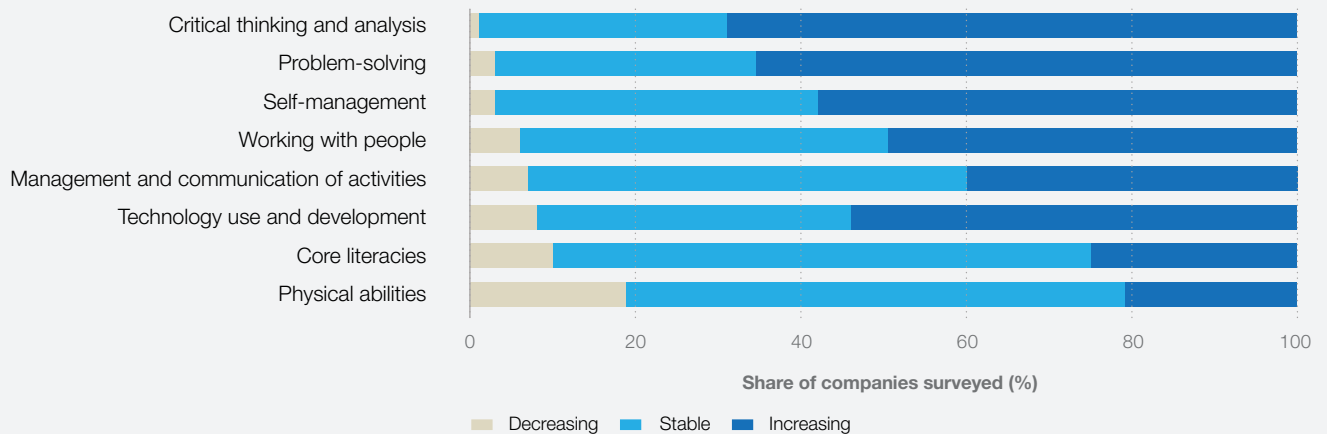


A. Relative importance of different skill groups



B. Top 15 skills for 2025

1	Analytical thinking and innovation	9	Resilience, stress tolerance and flexibility
2	Active learning and learning strategies	10	Reasoning, problem-solving and ideation
3	Complex problem-solving	11	Emotional intelligence
4	Critical thinking and analysis	12	Troubleshooting and user experience
5	Creativity, originality and initiative	13	Service orientation
6	Leadership and social influence	14	Systems analysis and evaluation
7	Technology use, monitoring and control	15	Persuasion and negotiation
8	Technology design and programming		

Source
Future of Jobs Survey 2020, World Economic Forum.

In addition to skills that are directly jobs-relevant, during the COVID-19 context of 2020, data from the online learning provider Coursera has been able to identify an increasing emphasis within learner reskilling and upskilling efforts on personal development and self-management skills. This echoes earlier findings on the importance of well-being when managing in the remote and hybrid work: demand for new skills acquisition has bifurcated. Figure 31 A illustrates the changing demand for training by employment status, comparing the April-to-June period this year with the same period last year. This data reveals a significant increase in demand for personal development courses, as well as for courses in health, and a clear distinction between those who are currently in employment and those who are unemployed. Those in employment are placing larger emphasis on personal development courses, which have seen 88% growth among that population. Those who are unemployed have placed greater emphasis on learning digital skills such as data analysis, computer science and information technology. These trends can be observed in more granular detail in Figures 31 B and C. In particular, self-management skills

such as mindfulness, meditation, gratitude and kindness are among the top 10 focus areas of those in employment in contrast to the more technical skills which were in-focus in 2019. In contrast, those who are unemployed have continued to emphasize skills which are of relevance to emerging jobs in Engineering, Cloud Computing, Data and AI.³⁷

When it comes to employers providing workers with training opportunities for reskilling and upskilling, in contrast to previous years, employers are expecting to lean more fully on informal as opposed to formal learning. In the Future of Jobs Survey, 94% of business leaders report that they expect employees to pick up new skills on the job, a sharp uptake from 65% in 2018. An organization’s learning curricula is expected to blend different approaches—drawing on internal and external expertise, on new education technology tools and using both formal and informal methods of skills acquisition.