The Transformation of L&D

We surveyed tech 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

83% of L&D pros in the tech 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

76% of tech 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

<table>
<thead>
<tr>
<th>Area</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity, Equity &amp; Inclusion (DEI)</td>
<td>25%</td>
<td>22%</td>
<td>22%</td>
<td>15%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>32%</td>
<td>33%</td>
<td>34%</td>
<td>28%</td>
<td>30%</td>
<td>24%</td>
</tr>
<tr>
<td>Talent Management/Development</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Executive Leadership/C-Suite</td>
<td>28%</td>
<td>30%</td>
<td>24%</td>
<td>29%</td>
<td>27%</td>
<td>35%</td>
</tr>
<tr>
<td>Talent Acquisition</td>
<td>33%</td>
<td>34%</td>
<td>28%</td>
<td>30%</td>
<td>24%</td>
<td>29%</td>
</tr>
<tr>
<td>Head of HR/CHRO/CPO</td>
<td>24%</td>
<td>29%</td>
<td>27%</td>
<td>35%</td>
<td>43%</td>
<td>48%</td>
</tr>
<tr>
<td>People Analytics</td>
<td>29%</td>
<td>27%</td>
<td>33%</td>
<td>37%</td>
<td>37%</td>
<td>43%</td>
</tr>
</tbody>
</table>

Go big with budget

The percentage of tech 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.

More than half of tech L&D pros expect their budgets to increase this year.*

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

David Perring
Director of Research, Fosway Group
Tech 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, tech L&D leaders ranked their top focus areas for the next year*:

- Leadership & management training 46%
- Upskilling and reskilling employees 45%
- Digital upskilling / digital transformation 30%
- Employee performance support 27%

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

Launch more programs at scale

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

- Large-scale upskilling or reskilling programs 46%
- Diversity, equity, and inclusion programs 40%
- Leading through change programs 40%
- In-person training programs 35%
- Data analytics/analytics training programs 35%
- Digital fluency or transformation programs 30%

Build a better employee experience

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

1. If it is personalized specifically for my interests and career goals
2. If it helps me stay up to date in my field
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.