Upskilling of EEs through Learning in the Flow of Work (LFW)

HR Masterclass by HR Nation
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Conversation Touchpoints

Context of Upskilling

- Agile Workforce
- Critical &Significant Factor affecting L & D
- Impact on Upskilling
- Evolution of Corporate Training

Elements of Upskilling

- Design Thinking
- Technology Platform
- Learning Delivery
- Navigating Upskilling

CONTEXT OF UPSKILLING

The Context

Learning and development professionals can create a degree of "future proofing" in the business by **staying ahead of the curve on any skills that are shifting.** Their actions, with the support of learning technologies, prevent the firm from **being caught flat-footed and having to invest heavily to try and catch up.**
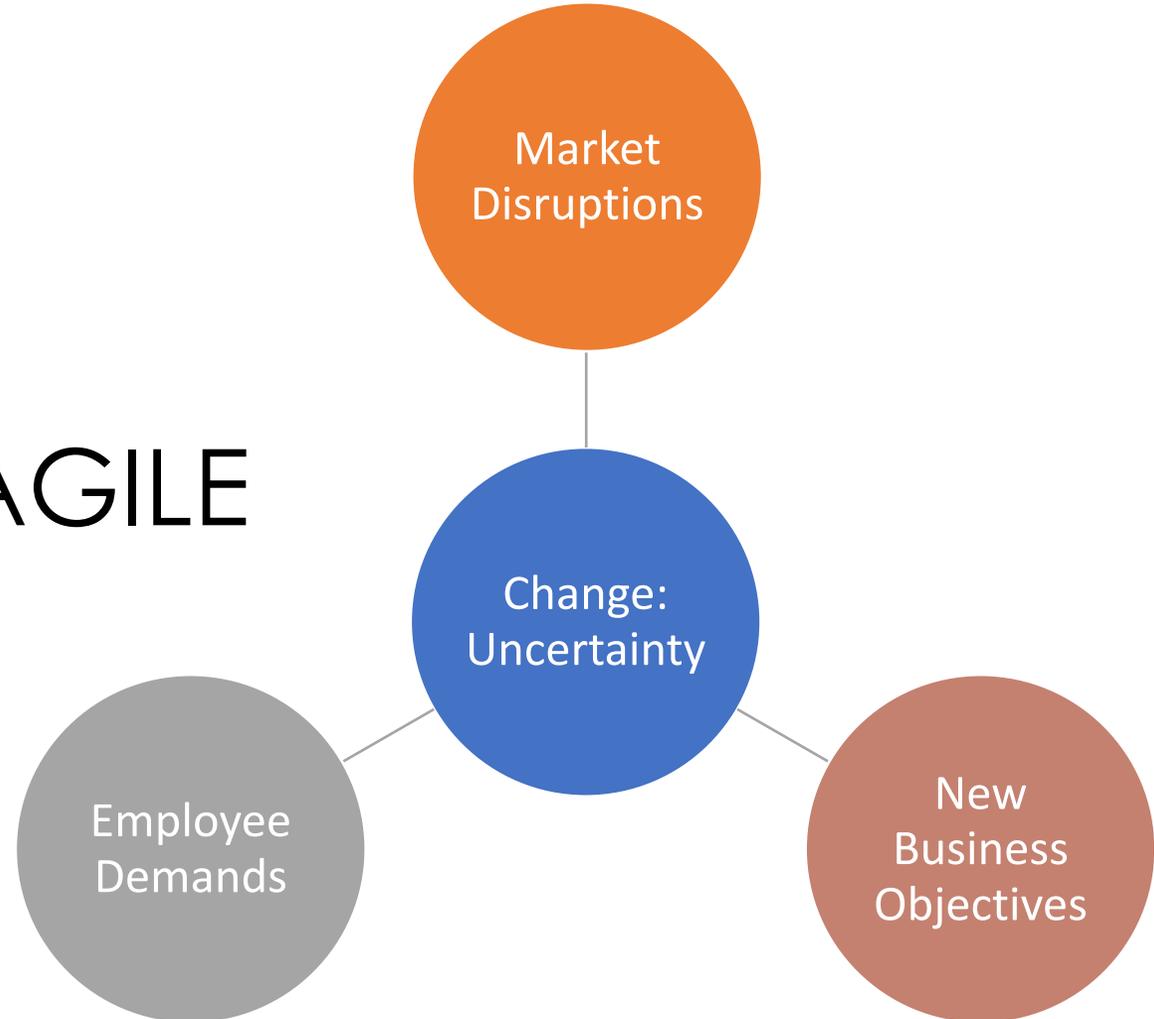
A MINDSHIFT

"You cannot be the same, think the same, and act the same if you hope to be successful in a world that does not remain the same"
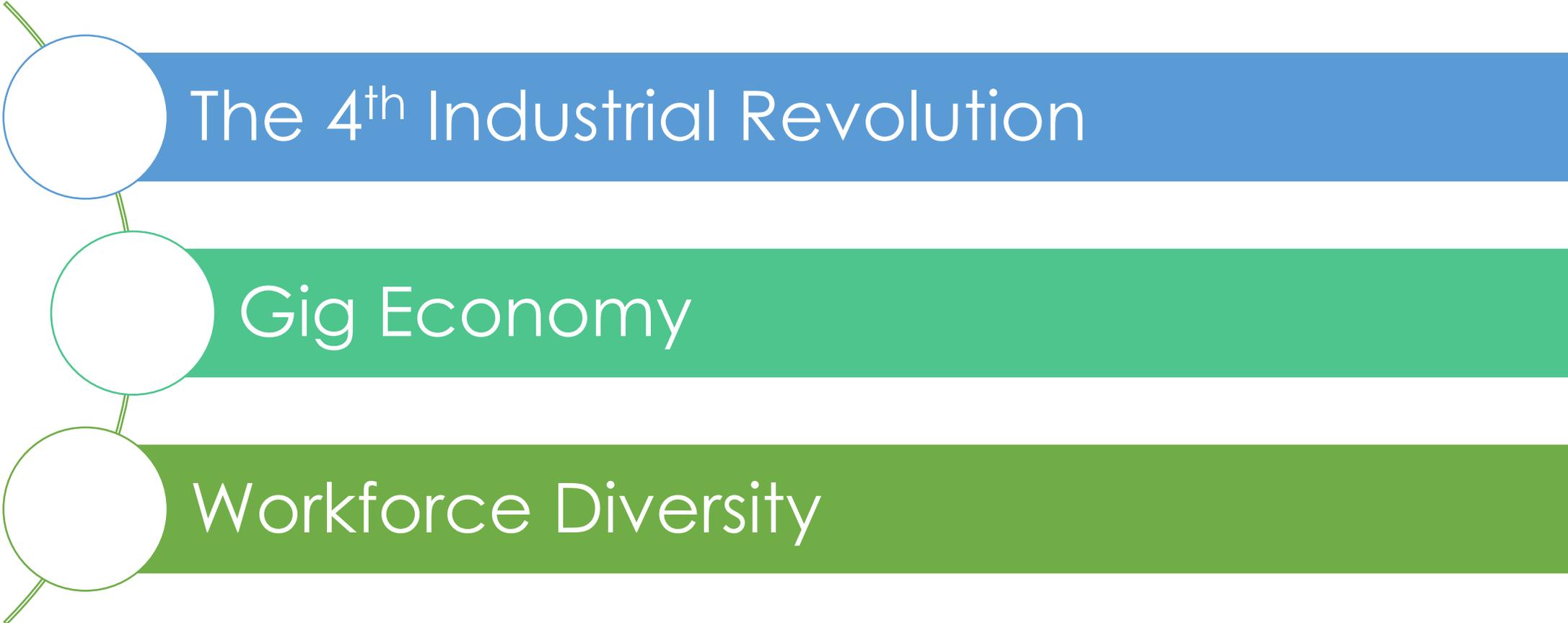
- John Maxwell

The Context

Skilled, Adaptable &
Resilient Workforce

STAYING AGILE

Market
Disruptions

Change:
Uncertainty

Employee
Demands

New
Business
Objectives

Critical and Significant Factors Learning & Development

The 4th Industrial Revolution

Gig Economy

Workforce Diversity

DISRUPTION: A NEW LENS

Learn Something New

Try Something Different

Find Something Better

See Something Bigger

Impact on Upskilling

The 4th Industrial Revolution

Gig Economy

Diversity in the Workforce

UPSKILLING

Technology Platform

Learning Delivery

Content
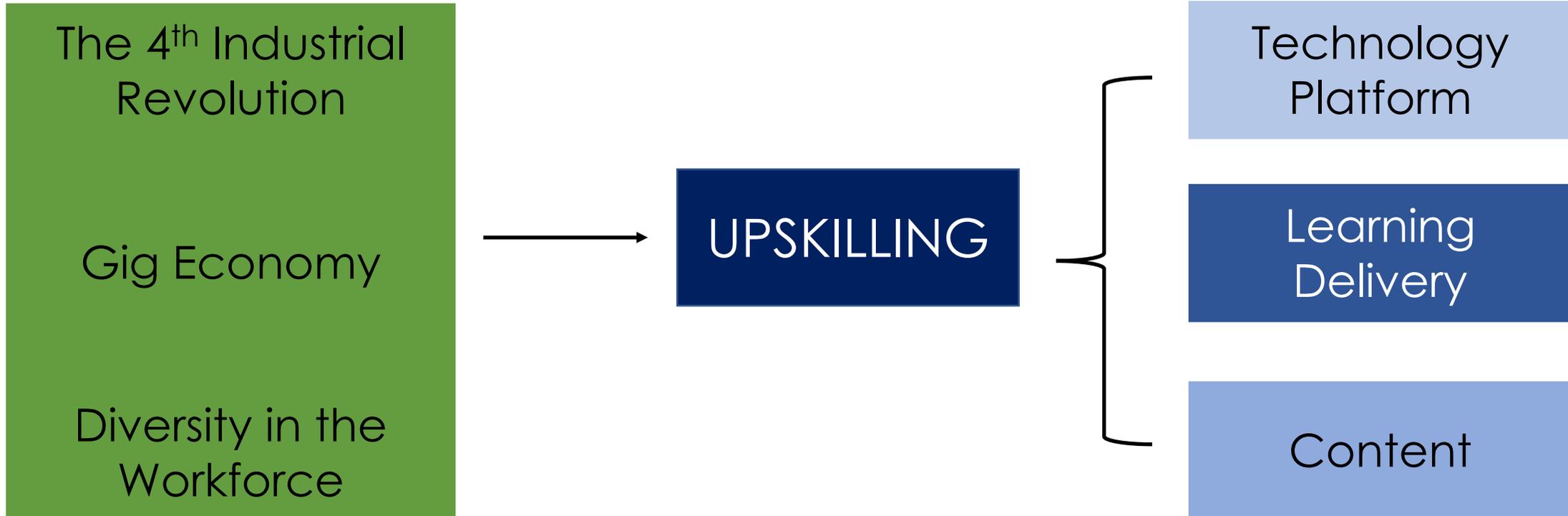
How Corporate Training Has Evolved

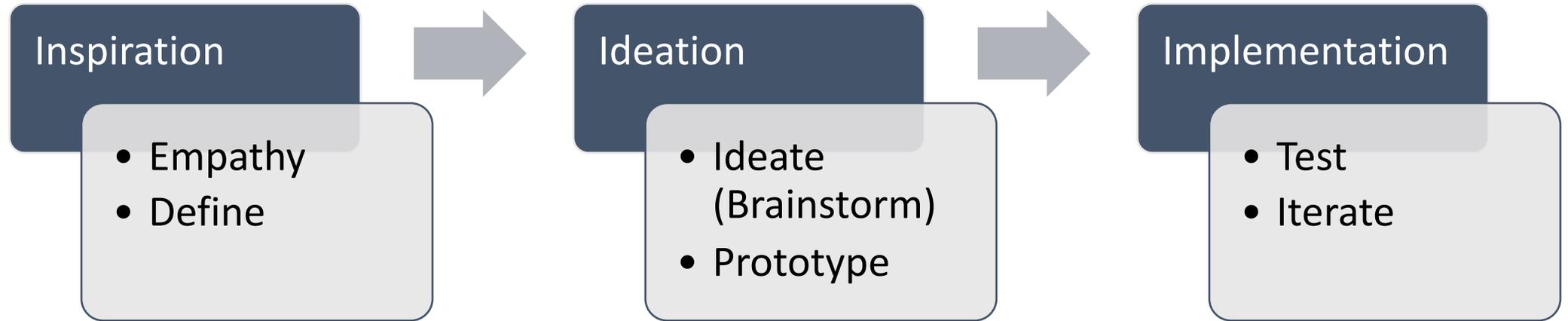|	E-Learning & Blended	Talent Management	Continuous Learning	Digital Learning	Learning In Flow of Work
Formats	Course Catalog Online University	Learning Path Career Track	Video, Self-Authored Mobile, YouTube	Micro-Learning Real-time Video Courses Everywhere	Learning In The Flow of Work
Philosophy	Instructional Design Kirkpatrick	Blended Learning Social Learning	70-20-10 Taxonomies	Design Thinking Learning Experience	
Users	Self-Study Online Learning	Career Focused Lots of Topics	Learning On Demand Embedded Learning	Everyone, All the Time, Everywhere	
Systems	LMS as E-Learning Platform	LMS as Talent Platform	LMS as Experience Platform	LMS invisible Data Driven, Mobile	
	1998-2002	2005	2010	2018	2020

We are here

Defining Upskilling

- Upskilling is *the process of learning new skills or of teaching employees new skills.*

- Reskilling is *the process of learning new skills so you can do a different job, or of training people to do a different job*

ELEMENTS OF UPSKILLING

Design Thinking: Philosophy of Upskilling

Inspiration

- Empathy
- Define

Ideation

- Ideate (Brainstorm)
- Prototype

Implementation

- Test
- Iterate

West Monroe Research in September 2019

- Employers and employees agree there is a need for upskilling, and both want more from their managers

- In our surveys of 432 HR professionals (manager level and above) and 1,000 U.S. workers, we found that employers and employees both recognize that work is becoming digital first and this new environment requires updated skills.

Result of West Monroe Research in September 2019

- **New skills are necessary to ensure profitability:** 61% of survey respondents agree that technology helps them deliver a higher quality of work output. While current employees may lack certain skills, they are still the best resource to tackle disruption and prevent a skills crisis (when the need will be too critical to solve quickly).

- **Many employers believe they have a skills gap**: Many survey respondents believe there's a significant skills gap at their organizations; 56% of survey respondents say their organization's skills gap is moderate to severe. Only 6% say they don't have a skills gap at all.

Result of West Monroe Research in September 2019

- **Organizations are missing the mark on taking a human-centered approach to upskilling:** Before implementing any sort of enablement technology, organizations need to consider the employee journey and how a selected tool will add value; 84% of respondents say they sometimes or never redesign this journey before onboarding new technology while only 16% say they always do.

- **Managers are crucial to success:** Enabling managers will be key to addressing adoption, disruption, and upskilling challenges; 63% of survey respondents say their organization has not equipped its managers with upskilling resources. When managers have the proper skills training and resources, they spend less time on low-level tasks and are equipped to develop their teams.
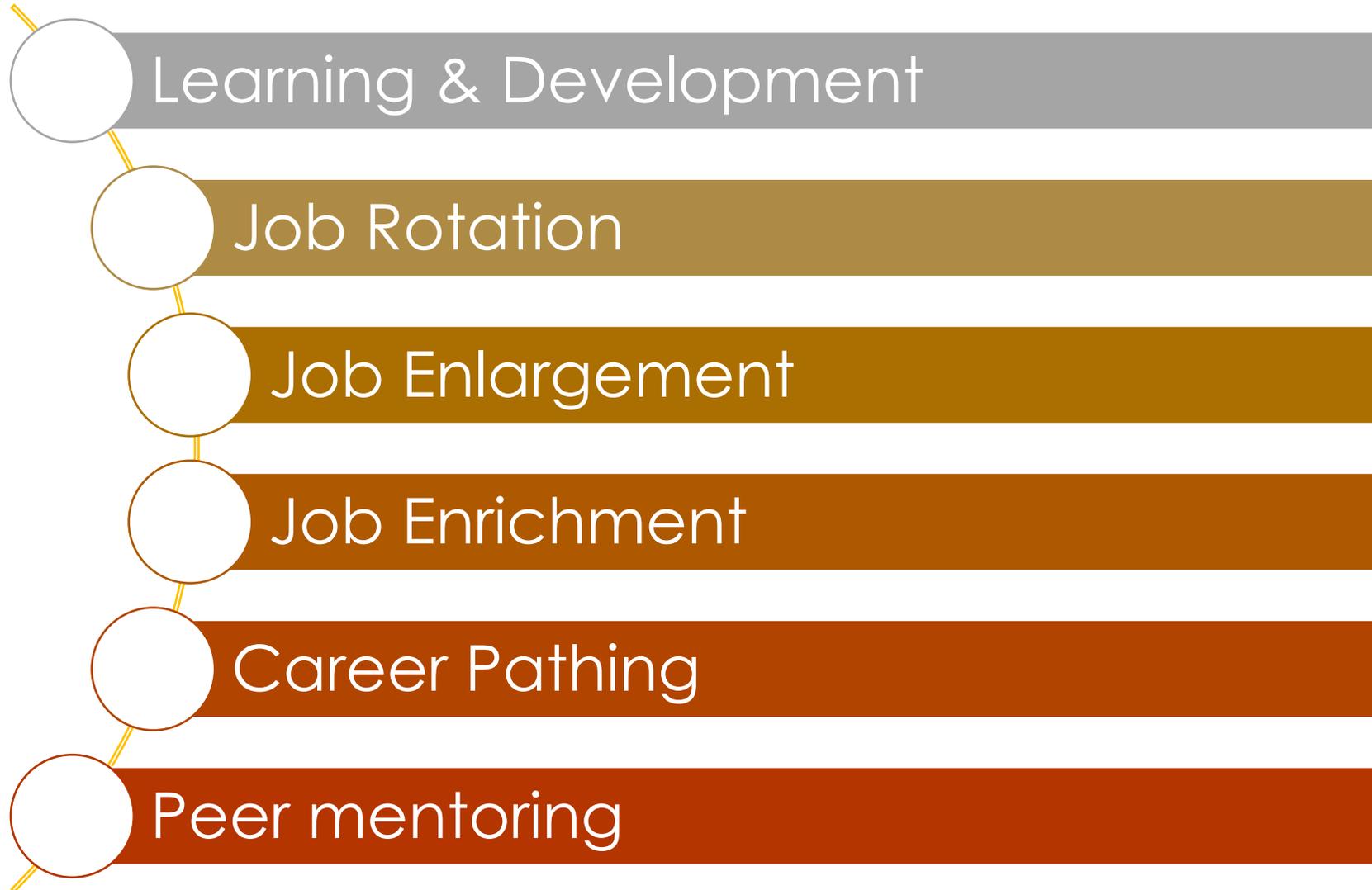
Technology Platform

Blended Learning

Online Distance Learning: Synchronous and Asynchronous

Online and In-person learning

Upskilling Techniques

- Learning & Development
- Job Rotation
- Job Enlargement
- Job Enrichment
- Career Pathing
- Peer mentoring

Learning Taxonomies

[LinkedIn just released their latest research](#) (4,000+ L&D and business professionals) and asked people how their workplace learning could be improved.

CONTENT
Micro-Learning vs. Macro-Learning

- I need help now vs. I want to learn something new

- Utility of content to work vs. Expertise of the Trainor

- Short/Immediate vs. Programmed

- Producer-driven vs. Consumer-driven

Navigating Upskilling during COVID-19 & Beyond

1. Give employees explicit permission to learn (Learning how to learn)

2. Take a learner-centric approach(not facilitator-led)

3. Emphasize on-demand consumable microlearning

Navigating Upskilling during COVID-19 & Beyond

4. Blend content, coaching and experiential learning

5. Cultivate learning communities of practice

6. Embed microlearning in the flow of work
   - *Consumer to producer*
   - *Talent mobility and Engagement*

IN CONCLUSION

Upskilling as a learning opportunity, the problem is different. We don't want people to be "addicted" to the learning platform, we want them to *learn something, apply it,* and then **go back to work.**

Developing People and not saving jobs

Learning in the Flow of Work

Thank you!