



Building the Agile Future

L&D puts people and skills at the centre of organisational success | [Explore Regional Insights](#)

We surveyed learning leaders from across Austria, Germany and Switzerland to understand how effective L&D programs put people and skills at the centre of organisational success.

“In challenging economic times, there is a strong argument to invest in building critical skills.”



Simon Brown
Chief Learning Officer,
Novartis

The business case for L&D in Austria, Germany and Switzerland

Learning and development (L&D) uses new influence to elevate people and their skills for business impact.

Supporting employees through organisational business change is the #1 priority

Top three focus areas of L&D for 2023

- 1 Support employees through organisational change
- 2 Create a culture of learning
- 3 Upskilling employees

Learning is a cross-functional effort

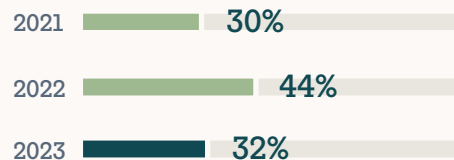
L&D’s partnerships across HR and their companies keep getting stronger:

79% of L&D pros say their role became more cross-functional in the past year.

Investment in learning returns to 2021 level

32% of L&D leaders surveyed expect to have more spending power in 2023.

Percentage of L&D leaders who expect to have more spending power, 2021 – 2023*



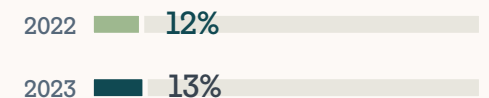
* Only 15% of L&D pros surveyed expect their overall budget to decrease in 2023.



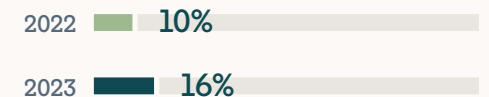
C-suite influence continues to grow

The percentage of L&D pros working more closely with leaders has grown year over year.

With chief human resources officer



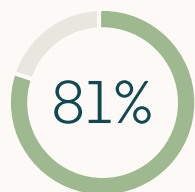
With other executive leadership



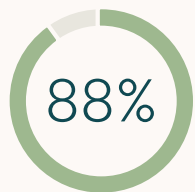
Creating an engaged and resilient workforce

Aligning skill building with career growth helps engage employees — and unlock their potential

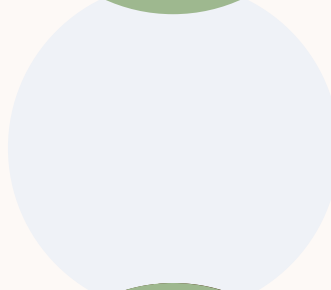
L&D helps create people-centric organisations



of organisations want to build a more people-centric culture.



of L&D departments are helping build a more people-centric culture.



#1

Employees' number one motivation to learn is "progress toward career goals."

Learning helps retain your best employees

90%

of organisations are concerned about employee retention.

The number one way* organisations are working to improve retention is by "providing learning opportunities."

*Global Workplace Learning Report data

Skill building holds the key to success

87%

87% of L&D pros agree that proactively building employee skills will help navigate the evolving future of work.

"Having involvement of managers in our Learning Culture is very important, because only when it's embedded on all levels within the company, are we set up for the future."



Markus Bankl
Senior HR Developer,
People & Organisational
Development,
s.Oliver Group

As organisations seek ways to navigate shifting priorities, rising employee expectations, and economic uncertainty, learning will always help to build the skills and develop the people for a stronger future.

[Explore the global report](#) for deeper insights, data, methodology and advice from global learning leaders.



Top priorities to help L&D in Germany, Austria, and Switzerland lead the way in 2023

L&D pros need to make time for their own skill building — it’s like putting on an oxygen mask before helping others.

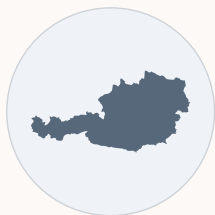
Tip: Prioritise your own learning

Top three fastest growing skills for L&D in Germany, Austria, and Switzerland*



Germany

Coordinating Skills
Analytical Skills
Agile Project Management



Austria

Process Improvement
Analytical skills
Learning Management Systems



Switzerland

Presentation Skills
Agile Methodologies
People Development

Tip: Improve your data literacy

The top three ways L&D pros are measuring success include vanity metrics, based on satisfaction with programs.



Employee satisfaction – measured via survey



Employee satisfaction – informal/qualitative feedback



Number of employees taking courses/training

Business metrics fall to the middle or bottom of the list – including ‘improved performance reviews’, ‘number of new skills learned per learner’ and ‘Team /organization/business metrics (deals closed, customer satisfaction) before and after training’.

*Excluding core L&D and HR skills, such as training and development, and instructional design.