



Future of Global Workforce Decoded

A Pearson &
People Matters Study

— POWERED BY —

people
matters

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Skilling: the bedrock of productive global workforces

The past few years have laid the foundation of a highly connected, digitally engaged, hybrid workforce of today. Those who already operated across the globe, looked to strengthen their global workforce initiatives and implement newer, more relevant technologies to drive productivity. Others took this opportunity to expand to global markets. Across both cases, skilling remained vital to supercharging success.



The recent [Power Skills](#) report contextualised this need for skilling by identifying **communication and collaboration** as pivotal soft skills required to building a capable workforce across India and APAC. For companies hoping to accelerate growth through a productive global workforce, the need for developing these soft skills rises exponentially.

The Pearson and People Matters study, **Future of Global Workforce Decoded** echoes the growing importance of having the right skilling pedagogies in place to build communication and collaboration within globally distributed teams. The study surveyed around 70 business and talent leaders across India to assess how they see the future of global workforces evolve and unpacked trends on how companies are driving productivity.

For most companies hoping to scale their global workforces, the aim is to skill holistically, to incorporate newer pedagogies, to track success, and to focus on communication that enables diversity. Skills like communication and collaboration are on top of the list and the report notes that business leaders across the board are planning to enhance key aspects like experience, engagement, productivity by focusing on these skills.

For many, the report noted, this journey begins with right recruitment. Assessment tools today enable companies to recruit the best candidates who fit their mandate and have the right communication skills from the get-go. Others today demand better learning tools that help them chart growth and create impact. Combined, the two play a crucial role in enabling global workforces to work cohesively and achieve results together.



The new skilling agenda: communication and collaboration

Companies today face a renewed skills challenge. One that goes beyond the traditional skilling agenda that helps employees keep up with the ever-evolving nature of technology. But rather, one that prioritises soft skills and seeks to leverage the right tools and modalities to address change.

The **Future of Global Workforce Decoded** study found that for around **56% of leaders** interviewed, the right learning certification and skill building programs enabled them to improve business performance. This was closely followed by creating the right employee experience and increasing inclusivity.

The rise of skilling and certification needs echoes a business concern that is common to companies with global workforces: to accelerate growth and leverage post-pandemic consumer behaviour shifts to build more profitable business processes. And focusing on building communication and collaboration is central to this.



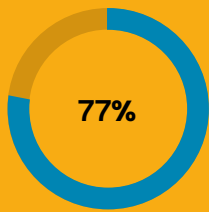
The most impressive thing about working with a global workforce is the diversity of people bringing newer perspectives and ideas, fueling organisational growth. It is also the biggest challenge in creating a cohesive and engaged global workplace. Today, there is an increased emphasis on building capabilities around overcoming unconscious bias, collaboration skills, diversity and inclusion, and global communication.

**SACHIN
KHURANA**

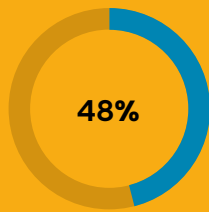
Chief People Officer Happiest Minds
Technologies



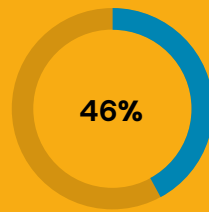
Top skilling priorities



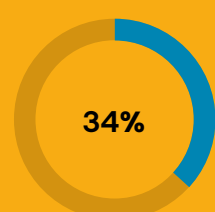
Identifying skill gaps to provide more relevant re-skilling and upskilling courses



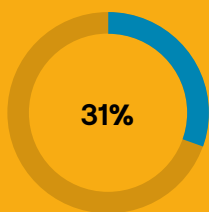
Implementing more mentoring/coaching sessions



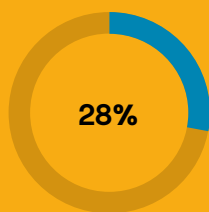
Supporting continuous feedback/assessment



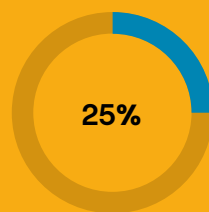
Using AI and AR/VR to build more immersive learning programs



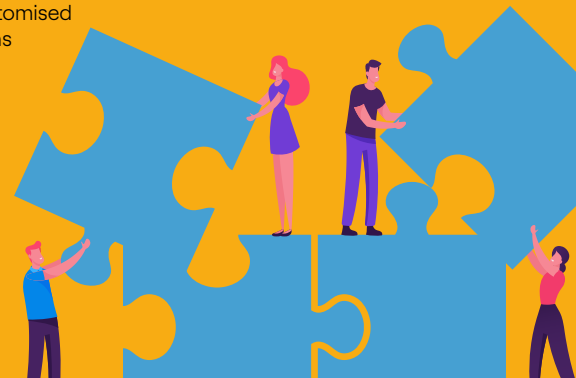
Providing contextualised learning opportunities



Hiring the right people by leveraging AI assessment tools



Developing communication skills through customised certifications



The recent [Power Skills report](#) noted that communication and collaboration remained vital soft skills for companies across APAC to develop. And with good reason.

With its impact felt across different aspects of an employee's journey, the focus on building communication and collaboration is imperative. In the [Future of Global Workforce Decoded](#) study, around **60% of companies** reported that communication and collaboration helped them:



IMPROVE EMPLOYEE PERFORMANCE



INCREASE ENGAGEMENT LEVELS

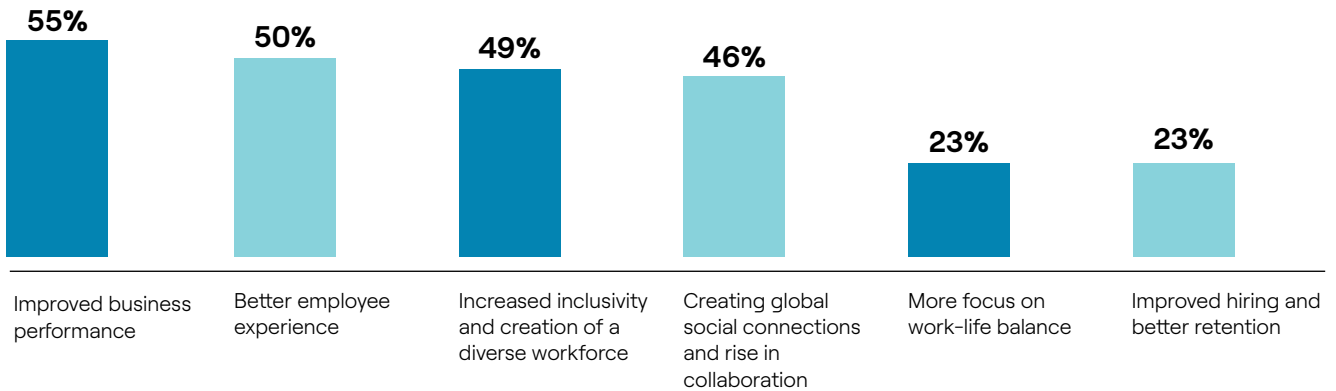


RISE IN CROSS-FUNCTIONAL WORK



IMPROVE RETENTION

What has been the impact of supporting your global workspace with the right learning certification programs?



Top barriers to developing communication and collaboration



INABILITY TO TRACK ROI



BUDGET CONSTRAINTS & LACK OF FUNDS



LACK OF CLEAR AND WELL-DEFINED LEARNING GOALS



Future expectations from Learning Tech and Certifications



For learning certifications and platforms to be able to help HR leaders build easy to track and impactful learning goals is imperative. To root communication and collaboration as measurable skills that can be developed, tracked, and measured, HR tech solutions need to address problems of a global workforce holistically.

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Given the revolution of remote and hybrid work, we have adopted a comprehensive and a deep layered approach of communication and collaboration with our global workforce. The shift to remote work has transformed traditional work dynamics, making improved communication tools and practises crucial.

MANOJ SHIKARKHANE
Chief Human Resource Officer,
LTI Mindtree



Building the right skilling pedagogies

When it comes to top talent challenges among global workforces, the lack of communication and collaboration as an essential part of teams remains an important challenge. Over 45% of companies today state this as a pivotal barrier. Another 47% of companies stated the difficulty in reskilling remains concerning.

The solution: new, more relevant learning pedagogies that address the skilling needs.

The right pedagogies also help raise performance and drive workforce productivity.



Besides focusing on developing managers to lead global teams, for over **58% of companies** providing bespoke learning opportunities is key to their ability to solve future uncertainty and raise employee productivity.

This need to adopt better skilling methods is driven by many who find themselves in uncertain waters. The study found that over **77% of companies** identified skill gaps better and provided more relevant learning opportunities as a top learning priority.

Having the right learning pedagogies that enable tracking and impactful, new-age interventions targeted to improve communication skills is the need of the hour. The study found that the ability to work cohesively in a global work setting depended crucially on how easily different teams can communicate with each other.

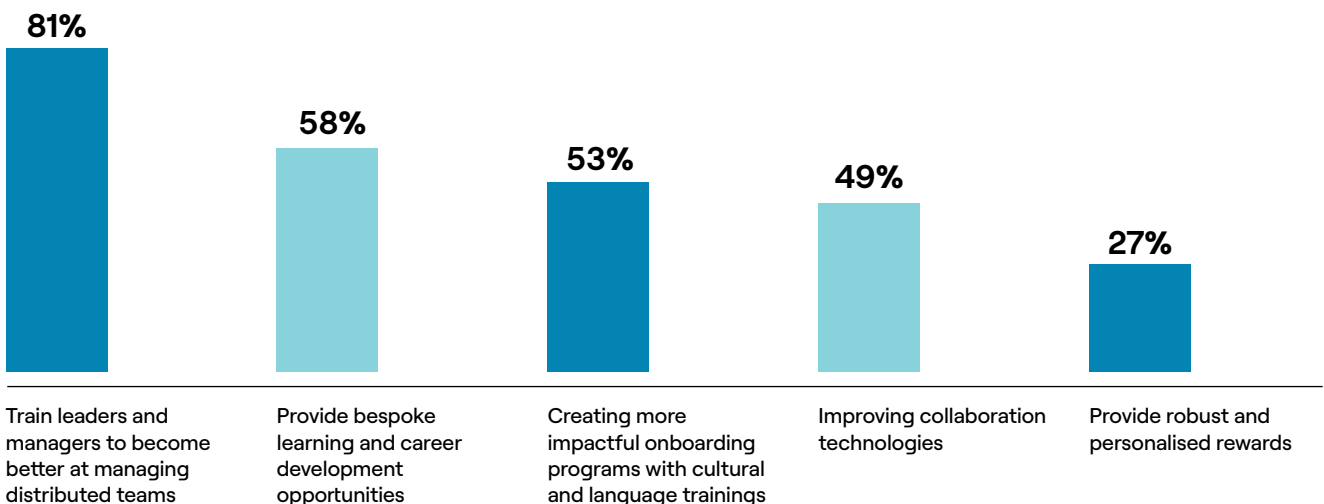


Pearson's vision for enabling success revolves around empowering teams to develop vital communication skills and streamline candidate assessments. We achieve this by introducing cutting-edge learning methodologies and aiding companies in broadening and addressing their skilling needs. This plays a crucial role in enabling HR leaders to craft highly impactful skilling pathways.



Mark Couchman,
Director of Global Corporate
Business, ELL Pearson

Talent Focus Areas



Experts Take

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A globally diverse team can collaborate only if they communicate well within their team and with their stakeholders.

Communication includes listening, speaking, gestures, body language, and local cultural expressions. Our members are spread across different timelines and have an increased preference for self-paced learning programs, as seen in the adoption of digital-first learning programs across industries.



SACHIN KHURANA

Chief People Officer Happiest Minds

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Embracing a holistic and comprehensive approach, Cisco prioritises experiential learning methodologies that enable our employees to enjoy, thrive, learn, and grow within our organisation. To future-proof India's talent, it is important organisations provide easy access to training resources and embrace innovative, personalised methods. Fostering a culture of continuous learning is most important.



SIRISHA PALEPU

Director, People and Communities, Cisco India

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We use an AI Coach that assist managers with analysing the frequency and tone of their communication and provide hyper-personalised feedback to improve communication. The tool also helps simulate difficult situations and coach managers to succeed. All this has empowered us to enhance communication channels to mentor and motivate employees.



HARSHVENDRA SOIN

Global Chief People Officer and Head – Marketing, Tech Mahindra

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We have invested in a robust and wide-ranging collaboration tool which covers all our communication requirements ranging from formal channels for leadership and organisation communications, collaboration channels for work related requirements and an internal social media platform for open expression and interaction.



MANOJ SHIKARKHANE

Chief Human Resource Officer, LTIMindtree

Assessments and hiring for success



To ensure the success of learning tools and goals related to communication and collaboration, companies also need to consider another key component of their talent management process: whom they hire.

As recruitment becomes a key HR function, companies with globally distributed and diverse workforces today need to hire individuals who fit their culture and can upskill quickly. Therefore, it's no surprise that the top hiring priorities for companies in the coming year are:



**ABILITY TO ASSESS
CANDIDATE'S ABILITY TO
LEARN & PICK NEW SKILLS**



**ASSESSMENTS
TO GAUGE JOB AND
CULTURE FIT**



**BETTER ENGAGEMENT
AND EXPERIENCE**

While building the right communication skills focuses on enabling learners to gauge the nuances of a global work setting and enhance their proficiency in the language, how companies hire proves to be equally important.

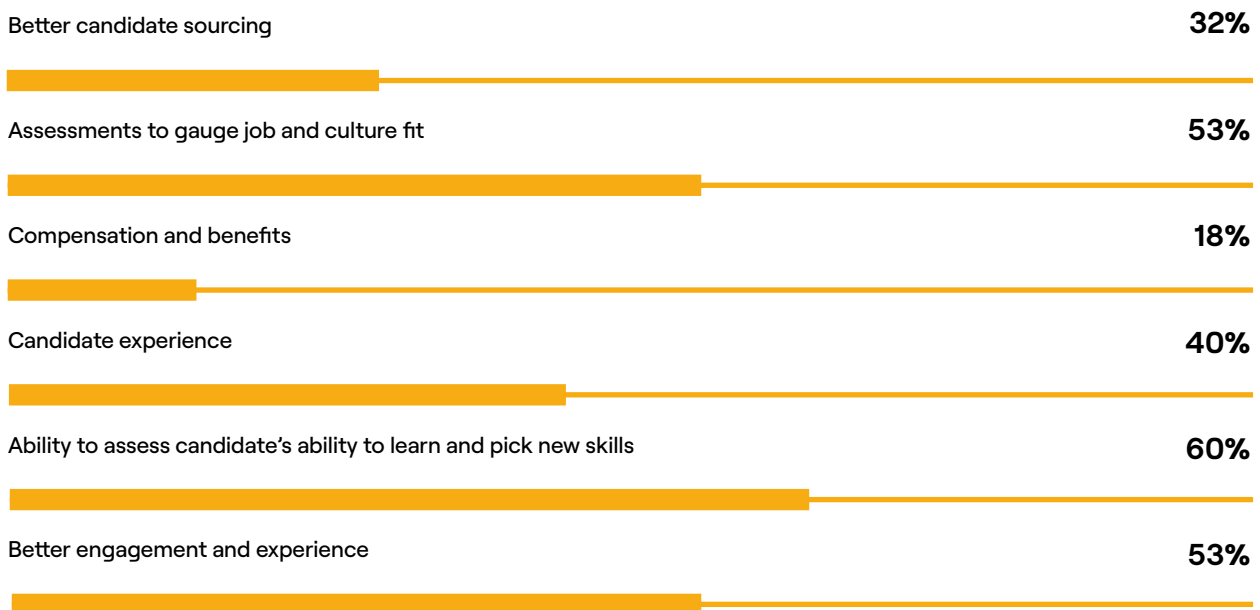


Everything doesn't need to be invented. When you have a company like Pearson, and others, and its products, why would you want to spend your resources on creating a voice test? It is important for organisations to focus on partnering with the right vendors.

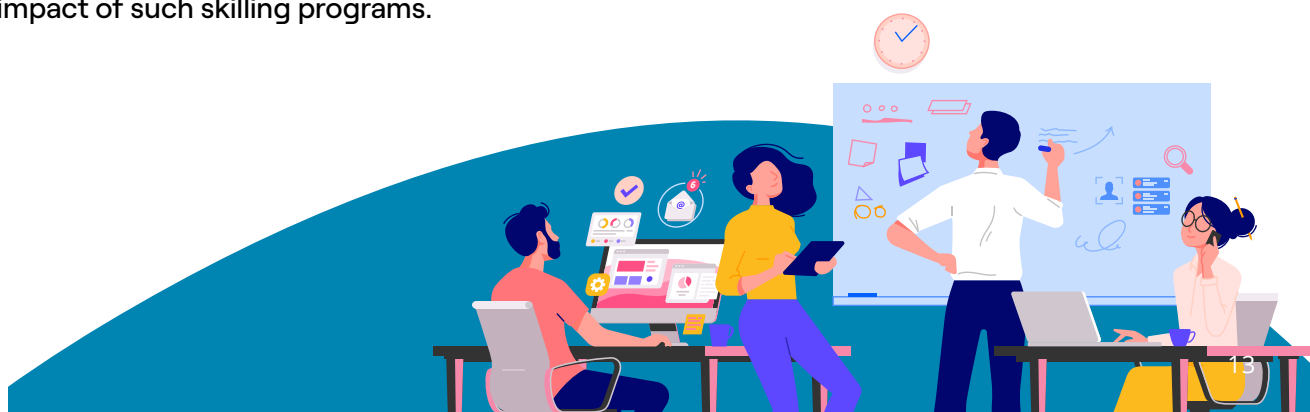


ADIL NARGOLWALA
Corporate SVP - HR WNS Global Services

Key Hiring Focus Areas



To assess the job fit and communication skills, platforms such as Versant by Pearson prove to be vital tools to enable companies with global workforces to hire those that meet their requirements. While new-age learning techniques help address the gaps and spur productivity by enhancing communication and collaboration skills, ensuring the right candidates are hired greatly improves the ROI and impact of such skilling programs.



Experts Take

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Hiring the right person is important – for a role that requires speaking in English, I cannot hire someone who speaks no English and then teach him. But I can hire someone who knows the basics well and then polish his English skills.



**ADIL
NARGOLWALA**
Corporate SVP – HR WNS Global
Services

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Emerging technologies are revolutionising recruitment practices and have the potential to facilitate assessments of cultural fit. Online assessments are enabling companies to evaluate how well candidates align with their organisational culture. Inclusive and skill-based hiring practices, powered by AI, have proven effective in eliminating unconscious bias from the recruitment process.



**SIRISHA
PALEPU**
Director, People and Communities,
Cisco India

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We look for different aspects of communication expertise depending on the role, KPIs, and seniority level. In India, English is a socio-metric indicator of upward mobility, background, and access, which lends the language its space in the corporate world. But, the reality is that a large part of the business in India happens beyond the English-speaking world. So, we need talent that can function across a spectrum of situations, regardless of the language.



**ROHIN
NADIR**
CLO, KPMG

Conclusion

The future of global workforces is increasingly dependent on how successfully they can communicate and collaborate with each other. While once considered skills that were good to have, they have risen to the forefront of business demand.

There is a clear demand for better assessment and learning tools that enables companies to hire and train better. Companies with a global workforce today require personalised learning programs that leverage latest tech solutions like generative AI, immersive learning, and greater ROI and impact tracking. The diversity of a global workforce throws up newer challenges and as companies expand, having the right tools—that address both hiring and learning needs—can greatly improve how HR leaders create impact.





Workforce across the globe is looking for self-paced, personalised, short & interesting formats and flexible learning programs which can be catered to very well, through good learning tools. This empowers employees to upskill and reskill at their own pace, anytime and anywhere. Learning tools with artificial intelligence and machine learning capabilities help provide relevant, personalised and targeted learning programs for employees.

MANOJ SHIKARKHANE
Chief Human Resource Officer,
LTI Mindtree



With varying expectations and aspirations, aligning company needs with those of the employee is critical for success. Those who focus on building the right communication and collaboration capabilities within their global workforces today stand better prepared to tackle business challenges and drive productivity.

Investing in the right learning pedagogies and addressing communication concerns thus have a direct impact on how productive global workforces are. The new skilling agenda of focusing on communication and collaboration is today driven by a need to channel diverse workforces to tackle business uncertainty.

A defining factor of how companies ensure a productive future is by building the right hiring and learning capabilities that address the new skilling agenda.

About Pearson Language Solutions for Business: helping to recruit, develop and retain talent

Pearson is the world's leading learning company, serving customers in more than 200 countries with digital content, assessments, qualifications, and data. As skills shortages, a labour crunch, and globalisation continue to disrupt, Communication is increasingly a skill that allows businesses to stay competitive and unlock growth.

Pearson works with over 2,000 leading enterprises around the world, helping them to diagnose skills gaps, identify learning pathways and interventions, and mobilise their workforces through verifiable skill credentials.

To find out more about Pearson and the valuable resources that can help you address your language skilling needs

[Click here](#)





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