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### **Group Head of Learning & Development Case Study**

We are absolutely thrilled you are interested to join us at Rohlik Group. By now we have spoken to you about your experience and personality in great detail. Next step is to find out how you tackle a task in reality.

### **The Situation**

Rohlik Group operates in **six countries** with over **5,000 employees**, spanning:

1. **Blue-collar professionals** in Operations (e.g., warehouse teams, delivery drivers).
2. **White-collar professionals** in business functions like Technology, Product, Commercial, and People & Culture.

We use:

* **Learning Management System (LMS):** [TalentLMS](https://www.talentlms.com/platform)
* **HRIS:** [BambooHR](https://www.bamboohr.com)
* **Video Platform:** Zoom

The organization is experiencing rapid growth, and we aim to ensure that learning, leadership development, and performance management processes are integrated, innovative, and scalable to meet evolving business needs.

### **Your Task**

#### **Part 1: Online Learning Strategy**

Create a proposal for organizing and scaling **online learning** across Rohlik Group using the LMS platform, ensuring it aligns with our priorities and the diverse needs of our workforce.

Key Areas to Address:

1. **Content Strategy:**
   * Identify specific learning tracks for:
     + **Functional Skills** (e.g., operations management, software development).
     + **Business Skills** (e.g., data-driven decision-making, strategic planning).
     + **People Skills** (e.g., leadership, collaboration, and cross-cultural communication).
   * Incorporate **AI-driven personalization** to recommend content based on individual skill gaps, roles, and career aspirations.
   * Include cutting-edge methods such as microlearning, gamification, and AI-enhanced virtual coaching.
2. **Audience Segmentation:**
   * **Operations Professionals:** Bite-sized, mobile-accessible training for safety, compliance, and process improvements.
   * **Technology Professionals:** Advanced, self-paced learning on emerging technologies, certifications, and cross-functional problem-solving.
   * **Leadership Teams:** Tailored development for first-time managers, mid-level leaders, and senior executives to prepare them for future growth.
3. **Measuring Impact:**
   * Define KPIs such as:
     + Course completion rates and engagement scores.
     + Improvement in operational efficiency, employee productivity, or skill adoption.
     + Internal mobility and retention metrics for high-potential employees.
   * Use **AI analytics tools** to monitor and refine learning initiatives in real-time.

#### **Part 2: Annual Performance and Talent Review Process**

Design a scalable **performance and talent review process** that integrates seamlessly across countries and connects to succession planning efforts.

Key Areas to Address:

1. **Process Design:**
   * Automate review cycles using BambooHR to streamline performance and talent assessments.
   * Use **AI-powered insights** to evaluate employee performance, predict flight risks, and identify high-potential talent.
   * Create feedback loops between performance evaluations and learning paths in the LMS to enable continuous development.
2. **Succession Planning:**
   * Implement a talent matrix combining performance and potential metrics.
   * Create structured development plans for identified successors, linking them to relevant programs in the LMS.
3. **Team Roles & Responsibilities:**
   * **Head of L&D:** Owns the overarching strategy and ensures consistency across geographies.
   * **Country P&C Teams:** Adapt and localize global processes to fit cultural and legal nuances.
   * **L&D Specialists:** Manage the LMS, curate content, and monitor program outcomes.
   * **AI & Tech Teams:** Collaborate on integrating AI tools and dashboards for seamless tracking.
4. **Measuring Success:**
   * eNPS improvements post-review cycles.
   * Increased readiness of internal talent pipelines for critical roles.
   * Enhanced clarity and adoption of development plans by employees and managers.

### **Additional Focus Areas**

#### **AI & Technology Integration:**

* Leverage AI to:
  + Identify skill gaps and recommend learning content at scale.
  + Provide automated coaching feedback and track real-time progress.
* Use digital tools for interactive learning (e.g., AI-driven chatbots, simulation-based training).

#### **Balancing Needs of Technology and Operations Teams:**

* **Operations Teams:**
  + Focus on practical, scenario-based training to improve safety and efficiency.
  + Enable access to learning during downtime through mobile-first content.
* **Technology Teams:**
  + Offer advanced certifications in AI, cloud, and emerging tech fields.
  + Create opportunities for innovation through hackathons and cross-functional projects.

#### **Culture Building and Leadership Alignment:**

* Embed Rohlik’s leadership values into all learning and performance initiatives.
* Build trust and alignment across functional teams by fostering open communication and collaboration.

### **Deliverable Format**

Please prepare your proposal in a clear, concise, and visually engaging format (e.g., presentation deck or document). We value practical and actionable recommendations over extensive narratives. Kindly share your materials one day before our meeting to allow for a productive discussion.