



Corporate Training is **Failing Today's Workforce**

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Chief Executive Officer & Co-Founder



Story Time



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Co Founder & CEO

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AT&T Workforce 2020





Harvard
Business
School

FACULTY & RESEARCH

FACULTY

RESEARCH

FEATURED TOPICS

ACADEMIC UNITS

JULY 2019 (REVISED MAY 2020) [CASE](#) HBS CASE COLLECTION

AT&T, Retraining, and the Workforce of Tomorrow

By: [William R. Kerr](#), [Joseph B. Fuller](#) and Carl Kreitzberg

Format: Print | Language: English | Pages: 18

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ABOUT THE AUTHORS



William R. Kerr

Entrepreneurial Management

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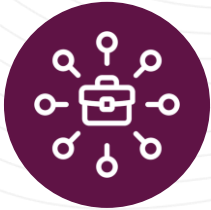
Joseph B. Fuller

Entrepreneurial Management

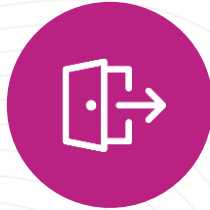
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Harsh Workforce Reality



**2.2 more
job openings
than unemployed
workers**



**4 in 10
employees are
flight risks
that's 2x since
2019.**



**1 in 7 jobs
are now
remote
vs. 1 in 67 pre-
pandemic**



Financial Loss

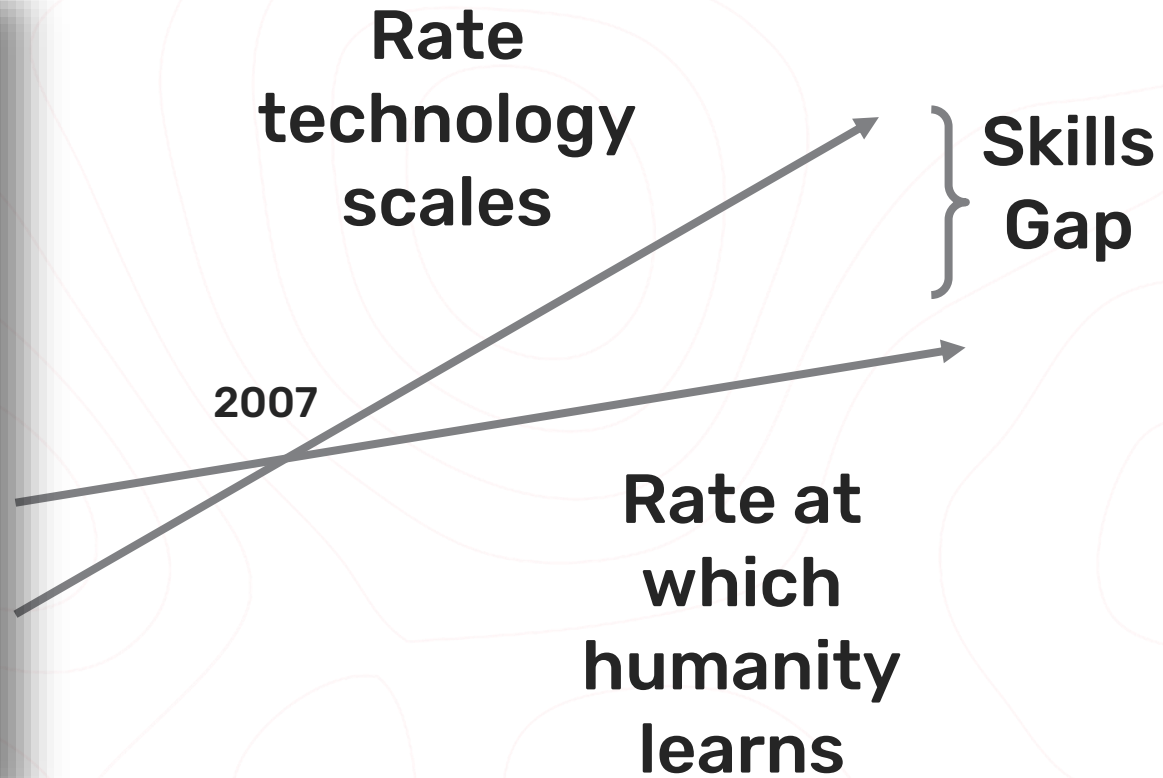
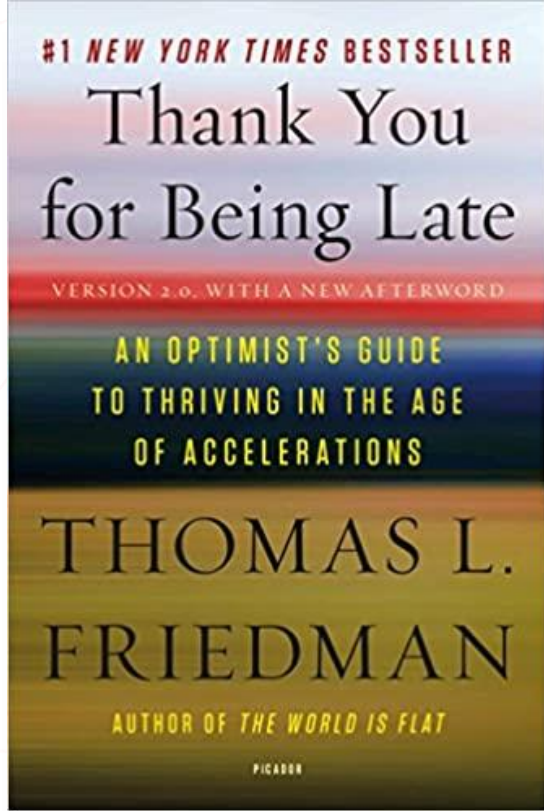
\$24 Million

1,000 person company,
losing 40% of workforce, at \$61,000
cost to replace an employee.



Let's Understand What's Going On





**Avg. Time
for Learning:**

24
Mins/Week

**Estimated Time
to Upskill:**

480
Hours

24

Years
to Upskill

Source: Degreed, HBR



**Avg. L&D
Budget:**

\$1,046
Employee/Year

**Estimated
Cost to
Upskill:**

\$24,800
Per Employee

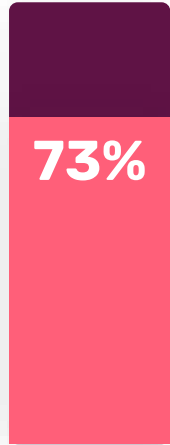
24
Years
to Upskill

Source: WEF



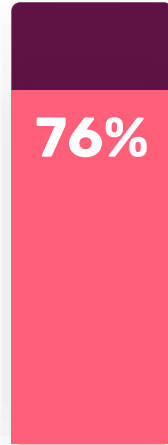
What Workers Want Now = Skills

Attractive Employer



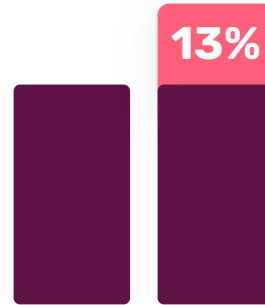
73% are more willing to work at a company that provides **upskilling**.

Secure Job



76% feels that **upskilling** offers job security.

Engaged Work



Upskilled workers are 13% more positive employers who support upskilling

Essential Benefits



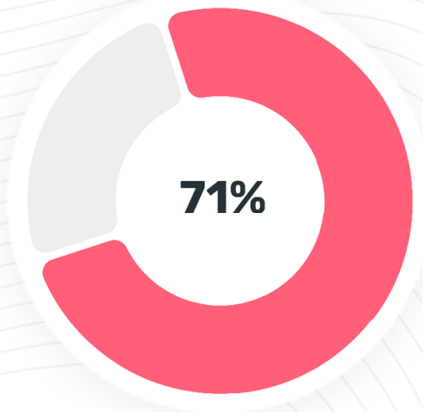
For 18-24 yr olds, **upskilling** is the 3rd most important benefit.



Workers Interest in Employer Provided Upskilling

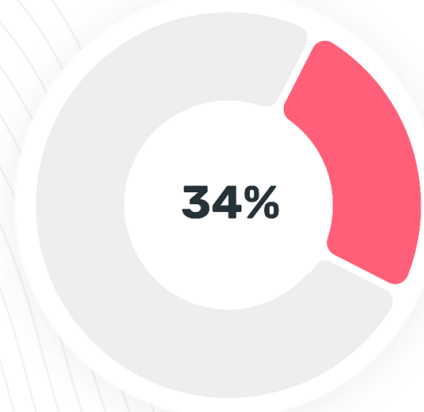


Paid

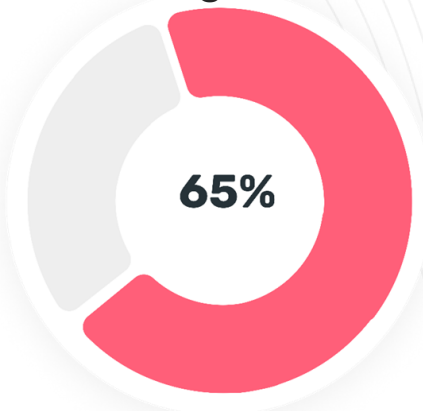


vs.

Unpaid

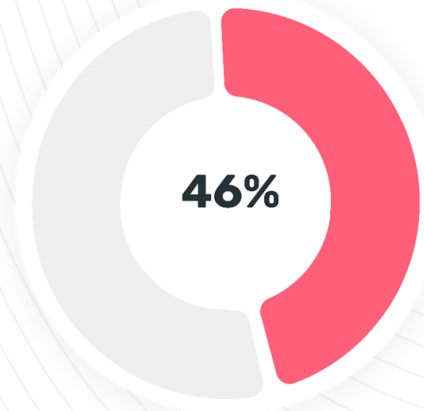


During Work



vs.

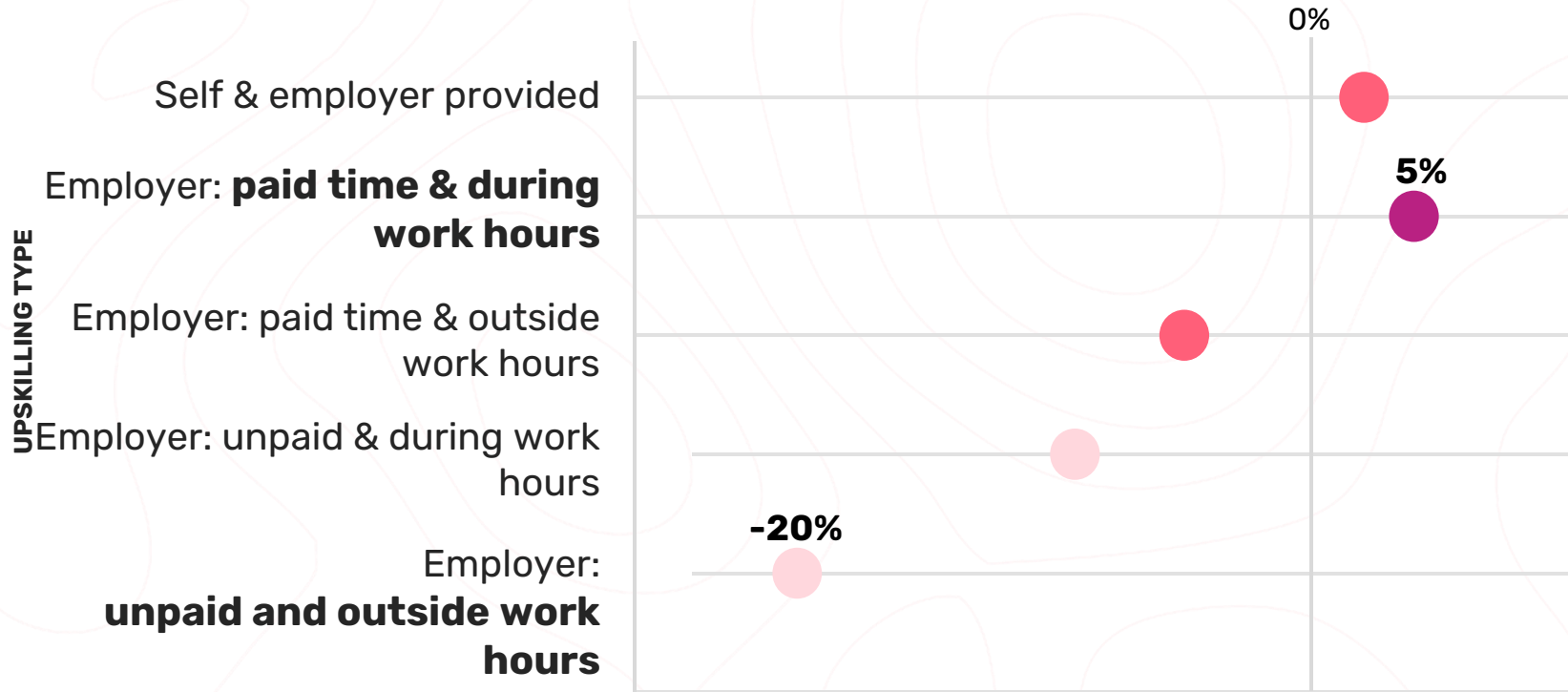
Outside Work



Source: Amazon/Gallup 2021



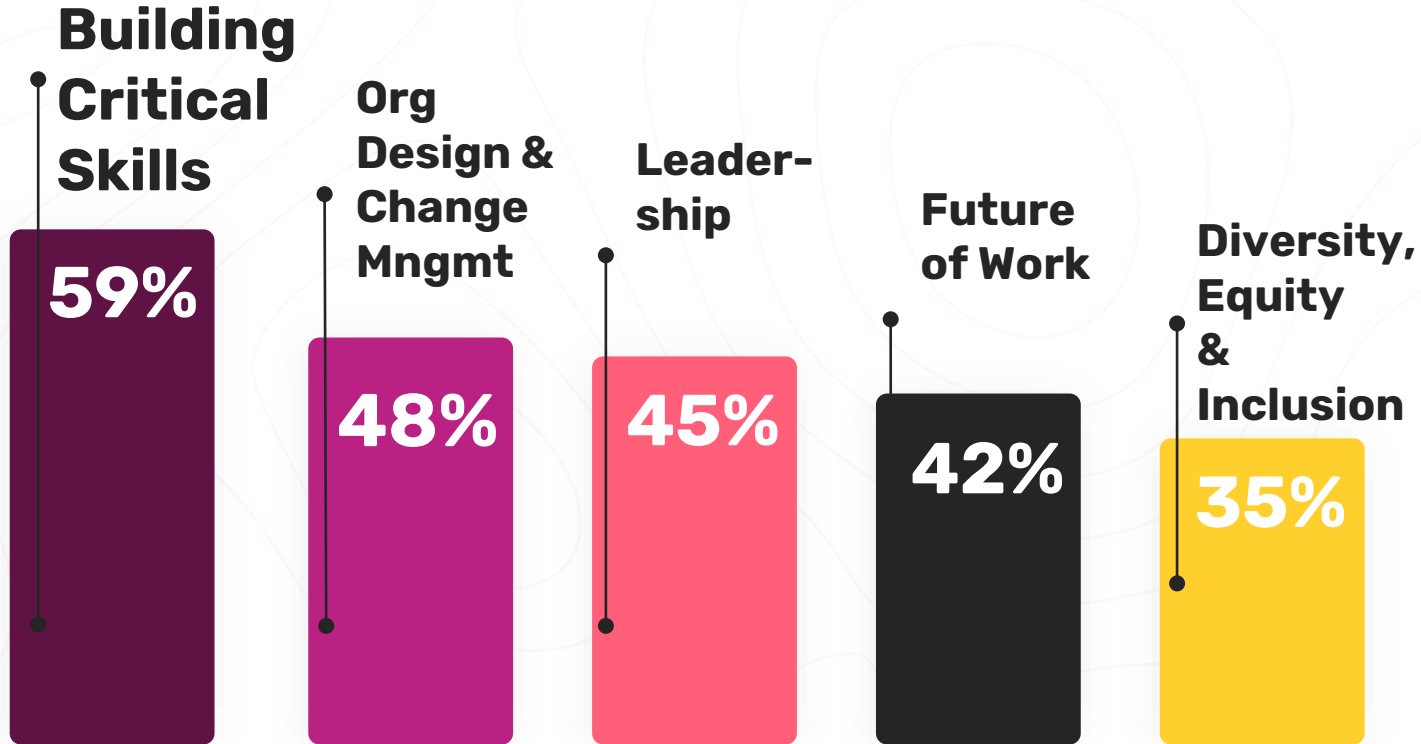
Effect on Income



Source: Amazon/Gallup, 2021



Top 5 Priorities for HR leaders in 2022



Source: Gartner 2022



The market is maturing.



Knowledge vs. Skills

YouTube search: how to run a marathon

ALEX THE VAGABOND

Marathon

Tips For First Timers

An Alex The Vagabond Film

20 Essential Marathon Training Tips | How To Run Your 1st Marathon

110,871 views • Jan 18, 2020

3.1K 172 SHARE THANKS SAVE ...

YOUR 12-WEEK MARATHON TRAINING PLAN

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7
WEEK 1	ACTIVE RECOVERY	SPEED TRAIN *Warm-up: 2 miles easy *10x2-min fast, 1-min easy between *Cool-down: 10-20 mins easy	STRENGTH TRAIN	HILL TRAIN *Warm-up: 2 miles easy *30-min hills: 90-sec uphill hard, easy downhill *Cool-down: 10-20 mins easy	5 MILES Easy	CROSS-TRAIN 30-45 mins	10 MILES Easy
WEEK 2	ACTIVE RECOVERY	SPEED TRAIN *Warm-up: 2 miles easy *10x2-min fast, 1-min easy between *Cool-down: 10-20 mins easy	STRENGTH TRAIN	HILL TRAIN *Warm-up: 2 miles easy *30-min hills: 90-sec uphill hard, easy downhill *Cool-down: 10-20 mins easy	5 MILES Easy	CROSS-TRAIN 30-45 mins	12 MILES Easy
WEEK 3	ACTIVE RECOVERY	SPEED TRAIN *Warm-up: 2 miles easy *10x2-min fast, 1-min easy between *Cool-down: 10-20 mins easy	STRENGTH TRAIN	HILL TRAIN *Warm-up: 2 miles easy *30-min hills: 90-sec uphill hard, easy downhill *Cool-down: 10-20 mins easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	13 MILES Easy
WEEK 4	ACTIVE RECOVERY	SPEED TRAIN *Warm-up: 2 miles easy *10x2-min fast, 1-min easy between *Cool-down: 10-20 mins easy	STRENGTH TRAIN	TEMPO TRAIN *Warm-up: 2 miles easy *20-mins at 90% pace *Cool-down: 10-20 mins easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	15 MILES Easy
WEEK 5	ACTIVE RECOVERY	6 MILES Easy	STRENGTH TRAIN	6 MILES Easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	12 MILES Easy
WEEK 6	ACTIVE RECOVERY	SPEED TRAIN *Warm-up: 2 miles easy *10x2-min fast, 1-min easy between *Cool-down: 10-20 mins easy	STRENGTH TRAIN	TEMPO TRAIN *Warm-up: 2 miles easy *20-mins at 90% pace *Cool-down: 10-20 mins easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	14 MILES Easy

Next Enterprise Category = Academies

2000's

**LMS &
eLearning**

**Not Digital,
Costly to Scale**

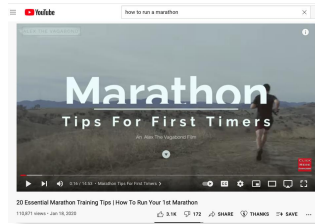
2010's

**LXP &
Content
Libraries**

**Too much
Content,
Not enough
Context**

2020's

**Talent
Academies**



YOUR 12-WEEK MARATHON TRAINING PLAN

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7
WEEK 1	ACTIVE RECOVERY	SPEED TRAINING	ENDURANCE TRAINING	HILL TRAINING	CRUISE TRAINING	CRUISE TRAINING	SCHEDULE
WEEK 2	ACTIVE RECOVERY	SPEED TRAINING	ENDURANCE TRAINING	HILL TRAINING	CRUISE TRAINING	CRUISE TRAINING	10 WEEKS
WEEK 3	ACTIVE RECOVERY	SPEED TRAINING	ENDURANCE TRAINING	HILL TRAINING	CRUISE TRAINING	CRUISE TRAINING	10 WEEKS
WEEK 4	ACTIVE RECOVERY	SPEED TRAINING	ENDURANCE TRAINING	HILL TRAINING	CRUISE TRAINING	CRUISE TRAINING	10 WEEKS
WEEK 5	ACTIVE RECOVERY	SPEED TRAINING	ENDURANCE TRAINING	HILL TRAINING	CRUISE TRAINING	CRUISE TRAINING	10 WEEKS
WEEK 6	ACTIVE RECOVERY	SPEED TRAINING	ENDURANCE TRAINING	HILL TRAINING	CRUISE TRAINING	CRUISE TRAINING	10 WEEKS



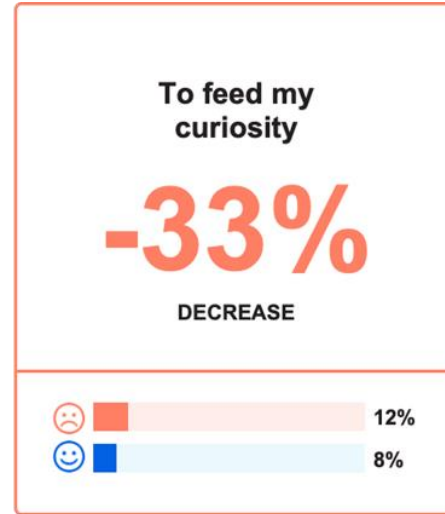
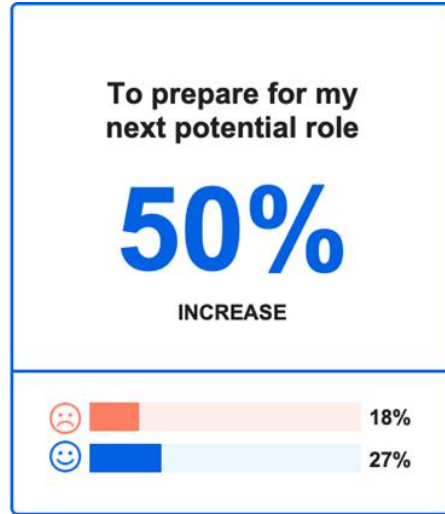
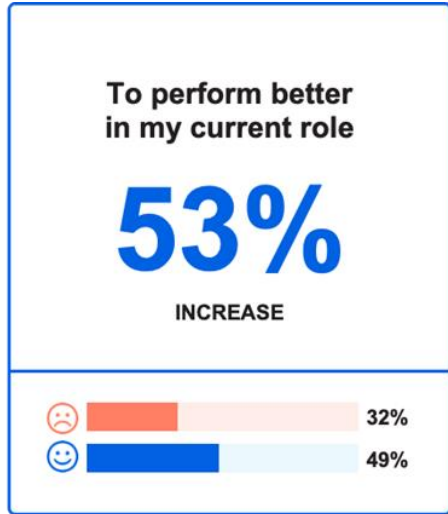


Workers want deep intensive programs that can be put into practice sooner.



Companies need a more dynamic way of meeting shifting skill demands.

Primary Motivation for the Last Time You Learned Something for Work



😊 PROMOTERS

☹️ DETRACTORS

Source: Degreed, HBR



Employee expect & need more learning

Pre-Pandemic

Compliance /
Performance

e-Learning

Content Libraries

Knowledge

Bite-sized

Short-form

Now

Skill

Long-form Programs

Custom Programs



Buy
Programs



Fund
Programs



Build
Programs

+

Coaching

Reporting

Reviews

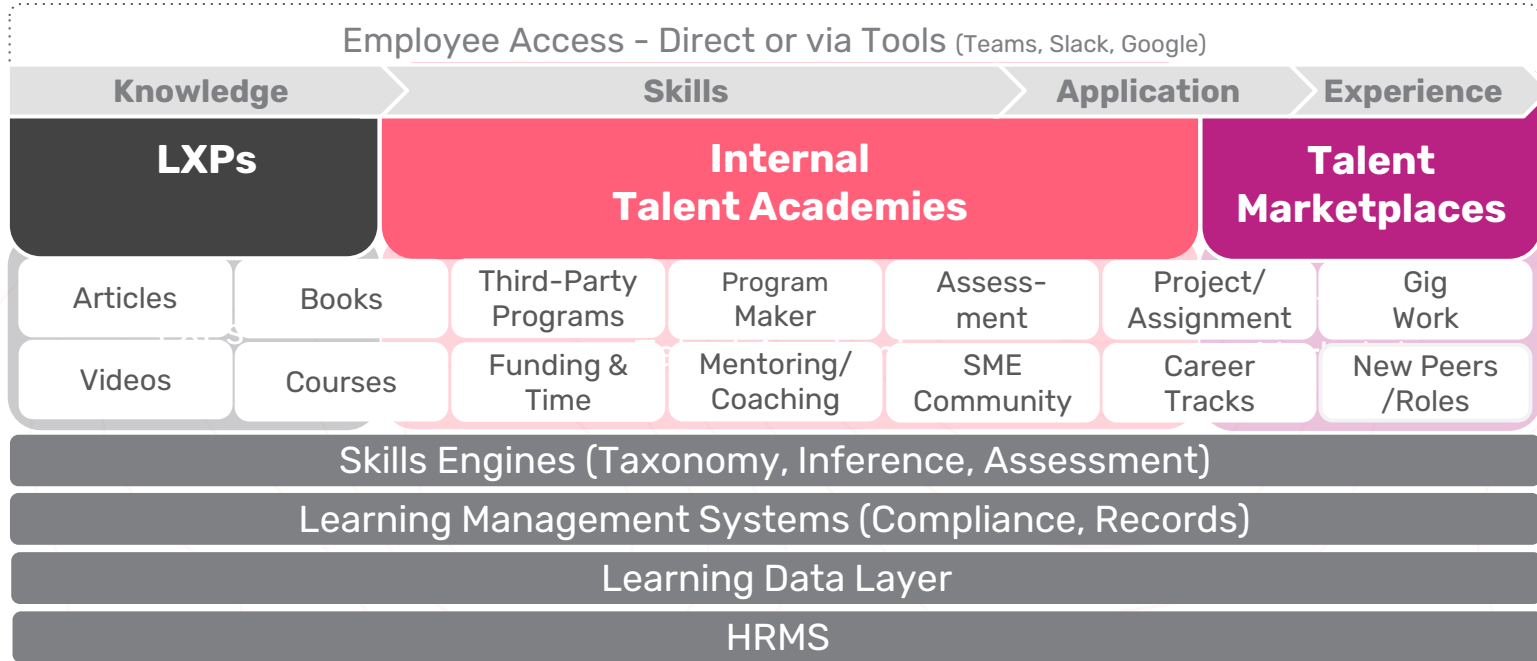
LMS for Training

LXP for Learning

Talent Academy for Development



3 Vital Pieces of Modern L&D Tech



What is a

Talent Academy

SKILLED WORKFORCE

PLACE FOR DEVELOPMENT

The *place* to
develop a skilled
workforce
aligned to needs.



Funding



Programs



**Career Skilling
Paths**

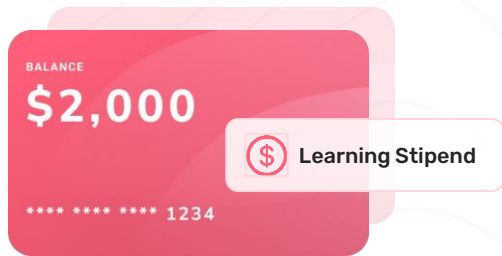


**Approvals
& Visibility**



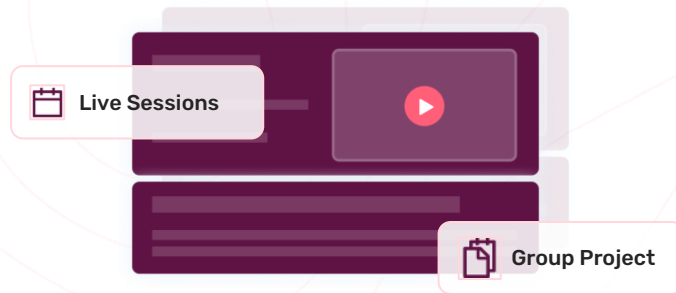
Learn In: Talent Academy Platform

Tuition Assistance



+

Academy Builder



GREAT FOR

Upskilling individuals with external experts

GREAT FOR

Upskilling groups with internal experts



“

“Learn In is like flight control for skill building everyone at scale.”



VP of Workforce Learning

Enterprise Financial Services Company

