NIIT

Learning Consulting Services

Your trusted advisor for the evolving landscape of talent, skills, and learning

Talent Management & Learning Transformation: A Common Challenge

Working with industry leaders across the globe has shown us that while the learning culture at each organization is somewhat unique and learning priorities differ, the core talent management and learning challenges are similar. Currently, these include ensuring talent readiness to support business goals, developing a digitally ready workforce, creating learning effectiveness at scale, ensuring global reach, bringing agility to respond to business needs, defining mechanisms to preempt and predict talent and learning needs, and supporting colleagues in their career journeys.

As L&D comes into the spotlight, L&D operations have to find ways to become more efficient and effective. Learning leaders must deliver amidst tighter budgets and growing demands of scalability and reach. Now more than ever, L&D leaders must leverage technology and implement connected tools and platforms to enhance learner engagement, maximize learning impact and continue deliver unmistakable value to business.

NIIT Consulting & Advisory Services helps organizations transform their talent and learning practices and maximize the value to businesses. Our team of expert consultants now includes the expanded capability of the St. Charles Consulting Group, known for providing innovative and highly effective learning, organization development, knowledge services, and workforce planning solutions since 2002.

700+	900+	15+	55%
experienced, high-caliber global consultants	Executive Coaches worldwide	years average team experience in learning and talent development consulting	have a master's degree or Ph.D. in a field related to learning

Our Commitments

Alignment

We provide strategic support to learning and talent organizations. We'll not only help you transform and align with your business strategy, but also define the key capabilities and skills you need to execute strategies in the short and the long term.

Optimization

We help you optimize the use of technologies, processes, and tools to enable your L&D teams to create and deliver programs and interventions at scale. This is the best way to position your organization to effectively build essential skills and drive better performance.

Growth

We put the building blocks of a learning culture in place using our deep understanding of your workforce needs, so your team can unlock their potential with meaningful learning experiences and expanded growth opportunities.
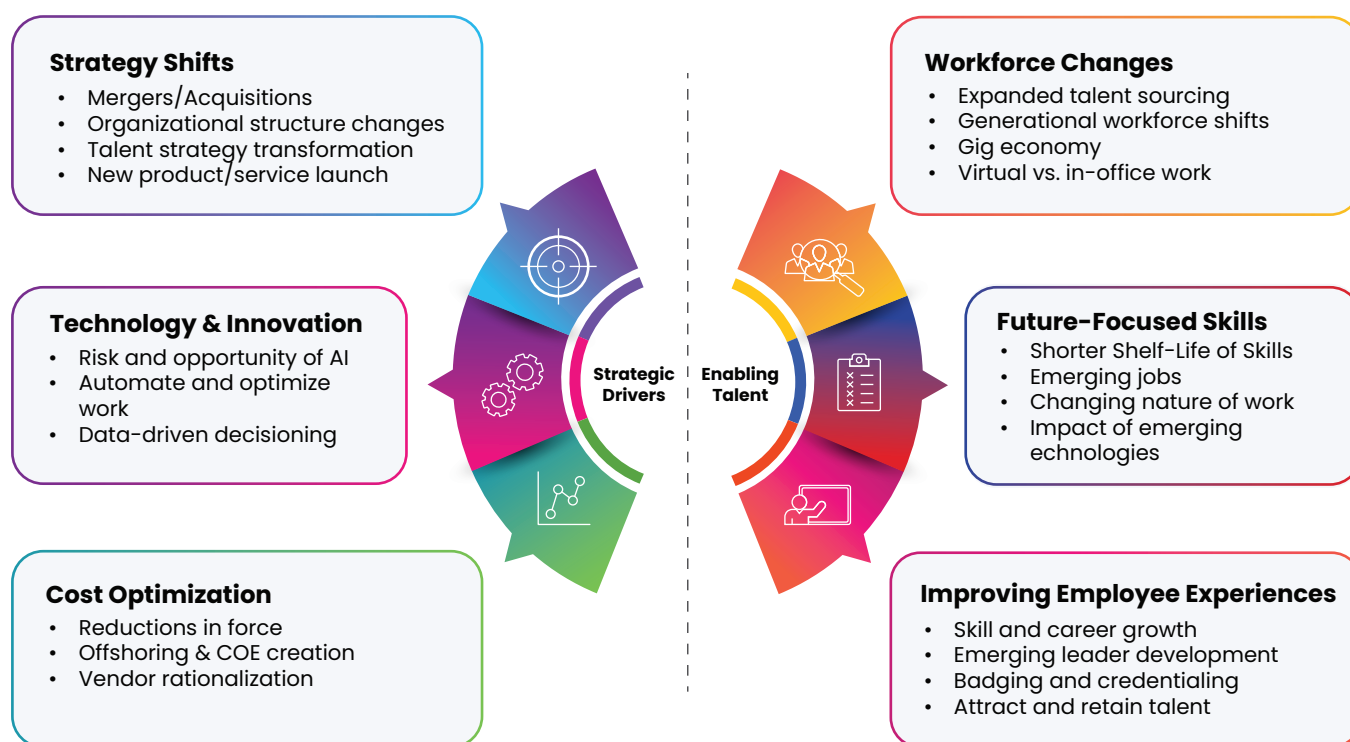
Aligning Talent to Business Strategy

Our talent solutions help you address C-suite priorities

With our 2022 acquisition of the St. Charles Consulting Group, we've significantly expanded our capabilities in strategic consulting. We now offer a comprehensive suite of services that range from technical development and implementation to managed services for talent, skills, and learning.

This enriched service portfolio uniquely positions us to help organizations navigate the complexities of talent and learning strategies, ensuring they are fully aligned and actively supporting their business objectives.

Strategy Shifts
- Mergers/Acquisitions
- Organizational structure changes
- Talent strategy transformation
- New product/service launch

Technology & Innovation
- Risk and opportunity of AI
- Automate and optimize work
- Data-driven decisioning

Cost Optimization
- Reductions in force
- Offshoring & COE creation
- Vendor rationalization

Strategic Drivers | Enabling Talent

Workforce Changes
- Expanded talent sourcing
- Generational workforce shifts
- Gig economy
- Virtual vs. in-office work

Future-Focused Skills
- Shorter Shelf-Life of Skills
- Emerging jobs
- Changing nature of work
- Impact of emerging echnologies

Improving Employee Experiences
- Skill and career growth
- Emerging leader development
- Badging and credentialing
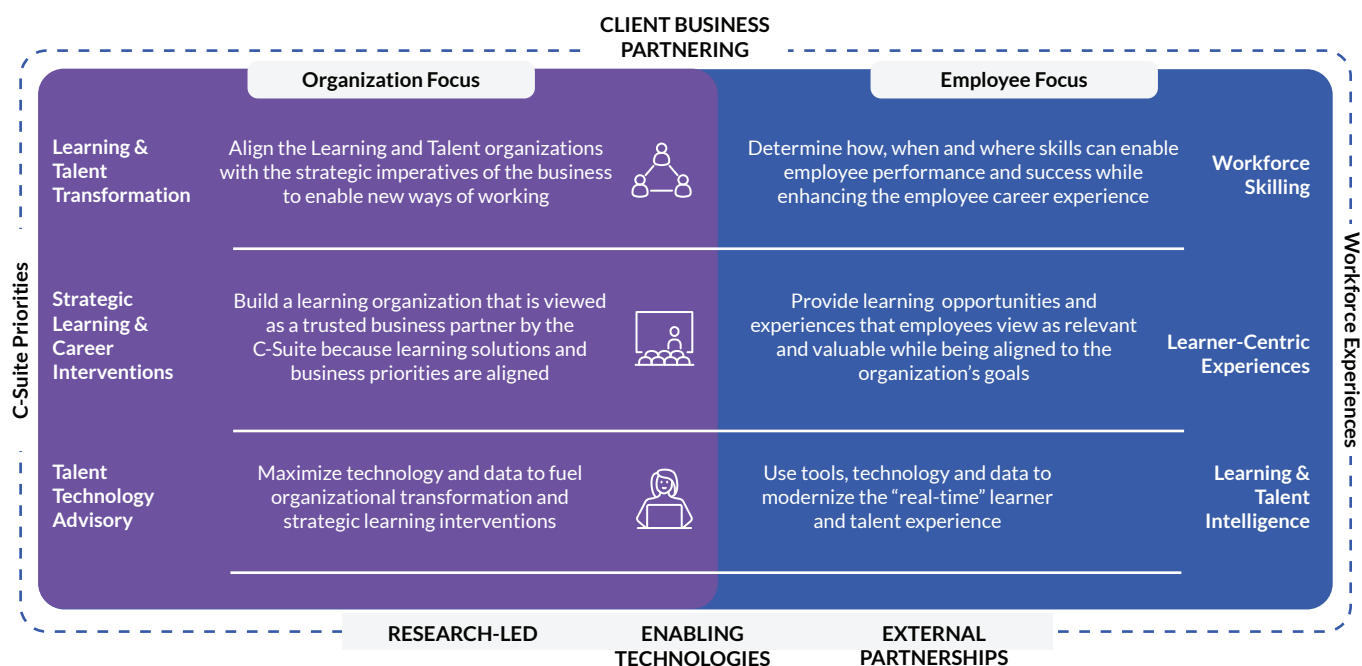- Attract and retain talent

> " Our vision centers on people. We see a landscape where our combined expertise ignites the spark of potential in every organization and every employee. By fostering a culture of continuous learning, we empower individuals to embrace change and steer their organizations towards greatness. "
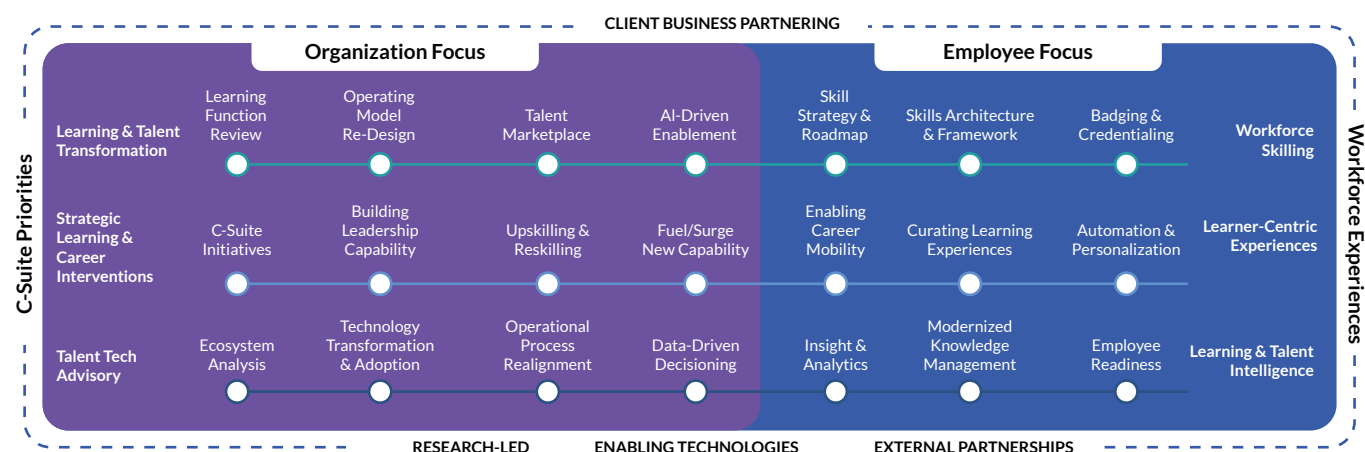
A Portfolio Aligned to C-suite Priorities

With our 2022 acquisition of the St. Charles Consulting Group, we've significantly expanded our capabilities in strategic consulting. We now offer a comprehensive suite of services that range from technical development and implementation to managed services for talent, skills, and learning.

This enriched service portfolio uniquely positions us to help organizations navigate the complexities of talent and learning strategies, ensuring they are fully aligned and actively supporting their business objectives.

CLIENT BUSINESS PARTNERING

	Organization Focus		Employee Focus	
Learning & Talent Transformation	Align the Learning and Talent organizations with the strategic imperatives of the business to enable new ways of working		Determine how, when and where skills can enable employee performance and success while enhancing the employee career experience	**Workforce Skilling**
Strategic Learning & Career Interventions	Build a learning organization that is viewed as a trusted business partner by the C-Suite because learning solutions and business priorities are aligned		Provide learning opportunities and experiences that employees view as relevant and valuable while being aligned to the organization's goals	**Learner-Centric Experiences**
Talent Technology Advisory	Maximize technology and data to fuel organizational transformation and strategic learning interventions		Use tools, technology and data to modernize the "real-time" learner and talent experience	**Learning & Talent Intelligence**

C-Suite Priorities (left axis) / *Workforce Experiences* (right axis)

RESEARCH-LED **ENABLING TECHNOLOGIES** **EXTERNAL PARTNERSHIPS**

Our expansive consulting solutions portfolio is built on a robust framework, with each solution designed to align and bridge the gap between C-suite priorities and workforce expectations through the unique lens of organizational and employee focus.

CLIENT BUSINESS PARTNERING

	Organization Focus				Employee Focus			
Learning & Talent Transformation	Learning Function Review	Operating Model Re-Design	Talent Marketplace	AI-Driven Enablement	Skill Strategy & Roadmap	Skills Architecture & Framework	Badging & Credentialing	**Workforce Skilling**
Strategic Learning & Career Interventions	C-Suite Initiatives	Building Leadership Capability	Upskilling & Reskilling	Fuel/Surge New Capability	Enabling Career Mobility	Curating Learning Experiences	Automation & Personalization	**Learner-Centric Experiences**
Talent Tech Advisory	Ecosystem Analysis	Technology Transformation & Adoption	Operational Process Realignment	Data-Driven Decisioning	Insight & Analytics	Modernized Knowledge Management	Employee Readiness	**Learning & Talent Intelligence**

C-Suite Priorities (left axis) / *Workforce Experiences* (right axis)

RESEARCH-LED **ENABLING TECHNOLOGIES** **EXTERNAL PARTNERSHIPS**

Our Comprehensive Learning Consulting Services

LEARNING & TALENT TRANSFORMATION

Align learning and talent organizations with the strategic imperatives of the business to facilitate new ways of working.

STRATEGIC LEARNING & CAREER INTERVENTIONS

Build a learning organization that is a trusted business partner by the C-suite because learning and business priorities are aligned.

TALENT TECHNOLOGY ADVISORY

Maximize technology and data to fuel organizational transformation and strategic learning interventions.

WORKFORCE SKILLING

Determine how, when, and where skills can enable employee performance and success while enhancing the employee experience.

LEARNER-CENTRIC EXPERIENCES

Provide learning opportunities and experiences that employees view as engaging, relevant, and valuable, while remaining aligned to the organization's goals.

LEARNING & TALENT INTELLIGENCE

Use tools, technology, and data to modernize the real-time learner and talent experience.

> "Our journey is fueled by the belief that transformation is within every organization's reach. We envision a future where NIIT Learning Consulting and St. Charles Consulting blend their strengths to become the compass that guides businesses towards sustainable success."

Learning & Talent Transformation

Align the Learning and Talent organizations with the strategic imperatives of the business to enable new ways of working

Learning Function Review

Solution

A deep dive into all aspects of the learning function and how it aligns to the business strategy and needs

Uses interviews with company leaders and stakeholders, combined with review of people, processes, technology and content and external research. Provides qualitative and quantitative benchmarking of current operations & a baseline for building a business case and transformation roadmap

Market Triggers

- Align with a major change such as M&A, new or disruptive technology or major reorganization
- The function is viewed in a limiting silo and seeks to reposition itself as a strategic business partner
- Cost reduction/optimization
- Impact of AI
- New CHRO/CLO/CFO

Results & Impact

- Benchmarked against best practices
- Recommendations for transforming learning
- Baseline for Business Case
- Prioritization of learning initiatives based on performance needs

Operating Model Re-Design

Solution

Design of the new operating model learning function including structure, governance, staffing, processes and technology, funding, people, organization design and impacts of AI

NIIT can undertake all of this or done in partnership with the client

Market Triggers

- Completion of a Learning Function Review
- Requirement to find efficiencies or cost reductions
- Need to scale the function to increase service offerings
- Centralization & impact causes

Results & Impact

- A "right-sized" learning organization with clear operating agreements and services
- Streamlined processes that optimize the use of technology and processes

Talent Marketplace

Solution

Selection and implementation of a 2-sided digital platform that matches skill needs from across your company with employees and candidates who have the needed skills. Increases development and mobility options for staff; enhances employee experiences

Market Triggers

- Need to broaden the talent pool of internal and external candidates for open roles and skill needs
- Desire to increase transparency of open positions across the company with a streamlined tool and process for managing and applying for open roles

Results & Impact

- Potential cost-optimization while increasing the talent pool
- Greater opportunities for career growth among existing employees
- Increased retention; reduced attrition
- Increased engagement

AI-Driven Enablement

Solution

Using artificial intelligence to create more personalized learning, build complex learning experiences in short timeframes, provide intelligent content recommendations and offer real-time feedback and support. Support build of Learning Journeys and Academies

Market Triggers

- Need to accelerate development of complex learning journeys
- Requirement to limit subject matter resource time by generating source content
- Need for personalized or adaptive learner experiences

Results & Impact

- Shorter design and development times, especially for more complex programs
- More tailored learning experiences for employees
- Potential cost savings through streamlined design and development

Transformation Story:

From initial Consulting support through a full-scale transformation, NIIT helped architect the Future of Learning at a leading consumer goods company, delivering many innovations and industry firsts, helping to build a reputation of best-in-class learning.

Strategic Learning & Career Interventions

Build a learning organization that is viewed as a trusted business partner by the C-Suite because learning and business priorities are aligned

C-Suite Initiatives

Solution

Learning and talent interventions dictated directly by the C-Suite or that result from a corporate initiative driven from the C-Suite

Market Triggers

- ☑ Economic or industry trends that require the organization to pivot
- ☑ Need to drive performance in a specific area of the business due to under-performance, new products or services, or regulatory drivers

Results & Impact

- ☑ Targeted learning and talent interventions with the potential to have a high impact on a specific business need
- ☑ Greater visibility of the learning organization as a strategic partner to the C-Suite

Building Leadership Capability

Solution

Assessment of a company's current and future leadership needs and gap analysis with existing leadership capabilities

Detailed plan and architecture to build the desired leadership culture and skills through targeted learning and experiences

Market Triggers

- ☑ Skill deficits in critical leadership behaviors such as decision-making, employee engagement and managing performance
- ☑ Need to build leader bench strength

Results & Impact

- ☑ Clear definition of expected leadership behaviors at all levels of the company
- ☑ Stronger skills for current leaders and leader bench strength
- ☑ Foundation for a shared leadership culture across the company

Upskilling & Reskilling

Solution

Strategies to help existing employees to build new skillsets or update existing skillsets

Skillsets included are tied to skills needed to drive company strategy short and long term

Market Triggers

- ☑ Need to bring skillsets into the company that aren't available in the market
- ☑ New or disruptive technologies that change the nature of work

Results & Impact

- ☑ Potentially retain employees with institutional knowledge to meet changing needs
- ☑ A more nimble workforce able to flex to new challenges

Fuel/ Surge New Capability

Solution

Installing technology, tools, processes and programs that allow a company to adapt to changing business needs by quickly identifying new skill needs, assessing gaps and putting interventions in place to build the needed skills

Market Triggers

- ☑ External events that require an industry or company to change how it does market business
- ☑ Need to drive performance in a specific area of the business due to under-performance, new products or services, or regulatory drivers

Results & Impact

- ☑ Targeted learning and talent interventions with the potential to have a high impact on a specific need
- ☑ Tailored interventions for employees likely to help them develop in their careers

Transformation Story:

A leading professional services firm specializing in tax, audit, and advisory identified significant gaps in their development strategy, including difficulties in applying learning to their jobs and disconnected career development systems. To address these issues, they partnered with NIIT to develop Education, Experiences, and Exposures (EEE) roadmaps. These roadmaps integrate on-the-job experiences, networking, and role-specific competencies into a unified learning portal, creating a streamlined approach that addresses training needs, prioritizes investments, and supports long-term development, enhancing relationship-building and meeting diverse training requirements.

Talent Technology Advisory

Maximize technology and data to fuel organizational transformation and strategic learning interventions

Ecosystem Analysis

Solution

An analysis of a company's current learning & skills technology infrastructure

Recommendations to optimize tools, add new, upgrade or sunset technologies to better serve the organization's needs - and integrate with HR & business systems to improve the overall experience

High level business case and transformation plan

Market Triggers

- ☑ Need for technology changes to support a new learning operating model
- ☑ Requirement to streamline the function by eliminating duplicative technology and maximizing the functionality or other tools

Results & Impact

- ☑ A recommended learning, talent and skills technology landscape that aligns with the learning strategy and goals
- ☑ Transformation plan and business case

Technology Transformation & Adoption

Solution

A detailed and actionable plan for making recommended learning technology changes: new tools, upgrades, sunsets, and user adoption

Includes investment, cost/benefit analysis and implementation plan

Market Triggers

- ☑ Completion of an Ecosystem Analysis
- ☑ A learning need that requires the company to adopt new technology
- ☑ Need to use technology to help scale the function

Results & Impact

- ☑ Learning technology that enables the function to perform as needed
- ☑ Tools that employees value and adopt

Operational Process Realignment

Solution

Adjust or redefine learning processes to align with organizational or technology changes

Could include design of learning shared services (people, process/tools, technology) to support revised learning technology stack

Market Triggers

- ☑ Changes in services or offerings from the learning function that require process updates
- ☑ Need to align with new or disruptive learning technologies
- ☑ Centralization or creation of Learning Shared Service as part of Operating Model Re-design

Results & Impact

- ☑ Learning processes and ways of working that are easier to communicate, follow and monitor for both learning and talent team members and employees
- ☑ Streamlined processes that optimize the use of technology and processes

Data-driven Decisioning

Solution

Identifying meaningful sources of data that help the learning function determine priorities, what learning to offer, impacts of learning and other relevant metrics

Includes harvesting, organizing and making data accessible to those who need it

Market Triggers

- ☑ Use of now technology or tools that provide access to new sources of data
- ☑ Deployment of strategic and high-investment programs that need to be monitored for impact

Results & Impact

- ☑ Access to more timely and accurate data
- ☑ Decisions made based on facts and insights
- ☑ Greater ability to continuously improve the learning function based on data

Transformation Story:

A leading global media company faced significant challenges with their Cornerstone OnDemand (CSOD) LMS. The system was implemented without proper planning, resulting in a surge of helpdesk calls, course misenrolments, and a tarnished organizational reputation. To address these issues, NIIT conducted an LMS assessment and developed a solution strategy, leading to a new operating model, improved processes, and system changes. This transformation eliminated all system-related 'severe' issues, enhanced productivity, and improved the company's reputation by creating enterprise-wide efficiencies and transitioning all LMS operations and administration to NIIT.

Workforce Skilling

Determine how, when, and where skills can enable employee performance and success while enhancing the employee career experience.

	Skill Strategy & Roadmap	Skills Architecture & Framework	Badging & Credentialing
Solution	Define the skills needed to achieve strategic goals, identify skill gaps in the current workforce and outline the steps and timeline to address the gaps	A structured approach for organizing, categorizing and managing the needed skills in company Includes a skills inventory, categorization, proficiency levels, assessment approach, recommended development initiatives	Methods for recognizing, validating and rewarding employee skill development and accomplishments
Market Triggers	☑ Need to create a simpler, clear approach to communicate and fill talent needs ☑ Provide employees with a transparent way to set expectations and evaluate performance	☑ Need to create a simpler, clear approach to communicate and fill talent needs ☑ Provide employees with a transparent way to set expectations and evaluate performance	☑ Provide stable, consistent tools for recognizing employee growth and planning career advancement ☑ Give employees tools to establish credibility and promote their achievements
Results & Impact	☑ Clear vision and plan for building the skills needed to meet organizational goals. ☑ Closer alignment of skills capability needs and learning/talent interventions ☑ Definition of current and future skill needs	☑ An actionable framework used to drive consistency and transparency in recruiting, job transfers and promotions and learning initiatives ☑ Increased rigor in assessing and measuring employee performance and the impact of learning on the business	☑ A standard way for a company to recognize and validate employee achievement ☑ Recognized processes for employees to promote their growth and build their careers

Transformation Story:

A leading global professional services firm sought to implement a skills-first strategy but faced challenges due to uncoordinated actions across various groups and functions. To address these challenges, the firm partnered with NIIT's St. Charles Consulting Group to conduct a comprehensive assessment and benchmark their progress against 20 leading firms. This collaboration provided the firm with clarity on their readiness for a skills-first strategy and actionable recommendations for moving forward.

Learner-Centric Experiences

Provide learning opportunities and experiences employees view as relevant and valuable while aligning with the organization's goals.

	Enabling Career Mobility	Curating Learning Experiences	Automation & Personalization
Solution	Providing learning opportunities that both align with the company needs and prepare employees to grow in their careers, whether through promotion or a broadened skillset Can include the strategy, business case and implementation of a Talent Marketplace	The intentional selection, organization and deployment of learning resources, experiences and activities to create tailored and meaningful learning journeys Often driven by technology created to curate and deliver learning journeys - commonly placed in a Learning Academy setting	Use technology to scale personalized learning experiences This includes customized content, adaptive learning paths, intelligent recommendations, automated feedback and assessment, data-driven insights and continuous adaptation of the learning
Market Triggers	☑ Employee information and data indicating a need to provide more internal mobility ☑ Need to develop bench strength in key roles and skillsets	☑ Need to organize and filter content available through off-the-shelf libraries such as LinkedIn Learning or HBR as well as free sources of external content and existing internal content ☑ Build capabilities using existing content and resources as opposed to creating new or custom learning tools	☑ Allow learners to build credentials in specific skillsets by only building skills to fill their own gaps ☑ Need to streamline time spent learning, while helping employees build skills
Results & Impact	☑ Potentially retain employees with institutional knowledge to meet changing needs ☑ A workforce more capable of meeting the organization's performance needs	☑ Optimized use of learning libraries ☑ Increased speed to market of new content compared to custom design ☑ Ability to create a more personalized experience for the learner with optionality within a pathway ☑ Maximize the ROI of a Learner Experience Platform	☑ Allows employees to engage in learning that directly connects to their development needs ☑ Enhanced assessment and feedback lead to more impactful coaching ☑ Greater adaptability of the learning function to address rapidly changing needs

Transformation Story:

A global biotech company needed to enhance their leadership culture to foster innovation and consistency in performance management. They partnered with NIIT's St. Charles Consulting Group to design a performance management toolkit using design thinking, which included interactive virtual training, microlearning, and executive perspectives. This approach simplified and standardized performance management, equipping managers with tools to effectively set goals, coach employees, and conduct evaluations. As a result, managers were better prepared for performance discussions and the annual rating process, with increased utilization of on-demand learning resources.

Learning & Talent Intelligence

Use tools, technology and data to modernize the "real-time" learner and talent experience

	Insight & Analytics	Modernized Knowledge Management	Employee Readiness
Solution	Develop a Learning Analytics Strategy and approach to reporting & ROI that allows the learning function to draw meaningful insights about its processes, initiatives and impacts Use insights to identify trends and impacts and adjust activities and investments as needed	Create a system and tools to build, capture, store, share and use knowledge with a company Recommend uses of AI to enhance knowledge retrieval and organization to allow for faster more informed decision-making	Ensure employees have the context, knowledge, skills and tools needed to adapt to changes in performance expectations, technology or process Includes communication, change management, training, coaching and support
Market Triggers	☑ Lack of capability for reporting and/or ROI analysis at the programmatic or enterprise- wide level ☑ Deployment of strategic and high-investment programs that need to be monitored for impact ☑ Need to use data to ensure the learning function is providing opportunities help employees build skills	☑ Need to increase collaboration and knowledge-sharing across the company or as part of an enterprise-wide initiative	☑ Changes that impact employees' daily lives at work including the need to learn new skills, change processes, adapt new technology or adapt to a new physical environment
Results & Impact	☑ Significantly improved ability to derive actionable insights at an individual, team and organizational level ☑ A learning function more capable of meeting organizational and individual performance needs ☑ Greater ability to communicate impact and outcomes to a cross-section of stakeholders	☑ Potential break-down of company siloes as information is shared across the company ☑ More democratized decision-making as more employees have access to company data ☑ Reduction in loss of corporate memory and improvement in individual capability due to faster and more accurate information and knowledge retrieval	☑ Employees who are more informed and prepared to adapt to the change ☑ Potentially more engaged employees who feel their needs and concerns were met during the change process ☑ Increased speed and rate of employee adoption of the change

Transformation Story:

An IT-enabled services organization needed a learning ecosystem for emerging IT skills. Partnering with NIIT, they created a content exploration ecosystem where learners could explore roles, understand required skills, and navigate career pathways. In six months, this initiative onboarded over 240,000 learners, curated 35,000+ learning assets, published 250+ learner pathways, and fostered 300+ learner engagement instances, driving transformation through continuous learning and skill mapping.

ATLANTA | BERGEN | DUBLIN | GURUGRAM | LONDON | ROCHESTER
SHEFFIELD | SHANGHAI | TOULOUSE | VANCOUVER

For questions or comments, please write to businessimpact@niit.com.

www.niitmts.com