



| WEBINAR |

Transformation, Skills & Learning: how to address the future?

Key findings of
Cegos' European Research





1

**Technological developments
and their impact
on the management of HR**

2

Strategic skills for the future

3

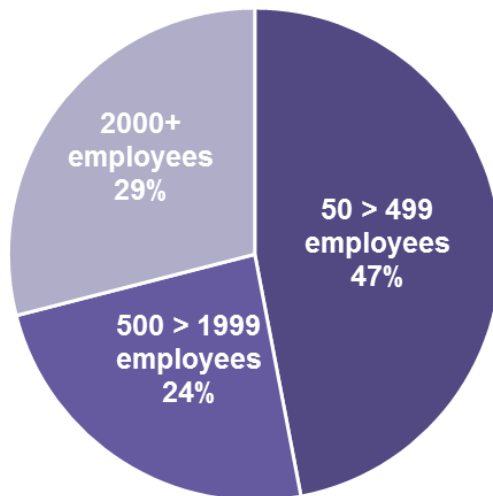
**Professional training:
perception and usage**



Employees

57% Managers

Company size



20%



20%



20%

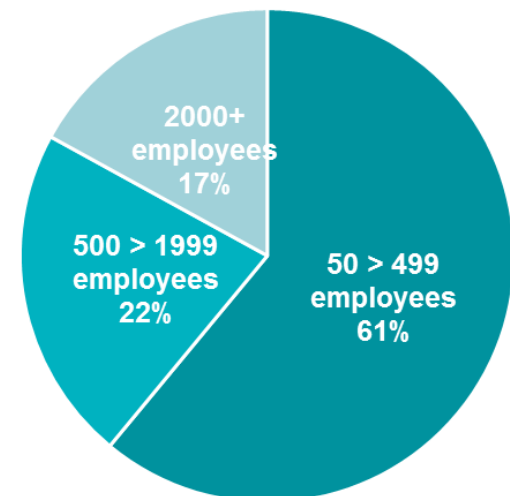


HR & Learning Directors



36% Learning | **64%** HR

Company size



20%



20%



A collection of small flags from various European countries, including Spain, the United Kingdom, Germany, France, the European Union, and Italy, arranged on a dark, textured surface.

Technological developments and their impact

Employees and HRD, a joint lucidity in regard to the impact of technological developments



Would you say that, over the next 5 years, technological developments will impact your current job?

Employees

YES (82%)

NO (18%)

Yes, absolutely: 39% | Yes, somewhat: 43%

No, not really: 15% | No, not at all: 3%



Max. Yes: 87% (Yes, absolutely: 47%)



Min. Yes: 72%



Would you say that in the next 5 years, technological developments will impact the management of HR within your organisation?

HR L&D

YES (89%)

**NO
(11%)**

Yes, absolutely: 38% | Yes, somewhat: 51%

No, not really: 10% | No, not at all: 1%



Max. Yes: 95% (Yes, absolutely: 50%)



Min. Yes: 80%

Business Impacts: evolution over disappearance



Employees

Would you say that technological developments could change the content of your work?

YES (89%)

**NO
(11%)**

Yes, absolutely: 30% | Yes, somewhat: 59%

No, not really: 10% | No, not at all: 1%



Max. Yes: 94%



Min. Yes: 82%



Employees

Would you say that technological developments could make your position disappear?

YES (35%)

NO (65%)

Yes, absolutely: 8% | Yes, somewhat: 27%

No, not really: 45% | No, not at all: 20%



Max. Yes: 41%



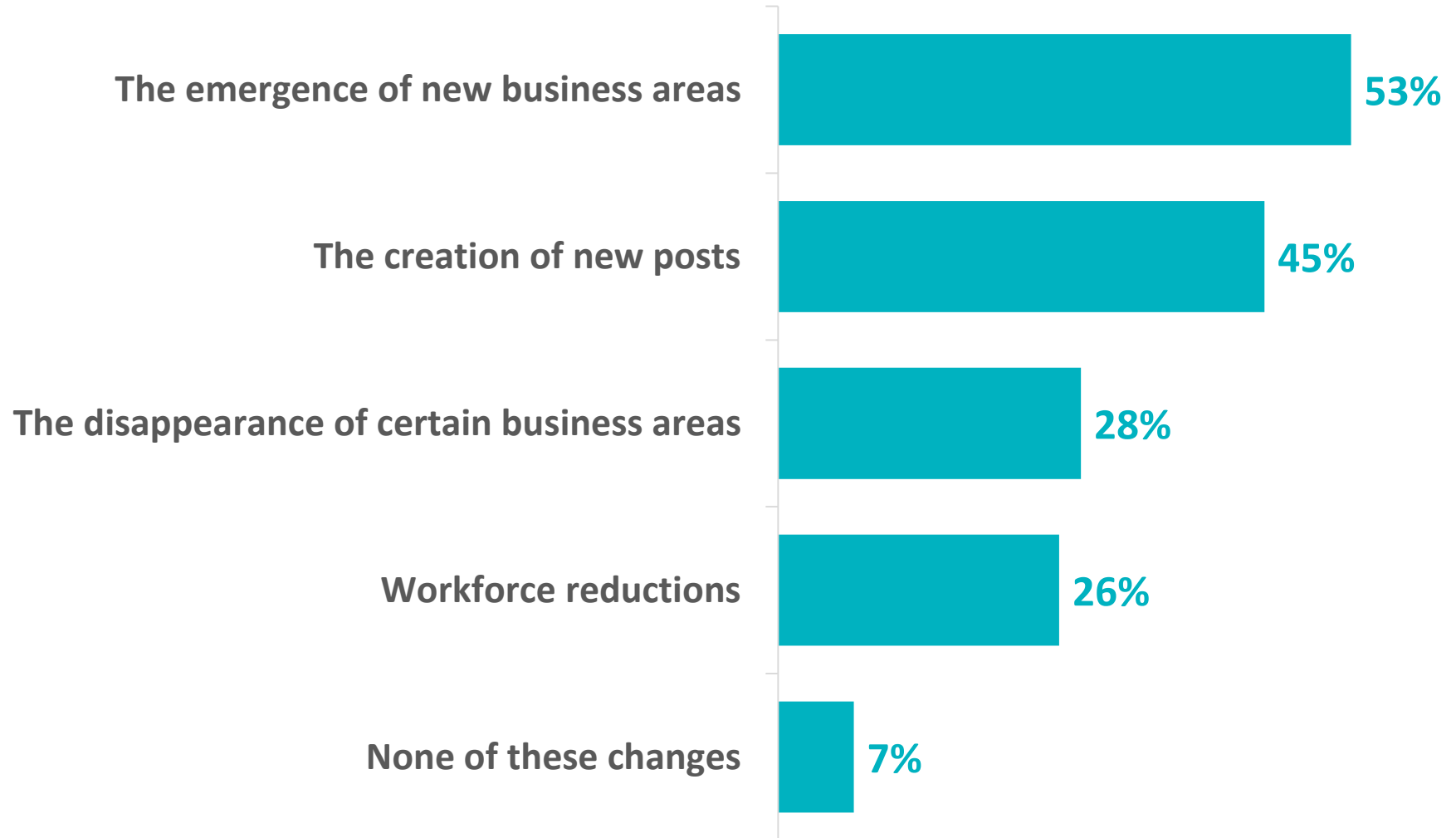
Min. Yes: 27%

Emergence of new professions, job creation: a large majority of HRDs say they are preparing for these changes



HR L&D

Would you say that in the next 5 years, your organisation will face:



Anticipation of impacts: realistic employees or optimistic HRDs?



Does your organisation currently take action to anticipate the impact of technology on jobs and business areas?

Employees

YES (59%)

I DON'T
KNOW (19%)

NO (22%)

Managers: 69% yes

Staff: 45% yes



The impact of technological developments on business areas and skills is an issue which your organisation has already begun to reflect upon

HR L&D

YES (87%)

**NO
(13%)**

Yes, absolutely: 31% | Yes, somewhat: 56%

No, not really: 11% | No, not at all: 2%



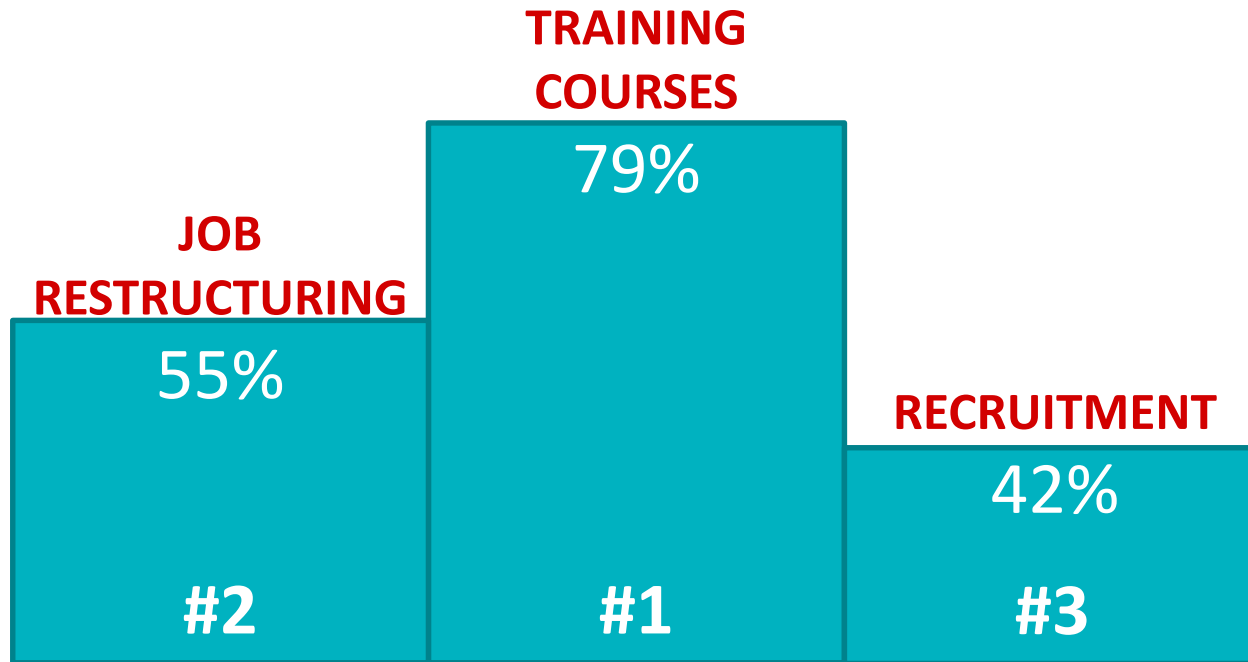
Max. Yes: 98% (Yes, absolutely: 41%)

To adapt: prioritise training!



HR L&D

What are the main areas your organisation will deploy to cope with these changes?



To adapt: prioritise training!



HR L&D

What are the main areas your organisation will deploy to cope with these changes?

FRANCE

1. Training courses
2. Job restructuring
3. Internal mobility

UK & GERMANY

1. Training courses
2. Recruitment
3. Job restructuring

SPAIN

1. Training courses
2. Job restructuring
3. Recruitment

ITALY

1. Training courses
2. Job restructuring
3. Outplacement

To sum up... Technological developments and their impact

Both employees and HR+L&D Directors consider that **technological developments will have an impact** on jobs and business areas.

HR+L&D Directors are optimistic regarding the impact of technology, as it will create new business opportunities and new posts.

To cope with these changes, **organisations rely on training courses first (79%)**, and then job restructuring (55%) and recruitment (42%).

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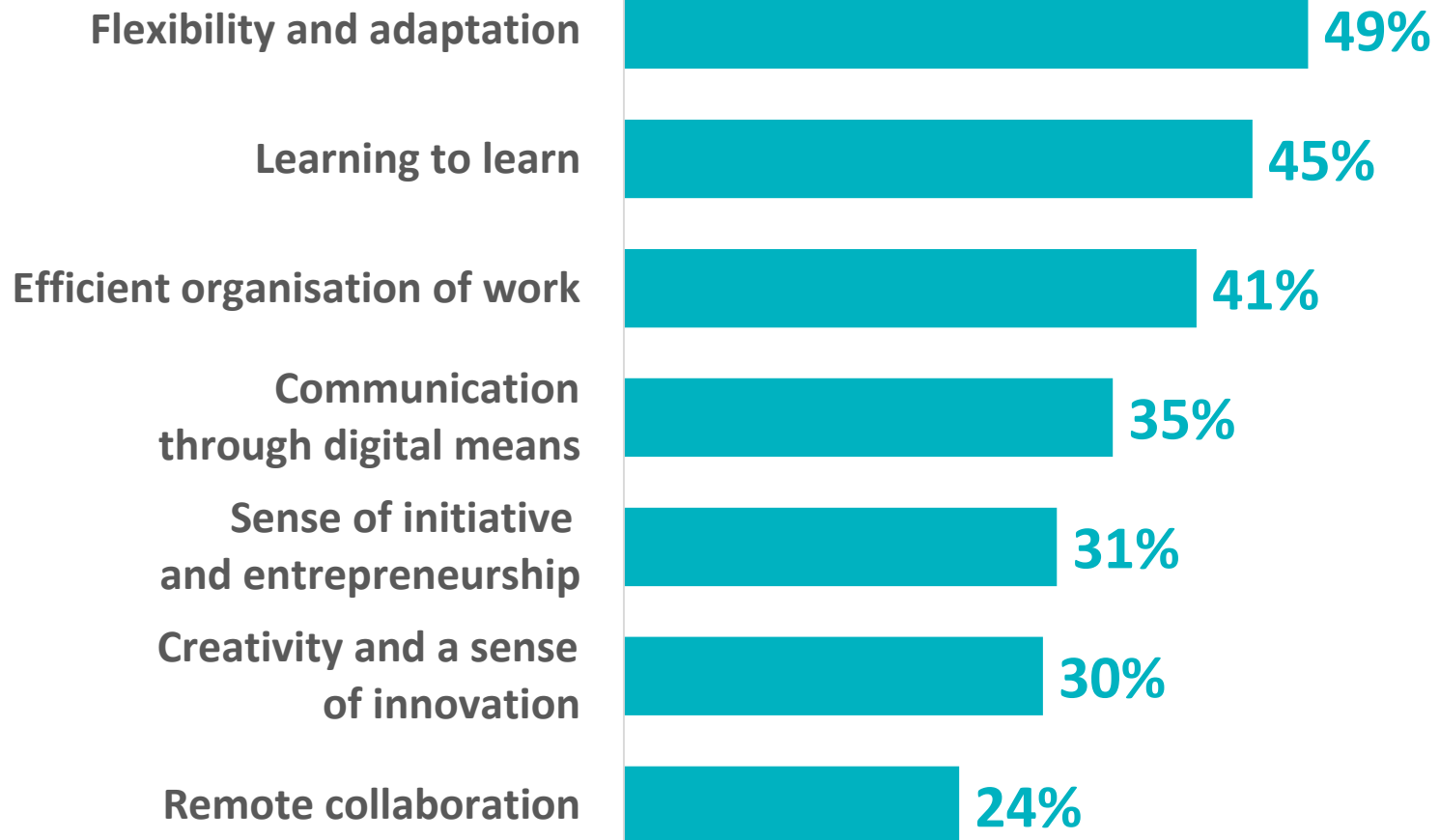
Strategic skills for the future

Key skills: HRDs highlight the most "long-term" skills



HR L&D

In your opinion, which of the following behavioural skills should employees in your organisation master first



Key skills gap: a reality for ¼ of HRDs



HR L&D

Would you say that your organisation
is currently facing a key skills gap?

YES (24%)

NO (76%)

50 > 499 employees: 22% Yes

500 > 1999 employees: 20% Yes

2000+ employees: 35% Yes



Max. Yes: 32%



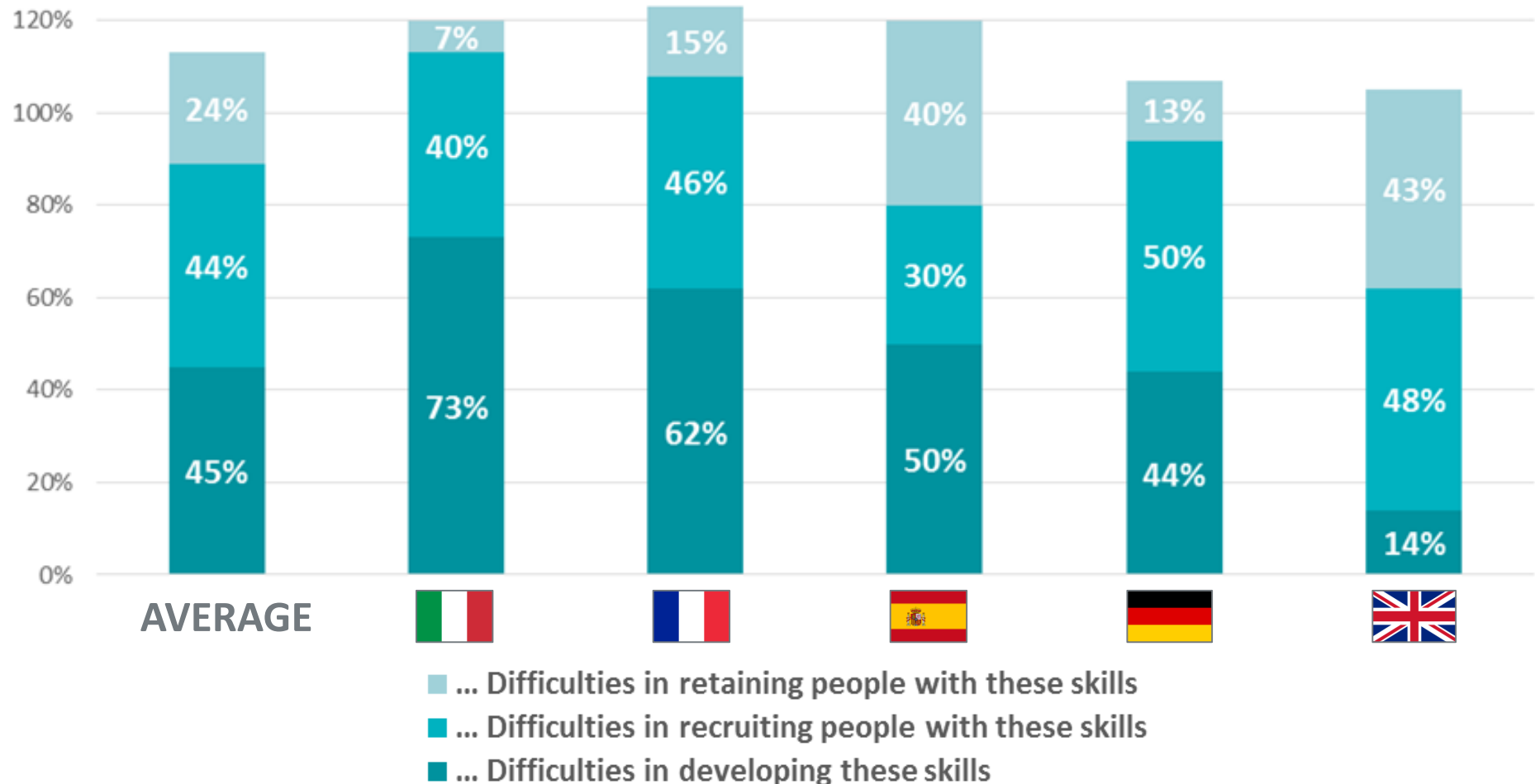
Min. Yes: 16%

Key skills gap: mainly explained by difficulties in developing these skills



HR L&D

In your view, this deficit of key skills can be explained by...



Employees are more open to ATAWAD devices than HRDs

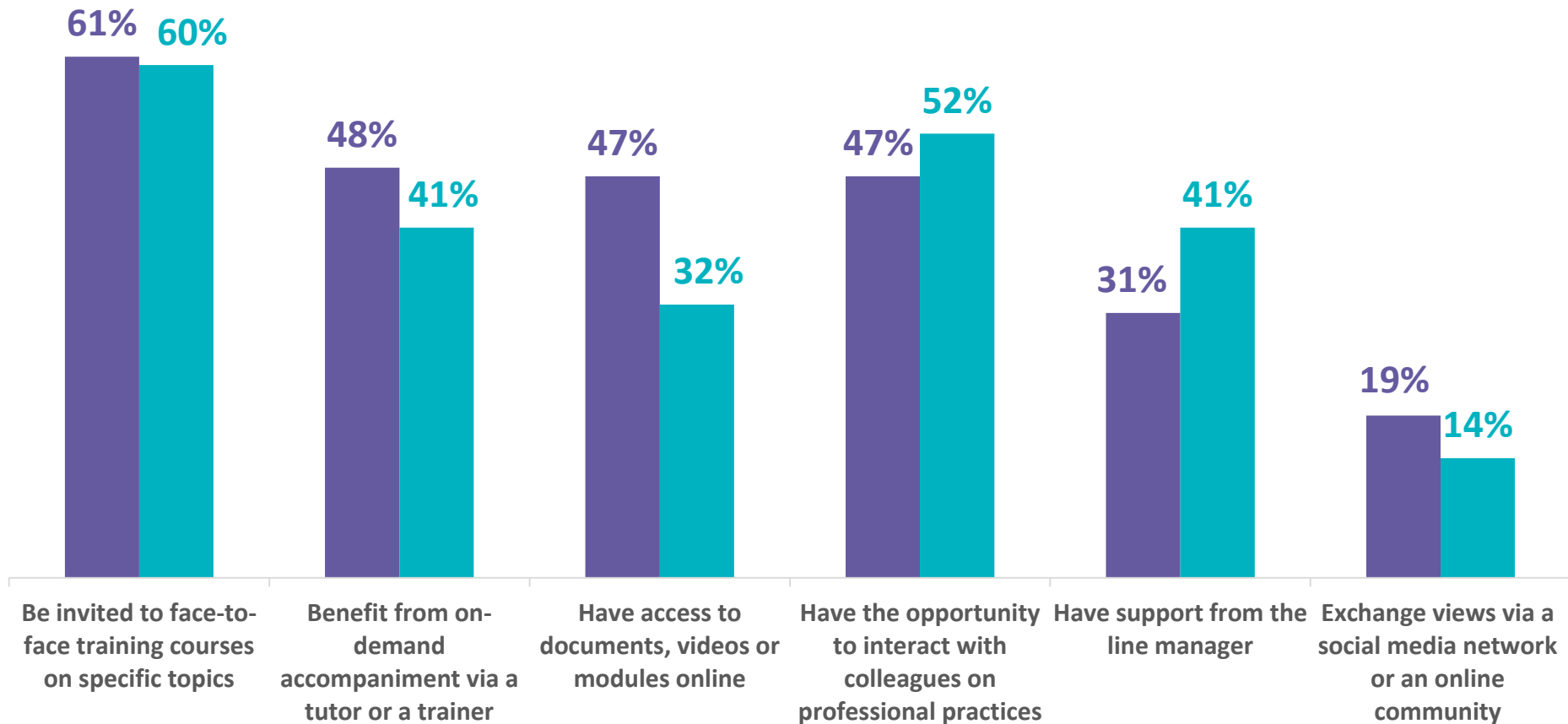


Employees

What do you think are the most effective ways to develop employees' / your skills?



HR L&D



3 skills group to consider for the future of work

Expert skills

Transversal skills

Systemic skills

According to both employees and HR+L&D Directors, the Top 3 behavioural skills that employees should master first are:

- 1. Flexibility & adaptation**
- 2. Learning to Learn**
- 3. Efficient organization of work**

And the most effective ways to develop skills are:

- 1. Face-to-face training**
- 2. Accompaniment with tutor or trainer**
- 3. Access to a library of learning objects**

Finally, there are 3 skills group to consider for the future of work: **expert skills, systemic skills and transversal skills.**

A collection of small flags on sticks, including the Spanish flag, the German flag, the French flag, the European Union flag, and the Italian flag, arranged on a dark, textured surface.

Professional training: perception and usage

For all, vocational training is a shared responsibility between the company and employees



Employees

In your opinion, vocational training is...



HR L&D

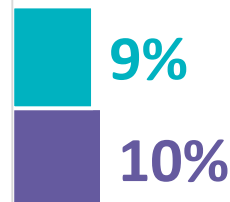
... a shared responsibility between the company and the employee



... mainly the responsibility of the company



... mainly the responsibility of the employee



Personal financing and training outside working hours: concepts that are gaining ground among employees



Employees

Would you be willing to finance part of the cost of your training yourself?

YES (53%)

Yes, absolutely: 12% | Yes, somewhat: 41%

NO (47%)

No, not really: 33% | No, not at all: 14%



Employees

Would you be willing to take training outside of your work time?

YES (79%)

Yes, absolutely: 28% | Yes, somewhat: 51%

NO (21%)

No, not really: 16% | No, not at all: 5%

HR priority No.1: provide employees with the resources to learn at any time according to their needs



HR L&D

Regarding your contribution to training courses in your organisation, rank the following objectives according to the priority you would give them

#1

- Provide employees with the means to learn at any time, according to their needs

#2

- Strengthen the link between training policy and company strategy

#3

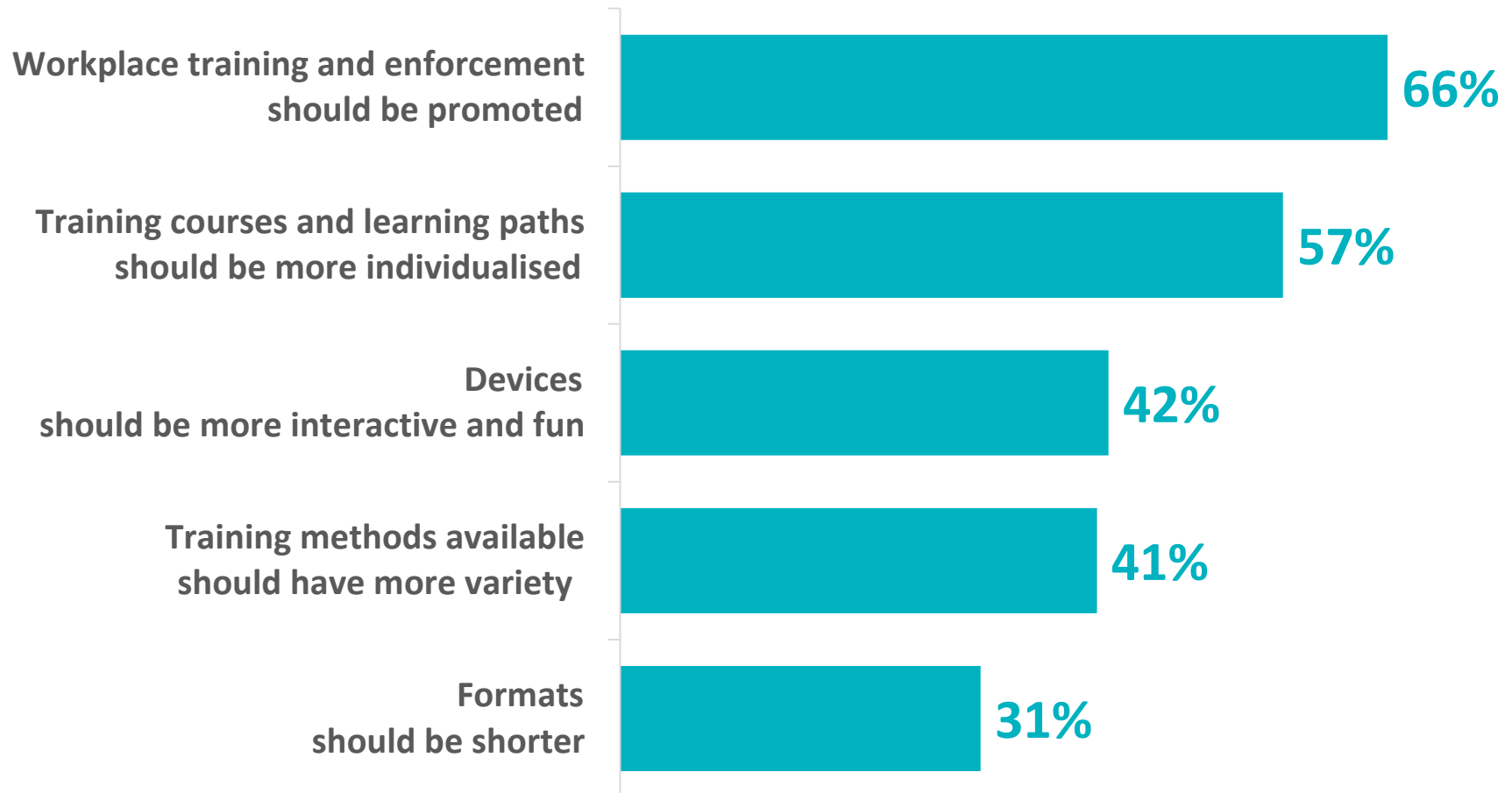
- Be able to evaluate training courses' impact and ROI

Towards a training offer that meets the needs of each employee as closely as possible



HR L&D

In your opinion, how should your training develop?



According to both employees and HR+L&D Directors **vocational training is a shared responsibility between the company and employees.**

Employees are ready to **finance part of the cost of their training themselves** (53%) and to **take training outside of their work time** (79%).

From a training perspective, HR+L&D Directors believe that **workplace training and enforcement should be promoted** (66%) and that **training courses and learning paths should be more individualised** (57%).

Conclusion

To sum up... Key findings of Cegos' 2018 European Research

Every skill will be affected by technological developments. Organisations need to **accelerate skills development** to cope with the current transformations.

A new framework is necessary to build up a smart and high-performing human & machine cohabitation. **As machines are becoming more powerful, the human aspects of work and associated soft skills will become more important.**

Finally, today's learner expects flexible, smooth and efficient training, and organisations are required to find new keys to drum up learner engagement. **Human interactions make learning more effective.**

1 A sustainable learning path

Respecting the learner's learning rhythm



Entirely or partially digital 2

To learn anywhere at anytime



4REAL

3 Customisable and adaptable

For the company and for each learner



Fostering on-the-job transposition 4



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