Org[re]desïgn

Increase the value of your learning spend by improving the effectiveness of your learning programs, efficiency of your learning operations, and alignment of your learning and business strategies.

CHANGE DRIVERS	EFFECTIVENESS	EFFICIENCY	ALIGNMENT
Organization What changes should we make to our operating model?	Integrate learning operations with talent management strategies to address critical talent gaps	Create a central learning shared services function to eliminate duplicative activities	Partner with lines of business to allocate learning budgets to programs with the greatest business impact
Curriculam What capabilities do we need serve the business?	Use performance consultants to identify urgent, time-critical business needs	Conduct analysis, planning, and other due diligence ahead of learning activities and programs	Increase engagement and capability to support the current business strategy
Vendors How do we optimize relationships with third parties?	Collaborate with procurement to facilitate alignment with business needs and impact on business results	Create and govern vendor management processes to require use of preferred vendors and negotiated rates	Review and refresh vendors to align with the current and changing needs of the business
Technology How can we best leverage learning technologies?	Simplify and upgrade learning technologies to improve learner experience and outcomes	Rationalize duplicative learning management systems and regularly cleanse curricula	Invest in measurement tools to track and report business outcomes

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Leading organizations are transforming their learning functions to reduce costs, improve the learning experience, and align with the CEO's strategy

We leverage Deloitte's four-part framework to assess the current state of a company's learning and development operations.

Organization

Moving to a centralized or federated model, standing up shared services, and establishing governance can optimize operations and create accountability and transparency

Curriculum

Harmonizing and rationalizing curricula can reduce redundancies, improve user experience, and facilitate alignment to business objectives.

Vendors

Implementing a structured vendor management process including preferred vendors and negotiated rates can reduce costs and improve quality and efficiency of services.

Technology

Simplifying and upgrading learning technologies can reduce costs, improve learning outcomes, and facilitate ability to quantify business outcomes.

Timelines

Activities
- Validate project objectives and timeline
- Identify data sources
- Modify data collection tools as needed
- Collect data
  - Request HR, finance, & procurement data
  - Deploy survey
  - Conduct interviews

Deliverables
- Modified data collection tools

COLLECT DATA

Activities
- Create data model and cleanse system data
- Compile and analyse survey results
- Compile and rationalize interview findings
- Assess maturity against Bersin's maturity model
- Validate initial findings, insights with data owners

Deliverables
- Summary of qualitative data
- Comparison of findings to relevant benchmarks

ANALYZE FINDINGS

DEFINE OPPORTUNITIES

Activities
- Document findings
- Identify improvement opportunities
- Quantify potential cost savings
- Define recommendations on next steps and areas of focus

Deliverables
- Roadmap for realization of savings