Learning strategy and transformation

Up your learning game

How empathy, observation, and our time-tested approach can transform your organization's learning journey

Your employees are driven by a unique set of challenges, values, motivations, and behaviors. Understanding these drivers is crucial to delivering an optimal learning experience.

To effectively meet the training needs of an organization, it's important to identify and define the moments that matter the most. KPMG learning strategy services are powered by insights about emerging skills, technology, and your specific organizational culture.

A modern learning strategy allows organizations to create training programs to upskill and reskill employees. It aligns with organization's goals, based on rapidly evolving needs of the business environment.

Potential benefits of a modern learning strategy:

1. **Develops talent** from within
2. Increases **employee satisfaction** and **retention**
3. Allows organizations to create **reskilling programs** that are effective and easy to implement
4. Sets clear goals that **align with leadership**
5. Results in a more productive and **knowledgeable workforce**

What are your business goals?

Our process begins with discussion around your business goals. Working with your leadership team, we help define the priorities that have the greatest return on investment. Gathering input from cross-functional leaders on upskilling and reskilling needs is a critical first step to initiate a gap analysis.
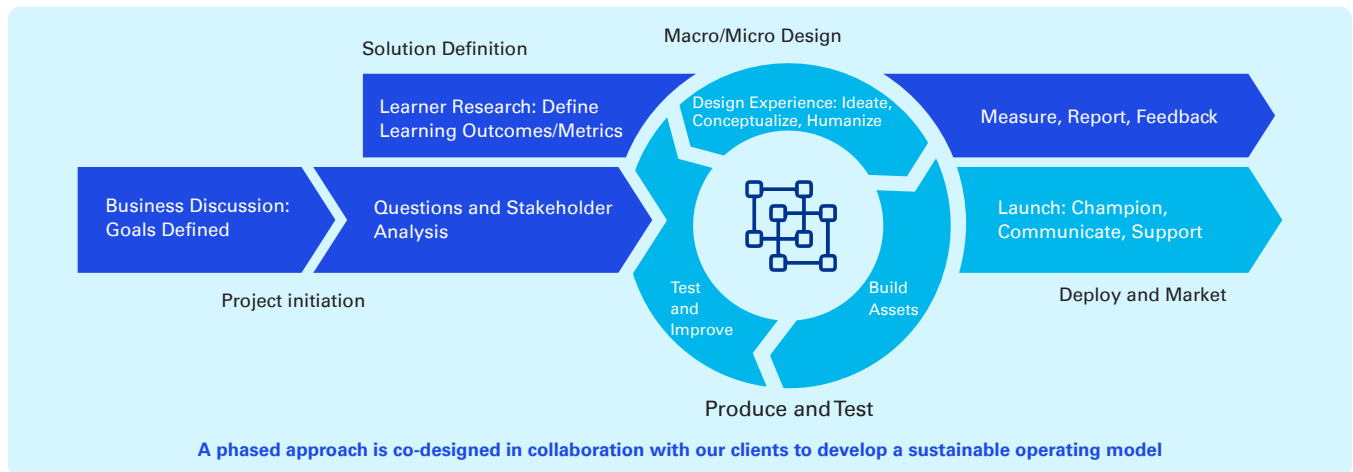
Our tech-agnostic approach is based on the idea that business processes and the operating model should drive any solution, rather than the other way around. Technology, however, plays a significant role in our approach. Using data and analytics, we help learning organizations increase engagement and streamline operations.

The suite of services can be plugged into existing training ecosystems to bring learning into the flow of work. These services can help transform your organization through focus on learner centricity, organizational capabilities, and operational efficiency.

Once the technology is settled, we move into the design experience—both macro and micro—which includes conceptualizing, building assets, testing, and improving. We engage you in an immersive, curated design-thinking session to develop a learning strategy that is rooted in learner empathy and experience.

We co-design a new future for learning and test it with a proof of concept (PoC). Using lessons from the PoC, we scale the solution across the organization, including adjustments to the operating model, enabling technology, and managed services.

Post launch, we continue to help measure effectiveness, report, and process feedback. Our measurement and reporting approach includes key performance indicators to measure improvements in knowledge and skills, presented on a heat map. Through both technology and our human-centric strategy, we can identify the right learning to close the gaps and improve the time to competency.

A phased approach is co-designed in collaboration with our clients to develop a sustainable operating model

Know your personas and roles

A focus on learning by persona and role directly links to retention and a more impactful learning experience.

We start by assessing your current learning ecosystem, including operating model, technologies, content blend, and pain points. We gather insights by observing and interviewing employees. This helps to develop empathy with your employees.

Empathy maps collect what each persona thinks, feels, says, and does when faced with a challenge. Empathy makes learning relevant by merging training for business processes with systems training for a more impactful learning experience.

Detailed personas help customize the learning experience for employees.

The case for progress:

We can support building a business case that assists with defining the value your organization can expect to receive from implementing the strategy. We assess key elements, including:

- Cost effectiveness of spend per employee on learning

- A cost ratio per spend on learning administration

- Number of learning days per employee

- Degree of dependency on different learning styles to determine the percentage delivered through external/virtual classroom instruction

- Impact of employees obtaining new skills and knowledge on overall business performance and return on investment in training

How to start?

Ask the right questions:

1 How well do you know your learners? What are the current and future skills they need to develop?

2 What is the right technology solution for the learner experience you seek to create?

3 How can you determine the effective learner experience for your employees?

4 How do you keep your learning content and approach relevant?

5 What kind of learning culture does your organization need?

About KPMG Learning services

We work with you to design and deliver a learning strategy that is personal to the learner, strategic to the business, and scalable to the organization. Our goal is to enable your people to adopt skillsets at a faster rate of change and in the flow of work.

☞ **visit.kpmg.us/LearningServices**

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