

# **5 key drivers for L&D**

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# Key Driver 1: Corporate Budget Resources Under Pressure



**CBSD**  
THUNDERBIRD RUSSIA

Post-recession environment

Engagement and development

On low budget

Without upward mobility

More selective approach to

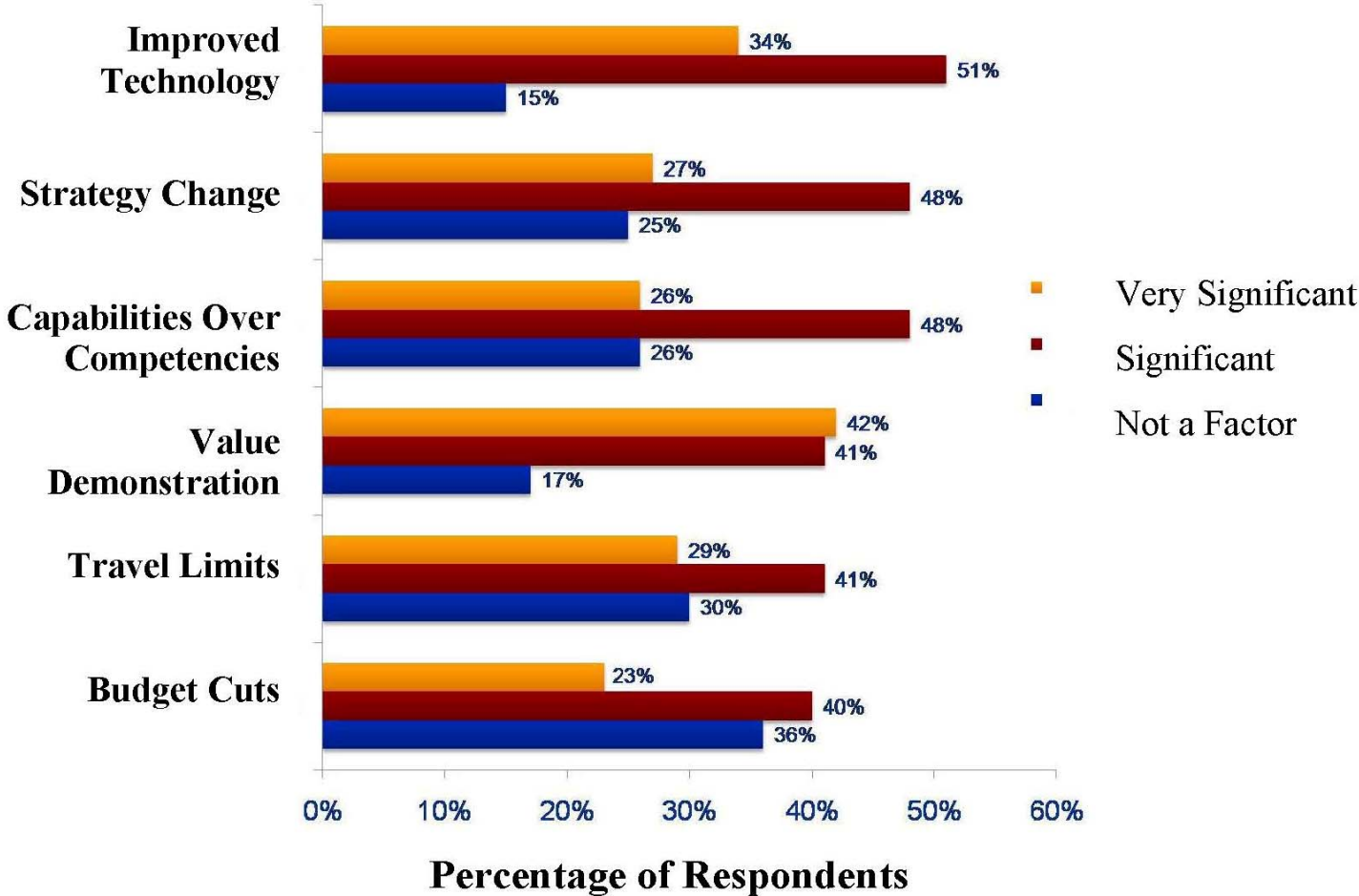
WHO to train

HOW to train

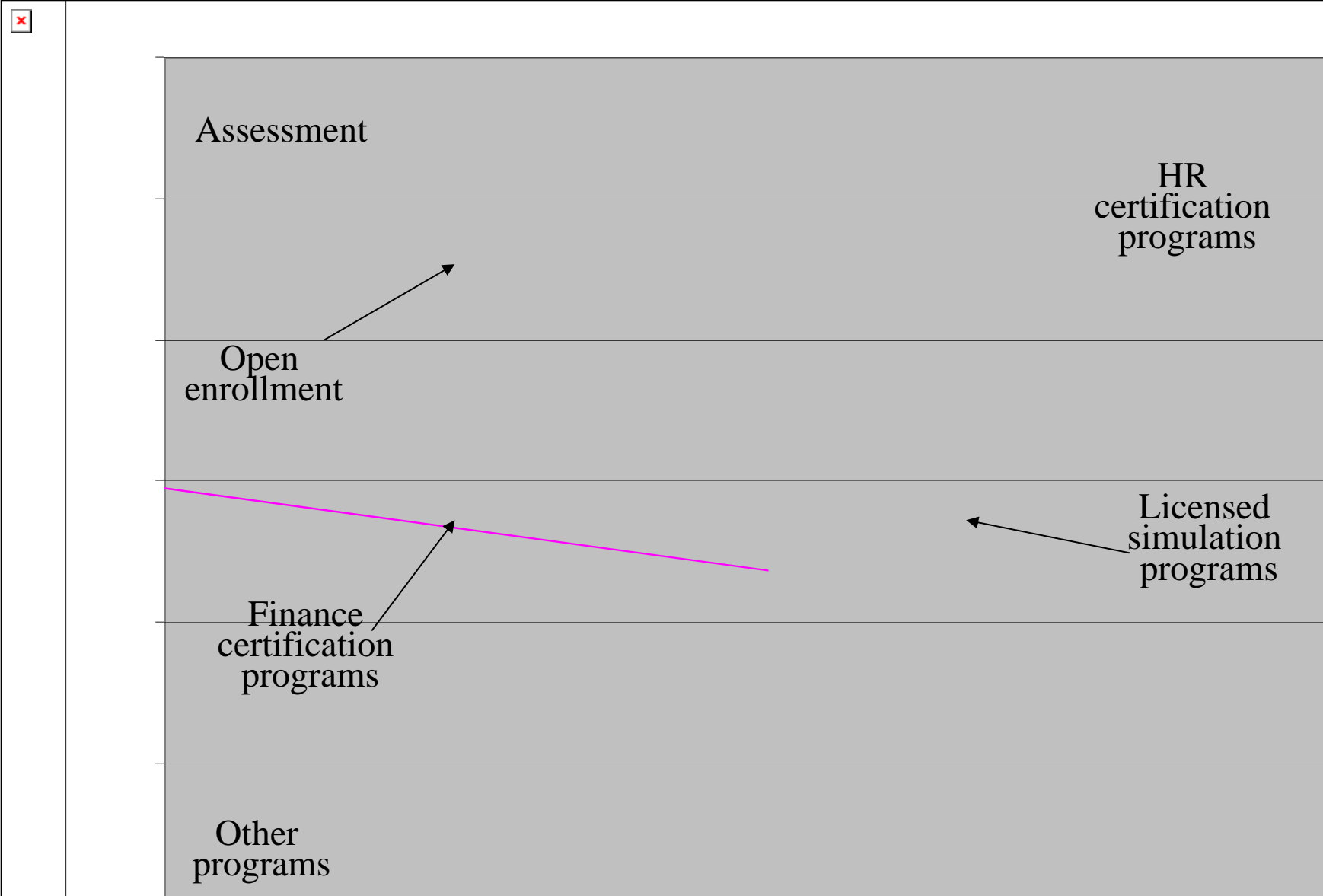
WHAT is to be learned

Changing environment

## Key Drivers of Change



# Key Driver 1: CBSD dynamics



# Key Driver 2: The Growing Demand for Tangible Results and ROI



WHO will learn: have rigorous and objective data.

HOW and WHAT will be learned: justify investment in programs

ROI: Demonstrate the business impact of the program.

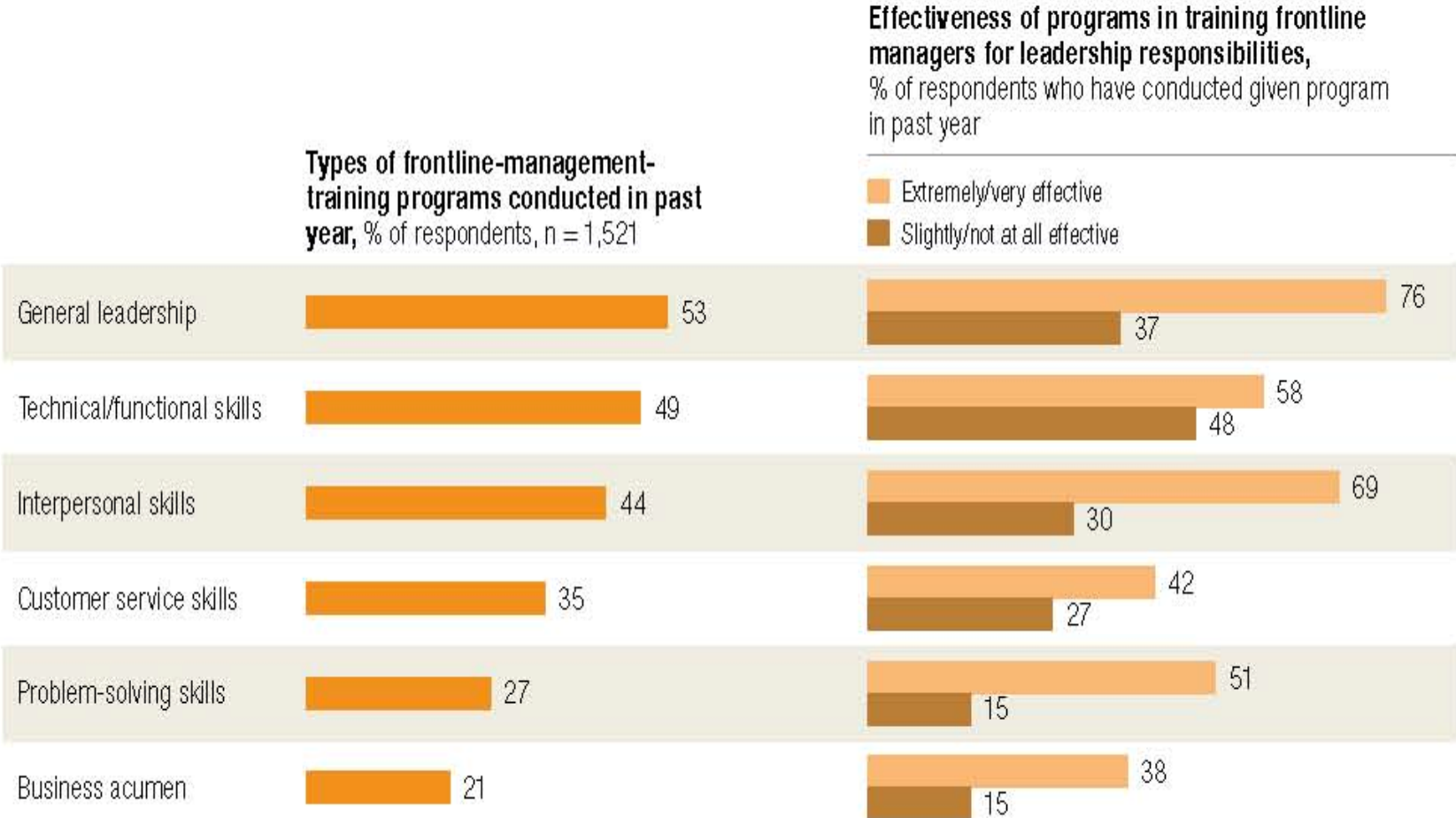
**Only 8%**  
**of CEO's surveyed measure learning and development in their organizations,**

**yet 96%**  
**said they should.**

# Key Driver 2: How good are results?

Exhibit 3

## Mixed results of training



There is increasing focus on talent management and succession planning - CEO's are becoming actively involved and in fact often "own" the process for top executive talent.

## Changes in Corporate Talent Management

### Past

#### Management Training

- L&D as an addition to the day-to-day work
- Programs not measured against tangible outcomes
- Focus on General Management Programs

### Present

#### Strategic Talent Management

- Money is tight, so companies want to see tangible results from training.
- Clear expectations: solve business problems, execute strategy, bring business results.
- Customized programs: "It's about business issues, not training content."

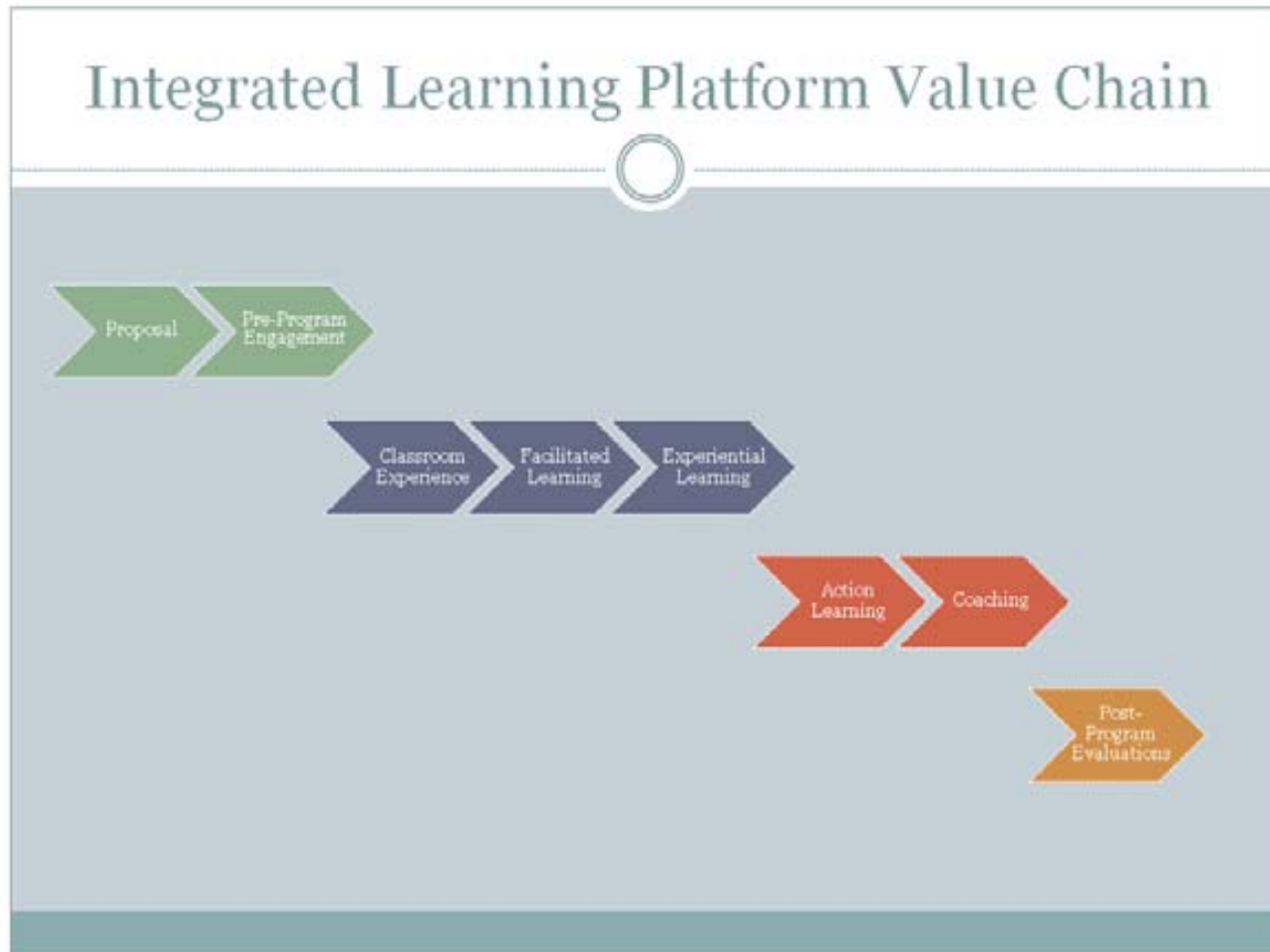
### Future

#### Recovery Projection

- Continue the trend towards corporate strategy driven L&D
- Expand in new territories, i.e., coaching, consulting, facilitation
- CEO is actively involved and in fact often "own" the process for top executive talent.

# Key Driver 4: Shifting Toward Developing Customized Integrated Learning Platforms

Away from requesting a 'program' (an isolated event fixed in time)  
Toward an integrated learning platform (multiple learning methodologies  
that can extend over time).







# Key Driver 5: More diverse L&D instruments

## More alternative learning methodologies

Experiential learning

Action learning

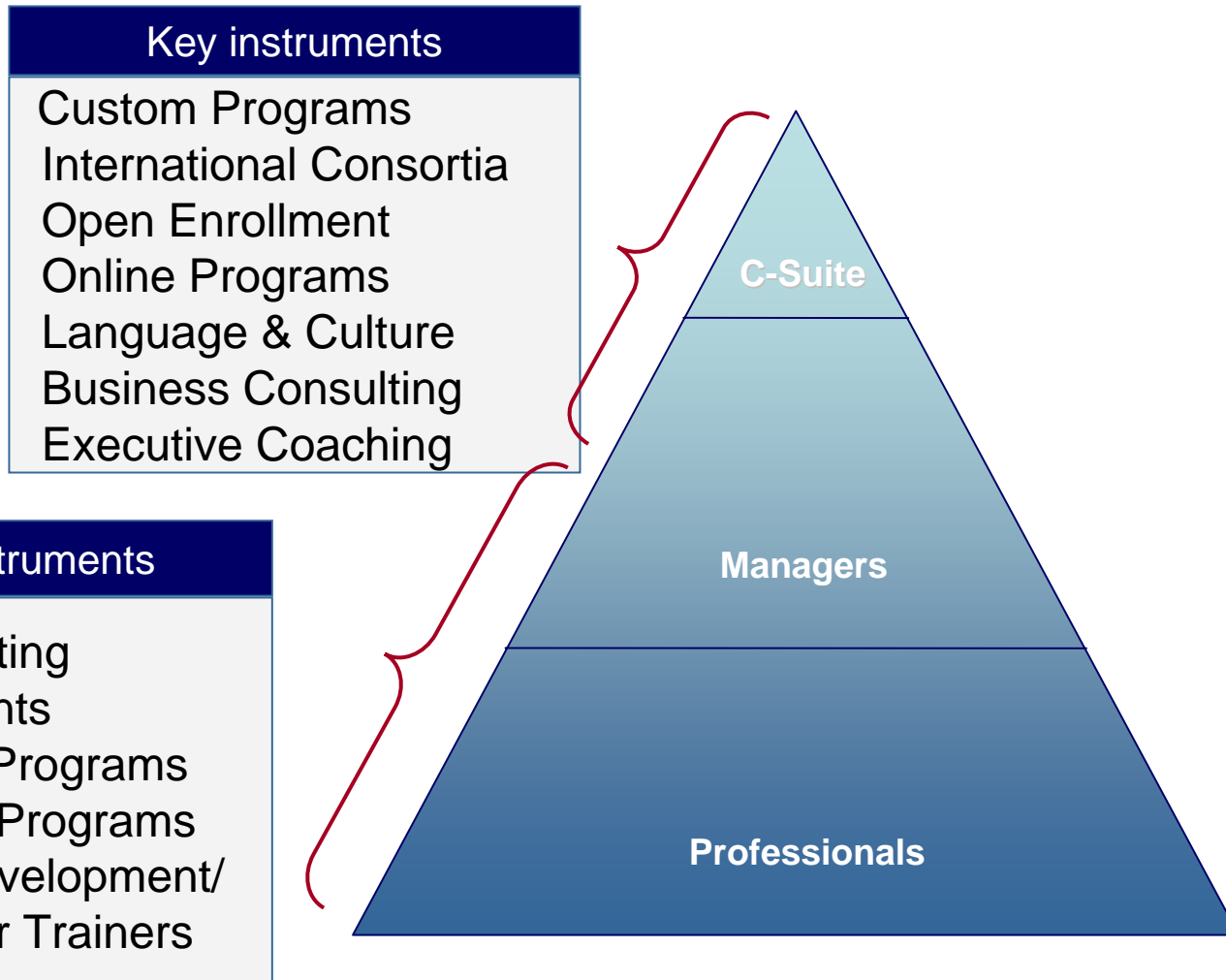
Coaching

Facilitated discussions

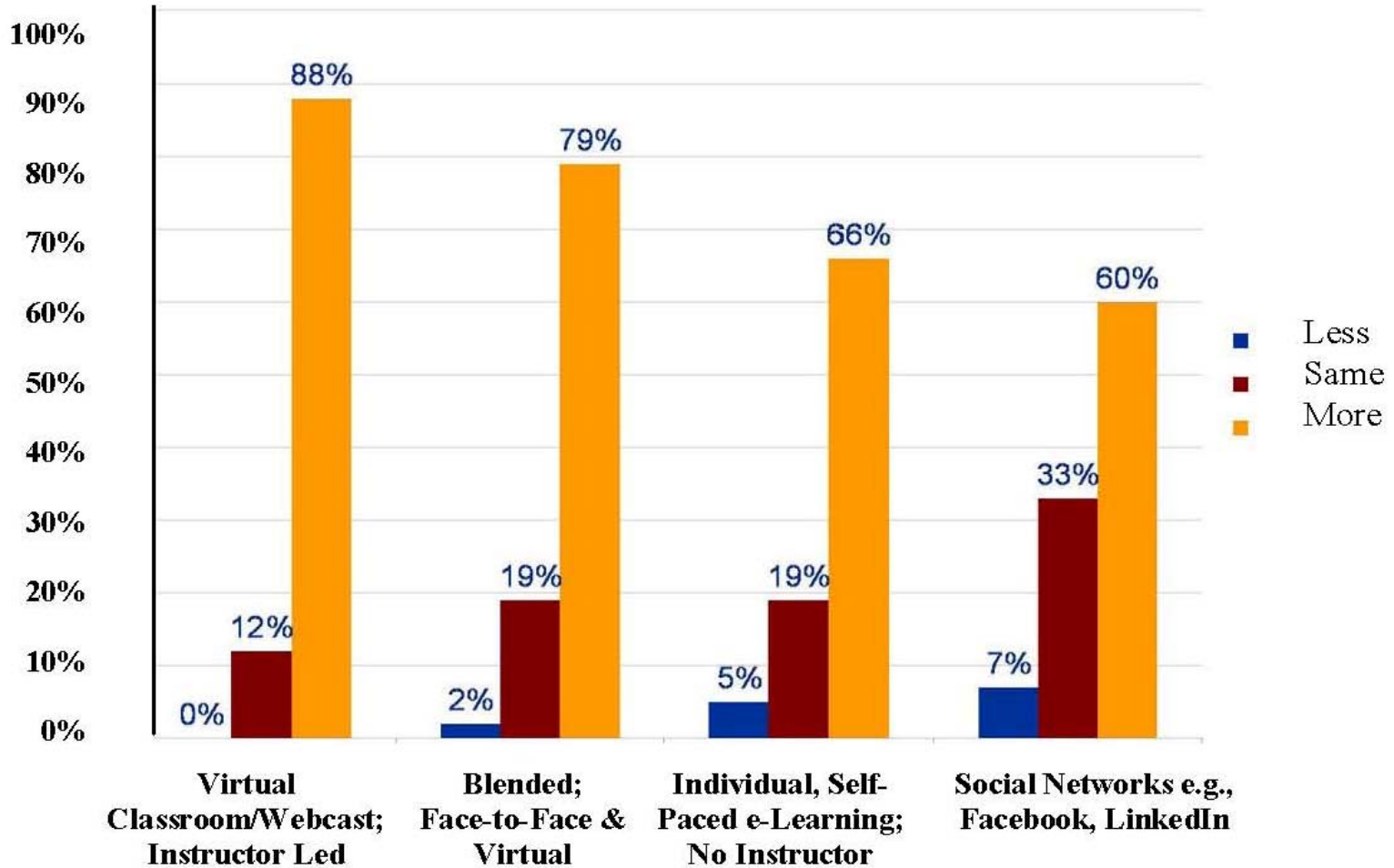
Social networks

# Key driver 5: global intelligence

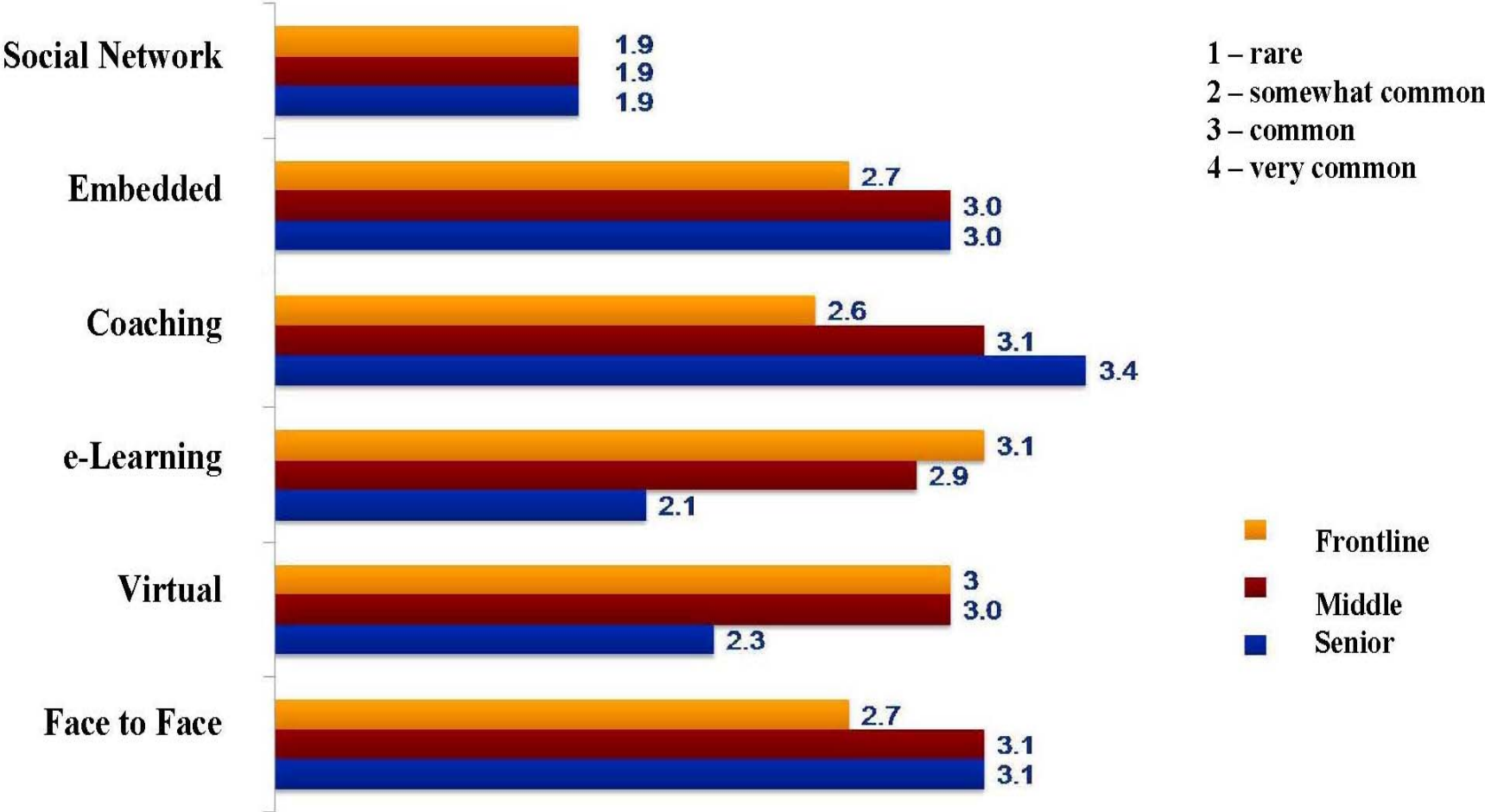
The most popular instruments used at each corporate level are:



## Change in Use of Virtual Methods 2008 to 2011



## Methods for Developing Leaders by Organizational Level



# Thank you

# Questions?