



Training for Transformation

How to empower people to drive optimal organizational performance



Training for Transformation

How to empower people to drive optimal organizational performance

- 03 Introduction
- 04 This history of transformational training
- 06 Training for the transformation of your organization
- 09 Priorities for transformational training: Ideas to consider
- 11 Next-Gen transformational training technology
- 14 Transformative features in the LMS



As we emerge from a truly transformative period in history – global pandemic, economic crisis, social unrest, and global political change – companies have been forced to examine how training has risen to new importance to keep people informed, engaged, and involved. Whether that means training initiatives for new health protocols or addressing the high priority for Diversity, Equity, and Inclusion (DE&I) efforts or reskilling people newly back to work in changed or different job functions – training is now about much more than checking a box for a required course. **It's about transforming people for greater performance, and as a result, transforming organizations to greater success.**

Companies can now transform through training. They can leverage learning to improve people's capabilities, deepen their purpose and commitment to the company and their careers, and ultimately enable themselves to be more adaptable and capable of success, no matter what changes take place in our increasingly fast-paced, interconnected world.



The history of transformational training

This paper is not the first to refer to training in the context of transformation. In fact, the term Transformational Training was introduced by educator and author Peter Drucker in 1999 when he brought forth the philosophy that successful companies would need to shift from skills-focused training to knowledge-driven training.

As [Training Magazine](#) describes, “Drucker’s method features both a short- and long-term training focus as employees are given the tools to learn and the encouragement to self-manage their own upskilling, directing employees to the information they need when they need it. This creates a transformational culture, improving employee productivity by aligning training and corporate strategies. It’s a simple shift but an important one: Training cannot be just about teaching a skill; it has to enable employees to perform at a higher level.”

That was the origin of the idea, but taking it a step further, let’s consider the evolution of Transformational Training. A lot has changed since 1999, obviously, especially technology. When this concept was introduced, no one could have predicted how rapidly technology would evolve and how it would affect every aspect of our lives, professionally and personally.

The term “digital transformation” didn’t exist when Drucker launched his concept; (it’s thought to have [entered the business lexicon in the 2010s](#)). He couldn’t have known the impact that digital transformation would have on training – and how it would add another layer of meaning to his ideas on transforming how people work.



Drucker’s method features both a short- and long-term training focus as employees are given the tools to learn and the encouragement to self-manage their own upskilling, directing employees to the information they need when they need it. **This creates a transformational culture, improving employee productivity by aligning training and corporate strategies.** It’s a simple shift but an important one: Training cannot be just about teaching a skill; it has to enable employees to perform at a higher level.

[Training Magazine](#)

A photograph of two young women standing outdoors in front of a grey slatted wall. The woman on the left has voluminous blonde curly hair, wears black-rimmed glasses, a yellow turtleneck, and a blue denim jacket. She is smiling and looking at a smartphone held by the woman on the right. The woman on the right has dark curly hair and is wearing a light blue hoodie. She is also smiling and looking at the phone. A large, solid blue shape overlaps the left side of the image, containing the text.

Training for the transformation of your organization

The working world moves fast. The half-life of a learned skill is five years. The average lifespan of the commercial software used by workers is between six to eight years. Devices start becoming obsolete in three years. Risks, industries, and social pressures are constantly in flux, so it's not surprising that one of the most valuable skills for organizations is agility.

The [ability of companies to transform](#) has been tested in recent years. Between the pandemic, protests, severe climate events, and other changes, every organization and every individual was forced to change in some way. Many businesses have pivoted to address new needs, and many workers found themselves in new roles or [working from home](#). And, of course, training programs changed too, with in-person [learning going remote](#) and new training priorities displacing the old ones.

Agility has long been touted as one of the most important characteristics of an organization. When an organization can adapt quickly, they're more resilient, they innovate more, make changes more swiftly, and are more engaged with their employees.

[According to McKinsey](#), agility starts at the top of any organization. Leadership must be willing to adapt and change, and so to encourage that mindset, it's important to look at the leadership training being provided to executives and future executives.

Old-school leadership training doesn't necessarily prize agility. [Harvard Business Review](#) reported that traditional executive

training tended to serve the perceived needs of the organization paying for it – companies interested in training the leaders that will best serve their own interests in the future

The pandemic, however, showed the business world the value of adaptability, and sparked creativity and innovation in executives. Leaders suddenly found themselves thinking on their feet and making snap decisions – and many of them liked it. [Training Industry](#) interviewed a cross-section of executives who said that the limits the pandemic put on them forced them to become more creative, communicative, and people-focused.

The skills executives said that helped them most weren't organization-specific skills, such as how to perform a specific task important to one company. They were [people skills](#) – adaptability, communication, and creativity – which helped them be agile in a crisis, and more importantly, helped their organizations become agile as well.

“

Investing in people's growth is investing in the company's growth. Because no matter how big or small, business transformation is always a people transformation. Learning is the catalyst to not only drive these transformations, but to also empower the workforce to persevere as new challenges and opportunities emerge.

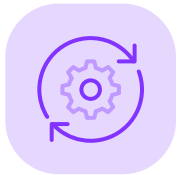
Jill Popelka, President, SAP SuccessFactors in Wall Street Journal

While the transformation of leaders is important, it should also be noted that non-executive workers have changed, too. Many employees have learned to work differently, and many may be returning to jobs that don't look exactly like the ones they left more than a year ago. The world has changed, and workers will need (and often want) to change with it. An investment in their continuous learning is an investment in the company's success.

Priorities for transformational training



Ideas to consider for learning programs and initiatives



Learning agility

Offer training on how to prepare for and demonstrate agility. These courses should focus on how to learn from experience and apply that knowledge to perform in new situations. Extrapolating from experiences to navigate unfamiliar conditions may be innate for some, but in many cases, it can be a learned ability.



Digital competencies

Optimize capabilities for managing data, moving between multiple devices, doing internet research, upholding data security protocols, troubleshooting digital challenges, etc. It cannot be assumed that people automatically know how to work with processes and systems. Training digital competency is critical.



Team mindsets

Extend opportunities for teams to train together on better communication, cooperation, and integration. The power of an efficient group is immeasurable for most companies, saving time and effort, while also increasing employee job satisfaction and retention.



Employee well-being

Realize that this is no longer a “nice to have.” Top-performing companies now recognize that if people aren’t physically and mentally healthy, they cannot perform at their best. Also, remember that new environments and work conditions may remain stressful, so invest in and prioritize mental well-being as highly as traditional physical health and safety training.



Diversity, Equity & Inclusion (DE&I)

Honor people’s need to feel equal and included, regardless of race, gender, age, sexual orientation, religious affiliation, or other perceived differences. Organizations are strengthened by creating inclusive cultures where everyone can participate and perform at their best, without restraint or fear. Training is required to ensure that the entire organization supports this critical commitment.

Next-gen transformational training technology

Even pre-pandemic, corporate learning had been undergoing significant digital transformation. Most organizations were already mixing eLearning into their programs, even if they still relied most heavily on in-person training. The LMS had become quite ubiquitous, whether or not it was considered the central hub for the training department.



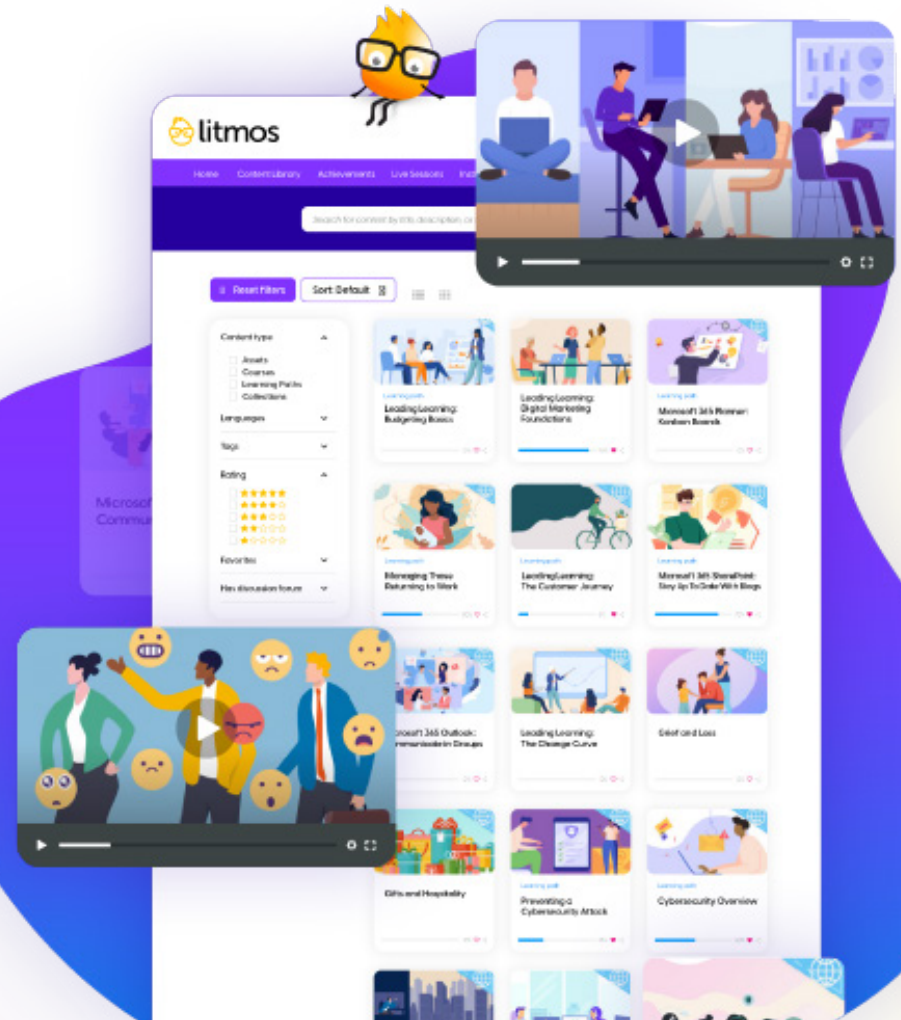
Then, along came 2020. If a company wasn't relying on its LMS to serve as the learning hub before, suddenly it had to. No choice, either transition all training programs and courses to digital or be forced to bring training to a halt.

Clearly, a global pandemic was not an ideal time to cut off the flow of information to employees, customers, and partners, especially critical information such as health and safety protocols, new policies and processes for how and where to work, new skills requirements for changed roles, etc.

The "new normal" happened very quickly. Top-performing organizations adapted in record time to deliver online learning across audiences and learner types. While this may have been jarring for many L&D departments, many good things came as a result. Organizations discovered that [many learners actually prefer eLearning](#); they found that the outcomes were as effective as in-person and they realized major cost savings. Most importantly, it made it possible to deliver truly transformative training – and live up to the original promise of the concept: [enable employees to perform at a higher level](#).

Now we know that a powerful LMS (and other integrated solutions) enable people to perform at their best. They get micro-learning in-the-flow of work. They get answers on-the-fly (often from a mobile device). They get personalized learning paths that progress their careers and their human development.

Behind it all: better, faster, smarter technology is driving the transformation.



“

Applying transformational training practices enables organizations to **empower their employees with the information they need, when they need it, ultimately driving business outcomes.**

Training Industry

Transformative
features in
the LMS





Mobile, mobile, mobile



Integration



Gamification



Video assessments



Built-in content authoring



Custom branding



Global scalability



Off-the-shelf content

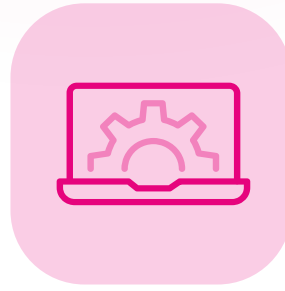


Reporting/analytics



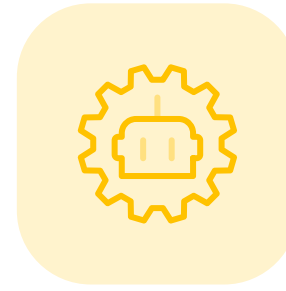
Mobile, mobile, mobile

It's so important that it's worth repeating. Learners want more mobility options but the stark truth is that fewer than a quarter of companies ([only 23 percent, according to Brandon Hall Group](#)) report that "most or all" of their learning material is mobile ready. It's time to transform that statistic and deliver on the massive potential of mobile learning.



Integration

It's critical to integrate your LMS with the rest of your learning ecosystem, whether with the CRM system, HCM/HXM, web conferencing, eCommerce, and others to enable learning in the flow of work. Leading LMS providers offer out-of-the-box connectors and the ability to use open APIs to integrate on your own.



Gamification

It's proven that you can improve engagement in the learning system simply by turning the education process into a game. It may seem elementary, but leaderboards and badges for completed courses do in fact get people to take training, enjoy some friendly competition, and have fun while they're at it.



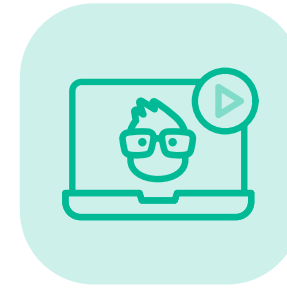
Video assessments

It's a transformative experience for learners in roles such as sales, service, and customer support to record a video of themselves performing a task and upload it to the LMS for feedback. AI feedback offers calculations on pace of speech, use of keywords and filler words, and other programmable factors. Managers can view to provide personalized suggestions on how to improve.



Built-in content authoring

It's no longer a requirement to have one or more external content creation applications. Now, your LMS should empower you to create dynamic and visually-appealing SCORM content within the system. The technology should be easy to use and designed to support everyone from the novice trainer to the expert instructional designer.



Custom branding

It's essential to learner experience that you match the learning environment to your company's brand. With basic CSS and HTML knowledge, admins should be able to customize the LMS interface down to the finest details from fonts and colors to headers and footers and more. Also, dashboards should be configurable to meet the needs of different learner types.



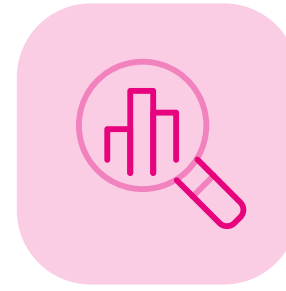
Global scalability

It's a global business environment today, so your LMS needs to support large numbers of users, anywhere in the world, at any time, and in multiple languages. Your LMS should enable you to start small if needed and scale up as your needs grow, adjusting as you increase your number of learners or expand into new areas of your business.



Off-the-shelf content

It's not necessary to reinvent the wheel. Why create every course from scratch when you can utilize ready-to-access content for non-proprietary subject matter? You can save a lot of time by leveraging professionally-made courses on subjects such as compliance, sales mastery, service excellence, health and safety, stress management, well-being, and many more.



Reporting/analytics

It's a key component to a successful learning program – the ability to measure performance and other outcomes, as well as tracking the basics such as course completions, test averages, content popularity, etc. Your LMS should include built-in, real-time reporting and analytics tools to help you understand the usage and effectiveness of your courses, content, and overall program.

In conclusion

Technology is at the heart of the next generation of transformative training. And, it's never been more critical to business success. Leading companies are taking advantage of eLearning technology and cutting-edge content to deliver training that makes a difference for both individuals and the collective organization. It's being used to transform companies by improving how well people perform, as a result of deeper knowledge, broader understanding, and increased personal empowerment. Plus, today's transformational training not only affects employee performance, it can also improve customer experience and commitment from the extended enterprise via targeted training.

To end where we began: part of Drucker's theory was that employee knowledge is a company's most valuable asset but also the most underused. The first part hasn't changed. However, many companies are now recognizing and correcting the "underused" part and are using training to do it. They have an awesome and unprecedented set of tools available to make the most of their "most valuable asset." And many are doing it well.



About Litmos

Litmos develops eLearning solutions for top-performing companies. An established leader in the market since 2007, Litmos solutions include an easy-to-use LMS platform with content authoring tools, a comprehensive learning content library, services to support success, and integrations with top workflow tools. Thousands of companies trust the solutions to create, curate, and connect learning content to employees, customers, and partners. The solutions are used by more than 30 million people in 150 countries, across 35 languages.

See for yourself how Litmos can dramatically change how you create & manage online learning.

Start a free trial

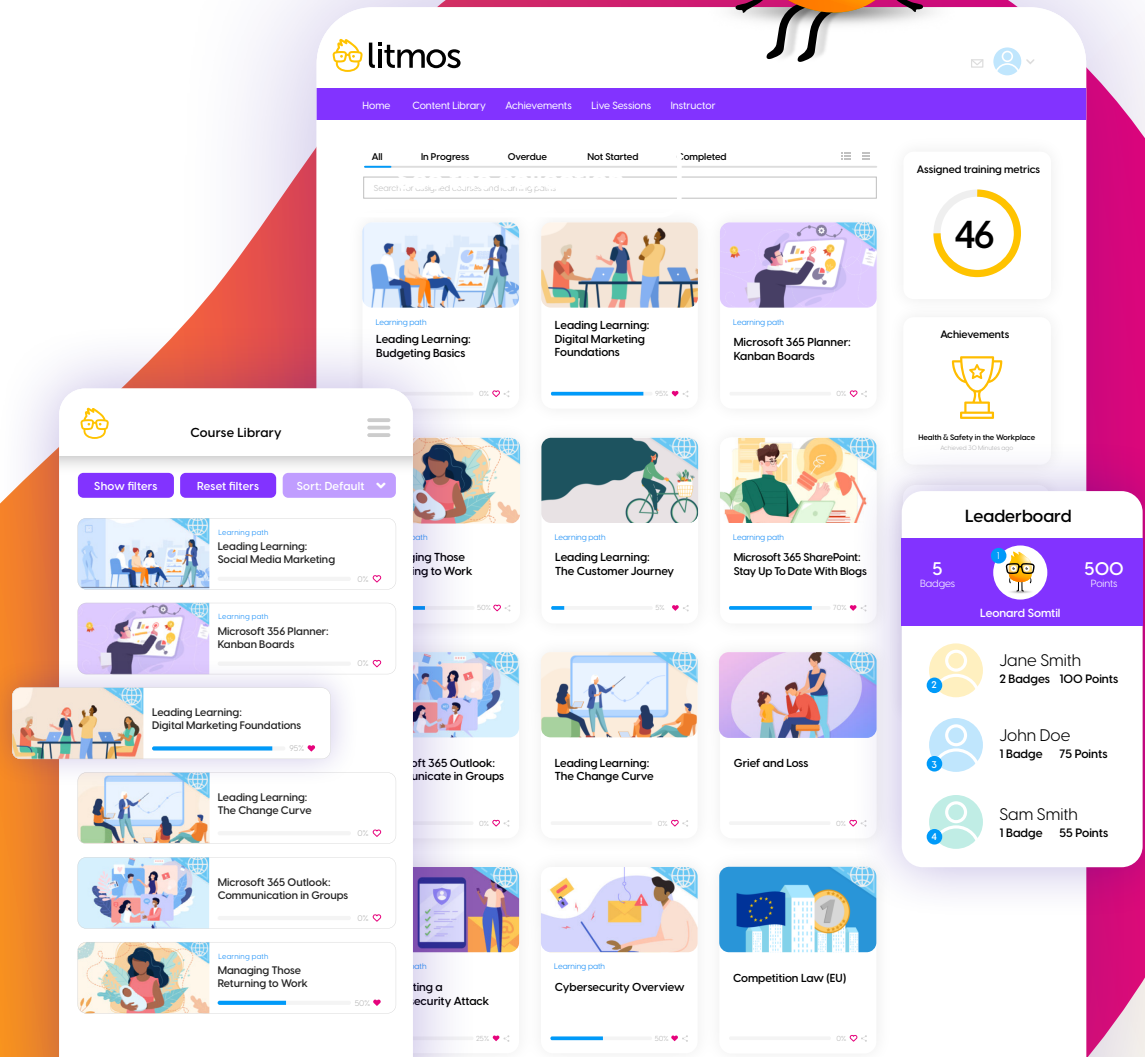
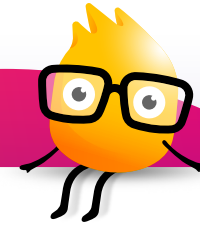
www.litmos.com/trial

Schedule a demo

www.litmos.com/demo

Contact us

sales@litmos.com



Sources

1. How to Make Your Employee Training Transformational
<https://trainingmag.com/how-to-make-your-employee-training-transformational/>
2. The History of Digital Transformation
<https://technologymagazine.com/data-and-data-analytics/history-digital-transformation>
3. Careers and Learning: Real Time, All The Time
<https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/learning-in-the-digital-age.html>
4. How Long Do Computers Last? 10 Signs You Need a New One
<https://www.businessnewsdaily.com/65-when-to-replace-the-company-computers.html>
5. Adaptivity is the New Planning: Training is at it's Core
<https://www.litmos.com/lp/adaptivity>
<https://www.litmos.com/lp/adaptivity-infographic>
6. Some Companies Are Going Remote Forever. What Will Learning Look Like?
<https://www.litmos.com/blog/articles/remote-forever-learning>
7. The Impact of Agility: How to Shape your Organization to Compete
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-impact-of-agility-how-to-shape-your-organization-to-compete>
8. The Future of Leadership Development
<https://hbr.org/2019/O3/the-future-of-leadership-development>
9. Imagining Post-pandemic Leadership Development
<https://trainingindustry.com/articles/leadership/imagining-post-pandemic-leadership-development/>
10. Litmos Course Catalog
<https://www.litmos.com/products/training-courses>
11. Making Compliance Fun: Yes, It's Possible
<https://www.litmos.com/blog/articles/make-compliance-fun>
12. The ROI of Training Your Employees
<https://www.litmos.com/blog/articles/roi-employee-training>
13. Transformational Training: What It Is, How to Apply It and Why It Matters
<https://trainingindustry.com/articles/strategy-alignment-and-planning/transformational-training-what-it-is-how-to-apply-it-and-why-it-matters/>



www.litmos.com

© 2023 Litmos US, L.P. and affiliates. All rights reserved.

Litmos products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of Litmos (or a Litmos affiliate company) in the United States and other countries. All other product and service names mentioned are the trademarks of their respective companies.

No part of this publication may be reproduced or transmitted in any form or for any purpose without the express permission of Litmos. The information contained herein may be changed without prior notice. Some software products marketed by Litmos and its distributors contain proprietary software components of other software vendors. National product specifications may vary.

These materials are provided by Litmos for informational purposes only, without representation or warranty of any kind, and Litmos or its affiliated companies shall not be liable for errors or omissions with respect to the materials. The only warranties for Litmos company products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

In particular Litmos or its affiliated companies have no obligation to pursue any course of business outlined in this document or any related presentation, or to develop or release any functionality mentioned therein. This document, or any related presentation, and Litmos or its affiliated companies' strategy and possible future developments, products, and/or platform directions and functionality are all subject to change and may be changed by Litmos or its affiliated companies at any time for any reason without notice.

The information in this document is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. Readers are cautioned not to place undue reliance on these forward-looking statements, and they should not be relied upon in making purchasing decisions.

