



A Recent Challenge from Our Members

› How can we improve the impact of the L&D function on business outcomes?

How We Find the Best Solutions

We leverage quantitative and qualitative analysis to determine what tactics are working in our network companies.

- Gathered senior line customer feedback on L&D and documented the backgrounds, skills, behaviors, and time spend of nearly 1,500 L&D team members located around the world at approximately 50 organizations
- Conducted probing interviews with L&D leaders at approximately 100 organizations around the world to surface critical challenges and proven solutions from leading companies



Best Practitioners Uncovered





Root Cause of the Challenge

CLC Learning and Development Insight

Key Message

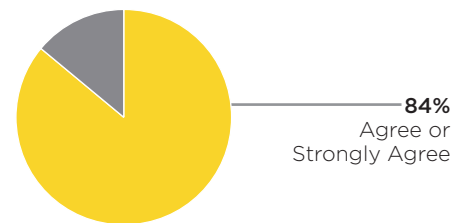
Positive feedback does not equal business impact. L&D functions receive plenty of positive feedback on individual learning interventions, but this success is not translating into impact on business outcomes.

Implication

To ensure it is creating value, L&D must understand and focus on the enablers of business impact, not line satisfaction.

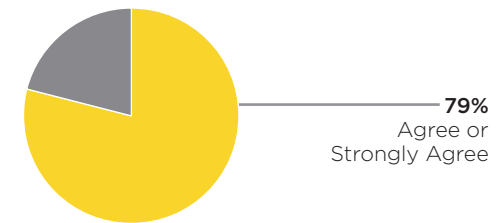
High Satisfaction with Individual Learning Interventions

Percentage of Learners Satisfied with the Learning Intervention¹



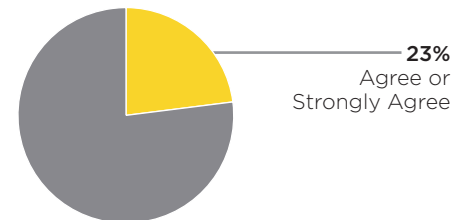
Positive Line Leader Feedback on Individual Learning Interventions

Percentage of Heads of L&D Reporting Positive Line Feedback for Individual Learning Interventions²



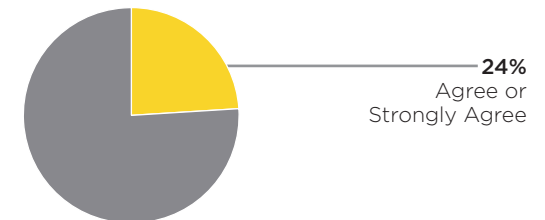
Little Line Satisfaction with the Function as a Whole

Percentage of Line Leaders Reporting Satisfaction with the Overall Effectiveness of the L&D Function³



Few Line Leaders Rate L&D Function as Critical to Achieving Business Outcomes

Percentage of Line Leaders Reporting the L&D Function Is Critical to Business Outcomes³



¹ Learners who have attended a training program assessed by the Training Effectiveness Dashboard in 2011 answered question as Agree or Strongly Agree on a 7-point agreement scale.

² Heads of L&D answered question as Agree or Strongly Agree on a 7-point agreement scale.

³ Line leaders answered question as Agree or Strongly Agree on a 7-point agreement scale.



What the Best Companies Do

CLC Learning and Development Insight

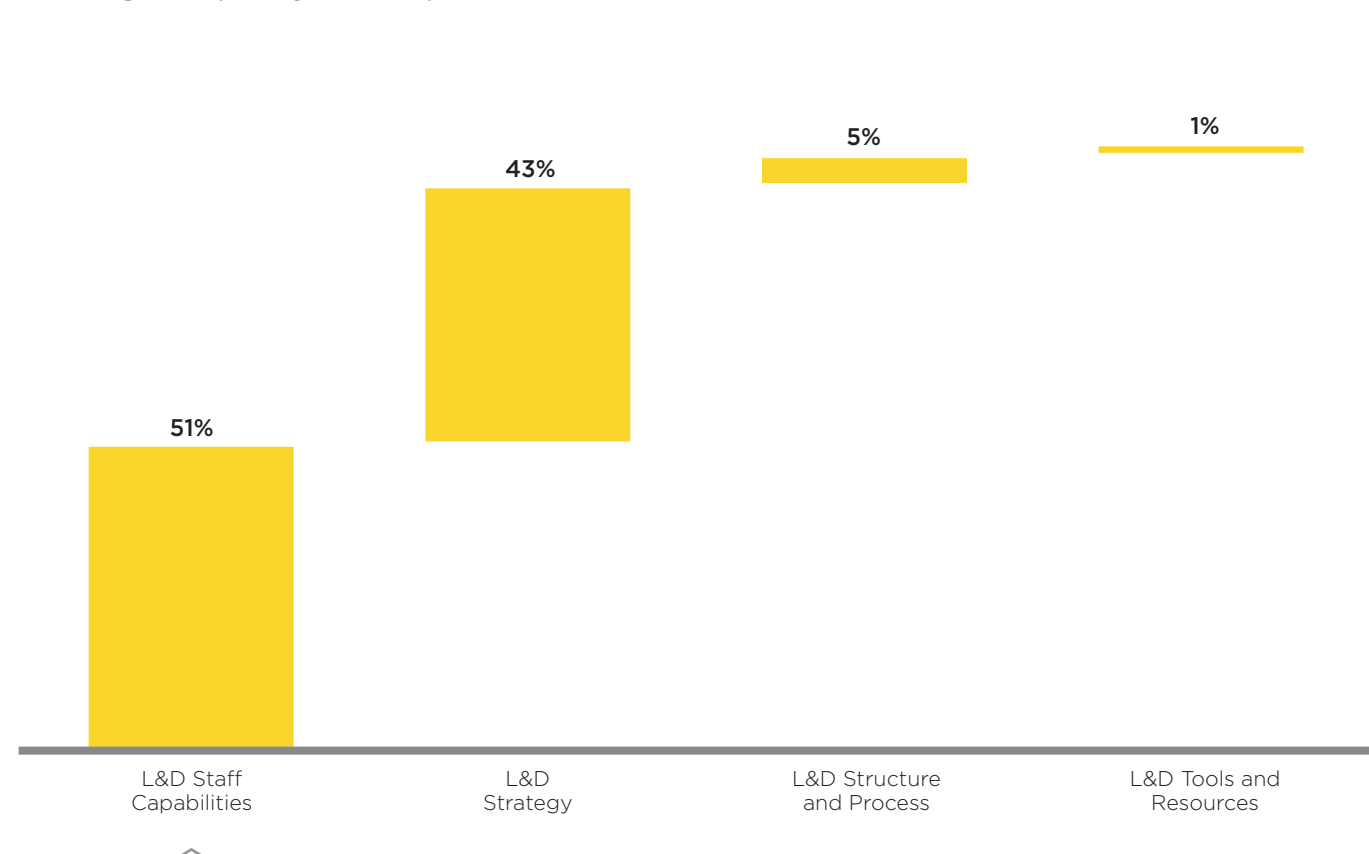
Key Message

L&D's impact on the achievement of business outcomes is a function of L&D staff capabilities and L&D strategy, not foundational structure, processes, and tools, which provide only limited opportunity for driving business impact.

Implication

L&D leaders must recognize that boosting the capabilities of their L&D staff is crucial to delivering business impact.

Relative Impact of L&D Function Enablers on Line Leader Achievement of Business Goals
Percentage of Impact by L&D Component



Decision Influencers Not Order Takers

The most effective L&D staff are learning advisors who impact business outcomes by taking advantage of their L&D and business expertise to proactively influence talent and business decisions.










A Framework for Success

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Key Message

The best organizations are oriented around three opportunities for shifting L&D from simply building capabilities to influencing the business:

- Focus L&D staff on the behaviors and activities that matter most.
- Enable L&D staff to effectively apply those behaviors and execute key activities.
- Utilize day-to-day work to develop critical capabilities.

Current State: "Building Capabilities"	1 Target High-Impact Activities and Interactions	2 Activate Learning Advisor Capabilities to Extend Impact	3 Develop Learning Advisor Capabilities on the Job	Desired State: "Influencing the Business"
<ul style="list-style-type: none"> ▪ L&D staff focus on executing L&D processes effectively. ▪ Interactions with the line are passive and focus on effectively informing talent decisions. ▪ Development of L&D staff is de-prioritized, overly formal, and not focused on high-impact business activities. 	 Define and Map High-Impact Capabilities to Day-to-Day L&D Activities  Build and Sustain High-Impact L&D and HRBP Partnerships	 Build L&D Staff Confidence to Have Challenging Conversations with the Line  Collect and Use Intelligence to Drive Business Decisions  Embed Learning Advisor Capabilities into Accountability Measures	 Target On-the-Job Development Activities to Individual Needs  Take advantage of Peer Learning to Accelerate and Broaden Development	<ul style="list-style-type: none"> ▪ L&D staff focus on excelling at the activities with highest business impact. ▪ Interactions with the line are active; L&D staff challenge (when appropriate) and influence talent and business decisions. ▪ On-the-job development of L&D staff is relevant for the individual, team, and business outcomes.



Best Practice Example

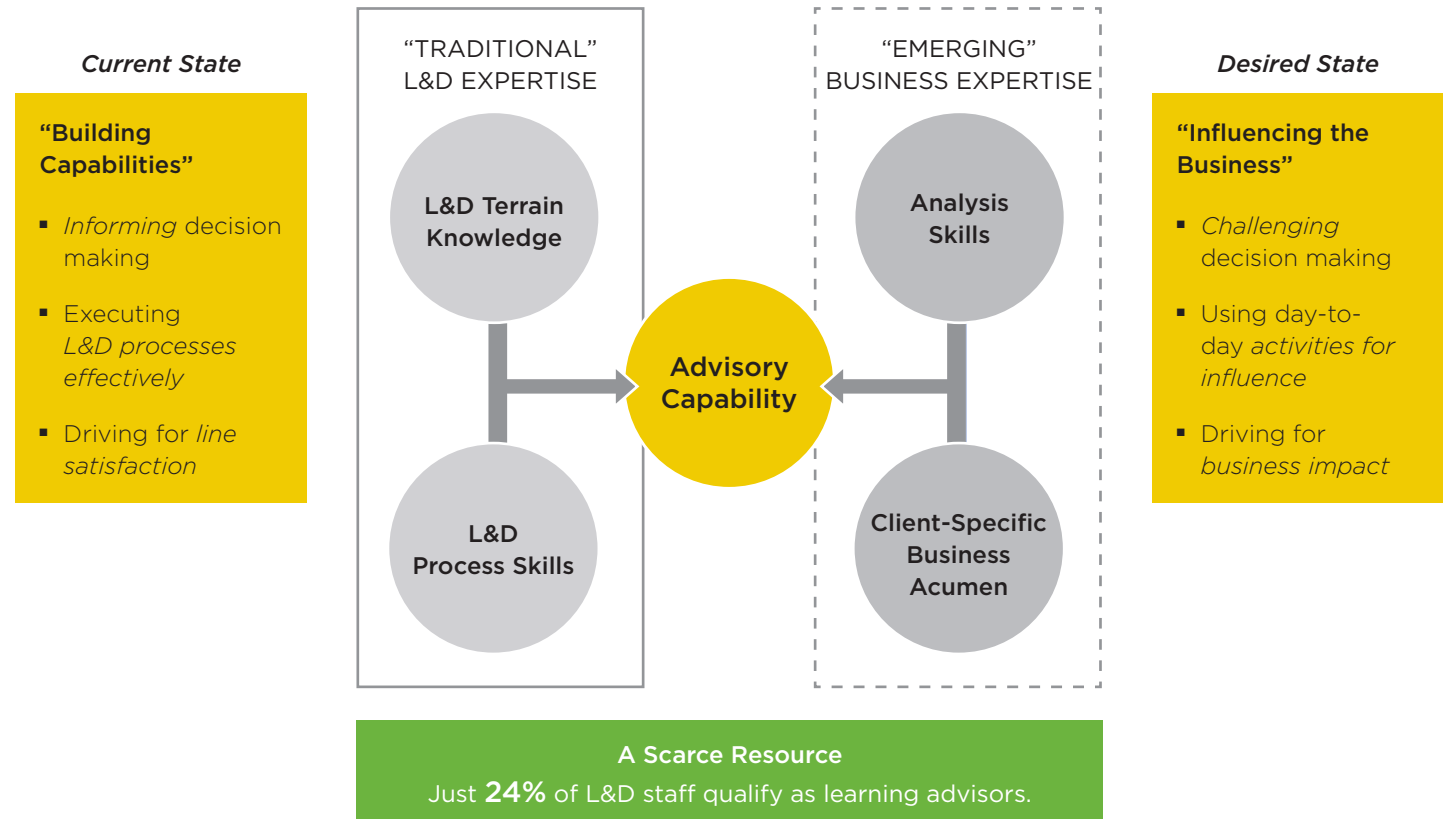
CLC Learning and Development Insight

Key Message

The most effective L&D staff are learning advisors who impact business outcomes by utilizing their L&D and business expertise to proactively influence talent and business decisions.

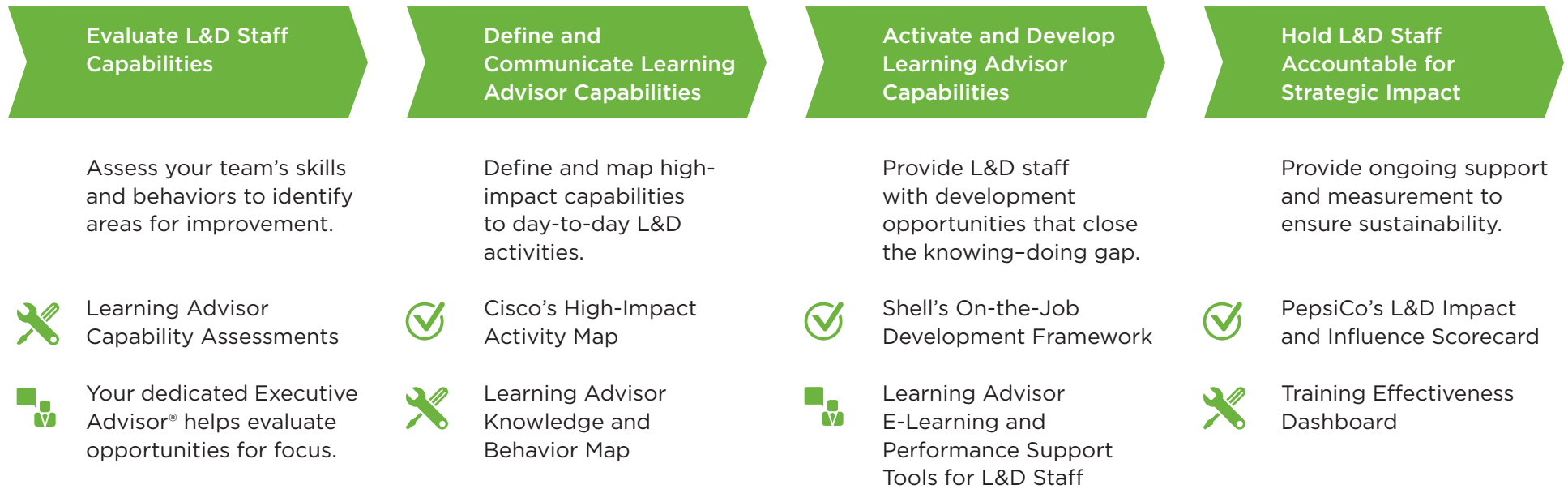
Learning Advisor Defined

(ler-nig ad-vīzar) noun: Learning advisors impact business outcomes by utilizing their L&D and business expertise to proactively influence talent and business decisions.



Working with You to Turn Insight into Action

Driving the Business Impact of L&D Staff



Features

