Fast take on Talent Innovation
Creating a culture of real-time development

More than **80%** of learning occurs on the job. Infusing ongoing in-the-moment feedback into your workplace will help your people learn and grow more every day.

U.S. Department of Labor/Informal Learning

Want a high-performing team?
Build a real-time development culture.

Top competitors and high-achieving teams from all industries stay hungry for day-to-day improvement. Top chefs taste meals in their kitchens and help their teams refine them before serving. Renowned dancers want feedback on how to perfect every motion before going on stage. Professional athletes expect coaches to pull them to the sidelines mid-game for tips to help them win.

Winning companies aren't all that different. Their people—who make or break their ability to compete in the market—also operate in high-stakes environments. It takes a game-time performance at every turn to succeed in today's rapidly changing world. The companies that win take their cue from the winningest coaches: give your performers feedback before, during and after the game— not after the season is over. *That is real-time development.*

The real-time development mindset emphasizes frequent, informal feedback to maximize strengths and quickly close gaps, driving learning throughout the year instead of waiting for an annual review.

Organizations that do this right consider each day an opportunity for development—and purposefully create processes and tools that make it easy for their people to exchange feedback in real time, all the time. They re-engineer their culture, intentionally shifting from the traditional paperwork-heavy approach focused on periodic feedback to a dynamic environment that inspires and enables all their people to ask for and give each other feedback "in the moment"—while the work is happening.

Real-time development is continuous learning spurred by in-the-moment feedback that happens in the course of daily work, leading to top individual and team performance

A mindset change

It's common for employees to associate positive feedback with career growth— and constructive feedback as a potential roadblock to that growth. But in high-performance environments, people equally embrace candid feedback that recognizes areas for enhancement and areas of excellence. In fact, they view it as a critical tool for developing *and* achieving top performance.

To get your people to that place, they need to understand that real-time development is not about evaluating performance but enhancing performance. In this mindset, they will view this new environment as a safe place to contribute, learn and grow—one that gives them new opportunities to accelerate their professional development and career growth.

How am I doing?

When it comes to communication about their career plans and progress, almost everyone wants to talk face-to-face these days:

- **96%** of millennials
- **95%** of non-millennials

PwC NextGen: A Global Generational Study

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Encourage new habits
Focus on a few key behaviors like always providing feedback after a meeting or deliverable

Reinforce organizationally
Provide tools such as an RTD feedback "snapshot" app built into performance management process

Connect peers-to-peers
Facilitate dialogue and story-telling among leaders, managers, and colleagues to keep RTD top of mind

A behavior change

Every organization wants a real-time development culture, but few have them. Why? Because people lack the skill or will to change, because the environment doesn't adequately trigger, remind and reward the right behaviors.

By focusing on a critical few behaviors, simple habits like 'asking for permission' [to give feedback], and 'being specific about what was done well and even better if' can help catalyze a broader shift.

For this to work, you must also build multiple reinforcements into the organizational system to reinforce those behaviors and create a place where real-time development is the norm and not the exception—where if real-time development is NOT given, employees ask for it, other peers call you out on it, and your bonus reflects it.

A value driver

The successful transition to a real-time development culture sets your company up for long-term success. As your people build on their strengths and course correct as needed on a moment-to-moment basis, your organization is building the competencies you need to compete and succeed in the marketplace. When your people perform better, you deliver more value to clients and other key stakeholders.

This culture shift also has massive implications on your talent brand and overall brand perception. Providing a real-time development environment designed to benefit your people—even long after they may leave your organization—positions you internally and externally as a people-first organization. This can help you attract and retain top talent—and is particularly appealing to the up-and-coming millennial workforce.

Take these
3 steps
to build a real-time development environment:

1. **Obtain leadership buy-in**
   by demonstrating the impact of the culture change – from enhanced brand perception to increased performance and efficiencies that deliver bottom-line value.

2. **Create inspirational communications campaigns**
   energize employees, reinforce the importance of the shift and drive company-wide behavior change.

3. **Design and deploy high-impact, low-cost training**
   where employees can practice real-time development skills.

Next release:
Talent Brand

How PwC can help

For a deeper discussion about building a talent brand that fuels your business, contact the PwC Talent Innovation team:

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