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.

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

<table>
<thead>
<tr>
<th>Programme Area</th>
<th>Percentage Increase</th>
<th>Last Year Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity, Equity &amp; Inclusion (DE&amp;I)</td>
<td>47%</td>
<td>46%</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td>Talent Management/Development</td>
<td>42%</td>
<td>33%</td>
</tr>
<tr>
<td>Executive Leadership/C-Suite</td>
<td>23%</td>
<td>23%</td>
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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.

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

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

Explore the full report for deeper insights, data, and advice from global learning leaders.