



UPSKILLING YOUR WORKFORCE

ARE YOUR EMPLOYEES STRONG ENOUGH
TO COMPETE?

360Learning

360LEARNING SUPPORTS 1200+ CLIENTS IN OVER 160 COUNTRIES



about 360Learning

360Learning is connecting Leaders to Learners 🚀

Become a Learning Organization with the 360Learning Engagement Platform, turning 5% of your workforce into Leaders. Watch them quickly create the finest, most engaging courses. Let them collaborate with their peers and organically build strong communities of Learners, for a visible business impact.

Think Instagram...for Learning!

WHY?

Transform into a Learning Organization

Build leadership
and compete in the
knowledge economy.

HOW?

A Powerful Platform to Empower 5% of Leaders

Detect, reward, and
put them at work by
dramatically increasing
learning interactions.

WHAT?

The Learning Engagement Platform

New industry standard with never-before-seen
engagement rates.

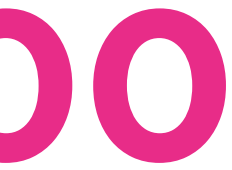
WANT TO DISCOVER THE NEXT GENERATION OF LEARNING?

Join us in the #FutureofLearning by giving the 360Learning Learning Engagement Platform a [try for free today!](#)



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The challenges of keeping up with technology

Change is hard, isn't it? Loss of control, uncertainty, having to step outside your comfort zone... Yuck! And yet, this is the challenge facing L&D leaders today as companies are being forced to transform their approach to learning in order to keep up with the future of work.

Why? The world around us is changing. Technology is progressing exponentially year over year, creating new tools and advancements that are changing the way we do business. And with these innovations comes new systems to navigate, new tools to master, and new skill sets to learn.

Business leaders are all asking themselves the same question: **are my people strong enough to compete?**

Not to be bearer of bad news, but in 5-10 years, they mostly likely won't be. The gap between the skills desired by hiring managers and the skills available in the job market is growing, and will only continue to widen as technology advances. **And the approximate half life of learned skills is only 5 years¹.**

Not to fear - a new trend has emerged among smart companies that is combating this challenge, and it's something you can implement now to ensure your company has the talent it needs to survive: **upskill your current employees!**

¹ Deloitte Insights. (2017). Careers and learning: Real time, all the time.



IN THIS EBOOK YOU WILL LEARN:

- ▶ What changes and workplace trends are heading your way (and how you can prepare for them)
- ▶ What it will mean to be employed in 10 years
- ▶ How to close the skills gap through upskilling your workforce
- ▶ Why cultivating a culture of learning will be your sure-fire way to survive the future of work!



READY TO LEARN MORE?

Continue on to learn about the importance of upskilling your workforce and how it will be your key to succeeding in the future of work!

01 The world is changing, are you?

Are you worried about the future of your company? If not, you should be.

Not to be dramatic, but the standards for success in the corporate world have never been so high. And those who don't adapt to today's changing business environment are in danger of going under. Don't believe us? Just take a look at some of these stats:

33 YEARS

Heavyweights used to spend **33 years** on the S&P 500. That's forecast to drop to **14 years**.

- Innosight

50%

of the S&P 500 will be replaced over the next 10 years

- Innosight

65%

of executives don't believe that AI is a threat to their business

- Innosight

29%

of executives reported investing heavily in digital technologies

- Innosight

45%

of senior decision makers across the world reported they are concerned about becoming obsolete in just 3-5 years

- Dell technologies

50%

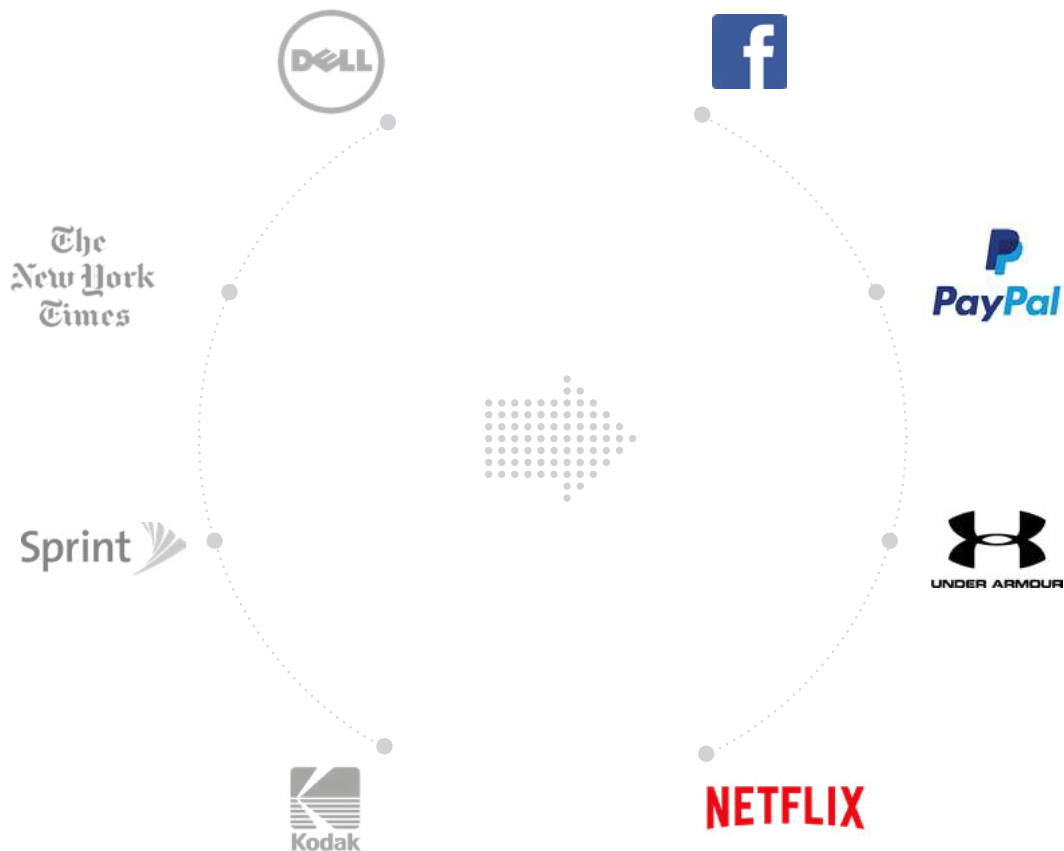
of the jobs that will exist in 2030 haven't even been invented yet

- Emerging Technologies Impact on Society + Work in 2013

We're seeing some of the world's most iconic brands dropping off the charts almost weekly, with a recent report from Innosight projecting that roughly **half of the companies on the S&P 500 list will be removed within the next 10 years**².

To give you an idea of who we're talking about, household names such as Kodak, Sprint, Dell, and the New York Times were among the brands kicked off the list in the last few years. And they were replaced by Facebook, Paypal, Under Armour, and Netflix.

On top of this, the average lifespan for industry leaders has never been smaller, as Innosight reports that **the average tenure of companies on the S&P 500 list has shrank from 33 years in 1965, to a projected 14 years in 2026**³.



² Innosight. (2017). 2017 Strategic Readiness and Transformation Survey

³ Innosight. (2017). 2017 Strategic Readiness and Transformation Survey

As shocking as these statistics are, what's most worrisome is that business owners don't seem to be taking these warnings seriously. It's no secret that the corporate world is going digital, and investing in digital technologies is key to this transformation, yet in a 2017 survey of executives, **while 80% of respondents indicated that they believe their companies recognize the need to transform, only 29% had invested in digital technologies**⁴. Wait a second - that doesn't make sense, does it?

Perhaps the lack of action stems from not knowing where to start. After all, uncertainty is the theme of the day as many organizations are unsure about what the future holds for their business.

For example, according to Dell's Digital Transformation Index study:

45%

of senior decision makers across the world reported they are concerned about becoming obsolete in just 3-5 years

73%

believe they need to be more 'digital' to succeed in the future⁵.

1/2

Nearly half don't know what their industry will look like in just three years' time

⁴ Innosight. (2017). 2017 Strategic Readiness and Transformation Survey

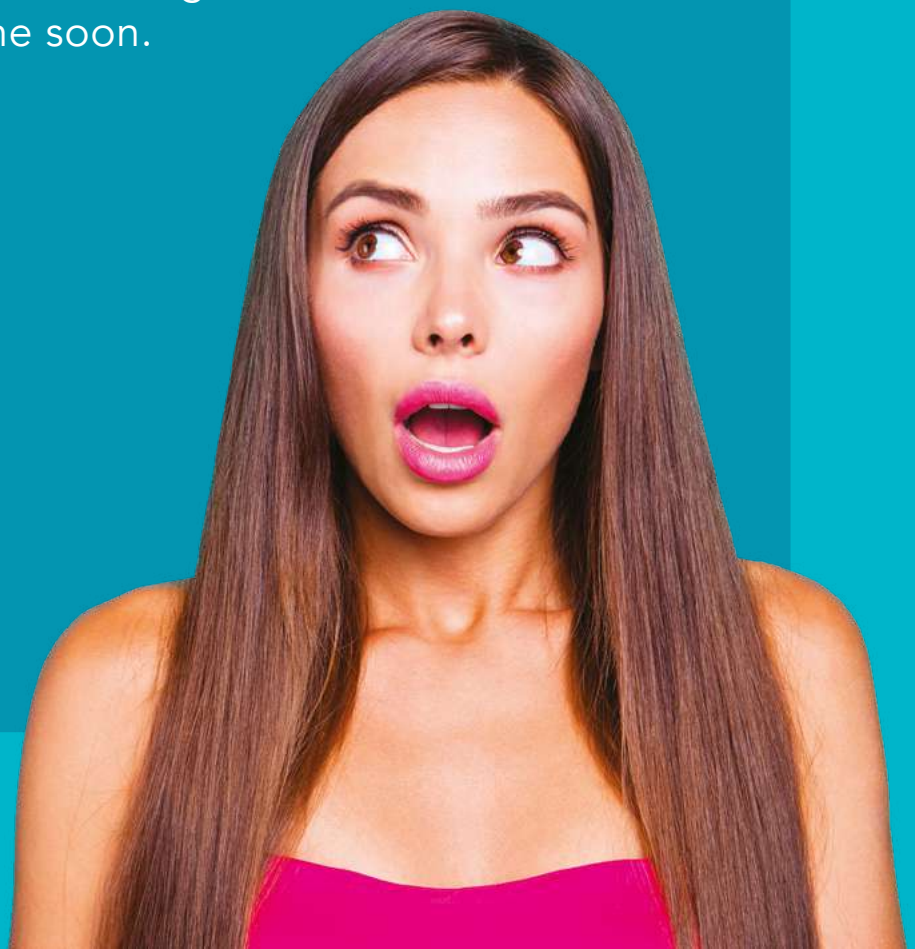
⁵ Dell Technologies, Institute for the Future. (2017). Emerging Technologies Impact on Society & Work In 2030

Yikes!

In a time where taking action is a must, today's top executives don't seem to be making any moves. But can we really blame them? You only have so much budget to work with, and investing in the wrong tools could cost you big time - but doing nothing will cost you more.

To make things worse, new technology is being introduced constantly, meaning the longer an organization goes without changing, the higher the risk of beat by the competition.

And things aren't slowing down any time soon.



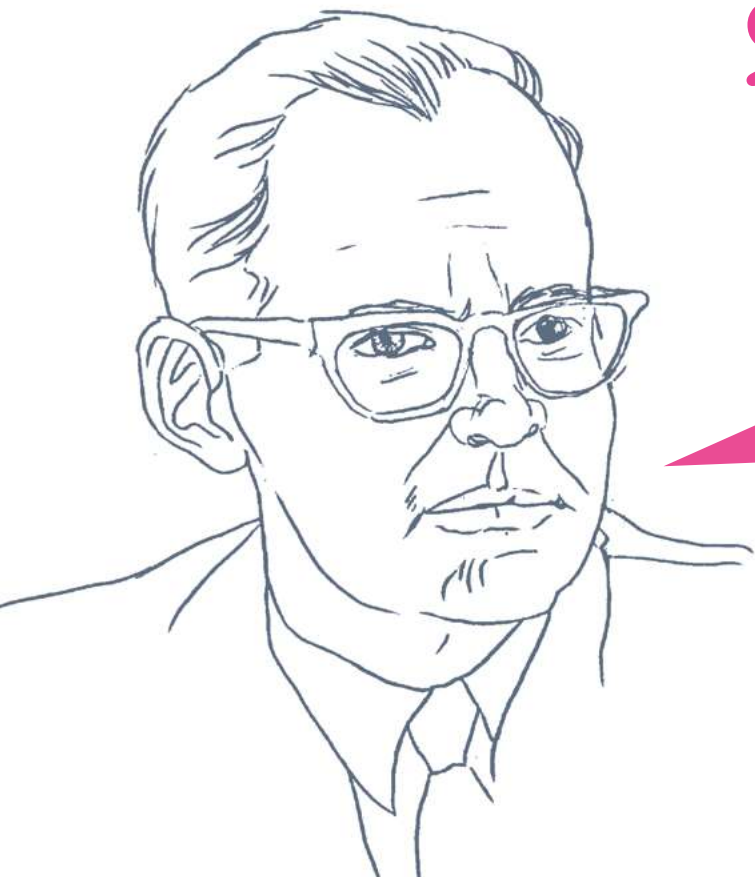
INNOVATION: HOW FAST IS FAST?

Does it ever feel like technology is advancing so fast that we can barely keep up? That's because it is.

It took forty years for the internet to take off, and yet only ten for us to be walking around with access to the web in the palm of our hands in the palm of our hands. That's quite a leap over a short period of time, and don't expect things to slow down: we've got solid evidence pointing to guaranteed continued tech innovation: **Moore's Law**.

First observed by Intel founder Gordon Moore, the law predicts that the average number of transistors that could be produced on a solid-state circuit doubles every 18 months.

Translation? We can expect computing power to double every 2 years, meaning our computers get faster and cheaper exponentially. To put that into perspective, a tweet from Intel in 2014 pointed out that if the human population grew at the same rate as Moore's Law, the population of Earth would be 1 trillion by the year 2029 🤖.



”

The number of transistors in a dense integrated circuit doubles about every two years.

- Gordon Moore

The speed of technological advancement observed by Moore's Law has helped revolutionize the digital age. And since it shows no signs of slowing down any time soon, we can only assume the trend will continue upwards in the next few years, changing the way we work entirely.

The future isn't as far away as we may think! We have robot AI personal assistants on our mobile devices. Music and movies are curated for us based on our preferences and behaviors. You can ride a roller coaster simulation in your living room from your couch! Artificial Intelligence, Robotics, Virtual Reality... these were the things of sci-fi movies not too long ago and today, they are a reality.

We are living in the future RIGHT NOW, and look how fast it got here? If things keep progressing at the rate Moore's Law

predicts, we can be certain that 10 years from now there will be a whole new slew of technology in our lives that none of us has even thought up yet. And like it or not, these technologies will likely be imbedded in your company one way or another anyway.

That's the point: these advancements are coming and they will be adopted into your workflows widestream. How are you going to prepare?

It's clear we're on the brink of some big changes that are going to shape the next decade of the business economy, that much we know. But that's not all. The tides are changing within your workforce, too.

Let's take a look.



pepto abysmal
@roastedryebread

Suivre

i keep saying Alexa when I mean to say Siri and i just cant believe i live in a time where i am gettin my servant robots names mixed up

10:19 - 9 janv. 2019

6 150 Retweets 36 529 J'aime



50 6,2 k 37 k

02 What does it mean to be employed in 2030?

The lifecycle of an employee is much different today than it was 50, 20, or even 10 years ago. Gone are the days of working at one company for your whole life, as Forrester Research predicts **that the average person will have held 12-15 jobs before they are 40⁶.**

What this means is the power is in the hand of the jobseeker, not the employer, and employees are starting to catch on. The Bureau of Labor Statistics shows that the voluntary turnover rate is now over 15%⁷, as more and more people are abandoning their positions for new opportunities.

What kind of opportunities? Learning opportunities. This is a huge shift in generation as **41% of millennials would change jobs in order to have professional development programs**, compared to only 23% of baby boomers⁸. And since millennials will make up over 75% of the global workforce by 2025⁹, this is something that your team simply cannot ignore.

So how will the world of work change in the year 2030, given these facts?



THE EVOLVED EMPLOYEE

What do you want to be when you grow up? The quintessential childhood question is no longer as relevant as it once was.

85% of the jobs that will exist in 2030 haven't even been invented yet, which means we have no way of knowing what opportunities lie ahead. Having a degree in a certain field won't mean nearly as much as it used to, since it will be impossible to fully prepare for work requirements ahead of time.

As things get smarter and faster, employees will be learning in the moment and adjusting to new technologies and work trends. Job titles will change, new positions will be invented, and you can expect your role to change frequently - the future of work will be as flexible as ever.

11 ▼

JOBS THAT EXISTED 12 YEARS AGO BUT ARE ON THE DECLINE	JOBS THAT EXIST TODAY BUT DID NOT 12 YEARS AGO	JOBS WE CAN ONLY ASSUME WILL EXIST IN 12 YEARS
Meter reader	Blockchain Engineer	Quantum Programmer
Switchboard Operator	Mobile App Developer	Climate Change Scientist
TV/VCR Repairman	Sustainability Manager	Rocket Design Architects
Electronics Assembler	Cloud Computing Specialist	Spacecraft Pilots
Video Store Manager	AI/ Big Data Analyst	Blockchain Crypto Specialist
Dictaphone Operator	Autonomous Vehicle Designer	Cultured Meat Farmers
Film Projectionist	YouTube Content Creator	Hazardous Waste Engineer
Assembly Line Workers	Cryptocurrency Trader	Drone Operator

⁶ Forrester Research. (2017).

⁷ Bureau of Labor Statistics, 2018

⁸ Gallup. (2017). State of the American Workplace.

⁹ The Deloitte Millennial Survey. (2014, January). [gx-dttl-2014-millennial-survey-report.pdf](#)

¹⁰ Dell Technologies, Institute for the Future. (2017). Emerging Technologies Impact on Society & Work In 2030

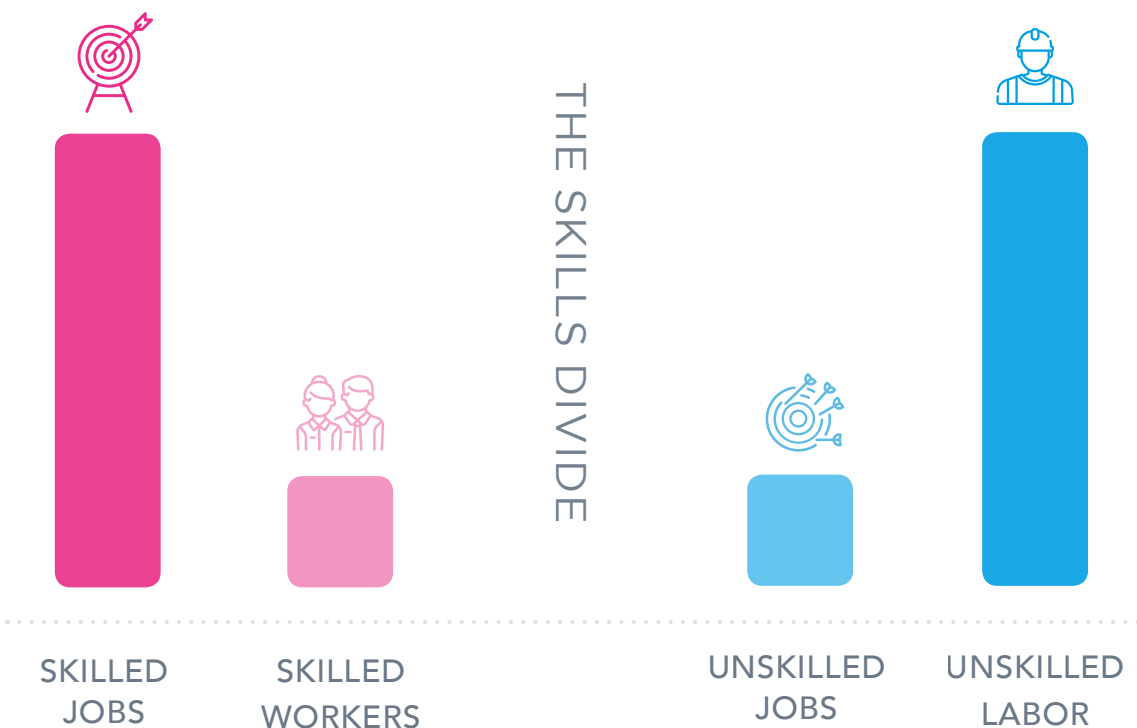
¹¹ Salemi, L. 85% of Jobs that will exist in 2030 haven't been invented yet. <https://www.linkedin.com/pulse/85-jobs-exist-2030-havent-been-invented-yet-leo-salemi/>

CLOSING THE SKILLS GAP

Technology that hasn't even been invented yet is going to be vital to your daily operations in 10 years - how are you going to prepare for that?

This means you will need employees who not only understand those technologies, but who master them. Can you afford to hire a whole new fleet of employees to do this? Most likely not. And even if you could, do you think you're the only one who will be seeking these experts?

Not. A. Chance.



The skills gap is becoming a tangible reality, and most organizations have started to feel the pain. **CareerBuilder reports that 60% of US employers' job openings stay vacant for 12 weeks or longer, and the average annual cost incurred by extended job vacancies is more than \$800,000¹².** The disconnect between desired skills and what candidates have to offer is significant - and as you can see, it's costing you money.

Anyone who has ever worked in people management knows that candidates who have all your desired skills and experience, and fit your budget are unicorns: they don't exist.

But your business needs people with these skills in order to survive. How can you ensure your company is staffed with employees prepared to meet your business needs, without spending a fortune on hiring and wasting time looking for unicorns?

Simple. **Upskill your current workforce.** 😊

”

Candidates who have all your desired skills and experience, and fit your budget are unicorns: they don't exist.



¹² Harris Poll on behalf of CareerBuilder. (2016).



03 Upskilling: the new normal

Three things are certain in life: **Taxes, death, and the need for upskilling.**

A significant portion of your employees will be retiring in the next 10 years, leaving reqs to fill and important roles to replace. At the exact same time, new technologies, tools, and standards will be introduced, meaning dozens of your workflows will be outdated and obsolete. **This is not a dilemma - this is an opportunity to proactively upskill your workforce in order to establish a continuous culture of learning.**

Along with these new technological advances comes hundreds and thousands of new jobs and roles - ones that require completely new skill sets. When you realize that the future is unknown, the only thing you can do to prepare is to get in the habit of continuously learning now.

And that is what we are here to help you do!



ALWAYS BE LEARNING

You've heard the phrase "always be closing"? Well the future of work will have a different mantra: Always Be Learning.

We've reached a point where change is happening so fast that learning skills ahead of time will no longer cut it. And that means as-you-go-learning will be the norm.

Upskilling is the process of teaching your existing employees new skills, but what we're talking about is more than one time company-wide training. 😊 To truly upskill is to become a Learning Organization (something you can read more about [here](#)).

And that means adopting a culture of learning where on-the-job training is imbedded in your employee's workflows.

What does continuous upskilling look like?



CONNECTING LEADERS TO LEARNERS

Upskilling continuously means becoming a Learning Organization. And how does one do that? By recycling the knowledge within your company - your current employees - and encouraging your people to begin training each other.

Believe it or not, your workforce is a gold mine of knowledge. Take advantage of it!

Most companies have years (or even decades) of practical experience living within their walls. These experts are dying to have an impact on your business, but don't have the means to do so. Capitalize on their knowledge by giving them a stage to share their knowledge, as you take your first step towards becoming a Learning Org.

HOW DO YOU DO THIS?

You decentralize course creation by connecting your Leaders (internal experts) to your Learners.



CONNECTING YOUR LEADERS TO YOUR LEARNERS IS A SIMPLE 4 STEP PROCESS:



01. FIND THEM

Who are your internal experts and where do you find them? Identify your Leaders by asking managers who their top performers are, or by surveying your employees to see who would want to volunteer. This can be done by simply sending out an internal communication announcing your new initiative and asking employees to step up and lead others. **You will be surprised at how many Leaders are self selected!** (Ps. We offer a “Detect” pillar in our Learning Engagement Platform that is great at helping identify these people! 😊)



02. ARM THEM

Now that you’ve found your experts, arm them! Give them the tools they need to start documenting and sharing their knowledge. What tools are we talking about? Knowledge Management Platforms, Collaborative Platforms, Enterprise Networks, Learning Engagement Platforms.... The 360Learning platform is a great place to start! 😊

How simple is it to arm them? **Using a Learning Engagement Platform, your internal experts can create their first course within minutes and quickly share it with the rest of the organization.** Like on Instagram, the courses can be super compelling, highly engaging, and easy to make - so your engagement and completion rates skyrocket! 🚀



03. CONSTANTLY IMPROVE WHAT THEY CREATE

Your Leaders are subject matter experts in their field, but they're not L&D superstars (that's you! 😊). In order to make the most out of the content they create, it's important to constantly update and improve the course material. When you identify a drop or a bottleneck in a given course, this leads to poor skills acquisition and retention - and you need to do something about it.

This means analyzing your courses to identify what's working and what is not, and adapting from there. Hopefully the tool you are using will provide deep analytics of course performance and engagement rates, which will allow you to pinpoint problem areas and adjust.

One way you can continuously optimize the content they create by taking advantage of 360Learning's **Smart Recommendations** imbedded right in the platform. These suggestions powered by Artificial Intelligence use real time data from your courses to help improve the quality of your courses, making sure trainings are as effective as humanly possible, and ensuring your course catalog is constantly up to date.



04. CLONE THEM

If you're going to succeed at becoming a Learning Org. and adopting a culture of upskilling, you're going to have to scale. How do you do that? Make your Leaders look so good that your Learners are dying to step up too! This can be anything from weekly emails announcing who your top Leaders were, to making contests that will reward the person who creates and leads the most trainings, or even offering them a small bonus in compensation depending on their impact - the possibilities are endless here! By showcasing your Leaders and rewarding them for their hard work, you will positively reinforce their impact on the organization while inspiring other employees to follow suit. Win-Win! 😍

If you follow these steps correctly, you will successfully begin transitioning into a Learning Organization who upskills it's employees. Each organization will progress differently, but we set a goal of **transforming 5% of your Learners into Leaders within 3 years with our 360Learning clients.**

The goal is to get your people into the habit of leading each other and learning continuously, so when new technologies or processes are introduced, they are adopted effortlessly.

LESSONS FROM AT&T

Let's take a look at an example from the front lines.

As one of the the leading broadcast companies in the world, AT&T has managed to adapt over time in order to stay competitive in today's ever changing market. But in 2008, executives from AT&T realized they didn't have the talent they needed in order to be successful in the future. **Knowing this and seeing it as an opportunity, AT&T launched a massive retraining initiative.**

“WITH ONE OF THE LARGEST WORKFORCES IN THE WORLD, ITS RESEARCH SHOWED THAT ONLY ABOUT HALF OF AT&T'S 250,000 EMPLOYEES HAD THE NECESSARY SCIENCE, TECHNOLOGY, ENGINEERING AND MATH SKILLS THE COMPANY REQUIRED. WHAT'S MORE, 100,000 WORKERS WERE IN JOBS HAVING TO DO WITH HARDWARE FUNCTIONS THAT PROBABLY WOULDN'T EXIST IN THE NEXT DECADE.¹³”

This discovery left AT&T with two options: either go out and hire all the software and engineering people with the skills they need, and pay an arm and a leg to acquire them.

Or upskill their current workforce in order to meet their needs.

Being the smart company that they are, you can guess which option AT&T chose. The decision was simple, when considering the high costs associated with turnover and hiring new employees. Plus, they realized an important point that is lost on other companies: it makes more sense to retrain your own workforce so that you can keep company-specific knowledge in-house.

“KNOWN INSIDE THE COMPANY AS FUTURE READY, THE INITIATIVE IS A \$1 BILLION WEB-BASED, MULTIYEAR EFFORT THAT INCLUDES ONLINE COURSES AND A CAREER CENTER THAT ALLOWS EMPLOYEES TO IDENTIFY AND TRAIN FOR THE KINDS OF JOBS THE COMPANY NEEDS TODAY AND DOWN THE ROAD. AN ONLINE PORTAL CALLED CAREER INTELLIGENCE LETS WORKERS SEE WHAT JOBS ARE AVAILABLE, THE SKILLS REQUIRED FOR EACH, THE POTENTIAL SALARY RANGE AND WHETHER THAT PARTICULAR AREA IS PROJECTED TO GROW OR SHRINK IN THE YEARS AHEAD. IN SHORT, IT GIVES THEM A ROADMAP TO GET FROM WHERE THEY ARE TODAY TO WHERE THE COMPANY NEEDS THEM TO BE IN THE FUTURE.”

”

WHEN YOU HAVE WORKERS THAT ALREADY POSSESS MUCH OF WHAT YOU NEED, IT MAKES A LOT MORE SENSE TO RETRAIN THEM THAN TO GO OUT AND HIRE NEW WORKERS — WHO MAY BE MORE EDUCATED — AND THEN WAIT A YEAR OR MORE FOR THEM TO GET UP TO SPEED WITH HOW THE COMPANY OPERATES.

- Anthony Carnevale, Director and research professor of Georgetown University's Center on Education and the Workforce

Wondering if the initiative has been successful? So far, AT&T reports that more than 2.7 million courses have been completed by over half of their employees. And the results are tangible: they're using less contractors for technical work, saving the company money and taking advantage of their (now) highly skilled employees.



While this sounds like a dream come true, you're probably wondering how such a big initiative can become a reality within your organization.

After all, L+D leaders know all too well how often HR initiatives fail to gain momentum. Bill Blase, SVP of HR at AT&T credits the success of their retraining program to endorsement from the executive board, saying "This [retraining] would have been nothing more than an HR exercise that sat on a shelf if our leadership didn't become its biggest advocates".

It's important for companies, at the senior level, to engage and retrain workers rather than constantly going to the street to hire.

- Bill Blase, Senior EVP HR, AT&T



Translation? To give your upskilling program a fighting chance you must get buy-in from the top, and you can use the AT&T case study as an example!

To read more about how impactful their initiative has been, read [this overview](#).

¹³ Caminiti, S. (2018, March 13). AT&T's \$1 billion gambit: Retraining nearly half its workforce for jobs of the future.

04 Your golden ticket to surviving the skills gap

Optimizing your current employee base and arming them with the skills they need for the future is **how you stay competitive in a fast-changing world. Now that you've upskilled, you are one step ahead of the competition.**

The benefits of upskilling your workforce are endless. First and foremost, your department is going to be saving a whole lotta moolah. 🤔💰 You will save on hiring costs, time-to-productivity costs, and turnover costs. Your employees will be more productive (woo) and your company will be more competitive. Most importantly? You will finally be able to demonstrate hard ROI on your learning initiatives, meaning bigger budgets and a seat at the table.

Secondly, Upskilling your workforce will drive employee engagement as your Learners will be gaining valuable new skills that will motivate them and inspire a feeling of commitment to their job.



What's more, the Smart Human Interactions built into the 360Learning platform will generate organic social interactions among Leaders and Learners, further boosting engagement numbers!

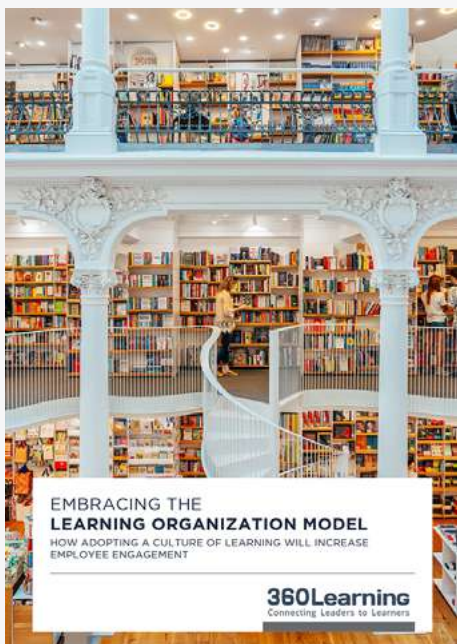
Finally, by offering career development opportunities you be will giving your employees exactly what they want, and lessening the chances of them jumping ship for another company. And by keeping your top talent within your org, you're increasing your pool of potential Leaders for future trainings!

Too many organizations fail to adapt or innovate, and unfortunately they are the ones who fail. But you're not like them - you're smart, you're proactive, you read this eBook. 😊 And it's clear to you that adopting a culture of continuous learning and upskilling your workforce is your best bet at surviving the future.





EMBRACING THE LEARNING ORGANIZATIONAL MODEL



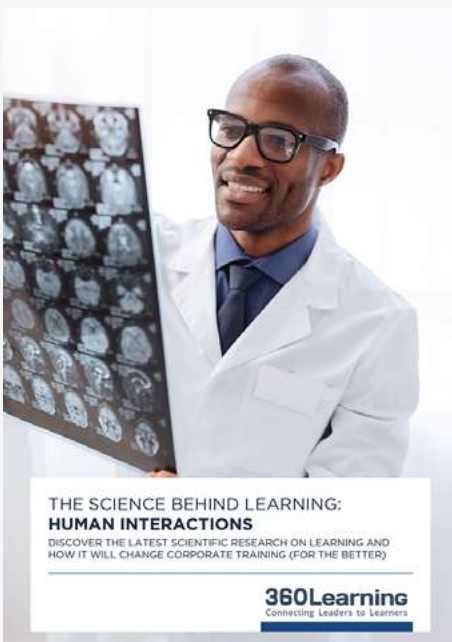
4 STEPS TO TRANSFORM INTO A LEARNING ORGANIZATION



Interested in learning more about how the 360Learning Learning Engagement Platform can help you upskill your employees and stay on top of your competition? You can test it out free of charge [here](#)?

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THE SCIENCE BEHIND LEARNING



THE ROLE OF L&D IN THE DIGITAL AGE





A significant portion of your employees will be retiring in the next 10 years, leaving reqs to fill and important roles to replace. At the exact same time, new technologies, tools, and standards will be introduced, meaning dozens of your workflows will be outdated and obsolete. This is not a dilemma - this is an opportunity to proactively upskill your workforce in order to establish a continuous culture of learning.

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