



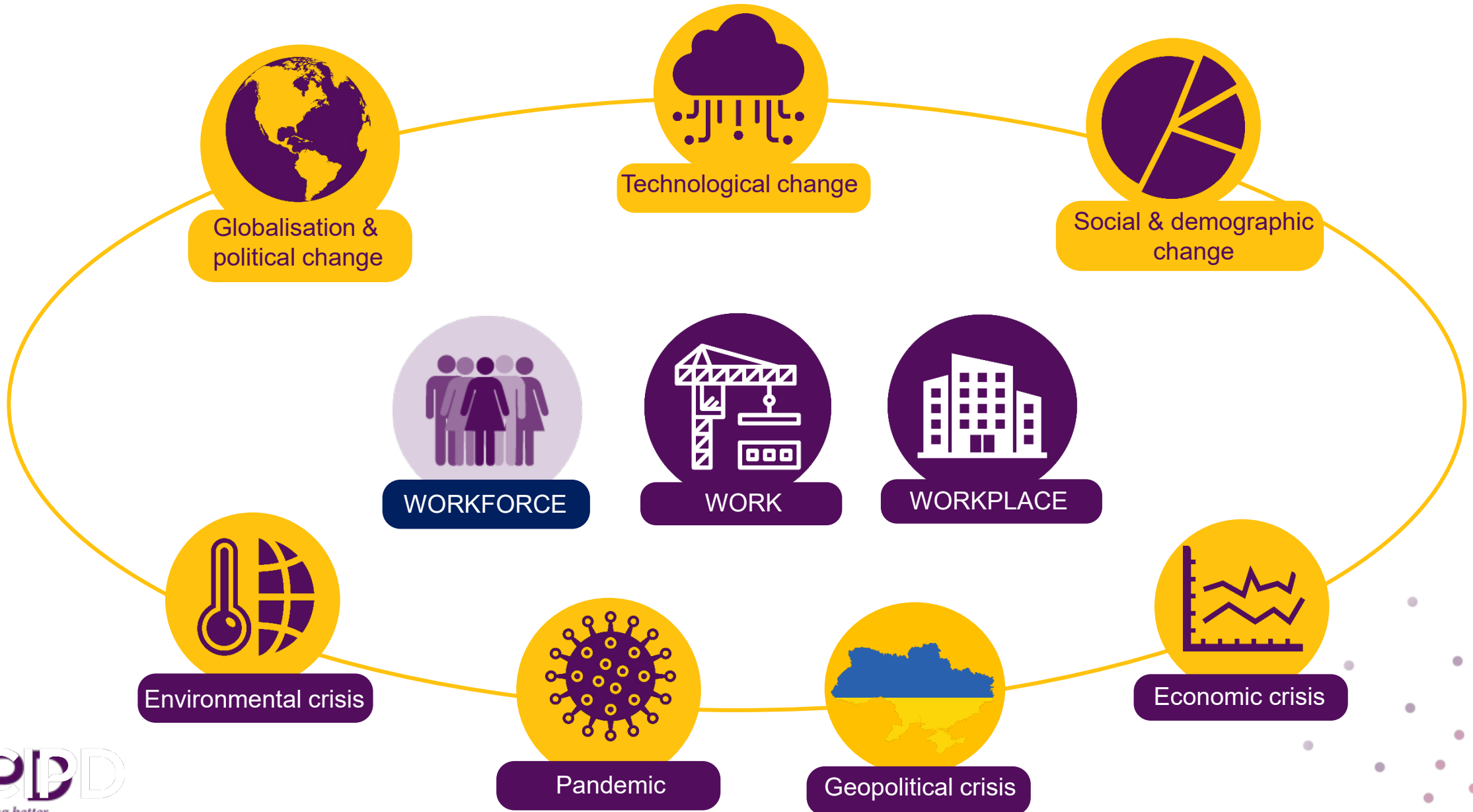
L&D Talks
Brussels
27 October 2022

The changing world of work and what it means to the L&D profession

Peter Cheese, Chief Executive,
CIPD

CIPD

Big changes reinforced by crises

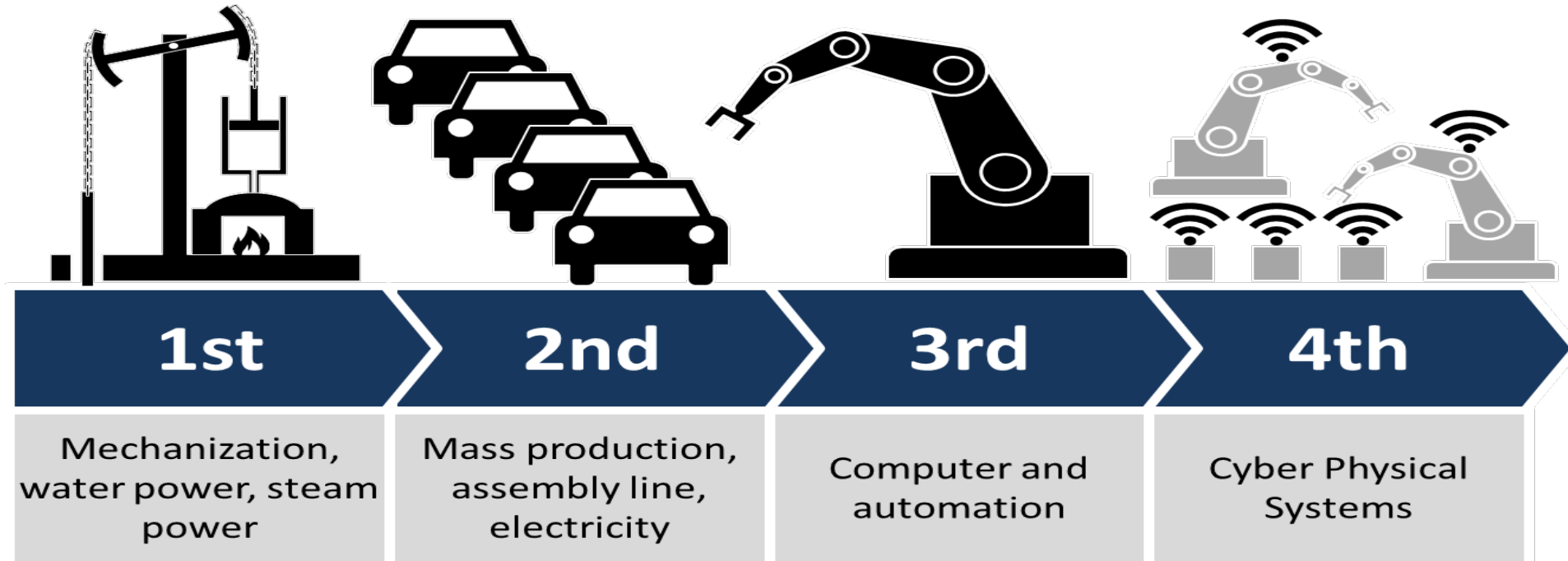


There are decades when nothing happens, and
weeks when decades happen

Vladimir Ilyich Lenin



The fourth industrial revolution



New org models and new ways of working

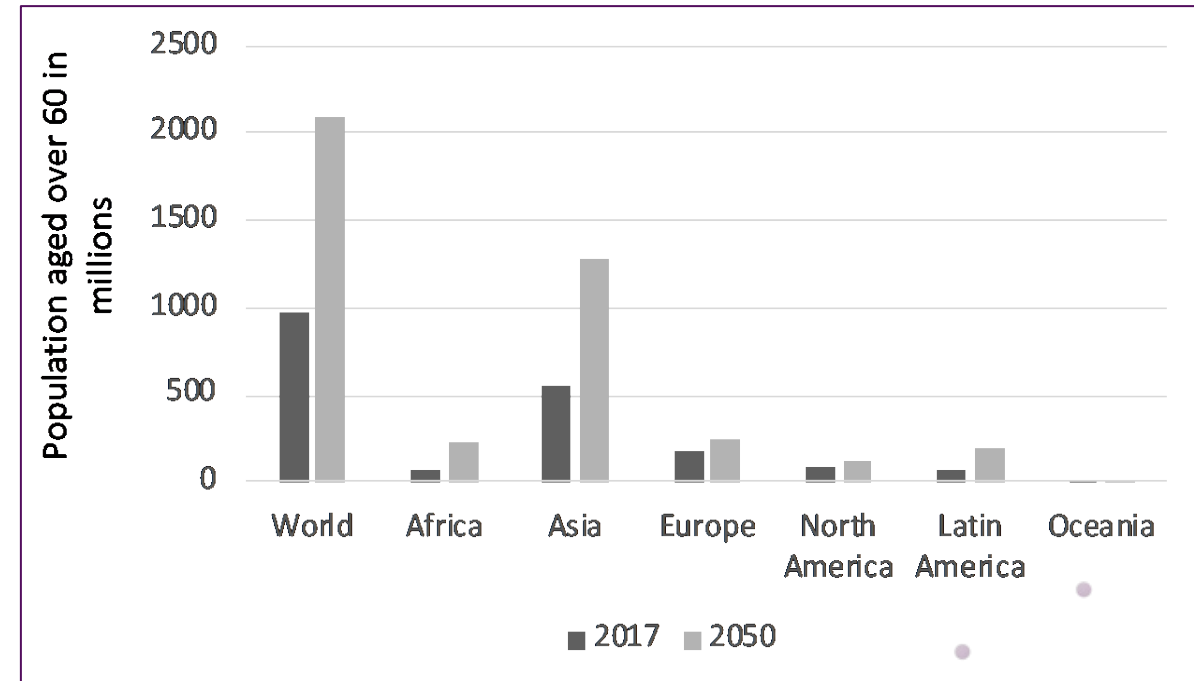


Growth of SMEs and micros
Gig workers, ZHCs etc
Flexi working
New organisational models

Demographics and generational shifts



Individualism vs collectivism
Purpose and meaning
Life of jobs
Trust?



Big shifts in the world of work

Growing inequalities

Hybrid and flexible working

The “great resignation”

Inflationary and pay pressures

Concerns on wellbeing

Job vacancies and skills mismatches

Modernisation and innovation

Inclusion and diversity

Supply chain challenges

Corporate trust and transparency

What does this all mean?



The time for responsible business



- Responding to a new era of activism
- PPP – People, Planet, Prosperity
- ESG – Environmental, Social, and Governance
- Commitment to UN SDGs
- Multi-stakeholder capitalism



Pandemic as a catalyst – putting people first

Voice Empowerment
Recognition Inclusion *Purpose*
Well-being Alignment Fairness
Shared values Worklife integration
Compassion

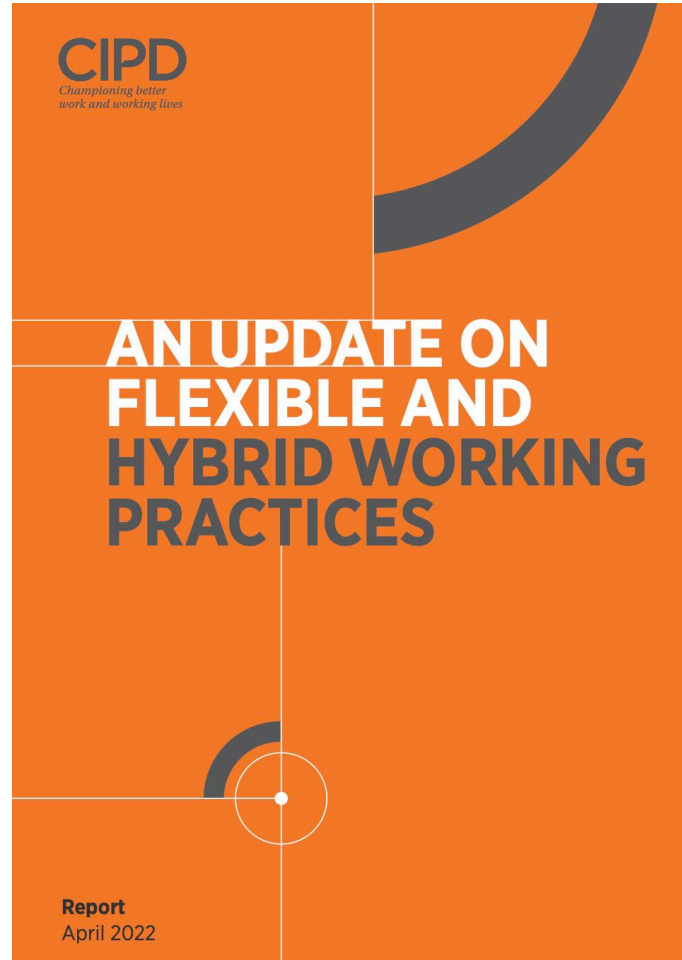


Focus on good work or people centric job design



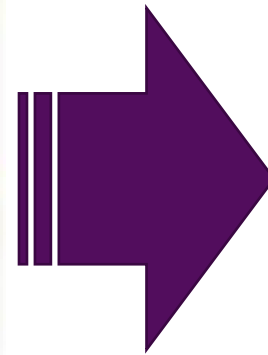
Embracing changing working patterns - hybrid and agile

- Hours
- Schedule
- Location
- Workspace
- Role and task sharing



- 41% say productivity increase vs 18% decrease
- Higher work satisfaction
- Companies expect on avg 20% of workforce WFH all the time and 40% on a regular basis
- But mental health issues are a concern and adapting work cultures

Diversity and inclusion is now a critical business agenda



Access to skills

Innovation and creativity

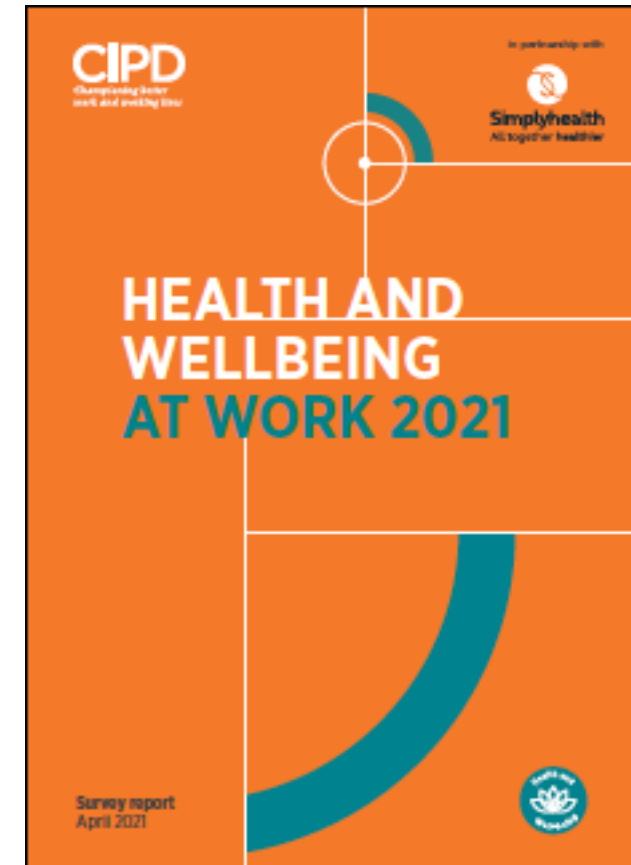
Community connection

Future proofing



The critical importance of wellbeing

Over two-fifths (42%) of HR professionals 'extremely concerned' about the impact of the pandemic on people's mental health and a further two-fifths (40%) were 'moderately concerned'...



Skills and learning challenges

- Changing demand of job skills
- Importance of 'soft' skills
- Access to skills and skills shortages
- Over 60% of organisations say they are not as agile as they need to be
- Upskilling and reskilling
- Reinventing learning and development
- Business working with Education
- Support for lifelong learning
- Strategic workforce planning



What are the capabilities we need?

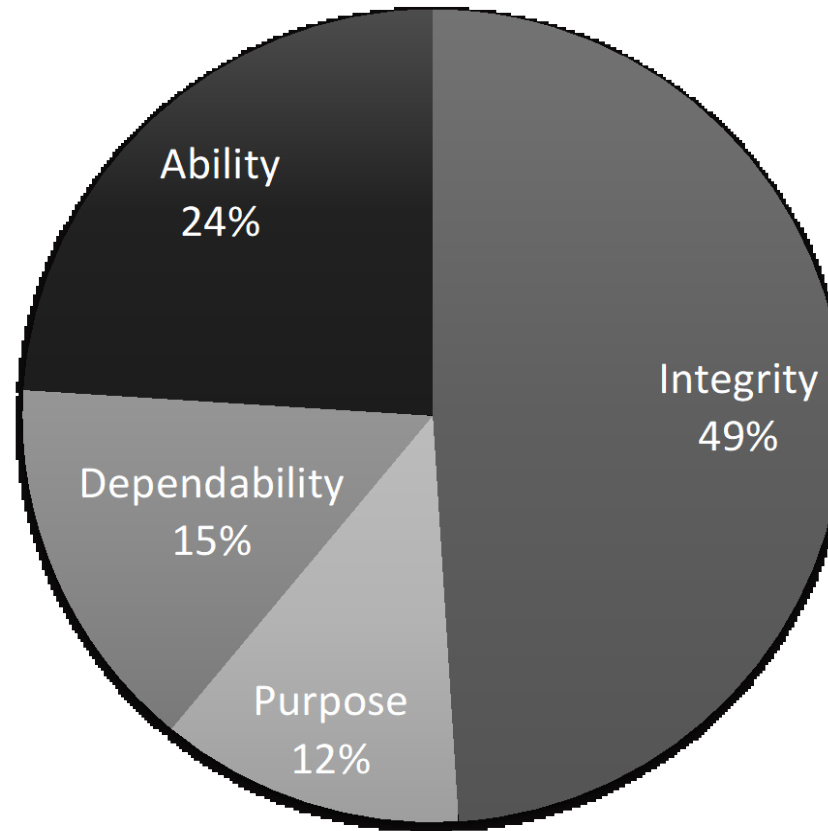
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What people now look for in leaders

Competence
24%

Ethics
76%



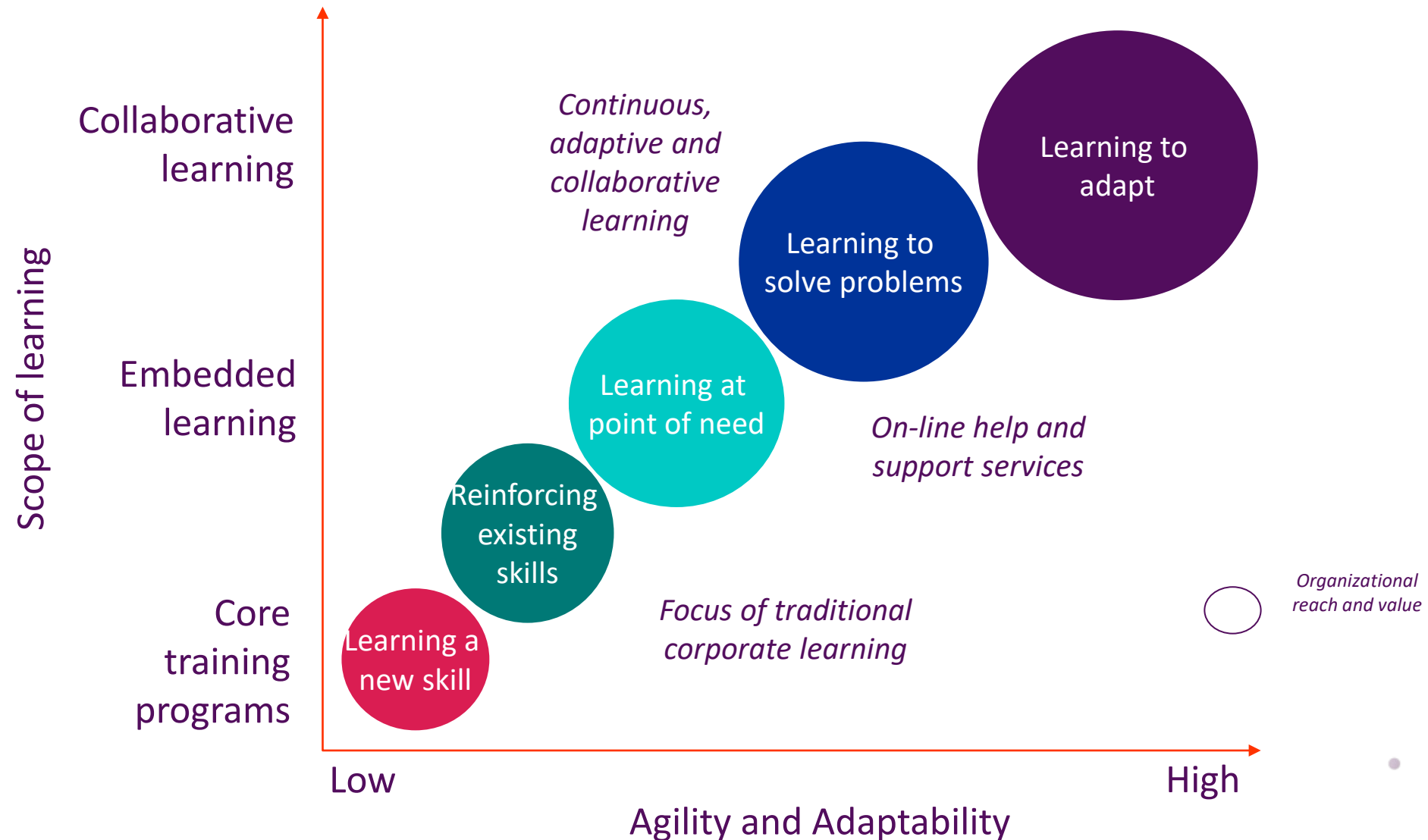
Core and transferable skills

The Essential Skills Framework



Source: Skills Builder Partnership

Reinventing learning – a strategic capability



Evidence based practice

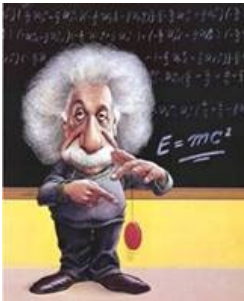
Data and analytics



Scientific research



Experience



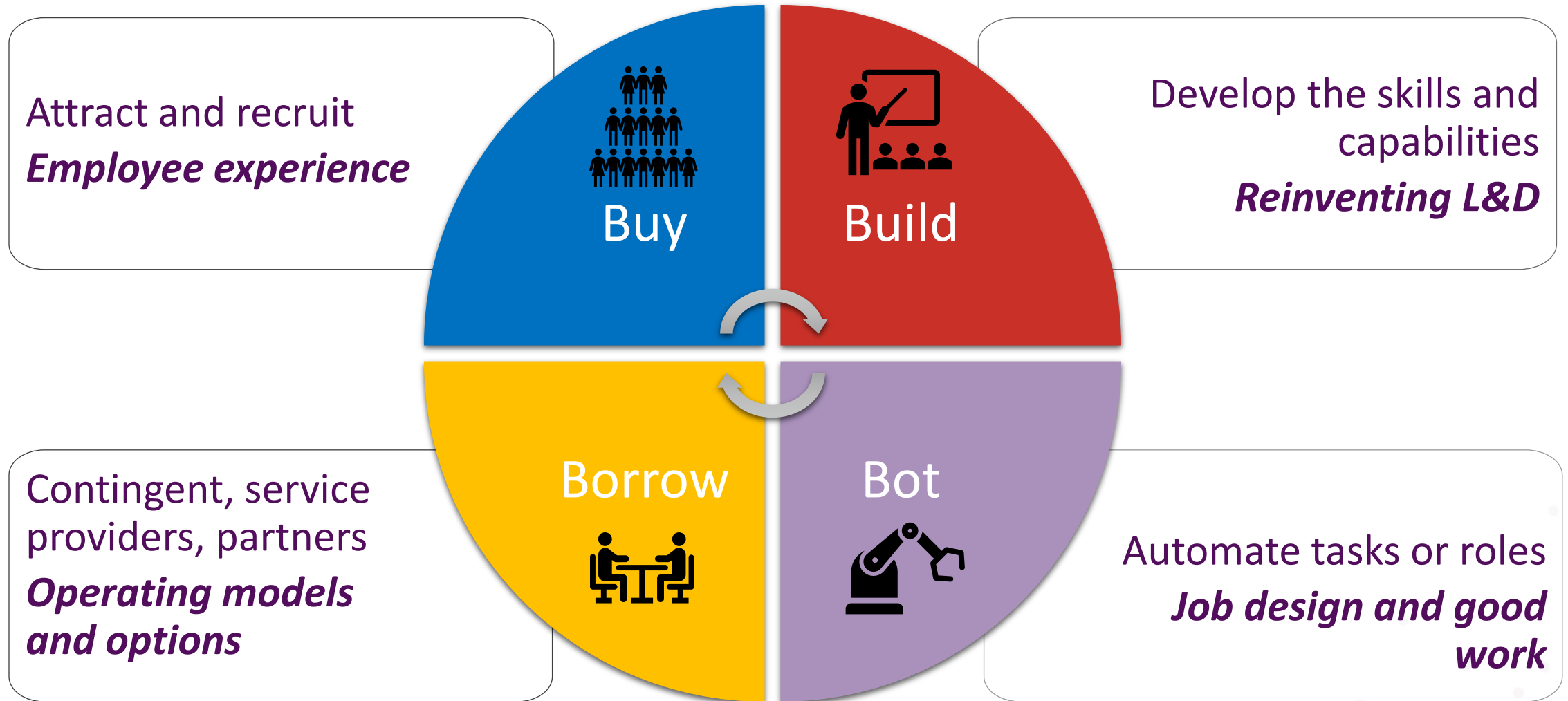
Stakeholder perspectives



Ask
Acquire
Appraise
Aggregate
Apply
Assess

Centre for Evidence Based
Management

Strategic workforce planning



Fit for purpose people management practices

From 'best practices' to
'best fit'
practices

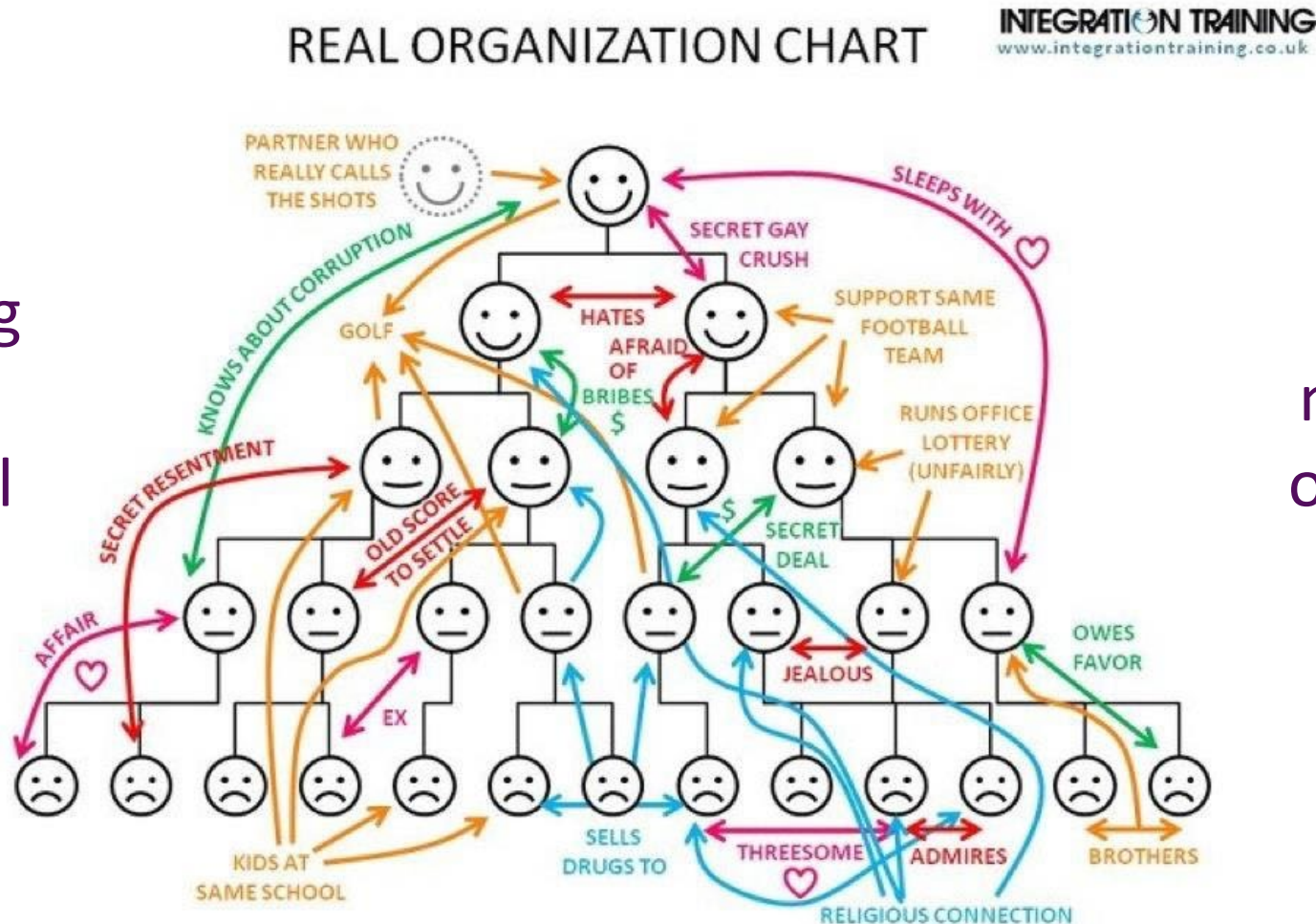


Outcomes
driven and
evidence
based

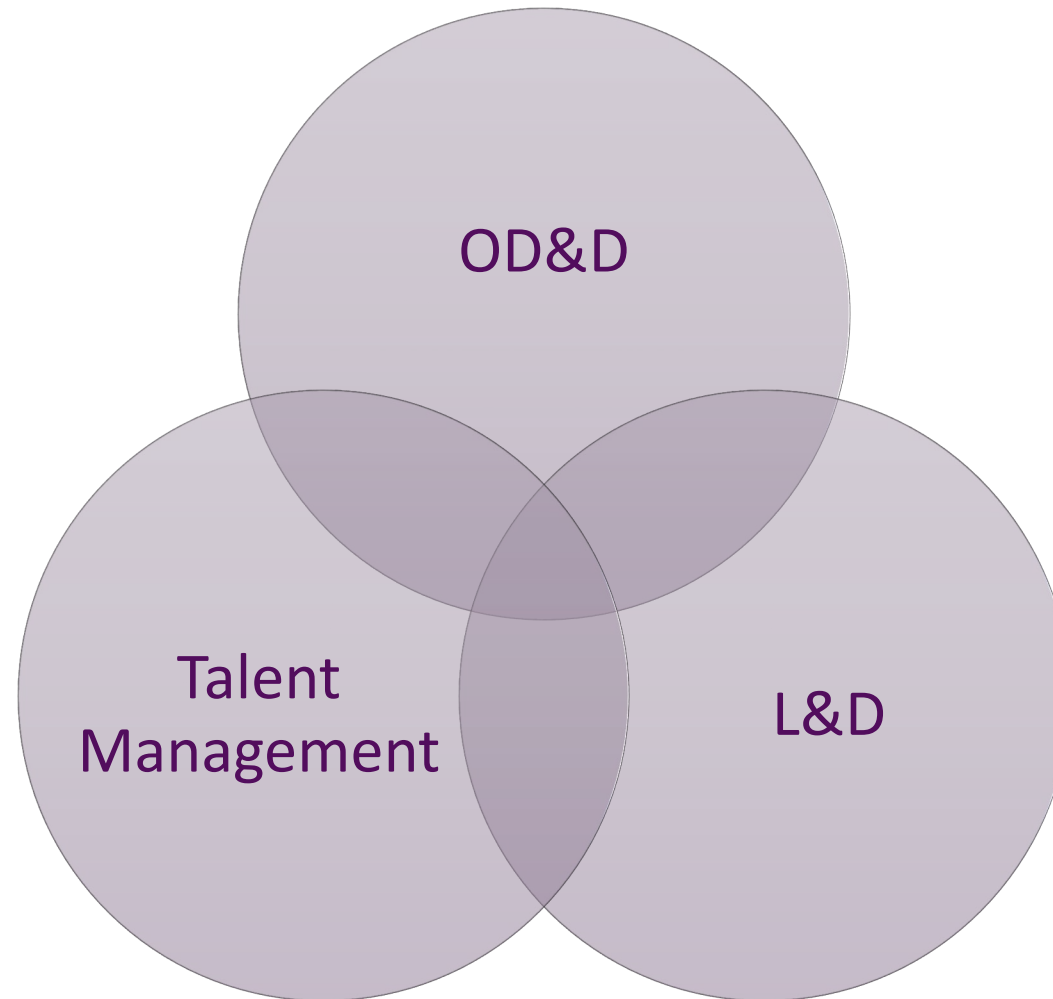


CIPD
Championing better
work and working lives

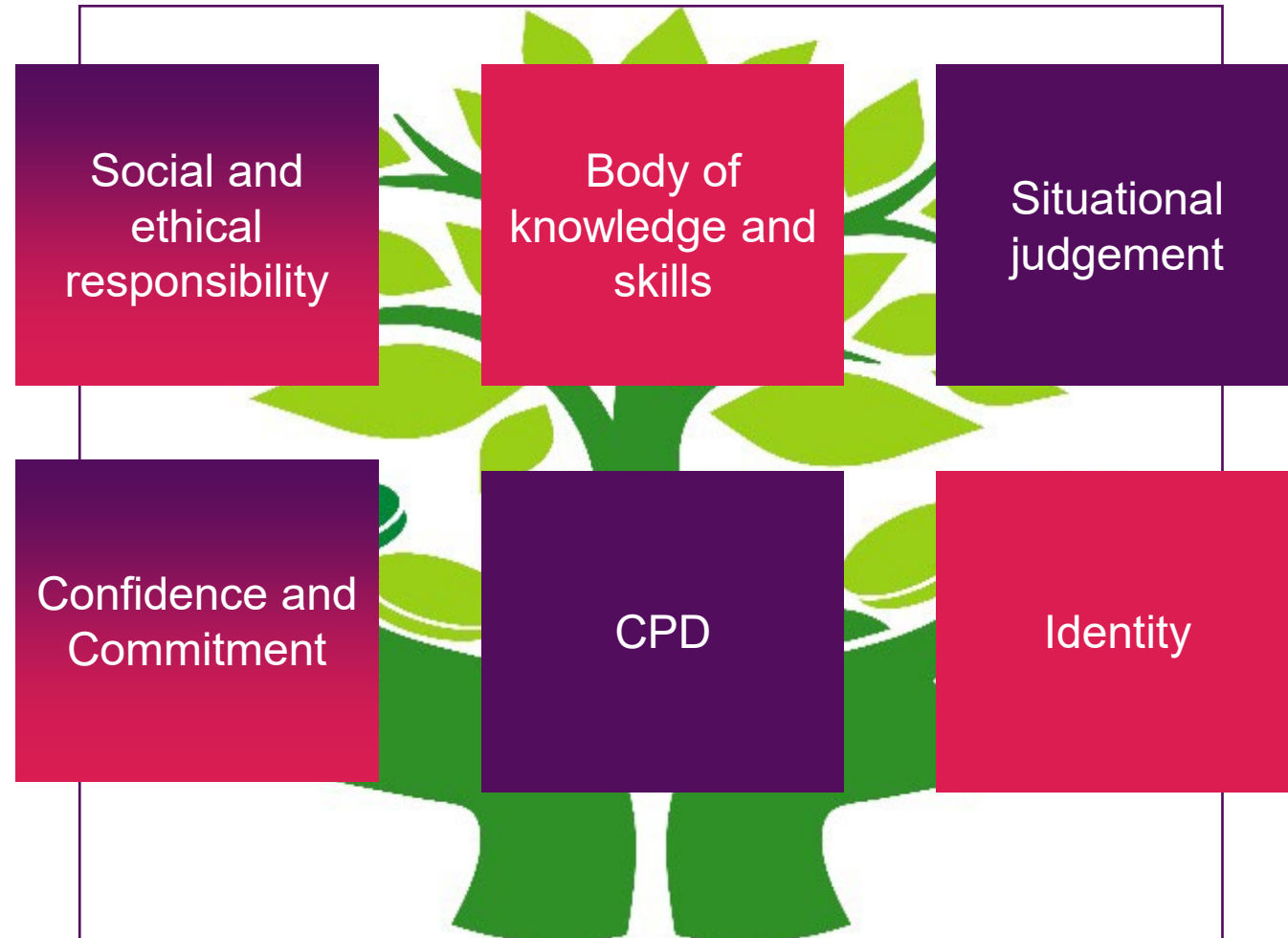
Operating models and organisation strategy



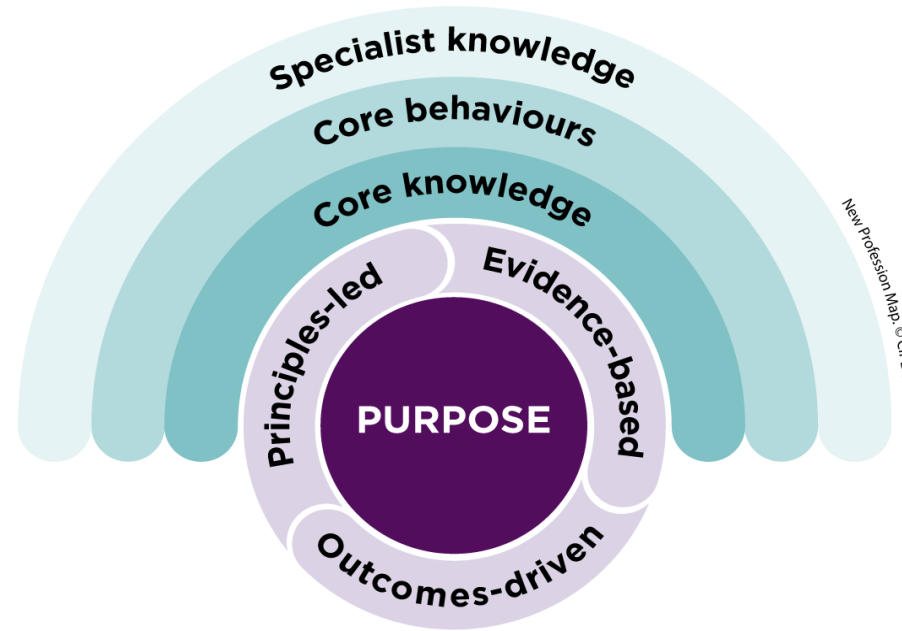
Scope of the people profession – working together



Professionalising L&D



The CIPD profession map



Core knowledge

- People practice
- Culture and behaviour
- Business acumen
- Analytics and creating value
- Digital working
- Change



Core behaviours

- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Situational decision-making
- Insights focused



Specialist knowledge

- Employee experience
- Employee relations
- Diversity and inclusion
- Learning and development
- Reward
- Talent management
- Resourcing
- Organisation development and design
- People analytics



THE NEW WORLD OF WORK



SHAPING A FUTURE THAT HELPS
PEOPLE, ORGANIZATIONS AND OUR
SOCIETIES TO THRIVE

PETER CHEESE



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