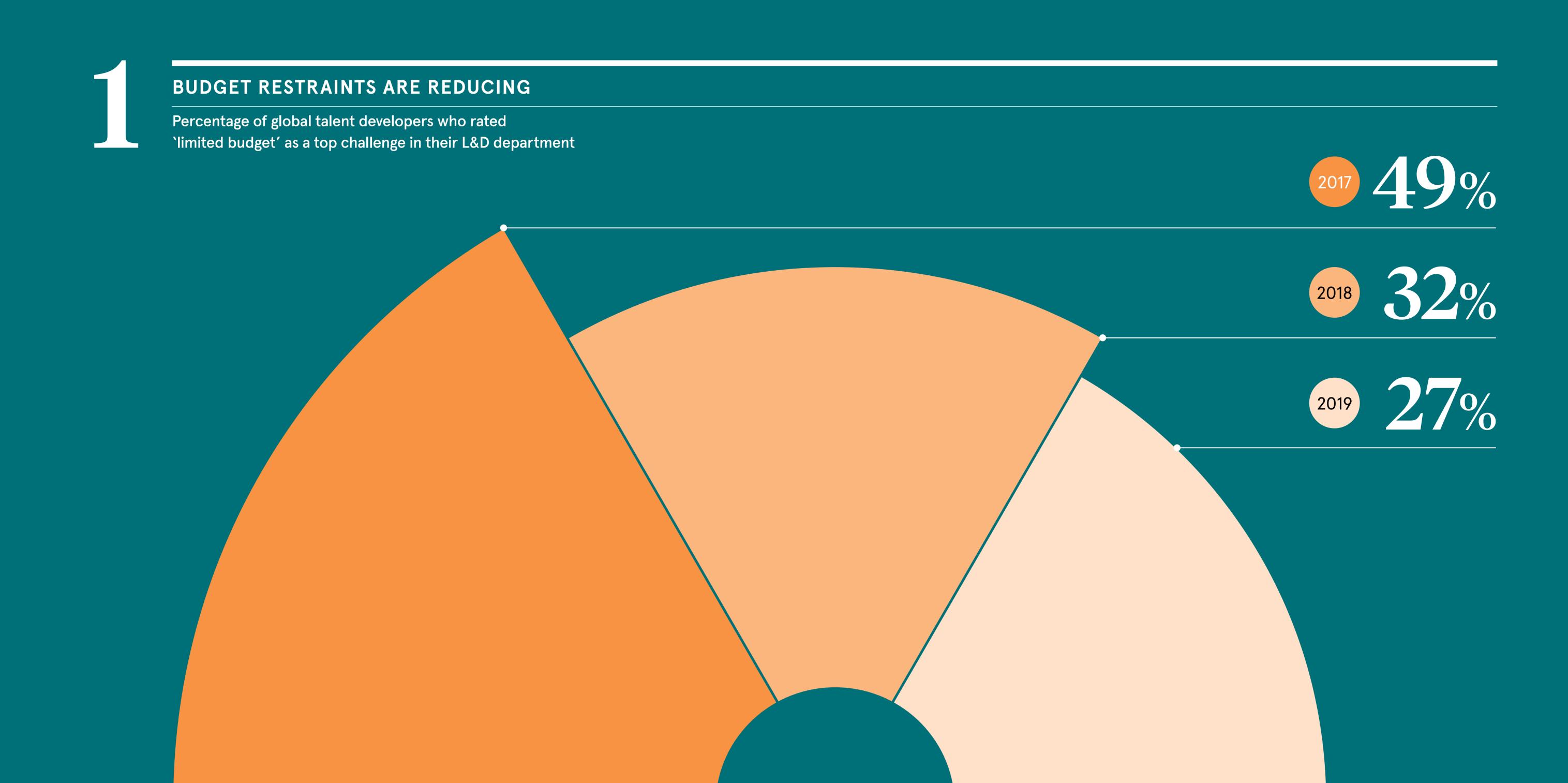
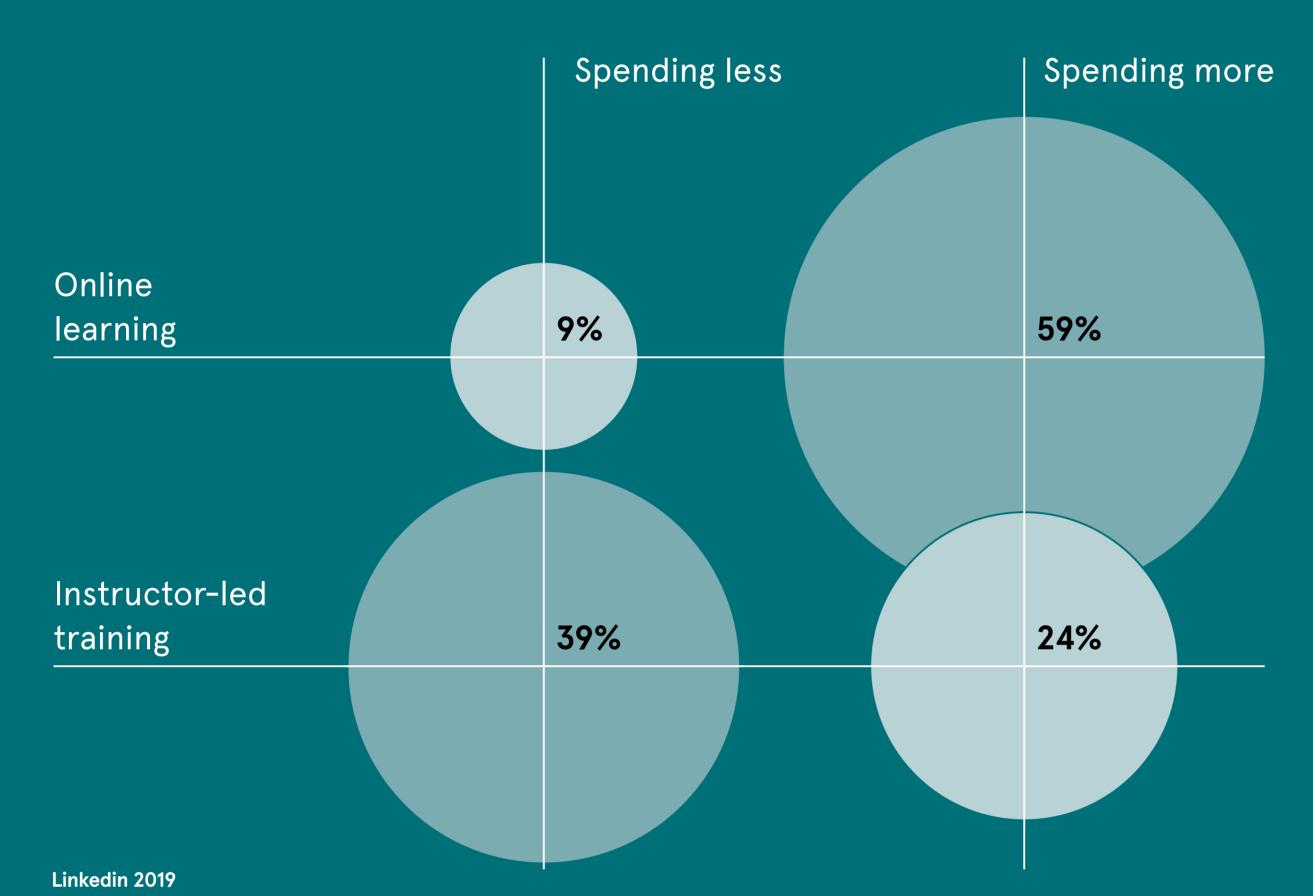
WAYS THE L&D FUNCTION IS EVOLVING

As workers increasingly demand that education and training be integral to their jobs, the nature of workplace learning and development is changing, and receiving a lot more attention in the boardroom



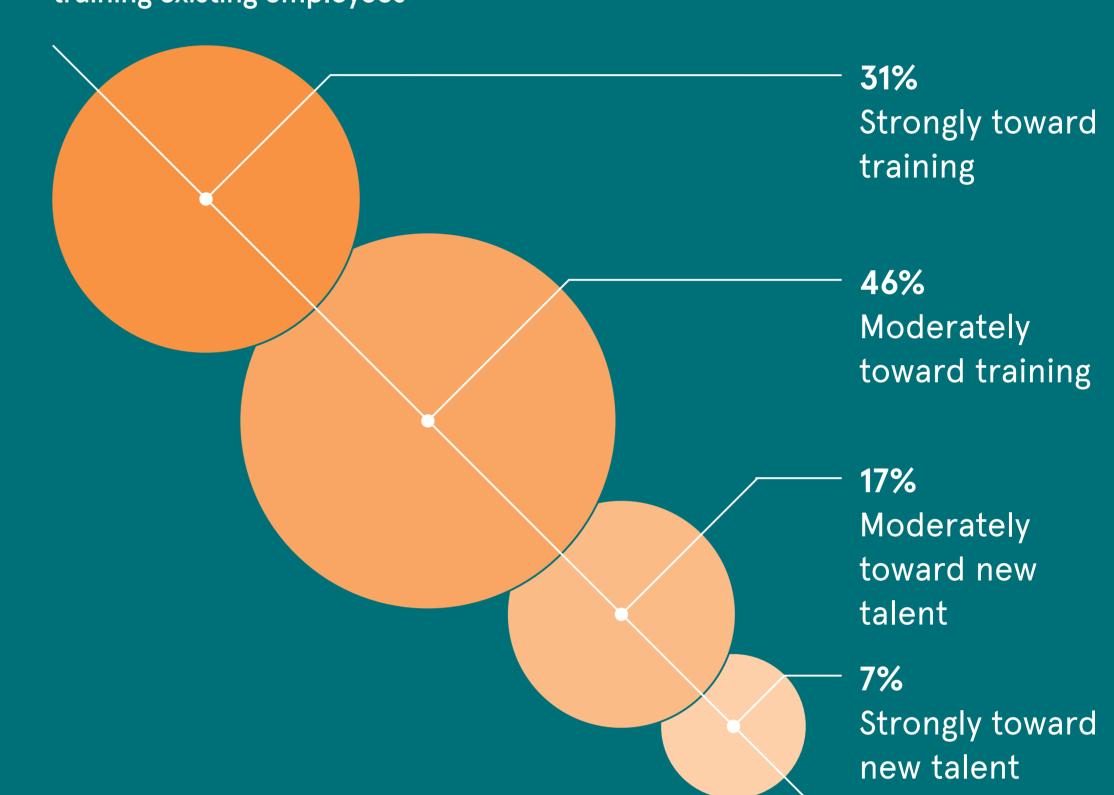
BUDGETS ARE CHANGING

Percentage of global talent developers who say they are spending more or less on the following compared with three years ago



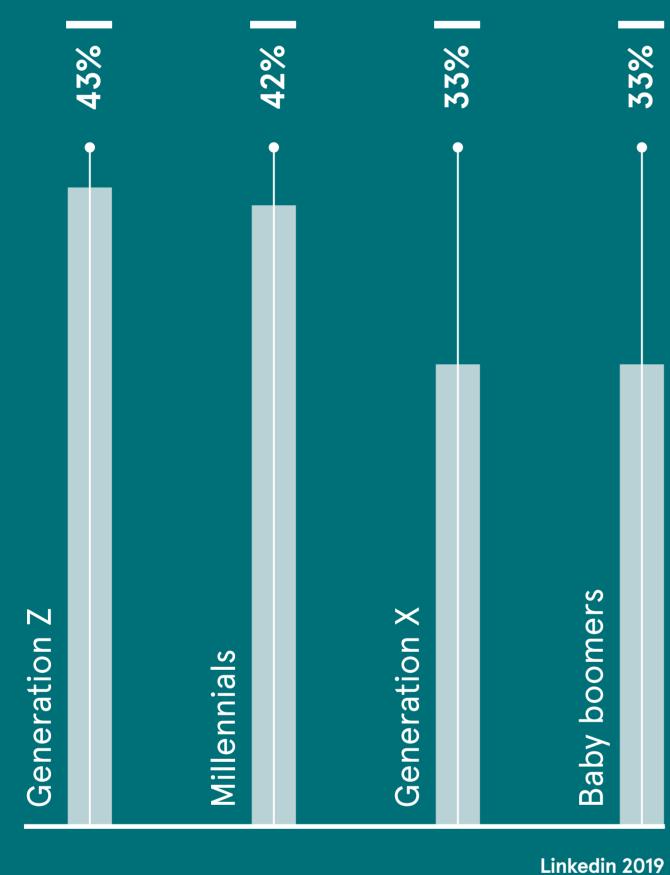
TRAINING BEATS HIRING

Areas where HR and workplace leaders expect to focus on given the choice between accessing new talent and training existing employees



YOUNGER WORKERS WANT MORE CONTROL Percentage of workplace learners who want fully

self-directed and independent learning



experiences

Better 'blended'

Integration with other IT learning

FACTORS DRIVING DIGITAL LEARNING

digital learning the most over the next two to three years

Percentage of L&D professionals who believe the following will accelerate

Deloitte 2019

Self-led learning

Chatbots and machine-learning

Better digital user experience

Al recommendations

Other

Micro-learning

Hemsley Fraser 2019

Linkedin 2019

LEARNING METHODS CHANGE AS WORKPLACE L&D EVOLVES

> How L&D methods have changed over the past two decades, based on Josh Bersin's analysis, 'A New Paradigm For Corporate Training: Learning In The Flow of Work'



2018 2014 **Digital learning** 2015 - Everyone 2016 - All the time - Everywhere 2017 2018 2020 Learning in the flow of work 2019 Learning on the job 2020

which you work

2013

2021

Learning on the platform in Josh Bersin 2018

SKILLS GAP CONCERNS ARE GROWING Percentage of global chief executives who are PwC 2019 concerned about the availability of key skills %62 28% 80% 53% %29 %11% 72% 2019 2013 2015 2016 2018 2012 2014 2017 2011

EMPLOYEES ARE AWARE OF THEIR SKILLS GAPS Survey of 7,000 employees self-assessing their level of proficiency of in-demand skills

> 70% said they haven't mastered the skills they need for their jobs today

80% said they lack both the skills they need both for their current role

Leaders have traditional expectations of L&D that are difficult to challenge **→** 78% Learning not being seen as a management priority 76% The organisational culture does not support social learning 64% Learning is seen as a cost-centre, not an investment 64% **CIPD 2019**

as a challenge

SOME BARRIERS STILL PERSIST

Percentage of L&D professionals who see the following

and their future career

Gartner 2018