



Evaluate the Health of Your Learning Organization

February 6, 2024



Introductions

Working with you side-by-side, every day



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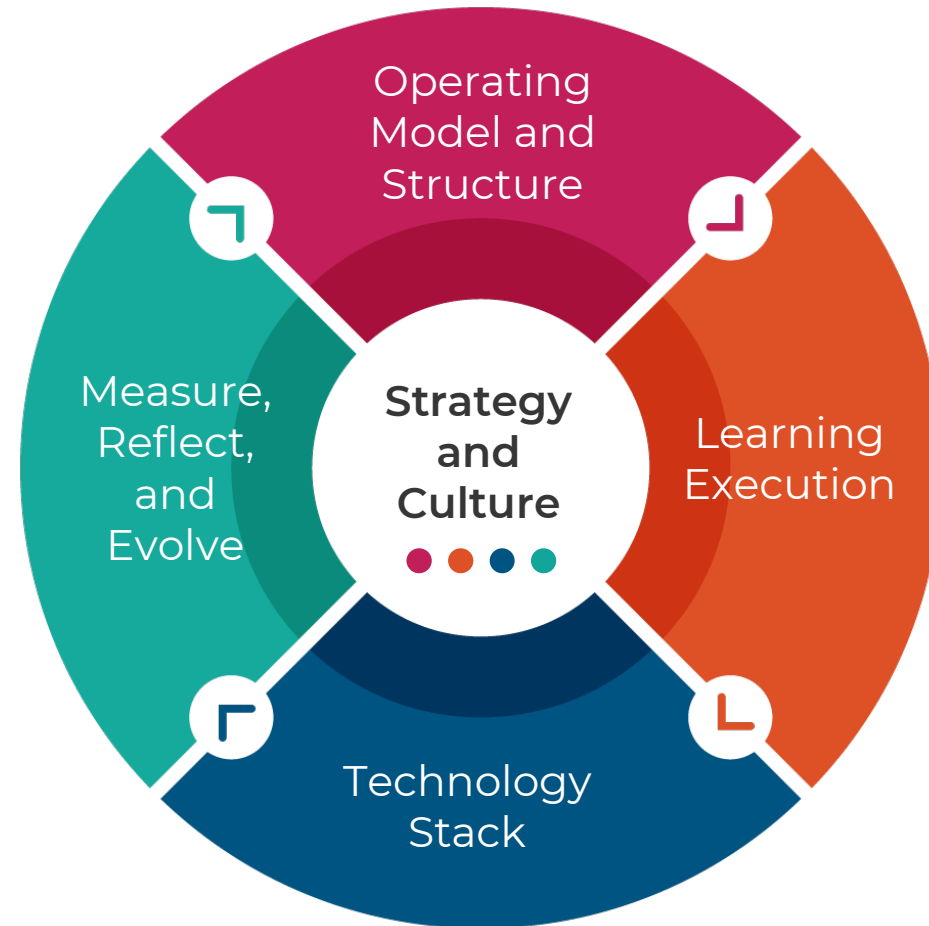


Peggy Durbin

Strategic Innovation
Consultant

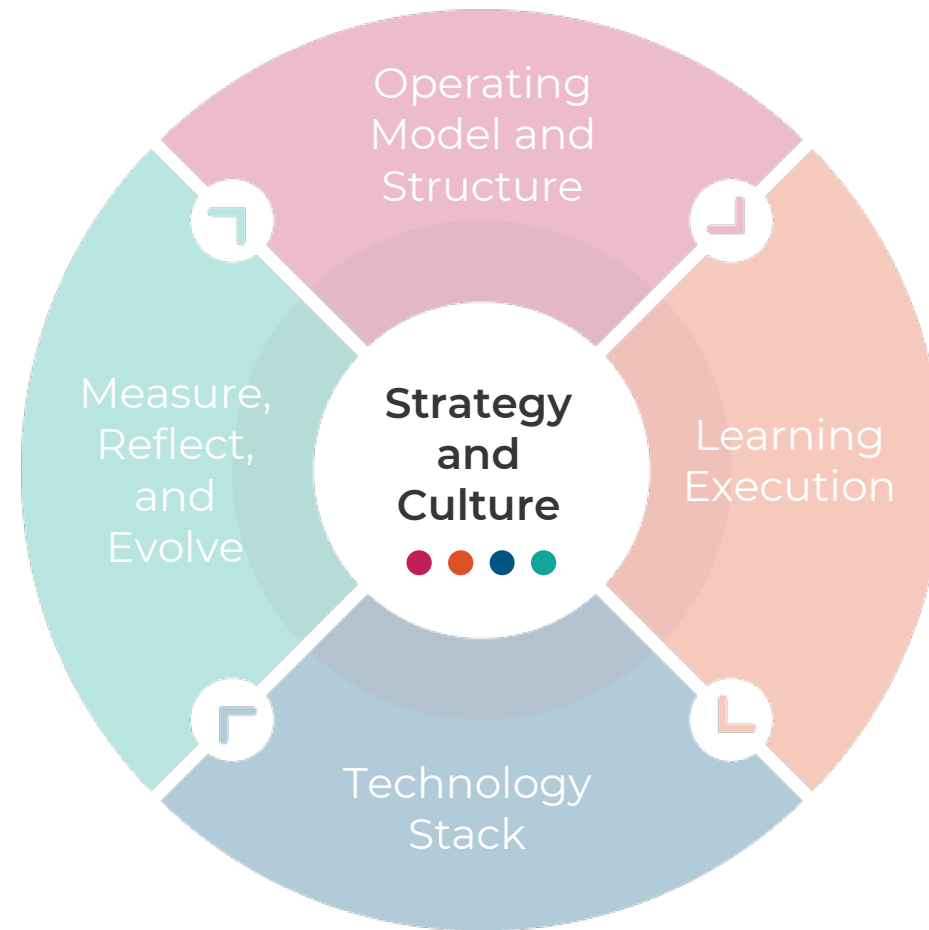
A Modern Learning Organization

Five key areas of a successful, modern learning organization



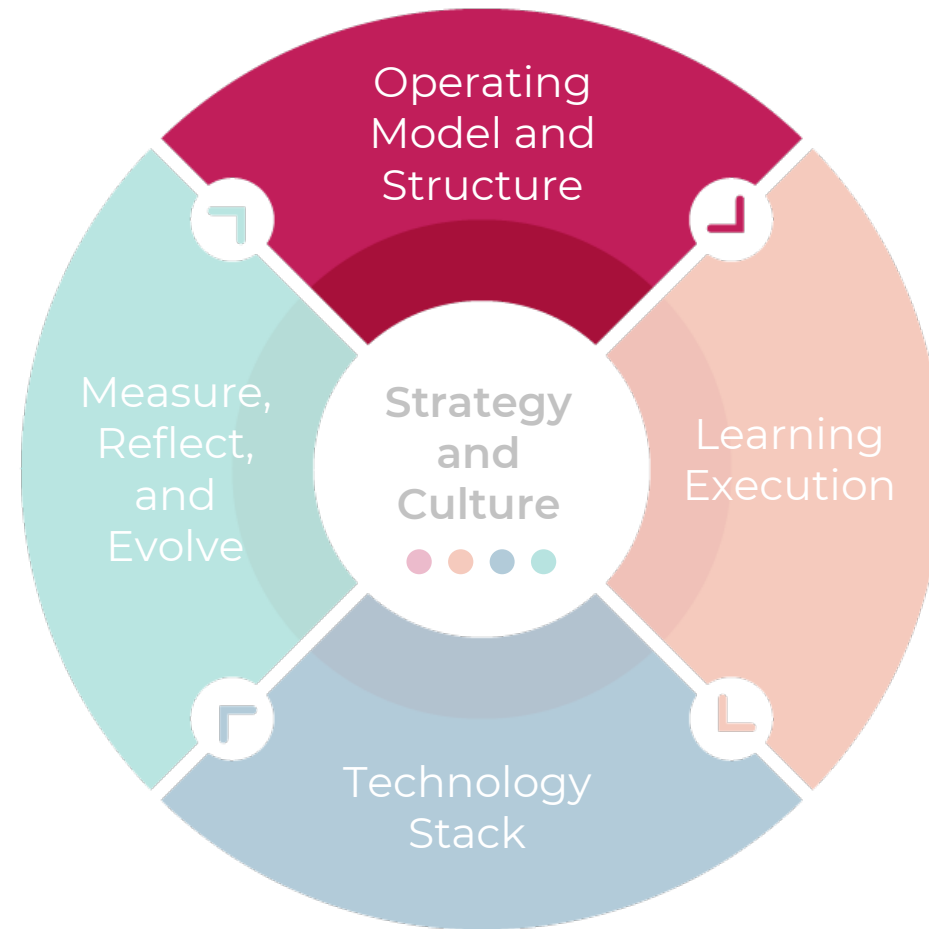
A Modern Learning Organization should...

... have an up-to-date strategy that aligns with where the enterprise is going with a clearly defined learning culture.



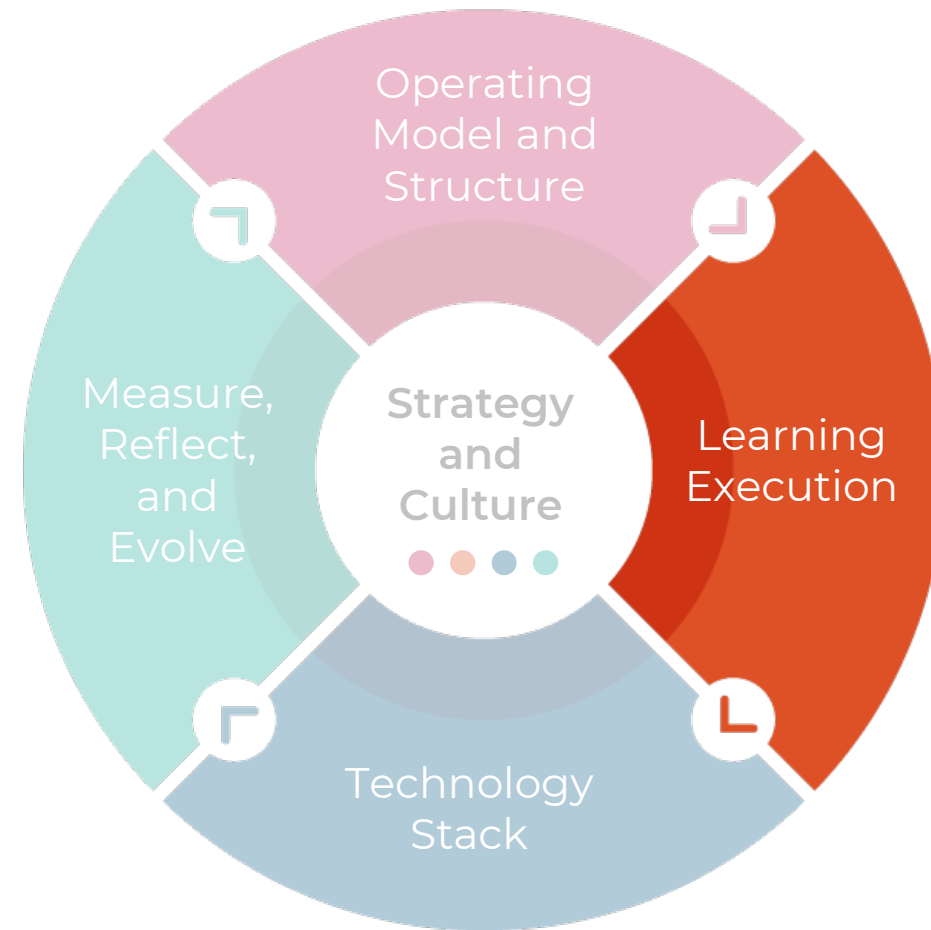
A Modern Learning Organization should...

... have an efficient and effective operating model that enables the organization to fulfill its strategy and mission and drives business impact for senior leaders and business stakeholders.



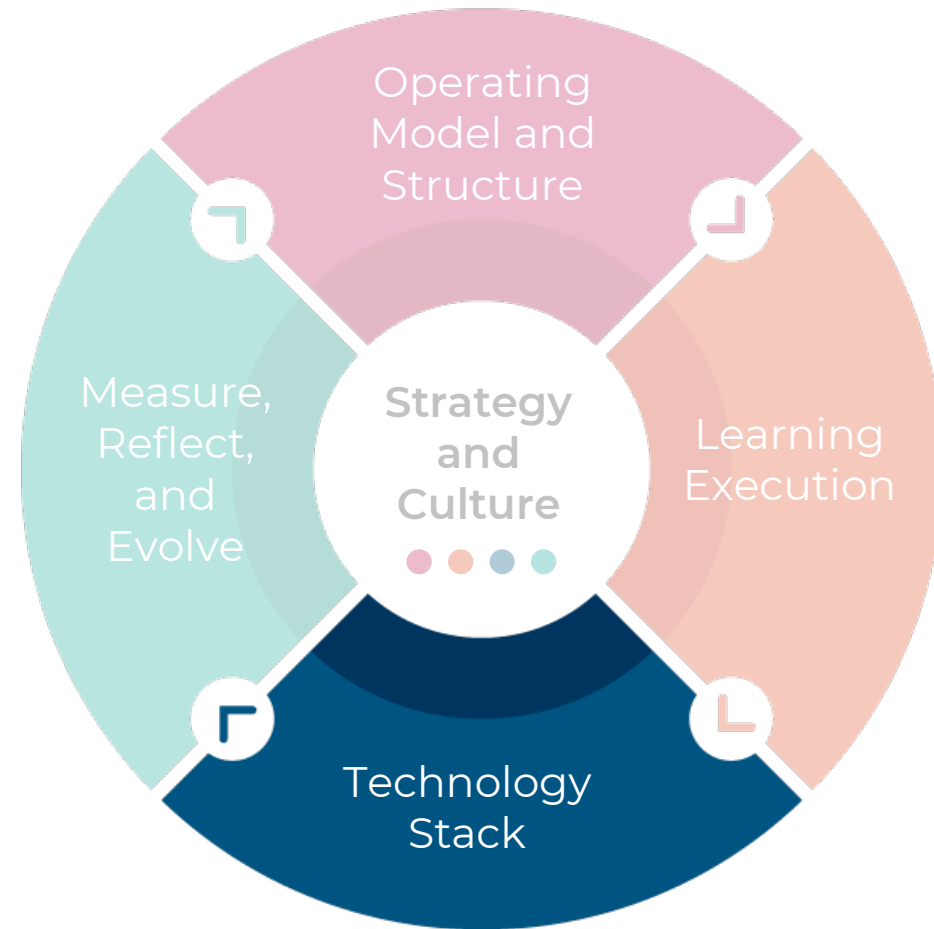
A Modern Learning Organization should...

... offer the right products and services that are in line with the strategic direction and employee value proposition.



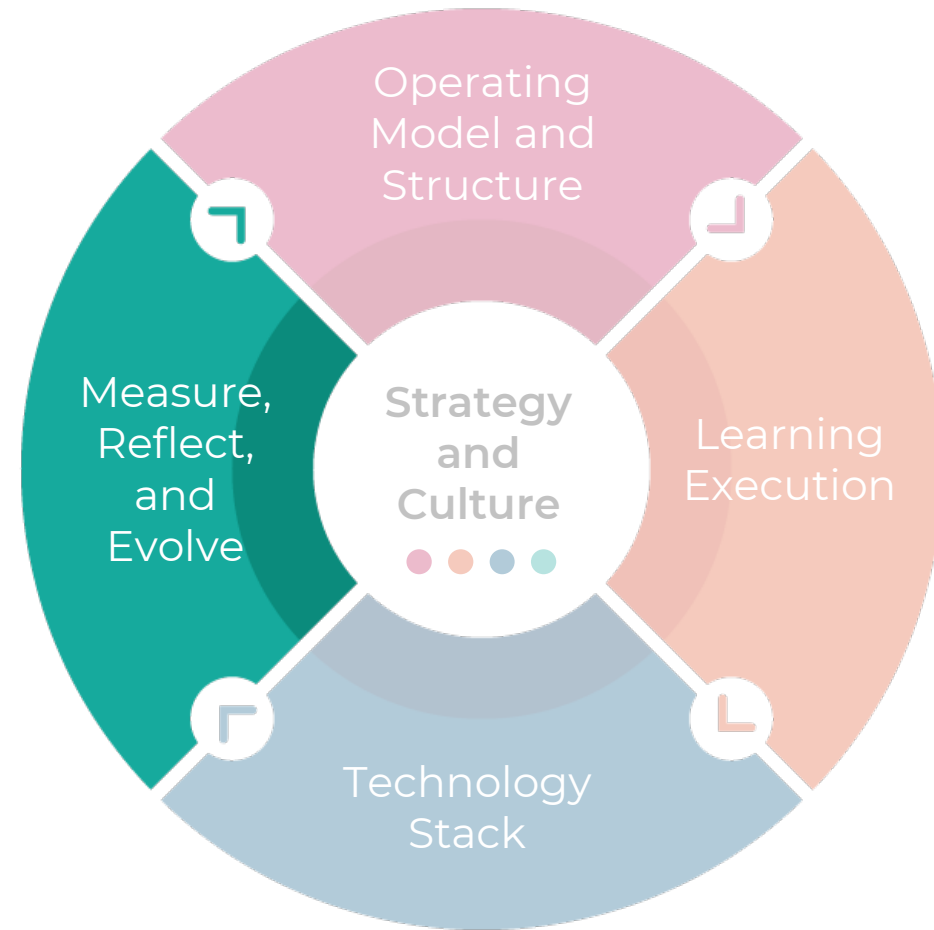
A Modern Learning Organization should...

... leverage the right technology to offer scale, efficiency, and a modern learner experience.



A Modern Learning Organization should...

... measure success compared to organizational expectations and industry benchmarks and evolve with changing conditions.



Poll

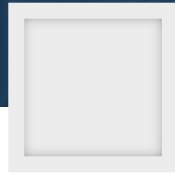
Which of these areas does your L&D organization struggle with the most?



Strategy and Culture



Operating Model and Structure



Learning Execution



Technology Stack



Measure, Reflect, and Evolve

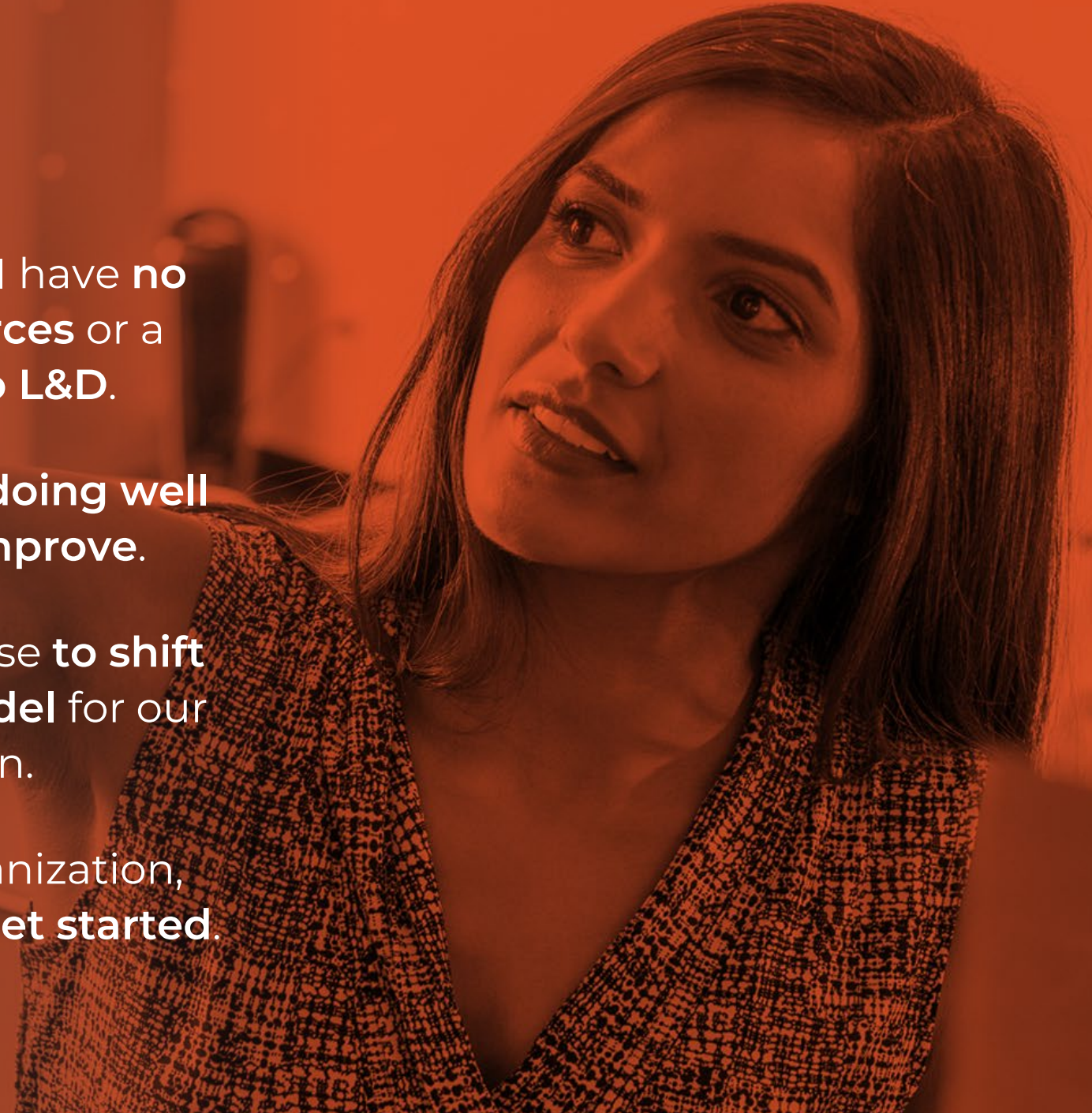


I was just hired as the CLO. I have **no sense of our global resources** or a **centralized approach to L&D**.

We don't know **what we're doing well** and **where we need to improve**.

I want to build a business case **to shift to a different operating model** for our learning organization.

We are a new learning organization, and we **don't know how to get started**.

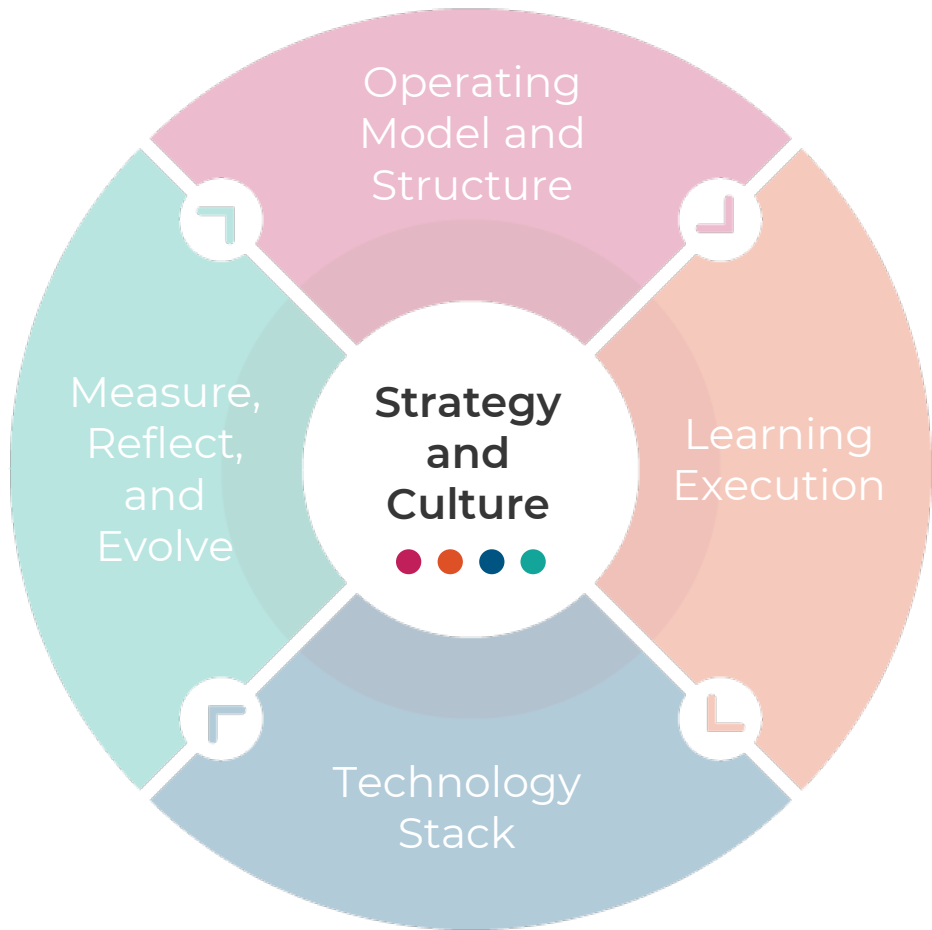


How do you know if your L&D
function is delivering its
full value to the organization's
goals, mission, and vision?

Where do you start?

Learning Organizational Health | Key Criteria

An L&D organization's strategy and culture should:

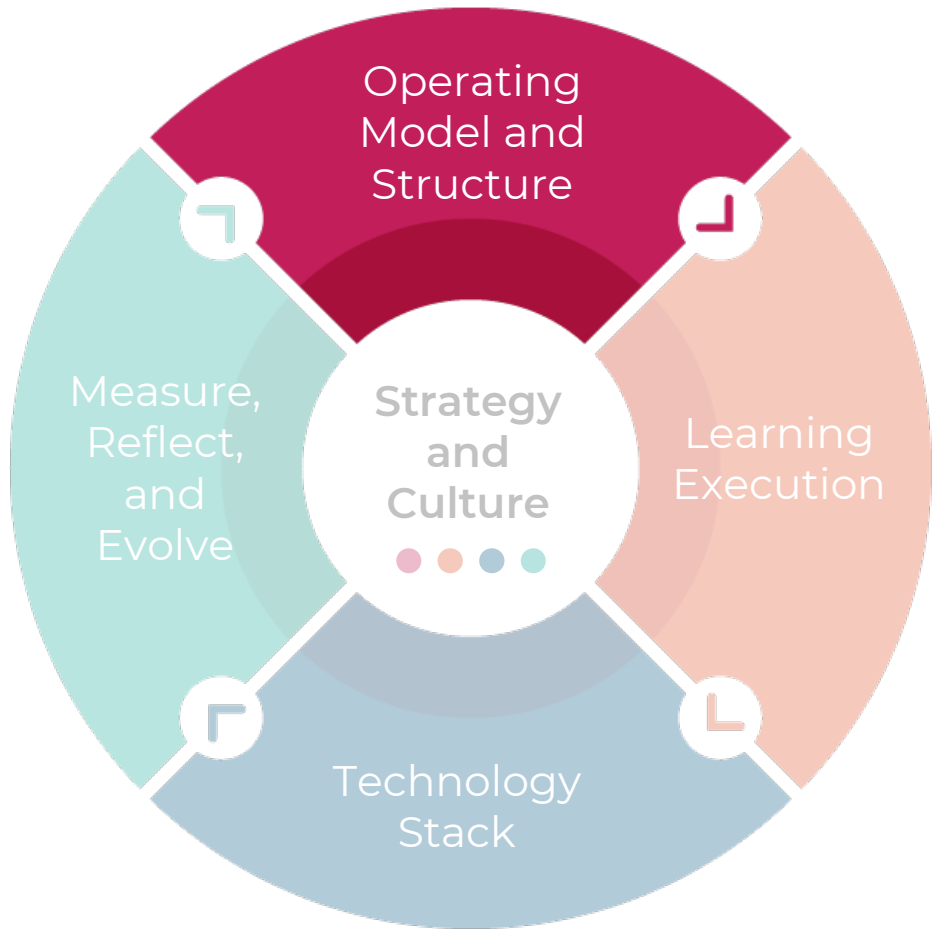


- Articulate a vision and mission that defines the purpose of the function and aligns with the corporate strategy.
- State guiding principles and a commitment to serving the organization.
- Commit to a culture of learning.
- Execute a consistent planning process with measurable outcomes reflected in the operating model.
- Ensure the funding and support process aligned to the business is sufficient to achieve key outcomes.

	Vision, Purpose, Mission
	Commitments
	Culture
	Strategy
	Funding and Support

Learning Organizational Health | Key Criteria

An L&D organization's operating model and structure should:



- Connect with the business to understand evolving priorities.
- Include strong talent sourcing and capabilities growth to deliver measurable strategic business value.
- Organize capabilities to scale with the business.
- Optimize workflow between roles with structured decision making to deliver on the strategy.
- Adhere to a defined framework for issue resolution.

Alignment to Business

L&D Talent Strategy

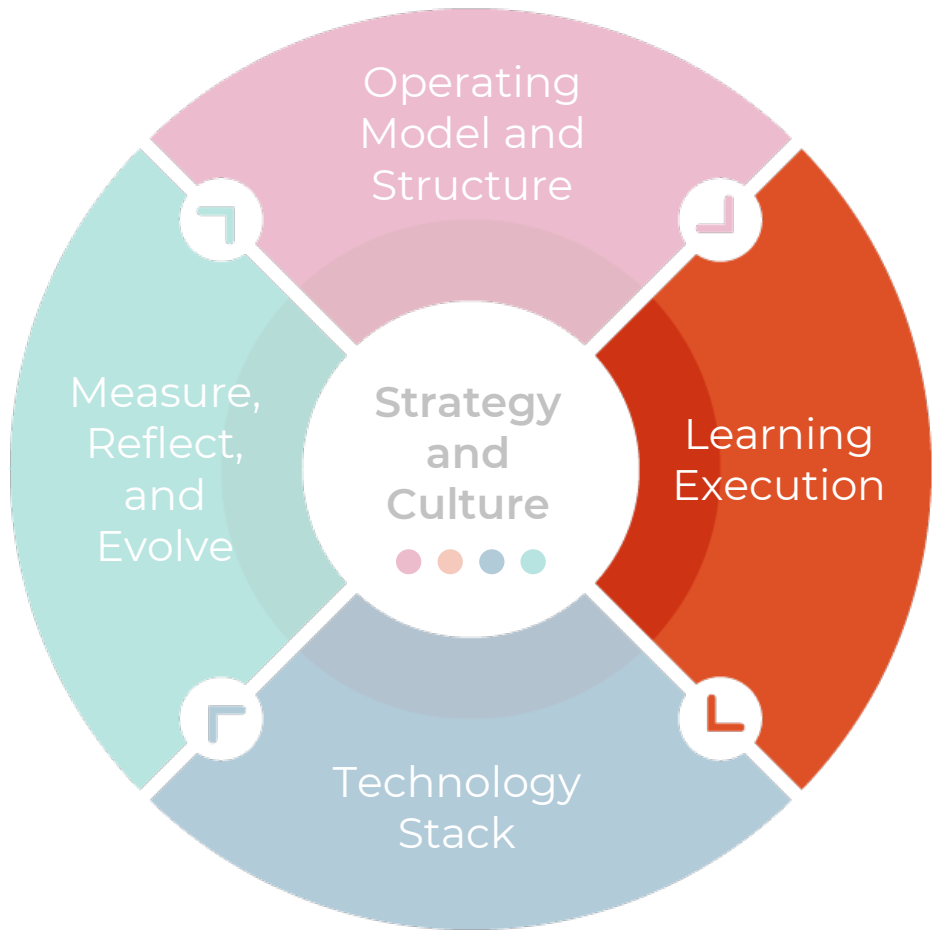
Team Structure

Operating Process

Governance

Learning Organizational Health | Key Criteria

An L&D organization's operating model and structure should:



- Fully align and optimally manage their learning portfolio against their strategic organizational and detailed audience need.
- Adopt best practice learning design and delivery strategies from a macro (program) level to a micro (event/asset) level.
- Deliver an optimal, blended, integrated, supported, and connected learning experience for all its stakeholders.

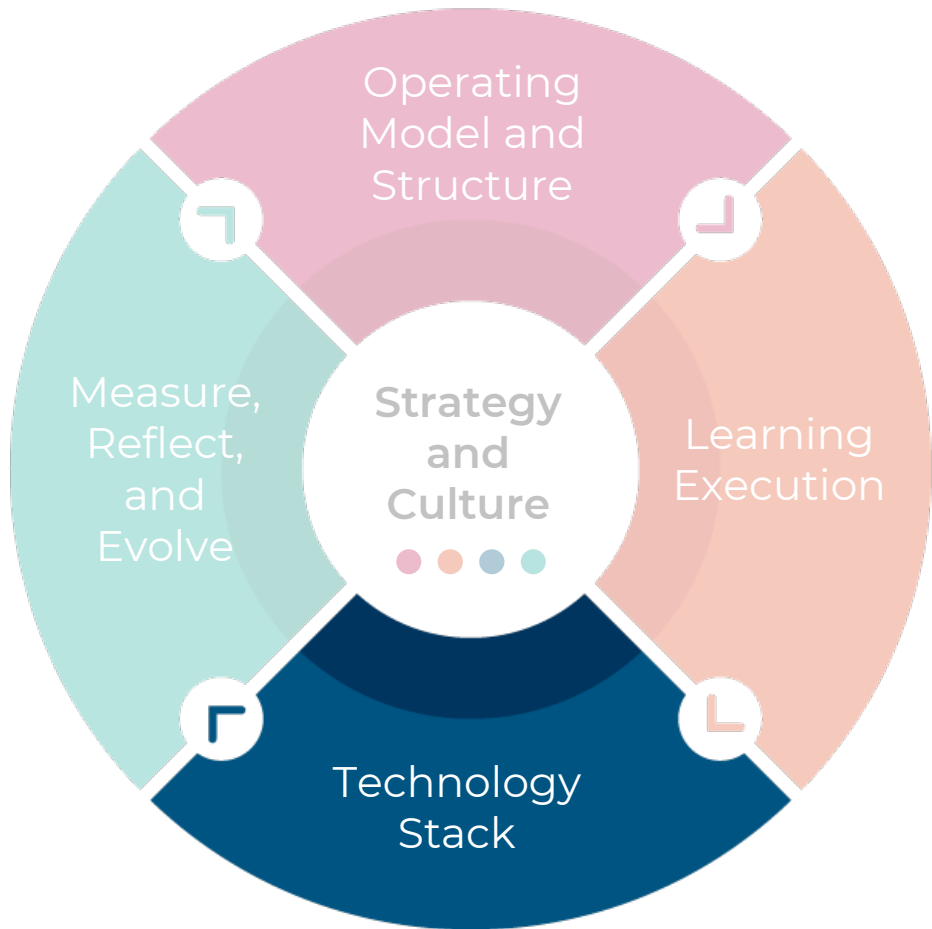
Portfolio Alignment and Benchmarking

Design and Delivery Strategies

Learning Experience

Learning Organizational Health | Key Criteria

An L&D organization's technology stack should:



- Enable the business strategy, reinforce the desired learning experience, and promote a responsive, modern ecosystem.

Alignment with Business and Learning Strategies

- Seamlessly aggregate data across platforms to effectively support measurement practices and to ensure it is delivering on both the business strategy and learner experience.

Analytics and Reporting

- Embrace a sustainable, standards-based approach to exploring and adopting new technology that is efficient and can be optimized with clear and agile governance.

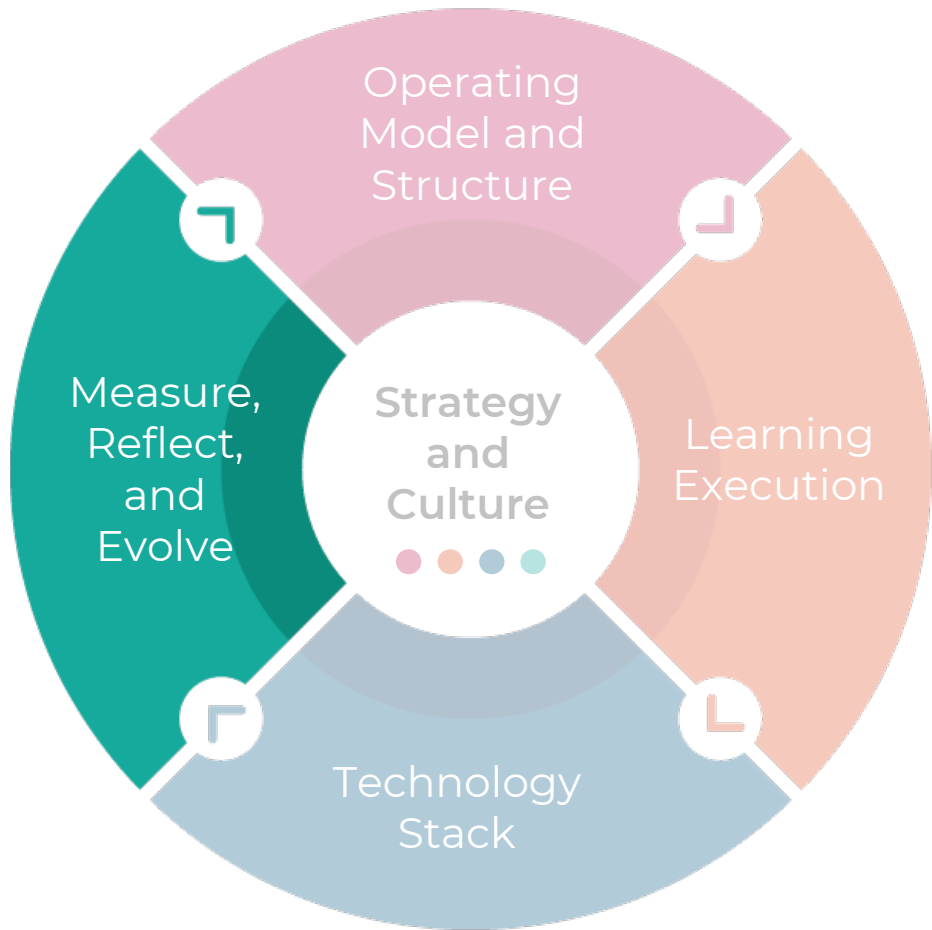
Innovation and Governance

- Securely share and attach user data at scale and have a skilled and accountable team that is proactive at managing technology partners/vendors.

Infrastructure and Team

Learning Organizational Health | Key Criteria

Regarding measurement, an L&D organization should:



- Have a comprehensive measurement and analytics strategy and process that supports continuous improvement with dedicated resources to support its measurement practice.
- Align with the business to connect learning initiatives to the organization's strategic goals.
- Regularly solicit learner feedback and analyze learner data to evaluate mandatory and elective courses, resources, facilitators, etc. and make necessary improvements.
- Effectively manage and run itself as a business in terms of demand, capacity, cost to develop and deliver learning solutions, and ability to evolve with changing conditions.

Strategy

Business Alignment

Voice of the Learner

Operational Effectiveness

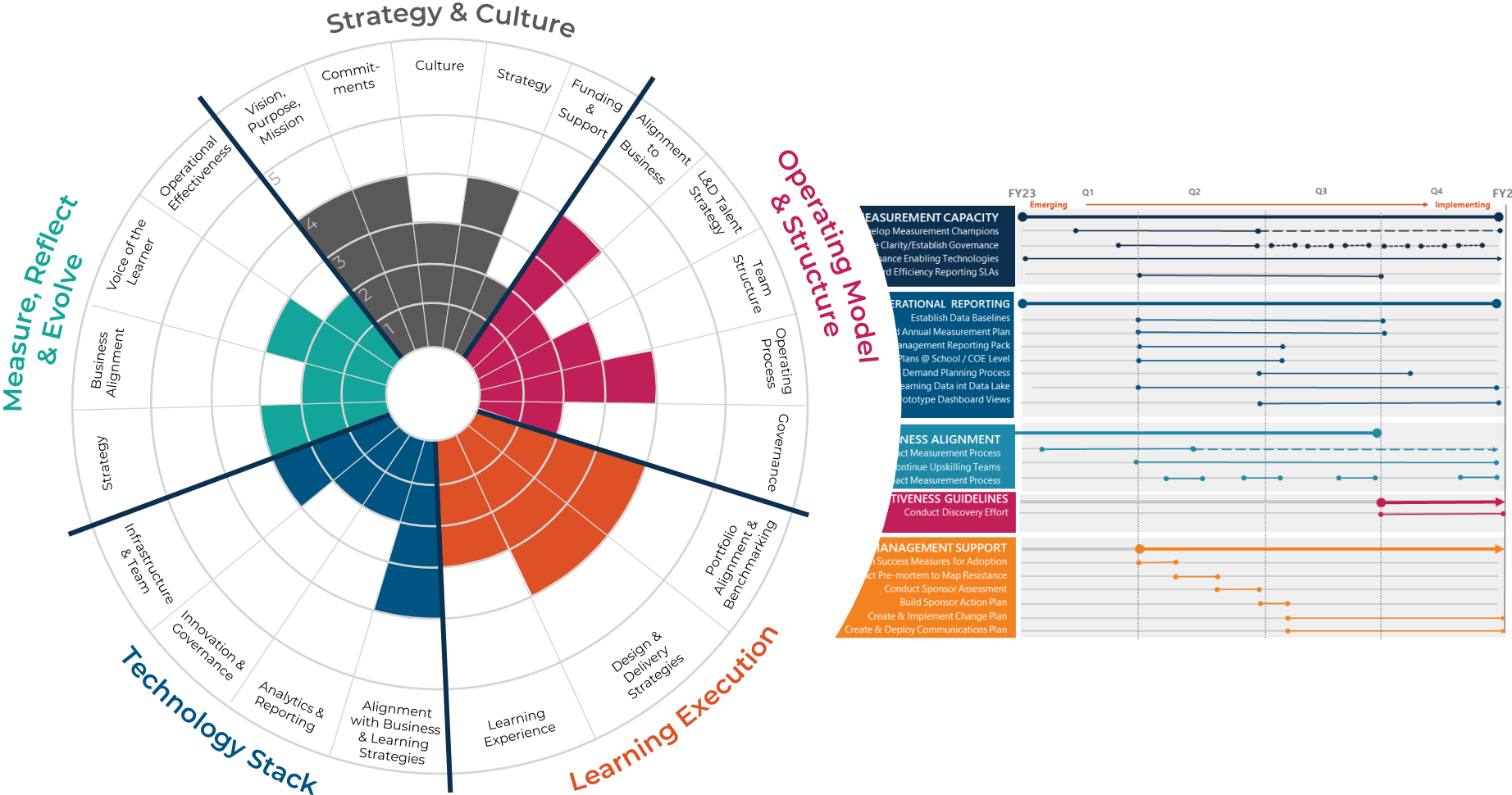
Client Engagement Experience and Outputs

The Structure to Answer Key Questions About **How You Run the Business**

Initiate	Deep Dive Discovery					Synthesis
High-Level Survey	Strategy and Culture	Operating Model and Structure	Learning Execution	Technology Stack	Measure, Reflect, Evolve	Report Out
<p>Execute high-level survey across the 5 key categories.</p> <p>Synthesize results.</p> <p>Prepare heatmap.</p>	<p>← Individual Interviews - Focus Groups - Analysis →</p>					<p>Current and desired states in each category.</p> <p>Key principles to focus on.</p> <p>Practical, actionable plan for immediate priorities and a roadmap to maturity.</p>
Weeks 1 & 2	Weeks 3 through 7					Week 8

LOHA Report Out

Practical, actionable plan for immediate priorities and a roadmap to maturity



Questions?



Focused consulting



External benchmarking to reinforce validity



Actionable insights



Roadmap for improvement

What you get from us that you won't get from anyone else!



Are you ready to evaluate the health of your Learning Organization?

Contact us

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