



# L&D Strategy Framework

**Enhance Your L&D Strategy**

Simplify Processes, Empower Your Team, and  
Drive Business Success

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*Risely*

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# Introduction

Learning and development are vital components of the growth of any organization. Yet, linear L&D strategies slow down the impact of this critical function. Risely's L&D strategy framework is designed to sustain continuous improvements and updates within your L&D programs so that your employees are never left behind in this ever-evolving world.

Inside, you will find:

- Brief discussion on the scope of L&D within an organization
- Risely's L&D strategy framework
- User guidance
- Opportunities to make L&D impactful with Risely



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# 2 TAKE L&D STRATEGY OUT OF THE BOARD ROOMS INTO THE PLAYGROUND

Learning and development strategies are not just pretty flowcharts. They are incredible plans for organizational transformation. **A solid L&D strategy can differentiate between a disengaged and stagnant team and another that thrives through challenges.**

However, most learning experiences are not designed with this insight in mind. As per research by *Josh Bersin Company\**, a massive \$340 billion is spent on employee training and development. It averages more than \$1500 per employee per year. And yet, most organizations are in chaos - confused between what platforms to buy and what skills to build amid evolving environments.

This L&D strategy framework is designed to simplify your L&D function. We head back to the basics and create an L&D plan that:

- ▶ Is informed by and aligned with strategic objectives.
- ▶ Runs in an iterative loop focusing on improvements.
- ▶ Helps you create and showcase business impact.
- ▶ Strengthens control over engagement, satisfaction, succession, and churn in your organization.

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\*<https://joshbersin.com/2024/03/the-340-billion-corporate-learning-industry-is-poised-for-disruption/>



## Your Organization is Not a Monolith

When you think of organizational strategy, who falls into the range of impact? The entire organization, duh? Learning and development plans impact the entire organization.

But does your entire organization need the same impact from an L&D strategy? Absolutely not. Learning needs vary. The same strategic needs translate into different learning needs based on roles and responsibilities.

So, when you are thinking of an L&D strategy, look deeper into the layers.

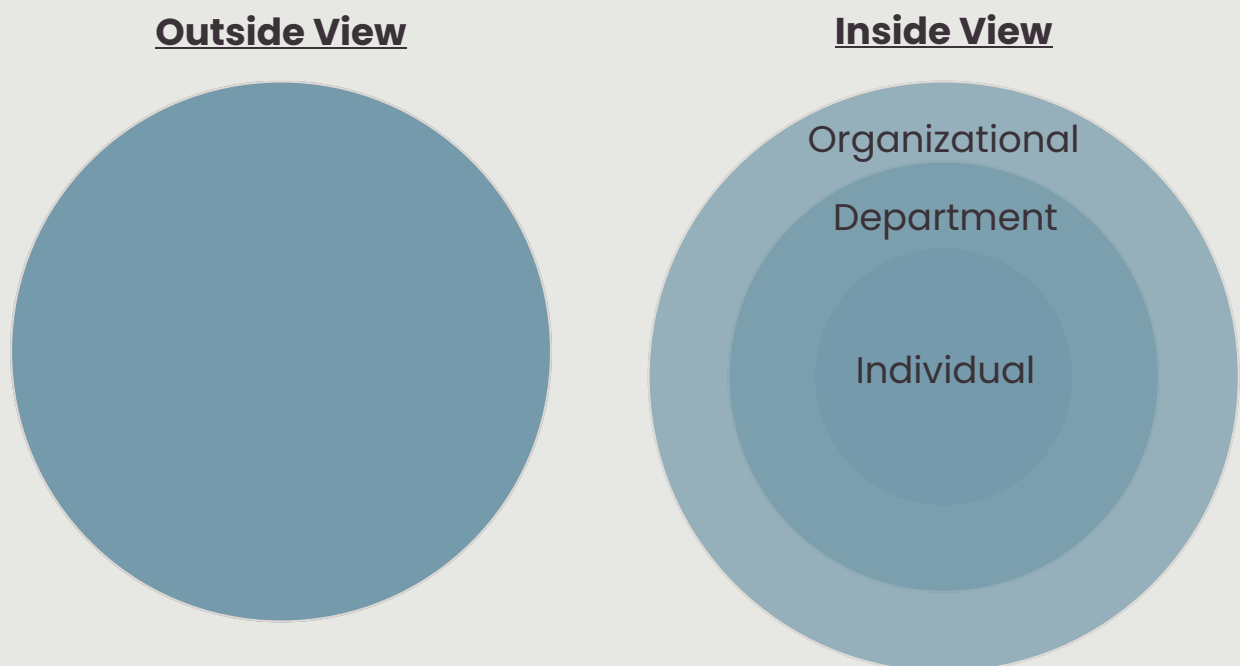


Image 1: Perceived vs real organization



Let's explore this further. As per Risely's L&D framework, an organization is viewed and impacted at **three levels**.



### **Organizational Level**

The first level, the organization, serves as the pivot of the following two. It is at this level that strategic and business objectives are visualized, departmental achievements and failures are measured, and decisions are made.

L&D at this level needs to align with the big picture. Several strategic questions provide answers to L&D issues. You need to make this your starting point to gain a seat at this table.



### **Department Level**

At the next stop, the needs and goals diverge. The organization's strategic objectives are broken down into department-level goals. Consequently, each department has different skill needs, responsibilities, and interpersonal challenges to deal with.



### **Individual Level**

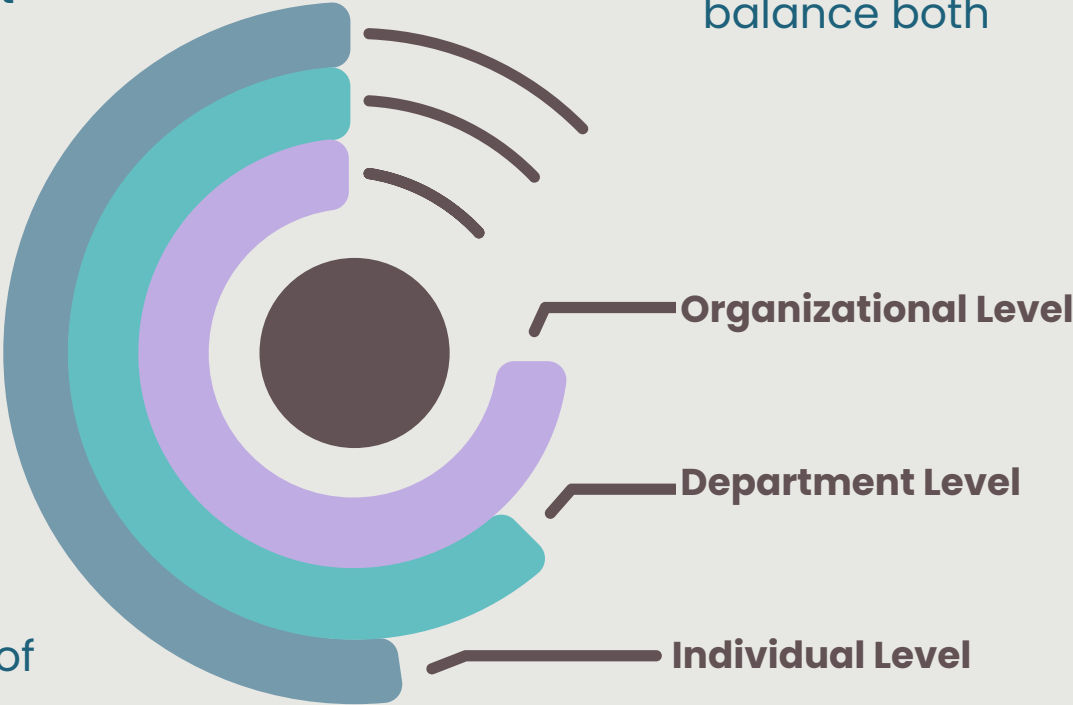
At the third and the last level, your work reaches its ultimate user— the individual employee. Here, people are working toward the broader organizational objectives, but they also have personal and professional goals. Their career ambitions, personalities, and choices add to the equation.



Employees cherish valuable workplace learning opportunities, especially when they support their growth ambitions and needs. For the new generation of talent in the market, learning and development opportunities are among the top three considerations before choosing a job\*.

Increasing role of organizational goals as we move out

L&D strategy needs to balance both



Increasing role of personal goals as we move in

Image 2: Risely's organizational structure

\*<https://www.bcg.com/publications/2023/recruitment-recommendations-for-employers>



# 3 IMPACT WITH L&D

## **What can L&D do?**

A lot.

*As Risely's organizational framework explains, businesses operate in a three-tiered structure. Based on this fundamental insight, we can similarly summarize the impact of L&D strategies along the three levels.*

### **Organization**

- **Strategic alignment:** Ensures company-wide skills and knowledge align with organizational goals
- **Culture shaping:** Fosters a learning culture and supports organizational values
- **Competitive advantage:** Enhances overall capabilities to stay ahead in the market
- **Employer branding:** Improves reputation as an employer of choice
- **Succession planning:** Prepares future leaders for key roles
- **Change management:** Facilitates organization-wide transformations
- **Financial performance:** Improves overall productivity and efficiency





## Department

- **Skill gaps closure:** Addresses specific skill deficiencies within teams
- **Performance improvement:** Enhances departmental productivity and output quality
- **Innovation:** Encourages new ideas and approaches within specific functions
- **Cross-functional collaboration:** Improves inter-departmental communication and teamwork
- **Resource optimization:** Helps departments use resources more efficiently
- **Goal achievement:** Supports meeting departmental KPIs and objectives
- **Specialization:** Develops deep expertise in department-specific areas





## Individual

- **Career development:** Supports personal growth and career advancement
- **Job satisfaction:** Increases engagement and motivation
- **Skill enhancement:** Improves both technical and soft skills
- **Confidence building:** Boosts self-assurance in job performance
- **Adaptability:** Prepares individuals for changing job requirements
- **Personal brand:** Enhances individual reputation and value within the organization
- **Work-life balance:** Can provide stress management and wellness skills

The impact at these levels is interconnected. For example, individual skill improvement contributes to departmental performance, which in turn affects organizational success. Similarly, organizational culture changes can influence departmental practices and individual behaviors. These 21 areas of impact for the L&D function are critical to your success.



# 4 L&D STRATEGY FRAMEWORK

Risely's L&D strategy framework helps you develop an iterative process to streamline and create an L&D strategy that is truly dynamic and adaptive to your organization's needs and environments.

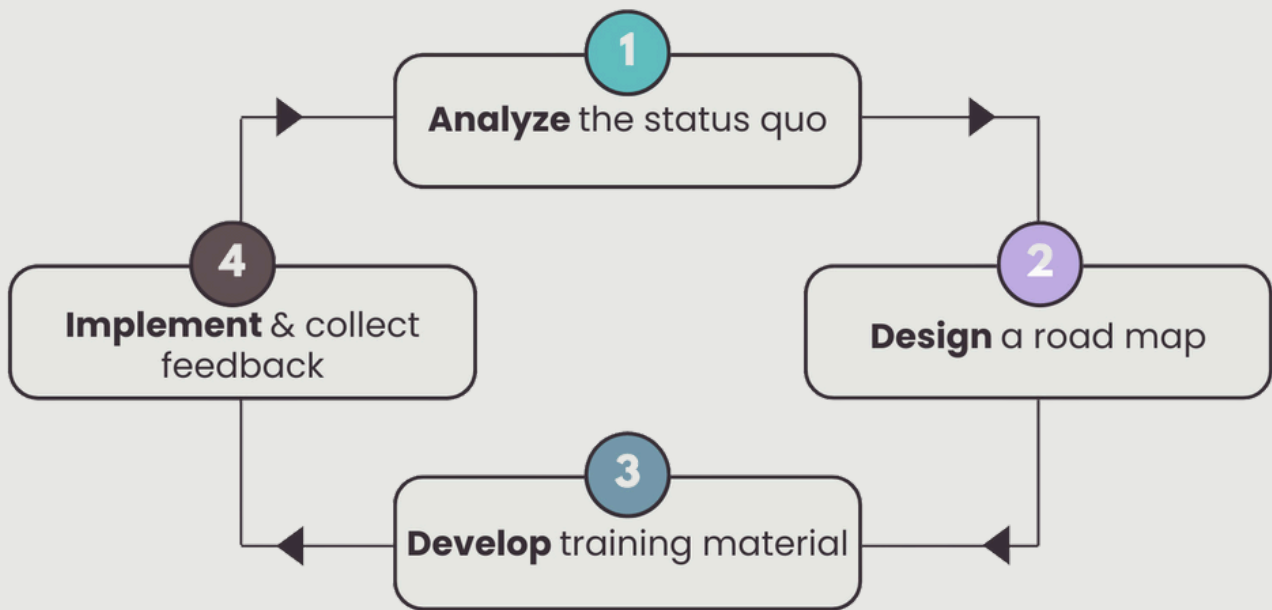


Image 3: 4 steps within the L&D strategy framework



## Step 1

### Recap Organizational Objectives

The L&D strategy starts with your organizational objectives. Recapping these objectives helps you define the scope of L&D interventions and understand what goals you need to achieve.

**WHAT ARE THE TOP THREE ORGANIZATIONAL PRIORITIES?**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

### Guiding Questions

- What strategic objectives has the company set for this year?
- What matters the most for the company's executive leadership this year?
- How will the company make progress this year?
- Is the focus on growing revenue? Or, reducing costs? Or, optimizing processes? Or, increasing shareholder value?
- What is the company's plan to achieve the set objectives and targets?



## Step 2

### Derive Learning Objectives That Align and Feed Into Organizational Objectives

Based on the organizational goals you highlighted in the previous step, you need to work on craving your relevant learning goals.

For example

#### Organizational Goal

Increase customer satisfaction scores by 15% over the next fiscal year.

#### Relevant Learning Goal

Enhance customer service skills across all customer-facing roles through a comprehensive training program, resulting in a 95% completion rate and a demonstrable improvement in customer interaction quality.



**WHAT ARE THE TOP THREE LEARNING PRIORITIES?**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Guiding Questions**

- How do L&D plans bridge the gap between the status quo and the ideal level of skills needed for strategic goals?
- What specific skills or knowledge gaps are preventing us from achieving our strategic goal?
- Which roles or departments will be most impacted by or involved in achieving this strategic goal?



### Step 3

## Identify Departmental Learning Needs

Further, based on the departmental goals, you need to narrow down into the relevant learning goals.

For example, the learning objective we saw above can take shape for different departments like this:

- ▶ **Sales Department Learning needs:** Improve consultative selling skills to better understand and address customer needs, aiming for a 20% increase in customer satisfaction scores for the sales process.
- ▶ **Customer Support Department Learning needs:** Develop advanced problem-solving and de-escalation techniques to resolve customer issues more effectively, targeting a 25% reduction in repeat customer complaints.
- ▶ **Technical Support Department Learning needs:** Enhance technical communication skills to explain complex issues in customer-friendly language, with the goal of improving first-call resolution rates by 15%.



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**WHAT ARE THE TOP THREE LEARNING PRIORITIES FOR \_\_\_\_\_  
DEPARTMENT?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Guiding Questions:**

- How do the current skills and knowledge levels in this department compare to the desired state for achieving the organizational goal?
- What specific role does this department play in achieving the overall goal?
- What are the current skill gaps or areas of improvement within this department that impact strategic goals?
- What unique challenges does this department face in delivering toward strategic goals?
- What specific metrics or KPIs does this department use to measure along the company objectives?
- What new tools or technologies is this department using or planning to implement that require training?
- What specific behavioral changes are required from employees in this department to improve performance?





## Step 4

### Skill Gap Analysis

Translate the learning needs into skill gaps to pinpoint the areas where you need to work. To conduct a skill gap analysis, you use self and team assessments, performance reviews, focus interviews, etc., and gather a set of essential skills for every specific department.

**WHAT ARE THE TOP 3 FUNCTIONAL SKILLS NEEDED BY DEPARTMENT?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**WHAT ARE THE TOP 3 PEOPLE SKILLS NEEDED BY MANAGERS IN DEPARTMENT?**

[ YOU CAN USE RISELY'S SELF AND TEAM ASSESSMENTS TO TRACK THIS EASILY ]

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



## Step 5

### Pick the Right Training Methods

As there are multiple modes of training available, you will need to pick the ones that match your goals and your team's needs. The factors in evaluating a training method include:

Training Evaluation Question	Your Answer
What are our specific learning objectives?	
Who is our target audience?	
What is the nature of the skills or knowledge we need to impart?	
What is our budget for this training initiative?	
What is our timeline for implementing the training?	
What technological resources do we have available?	
How geographically dispersed is our workforce?	
How will we measure the effectiveness of the training?	
How can we ensure knowledge retention and application?	
Are there any regulatory or compliance requirements we need to meet?	
How can we make the training engaging and interactive?	
How can we personalize the learning experience?	
Do we have the internal expertise to develop and deliver this training?	



## Step 6

### Track and Measure Experiences, Performance, and ROI

Training evaluation is vital to proving the worth of L&D initiatives. It also depends on your needs. There are multiple ways to track the effectiveness of training.

#### **#1 Training evaluation for performance impact**

The Kirkpatrick model of training evaluation, developed by Donald Kirkpatrick in the 1950s serves as a training evaluation tool that shifts the focus onto the end user, i.e. the individual learner. It does so by focusing on the four core components, namely, reaction, learning, behavior, and results.

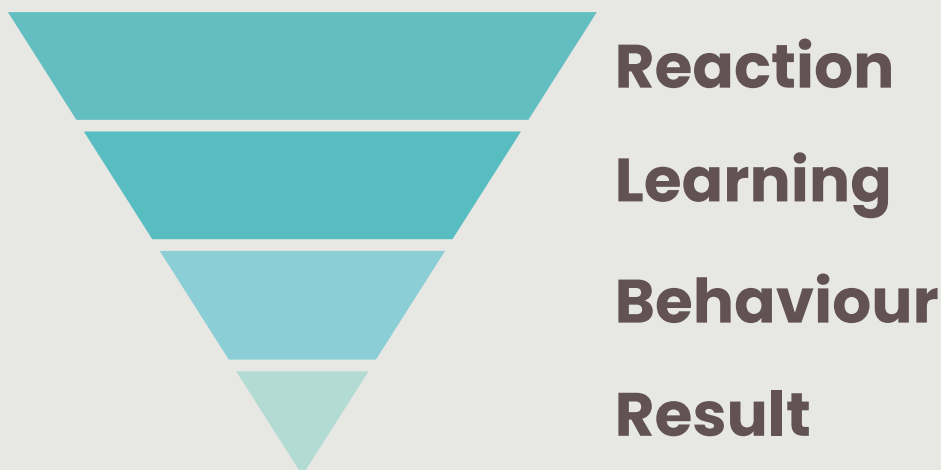


Image 4: Kirkpatrick Model\*

\*Owned by: <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/>



To understand the impact of your training initiatives among the employees, measure the four levels against a likert scale of five points. You can do this by using employee level assessments for training, focus interviews, observations, or informal interactions just after the training.

<b>Level 1 Reaction</b>	
The training was favorably received by the participants.	
The training was termed relevant by the participants.	
The training was engaging participants effectively.	
<b>Level 2 Learning</b>	
Participants displayed learning acquisition (pre and post assessment score)	
Participant behavior shifted toward desired directions.	
<b>Level 3 Behavior</b>	
Participants displayed higher confidence in their abilities.	
The participants applied new learnings at work.	
<b>Level 4 Results</b>	
Learning objective #1 was completed.	
Learning objective #2 was completed.	



## #2 Training evaluation for business impact

L&D strategies ultimately impact business outcomes. Moreover, L&D strategies must effectively win over more C-suite support and resources for robust applications. Using the return on investment (ROI) is a smart way of quantifying the impact of the investment.

### Track changes in KPIs

Gather relevant performance data before the training begins, such as sales figures, customer feedback scores, or productivity rates and establish the baselines for performance before training is received.

Gather the same performance data post-training to compare against baselines. Use statistical analysis to identify significant changes in KPIs. Look for patterns or trends that indicate a positive business impact.

### Calculate ROI

Cost Analysis: Determine the total cost of the training program, including materials, time, and resources.

Benefit Analysis: Calculate the financial benefits gained from improved performance metrics.

ROI Formula: Use the ROI formula to assess financial impact as follows:

$$\text{ROI} = (\text{Net Benefits} / \text{Total Costs}) \times 100$$

Where:

Net Benefits: Financial gains from training (e.g., increased revenue, reduced costs).

Total Costs: Total cost of implementing the training.

Using both these techniques you can showcase the qualitative and quantitative impact of L&D strategy.



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## Step 7

### Derive Insights to Feed Back Into the L&D Strategy

Based on the training evaluation exercise taken up above, summarize the learnings that can help you improve L&D strategies.

**WHAT ARE THE TOP 3 STRENGTHS OF THIS L&D PLAN?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**WHAT ARE THE TOP 3 WEAKNESSES OF THIS L&D PLAN?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



## Guiding questions

- Does the training reflect the latest industry standards and practices? Are there any outdated or incorrect materials that need updating?
- Does the training offer a variety of formats (e.g., visual, auditory, hands-on) to accommodate different learning preferences? Are there opportunities for interactive and experiential learning?
- Are there opportunities for participants to engage and ask questions during the training?
- Are there any barriers (e.g., technological, physical, language) that could prevent participants from fully engaging with the training?
- Do participants have the chance to practice new skills in a safe environment?
- Are there post-training support or resources available to help participants apply what they've learned?
- Are training sessions scheduled at convenient times for participants?

These learning go back into the L&D strategy and sustain continuous improvement after every training session.



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# 5 HOW DOES THE L&D STRATEGY FRAMEWORK WORK?

Risely's learning and development strategy framework focuses on assessing the present to create a pathway to the future. It also emphasizes alignment with wider organizational objectives to make learning relevant and highlight the business impact that L&D can bring. Toward the implementation and evaluation stages, Risely's L&D framework shifts the focus to the individual users, as they are directly affected by the programs.

Contrary to popular belief, you cannot work toward developing every skill that the team feels a gap in. L&D budgets, time, and resources are limited. Keeping the Pareto Principle in mind, focus on the fewest number of skills that create the maximum impact.

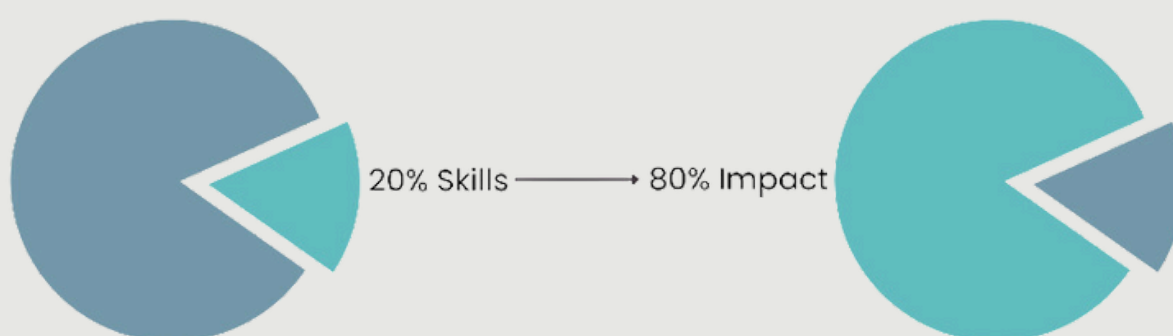


Image 5: Pareto Principle in L&D Strategy





**By the end of going through this L&D strategy framework you'll have understood your:**

The L&D strategy framework developed by Risely empowers you to lead learning programs that create impact at both business and individual levels, thus putting the spotlight on your role in the organization's overall success.



# 6 EMPOWER L&D WITH RISELY

Leadership development is one of the biggest areas of focus for L&D teams. As per *LinkedIn Workplace Learning Report\**, more than half (57%) L&D professionals are engaged in development leadership and management skills. And yet plenty of professionals stagnate.

*Are you also struggling with the maze of training and development solutions that seem to go nowhere?  
Let's face it: fancy software and expert coaches are only effective if your managers use them.*

Here's the thing: traditional training programs don't cut it anymore. They fail to address the diverse challenges your managers face across the organization. Forget the ten more brochures you have piled up. We have a better solution – one that hands the reins to you.

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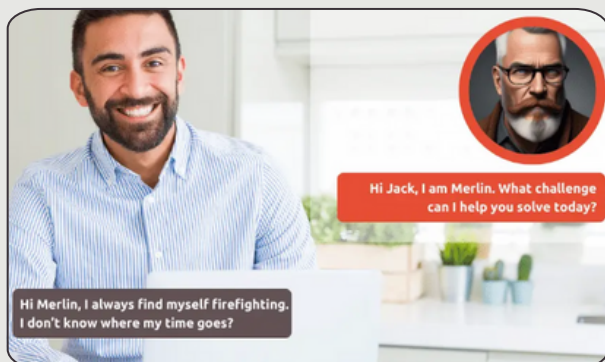
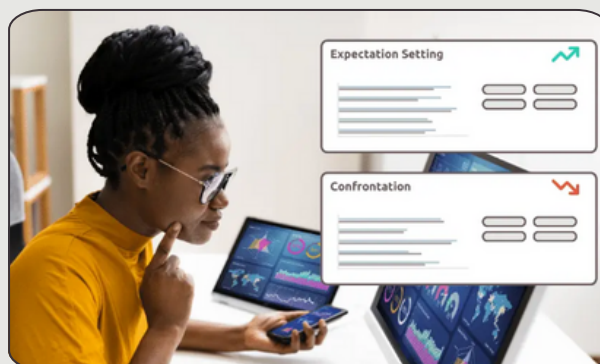
\*<https://learning.linkedin.com/resources/workplace-learning-report>



Here's how Risely can bridge this gap and empower your managers to become the confident leaders your organization deserves:

### BITE-SIZED LEARNING

Risely delivers micro-learning modules, making leadership development accessible and engaging for busy schedules. Managers learn and grow at their own pace, absorbing valuable insights in short, manageable bursts.



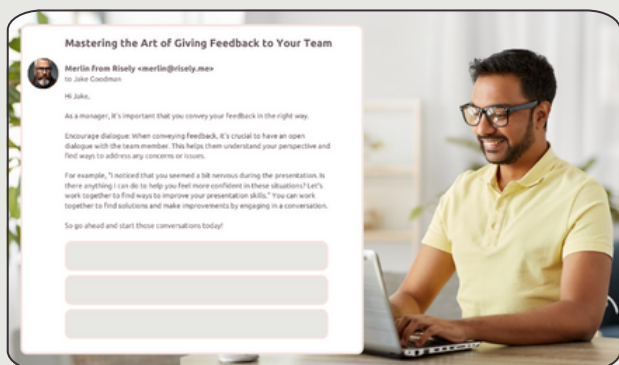
### SCALABLE DEVELOPMENT

Unlike traditional coaching models, Risely is your AI coach who simultaneously provides personalized coaching to all your managers, ensuring everyone can access the support they need, as and when they need it.

### COMPANY-ALIGNED LEARNING

Risely offers personalized coaching paths aligning with your organization's values and goals. This ensures managers develop the most relevant skills for your company's success.



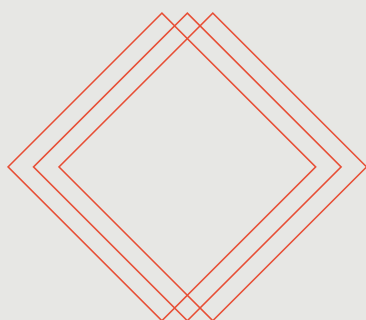


## HONEST FEEDBACK & COACHING

Risely fosters a culture of open communication through anonymous feedback. This allows managers to receive constructive criticism without fear of judgment, leading to more effective development.

## MASTERCLASSES FOR DEEPER DIVES

Complementing micro-learning, Risely offers regular Masterclasses led by subject matter experts. These sessions enable managers to deepen their skill sets in specific leadership areas.



Ready to unlock your Managers' potential? Want more? Hit us up at [info@risely.me](mailto:info@risely.me) and let's figure something out as unique as your team's potential!

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*I have been on a trial of Risely and am very impressed. As someone who designs and delivers Leadership Development Programs, Risely was on point with its journey maps and coaching content. It was responsive and reinforced concepts in a variety of ways. I feel Risely will be a valuable tool for managers to utilize as they build their muscle in leading others effectively.*

**-Janis Cooper**  
**Best Friends Animal Society4**

*We searched for a long time for a management training solution that covered all bases for people skills as well as things like time management and organization. But only Risely delivered this for us. Risely's team has been super helpful and responsive, and the AI component, Merlin, is really amazing. Thank you, Risely!*

**-Joy Jones**  
**Vice President, Your Pet Space**

*Risely is the smartest way I've seen to support leaders in building, developing, and managing cohesive teams. At the end of the day, we want to improve people's performance, and this solution saved us time and resources to make it happen.*

**-Pedro Alvarez**  
**Innovation Director, The AES Corporation**

*I have had 1-1 coaching before, and Risely was so much different. I could pace the guidance as per my preference and customize the challenges I face. The practical advice during my workday helps me easily navigate challenging situations.*

**-Garima Mathur**  
**Director - Strategic Marketing**

Leaders like you are transforming their professional lives with **Risely**





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[www.risely.me](http://www.risely.me)

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