2022 Workplace Learning Report

The Transformation of L&D

Learning leads the way through the Great Reshuffle

Linked in Learning

Welcome to the deep dive

If you're reading this, you've most likely already spent time with the report's **web experience**, and now you're curious to absorb even more data and insights. This version contains all the web headlines, plus a host of extras called out in bold.

Contents

The Transformation of L&D

Learning leads the way through the Great Reshuffle.

In the sixth year of the Workplace Learning Report, change is the only constant. LinkedIn calls these times the "Great Reshuffle" — a period unlike anything in the history of work.

Living and working through the pandemic and economic and social tumult has prompted individuals to prioritize flexibility and fulfillment. Organizations are reexamining business strategies, workforce models, values, and culture — often steered by new demands from employees themselves.

Amid this era of massive transformation, learning and development (L&D) has a new mandate to become its best self. L&D leaders are answering employees' renewed calls for growth and purpose, and they're grappling with the urgent challenge of future-proofing their organizations.

The transformation of L&D means learning leaders are knocking down traditional silos to collaborate on a more holistic vision for HR. They're reaching for fresh solutions to tie skill building to career paths, internal mobility, and retention, while also bringing a new sense of care and humanity to employee well-being, diversity, and inclusion.

Keeping pace with this rate of change is an enormous challenge. This report is here to help. Success is built one step at a time, by capitalizing on industry data, tapping the support and wisdom of colleagues, gleaning advice from top thinkers, and — above all — championing a world-changing notion: Learning is the foundation of any great endeavor. Organizations that prize constant learning will lead the world as they build the new normal.

The Great Reshuffle is redefining work and skills

81% of executives are changing their workplace policies to offer greater flexibility to their workforce[1]

25% LinkedIn members' skills for the same occupation changed by about 25% from 2015 to 2021. At this pace, we expect members' skills will change by about 40% by 2025[2]

+25% Globally, the share of members changing roles was up by 25% in October 2021, compared with the pre-pandemic period in October 2019[3]

3-minute takeaway

How can L&D leaders embrace transformation?

#1

Understand opportunities and challenges

The pandemic sped up digital transformation and the ever-enlarging skills gap.

L&D has a new hot seat at the center of adapting to change and a to-do list that has never been longer.

Skilling, employee retention, well-being, leadership, and DE&I are all urgent priorities.

#2

Add new thinking about the convergence of HR disciplines

Business volatility — especially employee attrition — amplifies the need for HR silos to break down walls and think holistically.

L&D innovators are focusing on the convergence of talent development, skill-based planning, and internal mobility to build work culture based on continuous learning.

#3

Unlock keys to success

- Collaborate with HR colleagues
- Stay close to the stakeholders
- Budget wisely
- Activate managers
- Listen to learners
- Never stop learning yourself

L&D in Transition

L&D has become more central, strategic, cross-functional — and overworked.

"The responsibility of learning has always been to help organizations navigate uncertainty and chaos in the world."

Linda Cai
Vice President Talent Development, LinkedIn

L&D's star
is rocketing

Learning leaders lived up to high expectations in the past two years — helping people pivot to pandemic protocols, remote work, and hybrid operations. They now have their executive leaders' ears and will continue influencing how their organizations adapt to change and reimagine the future.

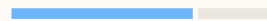**L&D leaders agree that L&D has become more influential over the past year.**

74%
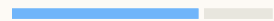
agree that L&D has become more cross-functional [4]

72%

agree that L&D has become a more strategic function at their organization [4]

87%
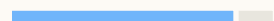
had some to a great deal of involvement in helping their organization adapt to change [4]

62%
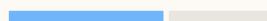
agree that L&D is focused on rebuilding or reshaping their organization in 2022 [4]

Jobs and promotions are growing

+15%
L&D pros saw 15% more promotions this year, compared with their HR counterparts [5]

+94%
Demand for L&D specialists increased 94% in July – September 2021, compared with April – June 2021 [5]

"It's unsurprising that we see more and more progressive companies naming chief learning officers — as was the case with chief diversity officers when diversity became recognized as a business advantage."

Andrew Saidy
Vice President Global Talent,
Ubisoft International

More proof is in the budget

Is there any better indicator of priority than budget dollars? Nearly half of L&D pros expect their budgets to increase this year.[4]

The percent of L&D pros who expect to have more spending power has reached a six-year high.[4]

2017	2018	2019	2020	2021	2022*
27%	35%	43%	37%	33%	48%
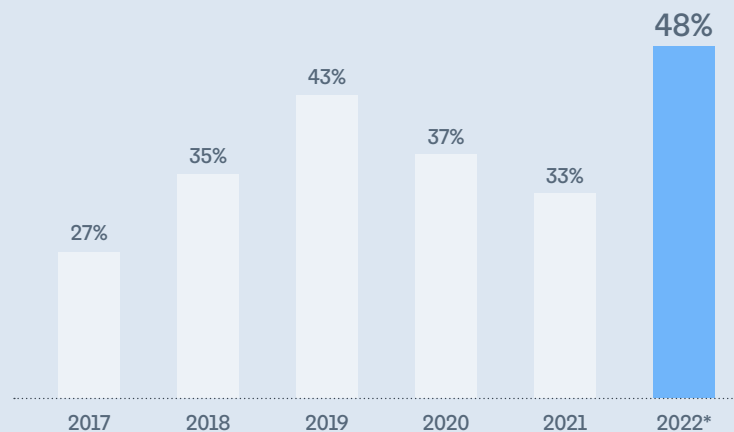
Asia-Pacific is going biggest with budget.
Percent of L&D pros in each region who expect budgets to increase [4]

51%
North America

40%
Europe, Middle East, Africa

57%
Asia-Pacific
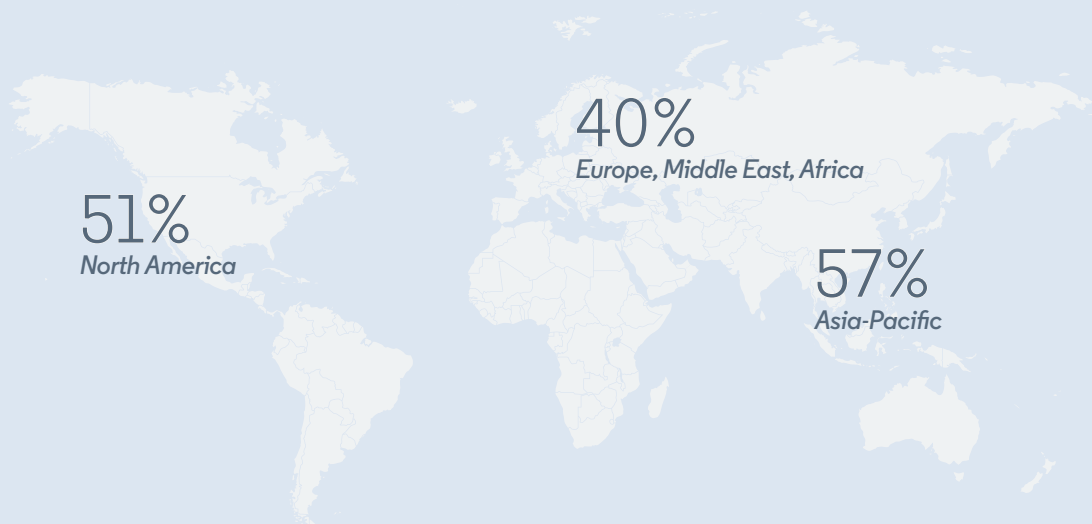
*Note that past surveys included more granular categories of budget increases. This year's question simply asked whether L&D pros expect their budget to increase, decrease, or remain the same.

Learning lights up company culture

Culture is having a watershed moment. According to **Glint data,** having opportunities to learn and grow is now the number 1 factor that people say defines an exceptional work environment.[7] On top of that, employees who rate their culture highly are 25% more likely to be happy at work and 31% more likely to recommend working at their organization.[7]

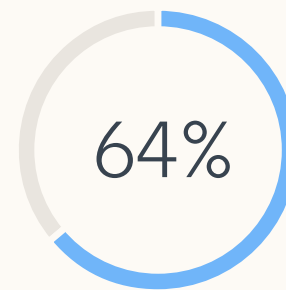The headline is clear: Learning powers culture, and culture powers engaged employees who are energized to innovate, delight customers, and beat the competition. Fortunately, almost two-thirds of L&D pros see their culture moving in the right direction.

64%

of L&D pros saw their organization's culture of learning grow stronger in the past year [4]

**Top 5 drivers
of great work culture** [7]

1. **Opportunities to learn and grow***

2. **Belonging**

3. **Organizational values**

4. **Support for well-being**

5. **Collaboration**

* Previously ranked #9 in 2019 — a significant change in only two years

Leadership and upskilling top L&D's to-do list

While competing priorities are pulling L&D pros in many directions, they're still able to rank their focus areas. When we combine the upskilling and reskilling priorities with digital upskilling, skills emerges as the most pressing concern across the world.

The primary focus areas of L&D programs in 2022 [4]
Percent who selected the focus area as one of their top three choices
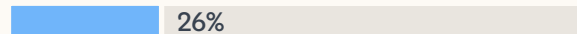
Leadership and management training

49%

Upskilling and reskilling employees

46%

72% focused on skills

Digital upskilling / digital transformation

26%

Diversity, equity, and inclusion

26%

A regional look at L&D priorities

Leadership and management training tops the list in every region except Asia-Pacific, where a whopping 60% are focused on upskilling and reskilling.[4]

The primary focus areas of L&D programs by region [4]
Percent who selected the focus area as one of their top three choices

Asia-Pacific

Upskilling and reskilling employees
60%
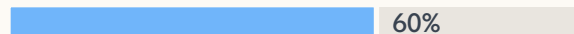
Leadership and management training
49%

Digital upskilling / digital transformation
30%

Employee performance support
24%
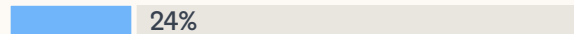
Europe, Middle East, Africa

Leadership and management training
49%
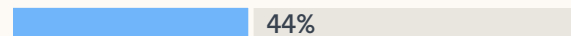
Upskilling and reskilling employees
44%

Digital upskilling / digital transformation
33%

Diversity, equity, and inclusion
27%

North America

Leadership and management training
48%

Upskilling and reskilling employees
39%
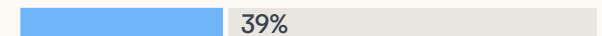
Diversity, equity, and inclusion
33%
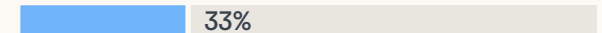
Employee performance support
28%
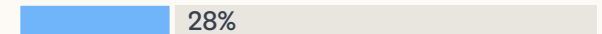
Being popular has its downside

Even as L&D leaders focus on leadership and skills programs, they've also become much, much busier. We asked L&D pros this year to select all the programs they are planning to deploy in 2022. When we compared this year's results to last year's, we found that the number of responses for every single program we tracked year over year increased (either significantly or directionally),[4] illustrating just how full L&D's plate really is and adding up to significant growing pains, which we'll explore in the next chapter.

L&D programs to be deployed in 2022 vs. 2021[4]

● 2021 ● 2022

| Program	2021	2022
Diversity, equity, and inclusion programs	34%	45%
Learning competitions	12%	13%
Leading through change programs	37%	42%
In-person training programs	25%	41%
Virtual lunch-and-learn programs	28%	29%
Creativity programs	12%	16%
Implicit-bias trainings	16%	18%
Large-scale upskilling or reskilling programs	31%	41%
Digital fluency or transformation programs	29%	30%
Data analysis / analytics training programs	18%	25%

Learning is becoming central to everyday work

One way to reframe all this new pressure is to take a step back and recognize that learning is rapidly becoming a critical part of many peoples' daily work, including the daily work of L&D pros themselves. The trend shows up in one of the learning formats that L&D pros say they're likely to see more of this year: **on-the-job learning through projects and gigs.**

85%
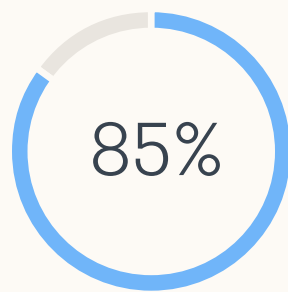
of L&D pros expect to see the same or more on-the-job learning through projects or gigs[4]

"We are focusing on how to make Ketchum a long-term, attractive career home, where folks have many opportunities to move up and around into different teams and projects. That starts with embedding learning and skill building in people's actual day-to-day experiences."

Amanda Kowal Kenyon
Chief Employee Experience Officer,
Ketchum

A bright idea

Experiment with innovative tools and formats

"In the past of couple of years, we've seen a plethora of AI-enabled ed tech products entering the market. Combined with other emerging technologies such as virtual reality, augmented reality, cloud computing, and the Internet of Things (IoT), there are some rather innovative products out there to support workplace learning.

"While the page-turner e-learning courses and the utilitarian LMS are here to stay for the next little while, there's an opportunity to pilot more varied L&D activities and tools: personalized learning content using recommender systems, push content via chatbots, peer-based knowledge sharing on collaborative platforms, and the integration of curated external content (third-party content) with custom internal in-house content."

Stella Lee, PhD
Director, Paradox Learning

New Challenges

L&D's rapid rise spurs new pressure to deliver results.

"Employees expect opportunities to learn and grow without limitations, managers who understand individual working styles and environments, and companies that offer flexibility as a standard of employment."

Gogi Anand
Senior People Science Consultant, LinkedIn

Welcome to the hot seat

L&D is still responsible for producing high-impact, high-quality learning experiences, but it's now also being handed bigger, meatier problems to solve — like future-proofing entire organizations. This means L&D pros need to develop new ways of working and constant prioritization. They also need to develop some new skills themselves — like stress management, given the increasing concern about the skills gap (the distance between the skills employers need and the skills workers have).

L&D pros perceive a growing skills gap.
They also see that leaders are concerned.[4]

46%   +4 pts. vs. 2021

say the skills gap is wider
at their organization

49%   +9 pts. vs. 2021

say executives are concerned that
employees do not have the right skills
to execute business strategy

L&D plays a weighty role in DE&I strategy

The entire planet has shared both the battle against COVID-19 and a new awakening to the vast inequities in health, wealth, and opportunity. The L&D response is strong. Learning teams are leading the educational charge for diversity, equity, and inclusion, with some taking full ownership of DE&I strategy. The trend is strongest in North America, where a social justice movement accompanied the pandemic.

L&D responsibilities include combating systemic challenges [4]

L&D has taken full responsibility for the DE&I strategy

12%

55% own or share responsibility
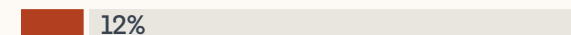
L&D shares responsibility for the DE&I strategy

43%

L&D does not play a role in our DE&I strategy

29%

We do not have a DE&I strategy, but we are creating one

7%
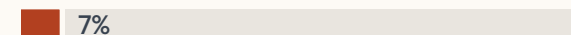
We do not have a DE&I strategy, and there are no plans to create one

8%

A bright idea

Emphasize psychological safety in DE&I

"Diversity, equity, and inclusion programs are not a cultural 'one size fits all' around the world. For instance, lots of companies have started rolling out DE&I training in Asia and found the Western approach doesn't work. Asking people to reveal vulnerabilities openly, stressing politically correct language, or having unskillfully facilitated conversations can actually backfire, making people feel anxious, resentful, and unsafe.

"Diversity and inclusion is the fundamental foundation of psychological safety. But it helps to pitch it as a path to higher performance. People are not interested in remedial action that's going to shame them, but they are interested in opportunities to become better and more successful."

Crystal Lim-Lange
CEO, Forest Wolf

L&D can't forget about care and well-being

With companies and employees rethinking what they want out of work, care is moving to the center of conversations about reducing burnout and boosting well-being.

The most critical factor in a caring employee experience is each person's manager. To that end, 49% of L&D pros put increased attention on manager training and support this past year.[4] But there's room for improvement: Only 25% say their organizations are prioritizing manager training that's focused on work-life balance and well-being.[4]

87%
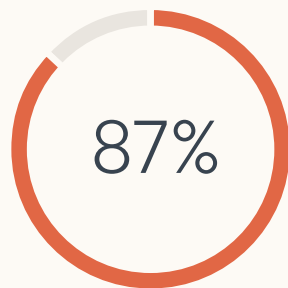
of L&D pros have helped their organization become more adaptable to change[4]

Glint data shows that employees who feel cared about at work are

3.2x
more likely to report being happy to work for their current company[8]

3.7x
more likely to recommend working for their company[8]

Managers matter

At companies that struggle with manager care, employees are nearly 50% more likely to apply for a new job.[9] Today's managers need supercharged **soft skills** to attract and retain talent.

Busy L&D pros have less time to learn

Finding time to learn is not a new problem. But there is added urgency around it. New challenges require tools outside the traditional L&D toolbox. And while learning pros have developed bigger muscles in certain areas, it's clear there's still some work to do. Unfortunately, L&D pros aren't keeping pace with others in the category of time spent learning.[10]

-23% Compared with other active learners on LinkedIn, L&D learners spent 23% less time learning in 2021

-35% Compared to their HR colleagues, L&D learners spent 35% less time learning in 2021

Strategic thinking requires strategic metrics

Even as L&D programs become more strategic and cross-functional, many L&D pros have not changed how they measure success. In 2022, the top way learning leaders are gauging the success of their potentially highly impactful upskilling and reskilling programs is the same way they've measured broader online learning programs in the past: qualitative feedback.

"Make sure your learning is aligned with business skills. Rather than looking at hours of learning and course completion rates, instead focus on identifying what skills are lacking in your organization. With that alignment and clarity, L&D can create a skill-building program that's in lock-step with your business strategy."

Lori Niles-Hofmann
Senior EdTech Transformation, NilesNolen

Measurement methods are stagnant.

2021
How do you measure the impact of online learning at your organization?

#1   Qualitative feedback from employees using online courses

#2   Satisfaction of employees using online courses

#3   Employee engagement survey scores

2022
How do you measure the impact of skill-building programs at your organization?

#1   Qualitative feedback from employees using online courses

#2   Employee engagement survey scores

#3   Manager feedback

Where L&D pros are investing their valuable time now

When L&D pros do find time to expand their skills, a few trends pop. Operations — the key to getting things done at scale — tops the list of skills most likely to be added to L&D pros' LinkedIn profiles. They're also adding HR management and people development, pointing to an amplified demand for leadership abilities. And the rise of analytical skills and data analysis shows a focus on numbers and business impact.

Top 10 skills more likely to be added to L&D pros' LinkedIn profiles in the past year[11]

Percent growth year over year

Skill	Growth
Operations	54%
Corporate training	38%
HR management	29%
People development	24%
Training and development	23%
Presentation skills	22%
Learning management systems	19%
Analytical skills	14%
Engineering	13%
Finance	13%
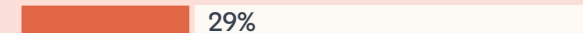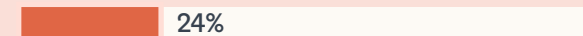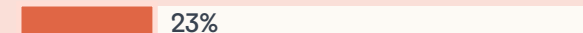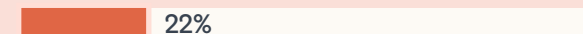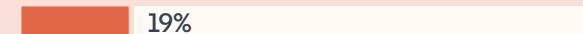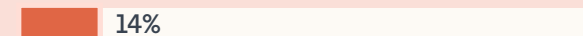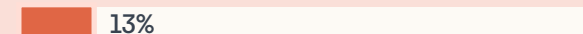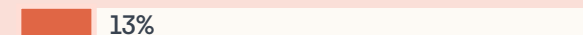
Where L&D pros see they need to grow in the future

RedThread Research's recent survey of more than 300 L&D professionals revealed 7 categories and 39 skills they feel L&D will need for the future.* As L&D's role becomes more strategic, it isn't surprising that several categories besides traditional L&D made a showing.

*This model was created coding L&D professionals' responses to the open-ended question: What 3 skills do you feel L&D functions will need for the future? Responses were categorized into 39 skills, and then categorized into groups of skills, as shown in the chart.

redthread research
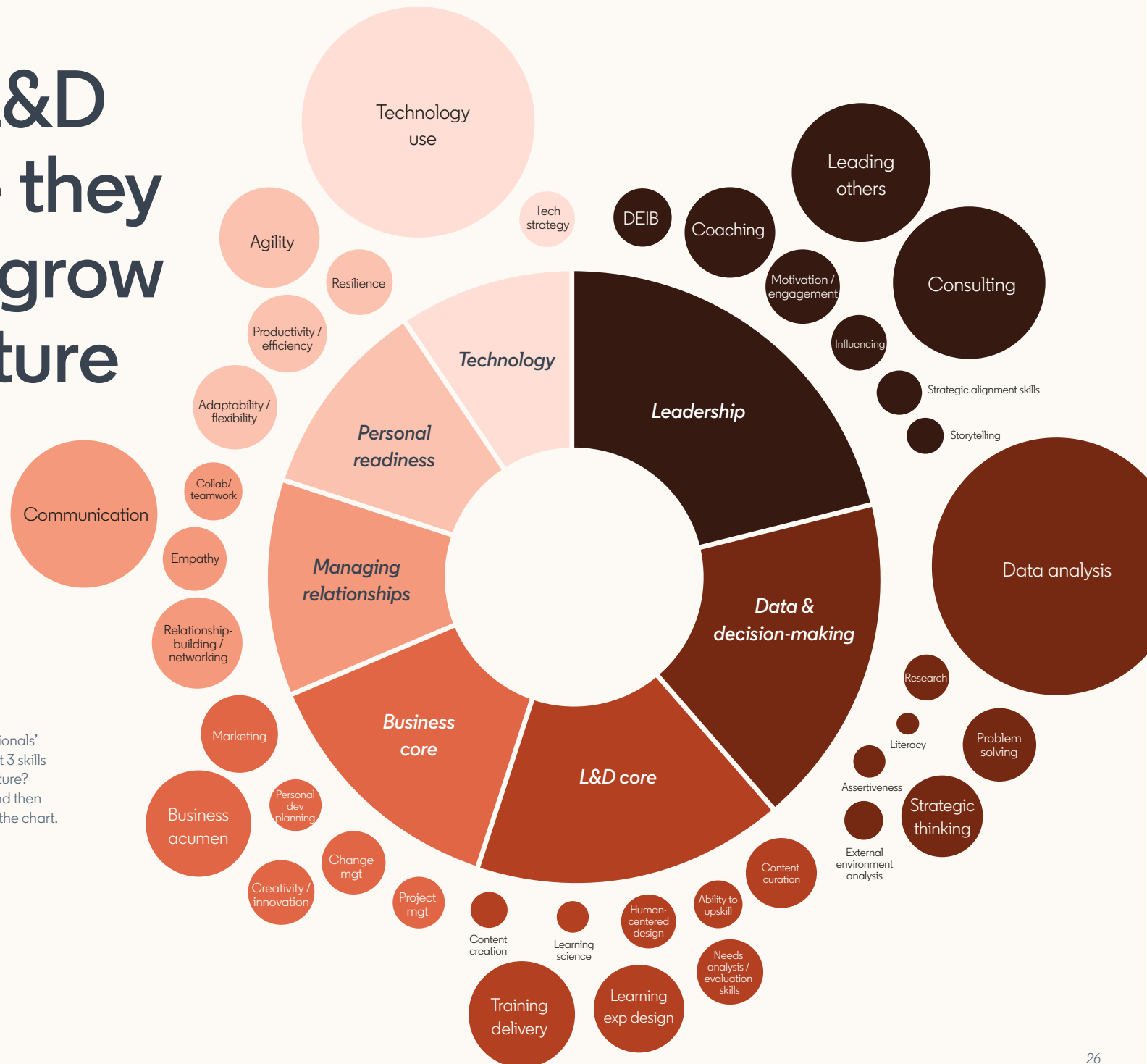
Key skills for L&D pros at high-performing organizations

Interestingly, L&D professionals in organizations with high performance* feel that leadership skills are most important for the future (18%). L&D functions are being asked to take the lead on several key organization-wide initiatives, including upskilling the workforce and internal mobility. This is a change for L&D professionals who have often fought the stereotype of being order takers.

Additionally, L&D professionals in these high-performing organizations view business core skills to be as important as L&D core skills (16%), as they are likely being asked to apply their expertise in people development to some of those more strategic discussions.

*Organization performance was found using a combination of four business outcomes: (1) org met or exceeded its business goals for the last three years; (2) org responds quickly to marketplace changes; (3) org innovates faster than its competitors do; and (4) org's customers are more satisfied than its competitors' customers. High-performing orgs are those in the top 25%.

L&D pros in orgs with high performance focus on leadership, core business skills.

Leadership
18%

L&D core
16%

Business core
16%

Data and decision-making
15%

Managing relationships
14%

Personal readiness
12%

Technology
8%

redthread research
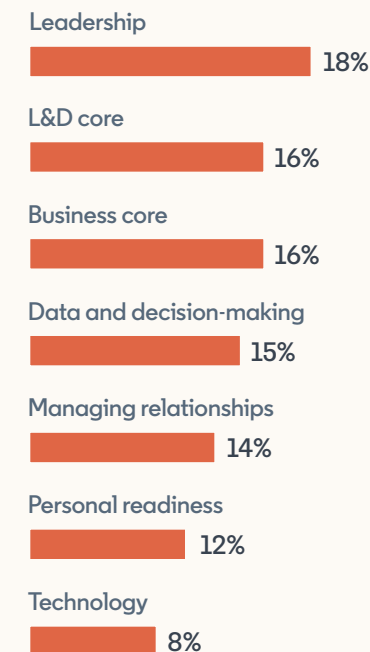
"L&D is having a bit of an 'oh @#&%' moment. L&D functions are being expected to lead some pretty high-level initiatives, like mobility and upskilling. Our data indicates that L&D pros may feel underprepared, and they're actively seeking leadership, business, and data skills as much as, if not more than, traditional L&D skills."

Dani Johnson
Co-Founder and Principal Analyst, RedThread Research

Rethinking Skill Building

Leaders can expand impact by connecting skills to internal mobility and retention.
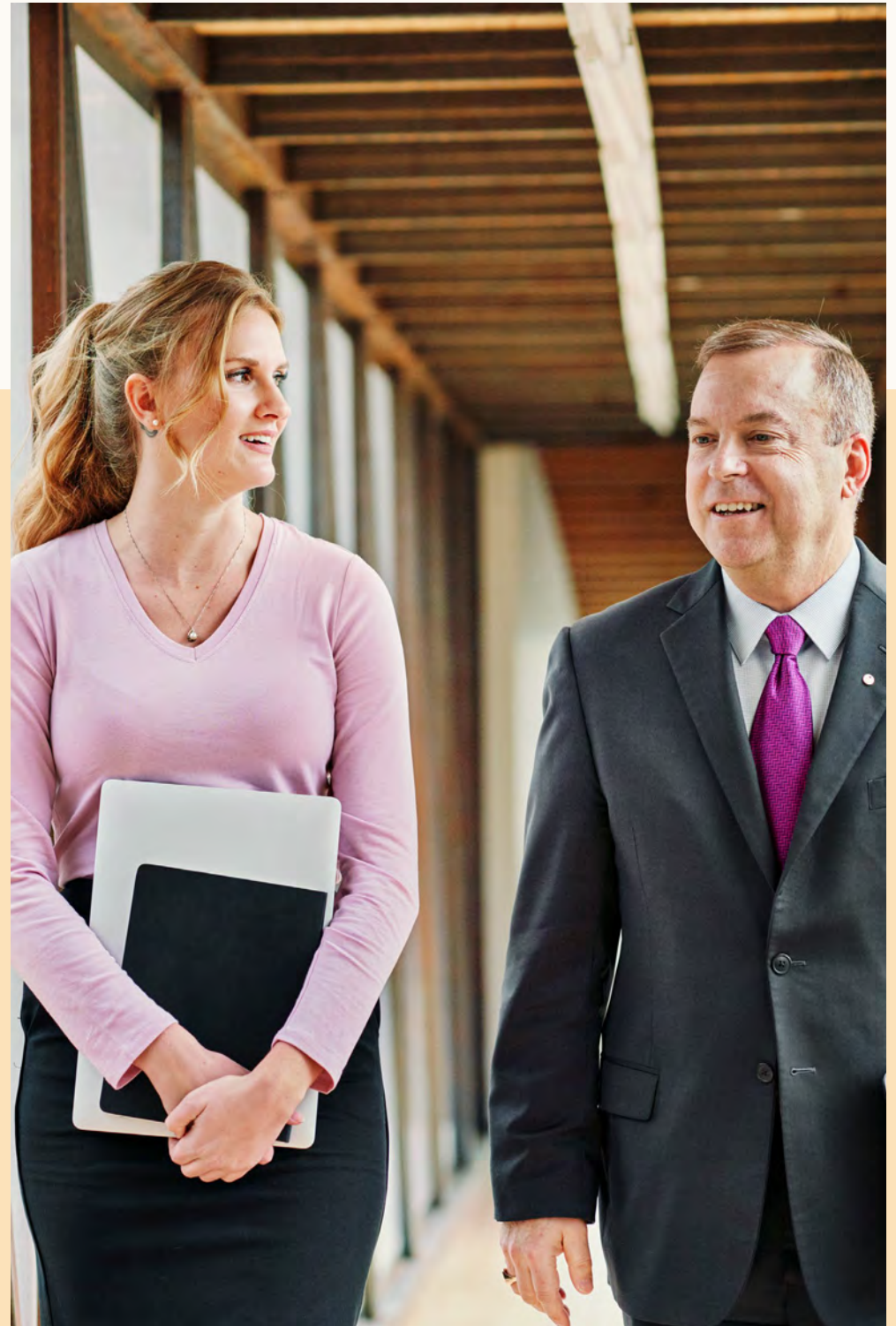
"If you want to be leading the world, you have to be learning."

David Perring
Director of Research, Fosway Group

Turn the skills crisis into opportunity

Amid 2022's storm of urgent priorities, skill building and skills-based planning stand out as the most impactful places to make progress. While it's natural to feel anxious that, for example, **only 10% of HR and business executives say their organizations have a skills database with profiles for all employees**, there's a light in the dark clouds.

Organizations that shift to skills-based planning have a unique chance to catalyze learning culture and capitalize on emerging trends — especially the convergence of learning, talent acquisition, talent development, and the red-hot rise of internal mobility.

10x
Employees who feel that their skills are not being put to good use in their current job are 10 times more likely to be looking for a new job than those who feel that their skills are being put to good use [12]

79%
of L&D pros agree: It's less expensive to reskill a current employee than to hire a new one [4]

54%
of L&D pros agree that internal mobility has become a higher priority at their organization since COVID-19 [4]

Just getting started? You're not alone

Many upskilling and reskilling programs are off to a strong start, but *start* is the operative word. Only 15% of L&D pros say they have active upskilling and reskilling programs, and only 5% have made it to the stage where they're measuring and assessing results.[4]

Where learning leaders are in starting upskilling and reskilling programs

Ideation / Brainstorming
19%

Pitch / Sell-in to key stakeholders
9%
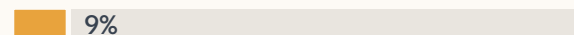
Identifying / Assembling a core working team
11%
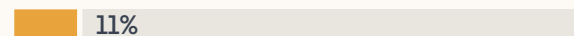
39% in early stages

Program development (identifying skill gaps, skill defining)
37%

Activation (piloting a program with a team)
15%
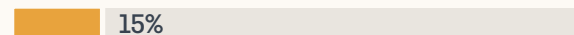
Post-activation measurement / Assessment
5%
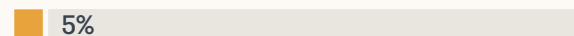
We have not begun development
4%
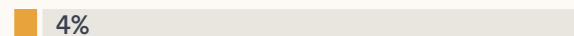
Internal mobility helps employees grow — and stay

While the topsy-turvy economy can make it harder to predict the future, one trend is clear: businesses are embracing internal mobility. Cultivating a culture of internal mobility means giving employees access to on-the-job learning opportunities, such as mentorships, gigs, shadowing, and new jobs. The benefits are increasingly obvious — retention, engagement, and agility, as well as reduced costs and hiring time.

Nearly 2x

Companies that excel at internal mobility are able to retain employees for an average of 5.4 years. That's nearly 2x as long as companies that struggle with it, where the average retention span is 2.9 years.[13]

A bright idea

Foster internal mobility by starting with an honest conversation

"Right now we are looking into modernizing our employee value proposition, particularly around career opportunity. However long you're part of our agency, whether it's two years or 30, you will have an enriching career journey that will provide opportunity and growth.

"This starts with open and intentional conversations about where you are now, what comes next, and how we can co-create a journey that's very bespoke for you. That might mean assigning you to a three-month project that closely aligns to your interests or giving you opportunities to work with clients in different industries. While we can't always promise a change tomorrow, we can co-create a career trajectory that gets you to where you want to grow."

Amanda Kowal Kenyon
Chief Employee Experience Officer, Ketchum

Connect the dots between skills, mobility, and retention

In the context of the Great Reshuffle, organizations must prioritize enabling employees' personal success through career development. Learning leaders can create more robust, sustainable programs by connecting skill building to career pathing, internal mobility, and retention.

However, many L&D pros haven't made this connection yet. While 46% of L&D pros said upskilling and reskilling was a top focus area this year, internal mobility and career pathing as well as employee retention fell toward the bottom.[4]

Retention and internal mobility aren't at the top of L&D's to-do list.

Top 10 focus areas of 2022 L&D programs

1. Leadership and management training

2. Upskilling or reskilling employees

3. Digital upskilling / digital transformation

4. Diversity, equity, and inclusion

5. Employee performance support

6. Implementing learning tools and analytics

7. Leading through change

8. Employee well-being

9. Employee retention

10. Supporting internal mobility and career pathing

Employees crave skills, too

L&D pros should remember the old adage "If I don't care about it, I won't remember it, and if I don't remember it, I'm certainly not going to apply it." Internal mobility, career pathing, and retention are crucial programs that provide a consistent and reliable reason for employees to care about, remember, and apply their new skills.

Employees' top three motivations to learn are all connected to careers.[4]

#1   If it helps me stay up to date in my field

#2   If it is personalized specifically for my interests and career goals

#3   If it helps me get another job internally, be promoted, or get closer to reaching my career goals

People managers + L&D = impact

The number 1 reason people managers recommend learning opportunities for direct reports is "to grow their career."[14] Just as telling: Employees without an L&D department are significantly more likely to find it more difficult to change roles internally than to get a new role outside the company.[15]

How L&D Succeeds

L&D pros thrive by investing in relationships, political capital, resources — and themselves.

"Our top opportunity is to quantify the impact and ensure it is enterprise-wide, so that learning can help lead the way forward."

Sean Hudson
Vice President, Digital and Global Head of Learning and Development, Pfizer

Transformation starts today

Today's successful L&D function will need to break out of its vertical silo and instead spread itself horizontally across its organization. That means working closely with HR counterparts, executive leadership, and department heads alike to craft learning strategy. While the journey to this ideal may be one of a thousand miles, many L&D leaders have already taken that first step.

Read on for a combination of data points and advice to propel L&D forward.

Get help from your friends

Many L&D pros said they've gotten more cross-functional this year,[4] but there is room to grow in terms of HR partners they're working with. Talent acquisition is a big area of opportunity this coming year, as skills-based hiring becomes more important, and people analytics could become a strong partner to illuminate the business impact of skill-building programs.

> "In a unique moment in time, when organizations can rethink their approach to many aspects of HR, the collaboration between L&D and people analytics is resulting in more effective, fact-based, and impactful learning experiences."

Nigel Dias
Managing Director, 3n Strategy

L&D's cross-functional partnerships have grown year over year.

Percent of L&D partners working more closely or somewhat more closely with cross-functional peers since last year [4]

- ● More closely
- ● Somewhat more closely

Category	More closely	Somewhat more closely
Diversity, equity, and inclusion	25%	32%
Employee engagement	22%	33%
Talent management / development	22%	34%
Executive leadership / C-suite	15%	28%
Talent acquisition	15%	30%
People analytics	13%	29%
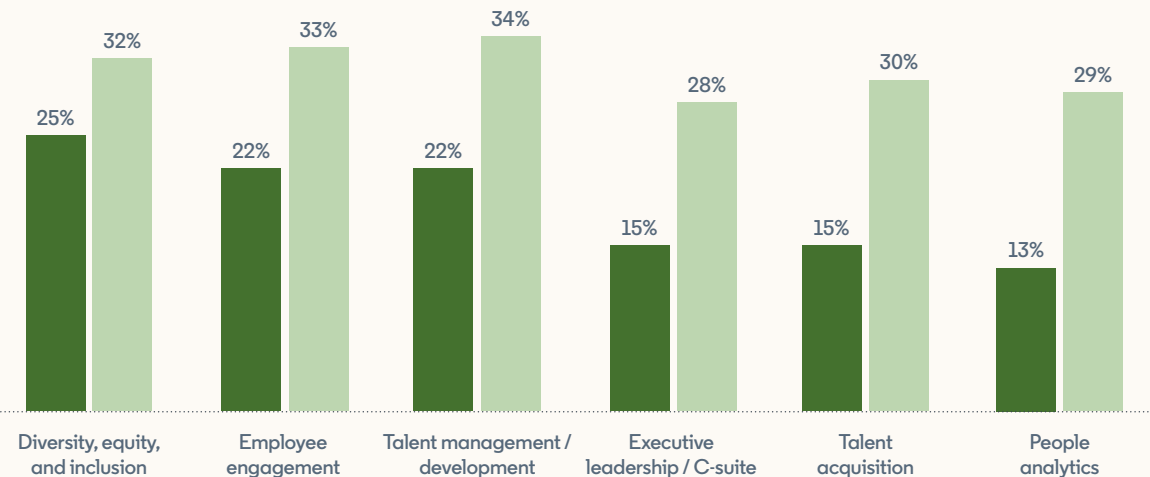
Collaboration tips from Paypal's Global Head of People Analytics

"Too often, I see the people analytics team get pulled in too late. We miss the opportunity to help design the right type of experiment up front."

Serena Huang, PhD
Head of People Analytics, Paypal

#1

Start early.

Don't underestimate the amount of work you need to do up front to set up measurement for L&D programs. Specifically, it takes time for programs to impact the business, and data-cleaning efforts often take longer than anticipated.

#2

Create experiments.

Design measurement programs that are like clinical trials. For instance, use two separate course-delivery formats (such as online and in-person) and then test knowledge retention after a given timeframe.

#3

Use nudges.

Consider working with organizational psychologists to design nudges (encouraging reminders) that prompt learning. Design tests to find out which nudges are most effective.

Stay close to stakeholders

Significantly more L&D pros say they have a seat at the C-suite table now than they did pre-pandemic.[4] Tying learning programs to business impact based on key organizational priorities, like internal mobility, will be crucial in keeping this seat secure.

Percent of L&D pros who agree that L&D has a seat at the executive table[4]

53%

24%

2020   2022
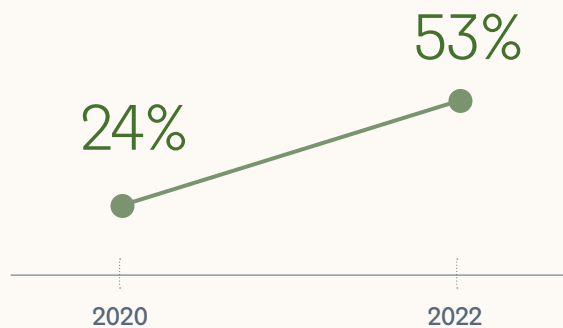
Room to grow

While 59% of L&D pros say their CEO is a champion for L&D, that still leaves 41% of CEOs with an opportunity to become better advocates.

Helpful tactics for C-suite influence

#1 Know the audience

Align L&D with the overall business strategy, but also learn about the CEO's personal priorities and passion projects and demonstrate the contribution that learning can make.

#2 Speak C-suite

The C-suite is time-poor by definition. They measure the value of ideas not necessarily by how much detail you include but by how quickly they can grasp them. Keep pitches brief, top-level, and framed in priorities, performance, and profits.

#3 Don't forget the CFO

Capitalize on any opportunity to demonstrate how learning contributes to the bottom line.

#4 Cultivate C-level functional partners

Every skills gap that you help close is an opportunity to recruit another senior advocate. Capture success stories and give a key role to department heads when promoting them across the business.

#5 Be the visible C-suite priority

Learning can be the most visible aspect of business strategy — which spurs CEOs to lead from the front. Take the time to involve your CEO in flagship learning initiatives.

Go big with budget

As mentioned earlier in the report, the percentage of L&D pros who expect to have more spending power has reached a six-year high.[4] Even more impressive? Only 8% expect their budget to decrease.[4] This is great news given the amount of work L&D is being asked to do. Now L&D leaders need to be smart about how they use the money. They should consider outsourcing more manual and administrative tasks, freeing up time to dig into the areas that drive business impact.

"Top L&D leaders are meticulous planners who build their learning budgets from several different sources. They stay up to speed on what's happening in different teams and different regions, and identify where L&D can support wider local initiatives."

Adapted from LinkedIn Learning's *Handbook of L&D Pioneers*

Activate managers

Last year's report declared managers the "secret skill-building weapon." This year the importance of managers has only grown — especially for remote and hybrid businesses where employees have fewer serendipitous meetups to build their networks and increase their sense of company culture.

"Now more than ever, my manager is equated with my experience in an organization," says **Danny Guillory**, vice president and chief diversity officer at Dropbox, which has launched quarterly summits to support managers. While the data shows many L&D pros leaning in to activate the power of managers, a word of caution: Managers have shown higher burnout levels recently, when compared with individual contributors, so be wary of over-relying on these in-demand heroes.

L&D is tapping the power of managers.

How are you helping your organization learn to be more adaptable and resilient? [4]

Delivering learning programs to managers about leading through change / change management

29%
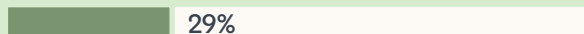
Increasing number of trainings and support for managers

29%
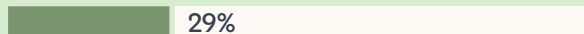
Focusing on strengthening managers' coaching skills

33%

Listen to learners

A lasting lesson of transformative times: The best source for understanding what employees want and need is employees themselves. In the past year more businesses kept an active ear on employee sentiment by deploying more frequent surveys, and L&D pros increasingly turned to employee engagement surveys to gauge the impact of their programs.

At the same time, this year's Workplace Learning Report survey uncovered an uncomfortable truth: Only 20% of learners agree that their "organization's leadership values learning more now than ever before."[4] Now is the time to make sure learning is front and center in workplace conversations.
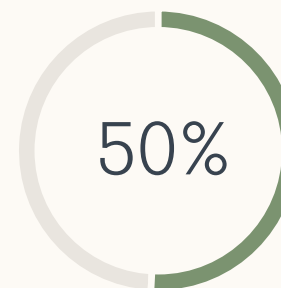
50% of L&D pros use employee engagement survey scores to assess the impact of skill-building programs[4]

Never stop learning yourself

Don't forget to invest in yourself. While L&D pros preach the power of learning every day, many forget to make time for their own development. There has never been a more important time for L&D pros to invest in their own skill building.

Here are the top five LinkedIn Learning courses L&D pros took this year to get you started. [16]

Unconscious Bias
by Stacey Gordon

23m

Project Management Foundations
by Bonnie Biafore

3h 20m

Diversity, Inclusion, and Belonging
by Pat Wadors

47m

Speaking Confidently and Effectively
by Pete Mockaitis

SPEAKING CONFIDENTLY AND EFFECTIVELY
22m

Organizational Learning and Development
by Britt Andreatta

53m

More recommended courses

We've also compiled our own list of recommended courses we think L&D leaders should take this year. These course selections are based on data from both LinkedIn and RedThread Research, and they focus on skills we believe learning leaders will need to succeed as the future of L&D unfolds.

Leadership Skills

Influencing Others
by John Ullmen

Personal Readiness

Learning Agility
by Gary Bolles

Business Core Skills

Change Management Foundations
by Scott Mautz

Data and Decision-Making

Data-Driven Learning Design
by Lori Niles

Managing Relationships

Building Business Relationships
by Simon T. Bailey

Tips, tactics, and inspiring words from global voices

Make sure you're a proactive partner

"Don't wait for the business or client to tell you what they need. Proactively identify what's happening externally and how that impacts your business and people. L&D should focus on anticipating the skills of the future, recommending learning technology, and sharing the value of learning with leaders."

Nikhil Shahane
Vice President, Talent and Engagement, TechnipFMC

Remember that UX reigns supreme

"In this over-digitized hybrid/remote workplace, if the learning experience is not intuitive and exciting, it won't capture the attention of learners."

Andrew Saidy
Vice President, Global Talent, Ubisoft International

Make learning a shared experience

"Encourage continuous development and prompt people to regularly share what they're learning. Set up 'learning circles,' where people can gain new perspectives and drive unexpected innovation."

Jodi Atkinson
Senior Director, Global Learning, Deltek

Lean on people analytics

"L&D teams have always been strong consumers of data, using HR data to answer operational questions about attendance and delivery. However, in the last 12 months, many L&D functions are embracing a more mature approach, asking their people analytics functions to thoroughly explore and answer questions such as, 'Is our training impacting everyone equally?' Or, 'Does our training build critical skills for the future?' Or, 'Is training positively contributing to employee retention?'"

Nigel Dias
Managing Director, 3n Strategy

Think about how to enable personal transformation

"Traditional L&D metrics like ease of access to learning content and course completions were meant to remove hurdles for employees. These should be table stakes. Companies should be moving in the direction of enabling employees' personal transformations — defined by each employee individually. In other words, leaders need to say, 'We believe that as long as our people are successful, our business will thrive.'"

Linda Cai
Vice President of Talent Development, LinkedIn

Harness the power of data and tech

"A lot of the transformation is being enabled by digital technology. We are leveraging predictive and advanced analytics, as well as digital tools, to not only make learning more quantifiable in its impact and more engaging in the experience, but also truly transformational."

Sean Hudson
Vice President, Digital and Global Head of Learning and Development, Pfizer

Consider digital mentorships to enhance learning connections

"Remember when mentorship was a phone call or a brief meeting at Starbucks? To re-create those experiences in our hybrid way of working, we've leaned in to a digital-mentorship program. Our platform is mentee driven, meaning that the mentees choose their mentor from algorithm-based recommendations. Many have opted for mentors in an entirely different division or geographic region. We are thrilled to see that people want to leverage and build relationships across the globe."

Jeff Hahn
Senior Director of Global Talent Development, LexisNexis Risk Solutions

Move from learning design to learning journey

"L&D can learn a lot from their friends in marketing. It starts with taking a systematic approach to the business problem you're trying to solve. Then build out stakeholder personas and their goals. Set numbers and KPIs before your intervention, so you are ready to monitor, collect, and analyze data. When you're ready to structure the learning journey, think strategically about how often to communicate with your stakeholders, how to get them to click and view their learning module, and ultimately to provide the valuable feedback that will help you fuel and iterate on your learning strategy."

David Perring
Director of Research, Fosway Group

Look to sports for a winning analogy

"Challenge business partners with this thought: 'Show me a sports team that is not committed to learning and development, and I'll show you a team that will lose.'"

Torrance L. Ford
Vice President, Talent Management, Shaw Industries

Skilling programs need to work for employers — and employees

"An effective upskill and reskill plan needs to be employee-centered, context-specific, and personalized. It needs to be based on the balance between the learners' professional goals and the employers' needs."

Stella Lee, PhD
Director, Paradox Learning

Embrace the chance to tie it all together

"L&D is primed to evolve as the connector of people, resources, and experiences that provide continuous growth and success for the employee. From onboarding to career development to exit, L&D will merge business needs with employee needs and create relevant ways for employees to stretch themselves daily throughout their entire career."

Alyson DeMaso
Founder and CEO, Raising Beauty

Conclusion

The Next Step Forward

The truly strategic L&D leader has pulled up a chair and finally sat down to stay awhile at the executive table.

They've transformed their organization from a siloed, vertical function into one that sits horizontally across HR. Their team works hand in hand with HR and business colleagues, laying skills-based talent development and learning side by side with mutual workforce objectives.

They empower individuals to own their career development, ensuring everyone has access to the tools and motivation they need to become lifelong, continuous learners.

They also know that no matter where they are on the journey, progress starts today.

Acknowledgments

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Creative

Andrew DeBenedictis

David Dodge

Tim Dolen

Kevin Frank

Jared Freeden

Kaelin McGill

Rachel Mui

Chase Stevens

Editorial and Thought Leadership

Laurie Moot, lead editor

Anne McSilver, PDF report

Ellen Gomes

Kris Kitto

Anthony Santa Maria

Methodology

1. https://www.linkedin.com/pulse/navigating-great-reshuffle-ryan-roslansky

2. https://linkedin.github.io/future-of-skills/

3. https://www.linkedin.com/pulse/job-transitions-across-globe-up-25-great-reshuffle-labor-kimbrough/

4. Workplace Learning Report survey: Using an internal LinkedIn sample, we surveyed 1,444 L&D Professionals and 610 Learners in November 2021 in English, French, German, and Portuguese. The full list of places we surveyed includes the US, Canada, Brazil, the UK, Ireland, Belgium, the Netherlands, Luxembourg, France, Germany, Austria, Norway, Finland, Sweden, Iceland, Denmark, Australia, New Zealand, India, Cambodia, Indonesia, Singapore, the Philippines, Malaysia, Myanmar, Thailand, and Hong Kong.

5. To compare promotion rates between L&D specialists and the broader set of all HR professionals, we compared what proportion of all job transitions from these roles were promotions between December 2020 and November 2021.

6. Demand for roles is measures by the number of job posts for that given role on LinkedIn. Demand for L&D specialists increased 94% in July – September 2021, compared with April – June 2021.

7. https://www.glintinc.com/wp-content/uploads/2021/05/Glint-May-2021-Employee-Well-Being-Report.pdf

8. https://business.linkedin.com/content/dam/me/business/en-us/glint/pdf/Employee-Well-Being-Report-LinkedIn-Glint.pdf

9. https://www.linkedin.com/business/talent/blog/talent-strategy/stressed-employees-browse-unsupported-employee-apply

10. To compare learning times, the average time that active L&D specialists spent watching LinkedIn Learning courses was compared with the average time spent among all HR professionals and all active learners between December 2020 and November 2021.

11. Top skills added to L&D professions' LinkedIn profiles are those that saw the greatest year-over-year growth (2021 vs. 2020) and were added by at least 7,000 professionals in 2021.

12. These insights were derived from self-reported data collected from a LinkedIn sample of 2,036 members during September 2021.

13. https://www.linkedin.com/business/talent/blog/talent-strategy/where-internal-mobility-is-most-common

14. This self-reported data was collected from an internal LinkedIn sample of 2,869 LinkedIn members during November 2021. Among this survey sample, 1,849 employed members provided data for these questions.

15. This self-reported data was collected from an internal LinkedIn sample of 2,626 LinkedIn members during December 2021.

16. The most popular courses for L&D specialists are based on global data from the LinkedIn Learning platform between December 2020 and November 2021. Top courses are based on the number of unique learners within the L&D cohort.

Explore how LinkedIn Learning can help your team

Get in touch with us to schedule a **free demo** and discuss how LinkedIn Learning can help you navigate transformation while employees learn relevant skills, achieve their goals, and make a greater impact.

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