

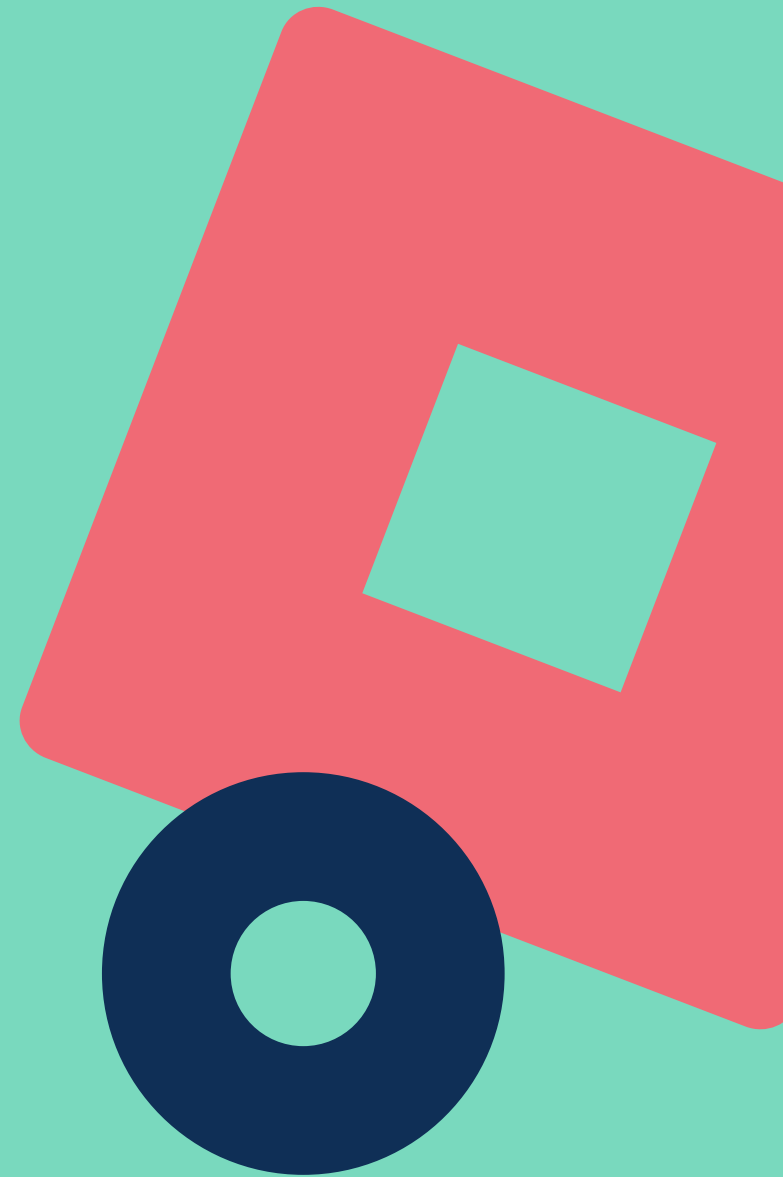
# Nordic Learning Trends 2020

Discover the hottest Learning Trends, see the solutions to the challenges, and how you can prepare your workforce for a new decade.



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# Executive Sum-Up





# Biggest Challenges and Top Priorities

## Challenges:

Talent, innovation, and strong learning cultures are the three biggest challenges for Nordic organizations.

## Stats:

Building a learning organization with the right skilled workforce - **54.8 %**  
Attracting and retaining talent - **51.6 %**  
Staying innovative - **40.5 %**

## Solutions:

To attract and retain talent make employees' possibilities visible, provide available training, mentor offerings, and support. For innovation to grow, create a strong learning culture by sharing the knowledge, supporting a learning environment, and digitalizing. Use different types of learning as blended, social, stretched, and digital learning to grow and boost your learning culture.

## Top Priorities:

Onboarding, upskilling and reskilling, and user-friendly and more relevant learning content are the three top priorities for Nordic organizations.

## Stats:

Reskilling and upskilling the workforce - **42.9 %**  
Better onboarding of employees - **41.3 %**  
User-friendly and more relevant learning content - **30.2 %**

## Solutions:

**Upskilling:** Build a strong learning culture, use Just-in-time learning or Microlearning, connect learners to the skills they need to succeed in their role - and to the mission and vision of the organization.

**Reskilling:** Look into reskilling when employees internally in your organization can fill up another role - it is often cheaper and needs fewer resources.

**Onboarding:** Use structured onboarding to attract and retain talent. Create better onboarding programs by, for example, enrolling a buddy program, using gamified digital onboarding, and getting everybody in the organization on board as well.



**User-friendly and more relevant learning content:** Invest in a learning platform that can provide engaging, digital content. Use gamification in your digital content to make it more user-friendly and relevant. Digital training in general has a lot of benefits, if presented in a user-friendly way, for example, better learning retention if using narratives, less reading, and active learners; learners can practice when and where it suits them, and training can be presented in small digestive bites.



## HR Technology

### Stats:

“Have you experienced an increase or decrease in investment in HR technology in your organization?”

Increase - **61.1 %**

The same - **29.4 %**

Decrease - **9.5 %**

### Solutions:

Organizations should not go digital just for the sake of going digital, but rather think about how the digital transformation can benefit them in their own transgression to the future of work and building a modern workforce. Choose HR technology or a learning platform, which can build and manage learning with ease, if HR Technology continues to be a challenge. Start building digital training for the employee journey to attract and retain talent and give employees more growth and development in their jobs.

### Top Features for the Perfect Platform:

What are your top 3 features for the perfect learning platform?

- Great user experience and design - **46.8 %**
- Effective measurement of learning impact - **46 %**
- Easy follow-up on employees - **39.7 %**

## Trend or not: Personalized - and Social Learning

Personalized Learning: Employees want it, but do HR respond? The short answer is no. Only 6.3 percent of respondents say they offer most user-centric, personalized digital training for their employees, while 57.1 percent mostly offer generic content for all employees.

### Solutions:

Create unique digital learning paths in learning content, use gamification with adaptive features, give control back to learners with accessible learning content on all devices, and use social learning tools.

### Social Learning:

Social learning is an important part of retaining knowledge, but only 15.1 percent of our respondents say their users have the opportunity to create their own content. 24.6 percent say, at the same time, they plan to do more in the UGC-area, and if we look into the question about employees having the possibility to interact, engage, and give feedback for learning content, the respondents are divided. 46.8 percent say 'yes', and 53.2 percent say 'no'. User-generated content (UGC) is an aspiring trend and a new evolution in social learning. It is a great tool to share knowledge with the rest of the organization.



## Most Popular Learning Content

### Most popular learning topic:

Most Popular Learning Topic - Top 3:

Leadership development - **56.3 %**

Employee journey (Pre/Onboarding, Reboarding & Offboarding) - **41.3 %**

Work Culture (Diversity, #MeToo, etc.) - **27.8 %**

### Most popular learning type:

"What type of learning content do you give employees right NOW?":

Traditional elearning - **65.9 %**

Classroom training - **64.3 %**

Webinars - **38.9 %**

"What type of learning content do you PLAN to give?":

Traditional elearning - **54 %**

Classroom training - **53.2 %**

Webinars - **50.8 %**

Gamified learning - **42.1 %**

Microlearning - **32.5 %**

Mobile learning - **32.5 %**

UGC (User-Generated Content) - **27.8 %**

Podcasts - **25.4 %**

VR and/or AR - **17.5 %**



## Most popular skills in-demand:

Top 4:

Sales Training - **39.7 %**

Microsoft Office - **31 %**

Customer Service - **30.2 %**

Critical Thinking - **24.6 %**



# All that Tech: Chatbots, AI, VR, and AR

## Chatbots:

“Do you consider having a chatbot as a personal trainer to motivate and keep up employees with learning content?”

Yes - **25.4 %**

No - **74.6 %**

## Arguments for chatbots:

Learners of today, especially millennials, want industries to adapt to their expectations of work and life - and here, a chatbot can come in handy. A chatbot can motivate employees to complete digital learning

content, and with the right AI-technology they can find new content that is relevant to the specific learner. At the same time, a digital trainer-bot can push learning content to the learner at the right time, so the learner would not feel overloaded with learning content to complete.

## VR and AR:

VR and AR were at the bottom of the lists when we asked our respondents about what type of digital learning they gave or planned to give to employees. This tells us that VR and AR are not in high-demand for learning initiatives in Nordic organizations.

## Reasons for using VR and AR in learning:

Greater learning retention with up to 75 percent with VR, no distractions in a fully immersive universe, AR can be delivered straight to a smartphone, cheaper along the line with no need for instructors and expensive equipment, boost learning experiences, and training with no consequences.

## AI Technology:

34.1 percent of our respondents find it challenging to use more AI and technology in their organization. On a global scale, AI, however, marches on and keeps being a major trend.



### Arguments for AI in learning:

The more admins and learners use the learning platform, the more AI will recognize where to improve learning content, what learning content is most popular, and what is most relevant to present for this specific type of learner. At the same time, admins will not have the time-consuming task of finding what content is relevant to each and every learner in the entire organization.



## Learning Outcomes

### Important outcomes:

- Empower individual performance - **66.7 %**
- Increasing employee engagement - **61.1 %**
- Upskilling employees to respond to market - **40.5 %**

### The solution to create a successful digital learning strategy:

Know your audience (1), create attention (2), go big when pushing the button in the live phase (3), and let employees grasp knowledge with stretched learning for better retention (4).

### Measurement and evaluation:

“How do you measure the learning outcomes?”

- Oral feedback from users and executives - **54 %**
- Evaluations with metrics - **39.7 %**
- We don't measure the outcomes - **26.2 %**
- Stats and analytics from our learning platform - **24.6 %**

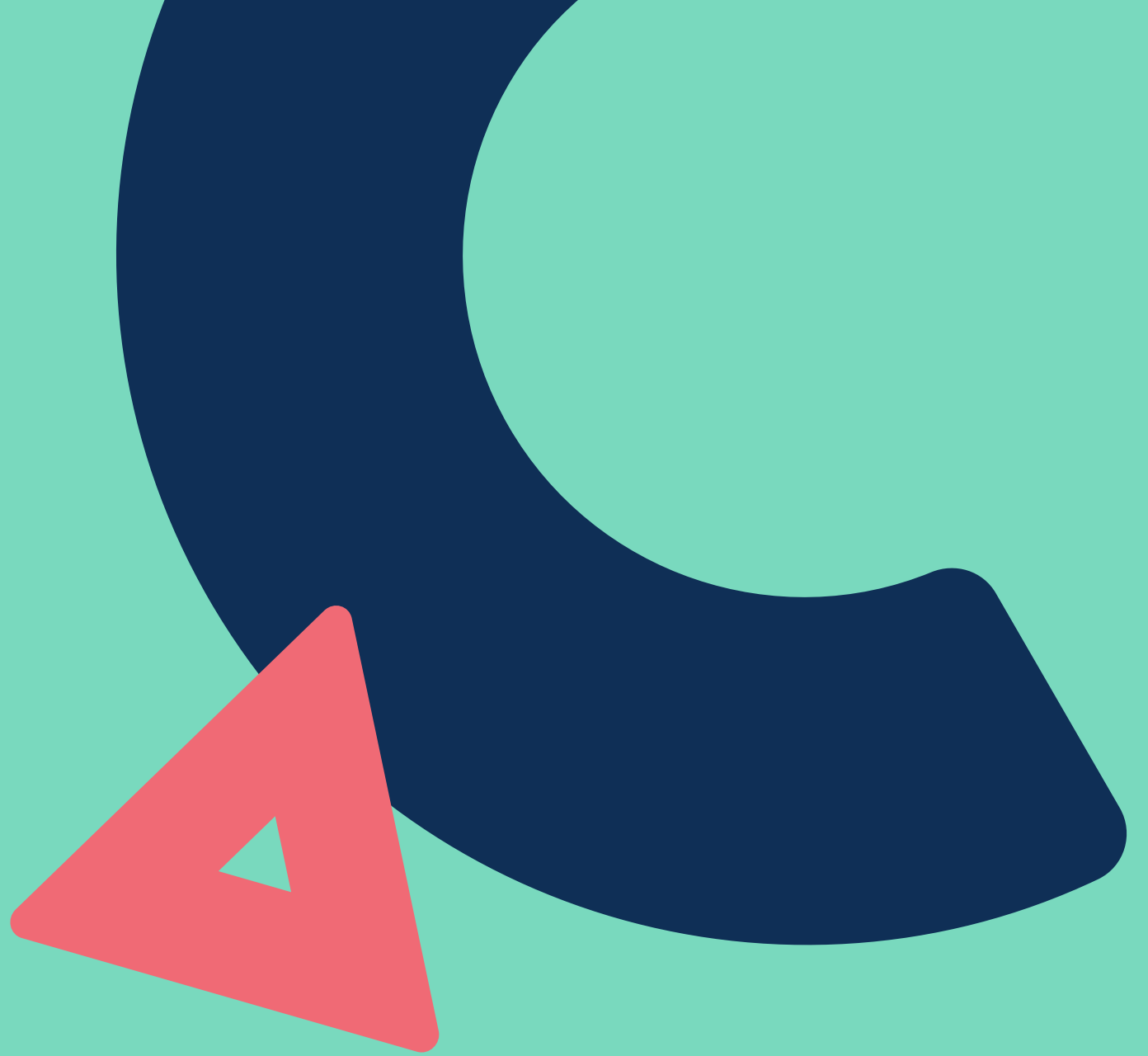
### The solution to measure learning outcomes effectively:

Check up on learning objectives (1), connect objectives to business goals (2), use a learning platform for analytics, or send out evaluation as a learning module (3), alternatively use an online survey tool to evaluate (4). Another solution is to take a more scientific approach by using Kirkpatrick's model of measuring learning.





**Intro**



## A new decade is here. New ways of learning too.

Those were the days when classroom training was the sole option, and Virtual Reality (VR) could be something from a science fiction-movie.

Now, transforming into digital classrooms makes more sense than ever in hindsight of the global Covid-19 crisis, and ways of learning need to change even more rapidly than we have seen before.

Even before the crisis international trends reports analyzed and anticipated the global trends, for example:

*“Over the next 10 years, perhaps less, many organizations will redesign jobs to better enable their people to work alongside smart machines, robots, and new forms of off-balance-sheet talent (from freelancers to gig workers to crowds).” (Deloitte Human Trends Capital, 2019)*

*“Learning Platforms are now enabling learners to identify which skills they want to grow within their learning environment and then have the platform serve up related content. As learners engage the platform builds an understanding of what is being consumed and further refines what it serves up, while also curating relevant external content.” (Docebo: Enterprise E-Learning Trends, 2020)*

*“Based on data we’ve gathered over the last three years, we found that talent developers are spending more time on online learning and*

*less on instructor-led training initiatives, indicating that online learning is playing a bigger part in blended learning programs.” (LinkedIn Learning 2020: Workplace Learning Report)*

But is this truly the case in the Nordic countries or are we going in a completely different direction? Spoiler alert: Similarities and differences may occur.

We asked more than 100+ HR & L&D professionals, leaders, marketeers, and people working with learning about the trends. We analyzed their answers, and now the report is ready for you.

Keep reading and you will learn about:

- The biggest challenges and top priorities in Nordic organizations and HR departments
- How HR Technology is becoming more relevant (or not)
- The most popular learning content, types, and topics
- Trends as: Personalized Learning, User-generated content (UGC), and all that tech: Chatbots, AI, and VR/AR
- Learning outcomes versus measuring effective learning impact

Wise up on the trends and get guides and solutions to the challenges in the new decade of modern worklife.

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# **The Biggest Challenges and Top Priorities**

# Challenges

**Talent, innovation, and strong learning organizations.** Those are the three huge buzzwords when we look at Nordic organizations biggest challenges in 2020.



## Talent

The future demands talented people. At the same time, the talent switches jobs as never before. Attracting and retaining talent in organizations are major challenges, and it is clearly reflected in our survey, where more than half responds to this.

Learning and training plays a huge role in attracting and retaining talent. Actually, four out of five millennials say that the possibility to learn and get new qualifications are decisive when they apply for a new job. The solution to attract and retain is to make employees' **possibilities visible, provide available training, mentor offerings, and support.**

## Top 5 - What are your organization's biggest challenges?

Building a learning organization with the right skilled workforce

54.8 %

Attracting and retaining talent

51.6 %

Staying innovative

40.5 %

Using more technology and AI

34.1 %

Getting a bigger market share

19 %



## Innovation

In this digital age, you must be innovative and full of ideas to keep up with the constant changes affecting the way businesses adapt to demands and needs. Thinking digital when innovating is key in our modern age, but, at the same time, 43 percent of HR leaders do not have a clear, consistent strategy for digital transformation, even though 35 to 43 percent mark driving digital transformation as a top two priority. Furthermore, 35 percent do not have enough talent to drive this transformation (**Gartner: Top 5 Priorities for HR Leaders in 2020**).

Here, we see innovation and talent as two entities intertwined, and it is no surprise that they hit the top three of the biggest challenges in our survey. One of the solutions to stay innovative (and at the same time retain the talent) is to build strong learning organizations with plenty of space for ideas to blossom and for business keeping up with the evolution.



## Strong Learning Culture

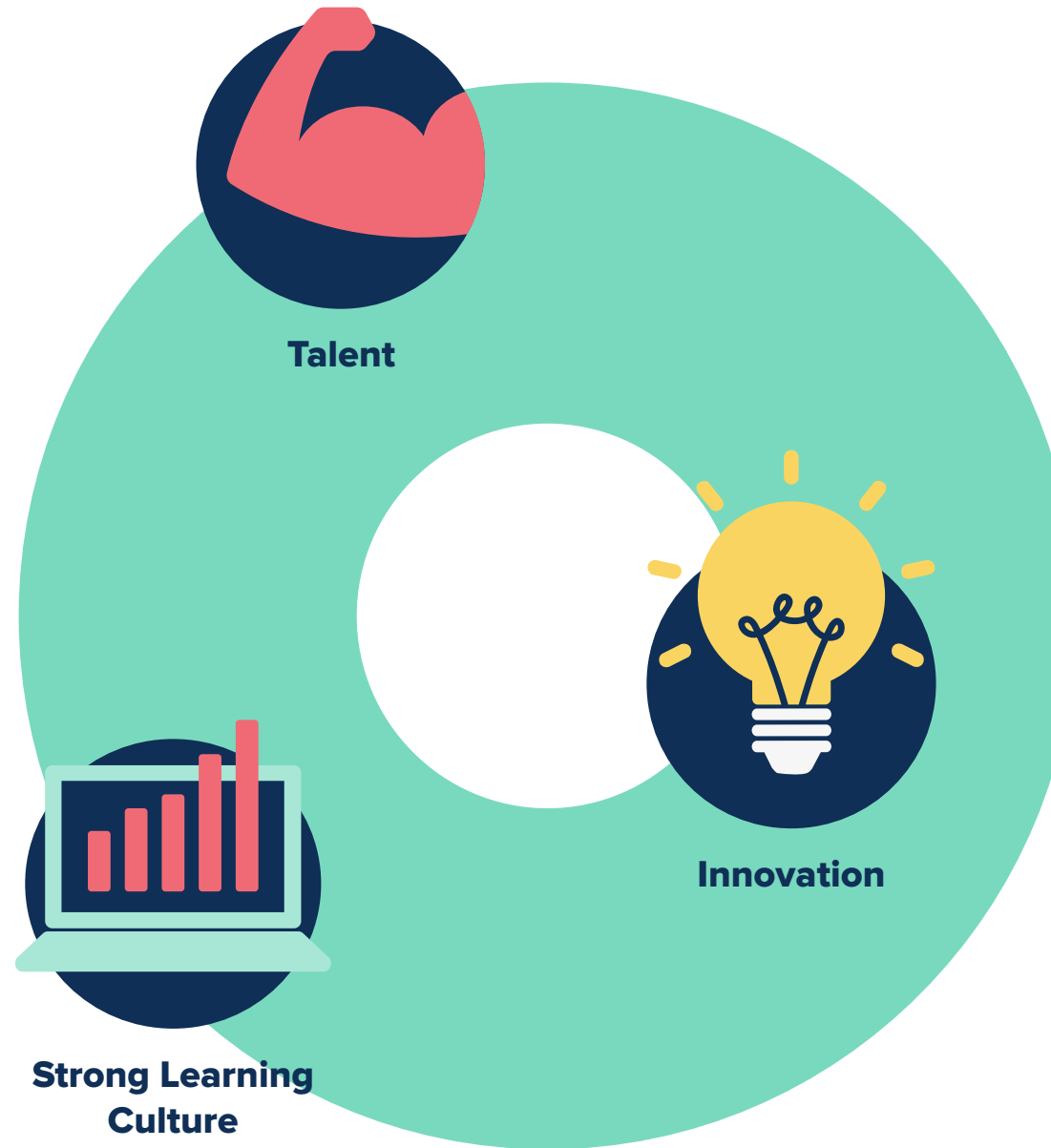
**Share the knowledge**, support a learning environment, and digitalize. These are some of the (maybe-not-so)-secret ingredients to create a strong learning culture. Nevertheless, building a learning culture with the right skilled workforce tops the list of the biggest challenges in Nordic organizations today.

People want to learn, but if not given the opportunities to do so, they might look for new career paths - outside your organization. In fact, 94 % of employees say they would stay at a company longer if it invested in their learning and development (LinkedIn Learning, 2020).

Learning and development is no longer a one way street. It takes twists, turns, and roundabouts for your employees to grow and become ready for the future of work. One thing is sure: It never stays still. **Blended** -, **Social** -, and **Digital Learning** are all subjects you can dive into and get more inspiration to create your strong learning culture.

The circle is complete. For talent to grow and stay innovative organizations need to build, live, and breathe in strong learning cultures. Strong learning cultures, which, at the same time, attract new, innovative talent, who adds new ideas to the learning culture. And so it goes: Round and round, while the organization thrives and grows.

We'll dive into the technology part of challenges, priorities, and learning in chapter three: **HR Technology** and six: **All that Tech**.



# Top Priorities

**Skills, onboarding, and user-friendly learning content** are the three top priorities in Nordic organizations in 2020.

## Difference between upskilling and reskilling:

**Upskilling:** Learning new skills within the same job function

**Reskilling:** Learning new skills for a different job function

## Top 5 - Priorities

Reskilling and upskilling the workforce

**42.9 %**

Better onboarding of employees

**41.3 %**

User-friendly and more relevant learning content

**30.2 %**

Getting greater employer branding

**27.8 %**

Supporting the entire employee journey with relevant learning content

**26.2 %**

## Upskilling and Reskilling

Times are changing. We have already mentioned this fact a few times. But that is why up - and reskilling are becoming major factors in businesses. 61 percent in Deloitte's Human Capital Trends (2019) mark that they find it challenging to find the right qualified experienced hires today, and that it takes an average of 42 days to fill an open job.

Reskilling is important to encounter this fact, because it is often cheaper and needs fewer resources. It can be done for as little as one-sixth the cost of hiring an external candidate (Deloitte HCT). Furthermore, you keep a lot of inhouse-knowledge within your business by reskilling an internal hire, who is already familiar with your business culture and do's and don'ts.

The trend of reskilling is already clear in organizations today. According to Docebo (2020) more people lean toward training internally than toward hiring, and for **81 percent of learning professionals, upskilling and reskilling the workforce is becoming a necessity**. Almost half of L&D professionals plan as well to launch both up - and reskilling programs in 2020, and they are also looking ahead at digital transformation and automation, which are expected to have a greater impact on the workforce (LinkedIn Learning 2020).



At the same time, employees seem ready for the up - and reskilling revolution. Only one in five employees mention they have the skills they need for their current roles and future careers, and 70 percent say they have not even mastered the skills they need for their jobs today. On a macro level, 19 percent of skills will be irrelevant in 3 years, **(Gartner, 2020)**.

This fact makes learning in the flow of work even more crucial for employees today. Furthermore, it relates to the challenge of building strong learning organizations, and, at the same time, it creates an opportunity to build learning programs based on possibly digital **Just-in-time learning or Microlearning** to help people upgrade their skills during their workday.



Another solution is connecting learners to the skills they need to succeed in their role, which also benefits the organization. The time is up for the traditional fumbling through the pages of a course catalogue to find something that might sound interesting to learn. Both managers and employees need to take learning seriously, and find the meaning in learning. If an employee learns something they cannot use in the organization, they might go somewhere else to do so. Learning must relate to your organization's mission and vision, and how employees can connect and contribute to make these happen.

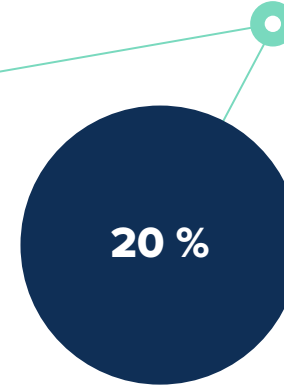
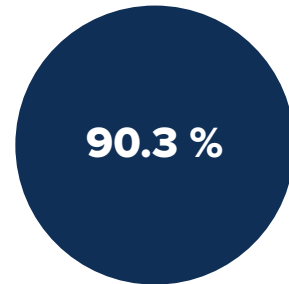
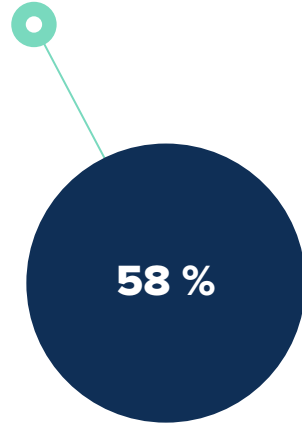
## Onboarding

Attracting and retaining talent is a major challenge, as we learned earlier in this report. Here, onboarding comes in handy - ready to fight. Onboarding is, however, way more than just giving a handshake, a welcome, and showing a new employee the way to their desk. This is probably why better onboarding of employees is a top two priority in our survey.

Failed recruitments are costly. Both in time and money. Furthermore, bad onboarding can make people leave your company early in the process, and gives your organization a bad reputation preventing future talent from applying for jobs.

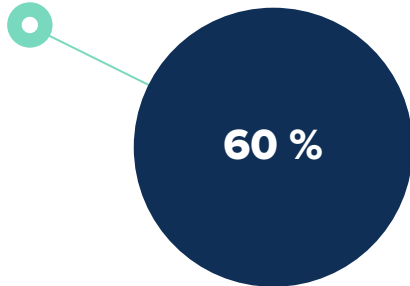


New employees are **58 percent** more likely to stay in the company for more than three years if they have experienced structured onboarding

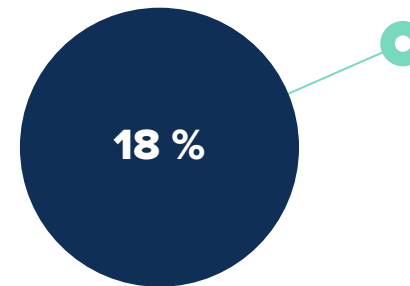


**90,3 percent** of employees who received an onboarding program are satisfied or very satisfied with how they started the job, but that only applies to **20 percent** of the employees who begin directly without an onboarding program

**60 percent** experience a faster time-to-performance with structured onboarding

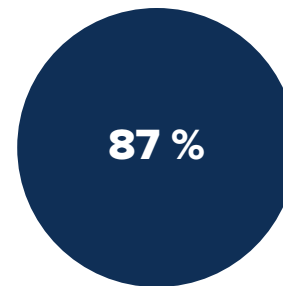


Structured onboarding can, however, successfully attract and retain talent, while at the same time make new employees more effective and more engaged:



Companies that invest in their talent recruitment and make sure that new talents are matured to perform their best, bring in **18 percent** more revenue than other companies

Effective onboarding increases employee engagement with more than **20+ percent**

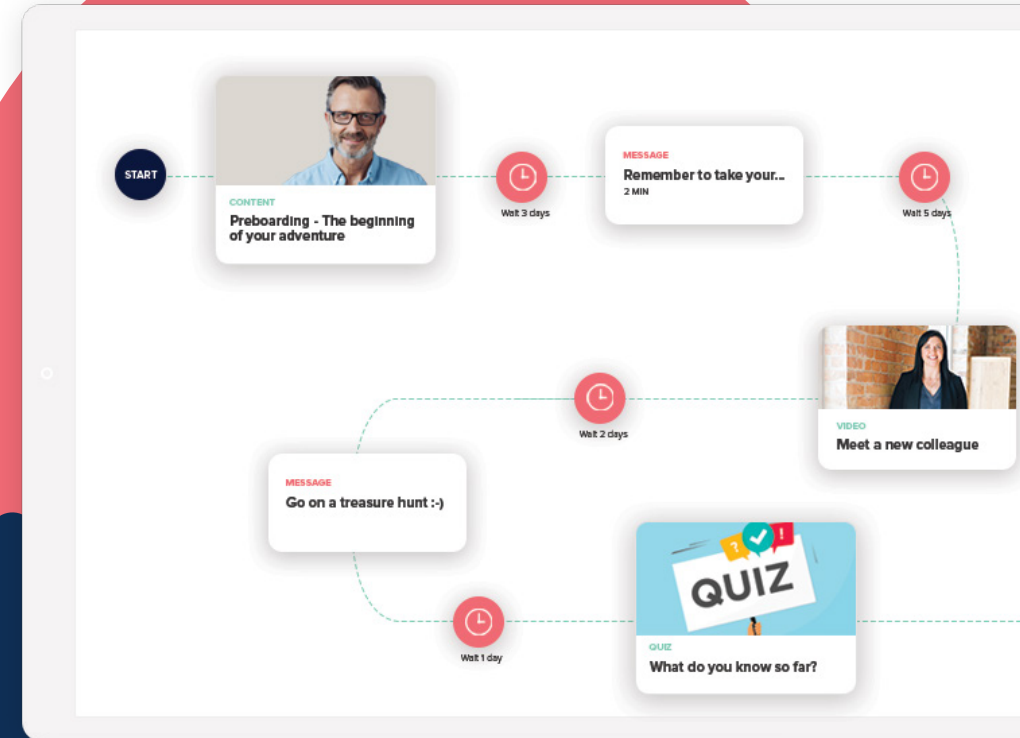


The risk of an employee leaving the company during the first 12 months is **87 percent** less if the employee is engaged

Some tips for creating better onboarding programs are:

- Create an unforgettable welcome
- Enroll a buddy program with both a social - and professional buddy
- Get everybody in the organization onboard
- Use the new employee's competencies for contribution to your organization
- Create a top-up digital onboarding module with video-welcomes, introductions to company culture, employee handbook, etc.
- Gamify your digital onboarding

Learn more about how to create better onboarding in Learningbank's complete [Onboarding-guide](#).



## User-friendly and more relevant Learning Content

Click. Next text-slide. Click. Next text-slide. Click. You might know what we are referring to. Walls of texts in e-learning modules are - say the least - incredibly boring, and not very effective for employees to learn and **retain knowledge**.

This priority also relates to the up - and reskilling priority. When up - and reskilling employees you need to think about how you up - and reskill. The new skills must be relevant for the current - and future role your employee has in your organization, and if the learning content itself is not user-friendly, the acquired skills might seem blurry.

The solutions to create more user-friendly and relevant learning content are many. One is using **gamification** in digital training. When we use gamification to create more relevant and engaging learning content, user satisfaction rises in **84 percent of cases, completion increases in 80 percent of cases, and test results are higher in 71 percent of cases**.



Digital training in general has a lot of benefits, if presented in a user-friendly way:

- Better learning retention if using narratives, less reading, and active learners
- Employees can practice when and where it suits them
- Training can be presented in small digestive bites
- Failing and practicing with no consequences
- Re-visit training modules for a quick brush-up
- Analytics and reporting to improve team performance
- Cheaper than external courses

With this in mind, it is also a necessity to invest in accessible digital learning, which is available on all platforms - both desktops, smartphones, tablets, etc. for learning content to be more user-friendly. Furthermore, it is a good idea to invest in a LMS or Learning Platform to easily provide employees with relevant learning content, and to check up on analytics.

## HR and the Rest ...

There are some differences from our findings, when we take a closer look at what the HR people prioritize, and what the rest of our respondents prioritize.

Using more technology and AI was less prioritized by HR (24 percent vs. 33 percent), and the other respondents also wanted to prioritize more user friendly learning content (29 percent) versus HR (16 percent).

HR maintains a very important position in organizations today - keeping employees and executives happy, making sure the right talent breathes in the organization, and keeping employees up to date with the right skills for the future of work. The result: they are busy. They can be in charge of both onboarding, compliance training, recruiting, and so much more. Meaning, the survey results could reflect that they either do not have the time to be innovative and engage in new technologies, or that they outsource this for other departments or external partners. Nevertheless, they still mention this as a challenge, just not as much as attracting and retaining talent and building strong learning organizations, for example.

It is the same case with the user friendly learning content. Our results show that HR still spends most time on administration versus creating learning content. Either they do not prioritize this, or they simply do not have the time to do so. Even so, all the other respondents prioritize this to a higher degree than HR, which shows that there is a need for user friendly learning content.

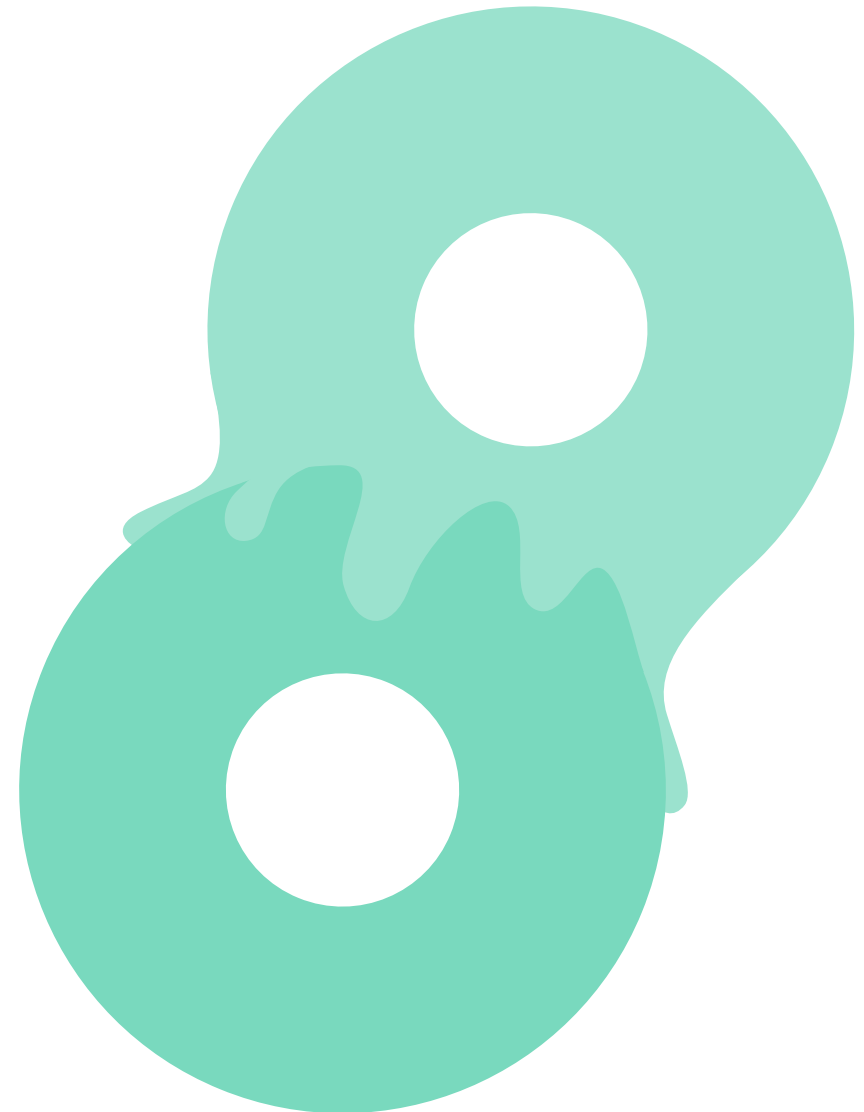
# Challenges and Priorities - Similarities and Differences globally

## Similarities

Upskilling and reskilling to build learning organizations are major issues and top priorities - both in the Nordics and globally. We learned that the top priorities in our survey are reskilling and upskilling the workforce, meanwhile building a learning organization with the right skilled workforce was the top major challenge in our survey. The most significant workforce and talent issues for the C-Suite, globally, are according to Deloitte HCT:

1. Transitioning to the future of work
2. The need to redesign work
3. The need to reskill the workforce

All the above is related to up - and reskilling and building learning organizations with the right skilled people. We see the same trend in LinkedIn Learning (2020), where 42 percent of talent developers mark 'Creating a culture of learning' as a top priority.



## Differences

### Freelancing

The gig economy grows globally. In fact, from 2000 to 2014 the group of freelancers in the EU doubled, and growth in freelancing has been faster than overall employment growth in France, the United Kingdom, the Netherlands, and France (Deloitte HCT, 2019). Even so, our report shows that our respondents do not see the larger gig economy as a challenge (4 percent only). Not yet anyway.

Our jobs change. We want more flexibility and more meaningful jobs, and many freelancers achieve these. In a report from the Danish freelance platform, **Worksome**, 77,4 percent of freelancers mark that to a high or very high degree is their own choice to work as freelancers. 87 percent of freelancers do not want to work as full-time employees, **while 350.000 Danish employees** do want to work as freelancers/self-employed. Furthermore, 72,4 percent mark **more freedom and flexibility** as their key reason for freelancing, and 48,5 percent mark the possibility to get more interesting tasks as a reason.

Globally, a lot of full-time employees also wish to **make extra money doing 'side-hustles'** (64 percent), and 51 percent of organizations plan to address recruitment strategies for the alternative workforce, while 31 percent already have L&D plans for them. It is a general trend that many organizations over the next 10 years will redesign jobs for better accommodating freelancers (Deloitte HCT).



The point: The freelance-trend is clear on a global basis, and even so, the Nordic organizations do not see it as a challenge yet, it might be relevant to look into.

Do freelancers help your organization more often today? Learn **how to onboard freelancers in three simple steps.**



### Time Consumption

Even though user-friendly and relevant learning content is highly prioritized, it does not change the fact that our respondents from the Nordics spend most time on administration (50 percent) instead of creating learning content (22.2 percent). This does not add up to the challenge of up - and reskilling the workforce. When time is consumed on administration instead of creating learning content, it will be hard to keep up with the evolution of work and provide employees with relevant learning content.

However, according to LinkedIn Learning (2020), L&D spent most of their time on building and sourcing learning programs and content instead of other activities, which is the opposite trend. Either we have to get back to the fact that HR and L&D both in the Nordics and globally have too many roles today - and that the Nordic departments in particular have a hard time prioritizing.

A solution to the challenge is a learning platform. In many learning platforms administration gets easier to overcome, and creating engaging learning becomes piece of cake. Some learning platforms even provide ready-made templates for content and pre-built high quality content based on gamification.

It is a clear advantage for HR and L&D to get pre-built training, because they both get the high quality content for their employees they need with reduced development time, and they get more time to do other tasks of higher priority. At the same time, the learner will not meet a completely 'blank' platform with no content, but there will be some great learning content available, which will make them more engaged in digital training now and for the future.

Another solution to the challenge of prioritizing is to look into user-generated content (UGC) - content created by the users themselves, for example how-to videos, presentations, and sound bites. More UGC can potentially also release time for HR and L&D. Learn more about user-generated content in chapter: **Trend or not: Personalized - and Social Learning.**

A final solution can be building **stretched learning** for learners. Learning, that is carefully spread over time in bite-sized modules. The right scheduling of the learning content will enable HR and L&D to spend more time on other tasks as well, instead of keeping up with learning flows for each individual learner.



# HR Technology



## A boom in technology? The answer is YES.

More than 61 percent have experienced an increase in investment in HR technology in their organizations. Furthermore, almost 60 percent use an LMS or other Learning platform for their digital training.

Globally, the trend is clear as well. The corporate e-learning sector is anticipated to grow at an annual growth rate of around **8 percent from 2019 to 2025**, and will probably be a \$375 billion dollar business in 2026.

Similar numbers appear in global trend studies as well, for example: 57 percent of organizations are looking to make a large or moderate investment in L&D in the next year (Docebo). We also see an increase in L&D budgets, where there is a clear shift from classroom-training to digital learning. 57 percent spend more on digital learning, while 38 percent spend less on classroom-training (LinkedIn Learning, 2020). And the increased budgets are great for L&D and HR, because, as we mentioned, they have so many roles to fill out today, and tasks will get done more smoothly with more technology and digital transformation. Digital learning should not be seen as the only option for training employees, but it can be a great option to add and mix in, i.e. **Blended Learning** programs.

Others report that HR technology continues to be a major challenge, where 74 percent rated the topic important, and only 26 percent

## Have you experienced an increase or decrease in investment in HR technology in your organization?

Increase

61.1 %

The same

29.4 %

Decrease

9.5 %

report effectively using their technology and analytics (Deloitte HCT). Even in our own survey respondents are very divided about the question, whether their system is ready for the modern workforce. 42.7 percent say yes, 38.7 percent say no, and 18.7 percent do not know. This indicates that there is still a lot to be done in the process of digital transformation. Organizations should not go digital just for the sake of going digital, but rather think about how the digital transformation can benefit them in their own transgression to the future of work and building a modern workforce.

## A Solution to the Challenge: Digital Training for the Employee Journey

Employees want more growth and development in their jobs. For organizations to retain and attract talent this must be a point of focus - that is a pretty clear fact by now. A way for HR technology and that fact to merge, **the employee journey** can come to mind.

The employee journey takes place from when an employee says yes to a new job to when he or she says goodbye. There are plenty of steps during this time of period, but what you can focus on when you need to create digital training for the employee journey is, for example: **preboarding, onboarding**, development and growth, **reboarding**, and offboarding.



Digital Learning is, however, often mistakenly designed as "one-off" learning, but to create a higher retention and learning outcome, you have to think **stretched learning** delivered in bite-sized modules. In the same way you don't take a whole glass of vitamin-pills every morning.

Choose HR technology or a learning platform, which can build and manage learning with ease, if HR Technology continues to be a challenge. Furthermore, the learning platform should make learning accessible from everywhere, and it should have a great design and UX for users and admins to interact easily with the learning content. And this last feature is exactly what our respondents picked as their number one feature for the perfect learning platform.

## Examples - How Digital Training can Partner in Building the Modern Workforce

- Build learning paths employees can absorb bit by bit in a tight schedule
- The learning platform should be accessible across devices
- Use data insights to improve learning for better outcomes

Read more about **the employee journey** and **Learningbank's learning lifecycle platform**

## Top Features for the Perfect Platform

No one wants outdated heavy loaded systems they cannot find their ways around. Our respondents agree. To them a perfect learning platform holds these three features: Great UX and design, effective measurement of learning impact, and easy follow-up on employees. Simple as that.

UX and design plays a major role in everything we do at the digital playing field. Look at Facebook, for example. They have changed design multiple times, and each time they do, some people get outraged - maybe you did as well. You were used to a specific design and experience each time you accessed the social media, and now, you have to work your way around new features - or the lack of them, shortcuts, and favorite buttons which have switched places. This is a reason for design and UX playing a major role, but there is often a reason behind the madness. As with Facebook, learning platforms tweak up their designs and UX to deliver a greater experience for the users - even though it can take some time for the users to get used to. With a better experience, it is also easier to follow-up on employees and effectively measure the learning impact.

## What are your top 3 features for the perfect learning platform?

Great user experience and design

**46.8 %**

Effective measurement of learning impact

**46 %**

Easy follow-up on employees

**39.7 %**

Imagine or look back on a scenario where you spent hours on perfecting the perfect learning content. You probably researched the topic thoroughly, maybe designed the content with use of game-mechanics, and you smiled to yourself when you looked at the final result. But what did you do now? Released it and (fingers-crossed) all the employees completed the content - no questions asked? This is without a doubt one of the reasons why easy follow-up on employees and effective measurement of learning impact are top three features in Nordic organizations' perfect learning platforms.



Modern employees are busy. Period. It can be difficult to make time to learn with a tight schedule, and at the same time, it is easy to forget that you received new learning to complete. With an easy follow-up-tool in learning platforms you can work your way around this issue, and send reminders to those who still have not completed the learning. Learning, however, should not be a struggle. Remember to create learning your employees want to complete, instead of seeing them rolling their eyes at you saying, 'Do I really have to?'. By creating engaging content and sometimes more consumable bite-sized learning modules, employees will make more room for learning, and will not forget to complete new digital learning modules coming from your hand in the future.

Admins of learning platforms are busy too. Often they both have to create, execute, follow-up, and measure the impact of learning content. And if they cannot measure effectively to make a greater learning impact - then what is the point of creating content anyway? Learning platforms should provide data and insights for admins, for them to see where to work on learning content and increase learning impact. Furthermore, it is often important for admins to showcase how learning content has an impact for the business. And this is not always the case

for admins, but for executives as well to see the benefits of creating specific learning content. An example could be looking at GDPR or compliance training. Most people know why it is important: people should not break rules, and it can have devastating consequences for businesses and organizations when employees do. In this matter, a way to see actual learning impact is integrating a tool to collect reported potential data breaches in the flow when employees' complete the training. Another way is to send out quizzes before and after the learning is released. In that way, admins can tell if employees' results improve after completing the learning.

However, these three favorite features are from admins point of view. Global reports tell that curation is also an upcoming trend in learning platforms. And this feature was at the bottom three of the wishlist in the Nordics (22.2 %). The argument for a curated learner's catalogue is that learners can discover relevant learning content quickly, and at the moment almost 40 percent of employees go to Google before asking a coworker (Docebo: Fake it 'til you make it - survey). With a smarter form of content curation both admins and users can spare time in the search for the right and relevant learning content. Content that is possibly personalized and relates to the specific learner.

# Trend or not: Personalized - and Social Learning



## Aspiring trends?

Following the talk about curation, here, we will dive more into digital personalized - and social learning - is it a trend or not?

The conclusion: Personalized digital learning is not at trend. Not just yet.

New sprouts in **Social learning**, on the other hand, that is more fuzzy.

### Personalized Learning: Employees want it, but do HR respond?

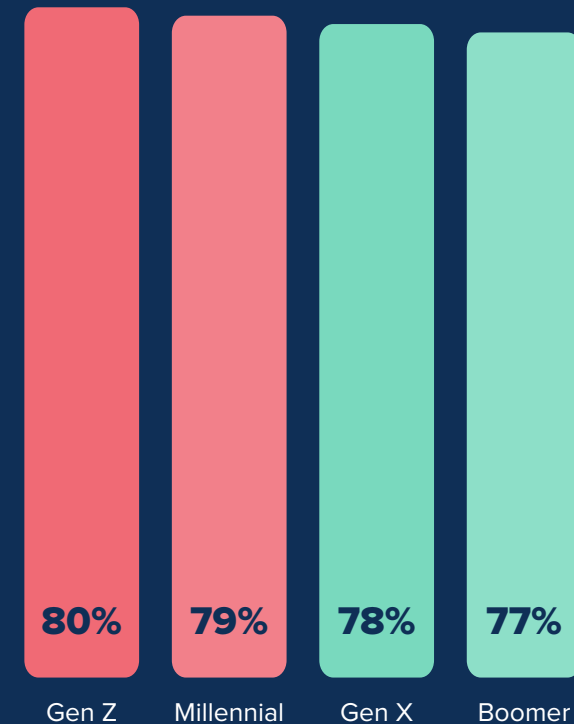
The short answer is: No.

Only 6.3 percent of our respondents say they offer most user-centric, personalized digital training for their employees, while 57.1 percent mostly offer generic content for all employees.

Personalized learning is, however, important for all generations in the workforce.

**“Over three quarters of each generation value personalised course recommendations based on their career goals and skills gaps”**

*(Source: LinkedIn Learning)*







These facts are valuable as well, when we look into the upskilling - and reskilling challenge mentioned in the **chapter about biggest challenges and top priorities**.

According to Docebo one of the learner expectations of today is getting personalized and unique learning experiences. In fact, 87 percent of millennials, now the largest generation in the workforce, say that professional development is very important to them in a job, but most of them feel their learning experience is boring and not relevant. **(Docebo 2019 Tech Skills Gap Survey)**

The uniqueness factor can, however, seem very time consuming for HR and L&D solely without the use of digital AI- and machine learning tools. And this is, actually, something our respondents already look into.

‘Using more technology and AI’ is marked as the 4th largest challenge to tackle with a response rate at 34.6 percent in our survey. Furthermore, investments in HR Technology are increasing, as we saw earlier this

report. These facts might indicate that personal - and unique learning experiences are not far away with the help from the right technology.

AI, machine learning, and curation tools are, however, not the only solutions to create personal learning experiences.

#### **Tips to Create more Personal Learning Experiences:**

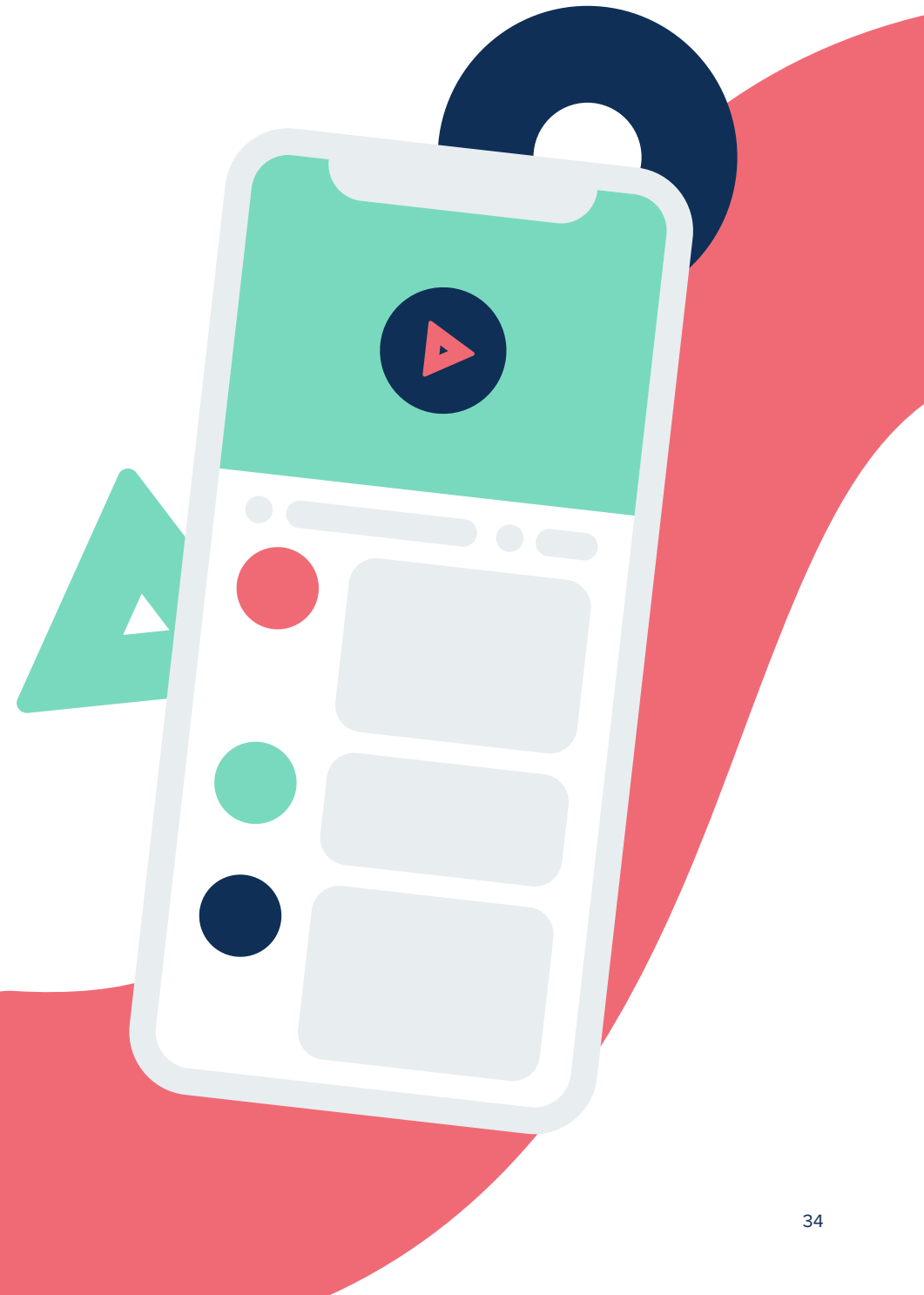
- Create unique digital learning paths for a specific department or roles in your organization
- Make learning adaptive: Use gamification and let learners choose and create their own character, and let them map their own way through the learning content
- Give the control back to learners: Provide accessible learning content on all devices, ready for learners to complete in their own time
- Use social learning tools, and let learners create and share learning content with the rest of the organization

## Social Learning: A New Evolution Arises

Social learning is an important part of retaining new knowledge. It happens when we talk, discuss, and share. You might as well remember the 70:20:10-model, where social learning is the 20 percent of the model. The benefits are clear: if you engage in a group discussion or teach what you learned yourself you retain more of the new knowledge.

But social learning is so much more. When you share and discuss learning, you might find new perspectives and learn even more.

Integrating digital social learning tools in learning platforms are obvious to boost learning results and to grow a strong learning culture. However, the trend is not really clear in the Nordics.





When we talk about user-generated-content (UGC) as a part of a social learning process, only 15.1 percent of our respondents say their users have the opportunity to create their own content. But 24.6 percent say, at the same time, they plan to do more in the UGC-area, and if we look into the question about employees having the possibility to interact, engage, and give feedback for learning content, the respondents are divided. 46.8 percent say 'yes', and 53.2 percent say 'no'.

The social part of learning is fortunately not totally forgotten, when almost half of respondents say that employees have the possibility to interact and give feedback, but UGC is still a small, aspiring trend.

## The Facts: User Generated Content (UGC)

Content created by employees in the organization. A lot of organizations have plenty of subject-matter-experts (SMEs) and UGC is a great tool for them to share their knowledge with the rest of the organization.

The most common use of UGC in the Nordics:

Videos on how to solve specific tasks

**78,9 %**

Presentations

**68,4 %**

Blogs/other written materials

**63,2 %**

Interactive participation in Q&A-sessions/webinars

**52,6 %**

Sound bites

**42,1 %**

On a global scale, UGC is seen as a natural evolution from social learning. It is compared to how we engage on social media, where we can share our own pictures, videos, insights, and questions on Instagram, Facebook, LinkedIn, Snapchat, and TikTok. UGC is way more flexible, instead of reaching out to coworkers with questions in person. It is available anywhere and anytime of day.

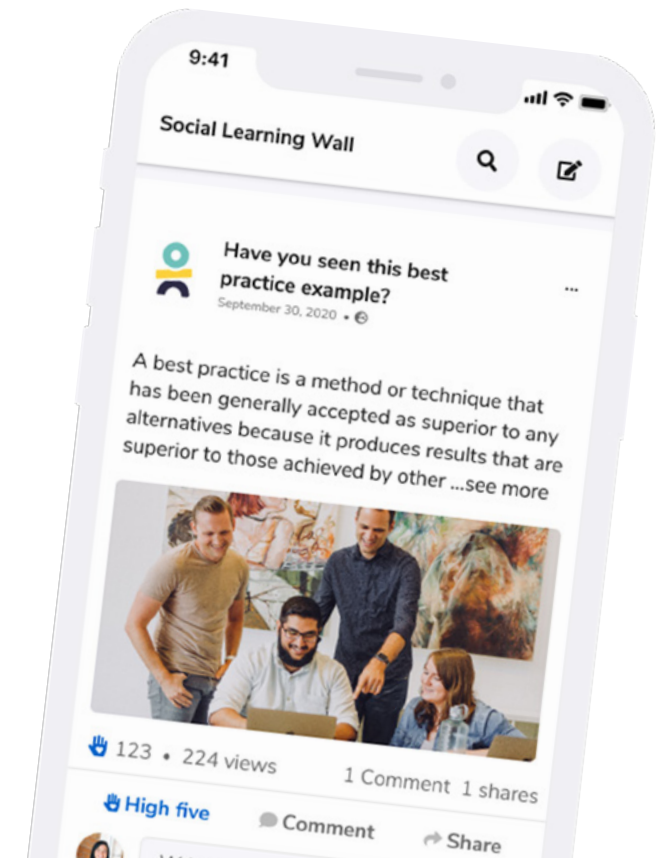
Most common UGC-formats are: 58 percent: Q&A discussions with experts, 55 percent: short video of typical tasks, and 35 percent: Blogs/written insights (Docebo), which are similar to our findings, where especially videos have the highest ranking in the Nordics (78.9 percent).

Some learning platforms can boost the social learning process with integrated social tools. At the same time, a learning platform can gather data about how employees engage with the learning content, and admins can improve both the content itself by seeing the hurdles employees might struggle with, and they can build better learning paths, which give a more relevant and personal experience for learners.

# “33 % of learning professionals plan to focus on adaptive learning in the next year”

Source: **Ken Blanchard, 2019**

**Social Learning Wall** - See more about Learningbank's feature to **boost social learning in your organization**



# Most Popular Learning Content

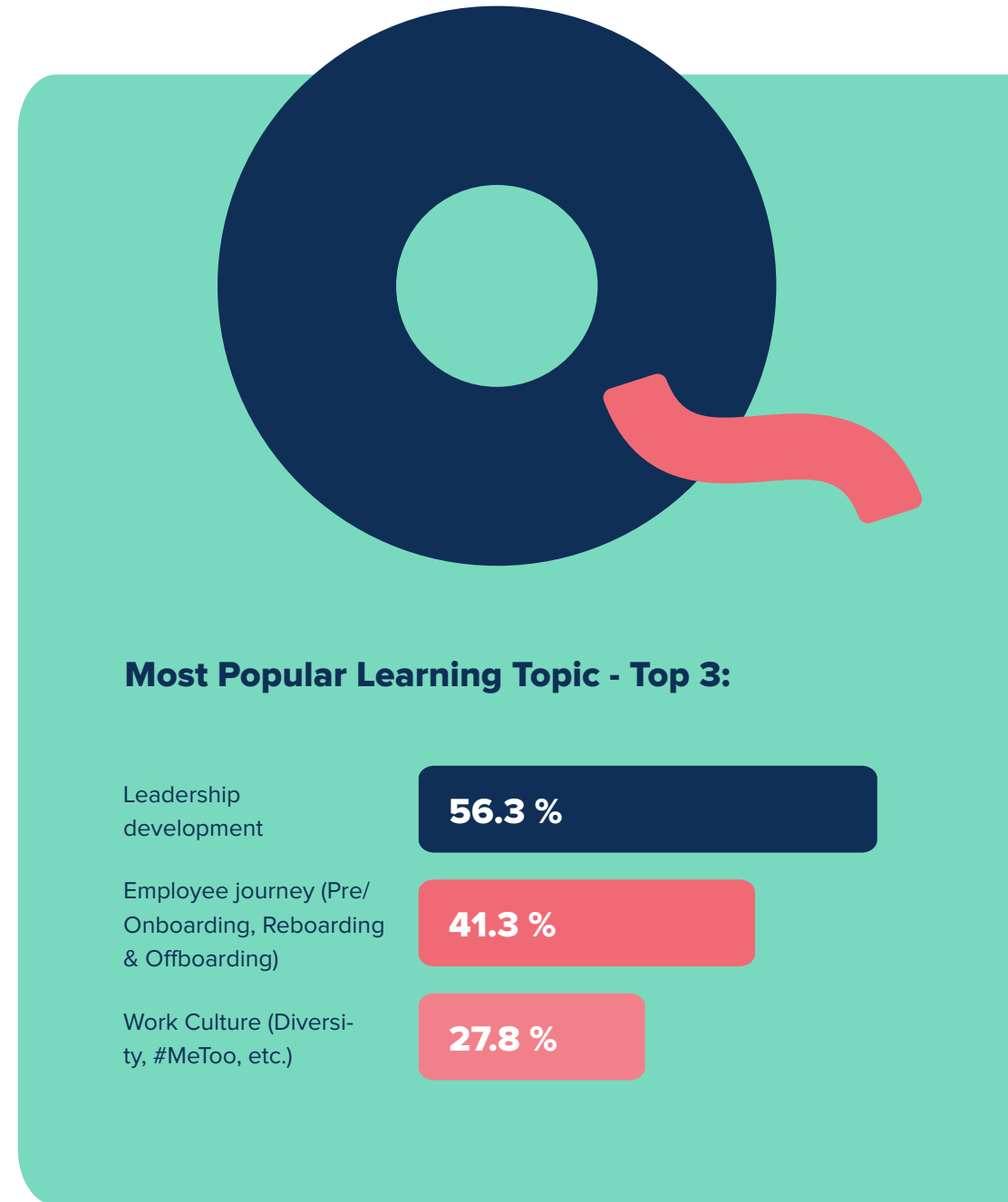


# Most Popular Learning Topic

Modern leaders are most important. But the employees' wellbeing as well. Let's dive into the most popular learning topics in Nordic organizations.

## Modern Leaders

The absolute frontrunner of learning topics is 'Leadership Development' with 56.3 percent in our survey. On a global scale, it makes sense, when HR leaders say they struggle to develop both effective mid level leaders (45 percent) and senior leaders (37 percent). Furthermore, 55 percent say "Our leaders aren't equipped to lead organizational restructuring" (Gartner).



The last statement emphasizes especially the need to focus on leadership development, and the benefits are clear. When you focus on the development of leaders of tomorrow, it is, at the same time, a way to tackle a lot of the other most common challenges in Nordic organizations, such as:

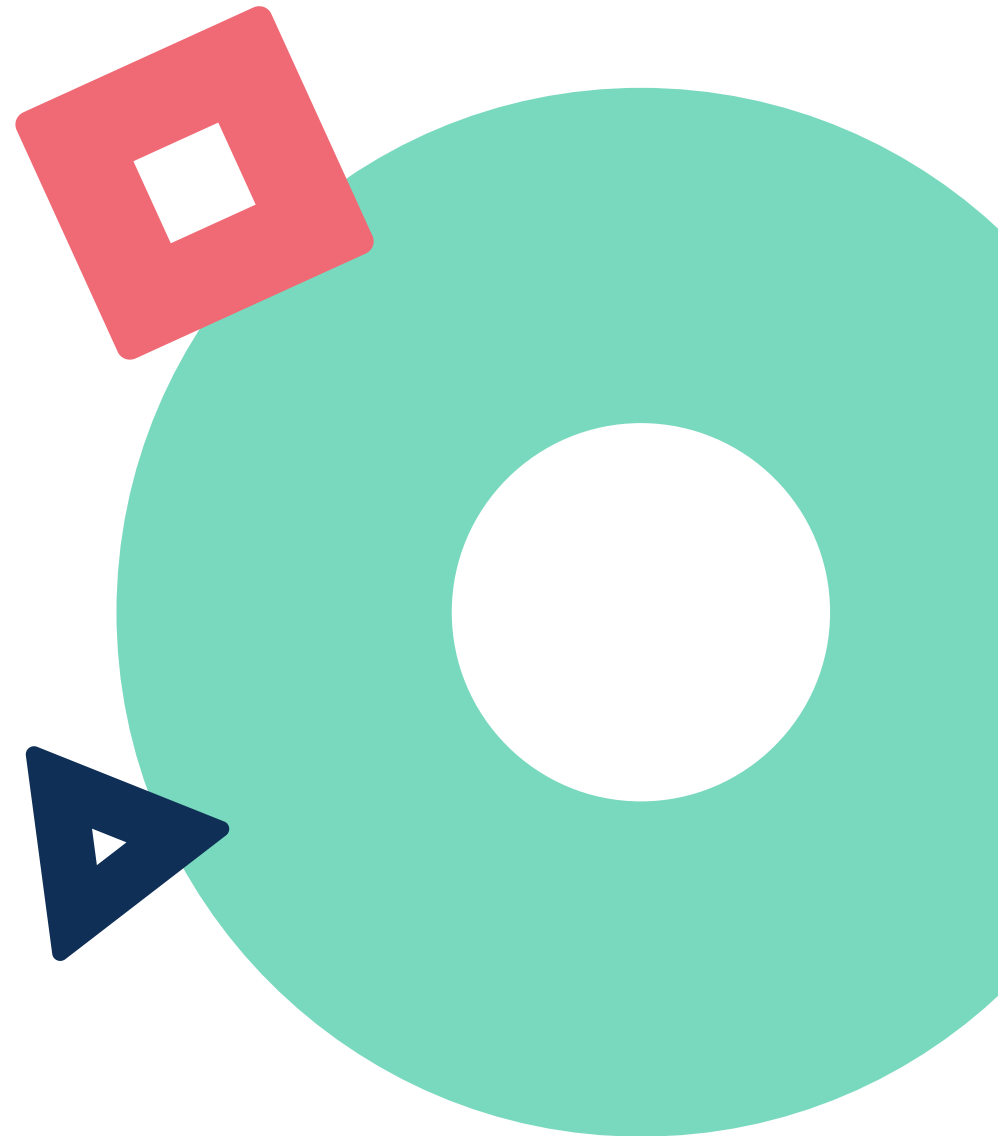
- Upskilling and reskilling the workforce
- Attracting and retaining talent
- Staying innovative

Unfortunately, these three challenges are lacking, when leadership development is promoted in organizations today. **Research shows** that it is still old-school leader mindsets that are promoted at large, even though organizations expect new leadership capabilities.

At the same time, barriers for upskilling and reskilling emerge, if leaders not:

- Offer enough feedback and coaching
- Align on how to develop competencies and skills across the organization
- Make long-term plans for identifying the talent and associated skills for the future

*(Source: Brandon Hall Group - Competency and Skills Development 2019)*



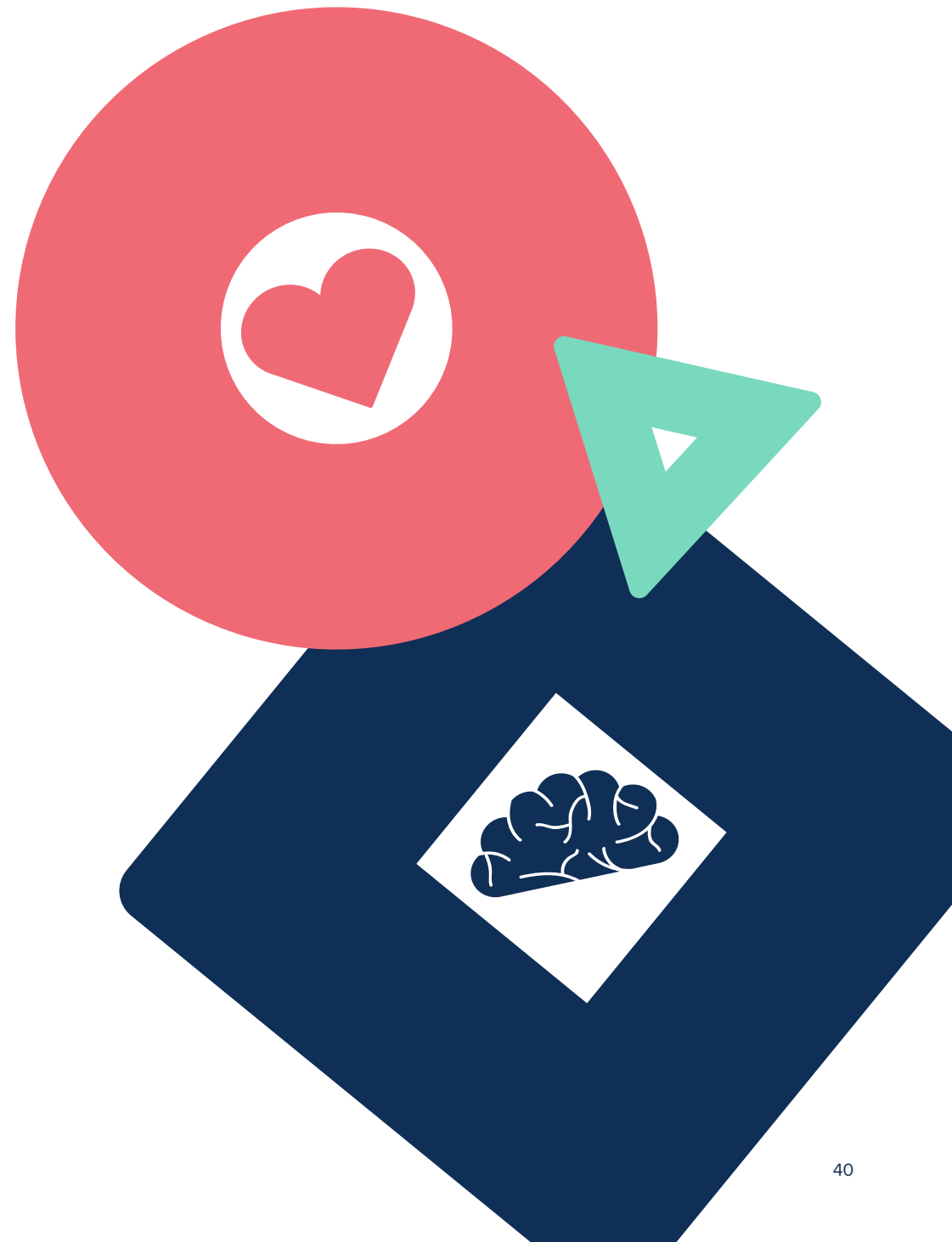
## A New Reign of Soft Skills

Soft skills are important in modern leadership development to cope with future changes. And soft skills are not only about making leaders more likeable - even though it is a plus too. It is key today for leaders to give tough feedback, be inspirational, and have a growth mindset - all keywords with roots in soft skilling.

Furthermore, leaders on the global scene are already spending 30 percent more time learning soft skills than the average learner. (LinkedIn Learning)

But soft skills are not for leaders only. More and more jobs are getting automatized and the need for people with the right soft skills will rise instead.

This is reflected on the global scene too, where some of the top skills in the Brandon Hall Group HCM Outlook 2019 involved these: Emotional Intelligence, Critical Thinking, Innovation, and Continuous Learning. LinkedIn Learning showed as well that the top three of most prioritized skills were: Leadership and management (57 percent), Creative problem solving and design thinking (42 percent), and Communication (40 percent). On the other hand, the lowest priority skills had more hard skills-character: Mobile computing and development (9 percent), Engineering and coaching (8 percent), and Cloud Computing (8 percent).





## Happy Employees = Healthy (and Richer) Organization

‘Employee journey’ and ‘work culture’ were runner-ups in our survey looking into the most popular learning topics in Nordic organizations. They are both part of creating better employee experience, so we see an obvious trend for organizations to care more about their employees. The employee journey involves pre -, on-, re-, and offboarding, and work culture topics are, for example, diversity and #MeToo. Globally, companies which invest in greater Employee Experience-initiatives are:

- Included 11.5 times as often in Glassdoor’s list over best places to work
- 4.4 times as often on LinkedIn’s list over North America’s ‘Most-In-Demand Employers’
- 28 times as often on Fast Company’s list over the most innovative companies
- 2.1 times as often on Forbes’ list over the world’s most innovative companies
- Accumulating more than 4 times their average profit and more than double their revenue  
(Jacob Morgan, The Employee Experience Advantage, 2017)



Learn more about Learningbank’s high quality built-in learning content for your [learning platform](#)

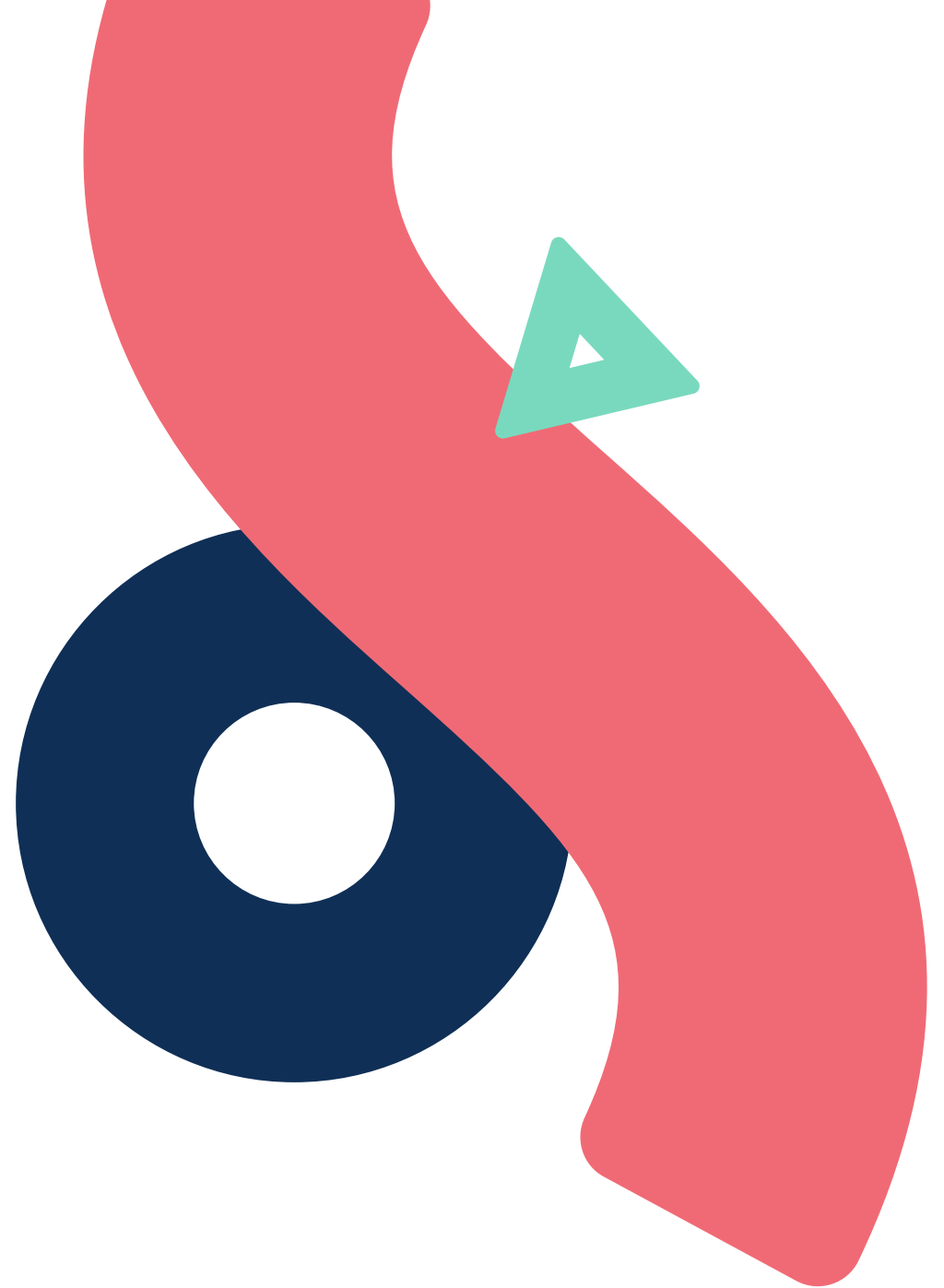
Learn more about the Employee Journey in [The HR Manager’s Guide to Employee Experience](#)

## Most Popular Learning Type

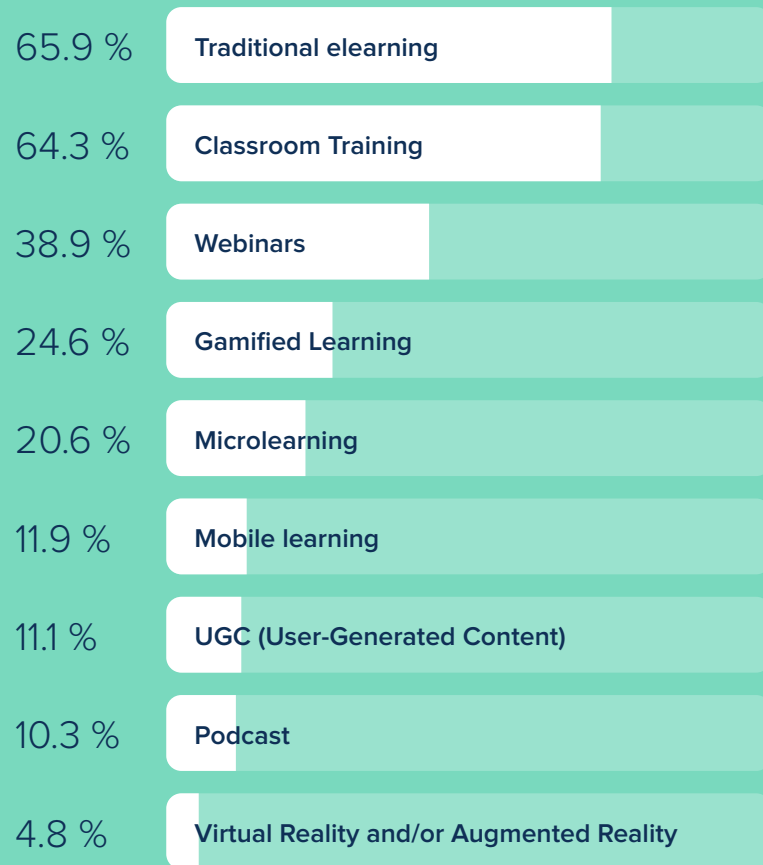
Traditional elearning and classroom training are in close competition when we talk about the most popular learning type in Nordic organizations.

Ambitious. This word captivates the sense, when we look at the two sections of what learning types Nordic Organizations give to employees today, and what they plan to give. The only two types that decrease in the plan-section are, at the same time, the most popular: Traditional elearning and classroom training. Everything else increases. The most eye-opening increase is when we look at 'Gamified Learning'. Here, Nordic organizations today only provide it to a smaller degree (11.1), but more than 42 percent plan to provide it for learners in the future. A rise in more than 30 percent.

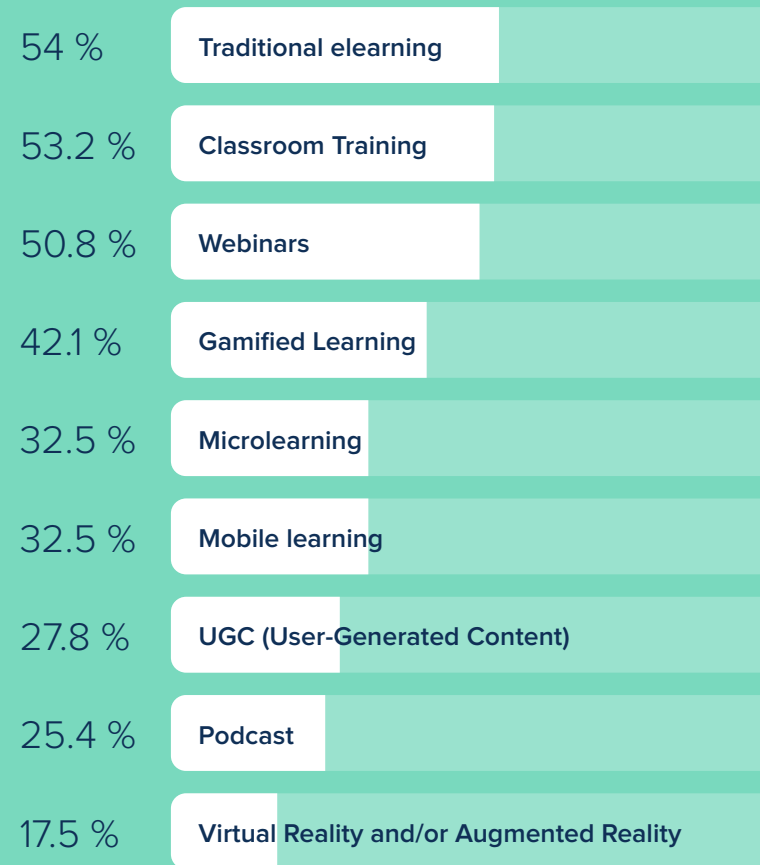
Global numbers are similar. In a Docebo survey, Microlearning (53.9 percent) and Gaming (44.1 percent) were some of the most popular types as well. And VR and AR are at the bottom of the list, globally as well as in the Nordics. We'll dive more into **VR and AR in the next chapter.**



### What type of learning content do you give to your employees right NOW?



### What type of learning content do you PLAN to give to employees?



## Most Popular Skills in-demand

The reign of soft skills continues, when we look at what skills were most in-demand from employees themselves in Nordic organizations:

'Sales Training' and 'Microsoft Office' are classics in this category, and, of course, in-house hard skills that are important for all organizations to master.



### Global top 5 hard skills in 2020:

1. Blockchain
2. Cloud Computing
3. Analytical Reasoning
4. Artificial Intelligence
5. UX Design

*(LinkedIn Learning)*

Soft skills and hard skills aside, the important part to look into is that HR, L&D, and leaders are aware of what skills are most needed in the future. According to LinkedIn Learning, L&D pros expect that it will negatively impact their organization if skills gaps aren't closed in the next 3-5 years in the following ways, in rank order:

1. Future growth
2. Customer experience and satisfaction
3. Product or service quality and delivery
4. Ability to innovate

### Different Generations - Different Wants

	Gen Z	Millennials	Gen X	Boomers
Management and leadership	49 %	59 %	60 %	44 %
New software related to your role	51 %	38 %	32 %	36 %
Engineering/ coding	48 %	35 %	25 %	18 %
Creativity	35 %	24 %	24 %	18 %

# All that Tech: Chatbots, AI, VR, and AR



And now, it is finally time for the tech talk. In this chapter we will dive into:

## Chatbots, AR/VR & AI

Are they trending or will the buzz fade away?

# Chatbots

We see them all the time, when we browse the web. The little square with the popping bubble: “Hi! Can I help you?”

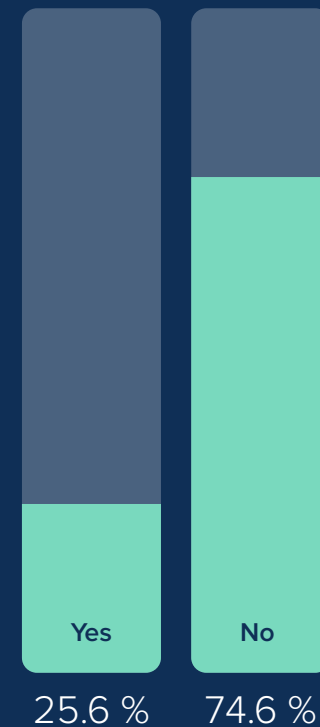
Chatbots are common creatures at websites to boost sales and to release time for busy employees, who do not always have the time to answer simple questions.

But are chatbots popular plug-ins in Learning Platforms as personal trainers? In the Nordics, no. They are not even in the pipeline, but only an aspiring trend for the few.

74.6 percent of our respondents answered ‘No’, when asked if they would consider having a chatbot as a personal trainer to motivate and keep up employees with learning content. The trend is more blurry on a global basis.



**Do you consider having a chatbot as a personal trainer to motivate and keep up employees with learning content?**



According to LinkedIn Learning, only 11 percent of L&D pros think chatbots will have an impact on digital learning in the next five years, which is at the bottom of the list of all technologies mentioned. However, in Docebo's eLearning Trends 2020 they say that learning chatbots or more specifically, digital personal trainers, will become more prevalent in 2020. Now, there are already a lot of different chatbot-tools available for Learning Platforms, but they lack a lot of improvements - still to come when the technology improves as well.

The argument for a chatbot is that learners of today, especially millennials, want industries to adapt to their expectations of work and life - and here, a chatbot can come in handy. A chatbot can motivate employees to complete digital learning content, and with the right AI-technology they can find new content that is relevant to the specific learner. At the same time, a digital trainer-bot can push learning content to the learner at the right time, so the learner would not feel overloaded with learning content to complete.

Therefore, a digital trainer-bot might be more visible in the trends for 2021, if the technology improves.





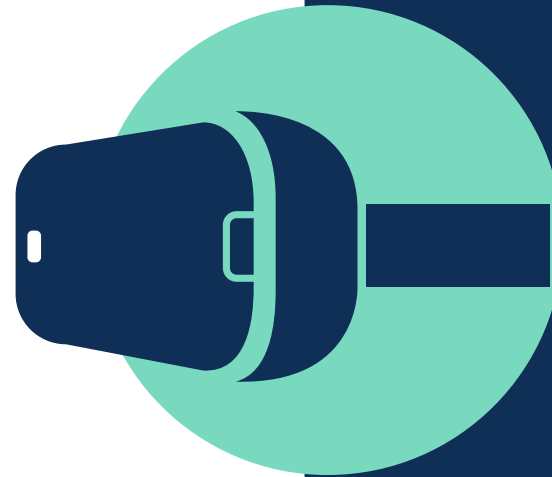
## VR and AR

In the second part of the 2010s the hype was clear. VR and AR have come to stay and the use of the technologies are going one-way only: Up.

But is this truly the case, when we look at the trends for 2020?

The VR technology today is way in front of their predecessors from the 80s and 90s, and the industry seemed to be booming still in 2019, even though the volume of investments had declined a bit in relation to 2017 and 2018.

**\$4.1 billion dollars** were invested in VR and AR technology in 2019, but investments dropped significantly in the last quarter, and at the beginning of 2020 investments dropped to **the same volume as in 2013**. Covid-19 could be responsible for the decreased numbers of investments in VR and AR in 2020. Now, the question is: Did VR and AR technology investments peak in the end of the last decade, or will we see similar numbers post-Covid-19? It is still too soon to tell.

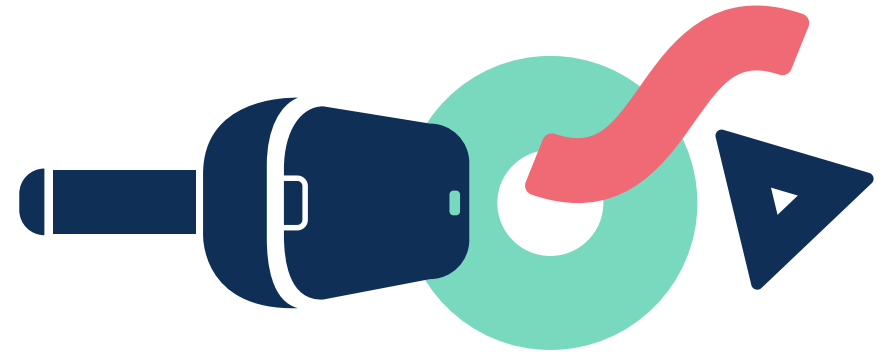


### VR: Virtual Reality

Shuts out the physical world and immersives the viewer/player/learner in a complete 360-degrees-experience.

### AR: Augmented Reality

Adds digital elements to a live view on for example a smartphone.



Covid-19 has not been all bad for VR and AR. Even though investments have dropped, it is still anticipated that sales in VR headsets will grow **30.4 percent in 2020** and AR headsets will grow 244.7 percent. But these numbers do not tell us, whether the headsets will be used in gaming, for retail needs, or to create new digital learning experiences.

As we mentioned **in the last chapter**, VR and AR were at the bottom of the lists, when we asked our respondents about what type of digital learning they gave or planned to give to employees. This tells us that VR and AR are not in high-demand for learning initiatives in Nordic organizations.

The trend is lacking globally as well, according to Brandon Hall Group HCM Outlook 2019, where organizations using technology to support VR were 9.6 percent only and AR 4 percent only. But when we look at LinkedIn Learning the numbers are different. They asked L&D pros what they think will have the most impact on digital learning in the next five years, and VR and AR took 2nd place with 39 percent. So, even though the trend is not booming at the moment, it might be a good idea to look into VR and AR initiatives for the future - and the reasons are many.

## Reasons for using VR and AR in learning

- Greater learning retention with up to 75 percent with VR
- More motivation to complete
- VR creates a full immersive universe with no distractions
- AR can be delivered straight to a device we have already - The smartphone
- Use all your senses in a VR-universe: You experience the learning in your own body
- Cheaper along the line: No need for instructors and expensive equipment - just a headset and you are good to go and learn
- Learning done easily: Train wherever and whenever
- Making training available on unavailable places - An example could be a VR learning-experience about work safety in a wind-mill
- Boost the learning experience with AR - An example could be learning how to fix an engine where graphs, facts, and how to's pop up on your screen as you slide your phone over the engine
- Training with no consequences - An example could be your employees experiencing an armed robbery in a VR-universe, where they learn how to act without getting a real bullet

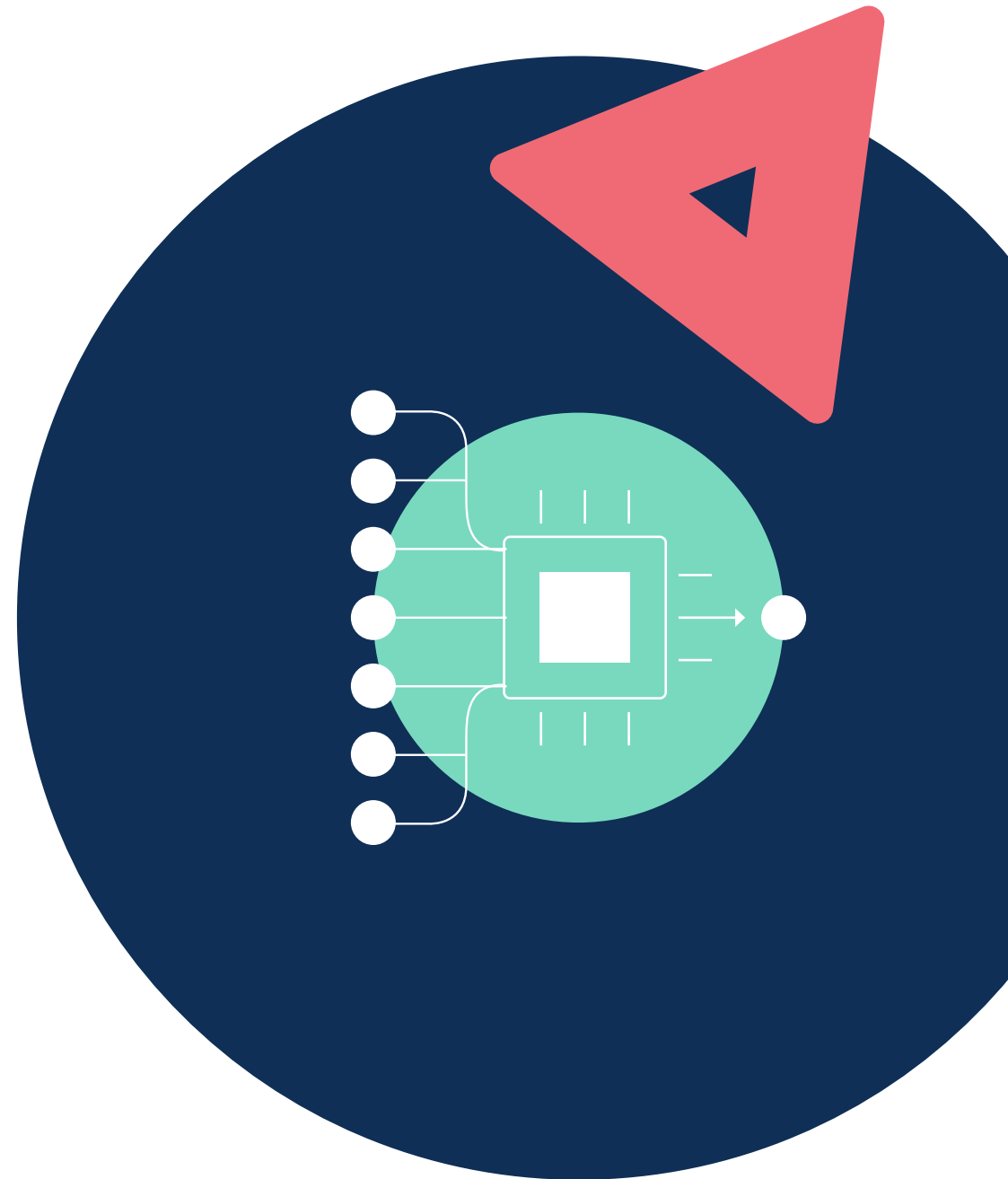
# AI Technology

Now, it is time for maybe the biggest buzzword in HR tech, containing just two little letters: AI.

We mentioned AI - or Artificial Intelligence - a couple of times in this report, and there are many reasons for doing so.

AI can be used to tackle some of the challenges in modern work life today, as:

- Upskilling and reskilling the workforce - AI-analysis identifying where employees need upskilling and discover reskilling opportunities
- Creating more personal learning experiences
- Learners spending more time on learning based on their career goals
- HR & L&Ds getting more time on their hands to do fewer admin related tasks, and rather creating vibrant learning content and driving engagement
- AI-tagging making learners finding relevant content in their preferred language faster
- Improving learning categorization and getting better search results



But even though the benefits are clear, 34.1 percent of our respondents find it challenging to use more AI and technology in their organization. On a global scale, AI, however, marches on and keeps being a major trend:

- **64 percent** believe that AI will drive the organization's growth
- **76 percent** of organizations state that AI is essential for their organization's strategy to succeed
- **40 percent** of enterprises have implemented artificial intelligence in some form in the past year. That is up to **270 percent** in 4 years
- **41 percent** of L&D pros think AI will drive more accurate personalization and takes 1st place of most impactful technologies in the next five years according to L&D

*Sources: Infosys, Docebo, Gartner, and LinkedIn Learning*

If AI gets integrated in your learning platform, like a fine wine it keeps getting better over time: The more admins and learners use the learning platform, the more AI will recognize where to improve learning content, what learning content is most popular, and what is most relevant to present for this specific type of learner. At the same time, admins will not have the time consuming task of finding what content is relevant to each and every learner in the entire organization. This fact will give HR and L&D more time to engage learners and focus on learning impact and learning outcomes, which we will look into in the next chapter.



## The Dark Side of AI

AI is not all good in the context of how we know work life today. AI can eliminate jobs, and 38 percent of respondents from Deloitte HCT expect to eliminate certain jobs due to automation over the next three years. This fact makes the right use of AI even more important in terms of talking about reskilling. When automation and AI eliminate a job, it is important, at the same time, that the AI-technology discovers where the eliminated job could be transformed into a new one with the right reskilling. So, even though only 6.3 percent of our respondents see automation of jobs as a challenge, on a global scale it is still a big concern to consider.

# Learning Outcomes



# Important Outcomes

Spoiler alert: 'Empowering individual performance' is the most important learning outcome in Nordic organizations with 66.7 percent of all respondents. But then how come organizations still produce most generic learning content? Something does not add up.

People do recognize that happy employees are key for their organization. That is clear, looking at the top two of the chart with 'Empower individual performance' taking the first place, and 'Increasing employee engagement' as a close runner-up with 61.1 percent.

## What are important outcomes from your learning programs?





We have already dug deep into these topics, and why it is important to have happy employees and creating great employee experiences. To sum up:

- Over three quarters of all generations value personalised course recommendations based on their career goals and skills gaps
- 87 percent of millennials, now the largest generation in the workforce, say that professional development is very important to them in a job, but most of them feel their learning experience is boring and not relevant
- Happy employees are good for business and organizations investing in employee experience are:
  - Better places to work
  - In-demand as employers
  - More innovative companies
  - Accumulate more than 4 times their average profit and more than double their revenue

To create greater employee experiences take a closer look at the **employee journey**, and create more personal learning experiences.

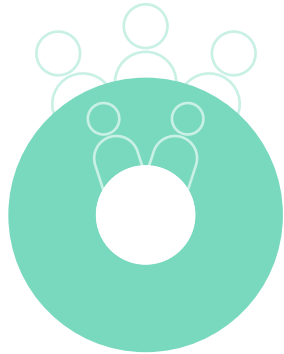
The upskilling trend shows its face again in this chart, taking third place with the answer ‘Upskilling employees to respond to market’. It is clear by now that upskilling is one of the biggest challenges and priorities in the Nordics as well as globally. To tick this learning outcome in the end of a learning campaign, as we already mentioned, it is important to:

- Look into digital types of learning content as Just-in-time learning and Micro learning to improve your learning program
- Connect learners to the skills they need to succeed in their role – for the benefit of the learner and the organization
- Create a strong learning culture with knowledge sharing and the use of blended – and social learning – in a digital setting as well

However, it is still interesting that 14.3 percent do not define their learning outcomes, but possibly just do learning for the sake of the learning. A solution to the challenge is to create a successful digital learning strategy.



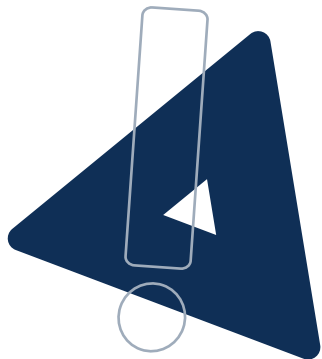
## How to Create a Successful Digital Learning Strategy



**Know your audience:** Do your research. Are your employees ready to do digital learning content? Communicate outside your HR circle, directly to the employees. Think: What's in it for them? Not: What's in it for me? In that way, you start creating a learning culture going from 'I have to' to 'I want to'.



**The live phase:** Go big when you push the button. Throw an event with a pop-up quiz, bubbles to drink, and cake to eat. Set up new posters with tricky questions from the learning content. This makes people reflect, and they get curious to see the answers. Furthermore, from an **employer branding** perspective it is a good idea to post this at your company's LinkedIn-page and in Facebook groups to tell: 'Hey! At our company we care about our employees' learning and development'.

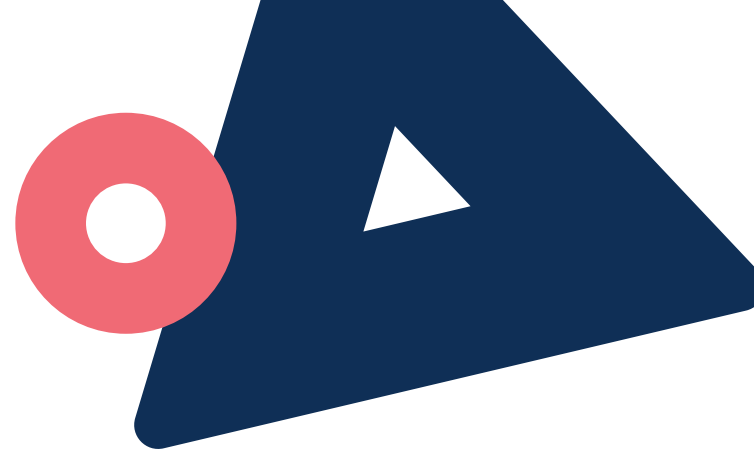


**Attention:** Let the employees know the learning is coming, and as we mentioned at point 1: Give them the arguments about what is in it for them. An example: They can complete the learning whenever and wherever it suits them. Create a teaser video for your company's intranet or as a mail notification and make posters to set up in hallways and the cafeteria. In this way, you build up excitement and employees will be more eager to do the learning content as it is released.



**Retention:** Think about releasing some of the content at the time. **This is called stretched learning.** In that way, you do not overload employees with information and content to complete. At the same time, you give time to employees to catch, grasp, and reflect upon each learning content. Remember as well to get managers onboard and create ambassadors for the learning content, so they can keep up with employees and help them complete the content.





## Measurement and Evaluation

Do organizations measure and evaluate their learning outcomes? The answer is twisted. More than half of our respondents say they measure the outcomes with oral feedback from users and executives, and on a global scale, the trend is the same.

It is clear that organizations can tend to take the 'easy way out', and just ask employees and executives about how they use the learning in their work. But this is actually more time-consuming, than just looking at the stats and analytics from the learning platform - if the learning content is sent out this way.

It is crucial to measure learning outcomes, because it is hard to improve learning content and processes if not. More than 25 percent of our respondents do not measure the outcomes at all, and it is of course understandable, if the process itself seems cumbersome. With the right tools however, measuring learning outcomes can be piece of cake.

### How do you measure the learning outcomes?



## How to Measure Learning Outcomes - Effectively and Easily

- Start before you even design the content itself. Ask yourself as part of this first step: “What are the objectives of taking this learning module?”
- Ask: “How is this learning connected to our business goals?” Asking this question and answering it as well could make a great business case for future learning programs
- Now it is time to choose a solution to measure and evaluate the learning
- Do you use a learning platform? Think about what integrations you already have built-in your platform to get the analytics and stats you need, or think about upgrading your platform
- Another solution is to send out evaluation as a learning module itself for learners to complete if you use a learning platform. If you do not use a learning platform evaluations can be created and sent out through several survey sites online
- Tip: Send out a quiz about the subject before AND after learners complete the learning. In that way you see if learners have improved and retained the knowledge

## The Scientific Approach

A more scientific approach to measure and improve learning is to take a closer look at Kirkpatrick's model of measuring learning from 1996.

**Stage 1 - Reaction:** Watch your learners initial reaction on the learning content. Ask the questions: Did the learners enjoy the content? And was it valuable for their work? If not it is very unlikely they will pay attention to the learning content in the future.

**Stage 2 - Learning:** Did the learners gain new useful knowledge or developed new mindsets? This stage can tend to be more time-consuming, but worth your while. An example could be using a control group to see if learners improved or not. Remember to map the findings to your learning objectives.

**Stage 3 - Behavioural change:** How do learners apply the new learning in their jobs? Are the new knowledge practiced at the workplace? Use online evaluations, do interviews, or carry out observations to measure the learning impact.

**Stage 4 - Organizational Performance:** Return to the question: How did the learning have a positive outcome in relation to specific business goals? Was the learning successful in terms of lowering spending resources? A higher ROI? A better product? Fewer accidents in the workplace? Time to performance?



# Global Numbers - Evaluation and Measuring Learning

## Top strategic areas of focus globally:

% of L&D pros who identified their top 3 strategic priorities

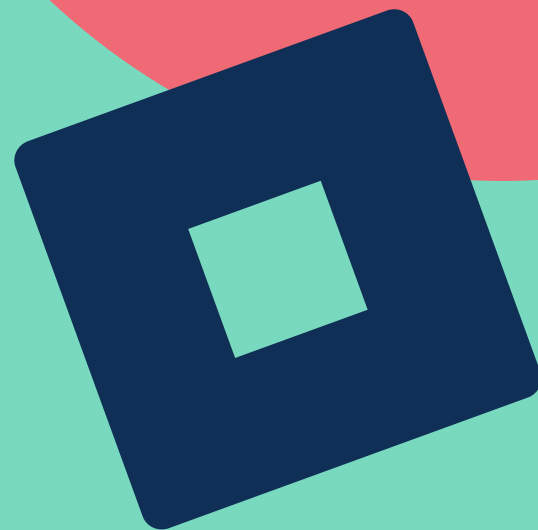


## Ways that L&D pros measure the impact of online learning



Source: LinkedIn Learning

**Sum-up**



# Sum-up

Now, you have been through 61 pages. Congratulations - you now got a bigger picture of the most significant learning trends in Nordic organizations in 2020. Take a breath and get the sum-up to fully grasp the stats and facts:

**The biggest challenges and top priorities:** The five biggest challenges for Nordic organizations are building a learning organization with the right skilled workforce (1), attracting and retaining talent (2), staying innovative (3), using more technology and AI (4), and getting a bigger market share (5). The top priorities are reskilling and upskilling the workforce (1), better onboarding of employees (2), user-friendly and more relevant learning content (3), getting greater employer branding (4), and supporting the entire employee journey with relevant learning content (5). The trend of upskilling and reskilling occurred as well on a global scale, but the global freelancing-trend lacks in the Nordics and how L&D spend their time differed.

**HR technology:** 61.1 percent experienced an increase in investment in HR technology, which is a good thing for HR and L&Ds to release time to do fewer admin tasks. The top three features for the perfect learning platform are: Great user experience and design (1), effective measurement of learning impact (2), easy follow-up on employees (3).

**Trend or not: Personalized - and social learning:** Personalized digital learning is not a trend in the Nordic countries. Not just yet. They mostly offer generic content to employees over personalized content. Social learning, on the other hand, is emerging into a new generation, where

user-generated content becomes more prevalent, even though it is still an aspiring trend. About half of respondents replied that employees had the possibility to interact, engage, and give feedback to learning content.

**Most popular learning content:** The most popular learning topic in Nordic organizations is Leadership Development, the most popular learning types are traditional elearning and classroom training, but organizations plan to use more different types in the future, for example webinars with a rise of 12 percent and gamified learning with a rise of 30 percent. The most popular skill in-demand from employees is Sales Training. A new movement in upskilling soft skills is on the rise.

**All that tech:** Chatbots are not in the pipeline for Nordic organizations to implement in their learning platforms, even though they could work as digital personal trainers. VR and AR are still only aspiring trends, ending at the bottom of the lists of most popular learning types, even though there are plenty of reasons for using VR and AR in organizational learning. AI is a great tool adding a lot of opportunities to improve learning and releasing time for both admins and users. It is, however, a challenge for many Nordic organizations to implement.

**Learning outcomes:** Empowering individual performance and increasing employee engagement are the most important learning outcomes. Organizations in the Nordics primarily use oral feedback to measure learning outcomes, but there are still a lot who use evaluations, stats, and analytics from their learning platform to measure the outcomes.

# Overview - Stats

## Top 5 - What are your organization's biggest challenges?

Building a learning organization with the right skilled workforce

**54.8 %**

Attracting and retaining talent

**51.6 %**

Staying innovative

**40.5 %**

Using more technology and AI

**34.1 %**

Getting a bigger market share

**19 %**

## Top 5 - Priorities

Reskilling and upskilling the workforce

**42.9 %**

Better onboarding of employees

**41.3 %**

User-friendly and more relevant learning content

**30.2 %**

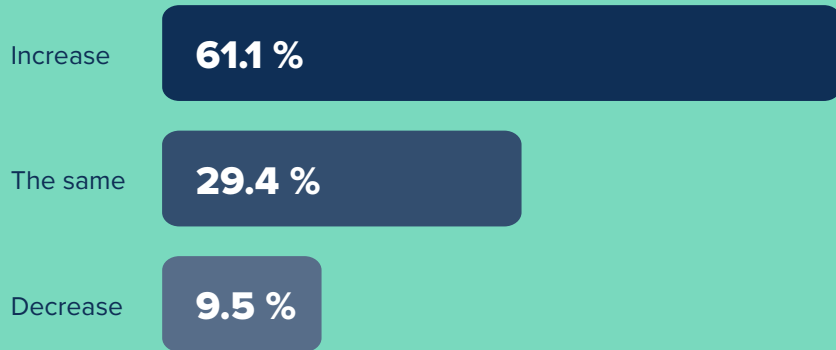
Getting greater employer branding

**27.8 %**

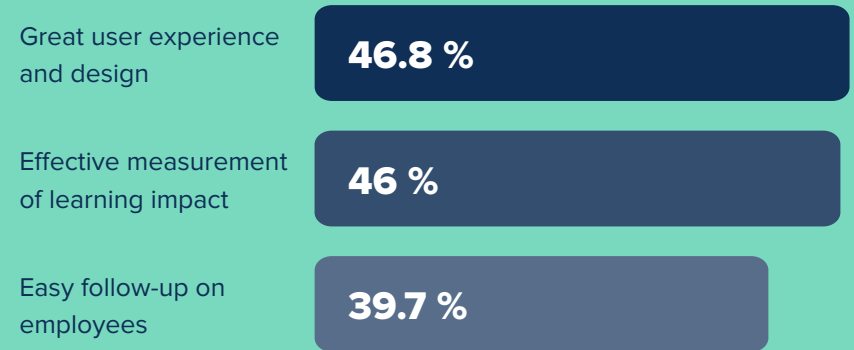
Supporting the entire employee journey with relevant learning content

**26.2 %**

### Have you experienced an increase or decrease in investment in HR technology in your organization?



### What are your top 3 features for the perfect learning platform?





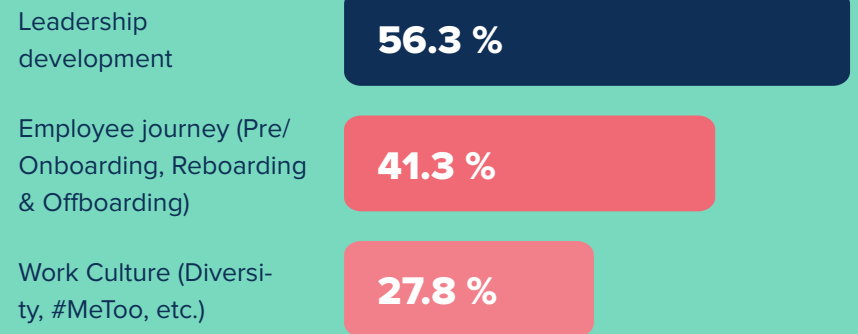
## The Facts: User Generated Content (UGC)

Content created by employees in the organization. A lot of organizations have plenty of subject-matter-experts (SMEs) and UGC is a great tool for them to share their knowledge with the rest of the organization.

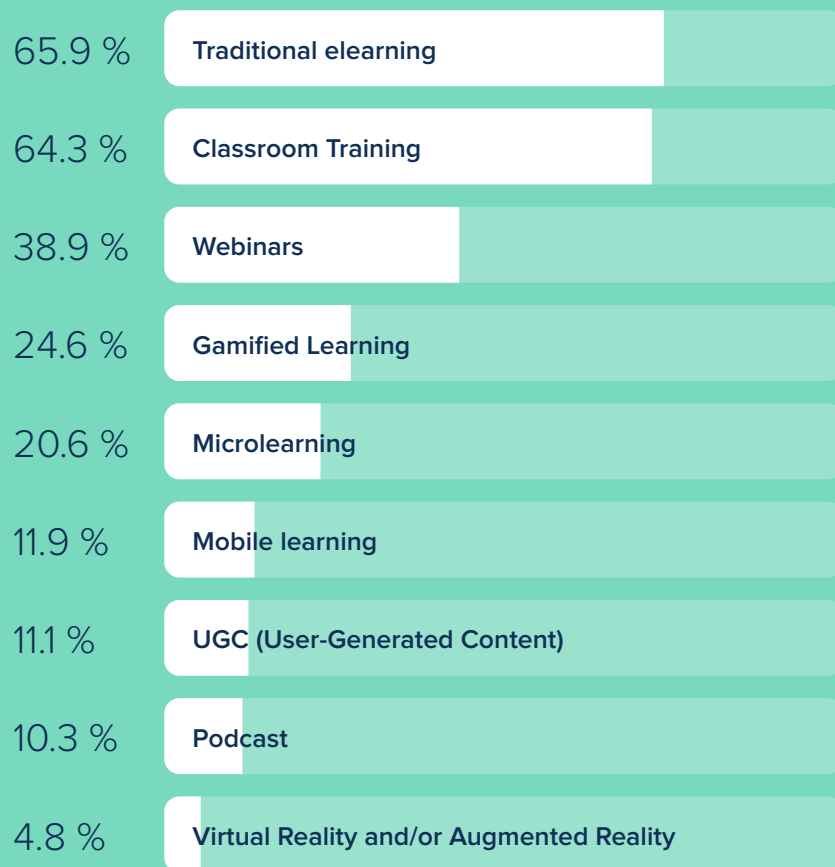
The most common use of UGC in the Nordics:



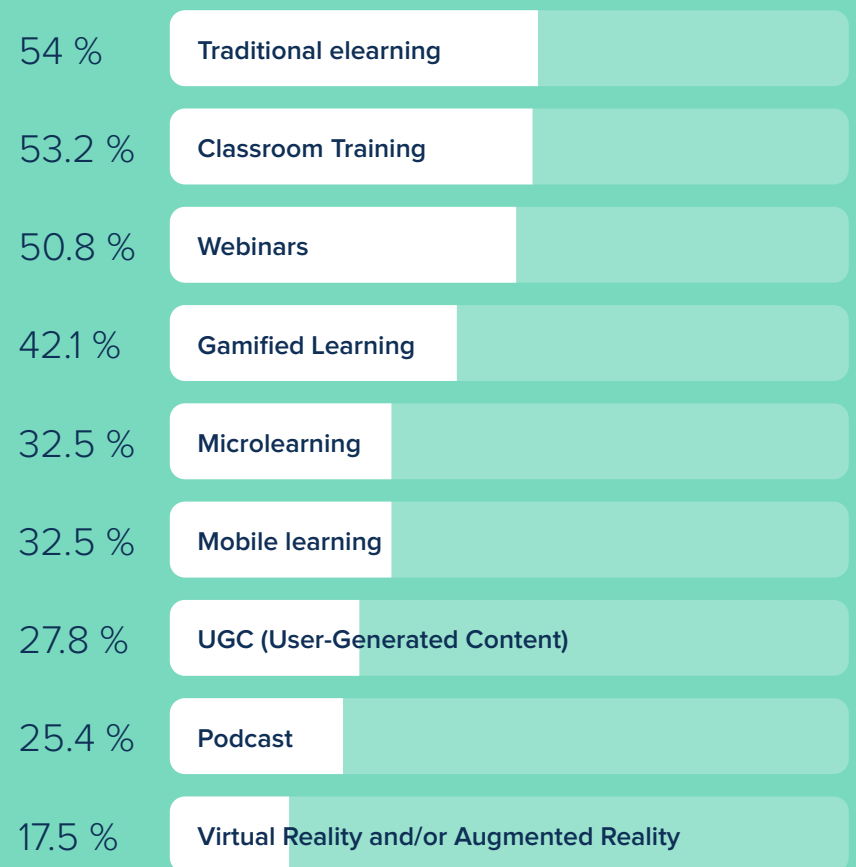
## Most Popular Learning Topic - Top 3:



## What type of learning content do you give to your employees right NOW?

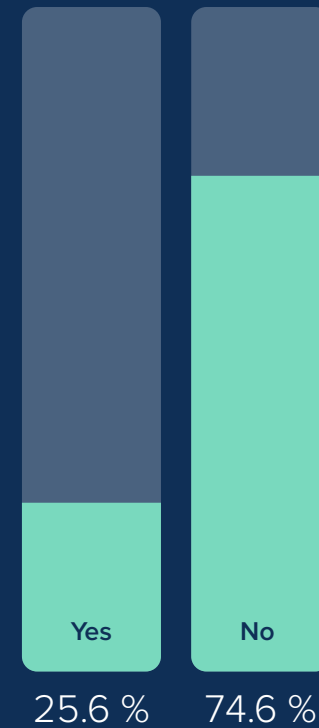


## What type of learning content do you PLAN to give to employees?





**Do you consider having a chatbot as a personal trainer to motivate and keep up employees with learning content?**



## What are important outcomes from your learning programs?



## How do you measure the learning outcomes?



**Thank you for your attention.**

**Get more insights and inspiration at [learningbank.io](https://learningbank.io)**

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