



Building the Agile Future

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

We surveyed learning leaders from across France to understand how effective L&D programs put people and skills at the center of organizational success.

“If employees aren’t learning, they aren’t refining their skills or innovating. They and the organization are effectively moving backwards.”



[Andrew Saidy](#)
Vice President of
Global Talent, Ubisoft

The business case for L&D

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

Upskilling employees is the #1 priority

Top three focus areas of L&D for 2023

- 1 Upskilling employees
- 2 Aligning learning programs to business goals
- 3 Support employees through organizational change

Learning is a cross-functional effort

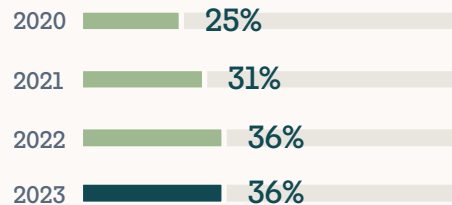
L&D’s partnerships across HR and their companies keep getting stronger:

67% of L&D pros say their role became more cross-functional in the past year.

Investment in learning remains steady

36% 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, 2020 – 2023*



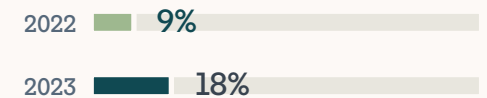
* Only 8% of L&D pros surveyed expect their overall budget to decrease in 2023.



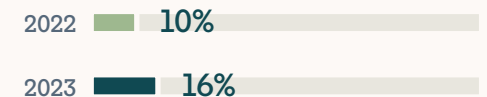
C-suite influence continues to grow

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

With chief human resources officer



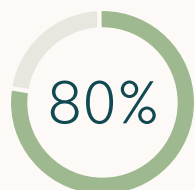
With other executive leadership



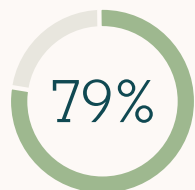
Creating an engaged and resilient workforce

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

L&D helps create people-centric organizations



of organizations 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 organizations are concerned about employee retention.

Providing learning opportunities has as much impact on employee retention as providing flexible work arrangements.

Skill building holds the key to success

86%

86% of L&D pros agree that proactively building employee skills will help navigate the evolving future of work.

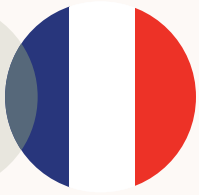
"Forward-thinking organizations need to create environments that embrace and unlock the potential of the whole employee."



Linda Jingfang Cai
Global Head of Learning and Talent Development,
LinkedIn

As organizations 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, methodology and advice from global learning leaders.



Top priorities to help French L&D 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 France*



Easily Adaptable



Process Improvement



Evolution



Employee satisfaction – measured via survey



Number of employees taking courses/trainings



Employee satisfaction – informal/qualitative feedback

Tip: Improve your data literacy

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



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.