

LEARNING AND  
DEVELOPMENT  
IN VOLATILE TIMES



# THE IMPACT OF VOLATILITY

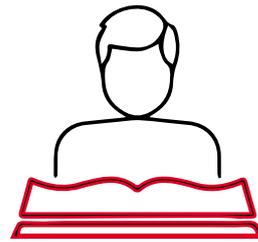
The world is becoming increasingly volatile and unpredictable. Unexpected election results in the US, UK and France have added to uncertainty over everything from free trade and growth to security and responses to climate change. The pace of technological change also shows no sign of slowing down, while cyber-crime poses a growing threat to governments and businesses alike.

In this climate, company life spans are shrinking dramatically, according to research by the Boston Consulting Group<sup>1</sup>, which found that across all industries, publicly traded companies now have a one-in-three chance of not surviving the next five years. Only companies with the capacity to innovate and adapt their business and operating models to an ever-changing world are likely to be in business in 10, 20, let alone 30 years' time.

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## Volatility is affecting training and development

But today's volatility is not only disrupting business models. It is also challenging how companies train and develop their employees to achieve sustained success. Certainly, employee development has never been a higher priority for business and HR leaders, with 83% of those recently surveyed by Deloitte<sup>2</sup> describing careers and learning as "important" or "very important". Similarly, the latest CEO survey from the Conference Board<sup>3</sup> reveals "a deep-seated concern about talent and human capital-related issues — from recruitment and retention to skill development, to nurturing the next generation of leaders".



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According to Steve Thompson, Director Business Development EMEA at Raytheon Professional Services, companies operating within this environment are not necessarily looking to develop new skills, but to deliver learning in ways that enable them to respond to rapid change. "That's a reflection of changes both in technology and their own businesses, and it's driving a trend for shorter, more accessible training, quite often to replace what we would have traditionally offered," he says.

1. "Die Another Day: What Leaders Can Do About the Shrinking Life Expectancy of Corporations", Martin Reeves and Lisanne Pueschel, BCG, July 2015  
2. Deloitte: Global Human Capital Trends, 2017  
3. Conference Board, CEO Survey, 2017

# PHARMA INDUSTRY FACES MULTIPLE LEARNING CHALLENGES



Every industry has its own challenges. For the pharmaceutical industry these include pressures from investors and other stakeholders to achieve medical breakthroughs, keep up with changing patient needs and expectations, and comply with ever more stringent regulations. Constant change means that employees from scientists to sales representatives, managers to manufacturing operatives need to keep learning and adapting to new conditions.



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## Skills shortages impacting patient outcomes

At the same time, skills shortages affect every part of this knowledge-intensive industry, with 9 out of 10 UK pharmaceutical companies struggling to recruit for high-skilled roles, according to one recent report.<sup>4</sup> The potential impact of skills shortages on patient outcomes is underlined by a study of the fast growing biopharmaceutical sector, which found that emerging skills gaps in mathematical and computational areas, coming on top of long-standing shortages in disciplines such as clinical pharmacology threaten to undermine the development of new medicines.<sup>5</sup> Shortages of skilled production workers also have an impact on the manufacture of existing drugs. Also in the UK, at least, these shortages are expected to increase after Brexit.<sup>6</sup>

## A single partner maximises efficiency

The pharmaceutical industry's history and structure bring additional challenges. Over recent years mergers between leading industry players have created multinational, multi-divisional and highly fragmented companies. Research by Raytheon Professional Services found that vendor management is a key concern for these global pharmaceutical companies. Many are seeking to identify effective external partners, while also looking to drastically reduce the large number of suppliers who currently deliver their L&D solutions - a legacy of past mergers and acquisitions. As Steve Thompson points out, multiple L&D partners create duplication of effort and repetition of spend. "A single L&D supplier operating across the organisation, on the other hand, can really understand your business and help you select the right learning solutions and maximise the efficiency of your spend," he adds.

4. The pharma letter.com: "Tech is the solution to tackling talent shortages: here's why", February 2017

5. ABPI: Bridging the skills gap in the biopharmaceutical industry, 2015

6. People Management, "Low-skilled sectors 'could face huge talent shortages after Brexit'", 30 March 2017



# BARRIERS TO CHANGE

Traditional classroom-based courses still have a place in the overall training mix, offering learners direct feedback from instructors, valuable opportunities to network with colleagues and a safe environment to practise what they have learnt. But inefficiencies built into courses, especially the time they take learners out of the workplace, mean that companies are increasingly looking for learning methods that complement traditional, instructor-led programmes.

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This gives L&D professionals an opportunity to contribute to business success by developing new approaches to learning, including the social and collaborative learning that supports innovation.

## L&D not able to deliver

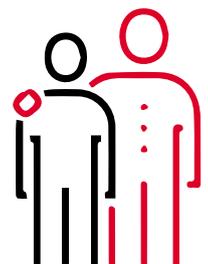
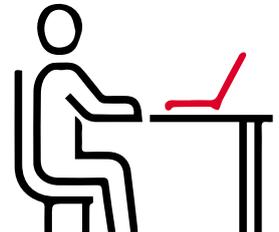
Unfortunately, many L&D teams lack the know-how to take advantage of this opportunity. Research by the benchmarking and research organisation Towards Maturity,<sup>8</sup> supported by the Chartered Institute of Personnel and Development (CIPD) found that just 34% of L&D staff have the skills for live online delivery and 32% for supporting on-going workplace performance. The study also revealed that a mere 20% had skills for facilitating social and collaborative learning.

Given these findings, it's not surprising that employees have a pretty low opinion of much of the training they are currently offered, with fewer than half giving their companies top marks in this area,<sup>9</sup> according to The Evolution of Work 2.0 study by ADP.

Training that fails to give people the knowledge they need to do their jobs and get ahead in their careers adds to already high levels of employee disengagement. And that is a major issue, with some commentators blaming declining productivity on employees who are not engaged with their work.<sup>10</sup>

## L&D STAFFS LACK CRITICAL SKILLS

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**34%**  
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live online delivery



**32%**  
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8. Towards Maturity, supported by the CIPD: Preparing for the Future of Learning 2016: A Changing perspective for L&D leaders  
9. ADP: The Evolution of Work 2.0, 2017  
10. Gallup: The World's Broken Workplace, 2017

### Increased budgets and resources are needed

The good news is that the Towards Maturity/CIPD study found that 38% of organisations have increased their training budgets over the last two years and 36% predict a further increase in the next two years. That means that in many companies L&D teams now have the resources to deliver learning in new ways – provided, of course, that they themselves have the skills to do so.

### INCREASING TRAINING BUDGETS

36%

of organisations predict an increase in training budgets over the next 2 years.<sup>11</sup>



Learning today needs to be much more closely tailored to the needs and interests of individuals than it was in the past.



### Personalised learning is not confined to any one generation

Growing demand for personalised learning is not confined to any one generation. “We did think at one time that it was only younger people coming into a business who were looking to access what they wanted, when they wanted it,” says Darren Scott, Head of Training Development at Raytheon Professional Services. “But we are finding that even people who have been in business for a long time, have been on training courses and know what to expect and don’t want more of the same. They want what interests them. The only way to do that is to adapt the offering to reflect what people need – to use what’s called adaptive learning.”

### Tailored learning is required

Mobile technologies and social media have a growing impact on learning delivery. Millennials, in particular, tend to share their learning on WhatsApp, Facebook or whatever other platform is currently popular with their peer group. Micro-learning is also on the increase, as time-strapped learners look for “bite-sized” content to consume wherever and whenever it suits them. But while it’s possible to identify these broad trends, it is also clear that a one-size-fits-all approach to learning delivery no longer works. Learning today needs to be much more closely tailored to the needs and interests of individuals than it was in the past. It needs, in other words, to be personalised.

11. Towards Maturity, supported by the CIPD: Preparing for the Future of Learning 2016: A Changing perspective for L&D leaders

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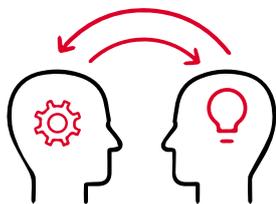
Instead of assuming that everyone comes to a training programme with the same level of existing knowledge or skills, adaptive learning solutions first establish what the individual already knows. It then becomes possible to top up that knowledge with small, highly relevant learning modules. Advances in technology have facilitated this approach, enabling trainers to complement content with short videos, for example, or questions tailored to the individual’s current knowledge and learning needs.

Adaptive learning depends on good content curation. That’s about making sure that content remains relevant to the roles that it’s supposed to be supporting, that it is presented in a readily accessible way and that it is easily available through a Learning Management System or via downloads from the training provider’s website.

### Sparking the informal learning process

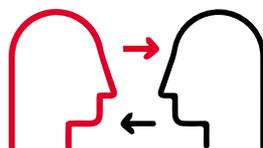
It is estimated that 10% of job-related learning takes place in the classroom, 20% through interactions with managers or structured feedback, and 70% through informal learning – learners’ conversations and interactions with their peers. According to Steve Thompson: “That informal learning is so important, but by its nature is very hard to predict and plan for. So if you can provide input that sparks those conversations, that’s when we start to make a real difference. Content curation facilitates those discussions.”

## JOB-RELATED LEARNING



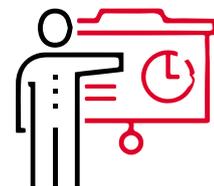
**70%**

**INFORMAL LEARNING**  
conversations and interactions with peers



**20%**

**THROUGH INTERACTIONS**  
with managers or structured feedback



**10%**

**FORMAL LEARNING**  
in classrooms and courses

# SPEED IS OF THE ESSENCE IN ROLLING OUT TRAINING



95%

want to provide a  
faster response to  
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97%

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No company can afford to wait weeks or months to prepare employees for new challenges. So even if your curated content is first rate and your learning delivery methods are state-of-the-art, you still need to be able to deliver training when it will have most impact. Next week or next month isn't good enough. L&D teams appear to appreciate that speed is of the essence when delivering learning, with 95% wanting to provide a faster response to changing business conditions and 97% wanting to speed up and improve the application of learning in the workplace, according to research by Towards Maturity.<sup>12</sup>

This research identified a range of tactics adopted by the most agile L&D teams to make sure that they respond quickly to business needs. In particular, they use Competency Management Systems and other software tools to identify skills gaps and performance needs, while also promoting conversations among learners through instant messaging, online forums and similar communication tools.

Efficient training administration can also speed up the rollout of training programmes. In fact, this is not just a "nice to have" but a crucial ingredient in the success of any training event or programme, allowing training teams to focus on delivering learning, instead of worrying about logistics. The system used by Raytheon Professional Services, for example, covers everything from scheduling to session management, classroom support and purchasing to reporting and metrics. By providing planning and tracking capabilities, as well as visibility into the status of each learning activity, the system delivers a consistent learning experience for learners who may be dispersed across the world.

<sup>12</sup>. Towards Maturity, "How to make your L&D strategy more responsive and relevant", June 2017

# FINDING THE RIGHT L&D PARTNER

To achieve this kind of agility best practice, many companies are teaming up with external learning and development specialists such as Raytheon Professional Services. This allows them to focus on their core business and reduce costs. If outsourcing L&D is going to work, companies need to make sure that their learning and business objectives are closely aligned.

Raytheon Professional Services designs tailored solutions to advance clients' business objectives, be it their speed to market, customer satisfaction or cost reduction. "Whether managing some of the largest, longest-running employee training programmes in the world, or applying our training expertise to smaller, shorter-term initiatives, we've helped clients transform how they effectively provide learning to their extended enterprise," says Mark Oliver, Managing Director at Raytheon Professional Services.

## **Raytheon** Professional Services

To access the latest training tools and technologies to enhance the learning experience and meet the L&D challenges to succeed in an ever more uncertain and volatile world, contact:

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[www.rps.com](http://www.rps.com)

