

A silhouette of a person in a crawling or pushing position on a dark, rounded mound, set against a background of a sunset or sunrise over water. The person is on the right side of the mound, leaning forward with their hands on the ground. The background is a gradient of warm colors from yellow to orange to dark brown.

New Research:  
Creating a *Self-Developing* Workforce

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# About

- Chief Research Officer, Lighthouse Research & Advisory
- Author, *Artificial Intelligence for HR*
- Host, *We're Only Human* Podcast and *HR Tech Talks* Livestream Show



**Ben Eubanks**



# Research Scope



## 1,044 Learning/Talent leaders

1-500 employees: 33%

501-2,500 employees: 36%

2,501+ employees: 31%



## Key topics

Tech and priority changes

Skills measurement and prioritization

Talent mobility



## Insights from 1,000 Learners

Skill development

Mobility/growth as a priority

Perceptions on L&D practices

# Agenda



Here's What  
Your Learners  
are Saying



Technology  
and Skill Gaps  
Within L&D



Employee  
Mobility and  
Ownership



# Getting inside their heads

What your learners are thinking

Responsibility for career growth	Yes, I have left a job because of a lack of career growth	No, I have not left a job because of a lack of career growth
<b>Employee is responsible</b>	<b>67%</b>	59%
<b>Manager is responsible</b>	<b>53%</b>	40%
<b>HR/training is responsible</b>	<b>38%</b>	31%
<b>Executive mgt is responsible</b>	16%	18%

A low-angle, upward-looking photograph of several modern skyscrapers with glass facades. The buildings are arranged in a circular pattern, creating a strong sense of height and architectural scale. The sky is a deep blue with scattered white clouds. The overall color palette is dominated by blues and greys, with the white text providing a sharp contrast.

88% of workers would stay at a  
job longer if there were career  
advancement opportunities



“My company did a great job helping me adjust to the changes of the last year”

Those that agree with this are **3x** more likely to say the company offers the right development opportunities



# How do learners know what skills matter?

57% of employers say they expect managers to talk with teams, but...

Only 40% of learners say their managers tell them what skills matter

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# Weigh In: Managers Matter

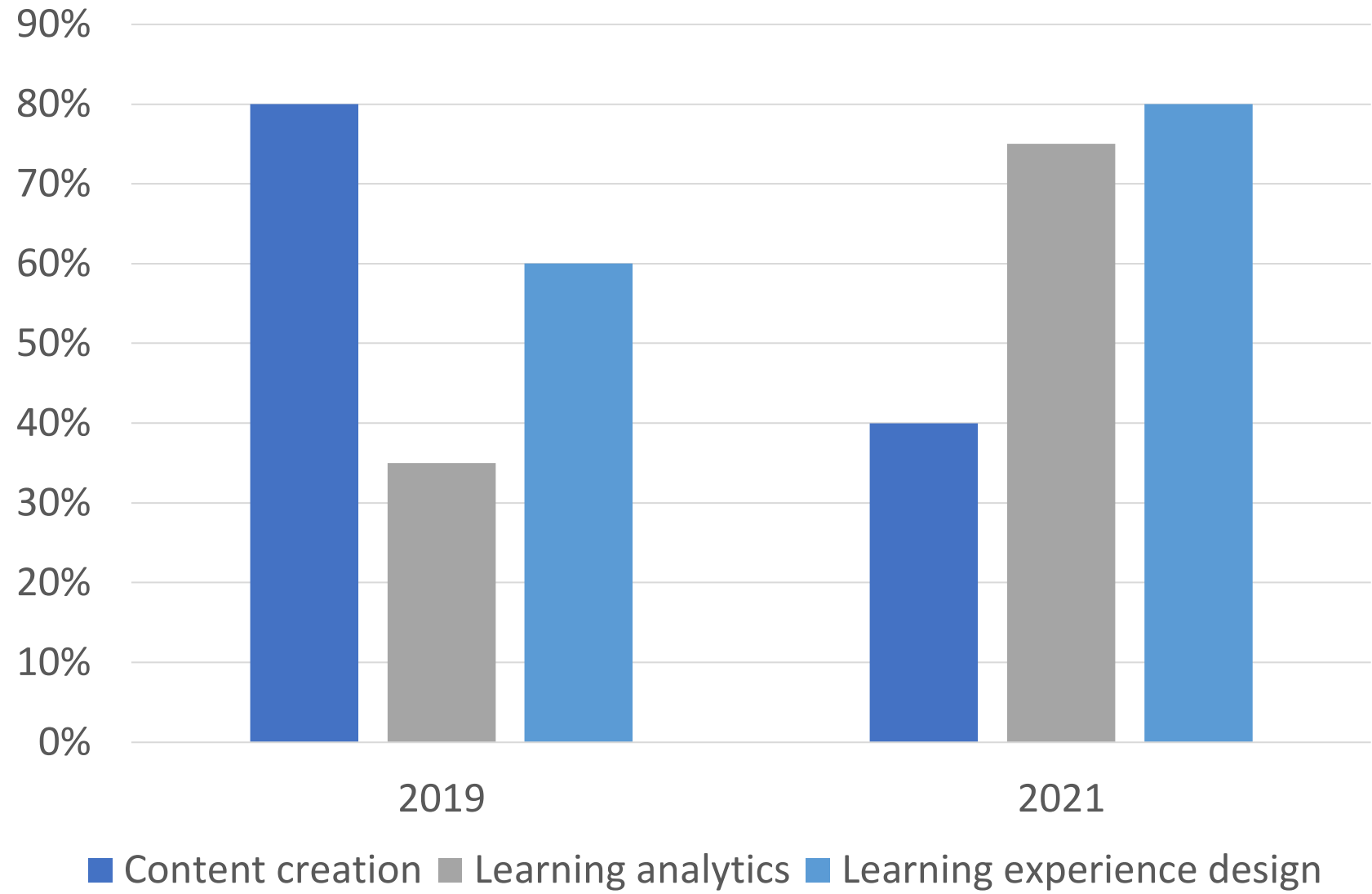
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Name one leader you had in the past that played a pivotal role in your development.  
How did they support you?



# Tech and Skill Gaps

# What skill gaps do you have in your internal learning team?



What you believe drives what you do



# Drivers and Measurement Practices

## High Performing Organizations

- Most likely to consume content because employees want to develop their skills.
- Primary measurements: better performance by closing skill gaps AND relevance for learners and business needs.

## Low Performing Organizations

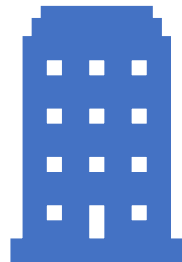
- Most likely to consume content because it's mandatory.
- Primary measurement: satisfaction surveys.

# What drives better company performance?

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Learner-driven training



Company-driven training



A close-up photograph of a hand holding a car key. The key has a black plastic fob and a metal blade. The background is blurred, showing a person's face in profile. The text "Employee Mobility and Career Ownership" is overlaid in white, centered in the lower half of the image.

# Employee Mobility and Career Ownership

# Talent Mobility: The Evidence



Less risky than  
external hires  
(LHRA)



Less costly than  
external hires  
(LHRA)



Perform better  
(Wharton)



Cost less  
(Wharton)



Increase business  
performance (i4cp)



Today's Reality

Curious or want to know more?

Contact us:

[research@LHRA.io](mailto:research@LHRA.io)



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