

Elevating Business Performance Through Learning

HR Function Transformation

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Disruption is driving organizations to rethink their learning and upskilling strategies



Key Developments



Global challenges are transforming entire **business and industry models**, driving the need for **learning agility and adaptability**.



Organizations **struggle to find skilled individuals** due to the rapidly **shortening half-life of skills**.



We are approaching **Industry 5.0**, where technology serves as an **enabler of human potential** through **continuous learning**, ethical considerations and **emotional intelligence**.



AI is transforming many aspects of professional life. Its applications in **learning design** and development lead to more **effective, efficient and engaging** programs.

Key Findings

50%

of all employees will **need reskilling** by 2025 as **1.1 billion jobs are liable** to be radically transformed by technology in the next decade.¹

78%

of companies regard L&D as a **top C-Suite priority**, but **4 out of 5 organizations are lagging** in every L&D area.¹

12%

93% of L&D leaders report that their budget has experienced **growth** since the beginning of the pandemic.¹

Key Impulses for Success

1

Link talent development to strategic business needs
Create a **total talent transformation strategy** and a business-focused **strategic workforce planning approach** to analyze and predict future **skill gaps** relevant for strategy execution.

2

Build an excellent learning organization
Introduce an **agile learning operating model** that **adapts and responds** to changing business conditions while achieving **operational excellence**.

3

Exploit Learning Technologies
Apply **innovative technologies to create and deliver** highly **personalized and targeted content**, e.g., through a centralized learning experience hub (LXP) and/or an internal, AI-driven marketplace tool that matches talent to the right internal opportunities.

4

Develop the skills of the future
Continuously up- and re-skill talent with a greater emphasis on **human skills, creativity and emotional intelligence**. Foster a culture of **lifelong learning** to keep up with innovations and dynamic market demands.

¹ Sources: PwC's 27th Annual Global CEO Survey, PwC 22nd Annual Global CEO Survey WEF Reskilling Revolution (2022) Bersin, J. (2022). A New Strategy For Corporate Learning: Growth In The Flow Of Work

The (r)evolution of learning requires a paradigm shift that is expected to drive significant business impact

The paradigm shift we see happening today

Employee development and retention are the most widely cited drivers of learning in organizations today, whereas experience and metrics will become more important in the near future.



Traditional

- L&D is a **support function with low integration into broader HR functions**, often with little business impact.
- L&D is predominantly responsible for **content and learning logistics/administration**.
- Learning is standardized for all employees: **One size fits all**.
- Learning is seen as **mandatory/compliance task** (with focus on completion of trainings) – **the company is in the driver's seat**.
- **Few or no learning metrics are available/monitored** to assess impact/reach.
- The focus is on **administration** of content delivery and tracking of training attendance (**LMS**).



Future state

- L&D **breaks out of a vertical silo** to collaborate with the wider talent function, e.g., on “future of work” plans, talent mobility strategies, skill based workforce planning, succession management, etc.
- L&D has skills in areas such as **change leadership, data analytics and consulting**, enabling L&D to **identify and track performance issues**
- Learning is **individualized, outcome-oriented and experience-based**, facilitating a **personalized approach**.
- Learning propels **growth and continuous development**, enhancing experience and engagement – **the learner is in the driver's seat**.
- Standardized and transparent **learning metrics are linked to business goals and regularly monitored**.
- An **experience-led integrated learning ecosystem** amplifies growth (**LXP**), with a growing number of disruptive technologies in use.

Everyone is talking about skills

- **Skills-based learning** connects employees to **continuous and personalized training** opportunities, tackling skill gaps in alignment with business and market demands.
- This environment requires a **strategic learning function** that understands a **skill gaps and future skill requirements** to most effectively **serve the business**.



It's about identifying and nurturing the skills that drive innovation and growth.

Leena Nair (CEO of Chanel, former CHRO of Unilever)

PwC finds new solutions to build future-proof learning organizations that drive innovation and growth



Maturity assessment

Where are we now?



Learning strategy

Where do we want to get to?



Target operating model

How can we make this happen?



Learning tech ecosystem

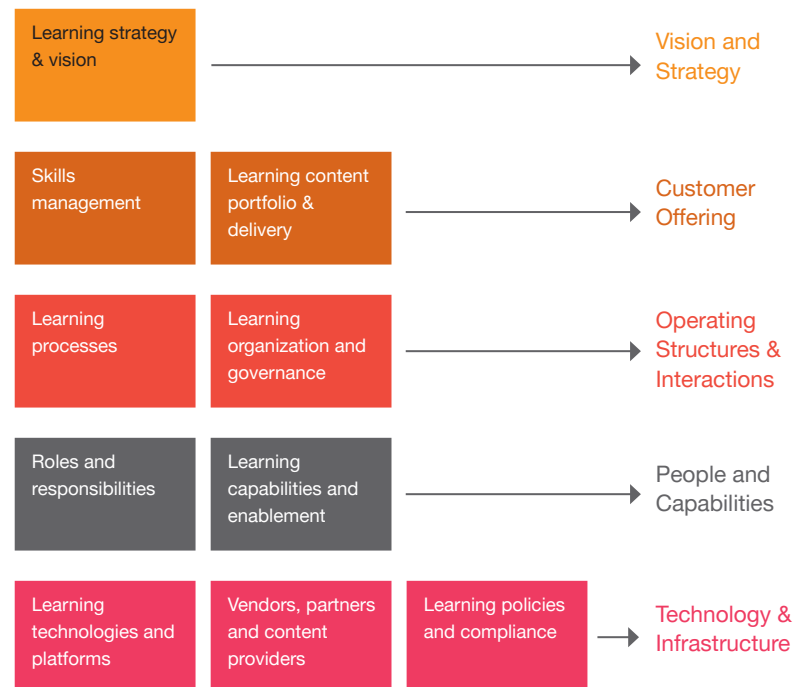
What are the best tools to achieve our goals?



Portfolio redesign

How do I get the best out of it for my learners?

The building blocks that make up a strong learning function



Our Service offering – We work with you to build an unique learning organization that drives business impact by focusing on the most relevant building blocks

1. Learning Maturity Assessment

Reveals pain and gain points and is the ideal starting point for a **revised learning strategy and vision**. It will provide you with **benchmarks** against other learning organizations, **definition of strategic priorities** and guidance on crafting a holistic **learning transformation roadmap**.

2. Learning Portfolio Design

To balance **business-relevant skills** with an **excellent learning offering and delivery experience**, a dynamic and constantly updated approach is the key to success. Our proven methodology can be used to develop a tailored approach that continuously equips your workforce with the **required skills** by selecting **high-quality and price-sensitive providers**.

3. Operating Model Design

Roles within the learning function are **radically transformed** to provide strategic learning guidance that both anticipates future skill requirements and proactively develops market-oriented solutions in **close collaboration with the business**. Our **NextGen learning operating model** moves away from rigidity and towards dynamic structures that enable cost and FTE efficiency.

4. Learning Tech Ecosystem Development

An **integrated technology ecosystem** empowers the organization to train the **right people on the right skills** and enhances **learner experience** at the same time. We possess deep **technology know-how** to guide your vendor selection, support the **implementation process** and ensure **successful adoption**.

It is time to act now!

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Workplace learning has been considered a box-ticking exercise for too long.

It's time to build a strategic function that directly contributes to the bottom line.



PwC is one of the world's leading HR and change management consultancies

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About us

Our clients face diverse challenges, strive to put new ideas into practice and seek expert advice. They turn to us for comprehensive support and practical solutions that deliver maximum value. Whether for a global player, a family business or a public institution, we leverage all of our assets: experience, industry knowledge, high standards of quality, commitment to innovation and the resources of our expert network in 149 countries. Building a trusting and cooperative relationship with our clients is particularly important to us – the better we know and understand our clients' needs, the more effectively we can support them.

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