



GLOBAL L&D LEADERS FORECAST



TABLE OF CONTENTS



This whitepaper will examine the resulting data and insights, discuss how cultivating a culture of continuous learning and innovation empowers employees to adapt to a rapidly changing business landscape, and share best practices for evolving at the pace of change.

So, welcome friends, old and new, we are Unboxed Training & Technology. We're not just thinking outside the box, we've thrown the box out altogether and redefined what's possible when it comes to learning and development. We hope these insights and the resulting discussion will inspire you to evaluate the way your organization approaches workplace learning.

INTRODUCTION

Page 3

BREAKING OUT OF THE BOX

Page 4

LEADERSHIP

Page 8

ONBOARDING

Page 14

SKILL AGILITY®

Page 18

CONCLUSION

Page 21

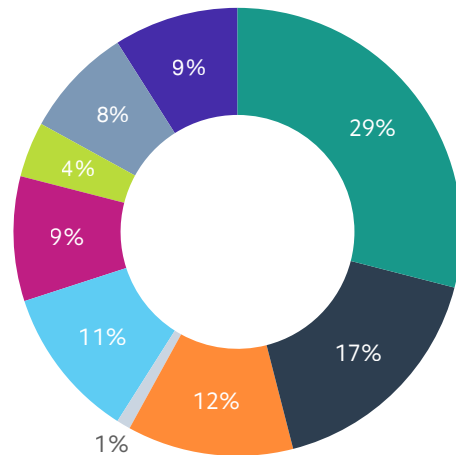


Learning and development has evolved significantly over the past ten years. Many of the advancements have been tied to new technologies, borrowing from other industries and disciplines like marketing and design thinking, and have brought about important shifts in the way people work and learn.

According to Deloitte: *“Rapid and ongoing changes in the nature of work itself are changing the relationship between learning and work, making them more integrated and connected than ever before. This creates a challenge and an opportunity to build robust work-centered learning programs, helping people consume information and upgrade their skills in the natural course of their day-to-day jobs.”*

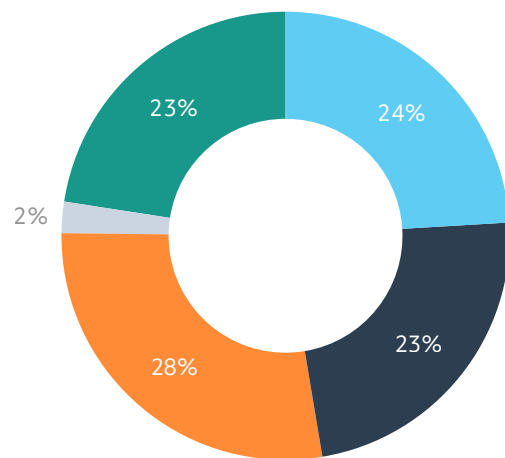
As experts in corporate learning and development, Unboxed Training & Technology knows firsthand the importance of staying ahead of the curve and equipping employees with the skills they need to be successful. To gain insight into the most significant skill gaps that Learning and Development (L&D) professionals are currently facing, we conducted a survey that reached professionals from various industries and roles. The results confirmed our own observations: there is a pressing demand for more effective and transformative programs targeting onboarding and leadership training.

Surveyed Industries



- Healthcare
- Finance
- Manufacturing
- Telecom
- Software
- Retail
- Transportation
- Education/L&D
- Other

Surveyed Company Sizes



- 0-200
- 200-1k
- 1k-5k
- 5k-10k
- 10k+



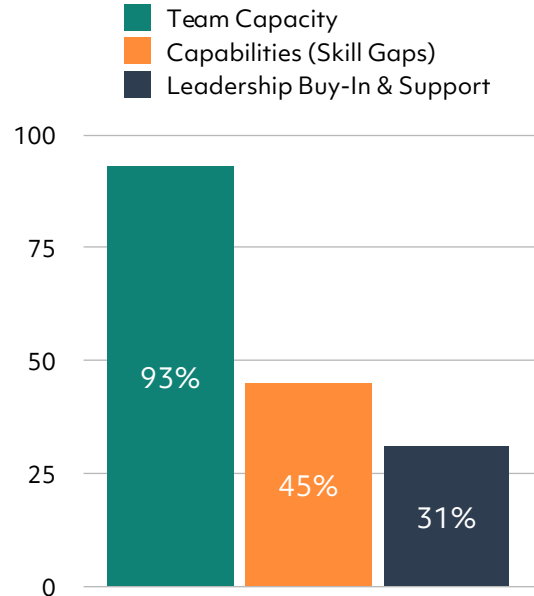
A man with a beard and short hair, wearing a dark suit jacket over a light-colored shirt, is sitting at a desk. He is laughing heartily with his eyes closed and mouth wide open. He is wearing white earbuds. In front of him is a laptop. Several sheets of paper are flying through the air around him, suggesting a moment of creative breakthrough or excitement. The entire scene is overlaid with a semi-transparent teal color.

BREAKING OUT OF THE BOX

In a rapidly changing business environment, companies must be able to adapt quickly to stay ahead of the competition. However, this can be difficult when companies are already struggling to maintain their existing state.

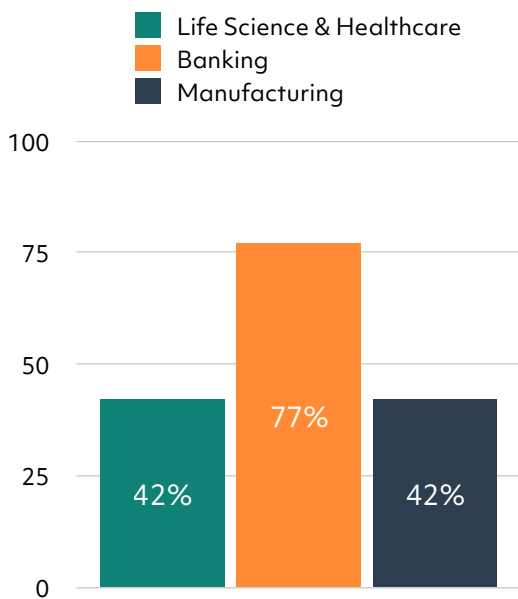
In our survey, many respondents expressed concern about their ability to achieve their organizational goals in the coming year. The biggest concerns centered around two key areas: time and skill gaps. Respondents felt that both leadership and team members did not have enough time to complete their tasks effectively and identified skill gaps as a major obstacle to success.

All Industries



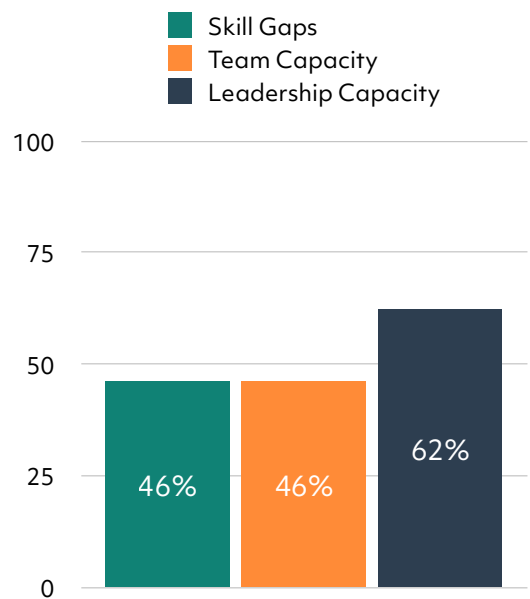
ICP Industry Breakdown

(% of Entries by Industry that identified Skill Gaps as Greatest Challenge)



C-Suite Input Only

(All Industries)



The speed at which new ideas gain traction and adoption has accelerated dramatically over the past century. From the early days of airlines and telephones, to the lightning-fast adoption of recent innovations like Pokemon Go and YouTube, the difference in speed is striking.

Number of years it took for each product to gain 50 million users:



BREAKING OUT OF THE BOX

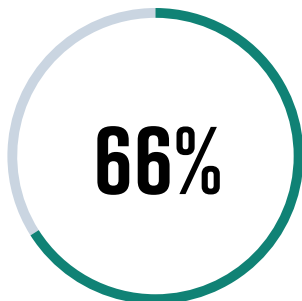
As companies look to stay ahead of the competition in today's fast-paced business environment, understanding the pace of change and investing in training and technologies that keep pace with the times is more important than ever. In fact, research has shown that agile organizations outperform their less agile peers in a number of key business metrics. By embracing a culture of **Skill Agility®** and continuous improvement, companies are better equipped to respond to changing market conditions, meet customer demands, and stay ahead of the competition.

3X

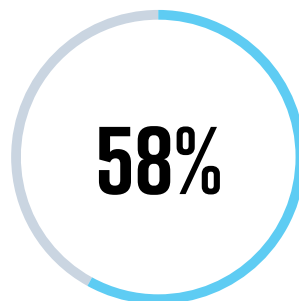
Three times more successful at meeting customer demands and expectations

6X

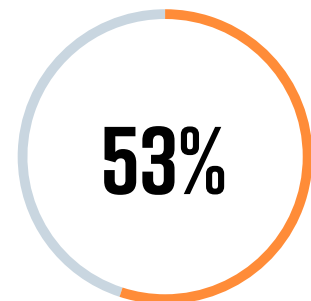
Six times more successful at responding to changing customer and market needs



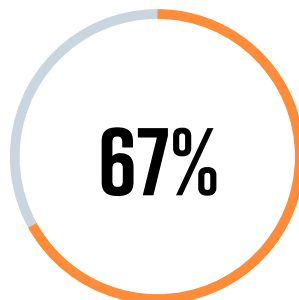
66% more likely to have increased **revenue**



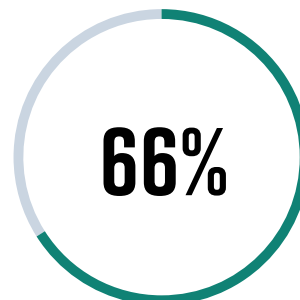
58% more likely to have increased **profit**



53% more likely to have increased **earnings per share (EPS)**



67% more likely to have increased **market valuation**



66% more likely to have increased **share price**



LEADERSHIP

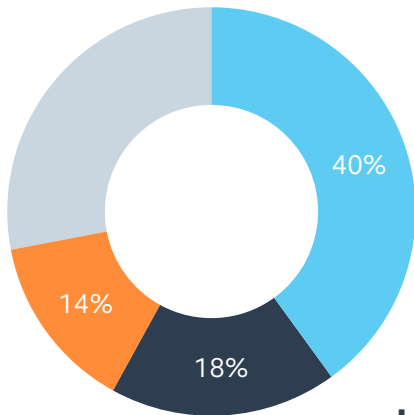


Of all the skill gaps we identified, perhaps the most noteworthy validation was the pressing need for leadership development. In fact, a significant majority of survey respondents cited leadership as the area where they already saw the greatest skills gap within their organizations. While there are certainly other skills worth considering, it's clear that today's pace of change has only amplified the need for strong leadership.

What Is The Greatest Skill Gap You're Focused On Improving In 2023?

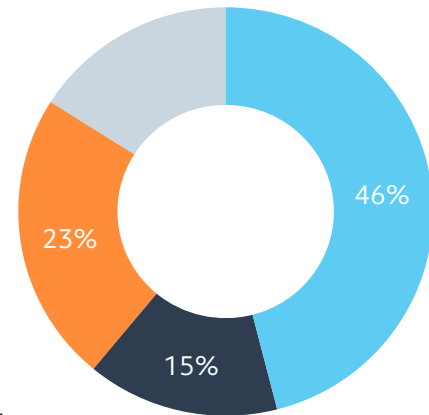
All Industries

● Leadership ● Sales ● Communication



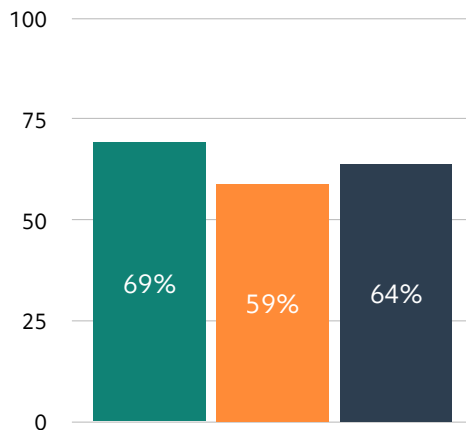
C Suite - All Industries

● Leadership ● Sales ● Communication



Leadership By Industry






■ Life Science & Healthcare
■ Finance (Banking & Insurance)
■ Manufacturing



% of Entries within an Industry who Identified Leadership as Greatest Skill Gap



Companies that Struggle with Leadership Training Often Experience:

-  Poor Communication
-  Coaching Without Giving Feedback
-  Inability to Motivate Team Members
-  Failure to Delegate
-  High Employee Turnover

Effective leadership is critical to the success of any organization. While some people may have natural leadership abilities, becoming a great leader takes time and practice.

It's not enough to promote individuals to managerial positions based solely on their technical skills or years of experience. Rather, leaders must possess a wide range of complex skills to effectively guide their team and drive the company's success.

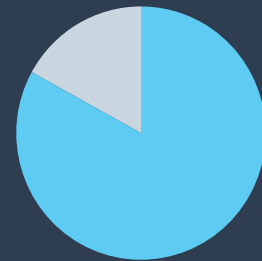
Furthermore, it is essential that employees develop the skills that align with their specific managerial role. After all, managers at different levels of an organization have unique responsibilities and require different skill sets.

By personalizing the training experience to meet these different roles, companies ensure that managers at all levels have the skills they need to succeed.



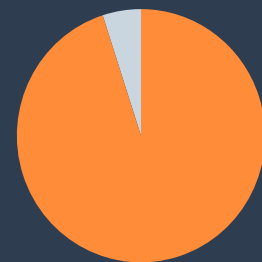
79%

of employees will quit due to a lack of appreciation



83%

of businesses agree that leadership development is important at every level



95%

of learning organizations plan to increase or maintain their current investment in leadership development



Strategic Leaders

Strategic leaders focus on long-term goals. Their work is determined by the big picture and how they can remain on the path to reach those long-term goals. They look at the skills employees will need in the future, analyze the competition, and look at how what they're doing today will impact the future. A good strategic leader has a vision and a mission. They know where they want to go and what they need to do to get there.

When looking at the overall picture of a leader in general, there are some traits that stick out.



Strong Communicator:

They practice active listening but also can deliver a message the way they intend to. Ensuring that what they are trying to communicate is what is interpreted, whether is a difficult communication, or a positive communication.



Emotional Intelligence (EQ):

A good leader has developed the ability to manage and understand their own emotions. As a leader, they set the tone of an organization and by mastering emotional intelligence they increase their skills in the other traits.



Open-Minded and Creative:

They see the goal, but they also understand that there is more than one way to get there, and their way may not always be the best. They hear others' opinions and thoughts and validate them to grow the organization and the competencies of their employees and teammates.



Passion:

Not only do they know the goal, but they can motivate others to achieve the goal.



Empathy:

Their strong EQ also allows them to empathize and feel the needs, emotions, and thoughts of others.

Tactical Leaders (Managers)

Tactical leaders or managers are looking at daily goals rather than the big picture. They are more focused on the short-term, day-to-day activities that get the job done, project management, delivering feedback and coaching, and organizing and running meetings. They use a list and cross things off as they go. A good tactical manager can make sure things are done right so that the job gets done.

There are also traits that stick out when looking at successful managers, some of which are similar.



Team-Oriented:

They work closely with their team members and need to ensure that they are getting the best out of each one. They must be able to address issues as they arrive and set the tone for their team.



Strong Communicator:

They work to bridge the gap between employees and leaders and need strong communication skills to work together with their team. Managers should strive to become strong communicators.



Dependable:

They should be trustworthy and accessible for their employees and team.



Management:

They must have a clear understanding of the organization's goals and values so that they can instill the correct culture and working environment for their employees.

TOP 7 BENEFITS OF LEADERSHIP DEVELOPMENT TRAINING

When companies invest in effective leadership training, they equip their leaders with the specific knowledge and skills they need to excel in their roles. As a result, those employees become strong leaders positively impacting the company in return.



Engage Employees:

Helps create an emotional commitment to their work and workplace.



Increased Productivity:

Help employees recognize areas for growth and then work to develop them.



Retain Employees:

Employee dissatisfaction with managers and leaders is a top reason they leave a company.



Build Confidence:

Prepare employees with the knowledge & tools to lead.



Develop Emotional Intelligence (EQ):

An emotionally intelligent leader can handle the pressures of their job more effectively.



Promote Communication & Feedback:

Develop skills & strategies for effective two-way communication between managers and employees.



Prepares Employees for Internal Promotions:

Identify & nurture rising stars by preparing current employees for future company roles



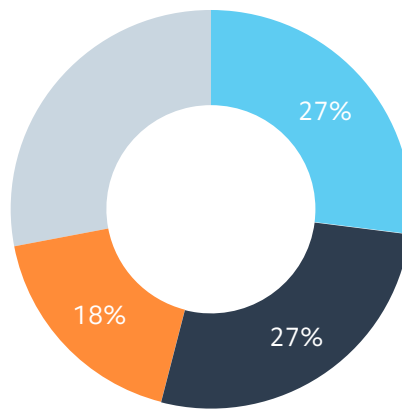


ONBOARDING

Our survey also confirmed that effective onboarding is a pressing concern for L&D professionals in 2023, especially as remote and hybrid work arrangements become more common.

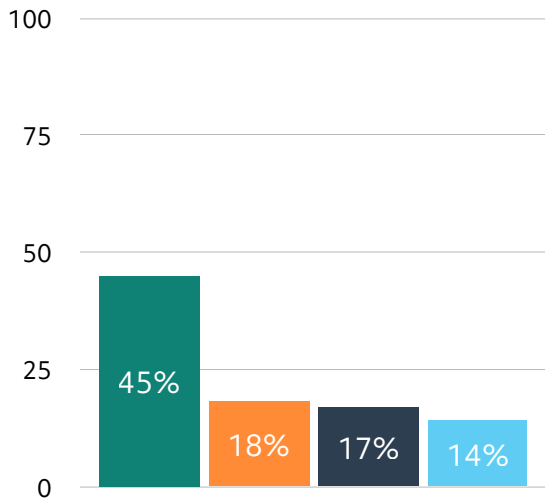
Focus: All Industries

● Leadership ● Effective Training Content ● Onboarding



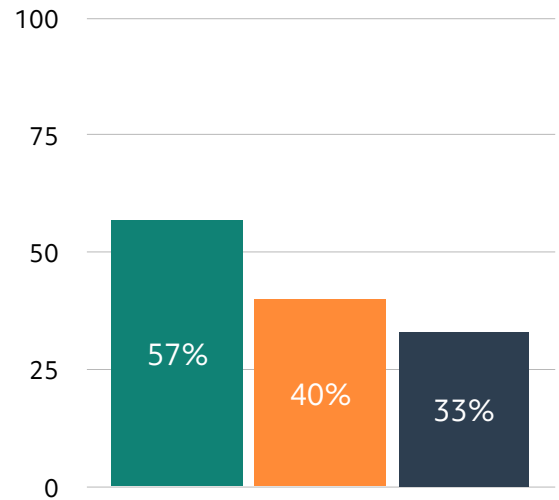
Onboarding by Topic

■ Upskilling
■ New Hire Orientation
■ Sales Skills
■ Communication Skills

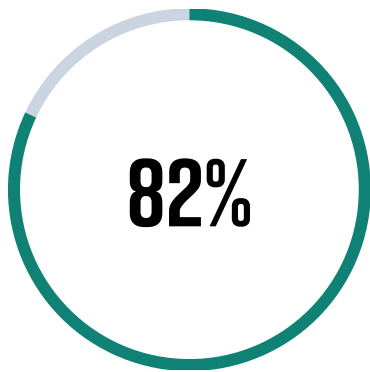


Onboarding by Industry

■ Tech/SaaS
■ Healthcare
■ Manufacturing



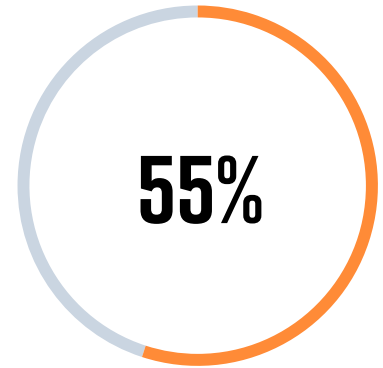
While leadership development remains a critical skill gap, the importance of onboarding should not be overlooked. In fact, the cost of turnover for a single new employee can be significant, ranging from 100% to 300% of the replaced employee's salary. Shockingly, only 55% of companies measure the effectiveness of their onboarding programs, highlighting a significant opportunity for improvement.



82% retention increase with well-performed onboarding



100-300% turnover cost range of a replaced employee's salary



55% of companies don't measure the effectiveness of their onboarding programs.

10 Common Onboarding Mistakes

To make matters worse, many companies make common onboarding mistakes that can have long-term negative effects on the company culture and employee experience.

- Delaying Onboarding
- No Pre-Boarding
- Lack of Structure, Preparation & Organization
- Unclear Goals/Expectations
- Information Overload
- Lack of Goal Setting
- No Feedback Loop
- No Tie to Company Mission or Values
- Not Addressing Cultural and Generational Differences
- No Measurement or Learning Management System (Technology Support)

ONBOARDING VS ORIENTATION: WHAT'S THE DIFFERENCE?

On the other hand, starting a new job using a well-structured onboarding program will equip employees with the necessary skills and knowledge to perform their jobs effectively, reducing the stress and anxiety associated with learning a new role. One way to ensure a smooth transition is to understand the difference between orientation and onboarding and plan accordingly.



Employee Orientation

Employee orientation is a general introduction to your workplace and organization. It can usually be completed in less than a day and is most likely the same for every employee. Employers take this time to ensure that new employees have completed the proper paperwork, received the necessary resources and technology to perform their responsibilities, and learned about company policies and procedures.



Employee Onboarding

Onboarding is a comprehensive process where new employees transition into new roles and become part of your organization. Onboarding may include a variety of elements, such as:

- One-on-one meetings
- Independent learning & development modules
- Team-building exercises
- Employee handbooks or task-specific guides

How do companies benefit from a positive onboarding experience?

Employees aren't the only ones who benefit from a strong onboarding experience. A positive onboarding experience leads to measurable results.

- Decreased turnover
- Enhanced productivity
- Higher employee satisfaction
- Greater employee engagement
- Increased revenue
- Improved reputation

Download our Employee Onboarding Checklist:

unboxedtechnology.com/research





SKILL AGILITY[®]

Responding to these skill gaps in leadership and onboarding requires companies to prioritize skill development in new ways. It's not enough to provide training and development opportunities for today's skills; companies must also cultivate the ability to build future-ready skills.

This is no simple undertaking. It requires a new approach to L&D that is forward thinking and builds the skill of mastering new skills. We like to call this Skill Agility®.

Definition: What is Skill Agility®?

"The ability to rapidly develop skills at the pace of business change".

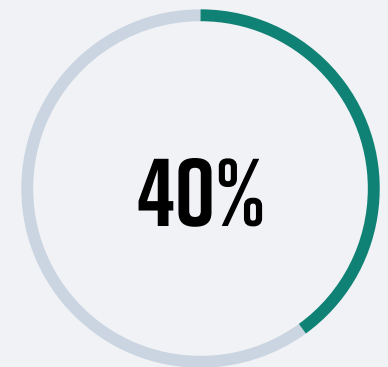
Skill Agility® must be cultivated at the individual, team, and organizational levels. Individual learners should focus on building attributes like...

Attributes of an Agile Learner:

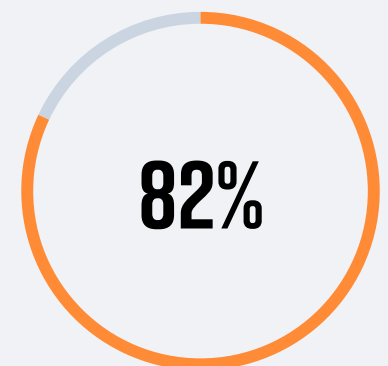
- Innovate and question the status quo
- Adapt and perform on the fly
- Reflect on experiences and welcome feedback
- Seek out risks
- Avoid defensiveness and keep an open mind

How To Create Skill Agility®:

- Mindset
- Structure
- Technology



A 2021 LinkedIn report revealed that its members' skills for the same occupation changed by 25% from 2015 to 2021, and predicted that by 2025, those skills would likely change by **40%**.

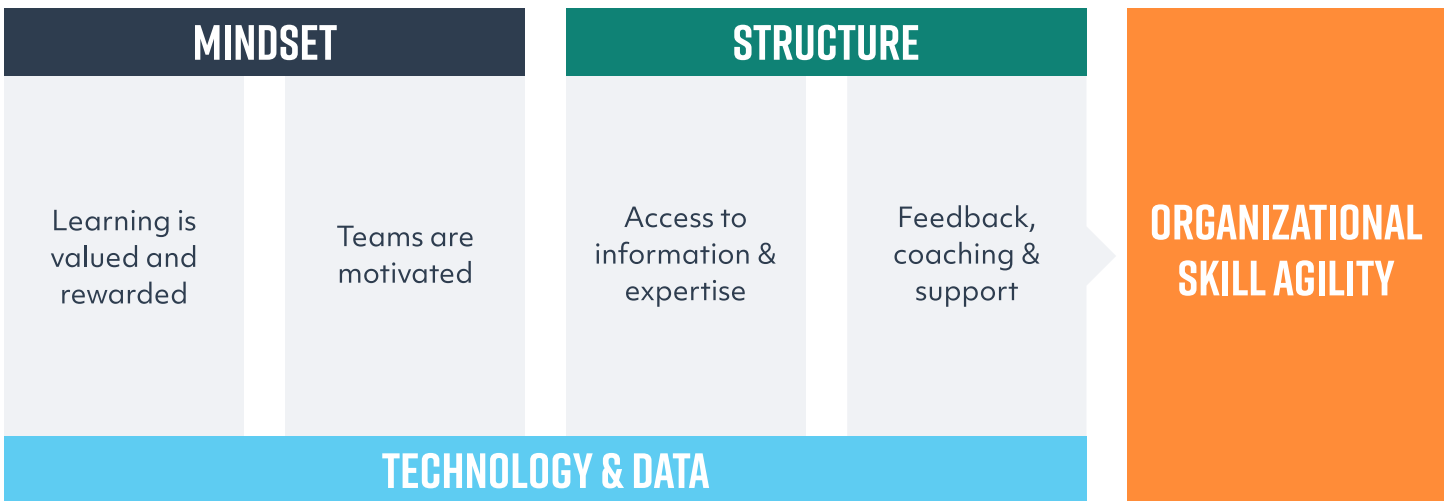


Another panel of experts estimated that up to **85%** of the jobs that today's college students will hold by 2030 haven't even been invented yet.



But, claiming that you want an agile workforce and actively investing in your employees' skills at the pace of change are two very different things. To bridge this gap, leaders need to employ effective training strategies that will facilitate quick yet efficient skill development, and also reward progress.

One viable approach is to establish a framework, like the one depicted below, supported throughout by data and collaborative technology and designed to nurture a growth mindset and establish a repeatable structure with access to relevant, up-to-date information and coaching.



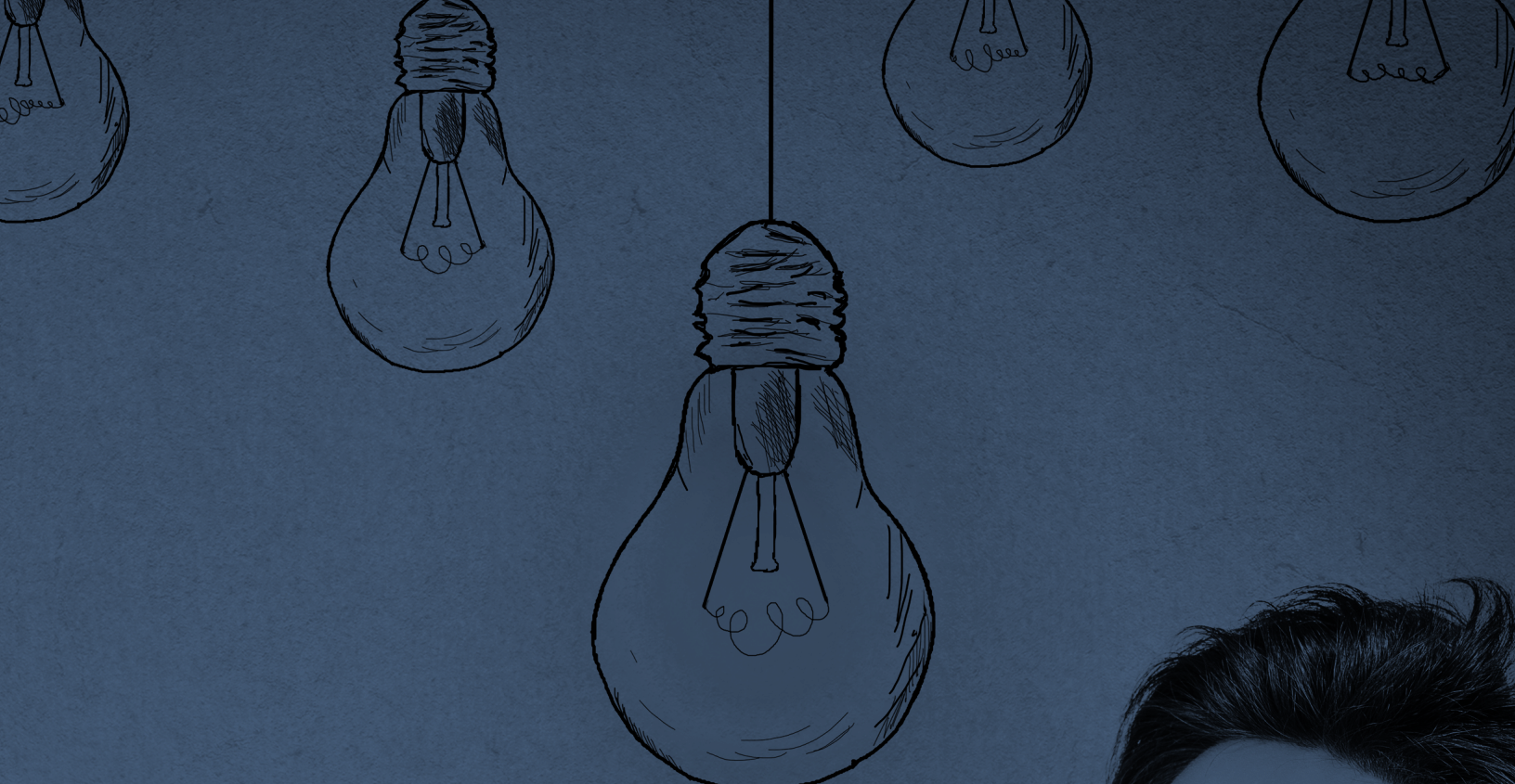
5 Domains of Skill Agility

To understand your organization's current level of Skill Agility, you must assess the health of the entire learning ecosystem by measuring it. But, what needs to be measured? In our experience, a good starting point is to evaluate five key domains:



Each of these domains plays a critical role in determining an organization's current level of Skill Agility, and understanding them is essential for measuring and improving an organization's ability to develop skills at the pace of change.





CONCLUSION



Our Mission

We exist to help companies unlock Skill Agility®: develop skills at the pace of change.

We Create Learning Programs for Any Business

We have the expertise, content, and technology to adapt to your business needs.



Strategy and Consulting

Assess needs, audit content, and build learning strategy



Training Content

Improve and sustain skills and behaviors



Spoke® Learning Platform

One place to go for all training, coaching, and resources

We Solve Complex Employee Training Challenges

To adapt to today's fast-changing business landscape, companies must address existing skill gaps and ensure employees can quickly assimilate any new skills that become necessary in the future. Otherwise, they risk falling behind competitors and losing valuable employees.

Fortunately, through personalized and strategic training programs, organizations can effectively address skill gaps and foster skill agility. This, in turn, leads to improved employee satisfaction and drives positive business outcomes.

At Unboxed Training & Technology, we offer custom training solutions and the Spoke learning and coaching tool to promote Skill Agility® and empower employees.

By staying ahead of emerging trends and leveraging the latest technologies, we can ensure that your workforce is equipped with the necessary skills and knowledge to remain competitive and succeed in the future.

Unboxed Company Values



Respect

Unique strengths and opinions inspire greatness.



Excellence

Demonstrate consistently strong performance.



Simplicity

To be simple is to be great.



Trust

Without trust, we fail.

Top Workplace Awards



Who We Work With



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