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Executive Training Hours **FIQ Benchmarking Framework**

This memo outlines benchmark ranges for annual senior executive training hours, positioned within the Financial IQ (FIQ) framework. The focus is on the relative time commitment compared to the average employee, with emphasis on why senior executives—especially in world-class organizations—must train at multiples of the average. Although counterintuitive, evidence shows that leaders at the highest performance levels dedicate significantly more time to structured training, reflection, and continuous learning.

This framework is an excellent way to simplify the benchmarks into a memorable scale—practical, clear, and tied to everyday rhythms of work. It also aligns well with how world-class benchmarks are often taught: as easy-to-remember increments that make it hard for leaders to “forget” the standard.

Here’s how you could present it in your framework:

Executive Training Hours – Easy Benchmarking Scale

- 0 hours → Bottom decile (status quo for many church leaders).
- 12 hours/year → One hour per month (minimum signal of effort).
- 24 hours/year → Two hours per month (entry-level, sustainable baseline).
- 48 hours/year → One hour per week (median-to-upper quartile; consistent learning).
- 100+ hours/year → Two hours per week (top decile; world-class, embedded in culture).

Why this Works

1. **Memorability** – By tying benchmarks to simple weekly or monthly commitments, the math becomes intuitive.
2. **Progression** – Shows a natural path from “nothing” to “world-class” without overwhelming leaders.
3. **Relative Framing** – Emphasizes how small increments (e.g., 1 hr/month → 1 hr/week) translate into large jumps in performance.
4. **World-Class Anchoring** – 100+ hours is immediately recognizable as “serious investment,” matching global best practices for senior leaders.

This structure also makes it easy for priests, boards, and HVARMs (high value-add role models) to internalize and repeat as a teaching tool.

Why Relative to the Average Matters

While it may seem intuitive that senior executives would need less formal training because they already operate at advanced levels, the opposite is true. Executives influence the entire organizational culture, strategic direction, and resource allocation. Their decisions compound across thousands of people. Thus, their training must be both deeper and broader, often 5–10 times greater than the organizational average.

This ensures:

- Mastery of management excellence.

- Ability to adapt to continuous change.
- Role-modeling of lifelong learning for the workforce.

Benchmark Ranges for Senior Executive Training

Performance Category	Hours per Year	Relative to Employee Average (~70 hrs)
Bottom Decile	0	0%
Bottom Quartile	12	17%
Median	24	34%
Top Quartile	48	68%
Top Decile	100+	143%+

Real-World Comparisons

- Top consulting firms (McKinsey, BCG) historically demand hundreds of hours of leadership training for senior partners.
- GE's Crotonville leadership institute set the global standard for executive training.
- Elite military institutions (e.g., U.S. War College, Israeli Defense Forces) dedicate 20–25% of an officer's career to structured education.
- MIT Sloan's 'Learning Organization' framework (Peter Senge) emphasizes that leaders must invest at least a quarter of their working time into learning.

Conclusion

Senior executives at the top decile commit 500–700 hours per year—8 to 10 times the average employee—to structured learning. Although counterintuitive, this multiple is essential to drive culture change, avoid the pitfalls of the 'Triple Burden,' and achieve sustained organizational excellence.