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Survey
Report

State of Training and Development Industry

2018-19

The Rise of Talent Development in a Rapidly Changing World

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ACKNOWLEDGEMENT

We would like to thank all participants for taking the time to share their views and complete the survey. This participation was critical in ensuring that the survey reflects state of the training industry in 2018-19.

FOREWORD

In today's ever-evolving world, the path to opportunity is changing for individuals and organizations, both.

Organizations face a radically shifted context for the workforce, the workplace, and the world of work. These shifts have changed the landscape for nearly every organization, from learning to management to the definition of work itself.

Shrinking shelf-life of skills and tightening labor market, is giving birth to a multitude of skill gaps. Businesses are struggling hard to stay ahead of the curve, trying to retain the best talent and fill key positions, whereas individuals are striving to stay relevant in this age of AI and automation. Talk about the talent development function – organizational leaders are creating learning opportunities to enable employee development and growth.

As the world of work continues to evolve at a rapid pace, L&D professionals have a tremendous opportunity to encourage long-term sustainable growth in organizations through effective L&D practice. The findings we share in this report are designed to help you understand changing trends, reflect on your current practice and identify key areas for change.

We would encourage you to share the findings with your colleagues, to prompt debate and understand the steps you need to evolve your L&D practice. We would love to hear your thoughts on our findings – you can get in touch with us at
communications@learningmindsgroup.com.

2018-19
STATE OF TRAINING INDUSTRY SURVEY

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HR professionals from all over Pakistan report on their biggest L&D challenges, top-most programs and their priorities for 2019.

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Employee learning and development is a key element in nurturing talent and driving organizations forward. We surveyed over 300 HR and L&D professionals from all over Pakistan to learn how their organizations are investing in talent, how they measure the ROI of their training efforts, and what attitudes different professionals hold about employee training and development. Our primary objective in sharing the survey report is to help organizations benchmark their L&D departments and their organizations against other organizations and shed light on the challenges and trends that will shape 2019.
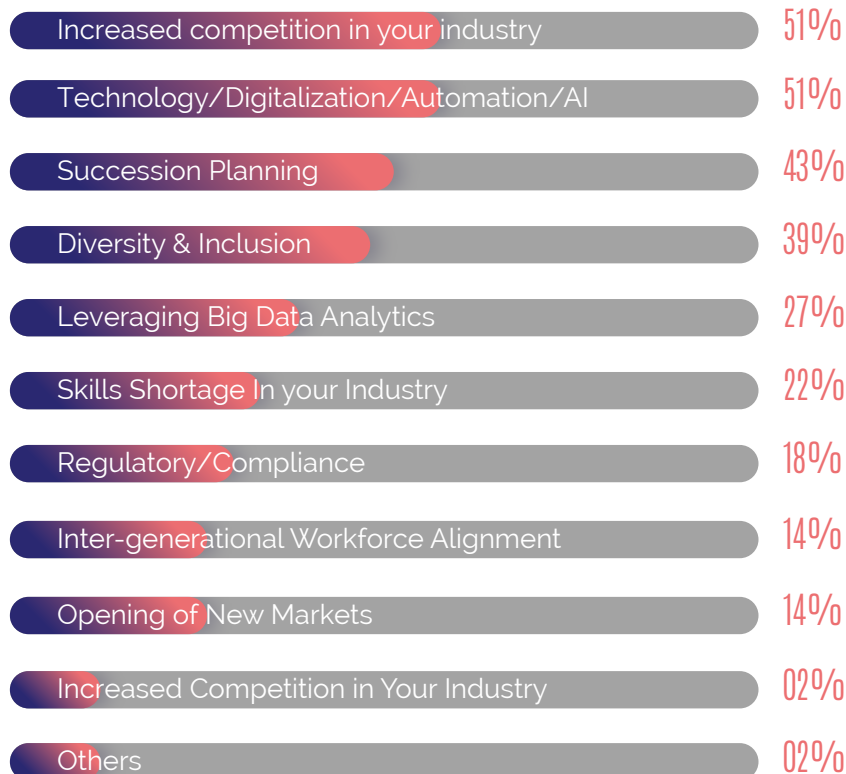
FACTORS AFFECTING TALENT STRATEGY

2018 saw the acceleration of talent management practices in Pakistan driven by a focus on employee experience made possible by technology, thus resulting in a shift away from standardized practices. Talent Management professionals across a number of organizations adopted consumer marketing tactics, such as employer branding, in an effort to drive engagement and enrich employee experience.

TOP 3 FACTORS AFFECTING TALENT STRATEGY

Based on survey results, the top 3 factors that are predicted to have a significant impact on the talent strategy of organization's in the next 5-10 years include:

- Increased Competition in your Industry
- Technology/ Digitalization/ Automation/ AI
- Succession Planning

In the next 2-5 years, increasing competition in the industry, proliferation of new technology and practices and increasing the bench strength for succession pools will have a significant impact on how organizations will shape their talent management strategy.

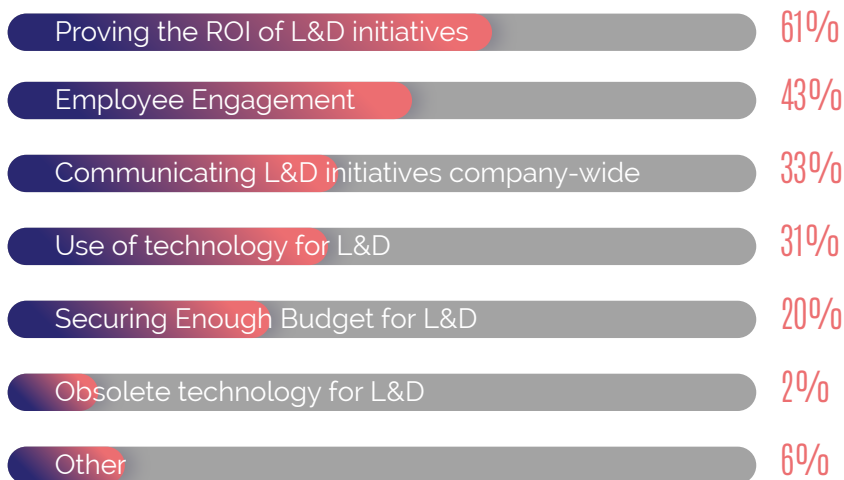| Factor	Percentage
Increased competition in your industry	51%
Technology/Digitalization/Automation/AI	51%
Succession Planning	43%
Diversity & Inclusion	39%
Leveraging Big Data Analytics	27%
Skills Shortage In your Industry	22%
Regulatory/Compliance	18%
Inter-generational Workforce Alignment	14%
Opening of New Markets	14%
Increased Competition in Your Industry	02%
Others	02%

LEARNING & DEVELOPMENT CHALLENGES FACED BY ORGANIZATIONS

For those charged with facilitating professional Learning and Development in organizations today, the evolving business landscape offers challenges, obstacles and challenges. Today, learning professionals face an ever-increasing quality bar and turn on a dime responsiveness, paired with budget constraints.

TOP 3 L&D CHALLENGES FACED BY ORGANIZATIONS

When asked about the challenges they face, more than 300 professionals shared their thoughts and expectations. Patterns that emerged as a result of the survey indicate that the top most L&D challenges faced by organizations is proving the return on investment of their L&D initiatives, creating a culture of employee engagement and communicating L&D initiatives organization-wide.

- Proving the ROI of their L&D Initiatives
- Employee Engagement
- Communicating L&D Initiatives Company-wide

Challenge	Percentage
Proving the ROI of L&D initiatives	61%
Employee Engagement	43%
Communicating L&D initiatives company-wide	33%
Use of technology for L&D	31%
Securing Enough Budget for L&D	20%
Obsolete technology for L&D	2%
Other	6%

AREAS IMPORTANT TO ORGANIZATIONAL SUCCESS

Today's business environment is changing faster than ever, driven by digital transformation across every industry. This change is being driven by greater competition, leading to a need for continual innovation. In these turbulent times, organizations are looking to redefine their strategies to keep up with the pace of the changing world.

TOP 5 AREAS IMPORTANT TO ORGANIZATIONAL SUCCESS

Survey results indicate that the top-most area important to organizational success includes a well-defined and practiced organizational culture and values. Employee engagement and experience was found to be the second-most important area to organizational success. Retention of high-performers, learning and development and performance management were also indicated as areas important to organizational success by survey participants.

- A well-defined and practiced Organizational Culture & Values – 4.3/5
- Employee Engagement & Experience – 4.2/5
- Retention of High Performers – 4.2/5
- Learning & Development – 4.2/5
- Performance Management – 4.2/5

A well-defined and practiced Organizational Culture & Values – 4.3/5

Employee Engagement & Experience – 4.2/5

Retention of High Performers – 4.2/5

Learning & Development – 4.2/5

Performance Management – 4.2/5   Coaching & Mentoring – 4.0/5

Workforce Planning – 4.1/5   Employer Branding – 3.9/5

Effective Teams – 4.1/5   Sourcing & Attracting Candidates – 3.9/5

Leadership Development – 4.1/5   Assessments for Selection & Development – 3.9/5

Succession Planning – 4.1/5   Front-line Leader Development – 3.8/5

Change Management – 4.0/5   Diversity & Inclusion – 3.7/5

Internal Talent Mobility – 3.7/5

On-boarding – 3.6/5

Internal Talent Mobility – 3.7/5

ONLINE LEARNING SERVICES, SCHOOLS, PLATFORMS, OR PRODUCTS UTILIZED FOR PROFESSIONAL DEVELOPMENT

The current digital disruption has undoubtedly affected and positively impacted the way organizations develop their professionals. Technological advancements have introduced newer, efficient and more productive ways for learning. In addition to traditional classroom trainings, eLearning platforms like LinkedIn Learning, Coursera and Harvard Manage Manager have been employed by forward-thinking organizations for employee training and development.

TOP 3 LEARNING SERVICES, PLATFORMS, OR PRODUCTS UTILIZED FOR PROFESSIOANAL DEVELOPMENT

Survey results show that LinkedIn Learning tops the list of online learning platforms used by participants. Coursera was another popular option among survey participants. Harvard Manage Mentor stood as the third most popular option for online learning as indicated by survey results.

• LinkedIn Learning
• Coursera
• Harvard Manage Mentor

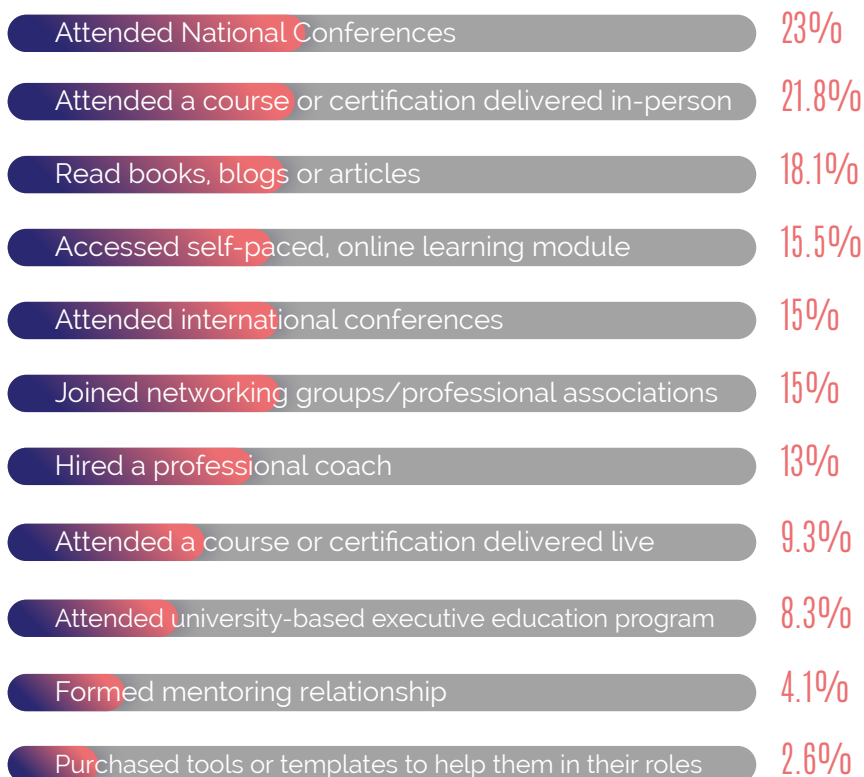|	
LinkedIn Learning	47%
Coursera	22%
Harvard Manage Mentor	12%
Udemy	10%
Others	35%

METHODS UTILIZED BY ORGANIZATIONS FOR PROFESSIONAL DEVELOPMENT

Organizations across the world use a variety of methods for professional development of their employees, including classroom training, conferences, books, and eLearning modules, to name only a few. Clearly, they need their employees to be engaged, and a great way to do this is to provide opportunities for professional development.

TOP 3 METHODS UTILIZED BY INDIVIDUALS AND ORGANIZATIONS FOR PROFESSIONAL DEVELOPMENT

Based on survey results, most survey participants selected national conferences as their top most choice for professional development. Classroom training emerged as the second most popular option for professional development, whereas blogs, books and articles were the third most popular choice for professional development.

- Attended National Conferences
- Attended a course or certification delivered in person in a classroom
- Read books, blogs and articles

Method	Percentage
Attended National Conferences	23%
Attended a course or certification delivered in-person	21.8%
Read books, blogs or articles	18.1%
Accessed self-paced, online learning module	15.5%
Attended international conferences	15%
Joined networking groups/professional associations	15%
Hired a professional coach	13%
Attended a course or certification delivered live	9.3%
Attended university-based executive education program	8.3%
Formed mentoring relationship	4.1%
Purchased tools or templates to help them in their roles	2.6%

TIME PER YEAR/PER EMPLOYEE ALLOCATED FOR PROFESSIONAL DEVELOPMENT

Continuous professional development helps organizations build a competent workforce to meet the ever-changing demands of the world of work. Research shows that individuals who access professional development are more engaged and committed to meeting the challenges of working at a dynamic organization.

AVERAGE TIME PER YEAR/PER EMPLOYEE IS ALLOCATED FOR PROFESSIONAL DEVELOPMENT AT YOUR ORGANIZATION

Survey results indicate that most organizations spent up to 5-8 hours per year for professional development of employees. About 16.9% of participants agreed that their organizations spent more than 32 hours per year on employee development, whereas 15.6% of participants agreed that their organizations spent about 25-32 hours per year on professional development.

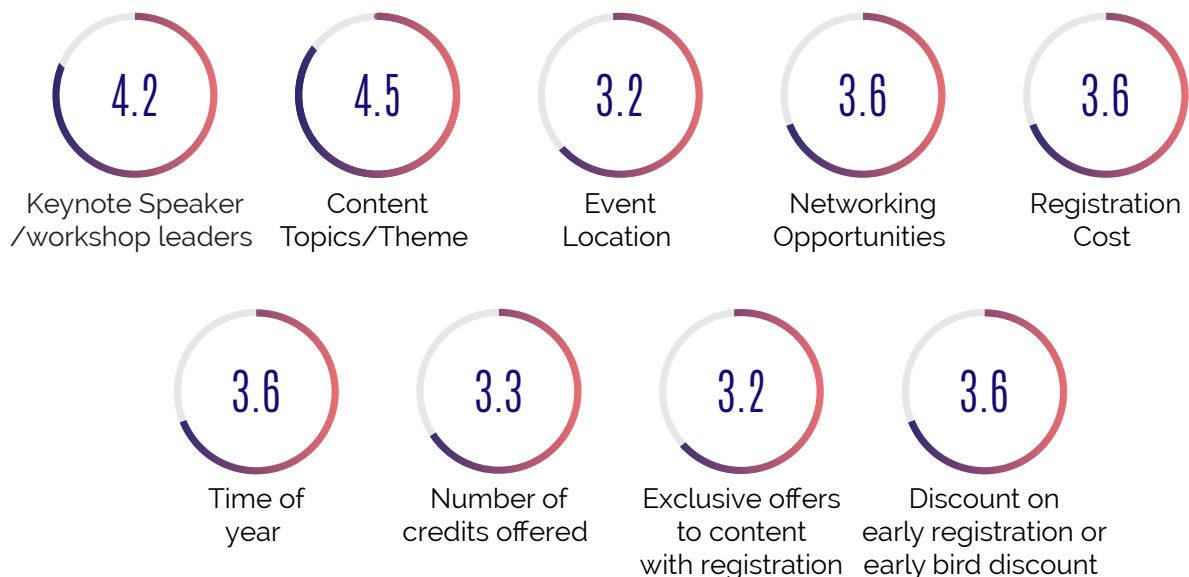| Category	Percentage
5-8 hours per year	20.8%
More than 32 hours per year	16.9%
25-32 hours per year	15.6%
1-4 hours per year	15.6%
17-24 hours per year	14.3%
9-16 hours per year	14.3%
Zero hours	2.6%

FACTORS INFLUENCING DECISION TO SELECT A WORKSHOP/CONFERENCE FOR YOUR ORGANIZATION

A conference or workshop may take elements from symposiums, and other corporate meet-ups, but they differ in process and focus. Workshops are designed essentially to bring in people on one platform and provide a hands-on learning experience. The interaction between participants makes conferences and workshops dynamic and less tedious compared to classroom sessions while offering an excellent opportunity for individuals to learn in a relaxed environment and network with a variety of individuals.

TOP 3 FACTORS INFLUENCING DECISION TO SELECT A WORKSHOP/CONFERENCE FOR YOUR ORGANIZATION

When asked what factors influence their decision to select a workshop/conference for their organization, participants agreed that the foremost thing they look for in conferences is the theme of the event or content of keynotes. Keynote speakers and Workshop Leaders is the second most important factor people look for when selecting a workshop/conference for their organization as indicated by survey results.

- Content Topics/Theme – 4.5/5
- Keynote Speakers/Workshop Leaders – 4.2/5
- Networking Opportunities – 3.6/5
- Registration Cost – 3.6/5
- Time of year – 3.6/5

4.2	4.5	3.2	3.6	3.6
Keynote Speaker /workshop leaders	Content Topics/Theme	Event Location	Networking Opportunities	Registration Cost

3.6	3.3	3.2	3.6
Time of year	Number of credits offered	Exclusive offers to content with registration	Discount on early registration or early bird discount

BEST TIME OF THE YEAR FOR L&D ACTIVITIES

When asked about the best time of the year for L&D activities, 29.9% of survey participants agreed that September, October is the best time of the year for L&D activities, 23.6% indicated that March and April is the best time of the year for L&D activities, whereas 22.9% of participants agreed that January, February is the best time of the year for learning and development activities.

BEST TIME OF THE YEAR FOR LEARNING AND DEVELOPMENT ACTIVITIES

September, October	29.9%
March, April	23.6%
January, February	22.9%
November, December	18.8%
July, August	18.1%
May, June	18.1%

HOW ORGANIZATIONs FARED IN BUSINESS DIMENSIONS?

When asked how their organizations fare in different business dimensions, most participants agreed that their organization fares well in customer satisfaction, talent development and new product or service development & delivery.

- Customer Satisfaction – 4/5
- New Product/Service Development/Delivery – 3.8/5
- Talent Development – 3.6/5
- Employer of Choice – 3.6/5

4	3.8	3.6	3.6
Customer Satisfaction	New Product/Service Development/Delivery	Talent Development	Employer of Choice

FEATURES PEOPLE LOOK FOR IN ELEARNING SOLUTIONS

eLearning has become incredibly popular in the past few years and for good reason. As organizations begin to look for learning solutions that could help them develop their employees while at the same time allow them to effectively measure the ROI of their training efforts, there has been a surge in the demand for eLearning solutions.

When asked what features they look for in eLearning solutions, most participants agreed that they look for content on soft skills, content for conveying and communicating information and personalized needs remained the second most sought after feature in eLearning solutions, whereas compatibility of these solutions with organization's technology remained the third most important feature people look for in eLearning solutions.

TOP 3 FEATURES PEOPLE LOOK FOR IN ELEARNING SOLUTIONS

- Content for Soft Skills - 4.2/5
- Content for Conveying & Communicating Information - 4.1/5
- Personalized Needs - 4.1/5

4.2

Content for Soft Skills

4.1

Content for Conveying
& Communicating Information

4.1

Personalized Needs

PARTICIPANTS PROFILE

FUNCTIONAL AREA

84%	Human Resources
08%	Sales and Marketing
04%	CXO/Board
04%	R&D

INDUSTRY

14.3%	Banks, Financial Institutions and Insurance	**2.6%**	Professional Services
7.8%	Energy/Utilities	**2.6%**	Telecommunication
6.5%	Healthcare	**2.6%**	Textiles
13%	Manufacturing	**1.3%**	Agro Science & Chemicals
5.2%	Education	**1.3%**	General Sciences
5.2%	Food & Beverage	**1.3%**	Hospitality
3.9%	Distribution & Logistics	**1.3%**	NGOs
3.9%	FMCG	**1.3%**	Retail
3.9%	Information Technology	**3.9%**	Pharmaceuticals
5.2%	Consulting		

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