The Building Blocks of L&D

How to Choose Your Organizational Structure to Optimize Learning Operations

Starting at 3:00PM (ET)

Synapse.

With Christopher Lind Founder of Learning Sharks and CLO at ChenMed

Learning's Top Priority

Employee Transitions

Periods of transition are critical times when employees are most vulnerable to mistakes, liable to question their decisions, and receptive to development. To realize our vision, enterprise and functional learning teams must identify these "moments that matter" and provide personalized development when and where people experience them.

Employee Moments that Mattter

"I need to do something new but don't know how."

"I know what to do but don't know why."
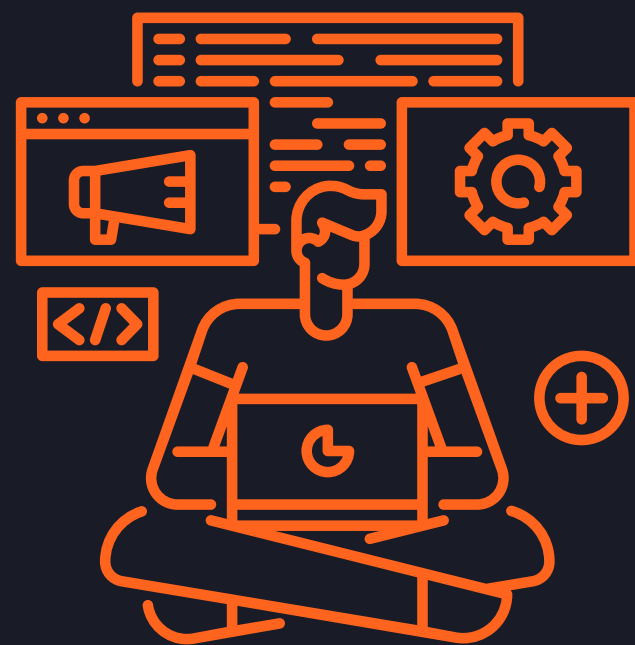
"I need to do something again but forgot how."

"I did something wrong and want to do it right."

The Critical Dichotomy

Learning

Where do we develop knowledge and skills as close to the moment of need by providing meaningful content and activities that will improve employee engagement and performance?
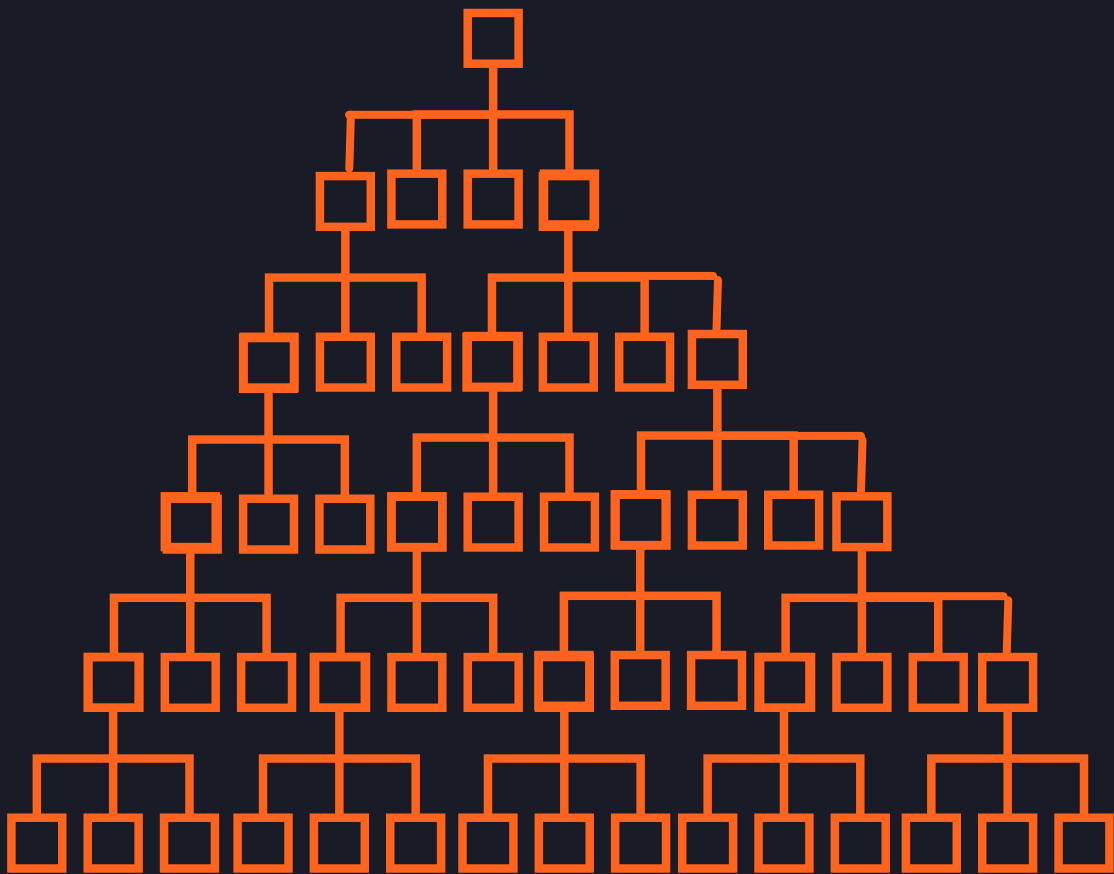
Anti-Learning

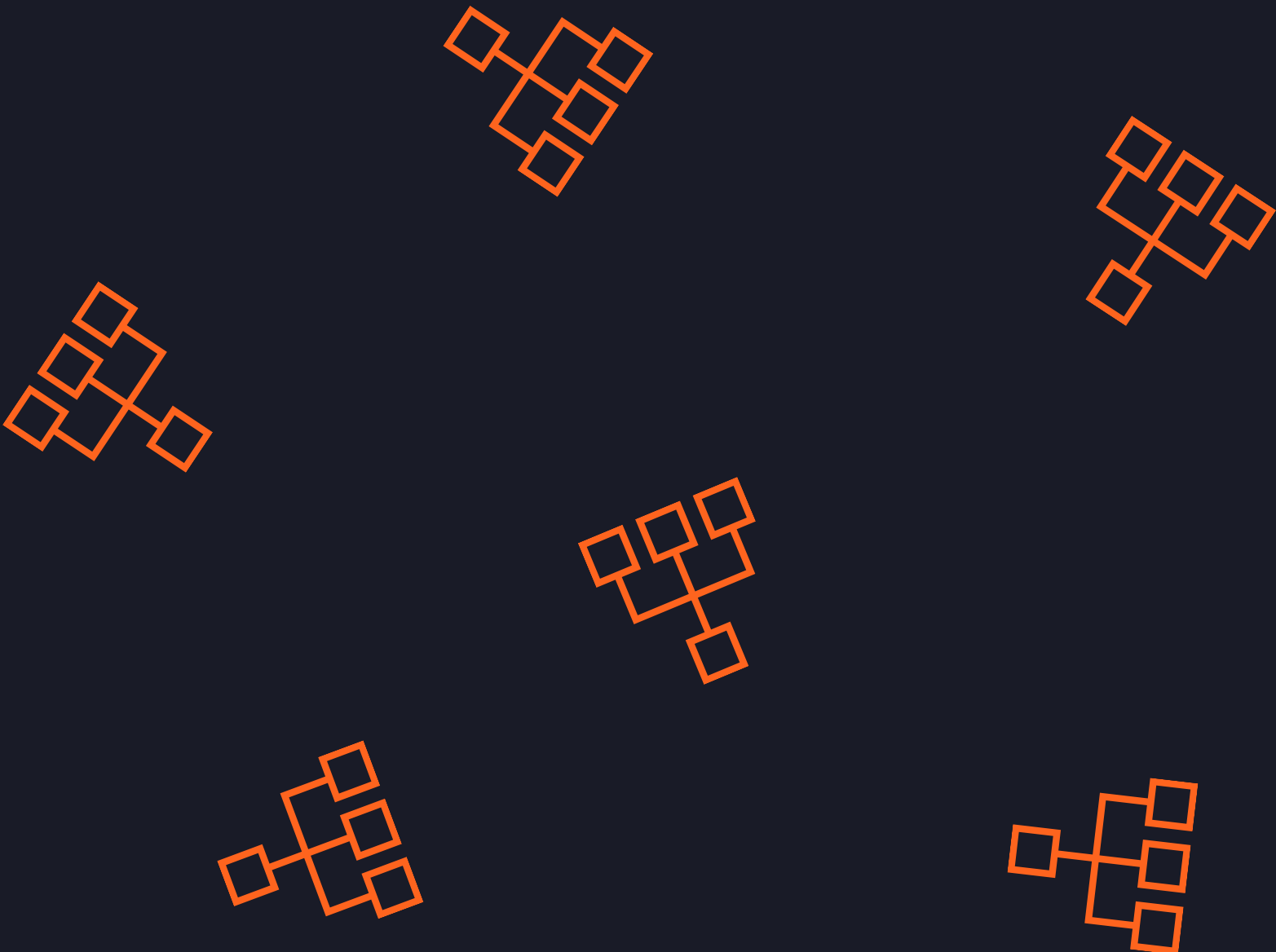Where do we proactively reduce content and activities so employees can focus on the task at hand?
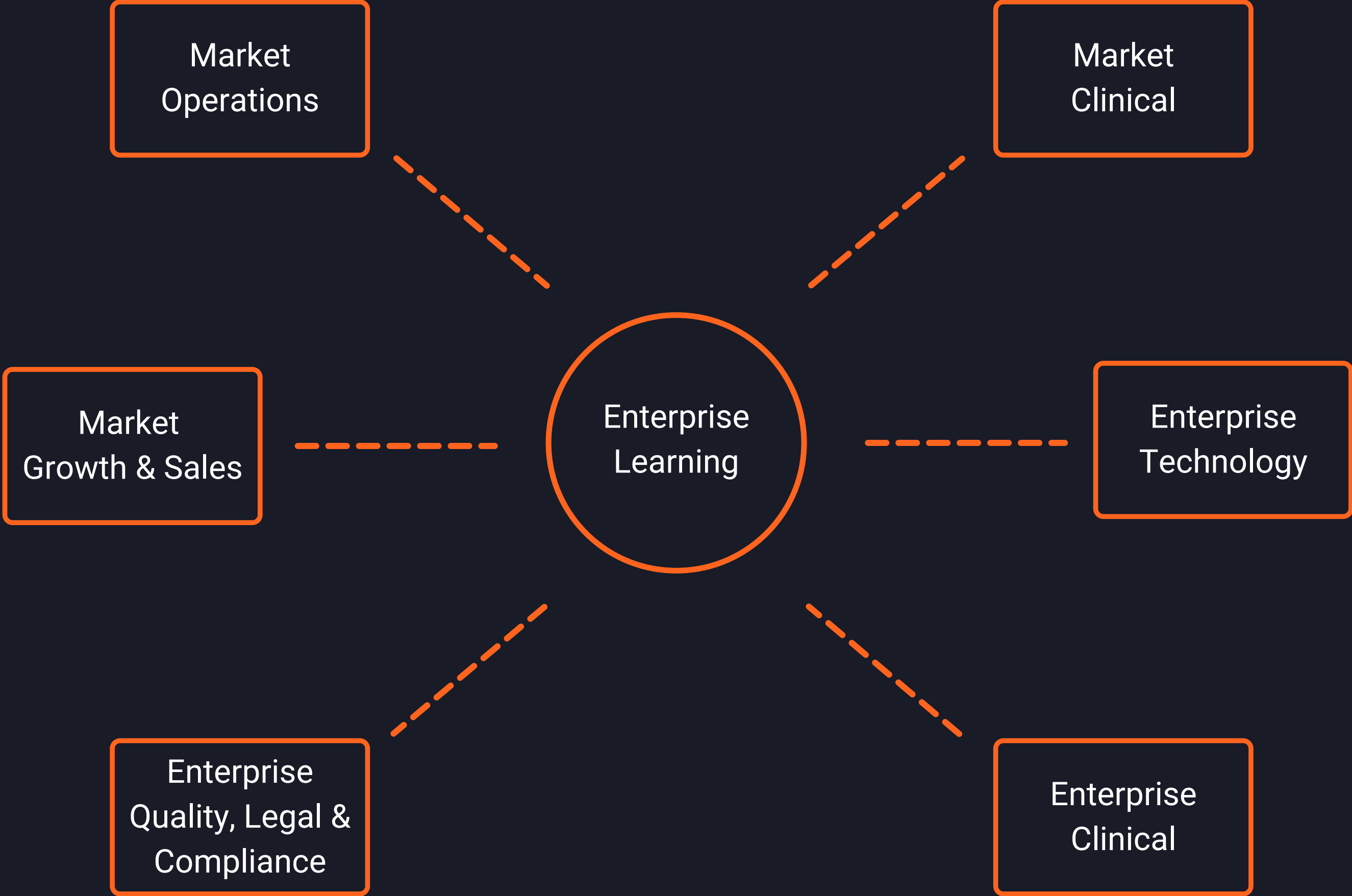
Enterprise Learning Spectrum

**Bureaucratically
Centralized**

**Anarchically
Decentralized**

Hybrid Learning Operations

Refining the F/E Relationship

Enterprise

- Financial responsibility for, governing authority of, and enterprise management of learning systems and technology
- Creating and maintaining universal learning plans for all ChenMed employees
- Prioritizing and leading interventions for cross-functional and enterprise development and enablement opportunities
- Analyzing enterprise business and learning relationships and data to determine program effectiveness and proactively identify solution opportunities
- Establishing, maintaining, educating, and monitoring quality standards and best practices across the enterprise
- Progressive leadership growth and development aligned to enterprise leadership competencies and responsibilities

Functional

- Prioritizing and leading interventions for function-specific development and enablement opportunities
- Proactively contributing to cross-functional prioritization and alignment efforts
- Augmenting/tailoring enterprise development and enablement interventions to meet functional needs
- Building and maintaining deep functional relationships to identify solution opportunities
- Creating and maintaining role-based learning plans that dictate required and optional learning by role
- Progressive leadership growth and development designed to build role-based technical capability

Managing Benefits & Risks

Benefits

- Economies of scale, particularly with systems and technology

- Encourages a focus on both long term strategy and high responsiveness to changing needs

- Better alignment with the overall needs of the business and individual units

- The balance of efficient processes with effective learning programs

- Efficient allocation of resources

Risks

- Enterprise and functional teams have competing or conflicting priorities

- Resources unable to flex and adapt across functional boundaries to meet business needs

- Clear prioritization process and alignment for investments

Mitigation

- Establishment of the ChenMed Learning Council

- Executive alignment and sponsorship of project and resource mobility

- Standardlized set of learning resources provided by ChenMedU for use by functional learning teams

Skill Based Operations

OUTCOME & LEARNING GAP ANALYSIS

Continuously evaluating, identifying, and predicting employee gaps and needs through relationships and business immersion. Prioritizing and translating those gaps into measurable, holistic, and actionable problem and solution summaries.

LEARNING ARCHITECTURE & EXPERIENCE DESIGN

Transforming problem and solution summaries and into measurable programs, resources, and experiences. Designing and developing communications, educational content, performance resources, and employee development experiences accelerated with collaboration.

LEARNING OPERATIONS & DELIVERY

Managing the coordination, execution, and delivery of all live experiences, communications, employee collaborations, and deployment of digital content and performance resources.

PROJECT MANAGEMENT & IMPACT MEASUREMENT

Ensuring timely delivery, stakeholder mgmt, operational transparency, risk mitigation, and dependency tracking of functional activity. Providing unbiased measurement of the effectiveness of functional programs and activities independent of the working teams.

LEARNING TECHNOLOGY & INNOVATION

Evaluating the capabilities of existing and emerging technology tools, platforms, and systems. Identifying efficiencies and transformation opportunities within the learner and L&D team experience. Managing the technology portfolio.