The Reskilling Revolution

Where are we now and how do you make skills really work?

2020 brought an explosion of change to the workplace. Amongst other challenges, people embraced new ways of working, new ways of managing and being managed, along with a rapid evolution in how to engage and serve customers. But how well did organisations support people with their upskilling and reskilling to help them adapt to change?

What worked and where is there an opportunity to improve?

As we look to the future, what are the approaches to fuelling skills-driven, resilient, innovative and adaptive organisations to enable them to thrive?

At a time when energising, powering and harnessing the potential of our people has never mattered more - are organisations really taking full advantage of new opportunities that release the full potential of their people?

This report explores if organisations are really delivering the joined-up approach to skills that our people need across each step of the people experience.

In association with

TALENTSOFT

Foreword

This paper is the result of joint research between Fosway Group and Talentsoft into how well organisations identify, harness and develop the skills and the potential of their people today. The research explores:

- The impact the COVID-19 pandemic has had on agendas for upskilling and reskilling

- What makes organisations' approaches to skills successful

- Which HR technologies organisations are using to upskill, reskill and harness people's potential

- The challenges of making skills work successfully across the employee experience

- How to make skills really work

We collaborated to ask a selection of HR, talent and learning professionals across a variety of industries in Europe about their experience of upskilling and reskilling their people.

We'd like to thank all of our participants for giving up their time to take part in this project and create such a crucial insight into the research. The report highlights their stories and their ongoing journeys.

We hope that the findings will guide and direct organisations to take a more joined up approach to skills, people development, careers and talent mobility. Skills have a deeply foundational role in energising and optimising our organisations; along with the prosperity, success and of wellbeing our people. It deserves our attention and investment.

Kind regards,

David Perring
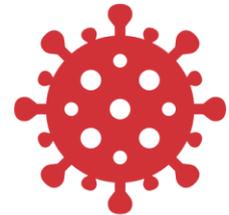Director of Research, Fosway Group

Neelie Verlinden
Digital Content Manager, Talentsoft

The Impact of COVID-19 on Reskilling and Upskilling

The COVID-19 pandemic has been the most significant disruptor of work for generations. It seems almost too obvious to say, but every organisation has been touched by the crisis. In this research, 99% said their organisation had been impacted by COVID-19 and for practically every organisation, this has also impacted their approach to skills.

99%
of organisations have been impacted by the pandemic

97%
of organisations Skills agendas have been disrupted by COVID

The level of impact varies from industry to industry, but for the majority this has not been a small bump in the road. COIVD-19 has had a significant impact for 69% of organisations, and for just under half of those (48%) it also significantly impacted the importance of how they managed, identified, reskilled, upskilled and harnessed the potential of their people.

What's changed?

Skills Importance Increased

58%
Only 4% Less Important

Skills Agenda Accelerated

56%
Only 15% slowed

Talent Mobility Importance Increased

42%
Only 6% Less Important

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1. *The importance of skills increased.*

   59% reported that skills had become more important to their organisations. With only a tiny proportion (4%) reporting that the importance of skills had decreased.

2. *The skills agenda accelerated.*

   56% said that their organisations' approach to skills accelerated because of the pandemic, and again a much smaller percent (15%) reported their skills agenda had decelerated.

3. *The importance of enabling talent mobility increased.*

   42% had seen an increase in supporting talent mobility in their organisation compared to the year before the pandemic.

Skills – upskilling, reskilling and ensuring the right skills are being used on the right projects - have become imperative to cope with unprecedented change. And as we'll see, some organisations simply weren't just reacting to the pandemic. Some had already instigated the revolution in skills that enabled them to transition quickly to a post-pandemic world because they had already adopted new ways of developing people, creating more resilient and agile organisations - which meant they were prepared for a 'new normal'.

What were the drivers for the rising importance of skills?

Our research explores two perspectives on the drivers for skills, upskilling and reskilling. The first focused on exploring the business drivers and the second looked at the HR / people drivers behind why skills were being prioritised.

The top business drivers

The reasons behind the increased attention on skills could be viewed as the pillars organisations need to survive the pandemic. To some extent you could simply interpret the top three drivers in Fig.2 as:

- **Business performance:** Drive profitability, deliver the 'numbers' and maximise value

- **Business agility:** Adapt to the new world, flex operations to the new reality of work

- **Customer satisfaction:** Attract new customers and retain existing customers

These are hardly surprising, but we should all take some comfort from the simplicity of the response.

80%
Business
Performance

74%
Business
Agility

70%
Customer
Satisfaction

The top people strategy drivers

Meanwhile, from a people perspective, the drivers behind the changing focus on skills are potentially the mantra of successful people strategy – again, regardless of the pandemic – powering productivity through people's growth and their engagement.

62%
Productivity

60%
Career
& Employability

60%
Employee
Engagement

This is consistent with priorities we've seen from our HR Realities Research over the past five years. What is different is the urgency and the scale of change now and the fragmentation of how and where we work.

As organisations' approaches to work and serving customers changed because of social distancing; workers, teams and managers found they needed new skills to deliver results and fuel productivity. The research data shows there is a very necessary balance between increasing the ability to deliver the results organisations need to survive - as well as putting their people first. Because this cannot just be about performance.

It's about taking a value centred view of employees too; empowering them to be more valuable to the organisation and themselves through their employability by growing their skills, through upskilling.

It's also about enabling workers to adjust to new opportunities and new roles in their organisation through reskilling - either as a result of off-boarding or because of the need to reboard workers into different roles - rather than making them redundant or furloughing them. For some, reskilling or upskilling was needed to pivot the organisation to deliver new services or products that did exist before lockdown.

The research highlights that skills are also an important lever to grow employee engagement. At a time of uncertainty, investment in people development is a powerful way of retaining talent and mobilising goodwill and commitment. Fosway research into what employees think shows that over half would look to leave organisations where personal development isn't available[1]. Development is important to retaining and engaging workers. As such, skills are a critical foundation for HR in their organisation's value chain.

Ultimately, the pandemic has thrown into clear focus the importance of HR's role in *Energising Work* and *Optimising Work* and the role of skills in doing both of those.

Energising Work is about instilling motivation, individual resilience, igniting passions, leadership, team connection, shared purpose, feedback, trust, wellbeing and skills. Skills give us the capability to overcome

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[1] Employee Development or Bust? Fosway Group, 2019

challenges, take advantages of opportunities and reimagine how we make things happen. Personal growth from skills helps build a growth mindset, and a growth mindset is inherently more able to embrace change.

After COVID-19 hit, many organisations reported a surge in learning around flexible virtual working and managing virtual teams and projects. This upskilling and reskilling not only helped teams adjust, it also enabled them to support customers in new ways, to rethink products and accelerate business strategies.

Optimising Work is about powering organisations through a clarity of purpose and goals – along with a focus on outcomes and results. It also comes from raising effectiveness and enhancing the speed to value of people - through collaboration and teaming – along with the ability to adapt and enable them to embrace new innovations and reimagine work.
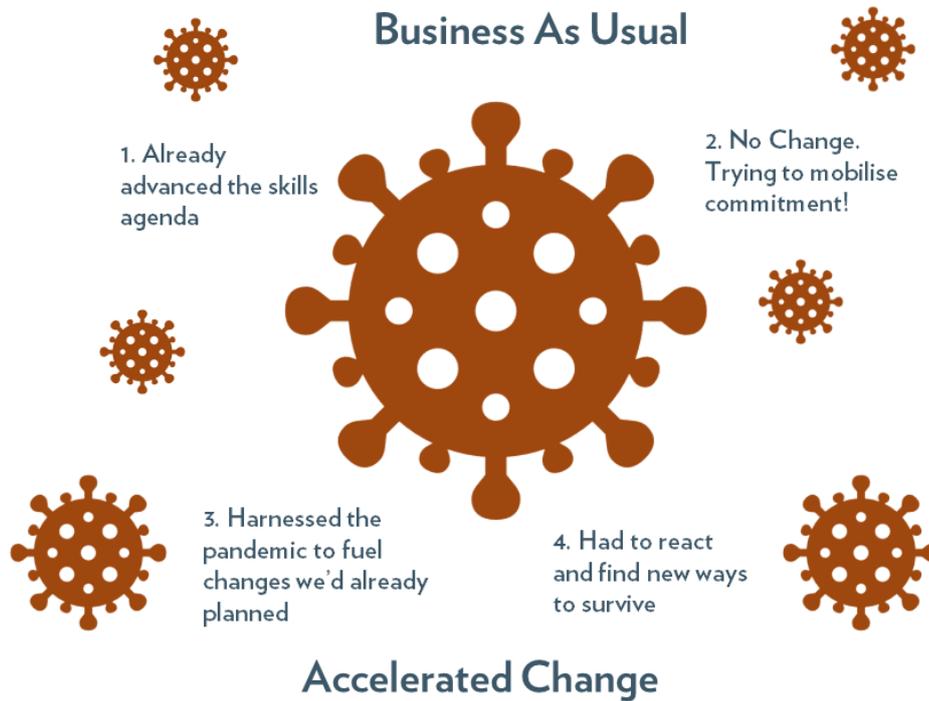
The ability to drive value comes down to skills...

The entire value chain is dependent on skills of teams of leaders. The richer and more complete their skills, the more productive teams can be, the more focused they are and the more able to be creative and solve challenges. The switch to more digital and distanced organisations really highlights the importance of these two dynamics.

But what HR often fails to do is connect the data and gather the intelligence and insight that enables leaders and individuals to understand the best levers to pull in order to drive better value. Gathering and highlighting customer and worker insights helps organisations make the right decisions around putting more effort into skills which energise work, or the skills that optimise work.

How has the pandemic changed skills strategies?

The changes that happened as a result of the pandemic can be broadly summarised into four groups, which either continued with business-as-usual when it came to skills - or those who accelerated a change.

Business As Usual

1. Already advanced the skills agenda

2. No Change. Trying to mobilise commitment!

3. Harnessed the pandemic to fuel changes we'd already planned

4. Had to react and find new ways to survive

Accelerated Change

Business-as-usual for upskilling and reskilling

The *business-as-usual* approach happened for two distinct reasons; the organisation was either an early adopter for skills innovation - or they were waiting to change. *Early adopters* had already innovated around skills prior to COVID-19; their approach was already proven. They had advanced their skills agenda often years in advance and felt no adverse effects. Whilst others floundered, they were able to talk about releasing thousands of hours of extra work because of initiatives like talent mobility programmes during the crisis.

"It was already on our agenda and didn't change because of the pandemic."

Business-as-usual organisations had established consistent skills taxonomies and adopted digital learning, remote working, agile project-based work and a more flexible approach to people's roles. They also typically have a much more adaptive, trust-based leadership style which encourages personal development and greater internal talent mobility. These HR teams and their C-Suites understood the need to harness the full potential of their people and had invested in creating resilient people and a resilient organisation.

For those *waiting to change*, their challenge is mobilising commitment around skills. For most, they wanted to evolve but stakeholders didn't see the value of innovating when it came to skills. In responding to a question on whether their approach to skills had to change in response to the pandemic, they said:

> *"Not really, our approach to learning was previously disjointed and skills / competencies have not really been measured or managed before. We're trying to change this approach and move it forward."*

Perhaps this was economic pressure or the perceived availability of skills. For industries with a lower skilled, commoditised workforce there can be a reticence to invest in people, unless the organisation wants to significantly transform. And even then, they tend to look outside the organisation to drive change rather than grow from within. Equally for some, the harsh economic reality of COVID-19 simply meant putting the organisation in freeze to weather the storm, with little investment in skills because the organisation was uncertain if it would even survive.

Accelerating the skills journey

In a survey in the middle of the pandemic, 39% of HR leaders said they were harnessing the crisis to reshape and reprioritise their company's talent agenda[2]. This is possibly the strongest sentiment captured in our research. Those for whom skills, upskilling, reskilling and talent mobility became a business imperative overnight, have responded to the crisis with innovation and creativity to fill the void and create answers to critical business problems.

Their response can be characterised into two groups; those who used COVID-19 to press home their plans and those who reacted to survive. Some had plans ready to go and simply made their move when the time was right, or they reacted to find a solution fast without any prior investigation.

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[2] Korn Ferry reference

"Skills based projects have accelerated.
We are moving timelines up by years for work in this space."

Both groups appear to have the same perspectives typically brought by the rapid transition to remote working or the need to redeploy significant roles out of the physical retail or office workplace into the virtual workspace. This change in approach often highlights a lack of skills in relation to digital.

"We have had to move more quickly to digitalisation and flexible / smart working - ensuring our employees have the appropriate skills and knowledge (or resources to acquire them) to be able to continue to be able to perform in their role during the pandemic."

This has been partly technical skills, but also 'soft' skills have proved incredibly important including virtual leadership, delivering difficult messages, meeting skills, presentation skills, and virtual performance management and team working and engaging with customer digitally. And at a time where hiring freezes exist, there was a real driver to grow competencies of internal employees instead of recruiting new ones.

What is also fascinating is the realities of which skills matter. As one HR Manager said:
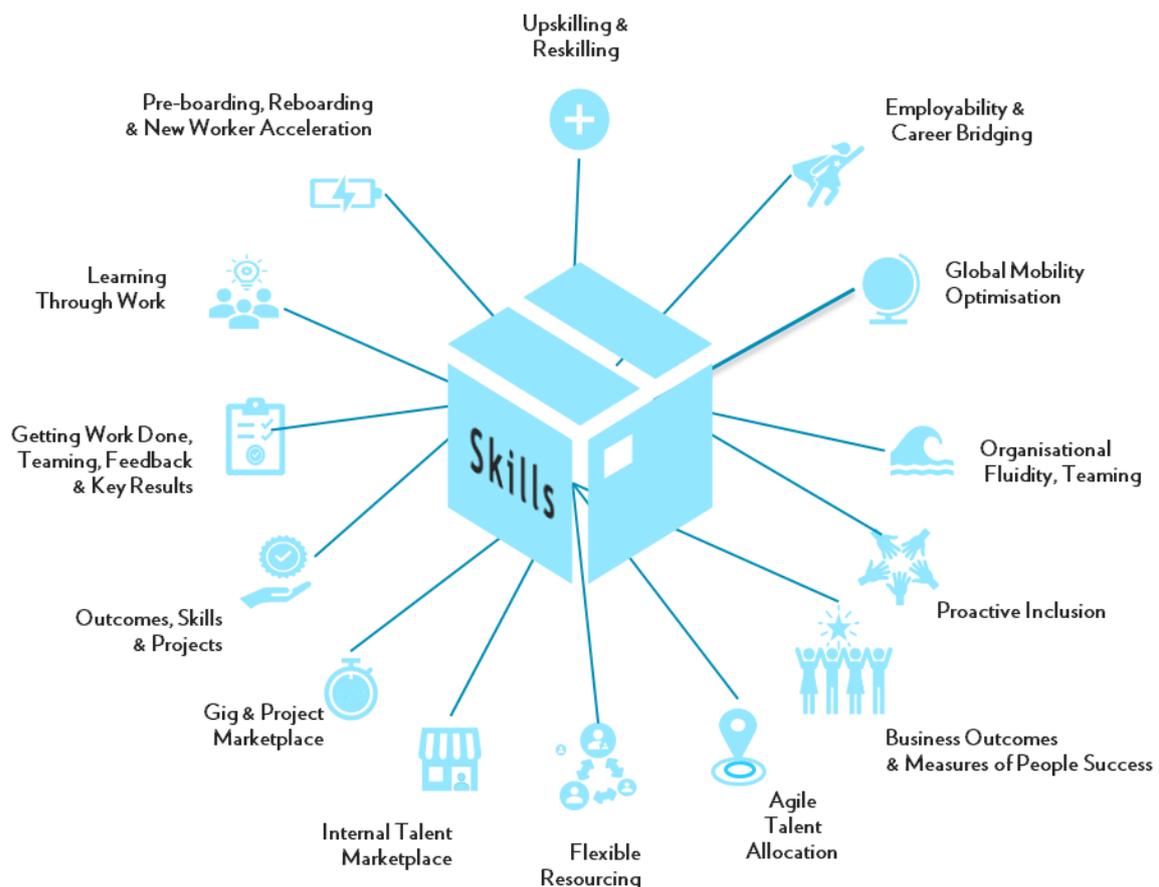
*"Soft skills are becoming more important than hard skills. **Collaboration,** communication, goodwill and indulgence are now the kind of skills that we need to make things work fine and to achieve our goals, especially when working remotely".*

How well are skills being managed?

Skills - upskilling and reskilling - underpins many of the building blocks of agile organisations. It is the foundation of employability and career bridging for employees. It is the foundation of delivering successful projects and innovating how organisations function and deliver for customers. It is also a way to understand the latent potential of people and gives organisations a way to proactively optimise their workforce; ensuring the best people are working on the right things, at the right time.

A lack of skills is what often holds organisations back from taking advantage of new market opportunities, innovating new solutions and services and adapting to change. So, skills gaps ultimately inhibit progress.

With 65% of our respondents admitting that their organisations have *significant* skills gaps, it's easy to assume that organisations would proactively manage skills to rectify the problem... But the reality is that one

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in five organisations admit to having no skills agenda, and almost 90% said their immaturity of their approach to supporting skills makes it harder to retain their best people.

Having a mature agenda around skills really matters. 100% of those who said they had a mature skills agenda found it easier to retain their top talent. And based on our sample – organisations with a mature approach are over twice as likely to find it easier to retain talent than those with an immature (or non-existent) approach.

65% think they have **significant skills gaps**

Organisations with a mature approach to managing skills are navigating the pandemic more successfully

The maturity of organisations approaches to skills has also been a critical factor in enabling them to successfully navigate the impact of COVID-19. Those most able to adapt to these changed had already pioneered innovations around how they approached skills, learning, how people work, internal mobility and organisational agility in the years before the pandemic began. Since the world changed, they are able to see their hard work as a launchpad that powered their organisation through the seismic changes that followed. For those who were playing catch-up the story is mixed.

According to PwC's Talent Trends report for 2020[3], only 18% of CEO's saw significant progress in managing skills in their organisation and from this research there is a lot of work still for organisations to do.

Managing skills is about a simple three step process:

- **Know** what skills people have

- **Nurture** people and develop the skills they need

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[3] PwC reference

- **Connect** people to work that enables them to harness their skills or helps them grow those skills by learning through work.

The only added complication is that skills need to be consistent across this and the employee journey / life cycle to really be effective and that defining the skills you need – can be a challenge for some.

What is clear from the research is that a small number of organisations have acquired an unfair advantage over their competition by really taking a bold step to innovate around how they manage skills. The barriers which stop others from following their lead – are not as significant as many think. But how much work is there to do?
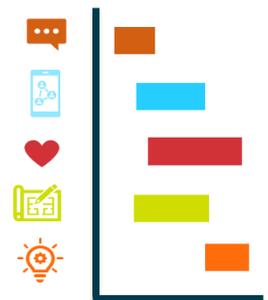
How well do organisations understand the skills they have today?

This part of the story is far from convincing. Less than half (45%) think they do a good job of understanding the skills profile of their organisation.

They don't have a good view of the skills their people have! The consequences of which are severe.

If you don't know what skills you have or where they sit, how do you know what to invest in, or which people you need? Knowing who has skills is a prerequisite for helping match them to opportunities. But wait, it gets worse.

Only **45%**
believe they do a good
job of understanding the
skills profile of their
organisation

- Only 7% of our respondents have a fully integrated approach to skills which links skills across the people experience.

- Only 5% always use people's skills and capabilities to reboard or reassign their workforce
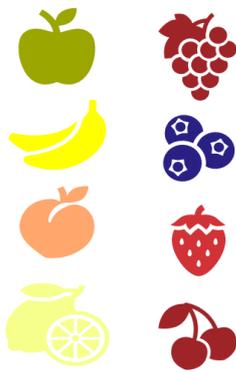
- Only 1/3rd consistently use people's skills to help optimise their workforce.

- Only 16% always use skills to support employee career progression.

It is a very disjointed story; a growing importance in skills which rarely translates into an effective reality for the employee or the organisation. Part of the reason for this is the consistency of skills ontologies and skills hierarchies used within organisations.

Only 5% think they are *very effective* at matching their workers to new opportunities and roles

Knowing what skills are called and having agreed definitions and getting a fair rating for an employee is often seen as complicated to do. This may account for why 60% of organisations do not have a consistent approach to skills across their HR silos.

Just how critical this consistency is becomes clear when looking at how influential skills are to each part of Talent & People Success.

60%
Don't have consistent skills frameworks across their organisation

Whether it's reboarding, learning, employability, global mobility, proactive inclusion, agile talent allocation, flexible resourcing, accelerating projects and building an understanding of our organisation's resilience and readiness for change, or our ability to adapt – the way we connect skills across HR matters.

45% think they are *ineffective* at matching their workers to new opportunities and roles

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What are the challenges of getting reskilling and upskilling right?

What this research tells us about the challenges of getting upskilling and reskilling right is key to understanding what you can do to make a difference to your skills strategy.

Awareness that reskilling is necessary

The relationship between skills and the importance of investing in skills is not always reflected in the attitudes of leaders and managers. HR might need to act as a catalyst to skills, especially those needed to help organisations thrive in the future. Exploring future vision for your organisation, having the conversation of where are we now, where do we need to be and what is it about our people that helps us get there is a great place to start. This is especially true as we start to see the post vaccination phase of the pandemic and think about what that might look like.

Challenging ingrained mindsets about training and talent

Not all leaders agree that organically growing talent in an organisation is the right thing to do. They sometimes have a preference for hiring people in, and have new blood grow around the organisation – rather than helping their existing talent rise first.

Interestingly 28% of organisations in this research looked to fulfil vacancies with people externally. As opposed to only 17% who proactively developed their own people. And only 12% used succession plans to power their talent pipeline.

Against this backdrop it's easy to see how ingrained attitudes to skills availability and skills development might be a problem, especially as unemployment rises. The perception is that the skills are out there so there's no need to invest in upskilling.

That your talent will leave if they don't feel they can get skills and career growth can be ignored. Surfacing data around why people are leaving your organisation might be one way to mobilise commitment to invest in skills and careers – if you need to challenge your leaders to invest.

Creating a culture where learning new skills is rewarded

It's natural to equate reward to compensation and think that skills development might mean having to reward people through their pay and renumeration. But that is not true. One of the most important ways to reward skills development is to do so through access to new work and career growth. This is why capturing employees career / work aspirations and enabling them to participate in projects and internal gigs as well as prioritising those who have developed their skills is a great way to stimulate a learning culture. It's also a great way of making employability something genuine and real. Building skills needs to be rewarded with career opportunities – and making skills part of the discovery of new roles is a way of doing that.

Identifying the right skills

There are many stories of organisations taking years to define their skills framework or ontology. The time it takes to define skills and their levels – as well as understand which ones were right for your organisation - has been a barrier in the past. It just takes too long to define and at the same time are out of date the day they are launched.

But this is not necessarily true now. Advances in artificial intelligence (AI) and data processing means that machine intelligence can now do that effort in hours and days – through a process of *skills inference*. This approach works continuously – day by day - as the organisation evolves. So, there are no long delays. Just instant discovery of who has what capabilities. Combine that with strategic workforce planning – and deciding on the right skills is no longer on the hard to do list.

Bringing skills from multiple systems together

Getting the right technology is key. Fosway's broader research finds that the connectivity across HR systems is not as mature as most organisations need. This means that the choices for a joined-up user experience and from a data analysis perspective are restricted. You either need a talent suite solution who has invested in skills, an HCM solution or a specific skills management solution. To some extent, all have their limitations. But they offer greater opportunities in managing skills than trying to connect skills through best of breed solutions in learning and recruiting alone.

The best solution choice for your organisation is going to take some careful assessment of your existing HR tech architecture, your audience needs, transformation goals and budget. But the market is evolving fast and options are expanding.

What technologies are helping to build skills and optimise talent?

Performance management is the most common technology driving skills

- 90% use performance management technology to optimise the growth, reskilling and utilisation of their people's skills in their organisation today. But the use of performance management is far from consistent. Only 34% always use this technology to build and optimise skills today.

- The adoption of digital learning is common. 87% of organisations are using learning technology to support their skills agenda. But again – its adoption is far from consistent – with only 36% always using digital learning to optimise skills growth and utilisation.

- Only 21% always use career planning solutions to drive their skills agenda

90% use Performance Management solutions in their skills strategy

The use of Artificial Intelligence and talent marketplaces is rare

- Despite the advances in machine learning and AI, its adoption to support skills growth and internal talent marketplaces is rare.

- Only 6% always use an internal talent marketplace for projects and roles to empower talent mobility. Whilst the anecdotal evidence seems to be exceptionally strong in helping retain talent, few are consistently using this technology as part of their skills strategy.

Only 6% always use Internal Talent Marketplaces in their Skills strategy

HCM isn't providing the functionality to drive agility

- As few as 10% use functionality within their HCM platform to build and optimise skills.

- For 35% HCM solutions aren't relevant to their systems strategy to support upskilling, reskilling and the utilisation of people's potential from skills. It is no small irony that most Human Capital Management systems are providing little to build more human capital for their customers.

35% do not use their HCM for their skills strategy

Succession management is still only for the few

- Talent management and succession is far from established in most organisations. Less than 16% always use succession management to optimise their people resources.

- Less than 14% always use their talent management suite to drive a growth in the talent of their organisation. The story appears to be one of fragmented initiatives, that do not typically scale

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inclusively across organisations. Most succession programmes are limited to a small community of executives and fails to embrace the entire talents of the whole organisation. This means the opportunity to release the full potential of the workforce is frequently missed.

Few organisations can articulate how their skills strategy adds tangible value

- Only 2% report the are good at measuring the impact of skills on their organisation and 69% admit to measuring the value add of their skills strategy badly.

- This is by no means unusual for other areas of HR, and whilst poor it does reflect a more general malaise. HR technology has been consistently weak in providing a transparent view of impact – typically because the HR and business analytics is systemically weak.

Only **2%**
report they
measure the
impact of skills
very well

Which skills matter to the future of the organisation?

It's easy to think that in the digital age that it is technical skills that are the main differentiator for the future of organisations. And when we asked which skills organisations thought were very important to the future of their organisation – these did come out on top.

Data science and analytical skills (62%) along with new digital skills (61%) are the ones that organisations see as very important.

Over 60% reported
data science and
analytics and new
digital skills as VERY
important skills for the
future

But it's not just the 'hard' skills that are in demand. The soft skills of '**making things happen**' are also valued. These are the skills of team working and collaboration (58%), leadership and management (58%), project management, change and transformation skills (47%) that were reported as *very* important.

This comes through in the research. The respondents show that the skills with the highest *overall* importance are people skills – the *making things happen* skills. The top five skills by overall importance in
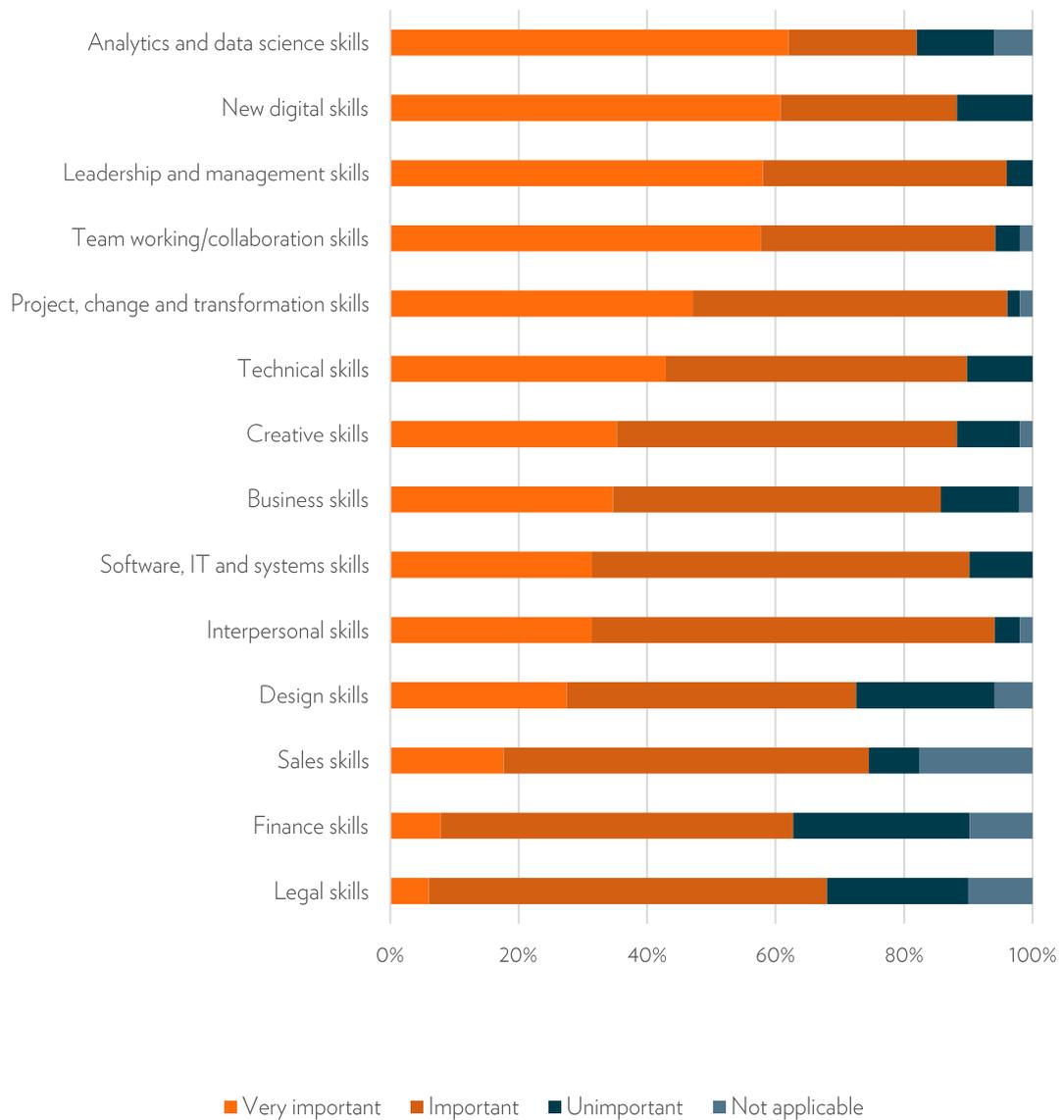
the chart below shows the top four are people focused. And it's the scale of their importance that shines through. 90% rate these soft skills as important.

Which of the following skills areas are most important for your organisation to develop in the future?

Legend: ■ Very important ■ Important ■ Unimportant ■ Not applicable

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Nine ways to make skills successful

So, developing skills is clearly important, but what actions can be taken to accelerate and de-risk the path to successful upskilling and reskilling? Here's what we've distilled from our research:

1 Understand how skills add value to your organisation

2 Join the silos together from recruiting to learning to performance etc.

3 Be future focused - people, work and organisation

4 Join skills consistently across all your people systems across jobs, projects, learning, performance, career, employability (internal and external)

5 Put the power in the hands of the employee to make choices

6 Reward skills development with opportunities

7 Measure results, value-add and impact of skills on metrics that matter

8 Harness the right technology for your audience

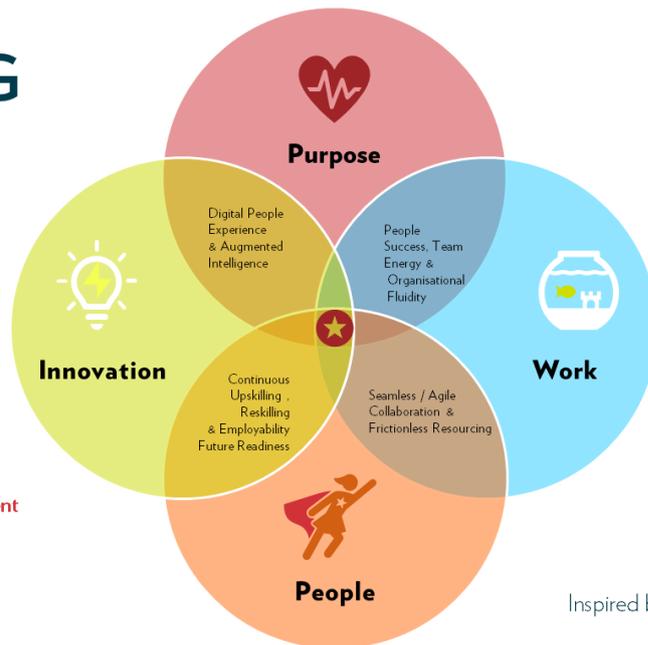**9** Experiment – find out what works for your organisation

Our View

EMPOWERING TALENT AGILITY

A new strategy of Talent Agility is emerging which uses the levers of purpose, context, people and innovation to energise and empower more fluid organisations and optimise engagement and the release your people's potential.

★ = **Democratising & accelerating the flow of Talent**

Purpose

Digital People Experience & Augmented Intelligence

People Success, Team Energy & Organisational Fluidity

Innovation

Continuous Upskilling , Reskilling & Employability Future Readiness

Seamless / Agile Collaboration & Frictionless Resourcing

Work

People

Inspired by NASA

Skills power organisational agility

The organisations that are going to thrive in the years to come are organisations whose people can anticipate and adapt to change. They will be able to continue to meet the challenges of COVID-19 and its economic fall-out, but also the ongoing issues of sustainability, climate change and the 4th Industrial Revolution.

The pandemic has put people's skills and ability to adapt into the spotlight. Skills matter. They power agility. Those organisations that had thought about the skills before the pandemic typically had an easier time last year. They were able to reassign their people faster, upskill and reskill them more effectively. They were able to achieve higher levels of engagement and employee resilience. They found it easier to embrace change. And the story that comes from those practitioners who had led the charge in skills in their organisations – was that the desire to create more agile and fluid organisations was central to their HR strategy.

Without a joined-up approach, skills fail

If you think about HR and its solutions as bridges between people, their skills, their personal development and work, it's easy to see how any breaks in the bridge make the employee's journey and the employee experience harder.
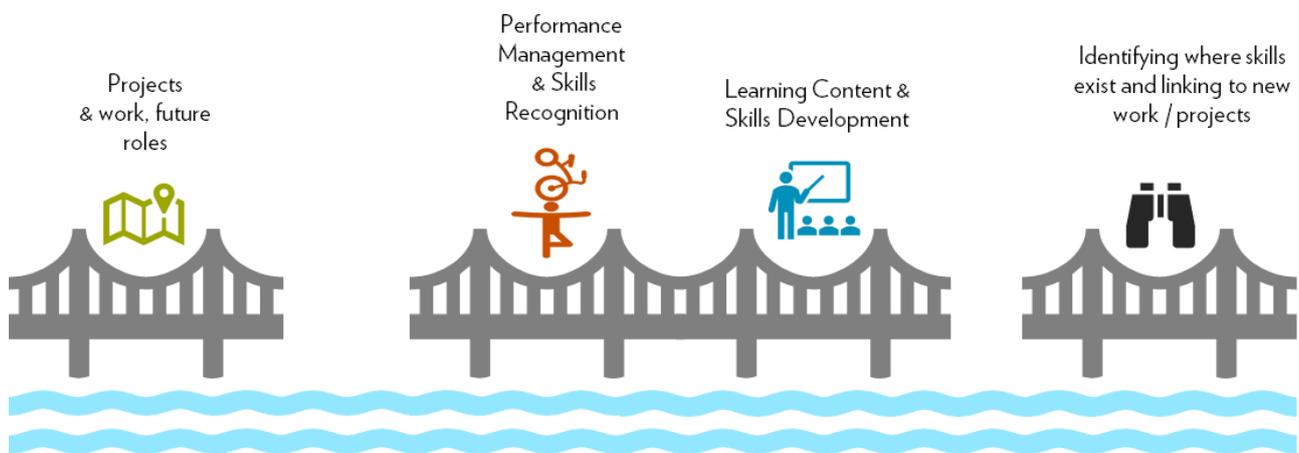
If work is not consistently connected to skills recognition, learning and identifying where skills exist, and linking them to opportunities to work in projects or new roles, the skills experience fails.

The reality is that without joined up thinking across HR silos, the power of upskilling, reskilling and talent mobility doesn't work. Which means if you want to harness skills effectively today, you need to force all the different parts of HR and the people experience to take a connected view and share the skills agenda consistently.

Execution depends on a coherent approach across HR

The challenge today is that few HR solutions do this well. Best of Breed solutions in the traditional talent management pillars of recruiting, learning, performance, feedback and recognition are not as connected as they should be.

Some HCM and Talent suite solutions offer a simpler path connectedness across the skills story. Specialist skills management solutions are also emerging, beginning to take a role as organisations hub for careers and mobility. This is a really hot part of the HR tech space, so expect to see growing choices for buyers here.

Upskilling and reskilling are not just a survival response to the pandemic

It would be easy to see the rising interest in skills as a reaction to the pandemic. Whilst that is the reality for some – it was a reaction or an accelerator – we need to remember is that that skills are the vaccine for organisations when it comes to change. Once this crisis passes others are likely to follow and organisations will still need to be able to change and adapt.

All organisations have their burning platforms – things that will burn our organisations if we don't put them out. You need skills to control, resolve and rebuild your burning platforms. Skills are what help us grow and shape the future. They also help us overcome the "monsters" outside our organisations e.g. new competitors, changes in markets and legislation. Skills help combat these. And sometimes we need total change; to metamorphose. Change is a given and skills help to navigate that.

Is your approach to skills fit for the future?

Of all the practical challenges, it is gearing up to thrive in a digital world that is perhaps the biggest of them all. What we know from organisations who have made that transition over the past 10 years is that it takes building a trust culture, an agile workforce, a new adoption of more agile ways of working, frictionless experience and innovation in how we support our people.

The question we should all ask is, does our approach to upskilling and reskilling really deliver the future our organisations need, and our people deserve? From the results of this research and Fosway's broader research input, there are still significant opportunities for organistations to revolutionise their approach to skills, upskilling and reskilling. The benefits are immense and it's potentially easier to do than you might think, with the right approach, investment, solutions and partners.

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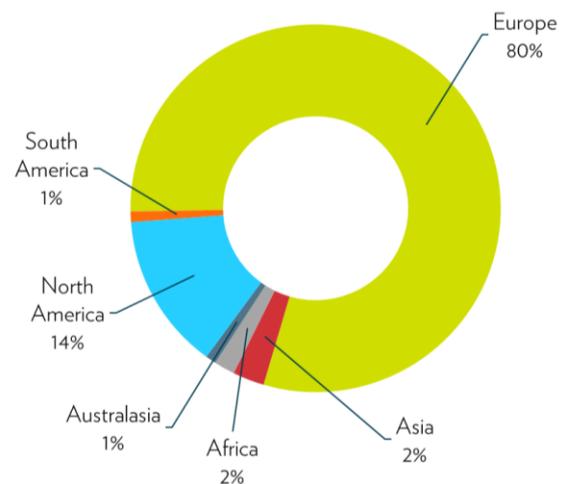
About This Research

How was this research conducted?

The research was conducted by Fosway Group and Talentsoft between August 2020 – January 2021 using a blend of surveys across HR, talent and learning decision makers from organisations in the EMEA region, across a broad spectrum of industries and backgrounds. This was supplemented with a number of in-depth interviews with leading in-house practitioners in some of Europe's largest organisations to further explore the reality of upskilling and reskilling today – and their perspectives for tomorrow.

Where is your organisation headquartered?

- Europe 80%
- South America 1%
- North America 14%
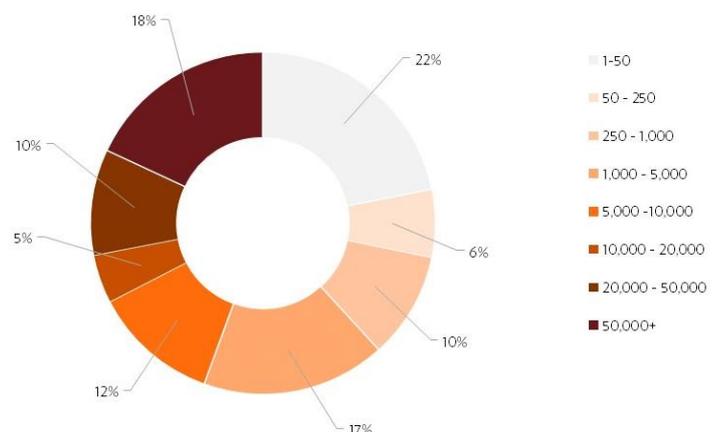- Australasia 1%
- Africa 2%
- Asia 2%

About the respondents

Fosway Group worked with Talentsoft and its partners to engage with both the employer and employee audience for this research. In total, 128 responses were collected across the HR, talent and learning professional community, representing the views of the employers/organisations in this research.

The quantitative research was supplemented with qualitative research calls and roundtable events conducted with members of Fosway's Corporate Research Network to provide additional colour and depth to the data.

How many employees work for your organisation?

- 18%
- 22%
- 10%
- 5%
- 12%
- 17%
- 10%
- 6%

- 1-50
- 50 - 250
- 250 - 1,000
- 1,000 - 5,000
- 5,000 -10,000
- 10,000 - 20,000
- 20,000 - 50,000
- 50,000+

Accelerate and De-risk

To talk to us about our making better HR buying decisions, faster. As well as accessing the best existing European HR research and market insight, you also have the security of knowing that we are completely independent and don't have a vested interest in the outcome of your decisions, other than ensuring it's right for your organisation and your people. We concentrate on pragmatic advice to provide you with the guidance you need to accelerate and de-risk your decisions.

Accuracy of Information and Warranties

The analysis and recommendations made in this document are based on the information currently available to Fosway and from sources believed to be reliable. Fosway disclaims all warranties as to the accuracy, completeness or adequacy of such information. Fosway will have no liability for errors, omissions or inadequacies in the information contained herein or for interpretations hereof.

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About Fosway Group

Fosway Group is Europe's #1 HR Industry Analyst focused on Next Gen HR, Talent and Learning. Founded in 1996, we are known for our unique European research, our independence and our integrity.

For over 20 years, we have been analysing the realities of the market, and providing insights on the future of HR, Talent and Learning. Fosway analysts work extensively with our corporate clients to understand the inside story of the challenges they are facing, and their real experiences with next gen strategies, systems and suppliers. Our independent vendor analysis also provides a vital resource when making decisions on innovation and technology.

And just like the Roman road we draw our name from, you'll find that we're unusually direct. We don't have a vested interest in your supplier or consulting choices. So, whether you're looking for independent research, specific advice or a critical friend to cut through the market hype, we can tell you what you need to know to succeed.

Example clients include: Alstom, Aviva, Boots UK, BP, BT, Centrica, Deutsche Bank, Faurecia, HSBC, International SOS, Lloyds Banking Group, Novartis, PwC, Rolls-Royce, Royal Bank of Scotland, Sanofi, Shell, Swiss Re, Telefonica, Thomson Reuters, Toyota Europe, and Vodafone.

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About Talentsoft

The world of work is rapidly evolving. Future business success will belong to those who transform the skills and talents of their workforce with agility and purpose. That's why, at Talentsoft, our mission is to unlock the potential of every single employee, transforming your organization in the process.

Thousands of organizations leverage our open People@Work platform to accelerate talent transformation, in ways that fit seamlessly with their context, needs and existing tech ecosystems.

We're the European leader in Human Capital Management. From our 15 offices around the world, we empower more than 2,200 customers, from every industry, in over 130 countries. Learn more at www.talentsoft.com.

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