

2023 Workplace Learning Report

# Building the agile future

L&D puts people and skills at the center of organizational success.

LinkedIn Learning





### *Introduction*

# This moment requires agility — and L&D can lead the way

For individuals, agility fuels career growth and relevance. For organizations, agility equals the ability to survive and thrive even amid economic headwinds.

And what is agility if not constant learning? To build a resilient and adaptable future, learning leaders are recognizing the need for new, people-centric playbooks. They're working across HR to build cultures in which everyone has the tools, the career paths, and the skills to succeed.

Read on for insights and ideas to power your own path.

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# 3-minute takeaway

*How can L&D leaders drive agility?*

## #1

**Reach for opportunity amid the storm.**

The challenges of global disruption, skills shortages, and economic uncertainty persist. But L&D has never been in a better place to help. Tackling tough problems requires new and better skills, and learning is the way through.

## #2

**Realize that agility requires building more relevant skills, more quickly.**

Large upskilling and reskilling programs take time. Nimble organizations can inspire more skill building at the individual level by offering opportunities for career development and internal mobility.

## #3

**Embrace six priorities.**

- Invest in cross-functional relationships
- Hone your focus
- Champion diversity, equity, and inclusion
- Improve your data literacy
- Activate people managers
- Prioritize your own learning

## Chapter 1

# The state of L&D

*L&D uses new influence to elevate people and their skills for business impact.*

Last year's report showed L&D becoming more central, cross-functional, and strategic than ever before. This year, learning leaders are making the most of their voices to ensure that people strategy and business strategy are one and the same.



# Mapping learning to business goals is the No. 1 priority

## Top four focus areas of L&D for 2023

- #1 Aligning learning programs to business goals
- #2 Upskilling employees
- #3 Creating a culture of learning
- #4 Improving employee retention

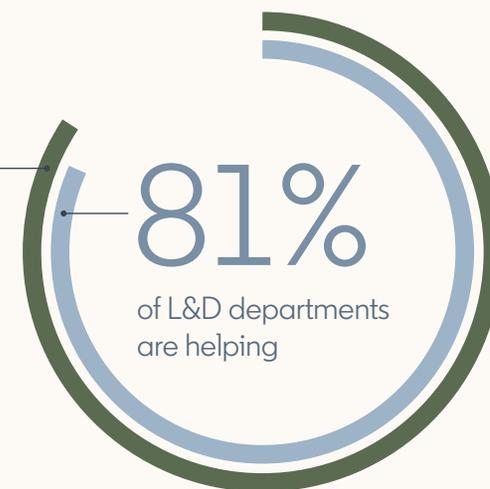




# Most orgs seek a people-centric future and look to L&D for help

People-centric culture recognizes that organizational success depends on people's success. And this simple truth guides the design of employee experiences, from onboard to exit, with human needs at the center.

83%  
of organizations want to build a more people-centric culture



“Forward-thinking organizations need to create environments that embrace and unlock the potential of the whole employee.”



Linda Jingfang Cai

Global Head of Learning and Talent Development, LinkedIn

# Macro trends drive opportunities

The pandemic caused shockwaves, including talent disruption, inflation, skills shortages, and global tension. But with more companies realizing that daunting challenges demand new skills, L&D has never been better positioned to help.

25%

Skill sets for jobs have changed by around 25% since 2015. By 2027, this number is expected to double.\*

89%

of L&D pros agree that proactively building employee skills will help navigate the evolving future of work.



# 10 skills companies need most

L&D pros need to ensure their people have the skills to navigate the evolving macro environment. That's why LinkedIn Learning pulled together the [skills companies need right now](#) based on paid job postings as well as standout skills of professionals who received a recruiter InMail or were hired in the past six months.

This list can help your employees grow their careers and lead your organization through this moment.

- Human skills remain critically important, especially with the ongoing prevalence of hybrid work.

1. Management
2. Communication
3. Customer Service
4. Leadership
5. Sales
6. Project Management
7. Research
8. Analytical Skills
9. Marketing
10. Teamwork

# Most in-demand skills by function



## Business

1. Management
2. Communication
3. Customer service
4. Leadership
5. Sales
6. Marketing
7. Project management
8. Finance
9. Analytical skills
10. Teamwork



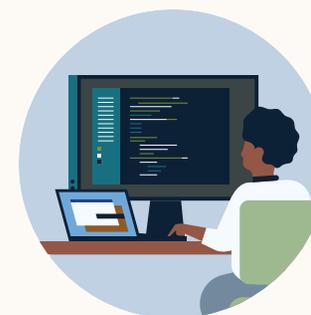
## Finance / Accounting

1. Management
2. Analytical skills
3. Customer service
4. Communication
5. Leadership
6. Financial analysis
7. Sales
8. Teamwork
9. Research
10. Financial reporting



## Engineering

1. JavaScript
2. Java
3. SQL
4. Python programming language
5. Cascading style sheets (CSS)
6. HTML
7. Management
8. Cloud computing
9. Git
10. C++



## Information Technology

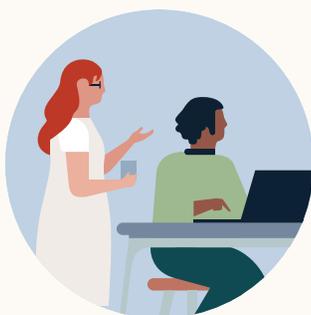
1. Management
2. SQL
3. Microsoft Office
4. Project management
5. Analytical skills
6. Communication
7. Customer service
8. Leadership
9. Cloud computing
10. Python programming language

# Most in-demand skills by function



## Marketing

1. Social media
2. Management
3. Digital marketing
4. Communication
5. Strategy
6. Marketing strategy
7. Leadership
8. Project management
9. Advertising
10. Customer service



## Project & Program Management

1. Management
2. Leadership
3. Communication
4. Engineering
5. Analytical skills
6. Customer service
7. Strategy
8. Team leadership
9. Marketing
10. Research



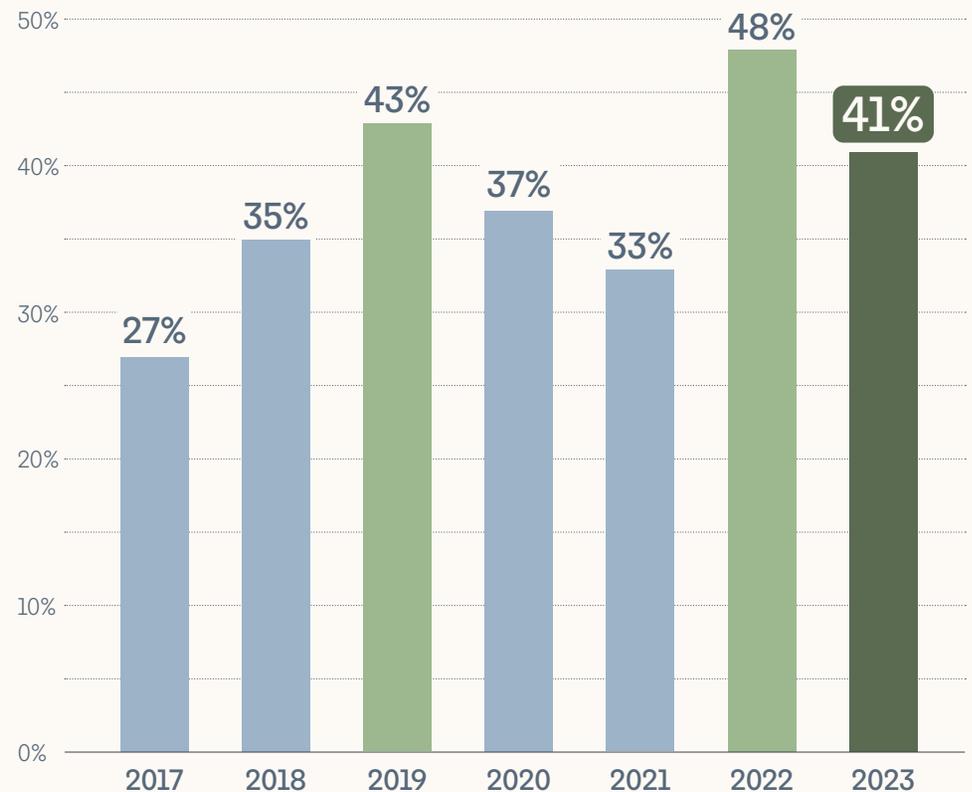
## Sales

1. Customer service
2. Management
3. Communication
4. Marketing
5. Leadership
6. Account management
7. Sales management
8. Microsoft Office
9. Business development
10. Business

# 2023 budget forecast remains strong

Perhaps because L&D is poised for high impact, the 2023 budget outlook is relatively confident. While this year's number dipped slightly from last year's high, it still represents the third most optimistic view in seven years of tracking. And only 8% of L&D pros expect their budget to decrease.

Percentage of L&D leaders who expect to have more spending power, 2017–2023\*



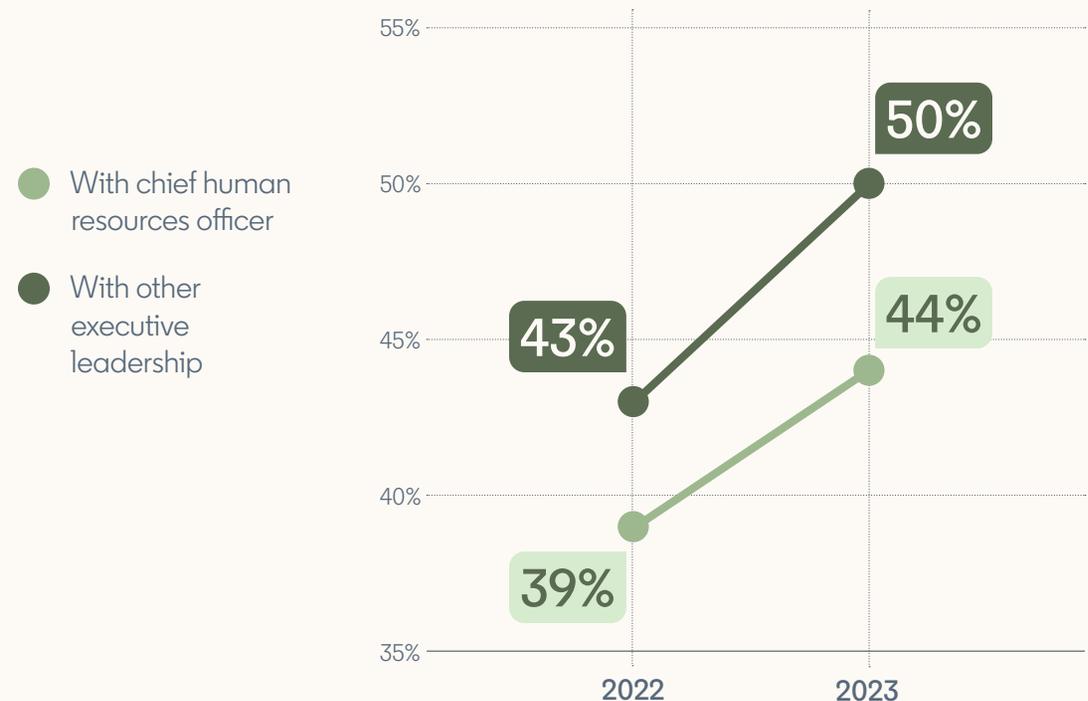
\*Note that past surveys included more granular categories of budget increases. The two most recent surveys simply asked whether L&D pros expect their budget to increase, decrease, or remain the same.



# C-suite influence continues to surge

“L&D’s time in the spotlight is just beginning,” predicted the 2022 report, and indeed, the spotlight is only growing brighter as learning pros spend more time with their HR chief and other executives.

**The percentage of L&D pros working more closely with leaders has grown significantly year over year.**



# Executives agree that people strategy is central for success



82% of global leaders agree that the HR function is more critical now than it has ever been

“Your ability to hire, retain, train, and redeploy people is not going to be easy going forward. That’s why HR is so important.”



**Josh Bersin**  
HR Global Industry Analyst



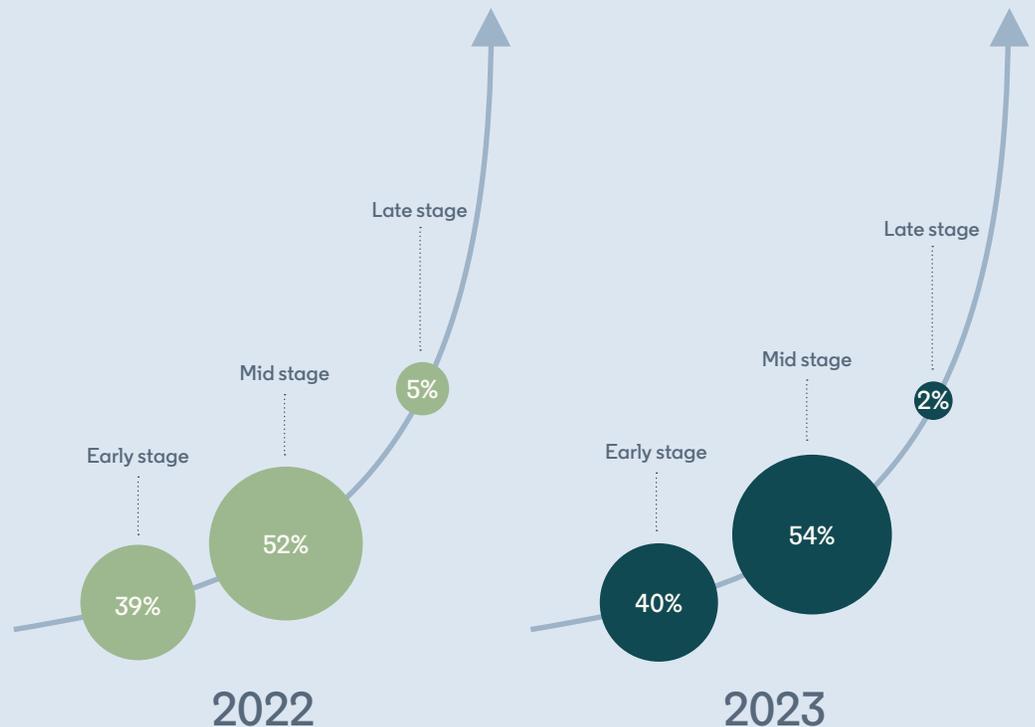
# It's time to accelerate the skills journey

Whether inside or outside of HR, many leaders now recognize the value of large-scale upskilling and reskilling initiatives. But momentum is slow.

Between 2022 and 2023, organizations reported only a slight uptick in progress through the early and mid stages, and the percentage of organizations that crossed the finish line to the late stage actually dropped.

To achieve true skills agility, organizations will also want to think about lighter-weight cultural shifts that open new paths for more people.

## Organizations face a steep maturity curve in reskilling and upskilling\*



**Early stage:** ideating; selling to stakeholders; assembling a team  
**Mid stage:** program development and activation  
**Late stage:** post-activation measurement and assessment

\*Not shown on chart: In both 2022 and 2023, 4% had not yet begun work.

“In challenging economic times, there is a strong argument to invest in building critical skills.”



**Simon Brown**  
Chief Learning Officer, Novartis

# Bright idea

*Experiment with recognition and incentives for skill building*

“Employees are excited to be rewarded for the skills they build at work. We measure who spends the most time learning each week, assigning extra points to the skills we most want employees to learn. At the end of the month, we publicize the top five employees who spent the most time learning, recognize them at all-company meetings, and give them financial rewards.

“Since we started, we have seen many employees double the amount of time they spend learning each week. At first, we worried that employees would spend too much time learning and not deliver on their jobs. We have found the opposite to be true: People who are top learners are also top performers. And those top performers are helping build a stronger employer brand name, and share what they learn with other employees.”



**Ariel Mendes**

HR Global Learning and Development  
Leader, Rock Content

## Chapter 2

# Creating an engaged and resilient workforce

*Career development and internal mobility make people — and organizations — agile.*

So many obstacles can impede large-scale initiatives. But individual people can make enormous strides. Empowering employees with career development tools and internal mobility options engages learners and expands workforce skills. The ultimate benefit is an organization that can act quickly on valuable opportunities.





# Across the globe, people crave career progress

Employees' top motivations to learn are:

- #1 Progress toward career goals
- #2 Staying up to date in their fields
- #3 If they had more time
- #4 Personalized learning for their interests and career goals

“Career development is fundamental to our employee value proposition, and learning is a key business metric.”



**Rajnish Borah**

Global Head of Organization Effectiveness & Learning,  
WNS Global Services



# Retention remains a pain point

Many organizations grappled with unprecedented employee turnover in the pandemic's wake. And even while some layoffs have made headlines in recent months, talent development professionals continue to grapple with skills shortages and turnover risk for critical talent. It's not surprising that attrition anxieties persist.

**93%** of organizations are concerned about employee retention.

**#1**

**“Providing learning opportunities”**

is the No. 1 way organizations are working to improve retention.



# People who aren't learning will leave

Three of the top five factors that people consider when pursuing new jobs reflect their desire to stretch, grow, and develop new skills.

## Top five factors when considering a new job

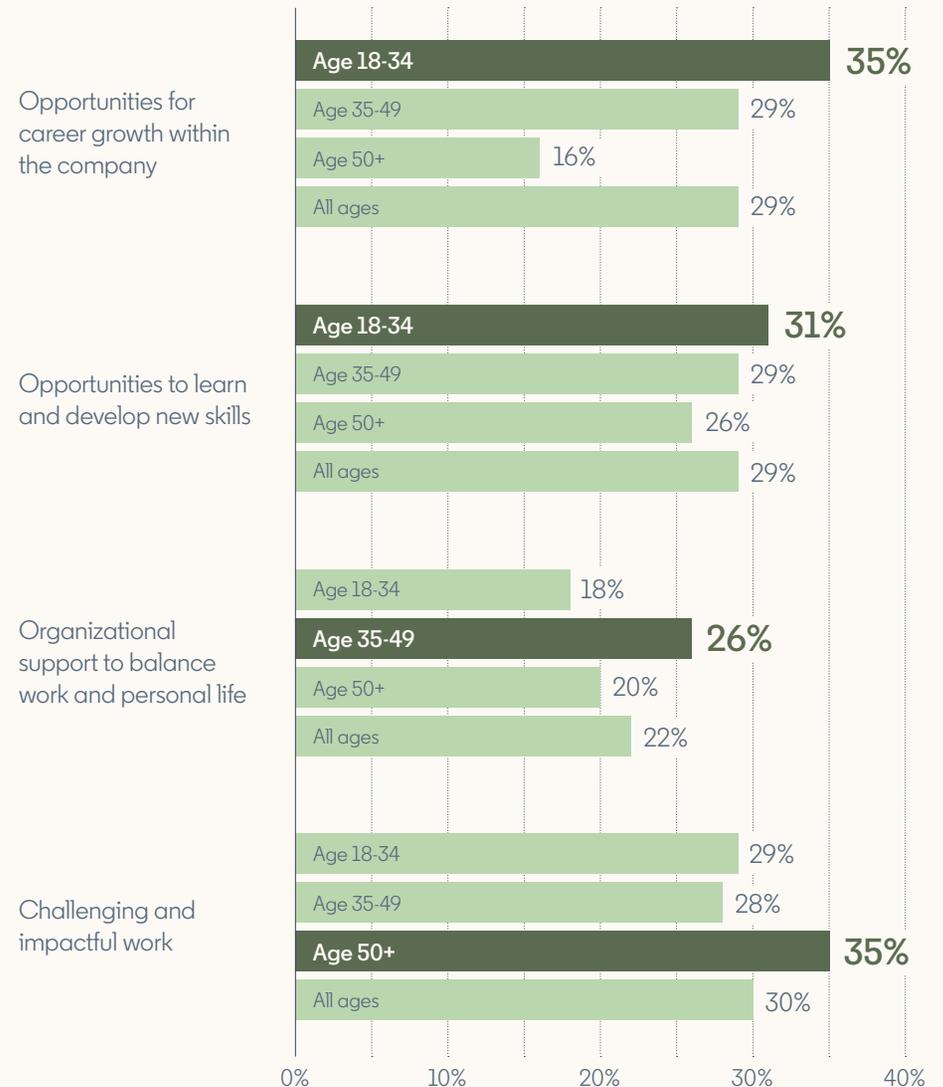
- #1 Compensation and benefits
- #2 Flexibility to work when and where I want
- #3 Challenging and impactful work
- #4 Opportunities for career growth within the company
- #5 Opportunities to learn and develop new skills

# Younger workers crave career and learning opportunities

Job-seeking motivation varies across age groups. The youngest workers (age 18 to 34) are most likely to value opportunities for career growth, learning, and skill building.

Those who are age 35 to 49 are more likely than other age groups to value support for work-life balance. And age 50+ values challenging and impactful work more than other groups.

## Which factors are most important to you when considering a new job opportunity?



# Promotions aren't the only path to career progress

Employees deserve encouragement and recognition for any step forward, whether learning a new skill, tackling a stretch project, working with a coach or mentor, or growing their networks.

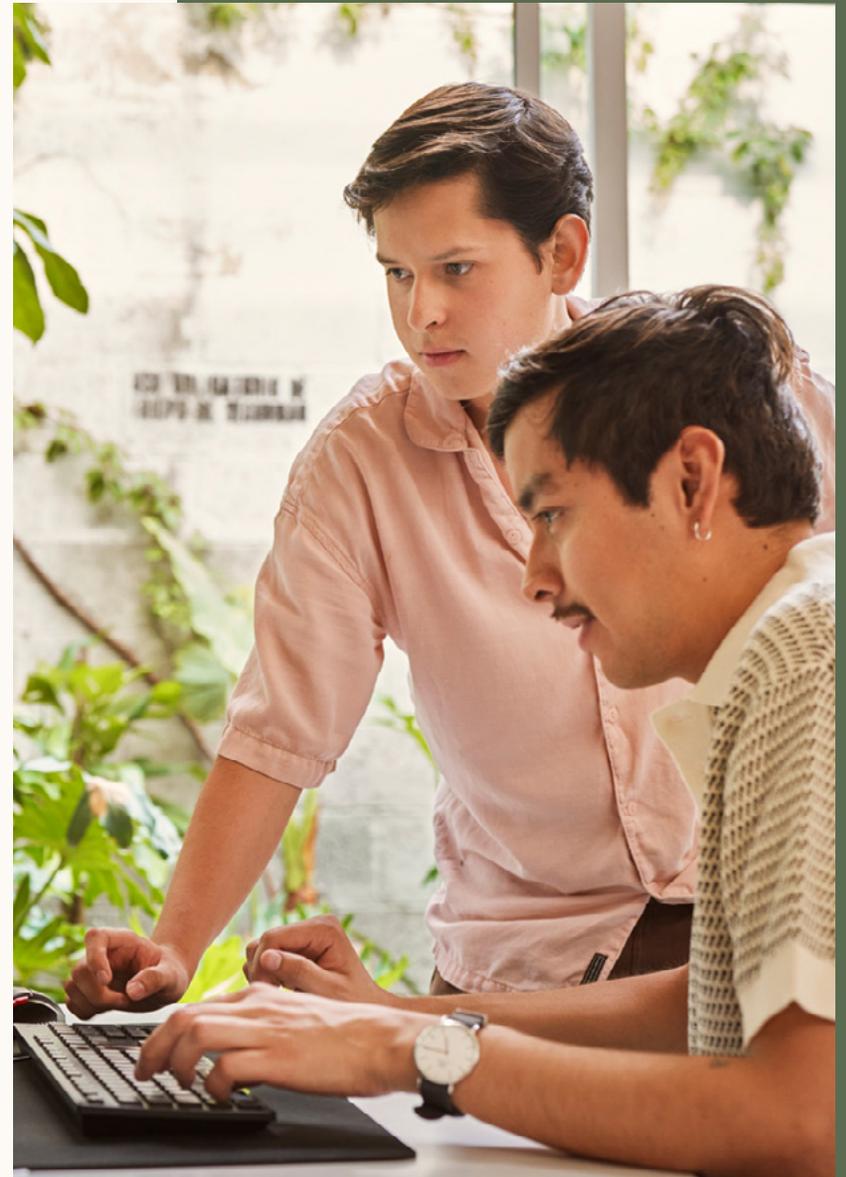
And simply engaging with learning correlates with a sense of growth, advancement, and adaptability.

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**Compared to disengaged learners, engaged learners\* are more likely to say:**

- Learning helps me grow and advance in my current role.
- Learning helps me achieve my career goals.
- Learning helps me adapt during times of change.

\*Those who participate at least monthly in online or in-person activities



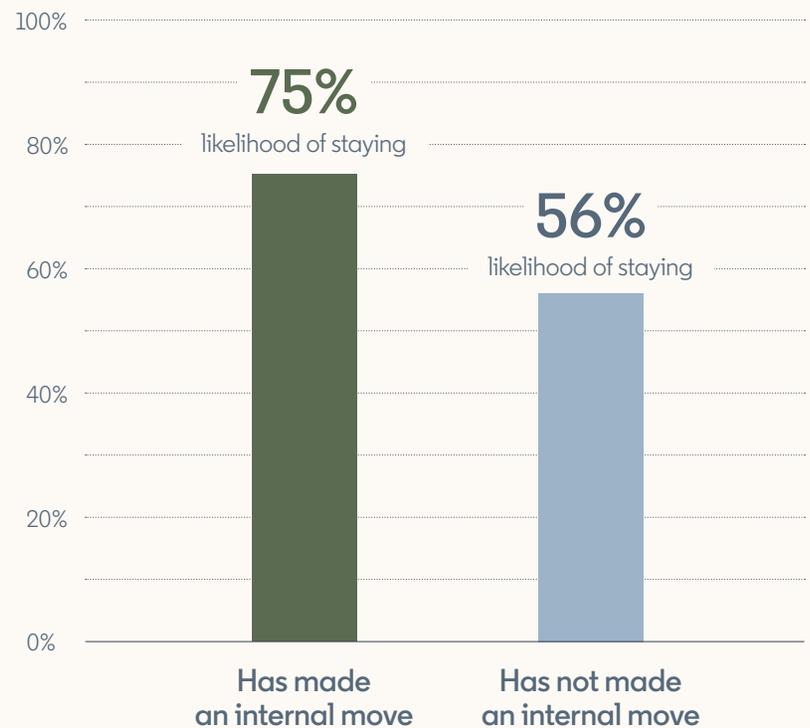
# Internal mobility boosts retention and builds workforce skills

Highlighting career paths based on organizational goals is both people-centric and business-centric.

Helping people make an internal move boosts retention. And by expanding people's networks and skills, internal mobility naturally creates more organizational agility.



At the two-year mark, an employee who has made an internal move has a greater chance of staying with their company.\*

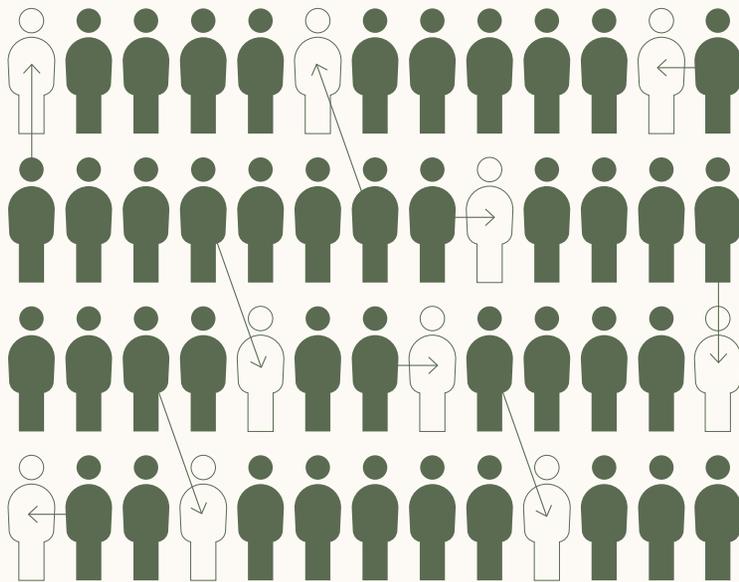


\*Compared to an employee who hasn't made a move.  
Source: Global Talent Trends Internal Mobility Data; see "Methodology" page

# The internal mobility disconnect

The C-suite is now hyper-focused on mobilizing employees.

Executives' top priority is "keeping employees motivated and engaged." Their second priority is "giving employees opportunities to move into different roles within the business."\*



Employees aren't receiving the right support.

But when employees were asked about their experiences in the past six months, they indicated they aren't receiving the right encouragement to support internal mobility:

Only 15%



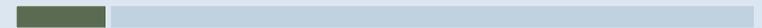
of employees say their organization encouraged them to move to a new role

Only 26%



say their organization challenged them to learn a new skill

Only 14%



say their organization encouraged them to build a new career development plan

# To spark more mobility, L&D and talent acquisition can lead together



Within HR, ownership of internal mobility programs can be fuzzy, but it's clear that L&D and talent acquisition can drive success by sharing insights and innovating to develop and source internal talent. Here's how:



Talent acquisition develops a culture and process for internal hiring, prioritizing internal talent as a rich and promising hiring pool



L&D provides skill-building paths and resources, aligned to business needs and employee career goals, creating a pipeline of internal talent to match opportunities

“Internal mobility, especially for BIPOC employees, is about opening up the playing field.”



**Jackie Parker**

Senior Vice President, Talent Management and  
Chief Diversity Officer, Global Payments

# Bright idea

*Have career conversations  
with every employee*

“Every person in HR, regardless of seniority, should be talking about learning with respect to career mobility within their organization.

“Learning is not just a nice-to-have. Building an effective workplace learning operation is about asking each employee what their career aspirations are within a company as a way to retain them.

“As the economy changes, HR has to help get people on pathways to different jobs. We must collectively build a career lattice rather than a career ladder.

“If there isn’t mobility in a certain part of an industry, employees can explore different functions, find overlap with their current skill set, and then add, tack, or stack on new learning and skills. In a career lattice, employees who know the industry can change functions: Hospital employees can become registered nurses and clerical staff in schools can become teachers.”



**Jane Oates**

President, WorkingNation and Former Assistant Secretary, Employment and Training Administration, U.S. Department of Labor

### Chapter 3

# Six priorities help L&D lead the way in 2023

*Success starts with holistic thinking and clear focus.*

Agile learning culture can't be built alone. It can only be designed when partners across the org come together and listen to the true experts: employees themselves. Read on for six priorities to help you and your organization create a future that starts with learners and their needs.



“More than ever, learning and development professionals have to be change agents.”



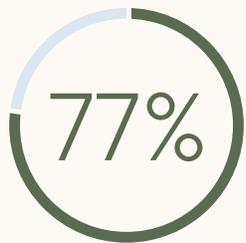
**Rachel Richal**

Vice President, Training, Buffalo Wild Wings and  
President, Council of Hotel and Restaurant Trainers (CHART)

# #1

## Invest in cross-functional relationships

L&D's partnerships across HR and their companies keep getting stronger:



of L&D pros say their role became more cross-functional in the past year

Percentage of L&D pros who report a deeper relationship with each function in the past year



# #2

## Hone your focus

Last year's report found L&D pros weighed down with an overwhelming workload. They were moving to deploy programs in DE&I and leading through change, as well as tackling large-scale upskilling and reskilling initiatives.

This year represents an opportunity to prioritize and be more thoughtful about delivering people-centric impact. Key question: *Why is internal mobility last on this priority list?*



### Top 10 L&D program areas for 2023

1. Mentorships
2. DE&I
3. Large-scale upskilling and reskilling
4. Employee well-being
5. Large-scale career development programs
6. Leading through change
7. Digital fluency transformation
8. Compliance
9. Hybrid or flexible work
10. Internal mobility program



# #3

## Champion diversity, equity, and inclusion

As in 2022, 55% of L&D pros say they own or share ownership for DE&I programs. It's important to continue promoting the many benefits that come when all employees are empowered to be their best selves — including stronger retention.

**41%** of organizations use DE&I programs to improve employee retention

“When you create a diverse, inclusive culture, employees contribute their best thinking, become great managers to others, and open the doors to innovations.”



**Soon Mee Kim**  
Chief Diversity, Equity & Inclusion Officer, Omnicom

# #4

## Improve your data literacy

While aligning learning programs to business strategies is L&D's No. 1 goal this year, the metrics don't line up. The top five ways L&D pros are measuring success are vanity metrics, based on satisfaction with programs. Business metrics fall to the middle or bottom of the list.



### Top ways L&D measures success

● Vanity metrics   ● Business metrics

1. Employee satisfaction, measured via survey
2. Employee satisfaction, informal or qualitative feedback
3. Number of employees taking courses or trainings
4. Employee performance on post-learning quizzes or assessments
5. Number of courses or trainings each employee has completed
6. Improved performance reviews
7. Team or org business metrics
8. Improved employee productivity
9. Improved employee retention
10. Number of hours spent learning
11. Progress toward closing workforce skill gaps
12. Number of new skills learned per learner



## #5 Activate people managers

Helping employees expand their skills isn't something to avoid out of fear of losing people. It's a business imperative — which is why it's disappointing that only 35% of learners were encouraged to learn by their manager in the past six months. But it's good to see “supporting career development” on the list of priority training topics for managers in the year ahead.

### Top three training topics for managers in 2023

- #1 Leadership and management skills
- #2 Role-specific digital upskilling and digital transformation
- #3 Supporting employee career development

# #6

## Prioritize your own learning

L&D pros need to make time for their own skill building — it's like putting on an oxygen mask before helping others. That includes developing in areas beyond core HR and training capabilities to support L&D's greater visibility and influence.

### Top five fastest growing skills for L&D\*

*Skills with the highest growth rates from September 2021 to September 2022 among L&D professionals globally*

- #1 Presentation skills
- #2 Analytical skills
- #3 Customer experience
- #4 Operations
- #5 Process improvement



# Recommended courses to match the fastest growing skills

## Presentation Skills



### [Creating and Delivering Presentation Nano Tips](#)

by Jessica Chen

## Analytical Skills



### [Introduction to Business Analytics](#)

by John Ariansen and Madecraft

## Customer Skills



### [Customer Experience: Creating Customer Personas](#)

by Myra Golden

## Operations



### [Operation Management Foundations](#)

by Eduardo Davila

## Process Improvement



### [Creating a Culture of Continuous Improvement](#)

by Vincent Mirabelli

# Other recommendations from LinkedIn's most popular courses list



## [Speaking Confidently and Effectively](#)

by Pete Mockaitis



## [Project Management Foundations](#)

by Bonnie Biafore



## [Organizational Learning and Development](#)

by Britt Andreatta



## [Developing Your Emotional Intelligence](#)

by Gemma Leigh Roberts



## [Coaching Skills for Leaders and Managers](#)

by Sara Canaday

# Bright idea

*Embrace the uniquely human side of L&D*

“Turns out, robots can’t do everything. The pandemic has taught us the importance of the humans that make up an organization. L&D practitioners are in a unique situation to nurture those humans by meeting one of their fundamental needs — the need to grow and develop.

“Today, we’re seeing more L&D practitioners embrace their role as agility enablers, which often means less content creation and more learning culture creation. Smart L&D leaders are getting out of the way and creating the conditions to help employees to focus on the right stuff to build the right skills to move the org forward.”



**Dani Johnson**

Cofounder & Principal Analyst, RedThread Research



# Tips, tactics, and inspiring words from global voices

## Don't move backwards

“If employees aren't learning, they aren't refining their skills or innovating. They and the organization are effectively moving backwards.”



**Andrew Saidy**

Vice President of Global Talent, Ubisoft

## Showcase learning as part of recruiting

“Recruiting events should include presentations from L&D to showcase career growth paths, development opportunities, and success stories from staff.”



**Crystal Lim-Lange**

CEO & Cofounder, Forest Wolf

## Give learners a seat at the table

“Too many companies build learning programs in a laboratory without asking, ‘Is this really working? How have learners’ voices influenced the programs we’re building? What do workers need, especially the frontline workforce, early workforce, and individuals in lower-wage occupations? And as a company, have we given them a seat at the table to tell us if the learning programs are working?’”



**Cat Ward**

Vice President, Jobs for the Future

## Reimagine onboarding

“We think of onboarding and learning as the holistic ‘new hire experience.’ To improve this experience, we moved from fragmented employee communications on different platforms to one central source, compiled learning resources in one place, and provided resources for the critical time between accepting the job and starting, and we have been piloting automated text nudges. We’ve already seen significant improvement in how new hires feel during their first few months at the company.”



**Christopher Lind**

Vice President and Chief Learning Officer,  
ChenMed

## Be ready for learners to ask, “What’s in it for me?”

“The job of a people leader in any organization is becoming more complex, and we have enormous expectations from leaders today. We must use learners’ time prudently by making sure they can answer the question, ‘What’s in it for me?’ Once they see the value in accessing learning content or a development opportunity, half the battle is won.”



**Nikhil Shahane**

Vice President, Global Talent & Engagement, TechnipFMC

## Break the cycle of stealing talent

“Everyone wants experienced workers but lacks the capacity to train the new folks, so they are stealing talent from each other. We need to figure out a way to break this cycle — and that includes investing in the training capacity to grow brand new workers.”



**Van Ton-Quinlivan**

Chief Executive Officer, Futuro Health

## Think big

“We all have some huge issues with sustainability, climate change, global inequalities, and pending environmental collapse. Learning gives us the power to change our thinking, adapt our behaviors, and deliver new choices. Don’t be distracted. Be bold.”



**David Perring**

Director of Research, Fosway Group

# Include immigrant and refugee talent

“Most businesses should think about hiring and upskilling their immigrant and refugee talent. Immigrants and refugees will drive future workforce growth in many communities. For businesses that employ immigrants and refugees already, the question is, ‘Are you offering these employees the language learning and digital skills they need to advance in your business and leverage their bilingual and bicultural assets?’ If you’re overlooking these workers, you may be constraining the growth of your workforce — and possibly risking company growth and profitability.”



**Anson Green**  
Senior Manager, Talent & Culture,  
Tyson Foods

## Embed yourself in the business

“We shadow different teams to understand how the business makes money, how each team operates, and where pain points are, and then build learning programs tied to business goals, team needs, and overall strategy.”



**Benton McTaggart**  
Chief People Officer, Meritize

## Connect the KPIs

“The rise of the employee experience and people analytics has refocused HR, reminding us that the output of HR activities are not numerous unconnected KPIs but a connected experience with individual employees at the center. By using HR data to answer cross-functional questions (such as about the impact of L&D on performance or talent), different functions can align, collaborate, and even magnify each other’s impact.”



**Nigel Dias**  
Managing Director, 3n Strategy and Chair, HR Analytics Think Tank

## Prioritize skills practice

“Avoid the temptation to overinvest in content development. The vast majority of the content that L&D spends time developing can be sourced. Instead invest in opportunities to help employees practice and use new skills.”



**Shreya Sarkar-Barney**  
CEO, Human Growth Capital, Inc.

## Consider the three E's of learning

“We frame development around three E's — Education, Experience, and Exposure. Education includes programs and resources employees can use to build the skills needed to be successful. Experience includes employees considering projects, assignments, or tasks they can take on to increase their skills and prepare for future roles. Exposure encourages employees to be intentional about interactions with people, business areas, or organizations that increase their visibility and give them a holistic view of Johnson & Johnson.”



**Sandra Humbles**  
Chief Learning Officer,  
Johnson & Johnson

## Don't silo L&D and talent management

“I don't think we should consider talent management and learning to be separate. Even if you have a separate head of learning and head of talent, their work will overlap in so many ways. A holistic talent strategy includes talent acquisition, performance management, succession planning, career pathing, learning, employee engagement, and everything in between.”



**Peter Attfield**  
Chief Talent and Learning Officer, Jardine Matheson

## Leave L&D to the experts

“There is a myth that because most people have encountered some form of learning, they are innately capable of building an effective learning experience. Not true. You would not take your car to your dentist for an oil change even though your dentist drives a car.”



**Lori Niles-Hofmann**  
Senior Edtech Transformation Strategist, NilesNolen

## Let Gen Z set the standard

“The generation that we're training now knows that information should be quickly available at their fingertips in an easily digestible format. When they need to know something, they go online with complete confidence that they will find the information they need. Training should be the same way.”



**David Faro**  
Senior Manager of Workforce and  
Business Development, National Restaurant Association

# Don't overemphasize university education

“Too often, people leaders and hiring managers confuse formal education with training and skills. Industry certification is often more relevant than a college degree from 20 years ago. For both internal and external candidates, people leaders must prioritize what’s required, what’s nice to have, and what’s trainable. That provides a more nuanced understanding of the talent pool workers who are skilled through alternative routes (STARs) — and it doubles the talent pool to choose the best candidate from.”



**Yscaira Jimenez**  
Chief Innovation Officer,  
Opportunity@Work

## Bring in competition

“Buffalo Wild Wings runs a 10-month competition called Blazin’ Games. With a foundation of learning, over 1,200 teams compete for the championship by earning points on a variety of metrics, including training completions and quizzing. The Games are foundational to driving both culture and business metrics with top performers seeing results such as higher sales performance and lower turnover.”



**Rachel Richal**  
Vice President, Training, Buffalo Wild Wings and  
President, Council of Hotel and Restaurant Trainers (CHART)

## Embrace flexibility

“Flexibility is not just about location, it is also about how people learn and how leaders facilitate learning. It would be travesty for L&D professionals to not rethink what true flexibility looks like when it comes to learning.”



**Amy Williams**  
Head of Global Performance Development, Austin International

## Over-prepare for change management

“When preparing to manage change, I look at as much data as possible. I keep one set of notes where I overscript the process and the communications to the point of ridiculousness, including every stakeholder and everything I need to do.”



**Deborah Wilson**  
Global Head of Talent Development, Shutterstock

## Conclusion

# L&D holds the keys to unlock agility and growth

Maybe you've led your organization through all the waves of change in the last few years. Or maybe you've just started your career or recently made a move to L&D. No matter where you're coming from, this is your time to shine and advocate learning as the engine for growth and agility — for your company and for every employee.

As organizations seek ways to navigate shifting priorities, rising employee expectations, and economic uncertainty, learning will always help to build the skills and develop the people for a stronger future.



“Learning is key to your resilience as a business. If you invest in curiosity, learning, and agility for your workforce, you will be able to bounce back from setbacks, adapt to change, and be more ready for whatever comes next.”



**Cat Ward**  
Vice President, Jobs for the Future

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# Methodology

## The LinkedIn Learning 2023 Workplace Learning Report

We surveyed 1,579 L&D and HR professionals with L&D responsibilities who have some influence on budget decisions and 722 learners. Surveyed geographies include: North America (United States, Canada); South America (Brazil); Asia-Pacific (Australia, New Zealand, India, Cambodia, Indonesia, Singapore, Malaysia, Myanmar, Philippines, Thailand, Hong Kong); and Europe (United Kingdom, Ireland, Belgium, Netherlands, Luxembourg, Norway, Finland, Sweden, Switzerland, Iceland, Denmark, France, Germany, Austria).

### C-Suite Survey Data

LinkedIn commissioned YouGov to survey 2,929 C-level executives across the globe (United States, United Kingdom, Ireland, France, Germany, Netherlands, Italy, Spain, Sweden, United Arab Emirates, Brazil, Mexico, India, Singapore, Australia, China, and Japan) from organizations with 1,000+ employees and annual revenue of £250+ million between September 27 and October 19, 2022. The survey was conducted online.

### LinkedIn Learning Behavioral Economic Graph Data

LinkedIn Learning behavioral and Economic Graph data insights for this report were generated from the billions of data points created by more than 800 million LinkedIn members around the world. Specific analyses:

**In-Demand Skills Data** — “In Demand Skills” are defined as skills that are most sought after by employers, hirers, or job-posters in the past six months. To determine the demand for a given skill, we consider what skills employers have hired for in recent months as well as the skills they look for when recruiting or posting jobs, which is calculated in the following three components: 1) Skills possessed by members who have been hired recently, 2) Skills possessed by members who have received recruiter InMails recently, and 3) Skills included in recent paid jobs listings.

**Fastest Growing Skills Data** — This analysis looks at the Fastest Growing Skills among L&D professionals (globally) between September 1, 2021, and September 1, 2022. “Fastest Growing Skills” are the skills that have seen the largest year-over-year growth among L&D professionals specifically. One way to interpret these findings is to view fastest growing skills as the skills that are already important today — the skills that many members in a given population are developing and adding to their profiles.

**Future of Skills Data** — For each job, we identify the most important skills in each year based on [LinkedIn’s Skills Genome](#). The similarity score between two years reflects both the overlap of common skills between each year as well as the relative importance of those skills for each year. How similar a skill is to another skill is calculated based on how frequently the skills appear together on a LinkedIn’s member profile and other member data. All data represents aggregated information from the last six years. Available occupations and industries may vary by country, as we only include occupations and industries that meet the minimum privacy threshold. For the year 2021, data used only represents skills added up to November 2021, and does not represent the complete year.

**Global Talent Trends Data on Internal Mobility** — All data reflects aggregated LinkedIn member activity as of August 2022. The “likelihood of the average employee remaining at the company” is derived using time-to-event data. For this estimate, we studied the employment data of active members who work for companies with 200+ employees and started after 2013.

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[Get a free demo now](#)



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