

Head, Learning and Organisation Development

Job Family:
Learning and Organisation Development


Impact level:
Medium





- The role will focus on developing an **integrated digital learning roadmap** that caters to the needs of **individual talents** as well as **business requirements**.
- Orchestrate **change and transformation** across the organisation and serve as an **organisation transformation expert**.

 Mobile Applications

 Social Media

 Cloud Technology

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Developing Learning and Development Framework		
<ul style="list-style-type: none">Engage business leaders to clarify current and emerging capability requirements of the business	<ul style="list-style-type: none">Identify current and emerging capability needs for the future, to keep an ongoing pulse on business capabilities needs and develop a forward-looking skills development strategyEngage business leaders and drive the development and adoption of digital learning strategyGuide HRBPs and partner with business leaders to co-create relevant learning and development plans based on emerging skills needed to execute the business strategy	<ul style="list-style-type: none"><i>AI and web-crawling will augment the identification of emerging skills by mining data sources such as job boards and professional networking sites</i><i>AI & Data Analytics will be used to identify emerging skills and analyse internal talent profiles to assess the gaps</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Outline concepts for skills assessment frameworks in alignment to organisation strategies and drive innovative learning and development programmes enabled through technology[NEW] Outline learning strategies that provide a conducive environment and infrastructure which motivates learning within diverse talent groups and allow the application of the learning back into the business[NEW] Spearhead strategic partnerships and alliances to develop critical skills for the future	<ul style="list-style-type: none"><i>In-depth knowledge of the digital learning solutions landscape and how various solutions can be delivered via an integrated, on-demand learning platform to enable self-directed learning</i><i>Technology platforms and vendors with innovative learning solutions such as Augmented Reality / Virtual Reality, etc. will enable personalised learning options for talent</i>
<ul style="list-style-type: none">Develop financial budgets for learning and development interventions and assess their effectivenessReview the business impact of learning and plan future development strategies	<ul style="list-style-type: none">[NEW] Define the digital learning roadmap for diverse talent groups and ensure high quality user experienceDevelop data-driven approach for measuring the effectiveness of learning and development programmes as well as knowledge retention and their impact on business performance	<ul style="list-style-type: none"><i>Principles of design thinking and user experience design will be applied to design the learning journeys for the diverse talent groups to enhance overall user experience</i><i>Data analytics and predictive modelling will enable programme effectiveness measurement to develop business case for learning investments</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Driving Organisation Transformation through Culture Alignment		
<ul style="list-style-type: none">▪ Develop an overarching view of industry-wide changes and incorporate elements of strategy for organisation development and change initiatives▪ Recommend or design organisational change diagnostics to assess the organisation's capability and agility to respond to organisational changes	<ul style="list-style-type: none">▪ Develop an overarching view of industry-wide changes and incorporate elements of strategy to develop business case and plan for driving organisation transformation▪ Develop operating models and design principles on organisational strategies through shift towards an integrated operational-improvement programme along with the integration of technologies to deliver business outcomes▪ [NEW] Set direction for organisation design through analysis of business strategy and incorporate elements of agile organisation structure to obtain flexibility and scalability for future needs	<ul style="list-style-type: none">▪ <i>Data analytics and AI will analyse business strategy, market data, and workforce trends to predict future workforce demands and organisation structure for achieving business outcomes</i>
<ul style="list-style-type: none">▪ Oversee delivery of organisation development and change initiatives to achieve intended outcomes	<ul style="list-style-type: none">▪ [NEW] Translate the desired culture and values into initiatives and oversee the delivery through communication technologies and analytics to drive the right behaviours▪ Develop approaches and business and talent metrics to measure the effectiveness of organisation transformation and change management initiatives on business outcomes	<ul style="list-style-type: none">▪ <i>Communication platforms such as social media and mobile applications will enable real-time talent feedback on culture change initiatives and continuous engagement</i>▪ <i>Data analytics, sentiment analysis, and AI will keep track of talent morale and insights to evaluate change effectiveness and impact on business outcomes</i>
<ul style="list-style-type: none">▪ Establish a change management delivery model that addresses organisational development and change management needs▪ Influence business leaders to buy into organisational development and change initiatives	<ul style="list-style-type: none">▪ Develop communications strategy and coach business leaders on new ways of working such as servant leadership and permeating culture into processes to influence mindset change across the organisation▪ [NEW] Provide advisory to business leaders to shape the desired organisational culture and promote elements of sustainability, digital citizenship, diversity and inclusion, and purpose within the organisation	<ul style="list-style-type: none">▪ <i>Multi-channel communication strategies leveraging social media and mobile applications will deliver regular communications and nudges to drive the right behaviours within the organisation</i>

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Future skills* (Role-specific)

* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Self-Directed Learning	Articulate the vision for self-directed learning in the organisation and coach leaders to encourage and rewards self-directed learning behaviours
Learning and Development Strategy, Delivery and Experience	Develop learning and development strategy and roadmap for the organisation in alignment with the future talent needs and organisation strategy as well industry trends. Drive technology integration to enhance overall learning experience and enable rapid upskilling and reskilling for diverse talent groups to meet current and future needs of the business and talent
Organisation Transformation	Drive organisation transformation strategies and programmes that impact organisation-wide structures, processes, behaviours, in alignment with business strategy, workforce trends and disruptive technologies, and enhance organisational effectiveness and performance
Workplace Culture and Change Management Advisory	Drive strategies to achieve desired organisational culture throughout the entire organisation through design and delivery of programmes, by leveraging understanding of social drivers in the organisation. Provide coaching to senior leaders and empower them to promote change across the organisation
Design Thinking	Build and integrate culture that encourages human-centred strategies for development of programmes which lead to enhanced talent experience
Content Marketing Strategy	Design differentiated marketing strategies for diverse talent groups to promote learning and development programmes and influence sign-up rates
User Experience / User Interface Design	Formulate guiding principles and concepts for intended user experience and interfaces, and direct development of prototypes and customised graphical user interfaces to anticipate user requirements and adopt industry best practices
Sustainability and Digital Citizenship Governance	Design inclusive and ethical workplace strategies to drive the organisation to have a positive impact on the environment, community, society, or economy. Develop policies and guidelines for corporate and digital citizenship to safeguard business
Omni-channel Communication	Develop communication strategies to optimise use of multi-channel platforms for the delivery of communication messages to create integrated talent experiences

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Future skills* for all HR heads

* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Business and Financial Acumen	Develop appropriate talent strategies by leveraging in-depth knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance. Consider key industry drivers and macro-economic trends when evaluating impact of talent strategies on workforce performance
Data-driven Story Telling	Guide the development of the business case and challenge business leaders through presentation of compelling narratives and data-based insights to secure buy-in for talent strategies and decisions
People Analytics	Strategise people analytics approach and tools (e.g. linkages of data metrics, analysis of intangible metrics and predictive modelling) to augment talent strategies and develop data-based talent programmes in the organisation
Organisational Behaviour and Change Management	Strategise organisational-level change and advocate use of technology to implement new change approaches such as real-time multidirectional engagement to influence desired change in individual and group behaviours
Agile Mindset	Develop strategies to drive agile ways of working as well as, structures and processes that allow speed and adaptability to react quickly to the changes in the external environment. Influence a mindset shift across the organisation to thrive and excel within a dynamic organisational culture
HR Technology Adoption	Provide thought leadership on HR service delivery model and technology integration that would elevate talent experience as well as drive the business and talent to attain organisational goals
Relationships and Communication	Pre-empt and proactively assess needs of diverse groups of stakeholders and develop communication strategy to continuously engage them, in order to attain desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Provide advisory and obtain buy-in from the business on inclusive and diverse workforce policies based on data-driven insights through analysis of talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to influence legislative changes across diverse talent groups

Beyond
three years

The role will facilitate the reassessment of organisation's corporate purpose in **collaboration with senior stakeholders**. Data-driven insights and AI will be utilised to **redesign the organisation** based on emerging trends. The role will **drive adoption of experiential technology** in Learning and Development such as AR / VR and inspire **self-directed, on-demand learning**. Furthermore, the role will drive the navigation of organisational development changes in the operating environment and technology landscape by **continuously evaluating strategies** to **shape the structure, organisational capabilities and culture of the organisation**.