

ATW TRAINING SOLUTIONS

ATW TRAINING SOLUTIONS

TRENDS IN TALENT DEVELOPMENT SURVEY RESULTS

2016 - 2017



A Note from ATW:

ATW Training Solutions has conducted an annual Iowa Talent Trends Survey since 2007. This year's survey was conducted between July 28 and August 12, 2016, with 80 respondents. We are offering the results of this year's survey to our talent development and business colleagues.

Sharing of this information with others is highly encouraged. For specific comments on the survey or observations for the purpose of print or online news articles, contact:

ATW Training Solutions
515-727-0731

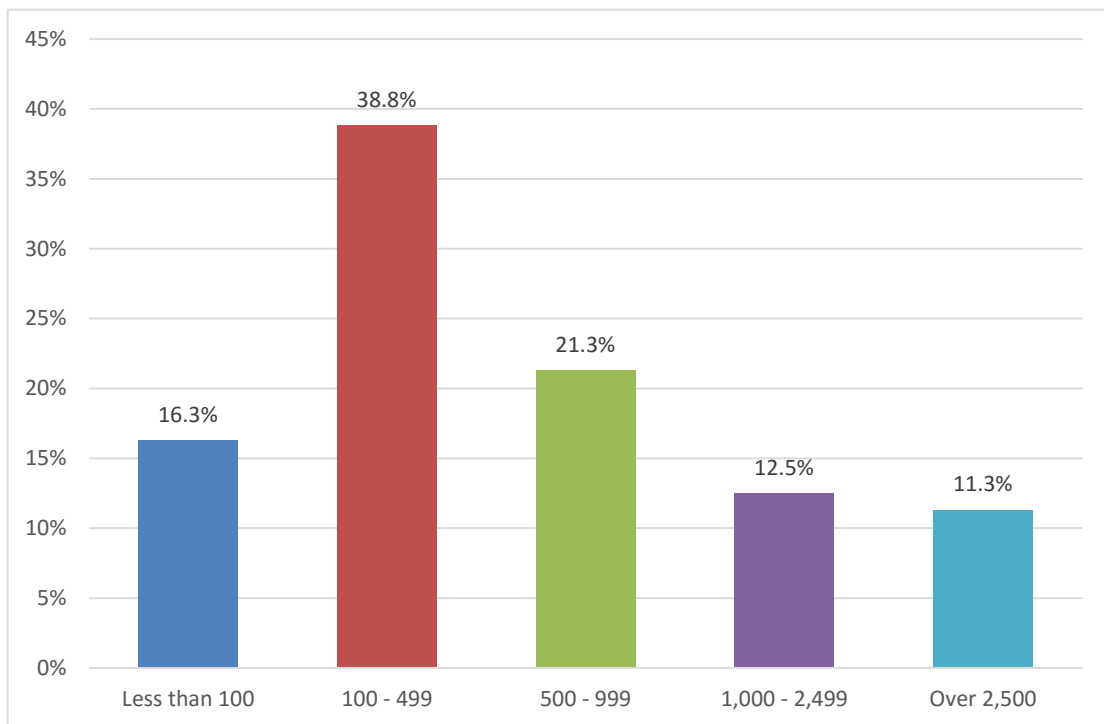
Participation

This year, ATW partnered once again with the Iowa Society for Human Resource Management (SHRM), the Central Iowa Chapter of Association for Talent Development (ATD) and New Horizons Computer Learning Center of Des Moines to make sure the central Iowa talent development and business community were well represented in the survey. Representatives of 80 organizations completed this year's survey.

Number of Employees

The chart below shows the size of the organizations participating in the survey with the largest representation this year coming from companies with 100-499 (38.8%) which is up from 35.9% last year. Organizations with 500-999 came in with the second largest representation of 21.3%. Organizations with less than 100 came in at 16.3% followed by organizations with 1,000-2,499 (12.5%) and over 2,500 (11.3%) respectively.

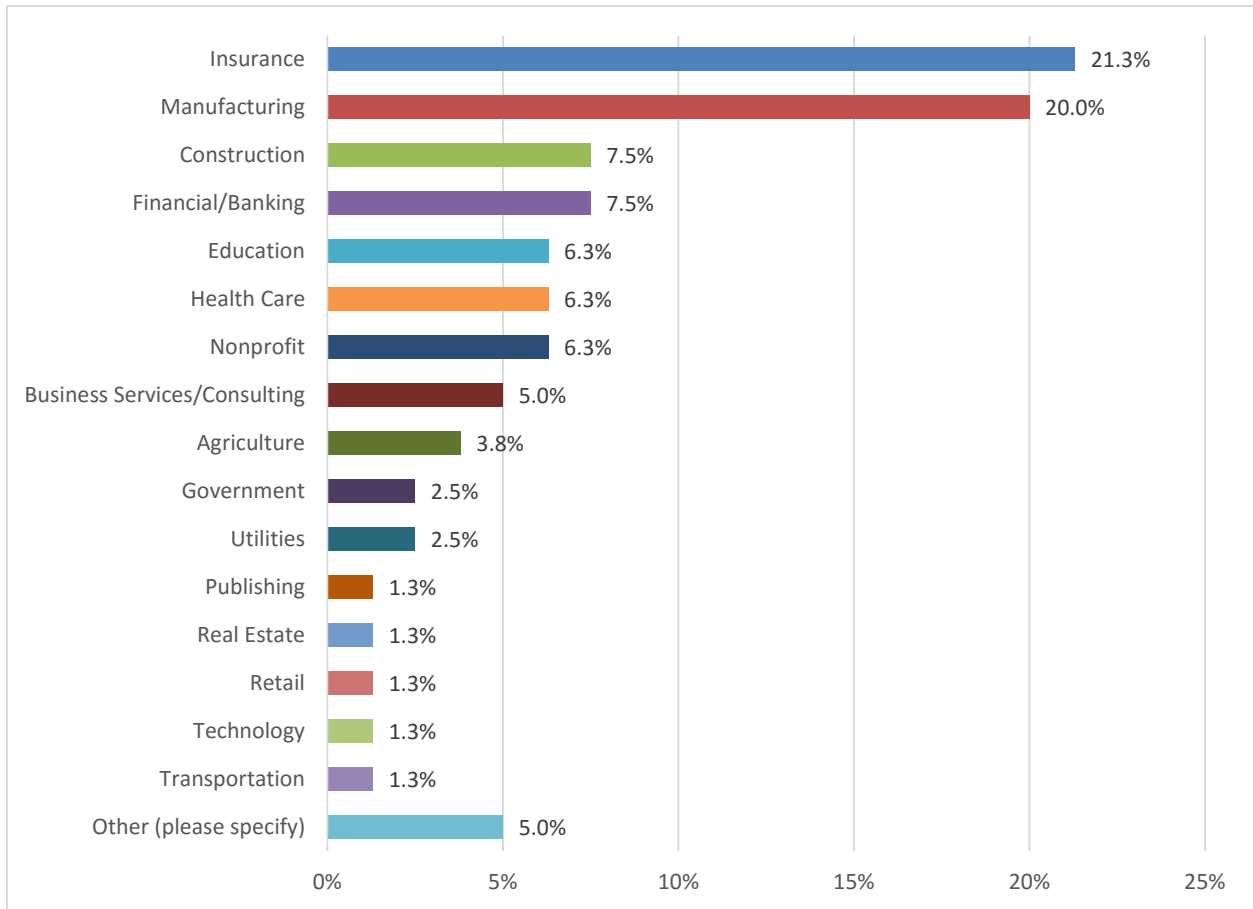
What is the total number of full-time and part-time employees in your organization?



Industry Classification

The year's survey responses represented 23 industry classifications. While many of the responses were similar to last year's results, it is worth noting that Manufacturing (20.0%) came in second after increasing from 14.5% in last year's survey. As expected, the Insurance industry (21.3%) continued to reflect its significant presence in central Iowa even though it is down from 24.4% in last year's survey.

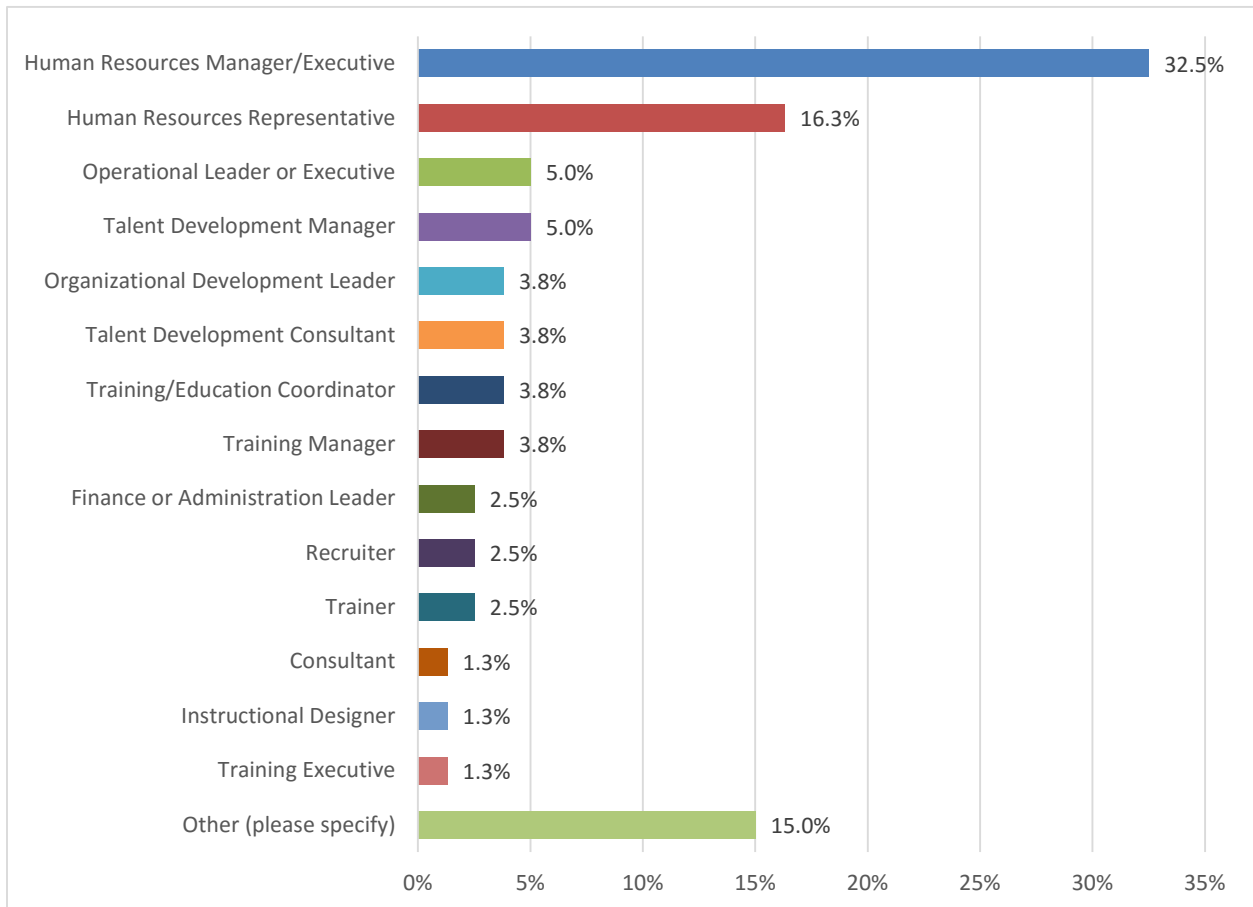
Select your industry classification:



Organizational Role of the Respondents

This year's survey shows a large Human Resources representation with the role of Human Resource Manager/Executive coming in with the highest number of respondents at 32.5% followed by Human Resource Representatives at 16.3%. The number of respondents directly involved in training, talent development, instructional design or organizational development roles adds up to 21.2% which is less than the 41.8% surveyed last year.

What is your role in your organization?



Estimated Annual Average Direct Training Expenditure

This is the second year for this question in our Talent Development Survey. The formula for calculating the estimated annual average direct training expenditure per employee as defined by ATD is: Total Direct Learning Expenditures divided by the number of employees.

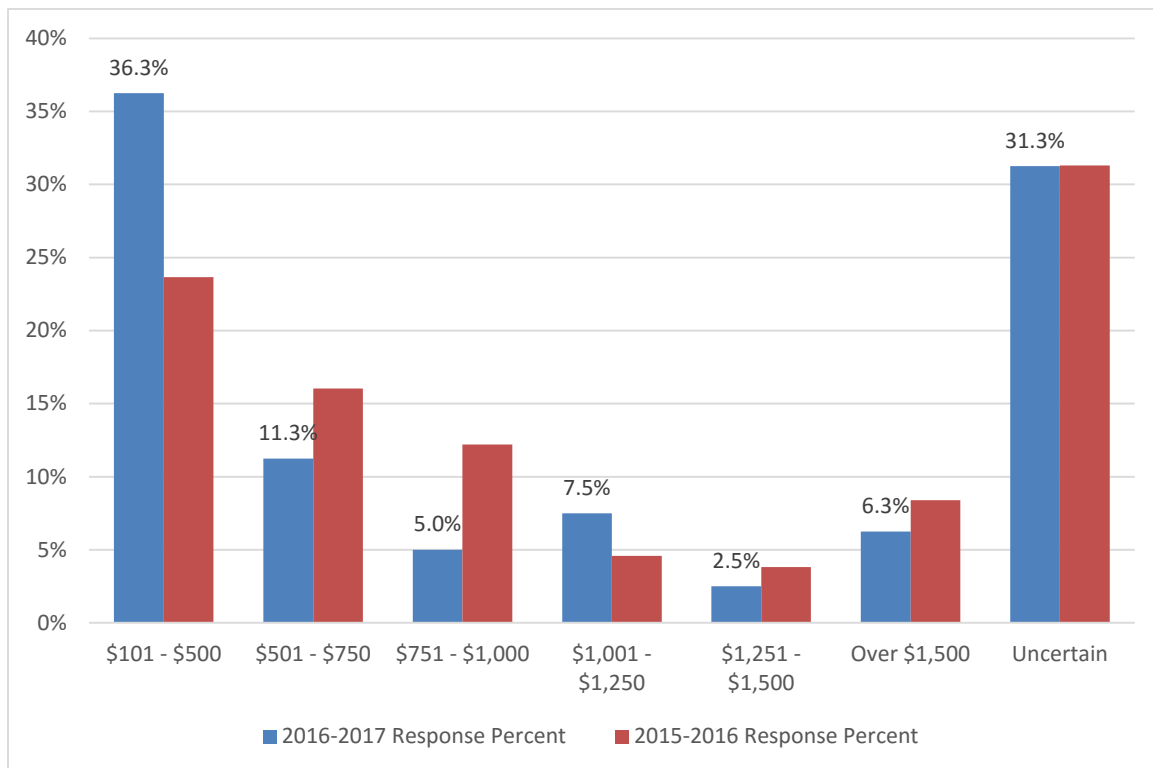
ATD includes the following items as examples of Total Direct Learning Expenditures: Training and Development (T & D) salaries and travel costs, administrative costs, and delivery costs such as facilities, technology infrastructure, outsourced activities and tuition reimbursement. It does not include the cost of learner's travel or lost work time while engaged in learning activities.

Similar to last year's survey, 31.3% of our respondents indicated they are "uncertain" of their organization's average direct training expenditures per employee.

However, 36.3 % estimate their expenditures to be \$101-\$500 per employee with 11.3% estimating \$501-\$750 and 5.0% estimating \$751-\$1,000 per employee. These estimates remain very low compared to ATD's 2014 estimate* of \$1,229 per employee. An organization's size and industry can impact these estimates.

*Note: ATD's data shows what was measured in 2014 but reported in their 2015 State of the Industry Report. 2015 data has yet to be made available and thus not included in this report.

What do you estimate to be your team or organization's annual average direct talent development expenditure per employee?

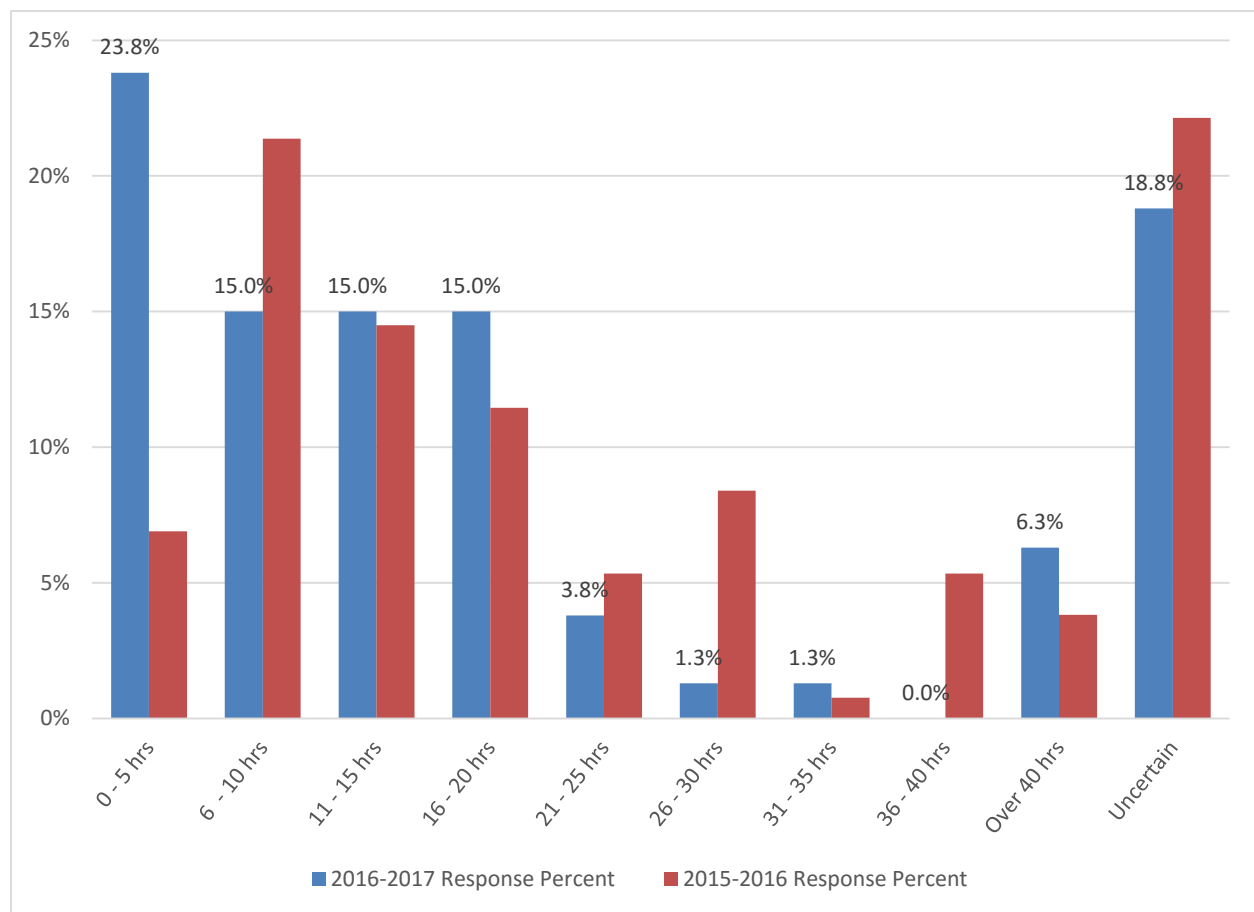


Estimated Annual Average Training Hours

Another important factor indicating the overall health of an organization's T & D program is the number of training hours used per employee. In 2014, ATD reported an average of 32.4 training hours per employee.

Central Iowa respondents indicated 18.8% (down from 21.1% in last year's survey) were still "uncertain" of the training hours per employee while another 23.8% estimated 0-5 hours per employee. This was followed with 15.0% estimating 6-10 hours, 11-15 hours and 16-20 hours per employee. Only 7.6% of our survey's respondents estimated 31-40 plus hours per employee which means the vast majority of our respondents see their organization providing far less than ATD's national average of 32.4 hours per employee.

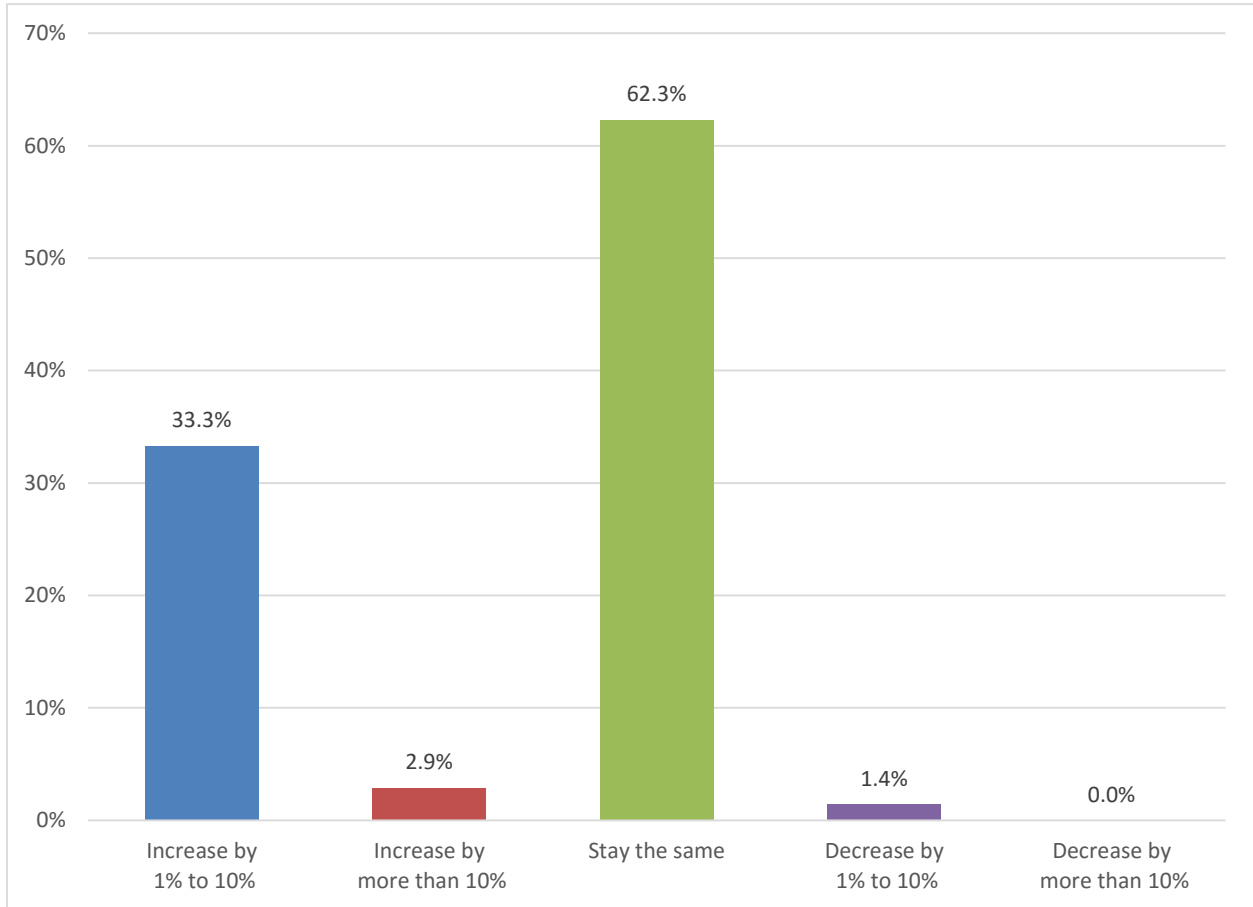
How many hours per year do employees in your organization participate in formal talent development programs?



Budget

This year's survey indicates 36.2% of respondents expect budgets to increase (compared to 44.2% last year) while only 1.4 % expect them to decrease by 1%-10%. Respondents (62.3%) further indicated they expect their training budgets to remain the same in 2017.

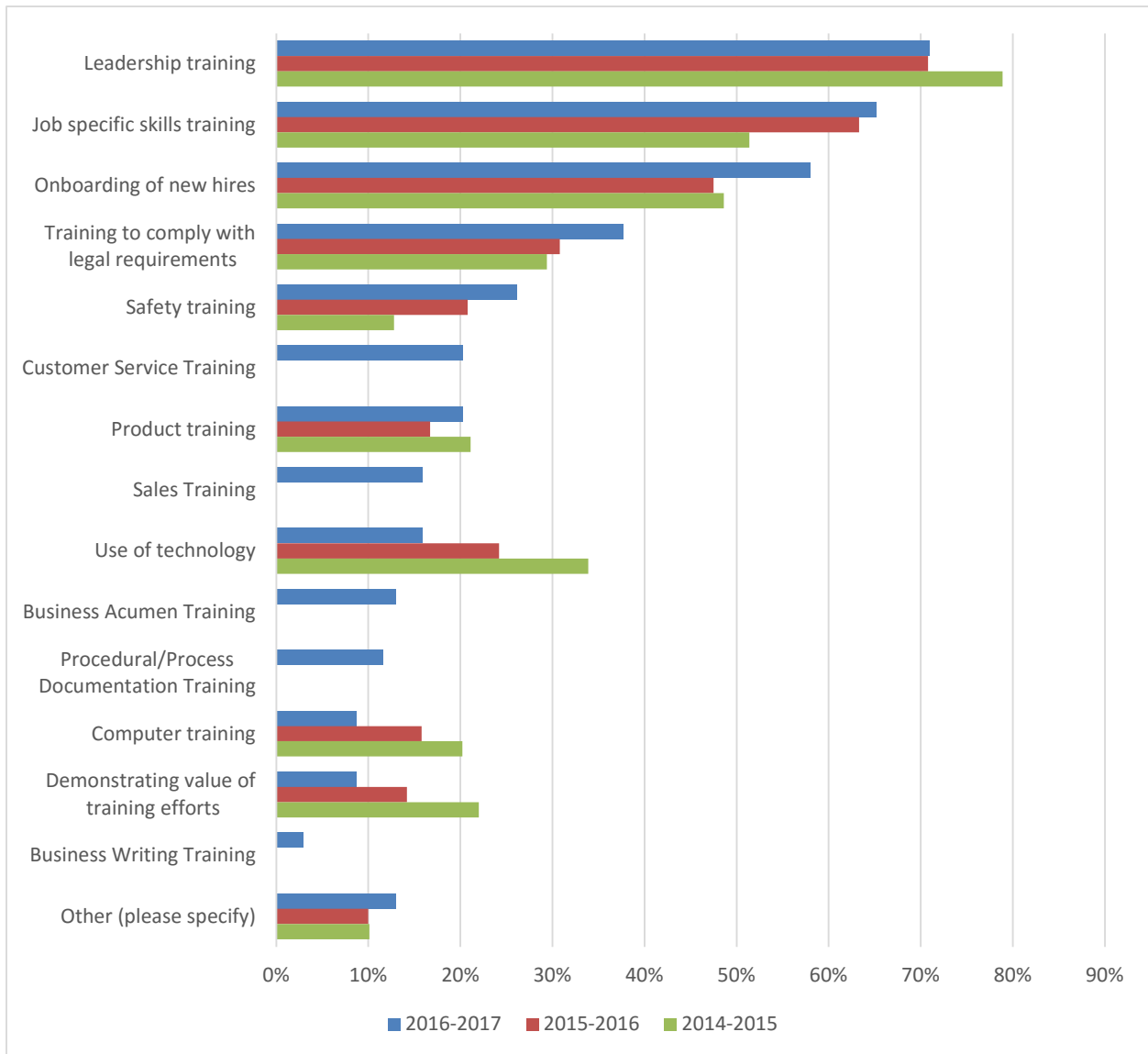
Do you expect your organization's talent development budget in 2017 to:



Training Priorities

The top priority for the coming year is once again, Leadership Training (71.0%). Job specific Training remains the second priority again at 65.2% which is a slight increase over last year. Onboarding of New Hires comes in third with 57.9% identifying it as a top priority.

What are the top priorities for your talent development department at this time? (Check all that apply)



Training Topics

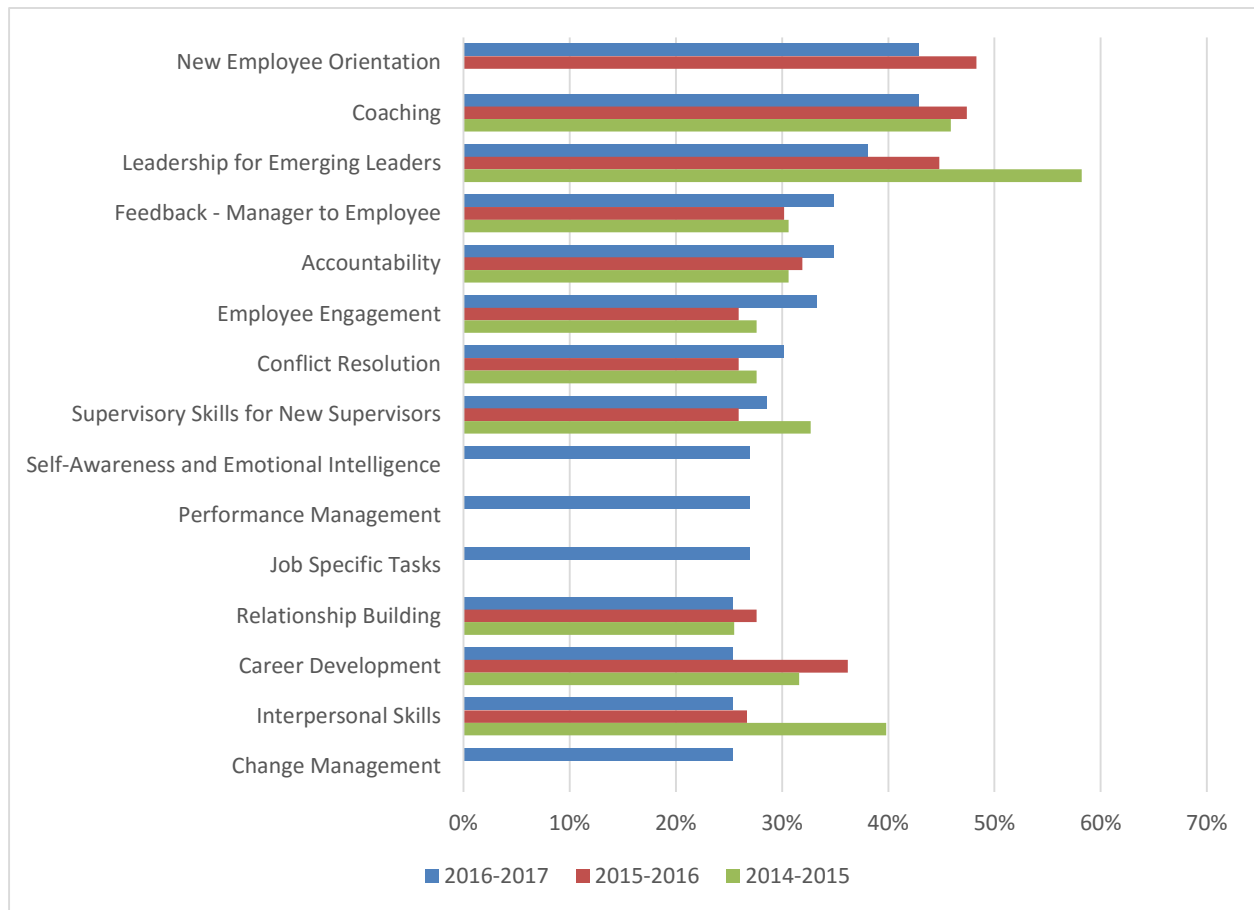
New Employee Orientation tied for first with Coaching (each at 42.8%) on the Top 5 List of training topics. Leadership for Emerging Leaders remained in the third place at 38.1%. Customer Service and Career Development dropped out of this year's Top 5 positions and were replaced with Feedback – Manager to Employee and Accountability which took the fourth and fifth places with each receiving 34.9%.

	2012	2013	2014	2015	2016
1	Communication Skills	Leadership for Emerging Leaders	Leadership for Emerging Leaders	New Employee Orientation	New Employee Orientation
2	Leadership (Emerging Leaders)	Coaching	Coaching	Coaching	Coaching
3	Customer Service	Change Management	Customer Service	Leadership for Emerging Leaders	Leadership for Emerging Leaders
4	Performance Coaching	Conflict Resolution	Interpersonal Skills	Customer Service	Feedback – Manager to Employee
5	Teamwork	Customer Service	Change Management	Career Development	Accountability

Training Topics *continued*

Here are the fifteen talent development topics that received a response rate of 25% or greater in this year's survey.

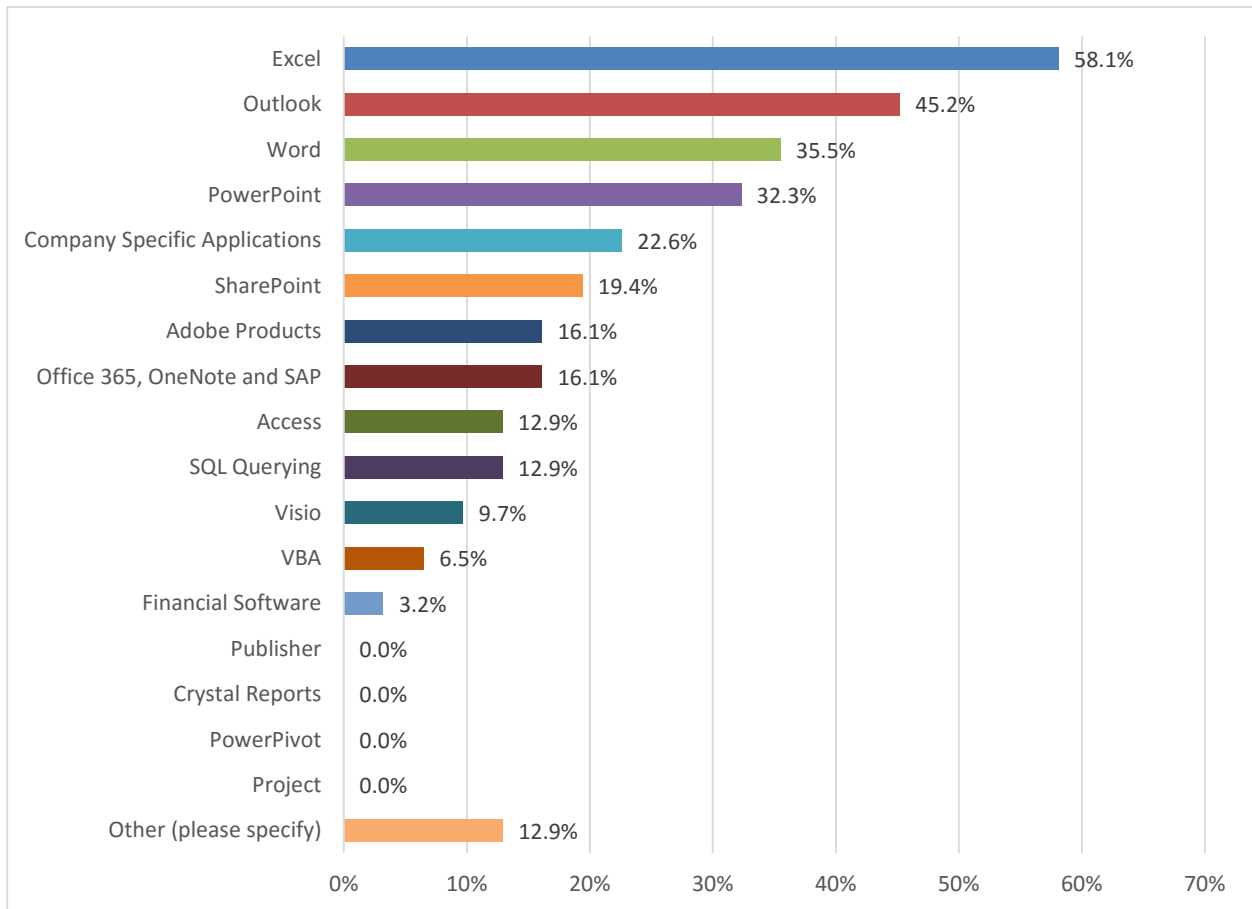
What talent development topics are you planning to address in 2017? (Check all that apply)



Specific Computer Productivity Skills

This is an optional question that 31 respondents completed. Excel was indicated once again as the highest computer productivity topic with 58.1% selecting it which is down from 72.9% in last year's survey. Outlook was number two with 45.2% selecting it. Word came in next with 35.5% and PowerPoint at 32.3% for the fourth spot.

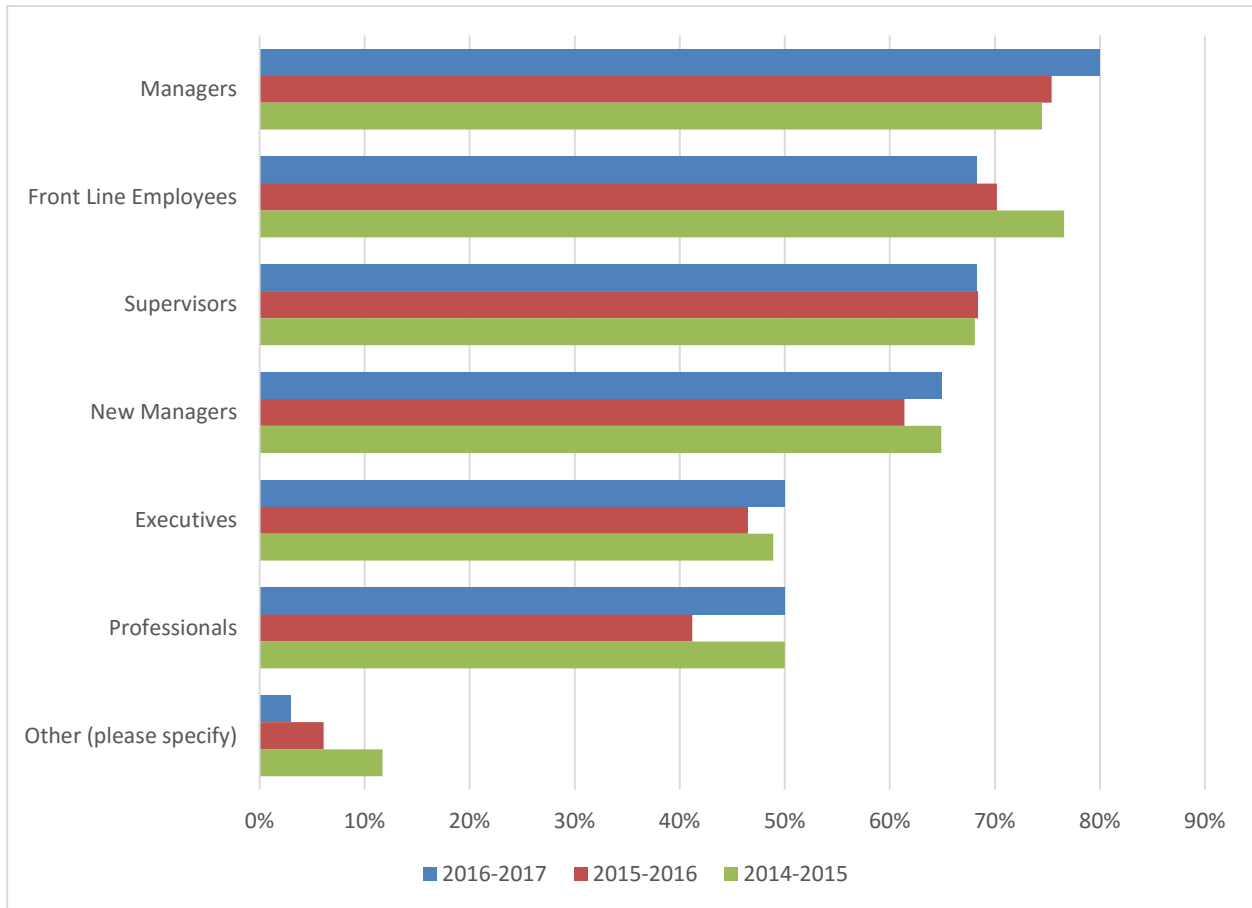
**OPTIONAL: If providing development on computer productivity skills in 2017, which specific skills would you address?
(Check all that apply)**



Target Audiences for Training Resources Allocation

Managers (80.0%) came in first with Front Line Employees and Supervisors coming in second with 68.3% each as the strongest target audiences for receiving training in the coming year.

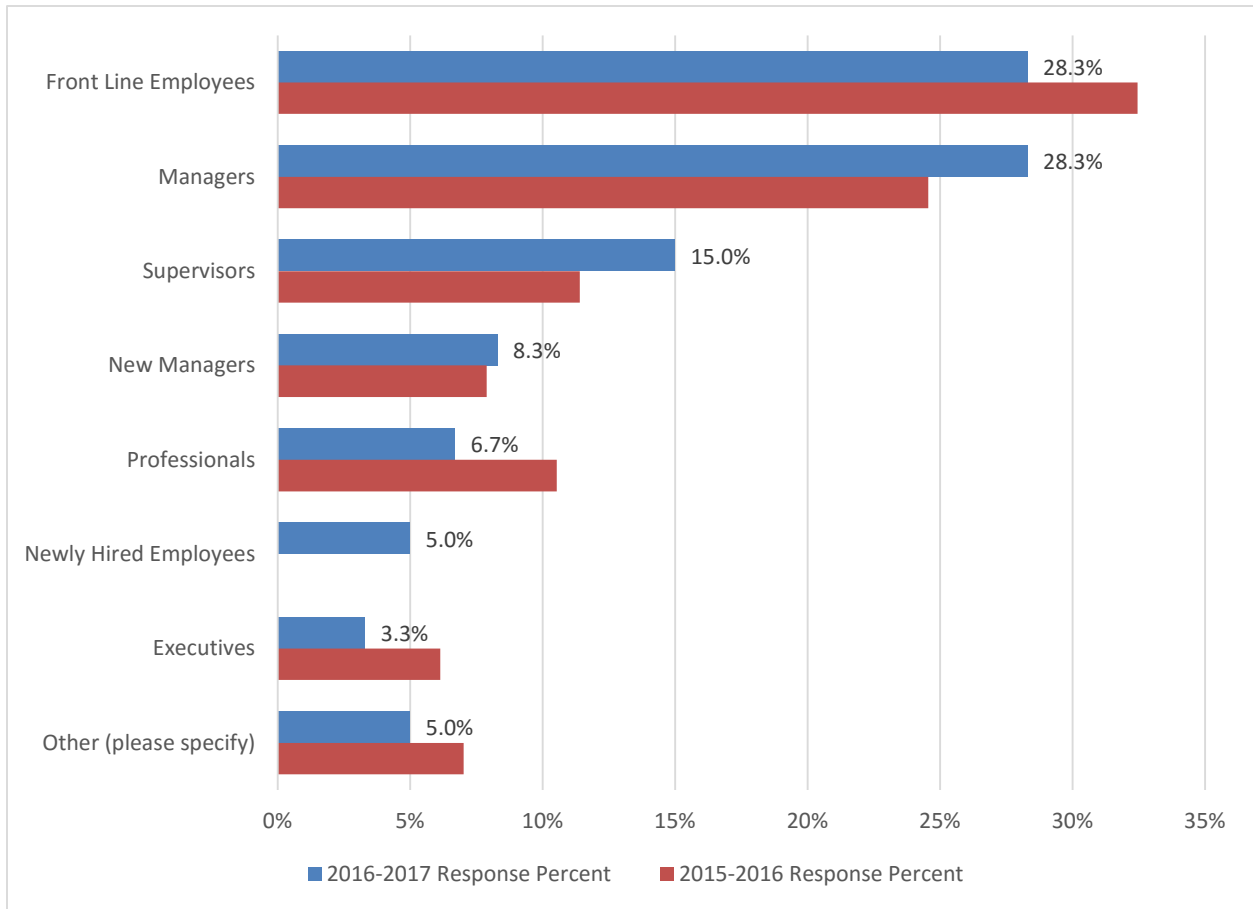
To whom do you plan to allocate talent development resources in 2017? (Check all that apply)



Target Audiences for Training Resources Allocation, *continued*

Respondents indicate that Front Line Employees and Managers are expected to receive the greatest percentage of training resources at 28.3% each. It is worth noting that the percentage of training resources for Front Line Employees dropped from 32.5% in last year's survey. New managers, supervisors and managers all showed increases from last year's survey.

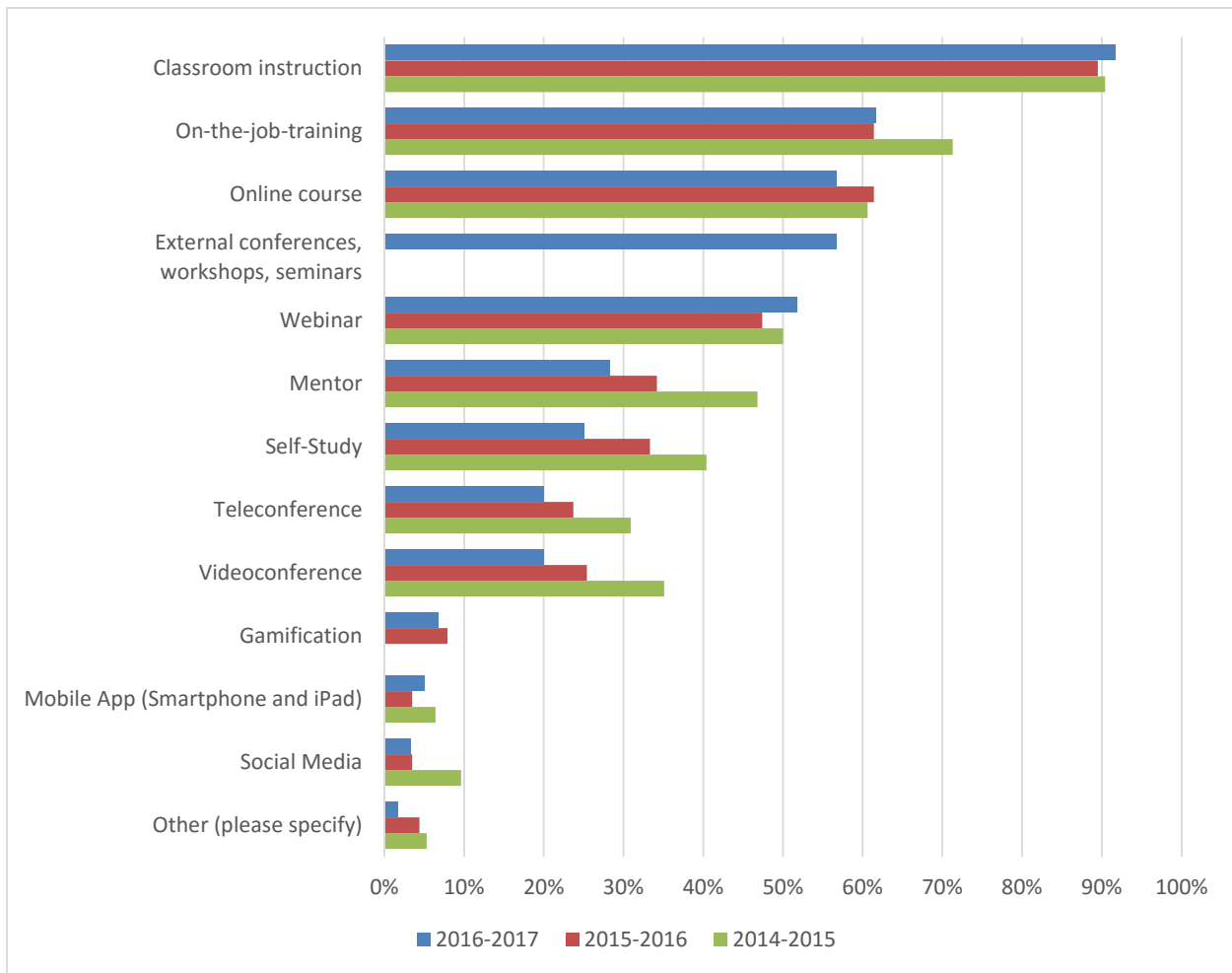
Which of the following areas will receive the greatest percentage of your talent development resources allocation in 2017?



Delivery Methods

In Iowa, the most favored delivery method continues to be Classroom Instruction (91.6%). This preferred delivery method is once again in contrast to ATD's 2014 national results which indicated only 51% would be delivered via instructor-led classroom. On-The-Job training came in with a strong second place of 61.6% and Online Course dropped from 61.4% last year to 56.6% this year.

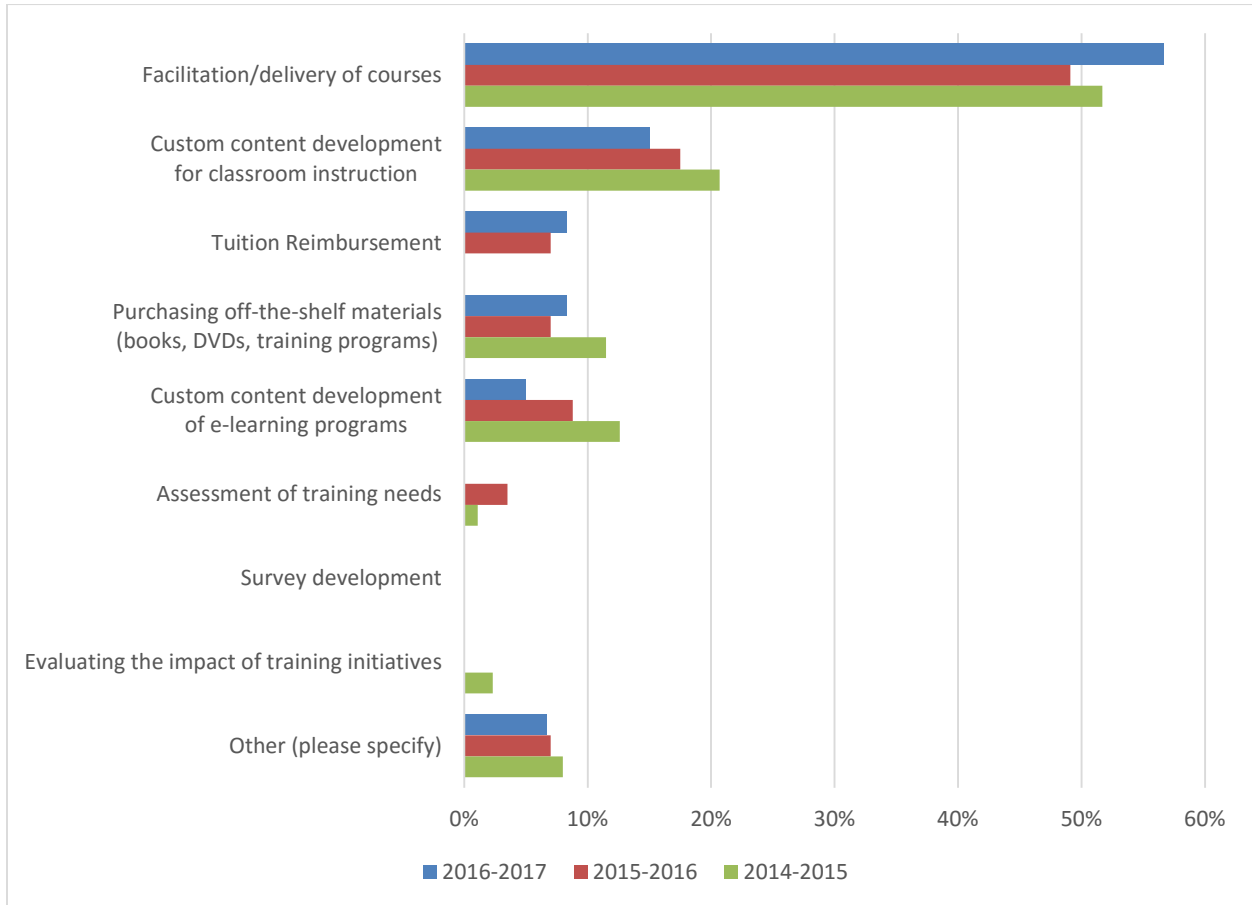
How do you expect to deliver your talent development initiatives in 2017? (Check all that apply)



Allocation of Training Budget Resources

Facilitation/Delivery of Courses at 56.6% is up from last year (49.5%) and continues to be the largest allocation for training budgets followed by Custom Content Development for Classroom Instruction at 15.0%.

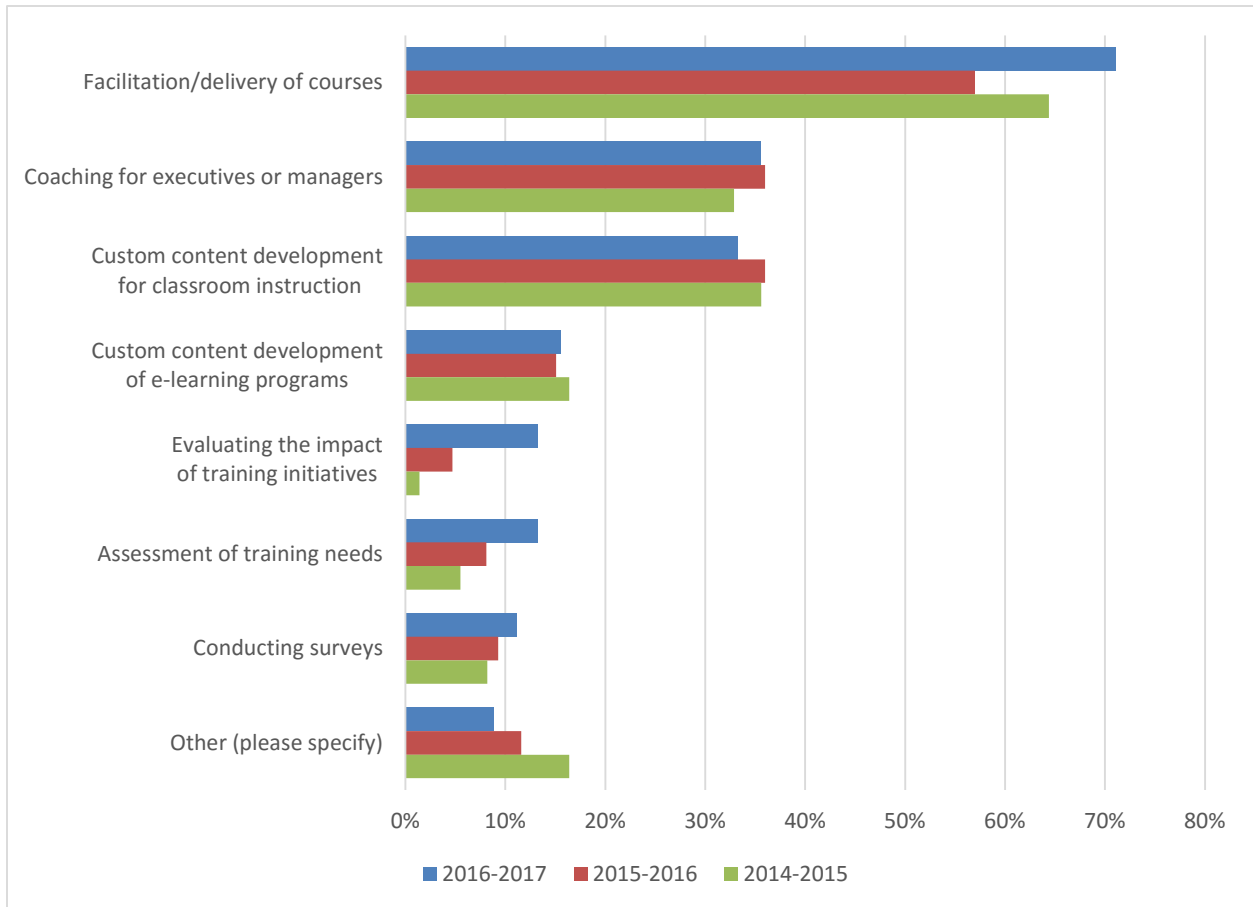
Which of the following activities will receive the largest portion of your talent development budget?



Outsourcing

This year's survey indicates the majority of outsourced training budgets will be spent on Facilitation/Delivery of Courses (71.1%) which represents a 14.25% increase from last year. Coaching for Executives or Managers came in second at 35.5% with Custom Content Development for Classroom Instruction at 33.3% coming in the third spot.

Which of the following functions do you plan to outsource over the next 12 months? (Check all that apply)



Challenges

We asked the open-ended question, “What are the most significant challenges to implementing your talent development strategies?” and received 33 responses.

- A number of respondents indicated challenges associated with their organization’s culture such as a lack of buy-in, managerial support and workloads.
- Others indicated challenges associated with resources like time and budget constraints.
- A few respondents also indicated challenges with identifying and meeting their organization’s diverse needs because of multiple geographic sites and shift work.

Conclusion

The talent development efforts of Iowa based organizations continue to deal with some of the same challenges as we look ahead to 2017 as we've seen in past 2-3 years. Some specific issues that should be noted:

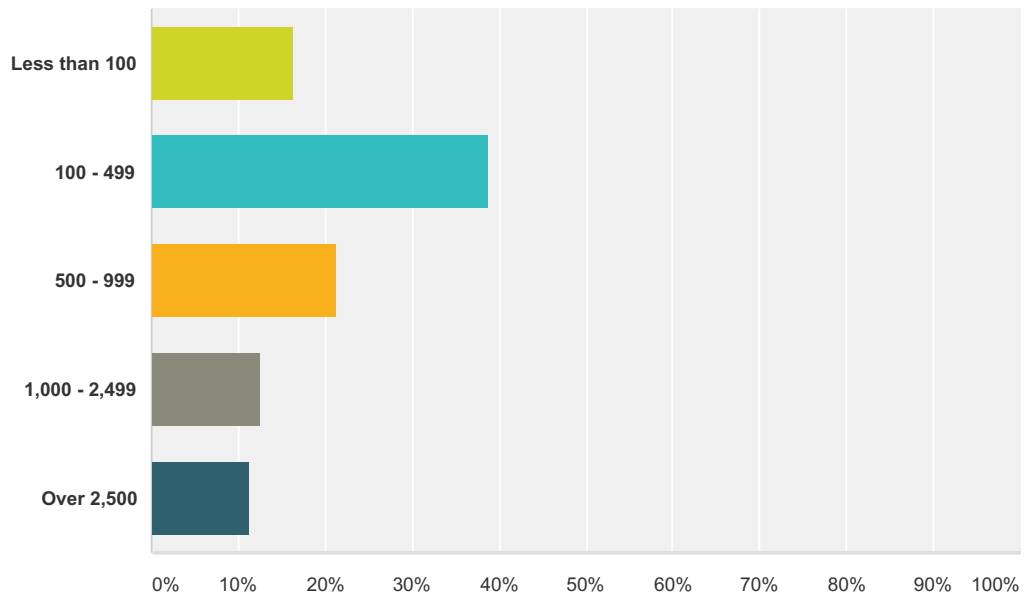
- An overall understanding of organizational goals and results from an employee development perspective is critical. Understanding of issues such as hours of development per employee, budget per employee for development, etc. not only help set the stage for key activities but provide a platform from which to measure results.
- Front-line employees and managers continue to be the targeted audiences. This mirrors the past several years where an increased emphasis on front-line employees increased. Past focus on developing of managers and supervisors is starting to provide organizations with a solid team of leaders and thus provides an opportunity for focus on front-line employees in topics such as accountability, teamwork, communication and customer service.
- Instructor-Led Classroom clearly remains the preferred delivery method for Iowa companies even as they look at ways to increase their use of additional delivery methods such as webinars, online learning, and teleconferencing. Increased use of remote employees will continue to fuel the need for alternative development methods.
- The Onboarding of New Hires which tied for the top spot of training topics to be addressed in 2017 may imply a continued increase in new hires and need to accelerate the onboarding process. The low unemployment rate in Iowa makes onboarding and getting the most from new employees as soon as possible important.
- As some organizations consider internal vs. external talent development resources it makes sense that organization focus their internal expertise on organization specific development efforts and use external resources to provide activities such as facilitation and delivery of what is termed as “soft-skill” courses or coaching and delivery. Another activity to utilize external resources is the development alternative delivery methods such as online learning.
- Overall organizations seem to understand the need for development and while most organizations are not decreasing budgets, most are thinking that budgets will remain the same which unfortunately doesn't keep up with other increases in cost of doing business and ultimately creates a situation where training starts to fall behind.

Detailed Findings

On the following pages you will see the detailed findings from the survey.

Q1 What is the total number of full-time and part-time employees in your organization?

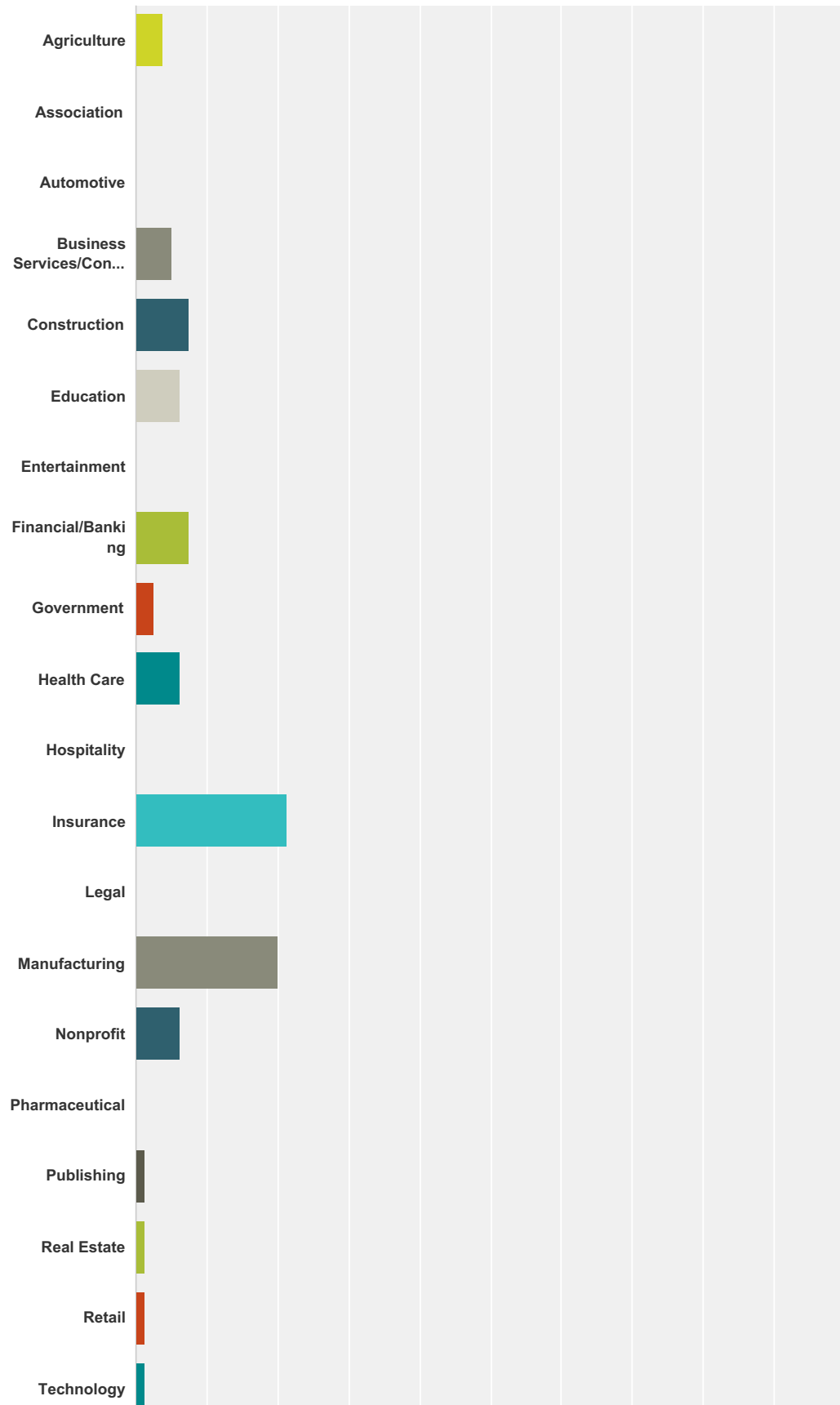
Answered: 80 Skipped: 0

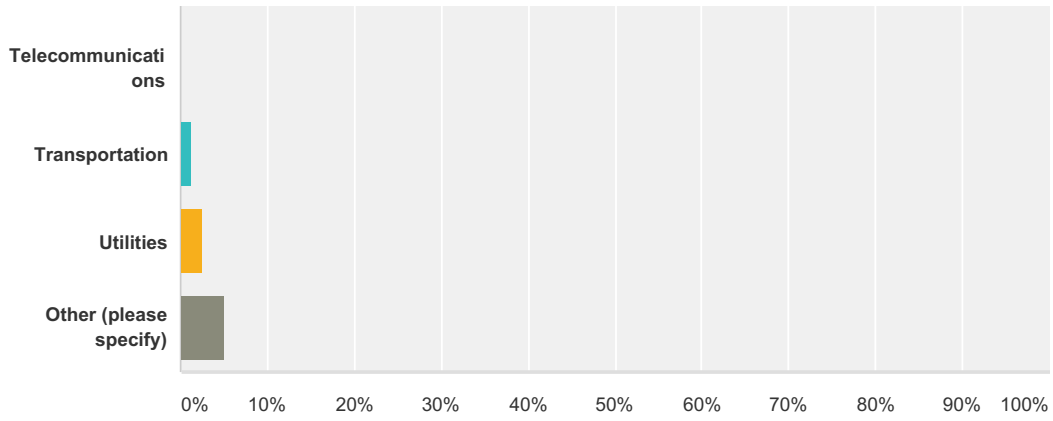


Answer Choices	Responses	Count
Less than 100	16.25%	13
100 - 499	38.75%	31
500 - 999	21.25%	17
1,000 - 2,499	12.50%	10
Over 2,500	11.25%	9
Total		80

Q2 Select your industry classification:

Answered: 80 Skipped: 0



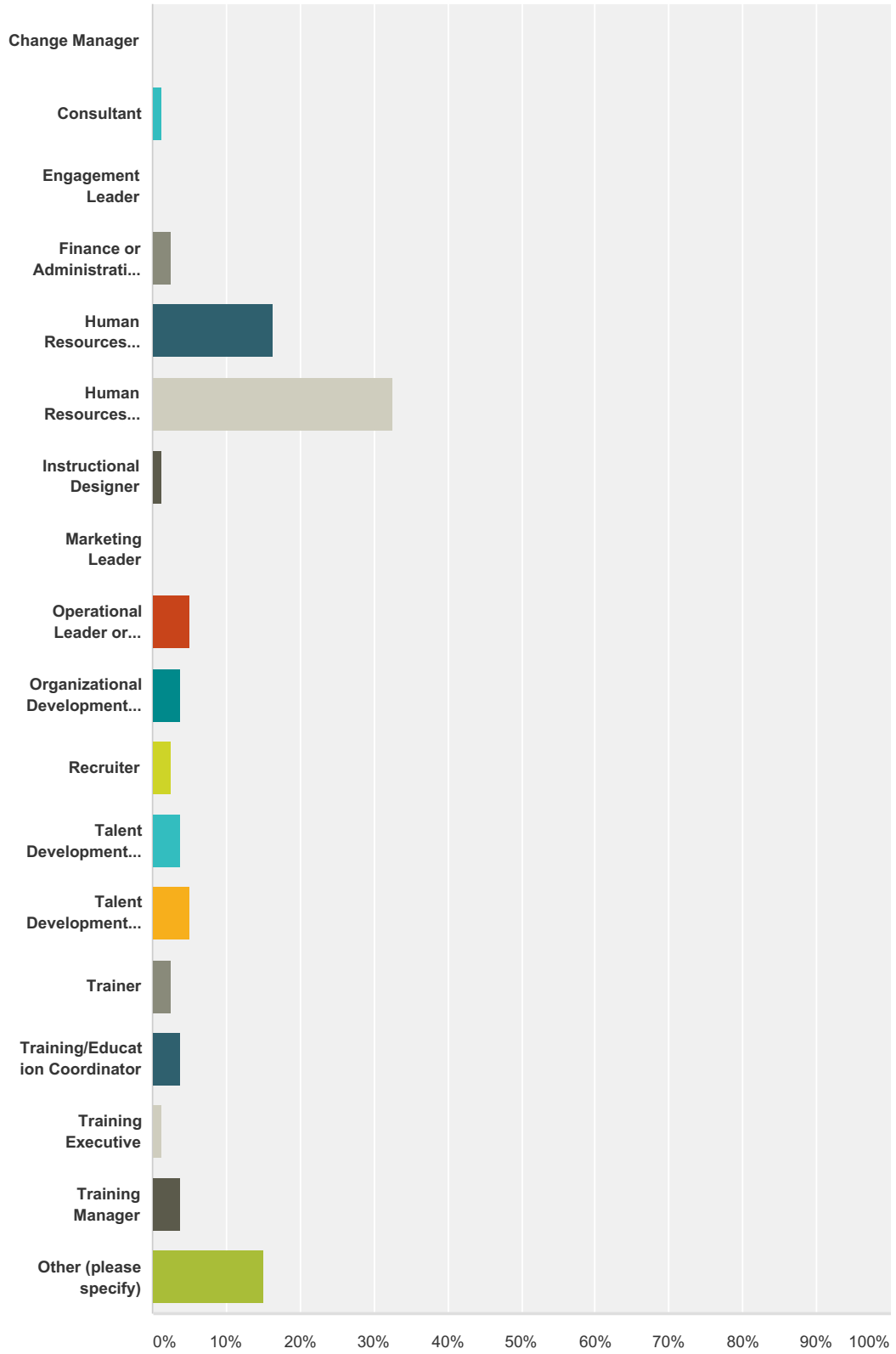


Answer Choices	Responses	
Agriculture	3.75%	3
Association	0.00%	0
Automotive	0.00%	0
Business Services/Consulting	5.00%	4
Construction	7.50%	6
Education	6.25%	5
Entertainment	0.00%	0
Financial/Banking	7.50%	6
Government	2.50%	2
Health Care	6.25%	5
Hospitality	0.00%	0
Insurance	21.25%	17
Legal	0.00%	0
Manufacturing	20.00%	16
Nonprofit	6.25%	5
Pharmaceutical	0.00%	0
Publishing	1.25%	1
Real Estate	1.25%	1
Retail	1.25%	1
Technology	1.25%	1
Telecommunications	0.00%	0
Transportation	1.25%	1
Utilities	2.50%	2
Other (please specify)	5.00%	4
Total		80

#	Other (please specify)	Date
1	IT	8/10/2016 12:00 PM
2	Professional Employer Organization for many industries	8/1/2016 3:59 PM
3	Performance Marketing	7/29/2016 11:10 AM
4	Distribution	7/28/2016 1:30 PM

Q3 What is your role in your organization?

Answered: 80 Skipped: 0

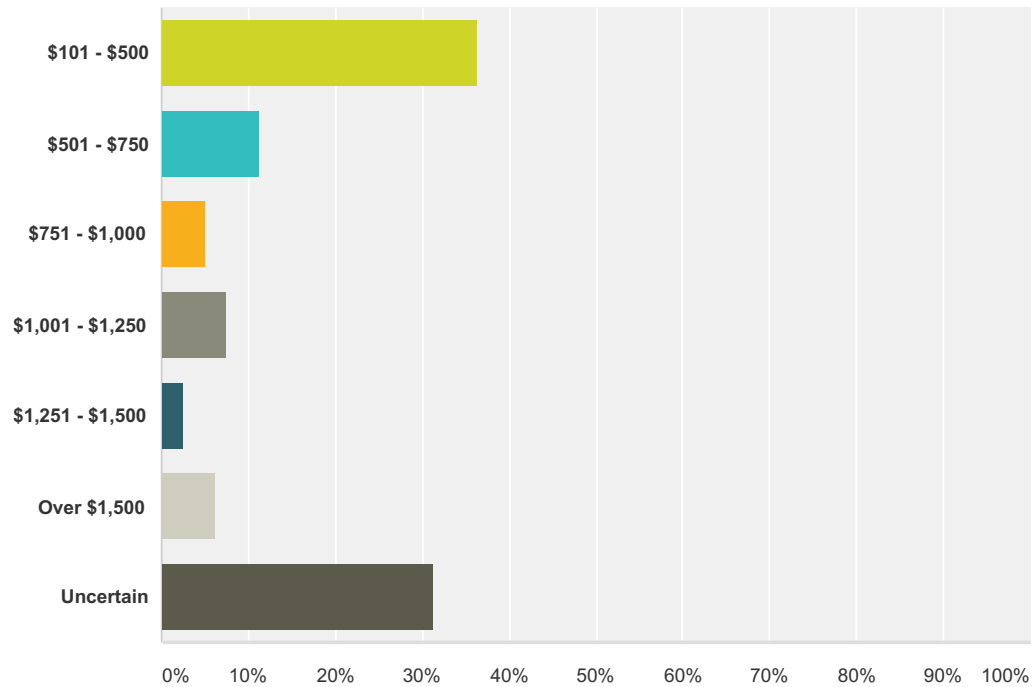


Answer Choices	Responses
Change Manager	0.00% 0
Consultant	1.25% 1
Engagement Leader	0.00% 0
Finance or Administration Leader	2.50% 2
Human Resources Representative	16.25% 13
Human Resources Manager/Executive	32.50% 26
Instructional Designer	1.25% 1
Marketing Leader	0.00% 0
Operational Leader or Executive	5.00% 4
Organizational Development Leader	3.75% 3
Recruiter	2.50% 2
Talent Development Consultant	3.75% 3
Talent Development Manager	5.00% 4
Trainer	2.50% 2
Training/Education Coordinator	3.75% 3
Training Executive	1.25% 1
Training Manager	3.75% 3
Other (please specify)	15.00% 12
Total	80

#	Other (please specify)	Date
1	Recruiting Assistant	8/10/2016 12:00 PM
2	Director, HR	8/5/2016 8:58 AM
3	Plant Controller	8/1/2016 10:18 AM
4	Learning and Development Specialist	8/1/2016 10:04 AM
5	Director, Recruiting and Hiring	8/1/2016 7:11 AM
6	eLearning Developer	7/29/2016 11:56 AM
7	Benefits Specialist	7/29/2016 11:10 AM
8	Wellness Manager	7/29/2016 10:47 AM
9	Training Specialist - responsible for design, development, facilitation, and result management	7/29/2016 9:59 AM
10	Trainer/Internal Development-Leadership & Organizational	7/29/2016 9:37 AM
11	HR Specialist with Training emphasis	7/29/2016 9:32 AM
12	Sales Manager	7/29/2016 9:31 AM

Q4 What do you estimate to be your team or organization's annual average direct talent development expenditure per employee?

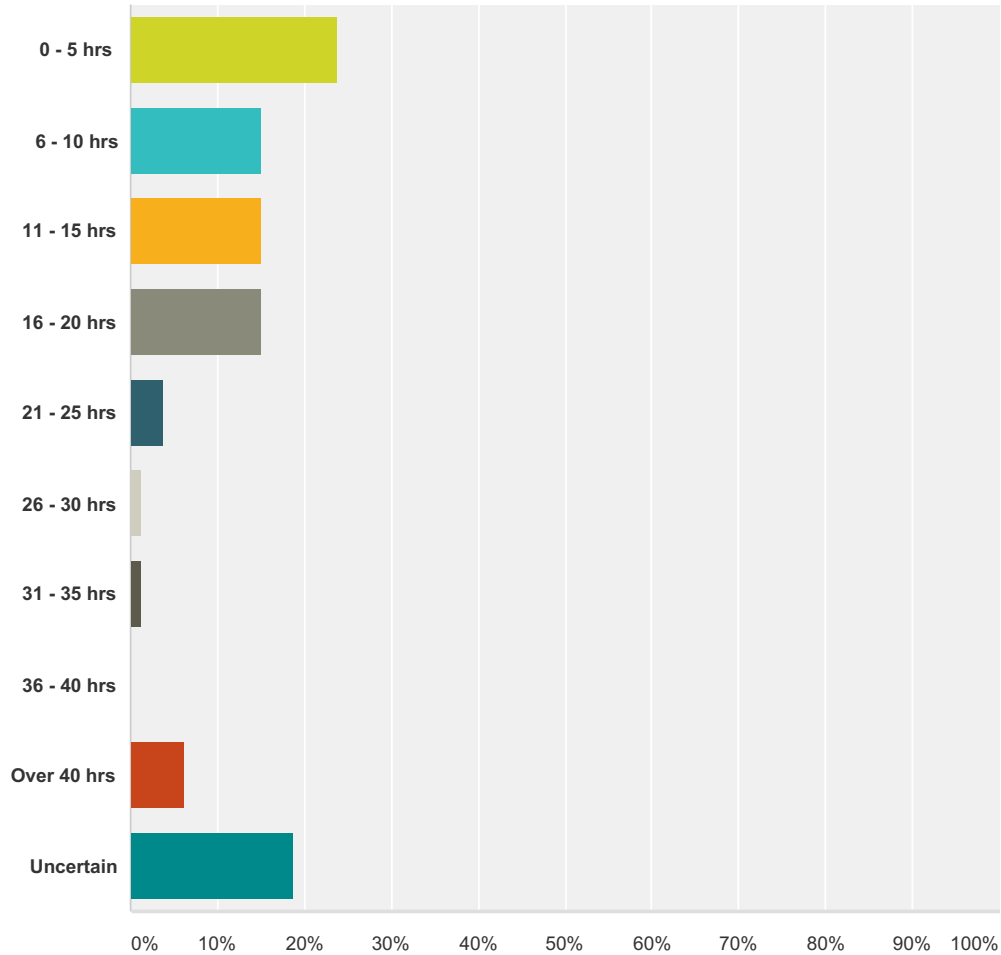
Answered: 80 Skipped: 0



Answer Choices	Responses	
\$101 - \$500	36.25%	29
\$501 - \$750	11.25%	9
\$751 - \$1,000	5.00%	4
\$1,001 - \$1,250	7.50%	6
\$1,251 - \$1,500	2.50%	2
Over \$1,500	6.25%	5
Uncertain	31.25%	25
Total		80

Q5 How many hours per year do employees in your organization participate in formal talent development programs?

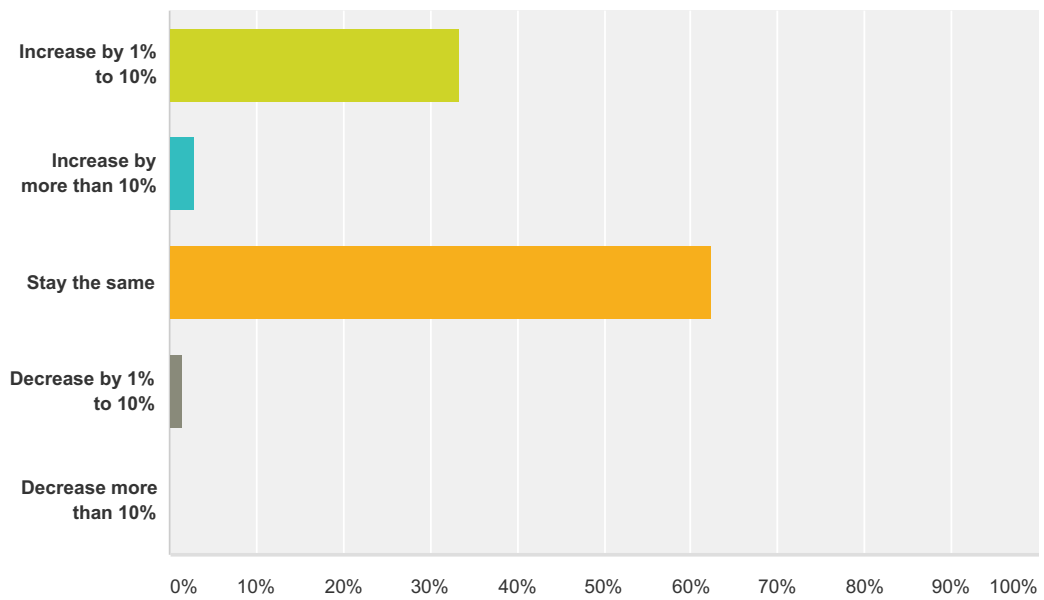
Answered: 80 Skipped: 0



Answer Choices	Responses
0 - 5 hrs	23.75% 19
6 - 10 hrs	15.00% 12
11 - 15 hrs	15.00% 12
16 - 20 hrs	15.00% 12
21 - 25 hrs	3.75% 3
26 - 30 hrs	1.25% 1
31 - 35 hrs	1.25% 1
36 - 40 hrs	0.00% 0
Over 40 hrs	6.25% 5
Uncertain	18.75% 15
Total	80

Q6 Do you expect your organization's talent development budget in 2017 to:

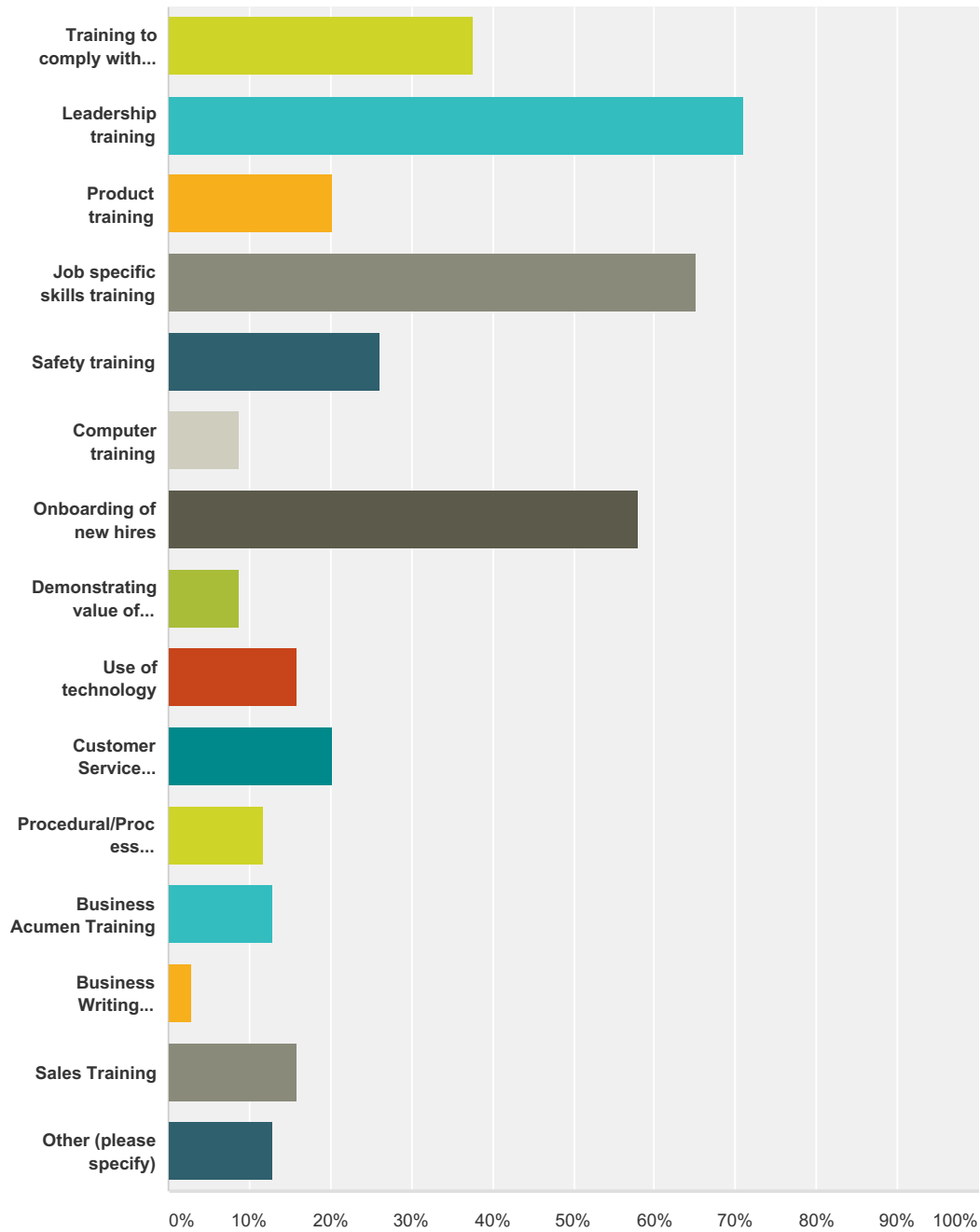
Answered: 69 Skipped: 11



Answer Choices	Responses
Increase by 1% to 10%	33.33% 23
Increase by more than 10%	2.90% 2
Stay the same	62.32% 43
Decrease by 1% to 10%	1.45% 1
Decrease more than 10%	0.00% 0
Total	69

Q7 What are the top priorities for your talent development department at this time? Check all that apply.

Answered: 69 Skipped: 11



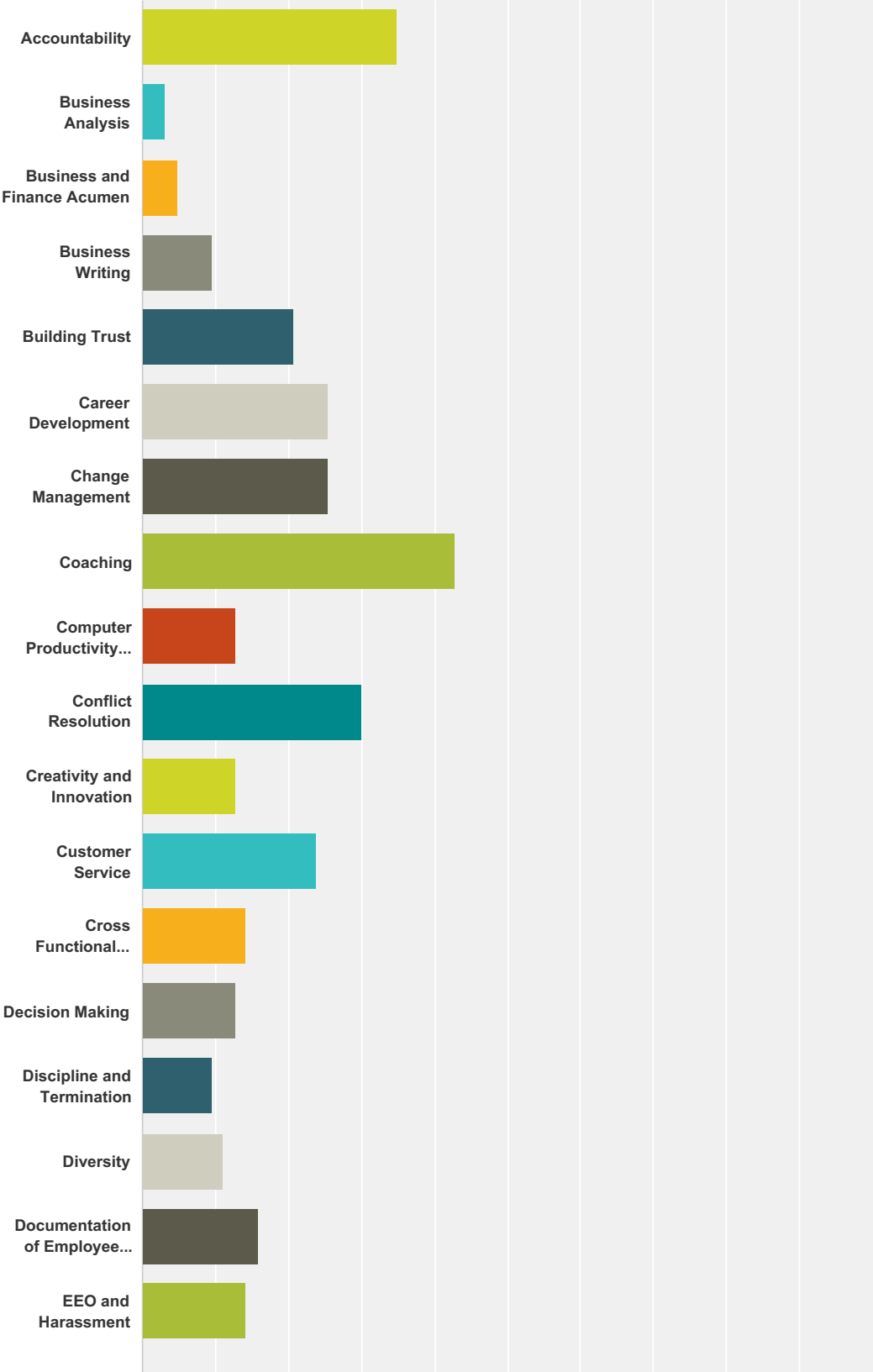
Answer Choices	Responses
Training to comply with legal requirements	37.68% 26
Leadership training	71.01% 49
Product training	20.29% 14

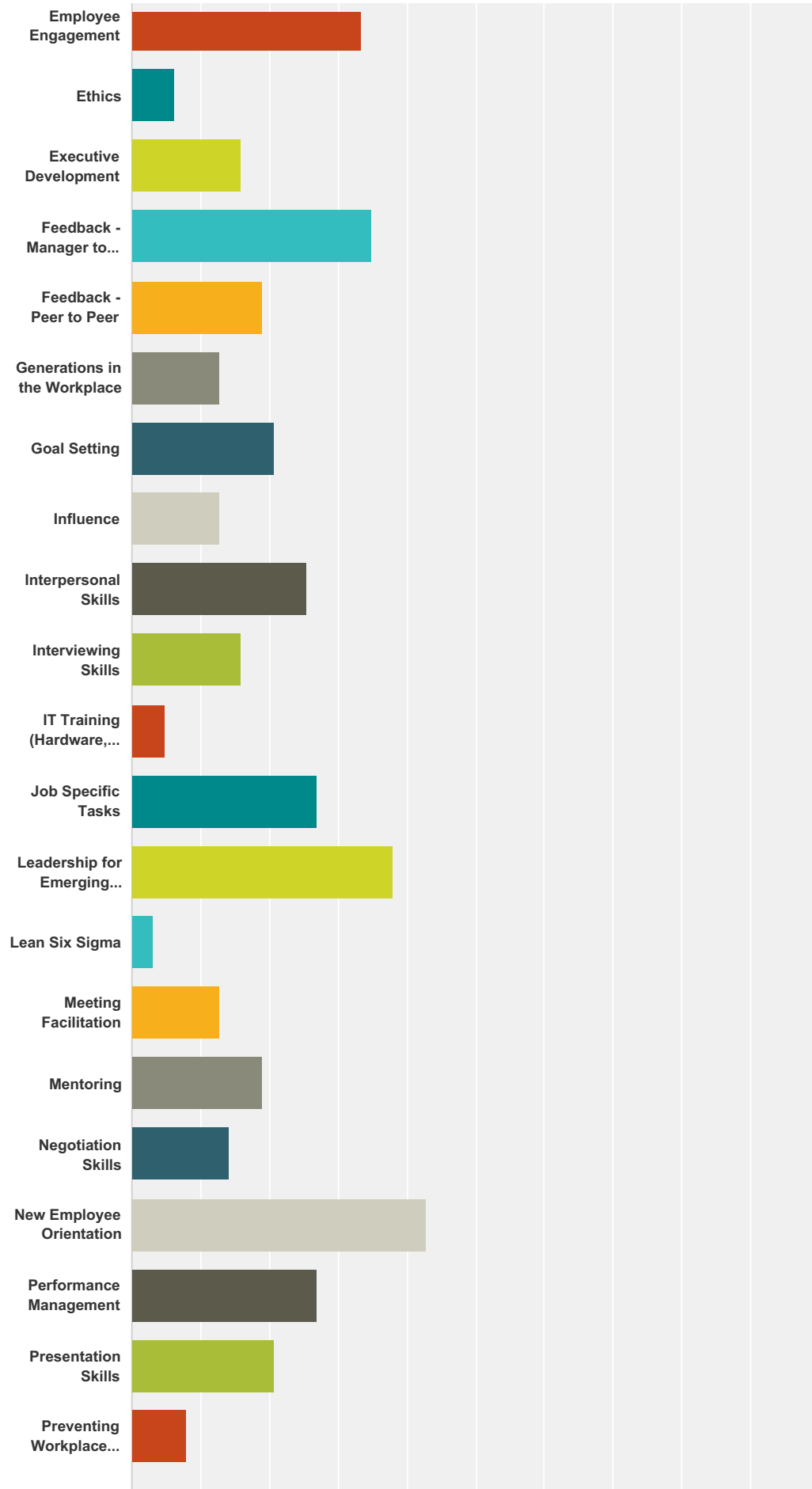
Job specific skills training	65.22%	45
Safety training	26.09%	18
Computer training	8.70%	6
Onboarding of new hires	57.97%	40
Demonstrating value of training efforts	8.70%	6
Use of technology	15.94%	11
Customer Service Training	20.29%	14
Procedural/Process Documentation Training	11.59%	8
Business Acumen Training	13.04%	9
Business Writing Training	2.90%	2
Sales Training	15.94%	11
Other (please specify)	13.04%	9
Total Respondents: 69		

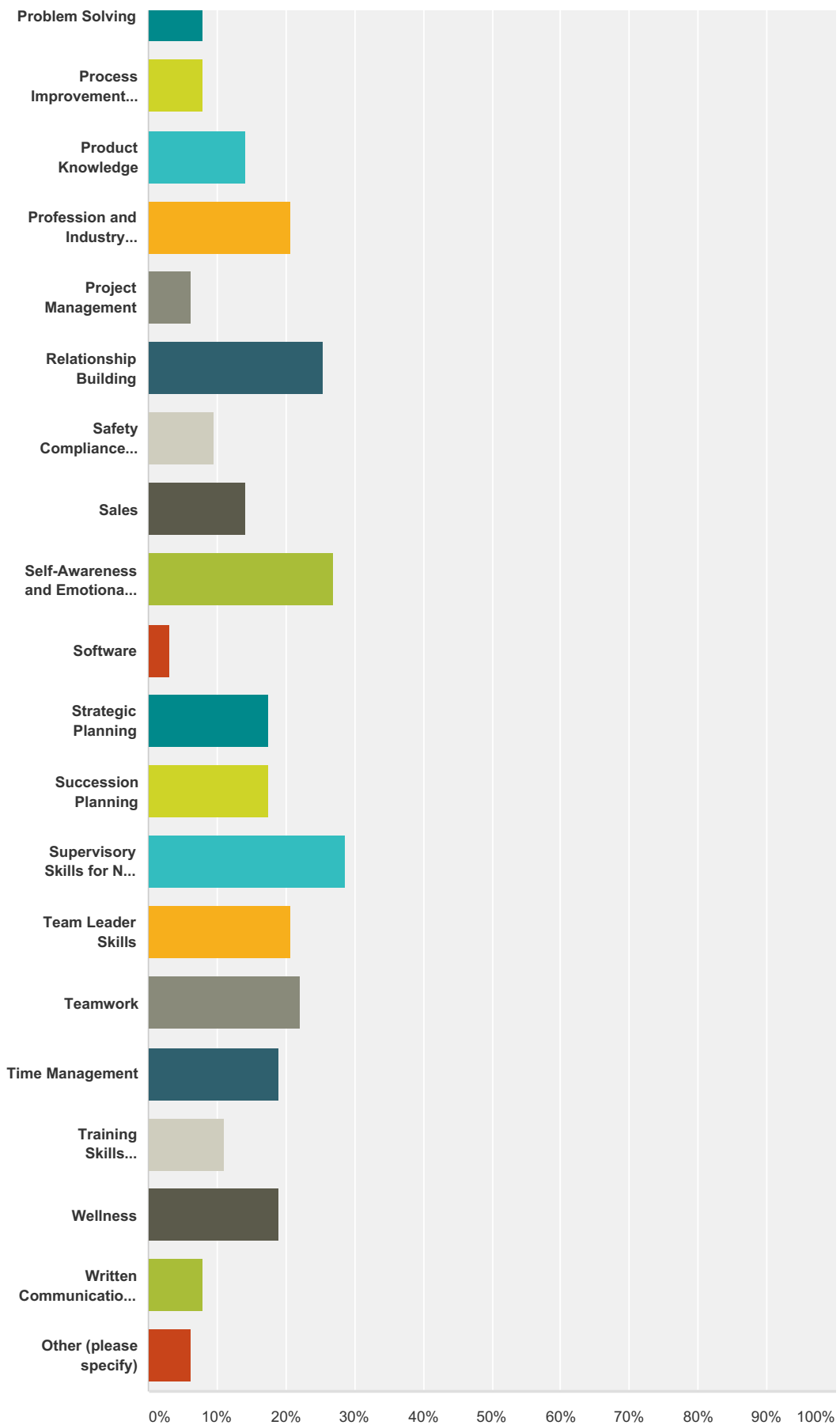
#	Other (please specify)	Date
1	Communications, Reinforcing Culture, and Team Building	8/12/2016 4:50 PM
2	We have a lot of talk about training however no movement towards implementing a successful program. Hopefully this will change.	8/5/2016 9:34 AM
3	Patient Experience (PX) training Values Adoption training	8/2/2016 12:55 PM
4	Values training	8/2/2016 12:51 PM
5	Investing in a Learning Management System	8/2/2016 9:41 AM
6	customer service	8/1/2016 3:59 PM
7	Develop new ways of learning	7/31/2016 5:11 PM
8	Project Management	7/29/2016 3:46 PM
9	Virtual facilitation training	7/29/2016 2:47 PM

Q8 What talent development topics are you planning to address in 2017? Check all that apply.

Answered: 63 Skipped: 17







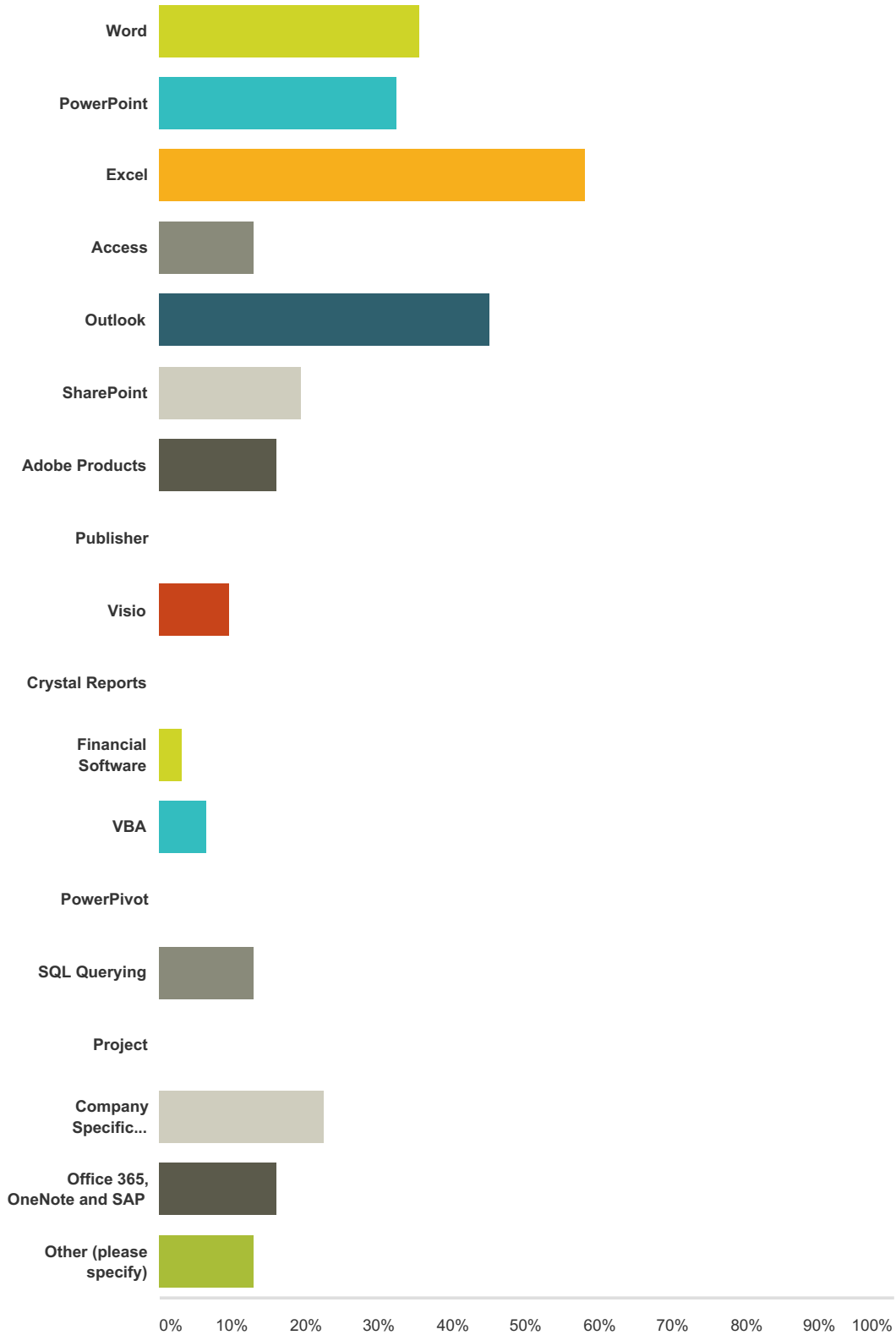
Answer Choices	Responses	
Accountability	34.92%	22
Business Analysis	3.17%	2
Business and Finance Acumen	4.76%	3
Business Writing	9.52%	6
Building Trust	20.63%	13
Career Development	25.40%	16
Change Management	25.40%	16
Coaching	42.86%	27
Computer Productivity Skills (Microsoft Word, PowerPoint, Excel, Access, SharePoint, Outlook)	12.70%	8
Conflict Resolution	30.16%	19
Creativity and Innovation	12.70%	8
Customer Service	23.81%	15
Cross Functional Collaboration	14.29%	9
Decision Making	12.70%	8
Discipline and Termination	9.52%	6
Diversity	11.11%	7
Documentation of Employee Performance	15.87%	10
EEO and Harassment	14.29%	9
Employee Engagement	33.33%	21
Ethics	6.35%	4
Executive Development	15.87%	10
Feedback - Manager to Employee	34.92%	22
Feedback - Peer to Peer	19.05%	12
Generations in the Workplace	12.70%	8
Goal Setting	20.63%	13
Influence	12.70%	8
Interpersonal Skills	25.40%	16
Interviewing Skills	15.87%	10
IT Training (Hardware, Virtualization, DB, Security, etc.)	4.76%	3
Job Specific Tasks	26.98%	17
Leadership for Emerging Leaders	38.10%	24
Lean Six Sigma	3.17%	2
Meeting Facilitation	12.70%	8
Mentoring	19.05%	12

Negotiation Skills	14.29%	9
New Employee Orientation	42.86%	27
Performance Management	26.98%	17
Presentation Skills	20.63%	13
Preventing Workplace Violence	7.94%	5
Problem Solving	7.94%	5
Process Improvement (Lean, Six Sigma, etc.)	7.94%	5
Product Knowledge	14.29%	9
Profession and Industry Specific	20.63%	13
Project Management	6.35%	4
Relationship Building	25.40%	16
Safety Compliance Skills	9.52%	6
Sales	14.29%	9
Self-Awareness and Emotional Intelligence	26.98%	17
Software	3.17%	2
Strategic Planning	17.46%	11
Succession Planning	17.46%	11
Supervisory Skills for New Supervisors	28.57%	18
Team Leader Skills	20.63%	13
Teamwork	22.22%	14
Time Management	19.05%	12
Training Skills (Train-the-Trainer)	11.11%	7
Wellness	19.05%	12
Written Communication, including email	7.94%	5
Other (please specify)	6.35%	4
Total Respondents: 63		

#	Other (please specify)	Date
1	We don't know yet.	8/5/2016 8:55 AM
2	OSHA	8/4/2016 4:23 PM
3	Compassion Fatigue AIDET (Studer principles) Crucial Conversations/Accountability Reality Based Leadership	8/2/2016 1:27 PM
4	Compassion Fatigue AIDET Rounding Studer Principles Crucial Accountability	8/2/2016 12:53 PM

Q9 OPTIONAL: If providing development on computer productivity skills in 2017, which specific skills would you address? (check all that apply)

Answered: 31 Skipped: 49

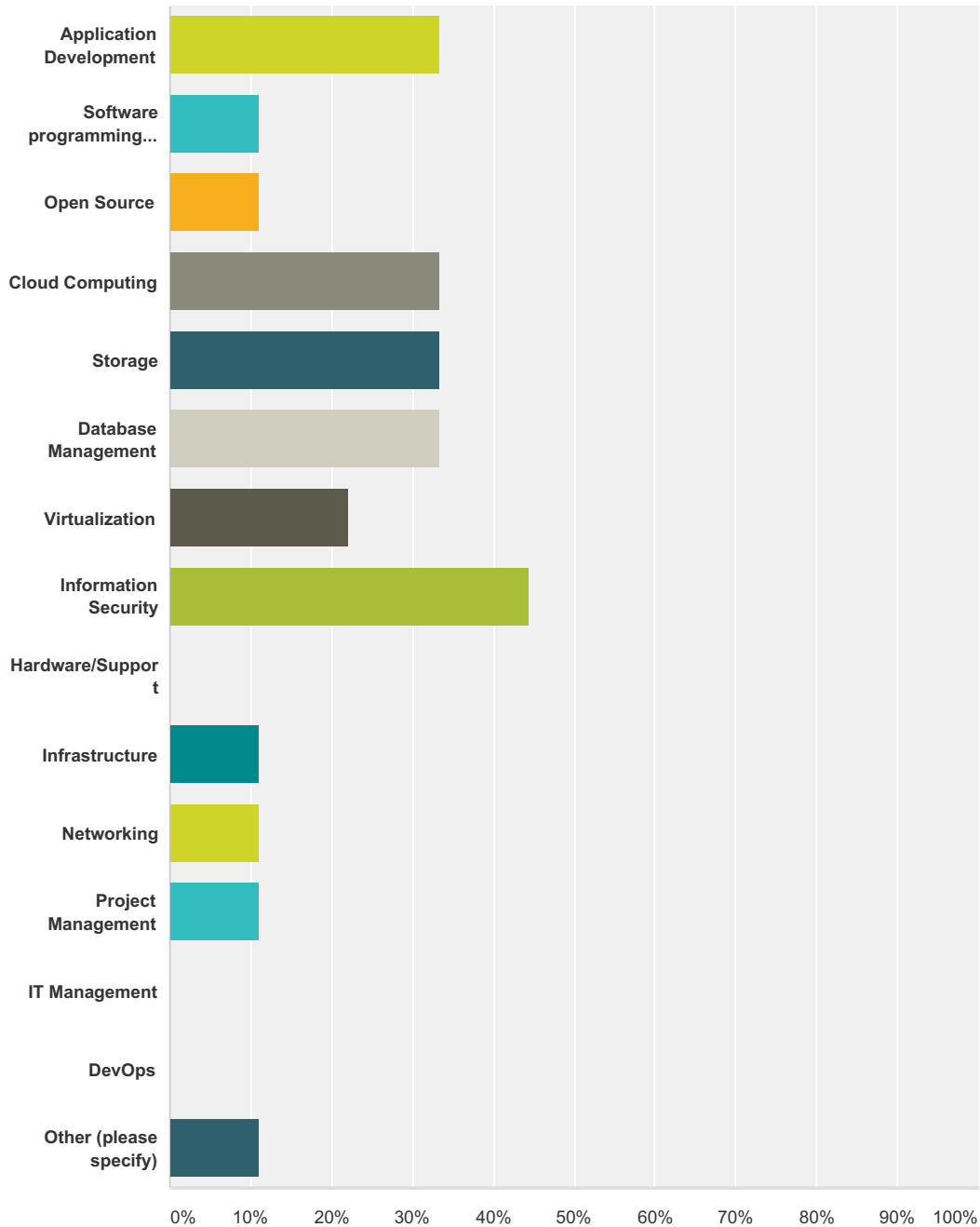


Answer Choices	Responses	
Word	35.48%	11
PowerPoint	32.26%	10
Excel	58.06%	18
Access	12.90%	4
Outlook	45.16%	14
SharePoint	19.35%	6
Adobe Products	16.13%	5
Publisher	0.00%	0
Visio	9.68%	3
Crystal Reports	0.00%	0
Financial Software	3.23%	1
VBA	6.45%	2
PowerPivot	0.00%	0
SQL Querying	12.90%	4
Project	0.00%	0
Company Specific Applications	22.58%	7
Office 365, OneNote and SAP	16.13%	5
Other (please specify)	12.90%	4
Total Respondents: 31		

#	Other (please specify)	Date
1	InforXA	8/5/2016 10:49 AM
2	Lawson reporting	8/2/2016 1:29 PM
3	GoogleDocs	8/1/2016 10:59 AM
4	Salesforce	7/29/2016 10:49 AM

Q10 OPTIONAL: If providing development on IT skills in 2017, which specific skills would you address? (check all that apply)

Answered: 9 Skipped: 71



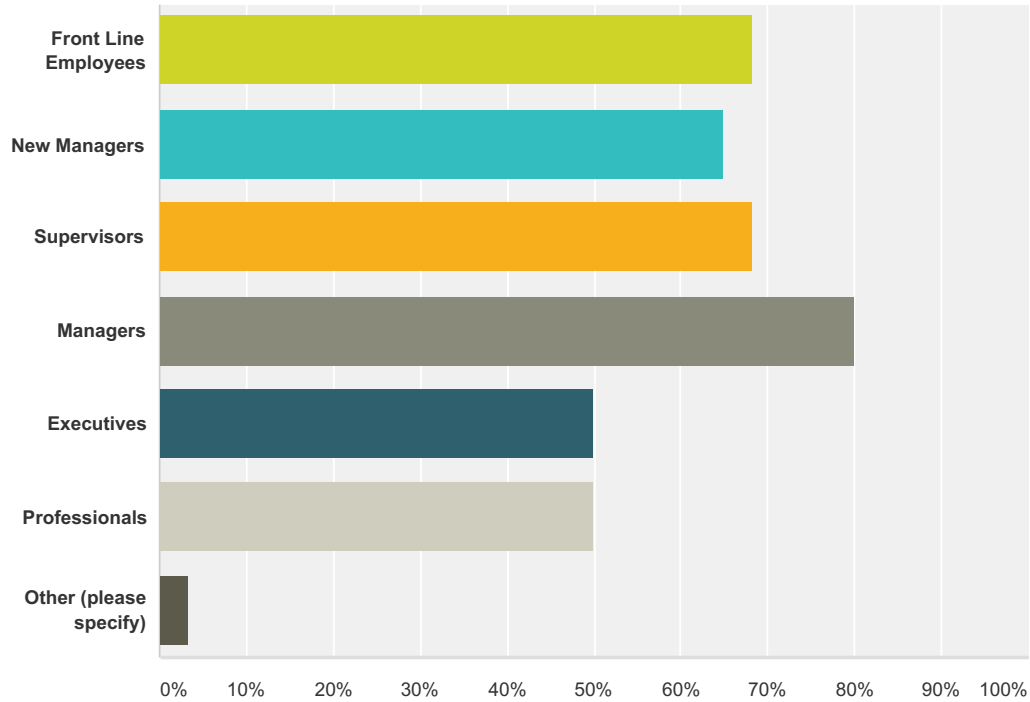
Answer Choices	Responses
Application Development	33.33% 3
Software programming languages (Java, HTML, Selenium, etc.)	11.11% 1

Open Source	11.11%	1
Cloud Computing	33.33%	3
Storage	33.33%	3
Database Management	33.33%	3
Virtualization	22.22%	2
Information Security	44.44%	4
Hardware/Support	0.00%	0
Infrastructure	11.11%	1
Networking	11.11%	1
Project Management	11.11%	1
IT Management	0.00%	0
DevOps	0.00%	0
Other (please specify)	11.11%	1
Total Respondents: 9		

#	Other (please specify)	Date
1	Agile	8/5/2016 9:35 AM

Q11 To whom do you plan to allocate talent development resources in 2017? Check all that apply.

Answered: 60 Skipped: 20

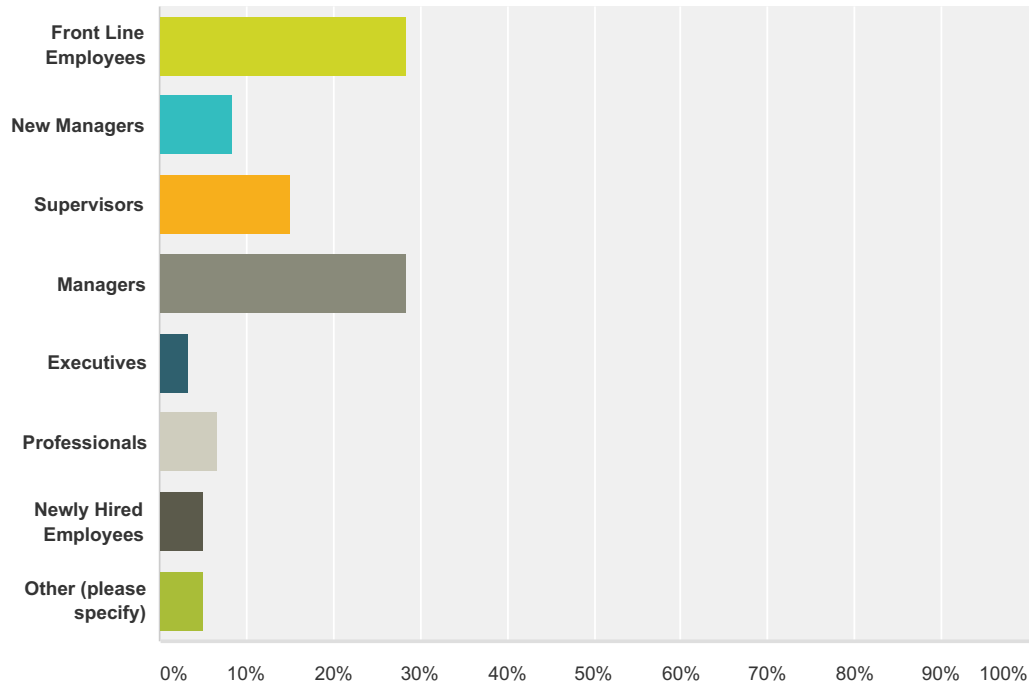


Answer Choices	Responses	
Front Line Employees	68.33%	41
New Managers	65.00%	39
Supervisors	68.33%	41
Managers	80.00%	48
Executives	50.00%	30
Professionals	50.00%	30
Other (please specify)	3.33%	2
Total Respondents: 60		

#	Other (please specify)	Date
1	Rising stars w/ leadership development	8/9/2016 2:28 PM
2	interns	8/5/2016 9:46 AM

Q12 Which of the following areas will receive the greatest percentage of your talent development resources allocation in 2017?

Answered: 60 Skipped: 20

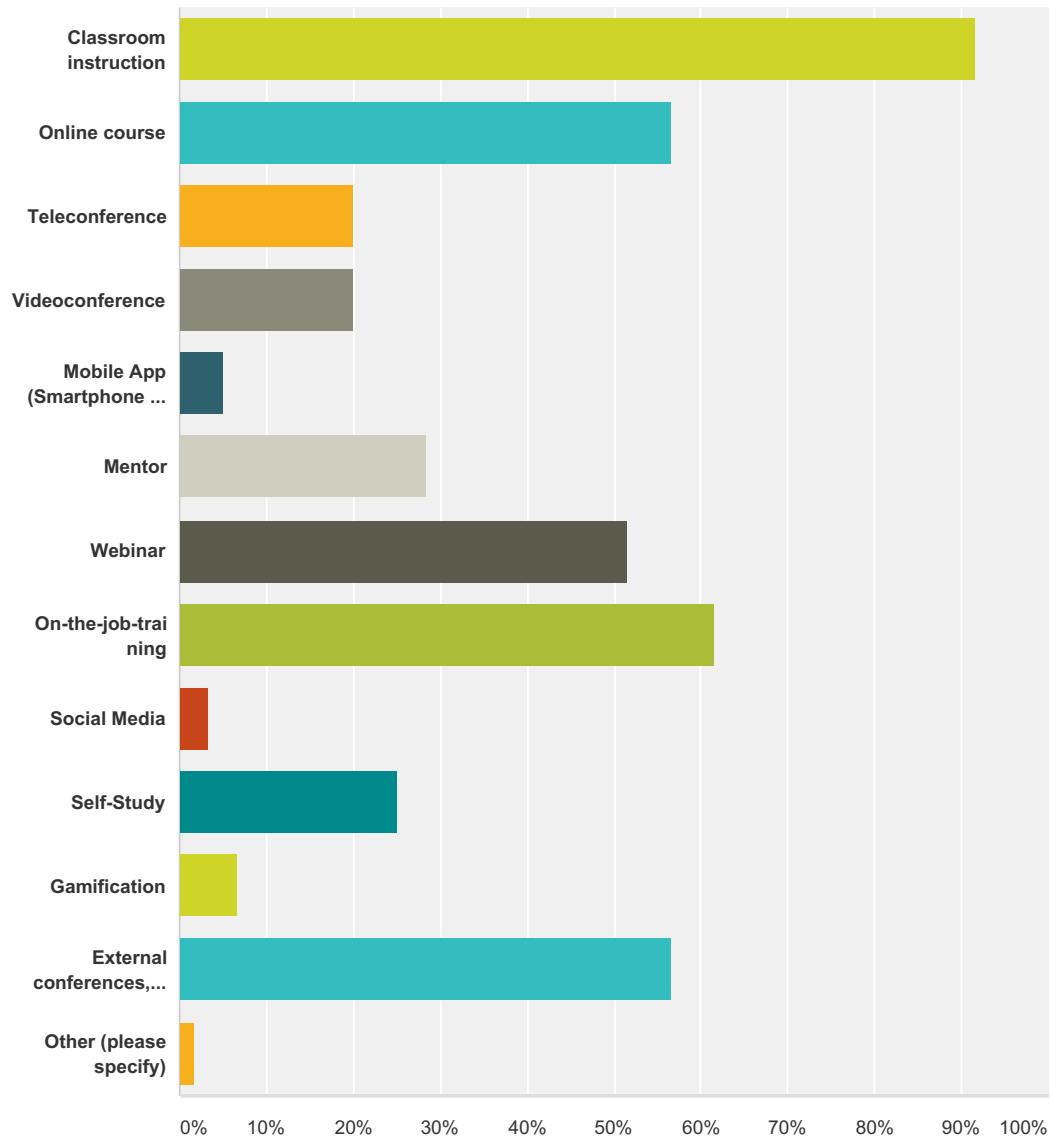


Answer Choices	Responses
Front Line Employees	28.33% 17
New Managers	8.33% 5
Supervisors	15.00% 9
Managers	28.33% 17
Executives	3.33% 2
Professionals	6.67% 4
Newly Hired Employees	5.00% 3
Other (please specify)	5.00% 3
Total	60

#	Other (please specify)	Date
1	Rising stars w/ leadership development	8/9/2016 2:28 PM
2	Salesl	8/4/2016 4:36 PM
3	All employees will have opportunities	7/28/2016 4:47 PM

Q13 How do you expect to deliver your talent development initiatives in 2017? Check all that apply.

Answered: 60 Skipped: 20



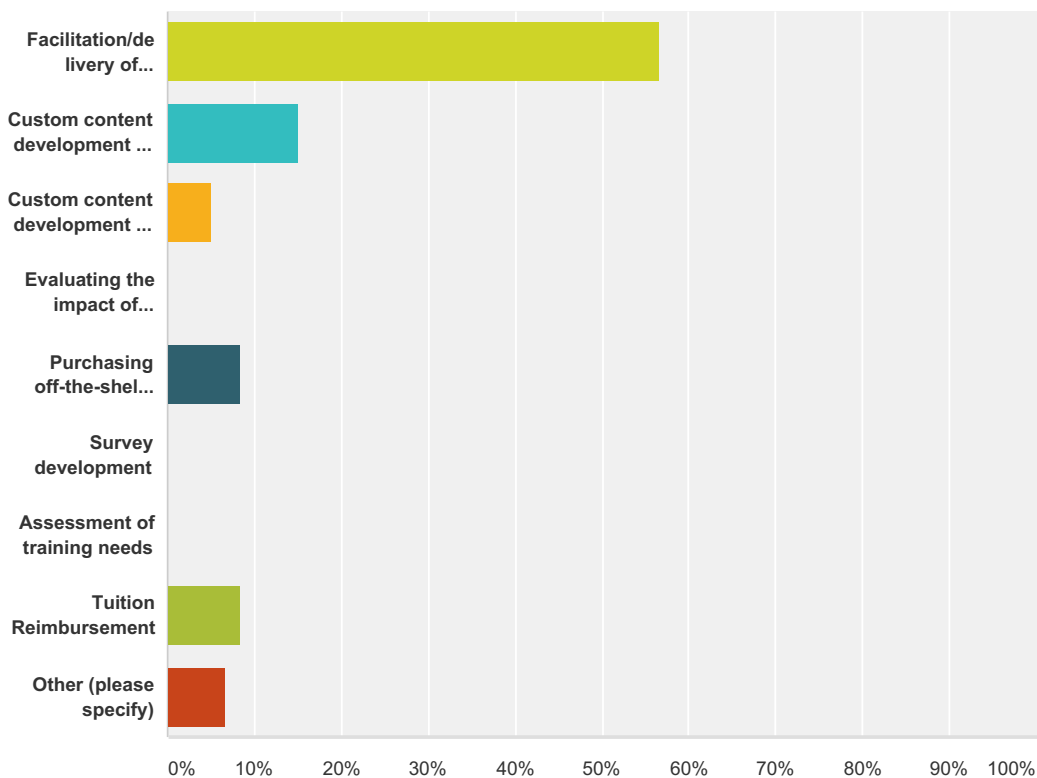
Answer Choices	Responses
Classroom instruction	91.67% 55
Online course	56.67% 34
Teleconference	20.00% 12
Videoconference	20.00% 12
Mobile App (Smartphone and iPad)	5.00% 3
Mentor	28.33% 17

Webinar	51.67%	31
On-the-job-training	61.67%	37
Social Media	3.33%	2
Self-Study	25.00%	15
Gamification	6.67%	4
External conferences, workshops, seminars	56.67%	34
Other (please specify)	1.67%	1
Total Respondents: 60		

#	Other (please specify)	Date
1	Internal conferences and meetings	8/2/2016 1:31 PM

Q14 Which of the following activities will receive the largest portion of your talent development budget?

Answered: 60 Skipped: 20

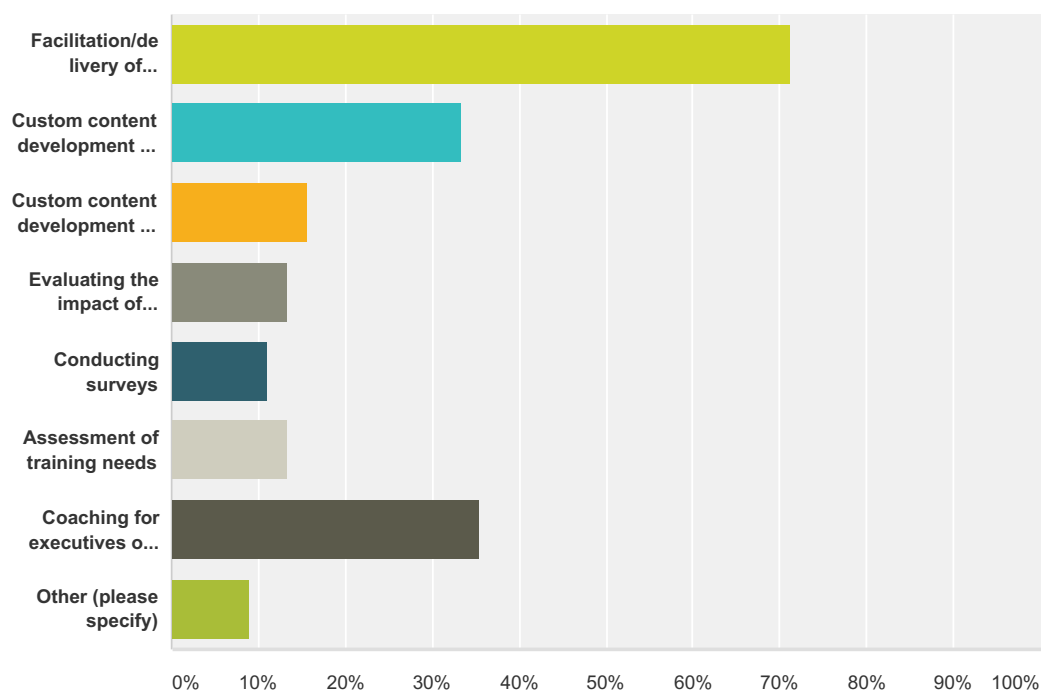


Answer Choices	Responses
Facilitation/delivery of courses	56.67% 34
Custom content development for classroom instruction	15.00% 9
Custom content development of e-learning programs	5.00% 3
Evaluating the impact of training initiatives	0.00% 0
Purchasing off-the-shelf materials (books, DVDs, training programs)	8.33% 5
Survey development	0.00% 0
Assessment of training needs	0.00% 0
Tuition Reimbursement	8.33% 5
Other (please specify)	6.67% 4
Total	60

#	Other (please specify)	Date
1	Certification in Crucial Conversations and Consulting	8/5/2016 9:01 AM
2	idk	7/29/2016 3:49 PM
3	TBD	7/28/2016 4:47 PM
4	External conferences, workshops, seminars	7/28/2016 3:12 PM

Q15 Which of the following functions do you plan to outsource over the next 12 months? Check all that apply.

Answered: 45 Skipped: 35



Answer Choices	Responses
Facilitation/delivery of courses	71.11% 32
Custom content development for classroom instruction	33.33% 15
Custom content development of e-learning programs	15.56% 7
Evaluating the impact of training initiatives	13.33% 6
Conducting surveys	11.11% 5
Assessment of training needs	13.33% 6
Coaching for executives or managers	35.56% 16
Other (please specify)	8.89% 4
Total Respondents: 45	

#	Other (please specify)	Date
1	Online content to add to our LMS.	8/9/2016 11:07 AM
2	We are currently looking at conducting everything internally.	8/5/2016 10:52 AM
3	none, done in-house	8/2/2016 1:31 PM
4	idk	7/29/2016 3:49 PM

Q16 What are the most significant challenges to implementing your talent development strategies?

Answered: 33 Skipped: 47

#	Responses	Date
1	Clarity from senior leaders on where to focus efforts as well as middle management support of their employees attending.	8/12/2016 4:54 PM
2	Time and resources	8/9/2016 2:28 PM
3	Administration/finding time to coordinate and plan appropriate objectives for each of our roles.	8/9/2016 1:26 PM
4	employees in different locations, employees too busy to attend training, justifying cost	8/9/2016 1:20 PM
5	Bui-in and continued support.	8/9/2016 11:07 AM
6	Just making time to get the training completed.	8/8/2016 10:02 AM
7	Creating value added content/materials.	8/5/2016 10:52 AM
8	collaboration with other departments	8/5/2016 9:48 AM
9	Getting the support and buy in from HR manager and executives.	8/5/2016 9:47 AM
10	Since it's new to our organization at a strategic level, our biggest challenge is to get our senior leaders to see the value and invest dollars.	8/5/2016 9:02 AM
11	Internal resources to determine what's needed.	8/5/2016 8:59 AM
12	Time taken away from day to day tasks.	8/4/2016 4:25 PM
13	Sales/time management.	8/4/2016 3:55 PM
14	Time	8/4/2016 3:39 PM
15	Resources for organizing all talent development needs.	8/4/2016 3:39 PM
16	Lack of Talent Development Resources to manage and deliver tasks.	8/4/2016 3:29 PM
17	We are looking at implementing an LMS. The outcome will have a huge impact, but there will be several pain points along the way, including the time investment which will pull from other initiatives on the wish list.	8/2/2016 9:46 AM
18	Getting people excited and engaged	8/1/2016 10:10 AM
19	We have three shifts of employees so providing opportunities for second and third shift employees is a constant challenge.	8/1/2016 9:24 AM
20	filling the spot for employees out of the work location	7/31/2016 5:15 PM
21	training new leaders when they need to gain experience in industry/field in general	7/29/2016 3:50 PM
22	Balancing workload with talent development needs	7/29/2016 2:54 PM
23	Budget and attitude of employees	7/29/2016 2:18 PM
24	Small staff, no dedicated learning and development department.	7/29/2016 1:22 PM
25	Limited budget (nonprofit) Inability to build on previous concepts because supervisors/managers have too pressing and great a workload to practice newly learned techniques/skills. We keep having to come back to the basics.	7/29/2016 11:23 AM
26	Getting all managers onboard with the training.	7/29/2016 10:59 AM
27	Time out of the work day.	7/29/2016 10:25 AM
28	our lack of a strategic plan that has been articulated from management to the employees working in the talent development area	7/29/2016 10:15 AM
29	There is no training budget in our area so development of elearning is extremely limited without any software or assistance while facilitating.	7/29/2016 10:01 AM

30	Resources to effectively hold sessions that can involve and engage employees across our multiple locations while also being inclusive of our remote employees.	7/29/2016 9:39 AM
31	Helping employees carve out the time to participate.	7/28/2016 4:48 PM
32	Employee participation - employees sign up for our training classes and then cancel at the last minute.	7/28/2016 1:12 PM
33	We have offered several leadership classes so for us finding new refreshing leadership topics to help supervisors and manager reflect and grow	7/28/2016 12:53 PM



1114 Aurora Avenue
Des Moines, IA 50322
515-727-0731



6200 Aurora Avenue, Suite 207E
Urbandale, IA 50322
515-255-0220