



Agenda:

- What's happening in L&D now?
- Need of a new gameplan and future skills
- Dialogue with input from the two "working sessions"
- Opportunities & risks



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Learn, develop, change..





SLA Podden



The Swedish Learning Association is the leading network in Sweden in competence development, lifelong learning and change.

WE STAND FOR GREAT BREADTH, DEPTH AND EXPERIENCE

- ❖ Around 50 member organizations
- ❖ Companies, authorities and organizations
- ❖ Exchange of experiences and co-development
- ❖ Round tables, workshops and larger conferences
- ❖ LinkedIn group for information, Q&A and dialogues
- ❖ Swedish Learning Awards
- ❖ Jury work
- ❖ The SLA podcast
- ❖ The association is non-profit
- ❖ Website: www.swelearn.se



What is your biggest
challenge within competence
development / learning at the
workplace?

What is your biggest challenge within competence development / learning at the workplace?

– Some key challenges from survey from private workplaces



- **Mastery Learning:** Individual adapted learning shows a 67% **workplace transfer rate**, significantly higher than traditional training at 12%. The challenge is to scale these individual solutions and facilitated growth.
- **Systemic Changes vs. Resources:** Balancing the need for competence development with **limited resources** like time, finances, networks and staff.
- **Learning Integration:** Integrating learning activities seamlessly into daily **flow of work** tasks to enable continuous learning without interrupting work.
- **Team Learning:** Enhancing both **individual and team learning** to improve performance and well-being, despite challenges like team mobility and lack of face-to-face interaction.



Where Are We Going in the
Landscape and How Do We
Get There?

Considering eight global trends



– In a rapidly changing market with regionalization, talent scarcity, and evolving work expectations

01

Geopolitical
instability

02

Talent shortage

03

Sustainability
at the core

04

Purpose and
meaningful work

05

Continuous
learning and
growth

06

Inclusion
and diversity

07

Well-being and
flexible work
arrangements






08

Generative AI
disruption and
automation

The Simply Irresistible Organization

– A desired state for most organizations with the HR lens inspired by Bersin




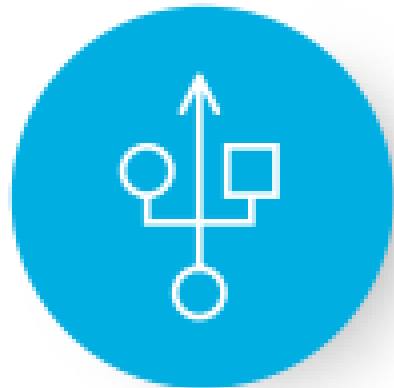




 Meaningful Work	 Supportive Management	 Fantastic Environment	 Growth Opportunity	 Trust in Leadership
Autonomy	Clear goal setting	Flexible, humane work environment	Facilitated talent mobility	Mission and purpose
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency and communication
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration

The Corporate Learning Framework - what

– Latest from Bersin



WHAT

Program Design	Learning in the Flow of Work	Leadership Development	Coaching and Mentoring	Career Management	Skills and Capabilities
					
Microlearning and adaptive learning	A culture of continuous learning	Developing leaders at all levels	Coaching as a key leadership capability	Extensive career options	Integrated skills strategy
Peer-to-peer learning	Relevant, engaging, and useful content	World-class leadership development programs	Managers trained and incented to coach teams	Career pathways	Critical skills framework
Creator economy	Learning discovery and experience	Up-to-date leadership models	External coaching and mentoring offerings	Career growth	Well-defined skills taxonomy
Capability academies	Personalized and embedded recommendations	Transparent succession management	Democratized access to coaching and mentoring	Internal talent mobility	Digital credentialing

The Corporate Learning Framework - how

– Latest from Bersin



HOW

Organization and Governance



- C-suite support and sponsorship
- Business-leader and stakeholder alignment
- Internal functional and corporate L&D alignment
- Well-organized governance

L&D Capabilities



- Experimenting with new technologies and approaches
- Building a strategy for in-the-flow learning
- Agile ways of working
- Analytics and tech skills

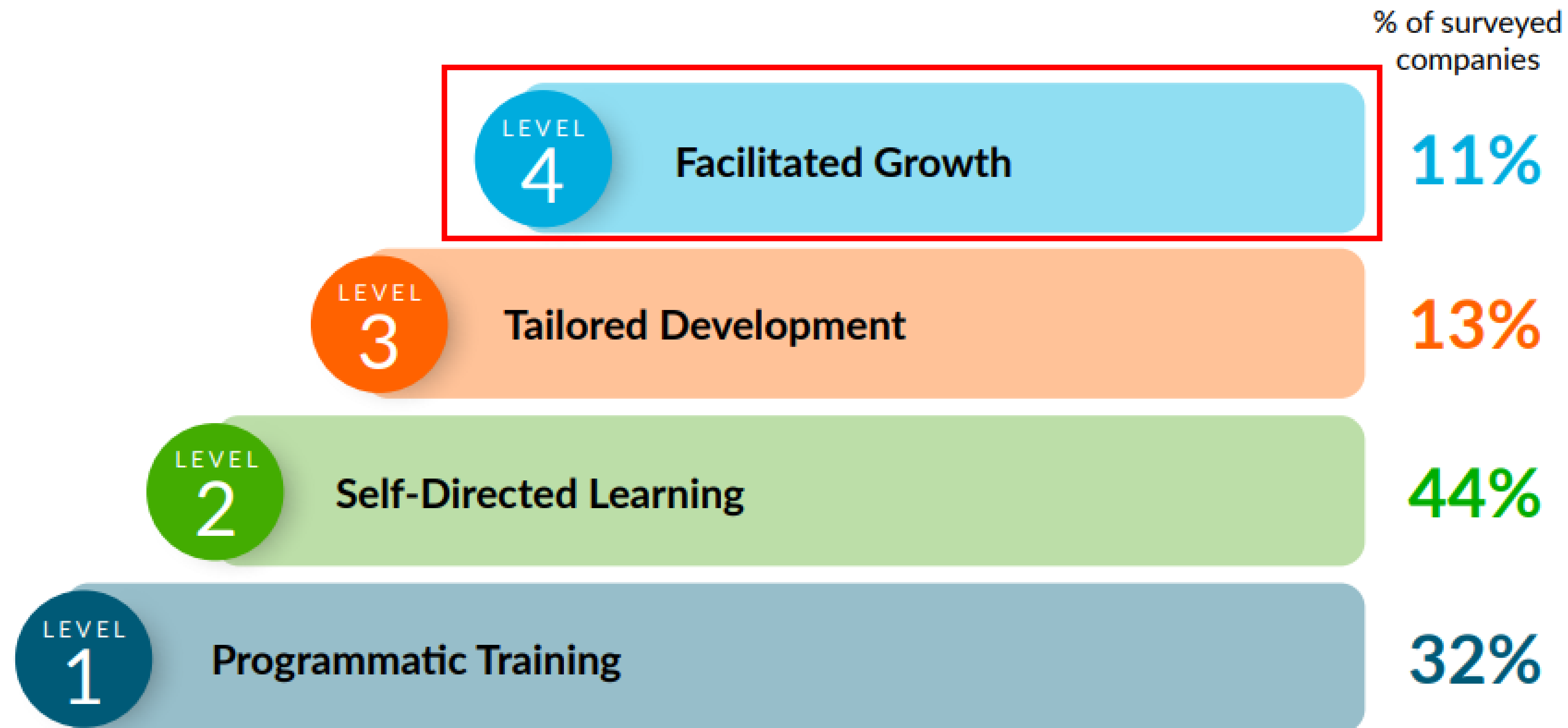
L&D Technologies



- Refreshing L&D infrastructure with new tools and technology
- A robust learning data architecture
- Partnership with IT teams
- An integrated learning platform

The Corporate Learning Maturity Model by Bersin

– The importance of learning transfer



Never forget about the learner...

Frontline workers

New solutions to develop untapped talent

“ The majority of the global workforce, approximately 2.7 billion individuals (representing around 80% of all employees worldwide), belong to the “deskless” or “frontline” workforce. They power vital sectors like healthcare, agriculture, construction, retail, manufacturing, hospitality and transportation.

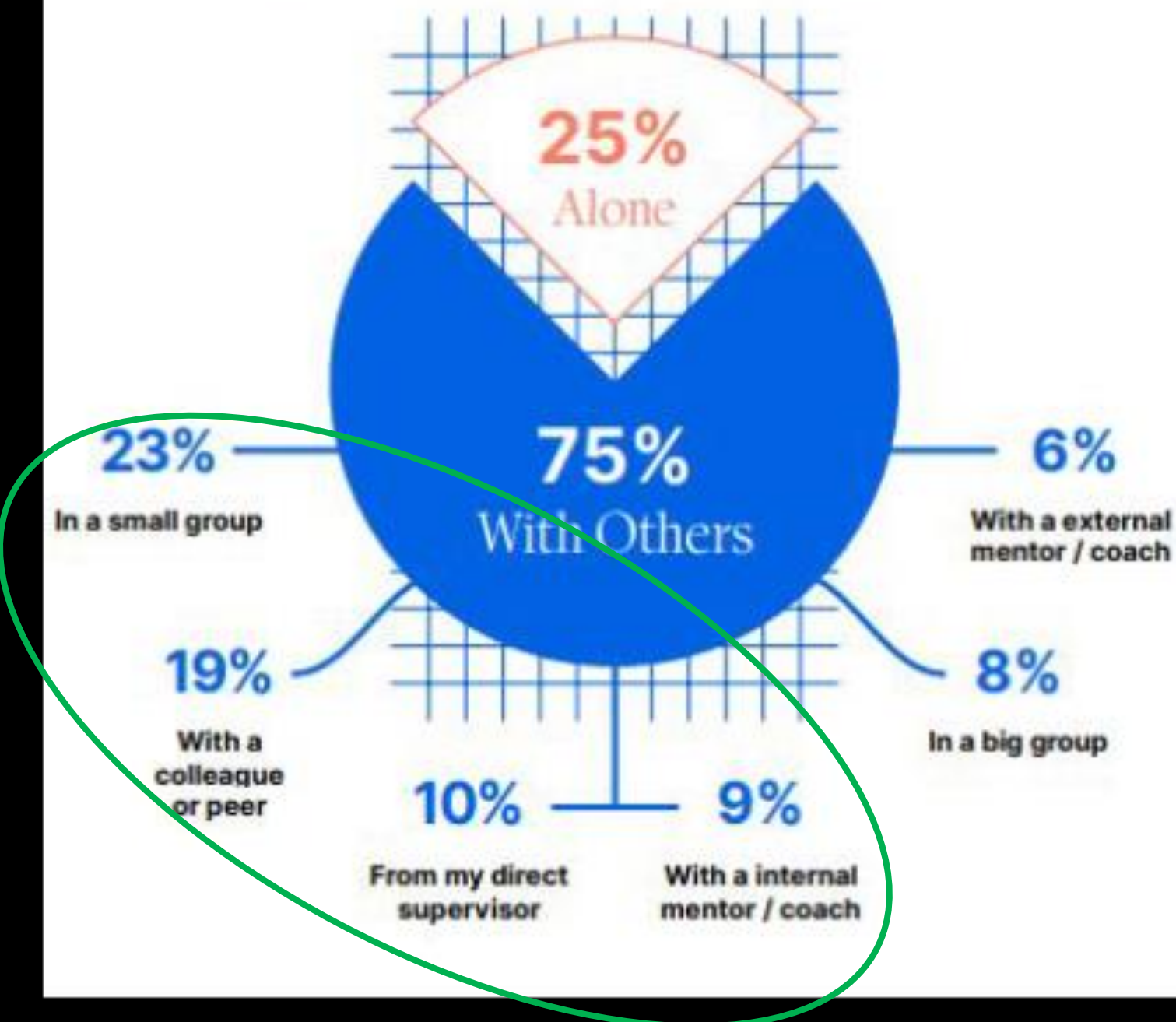


Never forget about the learner...

– The rise of collaborative and cohort-based learning

We asked:

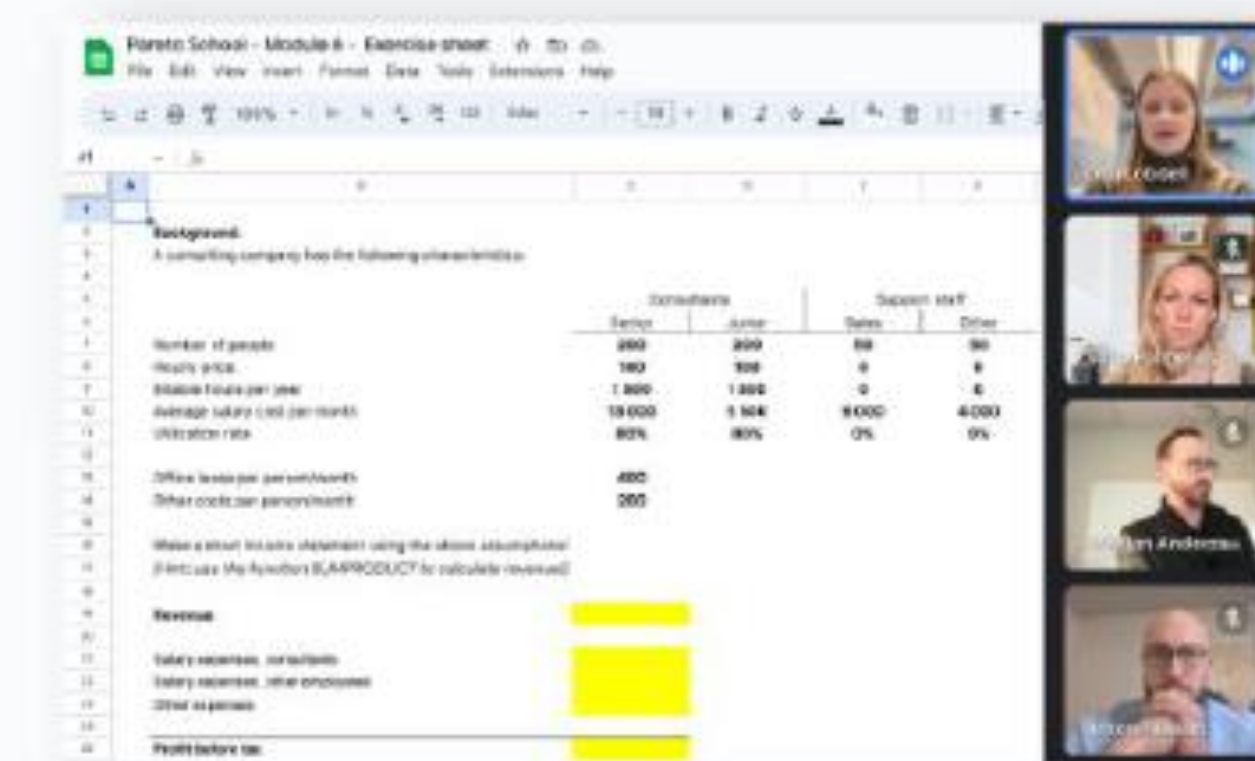
How do you enjoy learning most at work?



• **Mid-week**

Weekly office hours with the team

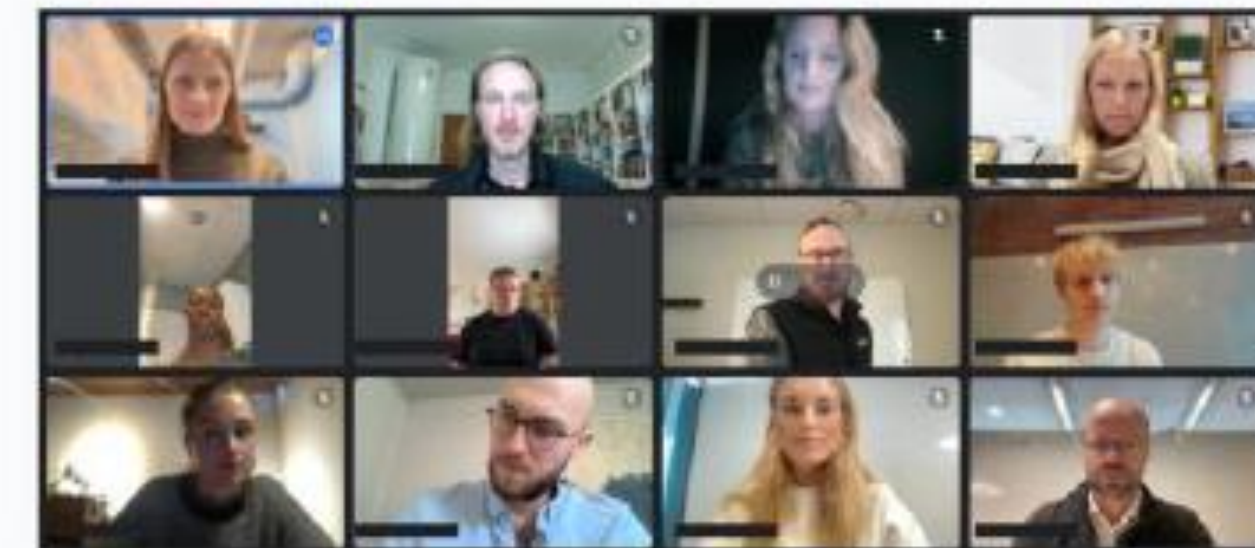
Mid-week, we host live office hours where you can ask any questions you might have about the learning content.



• **Fridays**

Friday workshop with peers

On Fridays, we work together with cases, team assignments and masterclasses in a live call.

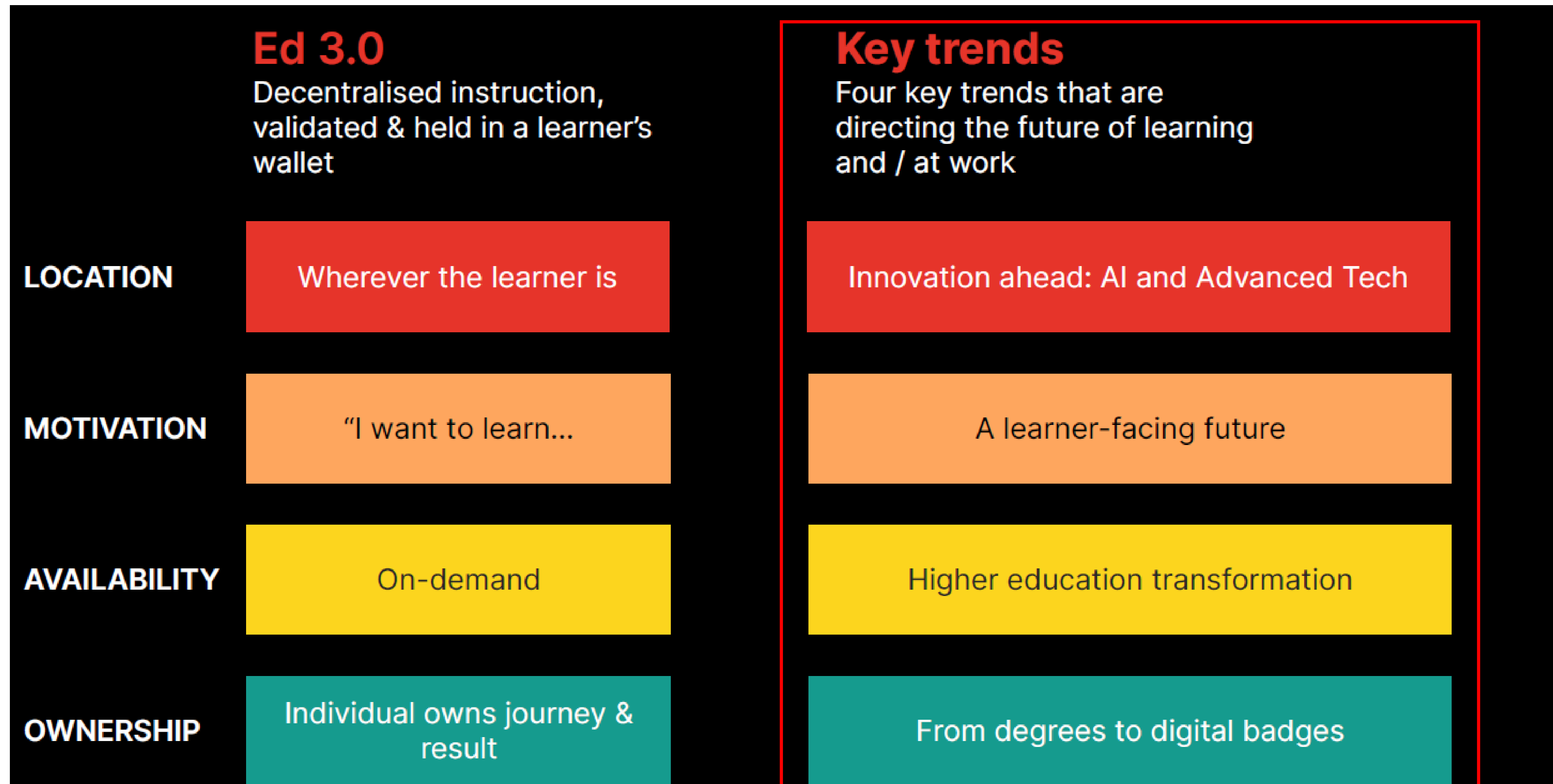


Never forget about the learner...



	Ed 1.0 One-way knowledge transfer from approved academic institutions	Ed 2.0 Online platforms distributing content for students and re / upskilling	Ed 3.0 Decentralised instruction, validated & held in a learner's digital wallet
LOCATION	Compulsory education & HEIs	MOOCS & at work	Wherever the learner is
MOTIVATION	"You must learn..."	"You can learn..."	"I want to learn..."
AVAILABILITY	Predetermined	Scheduled	On-demand
OWNERSHIP	Institution	Co-owned	Individual owns journey & result

Never forget about the learner...



People development transformation

Summary of key trends



FROM

LEARNING

EVENTS

TOPICS

GUT-FEEL

BIG BANGS

MEASURING INPUT

INFORMATION TRANSFER

TO

PERFORMANCE

EVERYDAY


TASKS

DATA & AI DRIVEN

RAPID RESPONSE

MEASURING IMPACT

BEHAVIOURAL CHANGE



“As a culture, we are moving from a group of people who know it all to a group of people who want to **learn it all.**”

-Satya Nadella

- 
- What are the the most important skills needs in relation to the development of learning, competencies in the Nordic working life?
 - How can we together help to organise and promote?

We believe in focusing on the **development of the skills of today**, particularly after Gartner released below statistics:

- As companies look at what it will take to digitalize and make their operations sustainable, many leaders see there is a **significant skill gap**.
- In fact, 64% of managers do not think their employees **are able to keep pace with future** skill needs.
- Furthermore, 70% of employees say they have not even mastered the **skills they need for their jobs today**.



TOP SKILLS 2027

2023 CLO FORUM
Source: World
Economic Forum, 2023



TOP SKILLS: 2027



1.  Creative Thinking



2.  Analytical Thinking



3.  Technological Literacy




4.  Curiosity and Lifelong Learning



5.  Resilience, Flexibility and Agility



6.  System Thinking



7.  AI and Big Data



8.  Motivation and Self Awareness



9.  Talent Management



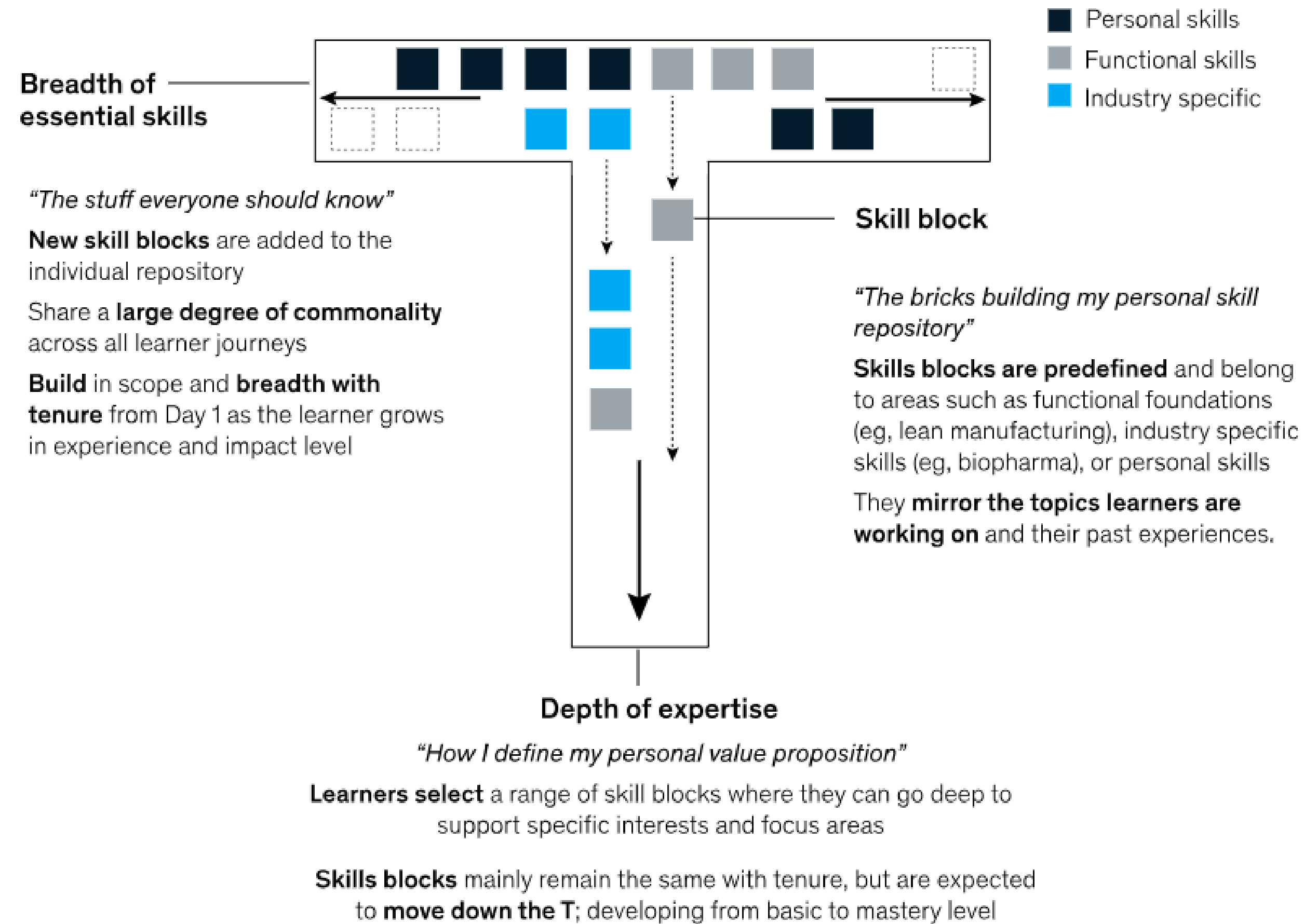
10.  Services Orientation and Customer

T-model by McKinsey

– Skills model



Every learner builds a unique, personalized T-profile with relevant skill blocks.





Dialogue with input from the two working sessions:

- What is the role of L&D today in driving organizational success?
- What critical skills do L&D professionals need to futureproof their organizations?
- Should it be done in new forms?
- How to close the GAP?
- Ideas for solutions
- Opportunities & risks

Learning circles, labs and round tables



– Each format serves different purposes and can be chosen based on the goals of the group or activity

- **Learning Circles:** These are participatory group processes where members engage in dialogue and learning on shared topics of interest. They emphasize collaboration and mutual support.
- **Learning Labs:** Labs are hands-on environments designed for experimentation and research, often within functional or technical disciplines. They focus on practical application and innovation.
- **Round Tables:** These are meetings where participants gather to discuss issues on equal footing, without hierarchical distinctions, ideally with an outside in perspective. They aim to foster open dialogue and collective decision-making.

Why Hackathon

– Combination of many different purposes



- Engage talent with active learning experiences in a stretched assignment
- Practice leadership by optimizing team dynamics and sharing know how
- Reinforce collaboration with Academia and learn from start-up thinking and culture
- Acquire cross-functional networks and outside-in perspectives
- Produce an impactful output according to organizations strategic needs
- Exercise agile design - thinking and get skills, methodologies and tools
- Practice creativity, courage, curiosity, decision making and having fun
- Feed innovation and a digital native attitude and approach
- Get top management exposure by running business pitches
- Drive change and stakeholder management
- Run social media campaign to strengthen EVP



Opportunities

– What is in it for the business



- **Create Added Value:** Share internal resources and collaborate with business partners.
- **Reduce Costs:** Lower production and maintenance costs of digital resources.
- **Contribute to Ecosystem:** Engage in high-value learning activities that benefit the wider ecosystem.
- **Build Networks:** Develop new networks and collective expertise.
- **Strengthen Brands:** Communicate a true learning culture to enhance brand strength.
- **Attract Talent:** Improve recruitment by appearing as an attractive employer and drawing top candidates interested in development.
- **Retain Competencies:** Strengthen key competencies with input from the entire organization.
- **Increase Agility:** Become more adaptable to changing market demands and technologies.
- **Align Learning:** Ensure learning activities are closely aligned with workplace scenarios for immediate skill application.
- **Boost Engagement:** Enhance employee engagement and motivation through relevant skill development.
- **Enhance Competitiveness:** Improve market competitiveness with a skilled workforce. Encourage innovation through the application of new skills and knowledge.

Risk of not doing something

– In the Nordics



- We are facing significant challenges **due to scarce resources**, local suboptimization, and an insufficient talent pipeline. The high cost of recruiting and low retention rates worsen these issues. Without future-proofing our companies and infrastructure, we risk increased outsourcing.
- Our Employee Value Proposition (EVP) is failing to **deliver on promises**, particularly in terms of values, career growth, and competence development. The “Great Resignation” is gaining momentum once again. We are **increasingly dependent on private consultancy** firms for even core competencies and functional skills.
- Academia is not meeting our lifelong learning needs, resulting in a **mismatch with company requirements**. Our learning functions are **under-resourced** and decentralized, leading to poor visibility across the company’s value chain and learning ecosystem.
- The lack of a robust infrastructure poses a high risk during **economic fluctuations**. Potential downturns and the need for productivity increases could further strain the resources available for these initiatives.

Thank you



“We know what the problems are,
and we know how to solve them.
All we lack is, unified action.”

-Sir David Attenborough





Questions...