Looking into the future: towards learning conducive work environments

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Trends of relevance for continuous up/re-skilling of adults

- Shrinking labour force in the EU
- Jobs will focus heavily on social & emotional skills, creativity, innovation, complex problem-solving & digital skills

- Increasingly fragmented working lives
- Increasingly faster pace of changes in jobs & tasks & greater need for adaptation by the working population
- Increasingly fluid & dynamic learning environments supported by diverse content generation: employer-generated, peer-generated, user-generated, AI-generated
- Increasing use of AI & technologies in education and training
- Increase in take up of AI in guidance & counselling to increase quality & efficiency

- Increasing replacement of human jobs by machines & AI
- Rise in self-directed professional trajectories & independent career management
- Rising importance of skills development & utilisation at the workplace
- Increasing importance of inclusiveness of education & training & skills development
- AI tutors transforming the role of teachers & trainers

- Growing importance of sustainable policies & eco-conscious consumer values
- Pursuit of purpose-driven careers continues to gain momentum
- Sustainability practices are becoming more frequent across most businesses & industries
- Industries & business models facing major disruptions
- Loyalty between employer-employee erodes (due to remote work, gig economy, independent work)
- Traditional boundaries in education & training are blurring
- Chatbots & virtual assistants will increasingly deliver basic guidance & counselling services digitally

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Source: Online workshop of 9th October and in-person Brussels workshop of 8th November 2023
European Company Survey (2019, 2020):

- Skills development, challenging jobs and higher autonomy are positively correlated with higher workers’ well-being and companies’ performance and innovation capacity.

- The benefits of skills utilization become even more crucial during times of uncertainty, as evidenced during the COVID-19 crisis. Empowering workers pays dividends when businesses need maximum adaptability.

- Overall, optimizing human capital utilization boosts productivity, innovation, employee well-being and organizational resilience – delivering wide socioeconomic benefits.

Presently, less than 20% of companies take advantage of boosting business performance through higher investment in skills development.
Learning conducive work environments: key characteristics

- Cultural Shift: From Fixed to Growth Mindset
- Integrated Learning with Work: Break Silos
- Leadership Support: Demonstrate Commitment
- Flexible Work Structures: Remote and Flexible Work Policies
- Technology Integration: Leverage Learning Technologies
- Personalized Learning Paths: Individualized Development Plans
- Recognition of Informal Learning: Acknowledge On-the-Job Learning
- Continuous Feedback and Coaching: Regular Performance Feedback
- Peer Learning and Collaboration: Encourage Knowledge Sharing
- Career Path Visibility: Transparent Career Paths
- Upskilling and Reskilling Programs: Proactive Training Initiatives
- Recognition and Rewards: Incentivize Learning
- Diversity and Inclusion: Inclusive Learning Opportunities
- Investment in Employee Well-being: Work-Life Balance
- Agile Organizational Structure: Flexibility in Roles
Learning conducive work environments: a collective responsibility

- Encourage learning during work hours
- Influencing Talent Development Strategies
- Advocate for worker representation in decision-making
- Address discrimination in learning benefits
- Provide support for career development

Shape the organizational culture
- Encourage innovation through learning
- Support organisational restructuring
- Advocate for a learning culture

Develop partnerships

Invest in research and development
- Develop legislation supporting work-life balance
- Provide financial support and incentives
- Support research on future skills

Promoting Diversity and Inclusion in Organizations
- Networking and Collaboration
- Promoting Ethical Leadership
Considering the changing skill needs and shrinking labour force what is the role of your organisation in advancing learning conducive work environments?

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