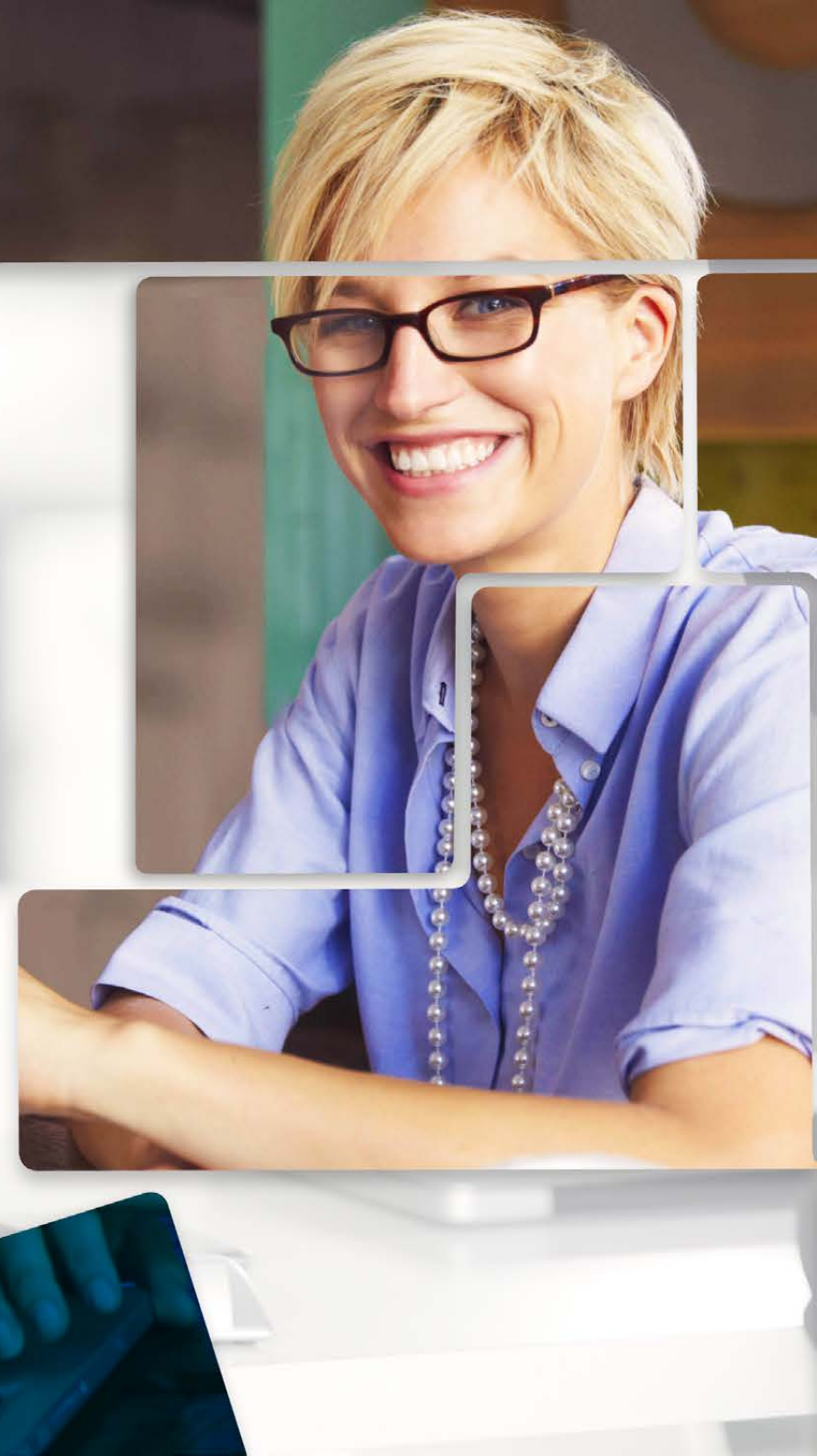


A Modern Learning Playbook

# How to Overcome Top Challenges to Advance Your Learning Culture



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# Introduction

Picture this: Every employee is actively learning. Managers encourage intelligent risks. Executives look to learning as a driver of business upswings.

This can be a reality. There are just a few pieces to shift into place.

Learning leaders—professionals on the front lines of the learning and development industry—know a dedicated culture of learning needs to be nurtured and continuously cultivated. And not just by individuals on the learning and development or HR teams.

For learning cultures to be successful, executives, managers, and employees must all play an active role. For most organizations, a thriving culture where everyone is involved in learning programs won't happen overnight. But, an evolution in process, technology, and measurement is possible and easier than you might think.



“The issue of learning and development has become paramount in the job market. Most young people will have 70+ year careers, so they know well that their ability to grow and progress is perhaps the most important driver of their future earnings and job satisfaction. Companies that focus on an entire culture of career growth and learning tend to outperform their peers in innovation, long term growth, and employee retention.”

—**Josh Bersin**, principal and founder, Bersin by Deloitte, Deloitte Consulting LLP



This playbook is designed to help learning leaders achieve their mission to cultivate a thriving learning culture that connects learning to business outcomes. **Keep reading to learn how to:**



Activate key players in your learning ecosystem, including executives, managers, and employees



Augment and reinforce current learning programs with modern learning strategies



Demonstrate the value of your learning & development programs

## Challenge

# Activate Executives to Lead the Learning Charge

It's not always easy to get executives to support, or better yet, evangelize organizational learning initiatives. But according to *Elliott Masie*, education technology expert and CEO of MASIE Productions, **“The #1 thing you can do to set the tone for a learning culture is have leaders be active, transparent, and iconic learners.”** So, how do you get execs onboard?

Try these tactics →



## Elliott Masie's Tips to Get Executive Support for Organizational Learning

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- 1 Promote learning from the top-down:** Have the CEO or other C-level officers post key articles or content that they curate from places like LinkedIn Learning.
- 2 Make Learning Measurable:** Give leaders metrics that are easy to leverage on their own. Hold leaders accountable for the culture shifts in their organization.
- 3 Look to learning when times are tough:** Leaders need to talk about the gaps in learning culture or learning readiness when there are business failures or downswings. What did we fail to do to leverage learning internally as an asset?



## Tactic #1

## Highlight the Risks of Failing to Support Learning Programs

We're not saying use scare tactics here, but your executives should be versed in the consequences of failing to support organizational learning.

### Here are a few important points to get you started:

- ▶ **Organizations need learning to stay relevant and effectively compete.** The average shelf life of a skill is 2.5-5 years. That means your organization needs to be consistently up-leveling the skills of employees to effectively compete.
- ▶ **Learning diminishes the risk of losing top talent.** Those who do not invest in L&D risk losing their best talent or having to replace entire departments that don't keep up. **According to SHRM, the cost of replacing an employee is 50%-250% of their salary and benefits.** This is expensive and time consuming.
- ▶ **Learning can prevent lost revenue and employee burnout.** A recent study in Workplace Trends showed that the biggest threat to building an engaged workforce in 2017 is employee burnout. A disengaged workforce is expensive. **Gallup estimated that a disengaged employee costs an organization 34% of the employee's salary.** Learning can help employees stay engaged.



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	<u>\$30,000</u>	<u>\$312,500</u>

## Tactic #2

## Show Executives Why They Should Care About Learning

Consider investing time in collecting data and insights to help executives better understand why they should care about the learning needs of your organization—and why they should invest in more learning programs.

### Look at employee feedback

Survey your employees on their learning habits. How and what do employees like to learn? Inquire with your managers about key skills their teams are lacking or where they'd like to see improvement. How does your current system stack up? Where are there gaps to fill?

**Highlight those answers to executives—the input shows what employees want to learn and the gaps where L&D should invest.**

### Look at attrition

What does employee turnover look like within your organization? What departments have seen the most turnover? Have you been consistently losing top talent? How has that affected your organization?

**Point these out to your execs and help them understand how learning and development can help—if given the support you need.**

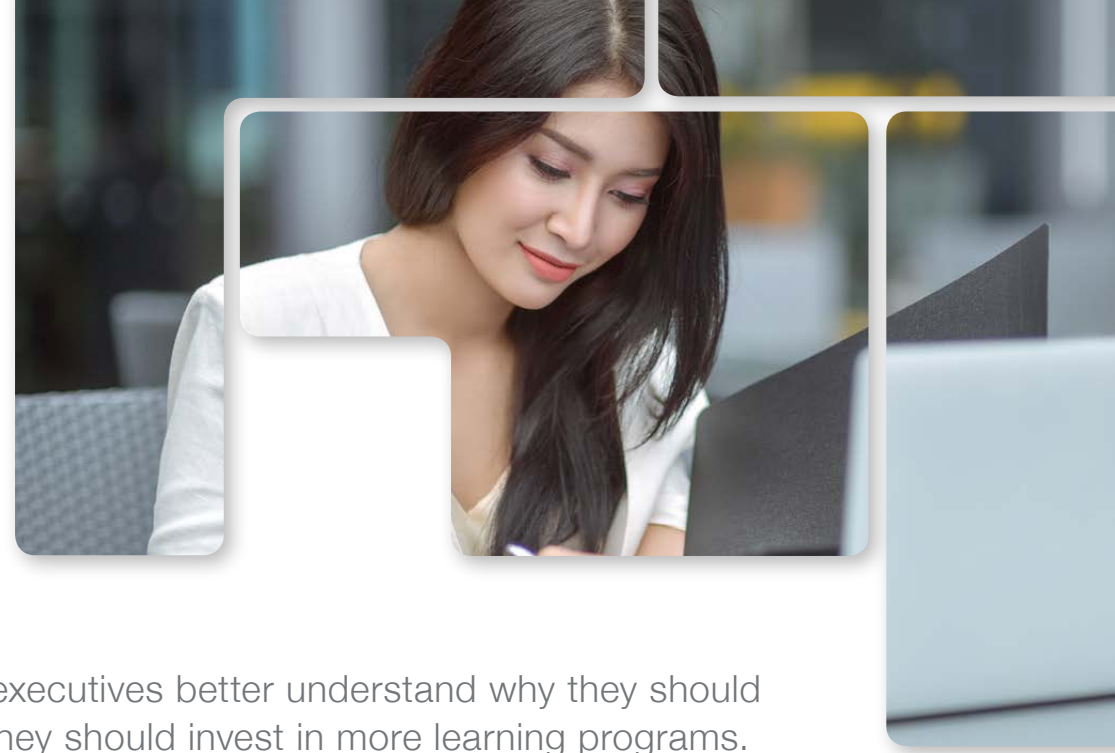
### Look at performance

Which teams are under-delivering against performance goals? Can learning programs help drive increased productivity and results?

**Execs want to hear how learning and development programs can improve struggling teams.**

Hopefully these tactics can help you get the executive support you need to make learning a part of everyday life at your organization.

**If executive support isn't your main concern, but rather manager buy-in, this next section is for you. →**



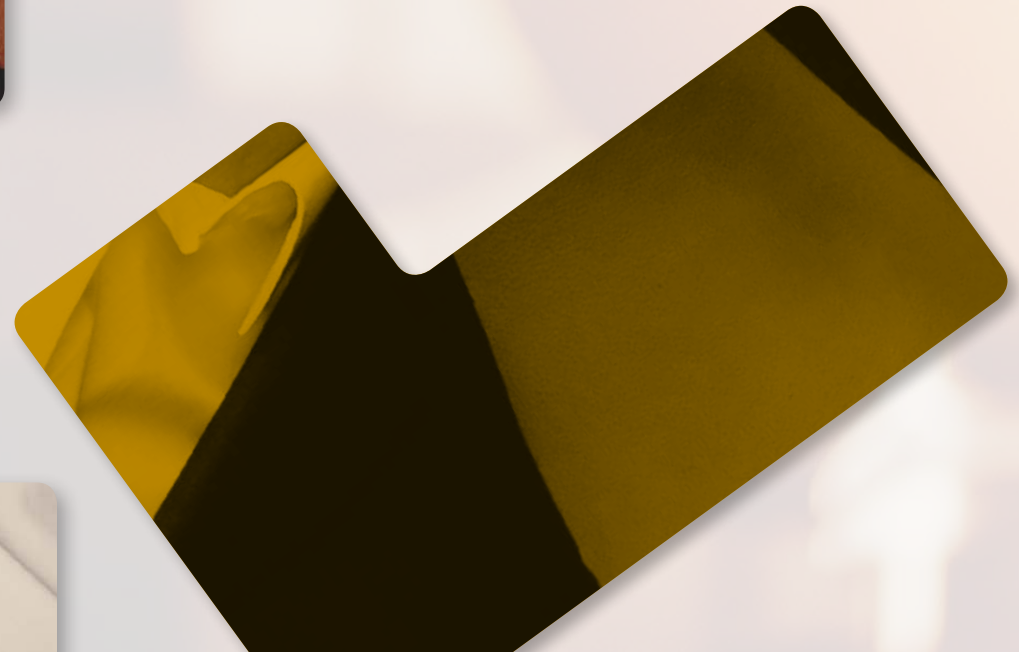


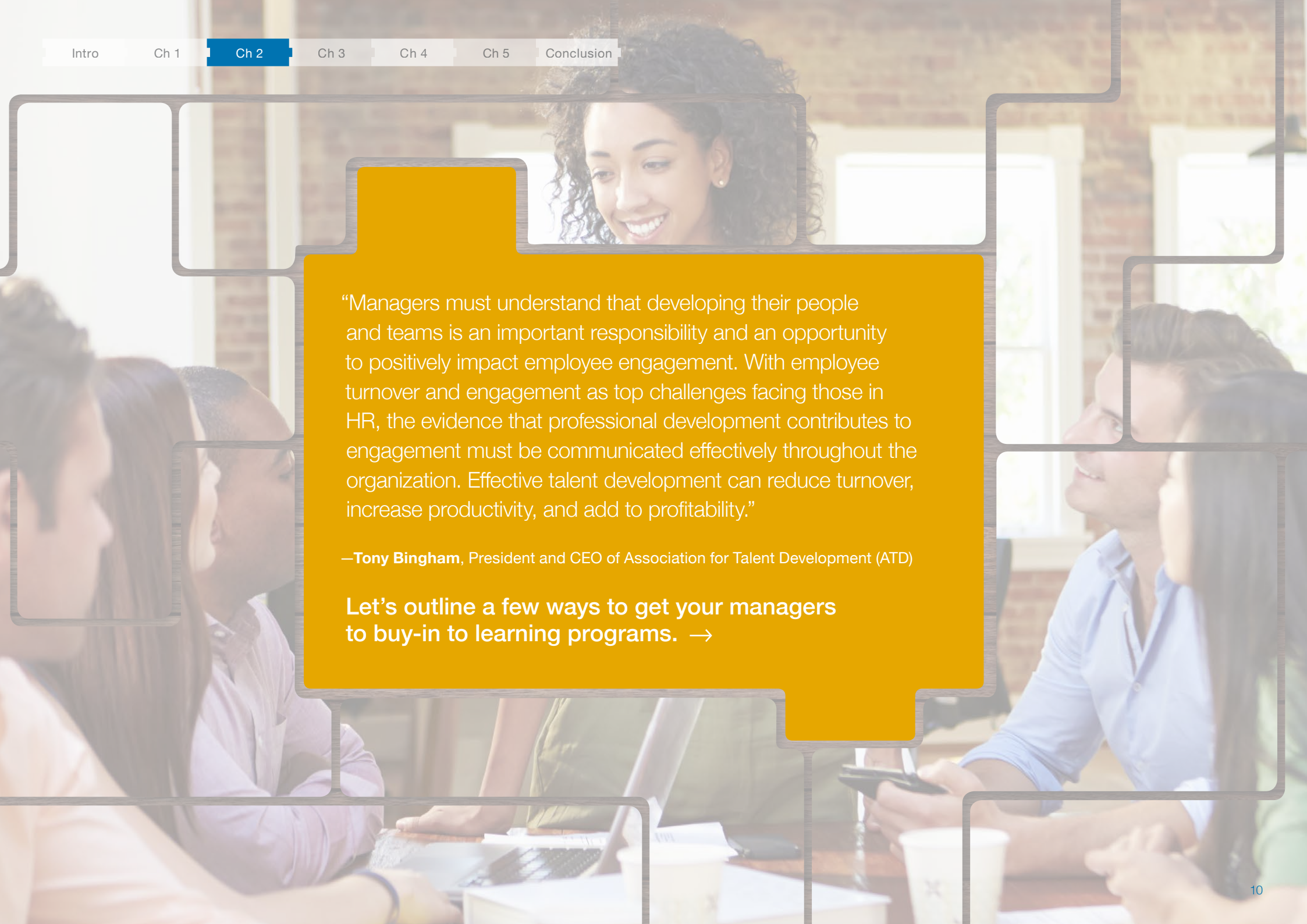


## Challenge

# Activate Managers to Encourage Employee Learning

According to a LinkedIn survey, one of the top pain points for professionals responsible for L&D programs is getting managers to encourage learning with their teams. Employees are much more likely to engage in learning if the directive, and the continued support, comes from their managers.



The background of the slide features a collage of images. At the top, a woman with dark curly hair is smiling and looking down. Below her, on the left, a group of people are in a meeting, with one man looking at a laptop. On the right, a man in a blue shirt is looking towards a woman. The central text is contained within a large orange speech bubble shape.

“Managers must understand that developing their people and teams is an important responsibility and an opportunity to positively impact employee engagement. With employee turnover and engagement as top challenges facing those in HR, the evidence that professional development contributes to engagement must be communicated effectively throughout the organization. Effective talent development can reduce turnover, increase productivity, and add to profitability.”

—Tony Bingham, President and CEO of Association for Talent Development (ATD)

**Let's outline a few ways to get your managers to buy-in to learning programs. →**



## Tactic #1

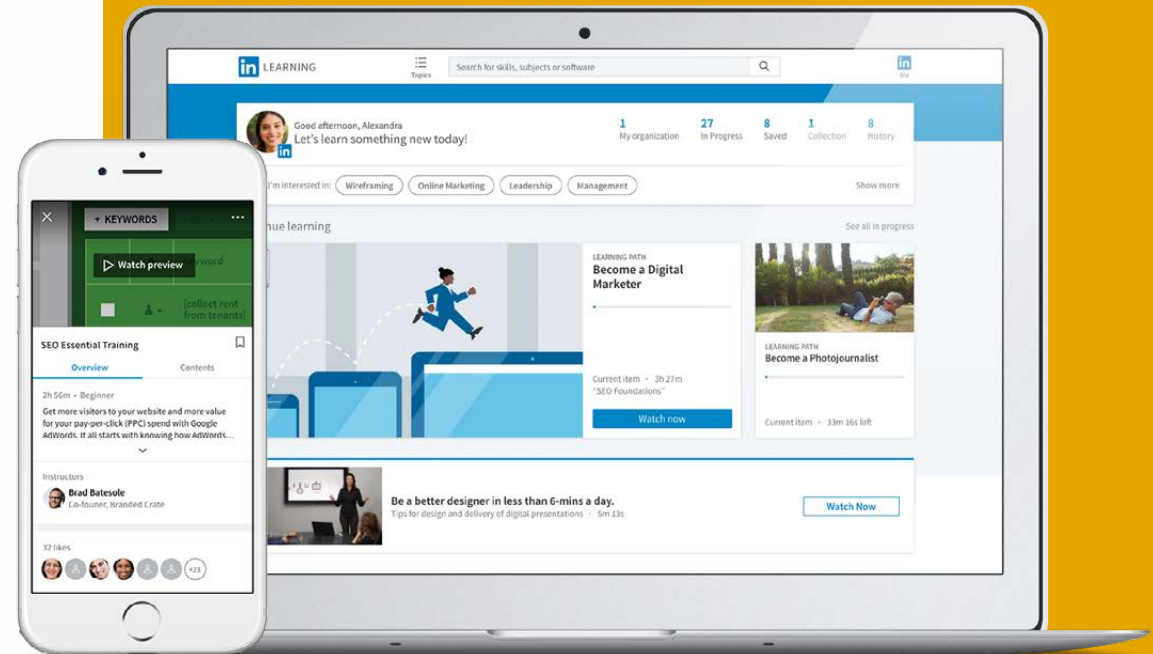
## Share Learning Success Stories

Most managers can't dedicate the time to creating an ideal learning model for their teams—but some of their peers can and do.

Consider circulating team learning models that are happening within your organization to help managers see how their peers are seeing success with learning.

For example, LinkedIn activated the 'Manager Track Project' to further scale manager-led learning across LinkedIn. **The goal: reach managers at all levels and provide insights on how to use available learning solutions to up-skill their teams.**

In order to get managers engaged, the L&D team gathered success stories across the organization and created a presentation to show managers how their peers have been successful in adopting a learning culture to drive business outcomes. Giving managers peer examples to draw from makes it easier for them to implement and iterate on these ideas with their teams.

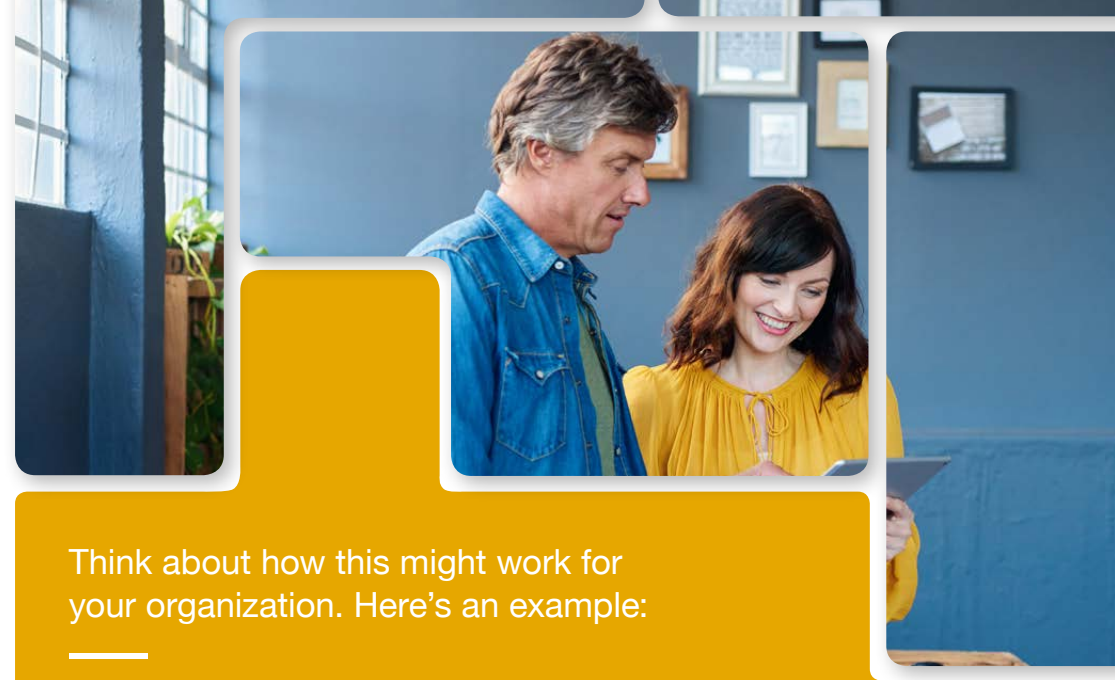




## Tactic #2

# Make It Easier for Managers To Encourage Individual Learning Within Existing Routines

To encourage individual learning across the organization, invite your managers to create individual learning plans and incorporate learning resources as part of existing routines with their employees—for example within regular 1:1 discussions or annual performance cycles.



Think about how this might work for your organization. Here's an example:

1

### Encourage individual learning plans and 1:1 discussions

Think about how you can support managers in creating individual learning plans for employees, without asking them to spend a ton of extra time putting these plans together. As a learning leader for your organization, you can use a digital learning solution to help managers recommend relevant courses and show employees how easy it is to find relevant content they need to be successful in their job. For example, if an employee wants to build confidence presenting, his or her manager could recommend a presentation course within your digital learning platform.

2

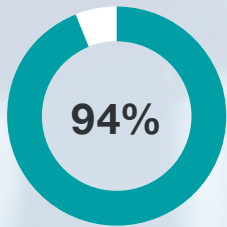
### Discuss and reward learning within annual performance cycles

Consider creating a sample performance evaluation template for your managers that incorporates learning as part of the review criteria. For example, learning and development consultant Dr. Britt Andreatta recommends amending evaluation templates to encourage learning by adding the word “yet”. Giving an employee an evaluation of “Has Not Met Expectations Yet” signals they can learn how to meet expectations of the job, and the manager can help them do so.

## Challenge

# Increase Employee Adoption

You have a learning solution in place, but the learning just isn't happening. Studies show today's employee wants to continuously learn and grow.



In fact, LinkedIn found that **94%** of employees say they'd be more likely to stay with a company if they invest in their learning and development.

So, how do you get employees engaged?

**Try the following tactics. →**

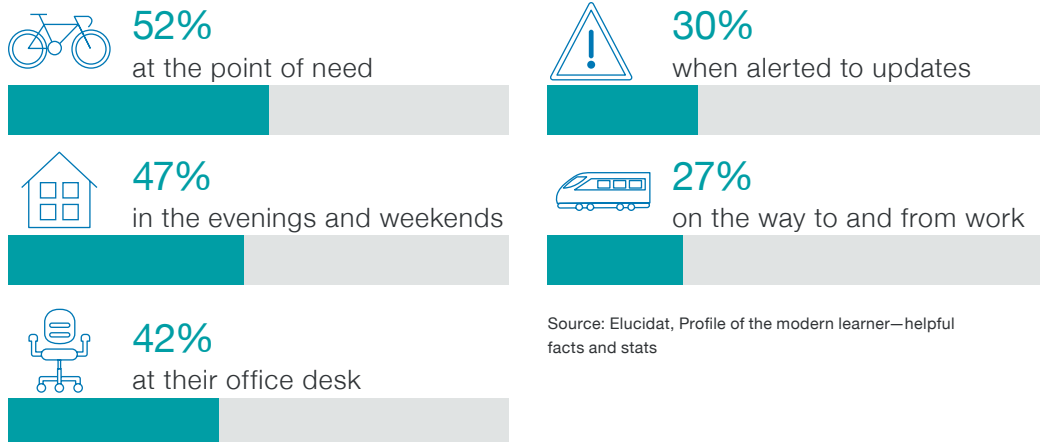


## Tactic #1

# Meet Your Employees Where They Want to Learn

Studies show that employees are learning across a wide variety of channels and through a wide array of formats. From eLearning platforms to YouTube videos, podcasts to Google searches—employees learn in the moment, through whatever tools are most convenient to them in that moment.

## When modern learners engage



Challenge: Increase Employee Adoption



Here are two ways you can answer the need for on-demand, on-the-go learning:

### ► Consider a Blended Learning Model

The concept of a “flipped classroom” or a blended learning model, is not new, but many organizations see success using it to drive higher engagement with employees. Instead of simply inviting employees to attend an in-person learning session, consider sharing pre-workshop materials to help them get familiar with the concepts you’ll teach live. After the live event, help employees reinforce the learning by sharing online materials that build on the concepts you explored together, in-person. In doing so, you help the learning stick—and help employees actually apply the knowledge gained to their work.

### ► Meet Growing Needs with Digital Learning

As teams grow, so do their demands for resources to help them solve problems and learn skills on-the-job. To meet the needs of modern learners, consider offering an on-demand digital learning platform that can help them gain just-in-time access to the right learning content. Look for solutions that allow you, and managers, to create personalized playlists that pull from expert-led content sources as well as custom content your organization creates. The more your learning platform can bring together different content libraries and personalize the learning experience for employees, the better.





## Peer Spotlight:

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Learning and development expert and Head of Global Learning Development at **FireEye, Inc.**, Elizabeth Brinlee, was tasked with starting an L&D program from scratch. To cover the wide-ranging needs across her organization, Brinlee looked at what she could build versus what she needed to buy. With 'leadership development' at the top of her organization's learning needs and within her expertise, she built out her own blended learning program for new managers and leaders. To support the many other learning needs of her organization, she looked to digital learning solution, Lynda.com.

Learn how Lynda.com and LinkedIn have joined forces to help meet modern learning needs. →

## Tactic #2

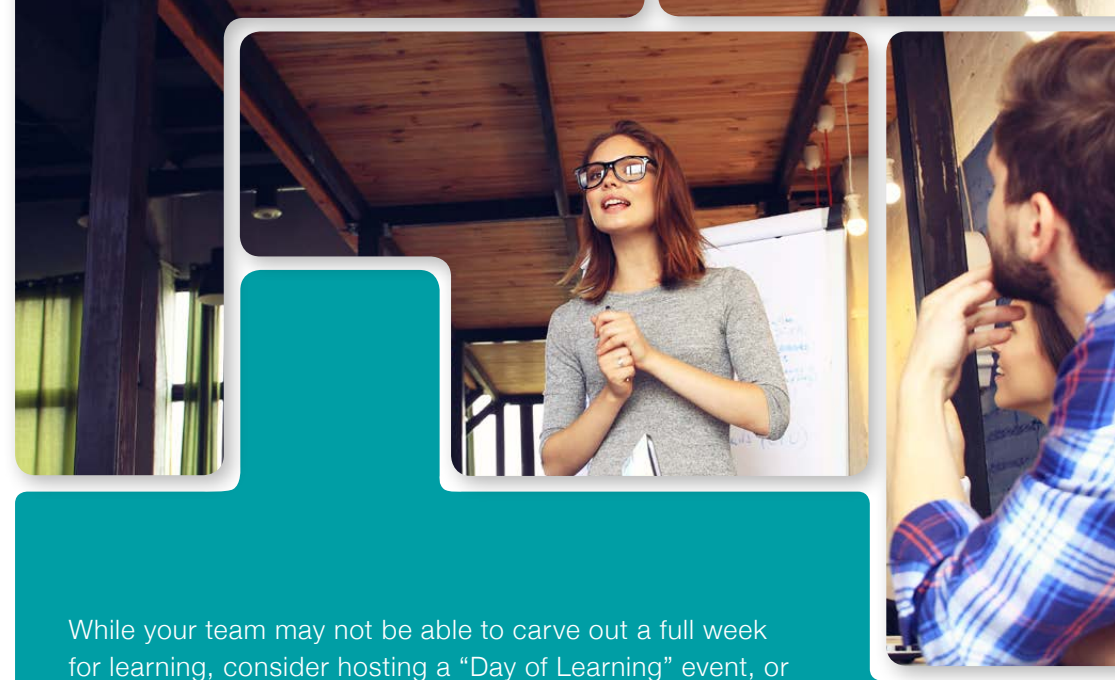
# Drive Awareness For Current Learning Programs

You have a learning program, but you need to boost engagement. Consider driving awareness for your current learning program by hosting a company-wide learning event.

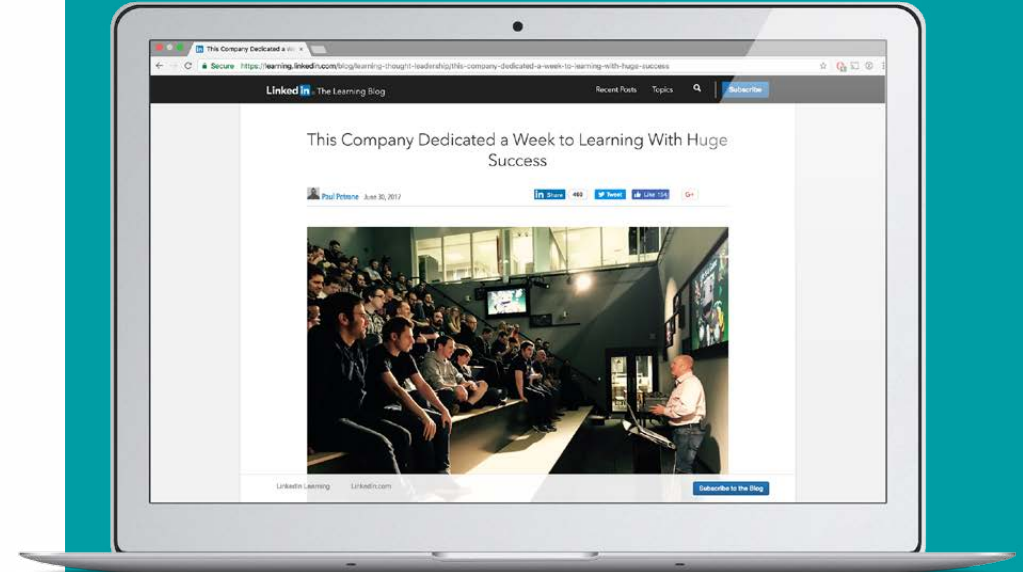
For example, video game company **Jagex** hosted a 'Learning at Work Week' for employees to learn about and engage with learning content.

The team marketed the event through company all-hands meetings and by making the week's learning schedule easily available to employees—online, printed and delivered to each employee's desk, and posted around the office.

**The result:** the company's 307 employees participated in more than 550 learning activities. And, when surveyed, **95 percent** said they'd like to do it again next year. [Read the full Jagex story here.](#) →



While your team may not be able to carve out a full week for learning, consider hosting a “Day of Learning” event, or incorporating learning into existing team off-sites or events.

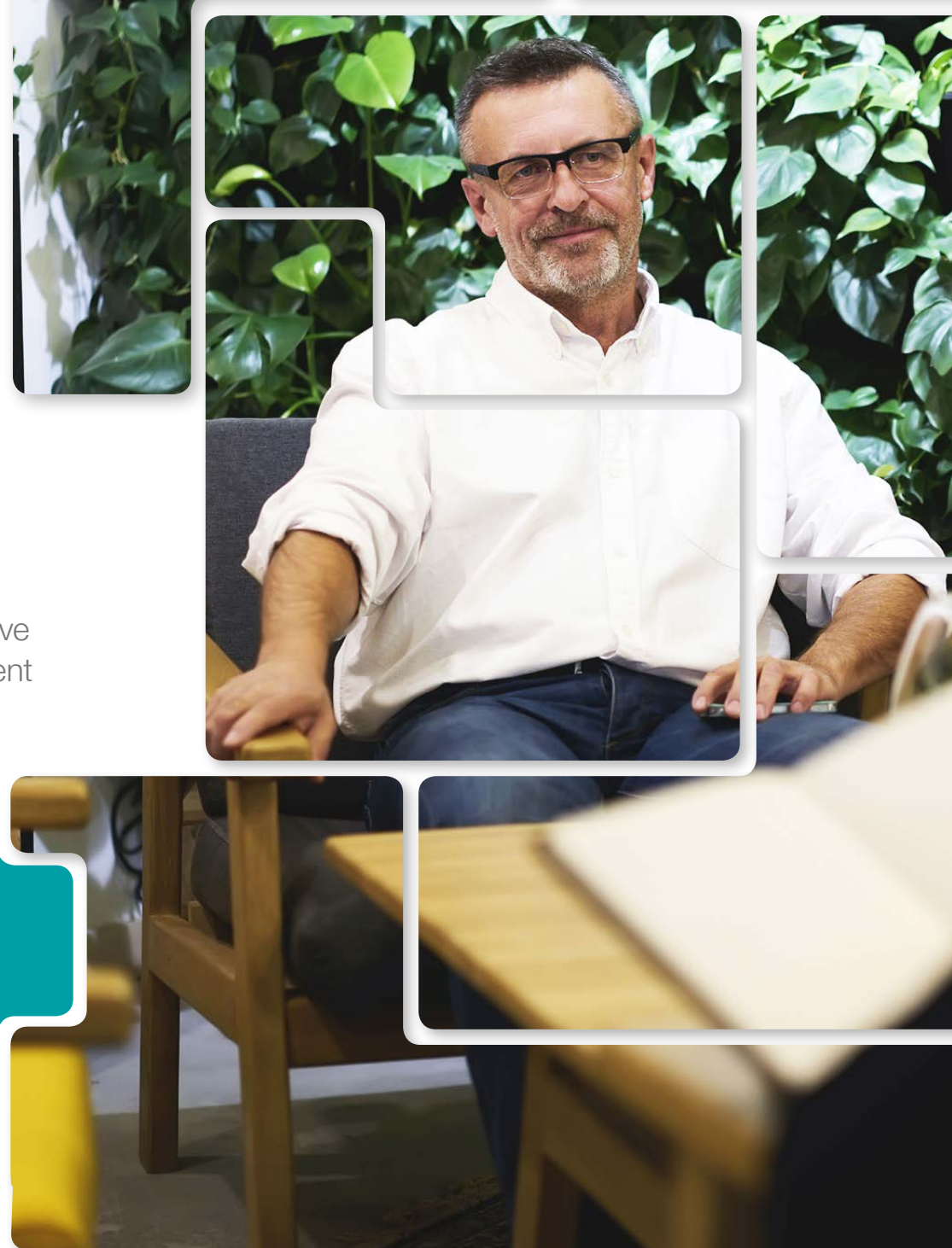


### Tactic #3

## Get Your Managers Involved in Employee Learning

Employees are much more likely to engage in learning if the directive and support comes from their managers. The manager engagement tactics featured in the last section of this playbook can help.

**Remember:** meet managers where they are to share available learning resources. Take time to educate managers on how they can incorporate learning into existing routines to improve employee experience and performance. **A little communication (in their language) can go a long way!**







## Challenge

# Build a Modern Learning Strategy

Building a modern learning strategy doesn't mean you need to rip and replace your current system. It's about augmenting your existing learning approach to better meet employee learning needs.



## Tactic #1

# Get Agile

Building a modern learning program is not all about technology.

**According to education technology expert and CEO at MASIE Productions, Elliott Masie, “learning is creating the agility to rapidly shift the business and staff to solve changing problems and reap opportunities”.**

It may be time to get agile. What does that mean?

With agile, you receive a request, and work quickly to come up with a minimum viable product (MVP) to address the need as soon as possible. From there, you get feedback from the team you’re assisting, implement and iterate on their feedback. Rinse and repeat until the need is met.



## For example:

The L&D team at Sky, Europe’s largest entertainment company, shifted from a ‘define, design, deliver’ model that took months to meet needs, to an Agile model that allowed the team to meet organization needs in as little as two weeks.

For Sky, this modern approach solved major problems for their team like the need for speed, more targeted solutions, and data-driven design.

When a request came into the team, the business need faded or changed altogether by the time the L&D team provided a solution. With this Agile approach, the company began to view the L&D team as a group that could respond quickly to challenges they faced.

Working with an Agile mindset requires rigorous collection of feedback and data at stages of a learning solution design. This allowed the team at Sky to rapidly improve and iterate their learning offerings.

## Tactic #2

# Explore Digital Learning Solutions to Augment Your Current Program

Your organization is much more likely to engage in regular learning if you provide on-demand learning opportunities. The on-the-go employee engagement tactics featured in the last section of this playbook can help.

**Remember:** Modern learning technology enables employees to find the content they need to be successful where they need it, when they need it. Nothing will replace the carefully cultivated learning experiences that you build to solve a major need.

**But your team can't be everywhere at the same time.**

Modern learning technology helps fill the gaps by providing on demand interdisciplinary learning resources and encourage a thriving learning culture.





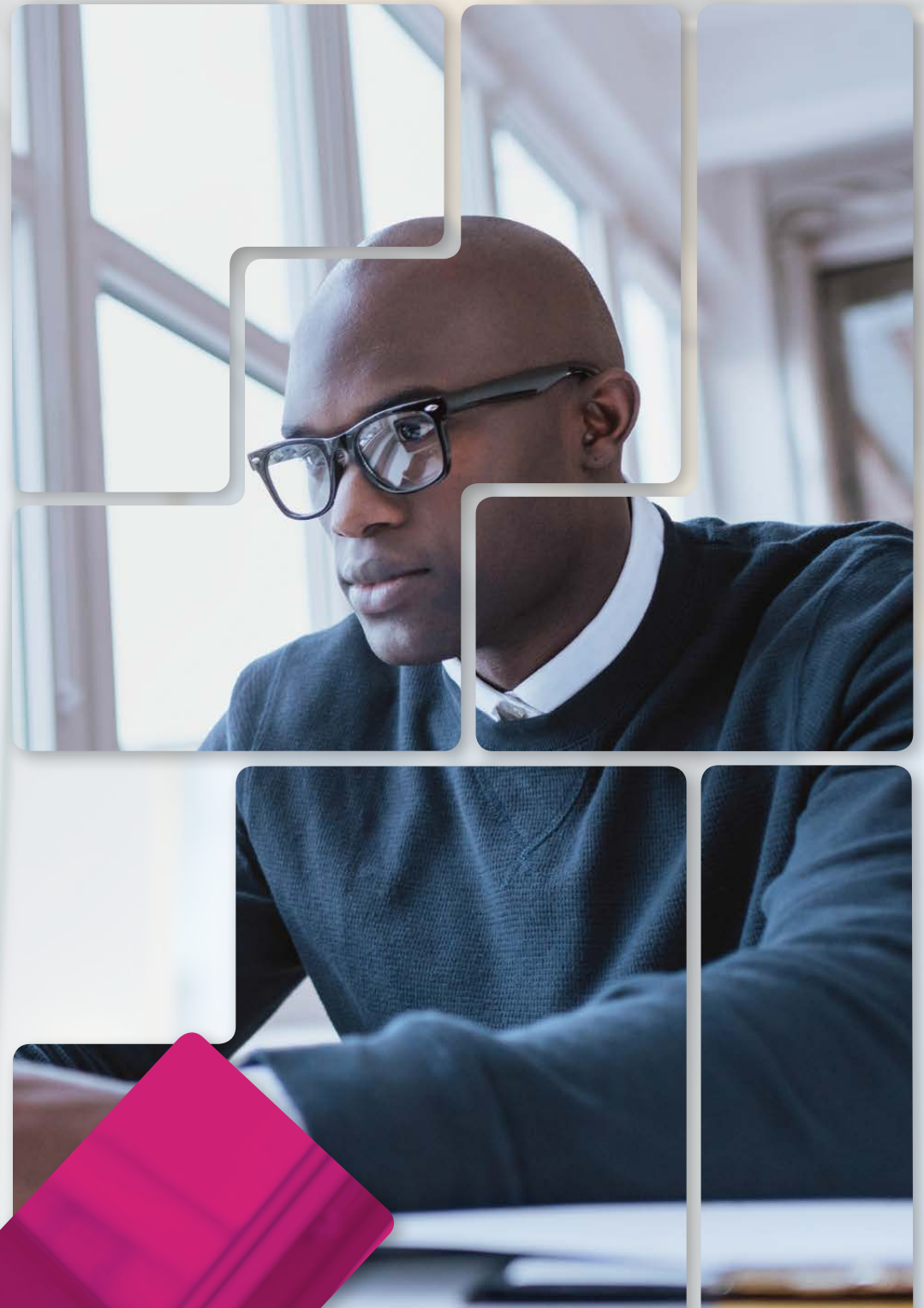
## Challenge

# Define and Measure the Value of Learning

According to a LinkedIn survey, the vast majority of learning and development professionals are looking for a better way to define and measure the impact of learning on business outcomes.

**Learning and development programs are often seen as a 'nice-to-have' rather than a 'need-to-have'. That needs to change.**

In this section, we provide three learning models you can use from the ROI Institute, Kirkpatrick Partners, and CEB (now Gartner) to help lay foundations for demonstrating the value of your learning programs.



## Tactics

# 8-Step Results Model

ROI Institute, Inc. suggests learning professionals take eight steps to ensure their programs align with business objectives and drive measurable, quantifiable results.



1

**Start by answering** the question:  
Why this program?

2

**Select the right solution,**  
rather than any solution

3

**Design the solution** for results  
that matter to the organization

4

**Make the solution matter**  
to participants

5

**Make the solution stick** through  
learning transfer and subsequent impact

6

**Tell a compelling story**  
that is logical and credible

7

**Optimize results** by analyzing  
what worked, what didn't

8

**Show the value** of projects  
and programs

—**Jack J. Phillips**, Ph.D. Chairman and co-founder, ROI Institute, Inc.,  
**Patti P. Phillips**, Ph.D. President, CEO and co-founder, ROI Institute, Inc.

## Tactics

# 4-Level Evaluation Model

The Kirkpatrick model provides a four-level model for evaluating the effectiveness of training:

### Level 1: Reaction

The degree to which participants find the training favorable, engaging and relevant to their jobs

### Level 2: Learning

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

### Level 3: Behavior

The degree to which participants apply what they learned during training when they are back on the job

### Level 4: Results

The degree to which targeted outcomes occur as a result of the training and support

—Source: Kirkpatrick Partners





## Learning Culture Model

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“One of the biggest mistakes that most organizations make in trying to build a learning culture is increasing the amount of learning available to employees, and measuring their success simply by learning participation.

Instead of trying to build a culture of learning participation, organizations should be trying to build a productive learning culture. Rather than increasing the number of learning choices, they should help to direct employees to the right choices. Additionally, they should teach employees how to learn, not just what to learn, and create shared ownership for a productive learning environment at all levels.”

—CEB, now Gartner

## Conclusion

There's no doubt that this is a very exciting time to be a learning leader. Professionals responsible for learning and development have the talent and the technology to reach new levels of success.

Hopefully this playbook helps you solve the top challenges among learning pros and empowers you to better connect learning to business outcomes.

**There is work to be done, but the future is bright!**







## About LinkedIn Learning

LinkedIn Learning is the only learning platform designed to meet the needs of modern learners and the demands of modern business. Combining Lynda.com's industry-leading library of expert-led and loved courses with unique LinkedIn insights from over 500 million professionals, LinkedIn Learning makes it easier to get the right content to the right learners at the right time, and help your people engage, learn, and succeed within your organization. In fact, 63% of professionals were able to apply what they learned from LinkedIn Learning within one week.

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