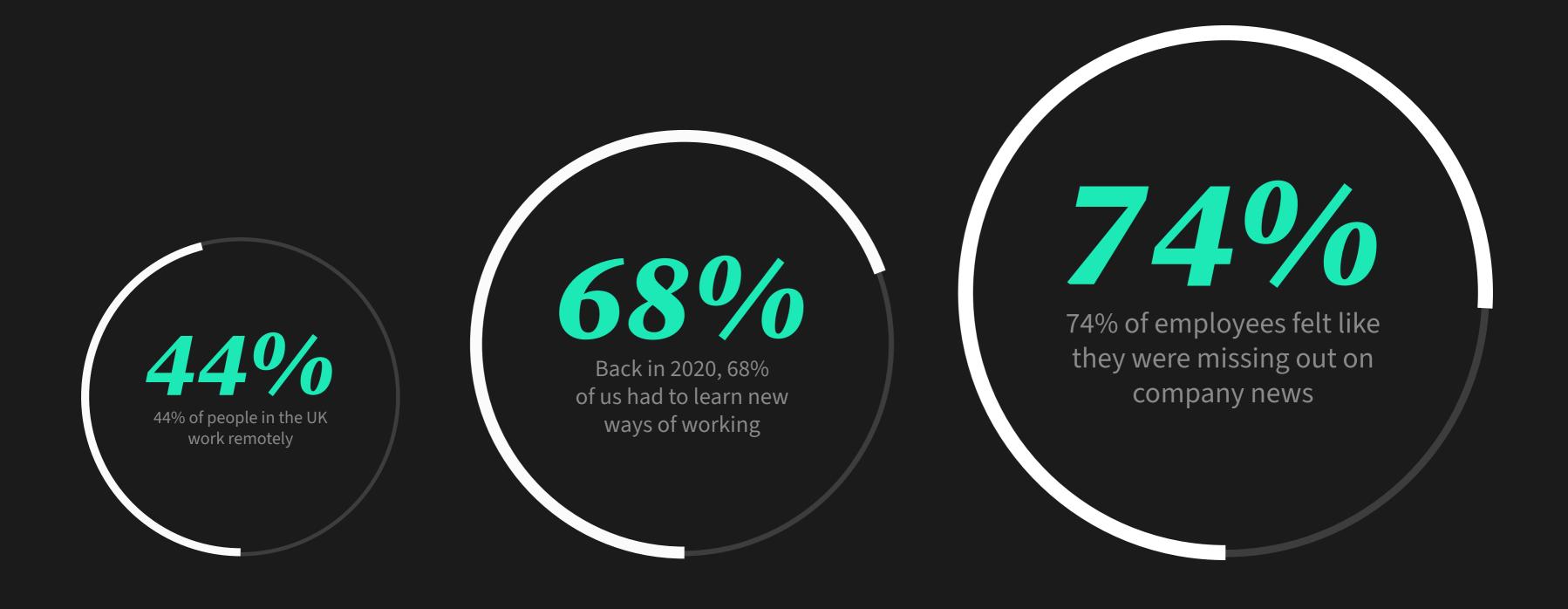


Time for change

Back in 2020, 68% of us had to learn new ways of working.

With increased pressure to evolve, L&D became more relevant than ever. But what's more, people reported that they weren't getting the information they needed from their organisation. With the rise in remote working, 74% of employees felt like they were missing out on company news. Even though we're on the other side of the COVID-19 pandemic, remote working is seemingly here to stay. In 2023, 44% of people in the UK work remotely. Evolving your L&D strategy remains relevant, and we at Thrive are confident that many of our customers are bucking the usual trends.

We took the time to reflect on how best to evolve your L&D strategy, and there are some really strong takeaways.



What did they do differently?

Most of us will remember Maslow's hierarchy of needs.

It tells us that before we can begin to influence behaviour we must satisfy primary needs, ranging from the basics like food and good health to slightly more complex ones like fulfilment.

In 2023, with the Cost of Living Crisis looming over us, this hierarchy of needs is more relevant than ever.

It's clear that in order for people to do their jobs well, they need more than just training materials. They need a voice, a sense of community, and effective communication. In this ebook, we'll explore these themes and more - and see how they can help you evolve your L&D strategy.

Communicating effectively

Good communication helps to build organisational culture, keep employees informed, and reinforce what's important - all of which give people the context and direction to grow within their role.

That's why businesses with effective communication are 50% more likely to have lower employee turnover according to BIT.AI.

In an increasingly digital age we're all feeling the pressure to get the right information to the right people, at the right time, via the right channel. The prevalence of remote work has decreased face-to-face check ins, informal conversation and - let's face it - eavesdropping. Not only has our in-person communication declined since the pandemic, our culture is evolving at a rapid rate. If we want people to continue to work productively as a team, they need access to information promptly, in a consistent and non-disruptive way.

Just come from the top down. Of course leaders should model it, but everyone needs to understand and perpetuate good communication habits for them to become embedded in an organisation's culture. This is something that L&D teams have the power to really enable and reinforce, but also to benefit from.

"When they are unclear about your WHY, WHAT you do has no context."

Simon Sinek

Start With Why



Master communication in L&D & beyond

Know your audience

Who could benefit from the information? Who is impacted? Who needs visibility of any outcomes or discussions? Who else might be interested or take inspiration from what you're sharing?

Consider timing

Is the information urgent?
Is there an immediate call-toaction? Or are you just planting
an idea or highlighting that
a discussion needs to be had
long term?

Having a purpose

Start with why. Why do you need to share this information? Is it because you're requesting something from someone? Or advising them? Informing them? Giving visibility?

Be consistent

Tips 1-3 help you to determine what channel is most appropriate for your message. But it's important to be as clear and consistent as possible with what those channels are and how they are best used. This is particularly important where you have multiple tools.

For example, you might say that all formal documentation - like processes that could change - should live on a shared drive.

You might use broadcasts or videos to demo functionality, unveil new concepts or get your teams to buy into something. You might use instant messaging for urgent calls to action.

Clarity on what channels should be used for what helps manage the flow of the information. Digging into the why will help you determine factors such as the importance of an audit trail or whether the information needs to be searchable and easy to refer back to, for example.

Platform tip!

Not only does Thrive make all content searchable; its personalisation engine assesses skills, interests and behaviour in order to recommend content to the people who need it most.

Fostering a community

Andrew Grove, former CEO of Intel, talked a lot about what motivates people. He said that if people in an organisation are acting from a place of self-interest, everything becomes transactional:

"What am I getting out of this?"

In the case of L&D, this might look like a lot of self-interested individuals who aren't aligned, sharing knowledge or contributing to each other's growth.

In Grove's experience at Intel, when the pressure and stress rise, this sort of environment becomes chaotic - like every person for themselves on a sinking ship. This all changes when people start acting in the group interest.

So how do you keep a community alive when people aren't physically together? Even those of us who tout the benefits of remote working will acknowledge that one of the benefits of being in a shared environment is connectedness to colleagues.

Take a leaf out of Thrive customer Sumo Digital's book. The awardwinning games development company offers their employees a social calendar full of inclusive, opt-in events to make them feel like they're a part of something bigger than just the products or their day-to-day role.

Sumo's Big Day In saw their employees use Thrive to take part in organised virtual events, games and quizzes, with goodie bags awarded to everyone in the company. This perfectly encapsulates keeping the community alive; it's about sharing a collective experience and having fun.

Andrew S. Grove

High Output Management

"The interest of the larger group takes precedence over the interest of the individual... for this to happen, you must believe that you all share a common set of values, objectives and methods."

But when it comes to creating a sense of community digitally, there's also a point to be made around user experience - and that's something we at Thrive are always thinking about.

Community isn't a single place where people "go" - like a forum or a group - it's smaller pockets of collective interests or shared causes that make up the personality of an organisation. Traditional LMSs have tried really hard to create community, when the focus should be on trying to nurture what's already there. Community is an output of individual expression, so give people somewhere to express themselves.



Giving people a voice

One of the most common barriers to learning is that knowledge is buried away in people's heads.

This is one of the biggest risks when we create single points of failure or information silos, both of which are common in most organisations.

Trust the people in your organisation to share their knowledge, and give them a platform to express themselves. You'll find you can reduce these risks and streamline learning in your organisations.

How learners can become teachers

Push more user generated content

Let go of perfectionism, and encourage your teams to share knowledge and ideas in a way that works for them. It could be sharing a selfie video, posting a link or simply asking a question in an open environment where everyone can benefit.

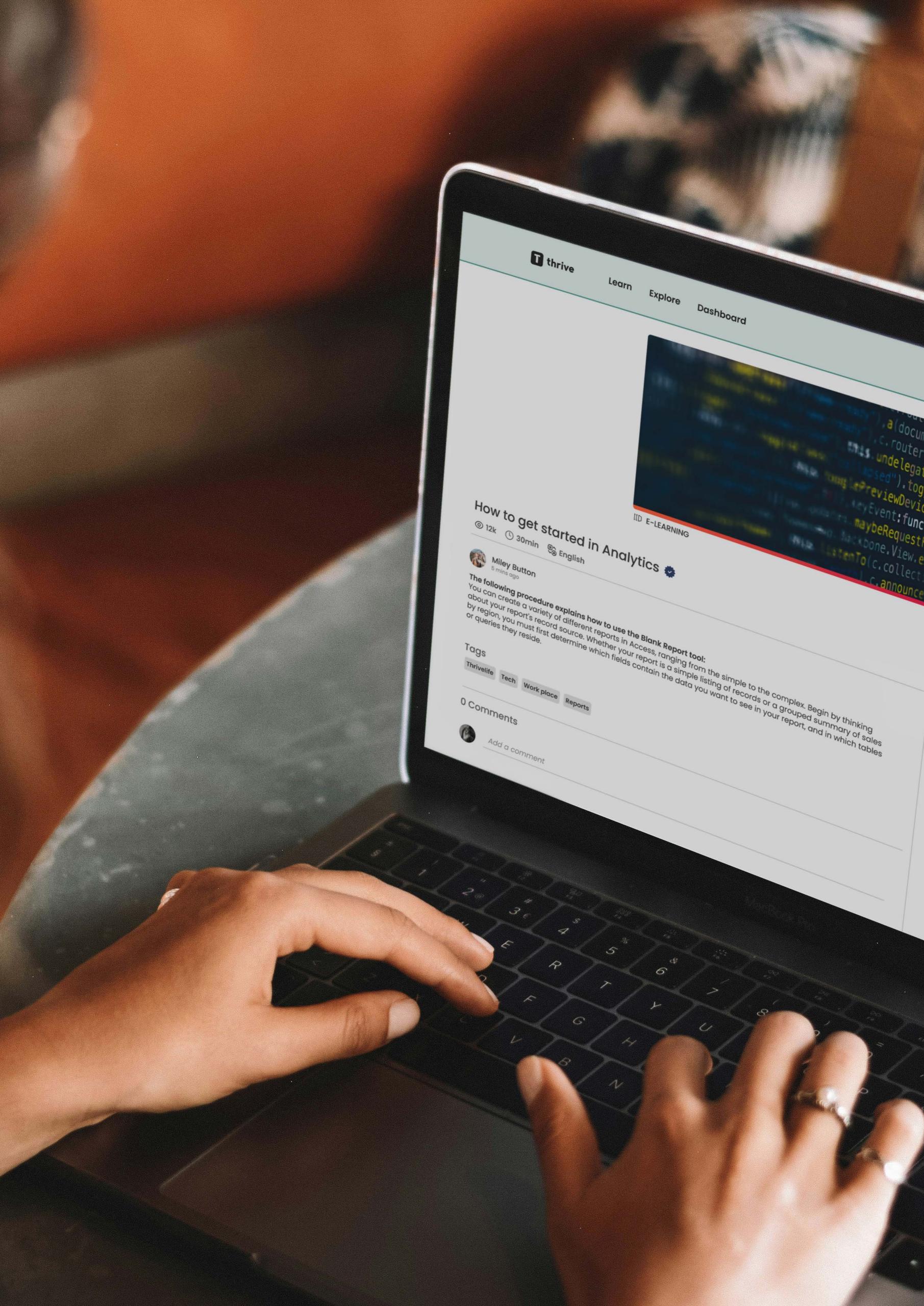
These modern ways of sharing information are much less intensive to create and deliver, reflect the real-world experiences of employees (who you might not be as connected to as you think) and give you great insights into what people actually want to learn. Simply provide the tools, and let your teams do the rest.

Connect people to people

Make sure your experts (those who have the experience to solve specific problems or answer questions) are accessible at the point of need. Creating a wider support network outside of direct teams can boost learning and bring your company together.

Encourage interaction

Create a transparent environment where there are no stupid questions, and everyone can benefit from everything. That way people feel like it's a safe space to engage, comment and discuss resources, learning and more.



Driving engagement

Employee engagement is important - but it's also subjective.

One of the things we ask ourselves a lot at Thrive is how we want to define engagement. If we're asking our clients to measure and improve it, we need an idea of what engagement looks like to us.

To Thrive, good engagement is...

Good engagement is an expectation amongst learners that when they enter our Learning Platform, they will learn something. It's the consistency and reliability of an environment that turns learning into a habit and keeps them coming back every day for more.

Content that people want

What keeps people coming back to Netflix or Amazon Prime Video? Good content plays a major part.

You can depend on these platforms to find, host, and (depending on who you ask) recommend good content.

It shouldn't be any different with your Learning Platform. To increase engagement, you need that hook. Part of this is about relevance. Timing and applicability are both important here, so you need your system to support what you're trying to deliver.

Making intelligent recommendations, personalising the way content is displayed to a learner and automated content delivery mechanisms - like campaigns - will help. So will creating content that learners need.

But it's also about understanding what your learners care about

In the past, big organisations might have steered clear of something like the Black Lives Matter movement, but increasingly employees and customers want to know where brands stand on these important issues.

Learning doesn't always have to be about teaching a new skill; it can also be about generating a conversation that brings people together. Now more than ever, people want to feel connected to something bigger than a company. They want the collectivism of sharing a purpose or cause with colleagues.

Delivering topical, vital content on subjects like racism, the gender pay gap and LGBTQ+ issues should be a part of every L&D strategy. Automated content delivery mechanisms - like campaigns - will help. So will creating content that learners need.

Set the narrative by giving people a topic to engage with, and showing them what's important to your organisation. Whether it's a social event, a resource or celebrating an awareness day together, your learners want to engage with something topical and will keep coming back if they can expect something new every time.

It takes an army of influencers.

Don't feel like the burden is on you, in L&D, to deliver all of this great content.

Your people are your best weapon. Try getting a team of influencers on your side who can encourage usage, get the discussion going, and set the trend when it comes to user generated content. They'll also be able to help you evolve your engagement strategy by collecting honest feedback from your most loyal learners.

"True influence is about leveraging authenticity."

Solving real challenges

There's a sentiment that L&D is too focused on solving problems they're told they have, instead of the ones actually experienced by their learners.

This is one of the benefits of suppliers taking a more consultative approach to technology implementations, and it's something we strongly believe in at Thrive.

A system alone doesn't solve all of your problems, especially when you don't even know what those problems are.

The set-up and training required for a system like Thrive is actually pretty minimal - we've designed it to be intuitive and seamless. The main focus of the implementation is aligning your L&D team with our modern learning philosophy, defining what success looks like for your organisation, figuring out how that success can be measured, and creating a learning strategy to help you meet your goals.



Diagnosing L&D problems: a case study

If a manager is pointing fingers because they're frustrated that they keep investing their time in new starters who leave within a year, don't then assume you have a recruitment problem.

What everyone desires (the goal) is most likely the same: that the organisation retains good hires.

This demands behavioural change from everyone involved: recruiters, managers, the new starters and every single person that impacts the experience of anyone entering the business in a new role.

Speaking to all of these people, capturing their current processes and thoughts and mapping those onto the behaviours that will help to reach your goal should allow you to pinpoint what needs to change and what the blockers are.

"A problem well stated is a problem half solved."

Fundamental values that underpin any L&D transformat

Value	Assume you're getting it wrong	Don't be daunted by any data
Why it matters	The phrase 'disruptive' is having its moment in the learning technologies industry. People are fedup with L&D just not living up to modern learner expectations.	The only way to know if you're dethings right is to measure results and sentiments in relation to whe you're delivering.
What to do	Disruption is about questioning why we do things the way we do and being bold enough to challenge that.	It's hard to find any practical guidance on how to capture and measure data. Perhaps that's because there's no perfect way to it. Often, quantitative data analysis just about identifying trends a behaviours that can simply directly your attention to where the real problems are.
		In a user-centred L&D strategy, qualitative is also super powerfu

ion

	Focus on measurable outcomes, instead of problems	Be more iterative
oing s nat	Problem statements are way too dependent on individual perception. They can also be wrought with emotion.	L&D is in danger of responding to learner needs far too slowly. We often spend too much time planning and perfecting. That's wasted learning time in which something would be more beneficial than nothing (even if just a lesson learned on how not to do it next time).
o do vsis nd ct	If you're presented with 'problems' try to refocus your attention on what a preferred outcome to the current situation would be for everyone affected. Behaviours are just one (our favourite!) example of an outcome that is measurable, specific and brings about real change.	Adopt a sprint mentality: creating something in a short space of time, seeking feedback from real learners and then working to improve it is going to deliver results much faster than 'perfecting' something in isolation only to find out at the end it wasn't quite right.

Toptips for data

Quantitative

By monitoring where content traffic is coming from, you can get some useful insights to dig into with further analysis. If learners are searching for and clicking on related content more than being pushed to it, you can infer that they need the content and start to investigate. We call this 'discretionary access', and systems that support it are great for self-led learning cultures.

Qualitative

'are salespeople still experiencing the challenges we identified in the session in July?' can be way more insightful than looking at compliance tracking data on the training you delivered for them.

Agile working

Casting our minds back to the height of the COVID-19 pandemic in 2020, it was a time when getting things wrong was expected.

We were all scrambling about in the face of extremely unusual circumstances, and that meant that we inadvertently created something we've been talking about for years: a failsafe culture. We took risks, we tried things out, and guess what? In some cases, they worked! How many of us came out of that very difficult year with a lesson learned, whether in a personal or professional context?

Agility and a growth mindset are going to be huge themes in the future of L&D

"Don't be afraid to fail. Be afraid of not trying."

Your learners expect more

Despite the height of COVID-19 having taken place over four years ago, it has had a lasting effect on our digital economy. The knock-on effects of the pandemic have sped things up: we now purchase, order and perform most of our day-to-day activities online.

Just think about the QR codes on menus in restaurants and bars, or GP surgeries issuing prescriptions online. People are beginning to expect that they can do everything online that they used to be able to only do in person.

To keep up with the pace, you need a learning ecosystem that offers more than just compliance training.

You need an L&D culture concerned with holistic growth.

McKinsey & Company

"Agile ways of working... as well as user-centric approaches to product development, require greater collaboration... But these tools will only ever enable organisational change, not fundamentally change the way organisations work on their own. Companies would do well to think first about the broader, holistic changes they want to make and then decide how social and digital technologies can play a supporting role."

Can your LMS do more than deliver training?

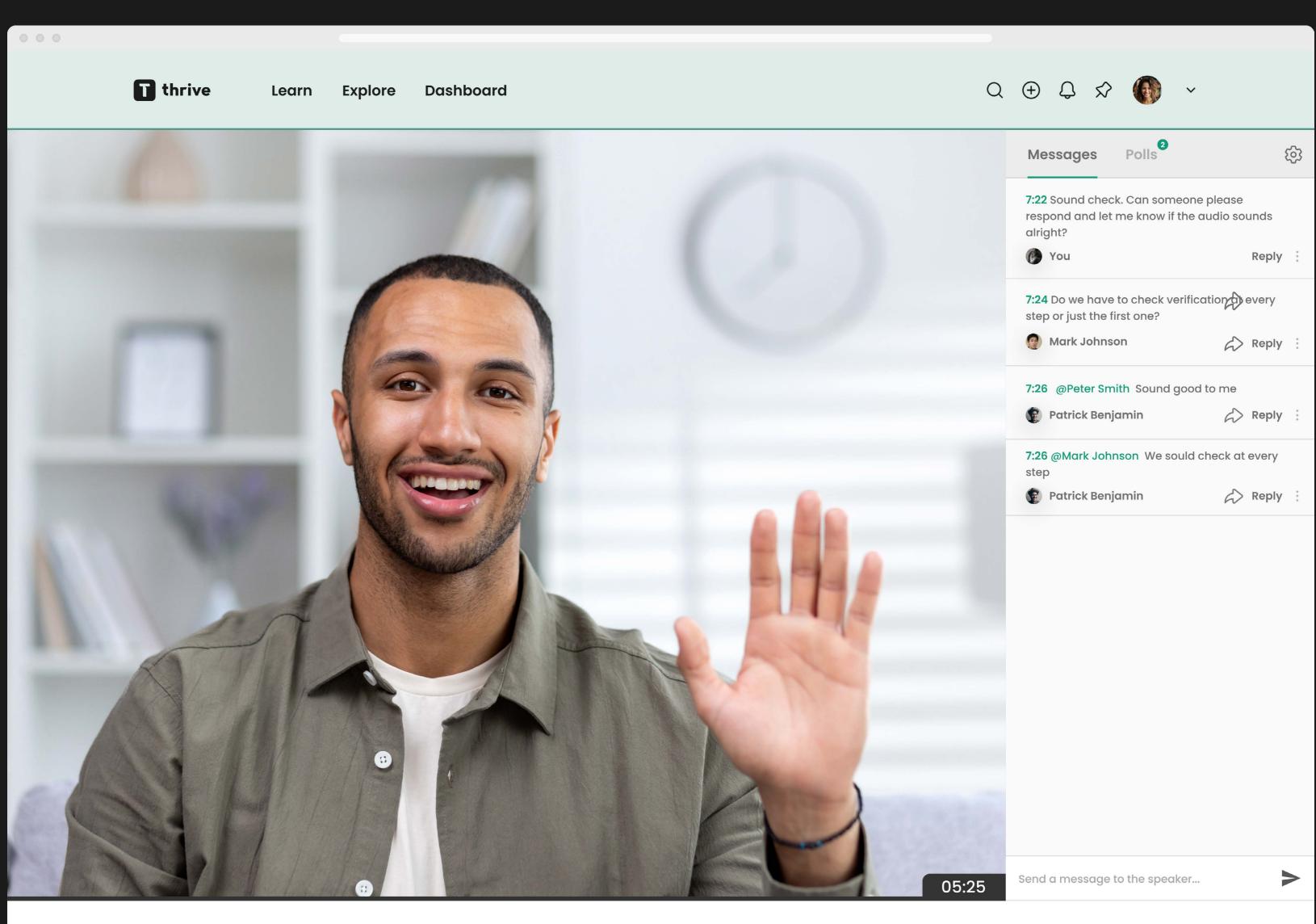
Thrive helps you empower a continuous learning culture by fostering collaboration, communication and community.

Abit about Thrive

Thrive combines the compliance requirements of an LMS with personalisation, social learning and a consumer-grade experience.

This creates an ecosystem that enables engagement, improves collaboration and drives a self-directed learning culture. Unlike a traditional LMS, we recognise the importance of coupling learning with communication to connect your teams, help them feel a sense of belonging and give them the answers they need wherever they're working.

Our broadcasts feature allows business leaders to connect with their entire organisation in real time via a built-in live video feed. Harnessing the power of interaction, you can see how your team is feeling with reactions, get answers with polls, and host Q&A's through live chat.













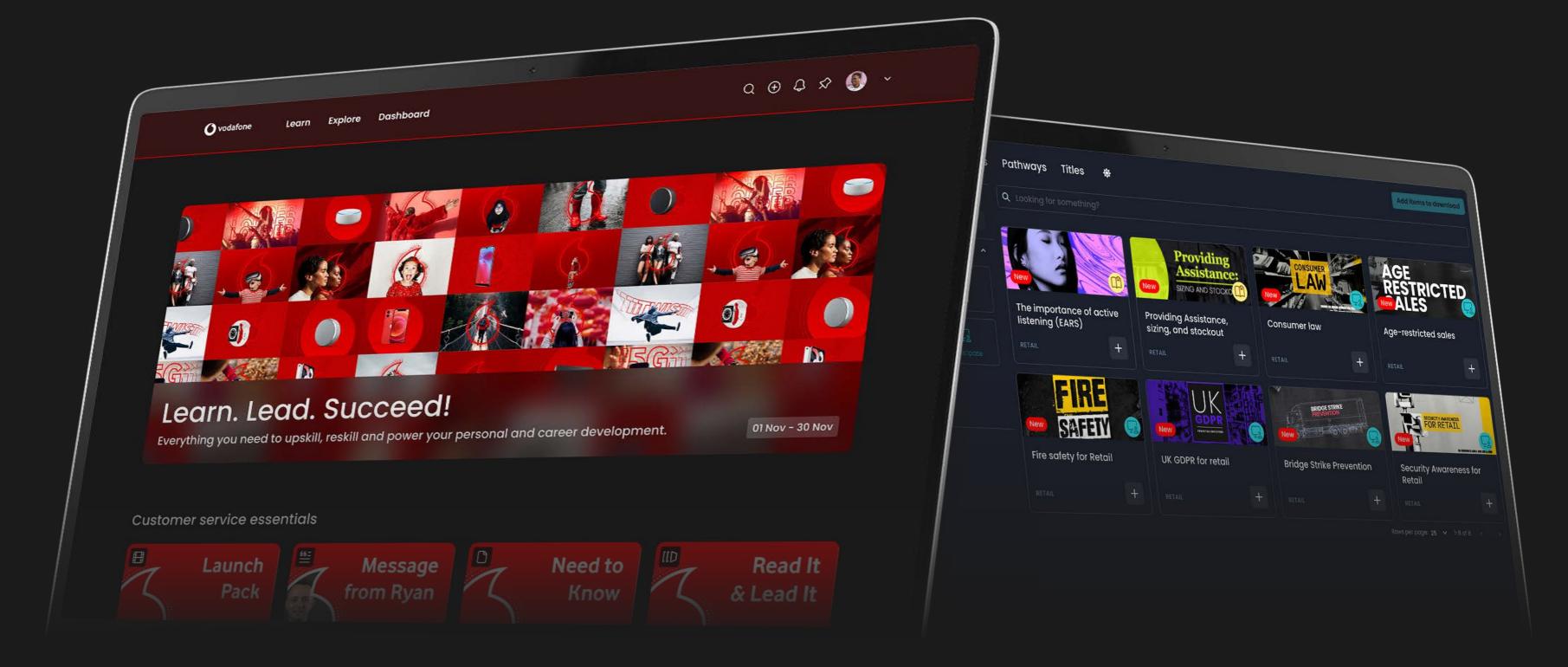




Content

The only all-in-one LMS that brings learning, skills and comms together.

All the learning content you need, with an extra pair of hands.



Try it out for yourself

Get started and see how your employees can thrive.

