Universität St.Gallen

scil swiss competence centre for innovations in learning

scil surveys on “Trends in corporate learning”: recap and alignment to new realities

EAPRIL Conference 2017
Hämeenlinna, November 30, 2017

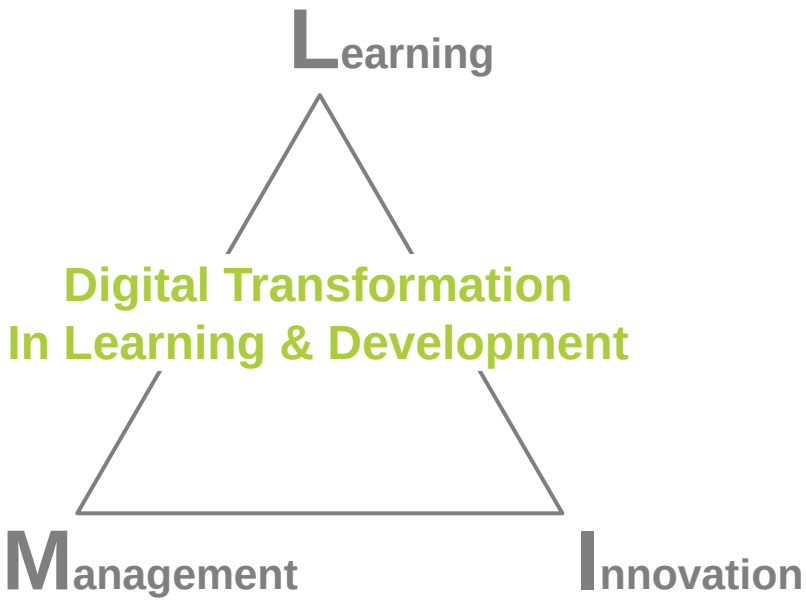
Dr. Christoph Meier

«Wissen schafft Wirkung»

Universität St.Gallen

scil, swiss competence centre for innovations in learning

What is scil? What are we doing?



- Business Model
- Strategy & Portfolio
- Learning Culture & Change
- Learning Design
- Professional Development
- Quality & Value

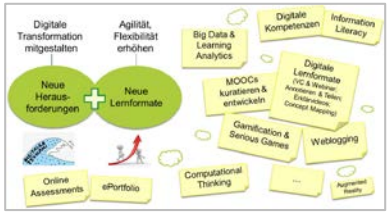
Universität St.Gallen

scil swiss competence centre for innovations in learning

scil academy – scil consulting – scil research

- Strategy
- Competences
- Learning Culture
- Change
- Learning Design
- Informal Learning
- Quality
- Marketing
- Value Management
- ...

CAS / DAS «Educational Management»



CAS «Digital Education» (2018)

Interactive Webinars, e.g. «Holacracy for L&D?»

- Value Management
- Learning Culture
- Leadership Development
- Digital Transformation
- ...

scil Innovation Circles

- Framework «Digital» Competences
- KPI for informal Learning
- Strategy «Digital Academy»
- Development Projects «L&D goes digital»
- Benchmarking
- Quality Development in L&D
- ...

Inhouse-Projects

Trendstudy Educational Management

Research Report «Gamification – Design for Motivation»

→ www.scil.ch

→ www.scil-blog.ch

→ www.slideshare.net/scil-info

© scil

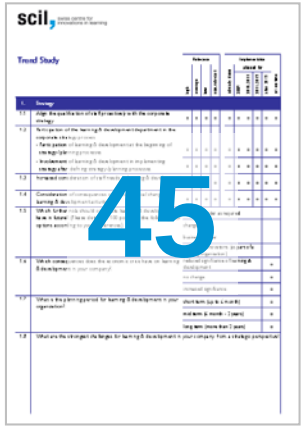
SCIL TREND STUDIES 2005 - 2015

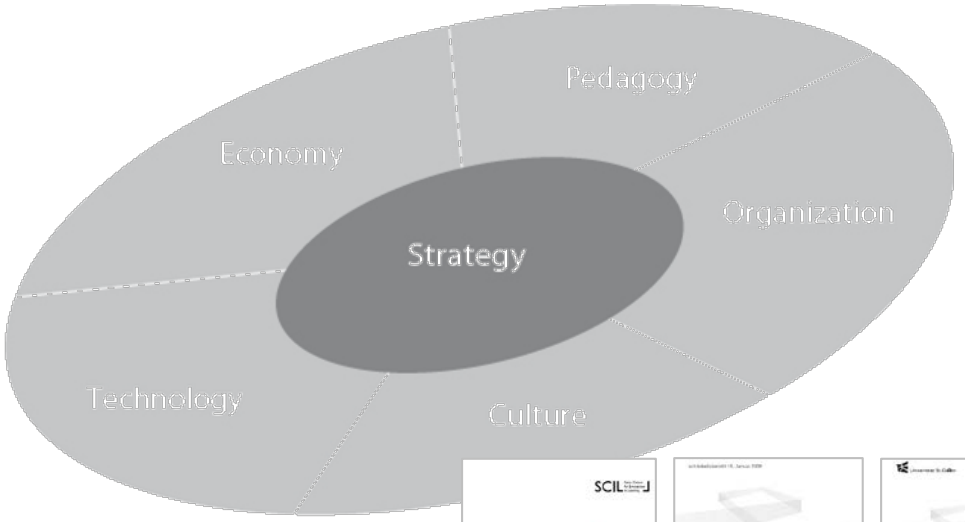
About the scil trend studies

What are the challenges in corporate learning & development?

1) What is their importance?
2) What is the status of realization / implementation?

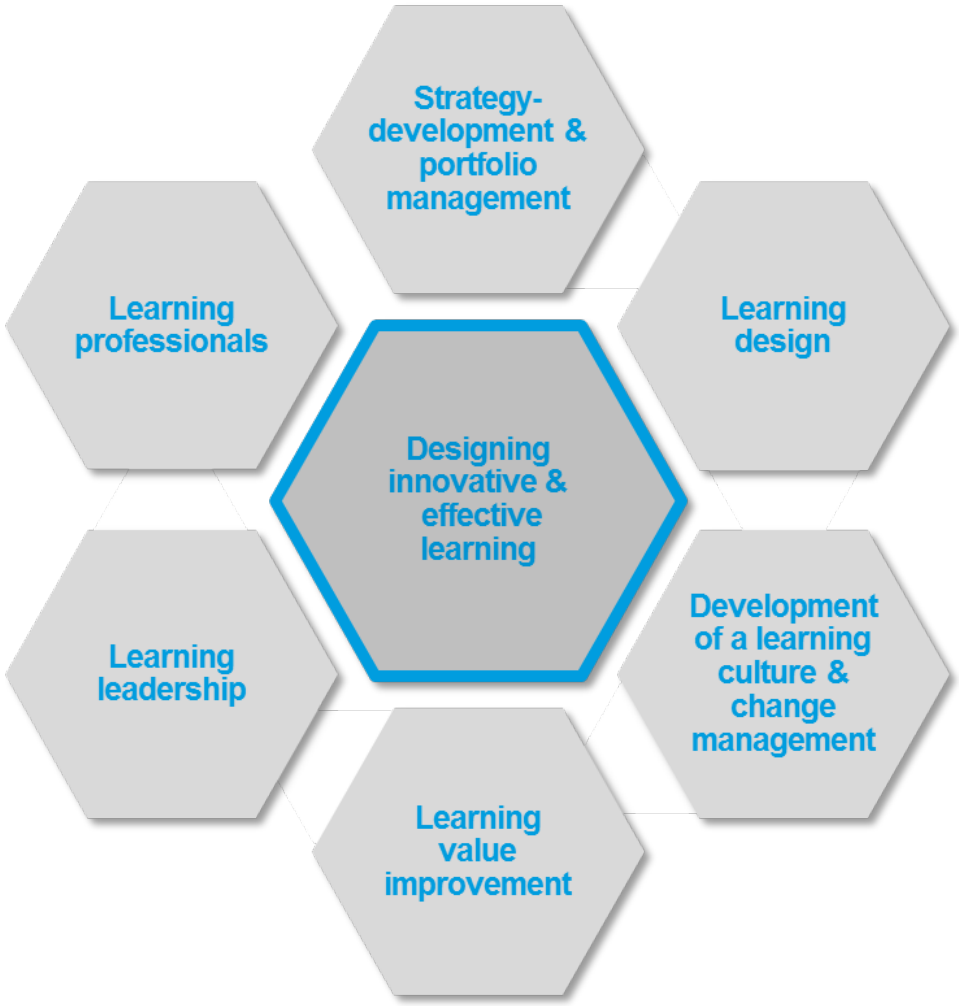
2006 **2008** **2010** **2012** **2015**





Access via:
https://scil.unisg.ch/de/scil-vortraege-publikationen/studien

Trend Study 2015



Participants:

- 121 learning professionals
- 4 countries (D-A-CH-LI)
- 8 industry sectors
- Different company sizes (based on number of employees)
- Various management levels

Survey period:

- March – June 2015

Instrument:

- Online questionnaire with open and closed response possibilities
- 134 items in 6 thematic areas

Universität St.Gallen

scil swiss competence centre for innovations in learning

SCIL TREND SURVEY 2015
SELECTED RESULTS

Results 2015/16: Top ten topics (relevance)

Rank	Topic	Mean
1	Designing learning and development initiatives so that they are easy to transfer and apply in practice	2.21
2	Gearing learning and development initiatives proactively towards the corporate strategy	2.22
3	Leaders who create/facilitate framework conditions that support learning	2.30
4	Understanding of ‘culture of learning’ is shared and communicated	2.39
5	Commitment to role of leaders as "guides in learning"	2.40
6	Linking formal and informal learning in a meaningful manner	2.45
7	Involve L&D function in strategy implementation	2.46
8	Conduct strategy-oriented needs analysis with key stakeholders	2.46
9	Make the business / company a learning organisation	2.46
10	Involve leaders in both formal and informal learning activities	2.48

Legend: 1 = very high; 2 = high; 3 = medium; 4 = low; 5 = insignificant

© scil

Universität St.Gallen

scil swiss competence centre for innovations in learning

Top topics (relevance) compared: 2015 - 2006

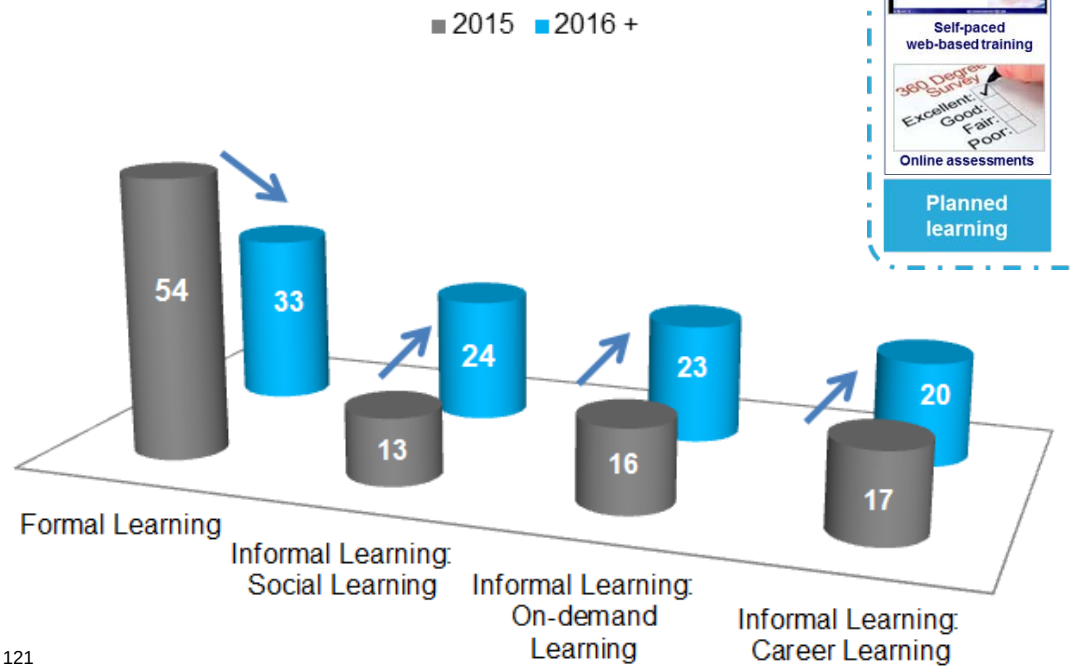
Topic	Domain	'15	'12	'10	'08	'06
Design for transfer	Learning Design	1	2	1	1	1
Align training / qualification with corporate strategy	Strategy	2	1	2	2	2
Leaders creating / facilitating conditions supporting learning	Culture	3	3	/	/	/
Understanding of 'culture of learning' is shared & communicated	Culture	4	/ (10)	/ (10)	/ (10)	/ (10)
Commitment to role of leaders as "guides in learning"	Learning Leadership	5	6	12	7	/ (5)
Linking formal and informal learning in a meaningful manner	Learning Design	6	/	/	/	/
Involve L&D function in strategy implementation	Strategy	7	7	10	5	/
Conduct strategy-oriented needs analysis with key stakeholders	Strategy	8	8	5	20	11
Make the business / company a learning organisation	Strategy	9	9	14	29	19
Involve leaders in both formal and informal learning activities	Learning Leadership	10	10	11	/	/

Strategy & portfolio management: Realization

Rang	Thema/Trend	ist bereits umgesetzt %	kurrfristig umgesetzt (< 6 Monate) %	mittelfristig umgesetzt (6 Monate - 2 Jahre) %	langfrsitig umgesetzt (> 2 Jahre) %	wird nie umgesetzt %
1	Lern- und Entwicklungsangebote proaktiv an der **Unternehmensstrategie** ausrichten.	30	16	39	13	2
2	Das Bildungsmanagement nach Festlegung von Strategieentscheidungen in die **Umsetzung** der Strategie einbeziehen.	28	10	37	19	6
3	**Bildungsbedarfsanalysen** strategisch orientiert in Zusammenarbeit mit relevanten Stakeholdern durchführen.	42	14	25	14	5
4	Unternehmen zu **lernenden Organisationen** weiterentwickeln.	14	5	36	38	7
5	Trends im Lernen **systematisch beobachten** und in die Gestaltung des Leistungsportfolios einfliessen lassen.	20	20	33	21	6
6	Das Bildungsmanagement während der **Initialphase** von Strategie-/Planungsprozessen beteiligen.	16	10	24	30	20
7	Konsequenzen des **demografischen Wandels** in den Aktivitäten des Bildungsmanagements berücksichtigen.	13	8	36	26	17
8	Angebote im Bereich **Performance Support** entwickeln und anbieten (z.B. Checklisten, Dokumente, Prozessunterstützung).	37	16	21	17	9

Learning Portfolio

1. What does your learning portfolio look like today?
2. What is it supposed to look like in the future (2016+)?



n = 121

Source: van Dam (2011)

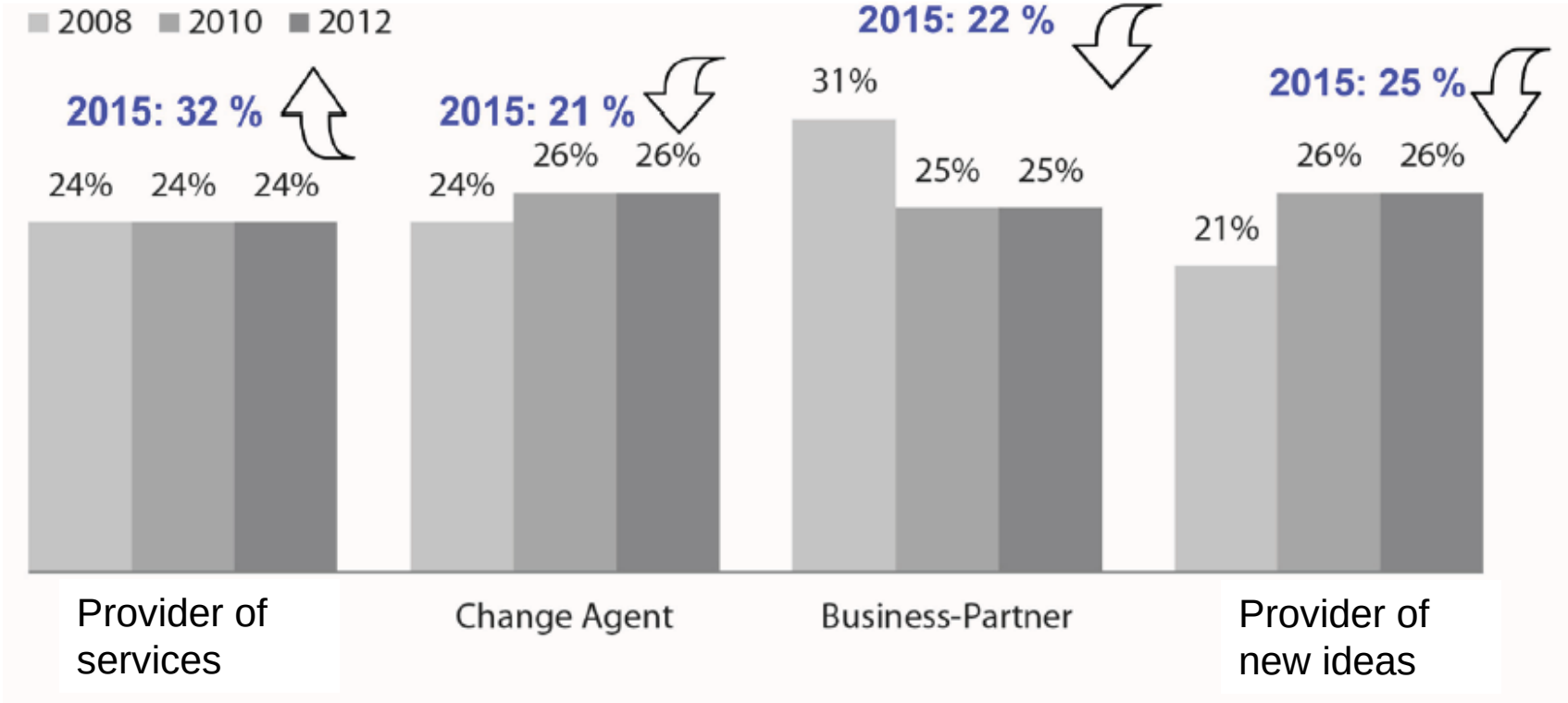
Universität St.Gallen

scil swiss competence centre for innovations in learning

Informal learning: mission & readiness

Thema/Trend	sehe ich **nicht** als unsere Aufgabe %	ist heute **schon** unsere Aufgabe %	sehe ich als Aufgabe für die **Zukunft** %	insgesamt sind wir dafür eher **nicht vorbereitet** %	insgesamt sind wir dafür **vorbereitet** %
Wir **beobachten**, was im Bereich informelles Lernen bei uns im Unternehmen passiert.	2	55	43	61	39
Wir **unterstützen Führungskräfte** dabei, ihre Mitarbeitenden im informellen Lernen zu fördern.	4	51	45	58	42
Wir **unterstützen Mitarbeitende** dabei, informell zu Lernen.	6	65	29	53	47
Wir gestalten **Rahmenbedingungen** für informelles Lernen (z.B. Lernkultur, Infrastrukturen).	5	49	46	61	39
Wir **evaluieren** informelles Lernen.	14	16	70	77	23

The role of L&D / training management



Top 5 future competences for learning professionals

Task: Select the top 5 future competences from 11 competences.

Rank	Competence	Points	Δ
1	**Coaching** and **consulting** competences.	283	62
2	Being able to **plan** and **implement learning and development initiatives**, guided by the corporate strategy.	221	2
3	Being familiar with **social media tools** and being able to use them specifically to support learning.	218	30
4	Being able to **work** on an equal footing with the relevant **stakeholders** within the organisation.	189	8
5	Being able to initiate, modify and accompany **processes of change**.	181	22

n = 121

THE POSITION OF SCIL TREND STUDY RELATIVE TO OTHER SURVEYS

Universität St.Gallen

scil swiss competence centre for innovations in learning

Review: what are other studies looking at?

Organization	Deloitte University	ATD	CIPD L&D survey	Towards Maturity	FT / IE	MMB
Report	Human Capital Trends	State of the Industry Report	L&D Survey	Benchmark Report	Corporate Learning Pulse	Learning Delphi
Latest release	2017/02	2017/01 (2016)	2015/05 (discontinued)	2016 / 11	2017/06	2017/04
Geogr. focus	? / 140 countries	US+	UK	UK (+EU/US/…)	EU, Asia, MidEast	GER / CH / AUT
Areas / topics covered	• Agile organization • (Dynamic) Career learning • Talent acquisition (by machines) • Employee experience & engagement • Performance management (cont. feedback) • New ways of leading • Digital HR • Peopal analytics • Diversity and inclusion • Augmented workforce	• Expenditures & efficiencies (expenditure, learning hours per employee, employees & learning hours per staff member, cost per learning hour, reuse ratio, etc.) • Content areas & delivery methods (percentage eLearning) • Focus 2017: On-the-job learning (extent, types)	• Role of L&D function • Trends in L&D (methods, technology, content) • Learning technologies • Leadership development • Talent management • Development of L&D professionals • Impact of L&D activities • Spending on training	Learning Today • Resourcing • Technologies employed • Modalities (f-t-f, BL, online) • Expected outcomes • Barriers to change Tools+tactics to • Improve efficiency • Fine-tune processes • Boost performance • Cultivate agility • Influence culture	• Business relevance of L&D / leadership development • Top learning priorities (strategy, customer engagement, leadership capabilities) • Partner selection • Impact measurement	• Popular / highly relevant forms of learnig (video, mobile, micro, etc.) • Commercial success of forms of learning • Learnig priorities (topics / types of skills) • Importance of key conferences

A closer look: Towards Maturity Benchmarking Report (since 2004)

Universität St.Gallen

scil swiss competence centre for innovations in learning

1

6 L&D workstreams

Defining Need
- Strategic alignment
- Business alignment

Understanding Learners
- Learner choices
- Learner motivation

Work Context
- Business environment
- Talent management
- Work culture

Building Capability
- L&D essentials
- Designing learning
- Transferring learning
- Supporting performance
- Facilitating collaboration

Ensuring Engagement
- Implementing change
- Empowering learners
- Engaging leaders
- Involving trainers

Demonstrating Value
- Gathering feedback
- Measuring impact
- Communicating success

2

5 Areas of expected outcomes

Influencing culture – achieved by 17% avg	Drive business innovation Share good practice Integrate learning and work Capacity for problem solving
Cultivating agility – achieved by 20% avg	Speed up the application of learning Improve engagement Improve staff retention Improve communication and teamwork
Boosting performance – achieved by 26% avg	Support new ways of working Adapt to individual need Increase productivity Increase self-directed learning
Fine-tuning processes – achieved by 33% avg	Improve consistency Extend learning to remote workers Implement new IT systems Inform customers and suppliers
Improving efficiency – achieved by 42% avg	Increase volume Demonstrate compliance with regulatory needs Extend reach Improve onboarding

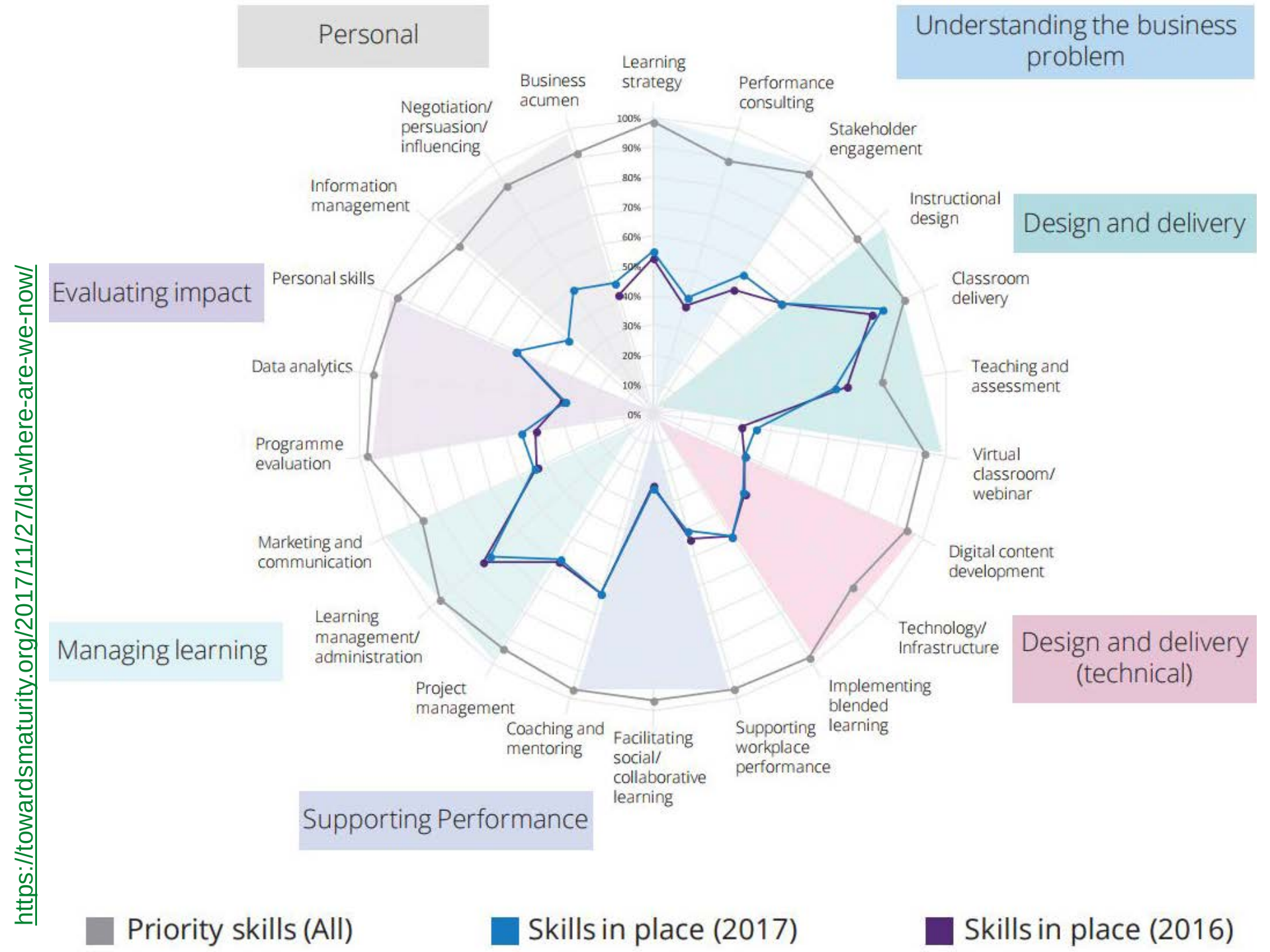
- Encourage conversations (communities & ESN-tools)
- Facilitate connections
- Practice customer centricity
- Feedback processes
- Encourage learning from mistakes
- …

Tools & tactics employed (e.g. by «Top Deck») to achieve outcomes

e.g. «cultivate agility»

3

Source: Towards Maturity 2016-17 Benchmarking Report, November 2016
https://towardsmaturity.org/2016/11/19/unlocking-potential-business-learning-benchmark/

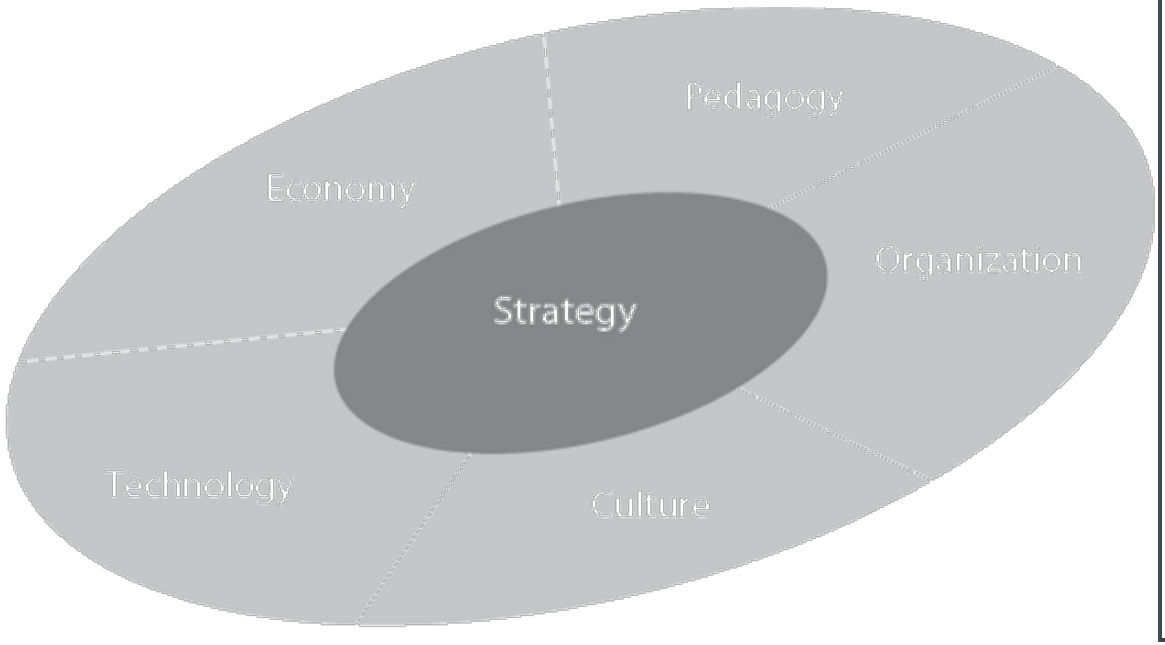


https://towardsmaturity.org/2017/11/27/ld-where-are-we-now/

RELAUNCH SCIL TREND RESEARCH

Origin of the orienting framework

Research by Sabine Seufert on sustainability of E-Learning innovations 2003-2005



Swiss Centre for Innovations in Learning
Universität St.Gallen

Sabine Seufert, Dieter Euler

Nachhaltigkeit von eLearning-Innovationen

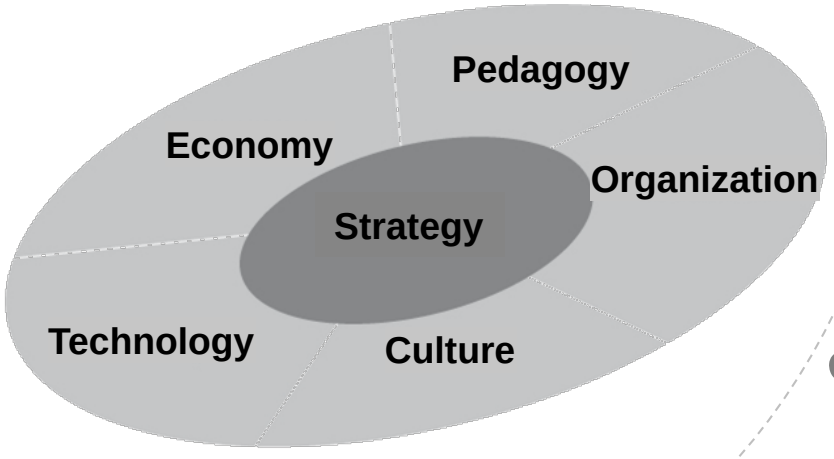
Ergebnisse einer Delphi-Studie

SCIL-Arbeitsbericht 2
Januar 2004
Hrsg.: Prof. Dr. Dieter Euler / Dr. Sabine Seufert

Gefördert von:

GEBERT RÜF STIFTUNG

What is a suitable framework for today?



Sustainability of
E-Learning innovations

Business model for L&D
in times of
digital transformation

Business:
Processes, Performance, Transformation

Culture (of learning)

Portfolio of Products & Services

Learner Experience

Strategic fields of action

Revenue & Value Contribution

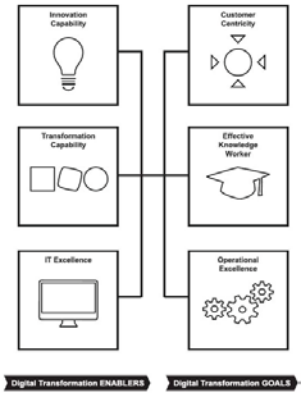
Processes Roles Tools / Infrastructures

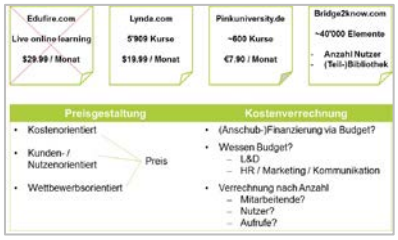
Vision

Mission

Governance

Changes in the L&D business model





Culture (of learning)

Portfolio of Products & Services

Learner Experience

Strategic fields of action

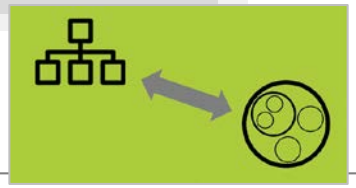
Revenue & Value Contribution

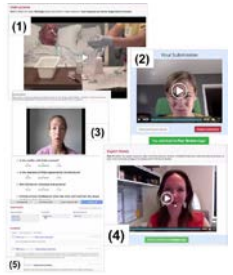
Processes Roles Tools / Infrastructures

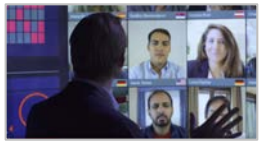
Vision

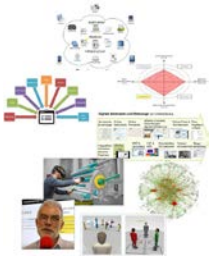
Mission

Governance









Universität St.Gallen

scil swiss competence centre for innovations in learning

What should the next iteration of the scil trend study aim for?

1. Focus on digital transformation
   - Currently no. 1 challenge for L&D
2. Identify current issues in L&D related to digital transformation
   - Ranking in terms of importance for L&D professionals
   - Indication of expected time line for realization
3. Identify aspects that are specifically challenging for L&D
   - open questions
4. Promote professionalization of L&D community
   - Promote reflection of current practice
   - Promote setting goals for further development

Universität St.Gallen

scil swiss competence centre for innovations in learning

Kontakt

Dr. Christoph Meier
Geschäftsführung
Tel.: +41 71 224 75 95
Mail: christoph.meier@unisg.ch
Linkedin: www.linkedin.com/in/christoph-meier-scil

swiss competence centre for innovations in learning (scil)
Institut für Wirtschaftspädagogik (IWP-HSG)
Universität St.Gallen
Guisanstrasse 1a
CH-9010 St.Gallen

AACSB ACCREDITED EFMD EQUIS ACCREDITED