HR Superhero:

How to Save the Day and Keep Remote Employees Engaged

April 21, 2020

Overview

How to keep employees engaged, effective, and motivated at home

- New era of remote work

- How do learning and training impact employee engagement?

- How and why to shift to 100% online training

- What opportunities are available for personal and professional development

- Why does employee stress management matter?

- Real-world case study

Caroline Brant is a global learning strategist for GO1. With more than 15 years of experience in the learning and development sector, she has a deep understanding of cutting-edge technology, product development, training design and implementation, and the future of work.

Rachel Horwitz is a dynamic and innovative director of learning and development with a history of transforming curriculum from traditional modalities to digital learning, resulting in the ability to meet business needs quickly and effectively.

Meet Today's Speakers

Think Outside
the Workplace

Working Remotely
Adjusting to the new normal

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A Pandemic-Sized Shift
The global coronavirus pandemic has temporarily, yet fundamentally, changed the way we work, communicate, and learn.

- Employees may be feeling confused, anxious, and distracted.

- They're juggling the demands of work + kids.

- People are creatures of habit; this new shift has upended their daily work routine.

- Social distancing, isolation and quarantine can lead to feelings of anxiety and depression.

Coping Strategies

Be more intentional about scheduling time for employees to collaborate and connect with co-workers and the company.

- Schedule daily video lunches or coffee breaks.

- Offer virtual tools that enable collaboration (Google Docs, Microsoft Teams).

- Continue celebrating staff birthdays, a team win, or other accomplishments.

- Start a virtual book club or reading group.

- Replace live learning opportunities with online tools.

Keep Remote Employees Engaged

Audience Poll

What are the biggest challenges you face when engaging your remote employees?

A. Technology

B. Stress / Anxiety

C. Productivity

D. Team Collaboration

How to minimize business disruption

Give employees the extra support they need

- Focus on engagement
  - Employees are isolated at home; help them develop routines to stay focus and engaged.

- Teach employees how to work from home
  - Offer time management techniques and supply new tech so they can stay productive.

- Leverage downtime
  - With extra time, get ahead of training or compliance requirements.

Shifting to Online L&D

It's time to innovate

Shift from ILT to eLearning and live seminars

- Some conferences have committed to ALL virtual until 2021.

Have less hesitation about eLearning

- Now that we're "forced" to focus on eLearning, decision makers are seeing the benefits.
- CFOs are seeing the cost savings.

Audience Poll

What percentage of your L&D program takes place online?

A. 0-24%   B. 50-74%

C. 25-49%   D. 75-100%

Poll Results

What percentage of your L&D program takes place online?

A. 0-24%

B. 50-74%

C. 25-49%

D. 75-100%

Traditional barriers to online L&D

Technology

- Some workers may not have access.

Is Face-to-Face Better?

- In-person/ILT training can be considered more effective.
- You can still have ILT training, but now you'll do it virtually.

Why training? Why now?

- Take advantage of workflow shifts to encourage skill-building and growth.

- Build connectivity: Help isolated employees connect to their co-workers and to the company.

- Stay in compliance.

- With conferences canceled or put on hold, pivot to online learning resources, such as webinars, YouTube videos, or livestream conferences.
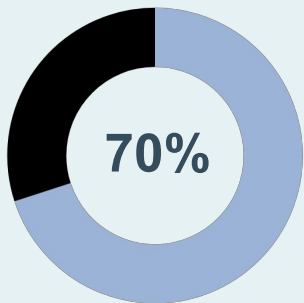
Up•skill•ing
(Ŭp-skĭll-ĭŋ)

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The development of additional skills to help make someone more valuable in their current role and open them to career advancement

Why is upskilling so important?
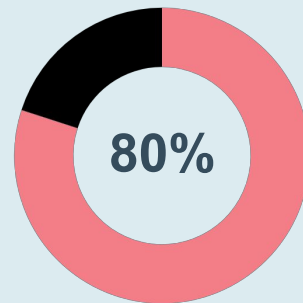
- Digital transformation and the rapid pace of change

- ↑ new demands for skills

- ↓ time to learn those skills

- Planning for career growth

Employees Are Unprepared

70%

of employees said they haven't mastered the skills they need for their jobs today.

Source: Gartner

80%

of employees said they lack the skills they need both for their current roles and their future careers.

What's at Stake?

Costly employee turnover

$15K   per employee — conservatively

1.2 yrs   average tenure of a top candidate

2.2 yrs   average payback period for an external hire

Sources: The Work Institute, Aberdeen Group

Revenue left on the table

For every **$1** spent on upskilling, businesses typically earn or save **$2**.

Source: PwC

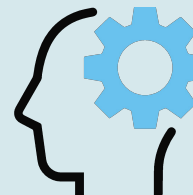# Who Needs Upskilling?

1

Everyone!

2

This includes your most experienced workers, plus managers and senior leaders at all levels.

3

Don't assume younger workers have the tech skills they need.

"The only thing worse than training your employees and having them leave is not training them and having them stay."

— Henry Ford

Where Do You Begin with Upskilling?

Why? Determine objectives.

Why are you trying to train your workforce?
What are you trying to accomplish?

Who? Determine target groups.

Segment the employee population.
Do it by role and by operating unit.

How? Determine delivery method.

How will you deliver the best learning
experience and create engagement?

4 Dos and Don'ts

Do create the curated content libraries needed to facilitate upskilling.

Don't neglect learner experience by making training difficult to access.

Don't just educate. Offer hands-on experience.

Do remember that time is one of the biggest barriers to learning.

Benefits of 100% Online L&D Delivery

1

Scale

There are fewer physical limits on your ability to train.

2

On-Demand

Employees can join a virtual seminar or skill-building session at a time and place that works best for their schedule.

3

Cost-Effective

You can deliver training at a significantly reduced cost compared to in-person, instructor-led options.

DO

create the curated content libraries needed to facilitate upskilling.

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Starting Points for a Personalized, Curated Library

1

Identify Learning Channels

- Instructor-led
- Coaching
- On-the-job learning
- Follow-up eLearning

2

Audit Your Channels

- What do you want?
- What do you have?
- What do you need?

3

Identify Gaps

- Technology
- Content
- Channel
- Budget / Resources

Personalize with Small, Curated Content Libraries

Identify the desired end result, and choose courses that align with your objectives.

Understand your workforce demographics, and create one library per target group.

Personalize with Small, Curated Content Libraries
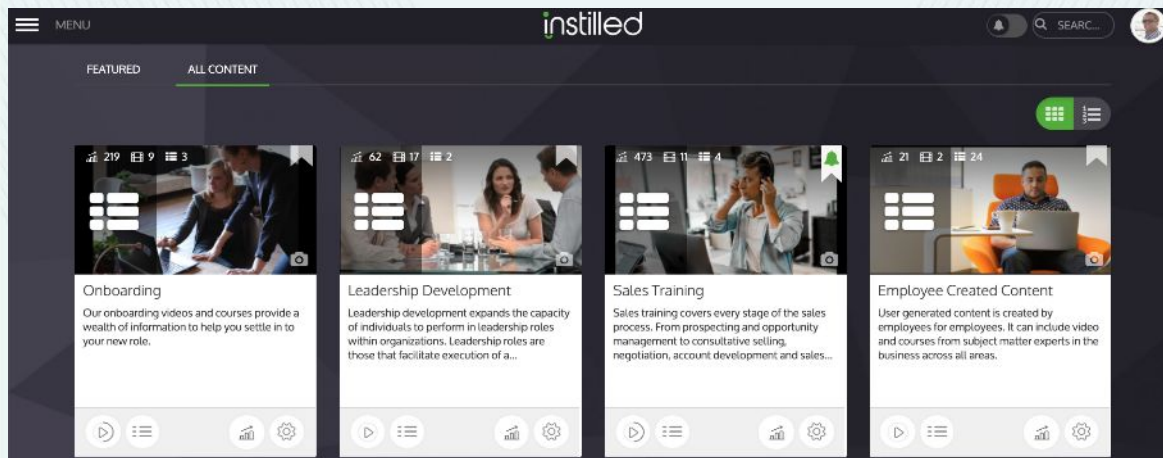
Speak to different types of learners at all stages of the career lifecycle.

Ensure the library has flexible types of content for all learning preferences.

Prioritize ease-of-use.

Run a pilot

Set yourself
up for success.

- Set clear goals — what problem are you solving?

- Decide on length of time.

- Choose a small testing group with varying roles.

- Develop an onboarding plan.

- Determine a plan to collect feedback.

- Analyze the results.

DON'T neglect the learning experience by making training difficult to access and use.

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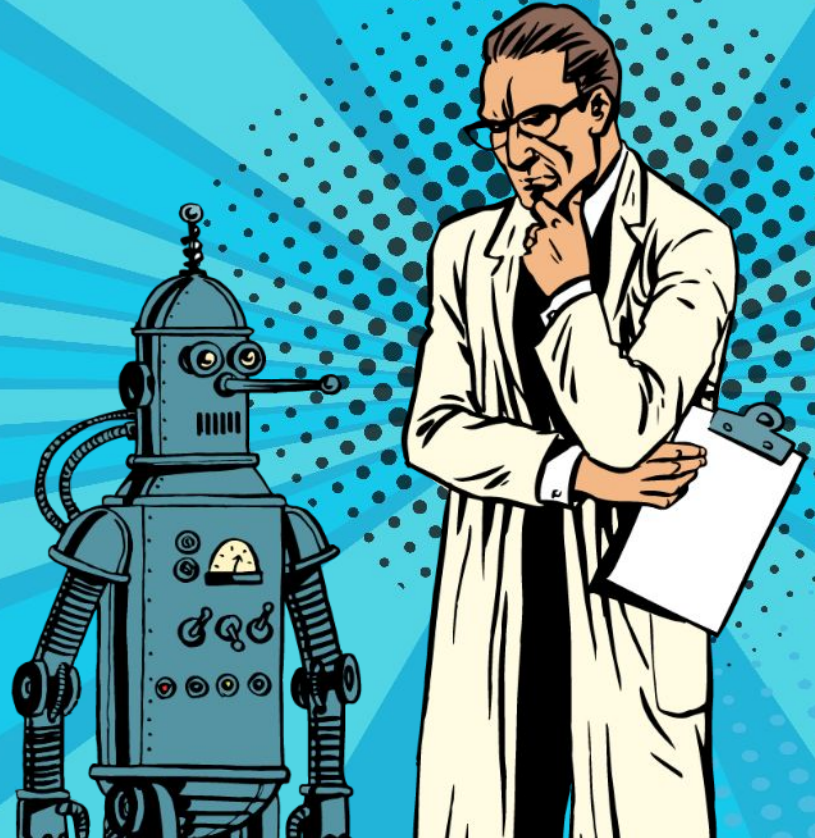
Maintain and Refine Your Curated Libraries

1
Continual Curation

Do it annually, at least.

2
Pre-Assessments and Surveys

These can range from a few questions to a full test.

Add minimum skills required to libraries.

3
Checkpoints

Monitor your technology for metrics.

Low start rates? →
    Culture / time issue
High drop-off? →
    Bad content

Professional Development

Top Professional Development Skills For Remote Workers:

1

Communication

Business writing, presentation skills, and effective PowerPoint design are just as critical when communicating online.

2

Project Management

Help managers ensure that works stay on time and on track.

3

Leadership

Build leaders who can inspire and direct employees remotely and in the future.

Personal Improvement

Advantages of company-sponsored self-improvement:

1

Engagement

- Leverage extra downtime.
- Keep employees active and engaged.

2

New Skills

- Even if they're seemingly unrelated, new skills find their way into work later.
- Help cross-train for a different role in your organization.

3

Competitive Benefits

- Invest in employee happiness and growth.
- Boost morale.
- Help attract and retain great employees.

Resources for Stress Management

Expand your content library when priorities shift

- Why is it important to help employees manage their stress?

- How mindfulness, wellness, and stress content can help — whether at home or later in the office

- Train company leaders how to cope, and manage, during a crisis.

- Prioritize ease-of-use and convenience.

Complicated isn't better —
keep training easy to discover and simple to access.

People Truly Learn by Doing

The Forgetting Curve

How much new information do we forget if we don't apply it afterward?

Source: Hermann Ebbinghaus

ConvaTec

This company created a scalable leadership development program for all employees to apply learning through action learning.

ConvaTec

- **Pre-work learning**
- **One live class**
- **Virtual monthly cohort learning**
- **Action learning with teams:** Practice what you learned in live situations and classes.
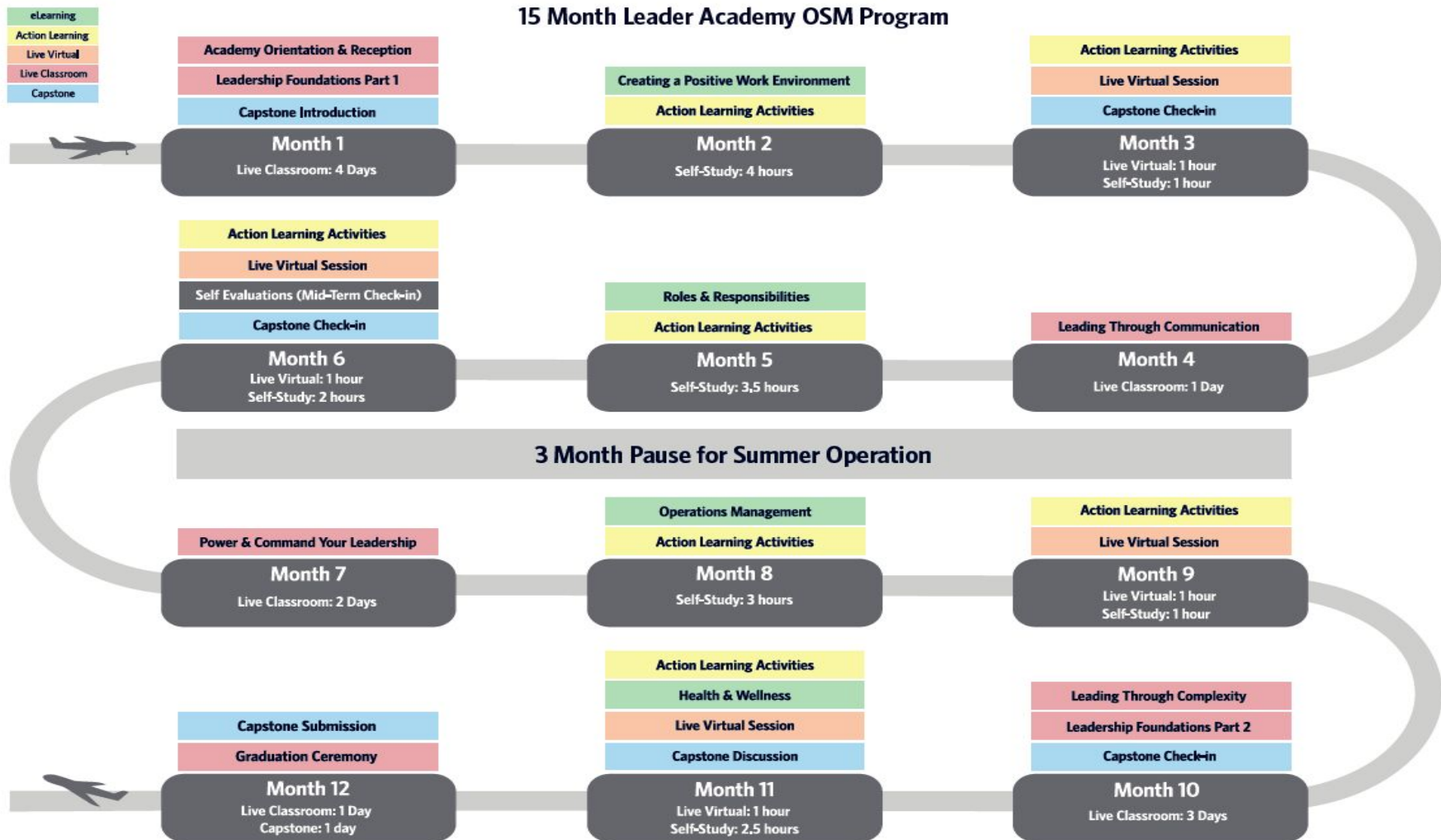- **Pre- and post-assessments using 360**

Delta Air Lines Leader Academy

This airline solved for the challenges its leaders face every day with a combination of virtual courses and action learning.

- **Live class:** Operational needs get addressed several times per year.

- **Zoom live class**

- **eLearning**

- **Action learning with teams:** Practice what you learned in live situations and classes.

15 Month Leader Academy OSM Program

Legend:
- eLearning
- Action Learning
- Live Virtual
- Live Classroom
- Capstone

Month 1
- Academy Orientation & Reception
- Leadership Foundations Part 1
- Capstone Introduction
- Live Classroom: 4 Days

Month 2
- Creating a Positive Work Environment
- Action Learning Activities
- Self-Study: 4 hours

Month 3
- Action Learning Activities
- Live Virtual Session
- Capstone Check-in
- Live Virtual: 1 hour
- Self-Study: 1 hour

Month 6
- Action Learning Activities
- Live Virtual Session
- Self Evaluations (Mid-Term Check-in)
- Capstone Check-in
- Live Virtual: 1 hour
- Self-Study: 2 hours

Month 5
- Roles & Responsibilities
- Action Learning Activities
- Self-Study: 3,5 hours

Month 4
- Leading Through Communication
- Live Classroom: 1 Day

3 Month Pause for Summer Operation

Month 7
- Power & Command Your Leadership
- Live Classroom: 2 Days

Month 8
- Operations Management
- Action Learning Activities
- Self-Study: 3 hours

Month 9
- Action Learning Activities
- Live Virtual Session
- Live Virtual: 1 hour
- Self-Study: 1 hour

Month 12
- Capstone Submission
- Graduation Ceremony
- Live Classroom: 1 Day
- Capstone: 1 day

Month 11
- Action Learning Activities
- Health & Wellness
- Live Virtual Session
- Capstone Discussion
- Live Virtual: 1 hour
- Self-Study: 2,5 hours

Month 10
- Leading Through Complexity
- Leadership Foundations Part 2
- Capstone Check-in
- Live Classroom: 3 Days

DO

remember that time is one of the biggest barriers to learning.

3 Talking Points for Managers

1

Culture

- Modern leadership approaches
- Collaboration
- Mentorship
- Preparation
- Learning in the flow of work

2

Retention

- Giving employees tools to be successful in your organization
- More effective and humanized management

3

Growth

- Revenue
- Innovation
- Employee professional growth

Offer Training Unrelated to Specific Roles

Non-Essential Courses

Course Benefits

Stress management / mindfulness training

Improve wellbeing, prevent burnout, and curtail turnover.

G Suite, Slack, and other productivity apps

Spark opportunities for process improvements.

Time management

Ease stress, and improve productivity.

Learning in the flow of work

24 minutes are available each week for learning. Almost half of all workers prefer to learn at the point of need.

Learning is delivered in employees' work environment via conversational interfaces, often through installed plugins.

4 key principles:
- Spaced learning
- Designed repetition
- Practice
- Competency-driven recommendations

Sources:
"A New Paradigm For Corporate Training: Learning In The Flow of Work," JoshBersin.com / Josh Bersin, July 3, 2018.
"2018 Workplace Learning Report: The Rise and Responsibility of Talent Development in the New Labor Market," LinkedIn, 2018.
"Four Practices to Embed Learning in the Flow of Work," Deloitte, 2019.

Key Takeaways

- Too much is at stake to neglect upskilling.

- Small, curated content libraries are key to personalized learning.

- Keep content fresh and easy to access.

- Hands-on experience is imperative.

- Incentivize training with courses unrelated to specific roles and quick-hit learning in the flow of work.

Questions?

Thank you

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