

GLOBAL TEAM

Global L&D Team Operating Map

A one-page view of the operating layers I use before scaling a learning function across roles, countries, and time zones.

THE TEST

A team is ready to scale when the next person can see how work enters, who owns decisions, how quality is judged, and where they can grow.

- What capability is missing from the function?
- Which decisions are stuck with one leader?
- Where does global work need one standard?
- Which manager behaviors need calibration?

BUILD SEQUENCE

- 1 Map**
Define the capabilities the function must own.
- 2 Design**
Create roles, spans, and decision rights before hiring.
- 3 Hire**
Screen for the work the system needs beyond the title.
- 4 Develop**
Coach managers with real decisions and feedback moments.
- 5 Calibrate**
Use rituals to keep standards shared across regions.

CASE SIGNALS

26

Global L&D team members

5

Managers developed

400+

Interviews conducted

72

Hiring decisions made

OPERATING LAYERS

- Capability map
- Role architecture
- Manager layer
- Decision rights
- Team rhythm

RED FLAGS

- Every decision escalates
- Regions invent their own standards
- Managers lack coaching cadence
- Hiring solves symptoms only

WHY IT WORKS

It makes team growth visible as a system design problem before it becomes a span of control problem.