BRITISH COUNCIL

Corporate English Solutions

Key L&D trends for future success:

The 2024 Learning and Development roadmap

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Contents

L&D's transformative journey

2023 was a year of significant evolution for learning and development. Within a complex landscape, L&D teams had to balance multiple priorities. From aligning initiatives with organisational goals and anticipating future skill sets to embracing new technologies and driving learner engagement – often with limited resources. In short, successful L&D teams demonstrated the strategic value of workplace learning to meet evolving business demands.

The strategic evolution of L&D shows no signs of slowing.
Our global survey of HR and learning professionals reveals a dynamic 2024 landscape. Key trends from 2023 – like changing skill sets, employee engagement and digital transformation – will increase in momentum. At the same time, other priorities such as shifting workforce demographics and internal mobility will gain significance. In 2024, L&D teams will face the ultimate agility test: swiftly adapting to evolving needs to deliver learning (and business) impact.

This eBook takes you through L&D's transformative journey. We look back at lessons learned and their insights to drive success in 2024 and beyond:

Part 1 explores the top trends, challenges and opportunities that reshaped the L&D landscape in 2023.

Part 2 delves into 2024's high-impact trends like tech and AI acceleration and changing workforce demographics, highlighting L&D's most critical priorities.

Part 3 provides a roadmap for a successful year ahead with actionable strategies, a downloadable capabilities checklist and essential skills frameworks.

How prepared is your L&D team for 2024's challenges and opportunities? We'd love to hear your thoughts!

Kate Sullivan
Head of Services and Talent, Corporate English Solutions British Council
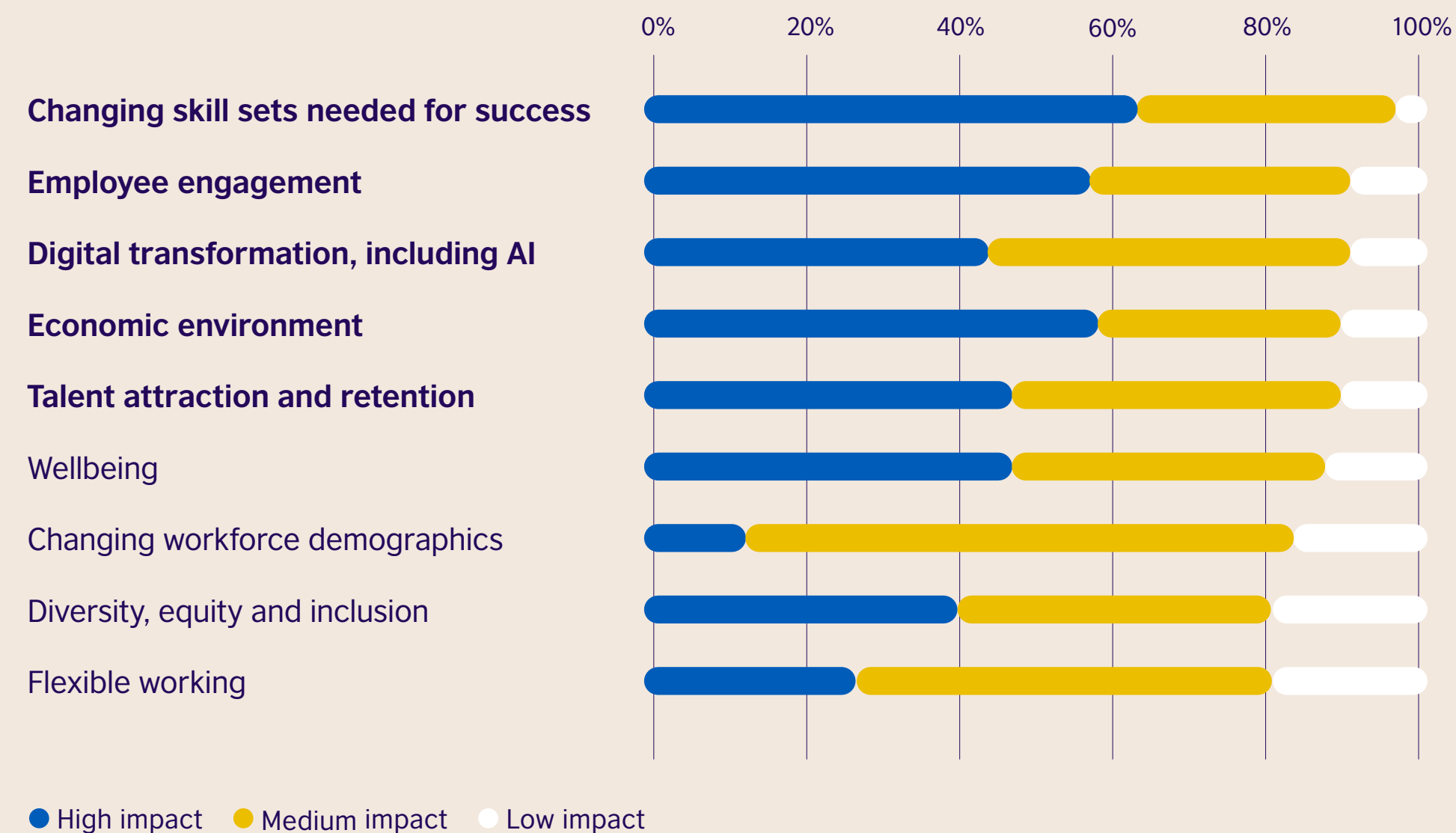
Part 1: Reflecting on 2023

The top 5 trends impacting the L&D landscape in 2023

We surveyed HR, L&D and training professionals to gain insights into which market and workplace trends had the most impact on L&D in 2023.

The top 5 trends were changing skill sets needed for success (97% reported a high or medium impact), employee engagement, digital transformation (90%), the economic environment (89%) and talent attraction and retention (88%).

These trends reflect the dynamic, rapidly shifting and challenging workplace environment that shaped the L&D landscape.

Trends impacting L&D in 2023

Chart axis: 0%, 20%, 40%, 60%, 80%, 100%

- Changing skill sets needed for success
- Employee engagement
- Digital transformation, including AI
- Economic environment
- Talent attraction and retention
- Wellbeing
- Changing workforce demographics
- Diversity, equity and inclusion
- Flexible working

Legend: ● High impact ● Medium impact ○ Low impact

97% Changing skill sets needed

90% Employee engagement

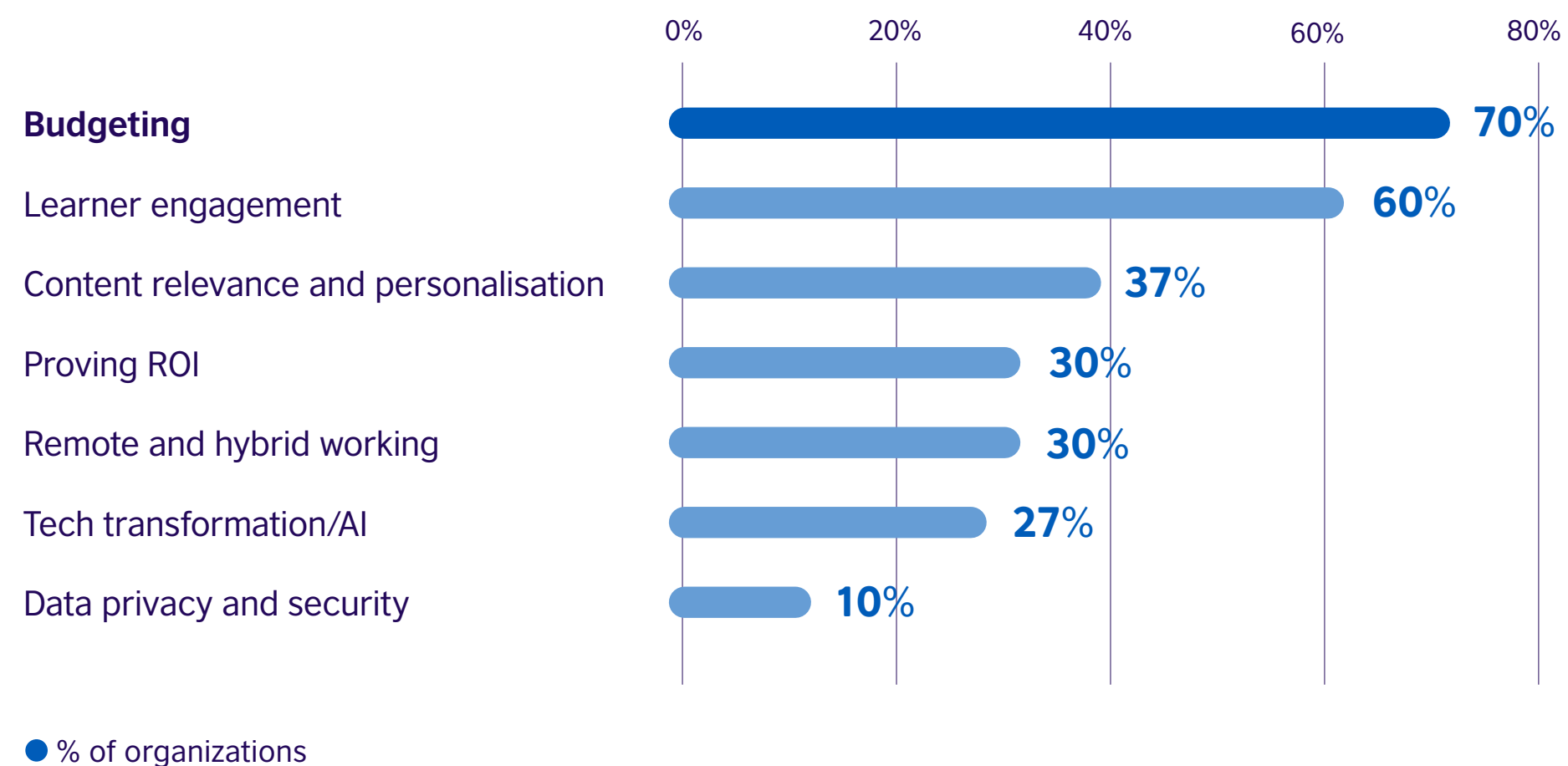**90**% Digital transformation

89% Economic environment

88% Talent attraction and retention

01

Emerging trends often bring new challenges

The main challenges L&D teams faced in 2023 were closely linked to the top 5 trends impacting L&D. Leading the list at 70% was budgeting constraints, representing the impact of an uncertain economic landscape. Learner engagement challenges were closely connected to overall employee engagement since it drives motivation, active participation and commitment.

Top challenges for L&D in 2023

Budgeting **70%**
Learner engagement **60%**
Content relevance and personalisation **37%**
Proving ROI **30%**
Remote and hybrid working **30%**
Tech transformation/AI **27%**
Data privacy and security **10%**

● % of organizations

'There was not only a new post-pandemic reality to get used to, L&D teams had to tackle other emerging priorities that competed for their attention. This often meant juggling urgent tasks alongside long-term strategic initiatives.'

70% **Budgeting** was the main challenge faced in 2023

L&D in 2023: Key trends, challenges and opportunities

01

Challenges

Opportunities

Changing skill sets needed

Most organisations experienced major shifts in core employee skills needed, driven by tech advancements such as AI and automation, flexible work arrangements and a constantly evolving business landscape.

- Bridging current skills gaps while preparing for future skills needs
- Preventing skill disruption caused by rapid tech/AI advancement
- Finding the right balance between technical and soft skills training

- Developing agile training strategies to stay ahead of rapid skill shifts
- Implementing strategic upskilling programmes to meet future skills needs
- Integrating soft skills into technical training to foster holistic development

Employee engagement

Globally, employee engagement remained a key focus area – especially with the rise in 'quiet quitting'. Organisations prioritised well-being and mental health, flexible work models and more career development opportunities to boost engagement.

- Maintaining learner motivation amidst low employee engagement
- Designing engaging training content in an era of digital distractions
- Creating engaging, personalised learning experiences for hybrid and remote teams

- Building learner communities to encourage collaboration in hybrid and remote teams
- Using interactive and gamified learning to boost participation
- Leveraging data to understand individual learner preferences to tailor personalised learning paths

Challenges

Opportunities

Digital transformation

The rapid advancement of new technologies and AI led organisations to intensify tech adoption, leveraging data-driven insights to optimise processes. However, data privacy and security concerns still need to be addressed.

- Identifying digital skills gaps within a rapidly evolving tech landscape
- Reviewing and integrating new tech solutions can be complex and time-consuming
- Ensuring data privacy and security within LMS and AI learning solutions

- Implementing digital/AI tools to track and measure digital skills
- Piloting new tech solutions with a small group of end-users before full-scale implementation
- Establishing a group or committee to monitor the compliance of AI-driven learning solutions

Economic environment

Organisations continued to face economic instability in 2023. Slower economic growth, rising inflation and low consumer spending caused businesses to tighten budgets and require more evidence of ROI.

- Reducing costs limited plans for L&D investments
- Doing more with less resources meant prioritising urgent tasks over long-term strategic L&D initiatives
- Increasing pressure to demonstrate ROI and impact of L&D programmes

- Exploring innovative solutions to develop cost-effective initiatives
- Collaborating across functions to achieve future strategic plans more efficiently
- Demonstrating L&D's impact on driving business goals and outcomes to secure future investments

Talent attraction & retention

The fight for top talent intensified, as many organisations struggled to fill key roles. In response, companies prioritised reskilling and upskilling, employee well-being and career development opportunities to attract and retain talent.

- Experiencing loss of skills and expertise due to high turnover
- Increasing frequency of onboarding and training new hires
- Encouraging internal talent to stay and develop to fill leadership roles
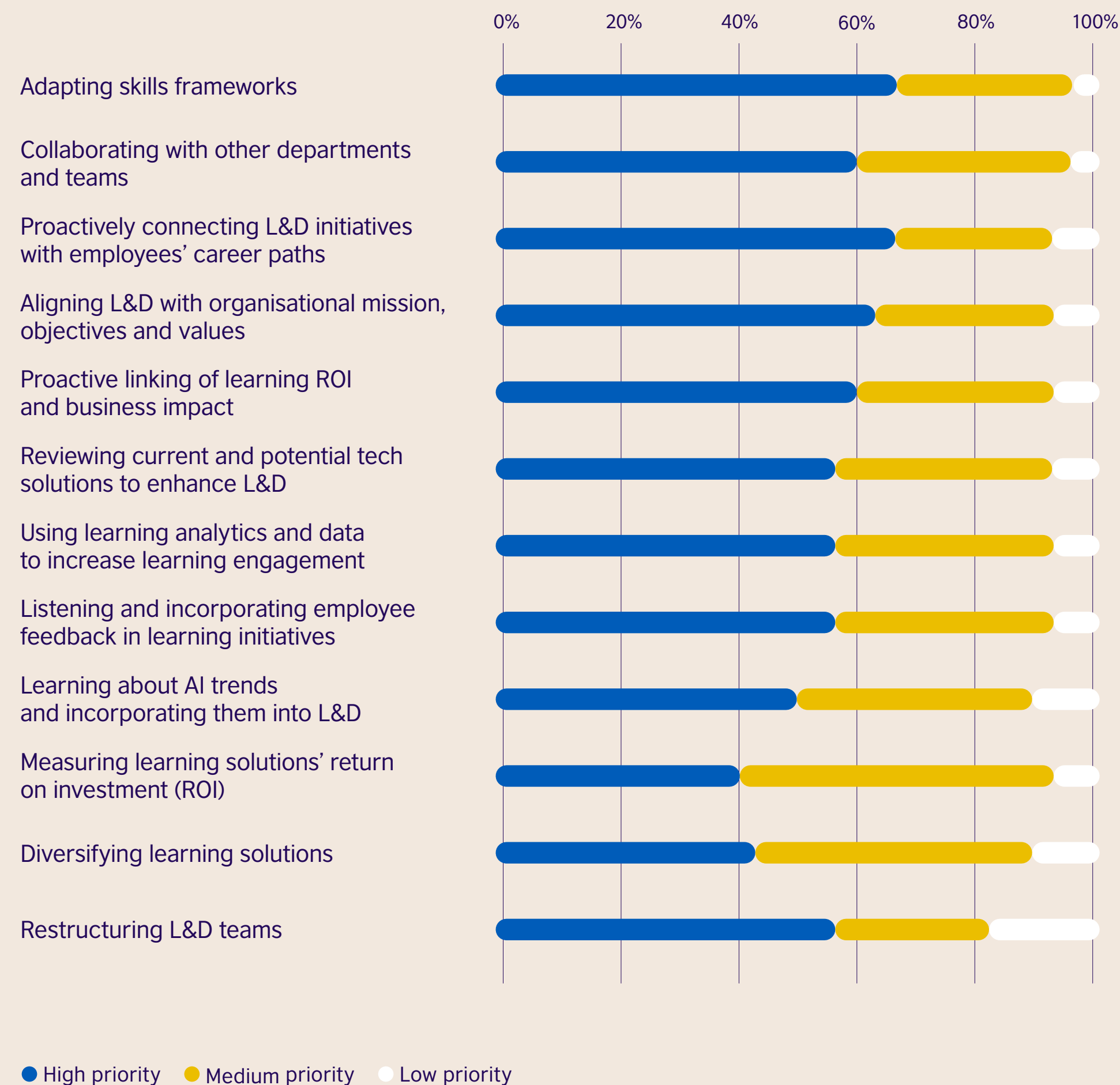
- Positioning L&D as central to the company's commitment to learning to attract and retain top talent
- Raising the employer brand through strategic onboarding and training
- Defining leadership paths and mapping them with learning initiatives to attract future leaders

01

Strategic initiatives that helped L&D navigate 2023 challenges

In 2023, L&D teams engaged in a wide variety of activities to address the multifaceted challenges and opportunities presented by an evolving professional landscape. In our survey, 9 areas were reported as medium or high priority for **at least 90% of respondents**, reflecting L&D's proactive approach to continuous improvement and strategic alignment with organisational needs.

9
activities

were reported as medium or high priority for

90%
of respondents

L&D priorities in 2023

Adapting skills frameworks

Collaborating with other departments and teams

Proactively connecting L&D initiatives with employees' career paths

Aligning L&D with organisational mission, objectives and values

Proactive linking of learning ROI and business impact

Reviewing current and potential tech solutions to enhance L&D

Using learning analytics and data to increase learning engagement

Listening and incorporating employee feedback in learning initiatives

Learning about AI trends and incorporating them into L&D

Measuring learning solutions' return on investment (ROI)

Diversifying learning solutions

Restructuring L&D teams

● High priority   ● Medium priority   ○ Low priority

01

The top 3 priority activities highlight this strategic response
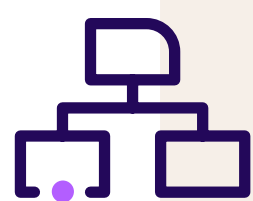
Aligning L&D with organisational mission, objectives and values ensured that skills developed directly contributed to strategic goals. This effort created a more adaptable workforce with the relevant skills needed to withstand economic fluctuations, digital advancements and changing skill sets.

Collaborating with other departments and teams helped L&D teams leverage collective expertise to implement agile, cost-effective learning solutions that aligned with organisational goals. Forming strategic partnerships increased engagement and the overall growth of the workforce, making the organisation an attractive and supportive environment for talent to thrive.

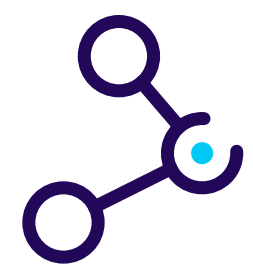**Proactively connecting L&D initiatives with employees' career paths** ensured that skills initiatives aligned with evolving job and organisational requirements. This targeted approach anticipated changing skill sets, contributing to individual and organisational growth and improved employee engagement.
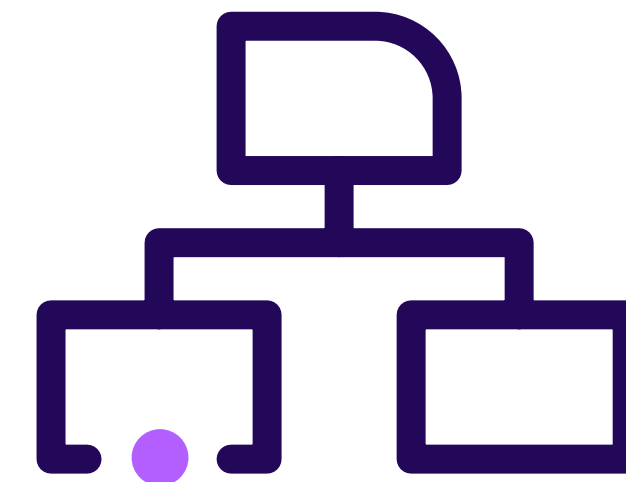
Top 3 high priority initiatives

67%
Adapting skills frameworks

67%
Proactively connecting L&D initiatives with employees' career paths

60%
Collaborating with other departments and teams

Unlocking success: L&D impact in 2023

1. Aligning L&D with organisational mission, objectives and values

Aligning with purpose: Performed in-depth reviews, developed prioritisation frameworks and created compelling business cases to ensure learning initiatives aligned with organisational goals and key strategic objectives.

Upskilling for the future: Designed new skills frameworks and upskilling programmes in line with organisational goals to bridge gaps and future-proof employee skills.

Making the business case: Developed transparent and targeted communication to showcase how learning initiatives were directly connected to organisational mission to drive employee engagement.

①   **②**   **③**

L&D in action

Impact

Business growth contribution: L&D initiatives maximised ROI by focusing resources on areas essential for achieving strategic priorities and financial growth.

Future readiness: Skills development ensured organisations were laying the foundations for future success with relevant upskilling to support its overall strategic direction.

Engaged workforce: Increased understanding of the link between individual and team development and the organisation's vision boosted engagement, motivation and commitment to participating in learning initiatives.

01

From action to impact: How L&D teams ensured success in 2023

2. Collaborating with other departments and teams
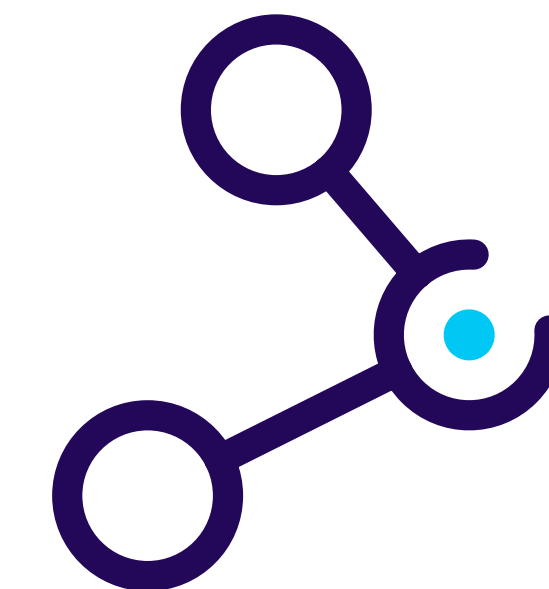
Preparing for digital transformation: Partnered with other functional teams to better understand digital transformation, identify digital skills gaps and review existing tech solutions.

Breaking siloes: Integrated into business functions rather than remaining a separate unit to gain a comprehensive understanding of key strategic objectives.

Leveraging flexible talent pools: Utilised a mix of internal and external talent to secure much needed skills and expertise, filling skills gaps and optimising talent budgets.

1   **2**   **3**

L&D in action

Impact

Smoother digital transition: Strategic collaborations supported L&D to navigate the complexities of digital transformation, leading to smoother, successful tech transitions.

Well-rounded skills development: Insights gained from business functions increased L&D's understanding of emerging skills needs, resulting in targeted learning initiatives.

Increased talent power: Highlighting organisations' commitment to learning and growth opportunities raised and strengthened brand awareness both internally and externally.

From action to impact:
How L&D teams ensured success in 2023

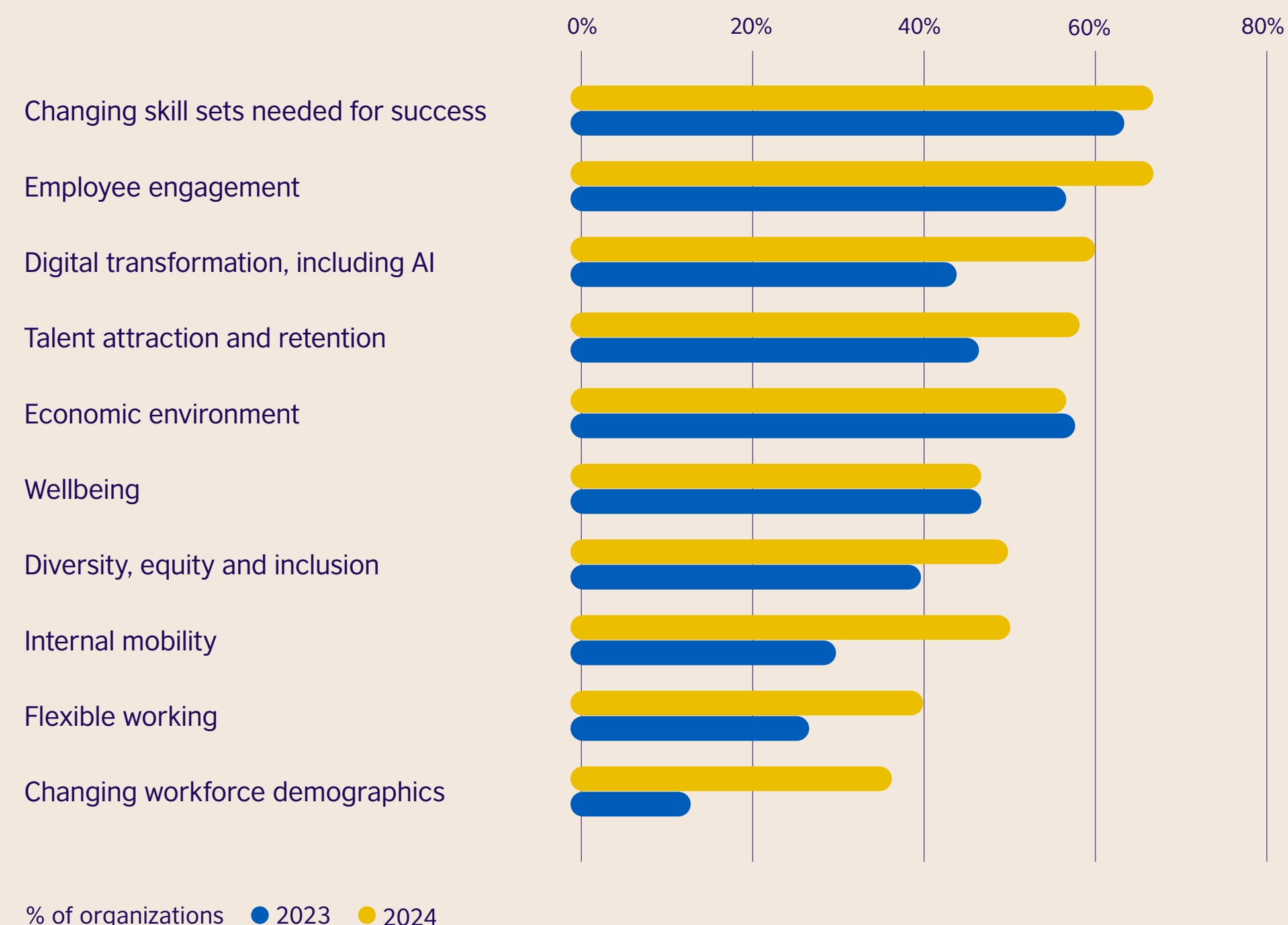## 3. Proactively connecting L&D initiatives with employees' career paths

Personalising skills development paths: Designed clear individual skills development paths to support employees' career paths.

Driving leadership development: Implemented leadership development initiatives to create structured career growth opportunities for aspiring leaders.

Creating cross-functional experiences: Facilitated cross-functional experiences to fill internal skills gaps, allowing employees to gain experience in various roles.

① **②** **③**

L&D in action

Impact

Targeted talent strategy: Personalised career paths demonstrated the organisations' commitment to employees' professional development, enhancing their appeal to top talent.

Future leaders talent pool: Structured leadership paths made aspiring leaders feel more valued and engaged, enhancing talent retention.

Maximised internal skill sets: Broader experiences and skill sets provided more opportunities for employees to explore different career paths, helping organisations to strengthen internal skill sets.

Part 2

L&D trends 2024 forecast

What's in store for 2024?

HR and L&D teams expect key 2023 trends such as **employee engagement, digital transformation** and **talent attraction and retention** to increase in impact in 2024. And the effects of the economic environment and changing skill sets are expected to remain high for many.

Other trends will also grow in importance. **Changing workforce demographics** will be the most significant, with an increase of 23% of organisations rating this as having a high impact in 2024. **Diversity, equity and inclusion** is up by 10%, demonstrating that DEI is still critical for talent attraction, engagement and retention.

High impact trends in 2024 vs. 2023

| | 0% | 20% | 40% | 60% | 80% |

Changing skill sets needed for success
Employee engagement
Digital transformation, including AI
Talent attraction and retention
Economic environment
Wellbeing
Diversity, equity and inclusion
Internal mobility
Flexible working
Changing workforce demographics

% of organizations   ● 2023   ● 2024

**Changing
workforce
demographics**

23%
**increase in organisations
predicting this to have high
impact in 2024** compared to 2023

02

Gen Z is reshaping workforce expectations and learning needs

By 2025, Gen Z will make up about **27% of the global workforce**, gradually becoming a dominant demographic. Their presence is transforming workplace dynamics, fundamentally shifting organisational culture, strategies, and the approach towards technology adoption and innovation.

However, many L&D teams are still discovering Gen Z's range of skill sets, knowledge and experience. What are L&D's main concerns?

Aligning Gen Z's workplace expectations with existing organisational culture and creating engaging learning experiences that have a positive impact on multigenerational teams.

' **2024 is going to be much more than new technologies or AI. Prioritising the human aspects of learning and staying close to the needs of a rapidly changing workforce will be just as critical.'**

Gen Z by 2025

27% **of the global workforce**

02

The competitive advantage of internal mobility and flexibility

Internal mobility and **flexible working** are also expected to have significant impact, with **20%** and **13%** more organisations respectively predicting them to have a high impact in 2024 compared to 2023. Making these part of organisational culture and integrating them into contracts can give organisations a competitive advantage in talent attraction and retention. In addition, many organisations are embracing internal mobility as a cost-effective strategy to fill skills gaps and retain valuable talent without additional hiring costs.

Internal mobility

20% **increase in 2024** compared to 2023

Flexible working

13% **increase in 2024** compared to 2023

While internal mobility and flexible work options can bring benefits to employees and organisations, they can also cause challenges for L&D teams, such as:

Managing programmes for employees working across diverse locations or on flexible schedules

Delivering consistent learning experiences

Maintaining engagement and tracking progress may require new strategies
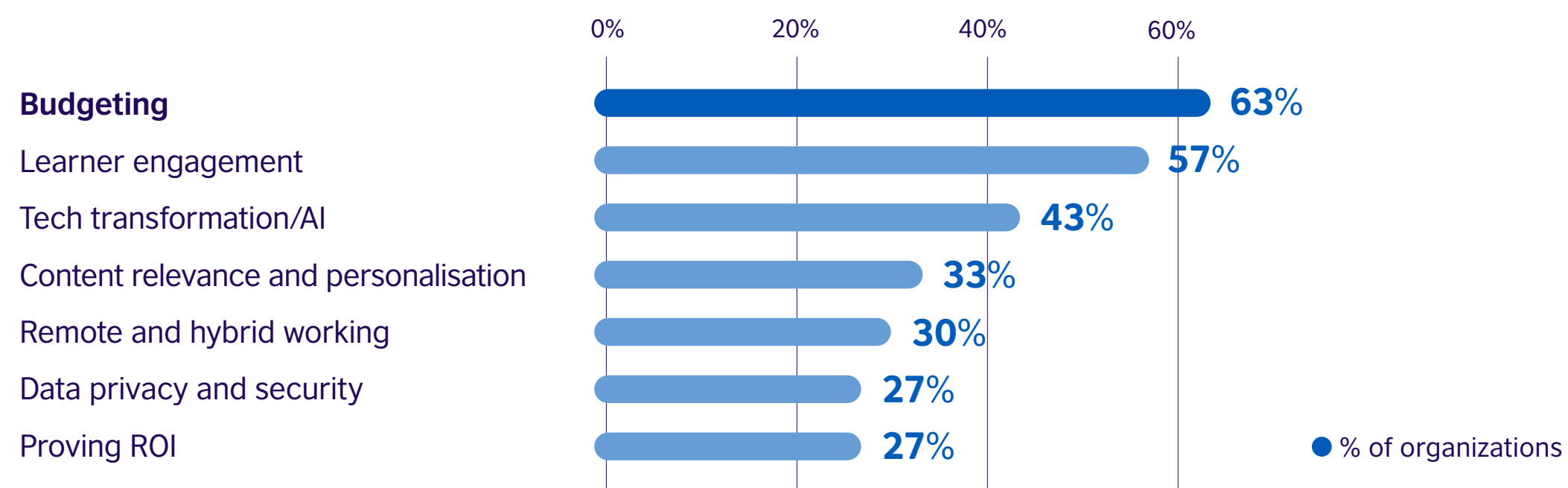
Collaborating and communicating among dispersed teams requires well-developed digital collaboration tools and skills as well as soft skills
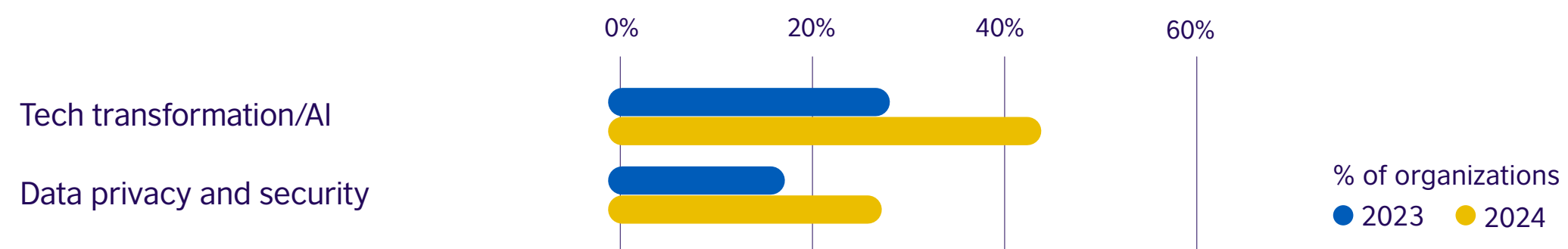
Challenges ahead

When it comes to other L&D challenges in 2024, survey respondents reported that many of 2023's L&D challenges would continue into 2024 – **budgeting**, **learner engagement** and **content relevance and personalisation** remain key challenges.

Top L&D challenges in 2024

Challenge	%
Budgeting	63%
Learner engagement	57%
Tech transformation/AI	43%
Content relevance and personalisation	33%
Remote and hybrid working	30%
Data privacy and security	27%
Proving ROI	27%

● % of organizations

L&D challenges 2024 vs 2023

Challenge	2023	2024
Tech transformation/AI		
Data privacy and security		

% of organizations
● 2023   ● 2024

Tech and AI acceleration: Rising challenges for L&D in 2024

There has been a substantial increase in challenges anticipated from tech and AI: a rise from 27% in 2023 to 43% of organisations in 2024.

Rapid tech innovation: Fast-paced innovation and adoption of new technologies and AI tools for learning purposes could outpace L&D readiness.

Digitalisation shift: An increased shift towards digitalisation could lead to vulnerabilities in AI integration and data privacy.
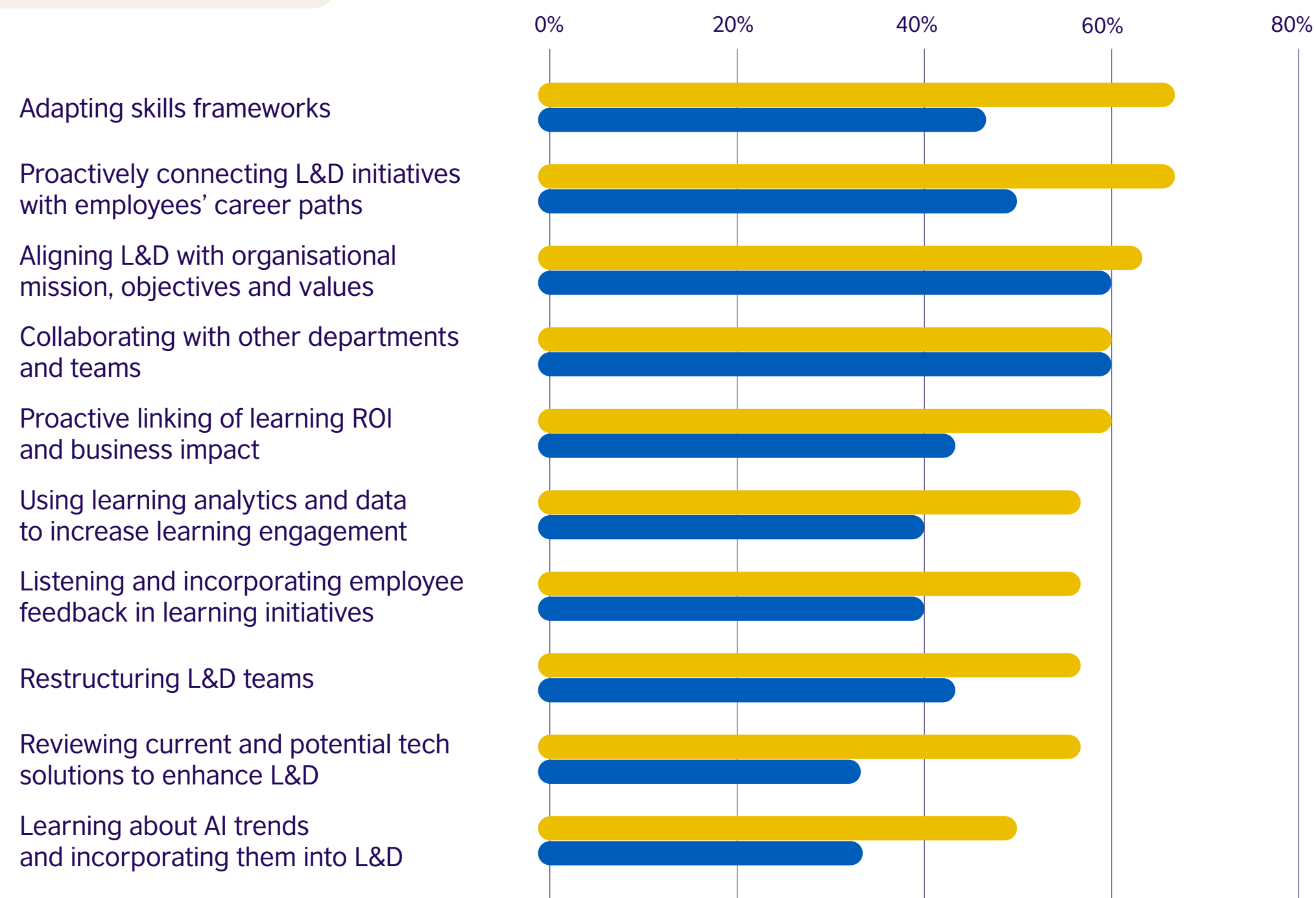
Data-driven learning: Growing use of data utilisation for learning strategies and personalised learning experiences demand secure data handling and analytics.

These challenges may have been less prominent in 2023 due to a limited scope of AI implementation in L&D strategies. But a growing awareness of these risks and regulatory changes will demand L&D's attention in 2024.

02

The most critical L&D priorities for success in 2024

High priority activities for L&D in 2024 vs. 2023

0% 20% 40% 60% 80%

Adapting skills frameworks

Proactively connecting L&D initiatives with employees' career paths

Aligning L&D with organisational mission, objectives and values

Collaborating with other departments and teams

Proactive linking of learning ROI and business impact

Using learning analytics and data to increase learning engagement

Listening and incorporating employee feedback in learning initiatives

Restructuring L&D teams

Reviewing current and potential tech solutions to enhance L&D

Learning about AI trends and incorporating them into L&D

% of organizations ● 2023 ● 2024

Top L&D priorities are closely linked with key trends:

Tech and AI advancements

As organisations anticipate faster integration of new technologies, L&D teams will need to stay ahead of these changes. **Adapting skills frameworks** will remain one of the top priorities for L&D teams in 2024, with 20% more organisations rating it as high priority than in 2023. **Reviewing current and potential tech solutions to enhance L&D** is also up 23% and **learning about AI trends and incorporating them into L&D**, 17%.

Talent attraction and retention

Equally important will be **proactively connecting L&D initiatives with career paths** – 67% of organisations cited this as high priority for 2024, a 17% increase. It reflects its importance in attracting, engaging and retaining talent. And even more so for many of Gen Z, known for their ambition and desire for career advancement, commitment to ongoing learning and expectation of personalised learning experiences.

Economic environment

In order to navigate an uncertain economic environment, crucial for L&D success will be **aligning L&D with organisational mission, objectives and values**, proactively linking of learning ROI to business impact and collaborating with other teams. Through these activities, L&D teams can ensure resources are optimised and demonstrate their tangible contribution to the organisation's success.

02

How prepared is L&D to succeed in 2024?

The results are in, and they're positive!

80% of our survey respondents believe their L&D teams are 'very well' or 'quite well prepared' to succeed in 2024, while only 20% feel they are 'not prepared.'

Despite the optimism, there is some caution about the year ahead. Especially since 2023 was a year full of rapid change and unexpected challenges.

With the right planning, L&D can thrive in the year ahead. Many have already put initiatives in place to overcome unforeseen challenges, knowing they may need to adapt their strategies – or pivot entirely.

® Discover how in our 2024 L&D checklist.

> **One of the most significant shifts is the need to be more agile, ready to update or adapt learning strategies more frequently.'**
>
> **Kate Sullivan**, Head of Services & Talent, British Council Corporate English Solutions

How well-prepared is L&D to succed in 2024?

60%

20%

20%

80% are 'very well' or 'quite well **prepared' to succeed in 2024**

● Very well prepared
● Quite well prepared
● Not well prepared

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Part 3

Your essential checklist for L&D success in 2024

Use this guide to audit your or your team's readiness for success.

	Importance for success	Current status	Level of priority for L&D team
	4=Very important 3=Important 2=Somewhat important 1=Not important	4=Fully achieved 3=Mostly achieved 2=Partially achieved 1=Not achieved	4=Fully achieved 3=Mostly achieved 2=Partially achieved 1=Not achieved

L&D strategy and operations

	Importance for success	Current status	Level of priority for L&D team
Aligning L&D goals and priorities with your organisation's mission, objectives and values	○	○	○
Collaborating with other departments to ensure alignment with broader organisational strategy	○	○	○
Linking learning initiatives' ROI to organisational goals	○	○	○
Adopting agile ways of working to adapt strategies to changes and disruptions	○	○	○
Restructuring L&D team and responsibilities to meet current and future demands	○	○	○

Tech and AI

	Importance for success	Current status	Level of priority for L&D team
	4=Very important 3=Important 2=Somewhat important 1=Not important	4=Fully achieved 3=Mostly achieved 2=Partially achieved 1=Not achieved	4=Fully achieved 3=Mostly achieved 2=Partially achieved 1=Not achieved
Documenting current tech solutions, their intended use and effectiveness	○	○	○
Exploring new technologies and evaluating how they could be integrated with your existing tech stack	○	○	○
Ensuring your tech and AI solutions adhere to strict data protection, privacy and ethical standards	○	○	○
Mapping digital skills to all roles and refining existing skills frameworks to integrate emerging tech skills	○	○	○
Incorporating tech and digital skills development into upskilling and reskilling initiatives	○	○	○

Future-ready skills and learning content

	Importance for success	Current status	Level of priority for L&D team
Understanding emerging and future skills your organisation needs for success	○	○	○
Aligning learning initiatives with future skills frameworks	○	○	○
Mapping L&D initiatives to employees' career paths, including leadership and people management programmes	○	○	○
Reviewing L&D team capabilities to ensure you have the right knowledge, skills and expertise for future needs	○	○	○
Ensuring future learning initiatives consider changing workforce demographics	○	○	○

Delivery strategies

	Importance for success	Current status	Level of priority for L&D team
Listening to employees and incorporating feedback into learning content and methods	○	○	○
Integrating diverse learning solutions to meet varied learning needs, preferences, and work patterns	○	○	○
Actively engaging employees in learning, through formal and informal elements, gamification, social learning and innovative approaches	○	○	○
Measuring the return on investment (ROI) of your learning solutions	○	○	○

Which key skills do L&D need to master in 2024?

**Knowing which skills are key for 2024 and beyond is crucial for:**

keeping up with emerging trends and strategies to innovate, adapt faster, and stay ahead in a rapidly evolving L&D landscape

assessing your team's existing competencies, identifying skills gaps – especially soft skills like critical thinking, creativity and innovation and emotional intelligence – and planning targeted upskilling or reskilling

aligning your L&D team's capabilities with your organisation's strategic goals, which ensures L&D initiatives contribute directly to business objectives
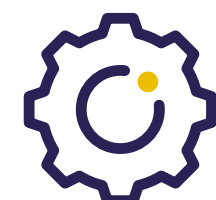
anticipating changes and adapting your/your team's capabilities to remain relevant and prepared for the future

'You're not going to be disrupted by ChatGPT or similar AI tools. You're going to be disrupted by someone who knows how to use them effectively.'

Llewellan Vance, Startup Lead, Huawei Cloud

While all skills are important, some are more critical. The top 3 skills identified as high priority by HR, L&D and training professionals are: **adaptability and agile learning** (77%), **soft skills** (73%) and **strategy** (67%).

What do these 3 skills have in common?

They show that even in an era of rapid tech advancement, uniquely human capabilities will be essential for L&D's future success.

Beyond technical skills, adaptability, soft skills and strategic thinking will provide a distinct competitive advantage in navigating rapid changes and uncertainty in 2024.

Top skills L&D professionals need in 2024

Skill	%
Adaptability and agile learning	**77%**
Soft skills	**73%**
Strategy	**67%**
Change management	**63%**
Cross-functional relationship building	**63%**
Critical thinking and problem solving	**60%**
Tech and AI	**60%**
Project Management	**57%**
Data literacy	**53%**
Leadership	**53%**
Learning design	**53%**
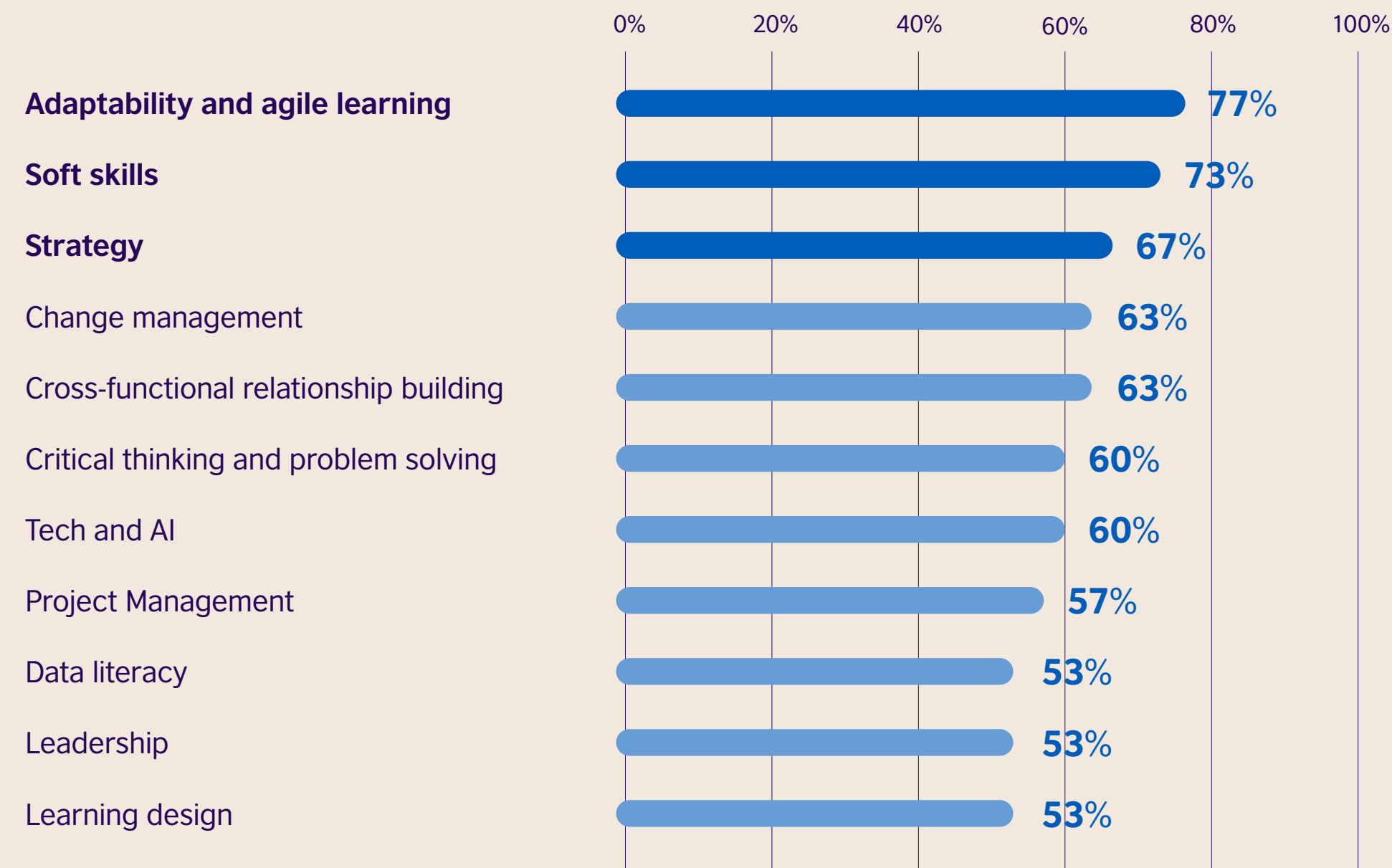
● % of survey respondents

77% **Adaptability and agile learning**

73% **Soft skills**
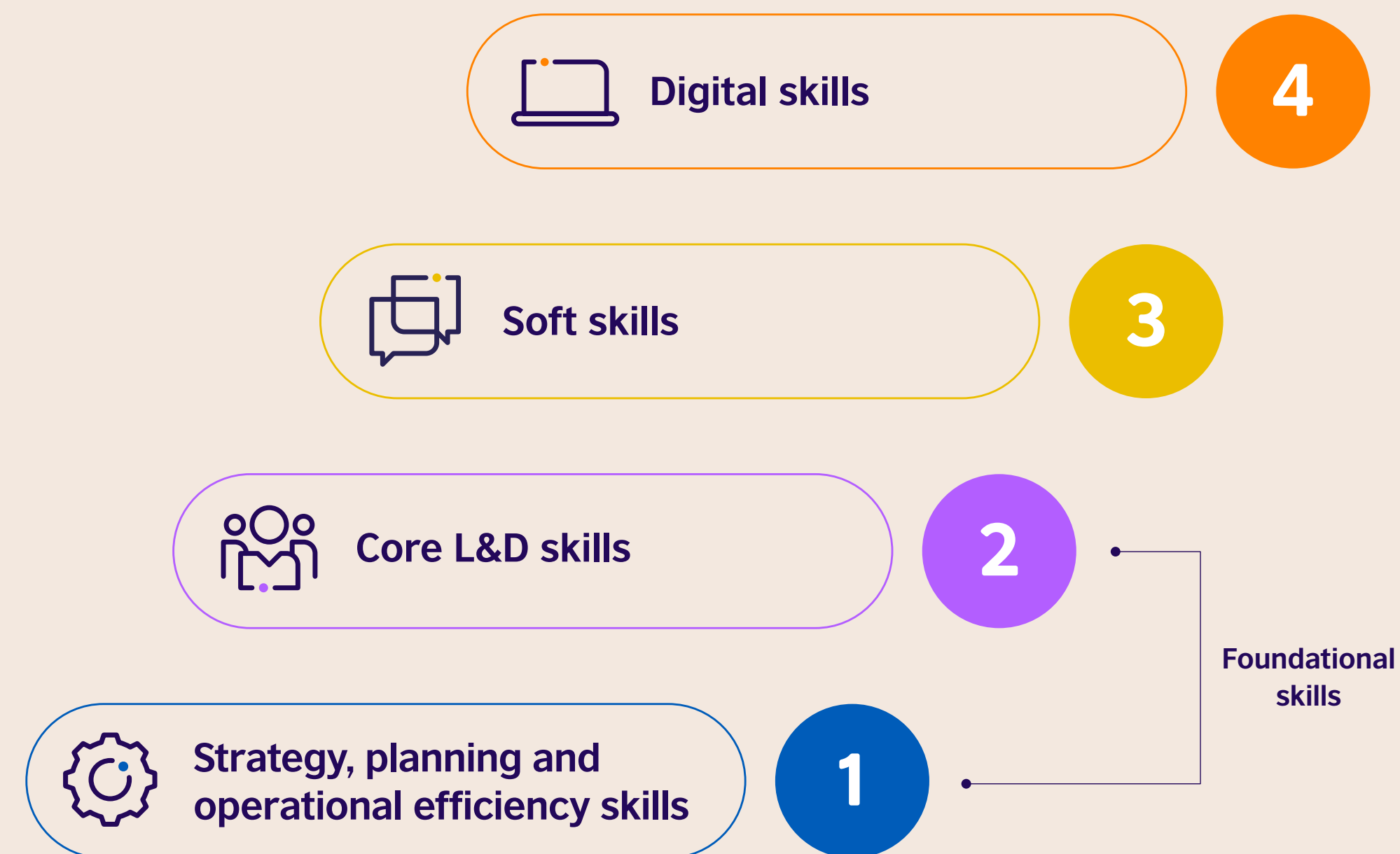
67% **Strategy**

L&D skills frameworks for 2024

Skills frameworks are crucial for assessing and developing the underlying skills and capabilities that drive performance. In order to deliver business impact, L&D teams need to acquire an integrated set of skills.

These interconnected skills frameworks are the building blocks for delivering high-quality learning experiences, meeting evolving industry demands, and leveraging new technologies to make more data-driven decisions.

Increasing L&D's impact

Digital skills — 4

Soft skills — 3

Core L&D skills — 2

Strategy, planning and operational efficiency skills — 1

Foundational skills

Framework 1

L&D strategy, planning and operational efficiency skills

Ready to shape the future of learning and work?

These essential skills drive business impact, enabling L&D to align strategies with organisational goals, adopt agile learning strategies and optimise workflows to deliver high-quality learning experiences.

Skills	Critical capabilities
Strategic visioning and planning	• Forecast and analyse trends, plan scenarios for future challenges • Collaborate with HR and business functions to set and align strategic L&D goals and metrics and obtain budget • Create an optimal learning and development team structure to deliver effectiveness and efficiencies
Project management	• Mitigate project risks • Allocate and manage resources and budget efficiently • Facilitate clear stakeholder communication
Change management	• Develop effective change communication strategies • Build employee resilience during transitions • Address cultural differences for successful change navigation
Agile methodologies	• Plan and execute sprints • Foster adaptability and flexibility in L&D and project teams • Cultivate a culture of continuous improvement
Time management and productivity	• Link own and team tasks to objectives and goals • Prioritise and schedule tasks • Delegate tasks

03

Framework 2

Core L&D skills

Which core L&D skills will be needed to thrive in 2024?

Depending on organisational needs, some skills will have higher (or lower) priority than others. But identifying the right mix will help L&D foster an agile learning culture, build inclusive learning experiences, and continually optimise strategies to meet evolving industry demands.

Skills	Critical capabilities
Skills mapping, framework development and gap analysis	• Define core competencies for roles • Develop structured competency frameworks • Identify skills gaps and needs
Learning design and delivery	• Develop curricula and build or select learning initiatives to bridge targeted skills gaps, including anticipated future skills • Maximise engagement and impact of learning experiences through adept facilitation or efficient supplier management • Leverage data analytics and learner feedback to iteratively update and enhance learning content and delivery methods for continual improvement
Learning operations	• Procure, curate, manage and maintain learning content to ensure relevance and alignment with needs • Efficiently allocate and manage logistics, resources, budgets and infrastructure for effective learning delivery • Gather and analyse data to assess the effectiveness and engagement of learning content
Quality assurance and continuous improvement	• Implement checks and measures to ensure quality of and best practices in learning content and delivery • Report learning ROI to business stakeholders • Identify quality improvement areas and implement strategies for ongoing enhancement
Strategic learning advocacy and support	• Cultivate a culture of continuous learning by advocating for widespread learning initiatives and knowledge sharing • Empower and support managers in fostering their team members' growth by providing guidance in career path planning and development • Engage in cross-functional projects, Employee Resource Groups (ERGs) and working groups to offer comprehensive support for learning initiatives

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Framework 3

Soft skills for L&D professionals

How can uniquely human skills give L&D a competitive advantage?

Soft skills allow L&D teams to drive success in multiple areas. From building rapport and understanding diverse perspectives to being innovative and creative to drive effective learning initiatives.

| Skills	Critical capabilities
Critical thinking, creativity and problem solving	• Analyse complex situations systematically • Generate innovative solutions to challenges • Apply creativity to enhance L&D strategy, initiatives and engagement
Communication and collaboration	• Communicate clearly, concisely and coherently for shared understanding and goal achievement • Align with multiple stakeholders, diverse skill sets and interdependent tasks • Build trust to enhance relationships, cohesion and engagement
CQ and diversity awareness	• Understand, communicate with and engage diverse stakeholders • Advocate for DEI initiatives and actively contribute through learning initiatives • Embed inclusivity in all L&D programmes
EQ	• Demonstrate empathy and rapport to build trust, actively listening and incorporating feedback • Manage emotions adeptly during challenging situations • Cultivate an emotionally supportive environment within the team and in learning initiatives
Influencing and persuasion	• Champion learning through business alignment and ROI reporting • Effectively negotiate for resources and support to accomplish L&D goals • Inspire and motivate learner engagement through compelling and impactful content delivery
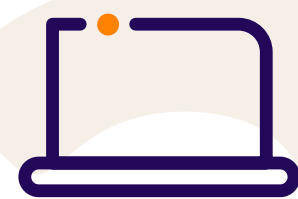
Framework 4

Digital skills for L&D professionals

How can L&D keep up with the rapid pace of technology and AI?

By acquiring a strategic digital skill set. One that that enables you to leverage new technologies to make more data-driven decisions, create personalised and adaptive digital learner experiences and minimise cybersecurity and privacy risks.

Skills	Critical capabilities
Digital literacy	• Use online collaboration tools • Communicate effectively online • Understand and evaluate digital learning platforms and tools
Data analytics and interpretation	• Use data visualisation techniques • Use data analysis tools for statistical analysis • Interpret data sets for reporting and decision-making
Using AI tools	• Use AI-driven tools in your own role • Understand how AI applications can be used in learning • Understand and evaluate AI-powered learning platforms and tools
Digital enablement	• Enable the adoption and integration of digital and AI-powered learning solutions • Evaluate, select or develop digital learning content • Facilitate employees' digital skills development
Cybersecurity awareness	• Identify and report common online threats and risks • Implement data privacy best practices • Recognise, avoid and report phishing attempts

Today's actions, tomorrow's success: how is L&D preparing for 2024?

Ready for success

Our survey shows that **87% plan to gather and analyse feedback and 90% will work on goal setting.** These results reflect L&D's strong commitment to continuous improvement and strategic planning to drive effective learning outcomes. This level of motivation will enable L&D to remain responsive, impactful and aligned with the evolving needs of the organisation and workforce.
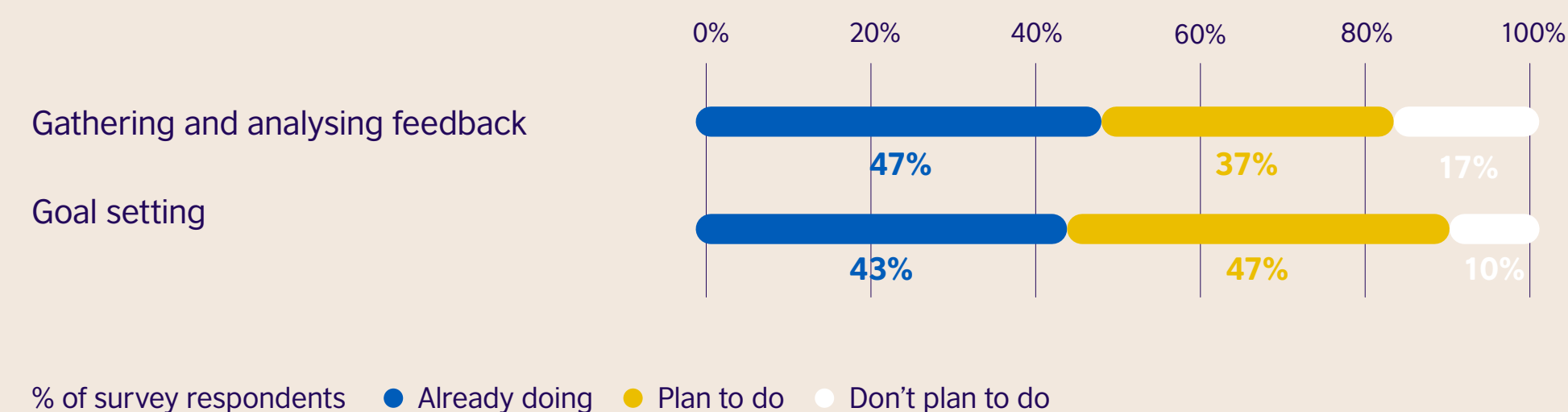
Upskilling L&D

L&D professionals are no strangers to upskilling – particularly when it comes to the skills of others. But in 2024, they will need to prioritise their own learning. The year ahead will demand a multifaceted range of skills to navigate emerging trends, and the opportunities and challenges they will bring.

> '
> Effective L&D solutions have already proven their strategic value in 2023. Although there will be more challenges in 2024, successful L&D teams will know how to transform them into strategic opportunities.'
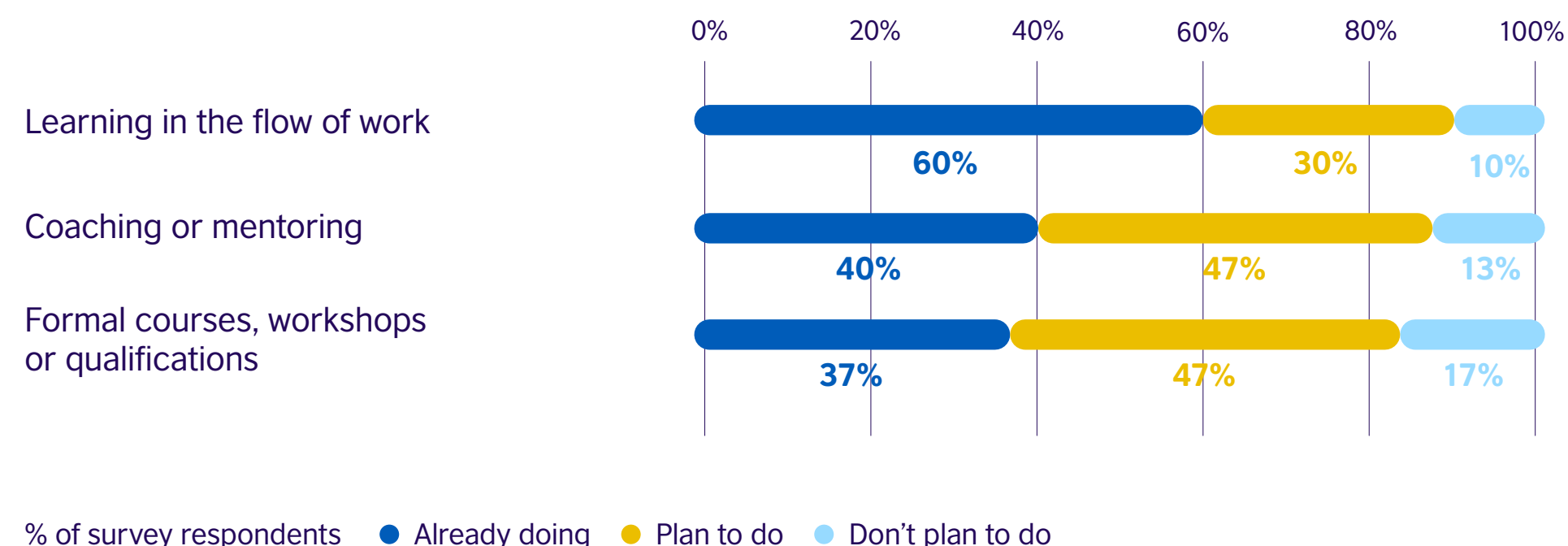>
> **Kate Sullivan,** Head of Services & Talent, British Council Corporate English Solutions

How L&D professionals are preparing for success

	0%	20%	40%	60%	80%	100%
Gathering and analysing feedback	47%			37%		17%
Goal setting	43%			47%		10%

% of survey respondents ● Already doing ● Plan to do ○ Don't plan to do

Which learning methods are L&D professionals prioritising in 2024?

How L&D professionals are upskilling themselves for 2024

	0%	20%	40%	60%	80%	100%

Learning in the flow of work — **60%** **30%** **10%**

Coaching or mentoring — **40%** **47%** **13%**

Formal courses, workshops or qualifications — **37%** **47%** **17%**

% of survey respondents ● Already doing ● Plan to do ● Don't plan to do

90%

1. Learning in the flow of work

The most popular learning method for 2024, according to **90% of survey respondents**, is learning in the flow of work. Why? Because it's highly practical and you can seamlessly integrate learning opportunities and skills development into everyday work activities.

Learning in the flow of work doesn't have to be a solo journey. The top 3 flow of work activities are **collaborative projects, conferences and events** (90% are doing or will do), and **networking and relationship-building** (87%). These reflect that L&D values collaborating with others, sharing knowledge and learning from diverse perspectives to drive professional growth.

87%

2. Coaching & mentoring

Many L&D professionals (87%) are seeking (or will seek) the individual guidance of coaches or mentors. Whether working with a trained coach to achieve specific goals or an experienced mentor for advice and support to gain insights and knowledge from their expertise.

Learning professionals who choose coaching or mentoring desire targeted professional development through a personalised, agile and goal-oriented approach.

84%

3. Formal learning

Traditional learning methods like formal courses, workshops or qualifications come in slightly lower at 84% – most likely due to time constraints and cost considerations. Additionally, some L&D professionals may view formal courses as less flexible to meet their immediate learning needs.

When compared to learning in the flow of work and coaching and mentoring, formal courses have some limitations but they haven't entirely lost their appeal.

03

How exactly can L&D professionals navigate their skills development journey in 2024? It can be challenging to know which learning methods to choose.
Let's explore the key aspects of the top 3 learning methods.
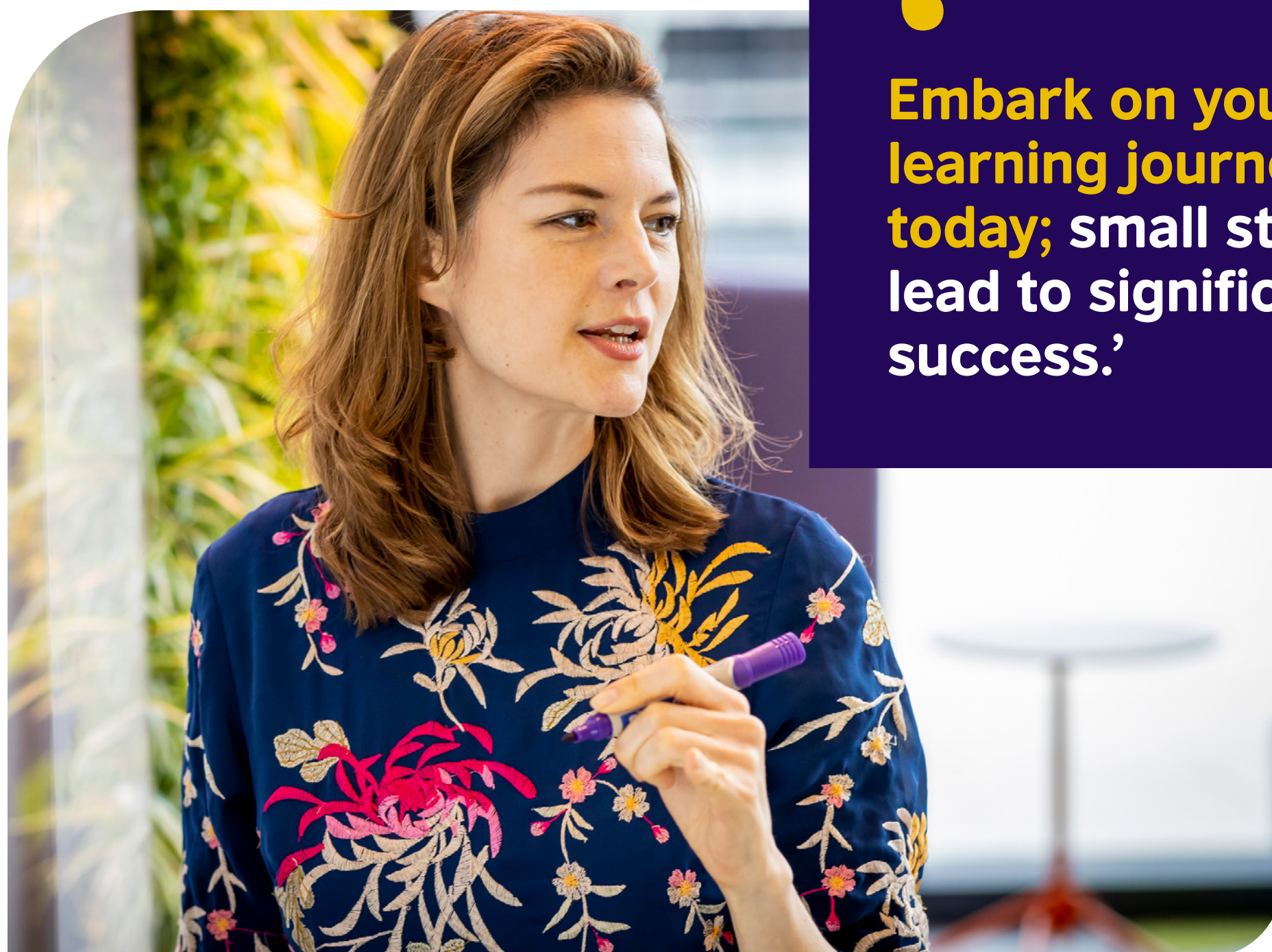
'
Embark on your learning journey today; small steps lead to significant success.'

1. Learning in the flow of work

Learning style
Active, hands-on, both independent and collaborative

Type of learner
Self-driven, curious, tech-savvy, time-conscious

Organisational impact
Drives productivity, agility, continuous upskilling

2. Coaching & mentoring

Learning style
Interactive, one-to-one personalised guidance, action-oriented

Type of learner
Goal-oriented, active listener, open to feedback

Organisational impact
Develops talent and future L&D leaders, drives strategic goals, boosts retention

3. Formal learning

Learning style
Structured, interactive, collaborative

Type of learner
Disciplined, organised, traditional

Organisational impact
Builds strong knowledge base and expertise, measurable progress and results, attracts L&D talent

Power to your team

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