

# THE NEW 70:20:10 – THE CHANGING FACE OF LEARNING:

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September, 2015

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# SPEAKERS



**Michael Moon, PhD**  
Research Director,  
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COO (EMEA), Docebo



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# TODAY'S AGENDA:

1. **Topic** – Objectives
2. **Topic** – Aberdeen Research Methodology
3. **Topic** – Study Background
4. **Topic** – Highlights and Key Findings
5. **Topic** – The New 70:20:10
6. **Topic** – Knowledge Conversion: Uncover Hidden Knowledge with Digital Technology



# OBJECTIVES

- How leading organizations provide employees with a diverse spectrum of learning opportunities and experiences
- How “digital” has disrupted the way organizations think about the “70:20” elements of the 70:20:10 learning model
- The importance of leveraging technology to uncover, create and share knowledge



**MICHAEL M.  
MOON, PHD**

Research  
Director, HCM  
Aberdeen  
Group

## 15+ years in HR: practitioner, analyst and academic

### Industry Experience:

- Previously: Senior HCM Researcher, i4cp
- HR Practitioner: Thomson Reuters, Raytheon, John Hancock, Vistaprint, Fleet Bank (now Bank of America)
- Talent & Development, OD, HR Analytics, HRIS, HR Management, and L&D
- Engagement survey programs, HR analytics, Talent Management, High-potential development, Leadership Development, and Performance Management

### Education and Certifications:

- PhD, Human Capital Management, Bellevue University
- Master of Science, Human Resources from Suffolk University
- Master of Music, Musical Theatre from the Boston Conservatory
- Bachelor of Science, Theatre from Eckerd College
- Member of SHRM, NEHRA, AOM and IHRIM; PHR (HRCI); Actor's Equity

# ABERDEEN'S RESEARCH METHODOLOGY

## PACE: END-USER INVESTIGATION

### PRESSURES



### ACTIONS



### CAPABILITIES



### ENABLERS



**What is causing organizations to think differently?**

External and internal forces that impact an organization's market position, competitiveness, or business operations.

**What strategies are they using to respond to pressures?**

The strategic approaches that an organization takes in response to industry pressures.

**Why are they achieving greater success?**

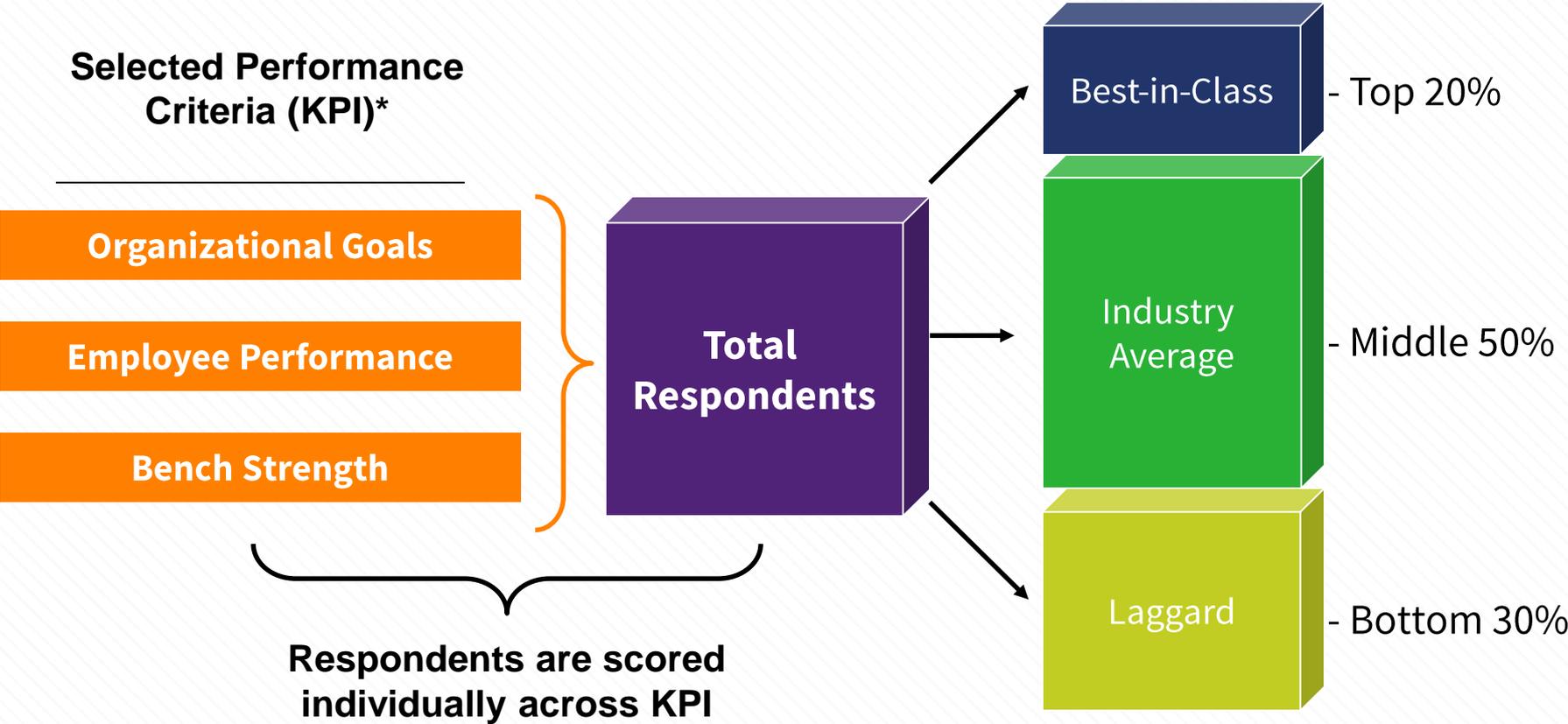
The business capabilities (organizational, process, knowledge management etc.) required to execute corporate strategy.

**What technologies and services are enabling them to succeed?**

The key technology solutions required to support the organization's business practices.

# ABERDEEN MATURITY CLASS FRAMEWORK

## DEFINING THE BEST-IN-CLASS



\*example KPIs

# UNDERSTANDING WHAT IT TAKES TO ACHIEVE SUCCESS



## What you need to do to become Best-in-Class:

- What processes you should have in place
- What do you need to measure
- Organizational changes you might want to make
- Data / Knowledge management considerations
- Technologies you should evaluate

# DEFINING BEST-IN-CLASS

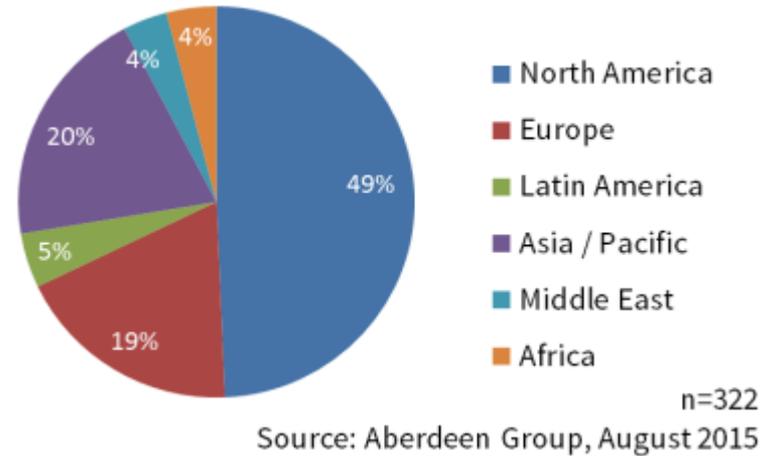
DEFINITION	MEAN CLASS PERFORMANCE
<b>Best-in-Class:</b> Top 20% of aggregate performance scorers	85% of employees rated themselves "highly engaged" in most recent engagement survey
	15% increase in revenue per FTE (Y-O-Y)
	16% increase in customer/patient satisfaction rates/scores (Y-O-Y)
<b>Industry Average:</b> Middle 50% of aggregate performance scorers	65% of employees rated themselves "highly engaged" in most recent engagement survey
	4% increase in revenue per FTE (Y-O-Y)
	5% increase in customer/patient satisfaction rates/scores (Y-O-Y)
<b>Laggard:</b> Bottom 30% of aggregate performance scorers	42% of employees rated themselves "highly engaged" in most recent engagement survey
	2% decrease in revenue per FTE (Y-O-Y)
	0% increase in customer/patient satisfaction rates/scores (Y-O-Y)

\*changes in last 12 months

# ABOUT THE STUDY

# OVERVIEW

- ❑ Between July and August of 2015, Aberdeen Group surveyed 322 businesses regarding key trends in learning.
- ❑ 48% > \$100 million



- ❑ Additional measure of Best-in-Class:
  - We evaluate the effectiveness of learning programs
  - We evaluate the business impact of learning programs
  - Overall, our learning function is effective in helping meet the business goals of the organization
  - We continuously evaluate our learning strategy to ensure alignment to organizational/business strategy

# THE STUDY

## Learning 3.0: How Does Your Organization Stack Up?



- User-generated content instead of static-content
- Peers as experts
- Learning from everyday experience
- Learning in small bursts

# FINDINGS

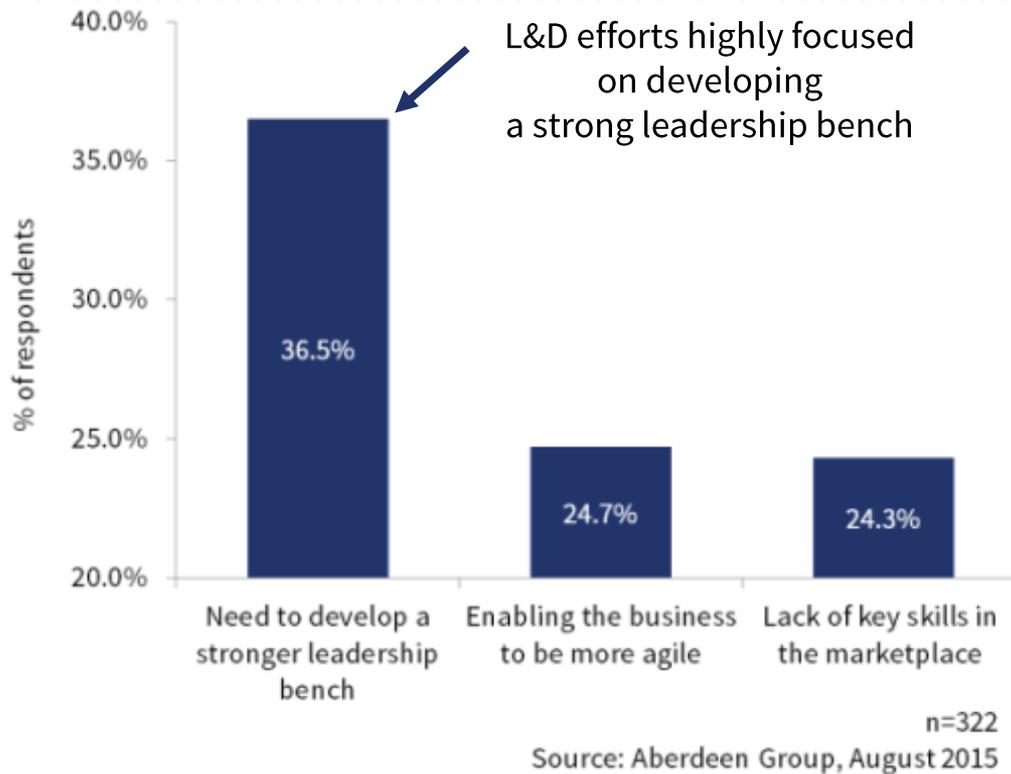
# STATE OF LEARNING

**79%** - of organizations believe learning and development is critical to their organization's ability to execute on strategy.



- **Increase by 87%**
- **BIC – 121%**

# PRESSURES – TOP 3

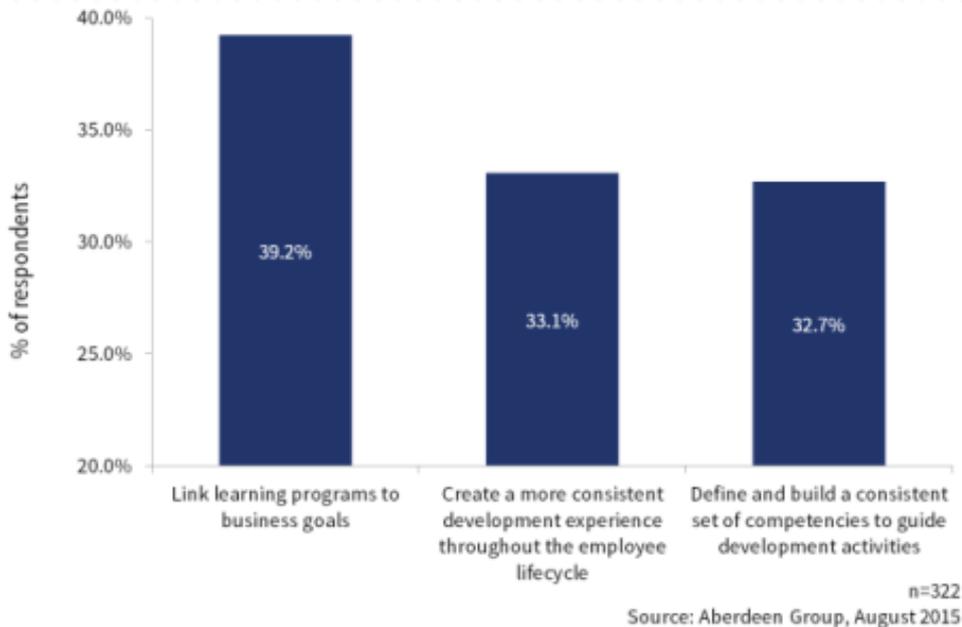


## Top Three Pressures: Best-In-Class

- Need to develop a stronger leadership bench (37.7%)
- Enabling the business to be more agile (32.2%)
- Need to deliver learning across multiple geographies (22.6%)

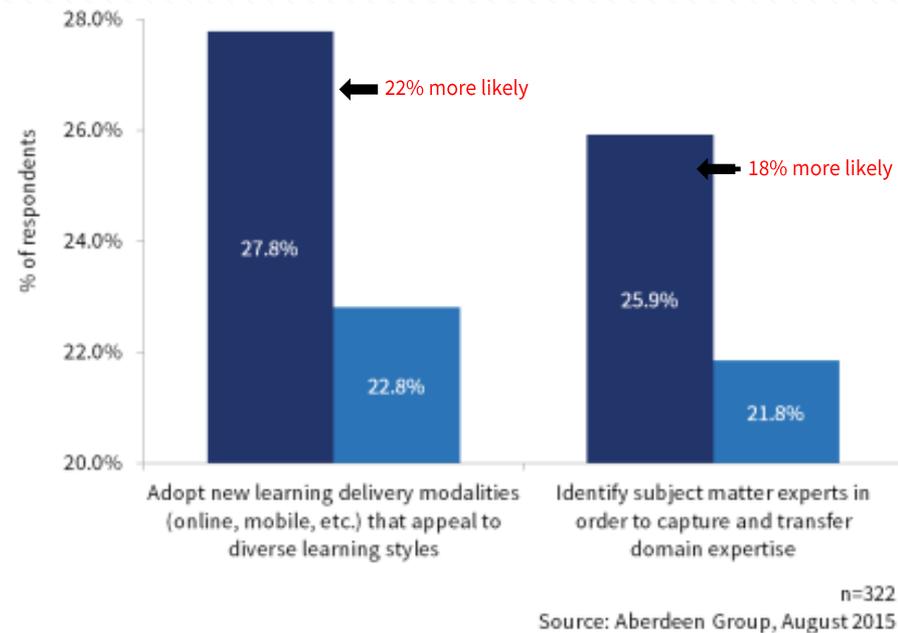
# STRATEGIC ACTIONS

## Overall



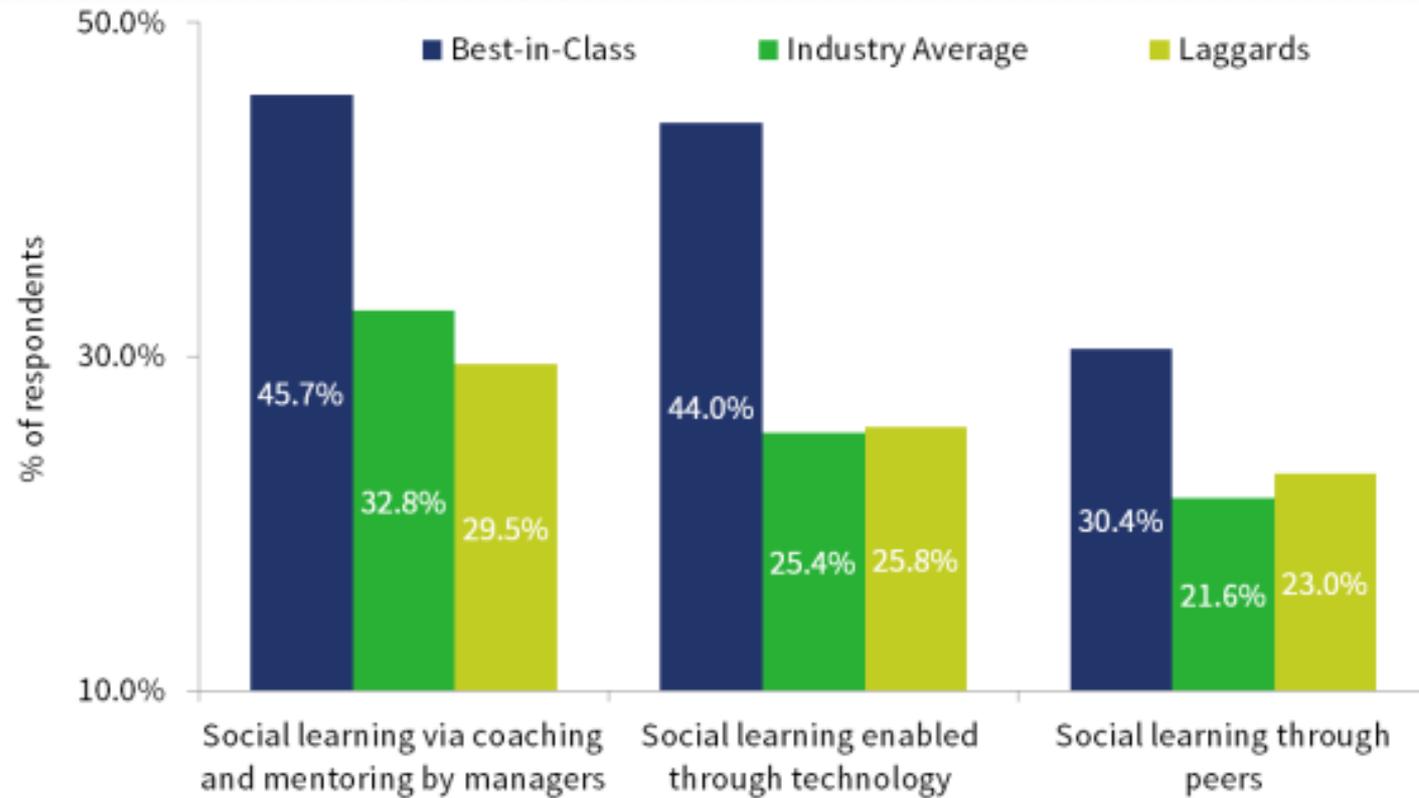
- **Link learning to business**
- **Employee development throughout employee lifecycle**
- **Consistent set of competencies to guide development**

## Best-in-Class



- **Adopt new and diverse learning modalities**
- **Identify subject matter experts – capture and transfer domain expertise**

# CAPABILITIES – DEVELOPMENT SUPPORTED BY SOCIAL



n=322

Source: Aberdeen Group, September 2015

# ENABLERS

Most common (learning) systems or solutions used to support overall business and talent goals:

## Top Three:

- Access to video learning content 58%
- Employee self-service portal to access to learning 51%
- LMS 45%



## Best-in-Class

- **5X more likely\*** to utilize a social learning management system (LMS) (integrates formal and social learning )
- **5X more likely\*** to utilize wearable devices (to aid in continuous learning and support)

\*than All Others

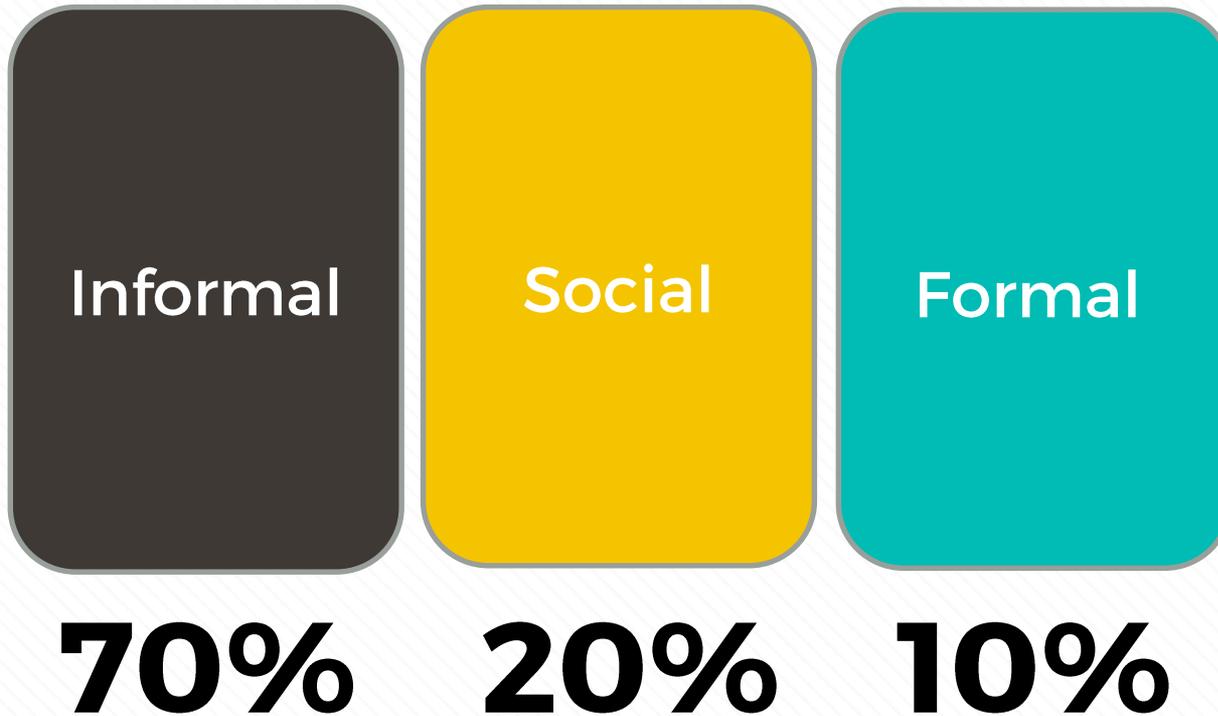
# MODALITY EFFECTIVENESS: TOP 10 (11)

<u>Modality</u>	<u>In Use</u>	<u>Effectiveness (%)</u>		
		I	NI/E	E
Instructor-led, classroom-based training	80%	2	36	62
Informal on-the-job training	68%	1	31	69
Informal mentoring/coaching	65%	0	32	68
Asynchronous, self-paced eLearning	58%	6	48	46
Formal on-the-job training	50%	0	23	77
Paper-based performance support	45%	5	59	36
Formal mentoring/coaching	42%	0	26	74
Blended-learning approach	40%	2	19	79
Virtual instructor-led training	37%	3	52	46
Web-based performance support	37%	3	44	54
<i>Simulations / role-play</i>	36%	4	20	76

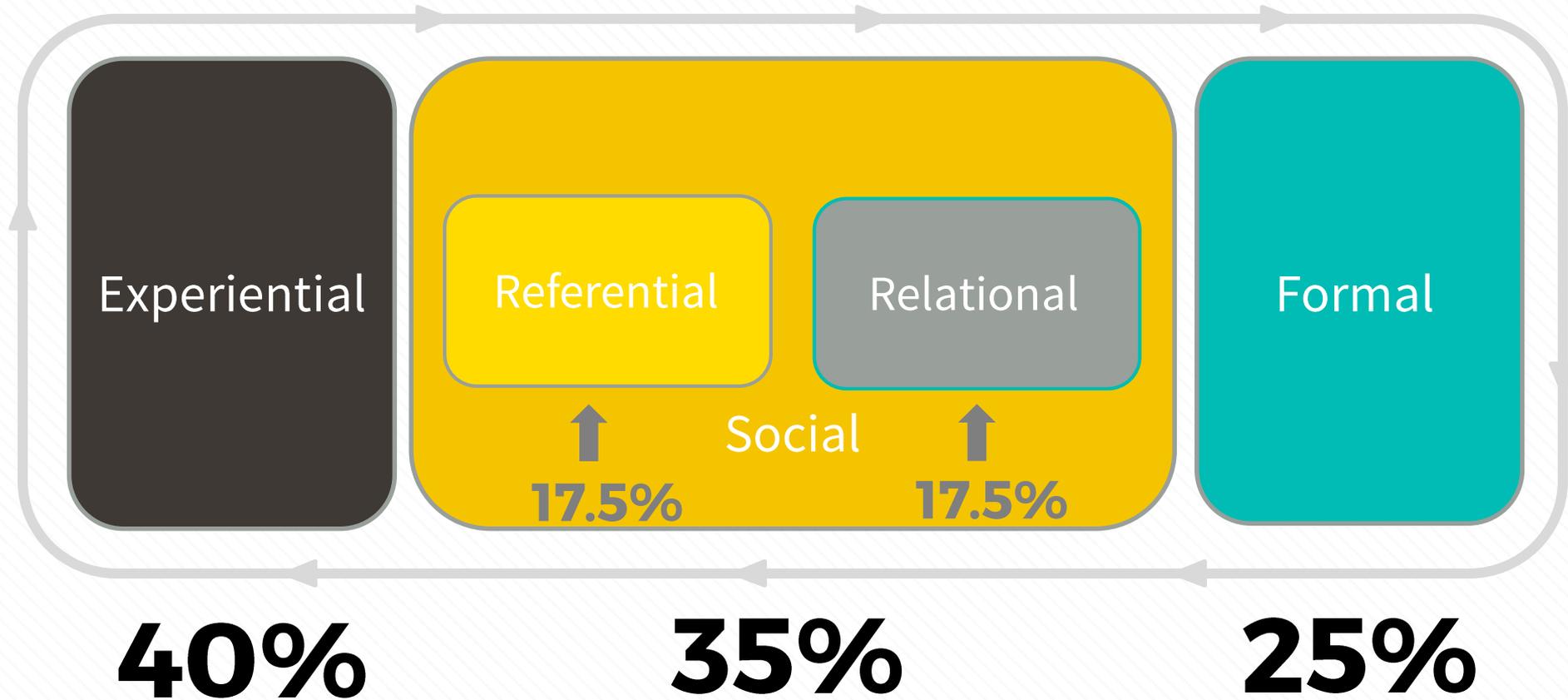
# OTHER MODALITIES: BEST-IN-CLASS VS. ALL OTHERS

<u>Learning Modality</u>	<u>In Use</u>		<u>Effectiveness (%)</u>			
	Best-in-Class	All Others	Best-in-Class		All Others	
			NI/E	E	NI/E	E
Micro-learning	19.2%	16.7%	11	89	47	53
Gamification	32.7%	11.3%	41	59	25	70
Mobile learning	23.1%	12.9%	45	55	38	48
User-created video content	19.2%	9.7%	11	89	47	53
MOOCs	13.5%	11.3%	40	60	39	39
Two-way video collaboration	13.5%	7.5%	0	10	46	54

# 70:20:10 LEARNING FRAMEWORK



# THE NEW 70:20:10?



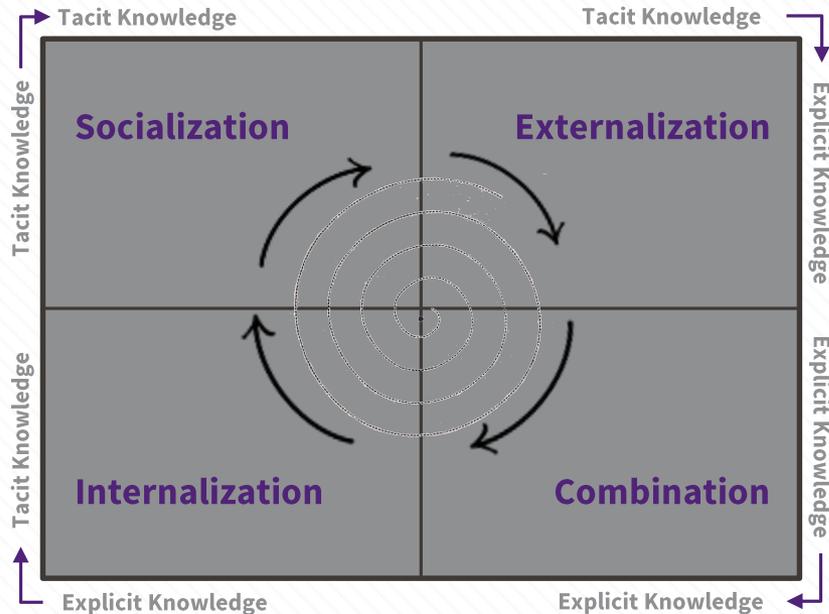
# FORMAL LEARNING STILL HAS A PLACE, BUT...

**49%** of all organizations struggle to ensure that what is taught in formal learning events is actually understood and utilized on the job...

...only **26%** of organizations say that after the completion of a learning activity, employees are expected to have one-on-one meetings with his or her immediate manager.

Best-in-Class **71%** more likely to do this than All Others!

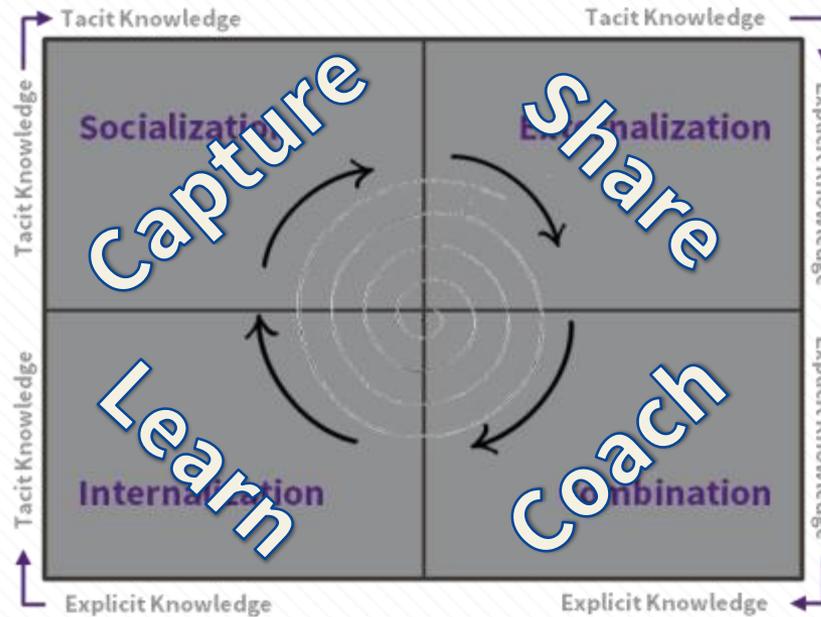
# KNOWLEDGE CONVERSION



- The knowledge conversion process begins with the acquisition of tacit knowledge.
- For tacit knowledge to become explicit it needs to be:
  - ✓ Captured
  - ✓ Shared/Distributed

Organizations are Social Learning Systems

# KNOWLEDGE CONVERSION IN ACTION



# UNCOVER HIDDEN KNOWLEDGE

**You Don't Know What You Don't Know...**

**...Especially If You Don't Know Who Knows It!**

Employees Need Knowledge to Act

By Acting, Your Employees are Performing New Behaviors

When New Behaviors are Performed that Means Learning has Been Attained

- Use technology to help identify who your most valuable employees really are
- To identify where the real knowledge is in your company
- To answer the question, “What is really happening in the field?” OR
- “How do I make that knowledge available in my organization?”

# RECOMMENDATIONS

- **Provide learning through many and varied methods**
- **Incorporate the use of video generated content into your learning content strategy**
- **Measure the effectiveness of your learning programs (and modalities)**
- **Emphasize the importance of learning from peers**
- **Knowledge Brokers/Gurus**

“The future of Corporate Learning is at the intersection of *People Driven Road* and *Learning Effectiveness Way*, and Technology is driving the bus.” – Ms. Michael Moon, PhD, Research Director, Aberdeen Group

# Docebo: Going Global



# Docebo: Overview

**80**  
EMPLOYEE BREAKDOWN



**1MILLION**  
ONLINE END USERS



**4 Offices**

NORTH AMERICA

 Athens, GA (USA)

EUROPE

 Milan

 Naples (ITALY)

MIDDLE EAST

 Dubai (UAE)

**800**  
CUSTOMERS



**90**  
COUNTRIES



**CUSTOMER BREAKDOWN PER REGION IN % :**  
(North America: 27%, South America 7%, EMEA 60%, Asia and Pacific 6%)

**Why is a 70:20 platform so important?**

## Burning need

As the baby boomer workforce is retiring millions of dollars in expertise is also retiring with most organizations doing little about this massive loss of expertise. Organizations need to be able to capture this valuable IP and share it with the next generation of worker. Enter Docebo Experience.



## What kind of platform supports it?

- Heavy support for **user-generated content** - Share your knowledge, User-Generated, expert approved, Corporate Knowledge base
- Heavy support for **coaching moderation** - Share your experience, Work with the Experts, Get Answers



# Thank you!

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