

Deloitte.

Targeted learning solutions
Aligning learning with
business objectives



Learning: what matters most?

“Learning is like rowing upstream: not to advance is to drop back.” - Chinese proverb

In the view of the OECD: “Skills have become the global currency of 21st century economies.”¹ People are an organisation’s most important asset and constitute any firm’s ultimate competitive advantage. This is even truer for client-serving organisations in a fast-changing service economy.

But this ‘currency’ depreciates as organisational requirements and labour markets evolve, and the skills acquired yesterday are no longer sufficient for today and tomorrow. Success in this environment consists of not only recruiting and retaining the best talent but also ensuring that the workforce’s skills are developed in line with new requirements. This means providing employees with continuing opportunities to build the skills they need to anticipate and adapt to new business challenges and settings.

Despite the recognised value of skills as the new global currency, firms do not always put the most effective learning strategies and tools in place. Reliance on expensive and obsolete learning methods and tools limits the full potential of a firm’s human capital and, by extension, its productivity. Twenty-first century economic and business environments require streamlined approaches to learning that start and end with a clear understanding of the multiple ways in which adults learn. A custom-designed, cohesive model using an optimal mix of traditional and blended learning—including simulation and real-life scenarios, and technology-based and on-the-job learning—will provide your employees with the right set of upgraded skills to match current business and customer needs.

Any company, whether a medium-sized business serving its local market or a large multinational, can begin to develop a skills strategy by addressing these questions:

- **How do you manage knowledge in your organisation and share it efficiently?**
- **How do you reduce redundancy and drive consistency of learning operations? How do you deliver a consistent, quality experience to learners across the organisation?**
- **What is the most effective way to create learning pathways that are relevant to employees’ needs?**
- **What design approaches have staying power? Where will the immediate and long-term impact of learning be applied?**

“An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”
– Jack Welch

¹OECD Skills Strategy: The pathway of choice. OECD Observer no. 290-291. 2012

Aligning learning strategies to business objectives

“Learning is not compulsory... neither is survival.” -
W. Edwards Deming

As the pace of change continues to accelerate, organisations face increasing pressures to develop the workforce’s capacity to support evolving business objectives. And as firms continue to seek ways to improve workforce retention and productivity, learning and development gain strategic importance. The more closely organisations are able to align learning strategies with corporate goals, the more value they will be able to deliver to their clients.

Organisations that do invest heavily in workforce development and training—especially in the service industry or client-facing activities—tend to treat learning in the same way as other investments: the organisation expects a return in terms of improved customer satisfaction, higher sales, improved productivity, an overall increase in the bottom line, or better regulatory compliance. Smart learning policies and strategies deliver measurable results. As such, appropriate plans need to be made and accountability measured over both the short and long term.

Since skills training is no longer a “nice to have” extra but an essential part of a business’s competitive advantage, it needs to be embedded in the workplace culture and routine throughout the employee lifecycle. Deloitte can assist you in making this a reality in your organisation.

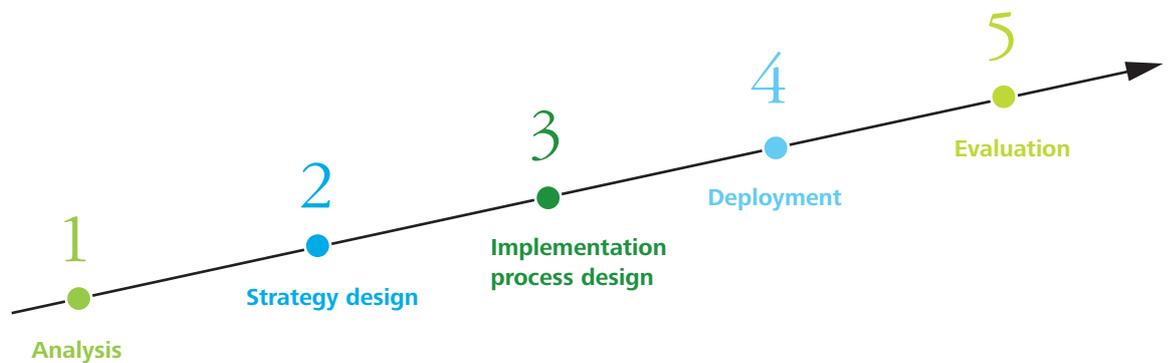
Deloitte’s added value for aligning your business and learning strategies:

- First-hand knowledge and understanding of industry-specific business challenges
- Solutions tried, tested, and proved across multiple industries
- A hands-on approach
- Creative learning solutions that go beyond traditional classroom instruction to include blended learning, social learning, and new technologies
- Expert advice on accountability measures and evaluation tools to account for training and development investments



Our learning and training continuum

Deloitte provides integrated solutions across the continuum of organisational learning. Our service offering is structured around five different phases: analysis, strategy design, implementation and process design, deployment and evaluation. To each phase we bring deep industry experience, subject knowledge, and instructional design and development know-how. Our activities include carrying out gap and cost-benefit analyses, designing learning strategies, implementing processes for evaluating programmes and providing overall feedback, as well as developing learning content. We have the experience and capabilities to support initiatives both large and small. We don't just give you advice—we also help with implementation.



Review organisational learning governance, structures and needs

- 'As is' assessment
- Priority action plans
- Roadmap of learning and development activities
- Strategic priority identification
- Gap analysis
- Cost-benefit analysis
- Learning business case

Perform detailed strategic analysis of learning governance, structures and needs

- Alignment of learning strategy to business
- Review of learning governance structure
- Design of learning organisation
- Scenario development

Design roles and develop processes within the learning function and other structures

- Role descriptions: Training professional within services
- Process descriptions: Policies and procedures
- Learning vendor rationalisation
- Curriculum rationalisation

Implement the strategy and deliver learning services

- Training for training professionals and training stakeholders
- Content development framework
- Evaluation framework

Roll out and evaluate processes

- Design of evaluation programme
- Feedback cycle: conduct surveys, interviews, and/or observations to identify areas for troubleshooting

Our commitment—your benefits

We work with internal as well as international first-class learning and instructional design experts experienced in helping firms successfully address their learning challenges. We use tried and tested methodologies to design on-point learning strategies and develop a comprehensive range of learning activities, including interactive awareness-raising seminars, workshops, traditional and virtual classrooms, e-learning and performance support.

As part of our longstanding commitment to quality client services we offer fine-tuned analysis and tailored solutions for the diverse needs of your organisation. Our consultants can shape employees' development experiences to help serve the most complex needs of the business.

Deloitte Learning solutions	
General benefits for the organisation	General benefits for employees
<ul style="list-style-type: none"> • Alignment of learning strategies with business objectives • Upgrading of workforce skills to meet evolving organisational requirements • Cost saving through better planning and learning governance • Time saving through better time management and more efficient learning processes 	<ul style="list-style-type: none"> • Keeping up-to-date with industry trends • Better professional career development possibilities • Greater job satisfaction and retention rates • Increased commitment to the organisation and its goals

Deloitte Learning solutions/Specific benefits	
1. Analysis	<ul style="list-style-type: none"> • Greater understanding of learning and professional development needs—competency gaps, learning environments, learner characteristics—allowing for more informed decision making • Greater understanding of the costs and benefits of different learning strategies and solutions for better budgetary management • Greater insight into industry best practices
2. Strategy design	<ul style="list-style-type: none"> • Closer alignment of the learning offering with business objectives, organisational culture and corporate competencies • More effective learning governance and structures to reflect organisational needs • Greater cohesion of different development activities to leverage synergies and enhance cost-effectiveness
3. Implementation and process design	<ul style="list-style-type: none"> • Clearly-defined processes and learning professional roles to facilitate efficient deployment • Enhanced matching of the learning offering to key workforce competency gaps
4. Deployment	<ul style="list-style-type: none"> • Tailor-made learning solutions—e-learning, blended learning, m-learning—to suit the organisation's profile and requirements • More relevant and engaging learning activities that enhance training effectiveness • Customised, high-quality training materials and other learning resources for use in formal and informal learning settings • Dynamic and experienced trainers and course facilitators
5. Evaluation	<ul style="list-style-type: none"> • User and participant feedback for continuous improvement in the training offering • Measurable indicators for performance tracking, calculating return on investment, and evaluating the immediate and long-term impact

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