LEARNING AND DEVELOPMENT TRENDS

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EXECUTIVE SUMMARY

ABOUT STUDY

This is a study about the Learning and Development Trends for the FY 2018-19 using a survey. The survey is conducted with Industry Experts of various Industries in India. This study also gives a brief about requirements and expectations from Learning and Development companies in terms of Training needs. This study gives an insight about the Gaps in Training design, mode of delivery and new and upcoming trends in Learning and Development. This study also reveals the importance of Learning and Development in Corporates and other companies especially in-service industry.

OBJECTIVE OF THE STUDY

» To comprehend the necessities of different organization experts relating to Corporate Training.
» To know the challenges faced in various industries pertaining to L&D.
» To understand the impact of L&D on organisational key business goals.
» To know about the most sort after trainings in India from the spends by businesses in L&D and the idea of activities arranged by various organizations.

SCOPE OF STUDY

» This study is limited to Corporate trainings and in corporate training its only non-tecnical trainings.
» This study will help improve the training methods and accommodate new technology into training which are sought after today (e.g. Artificial Intelligence, ATAWAD: Anytime, Anywhere, Any Device, Gamification, etc)
» The various findings in this study will help update the Learning and Development training methods and understand in requirements of trainees.
» This study would also act as a reference material and base for further study in this area.
EXECUTIVE SUMMARY

NEED FOR STUDY

» In this competitive market, there are many players available for the same product or service. Therefore, there is a need to understand the expectations of different companies.
» The expectations are ever changing, for that the L&D companies should be well informed and ready.
» Development of more advanced methods of training and the latest trends expected can be understood by this study.
» Innovation of newer ways of training delivery which helps in higher learning retention can be understood.

DATA COLLECTION

Primary Data has been collected through a survey conducted with Industry professionals from different sectors in India. The recent needs and expectations of different companies are being used as the primary data.

Direct Responses - 7

Online Interviews - 81

Secondary Data has been collected from related web sites, journals, research papers from Ken Blanchard Companies research and other sites, professional blogs of some trainers, experienced L&D personnel, handouts of DOOR Training and Consulting and some of the other learning and development companies.
ABOUT DOOR TRAINING & CONSULTING INDIA

DOOR Training and Consulting India Pvt. Ltd. is a preferred learning partner to clients in various industries. We engage with clients to design and execute solutions to business challenges and achieve specific Business Goals. Our solutions include showcasing tangible and non-tangible results. Our solutions are around Building Accountability for Key Business Goals, Managing Business Today, Leadership Development Interventions, Hi-Pot Development Programs, Culture Change Interventions, Sales and Service Skilling and Coaching Academy to name a few. The company was founded over 21 years ago in India, in 1997. The growth of the business was based on the "Golden Rule" of highly competent trainers, coaches and consultants applying their business experience to the challenges and opportunities of their clients. Today, the company provides training, coaching, consulting, e-learning and assessments to over 200+ clients in India. The DOOR network has nearly 100+ trainers, consultants and coaches. DOOR Training and Consulting India is integral part of BYLD Group, leading learning and developing organisation in the country.


Central Leadership Team

Mr. Yogesh Sood – CMD, Door Training and Consulting India
Mr. Sandeep Budhiraja – Executive Director, Door Training and Consulting India
Mr. Anand Dewan – Group CEO, Door Training and Consulting India
Mr. Ronald Soans – National Business Head, Door Training and Consulting India
DOOR Training and Consulting India Pvt. Ltd. believes in providing research insights for clients to understand the requirements, sort after trainings and importance of corporate training to make required training decisions. This will help in knowing what kind of trainings to choose and which trainings are most important for corporates.

INTRODUCTION

Learning and Development is a part of an organisation’s talent management strategy and is designed to align group and individual goals and performance with the organisation’s overall vision and goals. India training and development spend is just under 1 Billion USD per year. Currently, 90% of the jobs in India are skill-based, a sharp contradiction to the current figure of only 6% trained workforce in India. The system has the capacity to train only 3 million youth against 12 million entering the labour force annually. India’s corporate spend on training is < 2% of employee spends while most advanced countries spends anywhere between 10 to 15% on the same.

The bottleneck is lack of solution which enables the reach out to the trainers already available in market. At a macro-economic level, according to the IMF, India is projected to become the 6th largest global economy by 2020 and the 3rd largest (behind China and the US) by 2030. New technology, data analytics and social networks.

India education/training market is poised to be a $20 billion market by 2022. The Government aims to increase this training capacity to 15 Mn/year. There is an ambitious initiative underway to impart job-skills to 500 million people by 2022 under the Skill India Mission. Learning and development play an important role in the effectiveness of organisations
These are trends that we noticed are going to be important in L&D ecosystem. It might be good idea to use it as checklist to see, how many of them are part of your current and future learning and development strategy.

**Gamification** is a game-live environment transforms tasks into exciting challenges, rewards learners for their commitment and is efficient in the form of concrete feedback regarding their own skills. This improves acceptance and helps motivate the participants to get actively involved. In this case, the learning speed of individual participants can be customized, and the learning success can be precisely defined. Well-thought-out games encourage commitment, critical thinking, creative problem solving and team work.

**ATAWAD Anytime, Anywhere, Any Device:** The power of digital and mobile access allows continuous accessibility of training applications. The learner is now freed from the constraints of time, place and materials. Thus, he or she can use their training at the most convenient time during their workday.

**Microlearning** is compact and focused, offering just the right amount of information necessary to help a learner achieve a specific, actionable objective.

**Flipped Classroom:** While the pure accumulation of knowledge can be done individually online, the valuable time with students or in a study group should be used to apply concepts, discuss them, clarify issues and review the subject matter learned against the backdrop of social interaction. The lecture or tutorial form is outdated except for truly charismatic professors.

**Experiential Learning:** Nowadays case studies and explanation of training material with real life examples are preferred as that allows better learning.

**Customisation:** Thanks to the various modalities available in training, a customised learner centric training process can be adapted. Instead content first, there is a thought about the learner first: performance, experience, workplace, digital fluency.

**Artificial Intelligence** is infiltrating our lives at an unprecedented speed, accelerating the need to provide the employee with much smarter tools. There is a requirement to build a training material which truly adapts to everyone with chatbots implemented for answering queries.

**The Ecosystem:** As Training content is improved and updated daily, there is a need of a network and accessibility to all types content. An ecosystem (e.g. Cloud) if created would help upload all training content and even access those content from anywhere, anytime.
The corporate today are ready to allocate a higher budget for learning and development of employees but still there are challenges faced. The challenges faced also give a motivation for initiatives to be taken for next financial year. The expectations from L&D companies are also rising as they are ready to pay. There is a requirement for technological enhancement, customisation and gamification of training curriculum.

For understanding the trends and expectations, we at DOOR conducted a survey among leading organisations in India.

**FINDINGS**

Do you see your L&D initiatives having a substantial Impact on Organization Key Business Goals on scale of 1 to 10, 10 being very high?

38.7% Scored 9
What is the nature of top most L&D initiatives you planning for your Leadership and Hi-Pot team this year?

» Workshop on creativity
» 70-20-10 initiative
» to develop 2nd line of Manager for leadership role
» Digital learning course
» Overall development of HIPOs with continuous learning interventions.
» Individual Development of junior management
» Training Sessions Arrangement.
» MDP, NLP

How often would you seek support of external L&D experts to drive your learning agenda?

» Most often for Sr leadership roles whereas for Jr. Mgt, this is more of inhouse programs
» Depends on department and its needs
» Technical Training is internal, all else are external experts
» 30% times particularly for technical courses
» Almost every Quarter
» Mostly External

What attitude does the senior management show towards the L&D Initiatives?

48.4% says “Good to attend”
Most of the L&D Spend is focused on

58.1% found in favour of “Building Skills”

We have also received some suggestions which are as below

» L&D must reposition itself as a Business Enabler in every activity
» A paradigm shift is required in L&D
» As the organisation grows so to develop people who in turn acts as wheel of culture change in overall.
» Inclusion of AI and Emotional Intelligence into most curriculums
» Training should be interactive as to engage the trainees
This is a Verbatim analysis done with reference from some customer feedback analysis done by GE and Mc Kinsey. There is a total of 31 Industry experts’ reviews for the survey.

What are the 3 Core Challenges in your Industry pertaining to L&D?

27% says “Effectiveness of training and their assessment”

- Effectiveness of trainings and their assessment is considered the core challenge pertaining to L&D, as it is primarily quoted by respondents.
  - The key is to ensure practical application of trainings. To ensure the effectiveness of trainings, there is a need to quantify the outcomes via assessment of on-the-job performance related to the specific aspects of training.
  - However, it is very difficult to implement as not all trainings have a direct relation to quantifiable performance. For example, non-technical trainings such as soft skills training, behavioural training, etc.

- The second most critical challenge is having a pool of trainees, as cited in 26% of the responses collected.
  - L&D efforts face a major setback due to insufficient pool of trainees mostly because employees do not feel motivated enough to attend trainings.

- Lack of CEO and Leadership focus on L&D dimensions of a company creates an equally big barrier in the successful implementation of such initiatives.
  - Without any strategic plans towards it, L&D is not moving much with the times.
  - Moreover, the limited techniques to quantify the value created out of L&D initiatives leads to the lacklustre due to which the domain fails to grab much of the CEO and Leadership attention.
Employee development trainings and initiatives will be the top most critical L&D initiatives, as highlighted in 65% of the responses.

- The focus would be majorly on technical training and development and to ensure that there is value addition on-the-job after such trainings.
- It is followed by the importance given to non-technical & motivational trainings on the priority list.

Structuring L&D strategies to correctly identifying training needs and matching up to them, and planning L&D strategies given the budget and time constraints are considered to be among the top 3 demands of the industry.

Making trainings more engaging via digitization is foreseen as a critical demand.

What is your top area of focus in L&D for FY 2018-2019?

64% says “Employee development training & initiatives”
» For the year 2018-2019, most companies (~64%) cited that employee development trainings and initiatives are their top area of focus. It is perfectly aligned to that of the respondents’ perception about the core industry demands as ~65% feel that employee development trainings and initiatives will be will top the list of 3 most critical L&D initiatives as per the industry demands (as shown in the previous figure).

» Companies are investing mainly on technical trainings with relevance on-the-job, non-technical & motivational trainings, and leadership trainings.

» Although the 2nd most important focus is on training effectiveness this year, it is considered to be the most challenging aspect pertaining to L&D.

» Measuring the outcomes of trainings so as to find the gap, is critical to the success of any such initiatives.

» Moreover, to set L&D dimension as a priority for the CEO and leadership teams, it becomes even more necessary to evaluate training outcomes.

What is the nature of topmost L&D initiatives you planning for your Leadership and Hi-Pot team this year?

24% says “Individual development”
The Individual development of Leaders is considered to be the topmost L&D initiative planned for leadership and Hi-pot teams of 24% of the companies for this year, as sighted by 24% L&D experts surveyed. As high as 18% say that they do not have an initiative planned for their leadership & Hi-pot team this year. The companies have not yet assessed the need for this year or the needs have not been finalised yet. The Leadership skill and the Motivational skill follow in the list of favourable initiatives among those who have planned for this year.

How often would you seek support of external L&D experts to drive your learning agenda?

26% says “Not at all”

Only about 40% require the support of external L&D experts frequently. Just 11% seek external support only based on requirement. However, around 49% respondents express that they require only occasional or no support of external L&D experts for learning agendas.

» The companies have their own internal L&D divisions, most respondents of this survey being internal trainers themselves.
Around 80% of respondents feel that L&D initiatives have high impact on organisational key business goals. However, the lack of CEO and leadership focus on L&D has been cited among the three core challenges.

Do you see your L&D initiatives having a substantial impact on Organization Key Business Goals on scale of 1 to 10, 10 being very high?

What attitude does the senior management show towards the L&D Initiatives?
Around 54% respondents sight that the senior management considers L&D initiatives as just good to attend. However, only 23% feel that the senior management considers L&D initiative as their key priority. Also, motivating employees to attend L&D trainings become challenging as the senior management itself does not consider it as a key priority.

Most of the L&D Spend is focused on

![Pie chart](chart.png)

- Building Skills: 65%
- Building will: 26%
- Building Culture: 9%

Around 65% respondents consider that building skills is the most favourite L&D spend option among the corporates. However, building culture has comparatively subdued importance as only 26% highlight on also been one of the spending in this area.
As per the study, the lack of CEO and leadership focus leads to limited strategic initiatives in the L&D dimension. Thus, the senior management does not consider L&D initiative as their key priority. Subsequently, there is a weak learning culture for employees to feel motivated for trainings. As a result, the return on investment of L&D initiatives does not seem to be lucrative to the top management. Based on findings and observations the recommendations are as below:

1. Developing an internal model to evaluate post training effectiveness would help in evaluating the qualitative and quantitative outcomes to establish a clear idea on return on L&D investments. It will certainly grab the focus of CEO and leadership teams of companies.

2. Companies can come up with techniques to motivate employees to attend trainings by developing a learning culture with the support of management and leadership team. They can make trainings more engaging and digitized which will ensure increased participation despite cultural and geographical boundaries.

3. 65% of respondents cited that most of the L&D spend is focused on building skills. The recruitment process needs to be more effective so as the companies do not have to spend high in building skills because they will hire the right person with the right skills for the right job.

4. Around 80% of respondents feel that L&D initiatives have high impact on organisational key business goals, still the initiatives taken are very less. So, there is a communication gap between HR and senior management which needs to be taken care of to understand the importance of L&D in corporate.