



City Skills



**Learning and  
Development Consultant /  
Business Partner  
Knowledge Skills and  
Behaviours**

The L&D Consultant apprenticeship requires the development of the following professional behaviours, knowledge and skills:

## Professional Knowledge

**The L&D Consultant/Business Partner will have an understanding of:**

### Technical Expertise-

- K1 Paradigms, theories and models that underpin effective adult learning, group behaviour and learning culture, for example, behaviourism, cognitivism, constructivism, neuroscience
- K2 Legislation and policies that influence learning design and delivery.
- K3 The merits of different learning delivery channels to select an appropriate face-to-face, blended or digital solution.
- K4 The latest learning practice, trends and emerging thinking. Current research and appropriate application of best practice/best fit solutions.
- K5 Positively incorporating diversity and inclusion into L&D interventions and processes. Researching and applying current best practice in this area.
- K6 Change management methodologies and the principles of project management.
- K7 Consultancy tools and techniques, for example, the use of SWOT, 5 Whys, weighted matrix etc providing costed recommendations and projected impact/ Return on investment/ Return of expectation.

### Business understanding-

- K8 Their organisation's vision, mission, values, strategy, plans and stakeholders; its external market and sector and the opportunities, challenges and issues it faces.
- K9 How business, learning and HR key performance indicators and metrics build a clear picture of how the business is performing.

- K10 The process of stakeholder mapping to define interactions with staff that are part of the learning needs analysis, design, delivery, and evaluation.
- K11 How to measure the impact, return on investment/expectation of learning on the business.

## **L&D function**

- K12 The L&D structure required to meet business needs and whether this should be in-house, outsourced and how to source specialist expertise when required.
- K13 The various L&D roles, responsibilities and skills required to design and deliver face-to-face, blended or digital solutions.
- K14 The policies and processes required for effective organisational learning.
- K15 How to prepare, monitor and manage a budget.

## **Management information and technology-**

- K16 The collection of data and information, both qualitative and quantitative, to analyse learning needs, implement effective delivery and measure outcomes and impact.
- K17 How to identify sources, trends and anomalies in data/information.
- K18 How to shape internal information systems and how they play a role to support learning.
- K19 How technology can support learning, including an understanding of digital platforms/delivery channels as relevant to the role.
- K20 Emerging technologies that can support effective learning

## Professional Skills

**The L&D Consultant/Business Partner will be able to:**

### **L&D Consultancy-**

- S1 Work as an L&D business partner or consultant across the whole organisation or key functions / relevant stakeholders as appropriate, to build insight into existing levels of capability against future requirements, identifying organisational skills gaps and risks.
- S2 Use a range of techniques to obtain an initial brief from internal stakeholders, and investigate and analyse data to validate the need for a learning intervention.
- S3 Present a range of relevant and innovative solutions, logically and with credibility, to gain buy-in from senior stakeholders.
- S4 Develop an Organisational Development / L&D / succession plan that addresses gaps and fulfils skills, resourcing, talent, and future leadership needs in the partner/business area, accounting for changing internal and external environment, business and learner needs.
- S5 Initiate the design of interventions and monitor implementation.

### **Developing a Learning Culture-**

- S6 Foster and develop an embedded culture of learning and continuous improvement (e.g. through using communication campaigns).
- S7 Manage learning and knowledge transfer.
- S8 Facilitate collective and social learning using innovative technological solutions.
- S9 Influence management at all levels to collaborate and take responsibility for learning initiatives.

- S10 Set up and manage Action Learning sets, coaching and mentoring programmes.
- S11 Ensure quality of learning and training delivery through providing feedback to colleagues to ensure continuous improvement of self and others.

### **Budget/ Resource Management-**

- S12 Construct and manage an L&D budget/project/intervention, including managing resources to effectively deliver.
- S13 Identify and analyse potential cost savings to ensure maximum value.
- S14 Effectively engage, negotiate and manage third party suppliers.

### **Relationship management-**

- S15 Build effective working relationships with business managers (using the language of the business), peers and other L&D functions, together with relevant external organisations to deliver business results from L&D plans and solutions.
- S16 Communicate confidently with people at all levels, including senior management.
- S17 Work with senior leaders to carry out succession planning, organisational development and talent pipeline plans.

### **Facilitation Skills-**

- S18 Build rapport and demonstrate the use of language patterns to facilitate and encourage discussions, debate, learning and decisions.
- S19 Employ a range of questioning and listening skills to generate brainstorming, discussion and debate, learning and decisions.
- S20 Effectively manage challenging learner and group behaviours.

## Professional Behaviours

**The L&D Consultant/Business Partner will be able to demonstrate:**

### **Constant and Curious Learner-**

- B1 Proactively seeking opportunities and feedback to develop their business acumen, improve their performance and overall capability.
- B2 Probing and inquiring to delve deeper into opportunities, options and solutions.
- B3 A desire to understand and experiment with new ideas and techniques, identifying areas for self and wider development/improvements.
- B4 That they act as a role model for learning within their organisation and across their networks.

### **Collaborative Partner-**

- B5 They are a trusted partner, acting with integrity, ensuring that clients, partners and learners alike feel heard and are confident in their ability to deliver.
- B6 They can enable different departments or stakeholders to effectively work together above their own agendas and priorities.

### **Commercial Thinker-**

- B7 They understand and apply the commercial context, realities and drivers behind learning needs and solutions.
- B8 They are focused on outcomes and impacts.
- B9 They develop ideas, insights and solutions for defined business benefits.



## **Constructive Challenger-**

- B10 Personal resilience to manage competing priorities, ensuring that they deliver the outcomes of their work through co-design and a full understanding of the impact they have on others.
- B11 The courage to hold a mirror up to the organisation when diagnosing solutions.
- B12 Skillfully navigating through organisational and personal politics.

## **Passionate and Agile Deliverer-**

- B13 Responsiveness and flexibility to changing internal and external environments and business needs.
- B14 Being a role model for the L&D profession, inspiring and galvanising others around learning solutions, ensuring that learning is embedded and delivers ambitious goals, outcomes and timelines.

