



Report

The Power of Focused Upskilling

The 2024 Guide to Successful Learning & Development

CROSSKNOWLEDGE 

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The Current Upskilling Landscape

Although increased awareness for accelerating organizational skills gaps has pushed the L&D function further up in C-suite priority, the latest data shows a large portion of HR and L&D teams are struggling to meet business expectations for employee learning outcomes.

Fosway Group's *Digital Learning Realities 2023* report finds budget cuts, low learner engagement rates, and lackluster learning results contribute to a widespread **lack of confidence** among L&D leaders on what exactly they can reliably deliver. Furthermore, misaligned expectations that shape unclear strategies to meet objectives — often tied to learners instead of the business — hold L&D leaders back from making forward progress. These findings hold true in our own research. In a 2023 survey of L&D and business leaders, **only 13%** felt their upskilling efforts are always closely aligned with business needs. One business lead even confided: "The HR department doesn't understand local needs and doesn't have the business acumen to make all the decisions. Training can be too focused on the latest HR buzz topics."

The knock-on effects create artificial limits to employee growth potential, growing discontent among business leaders, and a nebulous impact on business performance.

Companies are facing an upskilling crisis; its impact is felt across organizations, and leadership doesn't know how to fix it.

In this piece, we'll analyze data from multiple research firms, as well as our own study, to break down the complex dynamics that are holding HR and L&D teams back from delivering on their promises and give actionable advice for leaders to create an effective upskilling strategy — one that drives results for the business by earning active buy-in from business leaders and empowers employees to become top performers and future leaders throughout their careers.

Want to read more?
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