Brandon Hall Group

Building Personalized Learning Across the Organization

Research Data Highlights

2022

Learning and Development

Talent Management

Diversity, Equity and Inclusion

Leadership Development

Talent Acquisition

Human Resource

Demographics:

2022 Brandon Hall Group Study:
Building Personalized Learning Across the Organization

90
Respondents

50%
SMB
(less than 5,000 employees)

50%
Large
(5,000+ employees)

Top Industries Represented

High Tech | Consulting | Finance/Insurance | Government | Banking/Finance

Introduction

This presentation provides an overview of Brandon Hall Group's *Building Personalized Learning Across the Organization* survey, conducted in October 2022. It includes a look at how L&D teams are reshaping their approach to learning to make it more contextual and relevant to learners. The study focuses on the tools, technologies, and strategies, L&D teams will need to deliver personalization at scale. It includes analysis, critical questions organizations must answer, and Brandon Hall Group's point of view on the research.

Current State

Previous Brandon Hall Group Research finds that only about 37% of companies believe their current approach to learning is strongly positioning them well to develop the skills they will need in the future. As organizations rethink the overall learning strategy, there is an increasing focus on delivering a more personalized and contextual experience to drive better results. Today's learners need learning that supports them where and when they need it, providing relevant insight that they can connect to both their personal and professional goals.
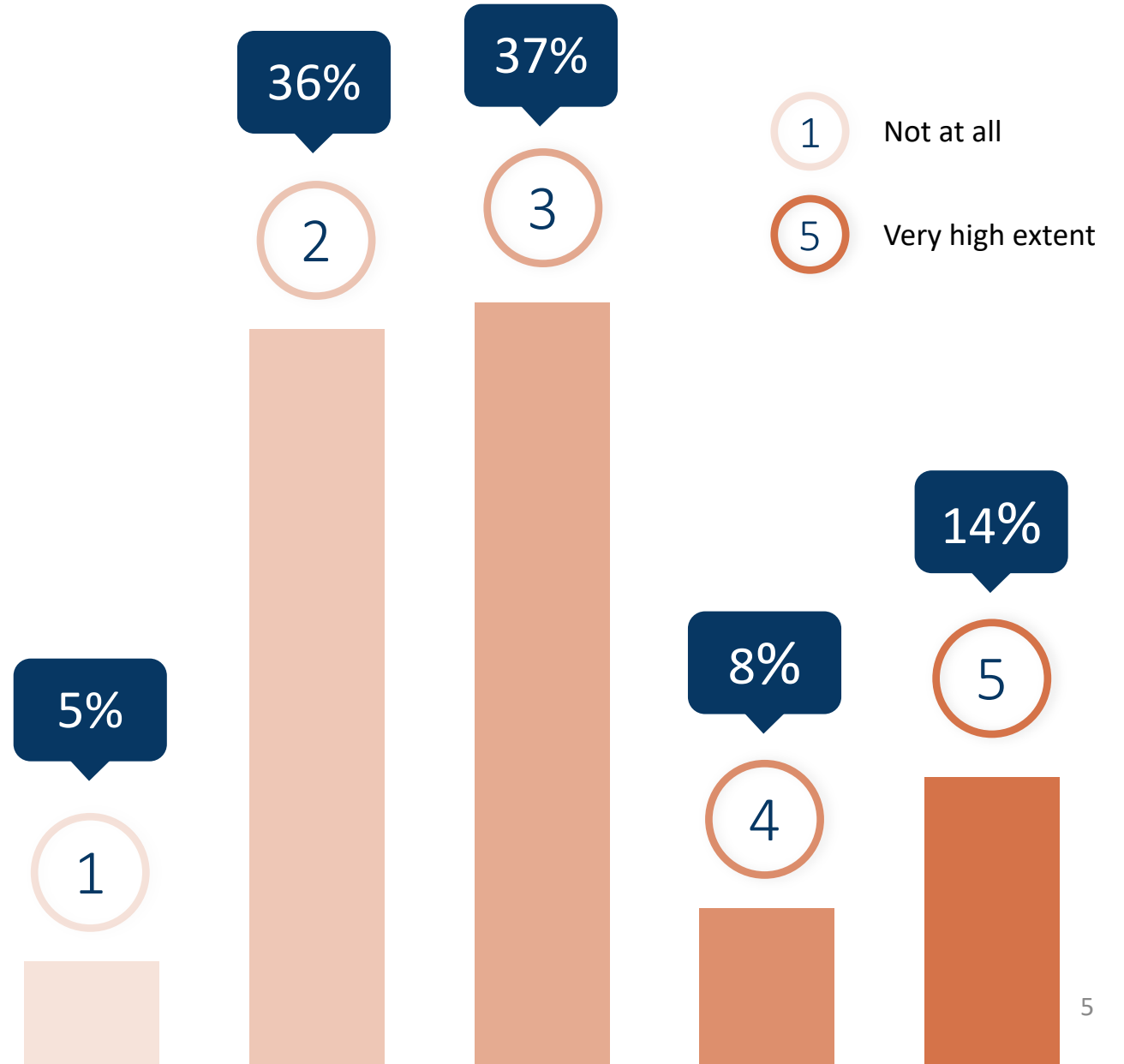
Personalized Learning

Learning experiences that are based on employees' professional and personal needs/interests and accessible in a venue and time frame that is best for the employee.

To what extent is your organization delivering personalized learning?

Overall

1 Not at all

5 Very high extent

5% — 1

36% — 2

37% — 3

8% — 4

14% — 5

To what extent is your organization delivering personalized learning?

SMB

1 — Not at all
5 — Very high extent

- 1: 8%
- 2: 35%
- 3: 27%
- 4: 5%
- 5: 24%

To what extent is your organization delivering personalized learning?

Large

1 — Not at all

5 — Very high extent

Rating	Percentage
1	2%
2	38%
3	45%
4	10%
5	5%
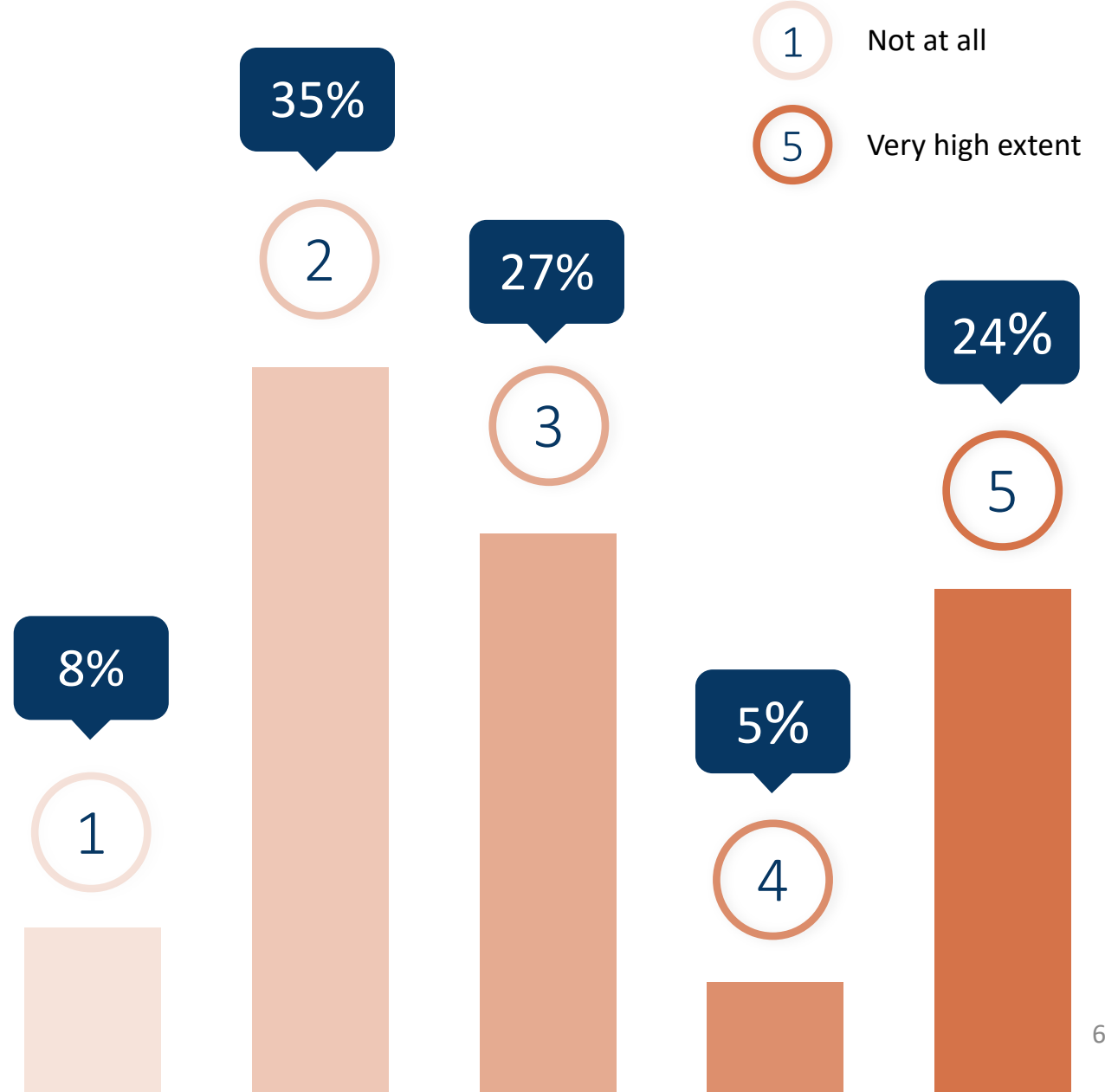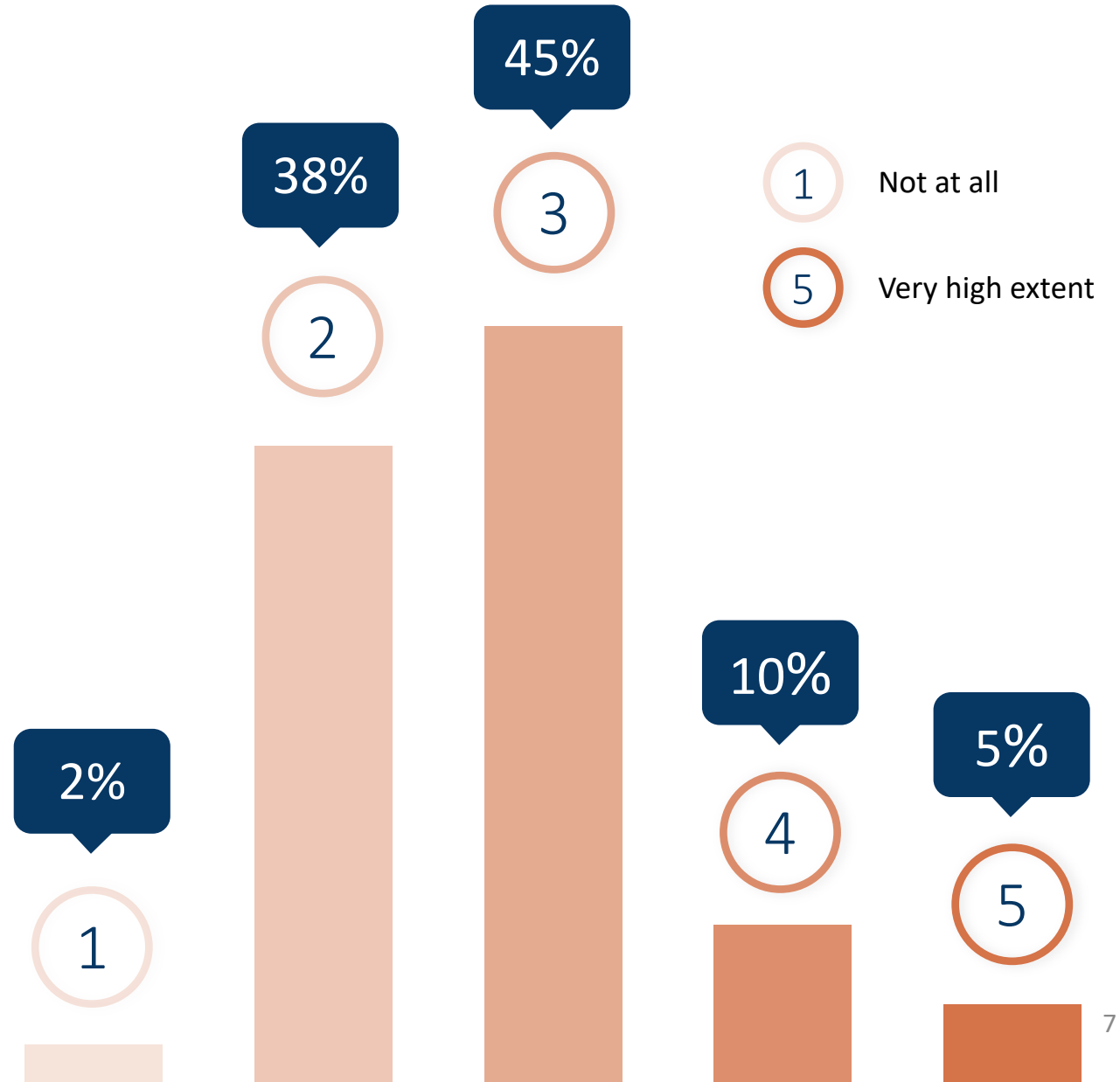
What are you working on to improve personalized learning?

Adopting new learning processes
- Large: 74%
- SMB: 74%
- Overall: 74%

Upskilling/reskilling the learning organization
- Large: 67%
- SMB: 53%
- Overall: 60%

Driving culture change
- Large: 60%
- SMB: 53%
- Overall: 56%

Technology evaluations/selections
- Large: 67%
- SMB: 34%
- Overall: 51%

Hiring new learning professionals
- Large: 23%
- SMB: 13%
- Overall: 18%
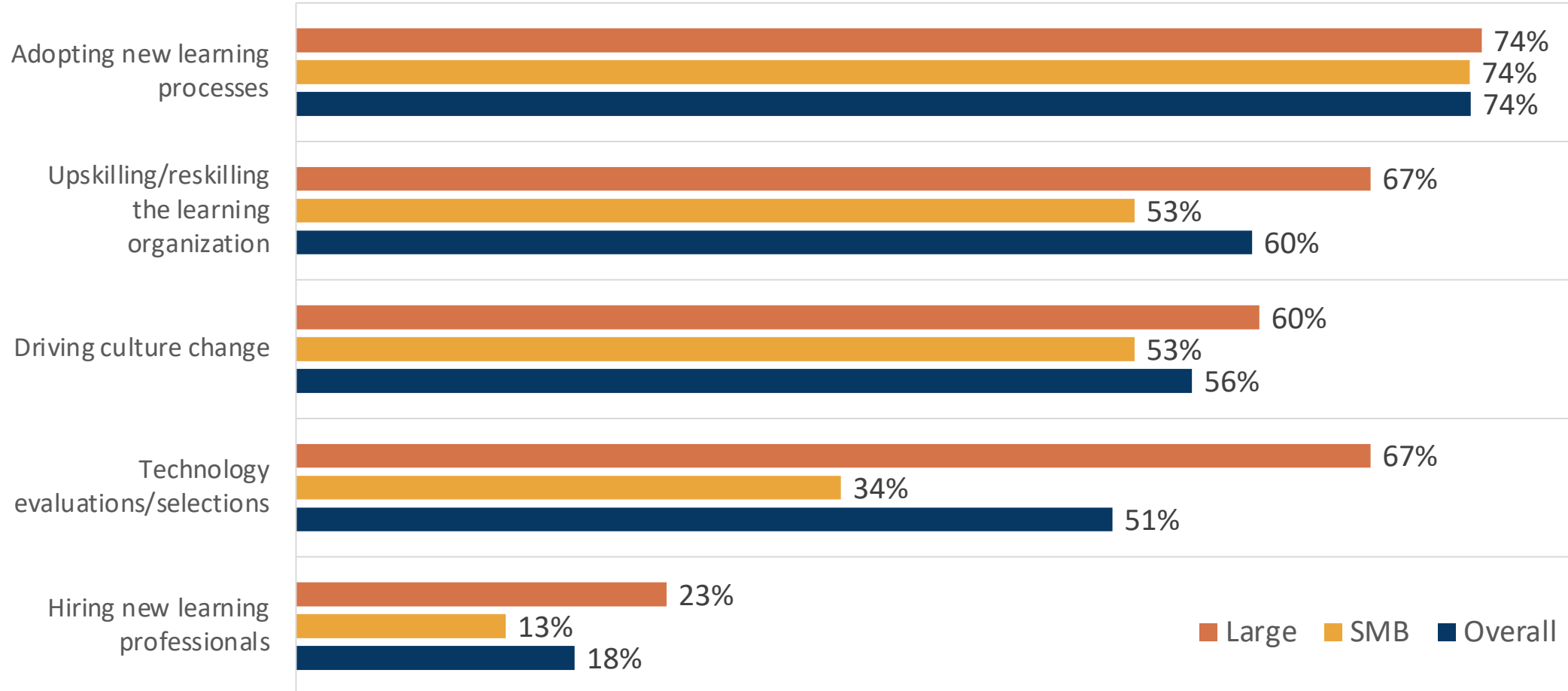
Legend: Large, SMB, Overall

How important is it for your organization to deliver personalized learning to each of the following?

Legend: 1-Not at all | 2 | 3 | 4 | 5-Critical

Role	1-Not at all	2	3	4	5-Critical
Individual Contributors	10%	12%	13%	27%	38%
Supervisors	5%	10%	16%	32%	36%
Managers	3%	9%	13%	38%	38%
Senior leaders	9%	5%	19%	29%	38%
Executives	10%	13%	17%	22%	38%

How important is it for your organization to deliver personalized learning to each of the following?

Legend: 1-Not at all | 2 | 3 | 4 | 5-Critical

Role	1-Not at all	2	3	4	5-Critical
Individual Contributors	9%	9%	17%	26%	40%
Supervisors	6%	6%	20%	34%	34%
Managers	3%	3%	20%	37%	37%
Senior leaders	17%	0%	9%	40%	34%
Executives	14%	9%	11%	31%	34%

SMB

How important is it for your organization to deliver personalized learning to each of the following?

Large

Legend: ■ 1-Not at all ■ 2 ■ 3 ■ 4 ■ 5-Critical

	1-Not at all	2	3	4	5-Critical
Individual Contributors	12%	14%	12%	28%	35%
Supervisors	5%	14%	12%	30%	40%
Managers	2%	14%	7%	37%	40%
Senior leaders	2%	9%	28%	19%	42%
Executives	7%	16%	21%	14%	42%
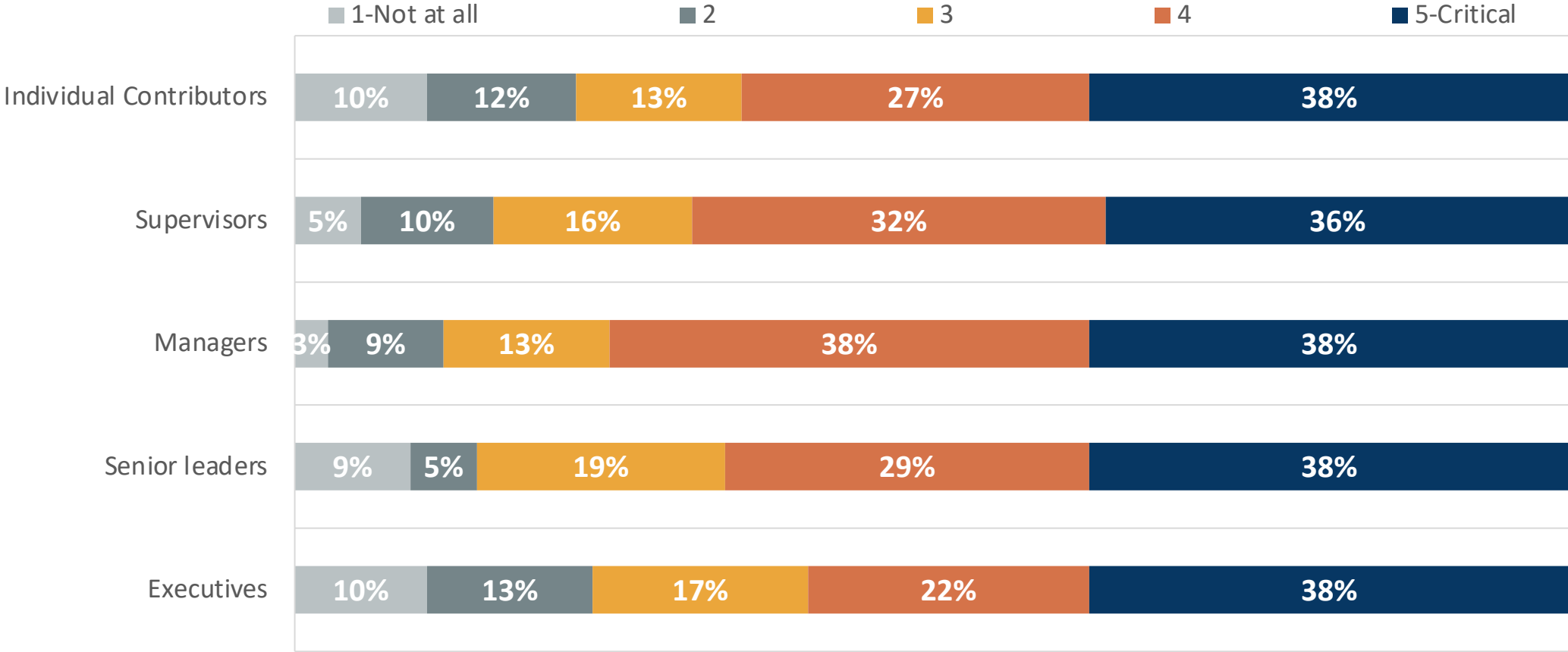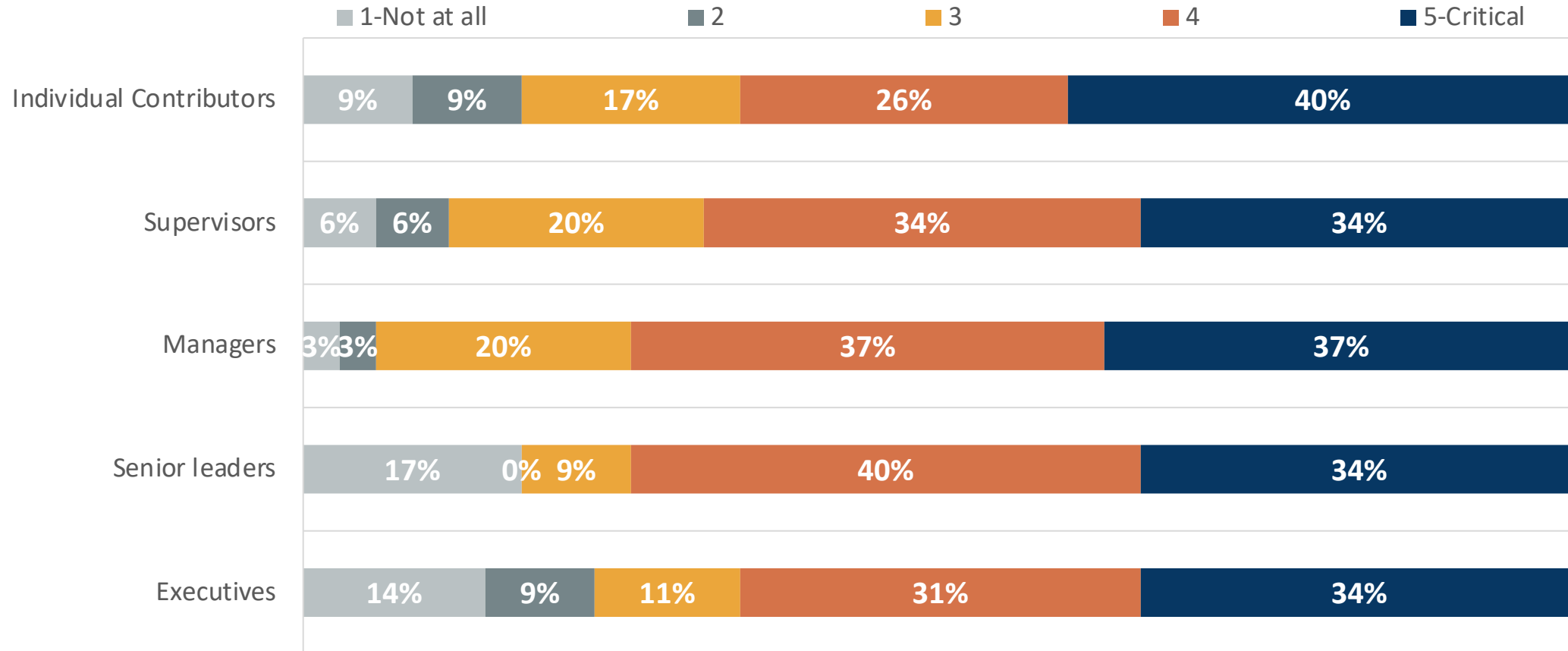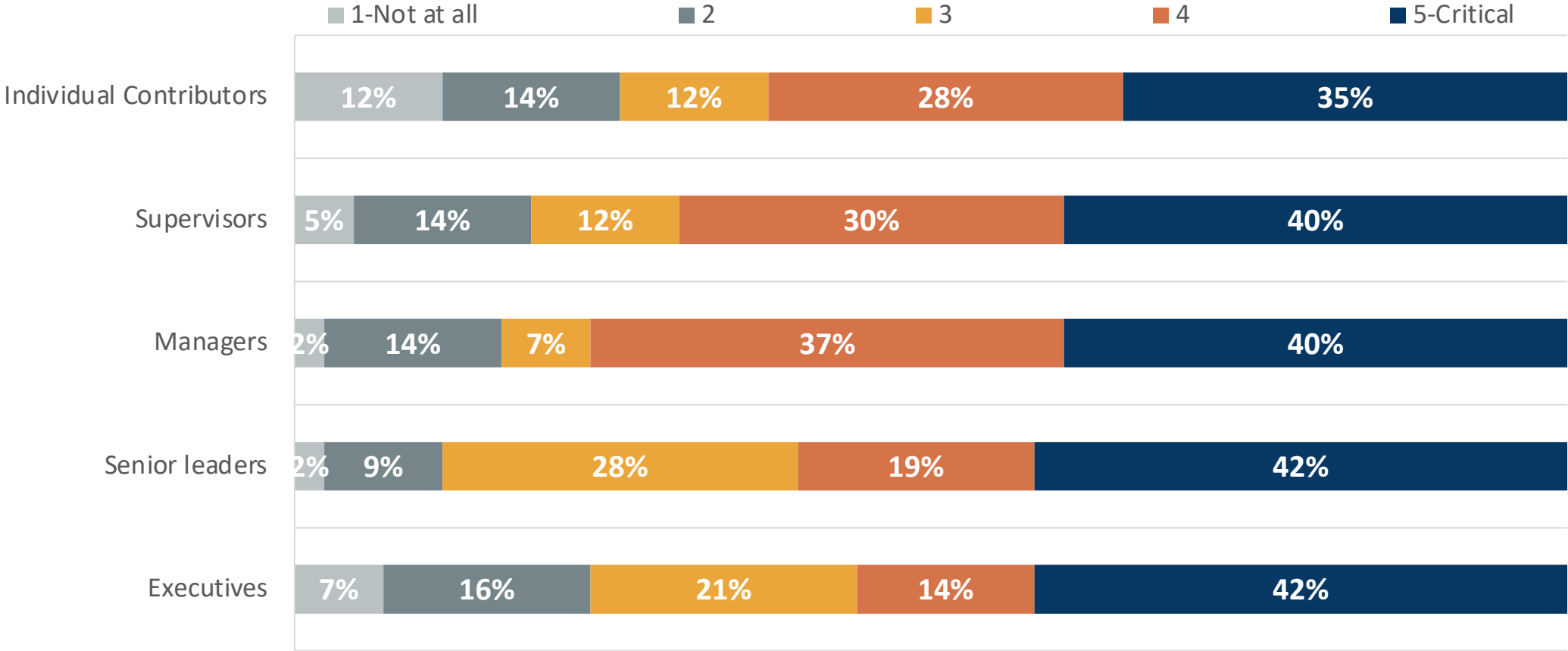
Complexities

Most employees simply are not getting access to the knowledge and information they need when and where they need it. Organizations do not know enough about how their people learn or what they should be learning. Traditional approaches to developing and delivering learning programs are not suited to meet the ever-shifting needs of the business and the people within it, but companies have difficulty instituting real change. There are many elements that go into creating personalized learning, but it must be seen as a process, rather than a one time transformation.

Overall

To what extent do you consider the following to be challenges in delivering personalized learning at scale?

1 — Not at all

5 — Extremely challenging

3.55 > Our managers do not play a large enough role in learning

3.33 > Our culture is built on event-based learning

3.28 > We do not have the technology ecosystem in place

3.25 > There is a lack of understanding of neurocognitive learning principles

3.12 > We believe it would be too difficult to administer and maintain

3.09 > We believe it would be too expensive

3.03 > We don't have a good handle on what our learners need

2.97 > We believe it would be too time-consuming

2.91 > Our learning organization does not have the proper skill set

2.82 > We are too invested in the way we already do things

Small

To what extent do you consider the following to be challenges in delivering personalized learning at scale?

1 — Not at all

5 — Extremely challenging

3.56 > Our managers do not play a large enough role in learning

3.44 > Our culture is built on event-based learning

3.18 > We do not have the technology ecosystem in place

3.15 > There is a lack of understanding of neurocognitive learning principles

3.00 > Our learning organization does not have the proper skill set

2.97 > We believe it would be too difficult to administer and maintain

2.97 > We don't have a good handle on what our learners need

2.88 > We believe it would be too expensive

2.82 > We believe it would be too time-consuming

2.61 > We are too invested in the way we already do things

Large

To what extent do you consider the following to be challenges in delivering personalized learning at scale?

1 — Not at all

5 — Extremely challenging

3.58 > Our managers do not play a large enough role in learning

3.33 > There is a lack of understanding of neurocognitive learning principles

3.30 > We do not have the technology ecosystem in place

3.28 > We believe it would be too expensive

3.28 > Our culture is built on event-based learning

3.26 > We believe it would be too difficult to maintain

3.14 > We believe it would be too time-consuming

3.12 > We don't have a good handle on what our learners need

3.02 > We are too invested in the way we already do things

2.88 > Our learning organization does not have the proper skill set

How important are the following elements for effective personalized learning?

Overall

Element	%
Alignment with business objectives	88%
Alignment with learners' the personal/ professional goals	82%
Self-paced learning	79%
Leveraging multiple modalities	75%
Coach/mentor feedback	72%
Manager involvement	72%
Learner input	68%
Recognition and reward for learning	66%
Artificial intelligence/machine learning	50%
Learning that leverages neuroscientific principles	47%
Learning delivered in multiple languages	38%

SMB

Element	%
Alignment with business objectives	85%
Alignment with learners' the personal/ professional goals	82%
Self-paced learning	74%
Learner input	71%
Leveraging multiple modalities	68%
Manager involvement	68%
Coach/mentor feedback	62%
Recognition and reward for learning	56%
Learning that leverages neuroscientific principles	41%
Artificial intelligence/machine learning	32%
Learning delivered in multiple languages	26%

Large

Element	%
Alignment with business objectives	90%
Alignment with learners' the personal/ professional goals	82%
Self-paced learning	82%
Leveraging multiple modalities	82%
Coach/mentor feedback	79%
Manager involvement	77%
Recognition and reward for learning	76%
Learner input	67%
Artificial intelligence/machine learning	67%
Learning that leverages neuroscientific principles	54%
Learning delivered in multiple languages	51%

(4 or 5 on a 5-point scale)

Consequences

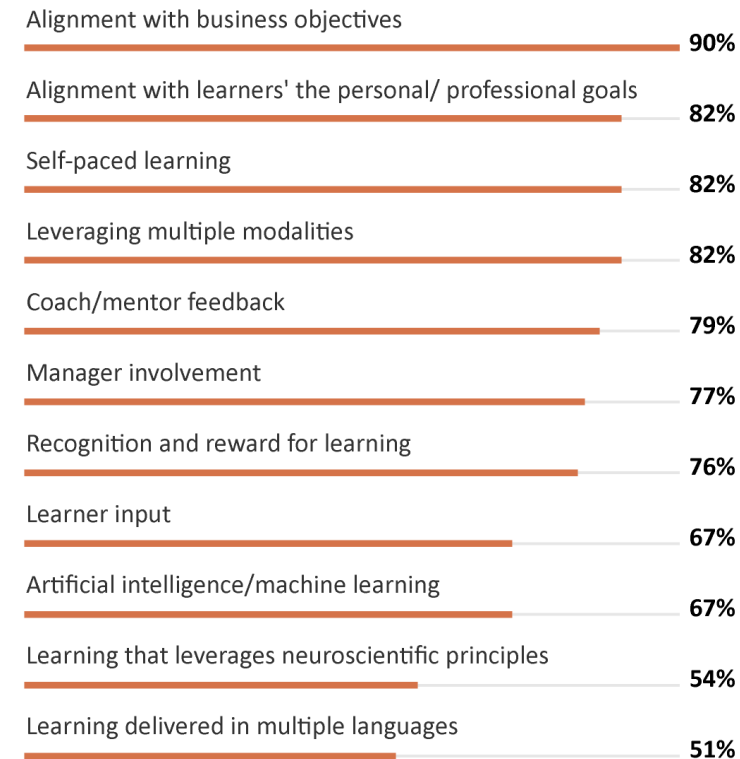In a one-size-fits-all learning environment, people feel little to no connection with the learning they are given. This lack of alignment, connection, and context is causing low adoption, engagement, and retention when it comes to learning. Learning ends up feeling disjointed and separate from the job, keeping people from being actively engaged in their development and causing the organization's skill gaps to remain or even widen.

To what degree do you believe your learners see each of the following as a benefit of personalized learning journeys with your organization?
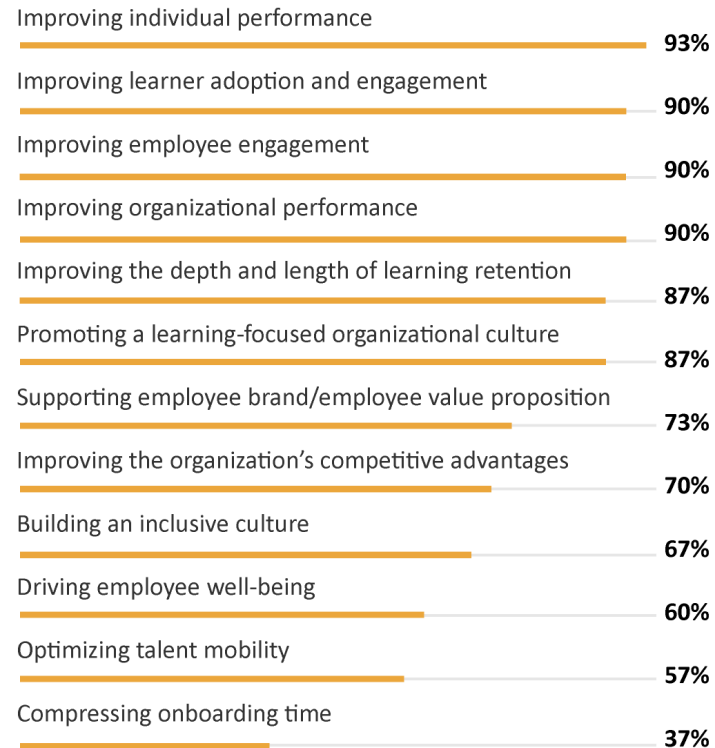
Overall

Greater confidence in performing work which opens up new growth opportunities
74%

Betterment as a person both personally and professionally
68%

Contributions made are more valued and respected
60%

Stronger bond with the organization
57%

Sharpening cognitive and executive skills functioning
51%

Individuality and diversity of thought and actions are embraced and respected by their leaders
46%

Achievement of maximum compensation levels
43%

Standing out amongst colleagues as a key member of their team
40%

Building a greater sense of wellbeing
38%

Garnering more rewards and recognition
38%

SMB

Betterment as a person both personally and professionally
76%

Greater confidence in performing work which opens up new growth opportunities
71%

Contributions made are more valued and respected
59%

Stronger bond with the organization
56%

Sharpening cognitive and executive skills functioning
50%

Individuality and diversity of thought and actions are embraced and respected by their leaders
44%

Achievement of maximum compensation levels
41%

Standing out amongst colleagues as a key member of their team
41%

Building a greater sense of wellbeing
38%

Garnering more rewards and recognition
38%

Large

Greater confidence in performing work which opens up new growth opportunities
74%

Betterment as a person both personally and professionally
59%

Contributions made are more valued and respected
59%

Stronger bond with the organization
56%

Sharpening cognitive and executive skills functioning
51%

Individuality and diversity of thought and actions are embraced and respected by their leaders
46%

Achievement of maximum compensation levels
44%

Standing out amongst colleagues as a key member of their team
38%

Building a greater sense of wellbeing
36%

Garnering more rewards and recognition
36%

(4 or 5 on a 5-point scale)

To what degree does personalized learning have a positive impact on the following outcomes?

Overall

Outcome	
Improving individual performance	95%
Improving learner adoption and engagement	94%
Improving employee engagement	92%
Improving the depth and length of learning retention	86%
Promoting a learning-focused organizational culture	86%
Improving organizational performance	86%
Improving the organization's competitive advantages	79%
Building an inclusive culture	71%
Supporting employee brand/employee value proposition	68%
Optimizing talent mobility	68%
Driving employee well-being	58%
Compressing onboarding time	52%

SMB

Outcome	
Improving individual performance	93%
Improving learner adoption and engagement	90%
Improving employee engagement	90%
Improving organizational performance	90%
Improving the depth and length of learning retention	87%
Promoting a learning-focused organizational culture	87%
Supporting employee brand/employee value proposition	73%
Improving the organization's competitive advantages	70%
Building an inclusive culture	67%
Driving employee well-being	60%
Optimizing talent mobility	57%
Compressing onboarding time	37%

Large

Outcome	
Improving learner adoption and engagement	97%
Improving individual performance	95%
Improving employee engagement	94%
Improving the depth and length of learning retention	86%
Promoting a learning-focused organizational culture	86%
Improving the organization's competitive advantages	86%
Improving organizational performance	81%
Building an inclusive culture	76%
Optimizing talent mobility	76%
Supporting employee brand/employee value proposition	65%
Compressing onboarding time	65%
Driving employee well-being	54%

(4 or 5 on a 5-point scale)

Critical Questions

To effectively create a personalized learning environment that matches the needs of the learners and the scale of the business, organizations must answer several critical questions, including:

→ Is our learning strategy well-aligned with both learner and organizational outcomes?

→ Which tools and technologies will help facilitate personalized learning at scale?

→ Are we able to capture enough data about employees and their learning to drive more personalization?

→ Are we properly leveraging the role of managers in the learning experience?

→ Are we providing learning in enough different media and modalities for learners to build their own experiences?

Brandon Hall Group Point of View

High-Level Strategies for Personalizing Learning at Scale:

1

Personalization starts with business goal alignment.

In order for learning to be contextual for learners, it has to have a strong connection to business goals. This alignment is what makes it possible to build context around learning that shows learners what the programs mean for the business and, in turn, what it means for them. A clear connection to business outcomes allows L&D teams to provide learners with programs that are aligned with the learner's role, goals, and interests. .

2

Develop a technology roadmap that focuses on personalization.

Assess the current technology ecosystem for strengths and weaknesses in providing a wide variety of learning experiences and the ability to personalize those experiences at scale. In some cases, the path forward may only require a reimagining of how to use current tools. For others, it means looking for new or additional solutions. Look for solutions that leverage AI and machine learning for recommendations and contextualization. Deep, seamless integrations with other systems are also a key requirement.

Brandon Hall Group Point of View

High-Level Strategies for Personalizing Learning at Scale:

3 **Develop a comprehensive data strategy.**

The entire organization relies on data to operate. Every tool, system and application is generating a steady stream of data. L&D needs to have a solid plan for how they collect data, what data is important, and how they can leverage data from other systems. Just like with consumer-facing technology experiences, like Amazon or Netflix, data is what drives personalization. Therefore, your learning environment will only be as smart and personalized as what is fed into it.

4 **Recognize the critical role managers play in the learning experience.**

Very often, the role of the manager is a huge blind spot for organizations when it comes to learning. As L&D teams try to build more personalized, continuous learning experiences, it is critical they involve managers. They are the ones who are closest to the learners and what their daily workflow looks like, as well as specific team needs, strengths, and weaknesses. In order to scale personalization, L&D needs to rely on managers to provide insights, rather than every individual learner.

Brandon Hall Group
Point of View

High-Level Strategies for Personalizing Learning at Scale:

5

Provide a wide array of learning modalities and opportunities.

The traditional one-size-fits-all approach to learning is the antithesis of personalized learning and is holding organizations back from delivering better results. Offering learning in a variety of formats so learners get what they need when and where they need it is a critical part of personalization. This requires a mindset change from the technology available driving the experience to the experience driving what technology gets used.

Contributors

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David focuses on all aspects of learning and the technology that supports it. David has been in the human capital field since 2005 and joined Brandon Hall Group 2012.

Mike Cooke, Chief Executive Officer and Principal HCM Analyst

Prior to joining Brandon Hall Group, Mike was the Chief Executive Officer and Co-founder of AC Growth. Mike has held leadership and executive positions for the majority of his career, responsible for steering sales and marketing teams to drive results and profitability. His background includes more than 15 years of experience in sales and marketing, management, and operations in the research, consulting, software and technology industries.

Rachel Cooke, Chief Operating Officer

Rachel is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15+ years and held several key management and executive positions within the Talent and Learning Research and Performance Improvement industries.

Michael Rochelle, Chief Strategy Officer and Principal HCM Analyst

Prior to joining Brandon Hall Group, Michael was the Chief Strategy Officer and Co-founder at AC Growth. Michael serves in a variety of roles including overseeing consulting and advisory support for corporations and solution providers. Michael has led a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael is one of the company's principal analysts covering the learning and development, talent management, leadership development, workforce management and talent acquisition sectors. Michael also leads the analyst coverage for solution providers in these sectors.

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Richard Pachter edited this report. He is the Content Manager at Brandon Hall Group and is responsible for editing all research assets and other content. He has experience as a journalist, copywriter, editor, marketer, blogger and social media marketing manager.

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Emma Bui created the graphics and layout for this report.

Brandon Hall Group

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