

TEMPLATE

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 template, we introduce our 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 Product Manager, 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 be happy to hear your experiences and opinions about the framework we created.

Contact us at contact@valamis.com

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A man with short brown hair and a light beard, wearing a grey blazer over a dark shirt and a lanyard with a badge, stands in a room with large windows in the background. He is gesturing with both hands open, palms up, as if speaking or presenting. The badge on his lanyard has a red logo and the text "INSPIRATOR".

Valamis' Chief Visionary Officer
Jari Järvelä hosting a workshop
for a group of L&D people.

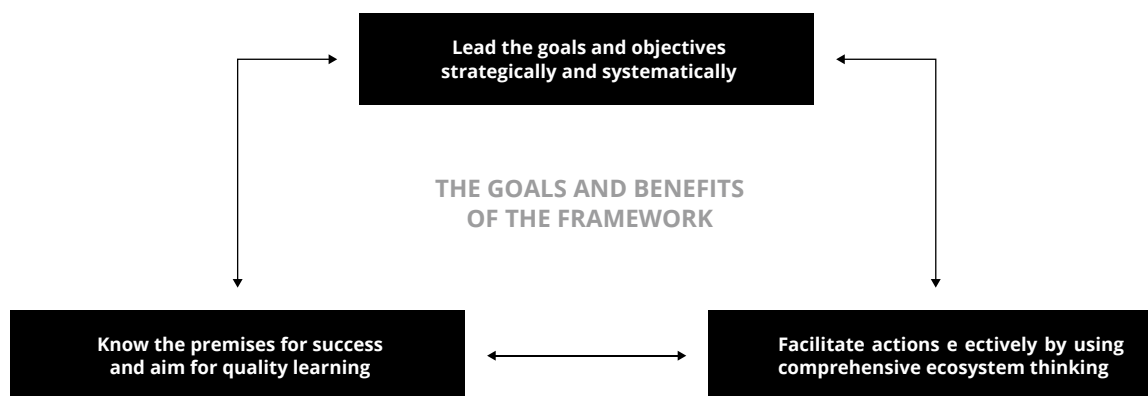
1 Valamis L&D Transformation Framework

Use learning as a tool to achieve business goals, build a culture that supports learning and put learners and objectives, not systems first.

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.



Our framework can act as a helpful tool in order to:

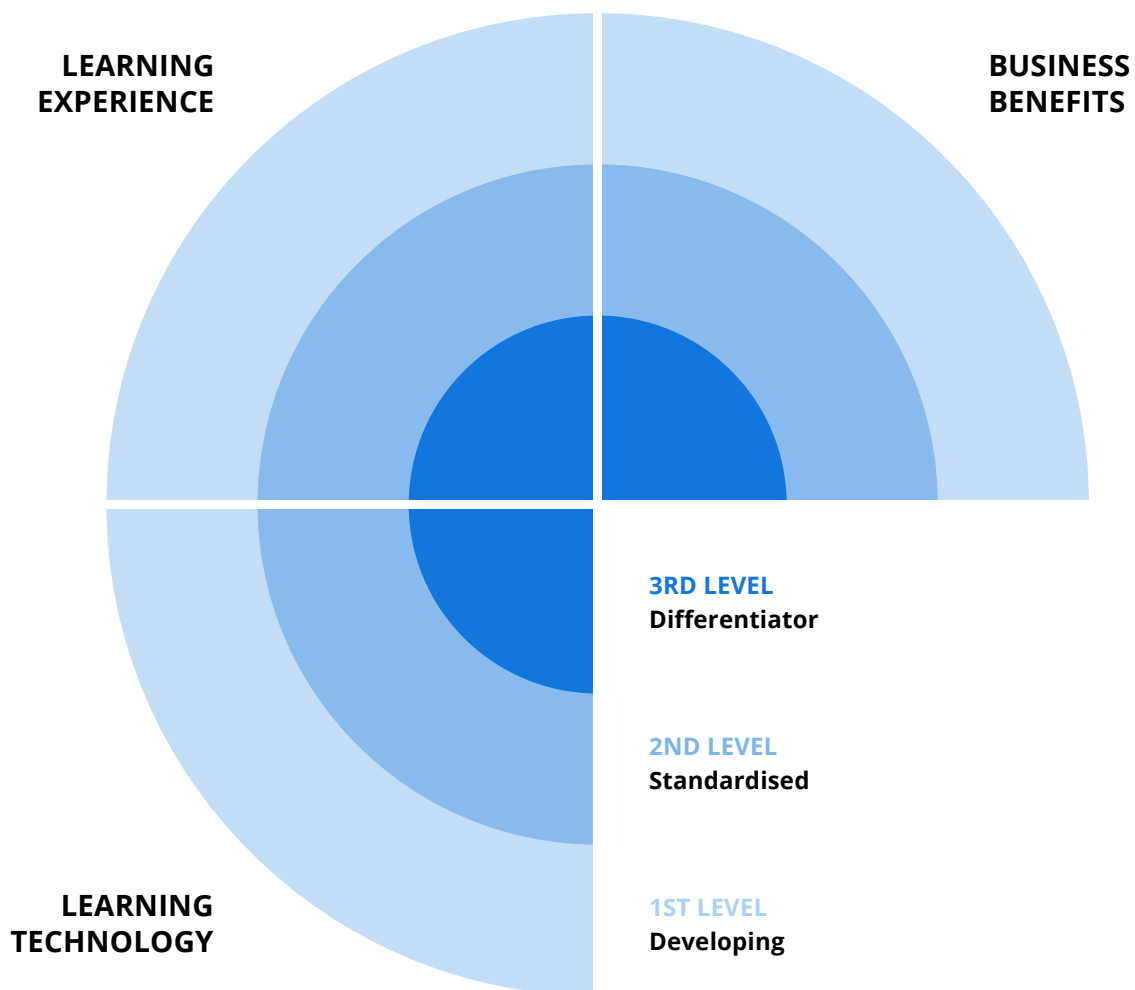
- Clarify your needs and navigate the information
- Find out the current state of your L&D
- Find the areas you need to develop
- Make the purpose of your L&D visible for your business
- Create transparency in your organisation's L&D and its goals
- Develop your L&D in a more systematic way
- Use it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



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.

2 How to Use the Framework

Along with this template, 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.



DOWNLOAD SPREADSHEET TEMPLATE

www.valamis.com/wp-content/uploads/2022/09/l-and-d-transformation-framework-by-valamis-website.xlsx



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?

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 template. 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			●	<div><div></div></div>	<div><div></div></div>
Resources for learning		●		<div><div></div></div>	<div><div></div></div>
Result oriented L&D		●		<div><div></div></div>	<div><div></div></div>
Management advocacy		●		<div><div></div></div>	<div><div></div></div>
Middle management buy-in	●			<div><div></div></div>	<div><div></div></div>
Documentation of learning practices and guidelines	●			<div><div></div></div>	<div><div></div></div>
Learning processes		●		<div><div></div></div>	<div><div></div></div>
Learning's role as a part of work		●		<div><div></div></div>	<div><div></div></div>
Messaging about learning	●			<div><div></div></div>	<div><div></div></div>

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 complete learning solution includes Valamis' LXP, LMS, LRS, Content Authoring Lesson Studio, eCommerce, 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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