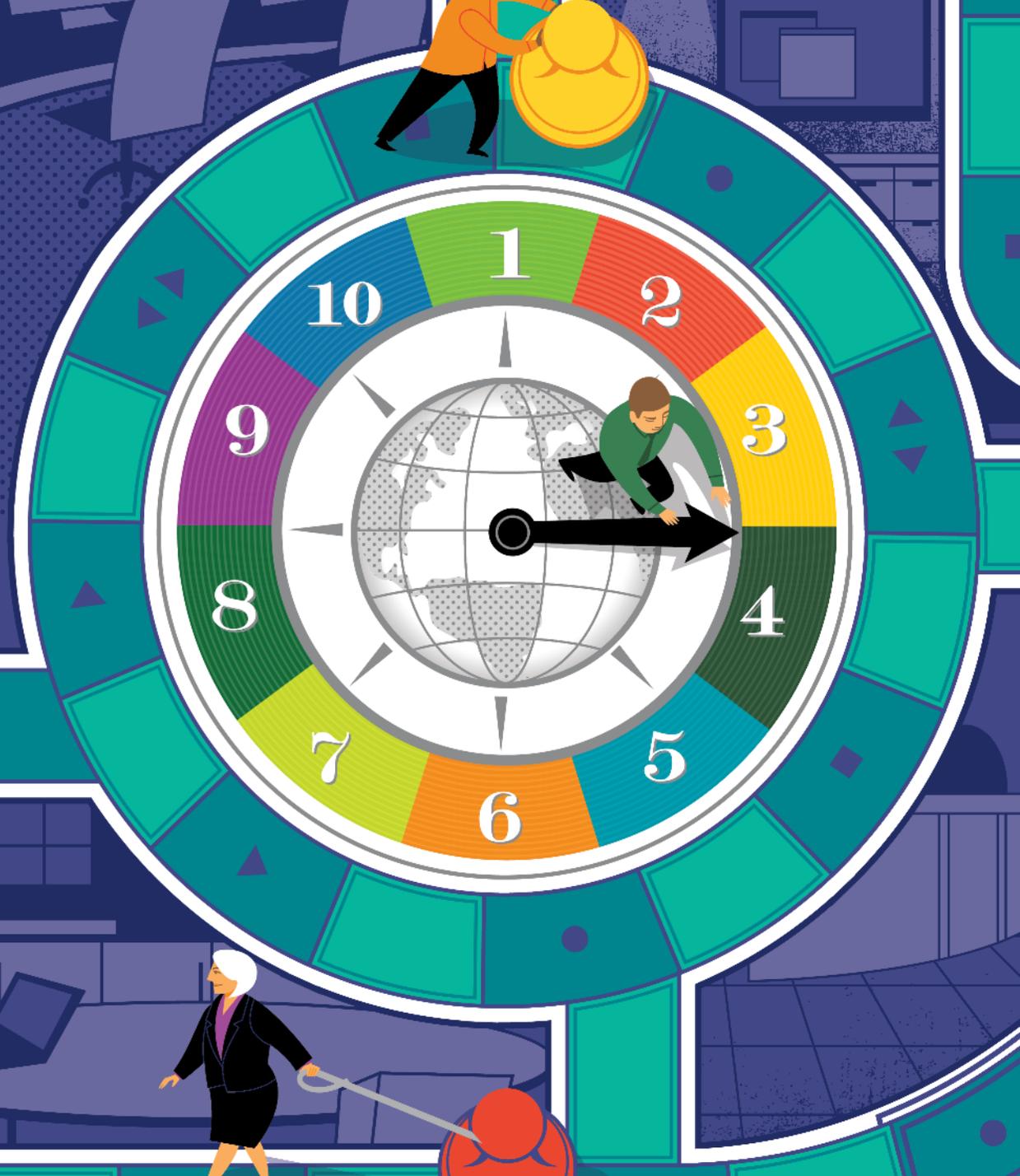


**Deloitte.**

2017 Deloitte Global  
Human Capital Trends

# HC Corner Careers and Learning

2017 June 28<sup>th</sup>



# Careers and learning

## New rules



### Old rules

Employees are **told what to learn** by their managers or the career model

Careers go **“up or out”**

**Managers direct careers** for people

Corporate L&D owns **development and training**

People learn in the **classroom** and, sometimes, **online**

The corporate university is a **training center**

Learning technology focuses on **compliance and course catalog**

Learning content is provided by **L&D and experts**

Credentials are provided by **universities and accredited institutions**; skills are only certified through credentials

### New rules

Employees **decide what to learn** based on their team’s needs and individual career goals

Careers go in **every direction**

**People find their career direction** with help from leaders and others

Corporate L&D curates development and creates a **useful learning experience**

People learn **all the time, in micro-learning**, courses, classrooms, and groups

The corporate university is a **“corporate commons,”** bringing leaders and cross-functional groups together

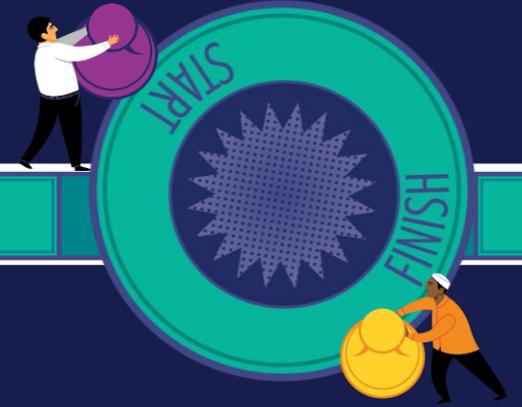
Learning technology creates an **always-on, collaborative, curated learning experience**

Learning content is provided by **everyone in the organization**, and curated by employees as well as HR

Credentials come in the form of **“unbundled credentials,”** where people obtain certificates in many ways

# Careers and learning

## Start here



-  Evaluate internal mobility
-  Review the organization's job architecture
-  Build a culture of hiring from within
-  Track learning metrics
-  Refocus the L&D team
-  Rethink the entire L&D technology infrastructure
-  Rethink the corporate university
-  Manage the employment brand



# So...what exactly is digital learning?

“Learning that meets you where you are...”

# The dynamics of learning “the old way”



**Learning organization-led**

**Employee-led**



You “Go Someplace” to learn  
Organization focuses on teaching or education  
Courses are delivered as discrete, formal learning events  
Trainers have access to the most information  
Technology used for content creation and distribution

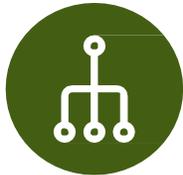
The traditional learning organization holds a monopoly on professional learning and leverages technology for the purpose of delivery.

# The dynamics of learning “the new way”



**Learning organization-led**

**Employee-led**



**You Learn when and where you want**  
**Organization focuses on experiences and design**  
**Courses are “micro” and “macro”**  
**Everyone is incented to teach, coach, and share**  
**Technology creates a personalized, customized experience**

When the learning organization adopts digital learning, L&D professionals focus on tools and structures to create a “learning experience”

And learning preferences have changed



**What did NOT make the top five areas of focus this year?**

- Curation
- Gamification
- Video
- MOOCs
- Developing L&D function

These areas are becoming "mainstream" or commodity-like features of learning.

Donald H. Taylor, Learning Sentiment Study 2017, 885 L&D respondents, 60 countries

# Rewrite the rules

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