

# Looking Ahead: How to Develop an Effective L&D Strategy in 2022

Jan 19th '22

Webinar



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- Creating and Delivering Highly Engaging Learning for the Hybrid Workforce
- Reimagining Talent Management for the Future of Work
- Automating the Talent Acquisition Process Through AI, RPA and ML
- Creating an Employee-Centric Culture
- Creating a Leadership Development Program for Every Employee
- Building a Culture that Embraces Diversity and Fosters Inclusion

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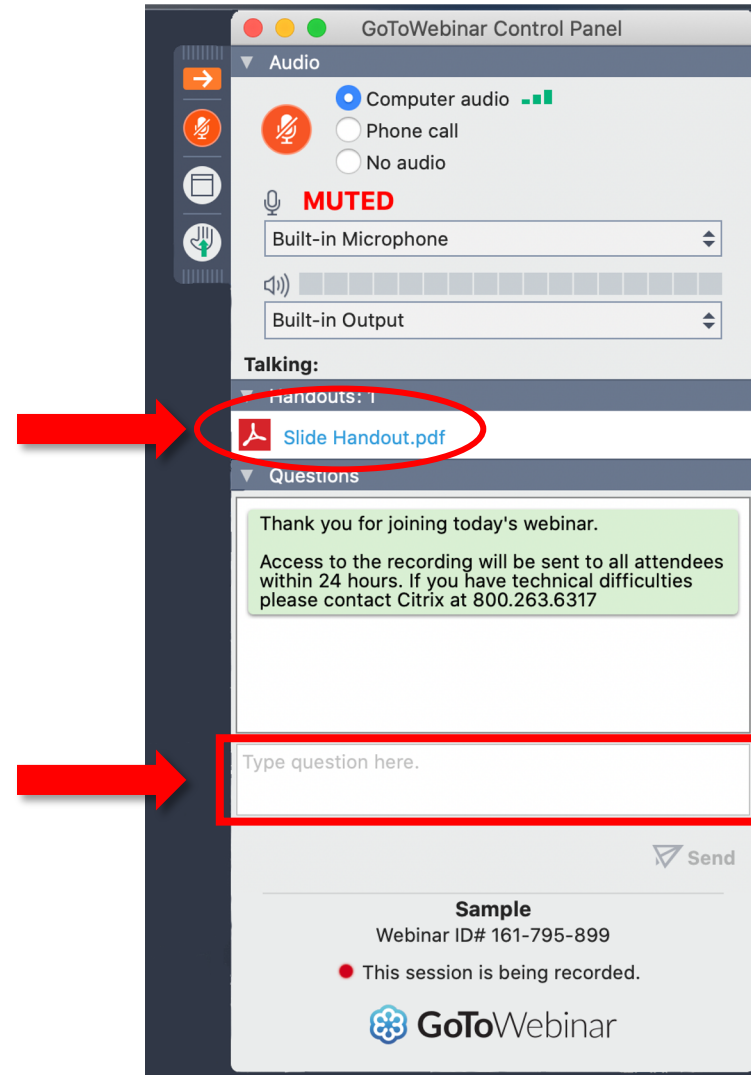
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You can submit your questions and comments to our presenters in the 'Questions' tab.

## Copy of the Presentation

A PDF (when available) can be found in the 'Handouts' tab. A copy of the slides and the recording will also be automatically emailed to you after the webinar has concluded.





# Session Overview

## Section 1

What Worked, What Didn't, and Key Lessons from 2021

## Section 2

Priorities and Strategy Considerations for 2022

## Section 3

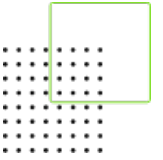
How to Turn L&D Strategy Considerations into Action

## Section 4

L&D Focus Areas for Planning in 2022

## Section 5

Leveraging Strategic Partnerships to Implement Your L&D Strategies



# Section 1

## What Worked, What Didn't, and Key Lessons from 2021



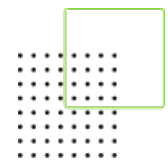
## 2021 - What worked, and this upward curve will continue

- L&D's role evolved from being a purely training-centric one into one that can deliver strategic value to the organization.
- The transition from a remote workforce training to a hybrid workplace training.
- Recognizing that employee experience needs to be the start point to build effective learner and learning experiences.
- A step up in measures to build an inclusive workplace.
- The focus on driving learning culture transformation and its initiation to drive continuous learning.



## 2021 - Here's what didn't work and the persisting challenges

- Match the needs of upskilling/reskilling/internal mobility - at the pace business required.
- Manage the pace of the amount of training initiatives - that added to employee stress/burnout.
- Fully assess and meet the needs of the hybrid workforce.
- To integrate learner needs effectively into training programs.
- Focus on soft skills and emotional development trainings.
- Change management to drive the transformation from a remote to a hybrid mode.
- Failure to adopt agile learning strategies.
- Lack of innovation/experimenting in L&D.



# What are the key lessons from 2021?

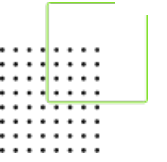
- **The role of L&D will continue to broaden to encompass the following:**
  - Focus on delivering end-to-end employee experiences – from designing engaging courses, to building job aids, to offering personalized learning journeys.
  - Demonstrate its true value to the organization – by demonstrating stronger correlations between learning and performance.
  - Lead organization-wide shifts in learning culture - to build a culture of continuous growth through ongoing learning.



# What are the key lessons from 2021?

- **Understanding and integrating learner needs will be a critical factor:**
  - **To match the need to transform upskilling/reskilling** – at the pace business demands.
  - **Integrating learning into the workflow** – as employees in the new hybrid workplace learn best in the moment and at the point of need.
- **Given the changing dynamics, the need to adopt agile strategies will continue to play a key role.**

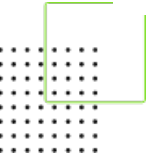




# Polling Question

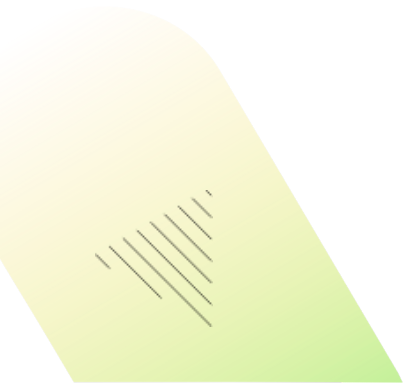
**What are the top challenges you faced while delivering L&D programs in 2021? Select all applicable.**

- The transition from remote to hybrid workplace training.
- Understanding and integrating learner needs.
- Leading the change - Creating a culture of learning.
- Measuring the business impact of L&D programs.
- Innovation and experimenting within L&D.



# Section 2

## Priorities and Strategy Considerations for 2022

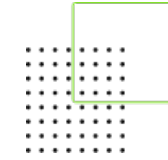


# Priorities for 2022

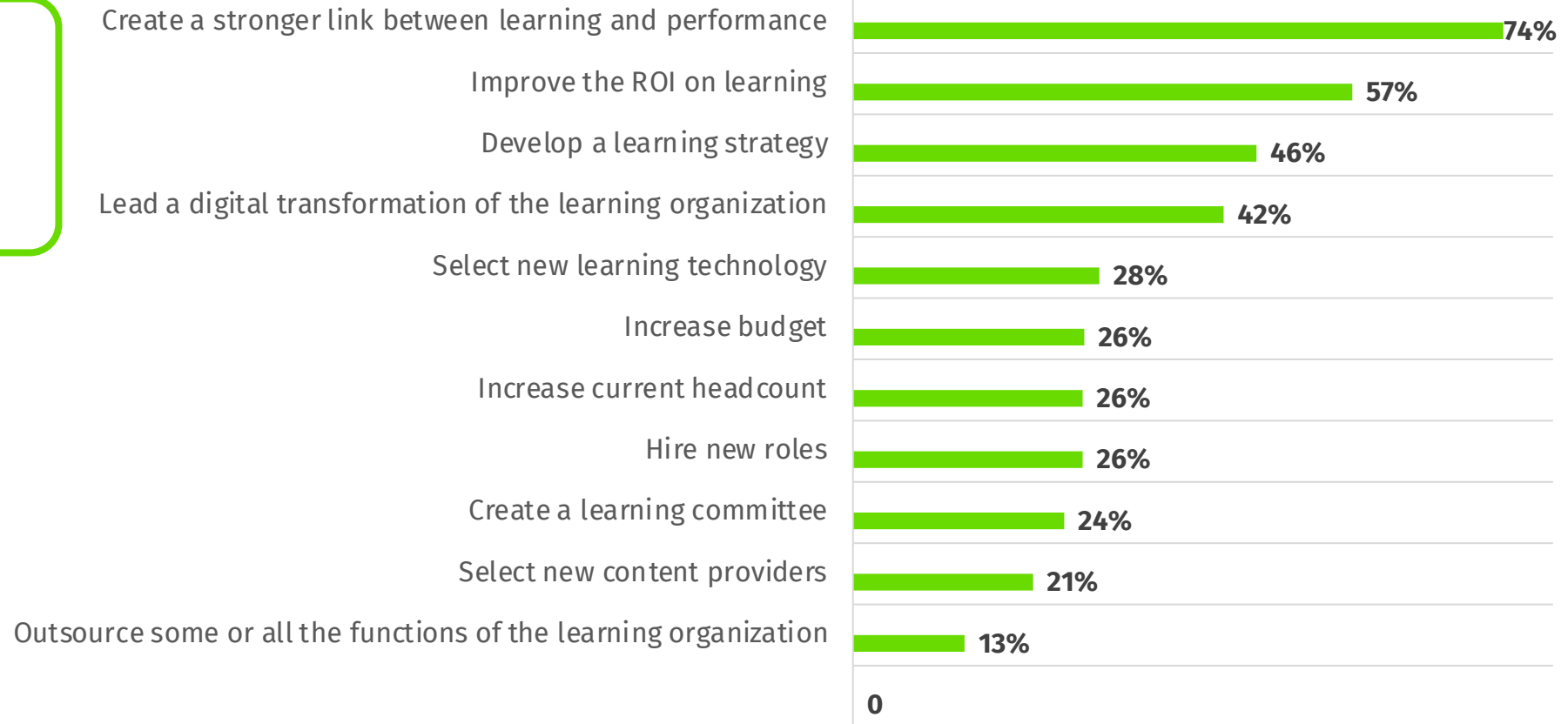
## Some key considerations

1. A focus on alignment.
2. Better measurement of learning's impact.
3. Rethinking the L&D budget.
4. Creating a more impactful learner experience.

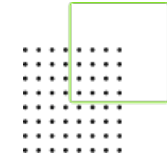
# Learning priorities for achieving business goals in 2022



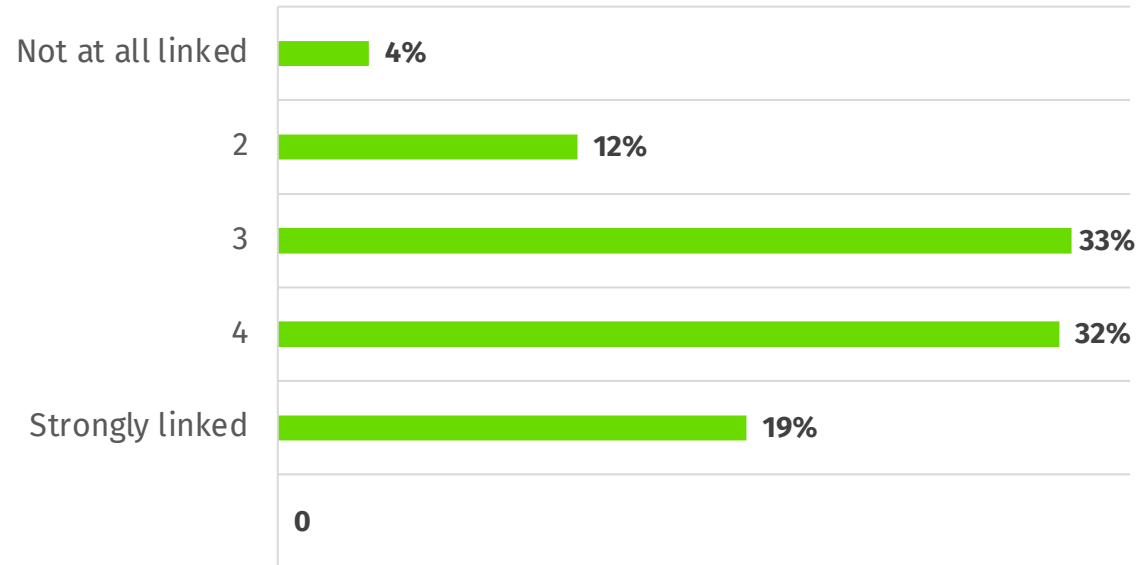
**Rated highly important or critical**



# Focus on alignment

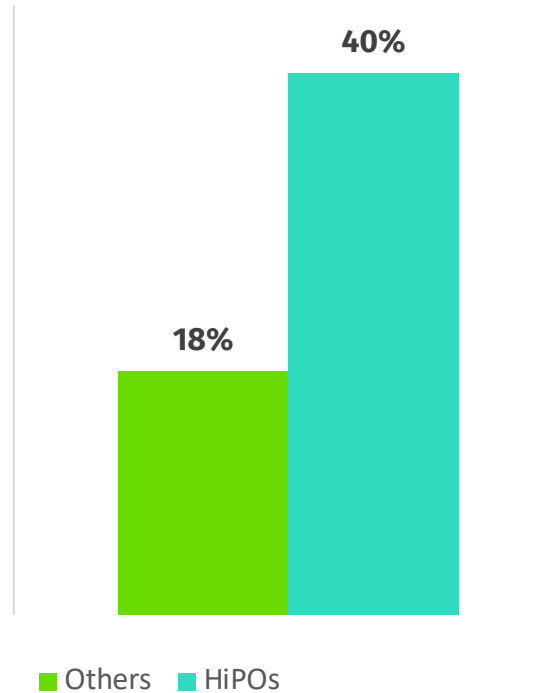


**L&D's objectives must be better linked to business objectives**



# Measurement of learning's impact

Does your Learning Strategy include a framework to measure success?



# Measurement of learning's impact

How is each of the following negatively impacting your learning organization's effectiveness?

Inability to measure learning's impact on individual performance

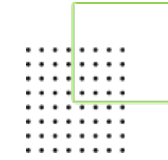


Inability to measure learning's impact on business performance

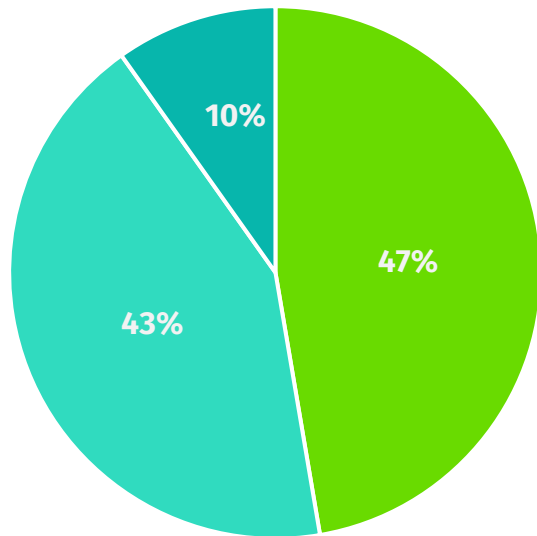


1 - Not at all   2   3   4   5 - Completely

# Rethinking the L&D budget



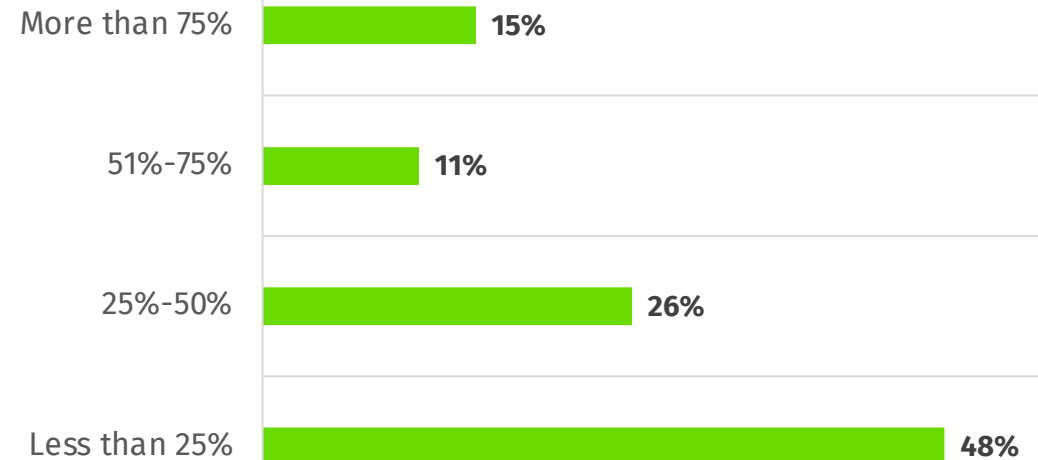
## Impact of pandemic on per learner Budget



■ Budgets have decreased ■ No change ■ Budgets have increased

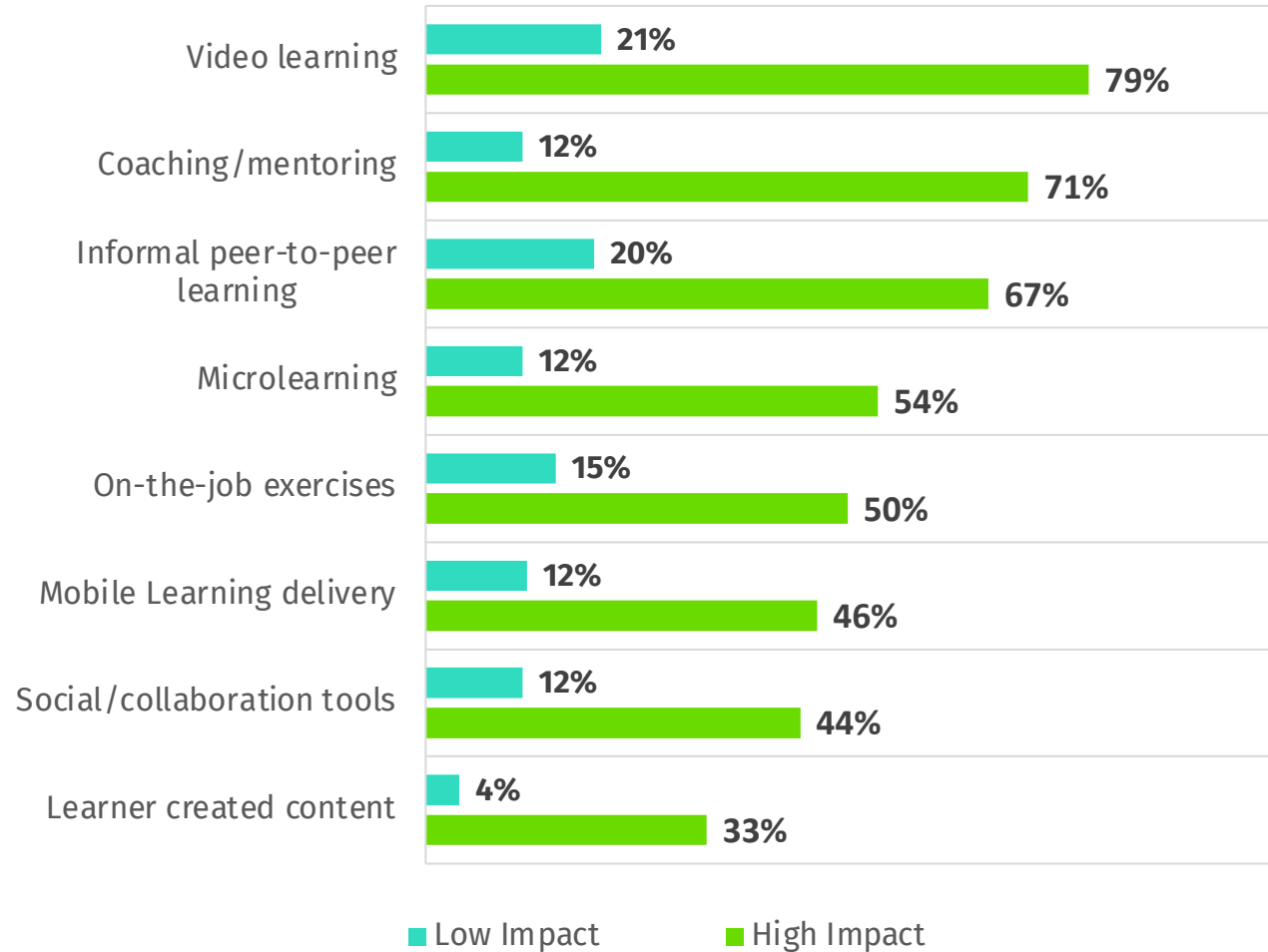
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## L&D budget cuts due to pandemic

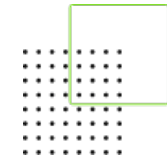


# Strategies to create high-impact learning

**High-impact learning environments are more likely to leverage a wider variety of training opportunities outside of formal interventions.**

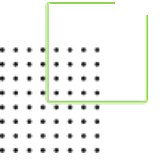


# Creating a more impactful learner experience



**The personalization of learning is incredibly important to driving a wide variety of organizational outcomes**

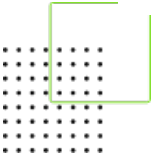




# Polling Question

**Are your L&D objectives aligned to business goals? Select one option.**

- Not aligned - L&D is primarily focused on upskilling/reskilling the workforce.
- In progress - Working on aligning L&D objectives to business goals.
- Strongly aligned - Able to demonstrate the impact of L&D programs on business performance.



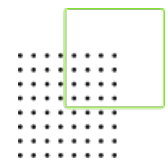
# Section 3

## How to Turn L&D Strategy Considerations into Action



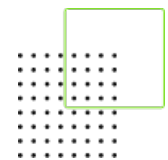
## Before you begin - Conduct an audit of your L&D initiatives

- An L&D audit helps evaluate the current performance and provide recommendations on the future direction of L&D strategies.
- Ongoing audits and assessments help change the perception of L&D – from cost centers to performance drivers.
- An audit serves as an invaluable tool to highlight how instrumental L&D teams are as value creators within the enterprise.



# What should be the key focus areas for your L&D audit?

1. Validating the L&D initiative's **alignment** with enterprise goals and objectives (including its impact on business KPIs).
2. Evaluating the **effectiveness** of training in meeting the objectives.
3. Evaluating **actual accomplishments** against the program's planned objectives (impact assessment).
4. Assessing the **efficiency** of the L&D team's ability to design and deliver training.



# What are the key components you should audit?

## Part 1 - L&D strategy audit

- **TNA and LNA**
  - Gauge whether L&D strategies align with organizational goals/performance.
  - Assess the process for capturing learner needs.
  - Evaluate prevailing practices to integrate learner needs into the organization's L&D strategy.
- **Impact Analysis**
  - What metrics/KPIs are being used to monitor and evaluate employee performance.
  - How is learner analytics data and feedback being captured and processed.



# What are the key components you should audit?

## Part 2 - Learning offerings audit

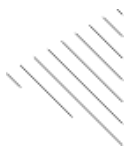
- Repositories and libraries of learning content offered through various media and conduits.
- Methodologies and metrics for measuring the effectiveness of offerings.



# What are the key components you should audit?

## Part 3 - Technology stack audit

- Training design, development, and delivery tools.
- Learning data and analytics platforms.
- Communication and collaboration tools.
- Other technologies, including project management, content management, and LMS/LXP platforms.



# What are the key components you should audit?

## Part 4 - Internal L&D process audit

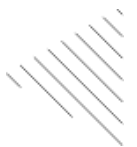
- Process documentation.
- Cost-saving opportunities/to maximize the L&D output.
- Codifying internal knowledge by:
  - Listing lessons learned.
  - Creating organizational best practices.
  - Collating other corporate L&D knowledge that contributes to productivity and performance gains.



# What are the key components you should audit?

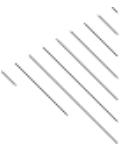
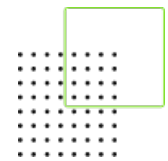
## Part 5 - Budget and ROI audit

- Planned vs actuals (budgetary outlays).
- ROI determination - Highlighting the returns (financial benefits) delivered from training outlays (costs).



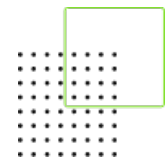
# Audit techniques

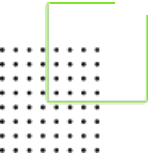
1. Interviews.
2. Surveys.
3. Focus groups.
4. Visual observations.
5. Internal documentation and reports.



# How to convert the audit into actionable steps?

- **Assess and Identify**
  - **Current State:** To assess specific problem areas within training initiatives that require improvement, modification, or major revamping.
  - **Future State:** Use the findings from the audit to identify detailed action plans, within specific areas, to build further organizational training and development capacity.
- **Prioritize and Align**
  - To prioritize low-effort, high-impact actions that deliver the best ROI for L&D investment.
  - In further prioritizing those actions, it must be ensured that all actions align with organizational goals and objectives.

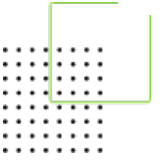




# Polling Question

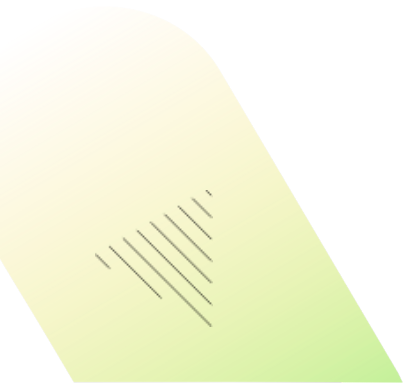
**What areas do you feel you need to focus on in 2022? Select all applicable.**

- Measuring and demonstrating training impact.
- Creating effective learner and learning experiences.
- Driving learning culture transformation.
- Innovation and experimenting in L&D.



# Section 4

## L&D Focus Areas for Planning in 2022



## Focus areas – 2020>2021>2022

- 2020 was about virtual training evolution.
- 2021 was about better engaging and training virtual teams.
- 2021 also saw paradigm shifts in working models, notably an enhanced focus on the hybrid workforce.

## What will define L&D strategies in 2022?

- Managing the hybrid workforce.
- With greater emphasis on:
  - Inclusivity and participation.
  - Sustaining the pace of trainings – to match business demands.
  - Learner engagement.
  - Demonstrable performance gain.
  - Injecting learning into the organization's cultural DNA.



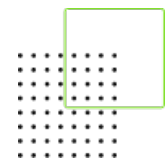
# What should be the focus areas for L&D planning in 2022?

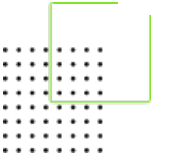
- Creating a sustainable approach – L&P Ecosystem.
  - Driving learning culture transformation.
  - Adopting measures to futureproof training investments.
  - Designing effective learning experiences and learner experiences – starting with employee experience.
- Rapid upskilling, reskilling (including facilitating internal mobility).
- Measuring and demonstrating the impact of training.
- Adopting agile learning strategies.
- Investing on innovation and experimentation in L&D.



# What are the key aspects to consider when building the L&D strategy in 2022?

1. Understanding and integrating learner needs.
2. Providing room for continuous learning.
3. Integrating LIFOW resources.
4. Maintaining a connection.
5. Facilitating collaborative learning.
6. Driving autonomy among learners.
7. Planning on how to innovate and experiment within L&D.

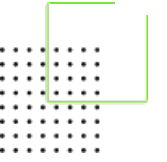




# Polling Question

**When was the last time you had an L&D audit? Were you able to convert the findings into an action plan?**

- Not done an audit in the last 12 months.
- Once in the last 12 months, but it was not actionable.
- Once in the last 12 months, and it was actionable.



# Section 5

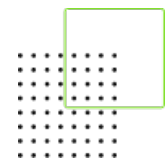
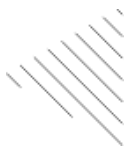
## Leveraging Strategic Partnerships to Implement Your L&D Strategies



## How can partnerships help L&D teams meet their enhanced focus areas?

- The new work paradigm has meant that L&D teams pivot quickly to meet their new training mandates.
- However, the new training world requires significantly different skillsets in which to operate, making this pivot even more challenging.

**In situations such as these, working with a strategic L&D Advisory and Consulting partner can help.**



# How can you leverage partnerships to implement L&D strategies?

1. **L&D Audit.**
2. **Implementation** - From TNA and LNA to design to deployment.
3. **Measures to sustain the learning connect** - Reinforce, Remediate, Practice, Challenge, and Proficiency gain.
4. **Evaluation** - From training effectiveness and impact on learners as well as the business.
5. **ROI determination.**



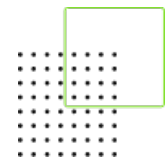
# The combined value proposition

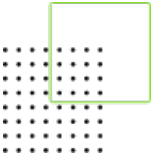
## Partners can help L&D teams with:

- Dynamic support – To keep pace with change.
- Provide room to leverage internal talent to focus on longer-term and strategic initiatives.
- Drive continuous learning and Self-Directed Learning.
- Innovation and experimentation in L&D.

## Partners can help in creating the desired impact of:

- A more engaged workforce.
- A higher employee satisfaction.
- A better employee retention.

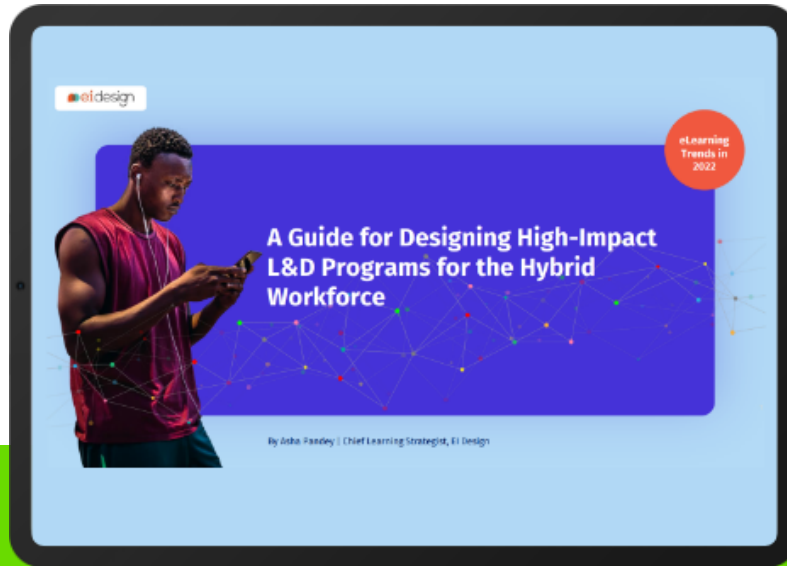




# Handouts

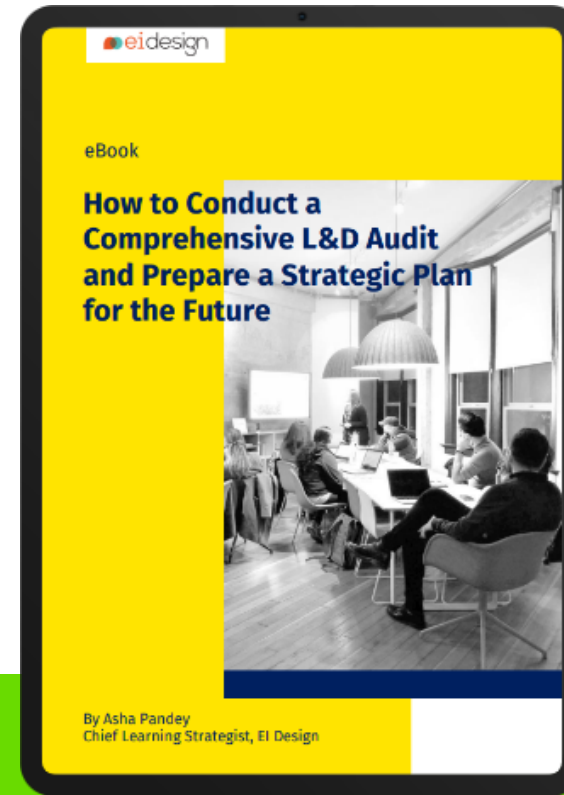
## eBook

eLearning Trends in 2022 - A Guide for Designing High-Impact L&D Programs for the Hybrid Workforce



## eBook

How to Conduct a Comprehensive L&D Audit and Prepare a Strategic Plan for the Future





# Session Recap

## Section 1

What Worked, What Didn't, and Key Lessons from 2021

## Section 2

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How to Turn L&D Strategy Considerations into Action

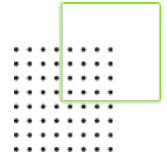
## Section 4

L&D Focus Areas for Planning in 2022

## Section 5

Leveraging Strategic Partnerships to Implement Your L&D Strategies

# Q&A



# Contact us

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