

Business Agility Starts with Individual Readiness: The Skills Gap Leaders Can't Ignore

SUMMARY

Every leadership team talks about organizational agility, and for good reason — companies that can't adapt quickly get left behind. But here's what's missing from most agility conversations: the readiness of individual employees.

Our most recent Learning, Skills, and Talent Mobility Study reveals that while leaders invest in agility tools and strategies, the people doing the work aren't equipped for change. The gap is real, and the companies that close it by focusing on individual readiness are the ones seeing a positive impact on revenues.

The Leadership-Reality Gap

2 out of 3 talent leaders say their workforce isn't highly adaptable to change



But leadership confidence tells a different story:



94% of employers believe learning technology affects organizational agility.



65% of leaders rate themselves as highly adaptable to change.



37% rate their overall workforce as highly adaptable



In contrast, only 13% of employees say their team is highly adaptable

The math doesn't add up. Leaders think they've built agility, but the people actually executing the work see something completely different.

Three Individual Problems Holding Back Business Agility

The workforce isn't prepared because employees face three critical gaps:

1

Developed for today, not tomorrow

Only **16%** feel their company develops skills for future success



2

Compliance not engagement-driven

Employees who don't get proper training are **5x more likely** to say their employer prioritizes business results over employee growth



3

Skills conversations happen in isolation

Workers who haven't discussed skills with their manager in 12 months are **2x more likely** to be uncertain about their future at the organization



Individual Readiness Creates Business Winners

Companies that get individual readiness right see dramatically different outcomes:

Revenue-growing companies vs. revenue-declining companies:



46% vs. 18%

have highly adaptable workforces



75% vs. 43%

maintain learning cultures that promote development



39% vs. 16%

give employees autonomy for career paths



Workers who receive proper training are **86% more likely** to describe themselves as adaptable to change.

CONCLUSION

Business agility isn't about having the right strategy or the latest technology — it's about having people who can perform when conditions change.

The companies winning are building workforces that thrive on change rather than survive it. This means shifting towards engagement-driven development, ongoing skills conversations, and preparing people for what's next rather than just their current role.

SOURCE:

2024 Lighthouse Research & Advisory Learning, Skills, and Talent Mobility Study
 (n=1,172 employers; n=1,000 employees)