

2022 Workplace Learning Report

United Kingdom

The Transformation of L&D

L&D leads the way
through the Great Reshuffle

LinkedIn Learning



Welcome to the deep dive

If you're reading this, you've most likely already spent time with the report's [web experience](#), and now you're curious to absorb even more data and insights. This version contains all the web headlines plus extra commentary and context, as well as a host of extras called out to the right.

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Introduction

The Transformation of L&D

L&D leads the way through the Great Reshuffle.

In the sixth year of the Workplace Learning Report, change is the only constant. Across organisations globally, the pandemic accelerated [macro trends](#), like digital transformation and the ever enlarging skills gap, forcing individuals and companies alike to rethink how, where, and even why they work.

LinkedIn describes these times as the Great Reshuffle — a period unlike anything in the history of work. Living and working through the pandemic and economic and social tumult has prompted individuals to prioritise flexibility and fulfilment. Organisations are reexamining business strategies, workforce models, values, and culture — often steered by new demands from employees themselves.

Amid this era of massive transformation, Learning and Development (L&D) has a new mandate to become its best self. L&D leaders are answering employees' renewed calls for growth and purpose, and they're grappling with the urgent challenge of future-proofing their organisations.

The learning transformation means L&D innovators are knocking down traditional silos to collaborate on a more holistic vision for HR. They're reaching for fresh solutions to tie skill building to career paths, internal mobility, and retention, while also bringing a new sense of care and humanity to employee well-being, diversity, and inclusion.

Keeping pace with this rate of change is an enormous challenge. This report is here to help. Success starts one step at a time by capitalising on industry data, tapping the support and wisdom of colleagues, gleaning advice from top thinkers, and — above all — championing a world-changing notion: learning is the foundation of any great endeavour. Organisations that prize constant learning will lead the world as they build the new normal.

The Great Reshuffle is redefining work and skills globally



81%

of executives are changing their workplace policies to offer greater flexibility to their workforce.¹

25%

LinkedIn members' skills for the same occupation changed by about 25% from 2015 to 2021. At this pace, we expect members' skills will have changed by about 40% by 2025.²

+25%

Globally, the share of members changing roles in October 2021 was up 25% compared to the pre-pandemic period in October 2019.³

Three-minute takeaway

How can L&D leaders embrace transformation?

Now is the time to put learning at the centre of a holistic people strategy.

#1

Understand opportunities and challenges

The pandemic sped up digital transformation and the ever-enlarging skills gap.

L&D has a new hot seat at the centre of adapting to change and a to-do list that has never been longer.

Skilling, employee retention, well-being, leadership, and DE&I are all urgent priorities.

#2

Add new thinking about the convergence of HR disciplines

Business volatility — especially employee attrition — amplifies the need for HR silos to break down walls and think holistically.

L&D innovators are focusing on the convergence of talent development, skill-based planning, and internal mobility to build work culture based on continuous learning.

#3

Unlock six keys to success

- Collaborate with HR colleagues
- Stay close to the C-suite
- Budget wisely
- Activate managers
- Listen to learners
- Never stop learning yourself

Chapter 1

L&D in Transition

*L&D has become more central,
strategic, cross-functional —
and overworked.*



“The responsibility of learning has always been to help organisations navigate uncertainty and chaos in the world.”



Linda Cai

Vice President Talent Development, LinkedIn

L&D's star is rocketing

Learning leaders in the UK lived up to high expectations in the past two years — helping people pivot to pandemic protocols, remote work, and hybrid operations. They now have their executive leaders' ears and will continue influencing how their organisations adapt to change and reimagine the future.

68%

agree that L&D has become more cross-functional ⁴

72%

agree that L&D has become a more strategic function at their organisation ⁴

87%

had some to a great deal of involvement in helping their organisation adapt to change ⁴

70%

agree that L&D is focused on rebuilding or reshaping their organisation in 2022 ⁴





Jobs and promotions are growing

+15%

L&D professionals globally saw 15% more promotions this year compared to their HR counterparts ⁵

+94%

Demand for L&D specialists globally grew by 94% by mid-2021 ⁵

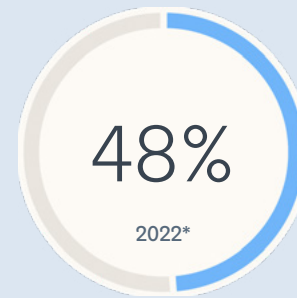
“It’s unsurprising that we see more and more progressive companies naming Chief Learning Officers — as was the case with Chief Diversity Officers when diversity became recognised as a business advantage.”



Andrew Saidy
Vice President Global Talent,
Ubisoft International

More proof is in the budget

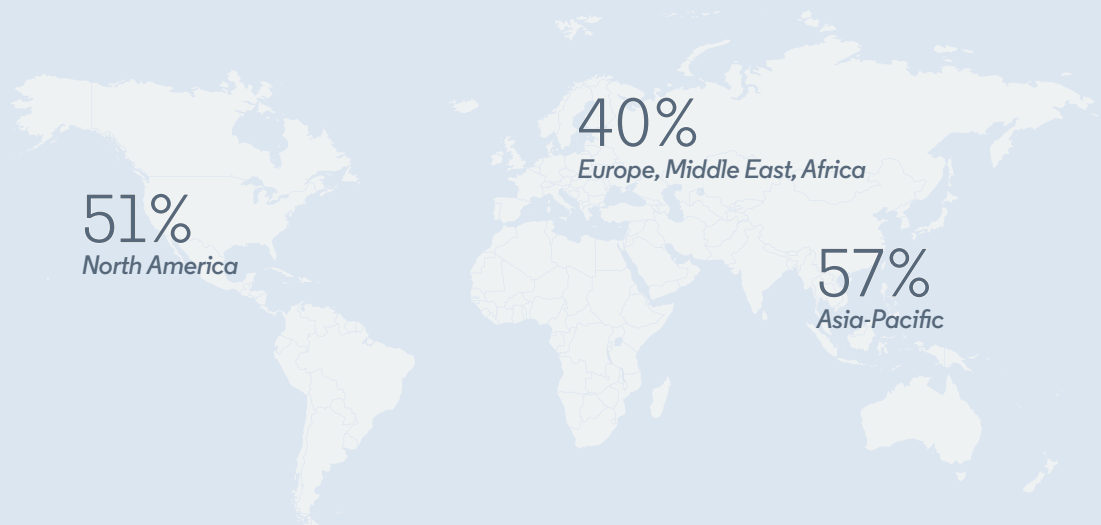
Is there any better indicator of priority than budget? The percentage of L&D professionals who expect to have more spending power has reached a six-year high — **a bump of 15 percentage points year over year.**⁴ The trend varies by region, with Asia-Pacific planning the highest L&D investment.



of L&D professionals in the UK expect their budgets to increase this year⁴

Asia-Pacific is going biggest with budget increases.

(Percentage of L&D professionals in each region who expect budgets to increase this year.⁴)



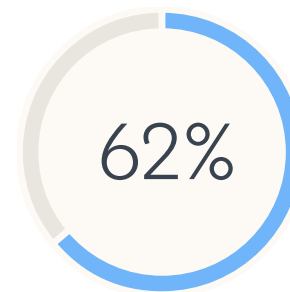
*Note that past surveys included more granular categories of budget increases. This year's question simply asked whether L&D professionals expect their budget to increase, decrease, or remain the same.



Learning lights up company culture

Culture is having a watershed moment. According to global **Glint data**, opportunities to learn and grow are now the No. 1 factor that people say defines an exceptional work environment.⁷ On top of that, employees who rate their culture highly are 25% more likely to be happy at work and 31% more likely to recommend working at their organisation.⁷

The headline is clear: learning powers culture, and culture powers engaged employees who are energised to innovate, delight customers, and beat the competition. Fortunately, almost two-thirds of L&D professionals see their culture moving in the right direction.



of L&D professionals in the UK saw their organisation's culture of learning grow stronger in the past year⁴

Top five drivers of great work culture worldwide:⁷

1. Opportunities to learn and grow*
2. Belonging
3. Organisational values
4. Support for well-being
5. Collaboration

* Previously ranked #9 in 2019 —
a significant change in only two years.

Leadership and upskilling top L&Ds to-do list

While competing priorities are pulling L&D professionals in many directions, they're still able to rank their focus areas. When we combine the upskilling and reskilling priorities with digital upskilling, skills emerge as the most pressing concern across the world.

The primary focus areas of L&D programmes in 2022 ⁴

(Percent who selected the focus area as one of their top three choices)

Global

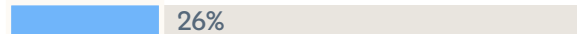
Leadership and management training



Upskilling and reskilling employees



Digital upskilling / digital transformation



Diversity, equity, and inclusion



72%
focused on skills



A regional look at L&D priorities

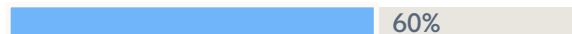
Leadership and management training tops the list in every region, except Asia-Pacific, where a whopping 60% are focused on upskilling and reskilling.⁴

The primary focus areas of L&D programmes in 2022 ⁴

(Percent who selected the focus area as one of their top three choices)

Asia-Pacific

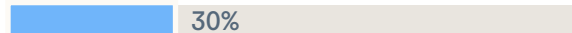
Upskilling and reskilling employees



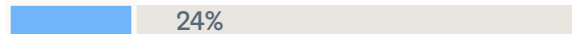
Leadership and management training



Digital upskilling / digital transformation



Employee performance support



Europe, Middle East, Africa

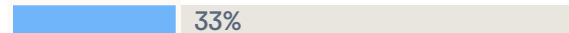
Leadership and management training



Upskilling and reskilling employees



Digital upskilling / digital transformation



Diversity, equity, and inclusion

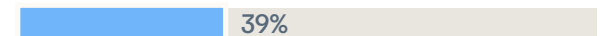


North America

Leadership and management training



Upskilling and reskilling employees



Diversity, equity, and inclusion



Employee performance support

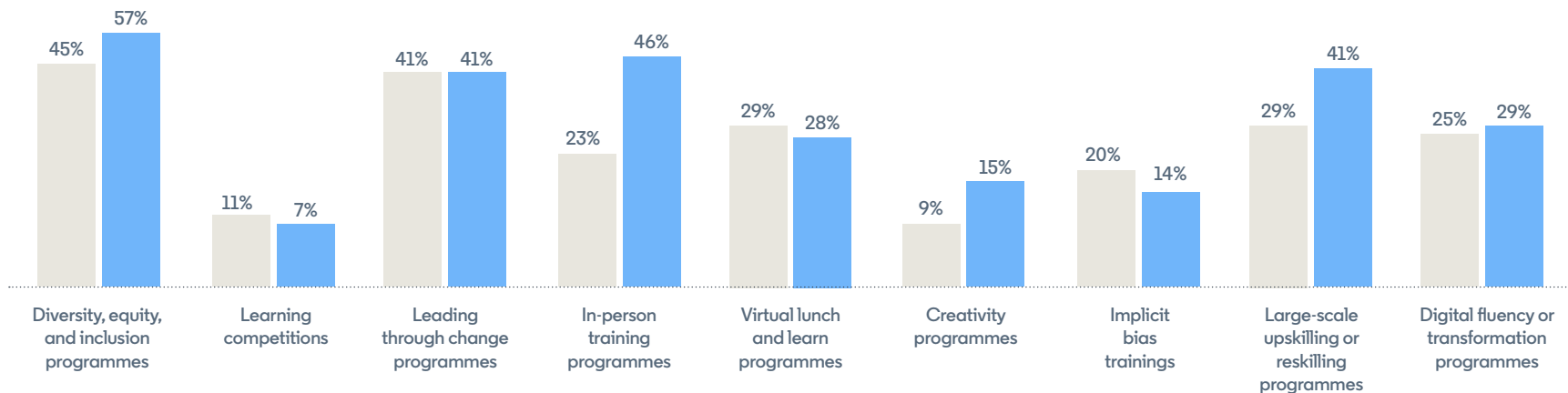


Being popular has its downside

Even as L&D leaders focus on leadership and skills programmes, they've also become much, much busier. We asked L&D professionals this year to select all the programmes they are planning to deploy in 2022. When we compared this year's results to last year, we found that the number of responses for almost every single programme we tracked year over year increased (either significantly or directionally),⁴ illustrating just how full L&D's plate really is and adding up to significant growing pains, which we'll explore in the next chapter.

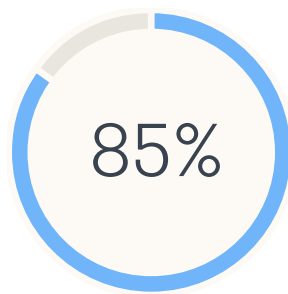
L&D programmes to be deployed in 2022 vs. 2021⁴

● 2021 ● 2022



Learning is becoming central to everyday work

One way to reframe all this new pressure is to take a step back and recognise that learning is rapidly becoming a critical part of many peoples' daily work, including the daily work of L&D professionals themselves. The trend shows up in one of the learning formats that L&D professionals say they're likely to see more of this year: **on-the-job learning through projects or gigs**.



of L&D professionals in the UK expect to see the same or more on-the-job learning through projects or gigs⁴

“We are focusing on how to make Ketchum a long-term, attractive career home, where folks have many opportunities to move up and around into different teams and projects. That starts with embedding learning and skill building in people’s actual day-to-day experiences.”



Amanda Kowal Kenyon
Chief Employee Experience Officer, Ketchum



A bright idea

*Experiment with
innovative tools and formats*

“In the past couple years, we’ve seen a plethora of AI-enabled ed tech products entering the market. Combined with other emerging technologies such as virtual reality, augmented reality, cloud computing, and Internet of Things (IoT), there are some rather innovative products out there to support workplace learning.

While the page-turner e-learning courses and the utilitarian LMS are here to stay for the next little while, there’s an opportunity to pilot more varied L&D activities and tools: personalised learning content using recommender systems, push content via chatbots, peer-based knowledge sharing on collaborative platforms, and the integration of curated external content (third-party content) with custom internal in-house content.”

Stella Lee, PhD

Director, Paradox Learning

Chapter 2

Growing Pains

L&D's rapid rise spurs new pressure to deliver results.



“Employees expect opportunities to learn and grow without limitations, managers who understand individual working styles and environments, and companies that offer flexibility as a standard of employment.”



Gogi Anand

Senior People Science Consultant, LinkedIn

Welcome to the hot seat

L&D is still responsible for producing high-impact, high-quality learning experiences, but it's now also being handed bigger, meatier problems to solve — like future-proofing entire organisations. This means L&D professionals need to develop new ways of working and constant prioritisation. They also need to develop some new skills themselves — like stress management, given the increasing concern about the skills gap (the distance between the skills employers need and the skills workers have).

L&D professionals in the UK perceive a growing skills gap. They also see that leaders are concerned.⁴

50% **+9pts vs. 2021**

say the skills gap is wider at their organisation

49% **+4pts vs. 2021**

say executives are concerned that employees do not have the right skills to execute business strategy



L&D plays a weighty role in DE&I strategy

The entire planet has shared both the battle against COVID-19 and a new awakening to the vast inequities in health, wealth, and opportunity. The L&D response is strong. Learning teams are leading the educational charge for diversity, equity, and inclusion, with some taking full ownership of DE&I strategy. The trend is strongest in North America, where a social justice movement accompanied the pandemic.

L&D responsibilities in the UK include combating systemic challenges ⁴

L&D has taken full responsibility for the DE&I strategy



L&D shares responsibility for the DE&I strategy



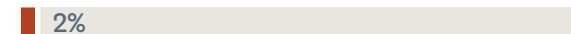
L&D does not play a role in our DE&I strategy



We do not have a DE&I strategy, but we are creating one



We do not have a DE&I strategy, and there are no plans to create one



65% own or share responsibility



A bright idea

Emphasise psychological safety in DE&I

“Diversity, Equity & Inclusion programmes are not a cultural ‘one size fits all’ around the world. For instance, lots of companies have started rolling out DE&I training in Asia and found the Western approach doesn’t work. Asking people to reveal vulnerabilities openly, stressing politically correct language, or having unskillfully facilitated conversations can actually backfire, making people feel anxious, resentful, and unsafe.

Diversity and inclusion is the fundamental foundation of psychological safety. But it helps to pitch it as a path to higher performance. People are not interested in remedial action that’s going to shame them, but they are interested in opportunities to become better and more successful.”

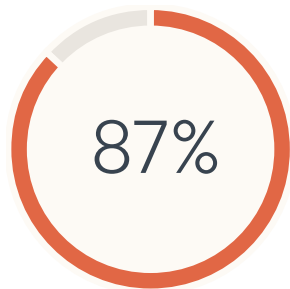
Crystal Lim-Lange
CEO, Forest Wolf



L&D can't forget about care and well-being

With companies and employees rethinking what they want out of work, care is moving to the center of conversations about reducing burnout and boosting well-being.

The most critical factor in a caring employee experience is each person's manager. To that end, 47% of L&D professionals in the UK put increased attention on manager training and support this past year.⁴ But there's room for improvement: only 28% say their organisations are prioritising manager training that's focused on work-life balance and well-being.⁴



of L&D professionals in the UK have helped their organisation become more adaptable to change⁴

Global Glint data shows that employees who feel cared about at work are:

3.2x more likely to report being happy to work for their current company⁸

3.7x more likely to recommend working for their company⁸



Managers matter

At companies that struggle with manager care, employees are nearly 50% more likely to apply for a new job.⁹ Today's managers need supercharged **soft skills** to attract and retain talent.



Busy L&D professionals have less time to learn

Finding time to learn is not a new problem. But there is added urgency around it. New challenges require tools outside the traditional L&D toolbox. And while learning professionals have developed bigger muscles in certain areas, it's clear there's still some work to do. Unfortunately, L&D professionals aren't keeping pace with others in the category of time spent learning.¹⁰

-26%

Compared to other active learners on LinkedIn, L&D learners in the UK spent 26% less time learning in 2021

Strategic thinking requires strategic metrics

New challenges require new tools outside of the traditional L&D toolbox. And while learning leaders have adapted in many ways, it's clear there's still some work to do. For example, many L&D professionals have not changed how they measure their programmes' success from 2020 (pre-pandemic) to present day — even as their programmes have become more strategic and cross-functional.

This report's survey results show learning leaders are measuring the success of their potentially highly impactful upskilling and reskilling programmes the same way they measured the broader online learning programmes they were running before the COVID-19 pandemic hit.⁴

“Traditional L&D metrics like ease of access to learning content and course completions were meant to remove hurdles for employees. These should be table stakes. Companies should be moving in the direction of enabling employees' personal transformations — defined by each employee individually. In other words, leaders need to say, ‘We believe that as long as our people are successful, our business will thrive.’”



Linda Cai

Vice President of Talent Development, LinkedIn

Measurement methods are stagnant according to global data

2021

How do you measure the impact of online learning at your organisation?

#1 Qualitative feedback from employees using online courses

#2 Satisfaction of employees using online courses

#3 Employee engagement surveys scores

2022

How do you measure the impact of skill building programmes at your organisation?

#1 Qualitative feedback from employees using online courses

#2 Employee engagement surveys scores

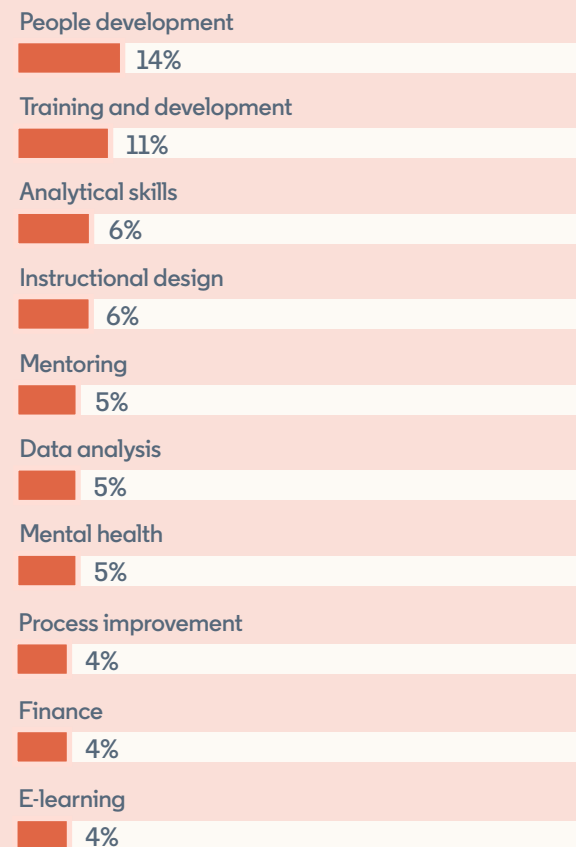
#3 Manager feedback

Where L&D professionals are investing their precious time now

When L&D professionals do find time to expand their skills, a few trends pop. People development — the key to helping those around them grow — tops the list of skills most likely to be added to L&D professionals' LinkedIn profiles in the UK. They're also adding data and analytics skills showing an increased focus on the need for understanding the numbers and showing business impact.

Top 10 skills more likely to be added to L&D professionals' LinkedIn profiles in the past year in the UK

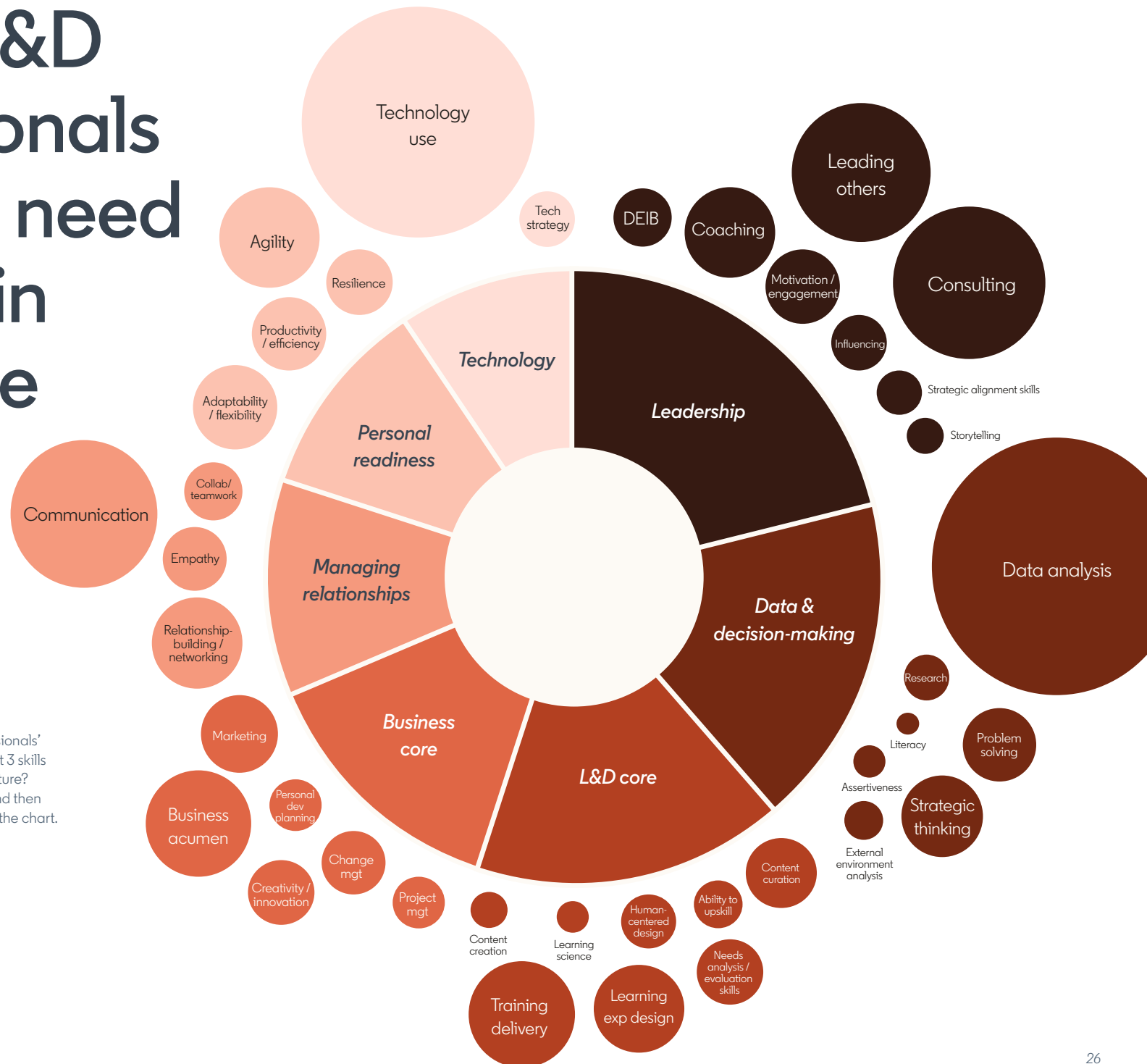
Percent growth year over year



Where L&D professionals see they need to grow in the future

RedThread Research's recent survey of more than 300 L&D professionals revealed 7 categories and 39 skills they feel L&D will need for the future.* As L&D's role becomes more strategic, it isn't surprising that several categories besides traditional L&D made a showing.

* This model was created coding L&D professionals' responses to the open-ended question: What 3 skills do you feel L&D functions will need for the future? Responses were categorised into 39 skills, and then categorised into groups of skills, as shown in the chart.



Key skills for L&D professionals at high-performing organisations

Interestingly, L&D professionals in organisations with high performance* feel that Leadership skills are most important for the future (18%). L&D functions are being asked to take the lead on several key organisation-wide initiatives, including upskilling the workforce and internal mobility. This is a change for L&D professionals who have often fought the stereotype of being order takers.

Additionally, L&D professionals in these high-performing organisations view Business Core skills to be as important as L&D Core skills (16%), as they are likely being asked to apply their expertise in people development to some of those more strategic discussions.

* Organisation performance was found using a combination of four business outcomes: (1) org met or exceeded its business goals for the last three years; (2) org responds quickly to marketplace changes; (3) org innovates faster than its competitors do; and (4) org's customers are more satisfied than its competitors' customers. High-performing orgs are those in the top 25%.

L&D professionals in orgs with high performance focus on Leadership, Core Business skills



“L&D is having a bit of an ‘Oh, @#\$%’ moment. L&D functions are being expected to lead some pretty high-level initiatives, like mobility and upskilling. Our data indicates that L&D professionals may feel underprepared, and they’re actively seeking leadership, business, and data skills as much as if not more than traditional L&D skills.”



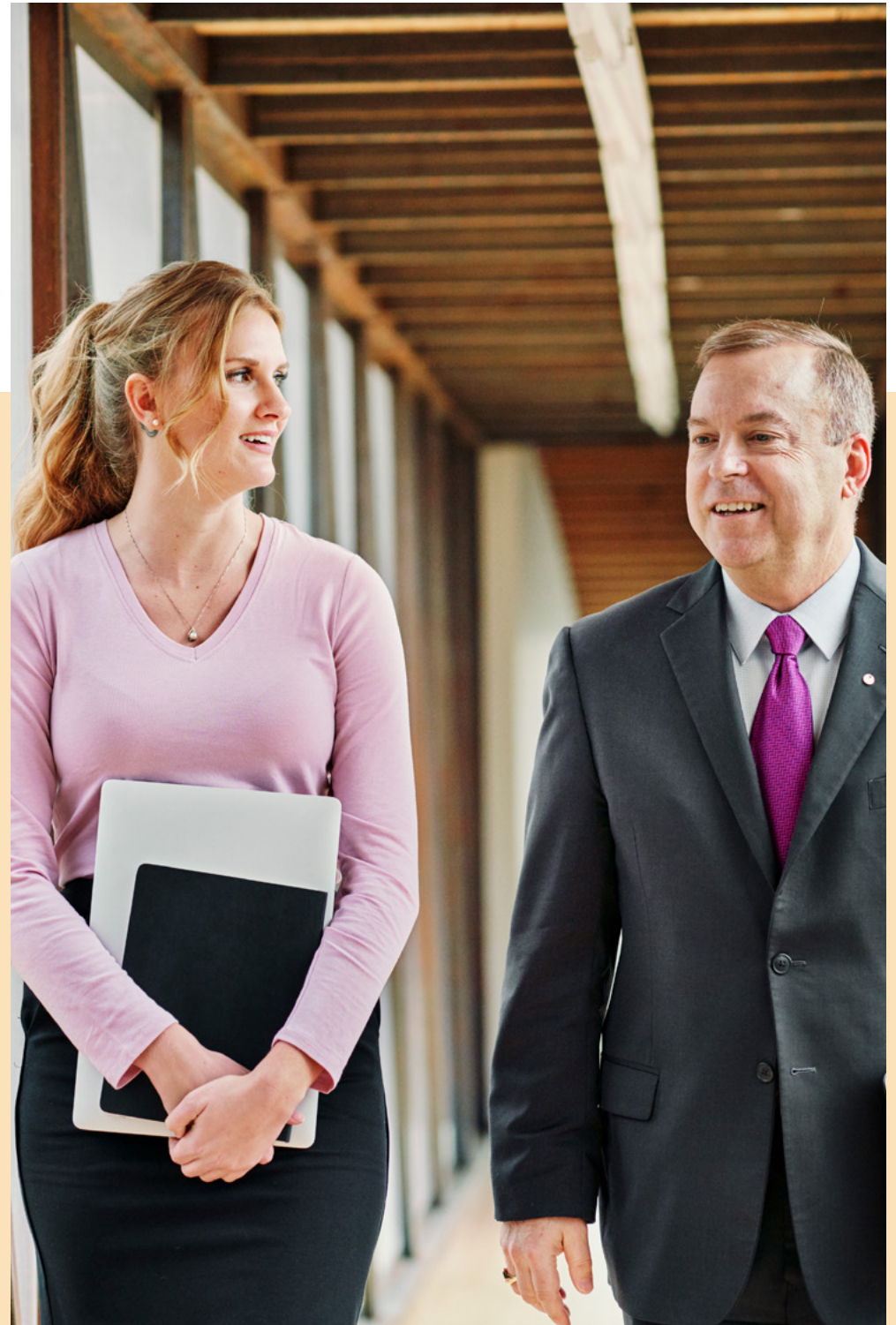
Dani Johnson

Co-Founder and Principal Analyst, RedThread Research

Chapter 3

Synergistic Skill Building

Leaders can expand impact by connecting skills to internal mobility and retention.



“If you want to be leading the world, you have to be learning.”



David Perring
Director of Research, Fosway Group

Turn the skills crisis into opportunity

Amid 2022's storm of urgent priorities, skill building and skills-based planning stand out as the most impactful places to make progress. While it's natural to feel anxious that, for example, **only 10% of HR and business executives say their organisations have a skills database with profiles for all employees**, there's a light in the dark clouds.

Organisations that shift to skills-based planning have a unique chance to catalyse learning culture and capitalise on emerging trends — especially the convergence of learning, talent acquisition, talent development, and the red-hot rise of internal mobility.



10x

Employees who feel their skills are not being put to good use in their current job are 10x more likely to be looking for a new job ¹²

Compared to those who do feel their skills are being put to good use, per data.

80%

of L&D professionals in the UK agree: It's less expensive to reskill a current employee than to hire a new one ⁴

57%

of L&D professionals in the UK agree that internal mobility has become a higher priority at their organisation since the COVID-19 pandemic ⁴



Just getting started? You're not alone.

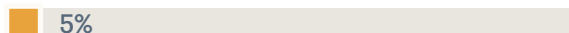
Many upskilling and reskilling programmes are off to a strong start, but start is the operative word. Only 15% of L&D professionals in the UK say they have active upskilling and reskilling programmes and only 5% have made it to the stage where they're measuring and assessing results.⁴

Where learning leaders in the UK are in starting upskilling and reskilling programmes

Ideation / brainstorming



Pitch / sell-in to key stakeholders



Identifying / assembling a core working team



Program development (identifying skill gaps, skill defining)



Activation (piloting programme with a team)



Post-activation measurement / assessment



We have not begun development



37% in early stages

Internal mobility helps employees grow — and stay

While the topsy-turvy economy can make it harder to predict the future, one trend is clear: businesses are embracing internal mobility. Cultivating a culture of internal mobility means giving employees access to on-the-job learning opportunities, such as mentorships, gigs, shadowing, and new jobs. The benefits are increasingly obvious — retention, engagement, and agility, as well as reduced cost and time of hiring.



Nearly 2x

According to global data, companies that excel at internal mobility are able to retain employees for an average of 5.4 years. That's nearly 2x as long as companies that struggle with it, where the average retention span is 2.9 years.¹³



A bright idea

*Foster internal mobility
by starting with an
honest conversation*

“Right now we are looking into modernising our employee value proposition, particularly around career opportunity. However long you’re part of our agency, whether it’s two years or 30, you will have an enriching career journey that will provide opportunity and growth.

This starts with open and intentional conversations about where you are now, what comes next, and how we can co-create a journey that’s very bespoke for you. That might mean assigning you to a three-month project that closely aligns to your interests or giving you opportunities to work with clients in different industries. While we can’t always promise a change tomorrow, we can co-create a career trajectory that gets you to where you want to grow.”

Amanda Kowal Kenyon

Chief Employee Experience Officer, Ketchum

Connect the dots between skills, mobility, and retention

If L&D professionals want to tie their skill-building programmes directly to business impact, they need to get out of their silos. In the context of the Great Reshuffle, the most impactful use case for skills at most organisations today is career development.

Connecting skill building to career pathing, internal mobility, and retention can create more robust, sustainable programmes while also helping L&D professionals clearly demonstrate business impact. Building long-term, synergistic career-development programmes is what will move learning from a series of one-time courses to an impactful, sustainable business imperative.

However, many L&D professionals haven't made this connection yet. While 44% of L&D professionals in the UK said upskilling or reskilling was a top focus area this year, internal mobility and career pathing as well as employee retention fell towards the bottom.⁴

Retention and internal mobility aren't at the top of L&D's to-do list.

(Top 10 focus areas of 2022 L&D programmes)

1. Leadership and management training

2. Upskilling or reskilling employees

3. Diversity, equity, and inclusion

4. Digital upskilling / digital transformation

5. Employee well-being

6. Employee performance support

7. Leading through change

8. Supporting internal mobility and career pathing

9. Employee retention

10. Helping employees manage remote, hybrid, and flexible work arrangements



Employees crave skills, too

L&D professionals should remember the old adage, “If I don’t care about it, I won’t remember it, and if I don’t remember it, I’m certainly not going to apply it.” Internal mobility, career pathing, and retention are crucial programmes that provide a consistent and reliable reason for employees to care about, remember, and apply their new skills.

The top three ways to motivate employees to learn are all connected to employees’ careers.⁴

- #1** If it helped me stay up to date in my field
- #2** If it was personalised specifically for my interests and career goals
- #3** If it helped me get another job internally, be promoted, or get closer to reaching my career goals

People managers + L&D = impact

The No. 1 reason people managers recommend learning opportunities for direct reports is “to grow their career.”¹⁴ Just as telling: employees without an L&D department are significantly more likely to find it more difficult to change roles internally than to get a new role outside of the company.¹⁵

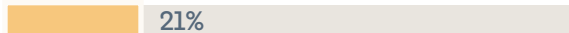
Motivation to learn varies across the generations

What would motivate you the most to spend more time learning in 2022?

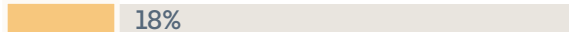
Workers younger than age 35 are most interested in career growth, while those older than 35 want to stay up to date in their fields. Global figures have indicated that every age group appreciates personalisation and more time to learn.⁴ (Workers selected only one option.)

All learners

Stay up to date in my field



Personalised for my interests and career goals



To get another job internally, be promoted, or get closer to reaching my career goals

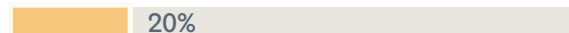


Ages 35–49

Stay up to date in my field



Personalised for my interests and career goals



More time



Ages 18–34

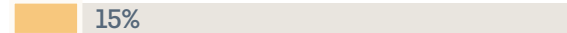
To get another job internally, be promoted, or get closer to reaching my career goals



Personalised for my interests and career goal



More time



Ages 50+

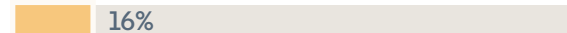
Stay up to date in my field



Personalised for my interests and career goals



More time



Chapter 4

How L&D Succeeds

L&D professionals thrive by investing in relationships, political capital, resources — and themselves.



“Our top opportunity is to quantify the impact and ensure it is enterprise-wide, so that learning can help lead the way forward.”



Sean Hudson

Vice President, Digital and Global Head of Learning and Development, Pfizer



Transformation starts today

Today's successful L&D function will need to break out of its vertical silo and instead spread itself horizontally across its organisation. That means working closely with HR counterparts, executive leadership, and department heads alike to craft learning strategy. While the journey to this ideal may be one of a thousand miles, many L&D leaders have already taken that first step.

Read on for a combination of data points and advice to propel L&D forward.

Get help from your friends

Many L&D professionals in the UK said they've gotten more cross-functional this year,⁴ but there is room to grow in terms of HR partners they're working with. Talent acquisition is a big area of opportunity this coming year, as skills-based hiring becomes more important, and people analytics could become a strong partner to illuminate the business impact of skill-building programmes.

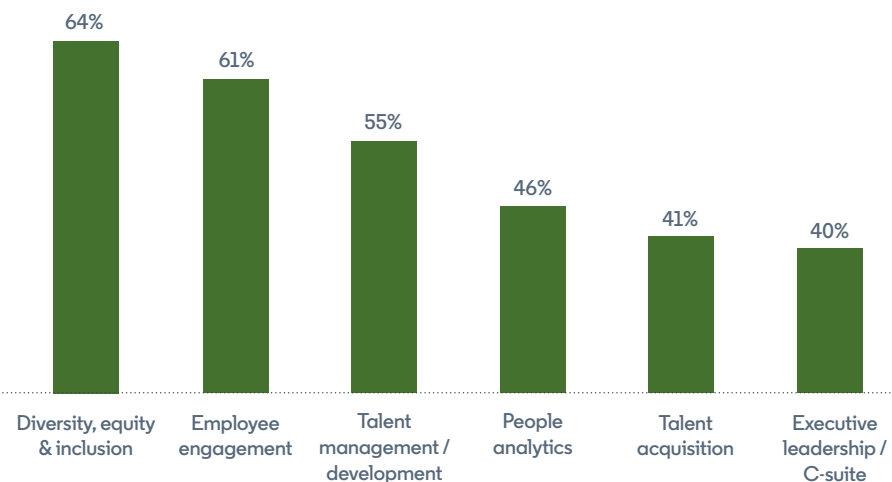
"In a unique moment in time, when organisations can rethink their approach to many aspects of HR, the collaboration between L&D and people analytics is resulting in more effective, fact-based, and impactful learning experiences."



Nigel Dias
Managing Director, 3n Strategy

HR collaboration is on the rise.

Percentage of L&D professionals in the UK whose teams are working somewhat or much more closely with key partners compared to last year.⁴



Collaboration tips from PayPal's Global Head of People Analytics

“Too often, I see the people analytics team get pulled in too late. We miss the opportunity to help design the right type of experiment up front.”



Serena Huang, PhD
Head of People Analytics, PayPal

#1

Start early.

Don't underestimate the amount of work you need to do up front to set up measurement for L&D programmes.

#2

Create experiments.

Design measurement programmes that are like clinical trials. For instance, use two separate course-delivery formats (such as online and in-person) and then test knowledge retention after a given time frame.

#3

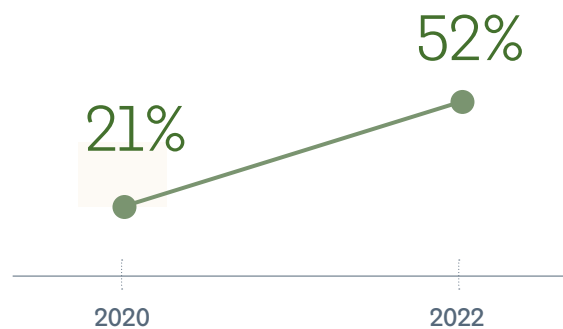
Use nudges.

Consider working with organisational psychologists to design nudges (encouraging reminders) that prompt learning. Design tests to find out which nudges are most effective.

Stay close to the C-suite

Compared to pre-pandemic, significantly more L&D professionals in the UK say they now have a seat at the C-suite table.⁴ Tying learning programmes to business impact based on key organisational priorities, like internal mobility, will be crucial in keeping this seat secure.

Percentage of L&D professionals in the UK who agree that L&D has a seat at the executive table:⁴



Room to grow

While 63% of L&D professionals in the UK say their CEO is a champion for L&D, that leaves 37% of CEOs who still have an opportunity to become better advocates.



Helpful tactics for C-suite influence

#1

Know the audience.

Align L&D with the overall business strategy, but also learn about the CEO's personal priorities and passion projects, and demonstrate the contribution that learning can make.

#2

Speak C-suite.

The C-suite is time-poor by definition. They measure the value of ideas not necessarily by how much detail you include, but by how quickly they can grasp them. Keep pitches brief, top-level, and framed in priorities, performance, and profits.

#3

Don't forget the CFO.

Capitalise on any opportunity to demonstrate how learning contributes to the bottom line.

#4

Cultivate C-level functional partners.

Every skills gap that you help to close is an opportunity to recruit another senior advocate. Capture success stories and give a key role to department heads when promoting them across the business.

#5

Be the visible C-suite priority.

Learning can be the most visible aspect of business strategy — which spurs CEOs to lead from the front. Take the time to involve your CEO in flagship learning initiatives.

Go big with budget

As mentioned earlier in the report, the percentage of L&D professionals in the UK who expect to have more spending power has reached a six-year high.⁴ Even more impressive? Only 11% are expecting their budget to decrease.⁴ This is great news given the amount of work L&D is being asked to do. Now L&D leaders need to be smart about how they use the money. They should consider outsourcing more manual and administrative tasks, freeing up time to dig into the areas that drive business impact.



“Top L&D leaders are meticulous planners who build their learning budgets from several different sources. They stay up-to-speed on what’s happening in different teams and different regions, and identify where L&D can support wider local initiatives. They map how their initiatives contribute to business priorities and secure ongoing funding through measuring the extent to which learning contributes to these objectives.”

Adapted from LinkedIn Learning’s Handbook of L&D Pioneers

Activate managers

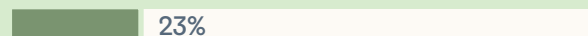
Last year's report declared managers "the secret skill-building weapon." This year, the importance of managers has only grown — especially for remote and hybrid businesses where employees have fewer serendipitous meetups to build their networks and increase their sense of company culture.

"Now more than ever, my manager is equated with my experience in an organisation," says **Danny Guillory**, vice president and chief diversity officer at **Dropbox**, which has launched quarterly summits to support managers. While the data shows many L&D professionals leaning in to activate the power of managers, a word of caution: managers have shown higher burnout levels recently compared to individual contributors, so be wary of over relying on these in-demand heroes.

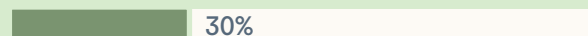
L&D is tapping the power of managers.

How are you helping your organisation learn to be more adaptable and resilient?⁴

Delivering learning programmes to managers about leading through change / change management



Increasing number of trainings and support for managers



Focusing on strengthening managers' coaching skills

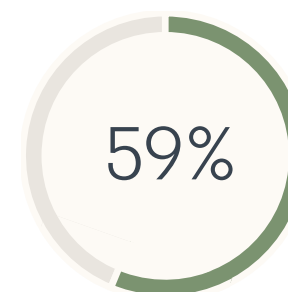




Listen to learners

A lasting lesson of transformative times: the best source for understanding what employees want and need is employees themselves. In the past year, more businesses kept an active ear on employee sentiment by deploying more frequent surveys, and L&D professionals increasingly turned to employee engagement surveys to gauge the impact of their programmes.

At the same time, this year's Workplace Learning Report survey uncovered an uncomfortable truth: only 20% of learners globally agree that their "organisation's leadership values learning more now than ever before."⁴ Now is the time to make sure learning is front and centre in workplace conversations.



of L&D professionals in the UK are using employee engagement survey scores to assess the impact of skill-building programmes⁴

Never stop learning yourself

Don't forget to invest in yourself. While L&D professionals preach the power of learning every day, many forget to make time for their own development. There has never been a more important time for L&D professionals to invest in their own skill building.

Here are the top five LinkedIn Learning courses L&D professionals in the UK took this year to get you started.¹⁶



Unconscious Bias

by Stacey Gordon



Diversity, Inclusion, and Belonging

by Pat Wadors



Project Management Foundations

by Bonnie Biafore



Coaching Skills for Leaders and Managers

by Sara Canaday



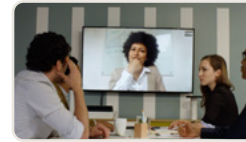
Excel Essential Training (Office 365/Microsoft 365)

by Dennis Taylor

Recommended courses from UK authors

We've compiled a list of recommended courses we think L&D leaders should take this year. These courses have been expertly created by UK authors and have been chosen as they focus on the skills we believe learning leaders will need as the future of L&D unfolds.

Time-management skills



[How to Have Fewer, Better Meetings](#)

by Kevan Hall

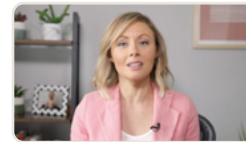
Communication skills



[Unlocking Authentic Communication in a Culturally-Diverse Workplace](#)

by Jonathan Wilson

Change management



[Preparing Yourself for Change](#)

by Erin Shrimpton

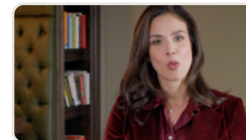
Interpersonal skills



[The Secrets to Success at Work](#)

by Nigel Cumberland

Building trust



[Why Trust Matters](#)

by Rachel Botsman



More tips, tactics, and inspiring words from global voices

Make sure you're a proactive partner

"Don't wait for the business or client to tell you what they need. Proactively identify what's happening externally, and how that impacts your business and people. L&D should focus on anticipating the skills of the future, recommending learning technology, and sharing the value of learning with leaders."

Nikhil Shahane

Vice President, Talent and Engagement, TechnipFMC

Remember that UX reigns supreme

"In this over-digitised hybrid/remote workplace, if the learning experience is not intuitive and exciting, it won't capture the attention of learners."

Andrew Saidy

Vice President, Global Talent, Ubisoft International

Make learning a shared experience

"Encourage continuous development and prompt people to regularly share what they're learning. Set up 'learning circles,' where people can gain new perspectives and drive unexpected innovation."

Jodi Atkinson

Senior Director, Global Learning, Deltek

Lean on people analytics

“L&D teams have always been strong consumers of data, using HR data to answer operational questions about attendance and delivery. However, in the last 12 months, many L&D functions are embracing a more mature approach, asking their people analytics functions to thoroughly explore and answer questions such as, ‘Is our training impacting everyone equally?’ Or, ‘Does our training build critical skills for the future?’ Or, ‘Is training positively contributing to employee retention?’”



Nigel Dias
Managing Director, 3n Strategy

Connect learning to business outcomes

“Make sure your learning is aligned with business needs. Rather than looking at hours of learning and course completion rates, focus on identifying what skills are lacking in your organisation. With that alignment and clarity, L&D can create a skill-building programme that’s in lock step with your business strategy.”

Lori Niles-Hofmann
Senior EdTech Transformation Strategist, NilesNolen

Harness the power of data and tech

“A lot of the transformation is being enabled by digital technology. We are leveraging predictive and advanced analytics, as well as digital tools, to not only make learning more quantifiable in its impact and more engaging in the experience, but also truly transformational.”

Sean Hudson
Vice President, Digital and Global Head of Learning and Development, Pfizer

Consider digital mentorships to enhance learning connections

“Remember when mentorship was a phone call or a brief meeting at Starbucks? To re-create those experiences in our hybrid way of working, we’ve leaned in to a digital-mentorship programme. Our platform is mentee driven, meaning that the mentees choose their mentor from algorithm-based recommendations. Many have opted for mentors in an entirely different division or geographic region. We are thrilled to see that people want to leverage and build relationships across the globe.”

Jeff Hahn
Senior Director of Global Talent Development, LexisNexis Risk Solutions

Move from learning design to learning journey

“L&D can learn a lot from their friends in marketing. It starts with taking a systematic approach to the business problem you’re trying to solve. Then build out stakeholder personas and their goals. Set numbers and KPIs before your intervention, so you are ready to monitor, collect, and analyse data. When you’re ready to structure the learning journey, think strategically about how often to communicate with your stakeholders, how to get them to click and view their learning module, and ultimately to provide the valuable feedback that will help you fuel and iterate on your learning strategy.”



David Perring
Director of Research, Fosway Group

Look to sports for a winning analogy

“Challenge business partners with this thought, ‘Show me a sports team that is not committed to learning and development, and I’ll show you a team that will lose.’”

Torrance L. Ford
Vice President, Talent Management, Shaw Industries

Skilling programmes need to work for employers — and employees

“An effective upskill and reskill plan needs to be employee-centred, context-specific, and personalised. It needs to be based on the balance between the learners’ professional goals and the employers’ needs.”

Stella Lee, PhD
Director, Paradox Learning

Embrace the chance to tie it all together

“L&D is primed to evolve as the connector of people, resources, and experiences that provide continuous growth and success for the employee. From onboarding to career development to exit, L&D will merge business needs with employee needs and create relevant ways for employees to stretch themselves daily throughout their entire career.”

Alyson DeMaso
Founder and CEO, Raising Beauty

Conclusion

The Next Step Forward

The truly strategic L&D leader has pulled up a chair and finally sat down to stay awhile at the executive table.

They've transformed their organisation from a siloed, vertical function into one that sits horizontally across HR. Their team works hand-in-hand with HR and business colleagues, laying skills-based talent development and learning side by side with mutual workforce objectives.

They empower individuals to own their career development, ensuring everyone has access to the tools and motivation they need to become lifelong, continuous learners.

They also know that no matter where they are on the journey, progress starts today.

Acknowledgements

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[Jodi Atkinson of Deltek](#)

[Rabah Bu Hamdan of National Aviation Services](#)

[Alyson DeMaso of Raising Beauty](#)

[Nigel Dias of 3n Strategy](#)

[Torrance L. Ford of Shaw Industries, Inc.](#)

[Danny Guillory of Dropbox](#)

[Jeff Hahn of LexisNexis Risk Solutions](#)

[Serena Huang, PhD of PayPal](#)

[Sean Hudson of Pfizer](#)

[Stella Lee, PhD of Paradox Learning](#)

[Crystal Lim-Lange of Forest Wolf](#)

[Amanda Kowal Kenyon of Ketchum](#)

[Lori Niles-Hofmann of NilesNolen](#)

[David Perring of Fosway Group](#)

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Detailed Methodology

1. <https://www.linkedin.com/pulse/navigating-great-reshuffle-ryan-roslansky>
2. <https://linkedin.github.io/future-of-skills/>
3. <https://www.linkedin.com/pulse/job-transitions-across-globe-up-25-great-reshuffle-labor-kimbrough/>
4. Workplace Learning Report survey: Using an internal LinkedIn sample, we surveyed 1,444 L&D Professionals and 610 Learners in November 2021 in English, French, German, and Portuguese. The full list of places we surveyed includes: US, Canada, Brazil, UK, Ireland, Belgium, Netherlands, Luxembourg, France, Germany, Austria, Norway, Finland, Sweden, Iceland, Denmark, Australia, New Zealand, India, Cambodia, Indonesia, Singapore, Philippines, Malaysia, Myanmar, Thailand, and Hong Kong.
5. To compare promotion rates between Learning and Development Specialists and the broader set of all HR professionals, we compared what proportion of all job transitions from these roles were promotions between December 2020 and November 2021.
6. “Demand for roles is measured” by the number of job posts for that given role on LinkedIn. There was a 94% increase in demand for L&D specialists between July – September 2021 compared to April – June 2021.
7. <https://www.glintinc.com/wp-content/uploads/2021/05/Glint-May-2021-Employee-Well-Being-Report.pdf>
8. <https://business.linkedin.com/content/dam/me/business/en-us/glint/pdf/Employee-Well-Being-Report-LinkedIn-Glint.pdf>
9. <https://www.linkedin.com/business/talent/blog/talent-strategy/stressed-employees-browse-unsupported-employee-apply>
10. To compare learning times, the average time that active L&D Specialists spent watching LinkedIn Learning courses was compared to the average time spent among all HR professionals and all active Learners between December 2020 and November 2021.
11. Top skills added to L&D professions’ LinkedIn profiles are those that saw the greatest year-over-year growth (2021 vs. 2020) and were added by at least 7,000 professionals in 2021.
12. These insights were derived from self-reported data collected from a LinkedIn sample of 2,036 members during September 2021.
13. <https://www.linkedin.com/business/talent/blog/talent-strategy/where-internal-mobility-is-most-common>
14. This self-reported data was collected from an internal LinkedIn sample of 2,869 LinkedIn members during November 2 – 21. Among this survey sample, 1,849 employed members provided data for these questions.
15. This self-reported data was collected from an internal LinkedIn sample of 2,626 LinkedIn members during December 2021.
16. The most popular courses for L&D Specialists is based on global data from the LinkedIn Learning platform between December 2020 and November 2021. Top courses are based on the number of unique learners within the L&D cohort.

Explore how LinkedIn Learning can help your team

Get in touch with us to schedule a **free demo** and discuss how LinkedIn Learning can help you navigate transformation while employees learn relevant skills, achieve their goals, and make a greater impact.

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