

State of Digital Learning

Report 2023

Tap into the minds of L&D peers and experts, compare approaches, and get prepared for the year ahead

Elucidat



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Introduction

Following years of transformation in response to the COVID-19 pandemic, more change is on the way. Increased economic pressure means the spotlight is on spend; every penny counts. Businesses need to rethink their strategies, and Learning and Development (L&D) have a key role to play.

Faced with these new challenges and opportunities, how are businesses adapting? How can digital learning support these changes? And what will the L&D team of the future look like? The State of Digital Learning Report sets out to tap into the minds of L&D peers and experts and get some answers.



Our data

This report brings together the views of leaders and experts who shape learning experiences in leading businesses. We gathered data from:

130

L&D professionals and leaders who provided unique insights through in-depth interviews and surveys.

10+

industry research papers.

Our findings

We've taken the results of this research and distilled it down into key findings across three focus areas:

Current challenges

Explore the critical factors that exacerbate existing issues and create new L&D challenges.

New ways of working

Discover how future-focused L&D teams are trying out new ways of doing things to overcome their challenges and meet business and employee needs.

Practical steps to get started

Uncover the key ways you can get ready for the year ahead and maximize your impact in 2023.

Current challenges and the demand for digital learning

L&D continues to face many of the same challenges for the last few years. The accelerated pace of change shows no sign of slowing. Shifting customer expectations and digital transformation continue to leave all industries with skills gaps. Record numbers of resignations and difficulty attracting new hires have added to the troubles.

Digital learning has been key to helping employees and businesses respond to these challenges. So, it's no surprise that demand remains at an all-time high, with **85% of L&D professionals reporting an increase in requests for digital learning**. As what organizations need from employees and what people want from their employers continues to change, L&D teams find themselves in an exciting position of influence.



85%

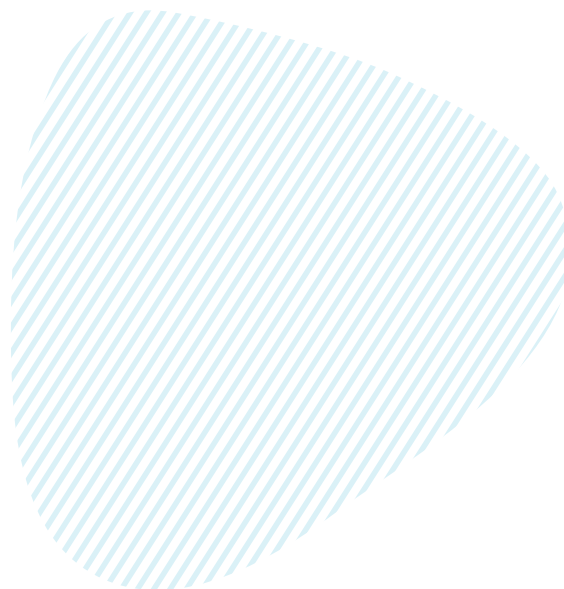
*increase in requests
for digital learning*

1/2

of organisations think that their L&D approach is critical for employee retention

Over **half of the organizations surveyed by Brandon Hall Group highlighted that their approach to L&D was critical to employee retention** and becoming a market leader. These increased expectations have led to new responsibilities. L&D has a more strategic, collaborative, and cross-functional role to play in shaping their organization's future.

As economic pressures increase, L&D is being asked to do more than ever before. In this challenging landscape, we wanted to discover what was happening on the ground.



What do your peers in L&D think?

We surveyed L&D leaders working in businesses across the world to explore the key challenges they're facing.

What's the current situation in L&D?



Almost half

of L&D professionals are feeling overwhelmed and under-equipped.



57%

don't feel they are having the right impact on the organization in their role.

So there's a dichotomy. L&D teams are facing increased demand and have more opportunities to make a difference, yet around half are feeling blocked from doing so.

Why might this be? Here's what we found.

What does L&D need to have more impact?

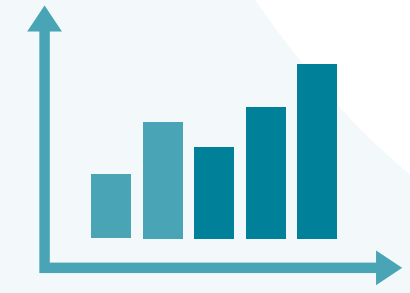
Here's what top L&D teams are hoping to see more of.



Increasing L&D capabilities



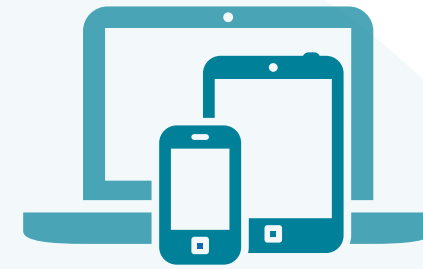
More commitment from stakeholders



Meaningful metrics that align to business goals



Less firefighting and more strategic input



Digital transformation taken more seriously

What challenges do L&D face?

Here are the top challenges highlighted by L&D teams.

52%

are struggling to manage stakeholders' expectations

43%

are finding it difficult to respond at speed, while maintaining quality

39%

aren't able to develop a future-proof vision for L&D

31%

are facing reductions in their already limited resources

What challenges do L&D face?

Here are the most common words related to the challenges highlighted.



What's not working for learners?

L&D professionals highlighted what's not engaging their learners over the last year.

Time-consuming digital learning

"Long, stand-alone elearning programs."

"Very big learning pathways."

"Complicated and elaborate designed modules that consume vast amounts of time to produce."

"Long to develop, but outdated quickly."

It goes without saying that bite-sized, easy-to-digest learning content appeals to busy employees who need to fit learning around their work. But a number of L&D professionals also highlighted that longer modules take more time to produce and keep up to date.

Content overload

"Giant libraries of elearning."

"Too many platforms."

"Lots of reading."

"The amount of information is just too much to process."

"Documentation resources duplicated as video resources."

Having access to everything and anything in huge libraries of learning content isn't working for learners. Reams of reading duplicated content, and out-of-date information were all highlighted as issues that were adding to the issue.

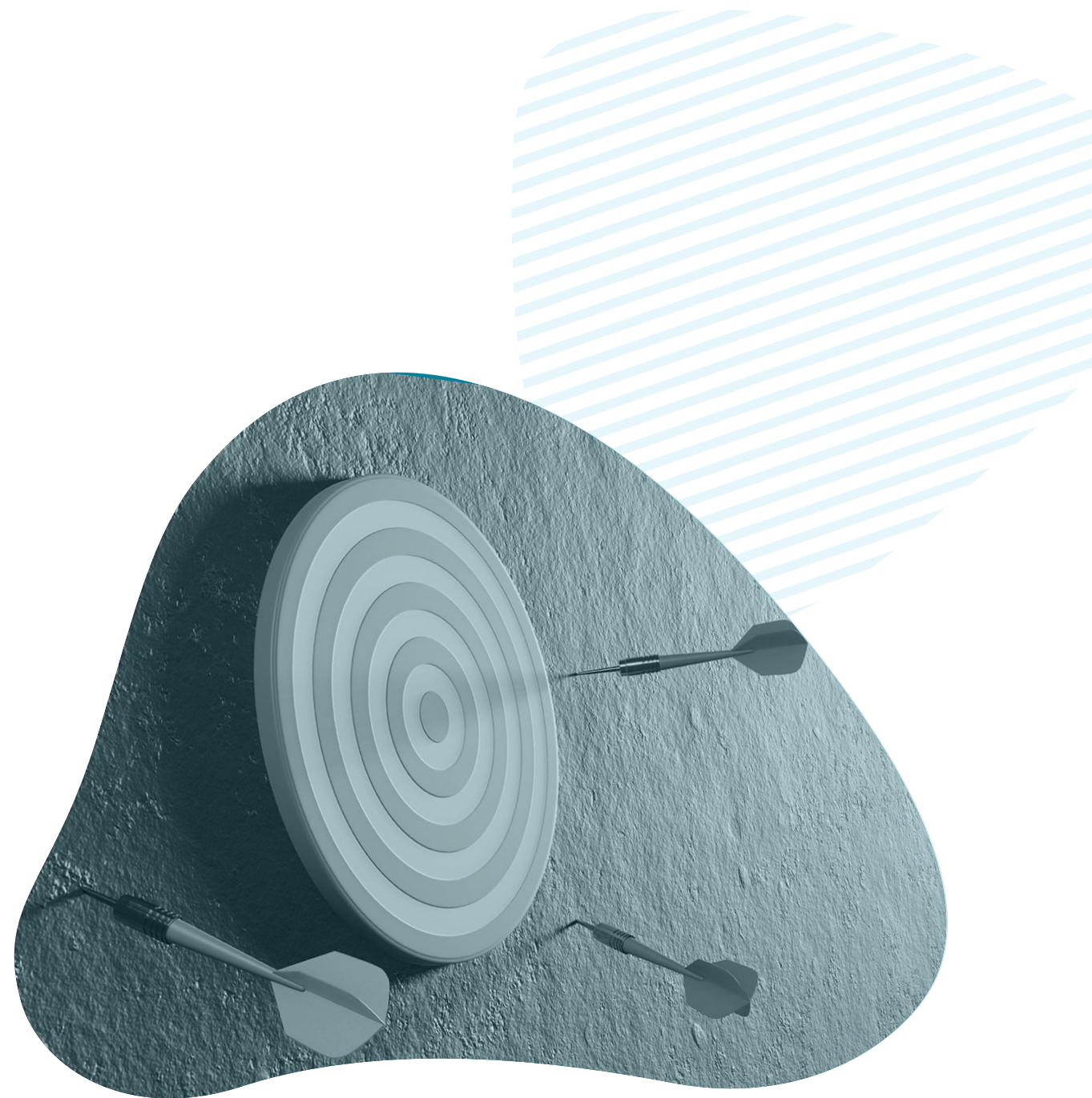
Missing the learning that matters

*"We make too much content that's launched and then **forgotten or lost** in the shuffle."*

"Free range learning isn't working."

*"We have vast amounts of content which **dilutes the offer** and can make navigation hard. **Where do you begin...?**"*

With so much content out there, it becomes harder for L&D to have an impact. Creating more learning content to meet the business' demand just adds to the noise. Cutting through this noise and engaging learners is critical to ensure all that effort in creating new learning programs isn't wasted.



What do the experts think?

We spoke to leading L&D experts to get their perspectives. Here are the top 6 challenges they are seeing across the industries and organizations they work with.

1. Doing more with less

The combination of increased demand and reduced resources means L&D is feeling the pressure. Finding sustainable ways to manage an ever-increasing backlog with fewer resources is critical for L&D's success in 2023.



*"Doing more with less has become a very familiar phrase in the current climate. Not just for L&D, but also for the vast majority of jobs out there. With challenges in recruiting and retaining employees, there's an **urgent need to upskill the existing workforce in areas that were covered by specific roles in the past.**"*

The impact is that the demand for rapidly creating training solutions on specialist subjects has increased."

Lila Warren, Global Head of Retail Academy, Pret a Manger



*"We're very good at finding answers to questions and solutions for problems. The challenge is making sure those are the right questions, and those are the priority problems. **L&D does not exist in a vacuum of 'learning'.**"*

While we're working on our improved performance-focused approach to problem solving, we're also figuring out how to be efficient and effective at the same time with our business stakeholders. Sometimes, this means saying no to good intentions if they're not going to make a difference."

Zsolt Olah, Senior Learning Technologist, Amazon

2. Demonstrating value

With economic pressures due to grow in the new year, how you use your limited resources is even more important. Meeting training demands isn't enough. L&D needs to deliver effective solutions that demonstrate their value.



"L&D continues to face many of the same challenges it has for the last decade: keeping pace with a hyper-modernized world, evidencing value beyond completions and smile sheets and contending with fractured engagement across the organization. However, these challenges have become even more pressing to resolve due to tightening budgets and L&D being constantly scrutinized by the wider organization."

Ashley Sinclair, Managing Director, MAAS Marketing

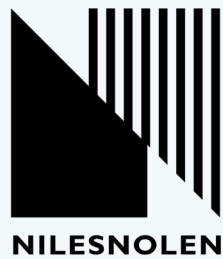


"It's a challenge to correlate development to the speed of business and **too often we take shortcuts or we prioritize activity over impact** and end up wasting the time of our workforce on learning interventions that aren't designed to bring value."

Brandon Carson, Vice President,
Learning and Leadership Partner, Walmart

3. Refocusing on skills

Faced with widening skill gaps, many businesses have refocused their approach. The shift to becoming a skills-based organization requires a gear change across the business, but particularly in L&D.



*“The challenges facing L&D are no different than they were in the past...what is new is the transformation into Skills-Based Organizations. This is a massive shift in how work gets done and in turn, and how individuals are upskilled. **Long-form role-based curricula are no longer viable.** Likewise, content consumption doesn’t upskill. L&D needs to be heavily involved in the broader HR initiatives, such as Talent Marketplaces, to be in lockstep with people development and internal mobility.”*

Lori Niles-Hoffman, Senior Learning EdTech Transformation Strategist, NilesNolen



*“Focusing relentlessly on closing the massive skills gap that exists [is a top challenge]. **We’re in the largest-scale job transformation in human history** and we have a capability crisis that’s costing market share for business and leaving too many people behind.”*

Brandon Carson, Vice President, Learning and Leadership Partner, Walmart

4. Developing new capabilities

From strategic consultation to content creation, L&D has always worn many hats. But the move from working in silos to holistic collaboration means L&D needs to develop new capabilities.



“Research we did in mid-2022 found that L&D teams may not have the skills they need to help their organizations thrive. L&D functions are being asked to tackle big, strategic, org-wide problems, and they’re getting much more visibility at very senior levels of the organization. In this new role, L&D functions must primarily operate as components of the larger organizational ecosystem, not as an L&D silo. To do this, L&D functions need more leadership skills, more collaboration and teamwork skills, and more core business skills.”

Heather Gilmartin Adams, Senior Analyst,
RedThread Research



“L&D is pressed to find time and support to reskill and upskill. A lot has been happening in the workplace learning space from Artificial Intelligent (AI) driven platforms to adaptive learning technology, microlearning, learning analytics, content curation and beyond. It’s hard to keep up and stay relevant.”

Stella Lee, Founder, Paradox Learning



“On top of the skills shortage at an organization level, there’s a shortage of people with L&D skills. That means that L&D experts are having to train up people who are coming in from different fields/backgrounds. This represents a great opportunity to increase quality and leverage new skills to do better learning, but is an added timesuck.”

Simon Greany, Co-founder and Chief Learning Officer, Elucidat

5. Prioritizing agility

The volatility of the current business environment means that organizations need to prioritize agility. When you can't predict what's going to happen, you need to be prepared to adjust quickly.



“Organizational change is the biggest challenge. Keeping ahead as much as possible and knowing that new hires coming in will need to flex in the very near future so we have to message and prepare them for that experience.”

Patrick Bowl, Learning and Development Director, Worldpay



Growth
from
Knowledge

“As with any large, continually evolving and transforming organization, the challenge is being able to deploy the right resources and learning opportunities across every function and geography as required and to effectively communicate those opportunities and their benefits to all for whom they are available.”

Jason Flynn, Global Head of Learning, GfK

6. Understanding changing employee needs

After years of rapid change following the pandemic, many people have reassessed what work/life balance means. Effective L&D has to focus on what employees want and need to get them engaged in their development.



*“Unfortunately, **engagement remains the primary issue**. We invest time, energy, budget and resources into our L&D functions and yet our employees still do not engage. Why aren’t they connecting? This is the question we are still struggling to answer in my opinion.”*

Ashley Sinclair, Managing Director, MAAS Marketing



*“As the recession drives more competition for talent and the need to focus much more on employee retention, **skills growth and employee engagement are critical to keep and attract those top candidates**. For companies to differentiate and adapt much more quickly, they rely on employee skills, knowledge and individual innovation more than ever.”*

Patrick Bowl, Learning and Development Director, Worldpay

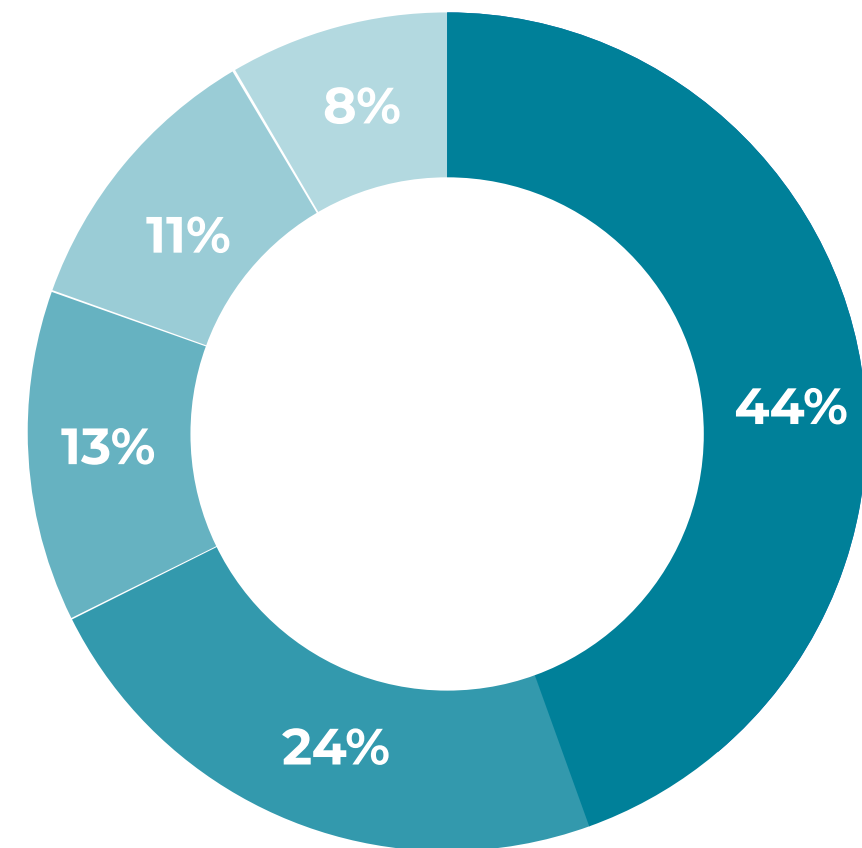
As training requests stack up, and new strategic responsibilities take up more time, many L&D teams are struggling to deliver the impact businesses need.



"L&D were already feeling overwhelmed in 2022. This sense of overload isn't going to change anytime soon with many teams having a stake in everything from onboarding to Diversity, Equality, and Inclusion to performance management."

Cheryl Clemons, CEO, StoryTagger

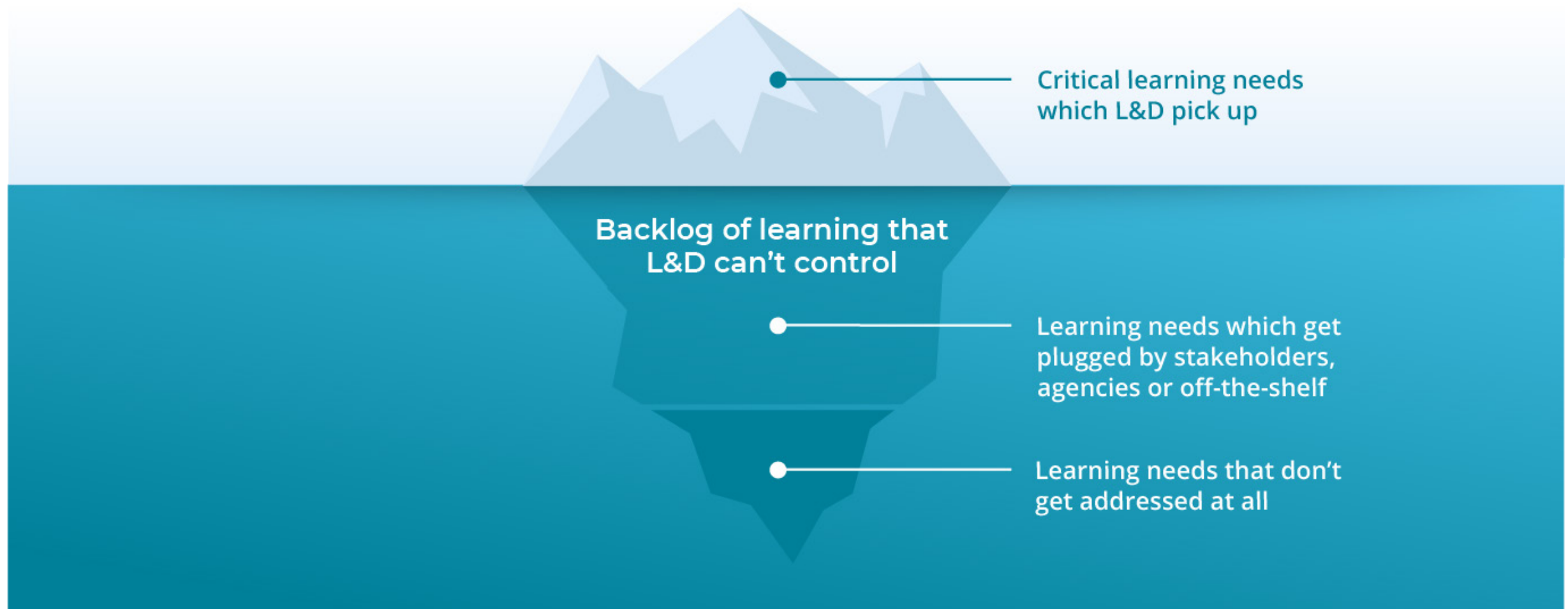
When demand reaches capacity, this results in a backlog of learning which L&D professionals tackle in different ways.



- 44% Collaborate with internal experts
- 24% Outsource to an agency
- 13% Do nothing
- 11% Buy off-the-shelf content
- 8% Other

The more traditional approaches to scaling up will manage the backlog of learning but can present other issues.

Learning needs of a business



Off-the-shelf content is quick to deploy but often lacks relevance and offers very little ROI. Outsourcing to agencies often produces high-quality results, but can involve a long process to create and maintain, and a higher cost compared to in-house production. That's why more and more L&D teams are looking for new ways to take control of the backlog and scale up when demand requires.

For **44%** of L&D professionals, that means **turning to their internal experts to support learning content creation at scale.**

Chapter 2

New ways of working to overcome challenges

To be successful in overcoming the challenge of increased demand, L&D need to do more with less. They need to become more efficient. This means embracing new ways of working.

By adopting collaborative approaches and researched-backed learning content models, learning teams can increase capacity and deliver more, without impacting quality.



Collaborating with internal experts to scale up digital learning production

Internal experts have always been essential to the success of an organization's learning and development. They know the subject matter inside out. They have the experience that needs to be shared. They understand what's really relevant to learners. But they can be much more than just a gateway to content and audience.

Just under half of the L&D functions we surveyed are looking to collaborative content creation to tackle the learning backlog. At the heart of this is empowering employees to become capability owners and learning content creators.

Just under
1/2
of L&D functions are looking to collaborative content creation



"The demand for rapidly creating training solutions on specialist subjects has increased. As a result, we need to work a lot more with SMEs. The positive side of this is that there is a development opportunity for my team to enforce a culture of collaboration with other departments and increase a shared sense of accountability towards supporting employees' learning needs."



Lila Warren, Global Head of Retail Academy, Pret a Manger

A new model to prioritize and segment content (RedThread)

Whether it's having more impact or managing their backlog, many of the L&D professionals we surveyed mentioned **effective prioritization as key to their success.**



"It's absolutely imperative that L&D functions help prepare their organizations to weather whatever changes do come their way. L&D functions will need to prioritize, and they'll need to figure out how to be more targeted, efficient, and effective in their efforts to ensure their workforces are continually skilled in a volatile environment."

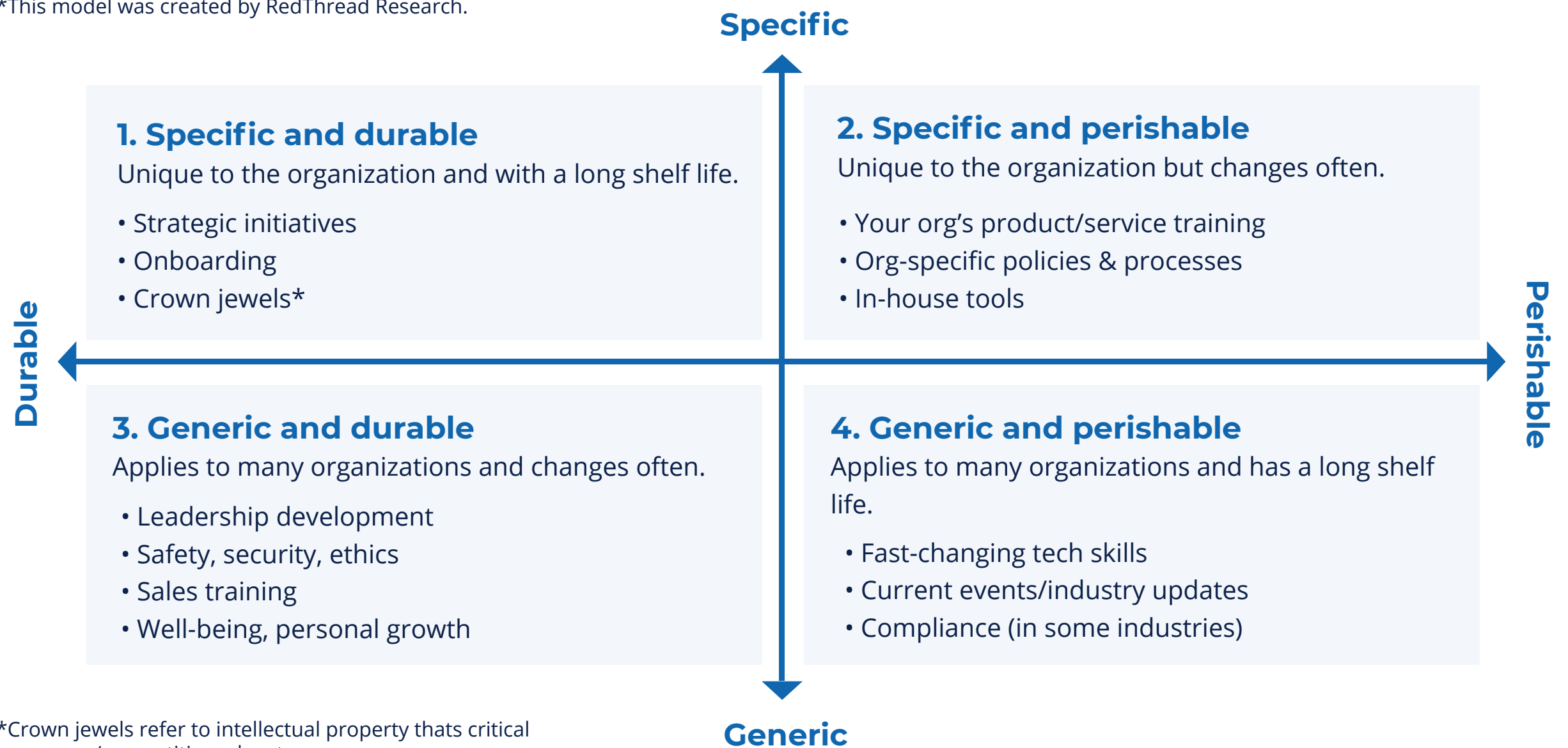
Heather Gilmartin Adams, Senior Analyst, RedThread Research



A recent [RedThread Research study](#) examined how L&D leaders approached their learning content. They identified 2 different dimensions that were consistently used to segment and manage content. From these findings, they developed a model to identify focus areas and clarify roles around learning content.

The model allows you to meaningfully differentiate your learning content based on two factors: specificity and durability. Plotting learning against those 2 dimensions revealed a model* of 4 different kinds of learning content:

*This model was created by RedThread Research.



*Crown jewels refer to intellectual property that's critical to success/competitive advantage as a company

Explore fresh ways to think about creating learning content.

Download the Learning Content Dilemma Report and switch to a new strategy where collaboration is king.

[Download report](#)

Teams leading the way - success stories

Faced with old and new challenges, some of the world's leading organizations are embracing these new models and methods to get things done. Despite working in different industries, these forward-thinking L&D functions used some common best practices and processes to open up learning content creation and prioritize L&D's time and resources effectively.

Here are 3 L&D case studies to get you inspired!

Case study 1



David Hepworth
Learning Technology & Design Lead,
Aviva

Case study 2



Olivia Cunningham
Instructional Designer,
nCino

Case study 3



Jonathan Holmes
Digital Learning and Strategy Manager,
Domestic & General

Aviva's hub and spoke model



British multinational insurance company Aviva has proved that L&D's challenges aren't insurmountable if you adapt your approach. They've created a hub and spoke model with L&D at the center empowering Aviva's 22,000 employees to share their expertise.

They unlocked the potential of internal experts with a 'license to create'. By completing learning and demonstrating confidence, people get access to asset libraries, templates and rapid authoring that takes away the complexity and speeds up production. By creating more collaborative opportunities between authors, they've exponentially increased their output: both in quality and scale.



"For a long period of time, L&D has been the owners, custodians and creators...But, what we've done at Aviva, is a clear recognition that the experts are in the business...[And] my job is understanding the learning technology that can be used to transfer that knowledge."

David Hepworth, Learning Technology & Design Lead at Aviva

The results

300+

content creators globally



A successfully embedded democratized learning model

Discover how this hub and spoke model was rolled out in our [discussion with David from Aviva](#).

nCino's pilot of Guided Authoring from Elucidat



A global leader in cloud banking, nCino has over 1200 employees across the world. Like many businesses, the more elearning that nCino produces, the more the company wants it. To meet demand, nCino explored new ways to open up elearning production. They joined a pilot of Elucidat's **Guided Authoring** workflow that gives L&D teams the reassurance that employee-generated content will be of a high standard.

With strategic consideration and upfront effort, Guided Authoring enabled novice authors to produce effective learning experiences with minimal support from the L&D team.



"As an instructional designer, that's one of the really big benefits of Guided Authoring. I don't have to handhold and be there for every step of the process. It allowed me to focus on some of the bigger projects and some of that design and consultation work that takes a lot of time."

Olivia Cunningham, Instructional Designer, nCino

The results

3

novice authors delivered effective learning modules from templates.

10

modules produced in two days alongside their other work.



The pilot expanded to include more authors.

Want to find out more? Explore the full story in [nCino's customer spotlight](#).

Domestic and General collaborative workflow



The UK's leading appliance care provider, Domestic & General's relatively small L&D team, supports around 3000 employees. With an increasing demand for digital learning, they needed a new collaborative approach to deliver the business' learning needs. A new workflow enabled them to move from a production line that produces content to a center of excellence that empowers in-house experts to create effective digital learning.

They did this by consulting early to set direction and supporting their experts throughout the project to maintain quality and consistency.



"Our idea was to build a community of people from all parts of the business who were able to create or co-create solutions with us. And this effectively removes L&D from being the blocker."

Jonathan Holmes, Digital Learning and Strategy Manager, Domestic & General

The results

33%

more projects produced per year.

Move from 6 months to

6 weeks

average build time.

2 hours

quickest project build time.

Growing from 2 to

12 authors

over the year.

Learn more about this collaborative workflow in our interview with [Jonathan from Domestic & General](#).

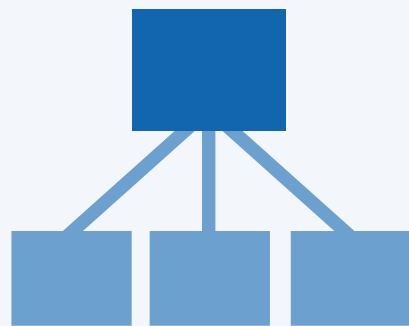


“Employee-generated learning and content approaches finally became ‘a thing’ in 2022. It’s time to double-down on these and develop co-creation workflows to help deliver impactful organisation-specific learning.”

Cheryl Clemons, CEO, StoryTagger

5 key takeaways from L&D success stories

We've drawn on the experience of L&D teams who have started out small with pilot groups before rolling out collaborative content creation more widely across their organization. Their learning and top tips have been boiled down to five key steps.



1. Use templates: Don't give people a blank canvas to get started with. Using templates designed by learning professionals in your team, with specific purposes in mind, are a no-brainer. Make sure they're on brand, ready-styled, and have a sensible flow to them.



2. Don't 'just' give a template – impart guidance: A template, even with on-brand styling and a structure, is still an empty shell. Go further and include advice and guidance in your template, so novices use your templates correctly.



3. Make asking for help as easy as possible:

In their normal day job, an in-house expert will turn to a colleague for advice or input when needed. Encourage this in their elearning creation too and help them get their project done more efficiently.



4. Set standards, and always review: The key to ensuring people can create impactful elearning is to set and hold up standards. From onboarding and training to regular check-ins and final review points, L&D should support and have full oversight.



5. Create and build a community: Once you've started using a collaborative approach to content creation, you can sustainably grow engagement with L&D throughout your organization. Create a virtuous circle with people's digital learning project successes feeding back into your organization.

Want more tips and best practices to increase scale without impacting quality?
Check out this handy guide.

[Download guide](#)

Staying ahead with digital learning in 2023

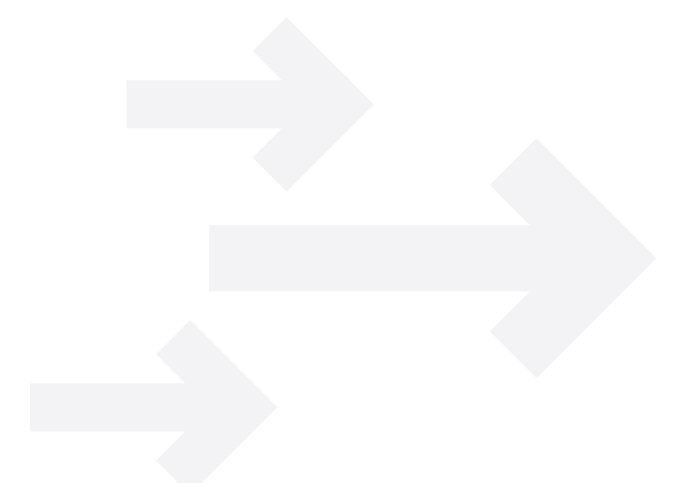
Embracing different ways of working. Moving from doer to enabler. Anticipating further economic pressures. All the change and uncertainty that L&D anticipates in 2023 can be overwhelming. If you're feeling unprepared for what's to come, you're not alone. Only **17% of L&D teams feel they have the right strategies in place to tackle the challenges** they will face in the year ahead.

But what does effective preparation look like? Find out how other L&D professionals are approaching 2023.

Only
17%
of L&D teams feel they have the right strategies in place to tackle their current challenges

5 things the best L&D teams are doing to stay ahead with digital learning in 2023

How can you banish these issues to the past and maximize your impact in the year ahead? Here are 5 things top L&D professionals and experts thought were critical to staying ahead.



1. Embrace a flexible approach

From gamified digital learning to simple resources, L&D professionals mentioned a wide variety of blended approaches they're looking to use. Having digital agility allows you to prioritize and pivot based on your learner needs and required business impact.



"With the increase in the demand for creating content for different roles at a fast pace, we need to work in an agile manner by minimizing the number of projects/resources we create, eliminating unnecessary work and seeking to create one size for all whenever possible. This requires more reliance on the use of branching in digital content design."



Lila Warren, Global Head of Retail Academy, Pret a Manger



2. Look at the big picture

With the huge amount of content out there, employees are struggling to find what they need. If L&D is going to support people to access the right learning at the right time, a bit of housekeeping is needed. By organizing a full review of your learning, you can rationalize your ecosystem, make sure out-of-date content is removed and gaps are plugged.



"I hope to see a lot more simplification and consolidation in our learning tech ecosystems. Things have been too complex and difficult to navigate for a few years. We're seeing a shift toward simplification, and I expect that trend to continue in 2023. That means putting a lot more digital learning in the process and systems that are already part of employees' daily work."



Heather Gilmartin Adams, Senior Analyst,
RedThread Research

Creating a clear pathway to expertise was important to

20%

of L&D teams.



3. Test things out

L&D has traditionally been risk-averse. A waterfall approach to content creation meant each step had to be completed to move to the next one. But the new year sees more teams getting agile. By testing things out, you can create resources quickly, receive feedback and improve to maximize your impact.



"Learning teams need to take their cues from the software development world and move away from static, inflexible processes like ADDIE and look to delivering projects in more flexible, agile ways. Something as simple as moving to cloud authoring for content means that multiple authors can collaborate in real time, responding to changing business and learner needs."

Brandon Hall Group

11%

L&D professionals mentioned utilizing experimentation, trials and pilots.



4. Work with new tech

L&D professionals recognize the power of great tech. But they also understand the key to success is using it at the right time, in the right way. Whether it's AI brainstorming or machine translation, these tools were seen as time savers or starting points rather than solutions in themselves.



"We need AI systems to be extremely compatible with human expertise. At this stage, AI is extremely valuable in stable environments and humans are extremely valuable navigating ambiguity. To maximize the impact of both human and digital systems, we need to make humans smarter, and not just replace humans with smarter machines. Business needs to invest in both smart technology and smart humans to ensure their competitiveness."



Brandon Carson, Vice President,
Learning and Leadership Partner, Walmart

14%
of L&D professionals mentioned looking into how new tech can help them.



5. Become a center of excellence

Despite an increased influence, L&D isn't resting on its laurels. Whether it's collaboration skills or technical abilities, L&D leaders are looking to increase their teams' capabilities in 2023 so they remain a trusted advisor in their organization.



"Stop throwing tech at the problem and really start to understand the root cause of some of our challenges in L&D. We have a tendency to replace old tech with new tech in the hopes that it'll enliven our learning experiences, without fully understanding if the tech is even the problem. With shrinking budgets looming, I think L&D would be well placed to invest some time in the learning function itself, through some of our own learning and development. Let's change before we have to, eh!"



Heather Gilmartin Adams, Senior Analyst,
RedThread Research

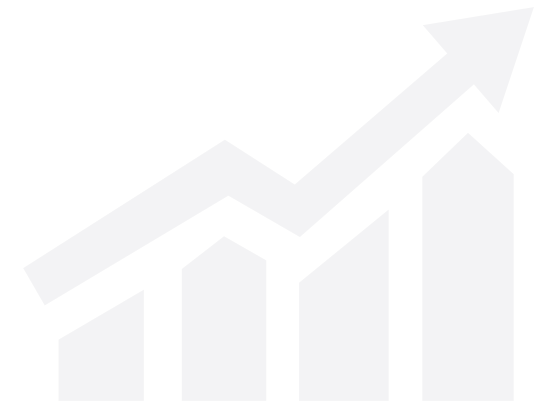
1 in 4

L&D teams are focusing on their own development.



5 trends to look out for this year

What new shifts in digital learning will L&D teams be supporting in 2023? Here are the 5 corporate training trends L&D leaders say that they'll be embracing in the coming year.



1. Continuous learning gets a renewed focus

The demand for short and flexible learning content shows no signs of flagging. Organizations need learning that gives employees the information they need, when they need it most – on the job. That's why we're seeing more and more L&D teams moving from one-off training events to continuous learning using a variety of methods.



"Continuous learning isn't about spending half day in a class. It's about finding five minutes to dip into some microlearning or to start a series of courses, or watch a YouTube video, or even read an article, or whatever it is. Learning doesn't stop with what we offer on the platform. We need to make people aware that there's lots of other opportunities out there for them...We're not asking for a massive commitment, but to do things as a habit regularly."



Jason Flynn, Global Head of Learning, GfK

44%

of L&D leaders stated that self-paced blended learning worked best in their organization - up from 30% last year.

Hear and learn more from Jason in this podcast on continuous learning.

[Listen to the podcast](#)

2. Contextualization brings learning to life

Scenario-based learning is seeing a resurgence in popularity as future focused L&D professionals look to plug emerging skill gaps. Learners can complete all of their learning, but if it doesn't reflect the complex situations that they experience, they won't develop the skills or behavior change needed. Use case studies and storytelling to explore the nuance of situations.



"If somebody's offering you a gift, doing nothing until you can tell your manager is just simply not an option. You have to make a decision at that point. If you think there's something a bit dodgy about it, how do you reject that gift? The skill you require is how to negotiate and maintain the business relationship you have with that person who's offering you the gift."

Jason Baker, Founder, Snowfish Learning



Hear more from Jason in this podcast episode around how to spark real behavioral change.

[Listen to the podcast](#)

10%
of L&D leaders are looking to use more scenarios and case studies in their learning.



3. New data, new measurement opportunities

Most L&D professionals recognize the importance of demonstrating the function's value. As organizations settle into hybrid working, there's the opportunity to reassess their approach to measurement. Newly adopted tech may offer lots of new data, but that doesn't mean you have to evaluate it. Be strategic about what you measure. Make sure you show your impact.



"Prior to designing a training and learning solution, let's have the conversation about the intention. Let's have a conversation about the purpose. And then let's define what purpose fulfilled look like. If we can define what purpose fulfilled looks like, we can measure the extent to which purpose was fulfilled."



Kevin M Yates, L&D Detective

Find out how Kevin finds measures that show purposeful impact in this podcast episode.

[Listen to the podcast](#)

20%
of L&D professionals highlighted the importance of demonstrating the function's value, including exploring new ways to show their impact.



4. Barriers to learning are being removed

With employees busier than ever, the drive to make learning effective and efficient continues. From elearning and articles to videos and blogs, there's lots of content online. But with so much out there, finding the **right thing at the right time** is critical. That's why a number of L&D teams are looking at how they can make their learning ecosystem more user friendly.



"People are used to finding the answer quickly. So, it comes down to: How do you enable this with guardrails? With systems and rules, you can create a framework that helps shape the creation of content in a way that it makes it searchable and locatable and findable and relevant."



Jon Thompson, Director of Learning Experience & Innovation at The Coca-Cola Company

Hear Jon discuss this more on this recent panel webinar.

[Listen to the webinar](#)

13%
are looking to ensure their curated, and created content is easy to access.



5. L&D gets proactive with marketing techniques

From transformational tech to training content, there's no shortage of opportunities for employees to learn. But simply providing platforms and online learning won't get people engaged. L&D teams that don't want to see their investment wasted are looking to use marketing techniques.



"There's a lot of proactive, iterative thinking that exists in the world of marketing that could be very much applied to learning. Ultimately, we're trying to do the same thing. We're trying to get people to do things they don't want to do. And know about things they don't know about yet."



Ashley Sinclair, MAAS Marketing

Hear Ashley talk more about marketing for L&D in this podcast episode.

[Listen to the podcast](#)

12%

of L&D leaders are recognizing the importance of marketing and looking at new ways to get learners engaged.



Conclusion

Putting it into action

After proving to be indispensable during the pandemic, L&D is finally seen as business critical. However, making the most of this new influence will be a balancing act. L&D teams need to focus on their strategic responsibilities, while still meeting their organizations ever-increasing training demands. With economic pressures increasing, L&D is being asked to do more than ever before.

L&D leaders and experts continue to strive to provide quick, engaging and relevant training in 2023. From immersive scenarios to simple resources, there is no one way they are trying to achieve this. Instead, L&D is refocusing on how it delivers what the business and its people really need.



4 practical ways to get started

Being asked to do more with less means embracing new ways of doing things. Both L&D professionals and experts highlighted 4 factors that will help you do this and drive effective learning at an enterprise scale with less stress:

1. Collaboration



Don't be scared of opening up elearning production by delegating course creation. By embracing collaborative ways of working, you can empower anyone to produce quality digital learning, capture their expertise, and future-proof your organization. Expanding your capacity allows you to focus your resources where you can have the most impact.

2. Prioritization



Not all content is the same – that goes without saying. Use content differences to identify where best to focus your effort and investment. RedThread Research's model can help you to do this by looking at two factors: Is the content specific to the organization or generic? Is it durable or perishable? Whether you play a bigger or smaller role in content creation and maintenance depends on what category the content fits into.

3. Agility

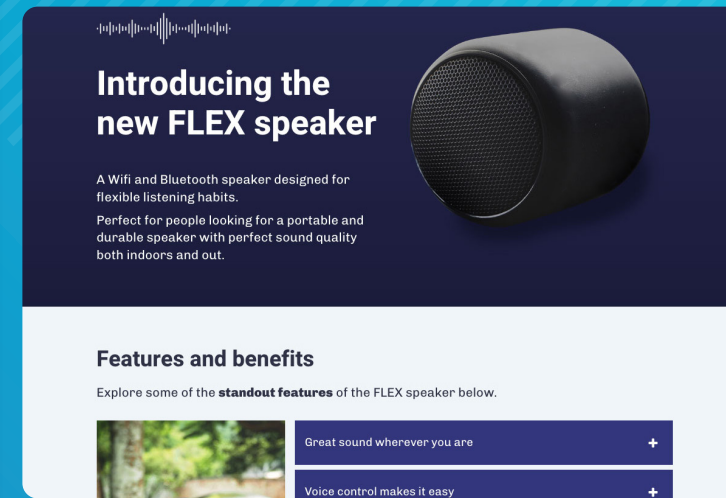
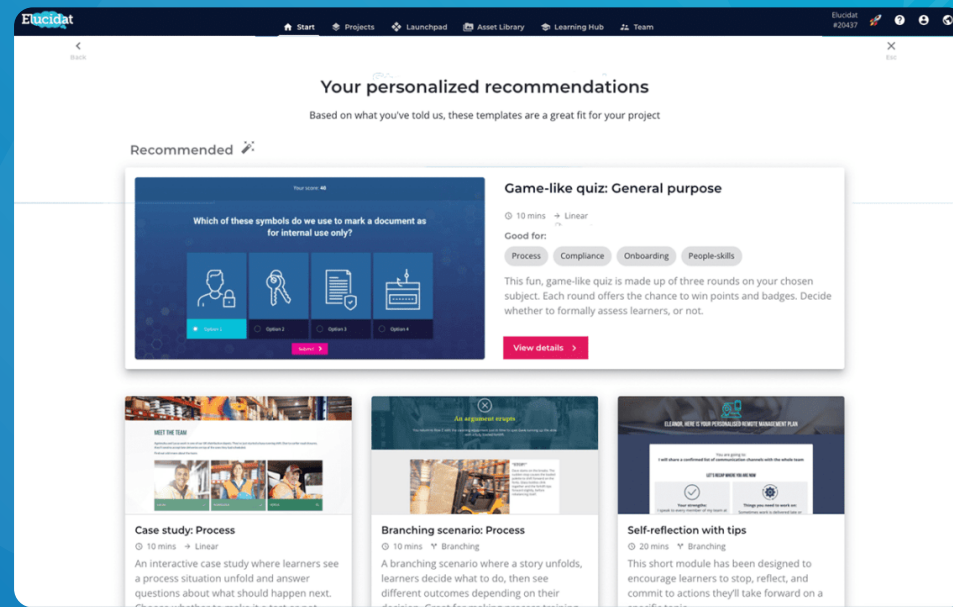
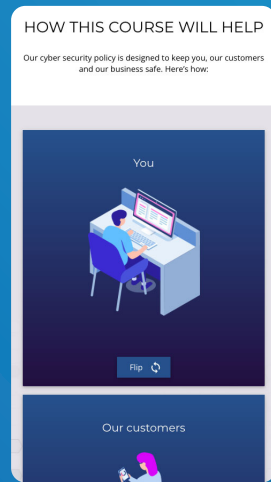


Being agile allows you to prioritize demand and choose your approach based on what your learners and business need. Gather data and understand the impact of your solutions. Pivot your approach if it isn't having the right effect. Digital agility is critical to navigating the changing business and employee landscape.

4. Access



With the huge amount of content out there, employees are struggling to find what they need. If L&D is going to support people to access the right learning at the right time, they need to put guardrails in place. Remove barriers to accessing learning. Make your learning ecosystem searchable. Use marketing techniques to create awareness and engagement.



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