



Dynamic Skilling

Anticipating and Mitigating Current and Future Skills Gaps



Overview

Skills shortages—from the critical nursing gap in healthcare to a scarcity of digital talent in consumer banks to a lack of renewable energy skills in the energy sector—are an increasing concern with significant consequences for organizations across many industries. The rapid pace of innovation, the evolution of AI-driven technologies, and industry convergence intensify these challenges, leading to uncertainty about future skills needs.

High-performing companies bridge these gaps by continuously transforming from the inside out and strategically developing needed workforce skills and capabilities. They create dynamic skilling ecosystems, proactively and pragmatically building industry, technical, and soft skills with a modular approach that includes [microlearning](#), online courses, coaching, mentoring, [talent marketplaces](#), formal education programs, [career pathways](#), microcertifications, and [capability academies](#).

This report explains why “dynamic skilling”—a proactive strategy that continuously aligns workforce skills development with evolving business needs—is more important than ever. It highlights the role educational programs play in this area and provides examples of high-performing companies that are creating dynamic skilling ecosystems.

In This Report

- Dynamic Skilling: A Business Imperative
- Leveraging Educational Programs for Dynamic Skilling
- Aligning Skilling Solutions with Business Priorities
- Building a Dynamic Skilling Ecosystem

Dynamic Skilling: A Business Imperative

AI is here with a vengeance, reshaping business models, talent strategies, and skills requirements in profound ways.

PwC's 28th Annual Global CEO Survey (2025) reveals that 92% of CEOs are heavily investing in generative AI to boost revenue, not just reduce costs; 53% believe their company will be out of business within 10 years if it fails to change its current business model; and 40% say their sector overlaps with others, indicating industry convergence. Yet only 23% believe their organization can adapt, and only 7% are generating new revenue sources.¹ What's the reason for this disconnect?

A Bifurcated Labor Market

Today's labor market is unbalanced, characterized by distinct trends in different workforce segments. On one hand, there is a notable shortage of frontline employees, including hourly workers in healthcare, construction, retail, and other essential services. These sectors face extremely low unemployment rates, making it difficult for employers to fill positions due to high demand.

Our Global Workforce Intelligence (GWI) research on the healthcare industry indicates a massive clinical shortage in nursing roles, with as many as one in three remaining unfilled. This shortage has created an enormous need for internal reskilling.² Consumer banking struggles with digital transformation skills; pharmaceuticals face gaps in emerging science and technology capabilities; CPG companies need advanced marketing and supply chain skills; and automotive manufacturing is transitioning to EV technologies, requiring skills in AI, machine learning, and robotics.

Conversely, the knowledge or desk worker segment, including marketing, sales, and engineering roles, is experiencing growing layoffs and heightened competition for jobs. This is

partly due to the rapid adoption of AI and automation, which has slowed job growth in these areas because businesses are driving greater efficiency through technology deployment. Many professionals in these fields express concerns about job security and finding new employment. Yet specific skills areas in this segment are also in high demand and hard to find.

Despite these challenges, and regardless of industry, pacesetter organizations—those that outperform all others in the field—have a much higher concentration of skills in next-generation technologies, data, and consulting, and these capabilities are still in high demand.³

As the need for these advanced skills grows, one thing is certain: job requirements constantly evolve, prompting every company to rethink its approach to talent development and become more dynamic.

Dynamic Organizations Achieve Exponential Business Results

This complex labor market, with bifurcated and shifting skills gaps, demands a new approach. The most successful companies aim to become dynamic organizations: these companies not only adapt to these changing conditions but also anticipate them and develop strategies to reprioritize resources where needed most, focus on talent mobility and skilling, and create an inclusive skills meritocracy where the best idea wins. The 7% of organizations that operate at this level accomplish astoundingly higher results compared to their static peers. For example, these dynamic organizations are 3 times more likely to exceed financial targets, 7 times more likely to innovate effectively, and 20 times more likely to accomplish high levels of productivity.⁴

Similarly, the 2025 PwC CEO study shows that redeploying people internally matters to profit and revenue. While half of companies redeploy 10% or less of their workforce each year and two-thirds redeploy 20% or less, companies redeploying 20% or more staff generate 27% greater profit and higher

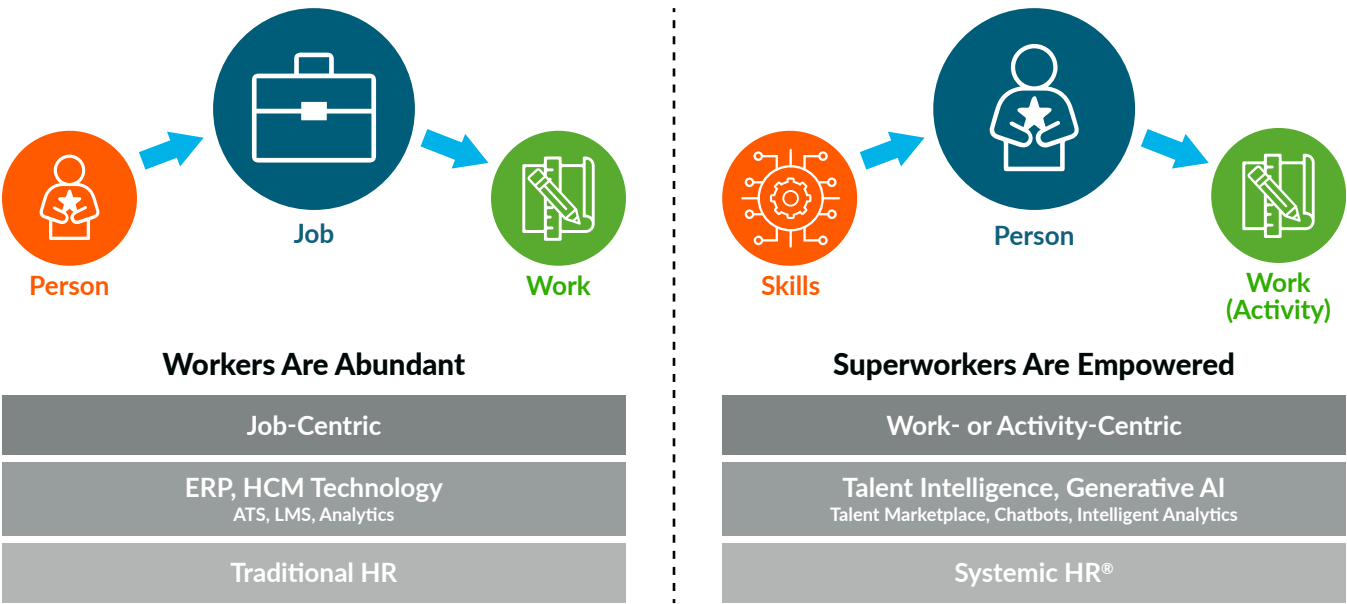
1 "PwC's 28th Annual Global CEO Survey: Reinvention on the edge of tomorrow," PwC, January 20, 2025.

2 *Healthcare at a Crossroads: Filling the Urgent Talent Gap in Clinical Care*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

3 *The Seven Winning Strategies of Pacesetter Organizations*, Josh Bersin, Kathi Enderes, PhD, and Stella Ioannidou/The Josh Bersin Company, 2023.

4 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

Figure 1: A New Talent Model: From Job-Centric to Work-Centric



Source: The Josh Bersin Company, 2025

revenue growth.⁵ Simply put, company profitability and growth depend on the organization’s ability to move people around and skill them into new roles.

A New Talent Model to Create Talent Density

The term “[talent density](#)” was pioneered by Netflix and appears in the book *No Rules Rules: Netflix and the Culture of Reinvention*.⁶ It refers to the ratio of highly skilled high performers on the team out of the total employee population. Higher talent density leads to better innovation and performance. This concept is at the heart of what dynamic organizations do because it allows them to shift work to high-priority areas rapidly and at scale.

Redeploying people dynamically requires breaking down rigid job structures and adopting a skills-based approach that reallocates activities across people and technology.⁷

Rather than just focusing on education or previous job experience, each person’s skills can be used to match people to projects, mentors, or job openings (see Figure 1).

A skills-based approach to talent offers various opportunities, yet many organizations aren’t realizing its full potential. Just 20% of companies leverage skills for hiring to broaden the talent pool and increase the quality of hire; 12% use skills information to guide career planning and talent mobility to make the company more dynamic at scale; 10% successfully pay for skills to make rewards fair and equitable; and 6% use real-time skills insights to inform management decision-making.⁸

Organizations can enhance workforce productivity and output by focusing on developing and leveraging specific skills without necessarily increasing headcount. This approach empowers every employee to become a “[superworker](#)”—an individual who uses AI to significantly improve their productivity and

5 “PwC’s 28th Annual Global CEO Survey: Reinvention on the edge of tomorrow,” PwC, January 20, 2025.

6 *No Rules Rules: Netflix and the Culture of Reinvention*, Reed Hastings and Erin Meyer/Virgin Books, September 2020.

7 *The Journey to the Skills-Based Organization: What Works*, Josh Bersin and Stella Ioannidou/The Josh Bersin Company, 2024.

8 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

performance. Focusing on a skills-based approach is essential to preparing employees and assigning them to the right roles, using AI to boost their potential and create more meaningful work at the same time. In a dynamic organization, employees are continuously reskilled and redeployed to meet evolving business needs, thereby increasing overall talent density. This boosts individual performance and enhances organizational agility and competitiveness, enabling companies to outperform their peers.⁹

Dynamic Skilling in the Age of AI

As skills needs are changing rapidly, organizations often don't know where they will face the next skills gap. New technologies like AI are advancing quickly, and individual skills are evolving as people gain new experiences and capabilities (see Figure 2).

The dynamic nature of skills means that as industries and technologies develop, so too must the capabilities of their workforce. In light of this, a dynamic approach to developing skills is needed.

Dynamic Skilling in Action: AI Skilling Program

Every organization must quickly upskill its workforce in AI. The business needs it, workers want it, and the market demands it. However, AI skills are extremely dynamic and ever-changing

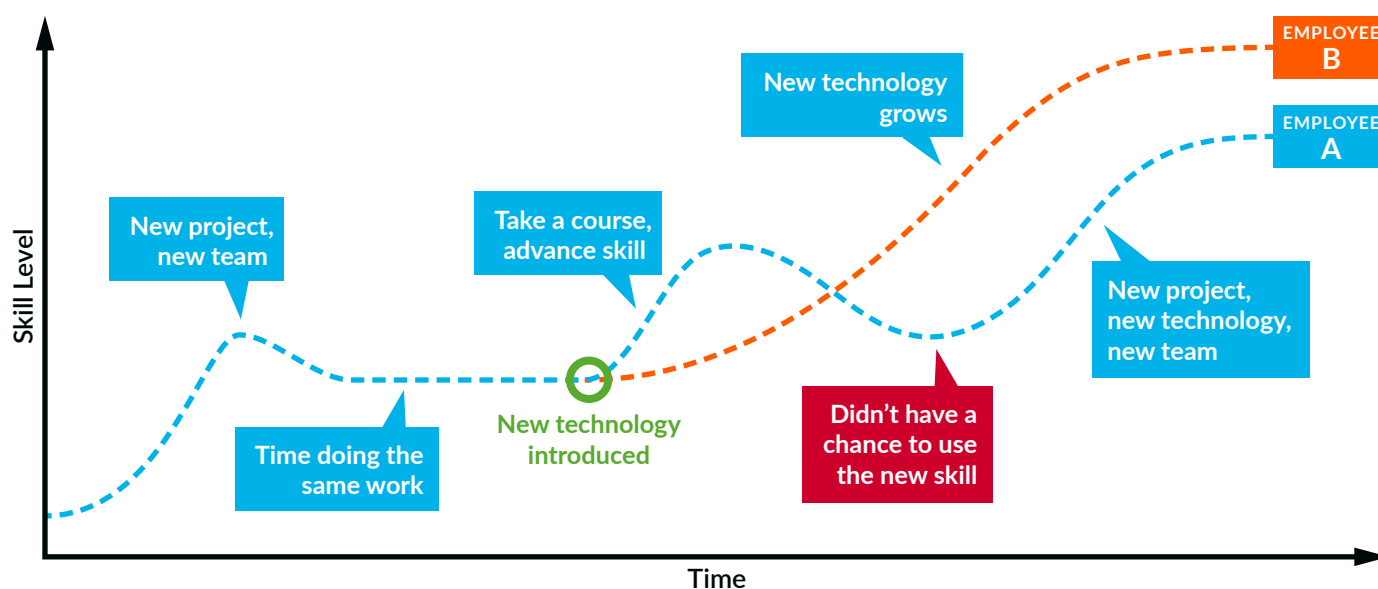
because the technology is constantly advancing. An Adecco Group study shows that 40% of employees feel burned out because of AI, 76% expect their employers to train them for AI enablement, and 23% believe AI has made their work less relevant.¹⁰

Employees are worried and expect change. Organizations are responding to that need: more than 50% of Guild's corporate clients across industries such as manufacturing, retail, healthcare, financial services, and automotive offer AI skills-building programs, indicating a demand that extends beyond just technology firms. These programs cover four different areas:

- AI fundamentals (building AI literacy for the general workforce)
- AI in practice (developing applied AI skills for professionals)
- AI expertise (deeper integration and application skills for technical workers)
- AI for leaders (supporting leaders to embed AI in their organization)

Employees are eager to uplevel their AI skills. Throughout 2024, Guild's Learning Marketplace experienced a 900% increase in AI program enrollments from the previous year.

Figure 2: The Changing Nature of Skills



Source: The Josh Bersin Company, 2025

9 The Rise of the Superworker: HR and Leadership Predictions and Imperatives for 2025, Josh Bersin/The Josh Bersin Company, 2025.

10 Working through change: Adapting to an AI-driven world of work (Global Workforce of the Future 2024), The Adecco Group, 2024.

By continuously evaluating available AI programs, learning marketplace offerings were expanded by 100% to meet increasing demands. The number of learners served per program rose by 400%. Notably, the proportion of learners without a college degree increased by four percentage points.¹¹

Leveraging Educational Programs for Dynamic Skilling

To skill dynamically, organizations need to empower employees to grow and contribute at a higher level with substantial investments in skilling, careers, and talent mobility. An exceptional opportunity to do this is through educational programs, which can be used across the workforce in various ways.

What Are Educational Programs?

Educational programs are structured learning offerings designed to develop specific knowledge, skills, and capabilities. Higher education institutions, professional accreditation associations, or corporate organizations can create and deliver these programs.

Often leading to certificates, licenses, or degrees, these programs provide widely recognized credentials that hold value

across companies, industries, and geographic regions. They support the development of “[power skills](#),” technical expertise, and industry-specific capabilities, helping employees advance in their jobs or pivot into new career areas.

Done right, these programs are continuously created and redesigned to emphasize emerging skills, ensuring learners keep pace with industry demands and technological advancements. Despite their comprehensive nature, they can be flexibly deployed to adapt to evolving skilling needs.

Educational Programs: An Underutilized Dynamic Skilling Solution

In the new world of work, employees expect more from their employers, especially regarding their professional development. They are asking for flexibility, comprehensive training, AI-readiness, and clarity about the future of their careers.¹²

Our Corporate Learning research, which identified the top 15 L&D practices that drive people, innovation, and business outcomes, clearly demonstrates the importance of career development.¹³ Notably, one-third of these practices emphasize career management and rely on educational programs for support (see Figure 3).

Figure 3: Educational Programs Support Career Development

Career Management Practice	Educational Program Support
Create extensive career growth options	Structured learning opportunities develop specific knowledge and skills, resulting in credentials or degrees that support career aspirations.
Develop career pathways to move employees into high-priority areas	Targeted programs prepare employees for in-demand roles, enhancing their qualifications for career advancement.
Facilitate cross-divisional and cross-functional career growth	Educational programs build on transferable skills and close domain skills gaps. They equip employees with the capabilities and knowledge to transition to new functions, facilitating cross-functional talent mobility.
Offer regular career coaching	Educational program providers often offer career guidance, supporting students with personalized advice and career-planning resources.
Provide self-service tools to navigate career opportunities	Integrated into career pathways within career hubs and talent marketplaces, educational programs help employees plan a clear path to their professional goals.

Source: The Josh Bersin Company, 2025

11 Guild Learning Marketplace statistics as of January 7, 2025.

12 *The Rise of the Superworker: HR and Leadership Predictions and Imperatives for 2025*, Josh Bersin/The Josh Bersin Company, 2025.

13 *The Definitive Guide to Corporate Learning: Growth in the Flow of Work*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

Providing career development opportunities is a hallmark of the most dynamic organizations:¹⁴ Consider this:

- 85% offer robust educational programs and opportunities to assist the workforce in developing new skills and exploring new jobs and careers.
- 90% offer mastery educational programs to help people advance in their current roles.
- 100% have senior leaders and managers with expertise in more than one technical or management area, demonstrating the importance of continued education in career advancement and internal mobility.

Despite the significant value that educational programs can bring to organizations, many reduce them to a passive, static tuition reimbursement benefit—often seen merely as an employee perk. While nearly 50% of organizations offer this benefit, only 10%

report that it is easy to use and widely adopted, and even when utilized, just 20% of organizations consider it highly valuable.¹⁵

Best Practices for Educational Programs

To unlock the full potential of educational programs across the board, a more proactive and strategic approach is needed—one that goes beyond simply offering tuition reimbursement or occasional training opportunities. Organizations must view these programs as integral to their overall business strategy, rather than as separate or peripheral benefits.

A Systemic HR® strategy can transform these programs into dynamic skilling solutions that fuel business growth, enhance employee career mobility, and build a resilient workforce prepared for future challenges.¹⁶ Figure 4 provides best practices for utilizing educational programs to enhance dynamic skilling.

Figure 4: Leveraging Educational Programs for Dynamic Skilling

Area	Practice
Systemic ownership and facilitation	Instead of confining educational programs to benefits or L&D teams, systemically combine L&D, talent management, workforce planning, DEI, total rewards, and more to feed a dynamic and pragmatic skilling ecosystem.
Accessibility across the workforce	Make educational programs available to the entire workforce to ensure equitable learning opportunities and maximize talent mobility. This includes: <ul style="list-style-type: none">▪ Removing barriers to enrollment eligibility, such as position or location requirements▪ Empowering employees to apply or enroll without manager approval▪ Creating debt-free career pathways leading to critical roles
Integration with the broader learning ecosystem	Seamlessly align educational programs with your organization's overarching L&D strategy, ensuring the expertise and credentials learned in educational programs complement what your organization offers to advance business outcomes. Establish low-investment learning opportunities for employees to explore topics before committing to an educational program, such as job shadowing.
Governance and continuous evaluation	Establish a governance team to continuously evaluate the alignment between educational programs and organizational skills priorities as well as an ROI measurement strategy.

Source: The Josh Bersin Company, 2025

14 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

15 *Career Pathways: Building Tomorrow's Workforce Today*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

16 *The Synergies between Career Pathways and Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

Organizational Examples of Educational Programs

Organizations such as JPMorganChase, Providence, Disney, and Tesla show that strategic investments in educational programs can close critical skills gaps across a wide range of industries while delivering measurable business results. These organizations and many others are enhancing current workforce capabilities, preparing their teams for future industry demands, and engaging them with powerful career opportunities.

For instance, NewYork-Presbyterian has redefined its employee experience through initiatives like its Advancing Careers in Healthcare Through Innovation, Education, Virtualization, and Engagement (ACHIEVE) program. This program focuses on creating equitable opportunities for career growth while addressing critical skills gaps. These targeted investments in education are helping the organization build a future-ready workforce.¹⁷

As another example, Rocket Central provides 100% tuition assistance for over 120 educational programs, enabling employees to pursue certificates, degrees, and career pathways in fields like marketing, technology, and sales. Supported by personalized career coaching through its THRIVE program, the company is empowering employees to develop new skills and advance their careers while addressing business needs.¹⁸

CASE IN POINT

Sunrun Powers Employee and Business Growth through Targeted Educational Programs

Sunrun, the largest home solar and battery storage provider in the United States, expanded its workforce by acquiring Vivint Solar in 2020. This acquisition doubled Sunrun's employee base to more than 12,000, with 80% classified as frontline workers. While this expansion created opportunities to scale operations and enter new markets, it also presented challenges.

To build its competitive edge in the renewable energy industry, Sunrun identified and prioritized several workforce initiatives, including:

- Increasing skills visibility
- Building the density of electrical talent
- Developing a pipeline of future leaders
- Upskilling the entire workforce "in the right way," prioritizing equitable access and business impact

Within months of the acquisition, Sunrun introduced PowerU, a fully funded employee education and upskilling program that offers access to career-aligned courses that build soft skills, technical skills, and industry-specific skills like electrical engineering and renewable energy technologies. This diverse range of offerings empowers employees to pursue learning paths that align with their career aspirations and Sunrun's business objectives.

PowerU experienced immediate success, with 47% of employees signing up within the first week. Interest in the program has remained consistently strong thanks to Sunrun's commitment to implementing a dynamic skilling ecosystem based on three key components:

- **PowerU:** Educational programs powered by Guild and fully funded by Sunrun
- **Career-mapping platform:** Helping employees visualize potential career trajectories and identify skills gaps
- **Comprehensive learning strategy and content development:** Led by Sunrun's Growth & Development team to add needed skills-building programs in various formats

Continued →

¹⁷ *NewYork-Presbyterian Redefines Employee Experience with Career Pathways*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

¹⁸ *Career Pathways: Building Tomorrow's Workforce Today*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

Megan Lessard, VP of People Acquisition and Inclusion at Sunrun, described this approach as a “three-legged stool,” where each component supports the others to create a balanced and effective workforce development strategy.

Sunrun has seen positive results associated with its new educational programs. Turnover rates for hourly employees enrolled in the programs dropped by 70%. Additionally, these employees experienced an average of 2.4 more job changes, showing increased internal mobility and career advancement. PowerU also contributed to cost savings, as the educational programs are generally less expensive than turnover costs.

By increasing skills visibility and education accessibility, Sunrun has effectively addressed its talent density challenges, fostered internal mobility, and strengthened its competitive position in the clean energy market.

organizations invest in solutions that address critical skills gaps and ensure employees are prepared to take on high-value roles that drive strategic outcomes. To accomplish this, companies must establish a robust, ongoing process for identifying and adjusting skilling priorities, directing resources toward solutions that build the most critical capabilities for long-term business success. This process includes two major components: identifying skilling priorities and supporting priority skills development.

Identifying Skilling Priorities

Successful companies constantly identify, review, and adjust their skilling priorities to align with evolving industry dynamics and talent models.¹⁹ This process begins with a thorough analysis of current and future skills needs. It is supported by three key pillars (see Figure 5) and ensures the organization remains agile and responsive to market changes.

The ongoing process of skills priority analysis allows organizations to remain competitive and prepared for future challenges.

Aligning Skilling Solutions with Business Priorities

High-performing companies are laser-focused on business problems, positioning themselves to achieve the right business outcomes and adapt for the future. By leveraging dynamic skilling,

- **Pillar 1: Skills, Task, Job, and Talent Analysis.** High-performing organizations invest in specialized teams, such as talent intelligence, people analytics, and workforce planning units, to gather and interpret data on employee and market skills and job tasks. This analysis helps identify current capabilities and forecast future needs.

Figure 5: Three Pillars of Skills Priority Analysis



Source: The Josh Bersin Company, 2025

¹⁹ The Rise of the Superworker: HR and Leadership Predictions and Imperatives for 2025, Josh Bersin/The Josh Bersin Company, 2025.

For example, PNC established a talent intelligence team to identify critical skills gaps. Bon Secours Mercy Health established a workforce planning team and a people insights and analytics team focused on career pathways.²⁰

- **Pillar 2: Collaboration with the Business.** Skilling solutions must be owned by business leaders and strategically supported by HR to align talent development with business needs. Business leaders are responsible for identifying key talent and defining critical business challenges, while HR plays an active role in translating these insights into talent priorities. By working in close partnership, HR helps pinpoint skills gaps and ensure learning and development initiatives focus on building the capabilities necessary to achieve strategic outcomes.

For example, Rocket Central's business leaders help develop career pathways across the company and actively promote and champion the company's educational programs to encourage participation.²¹

At Bon Secours Mercy Health, the L&D team liaises between the business and other areas of HR to create valued and accessible career pathways for nondegreed workers. A full 52% of new hires cite these career pathway programs as a reason for joining the company.²²

- **Pillar 3: Systemic HR® Approach.** Dynamic skilling must be embedded into broader HR strategies, ensuring that efforts like reskilling, upskilling, and career progression are interconnected with organizational priorities such as leadership development, operational efficiency, and future readiness. Effective collaboration within HR is key to identifying skills priorities, tailoring development initiatives, and tracking progress across key metrics like retention, mobility, and ROI.

For instance, PNC strategically integrated its L&D team with its total rewards and talent management teams to ensure that HR collectively fosters a culture of continuous growth and opportunity. This critical initiative contributed to PNC's impressive ranking of 4th out of 396 public companies on The American Opportunity Index, which measures the effectiveness of talent investments in promoting individual growth and enhancing business performance.²³

Bon Secours Mercy Health also united its workforce planning, benefits, internal mobility, L&D, talent acquisition, DEI, and compensation teams to embed its career pathways program into its organizational strategy.²⁴

Supporting Priority Skills Development

High-performing organizations strategically allocate funding and resources to address talent gaps and workforce development priorities, ensuring a balance between business needs and employees' personal development goals. This approach drives business outcomes while enabling dynamic workforce development. Following are five strategies organizations use to pragmatically disperse resources toward skilling solutions.

- **Tiered investment:** Prioritize tuition-free programs that align with critical business needs—such as leadership development and technical certifications—while offering partial funding for broader development opportunities. This allows employees to build transferable skills and explore areas of personal or professional interest, supporting career growth aspirations and fostering innovation and engagement.

20 *The Synergies between Career Pathways and Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

21 *Career Pathways: Building Tomorrow's Workforce Today*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

22 *The Synergies between Career Pathways and Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

23 *The Synergies between Career Pathways and Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

24 *Ibid.*

- **Time-gated investment:** Differentiate funding timelines for priority programs based on organizational needs. For instance, programs that address immediate workforce gaps, such as certifications or training for high-demand roles, are fully funded upfront to enable faster skill acquisition. In contrast, advanced degrees, such as bachelor's or master's programs, may be funded incrementally over a multiyear timescale to manage annual budgets effectively and encourage employee retention.
- **Staggered investment:** Allocate funding to specific programs during a designated period, such as the first quarter of the fiscal year. Once the period ends, redirect any remaining funds to a broader program catalog, ensuring flexibility and maximizing program accessibility. Sunrun adopts this strategy to ensure the availability of funds for its frontline workforce and build an internal pipeline of talent prepared for the most critical roles in the renewable energy sector.
- **Flexible learning credits:** Provide employees with learning credits they can apply toward a mix of internal and external professional development opportunities, from internally developed programming to external certifications or degrees. This approach empowers employees to pursue education that complements their career aspirations.
- **Pilot program funding:** Allocate resources for small-scale pilots of new training methods or educational programs—internal or external—allowing organizations to evaluate their effectiveness and impact on employee development before committing to broader implementation.

CASE IN POINT

UCHealth Navigates Clinical Skills Shortages with Pragmatic Educational Programs

UCHealth, a network of hospitals, clinics, and healthcare providers, addresses healthcare labor shortages through targeted educational programs. In partnership with Guild, UCHealth launched a tuition-free assistance program covering over 300 educational programs, including high school diplomas, certificates, and degrees.

"The response was overwhelming," said David Mafe, Chief Diversity Officer and VP of HR at UCHealth, referring to the fact that almost 1,000 employees registered for

programs in the first months. "Our employees understood the value of fully funded education right away."

UCHealth uses a time-gated funding approach to align educational investments with business needs. As Mafe explained, "Our focus is on getting boots on the ground quickly. We prioritize funding for programs that immediately grow our frontline service delivery population, enabling us to address critical talent gap while still supporting broader educational aspirations through a balanced investment strategy." Most programs that provide pathways for nonclinical personnel to enter clinical positions, such as medical assistants, phlebotomists, and respiratory therapists, are funded tuition-free at the pace of the learner.

Many advanced degrees, such as master's programs, are funded over a multiyear timeline. This allows UCHealth to predict and control its annual spending on educational programs while encouraging retention and allowing employees to pursue professional development opportunities most pertinent to their career goals. Employees can contribute their own funds to accelerate program progress.

The results of offering fully funded educational programs are outstanding: participants have retention rates three times higher than nonparticipants in the same positions. Furthermore, underrepresented employee groups are enrolling in the Bachelor of Science in Nursing (BSN) program at rates three to four times higher than their representation in UCHealth's workforce. "We aim to reflect the diversity of the communities we serve, and these programs are a crucial part of that effort," Mafe stated.

Beyond dynamically filling organizational skills gaps, UCHealth is mindful of the community impact of its educational programs. By enhancing employees' educational and economic stability, UCHealth supports their wellbeing and that of their families. "This is about more than just filling jobs," Mafe emphasized. "It's about creating opportunities and improving lives, addressing inequities in social determinants of health."

Through its innovative workforce development strategy, UCHealth mitigates skills and talent gaps and strengthens its role as a leader in its communities and the broader healthcare industry.

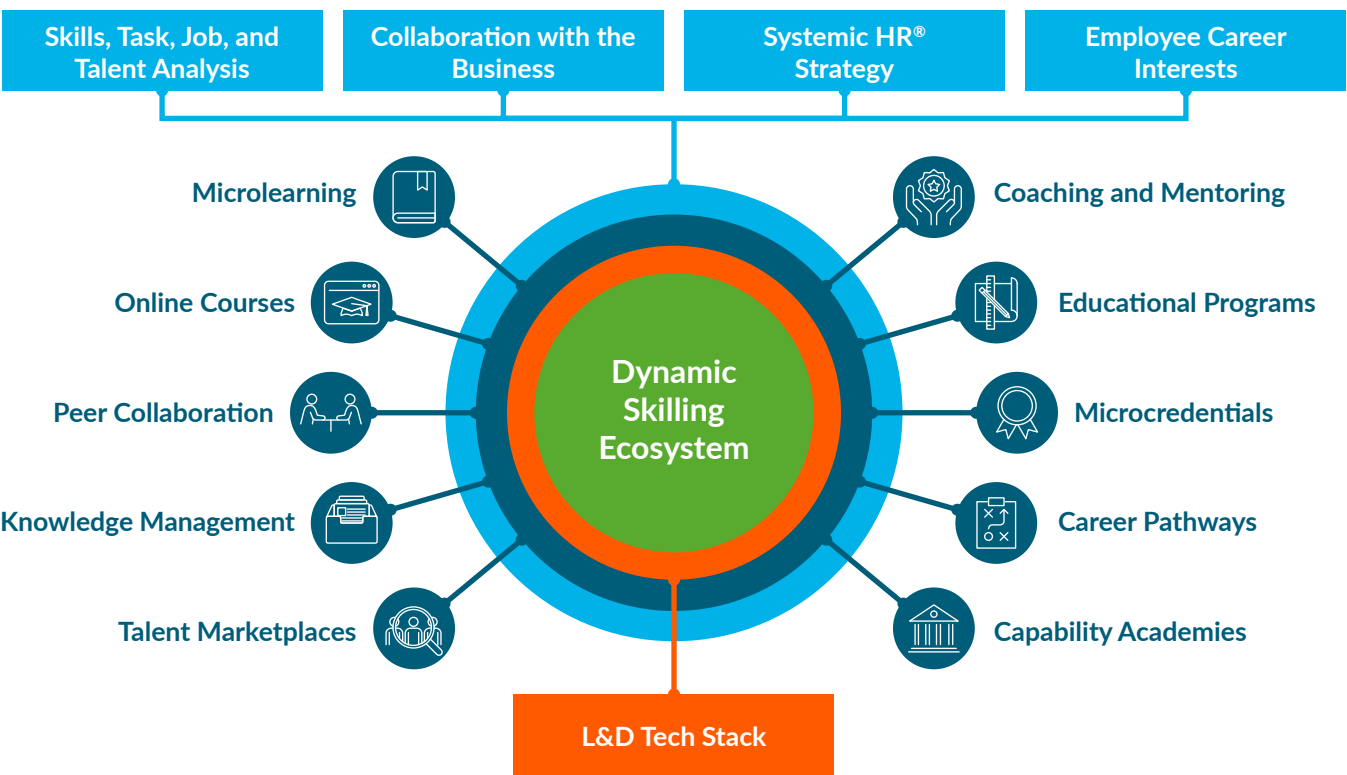
Building a Dynamic Skilling Ecosystem

Educational programs provide specific benefits for organizations looking to reskill and upskill frontline workers and professionals into new, future-proof careers while proactively addressing known skills gaps. But what about other workforce segments like frontline leaders, managers, and executives? How can companies prepare for skills gaps that are yet unknown? This is where a dynamic skilling ecosystem comes into play.

Elements of a Dynamic Skilling Ecosystem

A dynamic skilling ecosystem aims to address the diverse skilling needs of the entire workforce and across the skills continuum, extending beyond known skills gaps. Different workforce segments—frontline workers, professionals, first-level managers, leaders, and executives—face unique skilling challenges that require tailored solutions. To ensure every employee has the opportunity to build critical skills and succeed, organizations must adopt a multifaceted and modular approach that can incorporate skills gap analysis but moves beyond a one-size-fits-all solution. Building such an ecosystem involves integrating various skilling programs (see Figure 6).

Figure 6: Dynamic Skilling Ecosystem



Source: The Josh Bersin Company, 2025

The Dynamic Skilling Ecosystem in Action

Successful companies strategically use each component of the dynamic skilling ecosystem to build skills needed for employee and organizational benefit across a wide range of workforces and skill areas.



Microlearning

These focused modules for skill acquisition are ideal for busy frontline workers needing immediate knowledge and can be personalized to the role and situation.

- Short, focused learning modules
- Bite-size content; accessible on demand
- Quick skill acquisition; flexible learning

Example: Walmart provides store associates real-time access to product updates and information to help them better serve customers and increase their product knowledge and sales skills.



Online Courses

These flexible, tailored learning experiences that adapt to individual needs and rapidly changing fields are especially useful for knowledge workers.

- Self-directed learning in a learning platform
- Skills- or career-related coursework
- Learner empowerment; increased motivation for skills development

Example: Ericsson uses online courses as part of its overall dynamic reskilling approach toward 5G readiness.²⁵



Peer Collaboration

Interactions and collaborative learning foster creativity and organic knowledge-sharing among professionals.

- Learning through experience and social interactions
- Team cohesion and connection; experiential learning
- Enhanced creativity; organic knowledge sharing

Example: Microsoft uses its own Viva platform to build communities focused on AI in HR, supporting knowledge exchange around innovative use cases for almost 1,000 HR people.²⁶



Knowledge Management

The preservation and dissemination of organizational expertise supports decision-making at all levels and is especially useful for professionals who require deep skills in specialized technical or functional areas.

- Systematic management of organizational knowledge
- Content repositories; knowledge-sharing tools
- Improved decision-making; preservation of expertise

Example: Rolls-Royce uses generative AI solutions to share knowledge and skills between highly qualified, specialized jet engineers.

Continued →

²⁵ *The Journey to the Skills-Based Organization: What Works*, Josh Bersin and Stella Ioannidou/The Josh Bersin Company, 2024.

²⁶ *The Role of the Employee Experience Platform in AI Transformation*, Kathi Enderes, PhD/The Josh Bersin Company, 2025.



Talent Marketplaces

Matching employees to projects, mentors, job shadowing opportunities, and open jobs based on their skills optimizes talent utilization across the organization, with a focus on professional transferable skills.

- Platforms for internal talent mobility
- Skills matching; project opportunities
- Optimized talent utilization; career development

Example: MetLife uses a talent marketplace to “unleash human energy” of every person and dynamically address skills imbalances, focusing on specific priority roles like actuaries.²⁷



Coaching and Mentoring

Personalized guidance and one-on-one support are especially useful for first-level managers and leaders to hone power skills.

COACHING

- One-on-one guidance and feedback
- Personalized support; goal-oriented
- Enhanced performance; personal growth

MENTORING

- Guidance from experienced professionals
- Long-term relationships; skills transfer
- Career development; increased employee engagement

Example: Chevron provides a dedicated coach to every manager in the organization²⁸, and Zendesk incorporates mentoring into its leadership development programs, helping participants develop leadership skills and advance their careers²⁹.



Educational Programs

Certifying the attainment of various educational degrees and programs supports professional skill-building.

- Structured learning courses
- Curriculum-based; often formal
- Comprehensive skills development; credential acquisition

Example: UCHHealth provides a variety of educational programs, from GEDs to advanced degrees, to uplevel its workforce capabilities.

Continued →

²⁷ “What Works: How MetLife’s Talent Marketplace Drives Energy, Skills & ROI,” joshbersin.com, 2024.

²⁸ Chevron Uses Coaching to Develop Global Leaders at Scale, Josh Bersin/The Josh Bersin Company, 2023.

²⁹ Zendesk Fuels Inclusion and Career Growth Through Leadership Development, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.



Microcredentials

Shorter educational programs that certify the attainment of specific skills and capabilities provide employees with targeted learning experiences.

- Short courses with certification
- Focused skills validation; industry relevance
- Verified skills proficiency; career advancement

Example: Sunrun includes microcredentials in its programming to help build needed skills in renewable energy and other high-demand technical areas.



Career Pathways

A series of career steps, designed through skills adjacencies, shows an individual how to move to a more valued, in-demand career.

- Structured career development routes
- Clear progression steps; skills requirements
- Career clarity; motivation for growth

Example: Bon Secours Mercy Health builds career pathways from frontline to clinical roles, dynamically addressing workforce imbalances with education and certifications.³⁰ A number of national retailers, in partnership with Guild, provide a custom-built frontline management leadership program to create pathways for this in-demand role.



Capability Academies

Structured routes for career development and specialized skill-building for organizational focus areas align employee growth with organizational goals.³¹

- Specialized learning hubs for skills development
- Focused on specific capabilities; immersive; includes company context
- Deep expertise development; aligned with business goals

Example: [Josh Bersin Academy](#) provides targeted learning opportunities for HR professionals, including connecting with others in the profession. Coca-Cola Europacific Partners built four capability academies to enhance critical business operations: leadership; commercial capability; supply chain; and environmental, social, and governance (ESG).³² AB InBev develops needed marketing capabilities with a cohort-based marketing academy built on Nomadic (now Guild Academy).

³⁰ Career Pathways: *Building Tomorrow's Workforce Today*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

³¹ Capability Academies: *A New Approach for Critical Skills Development*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

³² Coca-Cola Europacific Partners Addresses Skills Gaps with Enterprise Talent Intelligence, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

Next Steps

Companies aiming to address skills challenges across the workforce continuum can get started by following these key steps:

- **Regularly assess and prioritize skills needs based on current and future business objectives.** The dynamic nature of skills requires companies to constantly reassess and recalibrate skills priorities to stay up to date with the rapidly changing business environment.
- **Allocate resources strategically to support the development of critical, high-value skills.** Continuously focus on funding areas with the highest business value to guide employee career paths toward organizational priorities.
- **Continuously evaluate the impact of skill-development initiatives on key business outcomes and adjust strategies accordingly.** A pragmatic approach to becoming a skills-based organization focusing on key business problems creates the highest organizational returns.
- **Create a dynamic skilling ecosystem that blends informal and formal learning opportunities to promote agile capability development.** Each workforce segment and skills area requires different skilling solutions, all together creating a dynamic skilling ecosystem.

Key Takeaways

- Businesses must rethink their skilling strategies to stay competitive, addressing both immediate workforce gaps and the long-term demands of an evolving talent landscape.
- High-performing organizations are using dynamic skilling strategies—ranging from educational programs to experiential learning to capability academies and beyond—to close critical workforce gaps today and tomorrow.
- The most effective skilling strategies are business-driven, role-specific, and designed for equity. They ensure that learning opportunities are accessible, relevant, and directly tied to measurable business outcomes.
- A dynamic skilling ecosystem integrates multiple skilling approaches, enabling organizations to build workforce agility at scale while fostering continuous innovation and resilience.

About the Authors



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Kathi is the senior vice president research and global industry analyst at The Josh Bersin Company, supporting clients and the market with evidence-based insights on all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years of global experience from management consulting with IBM, PwC, and EY, and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader. Her passion is to make work better and more meaningful.

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