

CREATING AN AGILE WORKFORCE FOR THE FUTURE OF CORPORATE LEARNING



Contents

Executive Summary	03
Chapter 1 - Time for Innovative, Agile Training	04
Chapter 2 - Training Industry's New Normal: Digital Disruption	07
Chapter 3 - Turning the Adversity into an Opportunity	10
Conclusion	13



Executive Summary

Corporate L&D has been one of the major areas hit by disruptions of work patterns, largely over the past couple of years. With in-person training becoming rather difficult in these trying times, the demand for digital and online learning has skyrocketed.

People and businesses, worldwide, are at a flex point primarily concerning the global economy, digital disruption, and talent development. Amid the altered work and workplace dynamics, companies are paying greater attention to their staff.

With [rising education levels across the globe](#), managers now look more like coaches and cheerleaders rather than bosses merely overseeing their juniors' work and operations. With that, retention and the development of talent and leadership skills has emerged as the top HR priority.

Most CEOs, the world over, foresee a digital business model and low-density offices to be an enduring phenomenon

with a shift towards remote collaboration, automation, and so on. They see digital infrastructure, flexible working and employee well-being topping their boardroom agenda going forward.

The fast-growing demand for online upskilling, reskilling and out-skilling has led to the rapid adoption of new-age technologies and experiential modes of learning that include gamification, contextualised content libraries, cloud computing, LMS, and AI- and user-driven content curation. Thus, enabling organic learning in the workflow is becoming the new norm, while virtual reality (VR) and augmented reality (AR) are emerging as the future of corporate training.

These advanced technologies are poised to transform a whole gamut of activities including onboarding, product training, service training, sales training, process training, experiential training, soft skills training, behavioural training and leadership training, to name a few.

Maintaining a digitally ready talent pool anywhere anytime globally that can adapt to this rapidly changing business landscape will therefore remain uppermost in the minds of company leaders, specifically HR and L&D heads. This is because it offers companies many advantages: no need to invest in large, expensive infrastructure; people from diverse regions bring in a wider range of skills, experiences, perspectives, attitudes and ideas, and so on.

This eBook takes a close look at how these disruptive digital technologies are becoming indispensable for corporate best practices and learning.

With rising education levels, today's managers look more like the coaches and cheerleaders rather than mere bosses

CHAPTER 1

Time for Innovative, Agile Training

Today, we are at a flex point involving the global economy, digital disruption and talent development. The fourth industrial revolution is already underway, simultaneously creating opportunities via automation and digitalisation.

In the new world order, while employees are valuing work-life balance more than ever before, employers' trust in them is also scaling an all-time high. Companies are paying greater attention to their workforces, which are becoming more and more dispersed, flexible and agile. The organisations are, in turn, experimenting with new ways to engage their employees.

Acting more like coaches, today's managers do not just pay attention to employee productivity but also think about their wellbeing. Management is no more about mere overseeing and ensuring resources such as software, tools and training, but about a whole gamut of aspects that include professional guidance, counselling, motivation, and more.

Many companies are using gamification to engage and motivate their workforces. One of the leading retailers in Indonesia has set up a game-based points system to incentivise its employees to complete certain activities on time. Result: a **30 per cent reduction in attrition and a 26 per cent improvement in job satisfaction** in early-2020. Employee engagement approaches like this are certainly paying dividends.

Focal point: Workforce transformation

Companies and workforces of today are increasingly dealing with isolating conditions leaving an adverse effect on people's mental health and potentially leading to loneliness,

Companies across the globe have begun exploring the new-age, AI-powered and cloud-based tools for personalised learning and content curation

stress, burnout, and lowered productivity. Therefore, the development of talent and leadership skills, besides retention, will be the key priorities of HR heads going forward. However, this will be rather challenging and will necessitate astute strategies covering worker flexibility, continuous training, and varied learning styles.

Focusing on these two goals—talent development and leadership skills improvement—will help lessen burnout, with workers feeling worthier and re-energised. As they start believing they can make a difference through meaningful contributions, they will naturally become a sprightly and innovative workforce.

L&D surges as digital shows the way

With organisational leaders around the world being driven to adapt to altered working patterns in critical business areas to stay ahead of the competition, L&D and talent-makeover have taken precedence. Companies across the globe have begun

exploring the new-age, AI-powered and cloud-based tools for personalised learning and content curation, and, thus, delivering on-demand learning within the workflow.

A recent Simplilearn survey of companies across the globe indicated a surge in [demand for digital skills training](#). Of the respondents, 86 per cent have moved classroom skills training to online platforms since early 2020. Market research and consulting firm Verified Market Research projects the global corporate e-learning

market size, valued at over USD 250 billion (bn) in 2020, [to surge at a CAGR of 21 per cent](#) from 2021 and reach USD 1133.38 bn by 2028.

Another survey of CEOs across the globe by PricewaterhouseCoopers shows the majority of CEOs believe that the shifts towards remote collaboration (78 per cent), automation (76 per cent) and low-density offices (61 per cent) will be a permanent phenomenon. Besides, as high as 61 per cent say their business model will be more

digital in the future, the transition being accelerated of late.

Besides, the survey responses emphasise that digital infrastructure, flexible working and employee wellbeing will top their boardroom agendas as these leaders reconfigure business operations to thrive in very different conditions over a year and beyond.

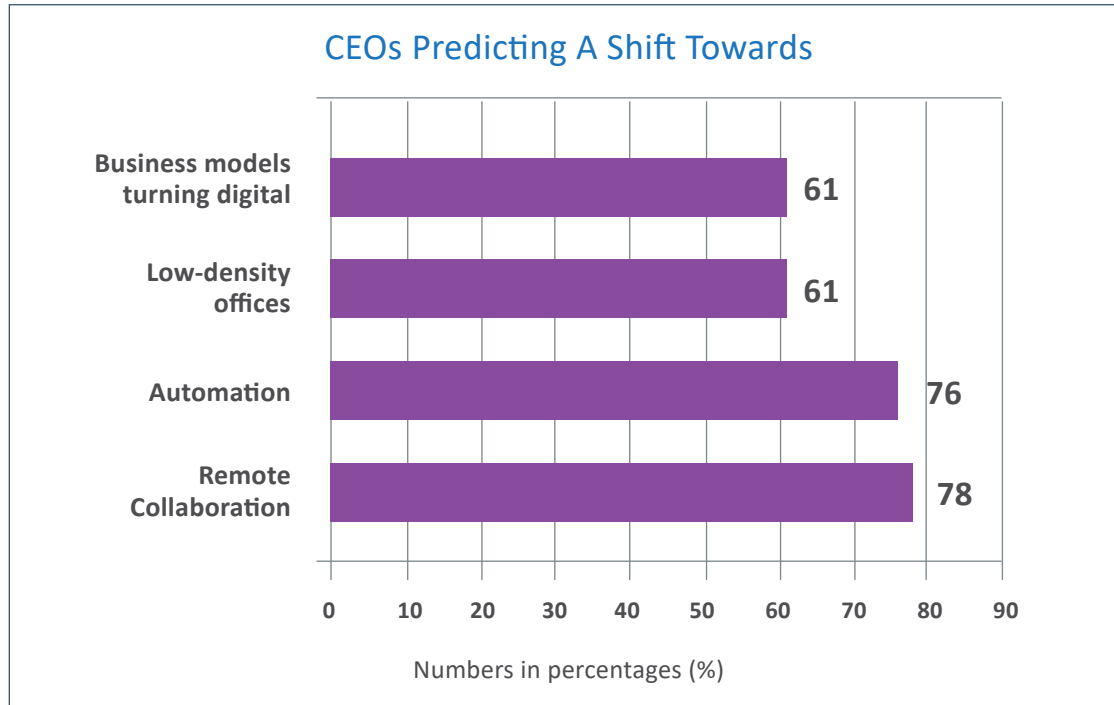
Henceforth, maintaining a digitally ready workforce — a global talent pool available anywhere anytime in the virtual world — that can adapt to a changing business landscape will be a priority for company leaders, particularly those heading HR and L&D.

Emerging trends in L&D

With workforces demanding self-paced and self-directed learning, one of the emerging trends in L&D today is the rise of user-generated content (UGC) and the implementation of content curation for corporate training and talent development. This also indicates a certain and rapid transition towards agile, digital-driven business models that engage remote modern learners or gig workers.



Source: Verified Market Research



Source: PwC

With the shift in focus from producing learning content to enabling organic learning in the workflow, utilising technology and experiential modes of learning that include gamification, contextualised content libraries and user- and AI-driven curation to provide the right content for fast-moving skills, are becoming the new norms.

A recent Deloitte report says organisations are increasingly recognising the importance of resilience, emotional intelligence, and empathy in workplaces worldwide. Nearly 85 per cent of them are keen about inculcating these and other critical skills in their employees. And that is largely being implemented using virtual training and learning.

Even before the ongoing pandemic, the changing technologies and new ways of working had been disrupting jobs and the skills employees needed to accomplish them. In 2017, the McKinsey Global Institute estimated that as many as 375 million workers — or **14 per cent of the global workforce** — would have to acquire new skills by 2030 pushed by automation and AI.

Digital rules the roost

Globally, L&D leaders are scrambling to adapt, establish, expand, and deliver digital learning. There is a significant rise in digital learning across all segments of the workforce, from frontline managers to senior leaders.

In a 2020 McKinsey Global Survey, **87 per cent of executives** said they were experiencing skill gaps in the workforce or expected them within a few years. In this scenario, the adoption of modern technologies such as AI, cloud computing and LMS is the evident answer. The technologies of VR and AR are clearly the future of corporate training.

CHAPTER 2

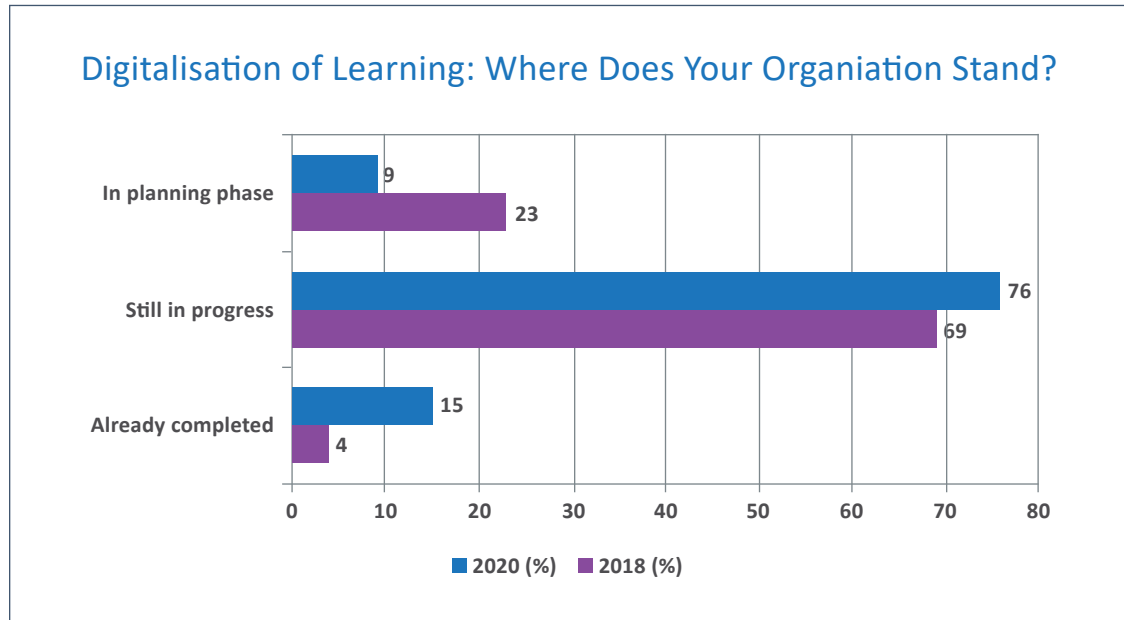
Training Industry's New Normal: Digital Disruption

L&D is critical to companies' survival, as both employers and employees encounter new challenges that only dynamic, on-demand, in-the-workflow learning can overcome. A key response among many has been the conversion of instructor-led training (ILT) into virtual instructor-led training (VILT) and leveraging the learning management systems (LMS) to meet the overall L&D objectives of organisations.

The new, WFH culture has provided the training industry with an instant stimulus. The rapid advances in e-learning powered by AI, ML, VR, AR and on-demand learning are becoming the norms in the L&D space.

Building competitive edge

These advanced technologies can be seen at work, transforming a whole gamut of areas, such as onboarding, product training, service training, sales training, process training, experiential training,



Source: Fosway Group

soft skills training, behavioural training, and leadership training, to name a few.

Currently, it is uncertain which aspects of work and experience and, hence, skills will be essential for the "new normal." A 2020 Graduate Management

Admission Council (GMAC) survey of global corporate recruiters predicts the highest demand for **top three skills**: managing strategy and innovation (62 per cent), managing tools and technology (60 per cent), and interpersonal skills (57 per cent).

Companies having managers adept at leveraging new technologies and tools have clearly enjoyed much higher returns on investment after adapting their core business strategies to digital platforms.

According to a McKinsey survey of European executives, **70 per cent foresee the acceleration of digital transformation** in near future. The companies that invest in digital innovation and adopt new technologies over the next few years will have a great advantage over others.

AI and digitalisation all the way

As the world becomes increasingly digitised, businesses are capturing more and more customer data. But employees tend to find it tedious and meaningless to devote time and energy to analyse huge volumes of data with metrics and KPIs. This is exactly why ML and AI are gaining popularity. Several forward-thinking businesses have started using AI and ML tools to crawl through their data 24x7, benefiting enormously in terms of:

- High augmented data analysis efficiency
- Workforce transformation
- Employee performance enhancement
- Reliability
- Near-zero errors

The big question: will business and work practices, particularly for L&D professionals and organisations, be digital and virtual forever?

From a broader perspective, the present times appear to be the tipping point for digital transformation, primarily of the workplace. It also looks impossible to see the digital genie back in the bottle from here on.

On the future outlook, the recruiters believe that AI and automation will remain major industry disruptors and individuals with skillsets in this field will be sought after. Rather paradoxically, a virtual experience-enabler digital transformation will also play a decisive role even in enhancing interpersonal skills.

A Gartner poll reveals that as organisations move to remote work practices, to explore the critical competencies employees will need to collaborate digitally. It also indicates that **16 per cent of employers are using digital technologies more often** to monitor their employees via virtual clocking, and tracking computer usage and emails or internal chat or other forms of communications, etc.

93%

Respondents that say that L&D is important or crucial for their organisations

60%

L&D professionals term digital learning as 'innovative', 'fast' and 'futuristic'

Source: Arden University

The future holds a great business potential for digital training market specialist firms which as 'disruptors' in the L&D space are compelling entities in most sectors, from institutions to L&D consultancies, to up their online/virtual ante and augment quality across the training industry.

Furthermore, the two major reasons behind the trend towards a gig economy in recent years, specifically since 2019, are: (1) the increasing demand for work and workforce flexibility and (2) the digital and online revolution.

Will virtual be the game-changer?

To put the impact of quality virtual training or e-learning into context, a survey of L&D professionals by online and blended learning specialist Arden University reveals digital learning has become the most critical element in the L&D toolkit, and the following as L&D decision makers' top priorities:

- Increasing access of remote workers to training.
- Increasing the flexibility of learning.
- Increasing the emphasis on digital learning

As high as 93 per cent of organisations say L&D is either important or crucial, and most L&D professionals will be looking to digital and online solutions to meet their training needs. However, 64 per cent stressed 'the quality of training' as the highest priority.

Responding to the Arden University's survey, almost 60 per cent of L&D professionals say their organisations' attitudes to digital learning have changed in a big way and have even termed online and digital learning as 'innovative', 'fast' and 'futuristic'.



CHAPTER 3

Turning Adversities into Opportunities

Companies are increasingly turning to innovative solutions to connect with employees more than ever before. Forward-thinking organisations try to turn the challenging external environment into an opportunity by delivering world-class learning, reskilling, and upskilling by using modern digital tools and technology. While technology adoption is a must, how does an organisation select the right technology platform for L&D? What are the key attributes of a world-class digital platform? Let's look at some of the key capabilities one must look for before investing in any digital platform to transform L&D.

Flexibility forte

Flexibility is an important factor in corporate training as it bridges the gap between skills and capabilities. That is why a talent transformation programme that works on a 'responsive' framework is critical. Such a programme allows

unlimited possibilities to access training and delivers personalised learning content that engages employees by making learning a part of the workflow.

With the advent of AI-powered platforms, onboarding has also become easier than ever before. Employers are now creating personalised induction portals to onboard, train, and engage recruits. Advanced technology is helping companies onboard thousands of partners across the globe with ease. They can be trained in subjects such

Focusing on employee experience, Courseplay's easy-to-use interface turns the training-related functions simple and straightforward

as health and safety, app navigation, process training, company values, code of conduct, and compliance. The technology platform you select should facilitate all these aspects.

For instance, the class-leading cloud-based talent suite Courseplay is one of the top platforms in this regard. Focusing on employee experience, its easy-to-use interface makes all the corporate training related functions mentioned above simple and straightforward.

Actionable insights

Consuming learning content, even curated content is not enough. One of the many strategies business leaders are turning to for boosting learners' productivity is **meaningful insights, generated and shared by the employees themselves**. With specific and measurable actions on these insights that include apt training recommendations, learners' productivity is much amplified.

In addition, it gives feedback on the effectiveness of each training program, as well as the freedom to use any content as deemed right without requiring to conform to some rigid limitations usually set by traditional solutions.

Courseplay's 360-degree employee growth platform captures the most relevant data accurately, and thus, provides the organisation with such intelligent insights and recommendations for the better bottom-line performance of the client company, and automates tedious workflows and accurately measures their impact, and delivers.

Morale boost

An Indian Council for Research on International Economic Relations study indicates that although India's rapid economic expansion has enhanced corporate profits and employee incomes, it has also generated a surge in workplace stress that is hampering employee engagement and productivity levels. This makes it crucial for organisations to incorporate creative initiatives in their work culture.

Companies around the world are facing similar challenges, especially that of keeping employees committed and motivated. They are, therefore, looking to have easy access to customised and innovative employee-engagement solutions curated as per an organisation's requirements.

The highly engaging Courseplay employee training solution helps an organisation connect with and motivate its employees effortlessly. Teams can inspire people by connecting with them better and making them feel like a part of their company's success.

Scalability and efficiency

With time, scalability is predicted to emerge as the **key differentiator in corporate learning** management systems. A scalable LMS ensures the application continues to run smoothly and quickly with fewer resources even when an organisation adds a course or a user to the system.

An organisation with scalable learning capabilities—which incorporates the

Courseplay Advantages



Employee upskilling

Mitigating the attrition risk



Cutting training cost by multiplying training capacity

Training with insightful recommendations for enhanced learning outcomes



Holistic experience to create a strong employer-employee connect

360-degree transformation for employees



systematic processes of discovering, digesting and disseminating new knowledge throughout the organisation—can respond to change and innovate through disruption much better.

Scalable learning solutions also help reduce the cost of training by multiplying its training capacity and lower the lead time for new product launches. So, a learning management platform that helps develop a scalable learning strategy can prove to be the biggest differentiator for organisations. Courseplay's learning modules support an organisation's scalable learning roadmap comprehensively.

Developing a scalable learning strategy will be the biggest competitive differentiator going forward

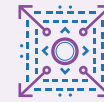
Diverse impact

AI-powered training suites can help companies overcome various key challenges across industries. Flexible, cloud-based online training platforms can help address hurdles in personnel training by creating effective personalised and agile training programmes.

For example, India's retail industry, which contributes nearly 8 per cent to the country's total employment is currently experiencing difficulties in training due to in-person training becoming impossible. Moreover, insufficient records of manual training activities and high costs of training coordination are some other challenges that the sector faces. In such a scenario, a digital, cloud-based L&D platform can deliver immense benefits. Some of the key benefits of a world-class cloud-based talent suite can be:

Courseplay delivers all these advantages and more. Being one of world's leading learning and development platforms, it has so far served more than 400,000 frontline employees from the world's leading companies.

Benefits of the Courseplay Suite



Scalable learning technology

Onboarding made easy



Micro-learning

Game-based learning



Interactive e-learning

Increased workforce engagement



Boosting technology adoption

Enhanced workforce performance



Conclusion

Addressing the Future Training Needs

Emphasizing on the enhancement of safe and risk-mitigated digital experience of employees, and the link between capability building and desirable business outcomes, L&D leaders are fast catching up with virtual and online delivery. However, a massive shift in training to cutting-edge technology such as AI will not come without challenges.

Social isolations and distractions due to diverse work environments, the necessary mindset changes, high technology investments, besides technical snags and security concerns could remain the key hurdles, among several others.

Considering the choice of a reliable delivery model is critical, blended learning, combining elements from both the synchronous and asynchronous models, could be the best solution going forward. Its flexibility could show the way to addressing the increasingly complex remote training needs through AI-powered L&D platforms.



Train, engage, measure, repeat with 

