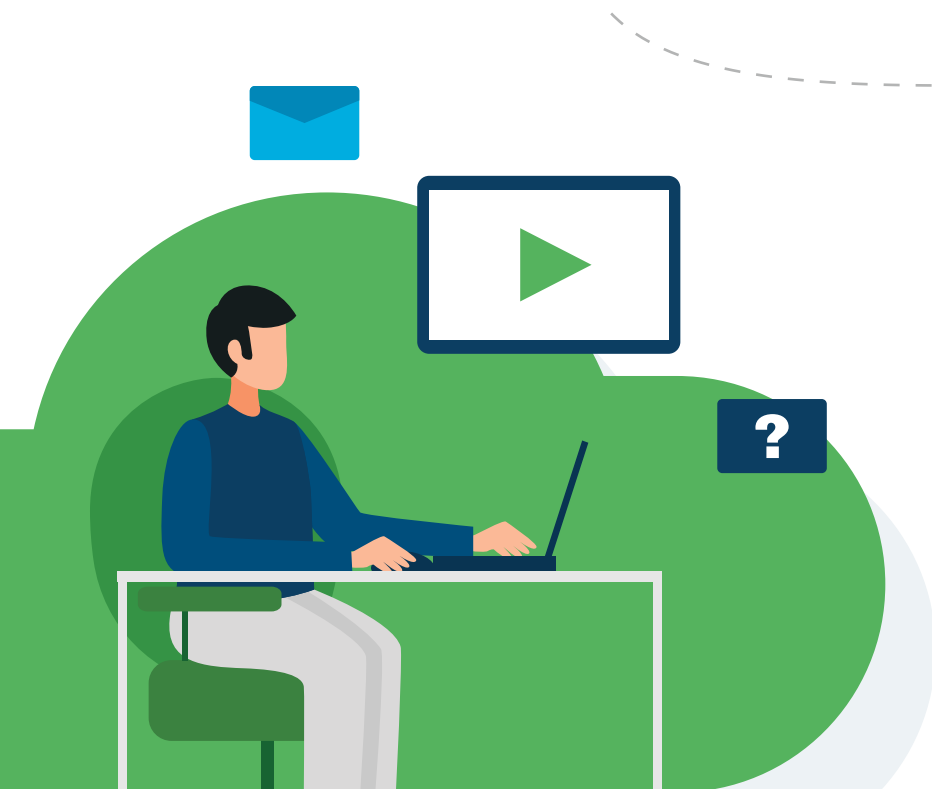




From Activity  
to Impact:

# How COVID-19 Has Changed Training in the Workplace

2021



## Table of Contents

Understanding the Extended Enterprise .....	3
Latitude Information Exchanges .....	5
A Big Ship <b>Can</b> Turn on a Dime .....	6
Trainers Want to Train .....	8
Virtual Meeting Technology.....	9
There’s No Replacement for Hands-On Training .....	11
Easier Access = More Opportunity.....	12
Cost and Operational Impacts .....	13
Key Takeaways .....	15
Authors and Contributors .....	16
About Latitude CG .....	18
About Brandon Hall Group.....	19

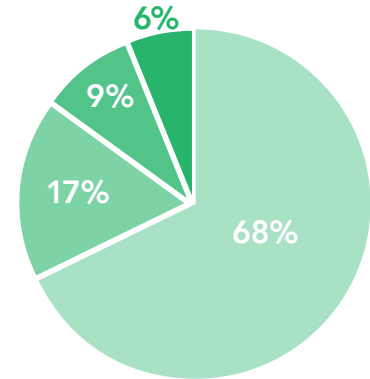
## Understanding the Extended Enterprise

The COVID-19 pandemic had a profound impact on organizations all over the globe. The training function was not immune to these changes. The level of disruption brought about by the pandemic presented challenges and opportunities, while completely changing the training landscape. Overnight, people could no longer go into the office or gather for training. Many workers were obligated to adjust to working remotely.

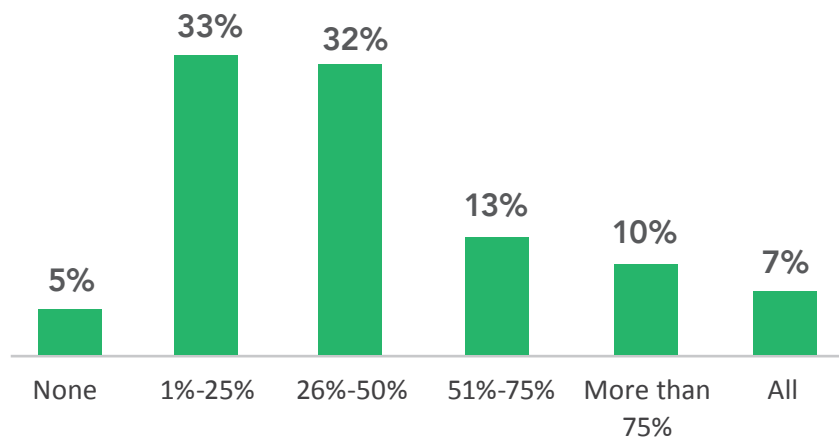
And while it is still to be seen just how widespread remote work will remain, there is no question there will be more of it in the future. Prior to the pandemic, a mere 15% of companies said that more than half of their workforce was remote. Twice as many companies believe half or more of their workers will be remote once their return to work strategies roll out.

### Remote Workforce Prior to Pandemic

- 0%-25%
- 26%-50%
- 51%-75%
- More than 75%



### Remote Workforce after Return to Work Implementation

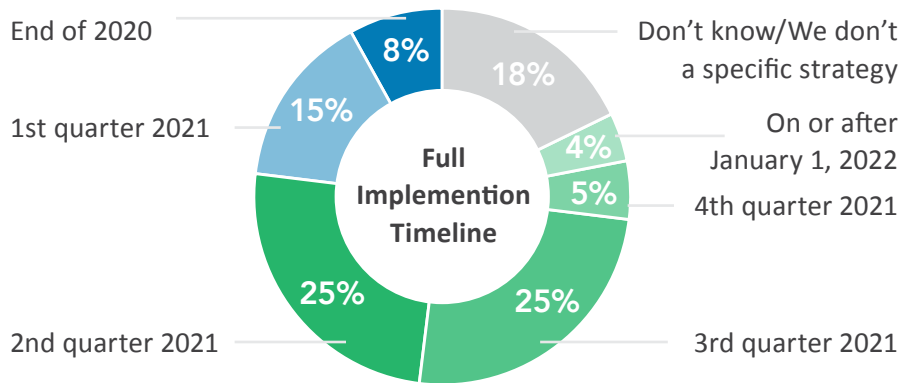


Source: 2021 Brandon Hall Group HCM Outlook Study



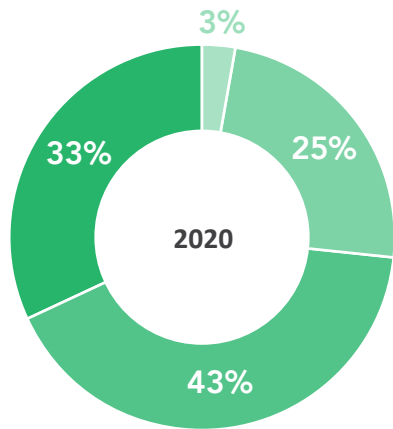
But this chaos and uncertainty will linger. There is no true consensus on what a “return to work” strategy should look like or when it can be rolled out by all. Some companies had it sorted by the end of 2020 and others have their eye on 2022.

# From Activity to Impact: How COVID-19 Has Changed Training in the Workplace



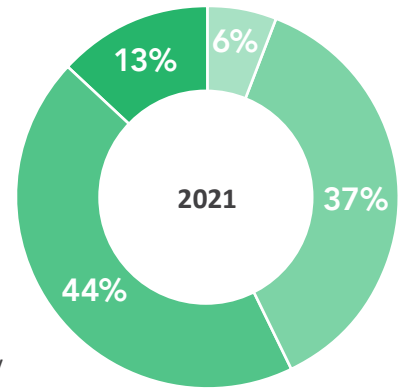
Source: 2021 Brandon Hall Group HCM Outlook Study

Adding to the chaos has been the impact on training budgets. Projected **investments in L&D for 2021 were way down over 2020 and learner budgets declined for nearly half** of organizations.



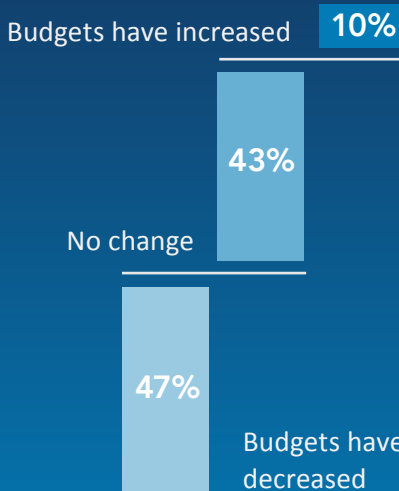
## Learning & Development Investment

- None
- Small
- Moderate
- Heavy



Source: 2021 Brandon Hall Group HCM Outlook Study

## Per-Learner Budgets



Source: 2021 Brandon Hall Group

All of this adds up to an environment where training departments are asked to do a lot more with a lot less. This is acutely felt in the extended-enterprise training space, where companies try to continue delivering engaging, impactful learning experiences to external audiences such as resellers, dealerships, franchisees and others. A lot of this training was happening face-to-face and was unable to be reconciled as quickly as the

learning for internal learning audiences, who may be remote.

To better understand the challenges these organizations face and how they address them, Latitude CG conducted a series of studies and interviews with organizations and training leaders specifically focused on the topic. The following sections reflect the larger recurring themes found during these exchanges.

## Latitude Information Exchanges

- 50+ interviews with OEM/Manufacturing and Franchise organizations
- Training executives | managers | administrators
- Meant to be conversational and free-flowing while covering primary topics
- Surveys to a larger pool of organizations with similar interview questions



### ORGANIZATIONS COVERED:



- **OEM | Manufacturing**
  - Sales product training
  - Service repair training
  - Operations training
  - Blended learning always
    - Sales heavy lean on eLearning
    - Services heavy lean on ILT
    - Operations balanced
- **Franchise Organizations**
  - Franchisee onboarding
  - Ongoing training (growing, marketing, selling)
  - Employee training and education
  - Engagement and motivational encouragement
  - Blended but with a heavy pre-COVID emphasis on in-person

## A Big Ship Can Turn on a Dime



Quite often, when discussing the nature and speed of business change, thought leaders compare large organizations to cruise ships that cannot quickly change course when required. But in speaking to some large OEM and franchise organizations, it turns out these companies can and do adjust quickly when necessary.

For both large and small organizations, a consistent theme was that they were

impressed with how fast they could adjust and pivot, though they would deviate from standard practices to maintain the training missions. In essence, many training functions were dragging the organization along, saying that these changes needed to occur if the company wanted to keep doing what it needs to do.

For example, one major automotive OEM said that in the beginning, they shut

down their technical training centers and were immediately uncertain how to move forward. But the technical trainers worked out their own solution. They used cameras and their technical knowledge to create virtual training sessions for the technicians, allowing them to continue with training. The organization picked up the momentum and leveraged existing technology to grow the program.

The interviews found that 95% of the organizations adapted their training programs to address the impacts of COVID. The few that didn't were hampered by the physical limitations of their training — large equipment and machines. Three-quarters of these companies adapted immediately, getting back to being operational within two to three months of shutting down. For half of

the companies that adapted, a big reason was they already had initiatives and pilots in place for digital and virtual learning, so they were able to accelerate those programs to meet the needs of the new environment.

More importantly, though, is that half of these companies said they were able to continue their training without any impact or delay from their normal programs.

This means that despite the pandemic, they were able to onboard new franchisees and keep people trained and certified.

Ultimately, all of the companies that did adapt indicated they had never seen their company and training teams move and change as quickly as they did to address the demands created by the pandemic.

## RECOMMENDATION

Organizations simply are not too big to change. This pandemic experience has shown that **when push comes to shove, these changes can be made.**

This environment calls for companies to accelerate their digital transformation so they can meet the immediate needs of the business and be prepared for the future. Organizations should leverage this experience to help accelerate and push to adapt quickly and change in a more aggressive and timely manner.

## Trainers Want to Train



Trainers in the extended-enterprise environment occupy a unique role. They are a liaison between the organization and the external learning audiences. They are the front line with partners, franchisees and technicians who may have no other relationship with the business.

These are the people driving much of the change throughout the pandemic. They are the ones who would go to the proverbial drawing board and figure out how to get training done, and adopting new — and adapting

old — technologies to do it. They are trainers who were able to go back, look at the content and recreate something that could be delivered immediately. This kind of quick-change adaptability was then adopted by the organizations.

The role of the trainer in the extended-enterprise environment changed dramatically. They were no longer simply “trainers,” but also counselors and consultants, helping external businesses adapt to the changes brought on by the pandemic.

## TRAINERS DRIVING CHANGE

- Trainers were the first to pivot: “How do we keep training?”
- Trainers adopted new technology quickly to deliver training
- Trainers used their tools and creativity to deliver hands-on training
- Trainers adapted and organizations followed
- Trainers took on new roles as COVID impacted external businesses



## Virtual Meeting Technology



Once the pandemic set in, organizations quickly shifted to using virtual-meeting platforms extensively to keep people together. Soon, everyone found themselves in endless Zoom or Microsoft Teams meetings. Training was no different. These tools seemed like an easy solution to the problems presented by everyone working from home.

However, during the Information Exchanges, it became clear that this was likely not the best approach. All of the organizations that

adopted these platforms for training found that their traditional approach to instructor-led training and content did not translate well to virtual-meeting platforms. The breakdown was not in the meeting platforms themselves, but the failure to adapt the content and the training approach.

There was a common arc to leveraging virtual-meeting platforms. First, the trainers would simply present their in-person material. Then they would realize

they needed to adapt the scheduling that was used for ILT. People did not want to be in virtual meetings for as long as they may have been in a class. Long-form, multiday, multisession programs had to be broken up and adapted to fit the new model. Shorter blocks, limited to a maximum of two hours, were much preferred. This also meant extending multiday sessions over the course of weeks, which led to higher engagement among learners.

The final evolutionary phase was a rebuild of the content to mesh better with the virtual tool to be more effective. Many trainers created on-demand videos rather than delivering the content synchronously in a meeting platform. This enabled meeting time to be devoted to more collaborative learning and coaching.

The experiences of the organizations participating in the Information Exchanges mirror those of the companies surveyed by Brandon Hall Group. In April 2020, the most common formats for replacing ILT were meeting tools, virtual classrooms and webinars. As the pandemic continued, the use of those platforms fell, while eLearning, microlearning and videos increased.

## 'Go-To' Tools for Converting Live-ILT Learning

● April 1, 2020      ● Now



Source: 2021 Brandon Hall Group

## RECOMMENDATION

Traditional instructor-led training sessions **simply do not work on virtual-meeting platforms.**

Learners need more frequent and shorter sessions, as well as the ability to deploy their new skills immediately. In traditional, in-person, multi-day programs, learners have to wait days or weeks before applying new skills. Additionally, the trainers themselves need to learn the right skills for delivering in a virtual environment. Many of the approaches they've developed over years of in-person training do not translate virtually.

## There's No Replacement for Hands-On Training



Something that's often missing from the learning-technology conversation is that a lot of training is extremely hands-on. Product familiarization, technical training and service training in a pandemic environment is a huge challenge. Industries such as medical equipment and aviation are highly regulated and have very high-risk training requirements. Managing the changes the pandemic presented became quite challenging.

For example, one of the organizations in the Information Exchanges is the largest ice-machine manufacturer in the world. The COVID-19 pandemic set in just as their normal

training season ended and they entered their busiest repair cycle. They took as much of their hands-on training for things such as putting the machines into sleep mode for cleaning and other procedures, and quickly converted them to videos.

This training was well-received and effective, as the camera angles were actually better than trying to look over a trainer's shoulder in person. They could also hear better since they were not scattered around a large training room. But, ultimately, there were still hands-on elements of the training they could not fully replicate.

The story was the same for many of the organizations in the study. Half said they relied heavily on hands-on ILT for training on product service and repair. They used virtual meeting tools as much as possible and instructors became very creative in using multiple video sources to create an in-person proxy learning experience. These video elements are being

leveraged as reinforcement and job aids for learners moving forward.

### RECOMMENDATION

**Hands-on training** was impacted the most by COVID-19.

The ability to turn a wrench and learn is the key to staying certified and compliant for many reasons. Organizations should develop the tool sets for trainers to provide as close to hands-on training as possible to limit the impact, and actively develop workarounds when training can't be completed. Sending regional trainers to small groups of learners, rather than gathering a large group in a training center, was one common workaround. Finding elements of the in-person training that can be converted to video or other digital formats is important and will continue to serve the organization past the pandemic.

## Easier Access = More Opportunity

Despite the chaos the pandemic produced, many organizations found that as they adapted their training programs, learner engagement increased. Offering a wider variety of on-demand, digital and virtual options gave learners much more flexibility with scheduling and made the training much easier to access. Organizations were also able to engage a much wider learning audience with less effort.

This also meant that the engagement with learners and their organizations

was more frequent and somewhat continuous, which strengthened the relationships. Learners were able to brush up on various skills on their own schedules. They no longer had to wait for a quarterly scheduled event.

In these types of extended-enterprise environments, training resources had been typically constrained by a lack of availability of the trainers and the learners. By leveraging digital solutions, suddenly a trainer's expertise was widely available to more learners at any given moment.

These approaches are likely to continue post-pandemic as companies recognize the advantages of digital learning tools, using them in conjunction with in-person events. Brandon Hall Group's COVID-19 research finds that for 76% of companies, the increased use of digital learning related to the pandemic will either stay at these levels or increase as things return to normal. Just 11% of companies believe they will go back to the same or higher amount of in-person training as they were doing pre-pandemic.

### Role of Digital Learning as Pandemic Eases

**44%** Use of digital learning will remain the same or perhaps increase

**32%** Use of digital learning will decrease slightly but remain well above pre-pandemic levels

**13%** Use of digital learning will return to about the same levels as before the pandemic

**11%** ILT will be used the same or more than before the pandemic

Source: 2021 Brandon Hall Group

### RECOMMENDATION

The move to VILT **opened the doors to more students.**

As organizations contemplate their return-to-work strategies, they cannot lose sight of digital learning's impact. The learners and organizations that gravitated to a virtual approach to training were often the same ones that were regular attendees to more traditional training services. In a post-pandemic world, organizations need to retain virtual and digital training as part of their training calendars and delivery services.

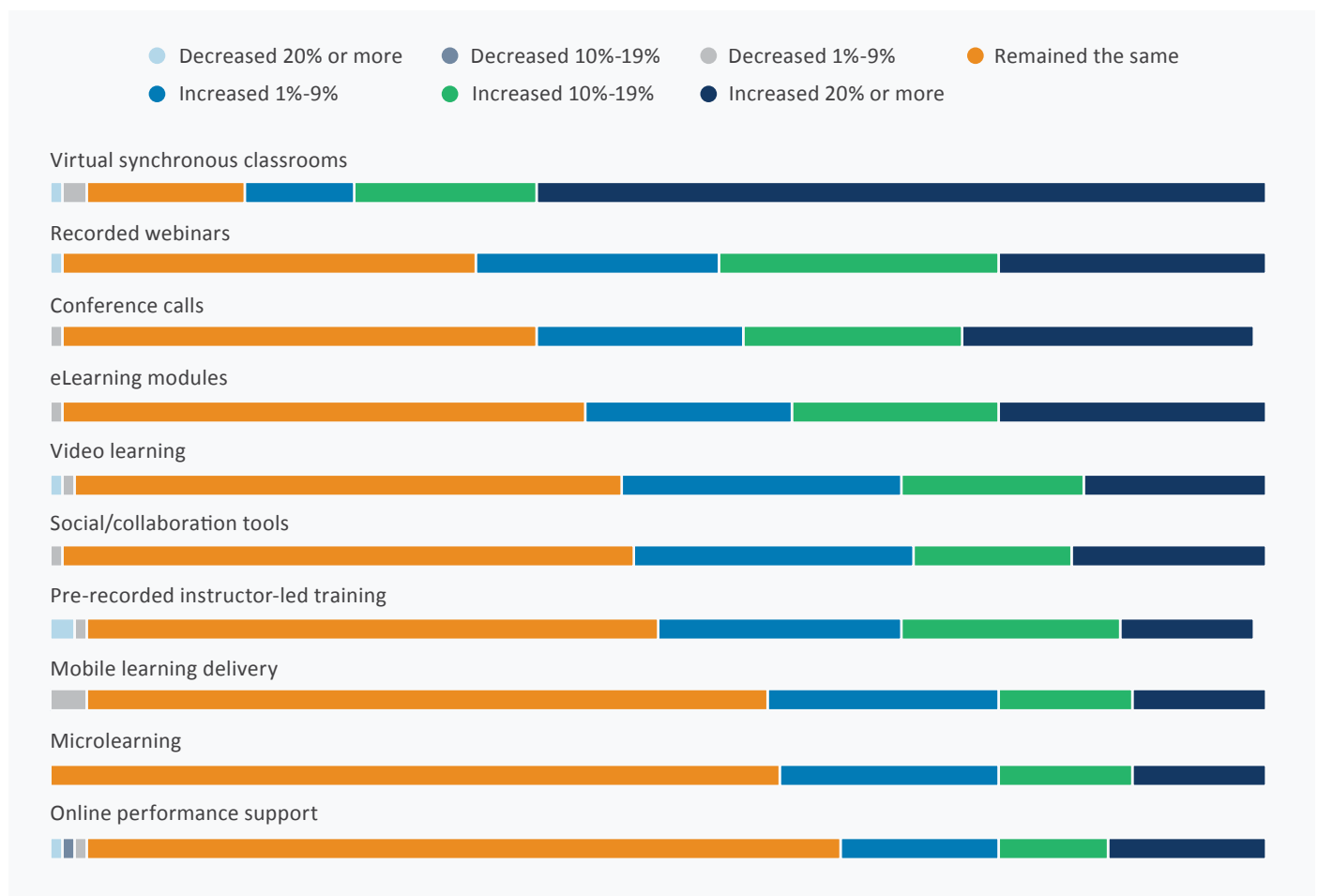
## Cost and Operational Impacts

The pandemic has had wide-ranging economic impact for organizations globally. Brandon Hall Group research found that 34% of companies expected their L&D budget to decrease over the course of 2021. Additionally, nearly half of companies said their per-learner budgets decreased as a result of the pandemic.

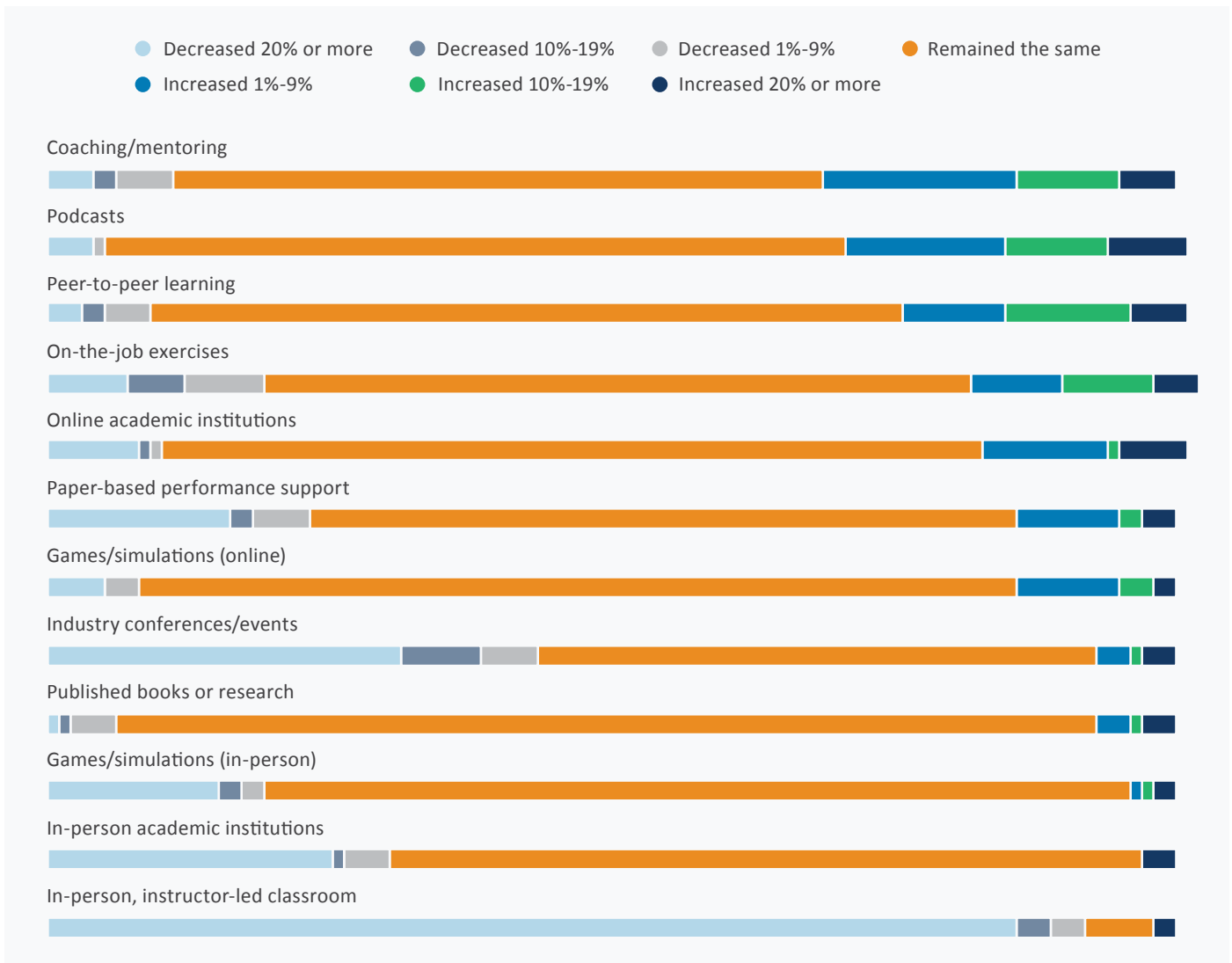
In the specific case of extended enterprise learning, where many companies are actually generating revenue via their training, most companies said that the resulting reduction in

training revenues were offset by a reduction in expenses related to things like travel and facility procurement.

The cost reductions were so significant for 25% of the companies interviewed that they said they weren't sure they could return to their pre-pandemic operating models. Operationally: most organizations that adopted VMT approaches will maintain and/or preserve some, if not most, of the virtual training calendars and offerings they developed.



Source: 2021 Brandon Hall Group HCM Outlook Study



Source: 2021 Brandon Hall Group HCM Outlook Study

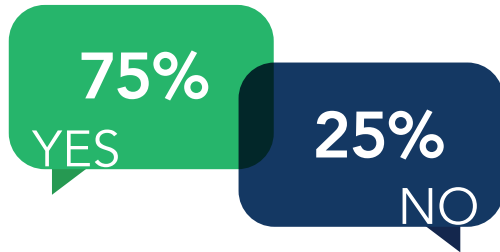
## RECOMMENDATION

As things return back to normal, the **cost of conducting virtual and digital training** should allow organizations to expand their offerings to retain the benefits this model generated (higher participation, better engagement, etc.), while still delivering more traditional ILT services.



## Key Takeaways

Do you feel that your organization's learning department/function emerged stronger coming out of 2020?



Source: Learning 2021 Pulse Survey

The COVID-19 pandemic permanently shifted many aspects of business but it has not all been negative. It forced companies to focus on what is important to them and to rethink how they approach everything, including training. The good news is that in a Brandon Hall Group pulse survey, three-quarters of companies said their learning function emerged stronger coming out of 2020. It is critical that companies keep this evolutionary momentum and use the pandemic as a way to discover new solutions to age-old problems.

Big ships can turn on a dime. (Who knew?)

**ORGANIZATIONAL**

Trainers want to train.

**ORGANIZATIONAL**

## ADAPTATION COMES IN MANY FORMS

Transition to virtual has its benefits and drawbacks.

**APPROACH**

There is no replacement for hands-on training.

**CONTENT**

Easier access creates more opportunity for training — and higher participation.

**ORGANIZATIONAL**

Traditional ILT isn't directly adaptable to virtual technology.

**CONTENT**

## Authors and Contributors



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**David Proegler** is a Managing Principal with Latitude, leading Sales, Client, and Partner Relationship development. David has nearly 25 years as a results-driven leader in business management consulting with extensive experience in the automotive industry building and delivering solutions. His ability to synthesize business objectives, technology platforms, and custom development into orchestrated solutions is key to helping organizations with a learning solution that optimizes performance across the entire value chain.



**Sonia Gottfried** is Latitude CG's Marketing Director overseeing various marketing programs such as Account Based Marketing, Analyst Relations and lead generation. For the past 6 years, Sonia has been helping organizations find a learning platform designed to increase performance.



## Authors and Contributors



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## About Latitude CG

As a Brandon Hall Group Excellence Awards recipient and solutions provider with more than 20 years in the extended enterprise learning space, we understand the complexity of partner training and the importance of this discussion regarding challenges and opportunities. We know that large and geographically dispersed partner networks have a level of organizational complexity that can rarely be supported by a traditional HR LMS.

LatitudeLearning was designed to remove the complexity of partner training and give you visibility into training needs, gaps and opportunities. Our clients range from training firms and middle-market companies to Fortune 1000 enterprises and leading nonprofit organizations.



For more information, please visit [latitudecg.com](https://latitudecg.com)



## About Brandon Hall Group

With more than 10,000 clients globally and 27 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help ...



### MEMBERSHIP PACKAGE

Includes research library access, events, advisory support, a client success plan and more.



### ADVISORY OFFERINGS

Custom Research Projects, including surveys and focus groups interviews. Organization Needs Assessment for Transformation, Technology Selection and Strategy.



### EXCELLENCE AWARDS

Global recognition showcasing leading programs and practices with a library of case studies.



### PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.



#### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



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uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



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are comprehensive educational programs that center around a multiphase knowledge test.