Bring Learning to Work:

How to Create Learning Moments that Deliver Results

inkling Brandon Hall
GROUP

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Introduction

Adaptability is critical in business today. Recent history is full of companies that failed to adapt — Blockbuster, Nokia, Kodak — and those that thrived because they made the right changes at the right time — Netflix, Starbucks, Apple. A business can't be agile unless its workforce is agile. That means being able to deliver knowledge, skills and information at the moment of need.

Classroom settings and non-digital reference materials don't cut it for delivering training and support to today's workers. As learning experiences evolve, companies discover new ways to deliver short and engaging learning moments that make a big impact on workers without disrupting their daily workflow. If the goal is to give employees the skills and knowledge they need to deliver optimum productivity, the tools must provide learning opportunities at the same time they are doing the work.

As companies evolve and adapt, learning must transform before the rest of the organization, not after. People will need new skills and companies cannot expect to hire their way through a digital transformation.

Employees Need Access to Information

64%
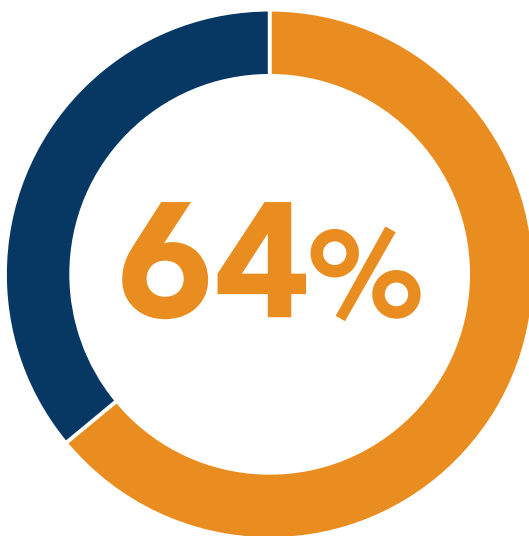
Weekly, daily, or more often

How often would you expect your individual contributor population, on average, to need to connect with learning resources to effectively perform their job?

Source: Brandon Hall Group, Learning Strategy Survey

Ultimately, what people need is access to information. In an environment where people need to connect to learning resources weekly, daily or even multiple times a day, a static, event-based learning strategy will not suffice. People have become accustomed to quickly finding information and answering questions via platforms such as Google and YouTube, so learning needs to be able to provide similar experiences when possible.

"Now" is What Today's Learners Expect

The modern employee:

- Wants to find answers **quickly**
- Expects **on-demand** experiences
- Wants a **single source** of truth
- Prefers self-paced learning

At the same time, they need a simplified environment where they are not expected to navigate multiple tools just to get what they need to do their job. A single source of truth ensures they trust the knowledge and information that is being delivered. Confidence is critical in an agile learning environment. Without confidence in the learning, people are hesitant to develop, adapt and move forward.

Case in Point – Single Source of Truth

Real-World Example

Building Confidence in Claims

- Provided a **single source of truth** for all operational knowledge
- Enabled **in-the-moment** access to answers
- **Simplified** the new content review and **approval** process

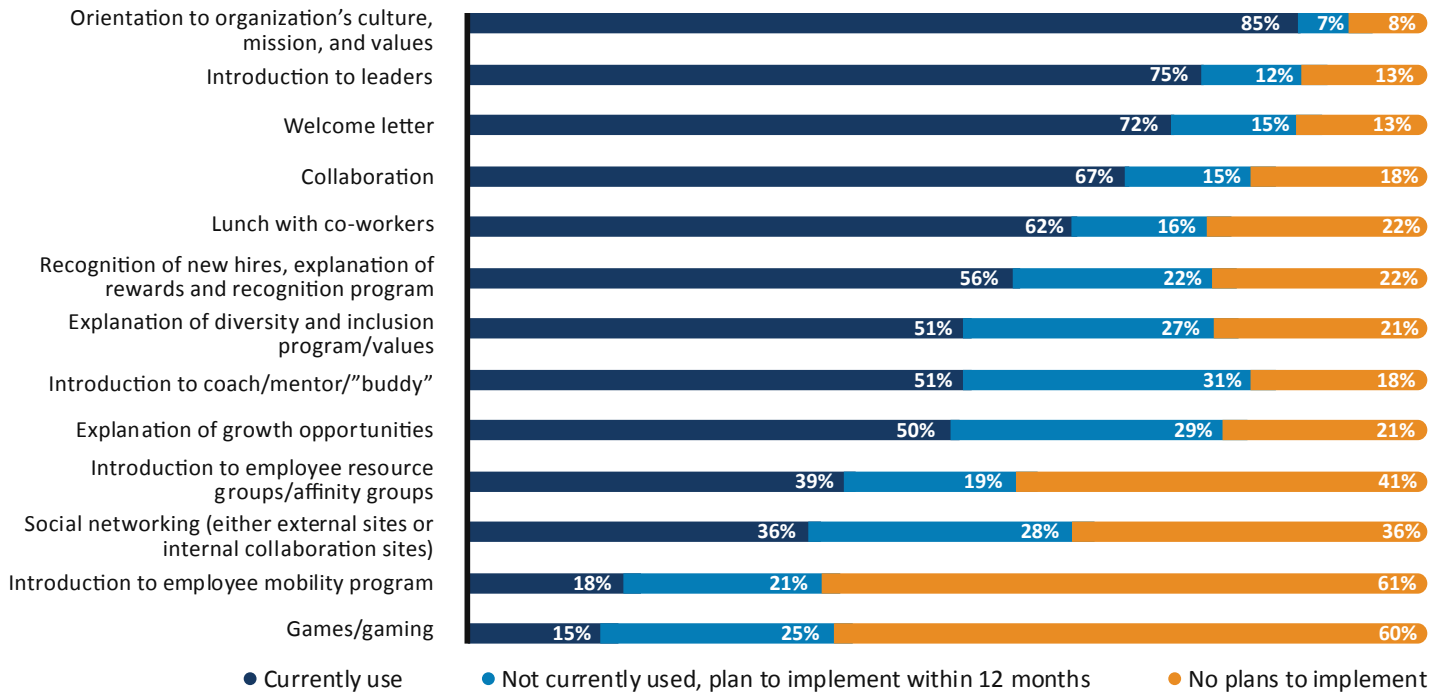**100%**
Adoption rate

75%
Reduction of duplication

4K+
Average monthly active users

As Allstate began to transform the processes used in the claims department, they discovered that agents had no less than 13 different places they could look for answers. There was also no guarantee that the information found in one of these places was the most accurate, up to date and not contradicted or superseded by information in another location.

By consolidating to one platform as a source of truth, the agents were given the confidence to find the right information — in the moment — to do their jobs effectively. This also reduced the amount of duplicative content by **75%**.

Creating Impactful Learning Moments
Onboarding Components

Component	Currently use	Not currently used, plan to implement within 12 months	No plans to implement
Orientation to organization's culture, mission, and values	85%	7%	8%
Introduction to leaders	75%	12%	13%
Welcome letter	72%	15%	13%
Collaboration	67%	15%	18%
Lunch with co-workers	62%	16%	22%
Recognition of new hires, explanation of rewards and recognition program	56%	22%	22%
Explanation of diversity and inclusion program/values	51%	27%	21%
Introduction to coach/mentor/"buddy"	51%	31%	18%
Explanation of growth opportunities	50%	29%	21%
Introduction to employee resource groups/affinity groups	39%	19%	41%
Social networking (either external sites or internal collaboration sites)	36%	28%	36%
Introduction to employee mobility program	18%	21%	61%
Games/gaming	15%	25%	60%

● Currently use   ● Not currently used, plan to implement within 12 months   ● No plans to implement
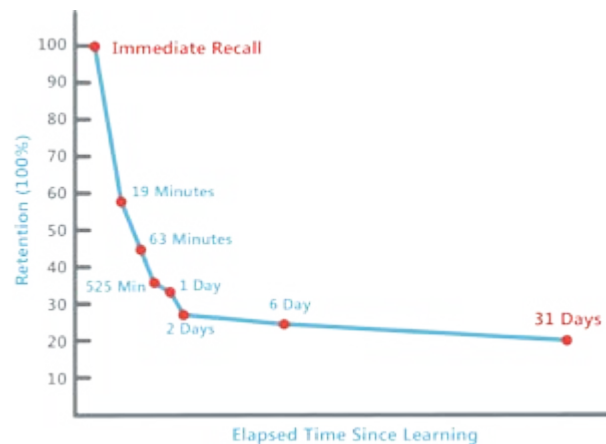
Source: Brandon Hall Group, Onboarding Study 2018

One of the first encounters an employee has with an organization's learning environment is during onboarding. It's important that new hires are provided with easy access to the knowledge and information they need as they learn about the company and their job. A strong onboarding experience consists of much more than forms and documents, and requires a platform that can organize and deliver everything. This will also set the employees' expectations for learning interactions moving forward.

In terms of continuous learning, the traditional model leaves a lot to be desired. While there will be formal events like classes and courses, without impactful learning moments to follow them up, much of what is delivered is not retained. The Ebbinghaus Forgetting Curve portends that within a matter of days, people have forgotten most of what was delivered within the formal setting. This is why trying to frontload employees with a ton of skills training doesn't work. They need to be able to practice and reinforce over time.

A potential **-80%** Return On Investment

It Requires More Than the Class or Course

The Ebbinghaus Forgetting Curve

Case in Point – Just In Time

Love's Travel Stops see the Ebbinghaus Curve as a challenge to their workforce who needs to know all the procedures for cleaning, maintaining and running their locations. Simply dumping all of the information on employees in classes and hoping they retain all of it while in the store would not work. They were also challenged by an outmoded system where training was only available on a desktop in the manager's office. This difficulty in accessing information led to employees developing their own ways of doing things and passing them on to new employees by word of mouth.

By implementing a platform that gave employees access to what they needed, when they needed it and where they needed it via mobile devices, Love's saw an improvement in procedure adoption and increase in usage of quick reference guides.

As one employee put it: "I can type in 'fountain nozzle,' and it'll bring me right to the thing that I'm looking for where I can watch a video, look at the pictures or read the how-to step-by-step guide. Do that and "I'm done in less than a minute."

Organizations try to create learning experiences that are learner-focused and personalized to learners' needs. Companies that can do this achieve better results than those that are not. In our research, we were able to isolate those companies that say their learning efforts have had a positive impact on the following outcomes:

- Time to productivity/effectiveness
- Voluntary turnover/employee retention rates
- Employee engagement
- Individual performance
- Manager/supervisor observations
- Team effectiveness

We consider these organizations to be delivering "high-impact learning" compared to those whose learning efforts are not having as much of a positive effect. There are distinct differences in how these groups of companies approach learning.

Real-World Example

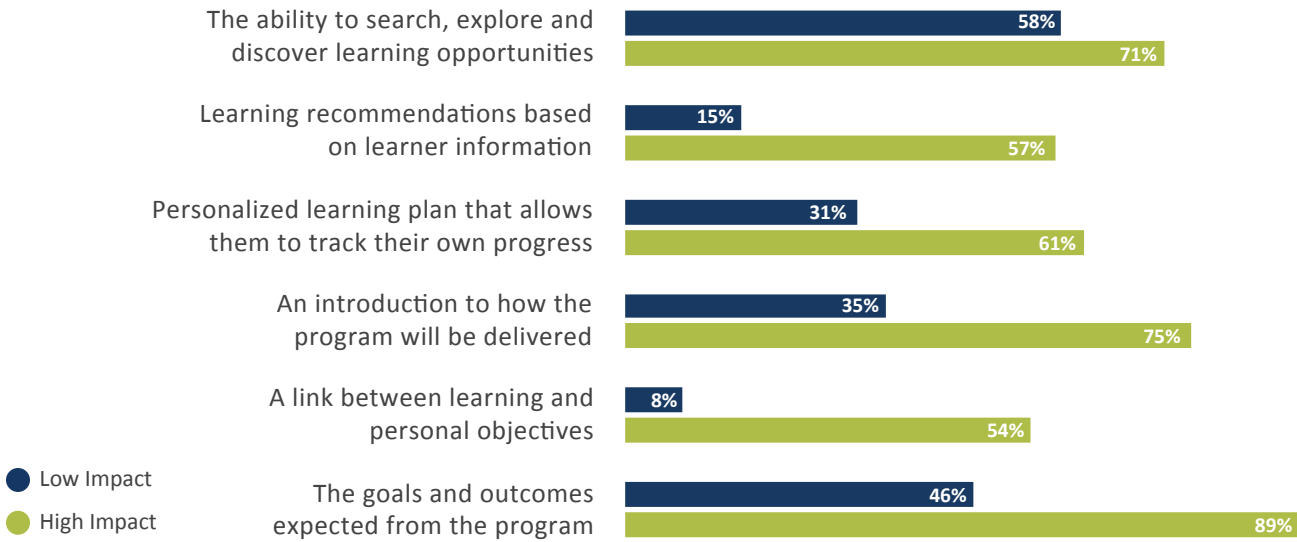*Just-In-Time Answers on Mobile*

- Employee learning is reinforced **at the time of doing**
- Consistent training **nationwide, at any time, on mobile**
- Employees have **immediate access** to procedural updates

150+ Active Quick-Reference Guides on the platform

91% Adoption rate just two weeks after launching

What Learners Need

The ability to search, explore and discover learning opportunities
- 58%
- 71%

Learning recommendations based on learner information
- 15%
- 57%

Personalized learning plan that allows them to track their own progress
- 31%
- 61%

An introduction to how the program will be delivered
- 35%
- 75%

A link between learning and personal objectives
- 8%
- 54%

The goals and outcomes expected from the program
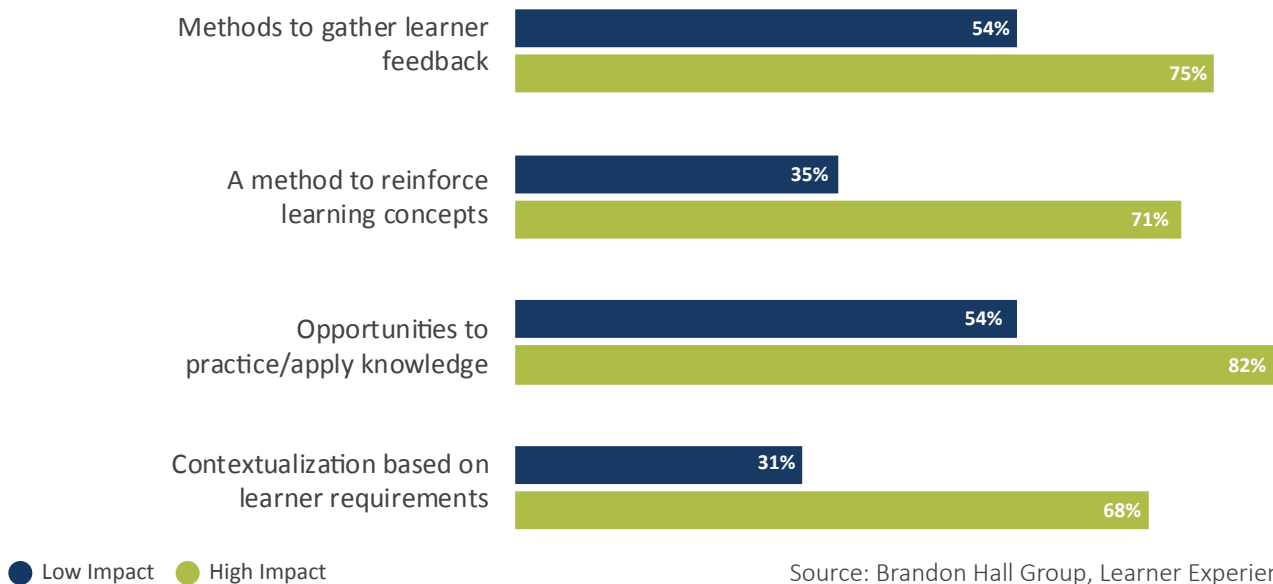- 46%
- 89%

● Low Impact
● High Impact

Source: Brandon Hall Group, Learner Experience Survey 2019

To ensure the experience is truly contextual for learners, High-Impact companies provide recommendations based on things like their role, career path and the learning they previously received. They also give learners a link between learning they are offered and their personal objectives. Too often, companies believe the "what's in it for me" factor for learning is implicit but employees who understand the connection between themselves, learning and the business are more engaged and poised for success.

These organizations also understand that learners need time and opportunities to reflect, reinforce and apply the knowledge they are gaining and make efforts to ensure these things are happening.

Beyond the Course

Methods to gather learner feedback
- 54%
- 75%

A method to reinforce learning concepts
- 35%
- 71%

Opportunities to practice/apply knowledge
- 54%
- 82%

Contextualization based on learner requirements
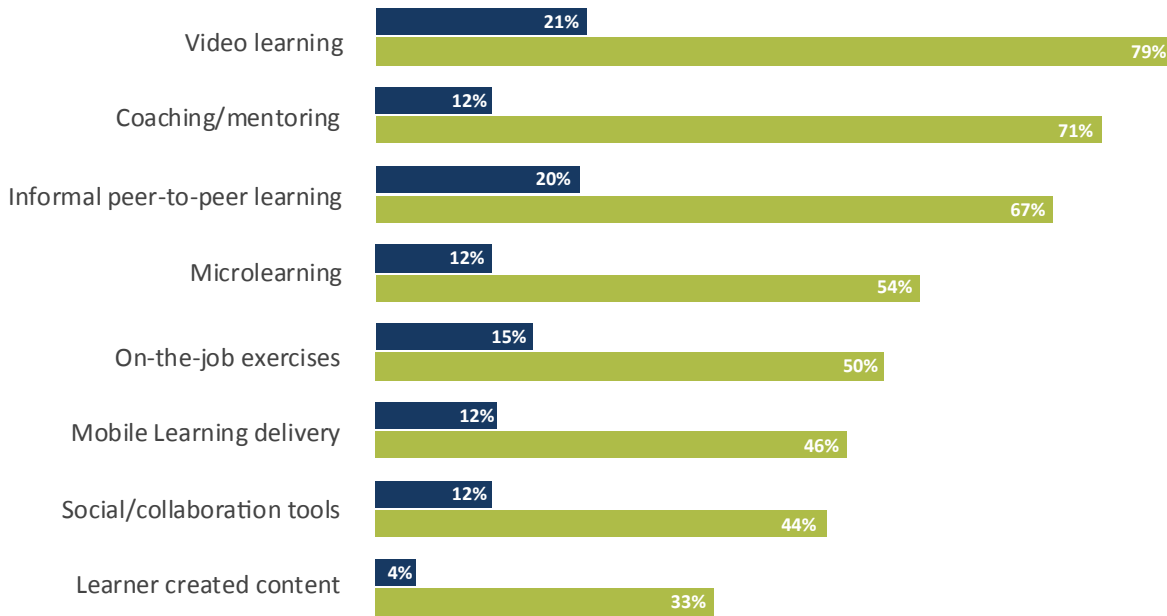- 31%
- 68%

● Low Impact ● High Impact

Source: Brandon Hall Group, Learner Experience Survey 2019

It is also important that organizations take advantage of available technology for a better learning experience. And while technology is not the experience itself, being able to provide things such as videos, microlearning and mobile delivery on a frequent basis is a hallmark of High Impact organizations.

Learning Tools & Technology
Used Often or Always

Tool	Low Impact	High Impact
Video learning	21%	79%
Coaching/mentoring	12%	71%
Informal peer-to-peer learning	20%	67%
Microlearning	12%	54%
On-the-job exercises	15%	50%
Mobile Learning delivery	12%	46%
Social/collaboration tools	12%	44%
Learner created content	4%	33%

● Low Impact ● High Impact

Source: Brandon Hall Group, Learner Experience Survey 2019

Case in Point – Time to Productivity

$30M
Annual savings in onboarding costs in the U.S.

1M
Number of new employees hired each year
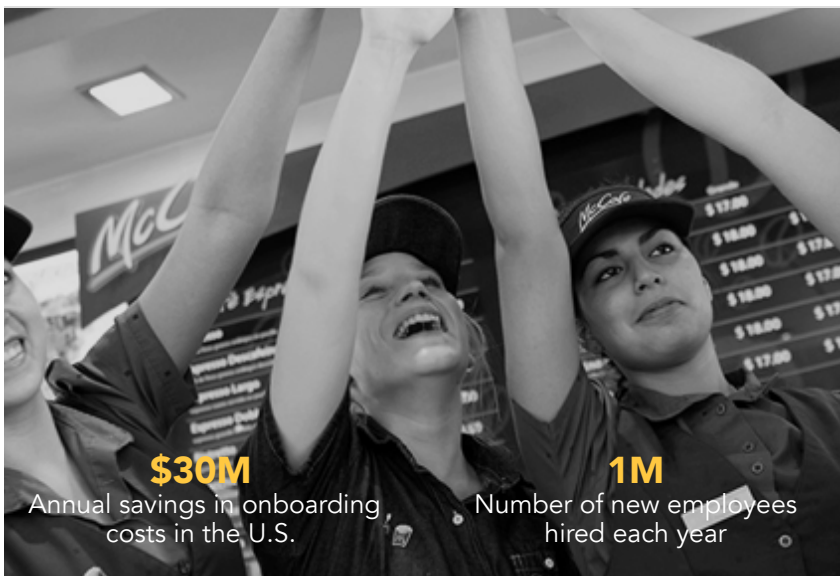
Real-World Example
Serving Up Increased Productivity

McDonald's cut 10 hours off new crew member training by:

- Providing **shoulder-to-shoulder training** during onboarding
- Offering accurate and **mobile-ready** SOPs and job aids
- Engaging employees with **interactive content**

McDonald's reimagined its new crew member training by moving away from classes to a mobile-first environment where employees learned shoulder to shoulder with one another during onboarding. Standard operating procedures and other job aides are kept up to date and made available on mobile devices whenever they are needed.

The result of the more engaging, in-the-moment training is that McDonald's was able to cut new-hire training by 10 hours, representing massive savings in onboarding training, as well as printing and shipping costs being slashed by hundreds of thousands of dollars in the U.S.

Case in Point – Improved Performance

*The importance of positively affecting **individual performance**...*

Real-World Example
Medical Device Sales Enablement

With mobile content, field sales reps can:
- **Easily and quickly** find the right information
- **Accurately address complex** topics with customers
- Stay **up to date** with new clinical study information

A mobile-first strategy can also impact outcomes in a sales-enablement environment. A global medical device manufacturer with more than 94,000 employees worldwide saw improvements in their sales performance by giving sales professionals access to the material needed when and where they need it. This approach ensures the salespeople have the most up-to-date clinical study information at their fingertips. Knowing they have the latest product information makes the sales team more confident and thereby more effective.

Case in Point – Employee Engagement

Taco Bell is keenly focused on keeping their nearly 200,000 employees engaged, as it has a direct impact on customer satisfaction. With new, limited products being launched throughout the year, it is critical that employees are confident in their ability to prepare and sell them.

Previously, employees had to rely on "build cards" that were downloaded by managers, printed and distributed. There were also hard-copy SOP books available. By moving to a learning strategy that pushed more engaging, digital content that was easy to review, as well as having learners working in teams going over the material, the company was able to get employees preparing the new offerings confidently on day one. Customer satisfaction scores rose 5% after this new strategy was implemented.

Real-World Example

Engaged Employees = Happy Customers

- **Quickly prepare employees** for new product launches
- **Easy access** to new menu item training
- **Improved consistency and quality** for customers

7,500 Number of restaurants using Inkling

5% Increase in CSAT after launching Inkling

Authors and Contributors

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John is an experienced customer-facing Product Management professional with a track record of delivering solutions that drive significant operational impact for large global enterprises across many industries such as Retail, Consumer Packaged Goods, Insurance, Pharmaceuticals, and Hospitality. John's focus has been on delivering solutions that leverage proprietary technologies such as AI and unique to market publishing technology, but which are easy to adopt and use for everyone inside the organization. Prior to stepping into his role as Vice President of Product Management and Strategy at Inkling, John served as the Sr. Vice President of Product Management and Customer Success at Eversight — and before that, as the IBM's Executive Director of Product Management where he oversaw development and adoption of solutions at some of the largest global enterprises such as Coca-Cola Company and Walmart.

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About Inkling

Inkling is a learning enablement platform designed for the frontline workforce. Inkling brings together learning and doing to improve the employee experience from day one and every day after that by delivering mobile, effortless access to the training and resources they need to be successful in their role. Leading brands trust Inkling to help them efficiently onboard employees, ensure continued performance enablement and successfully execute corporate initiatives while providing new levels of visibility into critical operating metrics. Founded in 2009, Inkling is based in San Francisco, California.

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