CAPABILITY ACADEMIES

A NEW APPROACH FOR CRITICAL SKILLS DEVELOPMENT

Insights from **The Josh Bersin Company**

1 HOW DO CAPABILITY ACADEMIES EVOLVE THE LEARNING LANDSCAPE?

Corporate Capability Academies are the next wave

TRADITIONAL TRAINING 1

- L&D or HR-led
- Formal programs
- LMS catalog
- Certification
- Role-based

"not digital, costly to scale"

SELF-DIRECTED LEARNING 2

- LXP interface and discovery
- Recommended content
- Anyone can author
- Open access
- Volume high, quality mixed
- "System-curated"
- Individual-focused

"too much content, not enough context"

CAPABILITY ACADEMIES 3

- Organized by functional area and strategic need
- Led by SMEs and business leaders
- External content and instructors
- Mentoring and coaching by Design
- Assessment and capability models
- Talent mobility and project assignments
- Sponsored by business, constantly Adapting

Capability Academies strategically align learning in the flow of work

2 KEY TENETS

HOW CAPABILITY ACADEMIES ACCELERATE ORGANIZATIONAL OUTCOMES

A COLLABORATIVE LEARNING SPACE WHERE PEOPLE CAN ADVANCE THEIR JOB-RELATED CAPABILITIES

S	P	A	C	E
Sharing	Practice	Alignment	Collaboration	Expertise
Knowledge sharing by internal experts, certified instructors, business leaders, as well as external experts	Programs, real work projects tailored to the company's functions, and developmental assignments (may span multiple months)	Aligned and prioritized to support capabilities identified by business leaders as strategic, proprietary, and high value	Elements including peer-to-peer interactions, discussion forums, and a mix of synchronous & asynchronous activities	Cultivates expertise in critical differentiators — operations, innovation, customer service, and growth

3 WHAT A CAPABILITY ACADEMY IS VS. WHAT IT IS NOT

Developed in conjunction with the business		**NOT** Off-the-shelf learning
NOT A course library, a center of excellence, a corporate university covering every facet of the business		Related to a specific business function or company protocols in a given domain
Collaborative and community-based in a time-based cohort group		**NOT** Solo learning at will
NOT Courseware, examples, and assignments developed by vendors		Projects and assignments tailored to how the business already operates
Allows learners to make mistakes and get substantive feedback to improve		**NOT** Success based solely on completions and test/quiz results
NOT Static content		Content updated and modified as business evolves, capturing learner feedback

EXCERPTED FROM THE JOSH BERSIN COMPANY'S WEBINAR
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