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Training and work: the HR challenges

Work and training, what are the factors of development and challenge?

Degreed Italia and Harvard Business Publishing presented the results of the survey How the workforce learns. The research, conducted on 5,938 members of the Harvard Business Review Advisory Council (composed of **managers** from all over the world), of whom 772 completed the survey, investigated what factors are limiting their **professional growth** and what support they want from their organizations.

The report explains the latest trends in training and **learning processes in the world of work**, with a focus on activities that help build the skill set that every worker should acquire to compete in today's world of work in order to understand the challenges and define the most effective strategies.

1. Upskilling

54% of the workforce will require retraining within the next five years, and 80% of managers believe more innovation in L&D will be needed. The most effective learning model? The **70-20-10 model**, always aligning employee training goals with company goals, thereby creating a person-centered strategy by welcoming employee input.

2. Time Management

In 86% of cases, learning takes place in short bursts of no more than 45 minutes. Workers don't have a lot of time to spare and favor useful resources that they can relate to on a daily basis, such as advice, research, or feedback from their managers. The challenge for the training team is to **incorporate learning moments into the workflow** to make skill development part of the daily routine.

3. Appreciation of those who invest in staff development

Satisfaction is growing among those who feel that their employers are investing in the professional development of their staff. How can the training team make employees feel that they are investing, even with limited budgets? People learn through different channels and formats. Therefore, by offering a wide range of **learning opportunities** (including articles, videos, podcasts, career guidance projects and coaching) you can make the culture of skills development more consistently felt by all business stakeholders.

4. Taylor-made and up-to-date training

Training programs with a **top-down approach** - which is based on gathering information in business units and then continues with training managers on how to target the catalog of proposals to various teams-no longer works. It takes too long, and often, once distributed, the content is already out of date.

In recent years, training departments have preferred to focus on motivation and engagement, leaving employees the freedom to choose their own training (content and modalities), in order to better understand what each segment of the company needs and to ensure that the training reflects the skills to be developed that each person really feels are necessary for their role. Tracking the training of each worker becomes essential to consider the ROI of training investments and to align the investment with the real needs and preferences of employees.

5. Technological Learning

Technology, especially mobile, is playing an increasingly important role. Just 10 years ago, e-learning courses were considered cutting-edge and brought with them a whole series of technical difficulties (connection problems, lack of laptops, etc.). Today, the technological tools available make it possible to develop online training programs in the best possible way. This is not an insignificant resource in the toolbox of the L&D department. The greatest revolution in training in recent years has, in fact, developed on a technological basis.

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