

# Developing a Learning Strategy to Help Reach Organizational Goals



**Knowledge Advantage**  
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## What is a learning Strategy?

A learning strategy outlines business goals and identifies the knowledge, skills, and training required of employees to meet those goals.

In aligning employee learning needs to organizational goals, a learning strategy identifies continuous learning programs that can offer just-in-time, on the job support to meet individual performance goals, to collectively reach organizational goals.

## A Learning Strategy is a Guide

Many organizations have similar approaches in providing learning opportunities. Some provide ad hoc programs offered by different business groups providing learning opportunities on internal processes or technical training. At others, staff is encouraged to participate in online programs or webinars, attend a conference, and in some cases, take advantage of a tuition assistance program. Though this provides opportunities for professional development, it doesn't support a learning environment where individuals have a defined plan of learning that ties into their professional goals.

**This hands-on workbook provides an outline to help you think about what your organization's learning needs are, and how to evaluate the current learning strategy and philosophy toward learning.**





# How to Create a Strategic Learning Focus

3. How do various offerings and learning options across the organization blend with one another?
4. What role does HR, and other departments have, in defining, implementing and managing learning?
5. Can HR be proactive in driving the learning goals of the organization?
6. How can an organization-wide strategy around learning be created that includes currently available learning programs to ensure they align to organizational goals?



# Proposed Development Process

3. Determine if specific content areas will be required learning or voluntary, for specific targeted learners and content areas.

4. Identify required tasks by business unit and by individual that may require training.

## Develop Organizational Criteria for Learning

Based on the information collected in the brainstorm meeting, create an action plan to reach identified goals and expectations. Be sure to clearly outline organizational goals – this includes: vision, mission, and new product development – and determine employee readiness to meet the demands of these organizational goals. There may be potential skills or knowledge gaps by business unit or job function that wouldn't have the ability to respond as needed. So a determination is needed of how learning and professional development programs could build up needed skills and knowledge in order to support job functions and reach business outcomes.

# Proposed Development Process

## Identify & Define the Learning Audience

1. Does the organization have a learning policy? Is it promoted, supported, encouraged?
2. Who manages and directs learning programs?
3. How can learning across the organization (*IT training, HR processes, current off-the-shelf elearning courses, others*) be integrated under one umbrella?
4. Can anyone in the organization identify a learning need or gap and develop a course to share internally?





# Benefits of a Learning Strategy

4. Create a prioritized list of areas most in need of learning.
5. List currently available learning programs (*tools*) to meet identified needs.
6. Action items.

# Benefits of a Learning Strategy

## 7. Next steps and 6-12 month timeline

# Summary

The value of an identified, documented learning strategy is that it provides the organization a plan to work from. With identified goals established and steps outlined to reach them, learning leaders can implement processes that encourage a learning environment and capitalize on staff interest and excitement to be part of it.

If your organization offers learning opportunities but you don't have a strategy that identifies how learning aligns to organizational goals – and how individual goals contribute to reaching them – then there is an opportunity to create a learning strategy.





**If you need additional information or  
support in creating a learning strategy**

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