

Elysian Training Ltd



Key point 1

Change is prevalent right across industry with 70% of respondents reporting a change in role during the past 12 months.

Key Point 2

Only 9% of respondents report that they have received Change Management training in the past 12 months.

Key Point 3

Externally provided training believed to provide rich and varied content presented by credible industry experts.

Cross Industry Training Survey December 2013

Responses received from representatives in the following sectors:
Higher Education, Police, Careers Guidance, Research, Teaching,
Technical Resource Development, Communication and Public Sector.



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It has been a year since our last Cross Industry Training Survey was published and we are pleased to report that, once again, the trends in learning development need and provision have shifted. Proof again that, as a sector, Learning Development and Training Consultancy (delivery and provision) does not have the luxury of remaining static for long as the client need is constantly moving and shifting.

This year's survey mirrored many of the questions from previous surveys.

Our first question invited participants to tell us about the developments in their working life over the past 12 months. A staggering 70% reported that they had undertaken a new job role and 54% (multiple response allowed) stated that they had been part of a restructure.

On seeing this result we revisited our 2012 survey to see if we could have predicted this incredible shift in working life. Last year's primary trend was that 60% of respondents were seeking leadership development opportunities, a 54% increase from our 2011 results. Perhaps this could be considered an early warning signal for the shift in roles and structural reorganisation.



“The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades.”

Leading Change
- John P Kotter

However, what is clear from our respondents is that, even though 60% of them identified Leadership as an area for development in 2012, only 17% report receiving the training over the past 12 months. What gives even more cause for concern is that only 9% report having received some kind of Change Management development during the same period.

Are we failing to equip our employees with the right skills and knowledge to manage change effectively for our organisation?

What is evident through the responses, however, is that wellbeing and stress management still feature highly staff development provision. With 40% of respondents receiving this training over the last year. Added to this 30% have developed skills in coaching and / or mentoring. All of which form a considerable part of the

toolkit needed by managers to support staff through organisational change effectively. Perhaps our staff do not always recognise the multi faceted benefit of the training and development they are offered.

Do our staff realise the multiple benefits of their training and development?

A noticeable absence of Talent Management provision could suggest that organisations are engineering staff mobility. However, it is also possible that the lack of development in the area, only 4% of respondents in the past 12 months, highlights an organisational desire to gap fill employee skills rather than strategically developing their best players.

When asked about their expected self development over the next 6 – 12

months our respondents cited a need for development in more practical areas including Planning & Business Skills (46%) and Project Management (40%).

Also, perhaps not unsurprisingly as people adjust to their new role requirements, we see Leadership (40%) and Coaching (39%) featuring highly on the list of developmental needs and Talent Management (8%) sneaks in there too. Could this herald a renewed approach to development in these restructured organisations?



“Leadership and learning are indispensable to each other.”

- John F Kennedy



"A leader has the vision and conviction that a dream can be achieved. He inspires the power and energy to get it done."

- Ralph Lauren

With a significant shift in emphasis on developmental areas, including change and talent management, it seems there may be a perception that knowledge and skills are already acquired by the time you reach a certain level in the company.

40% of our respondents believe that their teams would benefit from Change Management development over the next 6 – 12 months. Yet, as previously stated, only 9% of our respondents reported receiving this development themselves. This result could provide us with an insight into the executive level of our respondents. Alternatively, it could be highlighting that our leaders and managers believe that the responsibility for the implementation of effective change rests within the operational teams rather than higher up in the company.

Are we building sustainability into our future departments and teams?

It is interesting to note, however, that leaders do want to positively enhance their teams in both practical and strategic ways. Communications Skills (52%), Time Management, Technical Skills and Coaching (32% respectively) all feature on the list of desired development for teams over the next 6 – 12 months as well as Leadership and Talent Management (24% respectively) which shows a positive move towards future proofing the organisation and building in sustainability in teams.

External versus internal training provision, which is better and why?

It was a real pleasure to see that access to training is seen as important to organisations with 50% of respondents saying they have some or regular opportunity to engage with in-house training. 38% stated some opportunity to engage with external providers on site whilst 20% reported some opportunity to access open courses off site. Main requirements for any training was that it was relevant, credible, cost effective and offered robust challenge.



“There are no secrets to success. It is the result of preparation, hard work and learning from failure.”

- Colin Powell

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Offering you bespoke sessions and cultural development programs that are built around your specific organisational needs.

Our aim is to engage, enhance and enthuse your employees.

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What does the future hold for learning development in our organisations?

The future of learning development, for our respondents and we suspect many others across the various industries, resides heavily in the areas of people and change, technology and change, sustainability of teams, embedding development and cascading knowledge. For us, as learning developers, training managers and HR directors there is a clear call for knowledge and skills at all levels acquired through a range of in-house and external provision where possible.

Overview of opinions relating to training provision

Positives	Challenges
In-House Training Provision	
<ul style="list-style-type: none"> • Inside corporate knowledge • Trainer familiarity • Done in company time • Convenient, Cost effective 	<ul style="list-style-type: none"> • Blinkered by corporate view • Lack of rich content • Not all trainers are trained in delivery
External Provision (on site)	
<ul style="list-style-type: none"> • Refreshing approach • Convenient, cost effective • Rich content • Industry credibility 	<ul style="list-style-type: none"> • Lack of understanding of corporate culture • Management engage is low • Vague/non specific content
Public Provision (off site)	
<ul style="list-style-type: none"> • Opportunity to network • Get out of the office • Variety of attendees 	<ul style="list-style-type: none"> • Content too broad • Attendees all want different things • Low awareness

Our respondent feedback suggests that participants value all types of training provision but for different reasons. In-house training is believed to appeal to delegates who want to fit their development in with their regular working day, accessing the provision in a comfortable and known environment. However, there is a sense that, whilst content is based around the corporate culture and need, it may be missing a more robust and challenging element that some learners aspire to engage with.

External provision (on site) appears to be valued by participants as offering the robustness and challenge missing from in-house provision but we are warned that these benefits can quickly be lost if the provider does not take the time to understand the company culture and requirement prior delivery.

Finally Public provision (off site open courses) is valued not for its content but for the social opportunities it offers delegates. Networking, sharing experiences and a change of scenery all feature as benefits to this option. However, a low awareness of the provision and the broad themes of content offer little by way of acquiring specific knowledge and skills.

Thank you to all our respondents. We look forward to taking these results forward on your behalf and sharing them with the wider learning and development community.