



**TiER1**

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# 2023 LEARNING TRENDS REPORT

## EXECUTIVE SUMMARY

WRITTEN BY

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# WELCOME

## The Learning Trends Report

The Learning Trends Report is an almost decade-long effort of TiER1 Performance providing a comprehensive summary of industry trends for the learning and development field (L&D). Our goals for Learning Trends include:

- Supporting learning teams and professionals with practical intel about what's happening in the industry.
- Benchmarking our findings against other organizations with demonstrable evidence of success.
- Highlighting opportunities for the industry to continue evolving.

## What's unique about Learning Trends?

There are numerous useful industry surveys published each year that provide distinctive information. Learning Trends selects high-performing organizations based on a combination of learning success, quality of learning measurement, and quality of professional development—thus enabling learning teams to have confidence that they are benchmarking against exemplary organizations.

## What's inside the executive summary?

The full Learning Trends Report, available at [tier1performance.com/2023-Learning-Trends-Report](https://tier1performance.com/2023-Learning-Trends-Report), is a comprehensive analysis of more than 500 respondents from around the world. The Learning Trends Executive Summary highlights the most important findings from the full report.

## How to use the Learning Trends Report

- **Get data to share with your senior leadership** to show where your learning team is excelling AND to get budget, resources, and support to improve in areas where your current practices may be falling short.
- **Inform your learning strategy** by uncovering the opportunities you may not have considered before and by prioritizing the best practices you're already using.
- **Energize and educate your learning team** by enabling them to examine their own practices and reflect on where they align (or don't) with the practices of exemplary organizations.

# EXEMPLARY ORGANIZATIONS

We define **exemplary organizations** as those using systematic methods to gain insight into their learning designs and results. With this window into their practices, they report demonstrable success in enabling improved work performance. **Exemplary organizations represent only about 10% of respondents in our study.**

Go to [surveyMonkey.com/r/exemplaryquiz](https://surveyMonkey.com/r/exemplaryquiz) to take a five-question diagnostic to see if your organization qualifies as exemplary.

According to the data, exemplary organizations are:



## MORE EFFECTIVE

Exemplary organizations are selected based on their success in improving work performance and on the quality of their learning evaluation and professional development.



## MORE INNOVATIVE

People from exemplary organizations are more than twice as likely to say their organization uses innovation-friendly practices. They also work on 70% more learning methods than people in typical organizations.



## MORE FULFILLED

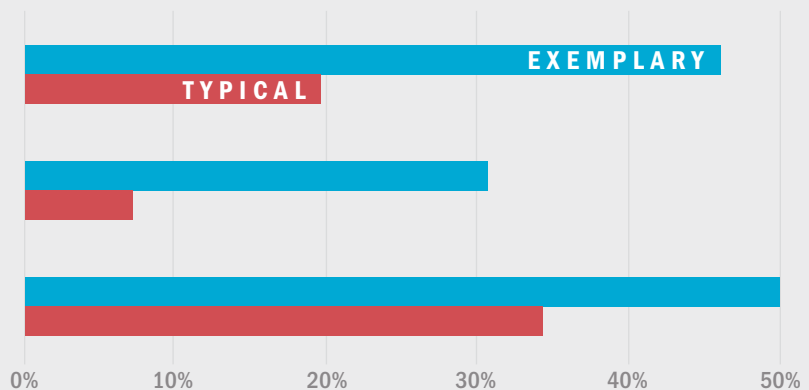
People in exemplary organizations are more than twice as likely as people in typical organizations to say they are “doing the most fulfilling work of my career.”

## Innovation culture

We innovate healthfully by routinely searching for new tools/methods, prototyping new approaches, and improving our overall toolkit of solutions.

We make changes to stay ahead of technology, organizational forces, and market trends.

We make changes to stay current with technology, organizational forces, and market trends.



# PROFESSIONAL DEVELOPMENT

## We receive less than we need.

We, the providers of training, don't receive much formal training ourselves. More than half of our survey respondents want more professional development (PD), and the median budget for individuals to spend on their own PD is between \$1,001 and \$2,500.

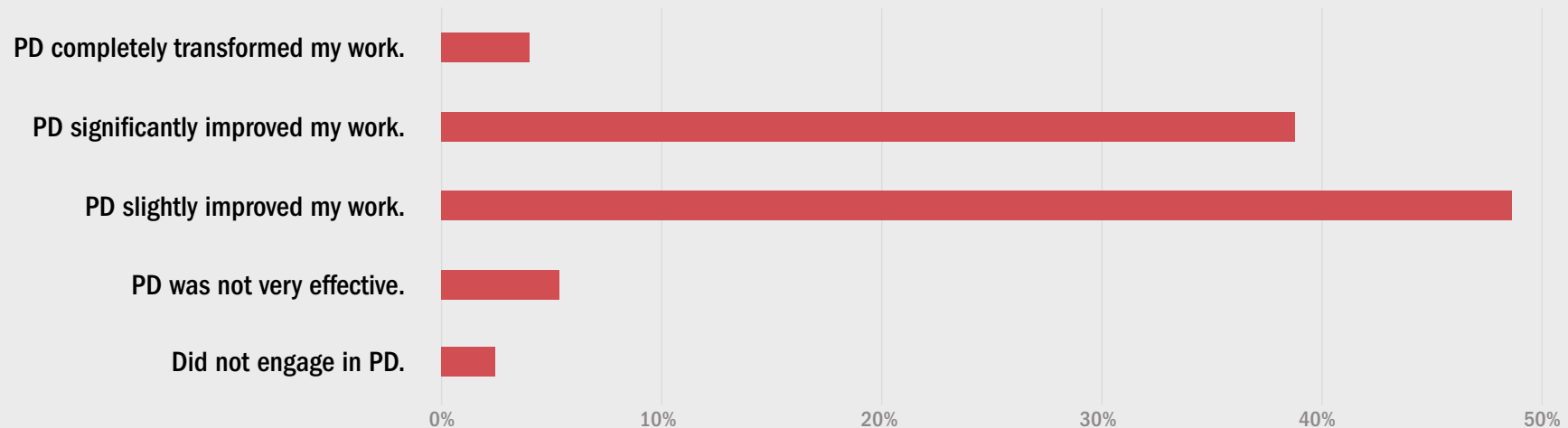
## We find our own opportunities.

Most of our PD comes from our own outreach and seeking sources like online articles, blog posts, books, webinars, self-guided courses, and videos. We prefer scientific research as our most trusted source of information, and we also rely on a host of thought leaders in our field.

## We're improving, not transforming.

While fewer than 5% of respondents report their work being completely transformed by PD, most felt the PD they did receive was pretty good. Yet only 40% said it significantly improved their work performance.

### In 2022, how was the overall quality of the professional development in which you engaged?



# METHODS AND SOLUTIONS

## Learning happens online.

While 65% used classroom instructor-led learning in 2022, online learning—in many formats—is the most used learning modality.

- 79% of organizations regularly use eLearning.
- 72% use online instructor-led learning.
- 66% used video, primarily delivered online.

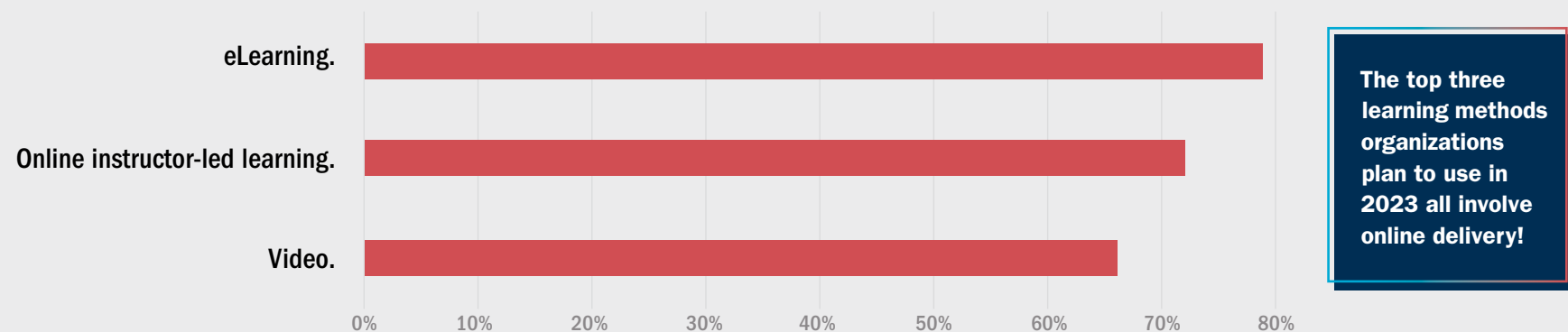
## All eyes are on AI.

Of the learning methods that organizations say they're using for the first time in 2023, AI and machine learning top the list—followed by adaptive learning, behavioral nudge campaigns, improved learning evaluation, and asynchronous discussions for learning.

## We're using evaluation as a learning method.

Also notable is that 58% plan to begin using “improved learning evaluation” and 52% will use “learning analytics.” We note these findings because they show how our work is expanding beyond learning delivery.

### Top learning trends or methods that organizations will use in 2023 to provide learning and/or performance improvement



# DESIGN PROCESSES

## ADDIE is still king.

When it comes to design processes that are regularly employed in building learning and performance programs, ADDIE's reign continues—59% of organizations used ADDIE in 2022.

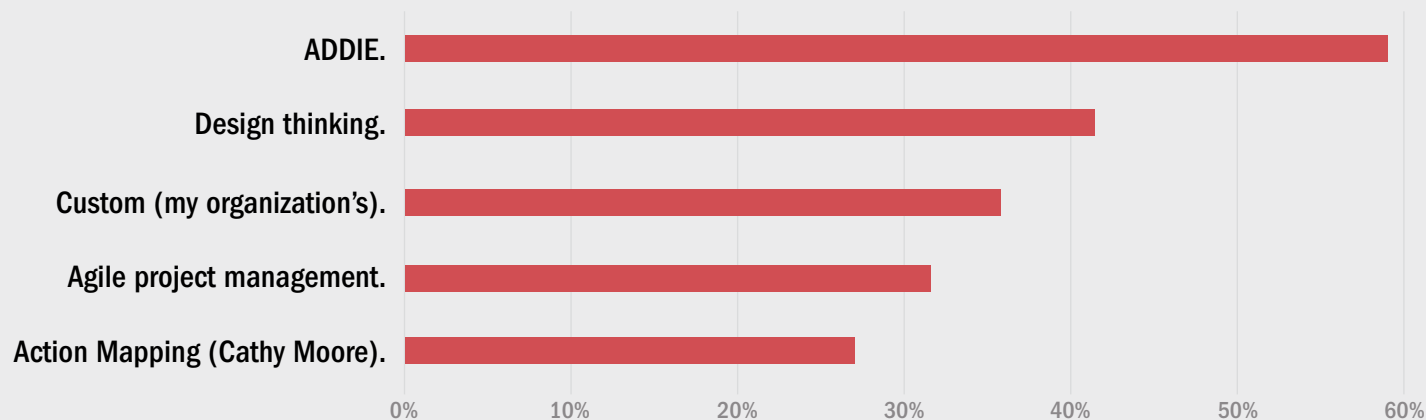
## Learning professionals are innovators.

Interestingly, the third most popular choice among our respondents is custom design processes. Perhaps this demonstrates that learning professionals are innovators; maybe it shows that we think we can improve standard design processes. Respondents from L&D vendors selected at least one innovation practice 78% of the time, compared with 44% for all other organization types.

## We could improve our needs analyses.

In looking at specific practices, 74% of respondents say they gathered insights from subject matter experts, and 59% report gathering insights from expert performers. Unfortunately, only 23% are gathering information from novices or weak performers.

### In 2022, which design processes did your team regularly employ in building learning and performance programs?



The top five design processes are shown. For the full list, see page 36 of the full report.

# LEARNING EVALUATION

## We focus on completion, not learning.

The two most common methods of learning evaluation reported by respondents are surveying learners (62%) and measuring attendance/completion rates (68%). Using Will Thalheimer's Learning-Transfer Evaluation Model (LTEM), these methods are rated Tier-1 and Tier-3, respectively.

## We want more evaluation.

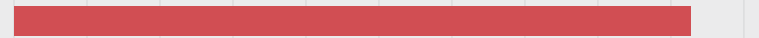
Almost two-thirds of our respondents (64%) report that their learning teams are not able to do the learning measurement they want to do. Only 5% report using research-supported evaluation practices. When asked for the models and frameworks they're using, 38% mentioned the Kirkpatrick-Katzell model and 28% mentioned LTEM.

## We struggle to connect learning to work impact.

Only 6% of respondents say that their organization has "undeniable evidence of success in improving employee work performance" (LTEM Tier-7 or Tier-8). An additional 27% report that their organizations have "strong indications of success."

### In general, is your learning team able to do the learning evaluation it wants?

No. We would like to make substantial improvements.



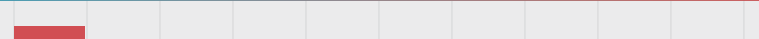
No. We would like to make modest improvements.



Yes. We are mostly satisfied, but we continue to improve our evaluations as needed.



Yes. We are happy because we generally use sound, research-supported evaluation practices.



Yes. For us, additional focus on evaluation will not be worth the investment.



I do not know enough to say.



0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%

64% of us are NOT ABLE to do the evaluation we want!

Only 5% are using "sound, research-supported evaluation practices."



# THE ECONOMY

## There is stability in the sector.

Over the last year, learning teams gained and lost about the same number of people. Although the rise of job-switching has been reported in some industries, there don't appear to be major benefits or harms for our learning teams in 2022. For the coming year, most learning professionals expect very little impact on their work from a changing economy.

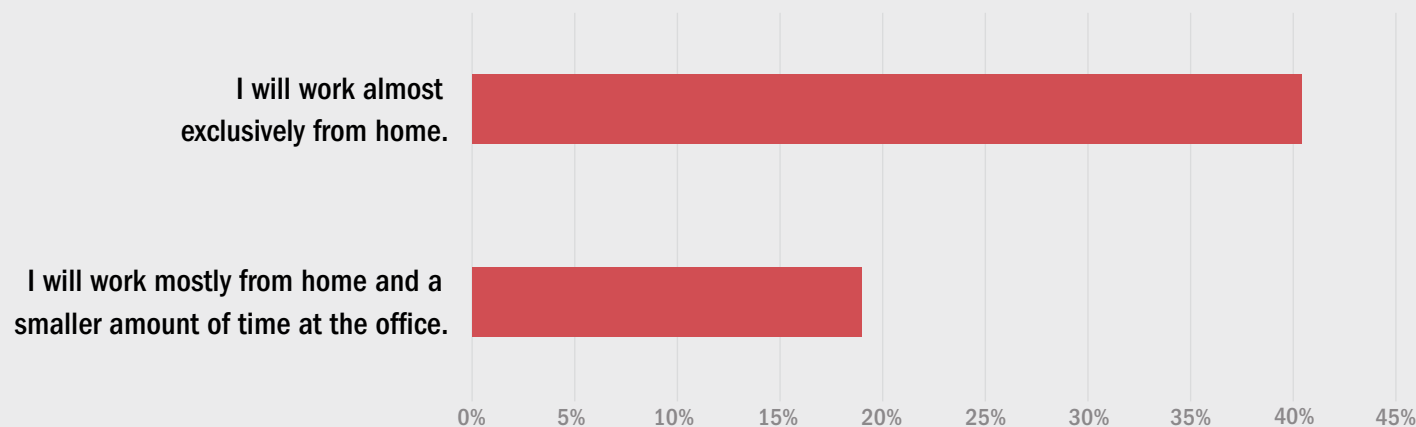
## We expect to work from home.

While most are seeing relatively stable times, our lives have changed. One major finding, which may come as a surprise, is that about 59% of learning professionals expect to work almost exclusively or mostly from home in 2023.

## We see a global variance in perspectives.

Expectations about the economy and its impact vary widely by region around the world. For example, in the U.S./Canada and U.K./Ireland regions, 55% expect to work exclusively from home, whereas only 16% in Europe and 21% in Africa plan to work exclusively from home.

### Where will you primarily be situated to do your work in 2023?



About 59% of us expect to work almost exclusively or mostly from home.

Note: This varies significantly around the world. See full report for details.



# MOVING TO ACTION

THERE ARE SEVERAL WAYS TO DIVE DEEPER INTO THIS DATA AND APPLY IT TO EVOLVING L&D IN YOUR ORGANIZATION.

## Access the full Learning Trends Report:

If you want to take a deeper dive into the data from our 2023 Learning Trends Survey, check out the complete version of the 2023 Learning Trends Report at [tier1performance.com/2023-Learning-Trends-Report](https://tier1performance.com/2023-Learning-Trends-Report).

## Complete a private benchmarking organizational assessment:

If you'd like to better understand how your organization stacks up and how you can drive better results, we can help. Reach out to us at [hello@tier1performance.com](mailto:hello@tier1performance.com).

## Learn about other TiER1 Performance Institute offerings:

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# THANK YOU FOR YOUR INTEREST!

We on the TiER1 Learning Trends team are very proud of this Executive Summary and the full Learning Trends Report. We are especially grateful for all the people across the world who participated, as well as those who encouraged participation to your colleagues, followers, and the industry groups with whom you are associated. This was truly a giant team effort!

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