

# L&D: Developing Organizational Talent

<b>Intended Audience</b>	Mid-Level	<b>Delivery Options</b>	2-Day In-Person (Onsite and Seminar) 4-week virtual seminar
<b>HR Competencies</b>	<ul style="list-style-type: none"><li>• Leadership &amp; Navigation</li><li>• Critical Evaluation</li><li>• HR Expertise (HR Knowledge)</li></ul>	<b>Recertification*</b>	SHRM: 15 PDCs

## Program Overview

If you are looking to enhance and refine your organization's learning and development strategy, this program is for you! During this highly interactive experience, you will learn about SHRM's exclusive, five-step process for building and implementing a modern learning and development program. You will examine the latest trends in employee development, and you will gain the insight needed to assess your organization's learning needs and integrate effective informal and formal employee development approaches.

## Program Objectives

This program is designed to provide you with the knowledge and skills necessary to:

- Describe the evolution of learning and development in today's workplace
- Explain the five-step framework for developing organizational talent
- Analyze the learning needs of your organization
- Assess your organization's learning and development landscape to determine skill gaps
- Develop learner competencies, assess learner gaps, and create learning interventions

## Program Modules

This program includes the following modules:

- Module 1: Introduction
  - Welcome
  - Course Objectives
- Module 2: The Evolution of Learning & Development
  - Portrait of a Modern Learner
  - How Workers Spend Their Time
  - How We Learn
  - Shifts in Workplace Learning
  - The Evolution In L&D



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- Module 3: Assess the Organization
  - The Five-step Framework
  - Assessment Types
  - Sources
  - The Greiner Curve
  - Assess Your Organization
  
- Module 4: Develop Competencies and Define the Gaps
  - Definitions
  - Why Organizations Use Competencies
  - Profile of Highly Successful Performers
  - Develop Competencies
  - A Sample Competency Model
  - Case Study
  - Competencies at Your Organization
  
- Module 5: Develop the L&D Strategy
  - Why Build an L&D Strategy?
  - The L&D Organization – Four Characteristics for Success
  - Assess Your L&D Organization
  - Tie the Strategy to the Business
  - Recommend Organizational Interventions
  - Perform Action Mapping
  - Case Study
  - Create a Solution Map
  - Elements of a Business Case
  - Building a Business Case for Your Organization
  
- Module 6: Design the Learning Intervention
  - Design Methodologies
    - ADDIE
    - SAM
    - Design Thinking
  - SMART/ABCD of Writing Learning Objectives
  - Just-in Time Interventions and the Forgetting Curve
  - Micro-Learning
  - Blended Learning
  - Other Trends in Learning
  - Development of Learning Materials
  - Learning Delivery Systems – Examples
  - Marketing Your Intervention
  - Create a Learning Intervention for Your Organization

- Module 7: Evaluate, Reinforce and Refine
  - Three Reasons to Evaluate Training
  - Kirkpatrick and Beyond
  - Survey Questions that Matter
  - Brinkerhoff's Success Case Method
  - Level 5 Evaluation
  - Designing a Survey for Your Organization
  - Develop a Meaningful Survey for Your Organization



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