



NAME: Manuela

INDUSTRY/SEGMENT: Medium to large enterprise training and development leader

JOB TITLE: Director/VP of Training and Development

REPORTS TO (JOB TITLE): HR (for internal prof dev)

AGE/EDUCATION:

YEARS IN THIS JOB: 5+

MY MOST IMPORTANT RESPONSIBILITIES & ACTIVITIES:

I lead the entire training and development department. I'm responsible for the assessment and identification of the business's training and development needs, primarily at the managerial level and for the effective coordination of training and development programs for the business. I actively search, creatively design, and implement effective methods for enhancing performance and recognizing outstanding performance.

The performance of the business is highly dependent on the training and support from the training department, which means that I am expected to be highly experienced, motivated, and dedicated to quality training across the business.

LIST THE TOP FIVE OBSTACLES OR PROBLEMS THAT INTERFERE WITH MY SUCCESS:

1

Training and development is often considered an overhead cost, rather than the powerful tool it is in improving organizational improvement, ensuring retention of good employees, and creating happy internal and external stakeholders. When key decision-makers and influencers don't understand the value of TD, it is difficult to gain buy-in for new content, programs, and integrating TD goals into professional development plans.

2

Crisis or unexpected situations, like the pandemic, typically slow down our progress and decrease the prioritization of TD across the organization. Sometimes, that includes decreased budget for TD.

3

Our environment changes so quickly and frequently that it is difficult to keep up on gap analysis of TD needs across the organization.

4

Our environment changes so quickly and frequently that it is difficult to keep TD staff current and trained.

5

I do not have sufficient decision-making authority regarding content/programs needed in different areas of the organization, so often a department will request training that has not been validated as needed or effective in meeting organizational goals.





PRODUCT:

TD content and TD delivery

MY ROLE IN BUYING:

Economic for some areas, influencer for others

WHY I HAVE NOT CONSIDERED YOUR PRODUCT (OR CATEGORY OF PRODUCTS) AS AN ANSWER TO MY PROBLEMS:

WHAT WINNING LOOKS LIKE FOR ME (HOW MY PERFORMANCE IS MEASURED. HOW I GET MY BONUS):

HERE ARE OTHER WAYS I MANAGE WITHOUT YOUR PRODUCT:



HERE'S WHERE I GO TO GET INFORMATION (Check all that apply and name specific sources):

Category

Who? Which ones?

☐

Ask analysts/read analyst reports

☐

Attend industry conferences

☐

Attend vendor-sponsored events

☐

Ask a colleague for a recommendation

☐

Read white papers

☐

Use internet search engines/online research

☐

Read vendor collateral

☐

Read magazines/publications

☐

Other influences

HERE IS SOMETHING ELSE YOU SHOULD KNOW ABOUT ME:

WRITTEN BY

DATE

