



## Dimension 6: Business Smarts

Dimension	Business Smarts
Brief intro statement	Business smarts are the behaviours that set L&D professionals apart. These behaviours differentiate highly successful L&D professionals from others, and demonstrates a high level of business acumen relating to being an L&D professional over and above technical skills such as program design, delivery methodology or learning transfer. L&D professionals understand the concepts and nuances that prevail in the industry. They know what makes the workforce and customers tick, and they also have an eye on its trends. This knowledge is crucial as learners can quickly spot a trainer who's only reading from a prepared slide.
Impact when it is present	Well-developed business smarts are demonstrated by an understanding and long-term approach to client engagement, project management and analysis and finance. When present, the L&D professional is likely to have a strong focus on building partnerships with clients and delivering value; while having a clear understanding of break-even costs for program delivery. They are likely to be more successful and future focused, looking at ways to improve efficiency and engagement through new tools and technology.
Impact when it is not present	L&D professionals that have not taken the time to develop their business smarts, as well as their training skills, may have an unstructured approach to client engagement and retention; focusing on short term activity, rather than long term partnerships. While an L&D professional may have commercial acumen, an ability to plan and budget for programs, those with less developed business smarts are likely to guesstimate the cost of doing business and the delivery of services. Client engagement and retention is focused on the short term, transactional sales, rather than developing a long term valued partnership.

Key Behaviours			
Finance	Client Relationship Management / Marketing	Program analysis	Professional development / Knowledge
Budget savvy, with an understanding of the costs of your programs; break even costs and your real cost of service.	Manages client relationships using appropriate tools and markets programs to gain client/stakeholder interest	Measure, collect, analyse and report data about learners and their environment to optimise learning outcomes.  Performance Analysis, job/task analysis, content analysis, environment analysis, gap analysis	Comprehensive understanding of the subject or skills through continual research and professional development.