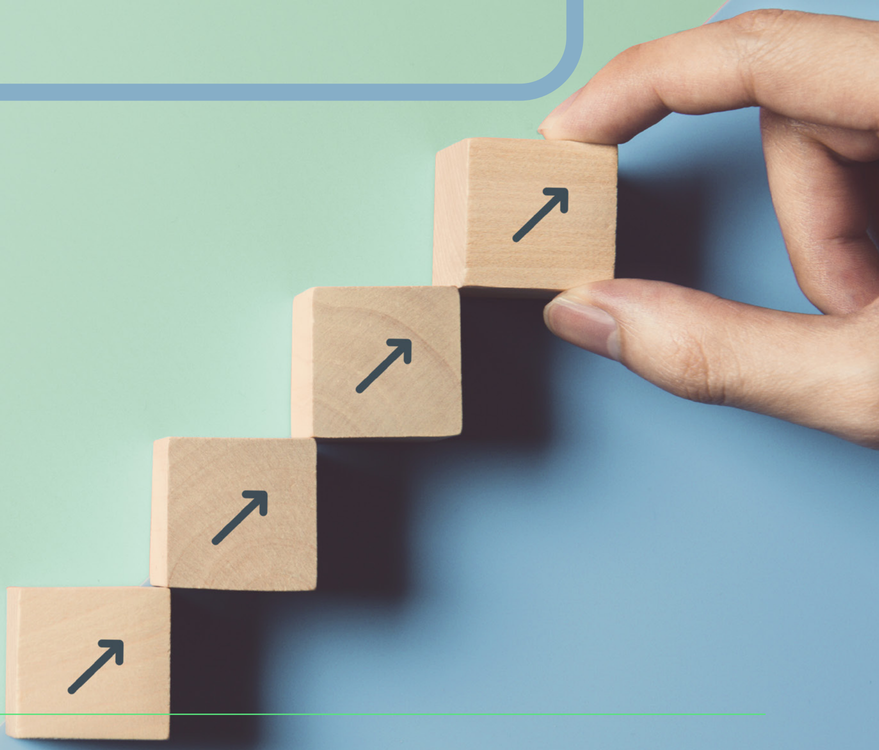
How to create an L&D strategy from scratch

Free online course:
Lesson 1 out of 5



LESSON 1:
How to Create an L&D Strategy from Scratch

Post Lesson Activity A: Creating your Power Team

HOW TO USE THIS GUIDE

The guide provides a step by step agenda with instructions for you to facilitate a brainstorming session either alone, or with your team.

The goal of this brainstorming session is to identify stakeholders that will make up the "power team" behind your L&D strategy.

At the end of this brainstorming session, you will still have a number of unknowns. Our recommendation is for you to capture the questions, go off and discover the answers and then come back and update your "Power Team" map. Conducting the Learning Audit in Post Lesson Activity B will also help you find the answers to some of your unknowns.

WHAT YOU'LL NEED

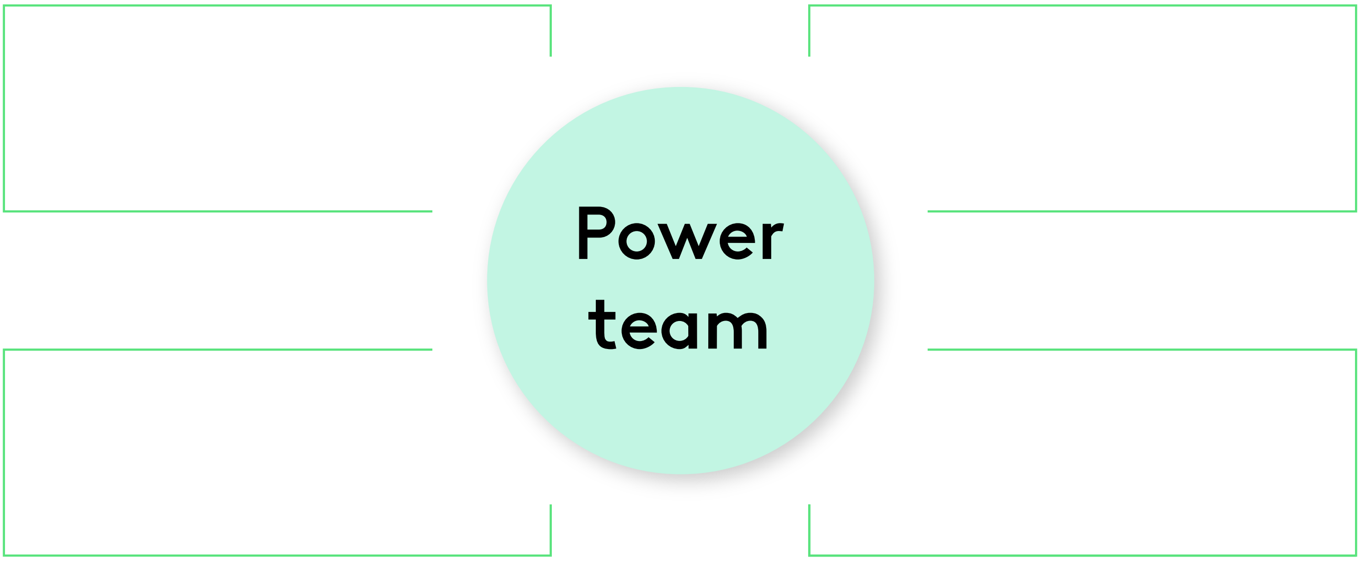
- An updated organisational chart
- If you are working as a team, you'll need a place to work and document results such as a miro whiteboard or confluence document
- Bonus: A seasoned veteran in the organisation that knows all the informal roles and responsibilities that people take on (could be you!)

WHY DO IT?

A L&D Strategy with powerful impact requires strong alignment with key stakeholders. These stakeholders will form your power team.

Who will give **design input?**

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

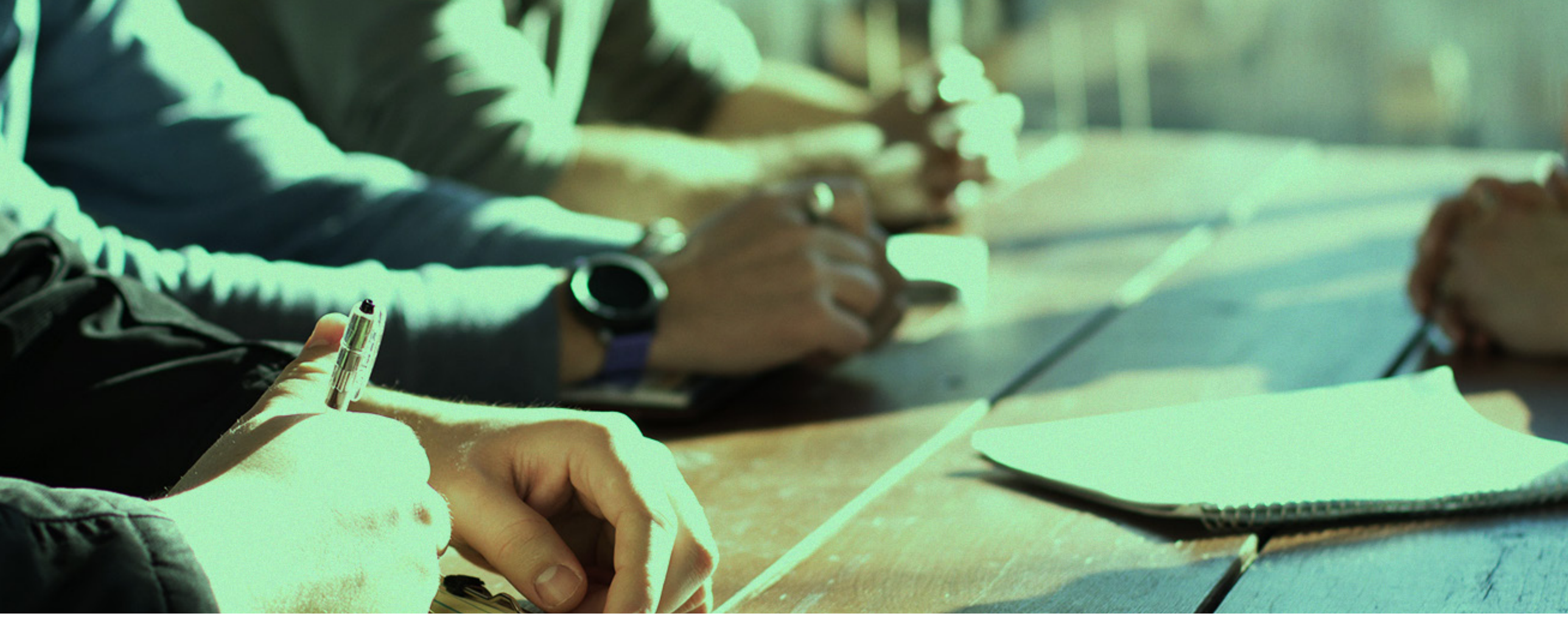


Who needs to be kept **informed, aligned** and **happy?**

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

As a general rule of thumb, these stakeholders will fall in these 4 buckets:

1. Business leaders that will work with you to give design input
2. Business leaders and employees that will provide implementation support and advocacy for the strategy roll out
3. Executive leaders that provide endorsement and resources
4. Senior leaders who do not currently show interest in the L&D strategy, but have enough power to become a roadblock if they have serious objections.



AGENDA

1. Create a question and assumption parking lot (1 min)
2. Do a mass brain dump (10 mins)
3. Move stakeholders to each section of the map (60 to 120 mins)
4. Consolidate "What we don't know" and "What we need to find out" (30 mins)
5. Identify actions and timelines to find out "What we need to find out" (15 mins)

STEP 1: CREATE A QUESTION AND ASSUMPTION PARKING LOT

Instructions:

- If you are using an online whiteboard or discussion space, carve out a section and replicate the image as seen below (1 min)

As you go through the whole exercise of creating your power team, keep capturing any questions you have or assumptions that you are taking. You don't need to solve them there and then, you just need to capture them.

QUESTIONS	ASSUMPTIONS

STEP 2: DO A MASS BRAIN DUMP

Here, you need to use your organisational chart and everyone's combined knowledge to identify any or all stakeholders that:

- Need to say yes
- Provide resources
- Need to provide information about development needs
- Will be impacted by the strategy
- Will be required to execute the strategy
- Will have an interest in the outcome

Instructions:

- Have everyone just write out all the names that come to mind, no matter if there are duplicates (8 mins)
- Clean up the document by adding titles and removing duplicates (2 min)

BRAINDUMP

STEP 3: MOVE STAKEHOLDERS TO EACH SECTION OF THE MAP

In this step, our goal is to start mapping the stakeholders. This would help us understand how each stakeholder can help the team, how involved they should be and how they should be communicated with.

Create the following template in your whiteboard space:

TO BE SORTED	DESIGN INPUT	IMPLEMENTATION SUPPORT AND ADVOCACY
	KEEP INFORMED AND HAPPY	ENDORSEMENT AND RESOURCES

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STEP 3: MOVE STAKEHOLDERS TO EACH SECTION OF THE MAP

Instructions:

- Move the cleaned up names from the Braindump into the "To be Sorted" section on the left (1 min)
- Taking turns going around in a circle: (2 mins per name)
    1. Hold up one name and state where you think the person should be. E.g. I think Jack Oldenham our CFO should go into endorsement and resources
    2. Then, check with the team. On the count of three, each person holds up 2 fingers if they are in full agreement, 1 finger if they have doubts, and a closed fist if they don't agree at all
    3. If there are no closed fists, place the stakeholder in the appropriate section and have the people with 1 finger raise their doubts. Any questions that can't be answered or assumptions that can't be taken goes into the "Question and Assumption" parking lot
    4. If there are closed fists, leave the name in the "To be Sorted" pile and move on to the next person
- Do this until every name has been discussed in the "To be Sorted" pile
- Then, reopen discussions with each name left in the "to be sorted" pile until the team can agree with no closed fists where a name should go (15 mins)
- Prioritize (20 mins)
    1. Have everyone in the team put a green dot next to the "Must Have" stakeholder in the section. Put a yellow dot next to "nice to have" stakeholders
    2. Have a discussion about the yellow dot stakeholders. Is there a way to reduce their involvement? (especially if your team is resource constrained) Can they be moved to keep informed and happy?

STEP 4: CONSOLIDATE "WHAT WE DON'T KNOW" AND "WHAT WE NEED TO FIND OUT"

At this point, you and your team have probably filled your parking lot with all the questions and assumptions that arose during the previous discussions.

In this section, your goal would be to consolidate that information.

Instructions:

- Looking at all the information in the questions and assumptions parking lot, go around in a circle taking turns to pick a question or an assumption
    1. The question or assumption is placed in the "What we don't know" box, and the person proposes "What we need to find out"
    2. Note: The goal of doing this is to avoid picking up every question/assumption. The team should take turns until no one feels like there is an important question/ assumption left unaddressed.

WHAT WE DON'T KNOW	WHAT WE NEED TO FIND OUT
E.g. We don't know who would have the final say in whether the L&D budget is approved	E.g. Who do we need to involve in budget discussion, who will take the final decision

STEP 5: IDENTIFY ACTIONS AND TIMELINES TO FIND OUT "WHAT WE NEED TO FIND OUT"

This part is pretty self explanatory! The team would go off and find the information that they feel most confident about being able to uncover.

Ensure to set a date for the next meeting so that the power team map can be revised with the new information that people are bringing in!

BRAINDUMP

WHAT WE NEED TO FIND OUT	WHO?	BY WHEN?
E.g. Who do we need to involve in budget discussion, who will take the final decision	E.g. Brene Longyue	E.g. 15/05/2021

THE END!

Congratulations on completing your Power Team map! Now that you have completed this, it's time to move on to the last post lesson activity from lesson 1: "Doing a learning audit"

If you are done with that, look out for lesson 2: "Understanding Strategy, Needs and Constraints". We'll go over how to conduct learning needs analyses and all important topics like L&D budget calculations.

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