

# L&D Key Findings

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# Key Findings on L&D Trends (2018)



**Learning Channels**

**Digital is King**—L&D is shifting investments away from classroom-based learning to digital channels.



**Learning Methods**

**Experimentation Mode**—Having established its capability using traditional learning methods, L&D is trying more experimental methods like artificial intelligence.



**LMS Features**

**More Than a System of Record**—Learning management systems (LMS) are no longer just content libraries, as they become personalized based on learners' and L&D's needs.

## Assessment Factors

### Adoption Level



Experimenting



Adopting



Embedded

Degree of adoption is measured by extent and nature of deployment across organizations.

### Current Impact



Low



Medium



High

Current level of impact is based on level of value delivered by the learning and development process.

### Future Investment



Low



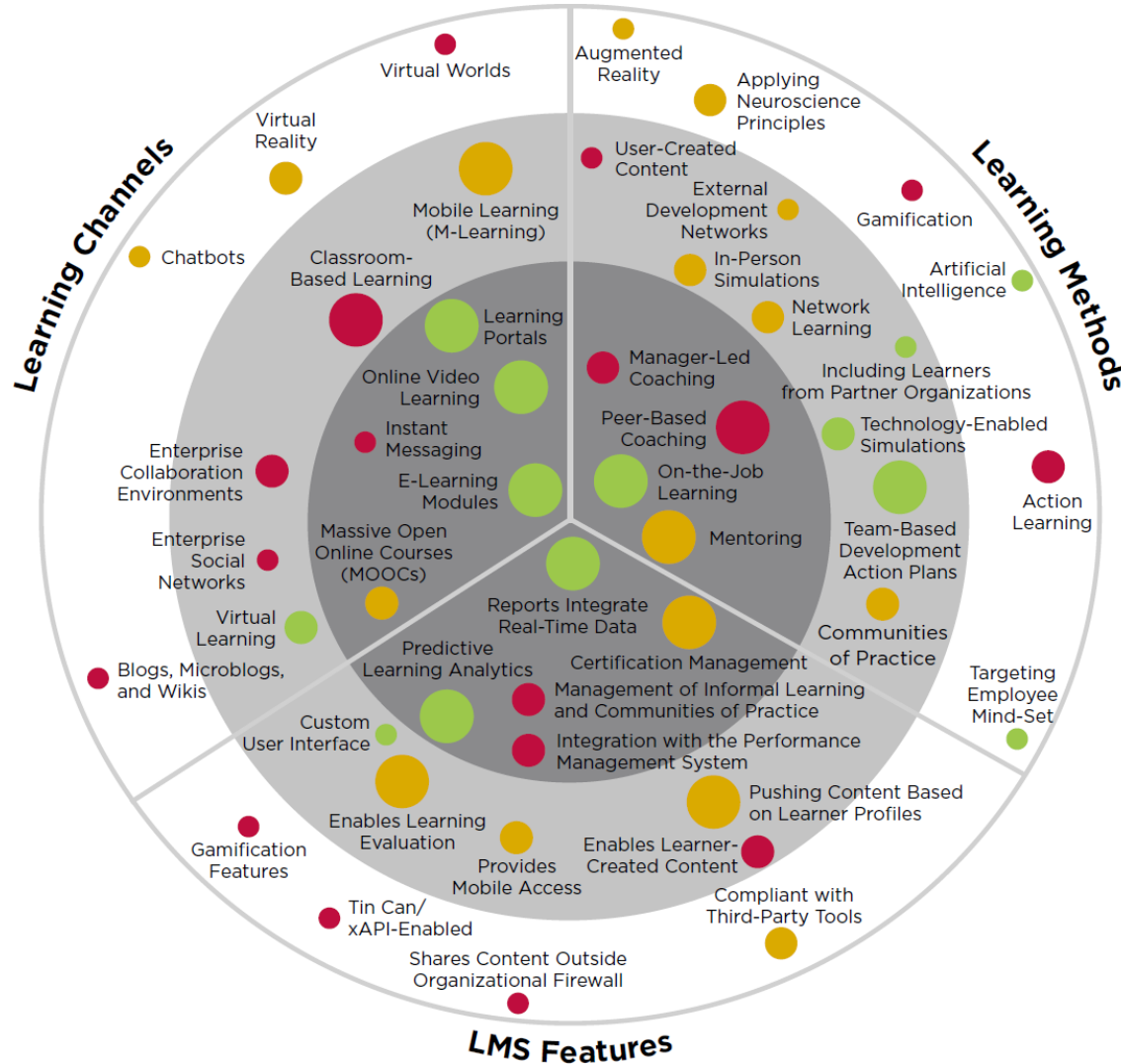
Medium



High

Future outlook is based on the projected level of investment in the next two years.

# L&D Innovation Bullseye



n = 305.

Source: CEB 2018 Learning Innovations Survey.

# Life Hacks

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Learning Capability

# Understand the Most Productive Learning Behaviors

## Skeptical Prioritization

Pursues learning based on current development needs, relevance to future roles, and potential to increase job-relevant knowledge base.

### **This category includes the following behaviors:**

- ✓ Seeks learning based on future relevance
- ✓ Uses learning to increase job-relevant knowledge base
- ✓ Prioritizes learning based on current development needs

## Extraction

Extracts useful lessons from learning to modify pre-existing perceptions, behaviors, and problem-solving approaches.

### **This category includes the following behaviors:**

- ✓ Changes problem-solving approach based on new information
- ✓ Updates perceptions based on learning
- ✓ Modifies behaviors based on learning

**Only 20% of Employees Are Effective at These Learning Behaviors**

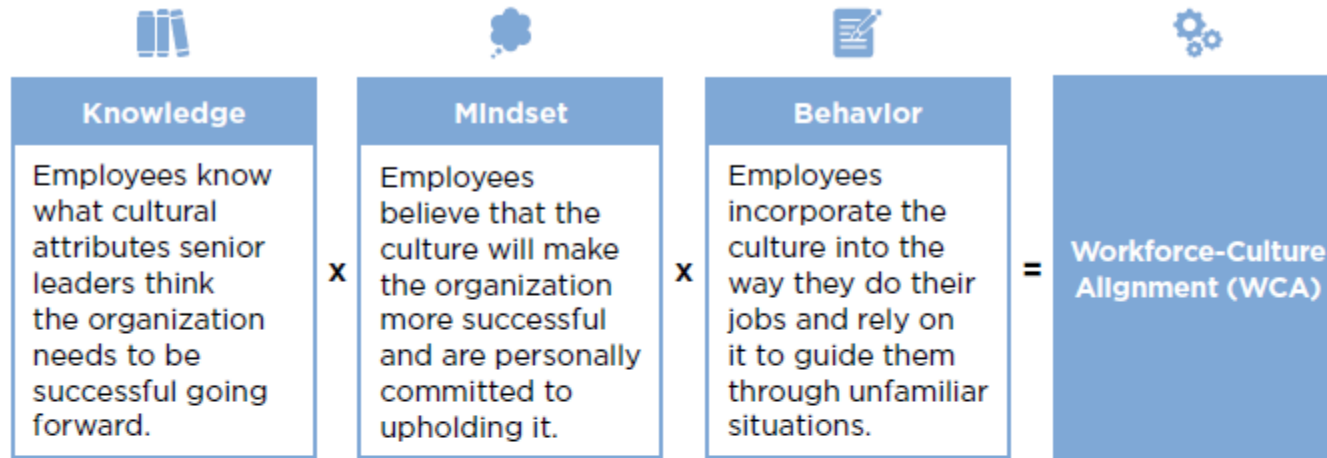
## Reciprocal Contribution

Shares and uses appropriate knowledge and expertise with and from employees at all levels across the organization.

### **This category includes the following behaviors:**

- ✓ Learns from both junior and senior employees
- ✓ Knows when to ask for help
- ✓ Shares and uses appropriate knowledge

# Alignment and concise behaviour is a key



## Business Outcomes<sup>a</sup>



Source: CEB analysis.

<sup>a</sup> Percentages displayed below show the standardized impact of moving from average WCA to maximum WCA.

# Strategy Setting check-list

**Directions:** Interview business leaders and work with your L&D team to complete this questionnaire. Identify current and future needs for employees and the business, and brainstorm ways to address these needs through an effortless learning experience.

	L&D Question	Today?	In the Future?	How?
Business Needs	What business needs should learning address?			
Learner Needs	What personal value should learning create?			
Learner Experience	How can we ensure effortless learning access and consumption?			
	How can we make learning experiences personalized to employees?			
Organizational Context	What are L&D's strengths?			
	Where do we not want to play?			

# Спасибо!

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