

# THE ROLE OF LEARNING IN IMPROVING BUSINESS OUTCOMES

Organizations understand that learning can have a big impact on improving business outcomes, such as individual and organizational performance and engagement. Though they believe improving learning is important, they face significant challenges that make it difficult to take prompt action.

## Desired Learning Outcomes: *Importance vs. Effectiveness*

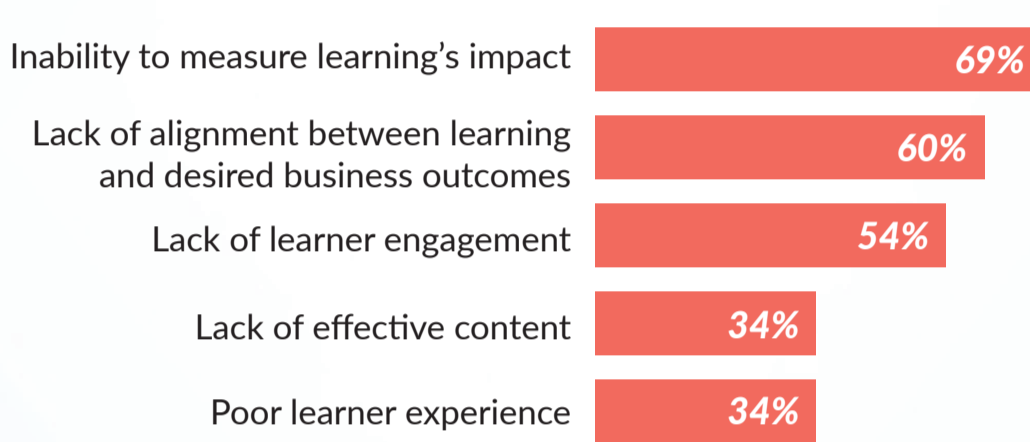
At least **80%** of organizations say learning is important to improving organizational and individual importance, employee engagement, productivity and competency gaps, but only about one-third say they are effective at achieving any one of those outcomes.

Desired Learning Outcomes	Outcome is Important/Critical to the Business	Learning is Effective/Very Effective in Achieving Outcomes
Improved organizational performance	91%	36%
Improved individual performance	88%	35%
Improved employee engagement	80%	36%
Reduced time to productivity	80%	32%
Reduced skill/competency gaps	80%	31%
Reduced error rates/accidents	72%	47%
Increased compliance rates	70%	57%
Increased bench strength	68%	25%
Increased internal promotions	53%	23%

Percentages reflect number of organizations responding to answer choice

## Biggest Barriers to Achieving Desired Learning Outcomes

Measuring learning and lack of alignment between learning strategy and desired business outcomes are the biggest obstacles that businesses face in delivering impactful learning.



Percentages reflect number of organizations responding to answer choice

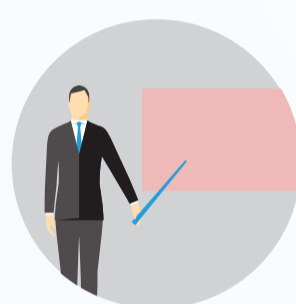
## Importance and Effectiveness of *Major Learning Types*

The tide is definitely turning in terms of learning priorities; **formal learning**, dominant just a few years ago, is now the **least important** of the three major learning types.



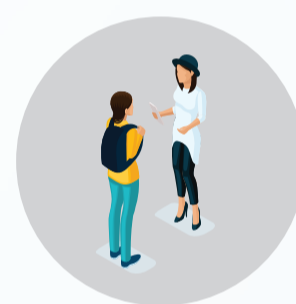
### FORMAL

Primarily instructor-led, course-based learning events, plus published materials and academic institutions



### INFORMAL

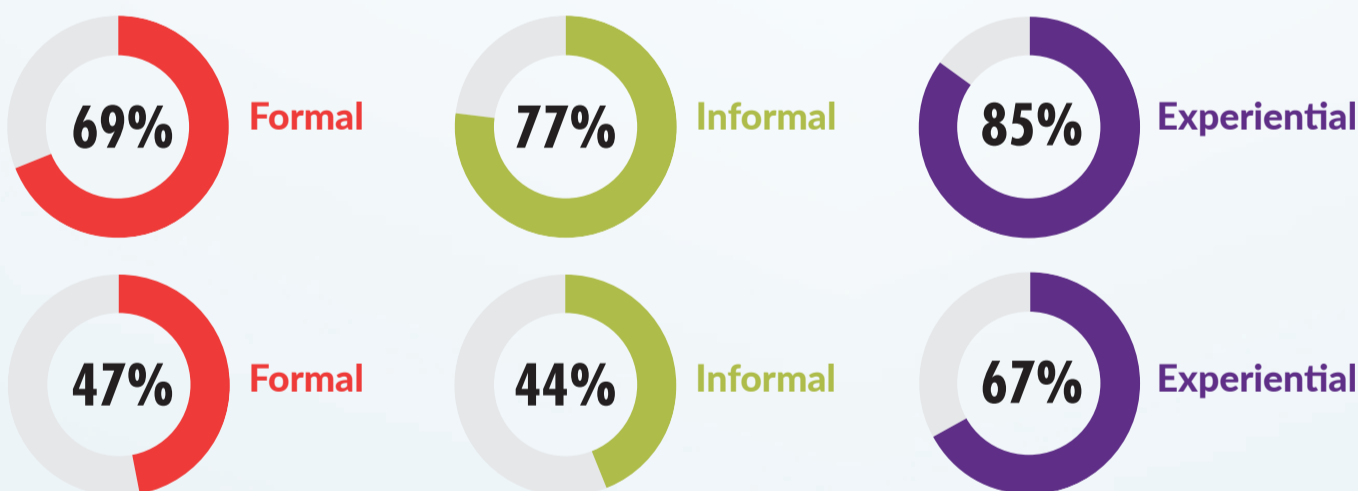
Learning that takes place typically in an unscheduled, ad hoc form, typically through peer-to-peer collaboration, coaching/mentoring and social networking



### EXPERIENTIAL

On-the-job training. Learning by doing, trial and error, and observation

Important/Critical to the Business



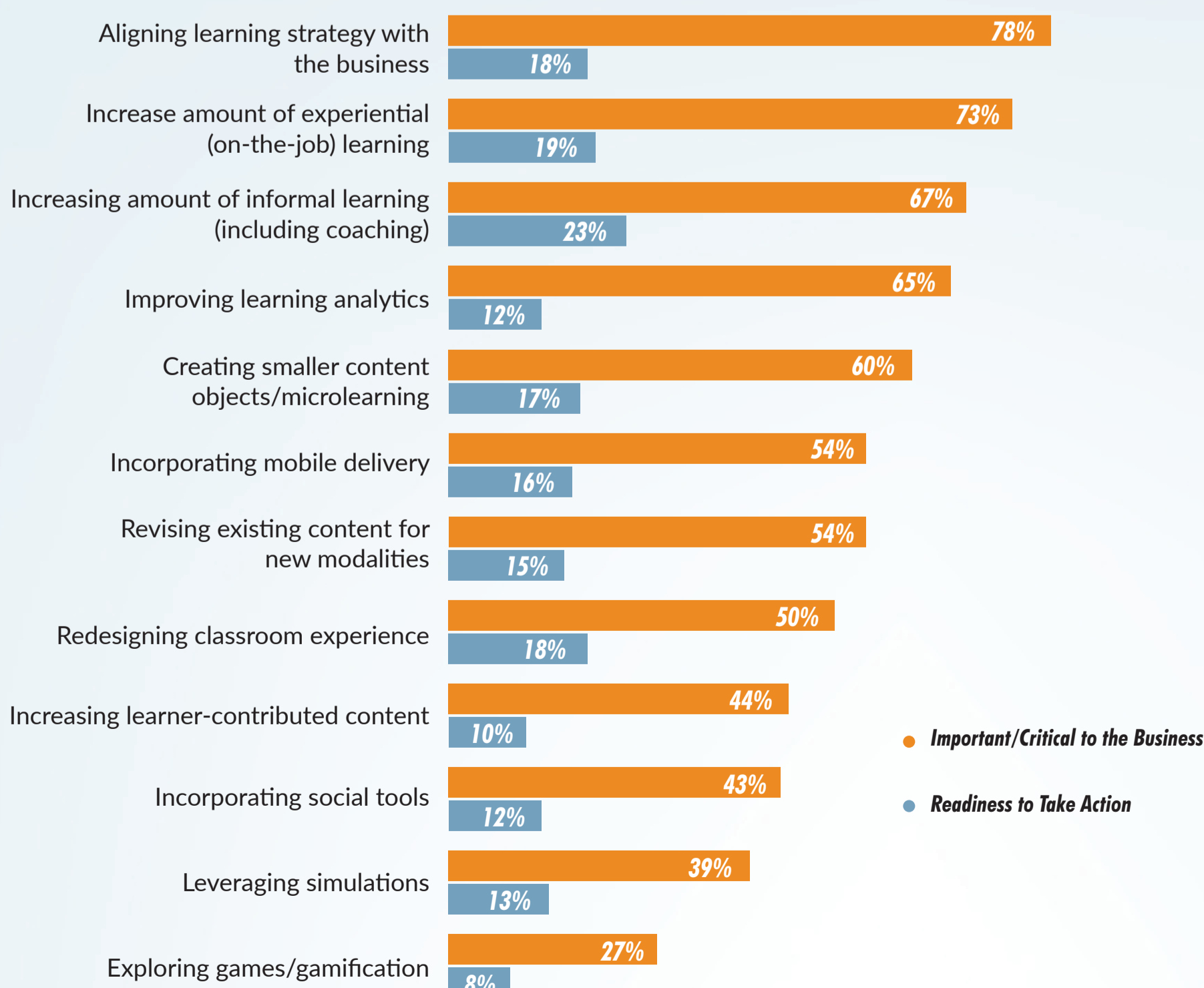
Effective/Very Effective

Percentages reflect number of organizations responding to answer choice

## Learning Initiatives to Improve Learning Outcomes, Next 18-24 Months



The critical problem that organizations face is their inability – for a variety of reasons – to take actions on the learning improvements they know they need to make to achieve better outcomes. Microlearning, which two years ago was only seen as important by 25% of organizations, is now among the top five priorities.



● Important/Critical to the Business  
● Readiness to Take Action

Percentages reflect number of organizations responding to answer choice