



# Learning on point

**Building future-ready organisations**

The KPMG Learning Academy

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# From the CEO's desk

## **Harnessing our unique potential**

With India poised as the fastest growing major economy in the world, talent development is one of the country's most important challenges. This is true at the national level as well as at the level of our organisations, private and public. And in today's world of constant change, continuous and focused learning is critical to competitive success if not survival.

We are proud to launch the KPMG Learning Academy in response to this imperative of continuous learning and development. The next few pages will take you through our approach to talent development solutions, our learning offerings and how we can collaborate with you to advance the development and success of your people.

Welcome to the KPMG Learning Academy!

**Arun M. Kumar**

Chairman and CEO,  
KPMG in India



# Learning forecast

## Foreword

Our understanding around people and organisational learning has undergone a massive transformation. It is important to understand the macro trends at play, which subsequently influence the way learning paradigms have changed. The impact of the fourth industrial revolution has put an expiry date on existing skill sets. The implication of Postmodernism – the philosophy that we are in a state of permanent ambiguity – forms the backdrop to constantly shifting business models and consequently, perennial skill disruption. Psychological neuroscience can now be used to underpin learning design to achieve best learning outcomes.

There are then, two fundamental questions that must be answered. First – what can we learn that will make people and organisations fit for the future? And second – how can we transform learning design to ensure effectiveness and application?

### **Making people and organisations fit for the future:**

A common faux-pas is to only look at learning from an individual development perspective and not from the perspective of an organisation. While individual-driven skill development is extremely important and tied to an organisation's present state, an assessment of the critical skills needed for the future is often ignored. This assessment

must be made in the context of strategy, expansion aspirations, brand and vision, predicted environmental fluctuations and other mission-critical CEO agenda items. Additionally, the responsibility of identifying learning needs should move, where possible, from a standardised approach to a personalised one. To achieve this, learning must be self-owned. A philosophy where individuals feel responsible for their own development is also essential to building an everyday learning culture, rather than an isolated training one.

**Transforming learning design:** Our understanding about how we learn has also changed. There is now vast research on how best we respond to learning, which is transforming the way we design programmes. Learning design is also a function of recently changed assumptions – our affinity towards experiential learning, our enhanced response to affective / emotional content, the increasing connect with digital, technological innovations, the significant role of collaboration, the need for global teaming and the mandate for cost-sensitive programmes.

This document aims to provide you with insights on shifting learning-related priorities, the changed learning paradigm and how the KPMG Learning Academy can deliver value. We hope that you find the document informative and relevant.



Karan Marwah

**Partner and Head,**

Capital Markets and  
KPMG Learning Academy  
KPMG in India



# Solving the learning conundrum



## The philosophy of the KPMG Learning Academy

Organisations spend millions of dollars on learning and development. This spend is only expected to increase. However, confidence in learning effectiveness remains a big question mark.

To answer this conundrum, the KPMG Learning Academy has a distinct approach that helps organisations develop effective learning that is impactful in their context. Our programmes incorporate adult learning principles such as immediate relevance, problem-solution centrality and self-direction. Our learning journey framework incorporates the typical progression of an employee in a specific job role, capturing job experiences that ensure individuals succeed.

# Guiding principles of the KPMG Learning Academy



**Outcomes before design:** We approach all developmental interventions by asking at the onset – what is the change that is desired at the end of the learning programme? We always start designing our interventions with the business and organisational outcomes in mind.



**Beyond classroom learning:** People learn virtually through apps and from peers, while working on the job. Hence, when we start to design learning solutions, we begin with the classroom, but rarely end there.



**ABC learning:** Our programmes are designed to impact the ABC – Affective, Behavioural and Cognitive components of learning. While most learning solutions tap the cognition or knowledge aspect, we believe that emotional and behavioural components must not be ignored. We ensure that our content appeals to all the three faculties by incorporating an experiential design.



**Byte size learning:** To take into account reduced attention spans in a fast-paced business environment with multiple disruptions, we have built spaced-learning designs in digital solutions. We believe that millennial employees will learn through short, but relevant, nuggets of learning that are offered on easily accessible platforms.



**Outside In and Inside Out:** All of our learning programmes focus on bringing in external perspectives along with internal ones. Which is why we draw on a variety of perspectives – from artists, sportspersons and academia.



**Drawing on collective wisdom:** Our learning programmes cater to the individual's need to collaborate and learn from each other. Our solutions are designed to keep learning fun, but more importantly use platforms where the learning impact gets multiplied because the onus is on the learner.



**Alternate formats of learning:** Theatre, music and storytelling are some forms of learning that can prove to be extremely engaging and, therefore, effective. We leverage on these and participants are encouraged to reframe problems in a different field to reflect and learn.



**We measure it to manage it:** Has the learning transfer happened? Are learners doing things differently? Is the learner's ecosystem feeling the change as a result of the learning intervention? These are the fundamental questions we answer through our learning solutions.

# The KPMG Learning Academy



## A differentiated learning paradigm

The KPMG Learning Academy brings together our breadth and depth of subject matter expertise with superior learning design and technology capabilities.

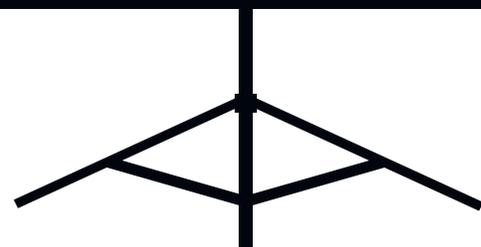
The Academy delivers a wide range of off-the-shelf digital, classroom and blended courses on a variety of subjects. For an organisation, we approach learning through the lens of solving business problems by being a trusted advisor. For a professional, we enable personal transformation of the individual to unlock his / her true potential.

## Learning design and high quality curriculum

Learning offerings under the Academy provide for innovative and engaging programmes through the application of instructional design, relevant pedagogy, superior content and technology.

### How we design and deliver learning programmes

- ✓ Gamification
- ✓ Psychodrama and music
- ✓ Interactive classroom
- ✓ Webinars, e-learning and podcasts
- ✓ Action learning
- ✓ Virtual books
- ✓ Activities and workbooks
- ✓ Knowledge checks
- ✓ Surveys and polls
- ✓ Participant handbooks
- ✓ Experiential learning and simulations
- ✓ Expert talks
- ✓ Storytelling and experience-shares
- ✓ Learning through travel
- ✓ Accreditations and certificates
- ✓ Coaching
- ✓ Workshops
- ✓ Roundtables / dialogue groups
- ✓ Conference learning



# The KPMG way

What differentiates us

**Holistic approach to learning:** The Academy advises organisations by taking a holistic, rather than a silo-ed view of learning; solving for a learning need rather than conducting isolated training modules. We help our clients bundle the most relevant programmes by taking a problem-solving approach and building integrated learning modules.

**Balance theory and business application:** Our programmes are delivered by consultants who work with clients in that subject along with senior advisors and educational instructors who are leaders in theory and research.

**Renowned faculty:** Teaching is both an art and a science. Our faculty is equipped with learning instruction skills, in addition to technical know-how.

**Learning Management System (LMS):** We deploy a sophisticated LMS that is user friendly and enables organisational learning.

**Outcome-driven learning:** We believe in clearly defined learning objectives and help our clients develop a 'learning mission' for every programme.

**Robust content development:** Our modules leverage cutting-edge research and are authored by a team of academicians, industry specialists, entrepreneurs, consultants and instructional designers to ensure highest quality.

**Global capabilities:** We work 24/7 across the globe to service different geographies and collaborate with client teams across countries.

**Marquee alliances:** The KPMG Learning Academy partners with leading educational establishments, technology providers and professional institutions to provide the most relevant and robust learning experience.

**Plan your journey:** Our development plans help individuals and organisations set goals and then phase the development process according to the organisational stage or individual career milestone. All learnings and their takeaways can be recorded in a personalised learning book.

# Service Offerings

Learning strategy and transformation



Learning programme management



Managed learning services: Learning design and development



Learning branding and communication



Learning infrastructure



- **Learning academies:** Defining, scoping and building transformational academies for our clients. This may include accreditation, digital and classroom content, governance and operating model review, programme evaluation and consortia management
- **ERP training:** Development of a training strategy, training needs analysis, training material design and development for end users, super users and project team members



- **Learning strategy:** Defining the right learning strategy, operating model, governance, return/value on investment and sustainability
- **Digital learning strategy:** Digital learning design, development, delivery and evaluation
- **Learning transformation:** Transformation of client learning functions to support the organisation's strategic plan, learning and digital strategy



- **Learning needs analysis:** Identifying the most effective way to design and deliver learning programmes to the learner for particular requirements
- **E-learning:** Design and development of modules for individual or curriculum-based learning initiatives. This includes mobile-ready or gamified design
- **Classroom:** Creation of classroom learning materials



- **Learning catalogues and brochures:** Building a wide-ranging learning curriculum for client organisations
- **Internal communication and branding:** Campaigns and learning journeys to institutionalise a learning culture



- **Vendor assessment:** Benchmarking and researching the most appropriate technology solutions to meet client needs and then engaging in a vendor assessment process
- **Learning Management Systems:** Scoping, gathering specifications, design, development, testing and launch of LMS to support targeted initiatives or organisation-wide deployments

# Our select programmes



## Six Sigma

### What is the programme about?

Six Sigma has today become one of the most prevalent methodologies to achieve higher levels of performance. An organisation cannot grow without carrying the success baton of its robust processes – especially those meant to deliver the desired output repeatedly. The methodology is, in all, about reducing defect and enhancing process and performance excellence. It orients participants towards fact-based decision-making, use data to draw business conclusions, analyse current trends and metrics for their practical use, conduct depth cause analysis and innovate for performance improvement. We offer varied levels (Yellow, Green, Black, Master Black Belt equivalents) of competency programmes on Lean, Six Sigma, customisable to client needs and industry. We also enable the full cycle of making organisations six sigma ready, including planning, strategy for six sigma and analytics, programme facilitation, reviews and evaluation of effectiveness. This programme is meant for professionals involved in data analytics, change leaders, decision-makers in varied roles, professionals involved in process control, quality and improvement, aspirants for lean improvement, waste reduction, production, process engineering, re-engineering, research and service efficiency.

### Learning objectives

- Link business objectives to measurable performance parameters and encourage data-driven problem-solving
- Allow for process and performance transformation
- Help develop leadership acumen to drive complex work and lead cross-geographical and functional high impact projects
- Learn project, team, dependency management and intergroup coordination
- Build foundations for data analytics programmes
- Secure stronger client impact through high quantitative visibility



# Association of Chartered Certified Accountants (ACCA) - Diploma in International Financial Reporting Standards (IFRS)

## What is the programme about?

The International Financial Reporting Standards (IFRS), issued by the International Accounting Standards Board (IASB), is rapidly becoming a benchmark for the accounting world. The convergence of Indian Accounting Standards (Ind AS) with IFRS, notified in 2014, has led to a paradigm shift in the regulatory and reporting landscape for companies in India. Diploma IFRS from the Association of Chartered Certified Accountants ACCA (U.K.) is a qualification, which provides a detailed conceptual insight into IFRS. It is designed to develop an individual's knowledge of IFRS by providing an understanding of the concepts and principles, which underpin them and their application in the international market place. The diploma is widely accepted around the world.

## This programme is meant for:

- Chief Financial Officers (CFOs), finance directors and strategic planners
- Accountants, analysts and auditors
- Investment bankers and corporate bankers

- Chartered accountants, company secretaries, and cost and work accountants
- Private equity, and merger and acquisition specialists
- Professionals from Indian companies with a global presence
- Graduates who are a part of finance / accounting teams

## Learning objectives

- Understand and explain the structure of the framework of international accounting
- Apply relevant financial reporting standards to key elements of financial reports
- Identify and apply disclosure requirements for companies in financial reports and notes
- Prepare group financial statements (excluding group cash-flow statements) including subsidiaries, associates and joint ventures





## Managing Change

### What is the programme about?

Managing Change is a pragmatic and well-researched learning programme developed by KPMG change specialists. It provides insight into both individual and organisational change and explains the key tenets behind successful business transformation. It rightly blends concepts with practical scenarios and allows participants to apply change management principles to real life business situations. Unlike many other similar learning programmes that primarily cover theories and principles, we provide a case study-based learning approach with a walkthrough of KPMG change management methodology, tools and templates. The programme is intended for business sponsors, change leaders, functional leaders, project management and strategy office and HR professionals.

### Learning Objectives

- Establish the strategic ambition, objectives and scale of change; and understand how this impacts required behaviours and ways of working
- Learn how to map the change landscape (stakeholders and influencers)
- Learn how to identify change risks and create change metrics
- Learn how to build a shared vision and business case for change, mobilise a change agent network, create communication and training plan
- Learn the fundamentals of change leadership and develop a change leadership commitment plan
- Gain insights into aligning people processes, HR and talent strategies to make change stick



## Workplace Anti-Sexual Harassment

### What is the programme about?

The programme is aimed at assisting organisations / individuals to understand what constitutes sexual harassment at the workplace and help create awareness of the Sexual Harassment of Women at Workplace Act, 2013, ('the Act'). It will help in developing adequate policies, procedures and a redressal mechanism to address any complaints. The programme also seeks to educate participants about the implications of non-adherence on the individual and the organisation, thereby protecting them from costly harassment lawsuits and a damage to the reputation. It includes a session on ways to create awareness around this Act.

### Learning objectives

- Create awareness about what is construed as sexual harassment and its implications to create a healthy, sensitised and gender-neutral work environment through simple steps such as posters, regular workshops / training sessions and e-modules
- Understand how to formulate policies and procedures for prevention and resolution, including a redressal mechanism with a detailed guide on roles / responsibilities of an Internal Complaints Committee

# Cyber Security and Investigations

## What is the programme about?

Cyber Security has emerged as top business risk across enterprises therefore becoming a board room agenda. It is imperative for organisations today to address this risk in holistic manner and ensure that as technology advancements are adopted, the risk exposure is minimized. The Cyber Security and Investigations programme is intended to create cyber awareness among organisations to enable them to defend, detect and respond to cyber-attacks and incidents. Through this programme, participants would be able to identify and classify critical Information Technology (IT) assets, understand and appreciate the need for securing these assets, identify and select some of the best security solutions suitable for their environment and understand the global cyber security frameworks being adopted.

This programme also helps understand obligations towards regulatory requirements, along with incident management which in turn, helps in facilitating the creation/refinement of IT policy and business continuity plans. Additionally, it is aimed at enabling organisations to prepare for technological exigencies owing to external threats, by enhancing their incident response knowledgebase. The programme focusses on the importance of possessing threat intelligence and using



technology to provide detailed analysis of nature of attacks. Participants are also able to appreciate the importance of having a sensitised workforce that plays an important role in defending attacks targeted on end users (such as social engineering, phishing, etc.) and therefore helps strengthen preventive security measures.

## Learning objectives

- To develop an understanding of cyber threats and exposure
- Establishing cyber security comprehensive framework to address the risk in holistic manner
- Understand importance of threat intelligence
- Understand regulatory obligations
- Gain insights into security best practices

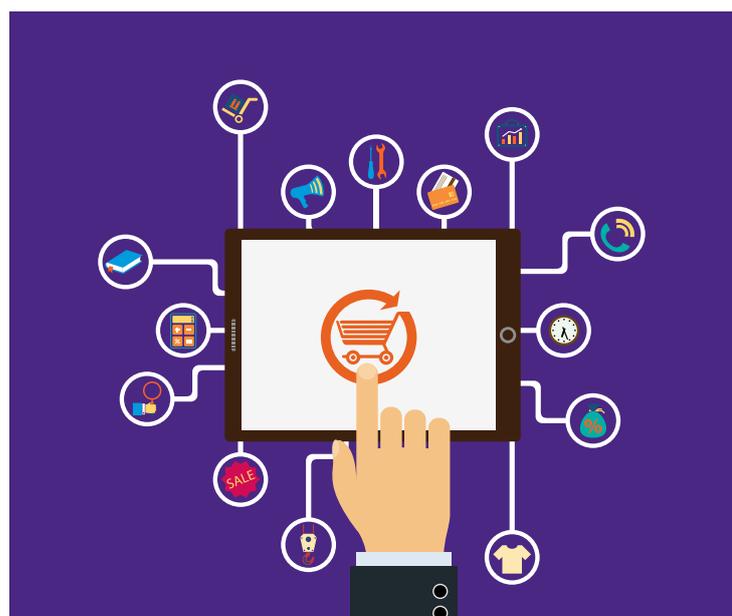
# Doing Business in India under the Goods and Services Tax (GST) regime

## What is the programme about?

The long pending Constitution Amendment has paved the way for the introduction of Goods and Services Tax (GST) in India. As a transaction-based tax, GST is set to impact not only the tax function, but would also lead to a significant transformation in the way businesses are run, cutting across various business functions such as tax, finance, supply chain, IT, sales and marketing, etc. The GST learning programme has been designed to help organisations and individuals in navigating the change coming their way.

## Learning Objectives

- Understand what is changing
- Know what is the potential impact on business
- Learn how to derive value from this change
- Know what needs to be done to prepare for this transformation
- Implement best practices



**These are our select programmes. Please contact us for the entire course catalogue and for discussing customisation requirements.**

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