Optimize Your L&D

The L&D Framework

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Rose Benedicks

> Complexity means distracted effort. Simplicity means focused effort.
>
> Edward de Bono

Rose Benedicks

“I hate when I think I’m buying organic vegetables and when I get home I realize they’re just regular donuts.

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Unlock your future through learning

Strategy

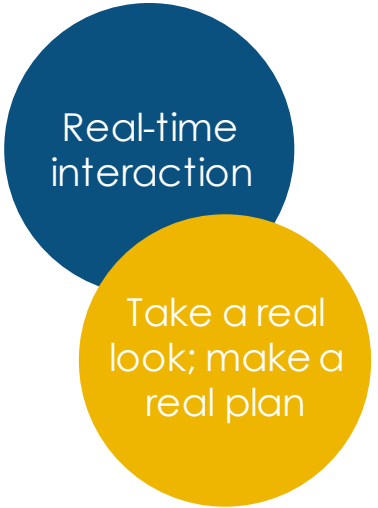
Technology & Platforms

Content

Delivery

Today!

- Introduce our interconnected L&D Maturity Framework
- Explore the Framework in detail
- Baseline your org's L&D maturity
- Create your next steps: a model for moving forward
- Enjoy



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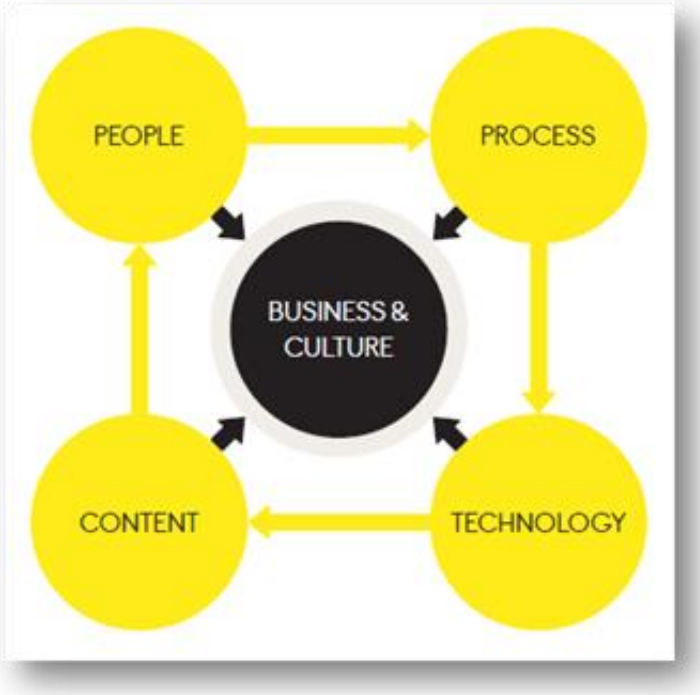
L&D Maturity Framework

Our approach

Interconnected

Harmonious



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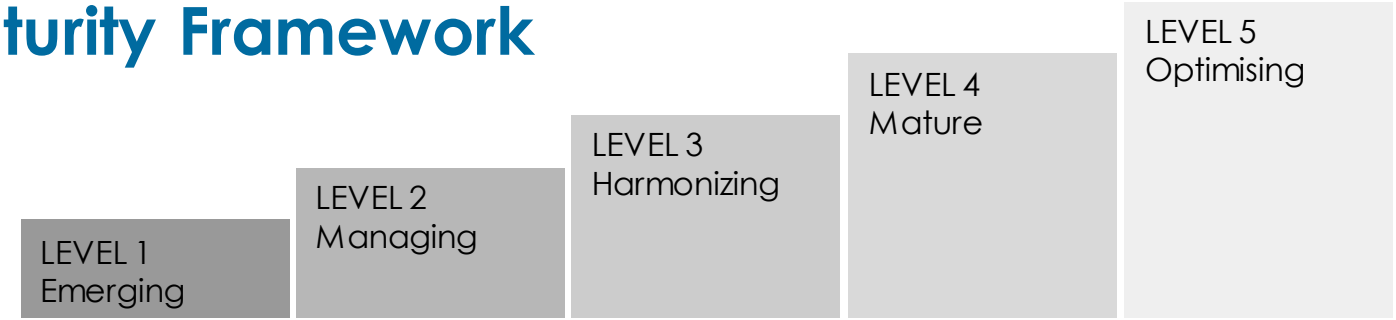
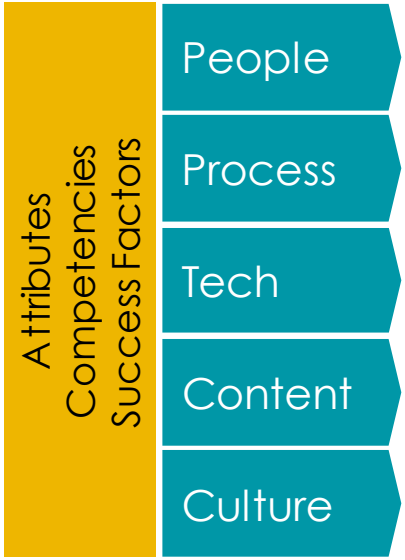
LEO L&D Maturity Framework





The LEO L&D Maturity Framework is a tool that can you an indicator of your L&D's capabilities, readiness, use of tech, and relationship to other parts of the business.

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Poll Question

Where do you think you are as a whole right now?

Why do we use it

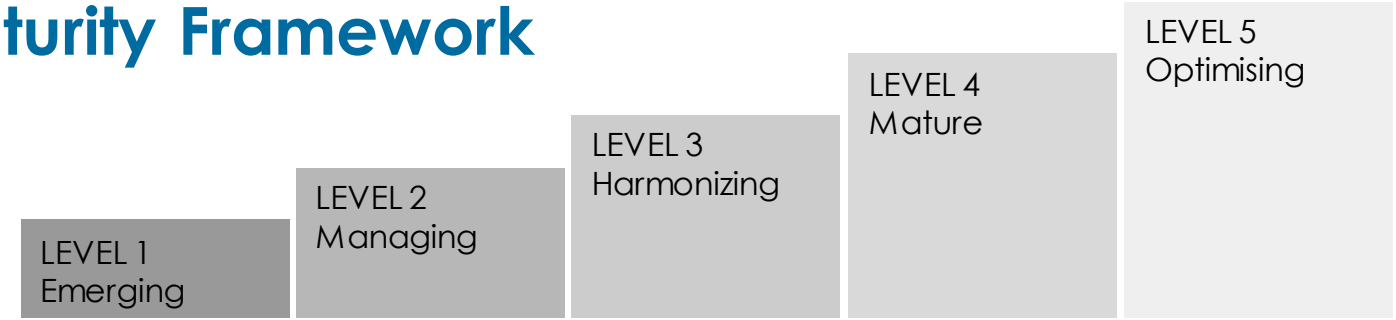
To get from complexity to simplicity

- Creating a department/function roadmap
- Diagnosing what's holding us back
- Assessing what's working well and what isn't
- Simplifying our priorities
- Piloting new capabilities and analyzing their impact

Why do we use it

To think differently and therefore gain insights

LEO L&D Maturity Framework



Attributes
Competencies
Success Factors

- People
- Process
- Tech
- Content
- Culture

- How do you get and prioritize projects?
- Why do you measure anything?
- What software do you use? What's the list?
- What roles do you have? Who do they report to?
- Can you describe your project process?
- How does the company/other departments talk to you? About you?
- Do you know what behaviors and skills are missing on your team?
- What modalities do you use/create?

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Poll Question

Where do you think you are as a whole right now?

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Poll Question

What do you think is the top limiting element?

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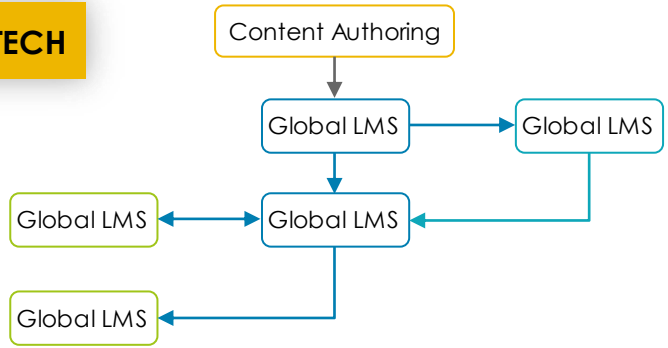
Elements in Detail

PEOPLE

PROCESS

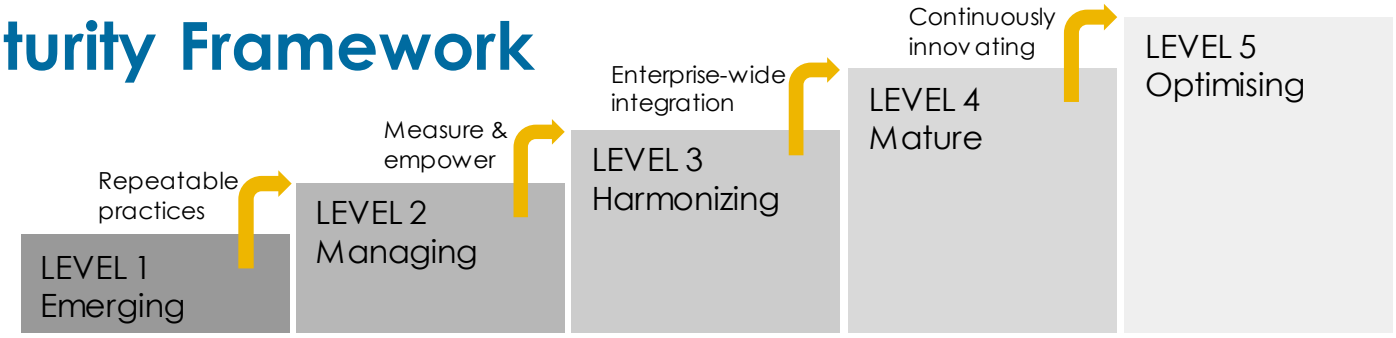
TECH



CONTENT

CULTURE

LEO L&D Maturity Framework



Attributes
Competencies
Success Factors

People	Growing community of collaborative specialists who govern, manage, design, deliver, and support learning experiences
Process	Emerging, consolidating, and moving towards organizational adoption, integration, and continuous improvement
Tech	Moving from design and delivery tools for the business to a connected ecosystem of tools to manage, create, innovate, deliver, experience, and measure L&D
Content	Evolving from topical assignments to purposeful experiences that support all moments of need and performance--pull, (intelligent) push, in the flow of work
Culture	Values, attitudes and behaviors evolving from paternalistic to having agency to support the whole organization's strategy

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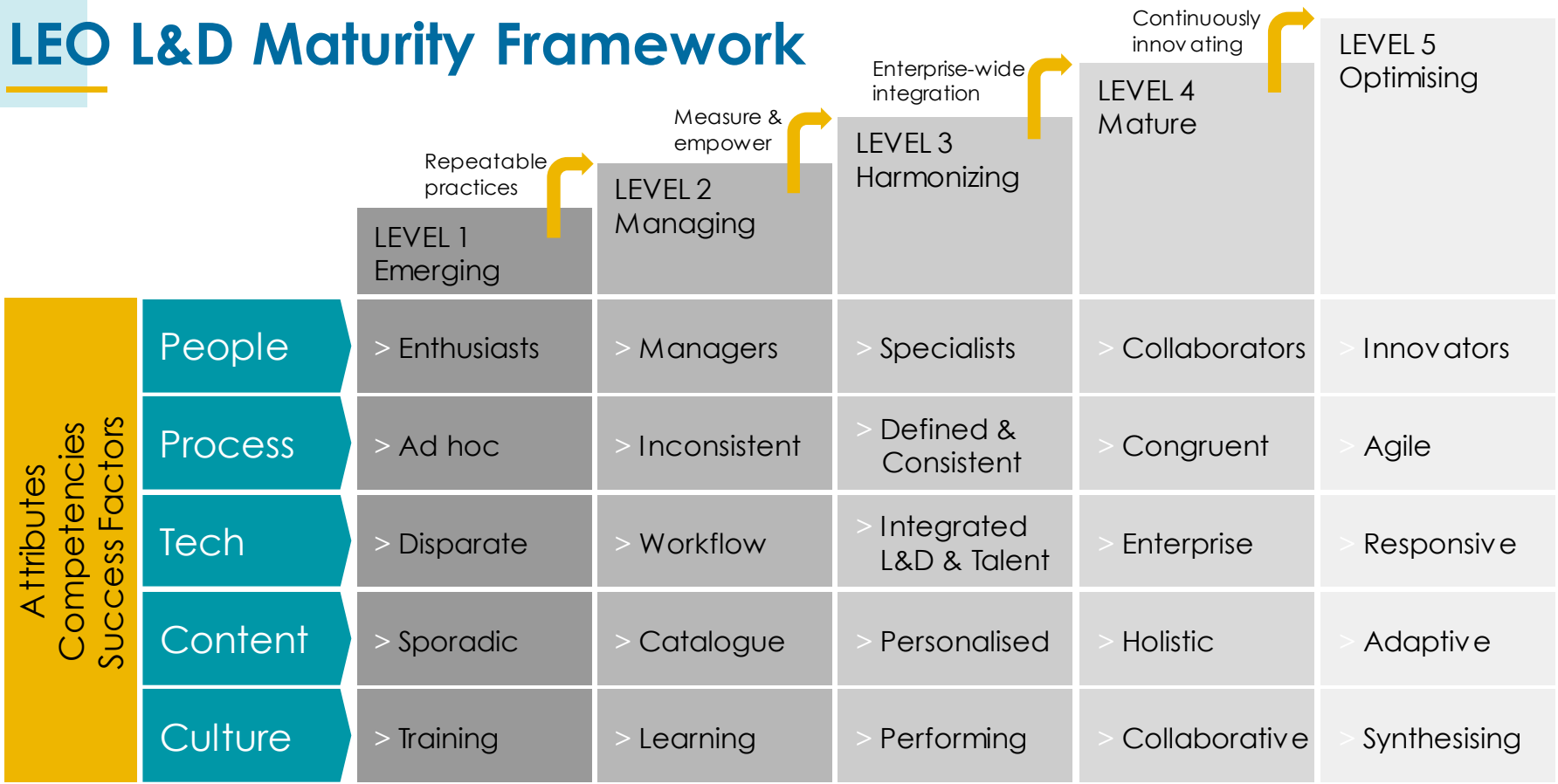

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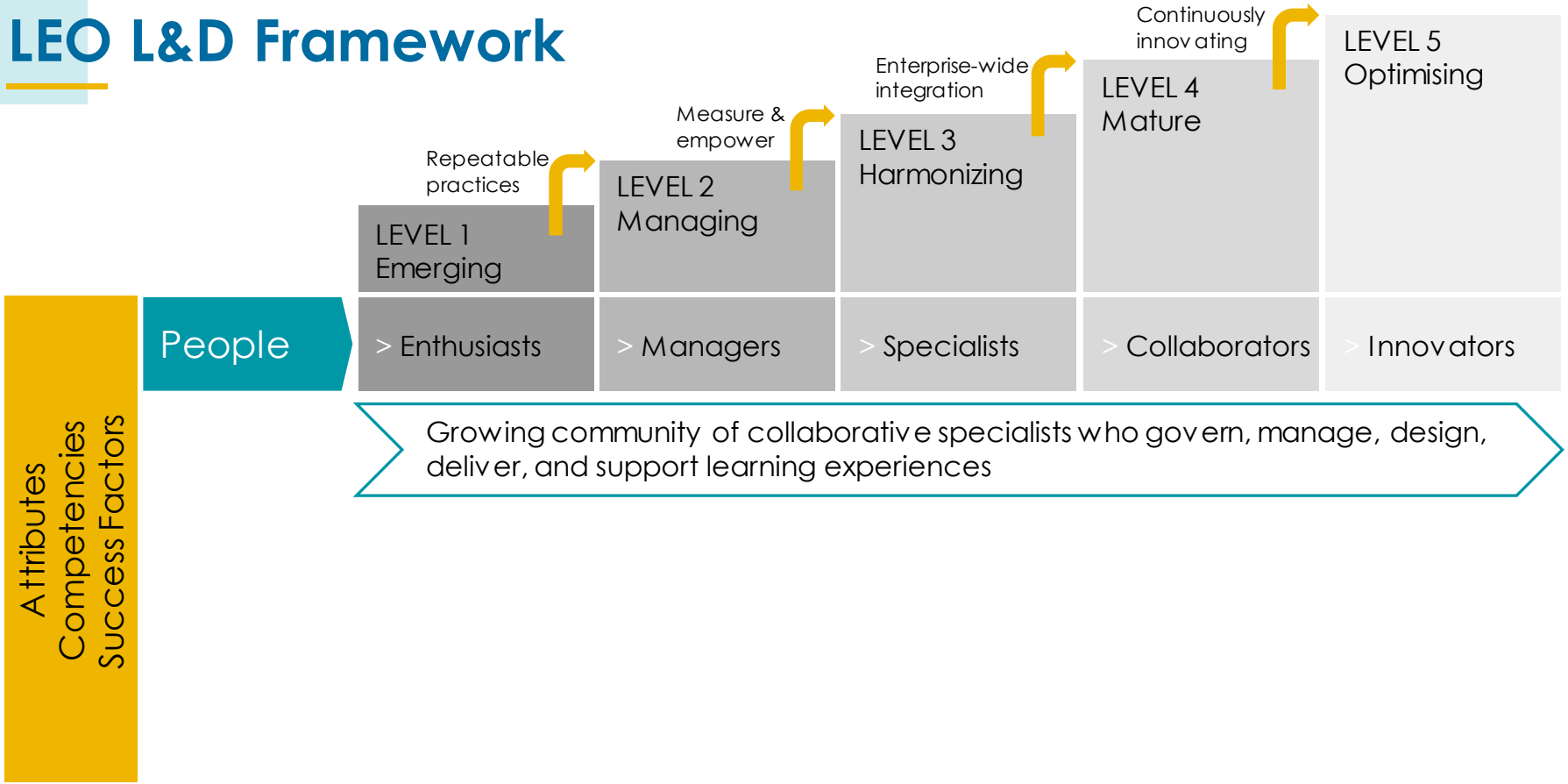

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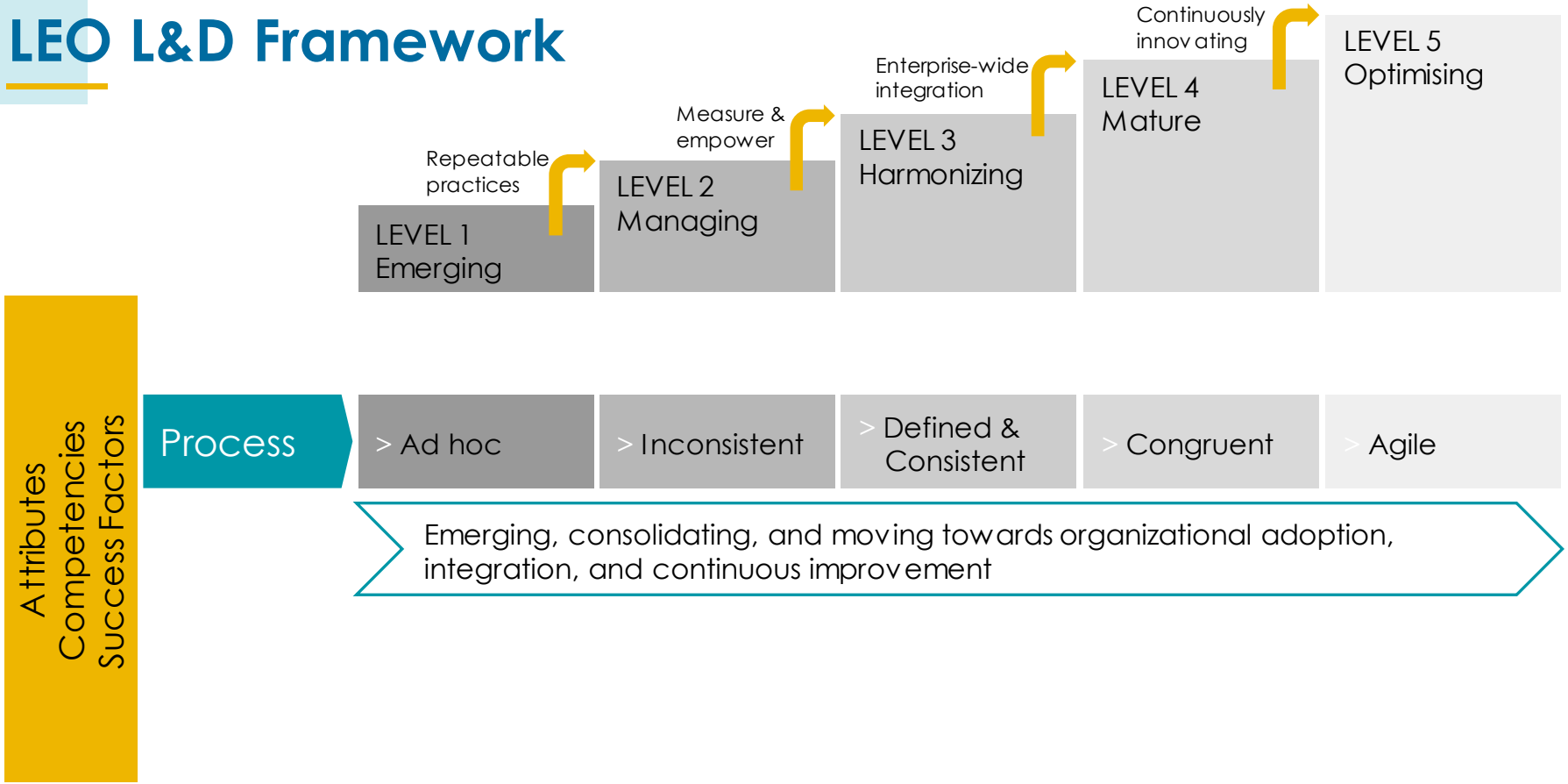

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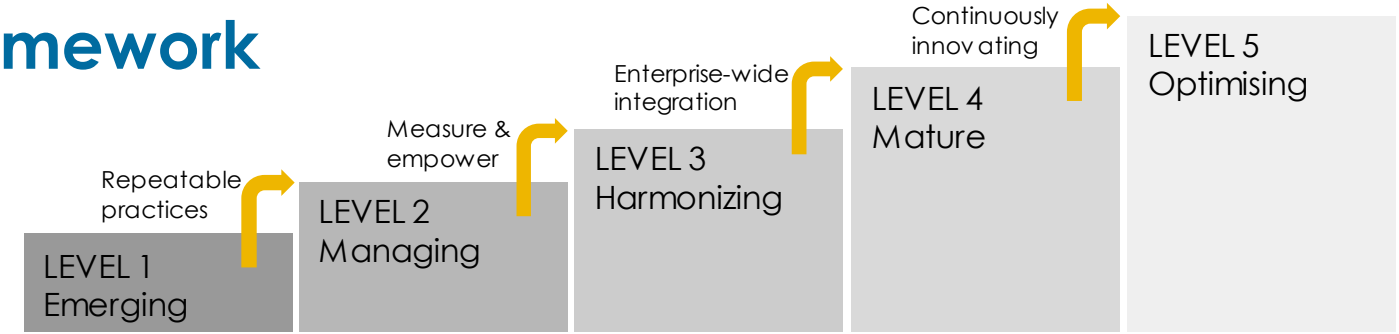

Attributes
Competencies
Success Factors

Tech	> Disparate	> Workflow	> Integrated L&D & Talent	> Enterprise	> Responsive

Moving from design and delivery tools for the business to a connected ecosystem of tools to manage, create, innovate, deliver, experience, and measure L&D

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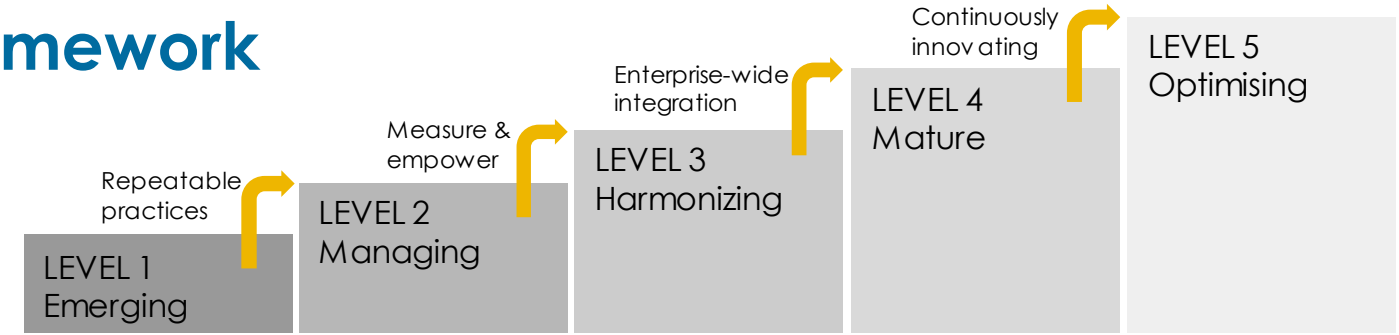
LEO L&D Framework



Attributes
Competencies
Success Factors

Content	> Sporadic	> Catalogue	> Personalised	> Holistic	> Adaptive

Evolving from topical assignments to purposeful experiences that support all moments of need and performance--pull, (intelligent) push, in the flow of work

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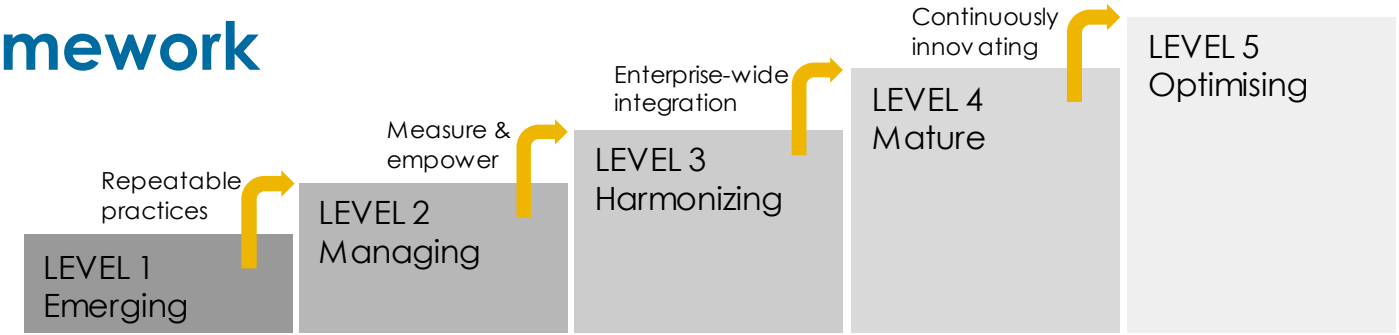

Attributes
Competencies
Success Factors

Values, attitudes and behaviors evolving from paternalistic to having agency to support the whole organization's strategy

Culture	> Training	> Learning	> Performing	> Collaborative	> Synthesising

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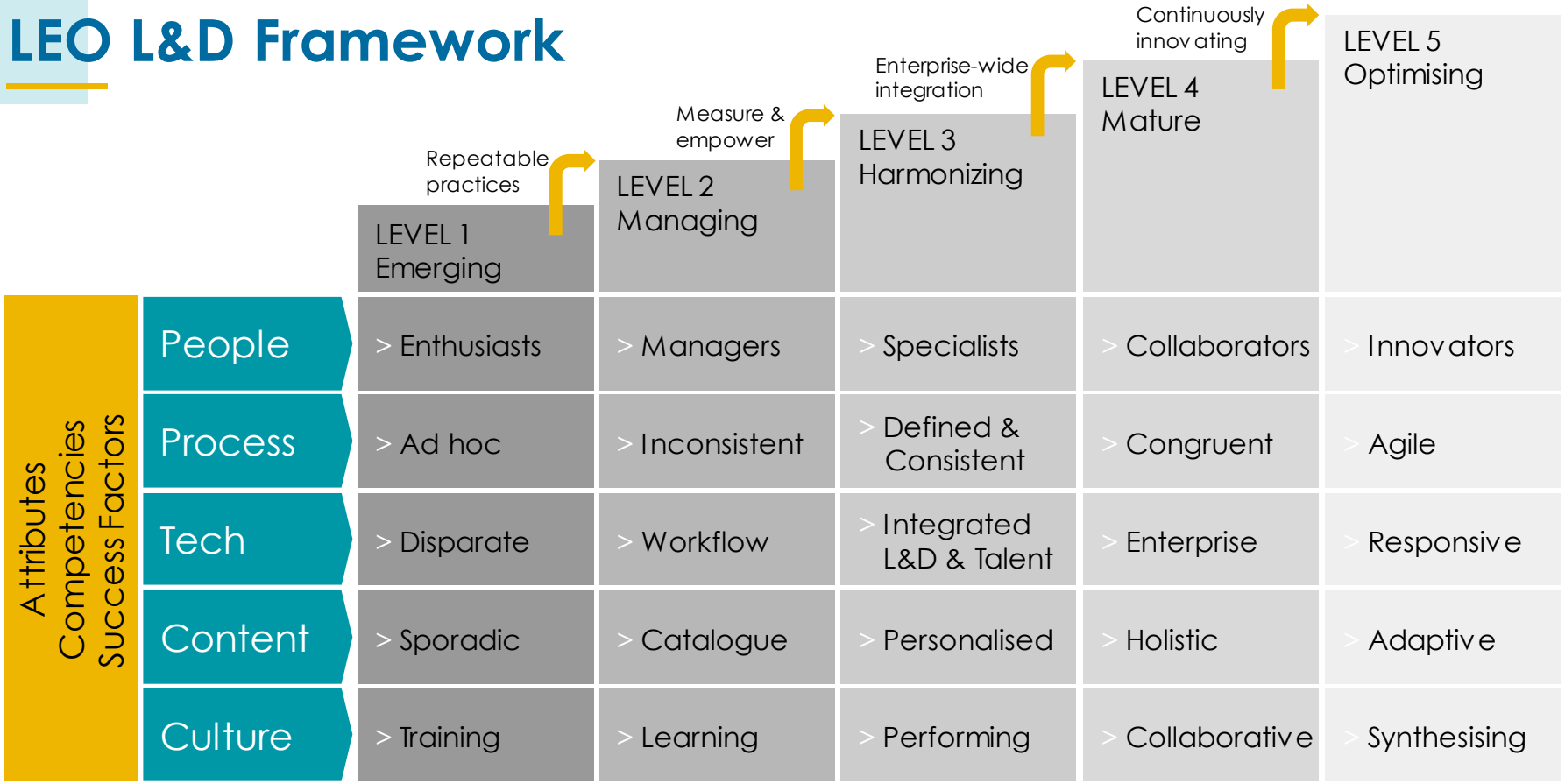

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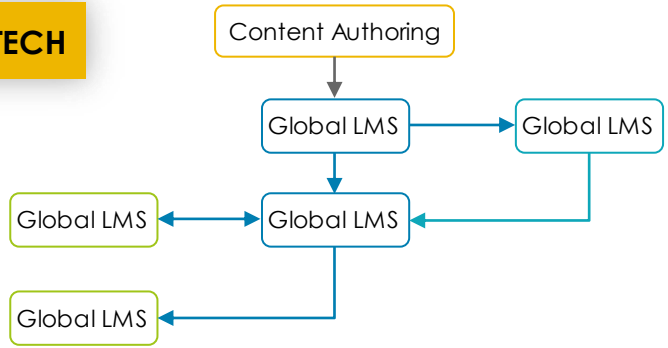
PEOPLE

PROCESS

TECH



CONTENT

CULTURE

Where are you on each of the elements?

Poll Question

What do you think is the top limiting element?

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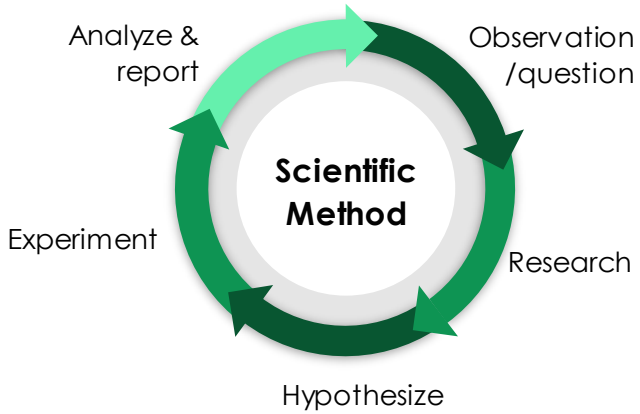
Call to Action: Next Steps

Use LEO's framework as part of the scientific method



Identify an opportunity: decide where to focus

Research: ask questions, investigate

Hypothesize: form your tentative assumption

Experiment: design your [pilot]

Analyze: get data, be curious about it

Report and implement: share and do

Repeat as needed: continuously improve

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Take Aways

A few things about this framework...

- The goal is elegant and practical simplicity
- Is it not a prescription
- It is a tool for honest and continuous (re)assessment and goal setting
- Beware the emotional trap! It's an assessment, not a compliment or insult
- Your L&D will not fit nicely into one level
- It can be evidence-based
- Seek inter-rater reliability

When to use

- Regularly
- Post-project review/post-mortem
- Check in; part of your dept maintenance
- When starting projects, as a way to pilot your evolution
- Over time to see if there's movement
- Others?

What's your hypothesis?

Questions?

Thank you for your time

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