

# The Innovator's Guide To Learning Technology

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THE FUTURE OF LEARNING IS  
ALREADY HERE. IT'S TIME TO  
REBOOT YOUR SYSTEMS.

 degreed.



# The Innovator's Guide To Learning Technology

|                                             |    |
|---------------------------------------------|----|
| Press control-alt-delete .....              | 2  |
| L&D ain't what it used to be .....          | 6  |
| Welcome to the near future.....             | 10 |
| What got you here won't get you there ..... | 14 |
| Do different things .....                   | 18 |
| Pick the right tool for the job .....       | 22 |
| Select smarter .....                        | 26 |
| Reboot your system .....                    | 32 |
| About Degreed.....                          | 36 |

Three wooden blocks of varying heights, each with a flat orange top surface, are arranged in a row on a dark grey background. They cast soft shadows to the left.

CTRL + ALT + DEL

# Press Control+Alt+Delete

Two of every three learning and development (L&D) leaders are looking for new solutions to transform their people and their organizations.<sup>1</sup> But the marketplace has gotten noisy. Very noisy. There are over 1,000 systems and tools out there for all kinds of learning right now.<sup>2</sup>

Everyone is confused about which technologies to use, and how they're all supposed to fit together. A lot of products look and sound alike, but few work well together, share data or fit neatly into your existing infrastructure. Anyone who says they can do it all, all in one system, is lying.

This guide is meant to help you future-proof your learning technology investments. It is not a sales pitch. It is original analysis, featuring fresh insights from our work with some of the most progressive executives at some of the most innovative organizations in the world.

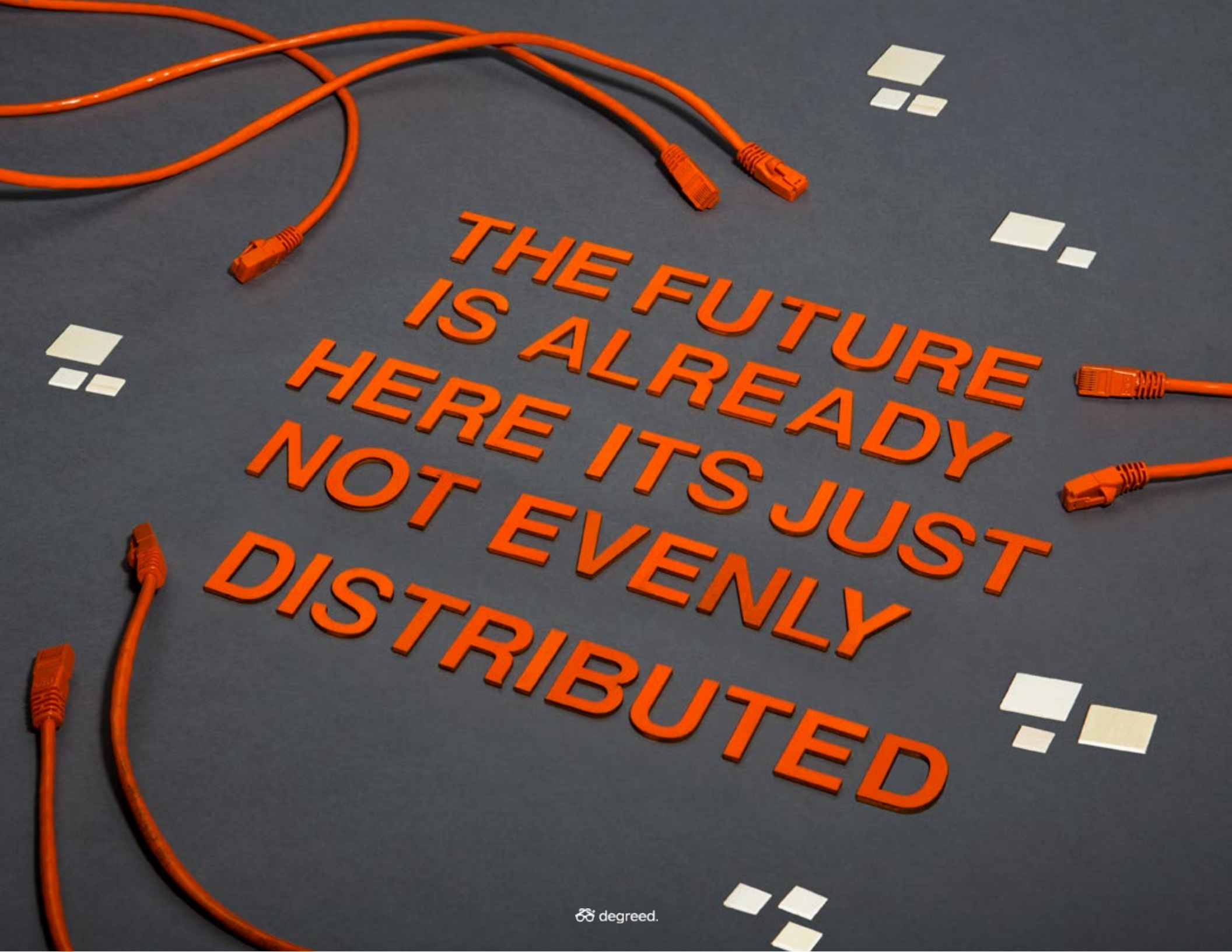
One early reader, a senior L&D executive who's worked at several leading technology, professional services and banking firms, agrees. She had this to say: **"Making investments in L&D? You need this."**<sup>3</sup> We hope you find it useful, too.

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1. Training magazine, Satisfaction with Learning Technology Is Inextricably Linked to Strategy and Planning, 8/2017

2. The Craig Weiss Group, Top 10 LMSs for 2017, Part 1 (10-6), 1/2017

3. LinkedIn, Lori Niles-Hofmann, 6/2017 Training magazine, Satisfaction with Learning Technology Is Inextricably Linked to Strategy and Planning, 8/2017

The image features a dark blue background with several orange Ethernet cables scattered across it. Some cables are coiled, while others are straight. Small white square markers, some of which are slightly offset to form a larger square shape, are placed around the central text. The text itself is in a bold, orange, 3D-style font, arranged in five lines and slanted upwards from left to right.

THE FUTURE  
IS ALREADY  
HERE ITS JUST  
NOT EVENLY  
DISTRIBUTED

## DATA:

L&D leaders now give their existing learning technology an average NPS of -57. That's down 23 points since 2014.<sup>4</sup>

## INSIGHT:

"The future is already here. It's just not very evenly distributed."

Science fiction writer, William Gibson [William Gibson is widely credited with pioneering the science fiction sub-genre, "cyberpunk"].<sup>5</sup>

## APPLICATION:

**First, stop and think.** Before you buy anything, make sure you understand why, how and where L&D is evolving. That's the first step toward future-proofing your investments.

## ILLUSTRATION:

### Key findings

1. Press control-alt-delete. *First, stop and think.*
2. L&D ain't what it used to be. *Refresh your assumptions.*
3. Welcome to the near future. *Get ready for some changes.*
4. What got you here won't get you there. *Shift people's perspectives.*
5. Do different things. *Refocus your resources.*
6. Pick the right tool for the job. *Break down boundaries.*
7. Select smarter. *Reconfigure your priorities.*
8. Reboot your system. *Work smarter, not just harder.*

4. The Starr Conspiracy, The Enterprise Learning Buyer, 2017, 10/2017
5. The New York Times, William Gibson's Future Is Now, 1/2012

# The Then, Now and Next Generation of Workplace Learning Technology

Then



Where it lives  
What it is  
How it works  
Why it's there

ON PREMISES  
BUNDLED TOOLS  
CUSTOMIZED  
TRAINING

Now



IN THE CLOUD  
INTEGRATED SYSTEMS  
STANDARDIZED  
UPSKILLING

Next



EVERYWHERE  
INTERCONNECTED ECOSYSTEMS  
PERSONALIZED  
UPSKILLING AND RESKILLING

# L&D Ain't What It Used To Be

Let's stop talking about the future of work. It's here. Careers already span 60 or 70 years, yet many skills have useful lives of just a few years. While we're struggling to engage the talent our businesses need today, our workforce is getting themselves ready for tomorrow.

It is not enough anymore to just train people to do existing jobs. Now, we need to build totally new skills while we continuously upgrade and rebuild old ones. Being agile and resilient is nice. Inventing the future everyone else has to adapt to is better. **This is not the same old L&D.**

McKinsey & Company sums up this opportunity (and that's what it is) like this: "L&D can't own detailed knowledge about the skills a diverse workforce needs, but employees can be empowered to share knowledge and take ownership for personal growth and development."<sup>6</sup>

The thing is, empowering people to do things themselves requires some new tools. Learning management systems (LMSs) are not going away anytime

soon. But they're not actually designed to empower learning. They're built to manage it. It says so right there in the name.

That distinction seems to be why dissatisfaction keeps dropping. In recent research by The Starr Conspiracy, Brandon Hall Group, Bluewater and Fosway Group, L&D leaders gave their existing technology an average Net Promoter Score of -57. That's down 23 points since 2014.<sup>7,8</sup>

The biggest complaint, according to Brandon Hall Group, is the "ability to meet future needs."<sup>9</sup> And prettier interfaces and easier reporting are not enough. What today's workers really want, and what our businesses really need to succeed, is a way to connect all our learning experiences.

Don't take our word for it. Read the latest research. Ask around. The most advanced learning, talent and HR leaders are not just upgrading or replacing their old learning management systems. They're also augmenting them with new tools and different technologies.

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6. McKinsey & Company, Learning At The Speed Of Business, 5/2016

7. The Starr Conspiracy, The Enterprise Learning Buyer, 2017, 10/2017

8. Net Promoter Score is a simple measure of employee (or customer) engagement and loyalty. It is

measured on a scale from -100 (which is bad) to +100 (which is good). For more information, see <https://www.netpromoter.com>

9. Brandon Hall Group, Research Summary: LMS Trends 2015, 2015



## DATA:

The #1 barrier to buyers' satisfaction with learning technology is not user experience. It is the inability to integrate with multiple systems.<sup>10</sup>

## INSIGHT:

"What's the secret of a great marriage? It's not looks, nor intelligence, nor money — it's low expectations."

Berkshire Hathaway Chairman and CEO, Warren Buffett [Warren Buffet transformed a small textile maker, Berkshire Hathaway, into one of the most valuable and enduring conglomerates in the world.]<sup>11</sup>

## APPLICATION:

**Refresh your assumptions.** Relevance matters most, not a pretty user interface. Even with all these new "Netflix-inspired" UIs, satisfaction with learning technology is still dropping.

## ILLUSTRATION: INTEL

When Tim Quinlan, Intel's Director of Digital Platform for Learning, wanted to learn how to do a VLOOKUP in Excel, he found a course in the company's learning management system easily enough. But it wasn't what he really needed.

"It was going to be available in two months," he told us. "But if I did wait, what would I find? It was a three-day course, and I really don't want to know that much about Excel. I just want to know how to do VLOOKUP. So I went to YouTube and I found a two-minute video."

10. Training magazine, Satisfaction with Learning Technology Is Inextricably Linked to Strategy and Planning, 8/2017
11. Fortune, Warren Buffett's Wisdom for Powerful Women, 10/2010

# Learning Doesn't Happen Somewhere; It Happens Everywhere



# Welcome To The Near Future

**Nobody becomes an expert from just one source.** We build our skills over time, stitching together a variety of experiences. It takes courses and books here and there, along with articles, videos and podcasts in between. It also takes lots of searching, practice, trial and error on the job. And it takes plenty of guidance, feedback, reflection and coaching along the way.

The problem is, most of those resources (the content as well as the systems, people and work experiences) are isolated. They rarely work together. They don't connect you to other people learning the same things from different sources, or at different times. And they can't interact or share data. As a result, they don't give anyone a useful picture of our learning activities or, more importantly, our skill-sets.

That doesn't mean your people can't have it all. They can. But learning happens across different systems and devices, between people, and in the real world. And that means that you cannot have just one magical system to do-it-all. Weaving it all into a seamless learning experience takes some work. It takes L&D, HR and IT teams working together to integrate ecosystems.

These ecosystems often include LMSs, but they are increasingly supplemented by solutions for curating open resources, managing micro-learning and automating feedback. This is the near future of learning technology: intelligent networks of tools, content, systems, people and data all working together to empower your workforce to learn better, faster and more cost-effectively. And it's here now.



## DATA:

Only 6.5% of L&D leaders say their learning technologies are well-integrated with other enterprise systems (that's down from 8.5% in 2014).<sup>12</sup>

## INSIGHT:

"We can rebuild her. We have the technology. We can make her better than she was before: better, stronger, faster." The Bionic Woman, Jamie Sommers [The Bionic Woman, which aired from 1976 to 1978, was one of the first TV shows ever to feature a female action hero in the lead role.]<sup>13</sup>

## APPLICATION:

**Get ready for some changes.** It's easy to say you want to simplify the employee experience. But connecting all the pieces means your L&D, HR and IT teams should be ready to do the work.

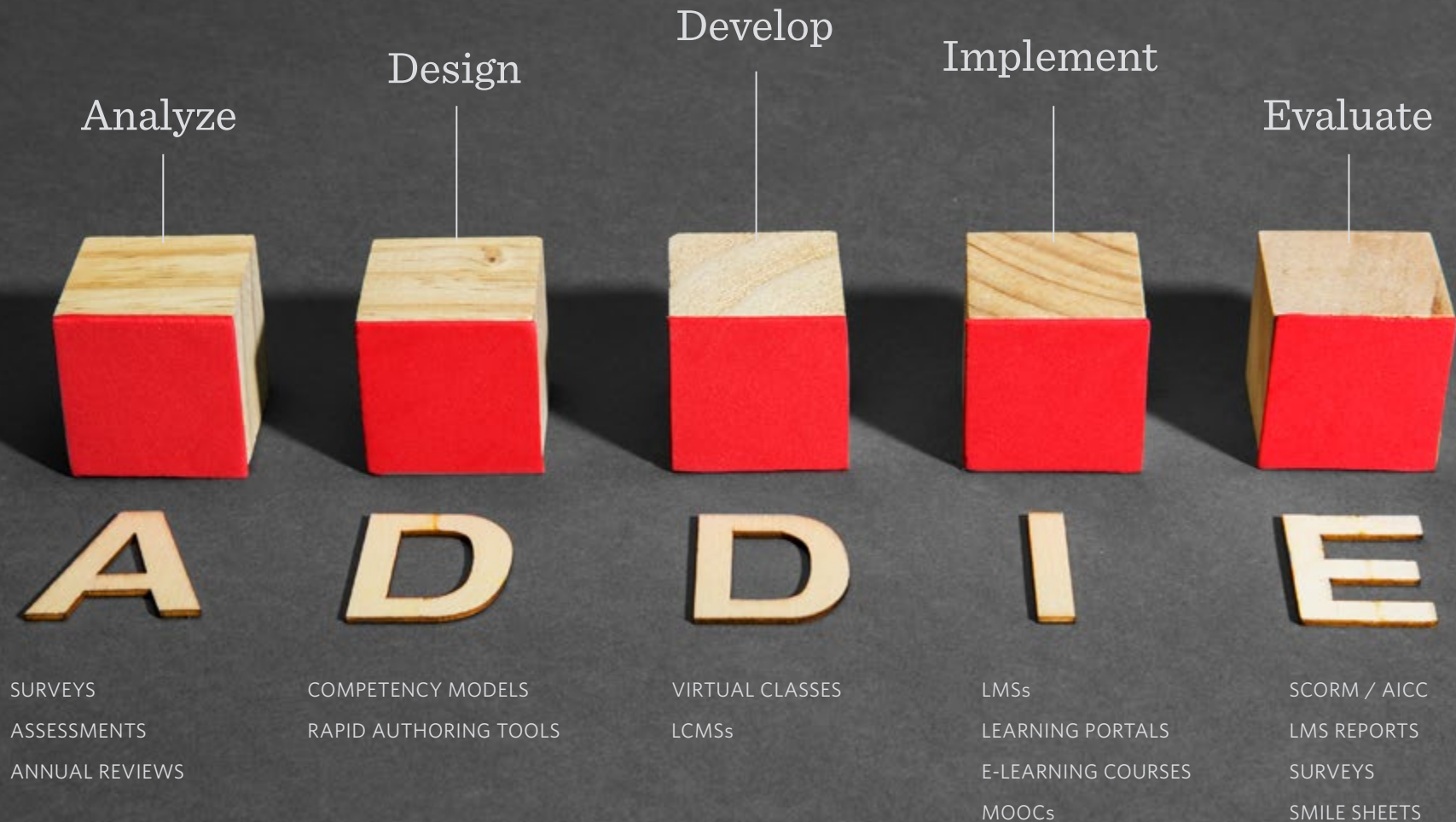
## ILLUSTRATION: CATERPILLAR

Caterpillar is nearly 100 years old. That's no small milestone. It's endured, and thrived, for this long by continually embracing new innovations like renewable power, 3D printing and autonomous vehicles to help customers build things better, smarter and faster. Now, Caterpillar is integrating new technologies to do the same for its people.

"We wanted to be able to use the best-in-breed for each solution," Caterpillar's Director of Learning and Development, Mike Miller, told us. "If another vendor comes along and they're better, I can take that and substitute. You can replace them very quickly. And you're not talking about a massive overhaul to your learning experience."

12. The Starr Conspiracy, The Enterprise Learning Buyer, 2017, 10/2017
13. Girl Spy, The Bionic Woman, 7/2008

# Old-School Technology Is Not Enough For Next Generation Learning



# What Got You Here Won't Get You There

It's time for an upgrade. ATD data says nearly 60% of workers' skill sets don't match their companies' markets, strategies or business models.<sup>14</sup> And eight in 10 CEOs tell PwC this lack of expertise is a serious threat to their growth.<sup>15</sup> All in, according to CEB research, as much as 70 cents of every dollar invested in learning is wasted; it's irrelevant, redundant or unused.<sup>16</sup>

**Technology can help, but it's only half the answer — literally.** Almost 50% of corporate learning is already delivered using technology (up from 26% a decade ago).<sup>17</sup> Yet here we are. It turns out, that what really matters is how you use those tools.

To paraphrase C4LPT founder, Jane Hart, the key is not merely to do things differently, but also to do some different things. Most L&D teams just supply training. We create content and deliver occasional events, like programs,

classes and courses. We do those things mostly to transfer existing knowledge and skills. And we use technology almost exclusively to do them more efficiently. Increase reach. Standardize. Cut costs. Repeat. Those requirements have shaped the conventional tools of the trade.

Think about it: Competency models, ADDIE, virtual classes, SCORM, rapid authoring tools, e-learning courses, LMSs — all designed, built, bought and deployed to help you do more with less. In fact, research by IMD and KPMG shows L&D leaders are 3x to 6x more likely to invest in digital solutions to enhance reach, costs or consistency than to meet workers' unique needs.<sup>18</sup>

That's just doing things differently, and it's only getting half the job done. It's like leadership guru, Marshall Goldsmith always says: "What got you here won't get you there." So where to next?

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14. ATD, Learning a Living: The Future of Skills Gaps, 10/2016

15. PwC, Four concerns that keep CEOs awake at night, 1/2017

16. CEB, Building the Next Generation L&D Function, 2015

17. ATD, ATD Releases 2016 State of the Industry Report, 12/2016

18. IMD, Corporate Digital Learning: How to Get It "Right", 5/2015



## DATA:

70% of CHROs are investing in technologies to help them move faster, and 50% to reduce their reliance on IT. Only 44% are motivated primarily by lower costs.<sup>19</sup>

## INSIGHT:

“Companies that view smart machines purely as a cost-cutting opportunity are likely to insert them in all the wrong places and all the wrong ways.”

MIT Center for Information Systems Research Principal Scientist, Jeanne Ross [Jeanne Ross is conducting groundbreaking research on competitive advantage in the age of digital disruption.]<sup>20</sup>

## APPLICATION:

**Shift people's perspectives.** Efficiency is not the only reason to invest in learning technology. The real goal is making your business and your people more productive, responsive and competitive.

## ILLUSTRATION: AIRBNB

Scale is essential for Airbnb, just like it is for every business. Maybe more. But it's not the only thing Global Learning Lead, Barry Murphy, has to build. Airbnb is growing fast; it needs people ready for whatever comes next. So he's optimizing workers' learning experiences as well as the L&D team's experience.

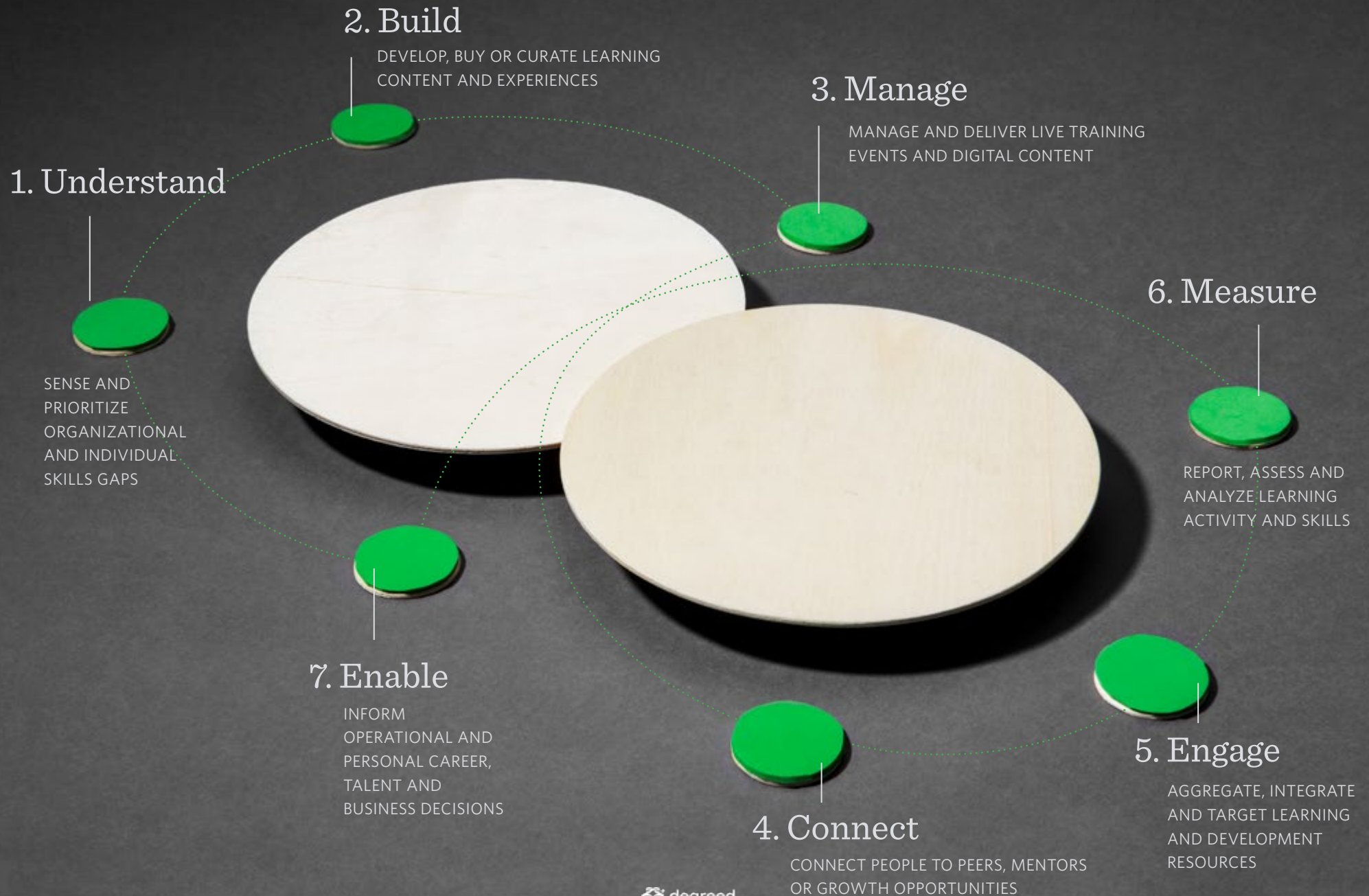
“What we needed to do,” he told us, “was to capitalize the ‘L’ (in learning management). We still have virtual training. We still have some instructor-led training. We have Degreed pathways. We have small group meetups. But now it's all structured in a way that we're able to scale without additional support.”

Stitching together that ecosystem takes work. But, he says, “you end up in a place of much stronger learning experiences that are actually connected to the learner. I don't know anyone that would argue that that's not the right thing to do. That comes with a little bit of pain... but it's short-term.”

19. PwC, Global HR Technology Survey 2017, 2017

20. MIT Sloan Management Review, The Fatal Flaw of AI Implementation, 7/2017

# The New Way To Make Learning Work



# Do Different Things

The most innovative CLOs still supply traditional training and development, and they're still looking to do things better, faster and cheaper. The requirements for efficiency aren't going away. However, they invest in more than just efficiency for the L&D team. They also do some different things.

The most advanced L&D teams are building totally new capabilities to drive resilience, agility and innovation. And they're using technology, together with data, to create the conditions for continuous learning: diverse, always-on and precision-targeted at business and individual skills gaps.

This is the new way to make L&D work: Empowering employees and managers (not only L&D and HR people) to curate their own learning experiences with whatever resources they need, and connecting everyone to

each other (and to insights and feedback) for exploration, guidance and coaching.

**This evolution is a huge opportunity, not a threat.** It is an extension of traditional L&D practice, not a replacement for it. People still need maintenance once-in-a-while, but we also need upgrades every day. So we need tools designed to empower learning, not just to manage it.

Ecosystems are still new and unfamiliar ways to design L&D experiences. And empowering requires some different skill-sets, like architecting, integrating, curating, marketing and analyzing. Once you get clear on the jobs to be done, though, you'll start to see the potential solutions more clearly.



## DATA:

High-performing CIOs invest 34% of their IT budgets in innovations to grow and transform their businesses (not just run them). Average technology leaders allocate only half as much.<sup>21</sup>

## INSIGHT:

“What are the entrepreneurial leaps that will allow us to use the technology of today to build a better future, not just a more efficient one?”

O'Reilly Media founder and CEO, Tim O'Reilly [Tim O'Reilly is a trailblazer in technology publishing. He helped popularize the term, “Open Source”.]<sup>22</sup>

## APPLICATION:

**Refocus your resources.** Innovation requires more than creativity. It takes dedicated effort. If you don't invest your time and money differently, nothing will really change.

## ILLUSTRATION: GOOGLE

Google's former Global L&D Director, Stephan Thoma, has a simple system to ensure you have the capacity to drive innovation: 70-20-10.<sup>23</sup> No, not *that* 70-20-10.

Thoma focuses 70% of his resources on running core programs, 20% on enhancements to the core, and 10% on experiments with totally new solutions, like peer-to-peer learning.

By iterating the process, he's built “a pipeline of innovation,” he says. “Your R&D today becomes some of your enhancement work next year, which becomes your mainstream work the year after.”

21. Gartner, Gartner Survey of More Than 2,500 CIOs Charts the Rise of the Digital Ecosystem, 10/2016
22. Medium, WTF? What's the Future and Why It's Up To Us, 8/2017
23. YouTube, Google's ex Global CLO, Stephan Thoma shares model for innovation in L&D, 6/2017

# The Future-Proof Learning Technology Toolkit

|                                                                                                                       |                                                                                             |                                                                                                                                                |                                                                                                                                   |                                                                                                                  |                                                                                                             |                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>Understand</b><br>Sense and prioritize organizational and individual skills gaps                                   | <b>Build</b><br>Develop, buy or curate learning content and experiences                     | <b>Manage</b><br>Manage and deliver live training events and digital learning content                                                          | <b>Connect</b><br>Connect people to peers, mentors or growth opportunities                                                        | <b>Engage</b><br>Aggregate, integrate and target learning and development resources                              | <b>Measure</b><br>Report, assess and analyze learning activity and skills                                   | <b>Enable</b><br>Inform operational and personal career, talent and business decisions                                              |
| <b>Performance</b><br>Workforce planning<br>Competency mgmt<br>Performance mgmt<br>Succession mgmt                    | <b>Create</b><br>Courses<br>Apps<br>Videos<br>Blended programs<br>Simulations<br>AR/VR      | <b>Events</b><br>Training mgmt systems<br>Classroom engagement<br>vILT systems<br>Live-streaming<br>LMS                                        | <b>Collaborate</b><br>Social networks<br>Group chat<br>Project marketplaces                                                       | <b>Personalize</b><br>LMS<br>Enterprise content mgmt<br>Custom learning portals<br>Learning experience platforms | <b>Assess</b><br>Knowledge checks<br>Skill checklists<br>Certifications<br>Micro-credentials<br>Open badges | <b>Organizations</b><br>HRIS / HCM / TMS<br>People analytics<br>Rewards & recognition<br>Career dev systems<br>Contract worker mgmt |
| <b>Potential</b><br>Self-assessments<br>360° assessments<br>Talent assessments<br>Badging platforms                   | <b>Buy</b><br>Open classes<br>Custom programs<br>Course libraries<br>MOOCs<br>Microlearning | <b>Digital</b><br>LMS<br>TMS<br>Learning portals<br>LCMS<br>Blended programs<br>Document mgmt<br>Microlearning systems<br>Guided walk-throughs | <b>Coach</b><br>Social learning systems<br>Mentoring systems<br>Performance dev. tools<br>Virtual coaching tools<br>Chatbots / AI |                                                                                                                  | <b>Report</b><br>LMS reports<br>Learning impact tools<br>xAPI<br>Learning records stores                    | <b>Individuals</b><br>Badging platforms<br>Digital portfolios<br>Professional networks<br>Freelancer markets<br>Expert networks     |
| <b>Intent</b><br>IDPs<br>Goal setting tools<br>Career mgmt systems<br>Org. network analysis<br>Web / search analytics | <b>Curate</b><br>User-generated content<br>Content aggregators<br>Curation tools            |                                                                                                                                                |                                                                                                                                   |                                                                                                                  | <b>Analyze</b><br>ROI / impact studies<br>Learning analytics<br>Talent analytics<br>BI tools / dashboards   |                                                                                                                                     |

# Pick the Right Tool For the Job

To find the right learning solutions, try starting with a new perspective, not the newest technology. Figure out what your L&D team needs to do differently to help your people and your business work better. Then find the tools you need. Here's how:

**1. Define your use cases:** Two thirds of L&D organizations don't have a well-defined learning technology strategy.<sup>24</sup> So start there. What are your business' priorities? Where are the critical gaps in your people's skill-sets? **Figure out which problems you really need to solve.**

**2. Prioritize your requirements:** Get to know your workforce, their managers, your business leaders, and your peers in HR and IT. Find out what technology and support they need to do their jobs. Learn their goals, challenges and habits. Rank requirements. Segment solutions.

**3. Design your ecosystem:** Figure out how all these systems fit together to help your workforce do their jobs (and help you do yours). Get the core platforms right first; the stuff you need to coordinate all your L&D and connect it to your business. Then plug in the edge solutions.

**4. Explore your options:** Now that you know what you're looking for, figure out what's possible. Read some research. Then get out of your office. Ask your network and consultants. Go to a conference or trade show. Talk to vendors. See some demos. Build a short-list.

**5. Make room for what's new:** Get ready for what's next. No one has time or money for more stuff. You just want the right stuff. So start planning to streamline, consolidate or decommission out-of-date and irrelevant systems. Create some space in your schedule and your budget.

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24. Training magazine, Satisfaction with Learning Technology Is Inextricably Linked to Strategy and Planning, 8/2017



## DATA:

The average big company uses somewhere between 70 and 120 discrete software processes and functions to run HR.<sup>25</sup> Dozens of them are related to L&D.

## INSIGHT:

“Adapt what is useful, reject what is useless, and add what is specifically your own.”

Martial arts master, Bruce Lee [Bruce Lee recombined elements of Kung Fu, Taekwondo, wrestling, fencing and boxing to create his own martial art form, Jeet Kune Do.]<sup>26</sup>

## APPLICATION:

**Break down boundaries.** Learning technologies work best when they’re connected to related systems. But finding the right mix takes a bit of thought and a lot of exploration.

## ILLUSTRATION: ATLISSIAN

Atlassian makes software, like JIRA and Confluence, that’s reshaping how people work. So the way its own people work drives how the company invests in learning. “My staff exists inside the businesses so they can understand what’s going on,” Atlassian’s former CLO, Sam Haider, told us.

Based on those insights, he explained, they look for a “combination of content, technology and people that intersect at the right points,” to keep improving core operations while also driving innovation. “You don’t need to do everything. But ground them in the things that matter.”

The way he sees it, L&D should be “systems integrators for the experiences that matter to these folks. For us, it really is about integrating instructor-led, online, modularized, micro-content together into an experience that carries them through the lifecycle of the organization.”

25. HR Examiner, 70 HR Silos, 8/2016

26. Goodreads, Bruce Lee

ABC

# Select Smarter

Building a short-list is simple. Few, if any, products will tick all the feature and function boxes on your RFP. The hard part is selecting the right solution. In fact, fewer than half of L&D leaders believe their process for selecting technology is effective.<sup>27</sup> Nearly a quarter admit it's ineffective.

That could be because many of us are still relying on the same old criteria when selecting new and different solutions. **We're trying to choose next-gen solutions using old-school RFP processes.** But the most innovative L&D leaders do three crucial things differently:

## 1. Invest in adaptivity, not efficiency.

Let go of the fantasy of one integrated system that does everything, all in a simple, seamless app. We know it's nice to imagine. It feels familiar, it sounds safe and it would be efficient. But locking all your processes, content and users into one monolithic system won't help you adapt when requirements and priorities evolve, or when new, better options emerge. And they will.

## 2. Focus on value, not price.

Look beyond the sticker price. According to Fosway Group's research, licensing fees only account for 35% of the total cost of "owning" HCM software.<sup>28</sup> Most of the expense actually comes after you sign, when you implement, operate and innovate. So dig deeper. Consider productivity gains, think about new possibilities, and factor in the time and work it'll take to drive adoption and utilization.

## 3. Select a partner, not software.

Push past the sales rep. No matter how slick the UI looks, or how easy the integrations sound, software won't transform your operations or make change stick. People will. Innovation takes vision, creativity and grit, but it also requires solving problems. So get to know the product, engineering and client service people you'll work with. Your success depends on their flexibility, experience and skills, too.

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27. Training magazine, Satisfaction with Learning Technology Is Inextricably Linked to Strategy and Planning, 8/2017

28. Fosway Group, Twitter, 10/2017



## DATA:

Only 48% of learning and development leaders think their technology selection process is effective. Nearly 25% admit it's downright ineffective.<sup>29</sup>

## INSIGHT:

"An educated consumer is our best customer."

Syms Corporation founder and former CEO, Sy Syms [Sy Syms fashioned an entirely new retail category – selling mistakes and leftovers from name-brand clothing designers at discount prices – and created new sources of value for consumers as well as manufacturers.]<sup>30</sup>

## APPLICATION:

**Reconfigure your priorities.** If you want to be more satisfied by, and successful with, your learning technology, rethink your selection criteria, not just your selection process.

## ILLUSTRATION: GENERAL MILLS

When General Mills' former Talent Development Leader, Susie McNamara, evaluates new technologies for learning, she scrutinizes more than the technology itself. "I not only look at what the technology does and the experience that it's creating," she told us, "but I also think about the entire package."

"What do I get when I buy this?" she explained. "Do I get a team of curators? Do I get a marketing team? Those answers have made my decisions for me in a lot of cases. I'm not just buying a technology or a product. I'm buying an entire team of people. I see them as an extension of my team."

29. Training magazine, Satisfaction with Learning Technology Is Inextricably Linked to Strategy and Planning, 8/2017

30. The Wall Street Journal, For an 'Educated Consumer,' He Discounted Designer Suits, 11/2009



# Good is Not Good Enough.

# Buy Better.

Integrated, closed systems (e.g., TMS, LMS, HCM) ..... Integrating open ecosystems (e.g., APIs, platforms)

Pretty, engaging user interfaces ..... Simple, useful learning experiences

Personalized learning ..... Targeting learning at skills gap

Mobile, always-on learning ..... Learning embedded in everyday routines

Internal social learning ..... Diverse, networked communities

Backward-looking data and reports ..... Forward-looking insights and analytics

Low prices ..... Speed to realizing value and enduring impact

Support for implementation ..... Support for change management

A sexy product road map ..... A proven record of delivering vision, innovation and value

Good references and reputations ..... Strong user engagement and lasting impact

RESET



# Reboot Your System

The near future of learning and work is already here. Now, we all have to constantly learn a variety of skills, from a diversity of sources, for the entirety of our careers. So get ready. Smart CLOs are already rebooting their systems.

Two-thirds of L&D leaders are looking to invest in new technologies to better meet the needs of their workers and their businesses. But “new” alone is not enough. L&D needs new and different ways of working, and new and different tools to do it.

Upgrading doesn't need to be as painful as “rip and replace”, though. Integrating an ecosystem of best-in-class solutions can be much more agile, more cost-efficient, and more effective than a monolithic, integrated, all-in-one system.

Navigating vendors doesn't have to be so confusing, either. Just follow the pioneers already doing it: **Figure out how L&D should work for you.** Then, step-by-step, pick the tools you need, make smart selections, and learn (quickly) from your mistakes.



## DATA:

Almost 2x as many companies are embracing open innovation with employees, customers and suppliers as are relying on traditional approaches to R&D.<sup>31</sup>

## INSIGHT:

“The only way to win is to learn faster than anyone else.”

The Lean Startup Author, Eric Ries [Eric Ries is turning entrepreneurship and corporate innovation into structured, repeatable processes by fusing elements of lean manufacturing and agile development principles.]<sup>32</sup>

## APPLICATION:

**Work smarter, not just harder.** L&D is in uncharted territory. To navigate the uncertainty and seize the opportunity, you need a totally different approach to learning. Build, measure, learn, repeat.

## ILLUSTRATION: MASTERCARD

Mastercard has diverse learning needs, with 150 different skill-sets in use across the company’s technology team alone. “There is no one-size fits all,” Mastercard’s VP of Global Talent Development, Steve Boucher, told us. So the company is cutting through the complexity with a learning ecosystem that’s “simple, relevant and digital by default.”

“It comes down to giving our employees the ability to discover and explore,” he explained, as well as giving the L&D team a platform to target people’s development. “It creates that feedback loop — having employees, by usage or rating or sharing, give feedback to us on what’s relevant, what we need to look more into, or what we need to pull away from.”

That requires a “complex architecture,” Steve acknowledges, but the simplicity, relevance and diversity, means it’s easier for people to “apply learning to their work and grow their skills.” He’s not the only one who thinks so. Active users are 50% more likely to say they’re more productive, more effective in their jobs, and growing their careers than non-users.

### THIS PAGE

- 31. PwC, PwC’s Innovation Benchmark Report, 2017
- 32. The Lean Startup, Eric Ries, 2011



# About Degreed

Learning doesn't happen somewhere, it happens everywhere and in all sorts of ways. Degreed connects all of that—the systems, the content, the people—and adds data science and AI so everyone can build their skills better, smarter and faster.

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