From Cost to Catalyst

Guild

An HR leader's guide to maximizing the business impact of L&D

Backed by proprietary research and real-world case studies, this report is your blueprint for transforming learning and development (L&D) from a cost center into a strategic growth engine.

To my colleagues in HR and L&D,

As everyone reading this knows, there was a time when HR fought for a seat at the table. We wanted to be heard, understood, and valued. We wanted to contribute to the bottom line. Flash forward to today. People leaders are expected to play a strategic business role in the C-suite seat, leading everything from AI integration to workforce reinvention, all under tighter budgets and a higher bar than ever before. It's no longer enough to be the steward of your company's culture or the architect of engagement. HR has officially entered its performance era — where results must be tied to real business metrics, not just sentiment.

Guild has spent the past several months studying how the most effective HR and L&D leaders are meeting this moment. What they found is clear: The leaders who treat learning as a growth engine, not a cost center, are doing better than their peers. These leaders are aligning learning with strategic priorities, and they're doing the hard work to measure its impact.

Their stories serve as a source of inspiration for us as we take our workforces boldly into the future.

The pressure to prove value is real. But so is the opportunity.
There's no better time to lead in HR and L&D than right now.

Let's make it count.

DEAN CARTER
Chief Experience Officer, Modern Executive Solutions
Former Chief People and Purpose Officer, Guild

Table of Contents

Introduction: From cost center to growth 1

The leaders of L&D impact 3

The "4 I's" of HR leadership 5

Case studies from leading organizations 16

Future-ready L&D checklist 18

About Guild 20

RESEARCH METHODOLOGY

Guild partnered with NewtonX to survey 500 HR and L&D leaders across myriad industries and sectors in the U.S. from February through March 2025, with a deep dive into healthcare, manufacturing, financial services, retail, and technology. We included in our sample both CHROs, chief people officers (CPOs), or similar, as well as L&D leaders: chief learning officers (CLOs), L&D functional leads, and L&D directors and managers. The survey respondents represented organizations with 1,000+ employees.

We then invited ten of the survey respondents for 45-minute in-depth interviews to add qualitative color to the quantitative results. These ten experts were selected for their advanced experience demonstrating the value of L&D, as indicated over several key survey questions, especially open-ended responses. These insights helped shape the trends and recommendations presented in this report.

Finding our Difference Makers: Based on survey responses, we created a composite variable to segment respondents according to organizational performance (in terms of KPIs met or exceeded) and the degree to which they reported that L&D investments had contributed to that success. A maturity curve emerged from this analysis, and the results informed how we defined the Difference Makers.

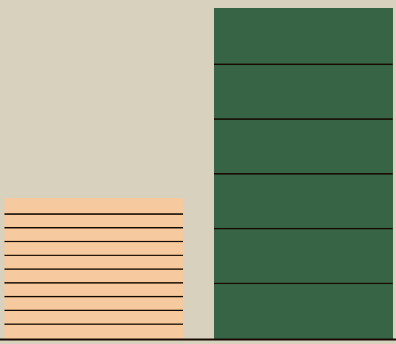
INTRODUCTION

Many still see learning and development (L&D) as a cost center.

The best treat it as a growth engine.

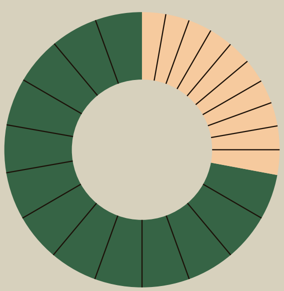
According to new research conducted by Guild, CHROs and L&D leaders who tie learning to their organization's biggest business priorities are seeing outsized performance. But it's not just that they talk about the importance of business alignment, they've done the hard work to measure its impact.

"We're not here to deliver training. We're here to improve how the business works," one leader told us.



These leaders are 122% more likely to meet or exceed their highest-priority metrics than laggards (see research methodology).

This gap is big and growing — and the stakes are getting higher. For too long, the real impact of L&D has gotten lost in translation — diffused across culture, leadership, technology, and market conditions. But now, with the nature of work and learning changing exponentially in real time, the work is too important and the business value of L&D can no longer remain vague, obscured, or untapped.



Our research found that 28% of CHROs and L&D leaders agreed that L&D investments had unknown, little, or no impact on revenue or profit margin.

This suggests the field has a long way to go to be a real catalyst for business growth. HR and L&D are at a turning point, as AI transforms how people learn, what they learn, and how fast. Teams focused only on engagement metrics risk falling behind, as the pressure to prove strategic value continues to rise.

To stay on the leading edge, L&D teams must uplevel, upskill, and transform into strategic business units. Otherwise, they risk becoming obsolete — replaced by AI-powered learning ecosystems that can do the job faster and more efficiently. Defending and even increasing investments in L&D require rigorous data-based justification.

The good news? There's no better time to be in HR and L&D than right now because of the opportunity to make a business impact.

MEET THE DIFFERENCE MAKERS

In Guild's latest research, we uncovered a group of CHROs and L&D leaders we call the Difference Makers. These leaders are using L&D to generate measurable business value — tying their work directly to strategic goals and outperforming their peers across a range of key performance indicators (KPIs). They're supporting and shaping the business, and they're doing it by running L&D like a business.

> "When you start with business KPIs, you stop being a cost center and start becoming a growth engine," one leader told us. "That's when L&D becomes indispensable."

This report is your playbook to lead through disruption — rather than be impacted by it.

YOU'LL GET

- A look at the 500 CHROs and L&D execs we surveyed and interviewed, and a breakdown of the behaviors that set Difference Makers apart.
- Real stories from HR leaders who've transformed their learning teams into engines of business value.
- Practical takeaways for how to measure, lead, and scale L&D as a strategic driver of performance.

What we know from our study is clear: CHROs and L&D leaders who embed learning into business strategy consistently outperform their peers. Those who don't?
They're falling behind.

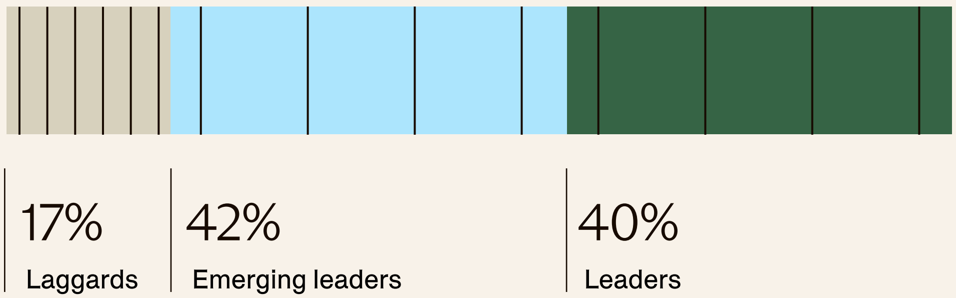
The leaders of L&D impact

In this time of economic volatility and technological change, tight alignment between L&D and the business is mission-critical. The most forward-thinking HR leaders have recognized this: By embedding learning and talent development into core business strategy, these leaders are helping their organizations move faster, adapt smarter, and stay relevant in markets where agility determines not only their competitiveness but their very survival.

Here's how we know: Guild interviewed 500 CHROs and L&D leaders across various industries to better understand the role L&D plays in creating measurable business value *(see research methodology).* Based on survey responses, we created a composite variable to segment respondents according to organizational performance (in terms of KPIs met or exceeded) and the degree to which they reported that L&D investments had contributed to that success. A "leader group" *(See Figure 1)* emerged from this analysis, and the results are critical for the future of the field.

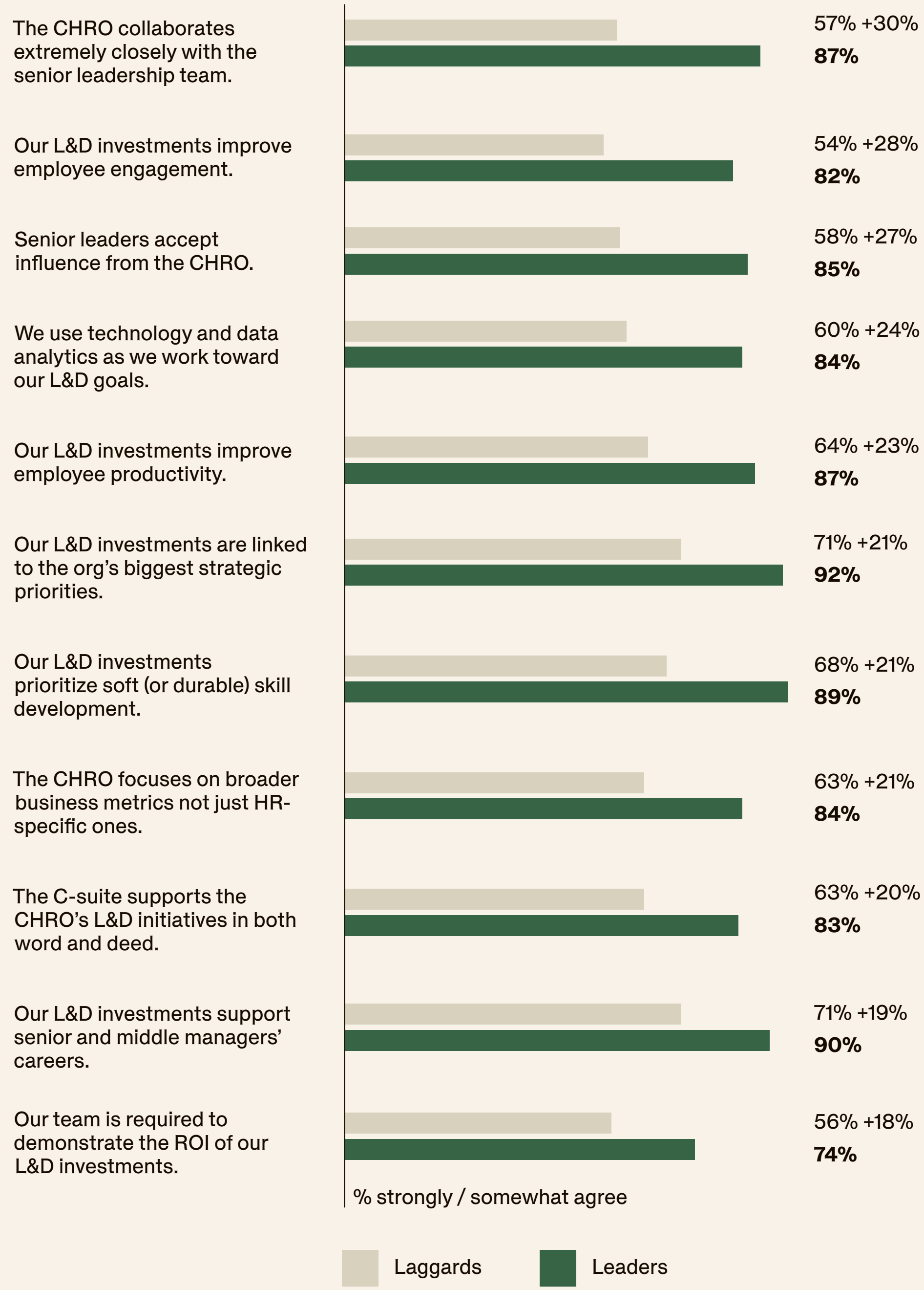
We created a composite variable to segment respondents according to organizational performance (in terms of KPIs met or exceeded) and the degree to which they reported that L&D investments had contributed to that success.

Three groups emerged.



The leaders of L&D impact:

- have influence
- boost employee engagement
- are laser-focused on organization-wide business metrics
- grow the careers of leaders at all levels
- are viewed as credible
- enjoy the support of executives
- are seen as partners, not service providers



Making a Difference: The “4 I’s” of HR Leadership

Integration. Influence. Internal Mobility. Impact.

The Difference Makers have tightly aligned L&D with strategic priorities — and, as a result, are far more likely to report progress on their organizations’ biggest goals than their peers. Our analysis of these leaders identified four shared priorities, behaviors, and mindsets. We call them the “4 I’s”: **Integration, Influence, Internal Mobility, and Impact.** These “I’s” are not mutually exclusive nor collectively exhaustive; however, taken together, they create a framework for L&D success.

1 Integration: Difference Makers embed L&D *in* the business — not around it.

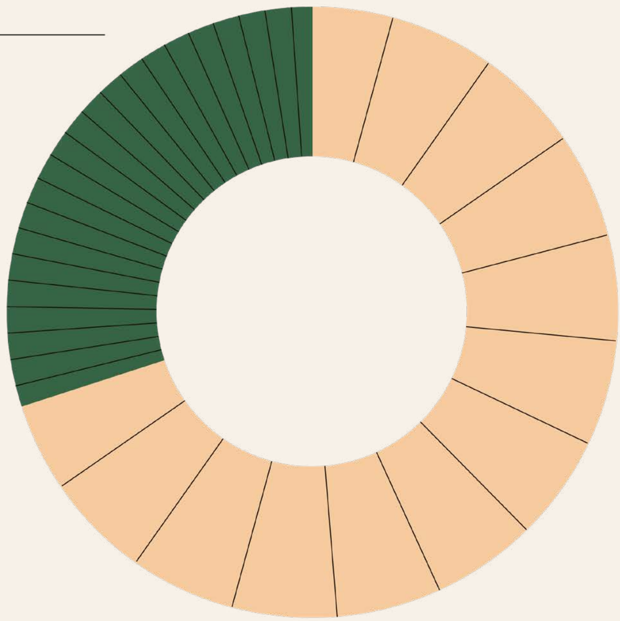
They have moved beyond the role of service providers to act as business-transformation consultants — embedding learning into enterprise-planning cycles and positioning talent development as a lever for growth and agility.

BY THE NUMBERS

These Difference Makers are:

30%

more likely than laggards to say their L&D investments are linked to the organization's biggest priorities.



WHY IT MATTERS

In an environment defined by disruption, learning must be embedded in the rhythm of strategy execution. Organizations need their workforce to adapt in lockstep with business shifts — and that's only possible when L&D is in the room early, listening closely, translating business needs into capability-building initiatives and, in some cases, proactively diagnosing the performance need before the business even recognizes the gap. L&D programs and the L&D function itself cannot be layered away through an HR Business Partner (HRBP); they must have a seat at the table. Not just the executive's table, but at nearly every table where critical business decisions are being made across the organization. The fundamental shift is to go from supporting "the business," to actually becoming "the business."

INTEGRATION IN PRACTICE

At one global financial services firm, L&D was seen as a compliance-driven support function. Business lines would approach the team with transactional requests ("We need a course on X") and expect rapid fulfillment with little conversation about strategic outcomes or long-term development goals.

The vice president of leadership and development repositioned L&D as a strategic partner, integrating his people deeply in the business. The team attended stakeholder town halls, sat in on quarterly business reviews (QBRs), and aligned closely with HRBPs. More importantly, they shifted from prescribing solutions to identifying the need and being seen as a critical voice in co-creating the solutions. They started every engagement with a conversation, asking questions like: What's changing in our business? Where do you see gaps in readiness? What does success look like a year from now? What capabilities and skills are necessary to execute on our profit and efficiency goals?

His team launched structured competency assessments, targeting one business unit at a time. They facilitated a brainstorming session to generate a list of competencies ranging from technical skills to leadership behaviors. Then they rated and prioritized them using a clear rubric: Must Have, Foundational, or Nice to Have. These inputs became the blueprint for L&D strategy — grounded in business needs, not training trends.

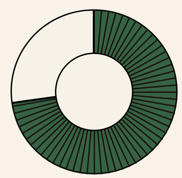
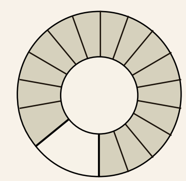
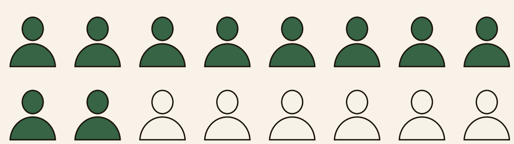
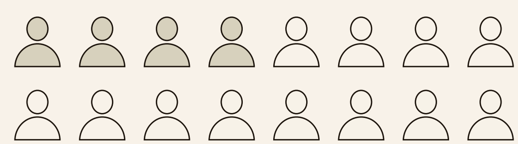
The team took the output and returned with clear, data-backed learning pathways. Next, they tracked results at multiple levels — engagement, skill uptake, behavior change — and transmitted the findings back to stakeholders in the form of business-focused dashboards.

THE RESULT:

In business units with co-created programs, participation rose, satisfaction improved, and behavior-change indicators — measured 90 and 120 days later — showed measurable gains. L&D is now sought out for strategic support on onboarding, succession, and cross-functional development.

Making all the difference

Difference Makers are data-focused, tracking far more KPIs on average than emerging leaders or laggards

	Difference Makers	Laggards
Met org-wide KPIs (rating of > 6)	73% 	14% 
L&D goals align with organization-wide goals	72% **Completely/ Very closely**	46% **Completely/ Very closely**
Average number of performance metrics tracked (OKRs, KPIs)		

2 Influence: Difference Makers earn trust and support among senior executives through the value they create.

While Integration is about structural alignment and embedding L&D into the rhythm of business planning and operations, Influence entails gaining relationship capital, earned trust, and the strategic fluency that make CHROs and L&D leaders credible advisors. If Integration means being in the right rooms, then Influence is about being consistently trusted because you are a partner in solving business problems.

BY THE NUMBERS

These Difference Makers are:

32%
more likely to say the C-suite supports the CHRO's L&D initiatives in both word and deed

47%
more likely than laggards to say that senior leaders accept influence from the CHRO

53%
more likely than laggards to say the organization's CHRO collaborates extremely closely with the senior leadership

WHY IT MATTERS

As existing talent becomes a core lever of competitive advantage, L&D leaders must earn and exert more influence across the C-suite. This means building trust through business fluency, speaking in KPIs, and joining strategic conversations early. They must provide insight — not just information — and use measurable results to shape, not just support, business strategy.

INFLUENCE IN PRACTICE

In one company we studied, the L&D function used classic L&D language that was disconnected from business priorities, which limited its impact.

The Difference Maker's team decided to take a consultative posture — listening first, using business terms like "capability gaps," and tying proposals to KPIs and outcomes. They started attending business-planning meetings and calls with department heads — not to pitch L&D programs, but to listen for problems and priorities. Most importantly, they learned to speak in the business's language. Instead of offering "competency frameworks," they discussed "capability gaps." Rather than describing programs as "learning interventions," they talked about "enablers of strategic execution." And they cited KPIs, productivity levers, and risk mitigation — not instructional trends.

THE RESULT:

The L&D team participates early in planning cycles, exerts greater influence in budgeting discussions, and has garnered a higher usage program rate. L&D is no longer seen as "HR overhead" but as a strategic consultant.

IN THEIR OWN WORDS

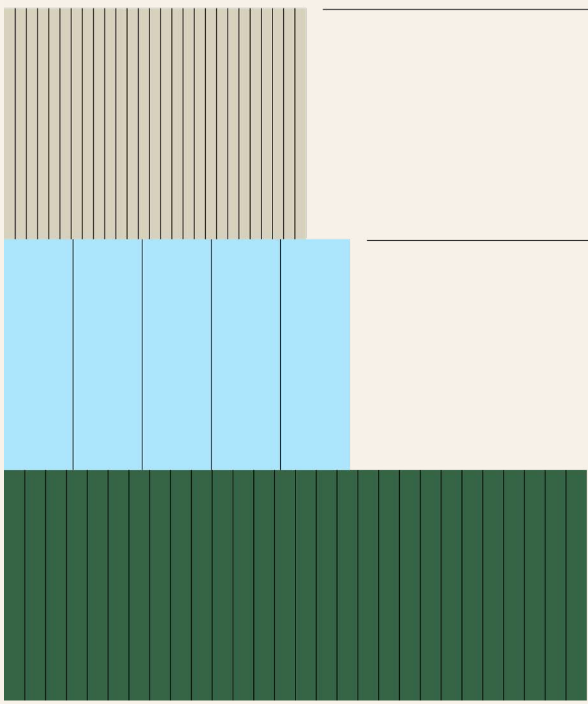
"L&D is expensive and most of the things we do people believe are incredibly easy," one Difference Maker told us. *"Part of L&D is to make things look easy. And so everyone in the world thinks they can do our job because 'anybody can build a PowerPoint.' But all the stuff that wraps around that, that's where the credibility is born. It's not the product, necessarily, itself. It's the pathway you took to get there and the questions that you asked and the insights that you were able to gather."*

3 Internal Mobility: Difference Makers invest strategically in building — not just buying — talent.

Most in the HR world commonly understand that building talent (versus buying talent) is a competitive advantage. Difference Makers take it one step further. They not only enable talent to build necessary skills — they connect the talent with those skills to the places where the business needs them the most.

BY THE NUMBERS

These Difference Makers are:



27%

more likely than laggards to say their L&D investments support senior and middle managers' careers

31%

more likely than laggards to say their L&D investments prioritize soft (or durable) skill development

52%

more likely than laggards to report that their L&D investments improve employee engagement *(See Figure 1)*

WHY IT MATTERS

Wage stagnation, an aging workforce, and rapid technological change are reshaping the talent equation. In many industries, including manufacturing and healthcare, more people are leaving the workforce than entering. Building from within strengthens culture, boosts retention, and increases agility — now so more than ever. This is especially critical in the AI era. The smartest HR leaders understand that the leadership capabilities needed most — critical thinking, adaptability, emotional intelligence — are difficult to hire for and are actually best developed among existing talent over time. They have recognized, too, that leadership development is not just for the top 5% anymore. Succession plans must stretch beyond the C-suite, sometimes even to the frontline.

INTERNAL MOBILITY IN PRACTICE

One organization we studied faced a talent crisis after shifting to a cloud-first strategy: Employees across the firm didn't know the cloud, and hiring for new cloud-specific skills was both expensive and time-prohibitive. Leadership was concerned.

The vice president and head of leadership and learning got to work on a comprehensive learning plan. His team prioritized upskilling the existing technical workforce and reskilling non-technical employees for new, in-demand roles. They launched a formal Tech Academy, complete with defined career pathways, certification programs, and micro-badging. To measure impact, the team tracked efficiency and defect rates pre- and post-training.

Internal mobility in action: Chipotle's 6x boost in advancement.
Read the case study.

THE RESULT:

Within months, internal mobility increased across the organization. Teams that went through targeted learning programs showed faster project delivery and improved software quality. From a business perspective, these gains translated into significant cost savings and accelerated cloud migration.

For this Difference Maker, the lesson was clear: building talent from within accelerates transformation strategy.

In another example, an organization prioritized internal mobility, but faced resistance from managers reluctant to let go of top performers. “I’ve seen a little bit of talent hoarding,” he said.

> “Managers think, ‘If I let this person go, I lose that talent’ — even if that next step is important for the employee’s career.”

To shift the mindset, his team embedded mobility into performance goals. Managers were held accountable not just for team performance, but for talent development. Each manager received a formal leadership objective focused on growing their people — supporting development, encouraging internal mobility, and preparing employees for advancement. The organization also began tracking how often team members transitioned into new roles across departments, reframing success not by retention alone, but by how effectively managers helped employees progress within the company.

THE RESULT:

Mobility became a marker of leadership strength, not loss.

4 Impact: Difference Makers measure what matters. They use data to reinforce the connections between learning and business outcomes.

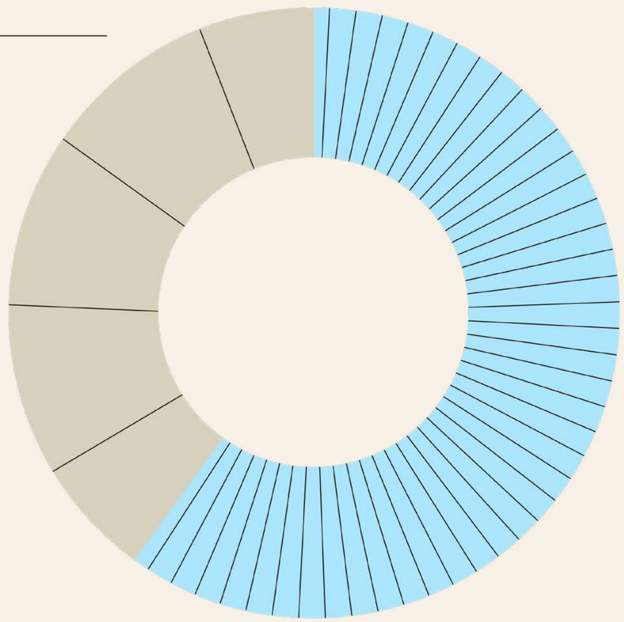
These leaders aren't just measuring. They're measuring better — and they're using data to strengthen their credibility, sharpen their investment decisions, and shape the organization's business strategy.

BY THE NUMBERS

These Difference Makers are:

40%

more likely than laggards to report using tech and data analytics to guide their L&D strategies.



WHY IT MATTERS

The acceleration of AI and automation has raised the bar for what business leaders expect from L&D. With personalized content and adaptive platforms increasingly commoditized, executives are asking tougher questions: What changed? What has improved? Where's the business value? The L&D teams that stand out are those that can answer with confidence — drawing on operational metrics, performance baselines, and clear alignment to business priorities. But tracking impact requires more than intent — it requires access. The biggest barrier to articulating ROI is often the absence of usable, integrated data. Too many teams settle for surface-level metrics because building the infrastructure is hard. But it's a long-term investment worth making — or one that can be accelerated by partnering with people analytics teams to get the insight when it matters most.

IMPACT IN PRACTICE

One L&D leader struggled to secure funding for a new learning experience platform (LXP) and enterprise coaching, facing tough "ROI questions" from Finance. Though her team had powerful anecdotes, engagement data, and stakeholder testimonials, they lacked hard, financial modeling to forecast the impact of L&D.

This Difference Maker collaborated with a particular business financial analyst (BFA) who was embedded in the finance function and tasked with supporting strategic projects across the enterprise. Together they translated her budget requests into language that executives understand: Business cases, opportunity costs, and ROI forecasts. Among their tactics:

- Use-case modeling from the Difference Maker's previous employer to show how LXPs improved compliance, boosted user engagement, and reduced attrition.
- Vendor comparisons across multiple platforms to weigh functionality versus cost.
- Cost avoidance metrics (e.g., fewer audit failures, better regulatory readiness, reduced external coaching spend).
- Collaboration with the strategic management office (SMO) to benchmark the initiative against other enterprise priorities.

THE RESULT:

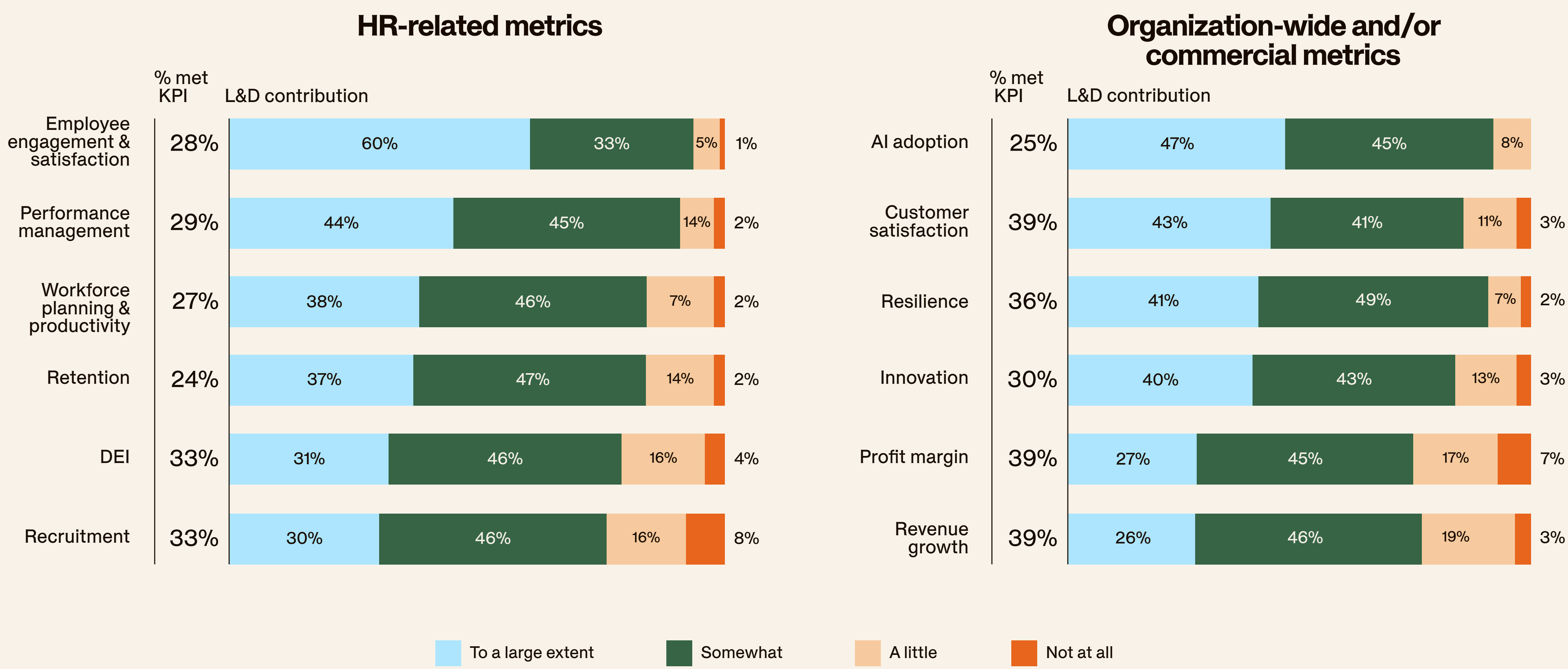
The project was funded and endorsed by Finance. The L&D team gained new allies in finance and the SMO, reducing friction in future budgeting rounds. The approach is now used for all major L&D investments.

IN THEIR WORDS

"We have to show that direct link between the business strategy and the L&D strategy," said one Difference Maker. "It's like a one-to-one relationship. If we don't, then we're not gonna get the funding that we need, or support that we need, from the business."

L&D investments are driving measurable impact across HR and business KPIs

Over the past year, to what extent have your L&D investments contributed toward meeting the following OKR(s), KPI(s), or other performance metric(s)?



Running L&D like a business

How one leader rebuilt learning to drive measurable value [case study]

When one HR leader stepped into her role leading L&D for the pharmacy-operations division of a major healthcare organization, she inherited a department in crisis. The business no longer believed L&D was making a business impact — and the team had suffered layoffs as a result.

"The business did not feel supported by learning ... and learning was not close enough to operations to actually make an impact," she said.

So, she set about rebuilding L&D as a strategic function that could demonstrate value, earn trust, and deliver results. In other words, she started to run L&D like a business.

> "We needed to see how learning impacts our metrics," she said. "We needed to see how learning matters for the business — like, is it going to save us money? Is it going to improve things?"

BUILDING L&D FOR IMPACT

Her first move was structural. She eliminated outdated annual planning cycles and replaced them with quarterly prioritization meetings tailored to real-time business needs. She introduced biannual portfolio reviews and routine touchpoints with business leaders to maintain strategic alignment.

As she explained it, "I told the learning managers, we're going to immediately stop annual planning. The business moves too fast."

But building a performance-driven L&D engine required data. She led the development of a learning data lake on Microsoft Azure, integrating hundreds of data sources across quality, operations, and workforce analytics. This critical move meant that she wasn't dependent on another function to track the impact of their work. While building this data lake took nearly two years of persistence, she now can measure impact with urgency.

To power this transformation, she made a bold and uncommon move in L&D: She hired a dedicated data engineer. This role, often found in product or analytics teams, became central to the function's success. She also hired someone skilled in data visualization to ensure that the data she gathered could be presented to executive stakeholders in dashboards and digests that were easy to understand. She customized her reporting by stakeholder level. Executives got high-level summaries tied to outcomes, while frontline managers got detailed metrics and dashboards specific to their teams.

The data engineer built the architecture to bring together disparate sources into one accessible ecosystem. This enabled her team to report on performance, spot trends, and tie learning directly to operational outcomes. "This is the first time I've had data that lets me go to a VP and say: we've burned through 9,000 hours with only 7,500 available. We need to backfill," she said.

This ecosystem now runs on Power BI, Power Apps, and Power Automate, fully integrated with their learning and content management systems.

MEASURING WHAT MATTERS

Her approach to metrics was expressly designed for business decision-makers. She deprioritized participation and satisfaction scores in favor of tracking measurable business value.

> "It's not going to be 'butts in seats' and 3.5 out of 4 ratings," she said. "It's going to be: here's how we made a difference to your line of business."

Before starting any L&D initiative, she asks her team which business outcome they believe they will impact with their project. She also ties L&D to key operational goals — like reducing the cost per prescription fill — and uses A/B testing and historical comparisons to isolate the impact of a learning initiative.

CREATING DEMAND THROUGH INTERNAL MARKETING

Despite her hard work, she knew that the value she created had to be visible. She built a robust internal marketing strategy that included:

- Quarterly summaries of completed and upcoming L&D work;
- Biannual metrics calls with each business line; and
- An annual performance report paired with a short executive video.

"If nobody knows you did it, it doesn't matter that you did it," she noted.

The visibility paid off. When a VP hesitated to approve a backfill, she sent a one-pager summarizing her team's contributions. The role was approved immediately.

INTERNAL MOBILITY

This head of L&D rebuilt her function around the belief that internal talent development is a strategic business lever. She did this by aligning learning initiatives to the most critical operational goals and targeting the root causes of performance gaps. This helped create new career pathways. "You have to think about what are the issues that are plaguing people in the particular role, and how can I help them fix those problems."

INTEGRATION

Rather than operate on the margins, she integrated L&D directly into the business. By shifting away from annual planning cycles and building strong relationships with operations leaders, she made sure that learning priorities were tightly aligned with the company's evolving needs. "I report into operations — not HR — because we needed to be closer to where business strategy happens," she said.

INFLUENCE

To earn credibility at the executive level, she focused relentlessly on value creation — making their work visible, measurable, and aligned with what decision-makers care about most. As she explained, "The people that care about business impact and ROI are vice presidents who are in charge of profitability. These are the people I have to convince, and these are the people who really care that we're making a difference."

IMPACT

She transformed how her organization measures learning by focusing on what matters most to the business. From A/B testing to role-specific dashboards to hiring a data engineer, her data-driven approach makes it possible to show — with clarity — how learning improves operational results. Summing up her work, she added: "If I teach one group a new process and compare their results to those who didn't get the training, the performance improvement — assuming nothing else changed — is attributable to training."

What the future of L&D looks like

You've read the data. You've read stories of Difference Makers. Now's the moment to take a pause and reflect: Where does your L&D strategy stand today — and where is it headed next?

Here's a quick refresher on what sets leading HR and L&D organizations apart and a checklist for actions informed by our research.

INTEGRATION: THEY EMBED LEARNING INTO BUSINESS STRATEGY.

Top teams don't wait to be pulled in — they show up early, co-creating learning priorities alongside finance, operations, and the business. When L&D is tied to enterprise OKRs and long-term workforce planning, it moves from reactive execution to a driver of transformation.

Recommended actions:

— Design each L&D strategic goal to align directly and explicitly to an organizational goal.
— Attend QBRs, town halls, and department meetings to listen for needs.
— Launch a business-unit-specific process:

- Build rapport through one-on-one meetings and executive exposure.
- Assess competencies via collaborative workshops.
- Prioritize skill areas and align with business KPIs.
- Design targeted training and define success timelines.
- Evaluate and refine using KPIs and 360 reviews.

— Shift team posture from execution to advisory by asking: "Where are you going, and what's getting in the way?"

INFLUENCE: THEY EARN EXECUTIVE TRUST THROUGH RESULTS.

Influence is built through business fluency, clear reporting, and measurable value. These teams speak in outcomes: performance gains, cost reduction, strategic readiness. As a result, they gain the visibility and credibility to shape decisions at the highest levels.

Recommended actions:

— Eschew L&D jargon and align language to that of the business.
— Frame learning programs around organizational KPIs, risks, and productivity.
— Teach your L&D team to tailor proposals using business cases and outcomes.

INTERNAL MOBILITY: THEY BUILD TALENT — AND HELP THAT TALENT GET TO THE RIGHT PLACES.

These leaders invest in employee growth at every level, creating career mobility from the frontline to the future C-suite. By aligning skill development with real business needs, they turn retention and engagement into competitive advantages — especially in industries like manufacturing and healthcare where external hiring is no longer sustainable.

Recommended actions:

- Define clear internal career pathways tied to business-critical roles.
- Launch role-specific development plans that span the frontline to the C-suite.
- Track and report on internal mobility rates as a key metric of L&D success.
- Create structured “build vs. buy” decision frameworks to prioritize internal growth over external hiring.
- Identify and address “talent hoarding” behaviors that limit mobility across teams.

IMPACT: THEY MEASURE WHAT MATTERS.

The most effective CHROs and L&D leaders track the right metrics from the start: skills acquired, behaviors changed, business outcomes achieved. They partner across functions to integrate data, visualize results, and bring clarity to where learning delivers impact. Not every initiative needs a perfect ROI model, but it must have a credible story and a clear connection to value.

Recommended actions:

- Partner with financial analysts to develop investment-grade business cases.
- Use metrics such as cost avoidance, attrition reduction, and performance improvement to properly measure and justify programs.
- Partner with IT, Finance, and Ops teams, in addition to data specialists, to source, integrate, and visualize learning performance data.
- Benchmark learning initiatives against other strategic investments in partnership with Finance or the SMO.
- Establish baselines for performance before training begins (e.g., defect rates, time-to-task).
- Capture data at multiple levels: skill acquisition, behavior change, and business impact.

As the pressure mounts to do more with less, is your L&D function prepared to lead the business through change?

If you're ready to make your L&D strategy impossible to ignore, so are we.

Talk to a solutions expert

About Guild

Guild partners with employers to build the talent they need today — and the workforce that can take on tomorrow.

In partnership with employers like Chipotle, Discover, Hilton, Target, and healthcare systems like UCHealth, Guild helps to identify untapped talent and fuel organizational growth. Through Guild Talent Advantage™, Guild offers a versatile set of education and skilling offerings, actionable talent insights for employers, and personalized coaching for employees, translating learning investments into sustainable talent pipelines that propel businesses forward.
For more information, ***visit guild.com.***