Global Sentiment Survey 2022

L&D in 2022: Challenge and change

Donald H Taylor
Chair
Learning Technologies Conference

https://bit.ly/GSS22-summary

Global Sentiment Survey

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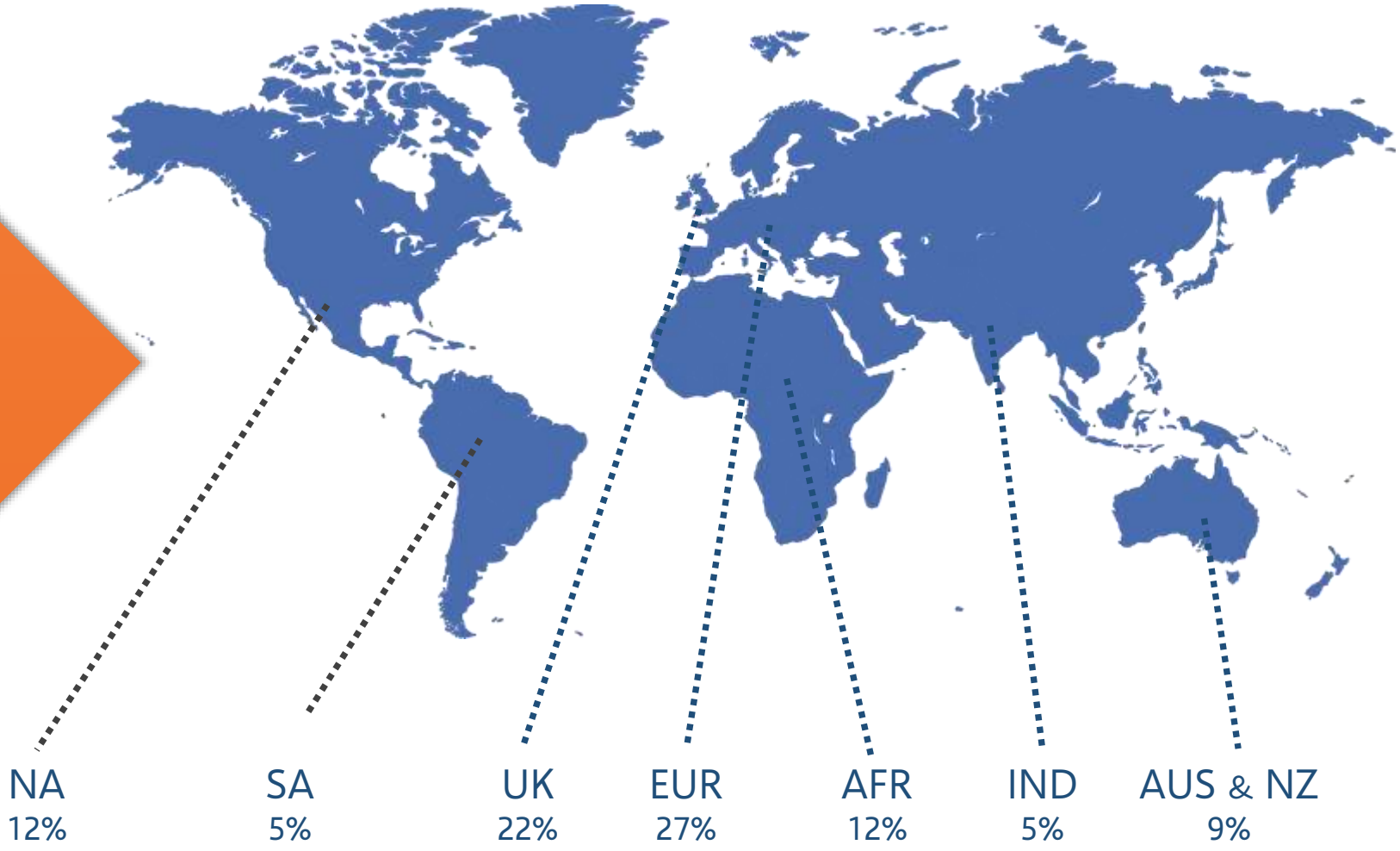
Results for 2022

“What will be hot in workplace L&D in 2022?”
Year 9
Choose 3 options from 15
> 3,500 voters
> 100 countries
Learning and Development
Global Sentiment Survey
2022

“What will be hot in workplace L&D in 2022?”

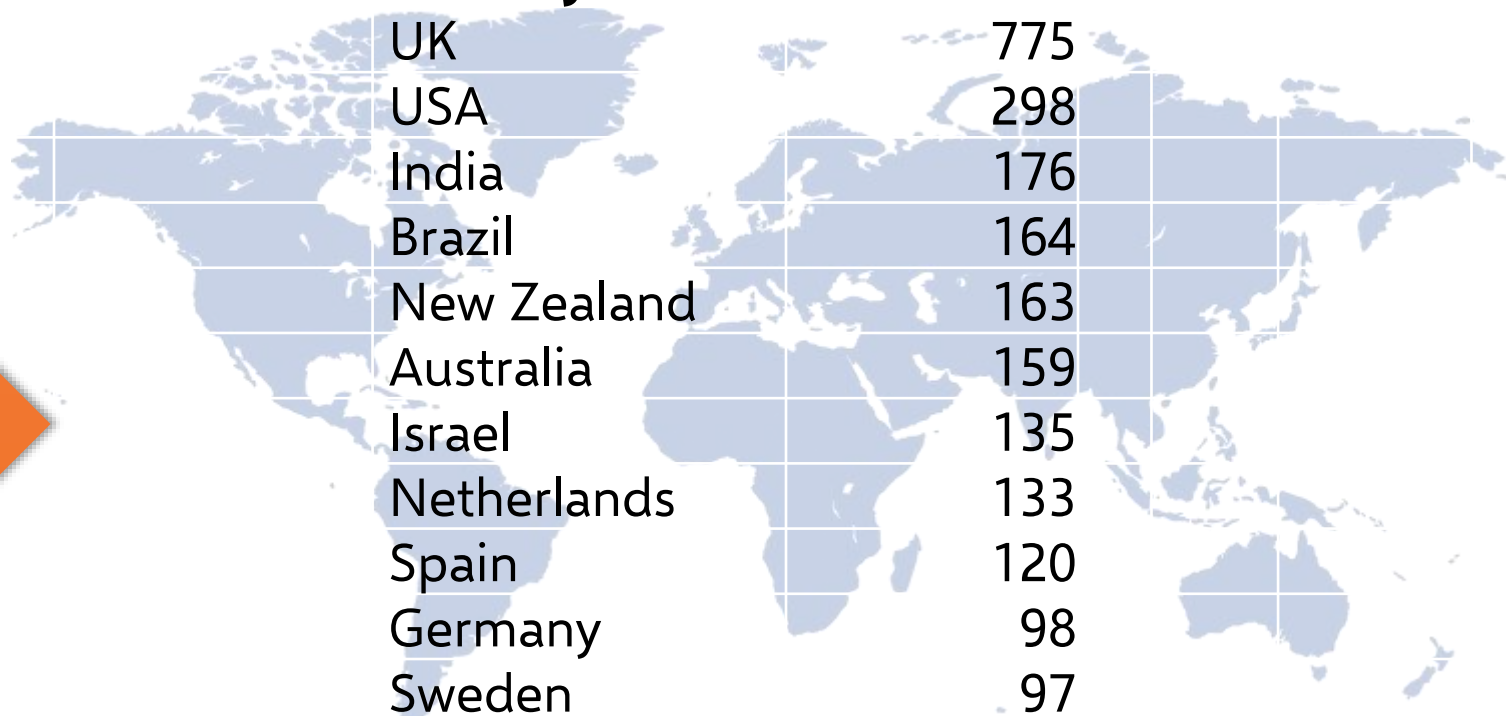
- Year 9
- Choose 3 options from 15
- > 3,500 voters
- > 100 countries



15 Key countries (>2.5% of vote)

"What will be hot in workplace L&D in 2022?"

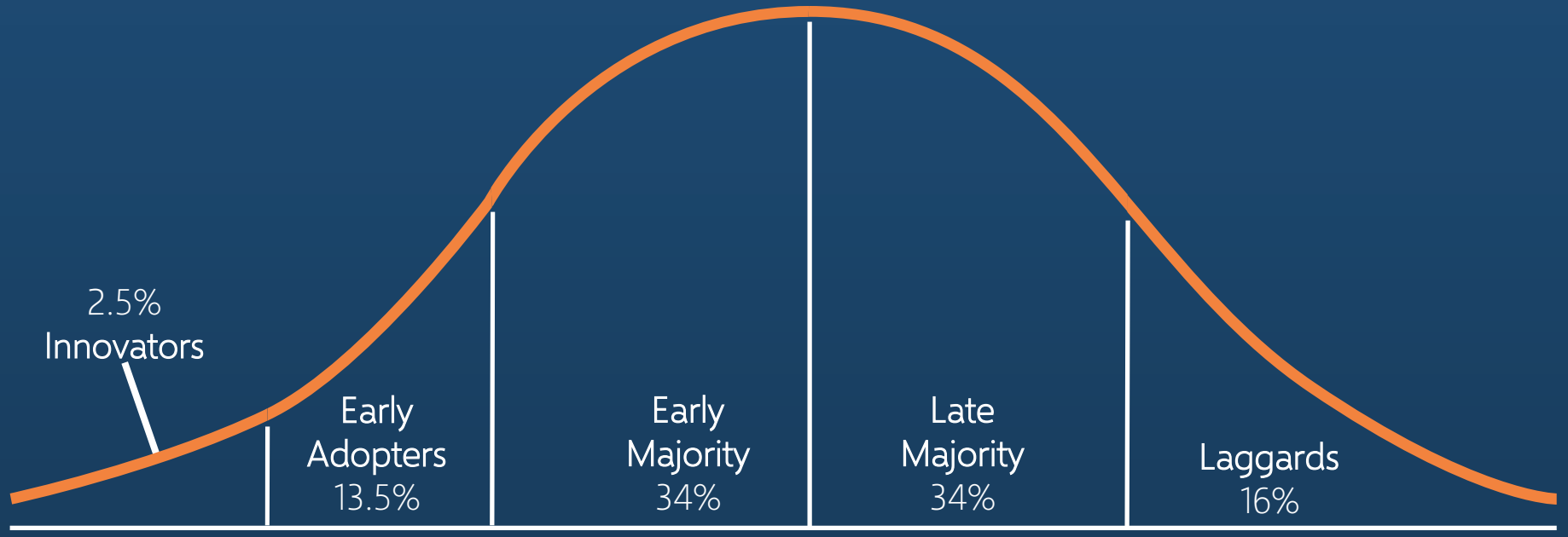
- Year 9
- Choose 3 options from 15
- > 3,500 voters
- > 100 countries



Country	Voters
UK	775
USA	298
India	176
Brazil	164
New Zealand	163
Australia	159
Israel	135
Netherlands	133
Spain	120
Germany	98
Sweden	97
Poland	95
Nigeria	93
South Africa	92
Ireland	90

Caveats

The people: Non-representative sample



Diffusion of innovation curve, Everett Rogers

Caveats

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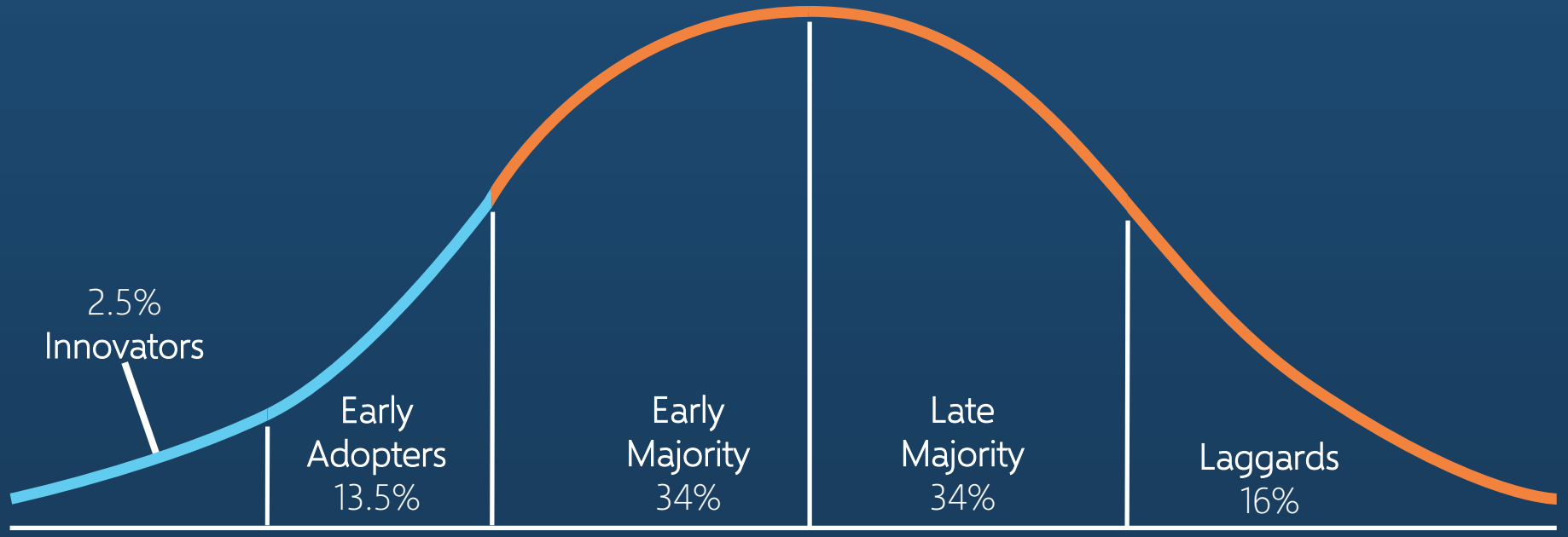

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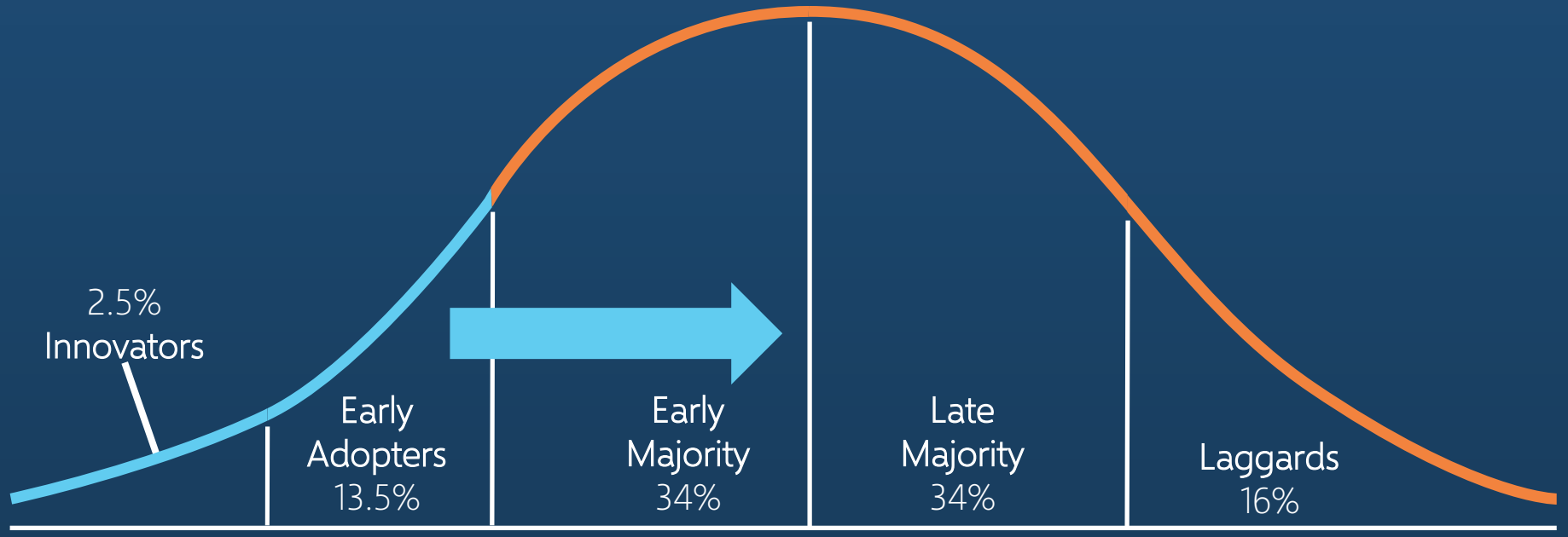

Diffusion of innovation curve, Everett Rogers

What do you think will be hot in workplace L&D in 2022?

- Artificial intelligence
- Coaching/mentoring
- Collaborative/social learning
- Consulting more deeply with the business
- Curation
- Learning analytics
- Learning experience platforms
- Micro learning
- Performance support
- Personalization/adaptive delivery
- Mobile delivery
- Reskilling/upskilling
- Skills-based talent management *
- Showing value
- Virtual and augmented reality
- Other

*New in 2022

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Results for 2022

GSS 2022	Δ%	
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
4. Coaching/mentoring (6)	7.6%	↑
5. Learning analytics (3)	7.3%	↓
6. Skills-based talent management (new)	7.2%	new
7. Micro learning (7)	6.9%	↔
8. Learning experience platforms (5)	6.7%	↓
9. Consulting more deeply with the business (9)	6.1%	↑
10. Showing value (8)	5.5%	↓
11. Performance support (10)	4.9%	↓
12. Artificial intelligence (12)	4.7%	↑
13. Virtual and augmented reality (13)	4.7%	↑
14. Mobile delivery (11)	4.0%	↓
15. Curation (14)	2.7%	↓
16. Other (16)	1.4%	↓
n = 3,518		

Figures in brackets show previous year's ranking

https://bit.ly/GSS22-summary

Definitions

Reskilling — New skills for a different job

Upskilling — New skills for your current/future job

Results for 2022

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Figures in brackets show previous year's ranking

- Reskilling/upskilling remains #1

https://bit.ly/GSS22-summary

Not #1 for everyone

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.2%
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.6%
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. Virtual and augmented reality	4.3%
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
n = 1,200, 43% of total	

GSS 2022 Self-employed	
1. Reskilling/upskilling	12.4%
2. Collaborative/social learning	10.2%
3. Consulting more deeply with the business	8.6%
4. Personalization/adaptive delivery	8.4%
5. Coaching/mentoring	8.0%
6. Micro learning	7.4%
7. Performance support	6.7%
8. Skills-based talent management	6.1%
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. Artificial intelligence	4.5%
13. Virtual and augmented reality	3.7%
14. Mobile delivery	3.1%
15. Curation	2.2%
16. Other	2.0%
n = 440, 16% of total	

GSS 2022 Vendors	
1. Reskilling/upskilling	14.8%
2. Personalization/adaptive delivery	8.5%
3. Collaborative/social learning	8.4%
4. Learning analytics	7.9%
5. Skills-based talent management	7.9%
6. Consulting more deeply with the business	6.4%
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12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

GSS 2022 Education	
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n = 529, 19% of total	

Question: 'Which of these best describes where you do you most of your work?'

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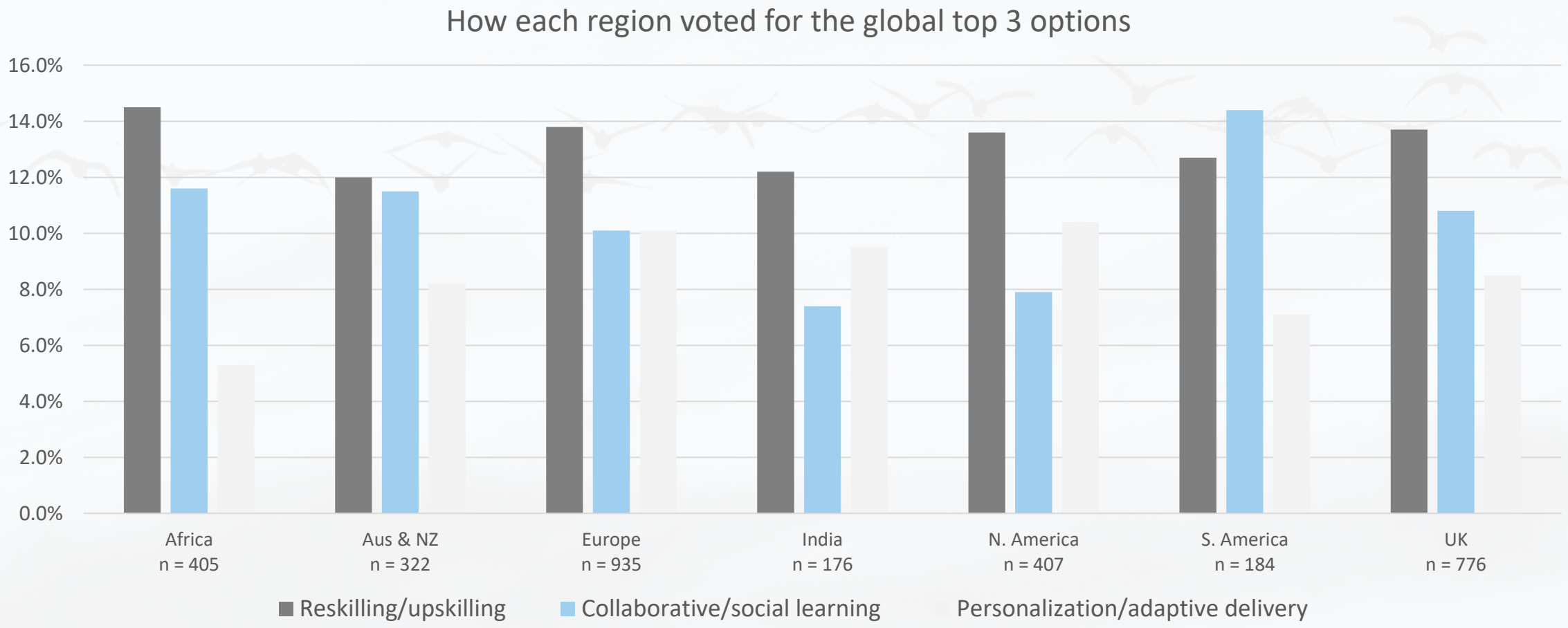

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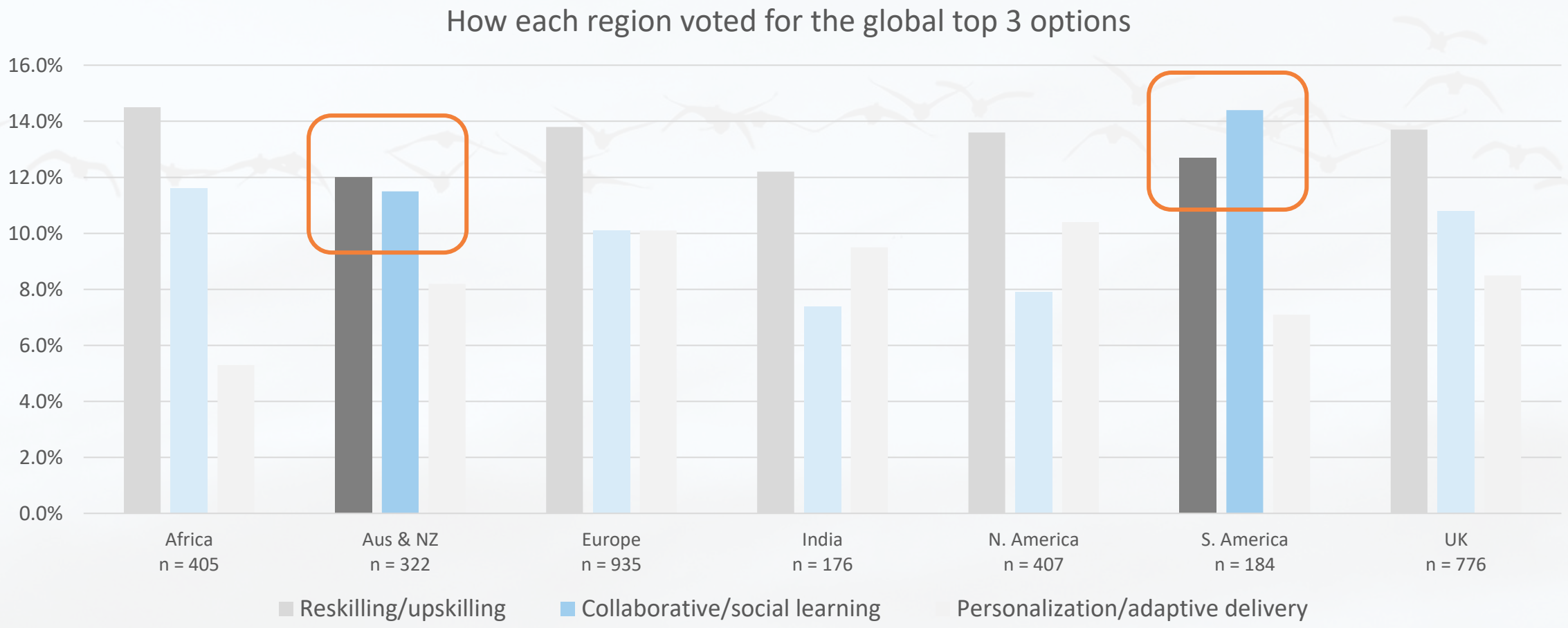

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- Reskilling/upskilling remains #1
- Collaborative/social learning #2

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- Reskilling/upskilling remains #1
- Collaborative/social learning #2

Why is Collaborative/social learning rising?

Figures in brackets show previous year's ranking

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- Reskilling/upskilling remains #1
- Collaborative/social learning #2
- Personalization falling at #3

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- Reskilling/upskilling remains #1
- Collaborative/social learning #2

Why is Personalization/adaptive delivery falling?

Figures in brackets show previous year's ranking

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2

A closer look

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- Note the 1.5% difference here

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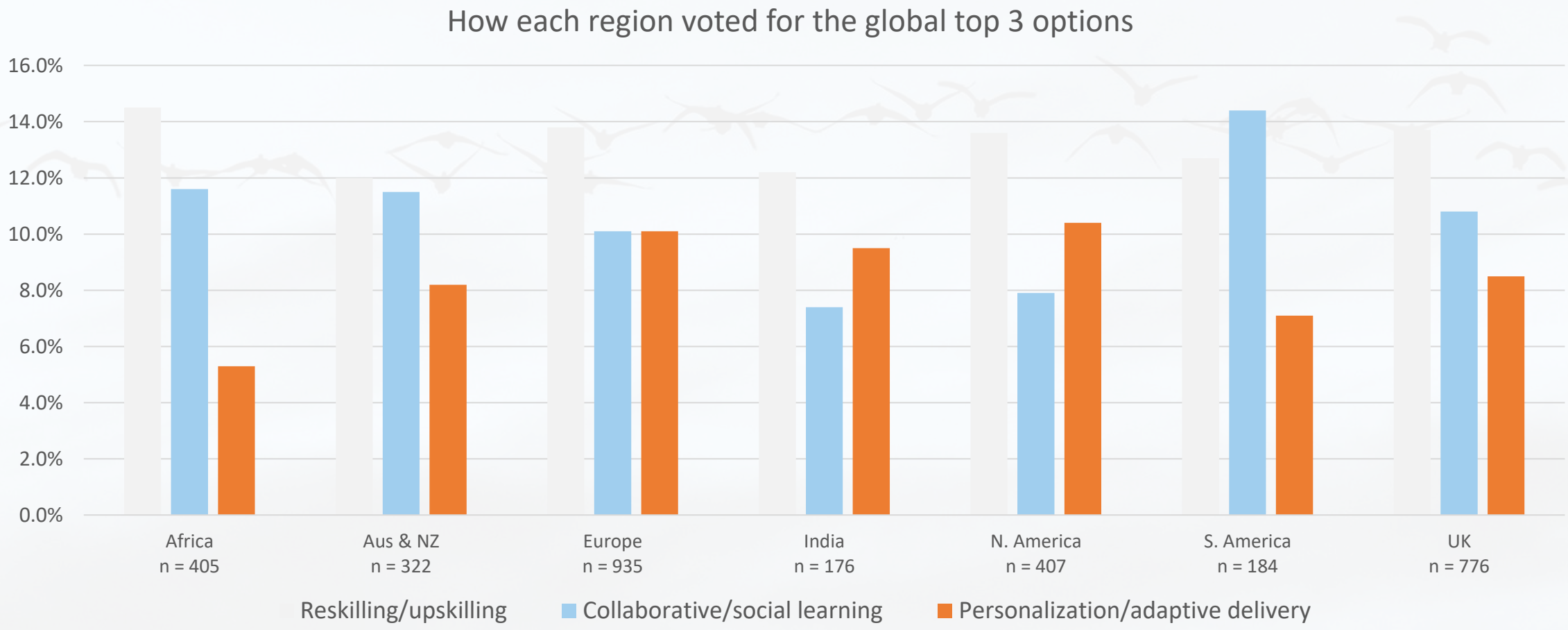
A world of difference



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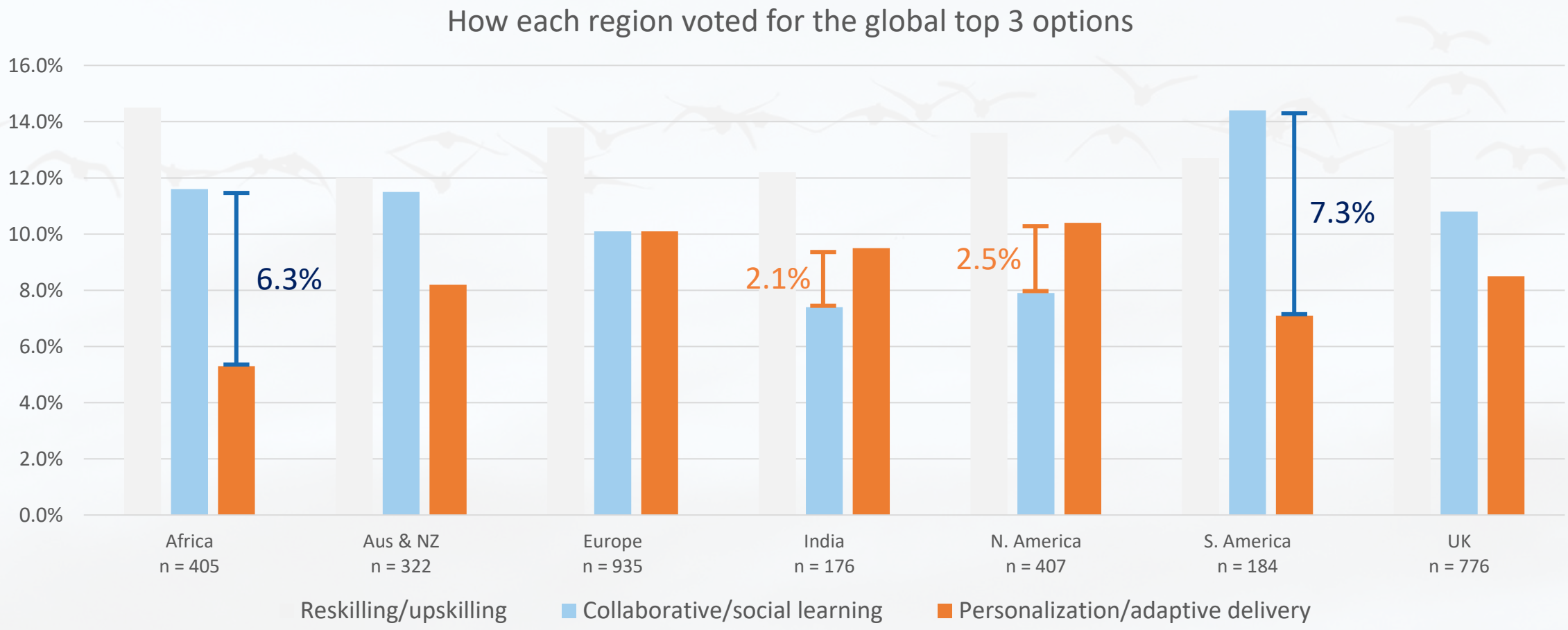

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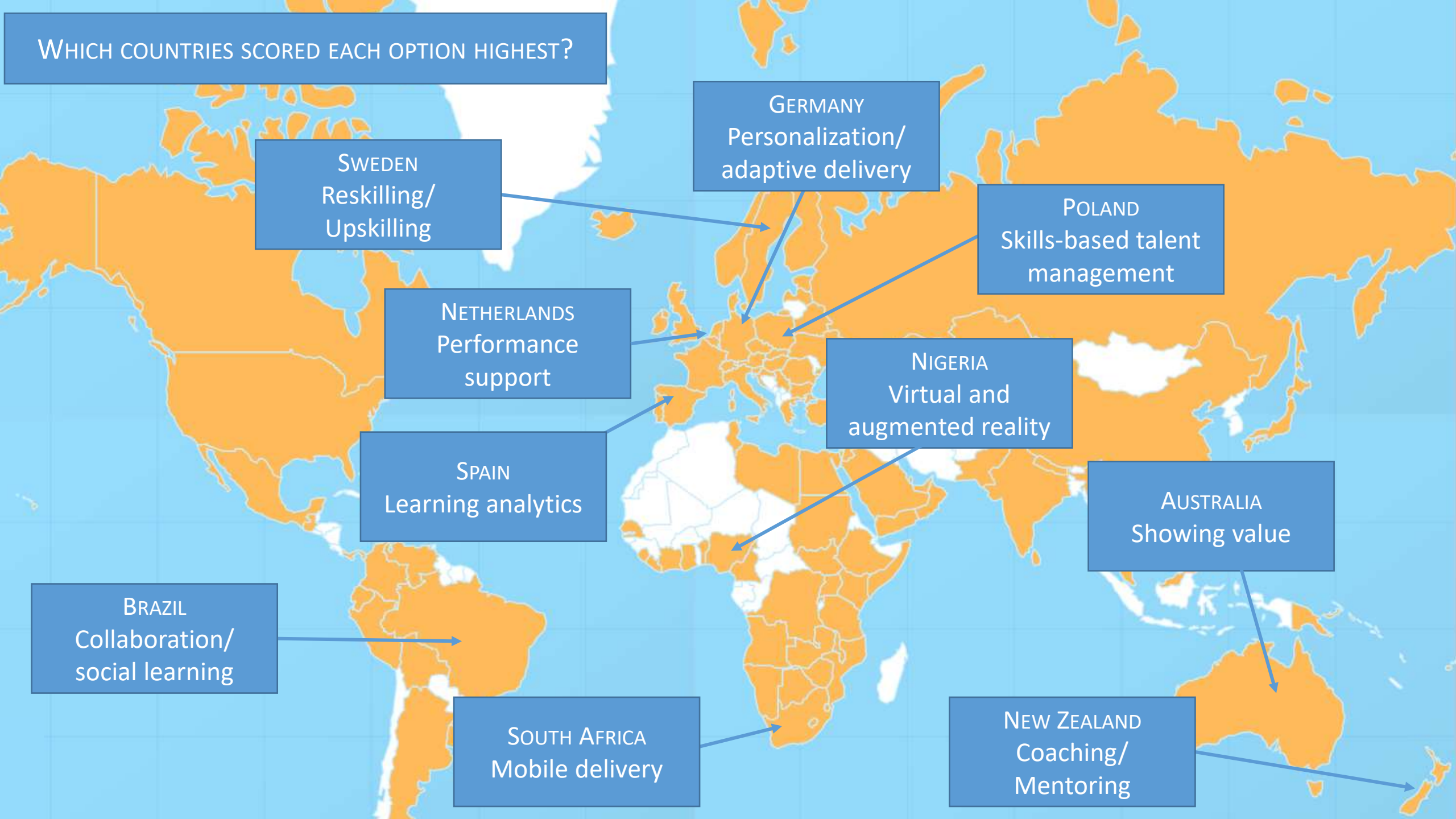
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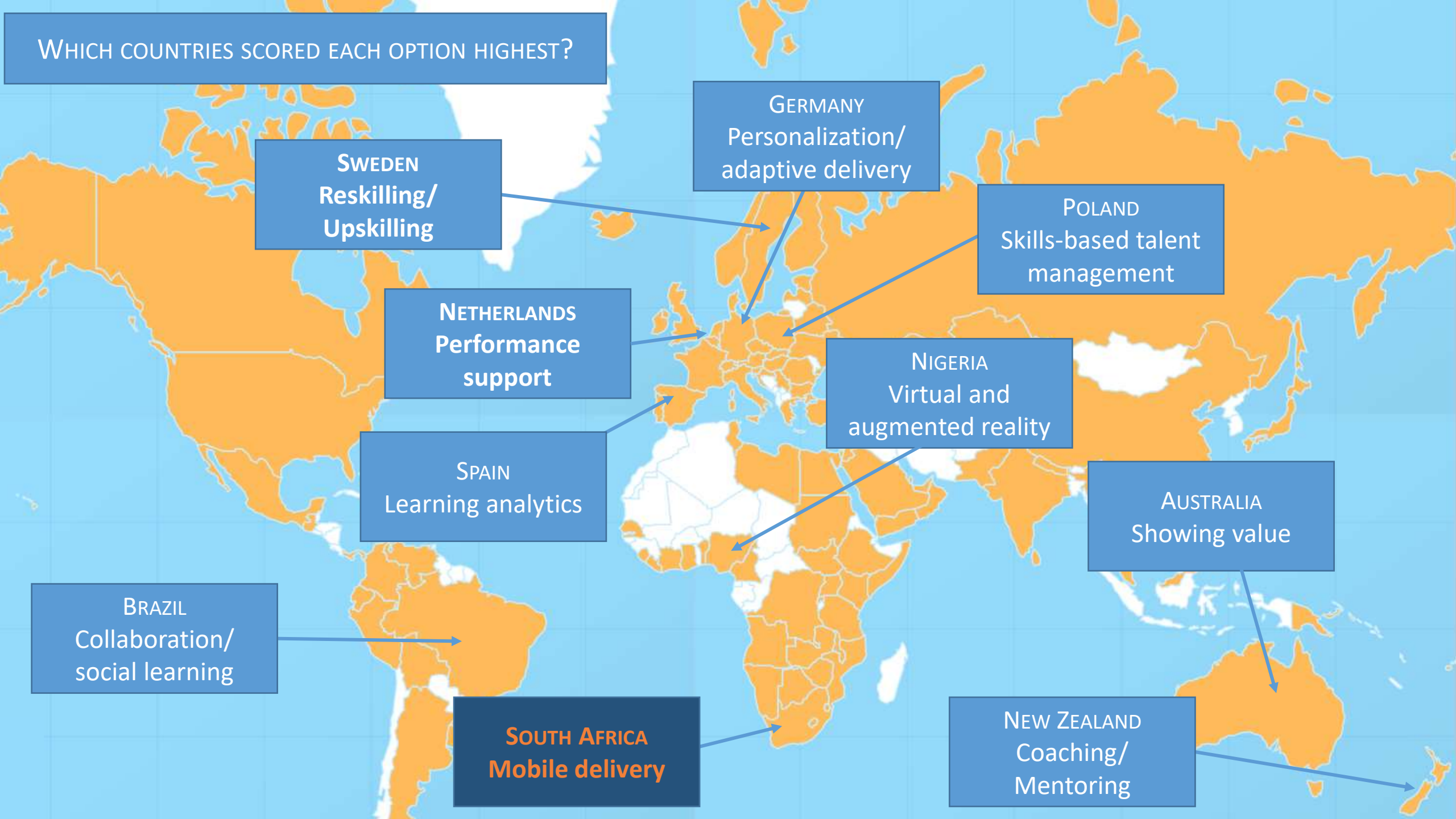
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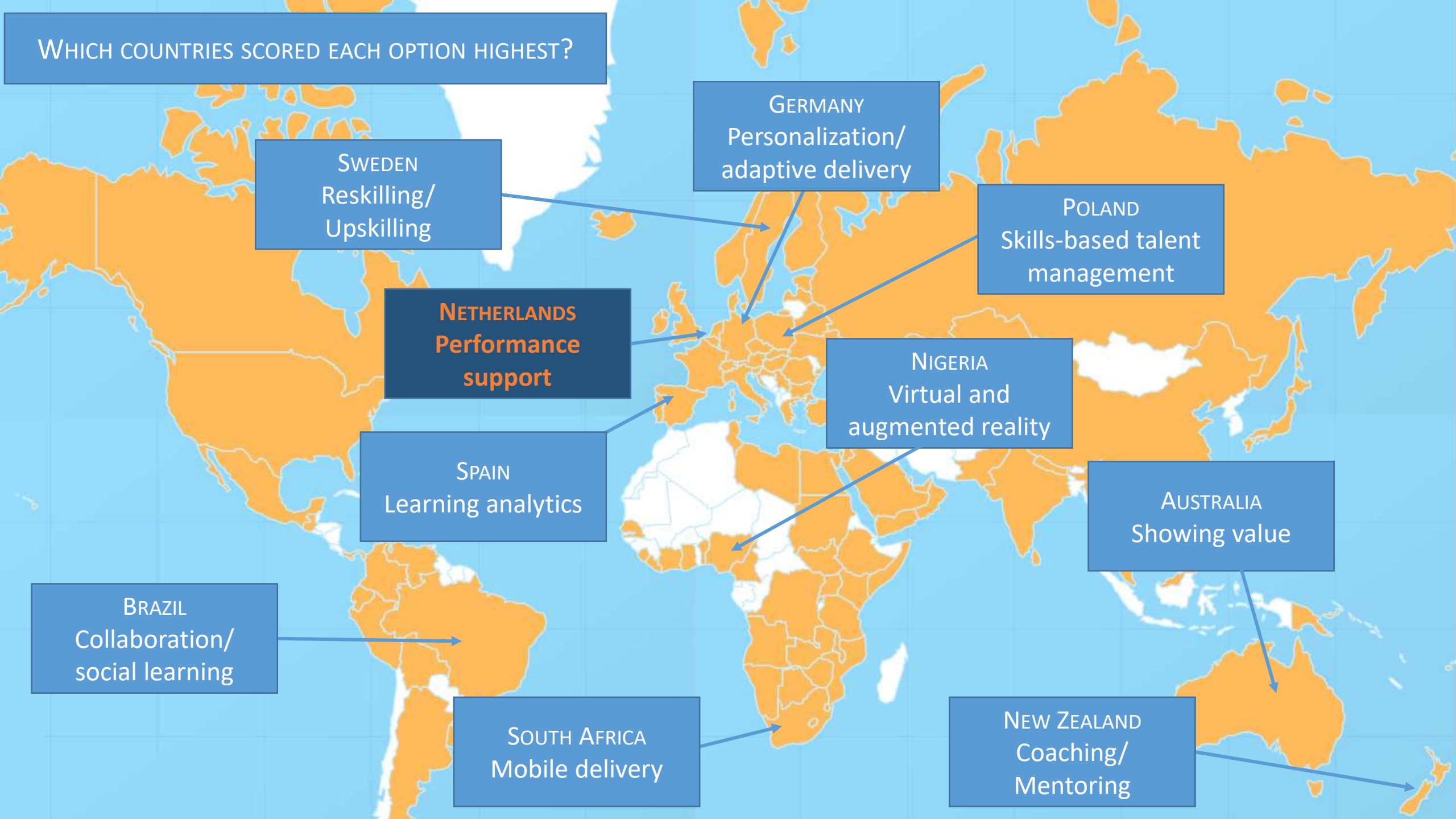
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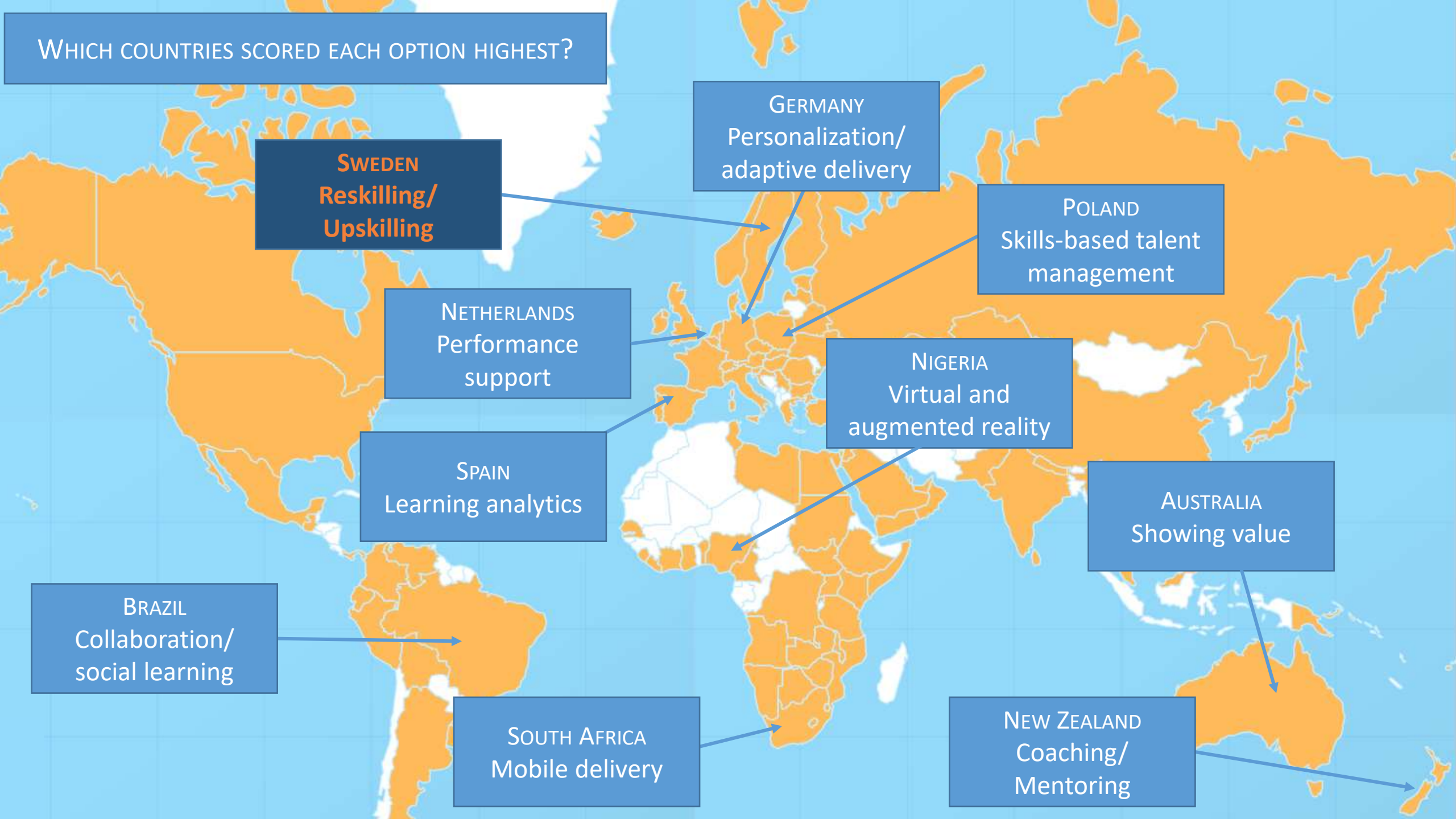
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Which countries scored each option highest?

Sweden
Reskilling/ Upskilling

Germany
Personalization/ adaptive delivery

Netherlands
Performance support

Spain
Learning analytics

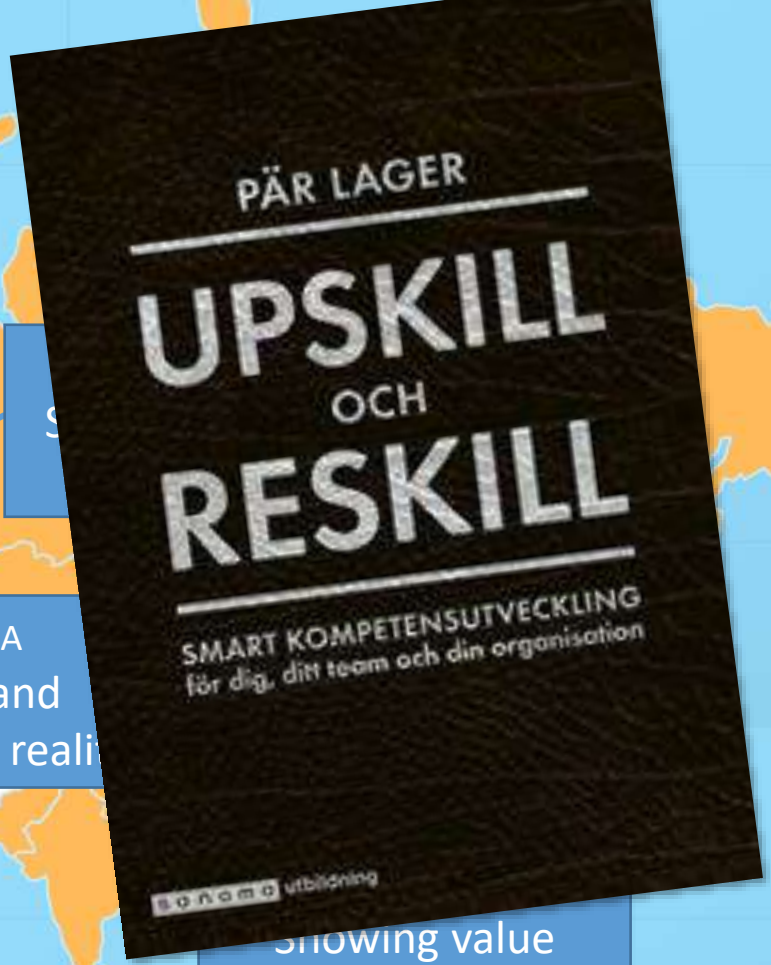
Nigeria
Virtual and augmented reali

Showing value

Brazil
Collaboration/ social learning

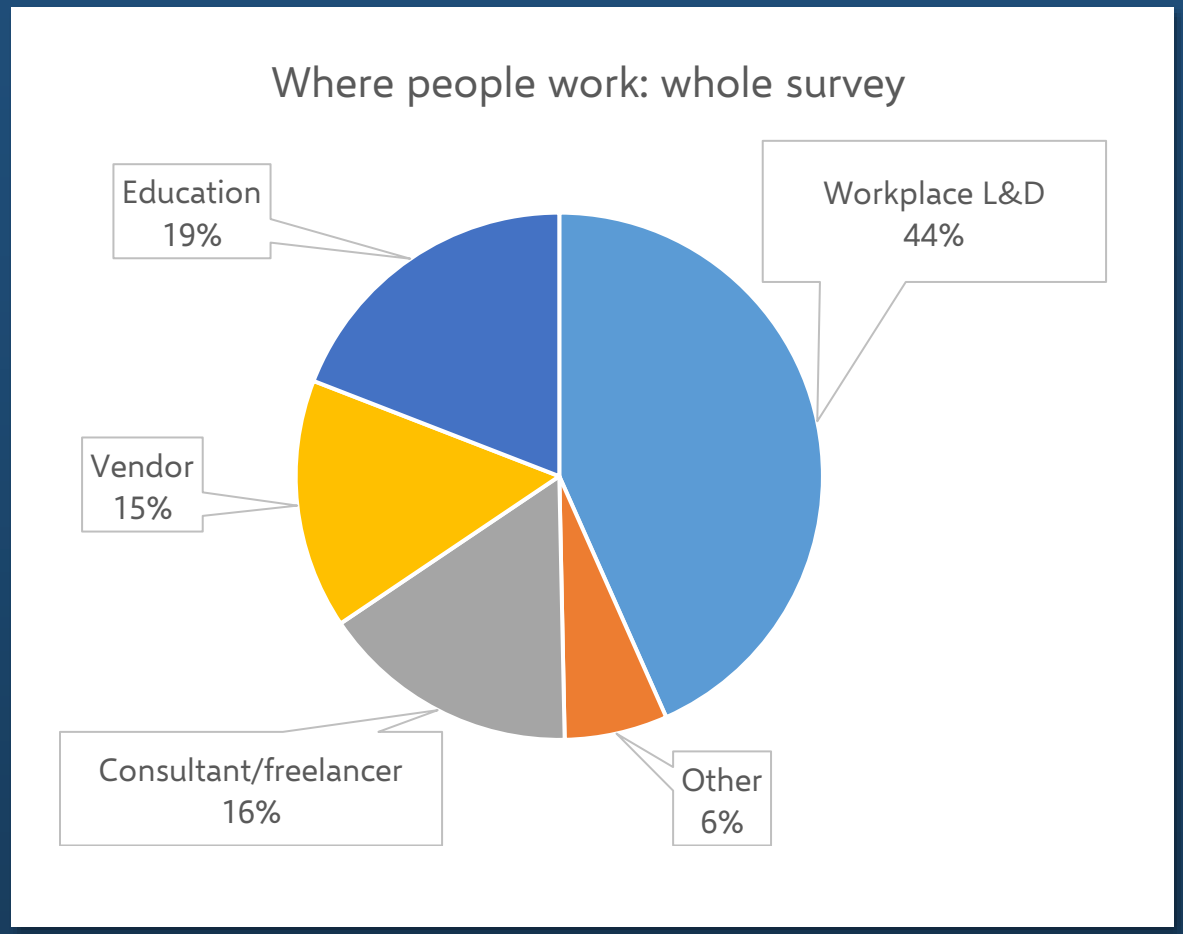
South Africa
Mobile delivery

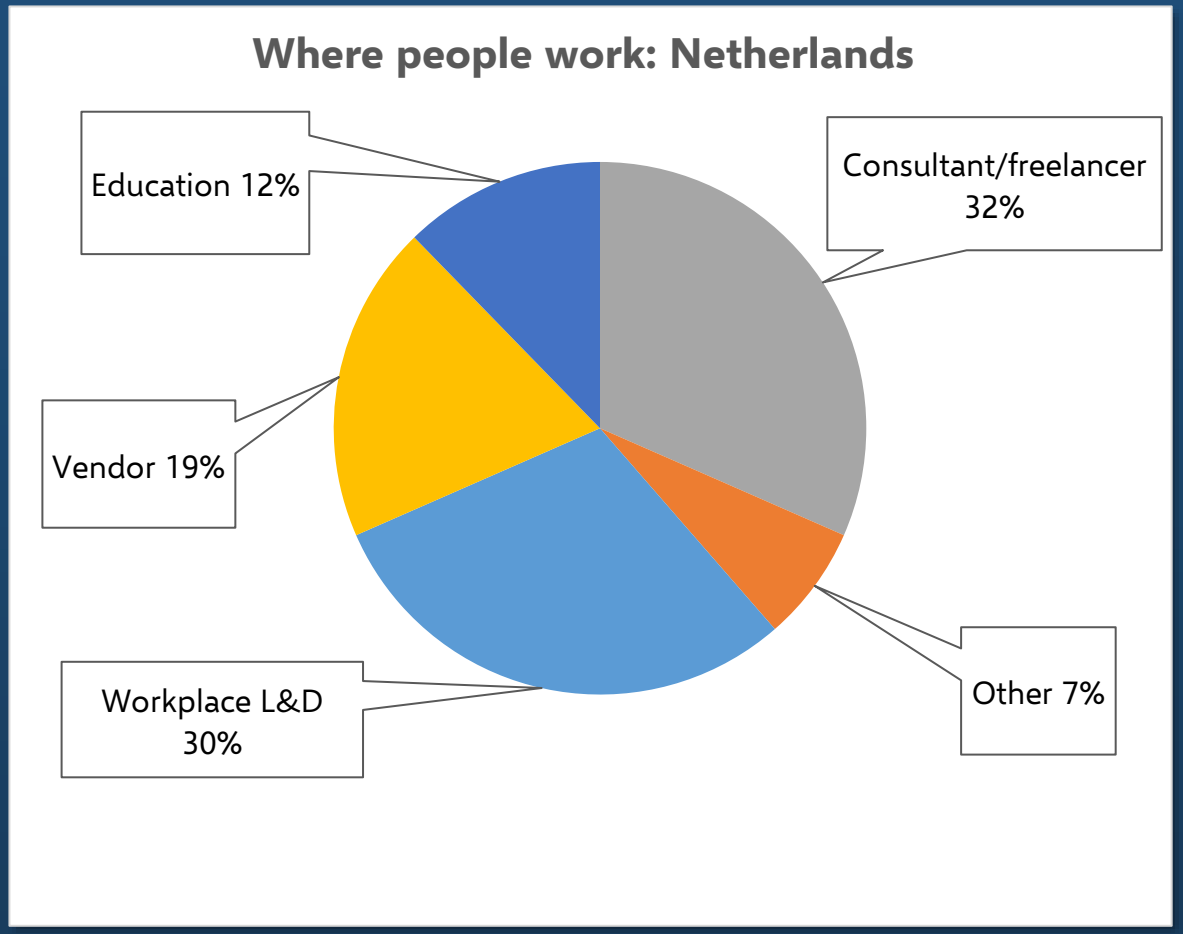
New Zealand
Coaching/ Mentoring



Focus on
The Netherlands

GSS 2022: 133 votes from the Netherlands


Where people work: whole survey
Education 19%
Workplace L&D 44%
Vendor 15%
Consultant/freelancer 16%
Other 6%


Where people work: Netherlands
Education 12%
Consultant/freelancer 32%
Vendor 19%
Workplace L&D 30%
Other 7%

The Netherlands and the world

GSS 2022 All other countries	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	9.5%
3. Personalization/adaptive delivery	8.1%
4. Learning analytics	7.5%
5. Coaching/mentoring	7.4%
6. Skills-based talent management	7.3%
7. Learning experience platforms	6.7%
8. Micro learning	6.7%
9. Consulting more deeply with the business	6.1%
10. Showing value	5.5%
11. Artificial intelligence	4.8%
12. Performance support	4.8%
13. Virtual and augmented reality	4.7%
14. Mobile delivery	3.9%
15. Curation	2.7%
16. Other	1.5%
n = 3,385	

GSS 2022 Netherlands	
1. Reskilling/upskilling	12.5%
2. Personalization/adaptive delivery	10.2%
3. Consulting more deeply with the business	9.7%
4. Learning analytics	8.7%
5. Skills-based talent management	8.1%
6. Performance support	7.9%
7. Collaborative/social learning	7.6%
8. Showing value	6.9%
9. Coaching/mentoring	5.1%
10. Learning experience platforms	5.1%
11. Micro learning	4.8%
12. Mobile delivery	3.1%
13. Artificial intelligence	2.8%
14. Virtual and augmented reality	2.8%
15. Curation	2.5%
16. Other	2.3%
n = 133	

The Netherlands and the world

GSS 2022 All other countries	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	9.5%
3. Personalization/adaptive delivery	8.1%
4. Learning analytics	7.5%
5. Coaching/mentoring	7.4%
6. Skills-based talent management	7.3%
7. Learning experience platforms	6.7%
8. Micro learning	6.7%
9. Consulting more deeply with the business	6.1%
10. Showing value	5.5%
11. Artificial intelligence	4.8%
12. Performance support	4.8%
13. Virtual and augmented reality	4.7%
14. Mobile delivery	3.9%
15. Curation	2.7%
16. Other	1.5%
n = 3,385	

GSS 2022 Netherlands	
1. Reskilling/upskilling	12.5%
2. Personalization/adaptive delivery	10.2%
3. Consulting more deeply with the business	9.7%
4. Learning analytics	8.7%
5. Skills-based talent management	8.1%
6. Performance support	7.9%
7. Collaborative/social learning	7.6%
8. Showing value	6.9%
9. Coaching/mentoring	5.1%
10. Learning experience platforms	5.1%
11. Micro learning	4.8%
12. Mobile delivery	3.1%
13. Artificial intelligence	2.8%
14. Virtual and augmented reality	2.8%
15. Curation	2.5%
16. Other	2.3%
n = 133	

Higher in NL than rest of world

The Netherlands and the world

GSS 2022 All other countries	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	9.5%
3. Personalization/adaptive delivery	8.1%
4. Learning analytics	7.5%
5. Coaching/mentoring	7.4%
6. Skills-based talent management	7.3%
7. Learning experience platforms	6.7%
8. Micro learning	6.7%
9. Consulting more deeply with the business	6.1%
10. Showing value	5.5%
11. Artificial intelligence	4.8%
12. Performance support	4.8%
13. Virtual and augmented reality	4.7%
14. Mobile delivery	3.9%
15. Curation	2.7%
16. Other	1.5%
n = 3,385	

GSS 2022 Netherlands	
1. Reskilling/upskilling	12.5%
2. Personalization/adaptive delivery	10.2%
3. Consulting more deeply with the business	9.7%
4. Learning analytics	8.7%
5. Skills-based talent management	8.1%
6. Performance support	7.9%
7. Collaborative/social learning	7.6%
8. Showing value	6.9%
9. Coaching/mentoring	5.1%
10. Learning experience platforms	5.1%
11. Micro learning	4.8%
12. Mobile delivery	3.1%
13. Artificial intelligence	2.8%
14. Virtual and augmented reality	2.8%
15. Curation	2.5%
16. Other	2.3%
n = 133	

Higher in NL than rest of world

Lower in NL than rest of world

The Netherlands and the world

GSS 2022 All other countries	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	9.5%
3. Personalization/adaptive delivery	8.1%
4. Learning analytics	7.5%
5. Coaching/mentoring	7.4%
6. Skills-based talent management	7.3%
7. Learning experience platforms	6.7%
8. Micro learning	6.7%
9. Consulting more deeply with the business	6.1%
10. Showing value	5.5%
11. Artificial intelligence	4.8%
12. Performance support	4.8%
13. Virtual and augmented reality	4.7%
14. Mobile delivery	3.9%
15. Curation	2.7%
16. Other	1.5%
n = 3,385	

* Highest among 15 key countries

GSS 2022 Netherlands		
1. Reskilling/upskilling	12.5%	
2. Personalization/adaptive delivery	10.2%	
3. Consulting more deeply with the business	9.7%	Highest*
4. Learning analytics	8.7%	
5. Skills-based talent management	8.1%	
6. Performance support	7.9%	Highest*
7. Collaborative/social learning	7.6%	
8. Showing value	6.9%	
9. Coaching/mentoring	5.1%	
10. Learning experience platforms	5.1%	
11. Micro learning	4.8%	
12. Mobile delivery	3.1%	
13. Artificial intelligence	2.8%	
14. Virtual and augmented reality	2.8%	
15. Curation	2.5%	
16. Other	2.3%	Highest*
n = 133		

Higher in NL than rest of world

Lower in NL than rest of world

Coaching/mentoring in NL for 3 years

GSS 2022 for Netherlands	
1. Reskilling/upskilling (1)	12.5%
2. Personalization/adaptive delivery (3)	10.2%
3. Consulting more deeply with the business (9)	9.7%
4. Learning analytics (5)	8.7%
5. Skills-based talent management (6)	8.1%
6. Performance support (11)	7.9%
7. Collaborative/social learning (2)	7.6%
8. Showing value (10)	6.9%
9. Coaching/mentoring (4)	5.1%
10. Learning experience platforms (8)	5.1%
11. Micro learning (7)	4.8%
12. Mobile delivery (14)	3.1%
13. Artificial intelligence (12)	2.8%
14. Virtual and augmented reality (13)	2.8%
15. Curation (15)	2.5%
16. Other (16)	2.3%
n = 133	

Lower than global ranking

Coaching/mentoring in NL for 3 years

GSS 2020 for Netherlands	
1. Personalization/adaptive delivery (2)	12.9%
2. Learning analytics (1)	12.1%
3. Performance support (11)	10.9%
4. Consulting more deeply with the business (7)	8.3%
5. Learning experience platforms (4)	8.3%
6. Artificial intelligence (5)	7.2%
7. Showing value (9)	7.2%
8. Micro learning (6)	7.2%
9. Coaching/mentoring (8)	5.2%
10. Collaborative/social learning (3)	4.9%
11. Neuroscience/cognitive science (13)	4.0%
12. Curation (14)	3.7%
13. Virtual and augmented reality (10)	2.6%
14. Video (15)	2.6%
15. Mobile delivery (12)	1.7%
16. Other: (16)	1.1%
n = 119	

GSS 2021 for Netherlands	
1. Reskilling/upskilling (1)	11.3%
2. Personalization/adaptive delivery (4)	11.1%
3. Learning analytics (3)	10.8%
4. Collaborative/social learning (2)	9.9%
5. Performance support (10)	9.3%
6. Learning experience platforms (5)	7.7%
7. Consulting more deeply with the business (9)	7.2%
8. Micro learning (7)	5.9%
9. Showing value (8)	5.2%
10. Coaching/mentoring (6)	4.5%
11. Mobile delivery (11)	4.1%
12. Virtual and augmented reality (13)	3.8%
13. Artificial intelligence (12)	3.6%
14. Curation (14)	2.3%
15. Neuroscience/cognitive science (15)	1.6%
16. Other (16)	1.6%
n = 192	

GSS 2022 for Netherlands	
1. Reskilling/upskilling (1)	12.5%
2. Personalization/adaptive delivery (3)	10.2%
3. Consulting more deeply with the business (9)	9.7%
4. Learning analytics (5)	8.7%
5. Skills-based talent management (6)	8.1%
6. Performance support (11)	7.9%
7. Collaborative/social learning (2)	7.6%
8. Showing value (10)	6.9%
9. Coaching/mentoring (4)	5.1%
10. Learning experience platforms (8)	5.1%
11. Micro learning (7)	4.8%
12. Mobile delivery (14)	3.1%
13. Artificial intelligence (12)	2.8%
14. Virtual and augmented reality (13)	2.8%
15. Curation (15)	2.5%
16. Other (16)	2.3%
n = 133	

Lower than global ranking

NL and 'hot' learning technologies over 4 years

GSS 2019 for Netherlands	
1. Personalization/adaptive delivery (1)	12.0%
2. Learning analytics (3)	10.6%
3. Learning experience platforms (6)	10.6%
4. Performance support (11)	8.6%
5. Artificial intelligence (2)	8.6%
6. Collaborative/social learning (4)	6.8%
7. Virtual and augmented reality (7)	6.8%
8. Micro learning (5)	6.8%
9. Consulting more deeply with the business (9)	5.8%
10. Showing value (10)	4.8%
11. Developing the L&D function (15)	4.1%
12. Neuroscience/cognitive science (12)	3.8%
13. Mobile delivery (8)	3.8%
14. Other: (16)	2.7%
15. Curation (14)	2.7%
16. Video (13)	1.4%
n = 105	

GSS 2020 for Netherlands	
1. Personalization/adaptive delivery (2)	12.9%
2. Learning analytics (1)	12.1%
3. Performance support (11)	10.9%
4. Consulting more deeply with the business (7)	8.3%
5. Learning experience platforms (4)	8.3%
6. Artificial intelligence (5)	7.2%
7. Showing value (9)	7.2%
8. Micro learning (6)	7.2%
9. Coaching/mentoring (8)	5.2%
10. Collaborative/social learning (3)	4.9%
11. Neuroscience/cognitive science (13)	4.0%
12. Curation (14)	3.7%
13. Virtual and augmented reality (10)	2.6%
14. Video (15)	2.6%
15. Mobile delivery (12)	1.7%
16. Other: (16)	1.1%
n = 119	

GSS 2021 for Netherlands	
1. Reskilling/upskilling (1)	11.3%
2. Personalization/adaptive delivery (4)	11.1%
3. Learning analytics (3)	10.8%
4. Collaborative/social learning (2)	9.9%
5. Performance support (10)	9.3%
6. Learning experience platforms (5)	7.7%
7. Consulting more deeply with the business (9)	7.2%
8. Micro learning (7)	5.9%
9. Showing value (8)	5.2%
10. Coaching/mentoring (6)	4.5%
11. Mobile delivery (11)	4.1%
12. Virtual and augmented reality (13)	3.8%
13. Artificial intelligence (12)	3.6%
14. Curation (14)	2.3%
15. Neuroscience/cognitive science (15)	1.6%
16. Other (16)	1.6%
n = 192	

GSS 2022 for Netherlands	
1. Reskilling/upskilling (1)	12.5%
2. Personalization/adaptive delivery (3)	10.2%
3. Consulting more deeply with the business (9)	9.7%
4. Learning analytics (5)	8.7%
5. Skills-based talent management (6)	8.1%
6. Performance support (11)	7.9%
7. Collaborative/social learning (2)	7.6%
8. Showing value (10)	6.9%
9. Coaching/mentoring (4)	5.1%
10. Learning experience platforms (8)	5.1%
11. Micro learning (7)	4.8%
12. Mobile delivery (14)	3.1%
13. Artificial intelligence (12)	2.8%
14. Virtual and augmented reality (13)	2.8%
15. Curation (15)	2.5%
16. Other (16)	2.3%
n = 133	

The ‘Big Two’ in NL for 4 years

GSS 2019 for Netherlands	
1. Personalization/adaptive delivery (1)	12.0%
2. Learning analytics (3)	10.6%
3. Learning experience platforms (6)	10.6%
4. Performance support (11)	8.6%
5. Artificial intelligence (2)	8.6%
6. Collaborative/social learning (4)	6.8%
7. Virtual and augmented reality (7)	6.8%
8. Micro learning (5)	6.8%
9. Consulting more deeply with the business (9)	5.8%
10. Showing value (10)	4.8%
11. Developing the L&D function (15)	4.1%
12. Neuroscience/cognitive science (12)	3.8%
13. Mobile delivery (8)	3.8%
14. Other: (16)	2.7%
15. Curation (14)	2.7%
16. Video (13)	1.4%
n = 105	

GSS 2020 for Netherlands	
1. Personalization/adaptive delivery (2)	12.9%
2. Learning analytics (1)	12.1%
3. Performance support (11)	10.9%
4. Consulting more deeply with the business (7)	8.3%
5. Learning experience platforms (4)	8.3%
6. Artificial intelligence (5)	7.2%
7. Showing value (9)	7.2%
8. Micro learning (6)	7.2%
9. Coaching/mentoring (8)	5.2%
10. Collaborative/social learning (3)	4.9%
11. Neuroscience/cognitive science (13)	4.0%
12. Curation (14)	3.7%
13. Virtual and augmented reality (10)	2.6%
14. Video (15)	2.6%
15. Mobile delivery (12)	1.7%
16. Other: (16)	1.1%
n = 119	

GSS 2021 for Netherlands	
1. Reskilling/upskilling (1)	11.3%
2. Personalization/adaptive delivery (4)	11.1%
3. Learning analytics (3)	10.8%
4. Collaborative/social learning (2)	9.9%
5. Performance support (10)	9.3%
6. Learning experience platforms (5)	7.7%
7. Consulting more deeply with the business (9)	7.2%
8. Micro learning (7)	5.9%
9. Showing value (8)	5.2%
10. Coaching/mentoring (6)	4.5%
11. Mobile delivery (11)	4.1%
12. Virtual and augmented reality (13)	3.8%
13. Artificial intelligence (12)	3.6%
14. Curation (14)	2.3%
15. Neuroscience/cognitive science (15)	1.6%
16. Other (16)	1.6%
n = 192	

GSS 2022 for Netherlands	
1. Reskilling/upskilling (1)	12.5%
2. Personalization/adaptive delivery (3)	10.2%
3. Consulting more deeply with the business (9)	9.7%
4. Learning analytics (5)	8.7%
5. Skills-based talent management (6)	8.1%
6. Performance support (11)	7.9%
7. Collaborative/social learning (2)	7.6%
8. Showing value (10)	6.9%
9. Coaching/mentoring (4)	5.1%
10. Learning experience platforms (8)	5.1%
11. Micro learning (7)	4.8%
12. Mobile delivery (14)	3.1%
13. Artificial intelligence (12)	2.8%
14. Virtual and augmented reality (13)	2.8%
15. Curation (15)	2.5%
16. Other (16)	2.3%
n = 133	

Lower than global ranking

Higher than global ranking

The ‘value trio’ in NL for 4 years

GSS 2019 for Netherlands	
1. Personalization/adaptive delivery (1)	12.0%
2. Learning analytics (3)	10.6%
3. Learning experience platforms (6)	10.6%
4. Performance support (11)	8.6%
5. Artificial intelligence (2)	8.6%
6. Collaborative/social learning (4)	6.8%
7. Virtual and augmented reality (7)	6.8%
8. Micro learning (5)	6.8%
9. Consulting more deeply with the business (9)	5.8%
10. Showing value (10)	4.8%
11. Developing the L&D function (15)	4.1%
12. Neuroscience/cognitive science (12)	3.8%
13. Mobile delivery (8)	3.8%
14. Other: (16)	2.7%
15. Curation (14)	2.7%
16. Video (13)	1.4%
n = 105	

GSS 2020 for Netherlands	
1. Personalization/adaptive delivery (2)	12.9%
2. Learning analytics (1)	12.1%
3. Performance support (11)	10.9%
4. Consulting more deeply with the business (7)	8.3%
5. Learning experience platforms (4)	8.3%
6. Artificial intelligence (5)	7.2%
7. Showing value (9)	7.2%
8. Micro learning (6)	7.2%
9. Coaching/mentoring (8)	5.2%
10. Collaborative/social learning (3)	4.9%
11. Neuroscience/cognitive science (13)	4.0%
12. Curation (14)	3.7%
13. Virtual and augmented reality (10)	2.6%
14. Video (15)	2.6%
15. Mobile delivery (12)	1.7%
16. Other: (16)	1.1%
n = 119	

GSS 2021 for Netherlands	
1. Reskilling/upskilling (1)	11.3%
2. Personalization/adaptive delivery (4)	11.1%
3. Learning analytics (3)	10.8%
4. Collaborative/social learning (2)	9.9%
5. Performance support (10)	9.3%
6. Learning experience platforms (5)	7.7%
7. Consulting more deeply with the business (9)	7.2%
8. Micro learning (7)	5.9%
9. Showing value (8)	5.2%
10. Coaching/mentoring (6)	4.5%
11. Mobile delivery (11)	4.1%
12. Virtual and augmented reality (13)	3.8%
13. Artificial intelligence (12)	3.6%
14. Curation (14)	2.3%
15. Neuroscience/cognitive science (15)	1.6%
16. Other (16)	1.6%
n = 192	

GSS 2022 for Netherlands	
1. Reskilling/upskilling (1)	12.5%
2. Personalization/adaptive delivery (3)	10.2%
3. Consulting more deeply with the business (9)	9.7%
4. Learning analytics (5)	8.7%
5. Skills-based talent management (6)	8.1%
6. Performance support (11)	7.9%
7. Collaborative/social learning (2)	7.6%
8. Showing value (10)	6.9%
9. Coaching/mentoring (4)	5.1%
10. Learning experience platforms (8)	5.1%
11. Micro learning (7)	4.8%
12. Mobile delivery (14)	3.1%
13. Artificial intelligence (12)	2.8%
14. Virtual and augmented reality (13)	2.8%
15. Curation (15)	2.5%
16. Other (16)	2.3%
n = 133	

3

Challenge and change

The three key work cohorts

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.2%
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.6%
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. Virtual and augmented reality	4.3%
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
n = 1,200, 43% of total	

43%

GSS 2022 Self-employed	
1. Reskilling/upskilling	12.4%
2. Collaborative/social learning	10.2%
3. Consulting more deeply with the business	8.6%
4. Personalization/adaptive delivery	8.4%
5. Coaching/mentoring	8.0%
6. Micro learning	7.4%
7. Performance support	6.7%
8. Skills-based talent management	6.1%
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. Artificial intelligence	4.5%
13. Virtual and augmented reality	3.7%
14. Mobile delivery	3.1%
15. Curation	2.2%
16. Other	2.0%
n = 440, 16% of total	

16%

GSS 2022 Vendors	
1. Reskilling/upskilling	14.8%
2. Personalization/adaptive delivery	8.5%
3. Collaborative/social learning	8.4%
4. Learning analytics	7.9%
5. Skills-based talent management	7.9%
6. Consulting more deeply with the business	6.4%
7. Micro learning	6.4%
8. Coaching/mentoring	6.3%
9. Showing value	6.0%
10. Learning experience platforms	5.9%
11. Performance support	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

15%

The three key work cohorts

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.2%
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.6%
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. Virtual and augmented reality	4.3%
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
n = 1,200, 43% of total	

GSS 2022 Self-employed	
1. Reskilling/upskilling	12.4%
2. Collaborative/social learning	10.2%
3. Consulting more deeply with the business	8.6%
4. Personalization/adaptive delivery	8.4%
5. Coaching/mentoring	8.0%
6. Micro learning	7.4%
7. Performance support	6.7%
8. Skills-based talent management	6.1%
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. Artificial intelligence	4.5%
13. Virtual and augmented reality	3.7%
14. Mobile delivery	3.1%
15. Curation	2.2%
16. Other	2.0%
n = 440, 16% of total	

GSS 2022 Vendors	
1. Reskilling/upskilling	14.8%
2. Personalization/adaptive delivery	8.5%
3. Collaborative/social learning	8.4%
4. Learning analytics	7.9%
5. Skills-based talent management	7.9%
6. Consulting more deeply with the business	6.4%
7. Micro learning	6.4%
8. Coaching/mentoring	6.3%
9. Showing value	6.0%
10. Learning experience platforms	5.9%
11. Performance support	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

The three key work cohorts: delivery

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.2%
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.6%
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. Virtual and augmented reality	4.3%
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
n = 1,200, 43% of total	

GSS 2022 Self-employed	
1. Reskilling/upskilling	12.4%
2. Collaborative/social learning	10.2%
3. Consulting more deeply with the business	8.6%
4. Personalization/adaptive delivery	8.4%
5. Coaching/mentoring	8.0%
6. Micro learning	7.4%
7. Performance support	6.7%
8. Skills-based talent management	6.1%
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. Artificial intelligence	4.5%
13. Virtual and augmented reality	3.7%
14. Mobile delivery	3.1%
15. Curation	2.2%
16. Other	2.0%
n = 440, 16% of total	

GSS 2022 Vendors	
1. Reskilling/upskilling	14.8%
2. Personalization/adaptive delivery	8.5%
3. Collaborative/social learning	8.4%
4. Learning analytics	7.9%
5. Skills-based talent management	7.9%
6. Consulting more deeply with the business	6.4%
7. Micro learning	6.4%
8. Coaching/mentoring	6.3%
9. Showing value	6.0%
10. Learning experience platforms	5.9%
11. Performance support	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

The three key work cohorts: delivery

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.2%
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.6%
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. Virtual and augmented reality	4.3%
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
n = 1,200, 43% of total	

GSS 2022 Self-employed	
1. Reskilling/upskilling	12.4%
2. Collaborative/social learning	10.2%
3. Consulting more deeply with the business	8.6%
4. Personalization/adaptive delivery	8.4%
5. Coaching/mentoring	8.0%
6. Micro learning	7.4%
7. Performance support	6.7%
8. Skills-based talent management	6.1%
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. Artificial intelligence	4.5%
13. Virtual and augmented reality	3.7%
14. Mobile delivery	3.1%
15. Curation	2.2%
16. Other	2.0%
n = 440, 16% of total	

GSS 2022 Vendors	
1. Reskilling/upskilling	14.8%
2. Personalization/adaptive delivery	8.5%
3. Collaborative/social learning	8.4%
4. Learning analytics	7.9%
5. Skills-based talent management	7.9%
6. Consulting more deeply with the business	6.4%
7. Micro learning	6.4%
8. Coaching/mentoring	6.3%
9. Showing value	6.0%
10. Learning experience platforms	5.9%
11. Performance support	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

Delivery: three questions

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.0%
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.5%
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. Virtual and augmented reality	4.3%
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
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GSS 2022 Self-employed	
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6. Micro learning	7.4%
7. Performance support	6.7%
8. Skills-based talent management	6.3%
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. Artificial intelligence	5.0%
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GSS 2022 Vendors	
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13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

Q1: How long will the re/upskilling market last?

Q2: Has the LxP market become commoditized?

Q3: Does your local market reflect this global view?

The three key work cohorts: value

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. Learning analytics	8.2%
5. Coaching/mentoring	7.9%
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The three key work cohorts: value

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The three key work cohorts: value

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The three key work cohorts: value

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GSS 2022 Vendors	
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8. Coaching/mentoring	6.3%
9. Showing value	6.0%
10. Learning experience platforms	5.9%
11. Performance support	4.7%
12. Artificial intelligence	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

Value: three questions

GSS 2022 Workplace L&D	
1. Reskilling/upskilling	12.7%
2. Collaborative/social learning	8.9%
3. Personalization/adaptive delivery	8.5%
4. [illegible] analytics	[illegible]
5. Coaching/mentoring	7.9%
6. Skills-based talent management	7.5%
7. Learning experience platforms	7.0%
8. Micro learning	6.[illegible]
9. Consulting more deeply with the business	6.3%
10. Showing value	5.9%
11. Performance support	5.0%
12. [illegible]	4.[illegible]
13. Artificial intelligence	3.4%
14. Curation	3.4%
15. Mobile delivery	3.2%
16. Other	1.4%
n = 1,200, 43% of total	

GSS 2022 Self-employed	
1. Reskilling/upskilling	12.4%
2. Collaborative/social learning	10.2%
3. Consulting more deeply with the business	8.6%
4. [illegible]	[illegible]
5. Coaching/mentoring	8.0%
6. Micro learning	7.4%
7. Performance support	6.7%
8. [illegible]	[illegible]
9. Showing value	5.8%
10. Learning analytics	5.4%
11. Learning experience platforms	5.4%
12. [illegible]	5.[illegible]
13. Virtual and augmented reality	3.7%
14. Mobile delivery	3.1%
15. Curation	2.2%
16. Other	2.0%
n = 440, 16% of total	

GSS 2022 Vendors	
1. Reskilling/upskilling	14.8%
2. Personalization/adaptive delivery	8.5%
3. Collaborative/social learning	8.4%
4. [illegible]	[illegible]
5. Skills-based talent management	7.9%
6. Consulting more deeply with the business	6.4%
7. Micro learning	6.4%
8. [illegible]	6.3%
9. Showing value	6.0%
10. Learning experience platforms	5.9%
11. Performance support	4.7%
12. [illegible]	4.4%
13. Virtual and augmented reality	4.1%
14. Mobile delivery	3.6%
15. Curation	2.6%
16. Other	2.1%
n = 424, 15% of total	

Q1: How serious are your clients about showing value?

Q2: Do clients know how to use ‘learning analytics’?

Q3: Does your local market reflect this global view?

Results for 2022

GSS 2022		Δ%
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
4. Coaching/mentoring (6)	7.6%	↑
5. Learning analytics (3)	7.3%	↓
6. Skills-based talent management (new)	7.2%	new
7. Micro learning (7)	6.9%	↔
8. Learning experience platforms (5)	6.7%	↓
9. Consulting more deeply with the business (9)	6.1%	↑
10. Showing value (8)	5.5%	↓
11. Performance support (10)	4.9%	↓
12. Artificial intelligence (12)	4.7%	↑
13. Virtual and augmented reality (13)	4.7%	↑
14. Mobile delivery (11)	4.0%	↓
15. Curation (14)	2.7%	↓
16. Other (16)	1.4%	↓
n = 3,518		

Figures in brackets show previous year's ranking

- Reskilling/upskilling remains #1
- Location matters

https://bit.ly/GSS22-summary

Results for 2022

GSS 2022		Δ%
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
4. Coaching/mentoring (6)	7.6%	↑
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15. Curation (14)	2.7%	↓
16. Other (16)	1.4%	↓
n = 3,518		

Figures in brackets show previous year's ranking

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Results for 2022

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n = 3,518		

Figures in brackets show previous year's ranking

- Reskilling/upskilling remains #1
- Location matters
- People vs technology

https://bit.ly/GSS22-summary

Results for 2022

GSS 2022	Δ%	
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
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Figures in brackets show previous year's ranking

- Reskilling/upskilling remains #1
- Location matters
- People *and* technology

https://bit.ly/GSS22-summary

Results for 2022

GSS 2022		Δ%
1. Reskilling/upskilling (1)	12.5%	↓
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Figures in brackets show previous year's ranking

- Reskilling/upskilling remains #1
- Location matters
- People *and* technology

https://bit.ly/GSS22-summary

A closer look

GSS 2022		Δ%
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
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Figures in brackets show previous year's ranking

- Learning analytics / LXPs
- AI and VR/AR
- Collaboration and coaching

https://bit.ly/GSS22-summary

Five years of the GSS

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	n = 1,955	n = 2,278	n = 3,114	n = 3,518

Typical life of an option

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	n = 1,955	n = 2,278	n = 3,114	n = 3,518

Typical life of an option

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	n = 1,955	n = 2,278	n = 3,114	n = 3,518

Interesting approach, difficult to implement

Interesting technology, initially over-promoted, then adopted

Over-promoted or going mainstream?

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	n = 1,955	n = 2,278	n = 3,114	n = 3,518

Interesting approach, difficult to implement

Interesting technology, initially over-promoted, then adopted

The two-year perspective

GSS 2020	GSS 2021	GSS 2022
1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Performance support	11. Mobile delivery	11. Performance support
12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Curation	14. Curation	14. Mobile delivery
15. Video	15. Neuroscience/cognitive science	15. Curation
16. Other:	16. Other	16. Other
n = 2,278	**n = 3,114**	**n = 3,518**

The two-year perspective

GSS 2020	GSS 2021	GSS 2022
1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Performance support	11. Mobile delivery	11. Performance support
12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Curation	14. Curation	14. Mobile delivery
15. Video	15. Neuroscience/cognitive science	15. Curation
16. Other:	16. Other	16. Other
n = 2,278	**n = 3,114**	**n = 3,518**

Average 9.6%

Average 6.3%

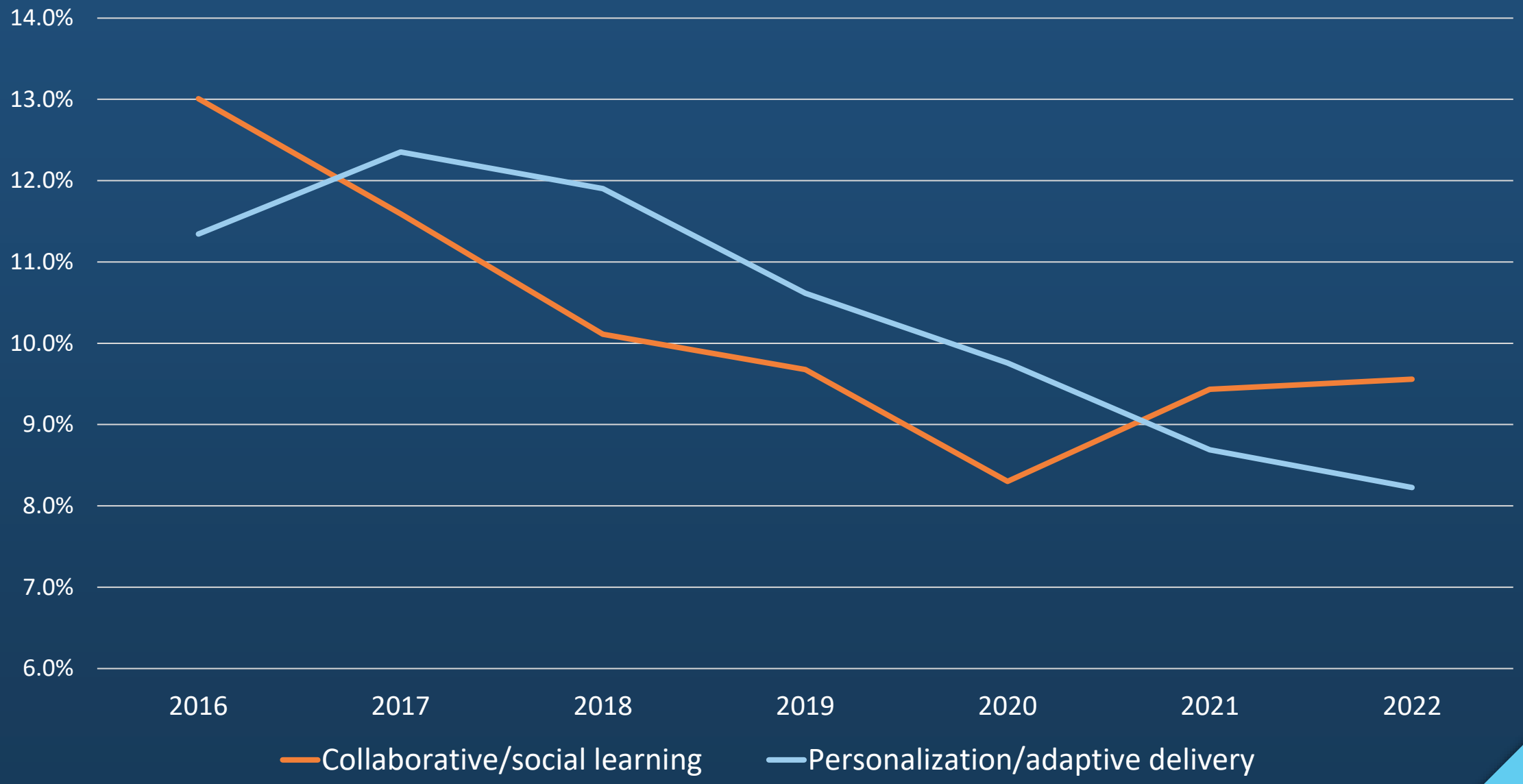
The two-year perspective

	GSS 2020	GSS 2021	GSS 2022	
Average 9.6%	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling	
	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning	Average 8.6%
	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery	
	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring	
	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics	
	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management	
Average 7.6%	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning	Average 6.3%
	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms	
	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business	
	10. Virtual and augmented reality	10. Performance support	10. Showing value	
	11. Performance support	11. Mobile delivery	11. Performance support	
	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence	
	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality	
	14. Curation	14. Curation	14. Mobile delivery	
	15. Video	15. Neuroscience/cognitive science	15. Curation	
	16. Other:	16. Other	16. Other	
	n = 2,278	**n = 3,114**	**n = 3,518**	

Clarity on collaboration

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	n = 1,955	n = 2,278	n = 3,114	n = 3,518

Collaboration vs Personalization over time



A closer look

GSS 2022		Δ%
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
4. Coaching/mentoring (6)	7.6%	↑
5. Learning analytics (3)	7.3%	↓
6. Skills-based talent management (new)	7.2%	new
7. Micro learning (7)	6.9%	↔
8. Learning experience platforms (5)	6.7%	↓
9. Consulting more deeply with the business (9)	6.1%	↑
10. Showing value (8)	5.5%	↓
11. Performance support (10)	4.9%	↓
12. Artificial intelligence (12)	4.7%	↑
13. Virtual and augmented reality (13)	4.7%	↑
14. Mobile delivery (11)	4.0%	↓
15. Curation (14)	2.7%	↓
16. Other (16)	1.4%	↓
n = 3,518		

Figures in brackets show previous year's ranking

- Learning analytics / LXPs
- AI and VR/AR
- Collaboration and coaching

https://bit.ly/GSS22-summary

A closer look

GSS 2022	Δ%	
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
4. Coaching/mentoring (6)	7.6%	↑
5. Learning analytics (3)	7.3%	↓
6. Skills-based talent management (new)	7.2%	new
7. Micro learning (7)	6.9%	↔
8. Learning experience platforms (5)	6.7%	↓
9. Consulting more deeply with the business (9)	6.1%	↑
10. Showing value (8)	5.5%	↓
11. Performance support (10)	4.9%	↓
12. Artificial intelligence (12)	4.7%	↑
13. Virtual and augmented reality (13)	4.7%	↑
14. Mobile delivery (11)	4.0%	↓
15. Curation (14)	2.7%	↓
16. Other (16)	1.4%	↓
n = 3,518		

Figures in brackets show previous year's ranking

- Learning analytics / LXPs
- AI and VR/AR
- Collaboration and coaching

https://bit.ly/GSS22-summary

A closer look

GSS 2022	Δ%	
1. Reskilling/upskilling (1)	12.5%	↓
2. Collaborative/social learning (2)	9.6%	↑
3. Personalization/adaptive delivery (4)	8.1%	↓
4. Coaching/mentoring (6)	7.6%	↑
5. Learning analytics (3)	7.3%	↓
6. Skills-based talent management (new)	7.2%	new
7. Micro learning (7)	6.9%	↔
8. Learning experience platforms (5)	6.7%	↓
9. Consulting more deeply with the business (9)	6.1%	↑
10. Showing value (8)	5.5%	↓
11. Performance support (10)	4.9%	↓
12. Artificial intelligence (12)	4.7%	↑
13. Virtual and augmented reality (13)	4.7%	↑
14. Mobile delivery (11)	4.0%	↓
15. Curation (14)	2.7%	↓
16. Other (16)	1.4%	↓
n = 3,518		

Figures in brackets show previous year's ranking

◇ Skills-based talent management

https://bit.ly/GSS22-summary

3

Challenge and change

‘What is your biggest L&D challenge in 2022?’

Free text response

1,397 answers (40%)
16,827 words

‘What is your biggest L&D challenge in 2022?’

Budget and resources

Stakeholder enthusiasm / showing value

Going/staying hybrid

Implementation – tech/mindset

Engagement

What is your biggest L&D challenge in 2022?

Money

People

Resources for the L&D department

"Recruiting people with the skills and attitude to help us understand and implement new L&D Methodologies

we see many newcomers who have chosen a totally new profession

Getting data literacy right in L&D to not just manage but lead through data-informed decisions

Reskilling and upskilling my team

Scale of work to be delivered with restricted budgets"

What is your biggest L&D challenge in 2022?

Overwhelm

Screen fatigue

Engagement

Prioritization

Elearning apathy

“ All employees are really overwhelmed with tasks - to get their attention for learning ... requires a lot of energy

People are exhausted. How to still motivate them?

Engaging people in an increasingly remote/hybrid workplace.

screen fatigue

Balance L&D with business and rapidly changing environment.

Teams planning time for L&D with competing priorities

Covid has made everybody sick and tired of webinars and asynchronous learning ”

What is your biggest L&D challenge in 2022?

F2F desire

Digital desire

Going/staying hybrid/digital

Covid reality

Hybrid balance

"

Breaking the digital barrier established by COVID.

That we will revert to face-to-face training "because it's more effective",

People seeing value in digital options for L&D beyond the emergency covid responses

The collaboration part between attendees online and the ones in the physical classroom

replicating FTF training

"

What is your biggest L&D challenge in 2022?

“

Showing L&D's value (not in monetary form) to business

Assessing ROI of learning measures/initiatives

Getting buy in from the business leaders

Connecting to the business OKRs.
With building tools, infrastructure, mindset and implantation

Translating learning into action and measuring that impact.

”

A closer look at work groups ...

GSS 2022 Workplace L&D		Δ%
1. Reskilling/upskilling	12.7%	↑
2. Collaborative/social learning	8.9%	↓
3. Personalization/adaptive delivery	8.5%	↑
4. Learning analytics	8.2%	↓
5. Coaching/mentoring	7.9%	⇑
6. Skills-based talent management	7.5%	new
7. Learning experience platforms	7.0%	↓
8. Micro learning	6.6%	↓
9. Consulting more deeply with the business	6.3%	↓
10. Showing value	5.9%	↓
11. Performance support	5.0%	⇓
12. Virtual and augmented reality	4.3%	↓
13. Artificial intelligence	3.4%	↓
14. Curation	3.4%	↓
15. Mobile delivery	3.2%	⇓
16. Other	1.4%	↓
n = 1,200, 43% of total		

GSS 2022 Self-employed		Δ%
1. Reskilling/upskilling	12.4%	⇓
2. Collaborative/social learning	10.2%	↑
3. Consulting more deeply with the business	8.6%	⇑
4. Personalization/adaptive delivery	8.4%	↓
5. Coaching/mentoring	8.0%	↓
6. Micro learning	7.4%	⇑
7. Performance support	6.7%	↑
8. Skills-based talent management	6.1%	new
9. Showing value	5.8%	↑
10. Learning analytics	5.4%	⇓
11. Learning experience platforms	5.4%	⇓
12. Artificial intelligence	4.5%	↑
13. Virtual and augmented reality	3.7%	↑
14. Mobile delivery	3.1%	↓
15. Curation	2.2%	↓
16. Other	2.0%	⇓
n = 440, 16% of total		

GSS 2022 Vendors		Δ%
1. Reskilling/upskilling	14.8%	↓
2. Personalization/adaptive delivery	8.5%	↓
3. Collaborative/social learning	8.4%	⇑
4. Learning analytics	7.9%	⇓
5. Skills-based talent management	7.9%	new
6. Consulting more deeply with the business	6.4%	↓
7. Micro learning	6.4%	↑
8. Coaching/mentoring	6.3%	↓
9. Showing value	6.0%	↓
10. Learning experience platforms	5.9%	⇓
11. Performance support	4.7%	↓
12. Artificial intelligence	4.4%	↑
13. Virtual and augmented reality	4.1%	⇑
14. Mobile delivery	3.6%	↑
15. Curation	2.6%	↓
16. Other	2.1%	↑
n = 424, 15% of total		

GSS 2022 Education		Δ%
1. Collaborative/social learning	12.2%	⇑
2. Reskilling/upskilling	11.7%	↑
3. Personalization/adaptive delivery	7.5%	⇓
4. Coaching/mentoring	7.4%	⇑
5. Artificial intelligence	7.4%	↑
6. Learning experience platforms	7.4%	↓
7. Skills-based talent management	7.2%	new
8. Micro learning	7.2%	⇓
9. Learning analytics	6.8%	⇓
10. Virtual and augmented reality	6.2%	↑
11. Mobile delivery	5.4%	↓
12. Showing value	3.9%	↓
13. Consulting more deeply with the business	3.7%	⇑
14. Performance support	2.9%	↓
15. Curation	2.2%	↓
16. Other	0.9%	⇓
n = 529, 19% of total		

⇑ Vote rose by over 1.0% in 2022

↑ Vote rose by up to 1.0% in 2022

↓ Vote fell by up to 1.0% in 2022

⇓ Vote fell by over 1.0% in 2022

Δ% Change year on year

A closer look at work groups ...

GSS 2022 Workplace L&D		Δ%
1. Reskilling/upskilling	12.7%	↑
2. Collaborative/social learning	8.9%	↓
3. Personalization/adaptive delivery	8.5%	↑
4. Learning analytics	8.2%	↓
5. Coaching/mentoring	7.9%	↑
6. Skills-based talent management	7.5%	new
7. Learning experience platforms	7.0%	↓
8. Micro learning	6.6%	↓
9. Consulting more deeply with the business	6.3%	↓
10. Showing value	5.9%	↓
11. Performance support	5.0%	↓
12. Virtual and augmented reality	4.3%	↓
13. Artificial intelligence	3.4%	↓
14. Curation	3.4%	↓
15. Mobile delivery	3.2%	↓
16. Other	1.4%	↓
n = 1,200, 43% of total		

GSS 2022 Self-employed		Δ%
1. Reskilling/upskilling	12.4%	↓
2. Collaborative/social learning	10.2%	↑
3. Consulting more deeply with the business	8.6%	↑
4. Personalization/adaptive delivery	8.4%	↓
5. Coaching/mentoring	8.0%	↓
6. Micro learning	7.4%	↑
7. Performance support	6.7%	↑
8. Skills-based talent management	6.1%	new
9. Showing value	5.8%	↑
10. Learning analytics	5.4%	↓
11. Learning experience platforms	5.4%	↓
12. Artificial intelligence	4.5%	↑
13. Virtual and augmented reality	3.7%	↑
14. Mobile delivery	3.1%	↓
15. Curation	2.2%	↓
16. Other	2.0%	↓
n = 440, 16% of total		

GSS 2022 Vendors		Δ%
1. Reskilling/upskilling	14.8%	↓
2. Personalization/adaptive delivery	8.5%	↓
3. Collaborative/social learning	8.4%	↑
4. Learning analytics	7.9%	↓
5. Skills-based talent management	7.9%	new
6. Consulting more deeply with the business	6.4%	↓
7. Micro learning	6.4%	↑
8. Coaching/mentoring	6.3%	↓
9. Showing value	6.0%	↓
10. Learning experience platforms	5.9%	↓
11. Performance support	4.7%	↓
12. Artificial intelligence	4.4%	↑
13. Virtual and augmented reality	4.1%	↑
14. Mobile delivery	3.6%	↑
15. Curation	2.6%	↓
16. Other	2.1%	↑
n = 424, 15% of total		

GSS 2022 Education		Δ%
1. Collaborative/social learning	12.2%	↑
2. Reskilling/upskilling	11.7%	↑
3. Personalization/adaptive delivery	7.5%	↓
4. Coaching/mentoring	7.4%	↑
5. Artificial intelligence	7.4%	↑
6. Learning experience platforms	7.4%	↓
7. Skills-based talent management	7.2%	new
8. Micro learning	7.2%	↓
9. Learning analytics	6.8%	↓
10. Virtual and augmented reality	6.2%	↑
11. Mobile delivery	5.4%	↓
12. Showing value	3.9%	↓
13. Consulting more deeply with the business	3.7%	↑
14. Performance support	2.9%	↓
15. Curation	2.2%	↓
16. Other	0.9%	↓
n = 529, 19% of total		

↑ Vote rose by over 1.0% in 2022

↑ Vote rose by up to 1.0% in 2022

↓ Vote fell by up to 1.0% in 2022

↓ Vote fell by over 1.0% in 2022

Δ% Change year on year

A closer look at work groups ...

GSS 2022 Workplace L&D		Δ%
1. Reskilling/upskilling	12.7%	↑
2. Collaborative/social learning	8.9%	↓
3. Personalization/adaptive delivery	8.5%	↑
4. Learning analytics	8.2%	↓
5. Coaching/mentoring	7.9%	↑
6. Skills-based talent management	7.5%	new
7. Learning experience platforms	7.0%	↓
8. Micro learning	6.6%	↓
9. Consulting more deeply with the business	6.3%	↓
10. Showing value	5.9%	↓
11. Performance support	5.0%	⇓
12. Virtual and augmented reality	4.3%	↓
13. Artificial intelligence	3.4%	↓
14. Curation	3.4%	↓
15. Mobile delivery	3.2%	⇓
16. Other	1.4%	↓
n = 1,200, 43% of total		

GSS 2022 Self-employed		Δ%
1. Reskilling/upskilling	12.4%	⇓
2. Collaborative/social learning	10.2%	↑
3. Consulting more deeply with the business	8.6%	⇑
4. Personalization/adaptive delivery	8.4%	↓
5. Coaching/mentoring	8.0%	↓
6. Micro learning	7.4%	⇑
7. Performance support	6.7%	↑
8. Skills-based talent management	6.1%	new
9. Showing value	5.8%	↑
10. Learning analytics	5.4%	⇓
11. Learning experience platforms	5.4%	⇓
12. Artificial intelligence	4.5%	↑
13. Virtual and augmented reality	3.7%	↑
14. Mobile delivery	3.1%	↓
15. Curation	2.2%	↓
16. Other	2.0%	⇓
n = 440, 16% of total		

GSS 2022 Vendors		Δ%
1. Reskilling/upskilling	14.8%	↓
2. Personalization/adaptive delivery	8.5%	↓
3. Collaborative/social learning	8.4%	⇑
4. Learning analytics	7.9%	⇓
5. Skills-based talent management	7.9%	new
6. Consulting more deeply with the business	6.4%	⇓
7. Micro learning	6.4%	↑
8. Coaching/mentoring	6.3%	↓
9. Showing value	6.0%	⇓
10. Learning experience platforms	5.9%	⇓
11. Performance support	4.7%	↓
12. Artificial intelligence	4.4%	↑
13. Virtual and augmented reality	4.1%	⇑
14. Mobile delivery	3.6%	↑
15. Curation	2.6%	↓
16. Other	2.1%	↑
n = 424, 15% of total		

GSS 2022 Education		Δ%
1. Collaborative/social learning	12.2%	⇑
2. Reskilling/upskilling	11.7%	↑
3. Personalization/adaptive delivery	7.5%	⇓
4. Coaching/mentoring	7.4%	⇑
5. Artificial intelligence	7.4%	↑
6. Learning experience platforms	7.4%	↓
7. Skills-based talent management	7.2%	new
8. Micro learning	7.2%	⇓
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Δ% Change year on year

L&D and ‘value’ over five years

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	**n = 1,955**	**n = 2,278**	**n = 3,114**	**n = 3,518**

L&D and ‘value’ over five years

GSS 2018	GSS 2019	GSS 2020	GSS 2021	GSS 2022
1. Personalization/adaptive delivery	1. Personalization/adaptive delivery	1. Learning analytics	1. Reskilling/upskilling	1. Reskilling/upskilling
2. Collaborative/social learning	2. Artificial intelligence	2. Personalization/adaptive delivery	2. Collaborative/social learning	2. Collaborative/social learning
3. Artificial intelligence	3. Learning analytics	3. Collaborative/social learning	3. Learning analytics	3. Personalization/adaptive delivery
4. Consulting more deeply with the business	4. Collaborative/social learning	4. Learning experience platforms	4. Personalization/adaptive delivery	4. Coaching/mentoring
5. Micro learning	5. Micro learning	5. Artificial intelligence	5. Learning experience platforms	5. Learning analytics
6. Showing value	6. Learning experience platforms	6. Micro learning	6. Coaching/mentoring	6. Skills-based talent management
7. Virtual and augmented reality	7. Virtual and augmented reality	7. Consulting more deeply with the business	7. Micro learning	7. Micro learning
8. Next generation learning platforms	8. Mobile delivery	8. Coaching/mentoring	8. Showing value	8. Learning experience platforms
9. Curation	9. Consulting more deeply with the business	9. Showing value	9. Consulting more deeply with the business	9. Consulting more deeply with the business
10. Mobile delivery	10. Showing value	10. Virtual and augmented reality	10. Performance support	10. Showing value
11. Neuroscience/cognitive science	11. Performance support	11. Performance support	11. Mobile delivery	11. Performance support
12. Developing the L&D function	12. Neuroscience/cognitive science	12. Mobile delivery	12. Artificial intelligence	12. Artificial intelligence
13. Video	13. Video	13. Neuroscience/cognitive science	13. Virtual and augmented reality	13. Virtual and augmented reality
14. Games/gamification	14. Curation	14. Curation	14. Curation	14. Mobile delivery
15. Other:	15. Developing the L&D function	15. Video	15. Neuroscience/cognitive science	15. Curation
16. MOOCs	16. Other:	16. Other:	16. Other	16. Other
n = 1,015	n = 1,955	n = 2,278	n = 3,114	n = 3,518

4

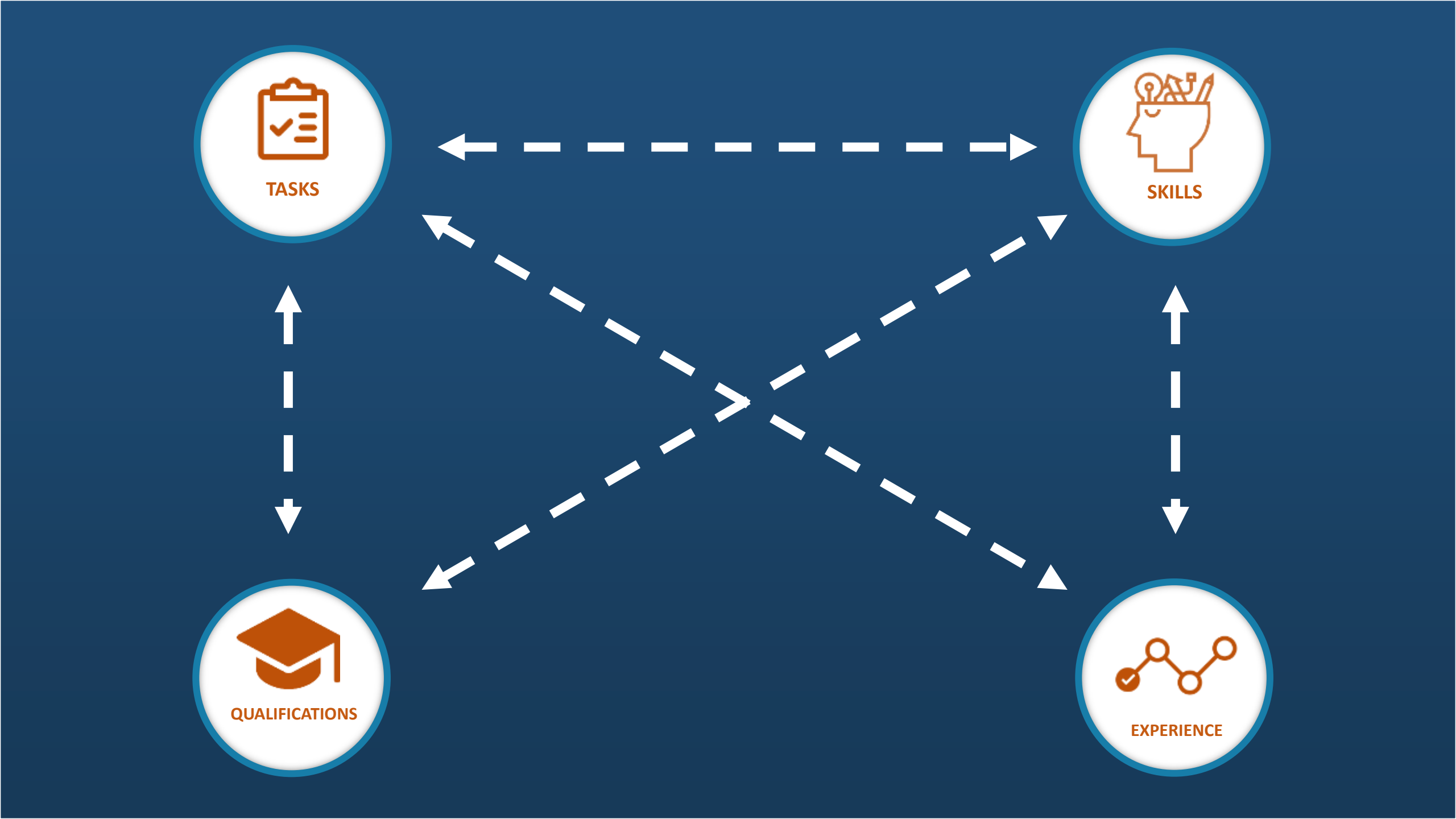
New and notable

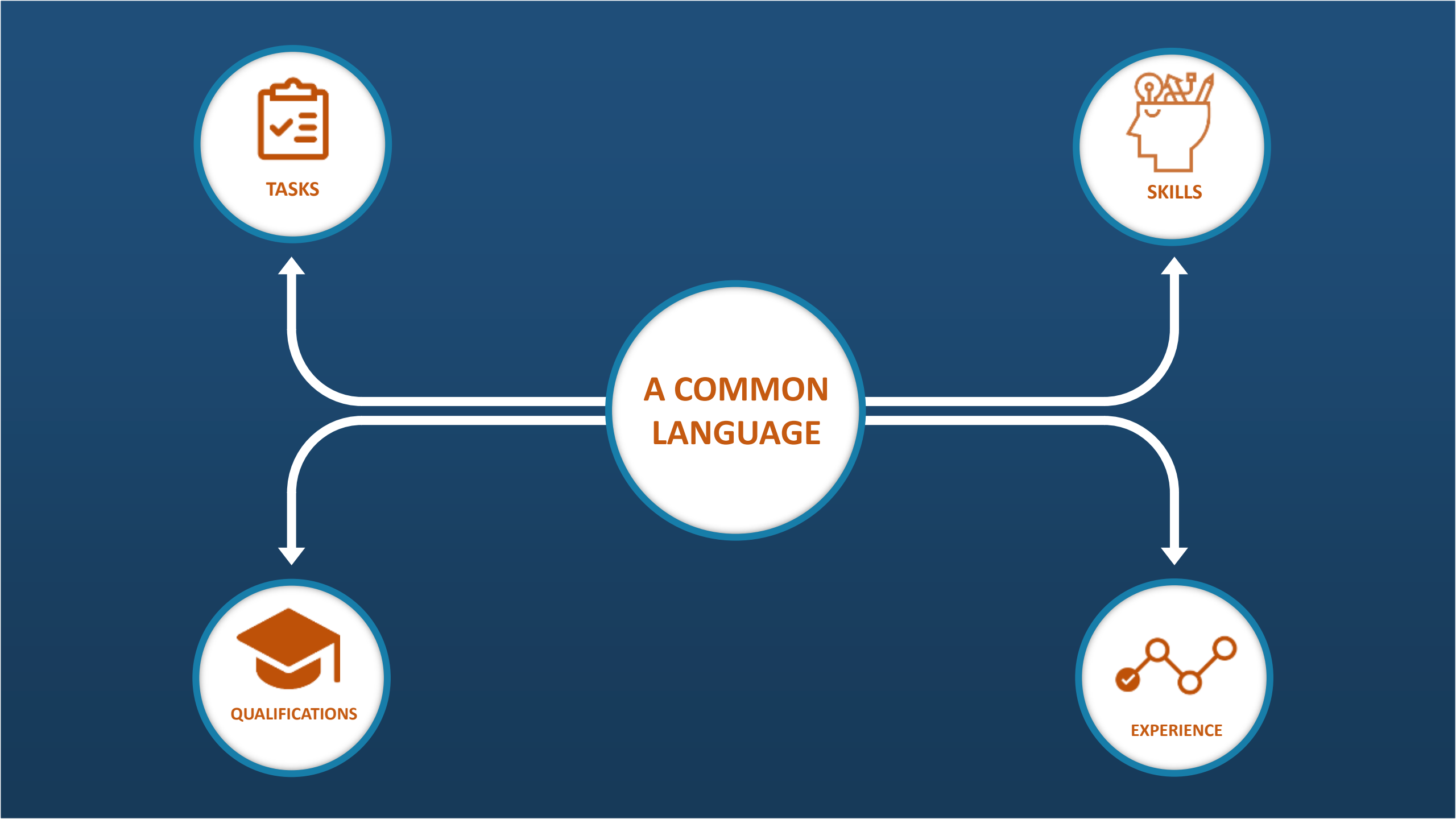
TASKS

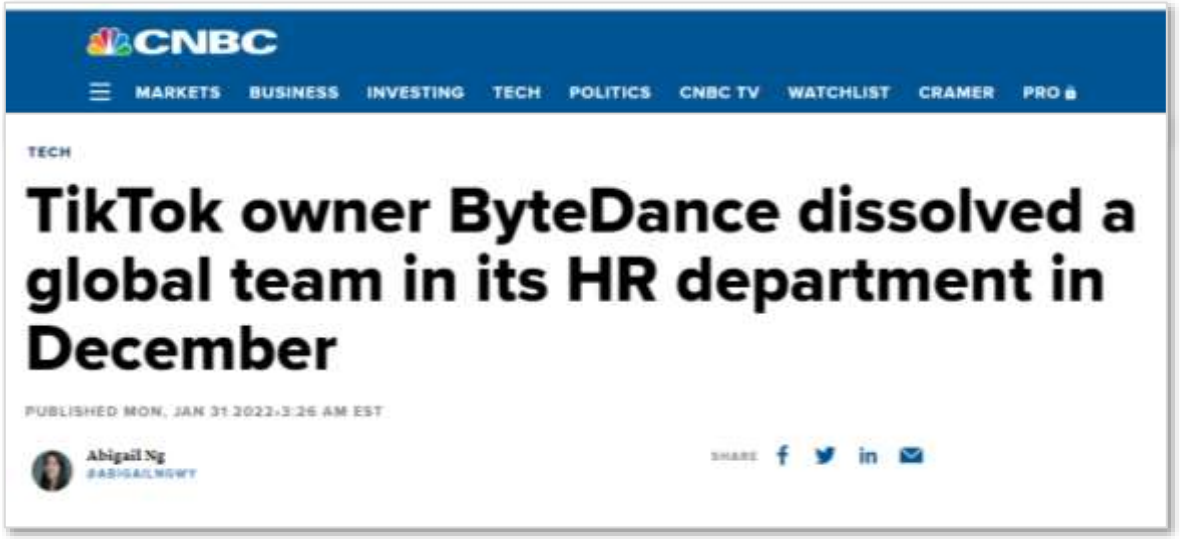
SKILLS

QUALIFICATIONS

EXPERIENCE


TASKS
SKILLS
QUALIFICATIONS
EXPERIENCE


TASKS
SKILLS
A COMMON LANGUAGE
QUALIFICATIONS
EXPERIENCE



CNBC

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TECH

TikTok owner ByteDance dissolved a global team in its HR department in December

PUBLISHED MON, JAN 31 2022·3:26 AM EST

Abigail Ng

SHARE

ByteDance had found that some company staff were unaware of what the Talent Development team does.

“Many learning events, such as online talks of mediocre quality with over 1000 people … did not make very effective use of our employees’ time.”

https://www.cnbc.com/2022/01/31/tiktok-owner-bytedance-laid-off-a-global-hr-team-in-december.html

The L&D Journey to Influence

5

Conclusion

Conclusions

- The overall results show what the world is thinking
- This year, watch: Collaborative learning and Coaching/mentoring
- Skills-based talent management has vast promise – can it deliver?
- Most L&D practitioners are focused on the 'how'
- … but there is enduring interest in the 'why'
- Emerging from Covid-19, the 'why' is key to move to influence

https://bit.ly/GSS22-summary

The GSS Annual Report

https://bit.ly/GSS22-summary

Global Sentiment Survey 2022

L&D in 2022: Challenge and change

Donald H Taylor
Chair
Learning Technologies Conference

https://bit.ly/GSS22-summary