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Workbook

Workplace Learning Culture Evaluation Workbook

Why prioritize learning at work?

Most skills are relevant for <u>five years</u>. Technical skills, in particular, expire after <u>18 months</u> on average. And for companies keeping up with these skills gaps, it's not as simple as hiring external talent — which is estimated to <u>cost six times more</u> than training from within.

Do the math and it's clear: **We all need to be learning continuously or risk falling behind with outdated skills.**

To develop your employees' growth mindset and make continuous learning a norm, learning and development (L&D) programs need cultural investments. In this workbook, you'll take a short quiz to evaluate your company's current learning culture. Then, guided questions will help you build your case to executives and other stakeholders for why learning is imperative to long-term business success.

Identify your company's current learning culture

Let's start by evaluating where your organization stands today. This assessment helps you reflect on the core characteristics of strong learning cultures. Fill it out honestly — this will give you a baseline for how you're doing. Remember: A growth mindset and open feedback loops are essential to a learning culture. For each question, grade your organization on a scale of 1 to 5.

1. How well do people on your team handle change?

1	2	3	4	5
Poorly		OK		Very well

2. How easily can your team adapt to new ways of work and unfamiliar situations?

1	2	3	4	5
They can't adapt		They adapt with some difficulty		They adapt easily

3. How receptive are people to feedback?

1	2	3	4	5
Poorly		Somewhat receptive		Very receptive

4. Is learning considered fun or boring?

1	2	3	4	5
Very boring		Neither boring nor fun		Fun!

5. How available are learning opportunities outside of formal company trainings to employees?

1	2	3	4	5
Unavailable		Available to some but not others		Very available to all employees

6. How well are employees recognized for learning?

1	2	3	4	5
Learning goes unrecognized		Some are recognized for learning		People are well recognized for learning

7. Executives and leaders in your organization support learning at work through their actions.

1	2	3	4	5
Learning is not supported		They support learning verbally, but not with action		They support learning through their actions

8. The learning opportunities in my organization meet my needs.

1	2	3	4	5
Learning opportunities do not meet my needs		Learning opportunities sometimes meet my needs		Many learning opportunities meet my needs

Now, take a look at your scores for each question. If you scored below a three for any, these are areas of opportunity for your organization's or team's learning culture. Consider asking others to take this evaluation and discuss the results together. And remember that we're all on a learning journey — you can start by keeping an open mind about areas for improvement.

In the next section, you'll explore what to do with your findings and how to make the case for learning at your organization.

Prove why learning matters at your organization

Now that you know where your organization's learning culture stands, it's time to take action. Below you'll find the most recent research related to workplace learning and the impact it has on business outcomes.

Partner with others from around your organization and consider how each point applies to your company and industry. Together you'll prepare a compelling argument for building a strong learning culture at your organization that can be shared with executives to get buy-in.

A learning culture is critical for keeping up with workplace transformation

The workplace is changing so fast that many companies are struggling to keep up. The Randstad Sourceright 2020 Talent Trends Report found that 45% of C-suite and HR leaders feel that digital transformation is advancing too quickly and 91% of HR respondents believe it's their organization's responsibility to reskill workers.

How does your organization measure up? Answer the following questions about your company's preparation for workplace transformation.

1. What skills do employees need to learn to be prepared for digital disruption?

2. What resources are currently available to your employees to upskill them in these areas?

3. How will having employees who are skilled in these areas enable your organization to beat the competition and achieve your strategic goals?

A learning culture can close our skills gap

Losing highly skilled employees can be a significant drain on company resources. Gallup estimates a 100-person company with average attrition rates spends between $660,000-$2.6 million per year on turnover and replacement.

How much could you save by focusing on training or upskilling instead? Answer the following questions about your organization's approach to closing the skills gap.

1. In your organization, what is the average cost of hiring and onboarding a highly skilled new employee?

2. How much would it cost per year to provide training to a current employee to upskill them?

A learning culture fuels innovation

Leaders from Accenture and DBS Bank told Harvard Business Review that encouraging employees to teach newly-acquired skills to their colleagues expanded and deepened learning for all. The training of a single employee results in learning opportunities for dozens of others. Collaborative approaches to training ripple through an organization, where ideas and methodologies cross-pollinate from one part of the business to another.

How can you encourage collaboration to power innovation? Answer the following question to identify social learning opportunities.

1. In your organization, what opportunities are there for teams to work collaboratively across functions and learn from each other?

There are more technologies than ever to make a learning culture possible

Traditional, in-person learning programs can't meet the needs of modern organizations. Constraints on budget, location, and time prevent the programs from scaling across an organization. As companies evolve to include remote-friendly work policies, learning programs must also adapt to include digital tools and virtual training.

The education technology (edtech) market is booming and expected to be worth $56.5 billion by 2024. Edtech tools help companies empower their employees to learn skills on their schedules, wherever they are. Many of these services offer analytics and dashboards that build the case for how learning improves performance.

How can technology grow and track the efficacy of your L&D program? Use the following questions to assess your company's learning technologies.

1. What learning technologies do you have access to in your organization?

**2. What reporting capabilities do these technologies have?**

3. How can you link learning data to employee performance and your organization's strategic goals?

Bring your learnings to life

Now that you've gone through these activities, what's next? Get your executives and other stakeholders on board, explaining the risks and opportunities that are shaping the modern workplace. Tell them why investing time and money in building a robust learning culture makes sense.

With over 5,000 courses on Udemy Business, managers can work with employees to find engaging learning paths that complement company objectives and career goals.

Request a demo and speak to our experts about how to prioritize continuous learning at your organization.
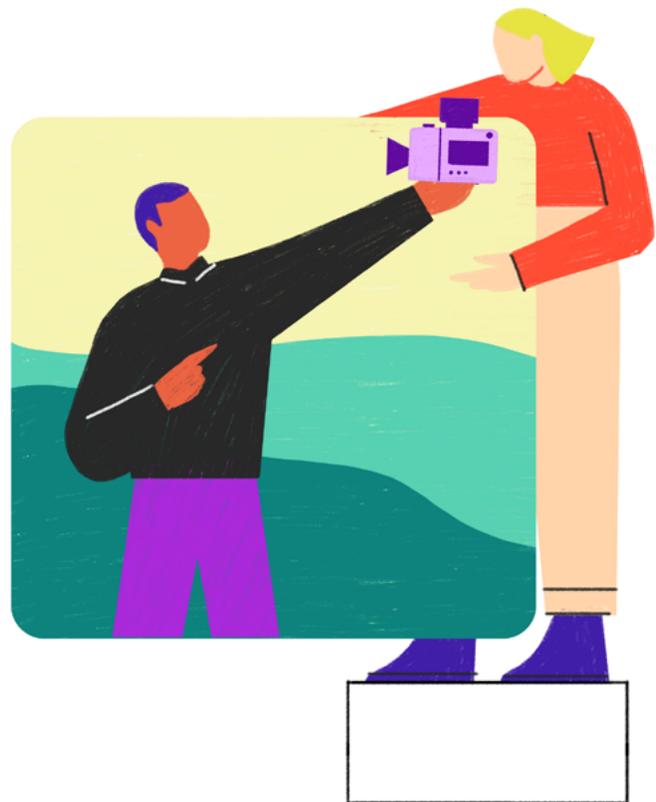
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