CIPD

Professionalising Learning and Development

The CIPD undertook a survey of Learning and Development (L&D) professionals to uncover skills and knowledge gaps within the L&D profession. These focus specifically on establishing insight into L&D skills and capabilities found within the core knowledge and behaviours in the new CIPD Profession Map.
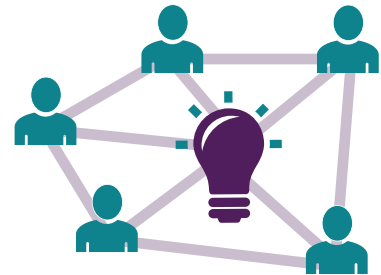
Key insights - Core knowledge

Business acumen

90% identify business acumen as a priority development area; 42% of business leaders think L&D teams have the business acumen they expect
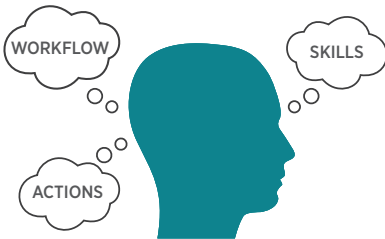
Analytics and creating value

96% identify using data and analytics as a priority development area; 24% already have these skills in-house

Culture and behaviour

98% of L&D practitioners aspire to build a positive learning culture; 36% have achieved this

Key insights - Core behaviours

Situational decision-making

More than a quarter (27%) believe they do not have the skills to make informed, evidence-based decisions

Professional courage

28% feel conflict between what their organisation expects of them and their professional beliefs
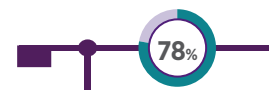
Passion for learning

48% of L&D practitioners are extremely concerned with the lack of time they can spend on their own learning

How do L&D professionals improve their capability?

Membership of professional bodies	25%
Informally with colleagues	18%
Blogs, podcasts and online articles	17%
Networking	15%

What barriers are holding back L&D capability development?

Leaders have traditional expectations of L&D that are difficult to challenge	78%
Learning not being seen as a management priority	76%
The organisation culture does not support social learning	64%
Learning is seen as a cost-centre not investment	64%

Find out more at **cipd.co.uk/professionalisingLandD**

CIPD

Explore the new Profession Map

The new Profession Map sets the international benchmark for the people profession. Use it to make better decisions, act with confidence, perform at your peak, drive change in your organisation and progress in your career. No matter who you are in the profession, whether you're a CIPD member or not, the new Profession Map is relevant to you.

Specialist knowledge
Core behaviours
Core knowledge

Principles-led
Evidence-based

PURPOSE

Outcomes-driven

New Profession Map. © CIPD 2018

Core knowledge
- People practice
- Culture and behaviour
- Business acumen
- Analytics and creating value
- Digital working
- Change

Core behaviours
- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Situational decision-making
- Insights focused

Specialist knowledge
- Employee experience
- Employee relations
- Diversity and inclusion
- Learning and development
- Reward
- Talent management
- Resourcing
- Organisation development and design
- People analytics

Developed with you, for you

19,000 people from across the world inputted into the new Profession Map.

Three new professional values to guide better workplace decisions.

Two completely new specialist knowledge areas to learn from: people analytics and diversity and inclusion.

14 core knowledge and behaviour areas to develop your expertise on people, work and change.

Find out more at **cipd.co.uk/professionalisingLandD**