litmos

The Learning Acceleration Journey

Benchmark where you stand. Leave with a toolkit.

Who wants a Lamborghini?



litmos

Our Time Together

Assess how your organization supports learning and adaptation.

Compare your perspectives with others in the room.

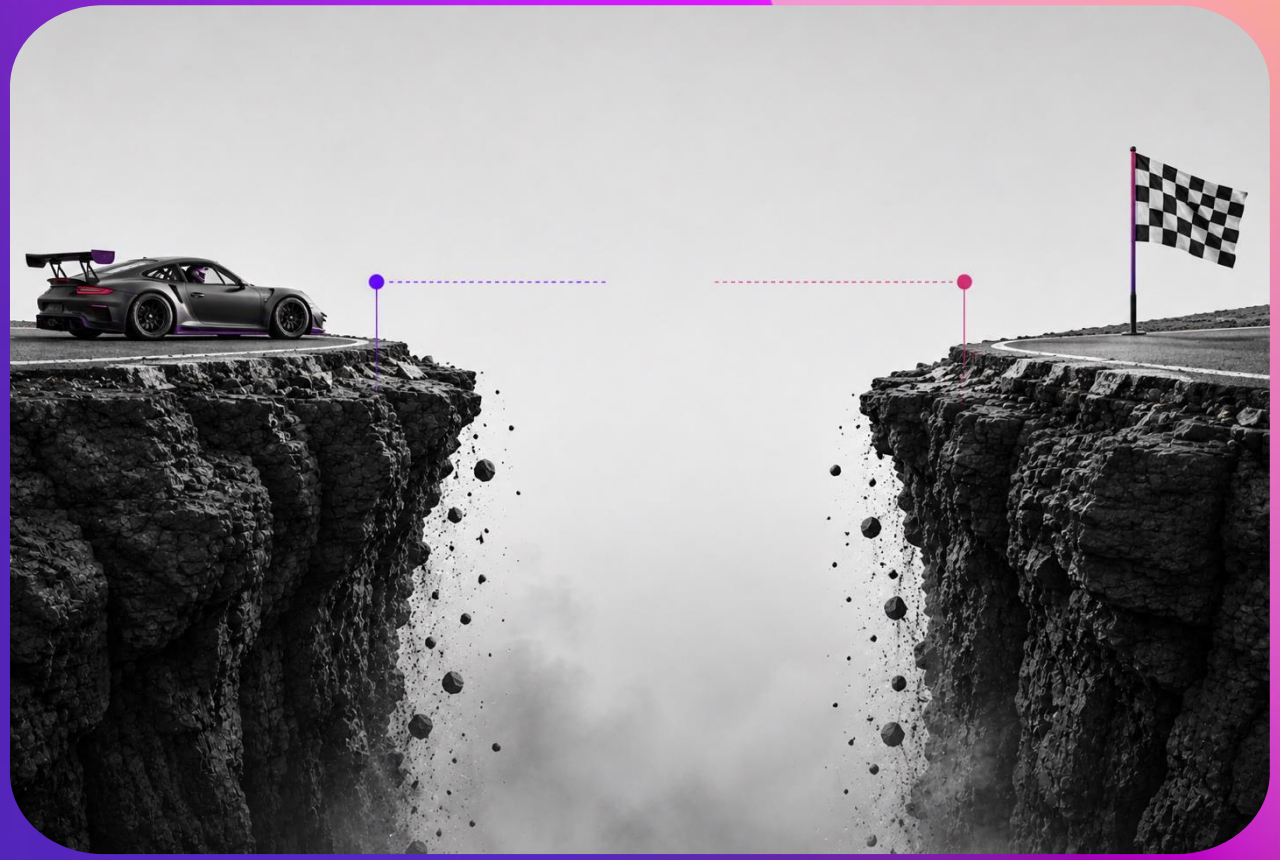
Choose one practical change, with a toolkit to help you act.

litmos

Business is changing faster than we can prepare people for what's next.

THE CAPABILITY EROSION CRISIS

The widening gap between the accelerating pace of change and an organization's ability to continuously build, activate, and evolve the human capabilities needed to keep pace.



When the track changes, is your organization equipped to respond?

Do you wait until performance suffers?

Are you preparing people for changes we already know about?

Can you recognize emerging needs and adapt continuously?







litmos

The Learning Acceleration Journey

1 Required

Meet regulatory and compliance requirements.

2 Emerging

Responds to business priorities.

3 Accelerating

Build capability tied to business outcomes.

4 Anticipatory

Address needs before gaps widen.

5 Exponential

Continuously evolve capability with business change.



litmos

Before we replace the engine...

MAINTENANCE WORK ORDER

Submitted by: Vehicle owner

SERVICE REQUEST
No. 005

REPORTED CONCERN

Performance isn't meeting expectations.

REQUESTED FIX

Replace the engine.

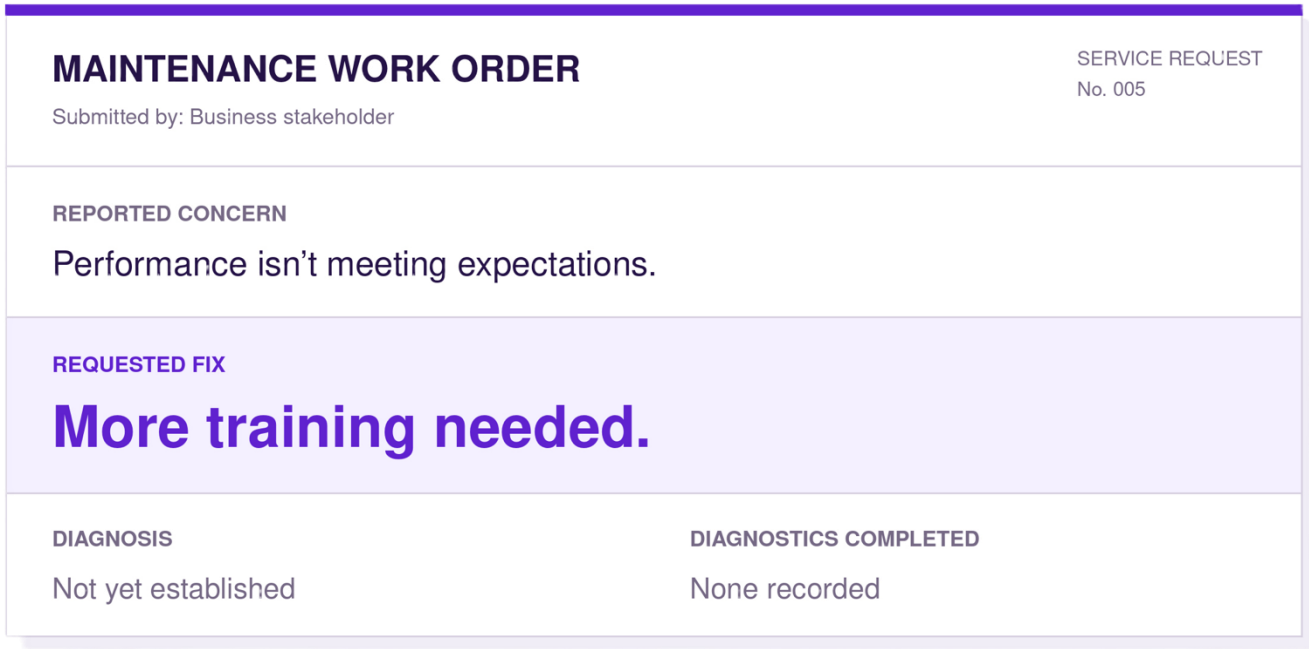
DIAGNOSIS

Not yet established

DIAGNOSTICS COMPLETED

None recorded

Mistake #1: Prescribing Before Diagnosing



The Learning Science

Wiggins, G., & McTighe, J.
***Understanding by Design*. ASCD.**
Backward design: establish desired results and evidence before planning learning.

Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A.
"The Science of Training and Development in Organizations: What Matters in Practice."
Psychological Science in the Public Interest
Research review supporting training needs analysis before designing the intervention.

Gilbert, T. F. . *Human Competence: Engineering Worthy Performance*. McGraw-Hill.
Performance improvement foundation: investigate environmental conditions and individual factors when diagnosing performance problems.

Someone says “We need a training course.” What usually happens at your organization?

Choice	Response
A	We confirm the requirement and who needs to complete it.
B	We clarify the business need and develop learning to address it.
C	We agree on the business outcome and capability needed before choosing the approach.
D	We use business signals to anticipate capability needs before requests arrive.
E	We continuously adjust capability priorities as business needs evolve.

Align

From responding to needs → *anticipating them*

A REQUIRED	B EMERGING	C ACCELERATING	D ANTICIPATORY	E EXPONENTIAL
Training satisfies compliance and regulatory mandates.	Responds to business priorities. Content expands beyond compliance.	Capability needs are explicitly tied to business outcomes and content is built, bought, or curated to support those needs.	Business signals reveal capability needs before gaps widen. Content is proactively planned.	Capability and content evolve continuously with market change.

THE CRITICAL THRESHOLD

AI *AI shifts the conversation from reactive to predictive.* Surface patterns and emerging capability needs.

What does the brake pedal do?

A. Slows the car

B. Improves the sound system

C. Opens a support ticket



Mistake #2: Knowing the answer isn't the same as performing the task.

Build in opportunities to…	Research foundation	Researchers
Recall relevant knowledge without looking it up	Retrieval practice: recalling information strengthens later retention.	Henry Roediger & Jeffrey Karpicke
Revisit learning across time	Distributed practice: spacing learning supports lasting retention.	Nicholas Cepeda, Harold Pashler, Edward Vul, John Wixted & Doug Rohrer
Apply skills, receive feedback, and try again	Training effectiveness: well-designed practice and feedback support skill development.	Eduardo Salas, Scott Tannenbaum, Kurt Kraiger & Kimberly Smith-Jentsch



Someone needs to do something new. How does your organization usually prepare them?

Choice	Response
A	Assign training and track completion.
B	Provide a structured learning path for their role or need.
C	Provide personalized learning, practice, and reinforcement close to when they'll use it.
D	Proactively trigger learning based on context and emerging needs.
E	Make capability development and application continuous within everyday work.

Build

From delivering learning → *activating capability when it matters*

A REQUIRED	B EMERGING	C ACCELERATING	D ANTICIPATORY	E EXPONENTIAL
Training is assigned and completed as an event.	Learning is part of a progressive path aligned to audience, role, or moment of need.	Personalized learning and reinforcement move closer to the moment of performance.	Learning is proactively triggered by context, signals, and predicted need.	Capability is continuously activated in the flow of work and performance.

THE CRITICAL THRESHOLD

AI AI accelerates creation, curation, adaptation, and localization.

litmos

“You’ve successfully started the car. Please stop contacting the Pit Crew.”

On a random Wednesday, how does learning connect with the work people are doing?

Choice	Response
A	People rely on manually shared resources and individual contacts.
B	The LMS is the central place for accessing and tracking learning.
C	Learning connects with key systems and workflows so people can access support while working.
D	Connected systems use business signals to trigger relevant learning and support.
E	Learning operates across a connected ecosystem of employees, partners, and customers.

Mistake #3: Making learning more work instead of making learning part of how work happens.

Create opportunities to…	Research or conceptual foundation	Authors
Apply learning at work	Transfer of training: application depends on the learner, training design, and work environment.	Timothy Baldwin & J. Kevin Ford
Learn through participation with others	Situated learning: learning develops through participation in authentic activities and communities of practice.	Jean Lave & Etienne Wenger
Access useful support while working	Learning in the flow of work: bring learning closer to everyday tasks and tools.	Josh Bersin

Connect

From destination → *embedded in how work happens.*

A REQUIRED	B EMERGING	C ACCELERATING	D ANTICIPATORY	E EXPONENTIAL
Manual systems and spreadsheets.	LMS is system of record for completion.	Learning is integrated into key systems, workflows, and audiences.	Business signals and workflows trigger learning.	Learning operates as part of an interconnected ecosystem across workforce, partners, and customers.

THE CRITICAL THRESHOLD

AI AI bring intelligence and capability-building into workflows and connecting systems.

litmos

437
Engine starts

12,800
Minutes seated

4.8/5
Steering-wheel satisfaction

REACHED THE DESTINATION?

Unknown

Leadership asks, “Is our learning investment working?” What evidence usually guides your answer?

Choice	Response
A	Completions and participant feedback.
B	Knowledge, proficiency, or readiness assessments.
C	Evidence of capability alongside relevant business outcomes.
D	Signals of emerging capability gaps that help us act earlier.
E	Learning insights that regularly shape business decisions and adaptations.

Optimize

From proving completion → *informing decisions.*

A REQUIRED	B EMERGING	C ACCELERATING	D ANTICIPATORY	E EXPONENTIAL
Qualitative feedback and completions are the primary measurement.	Knowledge, proficiency, and/or readiness begin to be assessed.	Capability, readiness, and business outcomes are measured.	Learning data is used to determine capability gaps before performance is impacted.	Learning data becomes a source of business intelligence, a leading indicator that informs executive decisions.

THE CRITICAL THRESHOLD

AI AI reveals gaps, surface insights, and guide better decisions.

Mistake #4: Reporting activity instead of using evidence of performance improvement.

Use evidence to…	Research or conceptual foundation	Authors
Examine application, impact, and value	Four Levels of Evaluation and ROI Methodology: examine learning, workplace application, and business results; assess monetary benefits against costs when appropriate.	Donald Kirkpatrick; Jack Phillips & Patti Phillips
Decide what to change next	Learning Analytics Cycle: connect learner data and interpretation to action that improves learning.	Doug Clow
Investigate the wider system	Systems thinking: examine relationships and feedback loops across the organization.	Peter Senge

What is a business outcome?

A measurable improvement in performance, risk, or profitability.



Performance

Help people perform better

- Accelerate time to productivity
- Improve business performance
- Increase workforce retention
- Increase customer adoption and retention



Protection

Protect people and the business

- Minimize legal and financial risk
- Protect brand and quality
- Strengthen governance



Profitability

Grow value and reduce cost

- Reduce operating cost and complexity
- Scale capability efficiently
- Create or grow revenue streams

Learning is the lever behind the outcome.

Which dimension most limits your organization's ability to adapt at the speed of business?



Key Takeaways

Changing business demands require ongoing capability-building. Preparation, practice, and support must evolve with the work.

Business outcomes give all four dimensions their purpose. Use them to guide what you Align, Build, Connect, and Optimize.

Assess the everyday experience. What consistently happens on a random Wednesday reveals where attention is needed.

Start with one initiative. Use the toolkit to identify a change worth testing and evidence that will guide your next move.



litmos

litmos

Thank you!

For additional questions, contact:

Melissa Kruminas

Melissa.Kruminas@litmos.com



Melissa Kruminas

VP, Learning Experience & Enablement | Helping organizations build human capability across workfo...