NovoEd

Cohort Learning in the Age of AI

AUGUST **2023**

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Section 1

Executive Summary

An overview of the business landscape to contextualize our research and findings.

INTRODUCTION

Today's workers need their organizations to help them navigate their world at work in the face of extreme uncertainty and change.

Socioeconomic trends, including automation, changing demographics, and increased social polarization, are splintering society and creating profound new challenges and opportunities for learning and development (L&D).

In our eBook, **"The Great Workplace Disconnect,"** we discuss how the nature of industries is changing, forcing the breakdown of silos at work and bringing people together across functions just as other forces push them apart.

Read eBook Here

The rise of generative AI applications at work is accelerating these forces.

The impact is both positive and negative: from the perspective of workplace productivity, Generative AI is transforming the world of work. From helping frontline employees perform tasks faster to aiding HR departments in hiring decisions and powering product development teams.

The Good News?

A recent report by McKinsey Global Institute estimates that generative AI will

Add $4.4 trillion in value to the global economy annually.

Generative AI, which includes powerful chatbots such as ChatGPT, has the potential to boost productivity by 60–70%.

Through automation and augmentation, generative AI will make repetitive tasks less common and make cerebral and demanding jobs more common. It also will create new and differentiated roles, such as AI ethicists, AI governance strategists, human-machine teaming specialists, and prompt engineers.

The Bad News?

The McKinsey report found that half of all work will be automated between 2030 and 2060, requiring the reskilling of hundreds of millions of workers over the same period.

Beyond just the obsolescence of skills, technologies like generative AI accelerate the trend towards social isolation and individualized workplace experience.

48%
of survey participants
say the everyday skills they use to do their jobs today are already obsolete.

More and more time is spent interacting with digital systems in a way that is inherently isolating. This isolating experience undermines employees' feelings of connectedness to their organization. A previous NovoEd survey found that only 63% of individual contributors felt somewhat or very connected to their peers, and this figure is projected to decline.

While workers are on edge about the future and job security — compounded by mounting layoffs across industries — their sense of organizational connectedness remains a critical enabler of their capacity to grow and change to address the evolving business needs around them. Connectedness and belonging are adjacent to motivation.

To solve these challenges, HR organizations are trying to create cohesive workplace "brand experiences," the goal of which is to make employees feel continuously connected, invested in their work, and engaged in the larger purpose of their organizations. At many organizations, this includes an effort to both consumerize and democratize corporate learning. Professional development is being woven into the fabric of the day-to-day through tools ranging from personalized content recommendation engines to digital adoption platforms.

This corporate learning strategy does solve the tactical level problem of compelling asynchronous communication of in-demand content when the learner puts their hand up, but it does not address the underlying strategic issue.

These solutions are focused on small learning experiences at the point of need because when learning is difficult, learners disengage unless there is social connection, positive reinforcement, a goal, and a pathway to mastery. Self-directed learning experiences and technologies are categorically unable to offer this combination of attributes. That's why even self-directed complex learning with high demonstrated learner intent, like Coursera where learners pay for programs, typically has a completion rate of around 50% (Coursera's is 55.4%).

50% completion with only a subset of those learners achieving mastery is not an acceptable outcome of a major reskilling or workforce transformation project.

With roles, functions, and industries evolving so rapidly, future-oriented abilities, like inclusive leadership, design thinking, and consultative salesmanship, are becoming increasingly critical.

These capabilities prepare people to confront a volatile, uncertain, complex, and ambiguous world confidently and purposefully. These capabilities can only be acquired through intensive learning beyond knowledge acquisition to include awareness, social context, and courageous action.

Online cohort-based learning is uniquely suited to developing these capabilities while bringing the texture, dynamism, and weight of in-person human interaction into remote and hybrid contexts.

What is cohort-based learning?

It takes learners – at scale – into the same environment where they will likely spend most of their time working and collaborating with peers.

Defined as loosely as "learning in groups" and as broadly as "anytime learning that is peer-driven," it typically refers to team- and community-based learning that includes experiential practice, application, feedback, expertise, and structured peer-to-peer learning.

In short, it is learning that harnesses an organization's actual and often latent power and all of its interactions and relationships.

Social and collaborative platforms built for learning long-form in groups offer large enterprises a way to guide and prepare their people for the next wave of change, and the subsequent waves that are sure to come after.

ABOUT THE STUDY

We set out to better understand the future of cohort-based learning in an age of generative AI.
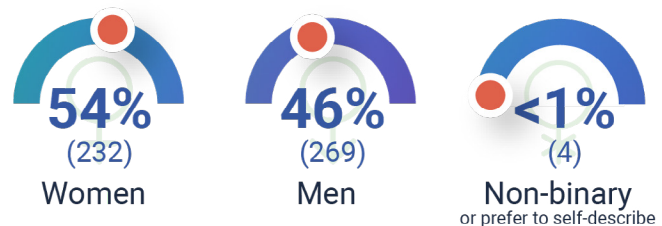
In April 2023, we asked 505 professionals about their expectations for today's learning experience, what capabilities their organizations will need to succeed in an uncertain future, and their fears about the future of work.

505
Survey
Participants

Survey respondents are evenly split between the U.S. and the U.K. and represent a range of age groups, company sizes, and racial-ethnic groups.

Our study reached learning leaders as well as both full-time and part-time workers.

GENDER

54%
(232)
Women

46%
(269)
Men

<1%
(4)
Non-binary
or prefer to self-describe

AGE

12%
(39)

11%
(80)

28%
(138)

(248)

49%

- Gen Z (Ages 18-24)
- Millennials (Ages 25-40)
- Gen X (Ages 41-56)
- Boomers (Ages 57-75)

EMPLOYEE TYPE

39%
Learning
Leaders
(198)

30%
Full-time
Workers
(150)

31%
Part-time
Workers
(157)
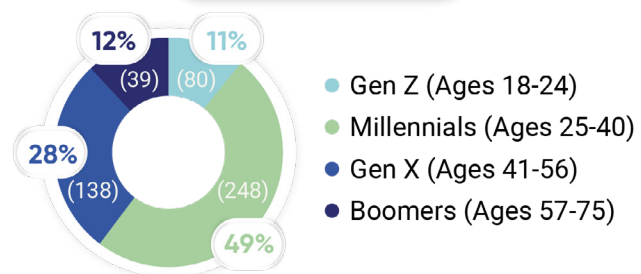
5 Key Findings

An outline of the primary insights gleaned from our research, explored in the following section.

1 **Workers Leave Employers Who Shortchange Development**

6 in 10 say they are likely (47%) or very likely (13%) to choose a new employer based on whether they invest in developing the employee's skills and capabilities.

2 **Onboarding Is Becoming a Strategic Function**

Only 48% of employees surveyed say their onboarding process prepared them for a good start.

3 **Gen Z and Millennials Want to Learn from Peers, Not Trainers**

More than older generations, 42% of Gen Z employees say they will likely turn to their peers to update their skills and capabilities to do their jobs.

4 **It Takes Scale, Security, and Engagement to Build Community within Your Ecosystem**

With automated digital assistants, gig workers, clients, suppliers, resellers, partners, and family members, the most significant growth in the learning ecosystem is outside the enterprise.

5 **AI Is Already at Work, but Many Have Fears for the Future**

Nearly 90% of learning leaders already use generative AI like Chat GPT for some applications today.

Section 2

5 Key Findings

From evolving workforce attitudes toward onboarding and L&D, to the reimagined learning ecosystem, we analyze survey responses across employment demographics and explore the challenges today's organizations must consider in the age of AI.

Workers Leave Employers Who Shortchange Development

Movements such as the Great Resignation and the continual upheaval in our workforce over the past few years have given workers more agency in their careers.

Employees now have higher expectations of their employers and their workplace experience than ever before.

In this environment, companies see upskilling for strategic agility as crucial.

A 2022-2023 Mercer survey of more than 13,000 employees and leaders found that **92% of companies are prioritizing safeguarding the future employability of their workforce.**

In contrast, many workers are dissatisfied by the learning and career development offered by their organization.

The 2023 Workforce Trends Report from ManpowerGroup found that **57% are looking to outside sources to advance their career and stay competitive in the labor market.**

92%

57%

How their employer supports employees' personal and professional growth determines whether they choose to stay with a company or leave for greener pastures, even amidst high-profile corporate layoffs and economic uncertainty.

56% of Gen Z Say They'll Leave If Employers Don't Invest in Their Learning

We found that more than half of Gen Z (56%) workers and 50% of Millennials say they are likely to leave an employer if they don't feel the organization is investing in their development.

56%

There are implications not only for talent retention, but also talent attraction
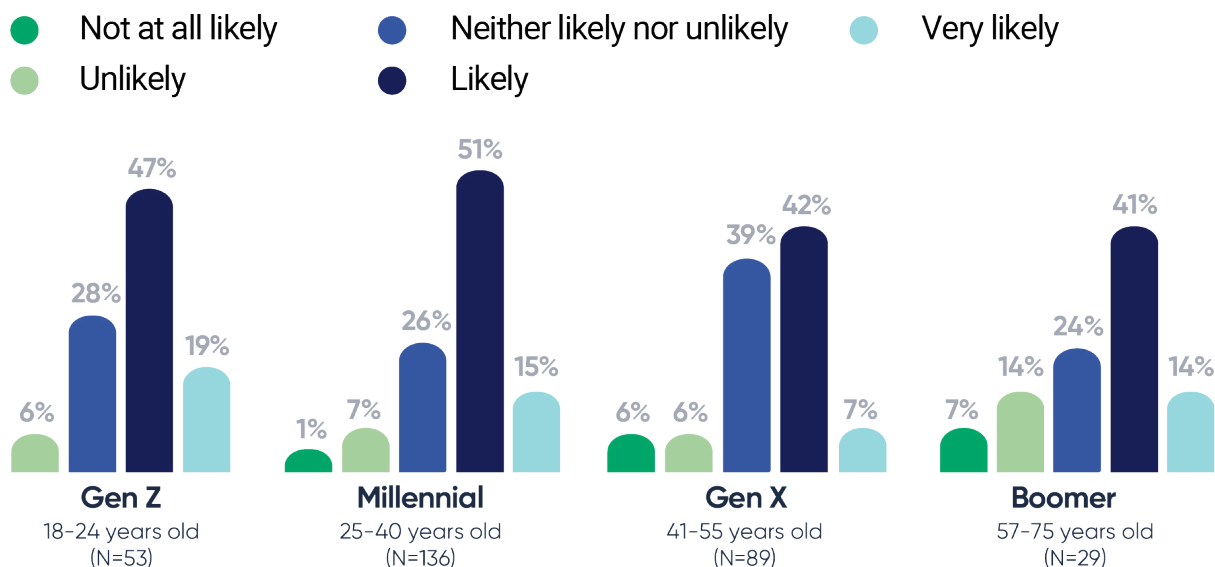
6 out of 10 Name Career Development As a Key Factor for Selecting An Employer

6 in 10 workers say they are likely (47%) or very likely (13%) to choose a new job based on the organization's investment in developing employees' skills and capabilities.

Value Placed on Learning Investment by Generation

How likely are you to choose a new employer based on whether they are likely to invest in developing your skills and capabilities?

Legend:
- Not at all likely
- Unlikely
- Neither likely nor unlikely
- Likely
- Very likely

	Not at all likely	Unlikely	Neither likely nor unlikely	Likely	Very likely
Gen Z (18–24 years old) (N=53)		6%	28%	47%	19%
Millennial (25–40 years old) (N=136)	1%	7%	26%	51%	15%
Gen X (41–55 years old) (N=89)	6%	6%	39%	42%	7%
Boomer (57–75 years old) (N=29)	7%	14%	24%	41%	14%

Learning Can Be the Connective Thread of the Employee Experience

A 2022 Gartner survey found that 58% of organizations employing frontline workers invested in improving their experience in the prior 12 months, and a 2021 WorkStep survey of more than 18,000 front-line employees across 150 companies indicated that a lack of career growth was the top reason for turnover.

Social and collaborative learning can both connect individuals with their team and broader work community and **enable workers to acquire skills that can translate into higher compensation.**

Cohort-Based Learning in Action at Baker Hughes for Enhanced Engagement & Alignment

Leading energy technology company Baker Hughes' global learning team launched an entirely self-directed social community and knowledge-sharing experience, named CORE, focused on the company's four core values of Lead, Care, Grow, and Collaborate.

Since its start, CORE has grown to more than 5,000 members in less than two years. A vital component of the success has been the implementation of NovoEd, which allows CORE to deploy a seamless, social, and cohort-based experience that drives learner engagement. NovoEd also has native and full-featured apps for iOS and Android, which allow CORE members who are frontline workers to participate from the field.

"I was moved as some of the leaders in the session shared not only how the community was enhancing their work life but also how it was creating a difference in their personal life.

Our cultural journey is one that is absolutely critical to the continued success and transformation of Baker Hughes. The CORE community is a great example of how we influence the middle and create change through the middle out."

- Deanna Jones,
EVP of People, Communications and Transformation for Baker Hughes

*(From **Brandon Hall Award** Website Writeup)*

Onboarding Is Becoming a Strategic Function

New employee onboarding is a competitive advantage when done well, especially when onboarding is high-volume and high-frequency. Employee turnover rates are expected to keep rising as hybrid and remote employment options expand options for knowledge workers.

According to a 2019 Indeed survey, in jobs where people left within the first six months, almost

4 out of 10 said a more effective onboarding process **could have helped them stay longer.**

## Less than Half – 48% – Say Their Onboarding Prepared Them for a Good Start

Organizations that build great onboarding experiences can jump-start employees. Hence, they engage and make a positive impact from their first days on the job. A stale lineup of talking heads won't cut it. Community-based learning experiences with rich discussions, structured peer-to-peer learning, and experiential practice will wow new team members and help them hit the ground running.

48%

More than a Third (36%) Believe that
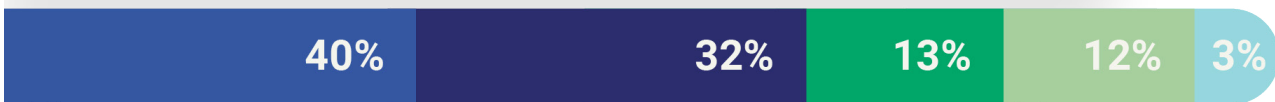
"Onboarding Never Ends"
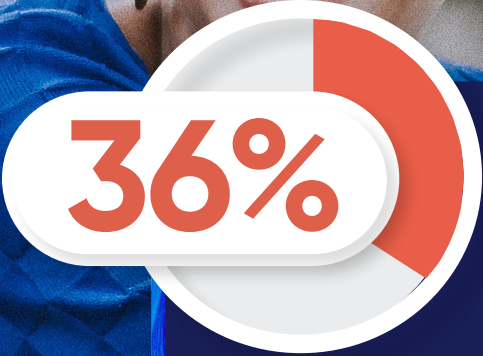
Our survey revealed that over a third (36%) believe "onboarding never ends." In this environment, employees want their onboarding experience to extend beyond their first days. Hybrid or remote workers see cohort-based learning as a critical chance to connect with their teams and stay current on their company's latest offerings, initiatives, and strategies.

36%

Apparent Demand for "Everboarding"

How long do you believe your company's onboarding process for new hire orientation should last?

- **This never ends, I am continuously being re-oriented**
- Three months
- Six months
- One year
- Other

40%	32%	13%	12%	3%

More than a third of full-time and part-time employees believe that the onboarding process should never end, especially for workers in large companies.

Companies doing this right are creating tech-enabled onboarding experiences using cohort-based learning to drive excitement about joining a new company.

Rather than an orientation event, they are "Everboarding" by having the end of an onboarding experience either route directly into a structured employee community or a structured upskilling program that is social and collaborative. Great onboarding sets the stage for a critical pattern of engagement and long-term contribution.

Asynchronous onboarding is isolating and does not facilitate connectedness to people and culture, while in-person experiences usually lack the depth, rigor, and sophistication to be good experiences. **Continuous learning experiences that are built around human-centered modalities like peer-to-peer learning, mentoring, sharing stories, and working together on projects results in both a better experience and deeper knowledge transfer.**
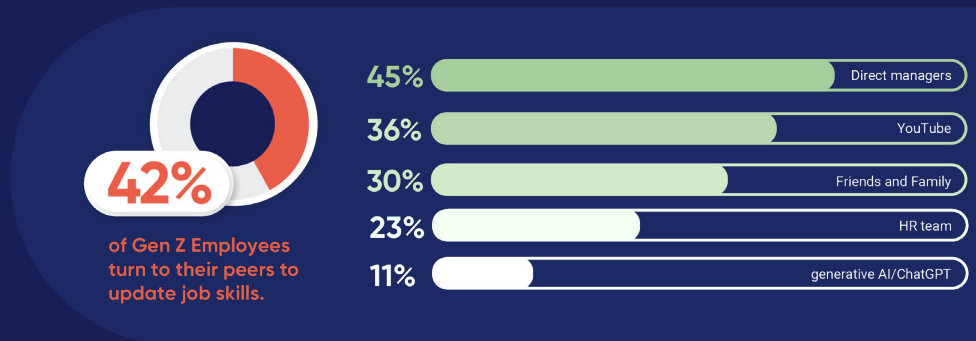
When it comes to onboarding, more employees (35%) say online, cohort-based learning is best, more than, say, one-on-one virtual meetings (27%), mobile learning applications (22%), or virtual reality orientation (12%).

Gen Z and Millennials Want to Learn from Peers, Not Trainers

As the workplace demographics and work environment shift, younger workers drive how organizations deliver learning experiences.

Today's learners look for immediate, relevant, and applicable content. This will increase the demand for more learning with and from peers.

We asked Gen Z employees, *"Where are you likely to turn to so you can update your skills and capabilities to do your job?"*

42% of Gen Z Employees turn to their peers to update job skills.

45%	Direct managers
36%	YouTube
30%	Friends and Family
23%	HR team
11%	generative AI/ChatGPT

- 45% say they are likely to turn to their managers, and nearly as many turn to their peers (42%).
- Gen Z workers are more likely to turn to peers than to friends and family (30%), their HR team (23%), generative AI/ChatGPT (11%), or even YouTube (36%).

User-Generated Content Needs L&D To Be Useful

User-generated content is a powerful tool for giving a learning program a sense of something learners are 'in' rather than 'experiencing,' but without curation and guidance from learning professionals, it will not achieve its full potential. The best UGC is reactive rather than proactive, a response to carefully structured promoting rather than full curriculum design. **By 2025, 38% of learning leaders expect to feature user-generated content in their learning programs, while only 27% expect to use off-the-shelf content by 2025.**
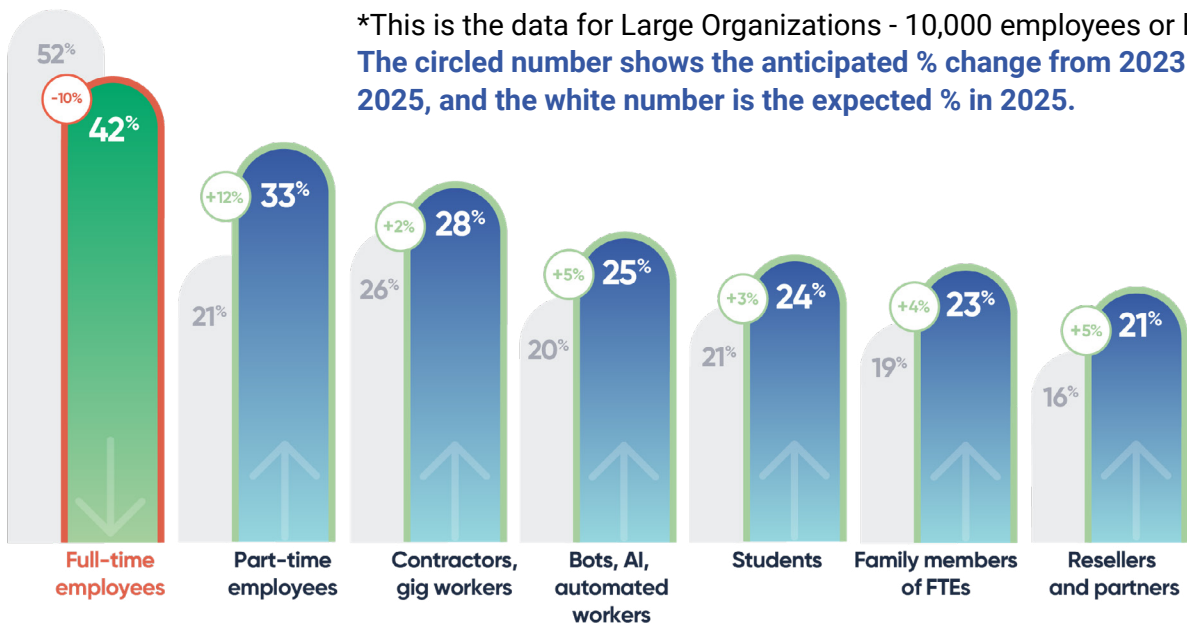
It Takes Scale, Security, and Engagement to Build Community within Your Ecosystem

Who are your learners?

Who are your learners? The surveyed leaders see learning as an essential mechanism to engage and stay connected with key stakeholders inside and outside the enterprise. As they look ahead to 2025, they expect full-time employees to become a smaller portion of their learning audience. They expect the number of learners outside the organization — including part-time workers, gig workers, interns, externs, resellers, partners, suppliers, customers, customers of customers, and beyond — to grow.

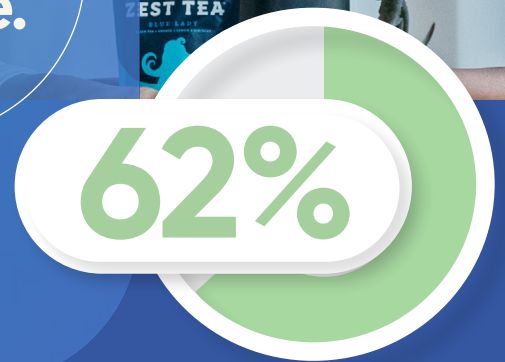## The Expanding Audience for Learning & Development: 2023–2025

Within the next two years, fewer learning leaders* expect to have FTEs in their learning mix. Still, more expect other groups, including automated workers, that perform start-to-finish business functions through a combination of AI, machine learning, and analytics to augment the output of their human counterparts.

*This is the data for Large Organizations - 10,000 employees or larger. **The circled number shows the anticipated % change from 2023 to 2025, and the white number is the expected % in 2025.**

Full-time employees	Part-time employees	Contractors, gig workers	Bots, AI, automated workers	Students	Family members of FTEs	Resellers and partners
52%	21%	26%	20%	21%	19%	16%
−10%	+12%	+2%	+5%	+3%	+4%	+5%
42%	33%	28%	25%	24%	23%	21%

Learning leaders are pushing the boundaries on how they define their learning audience.

We surveyed leaders on the value of offering learning to more than full-time employees. The top benefit for learning leaders from large organizations (<10,000 employees) is **expanding the talent pool,** named by 62%, followed by greater retention of top freelance and part-time talent (41%).

62%

Benefits of Offering Learning beyond Full-Time Employees Among Large Companies

Benefit	%
Creates a larger talent pool	62%
Greater retention of top freelance and part-time talent	41%
More agile and competitive company	36%
Nimbler workforce able to flex to company needs	31%
Increases engagement with our customers and community	31%
Increases engagement and revenue from our resellers and partners	28%
Cultivates a more diverse talent pipeline	23%

The importance of expanding talent pools cannot be overstated in the current competitive global marketplace for employee attraction and retention.

In today's increasingly decentralized workplaces, employees can be hired from across time zones, cultures, and societies. A broader, more diverse pool gives talent leaders more flexibility and a faster track to in-demand capabilities when business needs shift.

"Companies must expand their audience and approach to learning to engage a larger pool of potential talent. Extending opportunities for cohort-based learning and pathways to career development for an organization's full ecosystem also creates natural opportunities for connection with important stakeholders. It deepens relationships that matter with employees, customers, partners, and communities."
- Jeanne Meister, Founder of Future Workplace and Executive Vice President of Executive Networks
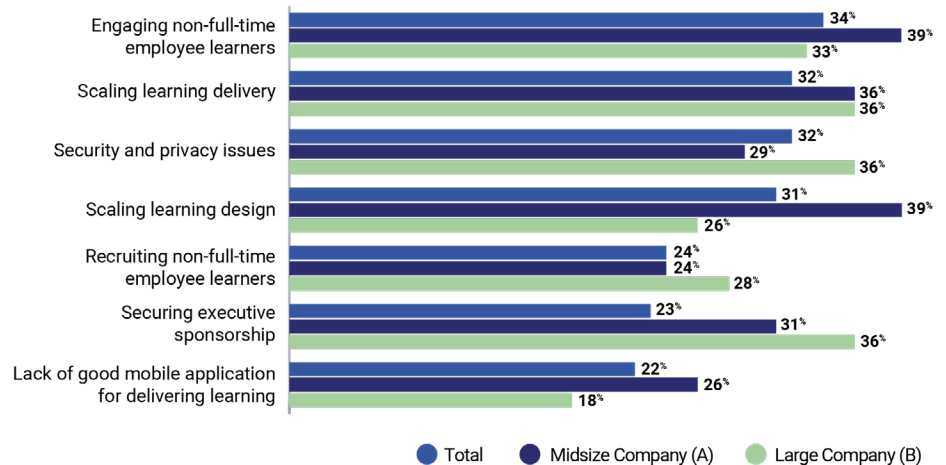
The potential for employees to teach and learn from each other opens up possibilities that off-the-shelf learning could never match.

Companies benefit from not just the day-to-day output of individuals but the effects of their interactions across their teams, business units, and organizations. A decentralized but empowered learning community at the frontline also helps organizations build a workforce that more closely mirrors the customers they serve.

Top Barriers to an Expanded Learning Ecosystem (Beyond Full-Time Employees)

Still, learning leaders expressed significant barriers when it comes to expanding their learning audience beyond full-time employees. Engaging non-FTE Learners, security and privacy issues, scaling delivery, and scaling design were all called out as barriers by a third or more.

Barrier	Total	Midsize Company (A)	Large Company (B)
Engaging non-full-time employee learners	34%	39%	33%
Scaling learning delivery	32%	36%	36%
Security and privacy issues	32%	29%	36%
Scaling learning design	31%	39%	26%
Recruiting non-full-time employee learners	24%	24%	28%
Securing executive sponsorship	23%	31%	36%
Lack of good mobile application for delivering learning	22%	26%	18%

● Total ● Midsize Company (A) ● Large Company (B)

CASE STUDY

How Marriott is Driving Consistency and Access in Global Frontline Leadership Development

Leading international hospitality organization Marriott International launched a global cohort-based leadership development program named En Route. Available to all managed and franchised hotels, En Route offers leadership courses to people leaders and helps build a strong foundation for Marriott's future leaders.

En Route develops people leaders fluent in foundational management and leadership skills, oriented towards creating thriving teams, and motivated by the success of their frontline associates.

Using NovoEd, Marriott can offer a virtual and continuous learning experience that transcends the classroom, regions, and individual brands to shift behaviors and uplift associates' experience across their entire brand portfolio.

Previous leadership development programs, conducted primarily through face-to-face experiences, were often too long, complex, and expensive for many leaders at Marriott's select brands, including Courtyard and Fairfield Inn. However, through En Route, select service hotel leaders - many from franchise management groups - can access the same leadership learning as Marriott's premium and luxury non-franchised hotels.

"Our ability to distribute premium leadership development resources at scale enables us to reach leaders at franchise hotels that we otherwise would not have been able to. Ultimately, we are aiming to transform the lives of our frontline workers who otherwise lack access to opportunities; through En Route, we're providing the tools and resources to their managers to create careers and lifetime growth at Marriott."
– Jessica Lee, Senior Vice President of Talent Development for Marriott

AI Is Already at Work, but Many Have Fears for the Future

Across industries, we see work being transformed by generative AI. Goldman Sachs is using ChatGPT-style AI to assist developers with writing code. Instructional designers and learning developers have integrated chat GPT into Rise and use it for authoring and feedback. And a recent study by researchers from MIT and Stanford found that novice and low-skilled tech support agents who used conversational scripts created by generative AI tools got their work done 35% faster.
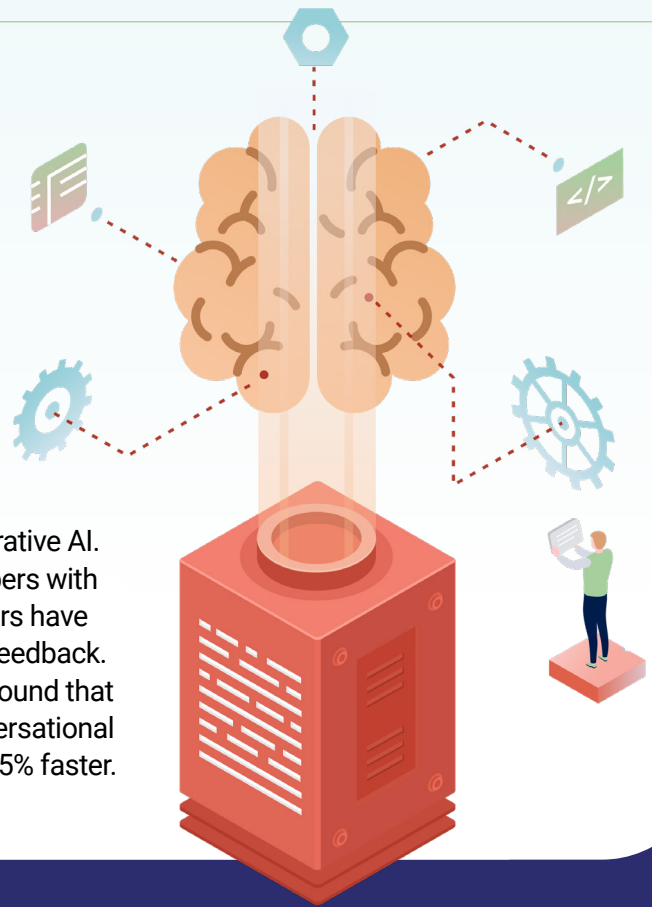
89%

Most learning leaders we surveyed (89%) now report using AI in their daily work.

The most common ways of using AI for learning include providing feedback to learners, create new written training content, and to use in new hire orientation.

By 2025, Leaders expect that

43% of their organization's learning content mix will be AI-generated.

43%

Here is how learning leaders currently use generative AI in their daily work:

Applications for Generative AI in L&D Today

Provide feedback to learners	**38%**
Create new written training content	**37%**
Use in New Hire Orientation	**30%**
Train workers how to use generative AI like ChatGPT on the job	**29%**
Develop full courses entirely generative AI like ChatGPT	**28%**
Produce translations of training content	**27%**
Create new AI-generated videos	**21%**

Top Generative AI Applications Vary by Industry

The most commonly used generative AI function by those in the Financial Services (41%) and Professional Services (57%) is **providing feedback for learners.**

The most common application today for those in Technology/Telecommunications (49%) is **creating new written content.**

Most common for those in the Healthcare and Pharmaceuticals (53%) industry is training workers **on generative AI.**

AI is the #1 WORKPLACE FEAR for workers and learning leaders.

46%

Nearly half (46%) of workers and 34% of learning leaders said the use of AI or job loss from automation scares them about the future.

The next highest responses – the demands of keeping up with advancing technologies (10% of workers and 9% of learning leaders) and less job security (said by 8% and 4% respectively) – trailed far behind.

We asked, "What's one thing that scares you about the workplace of the future?"

"We don't know how much we will rely on AI."
Millennial learning leader in the U.K.

"AI and automated machines because they can do what we can do but faster and better."
Gen Z worker in the U.S.

"Artificial intelligence is taking over the workforce."
Millennial learning leader in the U.S.

"The unknown, and if I will be able to keep up with the demands."
Millennial worker in the U.K.

"The lack of human interaction."
Gen X learning leader in the U.K.

"Keeping up with technology, it changes rapidly."
Millennial worker in the U.K.

INSIGHT

AI may help by freeing leaders up for more mentoring and coaching of their teams.

Research from Gartner finds that 65% of the tasks that a manager currently does have the potential to be automated by 2025. This will create space for managers to build more human relationships with their employees. In the face of ambiguity and uncertainty, leaders can help people overcome their fears, inspire trust, and encourage aligned action across a team.
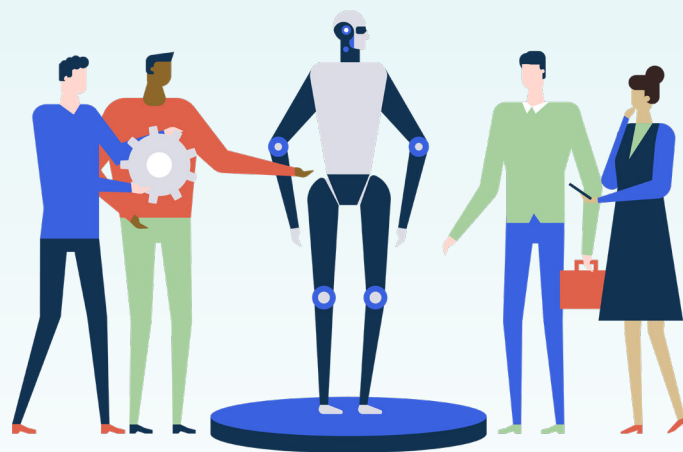
5 Actions for Connection and Performance in the Age of AI

The era of AI will not change the reality that organizations are fundamentally human systems. Learning can become the lifeline for creating the connected experience people crave. Follow these five actions to make these ideas a reality.

5 Actions for
Connection & Performance in the Age of AI

ACTION 1

Harness the power of relationships in your organization through cohort-based learning.

Whether we realize it or not, learning is social and deeply personal in nature. Strategic capabilities — the ones that truly set an organization apart — must be learned *together* and acquired through experience. Knowledge shifts perspective, tests long-held beliefs and inspires growth when debated, reflected upon, and shared. Leverage the strength of each learner's entire experience—not only expert knowledge—to enhance their development. Achieve deep alignment, where everyone is genuinely rowing together.

ACTION 2

Shift from "transactional Onboarding" **to "strategic Everboarding."**

Onboarding always continues, given how fast most organizations have to move these days. Roles, teams, and whole functions are constantly evolving, especially with the collision of industries and the advent of the cyber-physical era. Cohort-based learning rapidly sets every employee on the fast track for a deeply integrated, high-performing workforce in which peers and peer-generated content are unleashed to their full effect. Bring knowledge, coaching, teamwork, and discussion together cohesively, accelerating performance and team alignment.

ACTION 3

Recognize the need for **continuous learning and compounding impact.**

Transformational initiatives cannot be one-and-done but require sustained attention, energy, and buy-in across all levels of the organization. Safe, productive spaces are needed where learners can discover their voices, test ideas, debate perspectives, dismantle biases, and address inequities. Seek learning technologies, including social and collaborative learning, that weave new mindsets and practices into the flow of work. It's the most rapid way to actualize principles and internalize new behaviors.

ACTION 4

Create a rich, sensory, immersive learning experience that appeals to the "heart" and the "head."

From digital adoption platforms that teach people how to use software to scenario-based video practice where learners can practice their soft skills, remote learning can be more profound, richer, and more inclusive than in-person. Seize the opportunity and consider integrating music, humor, storytelling, and powerful visuals. Embrace mobile to make the experience seamless.

ACTION 5

Get ahead of barriers that will limit the reach of your learning ecosystem.

Despite the benefits of extending learning to a broader audience, many organizations will stall if they don't solve the security and scale challenges. Clearly define the scope and parameters around your desired audience so you can have a frank conversation with your IT team about what it will take to reach them safely. And find partners who have experience with large-scale learning deployments to minimize risks.

Section 4

About

Introduction to NovoEd and Executive Networks, followed by author bios.

NovoEd

Founded at Stanford's Social Algorithms Lab in 2012, NovoEd is a capability-building platform that uses social and collaborative learning to unlock performance readiness at scale.

Through cohort-based experiences, NovoEd taps into collective wisdom, placing each learner at the intersection of perspective, application, and expertise. Large enterprises such as 3M, GE, and Nestlé partner with NovoEd to accelerate their critical initiatives, reconnect teams, and achieve rapid alignment through learning that is deeply felt and experienced and swiftly transformed into impact.

> > > Visit **www.novoed.com** to learn more.

Executive Networks

Global 1000 Human Resources Leaders trust Executive Networks to facilitate safe, meaningful, and innovative peer conversations that deliver accelerated, relevant insights and solutions. Heads of Human Resources and their teams will find networks that apply directly to their role and support their company's strategy and growth plans. Leaders who are looking for authentic peer connections and the assurance of confidentiality while adding value for their organization through sharing industry-agnostic insights appreciate the support and research Executive Networks can provide.

> > > Visit **www.executivenetworks.com** to learn more.

ABOUT THE AUTHORS

Jeanne **Meister**

executive networks

Jeanne Meister is Founder, *Future Workplace*, and Executive Vice President, *Executive Networks*, the leading HR Peer Network company for the Global 1000.

Jeanne is a regular contributor to Forbes and Harvard Business Review and writes on topics related to the Future of Work and Future of Human Resources. Jeanne is leading a multi-client research program for Executive Networks on the Future Role of the CHRO, the Future of Working, and Learning and Employee Wellbeing. Jeanne is the best-selling author of three books, *Corporate Universities: Lessons in Building a World-Class Work Force, The 2020 Workplace: How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today,* and *The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees.*

Jeanne was named 21 HR People To Follow in 2021, 100 Most Influential People in HR, HR Tech Influencer for 2019, 2020 and 2021 and one of the Top HR Experts to Watch by People Managing People Magazine.

NovoEd

Jacob **Nikolau**

Jacob Nikolau is the Head of Product and Customer Marketing at NovoEd, a social and collaborative learning platform for building deep organizational capabilities at scale. He has spent his career dedicated to driving research, market insight, business intelligence, and go-to-market strategy for businesses focused on providing transformative technology solutions to the Fortune 1000. His career has spanned operating roles in data platforms (Feedonomics), virtual reality (Mursion), and cohort-based learning and corporate-academy building (NovoEd). His writing and research reports with industry analysts have been published and cited by Harvard Business Review, Forbes, Fast Company, and others.