

# The rise of career champions



## Career development accelerates the flow of critical skills that healthcare needs.

This year's Workplace Learning Report finds organizations with mature career development programs outpace others on multiple indicators of business success. The data points to an opportunity for the healthcare industry to learn from and align with trends in other sectors.

Why is career development driving outsize impact? Consider that career progress is people's No. 1 motivation to learn. By investing in career development, employers counteract the anxiety of rapid change by building loyalty, energy, and innovation for the next era of work.

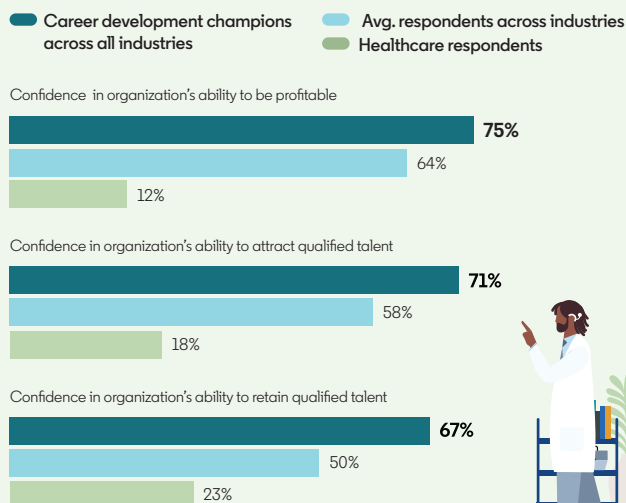
# 58%

of learning and talent development professionals in healthcare say, "My executives are concerned that employees do not have the right skills to execute our business strategy."

## Career champions show confidence in business and hiring success — spotlighting an opportunity for healthcare.

For this analysis, LinkedIn uses survey responses to identify where organizations rank on a career development maturity curve. Those with robust initiatives that yield business results are categorized as "career development champions," and they represent 36% of global organizations.

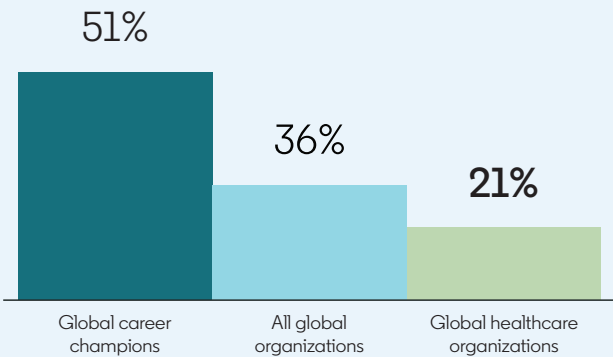
The analysis then looks at career development champions' level of confidence in their ability to be profitable and to attract and retain qualified talent. The confidence scores for career development champions are compared to the scores for all survey respondents in the healthcare industry.



# The state of generative AI adoption in healthcare

To further examine how career development speeds upskilling, LinkedIn research zeroes in on generative AI (GAI) skills as a proxy for future-facing skills that represent a competitive advantage. Among global career development champions, 51% say their organization is a frontrunner (“accelerating” or “leading”) in GAI adoption. In contrast, only 21% of talent leaders in healthcare say their organization has frontrunner status.

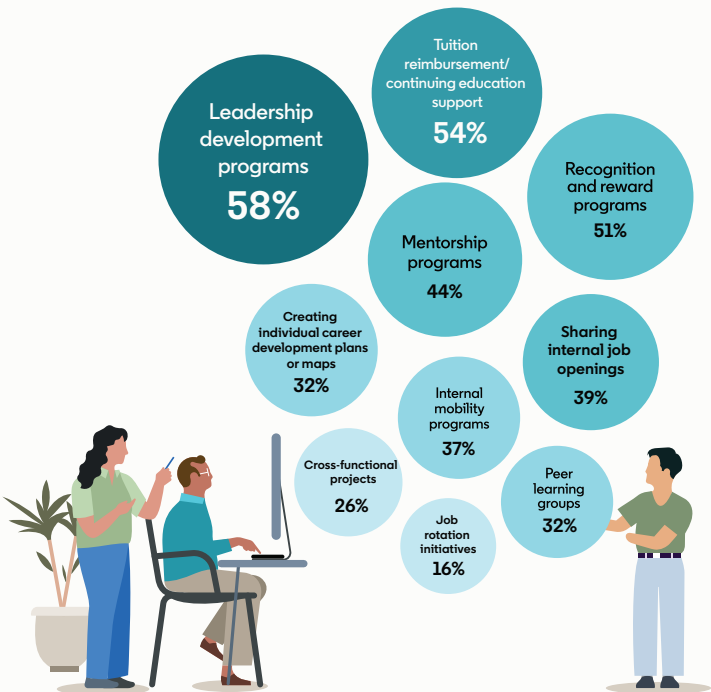
Percentage of learning and talent development professionals who see their organization as accelerating or leading in GAI adoption



**So what actions can talent leaders in healthcare take to tap into the power of career development?**  
Workplace Learning survey data reveals the most common types of career support across the healthcare industry.

## Top practices for career development in healthcare

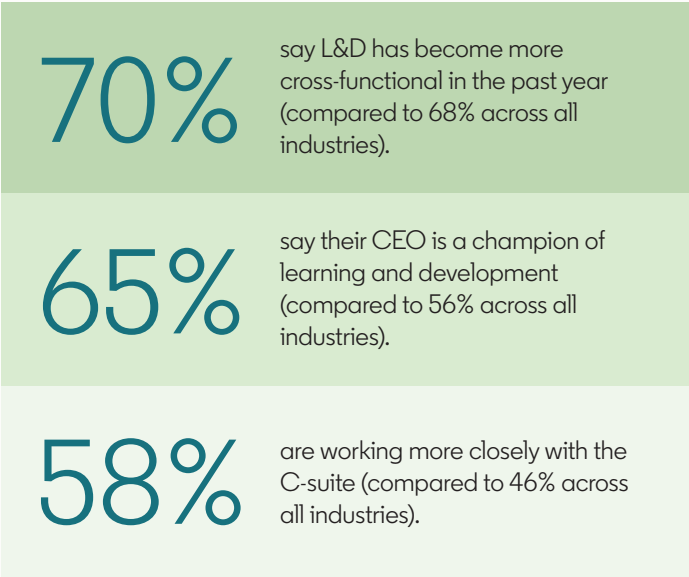
Learning and talent development professionals in healthcare selected all that apply.



## Signs of vitality

While the healthcare industry faces unique challenges, survey data shows leaders understand the power and importance of upskilling. And L&D pros are working to enhance their impact with more cross-functional collaboration and by developing their own skills.

### Data from L&D healthcare pros



# Learning pros are growing their own skills

Year-over-year increase in L&D healthcare pros adding these skills to their LinkedIn profile from September 2023 to September 2024.

Confidentiality	114%
Multitasking	50%
Interpersonal Skills	49%
Facilitation	48%

Adaptability	45%
Creative Problem Solving	44%
People Management	42%
Organization Skills	42%
Critical Thinking	42%
Relationship Building	39%

## 3 steps healthcare organizations can take to support and inspire employees

Career development flourishes when people feel in control of their careers and are inspired to build their own best future.



### Highlight Career Pathways

AI-powered tools can highlight potential career trajectories, providing employees with a clear understanding of their growth opportunities within the organization. They can also provide guidance and learning recommendations for critical skills like communication, leadership, teamwork, management, and critical thinking, which are relevant human skills for both clinical and non-clinical roles. Transparency in career pathways builds trust and inspires motivation.



### Empower Personalized Growth

Equip employees with access to resources, like AI-driven platforms, that suggest relevant training and skill-building aligned with their unique aspirations. Complement these tools with mentorship and preceptor programs, to provide personalized guidance and hands-on learning experiences. This dual approach empowers employees to grow in their careers while fostering a supportive and development-focused workplace culture.



### Transform Managers into Career Advocates

Redefine the role of managers from task supervisors to career coaches who empower growth and development. Historically, managers in healthcare have struggled to focus on staff development due to competing priorities, resource constraints, and a lack of formal leadership training. Hierarchical structures and high turnover rates often hinder open communication and long-term investment in employees. To address these challenges, equip them with tools, frameworks, and training to facilitate meaningful, growth-focused conversations and mentorship. Cultural changes, such as fostering psychological safety that allows open communication, will enable managers to become true advocates and champions of development, driving both individual and team success.

## A leader's perspective

“ There is a hyper-competitive environment for healthcare talent due to a shortage of skilled healthcare workers. Reducing turnover through strategic workforce planning can lower recruitment costs, ensure optimal staffing levels, and enhance operational efficiency. Investing in the development of our workforce is essential to maintaining high standards in patient care and improving outcomes while creating a work environment that engages and supports people.

Cone Health is committed to developing and upskilling our workforce to ensure we have the right people, with the right skills, at the right place and time, delivering high-quality care and adapting to the changing demands within our healthcare environment. A key element of that will be an upcoming initiative [called Cone Health University] that will serve as a virtual, one-stop-shop for career development, offering pathways and resources tailored to each employee's aspirations.

Another exciting aspect of our workforce development strategy is the vision to create long-term workforce development plans that will position us as a nationally recognized employer of choice. This includes fostering an environment where employees grow within the organization, aligning with our mission, and bringing joy back to healthcare by improving employee engagement and patient outcomes.”



**Michelle Adamolekun**

Executive VP, Chief People and  
Culture Officer at Cone Health



[Explore the 2025 Workplace Learning Report](#) for deeper insights, data, and advice from global learning leaders.

## Methodology

Workplace Learning Report data comes from three primary sources: interviews with global talent leaders; the annual Workplace Learning survey of learning and talent development leaders; and studies of LinkedIn platform data derived from 1 billion members, 14 million jobs, and 5 million profile updates per minute. Survey data for the healthcare study represents a small sample size, and results should be viewed as directional.