

# Critical moves for Talent Leaders to deliver value in 2023...

## Deep Dive Session

Scaling the Learning Culture to Help People Adapt



A warm welcome!



# Critical moves for Talent Leaders to deliver value in 2023

Share

If you are up for it, share in the chat where you are calling in from today?

Please post in Chat

# Your BTS team today...



**Lead**  
**Fredrik Schuller**  
**Oslo**



**Co-Lead**  
**Katrin Mulford**  
**New York**



**MC**  
**Paulina Lopez**  
**Madrid**



## Our research

Talent Leaders Critical Moves **BTS**

# The 8 critical moves for Talent Leaders to deliver value in 2023



By Stephanie Peskett, David Bernal, Lisa Sprenkle, Michael Lehman, Lynn Collins, Lianne Yee, Jim Perry, Jerry Connor, Larisa Balleani, Andrew Burns, Brad Chambers

As 2023 kicks off in a flurry of economic uncertainty, political turmoil, and lingering pandemic impacts, Chief Talent and Learning Officers and their peers are doubling down on preparing their leaders and teams to survive, and more importantly thrive, in the new year.

In 2023 it's time to **believe** and **do differently** in your talent, learning and leadership strategy. We are seeing eight high impact critical moves in leadership, talent, and learning emerge as priorities for CLOs and CTOs in 2023. Furthermore, we have also identified the critical



# What are leading enterprises focusing on to thrive in 2023

1

**Making Bold Investments in Core Leadership Skills**



2

**Accelerating the Talent System to Deliver More with Less**



3

**Scaling the Learning Culture to Help People Adapt**





# Top Priority

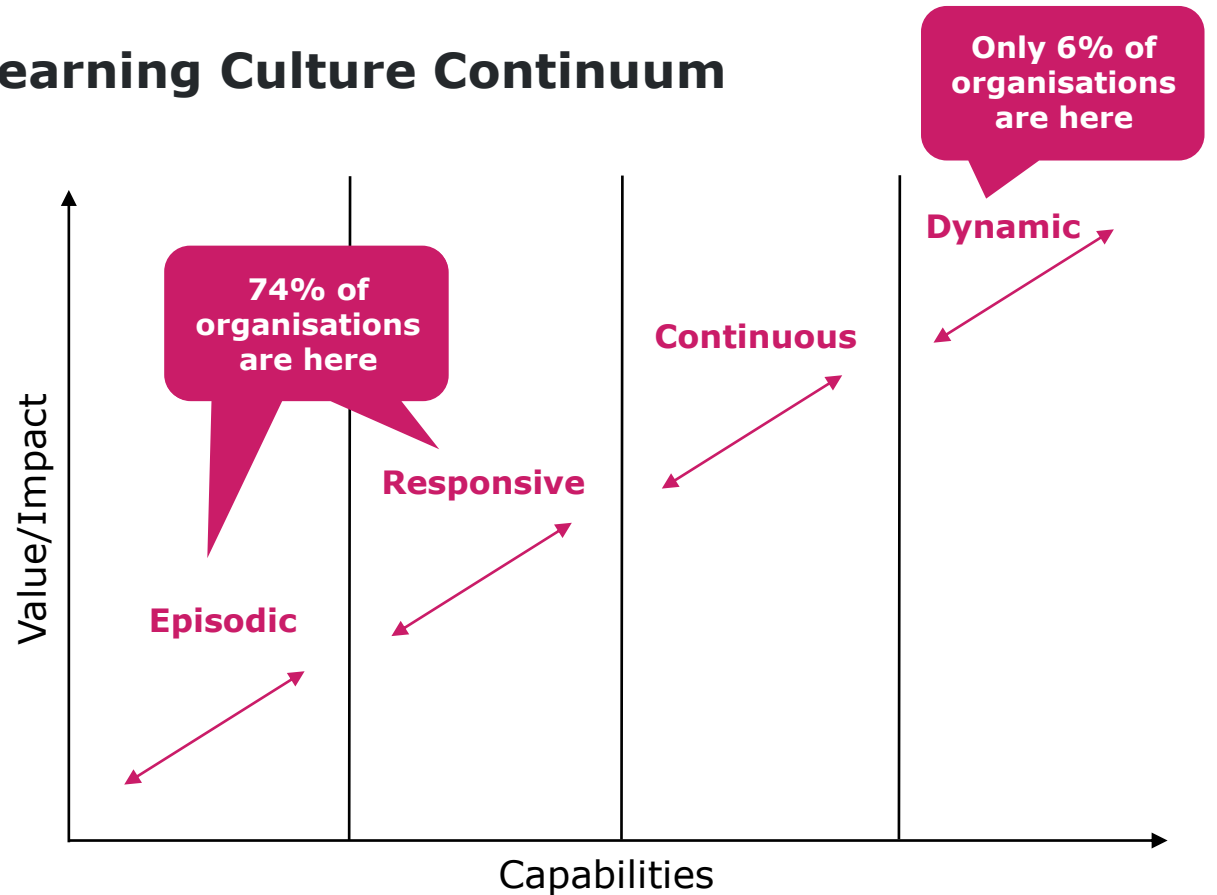
Scaling the Learning Culture  
to Help People Adapt



## Poll

What stage of maturity is your organisation's learning culture today?

## Learning Culture Continuum



**Episodic:** Learning opportunities are focused on specific programs or solutions design to improve productivity.

**Responsive:** Learning is delivered through a mix of targeted programs and open access content.

**Continuous:** Learning is focused on improving organisational performance and is valued as a core competency.

**Dynamic:** Learning is proactive, organisationally aligned, and absorbed in the flow of work.



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Culture to Help  
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## **Key Action Trends**

**Enhance your learning culture by intentional balancing community, content and experiences**

**Create learning ecosystem that is adaptive and agile, to enable personalised learning at scale**





**Scaling the  
Learning  
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## Key Action Trends

**Enhance your learning culture by  
intentional balancing community,  
content and experiences**

Create learning ecosystem that is  
adaptive and agile, to enable  
personalised learning at scale



Enhance your learning culture by intentional balancing community, content and experiences

## What isn't working

- Thinking about an **initiative** rather than a **change approach**
- **Going slow, taking years to 'roll out' and thinking only top down**
- **Sell and tell** and assuming it will land
- Executives and budget holders not **joining the dots** on **budgets** and **sharing the investment and returns**

# Scaling learning as a strategic move as part of culture change requires the right mix, to create meaning...



## Community alone

Fosters emotional connection, but fades without structure.



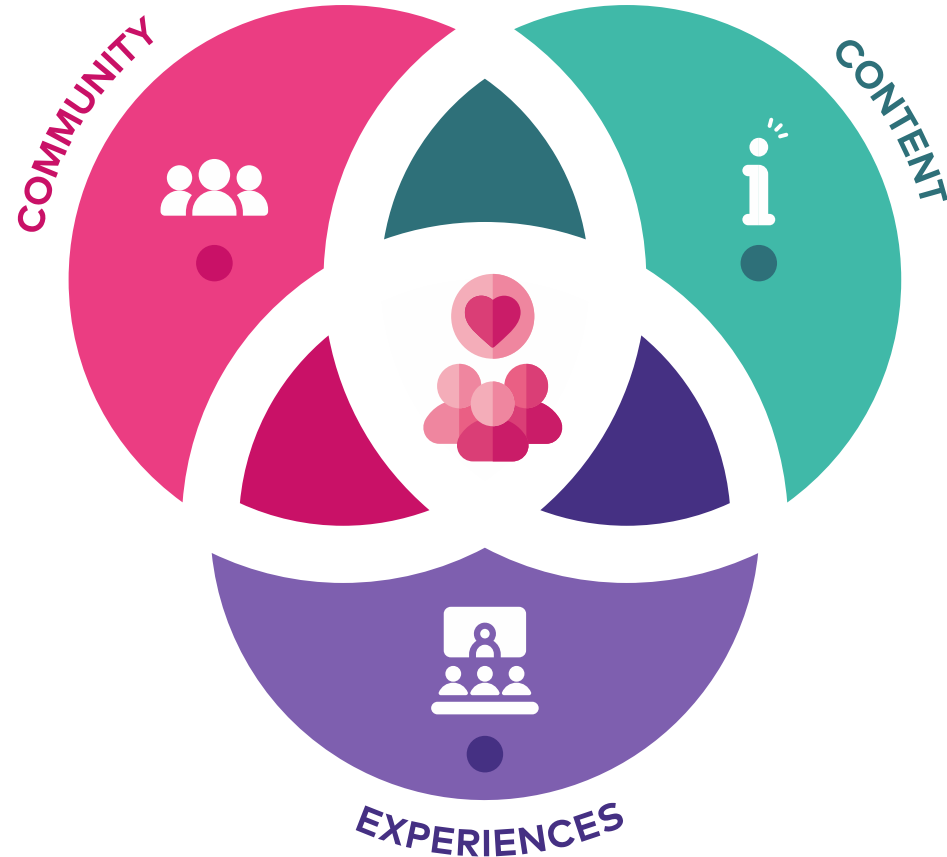
## Content alone

No one uses content without context



## Experiences alone

Experiences activate curiosity but offer no accountability



## Content + Community

Without an experience there is no sense of urgency in learning



## Community + Experiences

Without content there is no common purpose



## Experiences + Content

Without community sensemaking conversations can't occur

# Client Story

## Scenario

### Large International Bank

- Cascade new behaviors for the entire organization (200,000 people)
- Create leaders as role models
- Had recently failed with a similar initiative





## Enhance your learning culture by intentional balancing community, content and experiences

### What great looks like

- **Thinking big** about the scale we can impact now in terms of learning initiatives
- Maximising the **ripple effect** by thinking **across organisationally** on the critical drivers of **learning, culture and strategy**
- **Help your** Executives align on a few **behaviours** to change
- Shift at the level of **mindset rather** than purely landing tools and process
- Use technology and approaches that **equip leaders** to **model and lead the change** and show up well as facilitators for their people.



**Scaling the Learning Culture to Help People Adapt**



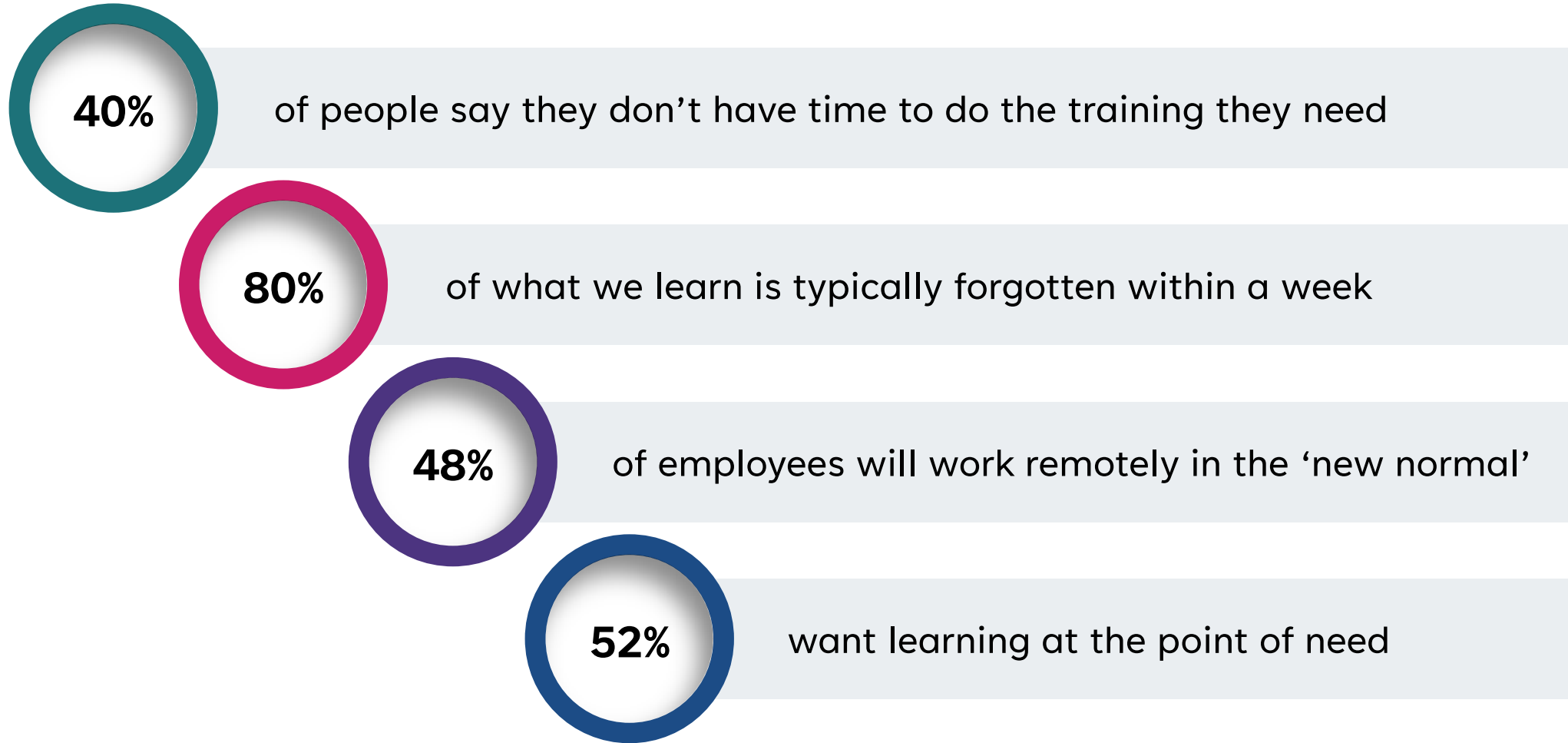
## Key Action Trends

Enhance your learning culture by intentional balancing community, content and experiences

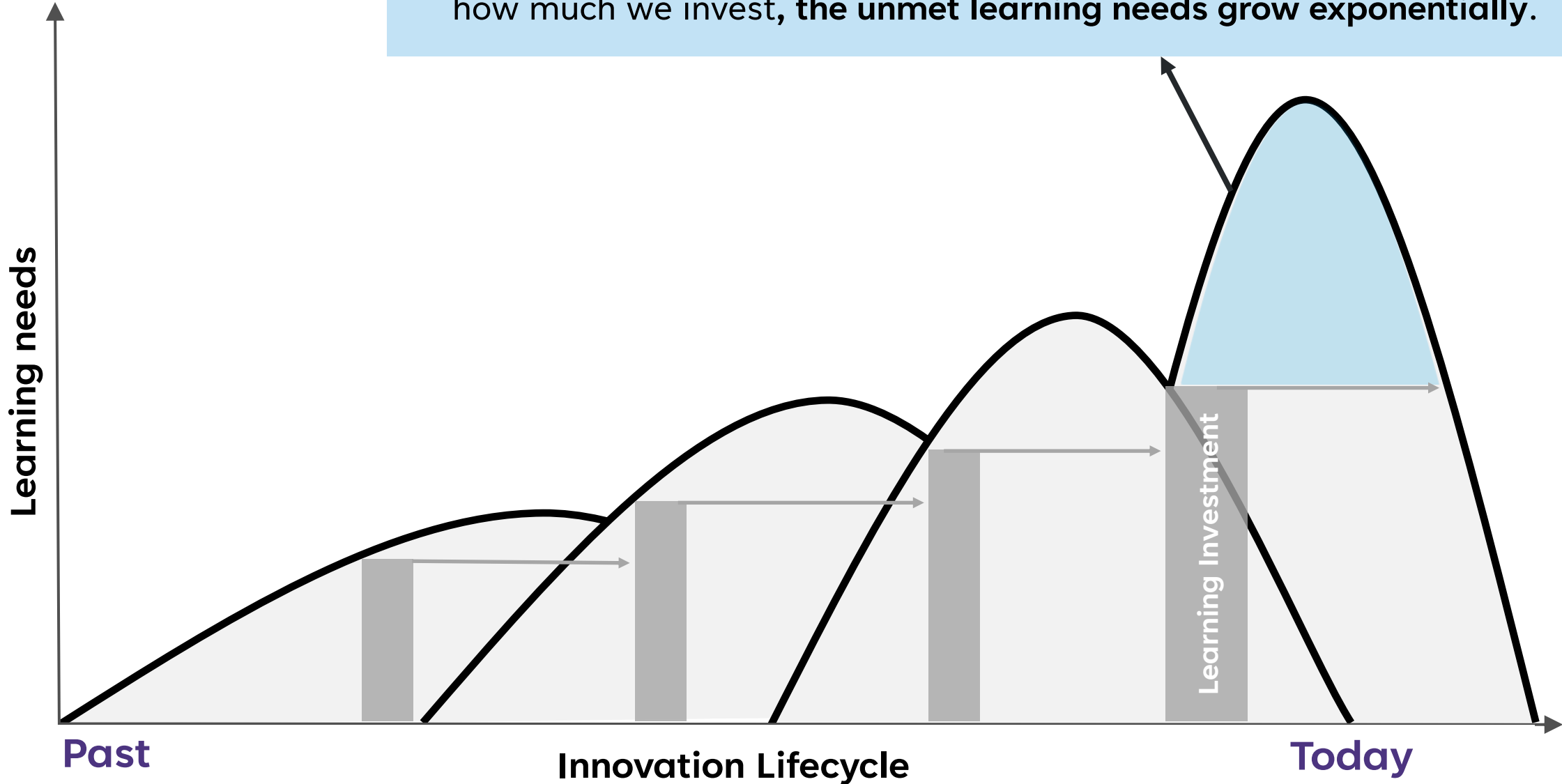
**Create learning ecosystem that is adaptive and agile, to enable personalised learning at scale**



# Individuals and organisations are changing how they experience learning at a rate that is faster than most learning functions today...



With traditional learning, development and training models, no matter how much we invest, **the unmet learning needs grow exponentially.**





Create learning ecosystem that is adaptive and agile to enable personalised learning at scale

## What isn't working

- Learning that promise scale but **fail to engage**
- Learning impact that doesn't deliver the **promise**, creating **gaps** that are **ever increasing**
- Learning solutions that don't represent the **resources** and **availability of leaders**
- Learning that doesn't stick

# Client Story

## Scenario

How do we personalize leadership development at scale at a fortune 50 company?



Create learning ecosystem that is adaptive and agile to enable personalised learning at scale

## What great looks like

- Take time to **teach people how to learn**
- A fully **adaptive** learning, a blend of human and digital interactions
- Thinking in terms of learning moments
- Alignment to **pathways** based on real jobs and experiences
- Learning **right where the person is** and the **learning is needed most** (flow of work)
- Using COVID as a way to **reinvent your learning strategy**
- **Learning tech** that **complements the strategy** – not the other way around

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## Thoughts we want to leave you with...

- Create a **wave of change**, at the level of **mindset**
- **Technology is a means** to implement Learning Strategy, not a strategy in itself
- Engage by providing **adaptive and in the flow of work** learning

## Your take aways from us...



Invitation to More



White Paper



Case Studies



Brandon Hall  
Podcast



Connections



## Next events for you and your colleagues...

- October 6th, 3 PM CET  
**Supercharge your Commercial Kickoffs, meetings and summits**  
Virtual Webinar
- **Don't want to wait?** Many case studies are available right now just contact your local BTSer

# Strategy made

**personal**

