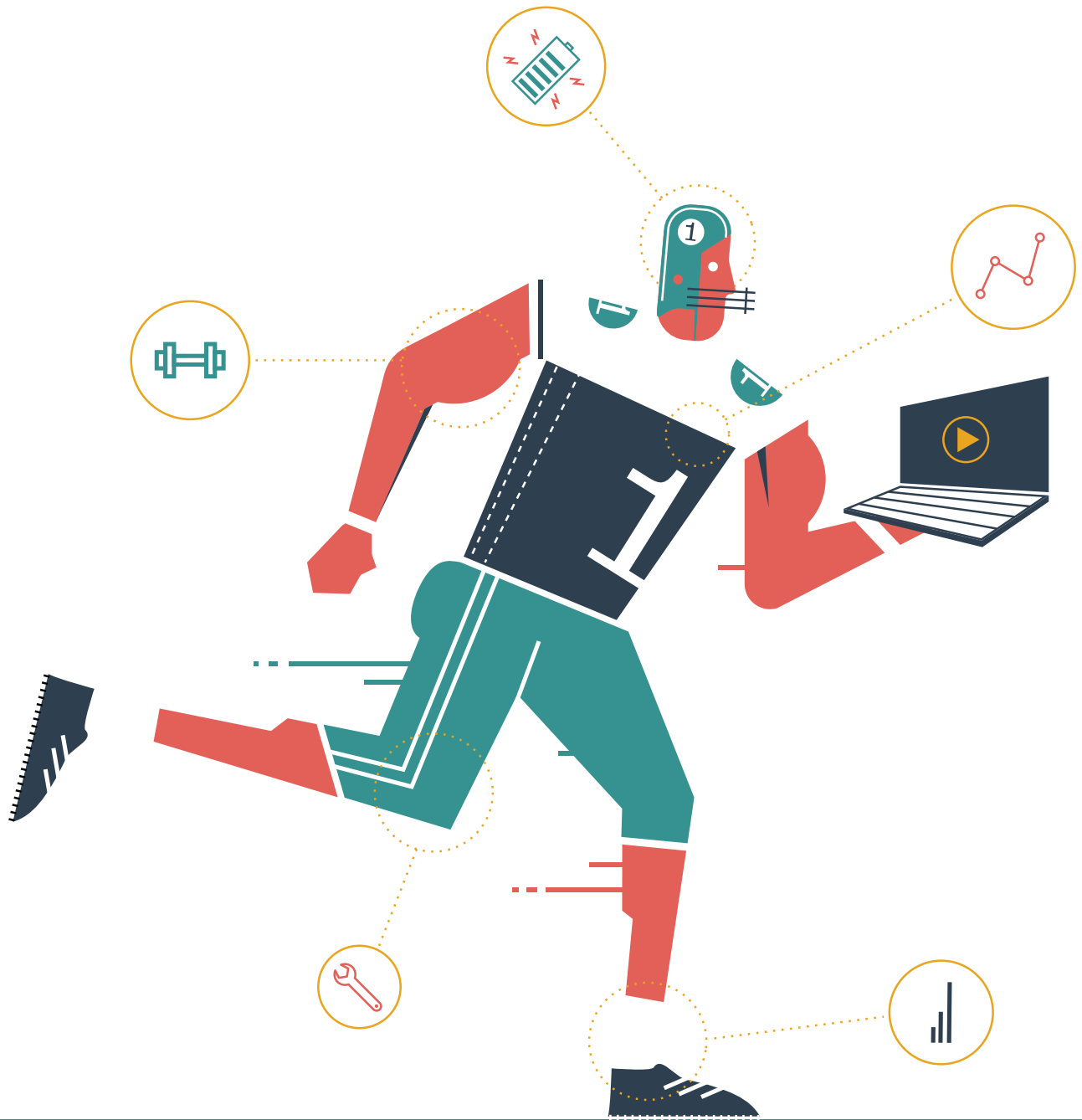
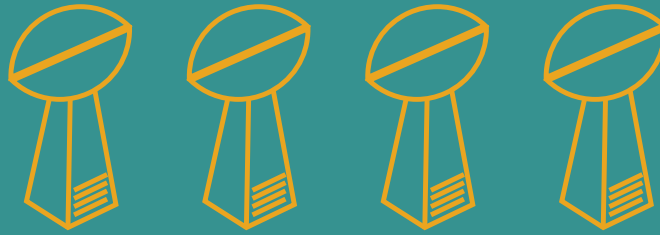


Teach Your Employees to Learn:

How to Develop and Keep Top Performers



Grovo



This is how learning empowers your entire organization.

Effective learning solves the biggest employee challenges facing businesses today. The success with which organizations are able to recruit, engage, and retain talent; develop leaders; and foster positive workplace culture, depends on how well their employees are able to learn on the job. And learning and development isn't just important for top performers. Everyone needs to learn.

The problem is, not all employees are equally skilled at learning. Some people are naturally strong learners. They seek out developmental resources on their own and pick up new concepts easily. Other employees are weaker learners. They're not interested in, or particularly good at, gaining new skills.

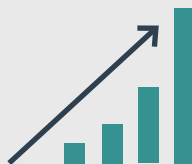
When organizations provide outdated, ineffective training, their workforce develops unevenly. Weak learners don't get anything out of training at all, while the best learners find themselves starved for more.

This status quo isn't working for anyone, but it's about to get a lot worse for employers. Today's improving economy means that disengaged workers, particularly top performers, can easily leave. Worse, it will be extremely difficult to fill their vacated positions.

With outdated learning, you're training your top performers to leave. Instead, try developing them to stay.

In this white paper you'll learn:

- Why not all learners are created equal—and why it matters now more than ever
- Techniques that develop your unique mix of employees
- Why your organization's prospects depend on the growth of your employees



Effective learning is how employees do their best work.

In the digital economy, knowledge workers succeed not by what they know, but by how fluently they can meet changing demands.

Modern workers have to navigate a rapidly changing technological environment in order to do their jobs. Right now, they're falling behind. Despite strong investment in workplace training, 90% of today's workers don't feel fully proficient with the digital tools they use every day.¹ This is a drag on motivation, confidence, and job love. Employees want to feel skilled at work, not frustrated or obsolete. That's why 72% of employees value on-the-job training more than a college degree—and why 52% of businesses cite learning as a leading driver of employee engagement.^{2,3}

2X

Employees who have continual development opportunities are twice as likely to want to stay at a company long-term.⁴

62%

of executives say millennials will consider leaving a job due to a lack of learning and development.⁵

Despite strong investment in workplace training, employee engagement is at an eight-year low—31%, according to Gallup.⁶ Something is wrong with the way many companies are training their employees.

15% ↑

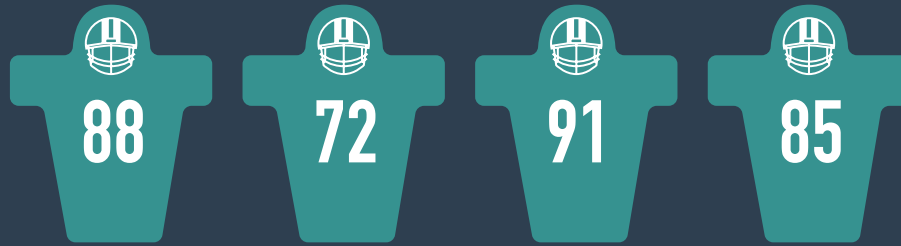
Training budgets are rising about 15% annually post-recession...

yet

↓ 28%

...L&D is still 28% less impactful than companies need it to be.⁷

Real engagement doesn't come from just any kind of learning. More than just delivering skills, effective learning means sustainably developing every worker for the long term. That's the key to worker productivity and engagement.



Learning inequality stands in the way of development.

Unfortunately, developing every member of the workforce is difficult. Learning is a hard thing to do. It requires motivation, practice, and the willingness to apply constructive feedback. Continuous learning is even harder. It's not easy to resist bad habits and embrace self-correction.

The fact is, learning is a skill. And like any skill, not everyone is equally good at it. Some employees are natural learners. They acquire new skills easily, reinforce good skills habitually, and always look for new ways to learn. You might think of these employees as “elite learners.”

Then there are learners who are more resistant. These are the people at your organization who are comfortable with their current body of knowledge and have trouble adding to it. Many factors create a weak learner, including inaptitude, poor motivation, or even a lack of resources. Ultimately, though, a worker's inability to learn boils down to ineffective training that fails to cater to their unique needs.

Today, most training only works to develop elite learners. Weak learners aren't getting a fair shake. They might prove to be capable and even innovative contributors if only they had access to a learning system that worked for them.



“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

— Alvin Toffler, *Rethinking the Future*

Learning inequality is a huge problem for businesses.

Top performers will leave and low performers will stagnate.

Imagine that a company hires two new employees, Jacob and Kelly. Jacob enters the company as a highly-touted recruit. He commands a high salary and is put in a leadership position. Kelly is new to the industry. Her experience isn't great, but she's interested in learning as much as she can. Jacob, on the other hand, feels that his experience qualifies him well. He doesn't need to sit through long lectures or read training materials.

In a bygone era, Jacob's superior knowledge may have lasted him a long time. Not anymore. Now, the half-life of a digital skill is 2.5 years.⁸ That's how long it will take for half of Jacob's industry-leading skillset to become obsolete without training. Meanwhile, Kelly will continue to learn.

Fast forward three years. A revolutionary digital tool is coming online, and Kelly is already thinking about ways to deploy it. Jacob's never heard of it, but he's still paid like he has. Kelly, perhaps the more attractive employee, isn't getting a salary she feels is fair. She's thinking about leaving. The company either has to pay exorbitantly to keep both employees or accept the cost of turnover: between \$15,000 and \$20,000 per departure.⁹

An economic catalyst and a new generation will cause a time crunch.

Today, with the economy nearing full recovery, that moment of reckoning is here. During and just after the recession, job security was more important to employees than engagement. Now, employees like Kelly are seeking greener pastures. They're looking to join organizations that provide the kinds of development opportunities they once created for themselves. Companies stuck in a training time warp, meanwhile, are left with offices full of Jacobs: overpaid workers less adept with technology than their departed colleagues.

Even worse, it's extremely hard to attract new talent without effective learning. The millennial generation will make up about half the workforce in five years, 75% in ten. Development is far and away the job perk they demand most. Fifty-nine percent say that state-of-the-art learning is an important factor in deciding if they want to take a job. Among millennials, development opportunities poll as 8% more desirable than cash bonuses and three times as desirable as a 401(k).¹⁰ These young workers have options. They're not going to settle for jobs that don't offer the job perk they want more than any other.

By not offering effective learning, organizations risk pushing away the best performers, stagnating the rest, and being unable to attract new talent.

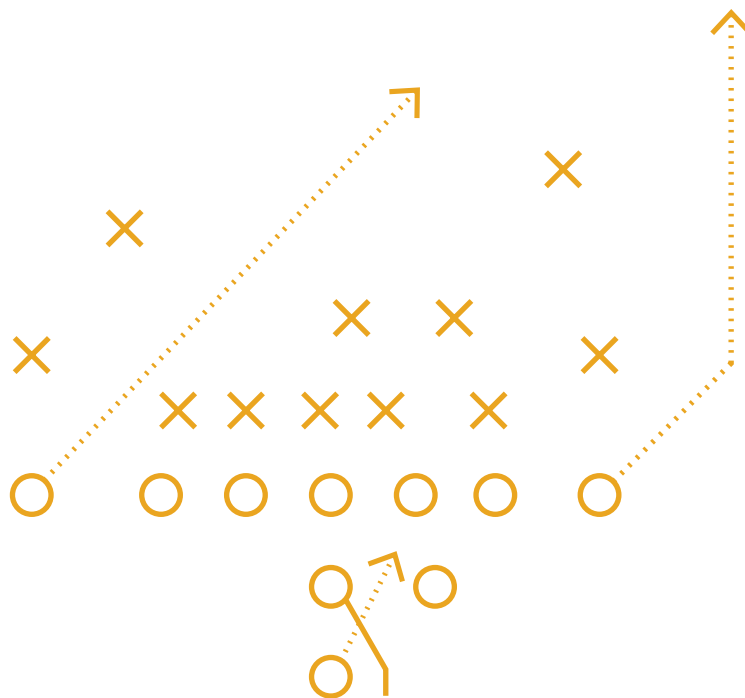
"If you aren't thinking about how to keep your people happy, they might pick up and leave (or even worse, stay and undermine you). Research shows that unhappy employees who stay can be a bigger problem than those who leave."

— Josh Bersin, "Employee Engagement is the Killer App"



Don't train people to leave. Teach them to learn and develop them to stay.

The best way for L&D to impact recruitment, engagement, and retention is to make sure that the learning function serves every member of the organization—especially people who aren't naturally the strongest learners. You can do this by **teaching people how to learn**. This is an approach that democratizes employee development by making it accessible to learners of all strengths and abilities.



“Learning in general is a major driver for productivity improvement. Its impact is visible on the macroeconomic level and in socio-economic progress. Learning, however, can also speed up the learning process itself.”

— Ilkka Tuomi, “Productivity and Learning”

The 6 Es of Learning Equilibrium:

These are six factors that can develop learners of all strengths in your workforce. Don't worry if some people remain better natural learners than others. The goal of this six-point approach is simply to develop your workforce evenly enough to prevent the turbulence caused by employee disengagement.

Teach your learners to learn by ensuring your learning program is:

1. Environmental

Create a culture in which learning is valued and accessible. Give your people:

- a. Time to learn.** Every learner requires time to consume content, reflect, and implement corrective feedback.
- b. Encouragement and a sense of urgency.** Learning needs to feel important. Employees need to be confident that they're doing the right thing by seeking out training, support, or development.
- c. An accessible portal.** Build up the same kind of muscle memory that learners already have for Google searches.

2. Effective

Employees need to feel the impact of learning in order for them to keep doing it. The way to ensure impactful learning is to use proven content. Good learning content:

- a. Is efficient.** Content should be easy to consume and helpful at the point of need. It should get to the point quickly and not cover what the learner doesn't need.
- b. Enables practice.** Proven techniques like repetition, spacing, and variation help learners retain and apply information. Short content in particular lets you use these techniques.
- c. Stays current.** Technology moves too fast for the creation cycles of traditional training. Opt instead for a modular form of content that's made for cheap and easy iteration.

3. Effortless

Learning is hard. Make it feel as easy as possible while still gaining results. A microlearning approach reduces unnecessary cognitive load on learners and enables the aforementioned practice techniques at scale. Micro content is easy to consume for the learner and easy to assign and track for administrators.

Microlearning is the process of learning with short, focused chunks of content. Easy to create, assign, and consume, it's the most effective and efficient way to train 21st century learners.



4. Experimental

We're entering a new era of L&D. Every day brings a new technology with enormous learning potential. Who knows how biometric data, virtual reality, or predictive analytics will impact learning? Some of this technology will be game-changing. A lot of it will not. Luckily, today's best learning platforms collect enough data for you to be your own innovator. You'll be able to place big bets in small places and gather feedback that helps scale whatever works.

5. Evolutionary

Amid technology's rapid change, no one knows the job they'll have in a few years, let alone the skills they'll need to do it. The best learning puts employees on a path towards constant evolution as people and thinkers, not just workers. The best recipe for employee engagement is to develop your people for tomorrow while providing the job training and support they need today.

6. Ecosystemic

Learning should be constant, accessible, and easy to scale. Deliver it with an ecosystem. The three essential components are effective content, flexible and intuitive technology to deliver the content, and human expertise. Done right, an ecosystem makes learning a part of your office infrastructure and a central part of your culture.



An ecosystem is a harmony of elements working together to bring learning to your employees at every moment of need.

Summary:

Develop everyone in your unique mix of people.

Every employee needs the opportunity to develop professionally, but not all get it. In an environment that doesn't support the development of the full workforce, employees disengage. They leave, and new ones are hard to get in the door.

To guard against the cycle of disengagement, L&D needs to give employees what they demand in the 21st century: effective learning. This solution needs to touch every employee in the organization—not just the ones who will respond to any training.

The 6 Es of Equilibrium

These are six characteristics your learning solution must have in order to bridge the gap between naturally weak learners and the practice of quality, long-term development:

- 1. Environmental** — Your culture prioritizes and is conducive to learning.
- 2. Effective** — You can feel your learning system working.
- 3. Effortless** — Your approach makes learning feel easier while still getting results.
- 4. Experimental** — You can make big bets in small places, honestly and intelligently.
- 5. Evolutionary** — Your learning system seeks to develop learners in the long term rather than just train them.
- 6. Ecosystemic** — Your learning experience takes place in a flexible format and delivery system that meets every moment of learning need and scales with your organization.

“Not everyone possesses learning agility. This creates a unique teaching dilemma—how do you teach students how to ask the right questions and think critically? These skills can be learned.

The most important skill a graduate can have today is not coding, language ability or a photographic memory. It is learning agility. Be agile and opportunity will follow.”

— John T. Delaney,

Katz Graduate School of Business, University of Pittsburgh

See a 21st century learning ecosystem in action

Grovo gives you the technology, content, and expert service you need to develop your unique mix of employees through learning. Request a demo to find out more.

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The world's best brands learn on Grovo.

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Grovo is a better way to learn at work. The learning ecosystem empowers companies with the technology and content to align, educate, and inspire their teams. From onboarding to professional development, Grovo's 60-second microlearning videos teach everything 21st century employees need, delivered on a platform that learners and trainers love.

Learn more at www.grovo.com

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