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# 2023 Learning Trends
# for the Connected Workplace

A Guide for Creating a Comprehensive L&D Strategy to Futureproof Your Business

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# Preface

In 2022, we saw L&D evolve as a more strategic function in a rapidly changing workplace. The expectation to demonstrate a correlation between learning and performance has become a norm. The L&D organizations have realized that and have made efforts to drive this mandate. There was also a lot of focus (and in some cases just "conversations") on immersive learning, both from a content and technology standpoint, to meet the mandate of the employee engagement and improving effectiveness. Hybrid workplace settings heightened the existing complexities of workplace learning and introduced new ones. As such, rapid upskilling and onboarding have been at the forefront of training needs with a mobile-first, scalable, and flexible delivery expectation from solution providers. The real challenge for L&D has been to constantly re-adjust to the changing needs of a multi-cultural and multi-generational workforce, answering to uncertainties in the business situation and finding direction in a maze of technology options related to learning management, and driving employee engagement.

These issues will be further augmented in 2023.

We will see accelerated technological innovation in the HR and L&D platform services, performance-based data management, use of AI to generate more human-like learning content and responses to otherwise "static" human computer interaction. With the changes in workplace dynamics and the resulting awakening on making the workplace more human-centric, it is now widely accepted that training is the most effective tool for a better employee experience, improves well-being, and has an impact on productivity.

**It will be a year of consolidating the connect between employees, business drivers, and technology to build a connected workforce, deeply engaged with the organization. Progressive organizations, who want to futureproof their business and believe training and employee engagement to be at the core of success, need to create a comprehensive L&D strategy with involvement at the CXO level. As such, the demand to measure and prove impact of training will be the north star objective for training.**

# Preface

**This year, our eBook takes the vantage point of a senior L&D and business leader to investigate aspects that should be the focus of creating a comprehensive L&D strategy. It will also be insightful for practitioners to align themselves to key threads that help build effective solutions. We have used key L&D and business focus areas as the thread to derive L&D and learning trends.**



They can be categorized into the following areas:

▸ The heightened complexities of the workplace and the need to make training a strategic initiative with measurable benefits.
▸ The need to look at training from an empathetic and learner-centric approach.
▸ The pressing concerns related to employee retention and the need to engage the workforce.
▸ Specific training needs that will be key to drive change and improve organizational competencies.
▸ Leveraging a technology stack that can help connect L&D to the learners and the business.
▸ The future of nextgen learning trends in the context of Industry 4.0.

**With more than 650+ customers across the world, spread across 26+ industry verticals, and over 4000 conversations per month with senior stakeholders, Team EI has a unique take on learning trends that fuel success for our customers. Read on!**

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# Introduction

If you're looking for a learning success story, get to know who you are designing training for. What is their business reality, what motivates them to build that specific skill, do they work from home or does their job require them to travel, how has the pandemic affected them, what bandwidth challenges do they face, do they prefer mobile device-based learning or would they benefit from coaching by an expert, what's their current level of understanding – in fact, go a step beyond to find out what they believe is their current level of understanding. When it comes to learning, one size truly does not fit all.

The focus this year will be on creating personalized ecosystems that align to the learner's professional and personal realities.

This will go beyond traditional learning to involve mentors, peers and managers within the learner's immediate environment. Learning experience platforms (LXPs) will find wider uptake as a means of redefining learner engagement. The challenge, for the L&D community, will lie in creating learner centered training, given the constant trade-offs organizations must make between cost savings and investments in training.

So, get to know how best 'homogenous groups' of learners may be created. These could be based on similar learning goals, similar modes of access, similar coaching requirements and so on. Now more than ever, the Analysis of your target audience is critical.
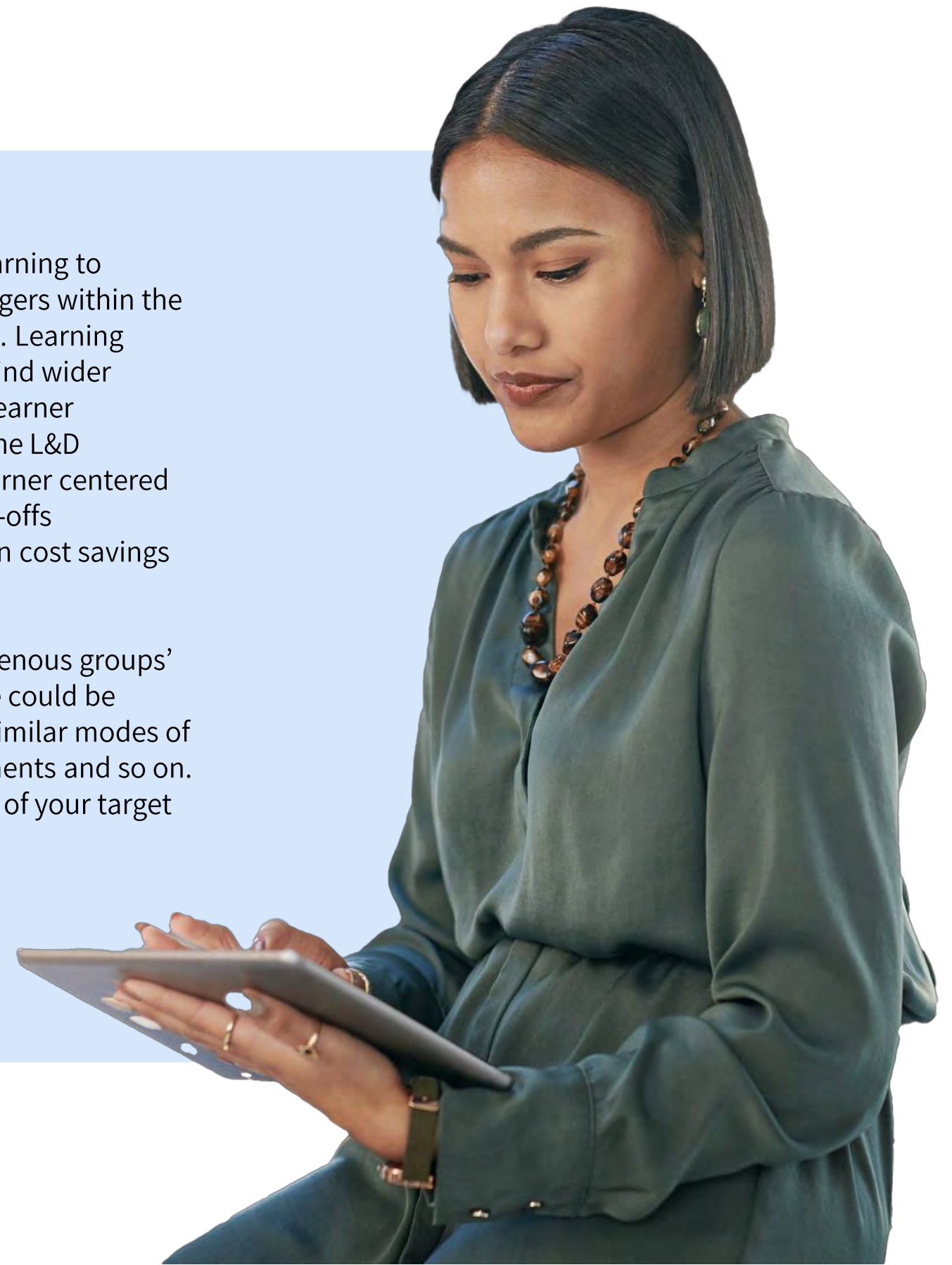
# Learner-centered Design



**A learner-centered design philosophy will help you produce effective learning that meets your learning needs and accelerates skill acquisition and application aligned to organizational goals.**

With learning centered around the employee's skills gaps and learning needs, learners are more likely to sign up for new courses. And because it (the learner-centric approach) addresses specific workplace situations for the employee, it is more likely to complete the entire prescribed learning, resulting in fewer dropouts. There'll also be fewer requirements for course repeats, lower remedial training, and greater learning retention – all of which are positive learning measurement metrics. In order to do this, you need to start with a Learner Needs Analysis (LNA), develop role-based learner personas, and align recommended learning scenarios that match those needs.

Learners will not only actively seek your learning solutions but also enjoy the learning experiences you deliver. They will demonstrate their satisfaction through real workplace performance improvements. It also helps build resilient, high-performing individuals and teams with a deeper engagement to the organization.

> "
>
> First, you have to listen to people, analyze, and identify your problems. **This may mean, creating employee personas and then creating "design centers" around each major employee group.**
>
> *HR Predictions for 2022 – Josh Bersin*

# Emotional Intelligence in Learning

**Workplace motivation is a serious challenge for business leadership. According to a Gallup poll, 60% of employees are emotionally detached from their work, while 19% reported being miserable in their workplace.**

Under constant pressure to pivot and reinvent their organizations, business and L&D leaders constantly push for rapid, almost unsympathetic, upskilling/reskilling of their workforces – at all costs – further dashing hopes to improve learning experience opportunities for their staff. Humanized learning experiences can open a world of deeply engaged and better-performing employees.

By humanizing learning programs, through the application of the principles of emotional intelligence, employers can build connections with their employees that stretch beyond the realm of traditional training. This fosters a more meaningful engagement with the workforce.

It'll build more meaningful connections with learners; add flexibility, creativity, and resilience within teams; heighten a sense of belonging among employees; enhance org-wide performance; and bring more commitment and engagement to the workplace. This impact also manifests itself in the form of increased staff retention, employee desire to pursue career growth opportunities more vigorously within the organization, and a renewed commitment to better serve your customers and stakeholders as a result of better learning transference.

**57%**

of people managers say that their highest-performing employees have strong emotional intelligence.

*Lee Hecht Harrison Penna*

**Emotional intelligence is among the 10 most in-demand skills** and will be through at least 2025.

*World Economic Forum*

# Personalized Learning

Employee demographics continue to evolve. We are witnessing rapid changes in the way learners want to learn. Alongside, there are significant changes in the way online training is being delivered. The workplace itself, once viewed as a static environment, has undergone a revolution over the last two years. Learning and Development (L&D) teams need to evolve their strategies to match those changes.

The diversity of learners' backgrounds, work situations, and locations all require you to provide custom learning experiences. To help employees thrive in this dynamic and diverse environment, L&D teams need to employ Personalized Learning strategies. Personalized Learning offers employees the learning content they want and need when and how they need it. It will help you offer customized and highly relevant learning experiences for your employees.

**Personalized Learning allows L&D teams to maximize the effectiveness of their learning programs. It enables L&D teams to align the learners to business goals, upskill, or reskill them far more effectively as compared to generic training. It also helps create learning pathways that drive career growth within the organization.**
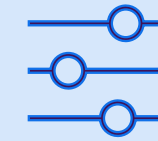
The Global Personalized Learning market is estimated to surpass $2 billion by 2024, growing at an estimated rate of around 29% during 2018 to 2024, majorly driven by the on-job skill development programs featuring real-time competency analysis and online courses.

*IndustryARC*
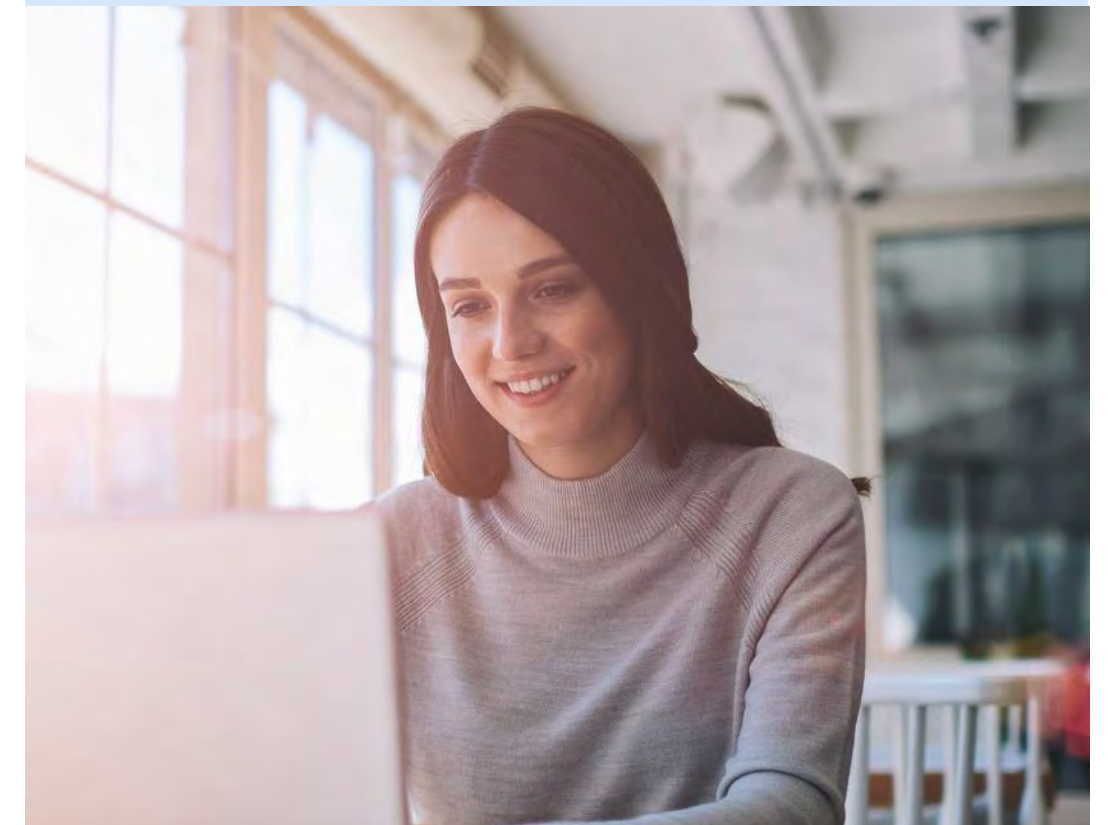
# Learning and Performance Ecosystem

A learning and performance ecosystem enhances individual and organizational effectiveness by connecting people and supporting them with a broad range of content, processes, and technologies to drive performance and career development.

A well-constructed ecosystem introduces new capabilities that integrate learning and performance solutions into the work environment. It minimizes the need for workers to leave work in order to learn, reduces work disruption, and places more learning opportunities directly into the flow of the work.

**An adaptable framework, it can be used to design your learning technology stack and to maximize the impact of any upskilling/reskilling initiative within your organization.**

**A learning ecosystem fuels continuous learning and drives organizational growth in the following ways:**

○ It creates a persona-driven learning ecosystem aligned to the specific skills required to succeed.

○ It fosters an environment where learning is stickier and with this, the on-the-job application of learning increases.

○ There is an emphasis on continuous skill building and reinforcement for existing employees, through core and extended learning journeys.

○ It reduces the time to proficiency many organizations struggle with.

○ It changes the way employees view learning in a healthy way. Employees are more likely to remember what they learn and apply it to their job.

○ A learning ecosystem can trigger positive behavioral change in employees.

○ Finally, it helps quantify the impact of learning and demonstrate gain or the needed course corrections.

"

94% of today's workers say they would stay at a company longer if it invested in their career development.

*Accenture*

# Measuring the Impact of L&D on Both the Business and the Employees

1. Training Evaluation Framework

2. Persona Driven Learning and Performance Ecosystems

3. ROI, ROE, and TTP - Link Training to Learner Performance, Business Results, and Talent Retention

4. Data and Analytics

# Introduction

Measuring and demonstrating the value and impact of training - both in terms of fiscal impact as well as the impact on building a more inclusive, engaged, and high performing hybrid workforce, has become critical for organizations who make steady investments in training and development programs every year. In today's dynamic, fast-changing, and hybrid workplace, there is a need to assess the business impact of these trainings.

These insights can help organizations determine which training and development programs are aligned to the business goals and update/modify the ones that aren't. Unfortunately, aspirations to evaluate the effectiveness of training program implementations have inherent organizational challenges that stymie the fulfilment of those aspirations.

Here are some of the critical challenges that L&D leaders encounter while embarking on initiatives for evaluating training effectiveness:

▸ Inability to link training to talent development, performance, and outcomes
▸ Lack of the right framework and methodology
▸ Lack of the right tools and technology to collect data
▸ Lack of capacity inhouse

# Training Evaluation Frameworks

**It is critical for organizations to evaluate whether training and development programs meet the expected business goals and learning outcomes in order to prove and improve effectiveness.**

Given the ever-changing workplace situation, employee engagement is no longer an HR function but also dependent on Learning and Development initiatives that are aligned to the self-development goals of employees.

A conservative approach of knowledge assessments, end of course surveys, ratings and recommendations aligned to the Kirkpatrick Model may not be enough. There needs to be a robust training evaluation framework in place which starts before the training is rolled out. Right from TNA and LNA, to identifying L&D, Learner and Business metrics that need to be measured, to recommended learning strategies that can address the identified metrics, and finally be able to determine the gain by the learners, change in behavior, gain for business. The loop gets closed by proving that the training was aligned to the goals or by updating/modifying trainings for the future.

## 9%

Of organization surveyed did not see a need to link training-induced behavioral changes to business performance.

*Brandon Hall Group*

## 74%

Organizations want to Create a stronger link between learning and performance

# Persona Driven Learning
## and Performance Ecosystems

Driven by the need to keep a hybrid workforce engaged and connected, learning strategies need to designed by putting the learner at the center. Persona definition using qualitative research can serve the purpose of representing a large group of learners and aligning the right strategies to address their learning needs. Additionally, this helps companies make learning an integral part of the organization's culture.

Defining learner personas help identify gaps, motivations, learning preferences, and learning scenarios which facilitate creation of role and goal driven learning and performance ecosystems.

It makes the employee feel valued and connected to the learning experiences which can help enhance the effectiveness of learning and enable better digital workplace proficiency.

Effective learning ecosystems include a blend of formal, informal and experiential learning; leveraging a wide variety of tools and modalities to meet the needs of both the learner and the business.

Expenditure on Employee Experience platforms and associated trainings is over

## $200 Billion

*Josh Bersin*

# Link Training to Learner Performance, Business Results, and Talent Retention
## - ROI, ROE, TTP

When employees train often and learn effectively, the results usually show up in organizational performance. There's also a mountain of research-based evidence that links effective training to exceptional performance. If L&D managers wish to secure ongoing funding for their learning initiatives, linking training to performance, business results, and talent retention through specific measurement metrics can help justify program spending and the ongoing need for those programs.

Equally important is to have a defined method of measuring the impact of training. Measuring the Return on Investment on training is often an elusive target but nonetheless crucial.

**The key is to identify business KPIs that will be impacted by the training and finding an ideal ratio between the training spend and the impact on the KPI.**

An alternate method is to measure Return on Effectiveness (ROE) and is a more practical way to determine effectiveness and linking training to performance and business results.

An example could be linking training completions and certifications to a higher volume of skilled workforce, lower recruitment costs and better retention. There are few more methods like Time to Productivity and Time to Performance (TTP) which can be used to link training to actual workplace learning and development.

**72%**

of L&D leaders agree that L&D has become a more strategic function at their organization.

*2022 Workplace Learning Report from LinkedIn Learning*

# Learner Analytics

With a large remote workforce, the need to analyze their learning patterns and ascertain the impact of training (on the learners as well as the gain for the business) is at an all-time high. Hence, Learner Analytics is emerging as a significant aspect to invest in.

▶ It can provide valuable insights on learner behavior to validate what is working and what is not.
▶ It can provide actionable insights to enhance or change the current approach and align better to the business goals.
▶ It can also provide cues on what more can be done to improve learner motivation and engagement as well as what would facilitate a better application of learning.

In the existing complexities of the hybrid workplace analytics need to be more learner centered and have emotional intelligence in order to create a sense of belonging and is more likely to engage and retain employees.

Companies that use advanced people analytics are **4.3 times** more likely to create a sense of belonging and **4.8 times** more likely to engage and retain employees

*HR Predictions for 2022 by Bersin*

# Robust Learning Technology Stack to Drive Employee Experience

1. Employee Experience Platforms

2. Personalized Career Pathways

3. Immersive Learning

4. Rapid Mobile-first Delivery

5. Technology Enabled Simulations and Practice Zones

6. Learning in the Flow of Work (LIFOW)

7. Technology Enabled Collaborative Learning

8. Performance Data Dashboards

# Introduction

Over the years the corporate training market has seen remarkable changes. In addition to its expansion there has been an emergence of lot of new learning management technology, learning experience platforms, content authoring tools, integrated HR platforms for skill development and performance management. There has also been consolidation in the market with larger HR tech players acquiring the next gen standalone players. This has resulted in organisations being flooded with options and trying to identify the right platforms and technology that can help meet their goals of skilling and upselling their employee base.

There are multiple layers of technology which organisations need to consider for building capabilities and skills to meet ever changing demands of their market and constant advances in technology, tools, and processes. The challenge is to find the right combination of technology to develop and manage skills and to provide learning experiences that helps in acquisition and application of skills.

**There are four key issues for L&D leaders to think about:**

▶ Building capability and competency frameworks with learning strategies that can meet business goals

▶ Designing an integrated and Inclusive Employee Experience(EX) that integrates content from available learning platforms and portals within the organisation and curate content from external sources without compromising on the learning experience.

▶ Using technology frameworks to give a seamless, flexible, highly accessible, mobile-first experience and helps learning in the flow.

▶ Immersive learning technology that enables creating practice zones to help bridge the gap between training and on the job performance.

# Employee Experience Platforms

Employee Experience platforms or EXPs, as the term suggests can be the answer to the employee experience (EX) conundrum. Today managers and leaders realize that employee experience is a key business driver and a good one can actually lead to a better and more productive workforce hence leading to business success and brand pull. An EXP should be able to integrate with other learning systems like and LMS, LXP, Talent management system, Workplace productivity tools, and curation platforms.

With significant investments made by organisations on traditional learning management systems, skill development and talent management platforms, it is a hard choice to migrate tons of data to a new system. That's where the EXP can play a role to form a layer on top of these systems and provide pathways and journeys for learning and self-development.

This will be a critically important focus for all organizations seeking to improve talent management and retention, and worth investing time on developing an EX strategy.

## 52%

of L&D professionals see increase in Investment in LMS Features to improve End-User Usability

*Gartner L&D Technology Innovations Bullseye 2022 Report.*

# Personalized Career Pathways

The rapidly changing training and skilling needs have outpaced the traditional learning technology roadmap. Also, the current understanding of the employee experience is limited to the learner's experience with systems, tools and platforms. In the current hybrid model or working it is important to consider needs of all cross-functional and cross-geographical teams and develop digital learner personas and associated learning journey maps and career pathways.

Even better is to provide the learner control on how they want to build these pathways, providing opportunities to personalize the journey with learning channels and modalities that suit them the best.

More than **1,500** senior executives globally, some **87 percent** say their companies are not adequately prepared to address the skill gap

*McKinsey survey*

# Immersive Learning Technology

Connecting with distant learners, and keeping them engaged throughout the learning journey, is a challenge for L&D professionals. The hybrid workplace has created an additional challenge – How to make the best of training from the comforts of the living room or home-office, as opposed to the office desk. By creating immersive virtual learning experiences, trainers can connect with their learners and offer a richer and holistic approach to delivering Virtual Training, which helps enhance workforce performance.

Whether it is next gen virtual training, like Mesh on MS teams, where the learners can learn and connect with virtual instructor avatars from various locations, to Virtual reality that erases barriers of the physical world and gives a "real computer generated" experience through a headset, to Virtual worlds which are online platforms that create a simulated space, allowing employees to interact directly with one another via the use of avatars. Immersive technology will continue to see steady growth mainly for Onboarding training, and Industry specific skill training like Retail Onboarding and Sales Training, Manufacturing Health and Safety best practices and SOPs, Aviation Industry simulations.

AR/VR is considered by L&D professionals as the most practical and immersive approach to teaching learners how to perform actual tasks in a safe environment

*eLearning Industry, 2019*

# Rapid Mobile-first Delivery

Mobile-first learning provides the flexibility to learn anywhere, anytime. The real impact can be felt when it is used to offer learning journeys that include formal training and notably, resources that help learners exactly at the moment of need (just-in-time, on-the-job support). **It is the most effective way for rapid upskilling and delivery of content at scale.**

They can be updated effortlessly and deployed quickly. They can be used to offer both Formal as well as Informal Learning. The real question that organisations need to find the most suitable answer is which tool to use to author mobile-first learning content and find the right solution provider who can design effective mobile-first content.

**As this trend is going to continue to dominate learning delivery it is critical to have a strategy in place for effective creation and delivery of mobile-first content.**

Mobile learning now features among the top three business development priorities for companies and ranks only behind the need for seamless business alignment and improved data mining

*Brandon Hall Research*

# Technology Enabled Simulations and Practice Zones

There's no better teacher than experience. Technology enabled Simulations and Practice Zones can help learners apply business methods and tools in a risk-free environment. By providing expert guidance, it equips them to deal with uncertainty in the process of decision-making. Due to the practical relevance, simulations and practice zones can ensure lasting learning success and can be delivered in conjunction with classroom, virtual training or in a blended mode. The technology used needs to be specifically adapted to learning goals and the organization's technology frameworks.

In addition to this real-time reporting on specific performance metrics helps the learner to course correct and improve performance over time and can help the organization with insights on competency levels of employees.

## 14%

of organizations use simulations or scenario-based learning in at least half of their learning programs.

*Brandon Hall Group 2020*

# Learning in the Flow of Work (LIFOW)

Today's learners are an impatient lot -Multi-tasking and pressed for time, they do not want to log on to an LMS to locate a course that may have the answer to their need or their challenge. With work from home/hybrid workplace being the new normal, they want learning resources to be within their workflow and packaged specifically to help them or address their needs. On-demand learning is outside the core, formal learning part of the learning journey.

It consists of information and contextual objects that employees find, consume, and apply in the flow of work. It improves retention and application and provides employees with what's needed, when needed. You can leverage on-demand learning to improve learning in the flow of work and step up the application of learning on the job.
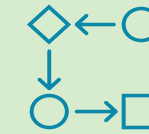
Workflow learning reflects a focus on continuous learning. With workers, the goal is to get people to learn something, apply it, and then go back to work. By providing tips and tools that help us get better at our jobs, bringing learning into the workflow offers an approach that workers want

*Josh Bersin*
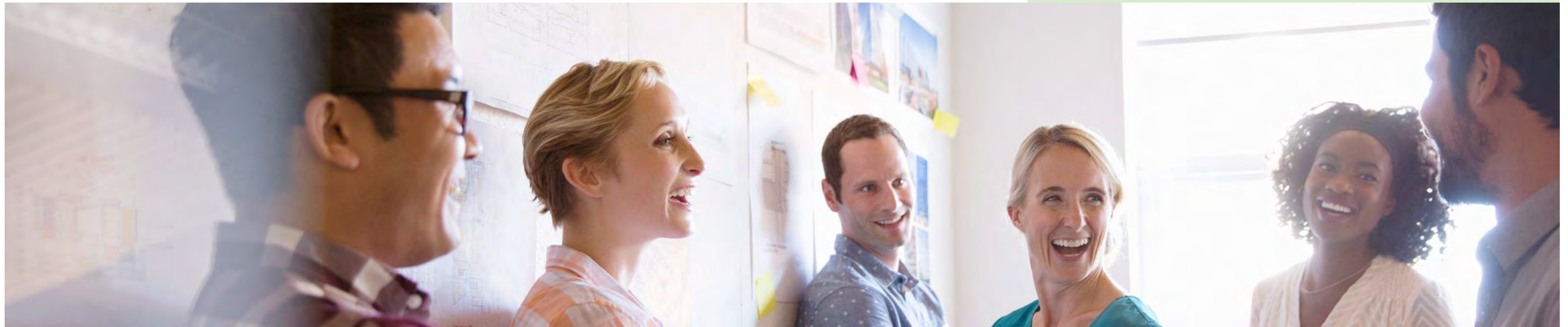
# Technology Enabled Collaborative Learning

Peer to peer collaborative learning is a close second to on-the-job training when it comes to gaining and enhancing skills. It has been primarily used as a mode of informal learning for effective practice though case studies, role plays and discussions, reinforcing and summarising key learnings and performance support through doubt clarification. Although organizations know that it can be a more effective way to drive application and change, they have found it hard to implement effective methods of collaborative learning.

In addition to a lack of awareness on how to create an effective peer-based learning strategy as part of the learning ecosystem, leveraging technology to drive collaborative learning has been found lacking. It is hard to blame L&D, because of the sheer pace at which the learning landscape and preferences have changed and so has enterprise learning needs and technology used to deliver these learnings.

Many LMSs and LXPs have not been able to do justice to the true nature of collaborative learning. To address this L&D needs to first upskill themselves in modern learner centered approaches like identifying learner personas and determining the most effective way for learning.

Collaborative learning cannot be same for all training needs. Just having a threaded discussion forum on the learning platform will not be enough. L&D needs to look at the most modern apps which can interface with tools like MS teams and Zoom which provide opportunities for close to real and focussed sessions at the right time in a learner's journey. The next level in this is virtual worlds and the metaverse which is making steady progress in the tech savvy learning organization to drive collaborative learning.

## 57%

of organisations say Informal peer-to-peer collaborative learning is most effective in engaging employees in training

*Brandon Hall Group Creating a Learning Strategy for the Future of Work*

# Performance Data Dashboards

Every aspect of business, be it operations, sales, and marketing depend heavily on data analytics to drive automation, efficiency and better customer experiences. HR and L&D has lagged behind mainly on account of multiple platforms used to perform various aspects of training, talent management, and performance management.

L&D function is now a strategic function in many organisations and the organization is seeking meaningful insights from them when it comes to employee efficiency, skill levels and performance. Questions like, "Who are our future leaders?, "Who are the top performers from each function?", "Who are the people who can be upskilled on cloud computing?" are being asked by leadership.

The need for a robust performance management platform with dashboards that can help provide L&D with actionable insights for building an effective strategy for learning and upskilling can be critical to the organization. These dashboards should be able to integrate with other existing HR platforms and help drive efficiency in quality and productivity for employees and the organization.



L&D pros in organizations with high performance focus on Data and decision-making as the 3rd most important skill.

*Workplace Learning Report LinkedIn Learning*

# Training Needs You Should Factor for or Relook

1. Leadership Capability Building

2. Digital Fluency

3. Diversity, Equity, Inclusion, & Cultural Intelligence

4. Rapid Upskilling

5. Business Sustainability and ESG

6. Sales Enablement

7. Induction and Onboarding

8. Compliance Training Re-imagined

# Introduction

L&D is now responsible for addressing challenges which are getting more complex, more immediate, more wide-reaching. Each of them demands attention, empathy and action. In addition to addressing regular training requirements, they need to make sure training is adding to the overall organizational competency. It means L&D needs to align training outcomes to business needs and find ways to bridge the skill gap in order to meet those business goals.

L&D is longer a support function but a comprehensive strategy that is driven by CXO level initiatives. With the changes in workplace dynamics and the resulting awakening on making the workplace more human-centric, it is now widely accepted that training is the most effective tool for a better employee experience, improves well-being, and has an impact on productivity.

From diversity, equity, and inclusion, to developing leaders for the future, to rapid upskilling, training is now a measurable mode of driving change in thinking and behavior.

L&D will play a defining role to find the right balance between learning science, human centered design and technology to build resilient, high-performing individuals and teams with deeper engagement with the organization.
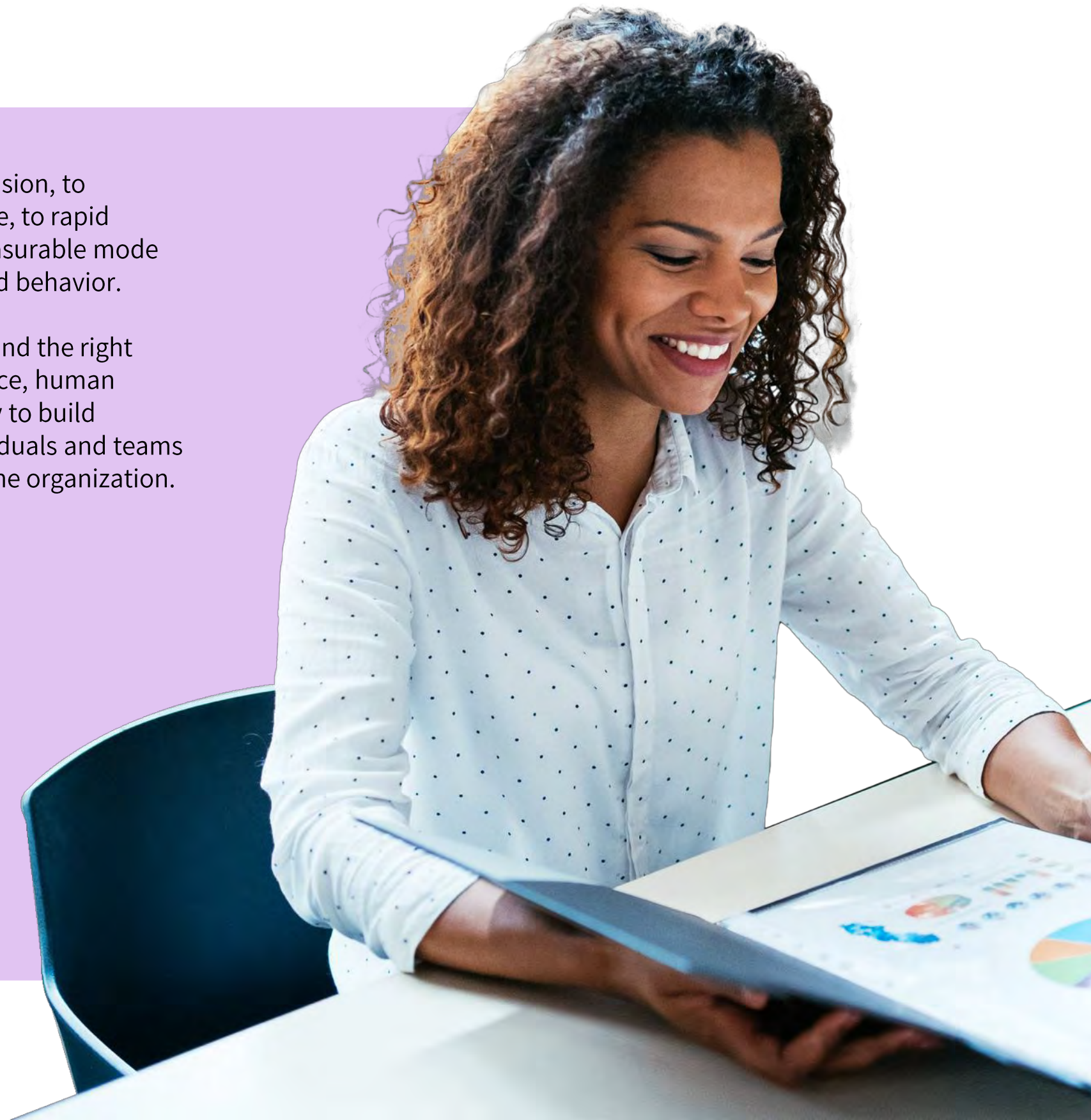
# Leadership Capability Building

Strong leadership creates high-performing teams that, in turn, generate the required business results. Organizations need to rethink how they develop their leaders, especially in the hybrid workplace.

## They should have:

○ A framework to develop leaders at all levels - across countries, functions, and levels.

○ A transition from a program or an event-based approach to a learning journey with Personalized Learning.

○ Learning embedded in daily work through just-in-time learning-aids to develop all critical and future leadership capabilities.

○ Specific metrics/KPIs to improve business performance through learning.

L&D professionals in organizations with high performance **feel that leadership skills are most important for the future (18%)**

*Workplace Learning Report LinkedIn Learning*

# Digital Fluency

Organizations constantly feel the need to build digital fluency and transformation for their workforce to keep pace with the changing technology trends. Employees need to have a consistent level of awareness and understanding of the latest technologies that can be useful tools for productivity, quality and efficiency in the workplace. It is equivalent to being able to "speak" the language. It helps with overall effectiveness in communication and collaboration too.

Whether it is about effectively communicating with virtual teams or using the right productivity tools and platforms, digital fluency is needed to work effectively in a remote environment and to meet the overall organizational objectives of a higher global competency metric.

Working remotely during the pandemic has meant that many organizations have been **forced to engage with digital tools in a way that they hadn't needed or wanted to before**

*Mindtools, Learner Intelligence Report, 2022*

# Diversity, Equity, Inclusion,
# & Cultural Intelligence

There is no question about the fact that a safe, human-centered and inclusive workplace can be more productive, efficient, flexible, and can drive creativity in ways to meet a great customer experience. The hybrid workplace has brought in that realization through a lot of "trial and error." But organizations still have a long way to go in meeting the mandates of an inclusive environment. Understanding the people and teams that employees work with are critical to achieve common goals set out by Managers and business leaders.

Organizations need to address the "why" behind DEI which is awareness about one's own culture and that of others. Our core human nature is to see difference as a threat and reject it or not engage with it. L&D, first needs to understand that just rolling out a compliance training on DEI and maintaining status quo on work styles and interactions with employees from diverse cultures and geographies, is not going to build a high performing, connected workforce. The core is to build Cultural Intelligence and how diverse people can feel connected, valued and "belong."

DEI training is about bringing positive change in the workplace behaviors and biases and needs to have an approach which is driven through a structured DEI Learning Ecosystem.

It should include a journey which helps: Creating Awareness and Mindset Change, Adopts Immersive Learning Strategies, Reinforces Learning with Job Aids – Microlearning to battle the Forgetting Curve, Coaching, Feedback, and collaborative Learning.



# Only 20%

of companies hold themselves fully accountable for inclusion and diversity

*Bersin HR Prediction of 2022*

# Rapid Upskilling

L&D teams and business leaders now see rapid upskilling and reskilling training as a key initiative to continue to be competitive in a volatile and ever-changing marketplace. The benefits of such programs are immense among them being ability to scale the business without lateral growth in headcount and enable internal mobility, a more skilled workforce improving the organization's competency as a whole, improved retention and reduced hiring costs. Nonetheless, the effectiveness of upskilling trainings needs to be measured, without which it will be hard for L&D to prove its positive impact when compared to the pressure for hiring new talent for being competitive.

Building up workforce capabilities and skills is the way forward. For both organizations and individual employees, establishing a culture of lifelong learning is the only way to ensure that happens!

To build a robust upskilling and reskilling program L&D has to:

▶ Set the right foundation by ensure learning objectives are highly aligned to business objectives,
▶ Ensure knowledge acquisition and transference, enable employees to take ownership of their learning by matching needs and preferences,
▶ Modernize learning programs by adopt an ecosystem-based approach, create avenues for practice, coaching, and feedback and most importantly
▶ Track and assess the impact of training programs and evaluate training effectiveness.

## Only 15%

of L&D pros say they have active upskilling and reskilling programs, and only 5% have made it to the stage where they're measuring and assessing results.

*Workplace Learning Trends*
*LinkedIn Learning*

# Business Sustainability and ESG

People today, more than ever, are aware of the effects of climate change and most of them have first-hand experiences close to their homes. They see a lot of content related to the effects of global warming on various media channels and are inclined to contribute to this critical global mandate. Many are not yet aware of what they could do in their capacities to meet some of the standards of sustainable development. Due to this global focus and awareness creation initiatives, employees nowadays seek to work in an organization that has a clear focus and roadmap to sustainability in business. Organizations now not only need to align their business to SDGs (Sustainable Development Goals) but also need to build their brand about Sustainable Development.

The COP 27 (Climate Change Convention) summit, driven by the United Nations Environment Programme (UNEP), outlines some concrete decisions to support countries most hit by climate change.

**United Nations Sustainable Development Goals (SDGs) also are guiding goals for organizations to drive business in the "new normal of living on a scarred planet" and build awareness on sustainable ways to driving various functions in the business-like supply chain, manufacturing practices, and usage of energy, transportation, and other factors.**

As a whole, every employee in an organization has a role in meeting the sustainability goals of an organization. It starts with building awareness at different levels, from ground level workers to leaders and executives and then have a clear roadmap for implementation. L&D needs to play a role in ensuring employees are adequately trained on ESG (Environment, Social, and Governance) policies and frameworks and are equipped to take decisions that can have an impact on carbon footprints.

Only one-third of the 600 largest companies in the U.S. have any systematic sustainability oversight at the board level.

*Harvard Business Review*

# Sales Enablement

Organizations need to offer Sales Training that is highly focused and is well aligned to help meet their business plan. It is a need that most organizations have, and L&D teams need to find ideal ways to train, not only an ever-increasing sales force, but also project managers and functional teams to be able to upsell and cross sell. Sales Training has shifted to a more value-based selling approach using an apt mix of: Consultative selling, Social selling, and Solution selling.

**87% of high-growth companies take a value-based approach to sales.** Learning in the Flow of Work is the other major change as compared to the erstwhile dedicated, discrete training plans. This can be accomplished through Microlearning, Curated Learning, and Performance Support Tools. Research indicates that Sales Training cannot be a one-time exercise, and the primary training must be supplemented with an extended learning journey to ensure constant Reinforcement, Practice, and Upskilling/upgradation.

In a nutshell, Sales Training should be accessible anywhere and anytime, should be current, scalable and delivered rapidly, facilitate recall, retention, help in applying the acquired learning, provide room for practice, feedback and reinforcement.

Companies that move sales training online **save 30 to 70 percent on travel costs and lost productivity.**

*Topyx Learning Platform*

# Induction and Onboarding

One aspect of the talent lifecycle that completely turned on its head over the period of the pandemic and the current hybrid model of working is the onboarding process. The hybrid employee population has grown exponentially in the last few years. In the changed workplace dynamics, it can be incredibly challenging to integrate new hires and promote organizational culture.

Over and beyond these challenges, employees today look for purpose, involvement, and growth in their workplace - these factors significantly affect a company's ability to attract and retain talent. In such an environment, old-school onboarding and induction approaches are no longer relevant.

**Some of the challenges organizations face are as follows:**

○ New hires not co-located (on premises) with trainers and mentors.

○ New hires working remotely (typically, from home) may also not have access to the required technology or infrastructure.

○ Help, support, and motivation that hybrid workplaces cannot provide to onboarded staff at the same level as the new hires working on premises.

○ Lack of time, either online or in-person, devoted by managers to newly onboarded staff.

○ Highly compressed onboarding timeframes.

○ Communication barriers, especially during remotely conducted sessions for onboarding a multi-generational hybrid workforce.

○ Conflicting messages received from virtual and in-person sources.

○ Divergent expectations from supervisors, managers, and peers working in partially online and partially in-person workplaces.

# Induction and Onboarding

Organizations need to address these challenges through a comprehensive onboarding journey aligned to specific roles and personas and have a way to track impact. Some of the techniques that can be used are as follows:

- Adding pre-boarding to the process.

- Structuring the employee onboarding training into smaller chunks like additional orientation, role-specific resources and responsibilities, and networking and collaboration.

- Continuing the connect and ongoing learning (after the completion of the employee onboarding training) through multiple follow-ups and refresher training.

- Track the Time-to-Productivity (TTP) and align the journey to meet the expected TTP.

**Your goal should be to reduce the TTP to align skills to the org-goals. Some of the strategies to shorten TTP through well-designed Induction and Onboarding programs include Training based on SMART Goals, Personalized training, Blended Learning, Mobile Learning, Microlearning, Social Learning.**

Among companies that leveraged games during onboarding, 44% said their new hire attrition rate was under 10%. For companies that do not use games, that number is only 29%.

*Strategic Onboarding Study, Brandon Hall Group*

# Compliance Training Re-imagined

Typical challenges faced by L&D teams when it comes to driving effective compliance training are lack of learner motivation, passive learning experience, and triggering the behavioral change. A lot of it can be offset by flipping the tone and approach of compliance from the "what" and "how" to short nudges that instils the spirit of "why comply." Additionally, the trainings should provide flexibility to gain insights through a combination of innovative formats and learning aids.

The next-gen of compliance at workplace are controls in the flow of work which are built-in checkpoints that guide employees to comply within their workflows hence making compliance more preventive and embedded in the process. This again needs a rethink of the technology on how this can be achieved.

So ideally compliance trainings should mainly focus on the aspect of "why comply" which can drive the need to make the necessary changes in thinking and behavior and then put effective controls in the workflow of the employees by leveraging the right technology which can prompt employees about the correct steps or actions to be taken. Although it is still early days for this it is surely a trend that will be appearing soon.



By 2025, corporate compliance departments will reduce annual compliance training by

## 50%

*Gartner*

SECTION 5

# Mature Learning Solutions for the Hybrid Workplace

1. Learning for All – Accessible and Inclusive Learning

2. Gamification

3. Microlearning

4. Scenario Based Learning and Interactive Story Based Learning

5. Video Based Learning (Videos and Interactive Videos)

6. Mobile Apps for Learning

7. AR/VR and Metaverse

8. Next Gen Learning Strategies

# Introduction

For most employees, the lines between working from the office and working from home have long since blurred. And with the current constraints in finding and retaining talent, more and employers offer working remotely as an added benefit. It is now up to L&D teams to adapt to this hybrid workforce with hybrid learning ecosystems that offer all learners flexibility in how they choose to learn.

While most businesses have adapted to hybrid modes of working, L&D is yet to keep up. 2023 will see an increase in the demand for an agile learning environment that is location agnostic. With this new learning paradigm comes the need to enable the learner with both – the right technology for learning as well as access to the right people to support it.

L&D leaders and managers will all play a role in building a support system for the learner this year. It will be up to L&D to build a connection between the learner, the technology and the experts in the best way possible.

There are definitely the tools for it. What L&D teams will need to keep abreast of is the rate at which developers are introducing digitized learning formats in the market. Facebook (Meta), Microsoft (Dynamics 365 Connected Spaces and Microsoft Mesh), AI avatars, AI-based simulated environments, AI-based learning platforms… there'll be a lot more to choose from in 2023! As an L&D professional how do you plan to integrate these technologies to enrich the blended learning experience?

# Learning for All – Accessible and Inclusive Learning

In a traditional in-person work environment, learners with disabilities or special needs could potentially have reached out for on-premises help and assistance. However, hybrid workplaces preclude the presence of such support to remote employees, thereby leaving employees with disabilities or special needs in a more disadvantaged position.

Creating accessible learning opportunities for your employees transcends your legal responsibilities to comply with government accessibility mandates. Designing accessible virtual learning is a great way to not only create a fairer and more inclusive workplace but it also aids in tapping the hidden potential of a significant number of workforce participants.

One of the defining outcomes of the pandemic has been a flexible, remote, and hybrid workplace. This in turn has enabled organizations to hire more diverse workforces – across geographies now. With this, there is an increased focus on building inclusive teams and workplaces that can truly enable organizations to leverage this diverse workforce. However, given the extent of the uniqueness of DEI within an organization, off-the-shelf learning might not address the training needs of every organization. It's only by designing and implementing emotionally intelligent and learner centered training programs that organizations ensure the alignment of their individual DEI needs with their unique workplace challenges.

Businesses that integrate accessibility are more likely to be innovative, inclusive enterprises that reach more people with positive brand messaging that meets emerging global legal requirements.

*W3C Web Accessibility Initiative (WAI)*

# Gamification

In a hybrid workplace, where there are already plenty of non-work-related distractions in the environment, learners are easily disengaged when presented with run-of-the-mill training courses. Gamification for serious learning has made steady progress in the last few years and is being acknowledged as an effective approach for various types of corporate trainings. When designed well, it provides an engaging learner experience that is action oriented, is aligned to learning goals, and helps learners walk away with a sense of achievement.

Gamification is based on a learner-centric course design, which personalizes the content based on learner likes and preferences. Unlike the restrictive functional focus of traditional eLearning content, gaming content is typically tied to specific learning objectives, to which individual learners relate to. By appealing to core learner values, through game-based situations, characters, and plots, learners more readily engage with game-based learning. Elements of rewards and recognition in a game—badges, points, leaderboards—make learners feel appreciated and challenged.
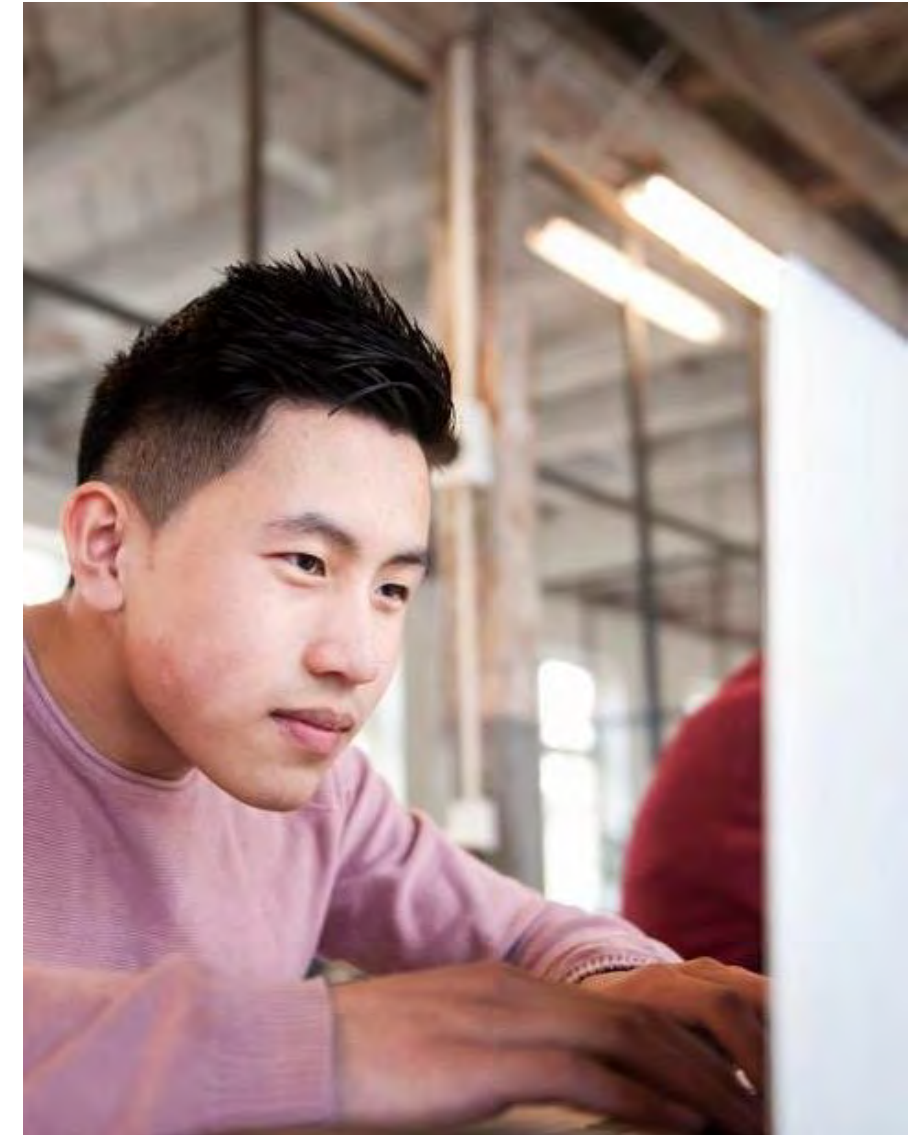
## 12%

of employees who receive non-gamified training are unproductive, higher than those who receive gamified training (3%)

*TalentLMS, 2019*

Digital learning communities, when paired with gamification, can see increased engagement of over

## 150%

*Game-based Learning Market Report, 2020*

# Microlearning

Super busy workers today have less "disposable" time to dedicate to self-improvement. Virtual employees, in the hybrid workplace, have environment-related challenges that test their engagement levels and make it harder to access learning content. The use of short-form microlearning content—as core learning, performance support, and job improvement tools—is an ideal solution to these challenges.

While supporting learning at the point of need, and learning in the flow of work, microlearning nuggets don't overly tax a learner's span of attention, while also making learning more engaging and fun. Because each learner learns differently, microlearning may be tailored to create an impact at various cognition levels. The net result: Corporate trainers meet their learning objectives, while all learners in today's hybrid workplace have equal opportunity to learn new skills, enhance existing ones, and improve their performance.

**Microlearning offers flexibility, ease of consumption, and engagement that matches learner needs and expectations.**
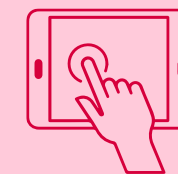


A survey from the Brandon Hall Group found that microlearning actually increased by 40% during the pandemic.

*Brandon Hall Group Survey*

# Scenario Based Learning and Interactive Story Based Learning

Scenario Based Learning is an absolute staple in online training. By combining Scenario Based Learning with other strategies such as Gamification, Microlearning, or VR/AR, you can create powerful scenarios that are more than interactive and engaging. When executed properly, they can influence thinking, add tremendous value to online trainings, and even drive behavioral change.

For Scenario Based Learning to be effective however, especially in corporate trainings, they must help your audience mesh the virtual world with on-the-job applications. There is no better way to do this than to bring in real-world experiences to the online learning world you create.

The result is a carefully crafted scenario that parallels the learning objectives necessitated in your online trainings, whether they be for Compliance, Sales, Leadership, or any other corporate trainings that could value from increased engagement and comprehension.

Storytelling in eLearning is yet another strategy that can create compelling and engaging experiences that lead to sticky learning. Story based approach to eLearning can help you in two ways:

▶ Firstly, it engages learners on an emotional level, using stories to connect them to the learning content.
▶ More importantly, storytelling in eLearning helps predicate behavior changes in employees by helping learners relate with the desired behavior modeled by characters in the story.

## 14%

of organizations use simulations or scenario-based learning in at least half of their learning programs.

*Brandon Hall Group 2020*

# Video Based Learning (Videos and Interactive Videos)

In the context of today's hybrid workplace environment, online training videos are indeed an excellent addition to corporate training programs. They are a great tool in any instructional designers and learning development professional's toolkit. **They build learning awareness, stimulate interest, and result in better course completion rates compared to courses that don't use these tools.**

Videos are being used to address the complete spectrum of training needs; you can also leverage a Learning and Performance Ecosystem-based approach. Not only do eLearning videos foster engagement and longer recall value but they are also ideal to supplement existing learning resources in Formal and Informal Learning environments.

When it comes to L&D, employees report having used video to learn new information at their current workplace, while **70%** said they preferred video over written documents.

*Training Industry*

**The effectiveness of eLearning videos can be accelerated by adopting the following approaches:**

○ Learner-generated videos to foster informal learning.

○ Micro-module-based scenario and simulation videos are exceptional in delivering "mock training" to digital learners in a safe (behind a screen) environment.

○ Moment-of-need videos are great to provide reinforcement training as and when employees need it.

○ Virtual Instructor-Led Training (VILT) videos spliced as microlearning videos are great for formal eLearning courses.

○ Teaser videos can be used to generate awareness, spark curiosity, and create excitement about eLearning programs.

○ Practice and apply forms of videos are great as supplemental exercises, drills, and simulations.

○ Reinforcement videos serve as great review and reinforcement tools and act as excellent job aids to bridge the "Forgetting Curve."

# Mobile Apps for Learning

Mobile apps for learning are a highly learner-centric format, and they truly empower learners by giving them control on how they want to learn.

Given their ability to offer personalized learning that can be taken on the go and even when employees are offline, it makes mobile apps a preferred training delivery format for learners and businesses. With the widespread adoption of gamification and microlearning in online training, mobile apps for employee training can leverage on short, bite-sized, focused learning nuggets that can be offered over a gamified learning path. This further enhances the impact they deliver.

Learning apps bring the experience of native apps to learning, and they use several aspects of mobile learning to keep learners engaged. They can be used in varied formats, including to:

▶ Offer/Support Formal online training.
▶ Provide Performance Support.
▶ Support ILT.
▶ Provide a learning journey (ongoing connect with learners) and offer remediation or on-going reinforcements.

mLearning will become the microlearning mode of choice by 2025.

*EdgePoint Learning*

# AR/VR and Metaverse

Traditional learning approaches relied on media such as audio, print, and video to deliver impactful learning experiences. While these approaches can drive limited learner engagement, newer approaches use other senses such as sound, vision, and touch to deliver deeper immersive learning experiences that foster greater engagement with the learning process.

L&D teams can use a wide array of strategies, approaches, and tools to provide a virtual learner with a highly immersive learning experience. Immersive training strategies, such as Augmented Reality (AR), Virtual Reality (VR), mobile apps, and video-based performance support tools, can equally help learners immerse themselves in their training world.

Though the Metaverse is in its infancy, it's not a "fad" – with some real-world Metaverse higher-learning already in-flight. **The Metaverse can help combine the currently practiced – physical classroom, digital self-paced learning, and virtual learning – and bring this into a single platform.** Metaverse learners can then experience the real in a digital world, which results in bridging the gap between a virtual and real experience.

The incorporation of technologies, such as AR and VR, to simulate real-life-like immersive training scenarios in the Metaverse provides a compelling business case for its adoption. And while Metaverse based eLearning is still in its formative stage, learning-centric organizations must start evaluating its use now, especially for remote and hybrid workforces.

## 46%

of organizations are at least moderately familiar with the concept of the metaverse, yet nearly two-thirds agree "the metaverse has great potential and we should start preparing now even though full adoption could be years away."

*Brandon Hall Group*

# Next Gen Learning Strategies

To be able to meet the learner's expectations and the desired gain – performance or behavioral change, one strategy may not enable you to accomplish all the goals. This is where Next Gen Strategies fit in. They offer a combination of learning strategies and provide you with the best of different immersive approaches.

**By adopting Next Gen Learning Strategies, you can match the way modern learners are learning today or would prefer to learn. Key aspects of their wish list include learning on the go – on the device of their choice, training that syncs up with their lifestyles, and flexibility to seamlessly move the training sessions across devices.**

They also want shorter, action-oriented training – preferably personalized. Finally, it must not be boring but have elements of fun as they learn. You can explore and try the powerful combination of mLearning, Microlearning, and Gamification to meet your corporate training mandate.

> Next Gen Learning strategies enable you to pick the best of each strategy and use them in conjunction to amplify their combined impact. For instance, the triad of Mobile Learning (including Apps for Learning), Microlearning (including Video Based Learning), and Gamification is one stellar example of the possible concoctions you can use!
>
> *EI Research*

SECTION 6

# Building a Strong Learning Culture

1. Informal Learning
2. Social Learning
3. Self-Directed Learning

# Introduction

"Culture eats Strategy for Breakfast." Peter Drucker made this statement back in 2006. It is now contextualized by the fact that organizations look for a more human-centered approach to employee engagement, customer engagement, and overall ways of doing business. No matter how well-defined your business strategy is, a robust and strong people culture is needed to implement the plan.

As much as organizations focus on company culture and values, building a meaningful one is becoming tough with the evolving business landscape. To secure employee commitment to the company mission, they need to feel connected through a strong work culture that provides a well-defined career path.

**This further helps cement employee engagement and retain high-performing talent.**

Amalgamating learning with the company culture is therefore imperative and this needs to be charted out as a key value. To attract top talent and retain them, organizations need to ingrain a learning culture into the organizational DNA.
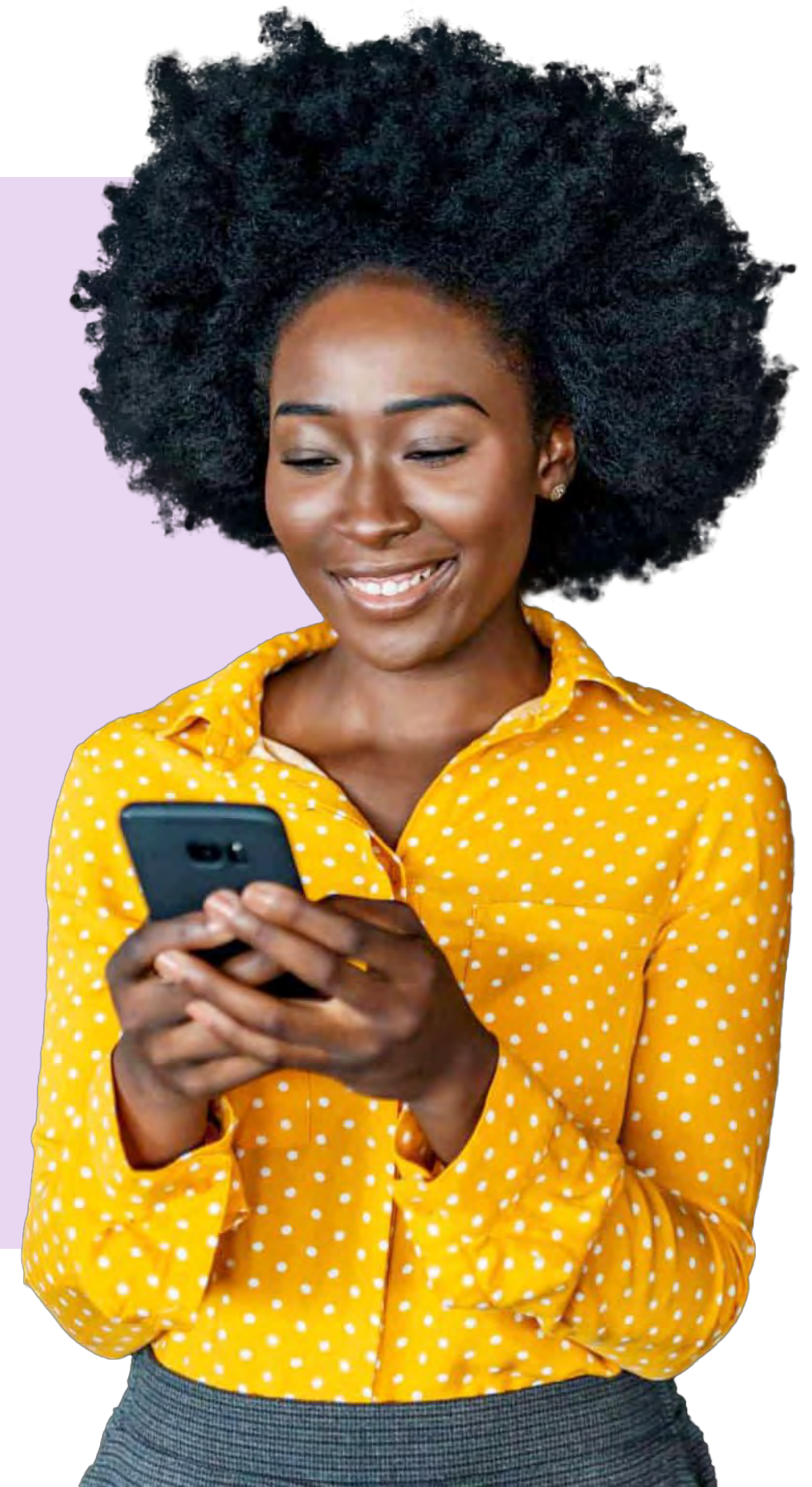
# Informal Learning

Often, L&D teams are focused on delivering and creating great training. Most of the training budget is spent on formal training. However, employees are learning perpetually, regardless.

People have learned informally for millennia and to great effect. This involves communicating with SMEs – observing, listening, and enquiring. Employees usually don't turn to formal training residing on LMS on a consistent basis. As a result, the gap between how employees learn and what L&D teams deliver continues to widen.

**As younger generations move into and throughout the workforce, traditional learning strategies will no longer be effective.**

Therefore, we must refocus their efforts to match the value informal and formal learning modalities offer to employees. L&D teams can give direction, recommendations, and access to content and a space for employees to curate and share their own content and experiences. This can then be used in the future by L&D teams for even more focused and efficient formal training and learning paths.

> "
> Employees access resources at the point of need. It's at that precise moment where employees look for solutions to the problems they are trying to solve.
>
> *Mind Tools Study*
> *- Learner Intelligence Report 2022*

# Social Learning

In today's hybrid work world, social learning plays an even greater role than before, because it's far easier for remote workers to join an online community of learners than it is to meet in person for learning. By delivering broad-based training and learning opportunities to every employee – whether they're remote or in office, a learning community not only creates a more inclusive workplace, but it also enhances the overall learning experience and employee experience in the hybrid work world.

From a hybrid learner's perspective, having a thriving corporate social learning circle empowers your workforce to engage in meaningful learning in the workplace. From the corporate point of view, collective learning can connect virtual disengaged learners, help remote learners self-organize, and facilitate collaborative learning to fulfill a broad spectrum of learning needs.



> A Harvard Business School study shows that social learning can increase course completion rates by up to 85%.

# Self-Directed Learning

Traditional instructor-led training or self-regulated (mandated by organizations but managed by individual learners) learning models fall short in the hybrid work environment.

In today's hybrid workplace it's not always possible for corporate L&D teams to monitor and enforce "scheduled" learning. The rapid pace at which information changes makes it extremely challenging for trainers to update curriculums, modify training content, and retrain everyone in time to leverage the new learning content. As more employees embrace remote work, the most effective learning paradigm is one where employees themselves take ownership of their learning needs and pursue them through self-directed learning opportunities.

**By strategically emulating successful strategies of Self-Directed Learning, businesses ensure better learning outcomes from their investment dollars.**
**This leads to better ROI from SDL programs.**

Survey data shows that employees want self-directed learning opportunities accessible in the flow of work.

*LinkedIn Learning - Workplace Learning Report*

SECTION 7 ————————————————————————————————————————————

# Industry 4.0, Revolutionizing the Way Companies Work

1. Metaverse

2. AI Videos/Content

3. ChatGPT

4. Cloud Computing

5. Analytics

# Introduction

**As per Udemy's Workplace Learning Trends for 2023, Industry 4.0 ranks a close third in the top 10 surging leadership & management skills and fifth in the top 10 surging business skills in the workplace.**

Industry 4.0 will change the way business is done and how organizations manage operations, sales, supply chain, and distribution. New technologies such as the Internet of Things (IoT), cloud computing and analytics, AI and machine learning, and the Metaverse are defining new ways of reaching customers and enhancing the customer experience.

During the pandemic, we have already seen Microsoft Teams and Zoom emerge as great platforms for bringing the office into virtual space. People can work together, meet, brainstorm, and make key decisions on these virtual platforms without being physically present. A kind of Metaverse in itself. The Metaverse can be used for meetings, visiting a factory floor, onboarding, or training.

Communication and collaboration are major ways to drive efficiency. As such, technologies like cloud computing, AI and machine learning are becoming critical to improve the quality and speed of reaching and catering to markets and consumers.

L&D needs to look at these trending technology offerings in their training needs for the next generation of learners. An overall awareness of these technologies is imperative for employees to stay competitive and improve organization competency. This will help the process of change management and implementation in actual business situations. These emerging technologies are evolving at a great pace and employees and business decision makers need to be updated to stay ahead.

# Metaverse

The Metaverse is a "hybrid" digital paradigm in which digital objects are used to represent real people, personas, places, concepts, and situations.

Thanks to advances in enabling technologies, such as 5G, Virtual Reality (VR), Augmented Reality (AR), and 3D, it's now possible to escape into a virtual universe (the Metaverse) and get a better – more immersive and interactive – understanding of real people, places, and events. From science and the arts to medicine and history, the Metaverse takes learning to a whole new level.

On a comparative scale, today's Metaverse is still at an exploratory stage of what its eLearning capabilities will look like in the next several years. It's likely at a similar level where email was to the Internet – compared to today's IM and texting capabilities. However, large technology companies have already launched tools and products, like Microsoft Mesh, that are delivering real-world business applications and are poised to change the eLearning industry.

**In the near to short term, we expect organizations to take a "wait, watch, and learn" approach to Metaverse based eLearning.**



Metaverse can be used for many things like meetings, visiting a factory floor, onboarding, or training. In fact, almost every HR and talent-related program can be redesigned for the Metaverse.

*Josh Bersin*

# AI Videos/Content

AI-driven content creation can revolutionize how eLearning courses are created. From customizing learning pathways for individual learners to creating AI based content, we expect the adoption of AI to increase as the year progresses. Some near-term use cases of AI in content production includes language translations at scale, AI generated virtual presenters, and AI generated videos. AI-generated content will also enable you to drive personalization and course-customization at a scale.

The use of AI in employee training and development has increased by almost 50% in the last four years

*Shift learning*

# ChatGPT

GPT (Generative Pre-trained Transformer) is a type of language model developed by OpenAI that is able to generate human-like text. ChatGPT helps users to interact with computers and get more human-like responses. It is designed to mimic human conversation, making it an ideal tool for corporate training.

GPT could potentially be used to generate personalized study materials or to assist in the creation of online courses. From generating explanations of complex topics, summaries of course material, or easily searching volumes of course content, models such as ChatGPT can be leveraged to create powerful chatbots or virtual learning assistants.

We expect authoring tools to be powered by AI capabilities to support content creation in the near future and LMS systems to support language models like ChatGPT to enhance the learner experience.

37% of companies had implemented some type of AI, representing a huge 270% increase over the past four years. By 2021, 80% of emerging technologies will be based on AI.

*Gartner CIO Survey (2019)*

# Cloud Computing

According to IBM, cloud computing is a cornerstone of any Industry 4.0 strategy. Cloud can be the answer to the constant challenges faced by organizations to build efficiency and predictability in business and throughput in operations, supply chain, production, sales and distribution, and service. It also helps them save costs by managing and processing large amounts of data generated by them through cloud platforms. Cloud computing is super useful for small and medium businesses to save costs and focus on improving their product and service offerings to scale for the future.

**Hence, knowledge and skill development on cloud computing is necessary in today's context to help employees upskill and align to this crucial business mandate.**

## 54%

of all deployed LMSs are in the Cloud

*LMS Trends Survey, the Brandon Hall Group*

# Analytics

Data has become the byword as a key to success in business. Without data analytics in training and development to drive decisions, business leaders are operating at a distinct disadvantage to their competitors.

Traditionally, L&D teams have used post-implementation data to try and prove the value of training. In Kirkpatrick's model, for example, the impact of training is gauged after the solution is implemented. While that data is useful, it lacks impact to drive the correct solutions in the development and iteration phases of training development.

However, data analytics in training and development – data collected during the analysis and design of solutions – can improve:

▶ Learner outcomes. What Kirkpatrick or even Kaufman's five levels of assessment determine post training implementation can be improved by leveraging L&D data during the development cycle.
▶ Program outcomes. Learner outcomes should be tied directly to program outcomes. So, when L&D teams ask the question "What were the outcomes of this training program?" the solution will have had a much greater impact because of the use of L&D data.
▶ Business outcomes. Using data analytics in training and development ensures that employees will have the skills, knowledge, and abilities required to impact targeted business outcomes.

We expect data literacy and data-centricity to be a mainstay.

In many teams, data analysis is seen as a nice to have rather than an essential skill to take your learning content to the next level. To underscore this point, just 18% of L&D teams say they have data analysis skills in-house.

*Emerald Works*

# Conclusion

**As organizations firm up their plans for 2023 and begin recharting their training delivery to meet the mandates of a complex workplace situation, global macro-economic uncertainties, and the need to have a people-focused approach to training, it is imperative to build a comprehensive L&D strategy.**

Our trends will provide you with an opportunity to stay ahead and connect with your employees. It will guide you on your path to creating future-ready experiences that enable performance, drive career growth, and promote greater belonging to reinvent your workplace experience.

EI is an Agile, Imaginative, Empathy-driven, and Socially Aware organization that goes beyond the dotted line to ensure learning is smarter, effective, and measurable. If you have any queries in your journey to crafting an L&D strategy and driving learning effectiveness, do get in touch with us.

# Read More

→ [Emotional Intelligence and Workplace Learning - The What, Why, and How](#)

→ [L&D Advisory and Consulting](#)

→ [Insights](#)

→ [Demos](#)

→ [Case Studies](#)

# The EI Ideology

Creating **future-ready experiences** for organizations that **enable performance, help drive career growth**, and **promote greater belonging** by helping organizations reinvent their **workplace experience**.

Adopting "**Emotional Intelligence**" as a common thread in the way we address the needs of learners and our customers.

Focusing on "**THE YOU**" as the center of all our endeavors thereby helping create a more **humanistic workplace environment**.
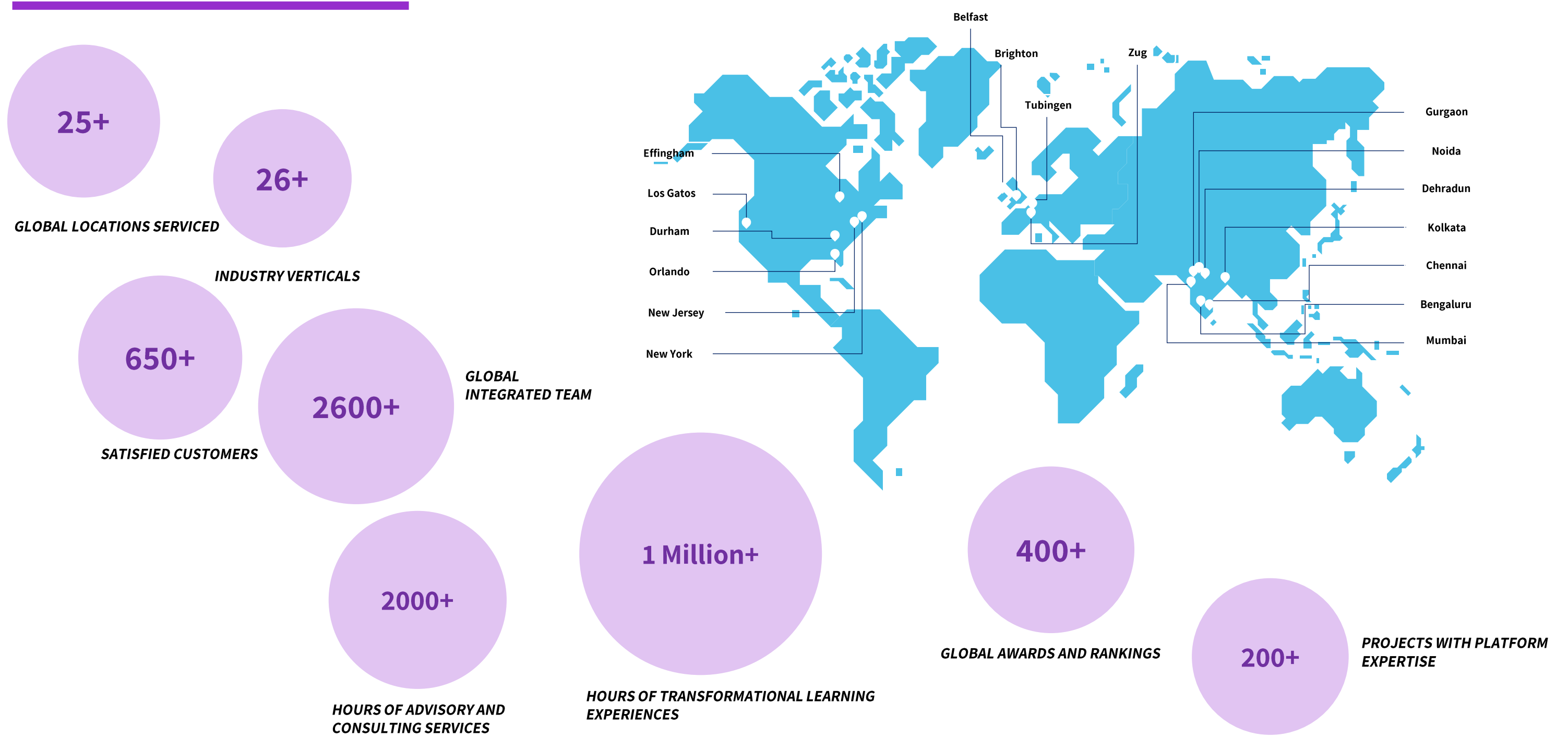
At EI, we leverage the power of **human connection** and **empathy** to build resilient, high-performing individuals and teams with a **deeper engagement** to the organization.

We are an **emotionally intelligent learning experience design company** that drives performance gain and **maximizes training ROI and ROE**.

# Global Presence

**25+**

***GLOBAL LOCATIONS SERVICED***

**26+**

***INDUSTRY VERTICALS***

**650+**

***SATISFIED CUSTOMERS***

**2600+**

***GLOBAL INTEGRATED TEAM***

**2000+**

***HOURS OF ADVISORY AND CONSULTING SERVICES***

**1 Million+**

***HOURS OF TRANSFORMATIONAL LEARNING EXPERIENCES***

**400+**

***GLOBAL AWARDS AND RANKINGS***

**200+**

***PROJECTS WITH PLATFORM EXPERTISE***

Belfast
Brighton
Zug
Tubingen

Effingham
Los Gatos
Durham
Orlando
New Jersey
New York

Gurgaon
Noida
Dehradun
Kolkata
Chennai
Bengaluru
Mumbai

# Part 1 - Core Services

### Training Delivery

- Mobile Learning.
- Microlearning.
- Virtual Training.
- Mobile Apps.
- Personalized Learning.
- Localization.
- eLearning Accessibility Considerations.

### Immersive Learning

- Gamification.
- Scenario Based Learning.
- Video Based Learning.
- Story Based Learning.
- TOPSIM Business Simulations.
- Virtual Reality (VR).
- Augmented Reality (AR).
- Next Gen Strategies.

### Continuous Learning

- Performance Support Tools.
- Informal Learning.
- Social Learning.
- Self-Directed Learning.
- Content Curation.

### Learning Technologies

- LXP Expertise.
- LMS Expertise.
- Learning Portals.
- VR Framework.
- Interactive Video Framework.
- Rapid eLearning.
- Flash to HTML5 Migration.
- Authoring Tools Expertise.

### Training Strategies

- Diversity, Equity, and Inclusion Training.
- Business Sustainability Training.
- Compliance Training.
- Induction and Onboarding.
- Leadership Training.
- Sales Training.
- Application Simulations Training.
- Product Training.
- Soft Skills Training.
- Professional Skills Training.

# Part 2 – Our Tools, Platforms, and Experiences

Learning Management Systems  >  **LEARNow**  LEARNING PLANET

### mag+

To create, manage and publish interactive and deeply engaging content.

### TOPSIM

To create business simulations for educational institutions and corporate learning programs.

### XR Optimus

To create engaging and immersive VR and XR training content.

### Other LearnTech Services

- Website Design and Development.
- SharePoint Design.
- Analytics & Reporting.
- Chatbots.

### CYBERTEST

Enterprise-grade, virtual assessment platform for both corporates and educational institutions.

### QuizBiz

A customizable, quizzing game for mobiles in which learners compete against their teammates.

### magineu EXPERIENCE STUDIO

To create physical and digital experiences for next-gen product and brand experiences.

# Part 3 - L&D Advisory and Consulting Services

## L&D Advisory Services

- ▶ Optimal Virtual Training Transformation.
- ▶ Repurposing existing content into Next Gen formats – to drive results.
- ▶ Redesigning content for LXPs.

## Learning and Performance Consulting Services

- ▶ Ascertaining Training Impact through our unique framework.
  - ▶ Training Needs Analysis (TNA) and Learner Needs Analysis (LNA).
  - ▶ L&D metrics and business metrics identification.
  - ▶ Measurement of impact on learners and the business.
- ▶ ROI determination.

EI ranked #1 in the Top Content Providers To Help You Prove Training ROI. This is a testament to our expertise in ensuring training investments create a demonstrable impact on both the learners and the business.

# Testimonials from Industry Stalwarts

> EI offers a unique value proposition that is rarely seen in the market.
>
> EI assists organizations in optimizing the impact of learning on individual, team, and organizational performance and maximizing the ROI on learning.

**Michael Rochelle**
Chief Strategy Officer and
Principal HCM Analyst
**Brandon Hall Group**

> EI has a massive impact on how training makes a business reach success.
>
> I trust that their methodologies and training needs analysis experience can lead companies to choose the proper training solutions.

**Christopher Pappas**
Founder
**eLearning Industry**

> EI's focus on the combination of learning and performance strategy with a specific attention to effective measurement of the business impact of their programs sets them apart from many of the vendors in the custom content segment of the market.

**Ken Taylor**
President
**Training Industry, Inc**

# Contact EI

Stay connected on EI's social platforms for regular updates.

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