

LEARNING for the FUTURE

The evolution of learning at the accountant's workplace

Think Ahead

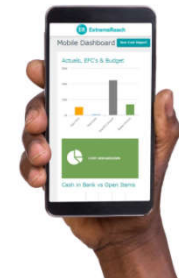
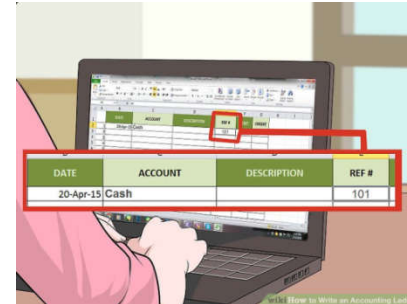
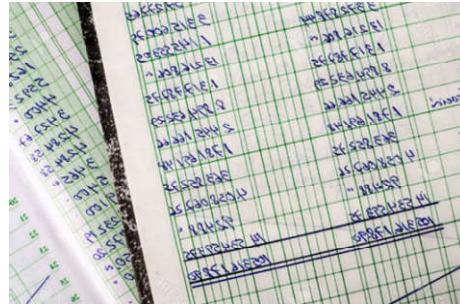




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How has workplace learning for accountants changed over time?



The research

15

interviews
with L&D
experts

17

interviews
with
employers

20

interviews
with learning
providers

7,798

students
from 147
countries

37

roundtables
held across
**15 different
countries**

65

articles and
research
documents
consulted

5

interviews
with other
professional
bodies



UK



Ireland



Kenya



Singapore



India



Australia



Malaysia



Nigeria



Romania

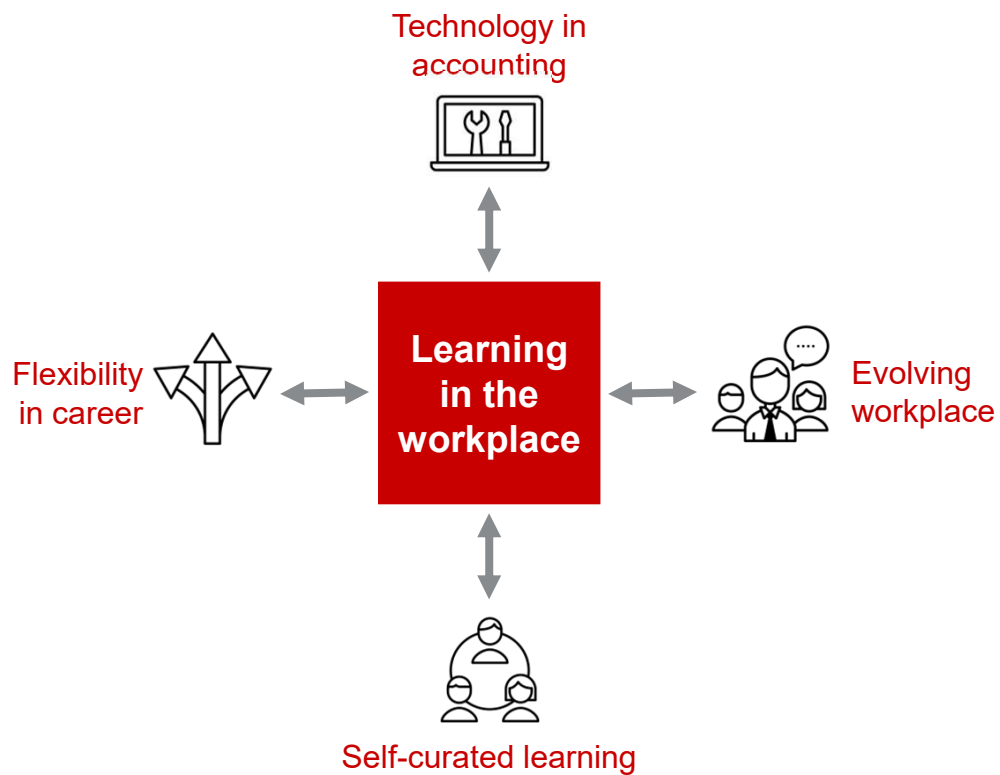


Pakistan



UAE

4 dynamics of change shaping how we learn at work



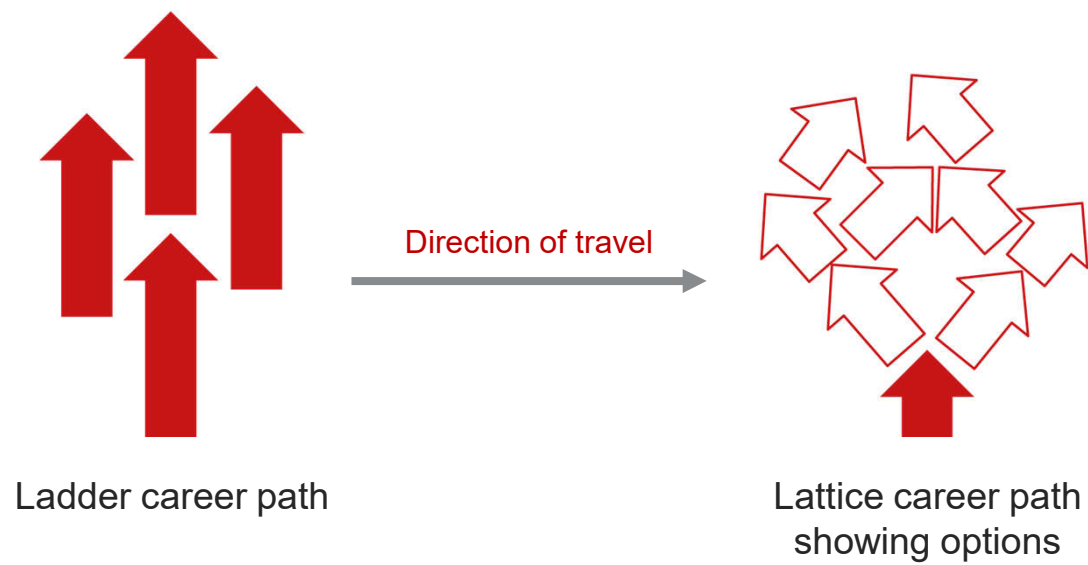
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Technology in accounting



Think Ahead

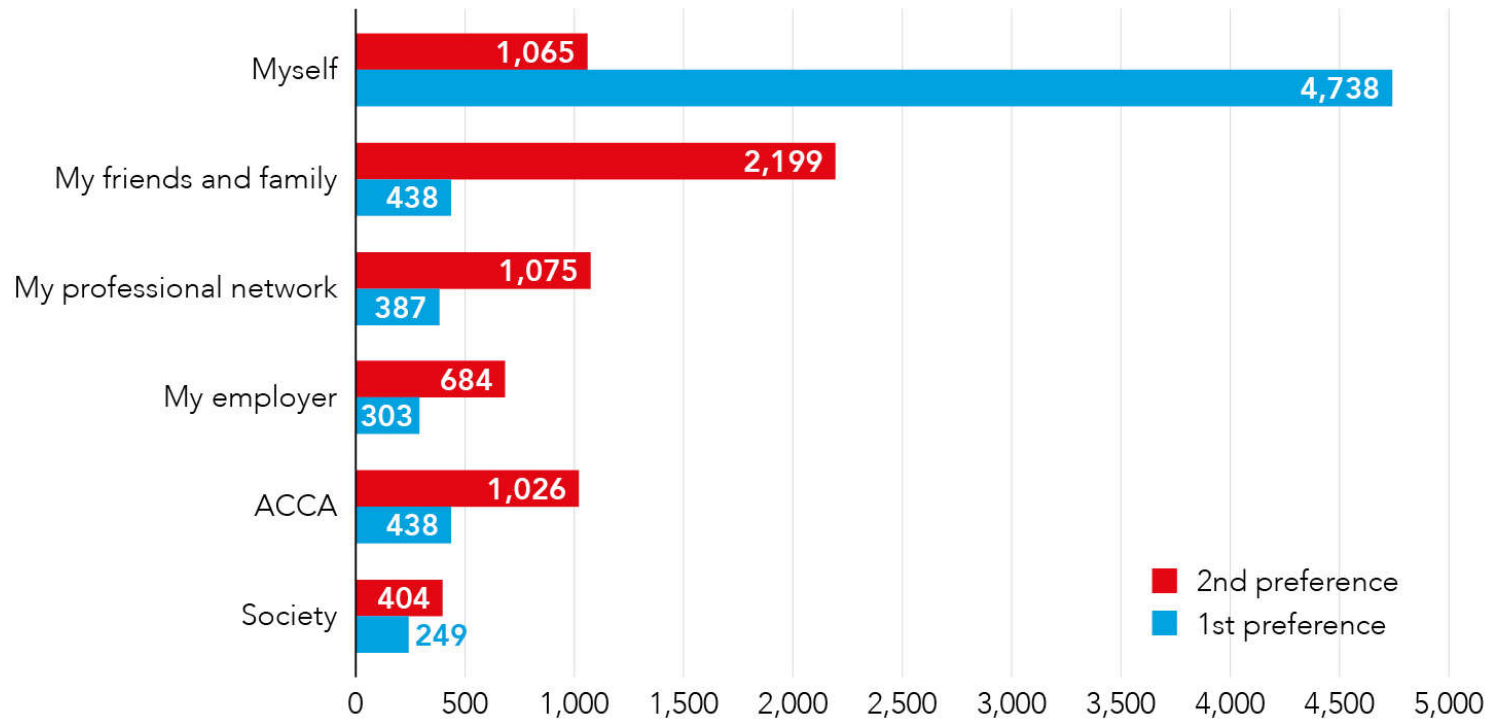
Career paths are becoming more flexible



Motivations are changing



FIGURE 1.8: Who gives you incentives to learn and develop? – *Students*

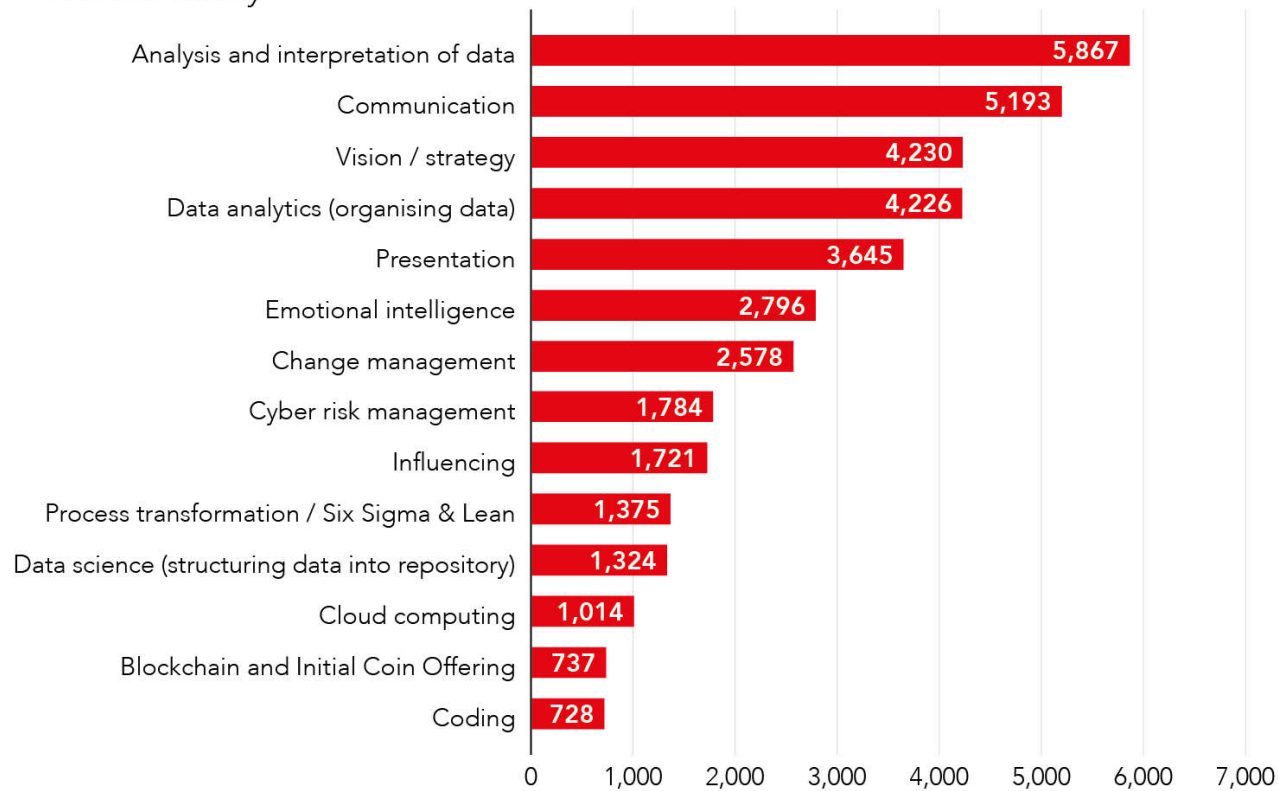


Source: ACCA student survey July 2018, 6,900 respondents

New priorities are emerging

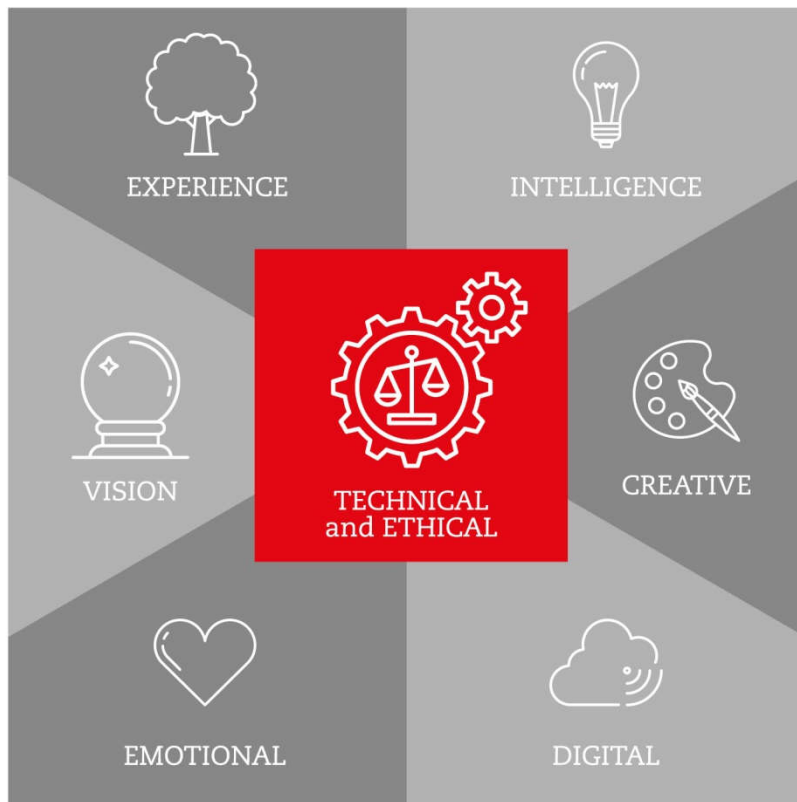


FIGURE 1.2: Which skills do you feel are most critical to your development?
– Student survey



Source: ACCA student survey July 2018, 7,785 respondents

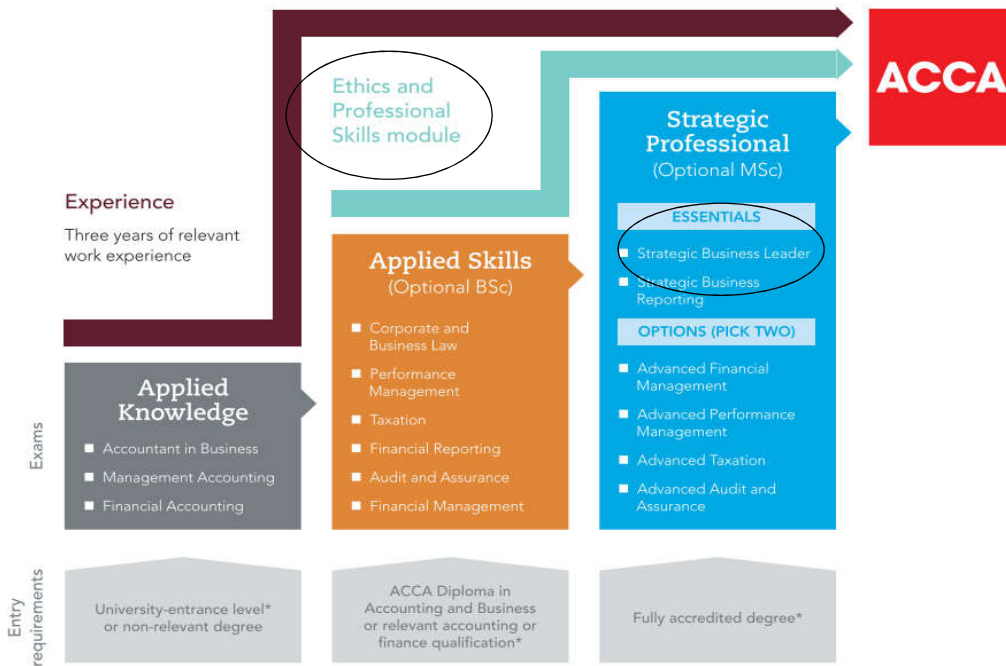
Professional quotients that shape the ACCA Qualification



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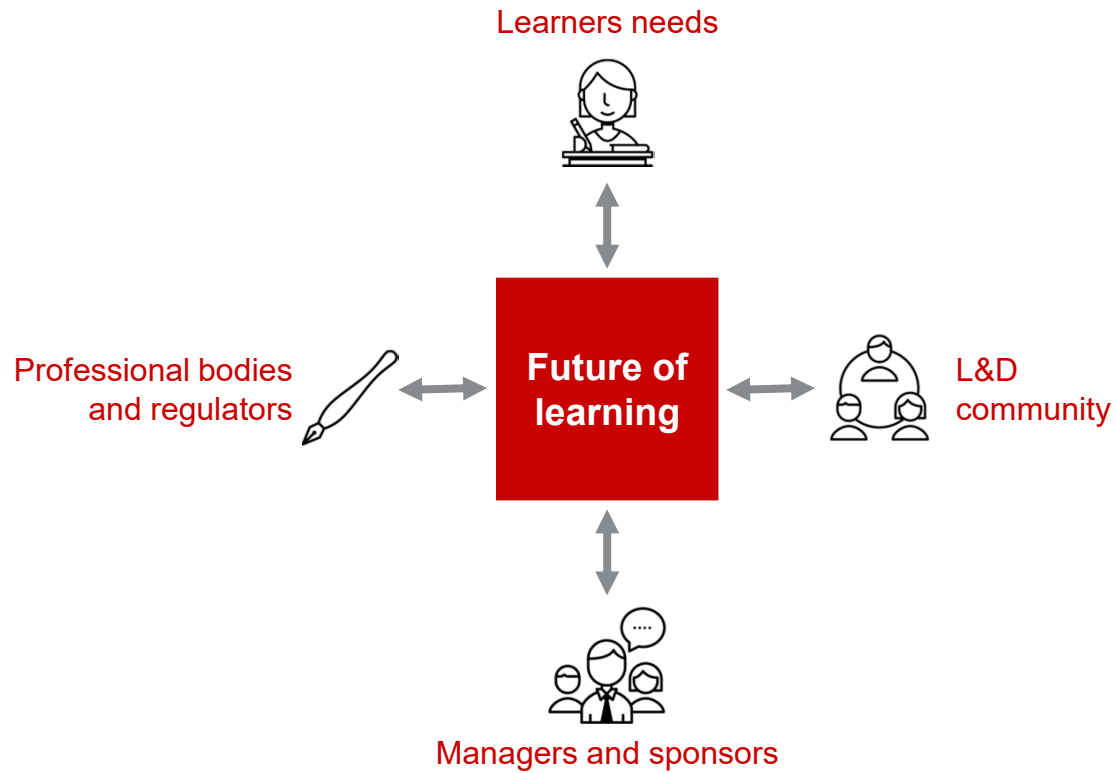


ACCA developing competencies sought by employers



Preparing to change

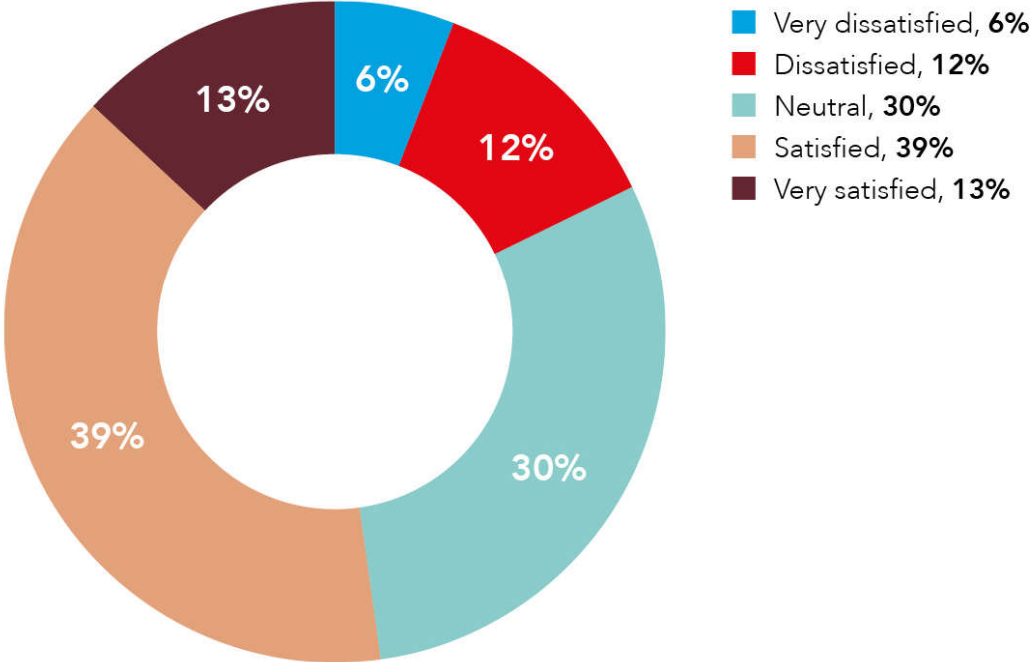
The workplace learning ecosystem is multifaceted



Are employers approaching learning the right way?



FIGURE 2.3: How satisfied are you with the current quality of learning you receive from your employer to undertake your role?



Source: ACCA student survey July 2018, 4,677 respondents



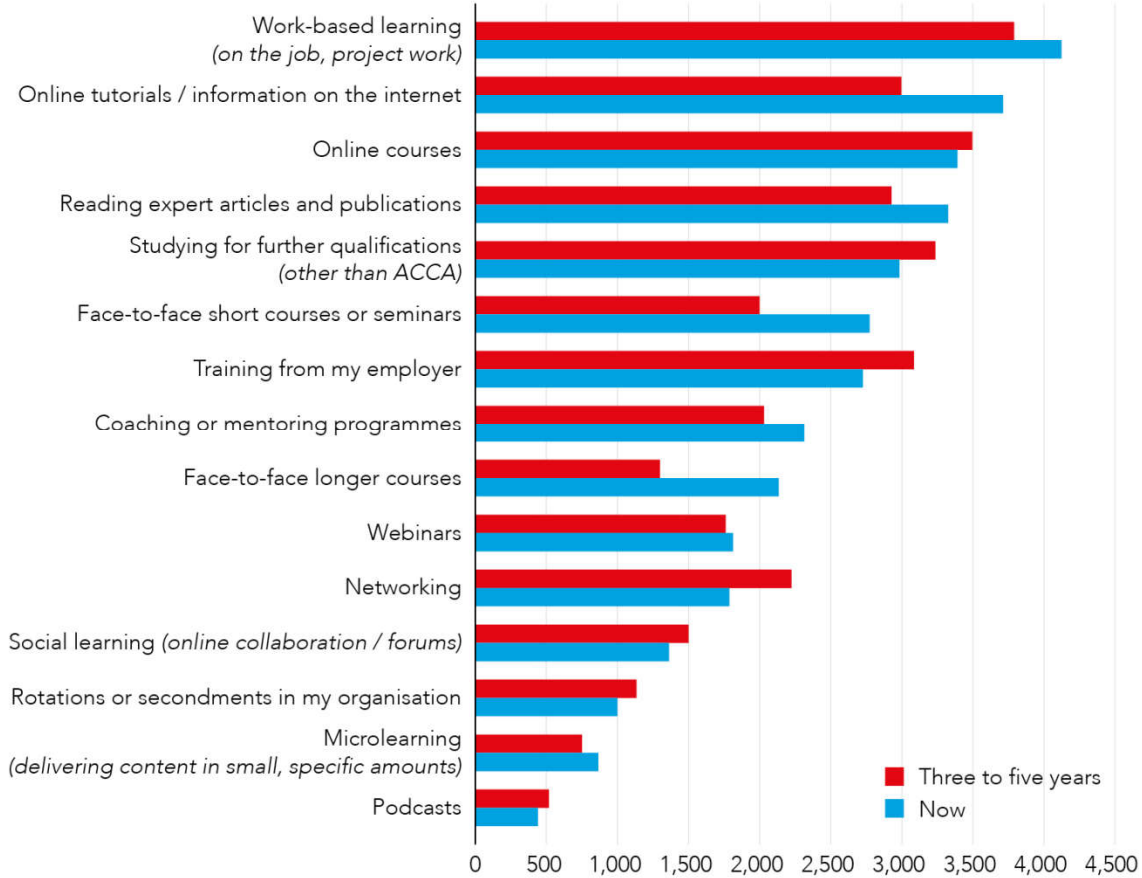
FIGURE 2.4: Please could you indicate why you are not satisfied?



Source: ACCA student survey July 2018, 2,228 respondents



FIGURE 1.6: What learning and development methods do you like / expect to use



Source: ACCA student survey July 2018, 7,797 and 7,757 respondents respectively. Respondents were asked to select top five.

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Future Learning Landscape



Different mindset needed

Knowledge is an asset.
Learn how to **seek** out
and **apply** knowledge,
not to retain it

Use social learning
to **connect** with others,
thereby **reinforcing**
our learning
experiences

Consider TEL and open access

- Technology enabled learning (TEL): Digital is fuelling the changing landscape of learning
- Now learners are in control
- Ease of access to rich content
- Alignment is more important than ever



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Relook at the Learning & Development function

Today:

Organisers of structured learning

- Develop programmes
- Schedule events
- Linked to HR
- Players in the talent agenda



Tomorrow:

Curators of knowledge

- Coaches and advocates of development
- Aligned to business goals
- Linked to knowledge as much as HR
- Leaders in the talent agenda

Implications

For the employee ...



- Take time to learn and embrace the need to grow
 - Knowledge in the now
 - Skills for the future
 - Variability in delivery
- Accept flexibility in career – our personal journey
- Leverage on relationship with our professional body

For the employer...

- Learning as a benefit, not a cost
- Learning culture is linked to strategy
- Learning journeys are personal and learners are more diverse than ever
- Challenge traditions, consider different modes of learning
- Remember the benefit is in the application



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Think Ahead

A stack of four books of varying thicknesses and colors (white, black, orange, white) sits on a wooden surface. A single red apple is balanced on top of the white book at the top of the stack.

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