קפסולת בוקר

דצמבר 2019

רינת אהרוני
מנהלת תחום פיתוח ארגוני
חטיבת פתרונות הלמידה

Rinat.Aharony@ness-tech.co.il
054-4861783

LEARNER

peers and managers as much as from experts. And they're taking more control over their *own* development.

DISTRACTED...

Number of times online every day

early days of internet	today
5	**27**

Most learners don't watch videos longer than

4 minutes

People unlock their smartphones up to **9** times every hour

IMPATIENT...

designers now have between

10 seconds

OVERWHELMED...

41 % of time workers spend on things that offer little personal satisfaction and do not help them get work done.

Knowledge workers are constantly distracted with millions of websites, apps, and video clips.

$\frac{2}{3}$ of knowledge workers actually complain that they don't have time to do their jobs

1% of a typical workweek is all that employees have to focus on training and development

MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learners' jobs, behaviors, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their *own* development.

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Number of times online every day
early days of the Internet **5** | today **27**

41 % of time workers spend on things that offer little personal satisfaction and do not help them get work done.

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DISTRACTED...

Most learners won't watch videos longer than **4** minutes

People unlock their smartphones up to **9** times every hour

2/3 of knowledge workers actually complain that they don't have time to do their jobs

IMPATIENT...

Online, designers now have between **5** and **10** seconds to grab someone's attention before they click away

5 Workers now get interrupted as frequently as every **minutes**— ironically, often by work applications and collaboration tools

Sources:
"The Overwhelmed Employee: Simplify the Work Environment" *Deloitte University Press*
"The Knowledge Worker's Day" *Basex*
"Make Time For the Work that Matters" *Harvard Business Review*
"Collaboration & Social Tools Drain Business Productivity, Costing Millions in Work Interruptions" *Aamon.ie*
"We're Creating a Culture of Distraction" *zadruss.com*
"Study Says We Unlock Our Phones a LOT Each Day" *TIME*
"'Infobesity' Causes Distraction and Stress at Work" *HR Magazine*
"IT Training Gets an Extreme Makeover" *Computerworld*
"Network Performance: Does It Really Matter To Users And By How Much?" *University of Massachusetts*
"Worldwide Mobile Worker Population 2011 - 2015" *IDC*
"The Rise of the Extended Workforce" *Accenture*
"Ambivalence Is Not a Strategy" *Flex+Strategy Group*
"Engaging Disengaged Learners" *Towards Maturity*
"Just-in-time Information through Mobile Connections" *Pew Research*
"Here's a Google Perk Any Company Can Imitate:

Bersin by Deloitte

UNTETHERED

Today's employees find themselves working from several locations and structuring their work in nontraditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people consistently and even harder to develop them efficiently.

37% of the global workforce is expected to be "mobile" by the end of 2015

30% of full-time employees do most of their work somewhere other than the employer's location

20% of workforce comprised of temps, contractors, and freelancers

ON-DEMAND

Employees are accessing information—and learning—differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:

To learn what they need for their jobs, employees access:
search engines **70%+**
online courses **50-60%**

People are increasingly turning to their smartphones to find just-in-time answers to unexpected problems

COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.

~80% of workforce learning happens via on-the-job interactions with peers, teammates, and managers

Learners are:
? asking other people
sharing what they know

at Google, **55%** of training courses are delivered by an ecosystem of **2,000+** peer learners

EMPOWERED

Rapid change in business and organizations means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.

2½ to 5 Half-life (in years) of many professional skills

38% of workers who say they have opportunities for learning and growth at their workplace

62% of IT professionals who report having paid for training out of their own pockets

ארגון מחדש של תכנית הלמידה למקבצי למידה קצרים ונגישים

מתבצעת באמצעות יחידות לימוד קצרות, שנועדו להשיג תוצאות ספציפיות וממוקדות

למה קפסולות למידה?

70:20:10

טווח הקשב מתקצר

Point Of Need

למידה במרווחים

קצב החיים
והשינויים בעולם התעסוקה

פיתוח מהיר

למידה במנות קטנות
קל יותר לצרוך -

מתי לא ואיך לא קפסולות למידה?

לא כל נושא ניתן לחלק

לא לוותר על יישום

לא לוותר על תרגול

לא ממירים קורס פרונטלי

נדרשים מפתחי למידה מקצועיים

לא תמיד ניתן לקצר את משך הלמידה

חלק מתמהיל למידה

באיזה פורמט?

מה התכנים?

מה התוצאה הרצויה?

מה הבעיה?

מי קהל היעד?

איפה מתחילים?

הטכנולוגיה היא זרז ומאפשר

בחינה מתמדת

עדכונים
וחידושים

פתרון משלים
להדרכות קיימות

מה שקיים
ועובד פחות

תודה!