# How to create an L&D strategy from scratch

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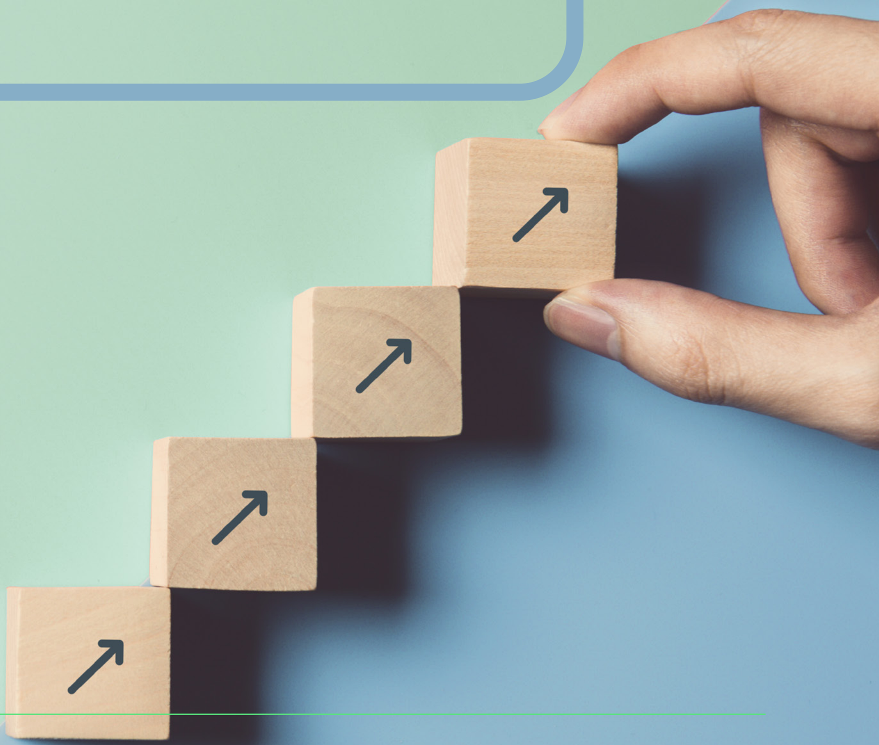
Lesson 1 out of 5





KENJO

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

**Post Lesson Activity B: Doing a Learning Audit**

### HOW TO USE THIS GUIDE

The guide provides a step by step agenda with instructions for you to do a learning audit within your organization.

The goal of the learning audit is for you to have a clear understanding of what learning and development activities currently exist in your organization. This will help you to know what is the starting ground of your L&D strategy and where you may need to build on or fill a gap.

At the end of this learning audit, 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 audit report. Conducting the Power Team mapping exercise in Post Lesson Activity A will also help you find the answers to some of your unknowns.

### WHAT YOU'LL NEED

- Access to the leadership team
- Access to financial information on development spending
- Bonus: Previous champions of learning efforts in the organization. They may come in the form of executive leaders or business leaders in different departments. They will be a treasure trove of information.

## WHY DO IT?

Before jumping into trying to create something new, it's super useful to know what has come before and who made it happen!

Not only does it give you information about the most important learning needs that others in the organisation have prioritized, it also prevents you from reinventing the wheel and stepping into potential stakeholder conflicts.

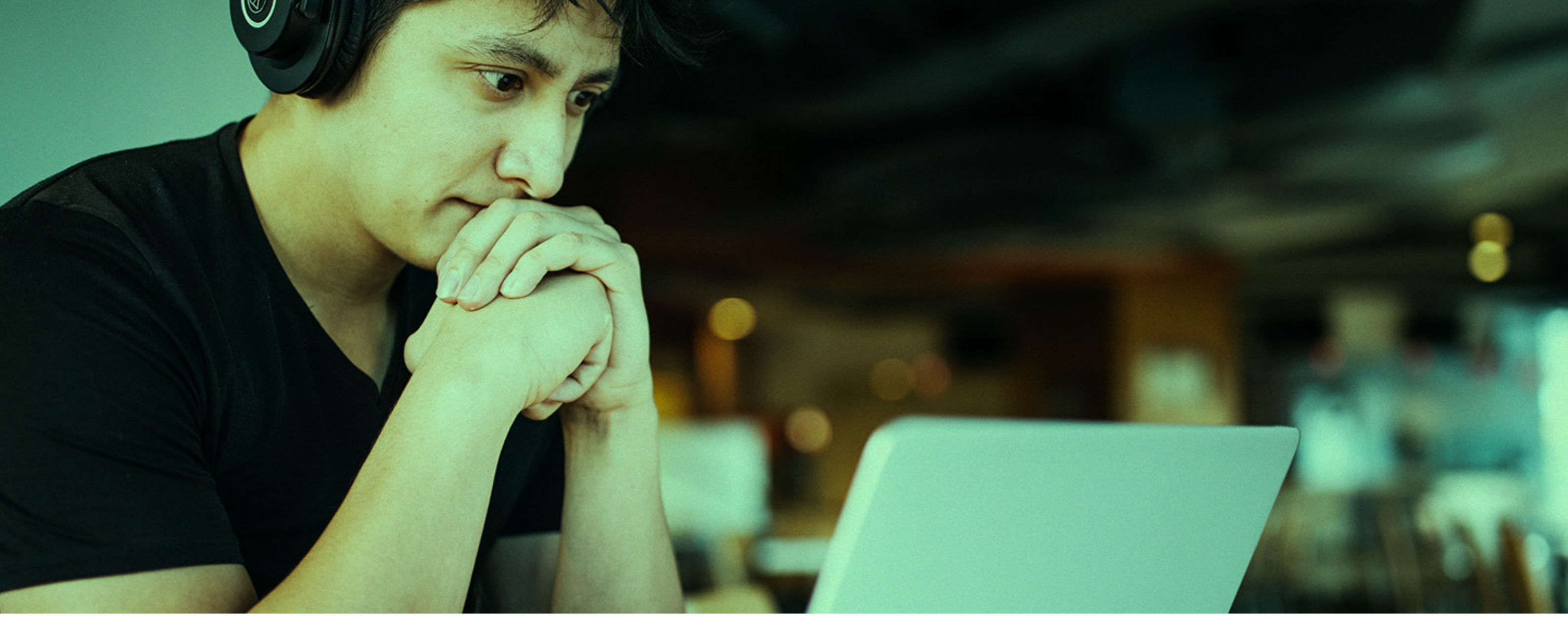
What learning and **development activities** already exist? (cost, frequency)

What needs are they trying to address? How good are they at that?


How **happy** are people with the programs? What are their preferences?

Who are **the endorsers** and resource givers of these activities?

These are the 4 buckets of information that we will be seeking to uncover with the learning audit.



## LEARNING AUDIT STRUCTURE

1. Catalog all training and development related initiatives (e.g. training, coaching offers, in-house mentorship programs, job rotations etc.)
    - Target audience
    - Target development need
    - Development format and methodology
    - Development provider
    - Cost per participant
    - Frequency of program runs
    - Endorser + Resource Provider
    - Advocates
    - Previous participants

2. Collect feedback on impact and relevance (bonus: examine impact on employee performance)

3.Consolidate initial thoughts on what needs to be kept, revised or removed

## STEP 1: CATALOG TRAINING AND DEVELOPMENT INITIATIVES

**Instructions:**

- Replicate and fill in the following table for each development initiative that currently exists.

As you go through the whole exercise of cataloging your training and development initiatives, 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.

| NAME OF DEVELOPMENT INITIATIVE: | |
|---|---|
| Target Audience: | E.g. Newly promoted engineering team leads in the German affiliate |
| Target Development Need: | E.g. How to lead technical teams and develop engineers |
| Development Format and Methodology | E.g. Half day face to face workshop focused on coaching skills + 2 hours of follow up individual coaching (max of 10 per cohort) |
| Development Provider | E.g. Internal HR L&D, or Black and White Consulting Company |
| Cost per Participant | E.g. 2000 euros per cohort of 10 participants = 200 euros per participant |
| Frequency of program runs | E.g. Twice a year once new promotions are announced after performance reviews |
| Endorser + Who/what provides resources? | E.g. CTO said "Yes" to the program. Financing does not come from engineering team budget but general operational budget |
| Advocates | E.g. HR talent partner for tech refers and nominates new leaders into the program. CTO doesn't actively push people to do it. |
| Previous Participants | E.g. John Kelsey, Sascha Hughes, Nelly Lee etc. |

## STEP 2: COLLECT FEEDBACK ON IMPACT AND RELEVANCE

Your goal in this step is to answer three simple questions about each existing development initiative:

- Is the development need still relevant?
- What needs to change so that it can work better?
- How do the various stakeholders feel about this initiative?

Instructions:

- Use either interview or survey methods to gather the following information for each respective development initiative previously catalogued.

Tip:

- Whilst sending out an electronic survey may be helpful to quickly gather data, it might be more impactful if on top of that, you arrange for a few actual interviews with the endorser(s), advocate(s) and a select few past participants of the program. You may be able to get more information and more clarity on their needs.

**Here are some sample interview/survey questions for you to use when collecting feedback**

We've provided two sets of questions. One set for your endorsers and advocates, the other set for past participants of the program.

## STEP 2: COLLECT FEEDBACK ON IMPACT AND RELEVANCE

### Interview/Survey Questions to Understand Impact and Relevance (Endorsers and Advocates)

| Name of Development Initiative: | |
|---|---|
| 1 | How relevant do you feel this program is to existing business needs and strategy? |
| 2 | If not relevant, what is the current need? |
| 3 | If relevant, what were your desired goals and outcomes for this program? |
| 3.1 | What would you keep or change about this program to increase its impact? |
| 3.2 | How do you feel about this program? |

### Interview/Survey Questions for Past Participants

| Name of Development Initiative: | |
|---|---|
| 1 | How relevant was this program for your development? |
| 2 | If not relevant, what would have been more useful? |
| 3 | If relevant, what was your desired outcome from this program? |
| 3.1 | What would you keep or change about this program to increase its impact? |
| 3.2 | How do you feel about this program? |

## STEP 3: CONSOLIDATE INITIAL THOUGHTS WHAT NEEDS TO BE KEPT, REVISED OR REMOVED

In this section, your goal would be to consolidate your findings from your learning audit. More concretely, you would want to create an initial idea of what you would build your L&D strategy around.

Instructions:

- Start with listing out in the first column, all the development needs that stakeholders have identified as relevant
- Rearrange them by order of priority (this is going to be an initial judgment based on the data you have gathered and your intuition
- Then, fill in the second column with the development initiatives that currently exist to meet that need. Repeat initiatives or leave blank as needed
- For the third column, take stakeholder feelings, industry standards, feedback about the program into consideration. Indicate if you would recommend that the program be kept, adapted, or killed. Include your reasons for doing so
- Finally, make sure to capture any open questions or assumptions that need to be tested. You can leave the respective keep/adapt/kill column empty till you find the answers.

| Prioritized Development needs | Existing Development Initiative | Keep/Adapt/Kill + Reason (if adapt, include what needs to be changed) | Open Questions or Assumptions to be tested? |
|---|---|---|---|
| E.g. New engineering leaders need to learn basic leadership skills and how to develop people | E.g. "So, you are now an engineering leader" | E.g. Adapt<br>Need to add more support structures after the workshop. 2 hrs of coaching was not enough. | E.g. More support may require more resources. Check if we can expand the budget for this. |
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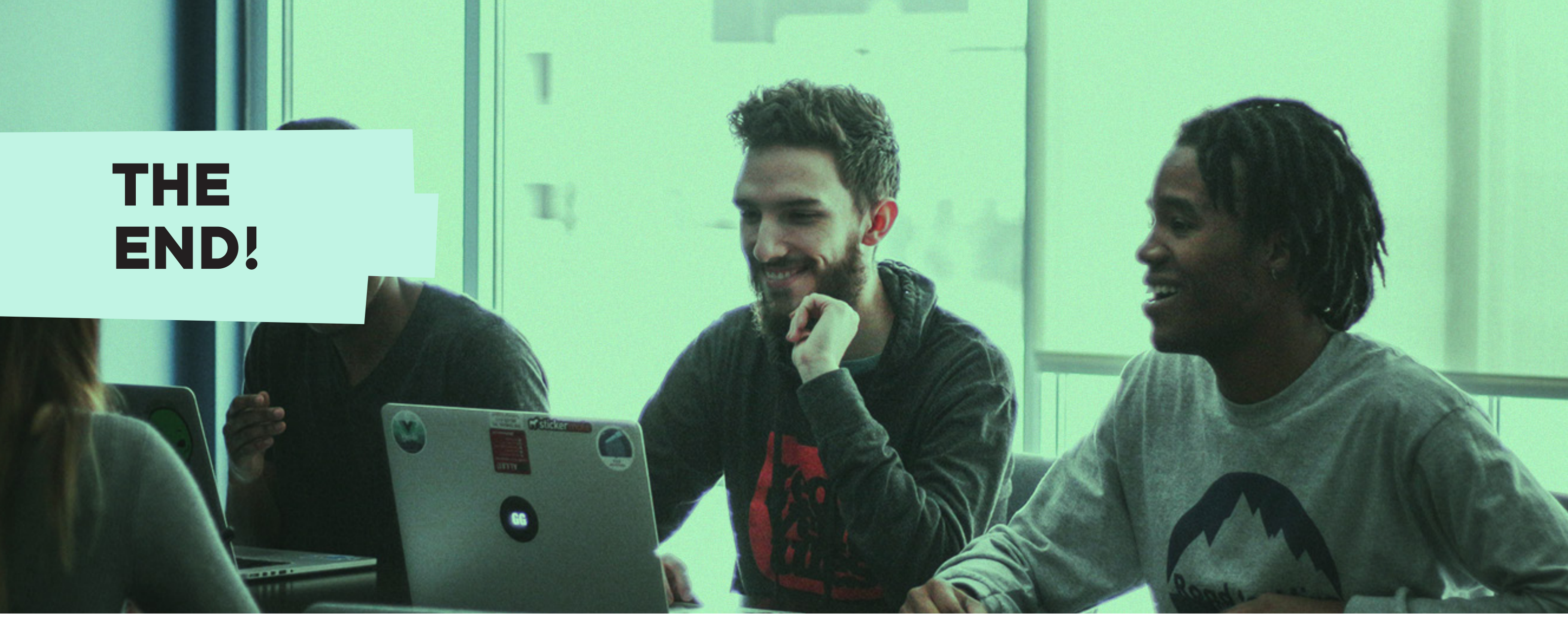

# THE END!

Congratulations on completing your Power Team map! If you haven't completed it yet, do go on to complete post lesson activity A from lesson 1: "Creating your Power Team"

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 budget calculations.

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