



Expanding Continuous Learning

Given the pace of technology change, GBS organizations need to cultivate a culture of continuous learning and upskilling:

- Provide resources and incentives for ongoing education
- Develop role-based competency models outlining required skills
- Offer access to online learning platforms and content
- Conduct skills gap analysis and personalized learning plans
- Enable sharing of expertise peer-to-peer
- Budget for external conferences, classes and certifications
- Bring in external experts for capability building workshops
- Sponsor innovative project assignments and stretch roles
- Support internal mobility and cross-training
- Develop programs for ongoing reskilling and new skill building
- Include learning goals in performance management
- Leverage AI-powered learning recommendations
- Curate and share useful learning resources
- Enable self-driven learning in workflow
- Partner with vendors, academics, startups for capabilities transfer
- Celebrate continuous learners as role models
- Provide venues like hackathons for skill building
- Maintain inventory of critical existing skills
- Anticipate emerging skills needed based on roadmaps
- Assess technical capabilities across organization
- Report on learning consumption and proficiency growth

In summary, given accelerating digital disruption, continuous learning across the workforce is essential for GBS to sustain a competitive edge. This requires instilling learning agility into day-to-day routines.