

State of Workplace

Learning & Development 2020

welcome to brighter



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01 / Introduction

The future of work is upon us. Existing jobs are increasingly becoming obsolete with the growing influence of automation, Artificial Intelligence (AI), and Machine Learning (ML). The pace of change has started to affect the nature of employment and the workforce.



Market research* indicates that machines can perform almost 40% of all jobs in the next three years.



Given these above-mentioned undergoing transitions, organizations should calibrate and re-engineer job roles to equip their workforce with the right skill sets and competencies.

The change is also underway among traditional hierarchies at the workplace, giving way to flat hierarchies and a multi-generational workforce. The new-age workforce, especially the high potentials, aspire to progress quickly in their careers. They want to be a part of organizations that sincerely invest in their learning and development (L&D). Now more than ever, they chart a well-planned career path, following their aspirations. This behavioral change is likely to intensify in the future. So, companies need to establish a mechanism to manage a multi-generational workforce with diverse expectations.

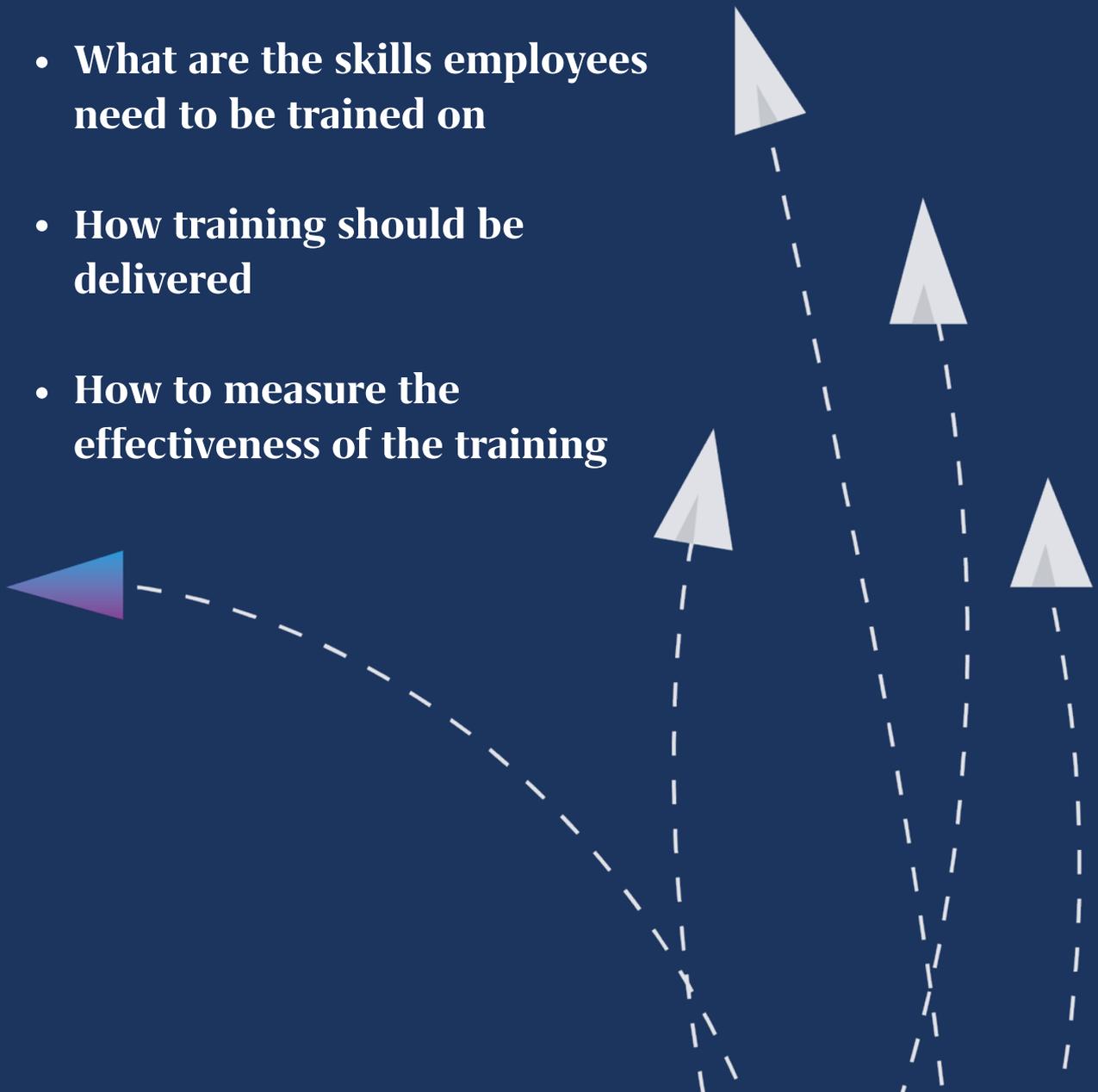
The change in workplace requirements and employee demands are happening simultaneously. As industry demands continue to change with automation, multi-generation workforce, and gig workers, we witnessed different trends across organizations, industries, and geographies.

Examining different stages, mapping loopholes, and discovering common trends have enabled us to present employable strategies for companies to achieve their L&D goals. In this report, we have attempted to delineate the five stages. We surveyed over 300 L&D professionals globally to understand the scope and extent of disruptions in the workplace. This research paper offers insights for organizations to structure their L&D programs aptly, choose the right assessment methods, use scalable and efficient means to develop the workforce and derive an improved Return on Investment (ROI).

Through this report, we attempted to understand prevalent practices employed by companies, along with the challenges in implementing and achieving the desired objectives.

We analyzed each step of the learning and development process:

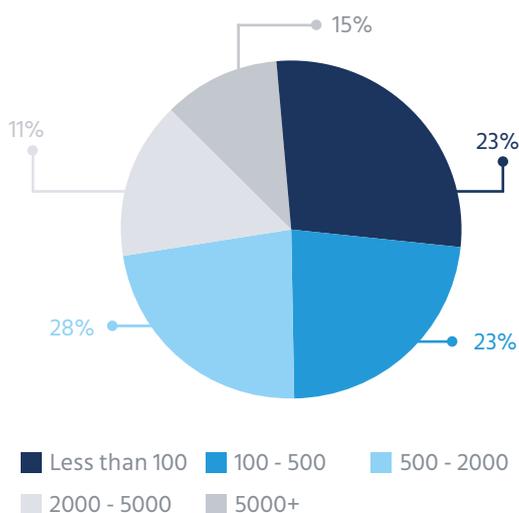
- **Planning for current and future competency requirements**
- **Who needs to undertake learning and development**
- **What are the skills employees need to be trained on**
- **How training should be delivered**
- **How to measure the effectiveness of the training**



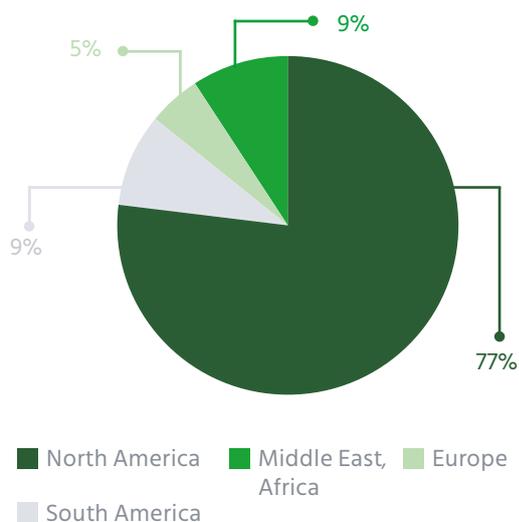
02 / Methodology

We surveyed more than 300 L&D experts globally to understand the churn in the L&D ecosystem.

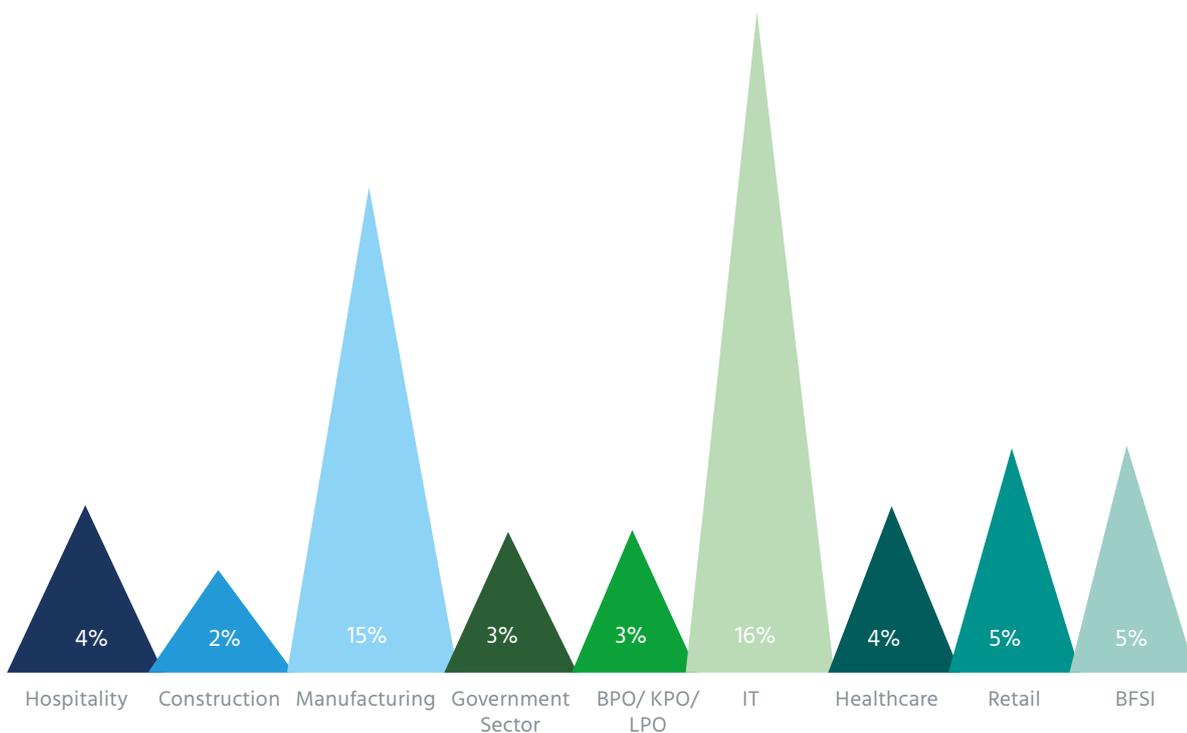
Organizational Distribution

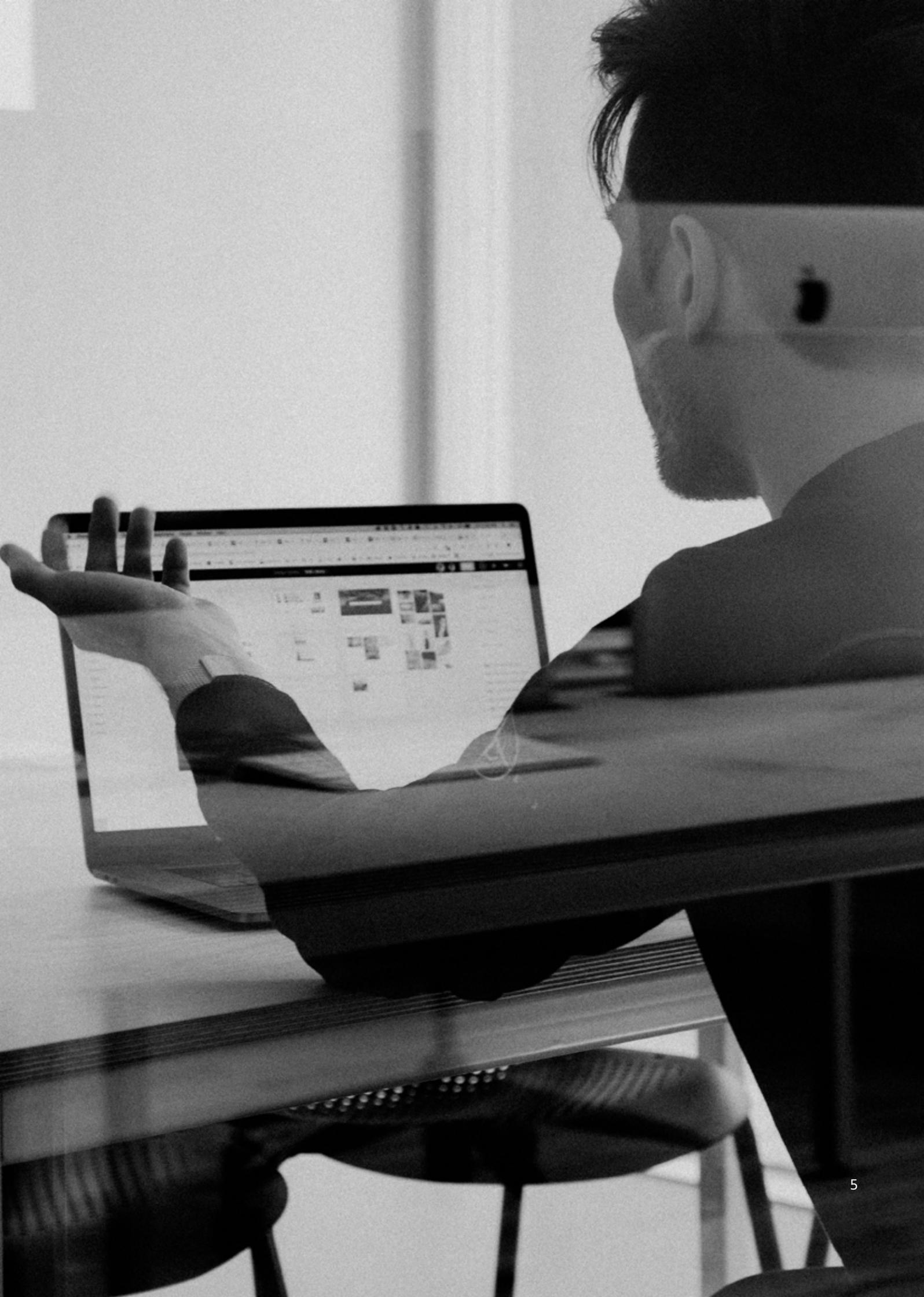


Geographical Distribution

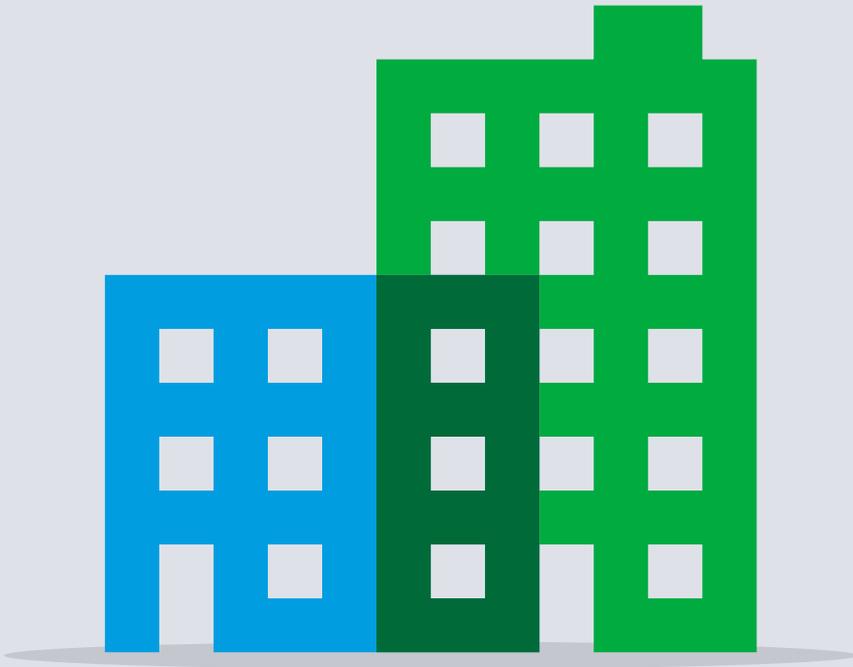


Industry Distribution





03 / Executive Summary



An Overview of Trends
in Workplace Learning
and Development

● Organizations Focus the Most on Training the Mid-senior Level.

13%

● Organizations Plan to Increase Their L&D Spend in 2020.



● AI, Digital Readiness & Learning Agility are the most Desired Skills among Organizations for Their Workforce in 2020.

46%

● Companies opt for Managers' Feedback to Analyze the Learning Ability of Employees.

The lack of a Structured Scientific Process is the Most Significant Challenge in the Execution of L&D Programs.

An icon of a clipboard with a green checkmark and a blue 'X' mark, symbolizing a process or checklist.

Organizations that Plan as per Current and Future Business Requirements Have the Highest Training Effectiveness.

Organizations Using Skill Simulators & Assessment Centres Record the Highest Training Effectiveness.

An icon of a computer monitor with a blue base and a green frame, representing digital training or assessment.

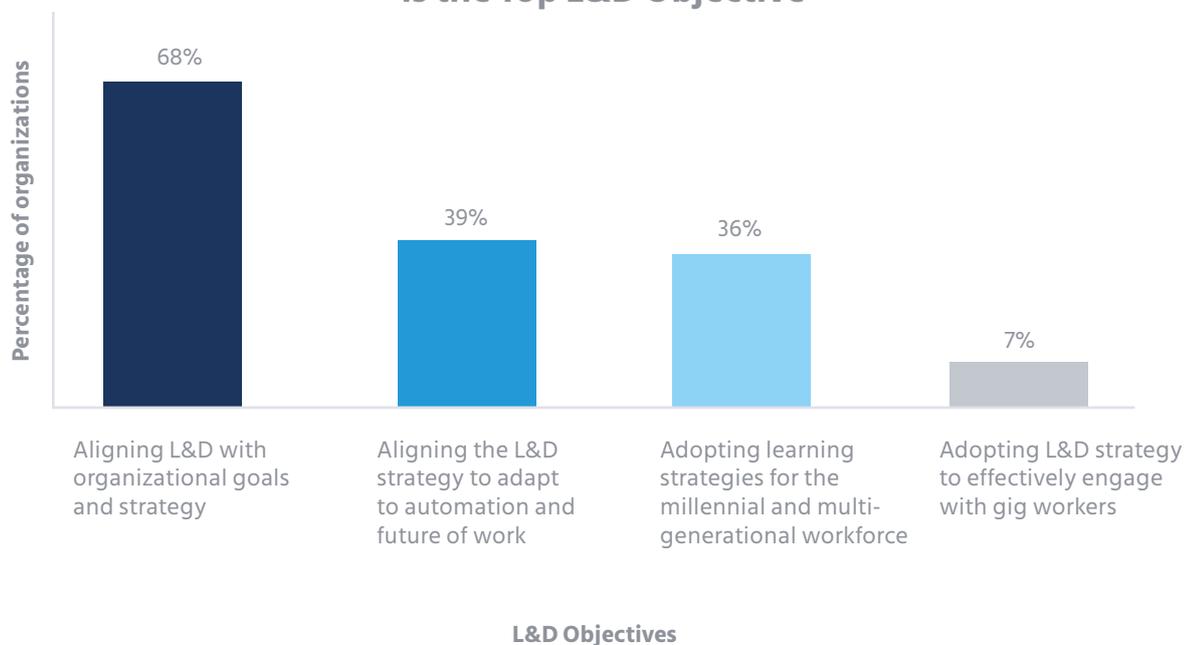
Corporates that are issuing Digital Training Certificates Experience greater Engagement from Employees During the Training Program

04 / Trends in Learning & Development Landscape

Identifying learning and development requires an assessment of employee skills, along with a detailed understanding of current and future skill gaps. The evaluation can be undertaken either at an individual, team, or organizational level. This approach provides precise and targeted training and development strategy, enabling organizations to bridge the gap between current and future skill requirements.

The learning and developmental needs of employees are continually evolving, and keeping pace with the change is a challenge for L&D professionals. The disruption is a constant reminder that new ideas continue to emerge, and hence, L&D departments must continually reinvent the 'what,' 'how,' and 'when to learn.'

Aligning Training with Organizational Goals & Strategy is the Top L&D Objective



68% of L&D survey respondents believe that aligning training with organizational goals and strategy is their most important L&D objective.

The approach enables both organizations and individuals to achieve similar goals. While employees gain exposure to a development program that augments their professional skills, the training, in turn, enables an organization to achieve its long-term goals. Additionally, organizations are also emphasizing the future of work and employees' needs, which is reflecting in 39% of organizations listing adapting to automation and the future of work as their most important **L&D** objectives.

As AI gains mainstream currency, driving rapid changes in technology, learning and development programs must imbibe the newest approaches and methodologies. With numerous job roles becoming obsolete with automation, the need for specialized skill sets is growing, to keep up with the future of work.

Our survey reveals that companies equally value employee needs, with 36% of companies admitting to adapting learning strategies for the millennial and multi-generational workforce.



“Prospects wish to work for companies that operate with a clear sense of purpose. It’s not just millennials and Gen-Z professionals driving demand for ethical and sustainable business. Across every generation, professionals are eager to pursue more than profit. Conversations around exorbitant, creative benefits tend to miss the point. Employees and prospects want good pay and health benefits, a flexible work-life balance, and the chance to do exciting and rewarding work.”

-Andrew Jones
Recruiter, Source One, a
Corcentric company

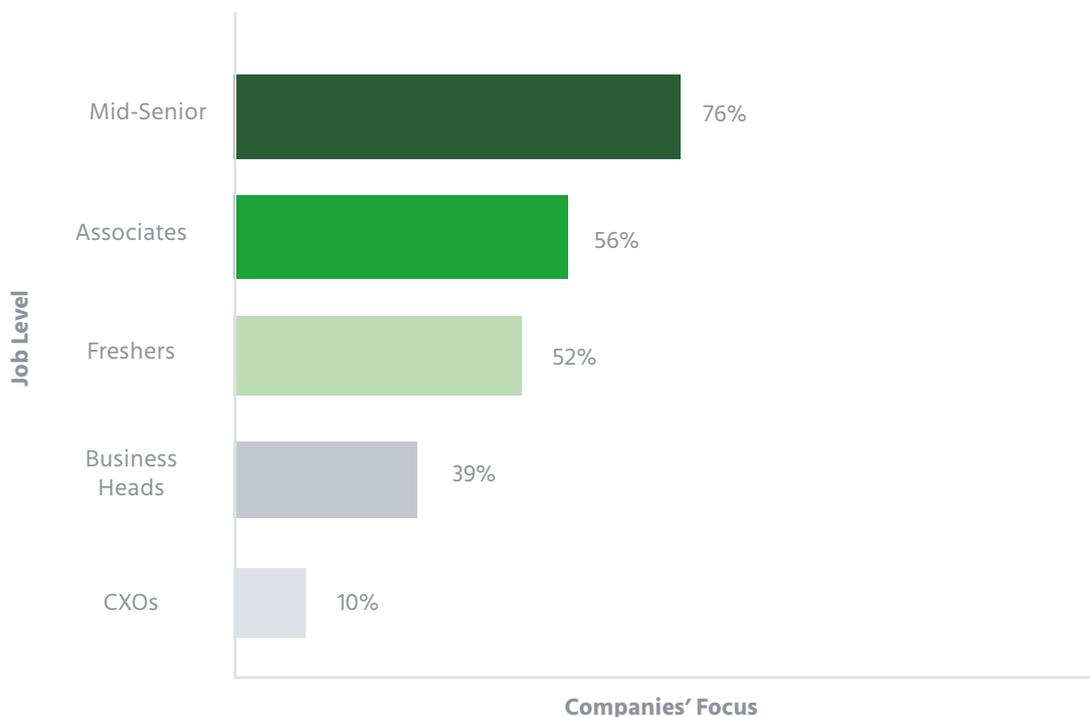


Trends indicate that organizations have started strategizing their L&D programs to accommodate gig workers. With a growing number of millennials preferring to work from their homes and handle multiple projects simultaneously, organizations are adapting to the new-age workforce, also engaging with freelancers, as an increasing number of millennials prefer multiple engagement and location-agnostic employment.

“The insurance industry is one of the biggest employers of the gig workforce. Hence, L&D plays a massive role in catering to gig workers by considering apt monetary and capability incentives.”

-Anshoo Nandwhani
Learning & Development
Chief Manager, Max Skill First

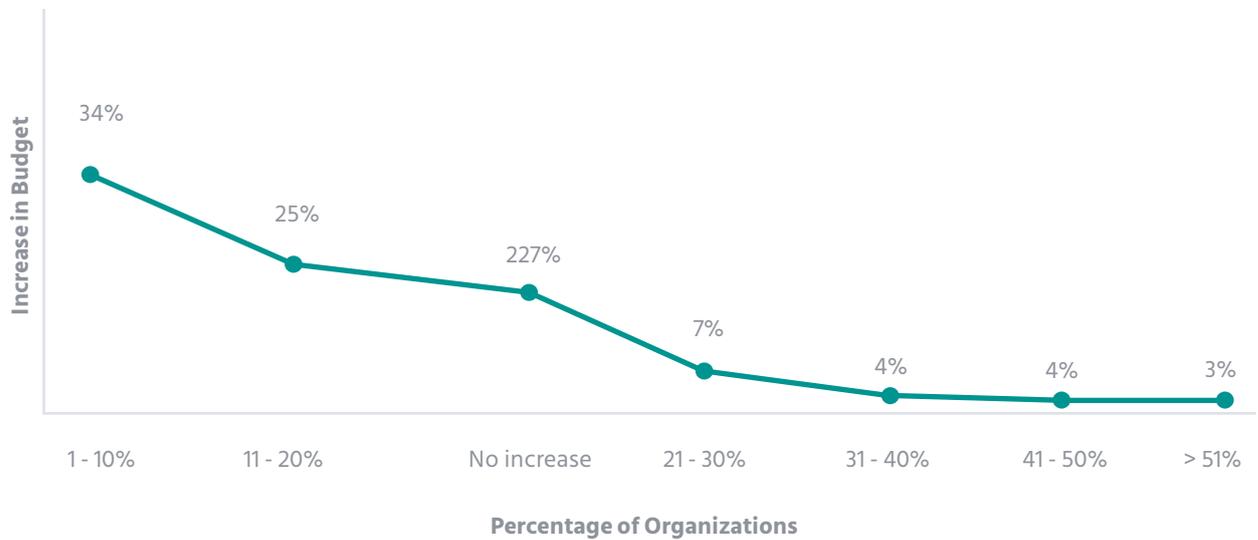
Organizations Focus Most on the Training of Mid-senior Level



76% of organizations focus on training the mid-senior level workforce. Mid-senior leaders are multi-taskers, with job roles such as liaising with executives and senior associates, they also act as a bridge between subordinates and management. According to Louise Axon, Director, Content Strategy and Development, Harvard Business Publishing, mid-level managers are key members of an organization. “Especially as change happens so frequently and the workforce becomes more dispersed, mid-level leaders are the people who hold the organization’s strategy together,” she adds. This behooves them to communicate effectively across various functions - internal and external stakeholders. So, effective **leadership** training is critical for them, as it helps them to inculcate the ability to manage multiple levels of the workforce. ‘Associates’ is yet another job level by companies targeted for training, with 56% of organizations choosing to focus on it.

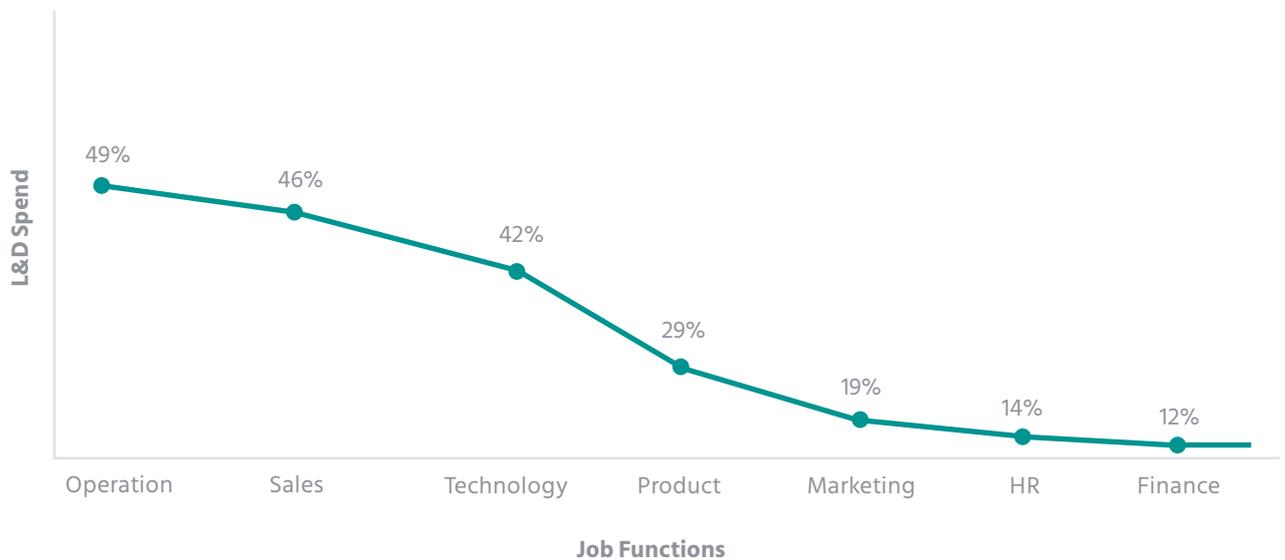
They are next in line to the mid-senior level and are expected to take up mid-senior roles in the future. Hence, evaluating associates' learning ability, intent, and capability are vital for organizations.

Organizations Plan to Increase Their L&D Spend by 13% in 2020



Companies globally are planning to increase their budget by 13% in FY 2020. This is an encouraging figure and is expected to grow further. With 60% of organizations intending to increase their L&D spend in 2020, there seems to be a slow yet certain acceptance to the idea of investing in L&D among industry stakeholders.

Organizations Spend Most of their L&D Budget on Operations and Sales



Our survey revealed that 49% of organizations spend their L&D budget on operations followed by sales (46%) and technology (42%). According to Mettl's 'State of Workplace Learning and Development Report 2018', sales topped the charts with 25% votes followed by operations on the second position with 21% votes. Thus the trend has changed over the last year.

'Operations' is an essential function as it brings companies real business value. As the competition intensifies across industries, there is a meager scope of arbitrage between products. Therefore, the seamless execution of the business strategy has become a unique differentiation, separating good from excellent companies. Since the real business value is derived from the execution arbitrage over competitors, organizations are spending a significant portion of their L&D budget on operations.

'Sales' plays a crucial role in driving an organization's revenue, acting as its engine of growth. The sales department has been a central focus of L&D initiatives among organizations for a long time now.

Consequently, studies have demonstrated a direct correlation between sales training and performance. A survey from **Experticity**, illustrating the effect of training on the performance of the store, revealed that sales associates receiving even minimal training were clocking 46% more sales per hour than those without training.

Technology attracts 42% of companies that use their L&D budget among various functions. For tech-based organizations, learning and development are critical as the 'skill' landscape is under continual transformation. What is new today may become obsolete in three years. With automation, AI/ML, blockchain, and other technologies gaining a foothold in the market, employees need to stay updated with relevant future skills. Companies are investing in upskilling their tech teams to keep pace with this change.





**46% of organizations
invest in the learning and
development of the sales
department.**

05 / Understanding Trends and Challenges

- 
Planning
- 
Whom to Train
- 
What to Train
- 
How to Train
- 
Measuring ROI

challenges

We probed L&D experts to understand better the problems faced by organizations across industries and market size. Based on their insights, we have segregated challenges into five stages to analyze them better.

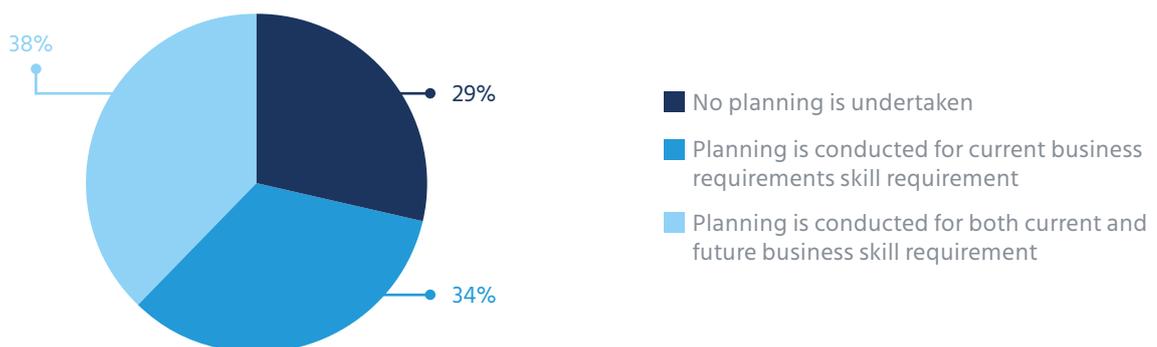
01 Planning



Organizations and L&D departments must invest in efficient planning, as it is the most crucial step in the overall process. Organizations should have a mechanism to identify the skills, capabilities, and potential of the existing workforce. It must also decode the upcoming skills and trends that require expert training. This can be achieved by creating dynamic competency frameworks based on future skills.

For individuals, competencies provide them with a view of expected workplace behaviors and actions that are likely to be valued and rewarded. Employing such competency frameworks enable organizations to align their existing skills with their short and long-term goals. Competency frameworks help companies to understand the exact nature of expertise required by the workforce, enabling them to undertake the training accordingly.

38% of Organizations Engage in Planning for Skill Requirements, Based Equally on Current and Future Needs



Organizations map the current competency framework of each job role and assess how the job will transform in the future. This is followed by understanding how the transformation would impact the current competency framework to create a future competency framework for each job role. Organizations thus understand the new skills needed to be trained on, along with existing skills that must be unlearned as they would be redundant in times ahead. Identifying skill gaps, using the mechanism, helps organizations zero in on skills that are relevant in the present and are likely to remain so in the future.

On the contrary, 33% of companies plan only for current skill requirements. The data hints towards a discrepancy between planning and training, as opposed to our research data, which suggests that most organizations have unstructured training programs. Companies must have a plan of action after analyzing existing and future business priorities.

Our survey further indicates that 29% of organizations do not engage in planning for skills and competency requirements. Instead, upskilling is undertaken on an ad-hoc basis. The gap in planning for competency requirements leads to an ad-hoc and need-based skilling.



“Organizations across verticals have been facing the same challenge. Their L&D plans are highly unstructured, following a reactive rather than a proactive approach. Companies lack awareness and knowledge of the kind of skills needed and are unable to map current skill requirements to those of the future.”

-Anshoo Nandwhani
Learning & Development
Chief Manager, Max Skill First

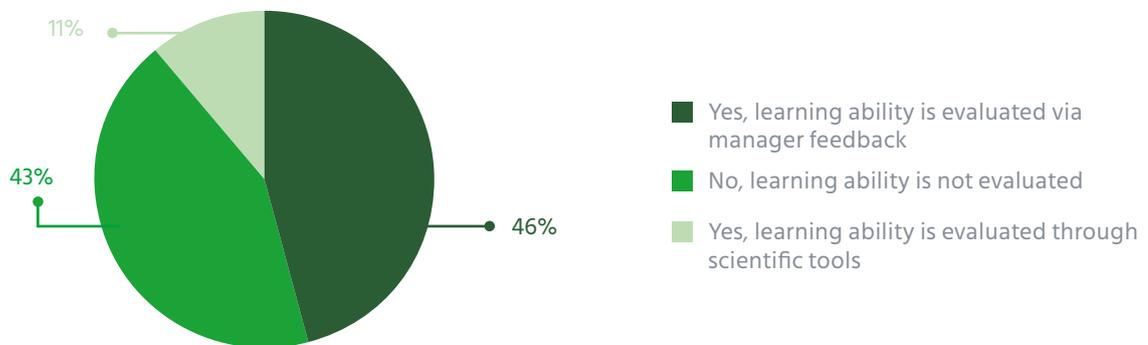


02 Whom to Train



After identifying the competencies needed by employees, the focus should be on whom to train. Assessing the skills gaps becomes critical in developing new skills in individuals or departments. The process of identifying whom to train is dependent on the level of the individual's agility in learning a new skill efficiently. This can be achieved by measuring the learning ability of employees.

46% of Companies Use Managers' Feedback to Analyze the Learning Ability of Employees



However, the feedback may be influenced by the personal equation shared between the employee and the manager. It is, therefore, scientifically flawed. This may lead to an unclear definition of success parameters, resulting in unstructured training programs.

Our survey reveals that **43% of companies are bereft of any means of evaluating the learning agility of their employees.** Even as learning agility is one of the upcoming techniques to identify target workforce for learning and development, only 11% of organizations evaluate their workforce's learning agility through scientific tools such as learning agility assessment or proximity index mapping.

The findings on learning ability enable establishing the 'whom to train' aspect of the L&D strategy. Learning agility assessment helps in measuring employees' abilities by taking into account a person's learning orientation. Additionally, a scientific tool like Skill Proximity establishes the proximity of one skill to another. These concepts can be combined to create extremely potent skill maps for organizations that can define an automated learning path for employees.

“The healthcare sector requires certain subject matter expertise. So, learning agility becomes a crucial differentiator when we have to assess how quickly and efficiently can employees learn a new skill.”

- Vandana Tyagi

Head, Talent Development and Engagement,
Prescient Healthcare Group

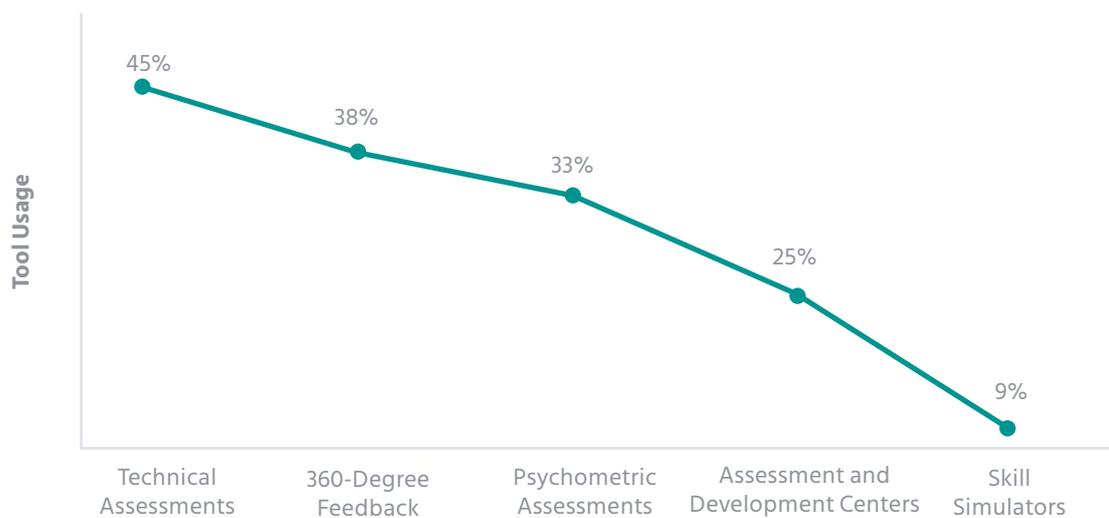


03 What to Train



Zeroing in on the types of training for upskilling the workforce is a significant step towards building an effective L&D strategy. It is needed for aligning an individual's career growth with broad organizational goals. An effective skill gap analysis is followed by targeted training to bridge those gaps. This section enumerates the different solutions adopted by organizations and the skills being focused on in 2020.

Companies Use Technical Assessments and 360-Degree Feedback for Training Needs Analysis



Modern Tools Companies Use for TNI

Our survey has indicated that **45% of companies employ technical assessments to assess the functional training needs of the workforce**. Since technical assessments are customized as per the job role and level, they highlight gaps on a subject matter basis. It enables organizations to curate a development plan accordingly.

360-degree feedback is being employed by **38% of the organizations to identify the training needs of their workforce**. This tool assesses gaps in the behavioral traits of an employee as perceived by other stakeholders, such as the immediate supervisor, peers, subordinates, or clients. After the feedback is received and analyzed, it is then shared with employees to further their personal development goals. Additionally, the report promotes self-awareness by suggesting individually-customizable development programs.

The trend also points towards the rapid growth of Assessment and Development Centers (ADCs) as a method for training needs identification (TNI), with 25% of organizations opting for this approach. An Assessment Centre provides a detailed evaluation of individuals' role fitment by assessing them in detail on various parameters needed to be successful on the job. Assessment centers assist organizations in identifying the potential of an employee as an effective senior manager. This creates a pool of managerial talent and multi-functional managers who would be available across the company's organizational ecosystem. Assessment centers are one of the most effective scientific methods for conducting TNI. Organizations not using the technique have an unstructured process and are unable to derive the ROI of training programs.

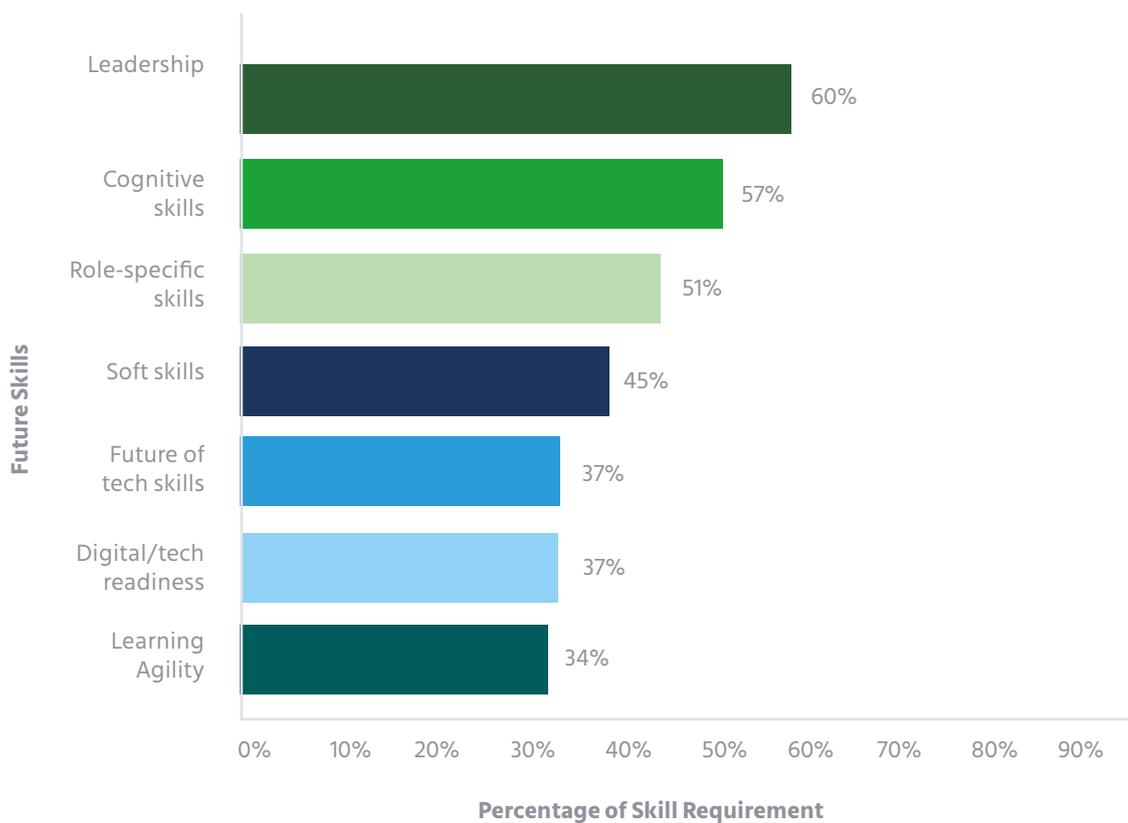


“We have very recently implemented 360-degree feedback, in addition to blended assessment centers basis behavioral competencies. However, as we are at a nascent stage, we need some time to measure the ROI”.

- Gagandeep
Lead, Instructional Designer
Ferns N Petals



Organizations are Likely to Focus More on AI, Digital Readiness & Learning Agility as Future Skills



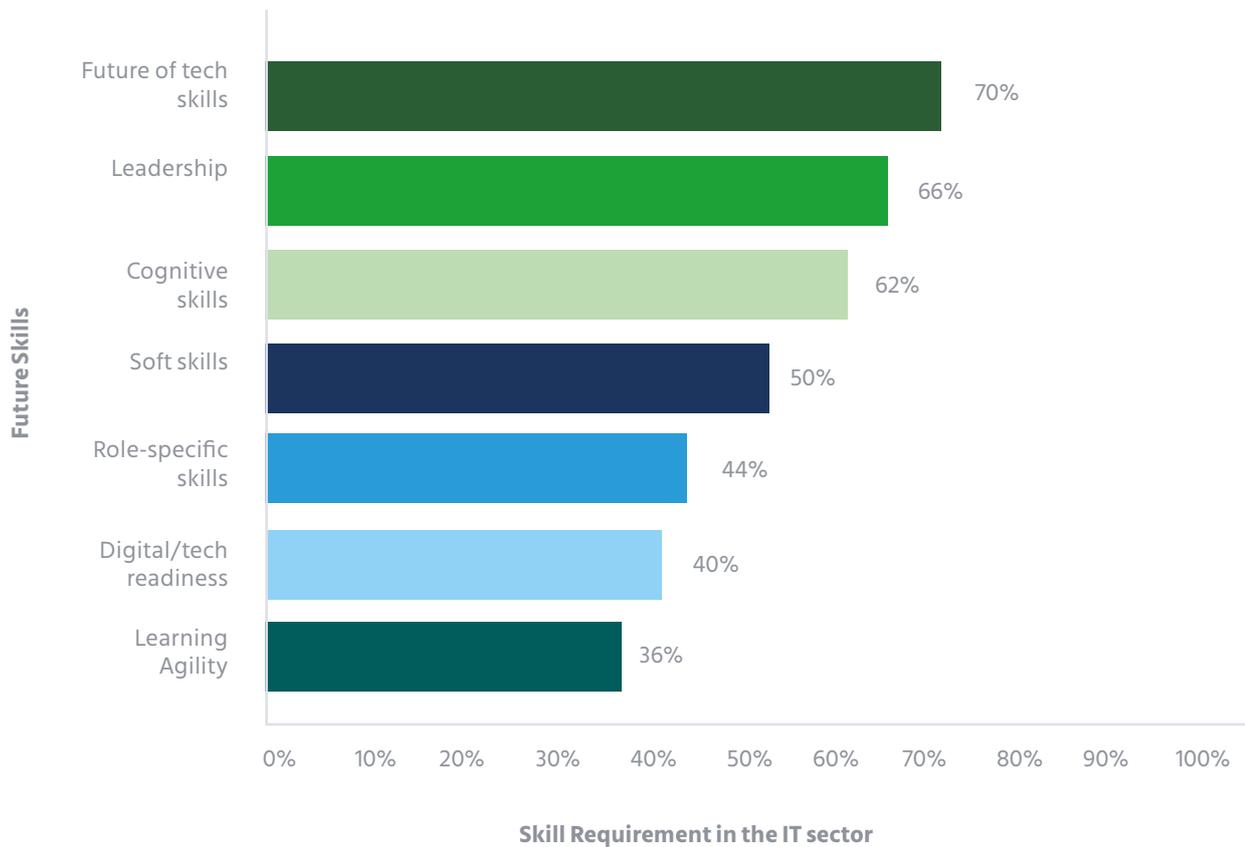
Our research paper indicates the rise of blockchain, cloud, big data, IoT, digital readiness, and learning agility as future skills. With almost 37% of organizations agreeing to train their workforce on future expertise and digital readiness, the data indicates a common consensus among companies on bracing up to meet the changing market needs.

Leadership is the top skill that respondents wish their employees to learn in 2020. 60% of survey respondents have indicated their preference for developing leadership skills in their employers. An employee with excellent leadership skills influences people's behavior positively, enabling the company to achieve common goals better. In a fast-paced world with flat hierarchies, professionals must possess excellent team management skills. While employees may not be currently managing a team, they require sustained efforts to develop leadership skills to become more productive.

Cognitive skill is the second most important skill as per our findings. 57% of the employers want their workforce to gain better cognitive skills. Cognitive intelligence is the most potent factor in determining an employee's level of aptitude to perform well at work. It establishes an employee's capability of up-skilling, cross-skilling, and taking up leadership roles. After identifying employees with high cognitive ability, they are shortlisted for advanced training. Higher-order cognitive skills like critical thinking and problem-solving play a vital role in identifying high potentials for succession planning, meanwhile strategic thinking helps in leadership development.

Besides leadership and cognitive skills, 51% of organizations wish to upskill their workforce in role-specific skills as they help in individuals' career growth. Along with experiential learning, if employees are exposed to role-based training, they can excel in their jobs by becoming more productive and efficient.

The IT Sector Aims to Upskill Employees in AI, Blockchain, Cloud, IoT, Big Data & Cyber Security in 2020



The world is in constant flux. New technologies, standards, and protocols are introduced every year. Since Information Technology (IT) is intrinsically linked to the functioning of most businesses, any changes in the sector are highly likely to impact the existing business landscape. Consequently, every business stands to gain a competitive advantage by embracing technological innovation.

70% of IT-based corporations are banking on future skills to upskill their workforce. Our survey indicates that the IT sector is planning for future skills, eyeing digital disruption. Upcoming technologies like AI, automation, blockchain, cloud, IoT, big data, analytics, and cybersecurity are core areas of engagement for IT companies. Digital readiness and learning agility are also catching up with a moderate 40% and 36% of companies, respectively, planning to measure these skills in 2020.

The IT sector is gradually focusing on training the workforce on soft skills such as communication, creativity, negotiation, and more. Almost half of the IT companies, responding to the survey, are planning on training IT professionals on soft skills in 2020.

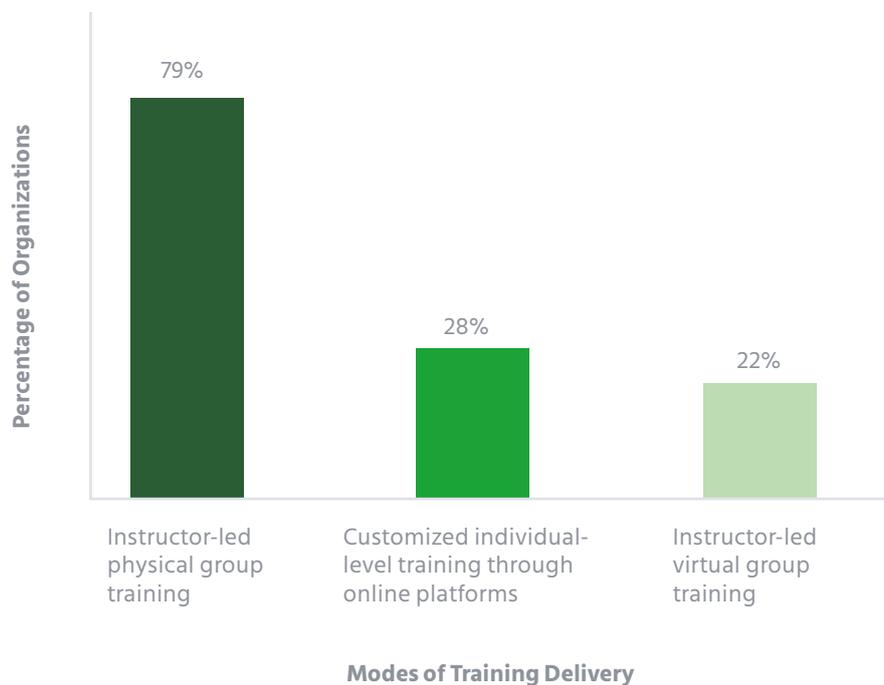
In a survey conducted by Adecco, 22% of senior executives believed that their employees lacked technical skills, while 44% felt that employees needed better soft skills. It is a fact that individuals with a combination of technical and soft skills are better placed for career growth and assuming leadership positions.

04 How to Train



It is the people who make an organization. So, investing in them is non-negotiable, and organizations must weigh in on the repercussions of not having an effective training strategy. Companies across the globe wish to meet their L&D objectives by creating development plans that are high on ROI. However, they tend to be unsuccessful at various stages, especially when designing and delivering the program.

79% of Organizations Believe in an Instructor-led Physical Group Training



As our findings indicate, the existing method of instructor-led physical group training is proven and time tested. Its efficacy explains its overwhelming acceptance among organizations; the trend continues to sustain across industries and geographies.

28% of organizations, meanwhile, offer customized individual-level training through online platforms or courses. Online training is easily accessible to employees, irrespective of time zones and geographies. Online training saves significant resources needed to establish and maintain physical centers. Instructor-led virtual group training is gaining traction with 22% of organizations preferring it for their workforce.

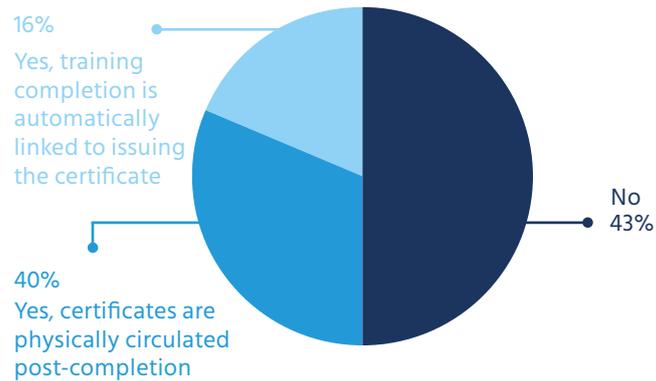
Even though virtual training numbers are visibly lower, there is growing awareness about this mode of delivery. Organizations adapting to the change are likely to gain the most in creating coherence between organizational objectives and employees' capabilities and wants. Hence those investing in virtual training are better poised to prepare their workforce for future challenges.

Sharing how Prescient Healthcare Group is yet to adopt and make the best of virtual employee training, Vandana Tyagi, Head, Talent Development and Engagement said, "It will take some time for virtual training to catch up because there is a cultural relevance associated with them. However, when these training sessions have a blended approach, they assist you in scaling across geographies."

43% Firms Don't Issue Certificates to Employees post training

16%

Companies provide digital certificates post training completion



Despite completing their training, employees are not provided with accreditation. As many as four out of ten organizations do not issue any certification. This may be caused due to a lack of understanding of the importance of accreditation.

Meanwhile, 40% of survey respondents shared that certificates were physically handed to the employees. It indicates the prevalence of old-school means and that physically handing out the certification is still a norm in the industry. A certificate provides a sense of accomplishment to employees, keeping them engaged and motivated.

We also observed that organizations are moving from manual to an automated approach, with 16% of companies having auto-synced the issuance of digital certificates to the completion of the training. Only a few organizations have taken up auto-sync. It suggests that auto sync-up is yet to attain mainstream status.

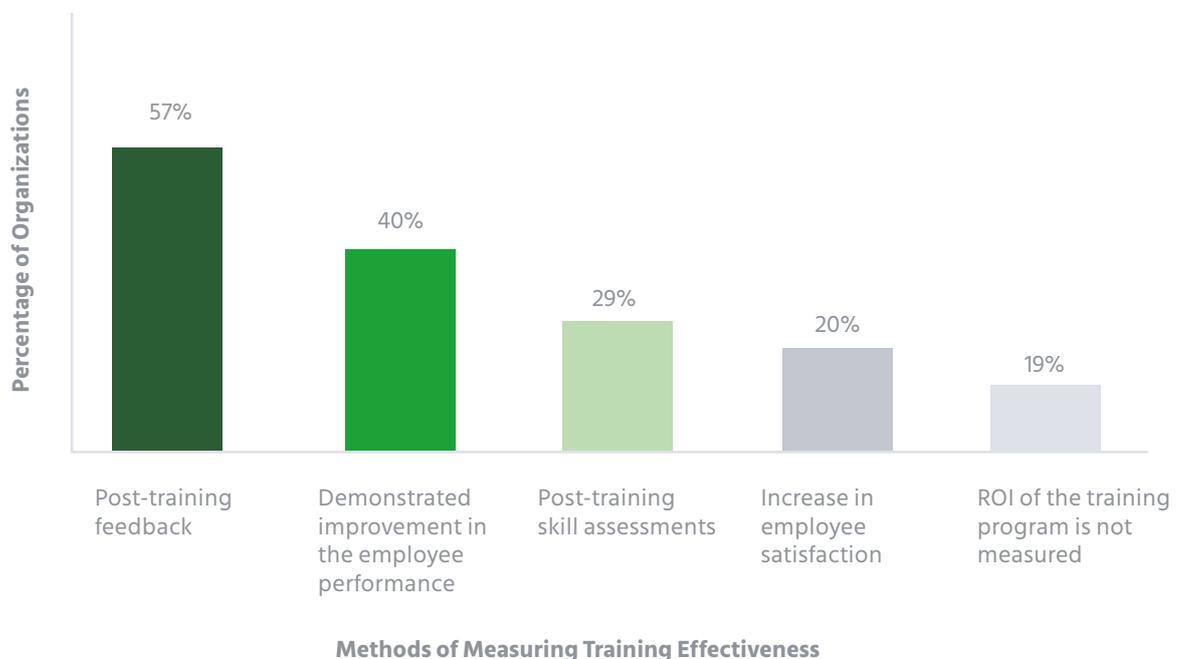


05 Measuring the ROI



ROI measures the value for money of a particular training course or program. Industry experts have been trying to establish a link between training and ROI and ROE (return on expectations.) While developing L&D objectives, therefore, organizations must also weigh in on the probable impact of the training on business and performance outcomes. However, despite the emphasis on measurable outcomes among SMEs, there may still be a gap between expectations and reality.

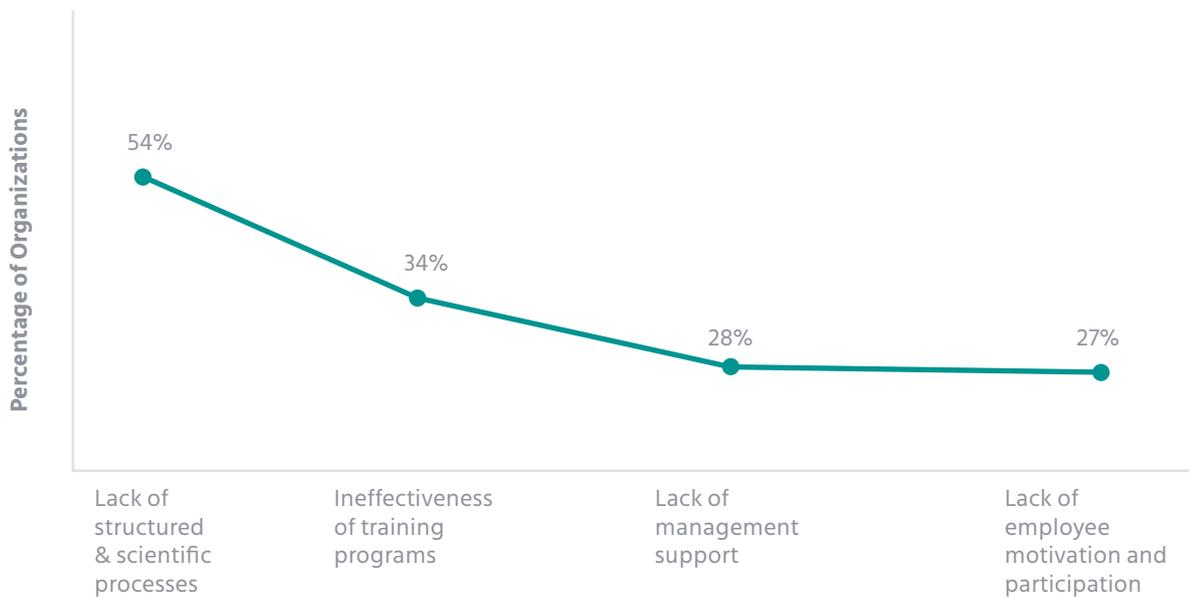
29% of Companies Measure Training Effectiveness Through Post-Training Skill Assessment



Post-training aspect of skill assessment is one of the most effective ways to analyze the growth of employees. It is a critical part of the training program. It indicates what's working and what's not, in addition to providing valuable insights into the training program. It is a measurable and standard procedure to analyze the degree and quantum of change tangibly. However, 58% of organizations use post-training feedback to derive the ROI of their training program.

Elucidating how Prescient Healthcare Group measured the ROI of training, Vandana said, "We do pre and post-training assessments as well as managers' feedback and performance review with the reporting manager."

Lack of Structured Scientific Process is the Biggest Challenge Obstructing The Execution of L&D Programs



Challenges in Execution of L&D programs

The absence of a data-backed process to identify skill gaps and future of skills is the biggest challenge faced by organizations in executing an L&D program. **54% of organizations lack a structured and scientific method to determine current skill gaps vis-a-vis present and future competencies and skill requirements.** A majority of companies do not have an efficient means of assessing skill gaps in the existing workforce. The lack of awareness of available scientific tools to assess these gaps can be attributed to the reason behind the gap. Thus, people requiring training are either left out or not given the required training. Since there is no efficient means of knowing the current skill requirement, mapping future skills become unlikely, especially if done manually. Technological intervention is needed to assess the problem areas in teams, as traditional methods fall short in its assessment.

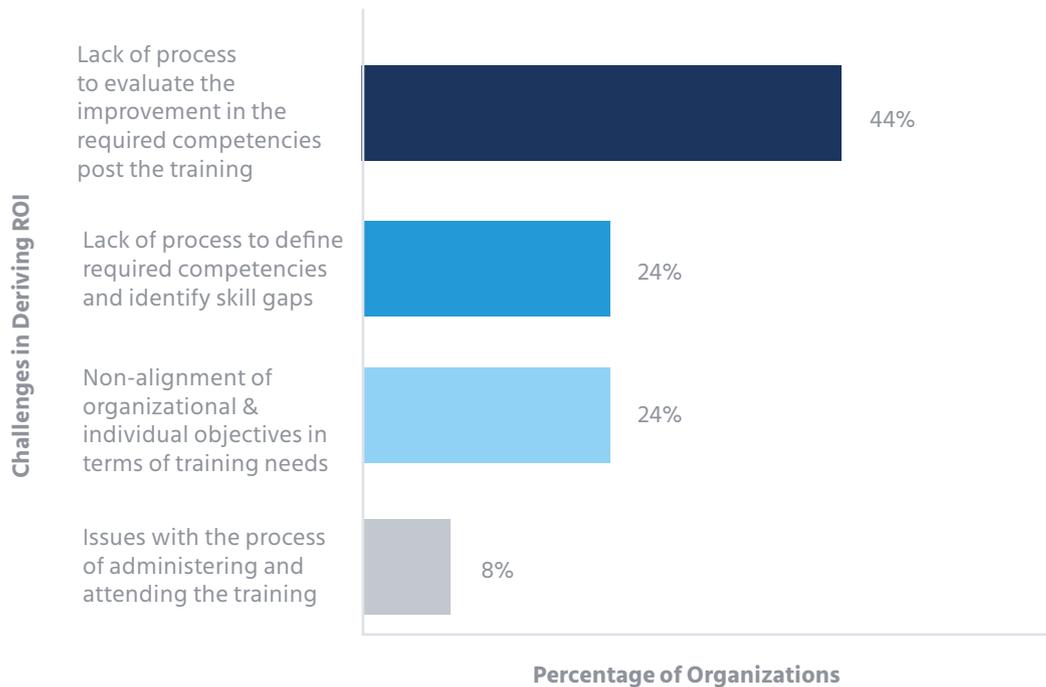
The second most prominent challenge faced by organizations is the ineffectiveness of their L&D programs. 34% of organizations' training programs prove to be ineffective in achieving the desired outcomes. They are unable to justify the cost of training vis-à-vis ROI. Also, L&D programs do not achieve the desired outcome without the right set of tools used in assessing skill gaps and providing necessary training.

Often, the outcome of the training is too subjective to be measured as the aftereffects of the training may not be immediate.

The lack of management support is the third major challenge for organizations. **The survey revealed that 28% of L&D chiefs find it challenging to define a roadmap for L&D, given the lack of support from the management.** Managements seem unaware of the implications of such an undertaking. Since there is a lack of clarity on the kind of training needed, the administration is unable to objectively assess the employees' need for learning and growth at the workplace. Upskilling individuals and organizational departments demand close analysis and a thorough understanding of the business as well as employees' needs. The lack of knowledge among the top echelons of management diminishes the scope of driving an effective L&D program.

The budgetary constraint is another factor hampering the L&D roadmap for organizations. Cost-cutting adversely impacts development programs, which stems from the managements' unwillingness to invest appropriate sums in the training of the existing workforce.

Lack of Post-Training Evaluation Process is the Biggest Challenge in Deriving ROI of Training Programs



44%

Companies struggle to develop a process for evaluating the improvement in required competencies, post the training

As our survey data revealed earlier, organizations rely on managers' feedback and demonstrated improvement in measuring employee performance. This approach seems to be unstructured and flawed. Both managers' feedback and demonstrated improvement are subjective in measuring training effectiveness. While managers' feedback is prone to bias, demonstrated behavior does not provide any measurable outcome.

The other two challenges faced by 24% of organizations in deriving the ROI of training programs are:

- The lack of process to define required competencies and identify skill gaps
- The non-alignment of organizational and individuals' objectives of training needs

Our survey results indicate that, mostly, organizations lack a process both pre and post-training. There are lacunas in identifying skill gaps, which results in an unstructured plan. When organizations are unable to determine skill gaps, they would not be able to customize a training plan, which caters to the development needs of the workforce.

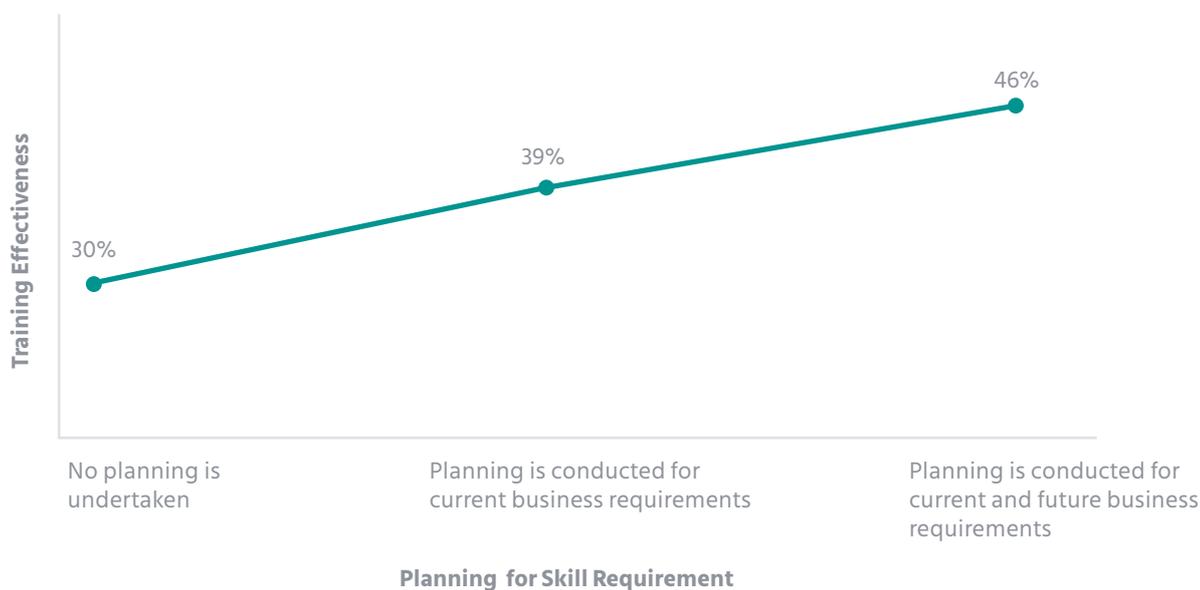
06 / Best Practices in Learning & Development Space

This section majorly details how L&D heads and organizations can plan, execute, and analyze their L&D initiatives better. There seems to be a clear distinction between companies that successfully conduct their training and those that don't. We have attempted to establish a correlation between training effectiveness against various parameters to understand what worked for companies. Training effectiveness is an outcome of multiple interventions like learning agility, structured planning, and others. A combination of best practices can help companies streamline their efforts and deduce a strategy benefitting employees and organizations alike.

Plan for Current and Future Business Needs

There is no 'one-size-fits-all' solution to learning and development plans, as every employee is different. Each program should be tailored to meet the current and future roles of an individual. The plan should consist of critical objectives that should be achieved by the employee. These objectives can include anything from technical to behavioral and leadership skills.

Organizations That Undertake Planning for Current and Future Business Skills Record the Highest Training Effectiveness



While measuring the outcome of effective planning L&D programs, it was observed that companies bereft of a mechanism to work on the development needs of their employees usually had a lower training effectiveness rate of 30%. The figure stands in stark contrast to organizations planning their L&D programs, considering both current and future business requirements. **As much as 46% of respondents expressed satisfaction with their training when planning for both requirements.**

Identify Whom to Train

The process of identifying whom to train majorly depends on individual training needs, skill gaps, and learning agility. Our L&D experts have revealed how measuring learning agility and skill proximity assists in identifying the target workforce for training programs. It is only after identifying the target audience, their objectives, motivations, and aligning them with the company's goals, can one curate and customize training modules. One can only curate and customize training modules after having identified the target audience, their objectives, motivations, and aligning them with the company's goals.

Training Effectiveness Significantly Increases when Organizations Measure The Learning Agility of Employees Before the Training



Tools like learning agility matrix or proximity index help in identifying employees and their needs before undertaking the training. These tools provide an insight into the level of trainability of employees, along with easily trainable skills. This cumulative intelligence enables L&D departments in envisaging customized development plans that increase training effectiveness.

51%

Organizations using scientific tools have more successful training programs

Organizations that do not invest in analyzing learning agility of their workforce have lower training effectiveness of

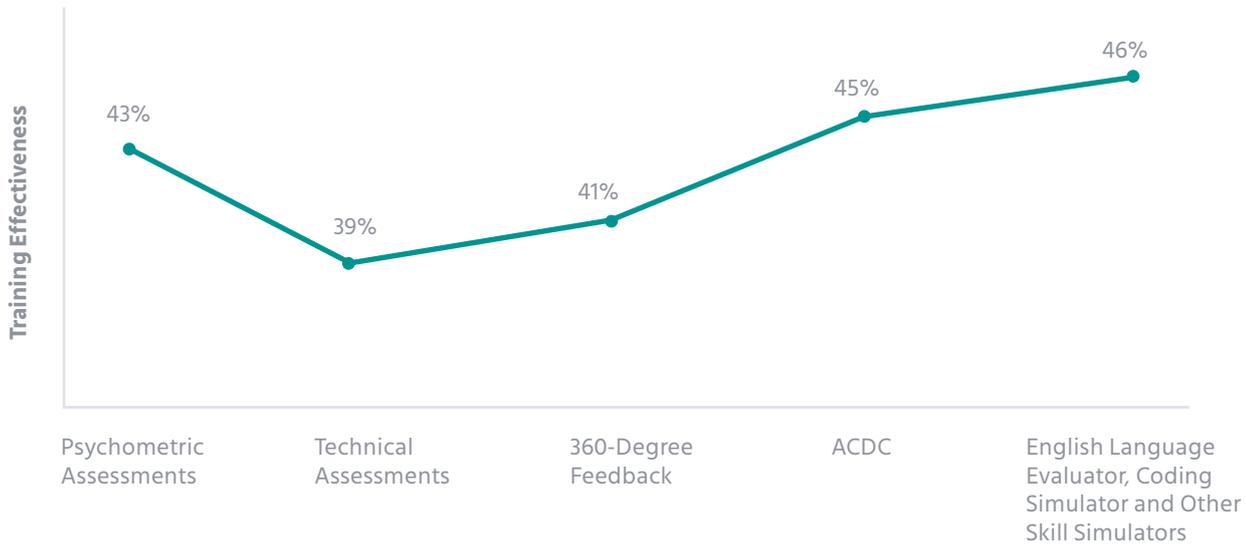
35%



Identifying Skills to Train Your Workforce on

Assessing skill gaps in organizations enables creating a customized training plan, in turn, benefiting employees, catalyzing the learning and development efforts of the organization. Our report details how organizations can benefit from scientific tools.

Organizations Using Skill Simulators & Assessment Centres Record The Highest Training Effectiveness



Modern Assessment Tools

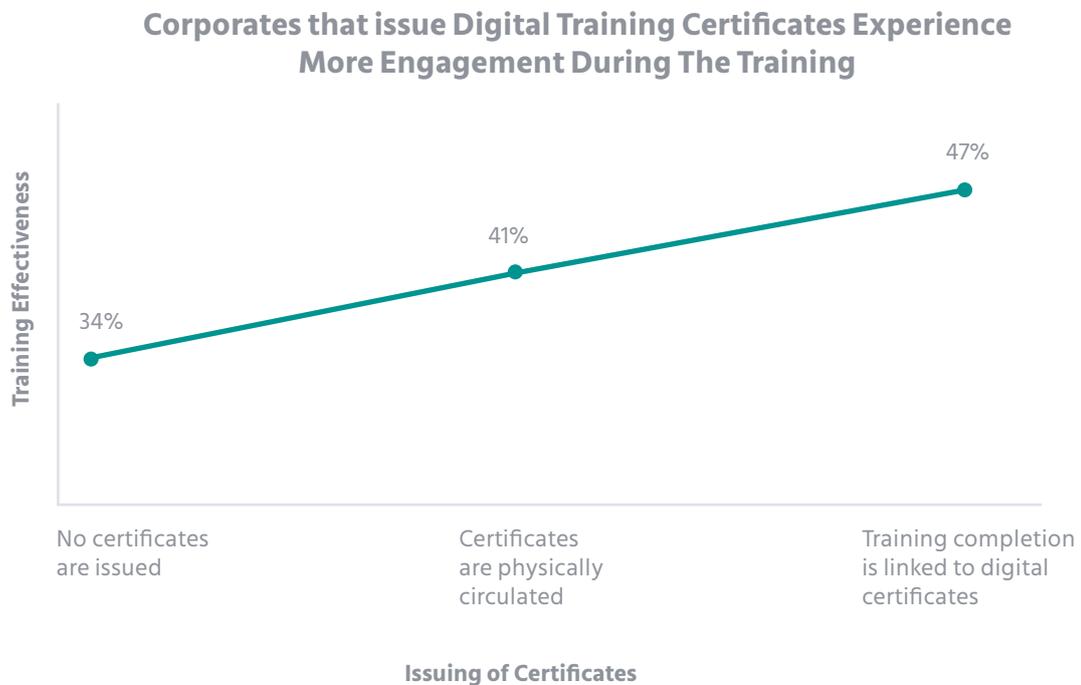
L&D experts, the world over, agreed that using skill simulators and assessment and development centers had improved their training effectiveness to 46% and 45%, respectively. Skill simulators observe candidates undertaking different tasks in a simulated environment. With training simulations, and the use of platform, equipment, or guidelines, employees can receive immediate feedback on their efficiency. With large-scale technological and digital disruption happening across industries, employees must display agility in learning requisite skills or software. In such a scenario, using skill simulators to deliver training has emerged as the most effective training method as per our survey. Employees with firsthand knowledge are better placed in undertaking a job with minimal errors. This also helps firms in reducing the training expenditure by incorporating skill simulations in their development programs.

Skill simulators are blended assessments and development centers, and adopting them has guided the training objectives of companies globally. Assessment centers predict future behavior for decision making, analyze development needs, and assess behavioral constructs. Corporates are gradually shifting to blended assessment centers as they entail the benefits of both physical and virtual, thus providing a data-backed and insightful outcome. Assessment Centres have become scalable and can be undertaken anywhere, anytime, for any number of employees.



Deliver Efficient Training Programs

The training used by various companies differs in their approach, methodology, metrics, and expense. Understanding an organization's specific needs simplifies how to go about training a particular set of employees effectively. In this section, we have focused on different modes of training delivery and their overall impact on organizations and employees.



Employees feel a sense of motivation if their company is thoughtful about their personal development and career, and online training certificates offer them the means to monitor their progress and proficiency. Acquiring new skills help employees to address issues impacting their output while honing their competencies.

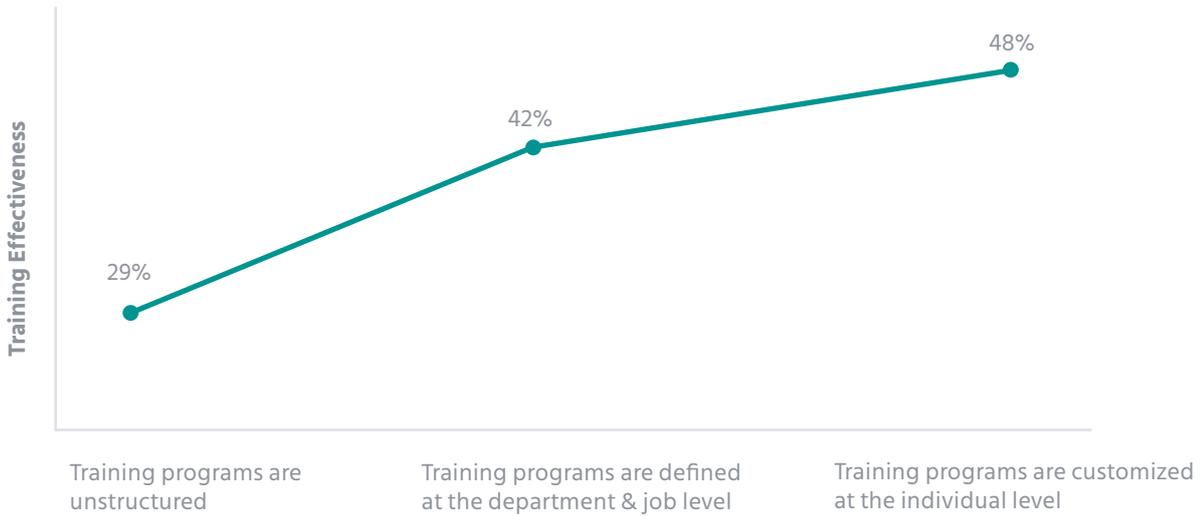
Our L&D survey also reveals that companies that did not issue post-training certification did not gain the expected ROI from their training program; their training effectiveness stood at 34%. On the contrary, organizations that issue digital certificates have training effectiveness of 47%. Online training certifications indicate achievement and expertise. They exhibit your employees' commitment to growth and development. Online training certification programs can help employees meet company standards, focus on their areas for improvement, and expand their knowledge and skills to become more effective corporate assets.



Measuring the ROI

The last but one of the most crucial stages in the L&D spectrum is measuring the ROI of your program. ROI is a useful way of measuring whether a particular training course has offered value for money. Industry experts have been trying to establish a link between training and ROI and ROE. The structure of training programs, their impact on the workforce, and the level of satisfaction with the result, help in measuring the ROI of your training program.

Firms that Customize Training at Individual Level Receive Better ROI on their Training Plans



Creation of Training Programs

As observed above, companies struggle with unstructured training programs. Such programs do not yield the expected outcome and have low training effectiveness of 29%, whereas companies that customize the training plan as per individuals have 48% training effectiveness. This is because these organizations invest time analyzing the learning needs of their workforce to ensure that the training is customized to suit the individual needs. This approach offers employee satisfaction as employees feel valued, and a sense of engagement and appreciation drives them to stay in the organization for a longer duration.

07 / Conclusion

Some organizations have recognized that the change is real and are accordingly tweaking their strategy. The planning includes adopting modern tools and technologies, structured planning, customized training modules, and more, to ensure high training effectiveness. It is increasingly becoming a matter of necessity for organizations to incorporate new methodologies. The skills landscape and employee demands are rapidly evolving, and companies continue to tackle challenges that accompany this change. How organizations plan the learning and development of their employees, the kinds of training they provide, and the effectiveness of these programs highlight the current approaches. Organizations that streamline their processes using technology have experienced an increase in the ROI of training programs and improved retention rates.

Companies struggling with defining and executing successful L&D programs must also

**follow these
footsteps by
adopting best
practices...**



08 / How can Mercer | Mettl Help

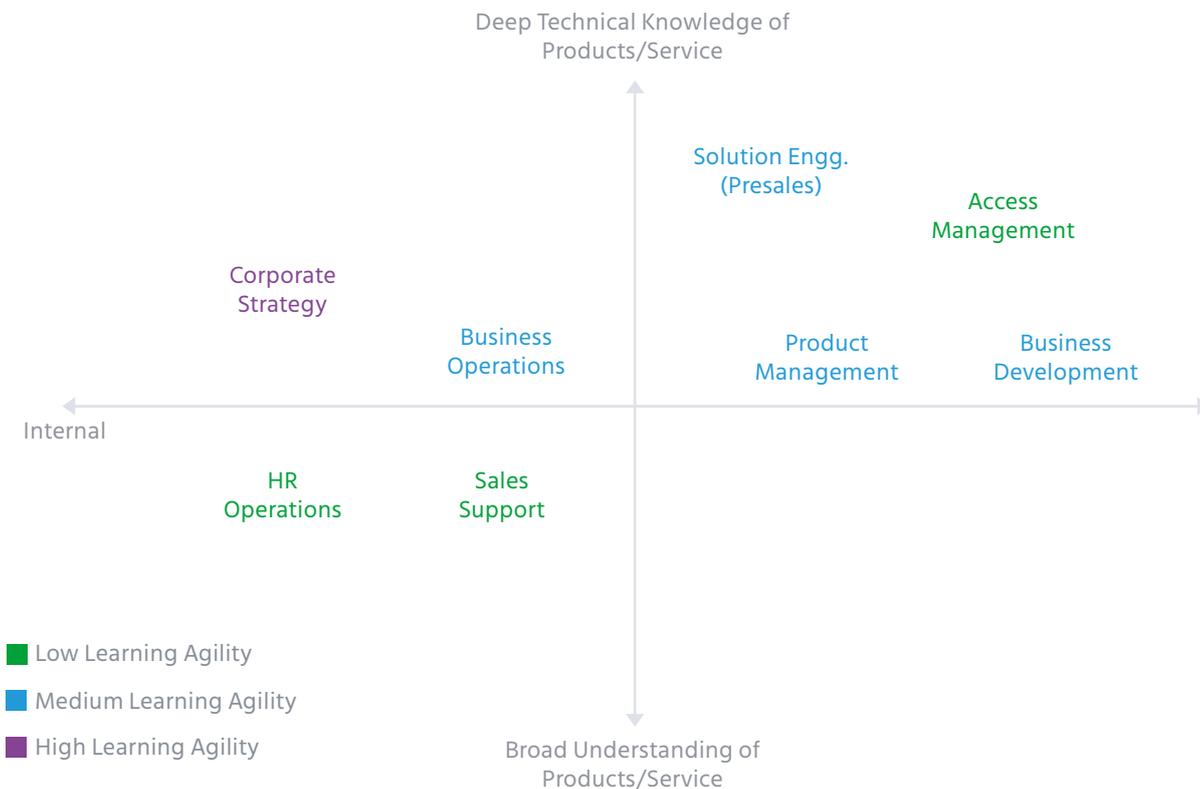
We at Mercer | Mettl understand the ever-changing demands of the learning and development landscape. This report has enabled us to develop a better understanding of the challenges being faced by L&D experts, how the existing training programs look like, what is it then organizations want, and which methods are the most effective. In our efforts to solve the problems companies continue to come across, Mercer | Mettl has curated a list of solutions to suit your requirements.

Organizations globally are focused on finding and developing individuals who can unlearn skills and perspectives that are no longer relevant and learn new ones. Keeping this in mind, Mercer | Mettl has devised a method for measuring a person's **Learning Agility** basis ability and the orientation to learn.

Learning Agility = Ability to learn + Orientation to learn

Secondly, it is essential to identify skills that employees can learn very quickly by building on their current skill sets. These new skills that an individual can learn with ease and in less time, based on their contemporary skill sets, can be identified using the skill proximity. Mercer | Mettl's Proximity Index compares the skills required for different job families to understand and develop the best course of training.

Proximity Index Based on Skills and Learning Agility



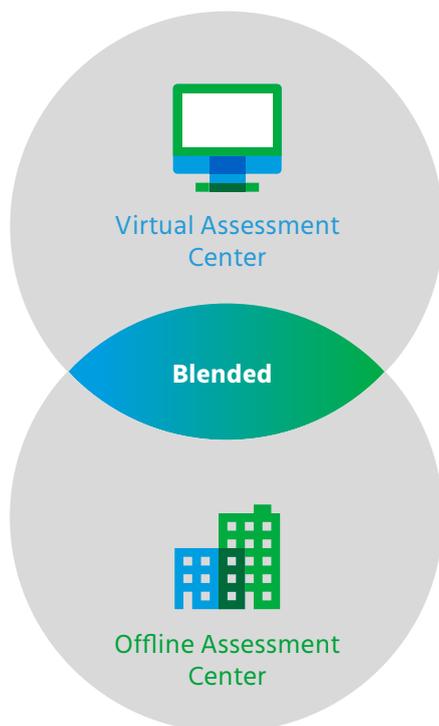
Another tool that helps companies identify gaps in behavioral traits of employees as perceived by other stakeholders is Mercer | Mettl's **360View**. The 360-degree assessment process helps leaders increase their awareness of their leadership strengths and opportunities for development. The results provide invaluable input on the hidden strengths, areas of improvement, and blind spots.

360View Report Covers



Meanwhile, the real picture is revealed when employers use assessment and development centers. Assessment centers were conducted entirely offline, but incurred significant logistical costs and were prone to bias. Organizations are adopting a blended approach, a mix of online and offline activities, to understand the developmental needs of their workforce. Organizations can conduct Mercer | Mettl's **Assessment and Development Centres** to provide a detailed evaluation of an individual's role/organizational fitment by assessing him or her on various attributes needed to be successful on the job. Individual and group development plans provide a holistic view of the skill gaps and how they can be honed further.

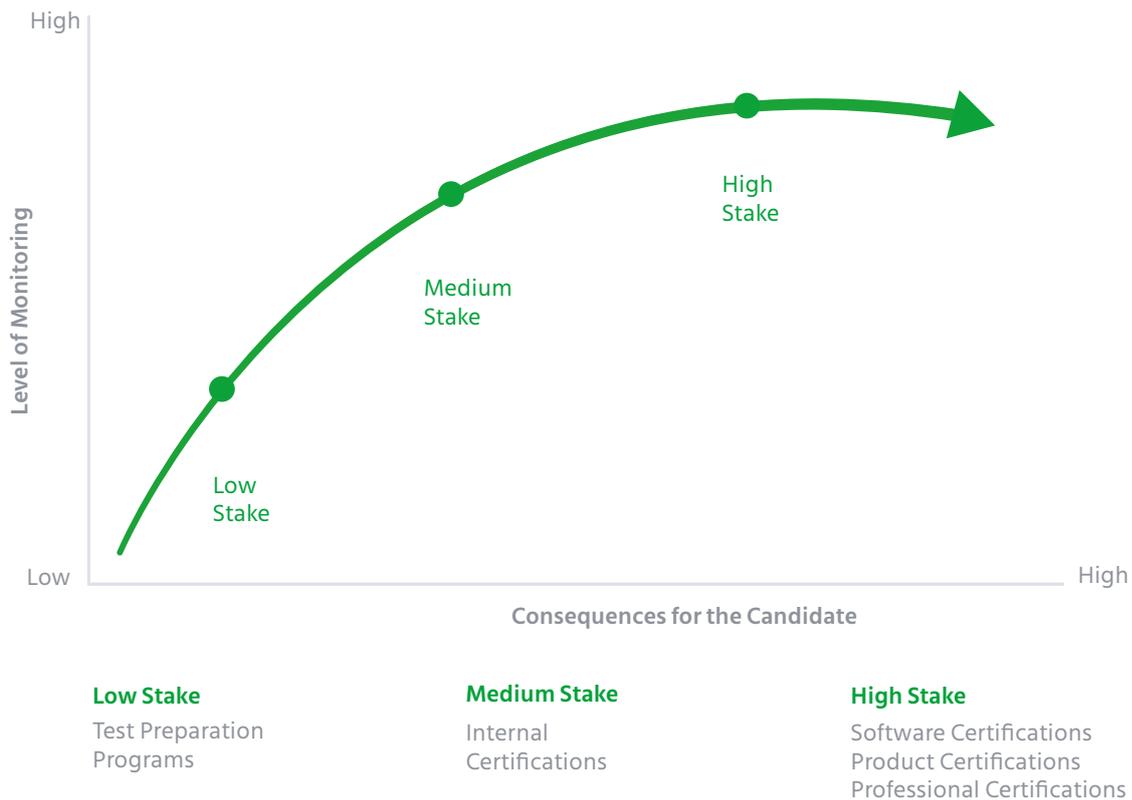
Choose an Offering that Meets Your Organizational Needs



In addition to the tools available for analyzing training needs, Mercer | Mettl provides a list of skill simulators. These simulators effectively assess the knowledge as well as the skill set of a potential employee, enabling him/her to understand the nature of the work. Used for measuring hands-on skills for a wide array of profiles, auto-graded simulators are tried and tested the tools in the assessment ecosystem.

Once organizations have zeroed in on whom and how to train, providing validation in the form of certificates post training is the next step. Herein, **Mettl Certify** delivers companies with talent that is skilled in using the latest tools and technologies needed to excel at their jobs. Certifications also ensure that the talents' skillsets are updated constantly as the job role evolves through continual upskilling.

Mercer | Mettl can Deliver Certification of Any Level



How an organization approaches learning and development defines an organization's capacity for growth. Any company training and developing its workforce should first learn how to identify and assess training needs accurately. Mercer | Mettl's **Pre-Training Assessments** can be customized for specific competency frameworks for training. These assessments, administered before training, measure the current proficiency level in desired competencies. Meanwhile, our **Post-training Assessment** framework is designed based on the Kirk Patrick 4 level training evaluation model of reaction, learning, behavior, and results, which is the worldwide standard for evaluating the effectiveness of training. The assessment helps in assessing the effectiveness of the training program in successfully bridging skill gaps in each employee to improve their performance.

Understanding the Training Lifecycle



Identify Training Needs

Address the why, who & what of your training



Pre-Training Assessment

Gauge employee proficiency across desired competencies



Training

Develop key competencies in employees based on skill gaps



Post-Training Assessment

Measure improvement in competencies after the training

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About Us

At Mercer | Mettl, our mission is to enable organizations to build winning teams by making credible people decisions across two key areas: Acquisition and Development. Since our inception in 2010, we have partnered with 2900+ corporates, 31 sector skill councils/ government departments, and 15+ educational institutions across 90+ countries.

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