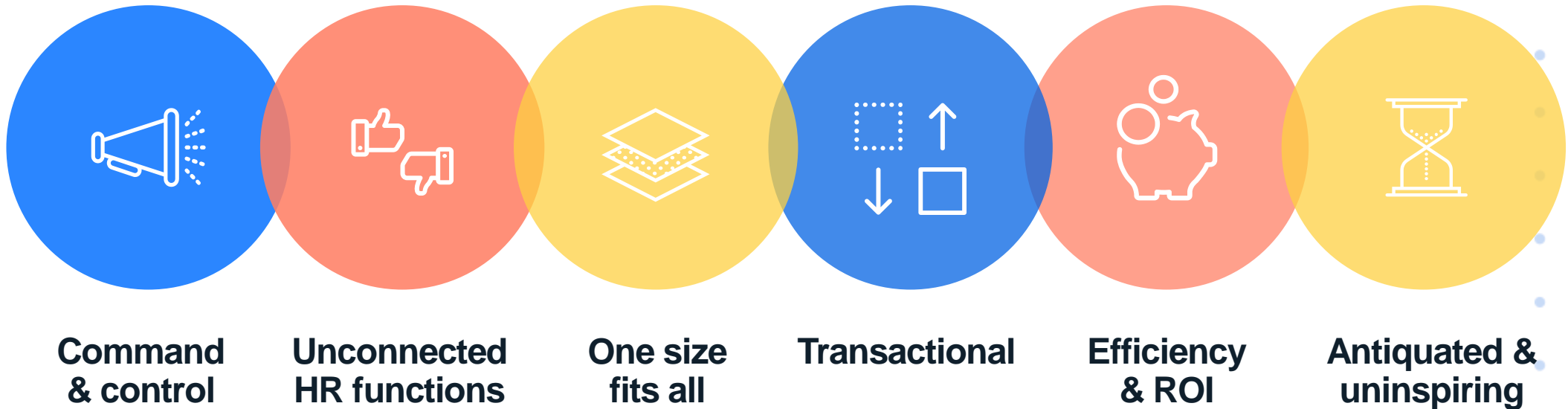
The status quo does not work for the workforce

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

-25
Global NPS

-100

+100

0

-32
NPS in EMEA

Q: How likely is it that you would recommend your employer's learning and career development opportunities to a colleague?
Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019

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> ## *54% of companies have no programs in place to build the skills of the future. Only 18% give employees the ability to actively develop themselves…*

Deloitte Human Capital Trends

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We need a new perspective on how we develop people

8/10

CEOs say a lack of key skills is a serious threat to their growth.

55% We are not able to **innovate** effectively

52% Our people **costs are rising** more than expected

47% Our **quality or customer experiences** are impacted

44% We are unable to pursue a **market opportunity**

44% We are missing **growth targets**

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This is the moment we've been waiting for

54%

of the workforce will require significant upskilling and reskilling within the next five years.

80%

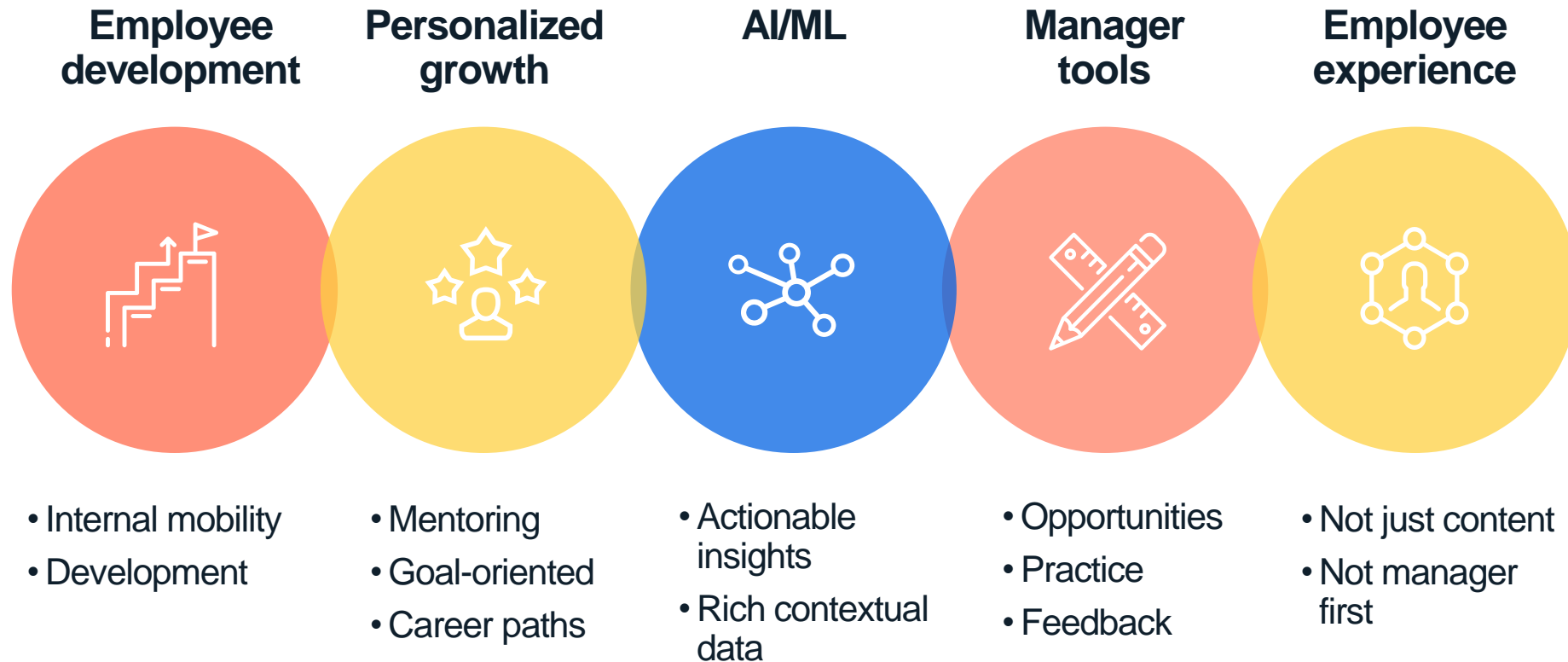of both L&D and business leaders believe we need more innovation in learning and development.

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Technology as an enabler

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The new development model:

People own their careers now, not companies. And that changes everything.

Employee development	Personalized growth	AI/ML	Manager tools	Employee experience
• Internal mobility • Development	• Mentoring • Goal-oriented • Career paths	• Actionable insights • Rich contextual data	• Opportunities • Practice • Feedback	• Not just content • Not manager first

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How many tools are in your learning and talent stack?
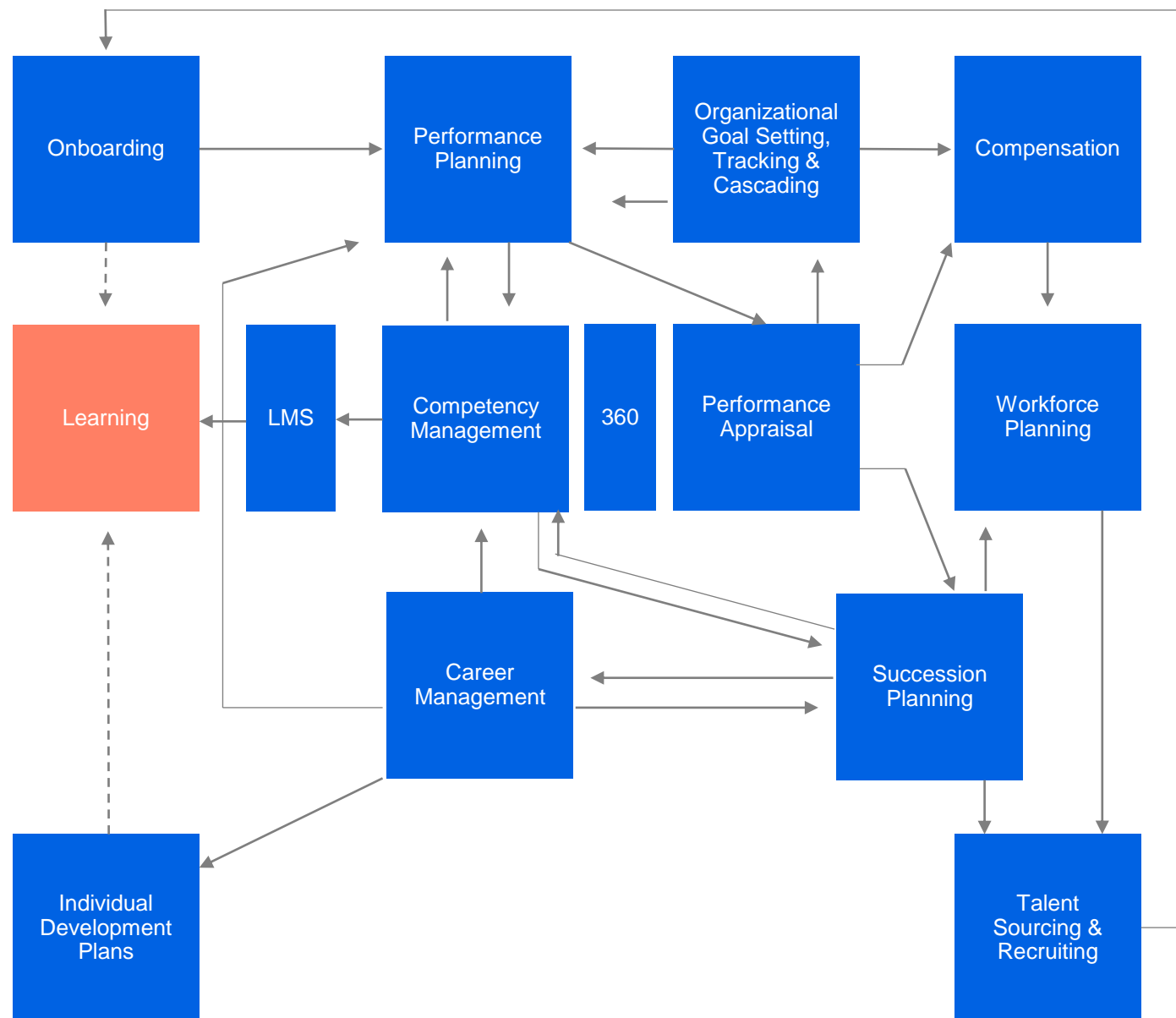
Poll

1. 0-4

2. 5-9

3. 10-19

4. 20-39

5. 40+

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Most tech stacks are a mess

- Complex workflows

- Disjointed experience

- Long-arc engagement

- Siloed data

We Have to Re-Imagine Human Work

Non process-based

Focused on creating value

Fluid rather than predetermined

Increasingly workgroup-oriented

Nonroutine

Context–specific rather than standardized

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Work for the future

Old Model

New Model

- Recruiting
- Performance Mgmt
- Learning & Dev (L&D)
- Career Development

- Focus on external talent
- Company gives people a "grade"
- Order-based training
- Limited to High-potentials

- Focus more on Internal talent
- Employee experience feedback
- Continuous skills strategy
- Learning is focus for everyone

Five steps to building better

Identify your problem **1**

Gather your requirements **2**

3 **Explore potential solutions**

Select the right supplier **4**

5 **Communicate the value**

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The workforce wants guidance on what to learn

61% Aligning learning to skills gaps

48% Assessments to determine improvement

42% Opportunities to apply learning/skills

33% Specifying my interests/building my own profile

18% Content choices (e.g. courses, videos, articles, and podcasts)

17% Company-suggested learning paths/playlists

17% Professional network activity recommendations

14% Personal activity history recommendations

8% Game mechanics (e.g. competition, leaderboards, rewards or badges)

3% Bookmarks

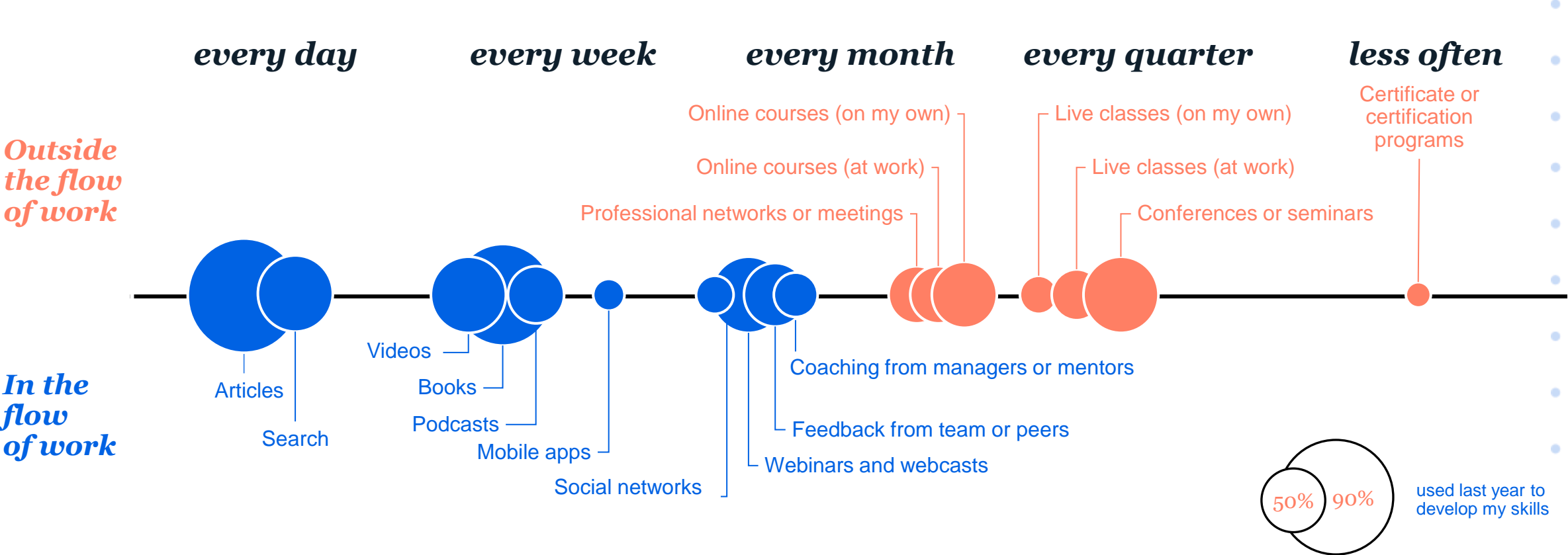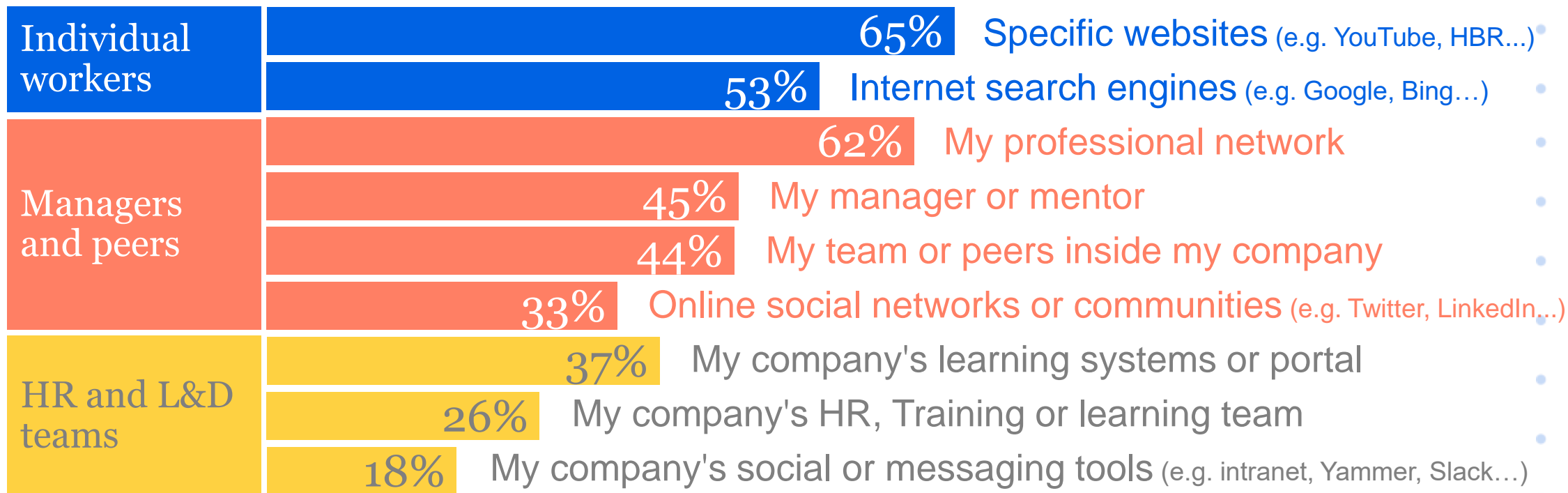**3%** None of the above

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

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Skills develop through work, not just in addition to work

every day **every week** **every month** **every quarter** **less often**

Outside the flow of work

Online courses (on my own)

Online courses (at work)

Professional networks or meetings

Live classes (on my own)

Live classes (at work)

Conferences or seminars

Certificate or certification programs

In the flow of work

Videos

Books

Podcasts

Mobile apps

Social networks

Articles

Search

Coaching from managers or mentors

Feedback from team or peers

Webinars and webcasts

50% 90% used last year to develop my skills

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

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Building capabilities is everyone's job, not just HR's or L&D's

Individual workers
- 65% Specific websites (e.g. YouTube, HBR...)
- 53% Internet search engines (e.g. Google, Bing…)

Managers and peers
- 62% My professional network
- 45% My manager or mentor
- 44% My team or peers inside my company
- 33% Online social networks or communities (e.g. Twitter, LinkedIn...)

HR and L&D teams
- 37% My company's learning systems or portal
- 26% My company's HR, Training or learning team
- 18% My company's social or messaging tools (e.g. intranet, Yammer, Slack…)

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Is your 2020 business strategy most focused on:

1. Stronger company culture and employee engagement

2. Advanced upskilling strategy

3. Increased Innovation

4. Accelerated digital transformation

5. Improved ability to attract and retain talent

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Do you have the skills to innovate effectively?

General Motors is laying off 14,000 people as it refocuses its business on autonomous and electric vehicles. CEO Mary Barra says the restructuring is necessary "to ensure we have the right skill-sets to win today and in the future." GM expects restructuring charges of $1B+.

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Do you have the skills to excite customers?

Kraft-Heinz learned to squeeze efficiency from its operations, but neglected the skills to appeal to retailers and consumers — innovation, marketing and merchandising.

Meanwhile, sales are down by $229M+, and forecasts for future profits dipped 25%.
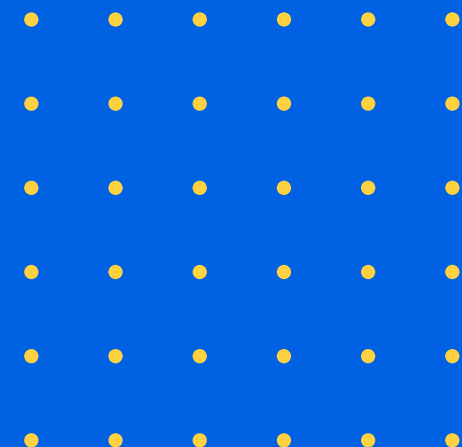
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Five steps to building better

Identify your problem *1*

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Get clear on the market

LMS
- Manage content
- Top down
- Formal and required training

vs

LXP
- Enable
- Centralize access
- ALL learning

vs

HCM
- Manage people
- Legally compliant
- Payroll & benefits

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Five steps to building better

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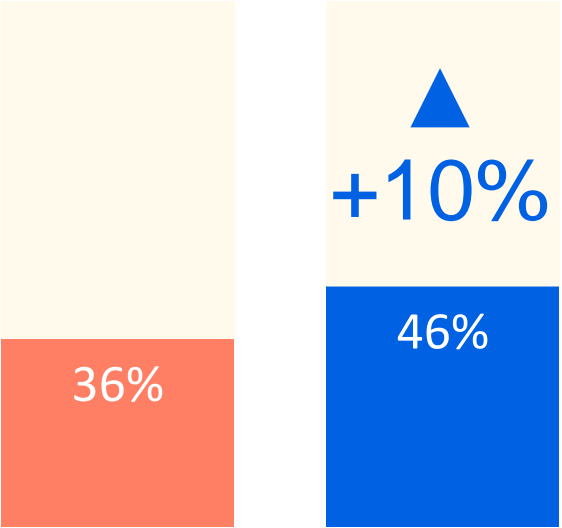
5 Communicate the value

What are factor's in your buying decision?

1. Cost

2. Partnership

3. Client references or list

4. UI

5. Other (write in)

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Supplier checklist

✓ Adaptability, not efficiency

✓ Value, not price

✓ Implementing, not purchasing

✓ Partner, not software vendor

✓ Business insights, not just L&D data

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Five steps to building better

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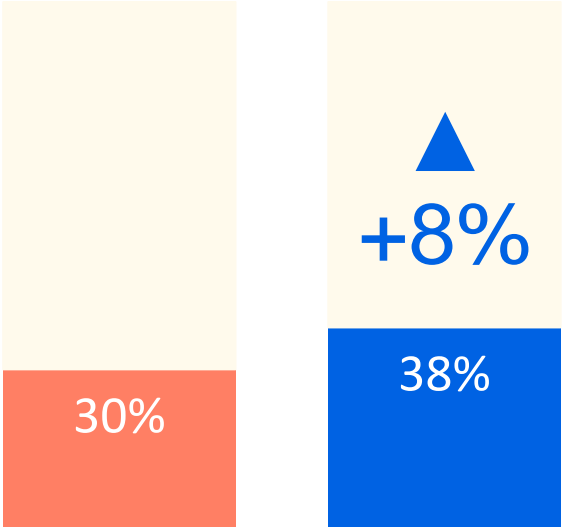# Good experiences mean (positive) impact

PERFORM BETTER
Been promoted

MORE ADAPTABLE
Moved into another team

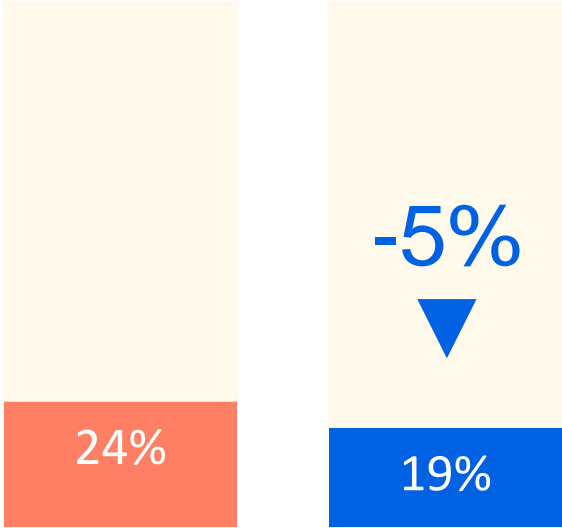**STAY LONGER**
Left for a new company

+10% ▲
+8% ▲
-5% ▼

36% (Detractors) — 46% (Promoters)

30% (Detractors) — 38% (Promoters)

24% (Detractors) — 19% (Promoters)

Q: Which types of career growth have you experienced in the last three years?
Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019

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How will your investment make an impact?
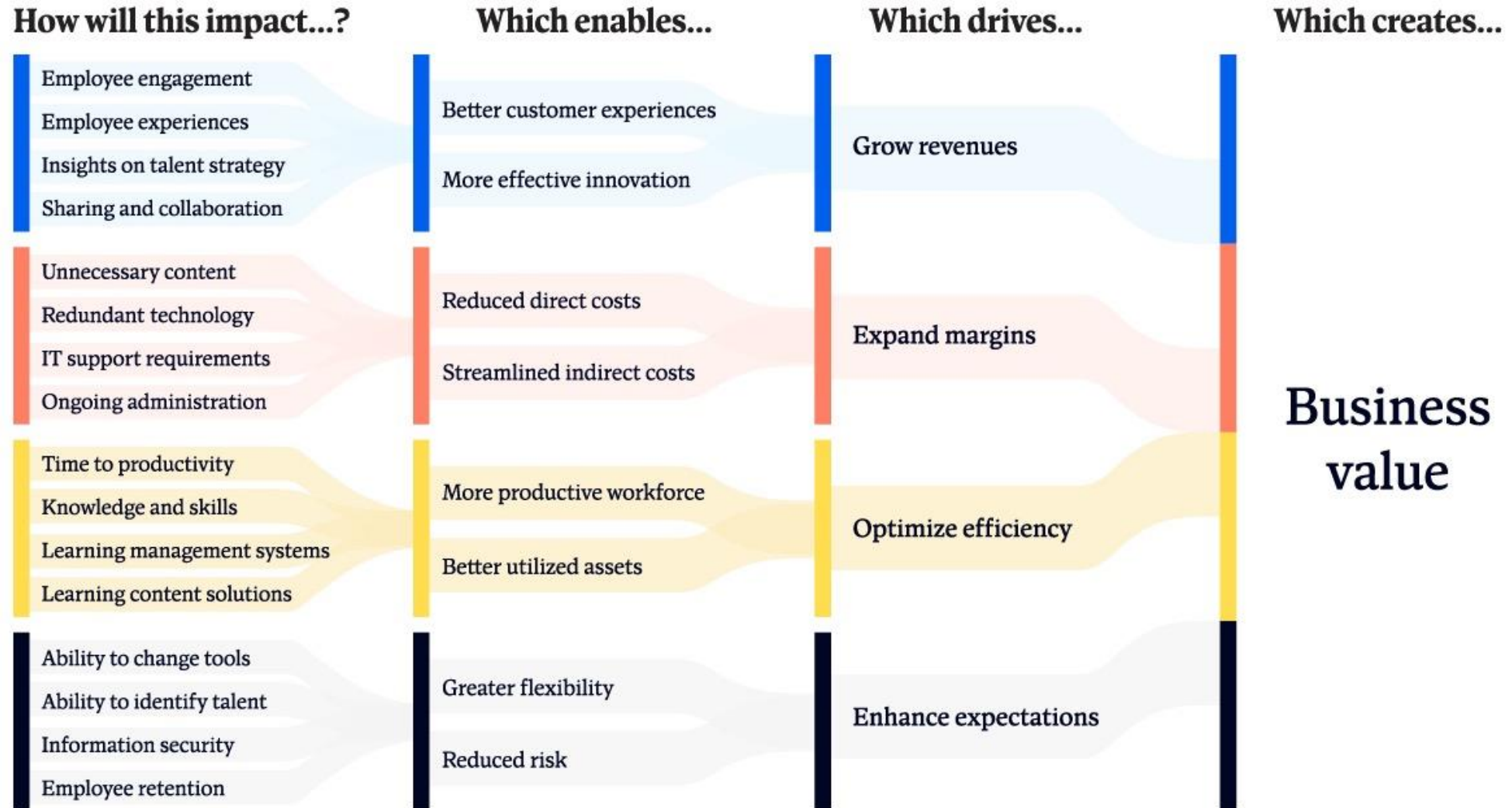
Remember: Prioritize the individual

SELF-ACTUALIZATION-

ESTEEM

RELATIONSHIPS

SAFETY / SECURITY

PHYSIOLOGICAL
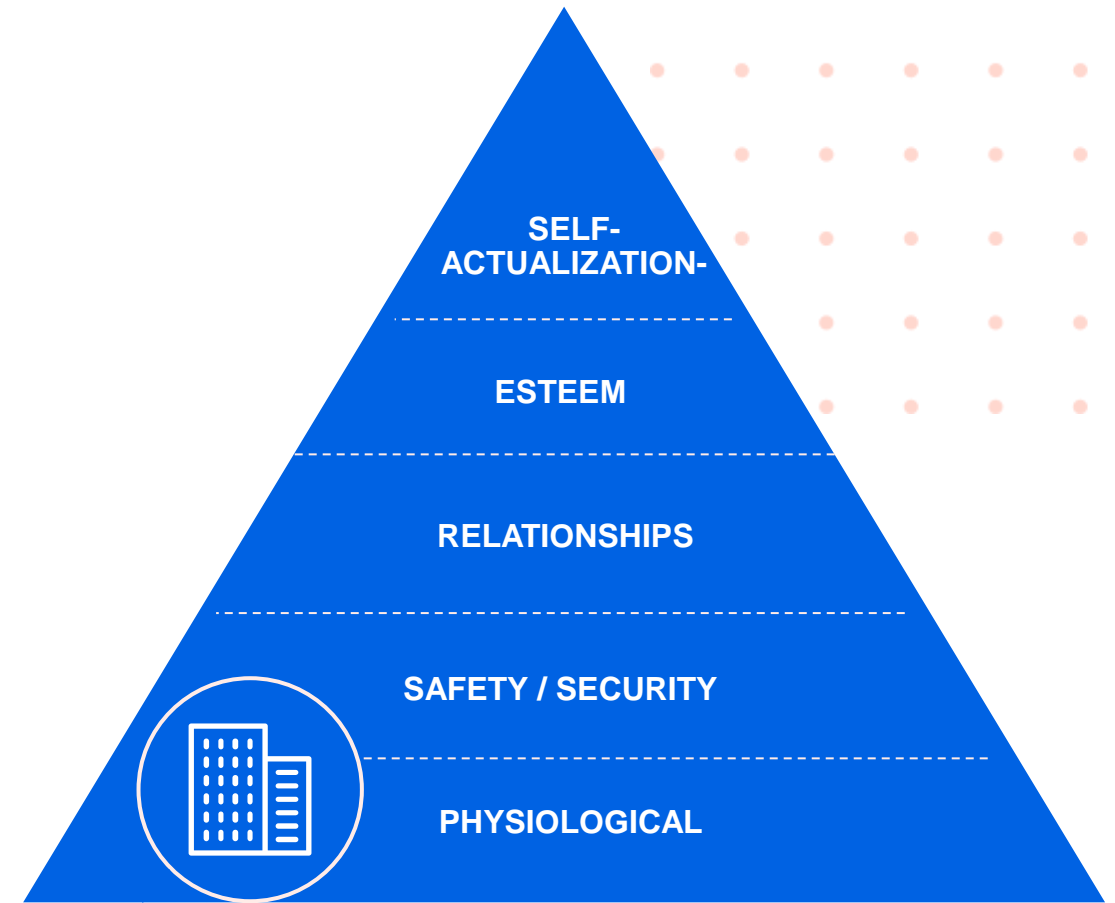
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Thank you!

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> **Be ashamed to die until you have won some victory for humanity.**

Horace Mann
Education reformer & innovator

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Questions?

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Sarah Danzl

Head of Communications & Client Advocacy

Favorite expert
Vanessa Van Edwards

Currently reading
An American Marriage by Tayari Jones

Currently learning
How to leading a function in hypergrowth

"Courage is contagious. To scale daring leadership and build courage in teams and organizations, we have to cultivate a culture in which brave work, tough conversations and whole hearts are the expectation, and armor is not necessary or rewarded."

~ Brene Brown

Interests: A good story, writing, champagne, cooking, pit bulls, philanthropy, traveling
Location: Boulder, CO

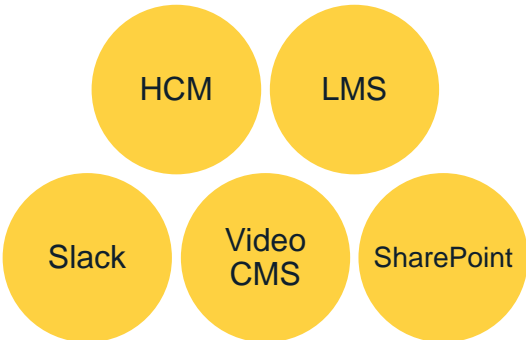degreed.com/sarahdanzl

linkedin.com/in/sarahdanzl

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Thank you!

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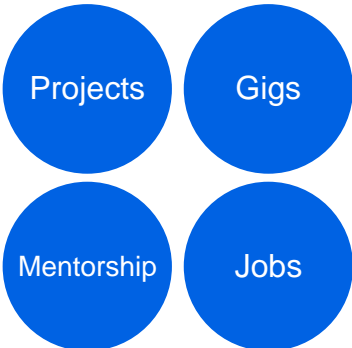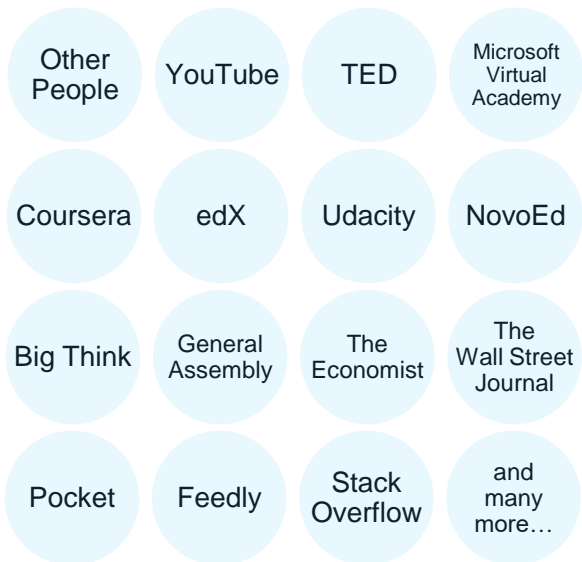# Degreed connects your people to everything they use to learn

Your systems

HCM · LMS · Slack · Video CMS · SharePoint

Your content

Skillsoft · Harvard Manage Mentor · Cross Knowledge · Mind Tools · O'Reilly · getAbstract · Udemy for Business · Lynda · Pluralsight

Your opportunities

Projects · Gigs · Mentorship · Jobs

Open resources

Other People · YouTube · TED · Microsoft Virtual Academy · Coursera · edX · Udacity · NovoEd · Big Think · General Assembly · The Economist · The Wall Street Journal · Pocket · Feedly · Stack Overflow · and many more…

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Connect & simplify the learning experience

Fuel culture and drive engagement

Build the skills that businesses need next

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