

INSIGHTS
REPORT

Trends and challenges in **learning and development,** 2022

A SURVEY OF L&D LEADERS

MARCH 2022

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Overview

As Australia's most established provider of business education, Melbourne Business School is privileged to have one of the largest, most-representative and actively engaged business networks in Australia.

Sharing our clients' insights

Major corporations, small and medium-sized enterprises, innovative start-ups and leading not-for-profits trust us to help them develop their leadership and management talent through our short courses, custom solutions and degree programs, including our renowned MBA.

In a year once again impacted by the pandemic, we surveyed a range of organisations to understand how they are managing the challenges of the new social and economic environment. In this context, we asked organisations about the changes they are experiencing and the skills and capabilities they require to adjust, adapt and grow through the uncertainty and turbulence.

The result is a report replete with significant insights into the learning and development priorities of organisations across Australia and New Zealand.

Caron Beaton-Wells

Deputy Dean
Melbourne Business School

This report is the result of a survey conducted late last year as Australian states were variously managing and emerging from COVID-19 lockdowns. The survey focused on the organisational challenges, opportunities and capabilities needed for success in this environment.

The results demonstrate the adaptability of organisations in setting direction and prioritising activities to grow and thrive over the long term.

With managing hybrid working contributing to the complexity of leadership, this report reveals the challenges of remote and on-site working and the skills and awareness leaders and teams need to ensure their people's well-being, sense of connection and capacity to perform at their best.

The broad value of this report is to show what other organisations are thinking and that leaders are not alone in the challenges they face. If you would like to learn more about this report or think together about your learning and development needs, please don't hesitate to contact us.

Nora Koslowski

Executive Director,
Organisational Learning Group
Melbourne Business School

Executive summary

“

... As an organisation, we need to be clear on how we attract, retain and develop our workforce, identifying the capabilities and capacity required, both now and in the years ahead.

Perspectives survey respondent

”

Major Changes

Our report demonstrates that organisations are experiencing accelerated change driven by external and internal forces. These changes are the result of the multiplying effects of COVID-19, government regulations, new technologies, strategic initiatives and resourcing requirements generated by shifting market and community demands.

Survey results show that these changes impact organisational growth, leadership, talent management, development and skills acquisition, well-being, as well as learning design and delivery.

Our findings show that organisations are focused on balancing the tensions between attracting, retaining and developing their people, managing well-being and employee connectivity, while driving organisational change.

TOP 2021 Challenges

- Attracting and retaining talent
- General staff shortages
- Demand outstripping supply
- People development
- Working remotely and keeping employees engaged and connected
- Managing well-being and resilience
- Managing burn-out and turnover

TOP LEARNING Insights

Most organisations have adopted or are developing hybrid working policies. At the same time, they are seeking to address the challenges that on-site and off-site working generates for learning, for example:

- Managing distractions
- Creating engaging experiences
- Replicating informal communication and social learning.

Trends include the need to design learning to be just-in-time, social, self-paced and available anywhere, anytime.

Respondent organisations' critical challenges: impact and response

Impacts

Economic and environmental uncertainty

Supply issues and reopening

Constant adaptation

Changing consumer and community demand and expectations

Need to accelerate capability development

Ability to attract and retain the right capability

Availability of talent, staff shortages, turnover

Enterprise resilience, staff burn-out

Keeping staff connected and informed

Focus

Strategic alliance development

Growth

Financial sustainability

Digital transformation

Simplification of processes

Customer-driven culture and business

Retention strategies

Grow and transform capability

Identify employee value proposition

Experience, culture and brand

Health and well-being

Opportunities

Adapting business models

Drive organisational effectiveness

Restructuring

Continuous improvement, cost optimisation

Ensuring L&D aligns with strategic aims

Development activity and acquisition of skills

Market reviews for best-practice solutions

Connecting employees to the business

Being future ready

Summary of responses

TOP 3 Strategic Initiatives



Implementing strategic projects



Undertaking business improvement projects



Instigating capability and culture development

1

Talent development is the top-ranked capability focus

53%

Have adopted a formal policy for hybrid working

70%

Of those with a formal policy have adopted a semi-flexible approach

60%

Said that the greatest challenge of hybrid working is the lack of social connection

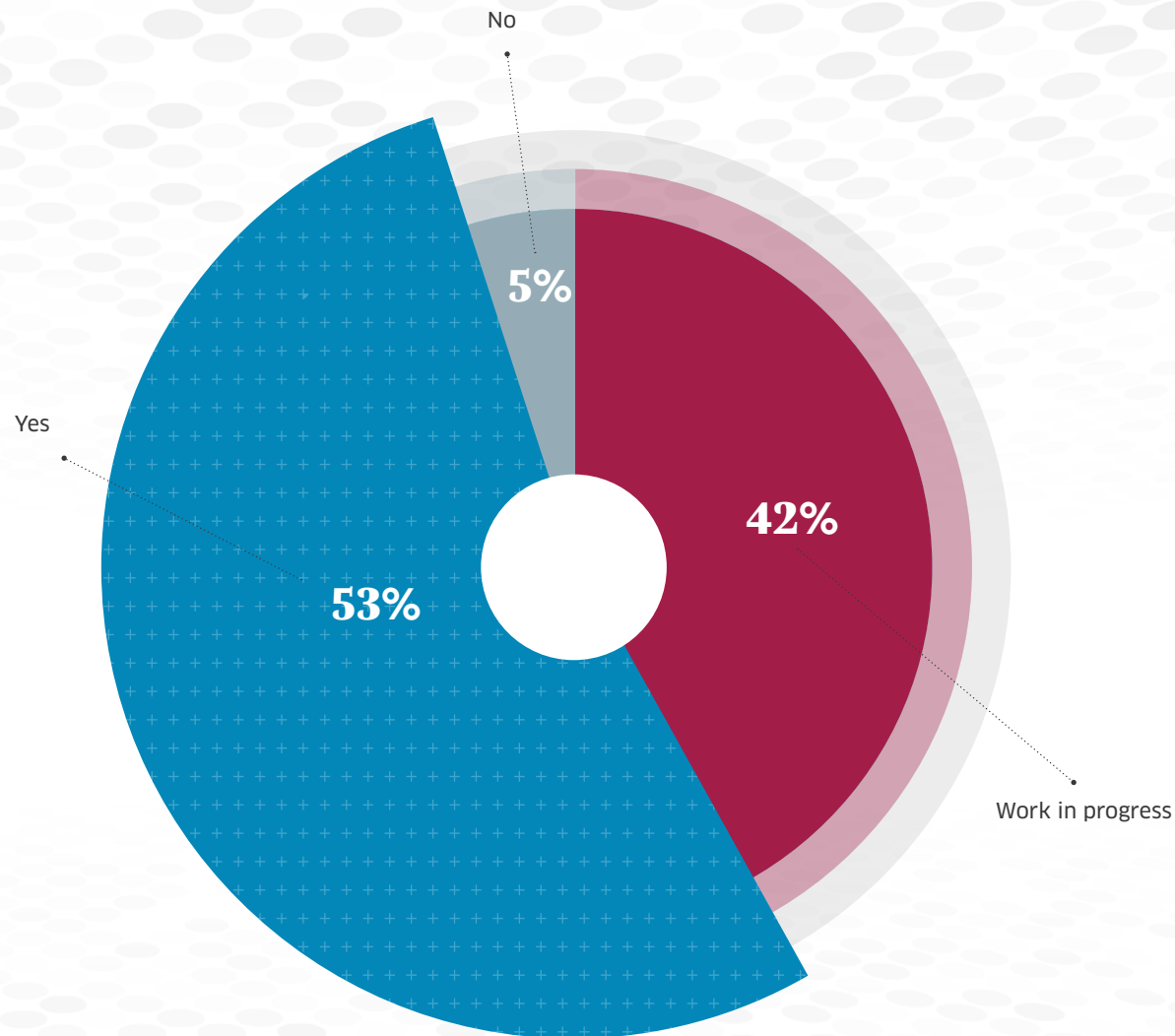
40%

Stated that, for hybrid working, the most important leader and team member behaviour is ensuring the well-being of team members

Leading hybrid working



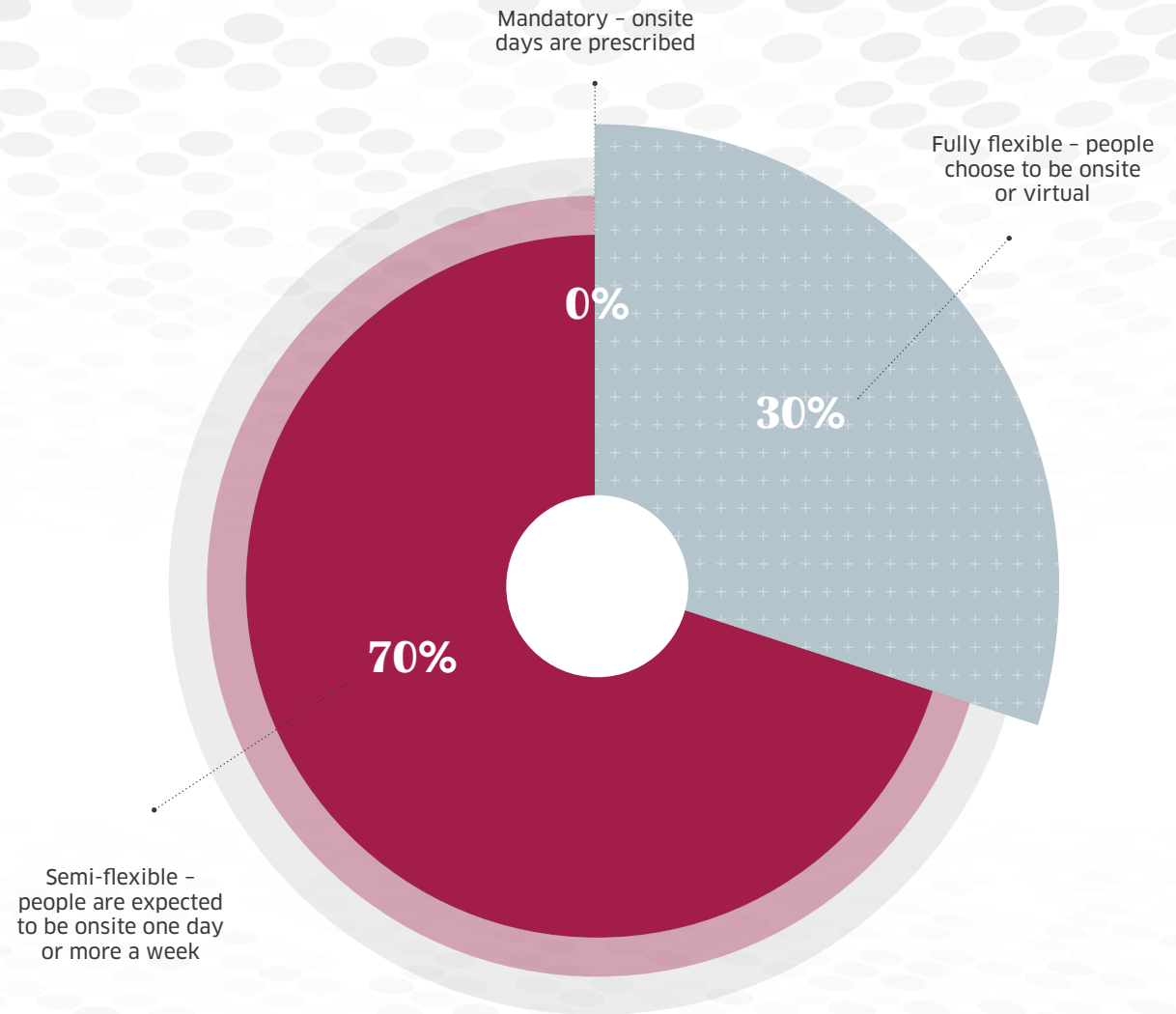
Organisations that have adopted a formal policy for **hybrid working**



% of respondents

Source: Perspectives Survey 2021

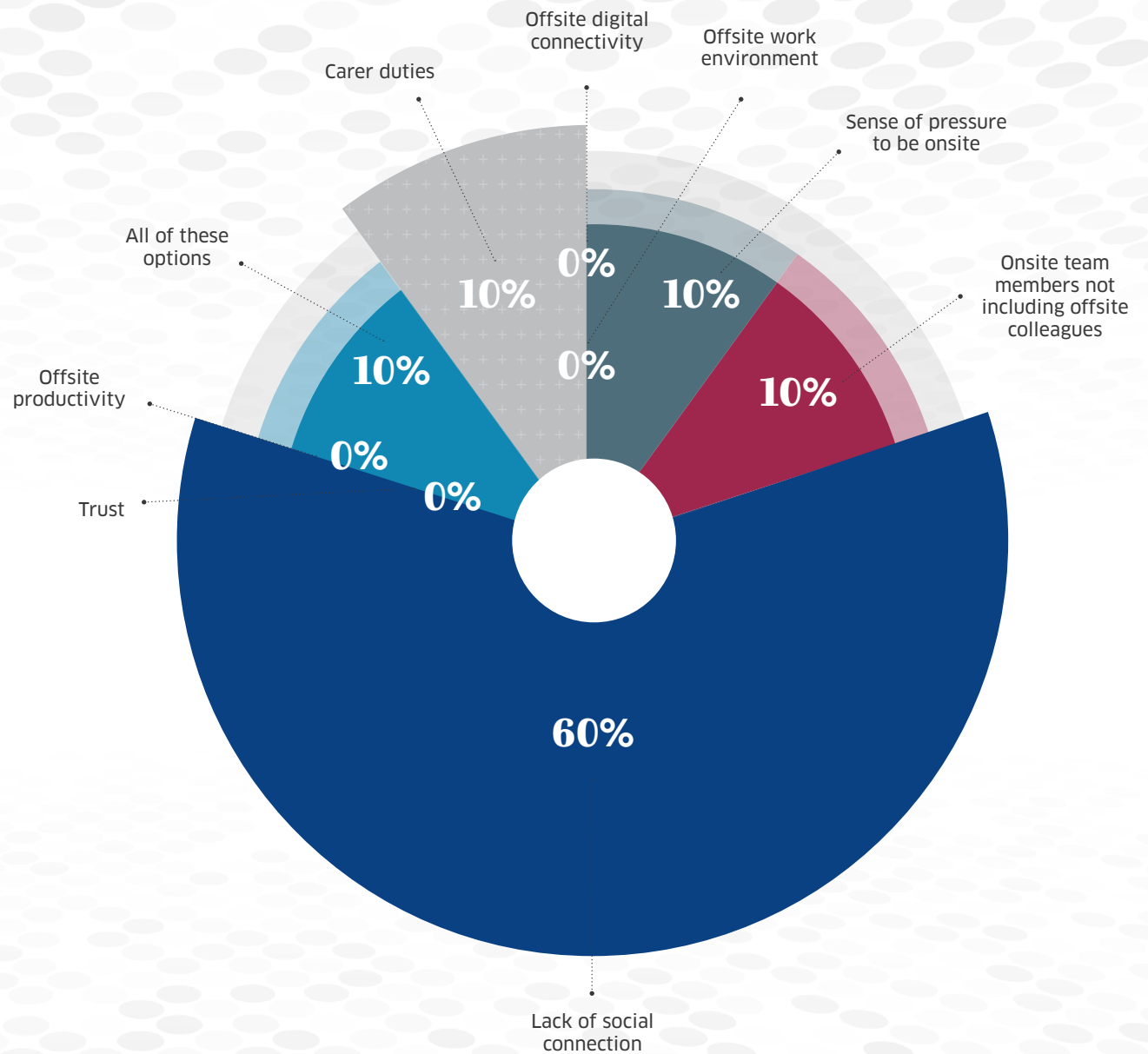
Hybrid working policy – days on or off site



% of respondents

Source: Perspectives Survey 2021

Hybrid working challenges expressed by team members



% of respondents

Source: Perspectives Survey 2021

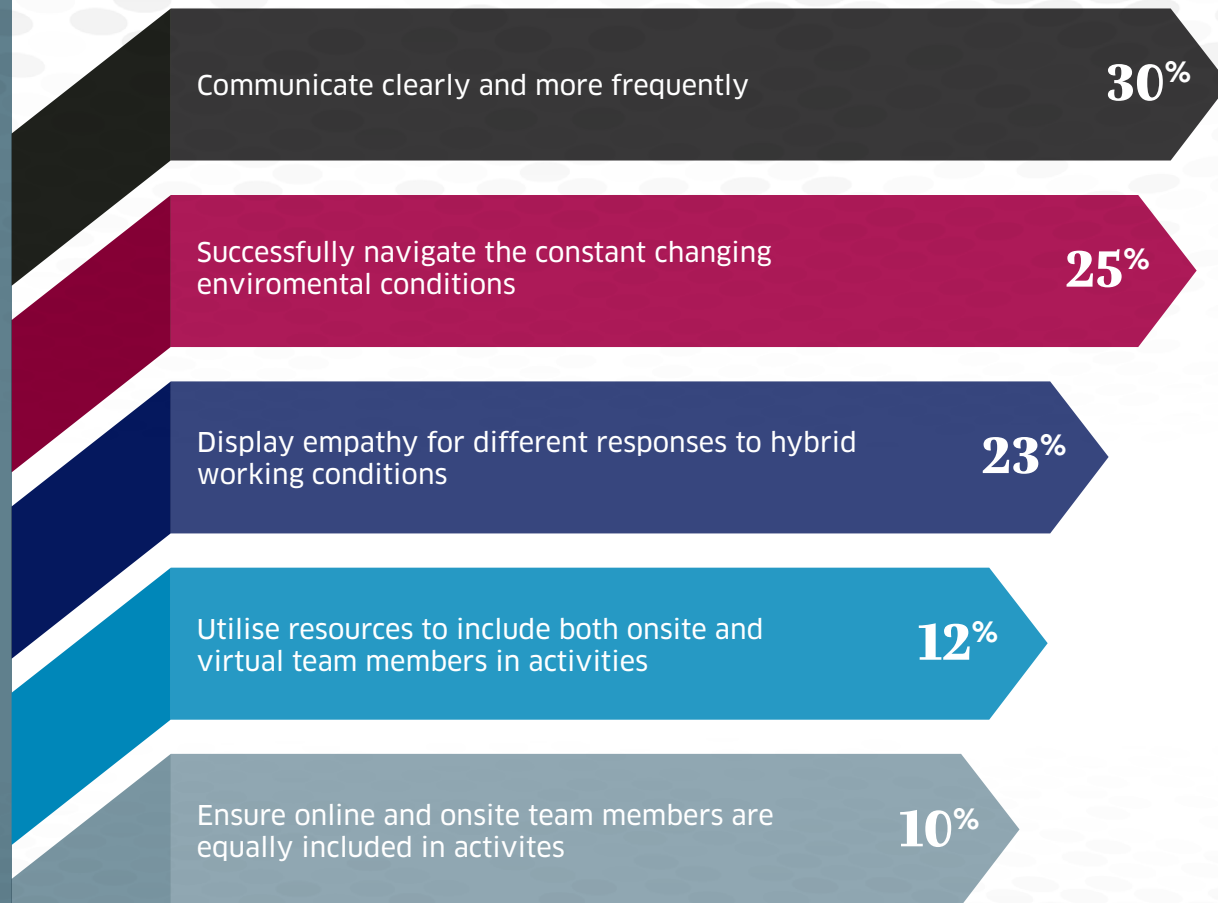
The most important behaviours and attributes leaders need for the challenges of hybrid working



% of respondents

Source: Perspectives Survey 2021

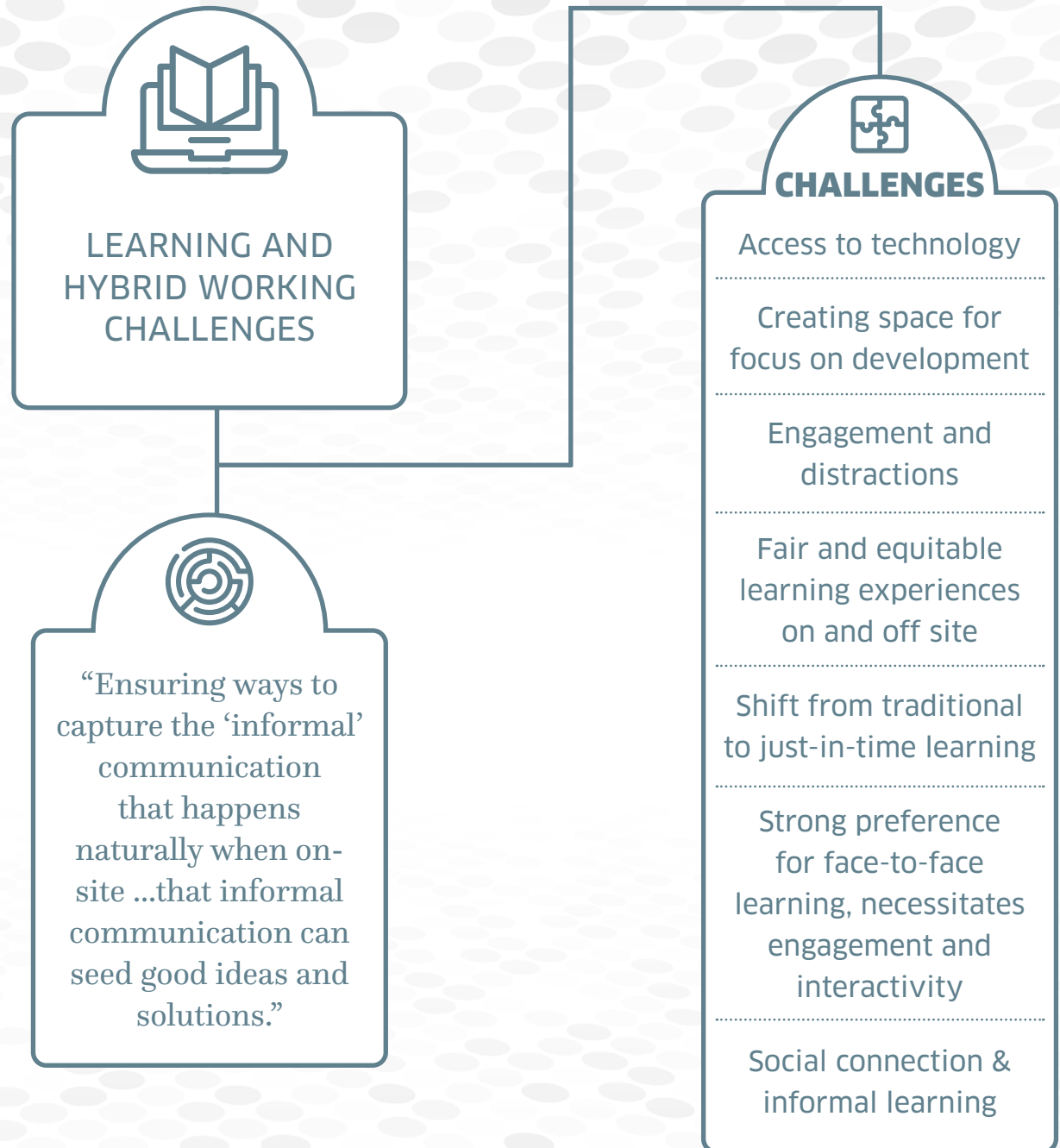
The most important behaviours and attributes team members need for the challenges of hybrid working



% of respondents

Source: Perspectives Survey 2021

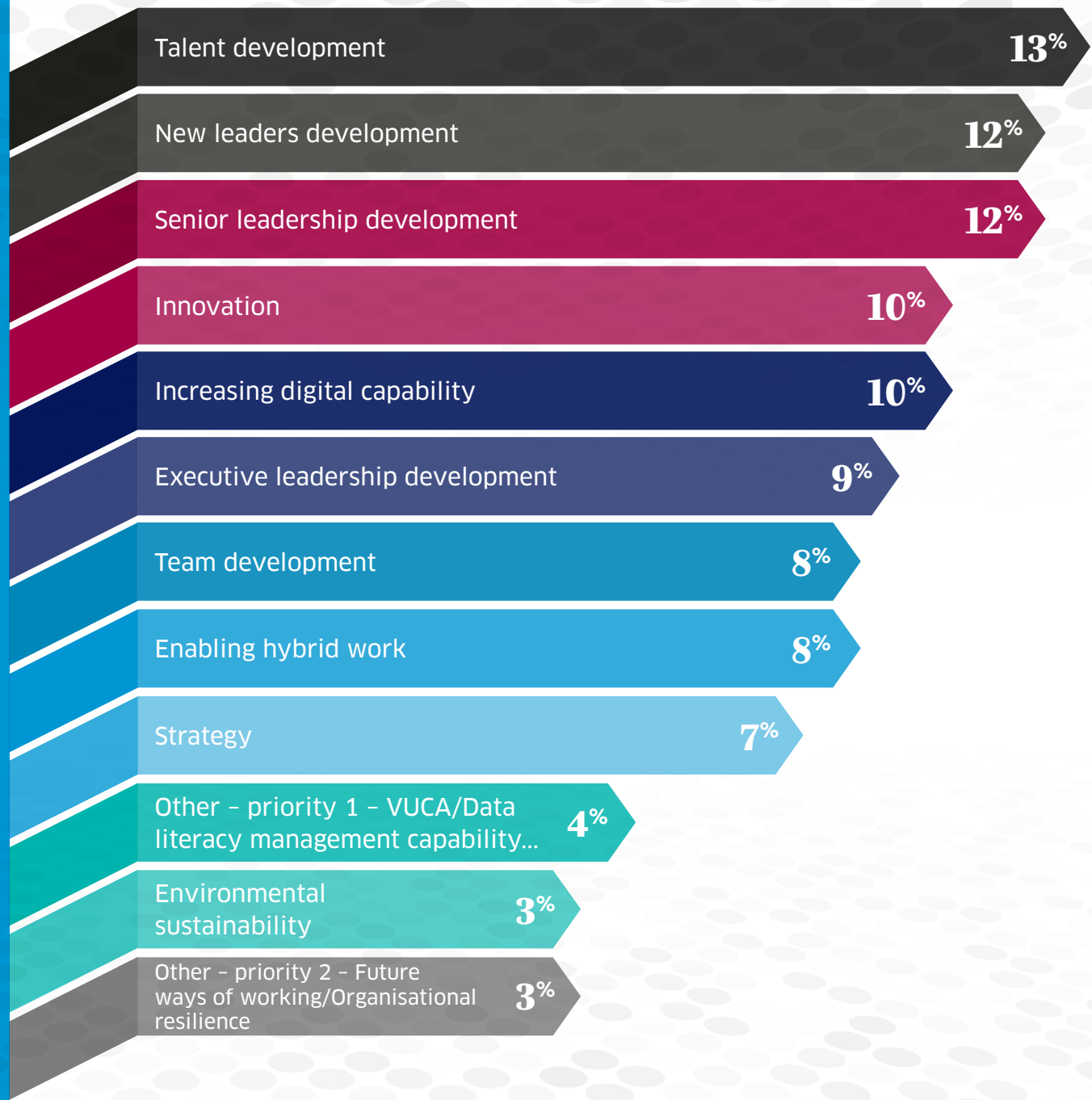
Challenges experienced by respondents in relation to learning in a hybrid workplace



Perspectives on capability development



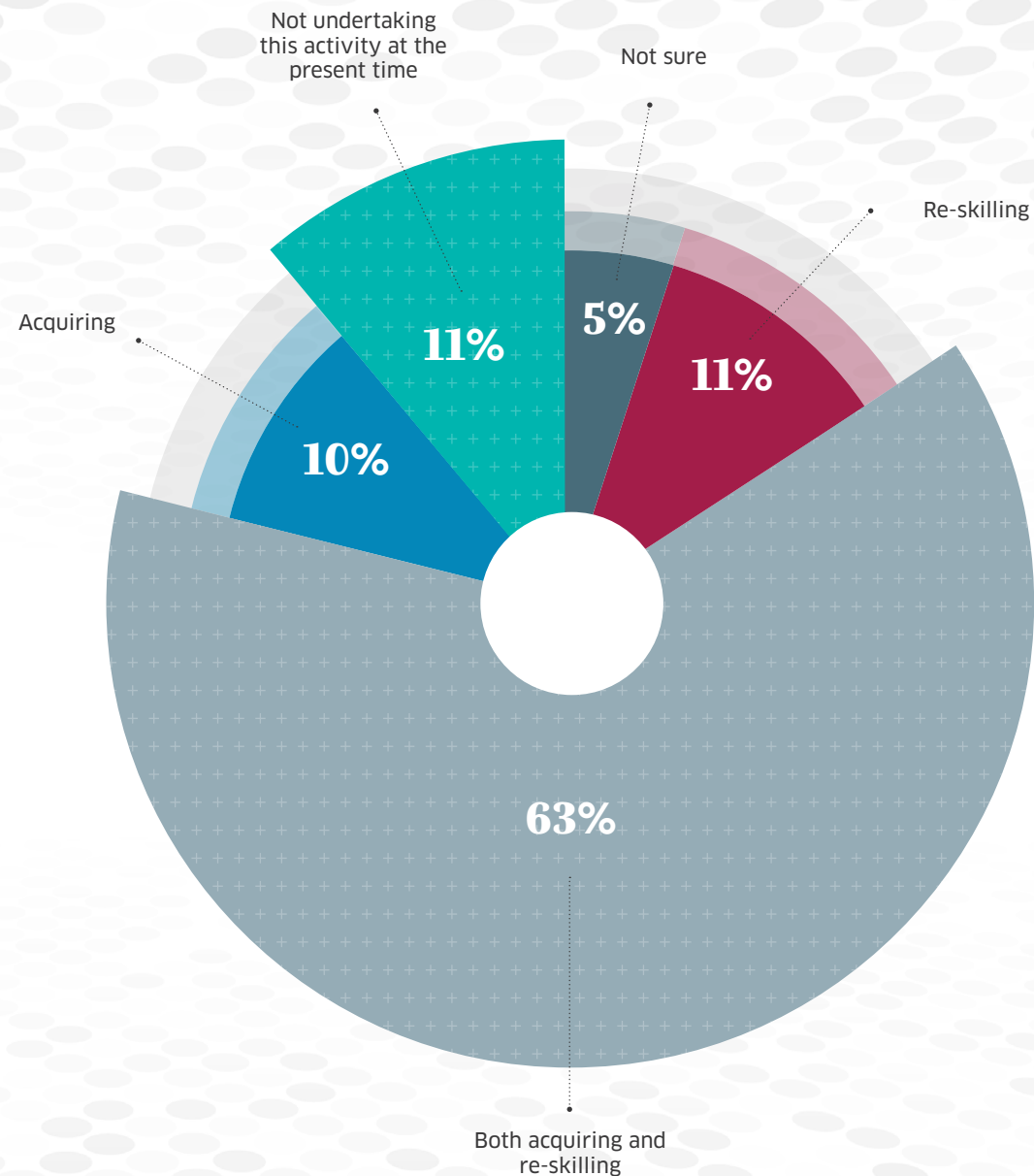
Capabilities organisations are seeking to **develop** in the next 6–12 months



% of respondents

Source: Perspectives Survey 2021

How organisations are approaching skill development for new technologies

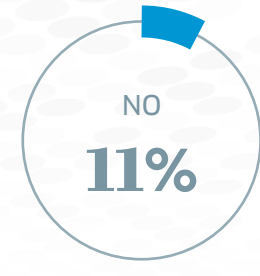
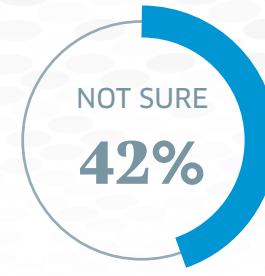
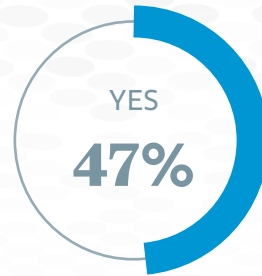


% of respondents

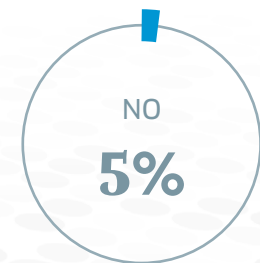
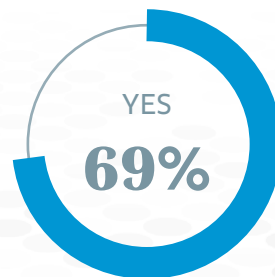
Source: Perspectives Survey 2021

Approach to **skill** development or acquisition where jobs will be replaced by machines or generated by new technologies

Re-skill those whose jobs will be replaced by machines



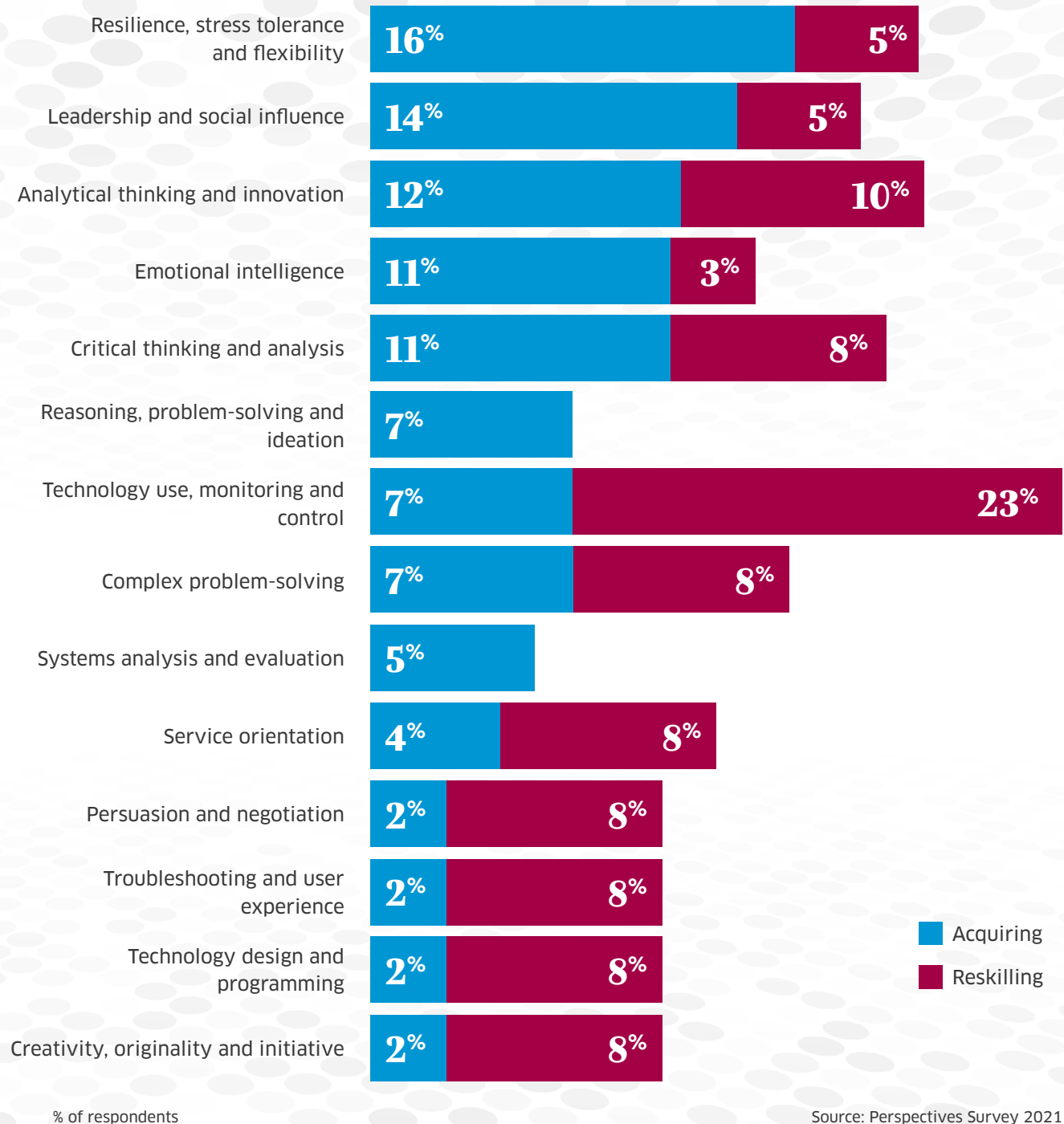
Acquire skills generated by new technologies



% of respondents

Source: Perspectives Survey 2021

Skill sets organisations are targeting for acquisition & re-skilling due to new technologies



Trends in learning and development

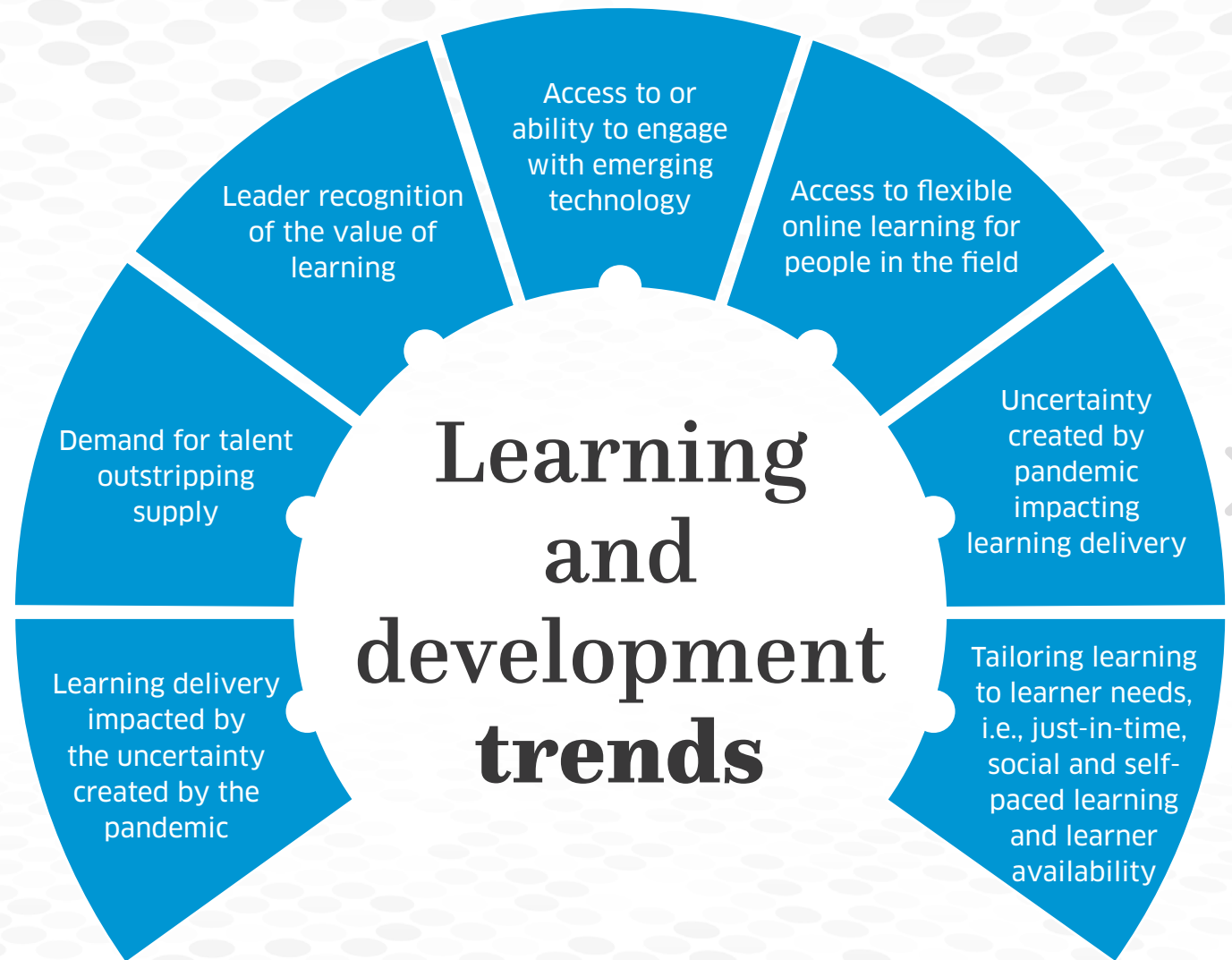


“

Creating the space for individuals to focus on development, creating engaging virtual learning experiences and accessing the technology required to deliver engaging learning experiences.

Perspectives survey respondent

”

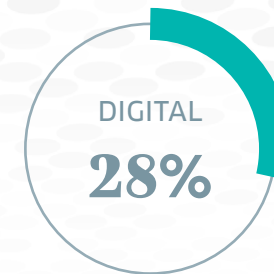
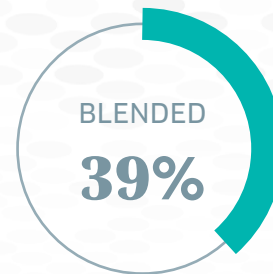


Learning delivery preferences

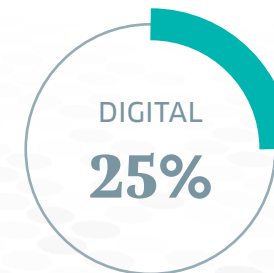
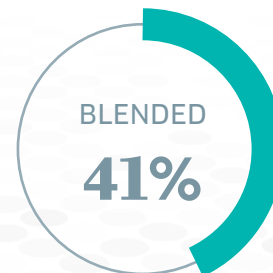


Preferred delivery mode

Preference when undertaking **internal** learning



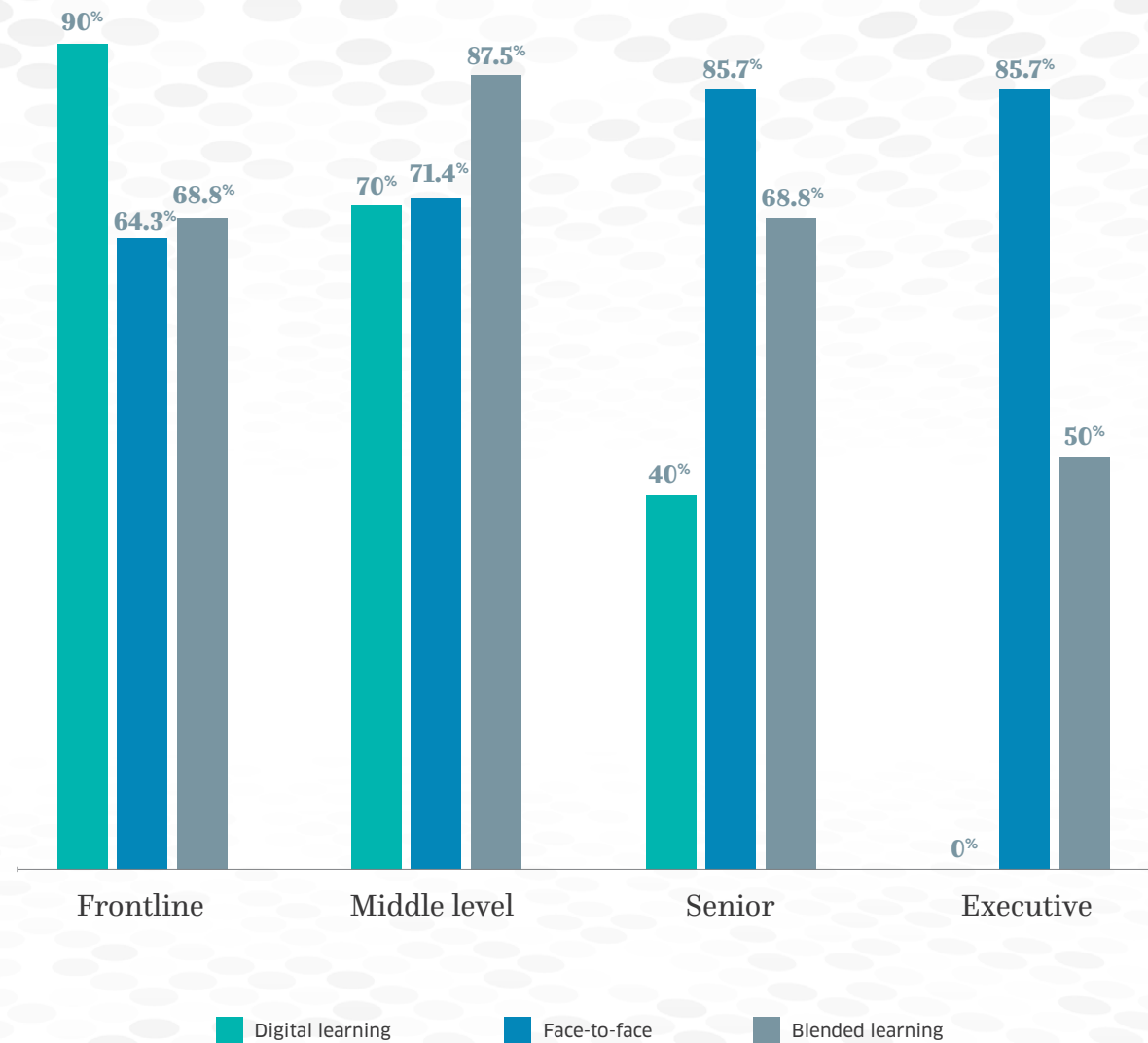
Preference when undertaking **external** learning



% of respondents

Source: Perspectives Survey 2021

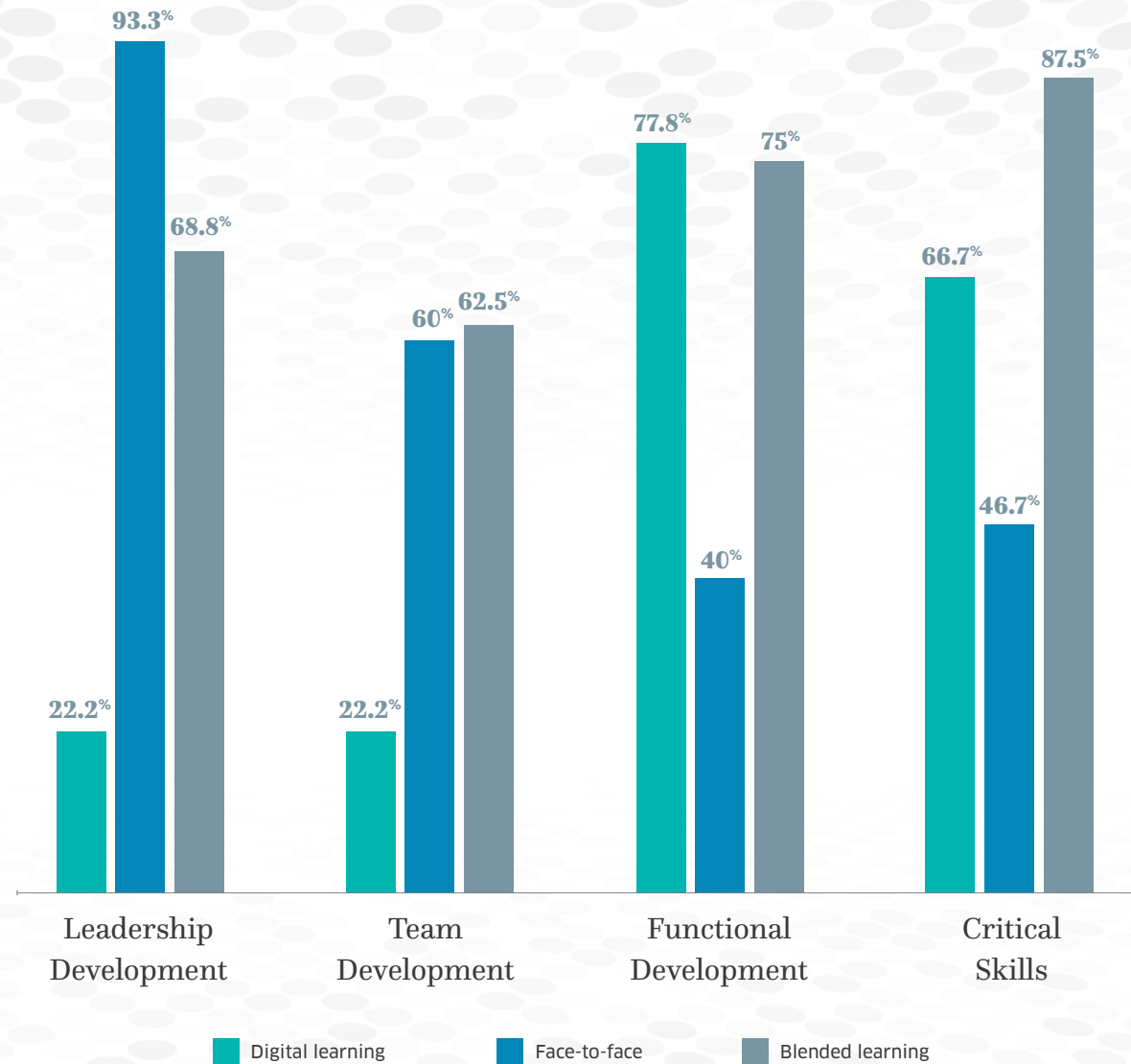
Delivery differences in developing leaders at different levels



% of respondents

Source: Perspectives Survey 2021

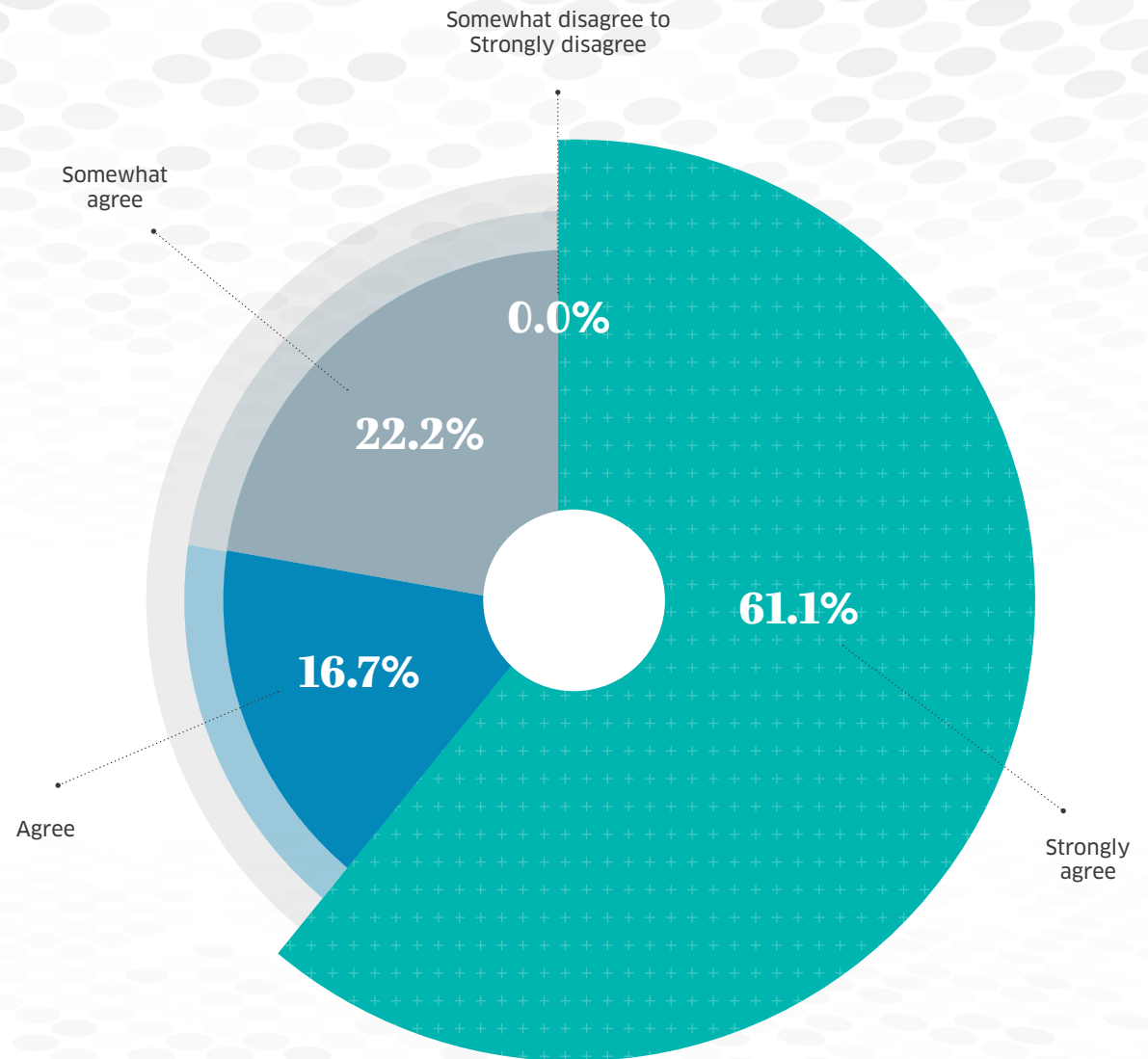
Delivery differences in the type of development



% of respondents

Source: Perspectives Survey 2021

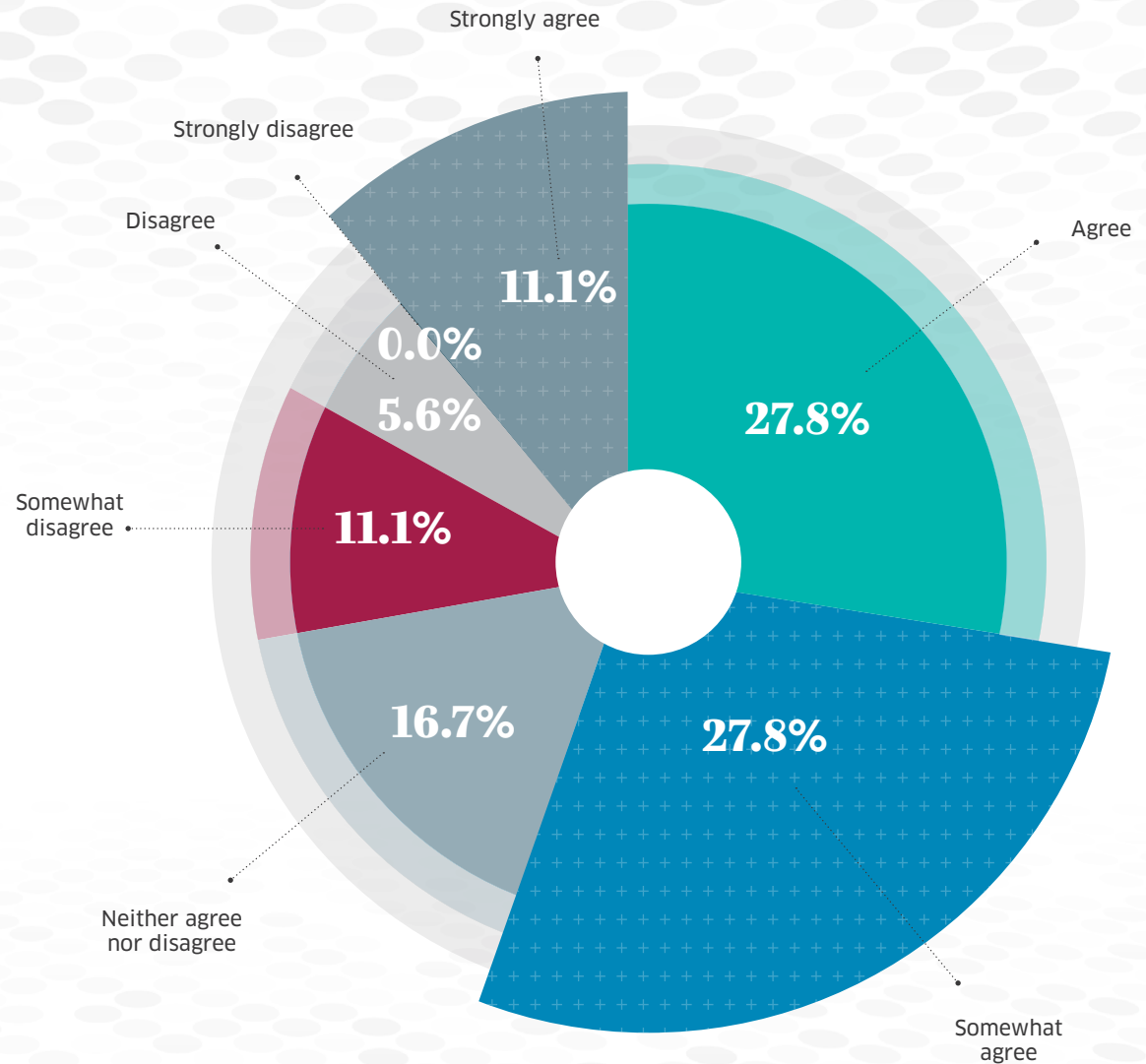
Anywhere, anytime is best time for learning



% of respondents

Source: Perspectives Survey 2021

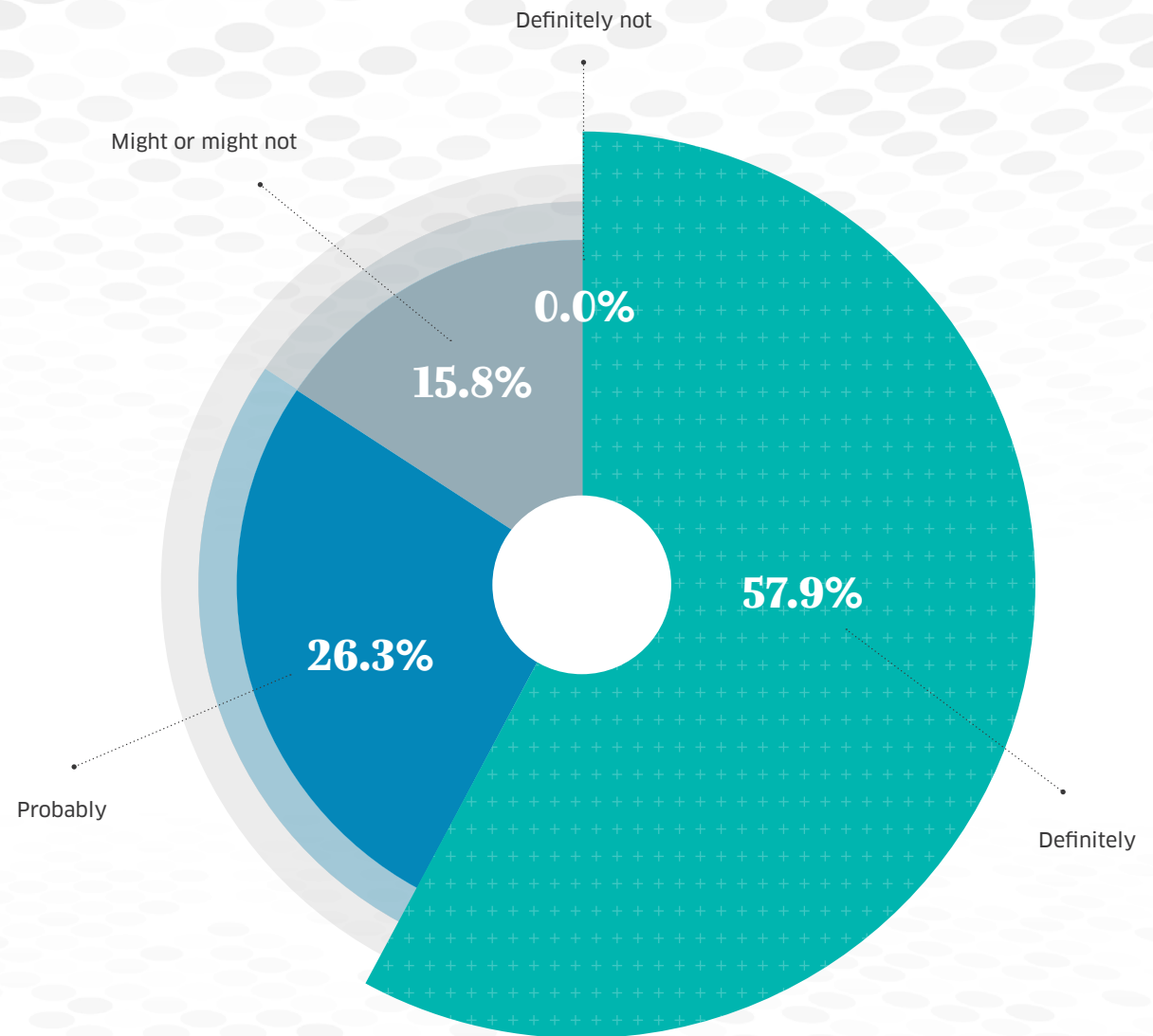
Work hours are best for learning



% of respondents

Source: Perspectives Survey 2021

Intentions to use **external providers** for learning and development in the next 6-12 months



Learning and development budgets



Learning and development budget changes for 2022

74%

Stay the same

5%

Decrease

0%

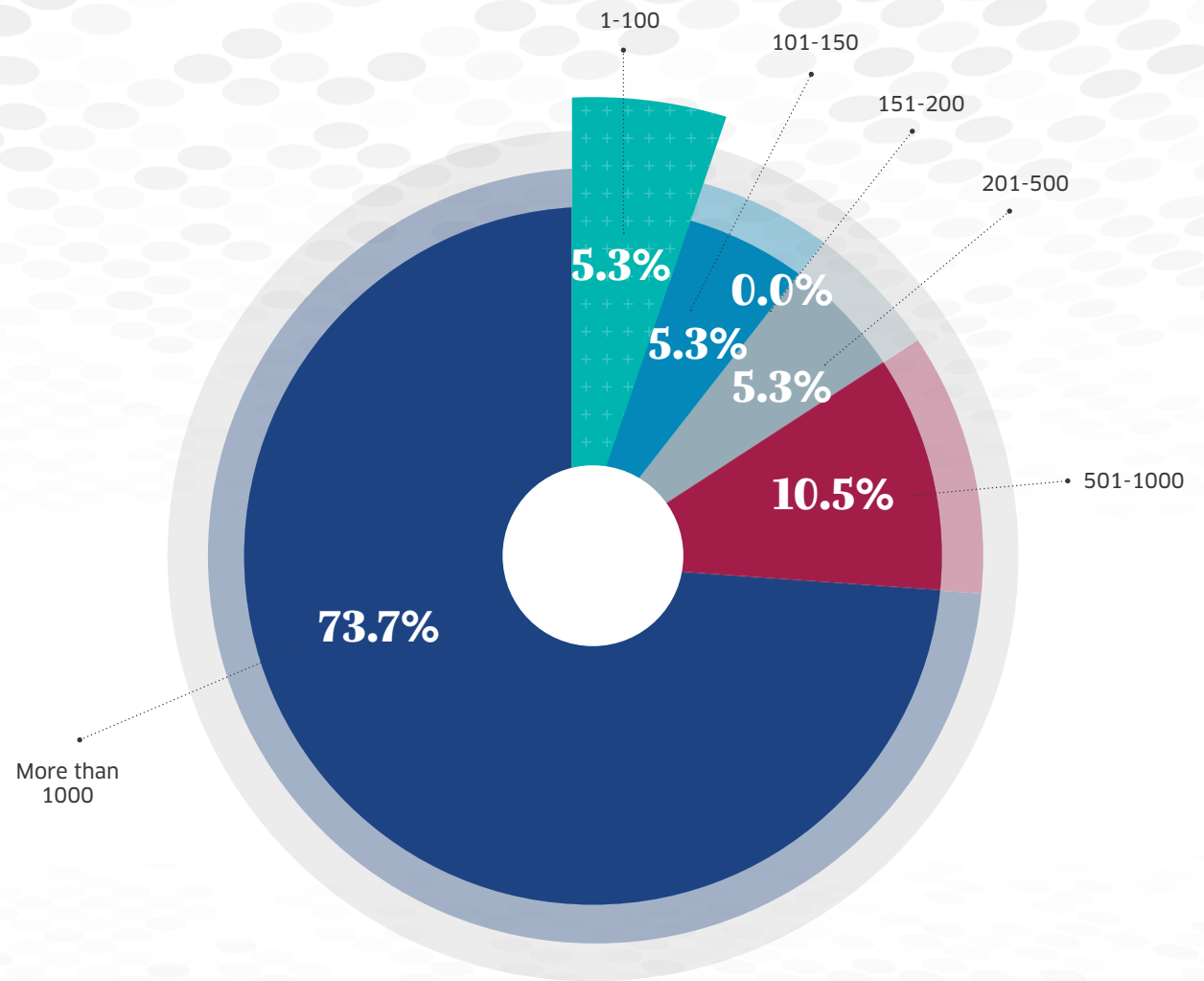
Increase

21%

Can't say

Respondent demographics

Respondent demographics number of employees



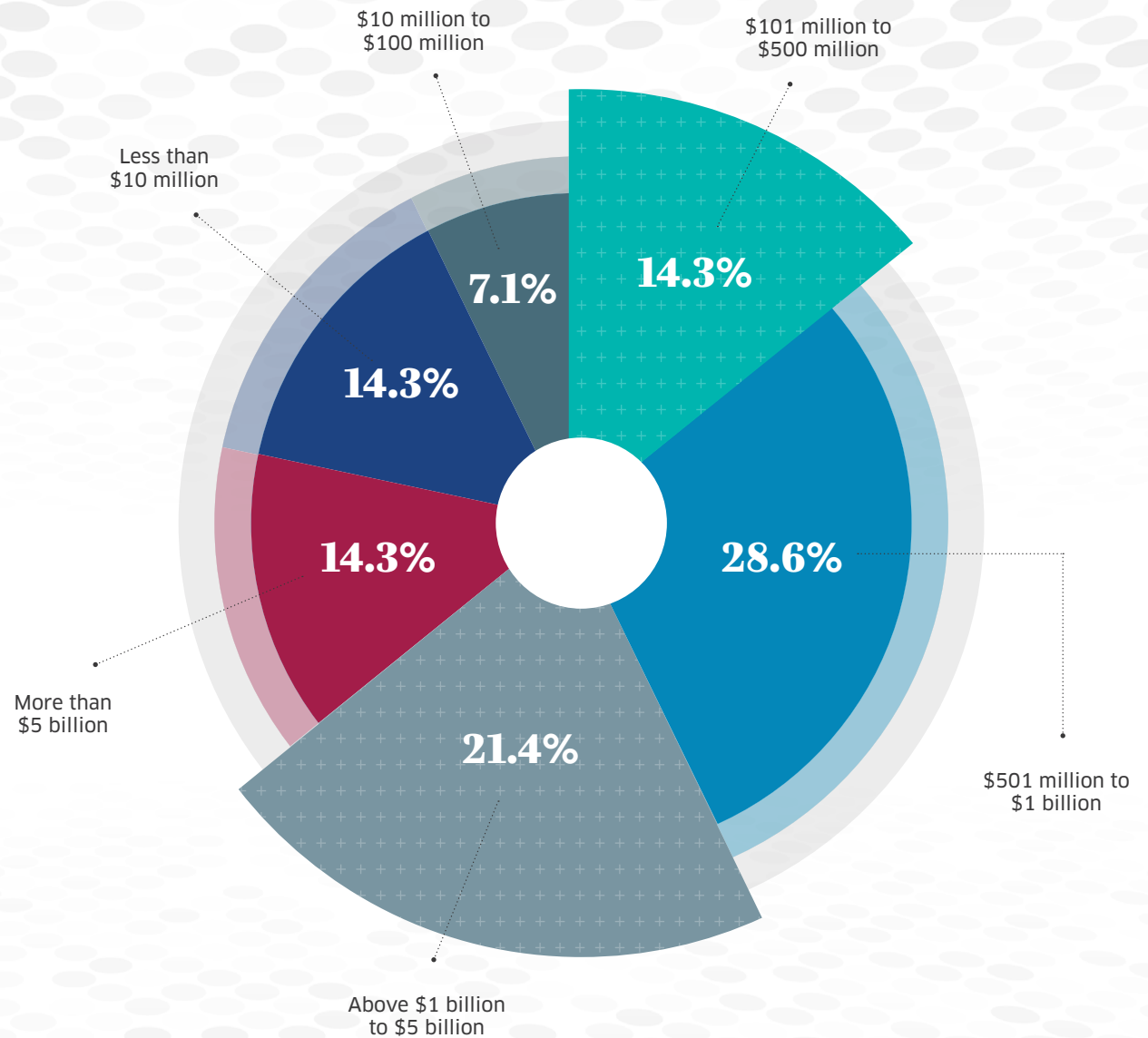
Sample size: 19, comprising a convenience sample of clients and potential clients of MBS.

A convenience sample is pool of readily available respondents.

% of respondents

Source: Perspectives Survey 2021

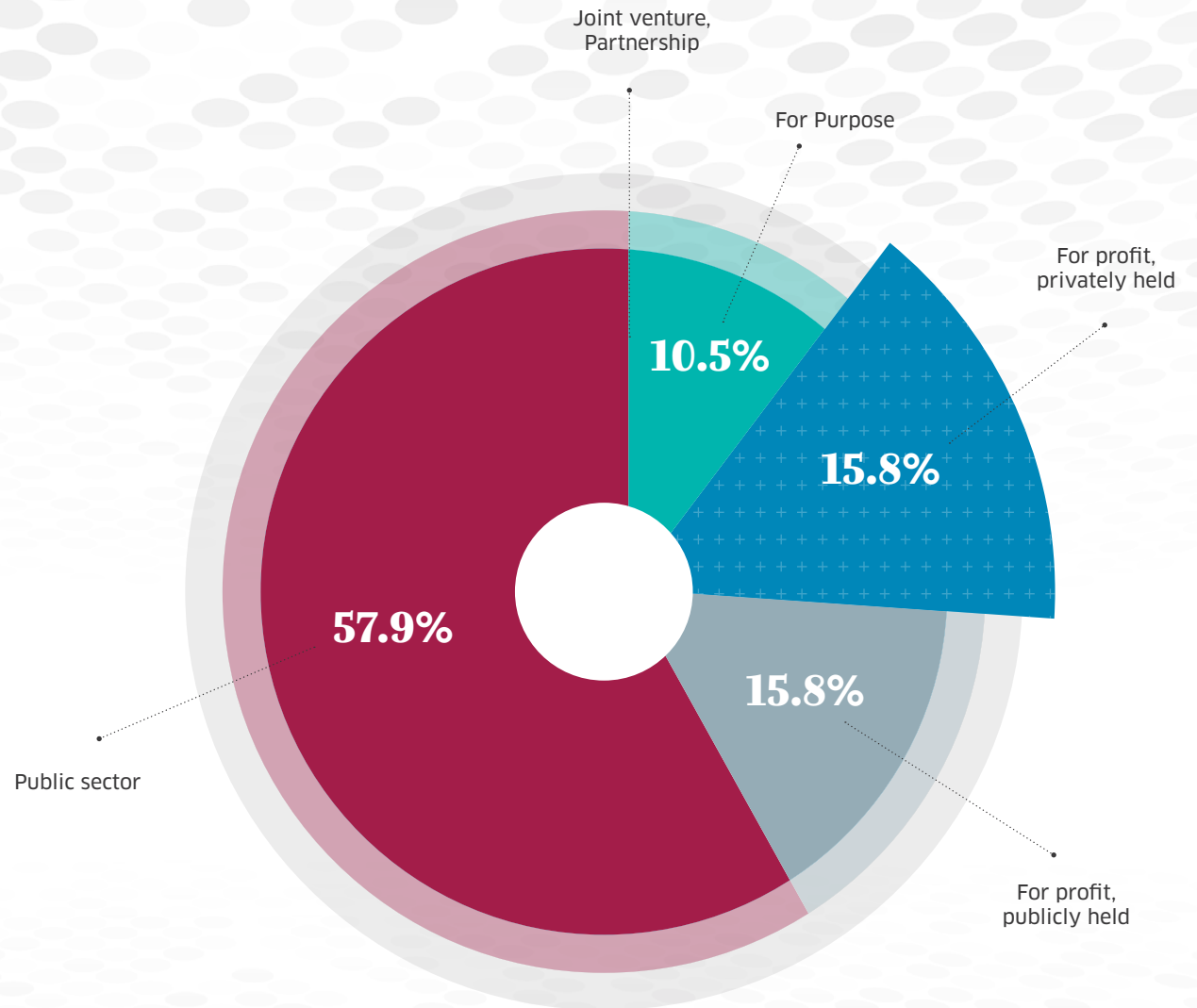
Respondent demographics annual revenue/ funding



% of respondents

Source: Perspectives Survey 2021

Respondent demographics ownership



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