



Show Me the Value: Demonstrating the Value of Corporate Training and Development

by Patricia Ellenburg

As investors have become more finance-savvy, the goal of the enterprise has evolved from maximizing profits to maximizing shareholder value. To reflect this, a “new” management style has emerged: Value Based Management (VBM).

VBM requires businesses to prove their worth not only in commercial markets, but also in *capital markets*, where they’re judged on their ability to create value through the optimal use of resources. With VBM, everyone in the organization must learn to set priorities based upon contribution to corporate value. All key processes and systems—including Training & Development (T&D)—must focus on value creation.

The concept of T&D as a value-creating process has catalyzed the creation of the CLO Institute, a network of training professionals who recognize the value of community, continuous development, and integration of learning across the enterprise. Our mission is to:

- Provide education, research, and business tools that help the training professional more effectively demonstrate the value of learning and development to the strategic goals of the enterprise;
- Develop, monitor, and maintain certification programs that are recognized within the training profession and by the broader business community;
- Nurture a community of veteran and emerging leaders; and
- Increase the training leader’s credibility within the individual enterprise and the general business community.





CLO Institute

We'll have achieved our mission when the majority of Fortune 500 companies have Chief Learning Officers; when those CLOs are involved in strategic planning alongside CEOs, CFOs, and CIOs; and when the need for and value of T&D expenditures are as intuitively recognized as those for R&D.

So, how do we effect this paradigm shift? First, by giving training professionals the education and resources they need to convincingly demonstrate the value of learning to the business. This series of articles will focus on just that, enabling training professionals to speak the same language as their C- Suite counterparts — particularly when they demand, "Show Me the Value!"

About Patricia Ellenburg:

Patricia ("Trish") Ellenburg is the Executive Director of the CLO Institute, responsible for the development of a new series of educational workshops entitled "Business Strategies for Learning" and the qualification of successful candidates for the Certified Chief Learning Officer (CCLO), Certified Learning Strategist (CLS), and Certified Learning Architect (CLA) designations.

The CLO Institute's certification programs are designed to encourage professional excellence and to provide an objective measure and recognition of expertise for learning professionals.

Trish graduated Summa Cum Laude with a Bachelor of Science in Finance degree from Arizona State University. She also received her Masters of Business Administration degree from Arizona State University.

