Your 2022 Score

Learning Performance Benchmark

Introduction

What is the Learning Performance Benchmark?

The Learning Performance Benchmark is an independent and confidential L&D comparison tool. It is designed to uncover gaps in your learning strategy, identify what to prioritise and benchmarks you against your peers.

How is my score calculated?

Your score is an aggregate of 96 strategic behaviours, measured on a scale of 1–100. It tracks the overall health of your organisation's learning strategy, and establishes a baseline for the coming year. In this way, your score indicates not only the impact of your L&D strategy in practice, but also the extent of your digital innovation, and how well your organisation is embedding behavioural change. The learning maturity score has a positive relationship to the 4 strategic levers of business:
1. growth
2. transformation
3. productivity
4. profitability

Data source

The benchmark scores have been established from the responses almost 800 participants from the private, public and not-for-profit sectors who completed the 2021 Learning Performance Benchmark.
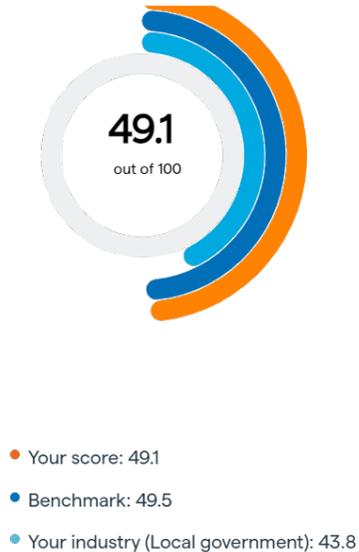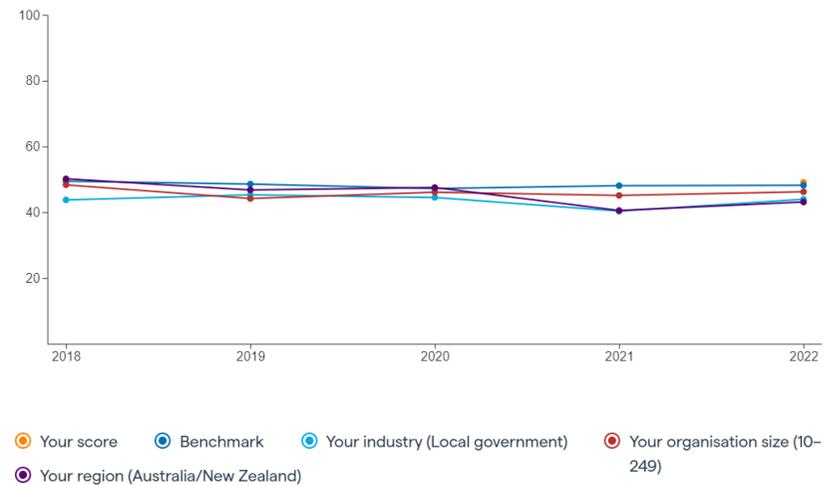
Learning maturity score

Your maturity score provides a benchmark measurement of how well you have implemented your learning strategy across 6 key components. Those with the highest scores are consistently achieving the best results for their organisations and their people.

Your 2022 score

49.1
out of 100

- Your score: 49.1
- Benchmark: 49.5
- Your industry (Local government): 43.8

Overall participant trends

- Your score
- Benchmark
- Your industry (Local government)
- Your organisation size (10–249)
- Your region (Australia/New Zealand)

Quick takeaways

You are **0.4 points below** the average benchmark for this year	You are **5.4 points above** the average for organisations in your industry	You are **0.8 points above** the average for your organisation size	You need **0.9 more** points to move up to the next stage of organisational learning maturity

Six key components

Your maturity score comes from the interaction between 6 critical areas of impact. We call them the '6 key components'. They comprise the subsections in the 'Strategy in practice and culture' section of the review. Which of the 6 key components is your strongest—and which need a little work?

Strategy and business alignment

Benchmark: 6.21
Your industry (Local government): 6.11
Your organisation size (10 - 249): 5.89
Your region (Australia/New Zealand): 6.21

4.4 out of 9

Employee experience

Benchmark: 5.1
Your industry (Local government): 4.31
Your organisation size (10 - 249): 4.9
Your region (Australia/New Zealand): 5.1

5.6 out of 9

Environment, talent and culture

Benchmark: 5.42
Your industry (Local government): 5.28
Your organisation size (10 - 249): 5.51
Your region (Australia/New Zealand): 5.42

5.8 out of 9

L&D team capabilities

Benchmark: 4.8
Your industry (Local government): 3.87
Your organisation size (10 - 249): 4.55
Your region (Australia/New Zealand): 4.8

5.2 out of 9

Organisational engagement

Benchmark: 5.33
Your industry (Local government): 4.08
Your organisation size (10 - 249): 4.78
Your region (Australia/New Zealand): 5.33

4.1 out of 9

Learning impact

Benchmark: 3.99
Your industry (Local government): 3.96
Your organisation size (10 - 249): 4.39
Your region (Australia/New Zealand): 3.99

4.6 out of 9
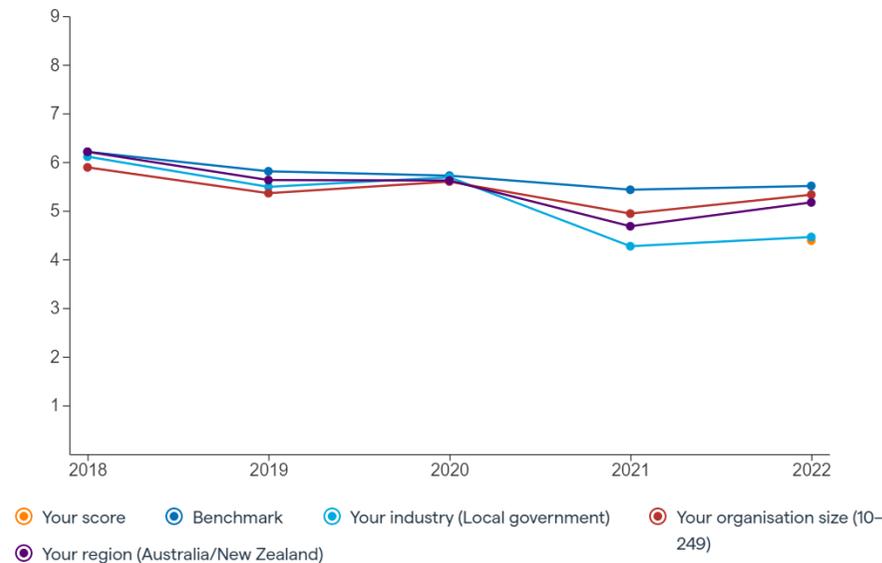
Strategy and business alignment

A clear vision is critical for the success of your organisational learning strategy. What's more, when a clear link exists between L&D strategy and organisational critical outcomes, a partnership has been developed based on a common understanding, demonstrating value becomes less important.

4.4
out of 9

Key questions to consider:

1. How well do you understand organisational needs and prioritise business strategy?

2. How do you establish governance for learning in your organisation?

Overall participant trends

- ● Your score
- ● Benchmark
- ● Your industry (Local government)
- ● Your organisation size (10–249)
- ● Your region (Australia/New Zealand)

Key behaviours to be proud of

Compared to the average for 2021, you're doing great in the following areas:

7 out of 9 for
"our learning initiatives are delivered in time to meet the needs of the business"
(vs 2021 average of 5.5)

6 out of 9 for
"our learning initiatives support the skills the business needs"
(vs 2021 average of 5.55)
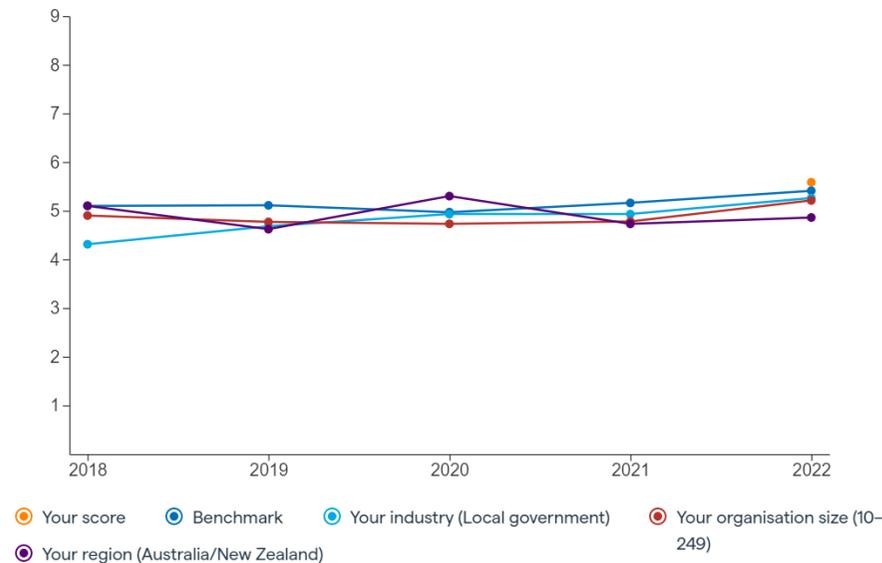
Employee experience

Employee experience is a key tenet of any L&D strategy. It's underpinned by 2 key indicators of a high-impact learning culture: 1) choice: empowering employees to make their own decisions fosters a culture in which development is self-led; and 2) motivation: to discover what makes employees tick, leaders must explore their behaviours, practices and everyday experiences.

5.6
out of 9

Key questions to consider:

1. Do your people have a voice when it comes to adapting your organisation's learning strategy?

2. Does your L&D consider their motivations, and allow for autonomy and choice?

Overall participant trends

- ● Your score
- ● Benchmark
- ● Your industry (Local government)
- ● Your organisation size (10–249)
- ● Your region (Australia/New Zealand)

Key behaviours to be proud of

Compared to the average for 2021, you're doing great in the following areas:

7 out of 9 for
"self-determined learning is common practice in our organisation"
(vs 2021 average of 4.62)

6 out of 9 for
"individuals are recognised for their learning achievements"
(vs 2021 average of 4.63)
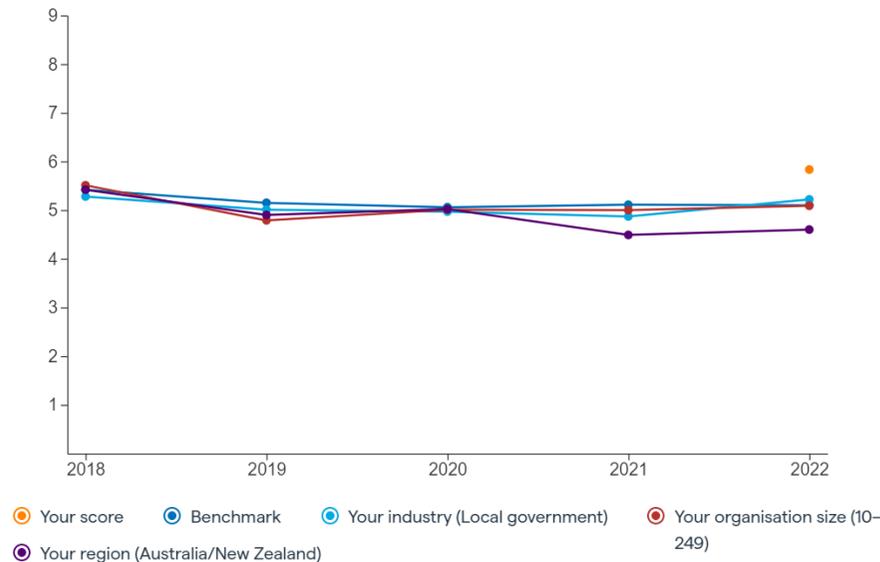
Environment, talent and culture

Another 3 key indicators of a high-impact learning culture are talent (e.g. L&D infused in all vertical and horizontal moves, including onboarding), work culture (e.g. empowering managers to support employees), and the organisational environment (e.g. competition, financial situation). Understanding them is a prerequisite for maintaining healthy and productive partnerships with multiple stakeholders.

5.8 out of 9

Key questions to consider:

1. Do you understand the determinants—both internal—and externalaffecting the success of your learning strategy?

2. Are you taking active measures to address these factors?

Overall participant trends

Legend:
- Your score
- Benchmark
- Your industry (Local government)
- Your organisation size (10–249)
- Your region (Australia/New Zealand)

Key behaviours to be proud of

Compared to the average for 2021, you're doing great in the following areas:

8 out of 9 for
"mentoring is an important part of our work culture"
(vs 2021 average of 4.47)

8 out of 9 for
"our organisation understands the value of learning from mistakes"
(vs 2021 average of 5.12)
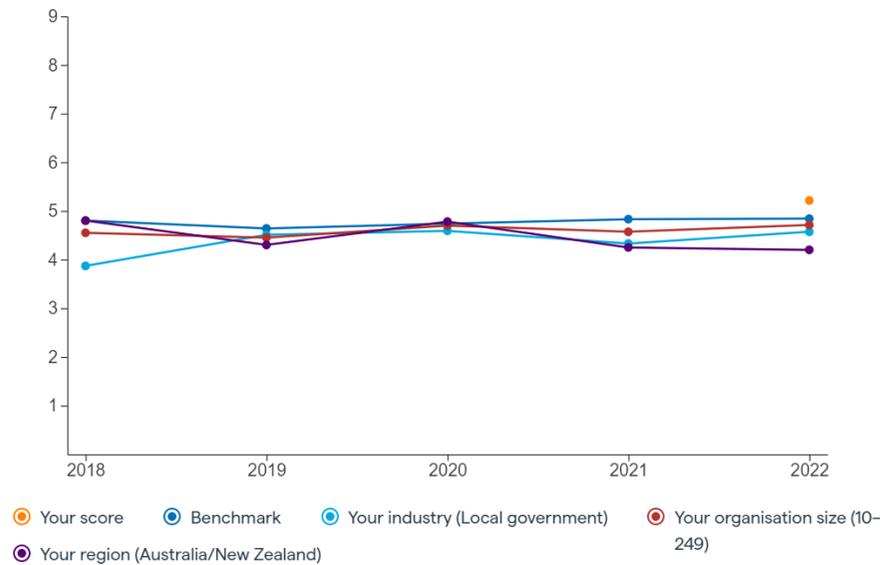
L&D team capabilities

Internal L&D capabilities, learning design, learning transfer, performance support and collaboration are key indicators of a high- impact learning culture. An L&D strategy that lacks the right team capabilities to actually execute it will always fail. What skills do you consider a priority for your L&D professional to ensure a modernised learning strategy?

5.2
out of 9

Key questions to consider:

1. Does your team have the capacity to enable learning in the flow of work?

2. Is evidence-based practice embedded in how your organisation makes decisions about learning and performance support?

Overall participant trends

- ● Your score
- ● Benchmark
- ● Your industry (Local government)
- ● Your organisation size (10–249)
- ● Your region (Australia/New Zealand)

Key behaviours to be proud of

Compared to the average for 2021, you're doing great in the following areas:

7 out of 9 for
"learning goals and outcomes are discussed with individuals before they start"
(vs 2021 average of 4.59)

6 out of 9 for
"we have audited the skills of our l&d team against those required"
(vs 2021 average of 3.82)
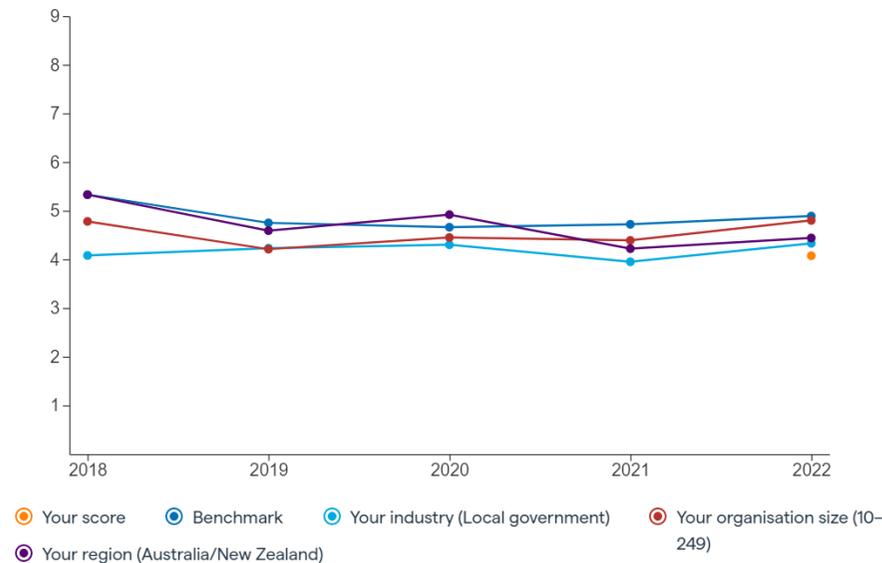
Organisational engagement

Managing change successfully and engaging key stakeholders is critical to success. Through engagement, employees feel more empowered, and are more committed to your organisation's L&D vision, regardless of whether they're learners, facilitators or leaders. That's why organisational engagement is a key indicator of a high-impact learning culture.

4.1
out of 9

Key questions to consider:

1. Have you identified the stakeholders you need to work with to deliver your learning strategy?

2. How can you more effectively connect with these people to put your strategy into practice?

Overall participant trends

- Your score
- Benchmark
- Your industry (Local government)
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- Your region (Australia/New Zealand)

Key behaviours to be proud of

Compared to the average for 2021, you're doing great in the following areas:

6 out of 9 for
"our classroom facilitators engage learners with digitally-enabled programmes"
(vs 2021 average of 4.61)

6 out of 9 for
"senior managers demonstrate a commitment to learning"
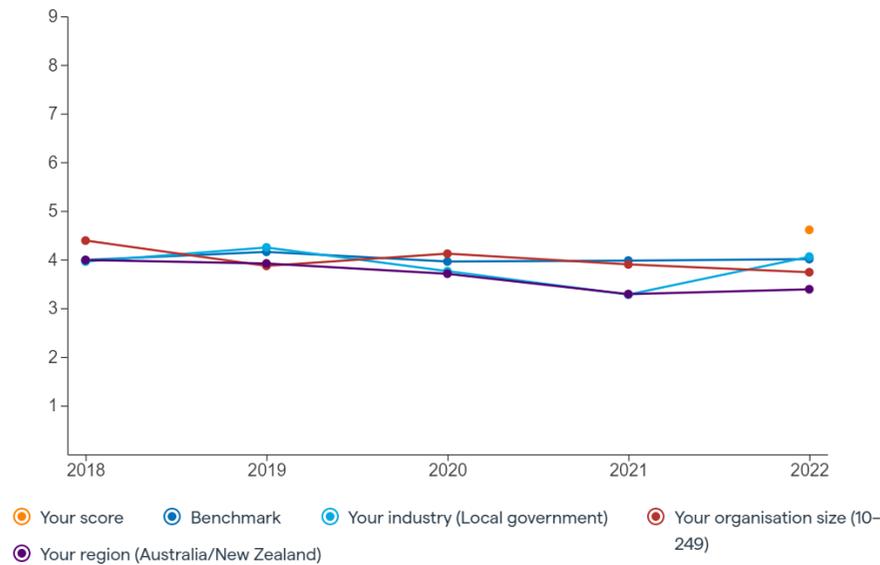(vs 2021 average of 4.94)

Learning impact

Shared knowledge of the impact that learning is having on performance drives the learning culture within your organisation. Gathering feedback from stakeholders, measuring effectiveness through analytics and benchmarking, and communicating successes with managers and supervisors are vital paths to understanding this impact.

4.6
out of 9

Key questions to consider:

1. Is your organisation fostering a culture of continual improvement?

2. How is your L&D strategy delivering on the 4 strategic levers of business (growth, transformation, productivity and profitability)?

Overall participant trends

- ● Your score
- ● Benchmark
- ● Your industry (Local government)
- ● Your organisation size (10–249)
- ● Your region (Australia/New Zealand)

Key behaviours to be proud of

Compared to the average for 2021, you're doing great in the following areas:

6 out of 9 for
"we collect information from line managers on the extent to which the learning points have been applied at work"
(vs 2021 average of 3.42)

6 out of 9 for
"we collect information from learners on the extent to which the learning points have been applied at work"
(vs 2021 average of 3.99)

Learning maturity stage

Your maturity score sits within one stage of our 4-phase maturity model. This model shows the transformation of an L&D team and its impact on your organisation. Each stage of the journey delivers more impact and reduces friction.

By grouping organisations in this way, we can analyse what top performers (those at Stage 4) are doing differently, and offer insights into the transformation journey.

Stage 4: High-impact learning culture
(73–100 - Deep impact)

Stage 3: Proactive talent and performance strategy
(63–72 - Moderate impact)

Stage 2: Implementing L&D programmes
(50–62 - Low impact)

Stage 1: Transactional L&D intervention
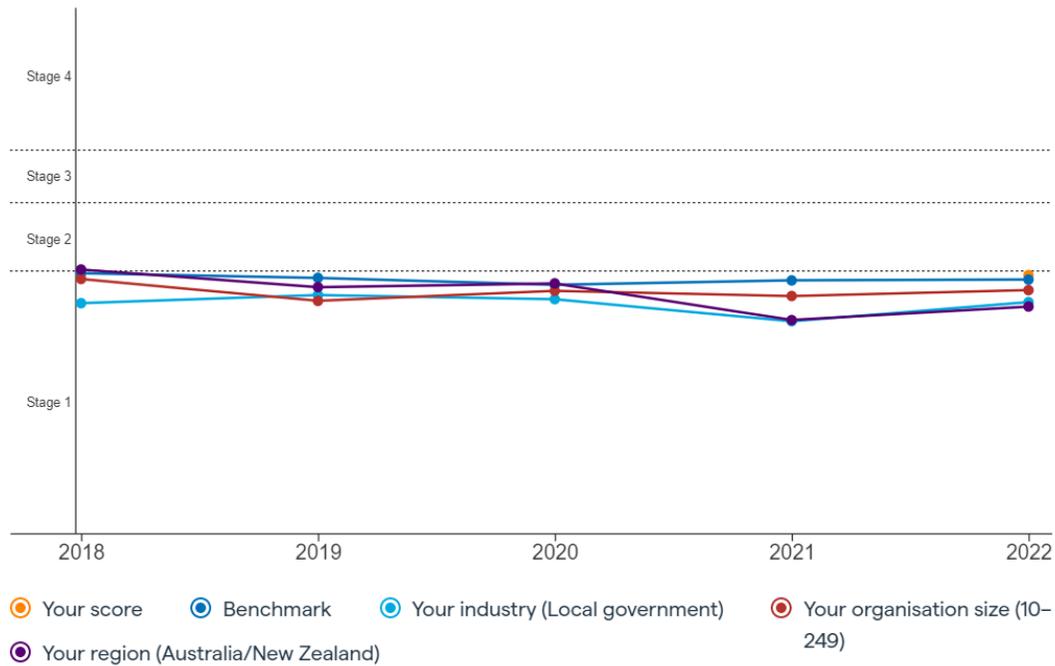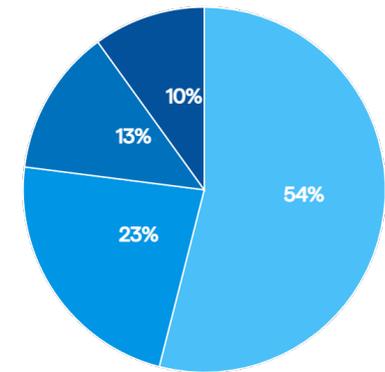(0–49 - Surface impact)

You are at:

Stage 1: Transactional L&D intervention

- You focus on efficiency
- Your L&D strategy is responsive, but would benefit from more detailed and informed planning
- You aren't getting the most out of your data

Overall participant trends

Legend:
- Your score
- Benchmark
- Your industry (Local government)
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Overall participants by stage

- Stage 1: 54%
- Stage 2: 23%
- Stage 3: 13%
- Stage 4: 10%

Actionable insights

Having completed the Learning Performance Benchmark, the next step of the journey is to take concrete actions that will help you and your team embed a high-performing learning culture.

The following recommendations are underpinned by two decades of research and data. The focus is on transitioning between stages, highlighting where priorities should be placed, what challenges to expect, and what L&D capabilities are required.

Governance

Right now, your strategic planning is reactive, not proactive. Your L&D activity tends to meet only your employees' immediate training needs. You're not currently taking measures to future-proof your organisation. And your governing decisions don't tend to be driven by data or evidence-based principles.

How to progress to stage 2:
Work with senior management to articulate what KPIs and business metrics would be best to measure learning impact. This will facilitate more strategic decisions, because your metrics can guide and inform future behaviours.

Formal learning

Led my demand, your learning programmes may be focused primarily on compliance training, and other transactional interventions. Your L&D department might not be particularly technologically advanced when it comes to developing, targeting, and delivering programmes.

How to progress to stage 2:
Improve learning flexibility by offering a wider range of courses, and utilise technology in the delivery of those courses. It may be best to blend face-to-face delivery with eLearning, rather than shift to exclusively digital delivery methods.

Learning in the flow of work

You may be neglecting peer-to-peer learning and communities of practice. Both the department and the organisation itself have only a limited understanding of the benefits of improving accessibility of learning materials.

How to progress to stage 2:
Become more proactive in understanding what people need to learn in order to carry out their roles more proficiently. Engage your learners in one-to-one dialogues to explore their own requirements. You could also conduct more rigorous research, be that in the form of surveys, interviews, or focus groups.

Role of L&D

Your organisation lacks the knowledge and capabilities to realise the benefits of learning innovation and digitalisation.

How to progress to stage 2:
Audit in-house skills, and compare them to the highest-priority capabilities for your organisation's advancement. Draw on experts and internal departments, and create a holistic perspective on how your learning team can support performance.

Role of individuals

Learners are thought of only as recipients. Their potential value as contributors hasn't been recognised.

How to progress to stage 2:
People learn most effectively when they're granted the agency to engage with materials and resources as they see fit, and in a way that suits them. So ideate ways of involving learners in the initial design stage of your L&D strategy.

Role of leaders

Managers and senior executives need to embrace their roles and get far more involved. Your L&D approach certainly has the seed of potential—but without affirmation from the top, it probably won't ever flower.

How to progress to stage 2:
The department needs to reimagine how it conducts its dialogue with key stakeholders when communicating the benefits of its learning strategy. Show them the immense potential of your L&D projections, and iterate precisely how they could be instrumental in propelling that vision into reality.

Overall participant trends

These trends are based on comprehensive data derived from every response to the Learning Performance Benchmark. This informs you about what other organisations are doing, what's on trend—and whether you're missing out on anything.

Technology

What are the most popular tools used to support learning and performance?

Rank	Trending technology	You're using in-house	Overall benchmark	Change from 2021
1	Communication tools (e.g., instant messaging, forums)	Yes	80%	5% ↑
2	Virtual classrooms (live)	Yes	78%	24% ↑
3	Webinar (e.g., Webex, Adobe Connect)	Yes	74%	0%
4	Job aids (e.g., PDF checklists, infographics)	Yes	72%	3% ↓
5	Mobile devices (smartphones, tablets)	No	69%	1% ↑

Challenges

Every organisation faces obstacles to getting the most out of their L&D strategy. Here's a list of the most common challenges:

Rank	Top challenges	You've identified this challenge	Overall benchmark	Change from 2021
1	Reluctance by managers to make time for learning	Yes	42%	2% ↓
2	Overwhelmed and underequipped	Yes	38%	2% ↓
3	Leaders have traditional expectations about L&D which are difficult to change	No	35%	1% ↓
4	Lack of investment in future-proofing our L&D strategy	Yes	31%	2% ↓
5	Lack of analytical skills to use learning data effectively	Yes	30%	2% ↑

In-house skill sets

Here are the top L&D in-house capabilities present in organisations. Note that this does not mean these are the most effective capabilities, but simply highlights what expertise the average L&D team has in-house.

Rank	Top skillsets	You have this skill in-house	Overall benchmark	Change from 2021
1	In-person classroom delivery	Yes	77%	0%
2	Learning management / administration	Yes	61%	0%
3	Virtual classroom / webinar delivery	Yes	61%	22% ↑
4	Evaluating impact	Yes	57%	3% ↑
5	Crafting learning journeys/blended solutions	Yes	47%	7% ↑

Recommended reading

Below is a list of our research resources for improving your maturity score. These reports have been compiled by our Research & Insights team. They include annual benchmark reports on learning trends, plus in-depth topical reports providing insights and practical advice for making an impact.

[Professionalising learning and development](#)

[How to build and change habits in the workplace](#)

[Driving performance and productivity](#)

[L&D's relationship with data](#)

[The transformation journey](#)

[Challenging perceptions of learners](#)

[Bridging the divide](#)

[Who moved my skills?](#)

[Driving the new learning organisation](#)

[Risk in the C-suite](#)

[Going beyond ticking the box](#)

[The evolution of 70:20:10](#)

[Back to the future: why tomorrow's workforce needs a learning culture](#)

[Driving leadership capability](#)

[Making an impact: how L&D leaders can demonstrate value](#)

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Visit
mindtoolsbusiness.com/learningcommunity/learning-innovation-group

Want further insights?

We provide L&D with the support they need to bring together all key stakeholders in the learning journey, ensuring the learning function works effectively to embed a high-performing learning culture across the business. By applying the breadth and depth of our industry analytics and our robust, evidence-based approach, we will connect your learning decisions and outcomes to real business impact. If you think your organisation would benefit from our analyst service, email insights@mindtools.com

Was this PDF useful?
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