

Design learning as a **system**, not a single event.

A practical framework for connecting business priorities, human performance, learning experience, and measurable impact.

CREATED BY

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Learning Strategy | Organizational Development | Workforce Enablement

01

UNDERSTAND

Diagnose the
system

02

SHAPE

Design the
experience

03

ENABLE

Activate the
environment

04

LEARN

Evaluate and
evolve

PORTFOLIO-READY PDF BACKUP

Designed to stand alone when an employer cannot access the interactive ChatGPT-hosted version.

Learning becomes more valuable when designed around the whole system.

This framework reflects a systems-oriented approach to learning strategy: begin with the performance shift, understand the conditions surrounding it, and design an experience that can transfer into meaningful action.

It is intended for discovery, stakeholder facilitation, portfolio and program planning, workforce enablement, and the early shaping of learning initiatives across industries.

FOUR CONNECTED MOVES. ONE ADAPTIVE SYSTEM.

01

Diagnose the system

Surface the business need, learner reality, and conditions shaping performance.

02

Design the experience

Translate the opportunity into a coherent pathway, not a collection of content.

03

Activate the environment

Build the support, ownership, and operating conditions that turn learning into action.

04

Evaluate and evolve

Use meaningful signals to understand reach, application, impact, and needed adaptation.

KEEP FOUR LENSES IN VIEW

People

Readiness, agency, equity

Work

Tasks, context, tools

Experience

Pathway, practice, support

System

Ownership, signals, scale

01 Diagnose the system

UNDERSTAND

Surface the business need, learner reality, and conditions shaping performance.

INTENDED OUTCOME

A shared, evidence-based definition of the opportunity.

QUESTIONS TO ASK	EVIDENCE TO GATHER	PRIORITY DESIGN MOVES
• What business outcome must learning help move? • Where does performance break down today? • What conditions enable or constrain transfer?	• Business and workforce priorities • Performance data and workflow observations • Learner, leader, and stakeholder voice • Current-state ecosystem and journey	• Define the performance opportunity • Map stakeholders and audiences • Establish baseline signals

DECISION PROMPT

What would this phase help stakeholders understand, choose, or do next?

02 Design the experience

SHAPE

Translate the opportunity into a coherent pathway, not a collection of content.

INTENDED OUTCOME

A purposeful experience connected to real work and progression.

QUESTIONS TO ASK	EVIDENCE TO GATHER	PRIORITY DESIGN MOVES
• What must learners know, do, and decide differently? • What sequence supports readiness and increasing complexity? • Where should practice, feedback, and choice appear?	• Capability and task analysis • Readiness indicators and prerequisites • Scope, sequence, and modality decisions • Application scenarios and assessment plan	• Define capability outcomes • Build the learning pathway • Design authentic practice

DECISION PROMPT

What would this phase help stakeholders understand, choose, or do next?

03 Activate the environment

ENABLE

Build the support, ownership, and operating conditions that turn learning into action.

INTENDED OUTCOME

Learners and leaders know what to do before, during, and after learning.

QUESTIONS TO ASK	EVIDENCE TO GATHER	PRIORITY DESIGN MOVES
• What must leaders reinforce? • What supports application at the moment of need? • Who owns adoption and continuous support?	• Leader and manager enablement • Communication and adoption plan • Performance support resources • Roles, governance, and escalation paths	• Prepare leaders and sponsors • Embed workflow support • Clarify operating ownership

DECISION PROMPT

What would this phase help stakeholders understand, choose, or do next?

04 Evaluate and evolve

LEARN

Use meaningful signals to understand reach, application, impact, and needed adaptation.

INTENDED OUTCOME

A learning system that improves through evidence, not assumption.

QUESTIONS TO ASK	EVIDENCE TO GATHER	PRIORITY DESIGN MOVES
• What would meaningful progress look like? • Which leading signals can we see early? • How will evidence inform decisions and iteration?	• Participation and experience signals • Capability and application evidence • Performance and business indicators • Feedback loops and decision cadence	• Build the measurement story • Set review checkpoints • Document decisions and adaptations

DECISION PROMPT

What would this phase help stakeholders understand, choose, or do next?

What makes the framework work

Use these as decision rules when priorities compete or the work becomes complex.

01 Begin with performance, not content

Define the business and human performance shift first. Content is one possible response - not the automatic answer.

02 Design for the moments around learning

Readiness, leader reinforcement, workflow support, and application matter as much as the formal experience.

03 Make progression visible

Show learners where they are, what comes next, and how increasing capability connects to meaningful work.

04 Treat measurement as a decision system

Choose signals that help teams decide what to sustain, adapt, scale, or stop - not merely what to report.

A STRUCTURE FOR BETTER STAKEHOLDER CONVERSATIONS

FRAME	EXPLORE	PRIORITIZE	ALIGN
Begin with the shift	Surface the system	Choose the next moves	Leave with direction

HOW I WOULD FACILITATE IT

Use the framework as guided discovery, not a rigid sequence. Spend time where stakeholder input, performance evidence, and organizational context indicate the greatest need.

From a training request to a performance strategy

A cross-industry example: supporting adoption of a new AI-enabled workflow.

THE INITIAL REQUEST

"We need training on the new AI tool."



THE PERFORMANCE OPPORTUNITY

Employees need to recognize when the AI-enabled workflow adds value, use it effectively, verify its output, and apply sound judgment to the final decision.

01 DIAGNOSE

Understand the work

Identify priority use cases, barriers, role differences, risk points, and conditions influencing trust and adoption.

- Workflow observations
- Audience readiness
- Leader expectations

02 DESIGN

Build applied capability

Create role-relevant pathways with realistic scenarios, guided practice, output evaluation, and increasing complexity.

- Authentic use cases
- Practice and feedback
- Decision-based assessment

03 ACTIVATE

Support adoption

Equip leaders, embed workflow guidance, clarify responsible-use expectations, and make help available at the moment of need.

- Manager enablement
- Job aids and guardrails
- Communities of practice

04 EVALUATE

Learn and adapt

Track adoption, quality, confidence, and business impact to refine the experience and determine where to scale.

- Usage and quality signals
- Application evidence
- Iteration checkpoints

THE RESULT

Learning becomes one part of a connected adoption strategy - aligned to real work, supported by leaders and tools, and improved through evidence.

Turn the blueprint into your next move

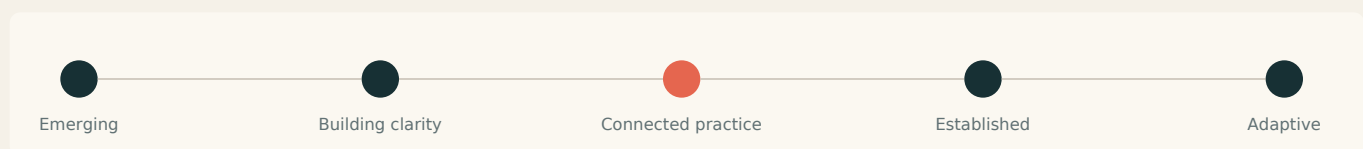
Capture an opportunity, assess where the system stands, and leave with a focused set of priorities.

STEP 01 | FRAME THE OPPORTUNITY

What should people be able to do differently?

STEP 02 | WHY DOES IT MATTER NOW?

STEP 03 | GAUGE SYSTEM READINESS



STEP 04 | SELECT THE PRIORITY MOVES

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|---|---|
| ☐ Define the performance opportunity | ☐ Map stakeholders and audiences |
| ☐ Build the learning pathway | ☐ Design authentic practice |
| ☐ Prepare leaders and sponsors | ☐ Embed workflow support |
| ☐ Build the measurement story | ☐ Set review checkpoints |

Original framework by Melody Maples | Use this worksheet to guide discovery and document the next decision.