

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

SELF-DIRECTED LEARNING

TRADITIONAL TRAINING

1

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

“not digital,
costly to scale”

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

KEY TENETS

HOW CAPABILITY ACADEMIES
ACCELERATE ORGANIZATIONAL
OUTCOMES

2

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

S

Sharing

Knowledge sharing by internal experts, certified instructors, business leaders, as well as external experts

P

Practice

Programs, real work projects tailored to the company's functions, and developmental assignments (may span multiple months)

A

Alignment

Aligned and prioritized to support capabilities identified by business leaders as strategic, proprietary, and high value

C

Collaboration

Elements including peer-to-peer interactions, discussion forums, and a mix of synchronous & asynchronous activities

E

Expertise

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
**CAPABILITY ACADEMIES: A NEW APPROACH FOR CRITICAL
SKILLS DEVELOPMENT**

the **josh
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