Are They Coming To An End?

Josh Bersin
Principal and Founder, Bersin by Deloitte
Deloitte Consulting LLP
January, 2017
Corporate Learning in 2017

Learning Management Systems: Where Are We?

Learning Infrastructure Today: A New World of Digital Learning

1. Learning is a CEO level issue
2. Refocus on Career
3. The New Digital Workplace
4. How Corporate Training has Changed
5. Defining Continuous Learning
6. The New Learning Architecture
7. What To Do
90% of organizations surveyed by MIT and Deloitte anticipate their industries will be totally disrupted by digital trends.
The Future of Work
Robotics, AI, Sensors are Here

Siri Cortana Watson Alexa Viv

amazon.com Apple Google Facebook IBM
Robotics

Average cost below $25,000.
China purchasing 150,000 in 2016 to deal with shrinking workforce
How Amazon Gets Its Holiday Hires Up to Speed in Two Days

Touch screens and robots help to prepare new hires for warehouse jobs
Why skills matter so much

Shift to a service and IP-based economy

Source: U.S. Bureau of Labor Statistics
“Since 1840 there has been an increase in life expectancy of three months for every year.”

Gratton, Lynda; Scott, Andrew. The 100-Year Life

Increase in Life Expectancy Over Time

http://www.mortality.org/
Productivity is suffering — is technology helping?

US productivity last ten years

Since 2011 productivity gains have slowed to crawl

- iPhone launched
- 100 million Twitter users
- 1 billion smartphones

SOURCE: WWW.TRADINGECONOMICS.COM | U.S. BUREAU OF LABOR STATISTICS
1: Learning is CEO-level Issue

From “Industrial Efficiency” to “Scalable Learning”
Economic Value of Learning at an individual level

The learning curve is the earning curve

Industrial Efficiency

Scalable Learning

Research, Design, Build, Sell at **Scale**

Research, Design, Build, Sell at **Speed**
“Over 300 years of economic history, the principal and most enduring mechanism for distribution of wealth and reduction in inequality is the diffusion of skills and knowledge.”
Correlation of employment factors to Glassdoor recommendations as place to work

Culture and values: 0.30
Senior leadership: 0.28
Career opportunities: 0.22
Work life balance: 0.13
Compensation & benefits: 0.12
Year founded (age): 0.00

Culture and leadership are 3X more important than salary in your employment brand.

Career development and learning are almost 2X more important than comp, benefits, and work environment.
Training is key to Millennial engagement

Millennials rate development the #1 job benefit

For Millennials, “Training and development” is the most coveted job benefit

Source: KPCB

<table>
<thead>
<tr>
<th>Job Benefit</th>
<th>Percent Indicating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and development</td>
<td>22%</td>
</tr>
<tr>
<td>Flexible working hours</td>
<td>19%</td>
</tr>
<tr>
<td>Cash bonuses</td>
<td>14%</td>
</tr>
<tr>
<td>Free private healthcare</td>
<td>8%</td>
</tr>
<tr>
<td>Retirement funding</td>
<td>6%</td>
</tr>
<tr>
<td>Greater vacation allowance</td>
<td>6%</td>
</tr>
</tbody>
</table>
Companies That Excel at Learning Make More Money

In our 2008 and 2011 High-Impact Learning Organization Research “HILOs” profits grew 3X faster than the rest of the orgs studied.

How Well is L&D Aligned With Business?

<table>
<thead>
<tr>
<th>Category</th>
<th>Overall %</th>
<th>HILO %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>3</td>
<td>17%</td>
<td>0%</td>
</tr>
<tr>
<td>4</td>
<td>33%</td>
<td>3%</td>
</tr>
<tr>
<td>We are proactive / strategic / Our purpose is to act as business partner.</td>
<td>34%</td>
<td>56%</td>
</tr>
<tr>
<td>We are reactive / tactical / Our purpose is to simply fulfill.</td>
<td>14%</td>
<td>39%</td>
</tr>
</tbody>
</table>

Bersin by Deloitte High-Impact Learning Organization Study, 2014
2. Refocus on Career

Career development: urgent, continuous, and employee driven
“The Three Boxes of Life,” By Dick Bowles

From

Education -> Work -> Retirement

To

Education
Work
Leisure
Career development means upward progression

New positions are offered to me

My manager helps me plan my career

Development $ focuses on senior leaders

My manager decides when I am ready for a new position

Taking a new assignment can be risky

Career development means growth through new experiences

I seek out and find new opportunities

My manager, mentor, and others help me find job opportunities

Development $ is applied to all roles and functions

I decide when I'm ready to change roles

Moving to a new position is respected and considered key to growth
Lifecycle of Learning for Work

How Do We Keep Learning Alive, Relevant, and Vital?

Pace of Learning

New on the Job  Seasoned  Expert

Turning Point

Normal

Great

Bad
Innovative approach to development

New expectations for employees

Gearing Up for the Cloud, AT&T Tells Its Workers: Adapt, or Else

By QUENTIN HARDY  FEB. 13, 2016

Having built the United States’ telegraph and telephone infrastructure in the last century, AT&T could once claim to be the company “where the future was invented.” But now the Dallas-based firm, like many in the technology sector, faces a future in which its legacy businesses are quickly becoming obsolete. With its industry moving from cables and hardware to the Internet and the cloud, AT&T is in a sprint to reinvent itself.

The overhaul presents an enormous HR challenge. AT&T employs about 280,000 people, most of whom got their education and foundational job training in a different era. The average tenure at the company is 12 years—23 years if you don’t count people working in call centers. But rather than hiring new talent wholesale, AT&T has chosen to rapidly retrain its current employees while striving to engender a culture of perpetual learning. One of us (Donovan) is championing this effort at the company.

AT&T isn’t alone in its need for new skills. In a recent Deloitte survey, 37% of large-company executives said they were either “barely able” or “unable” to find the talent their firms required. But AT&T’s pension to reeducate its enormous workforce is without precedent. Tens of thousands of jobs, billions of dollars in shareholder value, and the future of one of the most iconic brands in corporate history are at stake. If AT&T
3. A New Workplace

People have less time to learn, but more time to “micro-learn”
The “average” US worker now spends 25% of their day reading or answering emails.

More than 80% of all companies rate their business “highly complex” or “complex” for employees.

Fewer than 16% of companies have a program to “simplify work” or help employees deal with stress.

The average mobile phone user checks their device 150 times a day.

40% of the US population believes it is impossible to succeed at work and have a balanced family life.

The “average” US worker works 47 hours and 49% work 50 hours or more per week, with 20% at 60+ hours per week.

Sources: Deloitte Human Capital Trends 2014 and 2015
Since 2000, American workers have **lost an entire week** of vacation, dropping average vacation days from 20.3 to 16.2

Americans left **658 million unused vacation days** and lost 220 million of them in 2015

39% of Americans “**want to be seen as a work martyr**” yet 86% say it’s bad for their family life.

**48% of Millennials** want to be seen as a “work martyr”

**Millennials 50% more likely** to forfeit vacation days
Knowledge workers spend less than 40% of the average workweek on tasks specific to their jobs.

- Reading and answering e-mail: 28%
- Searching and gathering information: 19%
- Communicating and collaborating internally: 14%
- Other: 39%

The Reality of Learning Today:
We Don’t Have Much Time

OVERWHELMED...

41% of time workers spend on things that offer little personal satisfaction and do not help them get work done.

DISTRACTED...

People unlock their smartphone up to 4 minutes every hour.

IMPATIENT...

Workers now get interrupted as frequently as every 2 minutes—ironically, often by work applications and collaboration tools.

1% of a typical workweek is all that employees have to focus on training and development.

24 minutes a week

UNGETHERED

37% of the global workforce is expected to be "mobile" by the end of 2015.

ON-DEMAND

Employees are accessing information—and learning—differently. Most are looking for answers outside of traditional training and development channels. For example:

- 70% of full-time employees do most of their work somewhere other than the employee's location.
- 20% of workforce comprised of temps, contractors, and freelancers.
- 30% of full-time employees search online for career advice.
- 80% of workers learning happens via on-the-job interactions with peers, teammates, and managers.
- People are increasingly turning to their smartphones to find answers to unexpected problems.

COLLABORATIVE

~80% of training courses are delivered by an expectation of 2,000+ peer learners.

EMPOWERED

Rapid change in business and organizations mean everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.

5 and 10 seconds to grab someone's attention before they click away.

38% of workers who say they have opportunities for learning and growth at their workplace.

62% of IT professionals who report having paid for training out of their own pockets.
Learning at work
And… we operate in a network of teams

Shared values and culture
Transparent goals and projects
Free flow of information and feedback
People rewarded for their skills and abilities, not position

How things were
How things “are”
How things work
Integrating HR into Work Itself…

And There’s More to Come…
4: Corporate Training Changed
We are in the “fourth wave”
Rapid Evolution of Corporate Learning

From Content-Centric to Continuous and Experience-Centric

<table>
<thead>
<tr>
<th>Formats</th>
<th>E-Learning &amp; Blended</th>
<th>Talent Management</th>
<th>Continuous Learning</th>
<th>All Media Always On</th>
<th>Real Time Employee Driven</th>
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<tbody>
<tr>
<td></td>
<td>Course Catalog</td>
<td>Learning Path</td>
<td>Video, Self-Authored</td>
<td>Micro-Learning</td>
<td>Employee Choice</td>
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<tr>
<td></td>
<td>Online University</td>
<td>Career Track</td>
<td>Mobile, YouTube</td>
<td>Real-time Video</td>
<td>Always On Learning</td>
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<tr>
<td>Philosophy</td>
<td>Instructional Design</td>
<td>Blended Learning</td>
<td>70-20-10 Taxonomies</td>
<td>Design Thinking</td>
<td>Channels</td>
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<tr>
<td></td>
<td>Kirkpatrick</td>
<td>Social Learning</td>
<td></td>
<td>Learning Experience</td>
<td></td>
</tr>
<tr>
<td>Users</td>
<td>Self-Study Online</td>
<td>Career Focused</td>
<td>Learning On Demand</td>
<td>Everyone, All the</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning</td>
<td>Lots of Topics</td>
<td>Embedded Learning</td>
<td>Time, Everywhere</td>
<td></td>
</tr>
<tr>
<td>Systems</td>
<td>LMS as E-Learning</td>
<td>Learning Path</td>
<td>LMS as Experience</td>
<td>LMS is Invisible</td>
<td></td>
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<tr>
<td></td>
<td>Platform</td>
<td>Career Track</td>
<td>Platform</td>
<td>Data Driven, Mobile</td>
<td></td>
</tr>
</tbody>
</table>

2001  2005  2010  2017  2020

Instructional Design, Kirkpatrick, Blended Learning, Social Learning, 70-20-10 Taxonomies, Design Thinking, Learning Experience, LMS as E-Learning Platform, LMS as Talent Platform, LMS as Experience Platform, LMS is Invisible Data Driven, Mobile.
And...Learning Technology Has Radically Changed
Shifting resources away from ILT, toward online and on the job

Huge shift in content strategy

Today only 16% of L&D spending is allocated to instructor delivery, vs. 21% in 2011 and 33% in 2006

Source: Bersin Corporate Learning Factbook® 2015
Digital content everywhere

Companies are adopting MOOCs and video

Source: Deloitte Global Human Capital Trends 2016, n=7,000
Long Form? Short Form? Both Still Needed

<table>
<thead>
<tr>
<th>Micro-Learning</th>
<th>Macro-Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I need help now.</strong></td>
<td><strong>I want to learn something new.</strong></td>
</tr>
<tr>
<td>• 2 minutes or less</td>
<td>• Several hours or days</td>
</tr>
<tr>
<td>• Topic or problem based</td>
<td>• Definitions, concepts, principles, and practice</td>
</tr>
<tr>
<td>• Search by asking a question</td>
<td>• Exercises graded by others</td>
</tr>
<tr>
<td>• Video or text</td>
<td>• People to talk with, learn from</td>
</tr>
<tr>
<td>• Indexed and searchable</td>
<td>• Coaching and support needed</td>
</tr>
<tr>
<td>• Content rated for quality and utility</td>
<td></td>
</tr>
<tr>
<td><strong>Is the content useful and accurate?</strong></td>
<td><strong>Is the author authoritative and educational?</strong></td>
</tr>
<tr>
<td><strong>Videos, articles, code samples, tools</strong></td>
<td><strong>Courses, classes, MOOCs, programs</strong></td>
</tr>
</tbody>
</table>
Where Does Macro and Micro Learning Apply?

- **New on the Job**: Macro
- **Seasoned**: Micro
- **Expert**: Great

Pace of Learning vs. Experience:
- Normal Pace of Learning
- Good Pace of Learning
- Bad Pace of Learning

- Teach
- Micro Credential
5. Define Continuous Learning

Technology Need has Expanded
Performance support and other tools for point-of-need learning

Q. WHAT DO I NEED TO SUPPORT MY SUCCESS IN THE MOMENT?

Current job development and competency expansion

Q. WHAT DO I NEED TO GROW IN MY CURRENT ROLE?

Development of skills and relationships that will meet long-term business goals

Q. WHAT DO I NEED TO GROW IN MY CAREER?

Source: Reimagining L&D Capabilities to Drive Continuous Learning, Bersin by Deloitte / Dani Johnson, March 2015
New learning methods that enable continuous learning.

Source: Reimagining L&D Capabilities to Drive Continuous Learning, Bersin by Deloitte / Dani Johnson, March 2015
All Content Matters Equally
Intelligent Learning Systems Have Arrived
6. The New Learning Technology Architecture

LMS is a Node, not the Center
Digital Learning is Hard: 2017 Research Findings

What % of Companies are Very Effective At:

- Capabilities for Digital Learning: 12%
- Implementing Learning Technology: 9%
- Digital Learning Strategy: 7%
- Effective at Information Architecture: 5%
- Effective at Curation: 4%
- Effective at Personalization: 3%

2017 Bersin by Deloitte High-Impact Learning Organization, n=1,200, >1,000 employees
Learning NPS
How Likely Are You to Recommend Your L&D to Colleague?

Learning & Development Organizations:

<table>
<thead>
<tr>
<th>Company</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apple</td>
<td>54</td>
</tr>
<tr>
<td>B2B Company Average</td>
<td>30</td>
</tr>
<tr>
<td>IBM</td>
<td>30</td>
</tr>
<tr>
<td>GE</td>
<td>28</td>
</tr>
<tr>
<td>Microsoft</td>
<td>25</td>
</tr>
<tr>
<td>Oracle</td>
<td>21</td>
</tr>
<tr>
<td>Google</td>
<td>20</td>
</tr>
</tbody>
</table>

Avg. NPS: 30

2017 Bersin by Deloitte High-Impact Learning Organization, n=1,200, >1,000 employees
History of the LMS Market

1990s 2000 2010 2020

Training Management System
- Administration of training

The E-Learning Platform
- Management of e-learning

Talent Driven Learning
- Integrated talent management

Continuous Learning
- Always-on learning experience

LMS as a “learning platform?”
LMS as talent management platform
LMS as e-learning delivery system
LMS as training administration system
Technology for Continuous Learning: There Are Many

Source: Bersin by Deloitte, 2015
How Difficult It Is to Build an LMS

1990s to 2000s LMS

Learning Portal
Collaboration
User Profiles
Compliance Dashboards
Recommended Courses
Course Catalog

Course administration
Enrollment & scheduling
Resource management
Virtual classrooms
e-learning
Competency management
Collaboration tools
Virtual classroom tools
Content management
Assessment tools
Extended enterprise
Expertise directories
e-commerce
Security and roles
Reporting
Intelligent recommendations
Validated compliance
Mobile Access

Learning administration

The modern LMS

Consumer-like API
Mobile learning

Video authoring and encoding
Intelligent search
Micro learning
Recommended content
Dynamic profiles
Expert directories
Communities
Tagging / ratings
Content management
Coaching and feedback
Content sharing
Mobile

All that stuff on the left

Talent management
A New Market Emerges: The Learning Experience Platform

<table>
<thead>
<tr>
<th>Mobile</th>
<th>Pathways</th>
<th>Courses</th>
<th>Videos</th>
<th>People</th>
<th>Articles</th>
<th>Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Mobile Image" /></td>
<td><img src="image2" alt="Pathways Image" /></td>
<td><img src="image3" alt="Courses Image" /></td>
<td><img src="image4" alt="Videos Image" /></td>
<td><img src="image5" alt="People Image" /></td>
<td><img src="image6" alt="Articles Image" /></td>
<td><img src="image7" alt="Channels Image" /></td>
</tr>
</tbody>
</table>

Search | Curation | Recommendations | Machine Learning

Learning Management System (LMS) | Other Content Platforms (MOOCs, Content Providers) | Other Tools (Virtual Classroom, Search, Content)
Distributed Learning Platform

- **LEARNER or TEAM**
  - **Bits**
    - Books
    - Videos
    - Podcasts
    - Articles
    - Smartbits
  - **User Generated**
    - Employee Generated
    - Validated
    - Experiences
  - **Collections**
    - Critical Topics
    - Critical Paths
    - Academies and Colleges
  - **Moments**
    - Collections with exercises, activities, points for reflection
    - Simulations
  - **Places**
    - Campus Experiences
  - **Integration & Practices**
    - Roles
    - Competencies
    - Evolving skills
  - **People**
    - Mentors
    - Reverse-Mentors
    - Coaches
    - Faculty
    - Experts
  - **Credentials**
    - Partner MOOCs
    - MOOCs
    - Classrooms
Telecommunications Client Platform

![Diagram showing components of a telecommunications client platform]

- LMS
- INTRANET
- VIDEO PORTAL
- SIMULATIONS

Related services:
- CRM
- PERFORMANCE OBSERVATION
- EMPLOYEE REVIEWS
- ?
7. Your Role Has Changed
From “Learning Management” to design of a “Learning Experience”
Level 1: Incidental Training
Source of Ad-hoc Job Support | Mentoring & Apprenticeship | Emerging Need for Professional Training | SME Focused

Level 2: Training & Development Excellence
Source of Designed Instruction | Evolving Governance & Operations
Improving L&D Core Processes | Program Focused

Level 3: Talent & Performance Improvement
Source of Talent Development & Performance Consulting | Integrated with HR/TM
Development Planning | Career Models | Leadership vs. Professional

Level 4: Organizational Capability
Source of Business Performance Capability & Learning Agility
Executive Driven | Cultural & Systemic Focus

Cultural Continuous Career
Talent Driven Learning
Formal Design, Architecture
Utilitarian Training & Job Shadowing
Empower people to learn
Personalize Focus content
Build a learning architecture
Get content In place

Bersin Maturity Model for L&D
A Modern Learning Architecture

EMC

Figure 10: Blending Formal and Informal Learning
# Need for Learning Architecture

**Aligning Delivery Environment for Performance and Business Objectives**

<table>
<thead>
<tr>
<th>Performance Objectives</th>
<th>Online</th>
<th>Face to Face</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application</td>
<td>Live</td>
<td>National</td>
</tr>
<tr>
<td></td>
<td>• Live desktop webcasts</td>
<td>• National conferences</td>
</tr>
<tr>
<td></td>
<td>• Virtual classrooms</td>
<td>• National classrooms</td>
</tr>
<tr>
<td></td>
<td>• Locally facilitated webcasts</td>
<td>• Academies</td>
</tr>
<tr>
<td></td>
<td>On Demand</td>
<td>• Knowledge development sessions</td>
</tr>
<tr>
<td></td>
<td>• External webcast archives</td>
<td></td>
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<tr>
<td></td>
<td>• Internal CPE archives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Web-based learning</td>
<td></td>
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<tr>
<td></td>
<td>• CD-ROM</td>
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</tbody>
</table>

## Culture Building Goals
- Leadership tone
- Community/team building
- Networking
- Knowledge sharing

**Case Study, Professional Services Organization, © Bersin by Deloitte**
## Build a Capability Development Model

<table>
<thead>
<tr>
<th>Proficiency Level</th>
<th>Experience &amp; Collaboration</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 4 Expert</strong></td>
<td>• SME role in Community of Practice and training development&lt;br&gt;• Advise on varied cases; collaborate w/peers to advance specialty</td>
<td><strong>Case Study, Professional Services Organization, © Bersin by Deloitte</strong></td>
</tr>
<tr>
<td><strong>Level 3 Advanced</strong></td>
<td>• Job assignments focus on breadth across contexts; QA review work in specialty area&lt;br&gt;• Teach and mentor others</td>
<td><strong>Case Study, Professional Services Organization, © Bersin by Deloitte</strong></td>
</tr>
<tr>
<td><strong>Level 2 Proficient</strong></td>
<td>• Job assignments focus on growth: increased complexity, functional or technical area&lt;br&gt;• Share problems/stories with peers &amp; more experienced practitioners</td>
<td><strong>Case Study, Professional Services Organization, © Bersin by Deloitte</strong></td>
</tr>
<tr>
<td><strong>Level 1 Novice</strong></td>
<td>• Hands-on Classroom learning or simulations&lt;br&gt;• Realistic work tasks with feedback</td>
<td><strong>Case Study, Professional Services Organization, © Bersin by Deloitte</strong></td>
</tr>
<tr>
<td><strong>Level 0 Trained</strong></td>
<td>• Online Learning, Knowledge Assets build body of knowledge&lt;br&gt;• Practice activities with feedback build basic skills</td>
<td><strong>Case Study, Professional Services Organization, © Bersin by Deloitte</strong></td>
</tr>
</tbody>
</table>
Consider The Importance of Culture

Have we created an organization which truly has a culture to learn?

- Does Leadership reinforce the need to Learn?
- Are experts rewarded and valued?
- Can we get time from experts and leaders?
- Do people share information openly?
- Do people feel empowered to point out errors?
- Do we take the time to reflect?
- Do people move around and take risks?
- Do we listen to customers openly?
High-Impact Learning Culture® Model

6 Keys to an Enduring Learning Culture

- Building Trust
- Encouraging Reflection
- Demonstrating Learning’s Value
- Enabling Knowledge Sharing
- Empowering Employees
- Formalizing Learning As Process

Leadership

Management

Ability to Learn

Motivation to Learn

Acquisition + Application of Knowledge and Skills

40 Practices of a High-Impact Learning Culture®

Business Outcomes

- Learning Agility
- Innovation
- Employee Productivity
- Customer Satisfaction
- Customer Responsiveness
- Customer Input
- Cost Structure
- Time to Market
- Market Share
- Workforce Expertise

2015 High-Impact Learning Culture, © Bersin by Deloitte
The "full stack" L&D professional

Digital HR hits L&D

The new skills and roles for L&D

Digital HR tech and tools

- LMS
- X-API
- Analytics
- Video
- Neuroscience
- MOOCs
- Content tools
- Social systems
- Mobile app design
- UI Design
- Metadata Taxonomies
- Instructional Design
- MOOCs
- Gamification
- Adaptive Learning
- Spaced Learning
- Career management
- Coaching
- Performance Support
- Product Management
- Professional Development
- Employee Engagement
- Learning experience design
- Design Thinking
- UI Design
- Mobile app design
- Gamification
- MOOCs
- Adaptive Learning
- Instructional Design
- Metadata Taxonomies
- Spaced Learning
Design Thinking: Identify learning moments that matter

Employee Personas
Who are our key customers?
It all starts with understanding who your customers really are. Segmenting customers into identifiable personas based on their roles and impact on the business is critical to understanding their needs.

- Pre-hire
- Experienced Hire
- New Manager
- Executive

Moments that Matter
What experiences matter most to them?

It all starts with understanding who your customers really are. Segmenting customers into identifiable personas based on their roles and impact on the business is critical to understanding their needs. Employee Journey maps provide support to employees during critical moments in their career and also provides multiple opportunities & required interventions to gain critical knowledge & skills to be successful.

- Pre-hire
- Experienced Hire
- New Manager
- Executive

Next, we sift through employee experiences and hone in on those that deliver the biggest impact. Identifying these milestones enables us to think bigger than training programs & focus on delivering high impact learning

- Applying For My Job
- Getting My Offer
- My First 90 Days
- Getting Feedback on my Performance
- Figuring Out My Next Career Move

Table: Employee Journey Maps

<table>
<thead>
<tr>
<th>Stage</th>
<th>Pre-Hire</th>
<th>New Hire</th>
<th>Continuous Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moments that Matter</td>
<td>• Applying For My Job • Getting My Offer</td>
<td>• First 90 Days</td>
<td>• Acquire a New Skill/Competency • Enhance My Skills • Showcase My Expertise</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Understand new expectations • Understand My Career Options • Enhance My Skills</td>
</tr>
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<td>Enablers that enhance the experience</td>
<td>• A mobile learning app that prepares the candidate with accurate information about the job, responsibilities and skillset requirements</td>
<td>• Interactive and engaging orientation Game based courses Practical on-the-job training to understand job responsibilities Company fun fact quiz HR leader interactions</td>
<td>• Employee tags matched to relevant courses</td>
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<td>• Ranked path in the LMS based on interest</td>
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- Multiple delivery options to enhance learning
- Integrated social networking that track learning activities
- On-the-job and hands-on experience
- Identified aspects moderate threats
Be bold