



Talent Transformation

Global Impact Report

Enterprise and employee insights on talent transformation in a digital-first world.



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Breakthrough innovation demands radical talent transformation.

Shortages in job-ready digital talent are stalling enterprise innovation. Compounding this emergency is low employee satisfaction and high employee turnover. The key to breaking this cycle? Closing talent gaps by delivering effective workforce development opportunities.

A collaborative survey by Udacity and leading independent market research company Ipsos completed in August-September 2021 focused on digital talent transformation. More than 2,000 managers, and more than 4,000 employees, were surveyed across four countries: the United States, United Kingdom, France, and Germany.

Key insights

01

Digital transformation is stalling due to lack of job-ready digital talent.

59% of enterprises report that not having enough skilled employees has a major or moderate impact on business. Because the talent pool has become so shallow, hiring is not the quick fix enterprises hope it will be—transforming existing talent is the one and only course of action.

02

Unfortunately, a serious disconnect exists between enterprises and employees.

Among enterprises who offer learning and development programs, 80% classify them as at least moderately successful. On the other hand, among employees with access to these learning and development opportunities, 55% are only somewhat satisfied or not satisfied at all.

03

Enterprises that don't radically transform their talent will fail.

Having the right people with the right skills is crucial in enabling digital transformation within an enterprise—meeting innovation goals, increasing retention, and increasing employee job satisfaction and happiness. For example, 44% of enterprises report that employee turnover is hindering the company's ability to achieve goals.

04

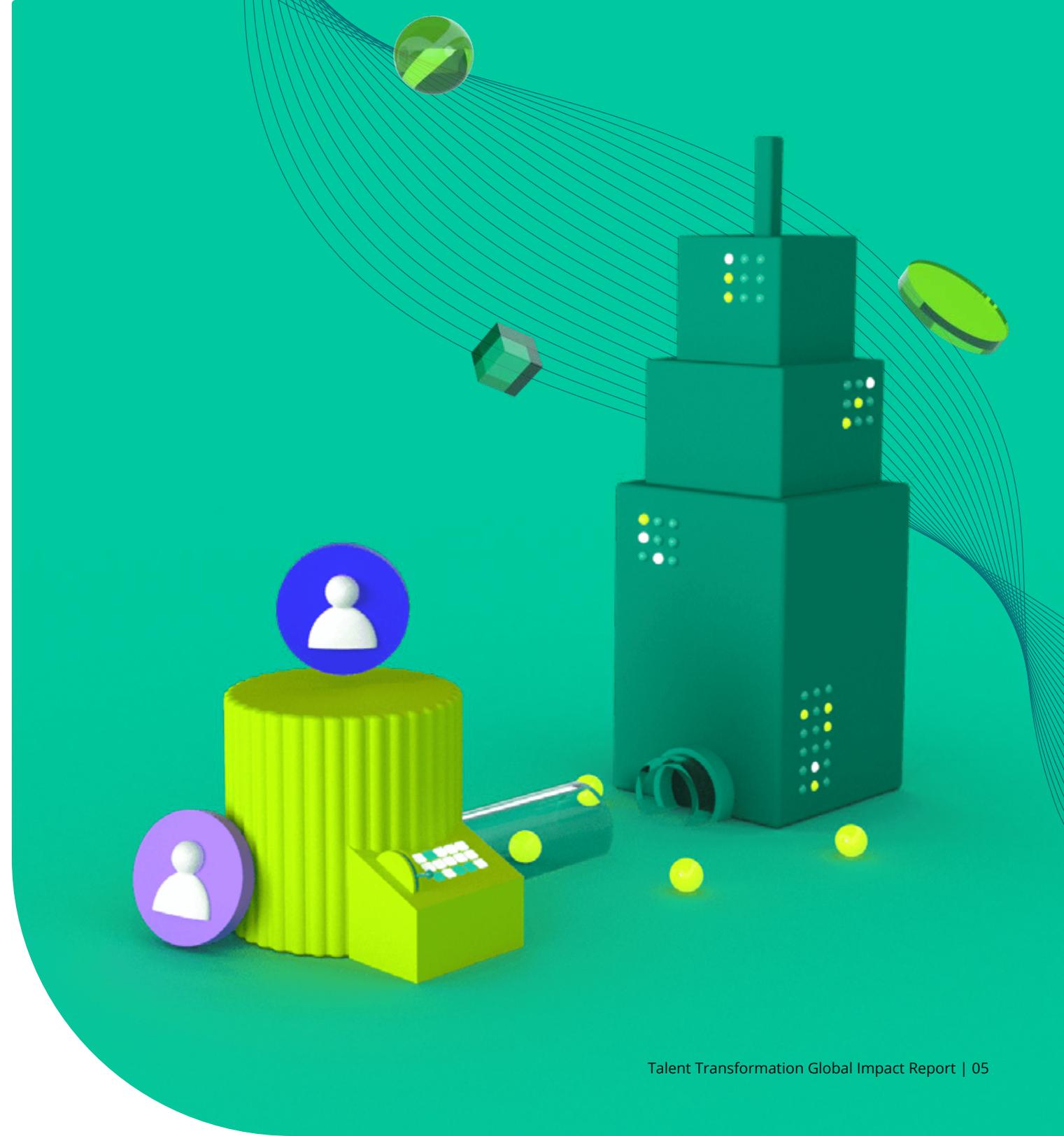
Enterprises and employees are aligned about building job-ready skills.

Though the disconnect about learning and development programs is severe, enterprises and employees agree on one thing: 85% of enterprises and 70% of employees value building skills that can be used on the job and for critical projects right away.

Enterprises

The talent transformation crisis for enterprises.

Innovation and growth within businesses diminish as talent gaps widen.



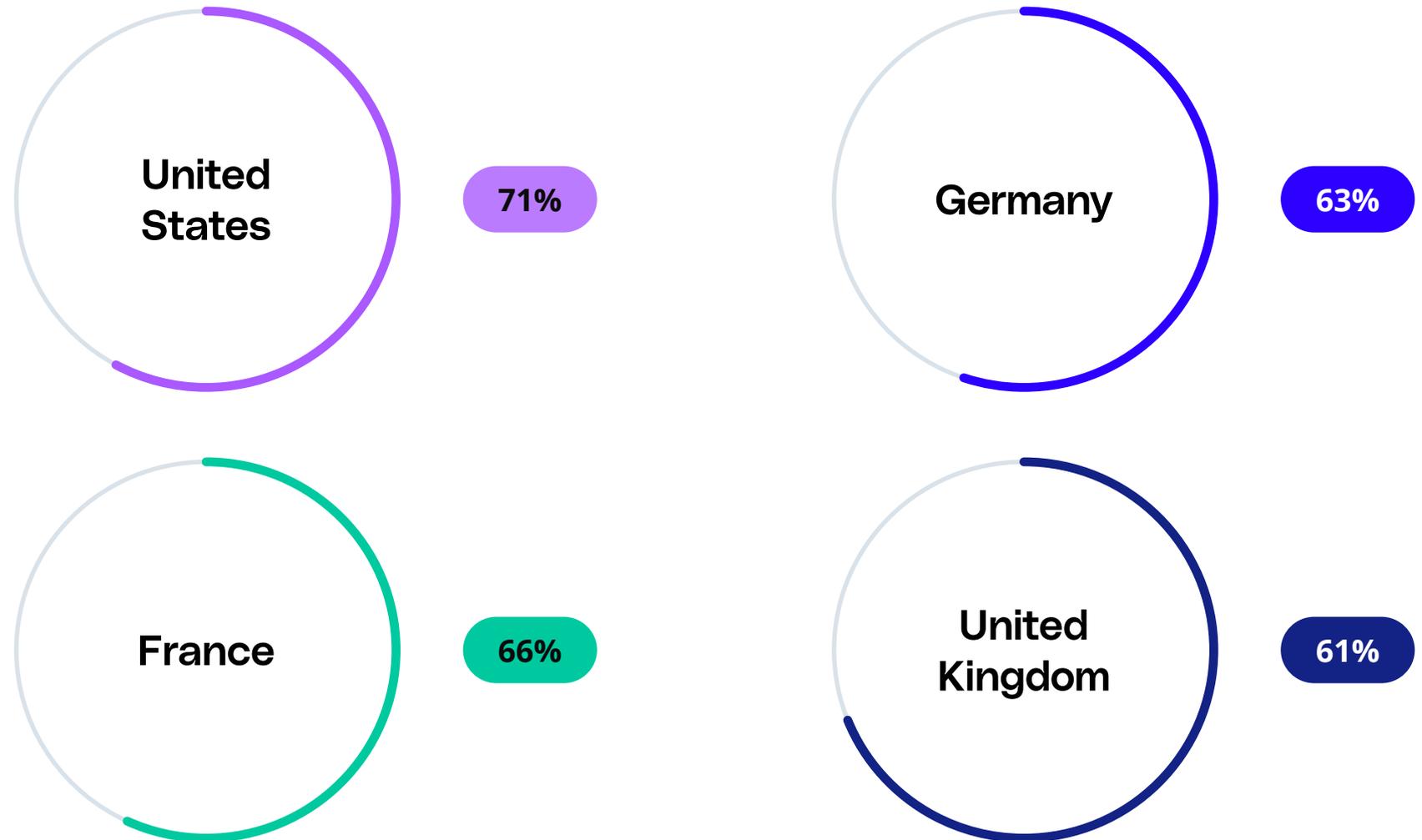
Profitability, agility, and innovation are critical priorities for enterprises.

As the world continues to go digital, businesses don't have the talent to deliver on initiatives—and the talent gap continues to widen as technology advances. Recruiting and retaining high-caliber talent has become more difficult than ever. And the COVID-19 pandemic has only exacerbated these challenges, magnifying the need for skilled employees to prevent business deadlock.

Talent transformation initiatives have become universal.

Developing the skills of employees is a key priority across the board to keep up with digital transformation—and stay afloat.

To what extent does your company prioritize developing current employees' skills?

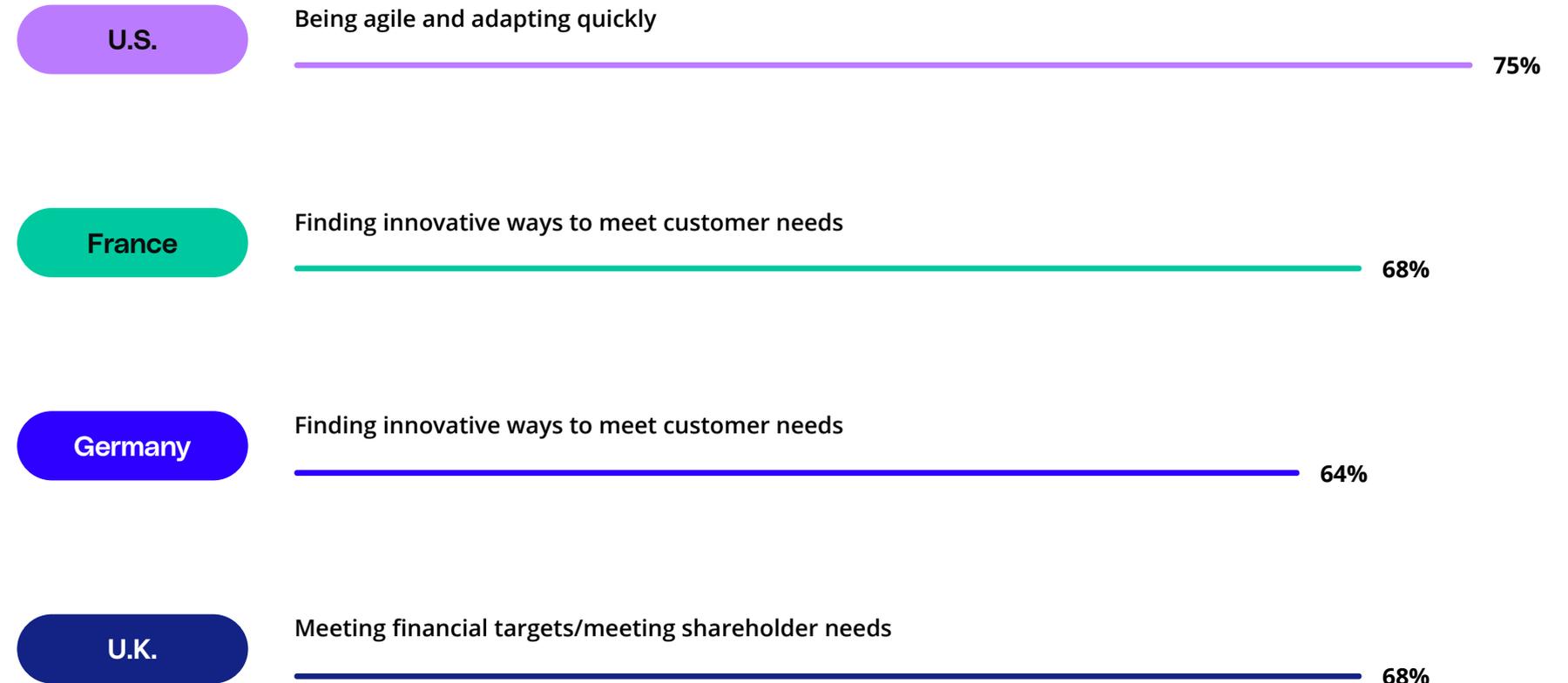


Q2: To what extent would you say your company prioritizes each of the following?
Base: Excluding Don't Know US (n=499), France (n=494), Germany (n=496), UK (n=498)

Primary concerns differ slightly by country.

France and Germany are focused on innovation, while the U.S. aims attention at agility and adaptability. The U.K. on the other hand, cares most about financial performance pressures. Each of these concerns has direct correlation with the need for talent transformation.

Top priorities for enterprises



Q2: To what extent would you say your company prioritizes each of the following?
 Base: U.S. (n=502), France (n=502), Germany (n=502), U.K. (n=502)

Talent issues trickle down to work outcomes.

Enterprises are reporting not only problems with work quality, but with a struggle to find and hire more capable talent to fulfill project needs.



OF ENTERPRISES have experienced project delays due to lack of job-ready talent.

Have you experienced the following regarding employee management in terms of existing talent retention in the past 6 months (since spring 2021)?

● Total ● U.S. ● France ● Germany ● U.K.

Delay in projects due to not having enough talent



Needed to outsource some jobs because we don't have enough people with the right skills



Employee turnover hindering your company's ability to achieve goals



Losing good employees to high-tech companies



Inability to meet innovation goals



Let employees go because they lack technology skills



Inability to complete key projects



Q19 Base: Total (n=2,008), U.S. (n=502), France (n=502), Germany (n=502), U.K. (n=502)

The shallow talent pool means hiring hardship.

Relying on yesterday's skills is detrimental to a company's competitive advantage. And there aren't enough qualified workers to fill open roles. Developing existing talent has become the only option.



OF ENTERPRISES are having difficulty hiring new employees with the level of experience needed.

Germany specifically is struggling to locate job-ready digital talent.

Have you experienced the following regarding employee management in terms of hiring in the past 6 months (since spring 2021)?

● Total ● U.S. ● France ● Germany ● U.K.

Difficulty hiring new employees with the amount of experience needed



Had to hire new employees without the skills needed



Difficulty finding new employees with the right technical skills



Trouble filling technical roles at your company



Increased competition when retaining or hiring highly skilled employees



Q19 Base: Total (n=2,008), U.S. (n=502), France (n=502), Germany (n=502), U.K. (n=502)

The pandemic has escalated talent gaps.

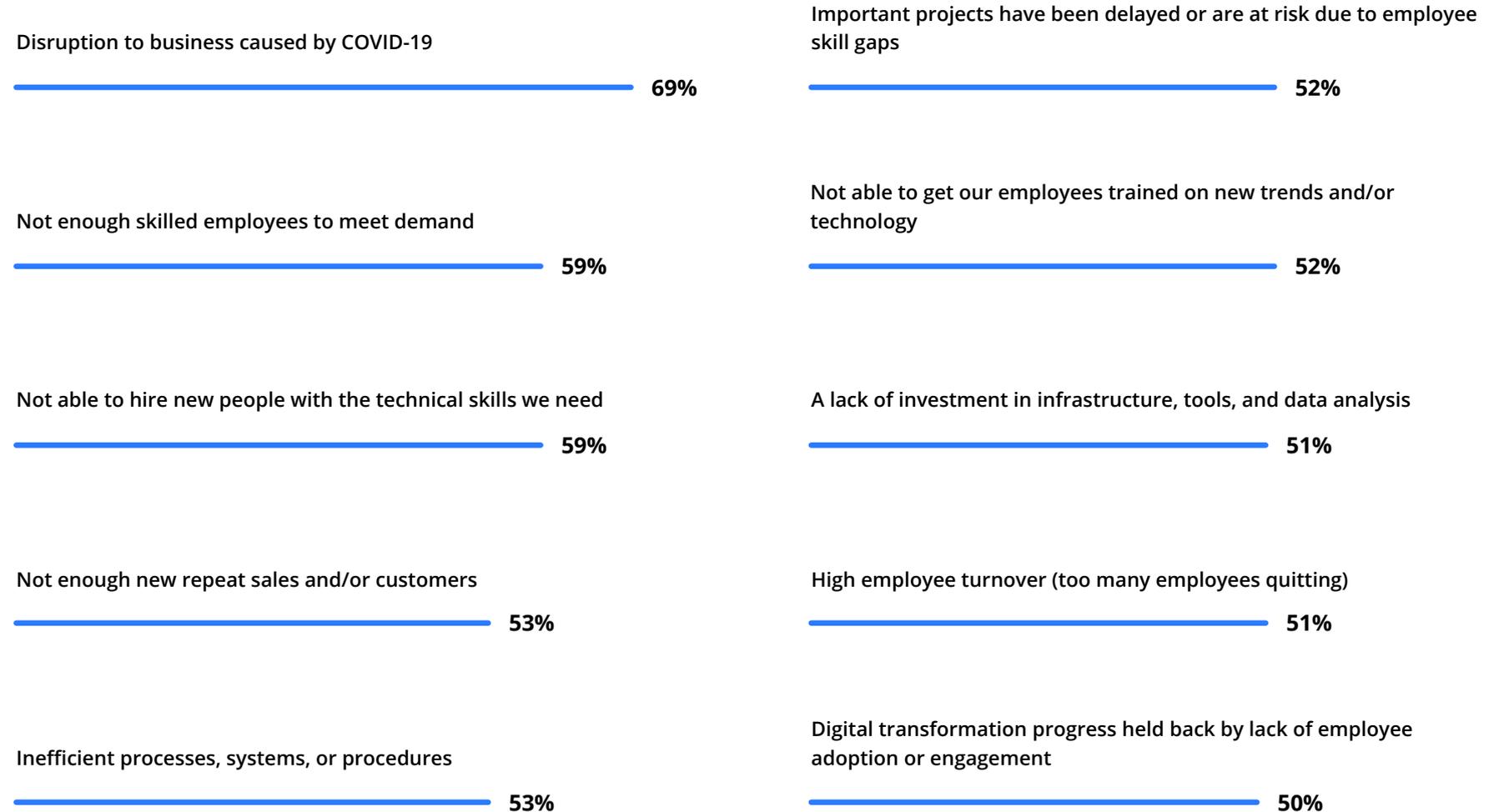
The proof is in delayed digital transformation. Lack of employee adoption and engagement are two big factors in this stunted growth.



59% OF ENTERPRISES report that not having enough skilled employees has a major or moderate impact on their business.

To what extent, if at all, have the following had an impact on disrupting your company's success?

● Total (U.K., U.S., Germany, and France)

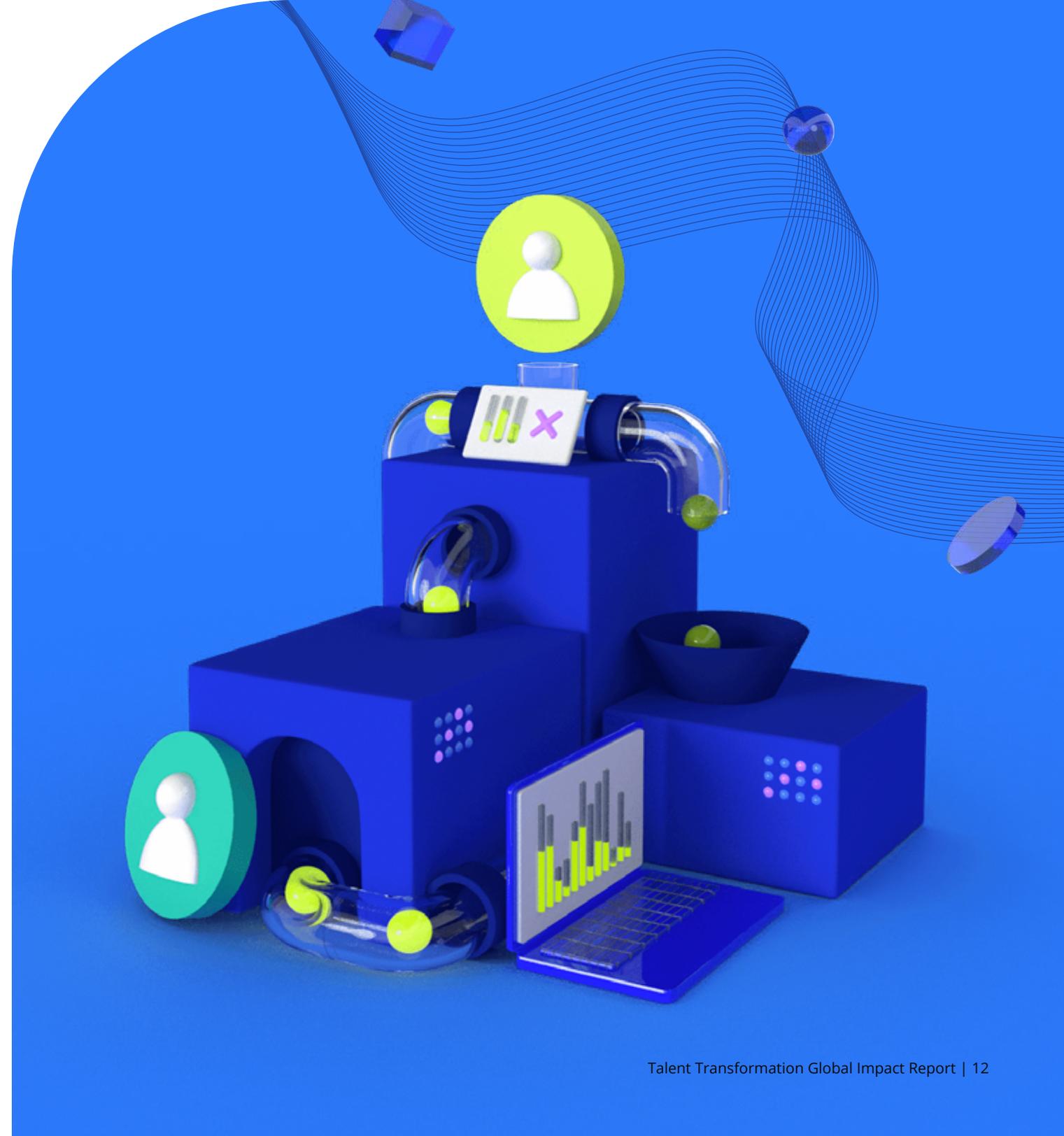


Q5 Base: Total (n=2,008), U.S. (n=502), France (n=502), Germany (n=502), U.K. (n=502)

Employees

The talent transformation crisis for employees.

The way employees are currently working isn't serving them—or their employers. And employers aren't stepping up.



Existing learning and development programs are falling short.

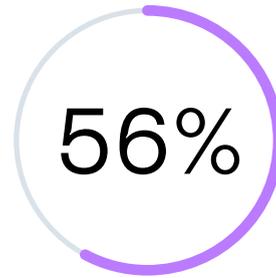
And the result: low employee satisfaction. Employees understand business priorities and are experts at their jobs, but they are frustrated and dissatisfied with the lack of commitment towards their personal career advancement. They expect their employers to invest in their talent development so they can grow and make a more substantial contribution.

Talent transformation increases job satisfaction.

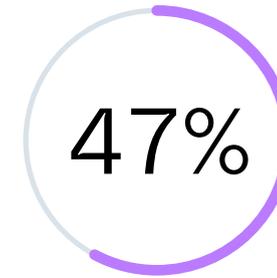
Development opportunities lead to less turnover, healthier workplace culture, and improved productivity. Employees are increasingly expecting that their employers will invest in their futures—and it's time to deliver.

To what extent do you agree or disagree with the following statements?

● Agree



OF EMPLOYEES agree that having the opportunity to improve their skills will boost happiness at the workplace.



OF EMPLOYEES agree that having opportunities to improve their skills encourages them to stay with their current companies.

My employer should invest in my future by providing skill training.

53%

I want to improve my technical skills to move up in my company/get promoted.

45%

Since the pandemic, I have had more flexibility in my schedule to pursue learning and development opportunities.

33%

I am scared to ask for additional training on the technical tools used in my company.

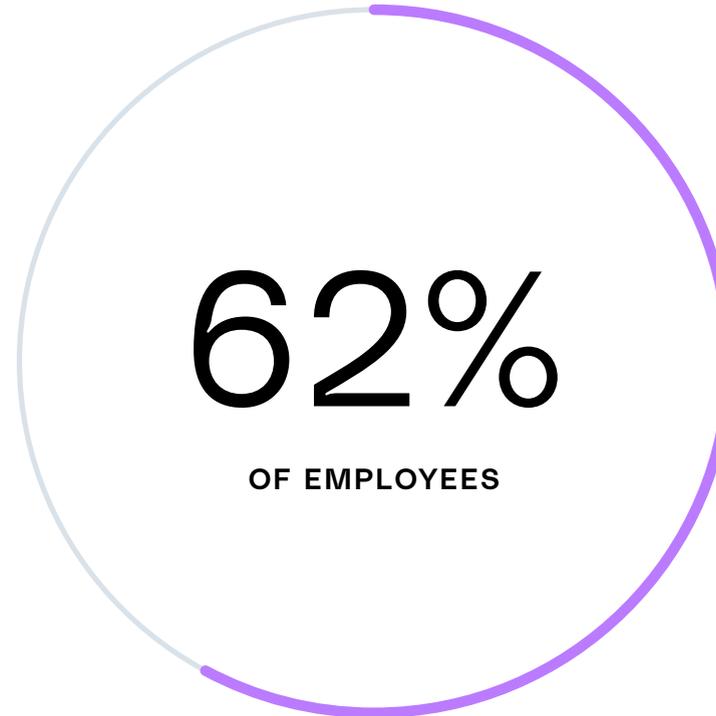
20%

Q10 Base: Employed Total (n=2,068)

Employees know their worth.

Employees understand that companies will not survive if they fail to invest in their workforce. They prove that effective learning and development programs are not just a perk, but a necessity for creating a positive company culture that lasts.

To what extent do you agree or disagree with the following statement about corporate expectations?



agree companies have a responsibility to pay for training and upskilling opportunities for their employees.

Q24b: How much do you agree or disagree with each of the following statements? Base: Total (n=4,006)

Younger employees have higher expectations for talent development.

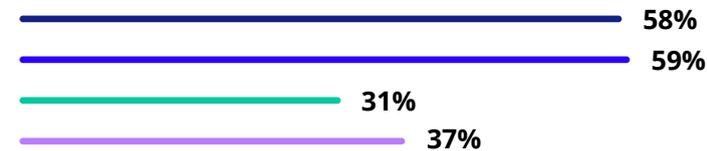
They are more likely to expect training from their employers, but don't know how to get their needs met. And they are more likely to seek out technical training specifically. This eagerness for competency in emerging fields stems from the desire for job security and wanting to stay in demand as companies rely more on digital talent.

To what extent do you agree or disagree with the following statement:

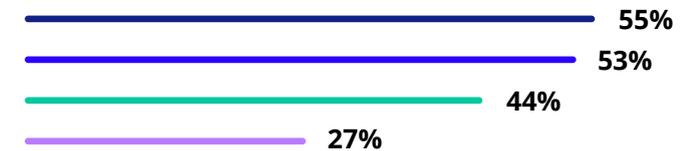
My employer should invest in my future by providing skill training.

● Ages 18-29 ● Ages 30-49 ● Ages 50-64 ● Age 65+

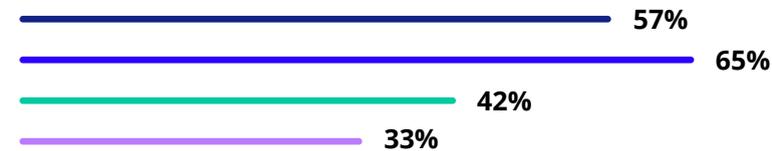
United States



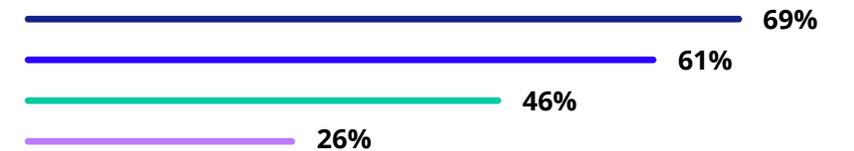
France



United Kingdom



Germany

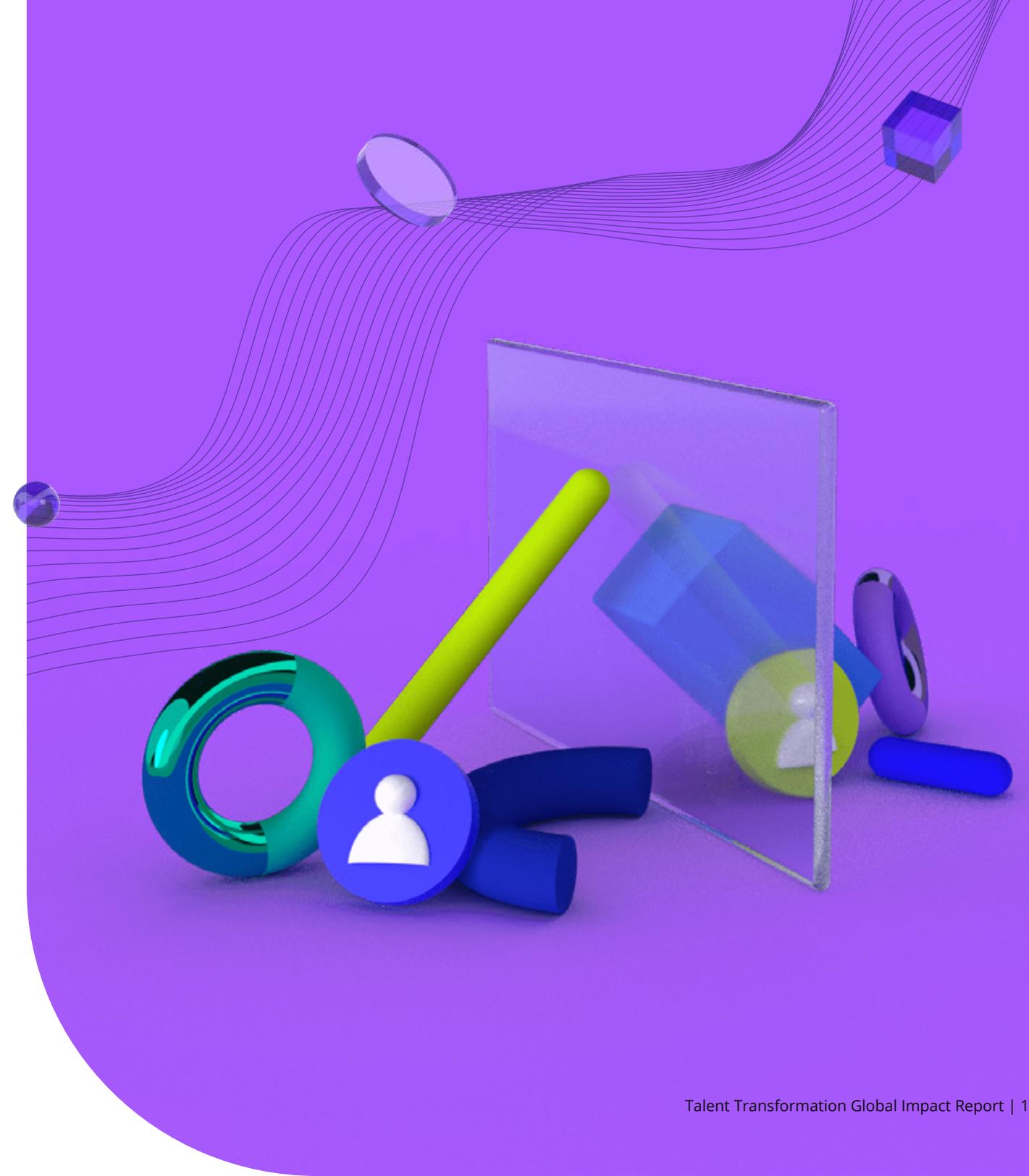


Q10 Unweighted Base: U.S. (18-29 n=87, 30-49 n=228, 50-64 n=124, 65+ n=27), U.K. (18-29 n=89, 30-49 n=239, 50-64 n=142, 65+ n=38), France (18-29 n=56, 30-49 n=264, 50-64 n=140, 65+ n=12), Germany (18-29 n=96, 30-49 n=280 50-64 n=204, 65+ n=42)

Disconnect

The glaring disconnect within enterprises.

Employees aren't getting what they need from their employers to develop expertise. And the Great Resignation suggests an urgency to get it right.



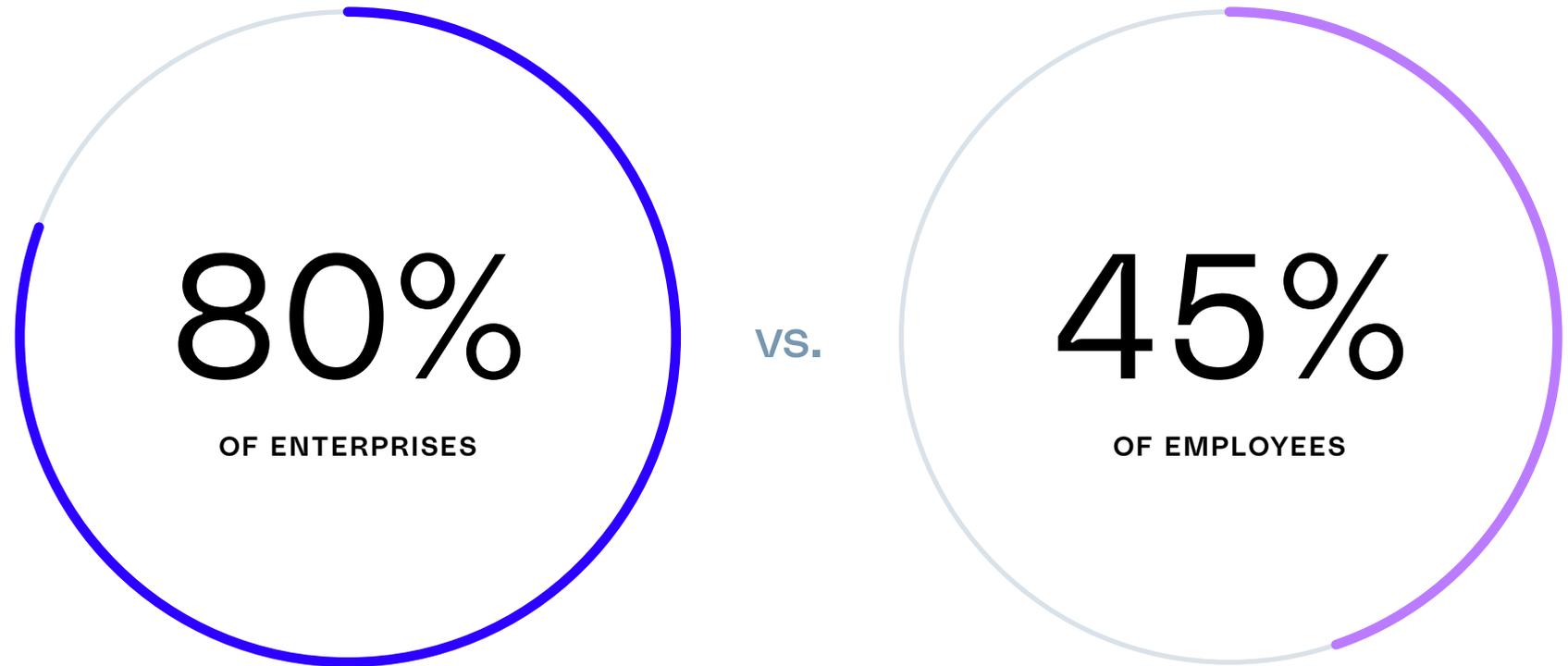
Employees are talking, but enterprises aren't listening.

Employees want to grow with their careers, but their opportunities are limited. And companies must facilitate this growth to offset widening talent gaps. It's now or never—employees are prepared to leave if things don't change. However, companies think they are already giving their employees everything they need to succeed. They're mistaken.

Enterprises around the world are getting a wake-up call.

Not every company offers learning and development opportunities. Even the ones that do are criticized for not being as effective as they could be. This criticism does not align with what employers believe. They aren't seeing the big picture.

When asked about the success of current learning and development programs, enterprises and their employees had conflicting answers.



who offer L&D programs classify them as at least moderately successful.

with access to L&D opportunities say they are satisfied with the programs—more than half expect more.

Q9 How successful would you say your learning and development programs have been at your company? Base: Company offers L&D program (n=1,545)

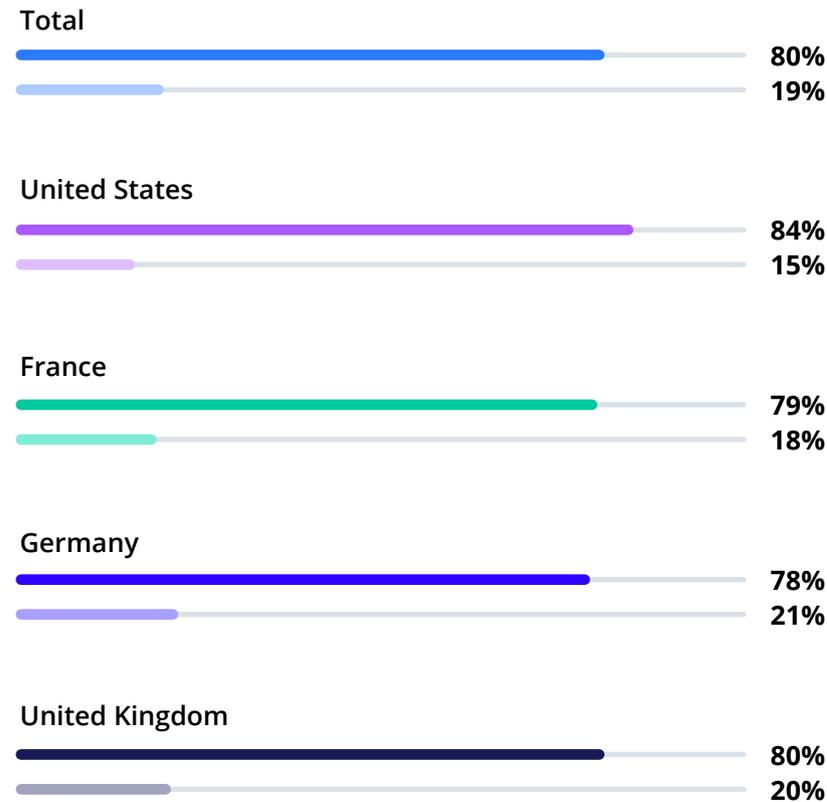
Q11 How satisfied, if at all, are you with the learning and development opportunities your employer offers? Base: Employed at a company that offers L&D (n=1,112)

Enterprises and employees are at odds—globally, consistently.

Workers around the world need to continually update their skills to keep up with new technologies. And companies are expected to provide learning opportunities, or risk plummeting engagement and retention rates as employees look elsewhere.

Enterprise ratings of success of current L&D programs.

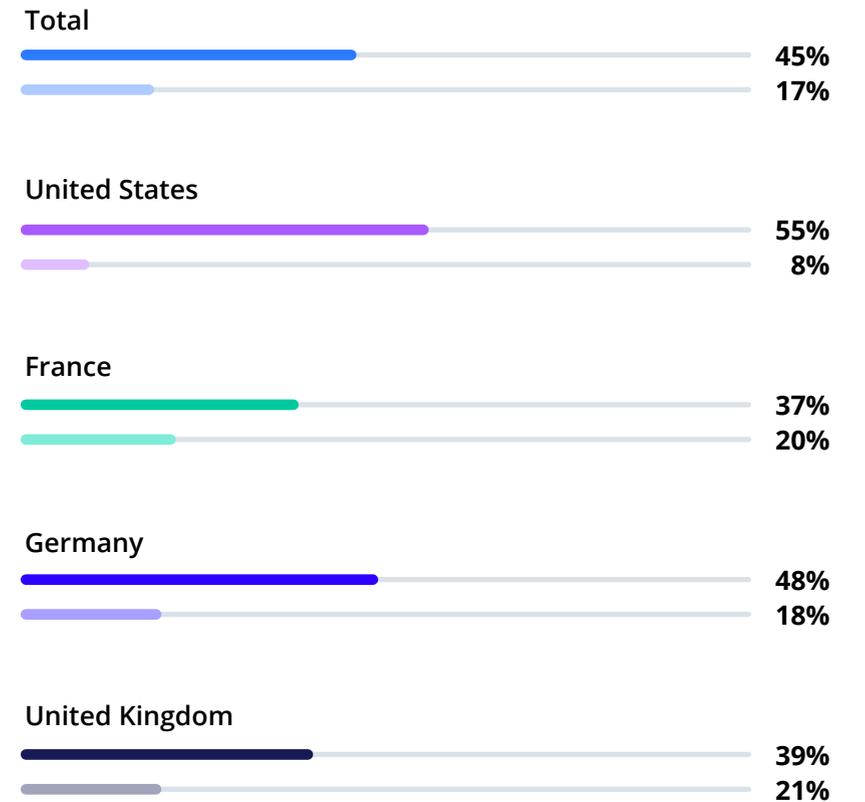
● Very/Moderately successful ● Slightly/Not at all successful



Q9: How successful would you say your learning and development programs have been at your company?
Base: Total (n=1,545), U.S. (n=378, France (n=396), Germany (n=387), U.K. (n=384)

Employee ratings of satisfaction with current L&D programs.

● Very/Moderately satisfied ● Slightly/Not at all satisfied

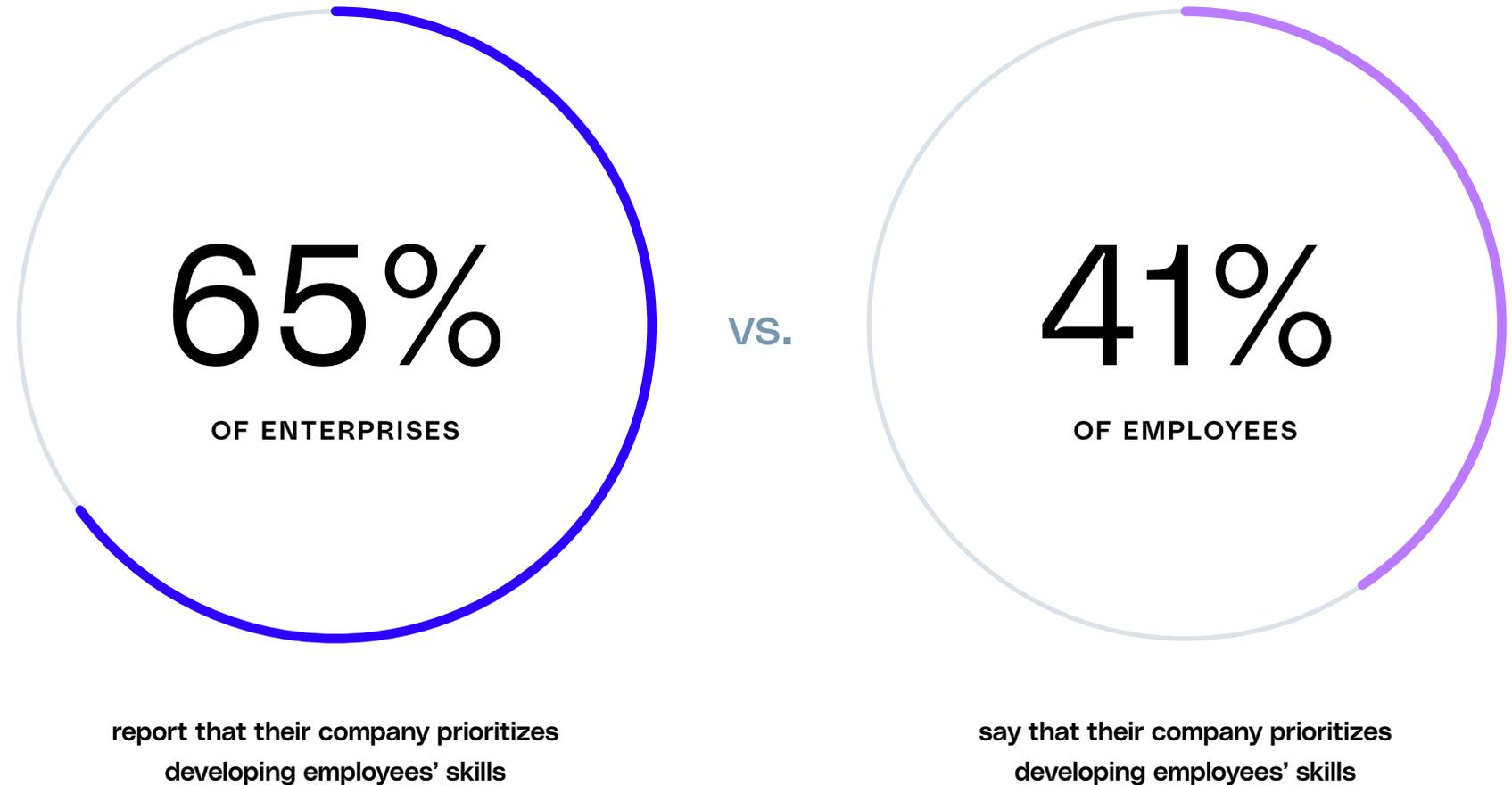


Q11: How satisfied, if at all, are you with the learning and development opportunities your employer offers?
Base: Total (n=1,112), U.S. (n=218, France (n=232), Germany (n=370), U.K. (n=292)

Enterprises are wasting time, money, and effort.

Enterprises are becoming increasingly out of touch with what their employees need. The majority of companies say they care about developing their current talent, but reports from employees say otherwise. They are letting resources go to waste instead of getting to the root of the talent crisis.

To what extent would you say your company prioritizes the following?



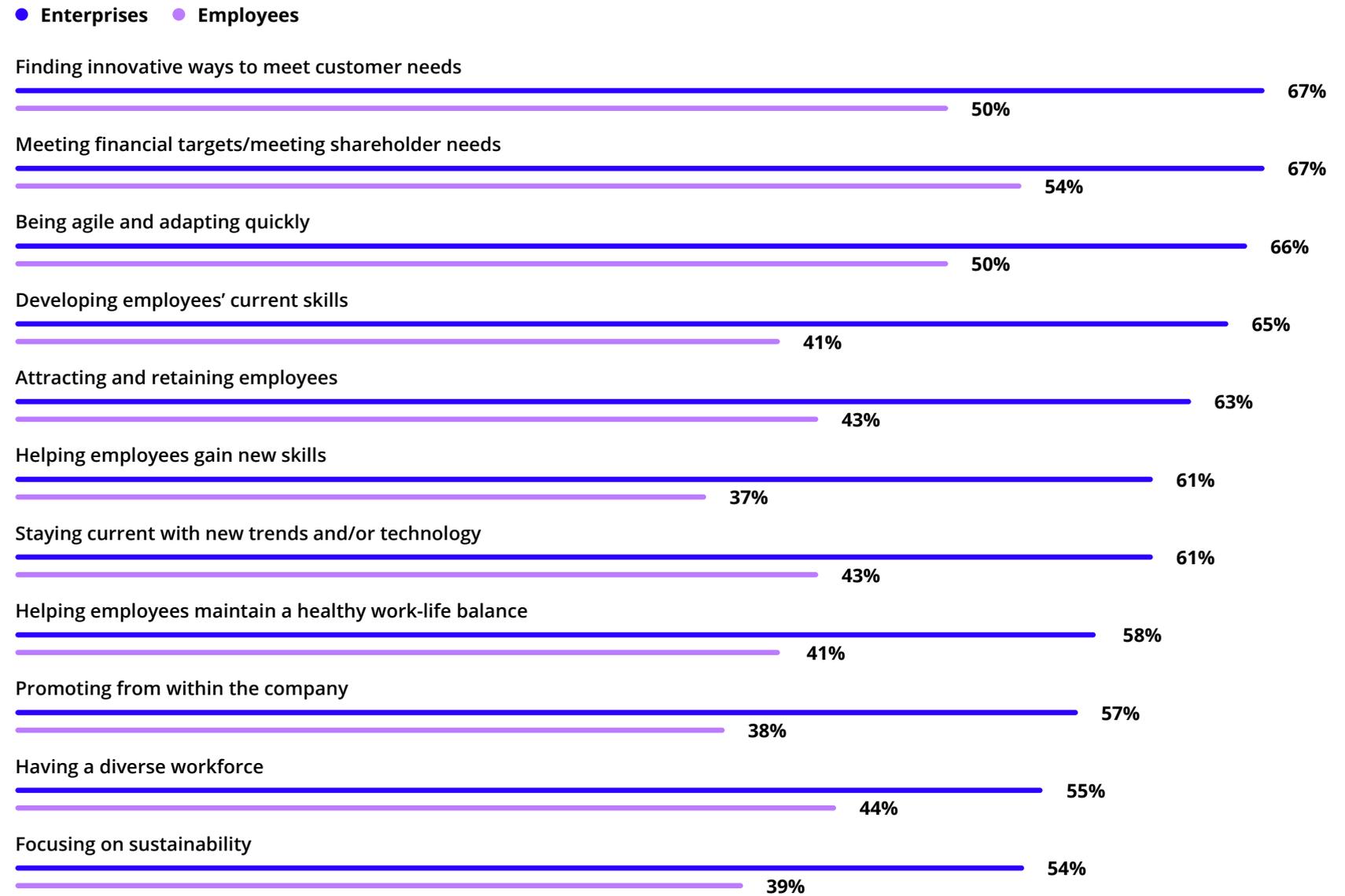
Q2 To what extent would you say your company prioritizes? – Developing employees' current skills Base: Excludes Don't Know (n=1,987)

Q23 To what extent would you say your company prioritizes each of the following? Developing employees' current skills Base: Employed (n=1,890)

Enterprises aren't following through with the priorities they broadcast.

The research suggests that companies worldwide make bold claims regarding their priorities, but their employees don't agree. This mismatch of opinions is a call to action for real change within enterprises.

To what extent would you say your company prioritizes each of the following?

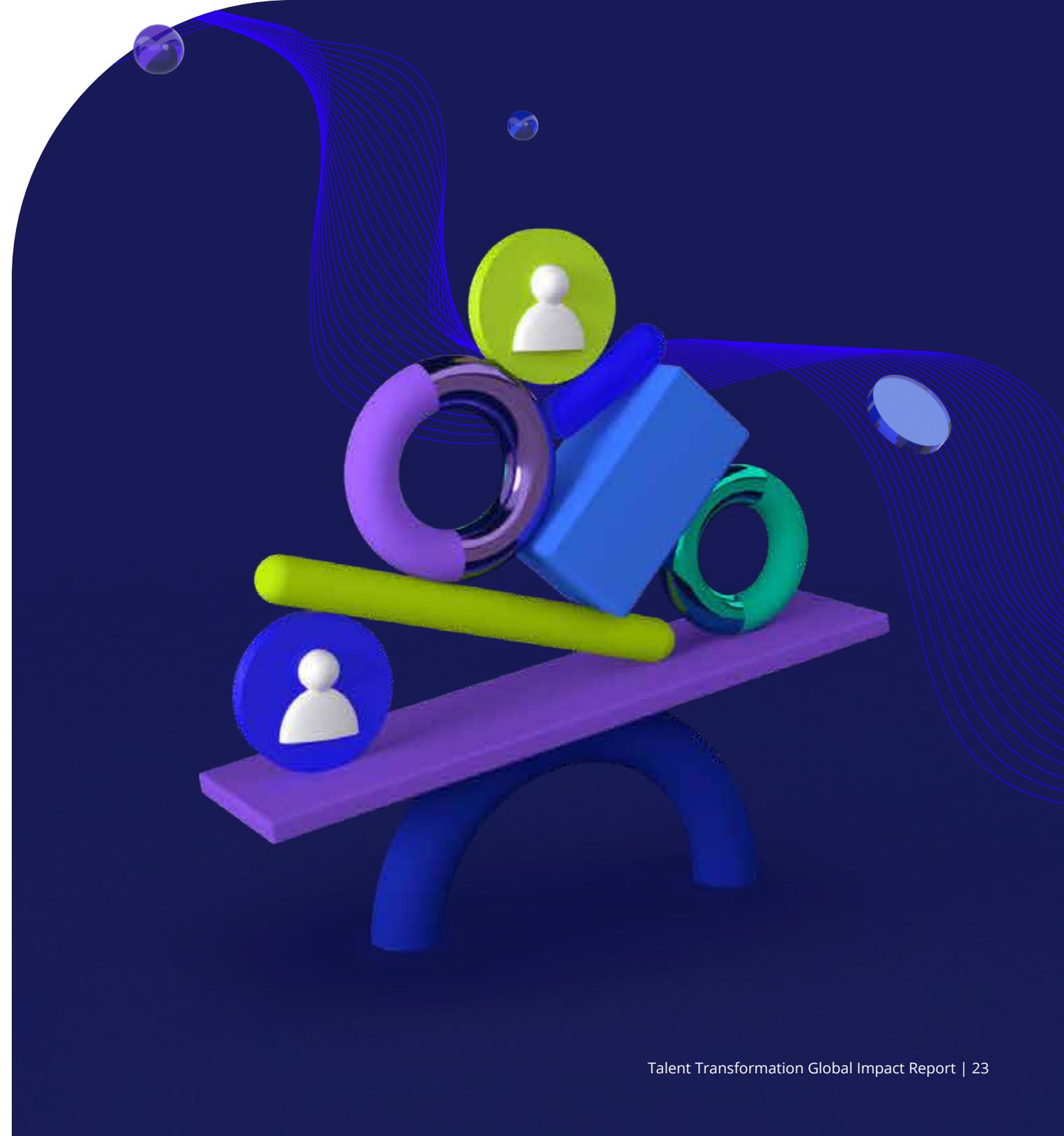


Q2 Enterprise: To what extent would you say your company prioritizes each of the following? Base: Total (n=2,008)
 Q23 Consumer: To what extent would you say your company prioritizes each of the following? Base: Employed (Varies)

Solution

Solving the talent crisis.

The solution is clear: radical talent transformation.
And the time is now.



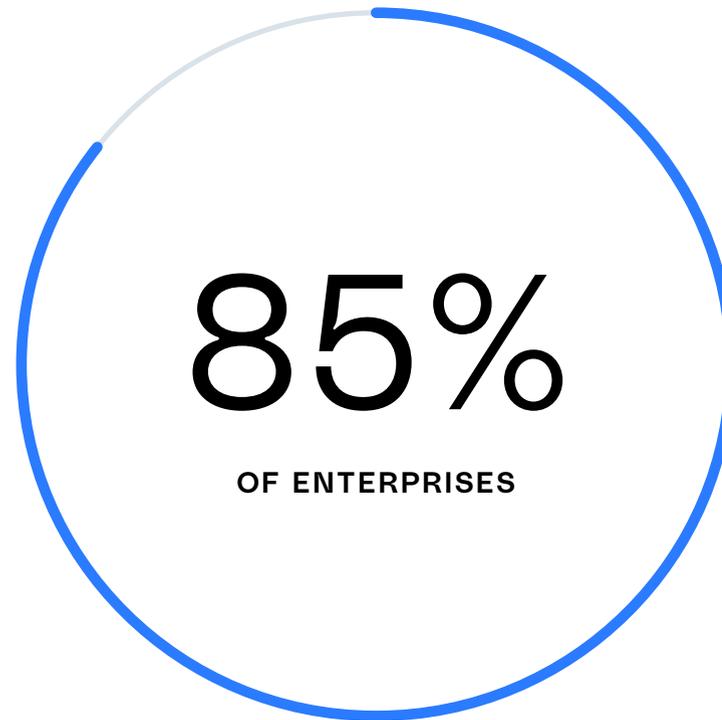
Continuing “business as usual” is the most pressing threat to your business.

It's time to start investing in your workforce. Talent transformation has become non-negotiable. The alternative? Risk of business failure. Regardless of the extreme hiring headwinds companies are facing, some see hiring alone as the primary path to solving organizational talent gaps. On the other hand, some are relying on employees to train independently, without tuition reimbursement options. Both of these lackluster efforts are falling short.

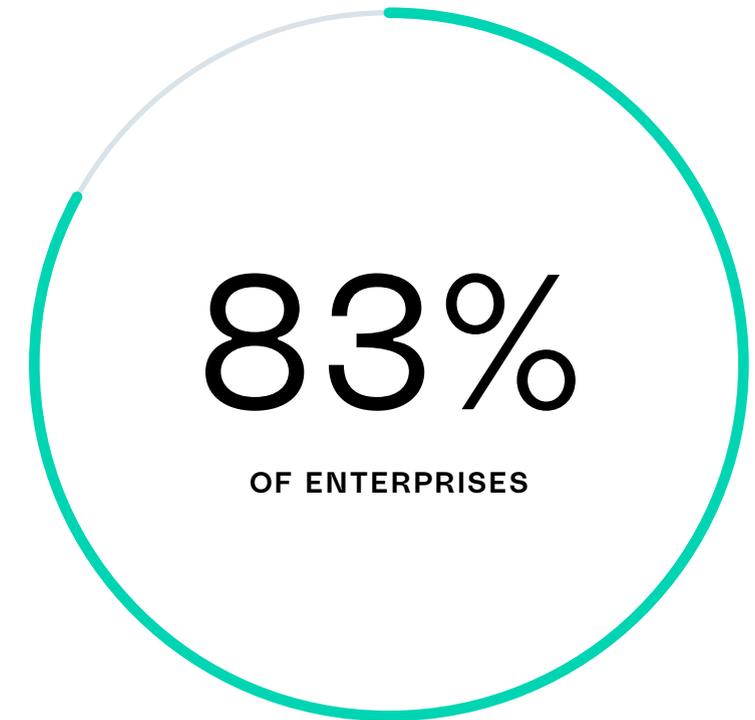
Achieving next-level results starts with finding a partner.

A good partner designs a tailored talent transformation journey that fits a company's specific needs. This means: assessing talent gaps to accurately benchmark and prioritize innovation projects, aligning organizational goals, and defining workforce transformation strategies—not just checking boxes. When evaluating a provider, it's important to consider what it takes to achieve radical talent transformation at scale.

How important are the following in helping to learn new skills?



think building skills that can be used on the job right away is important.



think hands-on learning assignments that replicate a workplace situation are important.

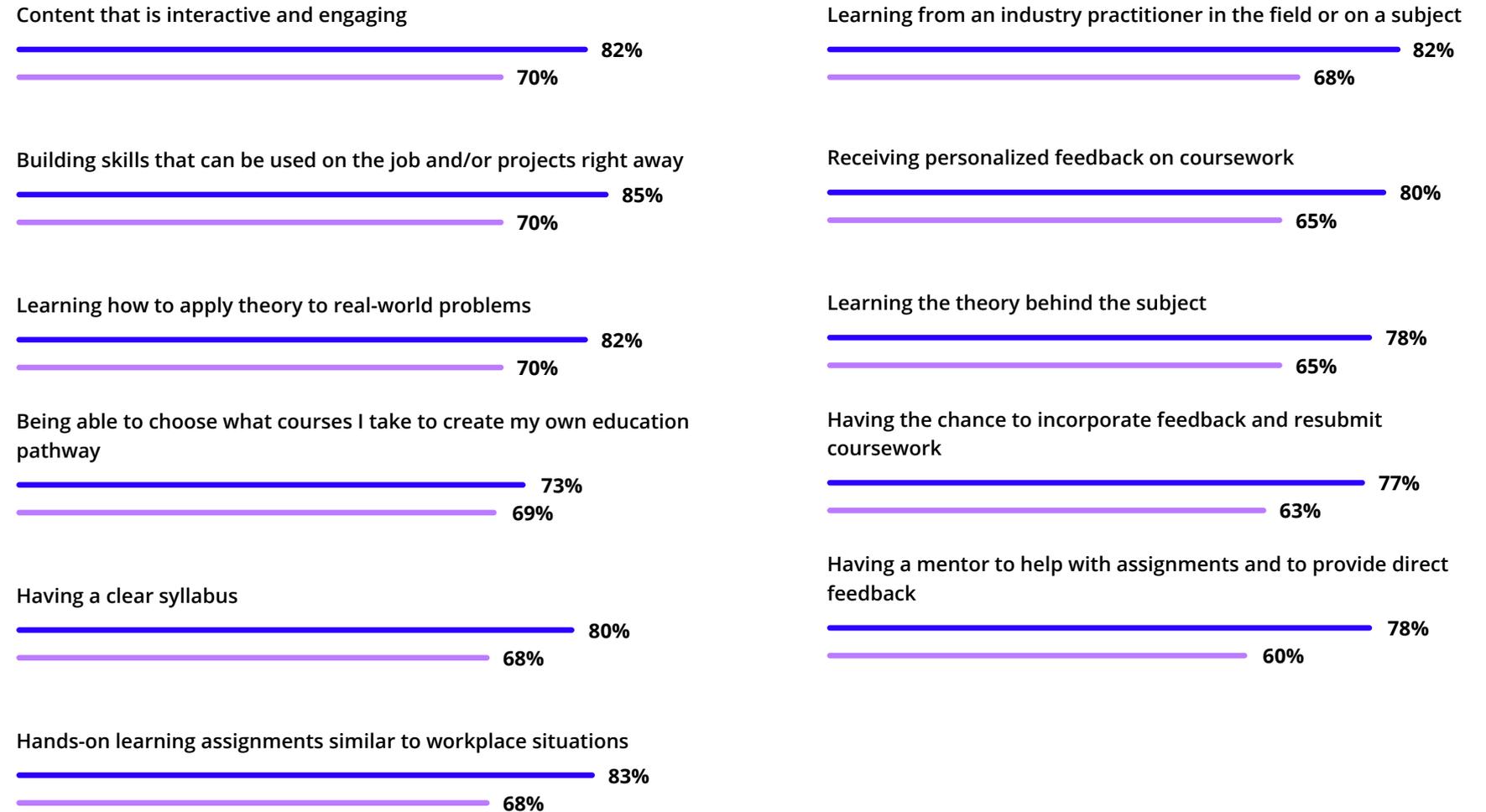
Q13 How Important, If At All, Are The Following For Enhancing Employees' Ability To Learn New Skills? Base: Total (n=2,008)

Enterprises and employees agree on what it takes to empower learners.

Real learning goes beyond multiple-choice quizzes and step-by-step guides. Content must mirror the workplace and prep for the real world. Research shows that technical skills are the most important area to improve for both enterprises and employees. Second and third priorities differ slightly between the groups.

How important are the following in helping to learn new skills?

● Enterprises ● Employees



Q13 Enterprise: How important, if at all, are the following for enhancement employees' ability to learn skills? Base: Total (n=2,008)

Q18 Consumer: How important, if at all, are each of the following in helping you learn new skills? Base: Total (n=4,006)



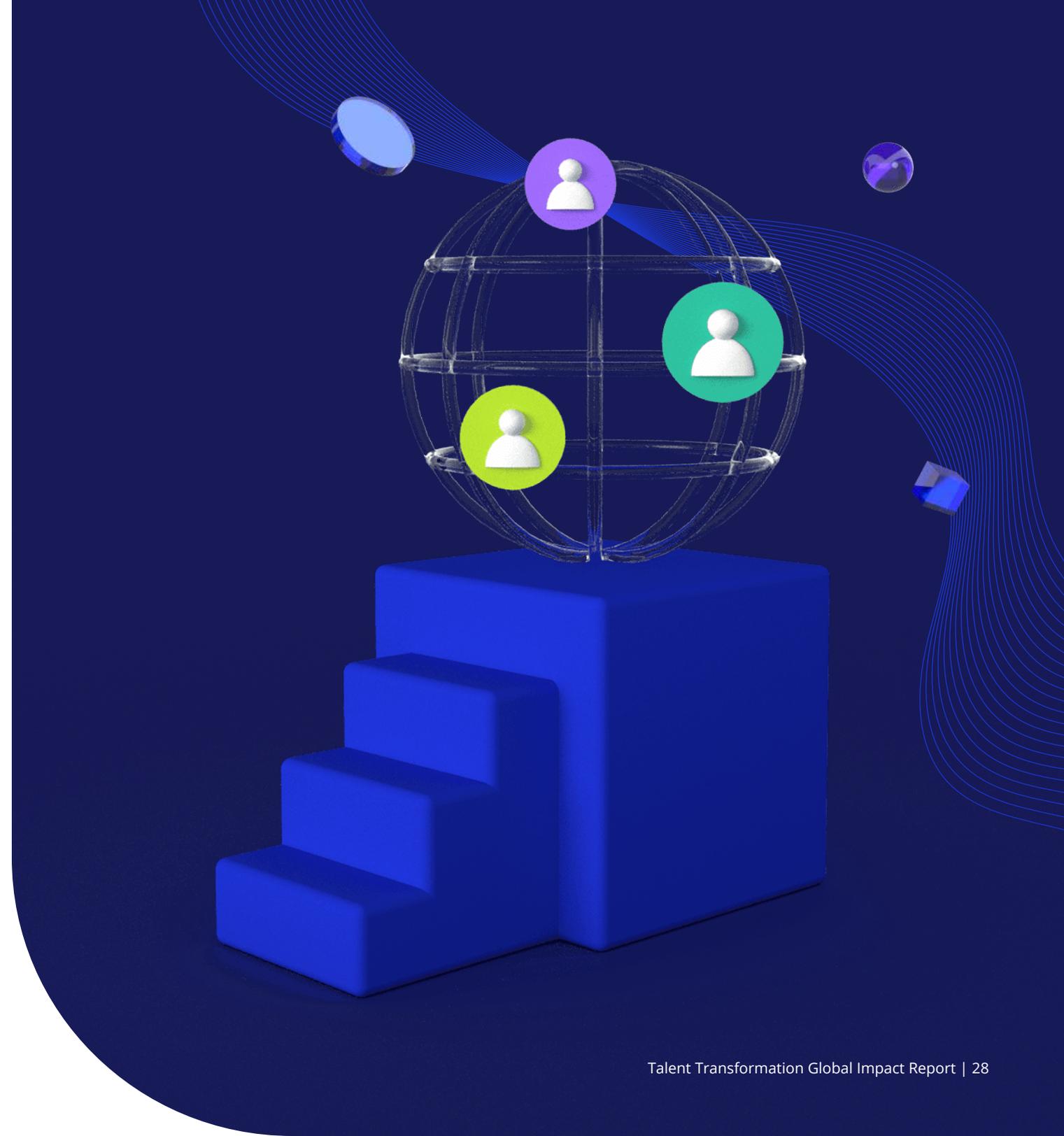
The trusted market leader in talent transformation.

Udacity changes lives, businesses, and nations by creating job-ready digital talent at scale. With over a decade of experience, Udacity provides comprehensive solutions to address widespread talent shortages impacting growth, productivity, and innovation.

The Global 2000 partners with Udacity:



Appendix



United States

Have you experienced the following regarding employee management in the past 6 months?

Delay in projects due to not having enough talent	44%
Employee turnover hindering your company's ability to achieve goals	44%
Inability to meet innovation goals	46%
Inability to complete key projects	44%
Needed to outsource some jobs because we don't have enough people with the right skills	46%
Losing good employees to high-tech companies	34%
Let employees go because they lack technology skills	39%

Satisfaction for employees

Job	39%
Prospects for career advancement	31%
Prospects for future earnings	34%

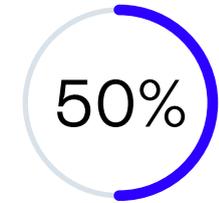
Impact on business success

Digital transformation progress held back by lack of employee adoption or engagement	47%
High employee turnover (too many employees quitting)	47%
A lack of investment in infrastructure, tools, and data analysis	48%
Not able to get our employees trained on new trends and/or technology	50%
Important projects have been delayed or are at risk due to employee skill gaps	49%
Inefficient processes, systems, or procedures	48%
Not enough new or repeat sales and/or customers	46%
Not able to hire new people with the technical skills we need	55%
Not enough skilled employees to meet demand	57%
Disruption to business caused by COVID-19	73%

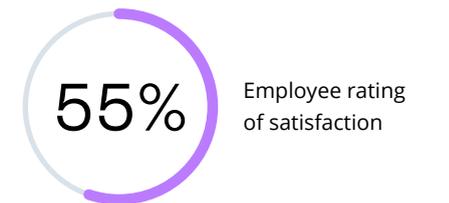
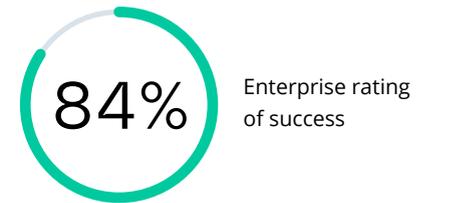
Enterprise: Q19. Have You Experienced The Following Regarding Employee Management In The Past 6 Months (Since Spring 2021)? Base: Total (n=502); Q5. To what extent, if at all, have the following had an impact on disrupting your company's success? Base: Total (n=502); Q9. How successful would you say your learning and development programs have been at your company? Base: Company offers L&D (n=378)

Employee: Q2. How would you rate your satisfaction level with your ...? Base: Total (n=1002); Q10. To what extent do you agree or disagree with the following statements? My employer should invest in my future by providing skill training Base: Employed (n=466); Q11 How satisfied, if at all, are you with the learning and development opportunities your employer offers? Base: Company offers L&D (n=218)

Expectation of employee for employer to invest in their future by providing skill training:



Disconnect between enterprise and employee in learning and development:



United States

The most important aspects of learning new skills: Enterprise vs. Employee

Enterprise

Content that is interactive and engaging	87%
Having a clear syllabus	80%
Employees need to choose what courses they take	76%
Hands-on learning assignments similar to a workplace situation	89%
Receiving personalized feedback on coursework	81%
Having a mentor to help with assignments and to provide direct feedback	80%
Learning from an expert in the field or on a subject	87%
Learning the theory behind the subject	83%
Having the chance to implement feedback and resubmit coursework until mastery is demonstrated	83%
Building skills that can be used on the job and/or projects right away	90%
Learning how to apply theory to real-world problems	84%

Employee

Content that is interactive and engaging	68%
Having a clear syllabus	61%
Being able to choose what courses I take to create my own education pathway	65%
Hands-on learning assignments similar to workplace situations	66%
Receiving personalized feedback on coursework	62%
Having a mentor to help with assignments and to provide direct feedback	56%
Learning from an industry practitioner in the field or on a subject	62%
Learning the theory behind the subject	61%
Having the chance to incorporate feedback and resubmit coursework until I have mastered the material	60%
Building skills that can be used on the job and/or projects right away	66%
Learning how to apply theory to real-world problems	66%
Learning from highly qualified and vetted instructors and professors	66%
Receiving feedback on projects that I complete	67%

United Kingdom

Have you experienced the following regarding employee management in the past 6 months?

Delay in projects due to not having enough talent	48%
Employee turnover hindering your company's ability to achieve goals	42%
Inability to meet innovation goals	40%
Inability to complete key projects	44%
Needed to outsource some jobs because we don't have enough people with the right skills	45%
Losing good employees to high-tech companies	36%
Let employees go because they lack technology skills	34%

Satisfaction for employees

Job	30%
Prospects for career advancement	23%
Prospects for future earnings	23%

Impact on business success

Digital transformation progress held back by lack of employee adoption or engagement	50%
High employee turnover (too many employees quitting)	50%
A lack of investment in infrastructure, tools, and data analysis	48%
Not able to get our employees trained on new trends and/or technology	48%
Important projects have been delayed or are at risk due to employee skill gaps	51%
Inefficient processes, systems, or procedures	51%
Not enough new or repeat sales and/or customers	53%
Not able to hire new people with the technical skills we need	59%
Not enough skilled employees to meet demand	55%
Disruption to business caused by COVID-19	69%

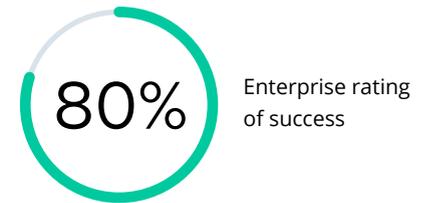
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Employee: Q2. How would you rate your satisfaction level with your ...? Base: Total (n=1004); Q10. To what extent do you agree or disagree with the following statements? My employer should invest in my future by providing skill training Base: Employed (n=508); Q11 How satisfied, if at all, are you with the learning and development opportunities your employer offers? Base: Company offers L&D (n=292)

Expectation of employee for employer to invest in their future by providing skill training:



Disconnect between enterprise and employee in learning and development:



United Kingdom

The most important aspects of learning new skills: Enterprise vs. Employee

Enterprise

Content that is interactive and engaging	83%
Having a clear syllabus	78%
Employees need to choose what courses they take	72%
Hands-on learning assignments similar to a workplace situation	78%
Receiving personalized feedback on coursework	79%
Having a mentor to help with assignments and to provide direct feedback	74%
Learning from an expert in the field or on a subject	80%
Learning the theory behind the subject	76%
Having the chance to implement feedback and resubmit coursework until mastery is demonstrated	72%
Building skills that can be used on the job and/or projects right away	83%
Learning how to apply theory to real-world problems	81%

Employee

Content that is interactive and engaging	71%
Having a clear syllabus	66%
Being able to choose what courses I take to create my own education pathway	70%
Hands-on learning assignments similar to workplace situations	67%
Receiving personalized feedback on coursework	67%
Having a mentor to help with assignments and to provide direct feedback	61%
Learning from an industry practitioner in the field or on a subject	67%
Learning the theory behind the subject	65%
Having the chance to incorporate feedback and resubmit coursework until I have mastered the material	63%
Building skills that can be used on the job and/or projects right away	68%
Learning how to apply theory to real-world problems	68%
Learning from highly qualified and vetted instructors and professors	68%
Receiving feedback on projects that I complete	70%

France

Have you experienced the following regarding employee management in the past 6 months?

Delay in projects due to not having enough talent	47%
Employee turnover hindering your company's ability to achieve goals	49%
Inability to meet innovation goals	46%
Inability to complete key projects	43%
Needed to outsource some jobs because we don't have enough people with the right skills	41%
Losing good employees to high-tech companies	37%
Let employees go because they lack technology skills	28%

Satisfaction for employees

Job	28%
Prospects for career advancement	17%
Prospects for future earnings	13%

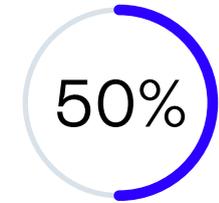
Impact on business success

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A lack of investment in infrastructure, tools, and data analysis	57%
Not able to get our employees trained on new trends and/or technology	54%
Important projects have been delayed or are at risk due to employee skill gaps	56%
Inefficient processes, systems, or procedures	54%
Not enough new or repeat sales and/or customers	58%
Not able to hire new people with the technical skills we need	63%
Not enough skilled employees to meet demand	63%
Disruption to business caused by COVID-19	73%

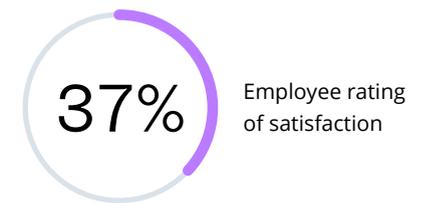
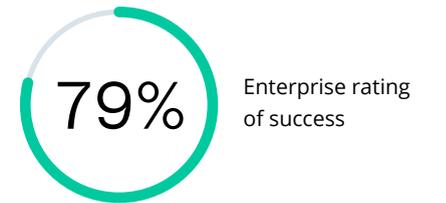
Enterprise: Q19. Have You Experienced The Following Regarding Employee Management In The Past 6 Months (Since Spring 2021)? Base: Total (n=502); Q5. To what extent, if at all, have the following had an impact on disrupting your company's success? Base: Total (n=502); Q9. How successful would you say your learning and development programs have been at your company? Base: Company offers L&D (n=396)

Employee: Q2. How would you rate your satisfaction level with your ...? Base: Total (n=1000); Q10. To what extent do you agree or disagree with the following statements? My employer should invest in my future by providing skill training Base: Employed (n=472); Q11 How satisfied, if at all, are you with the learning and development opportunities your employer offers? Base: Company offers L&D (n=232)

Expectation of employee for employer to invest in their future by providing skill training:



Disconnect between enterprise and employee in learning and development:



France

The most important aspects of learning new skills: Enterprise vs. Employee

Enterprise

Content that is interactive and engaging	85%
Having a clear syllabus	88%
Employees need to choose what courses they take	77%
Hands-on learning assignments similar to a workplace situation	85%
Receiving personalized feedback on coursework	81%
Having a mentor to help with assignments and to provide direct feedback	81%
Learning from an expert in the field or on a subject	88%
Learning the theory behind the subject	79%
Having the chance to implement feedback and resubmit coursework until mastery is demonstrated	78%
Building skills that can be used on the job and/or projects right away	88%
Learning how to apply theory to real-world problems	88%

Employee

Content that is interactive and engaging	75%
Having a clear syllabus	80%
Being able to choose what courses I take to create my own education pathway	74%
Hands-on learning assignments similar to workplace situations	76%
Receiving personalized feedback on coursework	70%
Having a mentor to help with assignments and to provide direct feedback	66%
Learning from an industry practitioner in the field or on a subject	78%
Learning the theory behind the subject	69%
Having the chance to incorporate feedback and resubmit coursework until I have mastered the material	69%
Building skills that can be used on the job and/or projects right away	78%
Learning how to apply theory to real-world problems	76%
Learning from highly qualified and vetted instructors and professors	74%
Receiving feedback on projects that I complete	74%

Germany

Have you experienced the following regarding employee management in the past 6 months?

Delay in projects due to not having enough talent	42%
Employee turnover hindering your company's ability to achieve goals	42%
Inability to meet innovation goals	41%
Inability to complete key projects	38%
Needed to outsource some jobs because we don't have enough people with the right skills	37%
Losing good employees to high-tech companies	32%
Let employees go because they lack technology skills	32%

Satisfaction for employees

Job	44%
Prospects for career advancement	33%
Prospects for future earnings	31%

Impact on business success

Digital transformation progress held back by lack of employee adoption or engagement	50%
High employee turnover (too many employees quitting)	52%
A lack of investment in infrastructure, tools, and data analysis	52%
Not able to get our employees trained on new trends and/or technology	55%
Important projects have been delayed or are at risk due to employee skill gaps	54%
Inefficient processes, systems, or procedures	59%
Not enough new or repeat sales and/or customers	53%
Not able to hire new people with the technical skills we need	61%
Not enough skilled employees to meet demand	63%
Disruption to business caused by COVID-19	58%

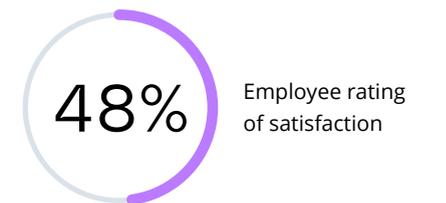
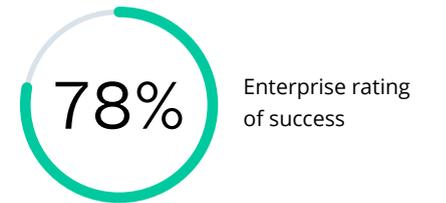
Enterprise: Q19. Have You Experienced The Following Regarding Employee Management In The Past 6 Months (Since Spring 2021)? Base: Total (n=502); Q5. To what extent, if at all, have the following had an impact on disrupting your company's success? Base: Total (n=502); Q9. How successful would you say your learning and development programs have been at your company? Base: Company offers L&D (n=387)

Employee: Q2. How would you rate your satisfaction level with your ...? Base: Total (n=1000); Q10. To what extent do you agree or disagree with the following statements? My employer should invest in my future by providing skill training Base: Employed (n=622); Q11 How satisfied, if at all, are you with the learning and development opportunities your employer offers? Base: Company offers L&D (n=370)

Expectation of employee for employer to invest in their future by providing skill training:



Disconnect between enterprise and employee in learning and development:



Germany

The most important aspects of learning new skills: Enterprise vs. Employee

Enterprise

Content that is interactive and engaging	75%
Having a clear syllabus	74%
Employees need to choose what courses they take	65%
Hands-on learning assignments similar to a workplace situation	78%
Receiving personalized feedback on coursework	77%
Having a mentor to help with assignments and to provide direct feedback	76%
Learning from an expert in the field or on a subject	75%
Learning the theory behind the subject	73%
Having the chance to implement feedback and resubmit coursework until mastery is demonstrated	74%
Building skills that can be used on the job and/or projects right away	80%
Learning how to apply theory to real-world problems	76%

Employee

Content that is interactive and engaging	64%
Having a clear syllabus	65%
Being able to choose what courses I take to create my own education pathway	67%
Hands-on learning assignments similar to workplace situations	65%
Receiving personalized feedback on coursework	62%
Having a mentor to help with assignments and to provide direct feedback	58%
Learning from an industry practitioner in the field or on a subject	65%
Learning the theory behind the subject	66%
Having the chance to incorporate feedback and resubmit coursework until I have mastered the material	61%
Building skills that can be used on the job and/or projects right away	68%
Learning how to apply theory to real-world problems	69%
Learning from highly qualified and vetted instructors and professors	61%
Receiving feedback on projects that I complete	62%

Methodology

Udacity partnered with Ipsos to conduct two online survey between August 29–September 26, 2021.

The two surveys were defined as:

- A sample of 2,008 employed adults working in managerial roles or higher from the U.S. (502), the U.K. (502), France (502), and Germany (502), across various industries, in English, French, and German.
- A sample of 4,006 general population adults aged 18+—with nationally representative subsamples in the U.S. (1,002), the U.K. (1,004), France (1,000), and Germany (1,000), in English, French, and German.

The samples were randomly drawn from **Ipsos' online panel**, partner online panel sources, and **"river" sampling** and does not rely on a population frame in the traditional sense. Ipsos uses fixed sample targets, unique to each study, in drawing a sample. After a sample has been obtained from the Ipsos panel, Ipsos calibrates respondent characteristics to be representative of the U.S. population using standard procedures such as raking-ratio adjustments. The source of these population targets is U.S. Census 2018 American Community Survey data. The sample drawn for this study reflects fixed sample targets on demographics. For the general population group, post hoc weights were made to the population characteristics on gender, age, race/ethnicity, region, and education.

Statistical margins of error are not applicable to online non-probability polls. All sample surveys and polls may be subject to other sources of error, including, but not limited to coverage error and measurement error. Where figures do not sum to 100, this is due to the effects of rounding. The precision of Ipsos online polls is measured using a credibility interval.

In this case, the poll has a credibility interval of:

- **Managers:** plus or minus 2.5 percentage points for all respondents. The credibility interval per country is plus or minus 5.0 percentage points. Ipsos calculates a design effect (DEFF) for each study based on the variation of the weights, following the formula of Kish (1965). This study had a credibility interval adjusted for design effect of the following (n=2,008, DEFF=1.5, adjusted Confidence Interval=+/-4.0 percentage points).
- **General Population:** plus or minus 1.8 percentage points for all respondents. The credibility interval per country is plus or minus 3.5 percentage points. Ipsos calculates a design effect (DEFF) for each study based on the variation of the weights, following the formula of Kish (1965). This study had a credibility interval adjusted for design effect of the following (n=4,006, DEFF=1.5, adjusted Confidence Interval=+/-3.3 percentage points).

About Ipsos

Ipsos delivers reliable information and true understanding of society, markets, and people. Their solutions use data from surveys, polls, social media, or qualitative research, and provide actionable insights into the experience and opinions of citizens, consumers, patients, customers, and employees.