

70/20/10 Model

The 70/20/10 Model for Learning and Development is commonly used within the training profession to describe the optimal sources of learning. It describes that individuals obtain 70% of their knowledge from job-related experiences “On the Job Learning”, 20% from interactions with others “Learning through Feedback”, and 10% from formal educational events and courses “Formal Learning”.

Importantly, it outlines that focussing development on formal programmes alone is very limited, and the default of traditional formal training programmes is only one way in which we learn.

When agreeing an individual development plan as part of the P4G Process, the Reviewer and Reviewee should be mindful of the 70/20/10 Model. There is no requirement for development under each specific heading, however it is important that each element of the model is explored. Particularly “Learn & Develop Through Experience” and “Learn & Develop Through Others”. The plan should reflect the supports required to enable the delivery of agreed objectives considering any career development opportunities.



According to the model’s creators (Morgan McCall, Michael M. Lombardo, Robert A. Eichinger and the Centre for Creative Leadership), hands-on experience (70%) is the most beneficial for employees because it enables them to discover and refine their job-related skills, make decisions, address challenges and interact with influential people such as bosses and mentors within work settings. They also learn from their mistakes and receive immediate feedback on their performance.

Employees learn from others (20%) through a variety of activities that include social learning, coaching, mentoring, collaborative learning and other methods of interaction with peers. Encouragement and feedback are prime benefits of this valuable learning approach.

Only 10% of professional development optimally comes from formal traditional courseware instruction and other educational events.

70/20/10 - What it is	70/20/10 - What it is not
<ul style="list-style-type: none"> 70/20/10 is a reference model - The numbers are essentially a reminder that people learn most from working and interacting with others in the workplace (70+20). The specific ratio (70:20:10), in any given situation, will vary, depending on the work environment and the results required 70/20/10 enables a better connection between formal training and the application of learning 	<ul style="list-style-type: none"> 70/20/10 is not a fixed or prescriptive ratio where all learning activities have to be put in the three categories 70/20/10 ratio does not relate to percentage of time spent on activities in your role (i.e. that 10% should be in formal training) as the ratio relates to how we learn

Further Reading:

If you want to learn more about the Centre for Creative Leadership (creators of the 70/20/10 Model), please visit <https://www.ccl.org/>