

# LEARNING GOVERNANCE framework cheatsheet



## Review the REQUIREMENTS

- Connectivity between learning strategy and the broader corporate strategy
- Faster learning that delivers on corporate priorities
- Visible business impact for every training dollar spent
- Learning that is flexible, practical, relevant, cultural-aligned, measurable, and that leads to engagement and retention



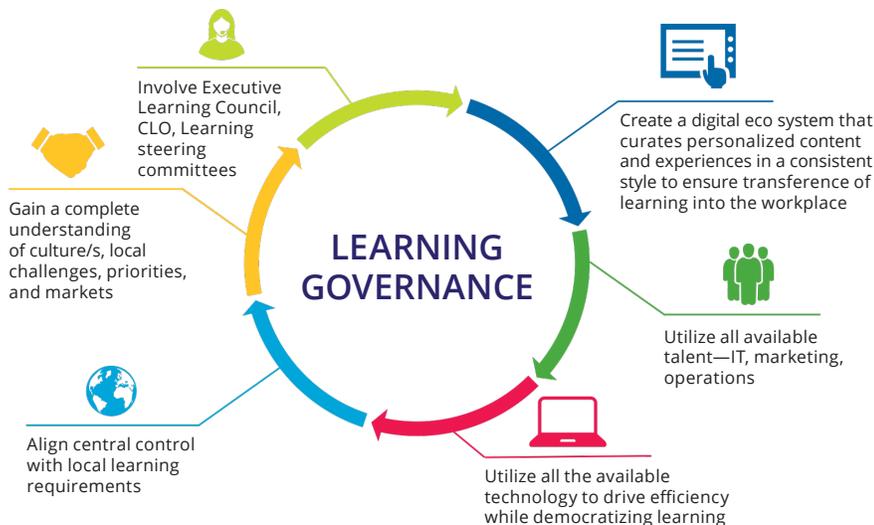
## Evaluate the CURRENT STATE

- Determine the decision making process for identifying learning priorities, enterprise-wide and locally.
- Define the financial model that is used—how much money is spent, by whom, and on what.
- Understand the learning processes that exist—build a structured inventory of current learning assets, tools, and measurement methodologies.
- Identify all the relevant stakeholders in the learning decision making process and how decisions are communicated and socialized.
- Understand the current learning life cycle—how a target learning population is defined, how the need is identified and then designed, piloted, implemented, embedded, and evaluated for business impact.



## Define the DESIRED STATE

- Construct a governance structure that is inclusive, agile, and commercially pragmatic with senior leader advocacy.
- Articulate a clear process to support the learning life cycle once a training need has been identified.
- Define a clear financial model at enterprise level and local business unit.
- Create a decision loop with full accountability for a consistent design framework toward transference of learning and the creation of business impact.
- Commit to constant cross-pollination of best practice.
- Use the very best technology to support the governance processes—personalization, sharing, delivery, measurement, and reporting.



## Partner with KAPLAN

At Kaplan, we believe your training investment needs to align with your commercial strategy. By enabling you to identify your learning priorities, unlock your hidden talent, and deliver impactful learning journeys that scale, Kaplan helps today's organization turn training investments into business success.