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Learning Strategy Benchmarking Data Report

Insights from 118 L&D Leaders on Learning Strategy Maturity

Based on data from 118 L&D leaders

A companion to the Learning Strategy Benchmarking Data Report

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Benchmarking Data Report

How mature is your learning strategy compared to your peers? It's a question L&D leaders ask constantly but rarely answer with data. This report changes that.

Between September and December 2025, 118 learning and development leaders completed the WeLearn Learning Strategy Scorecard — a self-assessment measuring maturity across six dimensions: Alignment to Business Strategy, Learning Governance, Technology and Ecosystem Integration, Content and Experience Strategy, Measurement and Analytics, and Culture and Change Readiness. Respondents rated 30 statements on a five-point scale, generating scores from 30 to 150. Scores map to four maturity levels:

Level	Score	What It Means
Reactive	30–74	Compliance-driven, lacks strategic integration
Operational	75–104	Some alignment; L&D seen as support function
Strategic	105–129	Data-informed, leadership sponsorship
Transformational	130–150	Fully embedded, business-driving

The resulting dataset offers a comprehensive benchmark of where L&D functions actually stand.

The respondents represent a cross-section of the field: Nearly 40% work at organizations with 5,000+ employees; another 48% at mid-size companies between 201 and 5,000. Manufacturing, financial services, and healthcare lead the industry mix,
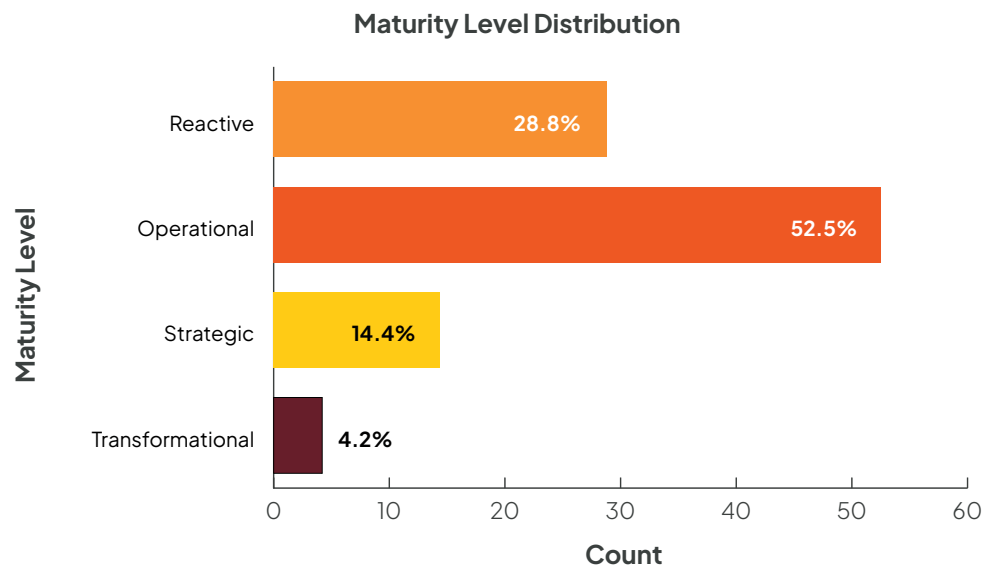
with 24 other sectors represented. Just over half report having a formal learning strategy in place. The sample skews toward engaged L&D leaders (thinking about strategy/ business alignment and seeking out maturity assessments), which likely means these results likely paint a more optimistic picture than the field as a whole.

The findings reveal a field in transition. Most learning functions have moved past compliance-driven, reactive approaches. **But they haven't arrived at strategic impact. They're stuck in the middle.**

Over 80% of respondents score at Reactive or Operational maturity levels. The average score of 86 out of 150 lands squarely in Operational territory. Only 22 organizations (19%) have reached Strategic or Transformational levels. Five have achieved the top tier.

Figure 1: Overall Maturity Distribution

Maturity Level Distribution

Maturity Level	Count	Percentage	Score Range
▮ Reactive	34	28.8%	30–74
▮ Operational	62	52.5%	75–104
▮ Strategic	17	14.4%	105–129
▮ Transformational	5	4.2%	130–150

n=118 respondents.

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The six dimensions don't develop evenly. Content & Experience Strategy leads at 16.5 out of 25. Alignment to Business Strategy follows at 15.4. But the infrastructure to execute those strategies hasn't kept pace. Technology & Ecosystem Integration trails at 12.0, with Governance close behind at 12.6. L&D teams know what they want to achieve. They lack the systems and decision-making structures to achieve it consistently.

Figure 2: Dimension Performance Summary

Dimension	Mean	Median	Std Dev	Rank
Content & Experience Strategy	16.5	17.0	4.5	1
Alignment to Business Strategy	15.4	16.0	4.4	2
Culture & Change Readiness	14.9	15.0	4.6	3
Measurement & Analytics	14.2	14.0	5.0	4
Learning Governance	12.6	12.0	5.3	5
Technology & Ecosystem Integration	12.0	12.0	4.1	6

Scores out of 25 per dimension.

Within Technology, AI readiness stands out as a critical gap. "Do you have a strategy for AI and automation in learning?" scores 1.97 — the lowest of all 30 questions, barely past "Not Yet in Place." Data-driven personalization sits at 2.08. *Most L&D functions have adopted platforms but haven't built the ability to use learner data strategically. Despite industry attention on AI, few are positioned to act.*

One factor separates higher-performing organizations more than any other: a formal, documented learning strategy.

Those with strategies in place score 94 on average; those without score 69 — a 26-point gap. The advantage appears

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across every dimension, with the largest differences in Alignment, Measurement, and Content. Partial strategies don't deliver the same benefit: organizations with strategies "in development" average 78, closer to those without than those with.

If one dimension predicts overall maturity, it's Measurement & Analytics. The correlation between measurement scores and total scores (r=0.87) exceeds all other dimensions. The individual question most predictive of high scores: "Are learning outcomes tied to business impact?" Moving beyond activity metrics to outcome metrics links to higher scores across every dimension.

Measurement is a signal of broader strategic maturity.

The path forward is clear:

1. Formalize your strategy.

2. Build measurement that demonstrates business impact.

3. Establish governance before scaling.

4. Address the AI readiness gap by investing in data infrastructure now.

5. And close the gap on culture by engaging leaders as visible learners.
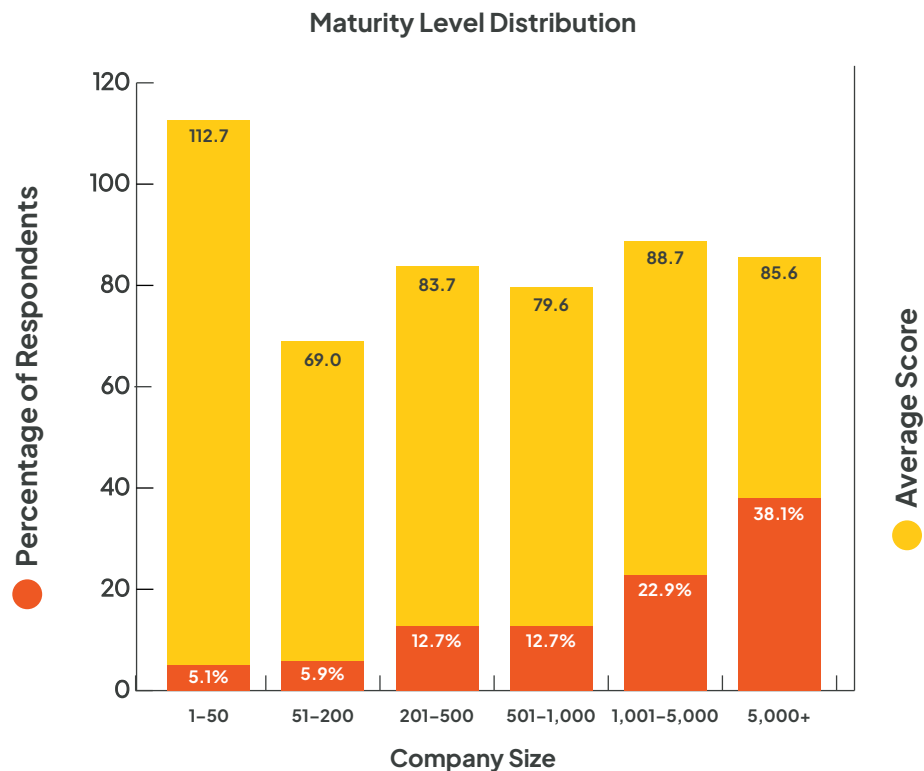
The organizations that have reached Strategic and Transformational levels got there by connecting those programs to results — and proving it.

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About the Research

Respondent Profile

The sample skews toward larger organizations. Nearly 40% of respondents work at companies with 5,000+ employees. Mid-size organizations (201–5,000 employees) represent 48%. Smaller organizations (under 200 employees) account for 11%.

Figure 3: Respondents by Company Size

Maturity Level Distribution

Company Size	Count	Percentage	Avg Score
1–50 employees	34	5.1%	112.7
51–200 employees	62	5.9%	69.0
201–500 employees	17	12.7%	83.7
501–1,000 employees	5	12.7%	79.6
1,001–5,000 employees	5	22.9%	88.7
5,000+ employees	5	38.1%	85.6

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Twenty-seven industries are represented. Manufacturing (15.3%), Financial Services (14.4%), and Healthcare & Medical (11.9%) lead the sample. The remaining industries span technology, retail, government, education, and professional services.

Figure 4: Top Industries by Response Count

Industry	Count	Percentage	Avg Score
Manufacturing	18	5.1%	82.2
Financial Services	17	14.4%	84.5
Healthcare & Medical	14	11.9%	87.7
Information Technology	7	5.9%	85.6
Retail & E-Commerce	6	5.1%	94.8
Other Industries (22)	56	47.5%	—

Formal Strategy Status

Just over half of respondents (56%) report having a formal learning strategy. Another 26% indicate a strategy is in development; 15% have none.

Figure 5: Formal Learning Strategy Status

Strategy Status	Count	Percentage	Avg Score
Yes – formal strategy in place	66	55.9%	94.2
In development	31	14.4%	77.6
No formal strategy	18	26.3%	68.6

Note: 3 respondents did not answer this question.

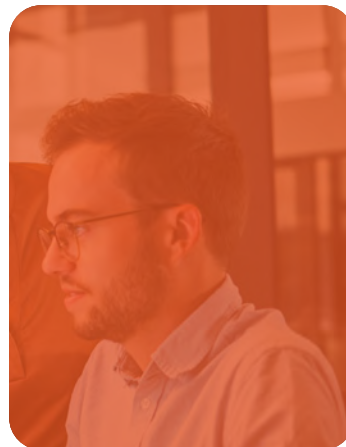WELEARN

The Maturity Model

The scorecard assigns respondents to one of four maturity levels based on total score. **Reactive (30–74)** organizations approach learning as compliance-driven and disconnected from business strategy. **Operational (75–104)** organizations show some alignment to goals but still function primarily as support. **Strategic (105–129)** organizations use data to inform priorities and have leadership sponsorship. **Transformational (130–150)** organizations have fully embedded learning as a business driver.

Reading the Data

Mean (Average): The typical score across all respondents.

Standard Deviation (Spread): How much scores vary. Higher numbers = wide variation between organizations. Lower numbers = most organizations score similarly.

Example: Governance has std dev of 5.3 (high variance — organizations are all over the map). Technology has std dev of 4.1 (lower variance — most organizations score similarly low).
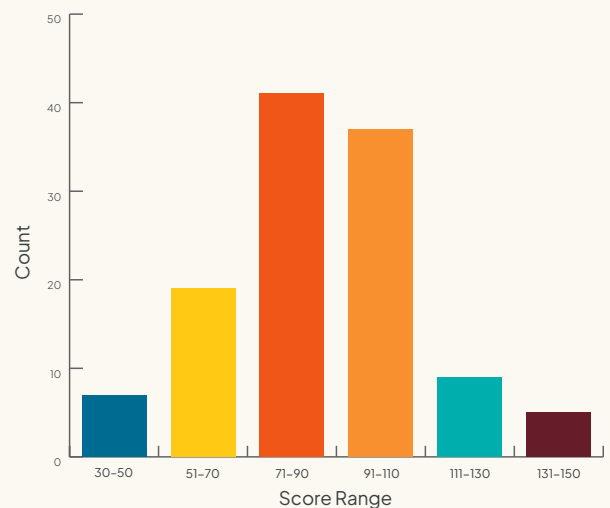
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Section 1: Where Organizations Stand

Scores range from 31 to 150, with a mean of 85.9 and median of 85.5. The standard deviation of 23.0 reflects substantial variation— some organizations are highly mature while others are just beginning. Two-thirds of respondents (66%) cluster between 71 and 110, the heart of the Operational band.

Figure 6: Score Distribution by Range

Score Range	Count	Percentage	Cumulative %
30–50	7	5.9%	5.9%
51–70	19	16.1%	22.0%
71–90	41	34.7%	56.8%
91–110	37	31.4%	88.1%
111–130	9	7.6%	95.8%
131–150	5	4.2%	100.0%

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Maturity by Company Size

Size doesn't strongly predict maturity. Large enterprises (5,000+ employees) average 85.6 — nearly identical to the overall mean. The smallest organizations (1–50 employees) show the highest scores at 112.7, though the sample of 6 may represent consulting firms or learning-focused startups rather than a generalizable pattern. Mid-size organizations (51–1,000 employees) show the most variation, with some segments averaging below 80.
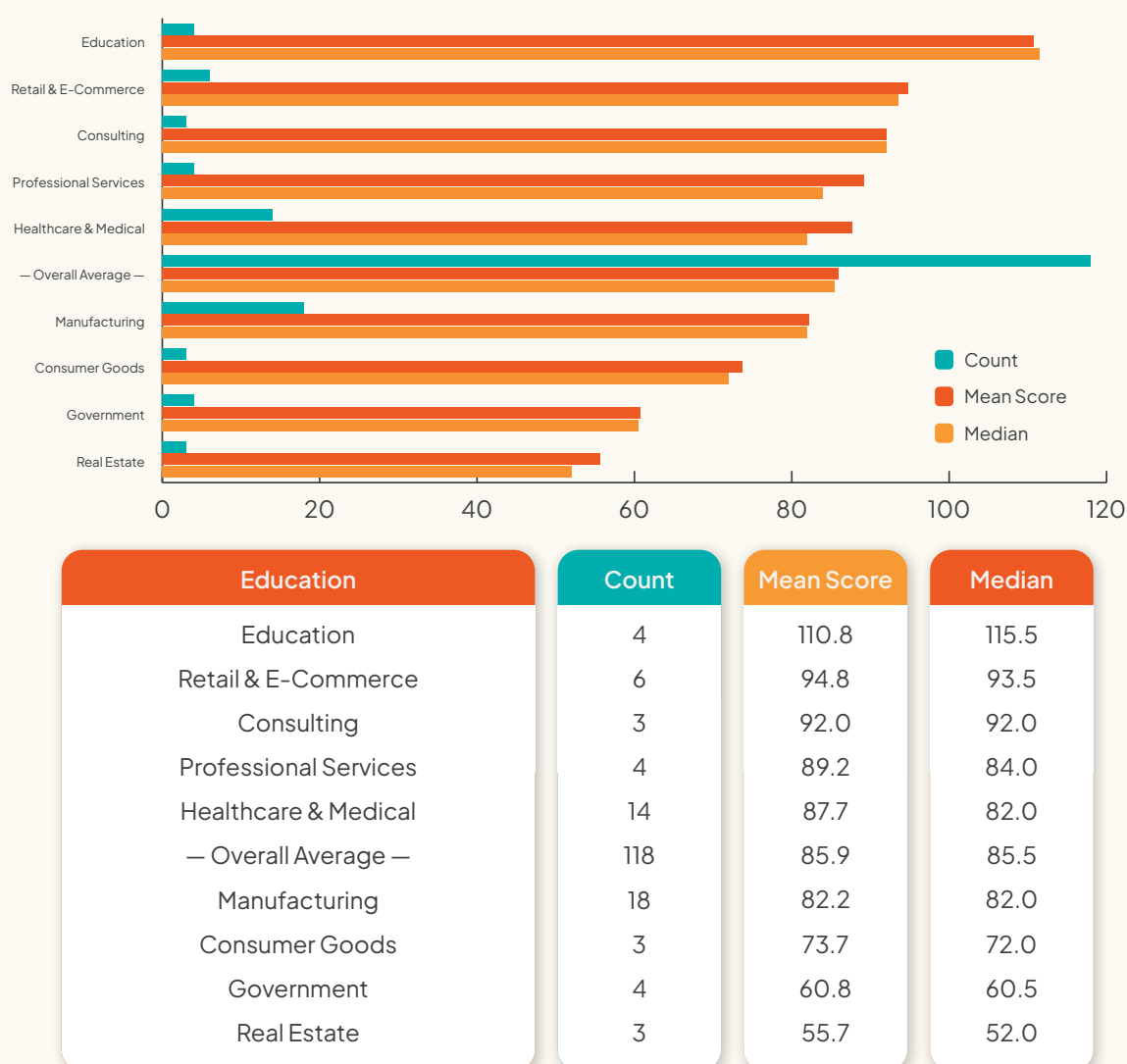
Figure 7: Maturity Distribution by Company Size

Company Size	Reactive	Operational	Strategic	Transform	Avg Score
1–50	0	50	17	33	112.7
51–200	57	43	0	0	69.0
201–500	27	60	13	0	83.7
501–1,000	40	40	20	0	79.6
1,001–5,000	22	56	15	7	88.7
5,000+	29	56	13	2	85.6

Maturity by Industry

Maturity varies by industry. Education leads at 110.8 — unsurprising given their core mission. Retail & E-Commerce (94.8) and Consulting (92.0) also score above average. Government (60.8) and Real Estate (55.7) trail significantly, likely reflecting regulatory constraints, budget limitations, and legacy approaches. Benchmarking should account for these different starting conditions.

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Figure 8: Maturity by Industry (Top and Bottom Performers)

Education	Count	Mean Score	Median
Education	4	110.8	115.5
Retail & E-Commerce	6	94.8	93.5
Consulting	3	92.0	92.0
Professional Services	4	89.2	84.0
Healthcare & Medical	14	87.7	82.0
— Overall Average —	118	85.9	85.5
Manufacturing	18	82.2	82.0
Consumer Goods	3	73.7	72.0
Government	4	60.8	60.5
Real Estate	3	55.7	52.0

Only industries with 3+ respondents shown.

The Formal Strategy Effect

A documented strategy correlates with higher maturity across the board. Among those with formal strategies, 26% reach Strategic or Transformational levels; among those without, just 6% do. Partial progress doesn't yield the same benefit as completion.

The following sections examine each dimension in detail, starting with the areas where organizations score highest.

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Section 2: Alignment to Business Strategy

Dimension definition: Ensuring learning initiatives directly support organizational goals, priorities, and KPIs.
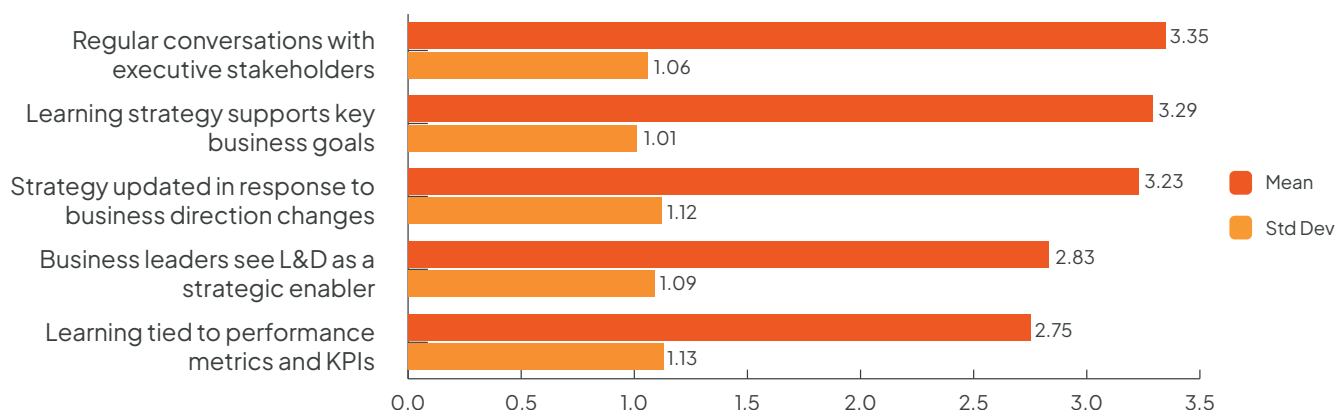
Most respondents report active conversations with executives and strategies that respond to business changes. The challenge lies in translating those conversations into measurable connections between learning and performance.

Respondent Profile

The sample skews toward larger organizations. Nearly 40% of respondents work at companies with 5,000+ employees. Mid-size organizations (201–5,000 employees) represent 48%. Smaller organizations (under 200 employees) account for 11%.

Figure 9: Alignment to Business Strategy – Question Scores

Regular conversations with executive stakeholders — Mean 3.35, Std Dev 1.06
Learning strategy supports key business goals — Mean 3.29, Std Dev 1.01
Strategy updated in response to business direction changes — Mean 3.23, Std Dev 1.12
Business leaders see L&D as a strategic enabler — Mean 2.83, Std Dev 1.09
Learning tied to performance metrics and KPIs — Mean 2.75, Std Dev 1.13

Scale: 1–5 (Not Yet in Place to Fully Mature).

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Key Insight: The KPI Gap

A 0.54–point gap separates "learning strategy supports business goals" (3.29) from "learning tied to performance metrics and KPIs" (2.75). Strategic conversations happen. The connection to measurable results remains weak.

Similarly, "business leaders see L&D as strategic enabler" (2.83) lags behind "regular executive conversations" (3.35). L&D teams are in the room but haven't convinced leadership of their strategic value. Access doesn't equal influence.

Segment Patterns

Those with formal strategies score 16.7 on Alignment versus 11.6 for those without — a 5.1–point gap, the largest of any dimension. Formalizing strategy forces the hard work of connecting learning to results. Large enterprises (5,000+) average 14.9, slightly below the overall mean of 15.4; scale creates complexity that can dilute strategic focus.

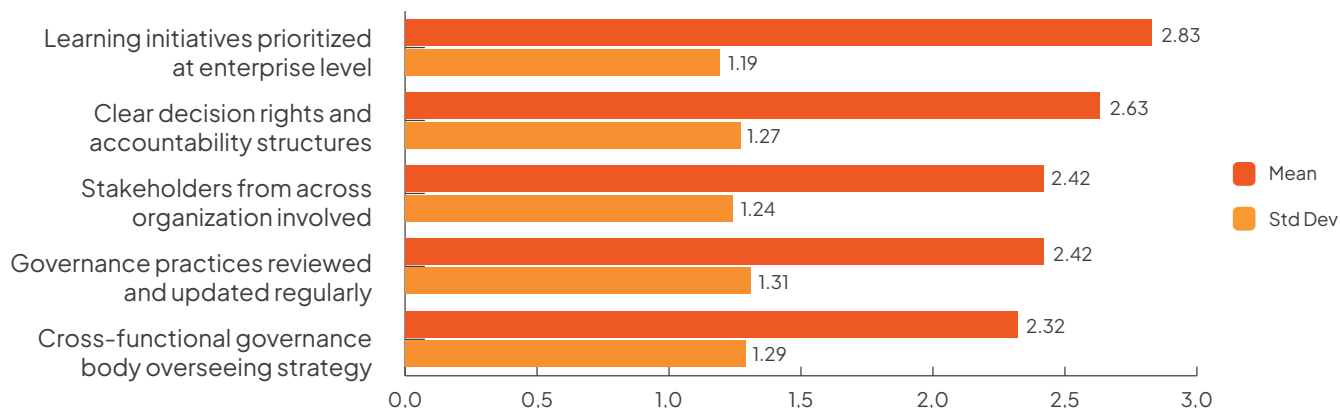# Section 3: Learning Governance

Dimension definition: Establishing decision-making structures and enterprise-level prioritization for learning investments and initiatives.

Governance shows the widest spread of any dimension (standard deviation of 5.3). Some organizations have robust structures; many have none. The gap between them is wider here than anywhere else.

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Question-Level Analysis

Figure 10: Learning Governance – Question Scores

Key Insight: Structure Without Body

Enterprise-level prioritization exists (2.83), but the formal governance body to sustain it often doesn't (2.32). Decisions get made without consistent structures or stakeholder involvement. Priorities shift based on who's in the room rather than systematic evaluation.

The cross-functional governance body question shows the highest standard deviation (1.29) in this dimension. It's binary: organizations either have one or they don't. This represents a maturity threshold many haven't crossed.

Correlation with Overall Maturity

Governance correlates at r=0.83 with overall maturity — second only to Measurement. "Governance practices reviewed regularly" ranks fourth among all 30 questions as a predictor of total score (r=0.74). *Treating governance as ongoing practice rather than one-time setup consistently distinguishes higher-performing organizations.*

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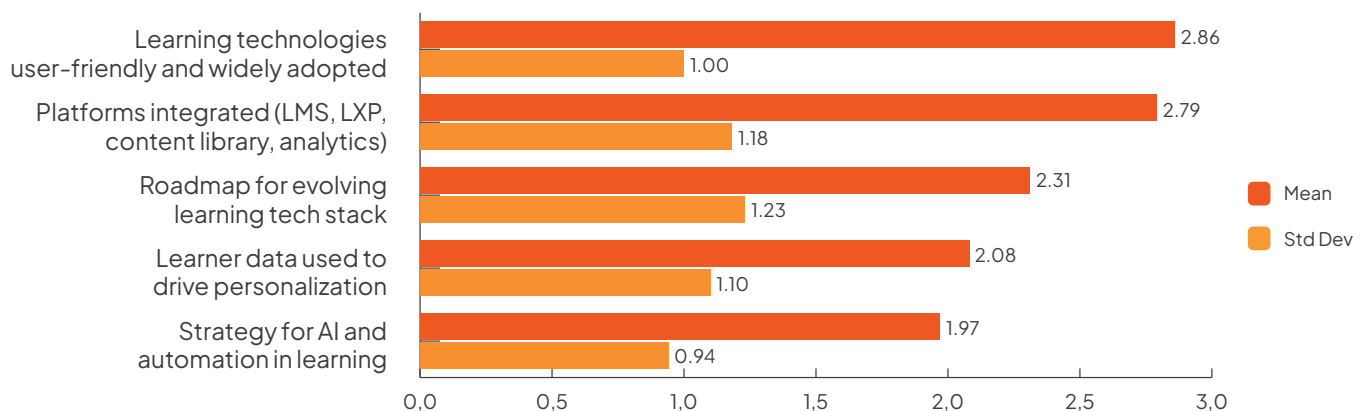# Section 4: Technology and Ecosystem Integration

Dimension definition: Connecting learning platforms, tools, systems, and data to create a seamless and scalable learning environment.

This dimension contains the three lowest-scoring questions in the entire scorecard, all related to AI readiness and data utilization. *Platforms have been adopted. The ability to use them for personalization or strategic insight has not.*

Question–Level Analysis

Figure 11: Technology & Ecosystem Integration – Question Scores

Question	Mean	Std Dev
Learning technologies user-friendly and widely adopted	2.86	1.00
Platforms integrated (LMS, LXP, content library, analytics)	2.79	1.18
Roadmap for evolving learning tech stack	2.31	1.23
Learner data used to drive personalization	2.08	1.10
Strategy for AI and automation in learning	1.97	0.94

Key Insight: The AI Readiness Gap

AI strategy at 1.97 is the lowest score in the dataset. The standard deviation of 0.94 is also among the lowest — this isn't a split between leaders and laggards. *Weakness here is uniform.*

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Data-driven personalization (2.08) shows similar weakness. Learner data has been collected; the infrastructure to use it hasn't been built. User-friendliness leads the dimension at 2.86, but adoption alone doesn't create strategic value. The 0.89–point gap between "user-friendly" and "AI strategy" is the largest within-dimension gap in the scorecard.

Size and Technology

Smaller organizations (1–50 employees) score highest on Technology at 17.5; mid-size organizations (501–1,000) score lowest at 10.5. Scale and legacy systems create barriers that smaller, more agile organizations avoid.
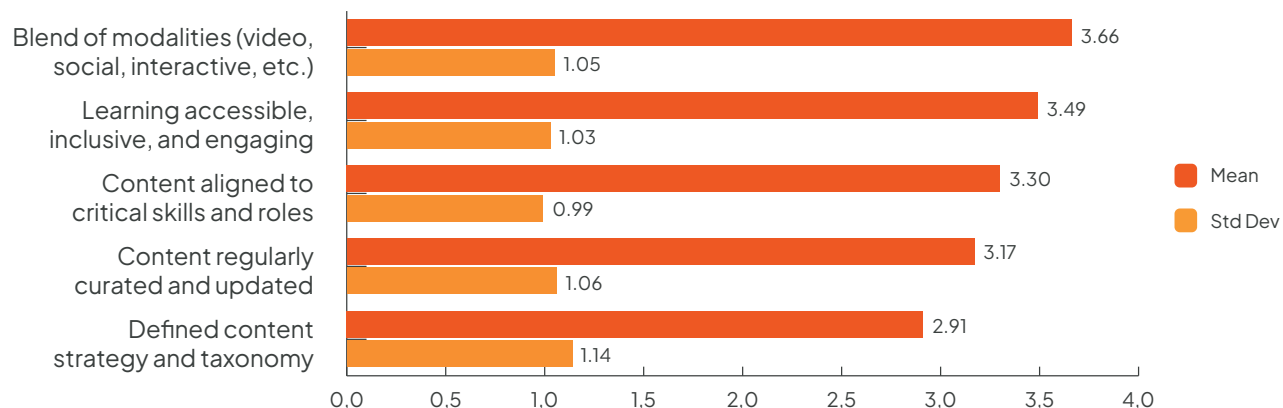
Section 5: Content and Experience Strategy

Dimension definition: Designing engaging, inclusive, and strategic learning experiences aligned to learner needs and business outcomes.

This dimension leads the scorecard — and contains two of the five highest-scoring questions overall. Investment in content quality shows.

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Question-Level Analysis

Figure 12: Content & Experience Strategy – Question Scores

Blend of modalities (video, social, interactive, etc.) — Mean 3.66, Std Dev 1.05
Learning accessible, inclusive, and engaging — Mean 3.49, Std Dev 1.03
Content aligned to critical skills and roles — Mean 3.30, Std Dev 0.99
Content regularly curated and updated — Mean 3.17, Std Dev 1.06
Defined content strategy and taxonomy — Mean 2.91, Std Dev 1.14

Key Insight: Content Quality Without Content Strategy

Content diversity and accessibility score highest (3.66 and 3.49), while systematic strategy and taxonomy lag (2.91). The 0.75-point gap points to activity without a system. Teams create engaging courses but lack a system to organize them — leading to duplicate content, inconsistent tagging, and no way to show how learning maps to business-critical skills.

This mirrors the Alignment finding: strong execution, weak measurement. *Content gets created. Its strategic value goes unproven.*

Correlation Patterns

Content correlates strongly with Measurement — a pattern explored in Section 8.

"Content regularly curated and updated" predicts overall maturity at r=0.71, suggesting content governance signals broader organizational discipline.
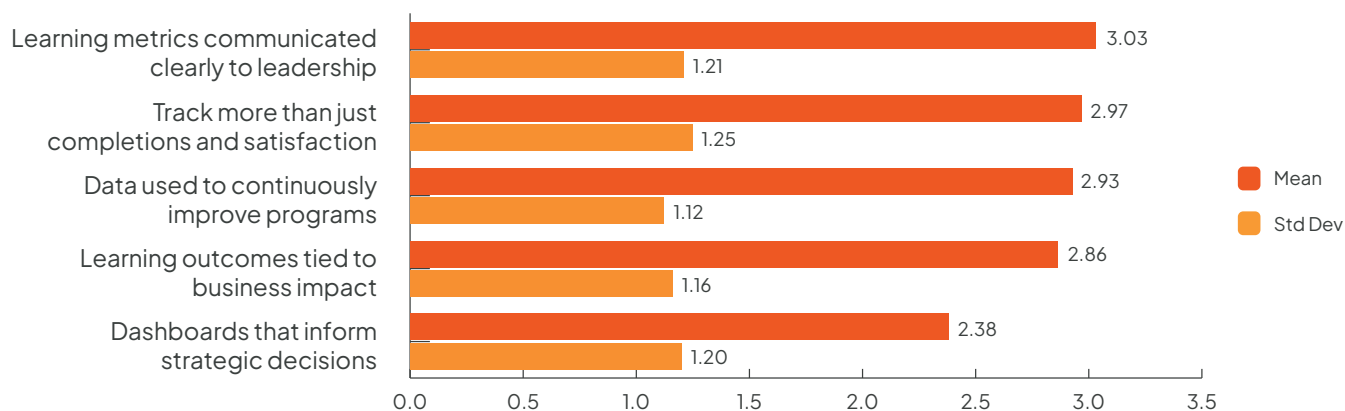
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Section 6: Measurement and Analytics

Dimension definition: Capturing learning outcomes and using data to drive decisions, inform strategy, and demonstrate impact.

This dimension's importance exceeds its ranking. Three of the top five individual questions for predicting overall maturity come from Measurement. What you measure, and how, shapes everything else.

Question–Level Analysis

Figure 13: Measurement & Analytics – Question Scores

Question	Mean	Std Dev
Learning metrics communicated clearly to leadership	3.03	1.21
Track more than just completions and satisfaction	2.97	1.25
Data used to continuously improve programs	2.93	1.12
Learning outcomes tied to business impact	2.86	1.16
Dashboards that inform strategic decisions	2.38	1.20

Key Insight: Communication Without Dashboards

Metrics get communicated to leadership (3.03) more often than dashboards inform decisions (2.38). The 0.65–point gap points to one-off reports rather than dashboards that drive decisions. *Data gets shared. It doesn't drive real–time strategic adjustment.*

The relatively high score for "track more than completions" (2.97) shows awareness of the need for better metrics. Execution lags: tying outcomes to business impact (2.86) and building strategic dashboards (2.38) remain underdeveloped.
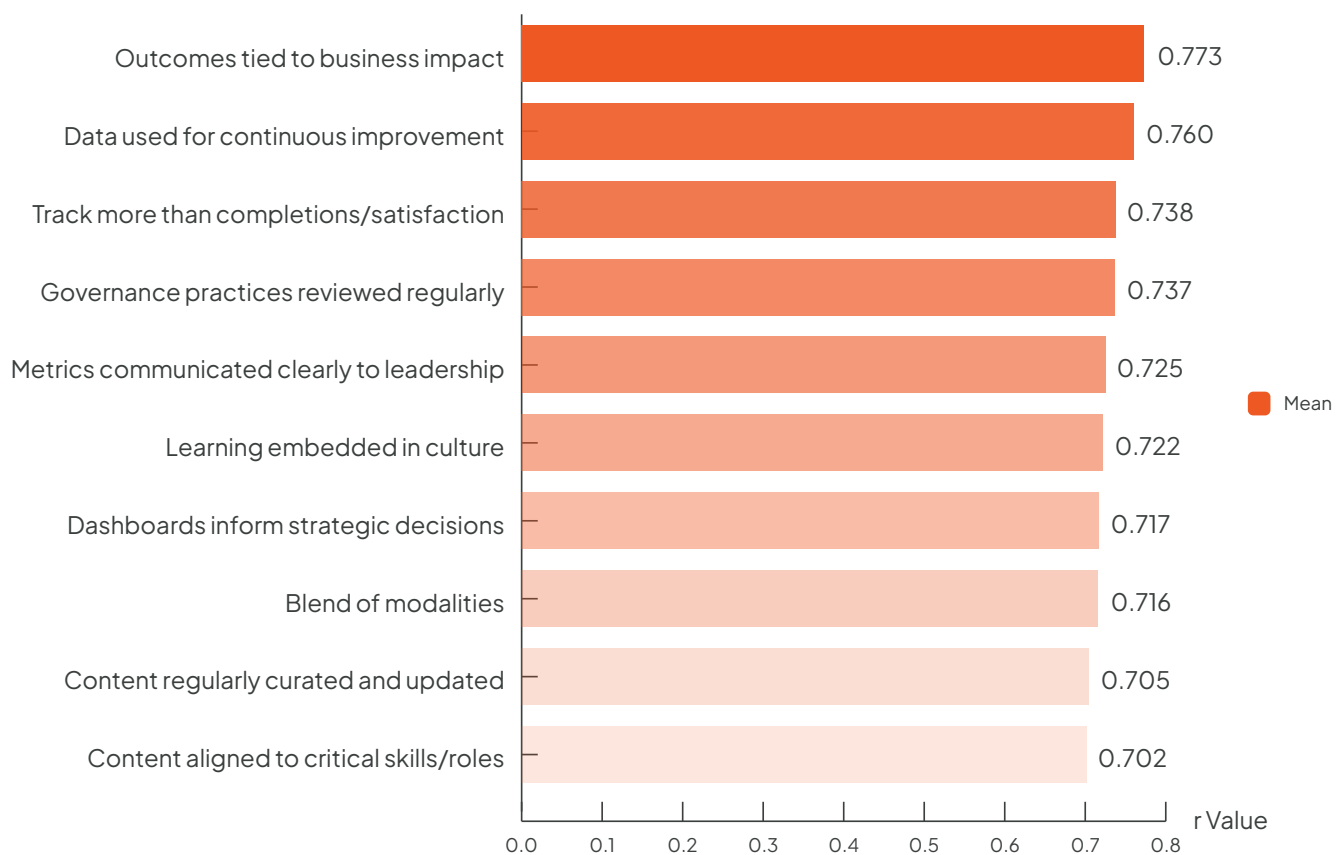
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Why Measurement Matters Most

The three questions most predictive of overall maturity all relate to impact: "outcomes tied to business impact" (r=0.77), "data used for continuous improvement" (r=0.76), and "track more than completions" (r=0.74). Moving from activity metrics to outcome metrics correlates with higher scores everywhere. It's a cycle:

Measure outcomes > Demonstrate value > Earn investment > Build capability > Achieve higher scores

Those stuck at activity metrics can't justify strategic investment, perpetuating lower maturity.

Figure 14: Top 10 Questions Most Predictive of Overall Maturity

Question	r Value
Outcomes tied to business impact	0.773
Data used for continuous improvement	0.760
Track more than completions/satisfaction	0.738
Governance practices reviewed regularly	0.737
Metrics communicated clearly to leadership	0.725
Learning embedded in culture	0.722
Dashboards inform strategic decisions	0.717
Blend of modalities	0.716
Content regularly curated and updated	0.705
Content aligned to critical skills/roles	0.702

r = Pearson correlation coefficient. All correlations significant at p<0.001.

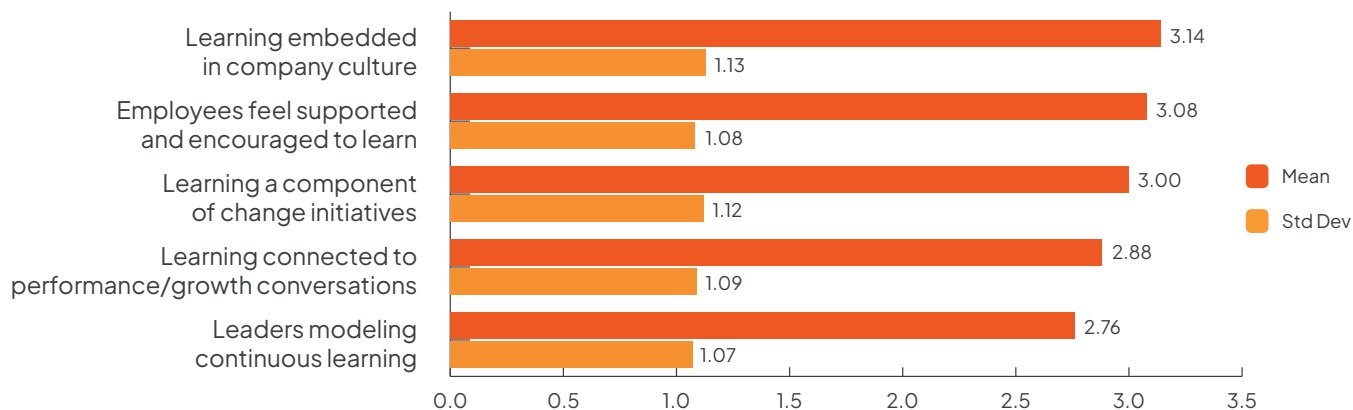WELEARN

Section 7: Culture and Change Readiness

Dimension definition: Embedding learning into culture and ensuring people are equipped and motivated to grow and adapt.

This dimension shows the smallest internal gap (0.38 points between highest and lowest questions) — more consistent performance across elements than any other area. Yet gaps remain between aspiration and leadership behavior.

Question-Level Analysis

Figure 15: Culture & Change Readiness – Question Scores

Key Insight: The Leadership Modeling Gap

"Learning embedded in culture" leads at 3.14. "Leaders modeling continuous learning" trails at 2.76. *Respondents believe learning is valued but see inconsistent leadership behavior. When leaders don't visibly prioritize their own learning, culture claims ring hollow.*

"Learning connected to performance/ growth conversations" (2.88) also lags employee support perceptions (3.08). Learning happens in parallel to career development rather than integrated with it. This disconnect reduces impact on retention and mobility.

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Culture as Maturity Predictor

"Learning embedded in culture" ranks sixth among all questions for predicting overall maturity (r=0.72). *Culture both enables and reflects strategic maturity. High scores here typically rest on foundations of governance, measurement, and alignment already in place.*
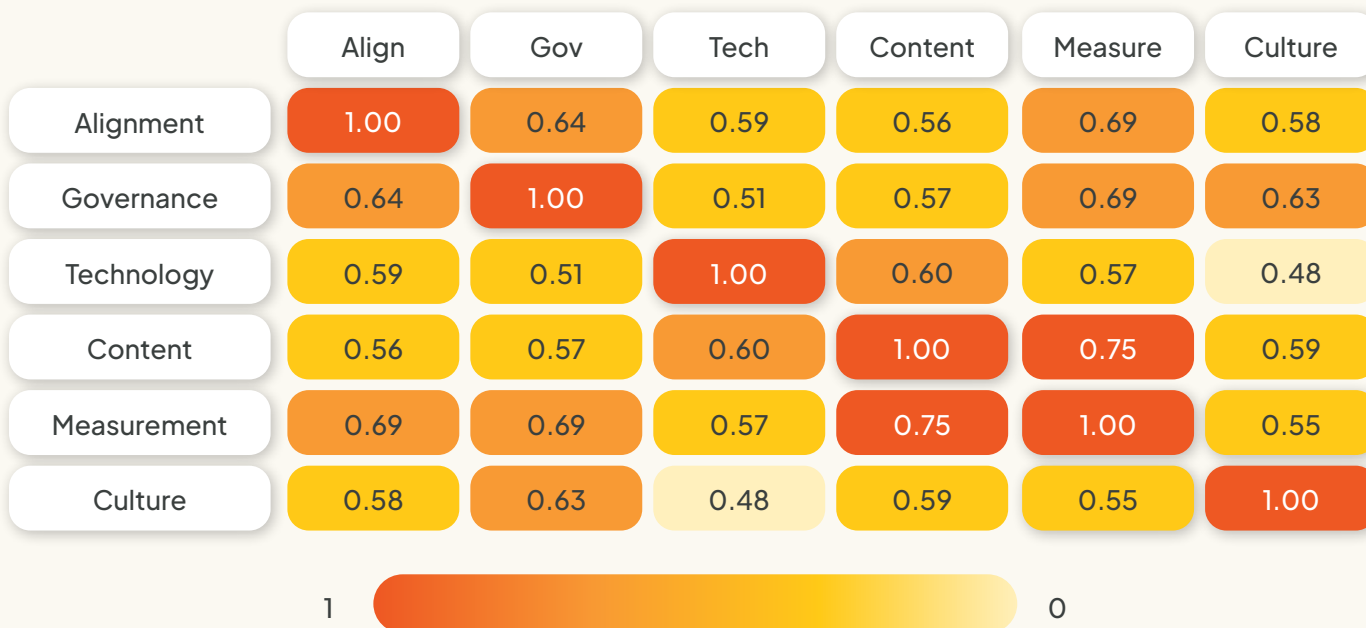
Section 8: How the Dimensions Connect

The six dimensions don't exist in isolation. Strength in one area often supports another; weakness in one can hold others back. Knowing which dimensions move together helps you decide where to focus first.

Dimension Correlations

Figure 16: Inter-Dimension Correlation Matrix

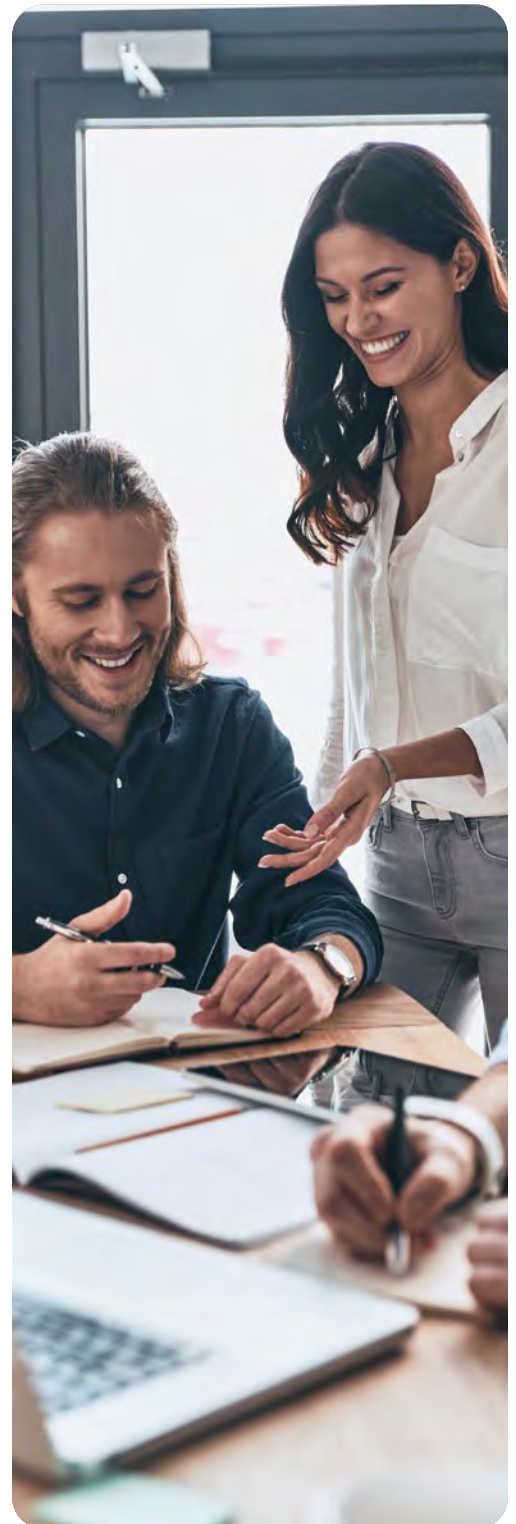|	Align	Gov	Tech	Content	Measure	Culture
Alignment	1.00	0.64	0.59	0.56	0.69	0.58
Governance	0.64	1.00	0.51	0.57	0.69	0.63
Technology	0.59	0.51	1.00	0.60	0.57	0.48
Content	0.56	0.57	0.60	1.00	0.75	0.59
Measurement	0.69	0.69	0.57	0.75	1.00	0.55
Culture	0.58	0.63	0.48	0.59	0.55	1.00

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Key Correlation Patterns

Content and Measurement (r=0.75): The strongest link between dimensions. Effective measurement and effective content management go together. Both require systematic discipline and strategic intent.

Alignment and Measurement (r=0.69): Strategic alignment requires measurement to be credible. Claiming business alignment without outcome metrics lacks evidence. Measurement enables alignment claims; alignment focus drives measurement investment.

Governance and Measurement (r=0.69): Governance structures depend on data to inform decisions. Without measurement, governance becomes opinion-based. Building governance requires building measurement in parallel.

Technology and Culture (r=0.48): The weakest link. Technology investments don't automatically create learning culture. Sophisticated platforms with low engagement are common. Culture requires leadership modeling and performance integration that technology alone can't deliver.

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Variance Patterns

Governance shows the highest variance, followed by Measurement. These dimensions represent the biggest gaps between organizations. Technology shows the lowest variance — most organizations are weak here, not just some

Common Score Profiles

High Culture, Low Governance (15 respondents): Learning is valued culturally but decision structures are missing. These organizations rely on goodwill rather than systems — a profile that risks inconsistency when leadership changes.

High Alignment, Low Measurement (8 respondents): Strategic conversations happen without evidence to support them. These organizations risk losing credibility when leadership asks for proof of impact.

Section 9: Compare Your Scores

Use these benchmarks to compare your scores. See where you're ahead or behind your peers.

Find out your score, go to
WeLearn Learning Strategy Scorecard

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Where Do You Rank?

Use the table below to compare your scores against the full sample. Find your total score and each dimension score to see whether you fall in the bottom quartile, middle 50%, or top quartile of respondents.

Figure 17: Percentile Benchmarks

Dimension	Bottom 25%	Middle 50%	Top 25%
Total Score	Below 72	72 – 101	Above 101
Alignment	Below 13	13 – 18	Above 18
Governance	Below 8	8 – 16	Above 16
Technology	Below 9	9 – 14	Above 14
Content	Below 14	14 – 19	Above 19
Measurement	Below 11	11 – 18	Above 18
Culture	Below 12	12 – 18	Above 18

Based on n=118 respondents. Dimension scores out of 25; total score out of 150.

Scoring in the top quartile on one dimension while lagging in another reveals where to focus. A total score in the middle 50% with one dimension in the bottom quartile points to a specific gap worth addressing.

Company size shows little correlation with maturity — large enterprises score nearly identical to the overall average (85.6 vs 85.9). Compare yourself to the benchmarks above regardless of your organization's headcount.

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Section 10: What to Do Next

Use the percentile benchmarks in Section 9 to identify where you lag. Then focus on the priorities below — listed in order of impact based on the data.

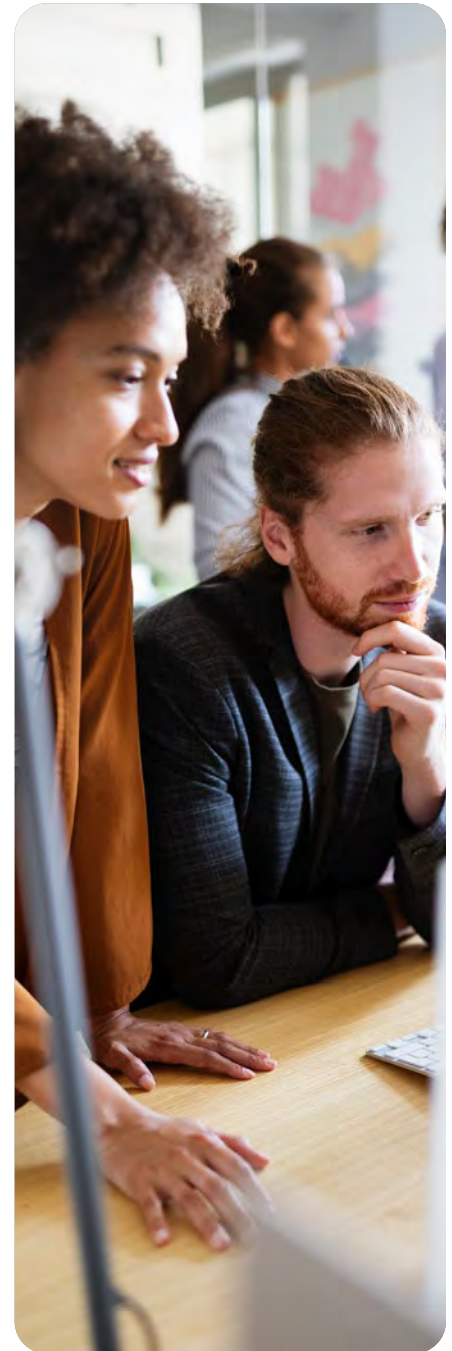## Priority 1: Formalize Your Strategy

The 26–point gap between those with and without formal strategies is the clearest finding in the data. Formalization forces articulating priorities, defining governance, and establishing measurement. Half-finished strategies don't deliver — complete the work.

Self–assessment question: Do we have a documented learning strategy that defines priorities, governance structures, and success metrics?

Priority 2: Build Measurement Capability

Measurement shows the strongest link to overall maturity. Organizations stuck at Operational levels typically track activity (completions, satisfaction) rather than outcomes (business impact, behavior change). Outcome measurement builds the case for investment.

Self–assessment question: Can we demonstrate how learning connects to business results with data rather than anecdotes?

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Priority 3: Establish Governance Before Scaling

Governance is both low-scoring and high-variance. Without structures, decisions become inconsistent and investment gets wasted. A cross-functional governance body with clear decision rights creates the foundation for sustainable growth.

Self-assessment question: Do we have a governance body that systematically prioritizes learning investments based on business impact?

Priority 4: Address the AI Readiness Gap

AI strategy scores lowest of all 30 questions. Rushing to adopt AI tools may be premature —but building foundational capabilities (data integration, personalization infrastructure, tech roadmaps) enables future adoption. The gap won't close quickly. Start now.

Self-assessment question: Are we using learner data to personalize experiences today, and do we have a roadmap for AI integration?

Priority 5: Close the Leadership Modeling Gap

Culture scores reflect aspiration more than practice. The gap between "learning embedded in culture" and "leaders modeling learning" reveals where claims break down. Engaging leaders as visible learners creates credibility that programs alone cannot.

Self-assessment question: Do senior leaders visibly participate in learning, and is learning integrated into performance conversations?

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Key Correlation Patterns

Reactive (30–74): Document a strategy. Establish measurement beyond completions. Create a governance forum, even if informal. Focus on quick wins that demonstrate value.

Operational (75–104): Strengthen the connection between learning and business KPIs. Formalize governance with decision rights. Build dashboards that inform rather than just report. Develop a technology roadmap.

Strategic (105–129): Pursue outcome measurement that demonstrates business impact. Invest in data capabilities for personalization. Expand governance to include broader stakeholders. Begin AI pilot programs.

Transformational (130–150): Share practices externally. Mentor other organizations. Push boundaries on AI and adaptive learning. Maintain advantage through continuous improvement.

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Roberta is a HR Industry Go-to-market Leader and Lighthouse Research and Advisory Analyst.

She has been behind the scenes at market-leading companies to help them shift market narrative, influence buyer behavior and expand into new markets. She is known for her ability to turn strategic vision into measurable execution through positioning, storytelling, and operational rigor.

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Nearly 20 years of experience in marketing, positioning, and strategy, with 10+ years of that being directly related to talent and the workforce.

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Sean Stowers

Sean is the Founder, CLO, and CEO of WeLearn, a learning solutions company dedicated to elevating individuals and organizations through human-centered workforce education.

Sean's career spans corporate learning, workforce development, and strategic consulting. He started at IBM Learning Services, then moved into leadership at a global education consulting firm, where he led award-winning training programs. He has worked with global organizations to design impactful learning strategies that drive business results.

Driven by a passion for connection and engagement, he launched WeLearn to redefine corporate learning with modern solutions. A trusted thought partner, Sean helps organizations implement learning strategies that support business transformation. He collaborates with clients on content development standards, AI adoption, and L&D governance.

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Loren Sanders

Loren brings two decades of expertise in Healthcare, HR, and L&D and is a Strategy Consulting Partner at WeLearn Learning Services.

Known as a "Professional Synergist," she specializes in organizational effectiveness, talent acquisition, and leadership development. Her book, *Empathy is Not a Weakness and other stories from the edge,* has earned wide recognition. Loren focuses on eliminating toxic workplace leadership and building cultures rooted in inclusivity and psychological safety. She speaks at conferences nationwide, combining empathy with performance-driven strategies.

Loren earned a BA in Community Health Education from the University of Illinois at Urbana-Champaign and an MBA in Organizational Behavior from Lake Forest Graduate School of Management. She owns Roxlo Coaching and Consulting and teaches as an adjunct instructor at her alma mater.

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Appendix

Scoring Methodology

The Learning Strategy Scorecard consists of 30 statements across six dimensions, each rated on a five-point maturity scale. Total scores range from 30 to 150. Dimension scores range from 5 to 25. The maturity model assigns organizations to four levels: Reactive (30–74), Operational (75–104), Strategic (105–129), and Transformational (130–150).

Rating Scale

1 **Not Yet in Place:** No formal efforts or practices currently in place.

2 **Early Development:** Some initial steps taken, but efforts are limited or informal.

3 **Inconsistent Practice:** Practices present but applied unevenly across the organization.

4 **Consistently Applied:** Practices well established and applied consistently across teams or functions.

5 **Fully Mature / Optimized:** Practices embedded, optimized, and continuously improved.

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Data Collection

Data was collected between September and December 2025 through the WeLearn Learning Strategy Scorecard, a self-assessment available online.

> 📊 **Get your score.** If you haven't taken the scorecard, start there: learningstrategyscorecard.com

Respondents voluntarily completed the assessment. All analysis is based on self-reported data.

Limitations

This analysis reflects self-assessment. Respondents may over- or underestimate their maturity. The sample of 118 provides reasonable statistical power for overall findings but limits confidence in small segments (industries or company sizes with fewer than 10 respondents). Correlation does not imply causation; formal strategy correlates with higher scores, but other factors may drive both.

Statistical Notes

All correlation coefficients are Pearson's r. Correlations reported as significant have p-values < 0.001. Standard deviations measure variance within the sample. Mean and median are both reported where distributions may be skewed.

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