



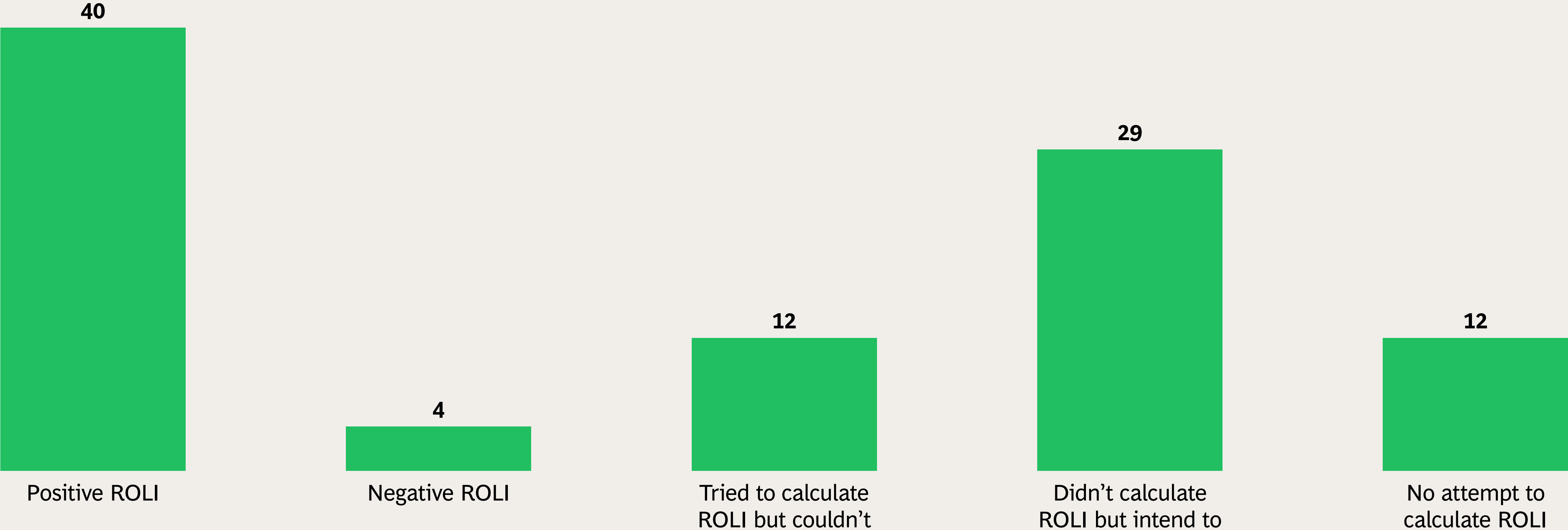
Five Ways to Make the Most of Your Reskilling Investments

JANUARY 2025



Forty percent of companies reported a positive return on their learning investment

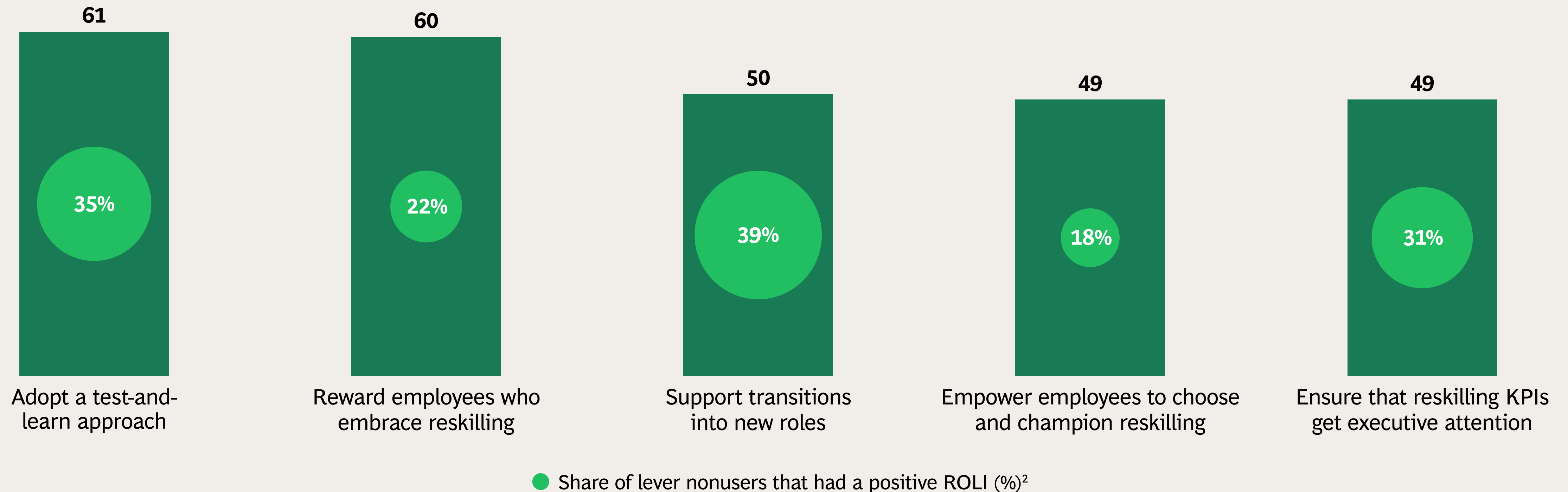
RESPONDENTS (%)



Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023.
Note: n = 1,215. ROLI = return on learning investment.

An assessment of successful reskilling programs revealed five ways to develop initiatives that work

SHARE OF LEVER USERS THAT HAD A POSITIVE ROLI (%)¹



Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023.

Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment.

¹We determined how many surveyed companies used each lever and the share of users that had a positive ROLI.

²We determined how many surveyed companies did not use each lever and the share of nonusers that had a positive ROLI.

Adopting a test-and-learn approach

Companies' duration of reskilling pilot

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)



Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023.

Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment.

Rewarding employees who embrace reskilling

Employee incentive

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)

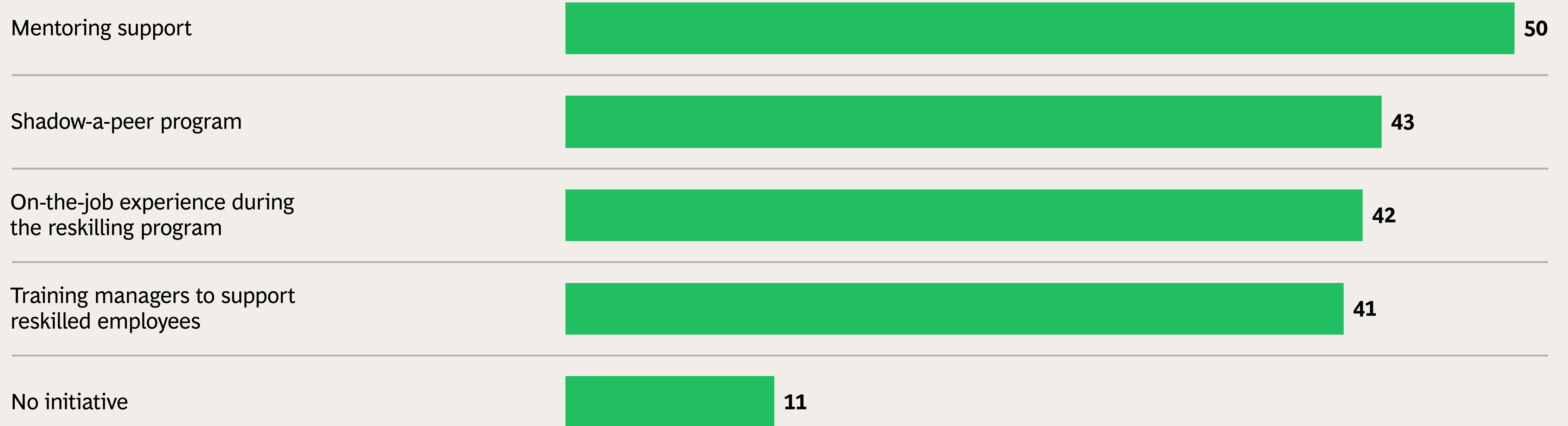


Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023.
Note: n = 1,215; with further analysis of 673. ROLI = return on learning investment.

Supporting transitions into new roles

Support initiative

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)



Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023.

Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment.

Empowering employees to choose and champion reskilling

Participation option

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)



Champion of reskilling

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)



Source: BCG Henderson Institute and Harvard Business School’s reskilling survey, 2023.
Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment.

Ensuring that reskilling KPIs get executive attention

Reviewer of reskilling KPIs, by seniority

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)



Frequency of KPI reviews

COMPANIES THAT REPORTED A POSITIVE ROLI FOR RESKILLING (%)



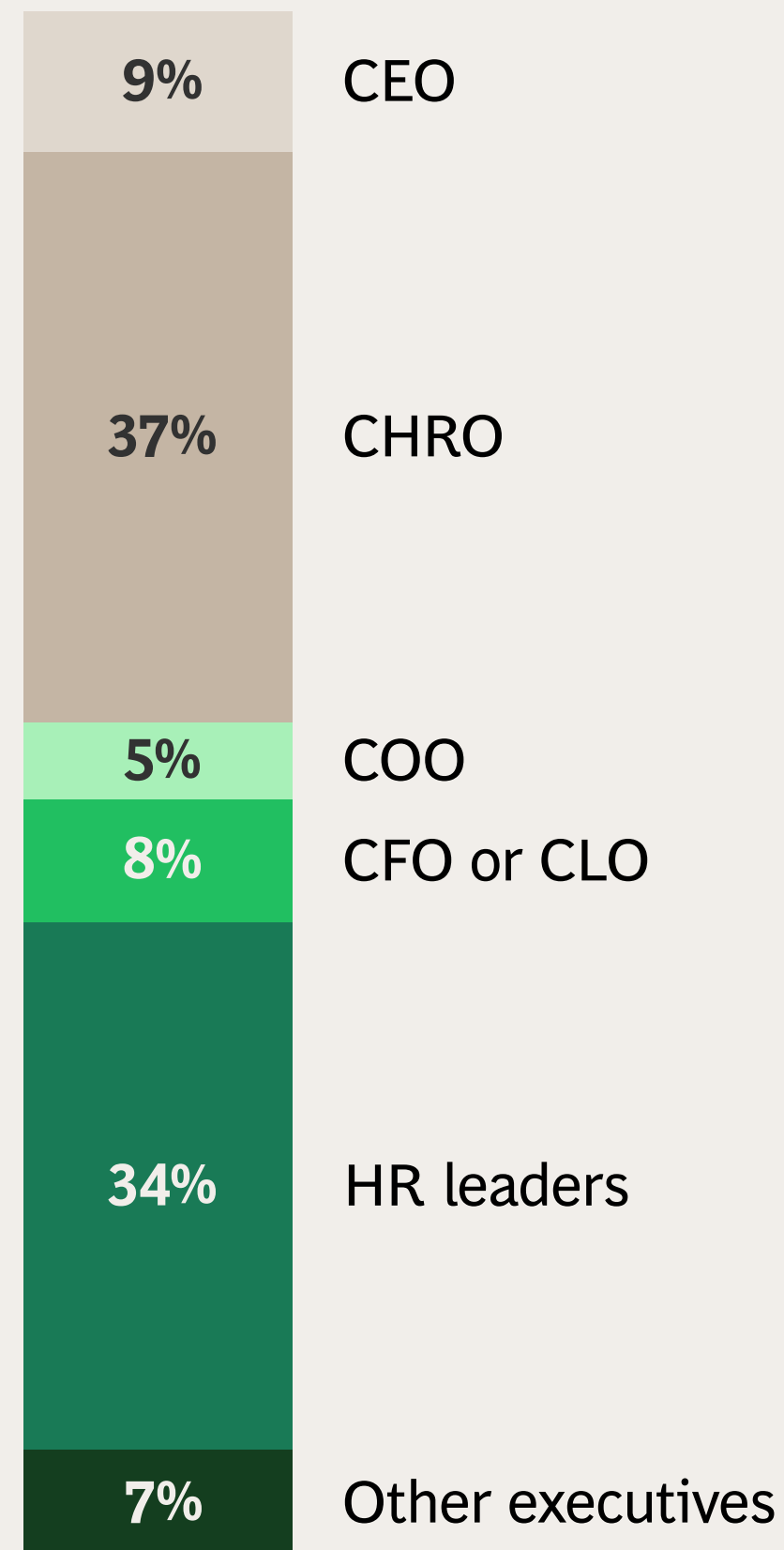
Source: BCG Henderson Institute and Harvard Business School’s reskilling survey, 2023.

Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment.

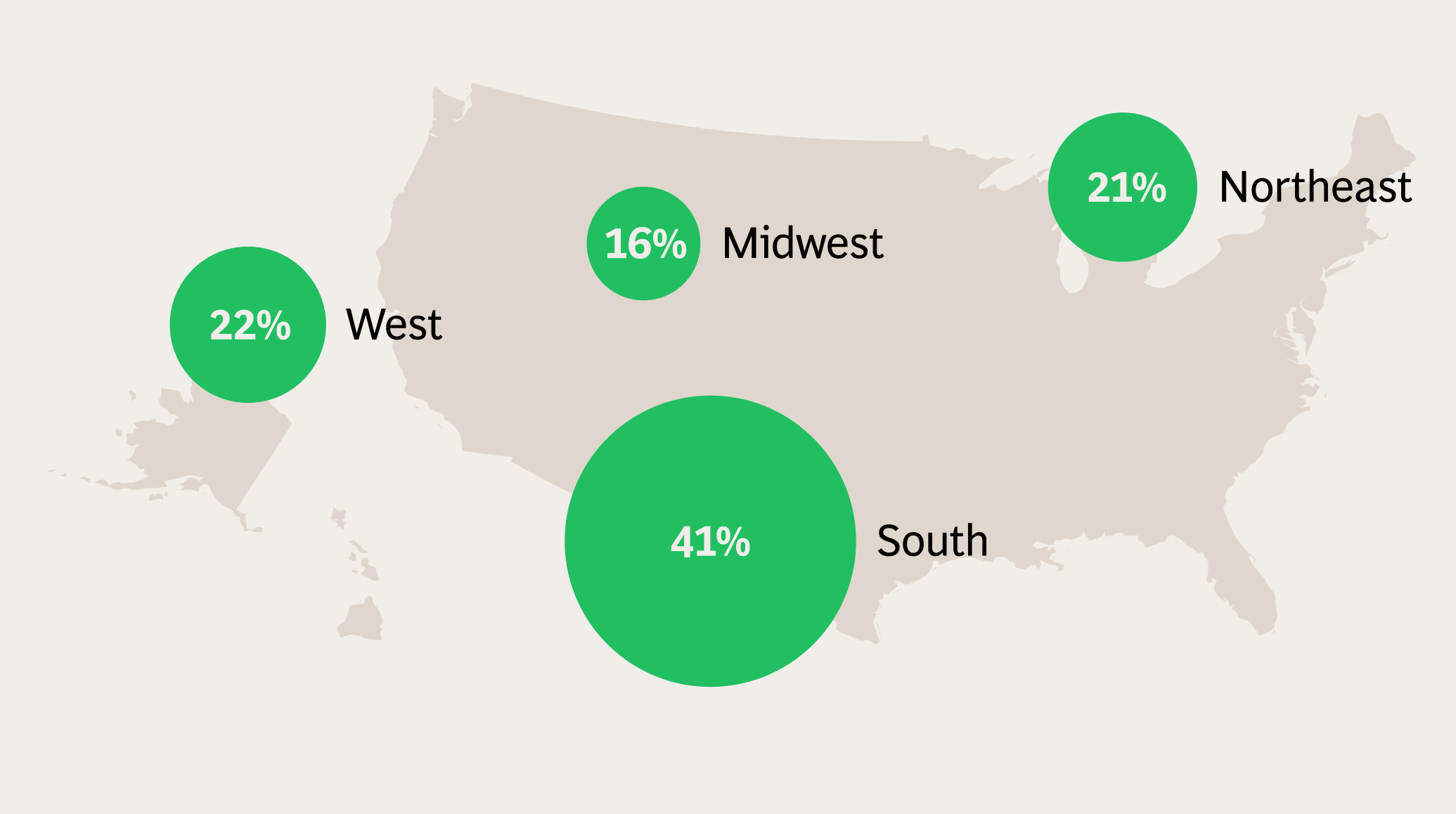
¹Companies that perform some type of review.

About the survey

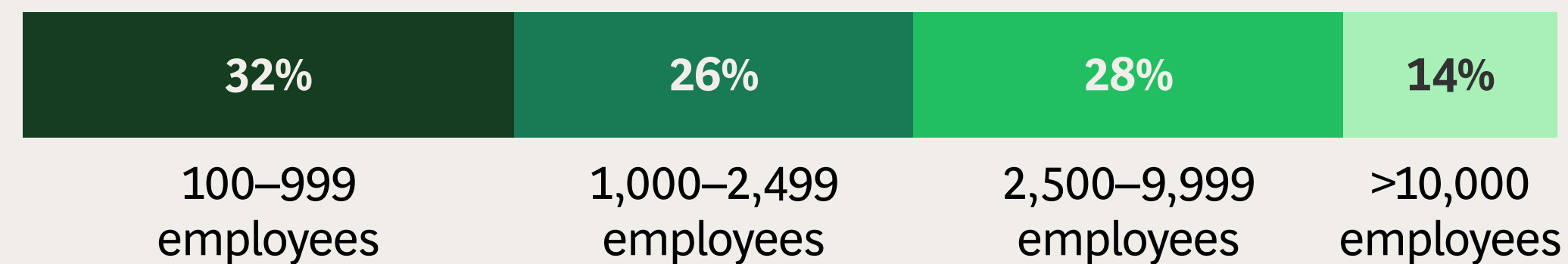
Executive role



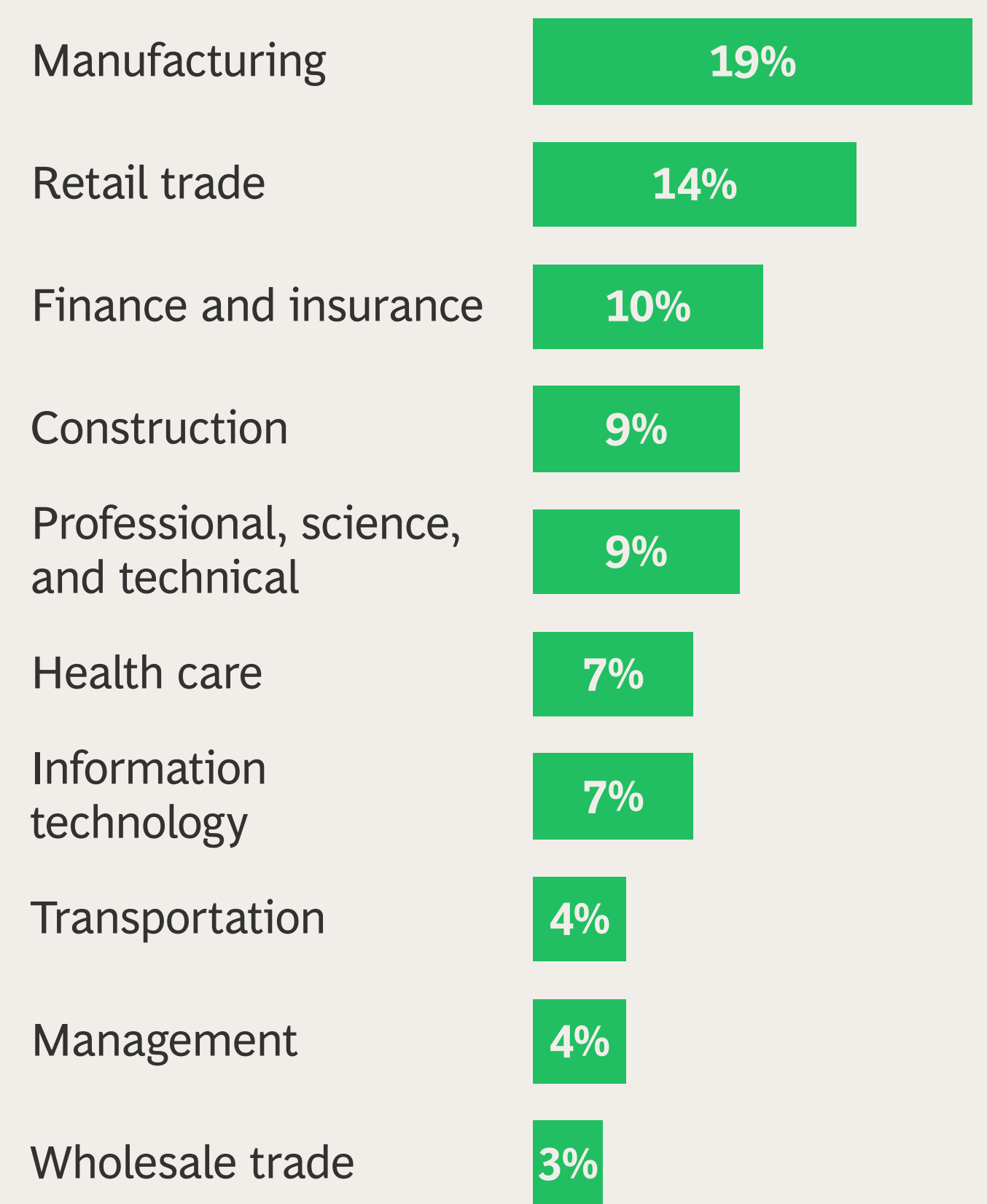
Region



Company size



Industry



Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023.

Note: n = 1,215. CHRO = chief human resource officer; COO = chief operating officer; CFO = chief financial officer; CLO = chief learning officer.