















### The CLI Client Survey

The Corporate Learning Institute distributed a survey to a client base of 1200 organizations which asked clients about their leadership and team development practices in this recent economic recession. It was our null hypothesis, and assumption, that the economy had affected our client organization adversely, causing a decrease in available training funds and development opportunities available for employees and the organization as compared to pre-2007 conditions. Our assumptions were that if development had been suspended, it would weaken motivation and/or growth which in turn would hinder organizational performance and/or profitability. We believe there are

steps organizations can take to offer development opportunities despite the down economy.

To answer our questions, we submitted a mass survey to all of clients asking them to provide us with information pertinent to the effect of the economy on their leadership development practices and utilization. From the results gathered we offer the following feedback:

- 1. Our client organizations have felt the pressure from the recession and have taken actions such as recruiting talent internally, cutting outside consulting work, and strategically evaluating the efficiency of both training and selection processes.*
- 2. Leadership and team development training is still being instituted within a majority of our client organizations yet the breadth and level of opportunity have been decreased due to recession and economic effects.*
- 3. Even though changes have had to be made concerning training and development initiatives within our client organizations, strides are being taken to provide employees and leaders with continued opportunities for training and development.*

## Conclusion and CLI Recommendations

In a recovering economy, it is important to provide training and support services in a budget-friendly manner. Not only is training a motivational and engagement tool, it is also necessary for developing the leadership pipeline in your organization. We offer three vital recommendations to your organization:

1. There are many cost-effective options open to organizations to offer cost-effective training solutions. One is to use web-based training programs or inexpensive seminars such as these offered by Skillpath. We advised one organization to create a “Leadership Academy”, with a series of cost-effective training opportunities for attendees to complete.

2. Prioritize your training needs and out your available budget money where you see the greatest need. Perhaps conducting a “SWOT” analysis would be a useful way to determine the training needs that you have.

3. Work with training firms and consultants who will adapt their training services to meet your budget needs. It never hurts to ask, and most professionals should be invested in your needs. When clients ask us to negotiate fees or training services, we collaborate on training alternatives, and fitting in with the framework of their fiscal and time limitations.

If you have some good ideas or thought-provoking suggestions for keeping training alive in a recovering economy, contact Dr. Susan Cain at [scain@corplearning.com](mailto:scain@corplearning.com).





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