



15 TIPS FOR SUCCESS

Develop Your Team's Skills In The "New" World of Work

In recent years, the digitalization of businesses has proceeded rapidly. We are now in the middle of a transformation of both working methods, processes and competencies. To create successful teams as a manager, you need to define what skills are needed and find the right employees. But it is equally important to develop the skills of your existing team members.

Navigate in the "new" world of work

In the so-called "new world of work" - where everything breathes agile, flexible, digital and hybrid-focused - skills development can be a great challenge. Maybe you know what skills are needed, but not how to help your employees get there? The fact that some employees are on site while others work remotely, doesn't make it any easier.

Managers today need to think about both formal and informal learning to maximize their teams' development potential and results and good technology is needed to support both.

Formal and informal learning explained

Formal learning refers to concrete educational initiatives such as onboardings, leadership training, etc.

Informal learning is what happens in everyday life, in collaborations between colleagues, in discussions, conversations, meetings, workshops or at the coffee machine.

15 Tips Moving Forward

Here, we have compiled a checklist of 15 concrete tips you as a manager can use to analyze and adjust the skills development in your team today - all for more innovation and better results.

1 Ask the right questions

At Learnifier, we talk to hundreds of managers every month. When we ask them about their tips for creating good learning experiences, it is often emphasized to take the time to "ask the right questions".

- **Why** should it be done?
- **Who** is the target group?
- **How** does the target group wish to receive knowledge?
- **Where** do the participants take in knowledge best - physically, digitally or mixed?
- **What** is to be produced?



Example:

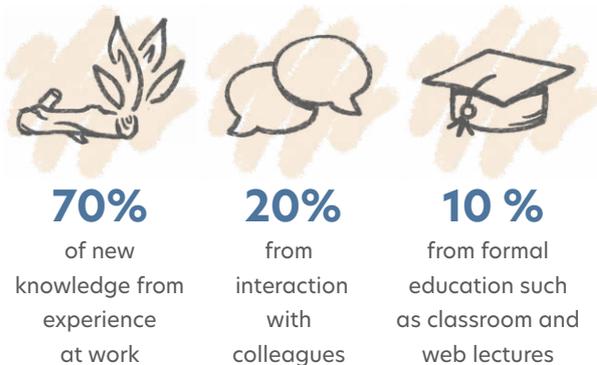
The restaurant chain **Pinchos** wanted the ability to onboard all new recruitments digitally so that they would succeed more quickly in their roles. The challenge was to find the best way to convey knowledge to a young target group where many were completely new to the industry. The result was Pinchoversity - a learning platform that largely consists of film clips with different scenarios that can arise in restaurants. Pinchos' employees can easily log in to the training with their mobile phone numbers, at any time and on any device.

► [Read Pinchos' story here](#)

2 Create forums for your employees to create, share and gain knowledge

70-20-10, created by Michael Lombardo and Robert Eichinger, is a well-known model for learning and development.

According to the 40-year model, the result of a comprehensive survey among managers, the most effective learning takes place accordingly:



Recent studies show that the distribution is rather 55/25/20. Proportions aside, the important thing is that we reflect on how we can best include these different types of learning when we design our educational efforts.

So, how do you maximize the learning that takes place outside the "classroom"?

Many companies and organizations work with tools such as Slack or Teams, which often works well for spontaneous knowledge sharing. However, the large amount of information that is shared, and that it is difficult to find what you are looking for, can be a challenge. It is also inevitable that there is uncertainty about what can and should be communicated - how, where, when, etc. Something that can hinder or impair learning.

3 questions you can ask when evaluating your communications channels:

- 1 How well are our forums working right now?
- 2 How do we best ensure that everyone who needs information can access it?
- 3 How do we minimize "gravel" in our feeds for those who do not need the information?

For more static information, such as processes and routines, it is best to gather them in a good place where your employees can easily and quickly access and perhaps even post information themselves. Here, a learning platform is a great strength.

In the company **Höganäs** HR provides various managers with admin privileges so that they can create courses themselves.

“So far, it is HR that has created the courses. But we talk a lot about this being the company’s tool. We already have users in the organization who are themselves admins and can create their own trainings and their own educational content. Then we help them.”

/ Fredrik Heidenholm
HR Director, Höganäs AB

3 Make skills development a priority and follow up with 1:1 or development talks

Many surveys show that regular 1-1 meetings lead to more prosperous and productive employees. If you want your employees to develop and learn new things, you as a manager need to show that it is a priority and that you see the progress they are making.

Behavioral research clearly shows that we are happy to continue to do what we are praised for. If you have learning as a focus point in your 1-1’s and / or development discussions, it can make a big difference.

4 Set a plan and help your employees maximize their learning

“If you fail to plan,
you plan to fail.”

Like all other projects, skills development needs clear goals and sub-goals. Otherwise, it risks ending up in the “when I get the time”-box.

The training company **Great Leaders** trains leaders around the world in both self-leadership and leadership.

Below is a structure they recommend using with your employees.

- What 1-3 concrete goals and / or results does the person want to achieve?
- How will it show that they have developed towards or achieved their results?
- Do they need anything from you as a manager?

5 Free up time for your employees’ continuous development

“I’ll be happy to learn this when I get the time ...”

Time is the big challenge today. And the truth is - we never get time (except when we change to winter time) but must actively carve it out and put it in the calendar.

As a manager, you can adopt a strategic leadership for learning by continuously tuning in on what the employees want to learn more about, and by giving them time to develop skills while they are at work.



6 Create psychological security & pave the way for good collaborations

The concept of psychological security was coined as early as the 1960s by Schein and Bennis, two researchers in organizational development, and means that you as an individual feel secure in expressing your thoughts, opinions and ideas.

Research shows that psychological security is crucial for team performance and learning.

Any challenges in this area therefore need to be addressed, as there is otherwise risk of damaging informal learning.

...



Below are a number of statements taken from a major survey by Amy Edmonson in 1999. They can be used to analyze your team's psychological safety.

What of the following can you and your team answer yes to? Are there any you would answer no to?

- If you make a mistake in this team, it is often held against you.
- Members of this team can address difficult issues.
- People in this team sometimes reject others because they are different.
- It's safe to take a risk on this team.
- It is difficult to ask other members of this team for help.
- No one in this team would knowingly act in a way that undermines efforts.
- By working with members of this team unique skills and talents are valued and utilized.

7 Make visible courses and trainings that are available at the company in a catalog

You can not learn what you do not know exists. Swedish retail chain **NetOnNet** has, for example, built up a course catalog in its learning platform, which is open to many so that employees who want to see what others are learning can take part of the content.

► [Read more about how NetOnNet work with competence development here](#)

8 Create space for small talk - physically or digitally

Lunch, coffee break or a quick meeting at the coffee machine - this is where ideas and relationships are created in the workplace! Do not underestimate the value of informal gatherings.

Do you lead a team digitally and / or on site?

See what happens when you put a scheduled daily physical or digital coffee in the calendar.

Do you have new employees coming in? Let them have 1:1 conversations with selected people in your organization as part of the onboarding. Opportunities are endless.

9 Create and strengthen the commitment in physical meetings and workshops

For the past two years, digital meetings have dominated, which has provided benefits. But remote meetings have also meant setbacks and some meeting behaviors that are not optimal.

Per Furumo, a Swedish rhetoric expert, suggests five things you can do as a team leader to create even better meetings. Whether everyone is remote, in the same room or there is a mix of both.

1 Secure the check-in

Make sure everyone gets the chance to do something or say something right from the start. In large groups, your participants may be able to chat, respond to polls or the like. Something that instantly triggers the commitment.

2 Ask questions

There is no better way to keep your brain alert. If you are the only one speaking, try asking rhetorical questions.

3 Have the camera ON and Unmute as a rule

Would you sit behind a curtain in real life?

We hope not ;)

The same goes for using Mute. With the camera on and unmute, your meetings become much more natural and promote spontaneity - important for learning.

4 You may be short on time - but don't rush

When you are calm, you can own any speaker situation.

5 Articulate more

Try emphasizing certain words when holding meetings. It makes a big difference to your listeners.

A few examples on power skills:

- **Communication & teamwork**
- **Leadership**
- **Personal development**
- **Productivity**

11 Learn from the pros - don't reinvent the wheel

If you want to create training for your team, get help from those who have done it many times before. Lean on HR or L&D if you are a team leader, or why not the head of department elsewhere? Then you can efficiently and quickly get an education on a roll.

Also there may be many in your network who can share knowledge and learnings.

12 Discover the power of video

Internal learning is fast today and the patience to plow through PDFs or lengthy articles isn't always there. Think about how you search online when you need knowledge about something there and then. If Google presented you with a series of results that only consisted of long statements, you would surely give up and "do it later", unless it was extremely urgent.

Here, as a manager, you can be a role model in finding more efficient ways to communicate knowledge. If you aren't used to making videos, there can be a bit of a threshold. But it's much easier than you might think.

A mobile phone and a tripod are usually enough. And we also strongly recommend good lighting and a pair of decent headphones or a "mosquito".

Planning what the video should contain and its overall purpose will also help.

Remember: A video doesn't have to be perfect, just as good as the purpose requires - just think of all the YouTube videos out there.

Do you still want a higher production quality that reflects your brand? Then it may be worthwhile to bring in expert production help.

You can also encourage your team to create videos. For example, employees can create tutorials by simply sharing the screen and talking.



10 Boost your employees' power skills

There has long been talk of "soft skills" and "hard skills" to distinguish role-specific knowledge such as marketing from more general knowledge like project management. Now, "soft skills" have begun to be replaced by "power skills", as the word soft suggests that these qualities are somehow a little less important - which is not the case at all! This concept was coined by Udeemy Business in connection to their [Workplace Learning Trends report 2022](#). However, studies and reports around the world have shown for a long time that these skills matter a great deal.

Power skills are incredibly important for your organization's learning. Because what happens in the event of lack of leadership or low productivity? Or if communication and teamwork don't work? Yes, learning is made more difficult and the results take a dive.

13 Use data to see what works

For your employees to learn in the best way, the skills development needs to be reviewed continuously. Keep in close contact with those responsible for training in your organization. How far have your employees come in the courses they are attending? Who has completed what? What did they think of the content? And so on. Without information - no development. Here, it is important to work with a training tool that can provide the right data for you. Being involved in your team's progress and development should be easy.

14 Invest time in personalization, integration and automation to free up time and create engagement

How do you create the most efficient learning in your team today? By devoting as little time as possible to manual administration and as much time as possible to creating, learning and sharing knowledge. Try to automate EVERYTHING that works and doesn't require you to send it in REAL TIME.

By automating distracting elements such as administration, mailings, reminders and surveys, you free up lots of time. All to be able to focus more on developing your organization or your team.

Tips on communication to automate:

- Welcome emails and invitations to courses
- Reminder emails about courses or modules that have not yet started
- Encouragement emails for completed modules/courses
- Completion emails at the end of the course.

15 Gather courses and information in the same platform

This point is very important for many reasons. When your team members must search in their inboxes, on drive or in Teams for "that important file", is when communication gets messy.

As a team leader, you obviously want to help your employees to easily access information, without it taking up too much of your or their time. ■

Which of the 15 things we've talked about do you have full control of today?

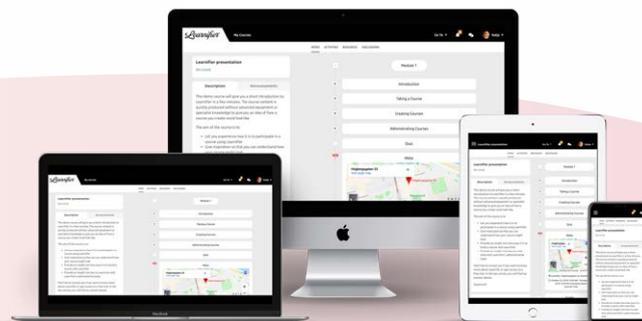
What can be improved in your organization?

Reflect for a moment and write down your answers.

We hope our guide has provided tips and inspiration that will make your team even more productive and innovative!



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