Certified Learning and Development Professional

The course helps you to tune-up the learning engine of your organization by focusing on key success factors for learning and development managers.
Aon Hewitt Learning Center combines world-class HR consulting expertise with leading edge capability development programs to design, deliver, manage and conduct learning labs and certificate courses for HR professionals and business managers in the areas of business skills, HR technical expertise, business partnership and personal effectiveness.
Our Promise

Get access to real market and business insights

Training ≠ learning
Focus on role based learning

Learn from our best consultants

Impact

I understand what’s in it for me
What Matters

Business Outcomes
Winning people strategies to drive results

I decide how and when I want to learn
By Self

REAL LEARNING

By Doing
If you tell me, I forget
If you involve me, I learn

From Peers
I learn from my peers and experts
Our Learning Experience

1. hAHLC
   - Participant Handbooks

2. AHLC Connect
   - Online Discussion Board
   - Expectation Setting

3. Aon Hewitt Learning Center
   - Classroom Connect
   - Reflection

4. AHLC Connect
   - Online Discussion Boards
   - Take Home Assignments
   - Peer to Peer Discussions
   - Case Analysis

- REAL LEARNING
- Theory
- Concepts
- Doubts & Clarifications
- Take Home Assignments

Course Curriculum

2015 Program Snapshot

Sessions Flow

1. Winning People Strategies
2. Personal Effectiveness for L&D Professionals
3. Learning Enablers
4. Business Aligned L&D Scorecards
5. Program Design and Development
6. Value Based Consulting
7. Learning Technologies

Final Assessment

Other Benefits

- hAHLC Participant Handbooks
- ADEPT-15™ Personality Assessment
- AHLC Connect Online Discussion Boards*

* Active for one year
Evaluation Criteria

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>20%</td>
</tr>
<tr>
<td>Assignments &amp; Project</td>
<td>30%</td>
</tr>
<tr>
<td>Online Discussions</td>
<td>10%</td>
</tr>
<tr>
<td>Quizzes</td>
<td>10%</td>
</tr>
<tr>
<td>Final Assessment Quizzes</td>
<td>30%</td>
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Certification Criteria:
- Minimum 50% is required in the Comprehensive Assessment
- Additionally, at least 50% aggregate score is required to complete the certification
- Comprehensive Assessment can only be taken after attending all 7 modules
# Winning People Strategies

Create competency based learning roadmaps to drive business outcomes

## Objectives

<table>
<thead>
<tr>
<th></th>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td>o Understand the strategic styles and core capabilities of different organizations through SWOT</td>
<td>o Understand the business expectations from learning and development</td>
</tr>
<tr>
<td>o Understand work environment and work climate needed for high performance</td>
<td>o Learn how your business strategy will drive the core capabilities and people strategy within the organization.</td>
</tr>
<tr>
<td>o Develop employee competencies and create a compelling work environment</td>
<td>o Deploy skill hierarchy to prioritize learning needs and drive strategic business priorities</td>
</tr>
<tr>
<td>o Create competency based learning roadmaps to anchor capability building initiatives</td>
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</tbody>
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## Module Details

### Personal Effectiveness for L&D Professionals

*Navigate your personality to emerge as an effective L&D manager*

### Objectives

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Outcomes</strong></td>
</tr>
<tr>
<td>o Explore the critical success factors for L&amp;D professionals</td>
<td>o Understand your personality, leadership style and work style, as well as your strengths and how to improve your effectiveness</td>
</tr>
<tr>
<td>o Understand the factors of personality measured by ADEPT</td>
<td>o Create a road-map to become a future ready L&amp;D professional</td>
</tr>
<tr>
<td>o Appreciate different personality styles and their impact on working relationships</td>
<td>o Sharpen competencies that lead to both business and personal advancement</td>
</tr>
<tr>
<td>o Create a development plan for personal effectiveness</td>
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</tbody>
</table>
## Module Details

### Learning Enablers

Configure the learning enablers to create a compelling L&D strategy

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>o Understand business’ perspective on L&amp;D team’s effectiveness in meeting commercial goals</td>
<td>o Cascade business imperatives and people imperatives towards the L&amp;D strategy</td>
</tr>
<tr>
<td>o Configure L&amp;D enablers - high impact priorities, job capability and business alignment - to influence business decisions</td>
<td>o Become aware of the key business issues and their expectation from L&amp;D</td>
</tr>
<tr>
<td>o Leverage 70:20:10 model to configure the ideal mix for learning interventions</td>
<td>o Use progressive tools to design an effective business aligned L&amp;D strategy</td>
</tr>
</tbody>
</table>
## Business Aligned L&D Scorecards

*Design, track and execute a business-aligned scorecard for the L&D function*

### Objectives

- Understand how to drive L&D as a business instead of a support function
- Apply balance scorecards framework to build a business-aligned L&D scorecard
- Plan for resourcing, budgeting and infrastructure

### Outcomes

- Understand and plan to overcome challenges in alignment with business
- Deploy appropriate metrics to track the effectiveness of the L&D scorecard
- Optimize resource alignment and deploy an effective governance mechanism
## Module Details

### Program Design and Development

**Master an effective approach to program design and development**

### Objectives

- Understand parameters to evaluate the efficacy of training programs
- Draw a comparative analysis for ADDIE and SAM (successive approximation model) to design content
- Learn the benefits of early stage discovery and setting protocols for gathering support
- Master the design life cycle: story writing, prototyping, review cycles, revision strategy and facilitation aids

### Outcomes

- Harness and implement the best possible approach of program design and development
- Leverage an agile way of program design to deliver on learning outcomes
- Appreciate the nuances of an ongoing evolution process; govern the design principles throughout the lifecycle
Module Details

Value Based Consulting

Apply the human performance model to emerge as a trusted advisor to business

Objectives

- Learn how to distinguish performance issues with the lens of criterion-reference-instruction
- Evaluate a problem, cost associated with it, environmental drivers and benefits of a solution in a consultative and planned way
- Innovate the current way of resolving a business need
- Refocus on revenue generation and cost saving

Outcomes

- Learn to implement Human Performance Model
- Develop consultative approach for greater buy-in and implementation of learning outcomes by identifying the root causes
- Emerge as a trusted advisor to the business
## Module Details

### Learning Technologies

*Drive the technology engine for better program dissemination across different scenarios*

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td>o Learn the current trends in program design and delivery</td>
<td>o Learn how technology tools can bring in a synchronous learning environment</td>
</tr>
<tr>
<td>o Understand different learning technologies and their impact in varied scenarios such as geographies, generations and changing business environment</td>
<td>o Learn the value proposition of learning technologies</td>
</tr>
<tr>
<td>o Create a macro level plan that brings impetus to your learning dashboard through learning technologies</td>
<td>o Gain better insight on how technology can be leveraged to engage the workforce</td>
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# Course Curriculum

## Course Flow

<table>
<thead>
<tr>
<th>#</th>
<th>Module</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Winning People Strategies</td>
<td>4 hours</td>
</tr>
<tr>
<td>2</td>
<td>Personal Effectiveness for L&amp;D Professionals</td>
<td>4 hours</td>
</tr>
<tr>
<td>3</td>
<td>Learning Enablers</td>
<td>4 hours</td>
</tr>
<tr>
<td>4</td>
<td>Business Aligned L&amp;D Scorecards</td>
<td>4 hours</td>
</tr>
<tr>
<td>5</td>
<td>Program Design and Development</td>
<td>8 hours</td>
</tr>
<tr>
<td>6</td>
<td>Value Based Consulting</td>
<td>4 hours</td>
</tr>
<tr>
<td>7</td>
<td>Learning Technologies</td>
<td>4 hours</td>
</tr>
</tbody>
</table>

Classroom sessions happen on alternate Saturday’s.
For course dates view course calendar [link]
Sandeep Chaudhary is the CEO for Aon Hewitt Consulting India and is also a member of the Asia Pacific Leadership Team. He has 16 years of consulting experience, of which the last 13 years have been with Aon Hewitt across multiple offices.

Over a period of time he has developed his subject matter expertise in goal setting, performance management, compensation and corporate governance and has worked extensively with local, multinational and state owned enterprises.

Sandeep regularly engages with leading industry forums as a thought leader, and is a speaker in several annual seminars and international HR forums. In addition, he has authored many articles and shares perspectives on management issues in leading Indian media publications and news channels.

Sandeep earned his MBA and Masters in Labor Law from Symbiosis, Pune.
Nitin Sethi leads New Solution Development for South Asia. In his previous roles, Nitin led the Broad Based Compensation Consulting Practice in India, and Consulting Business in South India and Sri Lanka.

Nitin partners with local and multi-national companies across sectors on various aspects of people strategy. Nitin manages many key relationships for Aon Hewitt and has worked with clients across areas like developing & implementing HR strategy, M&A, leadership & succession planning, organization structuring, employee engagement and rewards strategy.

Nitin is associated with various industry and professional forums which include AMCHAM, NASSCOM, NHRD, HRP - Sri Lanka etc. As a part of this association, he often speaks and facilitates at various forums and conferences organized by forums and industry bodies.

Nitin is an avid traveler, loves reading and enjoys watching cricket or playing a relaxing game of golf in his free time.
Shaswat Kumar leads the Talent & Performance practice at Aon Hewitt in India. His key solution areas are related to HR Transformation and also leads Aon Hewitt’s Global CoE for HR process design and shared services. He has been an advisor to various Fortune 500 corporations on their HR service delivery transformation, shared services, and offshoring initiatives. He was also part of the internal project team which helped developed Hewitt HRO’s Global Delivery Model; and helped develop the HRO business strategy for the Asia Pacific region.

Shaswat has led the HR Transformation Practice at Hewitt for the last decade and has contributed immensely to developments of toolkits and methodologies with delivery of cutting-edge solutions for clients.

Moreover, he was program lead for critical national initiatives with NASSCOM for India and frequently speaks at public forums such as BPAP-NASSCOM Conference Manila, Workforce Shift Symposium Delhi and American Chamber of Commerce on diverse themes around e-governance (government to employee), employability and HR delivery design.

“**No problem can be solved from the same level of consciousness that created it**

*Albert Einstein*
Radhika Gopalkrishnan
Partner
Leadership Consulting

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.

Jack Welch

Radhika started her consulting career with Aon Hewitt, joining the firm as a Management Trainee in the year 1997. She plays a pivotal roles in defining and implementing the talent strategy for our clients, In her 16 + years at Aon Hewitt her work has spanned across industry segments, large conglomerates, multi-national corporates as well as government. She has been instrumental in designing and executing several key talent initiatives and has played the role of Project Director in several of the client assignments.

She has also consulted extensively in the areas: of Visioning, HR strategy, Career Management, Organization Transformation, Performance Management and Capability Development.

Radhika is the thought leader in Leadership Capability Building and has helped organizations institutionalize the process of Leadership development. She sits in Board Level assessments and advises CEOs on succession planning and transition management.

An economics postgraduate from Gokhale Institute of Economics and management post graduate from Tata Institute of Social Sciences, Radhika is currently also leading the research on ‘Top Companies for Leaders’ study in India.
Ishita leads the Aon Selection and Assessment products 360 Degree assessment and Virtual Assessment Center (DeCode). She has a decade of experience in Competency Design and Assessments, HR process improvement and HR transformation. She has advised clients in the BFSI, Government, Healthcare, Banking, Consumer Business and ITES sectors. She has multi-regional experience across South East Asia and Sri Lanka where she has delivered a wide variety of HR assessments and HR process designs.

Ishita enjoys working on HR process efficiency, behavioral assessments and HR analytics. More recently Ishita has worked closely with organizations in implementing technology based behavioral assessments focused on predictive validity.

Ishita has worked in developing bundled assessments that leverage technology to deliver informed talent decision making. Ishita has also worked with Infosys technologies and Hay Group in ‘the Building Effective organizations’ practice. She facilitates workshops on personal effectiveness and business alignment of HR practices.

Ishita is an alumnus of XLRI (School of Management) Jamshedpur (PGD-PMIR) with a graduate degree in chemical engineering.
Each participant will receive:

- **Learning Center**: 32 Hours
- **Personality Assessment Tool**: ADEPT-15™
- **AHLC Connect**: Access to Online Discussion Boards on the AHLC Website
- **Course Calendar**
- **hAHLC**: 8 Specific Module Handbooks of 10 Hours
- **Certification**: Aon Hewitt Certified Learning & Development Professional

Reach out to us at aonahlc@aonhewitt.com or 011 39585050 to participate, nominate or know more about Aon Hewitt Learning Center.

**Participation Fee**: INR 65,000 (all inclusive)

Participation will be confirmed post payment. We do not entertain last minute cancellation requests.
Aon Hewitt Learning Center

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