fuse

FLAMMABLE LIQUID 3

THE GREAT ENTERPRISE L&D REALITY CHECK

5 Ways to Move from Legacy to Profitability with Learning

IT'S TIME TO FACE UP TO THE L&D DISCONNECT

When we polled 250 senior L&D and HR leaders across the UK and US recently, we quickly uncovered a conundrum: despite 92% of our respondents agreeing that enabling access to knowledge on-demand is a key driver for business performance, only a third of employees at mid sized companies were found to have access to learning that supports performance on the job.

Larger organisations didn't fare much better, with only 60% indicating that employees have access to on-demand knowledge. It's cause for concern, particularly given the research also revealed that more than half (55%) of L&D/HR leaders themselves need access to knowledge every day or several times a week.

It's enough to make you wonder: **are companies truly aware of the productivity and profitability potential of L&D models that support on-demand, in-flow learning, and knowledge at the point of need? Is there still a big disconnect between how learning is supposed to look, and how it is actually happening?**

THE NEED FOR INSTANT ACCESS TO KNOWLEDGE ON-DEMAND IS A BUSINESS CRITICAL ISSUE

Our research leaves little doubt that there is a significant disconnect in terms of what leaders want L&D to look like in the modern-day organisation, and the actual reality, which is that a great many are still struggling to swap course-centric strategies for real-time learning on the job.

THE RESEARCH SHOWS:

40%

The number of companies with learning strategies based entirely or mostly on a course-based model

4%

The number of companies surveyed that feel they lead with real-time learning on the job

58%

The number of organisations that say access to in-flow learning is the most important success factor for upskilling on the job

When we then look at these findings through the lens of hybrid work - including the advent of technology and the Great Resignation - the true urgency of this issue can be fully appreciated. The traditional course-led approach as a one-size-fits-all model is no longer a viable learning solution. The need for instant access to knowledge on demand is happening every day - and it's a business-critical issue that warrants immediate attention at the top table.

THE GAP BETWEEN LEARNING AND BUSINESS VALUE

In our research, almost a quarter (23%) of UK respondents did not believe (or didn't know) whether their current learning model is driving people and business performance.

Contrast this with the 73% of respondents who said they currently assign 80% of all learning to upskilling for performance, and you can see the issue: many companies are relying on their models to drive performance, but can't or aren't measuring its effectiveness.

The reality is this: most L&D managers are all too aware of how ineffective courses are, and forward-thinking companies started moving away from courses some time ago. They know that relying solely on classes and courses will not ensure people have what they need to do their jobs. The right approach to learning is a continuous, ongoing process, and people must connect with learning on a much more frequent basis than any traditional model will allow.

Fuse has invested a lot of time in understanding the user learning experience and its associated workflow. When we say "in-flow learning," or 'knowledge at the point of need' - we are talking about how you need to learn during work, so that you can apply what you've just learned immediately. It's how most people like to learn - it's really that simple.

HOW DO COMPANIES MOVE ON FROM LEGACY LEARNING?

Learning for performance is as much about helping people to change as anything: It's not just about redesigning and reimagining solutions. It's about getting people to change their way of thinking and change their way of doing things. It is helping them to think strategically about how to solve their organisational problems. By moving away from thinking about competencies and skills to thinking about critical tasks, we can start to design for performance.

Design for learning looks much different than design for performance: Most companies start with formal learning. But what if you started with designing support for working and learning (ie, performance support) and social learning (business focus?) Starting in the performance zone may just help reap the business performance rewards your company has been missing.

Too many companies don't do the correct analysis upfront. It's essential to understand what the business environment is, what the opportunities are, what the constraints are long before designing a learning solution.

Here are two pieces of valuable advice from Charles Jennings, partner at the **Tulser/70:20:10** Institute, and one of the world's leading experts on building and implementing learning and organisational performance strategies:

WHAT CHARACTERISES PERFORMANCE AND PROFITABILITY-DRIVEN LEARNING FROM LEGACY LEARNING?

So, what distinguishes performance and profitability focused learning from a legacy approach? Our client Hilti is a great example. The multinational developer and manufacturer of products for construction and building maintenance felt hindered by its course-based approach to learning. It sought to revolutionise its learning experiences for all employees by moving much of its knowledge to in-flow learning with Fuse.

Today, most learning at Hilti is streamlined, and driving both productivity and profitability. Here's what Hilti's in-flow learning looks like:
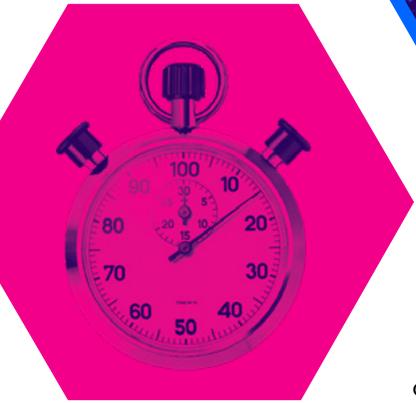
It uses data analytics: Analytics helps Hilti understand its KPIs and show its business results. The company doesn't have to guess what its users want or what they will engage with, and it can use its results to shape the future of learning.

It's tacit knowledge that's relevant to the needs Hilti employees have: Hilti people didn't want to learn from people outside of their team. They now learn from content contributed to Fuse by other Hilti experts, with knowledge tapped at the point of need and in-flow learning.

It's easy for Hilti experts to create the content: Content creation doesn't take weeks or months - it takes less than a few hours for a Hilti employee to create a video or short article and upload it to Fuse.

Content is relevant to specific users: Hilti's in-flow learning doesn't just rely on a content aggregator to farm out the same content to everyone. It promotes content curation via communities to make learning relevant.

It's little and often: In-person onboarding programmes at Hilti that took anywhere from one to four weeks were changed to a model where people were onboarded by learning little bits of information every day.

It's no longer classroom-based: With Fuse, Hilti updated its content strategy to move away from a classroom-based approach.

It's mobile: Out of the classroom, and onto mobile devices, Hilti's engineers are now able to learn on the move.

It's social and collaborative: Fuse is giving Hilti's people a voice, allowing everybody to share their learnings. It's a two-way street.
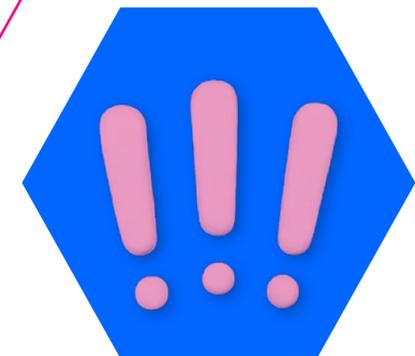
KPIS IN THE NEW L&D REALITY

In the move from legacy to performance-driven and in-flow learning, L&D leaders will find they can track and see positive results around a whole new set of business-focused KPIs that are often not easily measured with course-based learning.

Here are a few of the top profitability-focused KPIs our customers are tracking - and some of the truly impressive results they've seen:

Increased sales:

In incorporating in-flow learning with Fuse, Avon saw an incremental increase in monthly visits to the platform - the difference between low frequency (1 to 2 visits per month) and medium frequency (3 to 4 visits per month) - showed dramatic uplifts of +320% in aggregate sales over 6 months.
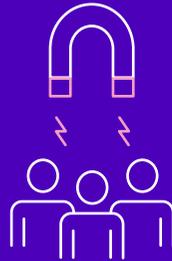
Higher staff retention rates = serious savings:

Fuse customer Panasonic boosted its customer service representative retention rates by 26% with Fuse and in-flow learning, generating ROI in the first three months of using the platform.

Reduced onboarding time for faster time to market with sales:

With Fuse and in-flow learning, Hilti's sales onboarding time and costs were significantly reduced: what used to be a 15 months sales onboarding process payback period has become a three-month payback process.

Increased customer lifetime value:

After investing in in-flow learning on the Fuse platform, Vodafone immediately saw an unprecedented level of learner engagement, growing month on month up to 10,000 items per day amongst the 4000 employees in its UK retail estate. At 90% active usage amongst employees, Vodafone has seen a marked increase in the lifetime value of the Vodafone customer.

IT'S TIME TO MOVE ON FROM LEGACY LEARNING

Chief Learning Officers, Heads of Learning, HR, have you looked at the ROI your learning and development (L&D) budget is delivering? What has it done for you lately? Is it living up to expectations, and boosting company performance?

It's not enough for learning to be a nice-to-have or a promoter of good knowledge transfer or employee engagement. The C-suite and technology leaders quite rightly expect their technology investments to drive demonstrable business value by delivering growth and innovation.

The reality is that learning has vast potential to affect the bottom line, and at many companies, it already is. It is the department that has the most potential to make business more profitable and help it to grow quicker.

At Fuse, our customers are proof that it's 100% possible to move on from legacy to profitability with learning, and to develop learning strategies that balance courses with an in-flow learning approach for engagement and success. We understand what it takes to develop learning strategies that focus on the learner, and we know how to combine this with the best possible technology to ensure an effective experience that demonstrably drives productivity and profitability.

If you'd like to learn more about how Fuse can help empower your organisation to move on from the disconnect between in-flow learning strategies and the reality of legacy courses, **get in touch for a chat or a free demo today.**

CHECK US OUT!