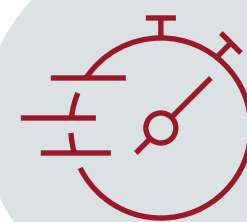
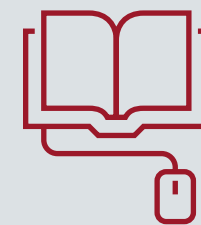




6 PRIORITIES OF A MODERN CLO

# How to Transform Workforce Readiness and Build a Culture of Learning







## The Transformation of L&D

The field of learning and development is undergoing a huge transformation. It started before the pandemic forced companies to rethink in-person training and work from home policies. Today, the shift is playing out against a backdrop of market volatility, a rapidly changing workforce, and technological transformation that has impacted our lives in every way.

Workforce readiness—the state of being fully prepared—is now a mandate for all organizations in this swiftly evolving economy. According to PwC’s [“Talent Trends 2019”](#) report, “79 percent of CEOs worldwide are concerned that a lack of essential skills in their workforce is threatening the future growth of their organization.”

While many Chief Learning Officers (CLOs) may believe their current approach to workforce readiness addresses these changing demands, most efforts only begin to lay the foundation for a transformation that will directly impact the growth and strength of your business and your employees.



# Changing CLO Objectives

CLOs are no longer solely responsible for training employees. Today's CLOs have a strategic responsibility to reshape the role and nature of learning to impact business success directly. According to Harvard Business Review, "transformer" CLOs are a new breed, driving change in their enterprises by shifting from traditional approaches that emphasized the development of skills to "the development of mindsets and capabilities." Those on the vanguard are making learning more experiential and immediate, atomizing content for delivery when and where it's needed, and making L&D "leaner, more agile, and more strategic."

Many CLOs understand that the processes and systems they have relied on in the past no longer support a more strategic vision for learning. Event-based learning, instructor-led training, and systems that are rigid and static are incompatible with the priorities of CLOs who are leading this change.

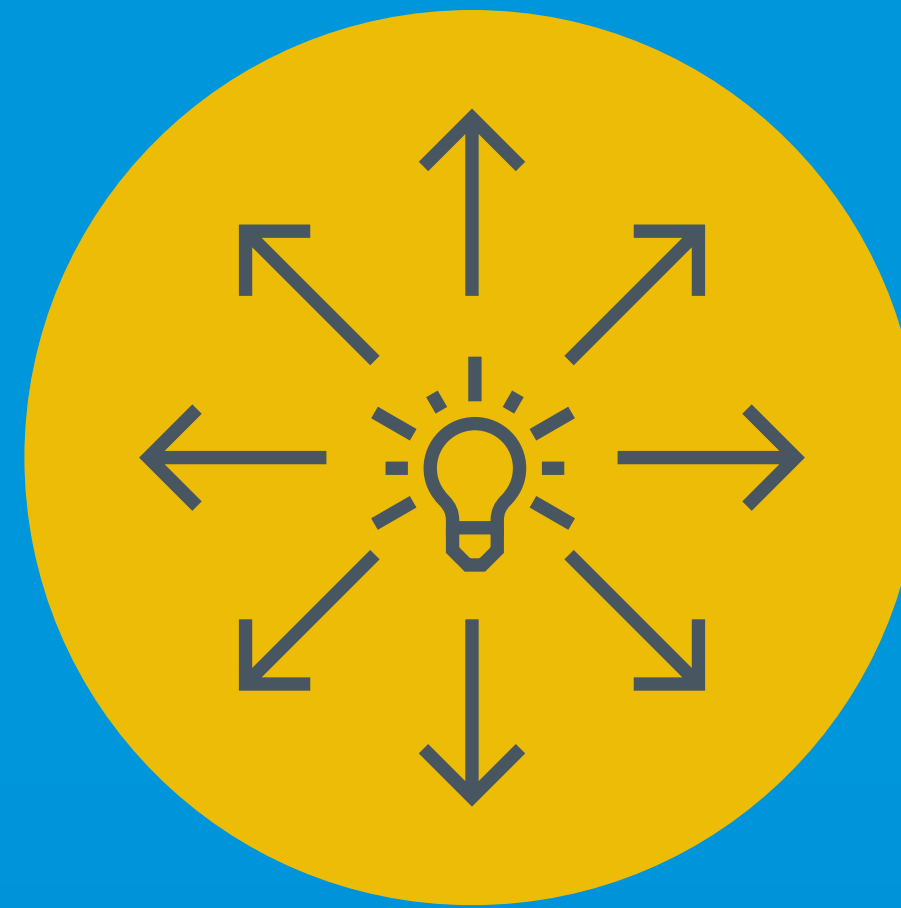




## Three Common CLO Objectives:



Build a  
**CULTURE**  
of learning



Expand learning  
**OPPORTUNITIES**  
across the workforce



Impact business  
**GROWTH**  
and success



## 6 Priorities of a Modern CLO

To achieve these goals, the modern CLO must focus on six building blocks that are the foundation of a modern learning approach.





## Focus on the Moment of Need

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Modern learning initiatives are designed with the end in mind: How does the initial learning experience tie directly to the moment-of-need? In this model, learning is embedded in the daily lives of your employees, who transition from consumers of learning content to active

participants. For example, a salesperson who can find out the best ways to handle prospect objections just before a meeting and follow up by sharing a “win” story after the sale.

CLOs must answer three questions: What reinforcement, development, and practice needs to happen leading up to the moment of need to ensure employees are ready and well-prepared? What role does your learning content play at the moment-of-need? How are best practices and experiential learning captured at the moment of need so they can be leveraged across your organization?

**CLO Action:** Embed learning before, during, and after each employee’s moment of need to build a culture of learning, expand learning across the workforce, and impact business results.





# 2 Easy Access

Whether it is delivered through a mobile device, CRM or call center system, email, or other platform, learning must be pervasive, continuous, and easily accessible.

As consumers, we expect to find whatever we need, whenever we need it. We watch videos on YouTube to make a new recipe, find the fastest route from A to B using Waze, and see in real time when our favorite TV show drops a new episode on Netflix. The way you support your employees' learning experience should mirror this same level of accessibility.



**CLO Action:** Understand the moments, platforms, and formats you can use to enrich an employee's experience by capturing and delivering relevant targeted, and intuitive learning experiences.



# 3 Speed and Agility

Using traditional methods, the design and development of learning content and programs takes weeks or months.

But as the pace of business accelerates and the expectations of your workforce increase, the value of relevance and timeliness begins to outweigh the value of formality and complexity.

CLOs must evaluate whether the delivery of their learning programs creates barriers to user engagement and limits the relevance of learning content.

Modern learning initiatives accelerate content and program roll out with agile development and deployment tools. They also decentralize the content creation process with crowd-sourced assets, thoughtful and personalized curation, and reusable, modular learning.



**CLO Action:** Reduce the formality and complexity of your learning content to eliminate barriers to user engagement and absorption. Enhance learning experiences with timely, relevant, user-generated content.



# 4 Collaboration

Ask any professional what they value about classroom learning and in-person meetings, and most will say engaging with their peers, learning from others, and sharing challenges and experiences.

Research shows that experiences that are active, social, contextual, and learner-owned lead to deeper engagement.

When CLOs offer efficient, convenient, and engaging learning, they create a community that thrives on solving problems together. In a collaborative environment, employees share best practices, solicit and provide feedback, and become active contributors to the learning initiative.



**CLO Action:** Foster an environment in which knowledge sharing is valued and encouraged in both formal and informal settings.



# Personalization and Impact

Every professional's experience with learning should be relevant, targeted, and add value to the business.

Modern CLOs understand that data-driven personalization results in more impactful learning experiences. Both learner profile data and learning experience data can be used to refine and improve ongoing learning and associated outcomes.

For example, analytics that show how often learning modules are accessed—and whether that access is voluntary or mandatory—reveal individuals who may benefit from practice and topics that need reinforcement. With an increased focus on data-driven learning, organizations can leverage automation and AI to improve the learners' experience, ensure adoption and engagement, and achieve meaningful business results that can be tied to learning initiatives.



**CLO Action:** Increase insight into individual, team, and company-wide competencies and skills gaps to drive targeted training and prove ROI. Use AI to deploy, manage, and scale training across the organization to achieve consistent results and improve productivity.



# Learning Champions

There is one additional priority that CLOs must address to achieve the objectives described above: enlisting internal champions.

To build a culture of learning, managers across the organization—and company leadership—should think of learning as a fundamental part of their tool box, one that is critical to supporting business initiatives and driving performance improvements.

But because traditional learning platforms and programs are top-down and centrally-managed, many CLOs have been unable to instill ownership in leaders to promote and facilitate a learning culture across organizations. The responsibility has fallen squarely on L&D and the individual employee.

Experiential learning and sharing best practices, collaborative learning, reinforcement learning, skill development, and team learning are critical capabilities, not just for L&D, but for long-term company growth.



**CLO Action:** Build momentum and support for initiatives by providing ways for leaders across the organization to own, create, and facilitate learning experiences for their individual teams.





## Fostering a Modern Culture of Learning

In a world of near constant business disruption, organizations must foster an unprecedented level of agility to remain competitive long-term. More than half of all employees will require significant reskilling in the next three years. But reskilling isn't a short-term challenge. Rather, CLOs must reimagine their function in order to provide the continuous development and support employees need to keep pace with their ever-changing job expectations.

The modern CLO must influence the entire organization—executives and employees—to think differently about the role of L&D. They can help stakeholders adopt a modern learning mindset and transition away from the idea that workplace learning should look and feel anything like traditional schooling.

Forward-looking CLOs are moving beyond legacy learning models to ensure employees are able to access critical content, share information, facilitate more efficient collaboration, and improve productivity. They're enabling true readiness with learning experiences that help employees get what they need, when they need it, wherever they are.





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