

Results from HERE 07

1. What is the most pressing issue facing your learning organization today and in the future?

Issues identified by more than one respondent are identified by an “”. These issues are listed in order of frequency from 15 down to 2.*

- Talent retention (after giving them training)*
- Development of supervisors/managers*
- Succession Planning*
- Cultural dilution/evolution/loss of corporate history*
- Time to learn-when can employees fit it in*
- Leadership development*
- Getting buy-in for training intervention from the top*
- Time and expense to constructing & building programs*
- Technology/Technical skills*
- No infrastructure to support workforce knowledge*
- Aging demographics-attrition*
- Trying to keep up with new information/speed of change*
- Development of all staff*
- Application of learning to job/sharing of learning after training*
- Decrease of experienced workforce/loss of knowledge-retirement*
- Connectivity to the business goals*
- Delivering training in remote areas requiring hands-on application*
- Locating learning resources (experienced facilitators) to meet industry needs*
- Closing performance gaps
- Driving performance levels
- Consistent message from top to bottom
- Quantity versus quality
- Daily demands of job versus ability to learn and develop
- Gaining management commitment to release their staff for training
- Bottom line more valued than learning
- Supporting learning back on the job/transfer & coaching pre and post training
- Establishing a training commitment, i.e., days of training per year
- Integration with new parent company
- Writing/communication
- English
- Restructuring
- Engaging younger learners
- Lack of Leadership
- Embracing change and seeing it as an opportunity
- Providing soft skills training to hourly/service-based staff
- Addressing a range of learning styles
- Trainees do not want to change
- Continuous improvement
- Identifying training needs



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2. What are the three most critical indicators for success for learning organizations today/tomorrow?

Critical indicators identified by more than one respondent are identified by an “”. These issues are listed in order of frequency from 16 down to 2.*

- Increased productivity and improved performance*
- Changed behaviors affecting increased profitability and business revenue*
- Retention*
- Improving effectiveness – individual/group/team/organization*
- Increased employee satisfaction surveys*
- Employee engagement and improved morale*
- Transfer of learning back to workplace*
- Senior Management seeing change & results*
- Support of training from all levels of the organization*
- Knowledgeable compliant staff*
- Value (attitude surveys and exit interviews)/evaluation*
- Knowledge sharing*
- Providing statistics/positive outcomes of success to management*
- Measurement and evaluation*
- Enthusiasm for learning and establishment of a learning culture*
- T&D at the executive table*
- Improved customer service – internal/external*
- Better organizational communication that supports strong culture*
- Improved quality*
- Being ready for growth*
- Having the people ready to advance*
- Successful in their jobs after training and promotion
- Understanding what it takes for learners to be successful in their roles/jobs
- Staying in the “know how” with the industry
- Demonstrate on-the-job success
- Delivery what is needed just in time
- Delivery to meet needs through blended learning
- Time and expense
- Maintaining core culture
- Leaders in community
- Keeping up with technology & speed of change with global companies
- Change in Cultural attitude
- Partnering with business
- Targeted customized learning solutions
- Employees with more diverse knowledge (not just job specific)
- Innovation
- T&D budgets not being cut during economic downturns
- Ability to adapt/change in response to environmental shifts
- Development and attraction of leader



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- Positive attitude of trainees and supervisors
- Reduced cycle time for products, processes and decisions
- Average # of training days per employee/per year
- Leadership/management development programs
- ROI
- Training aligned with organizational strategy
- Improve/increase something; reduce/decrease something
- Consistency in passing it on-“paying it forward”
- Effective project management

