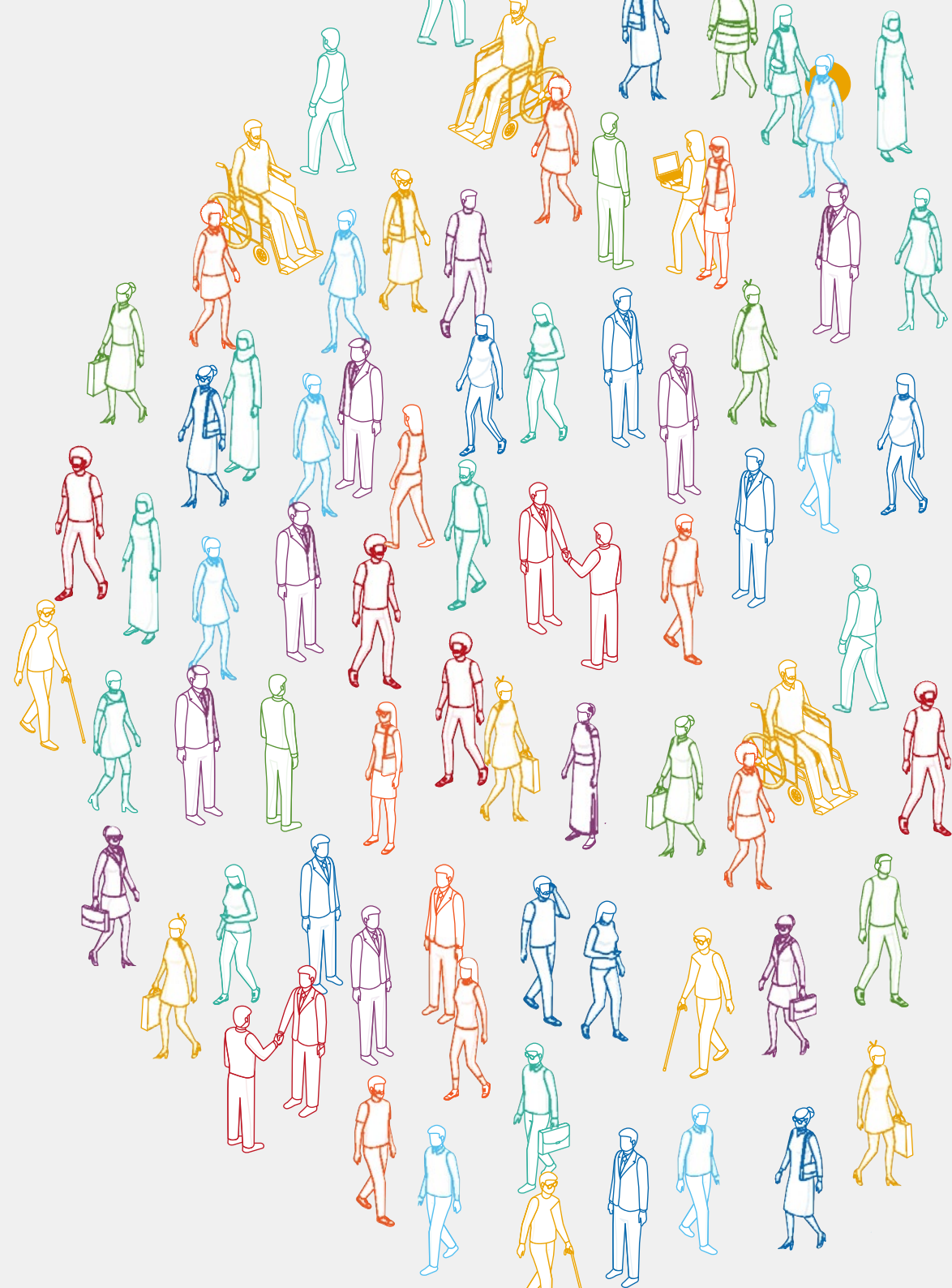


Learner survey



KALLIDUS

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Foreword

2020 was a year like no other. Whilst the COVID-19 pandemic didn't create remote or flexible working, it certainly pushed them front and centre, making them the norm, no longer reserved for those fortunate few in forward-thinking companies. The way that we work, live, and learn has been permanently changed.

If the turbulence of 2020 spurred your organisation to reconsider people priorities such as employee wellbeing and learning and development, you are not alone. But preparing for the 'new normal' and the post-pandemic workplace is hard when it's unclear precisely what the future looks like.

Regardless of lockdown easing entirely, masses of workers have discovered the benefits of working from home (at least part of the time) and are reluctant to go back to a 'normal' they deem worse.

In a world that is in flux and with a profound skills shortage looming, one thing is clear: upskilling and reskilling must be top of the corporate agenda. For businesses that embrace the change, encouraging employees to learn

new skills and guide their career path, the future is bright. As with many things in the past 18 months, organisations need to embrace change to survive and thrive.

Our annual workplace learning study speaks uniquely to learners, analysing L&D practices from the last 12 months. This data helps organisations understand what learners think about digital learning, where businesses can improve, and how best to prepare for the workforce challenges that lie ahead.

Now in its second year, and drawing on insights from more than 1,000 workers, the UK's biggest workplace learner study examines key trends and expectations by gender, generation, job role and vertical sector.

Our report highlights that the past year has been one of self-reflection and self-development for employees. Many want to progress their careers organically and work for employers that provide a nurturing learning culture.

What does this mean for employers? To be an employer of choice in an increasingly distributed workforce, you need to unlock learning for everybody and facilitate self-development.

If you want the best talent, you need to invest in it - beyond 'competitive' salaries. Build learning that is personalised, continuous and accessible to all, and show your employees they are worth investing in. This will be critical for attracting, developing and retaining the best talent now and in the years to come.



Rob Caul
CEO Kallidus

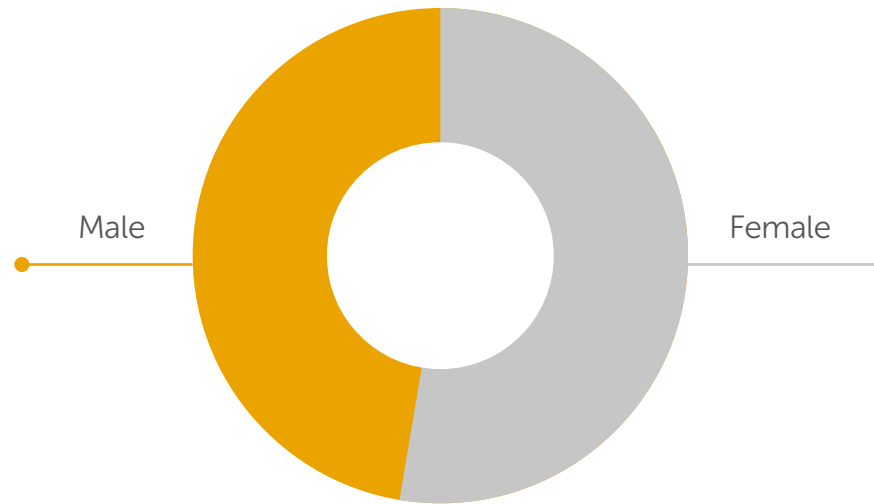
Survey methodology and respondent profile

To better understand the expectations and perceptions of today's learners and how the COVID-19 pandemic impacted L&D, Kallidus commissioned an independent online survey in March 2021.

We surveyed 1,033 employees working in the UK in various industries, both public and private sector. In-depth questions were asked, aiming to provide insight into individual motivations and learning preferences.

With our insights, data and key takeaways, businesses can make better strategic decisions for their L&D strategy based on what actually works for learners.

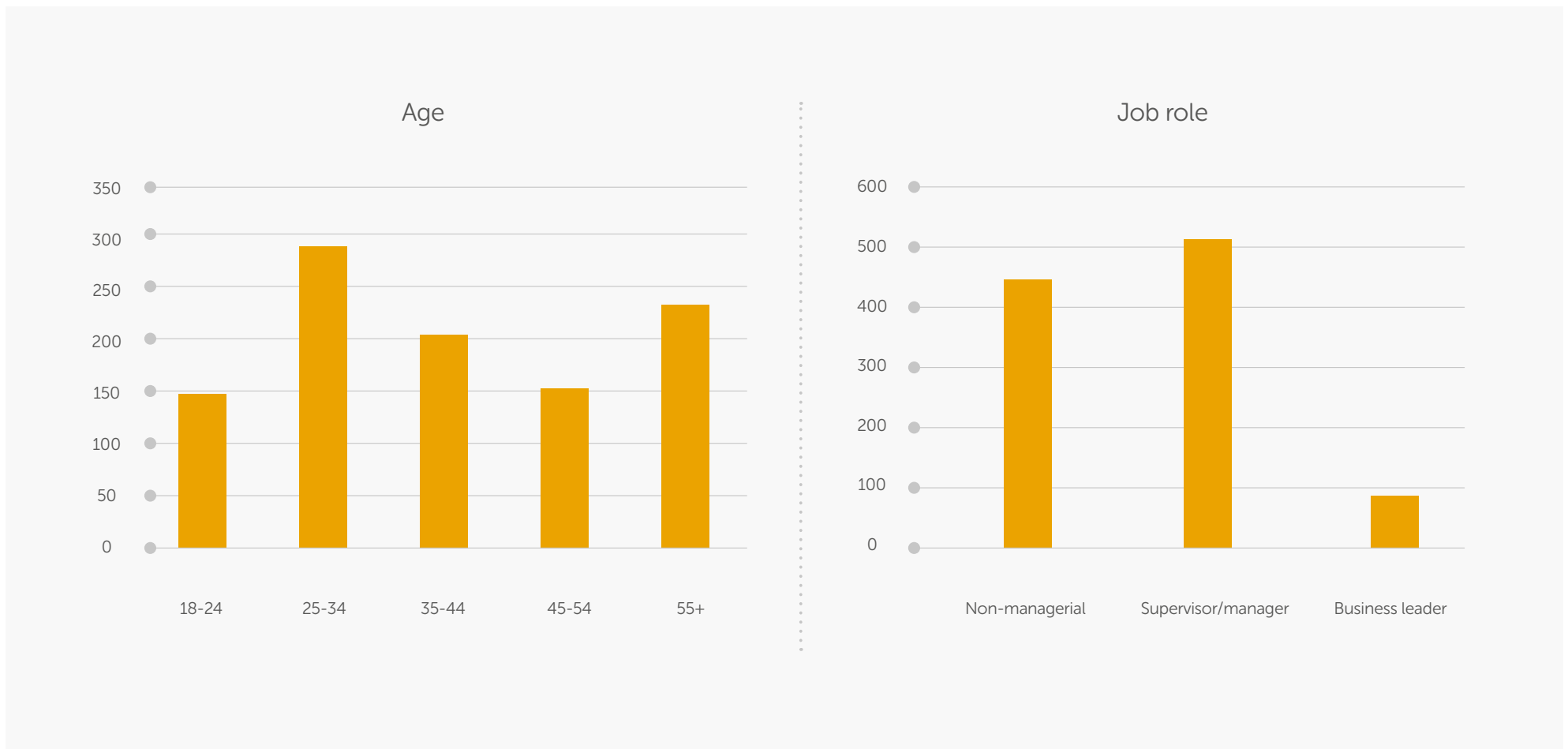
Data was collected and analysed by age, gender, job role and size of organisation to produce this definitive guide to modern workplace learning, through the lens of the learner.



■ Female ■ Male ■ I identify in another way ■ Prefer not to say

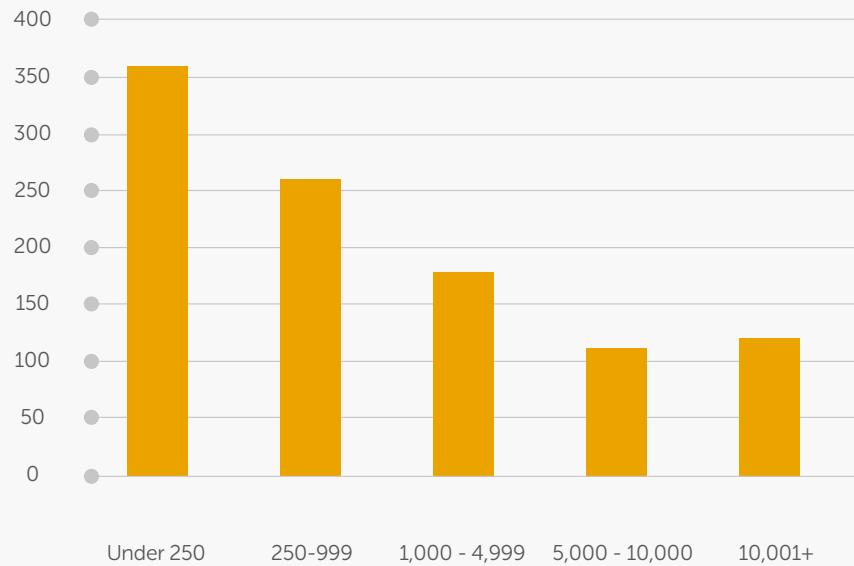


Survey methodology and respondent profile

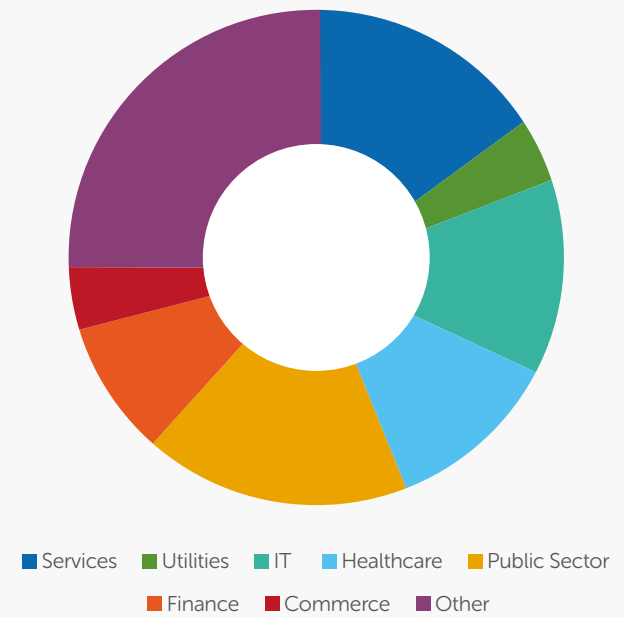


Survey methodology and respondent profile

Size of organisation



Industry/sector



Survey snapshot

Highlights of key trends and perceptions in the last 12 months

The pandemic has impacted learning and career progression

25% of people had no access to learning (up from 16% last year)

50% of people feel they couldn't access the learning they needed

1 in 3 did not get the learning they need to progress their career

1 in 4 had less support from their manager, and half said performance reviews were not as frequent or effective

People are taking control of their learning and development

2 in 3 workers practice self-led learning

Staying relevant at work is becoming a huge motivator for learning **up 13%** from last year

The top three skills people want to learn for personal career development



Technical skills



Team working/
collaboration skills



Interpersonal skills

Talent is on the move

2 in 5 will look for a new job in the next 12 months

To gain more flexibility/work-life balance



To seek more purpose



To learn more and progress their career



Survey snapshot

Highlights of key trends and perceptions in the last 12 months

Remote working has changed learners' perceptions about digital learning

Half of learners find it easier to fit online learning into their working day, and **2 in 5** can undertake more learning remotely



But **half** are suffering from digital learning fatigue



Impressively **half** of people feel their organisation has created a strong learning culture, even when not in the office



What do learners love most?

The three most successful tools for supporting remote learning:

71%

Video content



70%

eLearning



66%

Blended learning



Emerging trends

Let's begin with emerging trends in the L&D space; always a great indicator of what businesses need to be doing to support their people. It's no surprise that this past year has been a very different one for learners, whether it's access to learning or the rapid need to upskill on webinar platforms and HR systems. But, more than anything, the global shake-up has driven some really exciting new trends for digital learning.

Self-led learning is the new standard

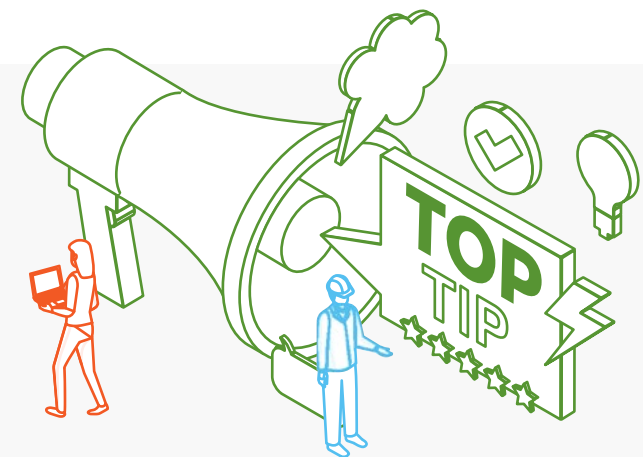
Self-led learning is far from new, but with a year of intermittent lockdowns and a wider social pressure for 'self-improvement', people driving their own learning journey has certainly strengthened as a trend.

- Nearly two thirds (61%) of workers are practising self-led learning and are seeking out additional courses to learn new skills.

Top tip

Self-led learning transcends the workforce: a huge 65% of 18 – 35 year olds are leading their own development, showing a desire from both Gen Z and Millennials for stronger development opportunities.

Give your teams the right tools they need to thrive and own their career progression.



Emerging trends

What's motivating people to learn new skills and direct their learning?

Staying relevant in a current role remains the number one motivator for learning new skills this year. Interestingly, perhaps reflective of the job insecurity many feel due to the pandemic, this number has shot up from 18% last year to 31% this year.

To bolster this, more people in non-managerial positions (35%) than in any other role said staying relevant in their current role is their key motivator to learn. It seems that non-managerial workers are more fearful of job losses and feel less 'valuable' to their companies compared to managers and leaders.

Unsurprisingly, money and recognition as motivators also more than doubled, with 27% citing a promotion or pay rise as their biggest motivating factor, versus just 13% the previous year. This again reflects the perceived tumultuous job market and the impact COVID has had on many people's circumstances.



Kallidus insight

Only 12% of people learn to help them find a new job (2020 and 2021).

“Employee retention is more important than ever; after a year of uncertainty, many people want to feel comfortable in their jobs and view learning and development as the best way to stay relevant. Smart companies who want to help their employees feel secure need to build on this platform and develop their learning culture. That is going to be key to retaining great talent over the next 12 months.” Rob Caul, CEO Kallidus

Emerging trends

Digital learning

It may not be a new concept, but digital learning as a whole is certainly growing in popularity.

39% of people now prefer digital learning to classroom learning (42% of women compared to 35% of men), and again more people stated this preference in the 35-44 age band (44%).

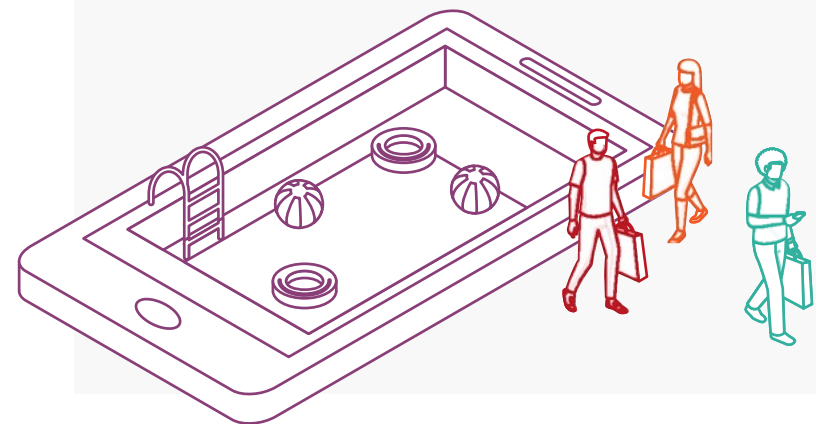
The fact women prefer digital learning could be a comment on the ease of fitting it around your life, but more likely it is a broader social issue linked to the [dominance of men in classroom settings](#).

Deep dive

Girls may excel at school, generally achieving slightly higher grades than boys, but it's no secret that both girls and adult women are less comfortable in the classroom than their male counterparts, from primary school through to adulthood.

Whilst this is a huge generalisation, and many workplaces don't experience direct divisions between genders in classroom settings, it's important to acknowledge that women come to a classroom setting with learned reservations and assumptions that dominant male voices will rule.

Digitising learning where possible removes this conversation entirely, allowing people to learn – and excel – in a way that works for them.



Emerging trends

Pay attention to Gen Z

Generation Z are the first wave of 'digital natives', and they now form a hefty 25% of the global workforce. With a quarter – and rising – of your workers likely to thrive with digital content and technology, your learning tools need to be fit for an online generation.



22% of learners aged **18-24 years** are using the fast-emerging 'social learning' versus just **4%** of those **55+**

While the use of **virtual reality** remains relatively low (**9%**), it is rated as one of the most effective techniques, with a whopping **77% of learners rating it as effective**



Video content is king, with **71%** of learners rating it as their most successful learning tool

Emerging trends

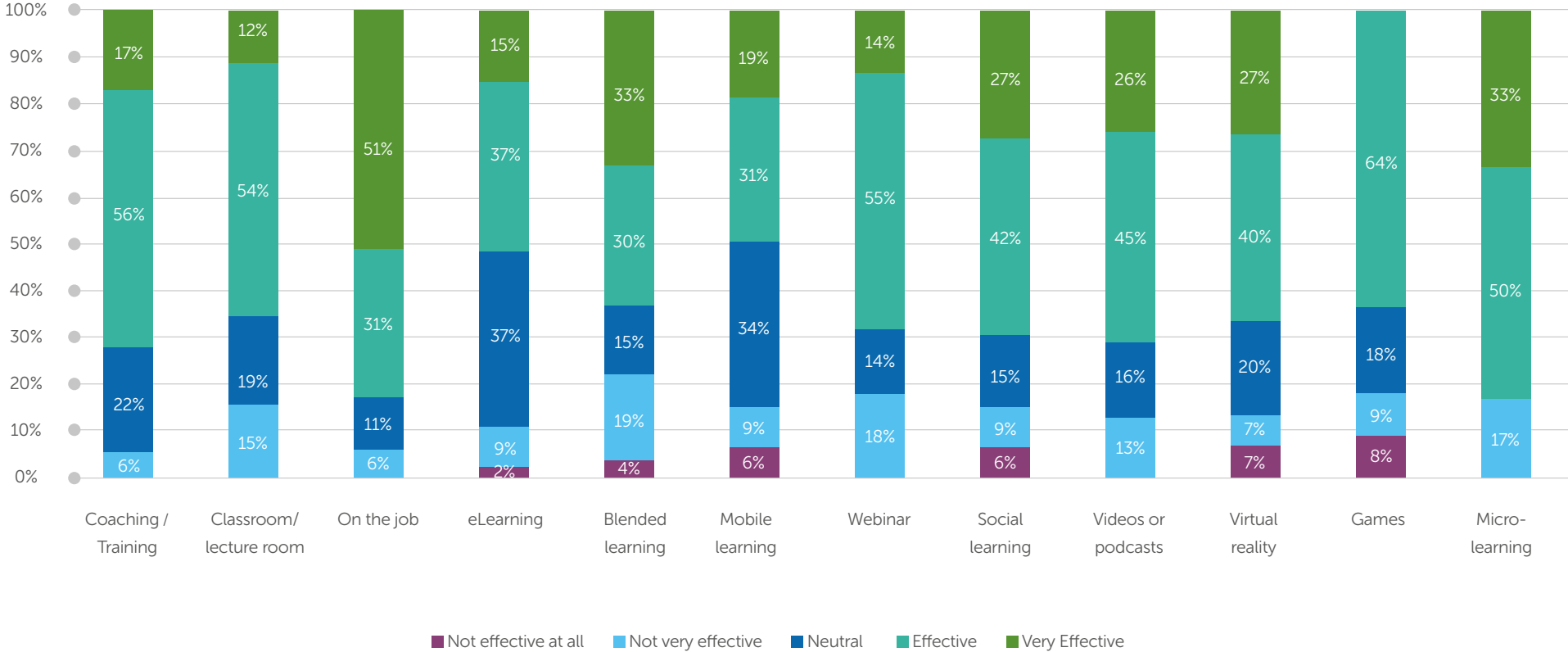
The winning formula for Gen Z

Open-mindedness is the top generational trait for Gen Z, so it's expected that 18-24 year olds are pretty open to all types of learning, with very few methods getting negative feedback. But there are some clear winners for Gen Z which fall slightly outside traditional methods, so if you want to attract younger talent – and you definitely should – these new learning methods are worth investing in.

Social learning	Webinars	Microlearning	Videos and podcasts
<p>69% of Gen Z found social learning effective or very effective, showing that businesses need to invest in social learning tools (think instant messaging, Zoom, social media, face-to-face discussions). Only 22% of this generation had been exposed to social learning, so businesses really need to be ramping up this favoured L&D method.</p>	<p>Webinars allow access to a huge breadth and depth of information. Empowering your teams to seek out relevant (and less relevant) webinars as part of their working day can build confidence and help upskill your teams in endless ways.</p>	<p>Microlearning logically appeals to Gen Z, the target users of video streaming sites like TikTok, famous for 15-second clips. Learning in bite-sized chunks fits better with the style of interaction they're immersed in outside of work, so learning feels more organic.</p>	<p>Much like webinars, there's so much knowledge to be unlocked in podcasts and videos. Better yet, they're accessible on commutes and in free time. If your employees want to self-develop outside of work, let them log it as development.</p>

Emerging trends

18-25 year old's response to different learning methods



Eyes on the prize -

Shifting business focus due to COVID

Rightly or wrongly, L&D is often viewed as a 'nice to have' for many businesses; despite the understanding that well-trained staff will deliver better for your business, when the chips are down and something urgent – like a pandemic – crops up, L&D is often placed on the back burner.

This has certainly been the case for a lot of businesses during 2020: a shocking 25% of people received **no training** in the last 12 months, compared to just 16% the previous year.

Who had less than 5 days of training?



It's safe to assume that these numbers reflect CPD commitments for managers and business leaders

All of these figures imply a shift away from heavy learning culture in the past 12 months as businesses have needed 'all hands on deck' to weather the storm.

In fact, the need to focus on 'other business priorities' was the second biggest barrier to learning for all respondents.

Eyes on the prize -

Shifting business focus due to COVID

The hard facts

- Only half of learners (53%) said they received the right amount of learning opportunities
- 42% of people had less time to plan their career progression due to COVID
- A third of people (34%) did not receive the training/learning they need to progress their career
- Nearly a quarter (24%) of people received less support from their manager



Kallidus insight

Learning has clearly been deprioritised this year – at times understandably – but the desire is there from business leaders and learners: significantly more than half of learners want to understand how to address their own skills gaps, even more common in women (72%) than men (62%).


2021 promises to be a year that gets everybody back on track for their career goals and development plans, but if businesses can't accommodate, workers will leave for a company that will invest in them.


Can your business risk the potential wave of employees leaving just because of a lack of L&D investment?


Eyes on the prize -

Shifting business focus due to COVID

What do learners want from their employers?

1  **more time and budget to learn** **71%**

2  **more interactive and fun courses** **70%**

3  **a greater choice of courses and formats** **67%**

Lockdown trend – what’s happening to on-the-go learning?

2020 said goodbye to the age-old image of people glued to their phone on the tube, whether that was a morning scroll through Instagram, or to complete a health and safety course that was overdue.

Less people this year needed to learn on any device, anywhere, anytime (65% versus 83% last year), presumably because we haven't really been leaving the house or commuting to the same extent.

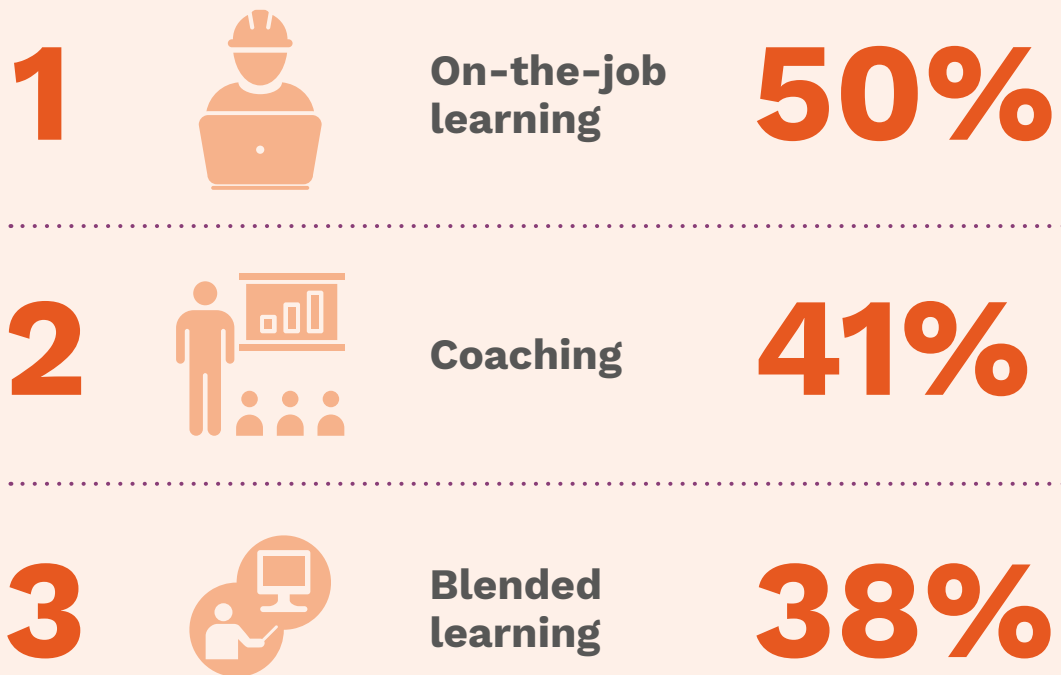
With more workers returning to the office and the commute ramping up again, we would organically expect an upward shift in the demand for learning on-the-go throughout 2021.



Eyes on the prize -

Shifting business focus due to COVID


How do people want to learn now?




Eyes on the prize -

Shifting business focus due to COVID

What trends are learners excited about?

1  **Moving towards a more personalised learning experience** **53%**

2  **Learning integrated into the flow of work** **50%**

3  **More informal learning** **49%**



Kallidus insight:
What does it all mean?

“People are becoming more engaged with learning and taking control of their own development journeys. Rather than workplace learning being viewed as something that has to be done for compliance, people are looking for learning they can engage with, ways to tailor learning plans towards their needs and factor L&D into their career development. We are seeing an enormous shift towards learning in the flow of work and it’s really exciting to witness.” – Rob Caul, CEO Kallidus

2020 was life-changing, but what are people doing differently?

People weren't just making banana bread in lockdown...

Besides extracurricular cross-stitch or coding skills, the work-provided learning for most people this past year has also been symptomatic of lockdown.

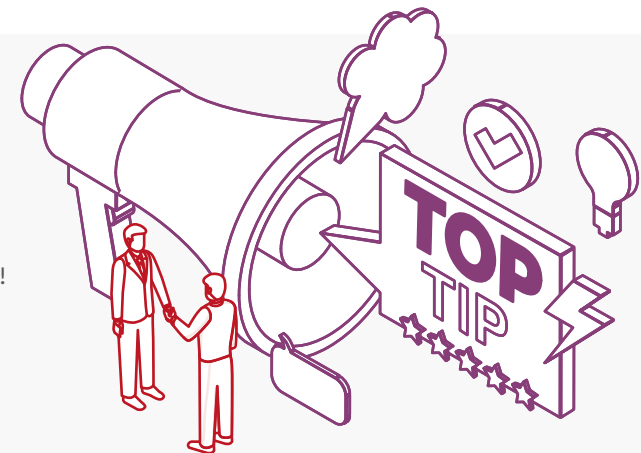
When disruption has become the norm, the development of soft skills matters more than ever to learners. Despite the obvious, continuous need for technical skills (which 85% of people still view as vital), employees see the most important skills they need to develop to progress their careers as team working/collaboration and interpersonal skills (at a huge 84% each). Both of these align with sudden, drastic shifts in working practices, being required to both learn new systems and to communicate effectively via video/chat.

People want to develop their behavioural skills and learn how to be good leaders, good managers and work effectively in teams, especially remotely where communication is key to running a successful team.

Top tip

Make leadership skills and coaching pathways available to employees at all levels for self-elected learning. This will help those who have future aspirations but are junior in the business to stay bought in to your organisation long-term!

Plus, creating a clear path to help employees move up the ranks will massively help with employee retention and your Employee Value Proposition (EVP).



2020 was life-changing, but what are people doing differently?

Digital learning fatigue is real!

Despite the impact of the pandemic and [almost half](#) of the UK working population shifting to remote working in 2020, 46% feel their organisation has created a strong learning culture with women voting more positively (50% compared to 42% of men).

Forget traditional commuting fatigue; just under half of learners (48%) are now suffering from digital learning fatigue. In fact, there has been a slight drop in overall satisfaction in learning, down from 63% of people in last year's survey being satisfied with the learning their organisation provides to 57% this year.

'Zoom fatigue' extends far beyond the sphere of learning and is generally associated with overexposure to screens and online communication - do we need to remind you about those endless Zoom quizzes to fill time in lockdown?

Once the world opens up a little more and 100% of interactions aren't taking place via phone screens and iPads, the response to remote learning should become more positive again.

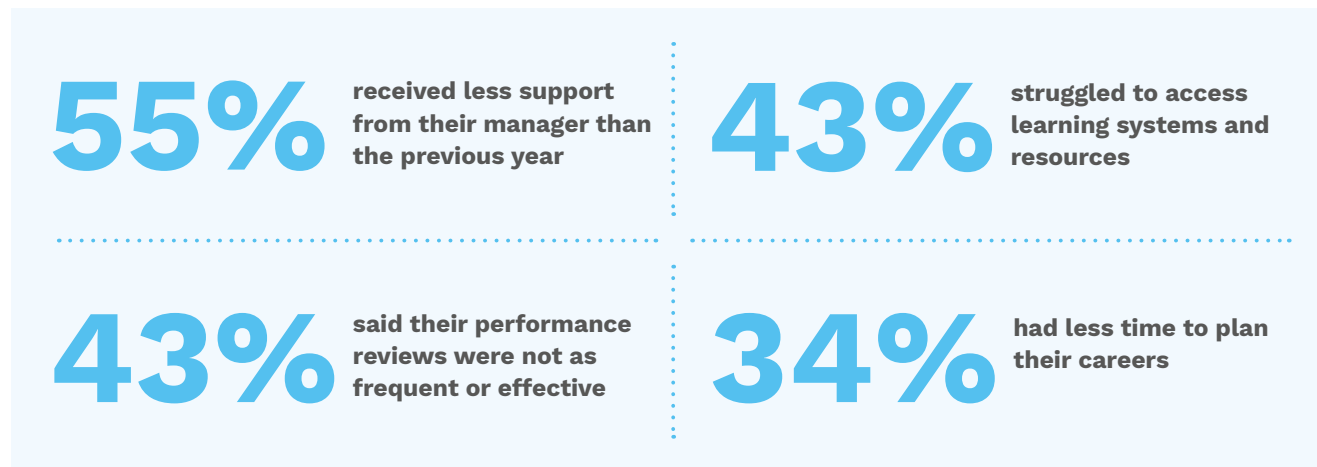


Different industries, different responses

A healthcare snapshot

Perhaps unsurprisingly, this year was a major L&D challenge for those working in healthcare. With the huge uplift in requirements from both the NHS and those who supply into it, opportunities to learn and develop have been hit harder than any other industry.

Yet interestingly, healthcare workers were among the highest for self-led learning, with 68% seeking out additional content and courses, implying that those who could upskill really saw the benefits in doing so in a tough year.



Who pivoted fastest?

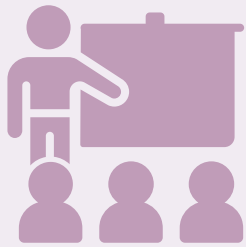
Sometimes, having clear access to technology works in your favour, and this is evidently true for the IT sector. 54% of employees working within IT had more than five days of training in the last year, leading the way compared to any other industry.

Career progression was impacted across almost all industries – no surprise given the huge financial cutbacks made by many businesses and huge numbers of employees placed on furlough.

In terms of accessing the learning people need to look at promotions, the numbers are pretty disheartening; the IT sector appears to have been the most resilient, but still only 43% of people said they had access to the learning opportunities they needed to progress their career.

The case for blended learning

Pre-pandemic, a lot of businesses still relied almost entirely on two ways of upskilling their teams:



Classroom sessions

Predominantly used for compliance training and specialist work like management skills

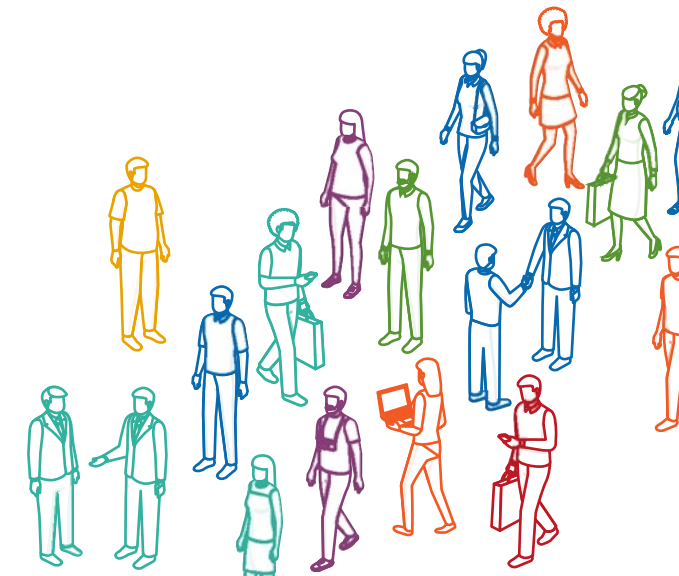


On-the-job learning

Upskilling as you go, developing skills by shadowing and learning in the flow of work

A lot of this learning and development involved in-person interactions and was often costly from both a financial and temporal perspective.

Thus, blended learning was born - a buffet-style combination of traditional face-to-face learning and online, digital learning.



The case for blended learning

Blended learning has become increasingly more popular in businesses globally, but the last year has forced even more organisations to adopt a more agile approach to learning and embrace technology such as eLearning - and with great success!

Despite what 'classroom purists' may expect, 45% of people were able to undertake more learning while working remotely - again, this figure is higher among women (49%) than men (43%), supporting the view that fitting learning around a holistic view of your work-life balance is preferable for many.

53%

find it easier to fit
online learning into their
working day



57%

of women find this
a benefit compared
to 49% of men

61%

It's most popular
with 35-44 year olds



34-44

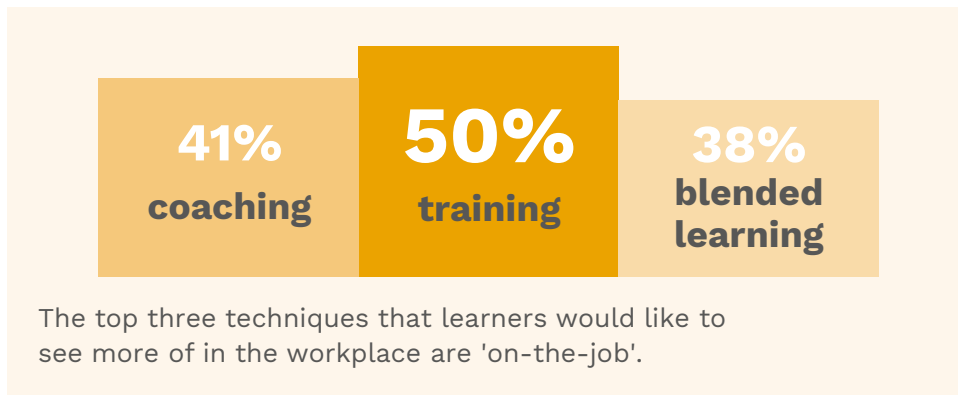


Kallidus insight: What does it all mean?

These responses show very clearly that people are excited about - and embracing - new technology and ways of learning. Far from the naysayers who believe learning has suffered at the hands of the pandemic, it's clear that with the right investment and support, we can work towards a sustainable model that works for everybody. Empowering people to learn at their own pace, when and where they want, is certainly a trend that needs to remain beyond restrictions lifting.

The case for blended learning

Learning in the flow of work

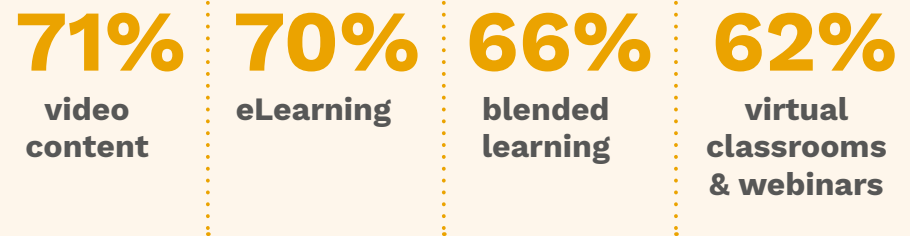


On-the-job learning is here to stay; it just may look a little different these days. In fact, of the 38% of respondents who learnt 'on-the-job', a whopping 84% said it was effective. Rather than moving away from this way of upskilling teams, businesses should adapt to make it effective remotely, embracing technology to help them do so.

More and more people are taking a liking to eLearning - 68% find it effective compared to 51% last year. Rather than assuming this is through necessity or a lack of options, this more likely reflects that many more businesses have invested in high-quality, user-friendly eLearning that goes beyond a box-ticking exercise.

The most successful remote learning tools

Learners were asked which digital learning content and tools they found the most successful in supporting their learning while they were in lockdown or during remote working.



When learners were asked specifically about how they would like to see learning in the workplace evolve over the coming years, 53% said they would like a more personalised learning experience, 50% would like learning to be integrated into the flow of work, and 49% would like more informal learning.

What women want

There has been much discussion around women in the workplace over the past year, with terms like "shcession" highlighting the [large numbers of women forced out of the workplace](#) due to a lack of work-life balance in the pandemic. It is also true that more working women than men have been furloughed and made redundant, partly because women are more likely to be working in sectors such as hospitality and retail. But for the huge numbers of women who remain in the UK workforce, what is it they want and need to learn effectively?

Women want more access to learning across the board than men: 48% of women would like more learning opportunity compared to 39% of men. Disappointingly, it seems women feel they need a stronger skill set than men to get a promotion or pay rise:



31%

of women feel the need to enhance their skills for a promotion or pay rise versus just **22%** of men

To bolster this, more women (72%) than men (62%) expressed a desire for more clarity around the learning they need to do to address their skills gaps.

Conversely, women (15%) are less motivated to train for personal fulfillment than men (20%). However, as referenced elsewhere, they are less clear on what they need to focus on for development.

- More women (43%) than men (34%) are looking to change roles in the next 12 months, with the key driver for both primarily being to find more flexible working arrangements, followed by a job with more purpose
- Women love eLearning, with 75% rating it highly effective, compared to 64% of men. They also engage better with bite-sized learning than men (65% to 57%).

Given the broader social impacts of COVID-19 [forcing many women to reduce their working hours](#), the preference for bite-sized learning shouldn't be a surprise. If women are spending fewer hours working, any learning they are expected to do automatically becomes a bigger proportional demand on their time than their full-time counterparts. Dedicating an hour to L&D when you have 15 less of them a week is hard.



Kallidus insight: What does it all mean?

Regardless of the press and the data, remember there's no 'one-size-fits-all' approach to learning. Your people – and their circumstances – are unique. Creating the right learning culture for your organisation means understanding your people and your ED&I strategy should heavily intertwine with L&D. A great place to start? Ask your employees. Not sure how? [We've got some great tips.](#)

"We seek constant feedback from our teams; it's the only way to know we're getting it right." Rob Caul, CEO Kallidus.

The danger of stereotyping

Despite a commentary on women's learning needs, it's important to note that there are many women for whom life and work have remained the same through the pandemic.

In fact, this survey has highlighted several 'surprising' statistics which shine a light on the dangers of stereotyping. Making assumptions on people's capabilities based on age, gender, ethnicity or otherwise is not only problematic

for ED&I, but it's also an ineffective way to deliver the right learning tools to the right people. As employers, we must assess, always, on a case-by-case basis to deliver the most effective L&D strategy for our business.

Stereotype	Gen Z are digital natives, so they'll have no problem working with eLearning to self-guide and upskill remotely	Fact	41% of 18-24 year olds think some things can't be learnt online	Solution Acknowledge that this age group has had the least exposure to eLearning and educate them on the power of digital learning and what it can achieve
Stereotype	Mothers have suffered this year due to child-care and home-schooling	Fact	Both women (24%) and men (20%) found it hard to find time to learn due to home demands such as childcare and home-schooling, suggesting all parents and carers who remained in work struggled to prioritise their learning this year	Solution Check in with your parents and carers. Regardless of gender, make sure you have policies in place for those with dependents, rather than assuming that mums are bearing the brunt
Stereotype	Older people prefer classroom settings and struggle to engage with technology	Fact	The over 55s cited fewer issues with technology barriers than the younger generations in the workplace, and the number of people who prefer online learning is higher among 35-44 year olds (61%) than other generations	Solution Age and technical incompetence are not synonymous, so assumptions about people's relationships with technology should not be made due to age. There are social and economic factors that also impact access to technology and space to learn – a Boomer is more likely to have a home office to learn in, while a Gen Z may well be in a house share or their parents' home

People are on the move – and for good reason

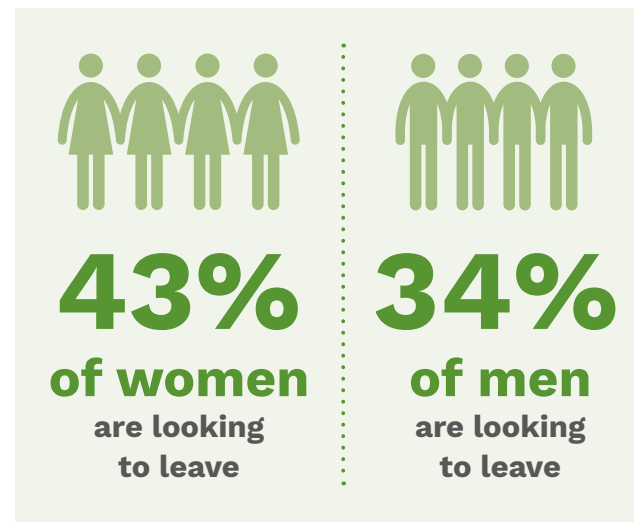
It's been a tough year. That is absolutely stating the obvious, but it's heart-warming to see people are beginning to think about what's next for them as the world heads towards something more akin to 'normality'.

People are focusing on taking back control of their careers, achieving a better work/life balance and a greater sense of purpose as conditions become more favourable. For those who were furloughed or made redundant, finding that sense of value is vital to longer-term success and happiness. For others, a year of restrictions has highlighted the want for more from their careers, or else a role that gives them more free time.

Despite the common theme of an 'uncertain' job market, only 15% of those surveyed are actually concerned about job market security.

In fact, an astonishing 39% of workers plan to look for a new job in the next 12 months – primarily to gain more flexibility and work/life balance, more purpose and to learn more and progress their career.

To put that in real terms, in a company of 500 people, a staggering 195 people would be looking to leave.



Women are leading the way in a desire to change roles, indicative of both the fact more women than men have lost their jobs during COVID, and a higher desire for flexible working in women.

Despite how static 2020 felt for many of us, there was still some career movement:

- 16% of people changed industries
- 14% changed roles within the same industry

Movement to different industries happened most in the younger generations, with nearly 1 in 4 (23%) of 18-24 year olds having changed industry. Whether this is voluntary or due to redundancies, it seems the pattern for Gen Z's career journey is certainly not as clear compared to the Boomer generation, who traditionally stay at a company for many years.

Learning and development inequality

Unequal access to learning and development opportunities has always been an issue that especially impacts workers lower down the career ladder or in less specialised areas; more often than not, learning opportunities are focused on those who already have high levels of skills.

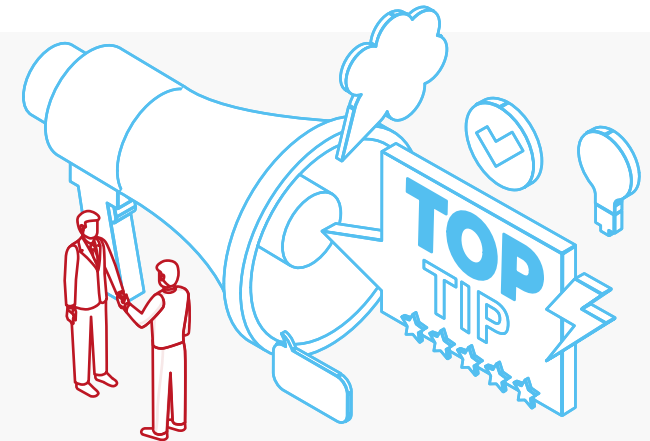
It's nice at the top

Unsurprisingly, business leaders are the most satisfied (62%) with the access to learning their organisation provides and felt they had received the right amount (63%), implying a trend to focus on themselves first rather than the broader needs of a diverse workforce. In line with CPD expectations, 31% of leaders would like even more access to learning, with 25% of leaders citing 'personal fulfilment' as their primary motivator.

Unlike those in established positions at the top of their fields, those in supervisory and management positions are focused on pay rises/promotions and staying relevant (28% each factor).

Top tip

Feedback is key. Anonymous feedback is even better. If you want honest feedback, guarantee anonymity in surveys and ask what your employees really want and how successful your L&D methods actually are.



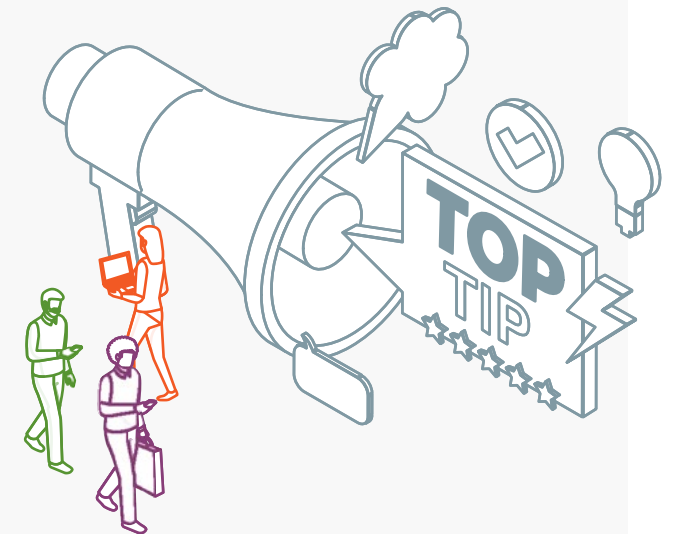
Five key conclusions

1. Workplace learning is changing

The pandemic has created a world in which there is far more fluidity between work and home lives, with many people having spent several months balancing a full-time job around a full-time home-schooling schedule. For others, the inability to socialise presented time to reflect and focus on the future, career goals, and personal development.

Top tip

Invest in and encourage your teams to guide their learning. Support attendance at webinars, set up 'learn together' groups, invest in performance management tools that track extra-curricular learning like podcasts and seminars. Keep your people engaged in their learning and don't treat it as a tick-box exercise. That way, when you need them to do a compliance refresher, they'll be more inclined to complete it,



Five key conclusions

2. Focus on your learning culture

A wealth of research shows a strong correlation between learning culture and knowledge transfer, job satisfaction, organisational commitment, growth, productivity, turnover and profitability. A learning culture embeds learning into how things are done at an individual, team and organisational level and requires strong leaders to support employees in achieving a shared vision.

Our survey shows that business leaders are more satisfied with their access to learning than anyone else in the workplace. With this leadership buy-in, now is the time to get senior management to champion learning in your organisation. If they can communicate that learning is an important part of your success and show that they make time to do it, others will be more likely to prioritise learning too.

Despite the pandemic, nearly half of employees feel that their organisation has created a strong learning culture. This provides the ideal foundation for L&D to further build a supportive learning environment with meaningful formal and informal learning opportunities for everybody.

3. L&D has a key role to play in supporting women in the workplace

Microsoft research shows [71% of UK workers want flexible work options](#) to remain in a post-COVID-19 working landscape. Meanwhile, two-thirds (63%) of employers surveyed [in a recent CIPD report plan](#) to introduce or expand the use of hybrid working, further accelerating the need for digital learning.

The pandemic has disproportionately impacted women. McKinsey and LeanIn.org's latest annual Women in the Workplace study highlights that [one in four women have considered downshifting their careers or leaving the workforce](#) due to the impacts of COVID-19.

Worryingly, our survey found significantly more women than men are now looking to change roles, primarily driven by the desire for more flexible working arrangements. Given that women - and those responsible for childcare - find it easier to fit online learning into their working day when remote, a shift to more flexible working and learning could help retain a huge segment of the workforce, helping them keep their skills development and careers on track.



Five key conclusions

4. Learners expect fun, engaging content

Video content is the most successful learning tool amongst our survey respondents, with eLearning coming a close second. Likewise, [Fosway Group research](#) found video content to be the highest rated technique for supporting organisations through the COVID-19 crisis. Given that almost half of learners are now experiencing digital learning fatigue, it's important to seek out creative ways to engage them so that L&D can continue to build on the momentum and success that has been achieved over the past 12 months. More than one in three learners say one of the top things their organisation can do to improve their learning experience is to make courses more interactive and fun, and to provide a greater choice of courses and format.

5. 'Reskilling' and 'upskilling' are more than buzzwords

40% of the global workforce will require upskilling by 2024. Whilst it's not verbatim, most of us have heard [this dramatic statistic](#) over the past few months.

The long-term solution to growth and the perceived skills shortage is to invest in developing your existing workforce and providing support at every stage of the career lifecycle.

Employees want more time and budget to learn and more support from their managers. Technical skills remain important, but soft skills will be key to building successful companies and driving transformation in these times of great change. Ensure learning opportunities are not just focused on those who have the most skills; our survey shows the younger generations are at most risk of missing out.

Reskilling/upskilling is top of everyone's agenda this year, as demonstrated in [Donald Taylor's annual L&D Global Sentiment Survey](#), and it needs to be. Learners are largely motivated to learn new skills to progress in their existing roles, and those who don't get the support and development opportunities they need will be more likely to leave.



Final thoughts

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As we enter a new era of work, it is important to be mindful of the lessons that living through a pandemic has taught us. Consider what your people want; listen to how they learn. Rather than rushing back to the office and classroom formats, consider the wider ramifications on your people – and your business. For those who need their people on site – think: retail, hospitality, healthcare – how can you leverage technology to improve your development pathways and communication with teams?

A shift to hybrid working will open up more job opportunities for employees. Investing in career development, enabling your employees to take ownership of their own path, and making performance reviews more effective will help boost talent retention and put your organisation on the right track to becoming an employer of choice.

We are now experiencing a shift in the way we work, learn and live. Many are working remotely indefinitely, many taking control of their learning to help reshape their careers, and many taking the leap to be their own boss.

It seems no matter what your age, gender, race, ethnicity or otherwise, workers want more than a salary from employers; they want to grow. And if they're not getting what they need, they're leaving.

Gone are the days of “You work to pay the bills” – society, especially for younger generations, is realising that developing yourself and becoming the best version of you takes priority.

Nurturing and investing in your talent, creating a strong learning culture and providing an inclusive workplace are key elements to becoming an employer that is actively sought out by workers – can you afford to risk not investing in your loyal teams? Change starts from the top. Help your talent grow, and reap the rewards of a happy, more engaged workforce.



About Kallidus

Kallidus is an industry leading provider of learning and talent management solutions which support the full employee lifecycle, from initial hire to high flyer.

From recruiting new talent and transforming appraisals to engaging learners and supporting a culture of continuous learning and improvement, Kallidus' product suite has been developed with User Experience (UX) design at the forefront, making people development easy, engaging and effective.

To find out how Kallidus can support your L&D journey, [get in touch today.](#)



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