



Upskilling for Hybrid Work

Empower your talent to succeed
in the new world

With our international culture and passion for improving human behaviour and performance, Cegos Group has always been both a keen observer and a dedicated player in the world of work and business.

As a European and global leader in Learning and Development, the group continually innovates to guide and support companies as they evolve, and stimulates learners' personal and professional development.

By contributing to our clients' individual and collective performance, Cegos leads them "Beyond knowledge".



+ 250,000

people trained each year

20,000

client companies

1,100

employees

€200

million in revenue

+50

countries we operate in



Supporting
transformations



Turnkey training
& Tailor-made Solutions



International projects



Blended &
Digital Learning



Training
outsourcing



Upskilling in the hybrid world

Cegos Group, with its truly international culture, has always been a keen observer and dedicated player in the world of work and business.

2020 and 2021 were unique in many ways. Both years certainly changed the way we look at the world, acutely and enduringly. Climate change remains one of the public's major concerns. And the stakes around diversity, inclusion and equity are becoming more important, pushing us towards transformation.

But it is the future of work, and the meaning we give to it, that are calling into question the more traditional practices of organisations.

Professional reskilling and upskilling, once seen as a failure, is now an opportunity. Some professions feel under pressure, penalised by a shortage of skills. New business models are emerging, calling for new skills and new management methods.

To be more specific, the digital revolution and its underlying technological disruptions are sparking far-reaching changes in workers' skills, whether technical, behavioural or line-of-business related.

The Cegos Group is here to guide and support you through this deep-seated change, which extends far beyond the business world to impact our societies at large.

Two major points to consider:

- **Receiving the appropriate training and acquiring agility in the workplace is a critical challenge for workers around the world.** Ongoing skills development, particularly in skills that will prove indispensable tomorrow, is a crucial factor for future employability, along with employee engagement and performance.
- **Learning & Development is a strategic investment for businesses,** since employees' ability to keep up with the latest developments is a major factor in a company's attractiveness and competitiveness.

The Cegos Group addresses these challenges by rolling out programs designed to give learners a unique, tailored experience with lasting benefits that feed directly into the company's performance.

Ultimately, our mission is to train and support individuals and organisations in their skills' development. To carry out this mission in a sustainable and responsible manner, Cegos has committed to Corporate Social Responsibility; for us, for our clients and for our teams. We are convinced that this CSR approach is perfectly aligned with the challenges the world now faces.

Benoit Felix

Group CEO at Cegos

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Why we need to upskill for hybrid work

Hybrid work is the new agile way of working, alternating between working in the office and remotely.

According to research from Economist Impact on hybrid working models, individual wellbeing and new technologies that allow for time and location flexibility are among the top trends. Over 75% of respondents believe hybrid work will be standard practice within their organizations in the three years since the survey was conducted in 2021. However, hybrid working has some serious pitfalls that need addressing if the model is to be sustainable and successful in the long term.

How can we cover the gap in this new reality?

Developing specific skills for executives, managers and entire teams has become strategic.

But company executives have, in some cases, become roadblocks to rapid change.

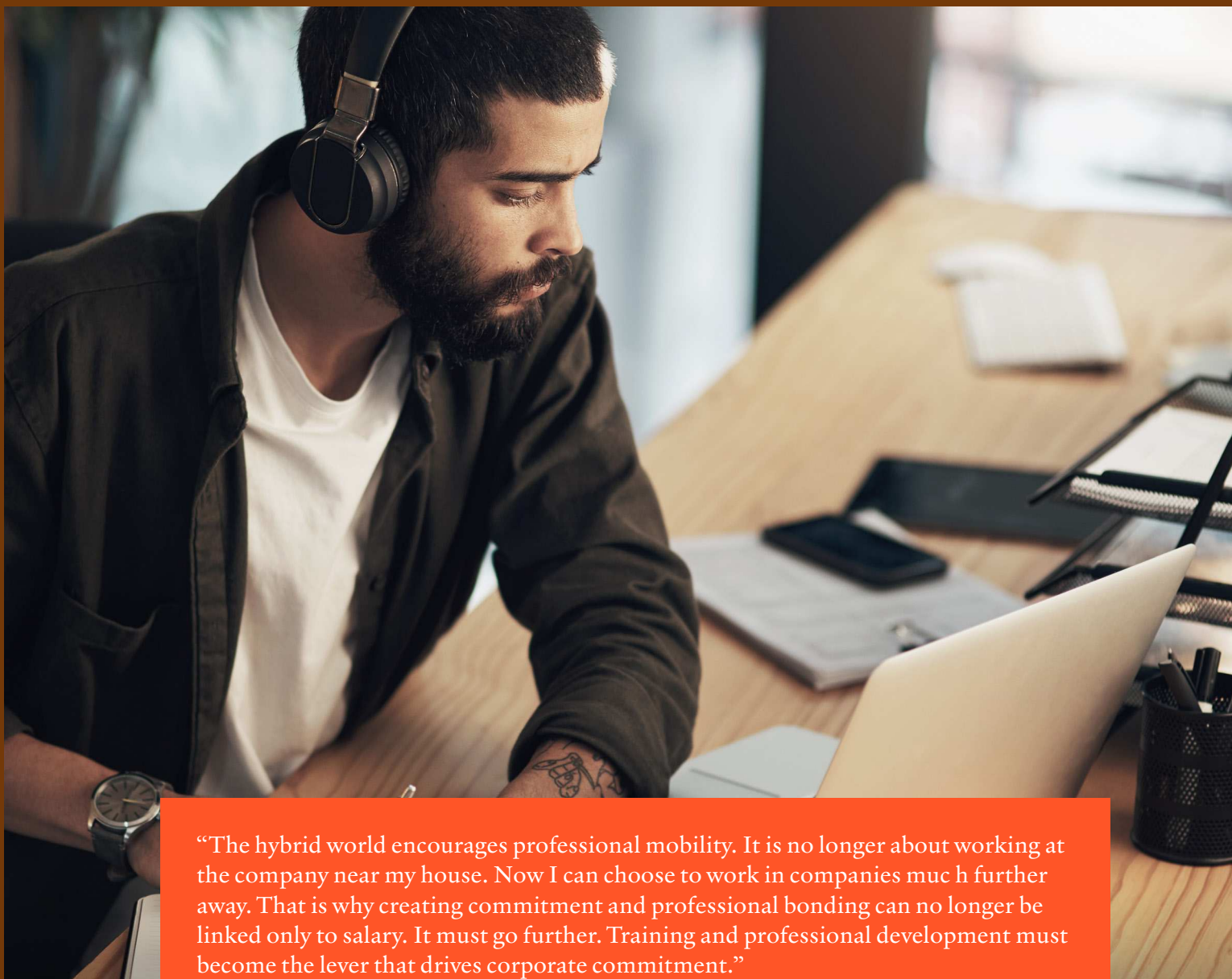
In his book "Upskilling, 10 golden rules for people who learn fast", PwC Consulting Associate Frédéric Petitbon (et al.) defines "upskilling" as the global approach of a company seeking to anticipate the obsolescence of skills through the development of continuous learning.

Other than rapidly accelerating learning in the company, upskilling contributes to social responsibility as it helps people preserve jobs and capitalise on the corporate culture and the skills of those already there. Upskilling has been key to the rapid transformation of new ways of working since the Covid-19 pandemic.

The need for new tools

Although some global companies practiced remote or hybrid work before the pandemic, there has been a massive need for employees to rapidly learn how to use remote conference or collaboration tools and organise themselves in the new way of working. All these transformations have emerged faster during Covid-19 than over the past ten years.

Throughout our development of organisations' continuous learning in over 50 countries worldwide, we at Cegos have seen first-hand how important the question of upskilling is today, becoming a core concern at every level of the company (individuals, teams, departments, and branches).



“The hybrid world encourages professional mobility. It is no longer about working at the company near my house. Now I can choose to work in companies much further away. That is why creating commitment and professional bonding can no longer be linked only to salary. It must go further. Training and professional development must become the lever that drives corporate commitment.”

Mario Stofenmacher

Development Director at Franklincovey Spain, division of Cegos Spain

Retaining talent in the hybrid world

There were high levels of burnout early in the pandemic, spiking as employees juggled the demands of their personal lives with work responsibilities and new ways of working. Since many jobs transferred remotely during this period, it became possible to seek new job opportunities abroad without the need to leave home.

More and more people saw wellbeing as increasingly important, and employees have been resigning at high rates since 2020; a movement known as the 'Great Resignation'. As a result, talent retention is now a priority for companies suffering the impact of a considerable number of resignations. Another phenomenon, known as The Great Reshuffle, sees people seeking new jobs with a better work-life balance. All these people need onboarding in their new companies, so reskilling plays a big part in that. Alternatively, employers should use reskilling as a tool to retain those thinking of leaving.

At Cegos, we define talent as an exceptional capability to perform in an activity, along with the ability to motivate oneself to do things better and differently, regularly and sustainably.

The Great Resignation has forced companies to recognise the need to take care of their employees. Mike Fenlon, chief people officer at PwC notes that upskilling has been at the center of PwC's business model because the company sees learning as a lifelong commitment.

A recent MIT management review provides five top predictors of employee turnover during the great resignation:

- Toxic corporate culture
- Job insecurity and reorganisation
- High levels of innovation
- Failure to recognize employee performance
- Poor response to covid-19

By focusing on talent retention, companies are investing in developing people, offering opportunities that fit their experience and motivations.

Retaining talent can take a variety of forms:

1 Anticipate and fill key skills gaps

Identify the skills that will be in demand for the future, then enable people to grow, learn, upskill, and feel more valued and engaged with the organisation.

2 Propose development plans

Talent needs to see the commitment the company has towards them by providing opportunities to develop. This makes them stay connected and loyal to the organisation.

We need to remember that talent retention acts as systemic engagement for all people in the company. As such, all managers need to feel invested in the wellbeing of their teams.



“Jobs have evolved in the hybrid context and people need to feel confident in the role they perform. Being supported by their manager and the company to develop work-related skills is key to attract and retain talent. Developing career plans based on employees’ motivations is not only beneficial for their engagement but also to meet the operational goals linked to the company strategy.”

Carolina Gracia Moreno

Project Manager and Design Consultant at Cegos France

An opportunity for renewal

Hybrid work is an opportunity to accelerate your company's transformation in a new global order that is brittle, anxious, nonlinear and incomprehensible (BANI).

The acronym – created by the American anthropologist and futurist Jamais Cascio – reflects the changes brought about by the pandemic. Categorising uncertainties is essential to understand the major global challenges and better prepare ourselves for what lies ahead.

In this context, upskilling is a great way to adopt new processes and habits and make organisations more resilient. Companies need to innovate and stop relying on “proven” methods to beat the competition.

Here are two examples:

In a recent survey by RingCentral and Bredin Inc. employees stated they have less work interactions with coworkers, customers, and prospects because of hybrid work. To counter this, **implementing a collaboration culture increases communication between individuals**, teams, departments, and branches.

According to a Mazars study, 73% of Generation Z (born after 1995) want to be able to organise their working hours as they like. To do so, management must change its attitude to trust with a new mindset. Indeed, a typical managers' system of leading needs must be reinvented; it is no longer possible to judge a team member's contribution on the hours they are present. Instead, a **goal-oriented approach should be the new managerial style**.

The increased pressure on getting results is heightening the competition between different work areas and raising the bar on results. As such, the physical and mental health of employees is being undermined.

Hybridisation poses an additional risk to the quality of life at work. Companies need to take a kind, well-meaning approach to management. That means caring about the teams' well-being, taking their feelings and emotions into account, and picking up weak distress signals, despite the distance.

Management should consider a range of remedies, such as establishing rituals to pick up any signs of suffering, or organising events to prevent teams from losing social contact with each other.

“Both managers and other professionals have to change their mindset. First of all, trust should form the basis of relationships between managers and their teams. Remote meetings and collaborations are good, but schedule some time to meet together face-to-face, too.”

Silvia Martinelli

Regional Manager & International Projects Manager at Cegos Italy



Upskilling leaders to deal with complexity

Hybrid work adds a level of complexity to leadership. As organisations look for better ways to engage their teams by building trust and value, the hybrid world challenges leaders to rethink their approach.

Leaders of the future will need to upskill themselves while empowering their teams to do the same. They should begin with an awareness of the gaps in knowledge and skills they need to address, so they are well-equipped for the challenges they face.

Brenda Nemastil, Microsoft Knowledge & Insights leader, mentioned during a recent Learning Technologies event that the "current workforce spends about 24 minutes per week on average on training development".

As Hailey Griffis, co-host of MakeWorkWork podcast, puts it: "a big part of successfully running a hybrid model is determined by where the leadership team spends their time."

Leaders should focus more on aligning an individual's values with that of their organisation than on the place where work is being done. Today, employees are moving from one project to another, losing sight of what's around them.

Leaders must support their teams and bring out the best in each team member, no matter the workplace. Here's how:

- By making every individual responsible and accountable, leaders in the hybrid world should eliminate unnecessary controls on the location individuals choose to work. Every individual should be able to identify whether in-person office time is better for specific social interactions, such as ideation and creation, or if remote work can be dedicated to individual tasks and project reflection.
- Hybrid work also requires teams to hold fewer meetings but pack more added value into them. The Chartered Institute for Personnel and Development (CIPD) recommends the implementation of asynchronous tools to counteract the growing culture of long online meetings.
- Companies that want to innovate must build a managerial culture based on the psychological security necessary for team members to take initiative. Employees should feel free to express themselves and formulate new ideas, without fear of being judged or sanctioned. Leaders in the hybrid world should be benevolent, attentive and curious about team members' ideas.

The rise of hybrid work also means leaders need better intercultural skills. Organisations have now become used to virtual interactions in a more international context, which are increasingly diverse. Leaders have been upskilling themselves on their level of English, digital expertise, and intercultural skills.

As the World Economic Forum states in a recent article: "cultural intelligence and intercultural communication skills include uncertainty management in complex and diverse contexts, and the elimination of unconscious bias."

How do leaders build trust and credibility while being respectful of each other's boundaries?

An article recently published by Forbes advised leaders to be present in the moment. This gives them space to communicate more effectively and be mindful of stepping on each other's toes. A leader should work on finding their own "ikigai" (their inner drive, their reason for being) so they become more mindful and bring balance in their teams.

Leaders need to be bold and take risks, follow their own beliefs and do what they believe in. They should not simply do what others expect. Upskilling for the hybrid world requires leaders to explore themselves from within, to understand what gaps they need to work on so they can better execute their vision and help teams grow.

"Leaders are being asked to be more flexible in the hybrid world. The first step to making teams more responsible is by trusting their skills to overcome new challenges. Organising collective feedback helps leaders share exactly what they expect from their teams and put in place strategies to limit conformism."

Carolina Gracia Moreno

Project Manager and Design Consultant at Cegos France



Implementing a hybrid work culture in a multicultural organisation

Hybrid work does not necessarily mean the same thing to people from different countries and cultures. Communication may well be clear and simple in certain cultures. In others, there may be several layers of sophistication.

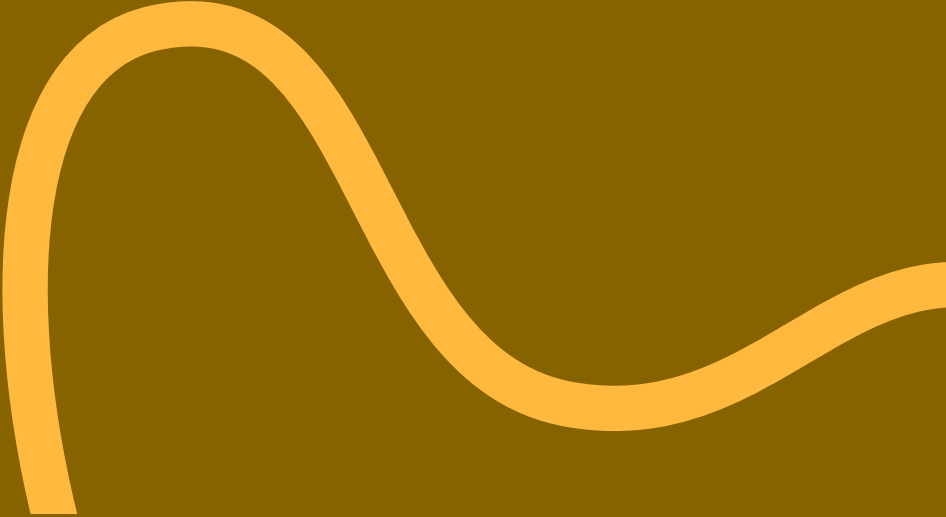
In some societies, people prefer direct feedback. This could be considered offensive in others, so a more indirect approach is preferred.

When we consider cultural sensitivities in our communications, it has a very positive impact on engagement as well as productivity. Ultimately, this leads to more effective collaboration.

Once the new hybrid working culture is on the agenda, leaders should:

- 1 Find ways to reimagine the hybrid workspace to ensure pleasure at work, no matter where people are. Since the company's best resource is its people, individuals should have the choice to work at their office, home or other flex-working options. Changing mindsets in the organisation to achieve a more flexible workplace requires proactive efforts among those in senior positions, so they can work with younger generations who prefer to organise their working hours as they like.
- 2 Benefit from training existing employees in international communication skills and hire employees with these skills already in place.
- 3 Clarify the organisations' mission to meet common goals in respect of each other.
- 4 Prioritise flexible and digital business models as well as an employee-oriented workforce (according to PWC's How Business Can Emerge Stronger).





“A lot of people have completely changed their lives at work. One of the main risks of hybrid working is isolation and lacking a sense of belonging to the organisation. Because of this new scenario, people feel more confident in changing jobs and finding the right combination for their work-life integration, being aware that they can work anywhere. For these reasons, proximity and engagement are among the main levers to retaining talent.”

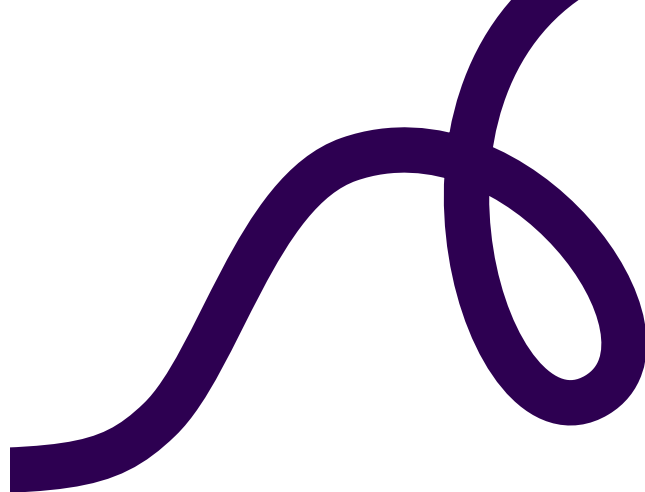
Silvia Martinelli

Regional Manager & International Projects Manager at Cegos Italy



CASE STUDY:

A land fit for Hybrid employees



After the recent health crisis, staff at a leading energy company were keen to get back to the office and re-establish social contact with their colleagues. At the same time, they wanted to retain the opportunity to work from home when convenient.

The company decided this was a good policy but wanted to make sure their employees worked effectively in the new hybrid environment.

Management approached Cegos to design a learning experience that would introduce best practices and encourage productive working. The aim was to upskill the Global Business Support team and help them prioritise activities in terms of face-to-face and remote work. They would also learn how to select the appropriate medium for working and be creative in their approach to running meetings or collaborating on projects.

The ultimate goal was for all employees to be happy, autonomous and effective in the new ways of working. The result was the creation of a learning game called HYBRIDLAND.

Welcome to HYBRIDLAND!

The concept of HYBRIDLAND allows users to navigate a series of rooms that represent different scenarios associated with hybrid work. Learners are then tasked with exploring those spaces and must solve clues that teach them how to work effectively in that environment.

For example, when working from HOME, learners must understand the difference between work and personal space, what kind of chair to use, and when to disconnect to recharge.

At the end of the game, players who accumulate enough points are invited to download a 'survival kit' containing the 6 key practices of the hybrid employees. Other rewards are gifted to the first 100 employees to download the survival kit.

Creating a hybrid buzz

The amount of digital interaction allowed learners to measure learning and receive personalised feedback. As a result, the vast majority of the first cohort (98%) completed at least 75% of the program.

HYBRIDLAND created such a buzz among the original volunteers that many others requested to access this unique learning pathway.

The glowing feedback showed that the program was a success, and it has now become mandatory for all employees at the company.

3 upskilling orientations to help sales organisations succeed in the hybrid world

Companies have had to develop a new model for selling products in the hybrid world. This model will remain part of the commercial strategy even after the pandemic has receded.

In 2022, research published by McKinsey, who surveyed 2,500 sales organisations, established that B2B buyers are using more channels to buy. As such, the future of B2B sales must be hybrid.

So, what are the three upskilling orientations for sales organisations to succeed in the hybrid world?

1 Master multi and omni channel sales models

Keep buyers engaged broader, deeper, and in real-time.


2 Unlock a more diverse talent pool to enable customer engagement

"Diversity Matters" – a study conducted by McKinsey – found that companies that work towards greater gender, ethnic and cultural diversity are 35% more likely to have better financial returns than their non-diversity and inclusion industry competitors.

3 Propose a more personalised experience to the customer

Mix in-person interactions, remote contact via phone or video, and e-commerce self-service across the purchasing journey.

These orientations require teams to develop anchored learning and appropriate new practices. The sharing of best practices, knowledge and know-how across the organisation will contribute to the cultural upskilling shift.



“Sales teams have always been close to their buyers and distributors. Perhaps now they can be even closer if we see hybridisation as not being just at home but also being with the customer.”

Mario Stofenmacher

Development Director at Franklinovey Spain, division of Cegos Spain

The role of L&D in the new hybrid

The new hybrid model requires individuals, teams, departments, and branches to retool and reboot the workplace. Learners want to have options about what they learn, how they learn, where and when.

As such, organisations must align their information systems and procedures to deploy omnichannel strategies, and think about data storage, access and availability.

Following the pandemic, learning should be more human-centered, inclusive, collaborative, and most importantly, create a positive and lasting impact. Learners are asking for more human interaction – they wish to collaborate, communicate and work as part of a team.

Assigning learning ambassadors within organisations contributes to the acceleration of organisational dynamics and transformation. Putting in place a process of learning facilitation will allow ambassadors to develop specific skills, relevant to their field, and will reinforce their legitimacy within the company.

As Albert Bandura supports, we learn mostly by observation and imitation. Bandura calls such learning 'social learning' or 'vicarious learning'. This kind of informal workplace learning is important for Generation Z, who have just joined a new organisation or industry. However, remote work does not allow informal learning to happen easily, as people tend to have more isolated practices. Learning teams need to design initiatives that bring people together and enable critical networks to form and flourish.



Every year, the Learning and Performance Institute (LPI) collects data to understand learning organisations and individuals. In 2022, the five top challenges for L&D are:

1 Building an organisational learning culture

How do I foster a digital-literate culture of knowledge and shared learning that supports the mission and goals of the organisation? How do I embed learning at an individual, team and organisational level?

2 Supporting learning within a hybrid workforce

How do I ensure remote workers enjoy a learning experience on a par with that designed for returning office workers? How do I find the right balance between F2F and digital learning?

3 Embedding learning into the flow of work

How do I engage people enough so that learning isn't seen as an interruption? What's the best way to motivate people to incorporate regular learning into their work routines?

4 Leadership development

How can I implement effective leadership training using technology? And how do I balance this with executive buy-in, impact measurement and succession planning?

5 Mental health and wellbeing

How can I strengthen wellbeing and engagement using learning? What learning initiatives can I use to motivate employees to achieve personal and organisational goals?

L&D professionals need to focus on blended approaches that support self-directed learning, collaborative discovery, F2F learning, and the sharing of content created by employees. Learning leaders must find ways to continually improve both learning culture and learning technology, in ways that support wellbeing and DEIB.

Traditional training methods are ill-suited to designing learning at scale. Yet excellent instructional design must always answer questions related to training goals, KPIs, and choice of training modalities.

Upskilling is not limited to training. More fundamentally, it is a question of profoundly changing our culture and practices to allow learning to accelerate.

“Equipping people with business training is essential to any business strategy. Instead of letting employees learn from free online resources, business training allows organisations to promote key messages and align the training to their leadership models.”

Carolina Gracia Moreno

Project Manager and Design Consultant at Cegos France



How can Cegos help?

Cegos Group offers a wealth of support and training programs to help your people excel in the hybrid environment. Whether they need to brush up on their soft skills or learn how to work more effectively with the latest digital tools, we have courses ready to roll out.

Here are some of the topics we cover:

Hybrid Management

Create cohesion and bring team dynamics to life, taking advantage of the different elements of hybrid working.

Team Building in the Hybrid Workplace

Promote smart working and leadership based on communication and trust.

Competencies Check-up

This training allows you to take stock of your skills, identifying your strengths and motivations to develop your professional approach.

Soft Skills for Hybrid Working

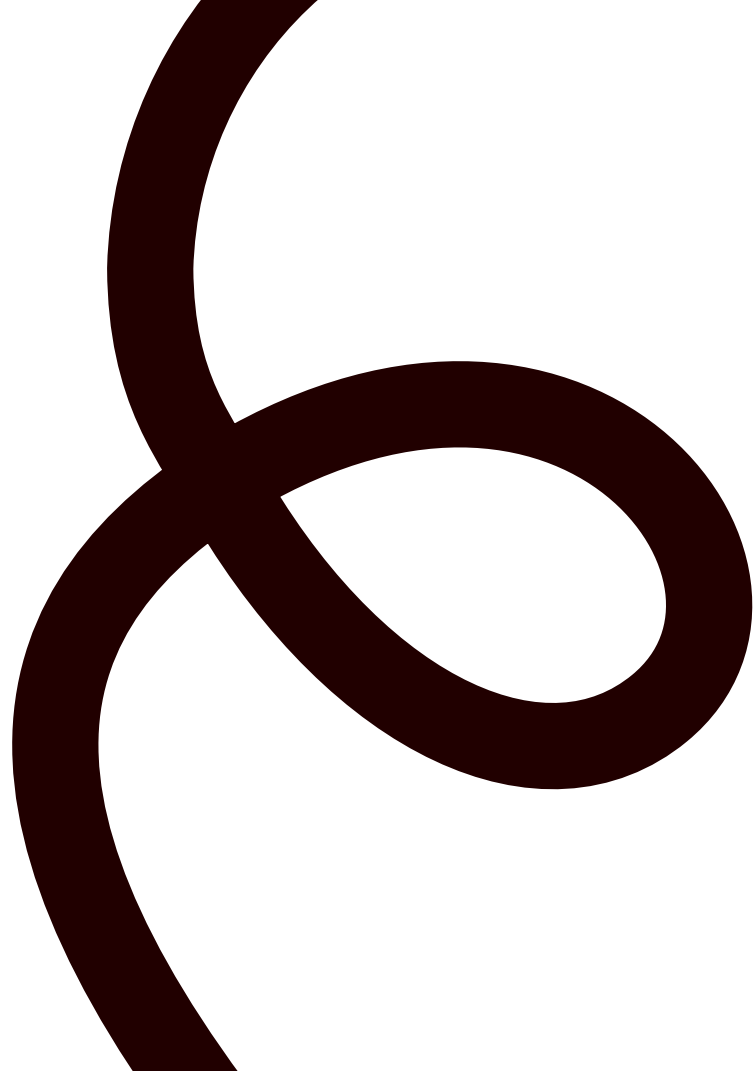
From time management to communication, help your people upskill so they can operate effectively in the hybrid world.

We offer:

- Off-the-shelf training courses
- Bespoke local and global learning solutions
- Coaching and support for your transformation ambassadors

Contact your local Cegos office for more information





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