


How Learning Programs
Attract and Retain
Top Talent



What's in this guide?

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Attracting and retaining talent is a top priority

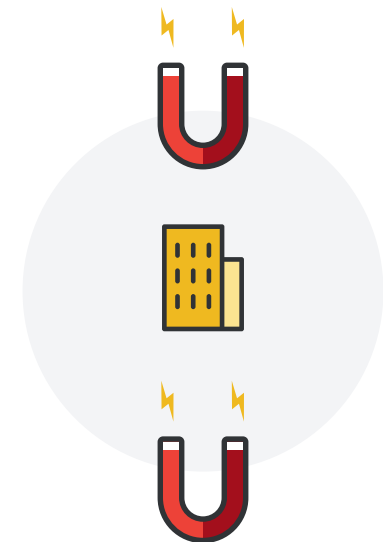
It's no secret that recruiting and retaining talent is critical to an organization's success. After all, an organization is only as strong as the collective talent of the people who work there.

So how do you recruit and retain great talent? Well, we studied that exact issue and found that the most common reason a person leaves an organization is the same as the most common reason someone joins an organization: career development, or lack thereof.

Because of this, a key part of recruiting and retaining great people is providing real learning opportunities to them, which facilitates their career growth.

59%

of employees joined companies for better career paths or more opportunity



45%

of employees who left companies cited concern over a lack of advancement opportunity

[Why & How People Change Jobs](#)



Attract

top talent with
learning programs

Competition for talent can be fierce.

Attract and hire the best candidates by showing how your company culture and learning programs connect employees to their deepest professional aspirations.

Give employees the opportunities they seek, accelerate their growth, and transform their careers.

Employees who don't believe they can achieve their career goals with a current employer are **12X more likely to consider leaving.**

With new employees, the number skyrockets to about **30X more likely.**



¹ SHRM

Showcasing your competitive advantages

To attract top talent, your organization needs to be a place where people advance their career. It needs to be a place where people are given opportunities to learn new skills and take on new challenges. And job candidates need to know about it.

1

Attract qualified applicants with compelling job descriptions.

A good job description does more than just explain an opening at your company. It highlights how a new hire will grow, learn, and make an impact. Get job seekers excited about how they can grow within your organization.



Want to learn more? Explore the LinkedIn guide:

[7 Tips for an Irresistible Job Description](#)

2

Share stories of career transformation on your LinkedIn company page.

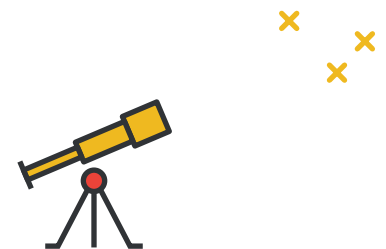
Ask current employees to describe how they've used learning to transform their careers at your organization. Discuss how they've moved into leadership roles and developed new skills for success.

Employees are the biggest stewards of your culture and your most valuable business resource. Collect and share testimonials that highlight your amazing company culture and outstanding leadership.

3

Emphasize that your organization is invested in learning and development.

Clearly state the mission and goals of your learning program. Use your careers webpage to celebrate the tools and technologies that help your employees grow.



Appealing to the No. 1 job-change motivation

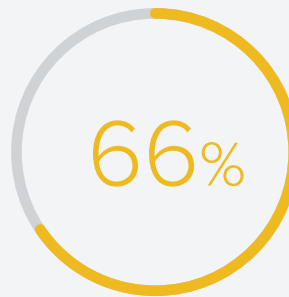
To understand why people change jobs, we surveyed more than 10,500 recent job changers globally. **Forty-five percent** said they left their old jobs over concerns about a lack of advancement opportunity.¹ These respondents sought new challenges.

¹ Why & How People Change Jobs, 2015

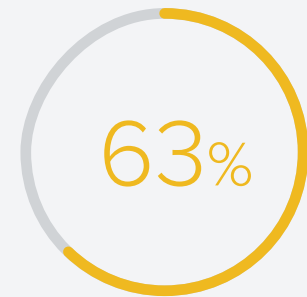
Winning over the next generation of leaders

Millennials are particularly eager to grow their careers. Be the place where they can accomplish that. Give them opportunities to grow skills and become the professional they want to be.

ATTRACTING MILLENNIAL TALENT



of millennials expect to leave a current job by the end of 2020.



of millennials believe their leadership skills are not being fully developed and that the opportunity to become a leader is an important driver when evaluating job opportunities.



Retain

top talent with
learning programs



Empowering employees with career growth opportunities and the ability to learn new skills in an inspiring company culture can keep them happy and engaged. Engaged employees help build your talent brand and are a great resource for attracting even more top talent to your organization.



¹ [Balancing Employer and Employee Priorities](#)

² [LinkedIn Data, 2015](#)

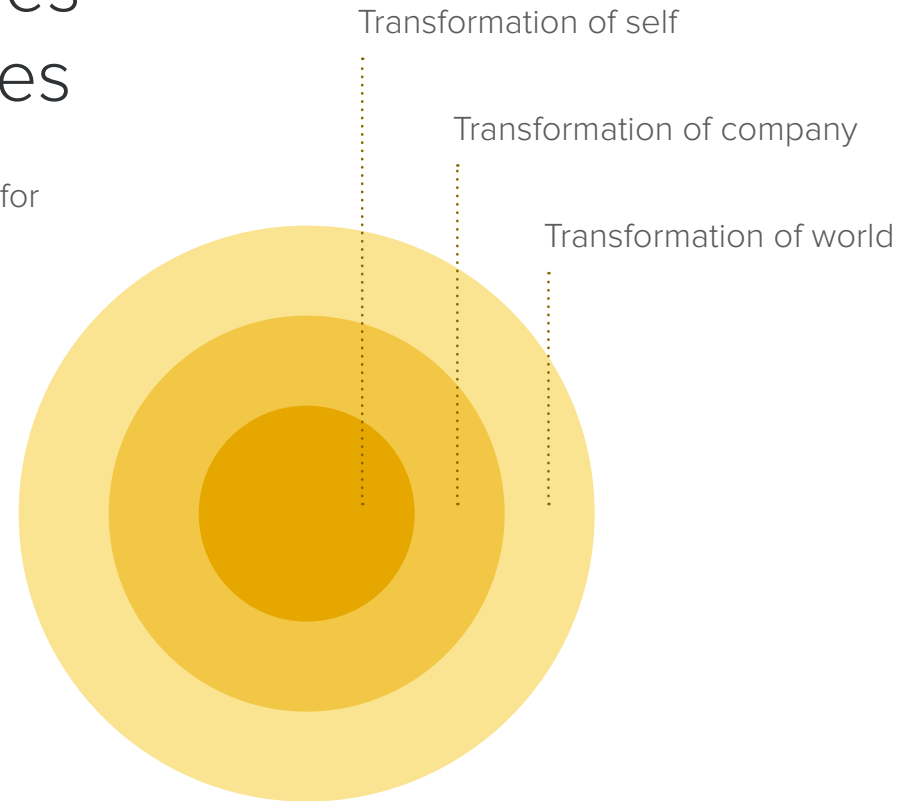
³ [National Research Business Institute](#)

Empowering employees to transform themselves

It can't be stressed enough: People leave jobs for new opportunities. In a [2015 SHRM survey](#) of 600 employees, 83 percent said career advancement was important or very important, but only 20 percent were very satisfied with how their current employers addressed their ambitions.

How can you empower employees to transform themselves professionally? Build a culture of transformation.

A whopping **78 percent** of employees say a clear career path would compel them to stay with an organization longer.¹



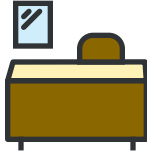
¹ Mercer, One in Three Employees Claim to Have a Job Rather Than a Career

5 ways to cultivate a transformative learning culture



Lunch & Learn sessions

Facilitate 30- to 45-minute sessions that deep dive into a range of subjects including embracing change, working in teams, and managing people. These sessions bring a social element to learning.



Office hours

Set aside 45 minutes to allow employees to stop by your office for a quick overview on how to set and manage learning goals and get the most from a learning program. Ask employees to bring their own devices for a hands-on experience.



Executive sponsors

Have an executive sponsor send an email that tells employees how your learning program benefits your organization.



Internal marketing

After work one day, place [printed materials](#) on every desk explaining how employees can engage with your learning program. This will generate excitement and increase engagement.



Reminders

Keep learning top of mind by displaying posters around the office, sharing content on your intranet or internal LinkedIn groups, and providing employees with monthly reports on learning impacts across your organization.

TIP

Identify learning champions.

Encouraging and rewarding those who demonstrate quick adaptive learning cycles helps create a culture in which employees want to keep learning.



“

“Our executive staff believes in lifelong learning and knows an investment in our people is a win-win.”

— **Richard Welch**
COO at Derive Systems

Derive Systems supports its mission and employees with online learning

CHALLENGE

Derive Systems, a leader in software solutions for customizing and optimizing vehicles, sought to develop employees in a new way to benefit the company and support individual career goals.

SOLUTION

Executives decided an investment in online instruction would help employees not only become stronger contributors to the business but also embrace lifelong learning. The company wanted a high-quality solution that empowers employees to effectively develop the skills they need to be more productive and successful.

After investigating several options, Derive Systems chose LinkedIn Learning, impressed by its cost-effective, cloud-based, expert-led content covering a vast range of technology, business, and creative skills. Available on demand, LinkedIn Learning offers thousands of courses and a rich feature set designed to boost knowledge retention.

BENEFITS

Derive System employees enjoy anytime access to LinkedIn Learning, which makes it easy for them to learn at their own pace. In addition, LinkedIn Learning makes a great complement to in-person training.

By gaining new skills, Derive System employees are making stronger contributions to the business, “particularly around cross-functional teaming efforts on several critical enterprise-wide projects in process,” said COO Richard Welch. He noted that more than 90 percent of LinkedIn Learning content viewed is relevant to the goals of the company.

Online learning benefits the company and contributes to employee satisfaction, Welch said. “Our executive staff believes in lifelong learning and knows an investment in our people is a win-win.”

DERIVE Systems

A learning program transformed

UNCOVERING SKILL GAPS

To uncover employee skill gaps, Derive Systems sent a survey to all employees—including the CEO. A key question was “What skills would help you perform your job better?”

Responses helped the company build training sessions on leading teams, communication, hiring best practices, managing conflict, and more.

EMBRACING BLENDED LEARNING

In-person training at Derive Systems focuses on plugging company-wide skill gaps, and it provides an opportunity for candid conversations between employees and executives. CEO David Thawley is a presenter.

In a blended learning approach, Derive Systems combines in-person with online training. Managers further assess employee skill gaps then assign course playlists designed to support individual learning paths.

SUPPORTING EMPLOYEE SATISFACTION

Helping Derive Systems employees develop skills and achieve goals promotes a culture of lifelong learning. By encouraging employees to grow and develop their careers, Welch said the company creates an environment for boosting employee engagement and job satisfaction.

Hiring from within

Organizations should promote from within whenever possible. This helps employees feel crucial to success. Recruit and hire internally to make a meaningful impact on retention.

Cost to hire an external candidate at organizations:



with fewer than 1,000 employees = \$3,079



with more than 1,000 employees = \$4,285¹

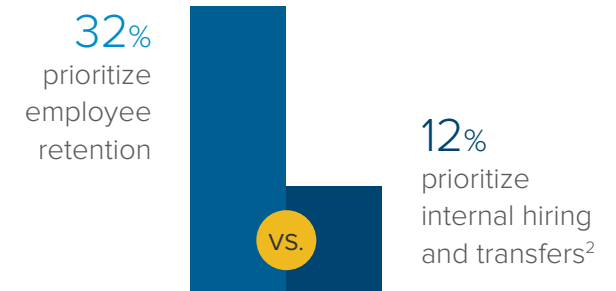
TIP

Emphasize learning while recruiting internally. Clearly state the skills needed to be successful in a new role. Empower candidates to learn and grow.

Align retention with internal mobility

In many organizations, employee retention is top of mind while promotions are a low priority. Win retention by prioritizing internal hiring.

RECRUITING PRIORITIES



¹ SHRM Benchmarking Database

² Linked Global Recruiting Trends 2016



Build

learning programs

Training is transactional. Learning is transformational. Use your learning program as a competitive advantage when attracting, engaging, and retaining talent. Inspire employees to achieve their career dreams. Promote lifelong learning.

Differences between training and learning



Training

- Business centric
- Transactional
- Conformity
- Control

vs.



Learning

- ✓ Learner centric
- ✓ Experiential
- ✓ Individuality
- ✓ Freedom

Delivering employee happiness through learning and development



The recipe for engaged employees is to build a strong company culture, invest in career transformation, and provide employees with learning opportunities to be successful.

At LinkedIn, our internal learning programs provide a competitive advantage by attracting talent, engaging talent, and retaining talent.

How we make the most of learning programs at LinkedIn

ONBOARDING

Employees align with company culture and values and start following an individualized new hire roadmap.

TRANSFORMATION

Employees create their own plans and decide what skills to develop.

INSPIRATION

Employees receive curated and personalized learning content, inspiring them to meet personal and professional goals.

TECHNOLOGY

Employees learn at their own pace with high-quality learning content available on demand.

MEASUREMENT

Administrators track the impacts of a learning program.



Parting thoughts

Losing talent is expensive.

The total cost of losing employees can be **twice** their annual salaries. This has increased as professionals are increasingly open to new opportunities.

The number of job switchers is growing.

The pool of active job seekers (actively looking and casually looking a few times a week) has grown by **36%** over the past four years.¹



¹ Why & How People Change Jobs, 2015

Author



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About LinkedIn Learning

LinkedIn Learning is a transformative learning solution that enables individuals and companies to achieve more. Our goal is twofold: to identify the precise skills you and your organization need to excel in their career, and to efficiently deliver relevant, expert-led courses. The combination of our digital content library of 8,000+ courses and data-driven personalization delivers a powerful learning experience that transforms how learners acquire and hone in-demand skills.

Learn more about how LinkedIn Learning can help you build your learning program.

