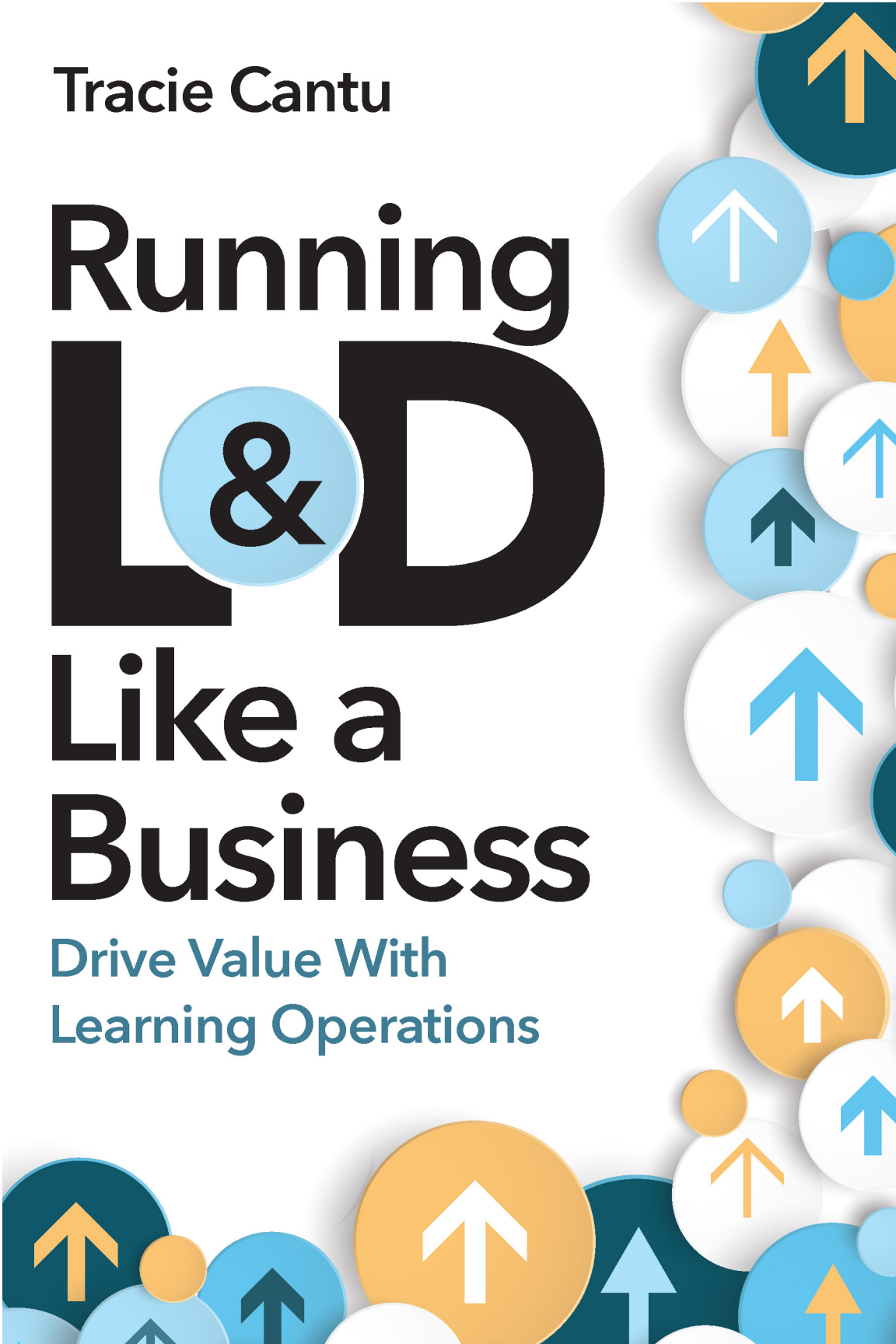


Tracie Cantu

# Running L&D

# Like a Business

Drive Value With  
Learning Operations



## **More Praise for *Running L&D Like a Business***

“This book meets busy L&D teams where they are and shows you exactly how to align with the business, ship great work faster, and tell a results story that leaders will believe.”

–**Ryan Austin**, Founder and CEO, Cognota

“If you’re stuck defending your relevance instead of driving results, this book gives you the frameworks to help your L&D team operate like the strategic business function it should be and finally prove your impact.”

–**Robyn A. Defelice, PhD**, LearnOps Whisperer and Consultant, RADLearning

“This isn’t just a book; it’s a blueprint. If you’ve ever struggled to connect your L&D work to business outcomes, Tracie’s approach will help you make that shift with confidence. Whether you’re leading a large L&D team or flying solo, *Running L&D Like a Business* offers a clear, practical road map to move from being a training provider to a strategic business partner.”

–**David Kelly**, Former Chairman and CEO, The Learning Guild

“*Running L&D Like a Business* is the playbook today’s learning leaders need to connect their strategies directly to business outcomes. Tracie Cantu shows how to transform L&D from a support function into a disciplined, data-informed business partner that drives measurable performance.”

–**Debbie Richards**, Chief Learning Advisor, Cognota

“*Running L&D Like a Business* will transform how you see learning and development—not as a peripheral function, but as a revenue driving business asset. If you’re ready to stop training reactively and start delivering real business value, this book is your strategic road map.”

–**Betty Dannewitz**, Founder, CEO, and the actual Betty of ifyouaskbetty

Tracie Cantu

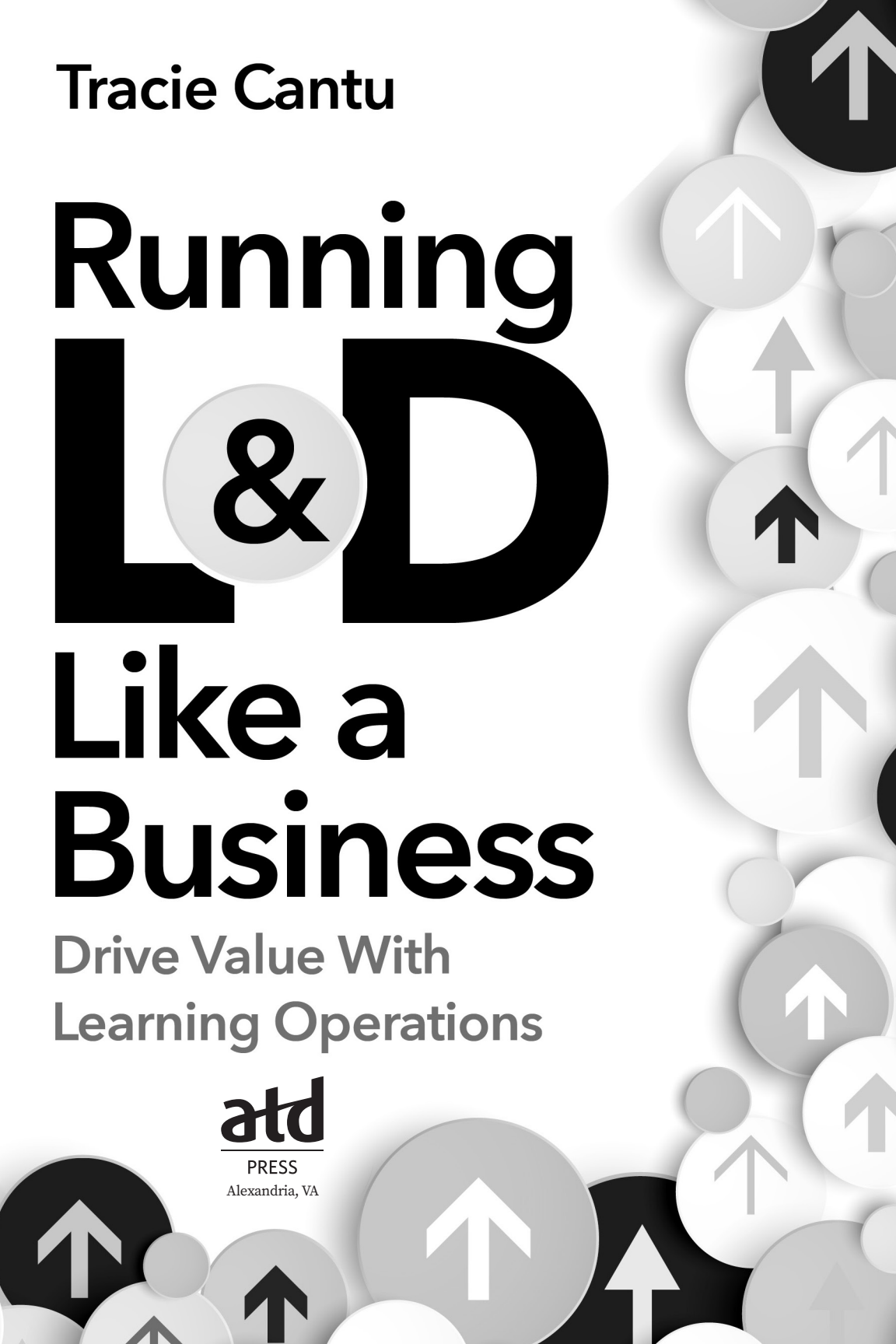
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**atd**

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Alexandria, VA



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*To Rick, Marie, and Carmen—my life is  
infinitely richer for having you in it.*

*For my parents, although you aren't entirely  
sure what I do for a living, I know you're  
proud and will always be there for me.*

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# Introduction

# The Changing Role of L&D in Business

Expectations of what L&D can and should do have changed. Senior leaders now want learning teams to enable transformation, improve performance, and drive measurable outcomes. Upskilling and reskilling are business imperatives, not HR side projects. The speed of change and shifts in the workforce mean that learning is now, more than ever, a critical lever for business success.

But while expectations have changed, many L&D teams are still working with outdated structures and ad hoc processes that make it nearly impossible to keep up, let alone show a measurable impact. Too often, our teams are organized simply to fulfill requests, not to solve business problems. As an L&D leader, you may be producing well-designed programs, getting positive feedback, and posting solid completion rates, but your team may still be seen as a cost center instead of a strategic partner and cannot seem to prove its value to the business. When the chief financial officer (CFO) asks how your L&D work drives revenue, reduces risk, or accelerates time to performance, you might struggle to find an answer. In other words, you likely find yourself trapped between expectations and execution, without knowing how to bridge that gap.

I wrote this book to address all these challenges.

## **Run L&D Like a Business**

If our L&D teams want a seat at the table, we must start running like a business. That means aligning tightly to strategic goals. It means managing resources and workflows with rigor. It means prioritizing initiatives based on business outcomes, not internal preferences. It also means proving our

value using the same language the business already understands—the language of revenue, risk, efficiency, and performance.

Running L&D like a business isn't about turning learning into a profit center; it's about applying the same clarity, discipline, and alignment that drives every other successful business function. Finance has budgets and forecasts. Marketing has campaigns and metrics. Operations has process maps and efficiency targets. L&D needs its own blueprints that ensure every initiative is tied to a business need, delivered efficiently, and measured rigorously.

In this book, you'll find the tools to create blueprints that work for L&D functions. You'll learn how to manage learning demand like a service organization, prioritize requests based on strategic value, and use data to demonstrate impact, not just activity. You'll shift from fulfilling training requests to solving business problems. And you'll reframe your role from content creator to performance enabler.

If we want our L&D teams to be seen as indispensable partners in driving growth, transformation, and agility, this approach isn't optional. It's now a necessity.

## **The Case for Learning Operations**

How can we bring this new approach to life? *Learning operations*—my framework for turning L&D into a high-performing business function—brings structure, discipline, and business alignment to everything L&D does. It gives teams a way to scale results without increasing headcount. It also enables us to demonstrate value clearly, consistently, and credibly.

This is your guide to building a Learning Operations Blueprint™ and a Learning Impact Reporting Blueprint™. Use this book to discover how to:

- Build a business model for L&D that defines your value and the people you serve.
- Align learning initiatives directly with customer (business) needs while delivering exceptional experiences for consumers (employees).
- Streamline operations to quickly and consistently deliver high-quality content.
- Leverage data to prove results and continuously improve.

- Stay agile, even when the business shifts and priorities change overnight.

Whether you're an L&D leader at a Fortune 500 company or a team of one at a midsize business, the principles of the Learning Operations Blueprint apply. They work because they mirror how other functions operate by focusing on value, efficiency, alignment, and performance.

## **A Mindset Shift**

L&D can't afford to be reactive in the fast-moving world of business. Leaders don't want another request for more budget without a clear return. Companies with mature L&D capabilities are more resilient, innovative, and profitable, but this kind of maturity doesn't happen by accident. It's built through operational rigor and requires a mindset shift.

L&D must stop seeing itself only as a service provider and start acting like a business unit with customers, consumers, and a measurable value proposition. That shift begins when we understand the critical distinction between our customers and our consumers:

- **The customer is the business.** The business funds your work, expects a return on investment (ROI), and defines success in terms of performance outcomes like speed, productivity, retention, and compliance.
- **The consumers are the employees.** They engage with your work. They build skills, apply knowledge, and demonstrate whether learning sticks.

L&D must serve both, but the order matters. When L&D meets the needs of the business first, it earns the opportunity to design learning that resonates with employees. Prioritizing employee experience without a clear business case often leads to budget cuts and reduced influence. Prioritizing *only* business metrics can lead to disengaged employees and low adoption.

Our goal is not equal attention. Our goal is *sequenced attention*. Business alignment comes first; then, learning experiences can be designed to achieve those outcomes in ways that work for employees. This book will show you how to achieve this sequenced alignment and why it matters. For example:

- **If L&D prioritizes only the business**, then training becomes transactional, and engagement suffers.

- If L&D prioritizes only the employees, engagement may increase, but the business impact is unclear.
- If L&D prioritizes both the business and employees—in the right sequence—your L&D team earns credibility, funding, and influence.

## Who Is This Book For?

I wrote this book for anyone responsible for or involved in the success of learning and development, regardless of team size or industry. The Learning Operations principles apply across the board, and if you want to elevate your L&D function from a reactive role to that of a strategic business partner, this book is for you.

Specifically, this book is for:

- **L&D leaders at organizations of any size.** If you lead or support a learning function, whether as part of a large team or as a team of one—you'll find practical strategies to scale your influence, align more tightly with business goals, and clearly demonstrate value. You're likely managing competing priorities, facing resource constraints, or juggling fragmented processes. This book will help you move from reactive to proactive with tools designed to run L&D like a business.
- **HR and talent leaders who oversee learning.** If you're in an HR, talent development, or employee experience department, you understand that learning is critical to engagement, retention, and performance. This book gives you a way to partner more effectively with L&D or bring structure to learning programs under your purview, especially if learning is just one part of your portfolio.
- **Executives and senior leaders who fund L&D.** If you're responsible for approving L&D budgets or evaluating the ROI of learning programs, this book will help you understand how modern learning teams can directly contribute to business growth, agility, and workforce capability. It outlines what *good* looks like and what to ask for from your learning leaders to ensure your investments in L&D are delivering measurable returns.

The bottom line? If you're tired of L&D being seen as a cost center or struggling to prove its value, this book will show you how to run L&D like a business.

Let's now walk through how the book is structured so you can find what matters most to you and your team.

## What to Expect in the Chapters Ahead

We'll break down the five pillars of learning operations one by one:

- **In part 1, Business Alignment**, you'll learn how to build your L&D business model, define who your real customers are, and align every initiative to strategic business goals.
- **In part 2, Scaling Learning Operations**, you'll explore how to standardize core processes, prioritize efficiently, and manage demand with discipline, whether you have a team of two or 200.
- **In part 3, Driving L&D Innovation**, you will learn how to vet new technologies and methods through a business lens, ensuring innovation solves real problems rather than adding complexity.
- **In part 4, Navigating Agility and Change**, you will discover how to stay flexible as business needs shift. We'll cover rapid response strategies, internal consulting skills, and how to pivot without chaos.
- **In part 5, Demonstrating Value and Continuous Improvement**, you will learn how to define and measure impact, report results in business language, and build a culture of continuous improvement inside your L&D function.

## A Word About Words

Throughout this book, you'll notice a few intentional word choices. I want to share the reasoning behind them up front.

I deliberately use the word *employee* instead of *learner*. While *learner* may appear more aligned with our profession, the word *employee* reinforces the reality that our primary customer is the business. Our work exists to support the organization and the people who make it run, not an idealized version of a learner.

I also use the term *data-informed* rather than *data-driven*. Data should guide decisions, not dictate them. While data is critical for insight and alignment, it does not always capture context or nuance. Human judgment still matters.

Finally, I use the terms *learning* and *training* somewhat interchangeably. I understand that for many in our field, these terms have distinct meanings,

but the business doesn't make that distinction. They use both to describe any development effort, and part of our role is to speak to the language of the business. My goal is not to debate semantics. It is to connect L&D to business outcomes in terms leaders already understand. My aim is clarity, alignment, and impact, and all those goals start with clear communication.

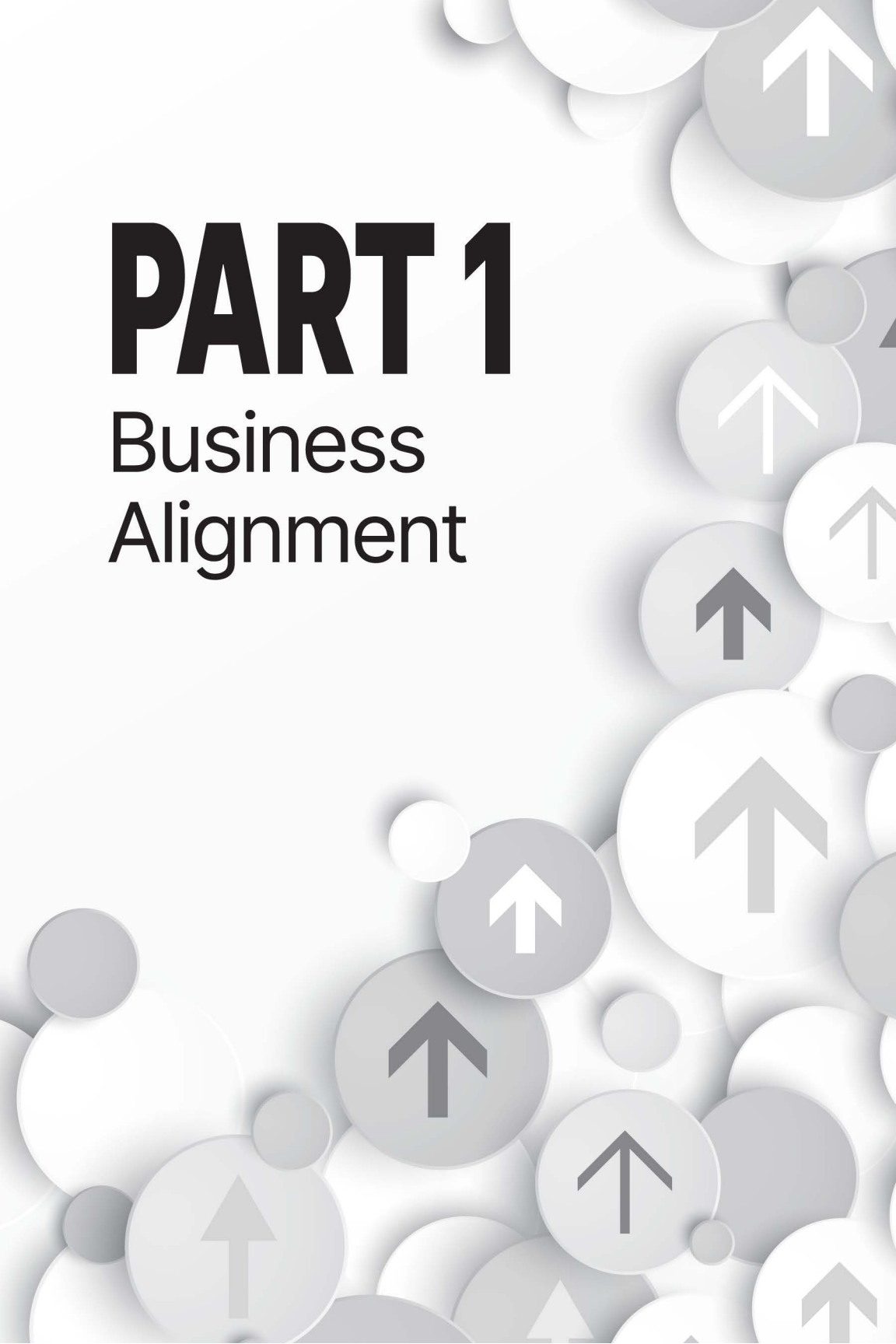
## **A Final Thought Before We Begin**

The gap between L&D's potential and the perception of L&D by business leaders has never been wider than it is as I write this book. But it doesn't have to stay that way. If you want to close that gap, run L&D like a business, scale your results, and secure your influence, you're in the right place.

Let's get to work.

# PART 1

## Business Alignment



# Chapter 1

# Your L&D Business Model

At a Fortune 500 healthcare company, the L&D team had been producing high-quality learning programs for years. Their learning management system (LMS) was full, their net promoter scores (NPS) were solid, and internal surveys showed employees were satisfied. However, when a new executive team asked how those programs were contributing to patient retention, reduced onboarding time, and clinic profitability, the team didn't have an answer. They had data—just not the kind the business cared about. Within 18 months, the L&D budget was cut by nearly 40 percent—not because the team lacked talent, but because they couldn't clearly connect their work to business outcomes.

This is a common situation. Many L&D teams build learning programs without a defined business model, a clear articulation of who their customers are, what problems they're solving, or how value will be measured. The result is a function that works hard but struggles to prove its worth to the rest of the organization.

How do you avoid that trap? You can start by running L&D like a business. This new approach begins with a clear business model, one that defines how the L&D function creates, delivers, and measures value in support of organizational priorities. Without a solid model, even the most well-designed programs risk being seen as disconnected from the work that matters most.

In too many organizations, the L&D department is seen as a functional necessity that fulfills training requests and ensures compliance. But beyond that limited scope, L&D has the potential for so much more, including the potential to drive significant business outcomes, enhance

workforce capabilities, increase operational efficiency, and foster innovation. However, most L&D teams struggle to assert their strategic value. Instead of shaping the learning agenda, they react to business demands, delivering courses without a clear connection to business priorities. In this chapter, we will start building a blueprint to help you enhance and better communicate L&D's strategic business value so your L&D team and your organization can reach their full potential.

## **The Business Case for a Strategic L&D Function**

Organizations with a strong learning culture are 92 percent more likely to develop innovative products and processes and 52 percent more productive than their competitors (Brassey, Christensen, and van Dam 2019). Despite this clear link between learning and business success, L&D teams often face budget cuts, leadership skepticism, and misalignment with company strategy. Why? Because many L&D teams fail to demonstrate their direct effect on business outcomes.

To change this perception, L&D needs to operate as a strategic business function that aligns its efforts with organizational priorities, optimizes efficiency, and leverages technology to deliver measurable results. You can do this by developing a structured L&D business model to address the needs of business leaders and employees while establishing L&D as a critical driver of performance and growth.

## **Building a New L&D Business Model**

A modern L&D function must operate with the same rigor and intentionality as any other business unit, and to do that, L&D needs a structured business model that aligns learning with real business outcomes. The Learning Operations Business Model™ (which we will explore in this chapter) provides a practical framework to guide creation, delivery, and measurement of value across your organization. The model consists of four interconnected components:

- Business alignment
- Operational efficiency
- High customer value
- Positive consumer experience

We can begin exploring each of these four components by asking a framing question.

## Business Alignment

As we begin to align L&D with the business, there's a question we should start with: *Are we building what the business actually needs to achieve its goals?* You must understand the business's goals, strategies, and performance gaps. This means identifying the few critical priorities leaders are most focused on—such as entering a new market, improving retention, or accelerating innovation—and unpacking the skills, behaviors, and performance outcomes needed to make those ambitions real. L&D leaders can do this by mapping the executive vision or business unit agenda, joining strategic planning sessions, and reviewing key performance indicators (KPIs), operational data, and employee feedback to spot capability gaps that hinder progress.

Once you understand those goals and gaps, they serve as a decision-making filter. Use them to determine which learning investments matter most, which can wait, and which may not be worth doing at all. With this clarity in place, business alignment is sustained when:

- Senior leaders model continuous learning.
- L&D closely partners with stakeholders to understand strategic objectives.
- Learning solutions are built to support measurable business outcomes.

## Operational Efficiency

*Can we deliver solutions faster, with less friction, and without sacrificing quality?* This is the question that should frame our discussion of L&D's operational efficiency. Efficient operations are not about rigid process compliance. They're about building cultural habits that support consistency, adaptability, and speed to market. Operational efficiency depends on:

- Documented, repeatable, and scalable processes that reduce friction
- Clear intake, prioritization, and resourcing models
- Continuous feedback loops to improve how work gets done

## High Customer Value

*Can we prove how our work improves business and talent outcomes?* In the case of customer value, we must start by answering this question. In the next section, we will explore why you should treat the business as your customer.

For now, just remember that customer value is about the tangible business outcomes your learning initiatives produce, including:

- Improved internal mobility or retention
- Faster speed to readiness
- Better performance or compliance outcomes

## Positive Consumer Experience

The employees who participate in your learning experiences are your consumers, so the question you need to ask regarding the consumer experience is simple: *Is the learning content designed for the way people actually work and make decisions?* In the next section, we will dive further into your consumers' experiences, which help determine whether learning is actually applied. The consumer experience is shaped by:

- How learning shows up in daily work (not just in the LMS)
- Whether content is relevant, timely, and trusted
- How well learning fits within the flow of work

When you design your L&D function around these four essential components, you're not just delivering training; you're running L&D like a business.

## Understanding How the Model Works:

### A Tale of Two L&D Teams

To understand how the Learning Operations Business Model plays out in practice, it helps to look at how different approaches show up inside real organizations. Let's consider two examples that illustrate the consequences of reactive versus strategic L&D functions, and how each shapes business perception and outcomes:

- **Company A's L&D team operates reactively.** Business leaders request training, and L&D delivers it with little business impact analysis. Courses are well-designed, but engagement is low, and no clear metrics exist to measure success. Over time, leadership questions the function's value, leading to budget reductions and diminished influence.
- **Company B's L&D team operates strategically.** They proactively engage with business leaders to understand challenges, identify

skills gaps, and design solutions that drive measurable outcomes. Training initiatives are aligned with KPIs, and success stories are regularly shared with executives. As a result, L&D is seen as a critical partner in business growth, securing greater investment and influence.



### **Pause to Reflect**

What kind of L&D team do you want to lead and why?

These examples show us how an L&D team's approach can either limit or elevate its influence across the organization. To shift from reactive to strategic, L&D must understand the full scope of its relationships and responsibilities. Now, let's dive into the critical relationships between L&D and the business (customer) and between L&D and the consumer (employees) to understand how these connections shape priorities, expectations, and outcomes.

## **L&D's Customers and Consumers**

There's a fundamental question all L&D leaders need to answer: *Whom does the L&D function actually serve?* The answer will define the function's priorities, structure workflows, and shape how learning content is delivered.

As I mentioned in the introduction, the Learning Operations Business Model starts with the premise that L&D serves two distinct groups: the business, which funds operations and expects measurable returns, and the employees, who engage with and apply what they learn to do their jobs better. To operate effectively, L&D must meet the needs of both groups. The way you prioritize and balance their needs will determine whether the function is seen as a cost center or a strategic driver of business success.

Often, in everyday conversation, the terms *customer* and *consumer* are used interchangeably, but in this model, the words describe distinctly different roles:

- **A customer is the decision maker who purchases a product or service, often on behalf of others.** For example, in a corporate setting, an L&D leader purchasing a learning platform for their organization is the customer; they make the decision and oversee the transaction.

- **A consumer is the end user who directly interacts with and benefits from the product or service.** In the previous example, the consumers are the employees who use the learning platform to build skills or complete required training.

## The Business as L&D's Customer

The business (in the form of a board of directors or executive team) funds learning initiatives, establishes strategic objectives, and expects an ROI. The business wants assurance that training programs will improve efficiency, revenue growth, compliance, or other key business outcomes. This means L&D must present learning initiatives as both professional development opportunities and strategic solutions that drive measurable results. Table 1-1 shows some common business priorities and how L&D can support them.

**Table 1-1.** Common Business Priorities and How L&D Supports Them

Business Priority	L&D's Role
Increase revenue	Sales training and negotiation workshops
Improve customer satisfaction	Customer service programs and product training
Reduce compliance risks	Regulatory and safety training
Decrease employee turnover	Career development and leadership programs
Accelerate innovation	Upskilling programs in emerging technologies

First and foremost, L&D exists to support the growth and success of the business. Many organizations, however, fail to integrate learning into their core strategy. This is why it's so important for your L&D team to operate as a *business unit* within the organization, advocating for its role in achieving strategic priorities.

To do this effectively, L&D must demonstrate a clear understanding of business challenges and position learning solutions to address them. For example, suppose an organization is struggling with high turnover rates. L&D can align with HR and leadership to identify critical moments in the employee life cycle when L&D can affect retention and bench strength. If customer service ratings are declining, L&D can and should work with frontline teams to create targeted customer service programs that address and help mitigate customer complaints.

Another critical aspect of treating the business as your customer is ensuring that L&D investments are justified with data. Business leaders expect training initiatives to deliver tangible results, such as increased sales, higher productivity, or reduced risk. Therefore, L&D must implement robust measurement strategies that link learning efforts to KPIs. This includes tracking behavioral changes, performance improvements, and business outcomes, as well as participation rates, course completion, and assessment scores. Shifting traditional learning metrics (such as employee satisfaction scores, training hours delivered, and number of certifications) to business metrics (such as productivity improvements, cost savings through efficiency, revenue growth linked to training, and reductions in compliance incidents) reframes the narrative of L&D's value in terms the business is aligned on.

## Employees as L&D's Consumers

While the business is funding the L&D function, its employees are determining the effectiveness of your products. Learning initiatives that fail to engage employees or align with their day-to-day responsibilities are unlikely to yield meaningful results. Employees often juggle multiple priorities, so consider these factors when designing learning experiences for employees:

- **Relevance.** Training should address real challenges and be immediately applicable in the workplace. Employees who cannot see how learning benefits them are unlikely to engage.
- **Accessibility.** Employees should be able to engage with learning on their terms, whether through mobile learning, microlearning, or on-demand resources that fit into their workflows.
- **Engagement.** Traditional e-learning modules often fail to capture attention. Interactive, scenario-based learning and social learning opportunities can enhance engagement and retention.
- **Support and reinforcement.** Learning is not a one-time event. Continuous reinforcement, coaching, and real-world application opportunities are necessary to retain and use knowledge.

Prioritizing these factors can help L&D create a learning culture that fosters individual and organizational growth.

## **Customer vs. Consumer: Two Approaches**

Understanding the difference between the business as your customer and employees as your consumers is more than semantics. It fundamentally shapes how L&D prioritizes its work. Let's now explore two real-world examples that illustrate how different approaches to these relationships can significantly affect outcomes. These examples show how L&D's alignment or misalignment with the business and its learners can influence the function's credibility, funding, and ability to scale.

### **Company A: A Learner-Centric Approach Gone Wrong**

A global retailer invested in a new learning experience platform with micro-learning modules, gamification, and social learning features for its sales teams. The employees loved the platform, and engagement rates were sky-high.

Business leaders, however, weren't impressed. Net promoter scores (which gauge consumer satisfaction) and feedback remained stagnant, sales teams still struggled to meet sales goals, and turnover continued to rise. When executives asked about training effectiveness, the L&D team could only point to course completion rates and employee satisfaction surveys—not business outcomes. As a result, leadership cut the L&D budget the following year, shifting investment toward external consultants.

What went wrong?

The L&D team focused too much on the employee experience without aligning with business goals and demonstrating measurable results. After facing budget cuts, they began reevaluating their approach by meeting with business leaders to better understand performance gaps and identify where learning initiatives could directly support strategic priorities.

### **Company B: Balancing Business and Learner Needs to Maximize Value**

An innovative tech company's L&D team took a different approach. Instead of focusing solely on engagement, they prioritized business outcomes across multiple sales teams, from creator and business advertisements to in-app purchases and SaaS enablement. Here are the actions the L&D team took:

- They met with senior leaders to identify top business challenges.
- They designed learning solutions that directly addressed critical skills gaps.

- They measured results beyond completion rates, tracking how training affected key metrics like sales growth and customer retention.

Accordingly, the results were crystal clear in their metrics:

- New-hire onboarding programs cut ramp-up time by 28 percent.
- Sales enablement training led to a 17 percent increase in revenue per sales rep.
- Leadership development programs increased internal promotions by 12 percent.

The key difference between Company A and Company B? The L&D team at Company B treated business leaders as their primary customers while still delivering meaningful learning experiences for employees.

## Finding the Right Balance

Balancing the needs of business leaders and employees can be difficult even in the best of times and it always requires a thoughtful approach. When your L&D team leans too heavily toward business objectives, training can become transactional and employees may feel forced into programs that don't align with their needs. On the other hand, if L&D focuses only on engagement without considering business impact, it risks being perceived as a cost center rather than a strategic function.

Here are some ways to create a good balance:

- **Involve business leaders and employees in your learning design process.** Try using needs assessments, focus groups, and pilot programs that gather insights from stakeholders before scaling initiatives.
- **Leverage data to ensure programs meet business and employee needs.** Learning analytics can reveal which courses lead to measurable improvements, while employee feedback can identify gaps in content and delivery.
- **Shift from one-size-fits-all training to personalized learning experiences.** Not all employees need the same training, and businesses benefit when learning content is tailored to job roles and career paths. Adaptive learning technologies, skills assessments, and competency frameworks can help L&D align development opportunities with business priorities and employee career growth.



## Pause to Reflect

What steps can you take to ensure your L&D function delivers measurable value to business leaders and employees?

## L&D as a Strategic, Proactive Partner

Many L&D teams function reactively, responding to training requests without clearly supporting strategic objectives. To elevate its role, L&D must shift from being an order taker to becoming a proactive advisor by anticipating workforce challenges, aligning learning solutions to business goals, and driving measurable outcomes. A *reactive approach* results in fragmented learning initiatives that lack strategic value. By contrast, *proactive* L&D leaders engage in workforce planning, analyze financial reporting, and partner with business units to ensure learning drives performance. To achieve this, L&D must engage in strategic conversations, ensure learning objectives support business priorities, and propose solutions that address emerging needs.

A helpful way to assess L&D's current role within an organization is to consider the spectrum of roles from order taker to strategic partner. Order takers respond to requests without questioning business relevance, while strategic partners engage in problem solving and tailoring learning initiatives to broader organizational goals. If you are somewhere between these two, take stock of where you stand today and identify which behaviors, mindsets, and capabilities are holding you back. This awareness can help you chart a path toward becoming a true strategic partner. To move along the spectrum toward strategic partner, you will need to develop internal consulting skills, build credibility, and embed learning initiatives into business planning.

## Developing a Consulting Mindset

Becoming a strategic partner is a journey that requires intentional change. The first and most important step is adopting a consulting mindset—moving beyond simply delivering training to solving real business problems. Instead of responding to requests with, “What training do you need?” you should ask, “What business outcome are you trying to achieve?” or “What business problem are you trying to solve?” This approach positions L&D as an enabler

of performance, not a content provider, and gives you the ability to diagnose problems, understand how the business works, influence stakeholders, and say no when necessary.

An internal consultant knows how to diagnose problems. They don't just take requests at face value. They go beyond surface-level symptoms (such as "Employees don't know how to do X") to uncover the real barriers, whether they're unclear role expectations, broken processes, or a lack of leadership support. Techniques that can help validate assumptions before jumping to solutions include stakeholder interviews, data-driven analysis, Cathy Moore's Action Mapping visual design approach, and the Five Whys, which is a problem-solving method in which you repeatedly ask *why* to uncover deeper reasons for the problem each time (Moore n.d.; Serrat 2017).

An internal consultant also develops critical business acumen. L&D leaders must understand how their organizations make money, what metrics matter most to leadership, and how different functions contribute to success. They need to read corporate financial reports, attend strategy meetings, and actively listen to leaders' priorities.

Equally important, an internal consultant needs to know how to influence and manage stakeholders effectively. Being a strategic partner requires strong relationship-building skills, the ability to speak the language of the business, and the confidence to challenge ineffective solutions. Stakeholders often come to L&D with predetermined requests for training, but the best internal consultants guide the conversation toward identifying the real problem and propose alternative solutions that could drive better results. They may also have to push back when training isn't the answer, which leads us to our next critical skill.

An internal consultant learns when and how to say no. This is perhaps the most underrated and challenging skill for a strategic partner. When stakeholders request training that isn't aligned with business outcomes or won't solve the root problem, a well-prepared L&D leader should redirect the conversation toward solutions that will. For example, when a stakeholder asks, "Can you build a training course?" the L&D leader can shift the conversation by asking, "How can we solve this business challenge?" and offering scalable, just-in-time solutions instead of one-off courses.

## Building Relationships With Stakeholders

Strengthening relationships with business stakeholders begins with aligning L&D initiatives to their priorities. Start by understanding their goals, challenges, and key metrics to frame L&D as a business driver, not just a support function. Engage stakeholders early, maintaining regular check-ins and demonstrating business acumen, to help position L&D as a strategic partner rather than a service provider. Among your most valuable tools in this pursuit will be clear communication, transparency, and data-driven storytelling. These tools can reinforce the value of learning investments, ensuring that L&D is seen as an enabler of business success.

Beyond aligning with stakeholders' priorities, L&D needs to deliver quick wins while also driving long-term results. *Quick wins* help solve relevant business problems, leverage technology for efficiency, and use automation to make learning more accessible. When L&D functions as a consultative partner—offering insights, anticipating needs, and demonstrating measurable results—it fosters more trust and deeper collaboration, ensuring that learning remains an integral part of the business strategy.

## Use Structured Engagement

To strengthen relationships with stakeholders, L&D leaders should adopt a structured engagement approach that includes:

- Holding regular strategy meetings with business unit leaders to discuss learning needs and challenges
- Becoming involved in departmental reviews to identify skills gaps and workforce trends
- Collaborating with HR and talent management teams to integrate learning content into career pathways and succession planning
- Providing consultative reporting on a learning initiative's effectiveness and its influence on business outcomes.

One of the most effective ways to integrate L&D into your organization's business strategy is through a formalized stakeholder advisory group. This cross-functional group can provide ongoing input into learning initiatives and foster stronger relationships between L&D and the rest of the organization. Cultivating strong, continuous relationships with business stakeholders positions L&D as a strategic partner rather than a reactive service provider.

These close relationships with stakeholders also require you to adopt a data-driven approach to business alignment. That includes regularly engaging with business leaders, analyzing workforce trends, and using measurable data to guide you in prioritizing learning investments.

While this chapter introduces the foundational importance of stakeholder engagement, the next will expand on this concept by sharing a structured framework for integrating business priorities into L&D decision making, including the mechanics of effective stakeholder collaboration, methods for gathering critical data, diagnosing performance gaps rooted in business needs, and structuring learning priorities based on their potential business results.

## **Combating the Loss of Strategic Influence**

Recent trends suggest that L&D's presence in business strategy discussions has diminished over time. Only about 40 percent of business leaders view L&D as a key strategic function (Brassey, Christensen, and van Dam 2019). Budget constraints, a lack of well-defined strategy, and an overemphasis on tactical execution have contributed to this decline. Unfortunately, when L&D is perceived as a transactional function or a cost center rather than a strategic enabler, it loses influence over many business decisions.

Without clear metrics linking learning initiatives to business outcomes, executives may deprioritize L&D in strategic planning. The rise of self-directed learning and digital learning platforms has also led some business leaders to believe that formal L&D departments are unnecessary.

To counteract this perception and loss of influence, L&D needs to take a more evidence-based approach to demonstrate its value. Using metrics such as employee performance improvement, retention rates, and business KPIs tied to learning outcomes can help L&D prove its strategic value. Learning leaders should present these insights in executive-level discussions, positioning L&D as a driver of business success.

## **The Need for Internal Marketing**

Re-establishing L&D's strategic influence also requires internal marketing. L&D must advocate for its role by showcasing success stories, demonstrating ROI, and positioning learning initiatives as enablers to achieving company objectives. This can be accomplished by:

- Presenting learning impact reports at leadership meetings

- Showcasing case studies that illustrate how learning initiatives have solved business challenges
- Aligning learning outcomes with key corporate metrics such as revenue growth, customer satisfaction, and operational efficiency

Furthermore, L&D must cultivate executive sponsorship. Leaders who champion learning initiatives at the highest levels create organizational momentum for L&D's role in business success. Building relationships with key executives and demonstrating how your learning strategies support their priorities ensures that L&D is a key player in the decision-making process across the business.

## **Embedding L&D in Your Organizational Culture**

A multibillion-dollar industrial distribution company recently faced a critical challenge: A quarter of employees were leaving the company after one year, with many of them citing a lack of development opportunities as the key reason for their departure. Recognizing that learning was not just a perk but a strategic necessity, the company built a highly effective learning organization that directly addressed the employees' concerns.

Company leaders launched a series of leadership development programs closely integrated with business goals, which also provided structured learning development pathways for employees, and the positive effect was measurable quickly.

Organizations that invest in a strong learning culture see measurable returns, including higher engagement, stronger retention, and sharper performance. Research from Gallup, LinkedIn, Josh Bersin, Deloitte, and McKinsey shows that employees who are offered continuous development are more engaged, more likely to stay, and part of organizations that deliver higher productivity, adapt faster to customer needs, and meet performance targets more consistently.

For your L&D function to be seen as a true strategic partner, it must become an integral part of your company and its culture. Organizations that embed learning into daily operations rather than treating it as a separate function see greater engagement, knowledge retention, and business results.

Embedding L&D successfully requires a shift from one-time training events to continuous learning experiences. Organizations can achieve this by:

- Integrating learning into employee workflows through just-in-time resources
- Encouraging leaders to act as learning champions who reinforce key development initiatives
- Establishing mentoring and coaching programs to drive experiential learning
- Creating a culture of growth and development by supporting and collaborating with talent management

Another way to embed L&D into company culture is by creating a learning ecosystem that combines formal training, peer learning, and on-the-job development. This approach encourages employees to take ownership of their growth while ensuring that learning remains aligned with business needs.

If you want to do a pulse check of your organization's learning culture, use the two scorecards in Tools 1-1 and 1-2 at the end of this chapter to get started. Here are four practical ways to use these scorecards:

- **For self-assessment.** Ask employees and leaders to score the L&D and business functions individually.
- **To compare perceptions.** Identify gaps between the employee experience and leadership expectations.
- **To prioritize action.** Focus on low-scoring areas and design initiatives to improve learning culture.
- **To reassess quarterly.** Track improvements over time and refine initiatives.

## Future-Proofing L&D's Business Role

As organizations evolve, so must L&D. To remain relevant, L&D leaders need to anticipate shifts in the workforce, embrace new technologies, and continually refine their approaches to business alignment. Let's explore several ways your L&D team can future-proof itself and maintain strategic relevance:

- **Be aware of and use emerging technologies.** Learning platforms powered by artificial intelligence (AI), skills intelligence tools, and workforce analytics will redefine how organizations develop talent going forward. AI-powered recommendations can personalize learning content at scale, while skills intelligence platforms provide real-time insights into workforce capabilities.

- **Adopt a skills-based approach.** The shift toward skills-based organizations is a major trend that is reshaping L&D. Traditional job-based structures are being replaced by skills-first talent models, requiring L&D to rethink how it designs and delivers training. L&D must work cross-functionally to identify and define task and role-based skills, align learning initiatives with those frameworks, and integrate learning content into broader talent management strategies.
- **Plan strategically for the long term.** Strategic planning is essential for L&D to remain relevant. We will discuss this more in the next chapter, but be aware that a three-to-five-year road map should include three distinct phases:
  - Phase 1. Aligning learning metrics with business goals
  - Phase 2. Implementing AI and analytics-driven learning
  - Phase 3. Transitioning to a skills-based development approach



By positioning L&D as a business-critical function, L&D leaders can secure the function's role in driving long-term business growth. This requires more than keeping pace with change. It means operating strategically, supporting business priorities, and consistently delivering measurable value. This is why Learning Operations is essential. It's a blueprint that allows L&D to scale results, plan with intention, and execute with clarity without reinventing the wheel every time.



### **Pause to Reflect**

What steps can you take in the next six months to move your L&D function closer to a strategic partner role?

## **Your Learning Operations Blueprint**

As I mentioned, a Learning Operations Blueprint is a structured framework that ensures the L&D department works efficiently and aligns with business objectives. Your organization can use this blueprint to create consistency

and effectiveness in learning functions by clearly defining processes, governance structures, and technology strategies. Establishing a blueprint also allows L&D teams to transition from ad hoc service providers to integral contributors to business success. You must focus on three key areas—people, process, and technology—to develop a fully effective Learning Operations Blueprint. We'll discuss the components here, and then in later chapters, we'll break down how each element comes to life through the tools, systems, and practices that turn L&D into a high-performing business function.

## **Why Learning Operations Matter**

Scaling L&D isn't just about offering more training; it's about doing so with purpose and precision. Many organizations struggle because their processes are scattered, priorities are unclear, and resources aren't used effectively. The result? Learning efforts that make you feel busy but don't deliver meaningful outcomes. Research from McKinsey and BCG shows a clear difference when companies get this right: faster employee upskilling, higher retention, and significant cost savings driven by operational efficiency (Brassey, Christensen, and van Dam 2019; BCG Henderson Institute 2020).

Consider the example of a global tech company that overhauled its L&D structure with a centralized Learning Operations model. The effect wasn't subtle. It cut training costs by 40 percent, sharpened alignment with business priorities, and saw measurable growth in employee skills, leading to a 15 percent jump in workforce productivity. Centralizing its Learning Operations wasn't about adding more programs; it was about working smarter with what the organization already had.

For L&D leaders looking to create that kind of impact, three areas matter most:

- Linking learning with business goals so the value of L&D is undeniable
- Standardizing processes to support growth (without piling on additional headcount)
- Using automation, AI, and smarter tools to streamline content management and delivery

When your learning operations are set up in this way to work for the business, they will do more than support growth; they will help create it.

## **Structuring Your Team**

For an L&D team to operate efficiently, it must have clearly defined roles and responsibilities. Instructional designers and facilitators must craft and deliver engaging content that supports the workforce development needs. Data analysts and learning technologists should track the effectiveness of learning programs and optimize technology solutions, ensuring that learning remains relevant and measurable.

A well-structured team enables an L&D function to operate proactively rather than reactively. Organizations can ensure that learning programs directly support company goals by fostering collaboration between L&D teams and other business units. This collaboration allows L&D to remain a business enabler rather than a transactional service provider.

Consider an example of this in practice at a digital freight forwarder company that adopted a federated L&D structure to balance consistency with flexibility. The central team provided shared tools and standards, while functional, dispersed teams customized learning content for their specific needs. This enabled faster deployment of relevant training programs and stronger partnerships with the business. As a result, the L&D function gained trust and credibility as a strategic business partner.

## **Defining Your Process**

Defining clear processes for L&D ensures efficiency, scalability, and consistency across learning initiatives. For example, standardized intake mechanisms help L&D teams assess and prioritize training requests based on strategic objectives. Following a well-defined content development approach means learning materials maintain quality and relevance across various delivery methods. Ongoing evaluation and feedback mechanisms allow organizations to measure program effectiveness, adjust learning strategies, and continuously improve their L&D efforts.

An effective learning governance model establishes service-level agreements (SLAs) with business leaders to set expectations around learning delivery timelines, performance outcomes, and accountability. Establishing clear protocols for communication and alignment between L&D and functional leaders can further enhance the integration and value of learning.

## Choosing Your Technology

Technology plays a crucial role in supporting learning strategies and scaling training programs. Your LMS centralizes learning delivery, tracking, and reporting. Learning experience platforms (LXPs), however, can create more personalized and interactive learning experiences. Analytics and reporting tools allow organizations to measure the effectiveness of their learning programs, identifying areas for improvement and ensuring alignment with business priorities. In addition, automation and AI can streamline administrative processes—reducing manual effort in course enrollment, employee support, and assessment tracking—and adaptive learning technologies can enhance the personalization of learning content so employees receive relevant information that supports their role or career development needs.

Choosing the right mix of tools matters. Organizations reportedly used an average of 11 learning systems in 2020, and that number is likely higher today (RedThread Research 2023). Without a clear strategy for selecting and integrating technology, L&D teams risk redundancy, inefficiency, and missed opportunities to connect learning initiatives with business outcomes.

## Implementing the Blueprint

Once you have developed your Learning Operations Blueprint, successful implementation requires stakeholder alignment, effective communication, and continuous iteration. L&D must engage business leaders, HR, and functional teams so learning initiatives support broader workforce strategies. Change management efforts should focus on educating employees and leaders about the benefits of the new framework, emphasizing how structured learning strategies enhance business performance.

Pilot programs can help test new processes, gather feedback, and refine approaches before full-scale implementation. By regularly evaluating the effectiveness of learning initiatives, L&D functions can ensure their blueprint remains effective and adaptable to evolving business needs.

When I implemented the Learning Operations Blueprint at a midsize lending company, the objective was to streamline learning requests and ensure alignment with strategic goals. We initiated a pilot program in the loan servicing division, anticipating smooth adoption due to the operational

nature of the work. However, we ran into unexpected resistance, not from our stakeholder, but from our own instructional designers. They were concerned that the new intake model would reduce their creative autonomy.

Recognizing the importance of their buy-in, we paused the rollout and quickly brought the team together to refine the process. This co-creation approach turned skeptics into advocates. Within two months, we had a more efficient process that provided space for creativity while introducing necessary checkpoints. The outcome was significant: a 30 percent reduction in redundant requests and an expedited deployment of priority programs. This experience highlights a vital component of the Learning Operations Blueprint: change management.

## Addressing Change Management

Driving adoption of a Learning Operations Blueprint requires a structured change management approach focused on alignment, communication, and iterative improvement. You can prepare for change in many ways, but these steps are essential:

1. **Secure executive sponsorship and engage key stakeholders**—including business leaders, HR teams, and technology partners—early so they see the blueprint as a strategic enabler rather than an administrative hurdle.
2. **Establish a clear why behind the change**, linking it to business priorities like workforce agility, cost efficiency, or compliance.
3. **Use a phased rollout approach**, beginning with a pilot group to refine processes before scaling across business units.
4. **Reinforce the adoption of the blueprint through training, playbooks, and success stories**, ensuring teams understand the benefits and have practical guidance on execution.

## Overcoming Roadblocks

Common roadblocks you will likely face include resistance to change, misalignment between L&D and business leaders, and technology friction. To mitigate these and ensure cross-functional collaboration, business leaders need visibility into how learning operations will drive measurable results, and your L&D team must be involved in shaping workflows.

Another frequent challenge L&D teams face is inconsistency in processes across decentralized teams. The solution is to define standardized, scalable processes while allowing for localized flexibility where needed. Consider the example of a global logistics company. It found that each regional office had its own approach to frontline training, making it difficult to track progress or maintain quality. The L&D team responded by partnering with operations to build a common training framework with required core modules, while giving regions the ability to tailor case studies and delivery formats to local needs.

Technology fragmentation is another problem that can slow your progress. At one global tech company, the learning team discovered that 57 separate tools were being used for training delivery, scheduling, and tracking. After conducting a systems audit, they were able to cut that number in half. They then unified the platforms with a custom portal and shared application programming interfaces (APIs), cutting redundant spending and improving the learner experience across all business units.

Last, a lack of data-driven decision making can hinder your efforts at sustained adoption. Consider implementing dashboards that showcase real-time results to reinforce your ongoing commitment.

By anticipating these barriers and embedding change management from the outset, organizations can successfully transition to an effective, scalable learning operation.

## **Gauging the Value of a Learning Operations Blueprint**

A well-defined blueprint will help your L&D team work more efficiently while demonstrating tangible organizational value. Standardized processes reduce duplication of effort and streamline learning execution. Alignment with business objectives ensures that learning programs directly support workforce productivity and organizational growth. By strategically leveraging technology, organizations can scale their learning initiatives while improving employee engagement and tracking meaningful outcomes.

Furthermore, a structured blueprint fosters a culture of continuous learning by embedding development opportunities into employees' daily workflows. When learning content is designed to be accessible, personalized, and aligned with career growth, it enhances employee engagement and retention while equipping the workforce with the skills needed to drive business success.

For example, one organization used its Learning Operations Blueprint to tackle the growing demand for frontline leadership training. The L&D team previously struggled to keep pace, customizing each request and rebuilding materials, often from scratch. By applying the blueprint, they standardized their intake, design, and deployment process, making the program repeatable without sacrificing quality. Within two quarters, they doubled delivery capacity, improved learner satisfaction by 17 percent, and equipped business leaders with clear data on participation and performance outcomes. The Learning Operations Blueprint didn't just streamline execution; it gave L&D the tools to deliver consistent, measurable value at scale.



When a structured Learning Operations Blueprint is fully implemented, L&D transforms from a reactive service provider to a strategic driver of business performance. Teams operate with efficiency and agility to seamlessly deliver effective learning programs. Standardized workflows reduce redundancy, accelerating time-to-market for learning solutions while maintaining consistency across global teams. Learning technologies are integrated and optimized, providing real-time insights into employee engagement, program effectiveness, and business outcomes. Instead of struggling to prove results, L&D leaders have data-backed evidence that ties learning initiatives to measurable business results, whether it's improving workforce productivity, closing skills gaps, or driving innovation. With automation and streamlined operations, L&D can shift focus from managing chaos to enabling growth, becoming a proactive partner that fuels enterprise-wide success.



### **Pause to Reflect**

If your L&D team had to operate like a high-performing business unit, what processes, technologies, and metrics would need to change to drive measurable results?

## **The Bottom Line**

L&D has the potential to be more than just a training provider. However, to achieve this, it has to operate strategically, align learning initiatives with

business priorities, and deliver measurable impact. The difference between an L&D team that struggles for relevance and one that commands influence isn't talent or effort—it's approach.

By treating business leaders as customers and employees as consumers, the L&D function can balance addressing stakeholder needs and proving its value through tangible business outcomes. The key is shifting from a reactive service model to a proactive, data-driven function that demonstrates ROI, enables workforce performance, and earns executive trust.

Remember, if L&D prioritizes:

- **Only the business**, it risks producing compliance-driven training and employee disengagement
- **Only the employees**, it risks a lack of business impact, despite engaged employees
- **Both the business and the employees effectively**, its learning solutions will be strategic and meaningful

To strike the right balance:

- Conduct stakeholder mapping to align business sponsors and employee advocates.
- Use learning analytics to ensure training is effective for both groups.
- Leverage learning technologies, such as AI-driven personalization, to scale training efficiently.

## How to Take Action to Establish Your L&D Business Model

After digesting the information in this chapter about L&D business models and blueprints, you may be looking for ways to take action. The good news is that you don't need a massive overhaul of your department or workflows to start making progress. Here are three things you can do now to begin implementing the ideas in this chapter:

- **Ask.** Reach out to your stakeholders and ask, "What are your top business challenges this year, and how can L&D help solve them?" The answer to this question will set the stage for better alignment and position your L&D team as problem-solvers rather than just content providers.
- **Identify.** Find one key metric you can shift from traditional learning indicators (such as course completions) to a

business-impact measure (such as increased productivity, reduced errors, or higher sales). Start tracking and reporting it to demonstrate L&D's direct contribution to business success.

- **Create.** Make a simple stakeholder matrix identifying who funds, sponsors, and benefits from L&D initiatives. This will help clarify where you should focus your engagement efforts to strengthen alignment and secure buy-in.

These small initial steps will help you lay the groundwork for repositioning L&D as a strategic business partner. The crucial next step is to ensure that L&D's learning priorities align with business needs. Without prioritization and a structured approach to needs analysis, your L&D department risks falling back into an order-taking role. The next chapter will explore how to move from reactive training delivery to a business-driven learning strategy.

## Tool 1-1. Employee Learning Experience Scorecard

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Use this scorecard to evaluate how employees perceive and engage with learning in your organization.

**Scoring guide:**

- 1–2 = Needs significant improvement
- 3 = Some progress, but inconsistent
- 4–5 = Strong learning culture

**Action plan:** Identify low-scoring areas and prioritize quick wins (such as launching peer learning groups or integrating learning nudges into daily work).

Category	Indicators	Score (1–5)	Notes and Action Plan
Access to learning	Employees can easily access learning resources (e.g., the LMS, coaching, and external learning).		
Embedded learning	Learning is integrated into daily work (e.g., on-the-job coaching, microlearning, and knowledge-sharing forums).		
Personalized development	Employees can access career development plans and learning pathways tailored to their goals.		
Psychological safety	Employees feel safe to ask questions, share failures, and experiment without fear of consequences.		
Learner autonomy	Employees can influence what, when, and how they learn rather than being assigned one-size-fits-all training.		
Collaboration and knowledge sharing	There are active communities of practice, peer coaching, and informal learning networks.		
Recognition and rewards	Learning efforts are recognized and rewarded by managers and leadership.		

## Tool 1-2. Leadership and Organizational Support Scorecard

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Use this scorecard to assess how leadership and business functions support and reinforce a learning culture at your organization.

### Scoring guide:

- 1–2 = Needs significant improvement
- 3 = Some progress, but inconsistent
- 4–5 = Strong learning culture

**Action plan:** Engage leadership in discussions about low-scoring areas and embed learning into the business strategy (such as by integrating learning goals into performance reviews).

Category	Indicators	Score (1–5)	Notes and Action Plan
Executive buy-in	Leaders actively champion learning and model continuous development.		
Manager involvement	Managers regularly discuss development goals and support employees in their learning.		
Budget and investment	The organization invests in learning resources, technology, and programs.		
Alignment to business goals	Learning initiatives are clearly tied to business priorities and performance.		
Time for learning	Employees have dedicated time for learning without it conflicting with work demands.		
Feedback and continuous improvement	Learning programs are assessed for effectiveness, with input from employees.		
Innovation and experimentation	Employees are encouraged to experiment, test new ideas, and learn from failures.		

## **Tool 1-3.**

### **Quick-Start Learning Operations Blueprint Checklist**

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Use this checklist to get started on your Learning Operations Blueprint.

Define business alignment:

- Identify key business objectives your L&D team supports.
- Clarify measurable outcomes (e.g., increased productivity and reduced compliance risks).
- Secure stakeholder alignment. (Who are your champions?)

Map your learning ecosystem:

- Document all learning technologies, tools, and platforms.
- Identify gaps and redundancies.
- Align system capabilities with business needs.

Standardize processes for scale:

- Define repeatable workflows (e.g., content development, delivery, and measurement).
- Establish governance. (Who owns what? What are the approval processes?)
- Create templates and guidelines for efficiency.

Optimize learning technology:

- Assess current tools for effectiveness and user experience.
- Automate where possible (e.g., enrollment and reporting).
- Integrate data across systems to improve insights.

Implement measurement and reporting:

- Define key metrics (e.g., efficiency, engagement, and business impact).
- Implement dashboards for real-time tracking.
- Close the loop by using data to inform future decisions.

Pilot test and iterate:

- Start with a small, high-impact initiative.
- Gather feedback, adjust, and scale.
- Continuously improve the blueprint based on business needs and employee behavior.

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# About the Author



**Tracie Cantu** is a recognized expert in learning operations and technology, with more than two decades of experience leading and transforming enterprise L&D functions at organizations like Meta, Atlassian, and Whole Foods Market. As chief learning strategist at Your CLO, she partners with companies to modernize learning operations, optimize technology ecosystems, and implement scalable processes that drive measurable business impact. Her expertise spans learning technology strategy, process automation, and ecosystem governance, enabling organizations to enhance efficiency without increasing headcount.

Tracie has a proven track record of delivering results, from achieving multimillion-dollar cost savings through technology consolidation to accelerating content development and improving learning experience design. She is a sought-after advisor and speaker, who regularly presents at industry conferences on running L&D like a business, learning operations, and learning technology. Passionate about operational excellence, she helps organizations rethink their approach to learning, ensuring L&D is not thought of as a support function but instead seen as a strategic enabler of business success.

# About ATD

**atd** The Association for Talent Development (ATD) is the world's largest association dedicated to those who develop talent in organizations. Serving a global community of members, customers, and international business partners in more than 100 countries, ATD champions the importance of learning and training by setting standards for the talent development profession.

Our customers and members work in public and private organizations in every industry sector. Since ATD was founded in 1943, the talent development field has expanded significantly to meet the needs of global businesses and emerging industries. Through the Talent Development Capability Model, education courses, certifications and credentials, memberships, industry-leading events, research, and publications, we help talent development professionals build their personal, professional, and organizational capabilities to meet new business demands with maximum impact and effectiveness.

One of the cornerstones of ATD's intellectual foundation, ATD Press offers insightful and practical information on talent development, training, and professional growth. ATD Press publications are written by industry thought leaders and offer anyone who works with adult learners the best practices, academic theory, and guidance necessary to move the profession forward.

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