

7

Steps to Building a Governance Model for Shared Learning

Checklist

Use this checklist to track your progress as you implement a governance framework for your cross-functional learning and development initiatives. This list will keep you on track as you **set your strategic vision and mission, align stakeholders, define your processes, and continuously measure your progress.**

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1. Conduct Stakeholder Interviews

Set up interviews where you can ask all relevant parties (i.e., executives and line-of-business stakeholders) what they want from a learning shared service. Get them to articulate what success looks like, their functional area's specific needs, and how better learning outcomes can support key business goals.

Use these interviews to define a program mission and vision.

Circulate a written mission and vision to all stakeholders to get feedback and buy-in.

2. Develop a Program Roadmap

Lay out the concrete actions and critical milestones for fulfilling the program mission and vision in a phase-based 24-month roadmap.

Document and circulate the roadmap and ask stakeholders for feedback.

3. Publish an Operational Model

Publish an accessible program charter that documents your processes, standards, key roles and responsibilities, and milestones for each phase of the program.

Delegate control to leaders in individual lines of business based on their capacity to take on learning and development responsibilities.

Work with IT to set up a ticketing system for support requests from each line of business to make it easier to track issues and provide help.

4. Devise a Communication Plan

Set up an outbound communications channel — an email, a newsletter, a specific channel in your company's business communication platform, etc. — where you can keep leadership and your stakeholders updated on progress, wins, roadmap, and other developments.

Set up an inbound communication channel where stakeholders can ask questions and provide feedback.



5. Create a Measurement Model

Determine specific key performance indicators (KPIs) that will measure progress toward the realization of your program's strategic vision.

Decide how you will measure each KPI — for example, you could conduct regular surveys to gauge learner satisfaction or track usage across each line of business via your learning management system (LMS).

Set a specific cadence for reporting on learning service success (e.g., monthly, quarterly, or every six months).

6. Identify and Acquire Support Tools

Research and purchase key solutions, such as your LMS, and project management software. Determine if you need to integrate new and existing platforms with help from your IT team.

Build a strong partnership with your LMS vendor to stay updated on product changes, new features, and best practices.

Work with leaders and managers to ensure onboarding and training exists for each platform and tool.

7. Select and Seat a Steering Committee

Select stakeholders to represent each line of business as part of a Steering Committee for your learning program.

Set a regular recurring meeting for the Steering Committee to give updates and discuss progress and challenges.

Provide notes after each meeting that can be widely distributed to executives and non-Steering Committee stakeholders to ensure transparency.

Don't leave anything to chance when implementing a governance model for shared learning services. Follow this process to ensure that you don't make any key decisions without buy-in, and that you're always tying learning outcomes to core business goals. To learn more about governance, check out our guide: [A Governance Framework for Buy-In, Adoption, and Ongoing Success](#).

Get our in-depth guide to driving buy-in, adoption, and ongoing success for shared learning services

Access Guide

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