



LEARNING & DEVELOPMENT TREND REPORT 2024





Hi & welcome to the troodi L&D Trend Report 2024!

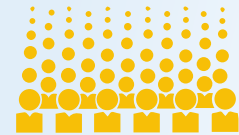
In 2024, we are on the brink of fundamental changes in learning & development that will have a decisive impact on our work as people developers.

For this trend report, we surveyed 139 HRD professionals on trend topics and challenges in the L&D sector. On the following pages, you will find an overview of the topics that will be of great importance in 2024: From AI-supported learning programs to innovative approaches in leadership development.

We start with an assessment of the status quo and provide a summary of the most frequently used troodi learning programs in 2023.

If you have any questions or feedback on the content, I look forward to hearing from you. But for now, enjoy reading!

Julian Wonner
Head of Content



**For this report,
we surveyed
139 L&D
professionals.**



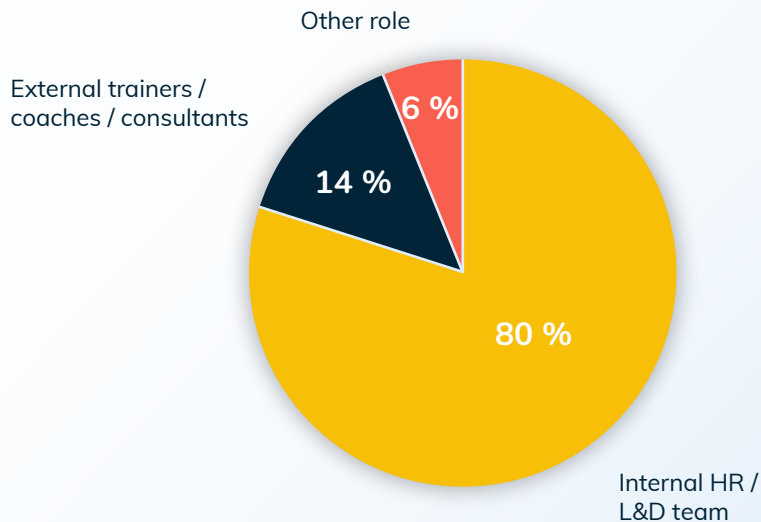
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SAMPLE GROUP

For this report, we surveyed 139 professionals from the L&D sector. The majority of the survey group consisted of internal people developers and L&D professionals.





REVIEW: THE TOP TOPICS 2023



Review: The Top Topics 2023

In 2023, over 10,000 people from more than 100 organizations worked on troodi learning programs for their professional development. Here is an overview of the most frequently used programs and their comparison to the previous year.

1	Giving & Receiving Feedback Successfully	↑ 1
2	Effective Communication	↓ 1
3	Resilience – Cultivating Inner Strengths	↑ 4
4	Developing Winning Teams	<i>new*</i>
5	Self Care – Dealing With Stress and Preventing Burnout	<i>new*</i>
6	Unconscious Bias – Raising Awareness and Reducing Harm	<i>new*</i>
7	Leadership Conversations	↓ 1
8	Leading in a Coaching Mode	<i>new*</i>
9	Leading in Times of Change	<i>new*</i>
10	Caring & Caring Leadership	<i>new*</i>

*New in the Top 10 in 2023

Communication remains the most important topic. Health and diversity are gaining in significance.



COMMUNICATION

As in the previous year, the two most frequently used learning programs in 2023 fall into the communication cluster.

As an interdisciplinary meta-skill, communication remains the **most important future skill** in our client organizations, both for leaders and employees. In an increasingly connected and digitalized world, clear communication, active listening, and digital communication skills are **crucial for successful collaboration**.





★★★★☆ 4,46 stars

Content: Feedback rules, structuring feedback conversations, helpful strategies for difficult conversations



★★★★☆ 4,57 stars

Content: Reflection on one's own communication behavior, functional model of transactional analysis, strategies for increasing the quality of conversations



★★★★☆ 4,58 stars

Content: Techniques for empathic conversations, structuring conversations, dealing with challenging conversation situations

Feedback and Effective Communication are the two most frequently used learning programs.

Troodi learning programs focus on reflecting on one's own communication style and developing empathetic, approachable and transparent communication at eye level.

LEADERSHIP

With four learning programs, leadership is the most frequently represented cluster in the Top 10. What is particularly interesting is that three of these leadership programs are **new to the Top 10**.

This shows a shift in leadership towards the topics of **psychological safety** (Caring & Daring Leadership) and appropriate leadership behavior **in times of uncertainty and disruptive change** (Leading in Times of Change). Major challenges such as uncertain supply chains in the context of a pandemic and geopolitical tensions as well as global challenges such as climate change, organizations are focusing on making their leaders fit to deal with these multiple crises.¹





Caring & Daring Leadership

★★★★☆ 4,55 stars

Content: Secure Base Leadership, strengthening trust and psychological safety, developing leadership skills



Leading in Times of Change

★★★★☆ 4,64 stars

Content: Change dynamics, preparation of change processes, identification of stumbling blocks, dealing with resistance, change resilience



Leading in a Coaching Mode

★★★★☆ 4,45 stars

Content: Tips, tools, and methods for the coaching process, integration into everyday leadership, improvement of listening and empathy skills



Developing Winning Teams

★★★★☆ 4,55 stars

Content: Stages of team development, systemic team analysis, practical interventions

Four leadership programs are represented in the Top 10.

HEALTH

The topic of health has become significantly more important for our client organizations in 2023, with two learning programs in the Top 10.

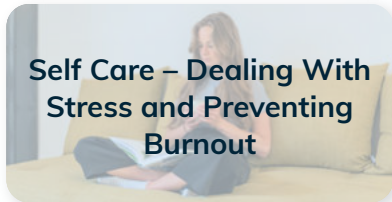
The year 2023 is expected to see the highest number of sick days in a quarter of a century.² Companies are increasingly recognizing the **importance of preventive measures** and are focusing more on people development initiatives to **promote individual and organizational resilience**.





★★★★☆ 4,43 stars

Content: Seven pillars of resilience, optimism and solution-oriented thinking, strengthening self-efficacy



★★★★☆ 4,44 stars

Content: Understanding stress, burnout, and preventive measures, identifying and reducing sources of stress, developing stress management skills

Resilience and Self Care are gaining in importance.

Our troodi learning programs work on several levels and focus on reducing stressors, strengthening coping strategies, and learning techniques to promote balance and active regeneration.



More and more organizations are recognizing the potential that lies in promoting a diverse and inclusive company culture. Unconscious bias trainings and other DEIB measures help to recognize and reduce prejudice and unconscious bias. This can prevent discrimination and can also help to promote innovation and creativity.³



★★★★☆ 4,67 stars

Content: Creating awareness of unconscious biases, methods for reducing one's own biases, reducing structural discrimination in the workplace

Our learning program, developed in collaboration with Rea Eldem from IN-VISIBLE, offers practical exercises for self-reflection as well as concrete measures for reducing unconscious bias and implementing structural changes.

**New in the
Top 10 is our
learning program
on Unconscious
Bias.**



New forms of work present leaders with particular challenges when managing teams. They have to integrate the different needs of team members and promote team spirit and personal identification – **even from a distance**. The „Digital Leadership“ learning program provides tools and techniques to increase employee motivation, build trust, and gain confidence in your own leadership behavior in remote and hybrid settings.



★★★★★ 4,86 stars

Content: Situational leadership and leadership communication remote and hybrid, needs, motivation, and trust, analysis of structures, processes, and procedures

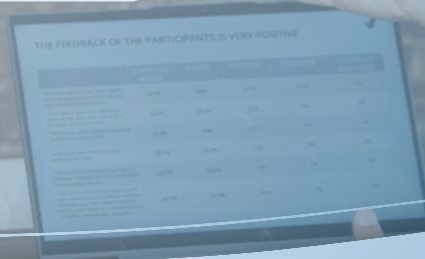
“In a hybrid and virtual leadership context, as a leader I have to manage my leadership behavior even more consciously in order to understand what my individual team members need despite the greater distance.”

Philip Schwidetzki, Leadership Coach & Managing Director troodi

Of over 100 learning programs, Digital Leadership received the best rating in 2023.



L&D TRENDS 2024





In our survey of over 139 L&D professionals, we identified five Top Trends. The topic of artificial intelligence has gained the most significance.

ARTIFICIAL INTELLIGENCE

2023 was the year in which artificial intelligence (AI) found its way into most offices with ChatGPT. For 2024, our survey participants see AI as the most important trend in the field of people development. The possible **applications are incredibly broad**. From data analysis to identifying learning needs to the AI-supported development of learning courses and digital AI learning coaches. There are potential applications throughout the entire people development cycle.

At the same time, people development (as the name indicates) remains a **“people business”**. In 2024, we will see how a balance can be achieved between the use of artificial intelligence and the consideration of human needs for social interaction and personal contact.



INDIVIDUALIZED LEARNING OFFERS

The importance of individualized learning offers has also increased compared to 2023. They take into account the **specific learning needs** of each individual employee and thus increase the effectiveness and efficiency of the measures. By increasing the **personal relevance** of the content, the target group's motivation to learn is also boosted. Artificial intelligence can support the creation of individual learning paths and therefore minimize the effort of people development despite high specificity.

SKILL-BASED LEARNING

Individualized learning offers are particularly effective when they identify specific skill gaps and support learners in acquiring practical knowledge. Broad, static competence models are often unable to keep up with the demands of the dynamic working world. An alternative would be to **focus on role-specific skills** that can change and develop continuously. A holistic learning strategy promotes both **long-term core competencies** (e.g., decision-making skills or ownership) and **dynamic application-oriented skills** (e.g., structuring feedback conversations).



SELF-DIRECTED LEARNING

Self-directed learning remains an important L&D Top Trend. The trend is clearly moving away from assessing each employees competencies and controlling their progress. Instead, L&D focusses on **empowering and supporting employees** in their learning journey: „helping people to help themselves“. Instead of telling employees what they need to learn and measuring their learning success, people developers see themselves in the role of supporting employees in identifying their own learning needs and **shaping their own individual learning process**. The development of an organizational learning culture and the active promotion of individual learning skills are essential here.

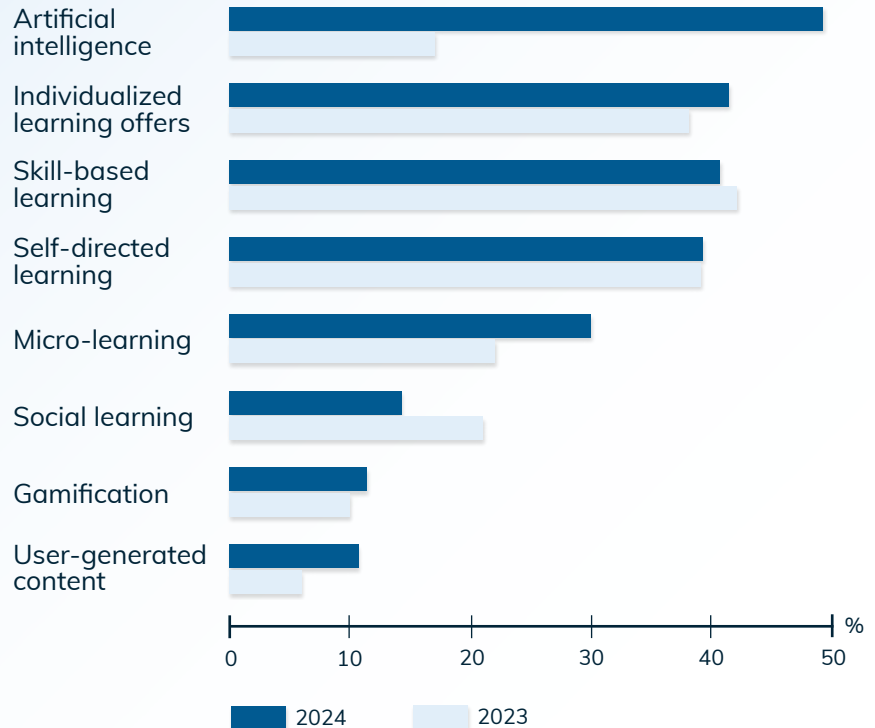
MICRO-LEARNING

Another frequently mentioned trend is micro-learning – the use of **short, demand-oriented learning elements**. Examples include short videos, infographics, quizzes, text blocks, or interactive modules. These short learning formats can be easily integrated into everyday life and allow a **high level of flexibility**. A holistic learning strategy includes both micro-learning (fast, flexible, and focused learning in small units) and macro-learning (comprehensive, in-depth learning, and the development of complex skills).





A comparison of the most important L&D trends in 2023 and 2024.



Experience-based learning (serious games), learning chatbots, virtual/augmented reality, learning ecosystems, learning analytics and metaverse were also mentioned.



THE BIGGEST L&D CHALLENGES FOR L&D PROFESSIONALS



LONG-TERM EFFECTIVENESS

The most frequently named challenge in 2024 is the sustainability of the applied L&D measures. If I as a people developer hand over more responsibility to the learners (in terms of self-directed learning), how can I at the same time ensure that

1. they are in fact learning?
2. the right things are being learned?
3. what has been learned is also applied in practice?

This **shift in responsibility** for learning towards the learner leads to new challenges for people developers. Key elements for ensuring the sustainability of self-directed learning are the promotion of **intrinsic motivation to learn** and the development of an **active learning culture** in the organization.





LEARNING MOTIVATION AND CULTURE

L&D measures are effective when they fall on fertile ground – in other words, when learners are intrinsically motivated and are **encouraged in their development** by their organizational environment. A necessary condition for sustainable effectiveness is therefore the promotion of **individual learning competence and motivation**, as well as the promotion of an actively practised **organizational learning culture**.

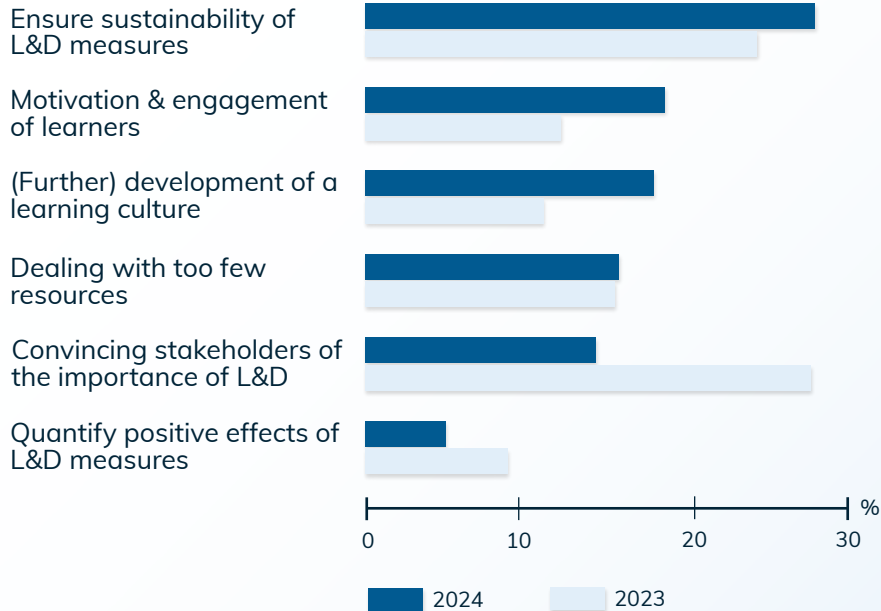
INTERNAL STANDING OF L&D

In the Trend Report 2023, convincing stakeholders was still the top challenge with 28 %. In the current survey, it landed in midfield with 14 %. This can be an indication of the **growing understanding of the crucial role of L&D** in the organization.





The Biggest L&D Challenges



What is the biggest L&D challenge in 2024?



THE TOP L&D TOPICS 2024





The Top Topics in 2024.





Leadership, communication, change competence, digital competence & mental health

More than 2/3 of survey participants name leadership as one of their three Top Topics in 2024. Leaders have a **leverage effect** on the entire organization and its employees. At the same time, the expectations placed on leaders in the context of multiple crises and virtual or hybrid collaboration continue to increase. As a result, the **development of leadership skills** is seen as the most important L&D topic.

Alongside leadership, the key topics are communication and mental health. These were already the three most frequently requested topics at troodi in 2023. This is supplemented by change competence and the development of a digital mindset and skillset.



The Top 5 L&D Topics in 2024

	Leadership	66,91 %
	Communication	29,50 %
	Change Competence	28,78 %
	Digital Mindset & Competencies	23,02 %
	Mental Health	20,86 %

This question allowed three responses per person.



**THE MOST
FREQUENTLY USED
TRAINING FORMATS**



The Most Frequently Used Training Formats

Digital learning formats are used most frequently by the organizations we surveyed. Digital learning enables the implementation of the most important trends in 2024: AI-supported, personalized, and self-directed learning formats aimed at the development of concrete and practical skills. Blended, in-person and virtual formats are roughly neck and neck. All three learning formats play an important role in organizational learning and each offer specific advantages and disadvantages that need to be weighed up against each other.



Digital Learning

1.97



Blended Learning

2.64



In-Person Training

2.67



Virtual Training

2.72

For this question, the survey participants ranked the training formats in 1st to 4th place.





Summary

139 L&D professionals took part in the L&D Trend Survey 2024. Four key findings can be derived from their responses:

- 1 Artificial intelligence as the most important trend:**
AI is at the top of the L&D trends for 2024. AI is driving the development of innovative learning strategies and has the potential to revolutionize the way we convey and absorb knowledge.
- 2 Sustainability as a key challenge:**
The long-term effectiveness of people development measures is taking center stage. The aim is to create sustainable and impactful learning paths that ensure long-term success.
- 3 Leaders as a critical influencing factor:**
Leaders are seen as a key driver of successful L&D initiatives. Their role in promoting a learning culture and implementing learning strategies as well as dealing with important issues such as mental health and DEIB is essential.
- 4 Digital learning as standard:**
Digital learning formats have become an integral part of a holistic L&D strategy. They offer flexible, versatile, and accessible opportunities for continuous professional development.



ABOUT TROODI

Troodi was founded at the start of 2020 with the aim of utilizing the potential of digitalization for people and organizational development. Troodi develops premium people development solutions that support organizations to unlock the full potential of their employees.

Our digital learning programs and Blended Learning Journeys equip professionals and leaders with essential future skills. In doing so, we value partnership-based collaboration and impactful, interactive training with experts.

We strive to create digital and blended learning experiences that are highly effective – for our users and our client organizations.



Learning program completion rate



4,4/5 stars user ratings for learning programs



Recommendation rate for blended learning paths



SOURCES

¹ World Economic Forum (2024). Global Risks Report 2024.

² DAK Gesundheit (2023). Krankenstand: Erneuter Anstieg der Psych-Fehltage.

³ International Labour Organization (2022). Transforming enterprises through diversity and inclusion. International Labour Office.










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any questions or further information!



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