

Proeverijen
UW L&D FESTIVAL

30 JANUARI 2025
DE MONTIL AFFLIGEM

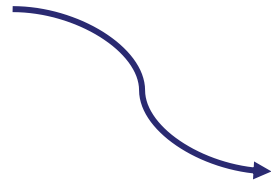
L&D als strategische partner



Nanou Pauwels



DE MATE WAARIN L&D OP C-LEVEL COMMUNICEERT STIJGT!



Steek je hand op!



SCHAARSTE OP ARBEIDSMARKT -
JOB RETENTIE

LEVENSLANG LEREN
WERKTEVREDENHEID – BETROKKENHEID –
MOBILITEIT - PROMOTIE

VERANDERENDE AARD VAN WERK
RESKILLEN EN UPSKILLEN

RELEVANT BLIJVEN ALS INDIVIDU EN ORGANISATIE

**PRODUCTIVITEIT
VERHOGEN**

JOUW ROL!
BEIDE DOELSTELLINGEN
VERENIGEN
ALS STRATEGISCH
L&D PARTNER

ONTWIKKEL OPPORTUNITeiten

MISSIE

‘BESTAANSREDEN EN KERNWAARDEN’

HOE EEN ORGANISATIE DOET
WAT HET DOET OM TE BESTAAN

BUSINESS STRATEGIE

VISIE

‘TOEKOMSTIGE AMBITIES EN DOELen’

WAT EEN ORGANISATIE MOET DOEN
OM ZIJN AMBITIES TE VERWEZENLIJken

CORPORATE STRATEGIE

LIJST VAN OPLEIDINGEN

LIJST MET DE **BELANGRIJKSTE**
UITDAGINGEN DIE

OPGELOST MOETEN WORDEN
IN HET KADER VAN DE
STRATEGISCHE DOELSTELLINGEN

'MENS' BRONNEN	'BUSINESS' BRONNEN
INPUT VAN MANAGERS/INDIVIDUEN/KLANTEN	STRATEGISCHE DOELSTELLINGEN
MEDEWERKERSBEVRAGINGEN	VERKOOPRESULTATEN
INDIVIDUELE LEERPLANNEN	OPERATIONELE DASHBORDS
EVALUATIEFORMULIEREN OPLEIDINGEN	NPS SCORES
ONBOARDING/EXIT INTERVIEWS	BENCHMARK CONCULEGA'S/SECTOR
EVALUATIECYCLUS	COMPETENTIESCAN (SKILLSGAP)
SUCCESSION PLAN	FUNCTIEPROFIELEN
...	...

MAAK GEBRUIK
VAN ALLE
BESCHIKBARE DATA



Manager Interview Cheat Sheet

Manager: _____

Pre-Interview Preparation

Are there known challenges or successes within the team that should be explored?
What data do I want to discuss with them (eg. look for low/ high engagement in previous learning programs, exit data, engagement scores)?
How has the composition of this team changed over the past couple of months?

Hint: Take 10 minutes before the interview to list as many details as possible about past knowledge and interactions with this manager. Chances are you will earn their trust once they see you came prepared and get them to open up easier.

1

Historical Background

What was your focus in the past couple of months?
What are the biggest challenges you and your team faced?
Are these challenges still on the horizon? If so, how severe are they?
What successes or improvements have you observed?
What L&D programs have the manager and their team participated in recently?
How effective were these programs in addressing the team's needs?
How does the manager perceive the relevance and quality of past L&D efforts?

2

Future: Priorities

What key projects or objectives do you have on the horizon for your team?
What will be critical for the team's success in the upcoming period?
What are the biggest challenges you foresee?
Can you describe why these are the most important challenges and who needs to address them?

3

Future: General Challenges

What other challenges are you experiencing?
Why do you think this is happening?
How severe is this problem?
How much is this costing you?
How does this problem ultimately affect you, your team, the organization, our clients?
What are you currently doing to address this problem?
When would you need to fix this problem?
How urgent do you feel this is?

4

Other Observations

Have we discussed everything that's important for you?
What else should I know?
Is there anything from our discussion you would want to revisit?

6

Future: Requests

Can you explain why you think this would be a potential solution for your challenges?
What would happen if we wouldn't deliver?
What support would we get from you in delivering this?

Hint: It might be impossible for you to escape the manager's urge to share a list of trainings with you. Politely tell them that before you can consider any of those solutions you need to better understand the context of the problem they are trying to solve. Ask "why" as many times as you need to uncover the root cause.

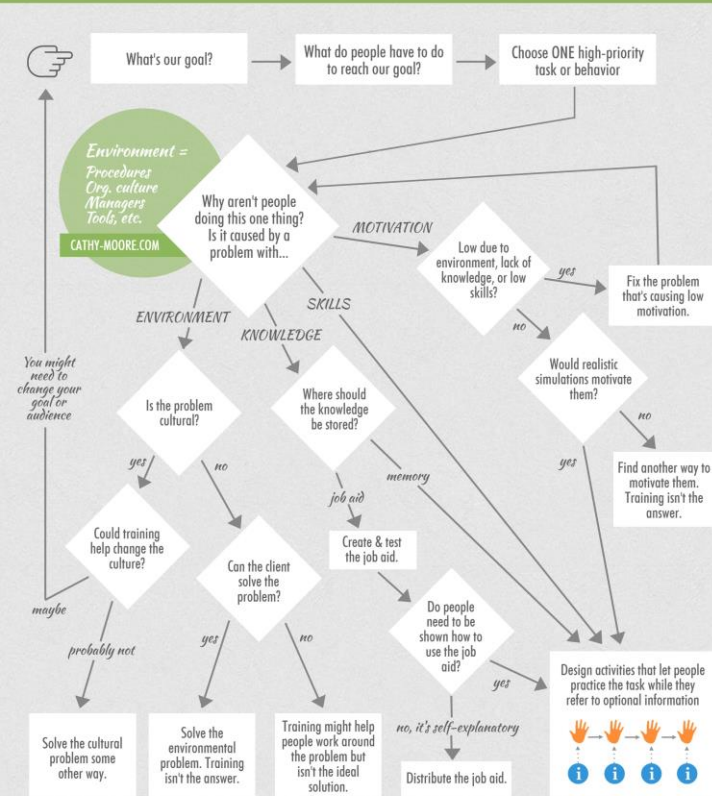
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Hint: Spend 5 minutes after finishing the interview reviewing the information. Ideally, share this canvas as a follow-up with the manager and ask if there's anything they would add.



WILL TRAINING HELP?

What's causing our problem,
and how can we solve it?

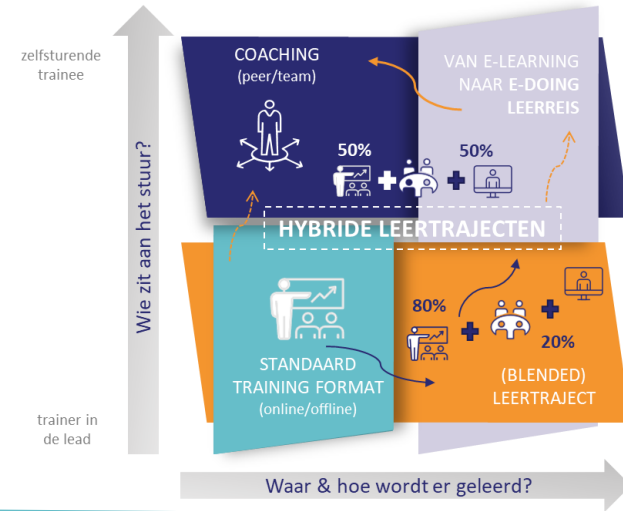


DOWNLOAD FROM MAP-IT-BOOK.COM
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Download Cathy Moore's Framework



Ja... 'training will help'!



Nee ... 'training will NOT help'!

CO-CREËER

**VRAAG FEEDBACK ALVORENS TE
IMPLEMENTEREN**

**BETREK STAKEHOLDERS IN DE OPVOLGING
(VAN LEERINITIATIEVEN)**

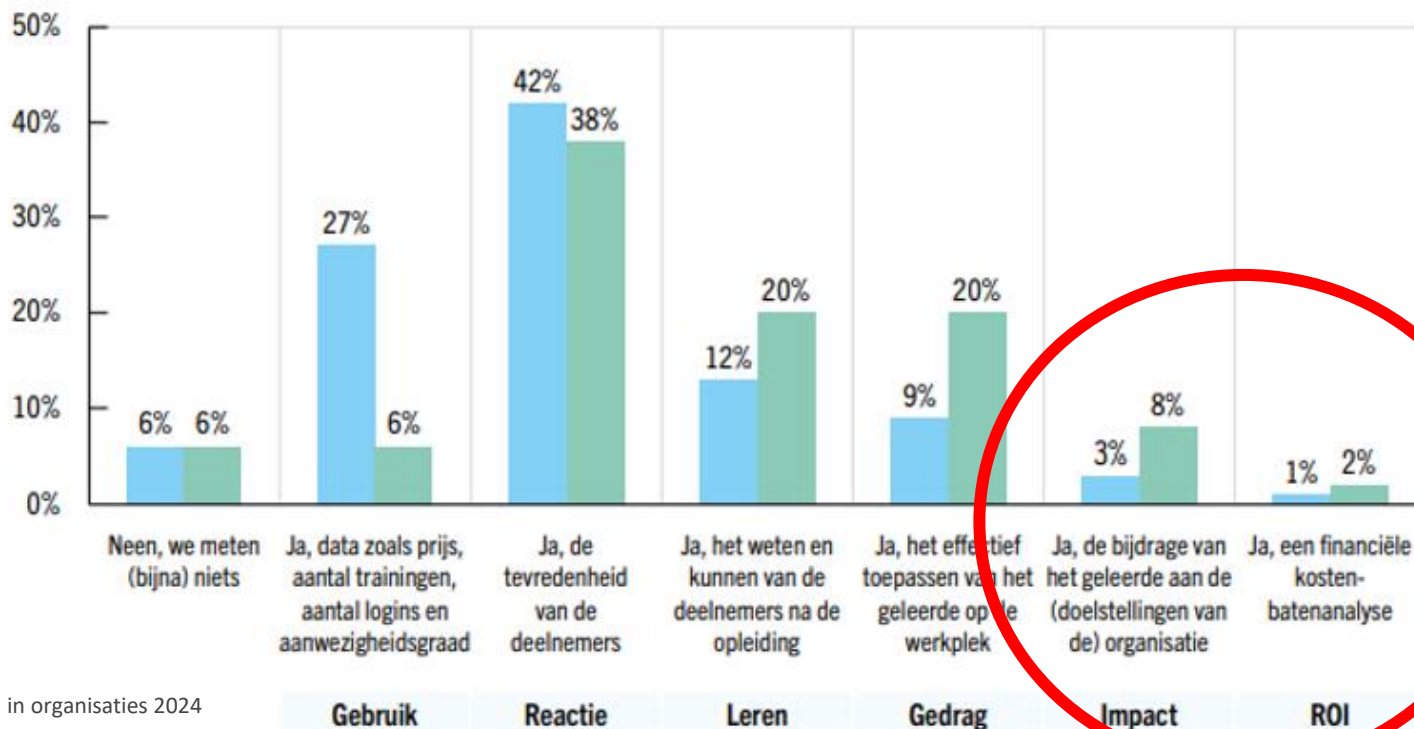


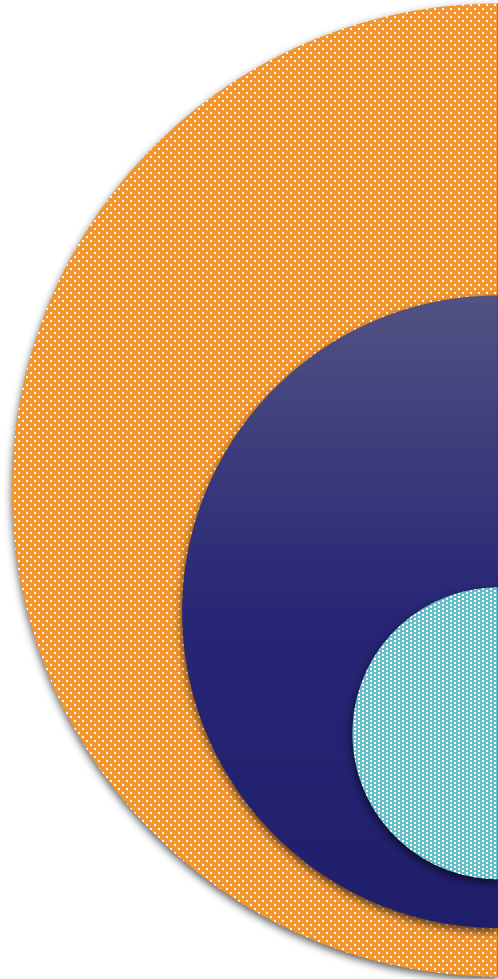
LEERINITIATIEVEN: RESPONSABILITY MATRIX

	VOOR	TIJDENS	NA
L&D / HR			
Trainer			
Leidinggevende			
Directie			
Collega's / peers			
Training buddy			
Externe sparring partner			
...			
...			



Meet jouw organisatie (het effect van) leren en ontwikkeling?





1. Definieer duidelijke en meetbare doelen en KPI's ifv strategische doelen

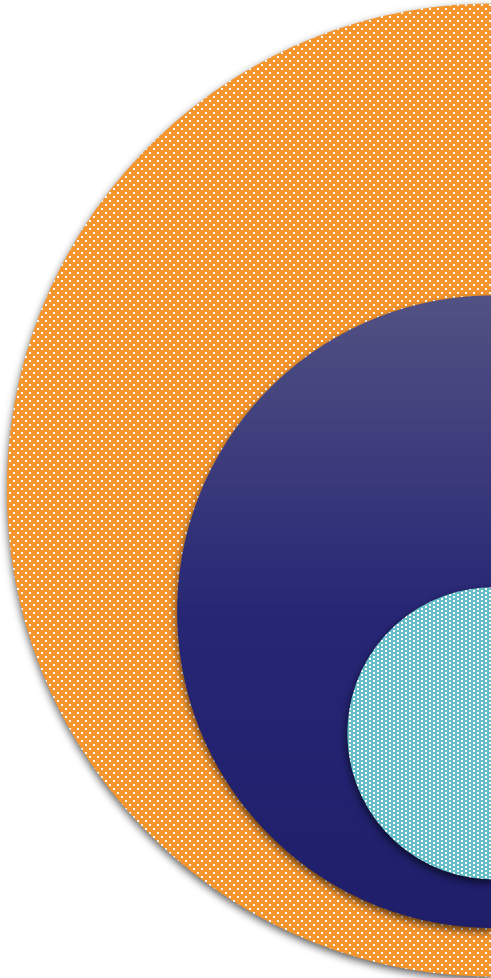
- toename in **productiviteit**
- verbetering van **klanttevredenheid**
- **vermindering van fouten**
- ...

2. Meet de kosten van het leerinitiatief

- **directe kosten** (opleidingsmateriaal, trainers, locaties, ...)
- **indirecte kosten** (productiviteitsverlies door afwezigheid op het werk)

3. Meet de resultaten van de training (Kirkpatrick)

- Niveau 1: **Reactie** - feedbackformulieren
- Niveau 2: **Leren** - toetsen of assessments
- Niveau 3: **Gedrag** - observaties en feedback van leidinggevenden of collega's
- Niveau 4: **Resultaten/impact** - verbeteringen in productiviteit, klanttevredenheid of omzet



4. Financiële voordelen

- **Verhoogde productiviteit:** Bereken de waarde van de tijd die wordt bespaard of de extra productie die mogelijk wordt door de training
- **Verbetering in klanttevredenheid:** een hogere klantloyaliteit of retentie met directe bijdrage aan de omzet
- ...

5. Formule ROI

- **ROI (%) =**
$$\left[\frac{\text{Financiële voordelen} - \text{Kosten leerinitiatief}}{\text{Kosten van het leerinitiatief}} \right] * 100$$

6. Monitor en evaluateer op lang(er)e termijn

- De **resultaten van leerinitiatieven** pas na langere tijd

Stap 6

Rapporteur



**”STRATEGISCH L&D VERSTERKT
DE ORGANISATIE DOOR
MEDEWERKERS TE LATEN
GROEIEN IN LIJN MET DE
TOEKOMSTVISIE.”**

Vragen?

Nanou Pauwels



0495 59 54 25



npauwels@ncoi.be



[Ncoi.be](https://ncoi.be)



you
totally
CAN