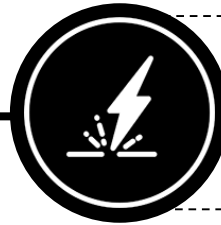


# Beyond Compliance

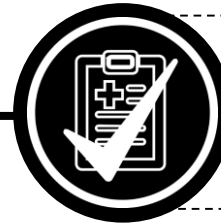
*Creating a Culture of Engagement in  
Financial Services*

# Why are we here?

## Current Landscape



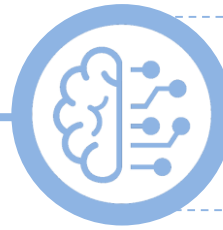
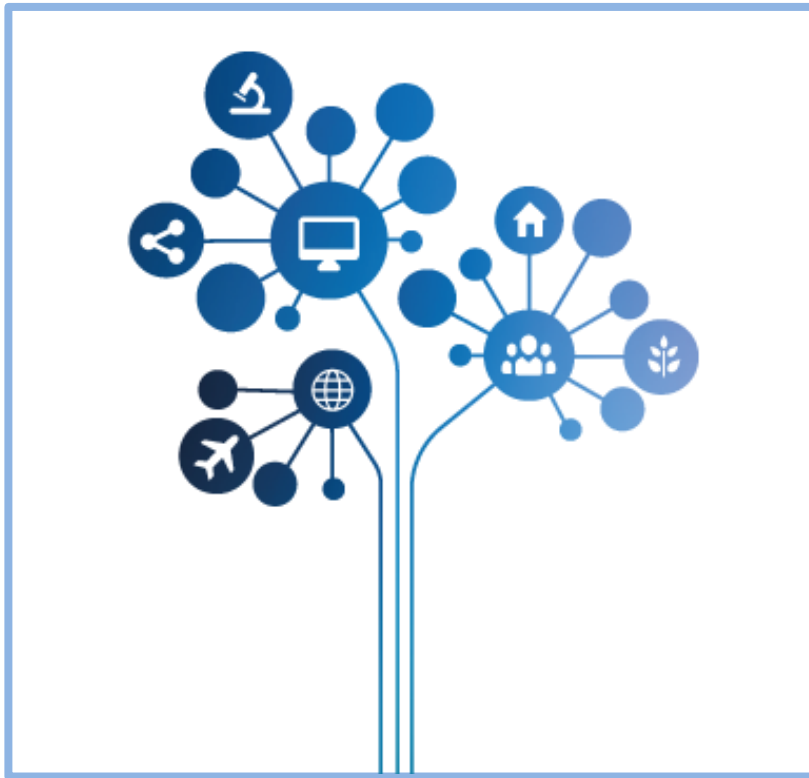
Disruption is the new normal in financial services



Learning is heavily focused on required training

# Why are we here?

## Future Vision



Financial services organizations are agile and adaptable to change



An engaged workforce drives positive business outcomes

# Poll #1

**How engaged are employees  
at your organization?**






- a. Highly engaged
- b. Somewhat engaged
- c. Neutral – neither engaged  
nor disengaged
- d. Somewhat disengaged
- e. Very disengaged



# A Culture of Engagement

**Figure 1. The simply irresistible organization®**

What we have learned: Five elements drive engagement

				
Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration
A focus on simplicity				

A modern learning culture drives engagement

# A Strong Learning Culture Drives Engagement

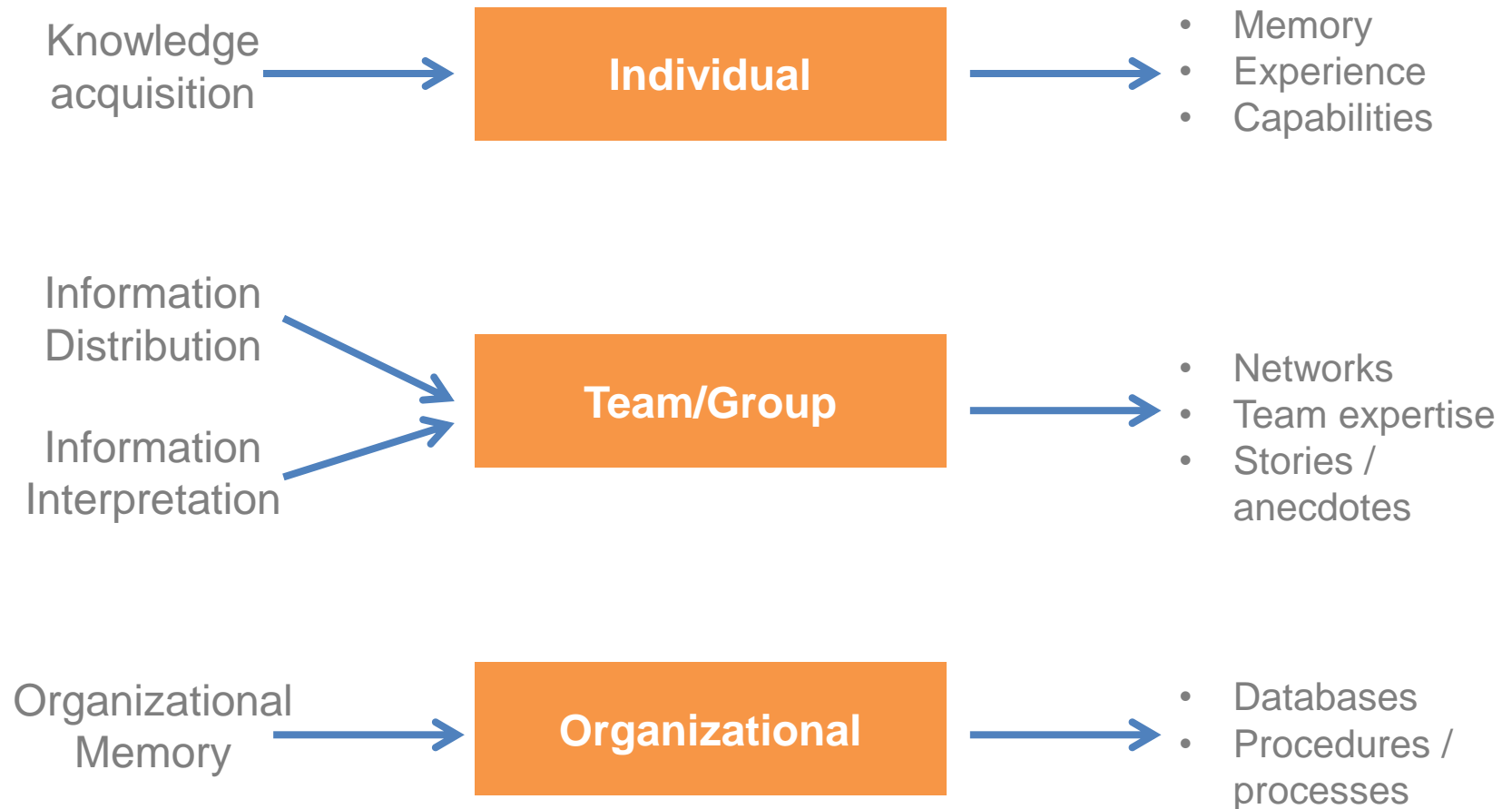
**30-50%**  
Higher Engagement

**52%**  
Greater  
Productivity

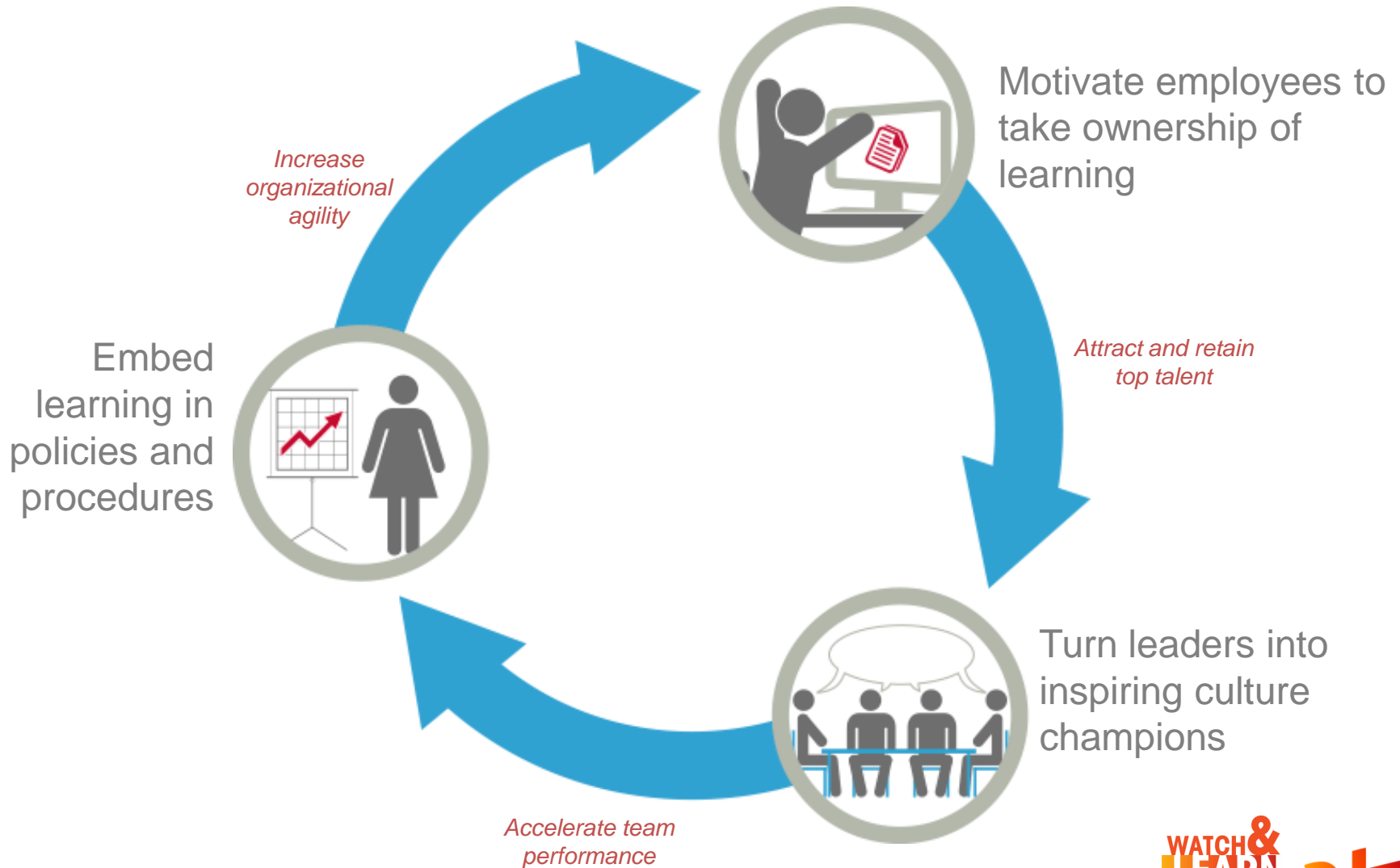
**92%**  
More likely to  
develop innovative  
products

**56%**  
More likely to be  
first to market with  
new products

# Levels of Learning



# Agenda





# Motivating Employee Learning



# Employees Care about Learning



of millennials see ongoing skills development as important to their careers<sup>1</sup>



how millennials rank training and development programs in a list of what makes an organization attractive to them<sup>2</sup>



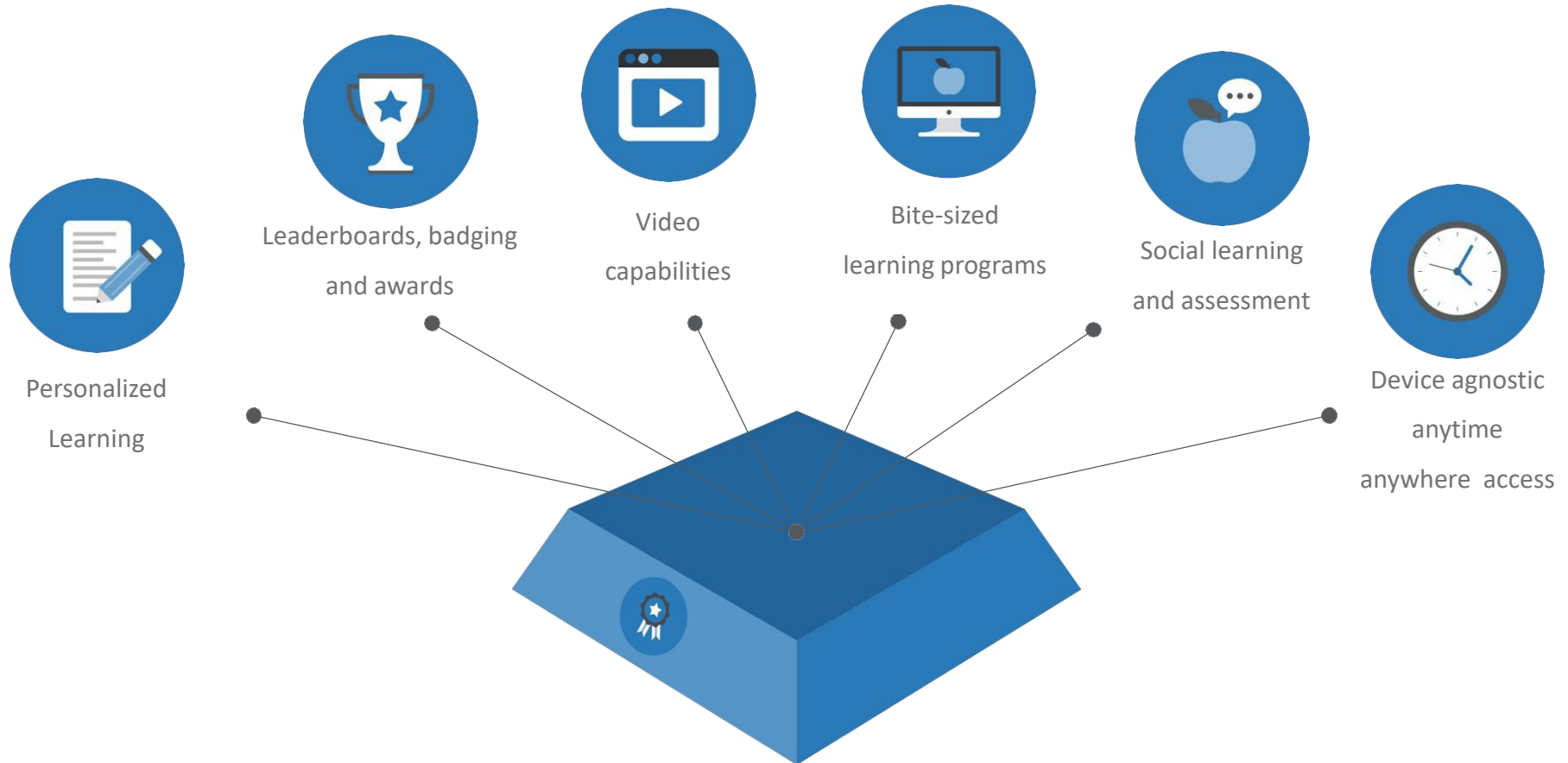
of millennials (and 75% of Gen Z) say that continuous and self-directed learning are important to helping them perform<sup>3</sup>

<sup>1</sup>Manpower Group, Millennial Careers: 2020 Vision, 2016

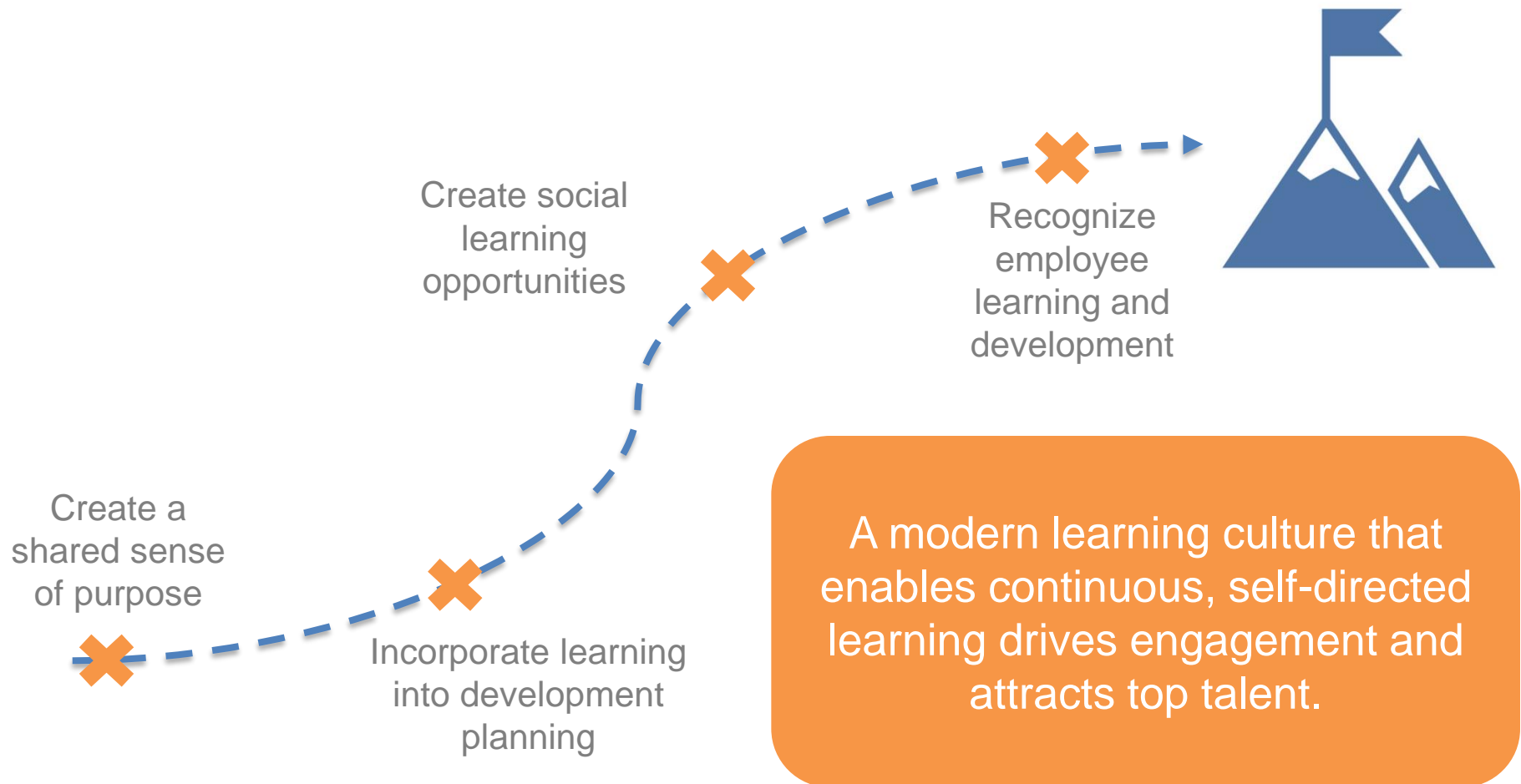
<sup>2</sup>PwC, Workforce of the Future: The competing forces shaping 2030, 2018

<sup>3</sup>Deloitte, 2018 Millennial Survey

# Modern Learner



# Enabling Employee Learning



# Purpose

How does my individual development contribute to organizational success?

- Align learning programs to business objectives
- Communicate desired outcomes
- Share success stories



# Individual Learning Goals

The behaviours, knowledge, or skills that employees identify as important to their own development. They may related to specific job tasks, work habits, competencies, or qualifications.



- What is being developed
- Structure and sequence of learning
- Timeline
- Feedback and evaluation methods
- Monitoring progress

# Social Learning

Employees learn from each other through observation, imitation, and modeling.



- Social Assessment™: Debriefs, reflections, roleplays, and process walkthroughs
- Collaboration tools
- Team learning and information sharing

# Recognize Learning

Recognition sparks engagement and motivates employees

- Leaderboards, badging, and awards
- Track, share, and celebrate learning activities
- Leadership and executive sponsorship for learning





# Poll #2

**How will you take employee learning to the next-level at your organization?**

- a. Individual learning goals
- b. Peer-to-peer feedback and social learning
- c. Communicate how employee development contributes to company success
- d. Recognize and celebrate individual learning



# Resources

- **Bold Directions in Modern Learning: Your Roadmap for Creating a Modern Learning Culture**

<https://www.d2l.com/resources/assets/social-assessment-new-ways-of-learning/>

- **Modern Learning is a Team Sport: A Playbook for Achieving Organizational Alignment**

<https://www.d2l.com/resources/assets/playbook-for-achieving-organizational-alignment/>

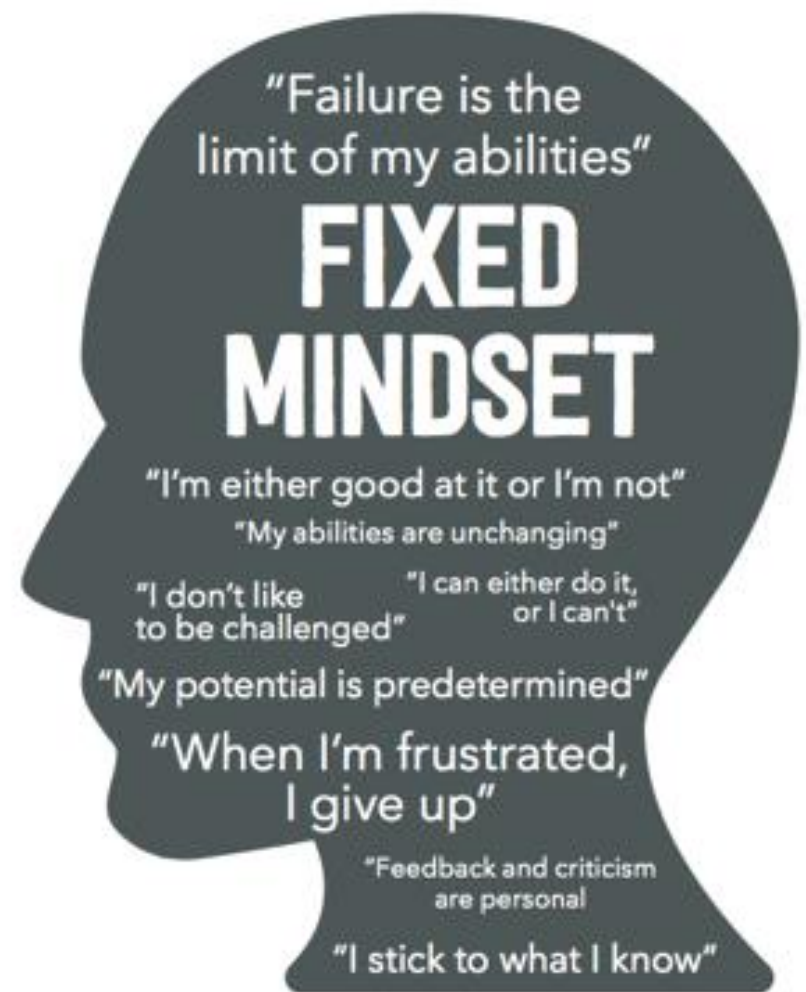
- **Social Assessment™: New Ways of Learning, a Modern Framework for Feedback**

<https://www.d2l.com/resources/assets/roadmap-for-creating-a-modern-learning-culture/>

# Creating Culture Champions



# Mindset



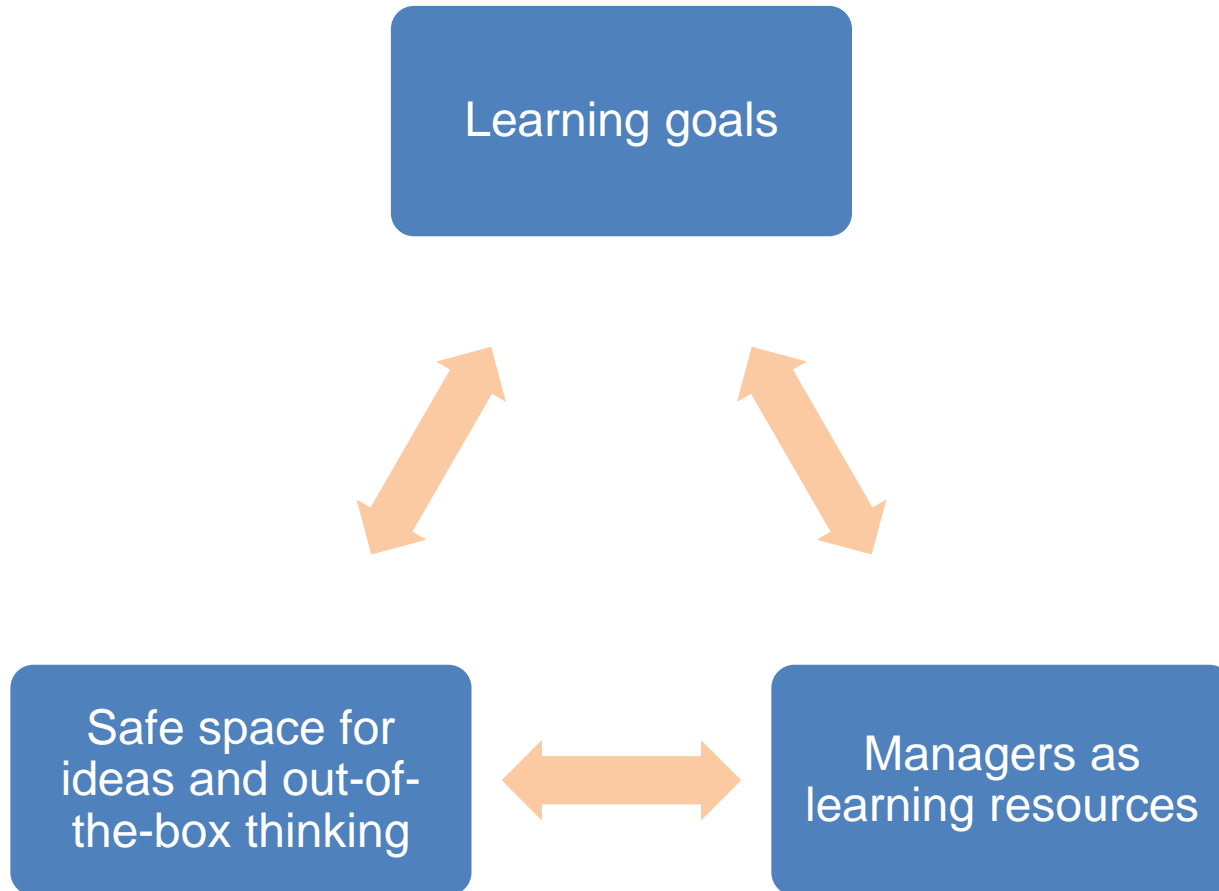
# Poll #3

What kind of mindset does  
your organization have?

- a. Growth
- b. Fixed



# Encourage a Growth Mindset





# Poll #4

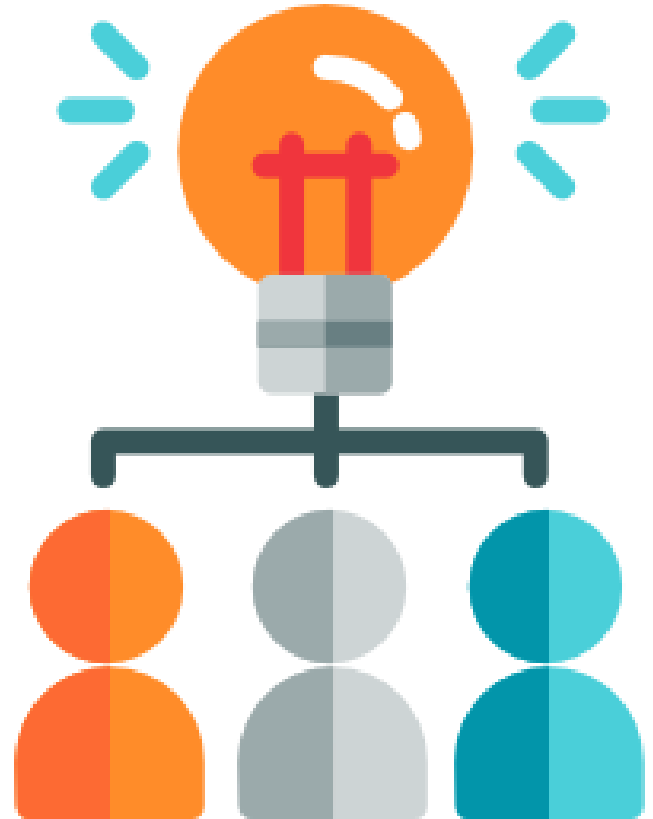
What will you do to encourage a  
growth-mindset at your  
organization?

- a. Implement individual learning goals
- b. Leverage managers as learning resources
- c. Create a safe space for employees to speak up



# Culture Champions

- Day-to-day interactions
- Share examples
- Celebrate successes
- Share individual learning stories





# Poll #5

**How will you encourage leaders to embody  
company culture?**

- a. Create a video series showcasing examples of leaders embodying company culture in their interactions with employees
- b. Create a discussion forum for leaders to share stories of their teams' contributions to company success
- c. Have leaders share their own individual learning experiences with their teams



# Resources

- **Leadership Skills New Managers Need to Succeed**

<https://www.d2l.com/resources/videos/leadership-skills-new-managers-need-succeed/>

- **4 Leadership Development Fundamentals**

<https://www.d2l.com/enterprise/blog/4-leadership-development-fundamentals/>

# Learning in Policy and Procedure



# Transferring Subject Matter Expertise



Expert  
coaching



Video  
capture



Collect &  
Curate

# Communities of Practice

A group of people gathering together to promote best practice in a shared domain of interest by engaging in joint activities, sharing knowledge, motivating each other, and building expertise.

- Establish the infrastructure
- Identify participants
- Choose a facilitator
- Hold regular meetings (virtual or in-person)
- Leverage social platforms and forums



# Poll #6

**How will you embed learning into company policy  
and procedure?**

- a. Create expert coaching and mentorship frameworks
- b. Capture subject matter expertise using video
- c. Collect and curate individual and team knowledge in a centralized learning platform
- d. Encourage the development of communities of practice



# Resources

- **Why It's Important to Transfer Knowledge and Subject Matter Expertise**

<https://www.d2l.com/enterprise/blog/transfer-knowledge-expertise/>

# Success Story

## From Compliance to Engagement

### Goals

- Extend learning beyond a compliance focus
- Transform work practices
- Promote learner-led learning

### Results

- 40% decrease in compliance course duration
- Build communities of practice
- 5x faster delivery of learning at 30% cost





# Take Aways

## Identify opportunities to motivate employee learning

- ☐ Social learning
- ☐ Individual learning goals
- ☐ A shared sense of purpose
- ☐ Recognition

## Encourage a growth mindset championed by leaders

- ☐ Employee safe space
- ☐ Share stories and examples
- ☐ Leaders as learning resources

## Embed learning in company policy and procedure

- ☐ Expert coaching and mentorship
- ☐ Capture subject matter expertise
- ☐ Communities of Practice

# Questions?

