

# The Transformation of L&D

We surveyed finance L&D leaders from across the globe to understand how learning is evolving to help people and organizations grow.



## L&D is more central, strategic, and cross functional

Learning leaders lived up to high expectations over the past year. Their time in the spotlight is just beginning.



### L&D pros seize their opportunity to lead

85%

of L&D pros in the finance industry had helped their organization adapt to change

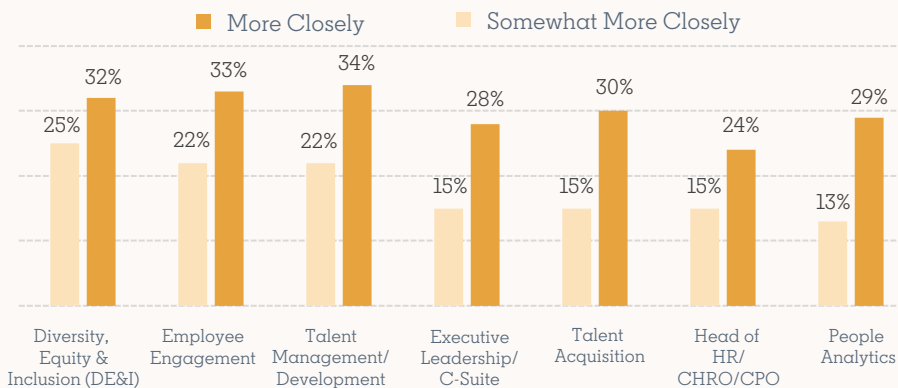
+94%

increase in demand for L&D specialists by mid-2021

### Internal networks expand with more room to grow

81% of finance learning leaders agree that L&D has become more collaborative, particularly with DE&I, employee engagement, and talent development.

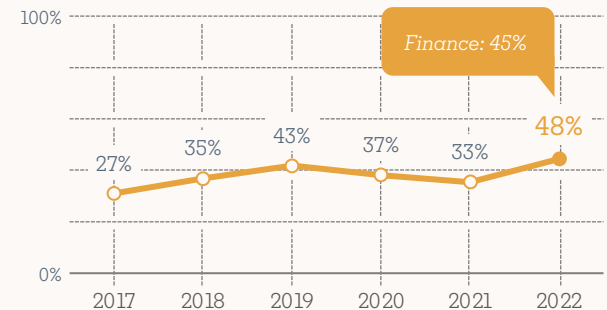
L&D Program Partnership Shifts vs. Last Year



### Go big with budget

The percentage of finance L&D leaders who expect to have more spending power has reached a six-year high. That means more opportunities to build headcount and invest in technology.

Nearly half of finance L&D pros expect their budgets to increase this year.\*



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

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



David Perrina

Director of Research, Fosway Group

# Finance L&D's 2022 to-do list

With more partners and budget come more responsibilities. L&D will need to scale in all key areas to meet growing demand for skills-development.



## Leadership and upskilling are top priorities

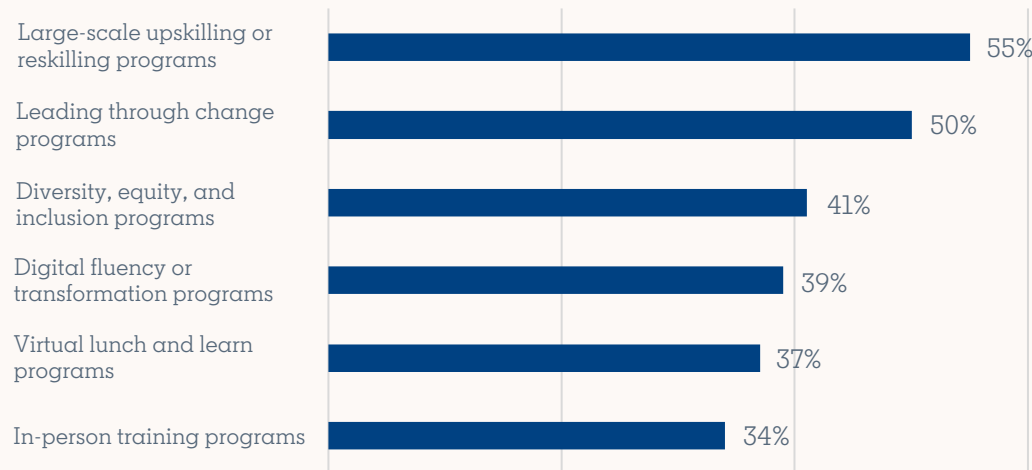
Amid many competing tasks, finance L&D leaders ranked their top focus areas for the next year\*:

- Leadership & management training **57%**
- Upskilling and reskilling employees **52%**
- Digital upskilling / digital transformation **26%**
- Employee performance support **26%**

*\*Percent who selected the focus area as one of their top three choices*

## Launch more programs at scale

Compared to last year, more finance L&D pros globally are planning to launch programs across all key learning areas.



## Build a better employee experience

*The top three ways to motivate finance employees to learn were all connected to careers:*

- 1 If it helps me stay up to date in my field
- 2 If it is personalized specifically for my interests and career goals
- 3 If it helps me get another job internally, be promoted, or get closer to reaching my career goals

*“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

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