



# THE LPI RESEARCH COMPANION

Guiding you through the maze of L&D research

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## Research, research, research!

There are so many organisations issuing research into L&D trends and topics that it can be hard to keep up.

Where do you start? Which reports have the data you're looking for?

This is where the *LPI Research Companion* can help, by cutting through the noise and giving you the most relevant highlights and action points from the very best research the L&D industry has to offer.

In this issue we look at the following reports, published recently:

**Global Leadership Forecast 2018 - 25 Research Insights to Fuel Your People Strategy** - EY

**The rise of the social enterprise - 2018 Deloitte Global Human Capital Trends** - Deloitte

**Digital Learning Realities Research 2018** - Fosway Group

**The Transformation Curve** - Towards Maturity

As a learning professional, if something catches your eye we would encourage you to explore these reports more fully.

So let's delve in...

# GLOBAL LEADERSHIP FORECAST 2018

## 25 Research Insights to Fuel Your People Strategy

EY

### About the research

The Global Leadership Forecast 2018 is a collaboration between Development Dimensions International, The Conference Board, and EY. Now in its eighth year, the research uses data collected from 25,812 leaders and 2,547 HR professionals across 2,488 organizations in 54 countries.

### Eye-catching findings

This is a vast piece of research and is essential reading for L&D professionals. Why? Because the top two trends for leaders fall in your in tray. Those trends are developing 'next gen' leaders (64%), followed by failure to attract/retain top talent (60%). These top two trends are followed by new competitors globally (48%) and cyber security (28%).

The data makes for a challenging read, with only 41% of leaders believing that their organization's leadership development program is of high or very high quality. And only 35% rated their leadership assessment and leadership performance management programmes to be of high or very high quality.

And when it comes to developing future talent, 36% of leaders say they are only moderately effective or even less skilled at doing it. And the the likelihood of leaders mentoring others is challenged by the fact that 58% have never been mentored before.

The research also includes data from 2,500 HR professionals. This presents an even gloomier picture, with 78% describing their leadership career planning systems as only moderately effective or worse. Added to this, 65% say their leaders do not have high quality development plans and 48% do not use available data (through assessments etc) to make leadership hiring and promotion decisions.

*(contd.)*

In the years that EY has been carrying out this research, the level of overall leadership quality has remained around the 40% mark. This research shows that organisations face a persistent challenge in developing better quality leaders.

## What to act on

The good news is that the report provides practical steps on how to overcome all the challenges that it outlines. For example, it provides four steps to creating a leadership strategy. These are:

1. Define the competencies required for success
2. Model supply and demand of leadership as a part of the strategic planning process
3. Align core leadership processes align with, and reinforce, the appropriate skills, capabilities and mindsets.
4. Measure the impact of leadership and spending on performance and potential

Interestingly for L&D, the report says that leadership capability “requires a workplace where everyone learns every day”. This means providing opportunities to learn and develop as a part of work, not as an addendum to work.

The impact of this approach on digital capability is significant. Digitally capable leaders are more likely (89% vs 58%) to take on stretch assignments to build new skills. They’re also more likely to provide input to grow the business (67% vs 34%) and seek it from others to grow themselves (92% vs 66%).

When it comes to digital, there is an important message for L&D: build your own digital capability. Currently, 16% of HR professionals report being very prepared to operate in a digital environment. In order to develop leaders more effectively, L&D will need to develop itself.



## GLOBAL LEADERSHIP FORECAST 2018 25 Research Insights to Fuel Your People Strategy EY

[http://www.ey.com/Publication/vwLUAssets/ey-the-global-leadership-forecast/\\$FILE/ey-the-global-leadership-forecast.pdf](http://www.ey.com/Publication/vwLUAssets/ey-the-global-leadership-forecast/$FILE/ey-the-global-leadership-forecast.pdf)

# THE RISE OF THE SOCIAL ENTERPRISE

## 2018 Deloitte Global Human Capital Trends

Deloitte

### About the research

This is the fifth year that Deloitte has produced its global human capital trends report. It is a global survey of more than 11,000 business and HR leaders and as such, is a significant piece of research.

### Eye-catching findings

Over the years, this report has thrown up some interesting trends and this year is no exception. Two of the top three trends will be of direct interest to learning professionals. They are: the symphonic C-suite and moving from careers to experiences. These are followed by trends that indirectly impact on learning, such as wellbeing, AI, hyperconnected workplaces and the workforce dividend.

The report focuses on the growth of the social enterprise. The authors say that organisations are increasingly being judged on factors outside of financial performance, such as on the quality of relationship with workers, customers, local communities and the environment. These factors are shaping the social organisation. Economic and geopolitical turbulence mean that organisations are playing more of a community-focused role than they have done in recent history. The upshot of this shift is the need for greater levels of collaboration within (and outside) the organisation.

The report authors describe the social organisation in the following way: “We call this new, collaborative, team-based senior executive model ‘the symphonic C-suite’. Like a great symphony orchestra, a symphonic C-suite brings together multiple elements: the musical score, or the strategy; the different types of instrumental musicians, or the business functions; the first chairs, or the functional leaders; and the conductor, or the CEO. In this model, C-suite members not only lead their own area of responsibility, but also collaborate with other functional leaders, work on teams that affect the enterprise’s strategic direction, and influence and inspire networks of teams throughout the organisation.

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The only problem is that 73% of respondents say their C-suite leaders rarely, if ever, work together on projects or strategic initiatives. This is the challenge for organisations and for L&D. In order to act more like a social organisation, senior executives will need to get a lot better at collaborating with each other and the rest of the business.

The report also advises organisations to look beyond traditional, linear career paths. New careers will be made up of “developmental experiences” in which employees are offered the opportunity to acquire new skills and perspectives. This becomes more important as 61% of survey respondents are redesigning jobs around artificial intelligence (AI), robotics, and new business models. Nearly half (42%) believe automation will have a major impact on job roles over the next two years.

The report authors say this will have a big impact on skills development. However, despite the fact that 72% of respondents say career paths in their organisation are not based on a traditional organisational hierarchy, 47% base their development programme on the skills needed for these defined career paths.

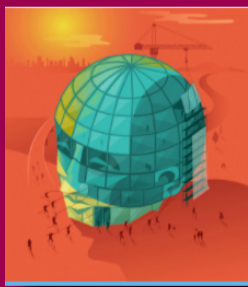
Moreover, 54% say that they had no programmes in place to build the skills of the future.

## What to act on

There is a great deal of insight in this research and we have picked out just two areas: leadership development and skills for the future. These are two critical areas for organisations and are bread and butter for L&D. The good news is that there is much to do here for L&D to make its mark on business transformation.

But there are some causes for concern. Senior executives rarely work together on strategic initiatives. L&D must get involved in these projects and support and enable better collaboration at the most senior levels within the organisation. Use this data to provoke some action in your organisation.

Second, L&D must look at the issue of skills development. If your organisation’s skills development is based on old thinking and processes then it will not be fit for the future. Understanding what skills are needed and designing ways to develop them quickly is a priority. And don’t forget to take this approach for developing the skills of the L&D team.



## THE RISE OF THE SOCIAL ENTERPRISE 2018 Deloitte Global Human Capital Trends

Deloitte

<https://www2.deloitte.com/insights/us/en/focus/human-capital-trends.html>

# DIGITAL LEARNING REALITIES 2018

Fosway Group

## About the research

This report into the digital learning market is produced by Fosway Group in association with Learning Technologies and The Learning and Skills Group. Now in its third year, the research is based on survey of more than 1,300 L&D professionals from Europe and Asia-Pacific.

## Eye-catching findings

The report uncovers exactly what organisations are doing with digital learning. As such it acts as an antidote to all the hype surrounding new learning technology trends.

Digital transformation is a reality in learning, but the research shows that organisations are at different stages on the journey. The bulk of organisations (71%) are currently transforming their businesses and 20% are planning to. Only 5% have completed their digital transformation journey, so clearly, this is an area of ongoing work for the sector.

In terms of what this transformation looks like, most investment will be going on digital learning platforms, digital learning content and developing the internal digital learning team. The most popular platforms are learning management system, authoring systems and portals while mobile, virtual classrooms and social learning remain relatively niche.

The most popular form of digital learning content is video (66%), followed by user-generated content (60%), micro learning (59%), mobile (59%) and blended (57%).

In the coming year, the most popular approaches to digital learning will be micro-learning, personalised learning journeys, strategic measures of success and streams of curated content.

Despite talk in the media and at conferences of a shift towards a more consumer-like experience in digital learning, the research shows that only 20% of organisations personalise learning and only 20% are thinking about agile learning.

And in terms of strategy, 85% of organisations have a fragmented ecosystem for digital learning as opposed to 15% that have a standardised approach.



## What to act on

The top five areas of demand for learning platforms show where digital learning is heading. They are learner engagement (64%), social/collaborative (63%), mobile (61%), analytics (60%) and authoring systems (57%).

Despite the fact that engagement is the number one area for demand, the more engagement-focused approaches, such as personalised and agile learning, are currently of limited interest.

The research suggests a disconnect between organisational aspirations for digital learning and the approaches to deliver on those aspirations.

Use this research to benchmark your own progress and to inform your thinking on newer technologies. But use it to learn from others - it is going to take different strategies to deliver on expectations around digital learning.



## DIGITAL LEARNING REALITIES 2018

Fosway Group

<http://www.fosway.com/research/next-gen-learning/digital-learning-realities-2018/>



# THE TRANSFORMATION CURVE

Towards Maturity

## About the research

This report is based on Towards Maturity's 2017 benchmark data of more than 700 L&D professionals around the world. It also includes data taken from more than 10,000 learners in Towards Maturity's Learner Landscape research.

In his foreword to the report, chairman of the Learning and Performance institute, Donald Taylor, says, "The Transformation Curve is the most significant Towards Maturity report since the research began in 2003."

This report is very different to previous Towards Maturity reports. In it, Towards Maturity applies new data analytics to its data in order to reveal the most effective strategies for progressing along the learning transformation curve.

At the heart of the report is the S curve. This is a business term referring to the lifecycle of a product. With the S curve, there are four key points: introduction, growth, maturity and decline.

## Eye-catching findings

Towards Maturity has mapped the S curve on to the learning transformation journey. The journey has four stages:

1. Optimising training
2. Taking control
3. Letting go
4. Sharing responsibility

For each stage, there is a period of growth, maturity and then decline. Before the decline stage, learning teams need to make the shift to the next stage. This is called the pivot point of change and requires learning teams to take counter-intuitive steps. The research outlines these steps for each of the four stages.

For example, shifting from optimising training to taking control requires L&D teams to reassess content for courses and how it links to engagement and change tack from simply improving the take-up of courses.

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The research provides data on the benefits of each stage. By optimising training, L&D teams can reduce delivery time of learning by 55%, reduce cost by 31% and reduce study time by 32%. It also provides insights into barriers for change. For example, when it comes to optimising training, 65% of L&D professionals lack knowledge of the potential of technology. This drops to 45% in the second stage of taking control.

In addition, the report provides a summary of the change in behaviours organisations will see across the following six dimensions:

1. Governance
2. Formal learning
3. Informal and social learning
4. Role of L&D
5. Role of the individual
6. Role of the manager

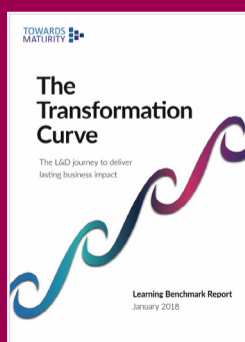
The Towards Maturity data highlights these six dimensions as areas that can change as a result of new approaches from L&D.

## What to act on

The data in this report will show you the benefits of changing from one stage to the next. It also shows you the barriers to change. This is all useful information. However, the gold dust lies in the pivot points of change. Those counter-intuitive actions that will help learning professionals move from one stage to the next along the transformation curve.

As well as providing guidance on getting from one stage to the next, the data also shows how to improve six key dimensions in learning. For example, the role of the manager shifts from line managers not being involved in learning in optimising training (stage 1) to line managers creating a culture of permission in sharing responsibility (stage 4).

This report is a useful guide to moving learning from training delivery to being a shared responsibility nurtured through a learning culture.



## THE TRANSFORMATION CURVE

Towards Maturity

<https://towardsmaturity.org/2018/01/31/transformation/>

# CONCLUSIONS

Two big themes have emerged from these research reports and they are leadership development and accelerating the digital transformation of learning.

The good news is that senior executives in organisations see leadership development, especially of the next generation of leaders, as business critical. Clearly, L&D has a big part to play in this. Both the Deloitte and EY research should be used as evidence to start conversations about how to nurture new leaders.

But that is not all. The Deloitte research shows that the majority of senior executives do not collaborate with their colleagues. As the pace of business change accelerates, this lack of collaboration could have a negative impact on organisations. Again, this presents a golden opportunity for L&D to show what it can do at the top level of the organisation.

When it comes to learning transformation, Fosway Group's data shows the direction of travel. More emphasis on digital learning, on digital platforms and on an enhanced user experience. Most L&D teams are still on their transformation journey, however, and that's where the Towards Maturity Transformation Curve can help.

The Transformation Curve provides data-backed insights to help you make the counter-intuitive decisions you might need to accelerate your progress with digital learning.

These reports paint an exciting looking picture for L&D. They also provide practical tips to make it a reality.



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Produced in April 2018

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