

# FROM GAPS TO GROWTH: IMPLEMENTING JUST-IN-TIME LEARNING & DEVELOPMENT

## INTRODUCTION

Business never stands still. Markets shift, technology advances, and customer expectations rise almost overnight. To keep pace, organizations need a workforce that is not only skilled for today, but also adaptable for tomorrow. Yet most L&D programs rely on annual reviews and one-size-fits-all training that feels outdated before they even begin.

This guide shows a better way. By pairing frequent, data-rich assessments with just-in-time learning and coaching, you can spot skill gaps the moment they appear and close them with quick, targeted development. Employees learn in the flow of work, engagement climbs, and performance improves in measurable ways.

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## IS YOUR ORGANIZATION'S WORKFORCE "CHANGE READY"?

Human resource leaders have consistently faced the challenge of finding and developing talent capable of rising to the challenges posed by the rapid evolution of technology and business. Despite best efforts to provide learning and development (L&D) to employees, 87% of organizations report significant skills gaps<sup>1</sup> or anticipate skills gaps in the near future. The rapid development of AI and the changing learning preferences of younger generations further exacerbate this concern, threatening the ability to maintain innovation, agility, and a competitive edge.

### WHAT MAKES AN ORGANIZATION "CHANGE READY"?

Proactively built for adaptation, a "change-ready" organization is inherently nimble, responsive, and agile. This agility allows it to respond to market shifts quickly, propelling itself forward effectively to gain a competitive edge. These skills fall into a few categories:

\* Most important

	COMPETENCIES	TRAITS
<b><u>A</u>nticipate the unexpected</b>	<ul style="list-style-type: none"> <li>• Global perspective*</li> <li>• Manages ambiguity*</li> <li>• Customer focus</li> </ul>	<ul style="list-style-type: none"> <li>• Curiosity*</li> <li>• Adaptability</li> <li>• Tolerant of ambiguity</li> </ul>
<b><u>D</u>iversify perspectives</b>	<ul style="list-style-type: none"> <li>• Values differences*</li> <li>• Cultivates innovation*</li> <li>• Situational adaptability</li> </ul>	<ul style="list-style-type: none"> <li>• Openness*</li> <li>• Humility</li> <li>• Situational self-awareness</li> </ul>
<b><u>A</u>ncor on purpose</b>	<ul style="list-style-type: none"> <li>• Strategic mindset*</li> <li>• Engages and inspires*</li> <li>• Plans and aligns</li> <li>• Communicates effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Optimism*</li> <li>• Influence</li> </ul>
<b><u>P</u>rogress over perfection</b>	<ul style="list-style-type: none"> <li>• Action oriented*</li> <li>• Nimble learning*</li> <li>• Drives for results</li> <li>• Ensures accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Risk taking*</li> <li>• Confidence</li> <li>• Need for achievement</li> </ul>
<b><u>T</u>rust in partnering</b>	<ul style="list-style-type: none"> <li>• Collaborates*</li> <li>• Manages conflicts*</li> <li>• Balances stakeholders</li> <li>• Interpersonal savviness</li> </ul>	<ul style="list-style-type: none"> <li>• Trust*</li> <li>• Affiliation</li> </ul>
<b><u>S</u>ustain resilience</b>	<ul style="list-style-type: none"> <li>• Instills trust*</li> <li>• Being resilient*</li> <li>• Developing talent</li> </ul>	<ul style="list-style-type: none"> <li>• Empathy*</li> <li>• Composure</li> <li>• Credible</li> </ul>

## L&D FOR BUILDING ADAPTABILITY

In the past, learning and development was often seen as a "nice-to-have." Companies could simply hire new people to bridge skill gaps as they emerged. Today, that's no longer possible. New technology is changing business so quickly that skill gaps are widening faster than ever, demanding a fundamental shift in how we develop our people.

### THE LIMITATIONS OF TRADITIONAL L&D

Today's L&D programs involve creating and maintaining vast libraries of learning content intended for a broad audience. The libraries are expensive to create, overwhelming for employees to navigate, and quickly become outdated. Similarly, event-based training (like workshops or seminars) often adopts a one-size-fits-all approach, neglecting the unique development needs and learning preferences of individual employees. This lack of personalization assumes uniform skill gaps and ultimately leads to inefficiencies and decreased employee engagement.



**Generic**, lacking personalization and real-time skills focus specific to individual roles.



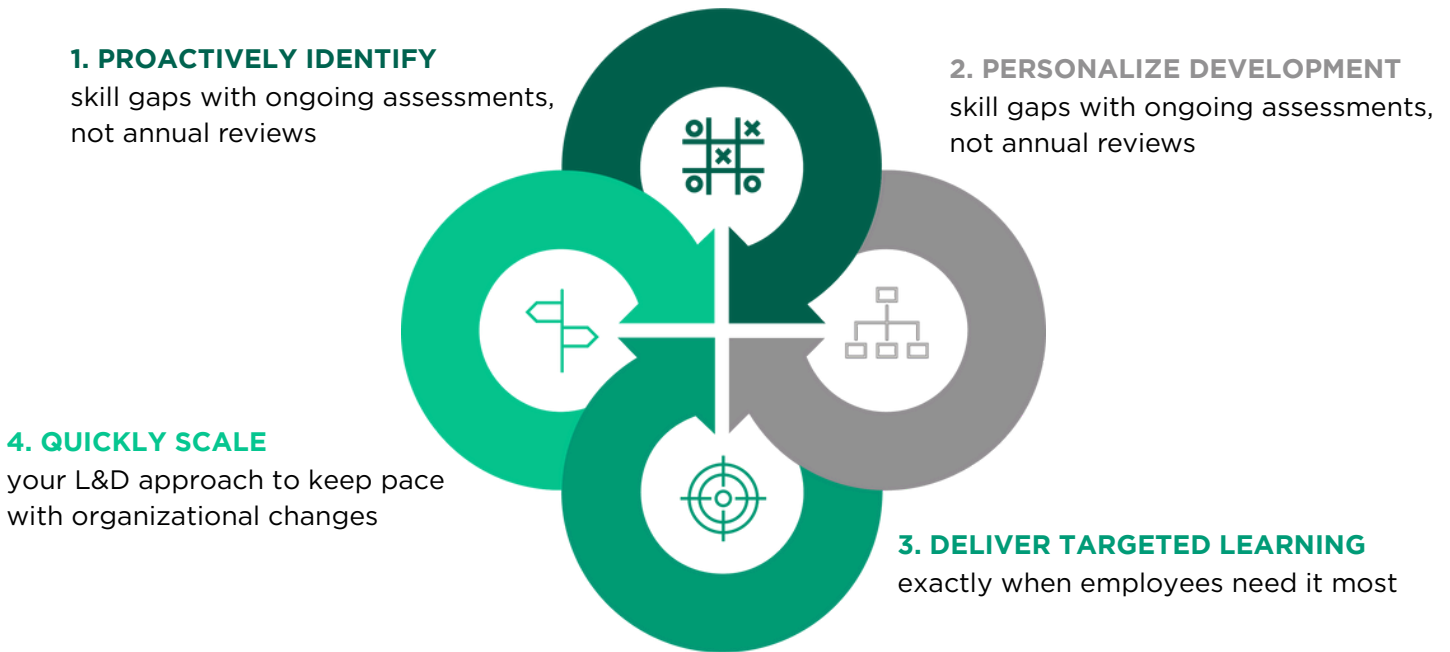
**Lacks** ongoing support, resulting in disengagement and poor retention.



**Expensive** and resource-intensive; requires significant time away from tasks with little observable impact,

Learning that is impactful and durable must be directly relevant to an employee's needs and consistently applied throughout their days. Without ongoing support and opportunities for practice and application, skill retention suffers, diminishing the value of the L&D investment. Effective learning, therefore, is an ongoing, personalized process deeply integrated with individual responsibilities and not a one-time event.

## UNDERSTANDING CONTINUOUS, JUST-IN-TIME L&D



### CREATING PATHWAYS TO PERSONALIZED, PROACTIVE DEVELOPMENT

To support real growth, you need a clear view of what each employee needs to succeed. Regular workplace assessments show how individuals stack up against the skills and behaviors your organization values most, highlighting gaps and strengths. With this insight, L&D teams can deliver relevant, timely support to improve job performance and unlock their potential.

### EMBEDDING LEARNING INTO DAILY WORK FOR LASTING IMPACT

Building on personalized insights, the next step is to weave learning directly into employees' daily workflows. Shifting from event-based training to a just-in-time approach means offering relevant resources exactly when and where employees need them: in the midst of tasks, problem-solving, or skill application.

Embedding learning in the flow of work enhances retention by connecting knowledge to immediate context, increases engagement by addressing real-time needs, and drives better results through continuous, practical development.

A diverse digital library including micro-lessons, podcasts, and simulations offers on-demand training, helping your workforce stay current, confident, and continuously growing.

## MEASURE WHAT MATTERS

With built-in, advanced analytics, you can finally see if your L&D programs are working. Track participation and engagement, measure the impact of training, identify emerging talent, and optimize the approach to talent management. This level of insight replaces outdated annual reviews with an agile framework that keeps pace with today's rapid business changes.

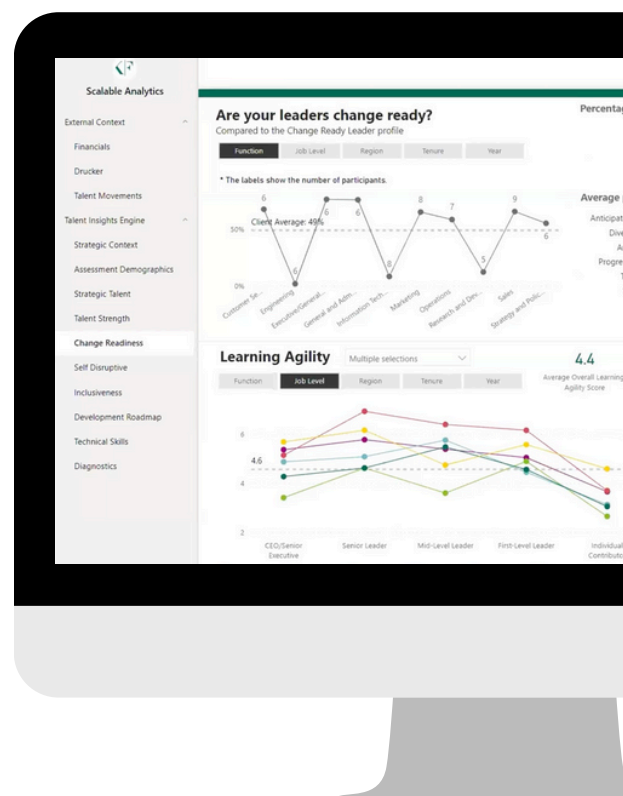
## 5 KEYS TO ASSESSMENT-DRIVEN LEARNING SUCCESS

1. **Assess frequently:** Instead of a "one and done" annual review, create an ongoing dialogue with employees to address skills gaps.
2. **Adapt for relevance:** Ensure assessments capture employee readiness to support company needs and future capabilities.
3. **Link directly to learning:** Use real-time assessment data to identify immediate learning opportunities.
4. **Drive Immediate Impact:** Quickly address skills gaps in critical areas with micro-learning and coaching within the flow of work.
5. **Measure and iterate:** Leverage engagement and performance data to create a continuous feedback loop, ensuring your development strategy evolves with and meets your organization's needs.

## GET STARTED

With Korn Ferry assessments integrated alongside digital learning, employees receive personalized guidance and support right in their flow of daily work. AI-powered notifications nudge learners with timely, tailored content that reinforces key skills.

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## SUCCESSFULLY IMPLEMENT & SCALE JUST-IN-TIME L&D

Implementing a successful just-in-time L&D strategy starts with a clear vision. What does a truly agile, future-ready workforce look like for your organization? How will continuous learning help you achieve your goals? And what tools, processes, and support will you need to make it happen?

Answering these questions early ensures your L&D efforts are aligned with the immediate needs and long-term priorities required to create a focused roadmap for transformation and measurable impact.

### SET VISION AND STRATEGY: ALIGNING LEARNING WITH ORGANIZATIONAL GOALS

#### Identify future capabilities

Identify key capabilities and competencies your organization will need to thrive in the face of evolving technologies and business demands. Consider both broad organizational capabilities (e.g., digital literacy, adaptability) and role-specific expertise.

#### Define the role of assessments

Determine the optimal blend of assessment methods, such as multi-rater surveys, self reviews, and personality inventories. Establish a regular cadence (quarterly, tied to project milestones) and build processes to capture insights in a central dashboard. Use those insights to immediately trigger targeted development activities and track progress over time.

#### Build the foundation for just-in-time learning

Outline the shift from traditional L&D to a dynamic, just-in-time learning ecosystem that delivers personalized microlearning exactly when and where employees need it. This includes transforming existing content into concise and focused modules, using assessment data to trigger tailored learning paths, integrating resources into daily workflows and digital tools, and providing ongoing support to reinforce learning and application.

#### Example

If your strategic goal is to increase innovation, identify the core skills that drive innovation within your industry and organization (e.g., creative problem solving, critical thinking, technical proficiency in emerging areas).

## SECURE BUY-IN AND ENGAGE LEADERS ACROSS THE ORGANIZATION

A significant shift in L&D requires the support and enthusiasm of stakeholders at all levels. The key is to communicate, early and often, the value of these changes in terms that matter to stakeholders.

**1. Engage leadership early and continuously:** Secure leadership buy-in from the beginning, maintain ongoing communication to keep them informed, and solicit their input throughout the process.

**2. Communicate the why (with data):** Clearly articulate the limitations of traditional L&D (e.g., generic content, lack of relevance, poor retention) and contrast with the benefits of a personalized, just-in-time model (e.g., improved engagement, less time in workshops, better ROI).

**3. Create urgency:** Paint a clear picture of what's at stake. Delaying action raises the risk of lost productivity, increased turnover, and falling behind competitors that are already building the skills needed to stay ahead.

**4. Show the ROI:** Quantify the potential return on investment. Explain how targeted, just-in-time learning, driven by assessments, can reduce time-to-competency, minimize wasted training resources, and directly contribute to achieving business objectives.

**5. Mitigate risk and overcome objections:** By starting with a pilot and tracking clearly defined success metrics, you can build confidence in the "just-in-time" L&D approach and effectively overcome any organizational resistance with demonstrable results.

### Outcome

A coalition of stakeholders who understand the "why," see early proof, and are ready to champion the wider rollout.

### 3 STEPS: IMPLEMENT & SCALE JUST-IN-TIME L&D

Annual reviews and one-size-fits-all training are relics of the past. This section outlines a practical, phased approach to guide your organization through this transformative process.

#### STEP 1: PILOT AND VALIDATION

- Launch a targeted pilot in one department or for a specific skill
- Set clear objectives and KPIs to track performance and engagement
- Collect data and note lessons learned to fine-tune the just-in-time framework
- Use success stories and measurable results to build support for a wider rollout

#### STEP 2: GRADUAL ROLLOUT AND EXPANSION

- Once pilot produces positive results, roll out gradually to additional departments or employee groups
- Combine assessment methods for richer insights, such as:
  - Shorter, frequent pulse assessments to identify immediate learning requirements
  - 360-degree feedback and work simulations for holistic, deeper understanding of capabilities and development areas

#### STEP 3: CONTINUOUS MONITORING, COLLABORATION, AND COMMUNICATION

- Continuously monitor implementation and collect timely feedback
- Track KPIs on a set cadence, collaborating with managers and employees to make swift, data-driven adjustments
- Communicate goals, processes, and personal benefits clearly to every stakeholder
- Maintain open dialogue to sustain adoption, engagement, relevance, and success

Implementing a "just-in-time" L&D strategy is not merely a tactical shift; it's a fundamental evolution in how your organization cultivates talent, fosters continuous growth, and forges a sustained competitive advantage.

## READY TO TURN ANY SKILL GAP INTO YOUR COMPETITIVE EDGE?

Don't let skills gaps hinder your organization's growth and agility. Partner with Korn Ferry, the proven leader in talent development, to implement a just-in-time L&D strategy tailored to your unique needs.

### WHY KORN FERRY?

- **Unrivaled assessment library:** Access the industry's largest and most validated collection of assessments, covering the entire employee lifecycle—from hire to retire. Gain deep, data-driven insights into your workforce's skills at every stage.
- **World-class L&D expertise:** Leverage the knowledge and experience of our seasoned L&D experts who have guided thousands of organizations through successful talent transformation initiatives.
- **Proven track record:** Join the ranks of thousands of companies who have partnered with Korn Ferry over our 50-year history to build agile, skilled, and future-ready workforces.

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## ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm, bringing together strategy and talent to drive superior performance for our clients. We work with clients to design their organizational structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward, develop and motivate their workforce. And we help professionals navigate and advance their careers.