

# Critical moves for Talent Leaders to deliver value in 2023

Scaling the Learning Culture to Help People Adapt

# Your BTS team today...



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# What you'll walk away with today...




**Case Studies**




**Resources from  
BTS**



**White Paper**



**Connections**



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# 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**



2

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



3

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



**Discover and learn**

**What talent leaders in leading enterprises are doing to thrive in 2023**

**Understand and act**

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# Top Priority

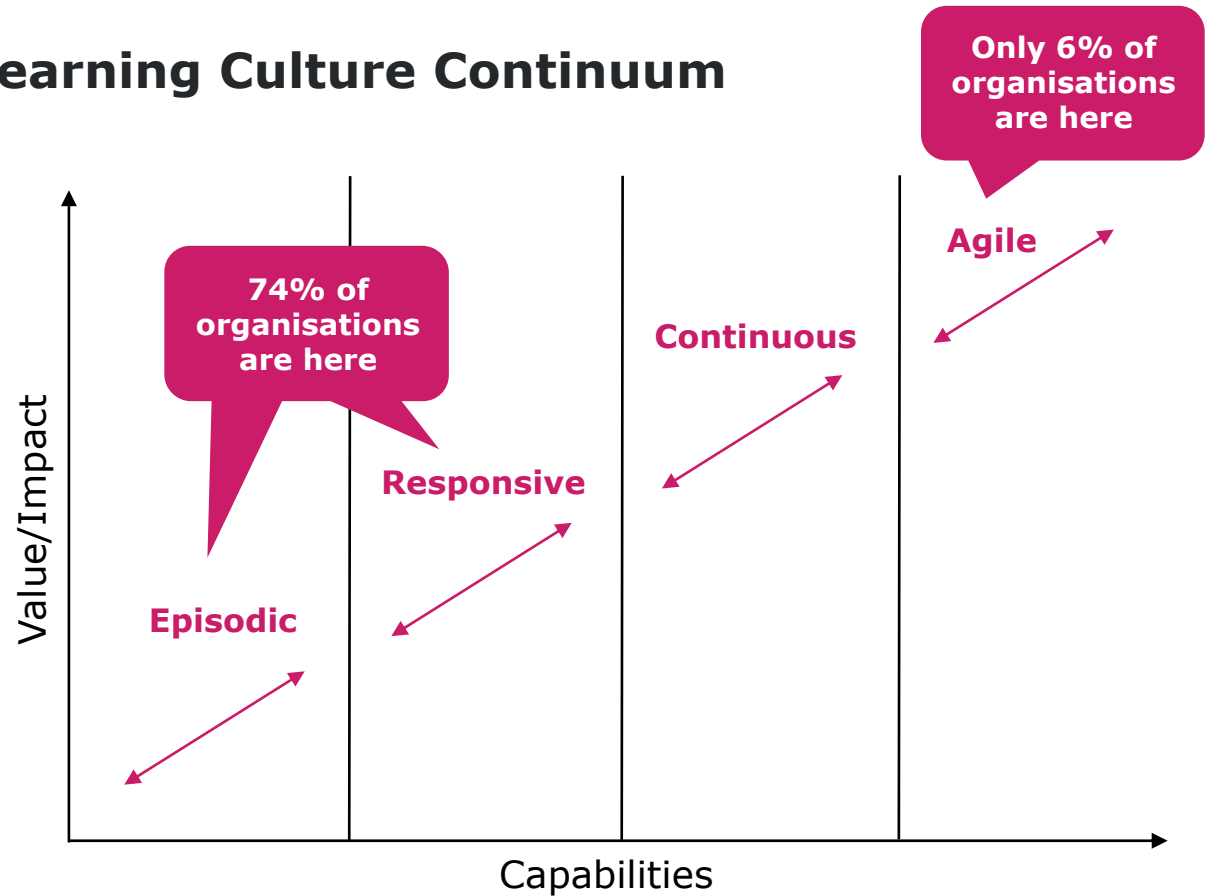
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# Poll

**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.

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





## **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 personalized learning at scale**



**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 personalized 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 a new learning culture 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



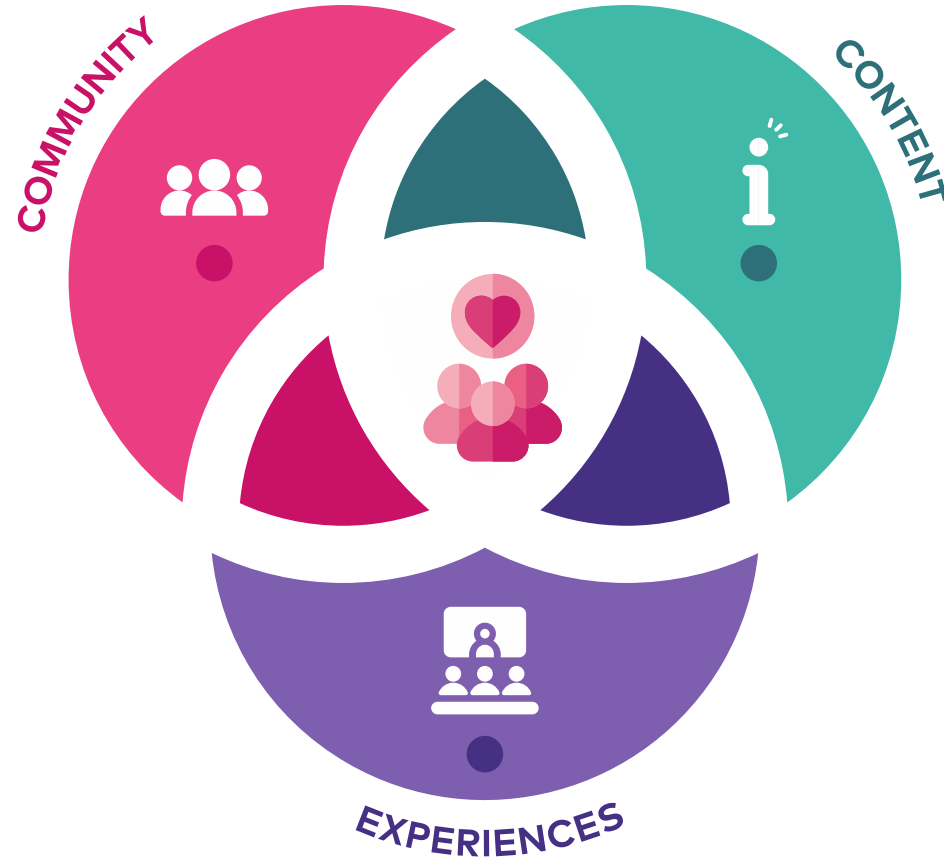
## Community + Experiences

Without content there is no common purpose



## Experiences + Content

Without community sensemaking conversations can't occur





## 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 across community, experiences and content**
- **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.



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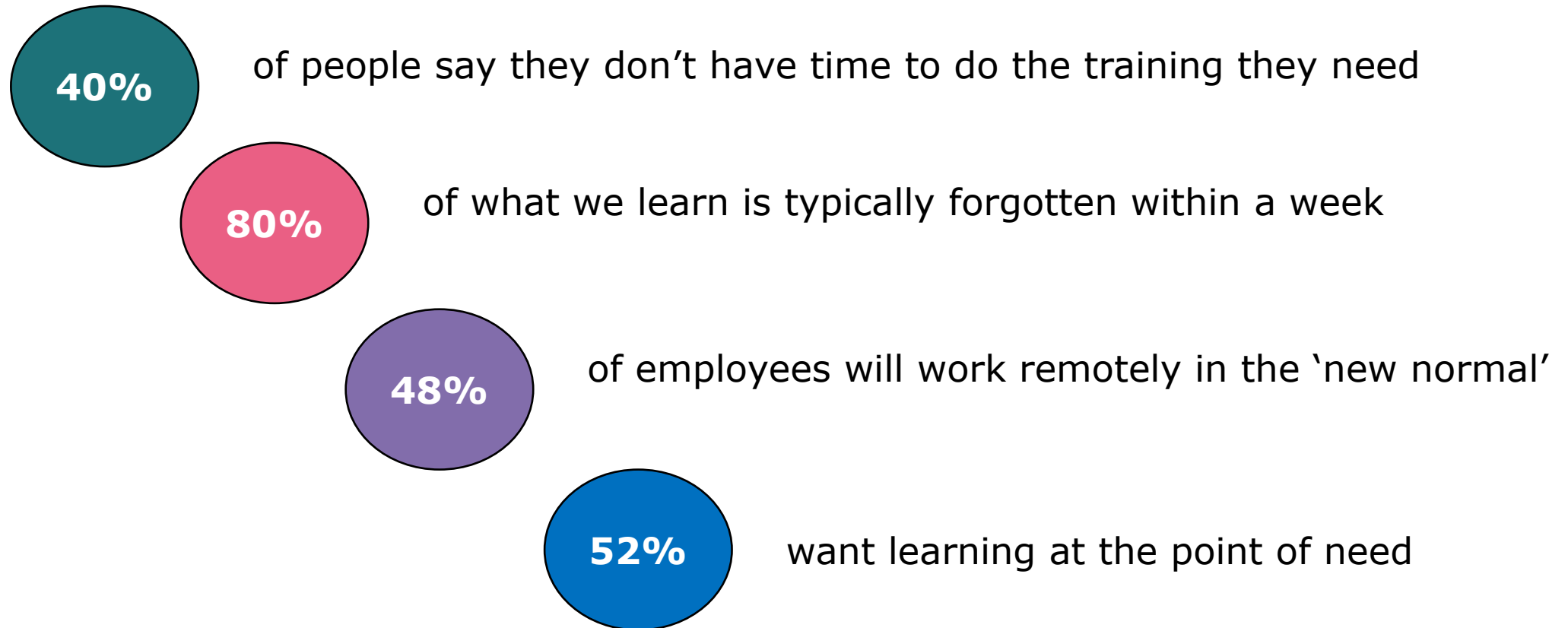


## **Key Action Trends**

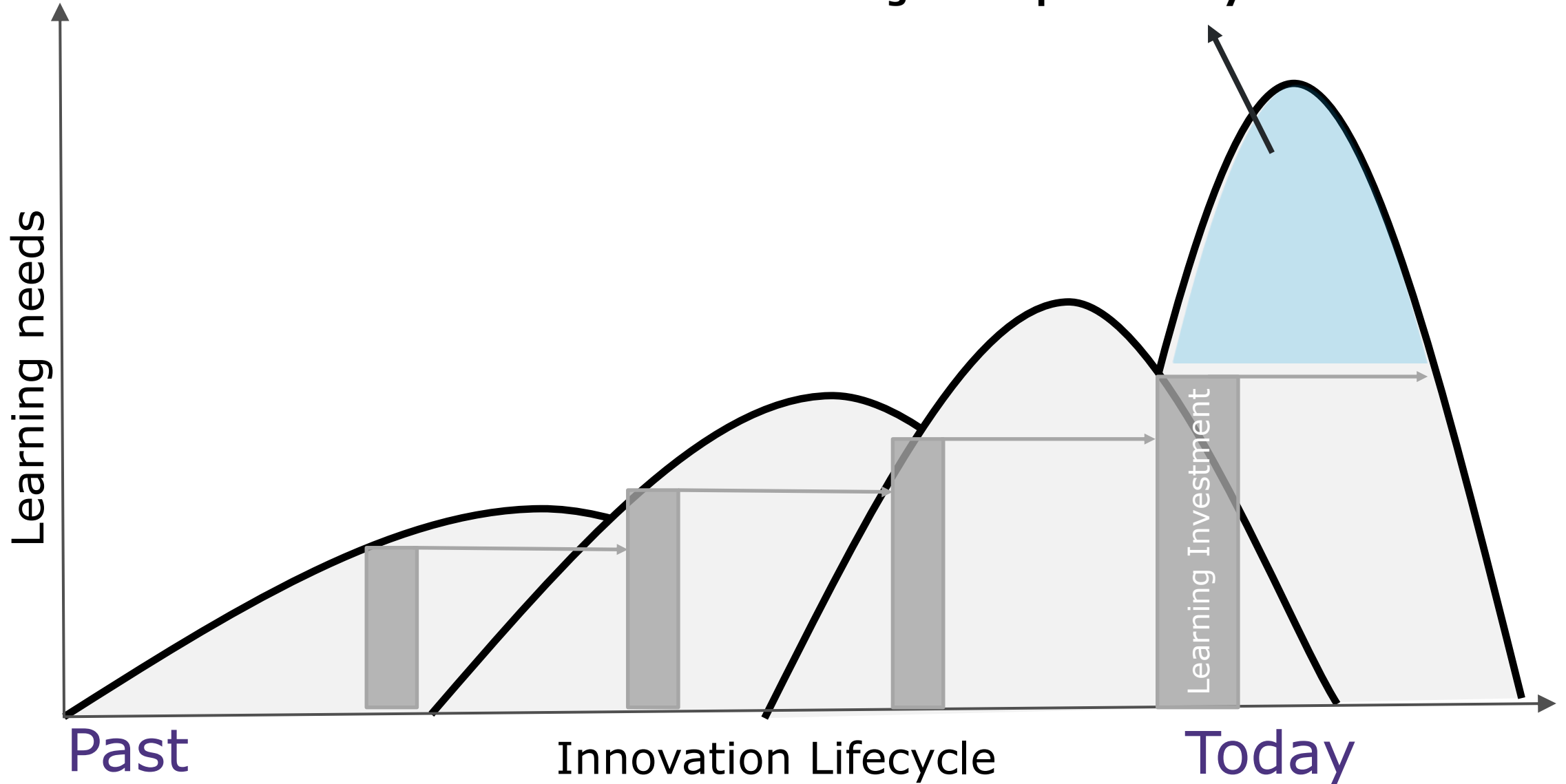
Enhance your learning culture by intentional balancing community, content and experiences

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

# Individuals and organizations 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 personalized 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** are **ever increasing**
- Learning solutions that don't represent the **resources** and **availability of leaders**
- **Learning that doesn't stick**



## Create learning ecosystem that is adaptive and agile to enable personalized 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 new ways of working as a trigger to **reinvent your learning strategy**
- **Learning technology** that **complements the learning strategy** – not the other way around

# What are leading enterprises focusing on to thrive in 2023

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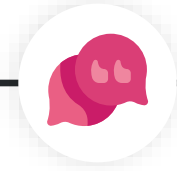
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## Thoughts we want to leave you with...

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

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**Next webinar:  
July 25**

**Register today!**



## **Culture – the missing ingredient in your strategy formulation and organizational transformation**

- Demystify the nuances of culture
- Explore how organizations can identify the unique culture attributes that, if shifted, will have the biggest impact on strategy alignment and success
- Outline the steps we can take to bring about these shifts
- Share new BTS research on organizational culture

Strategy made

**personal**

