

The Learning and Development Manager Role: Responsibilities and Skills



- Build practical understanding of the L&D Manager role and its business value



- From training administrator to strategic performance partner



- Differentiate L&D Manager from Specialists, HR Business Partners, and Training Managers



- Walk away with: role clarity model, skills framework, and 90-day action plan





Why L&D Leadership Matters to Business Performance



L&D success now measured against business outcomes: productivity, retention, time-to-competence, internal mobility



Executives expect L&D to speak finance and strategy, not course completions



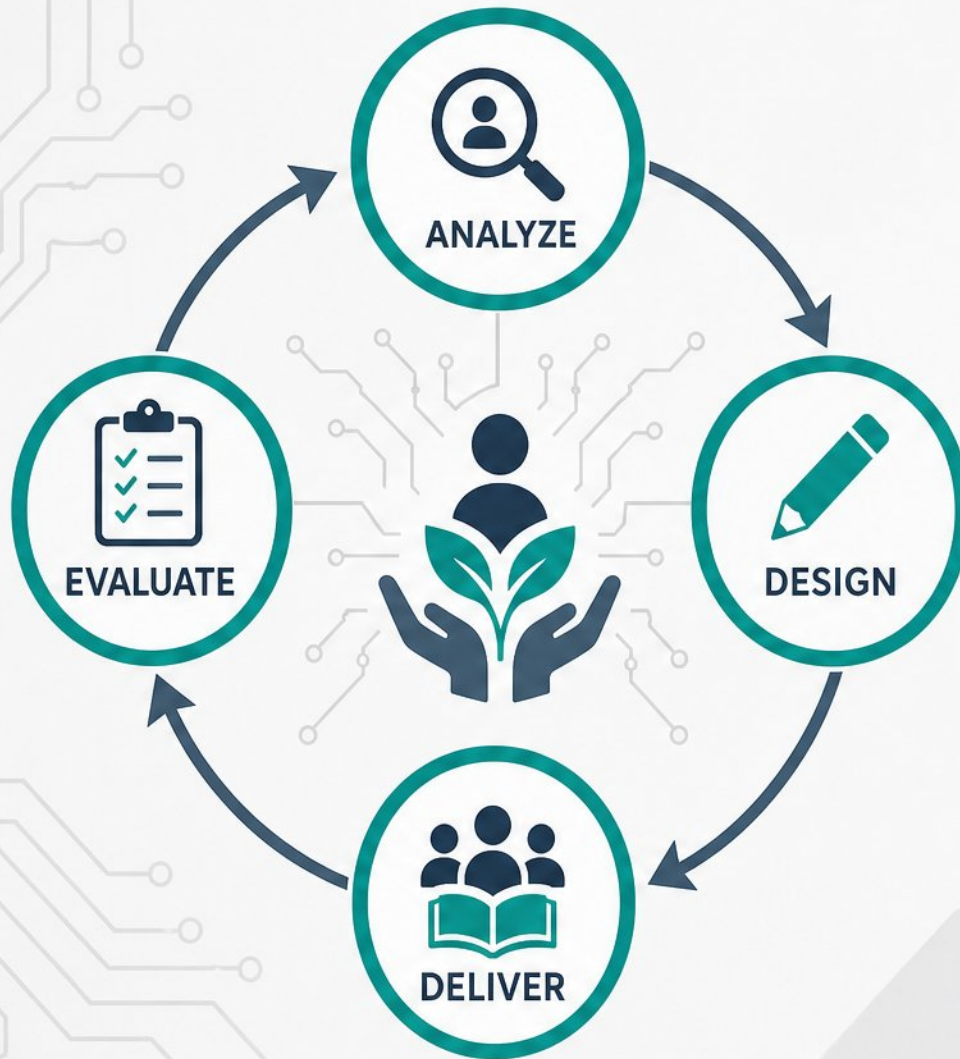
Risk: L&D treated as support function, not strategic capability builder



Frame learning as investment that cuts replacement costs, accelerates readiness, closes skill gaps



The Core Responsibilities of an L&D Manager



- Identify skill gaps across roles with structured needs analysis



- Design, source, and deliver blended learning programs

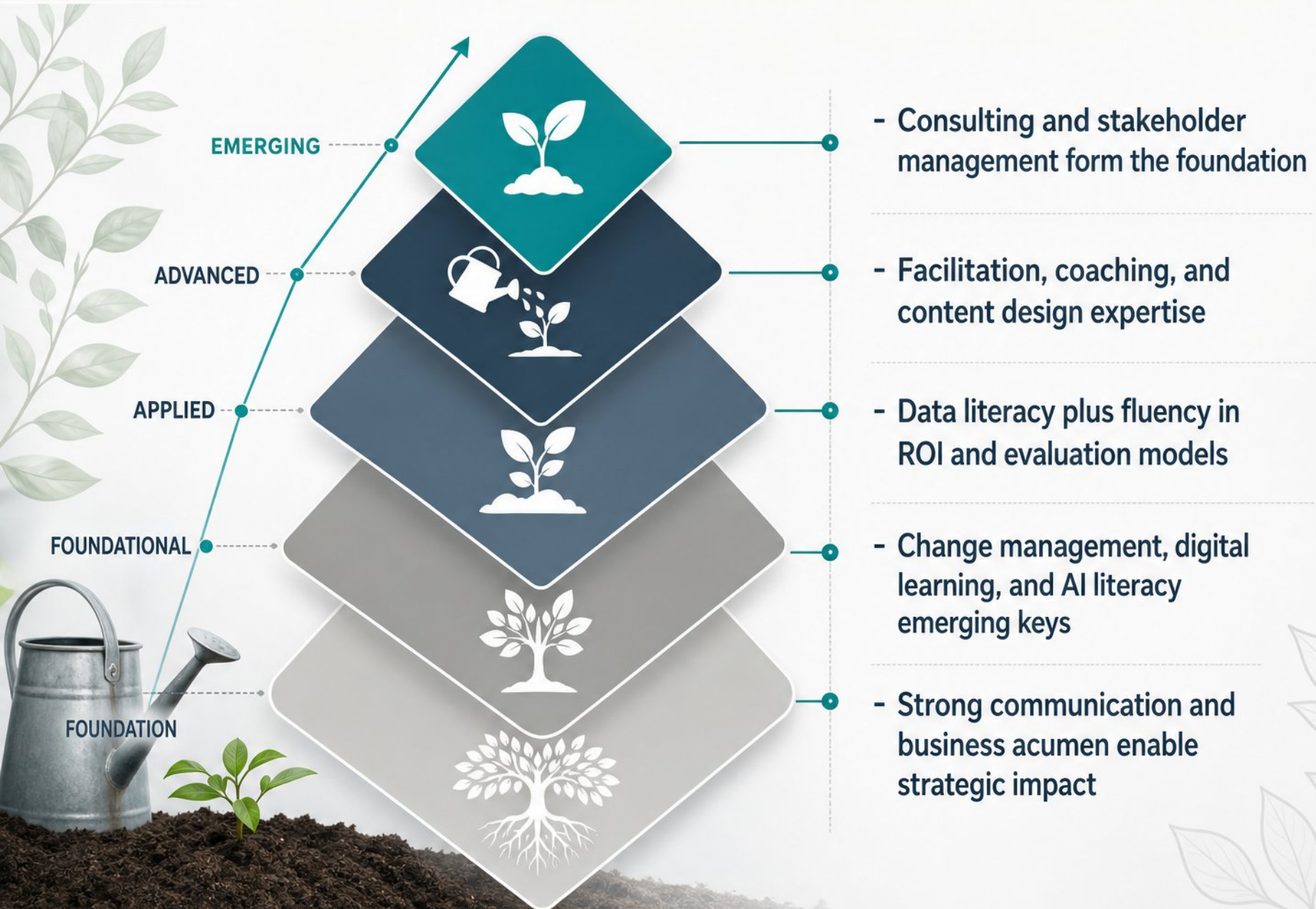


- Oversee budgets, vendors, compliance, and learning technologies



- Build evaluation frameworks that link results to business outcomes

The Skills That Set Effective L&D Managers Apart



From Training Provider to Performance Consultant

**FROM ORDER-TAKING
REACTIVE AND TRANSACTIONAL**



**TO PERFORMANCE CONSULTANT
PROACTIVE AND STRATEGIC**



- > Shift from order-taking to diagnosing performance gaps
- > Ask about business outcomes first, not training requests
- > Explore root causes: skill, process, motivation, environment
- > Recommend solutions beyond training; measure business results

Evaluating L&D Impact and Reporting Results



- Kirkpatrick's Four Levels: reaction, learning, behavior, results



- Phillips ROI Methodology adds cost-benefit analysis



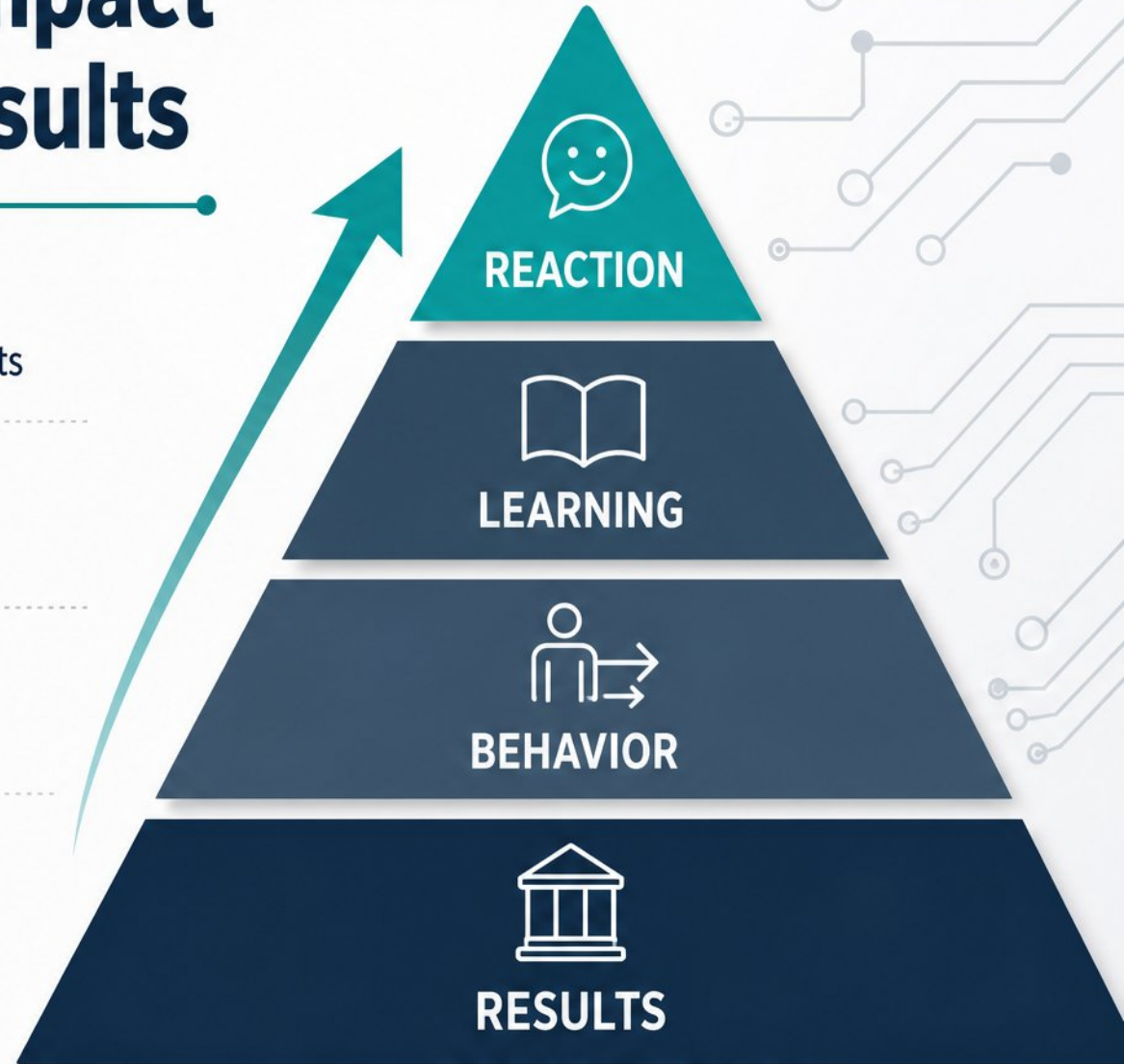
- Choose metrics by learning type: compliance, skills, leadership



- Focus dashboards on outcomes, not completion or attendance



- Use data to show business value and secure resources



Managing the Modern Learning Ecosystem



- LMS for compliance, LXP for personalized learning



- Balance formal, social, and on-the-job training



- Strategically manage vendors and internal SMEs



- Use AI and adaptive learning with human oversight





Leading the L&D Team and Managing Stakeholders



- Attract, develop, and retain top L&D talent



- Delegate based on team strengths: design, delivery, operations



- Map stakeholders by influence and interest



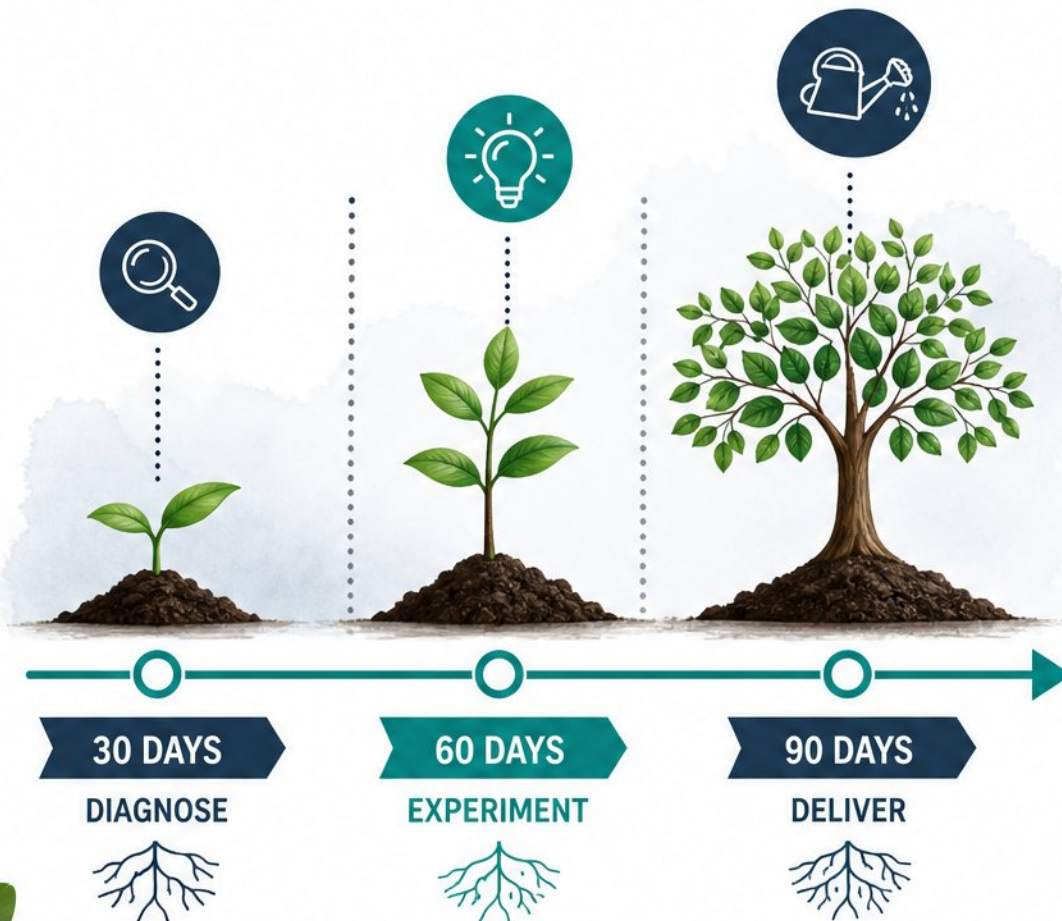
- Use RACI and RAPID to clarify roles and decisions



- Balance competing priorities with transparent communication



Transitioning Into the L&D Manager Role



QUICK WINS: Listen. Learn. Align. Act.



- Pathways: trainer, HR, or operations roles



- Use a 30-60-90 day plan: diagnose, experiment, deliver



- Build trust through listening tours and stakeholder mapping



- Develop strategic credibility with data and business language



- Create an individual development plan with clear milestones

Action Planning and Next Steps



- Build your personal action plan to apply today's insights.



- Prioritize one high-impact responsibility or skill to develop first.



- Schedule a stakeholder conversation within the next 30 days.



- Explore certifications: CPTM, ATD, or Kirkpatrick to boost credibility.



My Action Plan



1. My Priority



2. Key Action



3. Stakeholder Conversation



4. Growth & Development

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