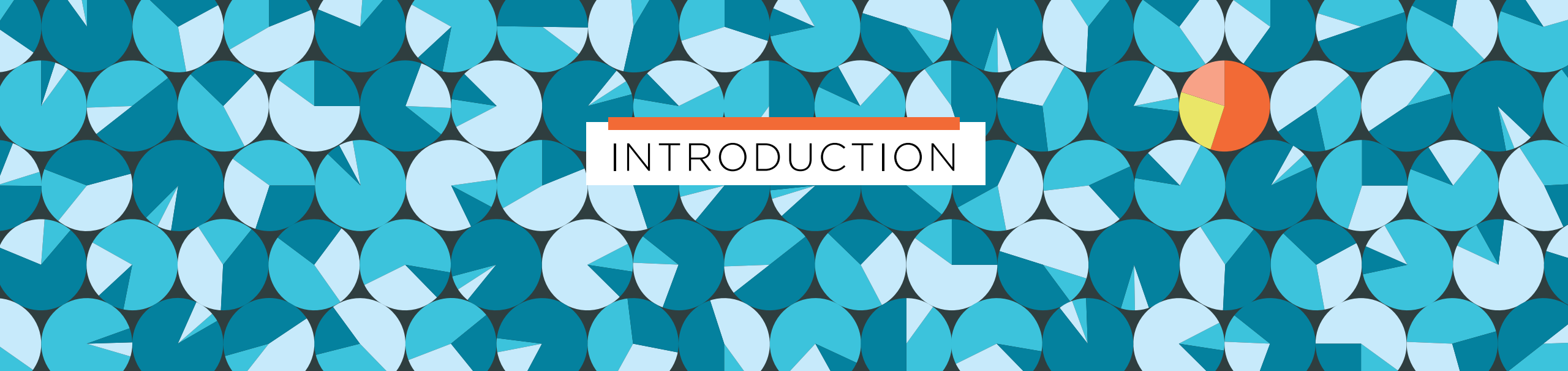


— UPDATING —
70-20-10
FOR THE 21ST CENTURY



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INTRODUCTION

The 70-20-10 model for learning and development (L&D) is a popular cliché within the training profession. The model purports to describe the optimal sources for employee learning, suggesting that individuals obtain knowledge, skills and abilities in their jobs through the following mixture of sources:

- **70%** from on-the-job experiences.
- **20%** from social sources such as interactions with others.
- **10%** from formal educational events.

The appeal of the model is the ease with which it provides a shorthand accounting for sources of learning. **We call this an OSF ratio, representing the relative amount of learning from on-the-job, social and formal sources.**

The 70-20-10 model is considered to be of greatest value as a general guideline for organizations seeking to maximize the effectiveness of their L&D programs through other activities and inputs. The model continues to be widely employed by organizations throughout the world and has become a cornerstone of many L&D initiatives. But what does the model really mean, and how should L&D leaders use it?

This report explores:

- Where 70-20-10 came from.
- What the model looks like today.
- The nuances that affect the OSF ratios in the model for different types of employees, across different companies and countries.
- How OSF ratios relate to L&D efforts.



An **OSF ratio** represents the amount of learning from on-the-job, social and formal sources.