



# Learning Growth Model

**Dennis Brown**, *President and founder of Vero Voce Learning*

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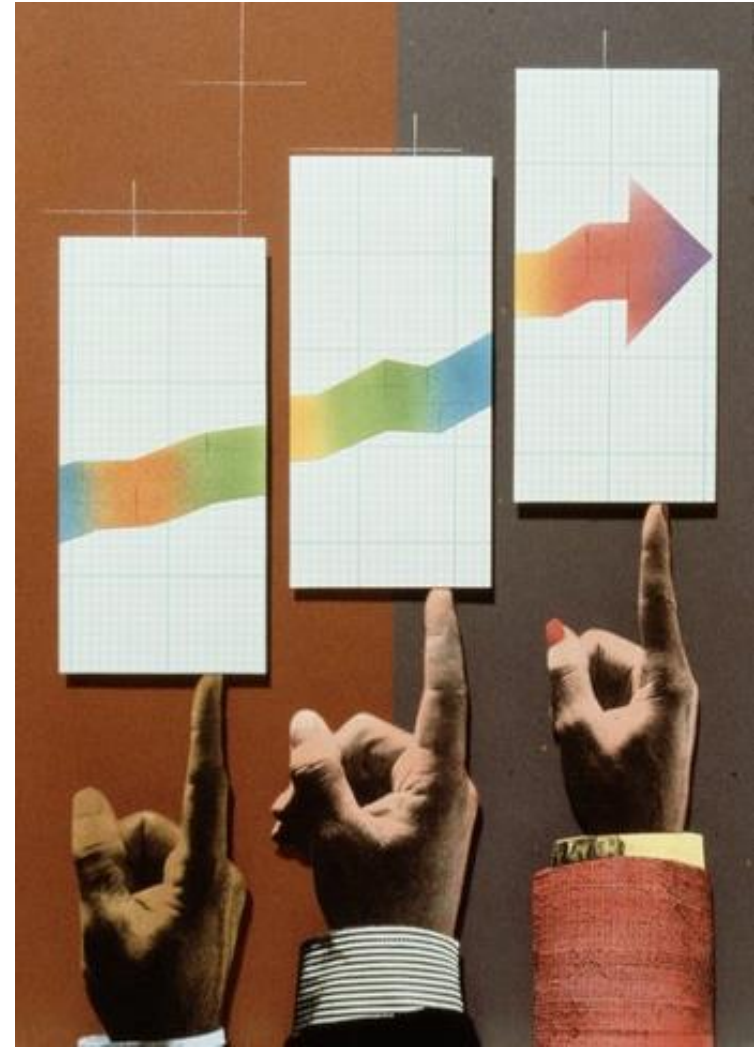
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# Envisioning the Future

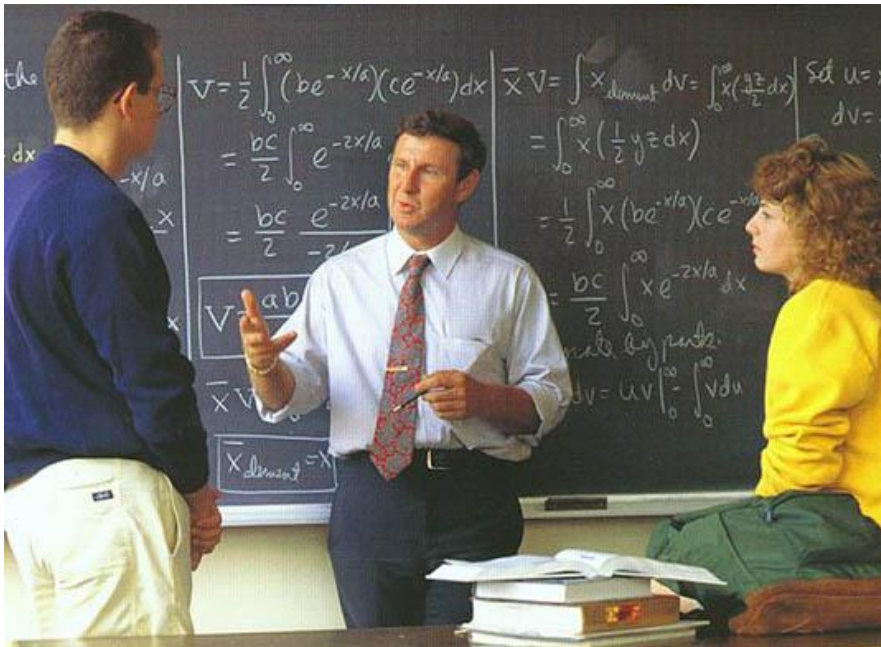
"Plans are useless,  
but planning is  
essential."

Dwight D. Eisenhower,  
US President



# The Learning Transformation

There was a time, when Learning was done only in a classroom... now it can be done anywhere

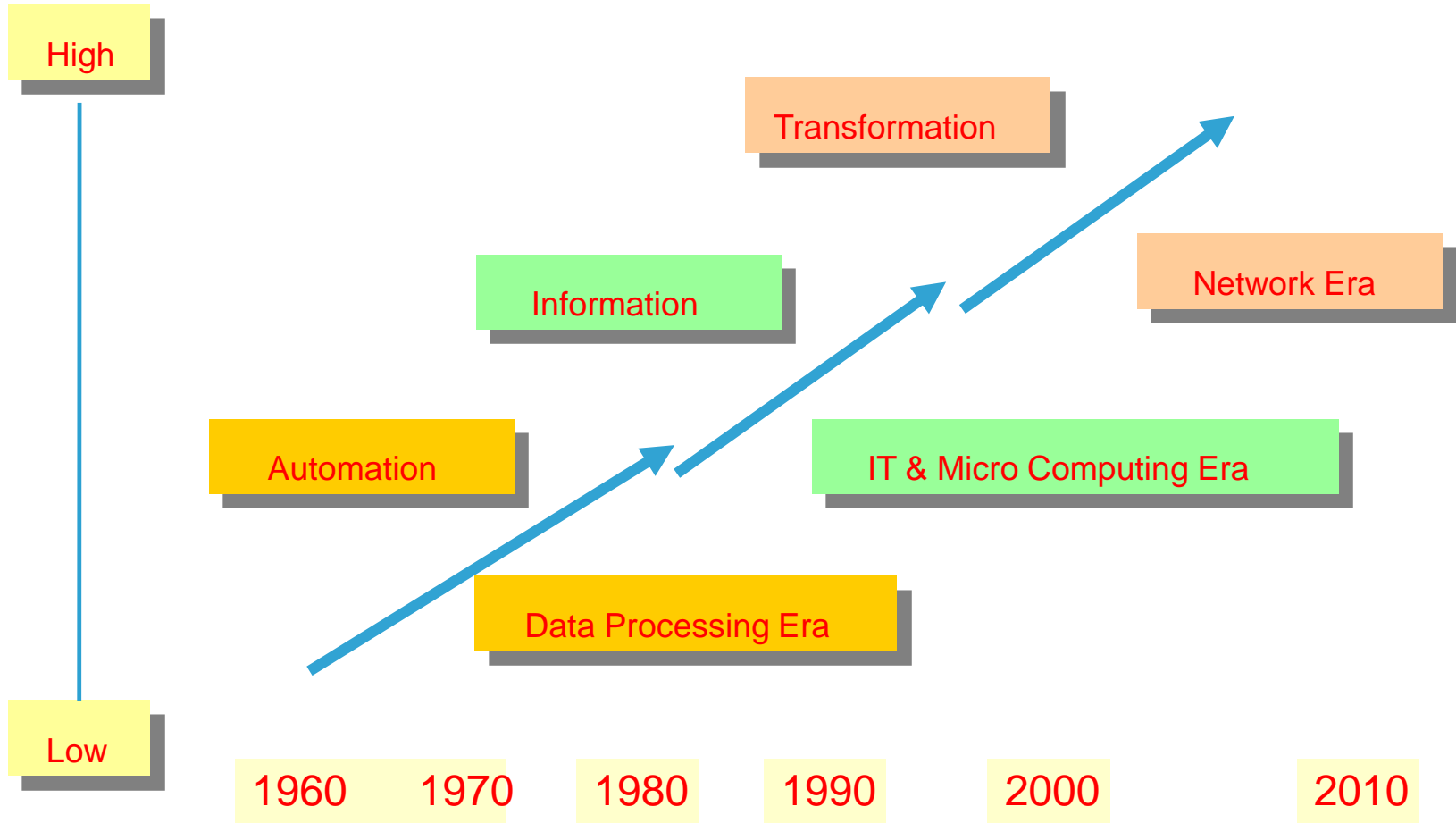


# Evolution of Learning in the Organization

- The learning growth model was adapted in part from Nolan's Stages of IT Growth, which was based on the article 'Managing the Crisis in Data Processing' in Harvard Business Review by R.L. Nolan.
- This is a model that will assist you to align with other key players and to move more succinctly through the predictable stages of change and growth.

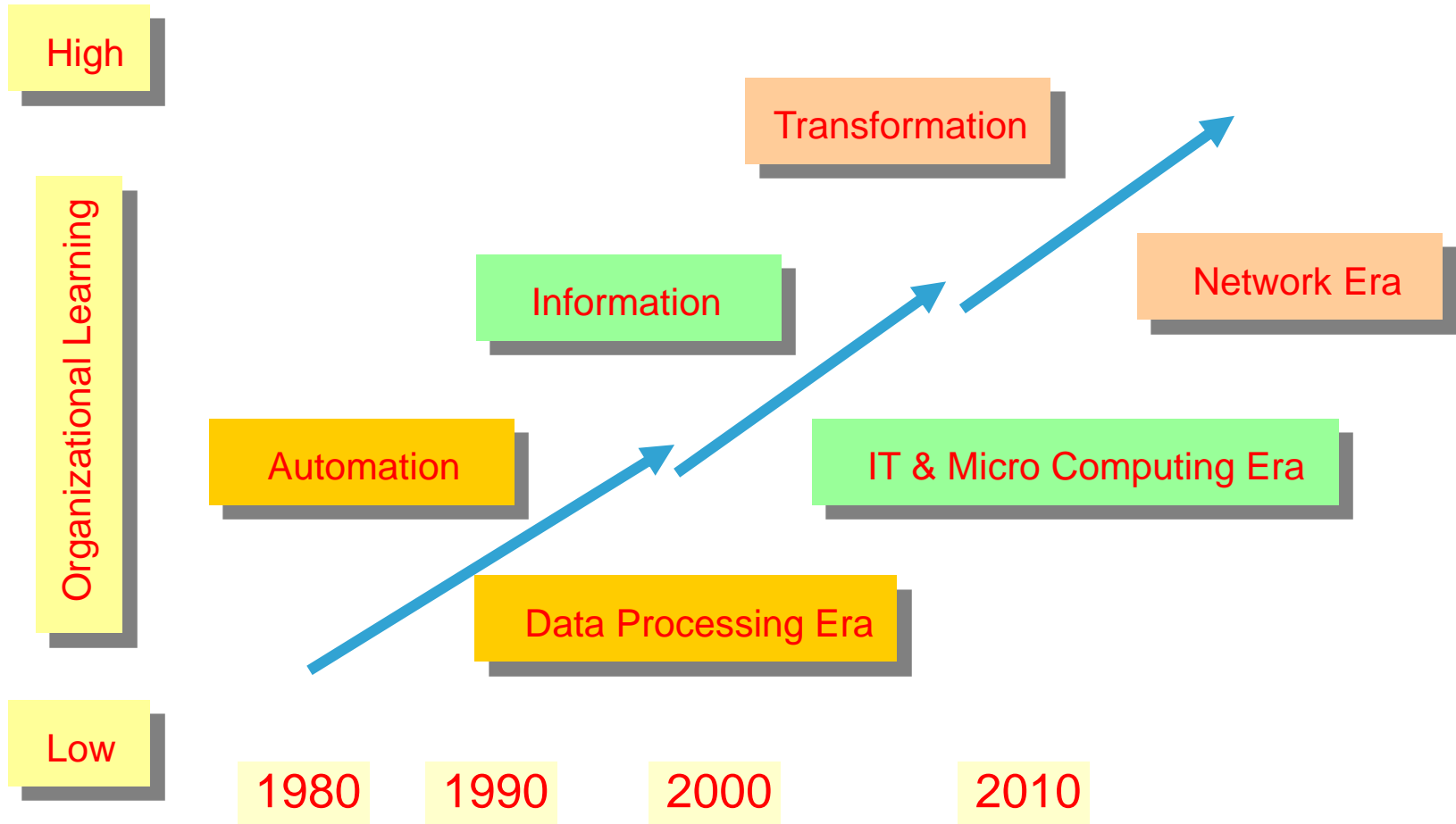


# Stage Theory of IT Assimilation



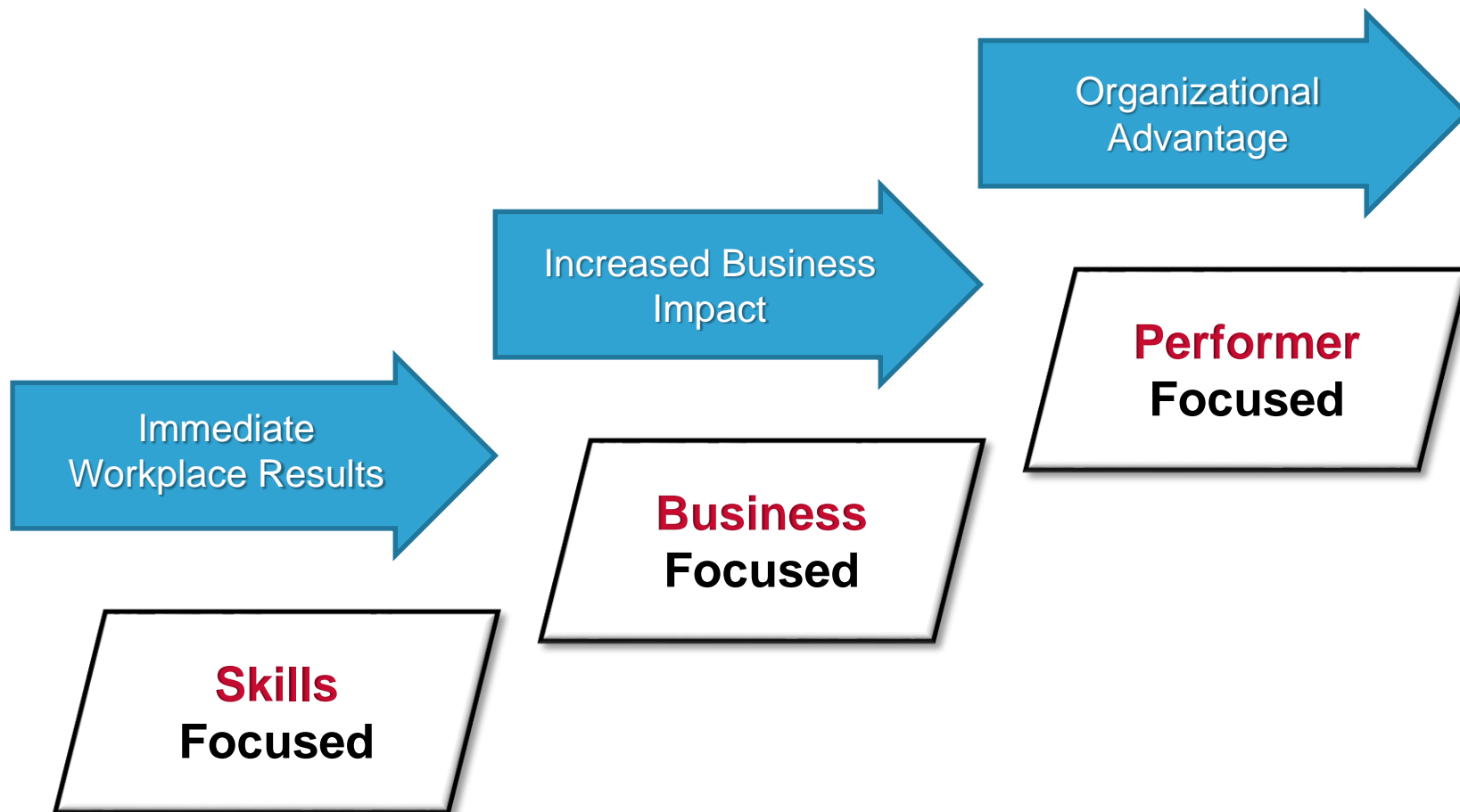
Source: Adapted from Nolan (1973) and Zuboff (1988)

# Stage Theory of Learning Growth



Source: Adapted from Nolan (1973) and Zuboff (1988)

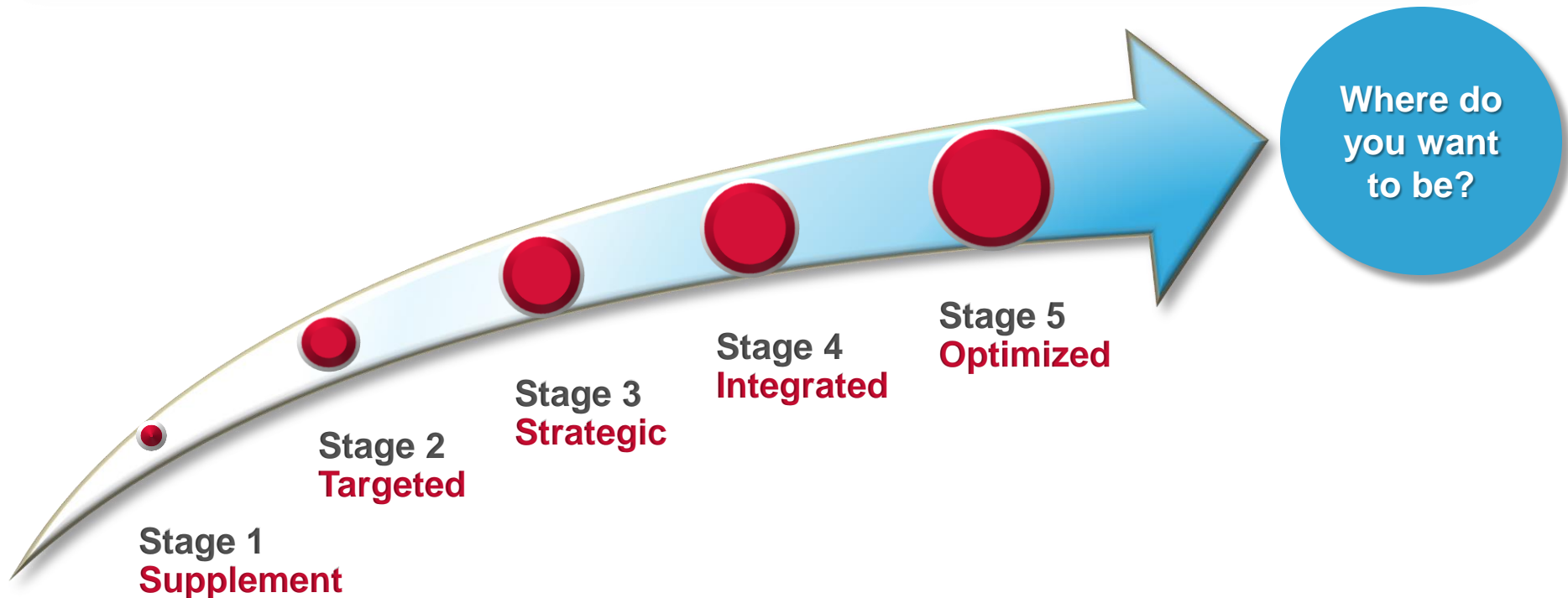
# Focus of the Skillsoft Learning Growth Model®



# Leveraging Skillsoft's Unique Expertise

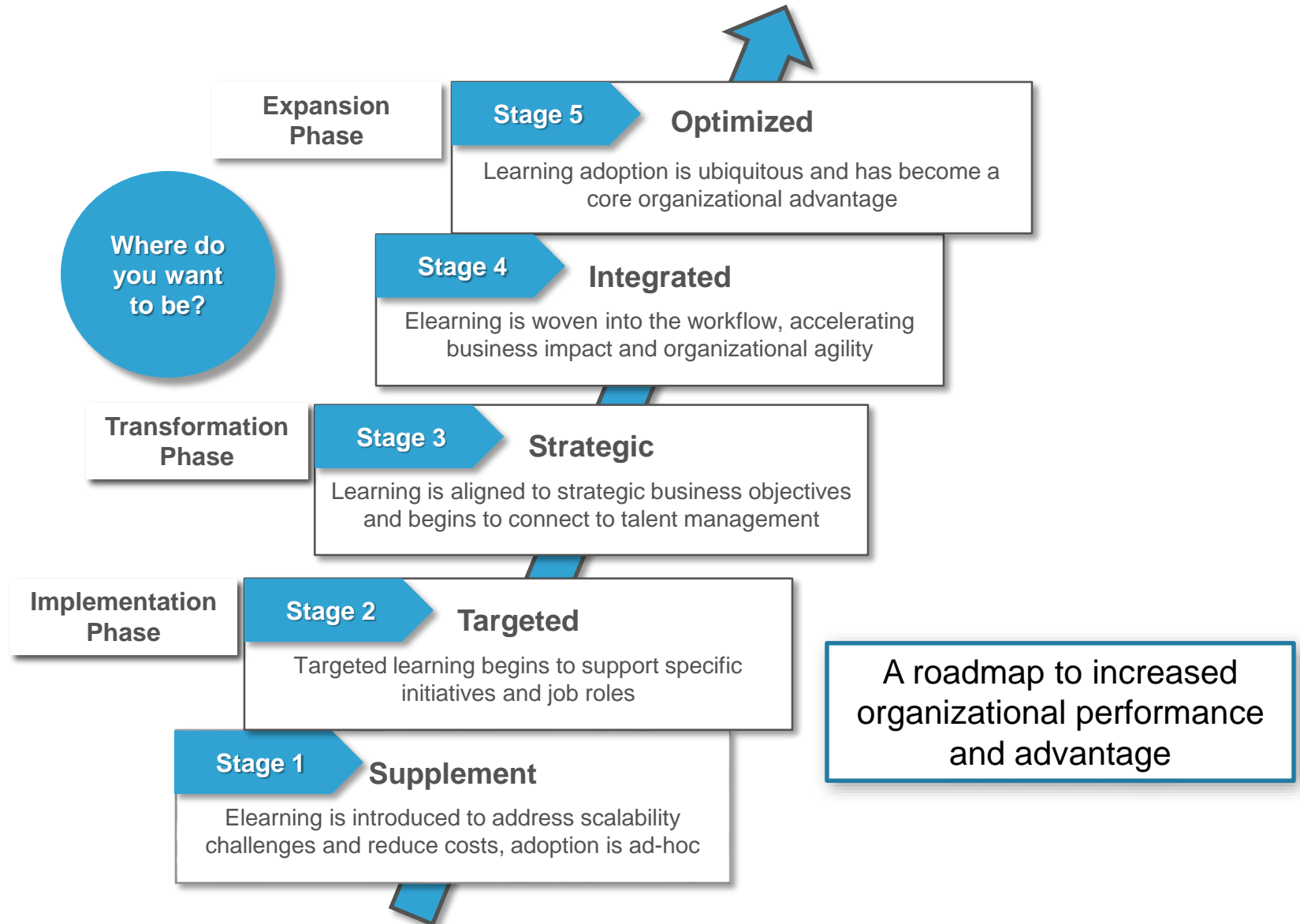
The SkillSoft Learning Growth Model is a framework that maps the path through stages of organizational learning maturity

- Provides strategies to increase performance and accelerate business results
- Aligns learning to critical needs and places learning within a context of business process





# The Skillsoft Learning Growth Model<sup>®</sup>



# Skillsoft Learning Growth Model® - Outcomes by Stage

Success factors	Stage 1 Supplement	Stage 2 Targeted	Stage 3 Strategic	Stage 4 Integrated	Stage 5 Optimized
Stage goal	Initiate learning	Manage learning	Align learning	Integrate learning	Enterprise-wide learning
Business case	Reduce expenses & increase scale	Enhance savings & remove redundancy	Align to business goals & increase business impact	Increase talent & organizational agility	Broaden & deepen talent to extended enterprise
Learning culture	Learning is operationally focused	Executive support & new learning strategies emerge	Governance & talent management begins	Recognized as a 'Learning Organization'	Learning becomes globally ubiquitous
Learning's role	Contractor	Consultant	Key player	Architect	C-level role
Blended design	Very little blending, mostly formal	Simple blends social & mobile begins	Blending scales to balance multiple modalities	Balanced blends become routine	Sophisticated blends across all portfolios
Learning promotion	Traditional awareness marketing	Highlights & success stories	Portal deep linking begins	Active manager-level evangelism begins	Strong learning brand equity attained
Learner adoption	20%+ Mostly 'Push'	30%+ 'Pull' increases	50%+ 'Pull' = 'Push'	80%+ Increased 'Pull'	90%+ Mostly 'Pull'
Learning evaluation	Efficiency of elearning	Effectiveness of elearning	Business impact of elearning	Targeted ROI studies	Talent management analytics

# Bridging to Your Future State

Success factors	Stage 1 Supplement	Stage 2 Targeted	Stage 3 Strategic	Stage 4 Integrated	Stage 5 Optimized
Stage goal	Initiate learning	Manage learning	Align learning	Integrate learning	Enterprise-wide learning
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Learning culture	Learning is operationally focused	Executive support & new learning strategies emerge	Governance & talent management begins	Recognized as a 'Learning Organization'	Learning becomes globally ubiquitous
Learning's role	Contract				C-level role
Blended design	Very little blended, mostly face-to-face			Blended learning becomes the norm	Sophisticated blended learning across all portfolios
Learning promotion	Traditional awareness marketing	Highlights & success stories	Portal deep linking begins	Active internal level evangelism begins	Strong learning brand equity attained
Learner adoption	20%+ Mostly 'Push'	30%+ 'Pull' increases	50%+ 'Pull' = 'Push'	80%+ Increased 'Pull'	90%+ Mostly 'Pull'
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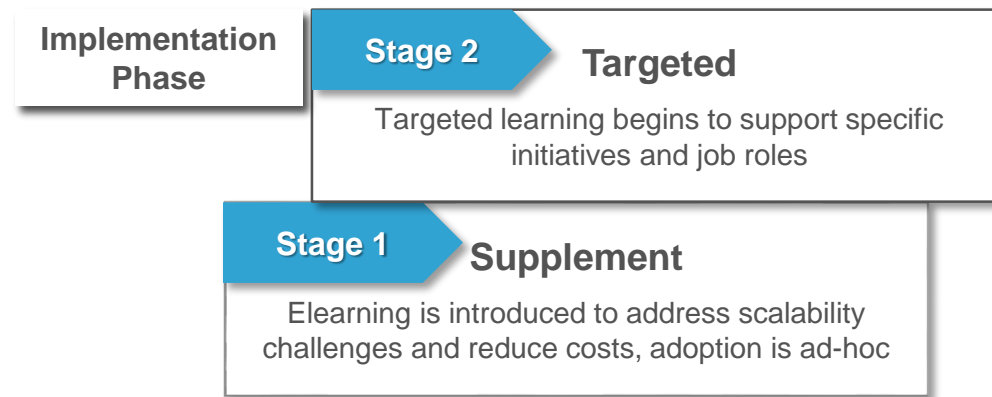
**1** Diagnose Current State

**2** Define Future State

**3** Strategy Bridge

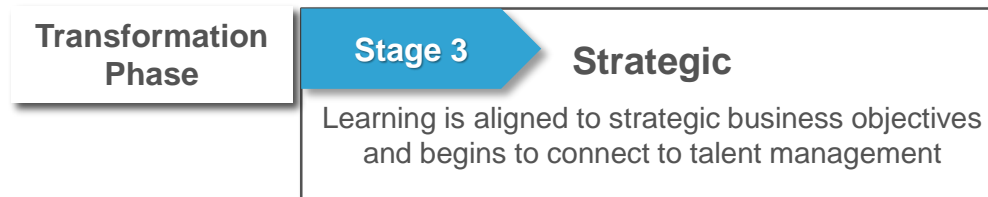
# The Implementation Phase

- The first two stages (Supplement and Targeted) focus on building overall access, awareness, functionality, responsiveness and cost effectiveness of elearning.
- The L&D group, along with key executive support, provide the leadership to move through these important first, tactical steps.
- The key to success for this period is the implementation of sufficient libraries of learning content to address a backlog of training demands not previously supported by more traditional methods (classroom).



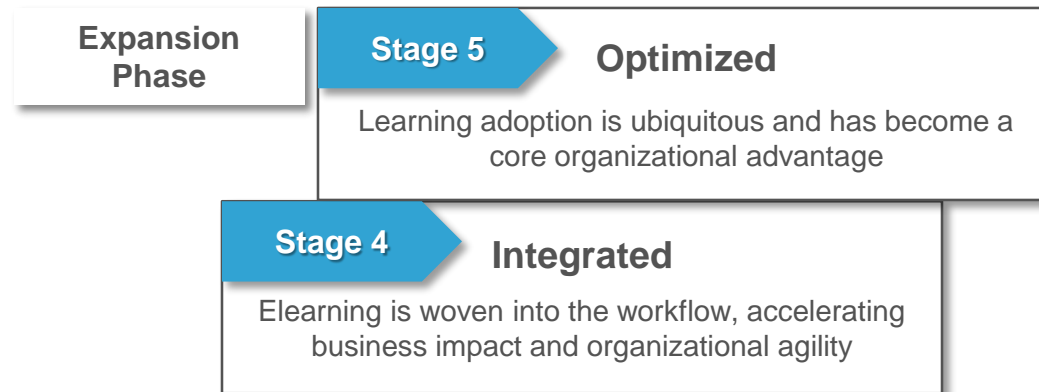
# The Transformation Phase

- The third stage (Strategic) seeks to obtain overall organizational acceptance for using learning as a strategic resource and move forward to complete the transformation begun in the two earlier stages.
- This critical stage takes the 'proof of concept' created in the earlier stages and focuses on key business competencies that are critical to the organization's transformation from training to learning.



- This phase provides the organization with the foundation for a more business-oriented return on investment. Led by executive and training leadership teams, this period establishes and completes the breakthrough point for the organization

# The Expansion Phase

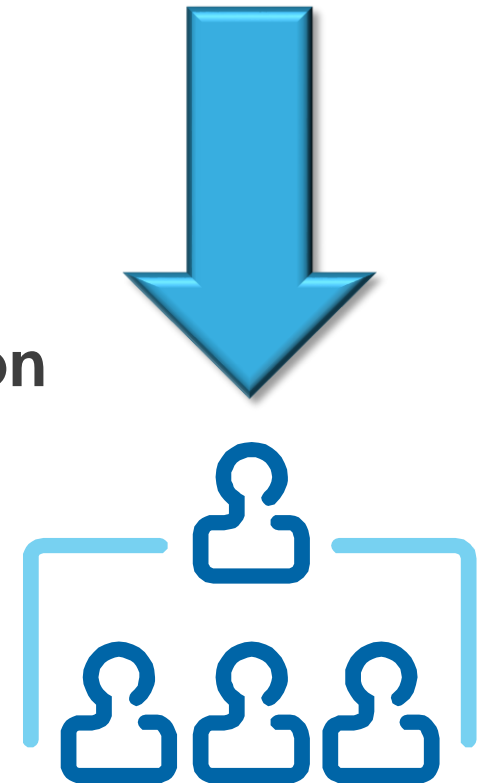


- The stages four and five (Integrated and Optimized) are more complex in both structure and design.
- Success depends heavily on executive sponsorship of programs that address strategic business demands.
- Organizations that achieve this level are considered “best in class” and referred to as having a strong learning culture.

# Driven by “Top Down” Leadership

**Executives and L&D communicate their vision, lend their expertise, and show their commitment to build a learning organization**

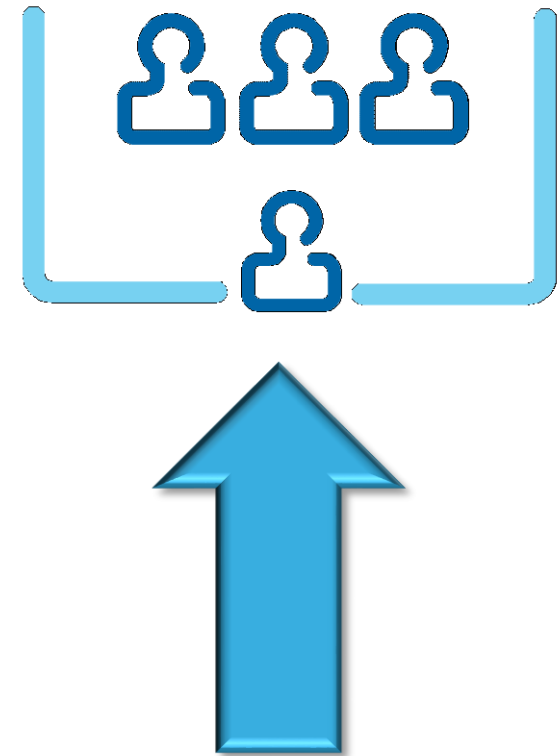
- ✓ Executives who value and support organizational-wide investments in human capital
- ✓ Stakeholders who want individual developmental needs addressed in all levels of the organization
- ✓ L&D that sponsors and nurtures a mature learning governance group that engages key stakeholders
- ✓ L&D that provides delivery systems with broad functionality and global access



# Driven by “Bottom Up” Needs

## Managers and employees show their initiative and support for learning

- ✓ Employees who are self-directed adult learners and need learning to solve workplace issues
- ✓ Supervisors who integrate learning into workflow and increase productivity
- ✓ Managers who focus on people development and engagement with the workplace
- ✓ Managers, supervisors and employees who use up-down-across social learning networks



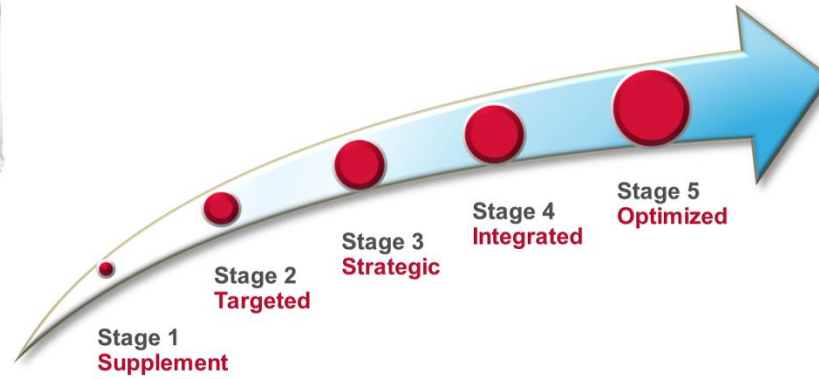


# Charting Your Future State

**Current State**  
**'As is'**



**Future State**  
**'To be'**



# LGM – Applying the Success Factors

## LGM Success Factors

- ✓ **Stage Goal**
- ✓ **Learning Culture**
- ✓ **Blended Design**
- ✓ **Learning Adoption**
- ✓ **Business Case**
- ✓ **Learning's Role**
- ✓ **Marketing & Promotion**
- ✓ **Learning Evaluation**



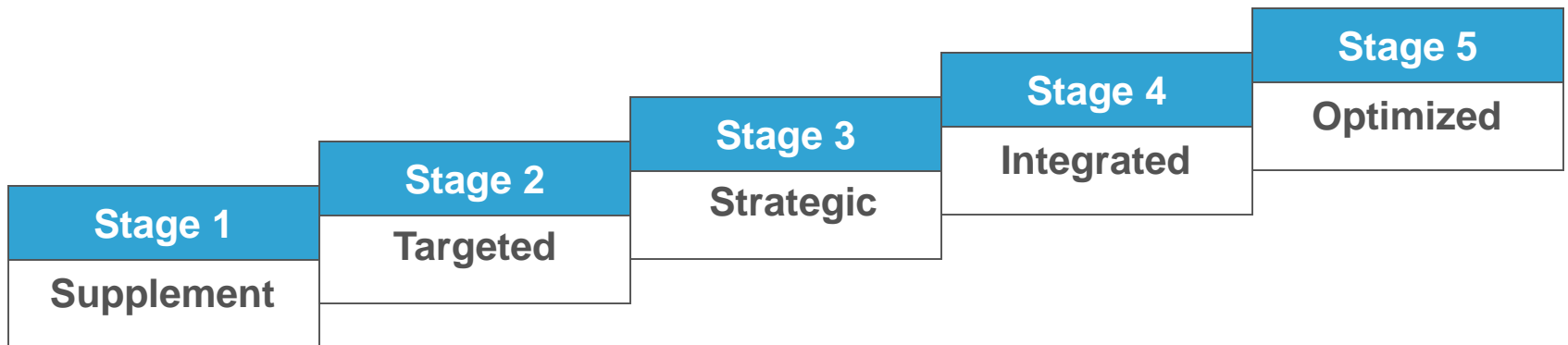
### Applying the success factors

The Skillssoft Learning Growth Model defines multiple success factors which are important to assessing your current state of learning. There are eight key success factors which must be addressed in order to bring strategic learning into your organization. Apply these factors consistently across all five stages as follows.

<i>Stage Goal</i>	Each stage has an overarching objective for each stage (milestone) as it relates to the construction of a learning organization. These goals include efforts to initiate, manage, align, and integrate and then to expand enterprise-wide learning.
<i>Business Case</i>	Developing a business case creates a wider framework that is essential for the desired benefits to actually materialize. These benefits include; better market performance, competitive advantage, and employee retention. The business case focuses primarily on cost benefits/offsets during the first two stages to ensure ongoing savings are secure as work moves forward into stage 3 where outcomes are measured using return on investment.
<i>Learning Culture</i>	A learning culture seeks to build increased engagement and job satisfaction. This effort results in greater motivation to transfer learning and reduced turnover. It's an essential task in order to become an innovative, agile organization that builds and sustains a performer-focused learning environment. Adaptation to rapid change isn't a one-time event for an organization, it's a continuous process.
<i>Learning's Role</i>	It is the role of L&D to create a continuous environment for learning and show how this culture links to overall organizational success. This task includes working with management, learning and other groups to exploit the value of this infrastructure. The role is to balance ongoing demands for running a business with the agility to quickly shift emphasis with changes.
<i>Blended Design</i>	Blended design is more than combining classroom with elearning. Well-designed learning blends are the fuel that powers the transformation; beginning with simple blends and moving forward to complex learning design in order to accommodate and ensure a great transfer of learning into the workplace.
<i>Marketing &amp; Promotion</i>	The old adage "Build it and they will come." doesn't work. Consistent and trust-worthy communication about the value of learning will continuously motivate the individual, their manager and the organization. Communicating the value on a regular basis empowers the entire organization.
<i>Learner Adoption</i>	Individuals model the behavior of their leaders and their peers. You can't create a transformation solely by pushing content out to employees. It only works when the individual is led to begin pulling learning to them. As adoption grows beyond critical mass, this pull will empower the entire organization.
<i>Learning Evaluation</i>	Without metrics, you simply don't know if you are making progress or the magnitude of intended change. In a word, you become lost. The adoption rate proves the magnitude of efficiency and how effective the transfer of learning can be.



# Blended Design – A Key Success Factor



# Six Decisions for Your Executives - Strategy

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Strategy

# Six Decisions for Your Executives - Execution

**Decision**

**Senior Management's Role**

**Consequences of No Action**

**Execution**



# Learning Growth Model

