

# The Transformation of L&D

We surveyed thousands of learning leaders in France and across the globe to understand how learning is evolving to help people and organisations 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&Ds in France seize their opportunity to lead

93%

of L&D pros helped their organisation adapt to change

68%

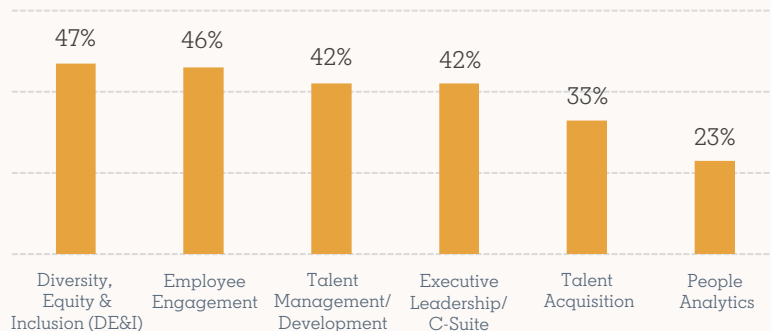
agree that L&D has become a more strategic function at their organisation

### Internal networks expand with more room to grow

53% agree that L&D has become more collaborative, particularly with DE&I, employee engagement, and talent development.

#### L&D Programme Partnership Shifts vs. Last Year

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



### Go big with budget

In EMEA, 40% of L&D professionals expect their budgets to increase this year.

By comparison, 36% of L&D professionals in France expect their budgets to increase this year.\* While this is lower than the EMEA average, it's up from 31% this time last 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.*

*“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

# L&D's 2022 to-do list

With more partners and budget comes 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, L&Ds in France ranked their top focus areas for the next year\*:

- Upskilling and reskilling employees **60%**
- Leadership & management training **48%**
- Digital upskilling / digital transformation **36%**
- Leading through change **20%**

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

## Launch more programmes at scale

When L&D pros in France were asked to identify the programmes they plan to deploy this year, the number of responses for many programmes increased from 2021.

- +20%** In-person training programmes
- +14%** Diversity, equity, and inclusion programmes
- +14%** Large-scale upskilling or reskilling programmes
- +4%** Virtual lunch and learn programmes

## Build a better employee experience

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

- 1 If it helps me stay up to date in my field
- 2 If it is personalised 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

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



[David Perring](#)  
Director of Research, Fosway Group