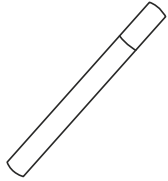
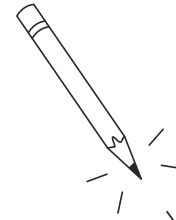
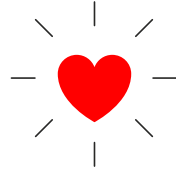


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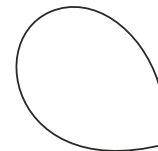
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The \$1 Trillion Turnover Problem and How to Fix It

Attract, retain & develop talent with
online workplace learning

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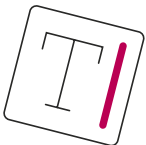
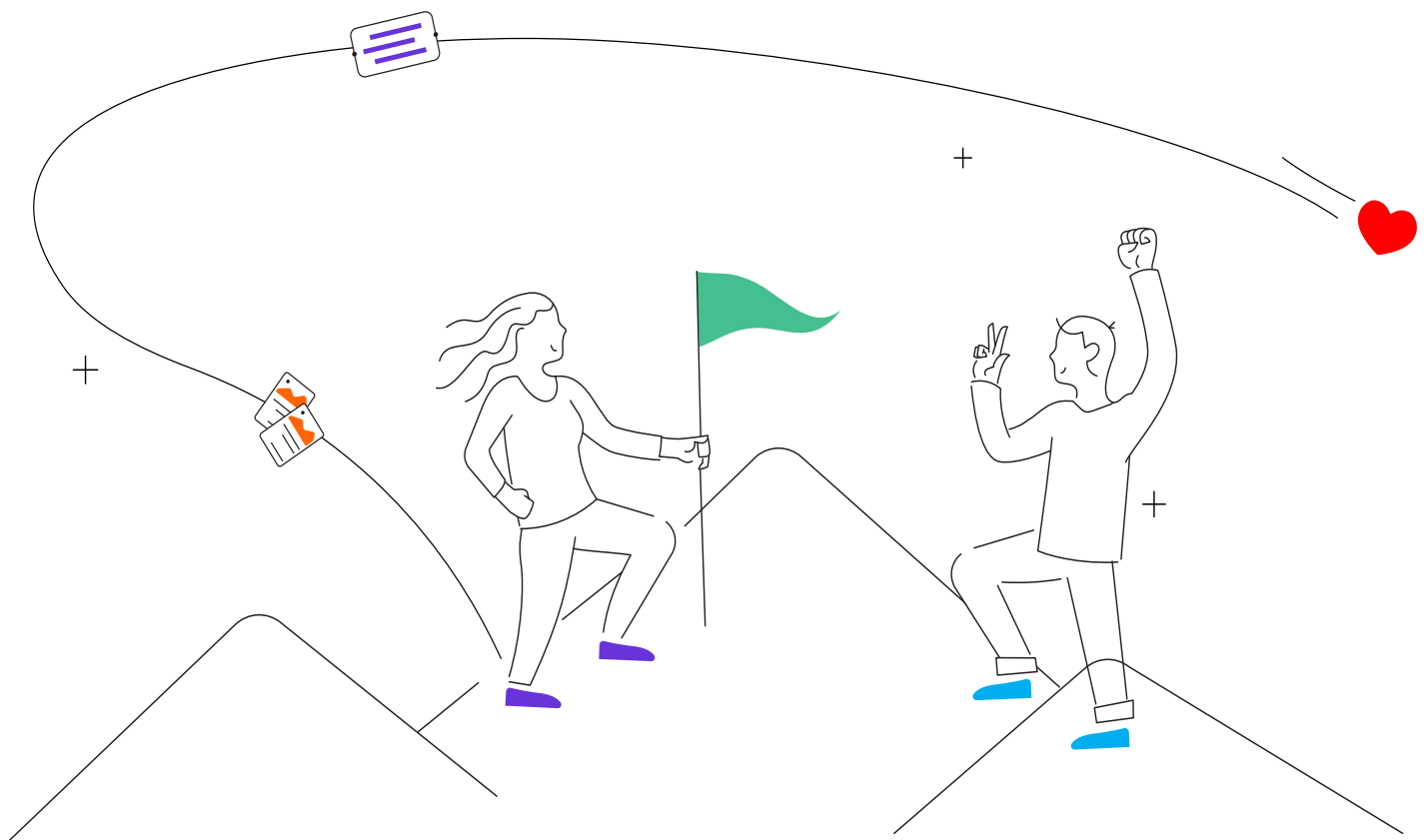


Table of Contents

Introduction:	Why online workplace learning? <i>Attract, retain, and develop talent for the new world of work</i>	2
Chapter 1:	Investing in your team <i>Understand the business need for online workplace learning</i>	4
Chapter 2:	Learning at work, or leaving the job <i>Combatting the \$1 trillion turnover problem with online workplace learning</i>	6
Chapter 3:	Skill growth matters <i>Learning is necessary to advance top talent</i>	7
Chapter 4:	Fostering connection <i>Online workplace learning is essential for creating a fulfilled workforce</i>	8
Conclusion:	A thriving business <i>Online workplace learning offers tangible benefits</i>	9



Why online workplace learning?

Attract, retain, and develop talent for the new world of work

Almost everything about how we work today is different than it was just a few years ago. Intersecting global crises have led to profound changes in how people orient their lives, leaving many employees to reflect on their careers and what they expect from their employers in terms of growth opportunities, compensation, flexibility, and other benefits.

As of June 2022, more than 4 million Americans have [quit their jobs every month](#) for 11 months straight. When we drill down based on age, we see that millennials—[the largest generation in the U.S. labor force since 2016](#)—are overwhelmingly prioritizing [equity, transparency, flexibility, and purpose](#) in their jobs. When companies don't deliver, they're not afraid to quit. About two-thirds of managers say that [millennials have the highest churn rate](#) in their companies.

With two-plus years of remote work, hybrid work, or no work, today's workforce has understandably come to place increasing value on workplace growth opportunities, such as mentoring, skill building, and career guidance. By offering online courses that employees see as relevant and engaging, workplace learning is one of the best (and most cost-effective) responses to these dramatic changes and shifting employee needs.

Workplace learning has been proven to please. As SurveyMonkey reports, 59% of employees say [training improves their overall job performance](#), and 41% say it helps their time-management skills.

“Now is the time for companies to [double down on their learning budgets](#) and commit to reskilling,” reports McKinsey. “Developing this muscle will also strengthen companies for future disruptions.”

Source: [McKinsey & Company](#)

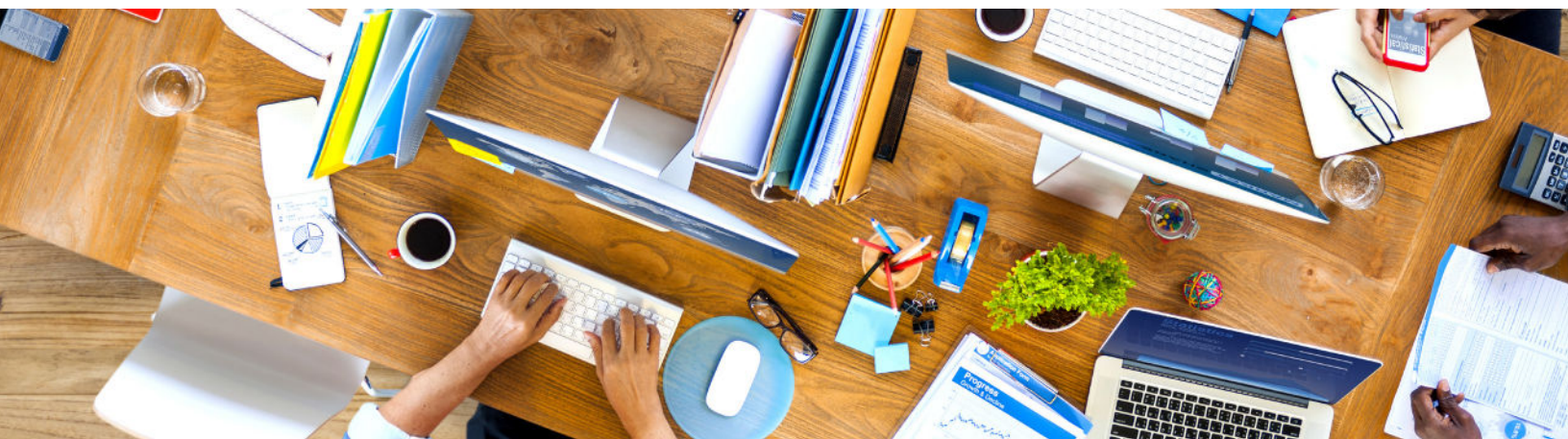
59%

59% of employees say [training improves their overall job performance](#)

41%

41% of employees say it helps their time management skills

Source: [SurveyMonkey](#)



Why *online learning*?

When done right, online workplace learning can bolster skills without tying employees to a physical office at a specific time, while flattening potential hurdles based on learner ability. Online learning empowers employees to choose when they'll learn, and at what pace. And accessible online learning—providing a transcript or closed captions for a course talk track, for example—benefits not only people with hearing loss, but also others who might not learn best in a traditional classroom environment.

In many industries, hybrid work is expected to become the norm, with [plenty of big organizations choosing to go fully remote](#), trading office rentals for screens across the globe. Yet even without this new distribution in the workforce, many employees were already opting for virtual learning experiences that offer increased flexibility and accessibility.

If online workplace learning courses are created in-house—either by subject matter experts or by using external templated, customizable learning content—they are more likely to be on target in terms of content and utility. In addition, in-house course creators are better able to gauge a course's impact and continuously improve learning content to meet evolving needs.

In this white paper, you'll learn how online workplace learning:

- 💰 helps combat costly turnover.
- 👥 boosts talent acquisition efforts.
- 🏠 fosters an engaged, accessible work place.

“[Training is going to have to be just as agile as the workforce](#)—where speed, flexibility, and innovation are key,” reports Harvard Business Review. “It means that more learning will happen in teams, and on platforms where training can be delivered any time, any place, at the user's convenience.”

Source: [Harvard Business Review](#)



Investing in your team

Understand the business need for online workplace learning

The power to drive business outcomes rests in your employees—more specifically, your employees’ knowledge. There’s a direct line between that knowledge and the organization’s future and bottom line. Employees bring knowledge from past positions and education, but they strengthen and expand their knowledge through continuous learning.

A study from the American Society for Training & Development (now the Association for Talent Development) highlights the [link between employee learning and business success](#). Top performing firms of the study group that invested an average of \$1,595 per employee in training saw 24% higher gross profit margins and 218% higher income than firms in the bottom quarter that invested, on average, \$128 per employee.

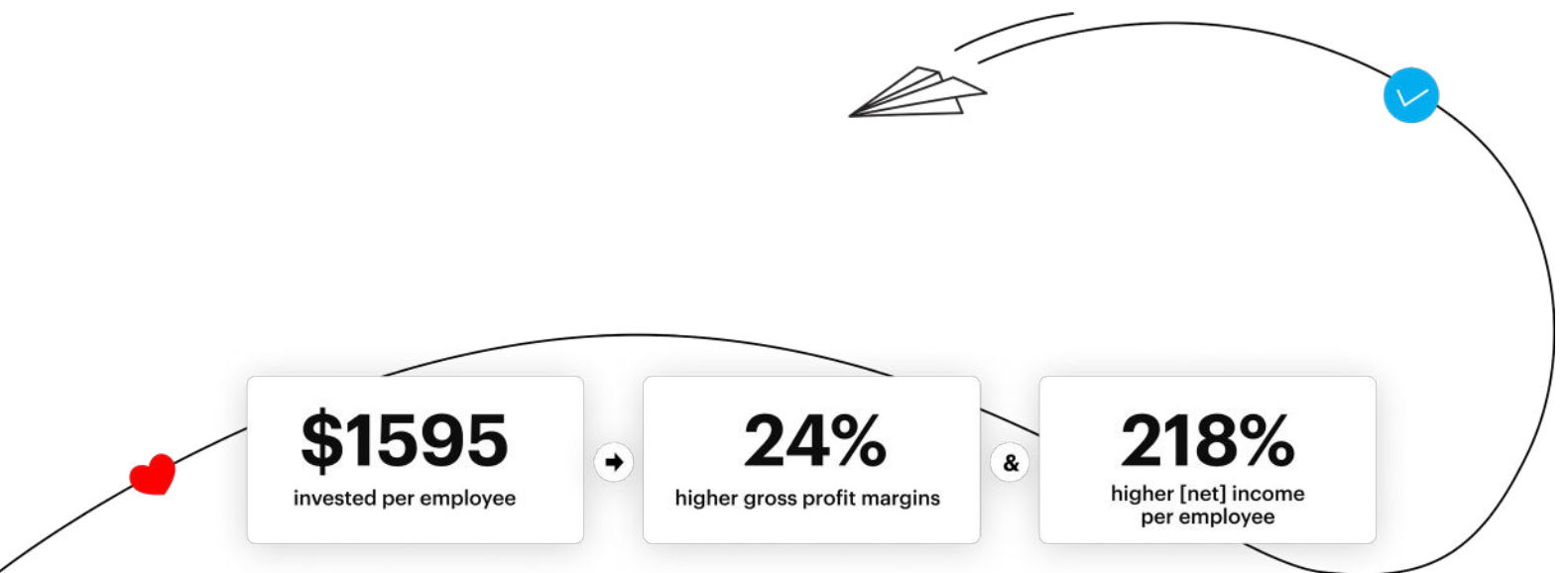
The opposite is also true: When employee knowledge walks out the door, businesses—and their revenue—can suffer.

The outlay for replacing a talented, knowledgeable employee [can cost one half to two times the person’s annual salary](#), according to Gallup. A 100-person organization offering average salaries of \$50,000 could rack up replacement costs of about \$660,000 to \$2.6 million per year.

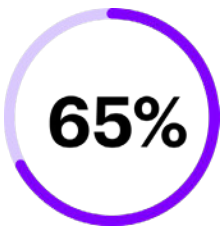
Source: [HR Magazine](#)

Online learning’s place in the future of work

As of mid-2022, employers and employees are still wrestling with decisions about returning to the office. In a late 2021 survey by Google Workspace and The Economist Group, 75% of respondents said they believed that [hybrid or flexible work will be standard practice in their organizations](#) in the coming three years.



For organizations that choose the hybrid approach, or allow employees to work remotely full-time, how does learning change? [Think “virtual” first, advises Gallup](#), which has been studying the experiences, needs, and future plans of more than 140,000 U.S. employees surveyed since 2020.



Unsurprisingly, 65% of U.S. workers say they want [training paid for by their employer](#) and offered during work hours.

Source: [Gallup](#)

Take time to learn together, Gallup suggests, with an emphasis on the big upside of offering team training opportunities throughout the transition to remote or hybrid settings.

Since employees require continuing education in the workplace, it's the duty of employers to provide relevant learning opportunities that enhance each team member's contributions to the organization. As more than one-third of employees already take online courses in their free time, it's clear that offering high-quality online learning will help organizations attract and retain top talent, now and in the future.

Online workplace learning is essential to recruit top talent

Many applicants might be looking specifically at your company's learning and development (L&D) program, so these offerings can play a decisive role in the recruitment process. Savvy candidates may even ask which tools your company uses to deliver L&D, determining whether the platform will meet their needs.

When assessing the strength of your competitive offer package, a rich L&D culture may be the most

significant organizational differentiator to highlight. This means having an employer branding strategy that emphasizes L&D and includes it prominently on career web pages and in job listings. More importantly, it means making L&D and attainment of worker goals important parts of company culture and mission.

It's particularly essential to consider how you position L&D to millennials, which [Pew Research Center](#) claims is the largest generational subgroup in the American workforce. According to Gallup, [59% of millennials say that opportunities to learn and grow](#) are extremely important when they're applying for a job. And, according to Qualtrics, roughly [80% said that support of personal growth is the most important quality](#) of a company's culture. Based on this data, an organization with prominent messaging about fostering employee growth and development through online learning is more likely to attract top talent to its open positions.



Learning at work, or leaving the job

Combatting the \$1 trillion turnover problem with online workplace learning

The ability to retain talent helps companies improve the bottom line. Gallup estimates that U.S. businesses are [losing \\$1 trillion every year](#) due to voluntary departures. That's just the hard-dollar costs. Then there are the ripple effects of losing employees' knowledge, relationships, and potential over time, ultimately tarnishing workplace culture.

One compelling solution is to increase investment in ways for employees to challenge and enrich themselves and their careers through workplace learning, available when and where they want it.



In LinkedIn's 2019 Workforce Learning Report, 94% of employees said [they would stay at a company longer](#) if it invested in helping them learn.

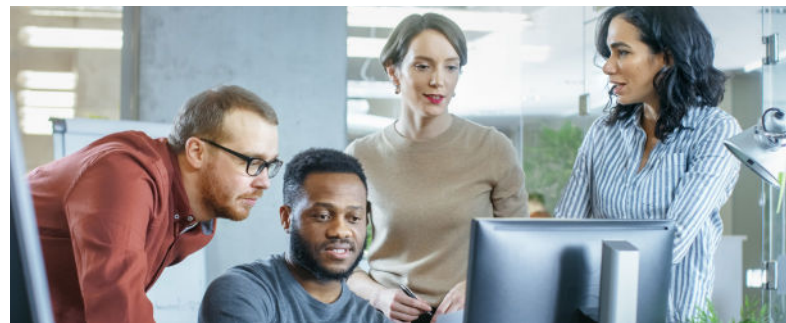
Source: [LinkedIn](#)

For companies, spending on L&D shouldn't be seen as simply another budget line item. It's an investment in employee value through skills and capabilities growth. It's also an investment in employee engagement, offering ways to stimulate and satisfy their curiosity at work. And, importantly, it's a way for companies to demonstrate commitment to employees and their development, which can strengthen vital loyalty and employee-company relationships.

Move employees rather than lose them

As the LinkedIn Employee Well-Being Report details, only one in five employees believes [they can achieve their career goals](#) with their current employer. From an HR perspective, an obvious strategy to combat potential churn is increasing employee mobility within the organization. Instead of losing an employee, provide them with a new opportunity internally—either a vertical or lateral move.

Of course, preparing employees for either type of move will require the correct L&D resources, and a commitment to supporting that move. Unfortunately, the same LinkedIn report also found that only one in five employees feels they have both the managerial and organizational support to pursue their goals—even in another part of the organization.



The case for online learning

Offering training opportunities that are compelling and enjoyable is critical to maintaining a satisfied workforce, but the “how” of delivering training is just as critical to the success of L&D programs. The majority of today's workers are digital natives who expect the flexibility and personalization only possible with online learning tools. From the organizational side, a robust online learning system will not only let leaders easily provide the course usability employees demand, but it will also be more scalable, more manageable, and easier to update with fresh and pertinent content.

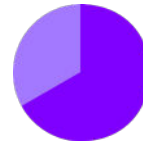
Skill growth matters

Learning is essential to advance top talent

Many talented workers view job hopping as the only way to climb the career ladder, or to test out different careers or responsibilities. Their current employers might not offer frequent, personalized, or flexible workplace learning that helps employees learn the skills needed to take on more-senior roles. Organizations also might not have a system in place to help employees explore new roles that could take their careers in new directions.

More than two-thirds of 209,000 workers from 190 countries [want to learn skills for new roles that offer more job security and opportunity](#), according to a 2021 study by Boston Consulting Group and The Network. The same study reported that almost 7 in 10 people said they are [open to switching to completely different job roles](#)—indicating a strong appetite for change, one that calls on companies for support if they want their employees to stick around.

When companies offer employees the chance to build their professional competencies and explore emerging skills, they're investing in their joint success: Learning improves business agility by empowering organizations to respond quickly to changing business needs. It's a win-win. Talented employees won't need to seek knowledge—or new jobs—elsewhere, and employers retain an agile and highly skilled workforce. An investment in online learning is the smart choice for companies looking to scale and succeed in the new world of work.



“More than two-thirds of workers globally are **willing to retrain for new jobs**, an attitude that may set the stage for vast workplace changes after the pandemic ends. The interest in switching careers is tied to both the disruptions of COVID-19 and the threat of technological change, which many workers believe is accelerating.”

Source: [Boston Consulting Group and The Network](#)

Soft skills are now even more essential

Soft skills, such as time management and conflict resolution, have always been important in the workplace. But the shift to remote and hybrid work has highlighted the value of skills such as self-motivation, communication, and adaptability—all of which are essential in a digital work environment.

Growing and expanding the skills for promising talent should include soft skills because they're critical to employee and business success, not to mention job satisfaction. When employees flex their soft skills effectively—for example, sorting out an interpersonal conflict—they'll feel encouraged to use these skills more often, and in more-complex business situations.

4 essential soft skills for successful remote work

1. Adaptability and resilience
2. Self-motivation
3. Communication
4. Collaboration

Source: [SHRM.org](#)



Fostering connection

Online workplace learning is essential for creating a fulfilled workforce

As SurveyMonkey found, 51% of employees believe [workplace learning gives them more self-confidence](#). When we learn new skills, we become more confident—not only in that specific new skill, but in our overall capabilities. Motivated and talented employees want to keep learning, and they’re exactly the type of talent you want to keep.

Job satisfaction can be tightly tied to the availability of learning opportunities, according to PwC. In the firm’s recent Global Workforce Hopes and Fears Survey, respondents reported being [more likely to feel satisfied with their jobs](#) and their relationships with managers when they learn highly valued skills. Online learning delivers the relevant training in a flexible format.

“There is a tremendous need for business to do more to improve the skills of workers [...] Workers are not just looking for decent pay, they want more control over how they work and they want to derive greater meaning from what they do. These are linked: **By acquiring skills, workers can gain the control over the work they are looking for.**”

Source: **Bob Moritz** Global Chairman, PwC, [Global Workforce Hopes and Fears Survey](#), 2022



Engagement plays an outsized role in satisfaction. By investing in online learning and improving employee job satisfaction and engagement, employees with higher levels of engagement and satisfaction are typically more productive, which further grows the bottom line.

“Not only does engagement have the potential to significantly affect employee retention, productivity, and loyalty, it is also a key link to customer satisfaction, company reputation, and overall stakeholder value,” [reports the Society for Human Resource Management \(SHRM\)](#).

Improving employee engagement, adds SHRM, requires the creation of “engageable moments”—that is, communications opportunities for motivating and providing direction to employees. Providing online learning content, coaching, and mentoring is an effective way of offering these opportunities, and communicating to employees that they are valued.



A thriving business

Online workplace learning offers tangible benefits

In today's corporate landscape, online workplace learning can bolster connectivity and growth for an organization with—and without—disparate workforce members.

Whether you're a small business looking to scale in a tight talent market, a large corporation transitioning to hybrid work, or any company looking to invest in a strong future, online workplace learning will be critical to helping achieve your goals. By providing relevant learning opportunities, every team member becomes vital to meeting your mission.

As Forbes notes, [online workplace learning](#) “offers tremendous benefits” in terms of today's capabilities, but also in terms of tomorrow's achievements—not the least of which are happiness and fulfillment in your work and life. Be curious, seek expanded knowledge, and never stop learning.”

Interested in amplifying learning at your organization?

Articulate 360 is the industry-leading online workplace learning solution. [Visit our website](#) to learn more about how Articulate can empower your organization to create professional elearning or [sign up for a free trial](#) to start creating today.

