

# HOW TO UNLOCK L&D AS AN AGENT OF TRANSFORMATIVE CHANGE



# YOUR HOST

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15+ YEARS IN HR, L&D  
SPACE



BORDERLINE UNHEALTHY  
PASSION FOR TECHNOLOGY



CROSS-SECTION OF  
INDUSTRIES &  
EXPERIENCES



PUSHES PROCESSES &  
REINVENTS WITH PURPOSE

Evolving L&D

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# How to Unlock L&D as an Agent of *Transformative Change*



Change management  
during a crisis



Define change management  
competencies in L&D and how to  
tap into them



How L&D can strengthen their  
influence and support -- get a  
seat at the table and speak to  
business impact





# POLL 1

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What is your  
role / team  
within your  
organization?



L&D ( Reports to HR)



L&D (Does not report to HR)



Human Resources



Other

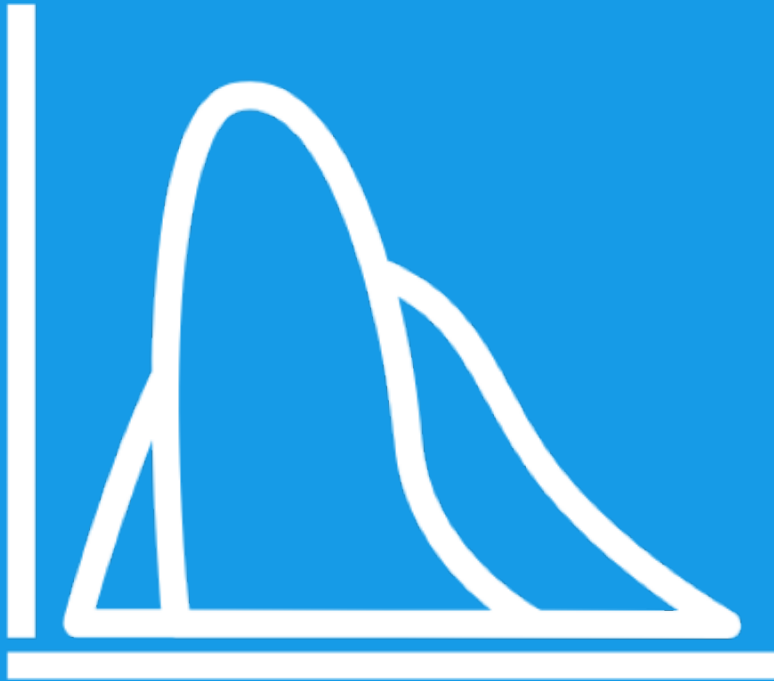




# WHAT IS CHANGE MANAGEMENT?



# NAVIGATING THE "CHANGE CURVE"



**Prepare, support, and help** individuals, teams, and organizations in making change.



Always encompasses the **process, tools, and techniques** to manage the people side of change.



Typically include the following high-level phases: "**unfreezing**," "**changing**," and "**refreezing**."



# LEWIN'S CHANGE MANAGEMENT MODEL



## Unfreeze

1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns



## Change

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view



## Refreeze

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success



## POLL 2

What is your role  
in change  
management  
initiatives?



I am always brought in early to engage from the start of change management processes.



It's inconsistent, but I do get involved earlier rather than later.



I am brought in far too late, but with enough time to support without sacrificing too much.



My role? A constant state of reaction and urgency.

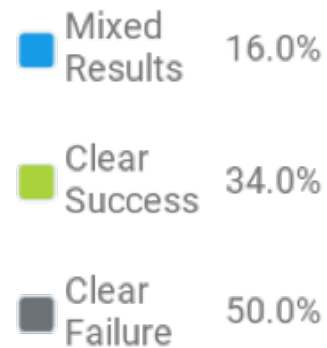
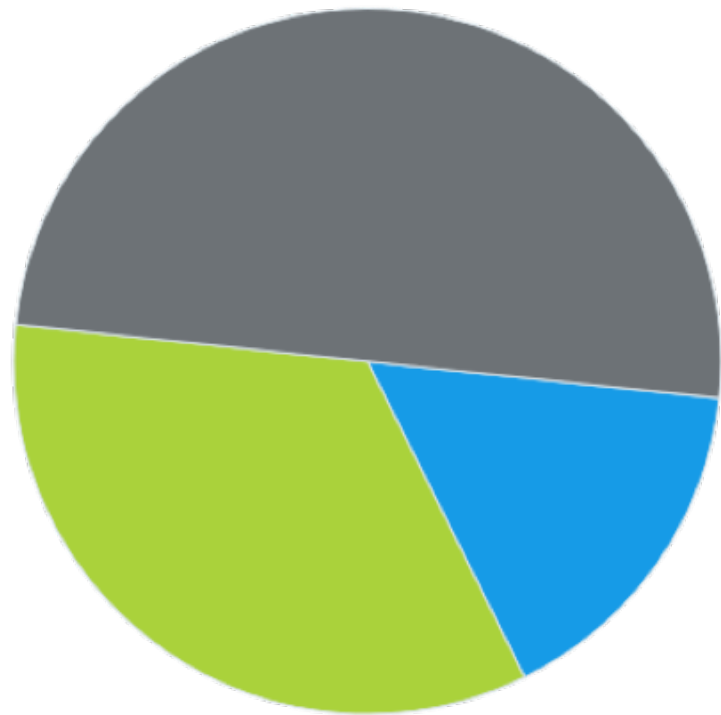




# ■ FACILITATING CHANGE / TRACK RECORD

## Organizational Change Success

Source: Gartner Change Management Research 2020



Only

# 1/3

of all change initiatives succeed

# ■ COMMON BARRIERS TO SUCCESS

- 1 **Lack of Clarity / Knowledge:** What exactly is the change?
- 2 **Lack of Motivation:** I don't really need to change, do I? Why?
- 3 **Lack of Adequate Resources:** This will take more than we really have.
- 4 **Lack of Commitment:** This doesn't feel fully supported by leadership.

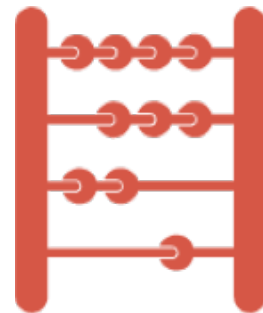
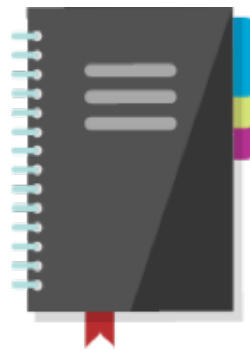




HOW DOES L&D FIT  
INTO THE PICTURE?



# ■ HOW WE TYPICALLY VIEW L&D



- ✓ Instructors
- ✓ Communicators
- ✓ Course Creators
- ✓ "Trainers"

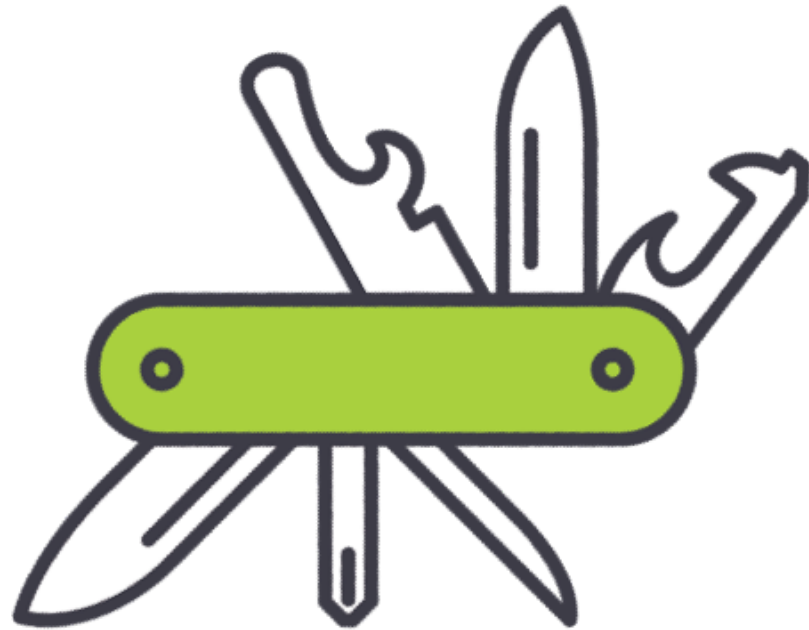
Yet, L&D professionals possess a **robust set of skills** that makes them naturally suited to **support and enable successful change management ... well beyond training.**

# Talent Development Capability Model™



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## ■ HOW WE SHOULD VIEW L&D



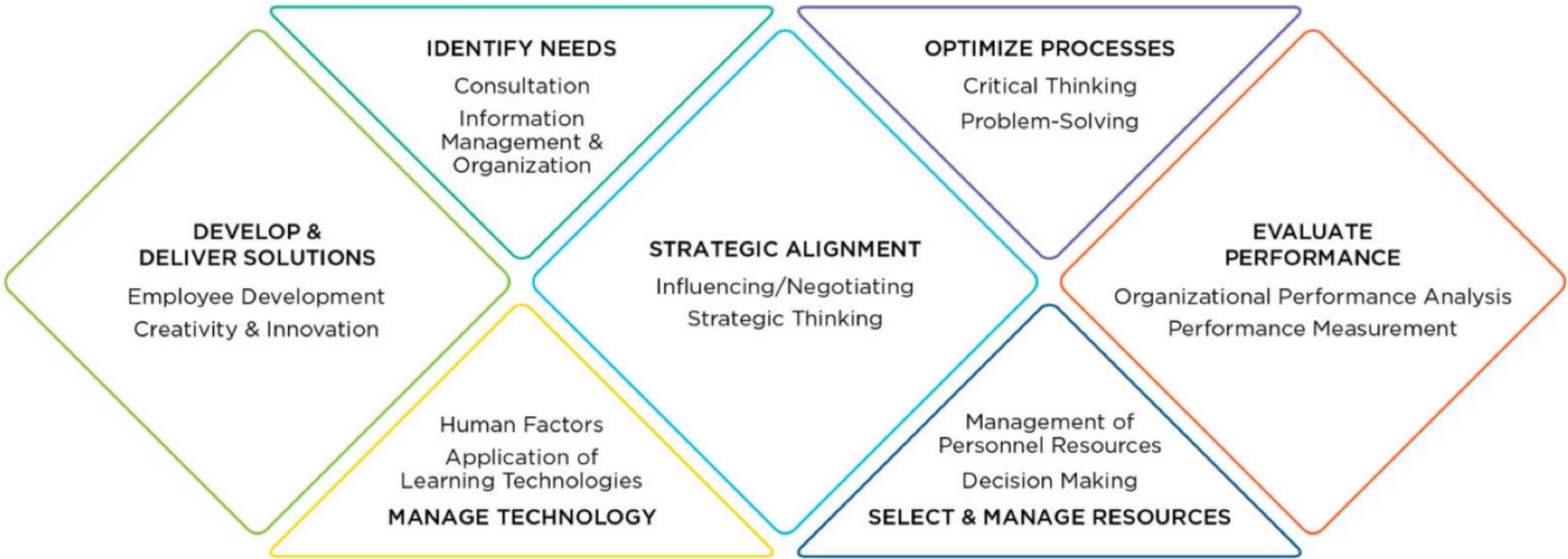
**"UTILITY PLAYER"**

- ✓ "The Experts"
- ✓ *Communicators*
- ✓ *Talent Developers*
- ✓ *Change Agents*
- ✓ *Experience Engineers*
- ✓ *Organizational Culture*
- ✓ *Training and Validations*
- ✓ *Standards*
- ✓ *Trusted Voice*



HOW CAN L&D  
DEMONSTRATE EXPERTISE?





<p><b>FOUNDATIONAL</b></p>	<p>Integrity/Honesty          Project Management          Customer Service          Driving Results          Organizational Awareness</p>	<p>Driving Performance through Others          Presentation Skills          Change Management          Planning and Attention to Detail          Business Acumen</p>
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# How can you get your leadership to spot the untapped potential?





## POLL 3

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Do you have a good grasp of the path to the executive leadership team?



Yes



No



I rely on luck (place/time)





# ARTICULATE YOUR VALUE

*Reference: Influence: Science & Persuasion,  
Robert B. Cialdini, PHD*

- ✓ Use the Law of Reciprocity
- ✓ Be Consistent & Committed
- ✓ Leverage Social Proof
- ✓ Lean into Your Authority
- ✓ Create Likable Exchanges
- ✓ Tap into "Scarcity"
- ✓ Unite People & Ideas



# DEMONSTRATE TANGIBLE RESULTS



Organizational  
Performance



Learning / Training's  
Performance



Individual Performance



Level of Outcomes Achieved



# SPEAK THE C-SUITE'S LANGUAGE



**CEO**



**CFO**



**CHRO**



**COO**



**CIO/CTO**



***"Transformation is often more about  
Unlearning than Learning."***

*Richard Rohr, Author and Speaker*

# Q&A





LEARN. CONNECT. ADAPT. PERFORM.

THANK  
YOU

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