



5 Things TD Leaders
Need to Know About

The State of the Industry

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Talent Development **Leader**

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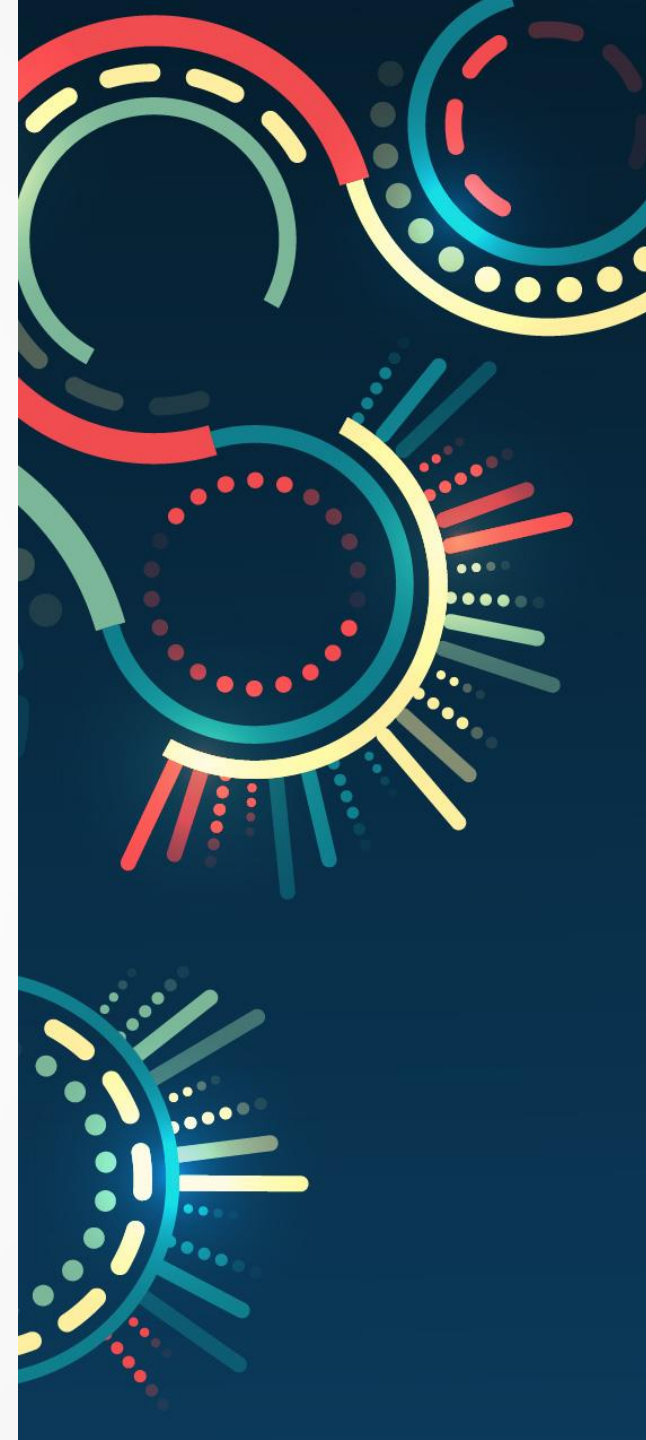
Introduction

You are busy. We understand—that's why we've created this short report on the five most important takeaways from the *2025 State of the Industry* report. These five include:

1. Learning hours
2. Expenditures
3. TD department size
4. TD representation in senior leadership
5. TD priorities for the future

The statistics presented in the *2025 State of the Industry* are based on data reported by 539 organizations, representing a diverse range of industries and organization sizes.

You can find a complete description of all the data points in the [*2025 State of the Industry: Talent Development Benchmarks and Trends*](#) report.





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Learning Hours

In 2024, the average number of learning hours used per employee was 13.7, down from 17.4 in 2023.

Organizations in the trade, transportation, and utilities industries reported the highest number of learning hours used, averaging 16 hours per employee. Other service providing industries (including finance and insurance, professional and technical services, and accommodation and food service) had the lowest average number of hours used, at approximately seven hours per employee.

The average
number
of learning
hours used per
employee was

13.7.

Expenditures

In 2024, the average direct learning expenditure across all participating organizations was \$1,254 per employee, representing a \$29 decrease from 2023.

Direct learning expenditure can be divided into three broad categories: internal services, external services, and tuition reimbursement.

The average cost per learning hour used in 2024 across organizations was \$165, an approximate 34 percent increase from 2023's average of \$123 per learning hour used.



The average
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\$1,254.

The average cost per
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TD Department Size

The median number of TD staff across all organizations in 2024 was 14.

The median small organization had four TD employees, the median medium organization had 15 employees, and the median large organization had 25.

For this research, TD staff includes chief talent development and learning officers, learning and training managers, administrative staff, instructional designers, trainers, e-learning developers, evaluators, and performance improvement specialists.



The median number of TD employees at all organizations was

14.

TD Representation in Senior Leadership Team

Three-quarters of respondents said the TD function had representation in their organization's senior leadership team. This is an increase from 2023, when 65 percent of organizations had TD representation in the senior leadership team.



75%

of TD functions are represented in their organization's senior leadership team.

TD Priorities for the Future

Common priorities for TD departments include bridging skills gaps, leadership development, and creating a culture of learning.

Bridging skills gaps remains the most common priority in 2024. Many organizations (37 percent) said they plan to prioritize skills gaps in the next year.

Leadership development stayed the second most common priority for TD professionals for a second year. Leadership development is a priority for 33 percent of organizations in the future.

TD professionals are also prioritizing creating a culture of learning. This is the second year that creating a culture of learning was ranked as their third most common priority.



Top 5 Priorities in the Future

1. Bridging skills gaps
2. Leadership development
3. Creating a culture of learning

Conclusion and Next Steps

This snapshot of data was meant to give you the highlights of the *2025 State of the Industry* report. For more information, we recommend that you [download](#) the entire report. You'll find additional data points, along with data by organization size and industry.

Talent development professionals are optimistic about the future of learning in their organizations, believing that the TD function's ability to meet organizational needs and its impact on corporate performance could increase over the next six months.

With all the data presented in this report, you might be asking yourself, now what? How do I use this data to help make decisions at my organization that will improve the employee and manager experience for the sales team? Here are a few recommendations:



Tips on how to read the full report. It's important to note that the data points in the *State of the Industry* report are averages and that participating organizations change from year to year. Don't try to replicate the data presented. Instead, observe trends over time and use the information as a benchmark.



Calculate your own data points. The full report includes information on how to collect and calculate each data point. Start doing this at your own organization. Once you have started the process, look for trends over time at your organization.



Discuss the data. Talk with your TD team about the results. Think about why your data is similar or different. Use this information when talking to stakeholders. Having industry averages can make your data story more powerful.



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