

Learning for business impact

Enterprise learning is set to enter the third wave which will induce radical paradigm shifts in the way it is conceived, delivered and the impact it has on business



A recently conducted study of Fortune 500 CEOs brings to light a massive disconnect between what return executives want to see from their investment in enterprise learning and what they are provided. 96 percent of the executives want to see the business impact of learning; yet, only 8 percent receive it now.

Closer home, some of the questions CXOs are raising today are:

- How does learning help me to address my business challenges and contribute to the bottom-line?
- How can learning ensure raising the bars of individual and group contribution?
- How does learning help in enhancing the effectiveness and bandwidth of enterprise leadership?
- How do I rationalize my spend on learning?
 - How do I ensure investment in learning is protected?



What the Learning domain today needs, then, is a radically new approach to bridge the CEO-CLO divide. Distinct from 'training then' and 'learn now', a third wave is a must in the evolution of institutional learning.

Some of the radical paradigm shifts in the new approach are:

- Individual development for enterprise growth rather than only individual growth for personal growth.
- Learning being made available more on demand than being pushed to the learners
- Creation of a learning environment rather than mere learning infrastructure / initiative
- Learning for developing potentials of individuals to raise the bar of contribution rather than learning for role-based competency development.
- Learning –as a ladder of growth besides management and technical ladders with each manager / SME carrying a responsibility for learning enablement.
- Learning audit for impact on business rather than just effectiveness and ROI.

The next wave in Learning should have a three-fold impact on bottom line

COST REDUCTION due to reduction in

- a. Billable person hours of learners lost in classrooms
- b. Spend on outsourced domain / functional / technical training

VALUE ENHANCEMENT due to increase in

- a. Learnability and 'learnagility' of learners
- b. Benchmarks of individual, team and leadership contribution
- c. Effective executive bandwidth

RISK MITIGATION due to

- a. Enablement of internal trainers / coaches for to ensure learning is enabled (not delivered) with accountability application of learning
- b. Ongoing accompaniment of learners for sustenance of learning

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The third wave should take the role of enterprise learning to a realm where learning gets re-defined to be seen as a catalyst for generative growth and evolution of enterprises.

And in order to make this happen it calls for a certain orchestration of the different services and an extensive collaboration between the learning organization, the business organization, the management and the service providers.

A collaboration that will need each collaborating entity to appreciate, uphold and leverage the unique advantage the other brings into the system and joyfully include the same in creating a phenomenal synergy in the Enterprise Learning eco-system.

The agrarian economy was enabled by Nature. The industrial economy by technology. An enterprise imperative for the emerging economy, most certainly is the essential enabler for the third wave of economy – the network or the human economy – which we are just about beginning to witness.

iProdigy Learning Services has come up with Learning Next, a proprietary consulting approach to the Third Wave in Learning. Email: Indraneel@iprodigy.net, www.iprodigy.net