



LearningElite
THE BEST COMPANIES IN LEARNING + DEVELOPMENT
Chief Learning Officer*

2024 LearningElite Application & Instructions

Part II — LearningElite Components

Instructions

- Answer questions below.
- Pay application fee once Parts I and II are complete. **Your application is not considered final until the application fee is processed.** Please contact the program administrator (Liz Loutfi-Hipchen, elizabeth@betterworkmedia.com) if you need to invoice payment.
- No other supporting documentation** beyond Part II will be accepted for review by the judges.
- The word limit for Part II is 12,000 words**, not counting question text (~400 words). In previous years, the average application was 9,000 words.

Questions

- Learning Strategy
 1. Describe your learning strategy and explain how it aligns with your business strategy and objectives.
 2. Describe how your learning strategy is implemented.
 3. Provide the best example of a key performance indicator metric you use to measure the impact of your learning strategy. Discuss results along with strategic outcomes.

Leadership Commitment

4. How does the learning function at your organization engage senior leadership in employee development? How do you know that you've been successful?
5. How does the learning function at your organization engage line-level leadership in employee development and overcome the obstacles they may have to allow employees time to learn and educational opportunities that may promote them out of their current roles?
6. What specific practices are utilized by your learning function to create and maintain a culture of learning? What is the employee value proposition for learning at your organization?

Learning Execution

7. Describe the process you follow for evaluating the learning needs of your learning and development customers.
8. Describe the process you follow to develop and deliver learning solutions including on-the-job support where and when your L&D customers need it.
9. Describe how technology supports your learning operation.
10. In the last 12 months, describe how you have developed your L&D staff. Also discuss any future developmental plans.

Learning Impact

11. How does your CEO/executive team determine the impact/value of the learning organization? (i.e., how does your learning measurement strategy provide key input to leadership decisions on L&D?)
12. What metrics do you use to assess the effectiveness of your learning strategy and solutions? What results have you experienced? (i.e., how does your learning measurement strategy demonstrate the effectiveness and efficiency of your learning strategy and solutions?)

Business Performance Results

- 13. Give an example of an action taken by the L&D function that positively impacted the organization based on business performance results.
- 14. How is L&D in your organization advancing your organization's industry? (i.e., manufacturing, consulting, education, etc.)

Comprehensive

- 15. How has your organization contributed to the advancement of the L&D field?
- 16. What are the top three priorities for L&D at your organization for the next year?
- 17. What is it about your efforts that qualify you as a member of the LearningElite?