

BUILDING YOUR DREAM L&D TEAM

I often ask readers what they want to see in the way of research reports, and several have asked if I would take a look at how others build their L&D teams. I sought interviews from volunteers who within the last 10 years or so had built a team from scratch or—as is more common—grew an existing team. One had a target audience of fewer than 100 while another serves an estimated million people a year. One is essentially a one-person shop with a part time helper. Some are from privately held tech companies while another is from government.

Discussions were focused on ideas around creating and building a good team: How do you decide to add new positions rather than expand existing ones? How do you justify additional positions to the powers that be? What goes beyond staffing; that is, what sorts of policies and resources does the leader of a growing team need?

Most interviews were informal conversations conducted via Zoom. Some snippets have been extracted as short video clips and are offered as complementary content with gracious permission of the subjects, who did not have warning to be prepared to appear on camera.

As with so many topics, the answer to: “How do you build an L&D dream team?” is: “It depends.” Some people I spoke with structured their departments by function—with dedicated project managers and performance consultants—where others included those functions as part of instructional designer duties. One developed staff to serve specific departments, like sales. One had a team of seven to support 150 workers, while another has a team of two supporting 380 staff. Some are all-virtual while some are hands-on.

Despite widely varying circumstances, interviewees shared some common ideas, advice, and concerns, as well as tips for strategically building your dream L&D team.

To download the full report, [click here](#).