

# Learning Strategy

## Assessment Tool

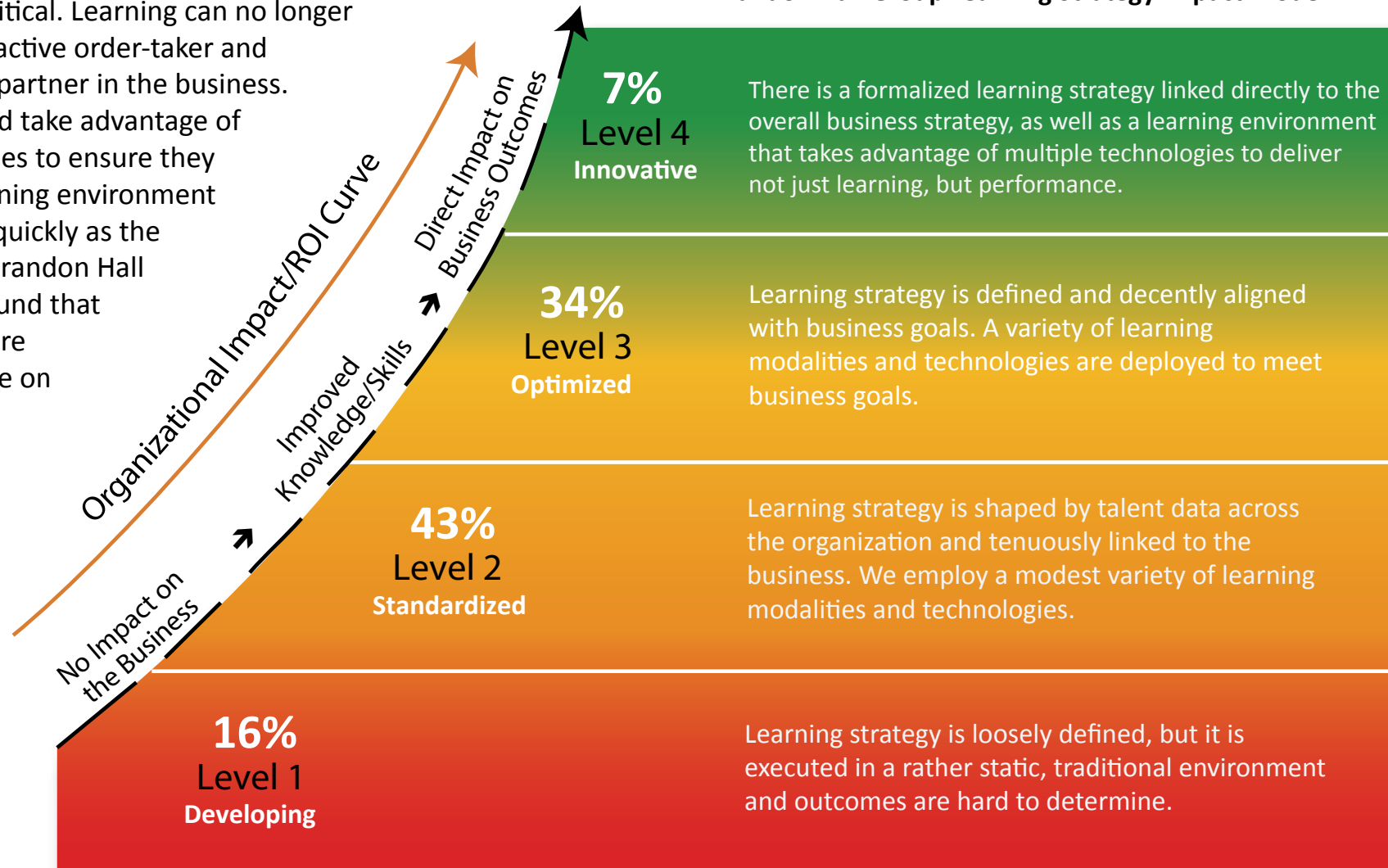
Tool to Use



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Given today's environment of rapid business change and ongoing digital transformation, aligning the learning strategy with the goals of the business has never been more critical. Learning can no longer afford to act as a reactive order-taker and must be a strategic partner in the business. Organizations should take advantage of available technologies to ensure they deliver an agile learning environment that can change as quickly as the business requires. Brandon Hall Group's research found that 59% organizations are struggling to execute on learning strategies that are suited to current business conditions.

**Brandon Hall Group Learning Strategy Impact Model**



Aligning learning with the business was identified by the research as the most critical area L&D must manage to achieve business goals. But Brandon Hall Group also found that companies are not quite ready to address this and other critical areas of L&D.

On a 5-point scale of importance (see graphic below), where 5 is critical to the business, aligning the learning strategy with the business scores 3.17. However, on a 5-point scale of preparedness, where 5 means “ready to take action,” this alignment scores only a 2.53. In each area, the level of preparedness falls short of the importance of the endeavor.

### Importance of L&D Areas and Preparedness to Address Them (1-5 Scale)

Aligning the learning strategy with the business



Increasing the amount of experiential learning



Improving learning analytics



Increasing the amount of informal learning



Creating smaller content objects



Incorporating mobile delivery



Increasing learner-contributed content



Revising existing content for new modalities



Redesigning the classroom experience



Incorporating social tools



Leveraging simulations



Exploring games/gamification



● Importance

**Importance of L&D Areas and Preparedness to Address Them (1-5 Scale)**

Aligning the learning strategy with the business

2.53



Increasing the amount of experiential learning

2.58



Improving learning analytics

2.26



Increasing the amount of informal learning

2.47



Creating smaller content objects

2.43



Incorporating mobile delivery

2.26



Increasing learner-contributed content

2.01



Revising existing content for new modalities

2.38



Redesigning the classroom experience

2.38



Incorporating social tools

2.16



Leveraging simulations

2.09



Exploring games/gamification

1.83



● Preparedness

To determine what your organization should address in terms of a learning strategy, you must first assess your current state. The following tool will help you create a more forward-thinking and effective learning strategy by showing you leading practices\* in learning-strategy development gleaned from the last two years of Brandon Hall Group research.

*\*Leading practices determined by responses from survey where organizations answering in the affirmative were more likely to be high performers and/or had performance goals highly aligned with organizational objectives.*

For the following table, put a check next to any of the practices currently in place at your organization. Then add the total at the bottom for your rating (one point per check):

We identified our critical skill and or competencies.	
We defined the capabilities required for each critical skill/competency.	
We defined the learning content required to satisfy each critical skill/competency.	
Our learning programs use a mix of formal, informal and experiential elements.	
We deliver learning experiences tailored to the learners' needs and the subject at hand.	
We deliver engaging classroom instruction, with interactivity and collaboration.	
Our catalogue of e-learning courses is easy to navigate and works on multiple devices.	
Learners can comment on or rate content.	
Learners can easily share content with one another.	
Learners can generate and contribute their own content.	
Learners can discuss content, courses and development paths in the learning environment.	
Learners can easily find subject matter experts within the organization.	

**See next page for more practices**

Learners have the opportunity to meet virtually to discuss topics without the need for a formal scheduling system.

We have an established coaching/mentoring program.

Employees can take on stretch assignments.

Special projects are available to learners on specific development paths.

We have a job-shadowing program.

We develop scenarios and simulations that allow employees to learn a process or skill by executing it in a no-consequence environment.

Employees have a forum to discuss learning opportunities in their daily work.

We use outcomes such as individual performance, organizational performance, time to productivity and others to measure our learning initiatives.

**TOTAL THE NUMBER OF CHECK MARKS**

See next page for points explanation

## RATINGS

### 0-7 points

There is a good chance your L&D strategy is not aligned with the business and if it is, it may be coincidental and there is probably no real mechanism in place to measure the alignment. The learning environment itself may not be flexible or agile enough to meet learners at the point of performance.

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### 8-14 points

There's a good chance your L&D strategy is informed by the business but execution still relies heavily on traditional learning, and measurement consists mostly of completion rates and smile sheets. Alignment with the business must continue from strategy to execution, through measurement.

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### 15-20 points

Yours is a mature organization with steady alignment and best practices for your learning strategy. Use this tool to identify areas where the link can be strengthened and execution perfected.

## About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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