

The Transformation of L&D

We surveyed thousands of learning leaders in DACH (Germany, Austria, Switzerland) and across the globe to understand how learning is evolving to help people and organisations grow.



L&D is more central, strategic, and cross functional

Learning leaders lived up to high expectations over the past year. Their time in the spotlight is just beginning.



L&Ds in DACH seize their opportunity to lead

83%

of L&D pros helped their organisation adapt to change

62%

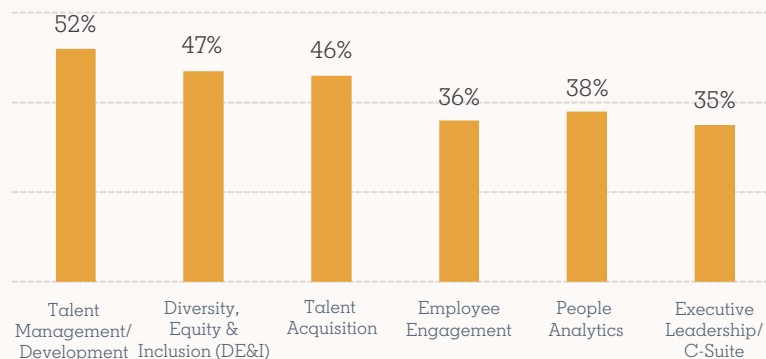
agree that L&D has become a more strategic function at their organisation

Internal networks expand with more room to grow

74% agree that L&D has become more collaborative, particularly with DE&I, employee engagement, and talent development.

L&D Programme Partnership Shifts vs. Last Year

Percentage of L&D professionals in DACH whose teams are working somewhat or much more closely with key partners compared to last year



Go big with budget

In EMEA, **40%** of L&D professionals expect their budgets to increase this year.

By comparison, **44%** of L&D professionals in DACH are expecting their budgets to increase this year.* – an increase from 30% this time last year.

*Note that past surveys included more granular categories of budget increases. This year's question simply asked whether L&D pros expect their budget to increase, decrease, or remain the same.

“Companies should be moving in the direction of enabling employees’ personal transformations — defined by each employee individually. In other words, leaders need to say, ‘We believe that as long as our people are successful, our business will thrive.’”



Linda Cai

Vice President of Talent Development, LinkedIn

L&D's 2022 to-do list

With more partners and budget comes more responsibilities. L&D will need to scale in all key areas to meet growing demand for skills-development.



Leadership and upskilling are top priorities

Amid many competing tasks, L&Ds in DACH ranked their top focus areas for the next year:

Digital upskilling / digital transformation **45%**

Leadership & management training **44%**

Upskilling and reskilling employees **36%**

Leading through change **26%**

Launch more programmes at scale

When L&D pros in DACH were asked to identify the programmes they plan to deploy this year, the number of responses for many programmes increased from 2021.

+19% Leading through change programmes

+9% Data analysis/analytics training programmes

+8% Diversity, equity, and inclusion programmes

+8% Large scale upskilling or reskilling programmes

Build a better employee experience

The top three ways to motivate employees to learn were all connected to careers:

1

If it helps me stay up to date in my field

2

If it is personalised specifically for my interests and career goals

3

If it helps me get another job internally, be promoted or get closer to reaching my career goals

“If you want to be leading the world, you have to be learning.”



[David Perring](#)

Director of Research, Fosway Group

[Explore the full report](#) for deeper insights, data, and advice from global learning leaders.