

Javier Bajer

New learning strategies for a different workforce

Learning and training have been supporting the development of talent for many years. But how should our traditional approaches change in the light of the emerging workforces and novel ways of working?

We are moving from a typical “just in case” learning to a “just in time” approach, connecting talent with capabilities much closer to the moment where performance is needed.

In this issue of *Strategic HR Review* we are sharing some different perspectives with the intention of inspiring the work you are doing in your organisation. Most importantly, I believe learning needs to become less of a behavioural indoctrination and increasingly build the right sort of beliefs which, in turn, will drive the right behaviours.

In *Employee Training Strategies for Today's Workforce*, Rafael Solis draws on experience in the internet, wireless and security industries to identify shifts in learning technology, as it has moved from more traditional methods to a more social experience – and shows how companies can adapt to these changes.

In *Learning Strategies for a Changing Workforce*, Robin Hoyle homes in on generational differences in the workplace and how blanket learning strategies no longer work today.

In *New Training Strategies for a New Day*, Kevin Eikenberry argues that while technology might change, how we learn does not, and if companies want to be strategic about the training technologies they use, they need to look for the underlying principles of learning upon which they are built.

And in *Learning and the Digital Workplace: What? So What? Now What?* Melissa Noonan, Gina Ann Richter, Larry Durham and Eric Pierce look at what's driving change for learning organizations and professionals, including the information explosion, flattening organizations, mobile and virtual workforces and generational mixes – and the implications of these factors on learning development.

It is my hope that we continue to challenge the status quo together. The world of work has moved on, but unfortunately too many organisations continue to deliver “boxed” pieces of training, often downloaded remotely from an increasingly endless catalogue of content. The paradox can be seen when we interact with employees who have ticked all the right training boxes but cannot connect with a customer. If anything, learning is more crucial than ever before, but we need to do some serious re-thinking if we are to make a difference.

Warmly,

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