



REPORT

Navigating the Future of L&D: Insights and Trends



Learning and development (L&D) opportunities are critical to individual, team, and company success. They give employees the confidence they need, expand their talents, enhance team performance, and add to the company's bottom line.

It's not surprising, then, that L&D is on the rise. In 2022 alone, US organizations **invested more than \$100 billion** in learning solutions. However, the rise in interest in L&D comes with some challenges. Perhaps most significantly, teams have been forced to leave behind the traditional ways of learning and find new methods for teaching, reinforcing, and implementing training.

\$100B

2022 US



Employees are no longer content with the one-size-fits-all model that made learning difficult for many in the past. Instead, they expect L&D departments to embody this famous quote from Benjamin Franklin:



Tell me, and I forget, teach me, and I may remember, involve me, and I learn.

Thankfully, organizations have more tools and technologies today to make that a reality.

Here is the state of learning and development, including the changes, challenges, and tools to make the next phase of L&D possible.



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Part 1

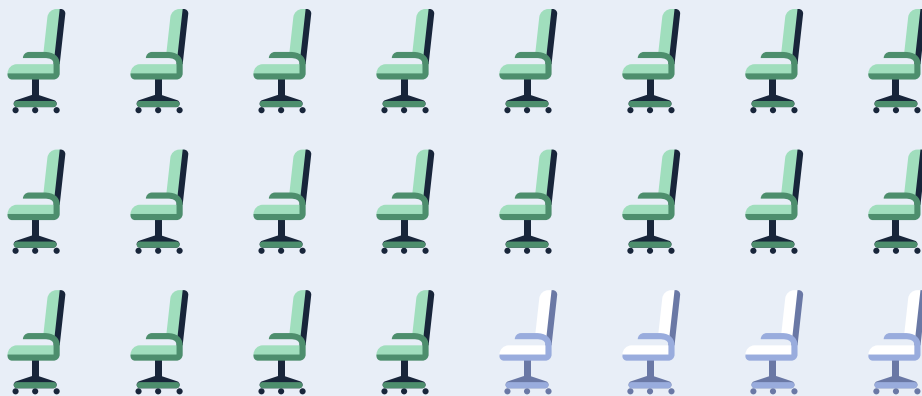
The fundamentals of learning and development in the workplace

For a long time, leadership viewed learning and development as a cost center. Its primary purpose was to train new employees to perform their duties, keep current employees up-to-date on compliance matters, and teach people new software and processes. However, changing employee expectations have made L&D a critical role in organizations.

What is the role of L&D?

L&D has become a powerful tool for retaining and upskilling current talent that helps companies achieve their business goals. Employees now expect their companies to provide them with the critical training they need to further their careers, and this expectation rises with each generation.

In fact, **86% of millennials** said they would stay in their current position if their employer offered training and development.

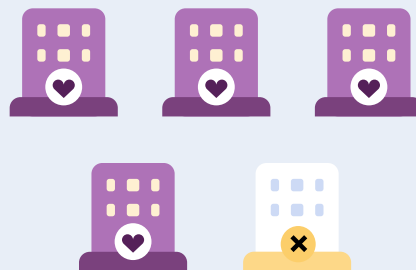


As a result, learning and development have become a proactive, integrated part of company culture. Leaders view L&D as a strategic way to achieve critical business outcomes. Companies now also embrace L&D to help them improve employee engagement, retention, and satisfaction.

From nice-to-have to must-have

With the rapid change in trends and technology and the uncertainty of the economic climate, it's more critical than ever that organizations learn to adapt and change along with them. One of the important ways that companies can do so is with a robust learning and development strategy.

In fact, **more than 4 in 5 organizations** (84%) agree that a learning culture is critical for enhancing resilience and building a healthy company culture.



In addition to surviving the current business climate, organizations need Learning and Development programs to thrive and turn their employees into leaders.



With the competitive business environment and an average **of 4 million people quitting** each month, organizations need talented leaders with the skills and training necessary to take on more responsible roles.

\$4 Million

people quitting each month



By investing in L&D, they have pipelines of qualified leaders ready to improve the organization.

How has the rise of technology affected L&D teams?

The pandemic, unfortunately, ended the traditional and conservative approach L&D had long taken. Early forms of L&D technology were redundant, unengaging, and challenging to use. It had little purpose outside of ensuring compliance. Instead, L&D leaders needed to find a way to effectively reach employees during a difficult time and provide them with the education they needed to navigate new territory.



The pandemic enabled learning technology to reach the forefront in L&D. Where many people had previously fought online webinars and modules, many workers grew used to the new technology and even learned to embrace it. Plus, technological advancement has created new opportunities for personalized instructions and reinforcement, offering employees the individualization they crave.

Not everyone learns the same. The right training needs to meet learners where they are and match their preferences. For example, introverts thrive in one-on-one situations and creative thinking, while extroverted learners love large groups. Machine learning (or ML) is transforming e-learning to allow L&D to provide automatic personalization to tailor the learning experience and eliminate biases.

Here's what that has looked like in practice. Because extroverted learners tend to speak up more in training, many types of evaluation favor that personality trait. Instead, ML can ensure everyone feels valued and encourage introverts to participate. Adaptive learning, virtual and augmented reality, and AI-enabled chatbots are just a few of the tools revolutionizing the future of L&D.





Part 2

The challenges of learning and development programs at work

L&D teams are under increasing pressure to evolve and meet the changing needs of companies today. Besides keeping up with the latest trends and technologies, they face several distinct challenges.

Securing executive buy-in and budget

Over a quarter of HR managers (26%) stated that they lacked buy-in from leadership for their L&D endeavors in a 2022 survey.



Another 2023 Trend Report found that one of the top challenges respondents faced was lacking the capacity and resources for effective workforce development.

As companies tighten their budgets this year, L&D is expected to do more with less money and resources.



Managing expectations from all sides

Both leadership and employees expect more from learning and development than ever. Stakeholders may have unrealistic ideas about a program's budget, format, and goals. However, balancing price, quality, and speed is challenging for L&D professionals. It puts increasing pressure on them to do more with fewer resources and in less time.



L&D professionals have to field questions about costs, how to measure training success, provide realistic quotes on time to develop content, and provide a convincing argument for outsourcing to a third-party training provider.

Learners can also start to have unrealistic expectations of their programs. Overly heightened expectations and their fulfillment can create a frustrating experience for employees. L&D teams need the necessary tools to help employees get a relevant learning experience to carry out their job roles and grow.

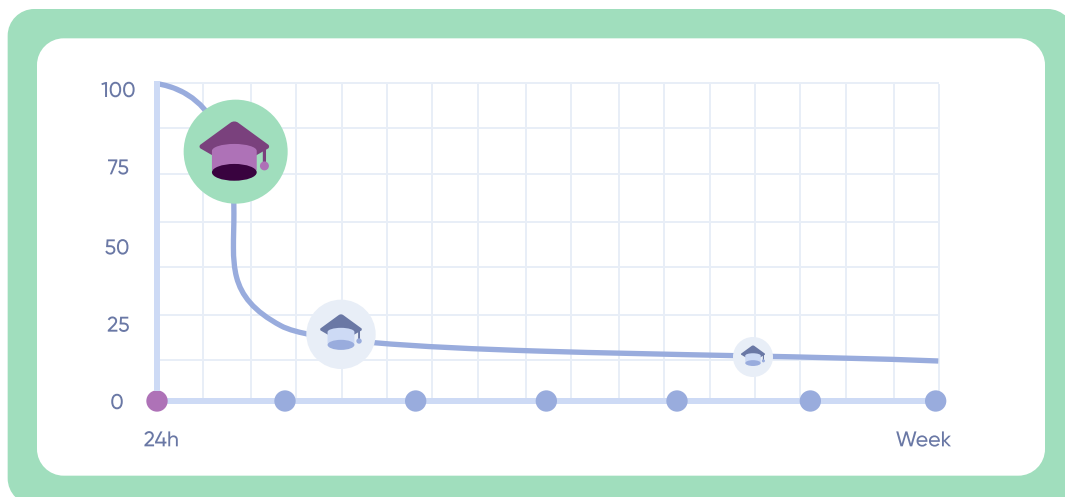


Employee engagement

In the attention economy, L&D departments need to come up with creative tactics for their content development and delivery. Without engaging and relevant content to capture their interest, it's too easy for learners to click to a different page, check their phones, or otherwise tune out. L&D has to fight against ever-increasing noise for worker attention.

The forgetting curve

Without intentional effort or application, most of us will quickly forget the last webinar, training, or online course we attend. As time passes, we remember less and less in a phenomenon known [as Ebbinghaus' Forgetting Curve](#). Even without scientific theory to back it up, most of us instinctively know forgetfulness is a problem. In one recent survey, [a quarter of employees](#) said they quickly forget the material after training. It is a serious problem: companies miss out on critical ROI, and employees may grow frustrated.



Overcoming the forgetting curve requires L&D to change their methods and how they approach their material. It requires a tailored approach teaching the individual what is needed at the moment and providing lessons that act as reinforcement after.

Measuring impact

Even though leadership wants to see specific numbers on their performance, it's difficult for L&D departments to measure their impact. Teams must get the data and insights that provide leadership with concrete insights into how well employees are engaging and whether the current teaching methods match their learning needs.





Part 3

How combining coaching and training can help

Bravely helps L&D and HR teams overcome modern training challenges by combining coaching with an in-depth learning platform. By combining technology with in-person reinforcement and contact, employees receive the training they need to support their learning styles, needs, and work environments. After all, no two people learn exactly the same way.

In fact, many people require more than one type of learning to avoid forgetting and learn how to incorporate what they are learning into practical situations. Effective L&D takes a variety of learning styles into account. From one-on-one meetings that help hold learners accountable to webinars and informative content, Bravely offers individuals a variety of formats to aid in learning and development.

7 keys to learning and development programs

- ✓ Needs-based framework
- ✓ On-demand coaching and support
- ✓ Digital mirco-learning modules
- ✓ Extend the impact and ROI of L&D
- ✓ Data and insights reporting
- ✓ Scale the support of both HR and L&D teams
- ✓ Inclusive to both managers and individual contributors



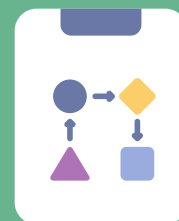
Needs-based framework



Employee needs impact how people perform at work. Focusing on fulfilling employee needs enables companies to achieve business outcomes the smart way through increasing performance, engagement, and retention. Organizations that focus on needs fulfillment create a positive emotional state for employees, energizing them and leading to more pro-organization and work-oriented behaviors.

Bravely gives organizations the tools they need to support a needs-based framework. The just-in-time reinforcement and one-on-one coaching help employees apply their learning in the best way for them. With needs-based coaching using our proprietary Employee Needs Framework, each person receives a report detailing their needs and offers personalized recommendations of when and how often they should meet with

Digital micro-learning activities



Throughout the day, most workers are pulled in each direction and struggle to find enough time to sit down for instruction. One survey found that **a quarter of employees** struggled to find time to complete training during work. Our solution provides busy employees with self-directed 3-week modules with bite-sized actions and exercises aligned with development themes. It offers critical reinforcement and skill-building without disrupting or derailing the work day.

Micro-learning delivers information to employees in a way that improves attention and results in higher engagement and retention. Plus, it gives workers a sense of control and keeps them from feeling overwhelmed by providing skill training in short, manageable bursts.

Data and insights reporting



Rich and actionable data are critical for meeting the needs of your people and providing leadership with the required details. With our data and insights reporting, organizations can better monitor and understand employee needs to take an active approach to employee care. They can also pinpoint needs that cannot be met by coaching because they are based on organizational culture and company policies and regulations.



Inclusive to both managers and individual contributors



Learning and development are critical for managers and individual contributors. Both groups need to learn similar skills in a people-first culture: connecting people, communicating, prioritizing, delegating, and motivating. Bravely provides leaders with the development that meets their unique challenges and needs. For example, after just one coaching session, **100% of participating employees** at Aircall learned a new skill or strategy they could apply.

On-demand coaching and support



Coaching provides employees with the vital support to take a solution-oriented approach to help them towards their desired outcomes. Bravely's on-demand coaching and support allows workers to book a coaching session that works around their schedule, including same-day access.



Extend the impact and ROI of L&D



There are many ways that Bravely enhances L&D ROI. From supporting workplace equity to providing employees with tools to confront their issues head-on and make lasting changes, Bravely provides coaching and courses that improve retention and implementation.

Employees that receive the coaching and training they need to know their strengths can, for example, generate more sales and better customer service. Plus, organizations save money by retaining their talent even as other companies experience a volatile job market.

Scale the support of both HR and L&D teams



HR and L&D are critical and busy departments. Organizations all want to avoid wasting their time and Bravely can help. By providing essential teaching tools, coaching services, digital content, webinars, and live training, Bravely allows teams to scale their services and help more employees realize their potential.





Part 4

The future of learning and development

With the tools and technology available today, L&D is heading in an exciting direction. Employees and leaders can receive more effective training that improves their skillsets, engagement, and the company culture.




Here are a few of the trends to look out for in the coming year(s):

Increase in accessibility

Workers today hunger to learn unlike ever before: one 2021 survey found that **70% of employees want guidance on valuable skills** to enhance their career prospects. Providing employees with content that meets their preferences and needs is vital for creating and fostering a strong learning culture in any organization.



Organizations are increasingly offering a variety of L&D offerings to meet the needs of different learning styles. The **universal design for learning** (or UDL) framework has three core principles for all online learning programs:

-  Offer several means of engagement
-  Offer several means of representation
-  Offer several means of action and expression

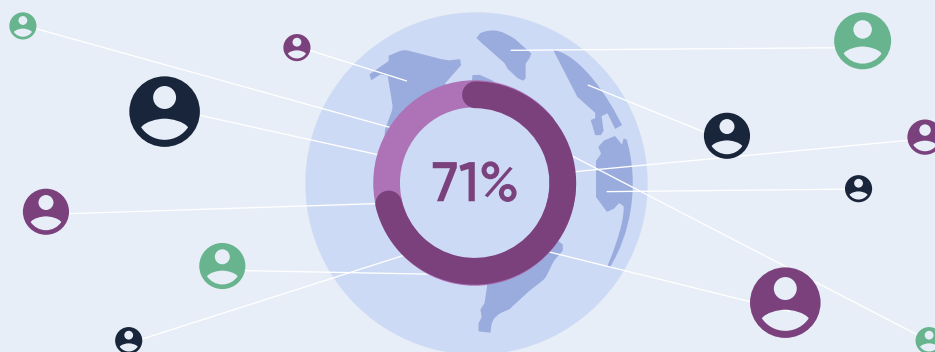
Sticking with the rules will ensure that learning is accessible for all learners, no matter their learning style, needs, or limitations.



Enhancing flexibility and scale

Employees and their companies have embraced more flexible work arrangements, and now they expect their L&D to do the same.

One survey of over 2,500 employees worldwide revealed that **71% want flexible delivery for lifelong learning.**



L&D needs to be done in short, focused bursts staggered throughout the day. In addition, they need to prioritize learning programs that can be entirely virtual, in-person, or hybrid modules.

In addition to flexibility, scale is another critical factor. With the new technology and company changes currently taking place, L&D needs to scale quickly to meet the workforce's needs. New tools available mean they can also scale personalization, and multiple engagements mean to all employees.



Emphasis on the learning experience

L&D programs were made with the organization in mind for a long time. Because it was sold as a way to improve productivity and profits, companies sought to revolve learning around themselves. It resulted in boring lectures that employees were anxious to leave and quickly forgot. Instead of helping, concentrating on the organization resulted in wasted time and money in frustrating employee experiences. However, the new focus on the learning experience is changing that.

The future of L&D seeks to improve how learners experience the program, which helps improve their engagement, implementation, and retention. L&D tools now offer several ways to connect and educate that consider the learners' experience. For example, fun games and group sessions make the entire process more engaging and improve retention. It enhances the ROI of L&D and attracts and retains talent as it supports a culture of learning.





Part 5

Enhancing the learning experience moving forward

The world of L&D is transforming from an organizational, in-person focus to an emphasis on the learning experience and a hybrid approach. However, many L&D teams face obstacles and are forced to meet higher expectations with fewer resources. That is where the right solutions can help.

Bravely provides L&D teams with the flexibility and accessibility they need to thrive in the future of L&D. Because Bravely offers both coaching and online learning tools in a single platform, employees retain more and effectively implement their new skills into their work. Organizations see a better ROI on their development efforts, and workers get the training they want and need.

To see how Bravely transforms learning and development across organizations, request a free demo today!

[REQUEST A DEMO](#)

