

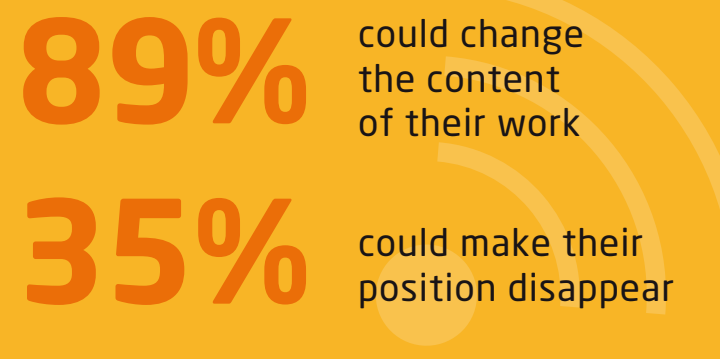
# TRANSFORMATION, SKILLS AND LEARNING

Cegos' 2018 European Research

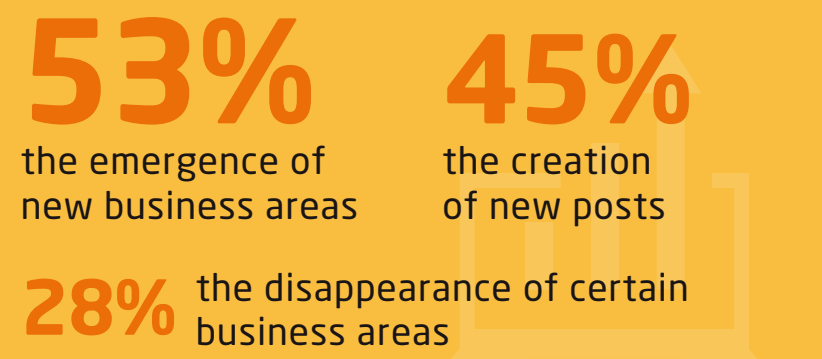


## TECHNOLOGICAL DEVELOPMENTS AND THEIR IMPACT ON THE MANAGEMENT OF HR

European employees believe that technological developments:



According to HR & Learning Directors, their organisation will face:



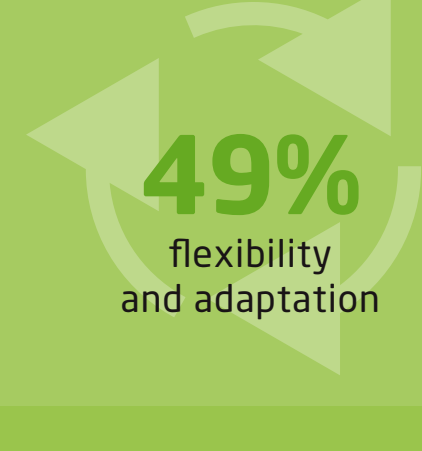
**Expert advice**  
The "skills gap risk" is rising and threatening companies. When not taken into consideration at the highest level of the organisation, this risk could impede its development and transformation. This should become a priority in the organisations.

How to cope with these changes?



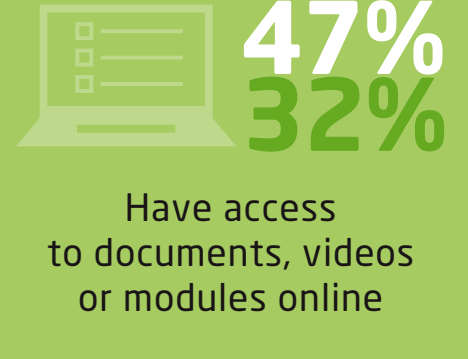
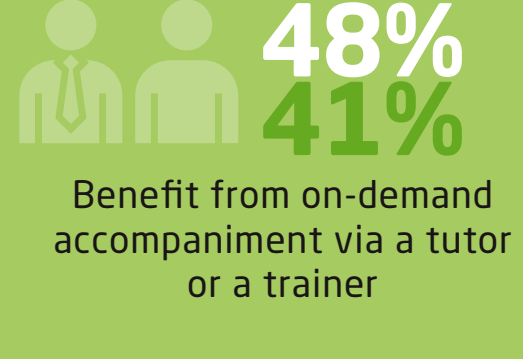
## STRATEGIC SKILLS FOR THE FUTURE

According to HR & Learning Directors, employees should master the following behavioural skills:



**Expert advice**  
As they are now operating in a fast-changing environment, companies must carry out a fine analysis of the jobs that are metamorphosing. Drawing up a jobs mapping can be very handy to anticipate the impact of technology and current transformations.

The most effective ways to develop skills:



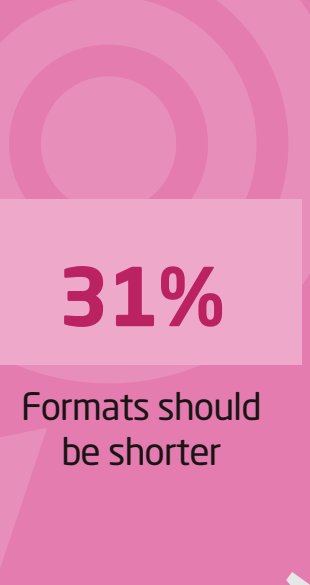
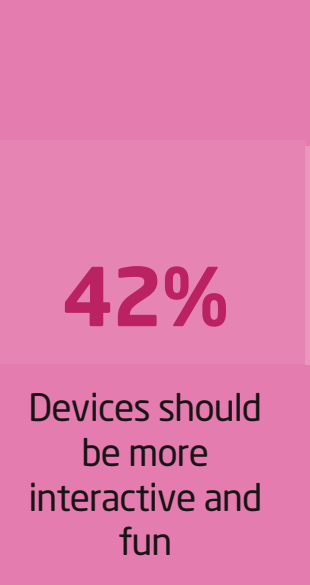
## PROFESSIONAL TRAINING: PERCEPTION AND USAGE



- 1 Provide employees with the means to learn at any time, according to their needs
- 2 Strengthen the link between training policy and company strategy
- 3 Be able to evaluate training courses' impact and ROI

**Expert advice**  
Optimise your L&D approach with the appropriate steering tools (goal achievement, cost monitoring, contribution to company performance...) and work as a team with your stakeholders.

According to HR & Learning Directors, how should training develop?



**Expert advice**  
Delivering learning devices that drive performance. Build up sustainable and personalised learning paths to embed learning in the workflow and support learning transfer.

Extracts of Cegos' European research "Transformation, skills and learning", carried out in April 2018. The survey polled 2,227 employees and 316 HR & Learning Directors in five countries: France, Germany, Italy, Spain and the UK.

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