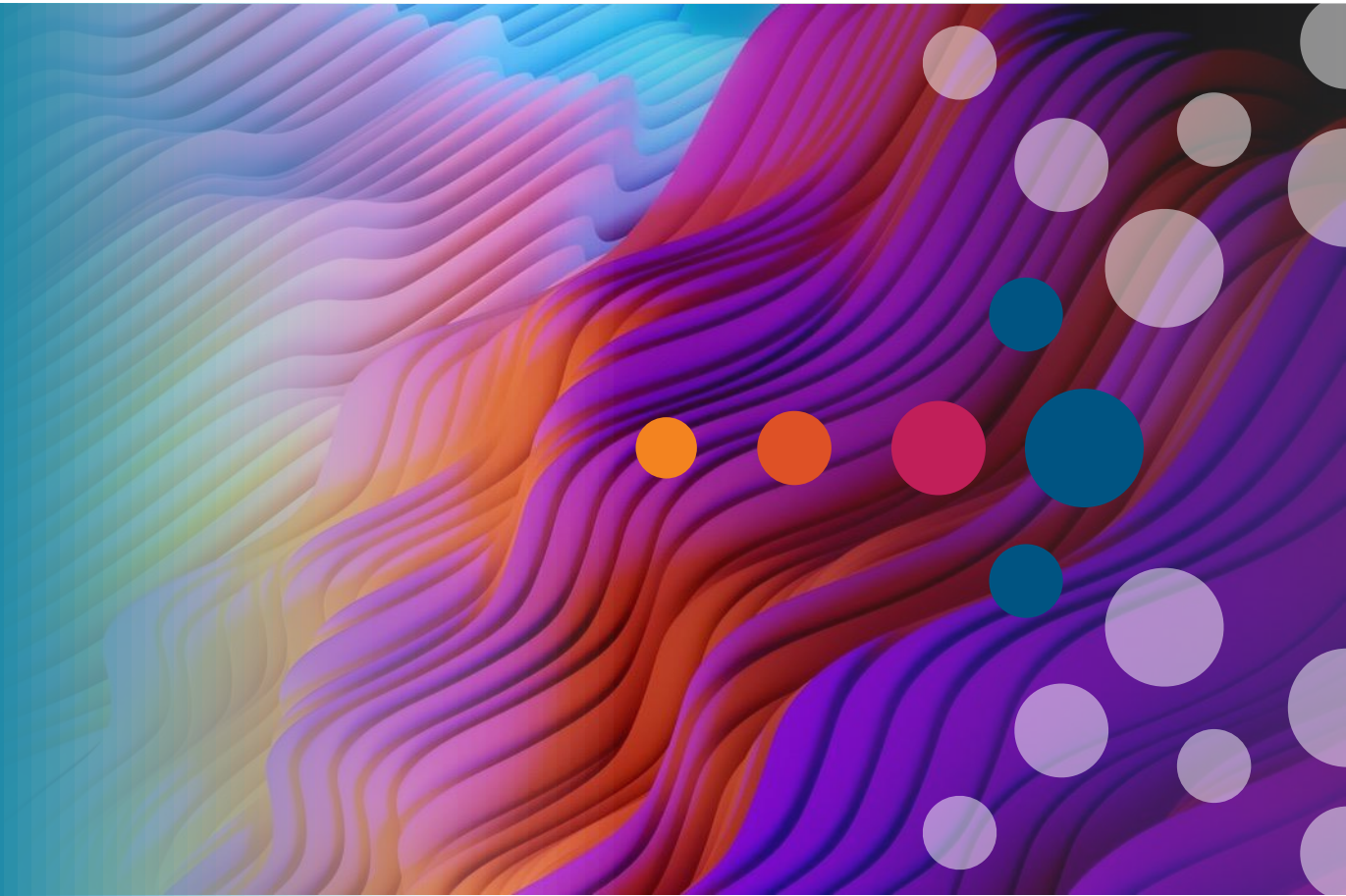


RESEARCH BRIEFING:  
**THE EVOLVING  
ROLE OF  
LEARNING IN  
WORKFORCE  
TRANSFORMATION**

November 02, 2021



# INTRODUCTION TO YOUR DEDICATED TEAM

Working with you side by side, everyday



**MATTHEW DONOVAN**

Chief Learning and Innovation Officer  
GP Strategies



 Your **trusted** workforce transformation partner

# NEW GLOBAL RESEARCH FROM FUTURE WORKPLACE & GP STRATEGIES



## THE EVOLVING ROLE OF LEARNING IN WORKFORCE TRANSFORMATION

How the CLO will Drive Business Growth

Research report produced by GP Strategies®  
in partnership with Future Workplace®



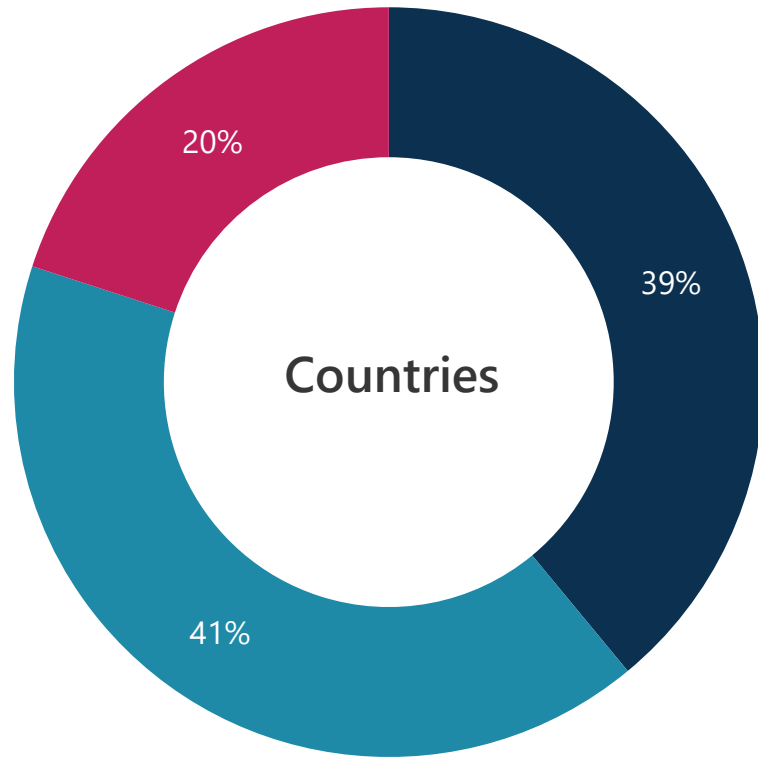


# OUR RESEARCH QUESTIONS

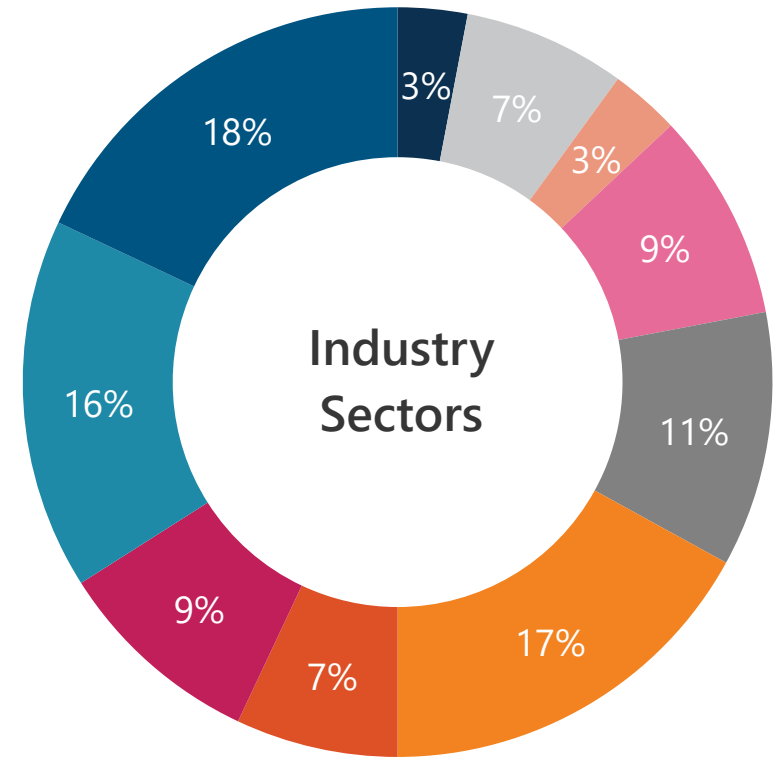
- 1 What are the top challenges Learning & Development leaders are facing as they make plans for 2022?
- 2 What are the key technologies used for learning?
- 3 In 2025, what are the key skills & capabilities for L&D professionals?
- 4 What's on the horizon for L&D team members and how does this translate into new training?
- 5 What new job roles are emerging for L&D team members?

**Sample: N=549, 290 Business Leaders, 259 Learning Leaders**

# DEMOGRAPHICS



- North America
- EMEA (Europe, the Middle East, and Africa)
- Asia-Pacific



- Agriculture
- Education
- Pharmaceuticals
- Transportation
- Financial Services
- Retail
- Consulting
- Manufacturing
- Technology

Sample: N=549, 290 Business Leaders, 259 Learning Leaders



**POLL:**  
**WHAT IS YOUR  
CURRENT WORKING  
ENVIRONMENT?**

- A. I work fully in person
- B. I work fully remote
- C. I work in a hybrid fashion a mix of remote and in person



## FINDING 1

The top challenge facing heads of learning & development is up-skilling L&D team members and having a plan for innovation of corporate learning



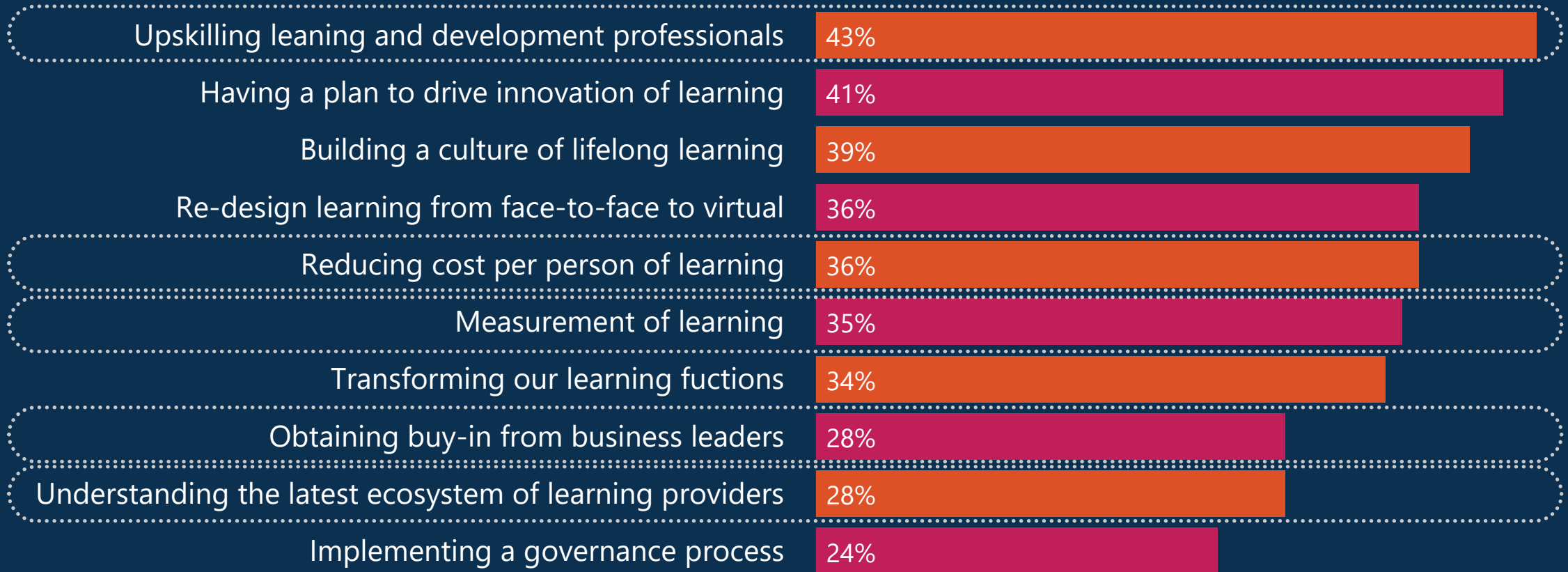


**POLL:**  
**THINKING OF 2022,  
WHAT IS YOUR  
TOP CHALLENGE?**

- A. Reducing cost per person of learning
- B. Obtaining buy-in from business leaders
- C. Up-Skilling Learning Professionals
- D. Measurement of learning
- E. Understanding the latest ecosystem of learning partners




# CHALLENGES FACING THE LEARNING FUNCTION THIS YEAR



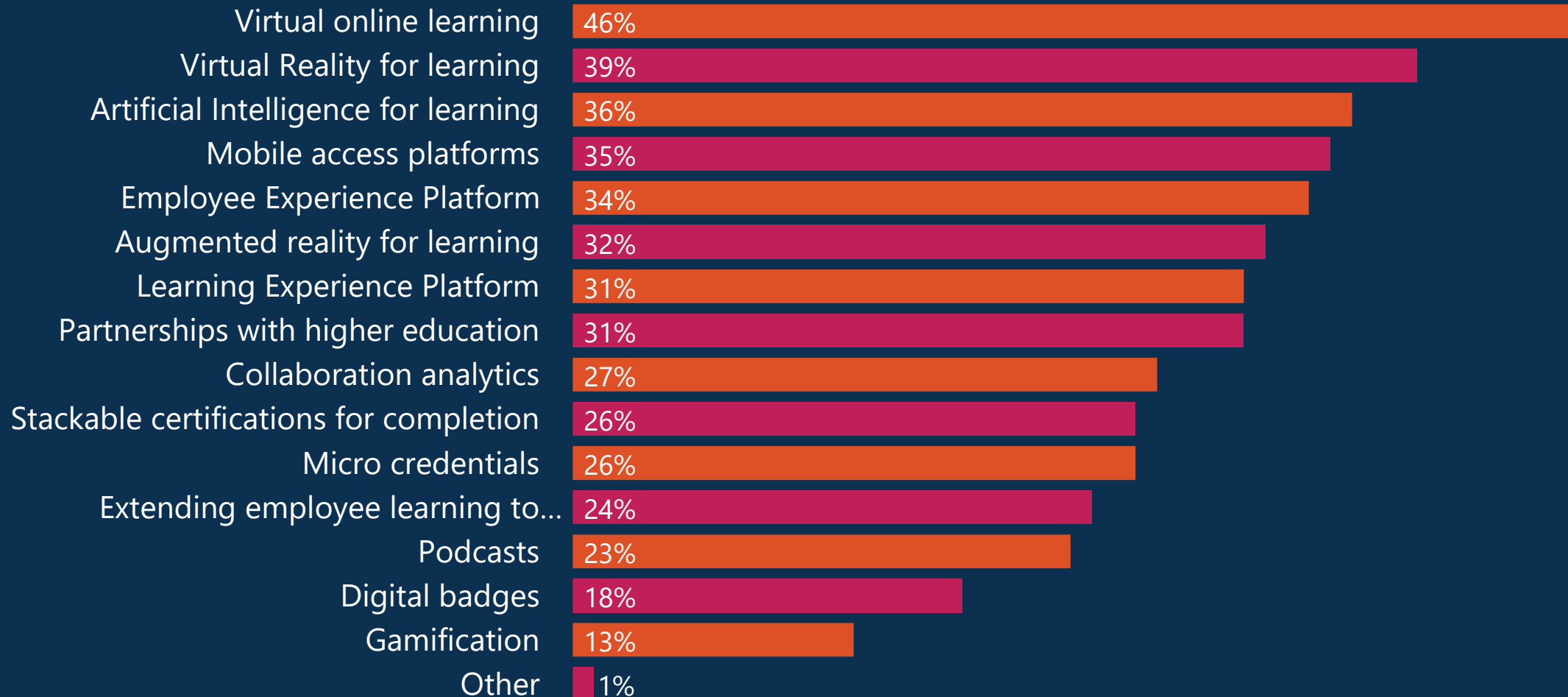


## FINDING 2

Use of technology & personalization are seen as mainstream expectations rather than a bonus



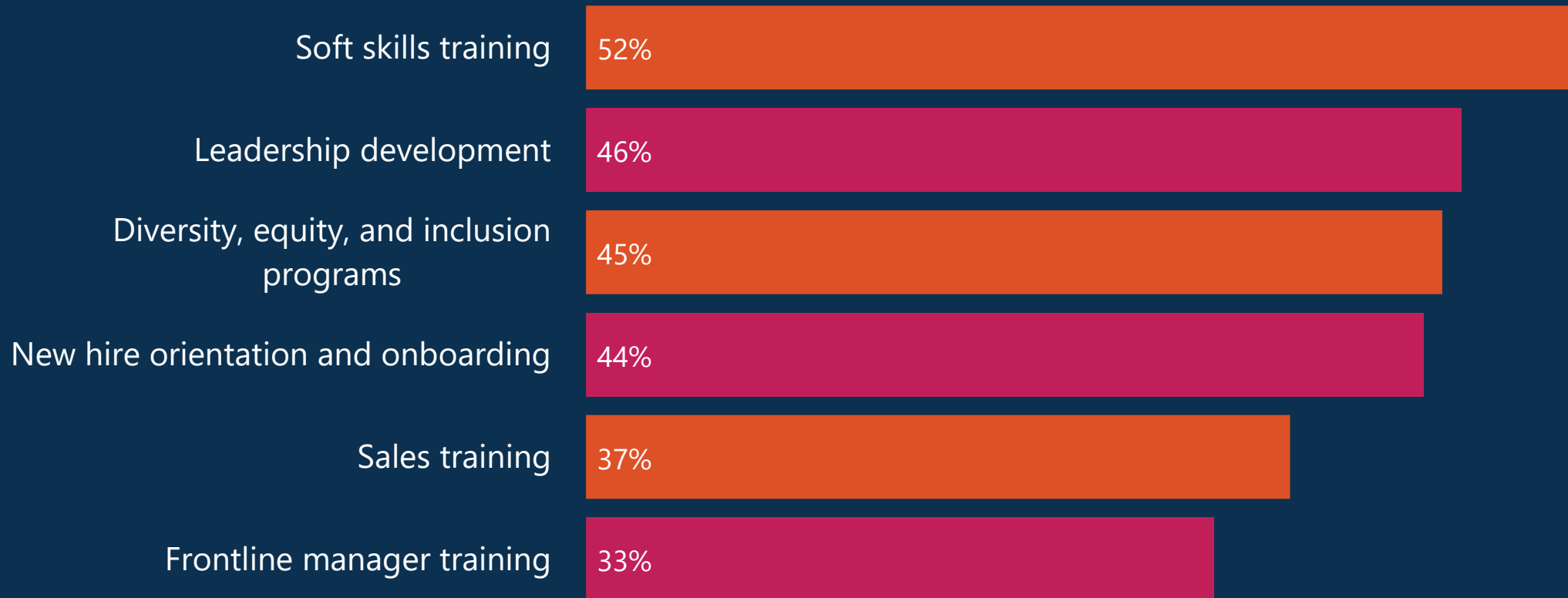
# TOP LEARNING INNOVATIONS FOR WORKFORCE TRANSFORMATION IN 2025





On average, half of learning and business leaders expect soft skills training will remain largely online post pandemic. For Tech/Telecommunications firms this raises to 60%.

● ● ● Post Pandemic Employee Learning Programs



LEARNING LEADERS  
48%

LEARNING LEADERS are **more likely** to say that **DE&I programs** are likely to remain online post pandemic than BUSINESS LEADERS

BUSINESS LEADERS  
42%

BUSINESS LEADERS  
46%

BUSINESS LEADERS are **more likely** to say that **new hire orientation and on-boarding** is likely to remain online post than LEARNING LEADERS

LEARNING LEADERS  
42%

LEARNING LEADERS  
48%

LEARNING LEADERS are **more likely** to say that **Leadership** is likely to remain online post pandemic than BUSINESS LEADERS

BUSINESS LEADERS  
43%



# LEARNING PROGRAMS POST-PANDEMIC:

DIFFERENCES EMERGE BETWEEN LEARNING & BUSINESS LEADERS

Source: 2021 GP Strategies and Future Workplace

# 3

## FINDING 3

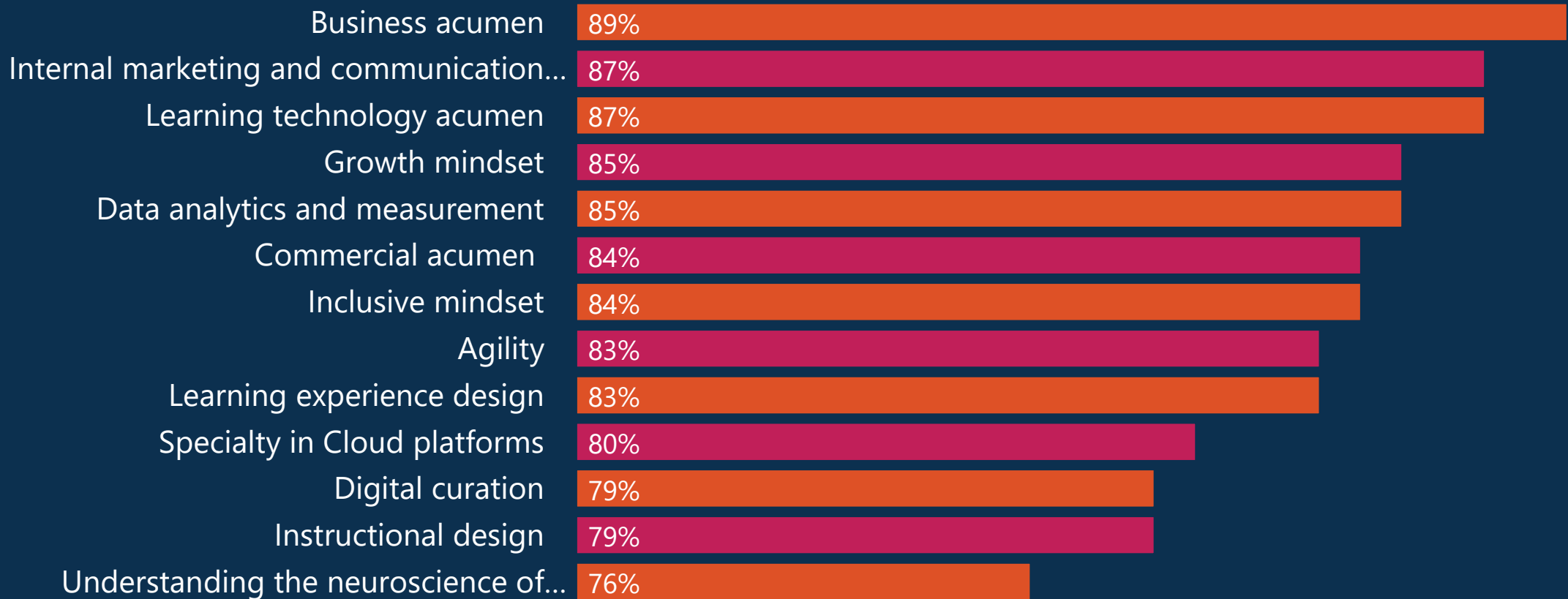
New L&D team member capabilities are primarily business rather than traditional learning & development





# Business acumen is anticipated to continue an important skill for learning and development professionals in the future

## • • • Skills & Capabilities for Learning and Development Professionals in 2025



%s represents T2B (Important + Very important)



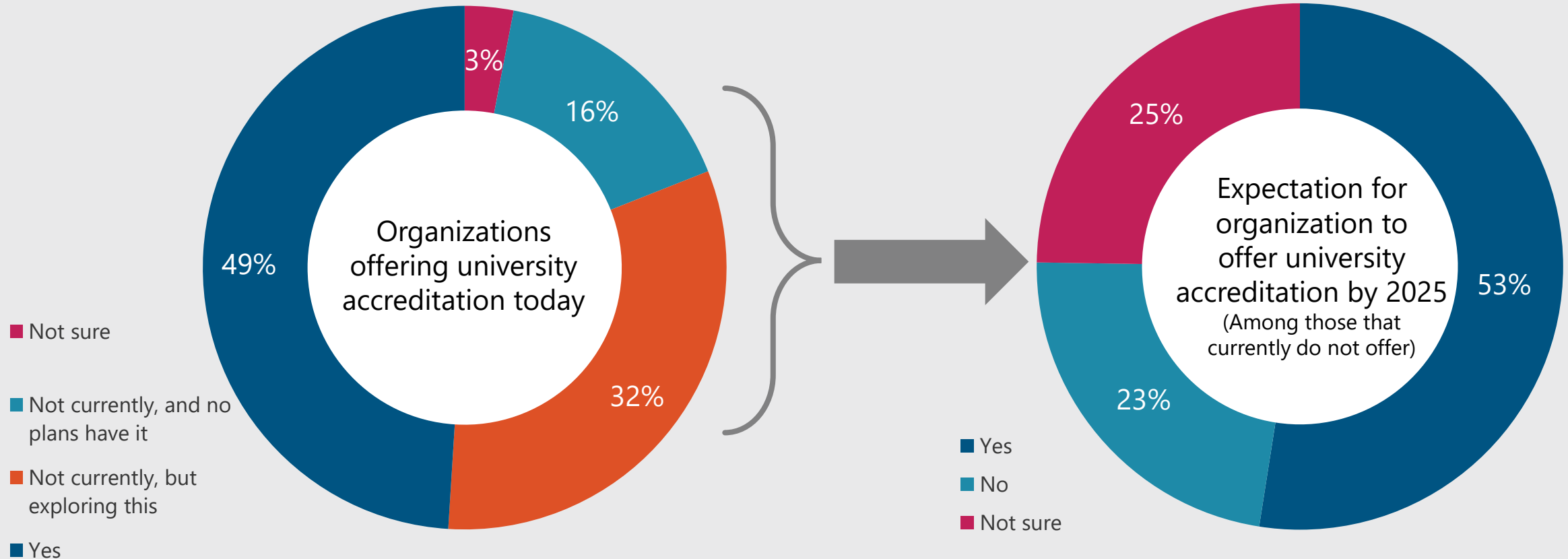
# 4

## FINDING 4

The golden age of corporate/higher education partnerships is here



Half of organizations currently offer learning leading to college/university accreditation, and among those without it, there is a strong expectation for this offering by 2025.



Sample: N=549, 290 Business Leaders, 259 Learning Leaders



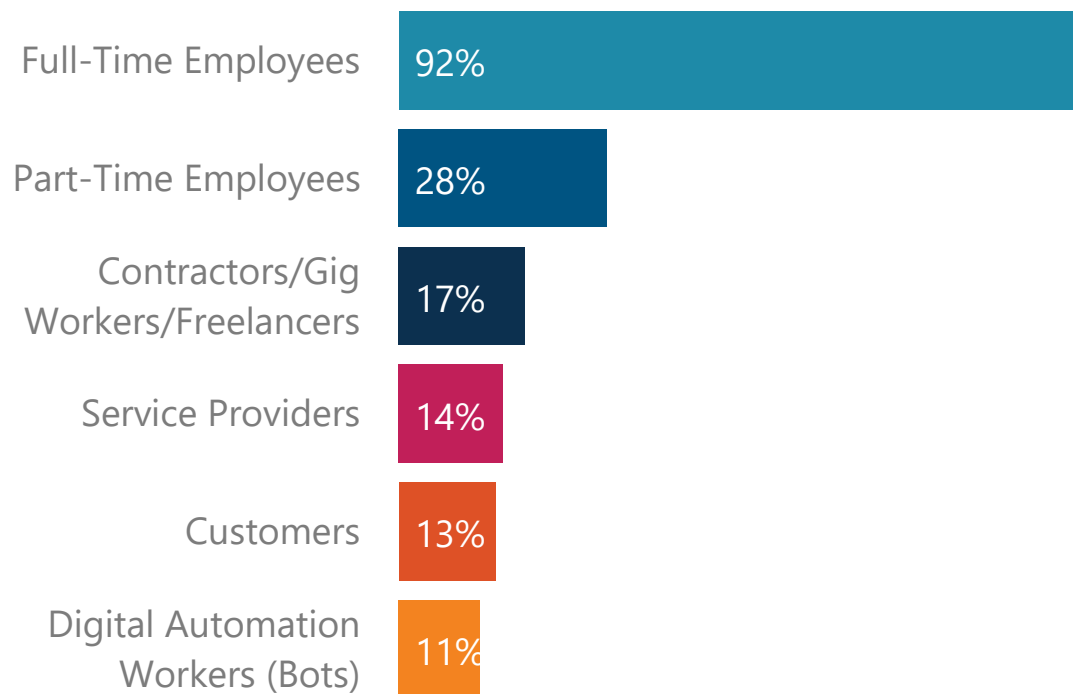


## FINDING 5

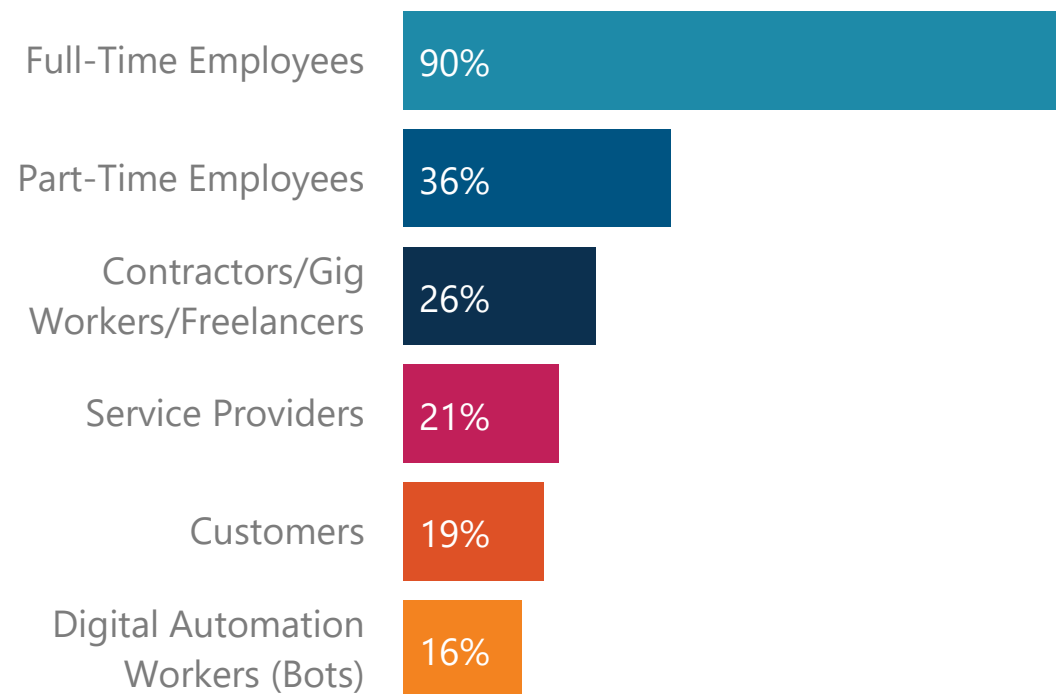
In 2025, the audience for learning & development offerings expands beyond full time employees

Looking to 2025, the audience for learning programs will continue to expand to include part-time employees, contractors/gig workers, service providers, customers, and bots.

### AUDIENCE FOR L&D OFFERINGS TODAY



### AUDIENCE FOR L&D OFFERINGS IN 2025



Sample: N=549, 290 Business Leaders, 259 Learning Leaders

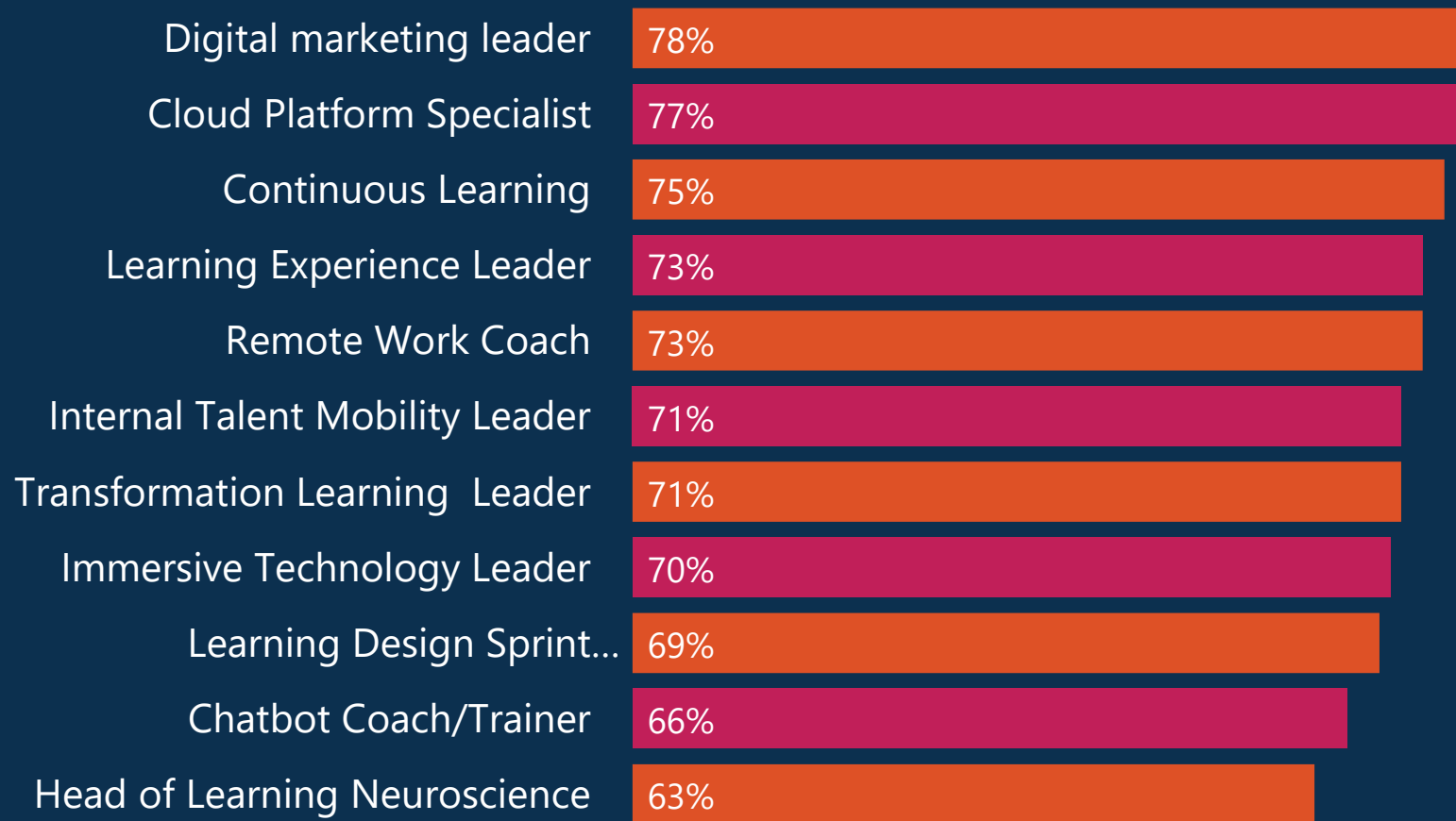


## FINDING 6

New job roles are emerging  
for L&D team members



# NEW JOB ROLES WITH THE GREATEST POTENTIAL TO BE CREATED AT ORGANIZATIONS ARE...





# THREE IMPERATIVES FOR SUCCESSFUL WORKFORCE TRANSFORMATION

## EMBRACE

Embrace an agile mindset to drive faster, better results for the business.

---

## EMPOWER

Empower learners to earn transferable credentials for workforce training programs.

---

## EXTEND

Extend education and training beyond the traditional organization boundaries to gig workers, customers, and bots.

---

# CLO MATURITY MODEL: IT IS TIME TO BE A TRANSFORMATIVE TALENT BUILDER



## REACTIVE

Gravitates to proven solutions and delivers what is asked, but lags behind the business

## RESPONSIVE

Creates engaging and interactive learning experiences that are personalized, business-relevant, and engaging

## STRATEGIC

Consults with business leaders on organizational learning and development solutions that deliver business and people outcomes

## VISIONARY

Works with business leaders to understand the future direction of the organization, and proposes solutions to use talent to transform the business

## TRANSFORMATIVE

Anticipates and leads innovative development of current and future skills needed to achieve the organization's business strategy

# Business Transformation Through Learning:

## 5 ACTIONS TO TAKE NOW

1

Map Learning Strategy and Metrics to Business Transformation Readiness

2

Develop Technology and Business Acumen for Your Learning Organization

3

Unleash the Potential of Emerging Technologies and Human Capabilities

4

Create New Partnerships to Provide Credentials for Corporate Learning Programs

5

Fully Reimagine Learning

# THANK YOU!

Presented by



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Choose the  
right partner  
for your  
journey







# CONTACT US

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