

Smarter Corporate Learning With The 70:20:10 Framework

The 70:20:10 learning model is proving an effective tool to enable learning and development to prepare organisations around the world for the new flexible and fast moving world of work. The framework recognises that 70% of learning happens on the job, 20% is from peers, while 10% comes from formal training courses and the individual's own reading and research.

The 70:20:10 framework for developing the workforce has gained traction over recent years as it delivers learning that sticks. Employees have always done a significant amount of learning on the job and the 70:20:10 framework takes this into account. HR, learning and development staff and line managers can all play a part in supporting the 70% of 'learning by doing' and the 20% of learning that comes from collaborating with colleagues, in contrast to the past focus on formal learning, which it is now recognised may account for only 10% of learning.

Embedding A 70:20:10 Learning Strategy Internationally

Organisations looking to embed a 70:20:10 learning strategy on a global level are finding that, in practice, there is a requirement to deliver consistent support for it across all their territories on mobile devices, as these are the new common denominator for employees accessing learning content. Employees expect to collaborate with colleagues even while on the move, so mobile learning needs to become just as straightforward as the mobile collaboration people are used to. Many organisations that are already enabling employees to work flexibly are now also looking into how to make learning content available anytime, anywhere and on any device.

Mobile learning can play a big part in delivering on-the-job learning – the main part of the 70:20:10 approach – as it supplies learning on the job at the point of need. When a new employee needs to remind themselves of how something is done, they can look it up there and then on their tablet or smartphone. If an employee needs help filling in a form on the corporate intranet, mobile learning

can support them. Mobile learning can also deliver the latest regulatory updates, soft skills and language training to employees regardless of where they are.

The first step is to communicate the benefits of 70:20:10 learning to employees. They need to understand that learning outside of the classroom is just as important and does not simply paper over a cut in the training budget. They need to get on board with managing their own development. Many will be used to being sent on training courses, with training needs identified at an annual appraisal with managers. However, this is not effective in today's fast-moving business world, and workers and managers should be encouraged to identify and fulfil their learning development needs on a daily basis.

Learning from colleagues and superiors is an important part of the 70:20:10 framework. Of course, much of that takes place informally on the job. This is more difficult to achieve for international organisations, where colleagues may be collaborating across borders and time zones. HR and learning and development staff will need to take an active role in promoting collaboration systems that may not be traditional training solutions but do enable colleagues to ask each other questions and share knowledge. Facilitating face-to-face meetings between colleagues in different countries can help build strong foundations for cost-effective peer development.

The Impact

HR professionals looking to embed the 70:20:10 framework internationally need to plan how they will measure the impact of the learning approach on organisational and individual performance. It is a good idea to ask employees to log their learning and development under headings of on-the-job learning, learning from colleagues and formal training courses, so that they have control of their own learning and can identify skills gaps or opportunities.

The framework reduces the time it takes to provide training and also the time it takes to translate that training into business impact. In addition, HR in international enterprises has a key role in

helping colleagues develop the language and communication skills they will need to collaborate and learn effectively. A global communications strategy should underpin all learning and collaboration – a common business language will help colleagues communicate smoothly across borders with fewer errors and misunderstandings.

Learning at the speed of business should improve business agility and enable the organisation to create the teams they need at short notice. Employees who feel they are having their learning needs met through the 70:20:10 approach and have self-determination when it comes to developing their careers will be more engaged and more productive. The organisation will suffer less attrition and be well-placed to attract the best people to help it succeed in a competitive world.



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