



# Building the Agile Future

L&D puts people and skills at the center of organisational success | [Explore the full report](#)

We surveyed learning leaders across Australia & New Zealand to understand how effective L&D programs put people and skills at the center of organisational success.

“Our world is moving fast. A dynamic learning and development ecosystem ensures that people can move with it.”



Sandra Humbles  
Chief Learning Officer,  
Johnson & Johnson

## The business case for L&D

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

### Aligning learning and business goals is the #1 priority

Top four focus areas of L&D in Australia for 2023

- 1 Aligning learning programs to business goals
- 2 Creating a culture of learning
- 3 Upskilling their employees
- 4 Improving employee engagement

### Learning is a cross-functional effort

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

**74%** of L&D pros say their role became more cross-functional in the past year.

### Investment in learning remains steady

**38%**

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

**42%**

of L&D leaders in Australia expect their budgets to stay the same in 2023.

**7%**

of L&D pros surveyed expect their overall budget to decrease in 2023.



### L&D is working more closely with HR peers

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

With Diversity, Equity and Inclusion (DE&I)

2022 52%

2023 54%

With Talent Acquisition

2022 52%

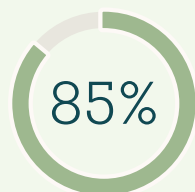
2023 54%



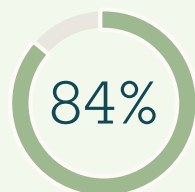
# Creating an engaged and resilient workforce

Skill building makes people and organisations agile

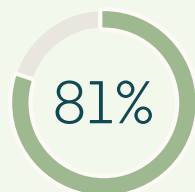
## Skill building holds the key to success



85% of L&D pros agree that proactively building employee skills will help navigate the evolving future of work.



84% agree they know what skills their workforce needs now and for the future (up 3% YOY).



81% agree it's less expensive to reskill a current employee than hire a new one.

## Learning helps retain your best employees

94%

of organisations are concerned about employee retention.

64%

of organisations are "providing learning opportunities" to improve retention.

Top four reasons candidates in APAC seek a new job:

- 1 Opportunities to develop and learn new skills
- 2 Compensation and benefits
- 3 Flexibility to work when and where I want
- 4 Opportunities for career growth within the company & support for work-life balance

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

#1

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

L&D pros expect training formats to change in 2023.

62%

say their organisation will use more online learning or recorded on-demand video content.



"Companies that hire for skills and cultivate a culture of internal mobility by investing in upskilling and learning opportunities will find it easier to attract and retain top talent."



[Georgina O'Brien](#)  
Director, APAC Learning and Engagement, LinkedIn



## It's time to accelerate the skills journey

Many leaders now recognise the value of large-scale upskilling and reskilling initiatives. But progress on large-scale upskilling and reskilling initiatives is slow:

### Skills sets for jobs are changing rapidly

27%

Skill sets for the same job have changed by 27% since 2015

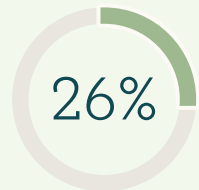
44%

Skill sets for the same job are expected to change more than 44% by 2025

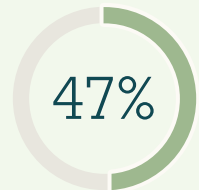
### Using a skill-first approach to hiring can increase talent pools

10.2X

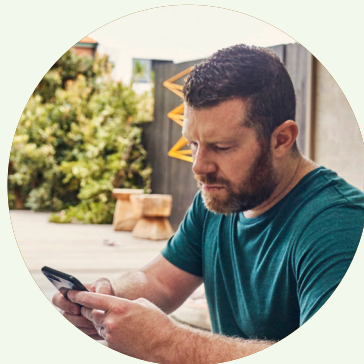
Australian companies that hire for skills can increase their talent pipeline by 10.2X



26% of Australian organisations are in early stage (ideating; selling to stakeholders, assembling a team)



47% of Australian organisations are in mid stage (program development and activation)



# LinkedIn Learning's 2023 Most In-Demand Skills in Australia

L&D pros need to ensure their people have the skills to navigate the evolving macro environment. That's why LinkedIn Learning pulled together the skills companies need most right now.

These are the most in-demand skills for professionals in Australia and the LinkedIn Learning courses that can help, unlocked for free until 15 March 2023.

- |   |   |
|---|---|
| 1 <b>Management:</b><br><u>Manager as Coach</u>   | 6 <b>Sales:</b><br><u>Sales Foundations</u>                                 |
| 2 <b>Communication:</b><br><u>Unlocking Authentic Communication in a Culturally-Diverse Workplace</u> | 7 <b>Strategy:</b><br><u>Strategic Business Analysis Essentials</u>         |
| 3 <b>Customer Service:</b><br><u>Customer Service Foundations</u>                                     | 8 <b>Analytical Skills:</b><br><u>Critical Thinking and Problem Solving</u> |
| 4 <b>Leadership:</b><br><u>Leading and Motivating People with Different Personalities</u>             | 9 <b>Research:</b><br><u>Market Research Foundations</u>                    |
| 5 <b>Project Management:</b><br><u>Project Management Foundations</u>                                 | 10 <b>Marketing: Marketing Tools:</b><br><u>SEO</u>                         |

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 full report](#) for deeper insights, data, and advice from global learning leaders.