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# **Hybrid Learning Revolution** 2022

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## Introduction

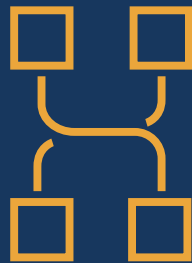
Prior to the pandemic, organizations had already been struggling with managing a mix of in-person and virtual classroom learning programs. Now, more than two years later, the landscape has only grown more complex — and the traditional approach to in-person and virtual instructor-led training hasn't been up to the task. With a significant portion of the workforce working remotely, organizations must get into a hybrid mindset when it comes to learning programs.

Despite the pandemic's impact, there is still a heavy reliance on in-person, instructor-led training.

In the first part of 2022, nearly half of companies still say **more than 50%** of their learning is ILT

# 84%

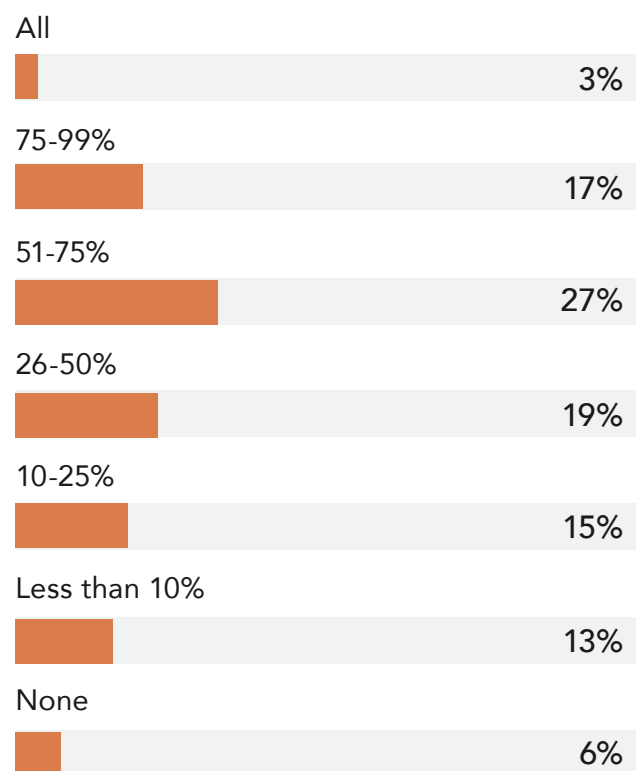
More than 8 in 10 organizations plan to work in a hybrid model



Source: Brandon Hall Group, How Are You Adapting to Hybrid Work?

The upheaval caused by the pandemic has only served to accelerate the digital transformation that was already underway in most organizations. This effect has also been acutely felt in Learning & Development (L&D) teams. Not only has L&D had to adjust to new workforce realities, but it must also drive the reskilling and upskilling of the workforce to meet new demands.

### What percentage of your learning is ILT?



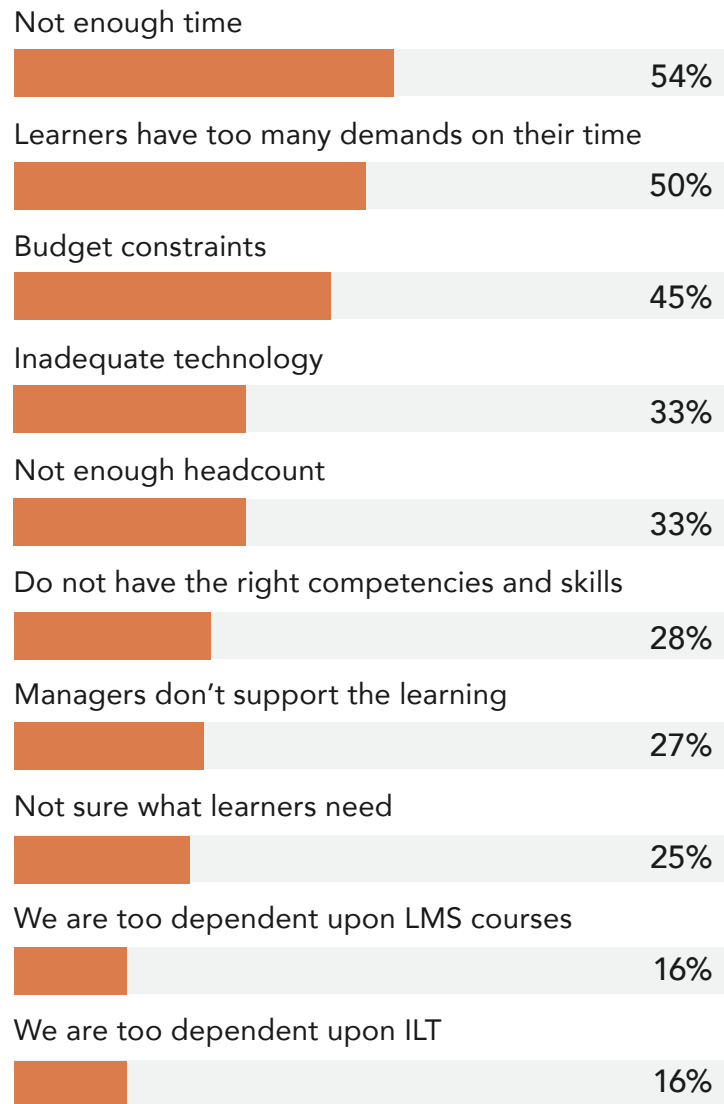
Source: Brandon Hall Group, Learning for the Hybrid Workforce

The growing complexity in delivering learning in the hybrid work environment presents geographical challenges companies may have not previously faced. Remote workers may not necessarily be keeping the same schedules as those on-site, meaning organizations may be dealing with synchronicity issues for the first time. Rethinking instructor-led and synchronous training are critical success factors for optimizing learning.

For many organizations, the L&D skills, processes, and technologies that have been in place for years may not be suitable to meet these new and changing demands.



## Which of the following are challenges to your learning organization when it comes to delivering highly engaging learning in a hybrid work environment?



Source: Brandon Hall Group, Learning for the Hybrid Workforce

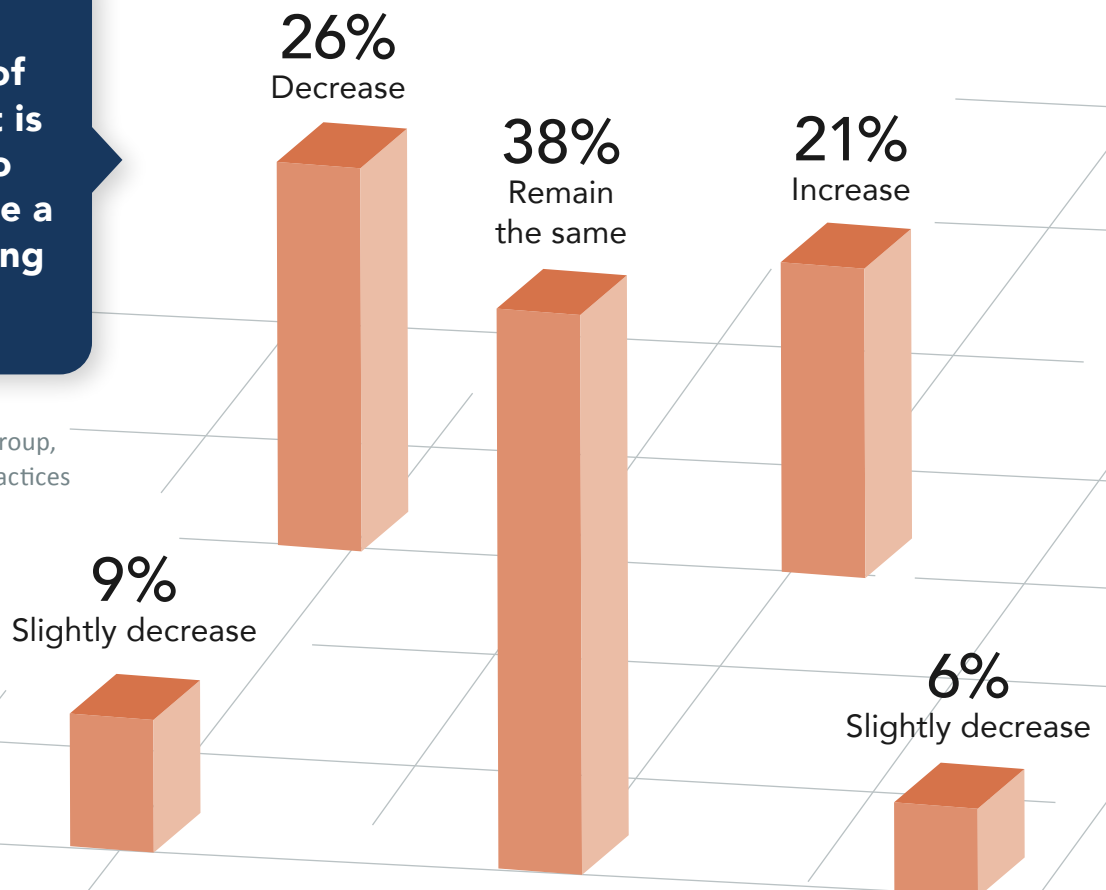
Technology has to be part of the solution. Brandon Hall Group's study, COVID-19: Impact on Workplace Practices found that 42% of companies plan to make some sort of learning technology change as a direct result of the pandemic.



At the same time, we see that in-person instructor led training (ILT) has not disappeared and has made a bit of a comeback since the onset of the pandemic. Moving on from early 2022, 38% of companies plan to keep their levels of ILT the same, and 27% are looking to increase ILT.

How will the percentage of learning that is ILT change to accommodate a hybrid learning audience?

Source: Brandon Hall Group, Impact on Workplace Practices



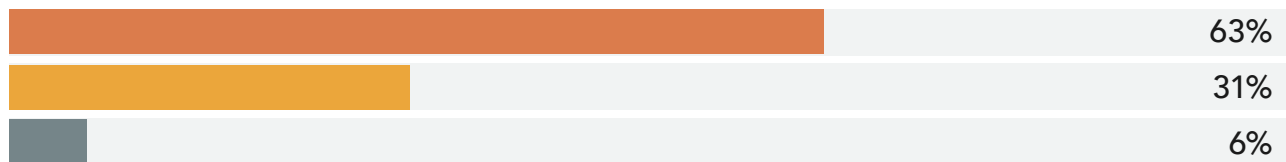
# VILT will be the centerpiece of the Learning Experience

A big part of that technology solution for learning will revolve around virtual instructor-led classrooms. Moving forward from the pandemic, nearly two-thirds of organizations say they will leverage virtual instructor-led training (VILT) either consistently or frequently. Compare that to just 33% saying the same for in-person ILT. Just three years ago, ILT was the number one modality for learning by a wide margin. However, in clear recognition of the implications of a workforce consisting of both on-site and remote workers, 44% of companies plan to use a hybrid learning model to train both groups synchronously.

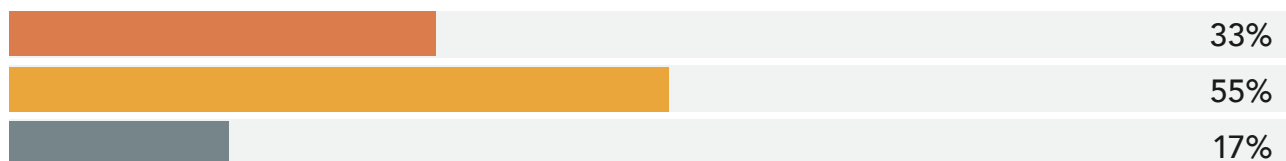
## How frequently you will use the following learning modalities as your organization moves forward from the COVID-19 pandemic?

- Consistently/frequently
- Occasionally
- Never/rarely

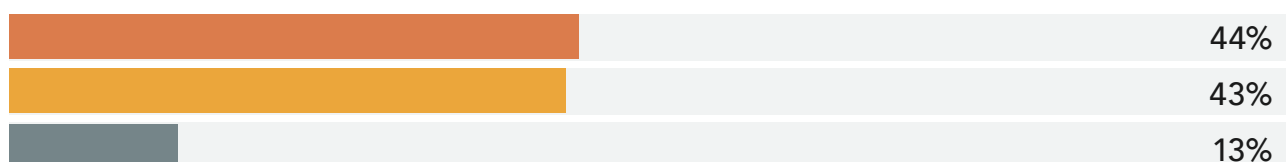
### Hybrid learning (synchronous training of face-to-face and remote learners)



### Live, instructor-led training (ILT)



### Virtual instructor-led training (VILT)



Source: Brandon Hall Group, Learning for the Hybrid Workforce

The biggest problem L&D teams faced in the early days of the pandemic was that they could not effectively move their in-person training sessions to virtual platforms. The two approaches were simply too disparate.

In-person training requires a lot of manual tracking, scheduling, and reporting. Additionally, in-person sessions are typically designed in multi-hour chunks over the course of two or three days. Virtual sessions, on the other hand, are typically shorter in duration and spread out over much longer periods of time. Trying to combine the two approaches is very tricky and requires the right approach and the right technologies.

## Hybrid Training is Adding Complexity

### ILT

#### is managed manually

##### Session Scheduling

- > Time consuming
- > Siloes and errors

##### Resource Management

- > Rooms, equipment
- > Trainers' skills, availability, time zones
- > Instructor collaboration

##### Cost Tracking

- > Resources
- > Travel, etc.

##### Reporting

- > Disparate systems

### HYBRID ILT+VILT

- > MORE complex sessions
- > MORE resources
- > MORE systems to connect
- > MORE hybrid workforce
- > MORE upskilling & reskilling
- > MORE investment

### VILT

#### creates complexity

##### Session Scheduling

- > Now split into multiple, non-consecutive days over a longer period of time

##### Resource Management

- > Virtual classrooms
- Producers

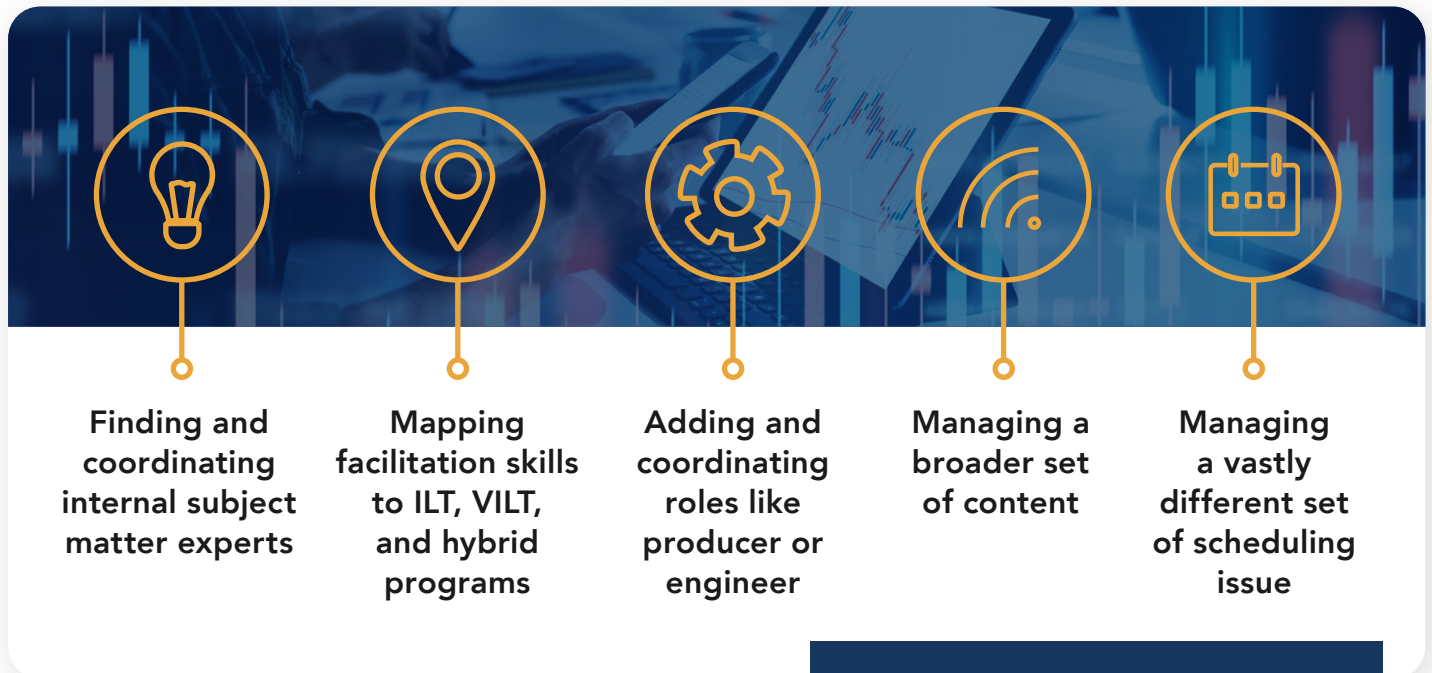
##### Cost Tracking

- > Resources

##### Reporting

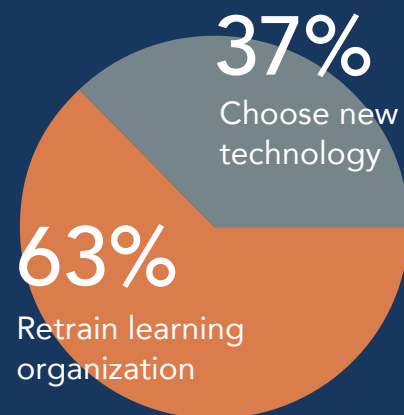
- > Systems

Essentially, training synchronously in a hybrid environment requires more of just about everything. More trainers and facilitators, more technology, and more skill sets (producers/technology support, etc.). To properly manage a hybrid learning environment, L&D teams must ensure they have processes and tools to help them find and coordinate a wider array of resources and needs. Some key areas where the right technology can help optimize and simplify include:



It is more critical than ever that L&D teams take steps to optimize their processes. Budgets have been stagnant or in decline since the pandemic, yet the learning environment has grown more complex and critical to the success of the business. By leveraging the right technology, not only can L&D create better learning experiences for both on-site and remote workers, but they can also make sure they are getting the most out of the L&D budget. Capturing and leveraging the right data makes it easier to optimize the scheduling of programs and the use of resources. But it cannot be solved by technology alone. Nearly two-thirds of organizations say that, in this new learning environment, it is more important to grow the skills of the L&D team before choosing new technologies.

**Which of the following will be the most important step to successfully develop and deliver highly engaging learning in a hybrid work environment?**






Source: Brandon Hall Group, Learning for the Hybrid Workforce



Large Global Technology Company

Case Study

Training a Hybrid Workforce with Hybrid ILT + vILT

   SITUATION	   CHALLENGES	   SOLUTION
<p><b>TRAINING AUDIENCE</b></p> <ul style="list-style-type: none"> <li>&gt; Employees</li> <li>&gt; Customers &amp; Partners</li> </ul> <p><b>DELIVERY</b></p> <ul style="list-style-type: none"> <li>&gt; Pre-Pandemic: 25-30%</li> <li>&gt; Hybrid ILT + vILT</li> <li>&gt; Post-Pandemic: Expect to be 70-80% Hybrid ILT + vILT</li> </ul> <p><b>LEARNING TECH ECOSYSTEM</b></p> <ul style="list-style-type: none"> <li>&gt; Learner Facing: LXP + LMS</li> <li>&gt; Bespoke ILT System</li> </ul> <p>Serving a hybrid workforce for 20+ years, the organization needed a unified connected training management system to reduce manual workload, better manage instructors and SMEs and collaborate globally—supporting the challenges of their hybrid training operations</p>	<p><b>SCHEDULING &amp; RESOURCE MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>&gt; Manual scheduling and operations management</li> <li>&gt; Needed all resources and equipment scheduled to be in the right place at the right time</li> <li>&gt; Lack of visibility and data on resource utilization globally</li> </ul> <p><b>INSTRUCTOR ASSIGNMENT &amp; COLLABORATION</b></p> <ul style="list-style-type: none"> <li>&gt; Needed to quickly find and assign the best available instructors based on location, language, and expertise</li> <li>&gt; Needed global instructor utilization data</li> </ul> <p><b>COST TRACKING &amp; REPORTING</b></p> <p>Difficulty tracking and allocating all training costs in disparate systems and spreadsheets</p> <p><b>LEARNING TECH ECOSYSTEM</b></p> <p>Disconnected systems used to manage hybrid ILT + vILT training was time consuming and error prone</p>	<ul style="list-style-type: none"> <li>&gt; Hybrid training sessions and resources can now be scheduled as one single consolidated event, reducing planning time and errors</li> <li>&gt; Increase in resource and instructor utilization rates with detailed data capture</li> <li>&gt; Scheduling team can now quickly and efficiently find trainers by skills, language, geo and other critical data</li> <li>&gt; Global visibility and streamlined communications with Instructors &amp; SMEs through the Instructor Collaboration Portal</li> <li>&gt; Real-time access to KPIs, budget monitoring, and cost tracking</li> <li>&gt; Fully integrated and unified learning ecosystem: LMS + LXP + TMS</li> </ul> <p>Source: Training Orchestra</p>

## Key Considerations for Hybrid Learning



### Use what works

The early days of the pandemic put organizations through their paces when it came to rethinking in-person learning. Many alternatives were tried, some with less-than-stellar results. It is critical to focus on the learning elements that resonated with learners and delivered expected results and replace the elements that did not resonate. Instructors, designers, and administrators got a good look at their strengths and weaknesses in the pandemic environment. The post-pandemic learning experience should leverage those strengths while avoiding or mitigating the weaknesses.



### Keep remote and on-site employees learning together

One of the biggest challenges with the immediate shift to remote work is that many employees felt disengaged and disconnected. Using learning tools and technologies to keep people connecting, communicating, and collaborating will become critical to keeping remote staff from feeling isolated. Learning experiences can go a long way toward driving community and culture, even when people are not in the same place.



### Don't waste in-person experiences

Before the pandemic, in-person ILT was essentially a catch-all for learning. Now that in-person time is scarce, organizations should only use it in scenarios where they can make the most of people being together. It would be a waste of time and energy to get people in a room simply to tell them the information they need. Instead, they should absorb the information ahead of time and spend in-person time collaborating and sharing, all while starting on the same page. Find out from learners what they missed most about learning in-person and start there.



## Consider reallocating any in-person learning budget

Given that many companies will have a hybrid workforce moving forward, some of the L&D budget not spent during the pandemic may be allocated elsewhere due to reduced travel and accommodations costs. Not that people have been connecting and communicating virtually for some time now, it doesn't make sense to spend a lot of the budget on travel and accommodations — at least not as frequently. This can free up resources for tools and technologies that are better suited to serve the hybrid workforce.



## Build or acquire new skills within L&D to meet learner demands

L&D has been challenged to upskill and reskill the workforce in the dynamic wake of the pandemic. It only makes sense that the L&D function will need to do its own upskilling and reskilling. Taking stock of what the future learning ecosystem should look like, then running a skills gap analysis, learning leaders can start to identify places where they need to move, promote or hire people within the L&D organization. Skill-building, next-gen content, analyzing data and better business acumen will continue to become increasingly critical.



## Authors and Contributors



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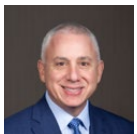
**Stephen Pineau** ([sp@training-orchestra.com](mailto:sp@training-orchestra.com)) is CEO at Training Orchestra. On a mission to help organizations “train more with less” by applying technology to optimize their Instructor-Led and Virtual Instructor-Led Training (ILT/vILT) operations, Stephan Pineau, CEO, leads Training Orchestra’s growth in North America and Europe. Stephan began his career in finance and consulting where he saw firsthand the need for a TRMS – a training resource management system to automate and optimize ILT and vILT training operations. He is a recognized expert in the field, having served as a member of the French Senate’s elearning commission and regularly speaking on themes such as learning technology, human resources, and innovation.



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**Rachel Cooke** ([rachel.cooke@brandonhall.com](mailto:rachel.cooke@brandonhall.com)) is Brandon Hall Group’s Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company’s project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15 years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.



**Michael Rochelle** ([michael.rochelle@brandonhall.com](mailto:michael.rochelle@brandonhall.com)) contributed to this report. He is Chief Strategy Officer and Principal HCM Analyst at Brandon Hall Group. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years’ experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



**Richard Pachter** ([richard.pachter@brandonhall.com](mailto:richard.pachter@brandonhall.com)) edited this report. He is the Content Manager at Brandon Hall Group and is responsible for editing all types of content related to research. He has experience as a journalist, copywriter, editor, marketer, blogger and social media marketing manager. He also served as the business books columnist for the *Miami Herald* for more than a decade.

# About Brandon Hall Group

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## About Training Orchestra

Training, Optimized! Training Orchestra helps 600+ organizations worldwide to automate and optimize their ILT, vILT, and Hybrid training operations, addressing the complexities often found in session scheduling, resource management, instructor collaboration, cost tracking, and reporting. As a complement to the LMS, LXP, and learning technologies, Training Orchestra's Training Management Software can replace all XLS spreadsheets and manual tasks, so L&D, Extended Enterprise, Training Companies, and Associations can "Train More with Less!"



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