Meet your speaker

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Despite our best efforts, many of us feel L&D is **stuck in a loop.**

The 3 challenges facing L&D teams

01.

Our value is unclear—it's too difficult to answer: "What's the impact of L&D?"

02.

Engagement is low—learners aren't using what's provided.

03.

Skills gaps are widening—and it's hard to keep track of skills in the organization.

L&D maturity

Ensuring your organization has a maturing L&D function offers numerous benefits, including:

- Demonstrating the **impact** of L&D on both employees and the organization

- Positioning L&D as a **strategic partner** in achieving business goals

- Driving **employee growth** and development, fostering a skilled and engaged workforce.

However

75% of learners can clearly see the **impact** their L&D team makes on the organization.[1]
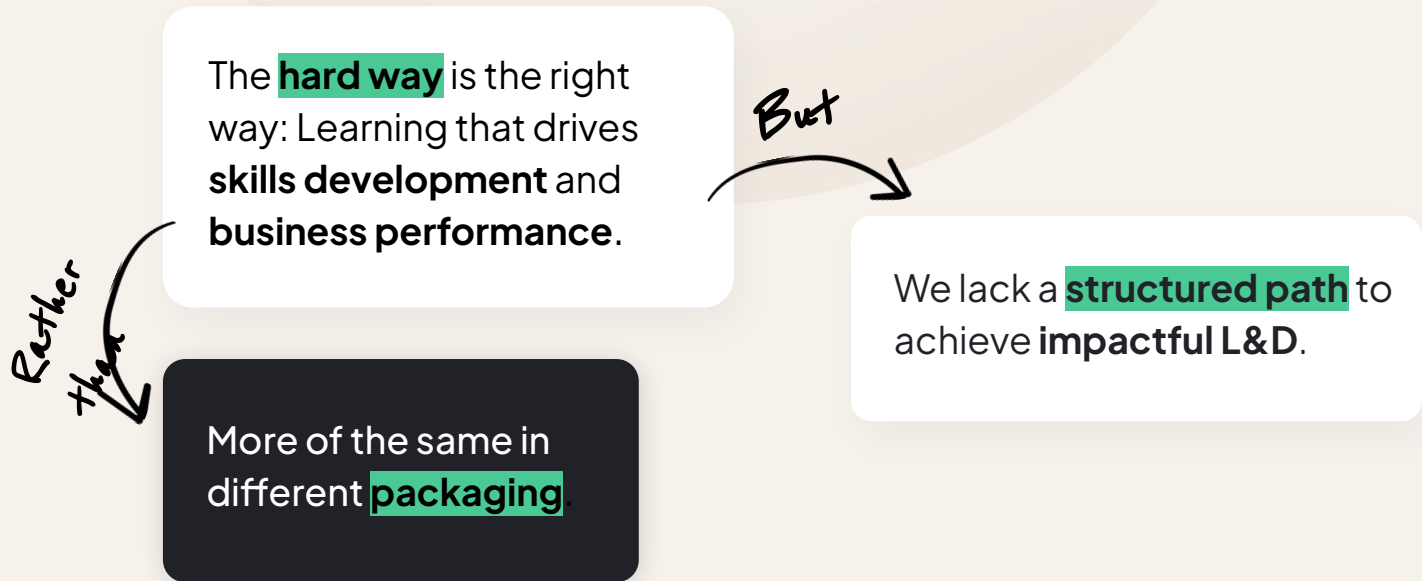
78% of leaders report some extent of **skills shortage** within their organization.[2]

57% of employees don't have **career visibility** on their next move.[3]

Moving from reactive to strategic L&D isn't just a mindset shift—it's a process.

The **hard way** is the right way: Learning that drives **skills development** and **business performance**.

But

Rather than

More of the same in different **packaging**.

We lack a **structured path** to achieve **impactful L&D**.

The L&D Maturity Model

The framework L&D has always wanted but never had.

Assess where your L&D function stands, where it needs to go, and how you can take it to the next level. The framework includes:

- ✅ KPIs to measure
- ✅ An interactive self-assessment
- ✅ Upskilling resources

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Select your level

Reactive ○ Select
There is no alignment between L&D and leadership. L&D is considered a cost center.
KPI: Leadership does not meet with L&D

Proactive ✅ Selected
Leadership needs L&D to fulfill training needs identified by business leaders
KPI: Leadership does not meet with L&D

Impacting ○ Select
Leadership looks to L&D to deliver on the promise of employee development at scale
KPI: Yearly L&D x business leardership meeting

Strategic ○ Select
Leadership looks to L&D to identify strategic opportunities where learning can advance the business strategy
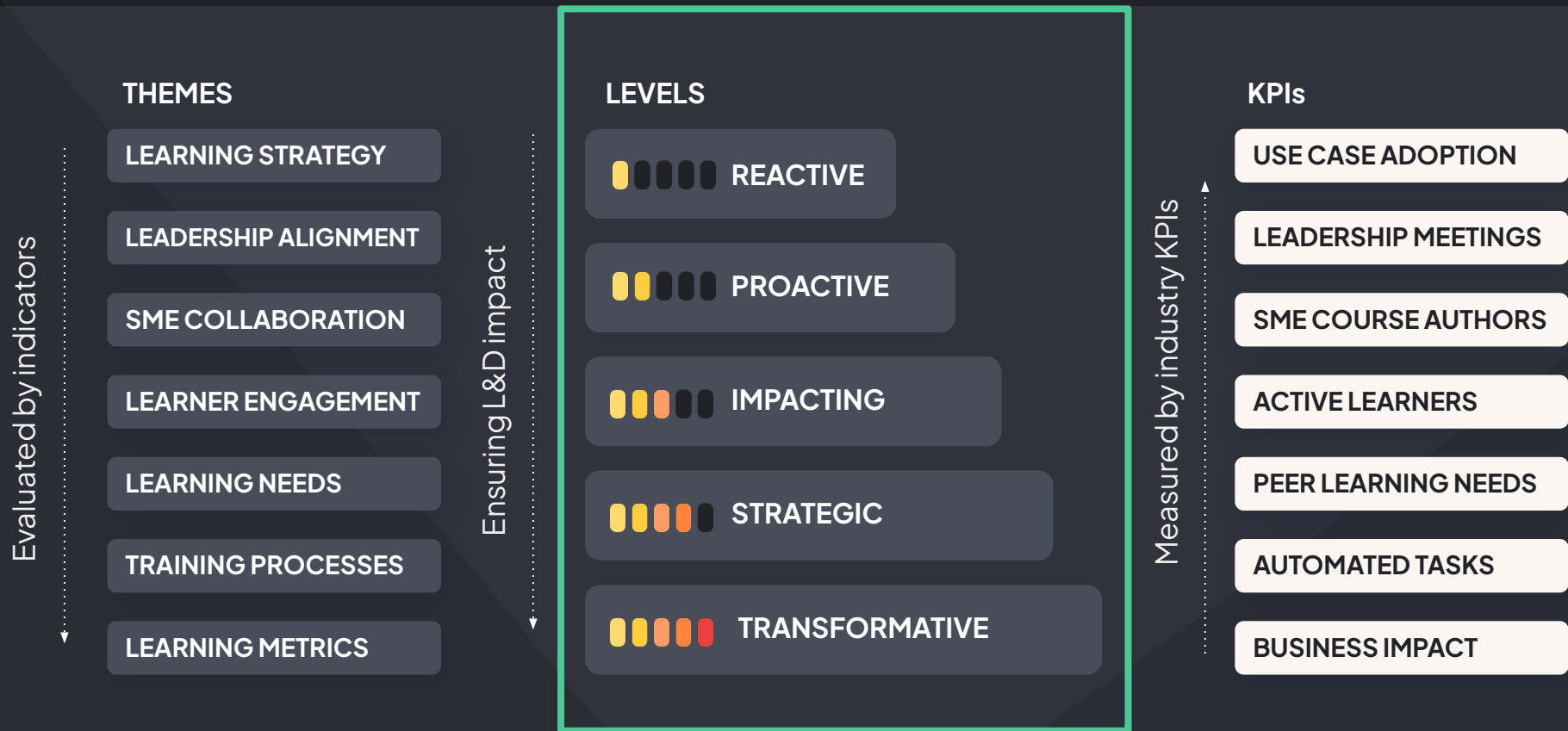KPI: Quarterly L&D x business leadership meeting
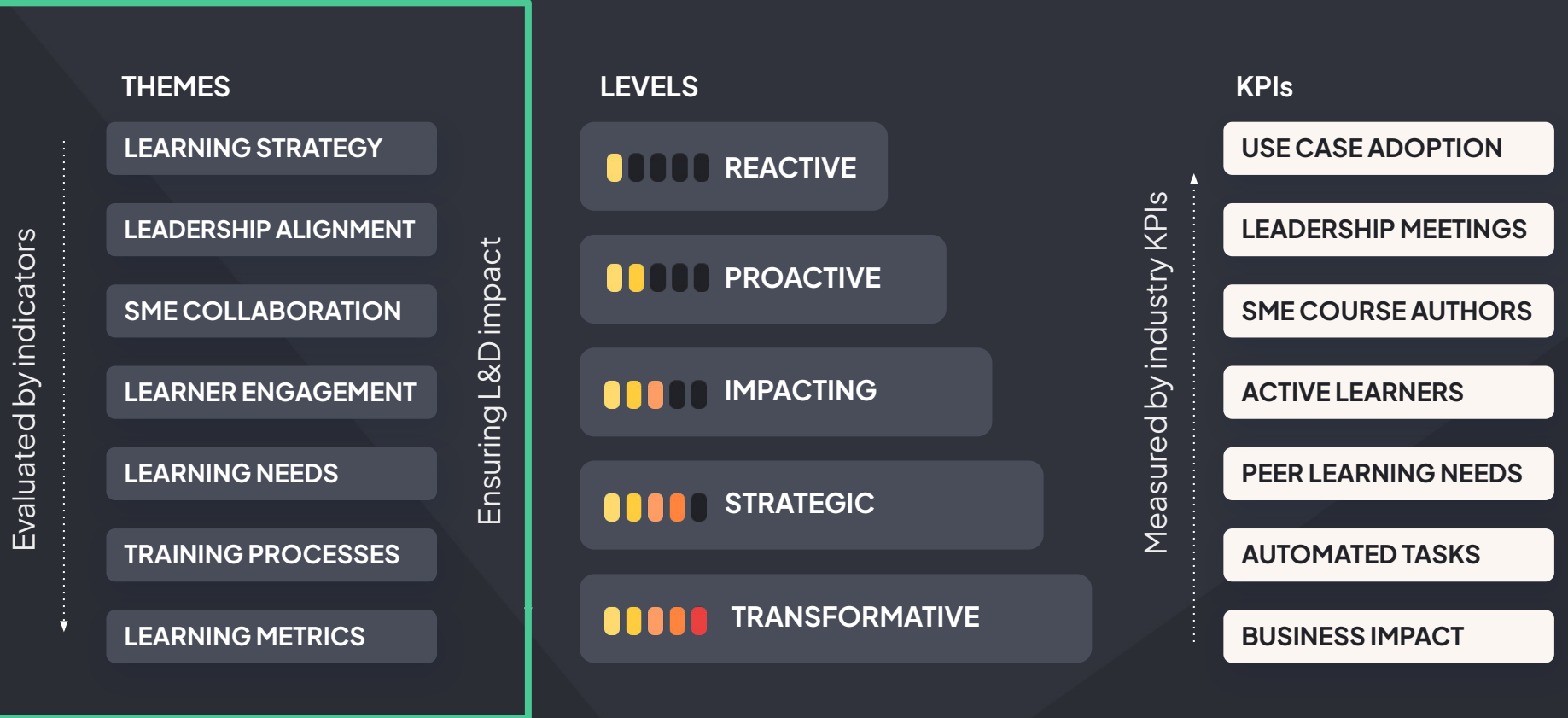
Transformative ○ Select
Leadership expects L&D to drive business performance through continuous upskilling and reskilling
KPI: Monthly L&D x business leadership meeting

The L&D Maturity Model

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THEMES

Evaluated by indicators

LEARNING STRATEGY

LEADERSHIP ALIGNMENT

SME COLLABORATION

LEARNER ENGAGEMENT

LEARNING NEEDS

TRAINING PROCESSES

LEARNING METRICS

LEVELS

Ensuring L&D impact

REACTIVE

PROACTIVE

IMPACTING

STRATEGIC

TRANSFORMATIVE

KPIs

Measured by industry KPIs

USE CASE ADOPTION

LEADERSHIP MEETINGS

SME COURSE AUTHORS

ACTIVE LEARNERS

PEER LEARNING NEEDS

AUTOMATED TASKS

BUSINESS IMPACT

The L&D Maturity Model

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THEMES

Evaluated by indicators

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Ensuring L&D impact

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SME COURSE AUTHORS

ACTIVE LEARNERS

PEER LEARNING NEEDS

AUTOMATED TASKS

BUSINESS IMPACT

Measured by industry KPIs

Where on this scale do you perceive your L&D function sits currently?

Show of hands

REACTIVE	Primarily acts as an order-taker, with minimal offerings beyond compliance training.	
PROACTIVE	Provides a standard selection of programs and content, serving as a typical L&D resource.	
IMPACTING	Offers a comprehensive curriculum of learning resources tailored to various stages of the employee journey.	
STRATEGIC	Aligns and integrates L&D initiatives with organizational goals to enhance performance and career growth.	
TRANSFORMATIVE	Embraces a skills-based, data-driven approach to deliver high-impact outcomes.	

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Where the industry is:
The average L&D practitioner

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Your self-assessment results

1 LEARNING STRATEGY

2 LEADERSHIP ALIGNMENT

3 SME COLLABORATION

4 LEARNER ENGAGEMENT

5 LEARNING NEEDS IDENTIFICATION

6 TRAINING PROCESSES
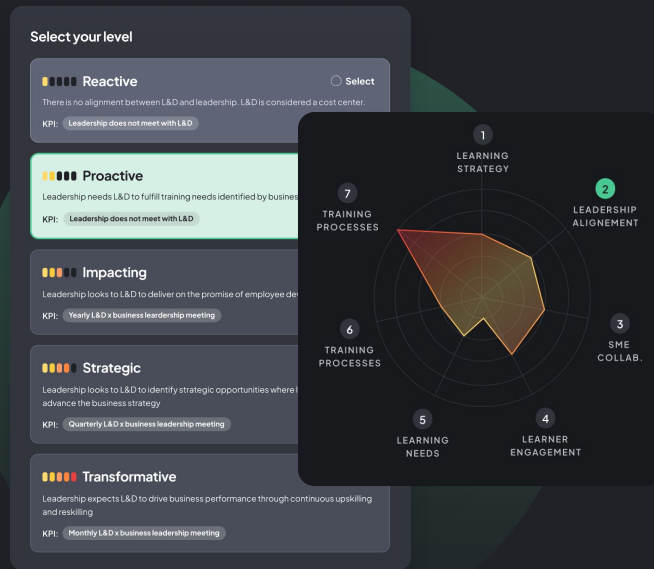
7 LEARNING METRICS

The L&D Maturity Model

By David James

Helping you get one step closer to performance-driven L&D

- **Discover** the L&D Maturity Model

- **Self-assess** your function's level for each of the 7 themes

- **Download** a curated list of resources, a copy of the full model, and your self-assessment results

360learning.com/maturity-model

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Select your level

Reactive
There is no alignment between L&D and leadership. L&D is considered a cost center.
KPI: Leadership does not meet with L&D
Select

Proactive
Leadership needs L&D to fulfill training needs identified by business
KPI: Leadership does not meet with L&D

Impacting
Leadership looks to L&D to deliver on the promise of employee development
KPI: Yearly L&D x business leadership meeting

Strategic
Leadership looks to L&D to identify strategic opportunities where L&D advance the business strategy
KPI: Quarterly L&D x business leadership meeting

Transformative
Leadership expects L&D to drive business performance through continuous upskilling and reskilling
KPI: Monthly L&D x business leadership meeting

1 LEARNING STRATEGY
2 LEADERSHIP ALIGNEMENT
3 SME COLLAB.
4 LEARNER ENGAGEMENT
5 LEARNING NEEDS
6 TRAINING PROCESSES
7 TRAINING PROCESSES

Learning strategy: where do you currently sit?

Reactive
Informal strategy

KPI: 1 core use case covered

Proactive
Generic strategy

KPI: 1–3 core use cases covered

Impacting
Employee-oriented strategy

KPI: 1–3 core and 1–3 business use cases covered

Strategic
Business-oriented strategy

KPI: 3+ core and 3+ business use cases covered

Transformative
Skills-based learning strategy

KPI: 3+ core, 3+ business, and 1–3 skills use cases covered

Leadership alignment: where do you currently sit?

Reactive

No alignment between leadership and L&D. L&D is a cost center.

KPI: Leadership does not meet with L&D

Proactive

Leadership views L&D as a support function.

KPI: Ad-hoc meetings between L&D and leadership

Impacting

Some business leaders are aligned with L&D (partner).

KPI: Yearly meetings

Strategic

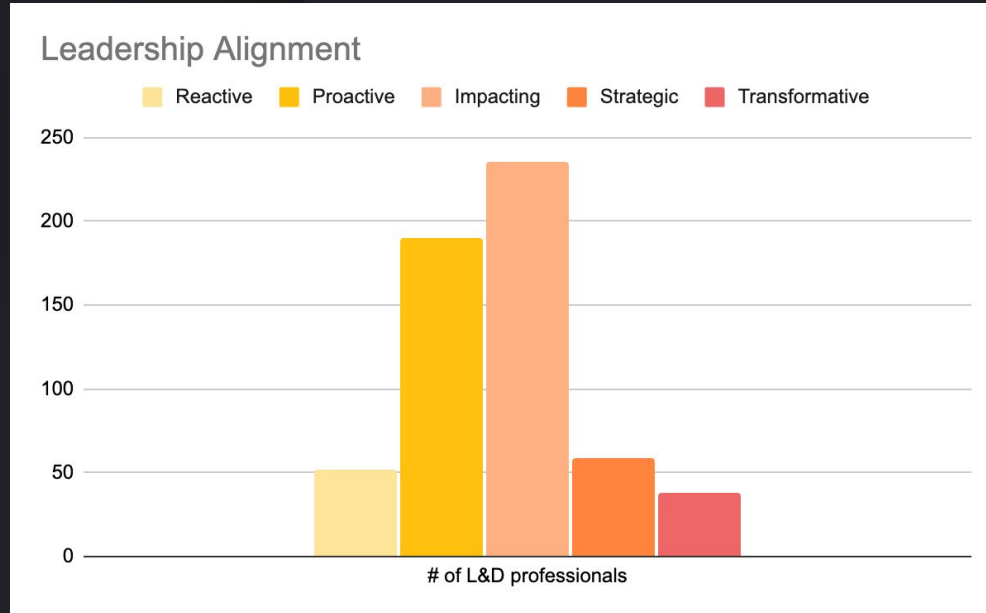All exec leaders see L&D as a strategic partner.

KPI: Quarterly meetings

Transformative

Leadership relies on L&D to drive organizational performance

KPI: Monthly meetings

SME collaboration: where do you currently sit?

Reactive

Ad-hoc knowledge sharing, but no visibility on internal SMEs inside the organization.

KPI: 0% courses created with SMEs

Proactive

SMEs only leveraged them for top-down training initiatives.

KPI: <5% courses created with SMEs

Impacting

Ongoing yet unstructured effort to identify internal SMEs & collaborate.

KPI: 5–25% courses created with SMEs

Strategic

Systematic way to identify, collaborate with, and reward SMEs who participate in course creation.

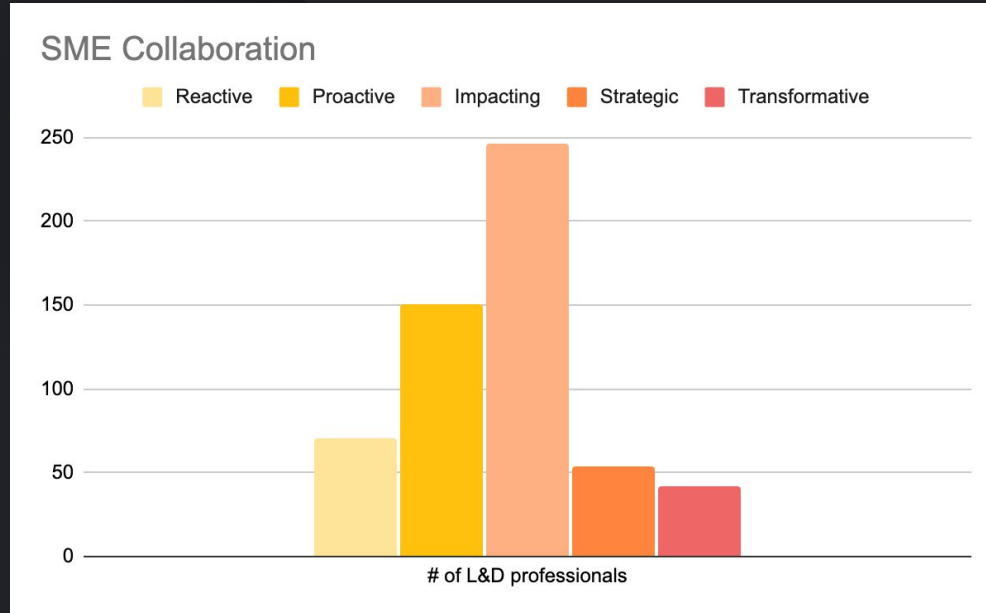**KPI:** 25–50% courses created with SMEs

Transformative

SME collaboration is a pillar of the L&D strategy, and internal SMEs play a critical role.

KPI: >50% courses created with SMEs

Where do we go from here?

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Tackling impact, engagement, and the skills crisis

Impact

The **Maturity Model** helps L&D teams move from reactive efforts to measurable **business outcomes** .

Engagement

Sustained learner engagement isn't about flashy content; it's about relevance, alignment, and practical application. In other words, **targeted L&D** .

Skills

Skills-based learning ensures employees build the **right capabilities** (and it's not the administrative headache it used to be).

Q&A

Learn from the best.
Become the best.

L&D Collective community of **4,500+ leaders** to experience **peer-to-peer support**

✓ **Get certified** in AI for L&D

✓ Stay ahead with **the #1 L&D podcast**.