# ERDA

STRATEGIC HR & COMMUNICATIONS

2022

BALTIC'S SNAPSHOT:

# How companies up-skill & people learn

# BALTIC SKILLS SURVEY
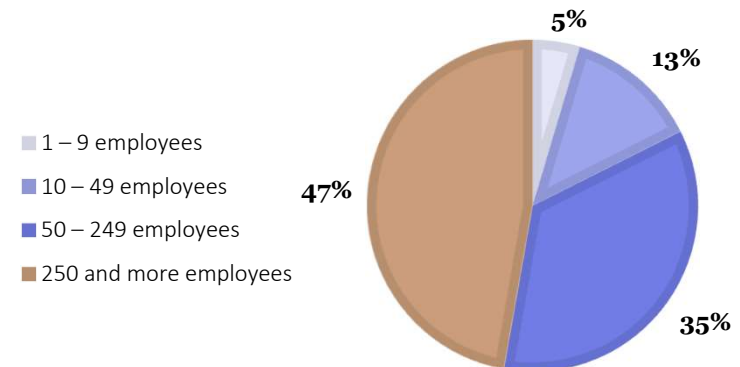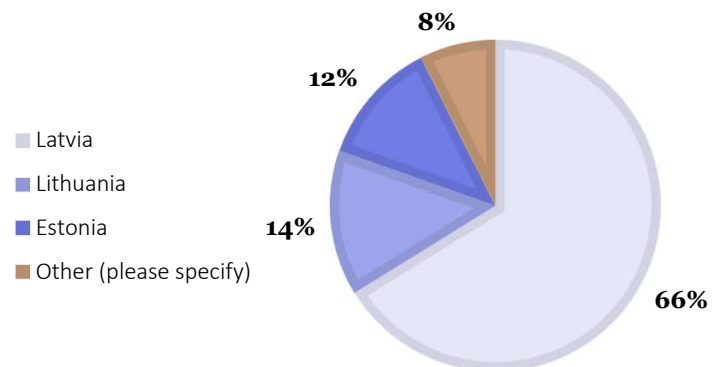
**Research method:**
Anonymous online survey

**Fieldwork dates:**
June 28 – August 26, 2021

**Sample size:**
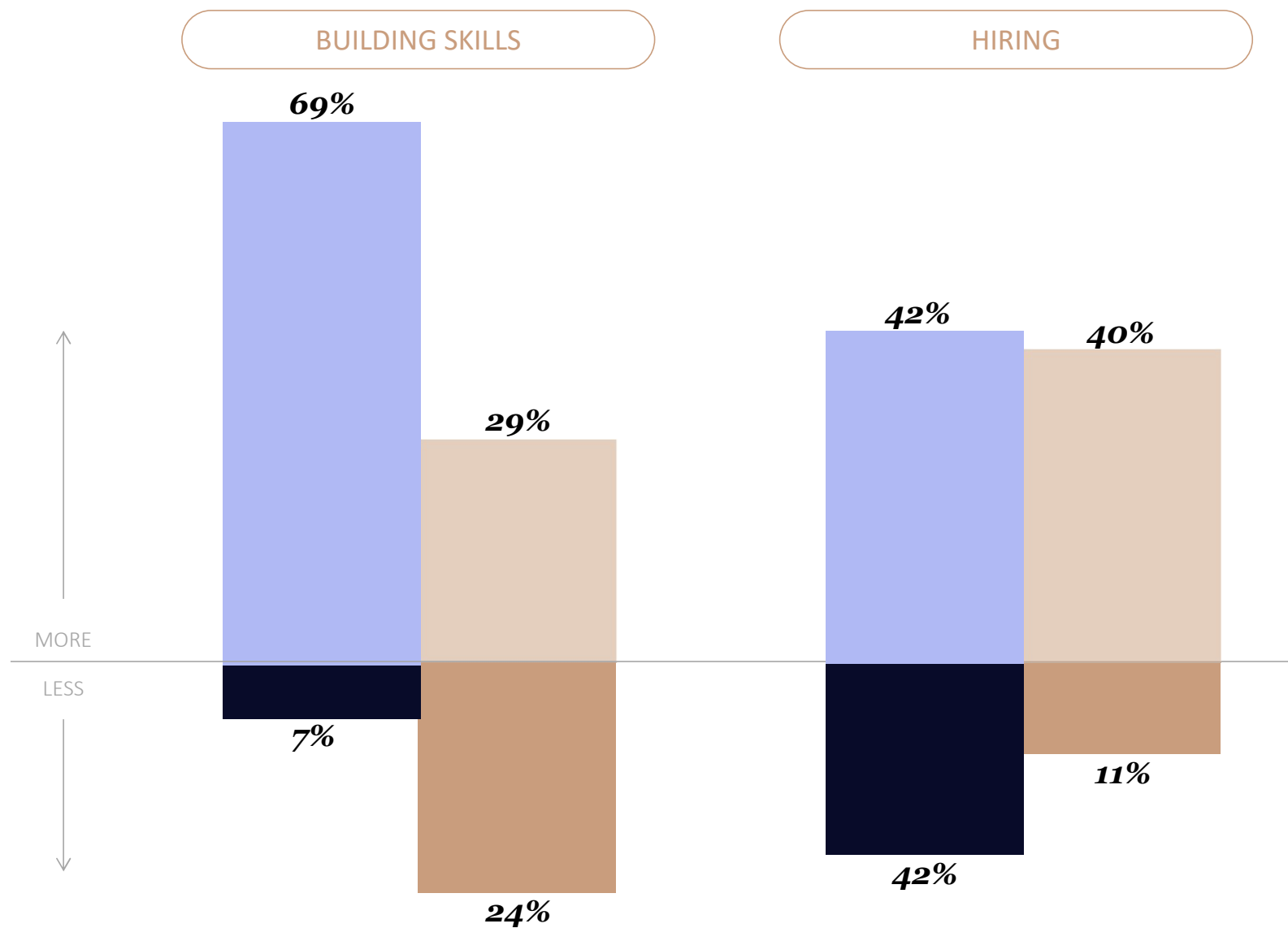108 companies in the Baltics



- Latvia
- Lithuania
- Estonia
- Other (please specify)

8%
12%
14%
66%



- 1 – 9 employees
- 10 – 49 employees
- 50 – 249 employees
- 250 and more employees

5%
13%
47%
35%

SKILL BUILDING

# 1

## Not a priority

Change in actions used to close skill gaps since the beginning of the pandemic, Global vs Baltics, % of respondents
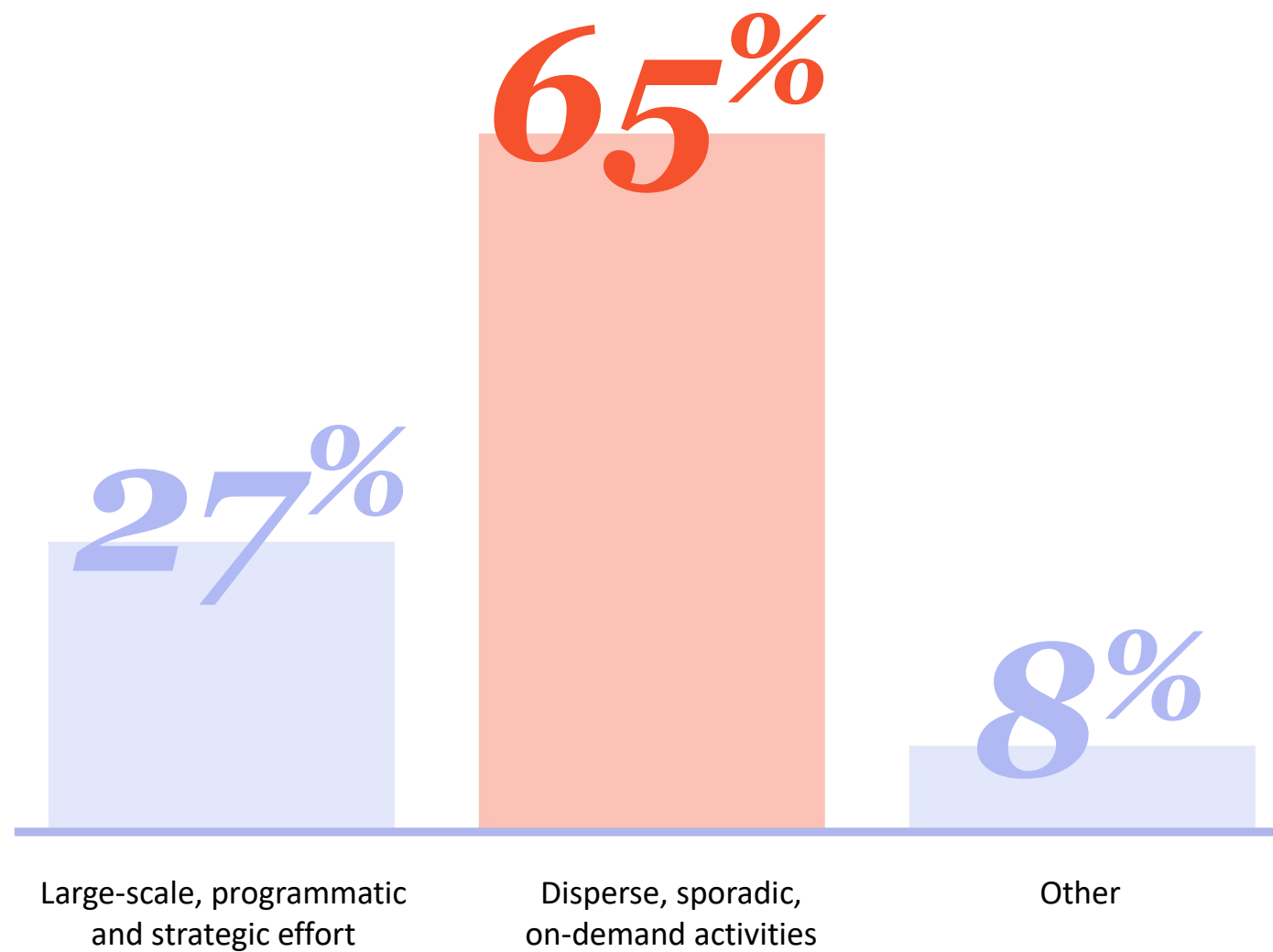
**BUILDING SKILLS**

**HIRING**

69%

29%

42%

40%

MORE

LESS

7%

24%

42%

11%

Globally

Baltics

# #2

# *Not approached strategically*

Approach to skill building in the Baltic companies, % of respondents

**27%** — Large-scale, programmatic and strategic effort

**65%** — Disperse, sporadic, on-demand activities

**8%** — Other

# 3

## *Understaffed and underfinanced*

# 1/2

**of Baltic companies**

**do not have a specific person assigned**
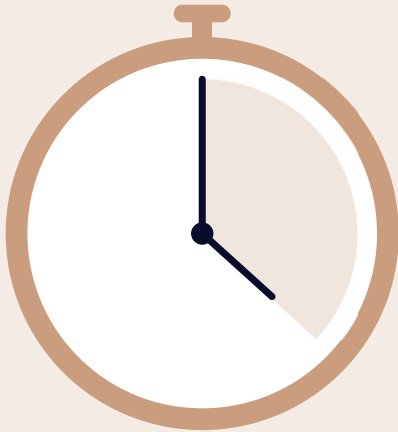
for learning & development

# 1/4

**of Baltic companies**

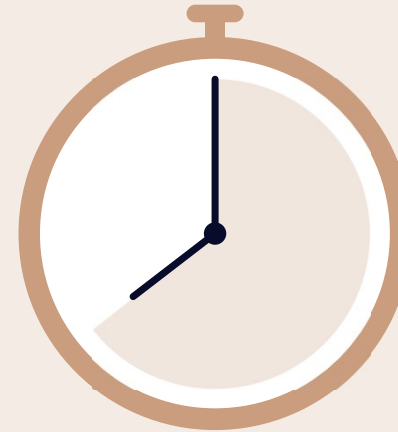**do not have separate funds**

in the budget devoted to employee learning

BALTICS vs USA

**20h** vs **35h**

spent on formal learning
per learner per year

# EUROPEAN SKILLS AGENDA
## 2021-2027

**MORE THAN**

# 85

**BILLION EUROS OF PLANNED INVESTMENT IN SKILLS**

| | |
|---|---|
| *61.5* | European Social Fund Plus (ESF+) |
| *16.2* | Erasmus |
| *4.9* | InvestEU |
| *1.1* | European Globalisation Adjustment Fund |
| *0.8* | European Solidarity Corps |
| *0.5* | Digital Europe |

\* Resources from the Recovery and Resilience Facility (powered by €560 billion in grants and loans) for skills investment cannot yet be estimated
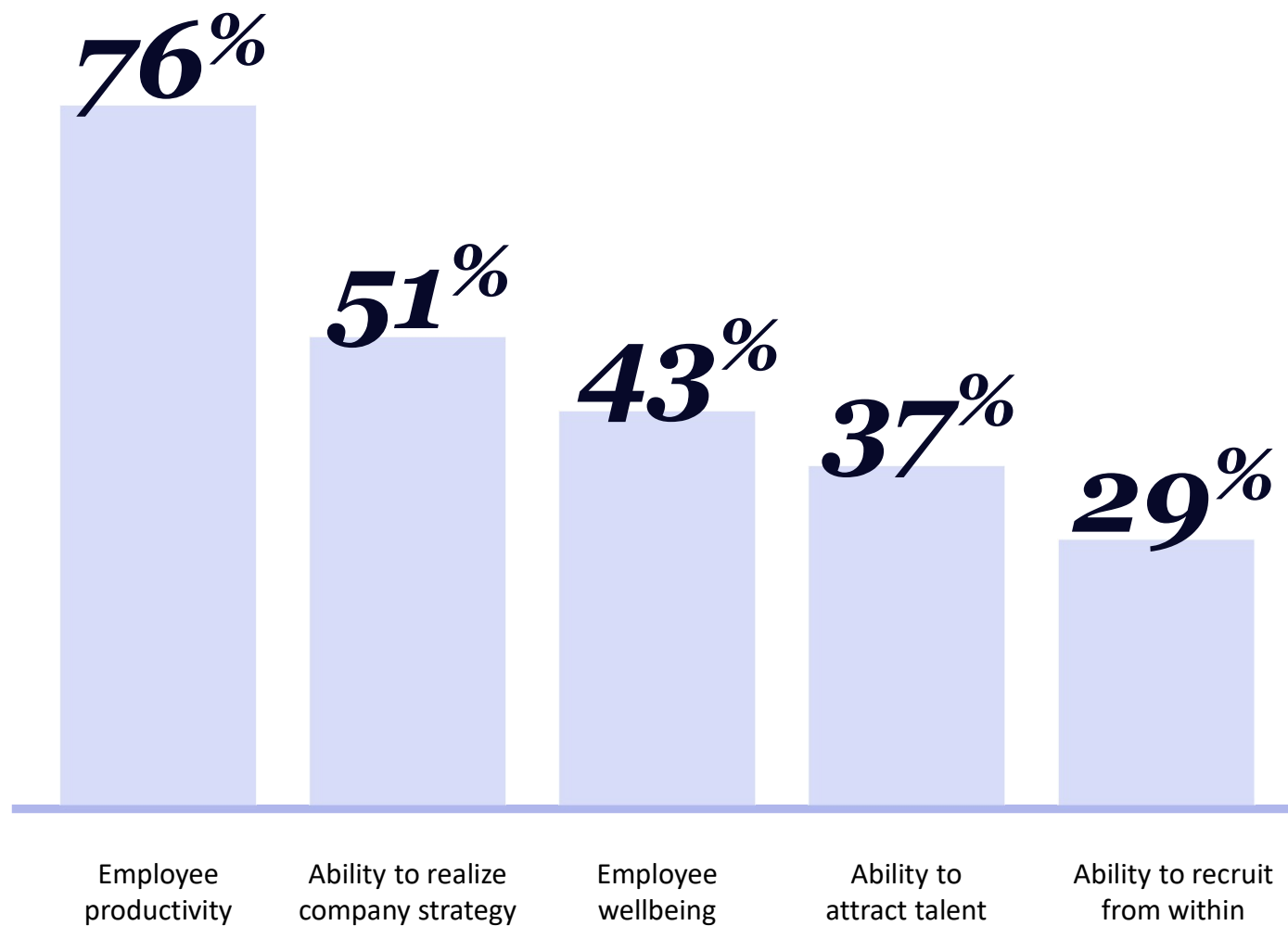
# 4

*Despite all of the challenges – bringing positive effect*

Share of companies experiencing positive impact from skill building, % of respondents

**76%** Employee productivity

**51%** Ability to realize company strategy

**43%** Employee wellbeing

**37%** Ability to attract talent

**29%** Ability to recruit from within

# 5

*Focused on leadership, technology, flexibility and learning skills*

# CURRENT TOP

**57%** Leadership and social influence

**45%** Resilience, stress tolerance and flexibility

**43%** Technology design and programming

**41%** Technology awareness

**39%** Service orientation

**35%** Problem-solving

# FUTURE TOP

**47%** Leadership and social influence

**45%** Technology use, monitoring and control

**41%** Technology awareness

**39%** Resilience, stress tolerance and flexibility

**39%** Technology design and programming

**39%** Active learning and learning strategies

⬤ Common to current and future top

⬤ Specific to current or future top

# THE SKILLS OF TOMORROW

Analytical thinking
and innovation

Reasoning,
problem-solving
and ideation

Complex
problem-solving

Critical thinking
and analysis

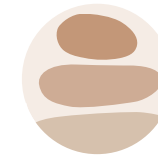Creativity, originality
and initiative

Leadership and
social influence

Technology use,
monitoring and control

Technology design
and programming

Resilience, stress
tolerance and flexibility

Active learning and
learning strategy

*Source: World Economic Forum, 2020*

# MAIN CHALLENGES MANAGERS ARE FACING WHEN LEADING HYBRID TEAMS

## #1
### *Handling communication problems*

- Managing asynchronous communication
- Dealing with as many interpretations of e-mails, messages, etc., as many people involved
- Speeding up communication process overall

## #2
### *Keeping emotionally connected with employees & keeping track of their emotional state*

- Creating a sense of togetherness in a remote setting
- Being much more involved in employees' lives
- Checking-in more often how employees feel
- Feeling the overall sentiment, and emotions in the team
- Keeping track of relationships between team members

## #3
### *Sustaining good work-life balance for oneself*

- Feeling of being "always-on"
- Setting borders for effort & time invested
- Planning time for oneself so that there is free time left

# REQUIRED SKILLS TO SUCCESSFULLY LEAD IN A HYBRID / REMOTE WORK MODEL

**Type of skill**

- Problem-solving
- Working with people
- Technology use and development
- Self-management
- Business (management & communication)

Analytical thinking and innovation

Reasoning, problem-solving and ideation

Complex problem-solving
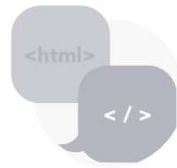
Critical thinking and analysis

Creativity, originality and initiative

Leadership and social influence

Technology use, monitoring and control

Technology design and programming

Resilience, stress tolerance and flexibility

Active learning and learning strategy

+ Resource management & operations

& Active listening, communication & information exchange

# 2

out of

# 3

employers expect a **return on investment** from reskilling **within one year**



**1-2**
MONTHS

People and Culture, Content Writing, Sales and Marketing



**2-3**
MONTHS

Product Development, Data and AI



**4-5**
MONTHS

Cloud Computing and Engineering

But they don't want to learn!

~**90**%

**of people
in the Baltics**

believe that learning
throughout life is
important

# 59%
### of people
### in Latvia

know what to learn to maintain the competitiveness and be useful for the labor market

# Measures to encourage participation in work-related training

More flexible working hours (58%)

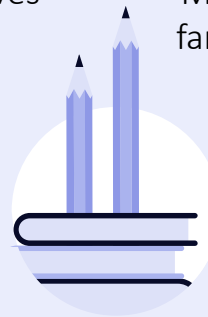Better financial incentives or support (56%)

More support with social & family responsibilities (54%)

Recognition of certificates by employers (54%)

More information & guidance (49%)

Better adaptability to individual learning needs (49%)

Better quality of training (48%)

*% of respondents who totally agreed with the usefulness of the measures

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