

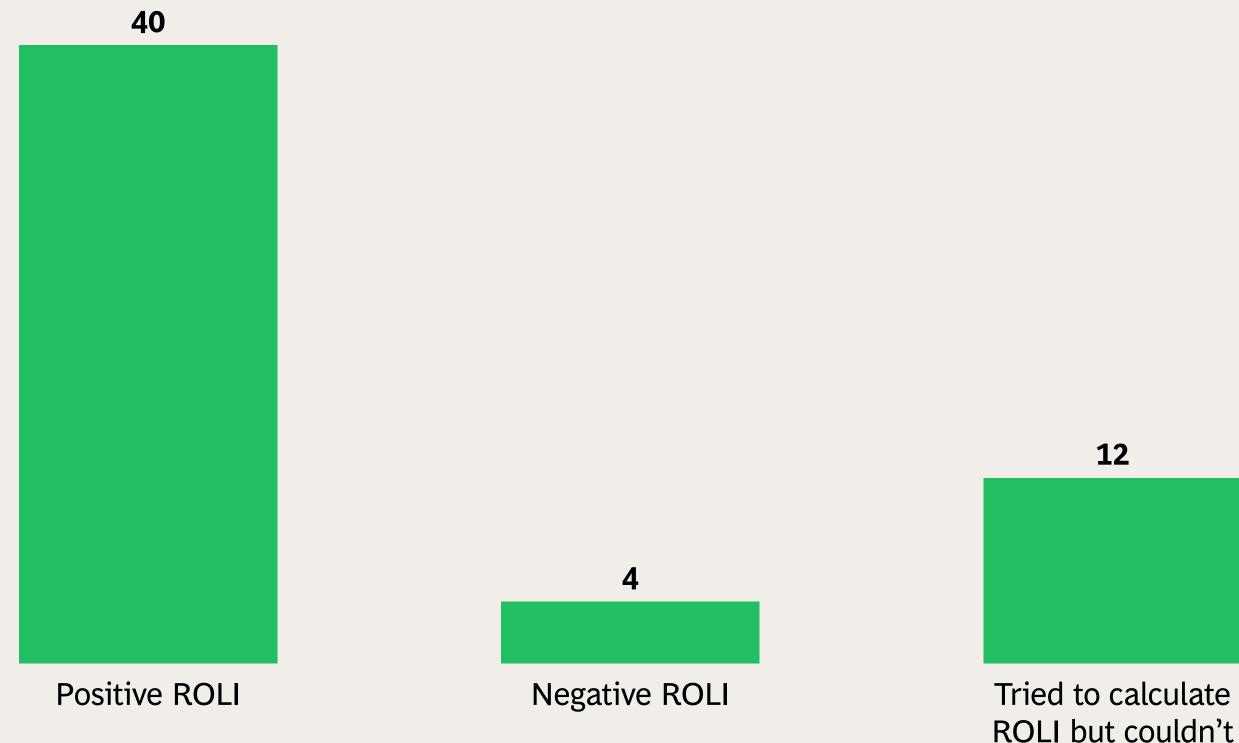
Five Ways to Make the Most of Your Reskilling Investments

JANUARY 2025



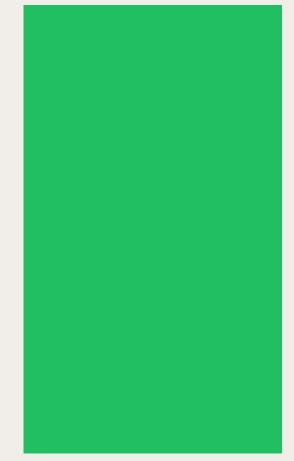
Forty percent of companies reported a positive return on their learning investment

RESPONDENTS (%)



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

29



Didn't calculate ROLI but intend to

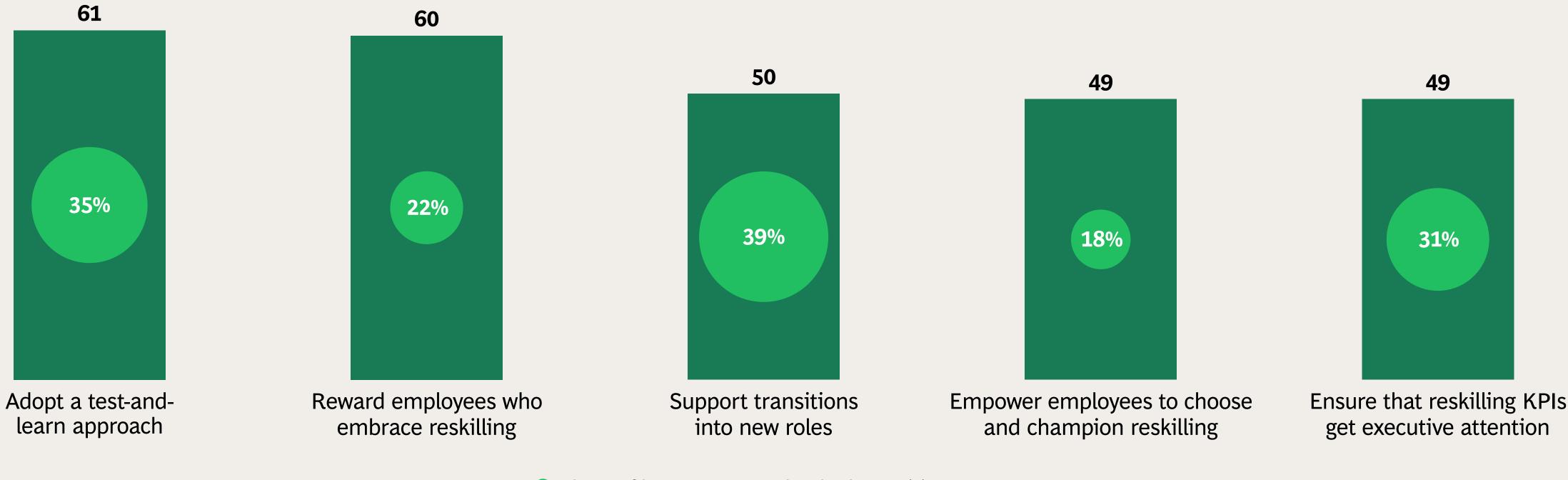


No attempt to calculate ROLI



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

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



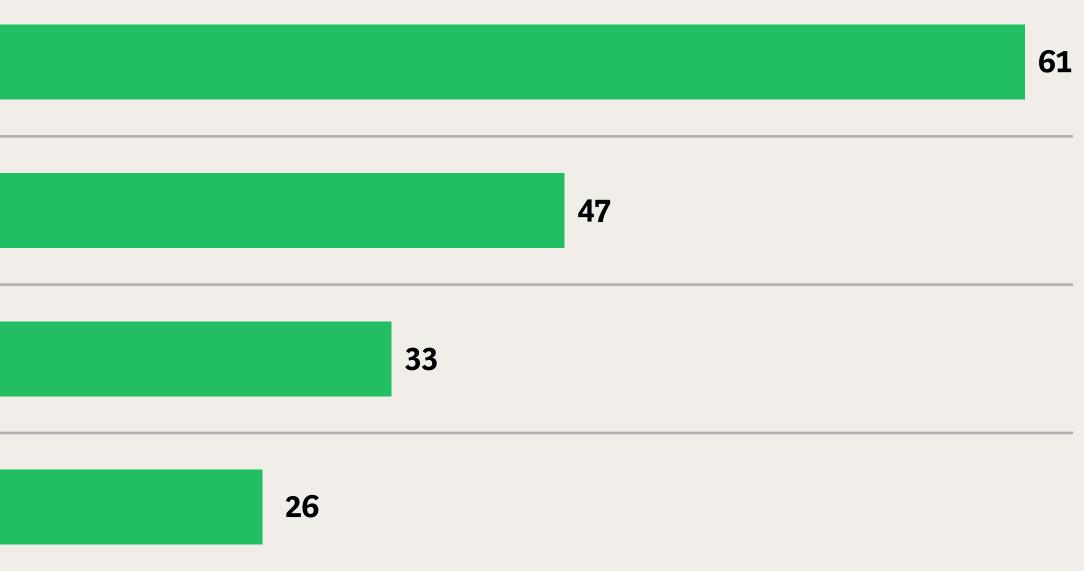
Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023. Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment. ¹We determined how many surveyed companies used each lever and the share of users that had a positive ROLI. ²We determined how many surveyed companies did not use each lever and the share of nonusers that had a positive ROLI.

• Share of lever nonusers that had a positive ROLI $(\%)^2$

Adopting a test-and-learn approach

Companies' duration of reskilling pilot	COMPANIES THAT REP
More than one year	
Three months to one year	
Less than three months	
Didn't conduct a pilot	

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.

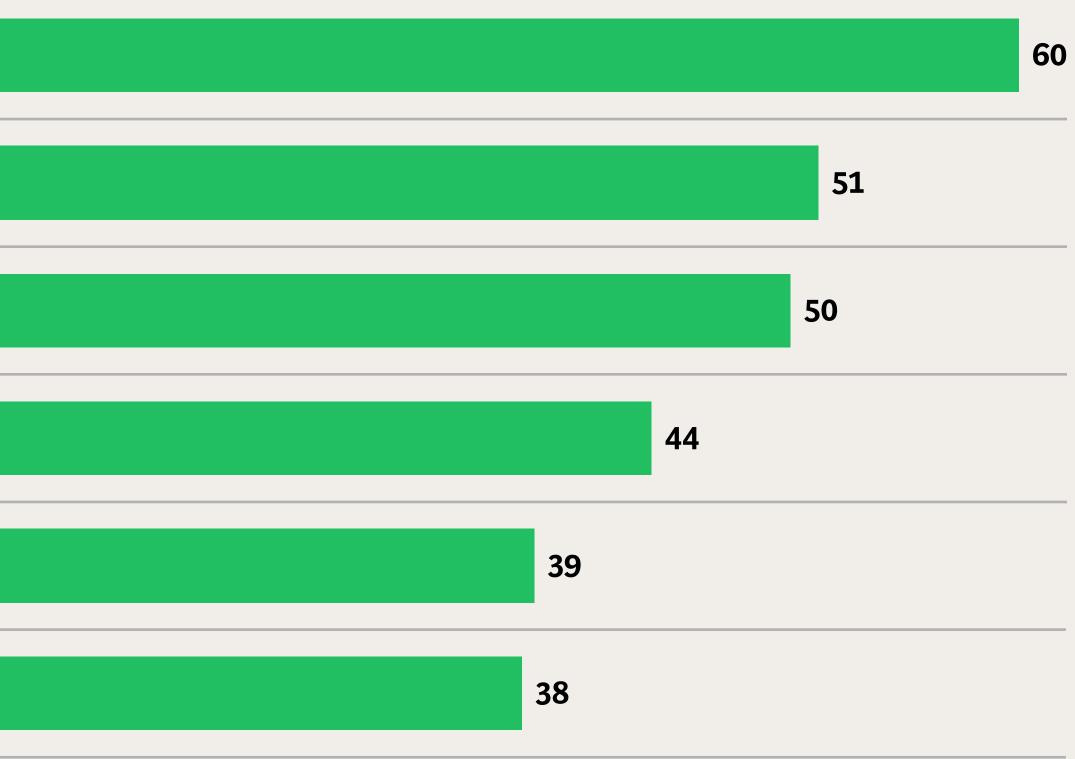


Rewarding employees who embrace reskilling

Employee incentive	COMPANIES THAT REP
Job offer upon completion	
Course-completion credential (such as a certification)	
Recognition in intra-company communications	
Financial reward	
Nonmonetary reward (such as positively impacting a performance review)	
No incentive	

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.

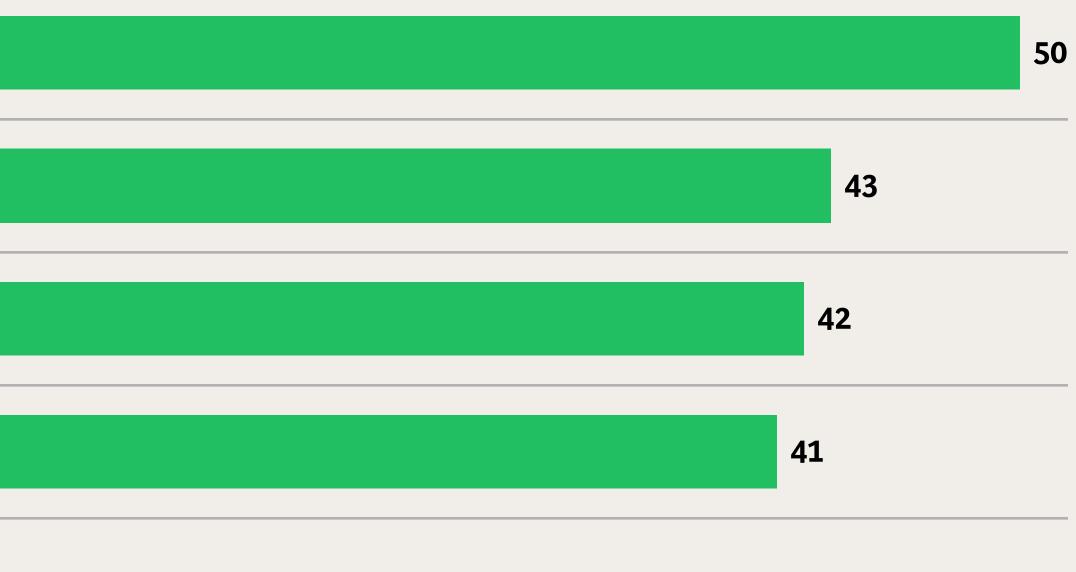




Supporting transitions into new roles

Support initiative	COMPANIES THAT REPC
Mentoring support	
Shadow-a-peer program	
On-the-job experience during the reskilling program	
Training managers to support reskilled employees	
No initiative	11

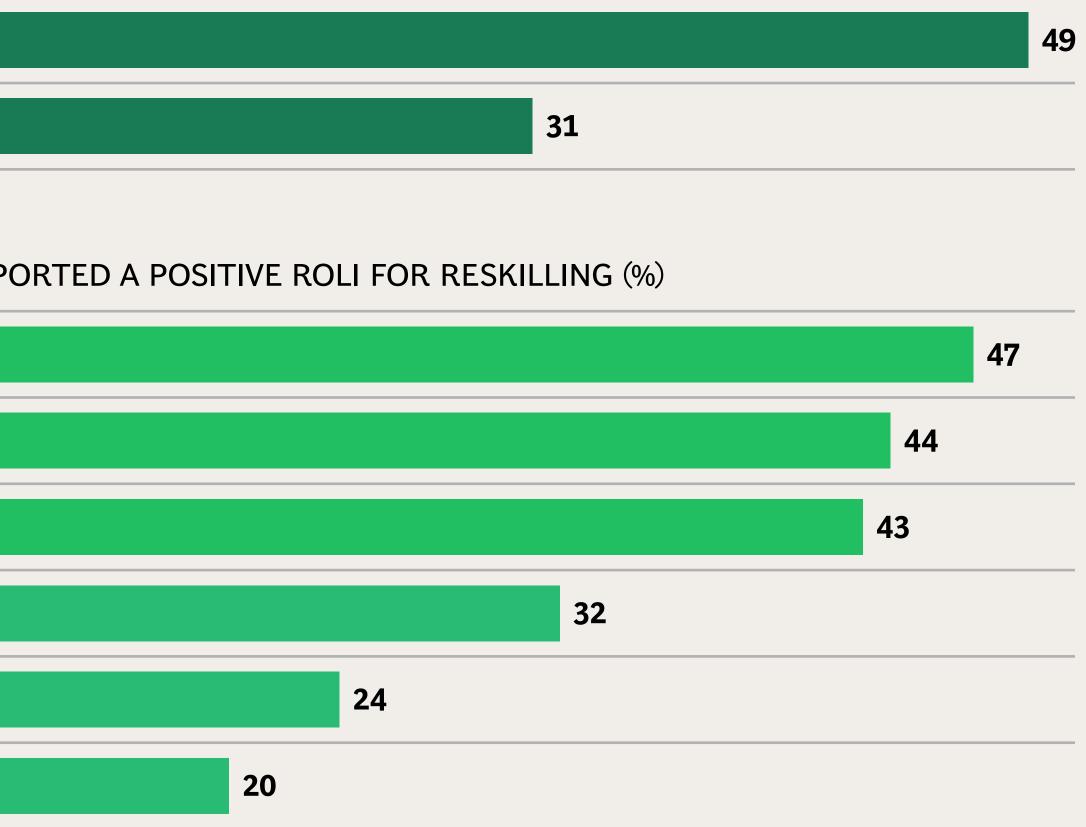
Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023. Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment.



Empowering employees to choose and champion reskilling

Participation option	COMPANIES THAT REPO
Opt in	
Mandatory	
Champion of reskilling	COMPANIES THAT REPO
Employees	
HR leaders	
C-suite leaders	
Board of directors	
Middle managers and supervisors	
Business unit and function leaders	

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.



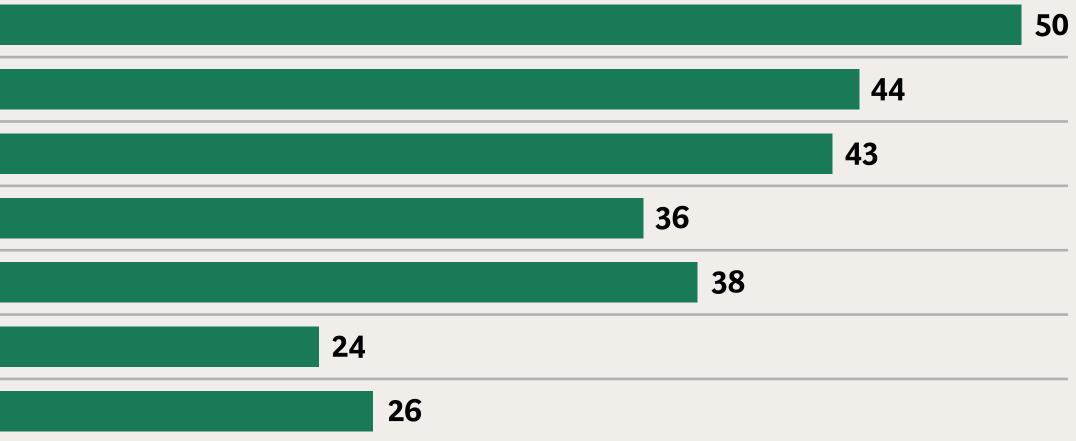
Ensuring that reskilling KPIs get executive attention

Reviewer of reskilling KPIs, by seniority	COMPANIES THAT REPO
Board of directors	
C-suite officers	
HR leaders	
Business unit and function leaders	
Middle managers and supervisors	
Employees	
Unions	

Frequency of KPI reviews	COMPANIES THAT REPO
Monthly	
Quarterly	
Annually	
Any frequency ¹	

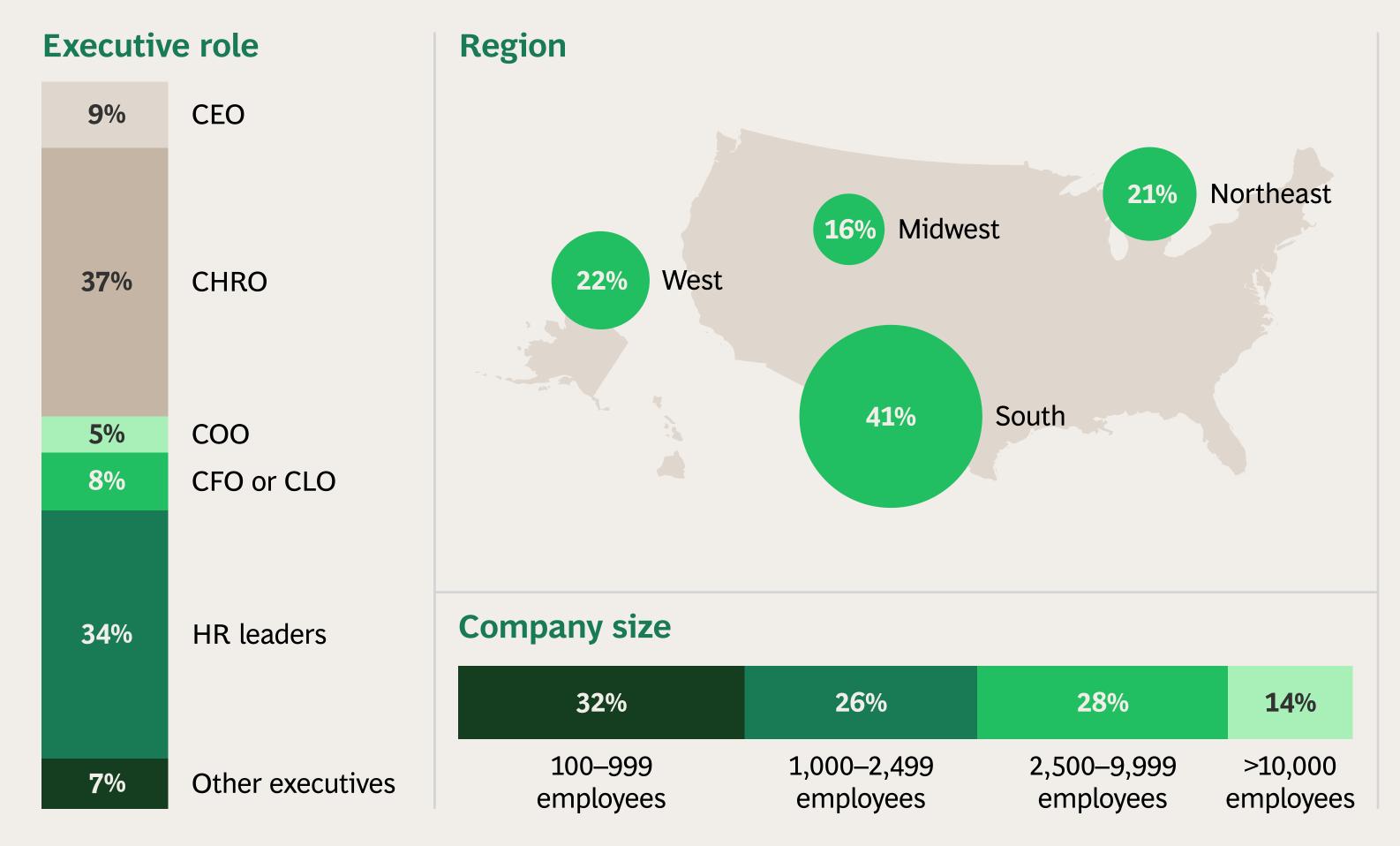
Source: BCG Henderson Institute and Harvard Business School's reskilling survey, 2023. Note: n = 1,215, with further analysis of 673. ROLI = return on learning investment. ¹Companies that perform some type of review.

PORTED A POSITIVE ROLI FOR RESKILLING (%)





About the survey



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.

Industry

