



Tenneo

Learning Platforms

# LINKING LEARNING WITH PERFORMANCE

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THE NEXT BIG THING AFTER LXP

# Chapter 01

## Shifting to a Continuous Learning mindset: Why is the world worried about Performance?

One of the most effective ways of dealing with change is learning. Since change is a constant, so must be learning. The rapidly evolving work environment calls for reinforcing a culture that helps employees continuously advance their knowledge, skills, and expertise. This would help them stay relevant and up to date with the emerging practices and technologies. Continuous learning is what will enable continuous improvement.

Ever given much thought to how valuable employees' skills would remain over time? The half-life of professional skills was once 10 to 15 years, and now it is just five! Well, this means that any new skill acquired, over a period of five years, becomes half as relevant as it was when acquired.

To stay professionally relevant and competitive, the rate at which the employees must learn new skills is increasing rapidly. Therefore, they would seek employers who offer an environment conducive to consistent learning and enhancement of their skills. As per research, **94% of employees** would stay at a company longer if it invested in their learning and development.

### Why must organizations adopt a mindset of Continuous Learning?

Continuous learning allows organizations to maintain higher levels of employee knowledge through consistent reinforcement. Without continual learning, changes aren't adopted, and innovations don't happen. If organizations want to outperform the rest, they must embed a culture of continuous learning into everything they do.



A culture of continuous learning thrives on an organization's open-mindedness, persistent yearning for knowledge and the learnings that take place within the work environment. A common thread that binds all of these is the employees' inherent urge to constantly 'work in progress' and acquire knowledge to expand their skillset and seek potential development.

Continuous learning may also be called 'compound' learning as the yields may appear to be slow initially, but they are compounded over time, because skills enhance skills and knowledge helps gain more knowledge. It enhances workforce performance by helping make sound decisions and deliver better products, services, and experiences.

Organizations with a culture of continuous learning see:



As mentioned above, performance is precisely what learning is about. It is the ultimate measure of whether learning is helping the business. Learning cannot be finite. Rather than a mere tick-the-box task, continuous learning is the goal itself.



## Why is Performance a concern?

Learning does enhance workforce performance but not all learning leads to improved performance. It is important to understand:

What is being learned?

Is it in line with the employees' performance goals?

The time it takes for employees to learn & be able to perform.

This is a huge concern for the organizations. Brandon Hall Group's Learning and Performance Study found that lesser than one-third of organizations feel that their talent development objectives are strongly tied to learning objectives. So, to enhance workforce performance, it is important to have a mechanism that tracks performance. Employees must understand what is required of them so that they can fill in the performance gaps and become better at what they do. A research by Brandon Hall Group shows that the link between learning and performance improves performance **95% of the time**.

When learning and performance are linked, all the employees are pulled together in the same direction and to the best of their individual capacities. As Henry Ford says, "Coming together is a beginning; keeping together is progress; working together is success."

# Chapter **02**

## Connecting Learning to real-world outcomes: What really impacts Employee Performance?

It is vital to coordinate the talents of the employees and point them towards a certain objective. These objectives are not commands; they are commitments. They do not determine the future; they are the means to mobilize the energy and resources of the business for the making of the future.

Before organizations begin to effectively manage employee performance issues, they must examine the workplace environment and identify the factors that may be hindering their employees from being able to perform to the best of their capabilities.

Employee performance is directly linked to a variety of workplace factors. If any of those is amiss, it impacts their attitude, efficiency, and productivity.



Regular job challenges can be overcome by identifying and taking care of the key pain areas:

## Skills and Knowledge

One of the most significant factors that helps employees become successful at their job is whether they are skilled or knowledgeable enough.

If employees are assigned tasks without being imparted adequate training, they will make mistakes which may only increase, if not addressed in a timely manner. And the employees would begin to feel frustrated and incompetent. This would cost the organization time, money, and productivity.

Having a proper training strategy in place is the answer! A continuous training culture that supports employees throughout their lifecycle with the organization is what helps them evolve and improve upon their skills. Well-trained employees are confident and adept in undertaking their responsibilities, thereby yielding positive results for themselves as well as for the organization.

## Workplace Environment

A challenged workplace environment impacts and disrupts employee performance.

An employee's experience may worsen due to:

<b>Lack of appreciation at workplace</b>	<b>Incompetent management</b>	<b>Insufficient resources</b>
69% of employees would work harder if they felt their efforts were better appreciated.	76% of the Gen Z workforce believes that learning is the key to a successful career.	75% of global organizations envision an increase in their use of technologically productive tools to save time & money.

## Motivation

Motivation is the primary force that drives employee performance. It emulsifies the ability and willingness to work with a goal-directed approach and behaviour, thereby promoting workplace performance.

According to [Gallup's State of the Workplace Report](#), 85% of the employees are not engaged at work. Organizations must help employees arrive at a positive level of engagement.

Getting the most out of their employees starts with understanding that as an employer, it is the responsibility of the organizations to ensure their employees must be nurtured for success.

# Chapter 03

## How to identify Performance Roadblocks that hurt your company's Bottom Line?

Successful management is more about motivating people to work at their full potential. Situations will be challenging, no matter what. But identifying them and empowering employees to face them head-on is what makes the journey more interesting, fulfilling, and meaningful!

Employee performance is directly related to business performance and success. Effective performance management is therefore critical for organizations to improve their bottom line and productivity.



It is important to understand the root causes to be able to identify, handle and even prevent these performance roadblocks in a more timely and efficient manner:



### Irrelevant job description

Organizations must clearly define an employee's role within a team and the larger organization, discuss expectations and ensure clarity around how performance is to be measured.



### Competencies & Skill gaps

Skill gaps must be brought to the notice of the employees and addressed proactively. Managers may suggest more relevant trainings and conduct better supervision. Coaches and mentors may also be assigned.



### Quality feedback

Often managers share feedback in a run-off manner, like mentioning, "Needs improvement", etc. Clear and concise feedback must be given at the right time and across a broad spectrum of performance metrics. This would help employees understand what needs to be done to remove their performance roadblocks.



### Regular appraisal or performance activities

Real-time feedback in the form of frequent appraisals and regular check-ins that happen during the flow of work is most effective. It is not advisable to wait for annual or bi-annual appraisal cycles to discuss performance roadblocks.



### Objective assessment

Implementing systems like 360-degree appraisal, on-the-job-assessment, peer reviews, and specific behaviour-based appraisals help identify and address employee performance issues with more focus on objective assessment.



### Proper plan to address poor performance

Organizations must implement a robust performance support system. This may include counselling, recommendations for additional training, refresher courses, continuous skill improvement plans, etc.

If issues that undermine employee performance are ignored, organizations may also lose talented and experienced employees to the competition.



# Chapter 04

## How do current training plans work and what are the common challenges?

The goal of training is performance. Organizations need to develop new skills, embrace new technology and uncover new approaches to ensure they develop a workforce that can deliver on its imperatives.

A well-integrated employee training program is a scaffold that helps organizations grow and remain competitive. It must help the organization remain at the top of its game while being flexible enough to cater to the unique learning requirements with evolving times.



Conducting an efficient training and performance plan is always a herculean task because a lot must be taken into consideration from training preparation to learners' performance. Following are the challenges that typical training strategies encounter:

## 01 Time consuming

From authoring the courses to deciding what to include in the instructional design & how to present it, creating an employee training plan is quite tedious. Information must be condensed into relevant & up to date courses that serve job roles.

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## 02 Using advanced training tools

For managers who may not have enough experience of using advanced online tools for creating learning contents, this is a huge challenge as it defeats the purpose of creating trainings faster.

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## 03 Standardization of training content

It is difficult to ensure consistency and brand recall when the content is required to be created again and again. Besides, it is also hard to ensure uniform teaching styles and delivery methods when a training is delivered by external trainers.

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## 04 Learning styles and preferences

Developing trainings for a geographically dispersed workforce with varied learning styles and language preferences becomes a challenge. Requirements of millennials and the older generation also differ. While the former may be more comfortable with advanced eLearning or microlearning techniques, the latter would prefer in-depth classroom training modules.

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## 05 Engaging the learners

Learners must be able to find the content relevant throughout and stay engaged with the different modes of delivery. Organizations must incorporate interactive elements like audio-visuals, mobile-based learning, etc. that ward off monotony.

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## 06 Information overload

If information is dumped all at once, it will lead to an overload, and the employees will end up not learning anything. This calls for companies to share bite-sized information, etc. that aids knowledge absorption and retention.

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The challenges arise due to the ever-evolving requirements of the learning ecosystem and the solutions must also be invented keeping in mind the elements of the same ecosystem. This ideology would bring in the strategies that aid consistency, flexibility and innovation, and facilitate a holistic development of all training plans.

# Chapter 05

## Reasons why all learning initiatives should be linked to performance behaviors and business objectives

Previously, management used to ask questions like, "How many employees attended the course?", "How did they like the course?", "What did they learn?" Now, with more of a bottom-line approach, they enquire, "Are they using what they learned?", "What business results were improved?", "What is our ROI for the training?" The answers to these new questions can be found by evaluating the trainings that organizations provide and how they have helped achieve the desired business outcomes.

Learning enables desired performance behaviors. The success of any organization depends on the employees' performance, and learning has the power to boost both performance and productivity.

Aligning training initiatives with organizational goals helps employees improve their performance exactly where they need. If there are gaps in training, it will affect employee performance and vice versa.



## Here are some benefits of linking learning with performance:

# 01

### Reduced training cost and time

When learning initiatives are developed to meet specific goals, they prove to be very cost-effective. They incorporate contents that focus on areas which need improvement. This way, employees don't spend time studying irrelevant material and companies also save money by not serving up content that the employees already know or may not need for a specific role.

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# 02

### Bridge skill gaps and enhance productivity

Linking learning initiatives with performance helps build the missing skills that may keep employees from performing to their full potential. These may be found out through surveys, assessments, etc. and bridged by creating personalized modules. It relinquishes the time lapse between training and performing the actual job, and the employees become competent much faster.

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# 03

### Boost employee confidence

When employees master a skill to perform an assigned task, it raises their confidence and motivates them to work even harder. Hence, making learning a part of an employee's workflow expands their capabilities, thereby creating a positive mindset and yielding higher productivity.

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# 04

### Align career paths

Companies need to nurture the skills that drive performance behaviours and productivity by providing continuous learning opportunities. Aligning learning with the employees' requirements not only helps organizations advance their short-term goals but also the career paths of their employees.

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# 05

### Improve profitability and customer satisfaction

When employees are equipped with the right skills, they deliver excellent services and enhance customer satisfaction. Happy customers love to promote the company to their acquaintances which, in turn, enhances business competitiveness.

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Organizations that see performance as a critical outcome of their work enjoy the benefits of reduced time to competence, increased productivity and improved organizational revenue.

# Chapter 06

## The role of Advanced Tech: Proven strategies to link Performance and Learning

Organizations are pursuing the digital way to run a more performance-driven workforce. The key concept lies in translating the organization's mission and vision into a set of targets that drive learning towards the goal of improving work performance.

Many organizations are adopting different learning technologies to connect the dots between performance and learning. They use performance metrics to align organization's goals and drive individual learning initiatives.



# Here are some proven strategies to link learning and performance:



## Integration of performance apps with learning apps

Integrating performance apps with learning apps is the first step in aligning performance and learning. It provides a clear pathway to success whilst enhancing engagement.



## Two way transfer of performance & learning data to impact each other

Seamlessly integrating performance and learning data helps understand the learning requirements of the organization and how the two can enhance each other.



## Associating the learning content with performance areas

A learning content is effective when it is relevant and contextual to a learner's performance. If learners know how the learning will benefit them, they will be self-motivated to learn and perform. It implies there would be no more boring sessions and lessons.



## Push contextual learning as and when performance drops

It is integral to provide relevant learning opportunities just in time of need and not wait for the yearly or half-yearly appraisal cycles. Pointing learning at the right moment is what helps employees have a better understanding of their shortcomings and what they must do to quickly address them.



## Measure the impact of learning on performance

Measuring learning impact helps us understand that the efforts made towards employee development are yielding positive results and not just increasing costs. It also helps:

- Understand the effectiveness of the learning program
- Point out learning gaps
- Allocate coaches or mentors for higher learning



## Evaluate learning effectiveness

It is important to identify which programs are contributing towards the growth and development of the employees and which are not. Once identified, the efforts can be channelized to make successful programs better while poor performing programs may be dropped.

Like any other business insights, learning impact measurements are a crucial element of employees' performance and learning reports. It is important to have metrics in place that can help assess the company's learning impact.

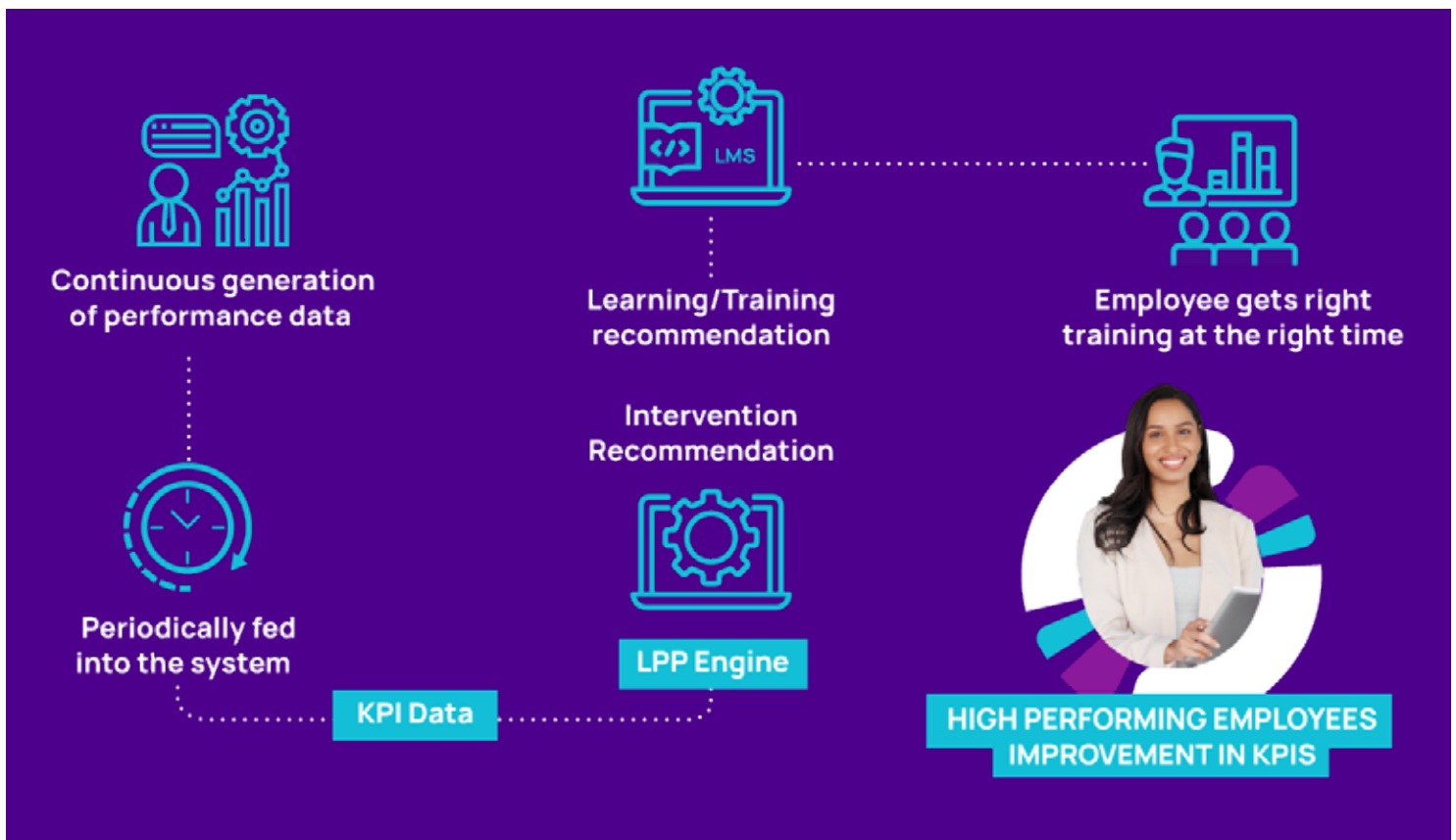
# Chapter 07

## Which eLearning tool is the best? Tips to choose the right fit for your Learning & Performance Ecosystem

### Introduction to LPP

Learning Performance Platform, popularly known as LPP is the next generation category of technology platforms that integrates learning products and performance tools.

It uses modern technologies like Machine Learning and AI.



# Why LPP is the Right Tool?

Tenneo's Learning Performance Platform (LPP) helps you analyze the performance gaps of your workforce and deliver learning as an intervention to fill those gaps, thereby enhancing individual efficiency.



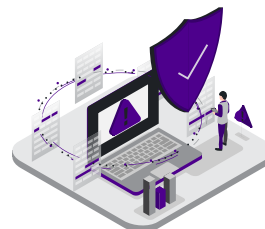
## Drilled Down

Identifies specific needs up to sub-topic level so that they can be addressed



## Targeted

Identifies the employees whose performance shows that they require training



## Just in Time

It is only triggered exactly when a need is detected



## Analytics

- See performance impact of rules & actions, and improve them
- Curation Tool to develop future training interventions & content

Courtsey : Tenneo

LMS | LPP



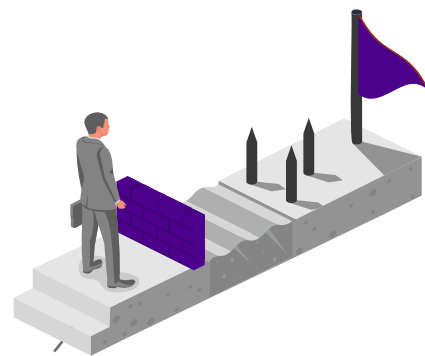
# Chapter 08

## Success stories for linking Learning and Performance with the right tech solution

Tenneo provided an LMS to a large Petroleum conglomerate for training Petrol Pump owners and attendants based on KPI indicators coming from 9 integrated platforms.

These were the challenges that had to be addressed:

- » There was no mechanism to train and track the scattered workforce
- » There was no centralized reporting mechanism
- » There was no mechanism to link need-based training on the basis of critical KRAs/KPIs like customer handling, waste management, etc.



Tenneo team provided these solutions:

- » Automated trigger of trainings based on the KPI scores
- » Integration with 9 critical Business Applications
- » Centralized reporting mechanism
- » Swift communication through notifications & reminders

It significantly impacted the performance:

- » Increased Productivity by 10%
- » Increased Adoption and enhanced Brand Image





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