WHITE PAPER 11 · THE LEARNER'S PATHWAY

Short Beats Long: Modular Clinics for Busy Teams

Redesigning long programmes into standalone modules without losing the outcome

Industry Beauty multinational and industrial solutions group

Function L&D and leadership

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AT A GLANCE

INDUSTRY

Global beauty multinational, industrial solutions group

PROBLEM

Linked programmes judged too long for the time people have

FRAMEWORK

Keep the outcome, cut the dependency

CHANGE

Standalone half-day modules, and a 12-day path cut to 10

EXECUTIVE SUMMARY

Busy organisations rarely reject a programme because of its content, they reject it because of its length, hence the L&D question is how to shorten a programme without cutting the outcome it was bought for. This paper shows two redesigns TLMM handled in 2026, one for a beauty multinational and one for an industrial solutions group.

4
linked Fridays judged too long

half-day
standalone modules instead

12 to 10
days, one level folded in

0
outcomes dropped

Cut the dependency between modules, never the outcome of the programme.

INDUSTRY AND PROBLEM OBSERVED

The problem

The beauty multinational felt a linked four-Friday programme was too long, and asked for a piecemeal version of standalone half-day modules.

The industrial solutions group said a 12-day build pathway was too long because it had 10 days, hence the question was which part could be folded in without losing the builds.

What we observed

- Modules that only work in sequence cannot be bought one at a time
- Every day added must earn its place against people's time
- Shortening by squeezing content makes days harder, not shorter

THE FRAMEWORK PROCESS

Keep the Outcome, Cut the Dependency

1

Name the outcome

What each module must leave behind on its own

2

Unlink

Remove the need to attend module 1 before module 2

3

Fold in

Merge a level into the next where the builds still happen

4

Re-check

Confirm every promised build still fits the shorter time

HOW IT WAS SOLVED

The solution

For the beauty multinational each module was redesigned to stand alone as a half-day clinic with its own outcome. For the industrial solutions group the individual app level was folded so teams move straight into building department capstones, keeping the builds inside the 10 days the client had.

BEFORE

- Four linked Fridays
- 12 days in sequence
- All or nothing

AFTER

- Standalone half-day clinics
- 10 days, straight to capstones
- Buy what you need

WHAT L&D LEADERS SHOULD DO

Your checklist

- Can each module be bought and finished on its own?
- What does each day leave behind?
- Which level can fold into the next without losing a build?
- Have we re-checked every promised outcome after cutting?

A programme is the right length when every day leaves something behind.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- TLMM and KadoshAI programme redesigns, Oct to Nov 2026.