



HOW TO CREATE AN L&D STRATEGY FROM SCRATCH

Free online course: Lesson 2 out of 5



Understanding Business Strategy, Needs and Constraints

"For too long, information, opportunities, and resources have been constraints, they need to be the bridges."

Sharad Vivek Sagar



#2

Our journey together

Get started
with your
L&D strategy

Understanding
Business
Strategy, Needs
and Constraints

Creating
L&D goals
and metrics

Learning
journeys: how
to design them?

Designing your
L&D roadmap

LESSON 1

LESSON 2

LESSON 3

LESSON 4

LESSON 5



#2

What are you going to learn in this lesson

Gathering current and future development needs

Prioritising and addressing critical gaps

Taking resources and constraints into account



What can you expect from taking this lesson?

10%
Education



Step 1:

Watch Part 1: 10 to 15 min video (with best practice sharing from expert HR leaders!)

Watch Part 2: 10 to 15 min video

70%
Experience



Step 2:

Download step by step guides and complete recommended activities

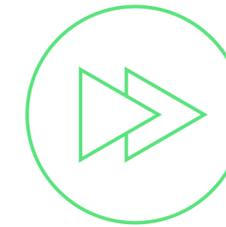
Post Lesson Activity A:

Needs Analysis with Multiple Stakeholders

Post Lesson Activity B:

Critical Gap and Prioritisation Analysis

20%
Collaboration



Step 3:

Move to the **next lesson!**

Quick Recap: What is the purpose of an L&D strategy?

Business Strategy

“What we believe we should do
to achieve our goals”

Operational Strategy

“How we are going to do
what we believe we should do”



MAKES POSSIBLE

L&D Strategy

“How can we build the capabilities of our people so that
they can deliver on business and operational priorities?”



Understanding Current and Future Development Needs



Key factors influencing current development needs



Current Needs: What we need now to reach our goals

**360s & other
surveys**

**Development
Goals**

**Performance
Data**

**Short to
Mid-term
Business Strategy**

**Ad-hoc
requests**

**Unforeseen
circumstances
e.g. Covid19**

How to extract development needs from short to mid-term business strategy?



WHAT

- What knowledge, skills and abilities (KSAs) are mission critical for the business?



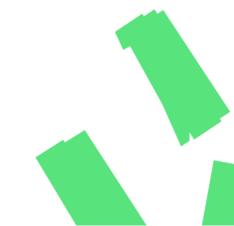
WHO

- Which employee groups are key?
- Do they have the necessary KSAs?



HOW & WHEN

-What KSAs should be prioritised?
-How should they be developed?



How do you factor in the impact of performance reviews?



Key factors influencing future development needs



Future Needs: What we need to ensure future growth

**Mission,
Vision, Values**

**Desired
workplace
culture**

**Long Term
Business
Strategy**

**Future labour
market
trends**

How do you factor in the impact of future labour market trends?



WHAT

- Use trend forecasts to future proof the organisation
- e.g. World Economic Forum publishes a "Future of Jobs report"



WHO

- Which employee groups will most impacted?



HOW & WHEN

- What KSAs should be prioritised?
- How should they be developed?

Example:

Considering future labour market trends



WHAT

Identify what skills will be needed

Top 5 skills for 2025:

- Analytical thinking and innovation
- Active learning and learning strategies
- Complex problem-solving
- Critical thinking and analysis
- Creativity, originality and initiative

FOR EXAMPLE...

BUSINESS STRATEGY IS TO PUMP RESOURCES INTO R&D AND TO CREATE A BREAKTHROUGH INNOVATIVE PRODUCT IN 5 YEARS



HOW & WHEN

Priorities and constraints

- Analytical thinking and innovation
- Complex problem-solving

- Technology Design and Programming
- Technology Use, monitoring and control
- Creativity, Originality and initiative



WHO

Which employee groups are going to be impacted?

- For Leaders, product development and engineering

- For Engineering, finance

How do you factor in the impact of creating a desired workplace culture? e.g. Learning culture



WHAT

- What behaviors, mindsets and ways of interacting create the desired workplace culture?



WHO

- Which groups need more support?
- Who can act as role models and culture ambassadors to drive change?



HOW & WHEN

- What behaviors or mindsets are key priorities?
- How would they be developed?



“When you think about your business goals, what skills are most needed to deliver on them?”



“What percent of your team already has the skills needed?”

ACTION TIME



It's time to do some needs analysis interviews to understand your current and future development needs!

Check out our downloadable [step by step guide](#) to doing a “Needs Analysis with Multiple Stakeholders”



**Gathering
current
and future
development
needs**

**Prioritising and
addressing
critical gaps**

**Taking resources
and constraints
into account**



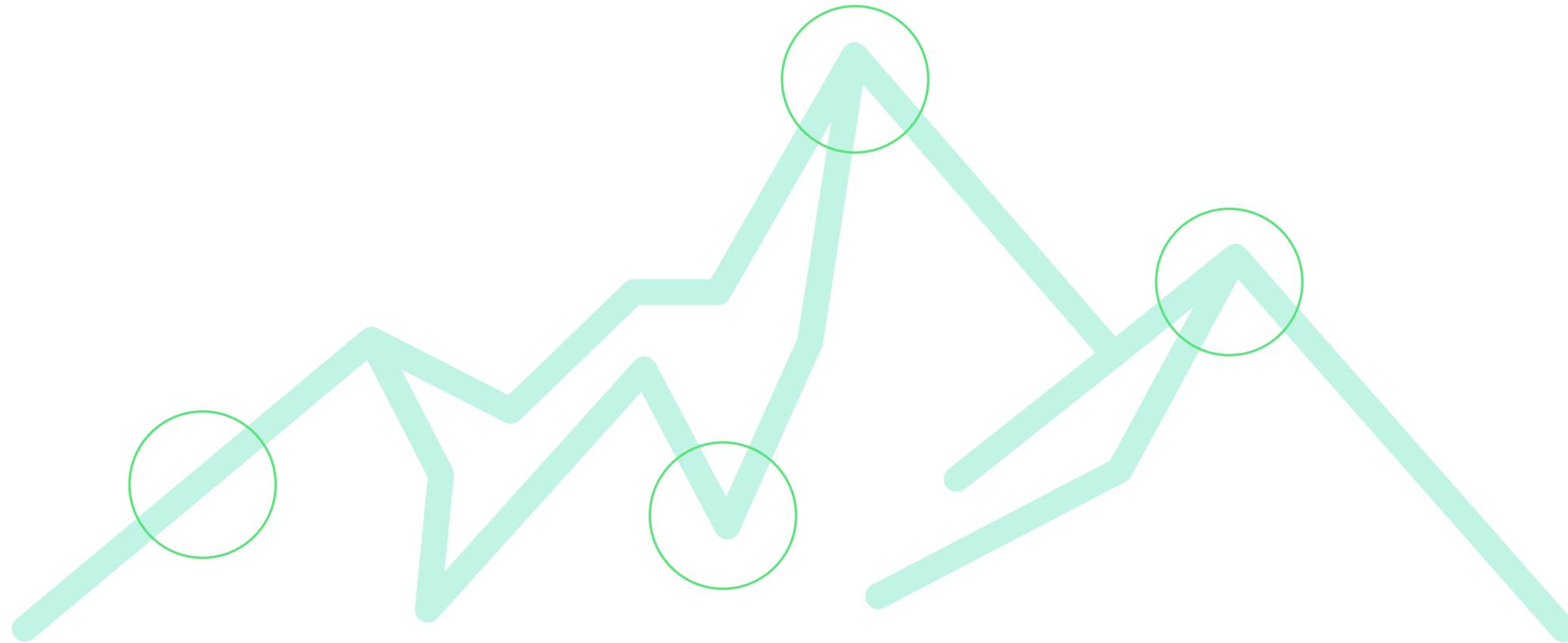
Introduction

Development
needs

Critical gaps

Resources and
constraints

You've got a mountain of needs...



How do you find out what to focus on?



Step 1: Identifying Critical Learning Gaps



CURRENT

What we need now
to reach our goals

Asynchronous
communication

People
leadership skills

Customer
success
employees

First time
leaders in
engineering

Team will be
moving to
remote

Low employee
satisfaction with
leaders in engineering



WHAT



WHO



HOW & WHEN



FUTURE

What we need to
ensure future growth

Data literacy

Basic Financial
acumen

Marketing and
Product teams

Technical and
People Leaders

Essential skill to
drive digitisation
strategy

Leaders need make
decisions by taking
the business's
financial situation
into account

Step 2: Prioritising the Learning Gaps



CURRENT

What we need now
to reach our goals

Asynchronous
communication

People leadership
skills e.g. feedback,
motivation etc.

Customer
success
employees

First time
leaders in
engineering

Medium
Team will only
go remote in
Q3 next year

Top
Turnover is too high,
skills take a while to
develop



WHAT



WHO



PRIORITY



FUTURE

What we need to
ensure future growth

Data literacy

Basic Financial
acumen

Every
employee

Technical and
People Leaders

Top
Essential skill for
digitisation
strategy

Medium
Good to have, but
not as impactful as
data literacy

A Note on Competencies

What is it?

A cluster of related mindsets, knowledge, skills and abilities (KSAs) that give rise to the behaviours needed to perform a given job effectively

How does it relate to L&D Strategy?



**Creates a full picture
of the KSAs needed
for the success of
the organisation**



**Employees have
a benchmark with
which to self assess
and drive their own
development**



**Useful for driving
culture, values and
leadership change**

Introduction

Development
needs

Critical gaps

Resources and
constraints



ACTION TIME

It's time to have some discussions to determine critical gaps and priorities!

Check out our downloadable [step by step guide](#) to facilitating a critical gap and prioritization session with your power team.



**Gathering
current
and future
development
needs**

**Prioritising and
addressing
critical gaps**

**Taking resources
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into account**



What do we need to consider?

Maturity of the organisation

What is the organisation's exposure to L&D initiatives?

Balancing Cost vs Impact

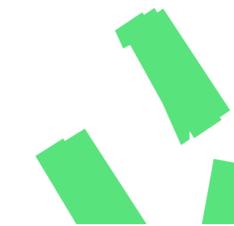
How much do you have to spend or how much can you ask for?

Where are the areas where huge impact is necessary, and others where impact is less important?

Time Constraints

How much time and capacity does your L&D team have?

How much time do your priority groups have to spend on learning?



How do you go about determining your budget?

STEP 1 ●○○○

List out the business needs to be addressed + solutions considered

STEP 2 ●●○○

Reflect on the technology needed to enable learning

Get 3 quotations
- Average price

STEP 3 ●●●○

Reflect on the external people resources needed

Get 3 quotations
- Average price

STEP 4 ●●●●

Contingency plan!
Line up potential internal resources to fill gaps if needed

Repeat till budget is approved

Post Lesson Activities Summary



Activity A

Needs Analyses to understand current and future development needs

DOWNLOAD



Activity B

Doing a critical gap analysis and prioritisation with the power team

DOWNLOAD



**When you are
done with these
activities, see
you in lesson 3!**





KENJO