

LEARNING STRATEGY 2021

The Future Is Here:

It's Time for Learning to Become Strategic



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The Effects of COVID-19

A virtual decade's worth of change happened over the past six months, radically altering how organizations operate — including ways teams learn, train and collaborate — and the landscape will continue to shift in the year ahead. Before the pandemic, many companies were satisfied revisiting their learning strategy once a year — if that often. 2020 made it necessary to reexamine that attitude. Companies are taking a long, hard look at the major challenges they face and ensure they have the right tools in place to survive and succeed.

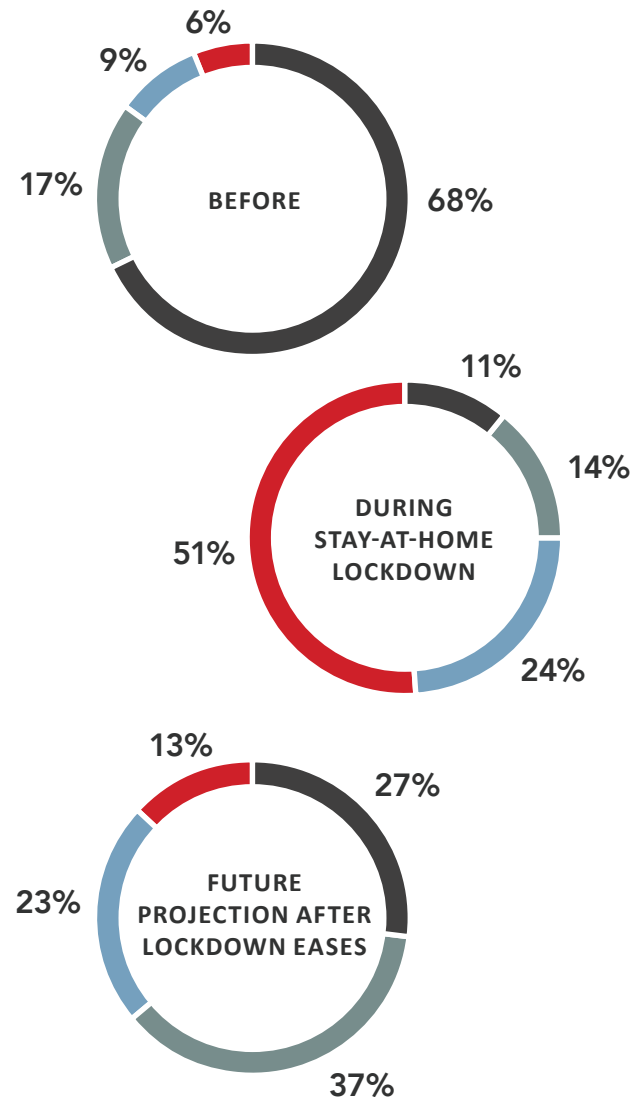
As the workforce reemerges, organizations grapple with what learning looks like in a “post-pandemic” world. If anything, the shutdown crystalized the need for agility. Those with a nimble learning strategy were able to pivot; the rest struggled.

One thing is clear: things will not go back to the way they were. Though the number of remote workers won't stay as high as it is during the pandemic, it will not return to 2019 levels. A recent Brandon Hall Group COVID-19 survey found that more than one-third of companies expect half or more of their workforce to remain remote.



Percentage of Remote Work

• 0-25% • 26-50% • 51-75% • More than 75%



Source: Brandon Hall Group, Transitioning to the New Realities of the COVID-19 Experience, 2020

A study on working from home conducted by solution provider Allego found similar results:

59%

→ of workers confirmed they would be more inclined to work from home after the pandemic was over

77%

→ said they would be more likely to continue working from home if their company provides necessary technical resources

Only 14%

→ of respondents said they have all the technical resources they need to work from home completely

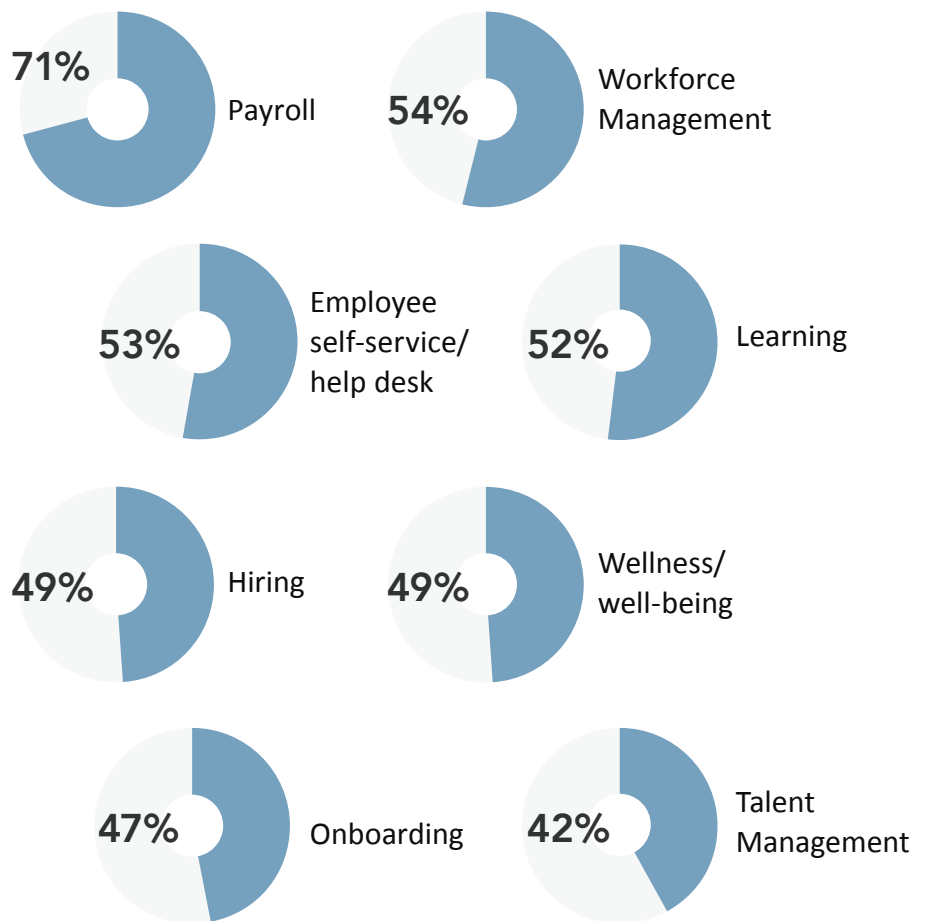
59%

→ of office workers and 50% of HR professionals believe this experience will impact work-from-home policies at their company

While companies adopted more digital solutions for human capital functions over the years, many were caught short by the pandemic and its effect on the workforce. When Brandon Hall Group asked organizations how

ready they were for a remote workforce from a technology standpoint, the only area that fared relatively well is Payroll. For the rest, only about half rated themselves a 4 or 5 on a 5-point scale of readiness.

Technology Readiness for Increased Remote Work (Overall)



Source: Brandon Hall Group, Transitioning to the New Realities of the COVID-19 Experience, 2020

Digitally ready or not, the collaboration that organizations require to function was strained by remote work. However, only 54% of employees in Allego's survey say they feel connected to their colleagues and 66% say they can collaborate effectively. This connectedness and collaboration runs through every aspect of a business: innovation, learning, onboarding — everything. HR professionals in Allego's study say the non-technical resources they offer most frequently are associated with collaboration, but there is an obvious need for training and coaching.

According to HR, the non-technical resources most frequently offered by companies include:

68%

Increased
Communication
from Management

60%

Clarity on
Expectations
from HR/
Company
Leadership

54%

Increased
Communication
Interactions
with Peers

48%

Content on
WFH Best
Practices

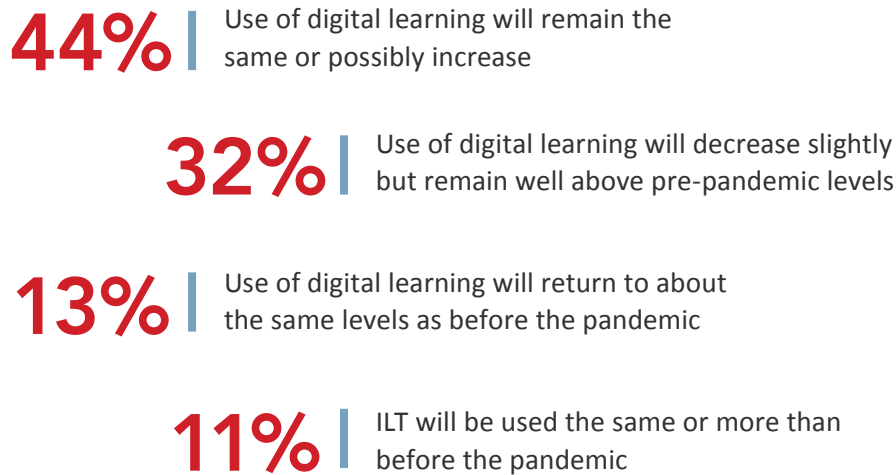
38%

More Access to
Virtual Training/
Coaching

Source: Allego

Role of Digital Learning When Pandemic Eases

Role of Digital Learning When Pandemic Eases (Overall)



Source: Brandon Hall Group, Transitioning to the New Realities of the COVID-19 Experience, 2020

meet the needs of learners and the organization, including user-generated content from subject matter experts.

When the reality of the pandemic settled in and stay-at-home orders were first enacted, organizations needed quick solutions to replace existing ILT learning. What we saw was a rush to repurpose ILT content for webinars and virtual classroom settings. Unfortunately, this often results in sub-par learning experiences. Live content may not work in a webinar, and an effective in-person instructor may not have the necessary skillset to be an effective virtual facilitator.

As a result, we've seen a shift over the ensuing months as companies engage other learning solutions to take up the slack left by abortive ILT. More companies use videos and eLearning and less are using webinars, conference calls and VILT.

Moving forward, learning strategies must account for the increased need for digital and virtual tools to deliver learning and keep people connected. The pandemic unleashed a rapid digital transformation that is anything but temporary. Digital learning will never drop back to pre-pandemic levels. For 80% of companies, their post-pandemic use of digital learning will remain higher than it was at the beginning 2020, even if it

drops from current levels. This is directly in line with Allego's research, where 76% of respondents see digital learning remaining higher than pre-COVID levels. Just 11% see a strong return to in-person, instructor-led training.

For this to work, technology that supports digital learning must be in place. And virtual ILT is not enough. There should be a wide array of digital options available to

'Go-To' Tools for Converting Live-ILT Learning

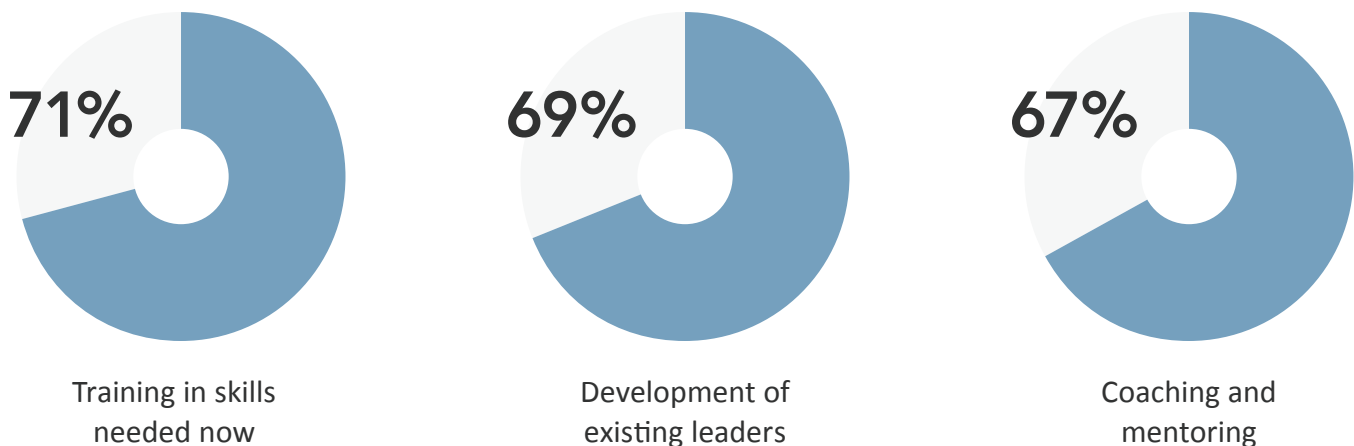
■ Now ■ April 1



Source: Brandon Hall Group, Transitioning to the New Realities of the COVID-19 Experience, 2020

Above and beyond the challenges of a remote workforce, a shift from ILT and an increased reliance on digital learning, the learning function must also deal with new and evolving organizational business priorities. As such, there is a good chance existing learning strategy needs will shift to stay in alignment. We see this reflected in the list of learning priorities cited as companies plan their transition through an easing pandemic.

Learning Priorities as Pandemic Eases



Source: Brandon Hall Group, Transitioning to the New Realities of the COVID-19 Experience, 2020

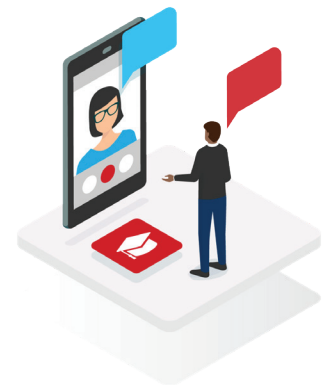
Learning Priorities as Pandemic Eases

(Rating of 4 or 5 on 5-point scale)



Brandon Hall Group, Transitioning to the New Realities of the COVID-19 Experience, 2020

What's clear is that going back to the old ways isn't a practical solution. The skills that organizations required to see them through the pandemic will be just as important in a post-COVID environment. The reality is that the future of work will look much more like today than pre-COVID. One of the most critical areas will always be leadership. We must arm leadership with the tools and skills necessary to communicate and collaborate with the organization. Leadership growth is needed to guide teams through the new remote environment and beyond.



How to Keep Your Work-From-Home Team Collaborating and Productive

Leaders must provide support to teams working in a remote environment. Learning can be a key resource for maintaining and fostering collaboration.

- **Personal Connections**

Find new ways to generate connections and interactions across geographies and time zones.

- **Video**

Use video where you can to keep people connected face-to-face — synchronously and asynchronously. At the same time, be wary of “Zoom fatigue.” Don’t overdo it. Be judicious

- **Timeliness**

Provide workers with updates on current status and plans. Provide a corporate news feed so people feel “in-the-loop.”

- **Sharing**

Democratize sharing among employees. This can’t be a top-down effort only. Best practices come from everywhere.

Authors and Contributors



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About Allego

Allego's modern learning and enablement platform ensures that sales reps and other business-critical employees have the skills and timely knowledge to make the most of each selling situation or initiative. Instead of traditional onboarding and training marathons—which are rapidly outdated and quickly forgotten—enablement and training teams use Allego to deliver the fresh, bite-sized learning that employees need to close deals in today's dynamic business environment. Content is personalized and mastered through reinforcement, on-the-job coaching, and peer collaboration. More than 300,000 professionals use Allego to onboard faster, deliver consistent messaging, rapidly adopt best practices, coach and practice more frequently, and collaborate more effectively.



To learn more about Allego and learning and enablement in the flow of work, please visit www.allego.com.



About Brandon Hall Group

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help ...



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