



# O FUTURO DA FORMAÇÃO AVANÇADA NAS ORGANIZAÇÕES

1 de julho de 2015



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## Formação Avançada - Políticas e Metodologias

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## Contexto

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## Formação avançada

O conceito de “formação avançada” resulta de uma evolução interdependente em três vertentes principais:

Pessoas >> Empresas >> Tecnologias



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## Contexto

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## Uma decisão política

Antecipar elementos essenciais de competitividade face à diminuição drástica dos ‘tempos de semi-vida’ do conhecimento e à evolução dos meios tecnológicos e digitais disponíveis

**Formação ao longo da Vida:**

**Ir de encontro às expectativas dos trabalhadores**

**Ir de encontro às necessidades laborais da empresa**

**Criar condições de desenvolvimento**



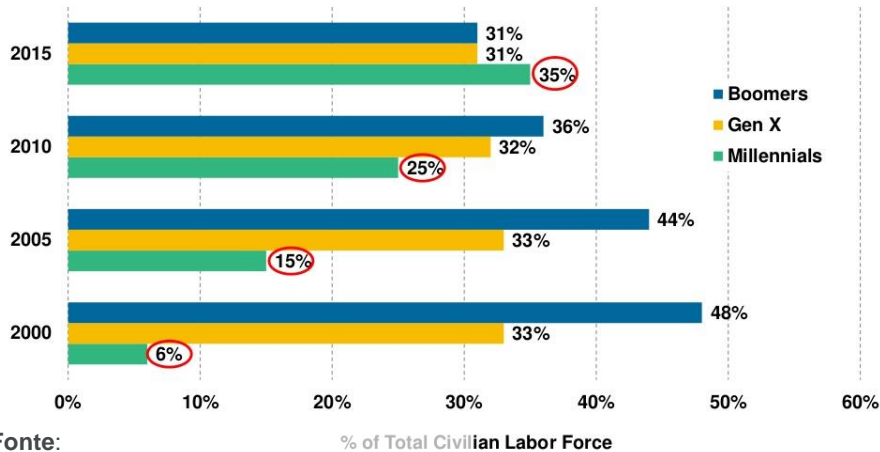
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## As pessoas: A “geração do milênio” tornou-se majoritária no mercado de trabalho em 2015

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### Civilian Labor Force by Generation, USA, 2000 – 2015



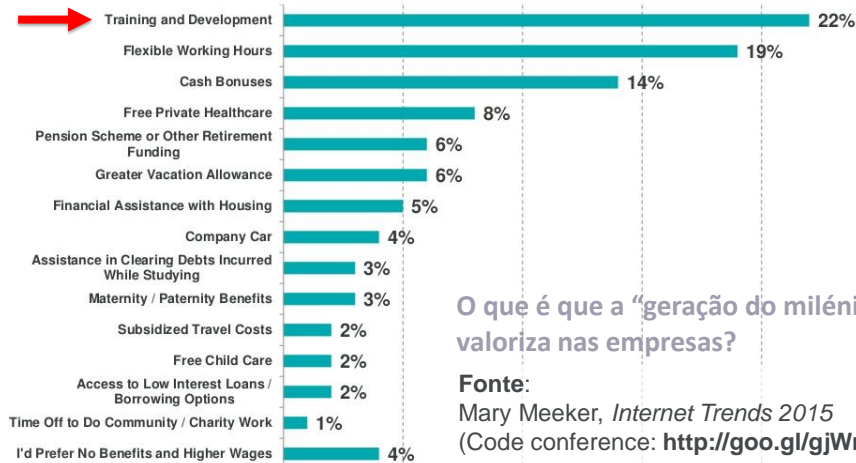
Fonte:

Mary Meeker (KPCB), *Internet Trends 2015*  
 (Code conference: <http://goo.gl/gjWrTG>)



## Millennials' Most Valued Work Benefits = 1) Training & Development 2) Flexible Hours 3) Cash Bonuses

### Which Three Benefits Would You Most Value From an Employer? % Ranking Each 1st Place, Global



O que é que a “geração do milênio” valoriza nas empresas?

Fonte:

Mary Meeker, *Internet Trends 2015*  
 (Code conference: <http://goo.gl/gjWrTG>)



Source: "Millennials at Work: Reshaping the Workplace," by PWC, 2011, Global.  
 Survey of 4,364 graduates across 75 countries. All respondents were aged 31 or under and had graduated between 2006 and 2011.  
 Millennials defined as those born between 1980 and 2000. In 2015, they are ages 15-35.

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## Pessoas &gt;&gt; Empresas

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## (défice de oportunidades de formação)



Only 6 per cent of respondents [companies] rate themselves excellent at providing mobile learning, only 6 per cent rate themselves excellent at incorporating MOOCs into their learning and development programs, and only 5 per cent rate themselves excellent at using advanced media such as video, audio, and simulations.



## Fonte:

Deloitte, *Global Human Capital Trends 2015: Leading in the new world of work*  
(<http://goo.gl/TqFBSH>)

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## Pessoas &gt;&gt; Empresas

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## (mal preparadas para os desafios da formação)



## Fonte:

Deloitte, *Global Human Capital Trends 2015: Leading in the new world of work* (<http://goo.gl/TqFBSH>)

This year's [2015] third most important challenge was the need to **transform and accelerate corporate learning**, up from No. 8 in 2014. The percentage of companies rating learning and development as very important tripled since last year. But even as the importance of this issue rose, the readiness to address it went down. **Only 40 per cent of respondents rated their organizations as "ready" or "very ready" in learning and development in 2015**, compared to 75 per cent in 2014.



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## Pessoas &gt;&gt; Empresas – Gap between Importance and Readiness | 9

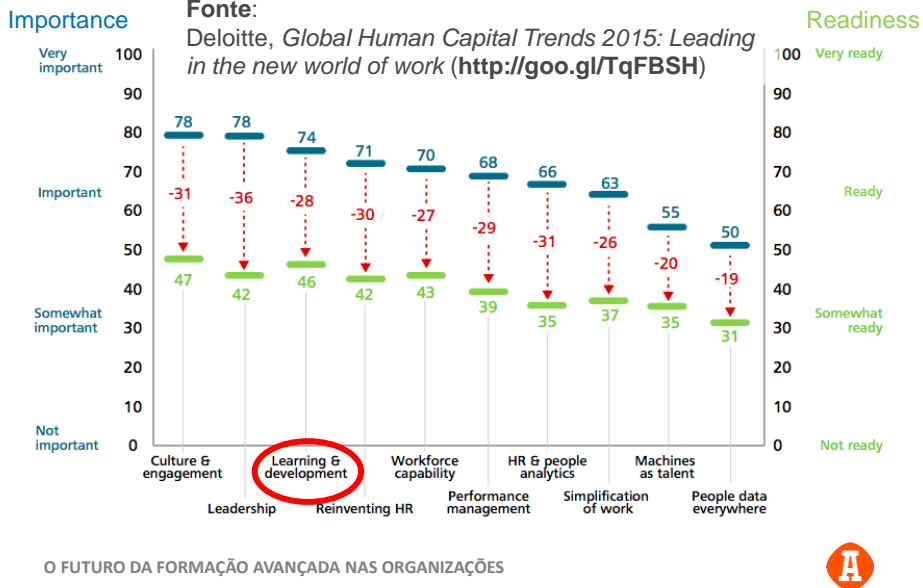


Figure 5. Importance of challenges in different industries

Trends	Global	Consumer business	Energy & resources	Financial services	Life sciences & health care	Manufacturing	Professional services	Public sector	Technology, media, & telecommunications
Culture & engagement	78	81	76	81	79	75	78	75	77
Leadership	78	80	79	81	78	77	77	78	77
Learning & development	74	74	73	74	71	70	76	77	75
Reinventing HR	71	74	71	72	73	70	69	72	71
Workforce capability	70	69	72	70	74	68	72	68	73
Performance management	68	70	66	69	67	66	69	67	71
HR & people analytics	66	66	66	69	65	64	67	64	67
Simplification of work	63	64	60	64	63	62	64	64	63
Machines as talent	55	53	50	50	50	48	50	48	52
People data everywhere	50	49	49	50	50	48	50	48	52

**Fonte:**  
Deloitte, *Global Human Capital Trends 2015: Leading in the new world of work* (<http://goo.gl/TqFBSH>)

No. 1 No. 2 No. 3 No. 4 No. 5

Note: Figures represent the importance index score for each challenge calculated on a 0–100 scale, as described in endnote 1. Rankings are based on actual scores when decimals are taken into consideration. Differences may not be statistically significant.

**Fonte:**

Deloitte, *Global Human Capital Trends 2015: Leading in the new world of work* (<http://goo.gl/TqFBSH>)



Companies see an urgent need to build skills and capabilities and **are now focused on transforming their learning organizations and strategies.**

Companies that transform their learning and development organizations are not only able to accelerate skills development, **but also can dramatically improve employee engagement and retention** — one of the biggest challenges cited by this year's respondents.

**Fonte:**

Deloitte, *Global Human Capital Trends 2015: Leading in the new world of work* (<http://goo.gl/TqFBSH>)



The last three years have witnessed an explosion of new learning offerings, including **MOOCs** (more than 400 universities now offer free or low-cost courses), **digital learning tools, video offerings, and new cloud-based training systems.**

These new learning platforms are easy to use, provide access to internal and external content, and **use analytics to recommend content** in a manner similar to Netflix and Amazon.





In 2015, a world of content is exploding to help. MOOCs (there are dozens of them) and content marketplaces (such as Udacity, Udemy, NovoEd, Lynda.com, and Open Sesame) are unleashing an enormous new world of online content. This year, you should take the time to familiarize yourself with all of these options and make sure you are leveraging them in your total training solution.

**Fonte:**

Josh Bersin, *Bold HR: Leading in the new world of work*  
(IMPACT 2015: <http://goo.gl/S1wZuQ>)



SAP, Saba, Skillsoft, Cornerstone OnDemand, Wiley CrossKnowledge, ADP, and IBM have all invested in new Learning Management Software (LMS) interfaces that make learning easier and provide Netflix-like “recommendations” for learning. **In 2015, you should reevaluate your learning platform;** make sure you have a plan to deliver a “digital learning experience” that lets people rapidly find the content they need, helps them to find experts, and advises them on the formal training appropriate to their roles.

**Fonte:**

Josh Bersin, *Bold HR: Leading in the new world of work*  
(IMPACT 2015: <http://goo.gl/S1wZuQ>)



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Josh Bersin, *Bold HR: Leading in the new world of work* (IMPACT 2015: <http://goo.gl/S1wZuQ>)



Learning Management Software providers are starting to deliver Big Data analytics to **provide learning recommendations and smart learning paths for employees.**

**Mobile learning tools will likely evolve into learning “apps”**

which look more like on-the-job performance support; learning embedded in work will start to become common.



Mobile, on-demand

Scalable and collaborative

Flexible, easy to use

Cost effective

Rich, multimedia experience

Skill-based, practical and engaging



Promote employee engagement

Enable anyone, anywhere to create content

Allow training to be tailored to organizations

Enhance relevance of learning content

**Fonte:**

Dennis Yang & Dan Chou, *Revolutionizing Corporate Workplace Training with MOOCs*, 2014 (<http://goo.gl/lmq19a>)







The measurement of learning will likely continue to be a topic of discussion, but more of **the tools developed for “learning analytics” will likely go away and be replaced by a more integrated focus on “talent analytics”** (...); we also see an explosion of **interest in accreditation**—both from content providers and third parties; startups, like Degreed, for example, are making a business of accrediting people across all their learning experiences.

**Fonte:**

Josh Bersin, Predictions for 2015: Redesigning the Organization for A Rapidly Changing World (<http://goo.gl/hH6pSt>)



As companies begin the transformation process, **Chief Learning Officers are taking on critical business roles**. With a background in employee development, change, and leadership, the CLO of today wears many hats: chief capability officer, chief leadership officer, chief talent officer, and even chief culture officer.

In times like these the CLO plays a critical role. **Elevate this position to attract experienced learning, technology, and HR leaders.**

**Fonte:**

Deloitte, *Global Human Capital Trends 2015: Leading in the new world of work* (<http://goo.gl/TqFBSH>)





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## Pessoas &gt;&gt; Empresas &gt;&gt; Tecnologias

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Category	Major Players	Primary "Customer"
Academic MOOC platform providers	Coursera, Khan Academy, Udacity, edX	Students and universities
Traditional and new corporate courseware providers	lynda.com, SkillSoft, Udemy	Corporate training departments and professionals
Educational service providers	2Tor, Deltak, Embanet/Pearson, Udacity	Universities
Platform providers	Blackboard, Udemy, Udacity, Moodle, Desire2Learn, and hundreds of LMS companies	Universities and corporate, and other training providers
For-profit education providers	Apollo Group, Capella University	Students and government
Nonprofit universities	MIT, Stanford, UC-Berkeley, Western Governors University, Southern New Hampshire University, IvyTech, and many others	Students and government

## Fonte:

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Josh Bersin, *The Impact of the MOOC Market on Corporate Training*, 2013 (<https://goo.gl/0714s5>)


## 5 MOOCs in Corporate Training

Currently **8%** of companies use MOOCs, while another **7%** consider to experiment with MOOCs. It is predicted that in the following two years this percentage will rise to **28%**.<sup>(4)</sup> Examples:

- More than 350 companies cooperate with Coursera and Udacity to identify the best students that would probably make the best possible candidates for relevant jobs.<sup>(8)</sup>
- Google has already enrolled 80,000 of its employees in Udacity's HTML5 course.<sup>(8)</sup>

**Fonte:**  
*Top eLearning Stats and Facts For 2015*  
<http://goo.gl/Ili6Ub>






## 6 Online Corporate Training

The online corporate market is expected to grow by **13%** per year up to 2017.


Today, **77%** of USA companies offer online corporate training to improve the professional development of their employees.<sup>(9)</sup>



## 8 Corporate Training Delivery Methods


According to the 2014 Training Industry Report, a survey including US- based small, medium and large corporations, the training delivery methods for 2014 were as follows:<sup>(6)</sup>

**Fonte:** *Top eLearning Stats and Facts For 2015*  
<http://goo.gl/Ili6Ub>




47%

of training hours were delivered by **instructor led classroom** only setting- **increased by 3%** as compared to previous year.




29.1%

of training hours were delivered with **blended learning** methods- **increased by 0.8** as compared to previous year.




28.5%

of training hours were delivered via **online or computer based technologies** (no- instructor)- **increased by 2.6%** as compared to previous year.




15%

of training hours were delivered via **virtual classroom/webcast only** (instructor from remote location)- **decreased by 1%** as compared to previous year.



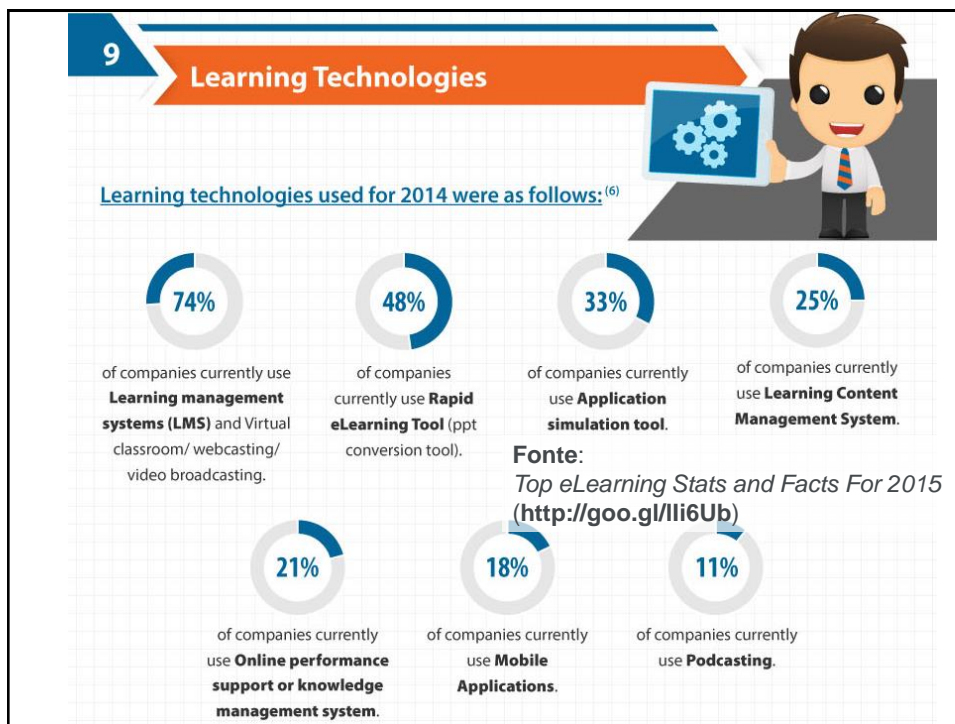
4.2%

of training hours were delivered via **social learning**- **increased by 0.9%** as compared to previous year.



1.4%

of training hours were delivered via **mobile devices**- **decreased by 0.5** as compared to previous year.



## Epílogo

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## Formação avançada ao longo da vida

Antecipar o futuro – ousar a mudança  
Ser competitivo, ser mais forte, progredir,  
crescer ou simplesmente... sobreviver...

