

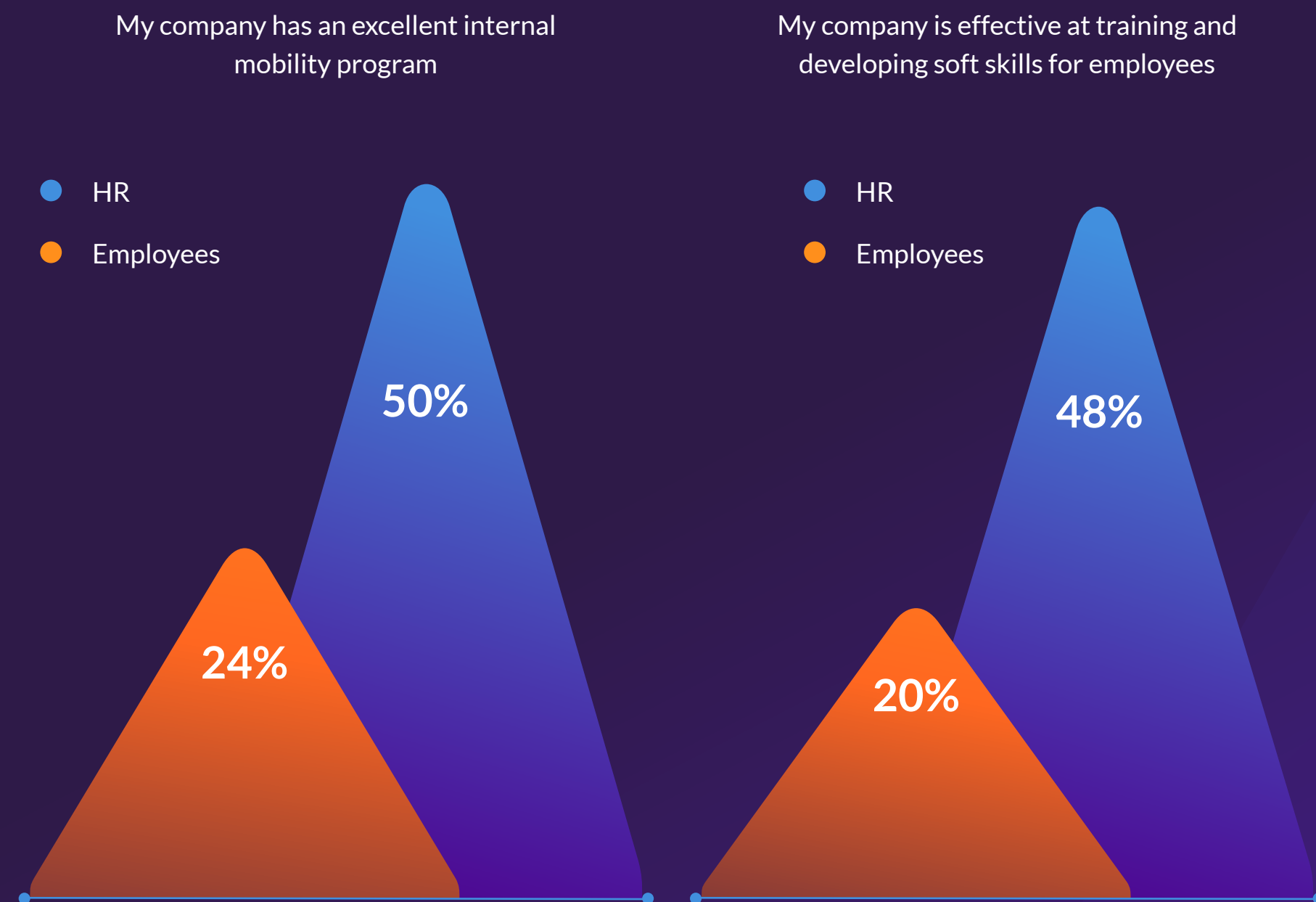
Achievers × A\Workforce
INSTITUTE

THE NEW SKILLS GAP

Building tomorrow's
— workforce today —

Helping HR close the employee skills disconnect

HR leaders are twice as likely as employees to say internal mobility programs and soft skills training are sufficient



Closing the gap

Three actions HR can take today to improve internal mobility and skills tracking at work:

-  1. Assess current tech stack
-  2. Role clarity for managers
-  3. Train all employees on essential skills

Scaling with technology



Half of HR leaders can't quickly identify current employees with high-priority skills

Recognition as a skills validation tool

HR leaders using recognition to track and validate skills are 38% more likely than average to say their company can quickly identify people with high priority skills.

Futureproofing with the new skills matrix

It's time to move beyond the binary of hard and soft skills. The future of internal mobility requires prioritizing based on three categories:

Technical skills

Formally taught, specific training required (e.g. coding, electrical)



Transferable skills

Mix of formal and informal learning that apply to many roles (e.g. professional writing, project management)



Essential skills

Necessary for success in almost any career but often learned informally on the job, rather than through formal training (e.g. communication, accountability)



Table of contents



04	Introduction	18	Skills career staircase: Who needs which skills?
05	The new skills gap: Identifying, improving, validating skills	19	Tech in focus: Navigating the AI obstacle course
08	The employee training gap	20	HR call to action: Closing the Gap
	10 Gen X under the radar and underwater	21	Appendix 1: Skills equity and inclusion in a diverse workforce
11	The manager skills gap	22	Appendix 2: Global trends
12	Which HR persona are you?	22	Australia
13	Scaling skills tracking with technology	23	Canada
14	HRIS/HCM: Doing more with what you have	24	United Kingdom
16	A fresh take on skills at work	25	United States
	17 The new skill matrix	26	About the report

Introduction

Two-thirds (60%) of managers say they want to hire for transferable skills but struggle to identify suitable candidates. Just one in five employees say their company has an excellent internal mobility program.

The skills crunch is here, and HR leaders need to take action.

The key to bridging this gap? Transferable skills. Relying on candidates from traditional career paths is quickly becoming an outdated and ineffective recruitment and retention strategy. To shape the workforce of tomorrow – defined by leaner teams, refined skills tracking, and diverse perspectives from individuals with varied career journeys – companies must prioritize identifying, upskilling, and positioning the right talent into critical roles. The skills development groundwork businesses lay today will be pivotal in determining how effectively they can adapt to the evolving workforce landscape.

The new skills matrix

The data from this quarter's survey of 3,800 employees and 1,400 HR leaders made it abundantly clear that the HR industry is stuck in a skills binary: some skills are hard, others are soft. For decades, there's been chatter about redefining soft skills and their importance. At Achievers, we're proposing a new rubric: **technical skills, transferable skills, and essential skills.**

Technical skills are those that require specific knowledge, tools, or training. Coding, surgery, and plumbing are all prime examples from a variety of industries.

Transferable skills might be learned formally or informally, but they apply to a lot of jobs and might require specific experience. For example, strong written communication skills can be transferred from content roles to marketing roles or even project management.

Essential skills are rebranded "soft" skills. No longer a nice-to-have, these are the skills that streamline and accelerate a career path. Communication is the keystone skill here, as we will see in the skills matrix section, but everything from proactivity and collaboration to feedback and recognition falls into this category.

HR blind spot

HR leaders are more confident in their internal mobility and skills tracking programs, compared to employees and managers. Unlike employees, most HR leaders don't consider positive reinforcement a critical skill for managers – only 34% rated it in the top five skills for managers. This might explain why less than a third of employees say their manager is good at recognizing them. From managers missing critical skills to undertraining individual contributors, there are some clear opportunities for HR to close this internal disconnect.

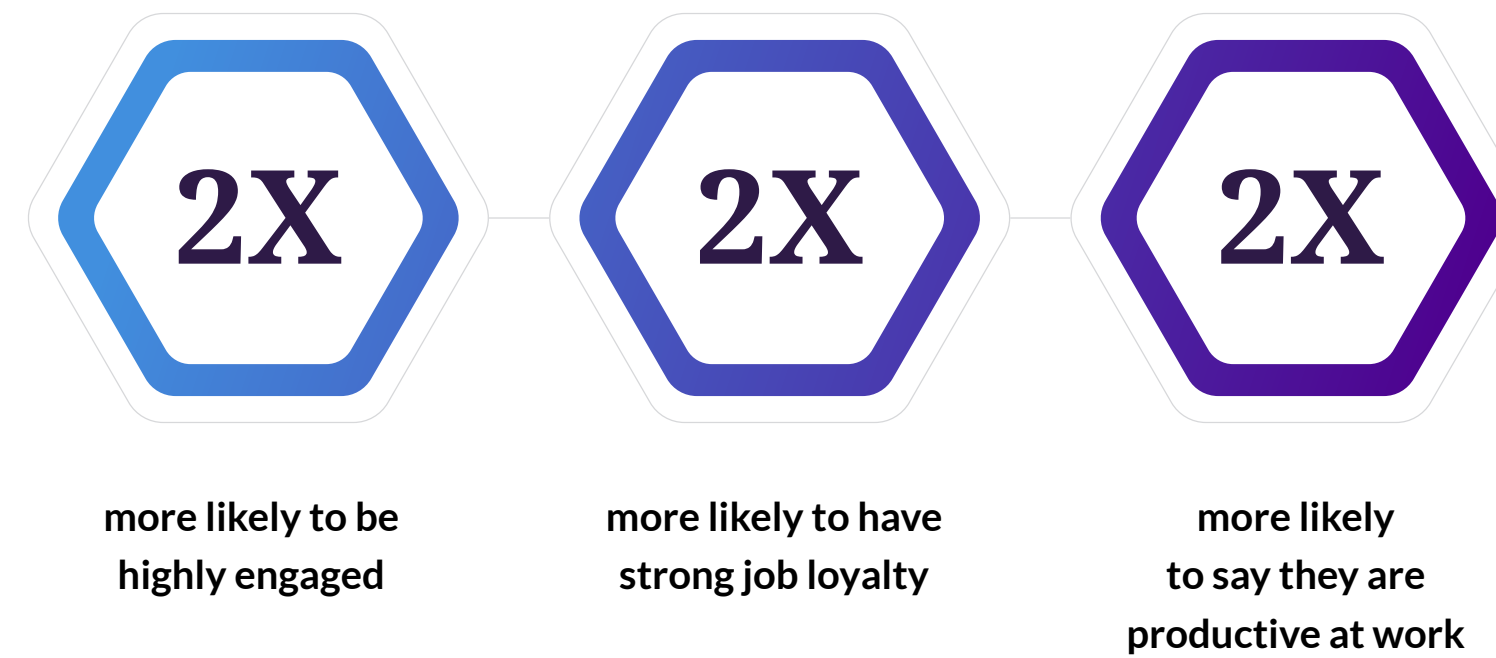
The pace of change is only increasing and a company's ability to adapt will continue to be a competitive advantage. HR's ability to identify, validate, and improve internal skill sets to redeploy existing employees into emerging priorities could be the difference between long-term success and quick losses. We hope this report helps you prepare and take action to make this a reality for your organization.

The new skills gap: Identifying, improving, validating skills

The ability to efficiently recruit from your existing talent pool is always going to be a competitive advantage, but many organizations are not hitting the mark.

Employees who say their company has an excellent internal mobility program are 26% more likely to say they would not consider changing jobs in the next year.

They are also:



So what's holding companies back from these impressive outcomes?

Just a quarter of employees say their company's internal mobility program is excellent, and a third say it's okay or poor.



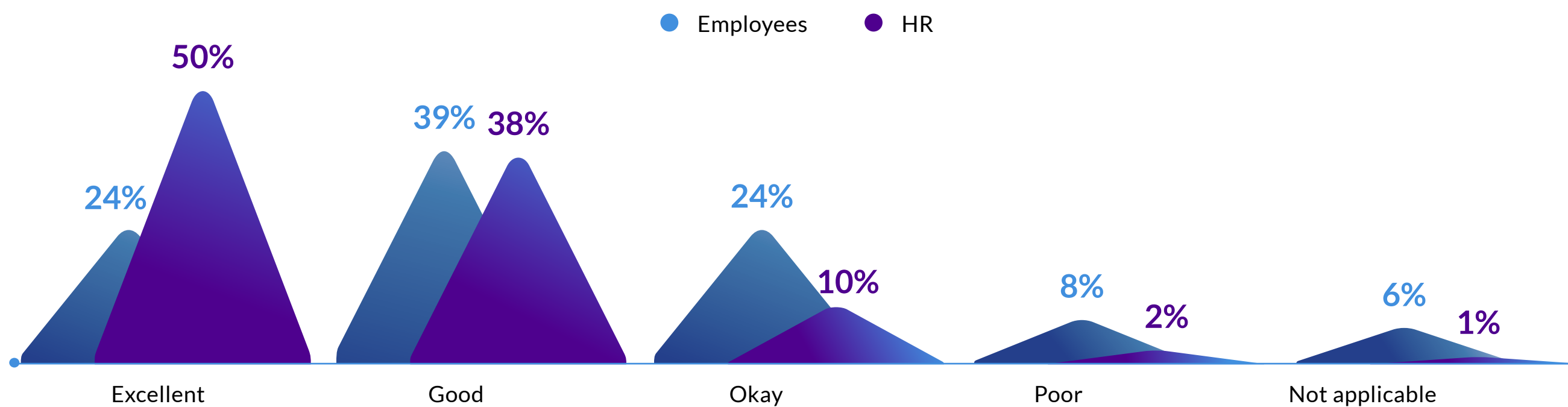
HR-employee disconnect

When asked if their company is good at training soft skills for employees, half of HR leaders (48%) strongly agree that they're nailing it. So why do only one in five employees agree?

Identifying, validating, tracking, and improving all kinds of skills is crucial for an HR leader that wants to build a sustainable workforce. Talent acquisition is time consuming and expensive. Hiring externally will always be necessary, but a company with a stellar internal mobility program is going to have more options for hiring and filling key roles.

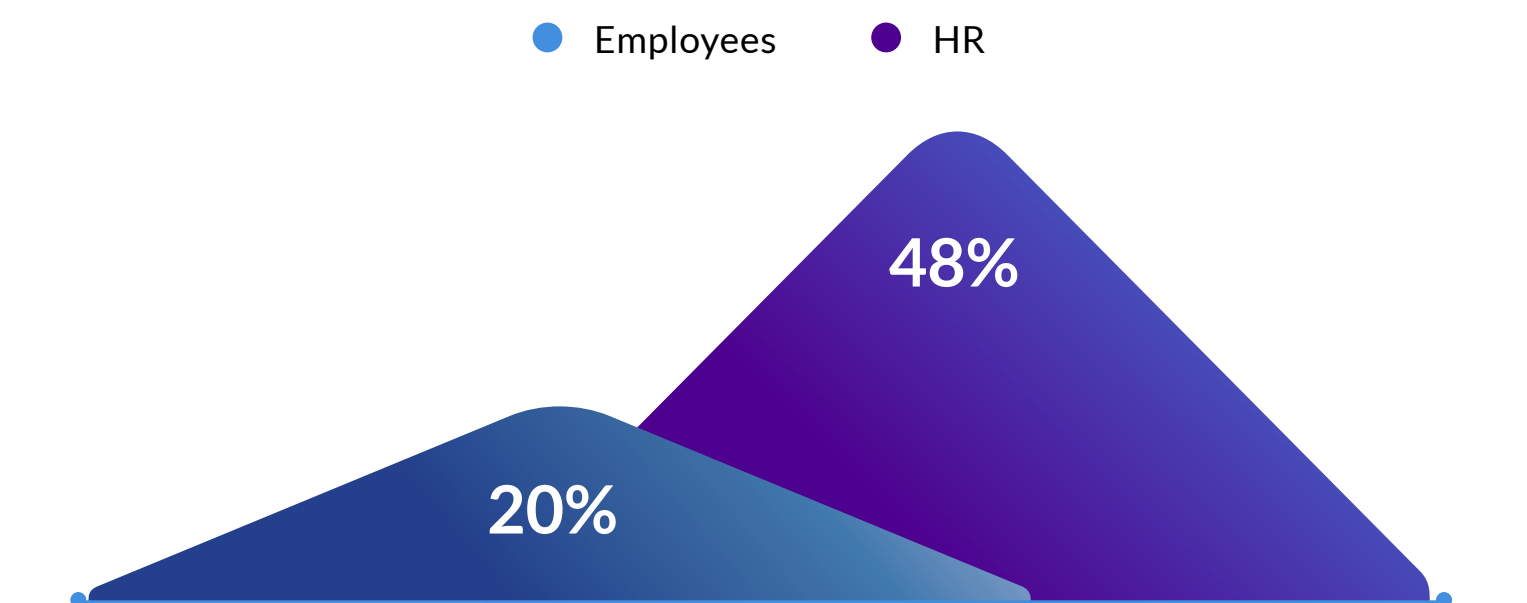


How would you rate your company's internal mobility program?



My company is effective at training and developing

soft skills for employees



The current skills approach isn't working

While most HR leaders said technology, such as their HRIS/ HCM or skills software, was useful for identifying employee skills, there was no similar consensus for tracking progress or validating skills.

In fact, the most effective tools for this aspect of skills and internal mobility are still annual performance reviews and manager input, according to our study of 1,400 HR leaders. While manager insights and the review process are crucial tools, they are not scalable for a company with hundreds or thousands of employees.



Could manager bias hinder internal mobility?

AWI's latest research study found that 51% of managers are somewhat or very concerned about losing employees to a different team internally. If HR leaders are relying on manager input to track and validate skills, but managers are worried about gaps on their own teams, there could be a conflict of interest that is negatively impacting employees and the organization from better internal mobility.

Are managers equipped to close the training gap?

Different managers have different skill levels and dedication to employee development. Consistent HR support and holding managers accountable for training and professional development could lead to positive employee outcomes. However, an earlier AWI research study found that less than half of managers say they have received sufficient training in professional development, goal setting, or coaching.

Are hiring managers equipped to hire internally?

Two-thirds (60%) of managers say they want to hire for transferable skills but struggle to identify good candidates. In fact, fewer than one in five (18%) managers are confident in their ability to find candidates with transferable skills. Internal mobility relies on the ability to identify and validate current employees who could succeed in other positions, but managers need more support from HR to do this effectively.



The employee training gap

Essential skills such as communication, accountability, proactivity, and collaboration are often seen as inherent or as something people naturally pick up. However, cultural and individual differences can create different expectations and increase conflict in the workplace.

Employees who say their company has an excellent internal mobility program are:



HR leaders are up to twice as likely to say they offer employees training in specific soft skills, compared to what training employees say they have received at work.

Four areas to consider training in:



New employees

Company jargon, cultural expectations, examples of great communication



Junior employees

Common business practices, unwritten rules, conflict resolution, proactivity, and time management



Generational groups

Common experiences, shared expectations, cross-generational strengths



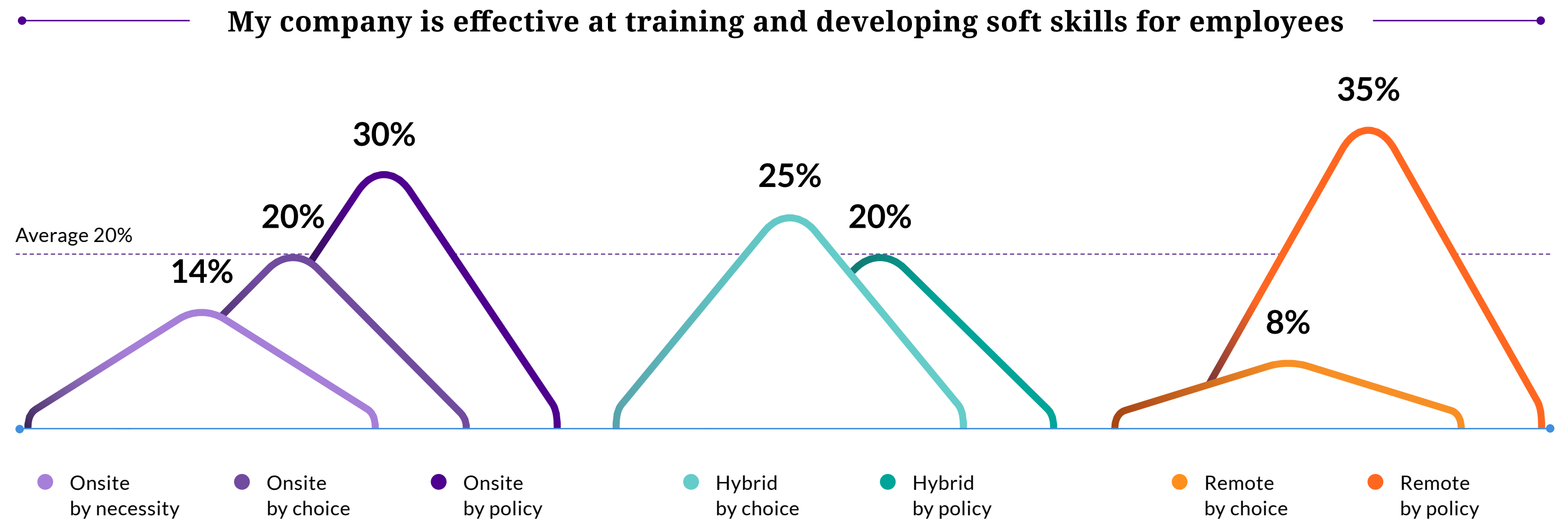
Manager track

Giving and receiving feedback, recognition and positive reinforcement, compassion, and coaching

Missed opportunity

Training employees on soft skills correlates more strongly with internal mobility outcomes than training managers.

Onsite, online, hybrid: Who's missing out on training?



Remote-first companies have stepped up

Employees who are remote by policy (i.e. their role is designed to be remote) are most likely to say their company is great at training for employees. They're almost twice as likely as average to say they get effective soft skills training and are more likely than average to have received training in a range of skills. This ranges from coaching and growth mindset to stress management and giving and receiving feedback.

However, remote-by-choice employees aren't doing so well. They're half as likely as average to say they get effective soft skills training. It seems like companies that prioritize remote workers are hitting the right notes, while office-first companies need a tune up.

Frontline/offline workers need more support

Employees whose jobs can only be done onsite —from primarily frontline industries such as healthcare, retail, hospitality, manufacturing, or construction — are not getting the training and support they need. They are the least likely to say their company gives them time to improve their skills and are 37% less likely than other onsite workers to say their company has an excellent internal mobility program.

Return to office, return to old habits?

Employees who are onsite by policy (they could work anywhere but their company requires them in the office) are 50% more likely than average to say they get effective soft skills training. They are also more likely to have time for training and to have received specific training on soft skills such as receiving feedback or building relationships.

The work flexibility rise during the peak of COVID-19 challenged companies to find new ways to equip employees. With the return to office, HR leaders can use tried-and-true methods to train and develop their workforce. There are pros and cons to this, but it appears that from an employee experience perspective, the training available to those in-office is effective.

Gen X under the radar and underwater

There's a lot of discussion about Boomers vs. Millennials and Gen Z entering the workforce. However, Gen X is a rarely discussed cohort, despite making up almost one-third of the workforce — three times the number of Boomers still in the office.

The bad news? Gen X are struggling.

Gen X respondents are significantly less likely to say they are engaged, enthusiastic, recognized, or productive at work. They also feel less supported in managing their own wellbeing and are less resilient to unexpected challenges.

Compared to younger generations, they are less likely to be actively job hunting, but that's not necessarily good news if you're trying to run a successful company with a great workplace culture. Having actively disengaged employees sticking around will impact team morale.

What does Gen X care about? According to AWI's 2024 Engagement and Retention research, while work flexibility and compensation are important, Gen X is more likely than other generations to cite work culture issues as a reason to job hunt such as low recognition, poor relationship with manager, or sense of belonging. In addition, Gen X who are happy with their current company are 50% more likely to stick around specifically because they feel a strong sense of belonging.

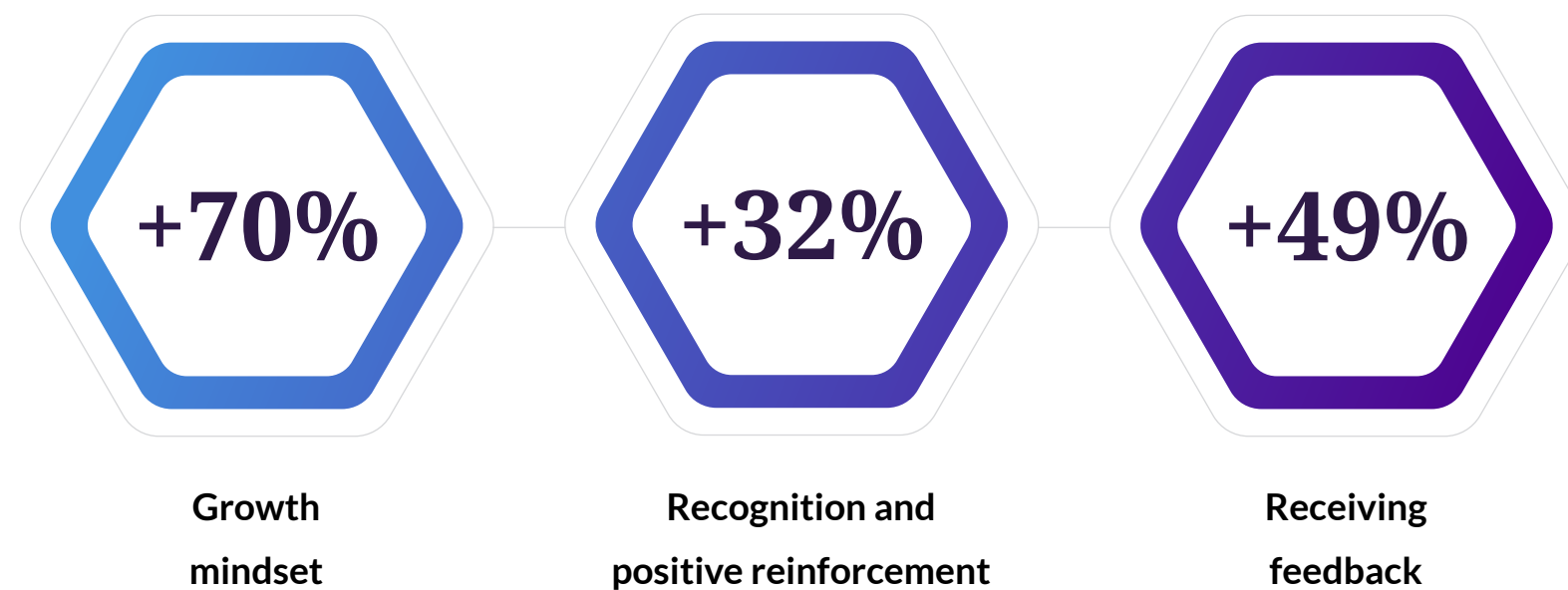
Take action

Gen X employees don't feel heard or valued. Refocus on recognition and feedback from this demographic to boost morale and performance.





The manager skills gap


Employees who say their company has a great internal mobility program are also more likely to say their manager has the following essential skills:



The biggest skills gap for managers is the ability to give effective recognition to reinforce the right behaviors.

 Employees rate recognition or positive reinforcement as a key skill for managers of all levels

 Recognition is not in the top five skills managers have, according to their direct reports

 HR does not include positive reinforcement in their top five skills for managers

Take action

An easy first step is to introduce the AWI science-backed 1:1 agenda. Start every meeting with a recognition of effort or impact from the last week, then move into a wellbeing check in and coaching through obstacles, before ending on a discussion of overall professional development and skills growth.

Whose job is it?

AWI asked managers and HR to consider who was responsible for a range of employee management tasks, and we found a lot of confusion.

The majority of managers thought they were responsible for everything from coaching to productivity, but HR was more divided. Half of HR leaders said that coaching and skills development were HR's responsibility, not the manager's.



Which HR persona are you?

When asked who was responsible for which tasks between HR and managers, we identified three archetypes of HR leader.

The Solo Pilot

About a third of HR leaders said they owned most of the tasks we compared, from maximizing productivity to identifying opportunities for employee growth. These HR pros are holding themselves accountable for a lot, which is admirable, but it's important to know how to delegate when necessary.



The Goldilocks Leader

The remaining HR leaders had a balanced divide on which tasks were their responsibility and which the managers owned. These HR professionals didn't need to overstep in areas where managers were confident instead knowing where their own strengths lay. A collaborative approach between managers and HR leaders is always going to best serve employees and the company.



The Hands-Off Hermit

One-quarter of HR leaders say managers are responsible for most employee-related tasks, including enforcing company policy, approving L&D spend, and overall employee satisfaction. A great manager can do a lot, but without support from HR, they may struggle.

Scaling skills tracking with technology

In a small team or company, it can be easier to track or validate skills. You know everyone by name, and you've probably chatted about their background and interests. A quick discussion between managers and HR, and a team change happens naturally. However, there are fewer roles and less opportunities to move around in a small company. Large companies have more opportunities for internal mobility, but it's impossible to scale skills tracking without technology.

When asked about what was most effective, HR leaders generally agreed that identifying skills was straightforward with the right skills software and HRIS/HCM. However, the frontrunners for tracking improvement and validating skills require heavy manager involvement.

What are HR leaders currently using to identify, track, and validate skills? —————

Identify	Track improvement	Validate
Skills software	Skills software	Manager input
Performance management software	Performance management software	Annual performance reviews
HRIS/HCM	Annual performance review	Skills software



HRIS/HCM: Doing more with what you have

Closing the new skills gap doesn't always require a new tool. Many companies already have tools and technology in place that they can utilize for skills tracking.

Standardized performance reviews

Performance reviews are a key element of validating skills. Ensure HR and people leaders have visibility into this rich data source by bringing it into your HRIS. This not only ensures consistent data and improves objectivity, but also gives managers and employees a formalized process for considering long-term career plans and opportunities.



Scale goal setting

Internal mobility requires buy-in from employees and managers, with HR facilitating the process. Ensuring every employee is setting annual and career goals will help identify overlap between company needs and employee objectives.

The Praise Profile

Relying on manager input, while important, can also introduce unconscious bias. Integrating your recognition program with your HRIS can reduce recency bias and increase manager visibility into employee impact. When employees can forward recognitions to their performance review interface, their "praise profile" contributes to their reputation within the organization, supporting internal mobility through a visible record of achievements, skills, milestones, and more.

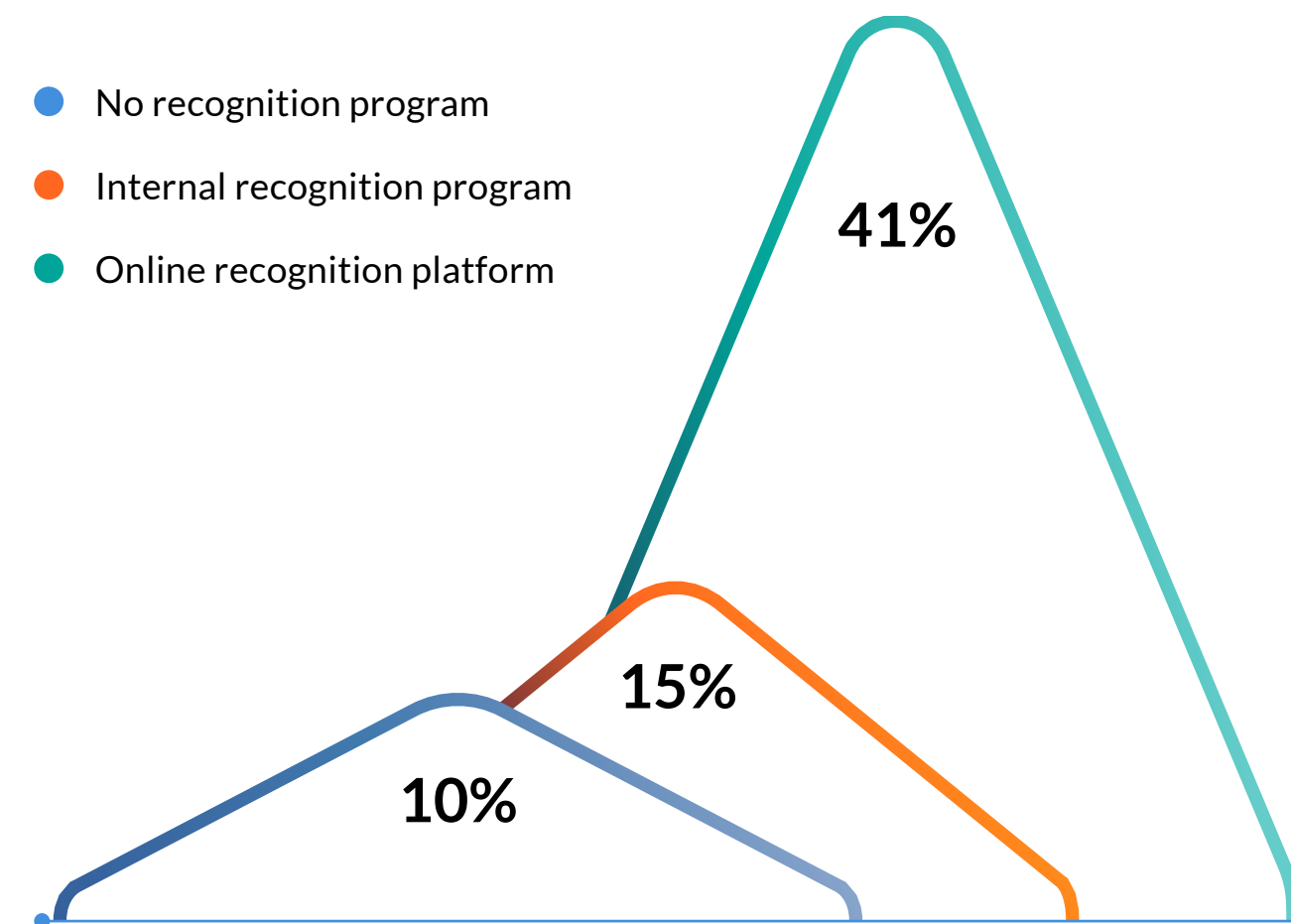


Recognition as a skills validator

About a third of HR leaders are using their recognition platform at some point in the skills tracking and validating process, and those that do are 38% more likely than average to say their company can quickly identify people with the skills they need.

In addition, employees with an online recognition platform rate their internal mobility program more highly. They are three times more likely to say mobility is excellent compared to employees with an internal recognition program and four times more likely than those with no recognition program at all.

My company has an excellent internal mobility
program



What gets recognized, gets validated

Recognition programs can add to a holistic view of an employee's capabilities. By analyzing the language used in recognitions, companies can identify key skills and match employees with the right roles, fostering internal growth, and hiring from within.

Recognition increases HR visibility into the actual skills employees possess and utilize

Rich recognition data comes from a variety of sources. It requires high frequency and a culture of recognition beyond downwards recognition from managers. Additionally, meaningful recognition — specific feedback on actions and their impact — is essential. Training employees on how to write effective recognitions ensures that insights are actionable and valuable.

What gets recognized, gets prioritized

By highlighting the most appreciated and necessary skills, recognition programs help HR leaders identify gaps and cultivate competencies that will have the biggest impact for the organization. This not only validates current skills but also drives future growth and success.

What gets recognized, gets repeated

Development plans that include regular recognition of progress can encourage continuous learning and skill enhancement. This makes recognition a critical tool for skills development, ensuring employees don't get discouraged when things get tough.

A fresh take on skills at work

It's time to move beyond a binary definition of hard and soft skills. AWI defines three key categories of employee skills.

Technical

These skills are usually formally taught, requiring specialized knowledge and specific tools.



Essential

Historically considered “soft” skills, these skills apply to every role and level but are often overlooked in formal training, with employees expected to either have them already or learn them on the job.



Transferable

These skills apply to many types of roles and could be learned formally or informally on the job.

The new skills matrix

Instead of trying to sort everything into just two categories, which historically de-prioritized “soft” skills as a nice-to-have, our latest research shows there are three general types of skills.

Technical

- Programming/coding
- Trades (electrician, plumber)
- IFRS competency
- Catheter insertion and care
- Machine operation
- CAD design

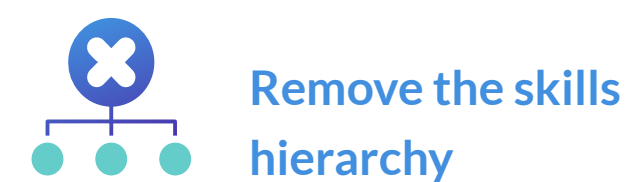
Transferable

- Professional writing
- Project management
- Team leadership
- Research and analysis
- Negotiation
- Customer service

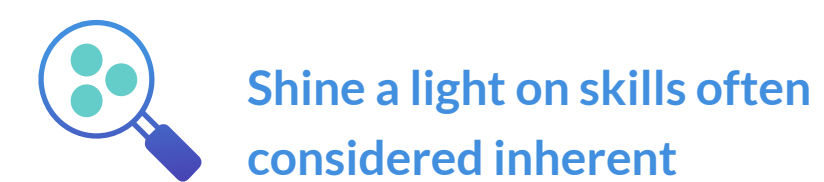
Essential

- Accountability
- Proactivity
- Time management
- Adaptability
- Self-motivation
- Communication

Why recategorize skills?



The ability to communicate, manage time, and take accountability is not less important than coding skills to be successful as a developer. However, historically these types of skills have often taken a back seat when telling students and junior employees what they need to learn to progress at work.



What does it mean to be a good communicator? The answer will vary greatly depending on whether you ask this question in Germany or Japan; to a sales leader or an HR manager. “Soft” skills are often considered inherent or believed they will be learned through passive absorption. Redefining these skills as essential encourages companies to define what excellence looks like and offers clarity on expectations in the workplace.



In a diverse workplace, clarity is important to bridge gaps between expectations. From supporting neurodivergent employees, who may struggle with “unspoken rules,” to reducing friction between generations, clarity on these essential skills can only improve collaboration and connection.



Skills career staircase: Who needs which skills?



We asked 3,800 employees what skills mattered most for each job level. These are the skills that stood out as specific to each stage, as opposed to general skills that are useful at any career level.

Individual contributor	Mid-level manager	Leader of leaders	C-suite
Time management	Giving constructive feedback	Coaching	Critical thinking
Proactivity	Compassion/relationship building	Recognition/positive reinforcement	Collaboration
Adaptability	Recognition/positive reinforcement	Growth mindset	Proactivity
Communication			

Keystone skill: Communication

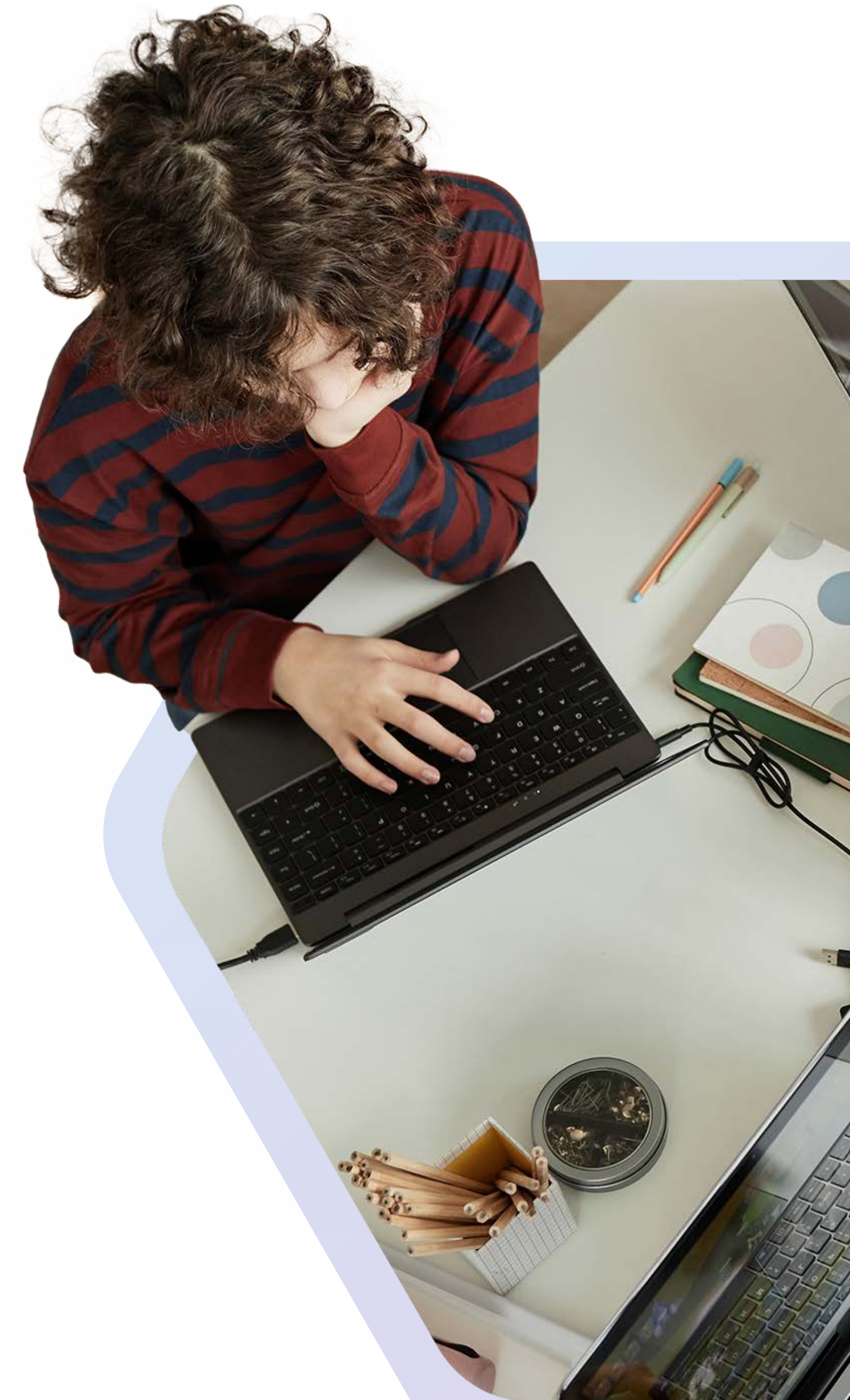
The #1 skill for every level was communication, indicating that this is a capability on which careers succeed or fail. However, what constitutes as “good” communication might vary by company, team, job level, or location. Understanding the expectations for specific roles is crucial.

Endcap skill: Proactivity

Proactivity stands out in that it is considered highly important for both individual contributors AND those in the most senior roles. This doesn't mean it's not important for those in mid-career, but senior leaders may find they have to refocus on being proactive when they reach the boardroom.

Deficit skill: Recognition

When asked what skills their manager has, employees did not include recognition in the top five. However, recognition is considered highly important for managers and leaders of leaders, and this blind spot could be impacting team morale and performance organization-wide.



Tech in focus: Navigating the AI obstacle course

Investment in AI is increasing, but there's no consensus on how companies can innovate while managing risk. This race can leave room for confusion, error, and ethical complications. So how can HR leaders test and implement AI tools in an ethical way?

Two-thirds of HR leaders say they're under pressure to be more efficient with spend. I'm here to help unpack this, sifting through AI as a concept and its components, distinguishing between broadly promising AI solutions, and those tailored to meet tangible business goals.

What is AI?

AI is a tool capable of computing large amounts of information, at a much faster rate than us. It takes existing data and aggregates it into easy-to-consume pieces, reducing human effort. That said, it still requires human input. On its own, it can create wrong or misleading insights, because it can't be subjective about the data. You have the thoughts; it helps clarify them.

Increase the reward, reduce the risk

Can AI be an enabler of the rewards without falling for the risks? There are three rules to follow to make the most of the opportunity without opening your company or workforce up to serious risks.

The risks of AI

With lack of subjectivity, AI is susceptible to reinforcing bias and embedding issues when making its own assumptions and presenting them as fact. We want accurate isolated output, not one riddled with false predictive data or reproduced bias.

AI shouldn't be viewed as an autonomous self-governing instrument, but a resource that expedites lengthy work processes. Used well, it can bridge efficiency and authenticity, while avoiding issues like bias. However, it's not easy to get right, especially with concerns like privacy breaches, discrimination, and synthetic data. In recognition and reward, safeguarding sensitive data and ensuring security are top priorities. **Our survey of 3,800 employees found only 12% trust AI tools and solutions, highlighting risks with eroding organizational trust if ethics and optics are overlooked.**

3 guidelines for safe and ethical AI use

Keep it human

Don't lose human touch and supervision. Set clear guidelines on what's to be fetched or completed by AI. You bring the dots; it will help connect them. Beyond initial boundary propping, have constant checkpoints overseen by multiple people, which is especially important in reducing unconscious bias. Continuous check-ins mean proactively assessing and reducing complacency. The more reviews, the more human eyes, the better the assessment.

No hidden robots

Be transparent. Ensuring radical transparency around AI use will reduce risks and concerns, such as ethics, privacy, and authenticity. There should be a commitment to keeping user data confidential and being transparent about how sensitive data is utilized. Data and security maintenance commitment should be iterated in tangible ways along the process.

As well, not instead

Take on an additive standpoint. While AI breeds efficiency by speeding up processes, it shouldn't replace procedures requiring human subjectivity. Autonomous tasks like payroll can be entrusted with AI, but something more ad-hoc like disability assessment should be fulfilled by humans. Our Inclusion Coach is a great example, as it checks for common biases within your text.

AI isn't going anywhere, and its importance is growing. From my conversations with industry analysts, I know organizations are increasingly interested in providers that are implementing AI solutions, specifically HR analytics and reporting. But HR programs should be AI-informed, not directed — it shouldn't be implemented to lead or govern goals and outcomes.

If we commit to implementing AI in sustainable ways, with consideration to risks, we can leverage more rewards, reduce harm, and create products that support our commitment to equity and efficiency.



HASTI ATAPOUR

Hasti is a marketing professional with a master's degree and over six years dedicated to research and writing. With university lectures, international conferences, and published research on the intersection of tech and ethics, Hasti is an emerging thought leader in ethical AI.

HR call to action: Closing the gap

Companies that excel at internal mobility will be better equipped to face the continuing skills shortage, retain crucial staff, and create a culture of continuous improvement.

Use the new skills matrix and insights from this report to build an internal mobility program that attracts, retains, and inspires.



Scale with your current tech stack

New tools aren't always necessary for improved skills tracking and internal mobility. Make the most of your existing tech stack including HRIS, L&D, and recognition software by using various features and integrations to track and validate existing skill sets.

Equip managers to be career connectors

Ensure managers understand what they are responsible for in terms of employee development. Give them the necessary support to confidently guide their team members towards an enriching career path within your company.



Train all employees on essential skills

Companies that train employees in soft skills have better overall outcomes than those that only train managers. Treating these skills as inherent can increase conflict in a diverse workforce, so set expectations early and often.



Appendix 1

Skills equity and inclusion in a diverse workforce

Different employee groups in our workforces will have unique challenges, and the task of DEIB initiatives is to create culture and experience that meets a wide variety of needs. When it comes to skills and internal mobility, we can see a number of trends from different demographics.

How are you specifically supporting women at work?

Women feel less supported in growth, especially for developing their technical skills, and are less likely to say they see people who look like them getting promoted. They are less likely to rate their company's internal mobility program as excellent and more likely to say it's not applicable to their role or industry.

However, when it comes to managers that will act as career connectors, women are half as likely as men to say they are concerned about losing team members to other departments, making women an ally to HR in championing internal mobility.

Are 2SLGBTQIA+ more engaged in training opportunities?

Employees who say they are a member of the 2SLGBTQIA+ community are more likely than average to say they've received specific various soft skills, including relationship building, adaptability, giving and receiving feedback, and recognition. It may be that this group is more likely to seek out or accept the opportunity to learn in these areas, making them engaged and well-rounded employees.

BIPOC managers want support hiring for transferable skills

Managers who are Black, Indigenous, or a person of color (BIPOC) are 42% more likely than average to say they want to hire for transferable skills but struggle to identify strong candidates. Considering the systemic issues these demographics face in many places, it is not surprising that they may be more open than average to hiring people for transferable skills over specific experience. Supporting managers in being able to find and hire people from outside the existing talent pool will be an advantage far beyond their immediate team.



Appendix 2 - Country trends

AUSTRALIA



Employees say

HR leaders say



say their company's internal mobility program is excellent

Global avg. 24%



say their company is good at training soft skills for employees

Global avg. 20%



say their company is good at training soft skills for managers

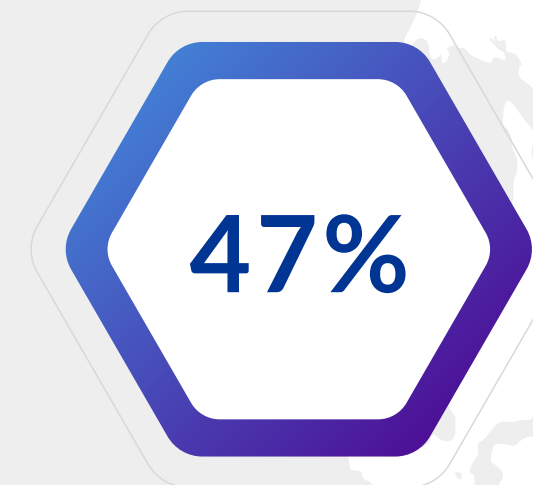
Global avg. 18%

Australians have
- LOW TRUST -
at work compared to the global average



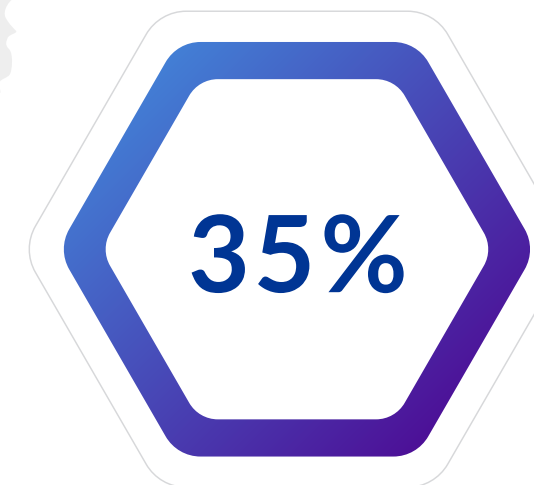
say their company's internal mobility program is excellent

Global avg. 50%



say their company is good at training soft skills for employees

Global avg. 48%



say their company is good at training soft skills for managers

Global avg. 35%



trust their manager

Global avg. 35%



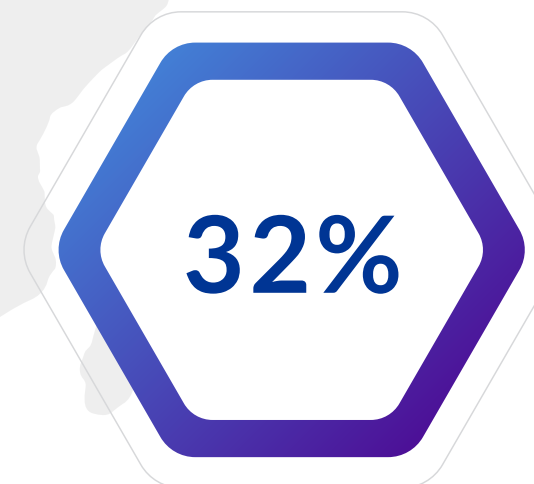
trust their company's senior leaders

Global avg. 23%



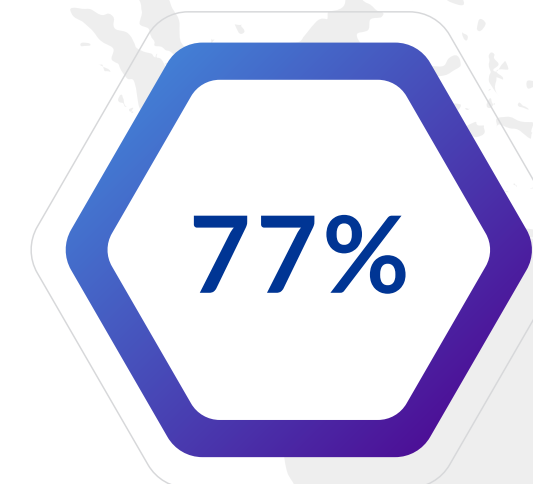
trust their HR team

Global avg. 22%



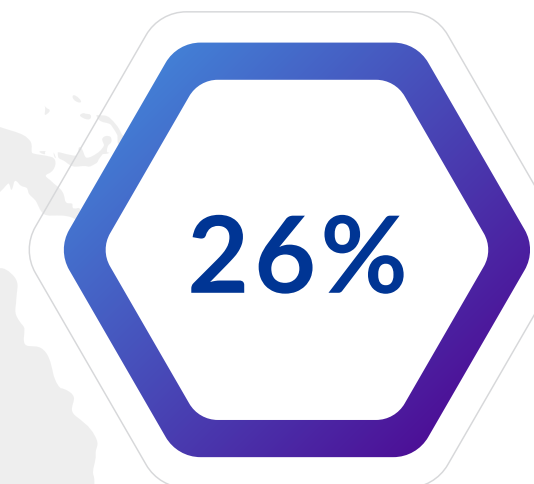
say people from any team or experience can get promoted internally

Global avg. 39%



are under a lot of pressure to be more efficient with HR spend

Global avg. 69%



say non-HR leaders see HR as a cost center, not a results driver

Global avg. 28%

Appendix 2 - Country trends

CANADA



Employees say

HR leaders say



say their company's internal mobility program is excellent

Global avg. 24%



say their company is good at training soft skills for employees

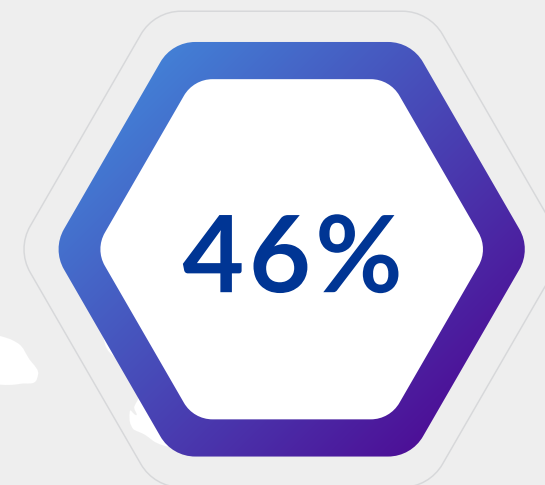
Global avg. 20%



say their company is good at training soft skills for managers

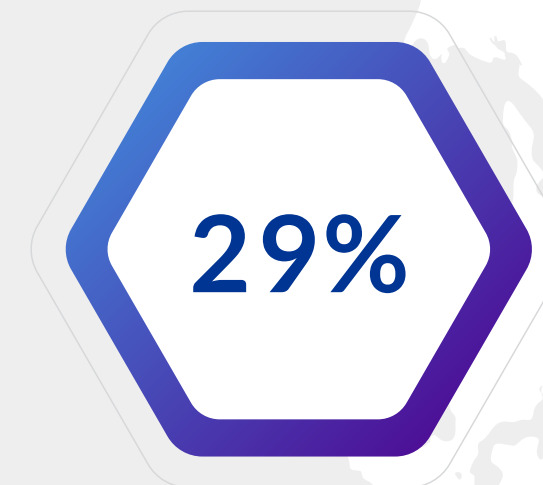
Global avg. 18%

Canadians have **MODERATE - TRUST -** at work compared to the global average



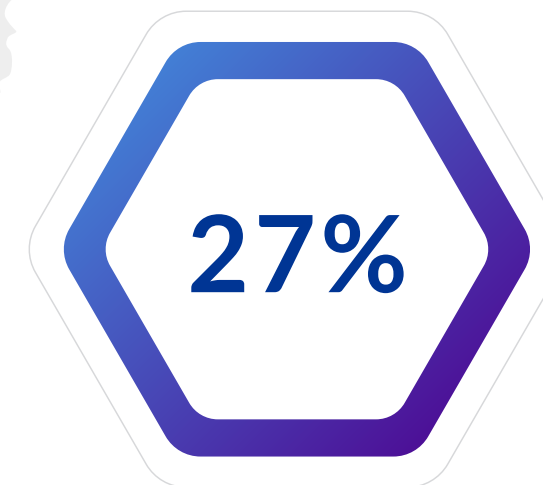
say their company's internal mobility program is excellent

Global avg. 50%



say their company is good at training soft skills for employees

Global avg. 48%



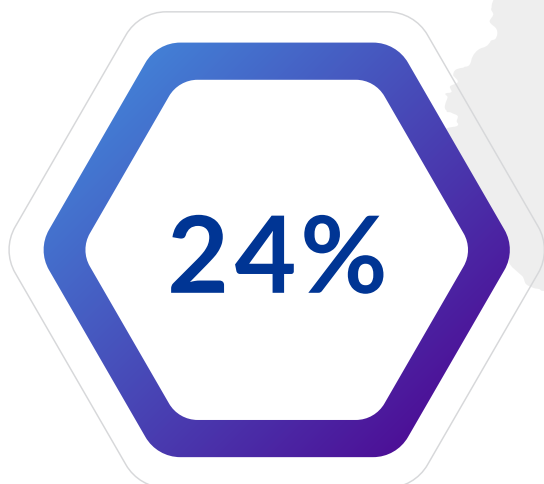
say their company is good at training soft skills for managers

Global avg. 35%



trust their manager

Global avg. 35%



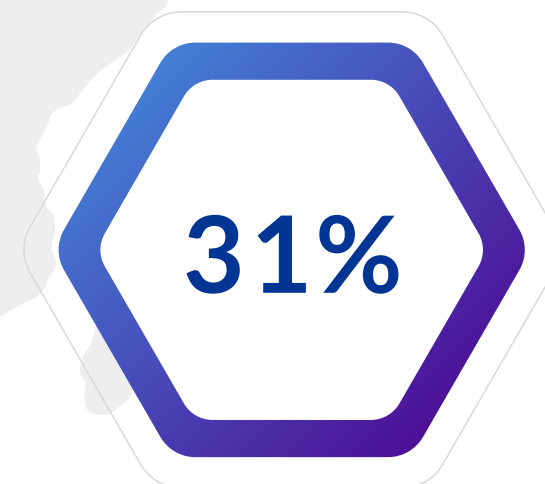
trust their company's senior leaders

Global avg. 23%



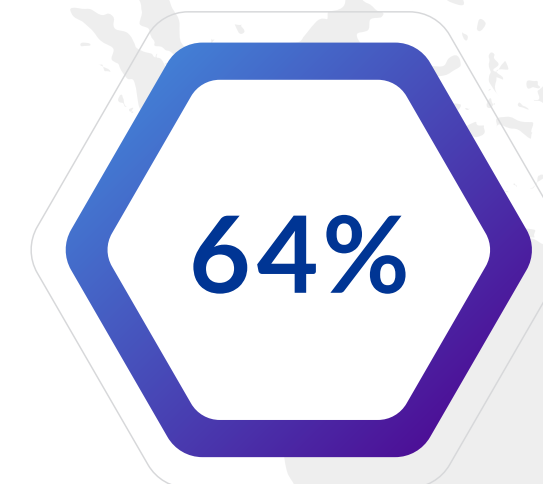
trust their HR team

Global avg. 22%



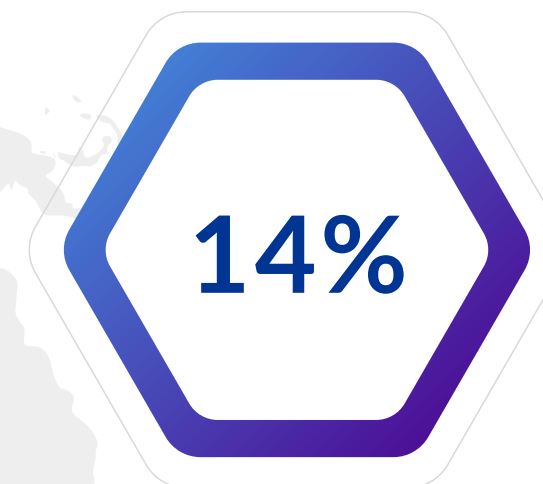
say people from any team or experience can get promoted internally

Global avg. 39%



are under a lot of pressure to be more efficient with HR spend

Global avg. 69%



say non-HR leaders see HR as a cost center, not a results driver

Global avg. 28%

Appendix 2 - Country trends

UNITED KINGDOM



Employees say

HR leaders say



say their company's internal mobility program is excellent
Global avg. 24%



say their company is good at training soft skills for employees
Global avg. 20%

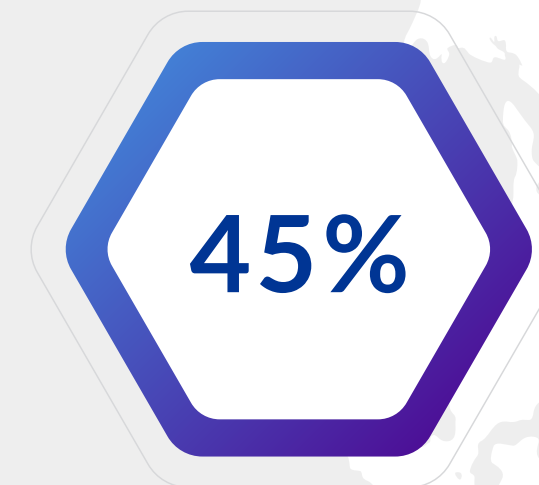


say their company is good at training soft skills for managers
Global avg. 18%

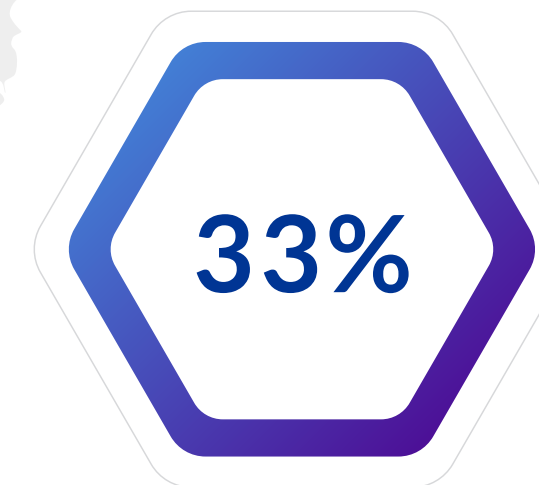
UK employees have **- LOW TRUST -** at work compared to the global average



say their company's internal mobility program is excellent
Global avg. 50%



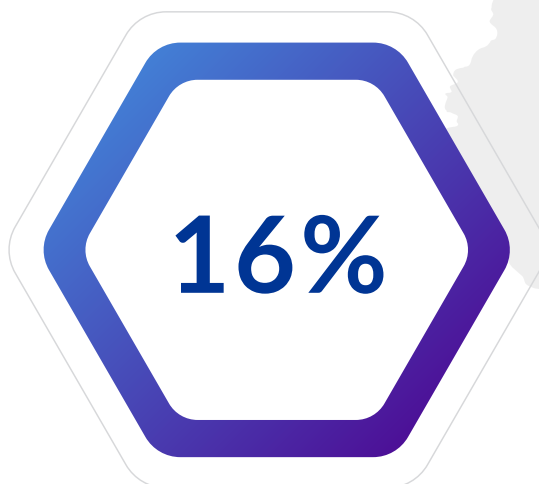
say their company is good at training soft skills for employees
Global avg. 48%



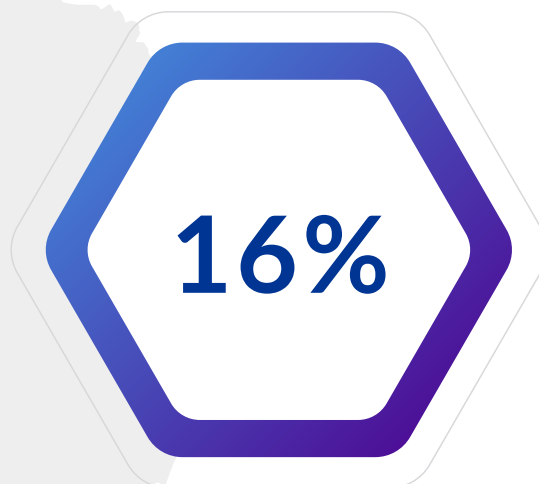
say their company is good at training soft skills for managers
Global avg. 35%



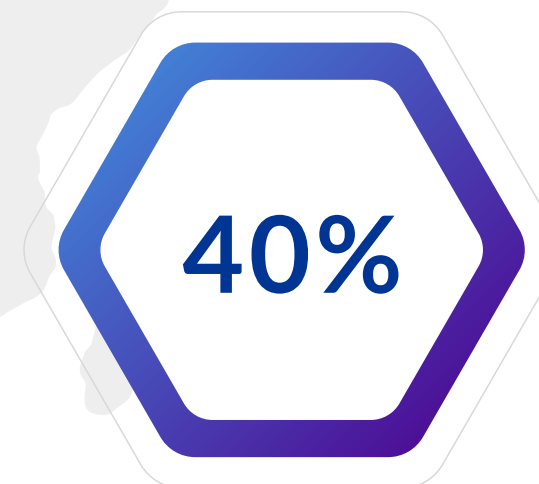
trust their manager
Global avg. 35%



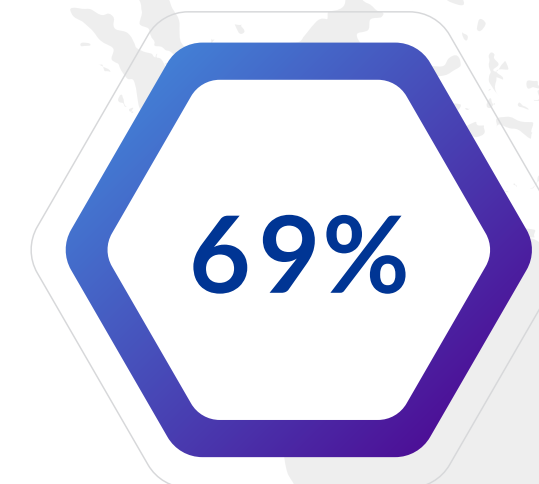
trust their company's senior leaders
Global avg. 23%



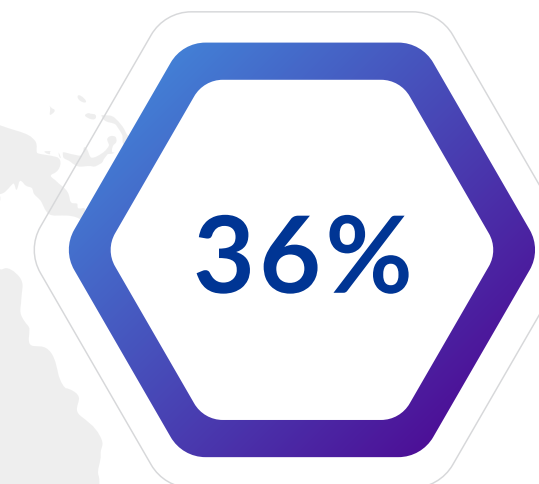
trust their HR team
Global avg. 22%



say people from any team or experience can get promoted internally
Global avg. 39%



are under a lot of pressure to be more efficient with HR spend
Global avg. 69%



say non-HR leaders see HR as a cost center, not a results driver
Global avg. 28%

Appendix 2 - Country trends

UNITED STATES



Employees say

HR leaders say



say their company's internal mobility program is excellent

Global avg. 24%



say their company is good at training soft skills for employees

Global avg. 20%



say their company is good at training soft skills for managers

Global avg. 18%

Americans have
- HIGH TRUST -
at work compared to the global average



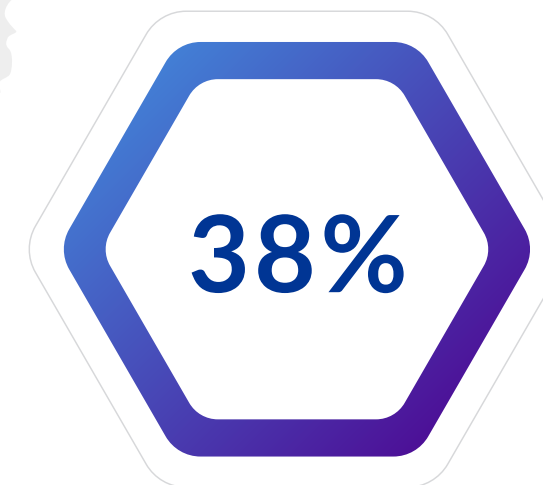
say their company's internal mobility program is excellent

Global avg. 50%



say their company is good at training soft skills for employees

Global avg. 48%



say their company is good at training soft skills for managers

Global avg. 35%



trust their manager

Global avg. 35%



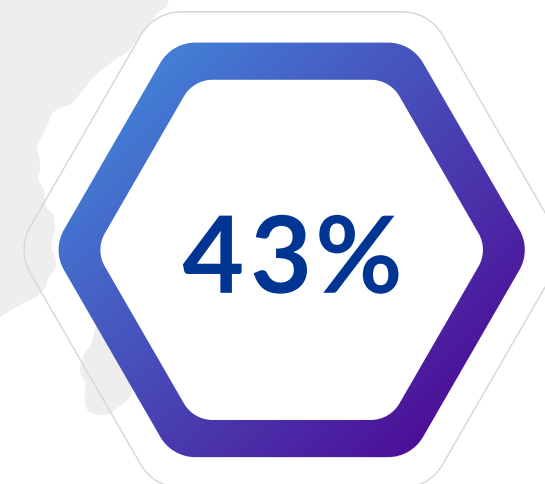
trust their company's senior leaders

Global avg. 23%



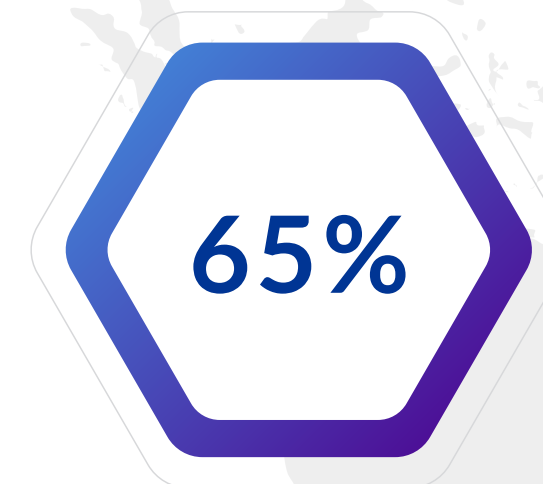
trust their HR team

Global avg. 22%



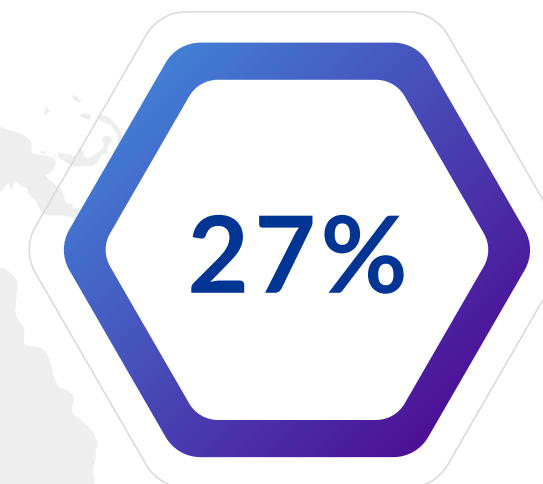
say people from any team or experience can get promoted internally

Global avg. 39%



are under a lot of pressure to be more efficient with HR spend

Global avg. 69%



say non-HR leaders see HR as a cost center, not a results driver

Global avg. 28%

About the report

Data in this report is based on research studies conducted in June 2024, with responses from 3,800 employees and 1,400 HR leaders.



	Australia	Canada	United Kingdom	United States
Employees	800	800	1,000	1,200
HR	268	129	429	574

About the Achievers Workforce Institute

Achievers Workforce Institute (AWI) is a strategic practice of workforce and data scientists that connects global business leaders with research, community, and advisory services to drive better business outcomes. AWI co-creates and applies best practices in workforce science to improve and innovate for the employee experience.

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