TRANSFORMATION, SKILLS AND LEARNING

Cegos' 2018 European Research



European employees believe that technological developments:

could change the content of their work

could make their position disappear **According to HR & Learning** Directors, their organisation will face:

the emergence of new business areas

Expert advice

the creation

of new posts

the disappearance of certain business areas

of HR & Learning Directors have

already began to reflect upon the impact of technological developments on business areas and skills

The "skills gap risk" is rising and threatening companies. When not taken into consideration at the highest level of the organisation, this risk could impede its development and transformation. This should become a priority in the organisations.

How to cope with these changes?

Training courses

Job restructuring

55%

Recruitment



STRATEGIC SKILLS **FOR THE FUTURE**



the following behavioural skills:

According to HR & Learning Directors, employees should master

49% flexibility and adaptation

45% **learning** to learn

41% efficient organisation of work

of European HR & Learning

Directors are currently facing a key skills gap

Expert advice

environment, companies must carry out a fine analysis of the jobs that are metamorphosing. Drawing up a jobs mapping can be very handy to anticipate the impact of technology and current transformations.

As they are now operating in a fast-changing

The most effective ways to develop skills:

Be invited to face-to-face training courses on

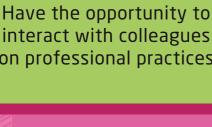
specific topics

on professional practices

Benefit from on-demand accompaniment via a tutor or a trainer

Have access to documents, videos

or modules online **EMPLOYEES**



Have support from the line manager

PROFESSIONAL TRAINING:

PERCEPTION AND USAGE

of European employees

part of the cost of their

would be willing to finance





53%

to complete some training in order to adapt to technological changes

of European employees are ready

training themselves

79% would be willing to take training outside of their work time

development is a strategic lever, with 3 priorities: **Expert advice** Optimise your L&D approach with the appropriate steering tools (goal achievement, cost monitoring, contribution to company performance...) and work as a team with your stakeholders.

of European HR & Learning

Directors consider that continual

Be able to evaluate training courses' impact and ROI

Training methods

available should

have more variety

at any time, according to their needs

and company strategy

Provide employees with the means to learn

Strengthen the link between training policy

According to HR & Learning Directors, how should training develop?

66% 42% 41% 31% **57%**

Devices should

be more

interactive and

fun

Workplace training

and enforcement

should be promoted

Expert advice

Training courses

and learning paths

should be more

individualised

Deliver learning devices that drive performance. Build up sustainable and personalised learning paths to embed learning in the workflow and support learning transfer.

Extracts of Cegos' European research "Transformation, skills and learning", carried out in April 2018. The survey polled 2,227 employees and 316 HR & Learning Directors in five countries: France, Germany, Italy, Spain and the UK.

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Formats should

be shorter