

Strategic Misalignment in L&D: Bridging the Gap Between Learning Operations and Business Impact

April 2025

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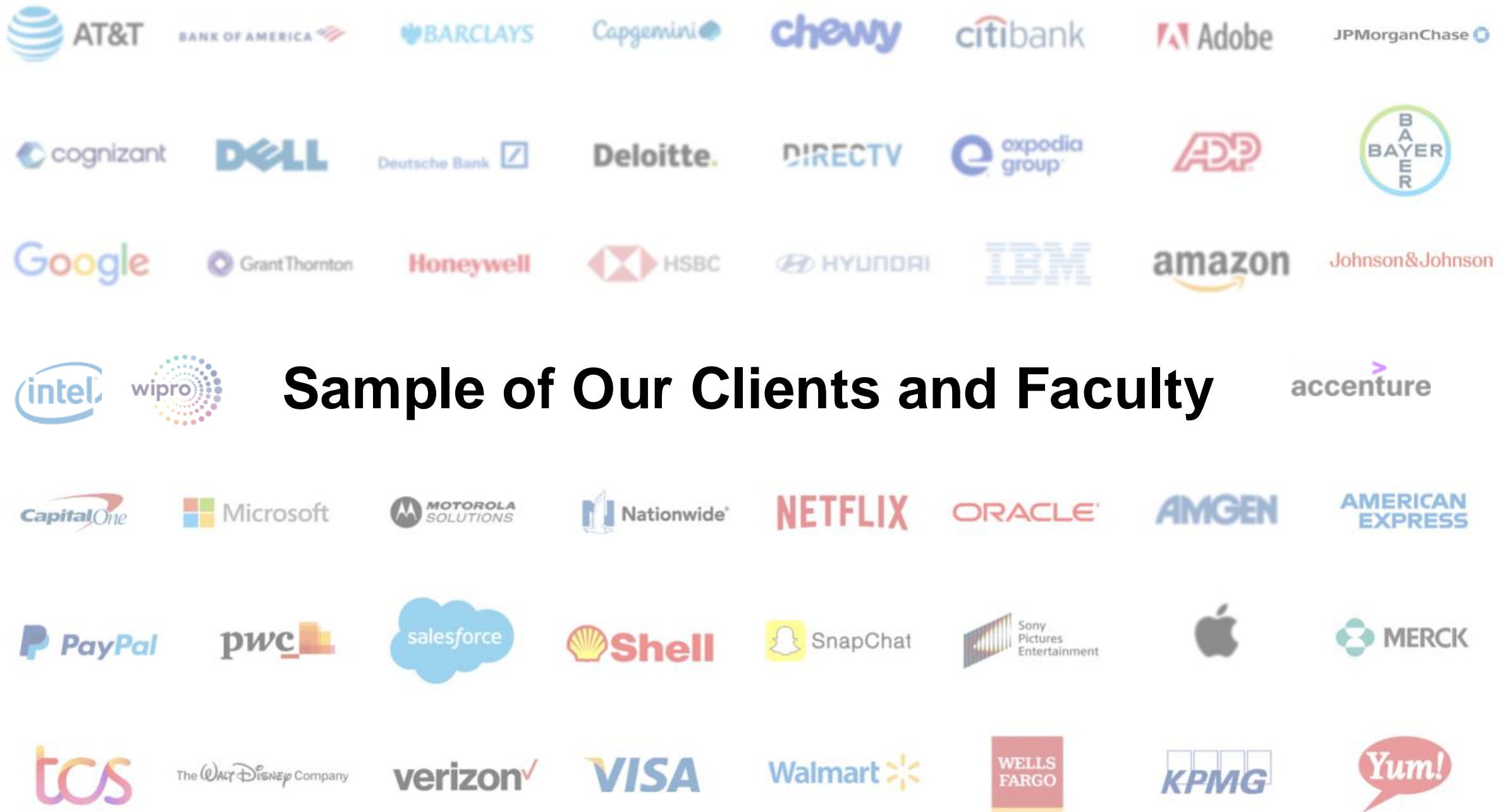


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Meet Today's Panel



Ryan Austin
Founder & CEO
Cognota



Matt Mason
SVP, Director of Talent
Operations
Truist



Alan Mellish
Principal Analyst
Brandon Hall Group

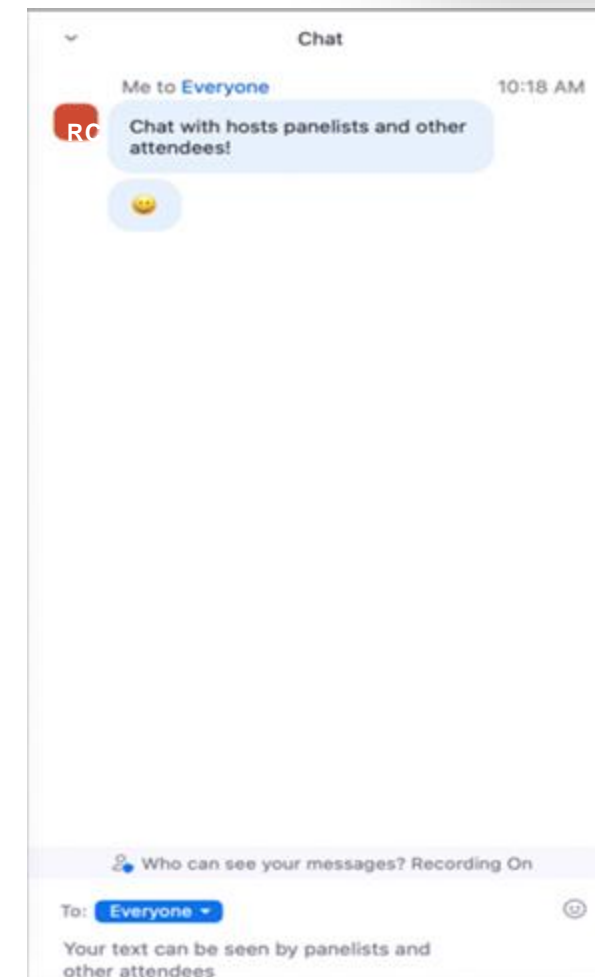
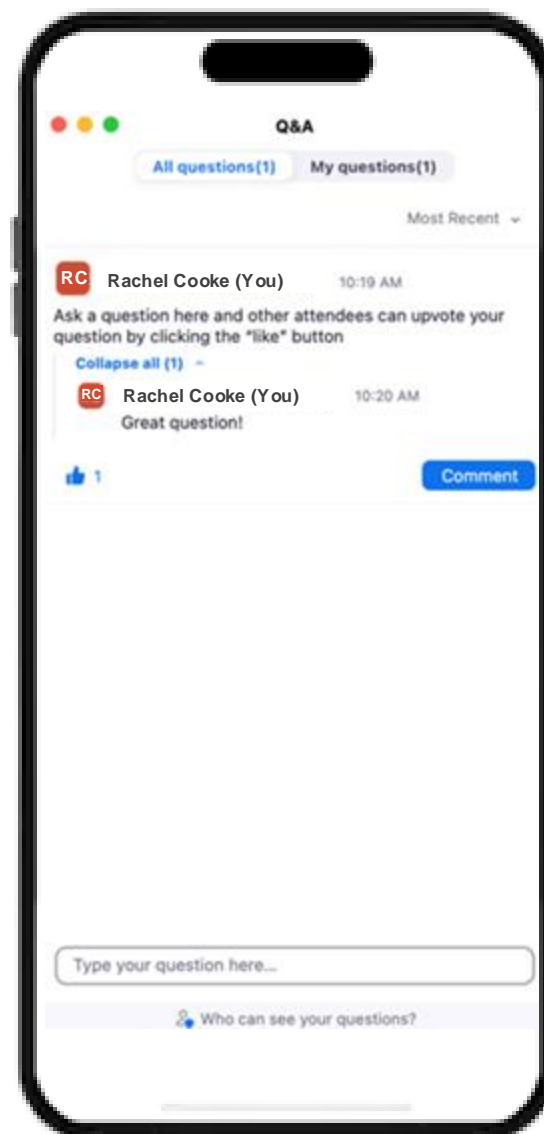
Raffle *Contest*

Stay until the end.
You might be a
raffle winner!




We want to know what you're thinking

We answer questions live throughout the session, **chat box** is open.





Today's Agenda

- 
- Today's L&D: Built for Yesterday's Needs
 - Discussion
 - Building Strategic Alignment
 - Operational Excellence
 - Success Stories & Lessons Learned
 - Q&A

TODAY'S L&D:
**Built for Yesterday's
Needs**

The L&D Imperative: Bridging Critical Gaps

Top Priorities for Learning Functions in 2025:

75%

Improve alignment between learning strategy and business goals

64%

Improve learning measurement and analytics

59%

Prove employees can apply learned skills on the job

Source: Brandon Hall Group™ study, HCM Outlook 2025

Measurement Mismatch

Roughly half of organizations use performance results to validate learning effectiveness

35%

use performance results to validate ROI of learning

30%

use performance results to justify L&D budget requests and future investments in learning

Source: Brandon Hall Group Think Like a CEO: How Learning Drives Business Impact

Poll Question

What's your biggest challenge in demonstrating L&D value?

- Poor data visibility
- Misaligned objectives
- Resource constraints
- Technology integration
- Lack of data analysis skills in L&D
- Speed to market
- Poorly understood build/borrow/buy model
- Time constraints

Poll Question

Where do you see the biggest opportunities for improvement in L&D? (select all that apply)

- Strategic planning
- Resource allocation
- Technology ecosystem
- Process standardization
- Impact measurement
- Upskilling L&D team

A Strategic Discussion

Building Strategic Alignment

Insights for Operational Excellence in Learning with AI

Lessons Learned from the Field

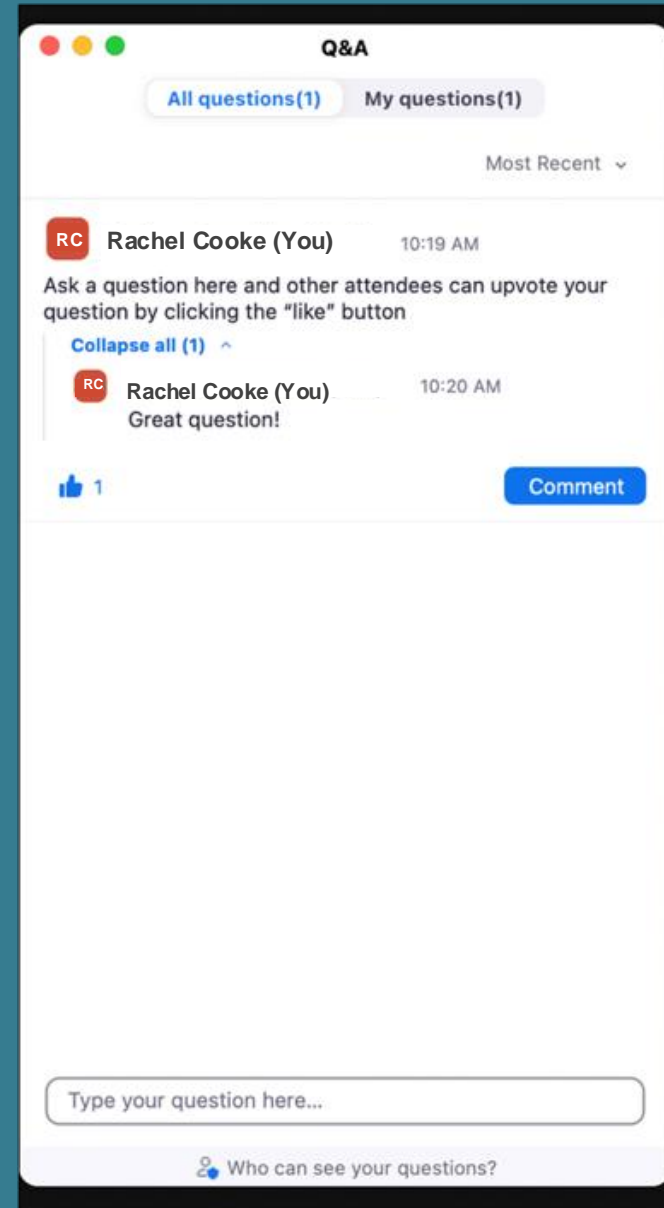
Poll Question

**Based on our discussion today,
what's your next priority?**

- Review governance structure
- Assess resource allocation
- Update measurement framework
- Optimize technology stack
- Enhance stakeholder communication
- Don't know

Q&A

Please submit your questions and comments in the **Question Box** on your control panel for our presenters.



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And the winner is...



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