De toekomstige rol van de L&D Leader

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“Everything we hear is an opinion, not a fact. Everything we see is a perspective, not the truth.”
Marcus Aurelius
De rol van de L&D leider

Business Strategy

Talent / People Strategy

Learning Strategy

Learning Strategy

Developing People Capabilities

Performance Indicators: how well has the learning strategy been executed?

Strategic alignment with Business Objectives

Effectiveness of Learning Solutions

Efficiency of Learning Solutions

Business Excellence

Learning Excellence

Operational Excellence

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Hoe kan L&D een maximale bijdrage leveren aan het leren?

ACADEMIES: Strategic Learning & Development Model

- **ALIGN** with business strategy
- **ASSESS** capability gaps and estimate value
- **BUs and HR CO-OWN** academy
- **ENABLE** 70:20:10
- **SYSTEMS** and learning technology application
- **DESIGN** learning journeys
- **INSTITUTIONALIZE** and integrate
- **EXECUTE** and scale effectively
- **MEASURE** impact on business performance

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## Learning Solutions Framework

### 10% Formal Learning
- **Physical Classroom**
- **Virtual Classroom & Webinars**
- **Web Based Training & MOOCS**
- **Online assessments**

### 90% Informal Learning

#### Social Learning
- Social Networking & Expert directories
- Micro-sharing & TweetChats
- Interactive video
- Innovation and crowdsourcing

#### Gaming & simulations
- Online communities
- Co-create with Wiki’s
- Publish and feedback on blogs

#### On-Demand Learning
- Podcasts and e-books
- Job aids & epss
- Learning apps
- Learning Videos
- e-courses & MOOCS

#### Career Learning
- Career moves & assignments
- Special projects
- Feedback
- Coaching & mentoring

#### Spontaneous Learning On-The-Job

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The next gen. of corporate academies supports learning at the speed of business.

- Cloud-based learning that is mobile and multiplatform
- Mobile platforms for learning at your fingertips
- Workplace learning that is core to a company's culture
- A culture of social learning, real-time feedback, sharing, and networking
- Physical separation from the daily grind to develop new skills and behavior
- In-person classroom experiences that are high impact and immersive
- The corporate academy of the future
- Analytics for learning to enhance performance and measure impact
- Use of big data and predictive analytics to improve learning continually
Stories: let’s talk about ……

1. Wat zijn belangrijke competenties voor een L&D leader?
2. Wat zijn voor- en nadelen van een interne promotie versus een externe kandidaat?
3. Wat zijn success strategieen voor een L&D leider?
Wat zijn belangrijke competenties voor een L&D leider?

Competencies for the training and development profession

T&D areas of expertise

- Change management
- Performance improvement
- Instructional design
- Training delivery
- Learning technologies
- Coaching
- Knowledge management
- Integrated talent management
- Managing learning programs
- Evaluating learning impact

Foundational competencies

- Business skills
- Global mindset
- Industry knowledge
- Interpersonal skills
- Personal skills
- Technology literacy
De nieuwe L&D leider!
New appointed CLO’s are L&D professionals who understand the business

Pace of change

Capability development is a top business priority

L&D is a Profession!

Innovations in L&D

Applied Research
The key design principles of the MasterClass are:

- Evidence and practice based
- Co-created and shaped by leading practitioners and academics
- Small group (maximum 24 people) and an immersive learning experience (no lectures)
- 7 months Learning journey with optimal blended experience (6 residential days)
- Distinctive online learning platform
- Focus on expertise, skill building and developing new mindsets
- Powered by leading companies