



DEMOCRATIZING LEARNING AND DEVELOPMENT

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TODD TAUBER | VP Product Marketing

 @toddtauber

 @degreed





ABOUT DEGREED

Degreed is a unified learning platform that helps organizations and people target learning at their skills gaps — however and wherever they build their expertise.

INTERNAL LEARNING & TALENT SYSTEMS

+

EXTERNAL TRAINING CONTENT

+

INFORMAL LEARNING ECOSYSTEM





HELLO.

LET'S TALK ABOUT...

- 1 Managing human capital in the on-demand economy
- 2 L&D of the people, for the people, and by the people
- 3 How to re-wire learning and development for democracy
- 4 Toward a more perfect union (L&D, workers and managers)

Q&A



MANAGING HUMAN CAPITAL IN THE ON-DEMAND ECONOMY





AUDIENCE POLL: QUESTION #1

WHICH GOAL MOST INFLUENCES HOW YOUR ORGANIZATION INVESTS IN LEARNING AND DEVELOPMENT? (CHECK ONLY ONE)

1. Employee engagement
2. Customer satisfaction
3. Revenue growth
4. Cost efficiency and profits
5. Something else (use the chat box)



“ This is not noble.
This is about how to drive
businesses... Engagement
drives productivity.

ORACLE CEO, MARK HURD



CEOs INVEST IN EFFICIENCY ...NOT IN ENGAGEMENT



From careers...

Employees now stay at the same career levels for 30% longer than they did in 2010.



to gigs...

83% of executives plan to increase use of contingent and temporary workers.



and robots

45% of work activities (and 5% of jobs) could be automated using current technology.



GETTING EMPLOYEES ENGAGED IN WORK IS STILL A PRETTY NOVEL IDEA FOR CEOs

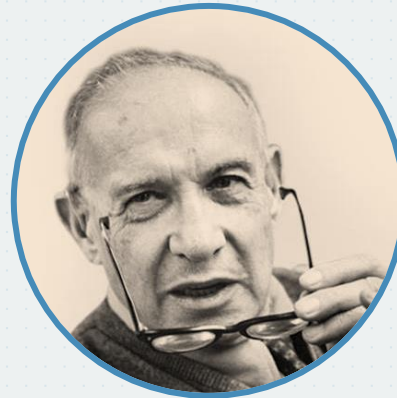
1970: MILTON FRIEDMAN

The purpose of a firm is to maximize profits and value for shareholders.



1973: PETER DRUCKER

The only valid purpose of a firm is to create customers.



1990: WILLIAM KAHN

To engage employees, approach them as true partners in their work.





LEARNING AND DEVELOPMENT MAKE EMPLOYEE ENGAGEMENT HAPPEN

TOP 3 WAYS TO DRIVE EMPLOYEE ENGAGEMENT

Learning & development

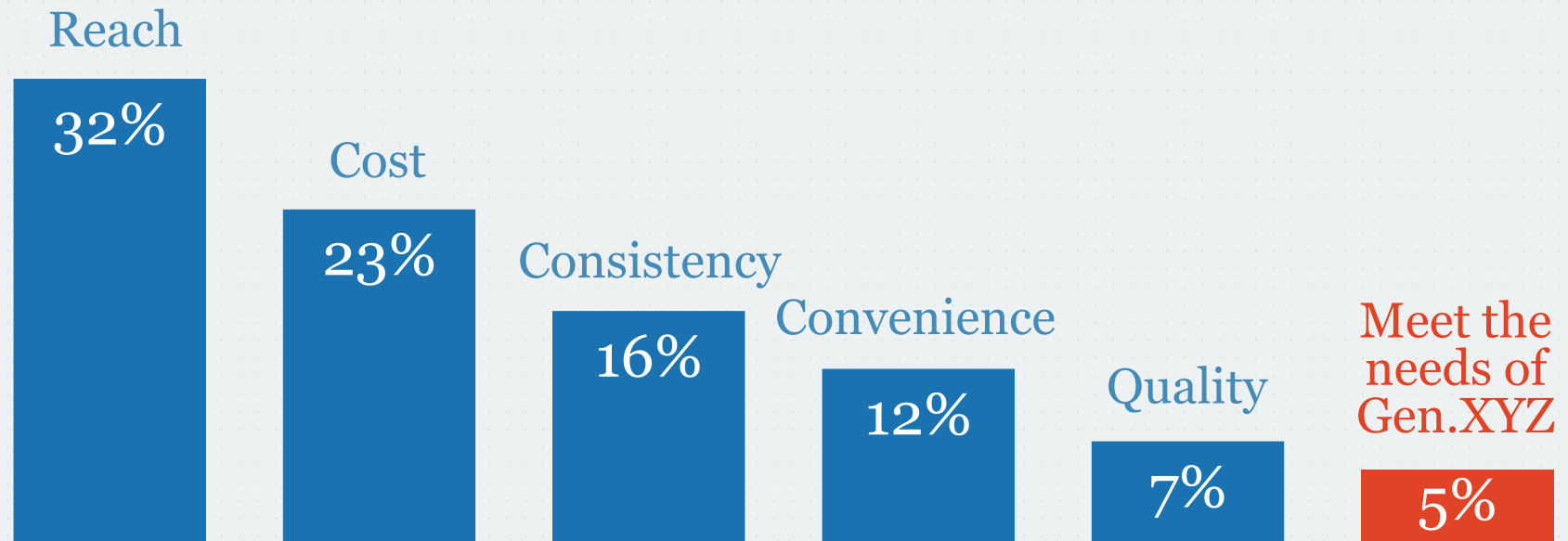


- #1 Build inspiring leadership
- #2 Create a compelling value proposition
- #3 Grow performance and careers



CLOs INVEST IN EFFICIENCY ...NOT IN ENGAGEMENT

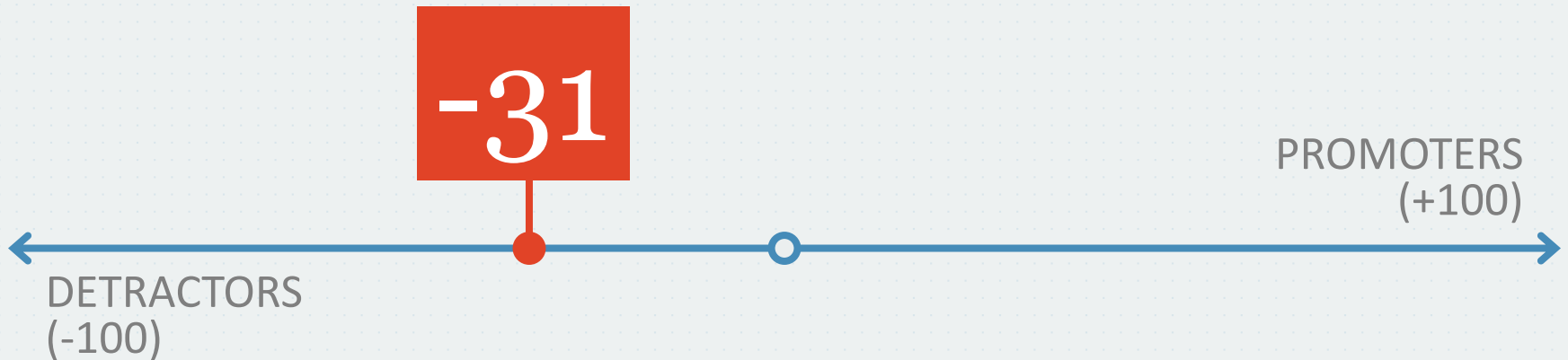
WHY DO CHIEF LEARNING OFFICERS USE DIGITAL?





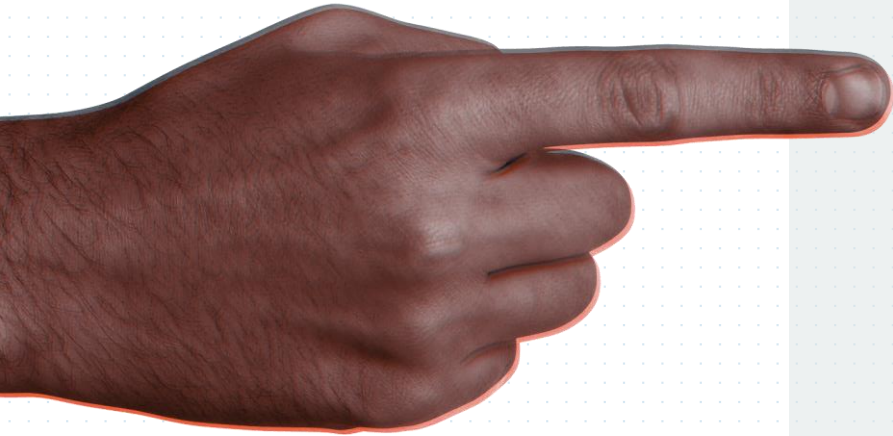
TRADITIONAL L&D IS NOT OBSOLETE; BUT IT ISN'T COMPLETE

On average, workers give their employers' learning and development opportunities a Net Promoter Score of...





THE TAKE- AWAY



Getting employees engaged in their work is more vital than ever. And L&D is essential to making that happen.

But new ways of working require new ways to learn and develop. Right now.



**L&D OF THE
PEOPLE, FOR
THE PEOPLE,
AND BY THE
PEOPLE**





AUDIENCE POLL: QUESTION #2

WHO DRIVES MOST OF THE LEARNING AND DEVELOPMENT HAPPENING IN YOUR ORGANIZATION?
(CHECK ONLY ONE)

1. L&D leaders
2. Business leaders
3. Line managers
4. Workers
5. Someone else (use the chat box)

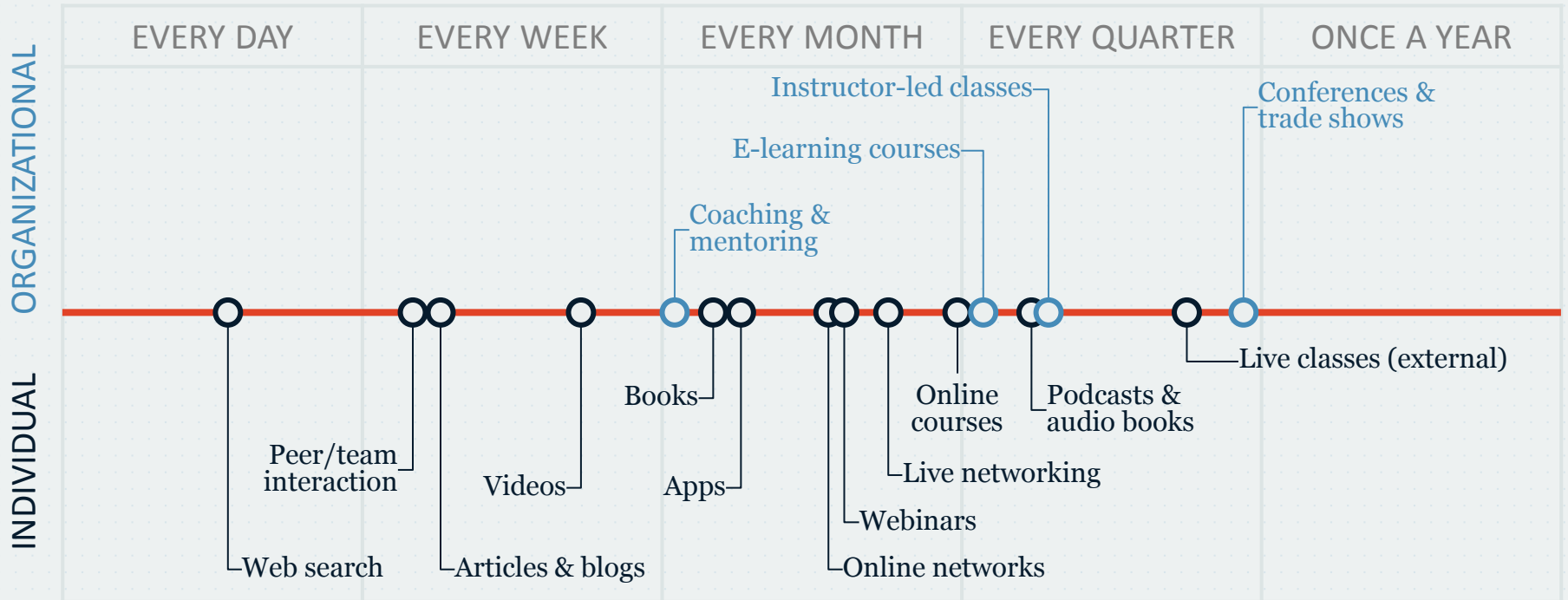


“ Satisfied employees have the tools, training and resources to do their jobs well.
Engaged employees learn and grow every day.

BAIN & COMPANY PARTNERS,
ERIC GARTON AND MICHAEL MANKINS



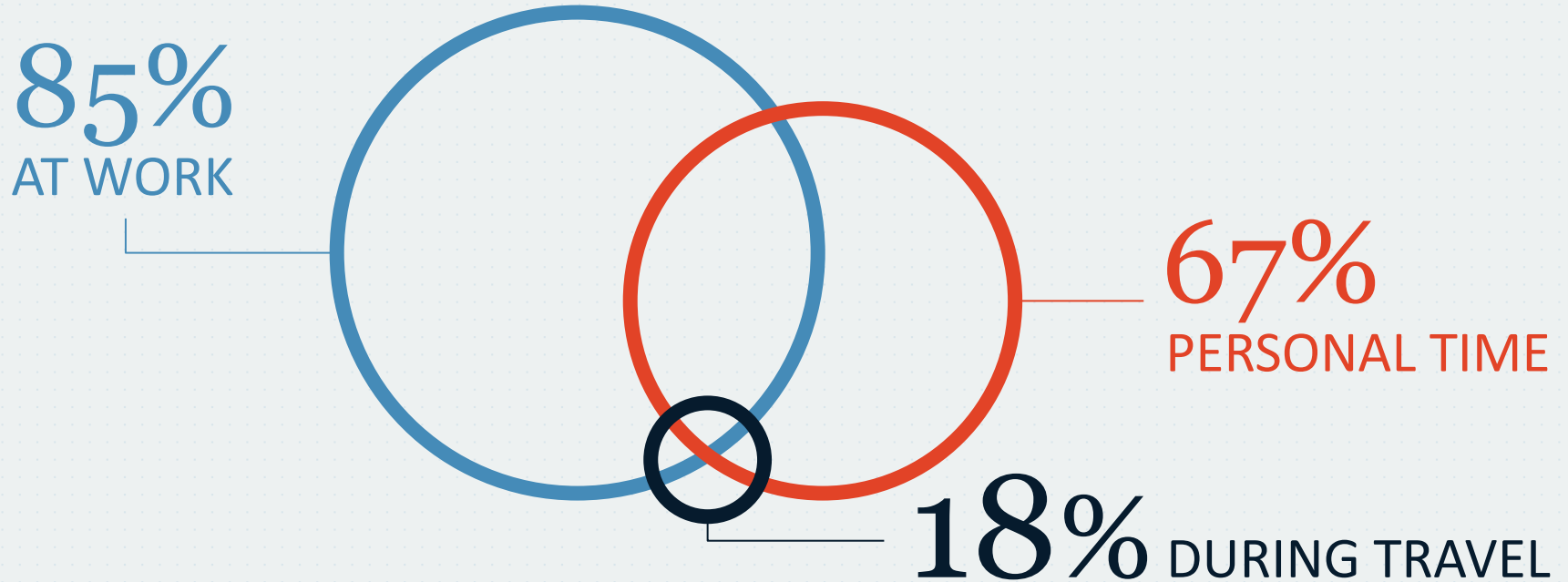
TODAY'S WORKFORCE LEARNS SOMETIMES AND ALL THE TIME



Source: Degreed, How the Workforce Learns in 2016, 1/2016



TODAY'S WORKFORCE LEARNS SOMEPLACE AND ALL OVER THE PLACE.





TODAY'S WORKFORCE DEMANDS TRAINING AND TRANSFORMING

5X

Workers spend 3.3 hours learning on their own each week — but just 37 minutes on their employer's training.

61%

61% of people say they would put in even more time learning on their own if they got credit for it at work.

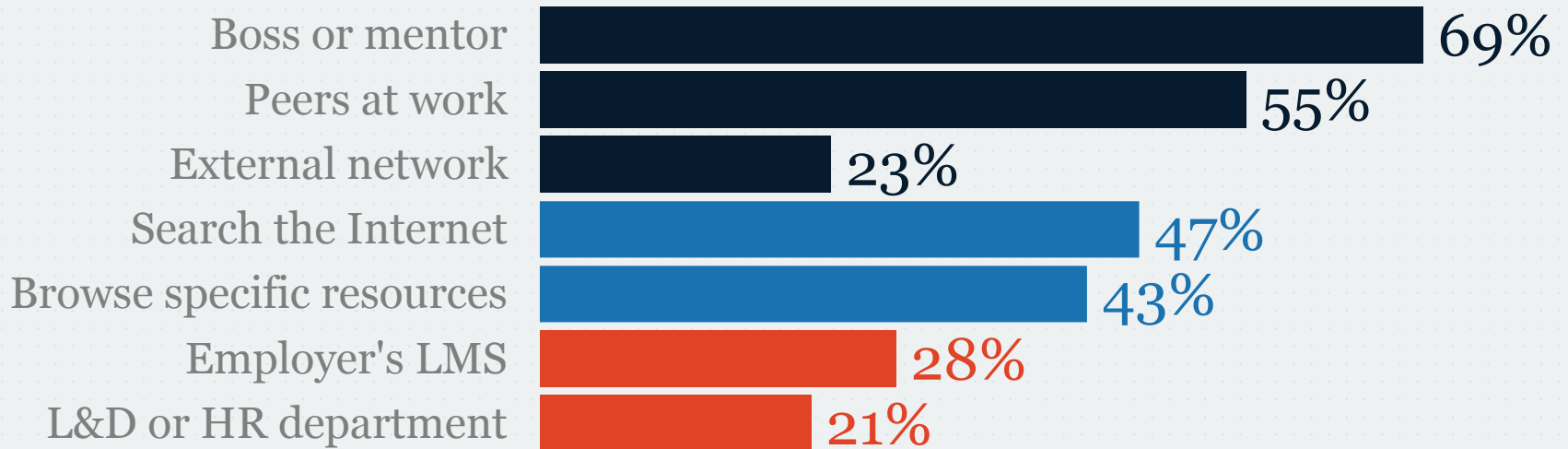
\$339

75% invested their own money (an average of \$339) in career-related learning / professional development last year.



LEARNING & DEVELOPMENT IS SOMEONE'S JOB AND EVERYONE'S

WORKERS GET GUIDANCE FROM PEOPLE, TECHNOLOGY AND L&D





SMARTER CLOs ARE ALREADY INVESTING TO MANAGE LESS AND EMPOWER MORE

HIGHER-IMPACT L&D ORGANIZATIONS DELIVER...



-20%

Less training
via ILT, vILT or
e-learning



+29%

More learning
via on-the-job
experiences



+13%

More learning
via collaborating
and coaching

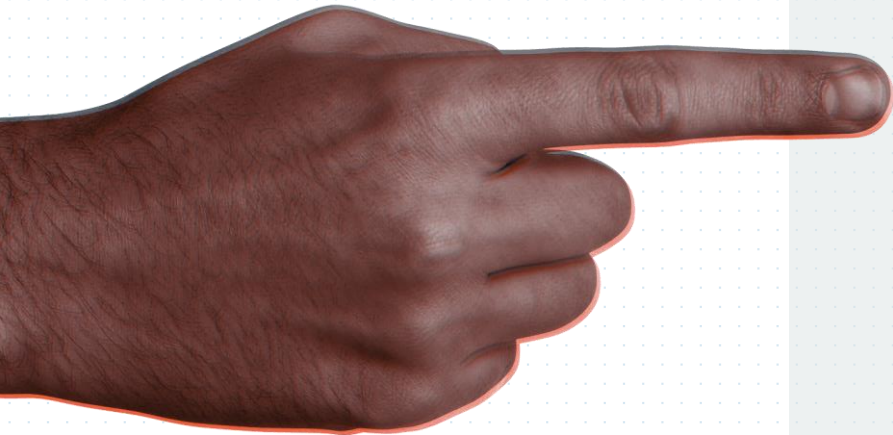


+90%

More learning
via on-demand
resources



THE TAKE- AWAY



Organizations still need L&D teams. But CLOs now have two jobs to do:

Supplying classes, courses and programs...

And enabling self-serve and peer-to-peer L&D.



HOW TO RE-WIRE LEARNING AND DEVELOPMENT FOR DEMOCRACY





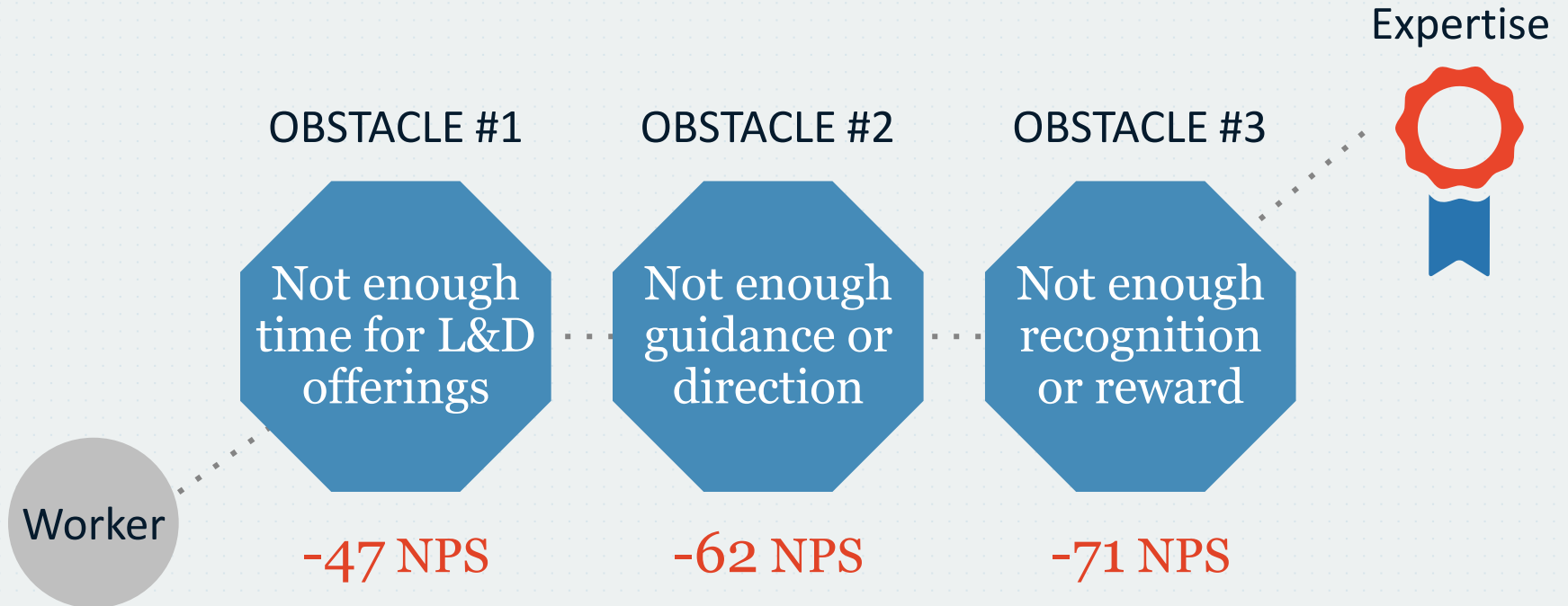
AUDIENCE POLL: QUESTION #3

HOW MANY DIFFERENT RESOURCES DO YOU THINK A
TYPICAL WORKER IN YOUR ORGANIZATION USED FOR
THEIR PROFESSIONAL DEVELOPMENT THIS YEAR?
(CHECK ONE)

1. 0
2. 1 to 5
3. 6 to 10
4. 11 to 20
5. 20+



TODAY'S WORKFORCE DEMANDS FRICTION-FREE L&D





INTEGRATE EVERYTHING PEOPLE NEED TO LEARN, WHEREVER IT'S FROM

L&D/HR SYSTEMS



PAID CONTENT



OPEN RESOURCES





CHANNEL PEOPLE'S CURIOSITY THROUGH PERSONALIZATION AND GUIDANCE

- Targeted experience, personalized for each user
- Unified search of internal and external resources
- Track formal and informal learning activities

The screenshot displays the Degreed user interface for a user named Todd Tauber. The main content area shows a learning path for 'The Advanced Guide to Content Marketing - Chapter 8'. Below the title, there is a section for 'Insights' which includes a 'Learning Summary' chart and a 'Popular Providers' table.

Learning Summary Chart Data (Approximate):

Month	Articles	Videos	Books	Courses	Events	Podcasts
11/01	280	20	10	10	0	0
11/02	300	20	10	10	0	0
11/03	240	20	10	10	0	0
11/04	260	20	10	10	0	0
11/05	160	20	10	10	0	0
11/06	260	20	10	10	0	0
11/07	390	20	10	10	0	0
11/08	200	20	10	10	0	0
11/09	230	20	10	10	0	0
11/10	240	20	10	10	0	0
11/11	150	20	10	10	0	0
11/12	140	20	10	10	0	0
11/13	340	20	10	10	0	0
11/14	280	20	10	10	0	0
11/15	380	20	10	10	0	0
11/16	330	20	10	10	0	0
11/17	410	20	10	10	0	0
11/18	330	20	10	10	0	0
11/19	100	20	10	10	0	0
11/20	100	20	10	10	0	0
11/21	340	20	10	10	0	0
11/22	280	20	10	10	0	0
11/23	220	20	10	10	0	0
11/24	120	20	10	10	0	0
11/25	80	20	10	10	0	0
11/26	80	20	10	10	0	0
11/27	260	20	10	10	0	0
11/28	310	20	10	10	0	0
11/29	310	20	10	10	0	0
11/30	390	20	10	10	0	0
12/01	190	20	10	10	0	0

Popular Providers Table:

Name	Items Added
Pocket	844
Degreed	721

Popular Searches Table:

Name	Count
Leadership	206
product management	47



ENABLE PEOPLE TO FIND MENTORS AND SHARE THEIR OWN EXPERTISE

- Search content, people, skills and career paths
- Follow, share and collaborate with experts and mentors
- Lifelong learning profile

The screenshot displays the Degreed platform interface. At the top, there is a navigation bar with 'Home', 'Browse', 'Profile', and 'Degreed' options. A search bar on the right contains the text 'design thinking'. Below the navigation bar, a grid of search results is shown, featuring profile cards for Ryan Jenkins, Cate Williams, Kerry Hearn-Smith, and Xan Chaves. Each card includes a profile picture, name, email address, and a list of skills or interests. A modal window is open over the article 'How Every Conference Must Use Live Video in 2017'. The article text discusses the rise of live streaming in digital marketing. Below the article, there are interaction options like 'Mark complete', 'Save For Later', and 'Recommend'. A comment section shows replies from users like Todd Tauber and Ro Rabanillo. The background shows a grid of other profile cards, including Northrup and Kristi Broom.



TARGET DEVELOPMENT AT PEOPLE'S SKILLS GAPS AND PLUG INTO THEIR DAILY HABITS

- Data-driven job profiles
- Role-based pathways
- Mobile apps
- Browser extensions
- Integrations and APIs

The image displays the Degreed platform interface, showing a desktop view of a 'Product Manager' profile and a mobile app view of an article. The desktop view includes a navigation bar with 'Home', 'Browse', 'Profile', and 'Degreed'. The main content area is titled 'Product Manager' and features a grid of skills and pathways. The 'Skills' section includes 'Data Analysis' (marked as 'Following') and 'Product Management' (marked as '+ Follow'). The 'Pathways' section includes 'Content Marketing' (marked as 'Enrolled') and 'Product Required Learning' (marked as '+ Enroll'). The mobile app view shows an article titled 'Monitor, Measure, Incentivize: Is Ma...' with a 'degreed.' overlay menu containing options like 'Mark Complete', 'Save for Later', and 'Recommend'.

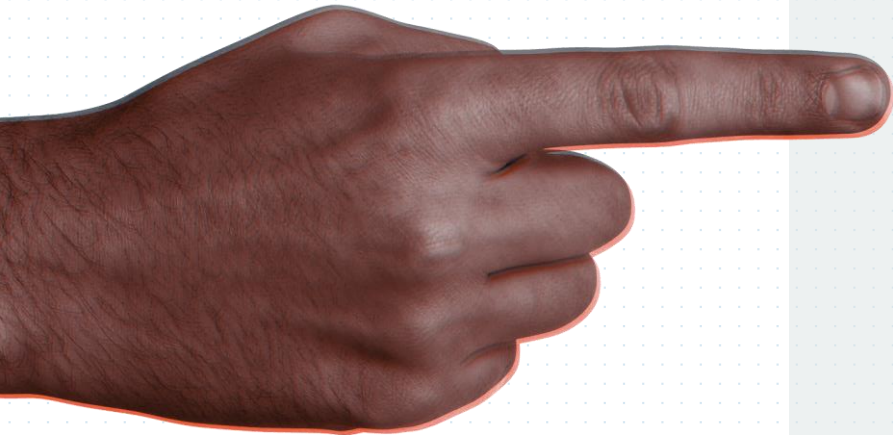


“ It is the age of APIs...
We can now strategically
choose the value that we
want to bring together and
connect it via APIs.

ATLASSIAN CLO, SAM HAIDER



THE TAKE- AWAY



Organizations require control and efficiency. Employees demand flexibility and choice.

“Either/or” rarely works for workers. New tools and technology can help ease the tension.



**TOWARD A
MORE PERFECT
UNION...
OF L&D,
MANAGERS
AND WORKERS**





AUDIENCE POLL: QUESTION #4

WHICH ROLES IN YOUR L&D ORGANIZATION DO YOU THINK WILL CHANGE OR EVOLVE MOST OVER THE NEXT FEW YEARS? (CHECK ALL THAT APPLY)

1. CLOs
2. Learning consultants / program managers
3. Designers / developers
4. Trainers / facilitators
5. Technology / LMS managers



THINKING DIFFERENTLY

Purpose and priorities

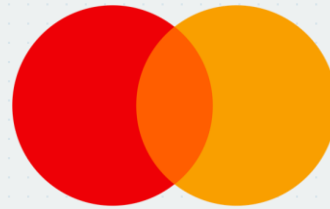


Tesla's L&D leaders
want to create less
learning for workers
...and to curate more.



LEADING DIFFERENTLY

Strategy and operations



mastercard

MasterCard's global talent development leaders are exploring and experimenting.



WORKING DIFFERENTLY

Organization and tools

Bank of America.



Bank of America's
learning & leadership
development team is
picking up new skills.



THINKING, LEADING AND WORKING DIFFERENT REQUIRES NEW CAPABILITIES IN L&D

LEADING	Managing programs	AND	Managing portfolios
DESIGNING	Creating content	AND	Curating experiences
FACILITATING	Training classes	AND	Managing communities
CONNECTING	Administering LMSs	AND	Integrating and managing products

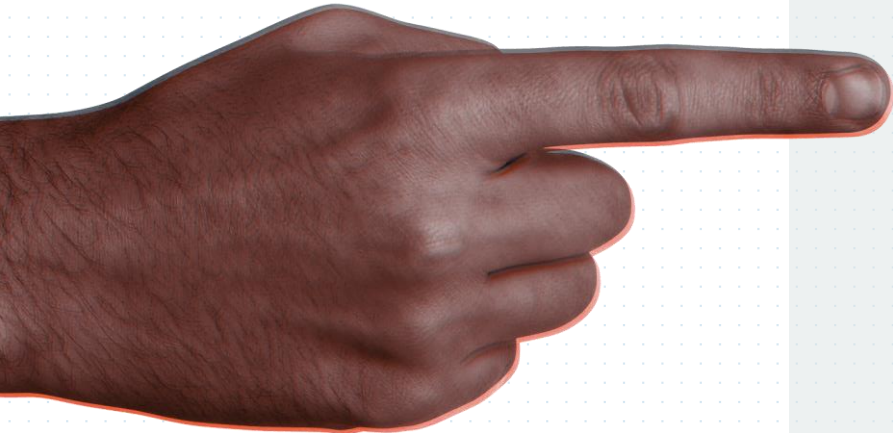


“ You are not giving up
control to the learners.
You are sharing control
with the learners.

PROCTER & GAMBLE CLO, ANN SCHULTE



THE TAKE- AWAY



New mindsets +
New processes/practices +
New tools/technology +
New capabilities =

Innovation



QUESTIONS?

VISIT

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