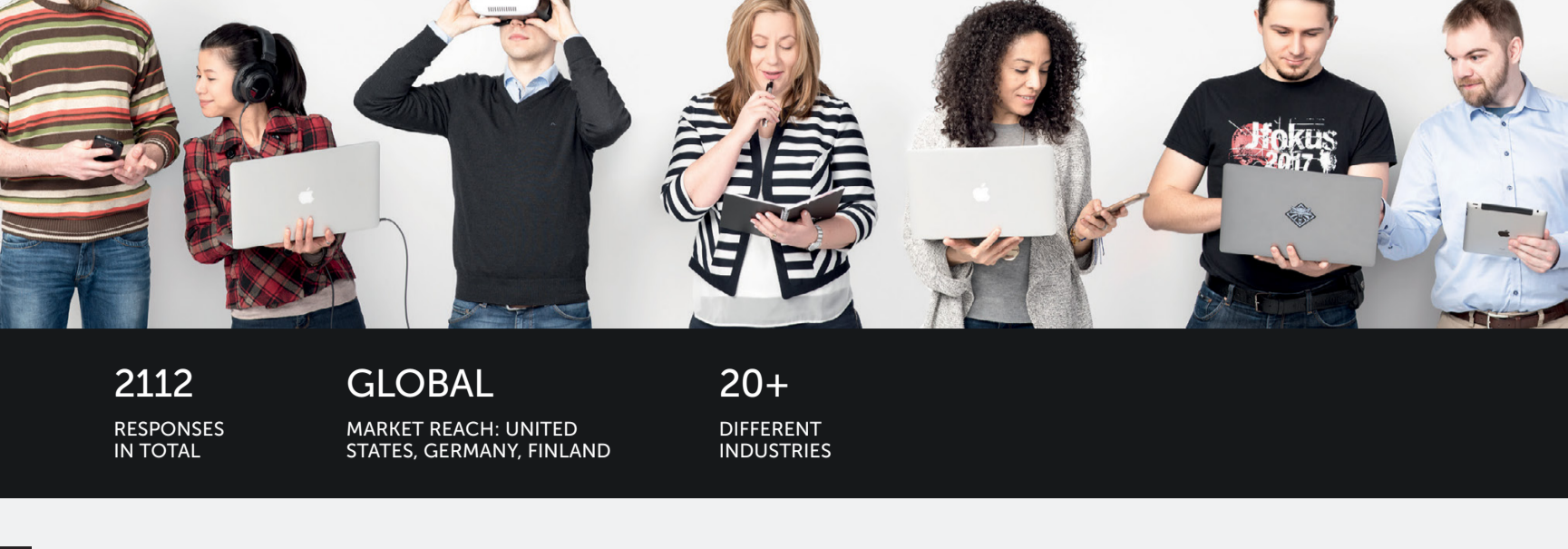


Learning and Development in Organizations in 2019

We surveyed entrepreneurs, employees and business executives to better understand the state of L&D in 2019. The results show consensus among all those who were surveyed, regarding the importance of skills development and organizational learning - but not everyone has time nor the means to learn.



2112
RESPONSES
IN TOTAL

GLOBAL
MARKET REACH: UNITED
STATES, GERMANY, FINLAND

20+
DIFFERENT
INDUSTRIES

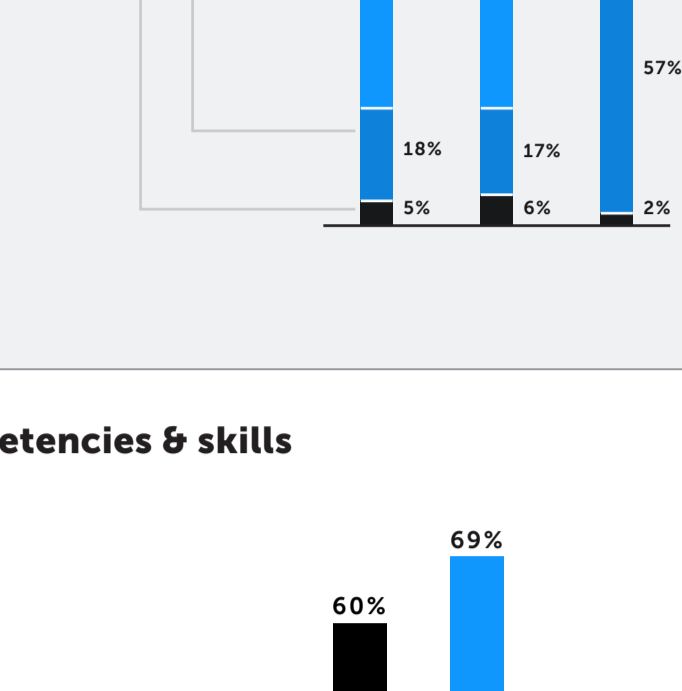
THEME 1

The importance of L&D in an organization

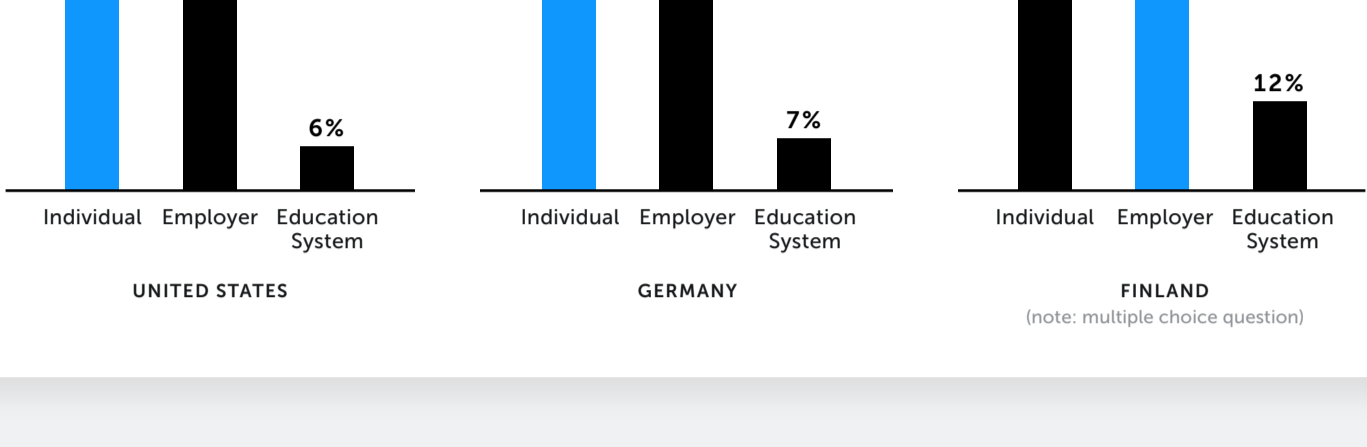
96%

think it's **important** for their organization's future success to continually update the knowledge and skills of employees.

ON AVERAGE, ALL MARKETS INCLUDED



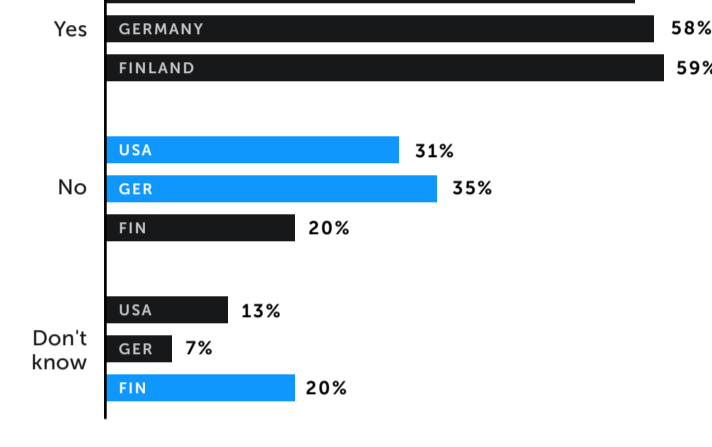
Who is responsible for keeping competencies & skills up-to-date in work-life?



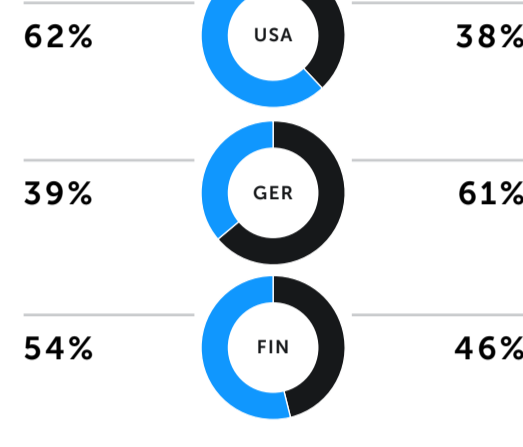
This topic is very important for Finland's competitive advantage and for companies in general.

MANAGER, REAL ESTATE

Is there a specific person or team that is responsible for L&D in your organization?



Is there a digital learning environment in use?



THEME 2

Encouragement to develop skills

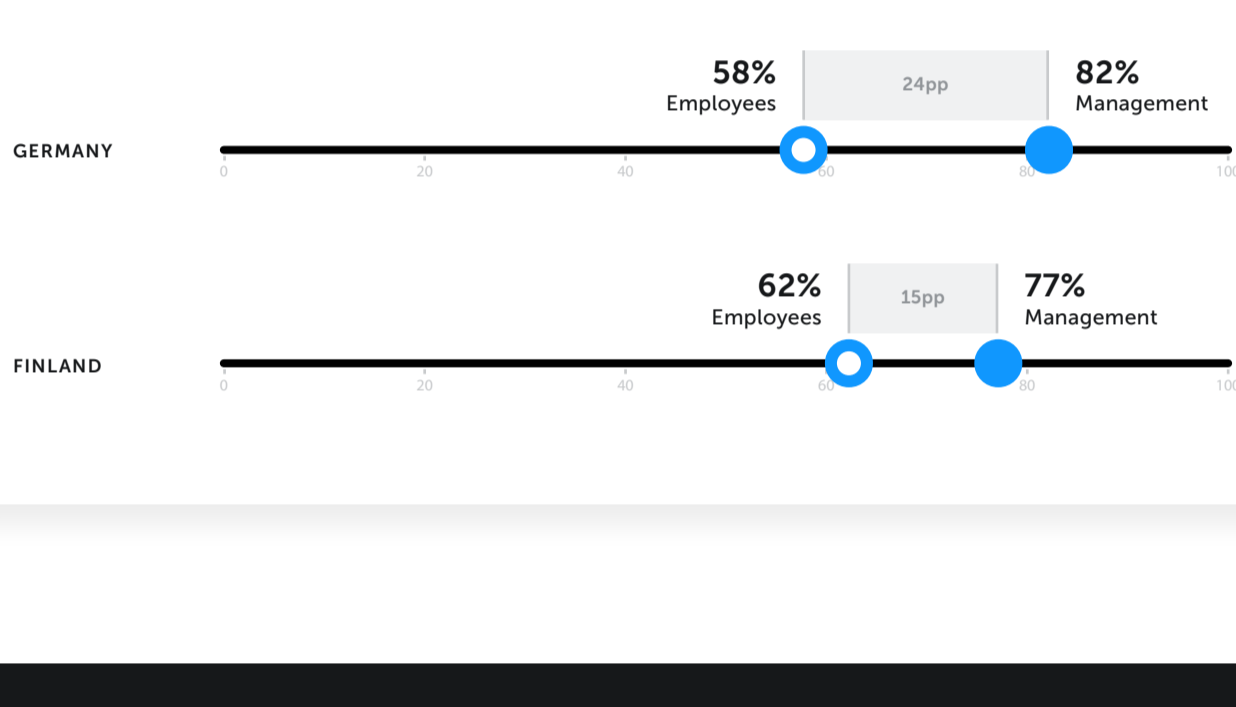
70%

feel their organization is adequately encouraging individuals to develop competencies & skills.

ON AVERAGE, ALL MARKETS INCLUDED

But job roles reveal significant gaps

% of respondents that believe their organization encourage them to learn more

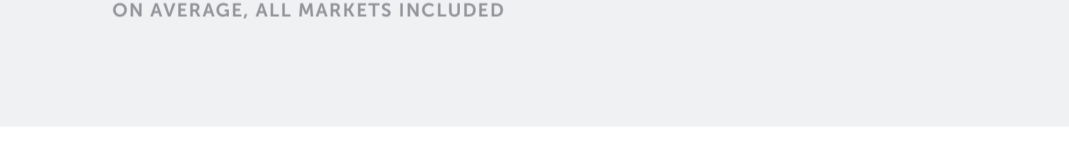


Too often we refer to the lack of resources when it comes to employee training. Most of the training goes to management and upper level only.

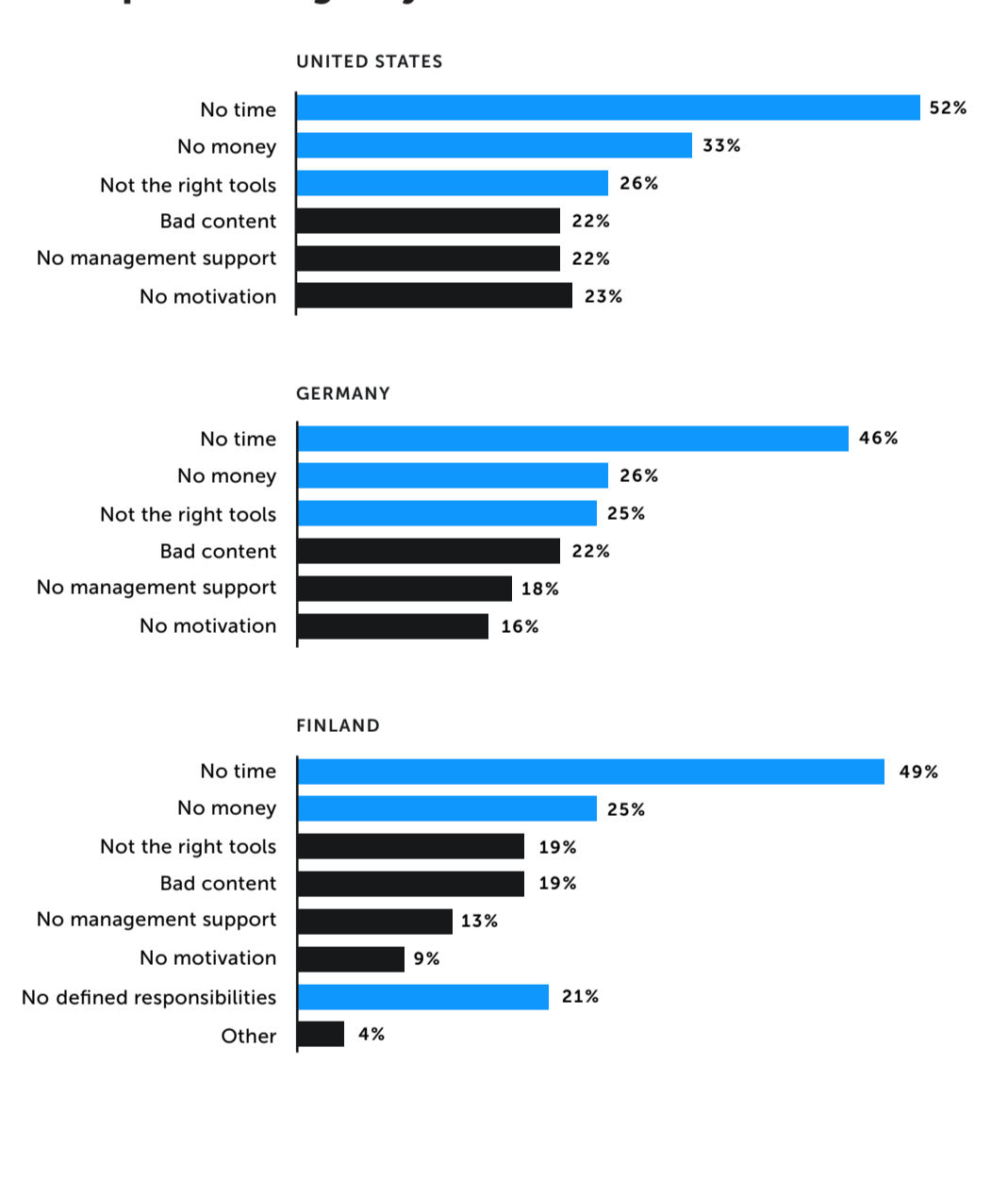
EMPLOYEE, TRANSPORTATION AND DELIVERY

THEME 3

The top 3 challenges for learning and development



The top 3 challenges by market



Observations

TOOLS are a bigger challenge for managers than money, which is more pronounced in employee responses.

28% of managers stated bad content as a challenge.

TIME is an issue for over a half of employees but of managers **only 38%** chose it as a challenge.



Knowledge development opportunities are often not seen over job or department borders.

EMPLOYEE, CONSULTING



Most courses don't address the specialized training required to do our jobs.

INTERMEDIATE LEVEL EMPLOYEE, AIRLINES & AEROSPACE

69%

feel that they are not given all the necessary tools and resources for developing competencies & skills.

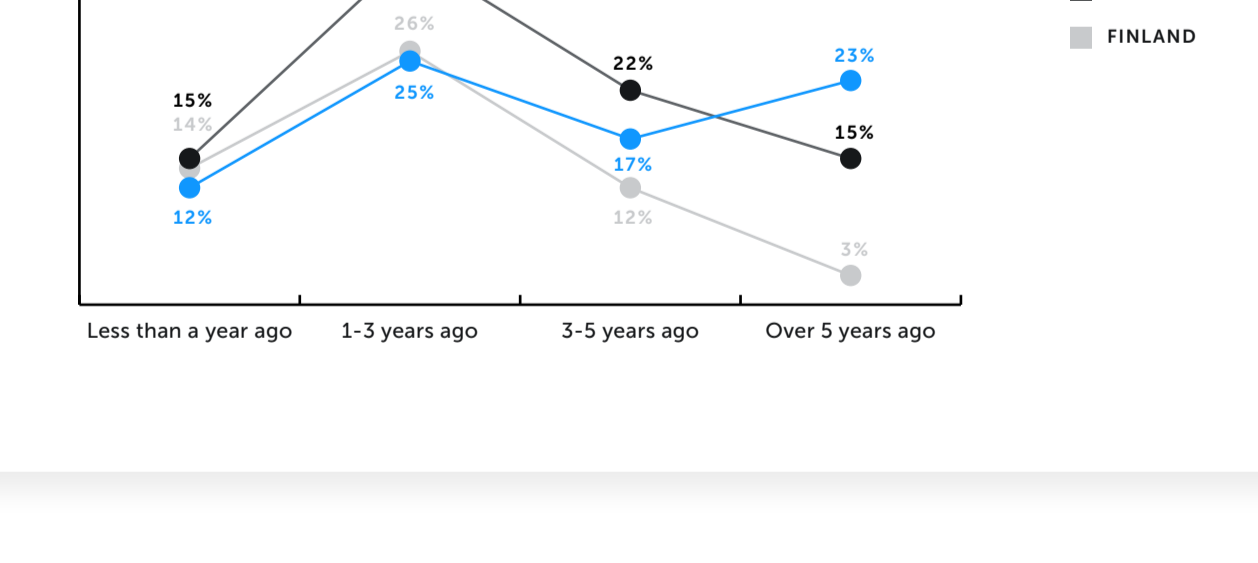
ON AVERAGE, ALL MARKETS INCLUDED

THEME 4

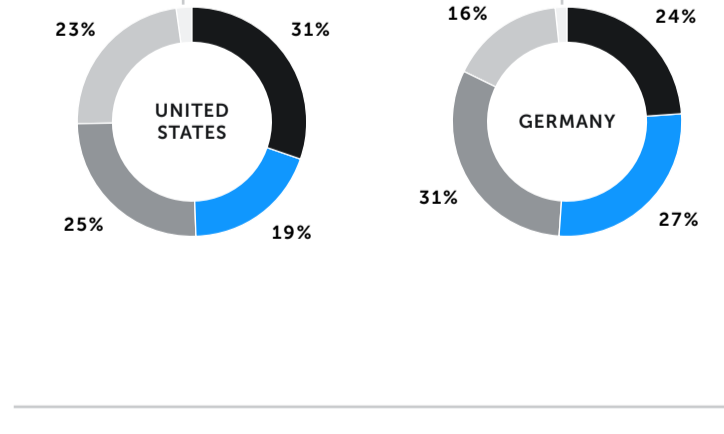
Tools in use and preferred mediums

When did your organization implement your digital learning environment for training and skill development?

The curve visualizes the maturity of the market for digital learning tools. "Don't know" and "We don't have this kind of system in use" were excluded from the graph.



Please specify your digital learning environment¹



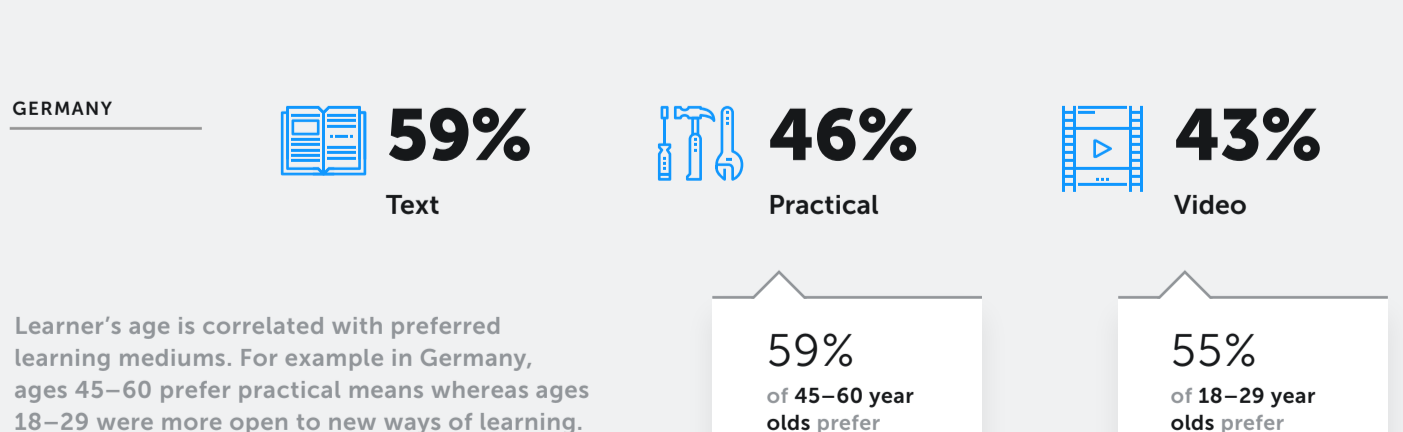
The survey reveals that American organizations are more likely to have digital learning systems in use (62%) compared to German (39%) and Finnish (54%) organizations (see Theme 1). In Germany and Finland, the shift towards utilizing more digital tools is happening later, which is supported by the market maturity graphic above. On the other hand, the German companies that have a digital learning system in use are more likely to have more advanced LXP in used instead of a basic LMS when compared to American organizations. We have to leave some space for interpretation however, since all the respondents might not be familiar with the terminology and the difference between the type of platforms.



Being able to go at your own pace through learning objectives is a huge help for my comprehension.

ENTRY LEVEL EMPLOYEE, MANUFACTURING

Which mediums learners prefer the most?²



Learner's age is correlated with preferred learning mediums. For example in Germany, ages 45-60 prefer practical means whereas ages 18-29 were more open to new ways of learning. Interestingly, text was still the most favored medium across all age groups in Germany.

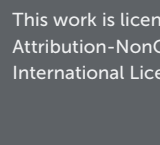
59% of 45-60 year olds prefer practical

55% of 18-29 year olds prefer video

About the survey

United States	Germany	Finland
869 responses	731 responses	512 responses
20 different industries	12 different industries	13 different industries
Ages 18 to 60	Ages 18 to 60	Ages 20 to 63
Gender: 47% Male, 53% Female	Gender: 50% Male, 50% Female	Gender: 51% Male, 49% Female
Management roles 31%	Management roles 39%	Management roles 16%
Owner / Executive / C-Level, Senior Management, Middle Management	Leadership, Management, Board Members, Owners	Senior Management, Middle Management
Employee roles 69%	Employee roles 61%	Employee roles 84%
Intermediate, Entry Level, Consultant / Expert, Intern, Volunteer, Other	Experts, Consultants, Other	Expert, Employee, Consultant, Other
Executed on 25 - 26th July, 2019	Executed on 21st May, 2019	Executed on 15 - 16th April, 2019

1 Finnish survey included options "important" and "somewhat important" which have been combined into "important".
2 The question was not part of the Finnish survey.
All percentages are rounded to show whole numbers.



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