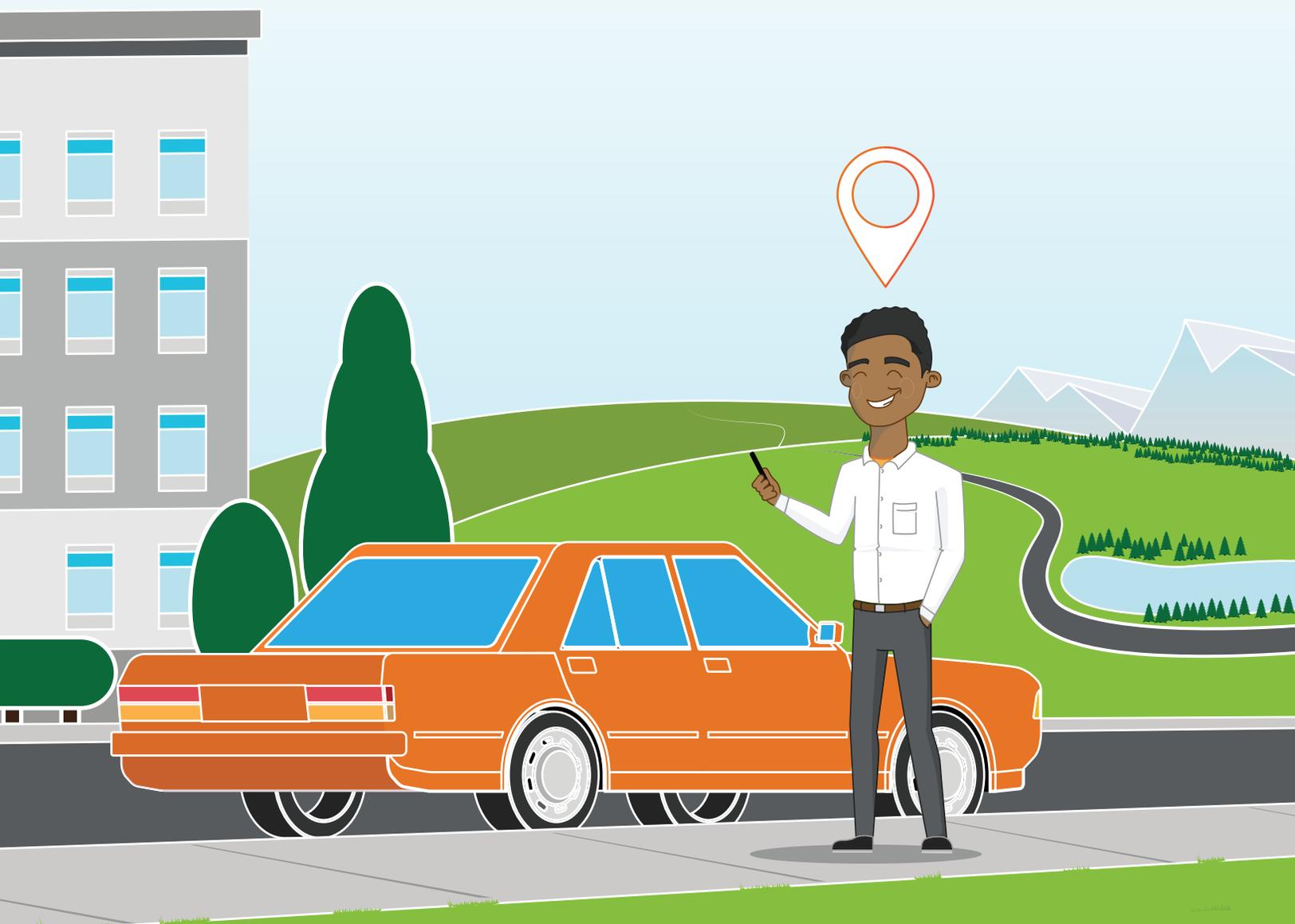
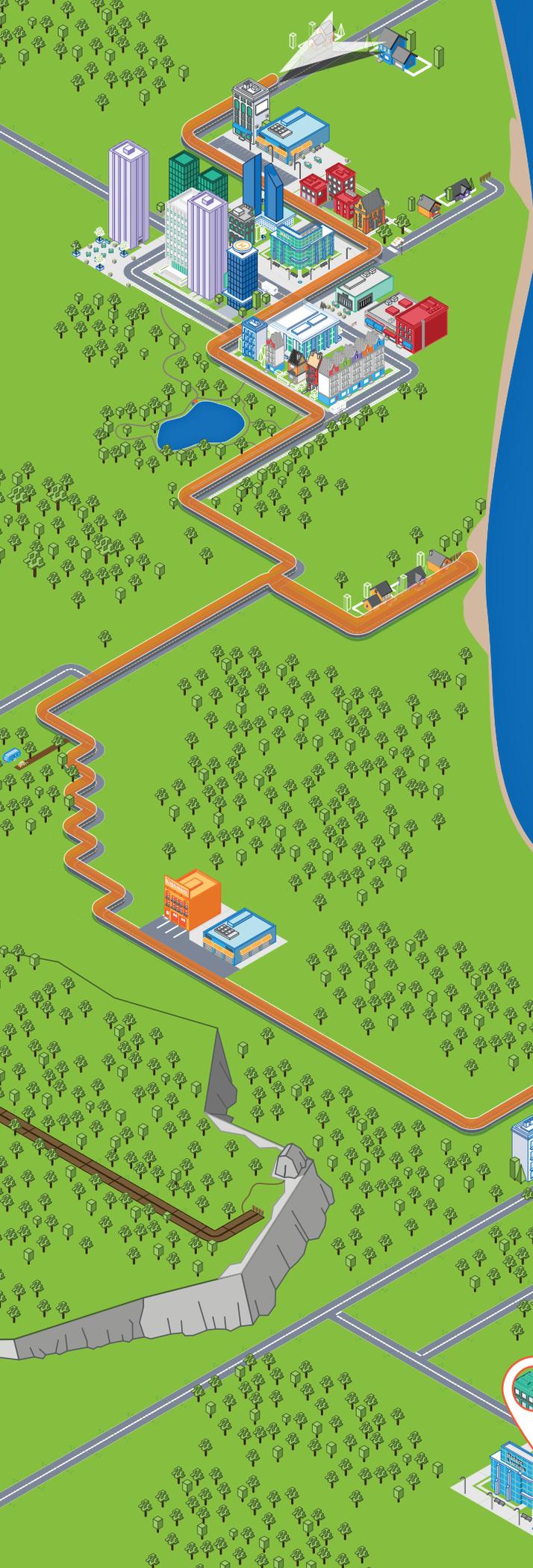


Bold Directions in Modern Learning

Your Roadmap for Creating a
Modern Learning Culture





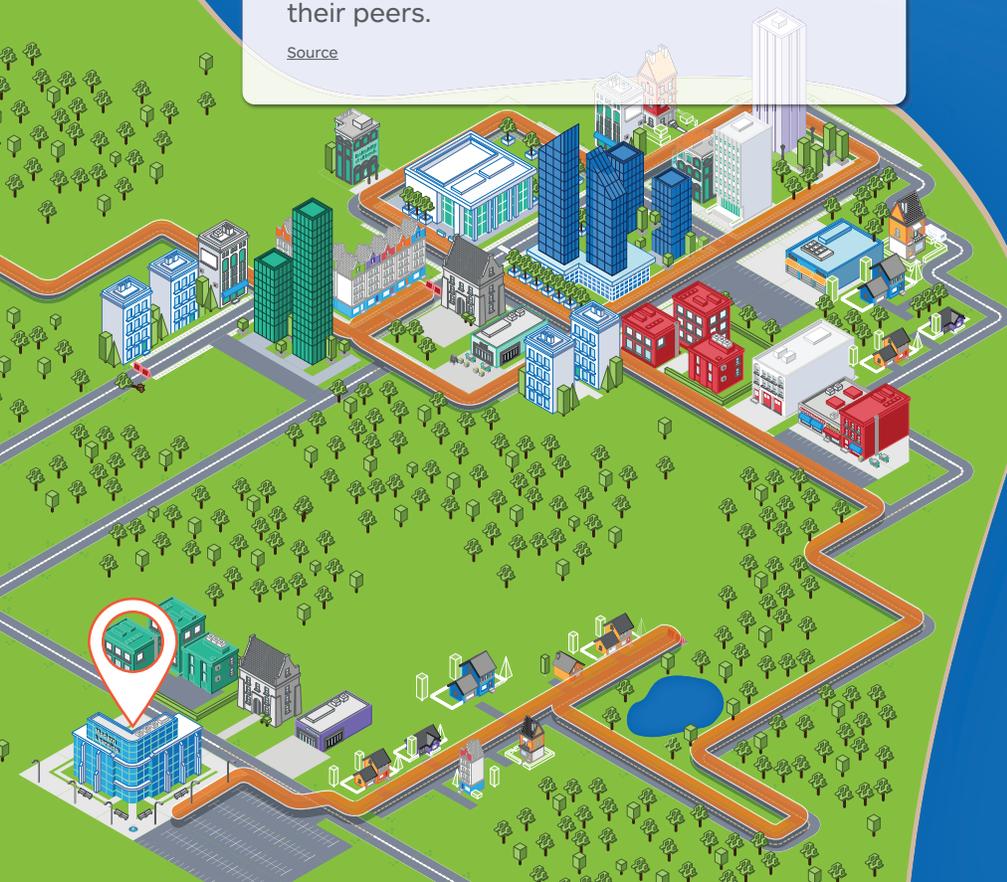
Where to?

Success with modern learning is about more than selecting certain tools, strategies and platforms. It involves a profound cultural change. Creating a strong, modern learning culture is about inspiring, supporting, engaging and empowering your employees with “always on” learning. It’s a multi-faceted, transformative journey that will help you prepare your workforce for a changing world of work, and help your organization become more resilient and improve its capacity to innovate.

Before you start out, know this:

Companies with a strong learning culture have 30-50% higher engagement rates than their peers.

Source





FIRST STOP: Arrive at alignment

The first leg of the journey is about achieving organizational alignment. When employees can see how their development fits into business objectives and the bigger picture, they can become more engaged, productive and open to learning.

Turn-by-turn directions:

Start with a plan

Determine the key factors that influence your learning journey.

- Key stakeholders
- Organizational objectives
- Mission success metrics/KPIs
- Obstacles

Identify your users and their learning

- New hires
- High-potential employees
- Managers
- Executives

Decide on the type of learning program you are looking to deliver.

- Onboarding
- Leadership development
- Technical skills training
- Customer support training

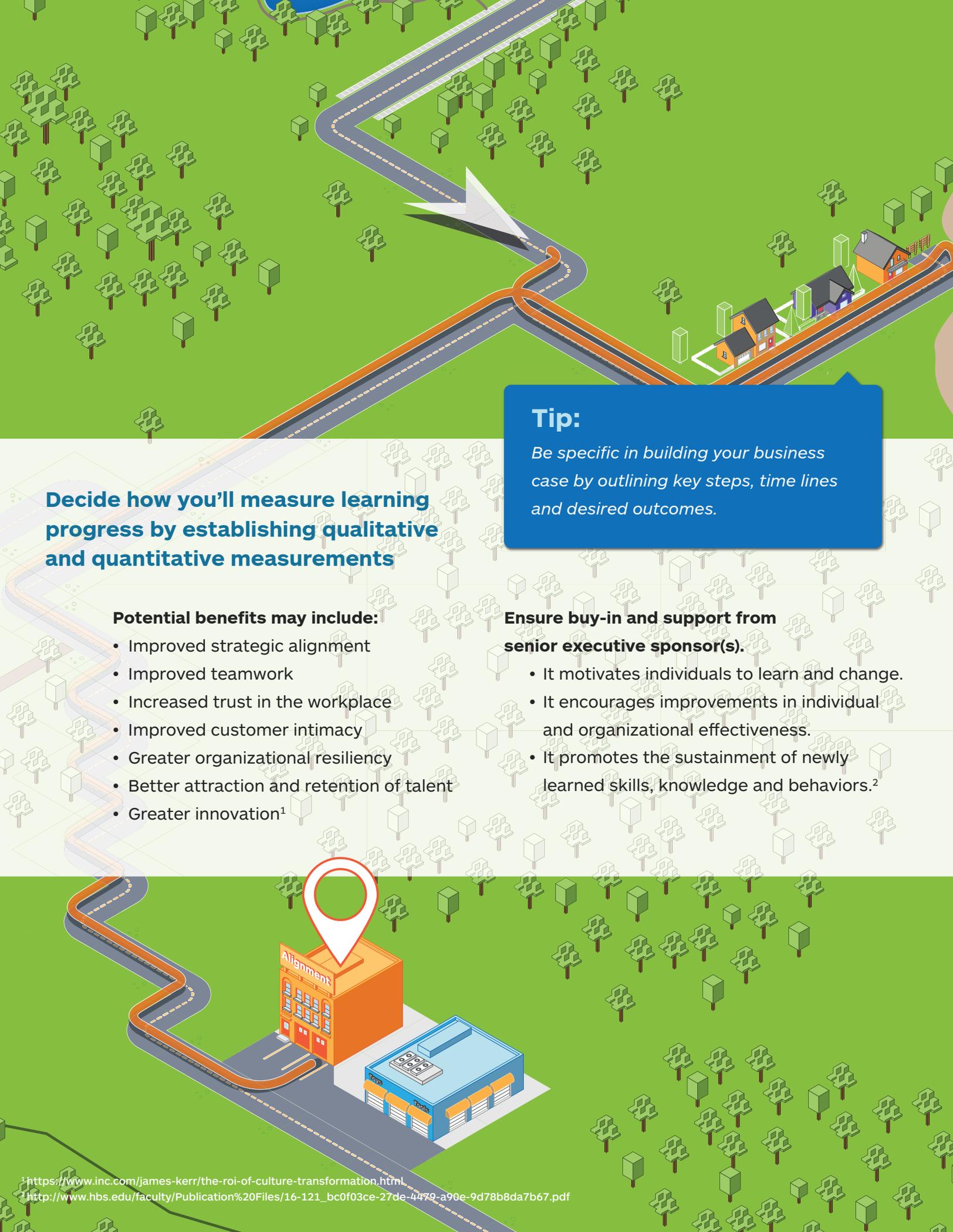


Hazard ahead!

85% of employees around the globe are not engaged or are actively disengaged at work, costing approximately \$7 trillion in lost productivity.

Source





Decide how you'll measure learning progress by establishing qualitative and quantitative measurements

Potential benefits may include:

- Improved strategic alignment
- Improved teamwork
- Increased trust in the workplace
- Improved customer intimacy
- Greater organizational resiliency
- Better attraction and retention of talent
- Greater innovation¹

Ensure buy-in and support from senior executive sponsor(s).

- It motivates individuals to learn and change.
- It encourages improvements in individual and organizational effectiveness.
- It promotes the sustainment of newly learned skills, knowledge and behaviors.²

Tip:

Be specific in building your business case by outlining key steps, time lines and desired outcomes.

¹<https://www.inc.com/james-kerr/the-roi-of-culture-transformation.html>

²http://www.hbs.edu/faculty/Publication%20Files/16-121_bc0f03ce-27de-4479-a90e-9d78b8da7b67.pdf



NEXT STOP ON THE ROAD: Be inclusive, and manage change at every level

Everyone at every level in the organization plays a role in building a modern learning culture, from your senior executives to frontline staff. And it's not just about engaging the inexperienced employees. It's also about providing experienced, tenured staff with opportunities to coach, mentor, and share their experience and knowledge. The next leg of your journey is about managing change at every level of your organization.



Tip:

Have people who are close to retirement mentor high-potential employees to transfer knowledge.



Hazard ahead!

Resistance to change is cited as one of the top five risks currently on the minds of corporate directors and C-suite executives.

Source

Turn-by-turn directions:

Senior managers/executives

- Lead by example: publicly endorse the change.
- Demonstrate commitment to change through clear leadership around learning initiatives.

Middle managers

- Provide ongoing feedback to employees.
- Encourage peer-to-peer feedback.
- Celebrate individual and group achievements.
- Continually communicate progress against organizational learning milestones.

Frontline staff

- Incorporate workplace training into every initiative.
- Apply learning and celebrate wins.
- Provide feedback, and ask for access to the right tools at the right time.

AS YOU CONTINUE ON YOUR WAY: Build engaging content and supportive learning conditions

Great content and an intuitive user experience are important to your journey. They will help you create favorable and supportive conditions for an effective modern learning culture.³

Tip:

Invest in building the capabilities of your L&D organization to develop managers and leaders, help employees build technical skills, unify training, and support career development.

Source

Turn-by-turn directions:

Content development

- Develop personalized learning paths tailored to the individual and his or her learning goals.
- Chunk learning down into bite-sized pieces (activities that typically take only 10 minutes) for easy consumption.⁴
- Cultivate employee soft skills, such as collaboration, communication and empathy, to drive creativity and innovation.

User experience

- Introduce video-based learning into the mix to attract visual learners.
- Introduce badging, leaderboards, and awards to engage and encourage participation.
- Offer anywhere, anytime learning formats, such as access from mobile devices, to make learning highly accessible and easy for everyone.



Hazard ahead!

54% of adults in the labor force say it will be essential for them to develop new job skills to keep up with changes in the workplace.

Source

⁴ <https://www.hrdconnect.com/2017/12/13/seven-ways-workplace-learning-will-change-in-2018/>

To get you the rest of the way:
**Lead by example, and engage
in continuous improvement**

It takes perseverance and time to build a
learning culture that is sustainable and “sticky.”



Turn-by-turn directions:

Reinforce a culture where people continuously grow and learn in the flow of work.⁵

- Encourage collaboration at all levels:
 - Peer-to-peer
 - Manager to peer
- Coach to trainee
- Consistently cater to employees' strengths and offer growth opportunities.
- Foster thought leadership,⁶ and offer space and time for knowledge sharing.

Tip:

Use video-based Social Assessment™ to deliver hyper-relevant feedback from experts at scale.

[How to Use Video for Social Assessment in the Workplace](#)



Hazard ahead!

Only 40% of surveyed organizations feel that their corporate learning function is relevant and impactful in supporting employee development.

Source

⁵ <http://www.clomedia.com/2018/04/02/learning-flow-work/>

⁶ <http://go.brandonhall.com/1/8262/2018-01-25/83yzgp>



Get everyone involved.

- Everyone, not just employees who are 25-35 years old, plays a role in a modern learning transformation.
- Give tenured employees opportunities to coach, mentor and share knowledge.
- Effectively capture, retain, and institutionalize organizational experience and know-how.

Measure and continuously work on your organization's learning culture.

- Recognize the difference between skills and behaviors.
- Communicate your goals.
- Integrate learning platforms.
- Continually measure and adapt.
- Embrace the multichannel world.⁷

Tip:

Lay the groundwork for accelerated digital transformation by using consumer-grade technology, the cloud and modern learning tools.



Modern Learning

Pizzeria

An isometric illustration of a cityscape with various buildings, roads, trees, and a body of water. The scene is viewed from an elevated perspective, showing a mix of modern skyscrapers and smaller residential-style buildings. A winding road cuts through the city, and a large green area with many trees is visible on the left. A small blue pond is situated in the middle ground. The overall style is clean and modern, with a color palette dominated by greens, blues, and greys.

You've arrived! Or have you?

Congratulations, you're here! Your newly created modern learning culture will help you to inspire, motivate and support your employees as they move into new roles. It will also help empower them to acquire new skills and competencies, or to refine and further develop existing skill sets, providing them with ample opportunity to expand their knowledge, collaborate with peers and forge more compelling career paths.

However, organizations, their people and the world of work are constantly changing. So the journey toward the perfect learning culture is an ongoing one. As the key navigators in this transformation, learning and development professionals must keep their programs and learning strategies aligned with business goals and employee needs. With a firm hand on the wheel and an eye on the horizon, you will keep your organization's modern learning culture on course today and for the future.

Looking for help embarking on your modern learning culture journey? D2L's [Learning Strategy and Consulting team](#) can help! [Give them a shout before you set out.](#)

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