L&D TRANSFORMATION FRAMEWORK

Compose and measure your L&D Strategy

VALAMIS

Help L&D and Business Align

How do you build learning and development that supports the goals and objectives of your organisation? How do you set specific goals and objectives?

In this white paper, we introduce our new L&D Transformation Framework that was created for planning an L&D roadmap and managing learning transformations in companies and organisations.

With our framework, you receive a list of questions along with a spreadsheet template to help you analyse your L&D so you can:

- Better recognise where your L&D strategy is right now
- Plan where you need to take your L&D in different areas
- Visualise and better communicate your L&D roadmap better

The framework was created by Valamis Principal Learning Consultant, **Ville Tuominen**, Chief Visionary Officer, **Jari Järvelä** and former Valamis Lead Data Scientist, **Jens Harju**, based on their market insight and L&D project expertise. This framework is built with former L&D maturity models as well as their own research.

We will kick off the white paper with a brief history of corporate learning frameworks, but if you are familiar with those, feel free to jump straight into the Valamis L&D Transformation Framework introduction on page 11.

We will be happy to hear your experiences and opinions about the framework we created.

Contact us at **contact@valamis.com**

Table of Contents

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1 A Brief History of Corporate Learning Frameworks and Maturity Models

When creating Valamis L&D Transformation Framework, we wanted to create a practical tool that could help us and our customers in building sustainable learning in their organisations. In this section, we introduce some of the learning maturity models and frameworks that have been previously used in this field.

The Kirkpatrick Model

Let's start this brief review of history in the 1950s, when Donald Kirkpatrick introduced his model for four levels of training evaluation. The model examines four levels of learning starting from Reaction, to Learning and Behaviour, and ending at Results.[1]
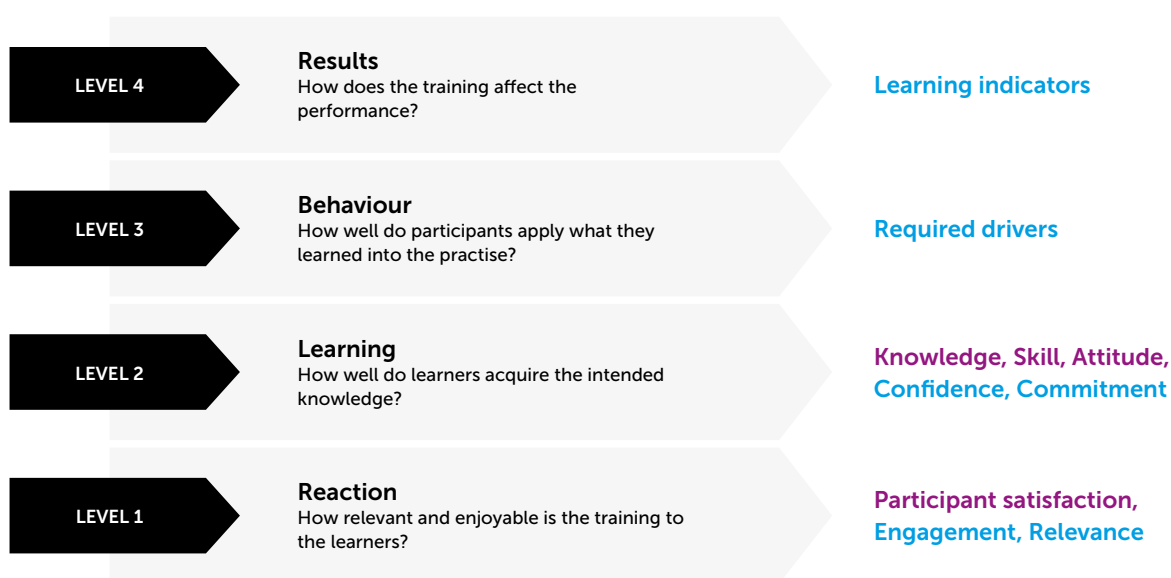
A few decades later in 2010, this model was further developed by James and Wendy Kirkpatrick. The Kirkpatricks developed The New World Model to introduce new aspects of evaluating corporate learning (in colour blue in the picture). [1]

The Kirkpatrick model offers a strong foundation for building any training program. This model is still relevant and widely quoted today. As a part of our own model, we take into consideration the very same ideas that Kirkpatrick developed back in the '50s.

> "Trainers must begin with desired results and then determine what behavior is needed to accomplish them. Then trainers must determine the attitudes, knowledge, and skills that are necessary to bring about the desired behavior(s). The final challenge is to present the training program in a way that enables the participants not only to learn what they need to know but also to react favorably to the program."
> **Dr. Donald L. Kirkpatrick**[2]

● Original Model (1950s) ● The New World Model (2010)

LEVEL 4	**Results** How does the training affect the performance?	**Learning indicators**
LEVEL 3	**Behaviour** How well do participants apply what they learned into the practise?	**Required drivers**
LEVEL 2	**Learning** How well do learners acquire the intended knowledge?	**Knowledge, Skill, Attitude, Confidence, Commitment**
LEVEL 1	**Reaction** How relevant and enjoyable is the training to the learners?	**Participant satisfaction, Engagement, Relevance**

70:20:10 Model

70:20:10 is a concept created by Morgan McCall, Robert W Eichinger and Michael M. Lombardo at the Center of Creative Leadership as a result of Lessons of Experience research.[3] In the research in 80's they surveyed the learning habits of nearly 200 executives by asking them to self-evaluate their learning, and based on the answers concluded that on-the-job-learning consists of:[4]

coursework and training

70% challenging experiences and assignments	20%	10%

developmental relationships

Today, the 70:20:10 learning model is widely known and used in composing learning strategies at the workplace.

Bersin by Deloitte: High-Impact Learning Organization

In 2013, Bersin by Deloitte introduced a four-stage maturity model for HR and L&D known as the High-impact learning organization maturity model. It brings together learning technology and L&D evolution, showing that technology demands growth as learning becomes more advanced.[5]

1

Administration, Tracking, Virtual classroom

Incidental Training
- Source of Ad-hoc Job Support
- Mentoring and Apprenticeship
- Emerging Need for Professional Training
- SME Focused

2

Corporate LMS Enterprise Administration

Training and Development Excellence
- Source of Designed Instruction
- Emerging Governance and Operations Improving L&D Core Processes
- Program Focused

3

Integration with Talent Strategies

Talent and Performance Improvement
- Source of Talent Development and Performance Consulting
- Integrated with HR/TM Improving Alignment
- Process and Tech Focus

4

Learning Culture, Expertise Sharing

Organizational Capability
- Source of Business Performance Capability and Learning Agility
- Cultural and Systemic Focus

1   Kirkpatrick. The Kirkpatrick Model. Accessed 24th June 2021. https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model.

2   Kirkpatrick. Kirkpatrick Foundational Principles. Accessed 1st Sept 2021. https://www.kirkpatrickpartners.com/Our-Philosophy/Kirkpatrick-Foundational-Principles

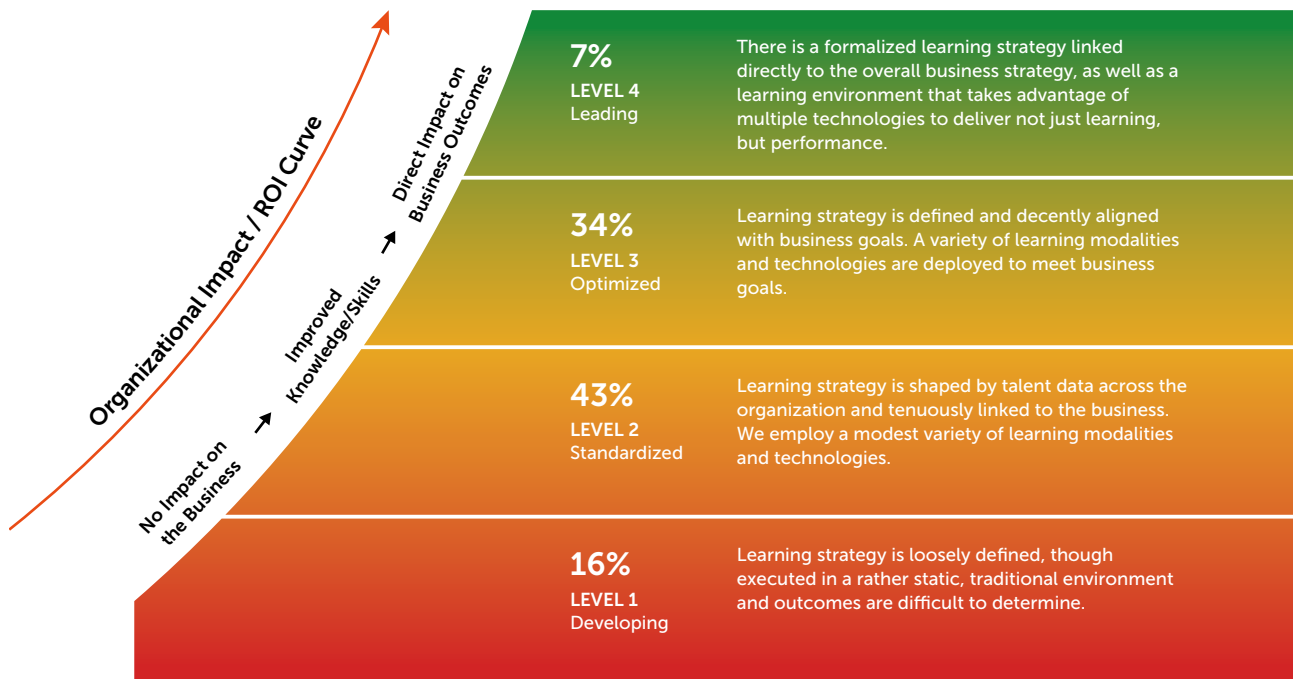3   Princeton University. Learning Philosophy. Accessed 1st Sept 2021. https://hr.princeton.edu/learning-philosophy.

4   Lombardo, Michael M; Eichinger, Robert W. The Career Architect Development Planner. Minneapolis: Lominger.1996.

5   Bersin. The Ever Changing State of the Learning Technology Industry. 31st Mar 2013. Accessed 1st Sept 2021. Josh Bersin. https://joshbersin.com/2013/03/the-ever-changing-state-of-the-learning-technology-industry/

Brandon Hall: Learning Strategy Impact Model

Brandon Hall Group's Learning Strategy Impact Model, created in 2018, concentrates on the learning strategy and learning's impact on the organisation without taking position on what tools to use in implementing the strategy.[6] It is a good tool for evaluating the state of L&D strategy in your organisation in a high level.

7% LEVEL 4 Leading	There is a formalized learning strategy linked directly to the overall business strategy, as well as a learning environment that takes advantage of multiple technologies to deliver not just learning, but performance.
34% LEVEL 3 Optimized	Learning strategy is defined and decently aligned with business goals. A variety of learning modalities and technologies are deployed to meet business goals.
43% LEVEL 2 Standardized	Learning strategy is shaped by talent data across the organization and tenuously linked to the business. We employ a modest variety of learning modalities and technologies.
16% LEVEL 1 Developing	Learning strategy is loosely defined, though executed in a rather static, traditional environment and outcomes are difficult to determine.

Source 2018 Brandon Hall Group Learning Strategy Study (n=333)

In their research report "Two Keys to a Successful Learning Strategy" Brandon Hall underlined the need for a solid learning strategy, as only 7% of companies surveyed said their learning strategy was "very aligned" when asked about the L&D strategy alignment with the business. At the same time, 17% of the companies surveyed did not have learning strategy in place at all (not included in the impact model below).

When it comes to components of linking an effective learning strategy to business, Brandon Hall highlights the need for a blended learning environment with an array of supportive learning formats and modalities.[6]

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Mind Tools: Corporate learning - Cycle of Maturity and Impact

Mind tools (formerly Emerald works/Towards Maturity) has been conducting research in the field of corporate learning for 15 years. In their 2020 report "Back to the Future: Why tomorrow's workforce needs a learning culture", Jane Daly introduced the Corporate Learning: Cycle of Maturity and Impact model. In the model, Daly reminds us that "technology alone does not correlate to business or learning impact".

In the Cycle of Maturity and Impact, corporate learning maturity is evaluated based on how much effect learning has on behaviour. In other words, the comparison is made between "Transactional Impact", where learning is not aligned with business or has little impact, and "Transformative Impact", in which learning has impact on behaviour and productivity of the individuals and teams, and leads to increased profitability. Mind Tools revisit their Cycle of maturity and impact yearly to update the model.[7]
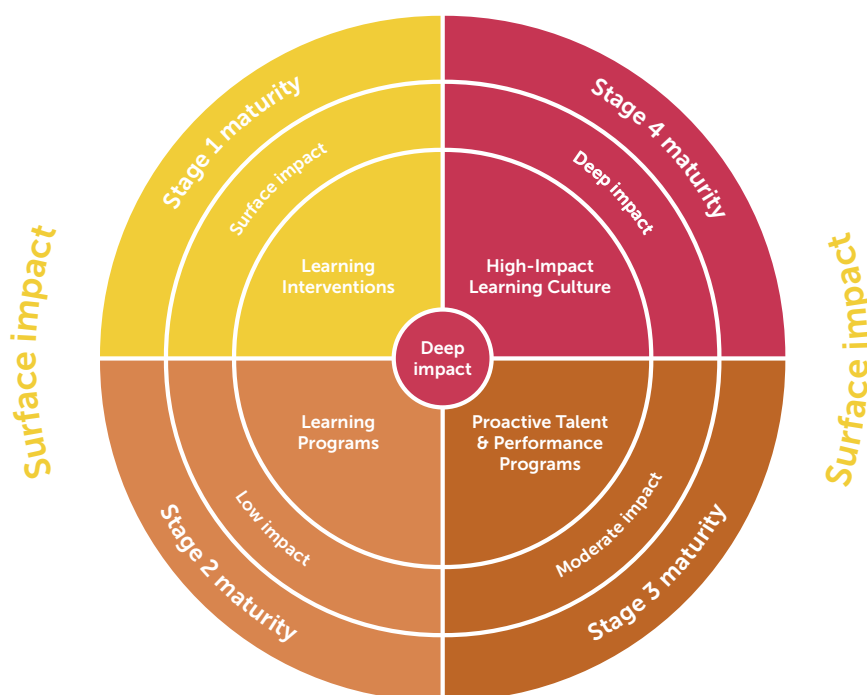
Stages 1&2

Transactional Impact
(Non-behavioral)

- Learning non-business aligned
- Increased investment, but little impact
- Focus on access to knowledge not learning
- No time to learn

Stages 3&4

Transformational Impact
(Behavioral)

- Ability to identify Capability risks
- Impact on key behaviors
- Increased adaptability
- Sustainable impact on growth, transformation, productivity and profitability

J. Daly, 2020

6   Wentworth. Two Keys to a Successful Learning Strategy. 2018. Brandon Hall Group. Accessed 1st Sept 2021. http://go.brandonhall.com/l/8262/2018-04-18/8bxkz5.

7   Daly. Back to the Future: Why tomorrow's workforce needs a learning culture. 2020. Mind tools. Accessed 12th Aug 2021.
     https://emeraldworks.com/resources/research-and-reports/strategy/back-to-the-future#downloadReportForm

Fosway Group: Learning Experience Maturity Model

Compared to other models we have introduced so far, Fosway Group's model takes a more technological angle.

Fosway Group's research developed the Learning Experience Maturity Model, which was created to help understand underlying trends in digital learning solutions, ranging from those that focus on learning systems experience, to workplace and individual learning experience.[8]

The model aims to help organisations answer the question, what learning experiences do you want to create? It helps in defining which learning platform features you need based on the experience you want to build for your learners. The model emphasises that in order to create actual learning experiences, instead of just delivering learning content, the learning platform needs to support more than just delivering content – it needs to support delivering experiences.

Fosway Group's Learning Experience Maturity Model is a useful tool to keep in mind when defining your L&D goals. With the model, Fosway Group wants to remind us to build learning in a learner centric way, instead of thinking systems first.

Personal Digital Learning Experience

Workplace Experience

Learning System Experience

Intelligent nudged learning relationship for individuals & teams

Active learning facilitation, peer to peer/team social learning connection, collaboration & feedback

Workplace / workflow chatbot integration

Workplace / workflow performance support

User-generated content sharing, workflow embedded search & channel placement

Personalisation, adaptive content delivery automated curated content feeds

Content alignment, roles, diagnostics and business measures

Learning content social rating & ranking

Learning content & portal aggregation

Systems & Content Experience Focused ⟵——————————⟶ **Individual & Team Experience Focused**

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8   Perring, Fosway Group. Where Are We in Delivering Next Gen Learning Experiences. Valamis.com. Accessed 24th Jun 2021.
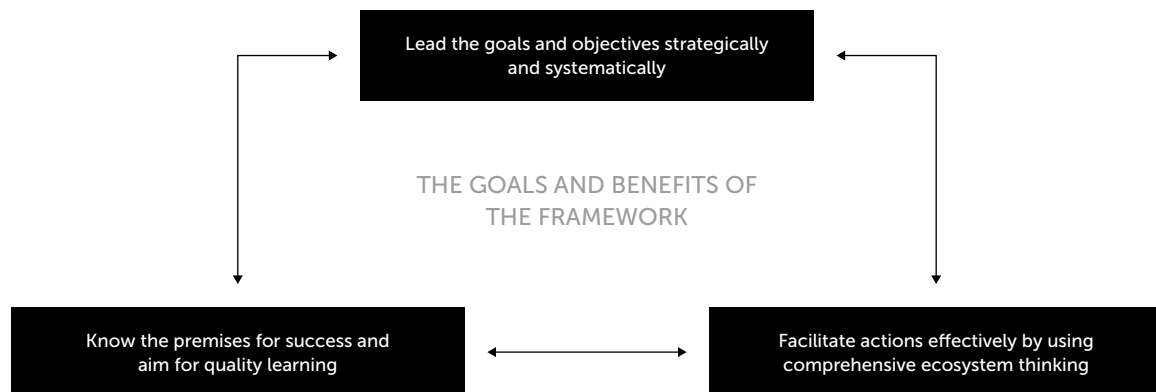   https://www.valamis.com/blog/where-are-we-in-delivering-next-gen-learning-experiences

2 Valamis L&D Transformation Framework

Use learning as a tool to achieve business goals, build a culture that supports learning and put learners and objectives, not systems first. We have detected that current methodologies and maturity models are aimed to provide certain pre-existing paths to success. However, the objectives and success paths are rarely equal. So there is a need for a more flexible framework. Based on these ideas, we have built our own model that acts as an outline in building learning together with our customers and partners.

What Can an L&D Framework Do for You?

A framework is essentially a tool to help in building your roadmap for developing your L&D. Valamis L&D Transformation Framework introduced in this paper can also be used in defining the maturity of your company's L&D.

The Valamis L&D Transformation Framework can track the maturity development of the organisation and locate business-related opportunities that L&D can bring in the short and long term. It takes into consideration the learning experience, business benefit and learning technology approaches.

```
            ┌─────────────────────────────┐
            │ Lead the goals and objectives│
            │   strategically and          │
            │      systematically          │
            └─────────────────────────────┘

              THE GOALS AND BENEFITS OF
                    THE FRAMEWORK

┌─────────────────────────┐      ┌─────────────────────────┐
│ Know the premises for    │      │ Facilitate actions       │
│ success and aim for      │◄────►│ effectively by using     │
│ quality learning         │      │ comprehensive ecosystem  │
│                          │      │ thinking                 │
└─────────────────────────┘      └─────────────────────────┘
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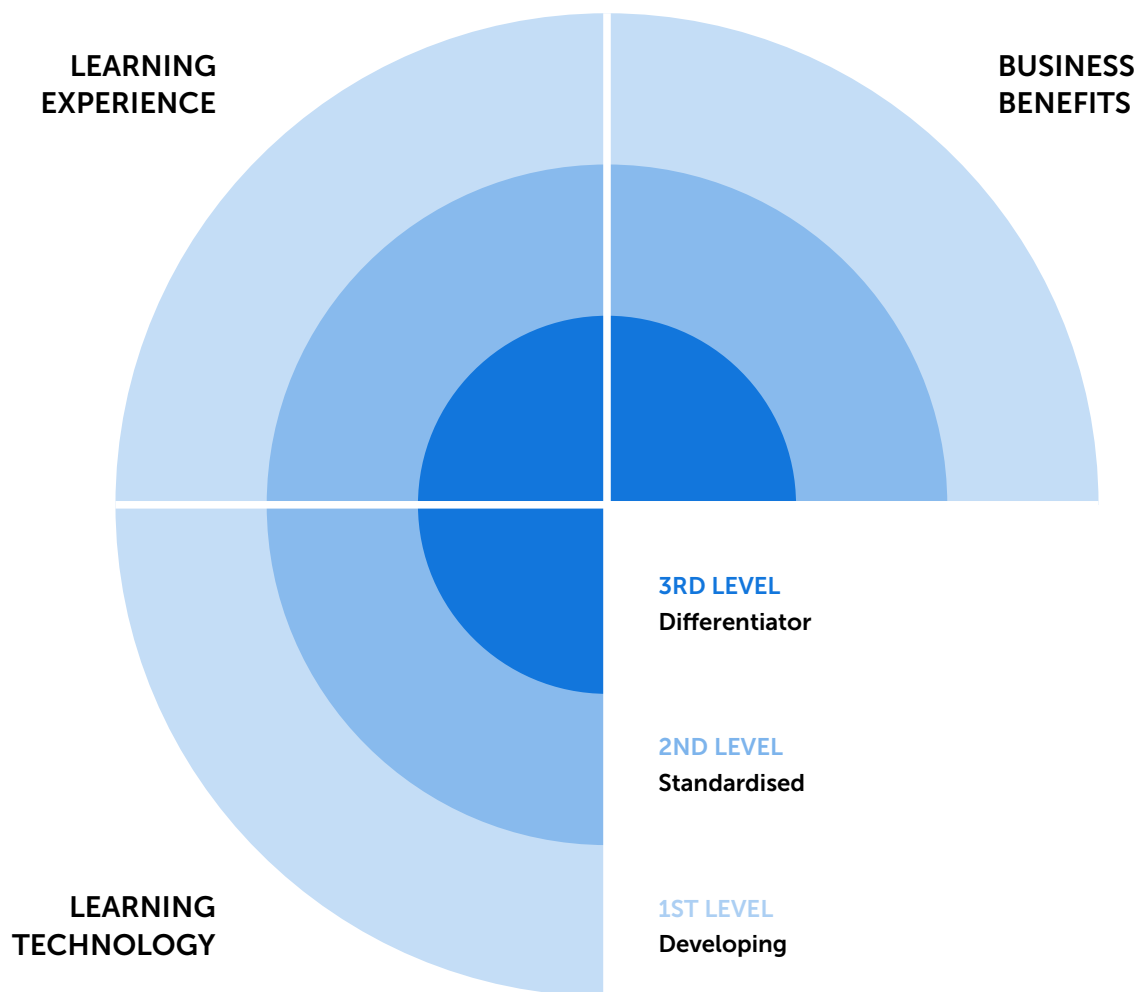**Our framework can act as a helpful tool in order to:**

- Clarify your needs and navigate the information
- Find out the current state of your L&D
- Find the areas you need to develop
- Make the purpose of your L&D visible for your business
- Create transparency in your organisation's L&D and its goals
- Develop your L&D in a more systematic way
- Use it as a tool to clarify your strategy and to set and measure your goals

The Framework in a Nutshell

The Valamis L&D Transformation Framework is divided into 3 dimensions: **Business Benefits**, **Learning Experience** and **Learning Technology**. The first dimension in the white paper is Business benefits, because realisation and communication of the business benefits of L&D are common pain points for organisations. The framework supports in creating learning that has in focus in business objectives, helps in managing concepts and makes learning meaningful for organisations. It is a practical tool to be used in L&D departments for companies where learning is an active part of the job. That is why we evaluate everything from business impact to learning culture in the first dimension.

In the 2nd dimension, learning experience, the cornerstone for designing learning is the goal and purpose of the learning, everything else is built around them. It requires knowing both the audience and objectives to develop quality learning. Learning processes live and develop constantly, and that means that planning learning needs to be strategic work –based on facts and be actively lead.

The final main dimension we chose to include in this framework is Learning technology. Technology offers premises for digital learning but can also act as a resource drain. Technology frustration can even become a block for learning. We wanted to have it as its own dimension, but along with that we do visit the topic in the other two dimensions.

LEARNING EXPERIENCE

BUSINESS BENEFITS

LEARNING TECHNOLOGY

3RD LEVEL
Differentiator

2ND LEVEL
Standardised

1ST LEVEL
Developing

Each dimension is divided into three levels of maturity that are used for evaluating an organisation's current state and goals. Each of the three dimensions have subdimensions to help in the evaluation process.

The main purpose of the framework is not to act as a maturity model, but as a tool to help in building quality learning, develop your L&D strategy and finding any pain points that need developing.

1st Level   **Developing:** the organisation's efforts for learning are minimal.
Only mandatory compliance training is supported.

2nd Level   **Standardised:** the resources for L&D and the organisations L&D efforts for learning
are standardised. Learning supports development at work and work tasks.

3rd Level   **Differentiator:** the organisation's efforts for optimising learning are high.
Learning is systematically used to drive change in the organisation.

Your L&D exists to support the development of individuals in your company and to ensure that the workforce can do their best to support the business. It is important to acknowledge that even though we name maturity levels in this framework, *your organisation does not necessarily need to be at the differentiator level*. It's all about defining what fits the needs of your organisation, and how much and how advanced learning you need to keep your organisation competitive.

The 13 Dimensions

The three main dimensions are formed of 13 subdimensions, including different aspects relevant to learning and development within business organisations. Each of the subdimensions are evaluated on the same levels as the three main dimensions.

MAIN DIMENSIONS	13 SUBDIMENSIONS	WHAT IS BEING EVALUATED
Business benefits	Management buy-in	L&D budget, resources, strategy, expectations, management commitment and how learning is linked to business.
	Learning culture	The execution of the L&D strategy, visibility, workforce commitment, management enablement, learning practices and how expertise and skills are acknowledged.
	Business impact	Whether L&D is directed by the search for business impact.
	Data driven	The role of collected data and the level of fact based decision making.
	Technology enablement	How well L&D technologies enable learning and serve their purposes.
Learning experience	Skill/talent management	The level of design and adaption of skills and competences/talent.
	Learning design/expertise	The learning design against objectives.
	Learning processes	How processes are described and fitted to the operational environment.
	Data driven learning experiences & impact	The level of data adaption in practical use cases.
	L&D management	The level of L&D expertise, how L&D decision making is organised and how resources are used.
Learning technology	Data availability & maturity	The quality of collected data and maturity of data analytics.
	Digital products	How the learning products support L&D needs.
	Ecosystem	The learning ecosystem architecture, i.e. how siloed L&D is.

With three main dimensions split into 13 subdimensions, the framework digs deep into business benefits, learning experience, and learning technology. Each dimension is evaluated against various factors, of which there's an example on page 17.

3 How to Use the Framework

Along with this white paper, you will receive a spreadsheet template with a simplified framework for mapping your organisation's current L&D level and its projected growth.

In this framework's L&D evaluation, you will answer questions related to each dimension, and based on your answers, locate your L&D on the level that fits the best. From that level evaluation, you will be able to define where your organisation needs to grow in each dimension. While setting your goals, remember that this is about finding the level that best suits your organisation's needs, and not about "having the most mature L&D".

It may be important to know where you are in the maturity scale, so you can calculate the average score for each main dimension.

xls **DOWNLOAD SPREADSHEET TEMPLATE**
www.valamis.com/lnd-framework-template

Business Benefits
Evaluate how well learning is linked to business goals to drive change.

○   **3RD LEVEL**
Differentiator   Learning drives change

○   **2ND LEVEL**
Standardised   Learning is linked to business

○   **1ST LEVEL**
Developing   Learning not tied to business goals

To help in evaluating how your L&D is linked to business performance, you can ask some of these questions (you can find more in the spreadsheet):

- How would you describe your L&D budget and is it enough to meet the needs of the company?
- How big of an impact does L&D have on the company strategy?
- Is learning a systematic part of work in your organisation?
- How well is your L&D strategy being adapted in your organisation?
- How well is the business value of learning recognised, evaluated and monitored?

Learning Experience

Evaluate the design and practicalities of learning within the organisation.

○	**3RD LEVEL** **Differentiator**	Scalable and qualified learning design
○	**2ND LEVEL** **Standardised**	Purpose driven learning design
○	**1ST LEVEL** **Developing**	Situational learning design

To help in evaluating learning experience ask these questions:

- How well are the skills defined and linked to the business strategy?
- How well are learning activities linked to skills and are they linked to career development?
- How well do objectives, audience and context define the learning design?
- How is learning data collected and is the information readily available?

Learning Technology

Evaluate the learning technology and architecture and how well it serves its purpose.

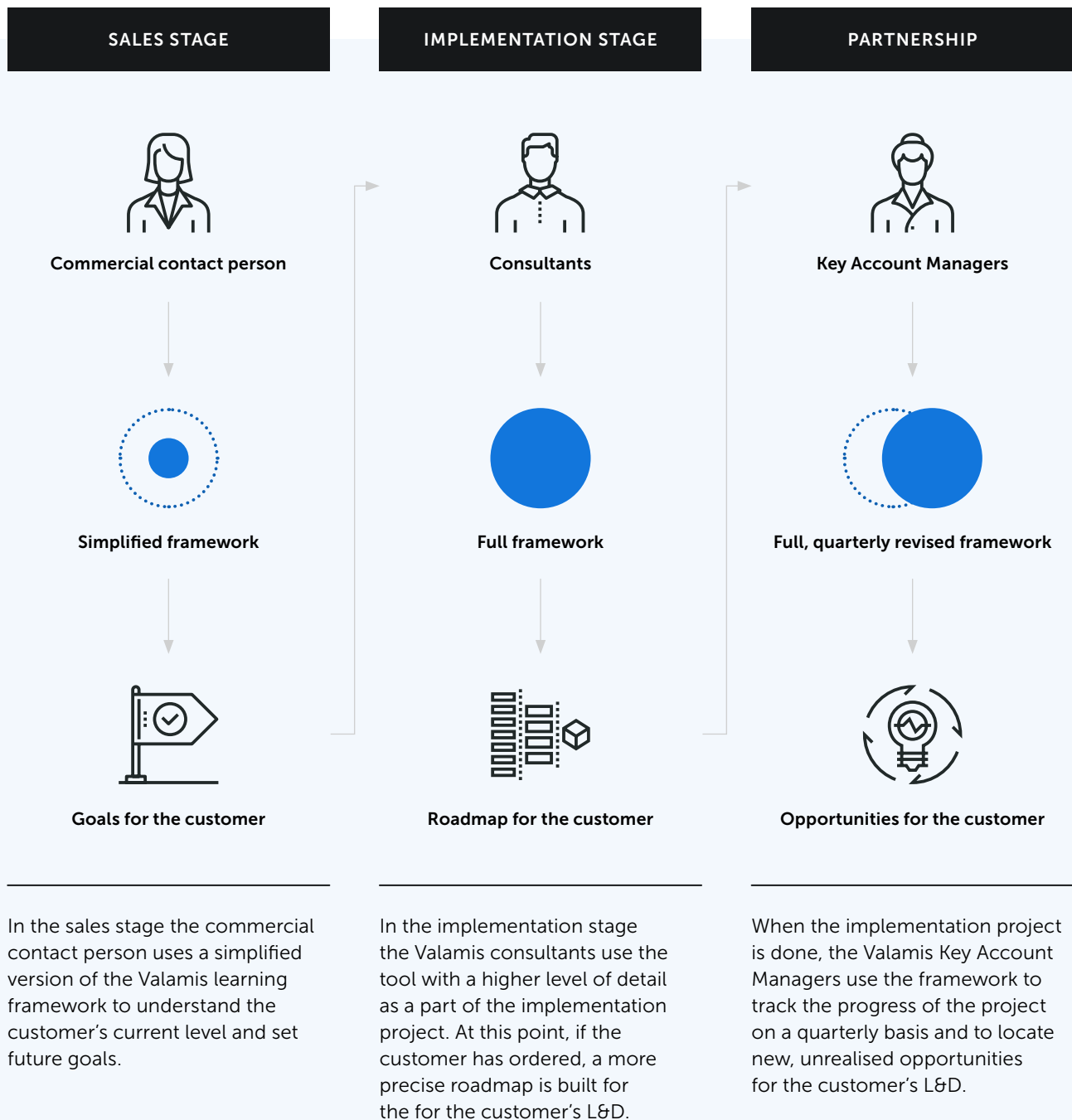|		
○	**3RD LEVEL** **Differentiator**	Technologies from impactful L&D ecosystem
○	**2ND LEVEL** **Standardised**	Untapped potential in technology optimisation
○	**1ST LEVEL** **Developing**	Limited technologies in use

To help in evaluating the state of your learning technology, you can ask these questions:

- How well can you report and analyse learning related objectives?
- Where are you on your "learning data journey"? How well does the team understand data and do you have strategy for developing from the learning data?
- How well do your learning products enable getting results and reaching objectives?
- Do you have technology roadmap/strategy?

Valamis Uses the Framework Throughout The Customer Journey

At Valamis, we use the learning framework to track the maturity of the customer's learning strategy and to locate growth opportunities that the learning solution could bring to them in the short and long term.

SALES STAGE	IMPLEMENTATION STAGE	PARTNERSHIP
Commercial contact person	Consultants	Key Account Managers
Simplified framework	Full framework	Full, quarterly revised framework
Goals for the customer	Roadmap for the customer	Opportunities for the customer

In the sales stage the commercial contact person uses a simplified version of the Valamis learning framework to understand the customer's current level and set future goals.

In the implementation stage the Valamis consultants use the tool with a higher level of detail as a part of the implementation project. At this point, if the customer has ordered, a more precise roadmap is built for the for the customer's L&D.

When the implementation project is done, the Valamis Key Account Managers use the framework to track the progress of the project on a quarterly basis and to locate new, unrealised opportunities for the customer's L&D.

Example of the Consultant Framework Tool

In the implementation project, the Valamis consultant evaluates *each 13 dimensions of your L&D* by using a more detailed evaluation process than introduced in this white paper. The consultant uses their expertise, framework documentation, and a detailed spreadsheet to evaluate your organisation's L&D.

Based on the interview conducted by the consultant, they estimate the level your organisation is currently on, and help you define or refine your L&D strategy. They also work to find out what level the organisation needs to be on based on your L&D goals.

Finally, the consultant helps you in defining the actions needed to reach your goals.

TAKE A LOOK HOW A CONSULTANT EVALUATES ONE OF THE 13 DIMENSIONS

Stage in the customer journey: Implementation

Example dimension below: Business benefits / Learning culture

	1ST LEVEL DEVELOPING	2ND LEVEL STANDARDISED	3RD LEVEL DIFFERENTIATOR	NOTES	ACTIONS
Learning culture					
Objectives for learning			●		
Resources for learning		●			
Result oriented L&D		●			
Management advocacy		●			
Middle management buy-in	●				
Documentation of learning practices and guidelines	●				
Learning processes		●			
Learning's role as a part of work		●			
Messaging about learning	●				

Glossary

FRAMEWORK: A guideline for developing something; for example, your learning strategy. When working with a framework, you don't need to start from zero when you have a tool as a foundation to help developing your goals and solutions.

MATURITY MODEL: A tool with standards divided into different levels to help you understand how well your project is developing. For example, you can evaluate different dimensions of your L&D with the help of our framework tool.

LEARNING STRATEGY: In a learning strategy, you outline where learning needs to be going and why. In a learning strategy, you set the goals and directions for learning in the business context.

L&D ROADMAP: L&D Roadmap is a plan in which you can collect your L&D goals and vision within a certain timeframe, including the most important steps of how you can reach your goals. It is also a great tool to help with communicating your development progress.

About Valamis

Valamis is an international technology company specializing in cloud-based digital learning solutions that empower millions of learners, companies, and societies to solve their challenges with transformative learning experiences. Valamis' end-to-end learning solution includes Valamis' LXP, LMS, LRS, Content Authoring Lesson Studio, eCommerce, CareerBurst, and extensive integrations. Valamis creates long-term value for businesses and their people by being a strategic partner in learning and workforce development while providing technology and consultancy services in design, data science, technology, corporate performance, and digital learning. Founded in 2003, Valamis is headquartered in Finland and maintains offices in countries around the world.

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