

# Capability Academies

## A New Approach for Critical Skills Development



Corporate learning, skills, and capabilities in regard to the workforce are currently hot topics in business. Organizations must build critical business capabilities in ways that are relevant for employees' needs and that support their career development.<sup>1</sup> This means delivering learning to enable knowledge-sharing and promote interactions with experts and peers, as well as cement learning through hands-on application and real-work assignments.

Capability academies are an important step toward accomplishing this goal. Through these academies, companies help employees develop critical skills that are uniquely contextualized to a business strategy by bringing knowledge, practice, application, and expertise together into a seamless learning experience.

## Success Statistics

Of high-performing learning and development (L&D) organizations that provide strategically placed capability academies in critical areas such as sales, leadership, customer service, and HR, 71% are:

- 3× more likely to outperform other organizations in talent outcomes
- 2× more likely to innovate and adapt to change
- 1.5× more likely to exceed financial outcomes.<sup>2</sup>

In this report, we will unpack the concept of capability academies, how they support critical skills development, and pose pertinent questions organizations must address.

## The “Right” Content Is Contextual to Each Company

Today, large organizations spend millions of dollars on efforts to manage their content—content libraries, content authoring tools, creator platforms, internal and external instructional design experts, etc.—creating many options for learners to choose from. Yet as our research indicates, 84% of organizations often fail to deliver relevant learning content that is aligned with the skills and capabilities needed for business success.<sup>3</sup>

A growing trend, and indeed a need, in the world of content is delivering value over large volumes. Offering libraries worth of training is no longer sufficient; companies want high-value learning programs that create not only technical skills but real business capabilities.

How do we accomplish this? Should we be focused on sales training? What about safety and hazard prevention? Do IT and digital technologies need consideration? Could the problem be new-hire onboarding and general-management skills? Answering these questions (and more) all starts with a deep understanding of the business capabilities that matter.

While there are dozens of capability areas to consider, some should take priority over others. Rather than try to boil the ocean with many programs in every area, capability academies let you focus your resources to build experience, relationships, and deep-domain, business-specific skills that directly help your company grow, innovate, or transform.

## What Is a Capability?

A capability is a business-contextualized, deep skill that is often particular to a company. We refer to these as “high-performance” capabilities, and they are not easy to buy off the shelf. This is because these business-contextualized skills are exclusive and proprietary to a company.

Every job in business requires a certain set of skills; for example, core fundamental skills are easy to write on a job description, and they are often interchangeable from place to place. Say you're looking for an accountant; you can make sure they understand generally accepted accounting principles, billing and receivables, and other typical financial skills.

On the other hand, if you are an energy trading firm, your accountants may need to understand cost accounting, complex depreciation, cost allocation, and various intricacies of energy pricing, trade policies, and more. Thus, if you want to build a capability academy for your finance function, you would want to dive into these industry or company-specific details.

1 *The Definitive Guide to Corporate Learning: Growth in the Flow of Work*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

2 *Ibid.*

3 *Ibid.*

# What Is a Capability Academy?

A capability academy is an architected collection of programs, content, experiences, assignments, and credentials based on a specific functional area. The fundamentals of capability academies imply supplementing learning with developmental assignments, stretch opportunities, interactions, and experiences.

The capability academy structure allows the L&D team to move beyond content and focus on specific capabilities for a given business. Capability academies are led by designated business executives who serve as “capability leaders” and help the L&D team ensure all the topics, goals, and objectives are clear and aligned to strategic business needs. The motivation to do this is apparent given that companies where business executives continuously invest in learning have significantly higher engagement and retention compared to companies where business executives are disconnected from such investments.<sup>4</sup>

## Who Leads the Way?

Capability academies are business driven with a senior business sponsor. An IT capability academy, for example, should be sponsored by the chief information officer (CIO) or chief

technology officer (CTO). This person would work with L&D and other teams to make sure appropriate skills programs, developmental assignments, job rotation, and credentials are being developed. However, turning every training program into a capability academy does not make sense. You should focus your efforts on programs or domains that the CEO believes will really transform the company.

## A Learning Space, Not a Content Library

Capability academies go beyond a “library of content.” They serve as digital learning platforms where employees can access content tied to job-specific capabilities and experience many forms of collaboration, e.g., discussing a variety of topics, receiving feedback, and collaborating with peers often under the supervision of a mentor, coach, or facilitator. Learning in this experiential way ensures employees get to build capabilities through practicing what they learn and applying it to real-world business problems.

In essence, a capability academy is a structured learning SPACE (sharing, practice, alignment, collaboration, expertise). See Figure 1.

Figure 1: Attributes of a Capability Academy

# S

### Sharing

Includes knowledge-sharing by internal experts, certified instructors (who are often current practitioners), business leaders, and external experts.

# P

### Practice

Includes programs, real-work projects (tailored to the company's processes and practices), and developmental assignments.

# A

### Alignment

Includes aligned and prioritized agreed-on development that is supported by business leaders as strategic, proprietary, and high value.

# C

### Collaboration

Includes collaborative elements such as peer-to-peer interactions, discussion forums, and a mix of synchronous and asynchronous activities.

# E

### Expertise

Includes cultivation of expertise in areas that differentiate business performance—operations, innovation, customer service, and growth.

Source: *The Josh Bersin Company, 2022*

<sup>4</sup> *The Definitive Guide: Employee Experience*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

## A Corporate Investment, Not an L&D Program

Unlike an educational university, which is focused on advancing knowledge, a capability academy is focused on building business-specific capabilities while doing it in a scalable, open, and ever-improving way. This approach to organizing learning content and experiences is capability-centric and should be led by a business leader, not an L&D professional.

## Academy Leaders and Sponsors

Capability academies are essentially business-led and business-sponsored investments in building capabilities that are strategic to operations, innovation, customer service, and growth. These investments typically vary between \$2,000 to \$15,000 per employee<sup>5</sup>, are sponsored by a line of business leaders and the C-suite, and are prioritized toward topics the company agrees are proprietary, high value, and essential for the business to thrive. Here are a few examples:

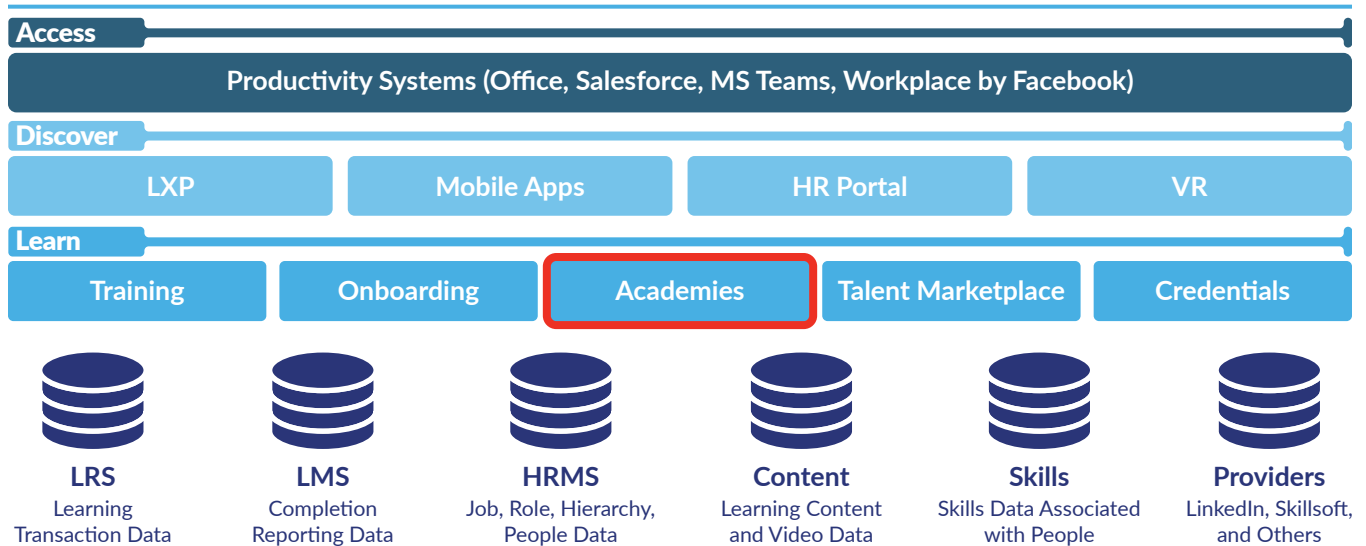
- Capital One got started with cloud-based, digital technologies and assigned the CIO to lead its digital academy. He worked with one of the senior L&D leaders to build out the curricula, developmental assignments, and investments in content.

- Cemex built its sustainability academy while partnering with the CEO who was a sponsor and personally involved with the launch. He later sent out communications requesting that the entire company participate.
- Pepsi built its finance academy with the chief financial officer (CFO) as the sponsor.
- Bank of America’s academy supports development of client-facing employees in the business units of Consumer & Small Business and Merrill Private Banking and is a true partnership between business executives and HR.

## L&D’s Role

L&D teams are no longer the “content expert” but rather the designers of contextualized learning experiences.<sup>6</sup> Their role is the architect of capability academies; not just focused on the business but also focused internally on HR. L&D liaises with teams to understand where the needs and gaps are and offers opportunities to address them. L&D should codesign capability academies with internal and external experts to determine goals, success metrics, instructional content, and assignments specifically related to work at the company, and it should socialize and scale the approach along the business—one critical capability at a time—and make academies an integral component of a company’s learning infrastructure (see Figure 2).

Figure 2: The Learning Infrastructure



Source: The Josh Bersin Company, 2022

5 The Capability Academy: Where Corporate Training Is Going, Josh Bersin/The Josh Bersin Company, 2020.

6 The Definitive Guide: Employee Experience, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

# A Hallmark of High-Performing Organizations

Our recent Corporate Learning research at scale revealed that 75% of organizations are at low levels of L&D maturity.<sup>7</sup> These low levels are characterized by learning that is often compliance-focused, episodic, and self-directed. The shift to high maturity—as evident in an ability to outperform low-maturity organizations in people, business, and innovation outcomes—begins when a company starts to transition from self-directed learning to a facilitated tailored development. Capability academies are a hallmark of companies that successfully navigate this transition.

High-maturity companies integrate their wide range of self-development assets into learning journeys and career paths. They also build tailored skills development solutions, such as functional capability academies, and are:

- 7× more likely to provide strategic “capability academies” in critical areas (sales, leadership, customer service, HR)
- 4× more likely to include collaborative learning elements (e.g., peer-to-peer interactions) in learning programs
- 3× more likely to design hands-on practice into learning programs

## Examples of Capability Academies

### Cemex

Capability academies are a new approach for making learning contextual, applicable, and most important, impactful. When done well, this can drive tangible business outcomes. Cemex, a global building materials company, offers a suite of seven functional academies in partnership with global functional heads. Together, they build new content and help deliver training in strategically aligned areas to an extended audience.

To accomplish this, they use NovoEd, a platform designed for high-fidelity, instructor-facilitated, academy-oriented, experiential learning. Cemex offers a safety leadership course called LEGACY, which was useful in reducing the number of

fatalities at the time of its launch in 2012. The impact, however, declined drastically and stagnated over the years.

In 2017, Cemex relaunched a new safety leadership course as a health and safety academy using collaborative and experiential learning principles. It was able to break the stagnation and subsequently reduce fatalities by 60%. The academy was sponsored by the CEO as part of a larger health and safety initiative, with health and safety being two of Cemex’s most critical business priorities.

### Bank of America

Similarly to Cemex, Bank of America’s academy, in partnership with its HR, saw employee retention increase by approximately 50%, and the average employee tenure increase by nearly 10 months since its launch in 2016. The academy is instrumental in driving the company’s highest client experience scores, contributing to the bank’s tremendous improvement in retention, and driving its high employee engagement scores.<sup>8</sup>

Many other organizations are in line with such thinking and use capability academies to support critical skills development (see Figure 3 on the next page).

## Assessing Readiness for Capability Academies

As is true for any such initiative, assessing change readiness and ensuring that the solution is a right fit for your organization before embarking on the journey is important for success. For example, some questions and answers that can help guide you are:

- Is every academy impactful? Not really.
- Is an academy the right approach for every organization? Maybe not.
- Do you need an academy for every capability? Absolutely not.

An academy must be strategically designed and prioritized for areas that align with critical business needs. It needs

<sup>7</sup> *The Definitive Guide to Corporate Learning: Growth in the Flow of Work*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2022.

<sup>8</sup> *Career Building at a Great Company: The Academy at Bank of America*, Josh Bersin/The Josh Bersin Company, 2022.

Figure 3: Examples of Capability Academies

Company	Capability Focus	Academy Overview
	Commercial, operations, sustainability	Cemex has established seven functional academies. During the last two years, its focus has been extensively on its commercial academy, operations academy, and sustainability academy. Learners are invited to attend these programs by their commercial leader, country head/president for the business, or CEO to reinforce business relevance and advocacy of the initiative.
	Customer service, sales, and credit	Bank of America's academy is a true partnership between the leaders of Consumer & Small Business, Wealth Management, the service centers, HR, and L&LD for providing high tech and personalized role-specific onboarding, training, and development to approximately 80,000 employees in client-facing roles.
	Sales, marketing, R&D, and operations	Kraft Heinz's online corporate university, called "Ownerversity," is organized into academies focused on functional capabilities—sales, marketing, R&D, operations—as well as broad-based leadership and methodology academies that serve the workforce. Employees pledge to spend a certain number of hours per month learning, and they receive badges when they achieve their pledges.
	Sailing the 7 C's of Curiosity	Novartis has established a series of academies focused on the company's model of curiosity, called "Sailing the 7 C's of Curiosity," and teaches employees how to imbibe curiosity as a power skill to unlock their own potential.
	5G	Ericsson has built a 5G Academy for its sales and engineering teams. 5G is not just a stack of technologies; it's new business models, new application solutions, and a new way of positioning what Ericsson does.
	Cloud and cybersecurity	Capital One has built a cloud, digital, and cybersecurity academy that brings people together to create skills, expertise, and new ideas in digital application development.
	Customer service	Comcast has built a customer service academy that teaches service staff the myriad service technologies, practices, and behaviors important to the company.
	FinTech	Visa is building a fintech capability academy, focused on helping employees and business partners understand all the intricacies and innovations in finance technology including Visa's proprietary strategies.
	HR	The Josh Bersin Academy is an academy for HR professionals that provides a blend of masterclasses, research-based insights, and access to experts and experiences to support the development of 90+ HR capabilities.

Source: The Josh Bersin Company, 2022

sponsorship from the business, facilitation from HR, and reception from learners to be successful. In this section, we will review categories of pertinent questions organizations must answer to assess readiness for setting up capability academies.

## Needs Assessment

- What capability areas drive competitive advantage for your company?
- Does the capability area in focus meet one or more of the following qualifying criteria?
  - Strategic (essential for long-term business success)
  - Unique (proprietary and cannot be outsourced)
  - Urgent (not building this capability right away will hamper business growth)
  - High value (differentiates products and services that your company builds)
- Do you have a clear understanding of the business and talent problem you are trying to solve?

## Learning Strategy Alignment

- What is the employee experience that you want to deliver through the academy structure?
- How does this academy structure fit with your existing programs and physical corporate university?
- What goals and metrics will you use to measure success?

## Business Readiness

- Has the CEO fully bought-in?
- Are the CEO and line of business leaders willing to offer sponsorship?
- Are the CEO and business leaders willing to invest in the capability academy as/when needed irrespective of budget cycles?
- Are internal experts willing to partner in developing and teaching programs?

## Learning Culture

- Are learners and facilitators open to experimenting and innovating with new and advanced media and tools?
- Do internal experts and leaders have the willingness and capacity to serve as mentors?
- How will you incentivize facilitators and mentors for devoting their time and expertise?

## Program Design and Administration

- Have you identified a competent instructional design team/vendor who pairs with the internal experts for assisting in the program development?
- Have you identified external experts who could add valuable market perspective and insights to support development?
- Who will be your designated point of contact for assessing and evaluating progress?
- Have you established a cross-functional “council” or “steering committee” (including employees, HR business partners, or business leaders) for regular input on evolving needs and progress?
- Who will be the point of contact for budget approvals and decision making?
- What level of tracking, testing, and credentials do you need?
- Who will have access to the academy?

## Technological Readiness

- Have you identified a vendor that is the right fit for enabling your approach?
- Have you considered your overall IT infrastructure, data security, privacy requirements, integrations, and reporting capabilities in your vendor selection?
- Have you identified an L&D technologist who has a deep understanding of these systems and can ensure you have the right level of integration between the LMS, LXP, other platforms, and various forms of content?

## Considerations for Vendor Selection

A capability academy needs to be strategically designed and technology enabled. Selecting the right vendor is a critical enabler of the academies approach, and several considerations exist for making your selection:

- Does the platform let learners interact with SMEs and mentors?
- Does the platform let learners interact with each other through interactive learning elements: quizzes, polls, discussion forums, communities, etc.?
- Does the platform encourage contextualized discussions and feedback among peers and SMEs?
- Does the platform enable small group collaboration within dedicated team workspaces?
- How easy is it to navigate programs and interactive elements, and can you “walk up and learn” the tool without training?
- Does the platform function on mobile devices?
- What kind of administration tools do authors have? Can they sort and filter through their audience, see how much time people are spending on different academies, and analyze their programs for improvement?
- Are there advanced features like skills tagging, credentials, badges, prerequisites, and curricula?

- How is the product priced? Can you buy it for all of your users and deploy it at scale?
- How advanced is video and content management? Does it transcribe video and code it for speed?
- Can you quickly add new modules and version the content after deployment?
- Does the platform allow linkages to internal opportunities, mentors, real work projects and developmental assignments?
- Does the platform support gamified features that make learning rewarding, fun, and engaging, such as badges, points, and leaderboards?
- Does the platform offer a streamlined user experience by bringing all learning activities into simple workflows in a single, integrated environment?

You may not have answers to each of these questions up front, and vendors in consideration may not meet all the criteria above. However, organizations must be cognizant of these questions and prepared to answer them along the journey. They must ensure they have C-suite advocacy and business sponsorship, convene a cross-functional team including HR, business leaders, and employees for regular feedback, and select a vendor that provides a good mix of the features that support the desired end user experience. That said, none of the above will drive impact if the capability academy is not aligned to the capabilities that matter the most for your business—strategic alignment is key.

**A capability academy needs to be strategically designed and technology enabled. Selecting the right vendor is a critical enabler of the academies approach.**

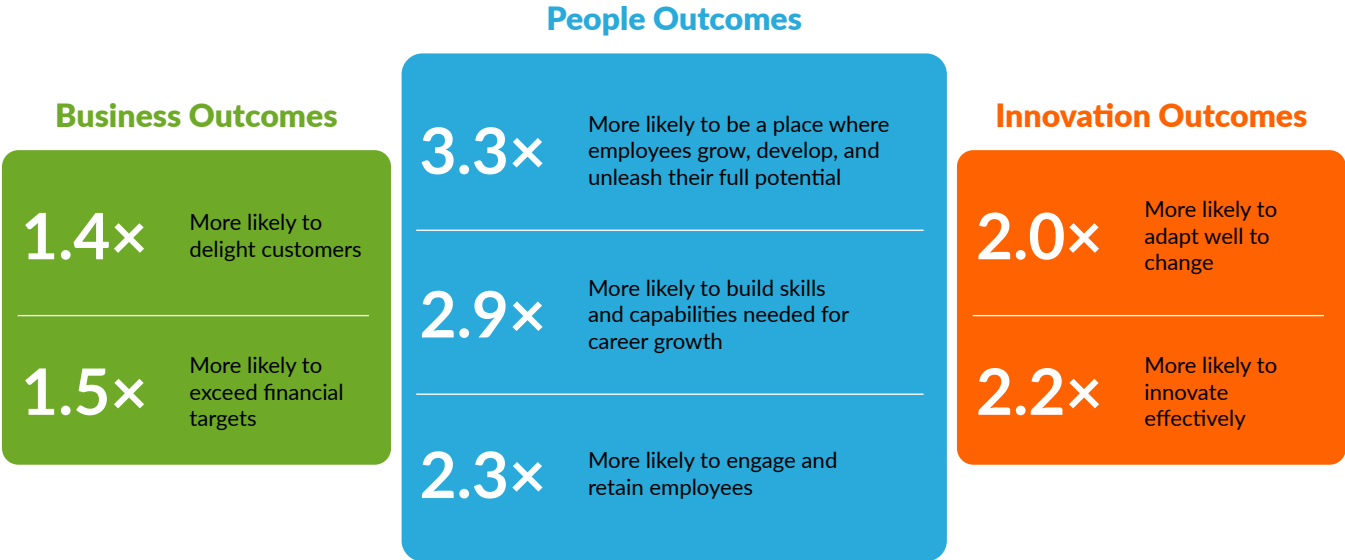


# Conclusion

In today's disruptive world, the right type of capability academy can aid you in creating a cohesive company. Capability academies give your employees inspiration and drive, bring SMEs out of their offices to share and invent, and drive deep, enduring skills that you need to stay ahead, innovate, and grow. Organizations that provide strategic capability academies in critical areas—sales, leadership, customer service, HR—have significantly higher talent and business outcomes (see Figure 4).

Pioneering learning organizations such as Cemex, BUPA, Bank of America, Novartis, Kraft Heinz, and Nordea Bank are embracing this concept. Through capability academies, they focus on critical business capabilities, not just lots of content, and bring together developmental assignments, credentials, certifications, and often networks of people that unite and share knowledge and information.

Figure 4: Potential Impact of a Capability Academy Approach



Source: The Josh Bersin Company, 2022

# CEMEX Drives Critical Business Outcomes through Capability Academies

CEMEX is a global building materials company focused on four core businesses: manufacturing cement, producing ready-mix concrete, selling aggregates (an essential component of concrete), and providing urbanization solutions for the construction and maintenance of sustainable and resilient cities. CEMEX started in 1906 as a local player in Mexico and has grown into one of the largest global building materials conglomerates operating today. With more than 46,000 employees worldwide, CEMEX operates in the Americas, Europe, Middle East, Asia, and Africa, and delivers products and services in 96 countries worldwide.

CEMEX's mission is to create sustainable value by providing industry-leading products and solutions to satisfy the construction needs of customers around the world. The entire global workforce is unified around a shared purpose of building a better future for employees, customers, shareholders, investors, suppliers, and the communities it serves. CEMEX drives its mission and purpose through its five strategic priorities:

- Health and safety
- Customer centricity
- Innovation
- Sustainability
- EBITDA (earnings before interest, taxes, depreciation, and amortization) growth

## CEMEX University: A Trusted Advisor and Strategic Enabler

CEMEX University is the company's trusted learning advisor that enables a continuous learning ecosystem for employees and supports the development of business capabilities required to implement the business strategy. To modernize and upskill CEMEX's global workforce, CEMEX University works in consort with functional and regional leaders who act as executive sponsors to respond to the multiregion, multibusiness learning needs of employees.

Today, CEMEX University's program portfolio comprises seven functional academies and a suite of leadership development

programs. It also includes a digital library of curated content that is frequently updated and online language courses for English, Spanish, Chinese, German, and French, among other languages, to support talent development across regions and enhance global collaboration.

## Advancing Strategy through Capability Academies

CEMEX'S capability academies are an important lever through which the company advances its strategic priorities. These academies are designed to be flexible between traditional in-person training and best-in-class training, digital-learning platforms. CEMEX University codesigns academies with business leaders and internal and external experts to determine goals, success metrics, instructional content, and assignments specifically related to business needs. It is directly aligned with one or more of the company's strategic priorities.

1. **Health & Safety Academy** empowers leaders to understand their responsibility and duty to transmit our health and safety culture and practices to their teams.
2. **Commercial Academy** walks sales managers and executives through how to deliver against CEMEX's commitment to customer centricity and the commercial model.
3. **Culture & Values Academy** promotes a culture of ethics and compliance within daily activities by addressing confidentiality, unconscious bias, workplace harassment, conflict of interest, anticorruption, and fraud prevention.
4. **Supply Chain Academy** trains participants to work together across functional domains of the supply chain to deliver a superior customer experience.
5. **Digital Academy** helps employees understand the factors that drive the company's digital transformation, as well as the new ways of working and the underlying technologies that help CEMEX achieve its digital vision, accelerate growth, and deliver value to its customers.

6. **Cement Operations Academy** supports CEMEX's commitment to operational excellence by reinforcing the production, maintenance, quality, and environmental aspects involved in successfully managing plants and their teams.
7. **Sustainability Academy** advances the company's agenda of building sustainable products and solutions, decarbonizing operations, promoting a circular and green economy, and innovating by reinvigorating commitment and building capability throughout the organization.
8. **Leadership Development Programs** provides new managers, newly appointed directors, and top-tier executives the knowledge and necessary tools to successfully develop in their roles and solve specific business challenges as a team.

## A Business-Aligned, Leader-Led, and L&D Enabled Approach

CEMEX's capability academies are strategically architected for areas that are most critical for the business. The academy programs are fully customized and aligned to the unique context of the business and supplemented with podcasts and videos curated as learning journeys.

These programs are built on NovoEd—an integrated platform that helps organizations design customized, leader-led, self-directed learning experiences. For other areas that are important but limited in their scope or applicability, the L&D team enables and equips the teams to create and curate content outside of the academy concept and format. CEMEX University enables the building of capability academies, but the

role of the business is crucial as it participates throughout the entire development cycle beginning at inception, and it owns the deployment of the program to its target audience.

Employees are invited to participate in these academies not only by HR, but by their senior leaders and in some cases by the CEO. The programs are a blend of world-class digital and instructor-led programs, managed by the L&D function and driven by leaders. CEMEX's capability academies leverage a facilitated, cohort-based delivery model that integrates peer interaction, practice, and application with learning journeys optimized for different internal audiences. From program to program, interaction with leaders is delivered both offline and online, and the leaders who share their experiences reserve time to respond to comments and questions from participants.

## How CEMEX University Ties In

CEMEX University serves as the central learning team accountable to respond to the needs of the entire enterprise. A federated and fit-for-purpose governance supports its success. The central and regional functions operate as an integrated unit and set up academies aligned to the strategic priorities of the business. The programs are designed by the university and provide a global perspective on each topic.

In their newest programs, regional L&D teams work with local business unit leaders to add the local perspective in the form of information toolkits, videos, and podcasts, which are embedded within each academy. Endorsement from local leaders and coordination with regional L&D teams bolsters the reception of these programs across regions. The programs now have parallel versions in nine languages, with several recorded videos from internal experts and leaders.

# Since the launch of CEMEX's new era of digital and leader-led capability academies, the firm has seen substantial success in both business and learning outcomes.

## Measurable Business and Learning Outcomes

“Each Capability Academy is designed to serve a very specific need. For instance, reducing the number of accidents and fatalities, increasing safety awareness, improving customer satisfaction, supporting our digital transformation, and so on,” said Global Development Manager Luis F. Gonzalez. Advancement along these specific needs enables measuring success in the form of tangible business outcomes, above and beyond utilization and participation metrics. Since the launch of CEMEX’s new era of digital and leader-led capability academies, the firm has seen substantial success in both business and learning outcomes.

As an example, when CEMEX introduced a new commercial model in 2020, it launched a program called Leap through CEMEX’s commercial academy. Following previous

approaches, this learning program was launched together with multiple similarly aligned initiatives, which together helped the commercial team achieve a 14% increase in revenue and an 18% growth in EBITDA, its highest in over a decade. Leap was instrumental in helping CEMEX’s salesforce understand and apply the new commercial model and was a critical component for driving alignment and consistency that contributed to the success of the larger initiative around building commercial capabilities.

Currently, CEMEX University has touched almost 20,000 employees, with a 90% learner satisfaction rate and a 70% NPS (net promoter score) among learners. Since its launch, there has been a 5X increase in the number of participants across various academies. CEMEX’s capability academies have served as catalysts for helping CEMEX drive business outcomes, create a safe and collaborative workforce experience, and help employees build critical skills that enable them to be successful in their roles. ■

## About the Authors



### Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the “home for HR.” In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, and *CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.



### Nehal Nangia

Nehal is the director of research at The Josh Bersin Company. In this role, Nehal drives empirical research on key workforce-related topics and the development of actionable insights and powerful stories for today's talent executives. Nehal has over 15 years of professional experience in human capital, with a focus on learning and development; performance management; employment value proposition; workforce transformation; and diversity, equity, and inclusion (DEI). She is the research leader for learning and leadership at The Josh Bersin Company. Prior to joining The Josh Bersin Company, Nehal was a global advisor for clients at Deloitte and published several studies on pertinent topics such as DEI, performance management, and bias. Nehal lives and works in India and has a master's degree in psychology. Nehal has also led deployments of benchmarking and diagnostic products at Gartner for clients across EMEA, APAC, and ANZ.

## The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

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