brainier™
educate. engage. empower.

It's Time for a **New Kind** of Enterprise Learning & Development

Imagine Going Beyond Training and Skills Development — Far, Far Beyond

The traditional learning management system (LMS) is broken. It fails to educate, engage, or empower employees. In other words, the traditional LMS fails to take advantage of the potential of modern technology and today's understanding of learning.

Standard LMS solutions are stuck delivering training, rather than helping people learn and turn learning into knowledge. Their methods and delivery are robotic and shallow compared with what's possible. And legacy LMS solutions don't deliver what you should expect to help grow your business or your people today.

What if there were a different way?

Imagine a different kind of LMS, a solution that:

- Is supported by people who are passionate about helping learning and training leaders achieve organizational goals

- Could truly excite and engage employees

- Would foster lifelong learning

This e-book explains exactly why traditional LMS solutions are stuck — why they're holding back the full development of your people and greater success for your business. Then we define how a new kind of enterprise learning and development system can change the game.

Why the Traditional LMS Fails to Educate, Engage, and Empower

Traditional LMS solutions are inflexible and limiting. The reasons are varied, and the limitations they cause are very real. In a nutshell, yesterday's LMS providers are unable to keep pace with today's changing work style, workforce demographics, and employee expectations for work-related online experiences.

Keeping Pace with Today's Work Style

Three trends in today's work style largely explain the failure of the traditional LMS:

① The increasing number of remote employees

② The rise of the contingent workforce

③ The increase in flat and agile organizations

Combined, these changes make learning and development less linear and hierarchical than the structures most LMS solutions were designed to support.

For starters, an estimated 70 percent of the global workforce works remotely at least once a week, and over half work remotely for at least half the week, according to Switzerland-based service office provider IWG.[1] In the United States, Gallup has reported that the number of American employees working remotely rose to 43 percent in 2016, up from 39 percent in 2012.[2]

But it's not just remote working and telecommuting that have changed the way we work and are demanding changes in LMS solutions. As of 2015, almost 16 percent of all workers were engaged in alternative work arrangements. That includes temporary agency workers, on-call workers, contract workers, independent contractors, or freelancers.[3]

This lack of in-person, communal work time chips away at the traditional on-the-job learning environment — the learning environment in which employees can learn from their peers. Without the immediate feedback that traditional learning makes possible, the trend toward voluntary seclusion makes it even harder to codify organizational standards.

1   CNBC. 70 Percent of People Globally Work Remotely at Least Once a Week, Study Says. May 30, 2018.

2   Gallup. State of the American Workplace. 2016.

3   Lawrence Katz and Alan Krueger. The Rise and Nature of Alternative Work Arrangements in the United States, 1995–2015. March 29, 2016.

Keeping Pace with Changing Workforce Demographics

Not only are people working differently, the face of the global workforce has also evolved. This has magnified the limitations of legacy LMS solutions.

Perhaps the two most significant trends are:

① The multigenerational workforce

② The increasing share of younger workers on one hand and older workers on the other

The shift demands a new way of thinking about how companies deliver learning and an evolved appreciation for the results learning can deliver.

Millennials, defined by the Pew Research Center as born between 1981 and 1996[4] (currently 22 to 37 years old), are estimated to comprise more than 1 in 3 adult Americans by 2020. They're projected to be a full 75 percent of the workforce by 2025.

Perhaps the most researched generation in history, key millennial values[5] include:

• Interest in daily work being a reflection of and part of larger societal concerns

• An emphasis on corporate social responsibility, ethical causes, and stronger brand loyalty for companies offering solutions to specific social problems

• Higher worth placed on experiences over acquisition of material things

• Ability to build communities around shared interests rather than geographical proximity, bridging otherwise disparate groups

At the same time, by 2024, demographers are projecting that about 25 percent of the workforce will be over the age of 55. This is more than double the share of the workforce in 1994.[6] Most of those workers will be baby boomers, a generation that "grew up as television expanded dramatically, changing their lifestyles and connection to the world in fundamental ways," says Michael Dimock, president of the Pew Research Center.

4   Pew Research Center. Defining Generations: Where Millennials End and Post-millennials Begin. March 1, 2018.

5   Morley Winograd and Dr. Michael Hais. How Millennials Could Upend Wall Street and Corporate America. The Brookings Institution. May 2014.

6   Bureau of Labor Statistics, U.S. Department of Labor. Labor Force Projections to 2024: The Labor Force Is Growing, but Slowly. December 2015.

In addition, learning solutions need to adapt dramatically to changing employee expectations of the work experience. Henry G. Jackson, CEO and president of the Society for Human Resource Management,[7] says today's "ever-present" skills shortage demands employers deliver a great employee experience as a competitive advantage.

At the same time, Deloitte's "2018 Global Human Capital Trends" points to a new social contract emerging between employee and employer. At the least, the report says, the stability that once characterized the best employee-employer relationships is being disrupted by employees' tendency to change jobs more frequently, and other factors.

"Employers must provide development more quickly, move people more regularly, provide continuous cycles of promotion, and give employees more tools to manage their own careers," the report concludes.[8]

Here's what all of that means for today's learning leaders: At the core, the traditional LMS doesn't really help you act on your belief that the employee is your most valuable asset.

They often:

- Fail to inspire and prove the value of investing in employee development

- Are limited in being able to motivate employees to improve

- Miss opportunities to give employees the tools and knowledge they need to grow and adapt
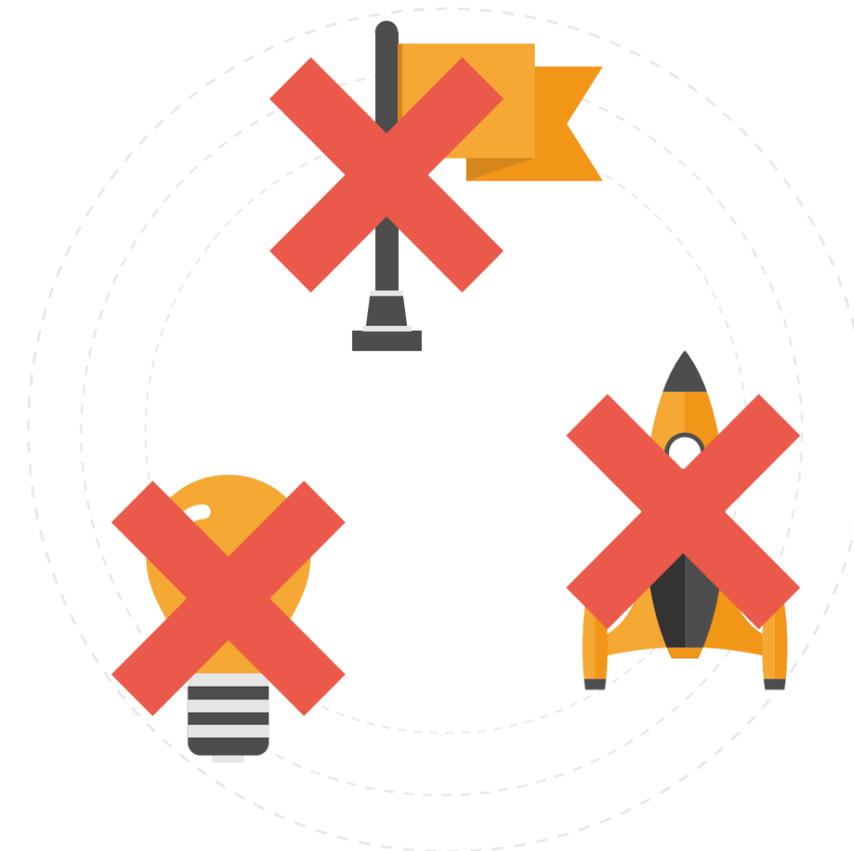
7   Henry G. Jackson. The War for Talent Is Now a Way of Life for HR. SHRM. May 30, 2017.

8   Deloitte. 2018 Global Human Capital Trends. March 28, 2018.

Training Is for Yesterday's Requirements, Learning Is for Today, Knowledge Is Forever

The traditional LMS was pretty good at serving up training and solving for challenges like skills and compliance requirements. But there's a huge difference among training, learning, and knowledge that can more dramatically benefit employees and their companies.

- Training is *giving* information and knowledge to someone — verbally (maybe through a lecture), in writing (e.g., a training manual), through demonstrations, or otherwise. It is, quite simply, instruction.

- Learning is *absorbing* information. Learning is engaging with information in a way that increases skills and abilities and then making use of that information in a variety of contexts.

- Knowledge goes a significant step further. Knowledge is less about getting or absorbing information and more about actually *retaining information and being able to apply it almost instinctively* to achieve the desired results (e.g., more closed deals in less time). Merriam-Webster defines knowledge as involving understanding, comprehension, and mastery. That means acquiring, sustaining, growing, sharing, and applying information.

That's why helping employees foster knowledge can truly help them have a greater impact on the organization. This happens when you invite employees to share and absorb information in a way that they can wield it to achieve results even in new or unexpected situations. When you do this, you truly help an employee have a greater organizational impact.

In short, delivering learning and fostering an appreciation of lifelong learning among employees helps companies answer the age-old business question: How can we improve daily?

The traditional LMS is limited in fostering knowledge due to two critical shortcomings:

① It isn't based on this mindset of learning and knowledge.

② It's too narrow and too often focused on the more limited and limiting goals of training.

Think of it this way: If training is the ingredients, learning is the recipe, and knowledge is the cake.

The End of the Traditional LMS

Savvy leaders in learning and development today are looking beyond the basics that traditional LMS solutions have allowed. Today's most ardent and strategic-thinking learning leaders are knowledge seekers who value the personal and business outcomes that learning and knowledge can deliver. They are less impressed with all the bells and whistles that so many LMS vendors build their cases on.

That's why the LMS of the future is advanced, cohesive, and configurable. It is replacing an era of LMS solutions that are limited because they were created in a vacuum. Or at least they presume to exist or function that way. Their delivery of information is linear and one-way. The information itself is often handed down to employees — maybe from experts, but rarely developed holistically. The solution itself is usually a technology-first creation.

The new LMS will be different in large part because it assembles a team that represents a diverse collection of talents and technology. In other words, the new LMS is designed from the get-go from a combination of great technology and learning talents working together for a different kind of learning

environment and greater outcomes than the traditional LMS can offer.

The difference explains why traditional LMS solutions are limited in the type of learning they offer. It also explains why the new LMS is committed to applying technology and content to support the belief that there is no single way to learn nor, for example, a best time to study.

All of this is to say the traditional LMS has learning systems and training classes that are inflexible and don't adapt to employees' needs, interests, and abilities — that fail to meet today's changing work styles and workforce demographics.

The New LMS Will Be Cloud-based and Adaptive

Just as the LMS is designed from a combination of learning and technology, it will be created from the ground up to address the input of learners and trainers — and it will be cloud-based. It has to be, to meet the changing needs and expectations of employees and employers.

The result is an LMS that is completely new, completely unique, and completely open. Imagine an LMS built for learning on multiple screens: smartphones, tablets, laptops, and desktop computers. This is one key way the new LMS can break down the barriers inherent in the traditional LMS.

In terms of content, "completely open" means the new LMS will be able to use any curriculum in any file format, media, or language you can imagine — including all of a company's existing content — without replacing, revising, or reformatting any of it. The new solution will have robust and user-friendly social and collaboration tools to meet the multigenerational workforce where it lives, and to take advantage of knowledge from

nontraditional sources (as well as standard LMS content).

To further heighten engagement and bolster the connection between employee and employer, the new LMS will have a totally customizable skin. Imagine being able to uniquely and seamlessly brand your learning solution's user interface as an immersive, firmly entrenched portion of your employees' brand experience.

Being cloud-based, the new LMS also means learning leaders will never again need to guess at progress results. The system will deliver an accurate, real-time audit trail of precisely what training has been reviewed, attempted, or completed — and by whom.

The New LMS Will Have a Multifaceted Content Library and Content Consulting

The traditional LMS often requires you to rely on your own content. Or they often require you to choose from a narrow offering of off-the-shelf content. For all of the reasons that differentiate the technology and thinking behind the new LMS, it will offer an extensive library of materials that can be used to support or complete your training needs today and going forward.

Computer-based training courses will inspire learning in ways that traditional classroom-based or basic video learning can't approach. Options will include full-motion video streaming, student materials, discussion questions, and multiple-choice testing.

The optimal vendor among the new generation of LMS solutions will also offer content they've curated that will similarly exceed traditional off-the-shelf learning and meet today's changing work styles and workforce demographics with:

- A video-based, HTML5-compatible core library for playback on any device

- Content delivered by professional speakers, authors, and subject matter experts — including in-person engagements

Third-party content in the new LMS will include thousands of titles from industry-leading content partners, as well as content on all major topics, business skills, computer training, safety, compliance, and other business and learning areas. Unique content will be developed by recreating your existing materials into e-learning courses. Formats will include audio, video, PowerPoint, script writing, interactive elements, and more.

The New LMS Will Have Powerful and Easily Accessible Analytics and Reporting Content Consulting

Isn't it time you knew everything about who's accessing learning and development in your organization? Imagine being able to easily see what courses or learning they're tapping into, what their progress is, and what the outcomes are.

The new LMS will deliver that. It will have a reporting engine that gives you unlimited access to all user and usage data. Imagine an LMS with:

- Simple wizards, so reports can be instantly generated on every learning activity, by user or group level

- Reports that end the need to guess or assume about progress results

- An accurate, real-time audit trail for all learning

Stop Imagining. The New LMS Is Here.

You know learning and development can be so much more than competency training and skills certification. You can almost taste the rich benefits of a new generation of learning and development systems that not only help you achieve organizational goals and profitability. They also excite and engage employees and foster lifelong learning. Everybody wins.

That's what Brainier inspires and guides companies to do every day. We help companies just like yours educate, engage, and empower employees. Our innovative learning solution is designed and built for today's workforce, on today's technology, and driven by a passion for fostering knowledge. It delivers far, far more than just training. It goes deeper than giving you mere learning management tools.

And Brainier makes all of that easy to administer and even easier to use.

- Brainier is built from the ground up to leverage the myriad benefits of cloud-based technology — completely new, completely unique, and completely open.

- We offer every client the advantages of a rich, robust, and multifaceted content library and content consulting — Brainier content, third-party content, or freshly created content.

- Brainier's analytics and reporting give you easy access to meaningful data and insights — the kind of data transparency that will help you make learning decisions to support your organization's business goals and employee growth.

- Our administration and communication tools let you easily customize every user's access and role within any group. Learners get a more successful experience. You can define users and observers, active contributors, mentors, and more. Managers and leaders are also more involved in employee learning; they can facilitate discussion among their groups using Brainier's socialization tools.

Our clients improve, grow, and achieve company and employee goals using e-learning, in-house training, and mobile-based training courses that meet people where they are, in a multitude of learning formats. We support companies to advance by helping them inspire and invest in their employees' development. Brainier helps companies deliver in-house training that not only motivates employees to improve. We also give them the tools and knowledge to improve.

brainier.com

We believe Brainier is the most advanced, cohesive, and versatile knowledge solution on the market. But wait until you get to know the people who make it all possible. Our deep personal commitment to every client creates a true sense of connection and trust between us and them.

Brainier. Educate. Engage. Empower.

Learn more at brainier.com