4 STEPS TO TRANSFOR INTO A
LEARNING ORGANIZATION

HOW TO REVOLUTIONIZE TRANSFER OF KNOWLEDGE WITHIN YOUR
ORGANIZATION BY CAPITALIZING ON YOUR INTERNAL EXPERTS

360Learning
Connecting Leaders to Learners

ABOUT 360LEARNING

Welcome to the future of learning!

Are you familiar with the **Learning Organization**? Experts publish new courses every day, employees are engaged, and learning is the new normal. The true Learning Organization is now a reality thanks to 360Learning, as we make Trainers and Experts the backbone of Learning & Development strategy.

Human interactions are the essential driver of engagement in today's ever-connected world, and have been scientifically proven to be the key to learning. And it is for this reason that our Learning Engagement Platform was built around incorporating smart human interactions.

You, too, can put an end to the frustration felt between Business units and Learning & Development teams. Through exponential engagement, courses from 360Learning never fail to accomplish the business objective: we are faster, simpler, and more engaging.

And to make large deployments even easier, 360Learning seamlessly integrates with the leading LMS tools, from day 1.

We now serve 1,00 clients with 1.5 million end users across 160 countries. And from our offices in Paris, London and New York, we are paving the way to the Future of Learning.

WHY?
Transform into a Learning Organization
*A new agile world, where Collaboration drives
organic productivity and innovation*

―――――

HOW?
Empower the real Leaders
Rely on Trainers & Experts to drive your Learning Strategy

―――――

WHAT?
Deliver Engagement
Set new heights within the Learning industry

SUMMARY

INTRO**DUCTION**

> " Everyone at Tesla should be able to talk directly to each other, without hierarchical constraints, based on what people think is the fastest way to solve a problem, for the benefit of the entire company. We can't compete with the big car manufacturers in size, so we have to do it with our intelligence and agility. "
>
> Elon Musk, CEO de Tesla

Opening an ebook on digital training with a quote from Elon Musk on agility is a pretty pretentious move, wouldn't you say? Whether or not you agree with the rest of his opinions, what Elon Musk describes here concerns many companies since he addresses the need to adopt **a new organizational model based on agility and intelligence.** A model that responds precisely to the limits of traditional models, which don't excel at achieving constant agility or speed of execution. This is crucial in a world increasingly characterized by the need to transform - and to transform quickly!

Understanding how to adapt and reinvent oneself in this changing environment is key to the survival of enterprises, which leads us to the role that training must play. The challenge? **To be able to learn faster than the competition in order to keep ahead of them in the market.** How can we ensure that the speed of internal learning equals - or even exceeds - the speed of change we are facing?

This is the reason for becoming a Learning Organization. The concept, which is quite ambiguous, is presented as one of the best ways to reach this stage described. Where a company, much like a living organism, is able to constantly improve itself in the face of change. And the most high-profile CEOs are in favor of this model, such as Jack Welch, former CEO of General Electric, who commented that "an organization's ability to learn, and to quickly transform that learning into action, is the ultimate competitive advantage in the marketplace." This has never been more true.

In the Learning Organization, all employees enrich each other by training one other in their respective expertises, learning as a team. This is based on a knowledge sharing system that allows the company to grow in a homogeneous way:

92%

OF EXECUTIVE MANAGERS SAY **THEY DO NOT PERCEIVE THE IMPACT OF L&D** ON THE BUSINESS

Suzanne Hyatt, Forbes Council, 2018

- ✔ if each department shares its fundamentals and vision, employees can work in the same direction and contribute to the common interest;

- ✔ if the knowledge is no longer held by a limited pool of collaborators, it becomes possible to create a resilient organization in the face of future challenges.

66 %

L&D MANAGERS SAY **THEY ARE UNABLE TO GENERATE EMPLOYEE ENGAGEMENT** AROUND LMS PLATFORMS

Josh Bersin, Bersin Partners, 2017

In this new organizational model, the role of the L&D team is crucial: it is the driving force that will lead the transformation and set up a system of tools and methods that will structure this new knowledge sharing environment. Nowadays, L&D managers have too little influence on strategic decisions taken within companies. There are many reasons for this, such as low eengagement numbers, difficulty proving concrete and measurable impact on the business, slow time-to-train… the list goes on and on.

What do these restraints have in common? These difficulties stem from the tools used by L&D teams: **the learning platforms themselves!** How can we transform the learning culture internally by using these very unengaging tools? How do we decentralize the production of courses internally on platforms without simple authoring tools? How do we deploy a platform organization-wide when completion rates are already very low? How do we improve user experience at the same time?

360Learning is part of a new generation of learning platforms: the Learning Engagement Platform. Designed to put experts and trainers back at the center of the L&D strategy, LEPs drastically improve the ROI of training projects and generate engagement throughout the organization by reconciling L&D and the business. In short: the LEP will lay the foundationthe to lay the foundations **of what will be the organizational model of tomorrow, that of the Learning Organization.**

To help get you there, this guide serves as methodology in 4 simple steps, inspired by the best practices observed by our clients in recent years. Decentralization of course creation, social & community mechanics, continuous improvement of trainings, scaling up and cultural transformation: you will find all the keys for you to transform your organizational model.

01

CREATE:
CAPITALIZE ON THE KNOWLEDGE YOU ALREADY HAVE INTERNALLY

The ability to learn from the past and adapt one's behaviour accordingly is the key to biological evolution. Why, then, should this not be the case for organizations as well? In order to achieve this within a company, you must rely on the experts you already have internally, and offer them a platform to share their knowledge.
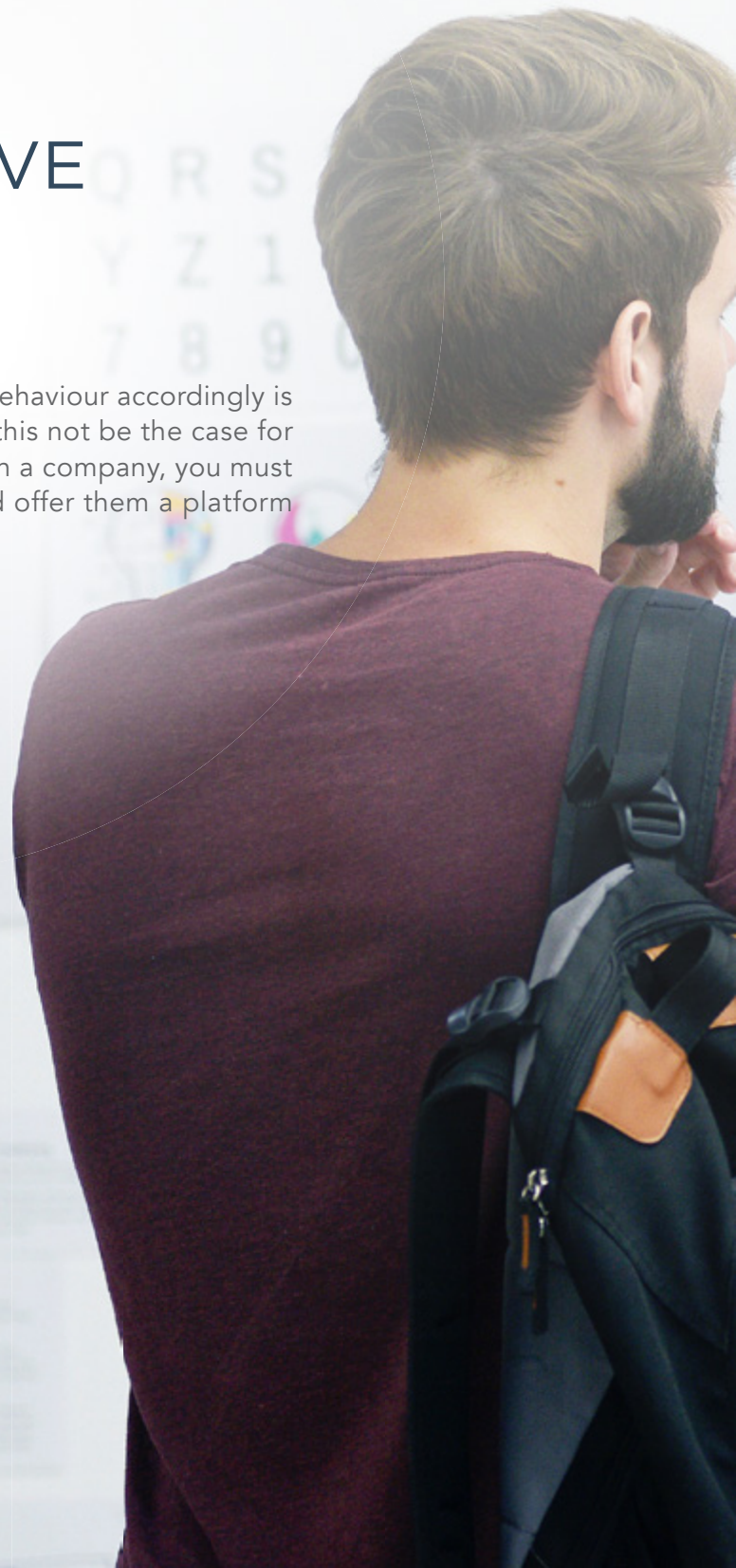
WHY?
YOUR COMPANY IS A GOLD MINE
LEARN HOW TO MAKE THE MOST OUT OF IT!

Most companies have years or even decades of practical experience. In each team, there is a good chance that informal knowledge has developed over time on how best to carry out a particular activity. This heritage is key: it is what makes the organization's wealth and capital.

To become a Learning Organization, the first step is to capitalize on this existing knowledge. How? Set up a real knowledge transfer process, intergenerational, operational and concrete, where internal experts can share their knowledge with the rest of the organization. Because in every company, there are experts and visionaries, who dream of having an impact on the organization - but often do not have the means to do so. The challenge is to finally offer them a stage, a space where they can begin to transform the company on a daily basis.

HOW: DECENTRALIZE COURSE CREATION BY RELYING ON YOUR INTERNAL EXPERTS

The key here is to rely on your experts to build your training strategy, instead of buying solely expensive off-the-shelf catalogue courses that are not specific to your organization, and consequently struggle to generate engagement. The first step is simply to identify these leaders internally, and give them the tools to document and share their knowledge.

> **"** We strive to offer every employee, regardless of their position and country, the same opportunity to learn and develop at the speed of business. We have implemented 360Learning with the objective of improving both learner engagement and business expert engagement. We wanted to enable these experts to transform themselves into true internal leaders, able to help their peers grow **"**

François Fournier,
Global Learning & Management Development Director Criteo.
Continue reading here

This is the mission of the Learning Engagement Platform: to enable experts to quickly and simply create engaging courses that they can share with the rest of the organization. The LEP was designed to complement the LMS which very rarely offers a real role to experts and trainers, leading to frustration. With 360Learning, this is a thing of the past.

IMPLEMENTATION:
ENABLE YOUR IN-HOUSE EXPERTS
& TRAINERS TO QUICKLY CREATE
AND DELIVER ENGAGING COURSES

360Learning includes a powerful authoring tool that is easy to use. This is what will allow your experts to create a course in a few minutes, ready to distribute to the rest of the organization immediately. What impact does this have on your business?
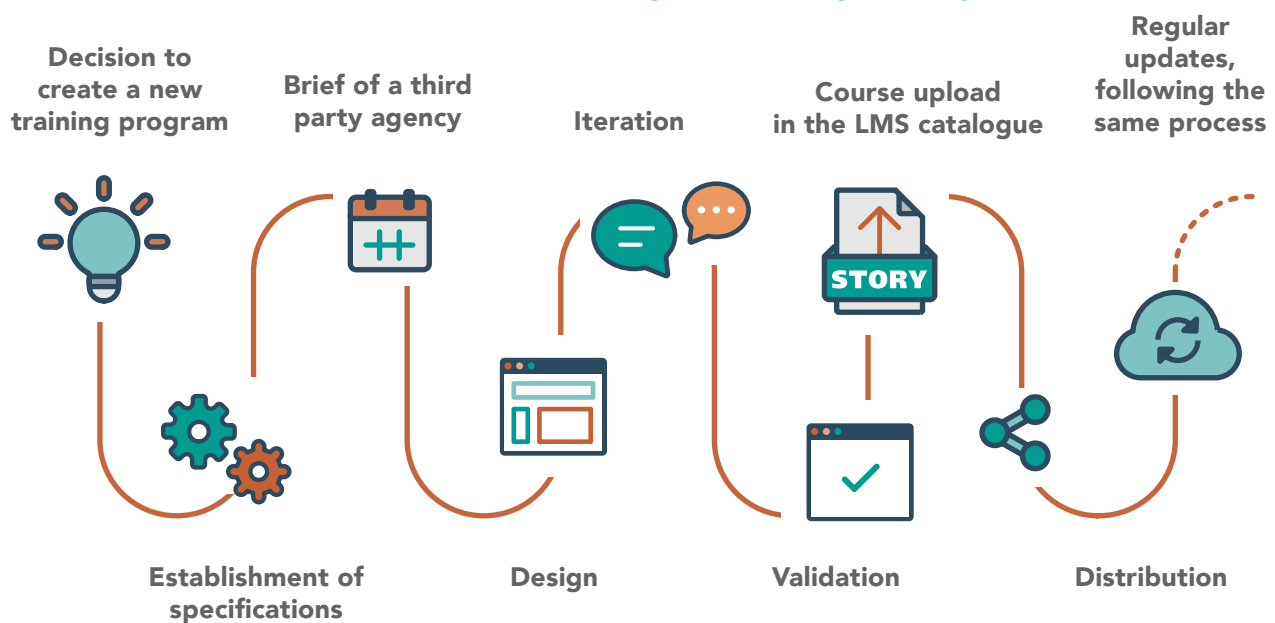
THE KPI TO FOLLOW

#

OF COURSES CREATED

360Learning
Connecting Leaders to Learners

✔ **Immediate onboarding :** while the authoring tools of traditional LMS, (if offered at all) when they exists, require months of training to be used, 360Learning allows you to start creating your first course in a few minutes - without any technical prerequisites. All it takes is an internet connection to get started!
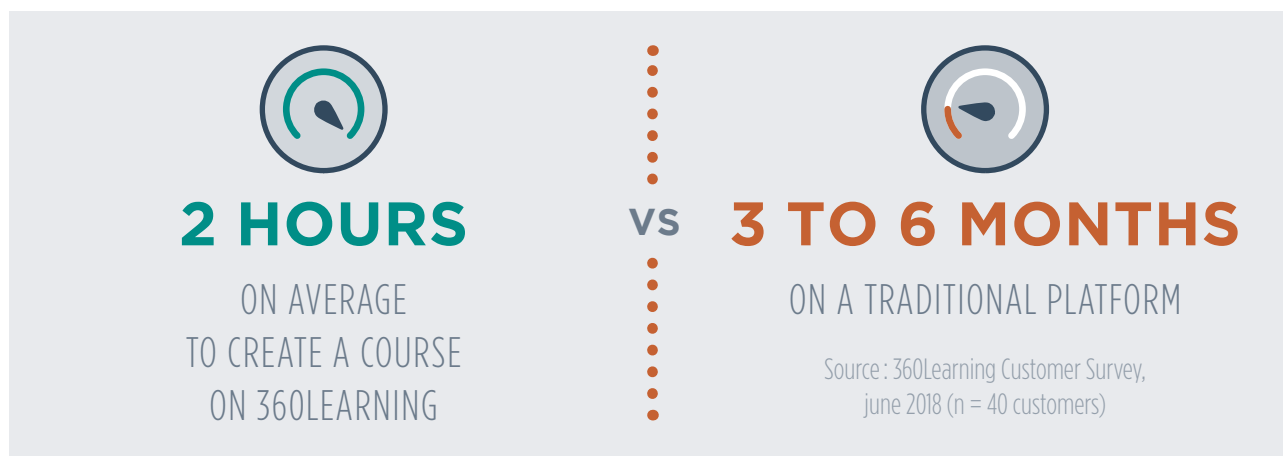
WHAT HAPPENS WHEN A COMPANY DECIDES TO CREATE A COURSE THAT WILL BE AVAILABLE ON A TRADITIONAL LMS?

Decision to create a new training program

Brief of a third party agency

Iteration

Course upload in the LMS catalogue

Regular updates, following the same process

Establishment of specifications

Design

Validation

Distribution

⚠ **RESULT: 4 MONTHS OF TIME SPENT, $50,000 SPENT, AND ULTIMATELY A LACK OF BUSINESS IMPACT**

While with 360Learning, trainings can be ready and deployed in 1 week, at zero cost, by directly involving business experts.

✔ **Collaboration :** your experts can work together to co-create courses. Imagine the power of a collaboration between a trainer and a business expert with ten years of experience! 360Learning finally allows you to materialize the HR / business partnership - directly in the learning platform.

✔ **Openness :** your experts can use the most popular web formats (from Thinglink to Prezzi, for example) to customize their courses easily. Think Instagram: like a photo filter, 360Learning makes it possible to create, embellish, and make any type of knowledge much more engaging in a few minutes.

✔ **Sharing :** the course is over? Two clicks are enough to share it with your team, your department, your business unit, or even the rest of the organization.

✔ **Tracking :** 360Learning's social features allow experts to become true community trainers, tracking the progress of their learners and interacting with them at any time.

2 HOURS

ON AVERAGE
TO CREATE A COURSE
ON 360LEARNING

VS

3 TO 6 MONTHS

ON A TRADITIONAL PLATFORM

Source : 360Learning Customer Survey,
june 2018 (n = 40 customers)

THE BENEFITS FOR L&D:
SAVE TIME, ENERGY... AND MONEY

For L&D teams, the benefits are immediate. Reduced time-to-train, in-house development of experts and talents and monetary savings since the training strategy solely based on off-the-shelf trainings purchase, or trainings produced by third party agencies.

Let's take a concrete example: One of our European clients trains 75% of its 90,000 employees every year, and they consume a total of 1,600,000 hours of training. We are therefore on an average of 24 hours of training per employee per year. What would be the total cost of producing these training hours, with and without 360Learning?

15 COURSES

CREATED ON AVERAGE EVERY
MONTH WITH OUR CUSTOMERS
SINCE JANUARY 2018

Source : 360Learning Product Team Report, Octobre 2018
(n= 1,200 customers)

WITHOUT 360LEARNING

• Cost of producing 1 hour of lessons: $48,000*
• **Total production for 24 hours of courses created: $1,520,000**

WITH 360LEARNING

Let us assume that the median salary in this company is $50,000, that the creation of courses is decentralized internally, and that the production of hour of courses takes 2 days for an employee. We arrive at the following costs:

• Cost of producing 1 hour of courses: $455
• Cost of using 360Learning: $36,000
• **Total production for 24 hours of courses created: $ 46,920**

....

• Total savings compared to traditional price production:
  $1,152,000 - $46,950 = $1,105,050

Conclusion
OUR CLIENT HAS JUST SAVED 1,473,050 DOLLARS IN 1 YEAR.

* Fefaur Survey, 2018

Other advantages? The creation of business universities has never been faster. L&D teams can now use the courses created internally to organize all the company's digital training within the university. Internal processes, product training, software training, productivity… In a few months, the number of courses available explodes.

> **Each expert has the opportunity to create his own content, which brings a new perspective on e-learning. The collaborative aspect of the forum allows a real dialogue between the trainer and the trainees. It's the only way to train 4,500 people in one month.**

Dominique Szulka
Director of HR Development, Coface Group

BECOMING A LEARNING ORGANIZATION: WHEN L&D (RE)BECOMES THE AUXILIARY OF BUSINESS

At the organizational level, the impact of the decentralization of course creation is substantial, particularly because it helps bring together two worlds that have long been distant: business and L&D departments. Focusing your training strategy on content directly related to business, instead of generic courses purchased from catalogues, helps reduce the gap. Meanwhile, the scenes, a new relationship with knowledge is rising internally: more operational, more concrete, which lays the foundations for a new culture of innovation.

74%
OF 360LEARNING'S CUSTOMER BUSINESS UNITS PERCEIVE **AN IMPACT OF THE TRAINING ON THE BUSINESS**

VS

8%
FOR TRADITIONAL LMS CUSTOMERS

Source : 360Learning Customer Survey, June 2018 (n = 40)

02

CONNECT:
PUT YOUR LEARNERS IN AN ACTIVE LEARNING SITUATION

The second key characteristic of the Learning Organization is the culture of active and collaborative learning. Here, it is characterized by its social, community dimension: I learn with others, from others, and I apply this knowledge to the business operation and in my daily work relationships. It is a new cultural paradigm for companies and to implement it, you need a method.

WHY:
BECOMING A LEARNING ORGANIZATION MEANS CREATING EMULATION AROUND KNOWLEDGE INTERNALLY

All academic studies highlight the value of placing the learner in an active learning environment. In digital learning, the mechanisms of social engagement must thus allow learners to interact with each other and with the trainers, at the heart of a course. As a direct consequence, knowledge retention is exploding, and a real collaborative learning dynamic is developing. This is the challenge: transforming employees into new audiences eager to learn and share their knowledge with others.

LEARNERS HAVE A

55%

HIGHER CHANCE OF PASSING ANY EXAM IF THEY HAVE PREVIOUSLY BEEN PLACED IN AN ACTIVE LEARNING SITUATION.

Freeman S, 2014

HOW?
CONNECT EXPERTS TO LEARNERS BY TRANSFORMING THE COURSES THEMSELVES INTO A SOCIAL EXPERIENCE

As it is, very few training platforms today offer a convincing social experience. However, coupled with the lack of engagement, learners more and more often find themselves in a passive learning situation. And these insufficient learning outcomes do not meet the expectations of neither the learners nor the trainers on a daily basis.

Of course, traditional LMSs have long understood this issue and have thus begun integrating social features into their training platforms. The problem is, the social functions haven't been implemented in the right place: inside the courses themselves. This is quite normal, as these platforms are traditionally more focused on HR processes and training administration. A platform like 360Learning is precisely their ideal complement: by integrating human interactions directly into the courses, we enable them to ultimately create real learning communities.

THE KPI TO FOLLOW

# #

OF COMMITTED USERS
(HAVING LIKED OR COMMENTED
SOMETHING IN THE INTERFACE))

IMPLEMENTATION
USE SMART HUMAN INTERACTIONS TO GENERATE ENGAGEMENT

Beyond its simple authoring tool, 360Learning offers another characteristic: it is the only platform on the market that gives learners and experts the opportunity to interact directly at the heart of the course, ensuring an active learning environment. What does this look like?
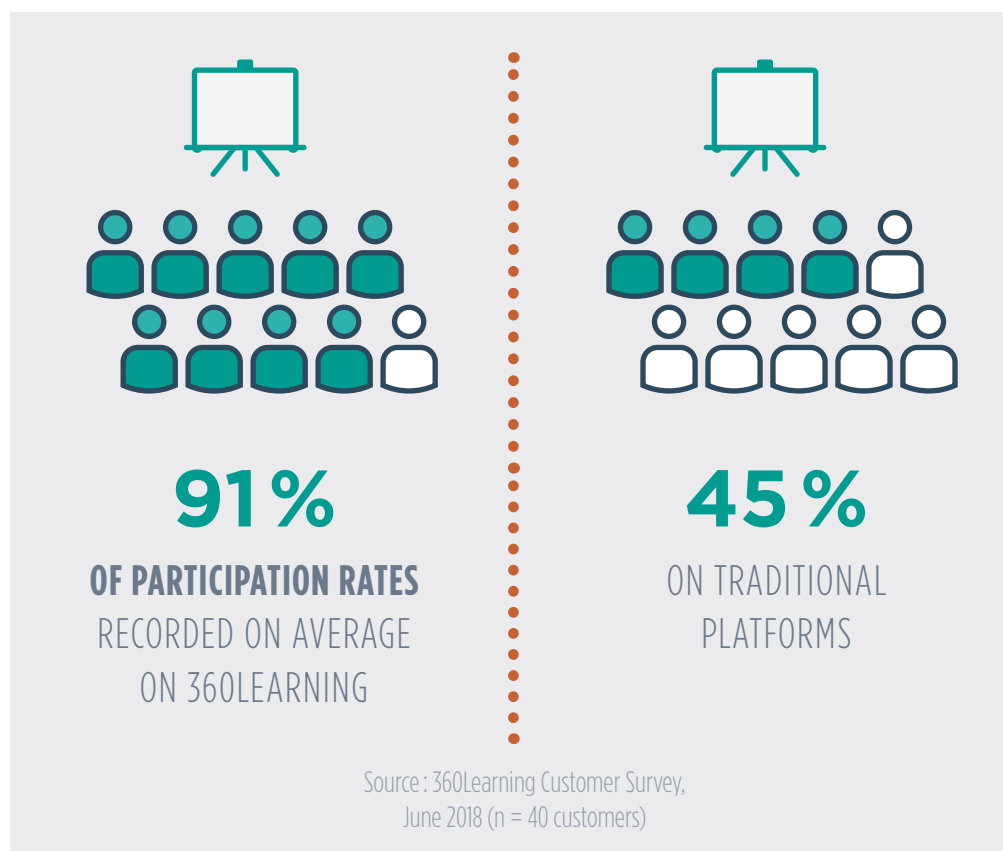
- ■ **Comments on 360Learning :** comments are made directly on the different activities of a course thanks to granular contextual forums. At any time, a learner can comment, react, mention someone - the key to putting them in an active learning posture.

- ■ **Reactions & feedbacks :** 360Learning goes even further, allowing learners to react to a course in an extremely simple way: via emojis! This enables trainers and experts to obtain feedback on the quality of their courses very quickly, allowing them to optimize if necessary. On the learner's side, the notification and mention system allows him to not only stay informed of the new features available on the platform, but also to be notified as soon as another learner reacts to one of his comments.

- **Request** a course is missing on the platform? Don't panic: your learners can directly contact a recognized expert on the subject or join a forum specialized on the subject - all directly within the platform. This will stimulate exchanges while enhancing the value of the expert position!

- **Mobile:** a contemporary platform unavailable on mobile? This is unlikely to be successful given the rise of mobile use these days. That's why 360Learning offers a user experience specially designed for mobile phones. Exploring available content, highlighting courses via home screen notifications, integrating your SCORM modules, offline availability, and of course social modalities: everything is designed so that your learners can follow and interact with the courses and the community anywhere, anytime.

91%

OF PARTICIPATION RATES
RECORDED ON AVERAGE
ON 360LEARNING

45%

ON TRADITIONAL
PLATFORMS

Source : 360Learning Customer Survey,
June 2018 (n = 40 customers)

BENEFITS FOR L&D:
BOOST THE ENGAGEMENT AND OVERALL PERFORMANCE
OF YOUR TRAINING PROJECTS

For L&D teams, the benefit of a platform such as 360Learning is clear: finally generating significant engagement rates in training projects. And that's a good thing, because according to Gartner's studies on this subject, employee engagement is often the primary concern of HR teams1. By increasing engagement rates, it is also the impact of training on business performance that you improve - as well as your own KPIs.

Another major impact is that knowledge retention is greatly improved, thanks to the multiple active learning situations offered to learners. Better trained, they can now continuously improve their performance by acquiring new skills that are useful on a daily basis, which also allows them to progress in their career plans.

> **We chose 360Learning for its interactive side, including the ability to create and animate communities and for everyone to react to the content. This makes it possible to exchange good practices but also to bring up new needs.**
>
> Céline Corbi
> Head of Skills Development, Orange Business Services

BECOMING A LEARNING ORGANIZATION:
FIRST STEPS TOWARDS
A CULTURE OF CONTINUOUS LEARNING

At the organizational level, with this type of learning methodology, a new relationship with knowledge is emerging. Employees, are now encouraged to continuously learn themselves and immediately see the operational benefits of training. Beyond that, a new relationship of knowledge sharing that emerges: knowledge circulates and links teams together, allowing the birth of real learning communities within the organization.

* Gartner's ReimagineHR North America 2018 Survey
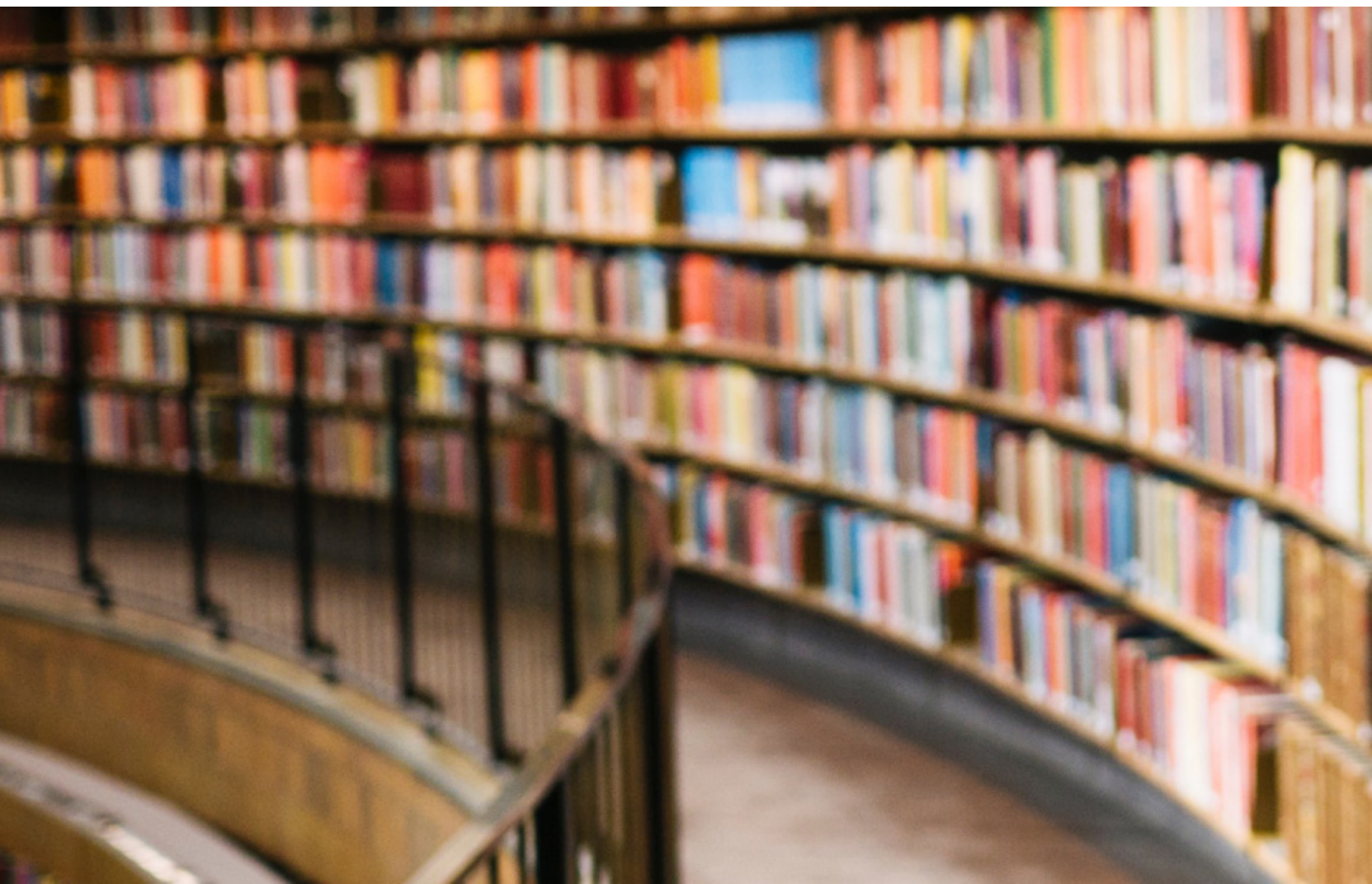
36 700

INTERACTIONS
ON AVERAGE PER MONTH
ON 360LEARNING

Source : 360Learning Product Team Report, October 2018
(n=1200 customers)

03

OPTIMIZE:
DEVELOP YOUR
EMPLOYEES' SKILLS
WITH A CONTINUOUSLY
UPDATED AND
ENRICHED CATALOGUE

360Learning
Connecting Leaders to Learners

We have seen the impact of the decentralization of course creation through experts, as well as the impact of social and community mechanics. But how can you ensure the relevance of your content catalogue, in order to continuously develop the skills of your employees?

WHY:
QUALITY COURSES = EXPLOSIVE COMPLETION + BETTER RETENTION OF KNOWLEDGE

Guaranteeing the quality of the courses available, both in terms of their content relevance and their pedagogical structure, makes it possible to obtain good completion rates, to increase the number of courses attended by learners, and to develop a training reflex in them.

Any other needs? Continuously adapt the courses to the business, which implies revisiting, completing, and improving them according to the learners' feedback, but also according to the results in the field. By ensuring that courses are continuously enriched as they are read, by giving business experts the opportunity to come back and improve them, everyone ultimately benefits: business expertise is improved, and knowledge is acquired more quickly.

HOW:
ARTIFICIAL INTELLIGENCE
AT THE SERVICE OF TRAINERS

Putting the focus back on the trainer and the business expert, instead of aligning the recommendation functionalities "like Netflix": this is precisely what Learning Engagement Platforms like 360Learning are all about. How can they be allowed to improve their courses for maximum impact on their learners, without a professional trainer being behind the scenes?

At 360Learning, we are committed to a new use of artificial intelligence, not only in the service of curating or recommending content for learners, but also in the service of continuously optimizing the courses given by experts and trainers. The objective here? Allow them to create interesting courses quickly, by easily iterating on the content itself.

**THE KPI
TO FOLLOW**

%

OF COMPLETION

IMPLEMENTATION:
ENABLE YOUR TRAINERS TO CONTINUOUSLY
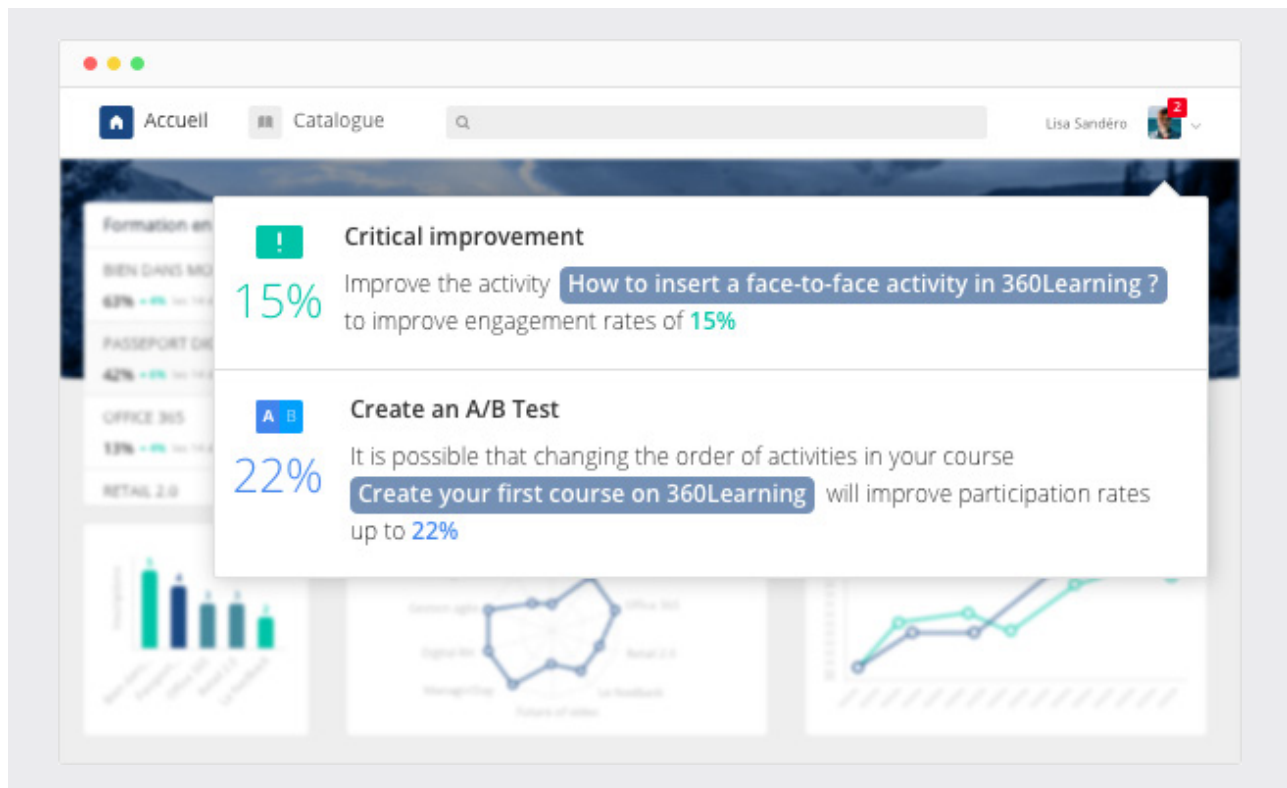## IMPROVE THEIR COURSES
WITH SMART RECOMMENDATIONS

On 360Learning, Smart Recommendations are a set of features designed to drastically improve the quality of courses created by experts using data.

- ✔ **Creation tips:** integrated into the author tool, they make it possible to optimize courses as they are created. In a few hours, each course creator receives an accelerated and concrete training in digital pedagogy.

- ✔ **Smart Notifications:** a dropout problem on a course? Results clearly below average on another? No problem: 360Learning sends course creators an alert directly, and some valuable tips to solve it!

✔ **Immediate feedback:** in addition to continuous human interactions & emojis reactions, the course creator directly benefits from tips to optimize a course that does not work.

✔ **KPI tracking:** the statistics dashboard allows each creator to access detailed statistics on the courses they have created. The available statistics are granular: they allow to retrieve and cross-reference learning data in depth, at the very level of a module's activity for example. Thanks to this granularity, trainers can easily optimize their courses, or even find future course ambassadors internally!
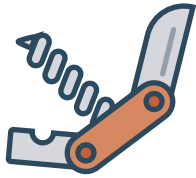
In addition to Smart Recommendations, 360Learning offers your experts & trainers the opportunity to take advantage of all the good teaching practices we have identified in recent years through the Engagement Academy. Accompanied by our Learning Engagement Coaches, your experts and business trainers acquire in a few days all the basic reflexes to build relevant digital training paths, and increasingly engaging courses.

BENEFITS FOR L&D:
FINDING A STRATEGIC ROLE BY RELYING ON A EXTENDED TRAINING TEAM AND A CONTINUOUSLY OPTIMIZED CATALOGUE

By combining continuous optimization and an active learning approach, it is the overall performance of your training projects that improves. Another crucial advantage is that you can easily combat content obsolescence by keeping a continuously updated - and optimized - catalogue every time someone plays a course. The impact here is also financial, since L&D teams no longer need to budget for the renewal of the training catalogue every year.

91.9 %

AVERAGE COMPLETION RATE
ON ALL COURSES & TRAINING PATHS
CREATED ON 360LEARNING SINCE JANUARY 2018

Source : 360Learning Product Team Report,
October 2018 (n= 1,200 customers)

" Our sales teams are spread over a network of shop and we needed a tool that would allow us to distribute trainings quickly and easily. Today, the completion rates of our training courses are around 95% and we have a very high engagement rate! "

Michèle Pouthier
Head of HR Development and Training, FLY France

In addition, it is also the role of L&D that is internally enhanced: by working with internal experts, the training teams are organically expanded. The creation and maintenance of the training catalogue, now decentralized, allows them to step back and focus on the important contents to be pushed, recommended, created, as well as on the animation of the learners' community.

BECOMING A LEARNING ORGANIZATION: WHEN TRAINING INSTILLS A CULTURE OF CONTINUOUS IMPROVEMENT THROUGHOUT THE ORGANIZATION

At the organizational level, the impact of a culture of continuous improvement is immense: business experts learn to interact, iterate, optimize, to boost the operational efficiency of teams. It is a mode of operation that they then apply on a daily basis in their own operational tasks. Generalizing these reflexes of data-based planning, action, verification, and action is a plus for any type of company, because it optimizes all actions over short cycles. Another character trait that defines the Learning Organization.

04

SCALE: SPREAD THIS NEW APPROACH TO LEARNING ACROSS ALL LAYERS OF YOUR ORGANIZATION

You are at the head of a decentralized L&D strategy which generates internal engagement through quality courses. The next challenge is how to deploy this new learning approach throughout the organization, ensuring everyone in the company "learns to learn together" - on a large scale.

WHY:
SCALING UP = THE KEY TO BECOMING A LEARNING ORGANIZATION

A Learning Organization implies a structural transformation of the company. And to have a chance to have such an impact on the organization, it will be necessary to demonstrate very clearly that training plays a major role internally, both:

- by involving an increasing number of individuals in the creation of training paths, because if your initiative is limited to a small group, there is little chance that it will work;

- by generating maximum engagement around these programs, as it is proof of concrete cultural transformation;

- and by demonstrating its impact on the business in general (take a look at our ROI training eBook, available on the Resources tab of 360learning. com: this will give you a clear methodology to achieve this), because without visible performance improvement, training will not be taken seriously.

HOW:
A LEARNING STRATEGY
THAT CAN BE REPLICATED ON A LARGE SCALE

The new role of L&D teams is therefore here to build this long-term training strategy and disseminate it throughout the organization. To achieve this, it is necessary to implement a global methodology:

→ by replicating at the company level what is happening in small cells of experts and learners;

→ by industrializing the management of large volumes of users, by connecting your training platform to your HRIS;

→ And by rewarding the experts who create training on a daily basis, to inspire the rest of the employees to take their turn and create virtuous dynamics.

THE KPI TO FOLLOW

%

LEARNERS
WHO CREATE CONTENT

IMPLEMENTATION
SCALE UP BY TRANSFORMING 5% OF
YOUR LEARNERS INTO COURSE LEADERS

If you increase the number of course creators present on your training platform, you will mechanically make training a must internally. 360Learning is designed not only to increase this number virally, but also to allow you to manage the complexity induced by large groups of learners.

✔ **Detection and enhancement of experts:** 360Learning allows you to organically increase the number of experts and courses available on the platform thanks to a few clever features, such as highlighting experts directly in the interface, the possibility of publicly rewarding these experts to trigger vocations while allowing each learner to declare himself as an expert & course creator.

✔ **Validation chain:** In addition to the co-authoring mechanisms already mentioned above, 360Learning allows L&D teams to validate the publication of courses and to remain decision-makers on the nature and quantity of courses placed in the catalogue.

✔ **Complexity management:** 360Learning allows you to easily prioritize the different groups of learners according to your own criteria (entity, role, function, geography, competence…), by partitioning them or not for example. Any other benefits? The platform, translated into 12 languages, also allows you to manage (very) large groups around the world.

✔ **Learning paths and business universities:** with a few clicks, L&D teams can reuse any course posted on the platform to create onboarding paths, business paths or skills development paths. You are becoming the architect of the internal university, and it has never been so fast!

✔ **Integration & administration:** 360Learning integrates with platforms such as Talentsoft, SAP SuccessFactors, Cornestone On Demand or HR Access to provide a seamless and transparent experience for your various users, and offer a real role to experts, who were not highlighted on Talent suites.

BENEFITS FOR L&D:
MAKING TRAINING AN INTERNALLY RECOGNIZED TOOL FOR OPERATIONAL EXCELLENCE

From onboarding to business training, from change management to tools and process control, from skills development to training for a new profession, the explosion of courses created in-house allows L&D teams to design tailor-made courses for very large populations of individuals.

1.5 M
360LEARNING USERS
WORLDWIDE

Source : 360Learning Product Team Report, October 2018
(n= 1,200 customers)

" Having a tailor-made training offer and a consistent message for all our employees around the world has been possible thanks to the digitalization of our modules on 360Learning. "

Nina Robert
Head of HR Development, Boucheron

It is also behind the automation of HR processes and their acceleration that is taking shape: thanks to the integration with Talent Management suites and the reduction of time-to-train, employees are more quickly onboarded and more quickly operational. This saves valuable time for L&D teams, who can focus on developing new skills, or training in new work methodologies (design thinking, open innovation,... in short, enough to boost the innovation culture internally). By optimizing all processes and operational tasks on a daily basis, L&D teams ultimately contribute to improving the performance of the entire company.

**BECOMING A LEARNING ORGANIZATION:
THE IMPLEMENTATION OF A NEW ORGANIZATIONAL
MODEL, GENERATING AGILITY AND INNOVATION**

By spreading internally a culture of knowledge sharing, by instilling in everyone the desire to learn and develop in contact with the best internal experts, this new approach to training lays the foundations for a new organizational culture, focused on continuous improvement and innovation. The next step? Transform managerial culture. Many 360Learning clients have understood this well: to move up within the organization, you must have contributed to the knowledge base and be a recognized leader in your field of expertise.
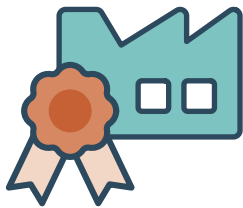
Examples of this type of virtuous dynamic are numerous among our clients. One of them, which has about a hundred thousand employees, is specialized in heavy industry and machine construction. In early 2018, internal business experts began training teams on 3D printing technologies for the first time, and they were tasked with creating the associated 360Learning courses - also a first! It didn't take long to see results: at the end of the training course, brainstorming sessions organised by the Business Unit Managers made it possible to develop a new way of building engine parts, which ultimately reduced the weight and materials used by 30%. Once industrialized, this new process has saved the company millions on its various production lines. A great proof of the impact of L&D when it is decentralized, community-based and strongly rooted in business!

CONCLUSION

THE LEARNING ORGANIZATION,
THE KEY TO RESTORING L&D'S STRATEGIC PLACE

As we have already pointed out, L&D occasionally suffers from a bad reputation within companies because they are perceived as being too far removed from the business and operational functions. The Learning Organization model disrupts this idea, transforming the relationship to knowledge internally, placing experts and trainers at the center of the game and drastically improving the productivity and ROI of training initiatives.

This is the perfect opportunity to restore internal training and development to its rightful place, **allowing L&D teams to become the architects of a new organizational model**. It is also an opportunity to have a profound impact on managerial and operational culture, by placing the transfer of skills and collaboration at the heart of daily activities.

Of course, this implies transforming our own conception of internal training and its modalities of expression. Here are some simple but sensible rules to follow, which we borrowed from Carrie Altieri, VP People & Culture at IBM.

➜ **The training must be interesting and captivating:** from the relevance of the courses to the possibility of gamifying the learning, use all the modalities that will allow you to engage your audiences - and get them back!

➜ **The training must be modern and adapted to the uses of your audience:** make the training practical! Adapt your tools to the latest web or mobile standards : Make it easier for your audience : to complete trainings by eliminating all technological friction. This is the key key to attracting employees, even the youngest ones.

➜ **Training must be available and inclusive:** don't limit yourself to onboarding or job training programs. Allow anyone internally to be trained, on new methodologies or personal development for example.

➜ **Training must count:** if it is not evaluated and rewarded, training will be perceived as futile. Value the acquisition of new skills and the sharing of good practices more than the results.

* "Advancing A Culture Of Education At IBM", Forbes, Septembre 2018,

Any other crucial points? **Reinforce the concept of the Learning Organization model internally!** To do this you will have to communicate, incorporate the transformation into a Learning Organization into one of the company's values, and emphasize its benefits. Creating arguments, involving department managers, creating a clear message and communication campaigns: these building blocks are essential to increase the reach of your message.

Next step? **Train, of course!** There is a good chance that the day after your communication campaign, some employees will be willing and able to create content. Providing simple training for all those who wish to get started makes it possible to launch the machine quickly, by teaching them the basics and familiarizing them with the creative process.

Finally, you will need to think about **incentivizing the employees who produce courses.** A reward will motivate the author to create new content and motivate his colleagues to follow his lead. Financial reward, recognition by managers, challenges, awards, testimonials… There are many ways to carry out this essential task: thanking and recognizing the contribution of each employee.

LEARNING ENGAGEMENT PLATFORMS ARE THE FUTURE OF TRAINING

As you can see, our posture is almost militant at 360Learning. **We believe that the tools currently available on the market are not able to meet this ambition.** That is why we are building a decentralized, engaging training platform that finally puts experts and trainers at the heart of the training project - and on a large scale.

Our conviction is that this vision of training prefigures the organizational transformations that will have a major impact on companies in the years to come. If you are interested in the theme of the future of work, you have likely already come across these examples of decentralized, agile companies, where traditional hierarchical models do not exist and where the sharing of knowledge and best practices plays a major role.

Very popular in the startup world, this type of model also offers many advantages for large companies as it breaks down barriers that hinder innovation, often generating better performance based on new technologies.

The model of the Learning Organization is not a myth: it is already a reality. By gradually transforming the relationship to knowledge internally, a much deeper cultural change is emerging, making L&D teams pioneers in the implementation of distributed and decentralized organizational models.

So, it's up to you now! And don't hesitate to contact us to find out where to start!

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