

# What would you say is the #1 habit of successful business executives?

**ANSWER: THEY RECOGNIZE THERE'S ALWAYS SOMETHING MORE TO LEARN.**



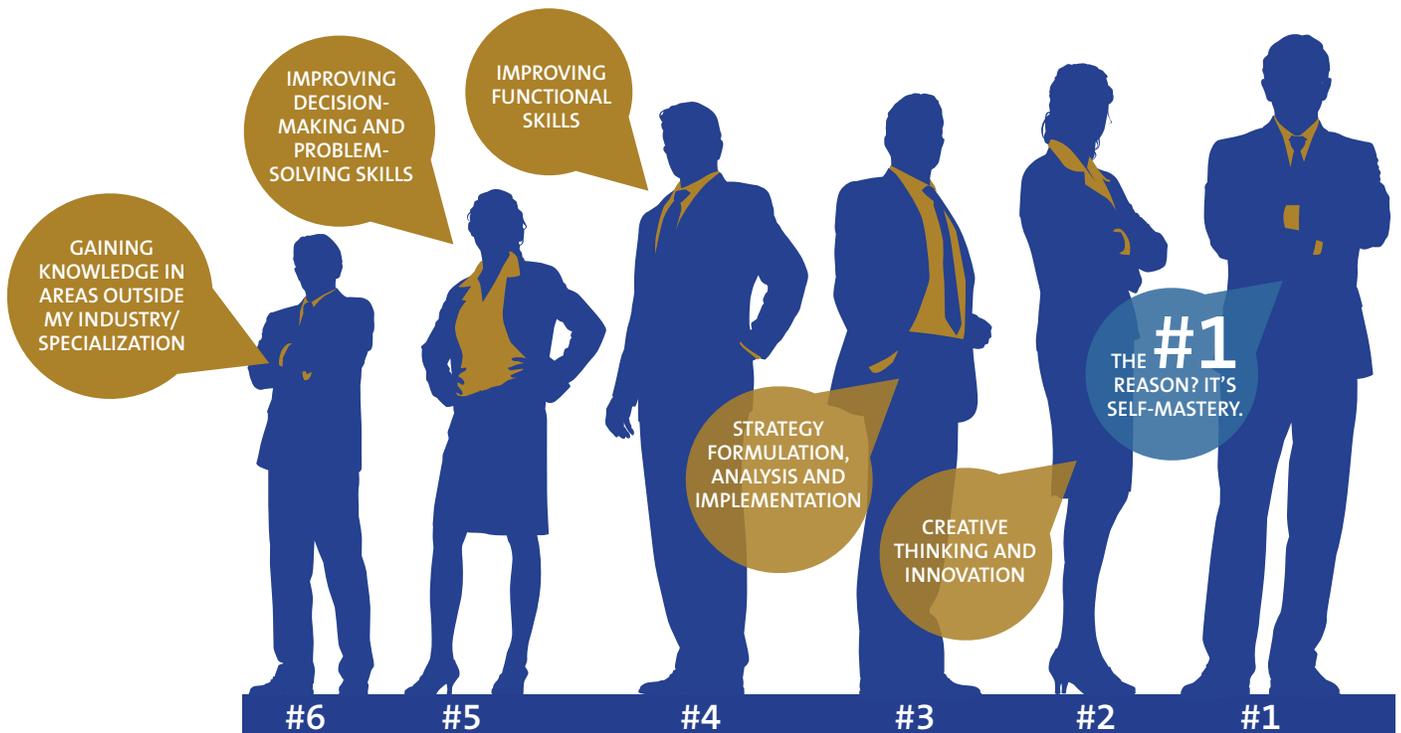
**97%**

OF RESPONDENTS SAID EXECUTIVE LEARNING AND DEVELOPMENT IS IMPORTANT IN BUSINESS AND CAREERS

**R**ecently, we surveyed our community of over 700,000 executives to understand the role and purpose of learning and development in everyday executive life. We were seeking to understand executives and their employers' views on ongoing education, who is responsible for their continued development, how they seek out education and what barriers they face.

The results were inspiring. Ninety-seven percent of respondents said executive learning and development is important in business and careers, and 81 percent believe executive learning and development is valued at their organization.

**Executives who make learning a priority identified numerous benefits of investing in continual learning. They include:**



**20%**

CITED KEEPING UP WITH TECHNOLOGICAL ADVANCES AS THEIR MOST IMPORTANT AREA OF LEARNING AND DEVELOPMENT.

Respondents did not make clear, direct correlation between their individual learning and securing a promotion for themselves. It wasn't, "If I learn this I can get promoted." Rather, the priority was self-mastery – increasing self-awareness of what one should know to improve leadership and functional skills. Only 14 percent considered education for the purposes of obtaining a promotion their highest motivator.

**56%**

AT THE DIRECTOR LEVEL SAY THEIR LEARNING AND DEVELOPMENT IS IN THEIR OWN HANDS, WITH SUPERVISOR'S INPUT.

**Most Commonly Used Learning & Development Practices by Employed VP+**



EXTERNAL CONFERENCES, WORKSHOPS AND EVENTS



ON-THE-JOB TRAINING



E-LEARNING



### Top Barriers to Learning & Development:

- Time constraints
- Other business priorities
- Funding

It's this natural curiosity... *the drive to be better*... the desire to grow and seek out new possibilities that has fueled executives to get to where they are, and it's going to help them get to what's next.

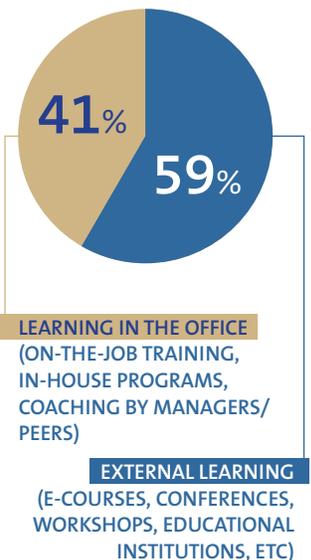
Commonly used learning and development practices for Director and up levels consisted of a nice mix of onsite and off-site models. On-the-job training was deemed the most common method for learning and development (62 percent), and when combined with in-house development programs and coaching by colleagues/peers, 43 percent of surveyed executives believe learning and development at their office is most effective. This balances nicely with the 43 percent who commonly use e-learning and the 57 percent who attend external conferences.

With 71 percent of Vice President and above respondents reporting their learning and development was in their own hands with their supervisor's input, the obvious question was: "What are the barriers to continued learning?"

When examined as a whole, it is clear that the chief obstacle for executive learning and development is time. Executives clearly feel they have too many demands on their time. Eighty-one percent of VP+ respondents cited some form of lack of time as their greatest barrier. Funding was an obstacle for only 12 percent.

Obviously, people fit into more than one category, as those who value education will seek it out in more than one format. People will learn what they can onsite as it applies directly to their current job, but much of their leadership growth and positioning for new opportunities learning comes online and at conferences.

At the VP+ level there is a shift away from in the office education and a movement toward external conferences and e-learning:



**81%** of VP+ respondents cited lack of time as their greatest barrier

"I know I have to **make time** for the education I need, put my skills in order before jumping into the next urgent task. There are always more issues and challenges to solve. But if I invest in skills *first*, I'm going to be in a better position to *rise to the challenge*."

- Alicia M., SVP of Marketing