LEARNING AGILITY MATRIX

HOW TO MEASURE AND IMPROVE YOUR ORGANIZATION'S LEARNING AGILITY

MERCER | mettl

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INTRODUCTION

The skills landscape is changing faster than ever. The skill set that was required to excel in any job role 5 years ago is quite different from what is required today. Therefore, organizations are on the constant lookout for talent that can keep up with the rapidly changing skill demand of job roles today. Owing to the consistent shrinkage in the shelf-life of a skill, organizations will have to look harder to meet the high skill demand required for job roles. For a business that desires consistent growth, the need of the hour is to hire workforce who are more than willing to learn new skills at an accelerated pace while unlearning the old skills that are either already irrelevant or will become obsolete soon. But it's easier said than done. To accomplish the feat, organizations must factor a crucial parameter to fuel their hiring decision, which is learning agility.

Learning Agility is a term that defines both an individual's ability and intent to learn a wide variety of new skills at fast speed and in great depth. As a skill, Learning Agility is among the top 3 most in-demand skills in today's workplaces. Going forward, it will become the most crucial and sought-after skill to have in the future.

In this whitepaper, we have focused on understanding Learning Agility by uncovering the core competencies that define Learning Agility in an individual. We have used this understanding to segregate industries, organizations and job roles, based on their demand for Learning Agility.

Organizations require Learning Agility as a key skill in their workforce to sustain and grow in the future. If you look at the job descriptions of all top companies, you are sure to find 'Learning Agility' in there. That's what separates high performers from the rest and that is what companies look for in a candidate during hiring and leadership development.

2
NEED FOR LEARNING AGILITY

NATURE OF WORK TASKS IS CHANGING RAPIDLY...

Work tasks are becoming increasingly novel and requiring strong analytical and interpersonal skills

Work tasks can be of four types- routine manual, non-routine manual, routine cognitive and non-routine cognitive. Over the last 10 years, majority of the employment has come from 'non-routine cognitive' task-based jobs such as professional business services (IT, consulting, business research and support services). Jobs involving routine cognitive tasks such as customer service, accounting or data entry are increasingly getting automated. Routine manual tasks such as product assembly, agriculture or manufacturing are being done by machines with much higher precision and perfection, and in much lesser time and cost. Automation is taking over non-routine manual tasks such as driving and cooking, due to the advent of self-driving cars and AI powered robots.

Change in the Nature of Work Tasks Over the Years

		Nature of work	Example of work
Routine Manual	**1980**	Performing tasks involving repetitive motions	• **Assembly line workers** • **Contruction workers** • **Carpenters**
Non-Routine Manual		Doing work requiring manual dexterity or spatial orientation	• **Drivers** • **Cooks**
Routine Cognitive		Being exact or accurate in speech or writing or calculation	• **Cashiers** • **Accountants** • **Telephone Operators** • **Teachers**
Non-Routine Cognitive	**2020**	• Analyzing data/ information • Thinking creatively • Solving problems and making decisions • Coaching others • Guiding, directing and motivating others • Establishing and maintaining relations	• **Lawyers** • **Bureaucrats** • **Doctors** • **Managers/CXOs** • **Software developers/Coders** • **Data Scientists** • **Stock Market Traders** • **Consultants**

..SO ARE THE SKILLS REQUIRED TO PERFORM THEM

The skill set that is required to perform your job today- that skill-set based on which you were hired for your current job, is going to be very different from the skill-set that you will require to perform the same job one year later. You will have to learn on the go, adapt and grow. Failing to do so will render you obsolete for your current employer. Organizations need multitaskers and versatile employees. For example, a few years back content writers needed only one skill- language proficiency. Now companies want content writers who are capable of keyword research, SEO and can write varied kind of content-tweets, emails, blogs, whitepapers, articles, website content and advertisements.

30 Years

The half-life of a learned skill in 1984

"Our research shows that the fastest growing demand for technology skills is actually across all jobs, not just technology-specific jobs. As technology and automation advances, all employees will need to develop new skills and become increasingly comfortable with working alongside and, in many cases, working for intelligent machines. Traditional jobs requiring a narrow skillset will make way for less repetitive, non-routine work requiring complex problem-solving, curiosity, foresight, empathy, resilience, and accelerated learning."

Aaron McEwan, from CEB, now Gartner

5 Years

The half-life of a learned skill in 2018

"I can't think of anything that isn't being disrupted. And because of that, it's impossible for workforces to assume their skills have a shelf life longer than five years—and much less in some cases."
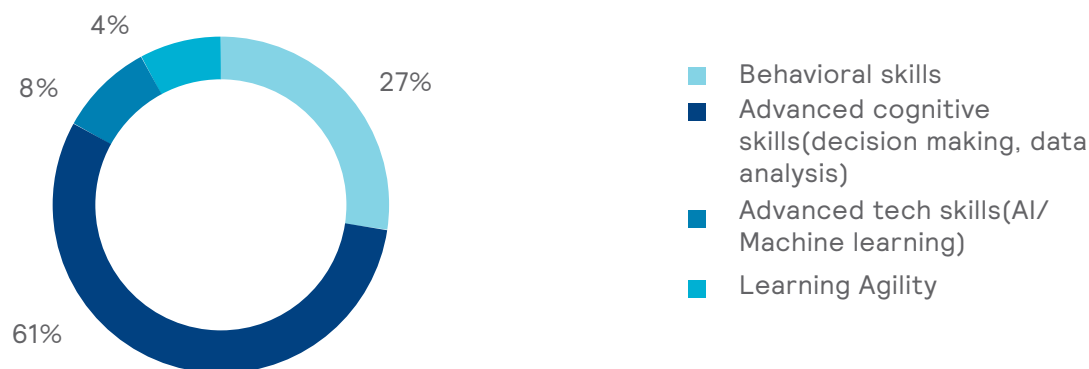
Dani Johnson, RedThread Research

Connect with an expert

To cope with the changing skill landscape and job role demands, employees need to imbibe new skills fast, for them to stay relevant and productive in the workplace, now and in the future.

 conducted a survey of 1200 HR professionals, working in 5 key industries (BFSI, Healthcare & Pharmaceutical, Retail & Consumer Durables, and Technology, Internet & Electronics) to find out which skills are most in-demand during hiring entry level to senior level employees. Here's our findings-
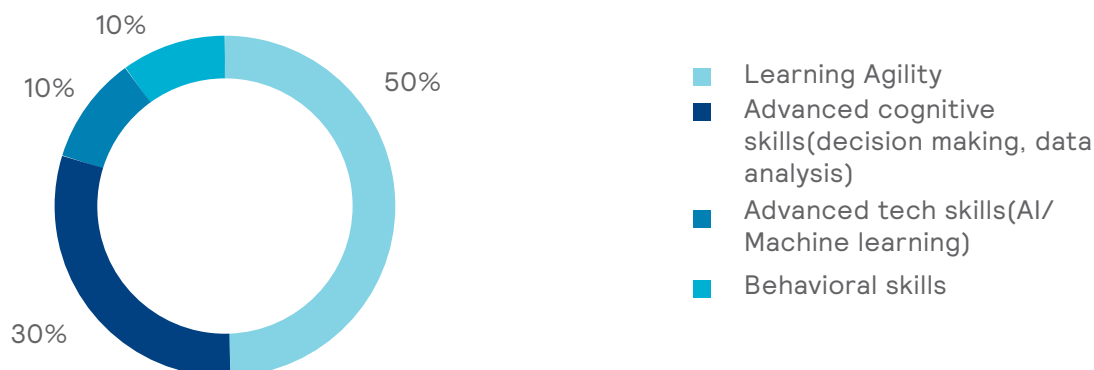
LEARNING AGILITY IS THE SECOND MOST IN-DEMAND SKILL FOR ORGANIZATIONS DURING HIRING

Top skill organisations look for while hiring talent

- Behavioral skills
- Advanced cognitive skills(decision making, data analysis)
- Advanced tech skills(AI/ Machine learning)
- Learning Agility

WHILE HIRING ENTRY LEVEL TALENT, ORGANIZATIONS ARE CONSIDERING LEARNING AGILITY AS THE MOST IMPORTANT SKILL THAT TALENT MUST POSSESS

Top skill organisations look for while hiring entry level talent

- Learning Agility
- Advanced cognitive skills(decision making, data analysis)
- Advanced tech skills(AI/ Machine learning)
- Behavioral skills

What is Learning Agility?

With the average shelf life of a skill becoming 5 years, by 2020, more than 1/3rd of the skills that we have right now would have become obsolete. To ensure that this does not spell doom for us, we need to commit ourselves to lifetime learning.

Rather than being overly comfortable in current roles, we must focus on expanding horizons and invest in skills directly related to our role. We must become capable of foreseeing change and adapting to it before our peers. People who are Learning Agile are comfortable with change. In-fact they look forward to it.

Importance of Learning Agility is exemplified by management consultants who must understand and develop expertise in any industry in a matter of days and then advise people who have been working in that industry for decades on how to solve business challenges and meet business goals.

Lack of Learning Agility can end careers. For example, when a journalist is asked to stop writing news articles on current events and instead start writing blogs, considering search engine optimizations, keyword usage and ranking, he/she is basically being asked to develop an entirely new mindset and way of writing, more suited for the digital media and millennials. He /She is expected to forget his/her old ways and mold their writing acumen to suit

· ·

Learning Agility is the ability to continually and rapidly learn, unlearn, and relearn mental models and practices from a variety of experiences, people, and sources, and to apply that learning in new and changing contexts to achieve desired results.

· ·

A Learning Agile person will look at this situation as an opportunity to upskill themselves in SEO, blog writing, Google AdWords etc., whereas a non-Learning Agile person will struggle to stay relevant in the digital media space with their old skills, eventually succumbing to their lack of Learning Agility and failing.

Organizations, globally, are wizening up to this fact and increasingly looking for talent that are Learning Agile and can continue to perform and keep with the changing job role demands in the present and future.

Why is it important for organizations to having a Learning Agile workforce?

In the modern landscape, an organization faces unique set of challenges due to increasingly ambiguous, complex, volatile and uncertain market conditions. The pace of change is mammoth, disruptions and innovations are the new normal. Fast- changing job requirements and demographic profile of the workforce present enormous challenges to the

It is important to note here that since present day organizations are becoming more complex and dynamic due to increasingly unstable and rapidly changing business, Learning Agility become one of the most desired competencies for the new recruits as well as existing employees.

Organizations need to assess the learning agility of potential hires and existing employees to ensure that they can keep up with changing job role demands. Job descriptions need to mention that the employee must be capable of 'upskilling' themselves and learning-on-the-job to take care of future job tasks. During job interviews, candidates should be asked to solve problems or accomplish tasks that they have never attempted before to assess how comfortable they are in dealing with change.

An organization with a Learning Agile workforce has:

• Higher employee productivity
• Future ready workforce
• High number of high potentials
• Higher overall organizational productivity and profitability

San Ngo, CEO of 'Tankscrib', a social enterprise which provides free consulting for students applying to colleges in South Asia, shared his own experience of why he considers Learning Agility as the most important skill to look for during hiring - 'Since we hire only new graduates, in all cases learning agility is our top priority, no compromise. They often do not have rich working experience, so learning agility is almost the only way they could do the job successfully. There was only one time we hired a person, who through the interview demonstrated that he was slow in learning. We hired him because he has proven his technical ability through awards won in college. However, a year on, and I have to say I regret that decision. He struggled to keep pace with the real world and convert his ability into working success. He is still contributing to the company, but nowhere near the hope we had for him.'

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Organizations across the globe agree that all employees- from entry level to leadership levels need to be Learning Agile

There is a buzz around workforce automation, skills of the future and future of work, which is necessitating the need for every organization to have a highly Learning Agile workforce

John Sullivan, an internationally renowned Silicon Valley HR guru, says that learning agility has become the ultimate distinguishing characteristic for the rapidly-evolving business world. Google's former Chief HRO, Laszlo Bock is of the same mind. He tells people that at Google they view learning agility as the leading predictor of success in the future, leaving factors like intelligence and education far behind.

Learning Agility: the Secret Sauce to Long-Term Success

Jessica Eldridge's blog

The war for talent is more fierce than ever, and there is a growing belief that the people who have the highest potential are also your most agile learners. However, defining learning agility, and determining who has more of it, has remained a challenge until recently.

THE RPO VOICE

Understanding Learning Agility: The Number One Predictor of Leadership

By Steven Dashiell   Thu, Sep 07,2017 @ AM

Tweet   Share   Like 0   Share

" *Learning agility is an important universal indication of top talent. Paired with adaptability it is one of the essential characteristics of innovative leadership and agile talent.*"

Learning Agility is the strongest indicator of an individual's/ employee's potential to succeed in their present and future job roles. This is because Learning Agile employees are very adaptive to change and can tackle new problems and situations with ease. A Learning Agile workforce is needed to **sustain and increase organizational productivity in the present and future.**

3
LEARNING AGILITY MATRIX

A METHOD FOR ACCURATELY MEASURING INDIVIDUAL AND ORGANIZATION LEVEL LEARNING AGILITY

In the past, we have tried to predict an individual's potential for future success based exclusively on past performance and demonstrated skills and abilities. However, this approach is inherently flawed. Research shows that fundamentally different behaviors are required across organizational levels and that the behaviors that are effective at one level may or may not hold true for subsequent steps. Moreover, the rate of change within organizations is greater than ever, and therefore leaders are constantly required to adapt. When discussing the issue of long-term potential then, an individual's current skill-set is of secondary importance to their ability to learn new knowledge, skills, and behaviors that will equip them to respond to future challenges. **As a result, our focus must shift to finding and developing individuals who are continually able to give up skills, perspectives, and ideas that are no longer relevant, and learn new ones that are.**

3.1. MEASURING LEARNING AGILITY

Keeping this in mind, has devised a method for measuring an individual's Learning Agility based on two factors: ability and orientation.

- **Ability to learn:** essential cognitive competencies that predisposes an individual's with the ability to learn quickly by identifying patterns, logical rules and trends in new data.

- **Orientation to learn:** essential behavioral competencies which will predispose an individual to learn new things faster than others.

To accurately and reliably predict the Learning Agility of an individual, it is important to measure both the ability and orientation to learn. This method of measuring Learning Agility is based on extensive research which includes review of literature from peer reviewed journals as well as qualitative data collection and interviews from subject matter experts (SMEs).

3.1.1. MEASURING LEARNING ABILITY

An individual's ability to learn is determined by their fluid intelligence or their ability to learn new things from scratch and then apply that knowledge in different ways. Fluid intelligence can be measured with the help of abstract reasoning or spatial reasoning tests.

Learning Ability = Fluid Intelligence = Ability to discern patterns and linkages and ability to make fresh connections between different concepts.

3.1.2. MEASURING LEARNING ORIENTATION

An individual's orientation to learn is determined by their behavioral attributes such as open mindedness, drive for mastery, consciousness and inquisitiveness.

Learning Orientation = Open Mindedness + Inquisitiveness + Drive for Mastery + Consciousness = Essential behavioral competencies which will predispose the respondent to learn new things faster than others.

Evaluation of Competencies Needed to be Learning Agile

	Ability	Competency	Theoretical Basis	Measured By
LEARNING ABILITY is dependent on	Cognitive Intelligence (Fluid)	Abstract Reasoning	• Ability to discern patterns and linkages and ability to make fresh connections between different concepts.	Abstract Reasoning Tests
LEARNING ORIENTATION is dependent on	Behavioral Aspects	• Inquisitiveness • Open Mindedness • Focus and Perseverance • Planning and organization • Drive for mastery	• Tendency to possess strong intellectual curiosity, an eager wish or an ardent desire to know or learn something new • The tendency to be open to new ideas and experiences and seeking feedback to improve learning • Tendency to be focused and persistent and undeterred by failure and obstacles during learning process • Tendency to have systematic approach towards learning process and goals • Having an ardent desire to gain comprehensive knowledge in a particular subject or activity.	Personality and Behavioral Tests

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Ren Jones, owner of 'Rennovate It' shares how learning ability and intent/orientation are both important to be learning agile - 'Learning ability is not weighted more or less heavily than learning intent, but rather, they are both necessary for a learner. For learning to occur, the learner must have varying degrees of intent and ability, the necessary levels of each depend on each other. For instance, if an employee has a lower learning ability, they will need a higher level of intent/orientation to help them comprehend the new information. If an employee has low intent, they will need a higher amount of ability to help them catch on.

The best employee would be one with a healthy balance of both components: ability and intent. If an employer is attempting to decide which candidate is a better choice-the one with the high ability or the one with the high intention, the best thing to do would be to fill that position with someone who loves to learn. Someone with a hunger for learning likely already has a higher ability to learn (we typically don't enjoy doing things we are not good at. If someone enjoys learning, it is likely because they can do so fairly well and/or quickly). Selecting someone who is a proven, successful learner is a sure way to ensure that you are hiring the most capable employee. Tip: anyone can say they are a dedicated learner. Look for those who have taken additional classes in their free time, those who maintained a high GPA, or those who can otherwise demonstrate'

3.2. WHY DO WE NEED A NEW MODEL FOR MEASURING LEARNING AGILITY?

The old models of Learning Agility are very performance oriented. They label a person as low/medium/high Learning Agile

depending on their work performance. Their method of calculating an individual's Learning Agility considers how well they get along with their peers and their supervisor's rating, appraisal etc.

They do not really measure an individual's capacity to learn new things with ease and develop expertise in different subject areas by investing minimal time and efforts.

3.3. INTRODUCING METTL LEARNING AGILITY MATRIX

Any company can require employees with basic to high level of Learning Agility. To identify the Learning Agility demand of all job roles, industries and organizations, we have devised **'Learning Agility Matrix'.** This Matrix can be used to categorize job roles, industries and organizations based on their Learning Agility demand. As per this Matrix, we have identified 4 categories of Learning Agility, based on different permutations and combinations of learning ability and learning intent. The four categories are: average, enthusiastic, latent and high potential

Learning Agility Matrix is a matrix that measures an individual's/organization's Learning Agility and provides actionable insights needed to improve the organization's performance and productivity.
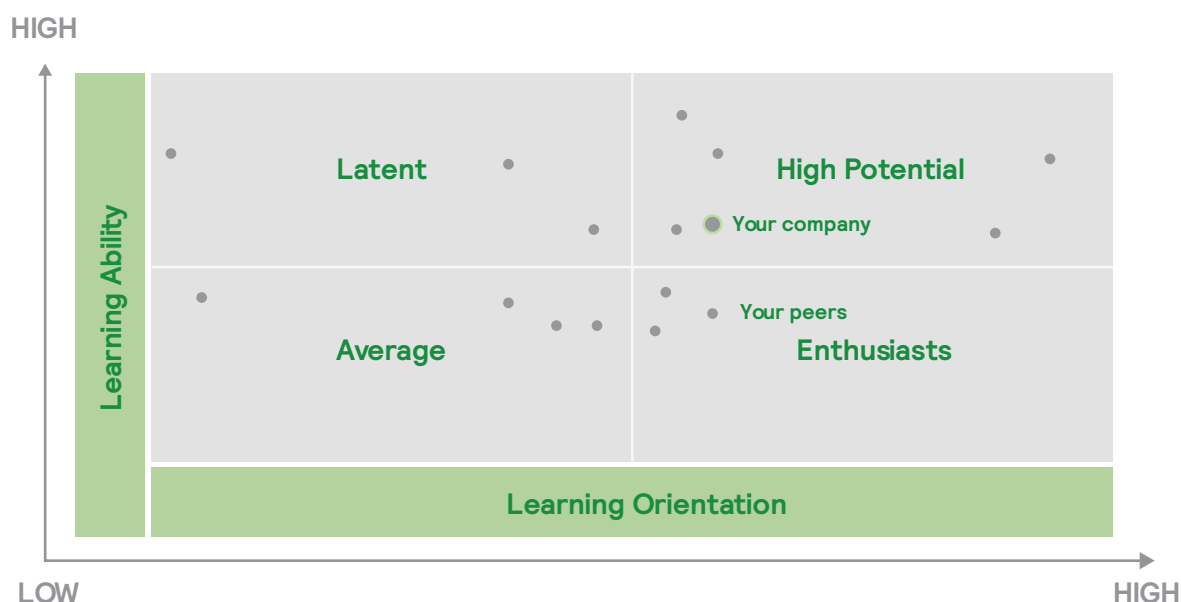
Using the Mettl Learning Agility Matrix you can

Identify the learning agility demand of your organization and job role

Measure the learning agility of potential hires and existing employees

Identify high potential employees based on their learning agility score

Identify learning preferences to get better ROI from L&D programs

Average Learners

WHO IS AN AVERAGE LEARNER?

An average learner is an individual having average levels of both fluid intelligence (ability) and behavioral traits that support a Learning Agile mindset (intent)

WHEN DO YOU NEED AN AVERAGE LEARNER?

A job role, industry or organization demands average learners if the workforce is required to perform routine, non-novel and simple tasks. **e.g. Data entry, KPO/BPO**

Enthusiastic Learners

WHO IS AN ENTHUSIASTIC LEARNER?

An enthusiastic learner is an individual having average level of fluid intelligence (ability) and above average level of behavioral traits that support a Learning Agile mindset (intent)

WHEN DO YOU NEED AN ENTHUSIASTIC LEARNER?

A job role, industry or organization demands enthusiastic learners if it involves performing work that requires creativity, people skills, passion, expertise in their fields and innovative thought process.

e.g. Journalism, Media and Entertainment, Photography

Latent Learners

WHO IS A LATENT LEARNER?

A latent learner is an individual having above average level of fluid intelligence (ability) and average level of behavioral traits that support a Learning Agile mindset (intent)

WHEN DO YOU NEED A LATENT LEARNER?

A job role, industry or organization demands latent learners if it involves performing work that requires attention to detail, focus and perseverance, performing complicated routine tasks and strong cognitive abilities.

e.g. Accounting, Banking

High Potential Learners

WHO IS A HIGH POTENTIAL LEARNER?

A high potential is an individual having both-very high level of fluid intelligence (ability) and behavioral traits that support a Learning Agile mindset (intent)

WHEN DO YOU NEED A HIGH POTENTIAL LEARNER?

A job role, industry or organization demands high potential learners if it involves performing work that requires very strong interpersonal, cognitive, analytical, problem solving, logical thinking and decision-making skills. High potentials are required when the nature of work is very complicated, novel and has high stakes attached to it.

e.g. CXO and leadership roles, stock market trading, management consultant

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David B. Nast, CEO and Managing Partner of Nast Partners- a Human Capital Management and Talent Optimization firm based in the Greater Philadelphia area, says 'In industries, companies, and roles where there is constant change and lots of complexity, that is where learning agility is most critical. We see this in High Tech Engineering roles, Management Consulting roles, and there are trends and waves that hit the Financial Services and Professional Services at different times and specific intervals, depending on what is going on in both the local and global economy, as well as disruption to the status quo.

When you don't factor in learning agility into the hiring and selection process, you run the risk of burning out your workforce. Hiring and retention are symbiotic. If you make a bad hire, it affects the existing workforce adversely, and then that person leaves, the job is open again, and your existing people burn out. Once they burn out, they leave, and you have more open positions to fill, and it becomes a perpetuating cycle that creates a revolving door. That damages your brand and makes it even harder to recruit top talent.

When you pay close attention to job fit, the successful candidate onboards more smoothly, gets up to speed faster, starts to contribute more quickly, and that increases retention. And for the individual in a given role, when they are good fit, based on their learning agility, they are better equipped to be successful in the long term. Retaining top talent gives you the ability to be strategic and optimize your workforce. Hiring someone who learns quickly and can adapt to changes and manage complexity contributes to the organization more quickly, giving the company a competitive advantage in the market.'

4

BLUEPRINT FOR CREATING A LEARNING AGILE WORKFORCE

LEARNING AGILITY DEMAND BENCHMARKING FOR KEY INDUSTRIES AND JOB ROLES

Now that we are aware of what Learning Agility is and have established means to measure it, the next step is to determine how much Learning Agility any job role, industry or organization requires. It's quite important to note that **Not all job roles require high Learning Agile employees.**

The level of Learning Agility a job role demands depends on how:

- **Novel** an employee's **job role** is
- **Volatile** the organization's/ industry's environment is?

Depending upon these two parameters we can categorize any industry/organization or job role into the 4 categories of the Learning Agility Matrix.

4.1.   METTL LEARNING AGILITY MATRIX FOR INDUSTRY CATEGORIZATION

Depending upon **how volatile an industry or organization's business environment** is, their demand for having a Learning Agile workforce differs.

Industries/organizations which are highly impacted by technology and are evolving very fast require high Learning Agility whereas those that are more traditional and stable and where change is happening slowly, require comparatively lesser Learning Agility.

- Tech Startups whose business model is based on coming up with new alternative and better technologies every day, require a high Learning Agile workforce.

- Tech giants such as Google require a very high Learning Agile workforce as they are expected to come up with groundbreaking technologies the likes of which have never existed before.

- Companies that are redefining traditional industries such as manufacturing, retail and finance (e.g. Tesla, Amazon, Paytm) also require a high Learning Agile workforce as they are responsible for reaching economies of scale and efficiency levels that were beyond imagination a few years back.

- Industries that specialize in performing routine tasks in bulk and at high efficiency such as KPO/BPO, require relatively less Learning Agile. However, it should be noted that these industries will most probably cease to exist in the future with these tasks getting automated, owing to the advent of AI and machine learning.

The kind of revolutionary transformation that these iconoclastic companies (such as Amazon, Tesla, Google) are bringing in is necessitating all the other companies working in these industries to either adapt or perish. This is further strengthening the case for companies to have a future ready Learning Agile workforce at hand that can survive and thrive in the rapidly evolving business environment.

4.2. METTL LEARNING AGILITY MATRIX FOR JOB ROLE CATEGORIZATION

Learning Agility demand of each job role depends upon the **nature of the work task.** If a job role requires performing non-routine, novel tasks that are very analytical in nature, then it requires high Learning Agility. On the contrary, if a job role requires performing tasks that are routine, repetitive and does not require much usage of cognitive intelligence or analytical thinking, then it can be accomplished by someone with average Learning Agility as well.

- CXO and leadership roles that require high level decision making, problem solving, and analytical skills require high Learning Agility. In these job roles, the nature of work is highly novel and requires very high level of creativity, cognitive and interpersonal skills.

- People working on new age technologies such as Internet of Things, Artificial Intelligence and Machine Learning also need to be very Learning Agile as they are responsible for accomplishing tasks never attempted before. They have no frame of reference or pre-existing information to lean on for completing their work tasks.

-
  Employees working in well-established roles such as sales and marketing,

perform well without being highly Learning Agile as well.

4.3. ORGANIZATION LEVEL LEARNING AGILITY MEASUREMENT

As discussed earlier, different industries or organizations can have different Learning Agility demand depending on the two factors: industry volatility and nature of work involved. We have created a sample Learning Agility organizational framework for two key industries (KPO/BPO and Tech MNC) to showcase how any organization's Learning Agility is determined by these two

### 4.3.1 LEARNING AGILITY FRAMEWORK FOR A TECH MNC

A Tech MNC functions in a very volatile business environment. Fast changing customer preferences, increasing demand for innovation and automation, advent of AI, machine learning and Internet of Things is influencing the nature of jobs and skills required to perform those jobs, in this industry. Hence the Learning Agility demand of this industry (overall) is very high (more of high potentials as compared to average learners, latents and enthusiasts). We have categorized the most common job roles that exist in a Tech MNC as per their Learning Agility demand.
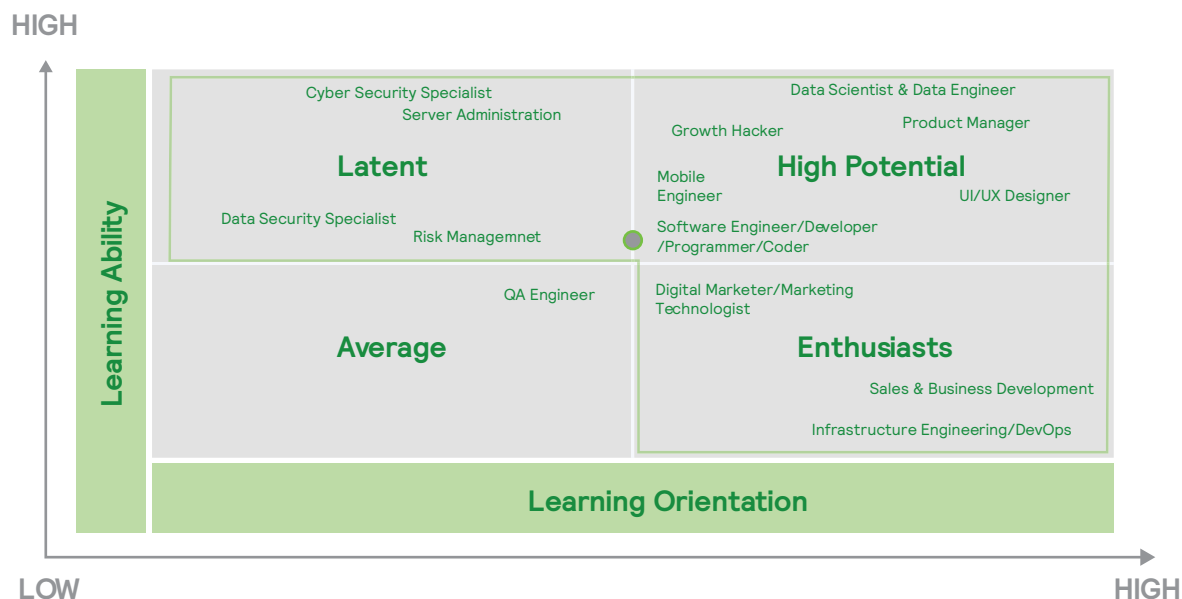
4.3.2 LEARNING AGILITY FRAMEWORK FOR A BPO/KPO

A BPO/KPO industry encompasses job roles that requires performing routine (repetitive) tasks. The job roles in this industry do not require very strong cognitive or analytical skills. This industry requires a workforce that is comfortable in performing repetitive tasks and good with following instructions. Hence the Learning Agility demand of this industry is average (Less of high potentials, enthusiasts, latents and, more of average learners).
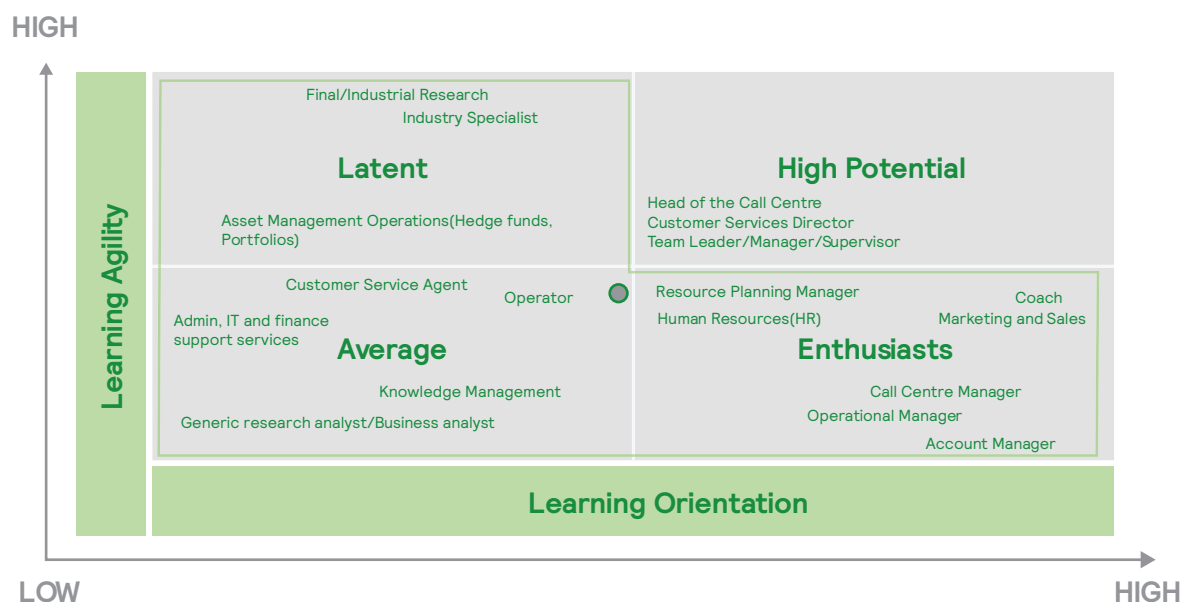
4.4. TO SUMMARIZE, FOR CREATING A LEARNING AGILE WORKFORCE, ORGANIZATIONS NEED TO:

- Analyze level of Learning Agility demanded by each job role: Identify the level of Learning Agility your workforce needs to have in each job role based on job level, nature of work tasks and organizational volatility.
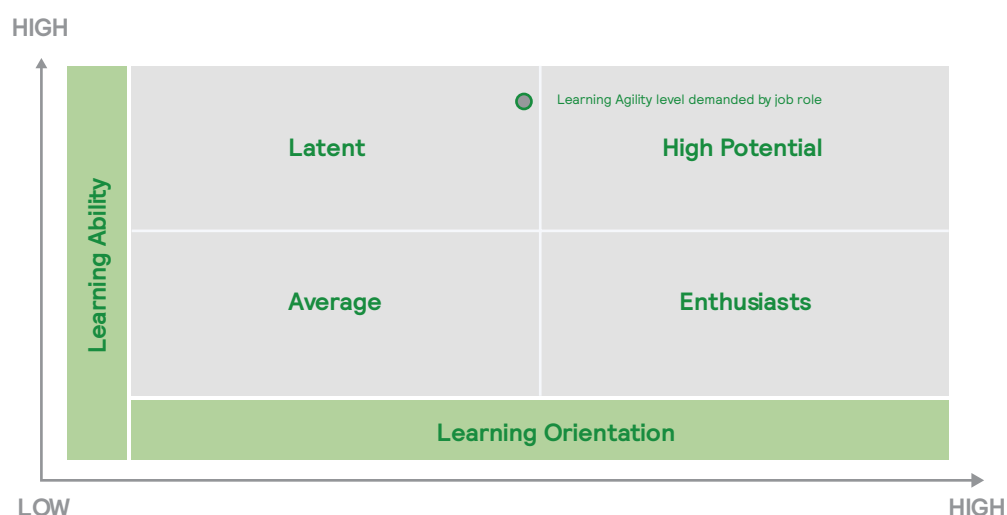

- **Measure intent and ability:** Test to assess if their level of Learning Agile is:

    - Lower than their job role's demand
    - Perfectly suited for their present job role
   - Higher than their job role's demand
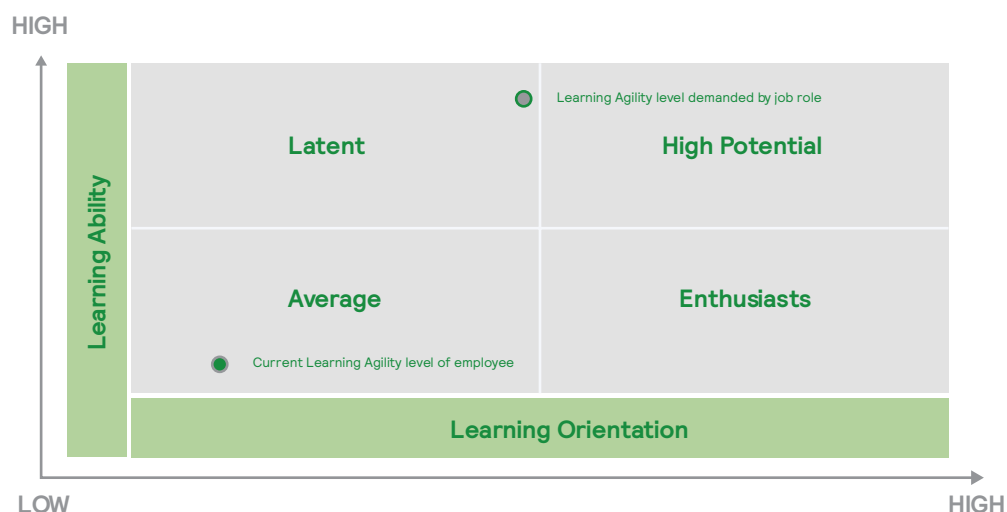
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- **Future Planning:** Based on the assessment results organizations can:

  - **Identify training needs:** employees whose Learning Agile level is lower than what their job role demands need to be trained to be more Learning Agile by identifying their preferred mode of learning and then training them in that mode.
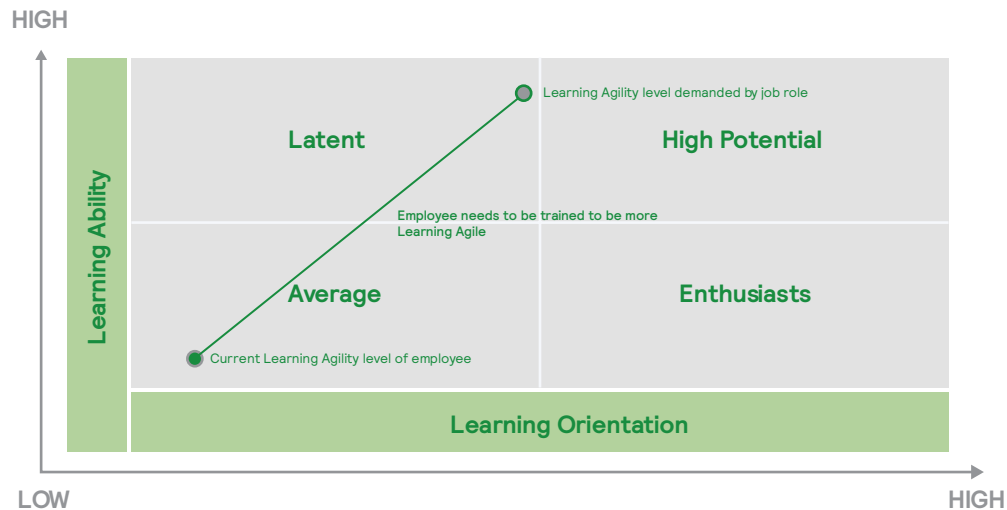
- **Identify high potentials:** Employees who possess higher level of Learning Agility than demanded by their job role are very well suited for taking up senior and leadership positions as they are more capable of learning new skills and adapting to changes.
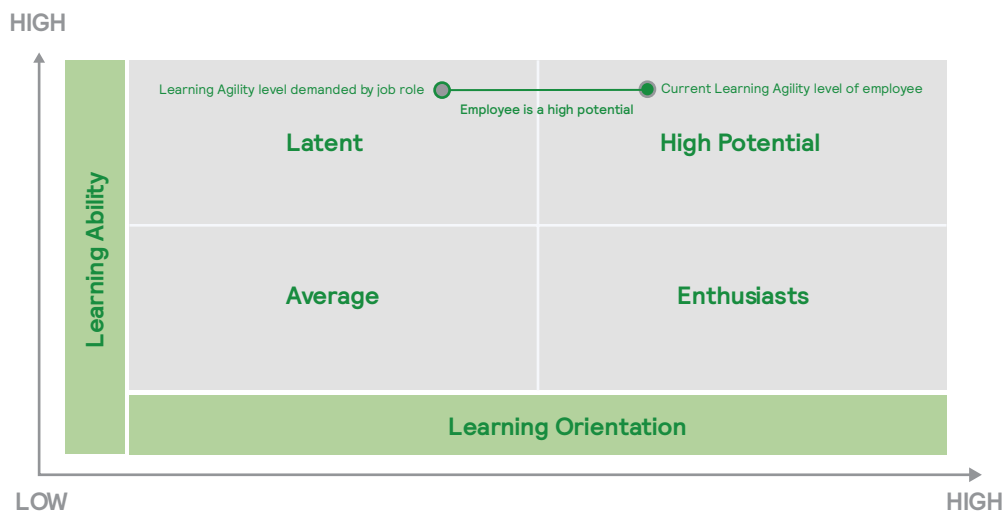
Blueprint for creating a learning agile workforce

Use Learning Agility Assessments to:

1. **Analyze Learning Agility demand** of each job role

2. **During Hiring:** Identify talent that meets Learning Agility demand of job role

3. **During Learning & Development:** Assess existing employees to identify training needs

4. **During Succession Planning:** Identify High Potentials to create leadership pipeline

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5
LEARNING AGILITY ASSESSMENT OUTCOME

USING LEARNING AGILITY ASSESSMENT RESULT TO CREATE A CULTURE OF LEARNING

There are two aspects that an organization needs to know to ensure that their workforce is learning agile: **Learning dimensions and Learning preferences**

Learning Dimensions

Mettl's Learning Agility Assessment throws light on the learning dimensions of an individual. Learning dimensions are attributes that define the type of learning that an individual is capable of. Some individuals can learn fast, while others can learn a variety of things or develop expertise in a particular subject. Having knowledge about an individual's learning dimensions can help organizations in defining their employee's career path and trajectory.

There are three different Learning Agility dimensions:

- **Speed of Learning:** A person who scores high on this dimension can learn quickly. He/she has an organized approach, takes right direction, follows through, and makes the corrections necessary to stay on track to achieve the learning goals. Such a person is always able to achieve the learning goals timely, despite the barriers or difficulties. He/she could work effectively in roles which demand in-time solutions and delivery in a short span of time.

- **Variety of Learning:** A person who scores high on this dimension is oriented towards learning varied subjects/ topics and does not limit to a single perspective. Such a person is inclined towards seeking feedbacks, especially when he/she is primarily learning from peers, subordinates or seniors. He/she could work effectively in roles which demand variety and operate with no boundaries.

- **Depth of Learning:** A person who scores high on this dimension is oriented towards in-depth learning to gain a deep comprehension of concepts and its application. Such a person is more interested in becoming a master/expert in the subject/topic. He/she could work effectively in roles which demands expertise and specialization.

Learning Preferences

The result of Learning Agility assessments throws light of an individual's preferred mode of learning. Hence this assessment can be used to enable employees to undergo trainings as per their preferred mode of learning. By doing this, organizations can substantially increase the employee participation, engagement, attendance in L&D programs.

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There are **three types of preferred modes of learning:** Self Learning, Classroom Learning and Mentor Based Learning.

- **Self-Learning:** Prefer to self-learn with resources including books, classes, and e-learning sources.

- **Classroom Learning:** Prefer to learn from instructors in formal classroom setting.

- **Learn from Mentors:** Prefer to learn from others with experience like mentors or coaches.

6
CASE STUDY

CREATING A FUTURE READY WORKFORCE WITH LEARNING AGILITY
ASSESSMENT

Business Needs

Belcorp, a big player is the Latin cosmetics industry, wanted to hire employees with high
Learning Agility in all job roles. They required an assessment provider that provided them
with Learning Agility Assessments that were customized for each job role and job level,
benchmarked as per the organization's talent quality standards, cost effective and easy to
administer and use.

The assessment provider that the company was using was not able to provide customized
and benchmarked assessments for different job roles. Their services were also expensive
and not easy to use.

The company wanted to partner with an assessment vendor that provided them with online
Learning Agility assessments that were:

• Customized and Benchmarked
• Easy to Administer
• Cost and Time Efficient

Solution

Mettl provided Belcorp with highly customized and benchmarked assessments suited for
identifying individuals having high Learning Agility, across all job roles. Our assessments are
cost effective and user friendly. Additionally, our assessments are available in a Spanish
and Portuguese making them easier to use in Latin American countries.

Mettl was able to take care of client's business needs by providing them with:

• **Customized Assessments Based on Competency Framework:**
  After thoroughly understanding the competencies that the client wanted to have in
  their new hires, created a competency framework customized for each job role.
  Mettl's Learning Agility assessments are based on the competency type and level
  included in the competency framework of each job role.

- **Smooth Hiring Process:**
  By making the assessment available in local languages (Spanish and Portugal) and providing training to the HRs on how to administer the assessments, made the hiring process much easier to execute for the client.

- **Reduced Cost of Hiring:**
  Mettl's vast experience in the field of online assessments and our huge library of tests for every industry, job role, job level and use case has made us capable of creating accurate assessments at very low costs. Also, as the assessments are administered online, the cost of manually carrying out pen and paper assessment is saved. It also makes the hiring process faster as candidates can give the assessment remotely.

Impact

Mettl's offerings helped Belcorp by:

- **Reducing time and cost of hiring:** By providing the client with online assessments that can be administered and attempted remotely thereby saving the HR's time and cost spend on arranging for an assessment venue and scheduling them.

- **Creating a robust hiring process:** By providing accurate, customized and benchmarked assessment for each job role, that can be shared, attempted and analyzed online, seamlessly and remotely to make the hiring process more efficient.

- **Helping them create a future ready workforce:** By helping the client identify Learning Agile talent, provided the client with cherry picked list of candidates who can upskill and adapt fast as per the changing market and job role demands.

| Competency based assessment | Customized for each job role | Benchmarked as per organization's and global standards | Detailed Candidate diagnostic report covering learning agility level, learning dimensions and learning preferences |

Connect with an expert

Key Takeaways

In sum, Learning Agility is a meta concept reflecting the constellation of an individual's cognitive ability and behavioral predisposition. Outcomes of high Learning Agility includes ability to make smooth transition between different roles as per the role/company requirement, having high potential for career advancements and better job performance due to constant addition of new skills and knowledge.

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"We have found that learning ability is the leading predictor of success, number one above intelligence and education!"

Laszlo Bock, former senior Vice President HR of Google

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A PEEK INTO THE THINK TANK

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ABOUT US

At Mercer | Mettl, our mission is to enable organizations to make better people decisions by making credible people decisions across two key areas: Acquisition and Development. Since our inception in 2010, we have partnered with 2900+ corporates, 31 sector skill councils/ government departments, and 15+ educational institutions across 90+ countries.

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