

# Why Learning is Pivotal to Business Transformation



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Organizational transformation takes many forms. In 2016, for example, Salesforce.com experienced explosive workforce growth. The tech company hired about 7,000 new team members, increasing its employee headcount by 35% in just one year.

When more than one in every three employees is a new face, imagine the onboarding headaches, the potential for communication collapse, and the challenge of maintaining company culture.

But, for Salesforce.com, this wasn't the case.

Not only did Salesforce increase its year-over-year revenue by 26%,<sup>1</sup> it also achieved something that was perhaps even more stunning during that transformative year. Great Place to Work reported that Salesforce earned its highest ever increase on the employee Trust Index score.<sup>2</sup>

How did company leadership achieve this? The answer boils down to empowering both veteran employees and new hires to learn what they needed, when and where they needed to learn it. Together, company leaders developed learning apps that employees across the globe could access.

One app offers employees a way to intuitively search for information tailored to their personal factors like tenure, job function and location. With another app, employees can keep up with organizational and departmental changes using cloud-based interactive org charts. Yet another tool, Trailhead, offers employees a gamified skill-building program.<sup>3</sup> Learning modules include everything from technical skill training to management training.

While looking ahead at how to integrate 7,000 new employees into its culture, processes and projects, Salesforce understood that implementing effective employee training and offering continuous learning opportunities were paramount. As a result, the company saw one of its most successful years ever, with boosts to both its financial success and its employer brand.

<sup>1</sup> Salesforce.com, [Salesforce Announces Fiscal 2017 Fourth Quarter and Full Year Results](#), February 28, 2017

<sup>2</sup> Dell Technologies, [When IT and HR Join Forces: How Salesforce Strengthened Its Culture with Employee Apps](#), October 25, 2017

<sup>3</sup> Salesforce.com, [Wow Employees with Consumer-Like Apps for Work](#), September 2017

# Learning is Essential to Business Success

Data in several industry studies unequivocally proves the value of Learning & Development (L&D) to organizational success. In fact, the time and money that companies invest in employee L&D programs and tools more than pays for itself when it comes to business outcomes.

## L&D Matters to Business Executives <sup>4</sup>

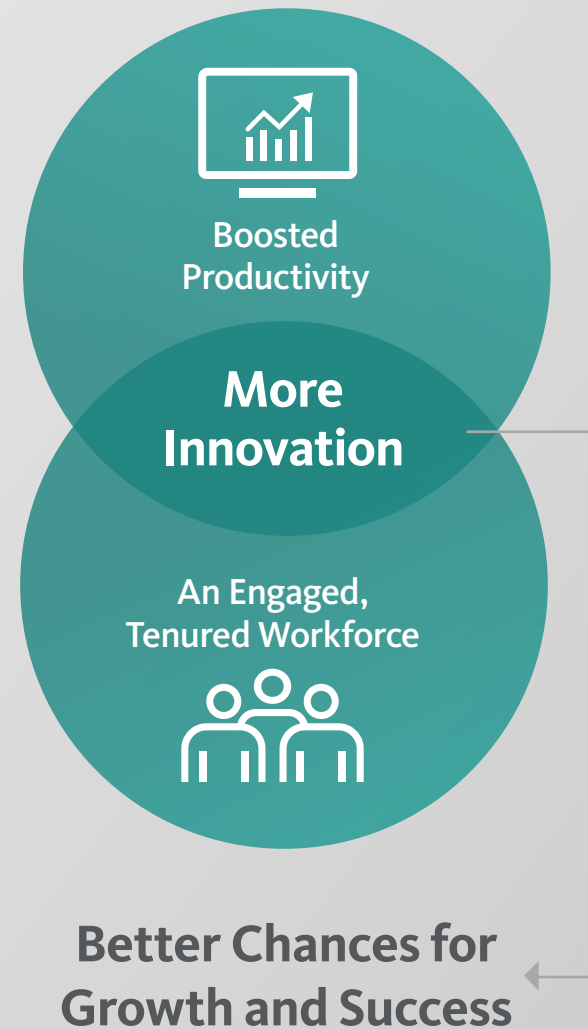
- 80%** of L&D professionals agree that developing employees is top of mind for their executive team
- 90%** of executives agree that there is a skills gap in the U.S. workforce
- 90%** of executives say that L&D programs would help close the gap

Today's L&D leaders have always been focused on the impact of organizational change. However, increasingly, organizations undergoing massive transformation are relying on Chief Transformation Officers and similar roles to spearhead the charge around organizational change, working in close partnership with both L&D and other business leaders. It is now part of their job to identify trends and help their organizations stay in front of skills needs, provide continual learning and boost productivity in the face of change.

While the company enjoys increased growth due to proactive training (rather than reactive training-induced setbacks), its leaders also send a clear signal to workers that they prioritize employee development. This translates into a **more engaged workforce and improved retention**.

Today, 94% of employees would stay with their current employer longer if they felt that it was investing in their career and nearly 90% of millennials specifically point to L&D as an important job retention factor. By 2025, this generation will comprise three-quarters of the workforce, making employee training even more essential in the near future.<sup>5</sup>

Clearly, organizations that emphasize employee learning position themselves to be top employers, strong industry competitors, even market leaders — and executives are taking notice.



<sup>4</sup> LinkedIn Learning, [Workplace Learning Report](#), 2017

<sup>5-9</sup> LinkedIn Learning, [Workplace Learning Report](#), 2018

# The C-Suite Takes Notice of L&D

## Executives' Learning Priorities<sup>8</sup>

1

Train for soft skills\*

2

Prevent soft skill gaps

3

Understand technology's impact

4

Maintain consistent global training

\*92% say soft skills are equally if not more important than technical skills.

## How Executives will Encourage Future Learning:<sup>9</sup>

**51%** promote L&D resources

**46%** recognize and reward learning outcomes by speaking of related key wins

**34%** lend face time by publicly attending L&D events

## 9 in 10

executives say that L&D is a necessary employee benefit.<sup>6</sup>

## 9 in 10

executives say that employee development is very important to company leadership.<sup>7</sup>

**Why this Matters:** Chief Learning Officers and other HR professionals are increasingly partnering with Chief Transformation Officers who are leading initiatives around digital transformation throughout today's organizations. It is critical for those in key transformation roles to understand the important role that learning and development plays at every stage of an organization's evolution.

## How Learning Underpins Modern Business Transformation

As the global economy evolves and technology inspires exponential changes not only in skills needs but also defining what's possible, all organizations can expect to undergo transformation now and in the near future, with the potential for continual cycles of change. With this in mind, companies must ensure that their workforces stay agile and able to adapt.

# Types of Organizational Transformation + Key Opportunities for Learning

## Mergers & Acquisitions

Onboarding, knowledge transfer and changing roles always translate into a need for change management — including training for managers who may be taking on more or inheriting new employees. New processes, different culture and different customer service expectations require a comprehensive approach. Teambuilding activities and programs designed to support work style awareness are often productive.



## Product and Service Launches

New products and services always require sales and marketing training — but that need usually extends throughout the organization as well, with nuances for particular job roles. This is also often a good opportunity to introduce agility training (initial and ongoing) and typically requires deep customer service education for those answering telephones, chatting with customers, etc.



## Restructures and New Operational Processes

Disruptive technologies often precipitate new ways of doing jobs and changing responsibilities. This is an ideal time for change management training and educating managers on new ways of doing things and managing a team with new responsibilities. Communication and team building are also critical and can go a long way in creating a sense of value within a changing organization — sustaining a positive work environment for all.



## Geographic Market Expansion

New markets may require language training, cultural training or a combination of both. Remote managers often benefit from remote workforce communications training. There also may be new, geo-specific compliance and regulation training requirements, as well as standard employee onboarding-related activities. You may also need to evolve or adjust some of your standard instructor-led training (ILT) to virtual instructor-led training (VILT).



# Evolving Your L&D Program to Support Organizational Transformation

“As business leaders begin to consider proactive adaptation to a new talent landscape, they need to manage skills disruption as an urgent concern. At the company-level, technology can be continuously leveraged to upskill and re-skill employees.”<sup>10</sup>

*The Future of Jobs: Future Workforce Strategy, World Economic Forum report*

All training efforts should focus on a business’s true needs, especially as they pertain to evolving skills in a constantly changing world, and they should be delivered to employees when, where and how they need them.

This is why innovative organizations are evolving their L&D programs to go beyond specific requirement-based training to support changing company goals and employee learning needs for both hard and soft skills. Leaders are therefore looking into ways that employees can learn in the flow of work. In many cases, this can be achieved through digital learning tools that allow for microlearning and just-in-time learning.

## Aligning Business Needs with Employee Preferences:

### How Employees Want to Learn

**68%**

Prefer to learn at work

**58%**

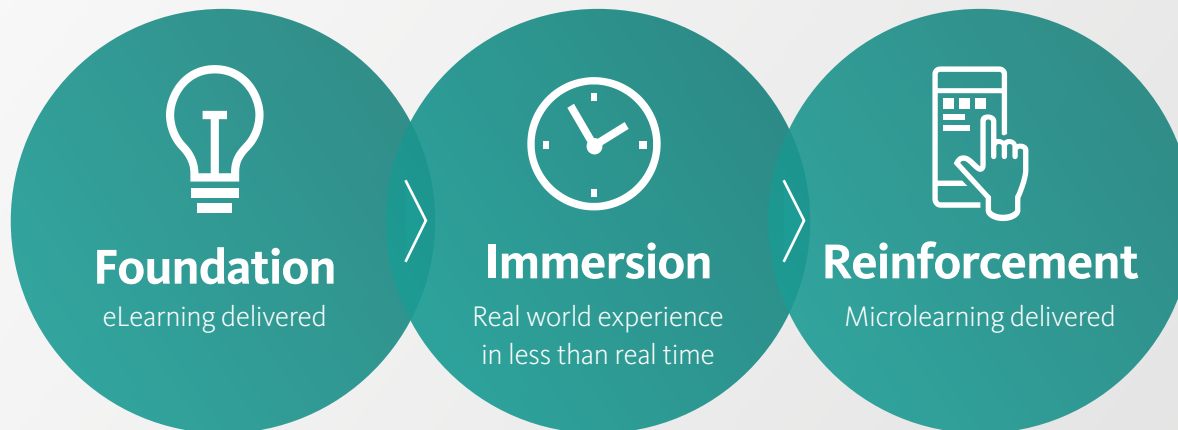
Prefer to learn at their own pace

**49%**

prefer to learn at the point of need

# Evolving Your L&D Program to Support Organizational Transformation

Often new digital learning delivery tools and training apps provide the most suitable ways to keep workforce skills current, whether developed in-house or with an outside L&D partner. Consider the below example as a strong modern model for onboarding training during an acquisition.



In any business transformation, employee learning can and should be a key component, not an afterthought. It requires Chief Transformation Officers to work closely with Chief Learning Officers and those in other L&D positions to ensure that learning is top of mind throughout the journey, wherever it leads.

Transformation leaders who successfully tie learning to business outcomes, help their companies overcome challenges, and demonstrate that employee job performance has improved in lockstep (and sometimes in spite of) organizational change will become the greatest catalysts for ultimate business success.

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## About Conduent

Conduent creates digital platforms and services for businesses and governments to manage millions of interactions every day for those they serve. We are leveraging the power of cloud, mobile and IoT, combined with technologies such as automation, cognitive and blockchain to elevate every constituent interaction, driving modern digital experiences that are more efficient, helpful and satisfying.

Conduent's differentiated offerings touch millions of lives every day, including two-thirds of all insured patients in the U.S. and nearly nine million people who travel through toll systems daily. Whether it's digital payments, claims processing, benefit administration, automated tolling, customer care or distributed learning – Conduent serves a majority of the Fortune 100 companies and more than 500 government entities.

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