



The High-Impact Learning Organization

*WhatWorks® in the Management, Governance and
Operations of Modern Corporate Training*

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TABLE OF CONTENTS

| | |
|---|-----------|
| From the Author | 14 |
| Introduction | 15 |
| Important Questions to Answer | 17 |
| Learning Culture | 17 |
| Organization Structure | 17 |
| Leadership, Governance, Business Planning and Measurement | 18 |
| Integration with Talent and Performance Management | 18 |
| LMSs, Learning Platforms and e-Learning | 19 |
| The Multigenerational Workforce | 19 |
| Use of Informal Learning, Collaboration and Social Networking | 19 |
| Globalization | 20 |
| Outsourcing | 20 |
| Methodology for This Research | 21 |
| Measures and Dimensions We Study | 21 |
| The 18 High-Impact Learning Organization Measures | 22 |
| The 17 High-Impact Learning Organization Dimensions | 24 |
| Multidimensional Analysis | 25 |
| Defining “High Impact” | 26 |
| Three Roles for Learning and Development | 26 |
| Alignment | 27 |
| Efficiency | 28 |
| The Bersin & Associates Impact Measurement Framework | 28 |
| Today’s Learning Programs: Two Categories | 29 |
| Performance-Driven Versus Talent-Driven Learning Programs | 29 |
| Summary of Findings | 32 |
| Top 18 Best Practices | 33 |
| Observations | 34 |

| | |
|---|-----------|
| High-Impact Learning Organizations: Who Are They? | 36 |
| Industries: Which Industries Deliver High Impact? | 36 |
| The Impact of Organization Size and Scale | 40 |
| Spending Per Learner: Does It Matter? | 40 |
| Driving High Impact – The Dimensions and Best Practices of a High-Impact Learning Organization | 43 |
| Business Challenges | 43 |
| Trend 1: Global Growth | 43 |
| Trend 2: Financial Restraint | 44 |
| Trend 3: Tight Market for Talent | 45 |
| Talent Challenges | 45 |
| Challenge 1: Gaps in the Leadership Pipeline | 45 |
| Challenge 2: Building a Performance-Driven Culture | 46 |
| Case in Point: Career Development | 47 |
| Challenge 3: Attracting or Building Key Skills | 48 |
| Business Issues Facing High-Impact Learning Organizations | 50 |
| The Top Learning and Development Challenges | 51 |
| Integration of L&D with Talent Management | 53 |
| Maturity and Evolution of Technology | 55 |
| Continued Frustration with e-Learning | 56 |
| Learning Culture | 59 |
| Defining a Learning Culture | 59 |
| Case in Point: An Example of Learning Culture | 62 |
| Benchmarking the Learning Culture | 62 |
| How Do We Foster and Build a Learning Culture? | 64 |
| Starting at the Top | 64 |
| Building from the Bottom | 65 |
| Case in Point: Product Launch at Symantec | 68 |
| Bottom Line | 69 |
| Organizational Model | 70 |

| | |
|---|-----------|
| Two Types of Training Groups: Centralized and Distributed | 70 |
| Research Findings: How Is Training Organized? | 72 |
| Learning Programs | 72 |
| Learning Processes and Services | 74 |
| Bottom Line | 77 |
| Case in Point: Pharmaceutical Companies | 77 |
| The Three Organization Models: Centralized, Federated and Anarchy | 79 |
| The Centralized Model | 80 |
| Case in Point: EMC | 81 |
| Case in Point: Outsourcing Key Corporate Training Functions and Programs | 83 |
| What to Centralize? How Do You Decide? | 84 |
| 1. Management and Operation of the LMS | 85 |
| 2. Development and Delivery of Leadership Development | 86 |
| 3. Selection of Strategic Vendors for Content, Content Development, Delivery, Infrastructure and Consulting | 86 |
| 4. Development of Enterprisewide Process and Initiative Programs | 87 |
| 5. Establishment of Career Tracks and a Career Model | 87 |
| Case in Point: Fidelity Investments | 88 |
| 6. Development of Content Standards and Systems for Reuse | 89 |
| 7. Establishment of the Business Plan for Learning | 89 |
| 8. Development of a Standardized Measurement Process | 90 |
| 9. Establishment of a Process to Share Best Practices, Tools and Methods Enterprisewide | 90 |
| 10. Development of the “Learning Architecture” | 91 |
| 11. Integration of Learning with Performance and Talent Management Programs | 91 |
| The Federated Model | 92 |
| Operations of the Federated Model | 93 |
| Centralizing in a Federated Model | 94 |

| | |
|--|------------|
| Programs | 94 |
| Processes | 96 |
| Systems | 99 |
| Bottom Line | 100 |
| The Anarchy Model | 100 |
| Enterprise LMS Drives Change in Organization Model | 102 |
| Case in Point: Kaiser Permanente | 103 |
| Ground Rules for Successful Corporate Training Organizations | 106 |
| 1. Critical Mass of Resources to Implement and Support LMS and Other Broad Technology Programs. | 106 |
| 2. Executive Leadership (usually) to Provide Planning, Guidance and Support of the Organization. | 106 |
| 3. Close Alignment with Corporate HR and Finance to Develop Programs of Strategic Value. | 107 |
| 4. An Integrated Business Plan (that is visible and well-written) to Help the Rest of the Organization Understand Your Charter, Organization and Schedule. | 107 |
| 5. A Governance Process Involving a Steering Committee and Regional Representation by Functional Training Groups or Training Specialists. | 107 |
| Implementing a Federated Model | 108 |
| The Learning Services Approach | 108 |
| The Corporate University | 113 |
| Case in Point: Caterpillar University | 113 |
| Case in Point: Cardinal Health | 115 |
| Is the Corporate University Dead? | 117 |
| Changing the Organization Structure | 118 |
| Relationship with HR | 118 |
| Case in Point: Anheuser-Busch | 121 |
| Leadership – CLO | 123 |

| | |
|--|------------|
| Does a CLO Matter? | 123 |
| What Are the Characteristics of a High-Impact CLO (or Leader of L&D)? | 124 |
| Bottom Line: Leadership Is Critical | 126 |
| 1. The Role of the CLO or Leader of Enterprise Learning Is Critically Important. | 126 |
| 2. CLOs Have Four Roles and the Titles May Change. | 127 |
| 3. CLOs Must Be Business People First, Learning People Second. | 127 |
| Business Planning and Governance: Keys to Success | 129 |
| The Business Plan for Learning | 129 |
| What Is a Business Plan for Learning? | 130 |
| Building Business Unit-Level Learning Plans | 131 |
| Developing the Enterprise Plan | 133 |
| Governance: Communicating, Monitoring and Adjusting Your Operations | 135 |
| Training Operations | 136 |
| Communities of Practice | 136 |
| Learning Council | 136 |
| Strategic Steering Committee or Board of Directors | 137 |
| How to Manage Steering Committees | 138 |
| How Often Do Committees Meet? | 138 |
| What Is the Impact of Steering Committees? | 140 |
| Tying It All Together: The Integrated Planning and Governance Process | 141 |
| Leadership of Talent Management | 143 |
| What Is the Impact of These Organization Models? | 146 |
| Integration of Learning with Performance Management | 148 |
| Importance of Performance Management | 148 |
| Adoption of Performance Management | 150 |

| | |
|---|------------|
| The Role of Competency Management | 151 |
| Core Values | 153 |
| Leadership Competencies | 153 |
| Functional and Career-Level Competencies | 154 |
| Developing Functional Competency Models | 155 |
| Case in Point: SumTotal's Functional Competency Model | 158 |
| What Does Integration with Performance Management Mean? | 162 |
| Challenge 1: The Organization of L&D | 162 |
| Challenge 2: The Systems and Processes in Place | 163 |
| Challenge 3: The Adoption of Your Recommended Solutions | 163 |
| Example of Integration between Performance and Learning | 164 |
| HR Integration | 167 |
| e-Learning | 171 |
| e-Learning Expertise Really Matters | 172 |
| Blended Learning | 173 |
| Rapid e-Learning | 175 |
| The Four Types of e-Learning | 176 |
| The Use of Outsourced e-Learning Consultants | 177 |
| Strategic Outsourcing Strategies | 179 |
| The Multigenerational Workforce | 180 |
| The Networked Organizational Learning Model | 182 |
| The Challenge of Training Younger Workers | 184 |
| Bottom Line | 187 |
| Expertise in Collaborative Learning and Learning On-Demand | 188 |
| Defining Mastery | 188 |
| Experiential Learning: The Learning Curve | 189 |
| The Role of Simulation | 190 |

| | |
|--|------------|
| Collaborative Learning | 191 |
| Coaching and Mentoring | 192 |
| Case in Point: NASA | 193 |
| Case in Point: BAE Systems | 194 |
| A New Model for the Training Organization | 195 |
| Communities of Practice | 196 |
| What Is a Community of Practice? | 196 |
| Community | 198 |
| The Practice | 198 |
| The Dynamics | 198 |
| Typical Applications of CoPs | 199 |
| Social Networking | 200 |
| Learning On-Demand | 201 |
| Learning Content Management | 205 |
| Learning Content Maturity Model® | 207 |
| Steps toward High-Impact Content Management | 208 |
| Learning Architecture | 211 |
| What Is a Learning Architecture? | 211 |
| How to Use a Learning Architecture | 213 |
| Examples of Learning Architectures | 214 |
| Case in Point: Defense Acquisition University | 214 |
| Case in Point: Grant Thornton University | 216 |
| Case in Point: CNA Insurance – Learning Architecture and Investment Model | 218 |
| Case in Point: Reuters – A Formal Use of Informal Learning | 219 |
| Performance Consulting | 221 |
| Case in Point: Wachovia | 222 |
| High-Impact Performance Consulting Process | 223 |
| Increasing Need for Globalized Learning | 227 |
| High-Impact Organizations Focus on Globalization | 227 |

| | |
|---|------------|
| How to Globalize Learning Programs | 228 |
| Bottom Line | 230 |
| Expertise in Career Development Programs | 232 |
| Four Models of Career Development | 233 |
| Case in Point: Microsoft's New Career Model | 234 |
| Implementing a Career Development Program | 236 |
| LMS and Learning Platforms | 239 |
| Adoption of LMS Systems | 239 |
| Maturity of LMS Strategy and Implementation | 240 |
| Actual Deployment Rates | 241 |
| The Role of the Learning Management System | 243 |
| The Four Stages of the LMS Market | 245 |
| Case in Point: General Electric | 247 |
| Trends and Directions in the LMS Market | 248 |
| The LMS Market Continues to Grow and Change | 248 |
| Could the LMS Market Be under Attack by Talent Management Software Providers? | 250 |
| How the Financial Markets View the LMS Marketplace | 252 |
| Profits and SaaS Come to the LMS Market, Leading to New Capital Investments | 253 |
| Where Will the LMS Market Go? | 254 |
| Importance of Learning Content Management Systems | 255 |
| Integration and Evolution of Talent Management Suites | 256 |
| Strategic Use of Outsourcing | 261 |
| Four Types of Outsourcers | 261 |
| High-Impact Outsourcing – Five Models | 262 |
| Solution Providers Focus on Different Segments | 264 |
| Business Drivers for an Outsourcing Relationship | 264 |
| Best Practices in Outsourcing | 266 |
| Measurement and Evaluation | 268 |

| | |
|--|------------|
| How and Why Measurement Matters | 270 |
| Sample Measurement Dashboard | 270 |
| Business-Driven Measurement Dashboard | 272 |
| Measurement Best Practices | 273 |
| Roadmap: How Do You Get There from Here? | 275 |
| Four Stages to Building a High-Impact Learning Organization | 276 |
| Stage 1: Building Efficiencies | 276 |
| Stage 2: Implement an Enterprise Learning Strategy | 277 |
| Stage 3: Integrate Learning into Business Transformation | 277 |
| Stage 4: Cultural Adoption and Continuous Improvement | 278 |
| Bottom Line: This Is a Journey | 278 |
| Come Visit with Us | 280 |
| Bersin & Associates Research Membership Program | 280 |
| Appendix I | 282 |
| Demographics of This Study | 282 |
| Industries | 283 |
| Breakdown of Organization Size | 284 |
| Organization Type | 285 |
| Job Level of Respondents | 286 |
| Respondents' Departments | 287 |
| Geographic Breakdown of Respondents | 288 |
| Geographic Breakdown of High-Impact Learning Organizations | 288 |
| Geographic Percent of Respondents Who Are High-Impact Learning Organizations | 289 |
| Appendix II | 291 |
| Characteristics of High-Impact Learning Organizations | 291 |

| | |
|---|------------|
| Appendix III | 300 |
| The Bersin & Associates Learning Organization Scorecard® – Sample | 300 |
| Introduction | 300 |
| Appendix IV | 305 |
| Step 1: Develop a Learning Strategy through Business Unit Learning Plans | 305 |
| Step 2: The Consolidated Learning Plan | 308 |
| Step 3: Develop Operational Goals | 310 |
| Step 4: Establish a Governance Process | 311 |
| Step 5: Develop a Learning Architecture and Standards | 313 |
| Deciding What Not to Do | 314 |
| The Nature of Your Plan Document | 315 |
| Bottom Line: Planning, Strategy Development, Implementation, Governance and Measurement Go Together | 316 |
| Ongoing Research | 317 |
| Appendix V | 319 |
| Organizational Management Excellence – Caterpillar Builds Best Practices into Governance of Learning and Development | 319 |
| Company Overview | 321 |
| Business Environment | 321 |
| Learning and Development Governance Model | 324 |
| Caterpillar University | 324 |
| Federated Governance Model | 324 |
| External Governance | 327 |
| Board of Governors | 327 |
| Advisory Boards | 329 |
| Engagement and Learning Council | 329 |
| Lead Learning Managers | 330 |

| | |
|---|------------|
| Budgeting and Managing through Learning Plans | 331 |
| Sharing Best Practices | 334 |
| Metrics and Measurement | 335 |
| Evaluations | 335 |
| ROI Studies | 337 |
| External Recognition for Governance | 339 |
| Looking Ahead | 339 |
| Lessons Learned | 340 |
| Conclusion | 341 |
| Appendix VI | 343 |
| Bersin & Associates Analysts' Blogs – The Topic of CLOs | 343 |
| Introduction | 343 |
| Appendix VII | 345 |
| Bersin & Associates Impact Measurement Framework® | 345 |
| Appendix VIII | 348 |
| Bersin & Associates Learning Content Maturity Model | 348 |
| Overview: The Bersin & Associates Learning Content Maturity Model® | 348 |
| Traditional | 349 |
| Rapid | 349 |
| Collaborative | 349 |
| Enterprise | 349 |
| On-Demand | 350 |
| Appendix IX | 352 |
| Bersin & Associates Leadership Development Maturity Model® | 352 |
| Understanding the Maturity Model | 352 |

| | |
|--|------------|
| Level 1 – Inconsistent Management Training | 353 |
| Level 2 – Structured Leadership Training | 353 |
| Level 3 – Focused Leadership Development | 353 |
| Level 4 – Strategic Leadership Development | 353 |
| Key Components of Leadership Development | 354 |
| The Best Practices of Leadership Development | 355 |
| 1. Maintain Strong Executive Engagement | 355 |
| 2. Define Tailored Leadership Competencies | 355 |
| 3. Align Leadership Strategy with Business Strategy | 355 |
| 4. Target All Levels of Management | 356 |
| 5. Apply a Comprehensive Program Design | 356 |
| 6. Integrate with Talent Management Processes | 356 |
| Summary | 356 |
| Appendix X | 359 |
| Key Characteristics of a High-Impact Learning Culture | 359 |
| Appendix XI: Table of Figures | 363 |
| | |
| About Us | 39 |
| About This Research | 39 |

From the Author

In today's talent-driven business environment, the role of corporate learning and development (L&D) has become greater than ever. Organizations spend between two percent to five percent of their payroll on corporate L&D, a large sum of money (greater than \$58 billion in the U.S. alone). How can organizations make sure they are optimizing these expenditures to drive the highest levels of impact and effectiveness?

In 2002, we started to study the best practices in the organization, management and governance of corporate learning and development. In 2003, we published this report, entitled *The High-Impact Learning Organization*®. Since then, we have advanced and deepened this research by talking with hundreds of small, medium and large organizations around the world. Our mission throughout this effort has been to identify the specific dimensions of corporate training that define and create high levels of business impact.

This research is designed to help corporate L&D managers and executives, HR executives, and business leaders understand how to best manage, govern and benchmark the corporate learning and development function. We hope you find this research filled with actionable solutions and examples that you can use. For Bersin & Associates, this is an ongoing effort – as always, we look forward to your feedback and comments at any time.



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