

Strategic Learning and Development: CIPD-Aligned Course

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Strategic learning and development is the practice of planning, building and evaluating how an organisation's people gain the capabilities its strategy needs, from needs analysis through design and delivery to measured impact. This 2-week course is for HR and L&D professionals, team leaders and executives who own capability building, and its final deliverable is a corporate learning strategy with a competency map, a needs analysis and an evaluation dashboard.

Introduction

The course rests on three references. The CIPD Profession Map describes the knowledge and behaviours expected of people professionals, including those in learning and development. Kirkpatrick's Four Levels of Evaluation, covering reaction, learning, behaviour and results, structure how impact is judged, extended by return on investment analysis. Andragogy, Malcolm Knowles's theory of adult learning, explains how experienced professionals learn best. The level is advanced practitioner, and the two weeks give extended practice in strategy, design and evaluation through case studies, simulations and a capstone strategy.

Course Objectives

- Distinguish training from learning and development and explain how each supports business strategy
- Apply training needs analysis at organisational, team and individual levels to set learning priorities
- Apply competency frameworks to map capability gaps and plan how they will be closed
- Compare classroom, digital, blended and gamified learning and select a delivery mix for a learning need
- Interpret evaluation results at Kirkpatrick's four levels and justify an ROI estimate for a learning initiative
- Apply leadership, reward and performance systems to build a lasting learning culture

Target Audience

- L&D managers and heads of learning, who must decide which capability gaps the learning budget addresses first
- HR business partners, who must judge how learning initiatives support talent and performance goals
- Talent and organisational development specialists, who must select competency frameworks and development routes
- Team leaders and executives sponsoring capability building, who must assess whether learning investments deliver results
- Learning designers and facilitators moving into strategic roles, who must choose delivery methods and technologies

A graphic of a chessboard with several chess pieces (a king, a queen, a rook, and a knight) in gold and silver, positioned on the board. The text 'UK Training PARTNER' is overlaid on the right side of the board.

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Course Outline

Day 1: L&D Strategy and the Learning Cycle

- Training vs Learning and Development: Short-Term Skills Compared with Long-Term Capability
- Strategic Importance of L&D: Links Between Learning Investment and Business Performance
- Evolution of Workplace Learning: From Classroom Courses to Digital Learning Ecosystems
- The Full L&D Cycle: Needs, Design, Delivery and Impact Evaluation Stages
- Learning Strategy Case Studies: Lessons from Organisations in Several Sectors

Day 2: Organisational Capability and Competencies

- Skill Gaps vs Capability Gaps: Individual Shortfalls Compared with Organisational Weaknesses
- Linking L&D to Business Outcomes: Objective Mapping and Performance Indicators
- Competency Framework Design: Levels, Behaviours and Evidence for Each Role Family
- Workforce Skill Gap Closure: Options to Build, Hire or Redeploy Talent
- Competency Mapping Exercise: Aligning Role Competencies to Strategic Goals

Day 3: Training Needs Analysis

- Organisational vs Team vs Individual TNA: Three Levels of Needs Analysis
- TNA in Workforce Planning: Connecting Learning Priorities to Future Workforce Needs
- Data Collection Methods: Surveys, Interviews, Performance Metrics and KPIs
- From Business Problem to Learning Priority: Separating Learning from Non-Learning Causes
- TNA Model Exercise: Building a Needs Analysis Template for an Organisation

Day 4: Learning Design

- Learning Objectives vs Learning Activities: Intended Outcomes Compared with Methods Used
- High-Impact Design Steps: Analysis, Sequencing, Materials and Pilot Testing
- SMART Learning Objectives: Writing Measurable Outcomes for Each Initiative
- Experiential and Participatory Methods: Case Work, Role Play and Action Learning
- Training Plan Exercise: Building a Complete Plan with Timings and Resources

Day 5: Facilitation and Adult Learning

- Andragogy vs Pedagogy: Adult Learning Principles Compared with Child-Focused Teaching
- Engaging Modern Learners: Techniques for Classroom and Virtual Sessions
- Facilitating Group Dynamics: Managing Participation, Energy and Difficult Behaviour
- Questioning and Feedback in Facilitation: Deepening Reflection and Transfer to Work
- Mini Learning Intervention Practice: Delivering a Session and Receiving Peer Feedback

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Day 6: Digital Learning Transformation

- E-Learning vs Microlearning vs Mobile Learning: Formats, Uses and Limits
- AI-Powered Learning Systems: Recommendations, Adaptive Paths and Content Support
- Learning Management Systems: Selecting, Implementing and Managing an LMS
- Blended Learning Design: Combining Digital and Face-to-Face Elements Coherently
- Digital Module Exercise: Designing a Basic Online Learning Module

Day 7: Gamification and Experiential Learning

- Gamification vs Game-Based Learning: Game Elements Compared with Full Learning Games
- Motivation and Engagement Mechanics: Points, Challenges, Feedback and Progress Loops
- Simulation-Based Learning: Designing Immersive Practice for Real Work Decisions
- Virtual Collaboration Tools: Supporting Experiential Learning in Distributed Teams
- Gamified Challenge Exercise: Developing a Training Challenge for One Audience

Day 8: Measuring Learning Effectiveness and ROI

- Reaction and Learning vs Behaviour and Results: Kirkpatrick Levels Compared
- Applying Kirkpatrick's Four Levels: Instruments and Timing for Each Level
- Training ROI Calculation: Isolating Effects, Monetising Benefits and Comparing Costs
- Learning Analytics: Evidence-Based Decisions from Learning and Performance Data
- L&D Performance Dashboard Exercise: Building Indicators for Learning Leaders

Day 9: Building a Learning Culture

- Learning Culture vs Training Compliance: Habitual Learning Compared with Mandatory Attendance
- Leadership's Role: Managers as Sponsors, Coaches and Role Models for Learning
- Integrating L&D with Performance and Talent Systems: Reviews, Succession and Careers
- Recognition and Reward: Reinforcing Learning Behaviour Through Incentives and Visibility
- Learning Organisation Case Discussion: Practices from Organisations That Sustain Learning

Day 10: Corporate Learning Strategy Practice

- Reskilling vs Upskilling: New Roles Compared with Deeper Current Capability
- Future of Learning: AI-Driven Adaptive Learning and Lifelong Learning Trends
- Strategy Integration Exercise: Applying Competency, TNA and Evaluation Work Together
- Strategy Presentations and Peer Review: Applying Feedback to Draft Strategies
- Corporate Learning Strategy: Completing the Competency Map, TNA and Evaluation Dashboard

Skills You Will Gain

- Training Needs Analysis
- Competency Framework Design
- Learning Objective Writing
- Adult Learning Facilitation
- Blended Learning Design
- LMS Selection
- Kirkpatrick Evaluation
- Training ROI Analysis

Why Attend This Course

- From running courses on request to setting learning priorities from organisational, team and individual needs analysis
- From one delivery format for every need to choosing between classroom, digital, blended and gamified learning
- From counting attendance to evaluating behaviour change, results and return on investment
- From disconnected initiatives to a corporate learning strategy with a competency map, needs analysis and evaluation dashboard

Conclusion

Strategic learning and development turns an organisation's strategy into the capabilities its people need, then checks whether learning has changed what they do. The course makes three distinctions clear: training against learning and development, skill gaps against capability gaps, and reaction measures against behaviour and results. Over two weeks it suits HR and L&D professionals and sponsoring leaders who need extended practice in strategy, design and evaluation rather than a one-week introduction.

Course FAQs

What is strategic learning and development?

Strategic learning and development is the planned building of workforce capability in line with business strategy, covering needs analysis, competency frameworks, learning design and delivery, learning culture and evaluation of impact and return on investment.

What is the difference between training and learning and development?

Training usually addresses a specific skill needed now, often through a course. Learning and development is broader and longer term, combining courses, digital learning, coaching and on-the-job experience to build the capabilities the organisation will need.

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A graphic illustration of a chessboard with several chess pieces. A large gold king piece is prominent in the foreground, with a silver pawn and a gold pawn nearby. The board is checkered, and there are concentric circles in the background.

Which models does the strategic learning and development course follow?

The course follows the CIPD Profession Map for L&D practice, Kirkpatrick's Four Levels of Evaluation with ROI analysis for measuring impact, and andragogy for designing and facilitating adult learning.

Is the strategic learning and development course right for an HR business partner?

Yes. HR business partners learn to link learning priorities to talent and performance goals, read evaluation data and advise leaders on which capability investments to make.

What do delegates produce in the strategic learning and development course?

Delegates produce a corporate learning strategy containing a competency map, a training needs analysis, a delivery mix and an L&D evaluation dashboard, presented for peer review at the close of the course.

A graphic of a chessboard with several chess pieces (a king, a queen, and a pawn) on it, set against a background of concentric circles.

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