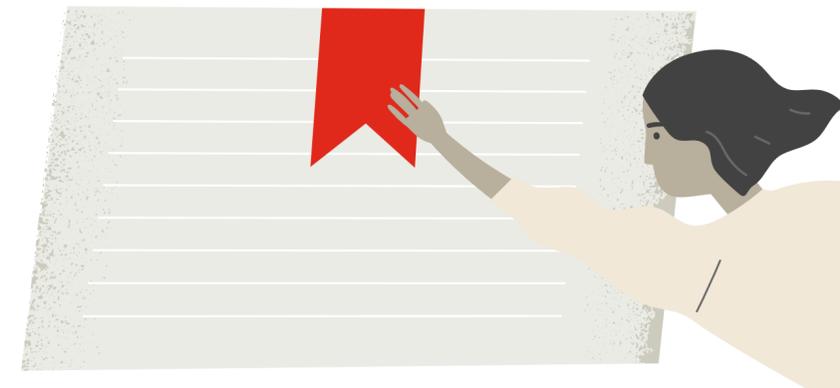
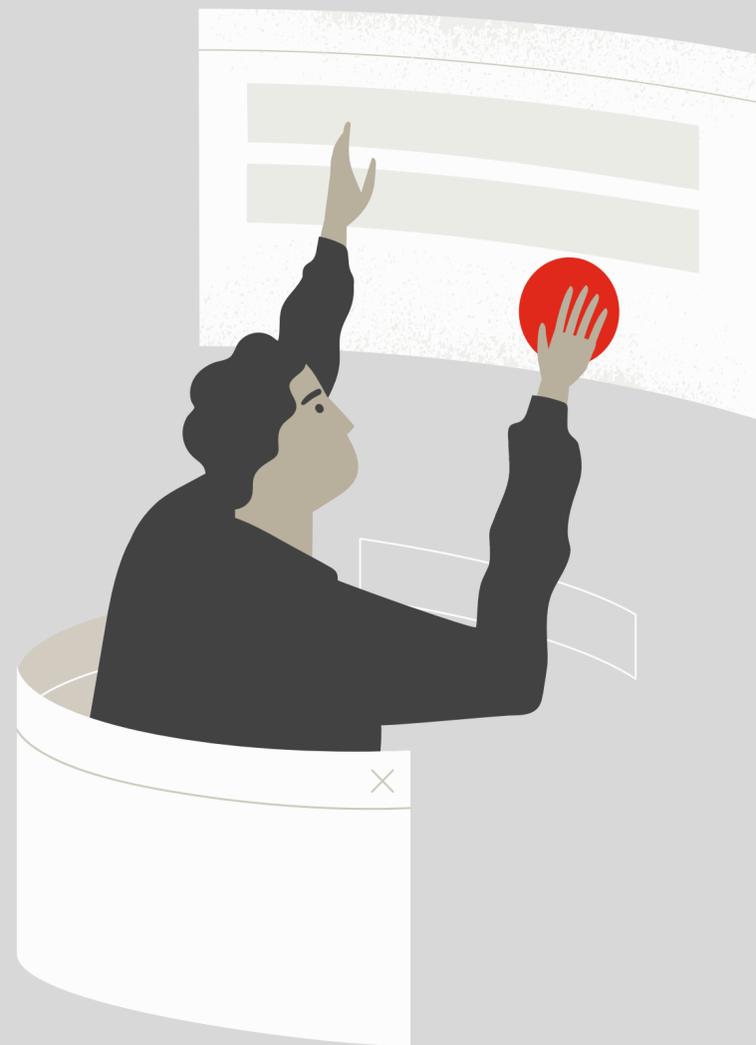


**/learnship™/**

# L&D Unleashed

Five converging mega-trends mean now is the perfect opportunity for L&D leaders to take learning to the next level. To unleash L&D's full power, impact and influence.



# Five mega-trends defining enterprise survival

Every year brings new challenges for enterprises but 2020 outdid itself—not only in terms of immediate disruption during the pandemic, but through web-like aftershocks that have left the global business world reeling.

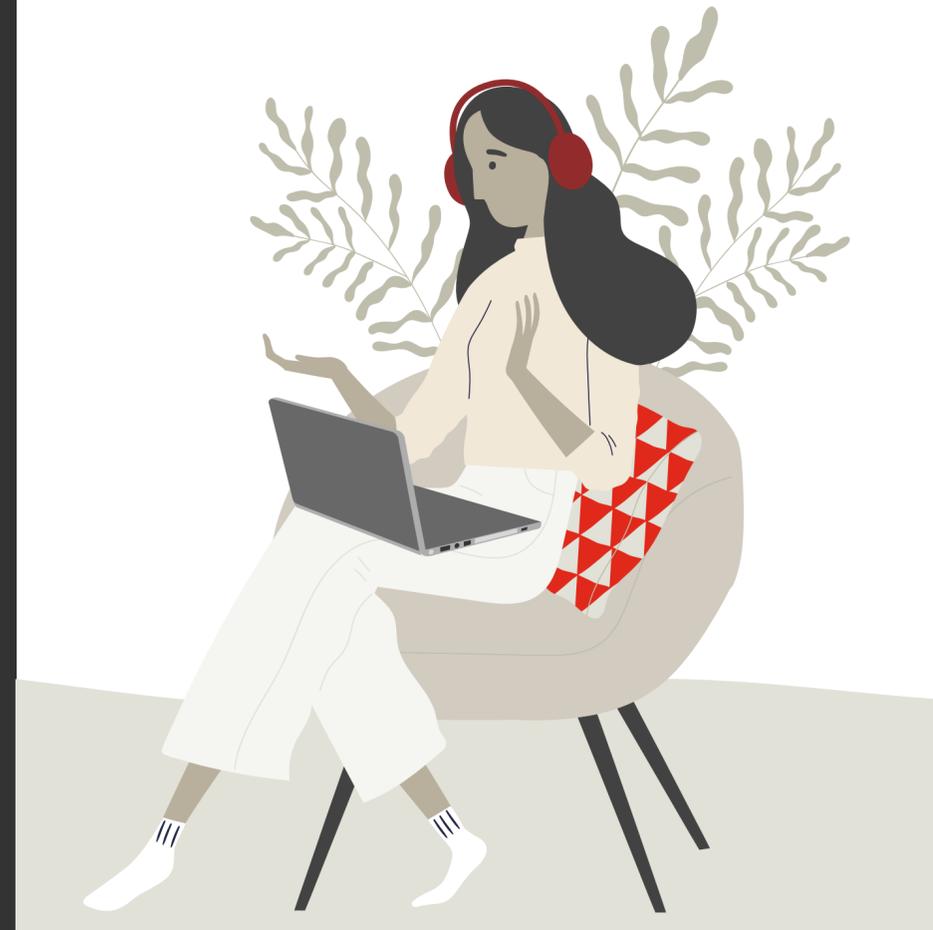
The result is a volatile landscape where five of the biggest trends in the enterprise periphery have accelerated and converged. They form one interconnected pressure system that threatens to knock enterprises off their axis—but also offers new possibilities for off-the-scale growth.

L&D is uniquely positioned to guide enterprises through this turbulence, to arm the business to emerge stronger than ever.

Over the next few pages, we'll show you how to unleash L&D's full power, impact and influence as a strategic business partner.

**Keep reading →**

/Part one/



The trends



— Mega-trend one

# Diversity and Inclusion as a business priority

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## The trend

The business case for diversity and inclusion (D&I) has been demonstrably robust for years, with more diverse teams proven to outperform peers against various critical measures, including profitability.

Enterprise progress on diversity has historically been somewhat patchier, but organizations today understand D&I is more than a box-checking exercise. Global scrutiny is higher than ever and business leaders expect to see meaningful progress both in the short- and long-term.

Especially now, in the aftermath of a crisis that risks intensifying inequalities while strong business recovery rests on disentangling them.

To navigate unprecedented global turbulence, enterprises can't afford to turn their backs on the critical success lever that's D&I. And although every function is rightfully expected to play its part, L&D has the potential to be an agent for concrete enterprise-wide change.

— Mega-trend one

## Diversity and Inclusion as a C-Suite issue

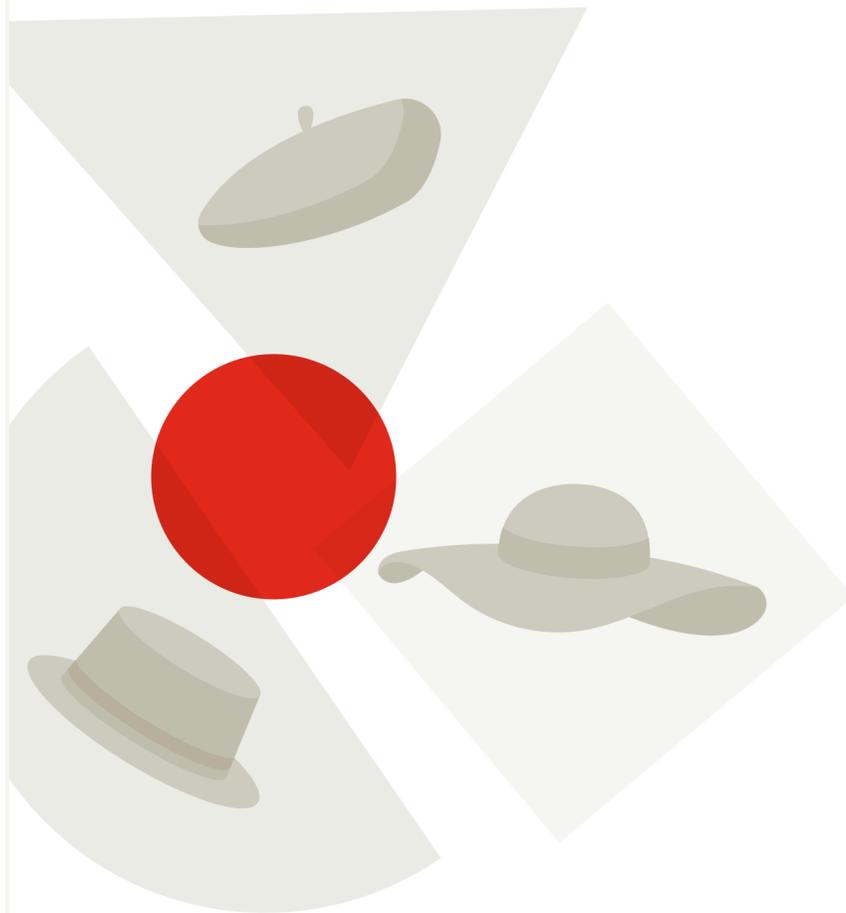
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### L&D's influence

Holistic—and critically, fast—progress on diversity won't come through discrete initiatives scattered across departments and geographies, however well-intentioned.

Systemic cultural change is needed to connect and contextualize those initiatives—and although enterprises do typically recognize that need, understanding doesn't always translate into action.

For instance, [McKinsey's latest diversity report](#) finds overall progress on diversity has been slow—and often non-existent. The report emphasizes the need for “far bolder action” on inclusion, even where workforces are relatively diverse.

Or *especially* where workforces are diverse, in truth.

Diversity isn't a numbers game. Realizing the true value of diversity—unlocking the diversity dividend—doesn't happen tokenistically. It only comes when you create safe, inclusive spaces that empower diverse teams to realise their full potential.

Like digital transformation, that's a macro issue of cross-company interaction. And that's where L&D can be the vanguard of change, rewiring how teams interact from the ground-up.

By championing cultural training—including equipping teams with a common language—and building intercultural sensitivity, L&D can help diverse teams collaborate in a more respectful and productive way.

To lay the foundation for a more inclusive working culture where diverse talent thrives. And the foundation for the more resilient, more agile organization that results when D&I becomes a core component of your culture.

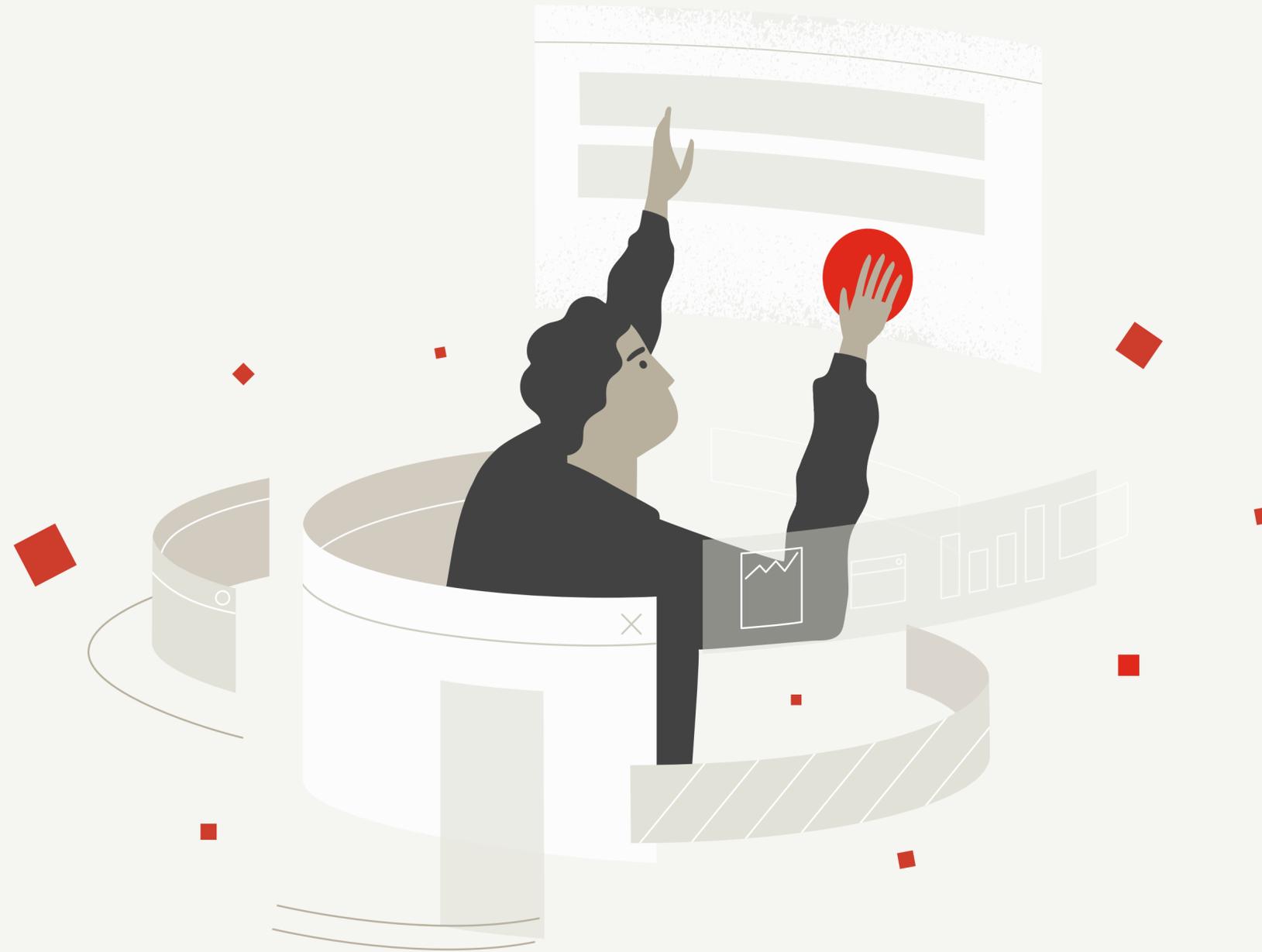
**L&D**

Has a key role in creating safe, inclusive spaces that empower diverse teams to realise their full potential.

— Mega-trend two

# Digital transformation

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## The trend

When we reflect on this tumultuous period, we'll recognize what a historic watershed the pandemic has been. The already fast-moving current of digitization has become a vast, urgent tidal wave—one that enterprises will either ride to new heights or suffocate under.

McKinsey research shows COVID-19 has pushed enterprise digital adoption forward five years, for example.

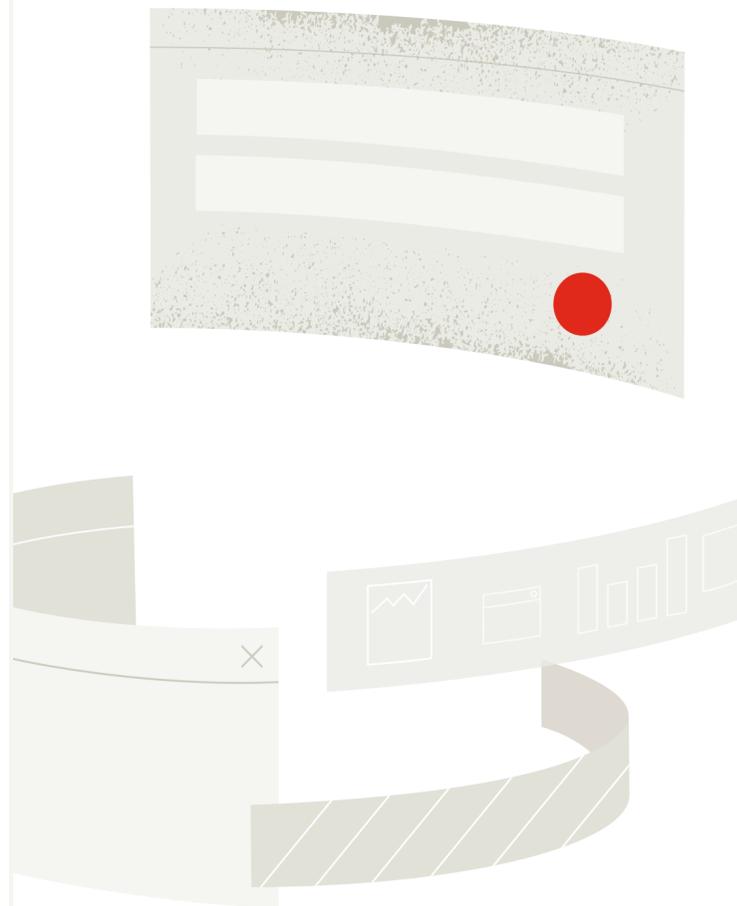
And it's not just about adapting to the pandemic. The truth is, the floodgates for digital-driven innovation have been slammed open—and now, the sea-level has risen for good.

For enterprises to compete on today's new terms, navigating digital transformation isn't just a major business priority. It's survival-critical. And there's a L&D-shaped space at the helm.

— Mega-trend two

## Digital transformation

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### L&D's influence

Digital transformation has never just been about adopting new technologies that power new efficiencies. Successful transformation rests on one asset above all else: an enterprise's people.

That's true on the micro, functional level—marketing teams learning to wrangle huge datasets, for example—but especially so on the macro-level. Exact skills needs change fast but every major transformation project depends on your people collaborating fluidly across new barriers; finding new ways to deliver value.

That's a universal truth, no matter which new skills, projects or priorities emerge. Communication silos are an existential threat, slowing progress right when enterprises need to accelerate most.

That's where L&D can take their value to the next level, not only through targeted, agile programs covering in-demand specialist skills but by equipping global, multi-disciplinary teams to work together more effectively.

Empowering sales leaders in Japan to communicate meaningfully with marketing leaders in the Netherlands. Developers in Hyderabad to collaborate effectively with designers in Jakarta and campaign strategists in Singapore.

To build the backbone of a more resilient enterprise that can better navigate transformation.

>> 5

McKinsey research shows COVID-19 has pushed enterprise digital adoption forward five years

**L&D**

Can equip global, multi-disciplinary teams to work together more effectively

— Mega-trend three

# Continuous learning culture

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## The trend

Typical career pathways today aren't linear, especially now, so the learning pathways that equip employees to navigate them can't be. That's why, even more than a decade ago, research had established companies that nurture a culture of learning were 30% more likely to be long-term market leaders.

Some C-suites have been slower to recognize L&D's full potential but for years the most successful enterprises have embraced L&D not just as a training function but as culture-setters.

This recognition has come hand-in-hand with the accelerating pace of digital transformation—and the accelerating cycle of displaced, obsolescent and emerging skills.

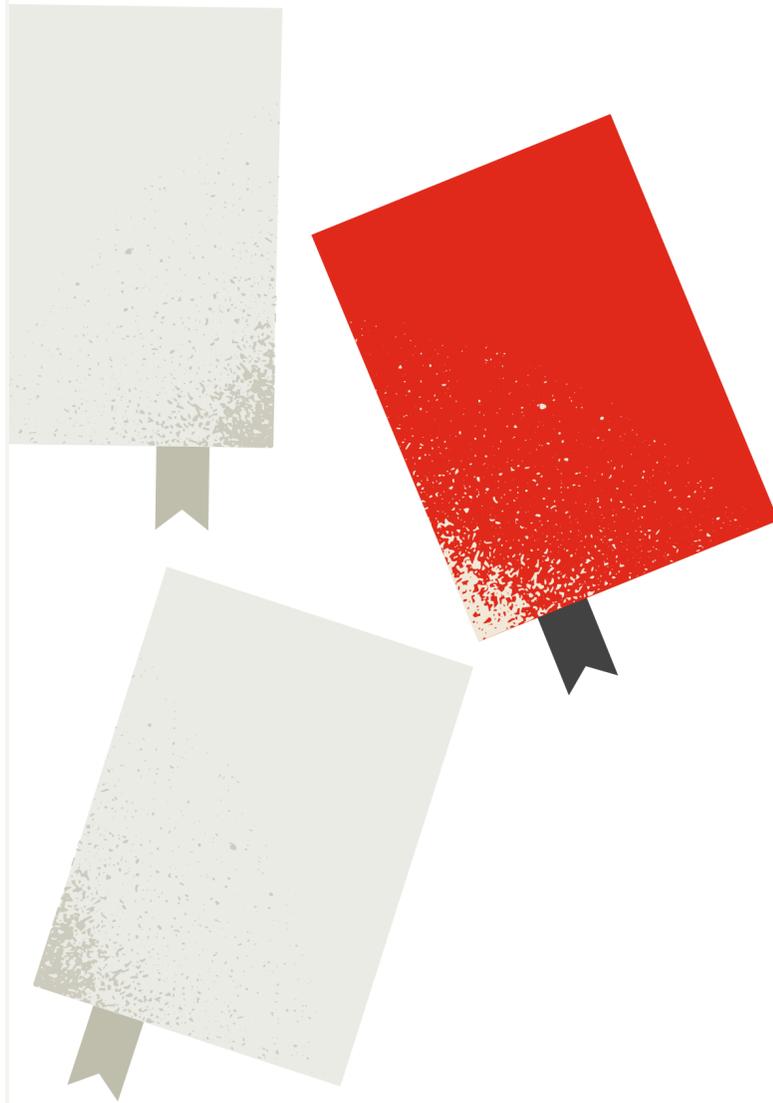
That's a truth that's only amplified post-pandemic, as business models pivot, skills fissures open and strategic learning plans shatter. The gap between leaders and the pack will widen, based on which organizations harness their biggest asset—their workforce—most efficiently and effectively.

Today, even the most important functional hard skills are less important than the culture of agile, continuous learning that equips employees to keep pace with change.

— Mega-trend three

## Continuous learning culture

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### L&D's influence

If elevating L&D to cultural change-driver was important before the pandemic, it's imperative now. A continuous approach to reskilling and upskilling facilitates agility, allowing organizations to re-allocate employees across the business to support emerging priorities.

Plus, a culture of learning is a major employee engagement play. We've known for a decade that employee engagement impacts critical business outcomes like customer satisfaction, profitability, productivity, turnover and absenteeism.

But progress towards true culture change has often been slow. Even a comprehensive, fast-evolving learning program doesn't inherently translate into a true learning culture—because a true learning culture doesn't depend on provision but on application.

That is, we can measure L&D's success by employees' ability to apply their learnings to optimize their day-to-day work. By how quickly they solve knotty problems; how much more efficiently they complete tasks. How much their productivity improves.

Those outcomes depend on collaboration. Whatever the skill—take blockchain, or cloud computing, or AI—the wider context in which employees apply it is always team-based. Collaboration is always the gatekeeper to success.

That means fluid, seamless collaboration across the enterprise is the scaffolding that underpins a culture of learning and the spark that ignites it. By zeroing-in on the building blocks of collaboration, L&D professionals can create and sustain learning as a major strategic asset.

**30%**

Even more than a decade ago companies that nurture a culture of learning were 30% more likely to be long-term market leaders

— Mega-trend four

# The surge in remote working

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## The trend

Employees' expectations of work—and enterprises' willingness to meet them, thanks to employee engagement emerging as a proven growth-driver—have been shifting for years.

Even before COVID, the once-ubiquitous model of office-based nine-to-five work had evolved across many enterprises to accommodate more flexibility.

For example, the [International Workplace Group \(IWD\)'s 2019 Global Workspace Report](#) found that 50% of global employees surveyed worked outside their main office headquarters at least 2.5 days each week.

Saying that, many enterprises have expressed persistent concerns about the implications of remote working, especially on collaboration and the repercussions for innovation.

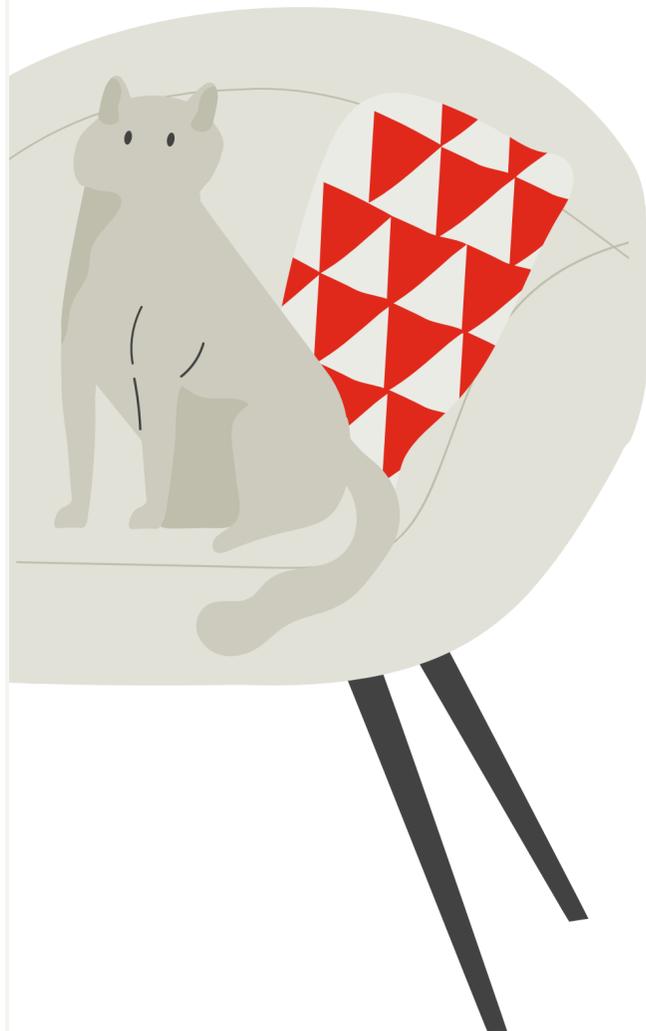
That's meant businesses have often shied away from at-scale remote working experiments that might hurt productivity.

Then the pandemic forced the world's hand, demanding sweeping change overnight and heralding global workplace culture change. As the dust settles, a return to office-only work looks extremely unlikely—and enterprises that before had lingering doubts about remote working now won't be afforded the luxury.

— Mega-trend four

## The surge in remote working

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### L&D's influence

The past year's enforced experiment has created an opportunity for L&D leaders to show how remote working can work—not only as a necessity today, but as a strategic value-driver forever.

The surge in remote working has placed a new premium on remote working skills, both for individuals and teams. Employees have to navigate a host of new challenges, pressures and priorities to get their work done effectively.

To transform remote working from inconvenient reality into core operating principle, L&D must take a panoramic view, scrutinizing how work happens—and gets disrupted—across the business and building new muscle where it's needed.

That will likely include functional hard skills like digital tool proficiency, but they're minor compared to the gamut of capabilities that underpin effective at-scale remote collaboration.

The likes of communication skills, adaptability, time-management, empathy and resilience are emerging as unignorable business drivers. Teams that build those capabilities fast will be better equipped not just to survive but thrive remotely.

To maximize impact, L&D must champion these skills—while also safeguarding influence by ensuring Learning doesn't become a time, cost and results black hole.

Where L&D can tread this line, its value as a business partner will rise exponentially.

**50%**

Of global employees surveyed worked outside their main office headquarters at least 2.5 days each week in 2019

— Mega-trend five

# The march of globalization

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## The trend

While every year brings new challenges to global business—and none more so than 2020—global connectedness remains strong.

Initial predictions that the pandemic could herald an end to globalization have proven untrue. For example, the [Annual DHL Global Connectedness Index 2020](#) showed unexpected resilience across trade, capital and information flowlines, even if the movement of people has been temporarily curbed.

Evidence suggests a post-pandemic return to pre-pandemic globalization growth, as societies, economies, enterprises and people continue to benefit from the interconnected world we've built.

But navigating that interconnectedness comes with challenges too. Enterprises will continue to be sustained by global teams, working virtually and made-up of people from a diverse range of locations.

Empowering those global teams to work better together will be, as it has been, a major challenge for enterprises—and L&D leaders—over the coming years.

— Mega-trend five

## The march of globalization

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### L&D's influence

In the global enterprise, productivity is refracted across dozens of people, teams, departments, offices and geographies. This fragmentation brings an added complexity burden that's separate from project or task complexity—and it's a cap on enterprise growth.

Of course, you'll never totally remove the complexity burden. Time-zones, for example, can be worked around but never totally taken out of the equation.

But where L&D can add huge value is identifying and dissolving the bottlenecks that *are* controllable.

That may mean upskilling and reskilling to handle overt capability gaps. But those gaps tend to be local problems, solved at the local level—a manager identifying a training need, for instance. Most organizations have robust performance management structures to surface and solve these issues.

More insidious is the cultural friction that comes from global teams collaborating. Etiquette breaches that cause time-consuming, trust-eroding misunderstandings.

Local cultural norms that can be misinterpreted. Local terminology that conveys insider credibility—or outsider naivety.

And cultural friction doesn't just slow employees down. The enterprise is also dependent on a whole network of people outside the business. Cultural barriers hurt your supply chain and threaten relationships with clients and customers too.

Upskilling your people to shatter cultural barriers doesn't just mean driving enterprise-wide productivity gains. It means empowering the enterprise to capitalize more fully on the benefits of global scale. And that's where L&D becomes instrumental as a growth driver.

**2020**

Has seen connectedness resilience across trade, capital and information flowlines, even if the movement of people has been temporarily curbed.



Navigating any of these five trends would be challenging enough in isolation. Taken together, they add up to a profoundly turbulent environment.

Enterprises are becoming increasingly reliant on remote, global and diverse teams that must take urgent transformation in their stride.

Not just business growth but business survival rests on it.

But with turbulence comes opportunity. The enterprises that learn fastest to power effective collaboration between and across those teams will earn an invaluable edge—and L&D is in the best position to lead the charge.

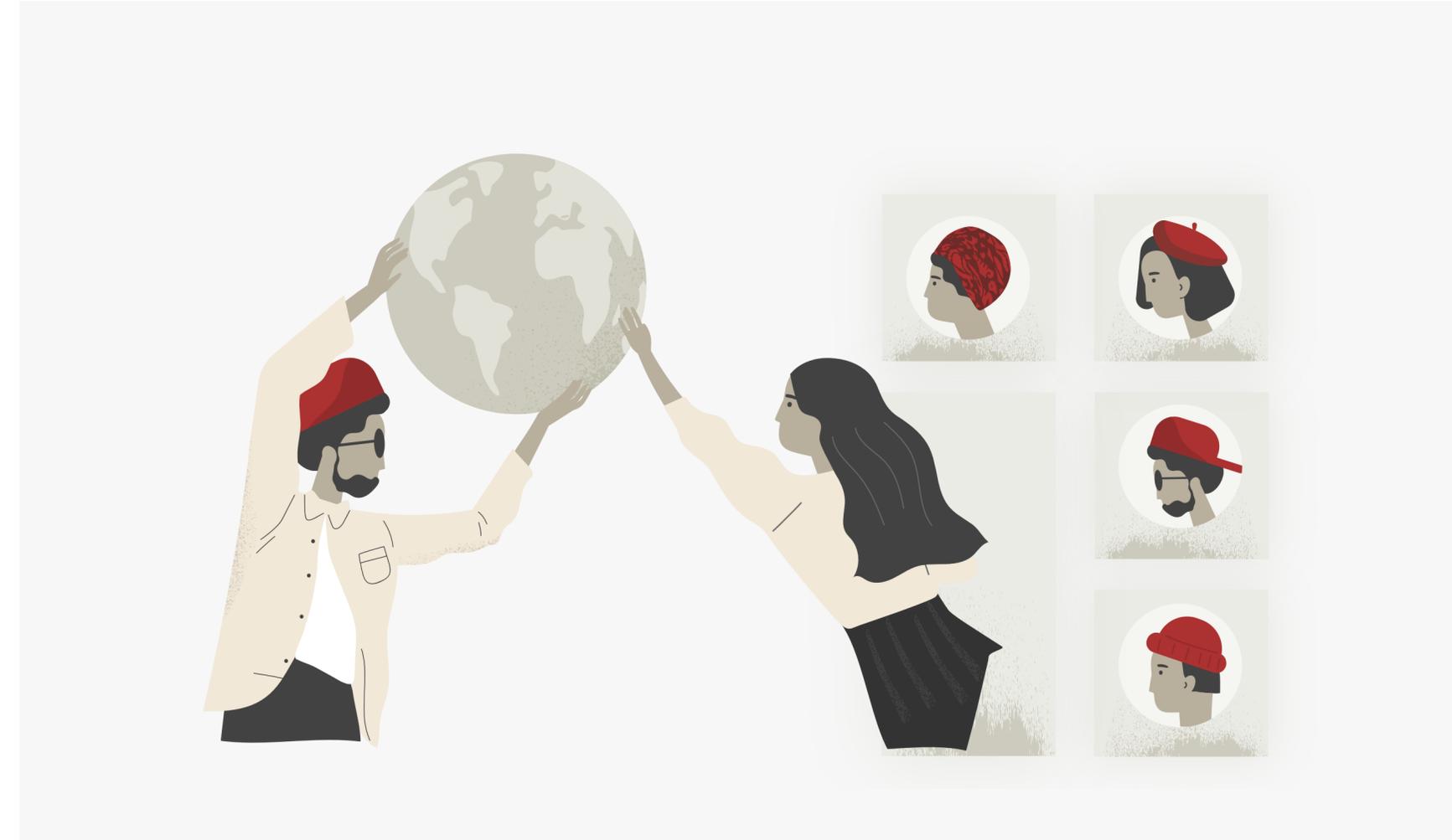
In the next section, we'll show you exactly what that looks like – and how to get C-suite buy-in to lead change and unleash the true potential of L&D.

*/Part two/*

# Galvanizing support to unleash L&D



When enterprises depend on global, remote and diverse teams working together effectively, communication and collaboration siloes aren't just a speed restriction; they're a threat to survival.

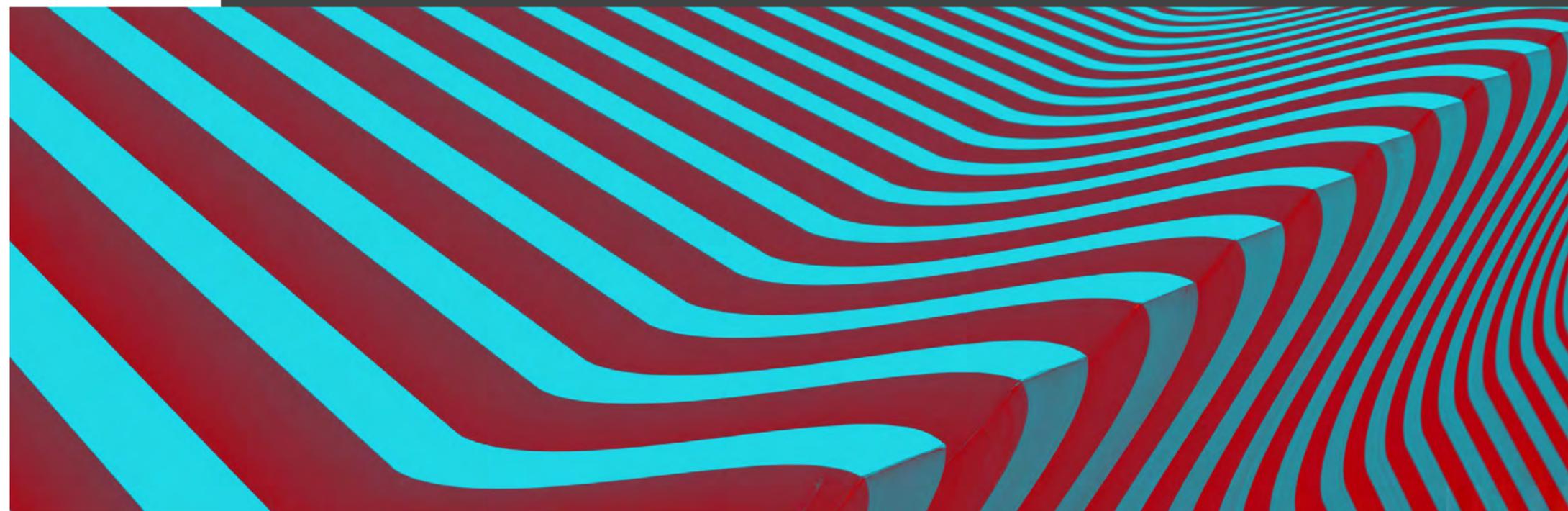


To best support the business, then, L&D's first priority must be easing and accelerating global collaboration.

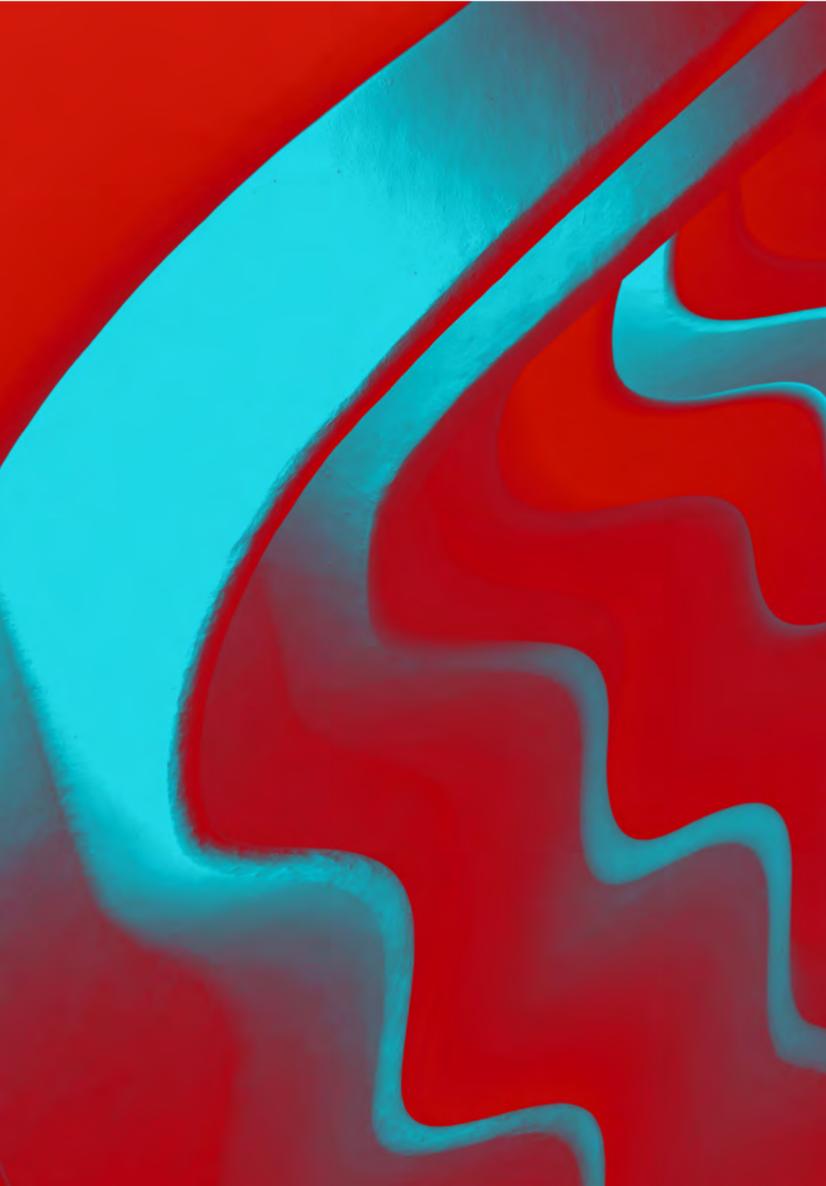
In practice, though, what does that look like?

To elevate impact and influence—to step into a strategic partnership role—L&D must not only strengthen the enterprise's remote, global collaboration muscles but step onto the scales and *prove* progress.

**It's this latter that's often been most challenging →**



# Speaking the language of the c-suite



The learning industry has often felt like it's miles behind the curve when it comes to innovation—and for years, corporate training solutions haven't delivered what they've promised. The programs you've relied on have often let you down.

Even as elearning became mainstream, most learning providers did little to capitalize on, or cater to, the unique potential and requirements of the digital medium.

Then when the industry realized the value of blended learning, most providers simply wedged self-paced and tutor-led formats together—often neither being used to their full potential—without giving any thought to an integrated, coherent learning experience.

More than twenty years later that still holds true, especially today where many traditional classroom providers are rushing to “adapt” to online face-to-face.

The result is, such offerings don't deliver the concrete, specific, measurable results that business leaders demand. And even the promised soft benefits often fall short, with poorly designed and outdated content driving low learner engagement.

There's a communication and credibility gap restraining your potential, because L&D hasn't been speaking the C-suite's language. That is, the language of concrete business results that deliver reliable, predictable returns.

**That changes now →**

# Driving impact and influence through business language

Language barriers are the most concrete impediments hurting collaboration for almost any global enterprise.

If your teams don't share a common language, it becomes impossible to collaborate effectively—let alone collaborate fast. Innovation becomes harder and slower. Ideas can't spread as easily. Key projects hit roadblocks, because language barriers artificially limit who's involved and how much value they can add.

Plus language barriers contribute to a lack of inclusiveness across the business. To unlock the power of diverse global teams, cultural sensitivity is non-negotiable.

Then there's the impact on supply chains and customers. If everyone who represents the business isn't empowered to put their best foot forwards—in every geography they interact in—it risks your reputation, delivery and sales.

But here's the kicker, from L&D's perspective. Scaling language proficiency isn't just powerful—it's measurable, according to robust quantitative frameworks.

By starting with a business language initiative that ticks both the impact and credibility boxes, L&D can bend these mega-trends to the enterprise's advantage—and earn currency to scale across other Learning programs that support growth.

**There are two ways Learnship can help →**

## Making the case for business learning

A wealth of evidence to help senior management understand the value of business language learning.

## Delivering training that drives results

A new type of business language and cultural communications training that helps global enterprises collaborate more effectively.

# Making the case for business learning

## Enterprise Fluency Diagnostic

Using Voice of Learning, Voice of Business and Voice of Customer surveys, we surface your maverick training spend globally and highlight the key initiatives communication barriers are hurting – to cement your narrative around core learning opportunities.

## Business Impact Reports

Business Impact Reports are concise, powerful, data-based reports that quantify the value of your business learning program.

Typically surveying both managers and learners, we then analyze the results using established industry models, presenting findings with simple, clear visualizations and plain-speaking conclusions for C-suite digestion.

We can create—and talk you through presenting—these reports after your pilot or to rally support as you're scaling into other business units.

If you're struggling to galvanize support, we can bring a wealth of evidence to help senior management understand the value of business language learning.

## Guided pilot roll-out

We can work with you to roll-out a business language training pilot, usually in around 12 weeks.

We'll help you identify the right business area to showcase results, set meaningful objectives tied to business outcomes, gain and leverage internal champions and most important—prove results. And then scale.

## Tailored presentations

We've been leaders on the training scene for more than a decade, so we bring extensive empirical evidence from other global enterprises in your vertical.

We can co-create—and deliver or co-deliver, if that's useful—presentations tailored to any internal stakeholder, bespoke to your business. We're well-versed in talking to business decision-makers at every level to bring learning opportunities to life.

## Hone your business case

If you're serious about taking L&D to the next level but you're struggling to galvanize support from the C-suite, let's chat.

We'll partner with you to hone your business case, and champion the true power of L&D unleashed.

[Talk to us](#)

## Delivering training that drives results

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We offer a new type of business language and cultural communications training—we call it Precision Learning—that helps global enterprises collaborate more effectively.

And *proves* it helps global enterprises collaborate more effectively, with fast, measurable and predictable results against your chosen outcomes. That's what we mean by speaking the C-suite's language.

### Introducing Precision Learning

Precision Learning dramatically accelerates learning outcomes thanks to our flipped classroom approach that integrates self-paced and virtual trainer-led learning.

Unlike other training solutions Precision Learning isn't just blended, it's fully integrated to create a seamless, cohesive learning experience. Leaning on deep pedagogical and behavioral expertise, the two mediums complement one another perfectly to build learner momentum and ensure fast progress.

Crucially, Precision Learning is supported by robust learning analytics. From setting business-relevant outcomes to monitoring real-time learning progress with cutting-edge data visualization, Precision Learning embeds quantifiable results at every level.

Together, those two things mean business language training that delivers what matters most: fast, measurable, predictable results.



### Explore Precision Learning with Sprint

Sprint is our Precision Learning product focused on language and business skills. We offer two distinct learning programs—Business Skills and Business Language.

Learners can pick up new skills in just five weeks, or rapidly advance through CEF levels, with no compromise on the quality of training. Explore for yourself with our hands-on free trial.

[See Sprint in Action](#)

— Conclusion

# Unleash L&D as a true strategic partner

2020 was a tumultuous year, demanding enterprises adapt their business model practically overnight. But as the original catalyst fades, the five mega-trends the pandemic amplified are exerting ever-more pressure.

Business leaders are no strangers to volatility. But this feels new—and there'll be clear winners and losers when the commotion calms, hinging on whether enterprises have seized the opportunity for fast, urgent transformation with both hands.

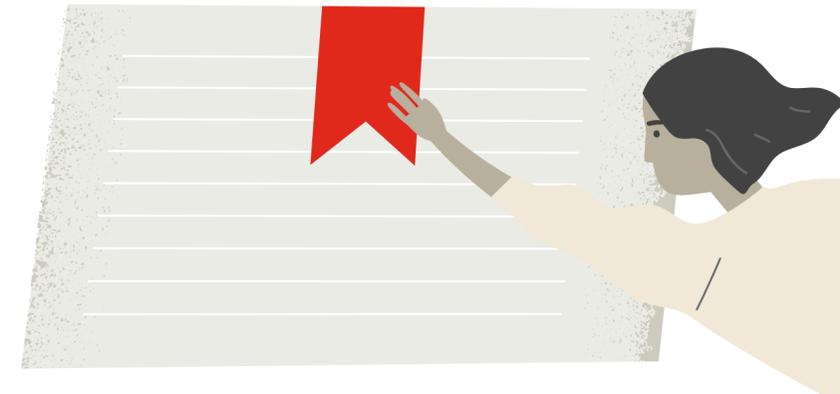
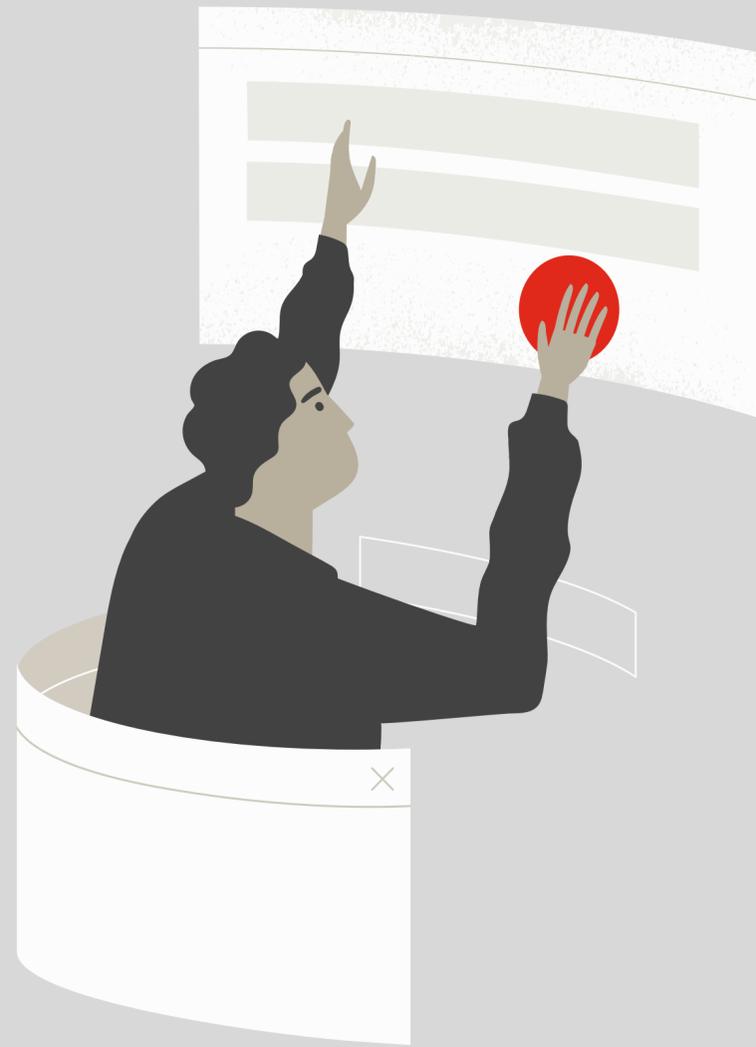
Those that do stand to turn a moment into true momentum, emerging from the pandemic stronger, more agile and more resilient.

L&D is uniquely positioned to guide this evolution, to arm the business for future growth by powering collaboration and productivity across diverse, global, remote teams.

And by zeroing-in first on building business language skills, L&D can prove tangible impact against the business outcomes that matter most. And build influence as a strategic partner at the helm of the business.

We can help you galvanize C-suite support to take L&D to that next level. Talk to us.

**/learnship™/**



**Thank you.**

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

