2017
WORKPLACE LEARNING REPORT

How modern L&D pros are
tackling top challenges

in LEARNING
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2017 Workplace Learning Report

How modern L&D pros are tackling top challenges

WHY READ THIS

Talent. It's the top priority for many organizations around the world today. Analysts agree: in order to gain competitive advantage L&D professionals must unlock the full potential of talent to drive business outcomes.

Enter the learning and development (L&D) profession. Talent activators, enablers, champions. For a L&D professional, employee engagement is a challenge they happily rise to the occasion to solve.

But the L&D industry is complicated, with varying structures, shifting priorities, disruptive technologies and multiple audiences to appease. It's a lot to keep tabs on, and it's becoming increasingly more complex as new skills and new ways of learning emerge.

That's why we've garnered insights from 500 L&D professionals across the U.S. and Canada and industry leaders to produce the *2017 Workplace Learning Report*. The goal of this report is to uncover the top trends — and top challenges — that L&D professionals are tackling in the workplace.

Whether you're building a L&D program from the ground up, or looking to bring innovation into your current program, this report can help you structure your 2017 plans to be even more impactful for your business and for the employees that make it great.

Top 2017 workplace learning trends

1 Organizations are investing more in talent development.

69% of L&D professionals say that talent is the number one priority in their organizations, and over ¼ are expecting a budget increase in 2017 for L&D programs.

2 L&D is a highly varied function, from structure to top objectives.

⅔ of L&D pros say L&D is centralized within their org, while ⅓ say L&D is decentralized across HR, Business Operations, IT, Customer Service, Sales, Marketing, Engineering, and Finance. Objectives also vary. L&D professionals at smaller orgs are more likely to focus on training technical skills, while those at larger companies say career development and soft skills are more important.

3 Developing employees is important to executives, but demonstrating business value proves challenging.

80% of L&D pros agree that developing employees is top-of-mind for the executive team. Yet L&D pros are challenged with limited budgets, small teams, and a gap in demonstrating return on investment (ROI). To tackle these challenges L&D must demonstrate business impact.

4 Proving value to learners is equally important, and proves to be equally challenging.

Half of L&D pros are challenged to get employees to make time for L&D. With the influx of technology in the workplace, modern learners are demanding more modern formats for learning. Yet our data shows the number-one method for training today is still through an in-person classroom setting.

5 L&D professionals see room for improvement in their own programs.

L&D pros are a self-critical bunch. Our data show that less than ¼ are willing to recommend their program to peers. Perhaps connected to this is the fact that only 60% said L&D leaders have a seat at the table with their C-suite. To earn executive support, L&D must tackle top challenges and demonstrate value in 2017.

THE CURRENT STATE OF L&D

69%

of L&D pros say that talent is the No. 1 priority at their companies.

27%

are expecting a budget increase this year.

Talent development is top of mind for organizations

Talent is what differentiates culture and drives growth at organizations. And companies of all sizes are taking notice. Developing talent is on the radar for 2017 as a top business priority. And those L&D pros demonstrating value are expecting a budget increase this year.

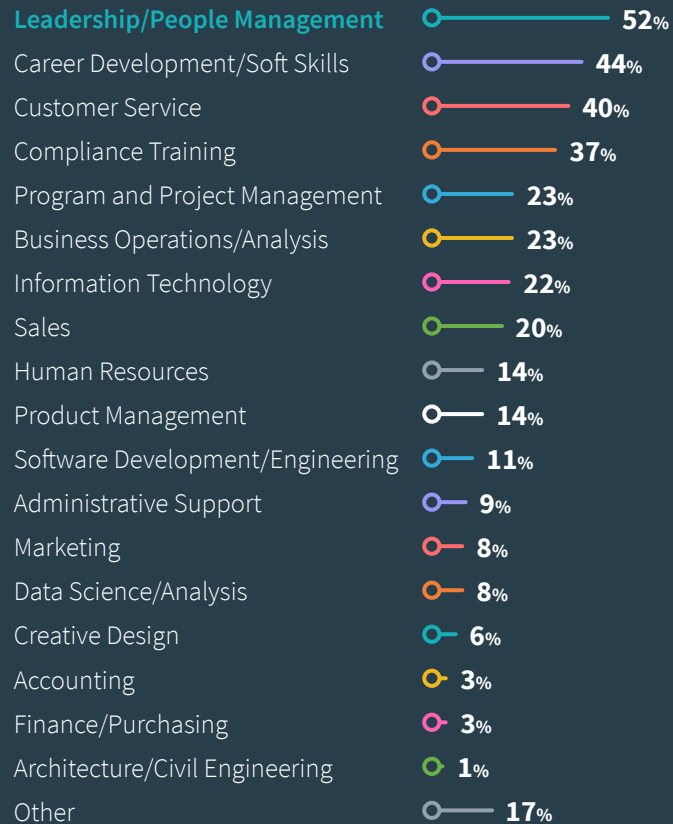# The training L&D provides is in line with its top objectives

Over half of L&D professionals say developing managers and leaders is the No. 1 objective for their organizations. As such, skills like coaching and leadership communication take the top spot on the list of skills training that L&D professionals are providing their organizations.

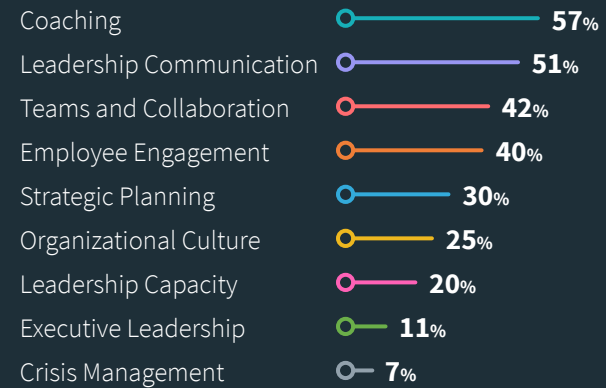*What are the main objectives of your company's L&D strategy?*

1 Develop managers and leaders

2 Help employees develop technical skills

3 Train all employees globally in one cohesive way

4 Support career development for employees

What are the most important skills that you/your team provide training for?

Most important skills to train for
(Among all L&D professionals)

Skill	%
Leadership/People Management	52%
Career Development/Soft Skills	44%
Customer Service	40%
Compliance Training	37%
Program and Project Management	23%
Business Operations/Analysis	23%
Information Technology	22%
Sales	20%
Human Resources	14%
Product Management	14%
Software Development/Engineering	11%
Administrative Support	9%
Marketing	8%
Data Science/Analysis	8%
Creative Design	6%
Accounting	3%
Finance/Purchasing	3%
Architecture/Civil Engineering	1%
Other	17%

Specific Leadership/People Management skills
(Among L&D professionals who selected it)

Skill	%
Coaching	57%
Leadership Communication	51%
Teams and Collaboration	42%
Employee Engagement	40%
Strategic Planning	30%
Organizational Culture	25%
Leadership Capacity	20%
Executive Leadership	11%
Crisis Management	7%

L&D differs across organizations. There's no gold standard.

From how to structure L&D teams to top objectives, L&D looks different at nearly every organization.

2/3
of learning professionals say L&D is centralized in their company, sitting in HR or Business Operations.

1/3
of learning professionals say L&D is decentralized in their company, sitting across HR, Business Operations, IT, Customer Service, Sales, Marketing, Engineering, and Finance.
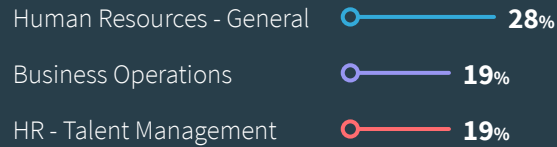
Is the L&D team centralized or decentralized at your company?
In which department(s) does L&D sit at your company?

63%

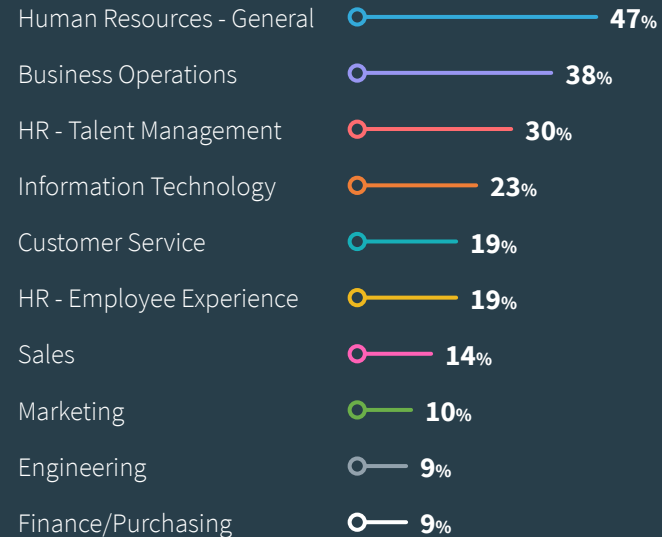say L&D is **centralized** in their company.
Top departments L&D sits in:

Human Resources - General	28%
Business Operations	19%
HR - Talent Management	19%

34%

say L&D is **decentralized** in their company.
Top departments L&D sits in:

Human Resources - General	47%
Business Operations	38%
HR - Talent Management	30%
Information Technology	23%
Customer Service	19%
HR - Employee Experience	19%
Sales	14%
Marketing	10%
Engineering	9%
Finance/Purchasing	9%

Source: LinkedIn October 2016 survey of 500 L&D professionals in the U.S. and Canada.
* 3% of survey respondents chose "I don't know."

What are the main objectives of your company's L&D strategy?

SMALL ORGS
(1K or fewer employees)

VERSUS

LARGE ORGS
(Over 1K employees)

51% — Develop managers and leaders — **58**%

36% — Support career development for employees — **40**%

44% — Help employees develop technical skills — **35**%

L&D focus differs across SMBs and larger organizations.

L&D professionals at smaller businesses are more likely to focus on training for **technical skills**, while those at larger companies say **career development and soft skills** are more important.

11

Developing employees is important to executives, but demonstrating value proves challenging

80%

of L&D pros agree that *developing employees* is top-of-mind for the executive team.

92%

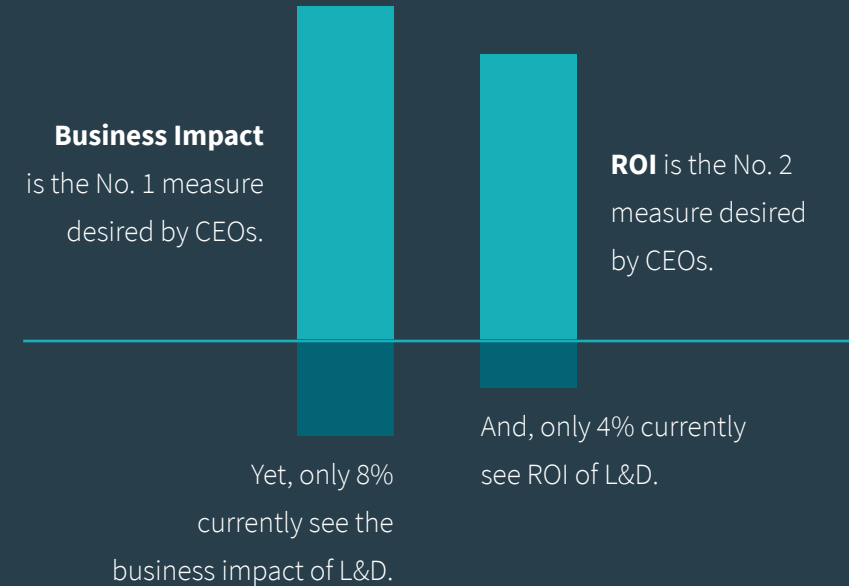of executives agree there is a skills gap in the U.S. workforce.

90%

of executives say that L&D programs would help close the gap.[1]

But proving business value to leadership and ensuring the right metrics are being measured is challenging when "the ROI of learning" is not a simple science.
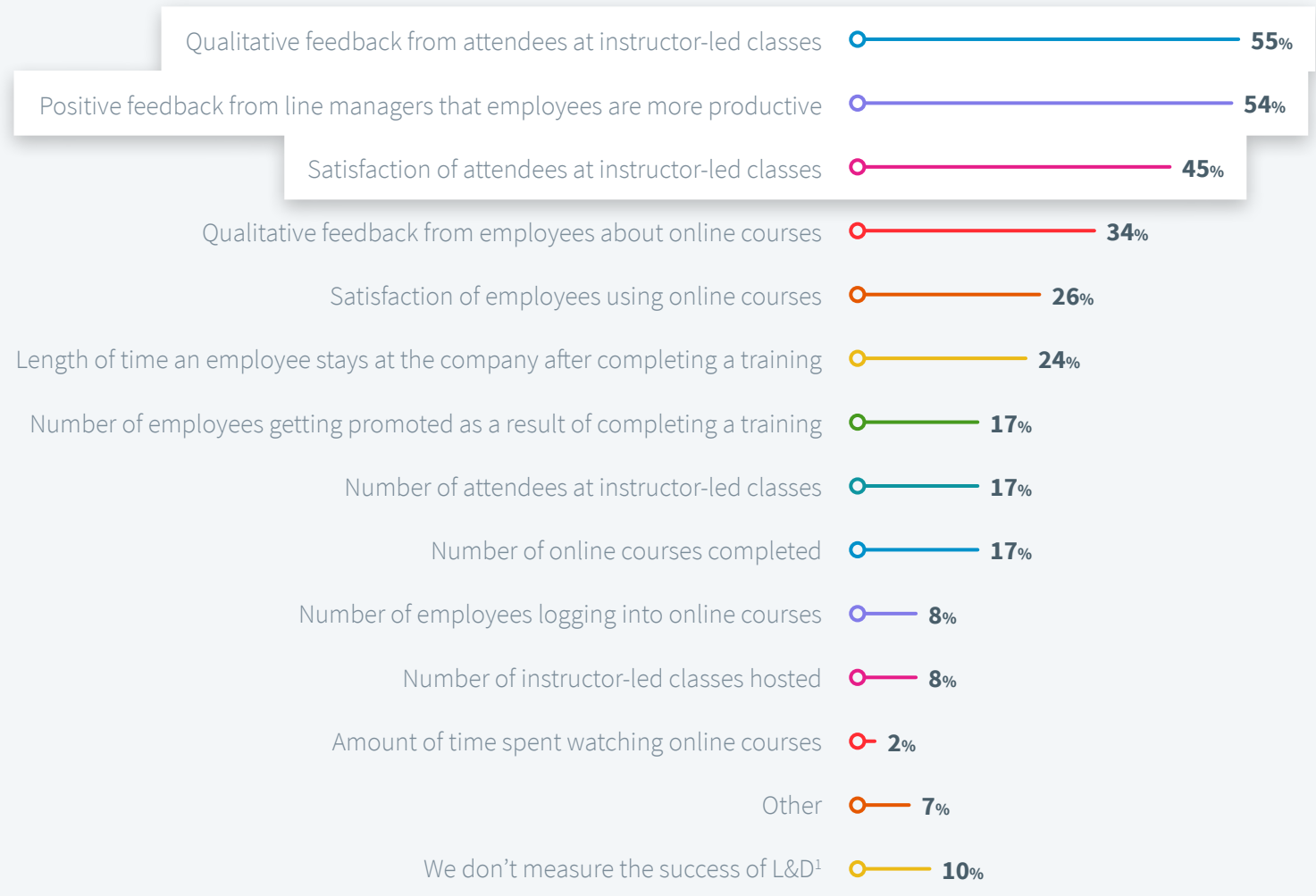
[1] Adecco, State of the Economy Survey, 2014.

Leadership craves impact and ROI data

Business Impact is the No. 1 measure desired by CEOs.

ROI is the No. 2 measure desired by CEOs.

Yet, only 8% currently see the business impact of L&D.

And, only 4% currently see ROI of L&D.

Skip ahead:
Strategies to help key stakeholders understand the power of learning →

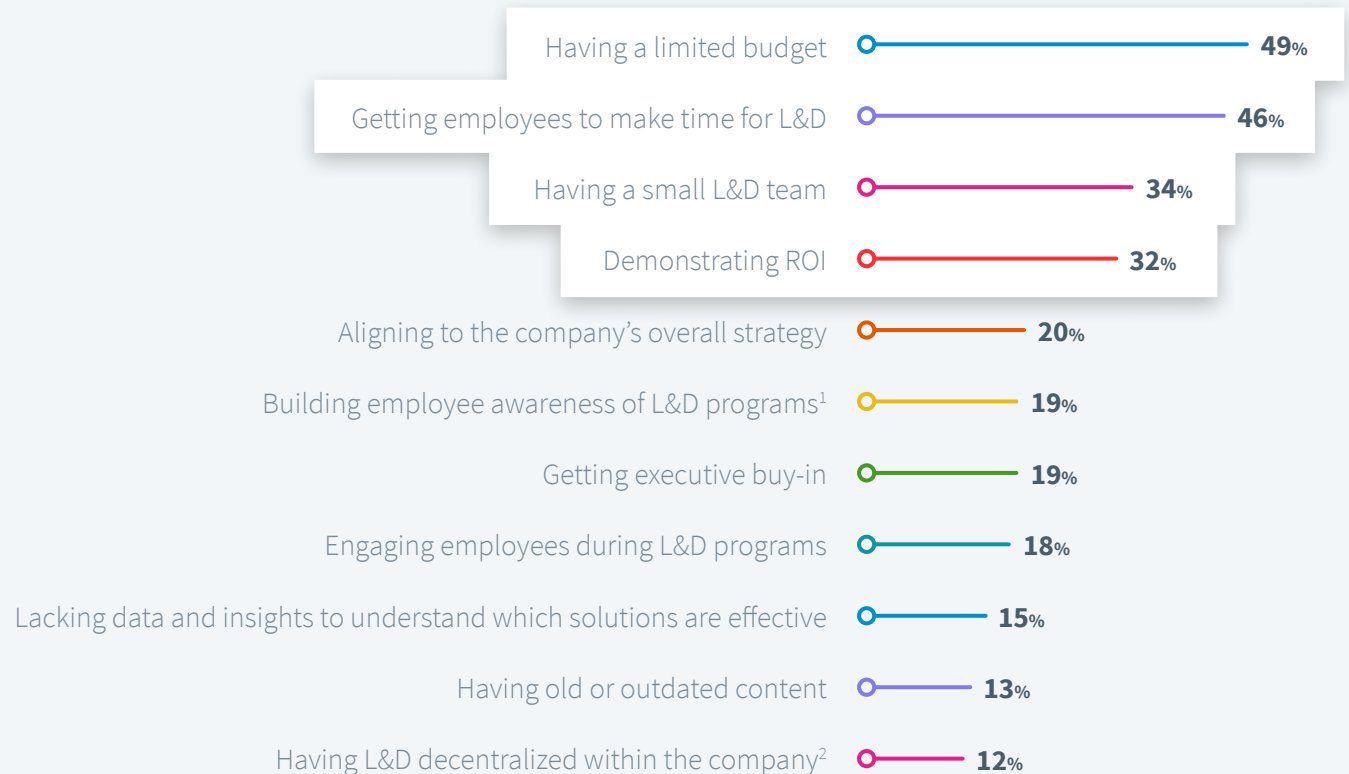*What are the top ways you measure the success of L&D at your company?*

Qualitative feedback from attendees at instructor-led classes	**55**%
Positive feedback from line managers that employees are more productive	**54**%
Satisfaction of attendees at instructor-led classes	**45**%
Qualitative feedback from employees about online courses	**34**%
Satisfaction of employees using online courses	**26**%
Length of time an employee stays at the company after completing a training	**24**%
Number of employees getting promoted as a result of completing a training	**17**%
Number of attendees at instructor-led classes	**17**%
Number of online courses completed	**17**%
Number of employees logging into online courses	**8**%
Number of instructor-led classes hosted	**8**%
Amount of time spent watching online courses	**2**%
Other	**7**%
We don't measure the success of L&D[1]	**10**%

[1] 14% for L&D professionals at smaller companies (1K or fewer) but only 5% for larger companies (over 1K).

L&D top challenges are tied to demonstrating business impact

These top challenges are likely a result of not clearly demonstrating business impact. In other words, it's very possible L&D isn't getting budget or additional headcount because it's not clearly proving ROI.

We'll be the first to admit, it's *extremely* difficult to articulate the power of learning in the form of ROI. In fact, it's nearly impossible to legitimately calculate the transfer of learning that occurs due to training investments. However, knowing how to plug into this as an L&D professional can help you make the shift from a "service provider" to a "strategic business consultant." Later in this report we'll provide tactics for proving business impact.

Which of the following are the top challenges for L&D at your company?

Challenge	%
Having a limited budget	49%
Getting employees to make time for L&D	46%
Having a small L&D team	34%
Demonstrating ROI	32%
Aligning to the company's overall strategy	20%
Building employee awareness of L&D programs[1]	19%
Getting executive buy-in	19%
Engaging employees during L&D programs	18%
Lacking data and insights to understand which solutions are effective	15%
Having old or outdated content	13%
Having L&D decentralized within the company[2]	12%

[1] Awareness does not appear to be a key challenge; the No. 1 way L&D promoted their program(s) is through new hire training.
[2] Decentralization is not an issue. 63% of our sample say L&D is centralized within their company and sits withing HR or Biz Ops.

Which of the following are the top challenges for L&D at your company?

No. 2 challenge
Getting employees to make time for L&D   46%

Proving value to learners is equally important, and appears to be just as challenging

L&D professionals have a couple key audiences to appease: employees and leadership. Reporting value to the individual and business are equally important, and prove to be equally challenging.

Why aren't employees more engaged with L&D? Because today's learner is different than the learner of yesterday. And learners are evolving at a quicker pace than the learning programs that support them.

A CLOSER LOOK

The average shelf life of skills is *less than five years*

Today's modern learners must always be learning. In fact, they demand it. Learning is taking place through a wide variety of sources and devices.

With the influx of technology, people today are embracing digital tools to access content that helps them learn on the job and on the go.

But organizations are still heavily investing in in-person classroom-style training.

When modern learners engage

52%
at the point of need

47%
in the evenings and weekends

42%
at their office desk

30%
when alerted to updates

27%
on the way to and from work

Source: Elucidat, Profile of the modern learner — helpful facts and stats

Instructor-led classes are the No. 1 way L&D professionals train employees

Peer-to-peer coaching is No. 2,
followed by eLearning at No. 3 and No. 4.

What type of learning tools do you/your team use to train employees?

Learning tool	%
In-house instructor-led classes	78%
Peer-to-peer coaching	61%
Online training/eLearning (created in-house)	58%
Online training/eLearning (via external provider)	49%
Conferences	49%
Certification programs	42%
Tuition reimbursement	39%
External instructor-led classes	38%
Journals, publications, books	30%
External coaching	26%
Other	3%
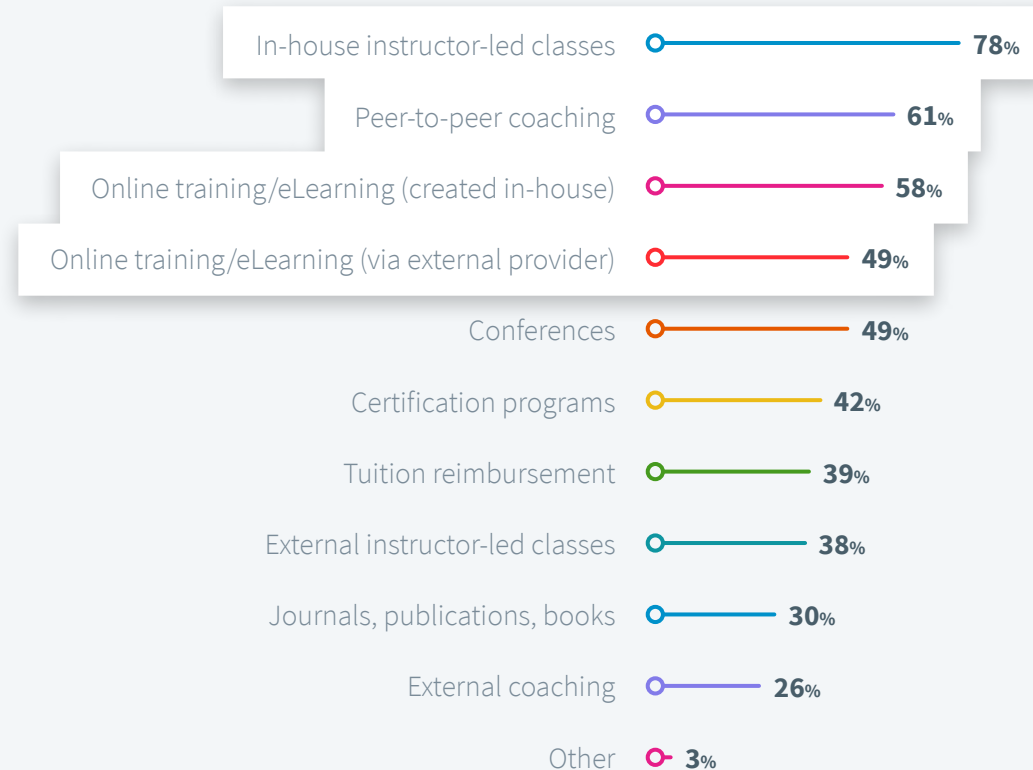
North America accounts for

over half

of the global corporate eLearning market share.

It's projected to grow a steady

11% by 2020.

And it's predicted to reach

$31 billion

in revenue by the end of 2020.[1]

ON THE HORIZON:
eLearning is becoming a new tool in the L&D tool belt to complement in-person training.

7 out of 10

organizations are starting to incorporate video-based online training into their learning cultures.

[1] Technavio, Global Corporate e-Learning Market 2016-2020

Less than ¼

of L&D professionals surveyed were willing to recommend their own L&D programs to peers.

Only 60%

have a "seat at the table."

L&D professionals see room for improvement in their own programs

It's surprising that L&D pros aren't more confident in their work, when L&D is more important than ever. As a L&D pro, you're a talent activator, impact maker, and champion of growth. You have the power to inspire transformation, and the ability to drive meaningful growth to the business. By convincing others why learning is important, it will help reinforce how important you and the work you do really are.

In partnership with top LinkedIn Learning authors and L&D leaders, the next section of this guide is a playbook of helpful tips and strategies that walk you through how to build confidence in your organization's L&D solutions, and earn that coveted "seat".

HOW TO SUCCEED IN THE FUTURE STATE OF L&D

5 KEY STRATEGIES TO MAKE THE SHIFT

1

Don't just take orders. Identify real training needs.

This has probably happened to you: someone calls with a training request and they're really clear on what they need. And of course, you rise to the occasion and do a great job of delivering the training requested. But it ultimately doesn't solve the problem, and this is likely because the real problem was more complex.

L&D industry leader and LinkedIn Learning author Dr. Britt Andreatta says L&D professionals must stop playing the role of "service provider" and work more like consultants, partnering with leaders and managers to identify and address the root causes, thus driving the long-term health and success of an organization.

Here's how Dr. Britt Andreatta advises L&D professionals to master the art of identifying training needs.

Establish a two-way relationship. Make it clear that the partnership is vital, and that both parties have valuable insight and information that will shape the success of the outcome. Use data that is learner and business focused to help show value and build credibility.

Ask lots of questions. Learn everything you can about the challenges that need to be addressed. Identify not only what the current state is, but focus in on what the ideal state looks like.

Design and deliver a solution that creates the needed results. This requires using agile design principles to pilot first drafts, seeking critical feedback from both partners and participants, and iterating until the data show that the results were achieved.

> " Too many training dollars are misspent because they do not address the right skills at the right time. We often apply off-the-shelf information instead of thoughtful knowledge. Transitioning to a learning consultant begins with mastering the art of listening. "

Todd Dewett, PhD
Educator, Professional Speaker, and Top LinkedIn Learning Author

Let's take a look at a real situation. Most requests for training start with some kind of problem.

Perhaps there's a team that isn't meeting project deadlines and someone decides that it can be fixed with training. The request for training is likely to come from either a leader in the teams department or someone in HR who works directly with that team. If you have not yet established yourself as a trusted consultant and business partner, they'll likely call you with a plan to execute.

USE CASE — CURRENT STATE

John and Maria both work at a large, global hospitality company (although this discussion can apply to any size organization). If Maria is not wearing her consulting hat, here's how it'll go.

John: Hey Maria, my team needs a workshop or training on communication. We want to put 30 people through it before the quarter ends.

Maria: Yes, we have a 90-minute workshop on communication and I have a facilitator that can deliver it on these dates.

OUTCOME

Maria and John will set up and deliver the training, both feeling pretty good about how they worked together to address the issue.

⚠ THE PROBLEM

This discussion most likely won't solve the real communication skill issue, and later the training or L&D program will be deemed as ineffective.

SAME USE CASE — FUTURE STATE

This time, if Maria operates as a real consultant, the interaction will go more like this:

John: Hey Maria, my team needs a workshop or training on communication. We want to put 30 people through it before the quarter ends.

Maria: I'm happy to help. Let me ask a few questions so I can make sure we deliver what you want and what you need. First, tell me about what's happening right now.

John: The team is missing key deadlines and some projects have gone out with errors that someone should have caught.

Maria: Is everyone on the marketing team involved?

John: No, it's really the coordination between the content team and the social media group. Ten people total. Right now, they either miss the deadline and get it right, or we get it out the door on time but then we find errors.

Maria: So, what would it look like if everyone was performing optimally?

John: People would follow the project plan to the letter. We'd make all of our release deadlines, and what we release would be high quality and error free.

Maria: When you think about these 10 people, do they have the skills needed to make the shift? Are there any gaps? And is anyone doing an outstanding job at this?

John: Yes, I think they do need to have better time management and error checking skills. Kelly and Abdi are my top performers and they're doing the best.

Maria: Do you know what they're doing differently than the rest of the group?

John: Well, they've been here the longest. I wonder if they've come up with some helpful strategies?

Maria: That's a great question. Let's connect with them and see what insights they can provide. Using what they share, let's do a focused training for these 10 people around executing the project plan, adding in some elements of time management and quality control.

John: That sounds like it would help turn things around. Thanks for helping me sort that out!

OUTCOME

Maria's questions were vital for getting to the heart of the matter on John's team. They're now able to leverage their internal experts, Kelly and Abdi, to create training that is much more focused on solving the real problem.

Predict your organization's training needs using the Greiner Curve

Organizations grow and change in predictable ways, moving through various phases of development. Each phase requires new skills for the organization's leaders and employees. Knowing how to identify where your organization is, and more importantly, the next phase it's growing into will help you anticipate business needs and be ready with the right learning solutions.

To do this, Britt Andreatta recommends using the "Greiner Curve" designed by Dr. Larry Greiner, professor at USC's Marshall School of Business. The Greiner Curve is a strategic model to assess how companies develop. It's built upon five key dimensions that emerge based on an organization's age and size, its stages of evolution and revolution, and the growth rate of its industry. By using this model, *any* organization can assess what crisis points to expect at different stages of growth, and what types of learning are needed to support the current and next phase.

PHASES OF GROWTH
Know where you are, to know where you're going
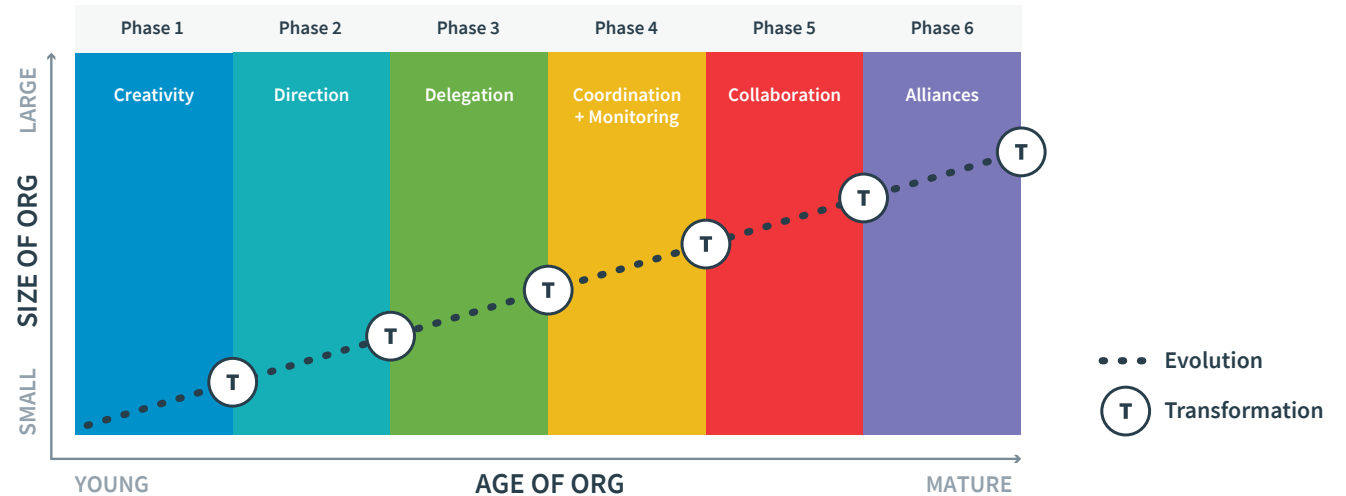
Greiner's framework outlines that organizations move through six distinct phases. There can be profound differences in how quickly an organization moves through each phase. For example, a large traditional financial institution will have a slower and gentler progression than a fast growing tech startup.

Every phase of growth ultimately leads to a crisis point when the current structure can no longer support what the organization needs, and these crisis points push change, transforming the organization to the next phase. The organization can then experience a period of relative stability until it hits the next crisis point. Time can vary in each phase, ranging from months to decades.

To help identify what phase your organization is in currently, use this exercise file.

> " When I consult with leaders, I ask them to identify their overall phase as well as the phases for each of the functions, as this can provide valuable information to design effective learning solutions. I want to ask you the same thing. Can you identify where your organization is on the model? More importantly, can you tell what crisis point and transformation is coming? Your learning strategy needs to map to where your organization currently is, and also where it's heading. "

Britt Andreatta, PhD
Consultant, Speaker, and
Top LinkedIn Learning Author

2 Deliver modern learning experiences to meet expectations from modern learners

How do you embrace, empower, and meet expectations of modern learners?

Curate modern learning experiences, not just learning programs.
The shortened shelf-life of skills has disrupted traditional corporate learning environments. Learning approaches have broadened, putting learners in the driver seat. And the need for modern learners to constantly evolve skill sets has pushed L&D professionals to curate and facilitate modern *learning experiences* — not just one-off learning programs.

Learning is not always a scheduled activity that falls perfectly into a learning program. We each experience learning moments throughout the day, that vary in how and what is learned. For example, we may learn through reading an article, listening to a peer, watching a five minute video tutorial, or by making a mistake and acknowledging the "Aha!" moment.

A modern learning experience focuses on creating real behavior change.
Most behaviors in the workplace are habits. The biggest mistake learning professionals make is thinking that *talking* about a behavior is the same thing as doing the behavior. It's not, which is why many learning events are ineffective in the long run.

We all have habits on how we communicate, use technology, and even how we manage others, so it's imperative that learning professionals get crisp on what the habit is that you want to instill in your learners.

DID YOU KNOW?
Real behavior change takes **40-50 repetitions** before a habit is made.

> " Since the focus of L&D is to facilitate change, it's your role to make sure employees understand how to embrace it. You're not just implementing a new learning tool or delivering a course. You also need to be able to help employees manage the mental process of understanding change. "

Todd Dewett, PhD
Educator, Professional Speaker,
and Top LinkedIn Learning Author

A modern learning experience gives learners the ability to access content on their own terms.

with advances in technology, on-demand, self-directed, mobile learning is now an expectation. Online learning is key to how people learn today across the globe, and it fits in nicely with the fast-paced digital workplace. Mobile devices have reshaped how employees access and consume learning resources, and have actually helped increase adoption of learning.

67%

of people learn on mobile devices.[1]
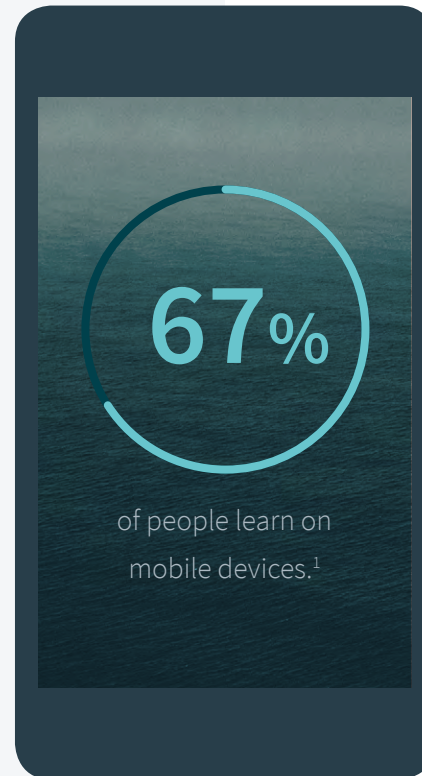
BONUS RESOURCES

4 Ways to Engage Your Workforce with Mobile Learning

10 Tips to Create Learning People Love

[1] Elucidat, Profile of the modern learner—helpful facts and stats

3 Develop a tightly executed communication plan

A tightly executed communication plan will help get your message across with impact in a memorable way. It will help build credibility and serve as the framework for continual and consistent communication. A communication plan can be detailed in how it touches various audiences, or it can serve as a general outline.

> " Progressive L&D professionals are using communication plans as the backbone of their L&D strategy. "
>
> **Todd Dewett, PhD**
> Educator, Professional Speaker, and Top LinkedIn Learning Author

A communication plan will help to:
- Keep the base informed using different channels.
- Audit and self correct plans midway through an effort.
- Sell your capabilities with the user in mind.
- Recruit and use high performers and successful change agents to act as catalysts in the field.

If you're stuck on where to begin, understanding your audience is a good place to start.

Understand your audience

Your communication plan should be customized to each of these four audiences:

T **Team members**

These are your day-to-day cross-functional partners — instructional designers, learning managers, training facilitators, and training specialists/coordinators, to name a few. Continual awareness and consistency are key when providing this group with updates on what L&D is executing.

L **Learners**

This is typically the first audience that comes to mind when thinking of L&D, however it's often overlooked when crafting a communication plan. The main goal for this audience is to build engagement and visibility for all training resources available or required.

B **Business partners**

Communicating with external business partners helps build visibility and credibility, especially for routine activities that take place regularly and may otherwise be underappreciated. Support for L&D initiatives will grow as business partners have more awareness for the programs that support their departments.

C **Customers**

Not all organizations will have external customers to communicate with about training initiatives, but it may be an audience to consider. Informing external stakeholders about ongoing L&D projects can reinforce overall brand messaging. Consult with Marketing to craft these communications.

4 Report value to the individual *and* the business

Employees are more likely to take part in learning when they understand the benefit.
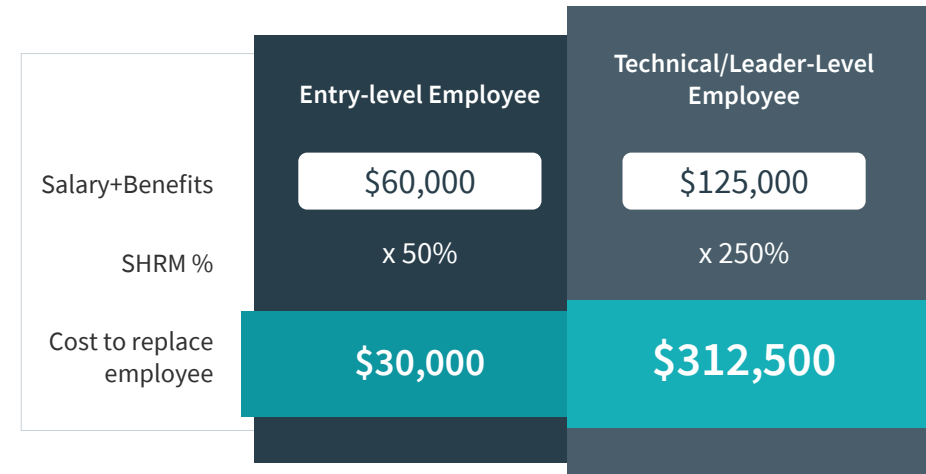Help employees understand the value that L&D brings to their careers.

Here are five ways Dr. Britt Andreatta displays the value of learning to employees.

1. **Supports** the human need to improve and develop mastery.
2. **Empowers** employees to craft their own career development paths.
3. **Creates** opportunities to network with other employees.
4. **Counterbalances** poor managers who don't provide enough performance coaching.
5. **Keeps** employees connected to the infrastructure and values of the organization.

The cost of replacing an employee is
50% to 250% of their annual salary + benefits

	Entry-level Employee	Technical/Leader-Level Employee
Salary+Benefits	$60,000	$125,000
SHRM %	x 50%	x 250%
Cost to replace employee	$30,000	$312,500

Source: SHRM

Provide metrics that'll get your leaders to sit up and take notice

We partnered with L&D consultant and top LinkedIn Learning author Britt Andreatta, PhD, to understand how she helps key stakeholders understand the power of learning.

First, look at the cost of attrition.

We all know that employee retention is important, and you'll certainly hear leaders talk about it, but most of them have not fully appreciated the financial costs of losing a top performer. This is where you have the opportunity to act as a strategic consultant. Use data to articulate how L&D impacts attrition rates. The cost of attrition will get leaders to sit up, and take notice.

Second, show the true cost of disengagement.

Gallup studies show that in the U.S., approximately **17.2%** of the workforce is actively disengaged. This means employees are unhappy and acting out that unhappiness at work in the form of tardiness, missed workdays, and decreased productivity. In fact, Gallup has estimated that a disengaged employee costs an organization approximately $3,400 for every $10,000 of salary, or **34%**. Yikes!

Use this chart to plug in your own unique data on the cost of disengagement.

When leaders see the overall and real costs of disengaged employees, they get very focused on prioritizing building an engaging work environment.

Cost of disengagement

Headcount	**3,725**
× 17.2% disengaged	**641**
Median salary	**$150,000 / year**
cost of disengagement	**34%**
Cost per disengaged employee	**$51,000 / year**
Total cost of disengagement	**$32.7 million**

5   Build a culture of learning, one that rewards growth

Whether you know it or not, your organization has a learning culture. The organizations that not only succeed, but flourish, have transformative cultures of learning.

But what does a transformative learning culture look like? What are the steps needed to successfully execute one? And how does having it help you make the shift from a service provider to a strategic business consultant? Let's walk through it.

> " The single biggest driver of business impact is the strength of an organization's learning culture. "
>
> **Josh Bersin**
> Principal and Founder
> Bersin by Deloitte

Transformative learning

Transformative learning is the expansion of consciousness through the transformation of worldview and capacities of the self. It's an act of changing how we see and do things.

According to researchers, the three dimensions of transformative learning are:

Psychological

Change in understanding
Knowledge, information, models, and theories shift the learner's understanding and provide the "why."

Behavioral

Change in actions
The learner uses observation, application, and experimentation to do something differently.

Convictional

Revision of belief system
The learner permanently shifts a perspective or view, often through "Aha!" moments or insights.

A strong learning culture means managers assess growth, not just performance.

For starters, your learning culture should be a place where it's safe to take risks and make mistakes. This means that employees **celebrate the "Aha! moments"** just as much as they do the results or successes.

Your managers are a key component of this. A key to creating this culture is to ensure that managers know how to coach effectively. Coaching is a powerful tool in the learning process. It helps employees build their competence and confidence.

Managers must know how to value growth and improvement. And it's your job as an L&D pro to help them succeed at this. Most performance rating systems are based on outcomes, not effort, but several studies have shown that when people are measured on growth and improvement, they step up and improve.

Put your consultant hat on and partner with managers to use a third of the overall assessment to measure employee growth. You can measure this through effort put into learning, measurable improvement in a skill, and passion for growing. This will help ensure top performers get rewards, but top learners get rewards too.

**Learning needs to be accessible
for growth to take place.**

The only way to support growth and improvement is
to make learning easily accessible, and this is critical.
On-demand learning empowers employees to seek and
find their own answers when they need them most.
Neuroscientists say this type of learning is retained far
longer than just being told what to do, and it also aligns
with best practices in adult learning theory.

Blended learning is a great way to maximize your options.
Many organizations use in-person learning to contextualize
learning for the organization, and provide opportunities
for hands-on application as well as collaboration. Then
they incorporate online instruction as self-paced learning,
or as the pre-learning for an in-person event.

" When employees are stuck, they need the answer
quickly. It doesn't help them to sign up for a class
that will happen three weeks from now and sit
through a four-hour session to get the answer
they need this minute. They are more inclined to
engage in learning if they can watch a short video
that they have access to 24/7 on any device. "

Britt Andreatta, PhD
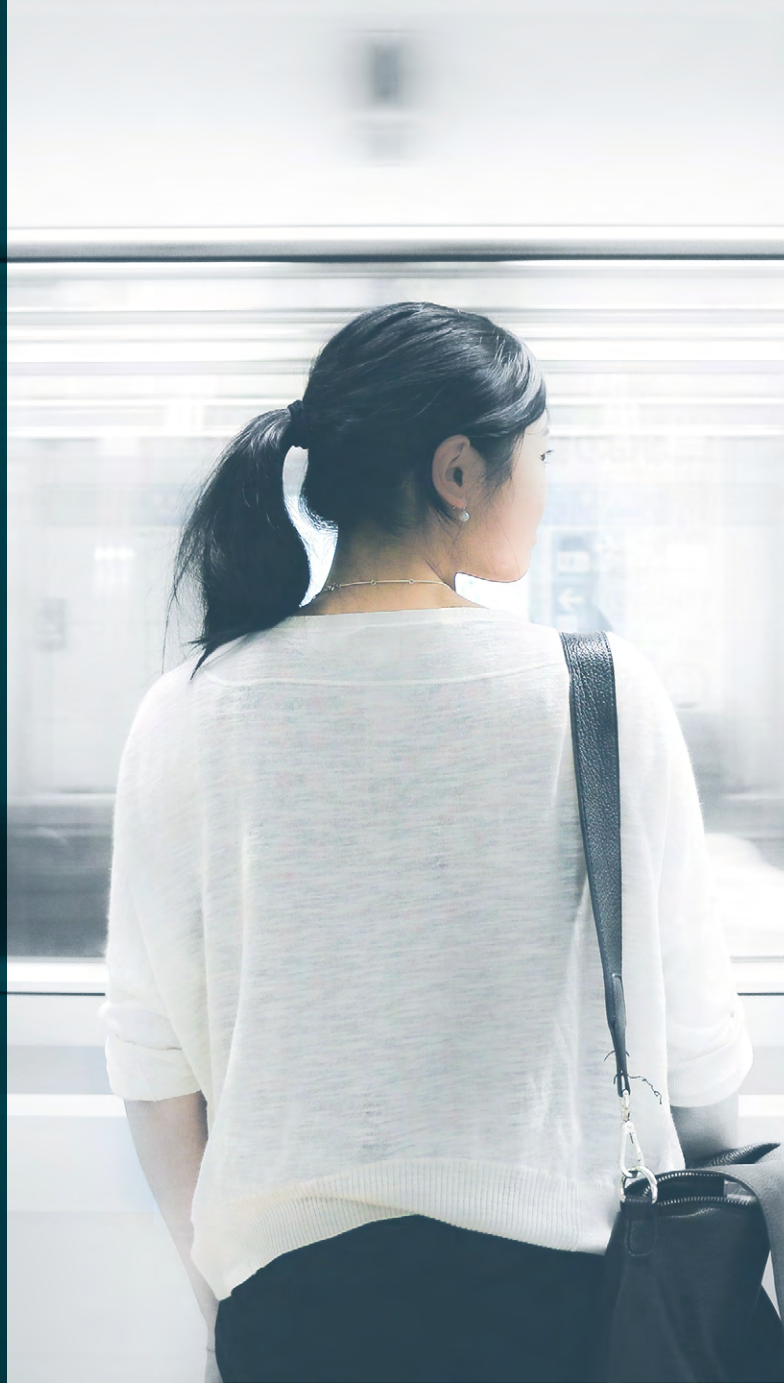Consultant, Speaker, and
Top LinkedIn Learning Author

Survey methodology

We surveyed 500 L&D professionals from the U.S. and Canada, who either influence or are decision makers for their companies' L&D budgets. These survey respondents are LinkedIn members who were selected based on information in their LinkedIn profile and were contacted via email in October 2016.

About LinkedIn Learning Solutions

At LinkedIn, we believe learning and economic opportunity are intertwined. We champion online learning as a way to build skills, achieve goals, and transform careers. Combining Lynda.com's 20 years of high-quality, skills-based courses with unique LinkedIn insights from over 467 million professionals, we help people identify and learn the skills they need to succeed. Through individual, corporate, academic and government solutions, members have access to our digital library of over 9,000 expert-led courses in five languages. Together with more than 10,000 organizations and over 4 million professionals, we are helping to create economic opportunity for the global workforce.

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