



Future Learning Study

“ Without organizational learning there is no sustainable organization. ”



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Why is learning currently so important?



Working world becomes more complex

More than 80% of companies rate their business as "highly complex" or "complex" for employees.²



Digitization changes jobs

New technologies and rapid disruptions require flexibility and the development of new competences at an individual as well on an organizational level.^{1,3}



Low persistence of knowledge

The half-life of many professional skills is 2.5 to 5 years.^{2,4}



New Jobs

It is estimated that 65% of our children, who currently attend the primary school, will have jobs that are not existing today.^{2, 4}



Secure Employability

Enable employees to prepare for tasks that are not yet precisely known.¹



Less time resource to learn

1% of a typical working week is all that employees can spend on training and development (that is 24 min. per week).²

We have gained an impression of the current state of learning in German companies



Approach and Basis

- Qualitative explorative approach
- Extensive research with the help of the internal research team and the scientific institute
- 11 problem-oriented individual interviews with german companies



DAIMLER

Handelsblatt



Maastricht University



Deutsche Bank



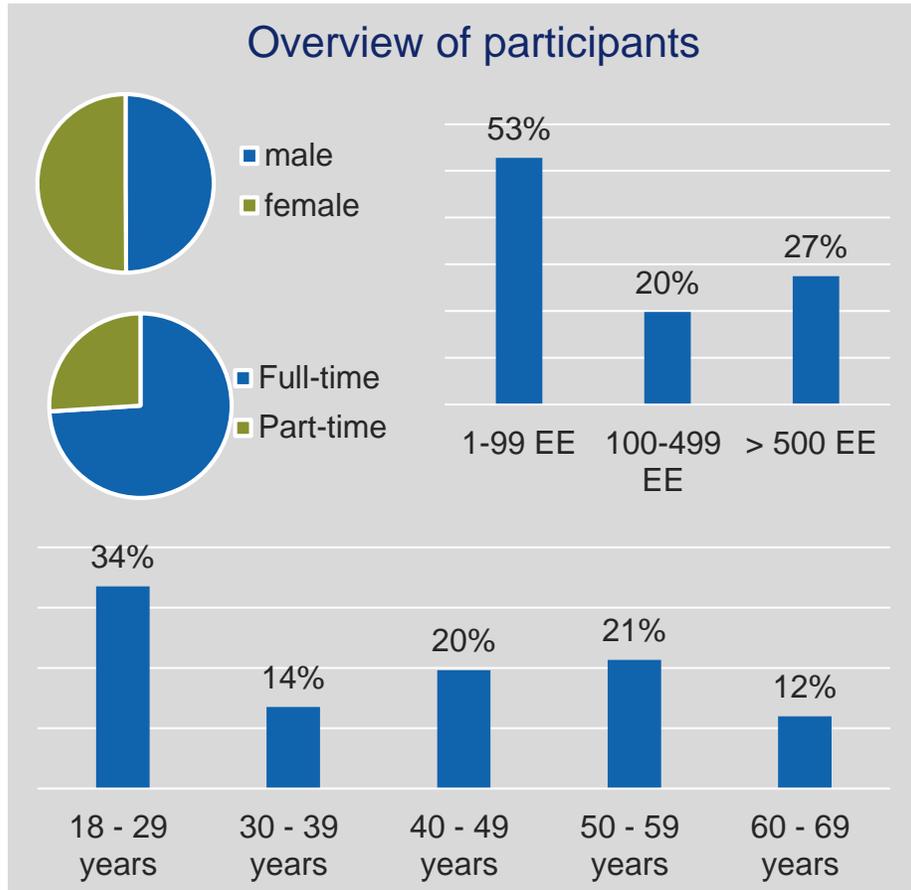
Deutsche Post



DETECON CONSULTING



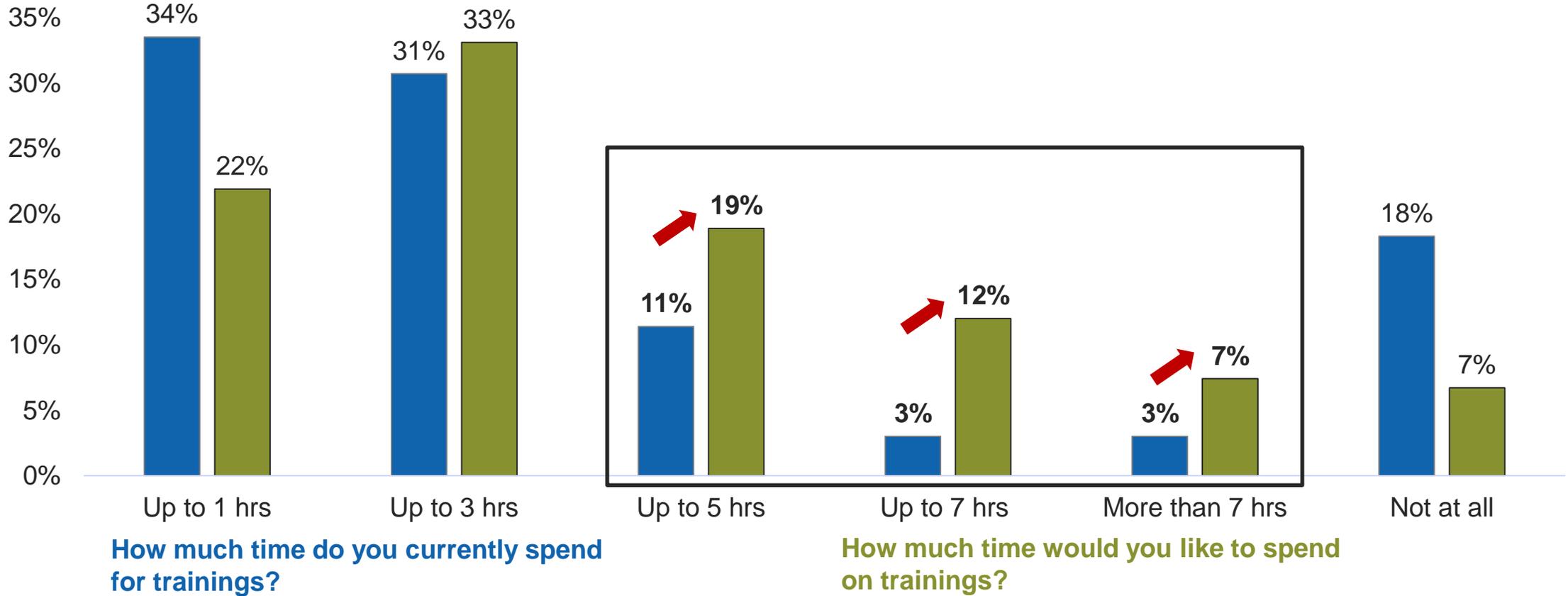
In our market research study with a representative group of participants, we gained an initial overview



- Survey of 525 participants
- cooperation with market research institute innofact

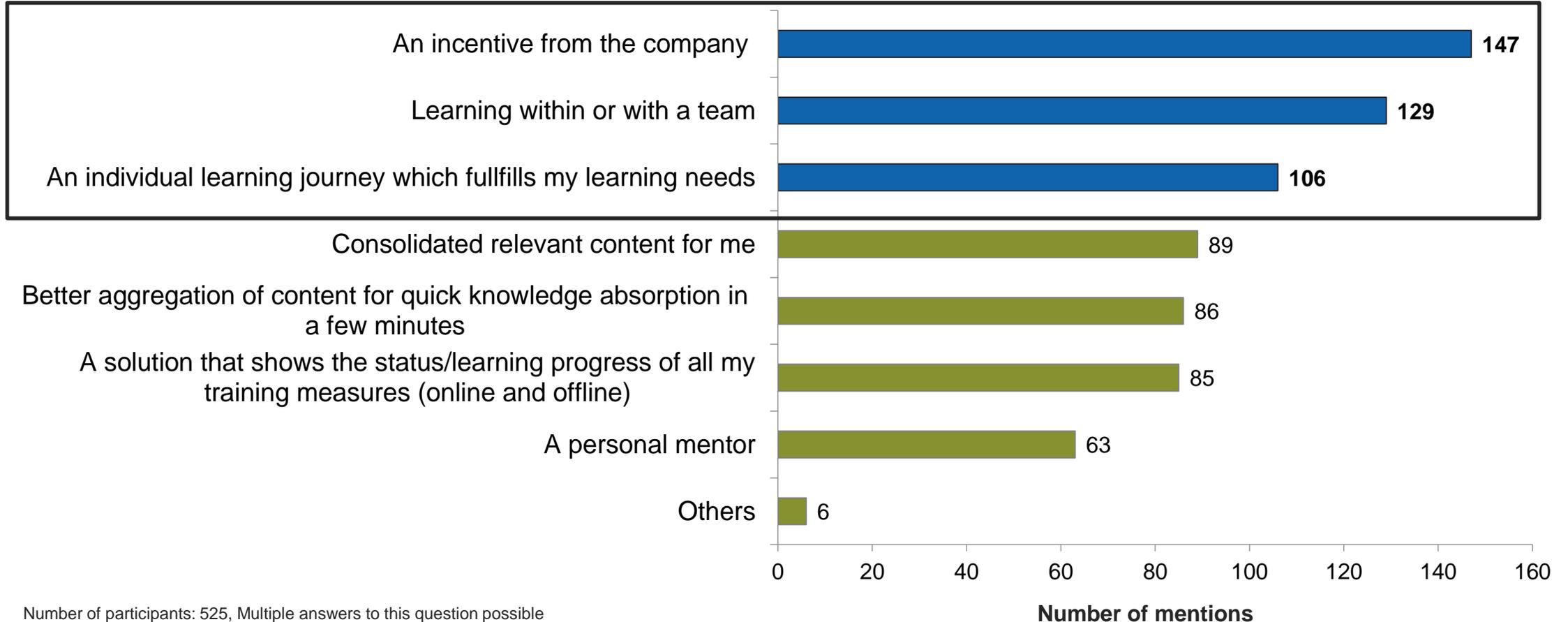
- We focused on the following questions:
- Which channel do you use for information and for how long?
 - Are you continuing your education in a professional context?
 - Which formats do you prefer for trainings?
 - Which formats does your employer offer for trainings?
 - Which formats would you prefer for trainings?
 - Are you satisfied with the range of training formats?

Do employees want to learn at all?



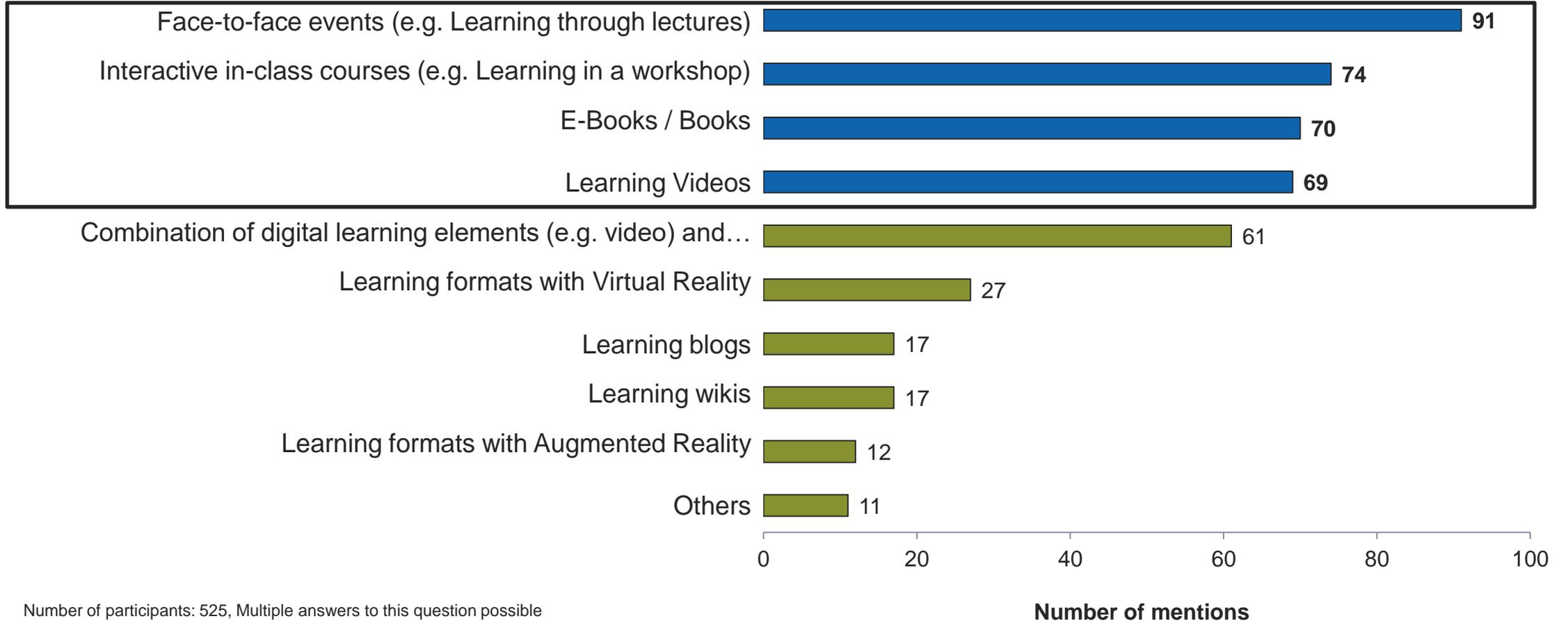
Number of participants: 525

What motivates employees to learn?



Number of participants: 525, Multiple answers to this question possible

What formats do employees want?



The results are obvious: we need to act in Germany to use knowledge as a competitive factor

1

The **learning responsibility** is passed on to the employee.

2

There is a certain **2-class society** between managers and employees in the field of learning.

3

Learning is linked to **stress** and **fear of failure**.

4

Strengths or weaknesses - **Focus on strengths** brings employees and companies further.

5

There is a **huge gap** between the ideal of learning and the reality that has been put into practice.

6

Technocratic culture in Germany focuses on methods and instruments and **misses** important aspects such as the **individualisation of learning** and the **personality** of the learner.

7

Multioptionality is the solution for learning - diversity, exchange and networking form the magic triangle in future learning.

8

Learning Journeys supports learning sustainability.

9

Only the **learning process** but not the learning success is **measurable**.

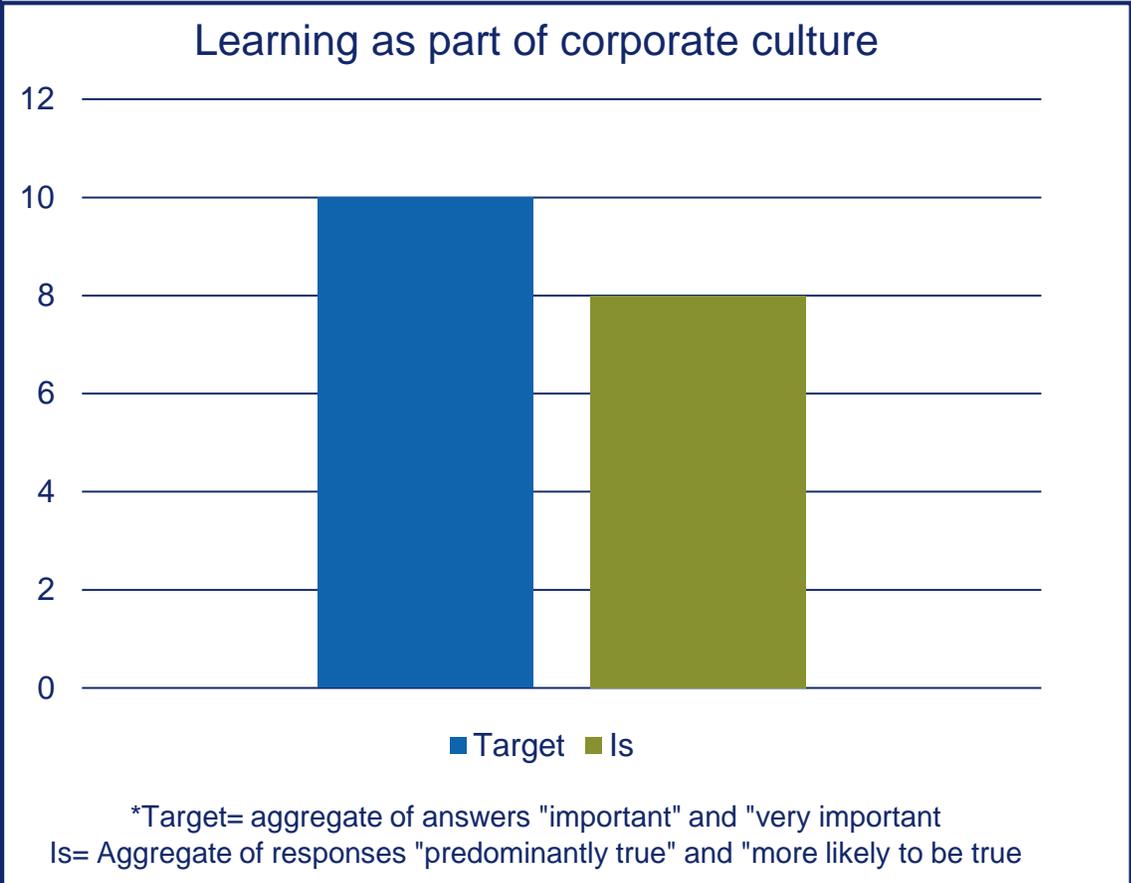
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Learning is a Generational Topic - Older employees have different learning patterns and different access to digital learning formats.

1 The learning responsibility is passed on to the employee

Companies demand personal responsibility of their employees with regard to learning.

- Goal of the companies: **Independent employee search** for learning opportunities & formats and consultation with managers if necessary.
- **Personal responsibility** of the employee to take time for learning.
- Granting of **free space** for learning and appreciation of learning times as a task of the manager. Living an example of a **learning culture**.



2

There is a certain 2-class society between managers and employees in the field of learning

Managers and employees experience different treatment in regard to learning and learning approaches.

- Partly different ways of dealing with and approaches to learning.
- **Different learning offers** between employees and managers.
- Depending on the **hierarchy level** and/or the type of training, there are differences in the extent to which the consent of the manager or the involvement of a central unit is required.
- Some e-learning courses are **freely accessible to everyone**.



Learning is linked to stress and fear of failure

Learning is often linked to fears. Overwhelming learning opportunities and complicated learning approaches also contribute to the negative image of learning.

- **Fears of learning challenges** that are too high and of being "lost" by colleagues.
- **Overwhelming learning opportunities** that are supposed to teach too much at once
- **Too complicated** access to learning platforms / e-learning offerings.
- **Learning guides** support employees in choosing the right learning format for them and thus in developing their skills.



4

Strengths or weaknesses - Focus on strengths brings employees and companies further

Strength-oriented competence development and appropriate learning formats make employees more productive and promote the company's innovative strength.

- Participation in the own learning content in order to increase **practical relevance**.
- **High transparency** regarding the relevance of learning / adaptation to changes for one's own future in the company.
- The focused development of employee strengths promotes the **productivity** and **innovativeness** of the company.
- Learning formats should **specifically promote the strengths of employees**.

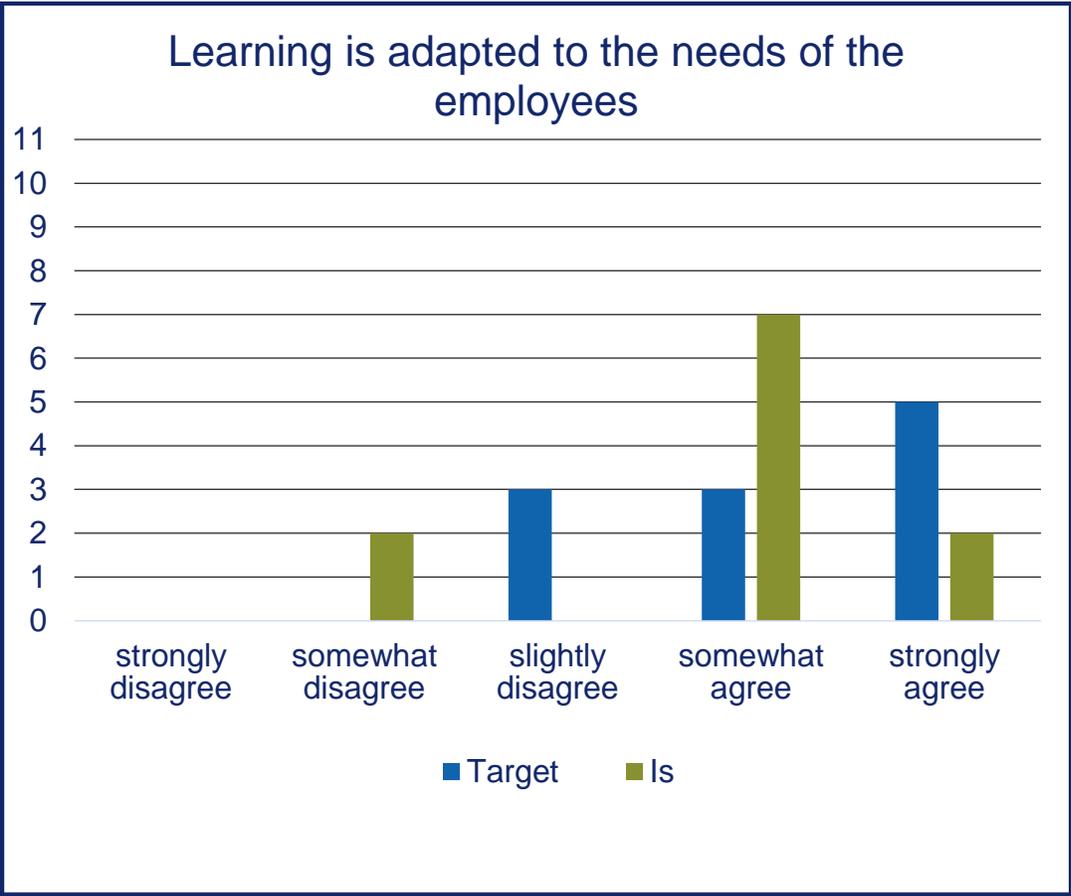


5

There is a large gap between the ideal of learning and the reality that has been put into practice

Fundamental assessment in the company of learning as a competitive factor instead of as an incentive.

- The **daily workload** prevents time for learning
- The **self-guided learning** of employees is a desire in many companies, but there is still a **lack of understanding / purpose** by employees.
- Learning is often still viewed negatively and is mainly externally controlled.
- No Implementation of an **failure culture**.



6 The technocratic culture in Germany puts the focus on the methods & instruments level in learning

Important aspects such as the individualization of learning and the personality of the learner are neglected.

- A wide **variety of learning opportunities** allows different types of learners to be addressed.
- A high degree of **user-friendliness** should increase acceptance and learning success.
- The aim is to **tailor the learning opportunities** to the **needs of employees**.
- The learning formats must be **target group-specific**, especially with regard to departmental areas in companies.



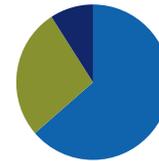
7 Multioptionality is the solution for learning (1/2)

The future of learning is diverse - diversity & didactics, networking & exchange as well as personal development form the magic triangle in future learning.

- Attention to learning opportunities is generated via **internal media, word-of-mouth propaganda** or **interest-oriented user approaches**.
- Attention in the learning offer itself is generated by:
 - **Gamification**
 - **Automated testing of learning success**
 - Diversity of media
 - **Unexpected learning impulses** (e.g. Snip-its)
 - Reference of learning content to one's own workplace

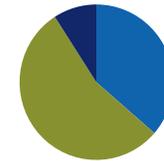
What is ideal learning?

Module. Elements Target



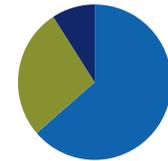
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Gamification Target



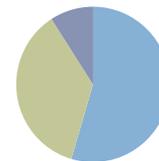
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Micro-Learning Target



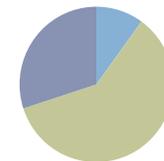
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Module. Elements Is



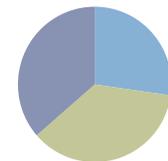
■ yes ■ maybe ■ no

Gamification Is



■ yes ■ maybe ■ no

Micro-Learning Is



■ yes ■ maybe ■ no

7

Multioptionality is the solution for learning (2/2)



Only a good half of the employers of our market research participants provide formats for further training. Nevertheless, the majority of respondents are satisfied with the continuing education offerings.

Learning Journeys support the sustainability of learning

Learning Journeys are based on the Blended-Learning approach. They enable a discussion of the learning content in different learning formats and over a longer period of time with individual time management.

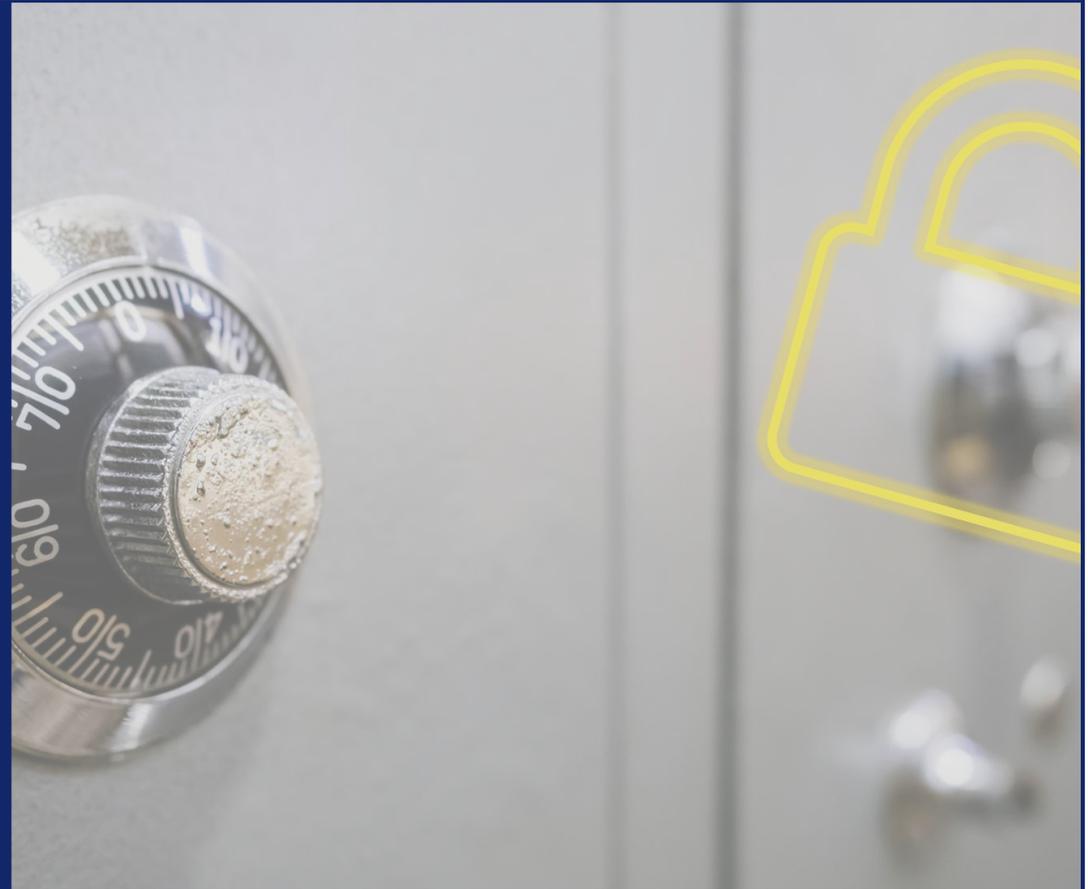
- Learning units, which can be made available to employees in **small snacks**, make learning possible in **everyday working life** and create more practical relevance.
- **Blended-Learning formats** are still effective, especially in comparison to pure web-based training.
- Learning offerings must not impart too much learning content at once, otherwise employees may be overwhelmed.



The learning process but not the learning success is measurable

At present, learning control takes place mainly in the form of evaluation measures after training has been carried out. The aim should be to measure action-oriented learning content through action-oriented follow-ups.

- So far, very few companies have a targeted learning control. For most, the question arises as to whether learning success can really be measured.
- **Learning control** should not take place, as it could inhibit the personal responsibility of the employees.
- It is not clear to the respondents that attending a training course automatically results in improved performance.



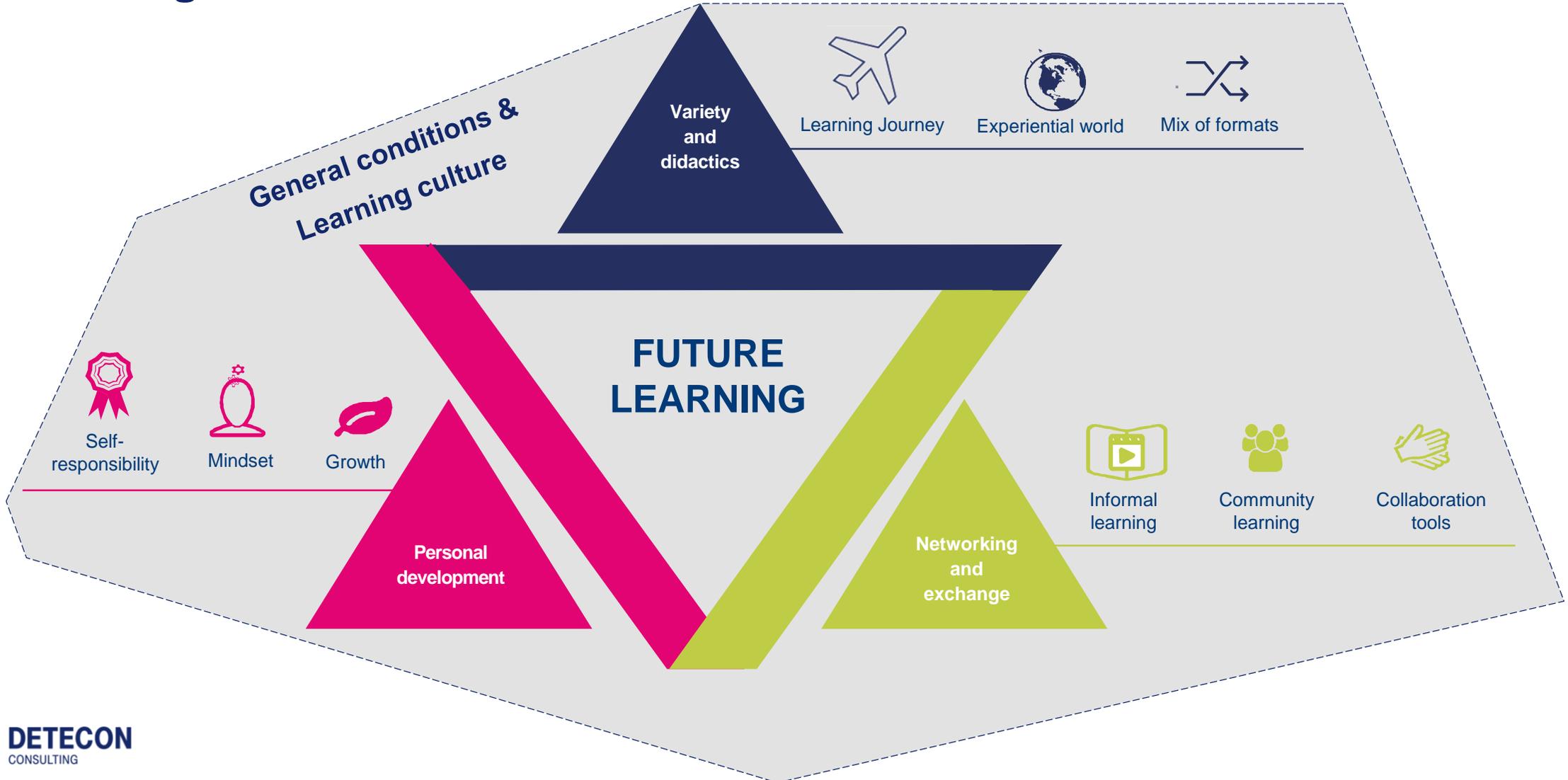
Learning is also a generational issue

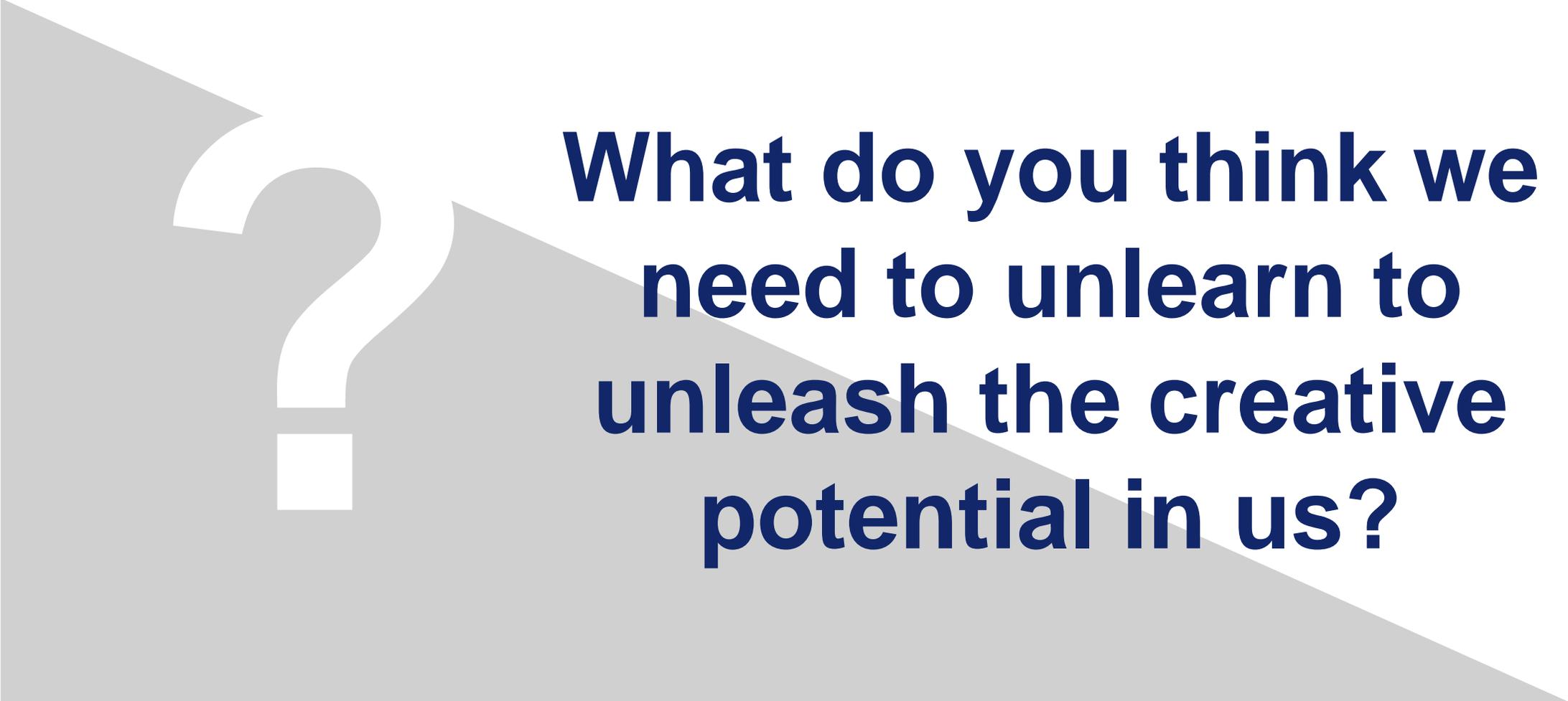
Elderly employees have different learning patterns and different access to digital learning formats.

- Self-organised learning is rather unusual for the older generation; they are mainly used to **classical, formal learning**.
- Younger people are more likely to consume, while older people reject superfluous learning content.
- The certification of learning formats plays an important role especially for the older generation.
- Learning is rather a **question of the Mindsets** than of the age.
- Learning offers are more target group-specific than age-specific.

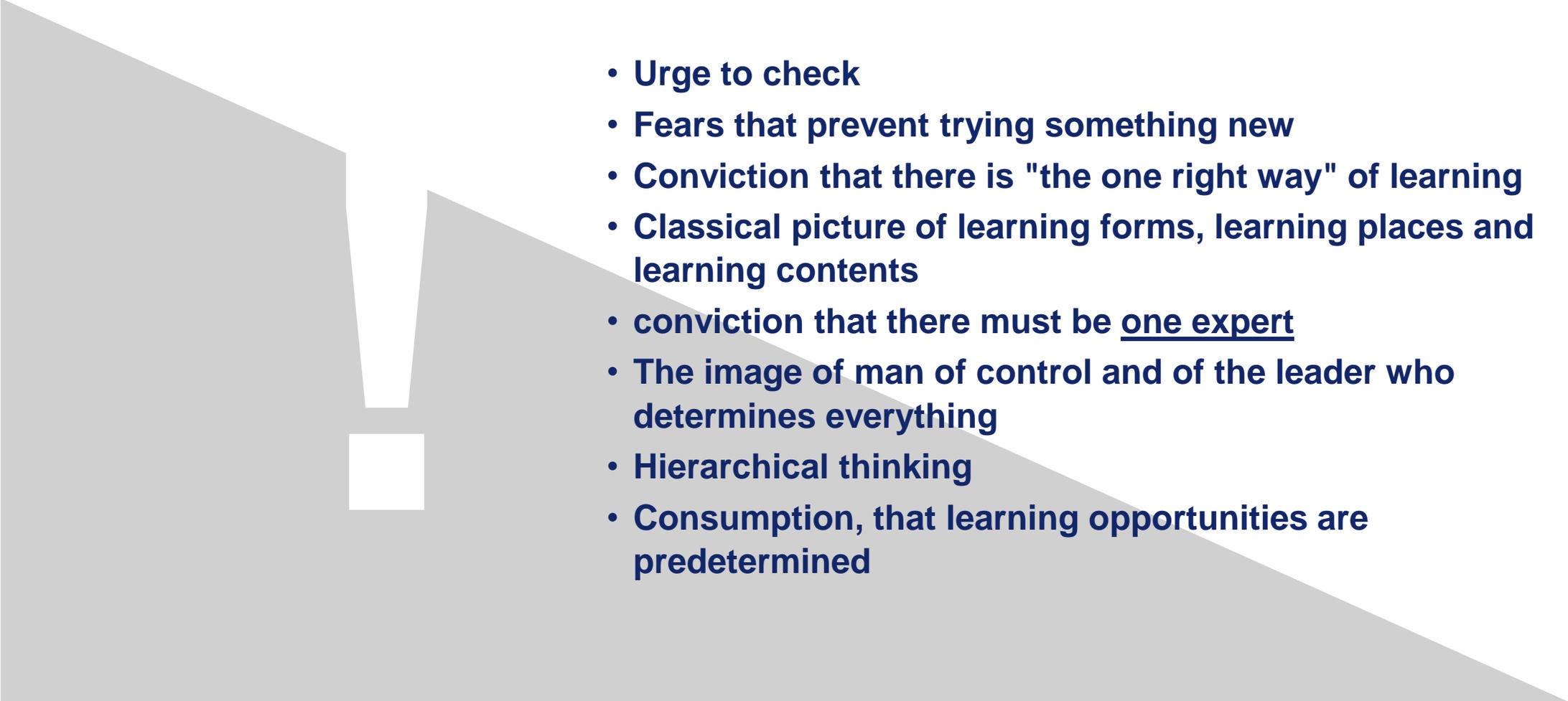


It is not possible without a holistic approach: The magic triangle of learning



A large, light grey question mark graphic is positioned on the left side of the slide, partially overlapping the text. The background behind the text is a grey shape that tapers to the right, resembling a question mark's tail.

**What do you think we
need to unlearn to
unleash the creative
potential in us?**

- 
- Urge to check
 - Fears that prevent trying something new
 - Conviction that there is "the one right way" of learning
 - Classical picture of learning forms, learning places and learning contents
 - conviction that there must be one expert
 - The image of man of control and of the leader who determines everything
 - Hierarchical thinking
 - Consumption, that learning opportunities are predetermined

Do you already have an overview of the **future skill requirements** in your company?

Is there enough time in your company to consciously take care of **personal development**?

Are the **current trends in the field of learning** integrated into the existing learning landscape of your company?

Is learning **appreciated** by colleagues and superiors in your company?

Statements of our interview partners



Phi Tan Cao
Global Community Lead
Corporate Communications
and Responsibility
Deutsche Post DHL Group

„ Companies like ours tend to take a similar approach to organizational learning as they do to the comparable challenges of collaboration or innovation: we look for a way that offers an acceptable solution for as many people as possible, whose success is visible and measurable at the same time for the decision-makers; by definition: average. True future learning must be thought and made more radical, because successful learning is highly diverse and individually different. Modern formats and models will only be partially effective as long as companies see learning only as a planned, prescribed, controlled add-on, and not as what it is: an essential part of everything we do - if we are given the freedom, security and time to do so.“



Felix Schumann
HR Director Learning
& Development
Human Resources
Unitymedia NRW

„ For sustainable solutions we have to unlearn some of the things that made us successful yesterday.“



Rebekka Manos
Senior Learning &
Training Manager
Bayer AG

„ As Bayer, we want to survive for another 150 years and develop and offer the best solutions together with our customers. To achieve this, we need employees who are highly trained and motivated. Both are reasons for us to invest in employee training.“

Statements of our interview partners



Prof. Dr. Jutta Rump
Institut für Beschäftigung & Employability

„ Future Learning is one of the most central strategies of the future. Companies that do not invest in Future Learning will sooner or later be threatened with extinction.“

„ Inspiration is the core driver for the development of one's own potential. Companies must create space and development opportunities for this. Lifelong learning is therefore also a topic that belongs in the corporate strategy.“



André Paetzel
Head of Brand
Kienbaum Consultants
International GmbH

„ More than one third of the working population in Germany spends up to one hour per week on continuing education, just under one third up to three hours. That's not much for us to be a knowledge society, for know-how building to be one of the key factors in a digital society, and for knowledge to become obsolete very quickly. Today we are also talking about "unlearning". In other words, sooner or later the intellectual capital statement of one or the other could, in the worst case, even end up being negative.“

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