

# REINVENTING THE CLO

The strategic shift  
needed to earn influence  
at the top table

Cathy Hoy, CLO100



# ABOUT CLO100



Obtain your  
Executive  
Certificate  
in Strategic  
Learning  
Leadership

**CLO100**  
The Home of  
Learning Leaders

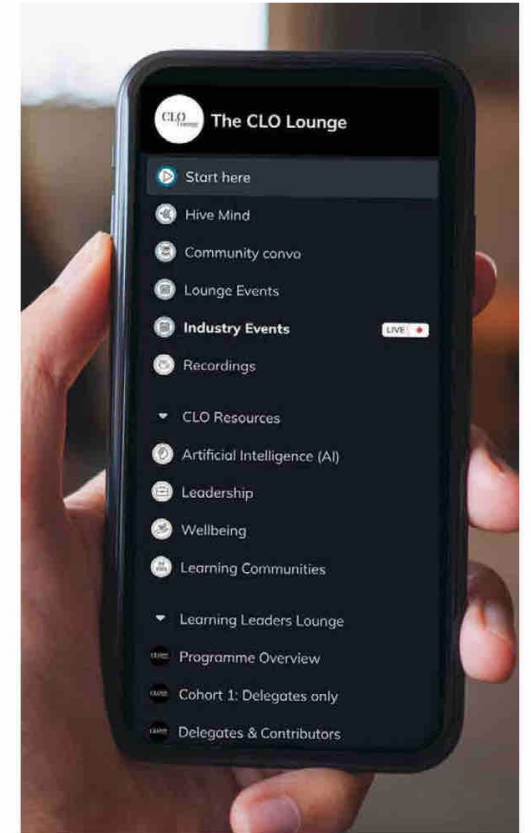
## THE LEARNING LEADERS PROGRAMME

Unleash your potential as  
a strategic learning leader



Syllabus

## CLO Community Membership





# OUR JOURNEY TODAY



Explore what it means to have a 'seat at the table'

Discuss the importance of aligning L&D with the business – 5 top tips

Explore how we can anticipate skill gaps, by predicting the future

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# THE ROLE OF THE CLO

A CLO is responsible for enhancing workforce capabilities and improving business performance.

Employee Development = Increase in Performance = Business Growth



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# HAVING A SEAT AT THE TABLE

*"It's literal for me, it's being at the table with the C-Suite. It's vital for us to be there; the People Policy has to support the Business Strategy."*

*"Whilst the more traditional seat is where the money and power sits, I also think it is important to have a seat where your learners are. Know them and know them well."*

*"A 'seat' at the table means we have more power and can influence business decisions as well as be seen as a partner"*

Data from CLO Community Members

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# HAVING A SEAT AT THE TABLE

"A situation in which someone is included in a discussion and can influence any decisions that are taken"



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# HAVING A SEAT AT THE TABLE

Strategic Influence

Decision Making

Resource Allocation

Proactive Approach

Visibility and Communication

ALIGN L&D  
GOALS WITH  
BUSINESS  
OBJECTIVES







# 5 STEPS TO TAKE

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# 1. DEVELOP BUSINESS ACUMEN



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# ACTION

**Understand the Industry:** Gain a deep understanding of the industry, market trends, and the competitive landscape.

- Industry reports and publications
- Follow relevant industry thought leaders on LinkedIn.
- Engage with industry associations and memberships.

**Speak the Language:** Be able to discuss L&D plans and outcomes in terms of business impact, financial metrics, and strategic advantage.

- Work closely with other departments
- Participate in industry-specific workshops, and seminars.



## 2. LEVERAGE DATA AND METRICS





# ACTION

**Measure Impact:** Implement metrics and analytics to measure the effectiveness of L&D programs in terms of performance improvement, productivity, and contribution to business outcomes.

**Communicate results:** Regularly share these results with leadership, using data to tell compelling stories about how L&D initiatives contribute to the bottom line.



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### 3. BUILD RELATIONSHIPS WITH STAKEHOLDERS



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# ACTION

**Identify Key Stakeholders:** Determine who in the leadership team and across departments are key stakeholders for L&D.

- Define Stakeholder Criteria
- Map the Organization
- Assess Influence and Interest

**Engage and Collaborate:** Regularly engage with these stakeholders to understand their needs, challenges, and how L&D can support their objectives.

- Develop Engagement Plans



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## 4. MARKET AND COMMUNICATE LEARNING





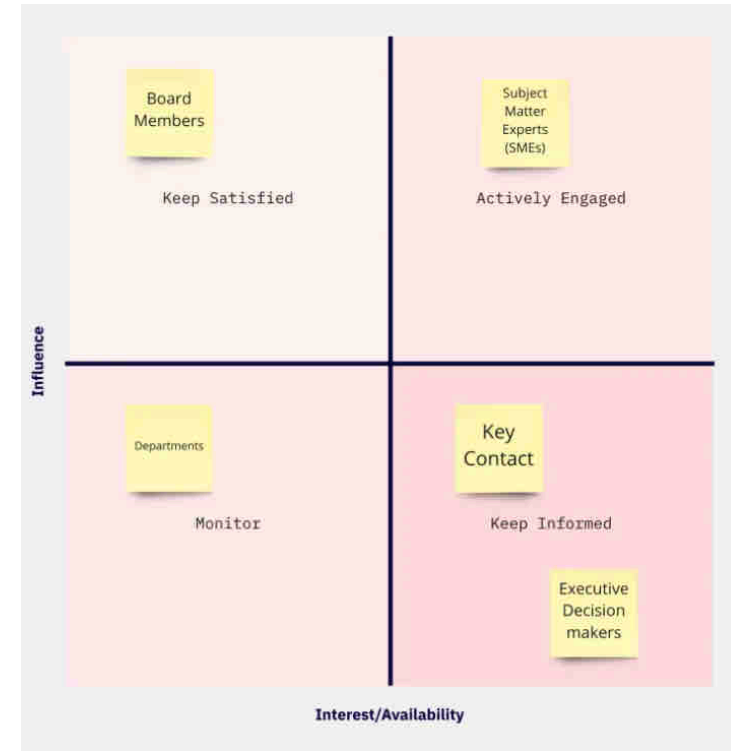
# ACTION

**Tailor Communication:** Understand the priorities and concerns of the executive team and tailor communication to address those points.

**Visibility:** Increase the visibility of L&D successes and initiatives through regular updates, presentations, and reports to the leadership team.

**Showcase Success Stories:** Share examples of individuals who have grown and succeeded within the organization due to L&D efforts.

**Elevate Perception:** Shift the perception of L&D from a cost center to a strategic partner capable of driving significant business results.



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## 5. ANTICIPATE FUTURE SKILL AND CAPABILITY NEEDS





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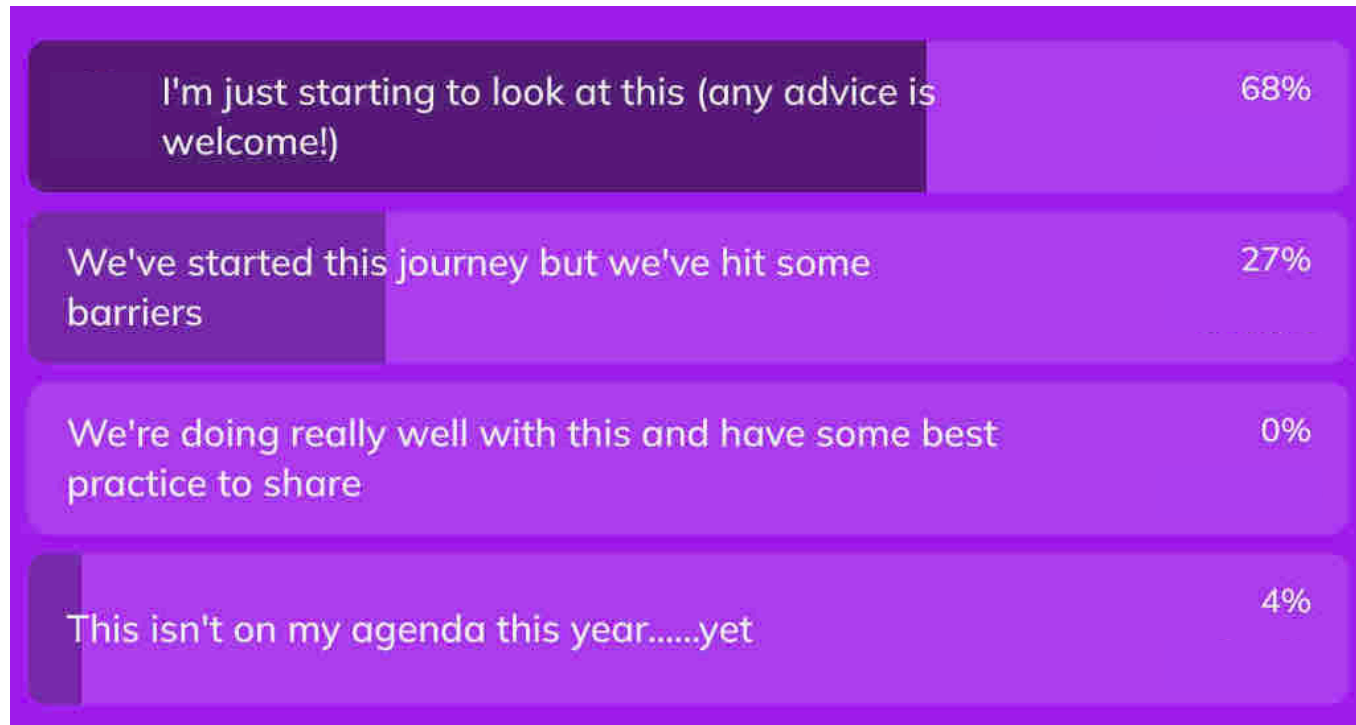
# ACTION

Anticipate business needs and propose L&D solutions that address future challenges and opportunities.



# SKILL GAP ANALYSIS

Where are you in your journey to identify and address skills gaps?

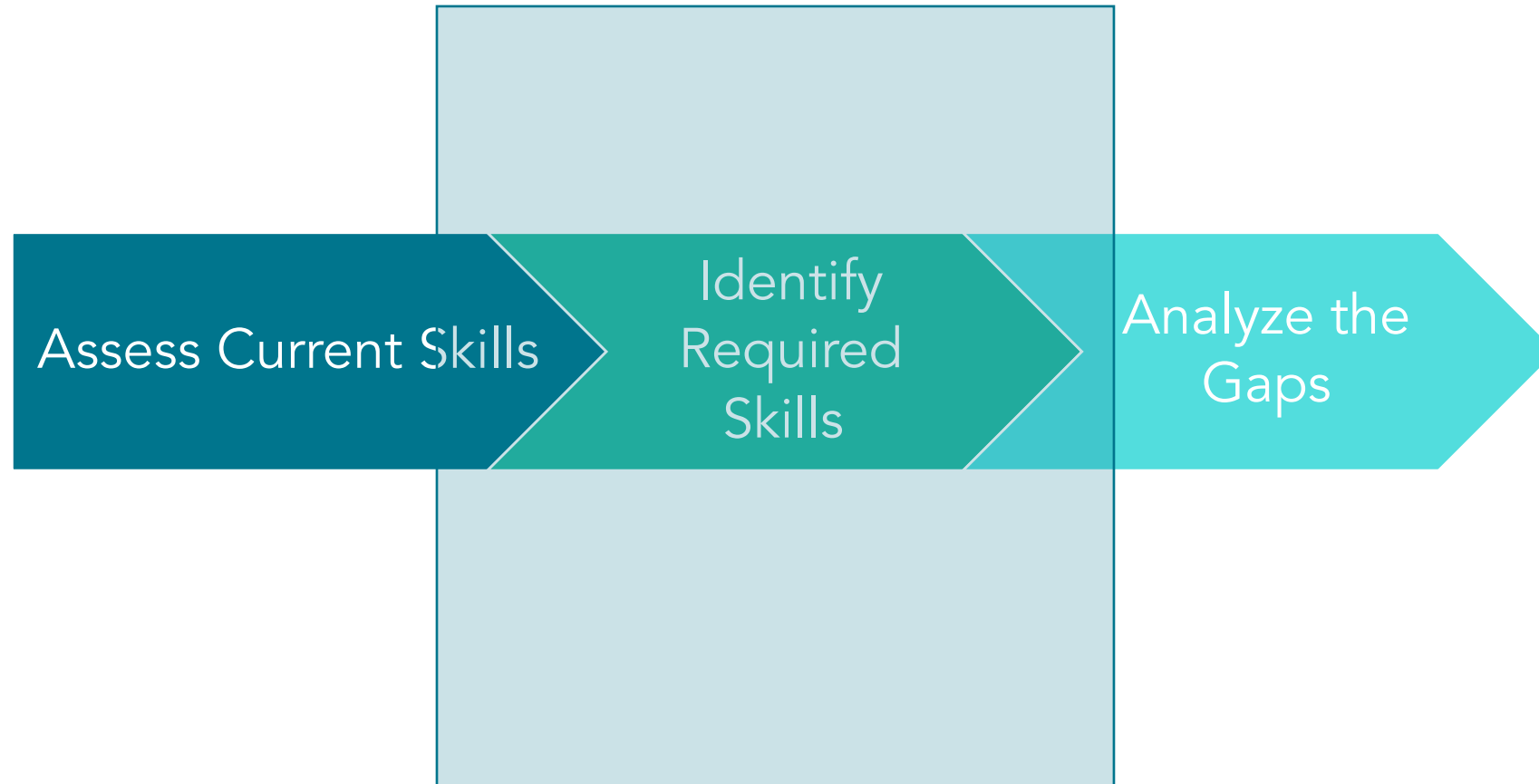


Data from CLO Community Members



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# SKILL GAP ANALYSIS



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# MEGATRENDS





Technological  
Advancements

Demographic Shifts



Globalization and Geopolitical  
Changes

Environmental Sustainability  
and Climate Change



Social and Economic Shifts

# LEVERAGING MEGATRENDS

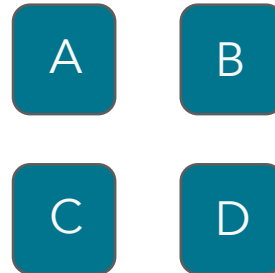
## SCENARIO PLANNING



Identify driving  
forces



Identify  
uncertainties



Develop plausible  
scenarios



Discuss  
implications and  
paths





## Find your Megatrends path

Work through these five brief questions and emerge with a vision of your company's future.

At the end of this two minute survey, your personalized look at the EY Megatrends will be revealed, alongside curated content to support your transformation journey.

[Start now](#)



EY Megatrends pathfinder

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# 5 STEPS

1. Develop business acumen
2. Leverage data and metrics
3. Build relationships with stakeholders
4. Market and communicate
5. Anticipate future skill/capability needs

WHERE WILL  
YOU NEED TO  
DEDICATE  
MOST OF YOUR  
ENERGY?



# OUR JOURNEY TODAY



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We've explored how we can anticipate skill gaps, by predicting the future