



USAF eSchool

Innovations in Learning Seminar

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*When experts are wrong, it's  
often because they're experts on  
an earlier version of the world.*

Y COMBINATOR CO-FOUNDER, PAUL GRAHAM

Paul Graham, How to be an expert in a changing world, 12/2014



# HELLO

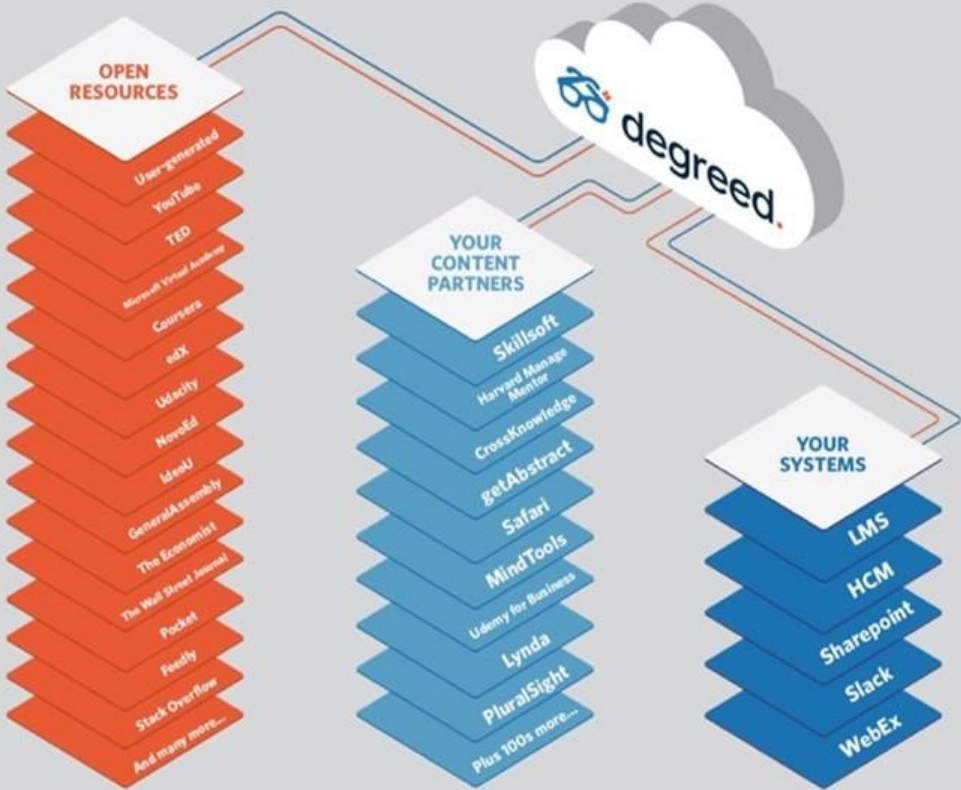
Today's agenda

- Quick Overview on Degreed
- Disruption and Need for Innovation
- Insights from our “How the Workforce Learns” Study
- The Need to Create a Skills Strategy
- Q&A



# Hello. We're Degreed.

Degreed is a career-long learning platform. We help you build and use the expertise you need for whatever is next — however and wherever you want to learn.







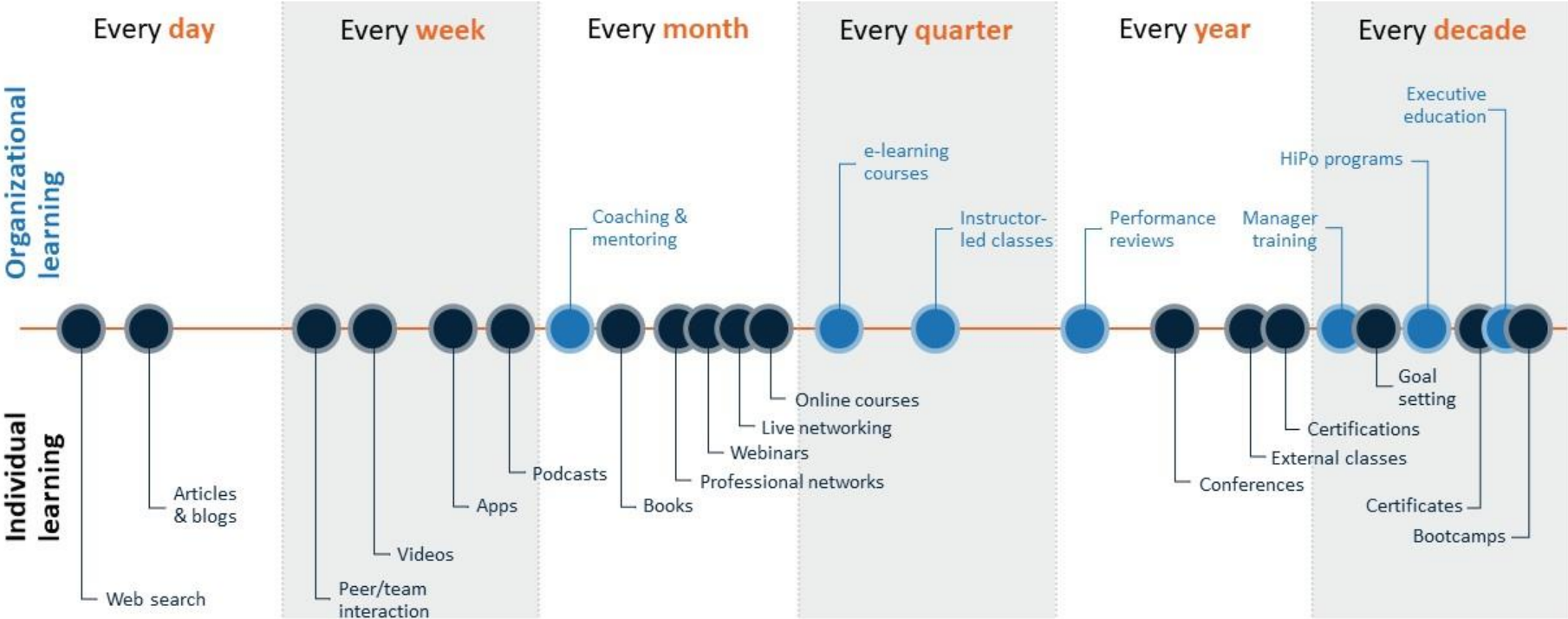
The early thinking around Degreed was fueled by a big shift in how people learn:

We entered a world where you can learn anything you want, on demand, anywhere in the world.





In 2013 we looked inside businesses  
*The HCM tech stack forgot about the learner*



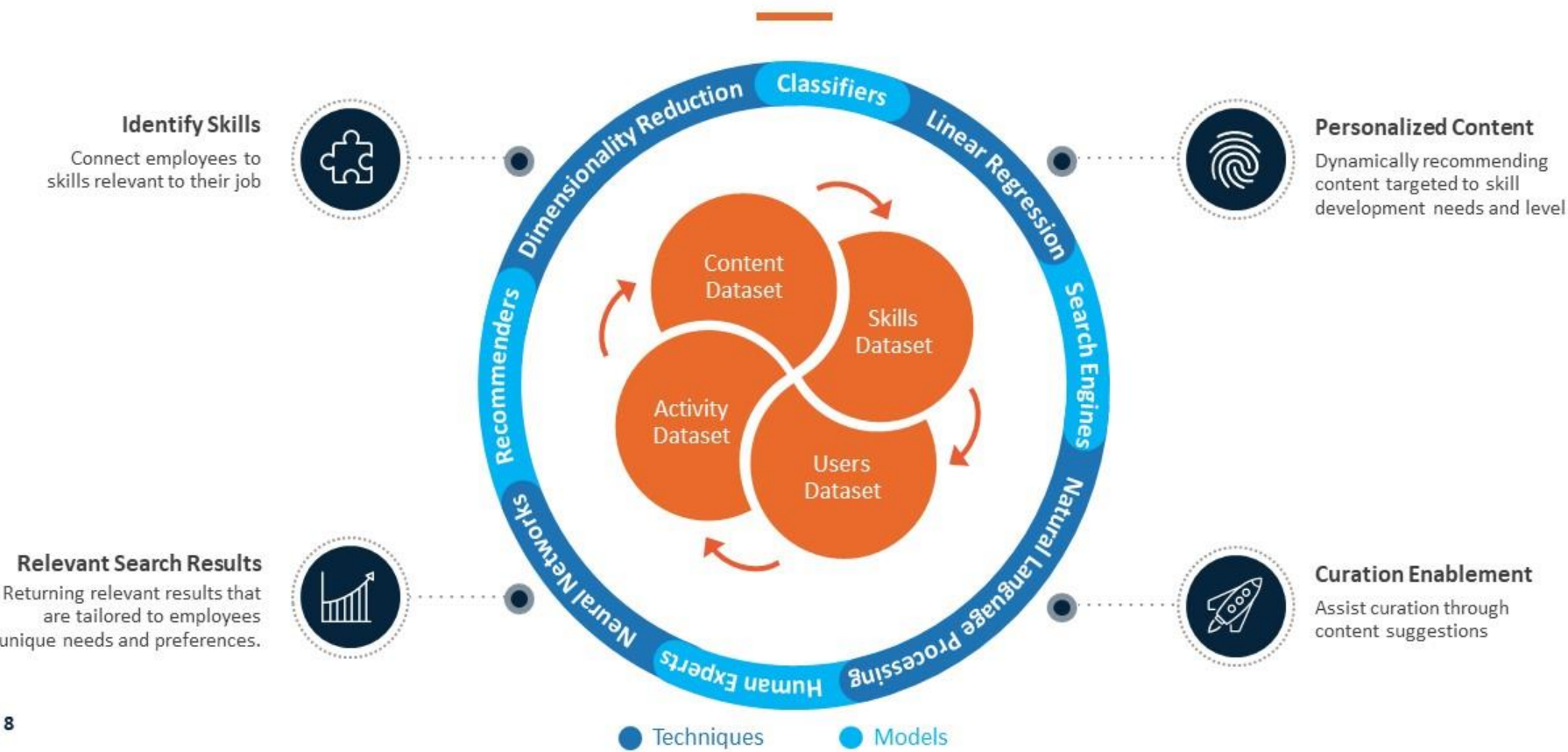


# Our product evolution





# How Degreeed Leverages Data Science







It turns out the market agrees with us

Financial	Technology	Consumer	Industrial	Services





☰ ⌕ 🔍

The New York Times

LOG IN ⚙

COMPANIES

## *Sun Microsystems Reports \$1.7 Billion Loss and Falling Sales*

By ASHLEE VANCE OCT. 30, 2008

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MOUNTAIN VIEW, Calif. — With falling revenue, problematic acquisitions, product slips and a stock that has lost three-quarters of its value in the last year, [Sun Microsystems](#) is finding that Wall Street is losing patience.

The company, which makes computer servers, reported dismal sales and a large write-off Thursday — but otherwise announced no changes in a strategy that has so far failed to restore the luster that [Sun](#) had during the dot-com era.









50%

S&P 500 companies will be  
replaced over the next 10 years

 degreed.

# Future Skills are Hard to Predict

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## Ten Jobs That Didn't Exist 10 Years Ago

App developer

Uber driver

Cloud computing specialist

Sustainability Engineer

Drone operators

Social media manager

Driverless car engineer

Big Data analyst/Data scientist

YouTube content creators

Millennial Generational expert

<https://www.weforum.org/agenda/2016/06/10-jobs-that-didn-t-exist-10-years-ago/>



## Lack of Key Skills is a threat to Growth & Innovation



PwC, 22nd CEO Survey, 2/2019





## Skills in High Demand

### Power Skills

Creativity  
Communication  
EQ/Empathy  
Collaboration  
Influence/Persuasion  
Design Thinking

### Technical Skills

Cloud Computing  
Digital Literacy  
AI/Machine Learning/Deep Learning  
Data Analytics/Visualization  
Robotics/Automation

# The Most Important Skill: How to Learn (and Relearn)

“The illiterate of the 21<sup>st</sup> Century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

— *Alvin Toffler*





## Skills in Learning Industry

### Traditional Roles

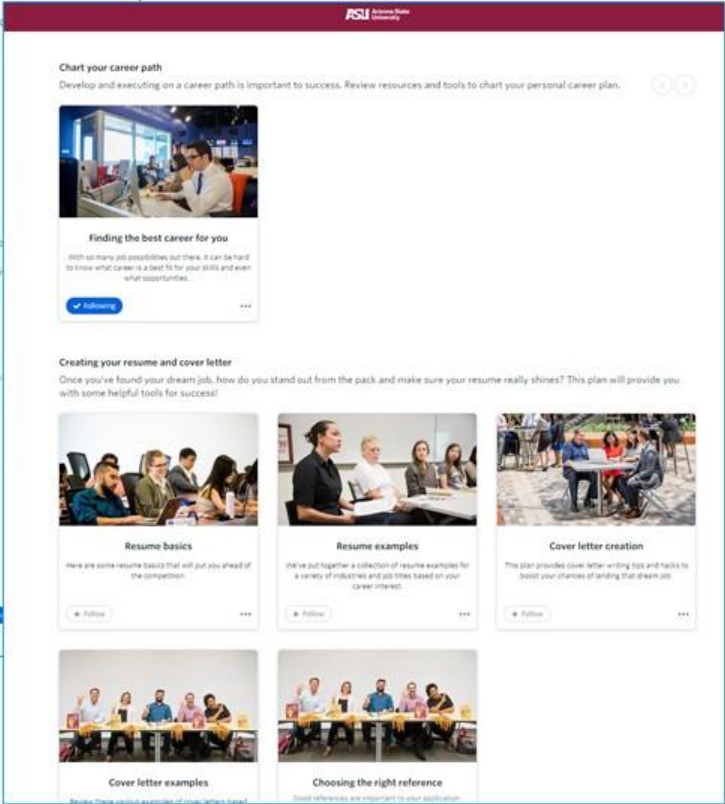
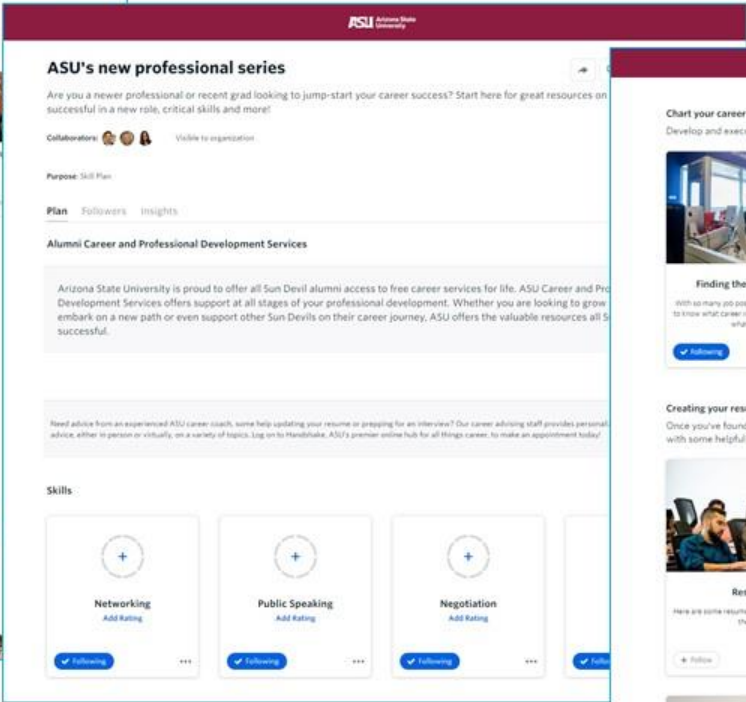
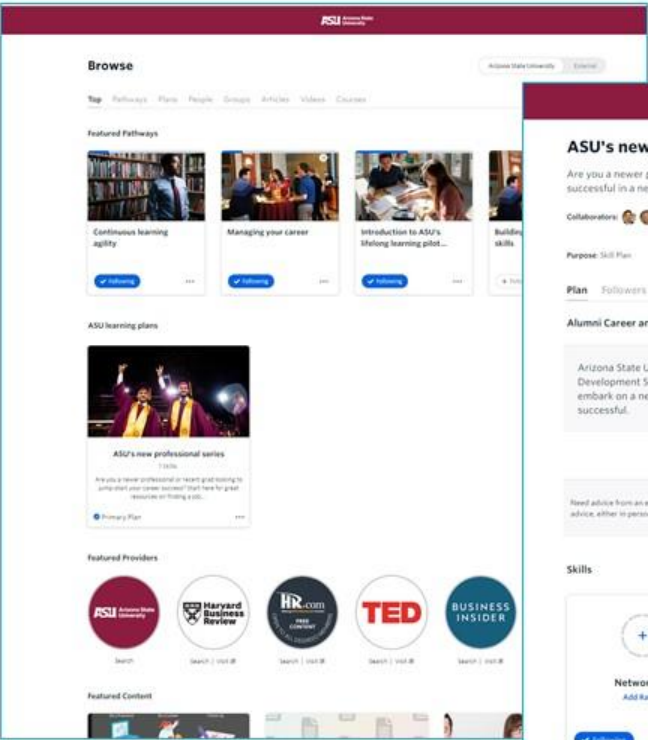
Instructional Designer  
Trainer/Instructor  
Learning Business Partner  
Program Managers  
LMS Administrator

### Newer Roles

Learning Experience Designers  
Content Curators  
Marketing/Storytelling  
Learning Technologists/Scientists  
Data Analysts



# ASU Alumni Portal – Curation Example





 degreed.

# Challenge Outdated Learning Strategies

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## Skilling the Workforce Requires Innovation

54%

of the workforce will require  
significant upskilling and reskilling  
within the next five years.

80%

of both L&D and business leaders  
believe we need more innovation  
in learning and development.

World Economic Forum, The Future of Jobs, 9/2018

Harvard Business Publishing Corporate Learning, 2018 State of Leadership Development: The Transformation Imperative, 7/2018



## QUESTION

Which of the following  
have a strong influence  
on your learning and  
development  
strategies?



Psychology



Neuroscience



Economics



Anthropology

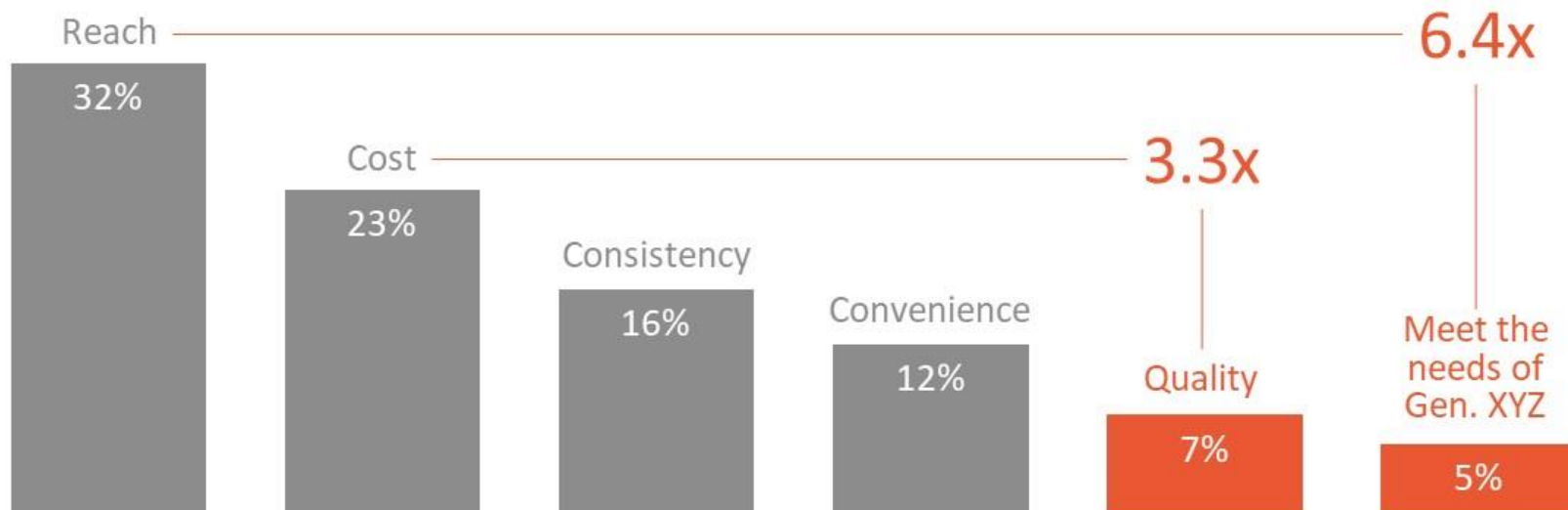


Data science



## L&D is optimized for efficiency

L&D leaders invest in digital mainly for scale and efficiency — not for impact







THE OLD VALUE CHAIN:  
L&D-led, occasional, standardized





## The **anthropology** of learning



### WHO WE ASKED

We surveyed 772 people in Jan. and Feb. 2019 to understand their learning habits and values. None work in learning or leadership development.



### WHAT THEY DO

21% are front line workers, 34% manage a team, 36% lead a function or business unit, and 9% are C-suite executives.



### WHERE THEY LIVE

43% work in North America, 31% work in Europe, the Middle East or Africa, 20% work in Asia or Australia, and 6% work in Latin America.

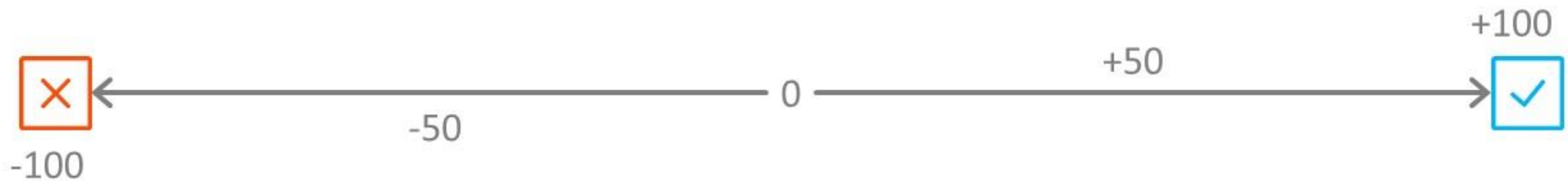


### WHERE THEY WORK

65% work in an organization with 10,000+ employees, 35% in one with 1,000 to 9,999. None are in organizations with <1,000 people.



## Value Perception by the workforce of the current model?

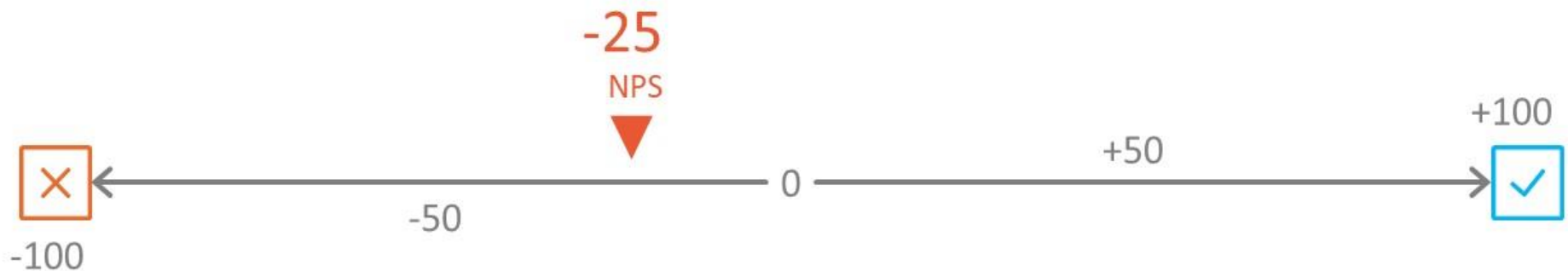


Q: How likely is it that you would recommend your employer's learning and career development opportunities to a colleague?  
Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019



## The status quo does not work for the workforce

Only 1-in-5 workers, managers and leaders are “promoters”; 47% are “detractors”.



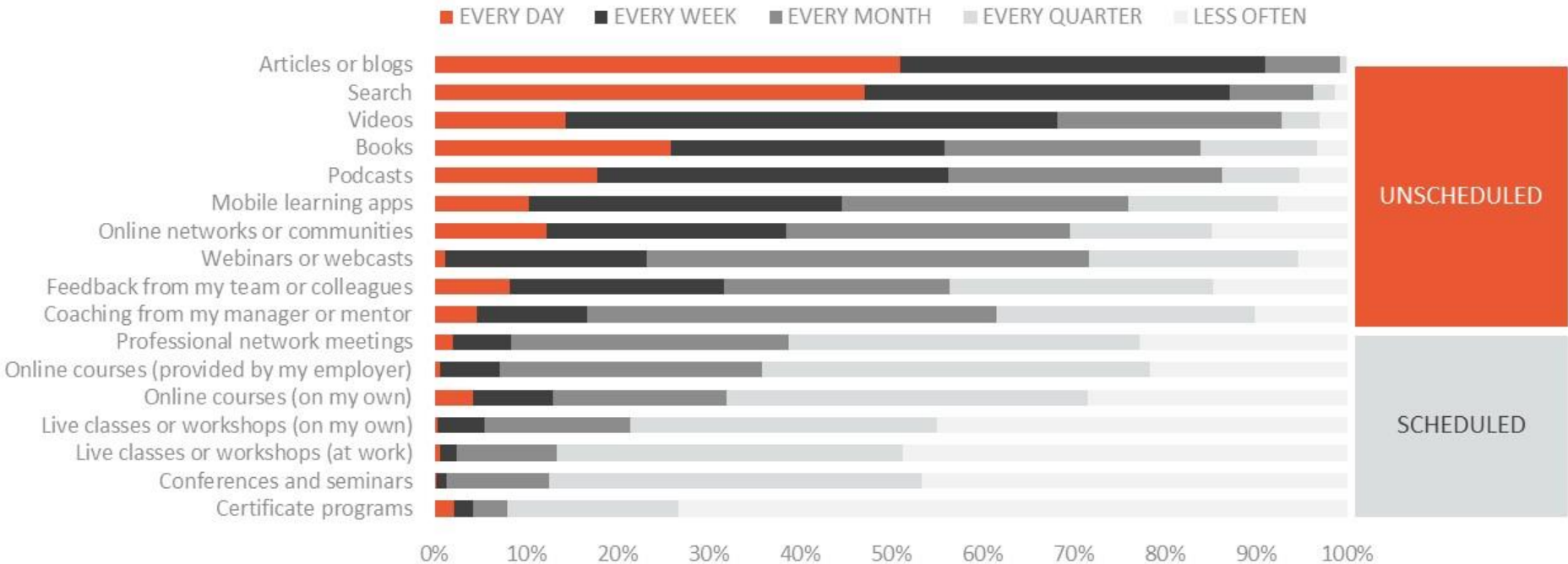
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Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019





THE NEW VALUE CHAIN:  
Self-directed, every day, personalized

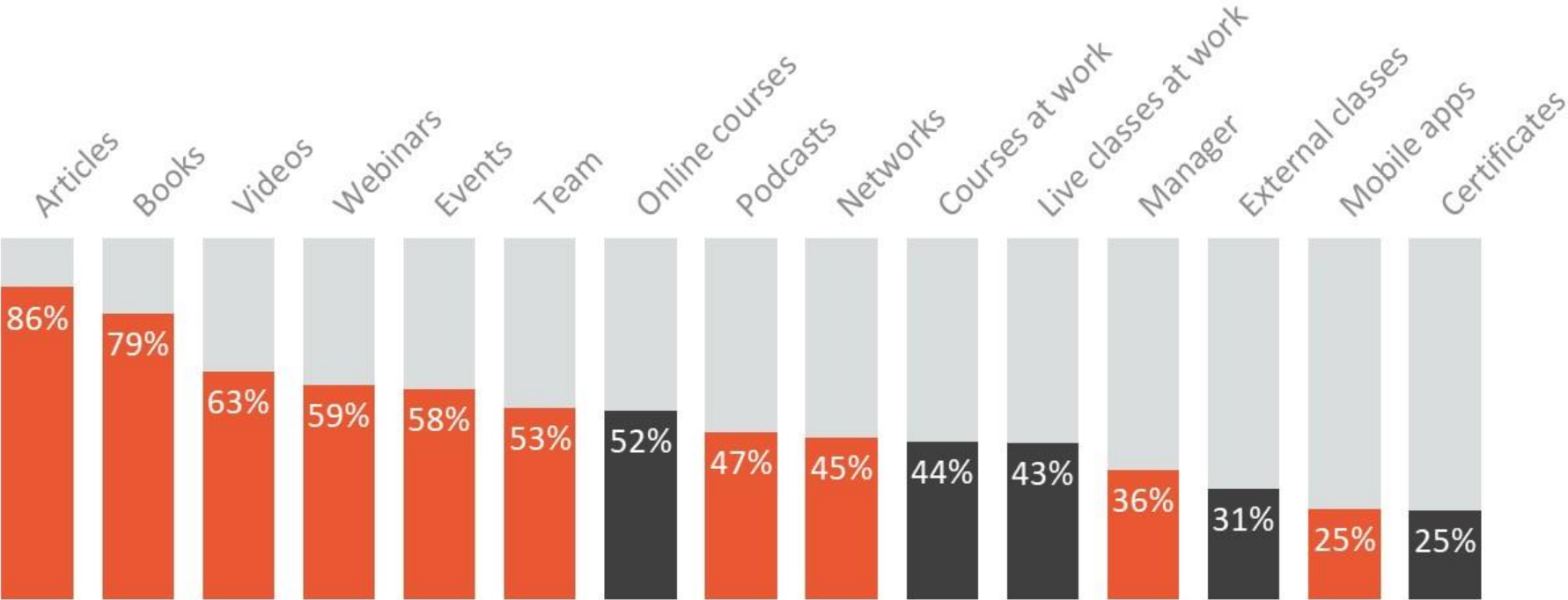


Q: How often do you undertake the following learning activities? Ranked by weighted averages.

Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019



# The workforce chooses how they learn



Q: Which of the following activities have you undertaken at least once in the past year for learning?  
Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019



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*Here's the challenge. Scalable efficiency works best in stable environments that are not evolving rapidly. It also assumes that [people] will settle for standardized products and services that meet the lowest common denominator.*

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**DELOITTE** Center for the Edge Chairman, John Hagel III  
**A NEW CULTURE OF LEARNING** Coauthor, John Seely-Brown

Harvard Business Review, Great Businesses Scale Their Learning, Not Just Their Operations, 6/2017



## People want guidance — but they're not getting it



Q: What are your biggest obstacles to job-related learning or professional development?

Degreed + Harvard Business Publishing, How the Workforce Learns, 4/2019



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**L&D can't own detailed knowledge about the existing  
and emerging skills a diverse workforce must have...  
But employees can be empowered to share knowledge  
across the company.**

McKinsey&Company  
CHIEF LEARNING OFFICER, NICK VAN DAM

McKinsey & Company, Learning at the Speed of Business, 2016



## Create Innovative Learning Strategies

### FROM

Mandatory content

One-size-fits-all

Send people to training

Transcripts

Long e-learning modules

### TO

Self-directed learning

Personalized learning

Peer-to-Peer & Team Learning

Learning and talent analytics

Informal content/microlearning



# Skills Measurement - Currency for the Labor Market

# What skills do these represent?



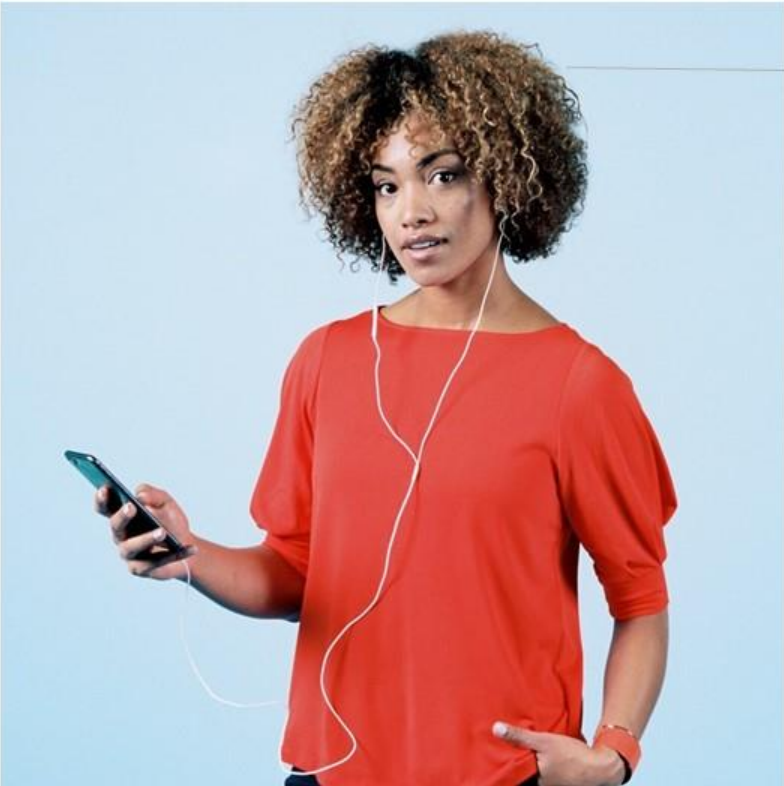
Narrow domain, Crowded market: Mobile Developer Certifications and Credentials:



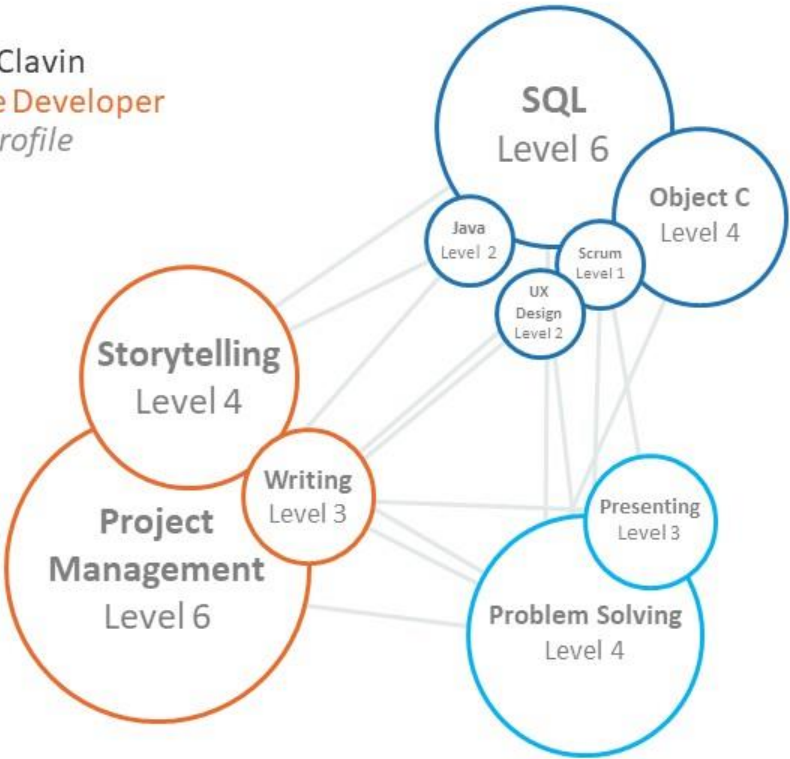




# Measuring based on skills



Susan Clavin  
Mobile Developer  
Skills Profile





# Skills are the building blocks





## Our unique approach

1. **Universal**  
One system to measure any skill
2. **Measures Skill**  
Not knowledge or time
3. **Leveled**  
Beyond pass/fail, see expertise
4. **Scalable**  
Can certify thousands of skills





# The Rubric

## Ingredients of expertise

- Planning & Evaluation
- Autonomy & Responsibility
- Knowledge
- Application
- Teamwork & Leadership
- Communication
- Teaching







## Degreed Skill Measurement Suite



### Skill Certification

Benchmarking, Rewards & Recognition, Training Capstone



### Skill Review

Workforce Readiness, Recruiting, Career Mobility, Succession Planning



### Skill Rating

Individual Development, Directional Business Intelligence, Career Pathing

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*The individual is fundamentally responsible for driving their learning, but the line manager is also responsible for supporting their people to build the capabilities they need. My job is to create a culture that encourages that curiosity.*

UNILEVER Chief Learning Officer, Tim Munden

The Future Organization, Unilever's Chief Learning Officer On How To Foster Curiosity And A Hunger To Learn, 7/2018