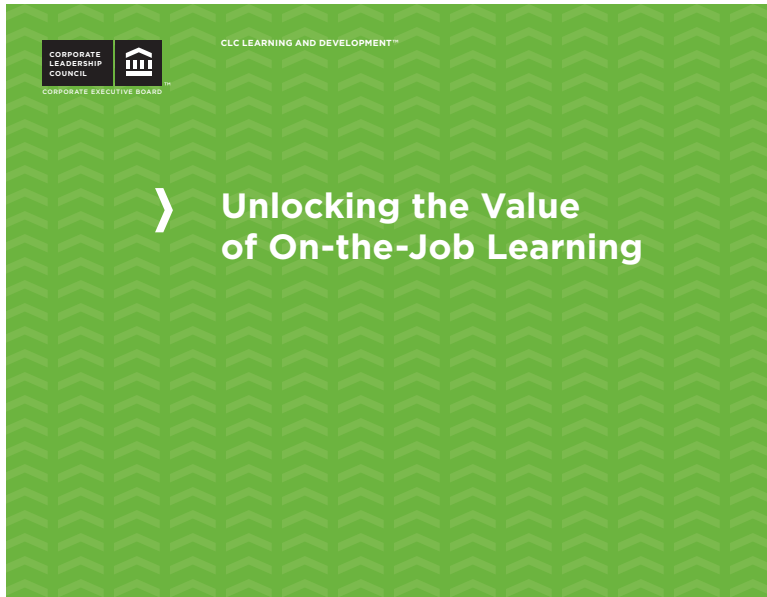




A Recent Example of CLC Learning and Development Insight on On-the-Job Learning



Methodology

We leverage quantitative and qualitative analysis to determine what tactics are working at the best companies.

- Probing interviews with more than 100 L&D leaders around the world, surfacing critical challenges and yielding in-depth proven solutions from leading companies
- Rigorous survey of more than 20,000 employees across 30 organizations
- Advanced quantitative modeling applied to:
 - Identify high-value on-the-job learning opportunities
 - Isolate the critical employee behaviors and manager support activities that drive on-the-job learning impact

The Question Our Members Were Asking

How do the best companies enable on-the-job learning?

Selected Best Practices Uncovered



BOMBARDIER





The Challenging Insight

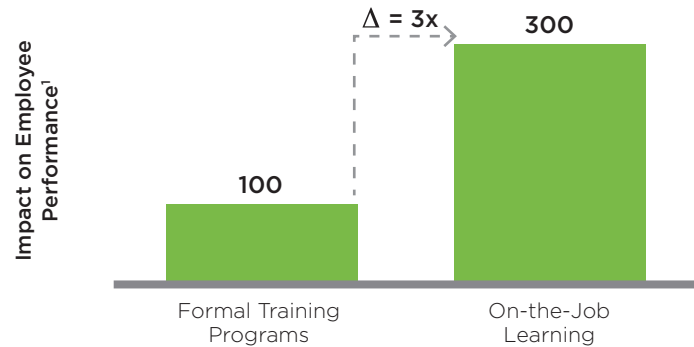
CLC Learning and Development Insight

On-the-job learning can have three times more impact on employee performance than formal training programs, yet most organizations are not capturing the learning value contained within employees' day-to-day work.

Implication:

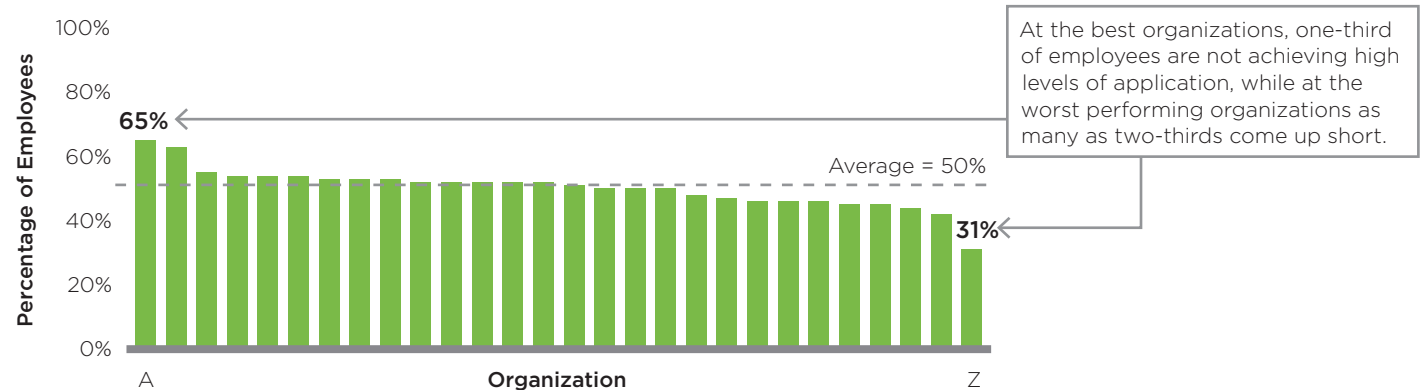
- Enable learning from work to drive employee performance.

Impact of On-the-Job Learning Versus Formal Training



Employees Highly Effective at On-the-Job Learning

Percentage of Employees Reporting a High Level² of Application³ by Organization



At the best organizations, one-third of employees are not achieving high levels of application, while at the worst performing organizations as many as two-thirds come up short.

¹ Each bar represents a statistical estimate of the maximum total impact on employee performance each learning method will produce. The total impact includes the method's direct impact on performance as well as any indirect impact it may have through employee attitudes. The maximum total impact is calculated by measuring the predicted difference in application between the lowest and highest value on each method. The impact of each method is modeled separately.

² High application = 55% and over.

³ The amount of what an employee learned from an activity that he has been able to use (i.e., put into action) in his work.



What the Best Companies Are Doing

CLC Learning and Development Insight

The best companies recognize that they must solve for two challenges to drive effective on-the-job learning.

- Expose employees to the right on-the-job activities.
- Enable employees to effectively capture learning and apply it.

CLC Learning and Development's Model for Unlocking the Value of On-the-Job Learning





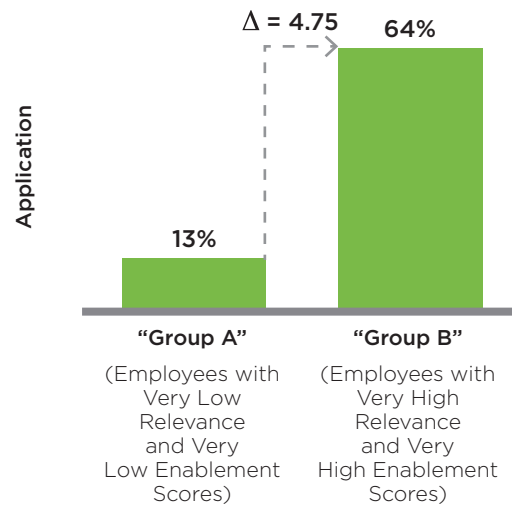
What the Best Companies Are Doing (Continued)

CLC Learning and Development Insight

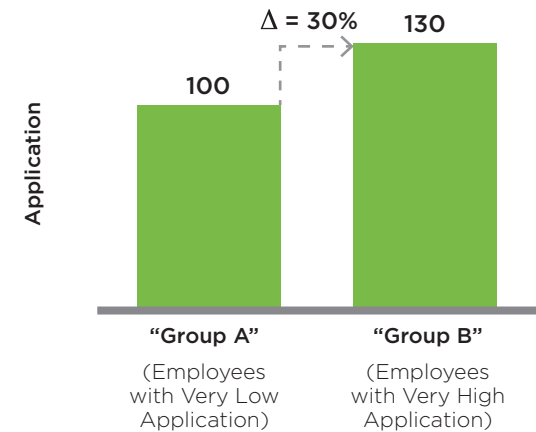
Employees who are exposed to highly relevant on-the-job learning opportunities and are effectively enabled to capture that learning apply nearly five times more of what they learn back to their work. This translates into notable performance improvement.

Relevance + Enablement = Application
Level of Application

Employees who are engaging in highly relevant activities and are being effectively enabled apply nearly five times as much of what they learn.



Application → Performance
Extent to Which What Was Learned Has Enabled the Respondent to Be More Effective at His/Her Job (Indexed to 100 Points)





How the Best Companies Succeed

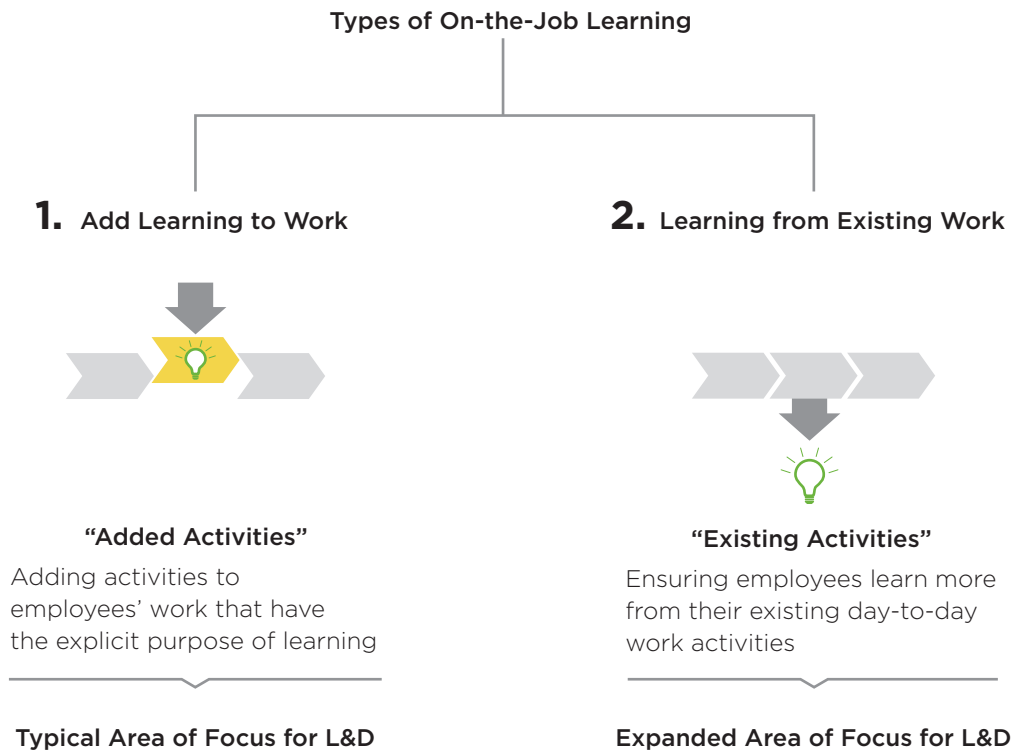
CLC Learning and Development Insight

L&D’s approach to on-the-job learning should not only focus on activities that are added to an employee’s work and deliberately positioned to provide learning. L&D must expand its area of focus to include supporting learning from opportunities that occur naturally during day-to-day work.

Defining On-the-Job Learning

On-the-job learning (ǒn thē jǒb lǚr’níng) *noun*: All learning that employees derive from the tasks or activities they engage in as *part of their work* within their current roles

Rethinking the Scope of On-the-Job Learning





How the Best Companies Succeed (Continued)

CLC Learning and Development Insight

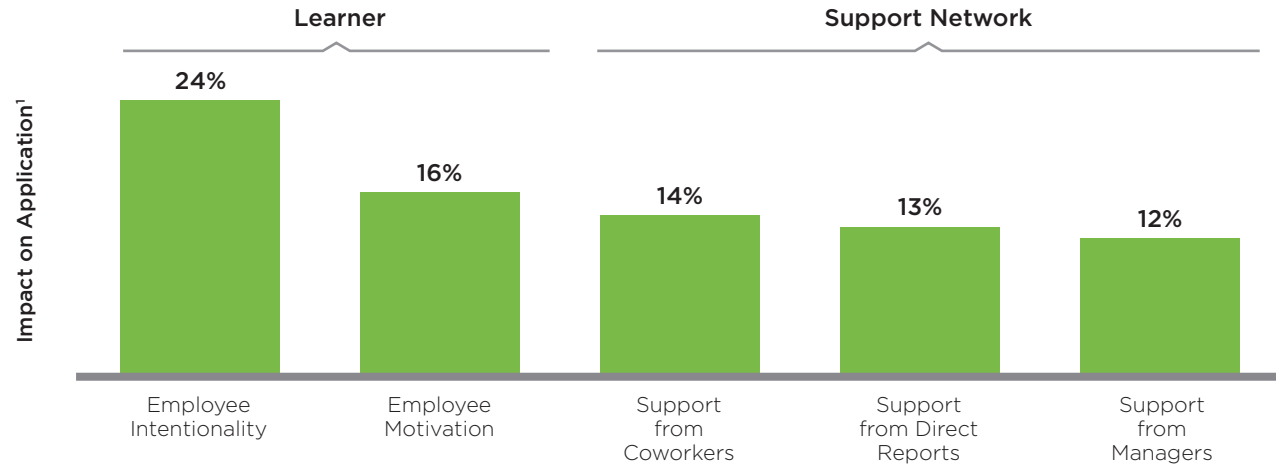
Enabling employees to effectively capture and apply learning is crucial. The best companies recognize that they can help employees by not only focusing them on the right learning behaviors but also by activating their support network.

Implication:

- No learner should be an island; create structures that help employees support one another.



Most Impactful Extraction Drivers for Boosting Application



¹ Each bar represents a statistical estimate of the maximum impact each driver can have on application. The maximum impact is calculated by measuring the predicted difference in application between the lowest and highest value of each driver. The impact of each driver is modeled separately.



Best Practice





CLC Learning and Development Insight

Valuable on-the-job learning opportunities can be found in a wide range of activities, and can be grouped into a simple and easy-to-understand set of six categories.

Implication:

- Use simple frameworks and guidance to help employees understand the breadth of learning opportunities available in their own work.

Six Categories of High-Impact On-the-Job Learning Activities

Access to Best Practice 	Scope Expansion 	Change and Adversity 	Challenging Relationships 	Persuading and Teaching 	Making Difficult Decisions 
<p>Activities</p> <ul style="list-style-type: none"> ▪ Shadow a coworker to see how he or she conducts his or her work. ▪ Work with a recognized expert. ▪ Experience a notable success in work. 	<p>Activities</p> <ul style="list-style-type: none"> ▪ Increase amount of responsibility. ▪ Undertake a challenging assignment. ▪ Participate in a group to solve a real business problem. ▪ Fill in for manager temporarily. 	<p>Activities</p> <ul style="list-style-type: none"> ▪ Work in a situation with rapidly changing circumstances. ▪ Handle a crisis at work. ▪ Work in a situation where something goes wrong or fails. 	<p>Activities</p> <ul style="list-style-type: none"> ▪ Work with people from other business units, functions, or locations. ▪ Work with multiple people with contradictory and competing views. ▪ Work with difficult customers. ▪ Work with difficult coworkers. 	<p>Activities</p> <ul style="list-style-type: none"> ▪ Persuade senior managers to take a difficult action. ▪ Teach coworkers how to do a component of their jobs. 	<p>Activities</p> <ul style="list-style-type: none"> ▪ Make a risky decision with potentially adverse consequences. ▪ Make a decision(s) outside area of expertise.



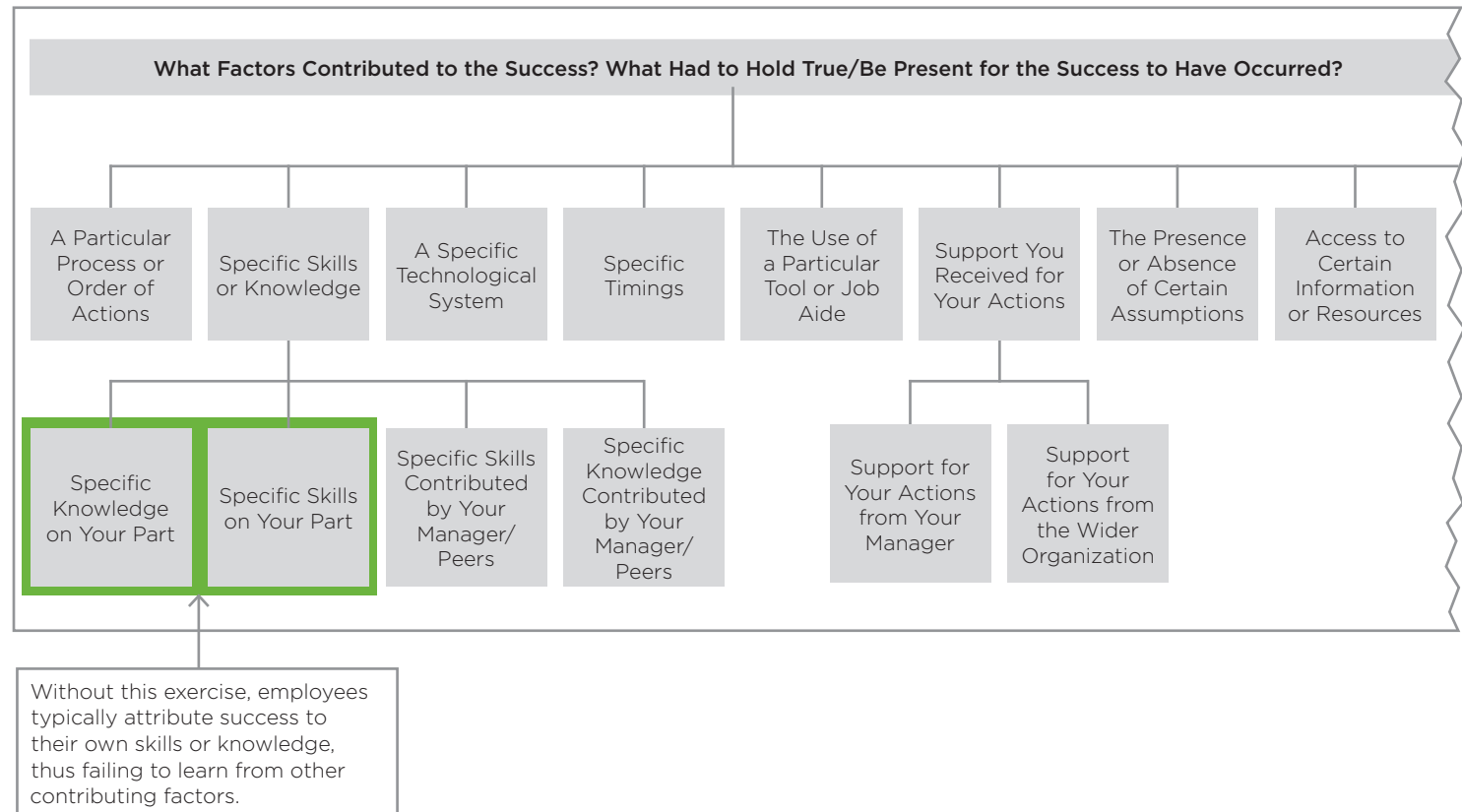
Best Practice (Continued)

CLC Learning and Development Insight

Shell helps its employees more effectively learn from successful experiences by providing a simple root-cause tool that enables them to identify and understand the factors that were at play.

Implication:

- Equip employees to fully understand all the factors contributing to a success (or failure) to draw important lessons from their work and modify their behavior accordingly.



From Insight to Action

Unlock the Value of On-the-Job Learning



Step I: Communicate the Business Case

Communicate the impact of and opportunity for on-the-job learning.

Step II: Focus Your Efforts

Determine where and how to leverage on-the-job learning.


Step III: Enable Employees

Equip employees to identify and capitalize on learning opportunities.


Step IV: Build a Culture of Learning

Activate support networks and build a learning focus into work.

Products and Services

 Business Case for On-the-Job Learning


Products and Services

 Discussing and diagnosing your current effectiveness with your dedicated executive advisor

Products and Services

 Learning Your Job On-the-Job Guidebook

Products and Services


 Shell's Enabling Employees to Collectively Learn From Success


 Role Specific On-the-Job Learning Activity Inventory


 On-the-Job Learning Value Checklist


 Experiential Learning Toolkit


 Manager E-Learning on Enabling On-the-Job Learning


 Research and Insights

 Advisory Support

 Proven Best Practices

 Peer Benchmarking

 Live and Online Learning Events

 Decision and Diagnostic Tools