BRIDGE

Workplace 2025:

11 Trends That Will Impact Employee Development

Remember when 2020 seemed like some futuristic era straight out of a sci-fi flick? Welp, here we are and the Fourth Industrial Revolution is already in full swing. On a global scale, technology has diminished the half-life of a skill to five years or less. Plus, it's created a wave of new skills that must also be developed to keep up, much less compete.

The skills gap is already a global crisis, so what will it look like in a few short years?

By 2022: everyone will need an additional

101 days

of learning[1]

By 2025: millennials will make up

75%

the workforce[2]

By the year 2027:

50.9%

of U.S. workers will be gig workers[3]

By 2030: approximately

1/2

of today's jobs will be automated[4]

No job, industry, or company will be immune from the faster, more complex environment set to impact every aspect of the work as we know it. CEOs who get it already know that an investment in people is the way to accelerate performance.[5] But how do you get there in ways that matter to this new breed of employee? Fear not, this e-book was created to help companies thrive by embracing these 11 trends.

TABLE OF CONTENTS

AI Drives Upskilling Across the Board

Like it or not, robots, chatbots and the like are gobbling up repetitive duties in droves. IBM reports[6] that more than 120 million workers in the world's 12 largest economies may need to be reskilled thanks to automation and AI before 2025 even gets here.

Yet, only 38% of CHROs[7] feel they have an obligation to train or reskill workers impacted by AI.

Innovative companies have seen the writing on the virtual whiteboard, and are making deep investments in upskilling. For example, Amazon earmarked $700 million for its Upskilling 2025 initiative.[8] Programs include:

- **Amazon Apprenticeship** – employees get paid classroom and on-the-job training to grow the skills required for data technician, software development engineer, and cloud support roles.
- **Machine Learning University** – employees with tech and coding backgrounds gain skills in machine learning with minimal disruption—only one day or less per week for six weeks.
- **Amazon Technical Academy** – non-technical Amazonians gain software engineering skills through instructor-led and application training.

DON'T UNDERESTIMATE WHAT AI CAN DO

AI is driving the need to upskill, but it can also assist in development. IBM's Watson Career Coach[9] makes recommendations based on how an employee answers questions, their current resume, plus available roles within the organization. This coach shouldn't replace career convos with managers, but it can keep workers engaged as they drive their own development (which is what they want to do).

There isn't a company or job that won't be impacted by AI in one way or another. What happens next can set your organization up to win or lose in 2025 and beyond.

GOODBYE, MUNDANE TASKS. HELLO, CREATIVITY.

With more repetitive tasks handled by tech, employees must adapt by developing skills that computers can't yet handle with the same prowess like:

CRITICAL THINKING

PROBLEM-SOLVING

TEAMWORK

COLLABORATION

WHAT YOU CAN DO NOW:

- Identify all the tasks within your company and break them into three categories: purely AI, AI-human partnerships, and human-only tasks. Then staff and develop accordingly.

- Be transparent about where automation and AI will be used within your organization to alleviate anxiety and maintain trust (providing a path forward for reskilling is a plus, too).

- Ensure managers conduct regular career development conversations and collaborate with direct reports to find relevant growth opportunities.

- Use AI and machine-learning tools to complement ongoing manager-employee career conversations to keep employees engaged and growing in relevant ways.

- Help shorten the development curve through a diverse approach to reskilling that includes:

  › Traditional learning
  › Apprenticeships
  › Boot camps
  › Human & AI coaching

Companies Must Grow a Conscience

According to the World Economic Forum,[10] the two greatest challenges of the next decade are:

- Managing the transition to the green economy
- Building shared prosperity

And these issues are being felt on the frontlines of your organization:

- Wages have remained repressively flat over the last 18 years, with the bottom 90% of earners only seeing a 5% wage increase.[11]
- Side hustles are the new norm for modern workers—2/3 of them do it to help make ends meet.[12]
- In 11 million employee comments, Gen Zers frequently voiced concerns on climate change and other social issues.[13]
- Diversity and inclusion are essential to modern workers, from closing the gender wage gap or revising HR policies benefits that don't accommodate transgender employees.[14]

It should be painfully obvious that prioritizing people and what they care about can no longer be an afterthought or lip service. Modern workers expect their employers to do more than churn a profit for shareholders.

Evolve from an enterprise to a social enterprise.

#NOFILTER, JUST FOCUS ON WHAT MATTERS

Social enterprises aren't all about Snapchat or Insta. They're organizations whose mission goes beyond revenue growth to support the issues that matter to their entire stakeholder network.

Deloitte found CEOs ranked their top factor of success as impact on society, including income inequality, diversity and the environment.[15]

Now that priorities are aligned from top-down and bottom-up, it's time to put those into action with more inclusive and thoughtful policies and practices for every aspect of the business.

180 DEGREES IN THE RIGHT DIRECTION

In August 2019, a group of CEOs of influential U.S. companies called the Business Roundtable announced a statement on the purpose of a corporation.[16] The group declared that all companies should commit to:

- Delivering value to customers
- Investing in fair treatment and ongoing development of employees
- Dealing ethically with suppliers
- Respecting communities through sustainable practices
- Generating value for shareholders

The order of priorities is noteworthy, because the Business Roundtable had a completely different POV in 1997, declaring the sole purpose of any company was to grow shareholder wealth.

WHAT YOU CAN DO NOW:

- If you haven't already done so, clearly define and communicate your company's mission. Involve your employees in shaping your mission so it's one that is authentic.

- Conduct frequent pulse and engagement surveys to gather input on topics that really matter to your employees.

- Share any progress you've made with the entire organization and always solicit ideas for improvement.

- Don't wait for a scandal or lawsuit to address any pay gaps or discriminatory policies within your organization. Take action now to correct any unfair policies.

TREND 3:

Complex Skills Require Capability Academies

Modern learners only have 1% of their typical work week to devote to learning[16] and development, which equates to approximately five minutes a day.

Thus, the need to multitask by learning during the flow of work is more crucial than ever. Help people upgrade their skills without the friction of stopping what they're doing, logging into an outdated LMS and learning something.

For example, through an integration with Slack, Bridge platform[17] users can search an online learning library directly from the Slack message window, find the course they need, and start watching immediately.

Another way to develop time-crunched employees is nanolearning, or short bursts (less than 2 minutes). These nano seshes are ideal for building on existing knowledge or a quick refresh at the point of need.

SELF-DIRECTED LEARNING ALONE ISN'T STRONG ENOUGH

The most in-demand skills of the day (and the future) require more than a 2-minute video. IBM found[18] that the hottest skills companies are lacking are behavioral skills, including:

- Willingness to be flexible, agile, and adaptable to change
- Ability to manage time and prioritize tasks
- Ability to work effectively in team environments
- Capacity to communicate effectively in a business context

Behavioral skills can't be developed with self-guided learning alone. They require a capability academy approach. These academies[19] are focused on building real business capabilities, rather than mere knowledge (and doing it at scale).

According to Josh Bersin, capability academies aren't content libraries. They're places (sometimes, digital, sometimes, physical) that are:

- Organized by functional area and strategic need
- Staffed and led by SMEs and business leaders
- Include carefully vetted content and instructors
- Provide assessment and capability models
- Funded by business leaders
- Adaptive to business needs

Organizations can no longer rely on L&D and HR to step up their skills coverage—it takes a village of internal and external experts and stakeholders.

CAPABILI-T IS MORE LIKE IT

Capability academies help employees develop T-shaped skills made up of both deep expertise and broad skills required for the modern workplace. For example, sales and marketing roles need to be broad in skills like strategy, communication, and collaboration, yet deep in technical knowhow like data analysis, SQL software, marketing automation software, and more.

BROAD SKILLS						
Lead Generation	Inbound Marketing	Client Consulting		Client Consulting	Project Management	Sales Recruiting
			DEEP SKILLS	Bus Development		
				Qualification		
				Solution selling		
				Negotiation		
				Executive Selling		
				Channel management		
				Pipeline management		

Bersin chart of T-shaped skills[20]

- Encourage business leaders to identify which capabilities are critical to the business—then prioritize academies for each one.

- Foster collaboration between company experts, instructional designers, business leaders and external subject-matter experts to create programs that include:

  › Curated high-quality content
  › Access to instructors and experts
  › Developmental activities
  › Real-world assignments
  › Collaborative learning[21] opportunities
  › Validated credentials

- Remove friction between work and development by integrating real-time learning into the flow of work.

- Leverage virtual reality (VR), immersive tech and nanolearning for point-of-need development.

TREND 4:

From EX to HX — A More Human Experience Is Required

Improving the employee experience has been an industry focus over the past few years, and for good reason. Companies with a top-quartile employee experience[22] are twice as innovative, drive double the customer love and are 25% more profitable than those with a lackluster employee experience.

Previous HR and L&D experience improvement efforts were well intentioned, no doubt. But here's the thing … any employee experience they design is still coming from the top down.

Others have tried to mimic their customer experience model inside their company. But, the employee experience isn't a one-and-done deal. It's as social as it is complex, with factors including culture, relationships, purpose, and growth.

PERSONAL EXPERIENCES DRIVE PURPOSE (AND PROFITS)

The employee experience must shift to the human experience—one that is personal. What does each individual want to learn, achieve, and get out of their role with your company?

Research by PwC found that 83% of employees cite finding meaning in their day-to-day-work a top priority.[23]

As further evidence, Willis Towers Watson[24] discovered the employee experience elements that matter most in high-performing organizations:

- Inspiration
- Drive
- Trust
- Growth

None of these things can happen in a vacuum—or as one-size-fits-all. Each element of the experience relies on personal connections and relevant development.

PRESS '1' FOR PRODUCTIVITY

Employees are motivated when they know where their work is going. In one study,[25] call center employees' productivity jumped 171% when they learned about the impact their services had on the end customer.

WHAT YOU CAN DO NOW:

- Enlist managers to dig deep, asking each direct report what truly motivates them in their work. Then provide relevant development over pizza parties or ping pong tables.

- Empower employees to bring their true selves to work through an employee-owned profile and employee-driven career development tools.

- Leverage technology and tools[26] that help employees feel connected and in control of their experience within your company—everything from performance management and goal-tracking to development and workplace connections.

- Seek employee input often. It doesn't have to be a long, drawn-out survey. For example, Pepsi created an application that allows employees to share ideas on a range of topics, inviting employees to "Name one process that stops you from getting things done fast."[27]

- Conduct design thinking exercises to identify and create the ideal work environment for your employees.

Employee Feedback Must Drive Action

Employee engagement is more important than ever. While the engagement survey used to be the gold standard in measuring engagement, its popularity is on the decline. Gartner predicts 59% of organizations will use engagement data from other sources this year.[28]

And with more and more companies taking the time to listen, Bersin reports engagement scores have improved 8.7% over the last three years.[29]

As we enter Engagement 3.0,[30] feedback systems are more intelligent (like everything else). Leaders can glean actionable insights in near real-time, empowering managers to move from data collection to action.

Wouldn't it be nice to be alerted if someone's sentiment in a comment skewed negatively?

Or maybe a manager hasn't had a 1:1 with a specific direct report in months?

Or maybe a direct report's latest pulse survey set off some flight risk concerns?

KNOWLEDGE IS (PROACTIVE) POWER

While employees voicing their opinions will always be a good idea, it's what happens next (and sometimes before those opinions are even arrived at) that makes all the difference.

Real-time survey data and other metrics can be used to give managers nudges linked to specific action plans. Of course, it's on them to act quickly.

Soon, feedback tools will analyze real-time survey and feedback data, then serve up specific actions directly to the employee to an e-learning course. Until those predictive solutions are widespread there's still a lot managers and organizations can utilize to collect and review the data to drive positive organizational change.

IT'S NOT WHAT YOU SAY, BUT HOW YOU SAY IT

Bridge uses semantic analysis and natural-language processing to provide managers and leaders with more than standard survey results. Addressing negative sentiment in surveys and discussions can help managers stay a few steps ahead of the exit interview.

WHAT YOU CAN DO NOW:

- Be clear and transparent with employees about the data that will be collected from them, whether it's happening in the foreground or the background of their day-to-day work.

- Get leadership's buy-in on the importance of not only listening to employees, but moving quickly to execute positive changes based on their input.

- Create action plans to serve as guidelines for specific situations, since managers won't always have the answers.

- Use feedback tools to gather your voice-of-employee data:

  › Mine comments and discussion groups in online courses and Slack channels to prioritize topics and sentiment.
  › Conduct regular pulse surveys (preserving anonymity where appropriate).
  › Don't forget social media and channels like Glassdoor for true voice-of-the-employee comments taking place outside of the company IP address.
  › Use dashboards to help managers collect and interpret findings.

- Encourage managers to share steps they've taken based on previous employee feedback with individual employees, as well as their team and other managers.

Credentials & Skill Mining Go Digital

When every organization is scrambling to fill skill gaps far and wide, one of the biggest challenges can be determining the goods you already have on your roster.

Even the most 1:1-focused managers can't keep tabs on ALL the skills your team is rocking. Enter skill mining software. In addition to peer talent assessments, companies can tap into AI and machine learning to "mine" the skills and capabilities[31] employees possess based on their current role, and workplace activities.

These tools may even pick up skills employees don't realize they're honing (which wouldn't make the career development conversation agenda by either the manager or direct report). Leaders can get a more holistic view of skills coverage with this mined intel so they can find ways to close crucial gaps through development or recruiting.

DIGITAL CREDENTIALS GAIN REAL-WORLD TRACTION

When it comes to looking outside the org for crucial skills coverage, employers need more than a bullet point on a LinkedIn profile or CV to prove a potential candidate has the right stuff.

Blockchain-based credentials systems help companies verify basic employee information, compliance training, key certifications, and other credentials that are vital to getting the job in a safe, secure way.

Better yet, blockchain credentials systems can shorten the candidate verification process, which can take weeks or months (meaning that hot data scientist prospect could grow tired of waiting and take someone else's offer).

WHAT YOU CAN DO NOW:

- Empower workers to own and manage their development activities through tools that are employee-led (and where appropriate, manager-driven).

- Use a multi-prong approach to determining skill coverage and gaps that includes:
  › Peer assessments
  › Skills and performance dashboards
  › Skills mining
  › Career development conversations

- Get HR teams to embrace digital credentials so they can close faster than the competition when recruiting hot prospects.

- Host hackathons to attract candidates with the skills you need most. Then verify their skills with digital credentials (some may not have degrees).

VIRTUAL STREET CRED FOR HIGHER ED

New graduates are getting in on the credential wallet action, as many colleges and universities are adapting an alternative digital credential (ADC) instead of official transcripts. As more in-demand roles no longer require a degree, digital credentials also help so-called "new collar" job applicants prove they're a good fit for companies focused on a skills-based hiring approach.

Upskilling for Only One Role Won't Cut It

Move over, Prius. There's a new hybrid that's taking the world by storm—the hybrid job. As we've previously discussed, automation is filling routine roles, leaving humans with opportunities for jobs of greater value. While generalists and specialists were the two talent breeds of the day, now, everyone must adapt to combine technical and soft, transferable skills.

A World Economic Forum study projects that hybrid jobs will grow by 21% over the next decade,[32] a rate more than double that of the overall job market.

HYBRID JOBS REQUIRE HUMANS BRAINS

The good news is, hybrid jobs are less likely to be taken by robots anytime soon—nearly half of all jobs can be automated, where the number drops to 12% for highly hybrid jobs.

Taking those job expectations one step further is a new class: the superjob. Like the name implies, superjobs go above and beyond even hybrids by combining different aspects of multiple roles that arise when tech gives humans superhuman efficiency.

According to research by market analytics provider, Burning Glass, there are five skill sets driving hybrid jobs:[33]

- Big data and analytics
- The intersection of design and development
- Emerging digital technologies
- Sales and customer service
- Evolving compliance and regulatory landscape

Fortunately for employers, the difference between a regular job and a hybrid could be a few core skills, like a programming language.

GOING HYBRID IS CHALLENGING + REWARDING

Hybrid roles can be lucrative for employees with the cross-over skills, as they are usually high-paying gigs. However, they are also harder to fill. Plus, they're virtually impossible for entry-level employees to get into. Only 16% of highly hybrid jobs are available for those on the ground floor of their career ladder.[34]
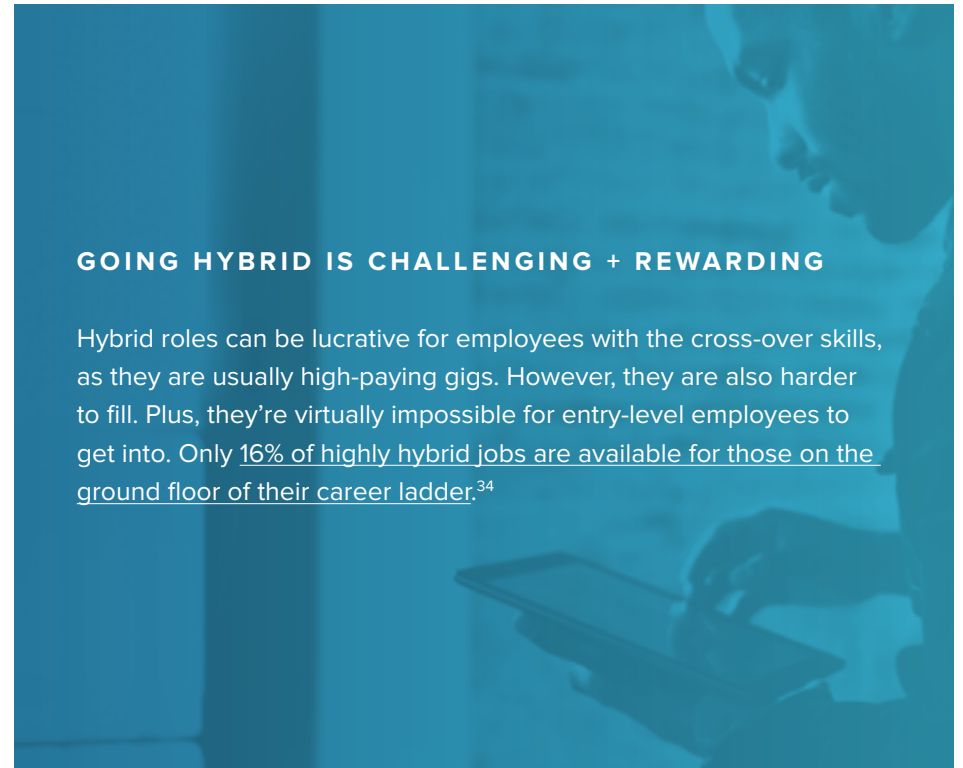
WHAT YOU CAN DO NOW:

- Help employees identify opportunities to grow in high-demand skills and competencies that can benefit them in the hybrid job economy.

- Adopt technologies that provide insight into enterprise skill coverage and gaps.

- Scour job postings from your competitors to get an idea of the hybrid and super skills you'll need. Many companies are already recruiting for skills they speculate will be valuable in the near future.

- Replace current job descriptions with job canvases[35] that focus on:

  › Problems the workforce solves (not tasks)
  › Orchestration of teams
  › Integration of L&D into the flow of work
  › A day-in-the-life scenario
  › Broad sets of responsibilities across a family of jobs (Remember the T-shape from Trend 3?)

- Provide ample activities to develop transferable "soft" skills like problem-solving and critical thinking that can cross over for hybrid or super roles.

- Don't rely on recruiting to fill in-demand hybrid and superjobs. Invest in your existing talent pool through job shadowing, short group projects, job rotations, e-learning, peer coaching, and other dev activities.

TREND 8:

Leadership Development Initiatives Need to Reskill

Managers have more tools at their disposal to help do their jobs than ever before. But, thanks to the new digital, always-on era, the job is more complex. Whether it's pressure to innovate, maintaining a team of remote workers, or simply trying to connect and develop every direct report on a personal level, managers have it pretty tough.

While some traditional responsibilities will still hold up in the new era, a new breed of skills and competencies must also be honed, like yesterday.

MANAGERIAL AUTHORITY GETS DEMOTED

The Harvard Business Review[36] found that managers who adjust their approaches to fit an ecosystems world are better able to succeed. In an ecosystem, leaders do more than delegate—they orchestrate.

Under such a regime, individual performers will have more say and autonomy over their own tasks and everyday work. While the manager will be there to guide and focus on the big picture.

Modern managers must balance leading through ambiguity and rapid decision-making with coaching and experimentation. Traditional development and learning programs won't stand up in 2025.

Instead, leadership development should focus on the Josh Bersin Academy's 4 Es[37] of Leadership Development:

- **Education** - learn by development
- **Experience** - learn by doing
- **Exposure** - learn by observation and conversations
- **Evaluation** - learn by receiving feedback from multiple angles

EDUCATION	EXPERIENCE	EXPOSURE	EVALUATION
• Goal setting and feedback • Development and coaching • Understanding people • Product, service and operations knowledge • Business financial, and other industry knowledge	• Various functional roles and technical skills • Project, initiative and program • Leading teams and managers • Leading a business, P&L growth	• Mentors, coaches, advisor • Senior and other executives • Global roles and international assignments • Customers, partners, ecosystems • Growth recession, turnaround	• Direct feedback on style, strengths, and weaknesses • Self-reflection and self-improvement ideas • Continuous improvement and self-correction • Internal growth mindset, constantly striving to be better

Josh Bersin Academy's 4 Es[38]

Only 30% of leaders[39] said they're effectively developing leaders to meet today's challenges. Make sure your company starts developing orchestrator managers today.

WHAT YOU CAN DO NOW:

- Take the Four Es approach to leadership development by providing: Education, Experience, Exposure, and Evaluation.

- Ensure managers receive proper development on the behavioral skills required for an orchestral conductor including:

  › Promoting teamwork
  › Navigating ambiguity
  › Inspiring others to do their best work (whatever that looks like to them)

- Get buy-in from the top brass on the importance of a cultural shift to one that is less about profits and more about benefiting all stakeholders.

- Encourage collaboration and teamwork among managers—no one is going to get there alone.

- Shift performance metrics for leaders to focus on how they motivate and lift up their direct reports, as well as capability assessments on the new breed of skills the job demands.

Agile Workers Are Taking Over

As the speed of change and innovation plow ahead at breakneck speed, change management has gone the way of the flip phone. And change enablement is a whole new beast. Gartner found that most employees are involved in three or more change initiatives at any given time.[40]

To keep up, much less remain competitive, companies will need to leverage an on-demand agile workforce that provides the dexterity they need. An agile workforce model allows companies to:

- Anticipate talent needs
- Make adjustments in real-time
- Leverage talent from a variety of employment arrangements

AGILE WORK IS RISING. ARE YOU READY?

More than 2/3 of companies[41] are already using agile workers, whether they're freelancers, gig workers, or consultants. While agile workers make up 30% of their workforce now, employers expect that rate to climb to 69% by 2025.

Between the talent shortage and increased globalization, there are plenty of good reasons to tap into agile workers—cost savings, speed, fresh perspectives, and innovation, to name a few.

However, there's one more reason to adapt now (or perish): 39% of permanent employees are considering making the switch to agile arrangements in the next three years.

To embrace this trend (or at least prepare for it) more Fortune 500 companies are utilizing freelance management systems to manage this influx of agile arrangements.

AGILE WORKERS <3 GIG LIFE

Half of agile workers[42] believe their employment arrangement offers them better growth and higher income. If the word gets out to more full-time employees, will your company be ready to leverage more agile workers?

- Replace hierarchies and rigid structures with more fluid, cross-departmental teams—skilled agile workers can bridge that divide. Tools that allow for seamless collaboration and development in the flow of work (ahem, Bridge and Slack) can help ease the transition.

- Survey current gig workers to determine their needs, preferences, and career drivers. Leverage this information to attract additional freelance talent when needed.

- Provide gig workers with access to online learning courses they can use to grow on their own time.

- Establish KPIs for gig workers as well as employees, and use analytics to track their progress toward those goals.

- Assemble teams made up of gig and regular employees with diverse skill sets to enable social learning and collaboration.

- Use digital credentials to quickly verify desired competencies and get those gig workers and new hires up and running. (See what we did there? If not, see Trend # 6).

Talent Mobility > Talent Recruiting

You're no doubt sick of hearing how the lack of career development is the top reason employees leave a job. The ugly talent truth is, over half of company leaders[43] believe it's easier for employees to find a new job outside their organization than inside it.

That's a strategy for extinction if we've ever heard one.

Companies spend between $1,200 and $1,400 per employee on development, while spending upwards of $4,000 per candidate to recruit (even more for in-demand skills).[44] Yet, the success rate of hiring a data scientist is often less than 50%, as qualified candidates receive an average of three offers.[45]

It doesn't take a data scientist (good luck finding one!) to conclude that growing the talent you've got is good for business. But, just for fun, let's look at how filling one position can impact your bottom line:

BUY VS. BUILD: A MATH PROBLEM

The cost of recruiting a mid-career software engineer[46] can be up to $30,000—on top of the starting salary of $150,000 to $200,000 a year.

On the other hand, training and reskilling an employee would cost $20,000 or less, saving as much as $116,000 over three years.

Organizations MUST create new programs to help grow the skills and competencies they need instead of competing to hire for them. But... it won't happen overnight. The World Economic Forum found that a career reinvention following an automation-based job disruption takes about 15 months.[47]

WHAT YOU CAN DO NOW:

- Make sure employees know which positions are open or in-demand so they can make more informed career dev decisions.

- Give employees access to career tools that put them in the driver's seat of their own development journey. Managers can ride shotgun through frequent growth conversations.

- Develop reskilling and upskilling programs that go beyond traditional in-classroom or online approaches. Include real-world scenarios, role playing, peer-to-peer coaching and mentorships as part of the program.

- Set realistic expectations and goals (translation: be patient and give plenty of time for employees to get up to speed).

- Consider hiring temp or gig workers with desired skills as a stopgap while your workforce is in reskill mode (See Trend No. 9 above).

MOBILE MEETS MOBILITY

AT&T understands mobility is key for growing its talent wheelhouse. The telecom giant shares job trend data with its employees so they can use this intel to guide their career development based on company needs[48] (and AT&T gets to keep its skilled peeps on payroll).

Rise of the Returnship

As the war for attracting talent rages on, more companies are implementing returnships, or programs designed to help people who have been out of the workforce for an extended period.

Whether it's a stay-at-home mom, military veteran, retiree, or caregiver, returnships provide a path to re-entry that helps employees on-ramp, real quick. An estimated one quarter of educated mothers between 24 and 54 are currently off-ramped,[49] with 93% of them looking to re-enter the workforce.

OFFER RE-ENTRY THE RIGHT WAY

Skill development is only one piece of the returnship pie—IBM's Tech Re-Entry Program[50] combines:

- A dedicated mentor
- A community of returnship participants
- Real-life application on client projects

The key is to provide support that goes beyond training to help participants feel connected and supported.

Returnships can drive major inroads in the skills gap scramble. And since 84% of millennials plan to take a significant break at some point in their careers,[51] all companies should be thinking about how to on-ramp the workforce after extended breaks in the workplace of 2025.

WALMART'S OTHER RETURN POLICY

Walmart partnered with Path Forward,[52] a nonprofit focused on returnships, to create a program that included four months of paid skills training in software engineering and product development. Nearly 75% of participants accepted full-time jobs upon completion. The others? They got paid to grow the in-demand skills to re-enter the workforce with confidence.

WHAT YOU CAN DO NOW:

- Create a returnship program that includes multiple components to help sharpen skills after an extended break, including:

  › Coaching
  › Mentorships
  › Self-directed learning
  › Formal training programs
  › Role-play and scenario-based
  › Networking opportunities
  › Support groups

- Provide flexible working hours. One of the main issues with parents returning to work is the ability to have wiggle room to care for small children. Set your returners up for success with flexible schedules (within reason, of course).

- Collaborate with HR and business leaders to establish success metrics upfront.

- Start small with a pilot test. Then ask for participant feedback and make improvements before launching a large-scale program.

Conclusion

The Disruptions Are Already in Motion. Are You Ready?

AI, automation, and the speed of technology have made every aspect of the workplace of the future more complex. These technologies are friend and foe, providing as many opportunities as they do challenges.

Organizations that embrace technology, reskill their workforce for meaningful work, and keep their human employees at the center of all company objectives and actions will win the day.

The good news is, there's an Employee Development Platform designed to help you at every step of the way.

(Brain) Power to the People

The workplace of tomorrow is here. Develop and retain your humans with a platform centered around their individual needs and goals. All you need is the Bridge Employee Development Platform.

- Career Development
- 1:1s and Conversations
- Goal-tracking
- Employee Connections
- Learning & Development
- Surveys & Sentiment

Visit
INSTRUCTURE.COM/BRIDGE
to explore everything Bridge can do, or take it for a test-drive.

.:: BRIDGE

FOOTNOTES

1 - https://www.weforum.org/agenda/2019/02/these-4-trends-are-shaping-the-future-of-your-job

2 - https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf

3 - https://www.statista.com/statistics/921593/gig-economy-number-of-freelancers-us/

4 - https://hbr.org/2019/09/are-you-developing-skills-that-wont-be-automated

5,6,7 - https://www.ibm.com/downloads/cas/EPYMNBJA

8 - https://www.aboutamazon.com/working-at-amazon/upskilling-2025/our-upskilling-2025-programs

9 - https://www.ibm.com/talent-management/career-coach

10 - https://www.weforum.org/agenda/2019/10/global-competitiveness-report-2019-economic-trends-for-policymakers/

11 - https://www.nytimes.com/2018/09/14/opinion/columnists/great-recession-economy-gdp.html

12 - https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html

13 - https://www.inc.com/jessica-stillman/a-new-study-of-11-million-employee-comments-reveals-1-thing-gen-z-wants-most-from-work.html

14 - https://www.hrdive.com/news/inclusion-for-trans-nonbinary-workers-wont-come-from-mere-core-values/565893/

15 - https://www2.deloitte.com/content/dam/insights/us/articles/GLOB1948_Success-personified-4th-ind-rev/DI_Success-personified-fourth-industrial-revolution.pdf

16 - https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/gx-cons-hc-learning-solutions-placemat.pdf

17 - https://www.instructure.com/bridge/blog/learn-flow-work-bridge-and-slack

18 - https://joshbersin.com/2019/09/the-skills-of-the-future-are-now-clear-and-despite-what-you-think-theyre-not-technical/

19 - https://joshbersin.com/2019/10/the-capability-academy-where-corporate-training-is-going/

20 - https://joshbersin.com/2019/09/the-skills-of-the-future-are-now-clear-and-despite-what-you-think-theyre-not-technical/

21 - https://joshbersin.com/2019/05/the-power-of-collaborative-learning-more-important-than-ever/

22 - https://www.avanade.com/~/media/asset/thinking/mit-research.pdf

23 - https://www.pwc.com/us/en/library/workforce-of-the-future/fulfillment-at-work.html

24 - https://www.willistowerswatson.com/en-US/Insights/2018/07/organizational-practices-to-outperform-and-lead-the-way

25 - https://faculty.wharton.upenn.edu/wp-content/uploads/2013/12/Grant_OutsourceInspiration.pdf

26 - https://joshbersin.com/2019/06/the-talent-experience-market-is-real-and-hr-tech-vendors-are-scrambling/

27 - https://joshbersin.com/2019/11/which-parts-of-employee-experience-really-matter-most/

28 - https://www.gartner.com/smarterwithgartner/is-it-time-to-toss-out-your-old-employee-engagement-survey/

29, 30 - https://joshbersin.com/2019/04/employee-engagement-3-0-from-feedback-to-action/

31 - https://joshbersin.com/2019/10/workday-fires-a-cannon-into-the-hr-technology-market/

32 - https://www.weforum.org/agenda/2019/03/are-you-ready-for-the-rise-of-hybrid-jobs/

33 - https://www.burning-glass.com/wp-content/uploads/hybrid_jobs_2019_final.pdf

34 - https://www.burning-glass.com/wp-content/uploads/hybrid_jobs_2019_final.pdf

35 - https://www2.deloitte.com/us/en/insights/focus/technology-and-the-future-of-work/tech-leaders-reimagining-work-workforce-workplace.html

36 - https://hbr.org/2019/06/what-management-needs-to-become-in-an-era-of-ecosystems

37, 38 - https://joshbersin.com/2019/07/why-leadership-development-feels-broken-and-how-were-fixing-it/

39 - https://www2.deloitte.com/content/dam/insights/us/collections/HC-Trends2019/DI_HC-Trends-2019.pdf

40 - https://www.gartner.com/en/human-resources/insights/organizational-change-management

41 - http://experts.randstadusa.com/future-of-work-workplace-2025

42 - http://experts.randstadusa.com/hubfs/Randstad_Workplace_2025_Executive_Summary.pdf

43 - https://trendsapp.deloitte.com/reports/2019/global-human-capital-trends/talent-mobility.html

44 - https://joshbersin.com/wp-content/uploads/2019/10/Build_vs_buy_Bersin_1.0.pdf

45 - https://firstround.com/review/how-to-consistently-hire-remarkable-data-scientists/

46, 47 - https://joshbersin.com/wp-content/uploads/2019/10/Build_vs_buy_Bersin_1.0.pdf

48 - https://www.ibm.com/downloads/cas/EPYMNBJA

49 - https://www.peoplemattersglobal.com/article/workskills/return-of-returnships-workforce-of-tomorrow-22210

50 - https://www.ibm.com/employment/inclusion/techreentry.html

51 - https://www.manpowergroup.com/wps/wcm/connect/660ebf65-144c-489e-975c-9f838294c237/MillennialsPaper1_2020Vision_lo.pdf?MOD=AJPERES

52 - https://www.peoplemattersglobal.com/article/workskills/return-of-returnships-workforce-of-tomorrow-22210