

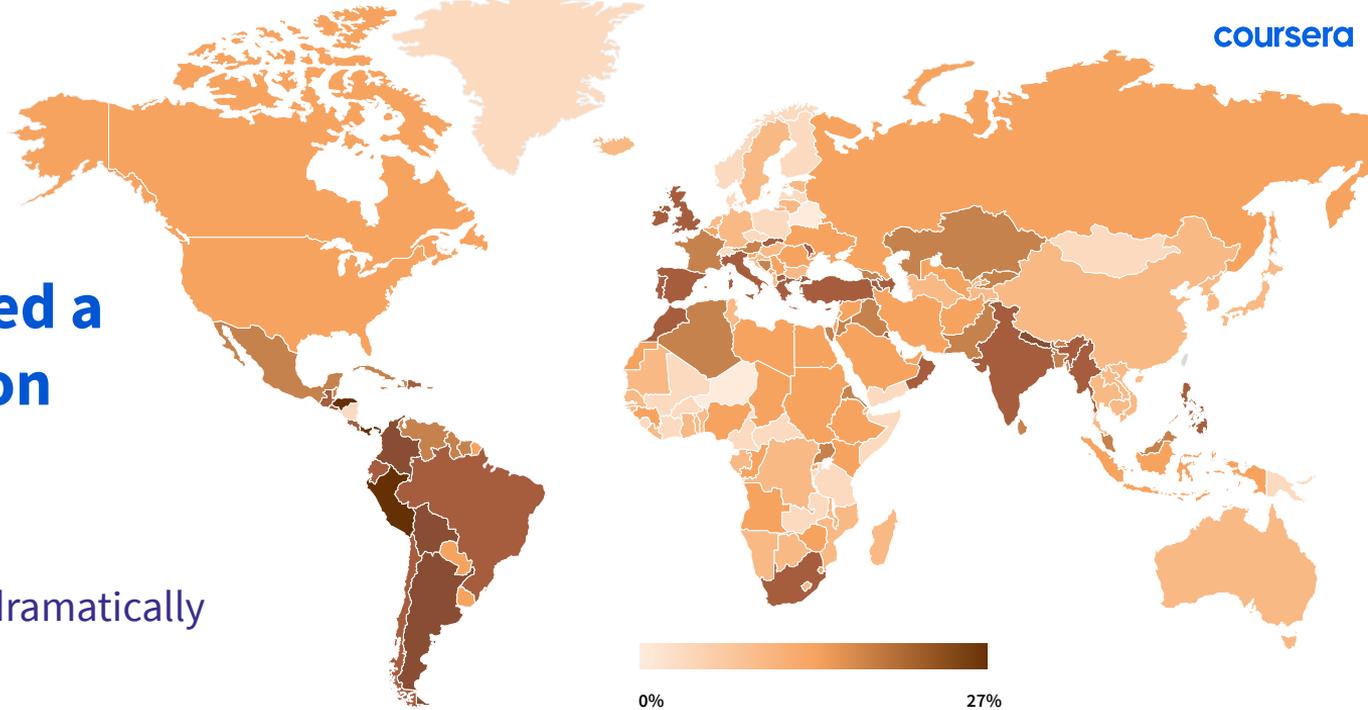
How to prepare your company for the skills of the future



Jennie Drimmer
Senior Director of
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The economic shutdown created a seismic impact on workers...

Unemployment and job displacement increased dramatically



Working-hour losses in 2020
8.8%
225 million FTE

Employment loss
114 million
~50% of total working-hour losses

Shift to unemployment
33 million

Shift to inactivity
81 million

Working-hour reduction within employment
~50% of total working-hour losses

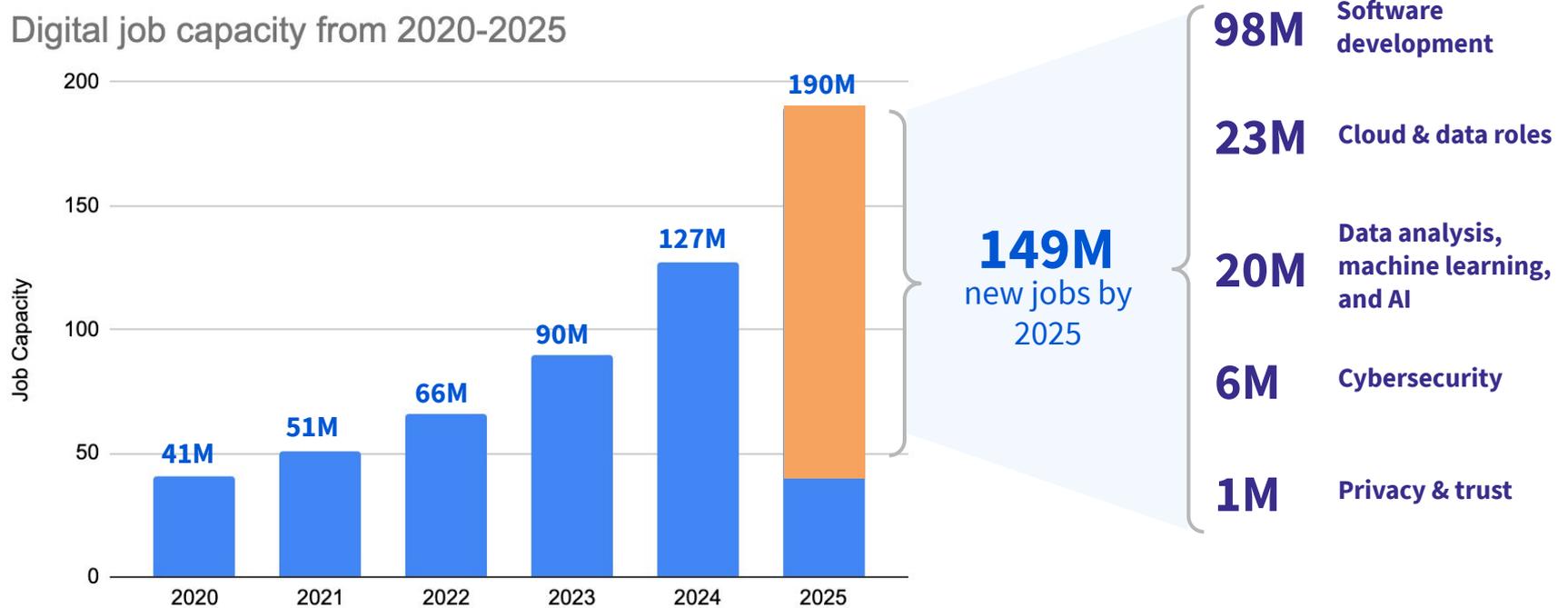
8%
of global working hours lost in 2020
(255M FTEs)

>80%
of global workforce affected by workplace closures

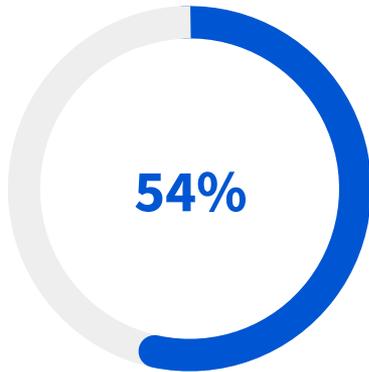
4x
greater impact than the financial crisis of 2008

...while the “Great Lockdown” accelerated digitization globally

Digital job capacity from 2020-2025

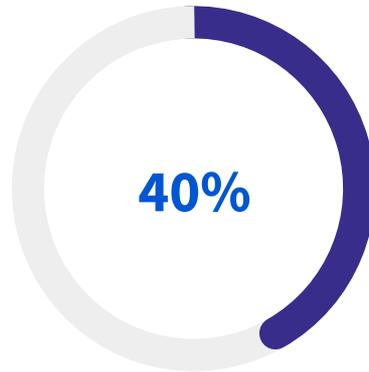


A changing business landscape requires companies to re-calibrate and rethink workforce strategies



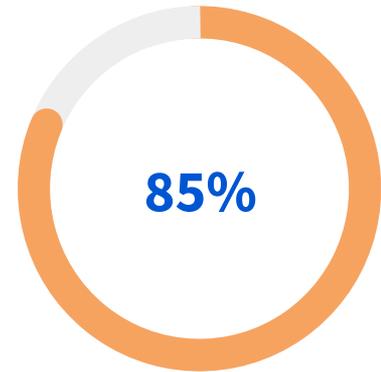
of workers needed upskilling pre-pandemic

Current statistics likely underestimate the scale of upskilling needed to meet labor market demand



of tasks are now vulnerable to automation

Human skills are gaining currency, but must be balanced by technical reskilling to support human-machine interaction

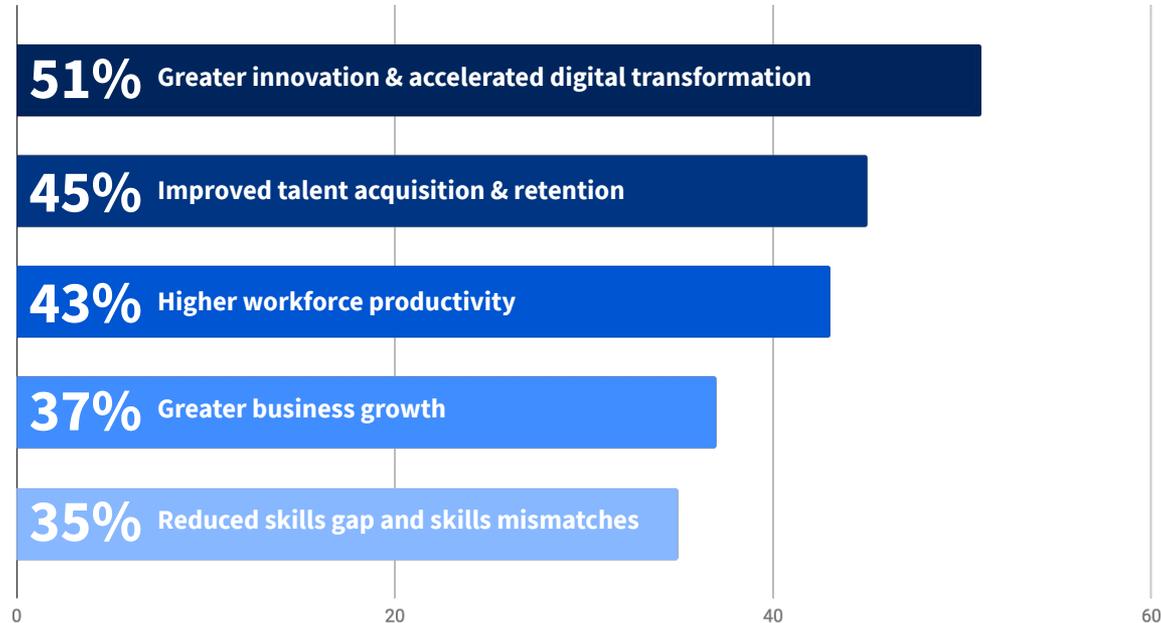


of the jobs that will exist in 2030 have not yet been invented

Growing demand for emergent skills will necessitate in-the-moment learning to keep pace with technological change

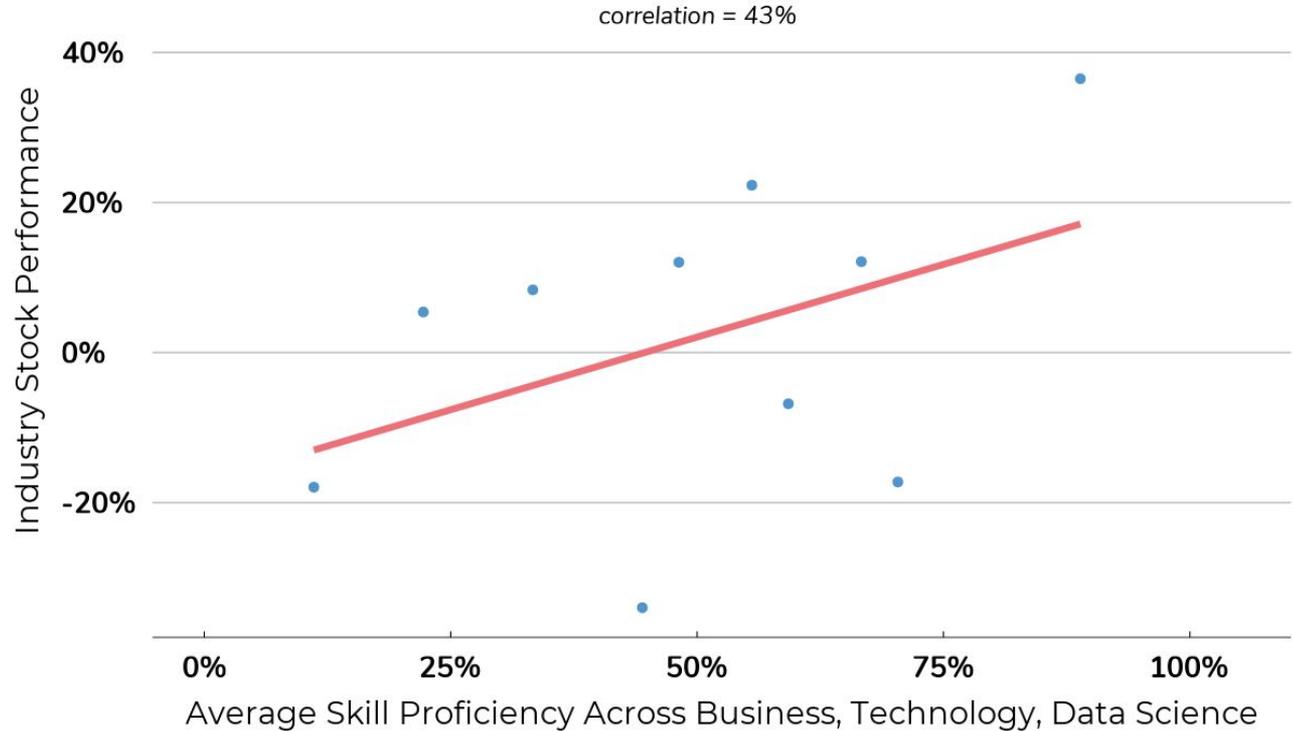
The case for upskilling & reskilling is widely recognised by CEOs

CEOs favor upskilling over hiring by 2.5x, especially for key skill gaps.



Industries with more skilled talent, especially in technology skills, **see higher stock returns and less disruption from COVID-19.**

Industry Stock Performance vs. Skill Proficiency

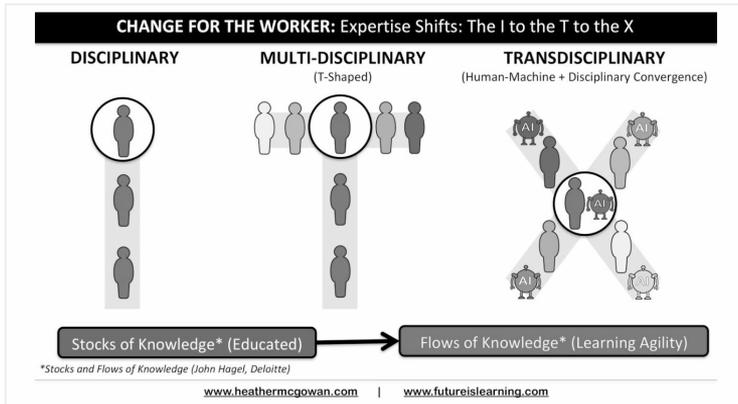


An industry's skill proficiency is positively associated with its stock return in the last year.

[Source: Coursera Global Skills Index 2020](#)

The future of work requires us to become more agile learners

Agile employees possess both breadth and depth of knowledge



Top 10 In-Demand Skills by 2025

-  Analytical thinking and innovation
-  Active learning and learning strategies
-  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
-  Reasoning, problem-solving and ideation

- Type of skill**
-  Problem-solving
 -  Self-management
 -  Working with people
 -  Technology use and development

Trending Skills in the Nordics 2021

Business	Technology	Data Science
Microsoft Excel	Theoretical Computer Science	Python Programming
Data Analysis	Design and Product	Statistical Programming
Blockchain	C++	Statistical Machine Learning
Digital Marketing	Javascript	Machine Learning
Leadership and Management	User Experience	Probability & Statistics
Finance	Computational Logic	SQL
Tableau Software	Matlab	Data Management
Writing	Web Development	Machine Learning Algorithms
Project Management	C Programming	R Programming
Strategy and Operations	Graphic Design	Deep Learning

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The logo for Nordea, consisting of the word "Nordea" in a dark blue, sans-serif font.The logo for Signify, featuring a green circular icon with a white 'S' and the word "Signify" in a green, sans-serif font.The logo for L'ORÉAL, consisting of the word "L'ORÉAL" in a black, serif font.The logo for H&M, consisting of the letters "H&M" in a red, stylized, handwritten-style font.The logo for SAMSUNG, consisting of the word "SAMSUNG" in a blue, sans-serif font.The logo for PayPal, consisting of the word "PayPal" in a blue, sans-serif font.The logo for Capgemini, featuring the word "Capgemini" in a blue, sans-serif font and a blue circular icon.

Questions business leaders should ask about the future of skills



- 1.) How can skills help us **accelerate our digital transformation** journey?
- 2.) How can we **reskill the workforce at scale** to drive business outcomes, raise productivity, and empower our employees?
- 3.) What are we doing to **close the skills gap** and **build skills-based learning paths**?
- 4.) What foundational digital skills do employees need to succeed in our business and how do we **drive digital literacy** at scale?
- 5.) How can we **better align with our line partners** to ensure our offering is business-aligned and building critical skills?

Thank you



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