

# HOW TO CREATE AN L&D STRATEGY FROM SCRATCH

Free online course: Lesson 1 out of 5





# What can you expect from taking this course?

**70%**  
Experience



## Step 1:

**15 to 20 min** video with best practice sharing from expert HR leaders!

**Recommended activities** before starting the next lesson

**20%**  
Collaboration



## Step 2:

Download step by step guides and **complete recommended activities.**

**10%**  
Education



## Step 3:

Move to the **next lesson!**

# Get started with your L&D strategy

“There is only one winning strategy. It is to carefully define the target market and direct a superior offering to that target market”.

**Philip Kotler**



# #1

## What are you going to learn in this lesson

**Purpose**

**Strategy  
Components**

**Stakeholders**

**Learning  
Audit**



## Post Lesson Activities Summary:



### Activity A

Stakeholder map to create your power team.



### Activity B

Do a **learning audit** of current activities conducted including dept, type, frequency, and cost.



# Purpose



## CFO to CEO

“What happens if we invest in developing our people and they leave”

# 94%

According to LinkedIn, **94 percent of employees would stay with a company longer** if there was an investment in learning.

## CEO to CFO

“What happens if we don't and they stay”

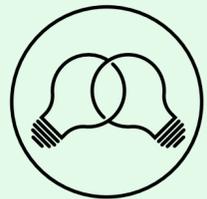
# 24%

Training employees helps make employees more productive. Companies that spend at least **\$1,500 per employee annually report earning 24% more profit** than those with smaller learning and development (L&D) budgets.

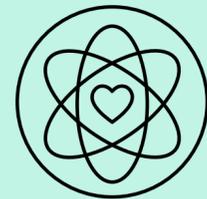
# 70%

According to **Harvard Business Review**, although organizations spend more than \$350 billion globally on training, they are not spending their money effectively. Just consider these stats. **70% of employees** report that they don't have mastery of the skills needed to do their jobs.

# What impact can an L&D strategy have?



## Development of strategic people capabilities



## Create a values-based culture



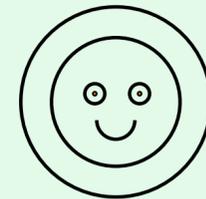
## Building of the employer brand

- 50% more qualified applicants
- 50% cost per hire reduction
- Reduces turnover by 28%
- Decreases time to hire by 1-2x



## Attraction and retention of talent

- 94% would stay longer
- 47% would consider leaving



## Motivation and engagement of employees

- 24% of millennials are motivated

# What's the purpose of an L&D Strategy?

## L&D Strategy

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

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### Business Strategy

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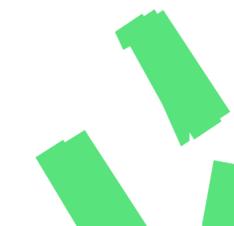
"What we believe we should do to achieve our goals"

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### Operational Strategy

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"How we are going to do what we believe we should do"



**Purpose**

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# Key components of an L&D Strategy

#1

**Getting started:  
Laying the ground work for  
designing your L&D strategy**

Business leaders and  
HR co-own the  
L&D strategy

#2

**Understanding Strategy,  
Needs and Constraints**

Aligned fully with  
business strategy

Assess capability gaps

#3

**Creating L&D  
goals and metrics**

Measure progress on  
L&D priorities

Measure impact  
on business

#4

**Learning journeys:  
how to design them?**

Design Learning Journeys  
(individual and group)

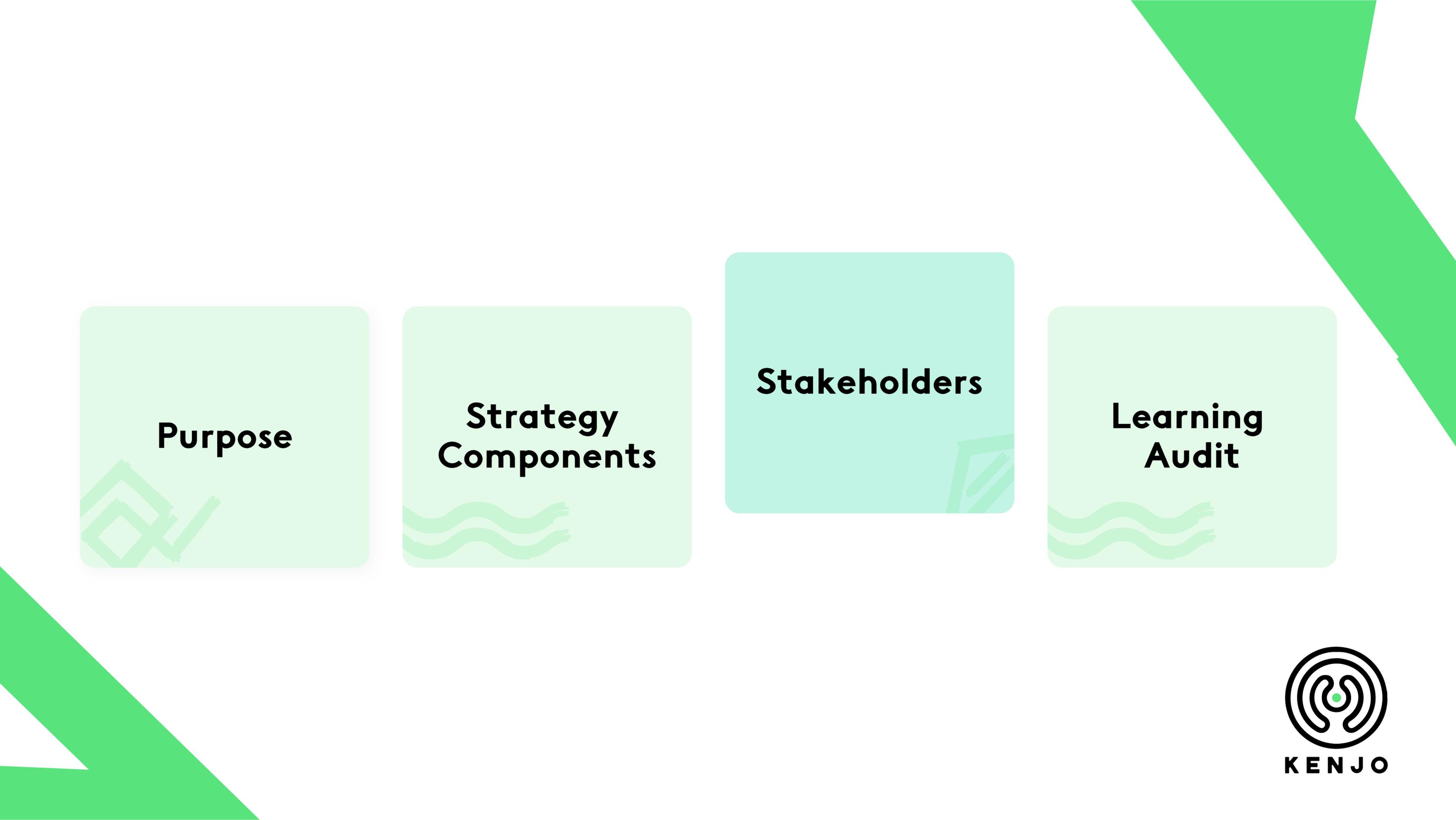
Leverage systems  
and learning technology

#5

**Designing your  
L&D roadmap**

Execute and scale  
effectively

Integrates into HR management  
practices and processes



**Purpose**

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**You have  
to build...  
a power  
team!**



Introduction

Purpose

Strategy  
Components

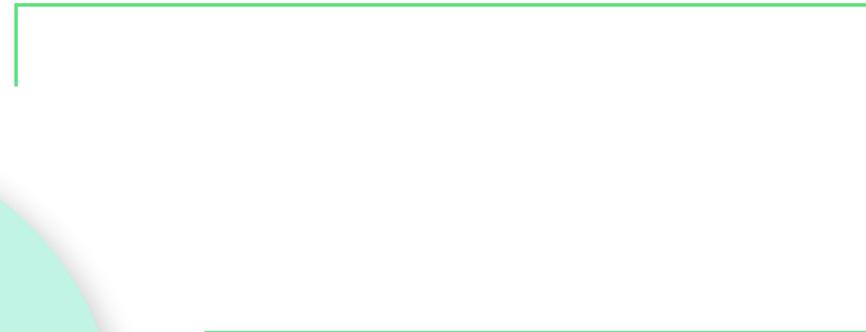
Stakeholders

Learning  
Audit

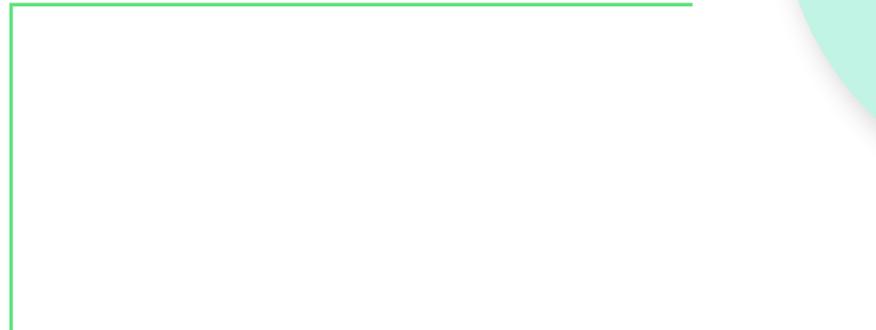
Who will give  
**design input?**



Who do we need **endorsement**  
and **resources** from?



**Power  
team**



Who needs to be kept **informed,**  
**aligned** and **happy?**



Who will provide implementation  
**support** and **advocacy?**

# What information do you need from the power team who...



## **Gives Design Input** (e.g. senior leaders)

- Business strategy and what capabilities are needed
- Existing developmental needs



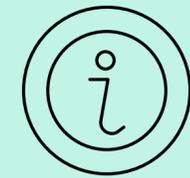
## **Provides Support and Advocacy** (e.g. line managers and employees)

- Wants and needs in supporting development
- What needs to be in the strategy that would help them implement and recommend dev actions



## **Provides Endorsement and Resources** (e.g. executive leaders)

- Perception of the value of learning in the organization and what is needed to raise that (if low)
- Development priorities and expected outcomes



## **Needs to be kept informed, aligned and happy** (e.g. leadership team)

- Preferred involvement in process
- Deal killers/Roadblocks

"**Alignment** is a critical issue in developing a L&D strategy. Without this, L&D may not achieve **senior stakeholder support**. Equally important is engagement with **line managers**, as well, of course, with the **learners themselves**."

**CIPD, 2020**

**Purpose**

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**Audit of  
all learning  
activities that  
currently exist**



Introduction

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What learning and **development activities** already exist? (cost, frequency)

What needs are they trying to address? How good are they at that?

# Learning Audit

How **happy** are people with the programs? What are their preferences?

Who are **the endorsers** and resource givers of these activities?



## ACTION TIME

The first step to creating your L&D strategy is to do a **stakeholder map** to create your power team.



## ACTION TIME

The second step to creating your L&D strategy is do a **simple audit of all the current L&D activities** that exists in the organisation.

# Post Lesson Activities Summary



## Activity A

Stakeholder map to create your power team.

DOWNLOAD



## Activity B

Do a **learning audit** of current activities conducted including dept, type, frequency, and cost.

DOWNLOAD



**When you are  
done with these  
activities, see  
you in lesson 2!**





**KENJO**