

TABLE OF CONTENTS

From the Author	9
Introduction	11
Important Questions to Answer	14
Responding to Transformative Change / Remaining Relevant	14
Organization and Governance	15
Learning Programs and Audiences	15
Learning Approaches	15
Operations (Disciplines, Processes, Roles)	16
Tools and Technologies	16
Learning Culture	16
Learning Architectures	17
Methodology for This Study	18
Measures and Dimensions We Study	18
The 18 High-Impact Learning Organization Measures	19
The Modern Enterprise Learning Index	19
Multidimensional Analysis	19
Defining Modern Enterprise Learning	21
High-Impact Learning Organizations	21
A New Model for the Training Organization – The Evolution of High Impact	22
Transformative Change and the Modern L&D Organization	26
Business Climate	27
Organizational Dynamics	29
Workforce Changes	30
The Challenge of Training Younger Workers	32
The Networked Organizational Learning Model	34
New Technologies, New Expectations, Information Overload	35

The Challenges Facing Today's Knowledge Worker	39
Current State of L&D: How Is the Response So Far?	42
The Evolution of the Learning Function	45
1970s and 1980s: Traditional and Computer-Assisted Training	46
1990s to Early 2000s: The e-Learning Era	47
Mid-1990s to Today: Blended and Informal Learning	48
Late 2000s to Today: Collaborative, Social, Talent-Driven Learning	49
A New Framework for Enterprise Learning	51
Why a Framework?	51
Learning Programs (1)	53
Learning Approaches (2)	54
Formal Versus Informal	54
The Value of Experiential Learning: Achieving Mastery	55
Three Broad Types of Informal Learning	58
Waking up to How Work Has Always Happened	60
Formalizing Informal Learning	63
Disciplines (3)	64
Tools and Technology (4)	65
Learning Culture (5)	66
The Learning Architecture	67
What Is a "Learning Architecture?"	68
The Modern Learning Organization and the Bersin & Associates Enterprise Learning Framework	68
A New Mandate for Modern L&D	72
Deep Specialization	73
Case in Point: Accenture and Deep Specialization Roadmaps	77
Learning Agility	81
The Training Investment Decision	83

The Training Investment Model	84
Focus on What Matters	87
The High-Impact Learning Practices of the Modern Learning Organization	88
Modern Enterprise Learning Index	88
Capabilities	90
Outputs	93
Culture	96
Self-Scoring on the Modern Enterprise Learning Index	97
Current State of Corporate L&D According to the Modern Enterprise Learning Index	98
Using the Index to Uncover the Practices of the Modern Enterprise Learning Organization	103
Modern Organization and Governance	103
Modern Programs	105
Programs Are Not Enough	105
Designing Learning Environments: The Next Generation of Blended Learning	106
Case in Point: Symantec	112
Case in Point: Nationwide	115
The Need for a Deep Understanding of Audiences: Integrated Talent Management	120
A Learner-Driven, Self-Service Mentality	123
Case in Point: Credit Suisse	123
Case in Point: Summa Health System	124
Modern Approaches	125
High-Value Approaches	130
Case-in-Point: Large Enterprise Implementing PeopleSoft	132
Case in Point: HP	135
Coaching	141

Case in Point: CA	141
LMS	146
Career Development / Career Ladders / Job- or Role-Based Development Paths	147
Case in Point: Fidelity Investments	149
Case in Point: Microsoft	150
Communities of Practice	151
Case in Point: DAU	155
Case in Point: Federal Reserve Bank of Cleveland	162
Internal Blogs	166
Case in Point: Qualcomm	166
Using Podcasts and Syndication to Distribute Information	171
Case in Point: Accenture	172
Mentoring / Job Shadowing / Job Rotations	173
Case in Point: Bell Canada	173
Case in Point: Global Packaging	175
Expertise Directories / Ask the Experts	176
Case in Point: General Electric	177
Case in Point: Major Global Technology and Services Company	178
Case in Point: Accenture	180
Social Networking / Social Knowledge-Sharing	181
Case in Point: British Telecom	182
Case in Point: Sun Learning eXchange	187
Case in Point: Best Buy	193
Mobile Learning	196
Case in Point: Sun Microsystems	197
Case in Point: AT&T	203
Enterprise Search	204
Case in Point: Accenture	205
Case in Point: CA and Project Corona	208

Modern Disciplines	214
New Disciplines of the Modern Learning Function	215
New Roles and Skills Sets	231
Case in Point: Qualcomm	233
The Changing Role of Instructional Design in Organizations	235
Need for Process Optimization	237
Content Maturity	239
Summary: Center for Excellence for Knowledge in All Its Forms	242
Case in Point: BT	243
Modern Technologies	244
LMS and Learning Portals	246
Learning Portals	247
Case in Point: IBM	250
Case in Point: EMC	252
Enterprise 2.0: The Role of Enterprise Social Software	255
Modern Learning Culture	262
How Do We Foster and Build a Learning Culture?	265
Knowledge-Sharing	266
Organizational Reflection	267
Case in Point: Cisco	268
Case in Point: Federal Reserve Bank of Cleveland	270
Modern Learning Architectures	274
What Is a Learning Architecture?	275
Why Do You Need a Learning Architecture?	276
How to Use a Learning Architecture	277
Examples of Learning Architectures	279
Case in Point: Defense Acquisition University	279
Case in Point: Reuters	281
The Role of the Learner	283
Learner Driven, Learner Owned	283

Should Knowledge Workers Be Rated on Their Prowess for Enterprise 2.0?	285
Measuring and Evaluating Informal Learning	288
The Bersin & Associates High-Impact Learning Framework Applied to Informal Learning	290
Biggest Obstacles to Becoming a High-Impact Modern L&D Organization	293
Fear / Risk	294
Fear of Lost Control	294
Fear of Bad Behavior	296
Fear of Lost Information	296
Fear of Lost Productivity	297
Lack of Participation	298
Lack of Cultural Support	299
Lack of Alignment and Alliances	300
Lack of Executive Sponsorship or Participation	300
Lack of Skills in the Modern Disciplines	302
Lack of Accurate Updated Employee Information	302
Lack of Knowledge about Our Employees	303
Too Much Focus on Technology	304
Too Many Resources Required	304
Becoming a Modern High-Impact Learning Organization	306
Summary: A Coordinated Approach – Three Spheres of Influence of Modern L&D	306
Getting Started	308
Regarding This Research	309
Come Visit with Us	309
Join Our Research Membership Program	309

Appendix I: Demographics of the Study	311
Industries	311
Breakdown of Organization Size	312
Organization Type	314
Appendix II: Bersin & Associates Enterprise Learning Framework®	316
Appendix III: Bersin & Associates Modern Enterprise Learning Index®	319
Appendix IV: Summary of the Modern Enterprise Learning Index Data	322
Appendix V: High-Impact Learning Organization Measures	331
Appendix VI: The Bersin & Associates Learning Content Maturity Model®	333
Overview	333
Traditional	334
Rapid	334
Collaborative	334
Enterprise	335
On-Demand	335
Appendix VI: Bersin & Associates Impact Measurement Framework®	337
Bersin & Associates Impact Measurement Framework®	337
Appendix VIII: Table of Figures	340
About Us	345
About This Research	345