Survey Report

Learning and Leadership Development

During Times of Covid-19

POINT OF VIEW FROM CHIEF LEARNING OFFICERS /
L&D LEADERS GLOBALLY
MAY, 2020
Dear Readers,

The IE Center for Corporate Learning Innovation is a robust global community of professionals in L&D, HR and Leadership Development. We are elevating the profession by inspiring people with the latest insights in learning & leadership development. By joining this network, you will have access to leaders in the field with whom you can share insights, ideas, and glean practical wisdom. This will help you fulfill your personal lifelong learning goals while driving lasting success.

The main focus areas of the Center includes:

**Inspiration and Education**: The IE Center for Learning Innovation will feature learning resources such as webinars, workshops, assessments, articles, research reports, degree-granting programs, and executive education.

**Research**: Our research focuses on how organizations can develop their people in the most efficient and effective ways to deliver superior results. We collaborate on applied research with organizations around the world, garnering real time insights.
We have reached out to over 60 Chief Learning Officer’s and L&D Leaders globally to learn about important initiatives and best practices. L&D functions have shifted their focus toward the most urgent priorities, like supporting employees in working remotely and personal wellbeing. Live (in-person) programs have come to a complete stop and many L&D professionals are converting leadership development programs into virtual—and blended delivery formats. There is a huge need to develop leadership skills that are critical at times of turbulence.

Before Covid-19, companies had been experiencing a need to upskill and reskill the workforce in order to thrive and grow. In a recent McKinsey Global Survey, (2020), 87 percent of executives said they were experiencing skill gaps in the workforce or expected them within a few years. The coronavirus pandemic will just greatly accelerate the need for upskilling and reskilling.

Exciting times are ahead for L&D functions, who work in an agile way to address the current and future development needs of their organizations.

WARM REGARDS,
NICK
Who shared their voice?

We launched two surveys between 25/03/2020 and 10/05/2020

Global L&D Leaders and Professionals from vendors. (n—60)

Chief Learning Officers/L&D Senior Leaders from Global companies. (n—47)
Most L&D functions have ceased the delivery of in-person development programs. Instead, they started to work on business critical initiatives and as well as with the conversion of ‘in-person’ programs into virtual delivery methods. A quarter (25%) of L&D functions have seen a budget reduction but hardly any organization has redeployed staff. L&D budget reductions depend upon many factors including: sector, company, existing investment levels in L&D, the needs and urgency of people capability building as well as the scope of the existing L&D initiatives, among others.

Learning and Leadership development functions shifting quickly towards business critical initiatives.
The most important priority is to support a virtual workforce through use of virtual meetings and collaboration tools, as well as topics related to health and wellbeing. Many organizations have started launching programs to build virtual leadership skills as well as developing leaders with skills they need in times of turbulence.

Research from McKinsey (2020) shows that many companies are facing a growing skill gap and the coronavirus pandemic will accelerate the need to enhance skills. Therefore, it is expected that L&D functions will play a significant role in upskilling and reskilling the workforce.

**WHAT ARE EXAMPLES OF NEW L&D INITIATIVES YOU ARE WORKING ON?**

- 53% Support people to work virtually
- 20% Developing Leaders in times of crisis
- 18% Educating the workforce on their wellbeing
- 9% Reskilling target audience
- 20% Support people to work virtually

Supporting the workforce to work virtually is a top priority for L&D leaders.
## Examples of New Learning and Leadership Development Topics

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<td>“Develop online on-boarding programs.”</td>
<td>“Managing stress.”</td>
<td>“Leading virtual meetings.”</td>
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<td>“How to sell virtually?”</td>
<td>“Building online facilitation skills.”</td>
<td>“Elevating people’s presence in virtual meetings.”</td>
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<td>“Leading remote teams.”</td>
<td>“Performance support for health professionals.”</td>
<td>“Agile working.”</td>
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<td>“Skilling people to work virtually.”</td>
<td>“How to work effectively remotely.”</td>
<td>“Decision making in times of crisis.”</td>
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<td>“How to stay customer focused.”</td>
<td>“Awareness and support for self-reflection.”</td>
<td>“Restructuring businesses.”</td>
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Most organizations have started converting in-person programs into virtual programs.

L&D functions need to strengthen their learning design muscles to deliver high quality blended- and virtual leadership programs.

Converting in-person programs into virtual programs is not about just digitizing an existing program, but leveraging new instructional strategies and the features and functions of a variety of learning technologies.

THE APPROACH IF ‘IN-PERSON’ PROGRAMS CANNOT BE DELIVERED OVER THE COMING 12 MONTHS

- **Converting programs to online/digital**: 41%
- **No plans at this point**: 26%
- **Programs have been postponed**: 33%
Delivering in-person experiences in a 1.5 meter (6 feet) classroom environment is a concept that no-one has ever applied. It requires a redesign of the physical classroom as well as the usage of different didactical models and instructional strategies.

About one third (1/3) of organizations are confident that they can deliver in-person programs 1.5 – 2 meter (4 – 6 feet) format.

DELIVERING ‘IN-PERSON’ LEADERSHIP PROGRAMS WITH 1.5 – 2 METER (4 – 6 FEET)* FORMAT

- Yes: 34%
- No: 32%
- Do not know: 34%
Lack of methodology is the biggest challenge in developing high quality virtual leadership programs.

Only 59% of respondents agree or strongly agree that they have the expertise to develop virtual leadership programs. Additionally, many respondents have identified a lack of methodology as one of the biggest challenges.

L&D functions will collaborate with Business Schools and vendors who have a strong experience in online education and in applying best practices.

THE BIGGEST CHALLENGES IN CONVERTING IN-PERSON PROGRAMS INTO HIGH QUALITY VIRTUAL PROGRAMS
There is a big variation by company in offering virtual leadership development programs. Just a few companies have a lot of experience with online learning which has become a part of the learning culture for leaders.

Companies who have been slower in adopting virtual programs for leaders are now making big steps in motivating leaders to attend virtual programs.

68% of respondents expect that leaders will attend virtual leadership development programs.
Corporate Learning and Leadership Development Practices will change forever.

Every crisis provides new opportunities for organizations and functions to innovate. Existing trends such as digitization of learning, deploying cloud based and user centric technologies, agile working, making the right ‘make – or buy’ decisions, using evidence based development practices, etc. will be put on the fast track.

THE IMPACT OF COVID-19 OVER THE NEXT 6–12 MONTHS

- High degree of learning will go digital
- More blended learning
- More agile and nimble ways of working
- More L&D work will be done by vendors
- L&D needs to do more with less funding/resources

More vendors will be engaged to deliver more classes than before.
We have engaged Learning & Leadership Development leaders to share their latest insights and expertise.

We invite you to gain new insights watching the recorded webinars.

[WWW.IE.EDU/CENTER-FOR-CORPORATE-LEARNING-INNOVATION/WEBINAR-SERIES]
IE offers a wide range of non-traditional degrees that highlight the importance of innovation, technology and globalization in today’s rapidly changing world. The high-quality education IE provides enables individuals to gain valuable insights into a variety of fields, while its hands-on experience gives participants and their businesses an advantage over the competition.

By empowering students to pursue their ambitions, we allow them to catapult themselves to lasting professional success.

WWW.IE.EDU/CENTER-FOR-CORPORATE-LEARNING-INNOVATION/FEATURED-PROGRAMS

**INTERNATIONAL HR LEADERSHIP IN THE DIGITAL ERA**
Companies in the Digital Age need to modernize their HR practices in order to advance the ‘employee experience’ and have an impact on business. This 6-months blended learning journey immerses participants with the latest insights and leading practices in HR Leadership which will drive business impact.

- **LOCATION**: Segovia and Breukelen
- **FORMAT**: Blended
- **DURATION**: 6 months
- **LANGUAGE**: English
- **INTAKE**: June 2021

**INTERNATIONAL MASTERCLASS LEARNING & DEVELOPMENT LEADERSHIP**
The defining attributes of the 21st century economy and the fourth industrial revolution are innovation, technology, globalization and rapid pace of change. This 6-months blended learning journey immerses participants with the latest insights and leading practices in L&D Leadership which will drive business impact.

- **LOCATION**: Segovia and Breukelen
- **FORMAT**: Blended
- **DURATION**: 6 months
- **LANGUAGE**: English
- **INTAKE**: July 2020

**EXECUTIVE MASTER IN POSITIVE LEADERSHIP, STRATEGY & TRANSFORMATION**
In the face of epic levels of change and an imperative to innovate, implementing positive leadership approaches in the way you lead will enhance your team’s happiness, wellbeing, and productivity—enabling your company to thrive in an increasingly competitive market landscape.

- **LOCATION**: Madrid
- **FORMAT**: Part-time
- **DURATION**: 1 Year
- **LANGUAGE**: English
- **START DATE**: July 2020

**MASTER IN TALENT DEVELOPMENT & HUMAN RESOURCES**
The workplace needs to be re-invented to regain high employee engagement, and success as a virtuous cycle. This requires a new leadership paradigm, which is why this cutting-edge program uses new HR and talent development skills and technologies to design people-strategies that are strategically aligned with business objectives.

- **LOCATION**: Madrid
- **FORMAT**: Full-time
- **DURATION**: 10 months
- **LANGUAGE**: English
- **START DATE**: October 2021
At IE, we are proud to be continuously reinventing higher education by advancing our pedagogy, updating programs at the speed of business, using the latest education technologies and leveraging world-class research insights. With professional and academic expertise across a wide range of fields, our team of faculty bring their unique perspectives and insights to spur innovation in the field of learning and leadership development. Our goal is to advance the capabilities of L&D professionals so that they can support their organizations and people to perform at their best. Each faculty member plays an important role in a variety of areas such as research, program design, publications, and teaching.
IE Exponential Learning focuses on providing tools for lifelong learners and professional growth at every stage of one’s career, helping self-motivated individuals to build the skills necessary to adapt and improve performance in an ever-evolving global landscape.

It offers a wide range of learning paths: Bootcamps, High Impact Online Programs, Executive Education programs and IE’s Global Senior Fellow Initiative.

Headspring is a joint venture between the Financial Times and IE Business School established in 2015. Founded on the principle that executive development needs to be collaborative, relevant and measurable, Headspring’s purpose is to design a new and more relevant approach to executive development that would be fit for the challenges and business environment of the 21st century.

Headspring combines the business acumen, academic rigor and innovative approach of the IE Business School with the perspectives and skills of the most influential Financial Times journalists.
If you're interested in collaborating with us, please contact us!

IE Center for Corporate Learning Innovation

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