

# Getting fit for the future of learning

9 Tips from top performing learning teams

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[www.towardsmaturity.org/benchmark](http://www.towardsmaturity.org/benchmark)



**CHANGE!**





**ARE WE READY?**



Modern  
learning:

What does it  
need to look  
like?

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[illegible]

## LEARNING CULTURE

Share good practice 96%  
Increase self directed learning 83%

## BUSINESS RESPONSIVENESS

Driving Business Innovation 80%  
Improve organisational performance 85%

## PRODUCTIVITY AND ENGAGEMENT

Improve productivity 94%  
Adapt to individual need 94%

## INDIVIDUAL PROCESSES

Improve induction 95%  
Speed up implementation of new processes 91%

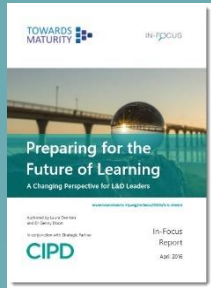
## EFFICIENCY

Improve admin and management 95%  
Increase volume 91%

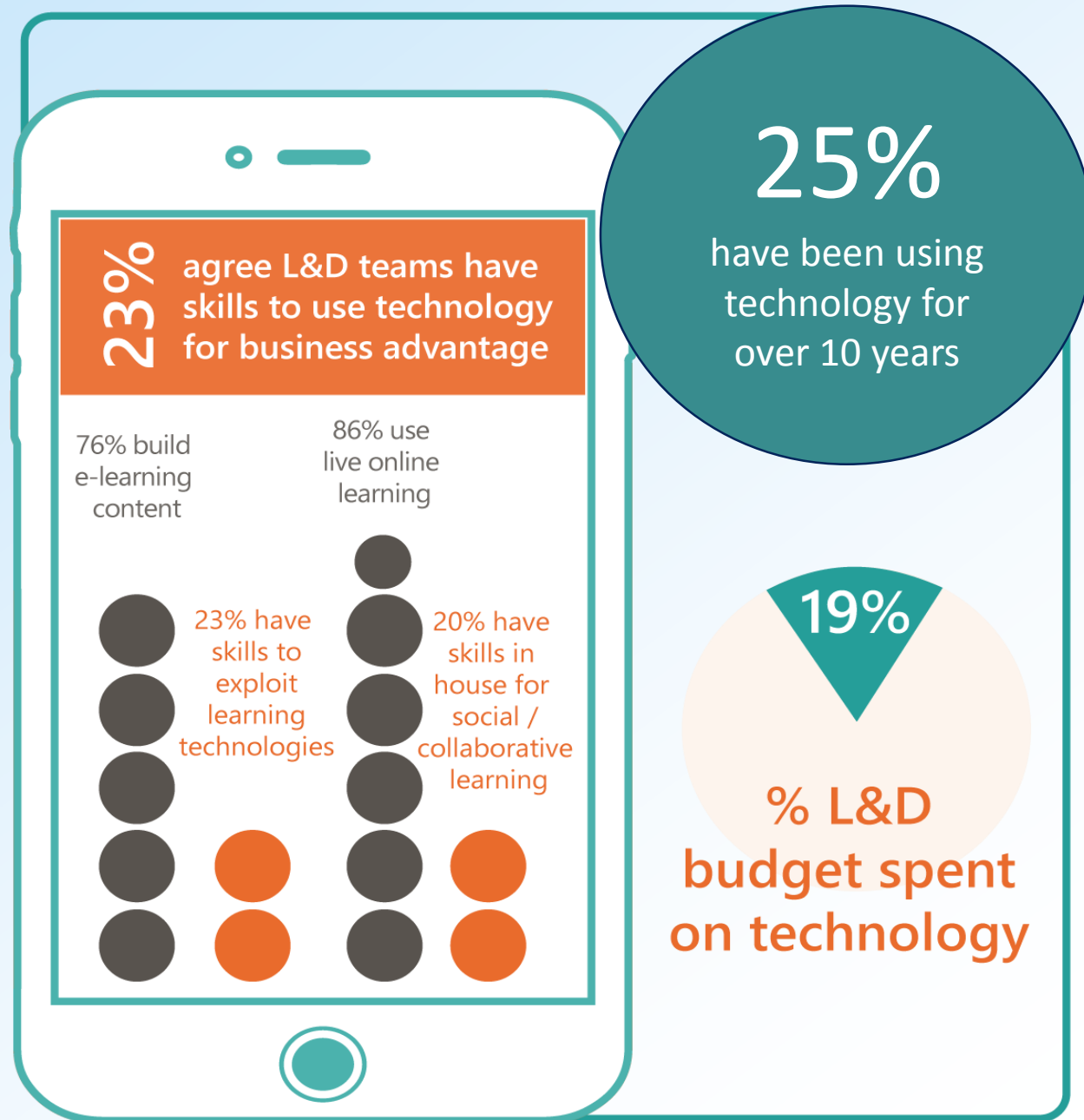
# Modern L&D leaders have set high goals



# Harnessing Technology In Learning



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**LEARNING  
CULTURE**

Achieved by  
21%

**BUSINESS  
RESPONSIVENESS**

Achieved by 24%

**PRODUCTIVITY AND  
ENGAGEMENT**

Achieved by 29%

**INDIVIDUAL  
PROCESSES**

Achieved by 39%

**EFFICIENCY**

Achieved by 41%

We are not all there ...yet







# WHAT IS HOLDING US BACK?

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# 62%

of L&D professionals think

Staff lack skills to  
manage own learning

# 56%

Lack of L&D skills to  
implement change

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## BARRIERS TO PROGRESS

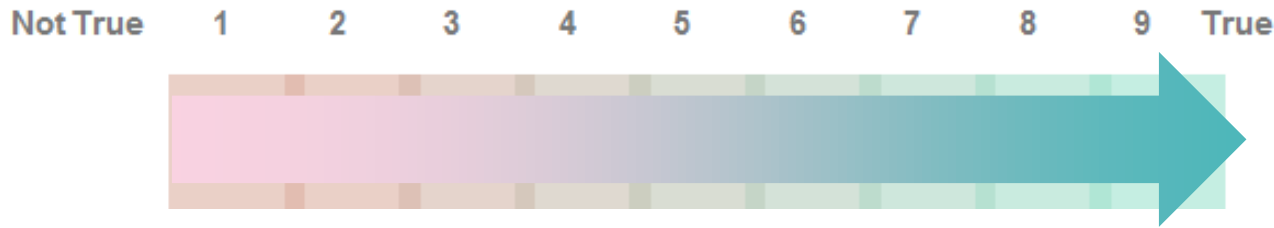




Time for a  
bit of  
personal  
reflection



# Try this out – where do you stand?



**Review**

1. We analyse the problem before recommending a solution
2. Our L&D team considers the course as ONLY one option available for delivering performance
3. We are proactive in finding out how our staff learn what they need to do their job
4. We collect information from line managers on the extent to which learning has been applied at work
5. Our L&D staff are confident in using new media in learning design





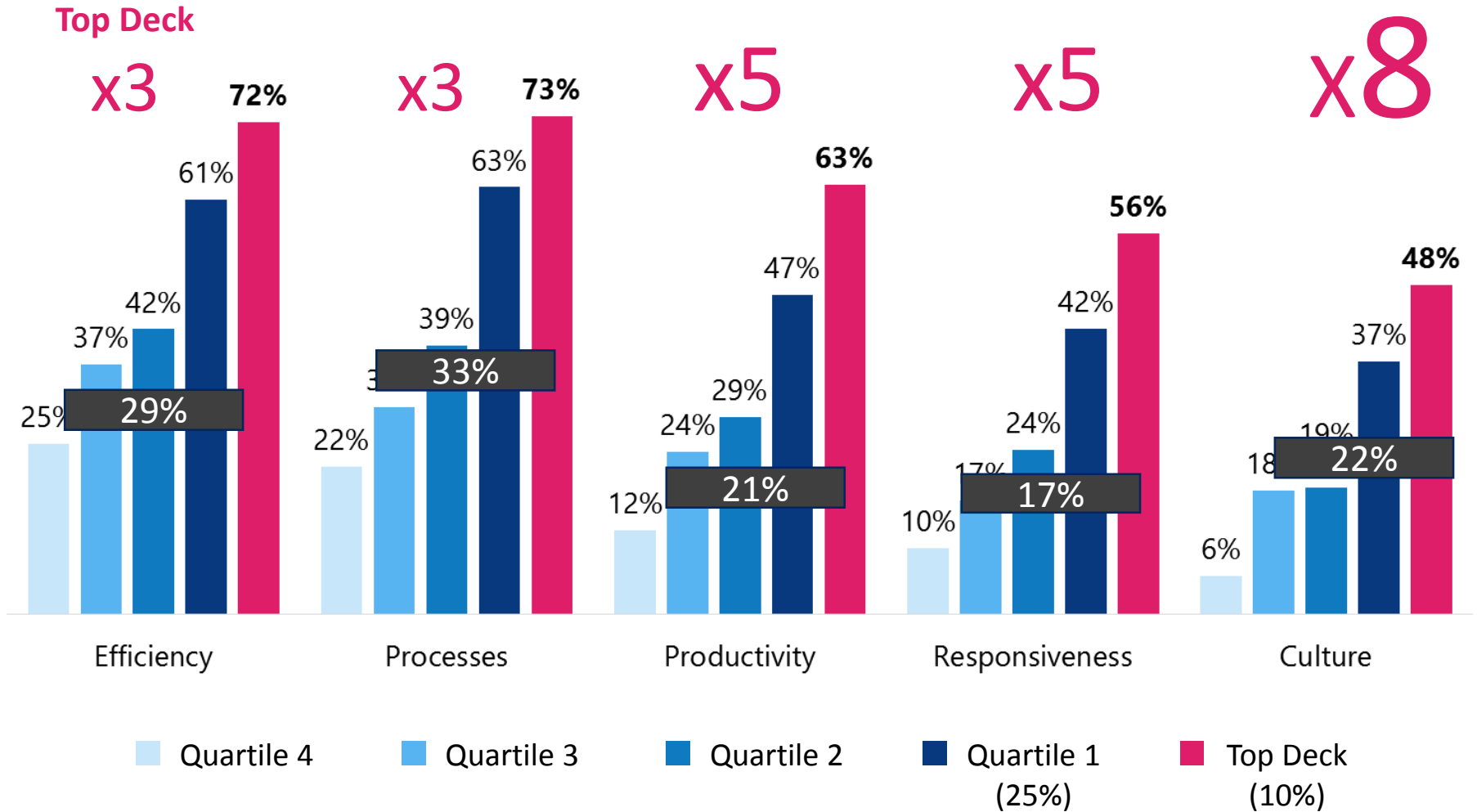
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# Benchmark

Who is performing  
well?

What are they doing  
differently?





# What can the Top Deck teach us about preparing for the future of learning?

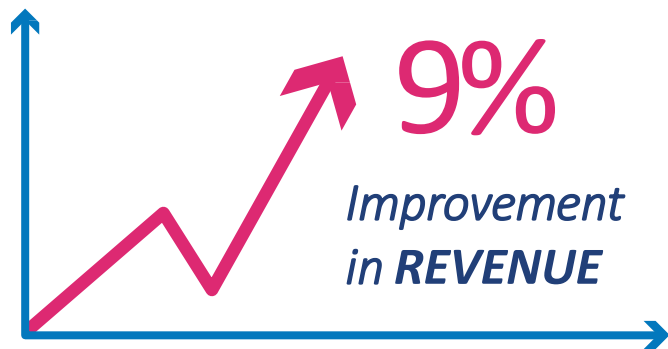
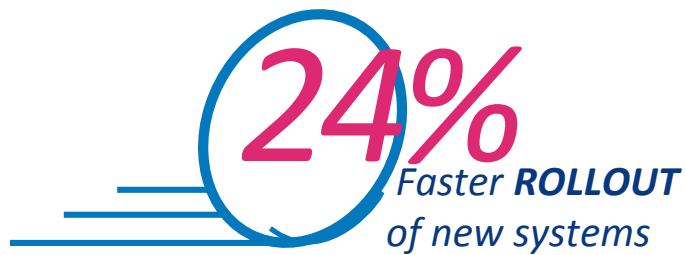
A large collection of silver trophies and cups arranged in rows, symbolizing achievement and success. The trophies are of various designs, including traditional cups and more ornate, modern-looking awards. They are set against a dark, possibly red, background.

# 1: ESTABLISH CLEAR GOALS





When  
business  
leaders think  
about L&D  
what  
**words**  
come to their  
minds?



Increase in employee  
»» 16% ««  
**ENGAGEMENT**

Learning  
innovation done  
well delivers  
performance

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A logo consisting of a 3x3 grid of squares, with the bottom-right square missing.



# FOCUS ON THE END GAME

# 84%

of the Top Deck

Analyse the  
problem before  
recommending a  
solution

(55% avg  
45% Education)



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# 79%

of the Top Deck

Have a plan for  
how they will  
meet agreed  
measures

(36% average  
56% education)

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A photograph of three young women jumping joyfully in a park. They are in mid-air, with their arms raised and legs bent. The woman on the left is wearing a striped shirt and dark pants. The woman in the middle is wearing a pink shirt and dark pants. The woman on the right is wearing a white shirt and dark pants. They are all smiling and looking up. The background shows a river, trees, and a grassy area. The sky is overcast.

## 2: INDULGE IN FRESH THINKING



# 94%

of the Top Deck

consider the  
course as only  
one option for  
building  
performance

(52% average  
50% Education)

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Different Perspective



86%

looking at  
models that  
integrate  
learning and  
work

(47% avg and education)

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702010

Workflow

Social

Formal

# citibank

How to look beyond  
the course

*Aim: To help the bank change, innovate and grow.*

#BeMore  
30 day  
challenge

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A photograph showing the lower legs and feet of a person standing on a beach covered in smooth, grey stones. The person is wearing light grey jeans and tan-colored work boots with brown laces. The background is a soft-focus view of the ocean under an overcast sky.

# 3: UNDERSTAND THE TERRAIN

(KNOW YOUR LEARNERS!)

# 86%

of the Top Deck

are proactive in  
understanding  
how their staff  
learn

(30% average  
13% education)

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**CONSUMER ORIENTED**

Review

ACT

3



# What do we find out when we listen?



# What do we find out when we listen?

**69%**

want to be able to  
do their job faster  
and better

**MOTIVATED**

**TAKE  
INITIATIVE**

**73%**

Have a clear  
personal plan about  
what they want to  
learn and why

**THE SELF-  
DIRECTED  
LEARNER**

**UNDERSTAND  
OWN NEEDS**

**IDENTIFY  
& ACCESS  
RESOURCES**

**82%**

know what  
learning  
they need to do  
their job

**68%**

know how to access  
the learning  
they need to do  
their job

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A close-up photograph of an architectural blueprint. A yellow pencil with a green and yellow striped eraser and a pink eraser tip lies diagonally across the drawing. A wooden ruler is placed horizontally at the top right. The drawing shows various rooms and corridors, including a 'CONFERENCE' room, a 'CORRIDOR', and a 'MEN' room. Dimensions like '13'-7 1/2"', '5'-8 1/2"', and '18'-4 1/2"' are visible. Room numbers such as 125, 126, 128, and 129 are also present. The drawing is in blue ink on a light-colored paper.

**LISTEN**

**76%**

of the Top Deck

involve users  
in design

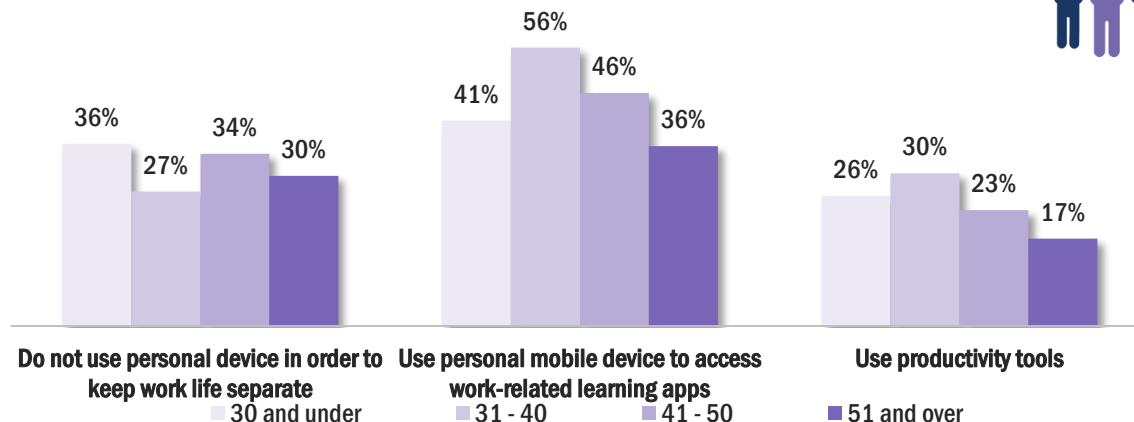
(35% average  
41%)

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## Learner Voice

### We work with the familiar



What familiar platforms are being leveraged to support learning?

**48%** use personal mobiles to access work-related learning apps

**29%** download education / learning apps


**27%** download productivity apps

**28%** use LinkedIn to access work-related learning

**15%** use YouTube to access work-related learning

**HALF OF THE SAMPLE ARE USING PERSONAL MOBILE DEVICES TO ACCESS WORK-RELATED LEARNING**





# The danger of boxing staff in

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**CONSTRAINS OUR  
THINKING & ACTIONS**

A top-down view of a person's hands interacting with a silver laptop on a light-colored wooden desk. The person's left hand is on the trackpad, and their right hand is near a tennis racket. A dark blue tennis bag with a white logo is visible in the upper left. A tennis racket with a blue and white frame and a black grip lies diagonally across the desk. The text "4: USE THE RIGHT KIT" is overlaid in white on a dark horizontal band.

## 4: USE THE RIGHT KIT



Allocate

**25%**

L&D budget to technology

E-enable

**34%**

of formal learning  
(26% avg, education)

**90%**

Enjoy good  
relationships with IT  
(51% avg, 41%  
education)

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**TOP DECK THINK DIGITALLY**





TO **COMMUNITY**

TO **CONTENT**

TO **TECHNOLOGY**

TO **CLEAR COMMUNICATION**

AT **THE RIGHT PLACE AND TIME**

The Top Deck

INCREASE

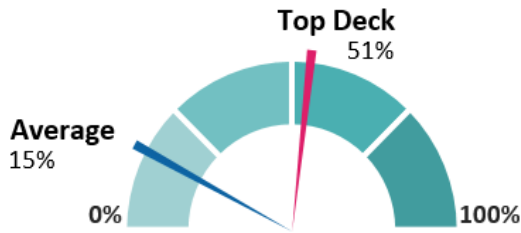
**ACCESS**

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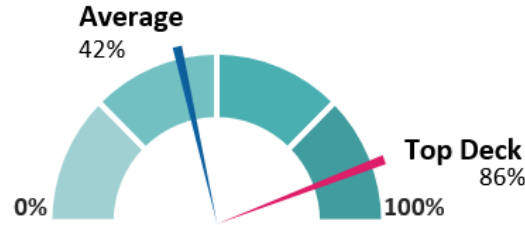


A young soccer player with curly hair, wearing a white jersey with 'FIRE' and 'adidas' logos and orange shorts, is running towards the camera. He is surrounded by a line of people, mostly adults, who have their hands outstretched to high-five him. The scene takes place on a large green grassy field. In the background, there is a parking lot with several cars, a small brick building, and trees under a clear sky. A semi-transparent dark band across the middle of the image contains the text '5: IT'S A TEAM EFFORT' in white.

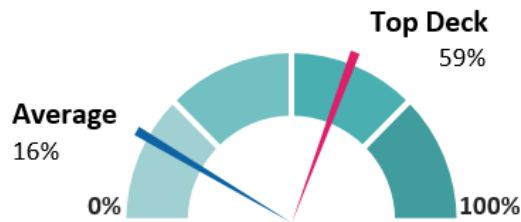
## 5: IT'S A TEAM EFFORT



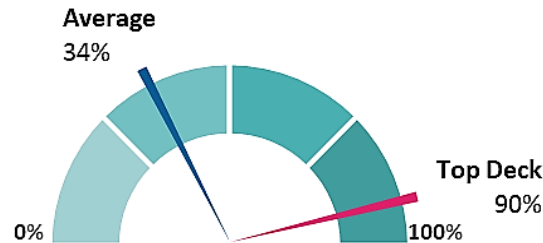
Managers provide active support in the application of learning in the workflow



Define the competences needed for each role in association with senior managers in the line of business



Collect information from line managers on how learning points have been applied at work



Communicate successes to line managers / supervisors

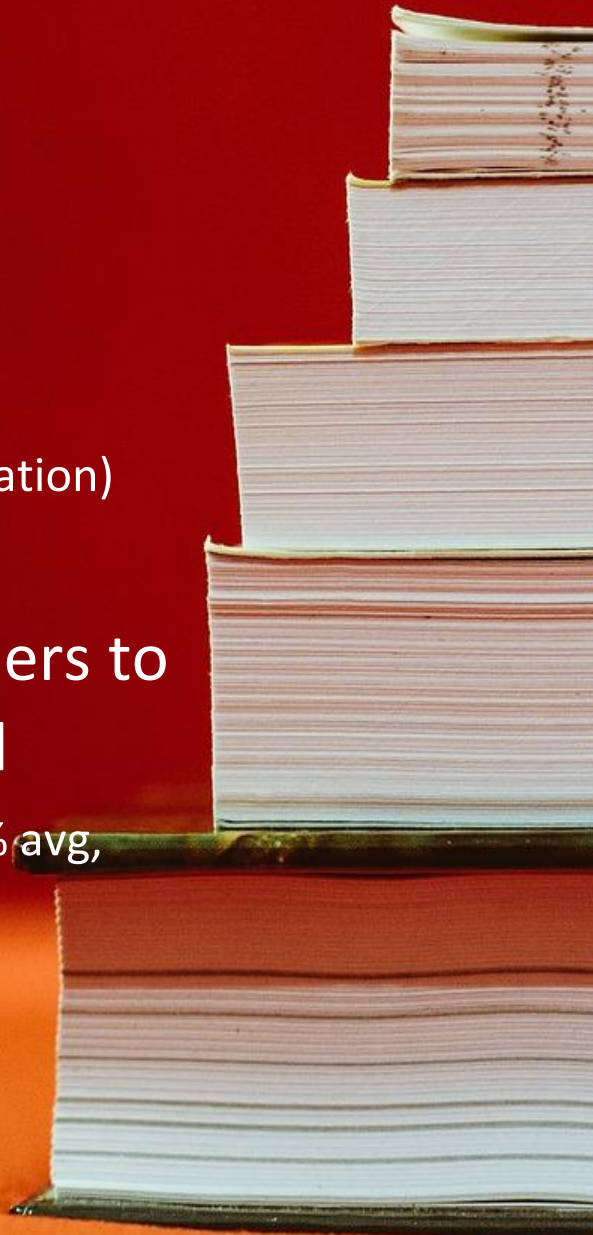


# The critical role of managers



**79%** offer study skills  
training (51% avg, 88% education)

**67%** encourage learners to  
organise own Personal  
learning strategies (34% avg,  
41% education)



The Top Deck

HELP STAFF  
**LEARN**  
**HOW TO**  
**LEARN**

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# HC *one of a kind*

What did staff like best about working at HC-One?

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**Training** **Staff**  
**Job**  
Skill Support Involved Environment  
Opportunity  
Learning Shifts Quality Knowledge Team Qualification Time  
Pay Décor Uniform Manager Touch



A group of cyclists are racing on a paved road. The cyclist in the foreground is wearing a black and grey camouflage jersey with "U.S.M.C." in red letters, a grey helmet, and orange sunglasses. He is leaning forward on his blue and black road bike, which has a GoPro mounted on the handlebars. Behind him, a line of other cyclists in various colored jerseys and helmets follows in a similar aerodynamic posture. The background is a blurred landscape with green trees and a clear sky.

**6: TRAIN HARD!**



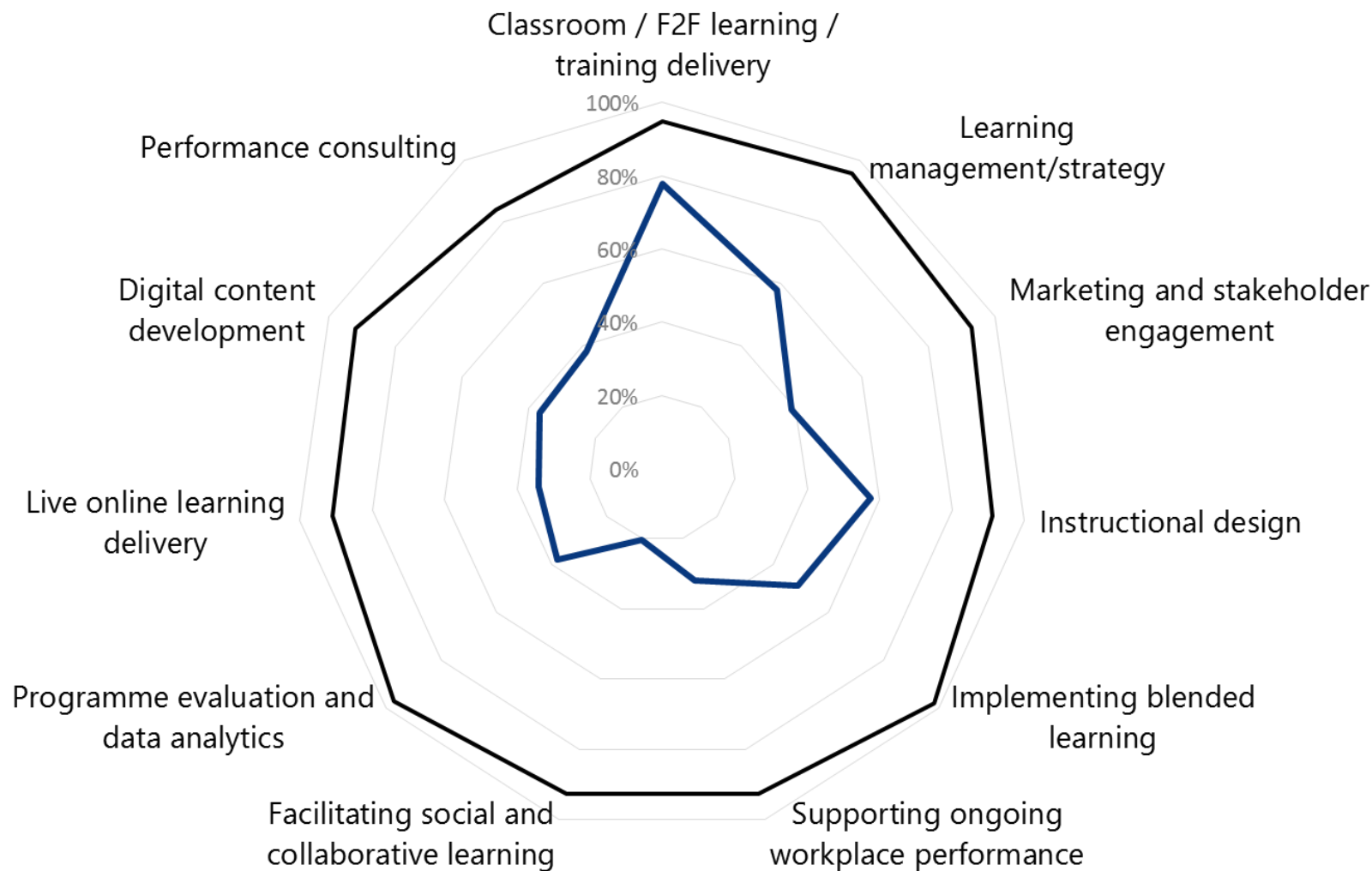
Modern  
learning:

What skills do  
we need?

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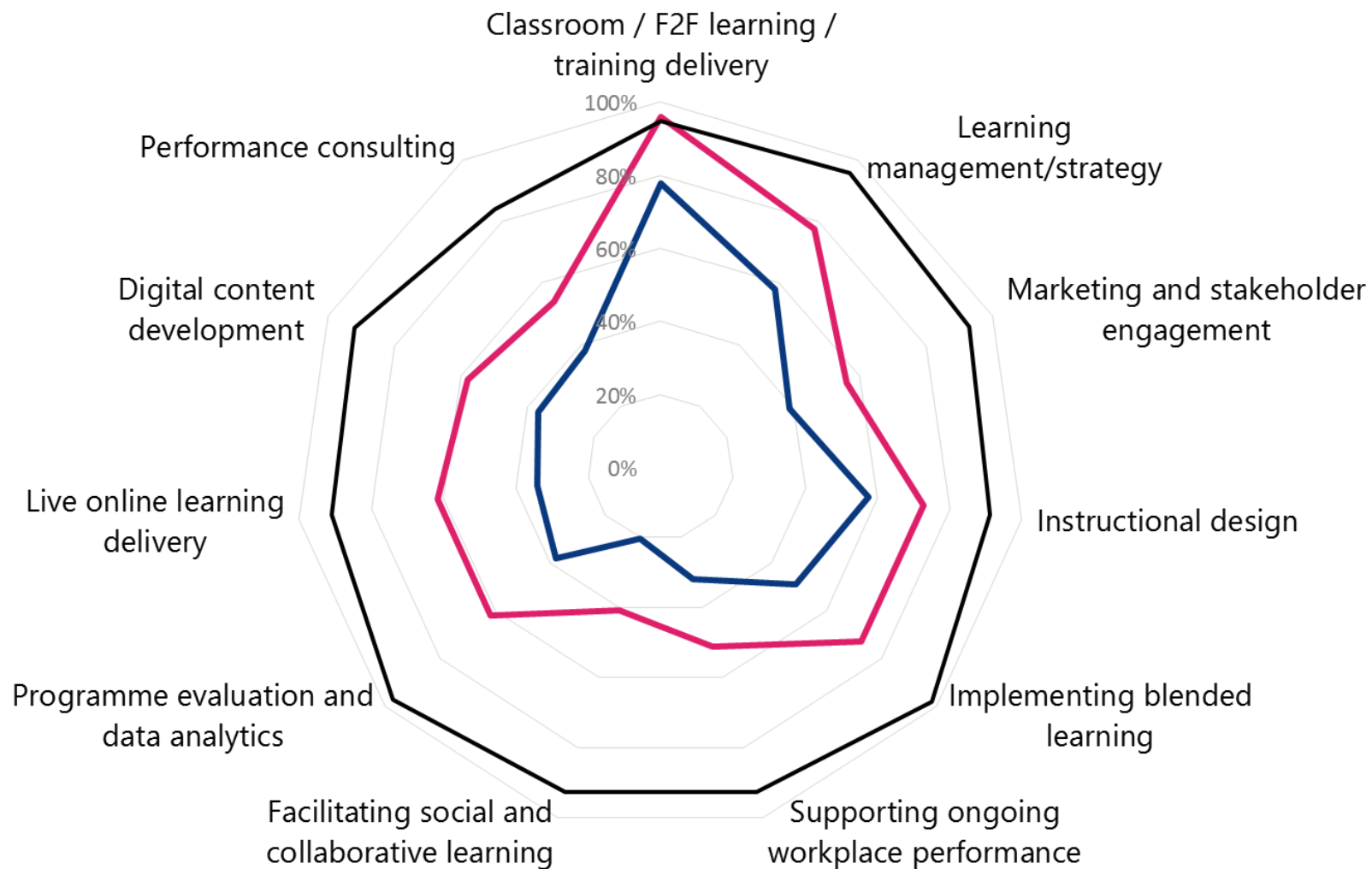


n=477

Skills in house - All — Priority skills - All

# What skills do we need?





n=477

Skills in house - All

Skills in house - Top Deck

Priority skills - All

The Top Deck are active in building priority L&D capabilities, **today**.



Beware the  
latest fads!

Using more  
technologies

but reporting  
fewer benefits



# 73%

of the Top Deck

L&D are confident  
using new media  
in learning design

(28% average, 31%  
education)

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# 72%

of the Top Deck

provide  
ongoing CPD  
opportunities  
for L&D staff

(48% avg 69% education.)

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**1 in 4** (avg.)

don't know how their  
L&D staff build skills

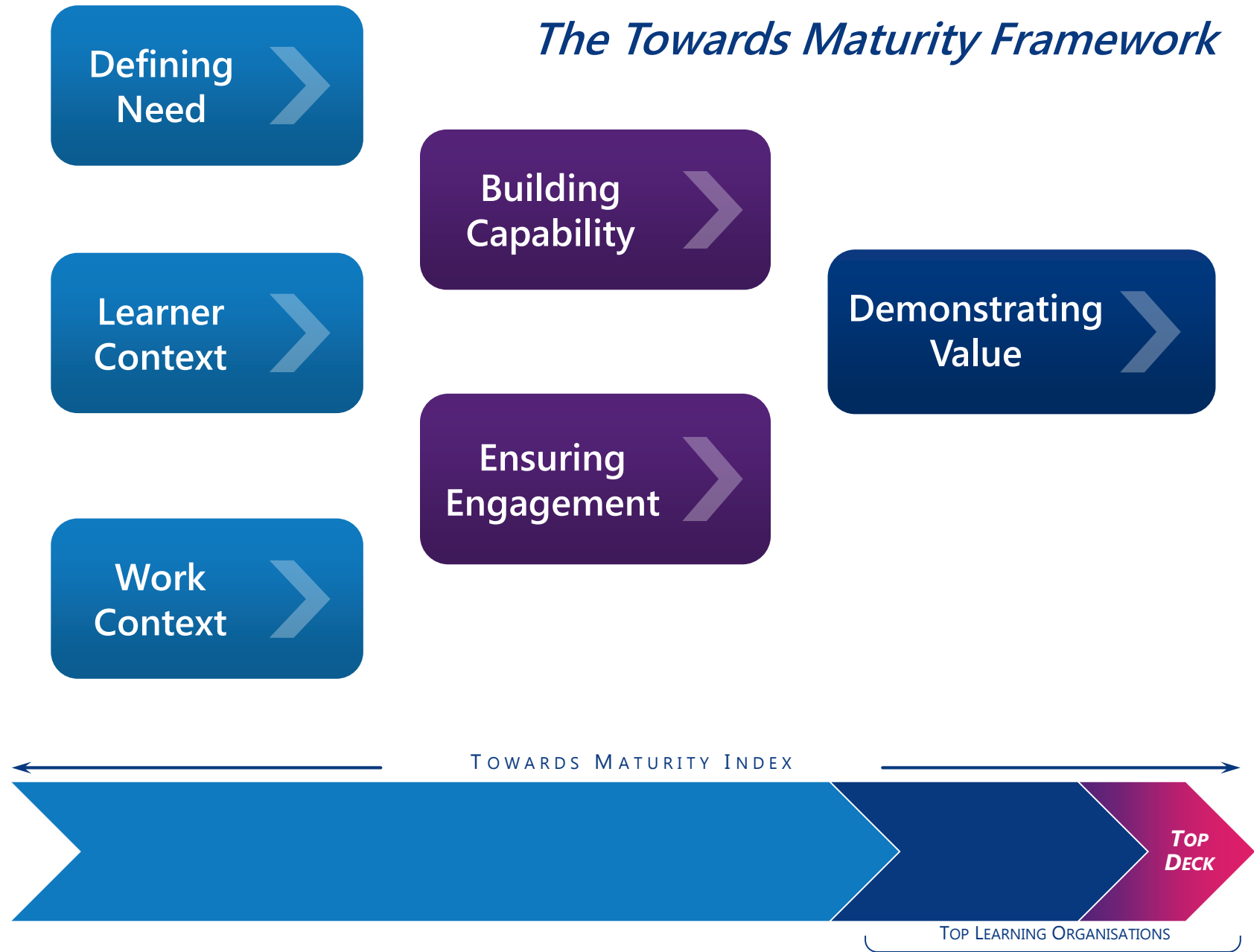


A close-up photograph of a red spherical buoy attached to a blue rope. The buoy is positioned in the center of the frame, with the rope extending outwards in several directions. The background is a solid green color. The text "7: USE A COMMON SENSE FRAMEWORK" is overlaid in white, bold, sans-serif font across the middle of the image.

## 7: USE A COMMON SENSE FRAMEWORK



## *The Towards Maturity Framework*



Prioritise outputs  
not inputs

Prepare for  
change

Be consumer  
driven

Use evidence to  
review & adapt

Work within  
wider context

Bring others  
on board

Apply  
business thinking  
to learning strategy





## 8: KEEP ON TRACK



The background is a vibrant blue and green digital landscape. It features numerous spheres of varying sizes, each covered in a pattern of binary code (0s and 1s). These spheres are scattered across the frame, some appearing to float in the foreground while others are in the background. The overall effect is a sense of depth and digital connectivity.

## EVIDENCE BASED LEARNING DECISIONS

Top Deck

**3x**

to use  
benchmarking as  
a performance  
improvement tool

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Focus on  
our own  
performance



# New Learning Benchmarks





A person wearing a red hoodie is sitting on a blue and white striped couch, reading a magazine titled 'ARCHITECTURAL DIGEST' with 'Style' written on it. A grey blanket is draped over their legs. In the foreground, a wooden coffee table holds a silver remote control and some papers. The background shows a warm-toned room with a wooden door and a framed picture on the wall.

## 9: #MAKEITHAPPEN

1

What skills/  
attitudes do  
we need to  
get ready for  
the future of  
learning?

2

What needs  
to happen  
for us to  
take more  
risks?

3

How do we  
harness the  
technology  
around us to  
create better  
learning  
experiences?





**1: ESTABLISH CLEAR GOALS**




**2: INDULGE IN FRESH THINKING**



**3: UNDERSTAND THE TERRAIN**  
(KNOW YOUR LEARNERS!)




**4: USE THE RIGHT KIT**




**5: IT'S A TEAM EFFORT**



**6: TRAIN HARD!**



**7: USE A COMMON SENSE FRAMEWORK**



**8: KEEP ON TRACK**



**9: #MAKEITHAPPEN**





**OUR RESPONSE TO CHANGE?**





**HIDE?**

**OR HARNESS THE  
OPPORTUNITY?**

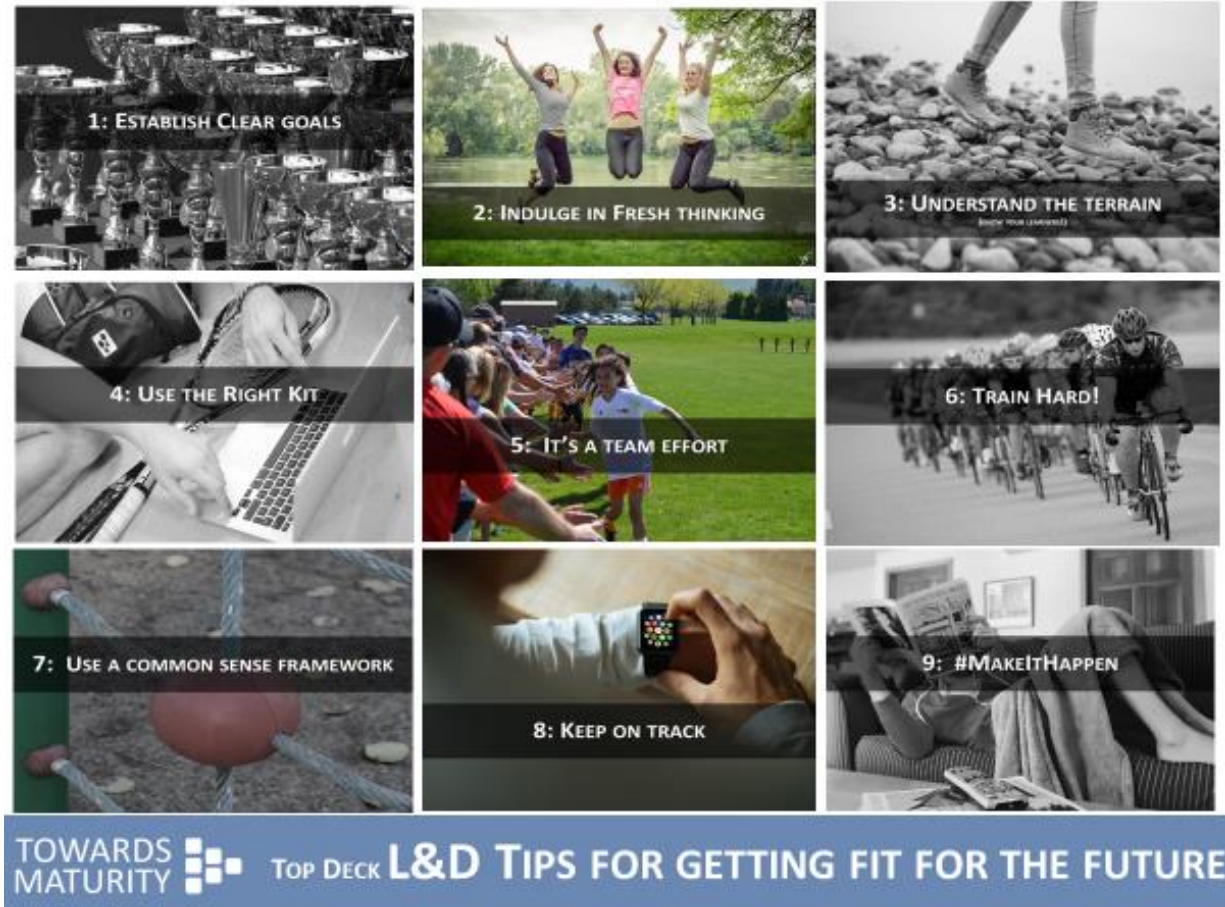




Thank you  
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Curated resources available for 24 hours

Email – subject SDF

**Resources@towardsmaturity.org**