



Managed Learning: Leaning out to bring more value

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These are transformational times

In the new digital-first world in which business is conducted in real time all the time, how we work and learn is no longer “by the book” or “from a book.” Today’s hybrid and remote workforces demand easily accessible, relevant roles-based skills training in the flow of work. These types of systems are built on an intelligent learning platform that fosters ongoing growth, greater proficiency, and a more agile, sustainable workforce. Employees expect personalized, effective engagement to help their employers achieve business outcomes that are not only sustainable, but adaptable to the accelerated pace of technological, geopolitical, and socioeconomic change.

As organizations aggressively seek to recruit, attract, and retain world-class talent in a highly competitive marketplace, they often rely on an internal patchwork of antiquated learning and development (L&D) tools and solutions that are inefficient and siloed. These solutions are usually not built to scale, nor do they have the required executive support and in-house learning resources critical to bottom-line success. This hampers an enterprise’s ability to keep employees happy, customers satisfied, partners committed, and markets invested.

Transformative times fueled by digitization, emerging technologies, and the urgent need to modernize for greater strategic collaboration and competitiveness necessitate a new holistic approach to learning. Fundamental to this is a strong, highly adaptable learning governance model that is measurable and data fluent. This model often looks to managed learning services providers and Learning-as-a-Service (LaaS) to extend scope and dimension of training activities and processes. And, more importantly, the right governance model allows organizations to focus on their core business and key strategic objectives.





Why learning transformation matters to you and your employees

Benjamin Franklin is credited as saying, “**Tell me and I forget. Teach me and I remember. Involve me and I will learn.**” Nothing could be truer when it comes to describing the objectives of the current L&D experience transformation. Digital-savvy employees are tactical, hands-on learners. They prefer access to the knowledge they need at the exact point of that need; simply put, they want what they need, when they need it. This in-the-moment knowledge, which takes full advantage of artificial intelligence (AI) and machine learning (ML), intuitively delivers the right consumable content during the flow of work.

In the same way that customer excellence is an enterprise’s ultimate goal, those organizations should also aspire to deliver excellent employee learning experiences. The problem is that many businesses lack fully realized strategies or management processes that can satisfy the dynamic learning needs of their greatest asset, the employee. Without a continuous L&D plan at the core of the human capital management function, the inability to keep or attract talent often leads to competitive disadvantage.

This is where companies and institutions must assess their in-house capacity to design, develop, and manage a learning services solution that provides ongoing value whether that be in learner cost savings, improved learner engagement, optimal talent retention, or measurable net promoter scores (NPS) that drive growth. By carefully analyzing the enterprise’s ability to meet this challenge with current resources, executive buy-in, and budgetary allocations, organizations can quickly determine if proper governance is in effect for optimal effect.

The resulting question may be: Can we transform our L&D services by ourselves?

If a customer's core business is financial services, healthcare, or hospitality, the core competencies intrinsic in good learning services are not the primary, or even secondary focus of the organization. Yes, attracting and retaining talent is of paramount importance to short and long-term objectives. But, how to educate a geographically dispersed, hybrid employee base that requires customized, persona-based skills education and training is daunting, to say the least. Because when each employee often requires contextualized learning delivered virtually any time from anywhere, a one-size-fits all approach

often fails at launch. Traditional in-house learning models are clearly struggling to meet the demands of the emerging hybrid workforce.

This is where an experienced managed learning service provider can be a trusted partner in offering an intelligent learning platform that instills the right governance and processes throughout the enterprise. By teaming with this outsourced service provider and taking an LaaS approach, a learning organization can:

- 1** Focus on core business results and value of learning
- 2** Realign resources for greater productivity and profitability
- 3** Reduce overall learning costs
- 4** Improve overall learning quality and delivery
- 5** Increase learner engagement and foster upskilling
- 6** Deliver greater flexibility to resource models
- 7** Optimize and standardize operating models and processes
- 8** Implement service level agreements to ensure better delivery and quality
- 9** Gain access to industry benchmarking, thought leadership and innovative learning technologies
- 10** Drive a culture of lifelong learning

**“Learning
doesn’t occur
in a vacuum,
so it shouldn’t
be treated in
that way.”**

Joe Farrell

Principal, Human Capital
Management | KPMG US



Three steps for initiating a transformative learning journey

While digital adoption is moving at an accelerated pace, driving new, innovative ways of doing business and educating employees, organizational acceptance and adoption of a new approach to organizational learning must progress through incremental steps. It will require an agile approach that is built on strong governance. People, processes, content, and

systems must align in a cohesive fashion to ensure that long-term change is systemic and supported for optimal results.

Here are three steps that each organization should take at the beginning of their new learning transformation journey:



1

Culture assessment

Start by evaluating the culture of learning within the organization when it comes to technologies, skills, behaviors, and competencies. According to KPMG Learning Effectiveness study, respondents rate leadership buy-in as the number one factor in creating and maintaining a learning culture, followed by an employee's direct access to training. How does your current culture of learning align with strategic and fiscal goals to provide context for the future state of the learning at the organization? Once known, identify how the contribution delivered by these new learning services will be measured against business outcomes.

2

Governance model

Determine how to fortify and strengthen the learning governance model by aligning it with business objectives. Establish credibility for the new learning function with the organization's lines of business and executive team. Incorporate communications and change management methodologies into the governance model. Build a circle of ongoing trust between the learning services provider and executive leadership.

3. Agile operating environment

Collaborate and codesign a sustainable operating model that achieves quick wins. Define the learning services priorities that offer the greatest return on investment. Gather inputs from cross-functional leaders on upskilling and reskilling, and then perform a gap analysis. Move to a proof of concept (PoC) approach that allows for scaling components of the transformative learning solution across the organization. Then, adjust operating models, enabling technologies, and managed services based on practical knowledge gained from users of the new learning solutions.

3

Build a transformative, iterative learning process with a competency framework

Managed learning services providers know from their years of experience that a successful and transformative learning plan requires a competency framework customized to the HCM needs of each organization. By following the three steps outlined above, an enterprise can use lessons learned to support their move to a new way of skilling and reskilling their employees. The resulting competency framework, with future-state goals

clearly in place, allows for the necessary streamlining and optimizing of operational learning activities.

Here are the key elements of a competency framework process that allows for continuous improvement even as internal and external changes impact existing learning processes.

Competency framework processes	Key functionality	Organizational and learner benefits
Skills framework	Update and refresh competency and skills framework based on industry best practices	Stay current based on industry recognized standards as well as practical knowledge gleaned from learning engagements
Skills assessment	Assess skills and competencies for prioritized roles	Ability to adjust current learning paths and processes due to changing skills requirements
Learning pathways	Develop and curate content for selected roles and competencies	Ensure that content remains vital and relevant and that learning journeys continue to be personalized for maximum effect
Pilot	Pilot by role or competency to confirm and measure ROI success	Test the effectiveness of learning journeys at scale and eliminate/ correct inefficiencies and ineffective content prior to wider release
Deploy	Roll out and communicate all learning assets throughout the organization	Gain a clear understanding by employees of organizational learning paths, how assets drive growth, and how to utilize contextual content during the flow of work
Sustain and manage	Reassess skills and update content accordingly through managed services	Periodic scheduled reviews of existing content and learning strategies keeps employees personally satisfied and professionally enriched

“ Because participation and adoption are required for a full transformative learning experience to be realized and valued, the principles that form a learning governance model must serve to guide all learning services.”

Joe Farrell

Managing Director, Human
Capital Management |
KPMG US



Without governance, transformative learning becomes inspirational, not institutional

The complex structure of many multinational and matrixed enterprises—where budgets, procurement, and skills learning programs are often run independently and without corporate oversight—can be problematic when instituting a competency framework with clearly defined governance and executive sponsorship. Because LoB participation and adoption is required for a full transformative learning experience to be realized and valued, the principles that form a learning governance model must serve to guide all learning services.

Here are the guiding principles that form that learning governance model:

1

Align the learning strategy with overall organizational objectives and strategic plans if business outcomes are to be achieved

Your learning curriculum must not only empower and educate employees, it must also elevate the conversations employees have with customers and ecosystem partners to increase earnings and competitive edge.

2

Establish a learning council of decision-makers and other stakeholders from lines of business, learning, and human resources

This council, which represents the learning and skills needs of their core constituencies, must be completely bought into the transformational learning services approach being adopted throughout the organization. As champions of this approach, they can drive adherence to the governance model while creating greater cooperation, collaboration, and commitment within their teams.

3

Consider the internal and external customer drivers that define the objectives and culture of your organization

The author Roy H Williams has said, “The first step in exceeding your customer’s expectations is to know those expectations.” A skilled workforce must learn in a way that fully incorporates the strategic objectives of the organization, and the needs of customers and internal stakeholders, into their educational journey. You cannot supplement or expand an employee’s skills if the learnings only provide static knowledge: that knowledge needs to be purpose-driven and applied in everyday actions and interactions that are outcome-based.

4

Define and measure your learning plans so that all those who own transformative learning are accountable for both successes and failures of the delivery programs, assets, and content

As with any major corporate or industry initiative that seeks to change how actions are taken and results are achieved, there will be times when the desired ends are impacted by the means. NPS scores, employee satisfaction surveys, and other measurement tools can quickly provide feedback on the effectiveness of instructional learning and tools. Owners of these plans and programs must analyze these insights and then take action to adjust the learning plan to create outcomes and opinions.

5

Prioritize communications from the governance council to all organizational users and stakeholders to foster great engagement and adoption

Communicate, communicate, and then, communicate more. It is essential that the governance council not only continually engage with each other for greater synergy, they must also reach out to the broad spectrum of learners and stakeholders on all aspects of the transformative learning journey the organization is undergoing. Ongoing value must be continually conveyed to all so there is effective and systematic use of all the assets, content, and programs that can lead to greater upskilling and reskilling of front-line and back-office employees.

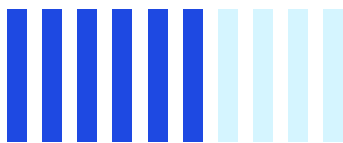


Your leaders are demanding more. Are you ready to deliver a digital-first, personalized experience?

Because learners are also digitally engaged consumers browsing, searching, and purchasing at home, in the office, and on the road in real time, they now have a greater expectation that their cloud-native or LaaS applications will offer the same consumer-grade experiences (and just as fast). This demand and desire by learners mean learning services teams must continually enhance their curriculum to increase usage or improve it utilizing new technologies. Most high-performing organizations agree. Learning organizations with plans to adopt new learning technology see the following benefits: improved employee satisfaction and well-being (60%); interest in garnering better insights into performance (46%); and expansion of their learning offerings (45%).¹

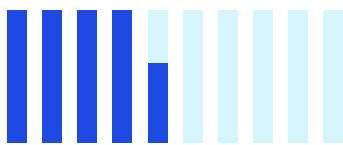
60%

Improved employee satisfaction and well-being



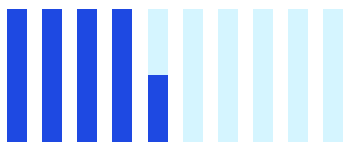
46%

Interest in garnering better insights into performance



45%

Expansion of their learning offerings



But for many, this can be difficult at best, if not unattainable based on the lack of organizational governance, unfunded skills training programs, or unavailable resources who are often working on customer-facing initiatives.

Many organizations look to a series of off-the-shelf learning solutions that solve a specific problem but create increased interoperability and cyber-risk issues when they attempt to integrate them into their infrastructure. Costs tend to escalate quickly while employee productivity withers. For highly regulated industries or industries with strong certification requirements, this patchwork of inefficient learning tools exposes the enterprise to potential fines or detrimental media coverage. What seemed like a one-off solution can take enterprise learning plans off the rails.

LaaS with the right governance, solution provider experience, and suite of services often alleviates the potential downfalls of a patchworked approach. A single trusted source of partnership and innovation, the managed learning services provider can administrate, implement, and manage an intelligent learning platform that offers improved content, cost efficiencies, and digital solutions at the flow of work. Gone are the days of trying to recruit the right in-house learning skills or even pulling these key resources from mission-critical projects. Gone are the need to manage a broad range of vendor relationships where risk is heightened across the infrastructure. Instead, choose a managed learning services partner that delivers innovation, creative problem-solving, and ongoing value.

¹ Learning effectiveness study, KPMG LLP, October 2021.

The questions you should ask to get the answers you need

Talent acquisition and retention is no longer a business want; rather, it is a business imperative. Employees or recruits with high-performing skills are as strategically important as an enterprise's intellectual capital. So, as organizations craft a transformative learning plan that considers partnering with managed learning services providers, it's key to find the right answers to these eight essential questions:

1

Is your learning delivering on and supporting your company's business results?

2

How well do you know your learners?

3

What are the current and future skills learners need to develop?

4

What is the right technology solution for the learner experience you are seeking to create?

5

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

6

How do you keep your learning content and approach relevant?

7

What kind of learning culture does your organization need?

8

How do you define and measure success today, tomorrow, and beyond?



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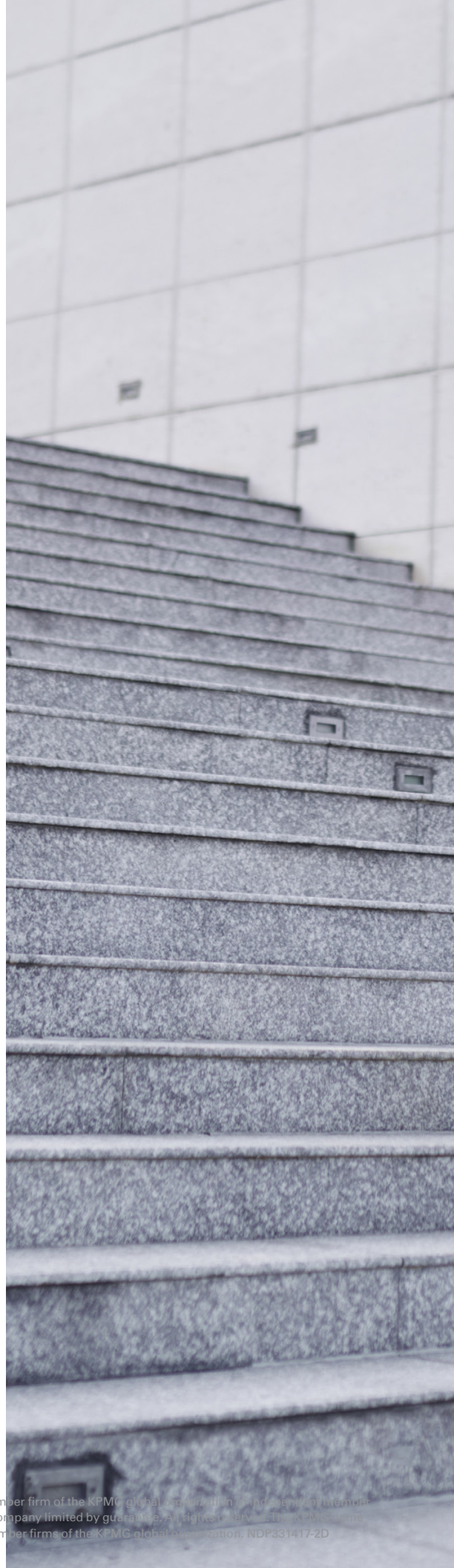
Backed by deep experience across all industries, KPMG helps our clients develop talent and organization strategies that embrace new technologies and ways of working to build more efficient companies which enable excellent employee experiences. We know how to leverage people analytics and the latest digital technology to develop a culture of innovation that supports effective leadership, upskilling, inclusion, high performance, career mobility, and talent acquisition.

KPMG Learning services and solutions help our clients increase learner engagement and streamline operations by providing a suite of services that can be plugged into their existing learning ecosystem to bring learning in the flow of work. These services help transform the organization through a focus on learner centricity, organizational capabilities, operational efficiency, while helping to improve business results.

Organizational Strategies | Organization Design | Job Architecture

Talent Strategies | Leadership Development | Talent Assessment | People Analytics

Learning Services | Learning Strategy & Transformation | Learning Enablement & Analytics Platform





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