

# Learning for transformation

---

How learning teams can rethink their learning strategy to power business transformation at a time of huge challenges and change

*Business transformation is in overdrive. Whether it is agile, digital or cultural transformation – or all three – organisations are embracing new ways of working, new technologies, a new sense of purpose and evolving what it feels to work for them. The breadth and depth of change for employees, managers and customers can be overwhelming, especially as it requires personal change and transformation to flourish.*

*So, what should learning teams be thinking about to help overcome these challenges? How do you support personal transformation and create a culture of learning that can scale and deliver effectively for everyone?*

In association with





# Why is this important?

## Business transformation is in overdrive

In the wake of the pandemic and with growing global instability and an ever-accelerating wave of digital innovation, the world is changing faster than ever. And CEOs are worried, with 74% reporting that they are concerned about the availability of skills because it hinders innovation, impacts customer experience and means they are unable to pursue market opportunities or might miss growth targets<sup>1</sup>.

As a result, organisations are having to adapt to survive with the implication being that – almost universally – the skills we have today won't get us to where we need to be.

## Digital transformation is at the heart of this change

To give you a sense of the scale of the digital transformation agenda, 91% of all companies have already adopted a digital-first business strategy or plan to do so<sup>2</sup>. And organisations plan to spend an average of \$16.5 million on digital initiatives during 2022. Digital transformation, as an industry sector, is expected to reach \$6.8 trillion by 2023.

Across all industries, only one in five companies are not dependent on digital products or operations, according to research from Harvard Business Review<sup>3</sup>. So, digital transformation will continue to impact people, processes and how organisations work.

## Climate change means business as usual is not an option

These changes go beyond delivering profit and efficiency. Climate change and sustainability is the defining issue of our time, says Antonio Guterres, the UN Secretary General. Whilst sustainable business apparently went mainstream in 2021<sup>4</sup>, according to some analysts, the reality is that industry has yet to convincingly pick

---

<sup>1</sup> Talent trends 2020, PWC

<sup>2</sup> 2021 Digital Business, Foundry

<sup>3</sup> Competing in 2020: Winners and losers in the digital economy, Harvard Business Review

<sup>4</sup> Sustainable Business Went Mainstream in 2021, Harvard Business Review



up the challenge. But, despite the growth of the term ‘environmental social governance’, (ESG) progress on decarbonising industry is moving perilously slowly.

In their Global Green Skills Report 2022<sup>5</sup>, LinkedIn highlight that less than 1% of hiring involved green jobs, and half involved jobs with no green skills at all. But as the challenge of Net Zero and hitting climate change targets become increasingly difficult the demand for available green skills is expected to outstrip supply by 2026. Upskilling around ‘green skills’ is becoming increasingly important.

## The scale of change in skills is huge and accelerating

And that story for green skills is reflective of other changes in the economy. For people to even stand still in their roles they need to adapt, upskill and reskill. Linda Cai, vice-president of talent development at LinkedIn, perfectly captured this challenge in a recent article in BBC Worklife<sup>6</sup>.

---

*“... the skills required in the workforce are changing fast. Jobs are changing on you, even if you're not changing jobs. Recent LinkedIn data shows skillsets for jobs have changed by around 25% since 2015. By 2027, this number is expected to double.”*

---

If the world of work continues to transform at the current rate, between 2021 and 2025 we are likely to see three new skills in the top skills for a job<sup>7</sup>. So, just to keep pace with your existing job you'll need three new skills you don't possess today – and in just three years' time! The world really is moving that fast.

## But supporting a skills-centred approach is a struggle

Our 2021 Reskilling Revolution research<sup>8</sup> shows slow progress on skills. In reality, little is being done to develop the skills organisations need to thrive in the future. And this represents a huge business risk. The research shows that:

---

<sup>5</sup> Global Green Skills Report 2022, LinkedIn

<sup>6</sup> What ‘upskilling’ means for the future of work, BBC

<sup>7</sup> What ‘upskilling’ means for the future of work, BBC

<sup>8</sup> The Reskilling Revolution, Fosway Group



- Less than half of organisations believe they are good at understanding the skills profile of their organisation.
- Less than 40% have consistent skills frameworks across their organisation.
- Only 5% are very effective at matching people and their skills to new opportunities and roles.

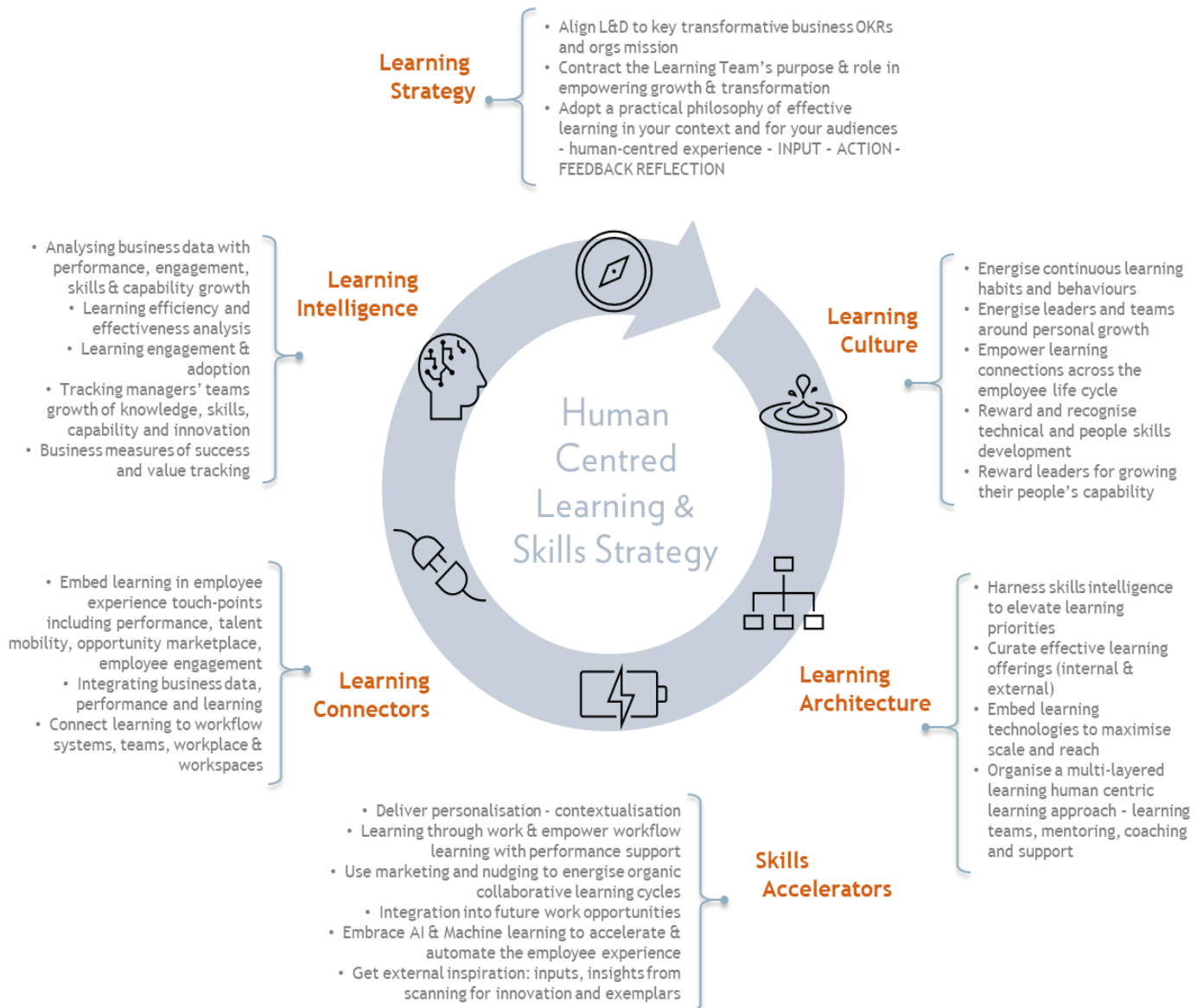
And when it is becoming ever harder to recruit people to fill skills gaps, the need to develop people internally is growing.

# What should you do?

## Create a human-centred skills development strategy

That might sound obvious, but a human-centred and persona focused skills development strategy is essential for success. This approach focuses on personalised outcomes, be they helping people raise their performance in their current role or fuelling their future career and employability. It may also mean supporting them in achieving personal fulfilment by unleashing their curiosity and aspirations.

It's all about thinking about the whole person and releasing all their potential. For example, if an individual wants to express more creativity at work, understanding that aspiration and connecting them to work in projects and internal gigs that might harness those skills would help create a personalised, human-centred way for them to learn and bring those skills to life.



Copyright Fosway Group. All Rights Reserved.

## Focus your learning strategy on transformation

Start by aligning your L&D and skills agenda to key transformative business objectives and your organisation's mission around the future of work and its future role in the world. And show the organisation how learning is aligned to these objectives by contracting with stakeholders around the learning team's purpose and role in delivering on specific growth targets and transformation programmes.

Ensure your L&D approach is based on a practical philosophy of effective learning in your context and for



your audiences. Create a human-centred experience around formal learning, workplace learning and collaborative learning.

Fosway's PLASMA Learning Cycle<sup>9</sup> shows how organisations can practically engage learners in these areas. Remember, collaboration is a key part of each step, whether that's between individuals and managers, individuals and teams, peer to peer or cohort based.

## Build a real learning culture

Creating a learning culture requires managers and teams to make learning a continuous habit and for managers to value and recognise learning behaviours. Central to this is supporting a management culture focused on trust, support, growth mindset, and motivational and developmental feedback.

Support personal growth and learning across the employee life cycle and reward and recognise skills development. Consider rewarding managers for growing individuals' capability – some organisations link manager reward to team skills development.

## Invest in technology to support skills development

Skills intelligence helps understand which learning resources, experiences and assignments help individuals advance to new and emerging jobs. This is key to building a skills-led organisation.

As is curating effective learning offerings (internal and external) in those emerging skills that are central to your organisation's future success.

## Empower individuals to unleash their potential

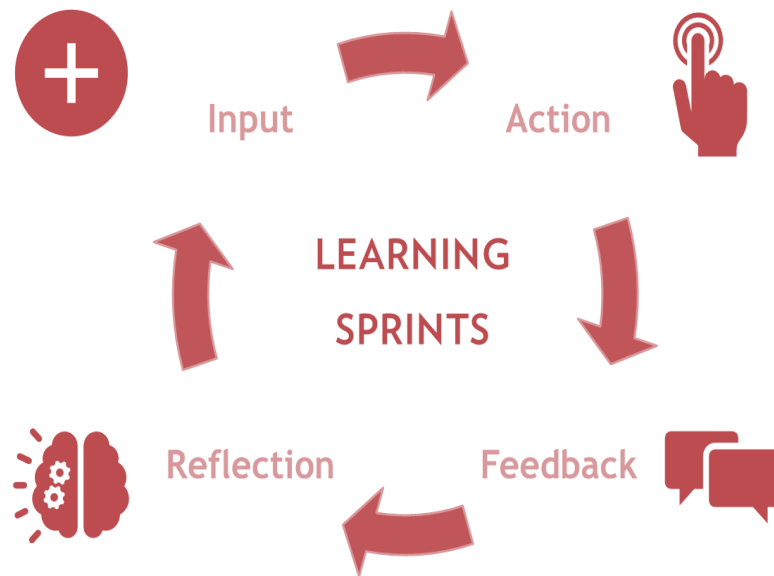
This requires a focus on providing the right resources at the right time as well as manager input to help encourage individuals to learn, reflect and improve. Use technology to help personalise and contextualise what learning is offered to who and when and maximise learning through work by using performance support solutions that surface learning at the point of need.

---

<sup>9</sup> PLASMA Learning Cycle, Fosway Group



Managers have a key role in helping teams unleash their potential. By creating a process of feedback and reflection managers can help build a culture of continuous improvement, helping individuals and the team reflect on their learning and work and identifying areas for improvement. Just as organisations have adopted “agile” practices for product development – think about agile people development.



*Copyright Fosway Group. All rights reserved.*

By thinking about learning as a simple cycle of INPUT, ACTION, FEEDBACK, REFLECTION, managers can bring learning to life, motivate through feedback and act as a sounding board for reflection to help take their team’s skills mastery to the next level.

## Connect skills across the employee experience

The opportunity to engage individuals around learning and skills exists across multiple employee experience touchpoints including performance, talent mobility, opportunity marketplaces and employee engagement and feedback. Use these as triggers for motivating and developing individual capability – including surfacing insights for coaching by managers and mentors. Integrating business data with performance and learning helps individual decision making, showing, for example, how closely an individual’s skills profile matches their next potential promotion.



## Grow your learning intelligence to help L&D and all individuals make more informed decisions

Taking a holistic view of data enables learning teams to build intelligence around skills and learning. Analysing business data with performance, engagement, skills and capability growth will help organisations understand the value skills are delivering and the contribution learning is making against business goals. And by measuring learning efficiency, effectiveness, engagement and adoption, L&D teams can build a picture of which learning interventions are working.

Managers are pivotal in developing team capability so make them accountable and responsible for team growth by enabling them to track their team's growth of knowledge, skills, capability and innovation so the organisation can benchmark and reward managers and teams that display a growth mindset.

## Scale skills development from the roots up, not top down

If you put all these elements together you will have put in place the foundations for organic, personalised learning needed to build skills aligned to your organisation's transformation agenda. You will have energised your people – connected their aspirations to the future of work and provided the framework for managers to stimulate the growth of skills in your organisation.

And because it's about enabling individuals' choices from the roots up – it is something that will provide you with unexpected and improbable scale. And that's what the digital transformation of skills and learning empowers – a fresh way to deliver the people that you need to transform your business.

## With advances happening fast – anyone can steal a lead in transforming their organisation

And this is the final reality. With only 7% of organisations having a fully integrated approach to skills<sup>10</sup>, this is an area that is poorly served in most organisations. Typically, only half say they invest enough time in

---

<sup>10</sup> The Reskilling Revolution, Fosway Group



developing skills, rewarding skills development or career planning for their people based on future skills – these are areas where it doesn't take much to be a transformative learning team. So, in the war for talent, having a reputation for being a true developer of people and a great place to grow is a big differentiator – and may just be the thing that drives your success and saves the planet.

## Recommended Fosway Reading

For further Fosway analysis relating to this topic, please see the following papers or resources.

- [Digital Learning Realities 2022](#)
- [The Reskilling Revolution](#)
- [Putting Continuous Learning at the Heart of Skills Development](#)
- [COVID-19 L&D Research: First Take](#)



# Accelerate and De-risk

To talk to us about our research on learning and talent systems, or to discuss what it might specifically mean for your organisation please contact us directly.

We will use our independent expertise to provide you with the guidance needed to accelerate and de-risk your decisions. We have a wealth of experience, tools, research, and profiles at our disposal. We do not have any products to sell, and we have no vested interest to bias your outcomes. Our focus is concentrated on pragmatic, independent advice.

## Accuracy of Information and Warranties

The analysis and recommendations made in this document are based on the information currently available to Fosway and from sources believed to be reliable. Fosway disclaims all warranties as to the accuracy, completeness, or adequacy of such information.

Fosway will have no liability for errors, omissions or inadequacies in the information contained herein or for interpretations hereof. Opinions expressed herein are subject to change without notice. All content is copyright Fosway limited unless otherwise identified. All rights reserved.



## About Fosway Group

Fosway Group is Europe's #1 HR Industry Analyst focused on Next Gen HR, Talent and Learning. Founded in 1996, we are known for our unique European research, our independence and our integrity.

For over 25 years, we have been analysing the realities of the market, and providing insights on the future of HR, Talent and Learning. Fosway analysts work extensively with our corporate clients to understand the inside story of the challenges they are facing, and their real experiences with next gen strategies, systems and suppliers. Our independent vendor analysis also provides a vital resource when making decisions on innovation and technology.

And just like the Roman road we draw our name from, you'll find that we're unusually direct. We don't have a vested interest in your supplier or consulting choices. So, whether you're looking for independent research, specific advice or a critical friend to cut through the market hype, we can tell you what you need to know to succeed.

**Example clients include:** Alstom, Aviva, Boots UK, BP, BT, Centrica, Deutsche Bank, Faurecia, HSBC, International SOS, Lloyds Banking Group, Novartis, PwC, Rolls-Royce, Royal Bank of Scotland, Sanofi, Shell, Swiss Re, Telefonica, Thomson Reuters, Toyota Europe, and Vodafone.

Talk to us today at:

Email: [info@fosway.com](mailto:info@fosway.com)

Telephone: +44 (0) 207 917 1870

Web: [www.fosway.com](http://www.fosway.com)

## About Nomadic Learning

Nomadic is a digital academy that teaches people to succeed in a rapidly changing world. Our social, narrative-driven approach to online education is the result of years spent building academies that have transformed workplaces and created a new generation of leaders for the Fortune 500. We specialize in the topics that are the hardest to teach and have moved careers and organizations alike into the future. We also co-created and operate the Josh Bersin Academy, the global home for HR expertise used by over 30,000 people worldwide.

We believe that:

- People learn best by working with others and by doing, and that online education as it currently exists represents a failure to imagine a better way to learn.
- The future of work isn't just technical, and that strategy, creativity, impact, and empathy are as important as any "hard skill."
- Success and leadership have changed fundamentally, and that we need new pathways for achieving both.