

WHITEPAPER

2026 State of the Industry

Talent Development Benchmarks and Trends

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About ATD Research

What We Do

ATD Research tracks trends, informs decisions, and connects research to performance for talent development professionals. Our research reports offer an empirical foundation for today's data-driven decision makers. ATD cares about your success, and our specialized research devoted to talent development proves it.

2026 ATD Research Topics

- E-Learning
- Communicating the Value of TD
- Creating a Culture of Learning
- Leadership Development at All Levels
- State of the Industry Report
- Employer-Sponsored Professional Development
- Skills Gap in the Age of AI
- From Insights to Impact
- Sales Enablement
- An AI Review



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A Note From the Sponsor

Chronus

In today's rapidly evolving workplace, organizations face a critical challenge: How do you elevate employee productivity through scaled human connection?

Chronus is an AI-amplified employee enablement platform built to answer that question. We help HR and L&D leaders drive measurable impact through mentoring, peer learning, and employee community programs all within a single, intuitive platform.

What sets Chronus apart is our belief that relationships are the true engine of high-performance cultures. Our software intelligently connects the right people for the right conversations at the right time, enabling organizations to accelerate skill-building, strengthen career development, deepen culture alignment, and build cohesive, productive teams.

For enterprise HR and L&D teams, that means less time managing logistics and more time proving impact. Chronus gives you the tools to launch, scale, and measure structured development programs that move the needle on engagement, retention, and workforce readiness — metrics that matter to your leadership team.

We work with forward-thinking organizations who understand that their greatest competitive advantage isn't their technology, it's their people. Chronus exists to help organizations unlock that advantage, systematically and at scale.

About Chronus

Chronus is the AI-amplified employee enablement platform that helps organizations elevate productivity through scaled human connection. With more than 14 million users worldwide, the most innovative brands—including Amazon, Prologis, PNC, Autodesk, and L'Oréal—rely on Chronus every day.

We deliver industry-leading, award-winning mentoring, peer learning, and employee community software (all within a single, intuitive platform) that unleashes employee potential and builds high-performance cultures. Our AI-powered MatchIQ® technology connects the right people for the right conversations at the right time, enabling organizations to accelerate skill-building, strengthen career development, deepen culture alignment, and foster belonging at scale.

For HR and L&D leaders, that means having the tools to launch, scale, and measure structured development programs that move the needle on engagement, retention, and workforce readiness, with the reporting to demonstrate clear ROI to executive stakeholders. And with a dedicated customer success partner and the largest support team in the industry, organizations never go it alone.

We're true believers that relationships are the vehicle to high-performing cultures and that technology should amplify human connection, not replace it. Our platform is built from the ground up to adapt to your unique culture, scale across global workforces, and deliver precisely measurable outcomes. Because organizations only reach their greatest potential when their people do.

Chronus. AI-amplified, always profoundly human.

Learn more at chronus.com

A Note From the Sponsor

ZENSAI

Learning at work has always mattered. But for too long, it has been treated as a process apart from performance, and apart from the day-to-day experience of work itself. That separation no longer holds. The pace of change—driven by AI, shifting skills, and rising expectations of leaders and managers—is forcing a more connected view of how people develop, perform, and contribute.

This is why Zensai has partnered with ATD to sponsor this year's *State of the Industry* report. We wanted to bring fresh perspective to the questions facing L&D teams right now: Where does learning fit into an AI-shaped world of work? How do we measure what actually changes behavior? And what will it take for talent development to be a true driver of organizational performance rather than a box to tick?

At Zensai, we call this connected view Human Success. The idea that learning, performance, and engagement are three parts of the same system, and that organizations that treat them as one outperform those that don't. Our platform was built to make this work in practice: learning, performance management, and engagement in one connected experience inside Microsoft 365 and Teams, with agentic AI that actively coaches managers and employees as work happens, included as a core part of the platform, not bolted on at extra cost.

Of course, platforms alone don't create change. The insights in this report are a starting point. We invite you to explore them, challenge them, and use them to sharpen how your organization supports its people through what comes next.

About Zensai

At Zensai, we believe the organizations that will thrive through this era of accelerating change are the ones that put Human Success at the center, connecting learning, performance, and engagement so people can grow, teams can perform, and the business can adapt as fast as the world around it.

Zensai is the Human Success company. Founded in Denmark in 2009, we help more than 6,000 organizations in more than 60 countries build their people skills, set meaningful goals, and move work forward together.

Our Human Success Platform brings learning, performance, and engagement into one connected experience, built natively inside Microsoft 365 and Teams where work already happens. At its core is agentic AI that coaches managers through check-ins, guides employees toward the right development at the right time, uncovers engagement signals before they become attrition, and synthesizes activity across learning, performance, and engagement into clear signals leaders can act on. That is coaching behavior embedded in daily work. And because it runs natively inside Microsoft 365, it operates within the security and governance infrastructure IT has already approved.

Our mission is to make Human Success easier to understand, measure, and scale so organizations can adapt with confidence and keep the people doing the work at the center of how progress happens.

Zensai is globally certified as a Great Place to Work and proudly supports independent research that advances the talent development profession through shared learning and insight.

Data Sources

ATD's *2026 State of the Industry* report *(SOIR)* provides critical data points detailing average direct expenditures, learning hours used, TD staffing numbers, cost per learning hour, content distribution and delivery methods, technology in training, and measuring the impact of learning and TD priorities and challenges. Use this report as a workbook to review your organization's data against industry benchmarks. To further assist with benchmarking efforts, the 2026 *SOIR* data is also broken out by organization size and industry in the appendix.

ATD Research publishes the *State of the Industry* report annually. The information presented reflects the organizational data reported for the previous year. Thus, the data in this report represents organizational data submitted for 2025.

Consolidated Responses

The consolidated responses include all the organizations that submitted data for a particular year. To be included in the report, organizations had to submit at least half of the data requested in the survey.

Data Sources

Year	Sample Size	Average Number of Employees
2025	340	10,637
2024	539	6,902
2023	498	12,052
2022	454	8,206
2021	174	14,716



Executive Summary

The statistics presented in the *2026 State of the Industry* report are based on data reported by 340 organizations, representing a diverse range of industries and organization sizes. (A complete description of the participants' demographics can be found in the Appendix.)

Learning Hours

In 2025, the average number of learning hours per employee was 16.7, up from 13.7 in 2024.

Expenditures

The average direct learning expenditure across all participating organizations was $846 in 2025, representing a $408 decrease from 2024.

Direct learning expenditure can be divided into three broad categories:

- Internal services, which account for 66 percent of TD budgets, include items such as the learning department's salaries, travel costs of the learning staff, administrative costs, nonsalary development costs, and nonsalary delivery costs.
- External services, which make up 23 percent of the TD budget, include consultants, external content development and licenses, and workshops and training programs delivered by external providers.
- Tuition reimbursement accounts for 11 percent of the TD budget.

The Talent Development Department

The median number of TD staff across all organizations in 2025 was six. In this report, a small- and medium-sized organization (less than 2,500 employees) will be referred to as an SMB. SMB typically stands for small and midsize business. For the purposes of this report, SMB includes for profit, not for profit, government, and academic organizations. The median SMB had three TD employees, the median large organization had 12 employees, and the median extra-large organization had 50.

Twenty-four percent of organizations said they increased their headcount in 2025, meaning they added a new position to their TD department. This doesn't include replacing employees who left the organization or department.

Most organizations house their TD function in a TD department, a training department, or in the HR department. More than half of organizations said TD is represented in the organization's senior leadership team.

Content Distribution

The most common content areas for training were mandatory and compliance training, new employee orientation, and managerial and supervisory training.

Extra-large organizations were more likely to offer AI technical skills training, sales training, and executive development training. Compared with goods producing industries, service providing industries were more likely to offer diversity, equity, and inclusion (DEI) training and customer service training.

Delivery Methods

Organizations are using a variety of content delivery methods. The most common was the live, instructor-led traditional classroom.

The most common delivery methods used by SMBs were live, instructor-led traditional classrooms and live, instructor-led virtual (online) classrooms (both were equally likely). Large organizations most commonly used live, instructor-led traditional classrooms, and extra-large organizations most commonly used live, instructor-led virtual (online) classrooms.

The most common type of on-the-job training was job aids, which was used by 83 percent of organizations. Another common type was coaching, which was used by 71 percent.

Service providing industries were more likely to offer coaching compared to goods producing industries. SMBs were more likely to provide financial support for memberships in professional associations compared to large and extra-large organizations.

Common technology-based learning methods included podcasts and videos as well as simulations and scenario-based learning.

Compared to goods producing industries, service providing industries were more likely to use AI applications that are embedded into learning, simulations and scenario-based learning, and games and gamification.

Data and Analysis

In 2025, the most common organizational KPIs used to measure the performance of the learning function were overall employee engagement and customer satisfaction.

Large organizations were more likely to use employee retention as an organizational KPI compared to SMBs as well as extra-large organizations.

In 2025, the most common training KPIs used to measure the performance of the learning function included number of employees trained and learning hours delivered.

Large organizations were more likely to use content development costs as a training KPI compared to SMBs and extra-large organizations. Extra-large organizations were more likely to use learning hours delivered, number of employees trained, and whether courses are full.

In 2025, the most common training program outcome measured was employee satisfaction with training.

Large organizations were more likely to measure employee acquisition of skills or knowledge, achievement of organizational goals as a result of training, and return on investment (ROI), compared to SMBs and extra-large organizations.

TD Priorities and Challenges

The most important TD priorities for the future are bridging skills gaps of employees, aligning learning programs to business goals, and creating a culture of learning. The biggest TD challenges are prioritization of multiple demands, scaling with few resources, coping with the pace of change, and inadequate budgets.

Whitepaper

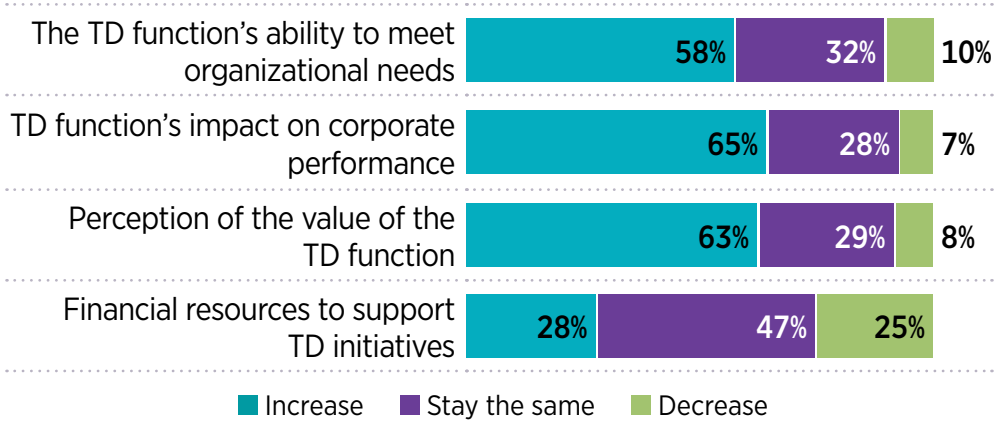
ATD's TD Executive Confidence Index assesses the expectations and forecasts of TD leaders for the next six months on a 100-point scale. In 2024, the Confidence Index was 67.2. In 2025, the Confidence Index decreased 4.1 points to 63.1.

Higher indices (above 50) reflect a more positive outlook for the learning function, while lower indices are more negative. Although the index remains above 50, the change from 2024 to 2025 indicates a more cautious outlook among TD leaders. The index asks questions about the health of the TD function, with a focus on four key indicators: the ability to meet TD needs, impact on performance, perceptions of the value of the TD function, and availability of financial resources.

The decrease in the confidence index can be explained by TD professionals' outlook on securing financial resources to support TD initiatives. In 2025, 28 percent of respondents said they expect financial resources to increase over the next six months, and 25 percent expect it to decrease. In 2024, 48 percent said they expected financial resources to increase, while 8 percent expected it to decrease.

The TD Executive Confidence Index was 63.1 in 2025, a decrease from the previous year.

Question: How do you foresee the following aspects evolving over the next six months at your organization?



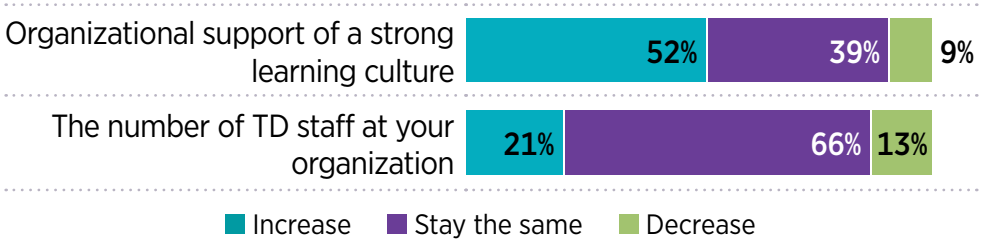
More than half of TD professionals expect to see an increase in organizational support for a strong learning culture in the future.

Twenty-one percent of TD professionals expect to see an increase in the number of TD staff at their organization, and 13 percent expect the number to decrease. In 2024, 41 percent expected to see an increase in the number of TD staff, while 3 percent expected a decrease.

Economic forecasts in 2025 were volatile, marked by large swings in economic growth expectations.[1] Negative expectations within the TD industry, especially around financial resources and TD staff headcount, are reflective of the overall economic uncertainty throughout 2025. However, at the end of 2025, actual economic activity demonstrated continued resilience, suggesting that the global economy is better equipped to handle disruptions.[2]

2 in 3 organizations expect the number of TD staff to stay the same.

Question: How do you foresee the following aspects evolving over the next six months at your organization?



Conclusion and Looking Ahead

In 2025, direct learning expenditure per employee was $846, down from $1,254 in 2024. The average number of formal learning hours used per employee was 16.7 in 2025, a slight increase from 13.7 in 2024.

Before organizations use this data for benchmarking, ATD makes the following suggestions:

- Note that the data reported here are averages and participating organizations change from year to year.
- Don't aim to replicate the data presented. Instead, observe trends over time and use the information as a benchmark to compare your data and trends.
- When possible, use the data reported by industry and organization size, which will more closely mirror your organization.

This report looked at data from 2025. In 2027, ATD Research will collect data from organizations on their learning expenditures and activities for 2026.

For the future, TD professionals are prioritizing bridging employee skills gaps and ensuring learning goals are aligned with organizational goals. Today, less than a quarter of organizations measure the achievement of organizational goals for all of their training programs.

An even smaller percentage measure ROI. This is an important activity to monitor over the coming year. Due to the volatile economic forecasts throughout 2025, TD functions may be feeling pressure to better demonstrate value. Improving the approach to showing value will likely be beneficial to the function long-term.

When asked to consider the future of talent development, respondents were generally optimistic about the TD function's ability to meet organizational needs and its impact on corporate performance over the next six months. They were less optimistic about TD's ability to secure financial resources to support learning initiatives.

Appendix



Small and Medium (SMB) Organizations (n = 192)

Less Than 2,500 employees

TD Staffing	
Number of full-time equivalent TD staff	
Mean	8
Median	3
Mode	1
Employees per TD staff member	224

Content Distribution	
Executive development training	51%
Managerial and supervisory training	82%
Sales training	34%
Customer service training	52%
Mandatory and compliance training	94%
Communication skills training	71%
Information technology and systems training	79%
New-employee orientation	91%
Product knowledge training	64%
AI technical skills training	32%
AI practical skills training	44%
Diversity, equity, and inclusion training	45%
Teamwork training	68%

Content Delivery Methods	
Live, instructor-led traditional classroom	77%
Live, instructor-led virtual classroom	77%
Asynchronous e-learning	69%
Hybrid learning	40%
Blended learning	55%

On-the-Job Learning	
Stretch assignments	66%
Rotational training programs	21%
Job shadowing	56%
Mentoring	58%
Coaching	65%
Job aids	78%
Financial support for memberships in professional associations	70%
Financial support for conference attendees	71%

Technology-Based Learning Methods	
Immersive learning	32%
AI applications that are embedded into learning	17%
Simulations and scenario-based learning	53%
Microlearning and short-form learning	68%
Games and gamification	36%
Podcasts and videos	69%

Organizational KPIs	
Employee retention	30%
Customer satisfaction	45%
Overall employee engagement	46%
Productivity improvement	30%
Quality of products or services	31%
Sales or revenue	21%

Training KPIs	
Content development costs	32%
Learning hours delivered	59%
Number of employees trained	72%
Whether courses are full or if there are empty seats	28%

Training Outcomes	Measure for All Programs	Measure for Some Programs
Employee satisfaction with training	51%	39%
Employee acquisition of skills or knowledge	30%	53%
Employee application of skills or knowledge on the job	25%	47%
Achievement of organizational goals as a result of training	19%	40%
Return on investment (ROI)	10%	29%

Large Organizations (n = 63†)

2,500–9,999 employees

TD Staffing	
Number of full-time equivalent TD staff	
Mean	32
Median	12
Mode	4
Employees per TD staff member	696

Content Delivery Methods	
Live, instructor-led traditional classroom	86%
Live, instructor-led virtual classroom	83%
Asynchronous e-learning	84%
Hybrid learning	46%
Blended learning	70%

Content Distribution	
Executive development training	60%
Managerial and supervisory training	94%
Sales training	29%
Customer service training	69%
Mandatory and compliance training	92%
Communication skills training	89%
Information technology and systems training	92%
New-employee orientation	94%
Product knowledge training	64%
AI technical skills training	52%
AI practical skills training	63%
Diversity, equity, and inclusion training	67%
Teamwork training	84%

On-the-Job Learning	
Stretch assignments	63%
Rotational training programs	29%
Job shadowing	51%
Mentoring	73%
Coaching	73%
Job aids	85%
Financial support for memberships in professional associations	79%
Financial support for conference attendees	81%

† Proceed cautiously when making conclusions based on these frequencies due to the small sample size.

Technology-Based Learning Methods	
Immersive learning	46%
AI applications that are embedded into learning	36%
Simulations and scenario-based learning	81%
Microlearning and short-form learning	83%
Games and gamification	34%
Podcasts and videos	73%

Organizational KPIs	
Employee retention	52%
Customer satisfaction	57%
Overall employee engagement	62%
Productivity improvement	41%
Quality of products or services	40%
Sales or revenue	27%

Training KPIs	
Content development costs	49%
Learning hours delivered	79%
Number of employees trained	94%
Whether courses are full or if there are empty seats	42%

Training Outcomes	Measure for All Programs	Measure for Some Programs
Employee satisfaction with training	69%	28%
Employee acquisition of skills or knowledge	40%	52%
Employee application of skills or knowledge on the job	28%	49%
Achievement of organizational goals as a result of training	21%	53%
Return on investment (ROI)	18%	38%

Extra-Large Organizations (n=78)

10,000 or more employees

TD Staffing

Number of full-time equivalent TD staff	
Mean	130
Median	50
Mode	50
Employees per TD staff member	981

Content Delivery Methods

Live, instructor-led traditional classroom	91%
Live, instructor-led virtual classroom	94%
Asynchronous e-learning	83%
Hybrid learning	60%
Blended learning	87%

Content Distribution

Executive development training	79%
Managerial and supervisory training	96%
Sales training	59%
Customer service training	82%
Mandatory and compliance training	99%
Communication skills training	84%
Information technology and systems training	91%
New-employee orientation	100%
Product knowledge training	86%
AI technical skills training	71%
AI practical skills training	73%
Diversity, equity, and inclusion training	66%
Teamwork training	77%

On-the-Job Learning

Stretch assignments	79%
Rotational training programs	51%
Job shadowing	68%
Mentoring	74%
Coaching	86%
Job aids	92%
Financial support for memberships in professional associations	62%
Financial support for conference attendees	74%

Technology-Based Learning Methods	
Immersive learning	53%
AI applications that are embedded into learning	42%
Simulations and scenario-based learning	82%
Microlearning and short-form learning	86%
Games and gamification	50%
Podcasts and videos	81%

Organizational KPIs	
Employee retention	47%
Customer satisfaction	60%
Overall employee engagement	63%
Productivity improvement	50%
Quality of products or services	45%
Sales or revenue	36%

Training KPIs	
Content development costs	47%
Learning hours delivered	85%
Number of employees trained	96%
Whether courses are full or if there are empty seats	56%

Training Outcomes	Measure for All Programs	Measure for Some Programs
Employee satisfaction with training	64%	35%
Employee acquisition of skills or knowledge	53%	38%
Employee application of skills or knowledge on the job	33%	49%
Achievement of organizational goals as a result of training	19%	52%
Return on investment (ROI)	16%	36%

Goods Producing Industries* (n = 50†)

TD Staffing	
Number of full-time equivalent TD staff	
Mean	30
Median	8
Mode	1
Employees per TD staff member	787

Content Delivery Methods	
Live, instructor-led traditional classroom	84%
Live, instructor-led virtual classroom	86%
Asynchronous e-learning	76%
Hybrid learning	62%
Blended learning	66%

Content Distribution	
Executive development training	59%
Managerial and supervisory training	92%
Sales training	58%
Customer service training	52%
Mandatory and compliance training	100%
Communication skills training	69%
Information technology and systems training	80%
New-employee orientation	98%
Product knowledge training	78%
AI technical skills training	53%
AI practical skills training	53%
Diversity, equity, and inclusion training	38%
Teamwork training	71%

On-the-Job Learning	
Stretch assignments	82%
Rotational training programs	48%
Job shadowing	71%
Mentoring	72%
Coaching	66%
Job aids	90%
Financial support for memberships in professional associations	80%
Financial support for conference attendees	76%

* Agriculture, forestry, fishing, and hunting; construction; manufacturing; mining, quarrying, and oil and gas extraction.

† Proceed cautiously when making conclusions based on these frequencies due to the small sample size.

Technology-Based Learning Methods	
Immersive learning	39%
AI applications that are embedded into learning	20%
Simulations and scenario-based learning	52%
Microlearning and short-form learning	80%
Games and gamification	33%
Podcasts and videos	74%

Organizational KPIs	
Employee retention	51%
Customer satisfaction	51%
Overall employee engagement	58%
Productivity improvement	49%
Quality of products or services	43%
Sales or revenue	35%

Training KPIs	
Content development costs	45%
Learning hours delivered	76%
Number of employees trained	82%
Whether courses are full or if there are empty seats	43%

Training Outcomes	Measure for All Programs	Measure for Some Programs
Employee satisfaction with training	54%	40%
Employee acquisition of skills or knowledge	36%	52%
Employee application of skills or knowledge on the job	29%	45%
Achievement of organizational goals as a result of training	16%	50%
Return on investment (ROI)	8%	39%

Service Providing Industries* (n = 137)

TD Staffing	
Number of full-time equivalent TD staff	
Mean	46
Median	6
Mode	1
Employees per TD staff member	493

Content Delivery Methods	
Live, instructor-led traditional classroom	76%
Live, instructor-led virtual classroom	82%
Asynchronous e-learning	76%
Hybrid learning	45%
Blended learning	65%

Content Distribution	
Executive development training	60%
Managerial and supervisory training	86%
Sales training	48%
Customer service training	66%
Mandatory and compliance training	95%
Communication skills training	77%
Information technology and systems training	80%
New-employee orientation	93%
Product knowledge training	74%
AI technical skills training	45%
AI practical skills training	57%
Diversity, equity, and inclusion training	54%
Teamwork training	72%

On-the-Job Learning	
Stretch assignments	68%
Rotational training programs	27%
Job shadowing	59%
Mentoring	61%
Coaching	74%
Job aids	87%
Financial support for memberships in professional associations	68%
Financial support for conference attendees	72%

* Service providing industries include accommodation and food service; administrative, support, waste management and remediation services; arts, entertainment, and recreation; educational services; finance and insurance; healthcare and social assistance; information; professional, scientific, and technical services; real estate and rental or leasing; retail trade; wholesale trade; other services.

Technology-Based Learning Methods	
Immersive learning	36%
AI applications that are embedded into learning	29%
Simulations and scenario-based learning	68%
Microlearning and short-form learning	77%
Games and gamification	40%
Podcasts and videos	73%

Organizational KPIs	
Employee retention	40%
Customer satisfaction	50%
Overall employee engagement	50%
Productivity improvement	39%
Quality of products or services	37%
Sales or revenue	30%

Training KPIs	
Content development costs	34%
Learning hours delivered	57%
Number of employees trained	76%
Whether courses are full or if there are empty seats	28%

Training Outcomes	Measure for All Programs	Measure for Some Programs
Employee satisfaction with training	50%	41%
Employee acquisition of skills or knowledge	37%	35%
Employee application of skills or knowledge on the job	28%	44%
Achievement of organizational goals as a result of training	20%	43%
Return on investment (ROI)	11%	32%

Notes

1 M. Kose, N. Perevalov, P. Selcuk, and S. Shi, “Economic Growth in 2025 Has Defied the Gloomy Expectations,” World Bank Blogs, December 2, 2025, blogs.worldbank.org/en/developmenttalk/economic-growth-in-2025-has-defied-the-gloomy-expectations.

2 Kose, et al., “Economic Growth in 2025 Has Defied the Gloomy Expectations.”



About the Author and Contributors

The Association for Talent Development (ATD) champions the importance of learning and training by setting standards for the talent development profession. ATD is the largest, most-trusted organization for the professional development of practitioners in training and talent development, serving a worldwide community with members in more than 100 countries. Since ATD was founded in 1943, the talent development field has expanded significantly to meet the needs of global businesses and emerging industries. ATD's mission is to empower professionals to develop talent in the workplace.

The resources we provide to help talent development professionals increase their impact and effectiveness include our research. ATD's researchers track trends, inform decisions, and connect research to practice and performance. By providing comprehensive data and insightful analyses, ATD's research products, which include research reports, briefs, infographics, and webinars, help business leaders and talent development professionals understand and more effectively respond to today's fast-paced industry.



Rocki Basel, PhD, is the director of ATD research services and served as an editor for this report.



Tessa Guiv is a researcher for ATD and was the author of this report.



Paula Ketter is senior editor of publications and communications for ATD and served as an editor for this report.



Melissa Jones is the manager of ATD Press and served as an editor for this report.



Shirley E.M. Raybuck is a senior graphic designer for ATD and served as the designer for this report.

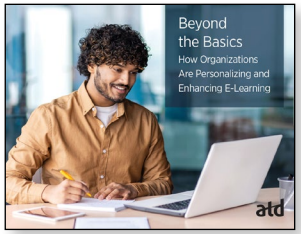
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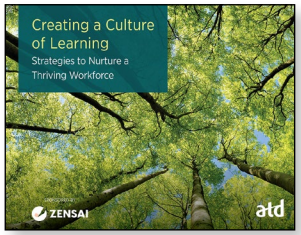
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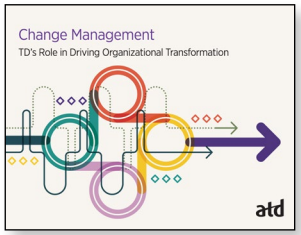
Leadership Development
In *Leadership Development: Cultivating Critical Skills for Employees at All Levels*, ATD Research examines how organizations implement leadership development at all levels, what leadership skills are most important to organizations and learners, and how organizations and learners benefit from leadership development programs. The study surveyed 214 talent development (TD) professionals, 104 C-suite executives (excluding HR and TD executives), and 1,035 working Americans (learners). For more information, visit td.org/leadershipdevelopment.



Beyond the Basics
This report draws on a sample of 254 TD professionals who use e-learning across a variety of industries. They answered questions about the content areas where e-learning is most often used, how organizations personalize e-learning to address user needs, and how organizations use AI to develop e-learning assets. For more information, visit td.org/beyondthebasics.



Culture of Learning
In *Creating a Culture of Learning: Strategies to Nurture a Thriving Workforce*, 350 talent development professionals answered questions about how they promote a culture of learning and what challenges they face in doing so. Additionally, 1,035 working Americans (learners) answered questions about the learning culture at their organizations. For more information, visit td.org/learningculture.



Change Management
Change management aims to prepare people and organizations to adapt to the new normal. The talent development function should play a crucial role in the process by ensuring that employees have the skills they need to thrive. *Change Management: TD's Role in Driving Organizational Transformation* draws on a sample of 311 talent development professionals across a variety of industries to deliver benchmarking data and highlight best practices. For more information, visit td.org/changemanagementreport.

Note: All ATD research reports can be purchased by visiting td.org/Store.

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