

W E L E A R N

# Learning Strategy Benchmarking Guide

## Where Do You Stand?

Based on data from 118 L&D leaders

A companion to the *Learning Strategy Benchmarking Data Report*



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# What We Found

How mature is your learning strategy compared to your peers? L&D leaders ask this constantly but rarely answer it with data.

Between September and December 2025, 118 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.

This guide distills what we learned into the insights that matter most.



For the full data, see the companion [Learning Strategy Benchmarking Data Report](#).

## The headline: most L&D teams are stuck in the middle.

They've moved past reactive, compliance-driven approaches. But they haven't reached strategic impact.

Over 80% score at Reactive or Operational maturity levels.

Only 19% have reached Strategic or Transformational.

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

n=118 respondents. Average score: 86 out of 150.

 The data reveals six patterns worth examining.

# Six Insights from the Data

## 1. The Strategy Gap

Organizations with a formal, documented learning strategy score **26 points higher** than those without (94 vs 69 out of 150). The advantage appears across every dimension.

Partial strategies don't deliver the same benefit. Organizations with strategies "in development" average 78 — closer to those without than those with.

**What this means:** Documenting your strategy is the single biggest differentiator in the data.

## 2. The KPI Gap

L&D teams report that their learning strategy supports business goals (3.29 out of 5). But tying learning to performance metrics and KPIs scores lower (2.75). That's a gap of 0.54 points — significant on a 5-point scale.

Similarly, "business leaders see L&D as a 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.

**What this means:** Access doesn't equal influence. You need to connect learning to numbers leadership cares about.

## 3. The Governance Gap

Governance shows the widest variation of any dimension. Some organizations have robust decision-making structures; many have none.

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. Priorities shift based on who's in the room.

**What this means:** Before scaling, establish who decides what and how. Without structures, investment gets wasted.

## 4. The AI Readiness Gap

“Do you have a strategy for AI and automation in learning?” scores **1.97 out of 5** — the lowest of all 30 questions in the scorecard. Barely past “Not Yet in Place.”

Data-driven personalization scores nearly as low (2.08).

Most have adopted platforms but can’t use the data from them.

This isn’t a split between leaders and laggards — weakness here is nearly universal.

**What this means:** Most L&D functions aren’t ready for AI. Building data infrastructure now creates future advantage. The gap won’t close quickly — start now!

## 5. The Measurement Gap

Teams communicate metrics to leadership (3.03) but don’t have dashboards that actually drive decisions (2.38). Data gets shared but in general doesn’t inform real-time adjustments.

Tying outcomes to business impact (2.86) and building strategic dashboards (2.38) remain underdeveloped.

**What this means:** Reporting isn’t measurement. Measurement changes what you do next. This is what separates higher-performing organizations.

## 6. The Leadership Modeling Gap

Respondents believe learning is embedded in their culture (3.14). They see leaders modeling continuous learning far less often (2.76).

“Learning connected to performance and growth conversations” (2.88) also lags employee support perceptions (3.08). Learning happens in parallel to career development rather than integrated with it.

**What this means:** Culture isn’t what you say — it’s what leaders do. When leaders aren’t modeling behaviours, espoused culture rings hollow.

💡 Those are the patterns. Now, how do you compare?

# Compare Your Scores

Use this table to see where you stand. Find your total score and each dimension score to see whether you fall in the bottom quartile, middle 50%, or top quartile.

Haven't taken the scorecard yet? Get your score here.

Dimension	Bottom 25%	Middle 50%	Top 25%
Total Score	Below 72	72 – 101	Above 101
Alignment to Business Strategy	Below 13	13 – 18	Above 18
Learning Governance	Below 8	8 – 16	Above 16
Technology & Ecosystem	Below 9	9 – 14	Above 14
Content & Experience Strategy	Below 14	14 – 19	Above 19
Measurement & Analytics	Below 11	11 – 18	Above 18
Culture & Change Readiness	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. Company size shows little correlation with maturity — compare yourself to these benchmarks regardless of headcount.



# What to Do Next

## Five Priorities — Regardless of Level



### Priority 1. Formalize your strategy.

The 26-point gap is the clearest finding.



### Priority 2. Build measurement that shows business impact.

Outcome metrics separate higher performers.



### Priority 3. Establish governance before scaling.

Decisions without structures lead to wasted effort.



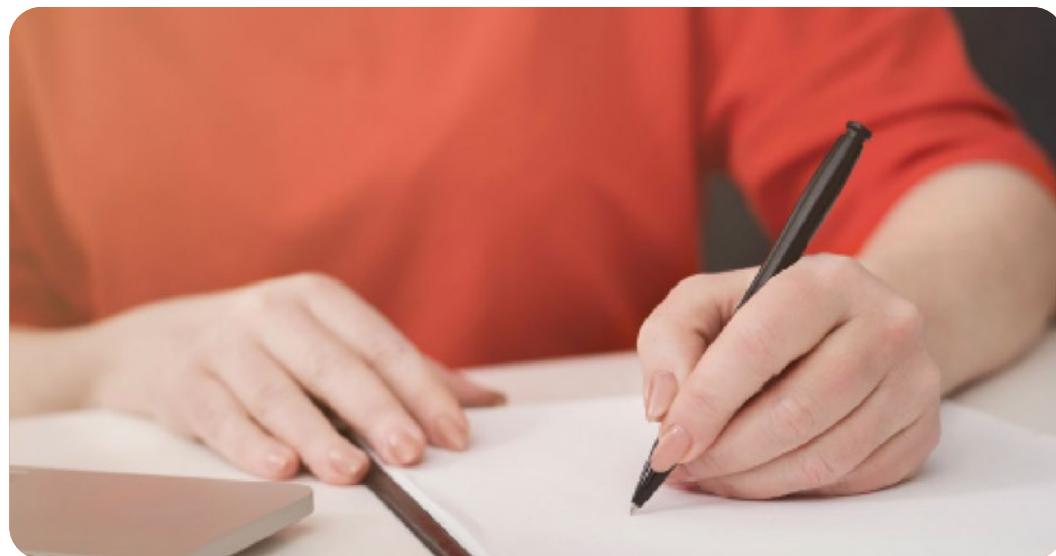
### Priority 4. Start building AI/data readiness now.

The gap won't close quickly.



### Priority 5. Engage leaders as visible learners.

Culture follows behavior.



## By Maturity Level

Focus on what matches your situation.

### Reactive (below 75)

- Document a strategy, even a simple one. Pick one business metric to connect learning to.
- Create a governance forum, even if informal. Focus on quick wins that demonstrate value.

### Operational (75–104)

- Strengthen the link between learning and business KPIs. Formalize governance with clear decision rights. Build dashboards that inform rather than just report. Develop a technology roadmap.

### Strategic (105–129)

- Pursue outcome measurement tied to business impact. Invest in data capabilities for personalization. Expand governance to broader stakeholders. Begin AI pilots.

### Transformational (130+)

- Share practices externally. Push boundaries on adaptive learning and AI. Maintain advantage through continuous improvement.



# Continue the Conversation



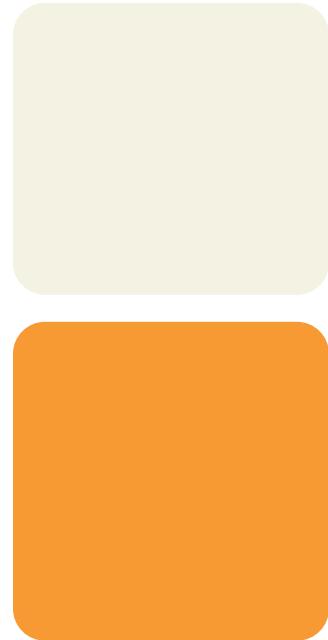
**Get your score.** If you haven't taken the scorecard, start there: [learningstrategyscorecard.com](https://learningstrategyscorecard.com)



**Read the full report.** This guide highlights the key insights. *The Learning Strategy Benchmarking Data Report* includes detailed data, dimension-by-dimension analysis, and correlation patterns.



**Talk it through.** A working session with a WeLearn strategist gives you space to review your results, talk through what they mean, and decide where to focus. Contact us at [strategy@welearnls.com](mailto:strategy@welearnls.com)



# Authors



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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.

Since 2024, Roberta has been focused on industry research used by investors, corporates and vendors to assess technologies and inform M&A decisions, improve GTM, enable sales, inform product development, and develop thought leadership.

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 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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and we build it that way.

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