



REPORT:

2022 HR/L&D Trends Survey

Learning and Development
in a Hybrid World

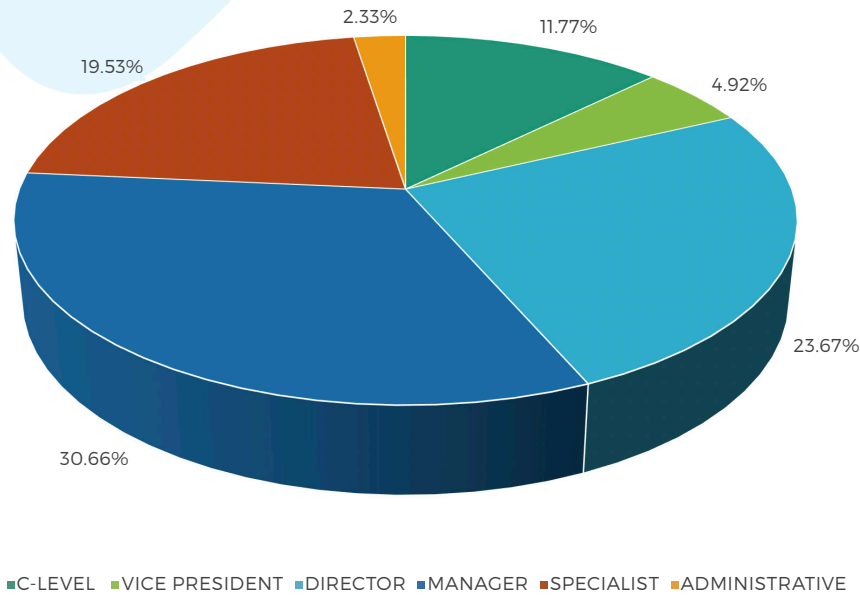
Blanchard's Annual Survey Assessing L&D Trends

Over 800 leadership, learning, and talent development professionals participated in The Ken Blanchard Companies® 2022 HR/L&D Trends Survey.

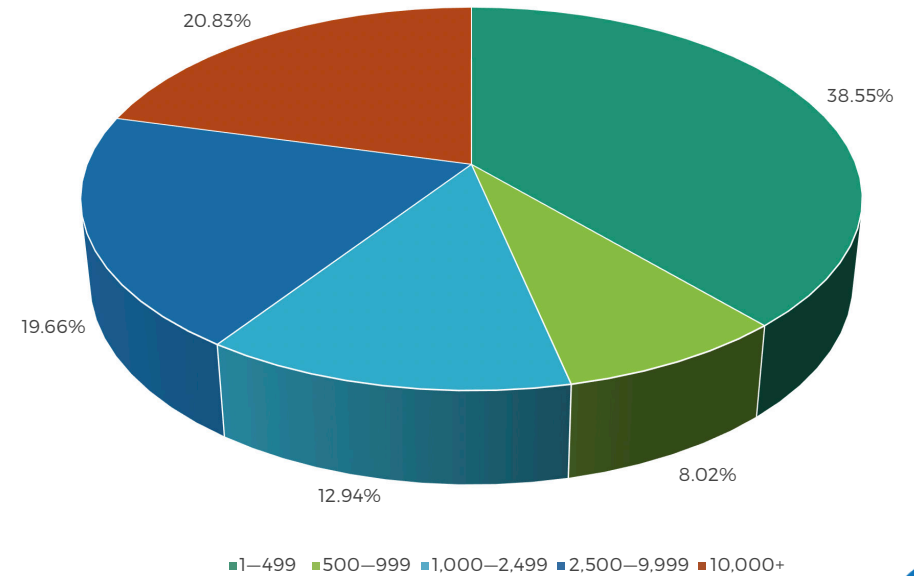


Participants represented all levels within the leadership, learning, and talent development function from organizations of all sizes.

What is your level in the organization?



What is the total number of employees in your organization?



Survey respondents identified the biggest challenge their teams were facing in designing learning solutions for a hybrid work environment.

More than 800 open-text comments were reviewed. **Three main themes were identified.**



THEME 1

People are overloaded, tired, and “too busy to learn”

Respondents indicated that the hybrid work environment was having a negative impact on perceptions of wellbeing with burned out leaders struggling to manage hybrid teams effectively.

Survey participants described their workforce as under resourced and exhausted, focused only on getting their jobs done with little interest or energy to participate in training.

As one respondent described, “People seem busier than ever and it’s hard to catch their attention for development in the virtual environment.”

Others identified that, “Employees seem less engaged in the current virtual learning environment. Active participation during classes and overall attendance is down. People say they will just watch them later.”



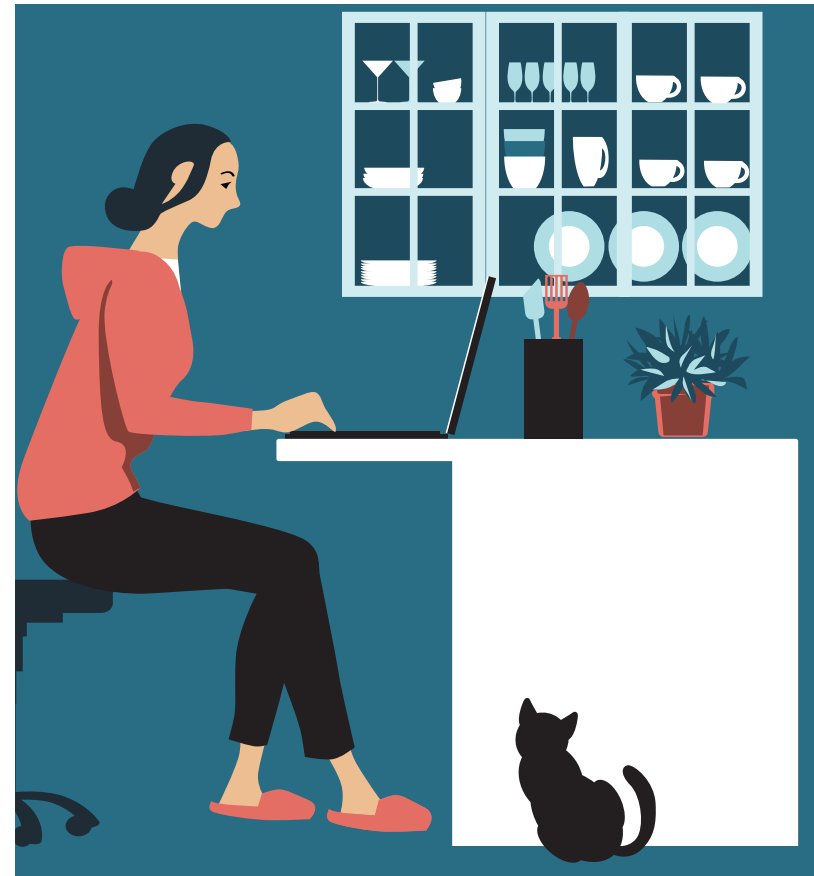
THEME 2

Level of connection is dropping

Respondents identified that maintaining connection and a sense of being a team have been problematic. Interpersonal connection and cohesion are dropping, leading to reduced trust and collaboration.

Weak relationships due to working remotely have reduced engagement overall with negative impacts on morale and retention. Virtual networking and teambuilding, though well-intentioned, still never comes close to the real thing.

The hybrid environment continues to be seen as a barrier to seeing others, and talking, engaging and exchanging feelings with them.



THEME 3

L&D stretched and dissatisfied with converted offerings

Fifty-three percent of respondents expressed dissatisfaction with the effectiveness of their digital and virtual designs.

As one respondent described it, “We need to make online training more engaging, so learners don’t just click through it.”

Other survey participants described feelings of being overwhelmed and anxious, crippling L&D’s ability to stay focused on the learning that is most needed, and how best to apply it.

As one respondent shared, “Too many business priorities, not enough L&D resources to accommodate.”





53% believe their virtual and digital offerings are less effective than their face-to-face versions*

***Even higher than 51% who expressed a similar dissatisfaction a year earlier**

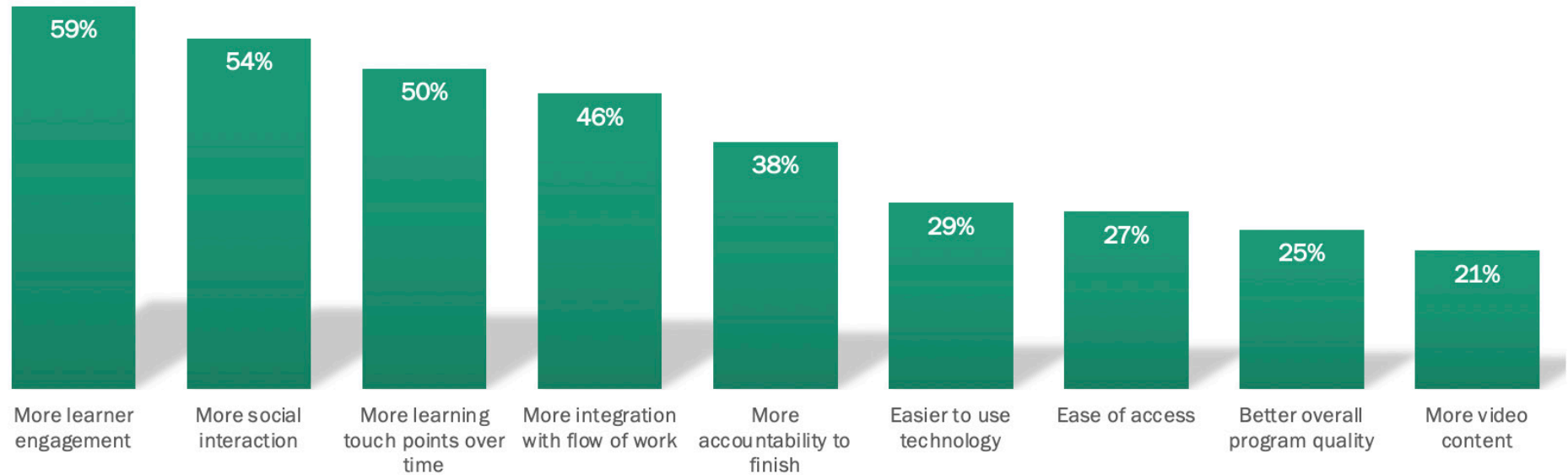
A Look Ahead...

The Blanchard 2022 Trends Survey also featured a series of structured questions to take a deeper look into the ways L&D professionals were planning to improve their learning designs.



What would make your digital/virtual designs better?

Improvements needed to virtual and digital designs



If you could improve one thing about the L&D initiatives in your organization, what would it be?



L&D's most-wanted list

34% Higher-quality learning experience

17% More L&D resources

17% More digitally competent learners and trainers



**What would you spend your
time and money on if given
more L&D resources?**

47% would convert their workshops into learning journeys

39% would focus more on reinforcing learning and holding learners accountable



Current vs. **best ways** to encourage learners to use new behaviors.

Respondents were asked which of eleven popular practices they were currently using and which they considered most impactful.

The top four in each category:

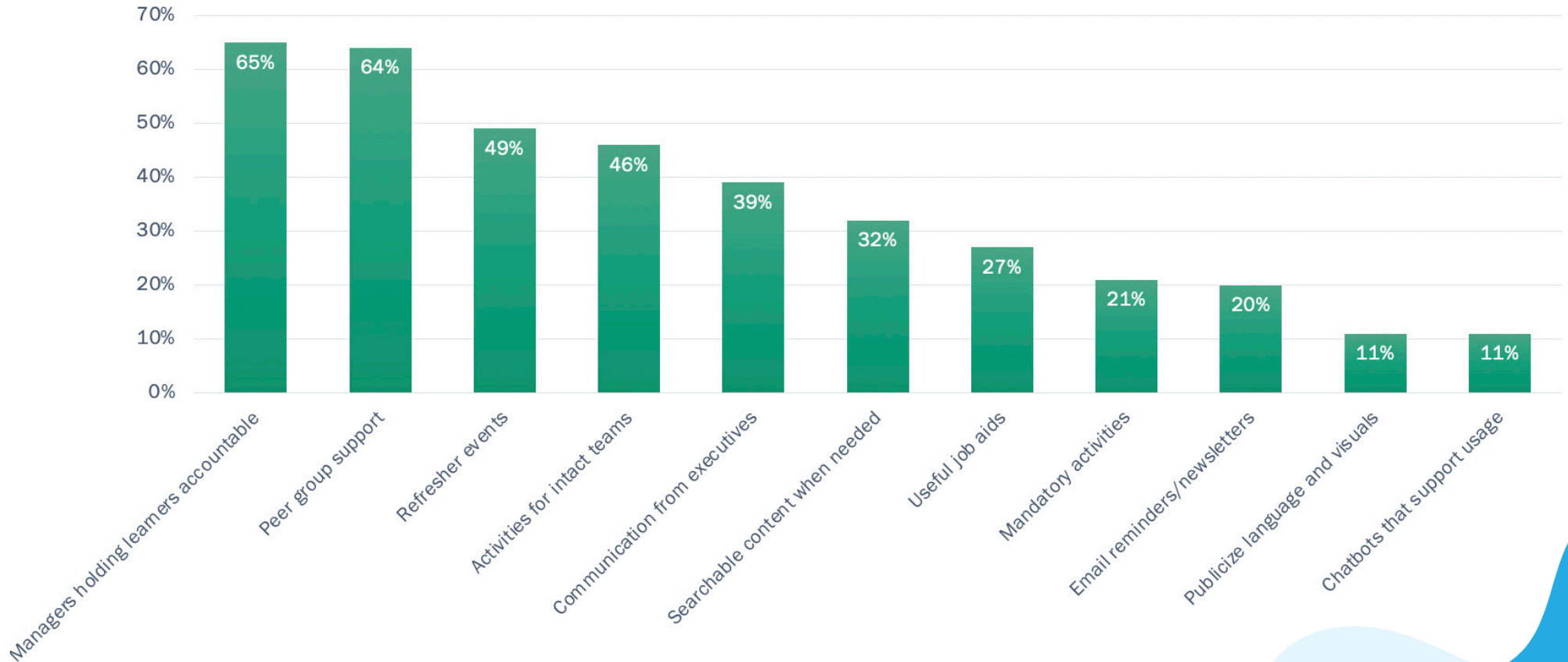
Current practices

1. Email reminders/newsletters
2. Managers holding learners accountable
3. Peer group support
4. Communication from executives

BEST practices

1. Managers holding learners accountable
2. Peer group support
3. Refresher events
4. Activities for intact teams

The most used **current** practice, **Email Reminders**, was rated in the bottom third when it came to perceived **impact**.



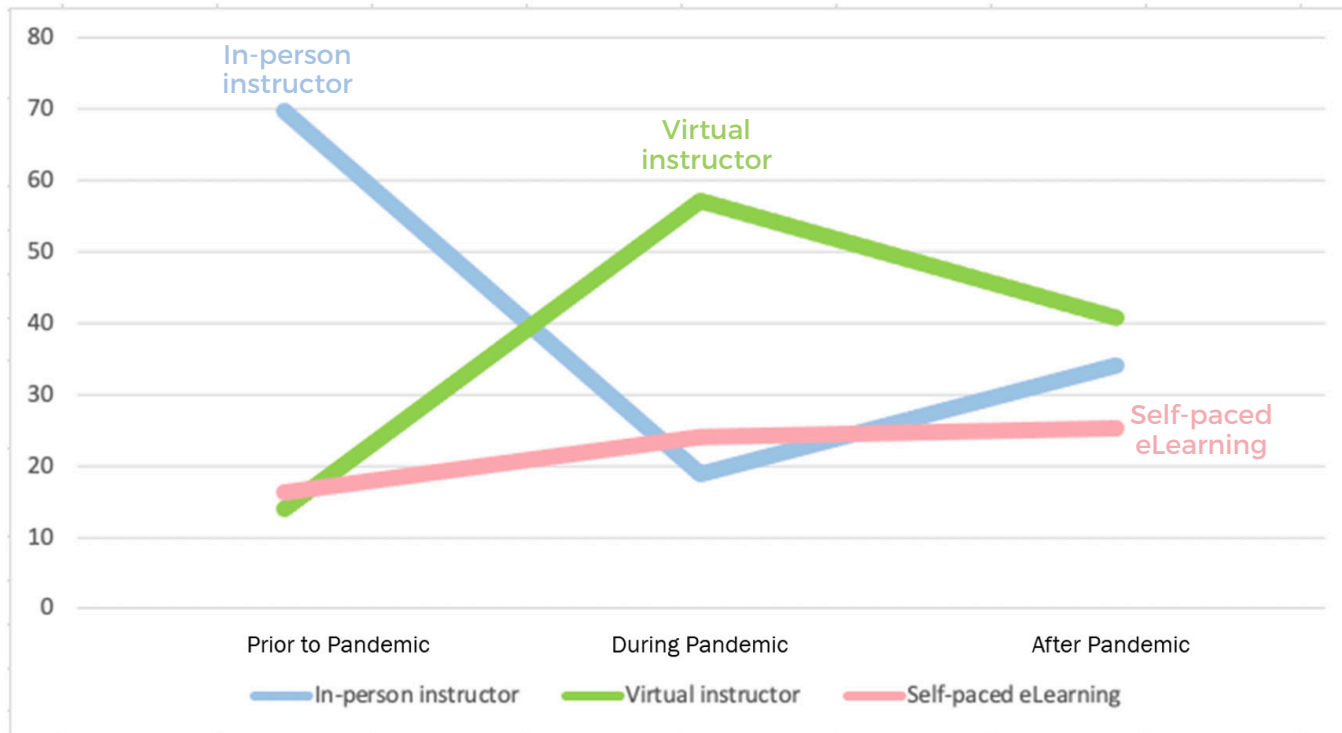
Preferred Learning Modalities

When asked about preferred learning modalities post-COVID, respondents identified coaching, virtual instructor-led training, and self-directed online learning as top delivery methods.

Survey participants were then asked specifically about their use of in-person instructor-led training, virtual instructor-led training, and self-paced eLearning before COVID, during COVID, and expectations post-COVID.



Prevalence of three primary modalities



In-person instructor-led training dropped from a 70% delivery rate pre-COVID to a low of 19% during COVID and was expected to bounce back to **34% post-COVID**.

Virtual instructor-led training increased from 14% pre-COVID to a high of 57% during COVID and was expected to settle at **40% post-COVID**.

Self-paced eLearning increased from 16% pre-COVID to 24% during COVID and was expected to remain stable at **25% post-COVID**.

Which issues will you address with training in 2022?

Finally, respondents were asked which leadership development topics they will address in 2022.

Top three focus areas:

Coaching, Leading Teams,
and Change Management



Most important training topics for 2022



- **Coaching**
- **Leading teams**
- **Change management**
- Communications
- Emotional intelligence
- Agility/adaptability
- Leading virtually
- Team building
- Diversity, equity & inclusion
- Trust building

New Learning Designs for a New Learning Environment

The upcoming year will bring new challenges and new requirements for building engaging, learner-centered experiences that help drive performance.

For more information on the 2022 Trends Survey and the ways The Ken Blanchard Companies is helping organizations meet these challenges, visit www.kenblanchard.com.

For specific information on how to bring effective learning designs into your company, use our [Get Started](#) form or contact us by using the information below.

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