

Future of Work and Employee Learning

The Intersection of L&D and the Employee Experience



LEARNING & DEVELOPMENT

How employees
perceive and respond
to L&D programs

EMPLOYEE EXPERIENCE

Understanding how
the employee experience (EX)
affects the customer experience (CX)

What?

21-question
mobile survey

Who?

1,200 U.S. adults
[age 18+] who are
employed for wages

When?

March 2019

How?

Direct to mobile
users via Pollfish

Discovering

How does L&D affect the employee experience and does the employee experience impact the customer experience?

This survey was conducted to understand U.S. employee perceptions of the future of work — uncovering themes related to hiring, recruiting, learning and development, skills gap and more.



In this white paper...

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IMPACTS CUSTOMER EXPERIENCE

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1

WORK- PLACE TRAINING

IS VITAL



1 If you train them, they will stay

While more than half (60%) of employees believe their employer takes the time to get to know them and accurately understands their skills gap and the training areas most beneficial to helping them advance in their role, nearly two in five (35%) employees say their employer does not.

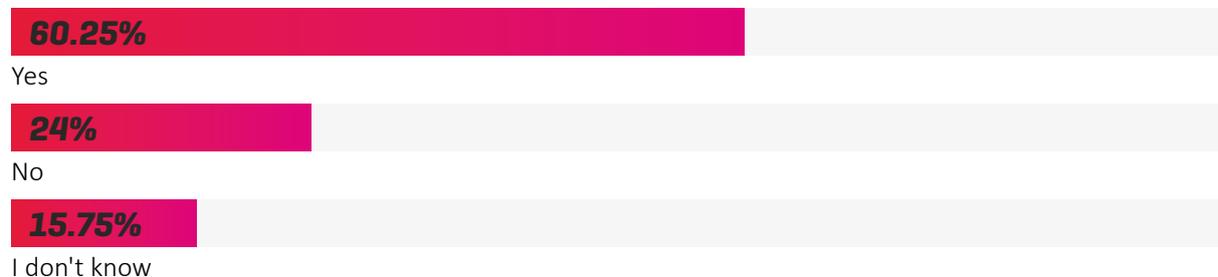
That lack of skills gap understanding can lead to turnover as more than one-third of employees (37%) say they would leave their current job/employer if they were not offered training to learn new skills; emphasizing the growing need for organizations to invest in their people through training and learning and development.

Workplace training is not only vital for retaining talent, but it also plays a key role in employee recruiting. In fact, nearly eight in 10 employees (79%) say when searching for a job, it is important to them that the employer offers a formal training program to their employees. Among employees, men (81%) are more likely than women (77%) to say a formal training program offered to employees is important when searching for a job.

For organizations looking to attract Gen Z talent, consider offering formal training programs as 88 percent of Gen Zs say it is important to them that a future employer offers this.

“ For organizations looking to attract Gen Z talent, consider offering formal training programs as 88 percent of Gen Zs say it is important to them that a future employer offers this. ”

Do you think automation or technology, such as artificial intelligence, will help make your work easier (i.e., it would help you complete time-consuming tasks faster or increase efficiency)?



The majority of employees (60%) think automation or technology such as artificial intelligence (AI) will help make their work easier, compared to nearly one in four (24%) who don't think it would and 16 percent that don't know.

Men are more likely than women to think automation will help make work easier

Men (66%) are more likely than women (56%) to say they think automation or technology such as AI will help make work easier.

Women (27%) are more likely than men (21%) to say automation or technology such as AI will not help make work easier.

Gen Z and millennial men (76%) equally think automation or technology such as AI will help make work easier. Baby boomer women (29%) are the most likely to say automation will not help make work easier.

Millennials most likely to think automation will help make work easier

Nearly seven in 10 millennials (68%) say they think automation or technology such as AI will help make work easier.

This compares to 66 percent of Gen Zs and 55 percent of baby boomers who say the same.

“ The majority of employees (60%) think automation or technology such as artificial intelligence (AI) will help make their work easier. ”

Would you leave your current job/employer if you were not offered training to learn new skills in your role?



American employees are split, with 37 percent saying they would leave their current job/employer if they were not offered training to learn new skills in their role, and 37 percent saying they would not leave their current job/employer. More than one in four employees (26%) don't know if they would leave.

The majority of women would not leave their current job/employer

Thirty-eight percent of women would not leave their current job/employer if they were not offered training to learn new skills in their role, compared to 37 percent of men who would not leave.

The majority of men (38%) would leave their current job if they were not offered training to learn new skills, compared to women (36%).

Gen Zs would leave their current job/ employer

Gen Zs are the most likely to say they would leave their current job/employer if they were not offered training to learn new skills in their role, compared to millennials (40%) and baby boomers (24%).

Nearly half of all baby boomers would not leave their current job if training was not offered, compared to millennials (36%) and Gen Zs (29%).

When searching for a job, is it important to you that the employer offers a formal training program to their employees?



Nearly eight in 10 employees (79%) say when searching for a job, it is important to them that the employer offers a formal training program to their employees. That is compared to 16 percent who say it is not important.

Men are more likely than women to say formal training programs are important when job searching

Men (81%) are more likely than women (77%) to say when searching for a job, it is important to them that the employer offers a formal training program to their employees.

Millennials least likely to say formal training programs are important when job searching

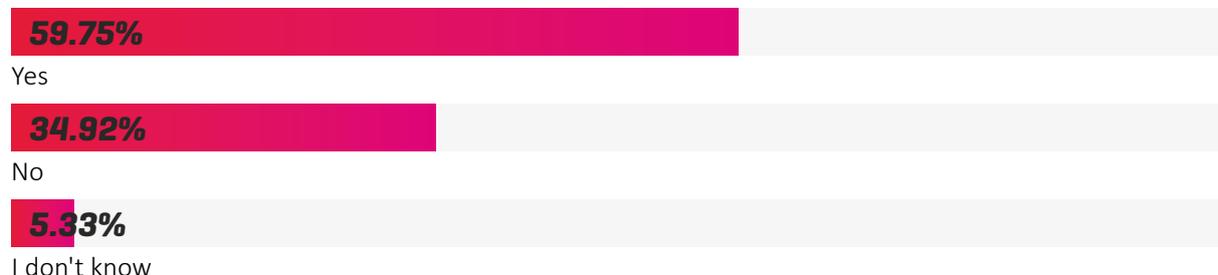
Millennials (79%) are the least likely to say when searching for a job, it is important to them that the employer offers a formal training program to their employees. That is compared to Gen Zs (88%) and baby boomers (81%).

Across Gen Zs, millennials and baby boomers, men are more likely to say a formal job training program is important:

- Gen Z men (92%); Gen Z women (86%)
- Millennial men (83%); millennial women (77%)
- Baby boomer men (84%); baby boomer women (78%)

“ Millennials (79%) are the least likely to say when searching for a job, it is important to them that the employer offers a formal training program to their employees. ”

Do you believe your employer takes the time to get to know you and accurately understands your skills gap or training areas that are most beneficial to helping you advance in your role?



While more than half (60%) of employees believe their employer takes the time to get to know them and accurately understands their skills gap or training areas that are most beneficial to helping them advance in their role, more than three in 10 (35%) say their employer does not.

Women are slightly more likely than men to believe their employer takes the time to get to know their skills gap areas

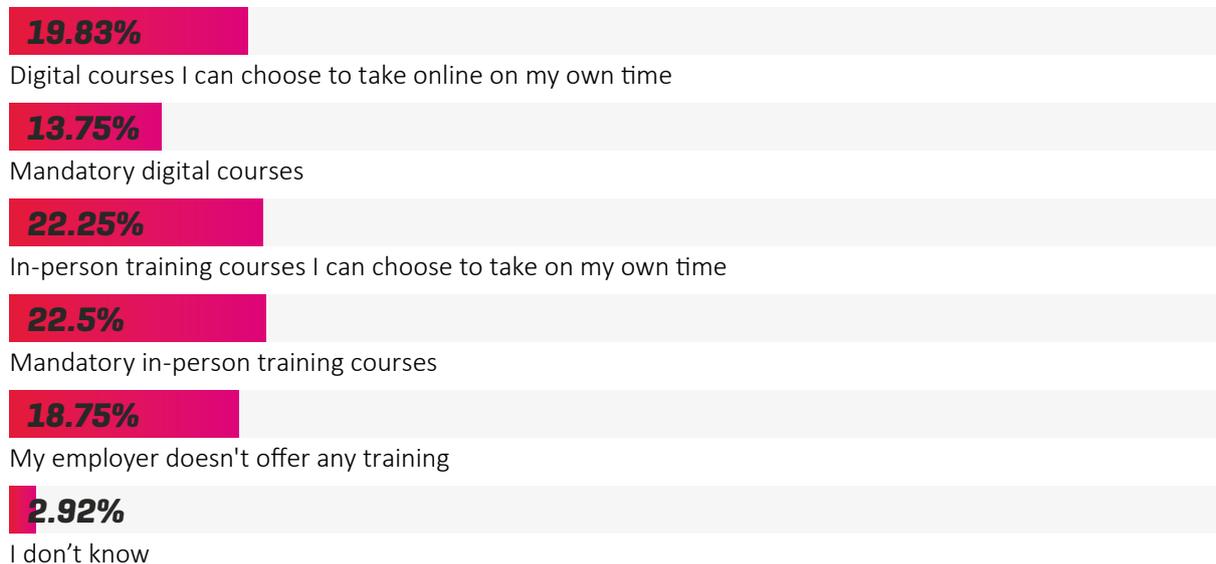
Women (61%) are slightly more likely than men (59%) to say their employer takes the time to get to know them and accurately understands their skills gap or training areas that are most beneficial to helping them advance in their role.

Baby boomers don't think their employer takes the time to get to know their skills gap areas

Baby boomers (50%) are the least likely to think their employer takes the time to get to know them and accurately understand their skills gap or training areas that are most beneficial to helping them advance in their role. That is compared to more than 62 percent of millennials and 73 percent of Gen Zs.

Baby boomer men (45%) are the least likely to think their employer takes the time to get to know them and their skills gap, compared to baby boomer women (54%).

Which of the following best describes the type of training your employer offers?



While the majority of employees (23%) say their employer offers mandatory in-person training courses, 22 percent say their employer offers in-person training courses they can choose to take on their own time.

Majority of men and women describe training offerings differently

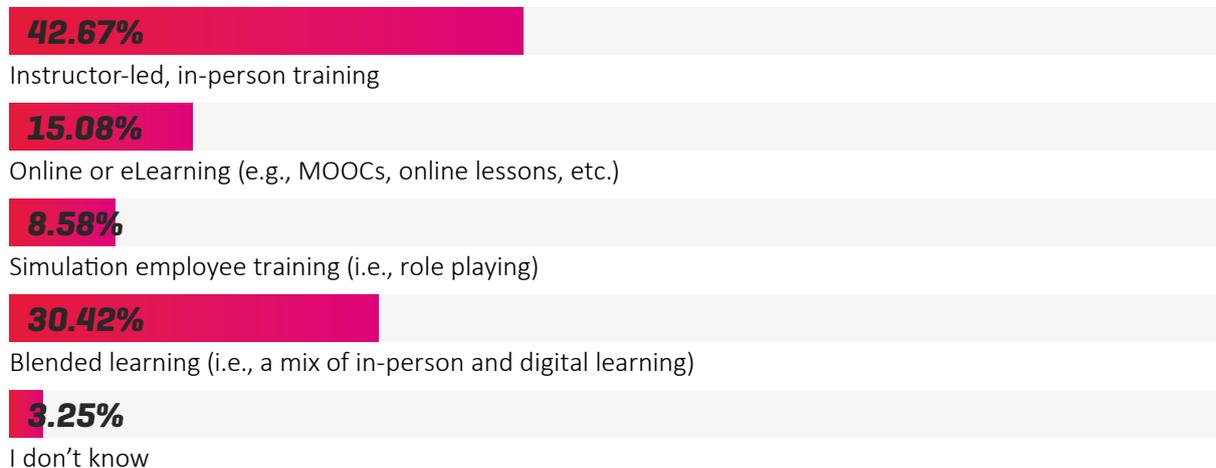
While the majority of men (23%) say their employer offers in-person training courses they can choose to take on their own time, the majority of women (23%) say their employer offers mandatory in-person training courses.

One in five women (20%) say their employer doesn't offer any training, compared to 17 percent of men who said the same.

Gen Zs and millennials say employers offer mandatory training

While the majority of Gen Zs (28%) and millennials (24%) say their employer offers mandatory in-person training courses, the majority of baby boomers (23%) say their employer offers in-person training courses that they can choose to take on their own time.

Of the following, how do you prefer to receive employee training?



While the majority of employees (43%) say they prefer to receive instructor-led, in-person training, three in 10 (30%) say they prefer blended learning and 15 percent say they prefer online or eLearning.

Men and women agree on training preference

The majority of men (42%) and women (43%) prefer to receive instructor-led, in-person training. This is compared to:

- Online or eLearning (e.g., MOOCs, online lessons, etc.): men and women (15%)
- Simulation employee training (i.e., role playing): men (9%); women (8%)
- Blended learning (i.e., a mix of in-person and digital learning): men (30%); women (31%)

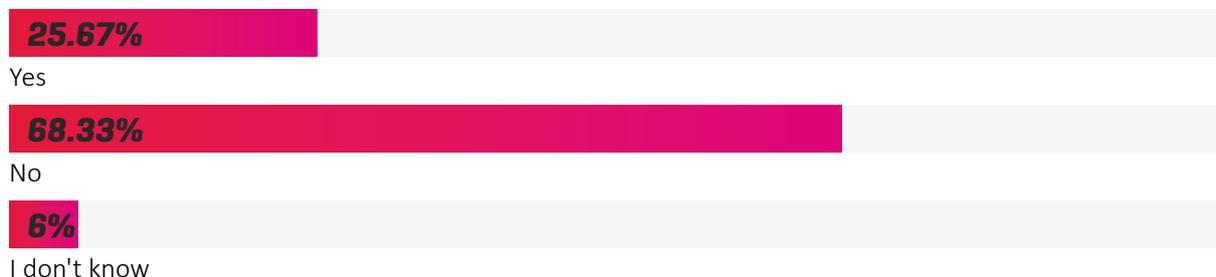
Millennials prefer instructor-led, in-person training

More than four in 10 millennials (44%) say they prefer to receive instructor-led, in-person training, compared to 40 percent of Gen Zs and 38 percent of baby boomers.

The majority of baby boomer women say they prefer blended learning, compared to the majority of baby boomer men (41%) who say they prefer instructor-led, in-person training.

“ The majority of employees (43%) say they prefer to receive instructor-led, in-person training. ”

Does your employer incentivize or reward you for completing training?



While the majority of employees (68%) say their employer does not incentivize or reward them for completing training, more than one in four (26%) say their employers do.

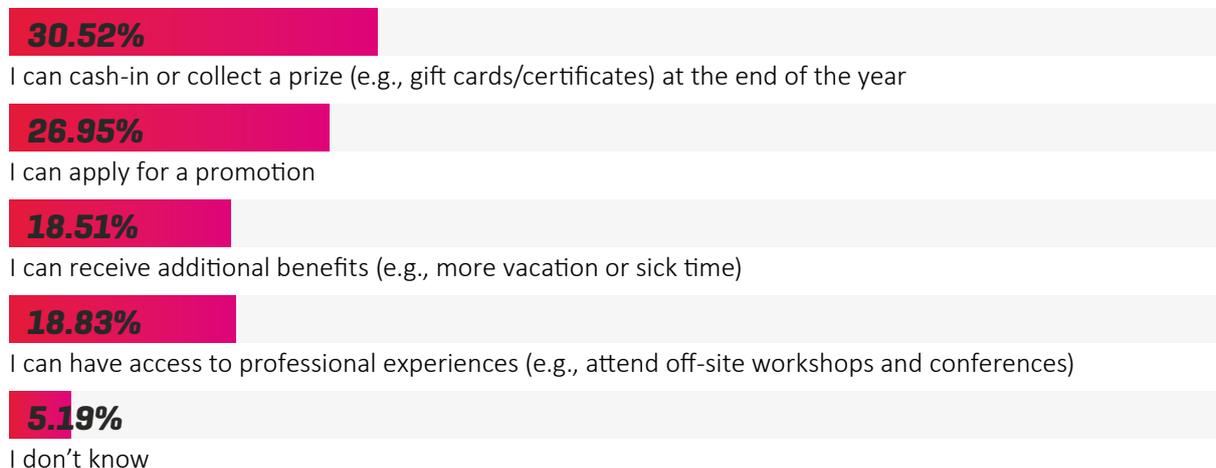
Men are more likely to say their employer incentivizes them to complete training

Nearly three in 10 men (28%) say their employer incentivizes or rewards them for completing training, compared to nearly one in four (24%) of women who say the same.

Gen Z are the most likely to say their employer incentivizes them to complete training

Gen Zs (40%) are the most likely to say their employer incentivizes or rewards them for completing training, compared to one in four millennials (25%) and 18 percent of baby boomers.

Which of the following most closely represents how your employer incentivizes you to complete training?



Of those that said their employer incentivizes them to complete training, the majority of employees (31%) say their employer incentivizes them to complete training with options to cash-in or collect a prize at the end of the year, more than one in four (27%) say they can apply for a promotion, 19 percent can receive additional benefits and an additional 19 percent can have access to professional experiences.

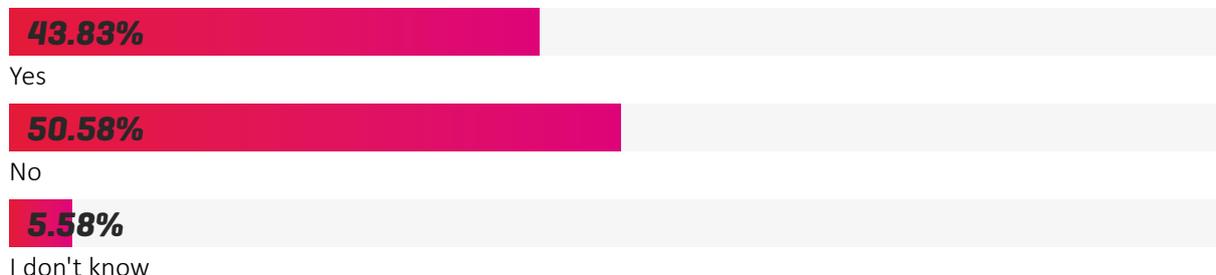
Majority of men say their employer incentivizes them to complete training by applying for a promotion, majority of women say they are incentivized by cashing-in on a prize

The majority of men (33%) say their employer incentivizes them to complete training with the opportunity to apply for a promotion. Alternatively, the majority of women (30%) say they have the opportunity to cash-in or collect a prize (e.g., gift cards/certificates) at the end of the year.

Gen Z and baby boomers can cash-in on a prize while millennials can apply for a promotion

Nearly half of all Gen Zs (49%) and one-third of baby boomers (33%) say their employer incentivizes them to complete training with the opportunity to cash-in on a prize (e.g., gift cards/certificates) at the end of the year. The majority of millennials (35%) say their employer incentivizes them with the opportunity to apply for a promotion.

Does your employer offer soft skills training (e.g., how to speak to customers or clients effectively, ways to diffuse difficult situations with clients or customers, etc.)?



Although half of all employees (51%) say their employer does not offer soft skills training, 44 percent say their employer does.

Men are more likely than women to say their employer offers soft skills training

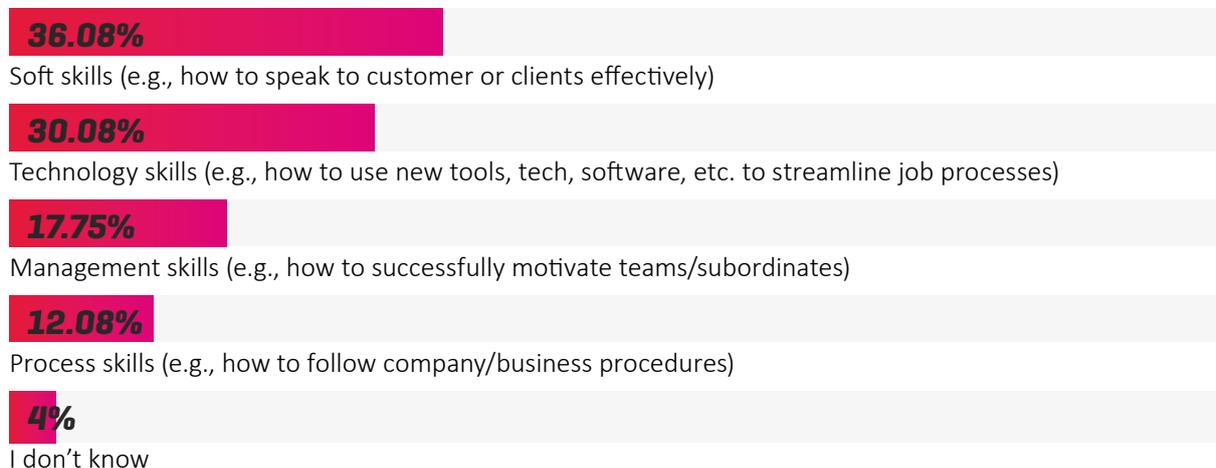
Men (46%) are more likely than women (42%) to say their employer offers soft skills training (e.g., how to speak to customers or clients effectively, ways to diffuse difficult situations with clients or customers, etc.).

Gen Z women (56%) are more likely than Gen Z men (51%), millennial men (50%) and women (41%) and baby boomer men (37%) and women (36%) to say their employer offers soft skills training.

Gen Z employees say their employer offers soft skills training

More than half of Gen Zs (54%) say their employer offers soft skills training, compares to 44 percent of millennials and 36 percent of baby boomers who said the same.

Of the following, which type of training do you think companies need to provide their employees the most in 2019?



The majority of employees (36%) think the type of training companies need to provide their employees the most in 2019 is soft skills training, followed by technology skills (30%), management skills (18%) and process skills (12%).

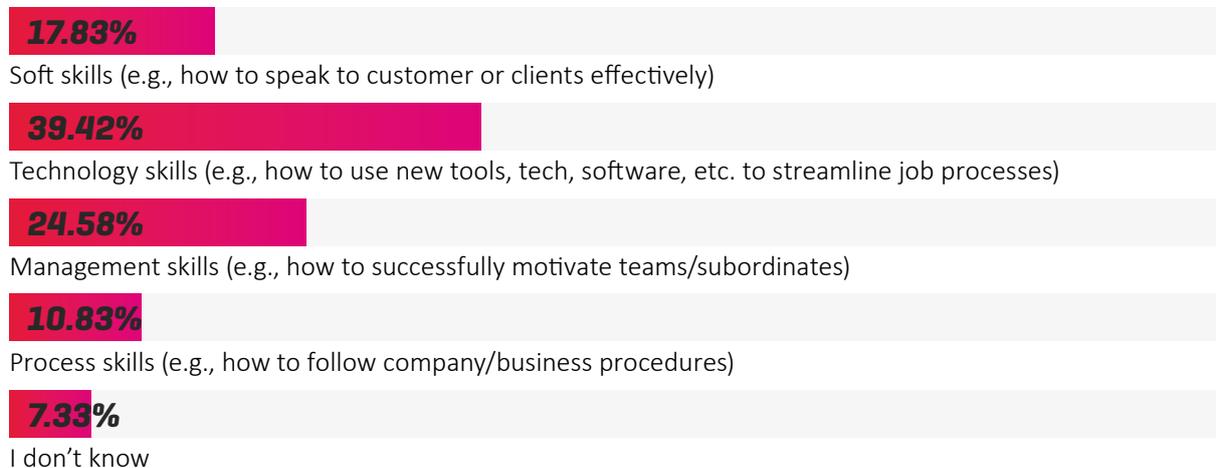
Men and women disagree on the type of training they think companies need to provide employees the most in 2019

The majority of men (33%) think companies need to provide technology skills training to their employees in 2019, compared to four in 10 (40%) of women who say soft skills are the most needed training.

Gen Z, millennials and baby boomers agree on the most needed training in 2019

Gen Zs (40%), millennials (36%) and baby boomers (36%) all agree that the type of training they think companies need to provide their employees the most in 2019 is soft skills training.

Of the following, which type of training do you think YOU need most in 2019?



Nearly four in 10 employees (39%) think the type of training they need the most in 2019 is technology skills (e.g., how to use new tools, tech, software, etc. to streamline job processes), compared to one in four (25%) who said management skills, 18 percent who said soft skills and 11 percent who said process skills.

Men and women agree on the type of training they think they need the most in 2019

The majority of men (40%) and women (39%) think the type of training they need the most in 2019 is technology skills training (e.g., how to use new tools, tech, software, etc. to streamline job processes).

Gen Z, millennials and baby boomers agree on the training they need the most in 2019

Gen Zs (29%), millennials (35%) and baby boomers (50%) all agree that the type of training they need the most in 2019 is technology skills training (e.g., how to use new tools, tech, software, etc. to streamline job processes).

“ Nearly four in 10 employees (39%) think the type of training they need the most in 2019 is technology skills. ”

2

EMPLOYEE EXPERIENCE

IMPACTS
CUSTOMER
EXPERIENCE



2 Employee Experience and L&D affects the Customer Experience

Nearly all U.S. employees (95%) think the employee experience (EX) affects the customer experience (CX). What's more, employee training influences both EX and CX as 93 percent of employees who receive regular, on-the-job training say they deliver better CX, customer service and overall care to clients.

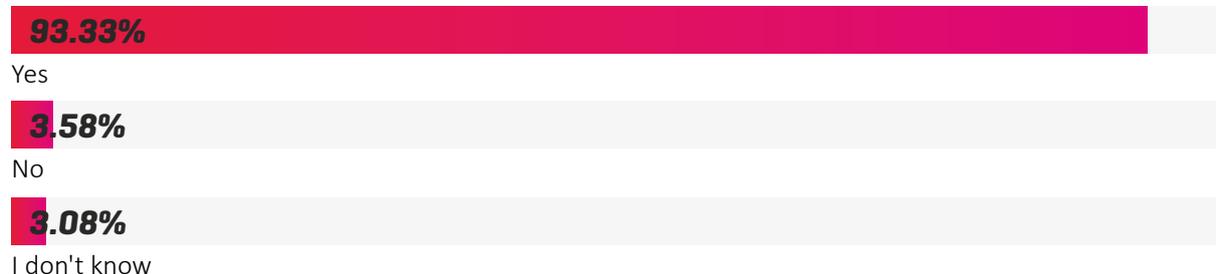
When asked what kind of training they find to be the most effective in helping them perform well in their job, more than eight in 10 employees (83%) say on-the-job training is the most effective. However, there are differences in training preferences among different generations of the workforce.

Baby boomers (79%) are the least likely to say on-the-job training is the most valuable in helping them to do their job effectively and deliver great performance, compared to millennials (83%) and Gen Zs (84%). In fact, one in 10 baby boomers (11%) say self-paced training is most effective in helping them to do their job most effectively and deliver great performance, compared to 9 percent of millennials and Gen Zs.

“ Nearly all U.S. employees (95%) think the employee experience (EX) affects the customer experience (CX). ”



Do you think employees who receive regular, on-the-job training deliver better customer experience, customer service and care to clients?



Nearly all U.S. employees (93%) think employees who receive regular, on-the-job training deliver better customer experience, customer service and care to clients, compared to 4 percent who say it does not.

Men and women almost equally agree that employees who receive regular, on-the-job training deliver better CX

Men (94%) and women (93%) almost equally agree that employees who receive regular, on-the-job training deliver better customer experience, customer service and care to clients.

Gen Z men (95%) are the most likely to think employees who receive regular, on-the-job training deliver better CX, customer service and care to clients, compared to:

- Gen Z women (93%)
- Millennial men (93%)
- Millennial women (93%)
- Baby boomer men (91%)
- Baby boomer women (89%)

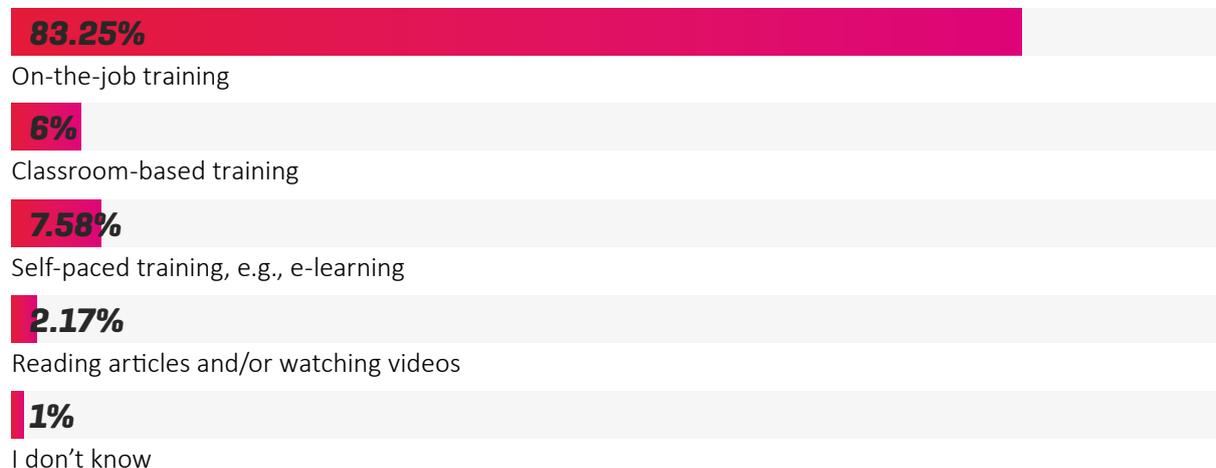
Gen Zs are the most likely to think employees who receive regular, on-the-job training deliver better CX

Ninety-four percent of Gen Zs think employees who receive regular, on-the-job training deliver better CX, customer service and care to clients.

This compares to 93 percent of millennials and 90 percent of baby boomers who say the same.

“ Nearly all U.S. employees (93%) think employees who receive regular, on-the-job training deliver better customer experience, customer service and care to clients. ”

To do your job most effectively and deliver great performance, what kind of training do you find most effective?



More than eight in 10 employees (83%) think on-the-job training is the most effective in helping them to do their job most effectively and deliver great performance. This is compared to 8 percent who find self-paced training (e-learning), 6 percent who say classroom-based training and 2 percent who say reading articles and/or watching videos to be the most effective.

Women are slightly more likely than men to say on-the-job training is most effective

Women (84%) are slightly more likely than men (82%) to say on-the-job training is the most effective in helping them to do their job most effectively and deliver great performance.

Men (7%) are slightly more likely than women (5%) to say classroom-based training is the most effective.

Baby boomers are the least likely to say on-the-job training is most effective

Baby boomers (79%) are the least likely to say on-the-job training is the most effective in helping them to do their job most effectively and deliver great performance, compared to millennials (83%) and Gen Zs (84%).

One in 10 baby boomers (11%) say self-paced training is the most effective in helping them to do their job most effectively and deliver great performance, compared to 9 percent of millennials and Gen Zs.

Do you think the employee experience (positive or negative) has an effect on the customer experience (positive or negative)?



Nearly all U.S. employees (95%) think the employee experience has an effect on the customer experience.

Women are more likely than men to think the EX has an effect on the CX

Women (95%) are slightly more likely than men (94%) to think the employee experience (positive or negative) has an effect on the customer experience (positive or negative).

Gen Zs are the least likely to think the EX has an effect on the CX

Gen Zs (92%) are the least likely to think the employee experience (positive or negative) has an effect on the customer experience (positive or negative), compared to millennials (96%) and baby boomers (95%).

“ Nearly all U.S. employees (95%) think the employee experience has an effect on the customer experience. ”

When you learn something new on the job, does it motivate you/make you more engaged in your work?



More than nine in 10 (92%) of employees say they are motivated and more engaged in their work when they learn something new on the job, compared to 6 percent who say they do not.

Men and women feel motivated when they learn something new on the job

Men and women (92%) equally say they are motivated and more engaged in their work when they learn something new on the job.

Gen Zs feel the most motivated when they learn something new on the job

Gen Zs (94%) are the most likely to say learning something new on the job motivates them/makes them more engaged in their work, compared to 93 percent of millennials and 91 percent of baby boomers.

3

TRAI- NING

SUPPORT



3 U.S. employees avoid asking for training and think employers penalize for lacking skills

While the majority of employees (67%) say they have not avoided asking their employer for training on a specific topic or activity, three in 10 employees (30%) admit they have avoided asking their employer because they thought he/she may be concerned they didn't know about the topic or how to complete an activity.

Men are even much more likely to say they have avoided asking their employer for training with one-third (33%) admitting so, compared to 28 percent of women who said the same.

When it comes to attending workplace training, U.S. employees don't feel supported as the majority (26%) admit they have not attended, participated in or completed training in the past because their manager didn't encourage them to attend/they felt their manager didn't think it was important.

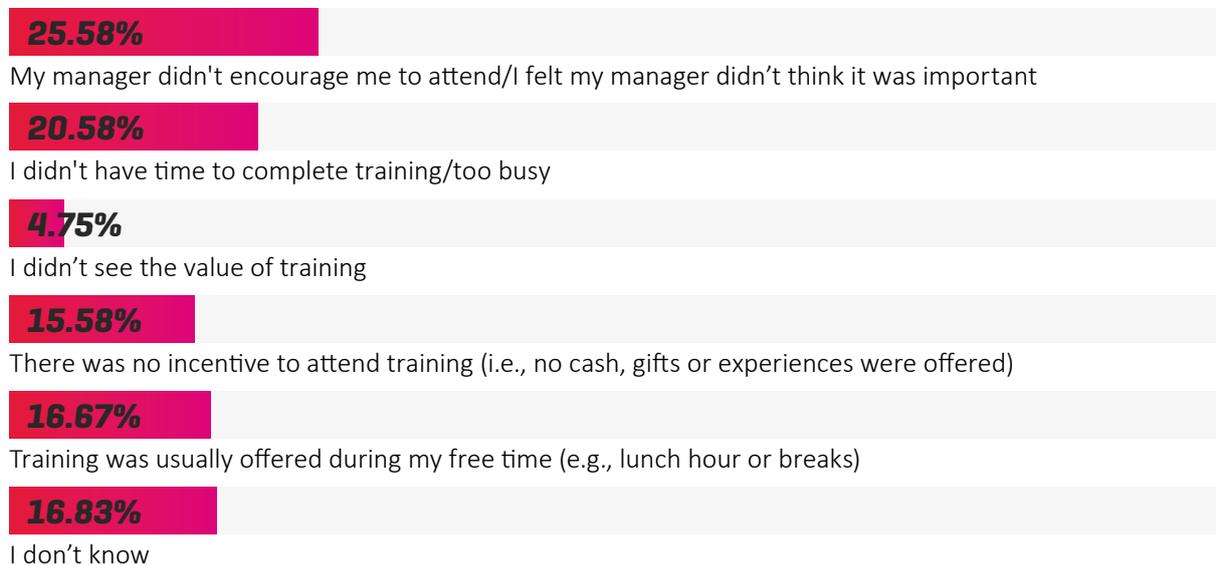
In addition, almost half (46%) of employees believe their employer penalizes them for not having certain skills on the job.



Three in 10 employees (30%) admit they have avoided asking their employer because they thought he/she may be concerned they didn't know about the topic or how to complete an activity.



Which of the following most closely describes why you have not attended, participated in or completed training in the past?



One in four employees (26%) say they have not attended, participated in or completed training in the past because their manager didn't encourage them to attend/they felt their manager didn't think it was important.

Men and women almost equally say managers didn't encourage them to attend training

Men (26%) and women (25%) say they have not attended, participated in or completed training in the past because their manager didn't encourage them to attend/they felt their manager didn't think it was important.

Women (19%) are more likely than men (14%) to say they did not attend, participate in or complete training because training was usually offered during their free time (e.g., lunch hour or breaks).

Millennials most likely to say managers didn't encourage them to attend training

Millennials (28%) are the most likely to say they have not attended, participated in or completed training in the past because their manager didn't encourage them to attend/they felt their manager didn't think it was important, compared to baby boomers (26%) and Gen Zs (23%) who said the same.

Baby boomers are the most likely to say they didn't have time to complete the training/they were too busy, compared to millennials (21%) and Gen Zs (13%).

“ One in four employees (26%) say they have not attended, participated in or completed training in the past because their manager didn't encourage them to attend/they felt their manager didn't think it was important. ”

Do you think your employer penalizes employees for not having certain skills on the job (i.e., holds back raises, promotions, bonuses, etc.)?

46.17%

Yes

41.92%

No

11.92%

I don't know

Almost half (46%) of employees think their employer penalizes employees for not having certain skills on the job, compared to 42 percent who do not think so.

Half of all men think their employer penalizes employees for not having certain skills

Half of all men (50%) think their employer penalizes employees for not having certain skills on the job, compared to 43 percent of women who think the same.

More than half of Gen Z men (60%) think their employer penalizes employees for not having certain skills compared to:

- Gen Z women (50%)
- Millennial men (56%); millennial women (46%)
- Baby boomer men (45%); baby boomer women (42%)

Gen Zs are the most likely to think employers penalize employees for not having certain skills

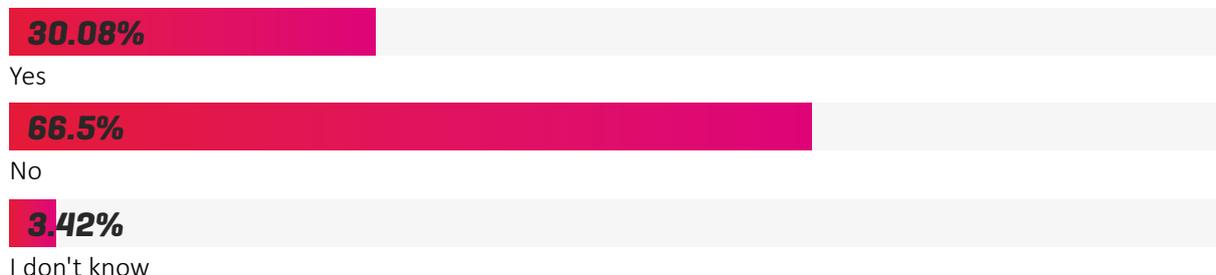
More than half of Gen Zs (53%) think their employer penalizes employees for not having certain skills on the job, compared to 50 percent of millennials and 43 percent of baby boomers who said the same.



Almost half (46%) of employees think their employer penalizes employees for not having certain skills on the job.



Have you ever avoided asking your employer for training on a specific topic or activity because you thought he/she may be concerned you didn't know about the topic or how to complete an activity?



While more than half (67%) of employees say they have not avoided asking their employer for training on a specific topic or activity, three in 10 (30%) say they have.

Men are more likely than women to avoid asking their employer for training

One-third of men (33%) reveal they have avoided asking their employer for training on a specific topic or activity because they thought he/she may be concerned they didn't know about the topic or how to complete an activity, compared to 28% of women who said they have done the same.

Millennial men (38%) and baby boomer men (26) are more likely than millennial women (31%) and baby boomer women (24%) to admit they have avoided asking their employer for training.

Gen Zs are the most likely to avoid asking their employer for training

More than four in 10 Gen Zs (42%) admit they have avoided asking their employer for training on a specific topic or activity because they thought he/she may be concerned they didn't know about the topic or how to complete an activity, compared to 34 percent of millennials and one in four (25%) of baby boomers.

“ While more than half (67%) of employees say they have not avoided asking their employer for training on a specific topic or activity, three in 10 (30%) say they have. ”

Of the following, how would you describe your personal learning style?



While the majority of employees (40%) describe their personal learning style as being a physical learner, 36 percent describe their personal learning style as being a visual learner.

Men and women describe themselves as physical learners

The majority of men (38%) and women (42%) describe their personal learning style as being a physical learner, responding best to hands-on training.

The majority of Gen Z men (43%) and millennial men (41%) say they are visual learners, compared to the majority of Gen Z women (46%) and millennial women (42%) who say they are physical learners.

Baby boomer men (34%) and women (43%) say they are physical learners.

Gen Z and baby boomers describe themselves as physical learners

While the majority of Gen Zs (40%) and baby boomers (39%) describe themselves as physical learners, the majority of millennials describe themselves as visual learners.

“ The majority of employees (40%) describe their personal learning style as being a physical learner. ”

If your employer made training courses available online that you could complete on your own time, would you be more likely to complete workplace training?



Seven in 10 employees (72%) say they would be more likely to complete workplace training if their employer made training courses available online which they could complete on their own time, compared to nearly two in 10 (18%) who said they would not.

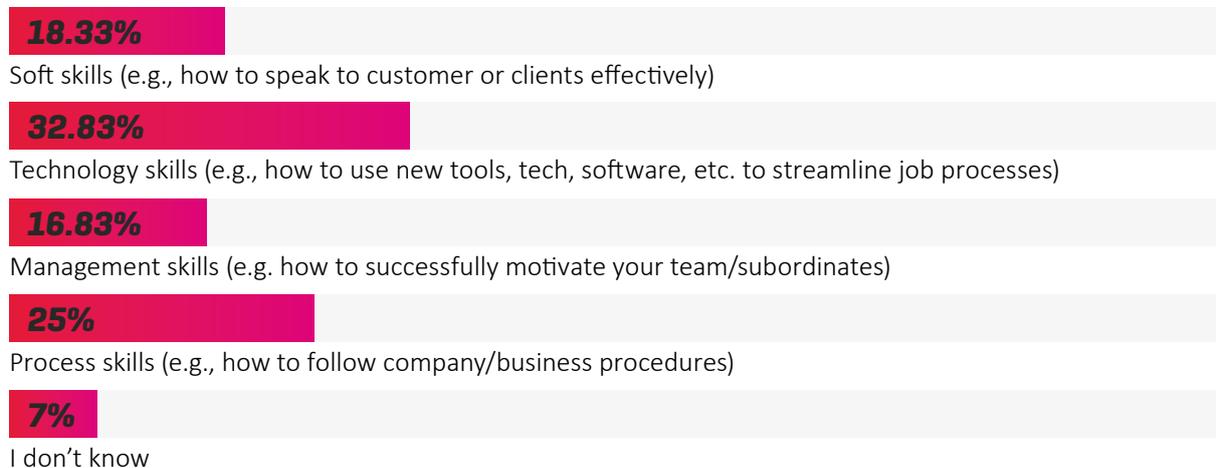
Men and women would complete workplace training if courses were available online

The majority of men (73%) and women (72%) say they would be more likely to complete workplace training if their employer made training courses available online which they could complete on their own time.

Baby boomers are the most likely to complete workplace training if courses were available online

Nearly eight in 10 baby boomers (76%) say they would be more likely to complete workplace training if their employer made training courses available online which they could complete on their own time, compared to 68 percent of Gen Zs and 74 percent of millennials who said the same.

Of the following, what kind of training have you taken/participated in the past?



The majority of employees (33%) say they have participated in past training on technology skills, compared to one in four (25%) that say they have participated in process skills training, 18 percent in soft skills training and 17 percent in management skills training.

Majority of men and women have taken technology skills training

The majority of men (38%) and women (29%) say they have taken/participated in technology skills training.

Generational differences in training participation include:

- The majority of millennial men (34%), baby boomer men (45%) and women (27%) all say they have taken technology skills training,
- The majority of Gen Z men (38%) and millennial women (34%) say they have taken process skills training,
- The majority of Gen Z women (33%) say they taken soft skills training.

Millennials and baby boomers take technology skills training

The majority of millennials (31%) and baby boomers (35%) say they have taken/participated in technology skills training. That is compared to the majority of Gen Zs (28%) who say they have taken soft skills training.

THANK
YOU.

For more information about
the 2019 **Future of Work and Employee Learning** report
visit www.sitel.com

You can also call us at
(866) 957-4835 or email hello@sitel.com

