

5

must-have elements

for an organisational learning culture



Employees report that they value the opportunity to refresh their skills at work more highly than pay, yet very few employers have any kind of skills roadmap in place. ELMO's "5 must-have elements for an organisational learning culture" infographic provides a summary of the factors to consider when building a culture that values learning & development.

1. Support from the top

Leaders must understand the importance of continuous learning for the success of their organisation. Here's what leaders believe:

84%

view learning as either "important" or "very important" for success¹

70%

say their company does not have the skills to adapt to digital disruption²

56%

consider training and development to be an essential business enabler³

35%

have a defined learning technology strategy and roadmap⁴

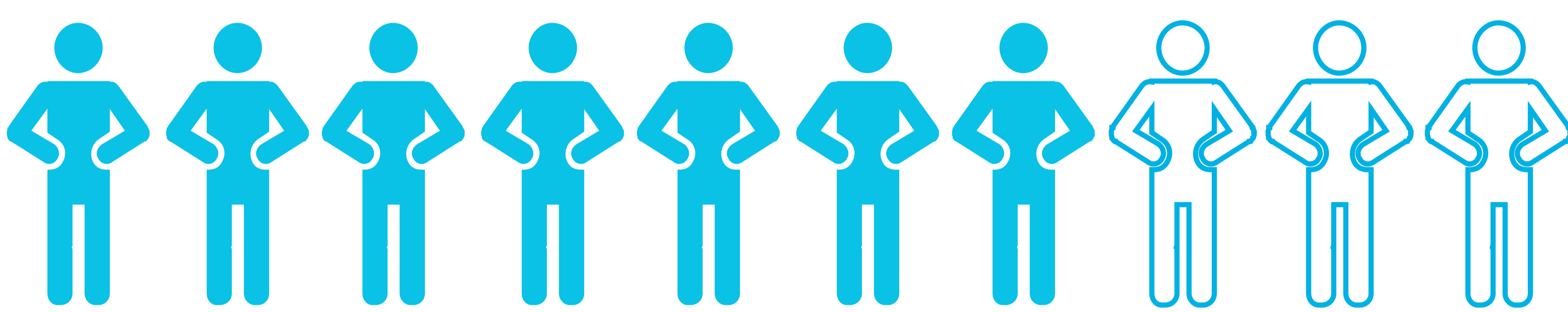
2. Employee-centric learning

Leaders should think about how the user experiences the company's learning offerings. Here's what employees think about L&D:

74% believe it is their own responsibility to update their skills⁵

74% feel they aren't achieving full potential at work due to lack of development opportunities⁶

70% say that job-related training opportunities directly influence their decision to stay with a company⁷

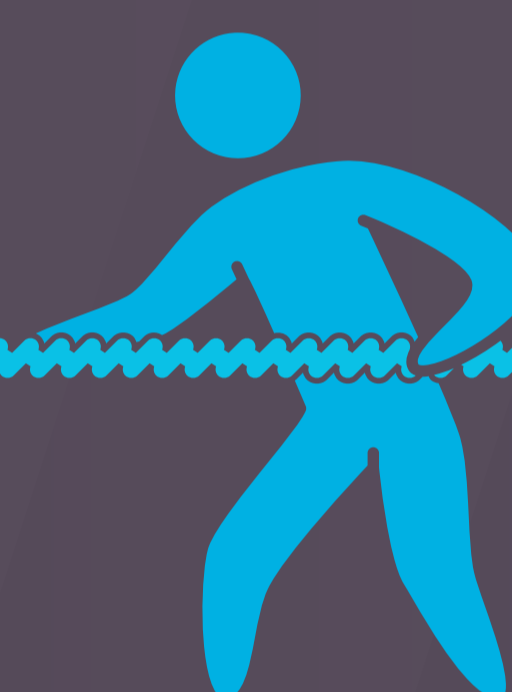


3. A shift from push to pull

Switching from a content-centric "push" approach to a learner-centric "pull" approach means organisations must hand some control over learning content, schedules, and platforms to employees.

96% of employers plan to increase self-directed learning in the next 12 months⁸

88% of employees know what learning they need but only 42% agree that their company provides relevant online learning for their job⁹



4. Design thinking

Learning organisations should think about the month-by-month, day-by-day, and hour-by-hour experience of the learner.

79%

of executives rate design thinking an important or very important issue when creating L&D programs¹⁰

88%

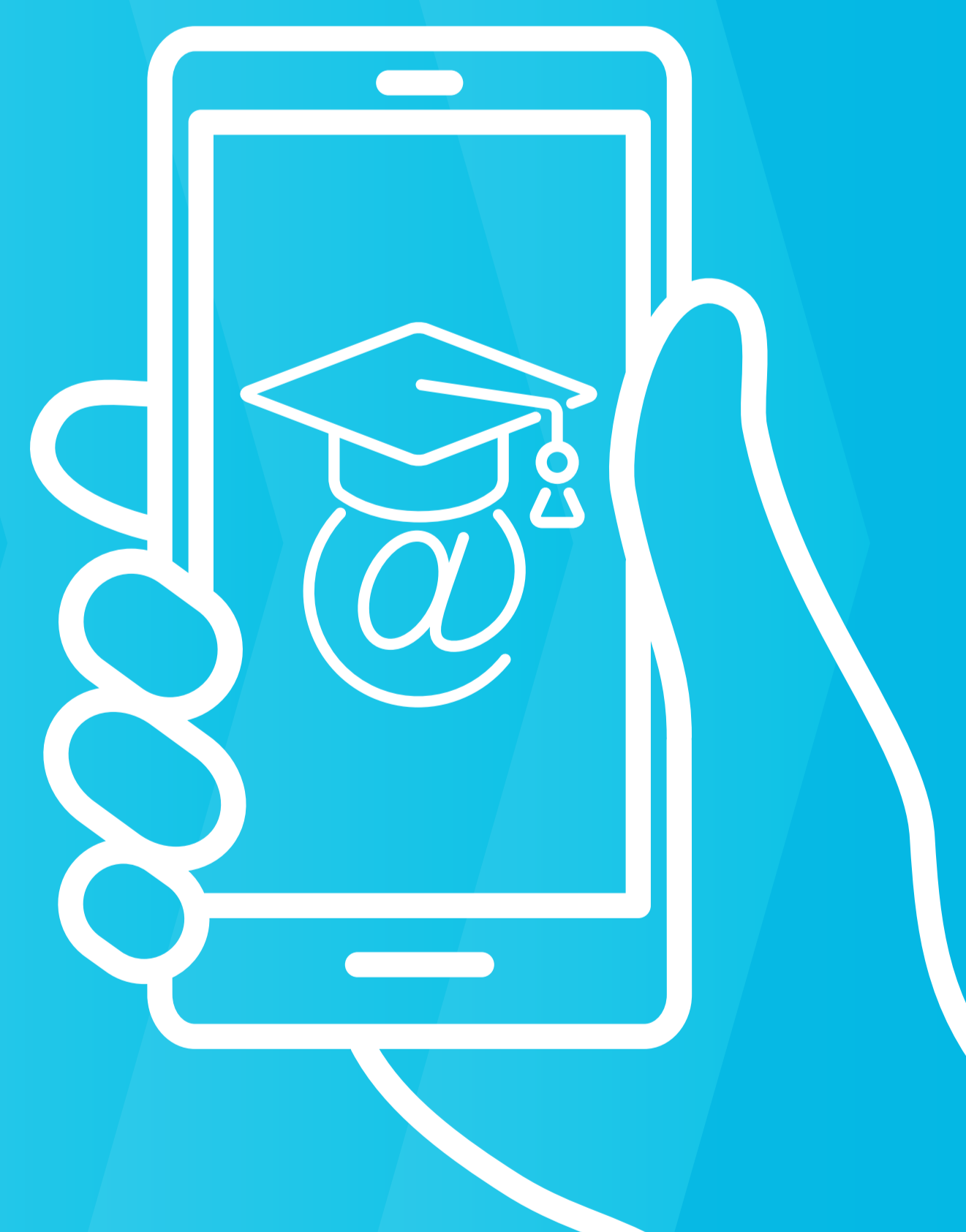
of learners learn more by finding things out for themselves than through face-to-face classroom training¹¹

5. Smart use of technology

Mobile, social, and web-based platforms that can deliver on-demand learning content are "must-have" capabilities. The best systems can easily integrate any type of digital content.

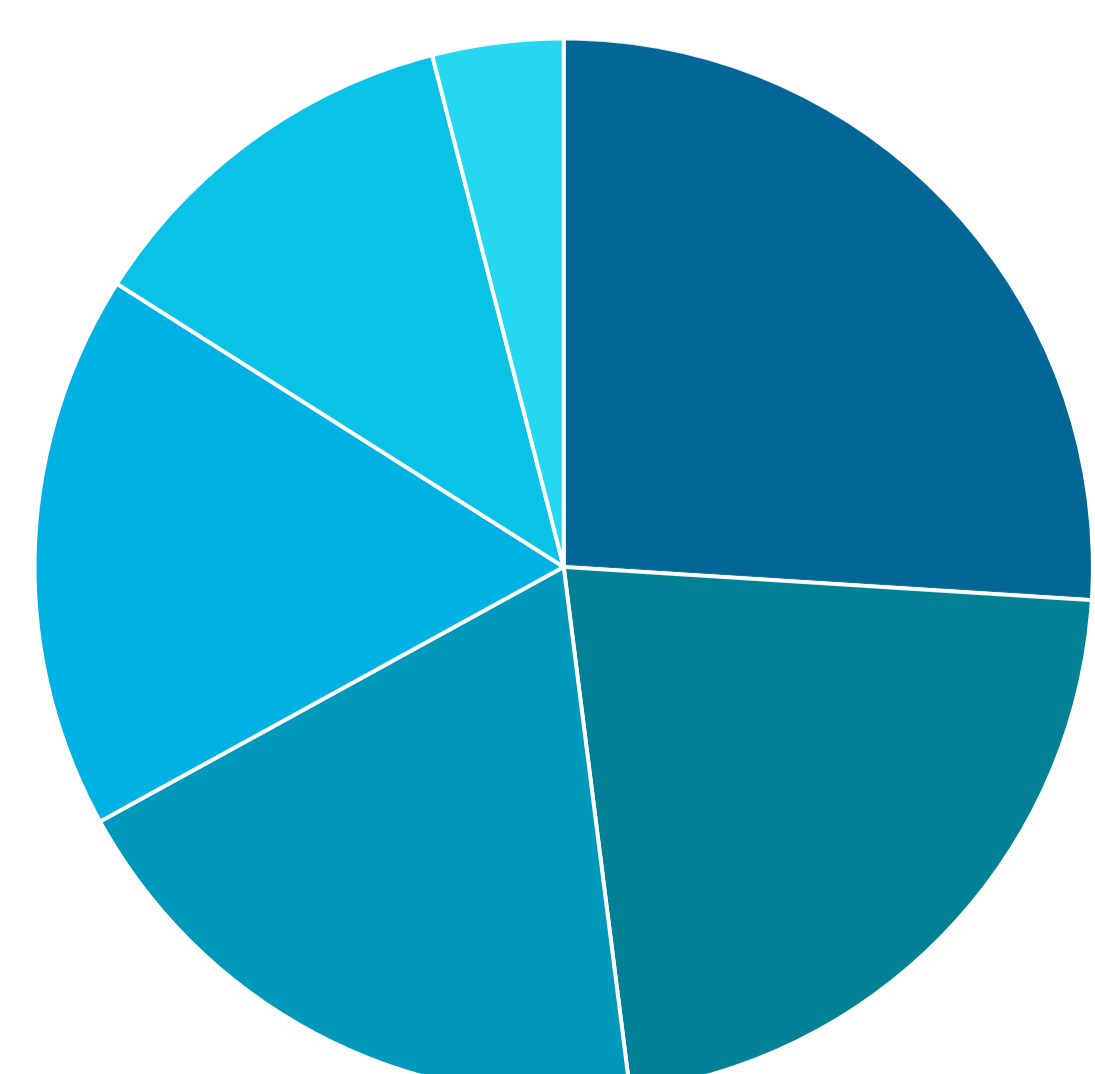
1 out of 3 learning managers deliver compliance and technical skills training to mobile devices¹²

44% of organisations cite social/collaborative tools as a top learning technology priority¹³



FAST FACTS...

- The World Economic Forum indicates that a third of the desired core skill sets of most occupations will change by 2020
- According to Glassdoor, "the ability to learn and progress" is now the **number 1** driver of a company's employment brand
- The half-life of a learned skill is just **5 years**
- The average time spent on training every 6 months varies according to company size¹⁴:
 - >100 employees – **12 minutes**
 - 100-500 employees – **6 minutes**
- On average, organisations spend **11%** of their budget on learning tools and technologies¹⁵
- Training budgets are controlled by:



26% - CLO/Head of Learning
 22% - HR
 19% - Business Units
 17% - CEO
 12% - Other
 4% - Finance¹⁶

1. Global Human Capital Trends, Deloitte
 2. Ibid
 3. A 3-year research project commissioned by Middlesex University's Institute for Work-Based Learning
 4. Learning Technology Study, Brandon Hall Group
 5. Workforce of the Future, PwC
 6. Ibid
 7. ECN Magazine survey, "What Gap? What the Generations Say About Learning and Technology in the Workplace"
 8. "L&D - Where Are We Now?" Benchmarking Report, Towards Maturity
 9. Ibid
 10. Global Human Capital Trends, Deloitte
 11. "L&D - Where Are We Now?" Benchmarking Report, Towards Maturity
 12. Chief Learning Officer Magazine
 13. eLearning Market Trends, Brandon Hall Group
 14. Ibid
 15. Ibid
 16. Training Benchmark Study, Brandon Hall Group