

A View From the Top:

*The Learning Executive's Take on Learning Strategy
and the Future of Learning*

*Presented by ATD Research
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Meet ATD Research



Laurie Miller

Director of
Research Services



Maria Ho

Research
Analyst



David Frankel

Research
Specialist

Today's Webcast Agenda

- Aligning Learning and Business Strategy
 - What is the state of alignment?
 - Tips from CLOs
- The Health of Learning: Learning's Views vs. CEOs vs. The Economy
- Preview: Research for Rest of 2015

Part 1: Alignment

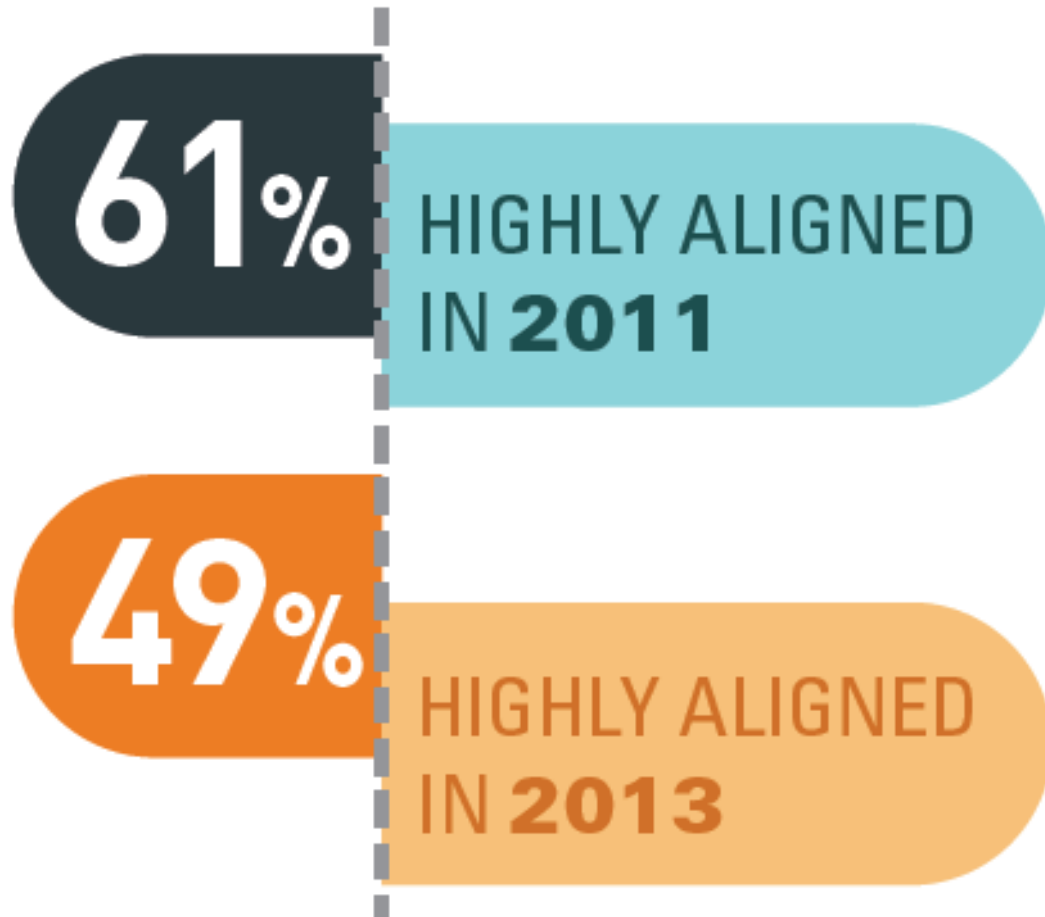
ALIGNMENT

The link between learning strategy
and business strategy

ATD conducted two separate surveys in 2011 and 2013 and asked learning leaders how strong alignment was in their organizations.

How Aligned are Orgs?

ARE ORGANIZATIONS
ALIGNED?



Participant Poll

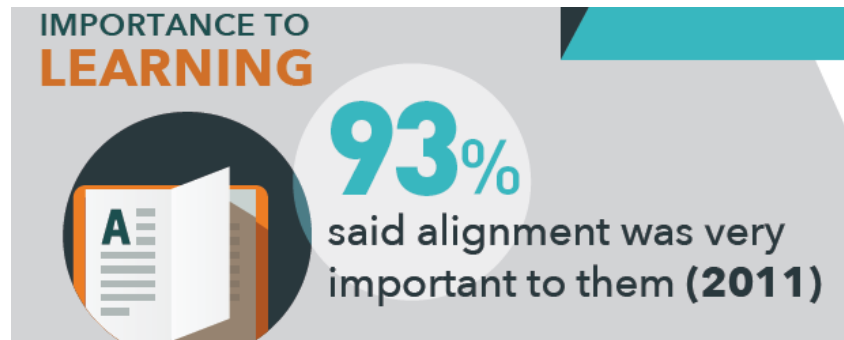
- Do you think YOUR organization is highly aligned?
- Vote YES or NO

Why Does Alignment Matter?

- In BOTH studies:

High Performers were MORE likely to be Highly Aligned

- Learning is aware of the importance:



What Can Learning Do?

- In 2015, ATD interviewed CLOs from Fortune 500 organizations
- Tip: Build relationships with senior leaders to ensure alignment
 - Involve leaders in delivery of some training
 - Get in on major changes early
 - Have formal processes in case CEO changes
 - Get input of unit/field managers as well

What Can Learning Do?

- Demonstrating that learning leads to **measurable business results (minimizing costs or maximizing revenue)** is important to building and continuing alignment



Less than **1** in **5**
measure business impact
of learning (2013)

High
performers
more
likely to
measure

Participant Poll

- Does your organization currently measure the business impact of any learning programs?
- Yes or No
- If No, use the chat box to tell us why not!

So How Do You Start Measuring Alignment?

- Top CLOs: Impossible to do ROI studies on everything learning does
- Pick a program and a specific measure to track
- Even if you can't isolate training's impact, **statistics** can help demonstrate alignment and importance of learning to business

How Do You Start Measuring-Checklist

- Can I pick a specific training program?
- Can I easily separate Trained vs. Un-trained?
 - Are the groups big enough to compare? Are they big enough that you can't identify individuals?
- Can I choose one metric to compare on?
 - Is it clearly related to BUSINESS success?
 - Have I identified a historic or future time period for my study?
 - If future, can this be done in a reasonable time frame (e.g., by the end of the fiscal year)?
 - Do we have data on this metric/do we have a mechanism to collect data?
- Can I easily explain the finding(s)?
 - Big number
 - Can explain in a few minutes

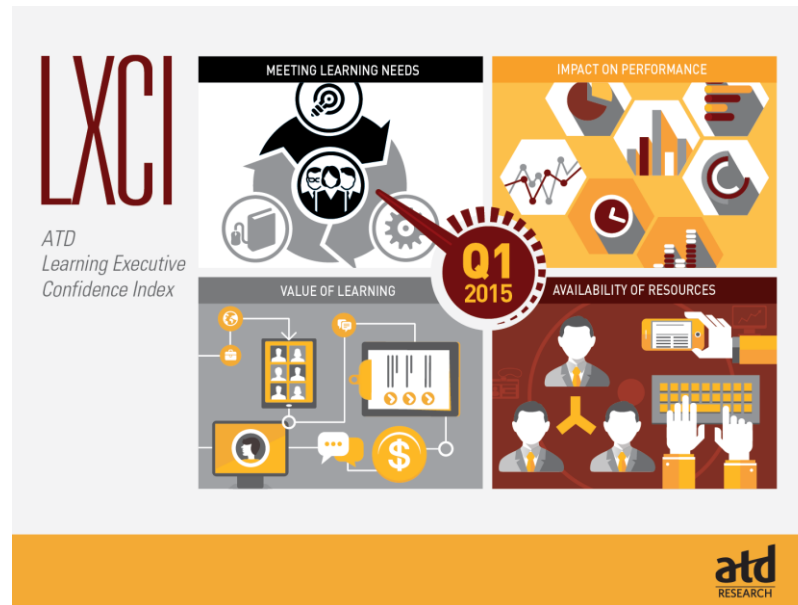
Examples from Top Companies

- Retention rates for employees who went on team-building trip vs. those that did not
- Promotion rates for leadership program attendees vs. non-attendees
- Net promoter scores this year for stores with trained vs. untrained managers

Part 2: The Health of Learning

LXCI = Quarterly measure of learning executives' six-month expectations for learning in organizations.

Higher score=more optimism



What Determines Optimism?

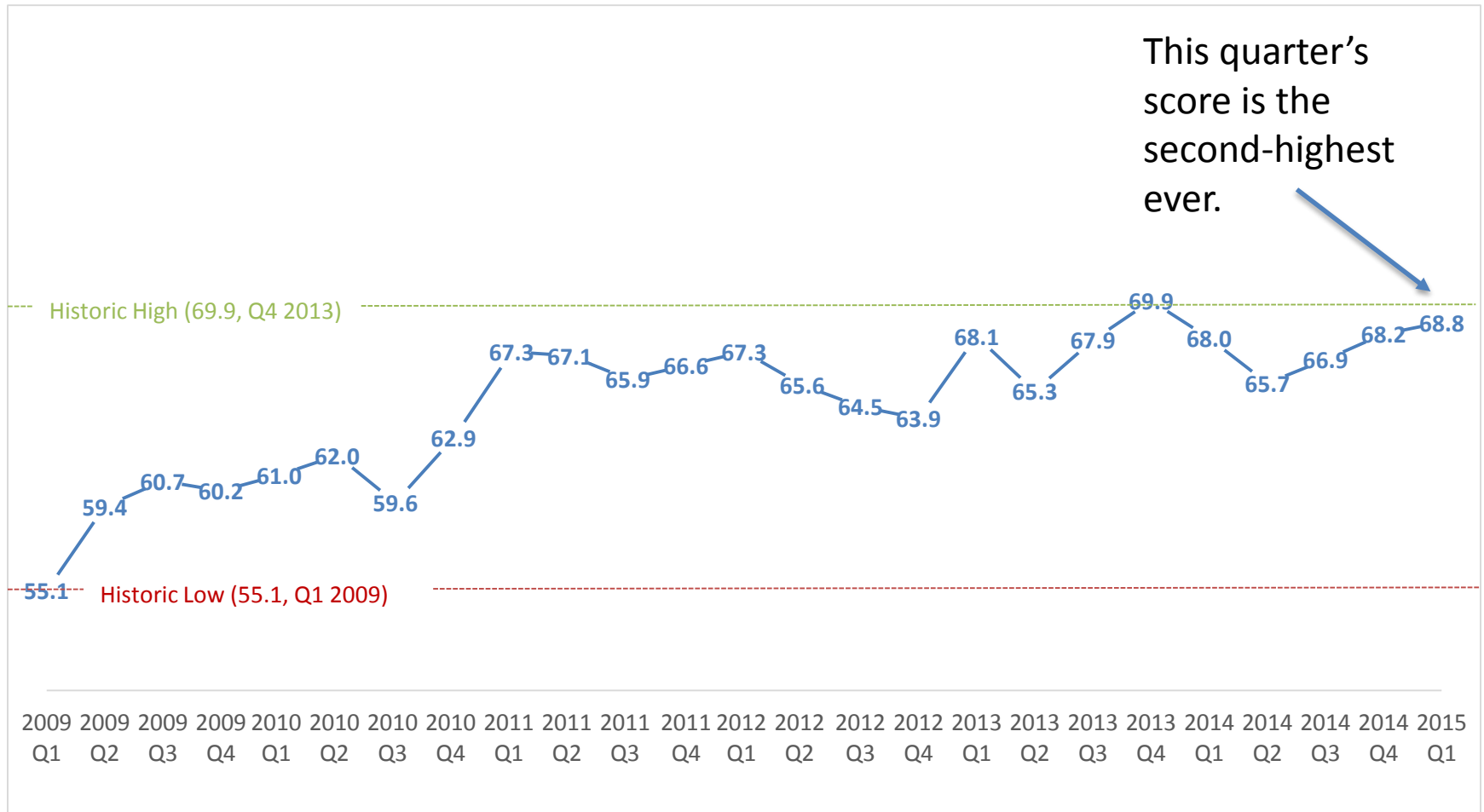
The LXCI is based on learning executives' short-term (within next 6 months) forecasts for

- Their ability to meet learning needs
- Impact of learning on corporate performance
- Perception of the value of learning
- Availability of resources to meet learning needs

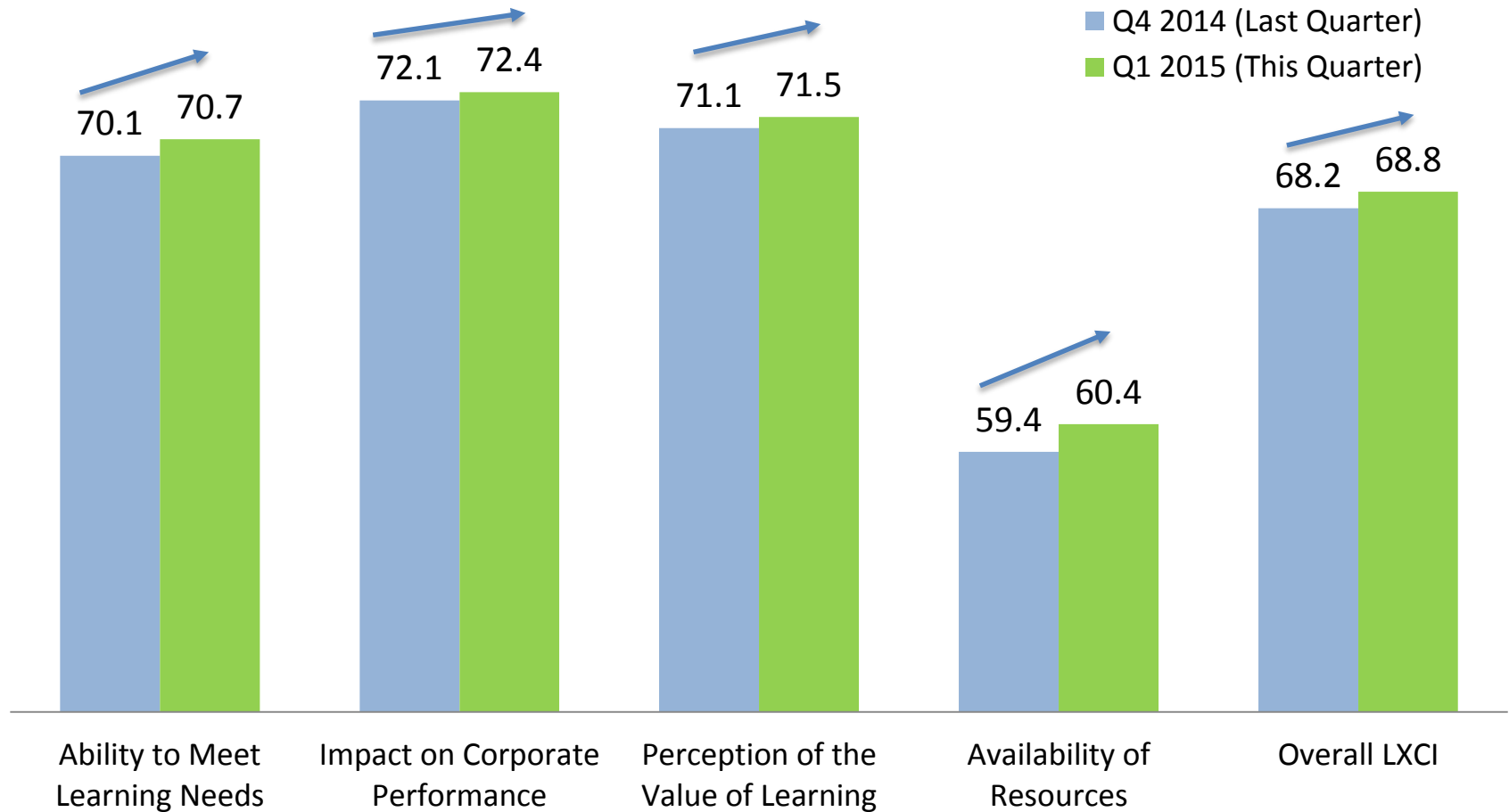
Importance of LXCI to Alignment

- Help learning plan and ask leadership for resources-2 out of 3 participants share LXCI results
- See if learning thinks it will impact business (alignment)
- See if learning is getting the resources necessary to carry out strategy (even if strategy is aligned, resources are necessary)
- See how learning's expectations relate to CEO confidence and overall economy:
 - Does learning have the same outlook as business leaders?
 - When does learning feel the impact of an economic or business change?

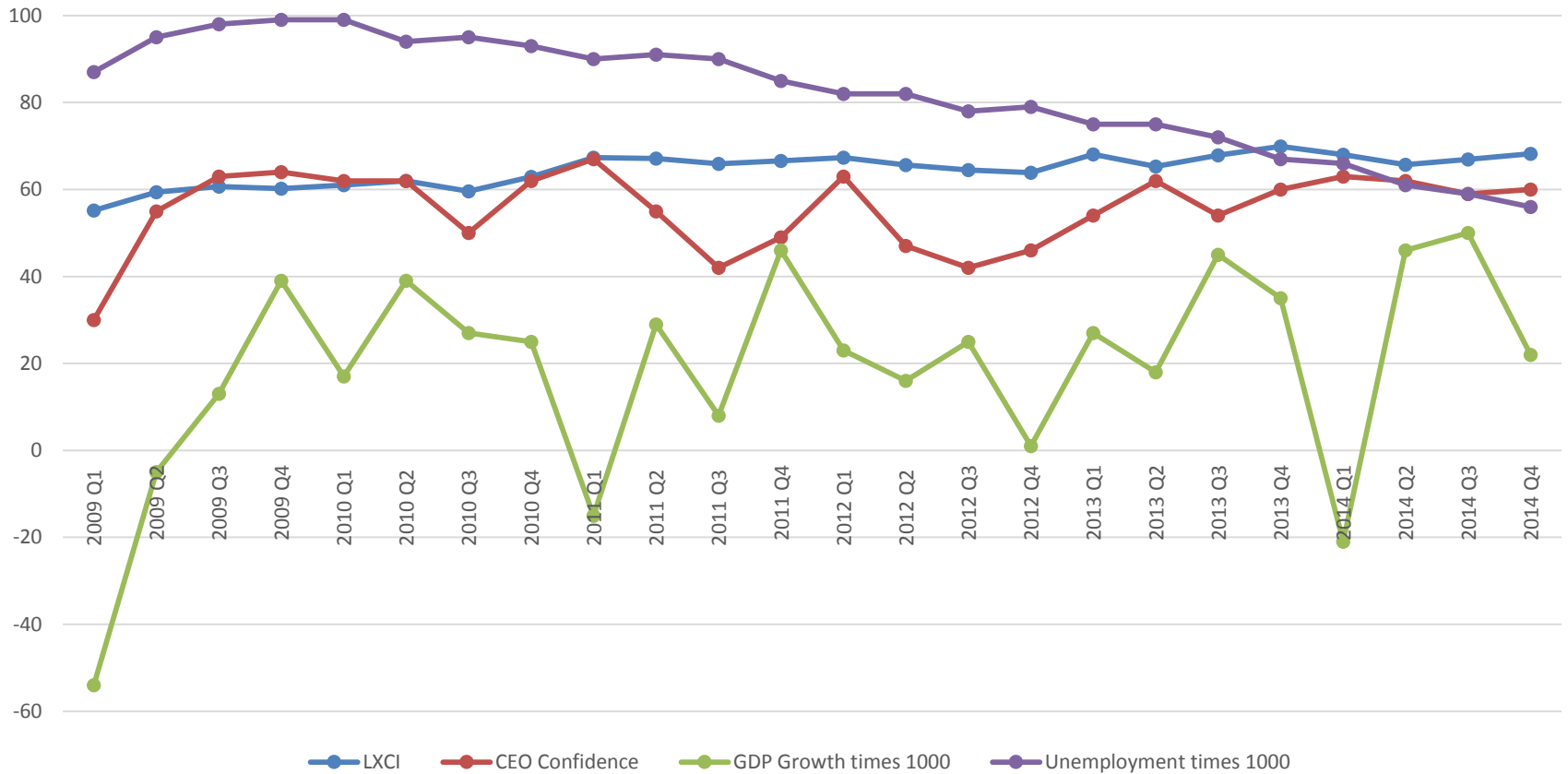
Historic Outlook for Learning



Outlook for Learning, Cont.



Learning Execs, CEOs, and the Economy



Learning Execs, CEOs, and the Economy

- Learning Execs' views are related to:
 - **Current Unemployment** (Unemployment Up Today->LXCI Down Today)
 - **Last quarter's GDP Growth** (GDP Growth Up Today->LXCI Up 3 Months Later)
 - **Last quarter's CEO Confidence** (CEO Confidence Up Today->LXCI Up 3 Months Later)

Get the LXCI for Free!

- Get Current and Historic LXCI Reports with FULL Analyses and Applications at www.td.org/lxci
- Learning execs! To participate in the LXCI survey email research@td.org



Part 3: Upcoming 2015 ATD Research

- Mobile Learning
- Global Trends in Training
- Learners of the Future
- Leaders as Teachers
- State of the Industry 2014

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