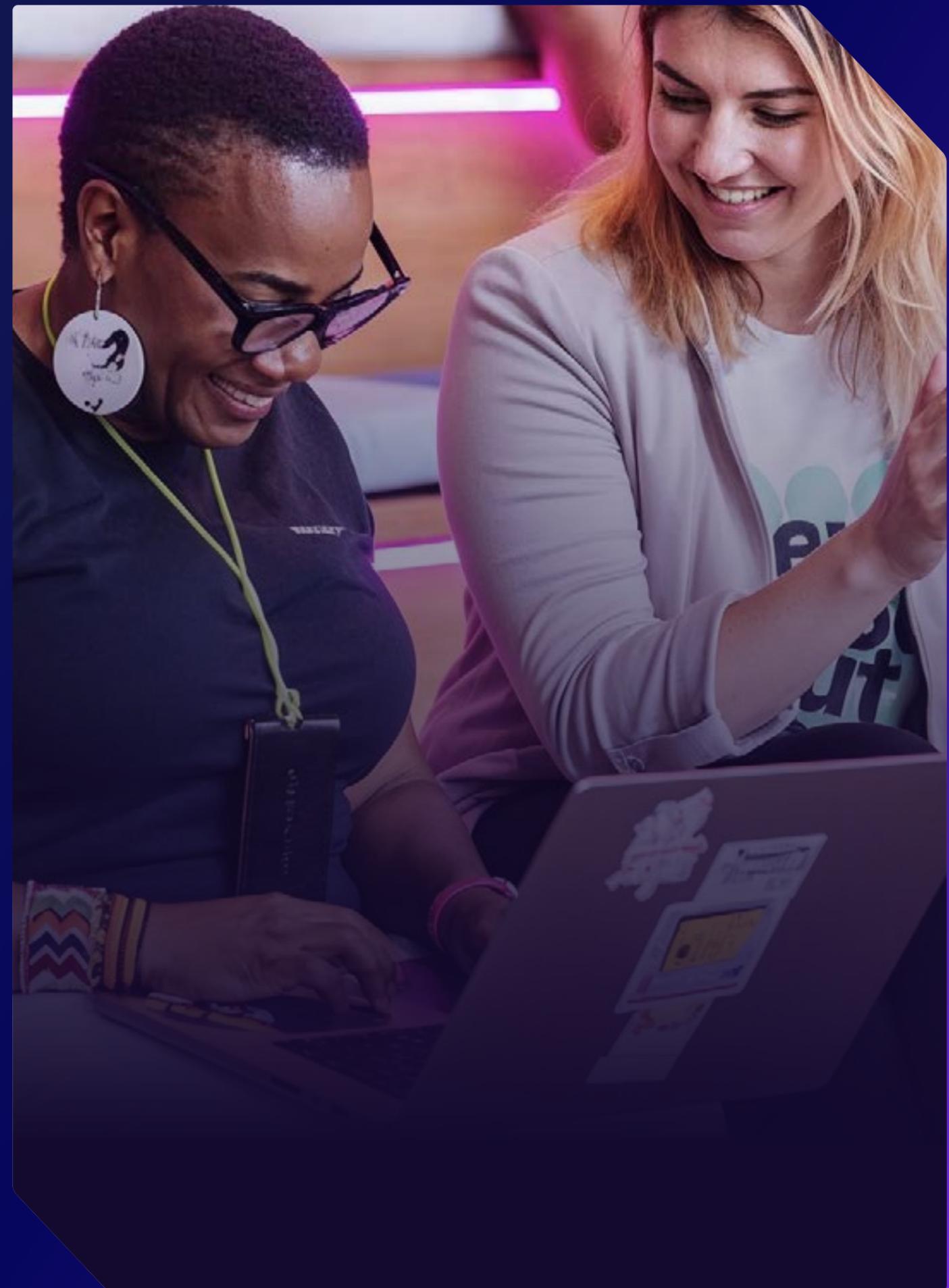docebo **+ 365** TALENTS
a docebo company

Skills +
Learning:

The playbook
to workforce
readiness

A Docebo playbook

Executive Summary

The era of *"Wanted: 5 years experience"* is over. The half-life of new tech skills is as low as 2.5 years[1]. So, it should come as no surprise that most organizations say skill gaps are their top barrier to transformation[2].

Data isn't the bottleneck. Companies are drowning in tools, HR platforms, and data. And none of it is helping them actually transform work.

That needs to change.

This report outlines:

- Why skills, not jobs, are the new unit of workforce readiness

- The business risk of disconnected learning and how to mitigate it (hint: it's not more money or more data)

- Why learning alone doesn't translate to results

- What a skills-based system looks like in practice

- How to scale AI-powered skills intelligence

27%

of companies are building the skills and capabilities to support their business strategy[3].
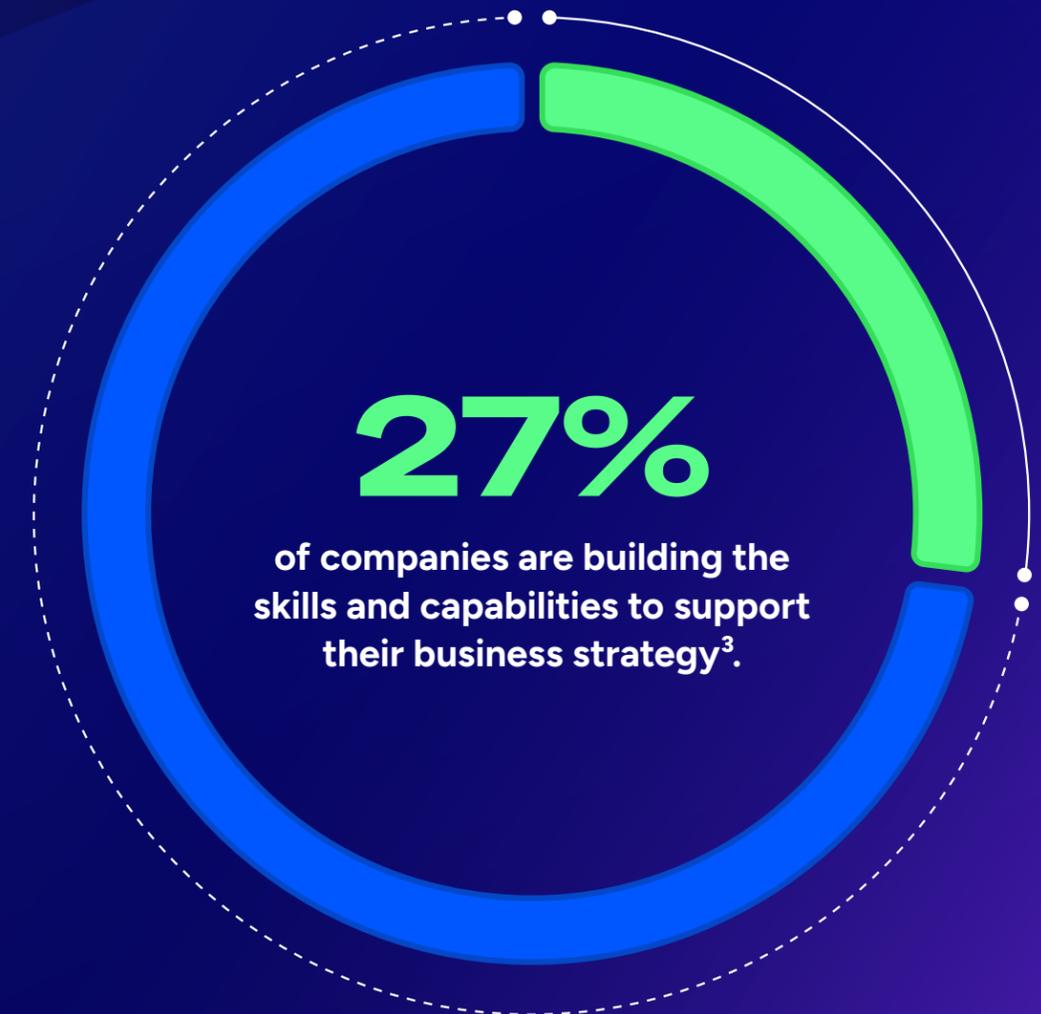
The $18,000,000,000,000 question: What broke workforce readiness?

Workforce readiness gaps cost the world economy up $18 trillion in unrealized GDP each year[9]. This makes the desire to invest here easy to understand, but investment alone won't solve the four-fold challenges of a BANI environment.

Workforce readiness is breaking

B **Brittle** systems crack when use cases, integrations, context, or skills change.

A **Anxious** workforces disengage because disruption is constant and new skills quickly become obsolete.

N **Nonlinear** change makes it hard to plan for the future and stay focused on what's relevant.

I **Incomprehensible** signals add noise to the system. Employee data is scattered and customer and partner capabilities are a black box.

The cost of skill gaps

75%

of finserve leaders say skill gaps are hurting business performance[4]

Individuals and organizations feel the pain of poor workforce readiness

The cost to individuals

Workers' skills become outdated faster and training lags behind the pace of change.

↓

Employees disengage when their careers stagnate.

Customers disengage when they don't get value.

↓

Leaders lose confidence that their workforce can deliver on strategy.

↓

Culture weakens, efficiency drops, and churn rises from stalled development.

The cost to the organization

Widening skills gaps erode readiness and competitive advantage.

↓

Agility decreases and teams become reactive; expensive third parties are required.

↓

As workers fight to respond to change, burnout and turnover rise.

↓

Innovation slows, execution fails, strategy can't be executed.

You can't hire your way out of a skills gap

'Jobs' are an outdated way of thinking about organizational capability.

Want proof? Consider prompt engineering. In 2023, it was heralded as the job of the future. TIME and Bloomberg called it a career for those who wanted to "make $335,000 without a computer engineering background[5]." Two years later, The Wall Street Journal said it was "already obsolete[6]." For all the companies who hired $300,000 'prompt engineers,' this was an expensive but instructive lesson.

The importance of creating strong AI prompts didn't diminish. **It spread.** The skill is now part of every role, from marketing to product development.

The problem with job-based thinking is that it assumes stability. Skills-based thinking assumes evolution and change. And it leads to very different decisions.

Challenge	Job-based	Skills-based
An important project is stalled.	Overhire for narrow expertise or bring in an expensive third-party.	Find and mobilize the people in your organization who already have the skill.
A critical skill emerges in the market.	Pay a premium to hire 'the job of the future' (like Prompt Engineers in 2023)	Treat the skill as a capability, not a job. Scale it across your existing workforce.
Transformation priorities shift mid-year.	Rework job descriptions and hiring plans. Absorb delays and sunk costs.	Reprioritize skills, redirect learning, and redeploy capability in real time.

Example: The Product Pivot

A global SaaS company wants to launch new AI capabilities. This is more than a software update. It affects:

- What developers build
- How and what sellers and channel partners pitch
- Marketing messaging and assets
- How customers use the product and get value

A job-based view organizes these tasks by roles. HR hires AI experts, L&D builds one-size-fits-all enablement, and customer success teams wait for the tickets to roll in.

A **skills-based view** looks beyond titles. The system identifies support and engineering employees who already have AI skills and makes them internal mentors to sellers and partners. Skills intelligence tracks which customers struggle with new features and serves hyperpersonalized micro-learning, right at the point of need.

The result is faster adoption, shorter sales cycles, and a coordinated launch where employees, partners, and customers move forward together.

The cost of skill gaps

88%

of cybersecurity professionals say skill gaps have led to at least one significant cybersecurity incident[7]

Maximizing impact requires learning and skills

Organizations are doing more training than ever. They offer courses, platforms, academies, certifications, and more. Employees are learning constantly, often outside working hours.

And yet here we are, with skill gaps as the #1 barrier to business transformation.

Q: Why are most learning programs not closing workforce readiness gaps?

A: Because they're focused on course completions and time spent, not the factors that impact the enterprise: Workforce planning, capacity management, and how work actually gets done.

Organizations are investing, employees are participating, and activity is high. But many leaders still can't see whether learning is reducing risk, increasing capability, or improving execution. In a stable world, this is inefficient. In a brittle, anxious, nonlinear, and incomprehensible world, it's a serious risk.

What organizations are doing right	The question left unanswered
Offering a deep library of training for relevant, in-demand skills	Which critical skills are we actually building?
Tracking course completions and time spent learning	Are all these skills being applied to real work?
Creating learning goals for departments and teams	Will these skills matter if priorities shift?
Flagging skill gaps within departments and teams	Do these skills already exist inside the organization?

Beyond employees: Readiness for every audience

We've framed workforce readiness from an employee lens because that's where most organizations begin. But it's not the complete picture.

Customers need to be able to adopt and extract value from products.

Partners must represent brands accurately, compliantly, and competitively.

Contractors must be productive immediately, without the benefit of institutional memory.

Yet most skills programs stop at employees.

Audience challenge	How skills intelligence helps
Customers struggle to adopt new product capabilities or get value	Faster time-to-value Improved renewals Higher average deal size
Partners lack critical knowledge or brand enablement	Improved partner sales Higher satisfaction Consistent brand experience
External contributors need training or introduce risk	Improved partner sales Higher satisfaction Consistent brand experience

Tapping into learning and skills intelligence

Workforce readiness doesn't come from more learning, more technology, or more hiring. It doesn't even come from closing skill gaps.

That's because skill gaps aren't a hole enterprises can 'fill.' They're a **signal** to interpret and act on. Skill gaps spotlight where work is changing, where demand is rising, and the richest plots of opportunity.

Skills intelligence is how organizations can decode those signals and seize those opportunities, tapping into hidden talent, spotting emerging needs before competitors, and elevating the people experience.

This is the missing piece that translates learning into workforce readiness. And AI has made it possible at enterprise scale.

The AI and hyperpersonalization journey looks like this: As work happens, AI infers skills from learning activity, performance data, and behavior. As gaps appear, AI serves hyperpersonalized learning immediately. As skills are applied on the job, proficiency is validated and pathways adapt automatically. And when priorities shift, development adjusts without manual intervention.

For learners, this means less noise and more relevance.

For leaders, it means visibility into which capabilities are emerging, which are at risk, and where to act.
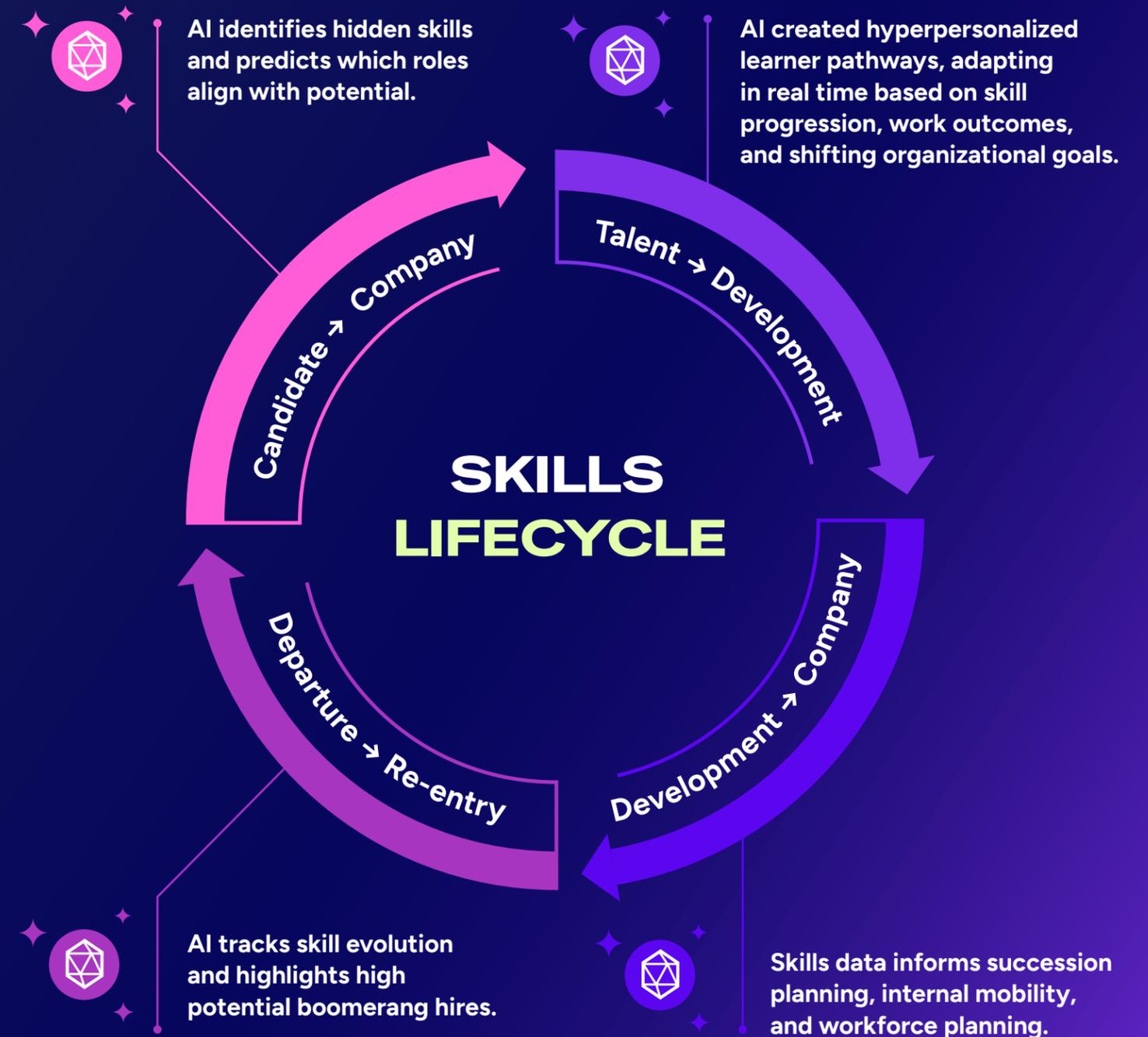
The role of AI and skills intelligence

AI makes it possible to turn skills and learning into workforce readiness.

Hyperpersonalization tailors training to the unique skills, context, and needs of individual learners and priorities. Not just for job titles.

By making skills visible and actionable, learner growth and organizational agility reinforce each other.

It's a virtuous cycle. And next, we'll show you how to make it happen.

SKILLS LIFECYCLE

AI identifies hidden skills and predicts which roles align with potential.

AI created hyperpersonalized learner pathways, adapting in real time based on skill progression, work outcomes, and shifting organizational goals.

AI tracks skill evolution and highlights high potential boomerang hires.

Skills data informs succession planning, internal mobility, and workforce planning.

Candidate → Company

Talent → Development

Development → Company

Departure → Re-entry

Real-world skills meet world class learning

The picture is clear. Workforce readiness is non-negotiable. To get there, organizations need to decode the signals coming from their skills ecosystem and then act on those signals to change how work gets done.

When organizations get this right, skills are acquired, applied, and redeployed efficiently. Faster skill acquisition enables faster pivots and better innovation. Assigning skills (not roles) makes projects more efficient and workers more productive. And the adoption of a skill-based system grounded in learning increases engagement and retention and reduces churn costs.

+98%

Retention of high performing employees in skills-based organizations[8]

From skills Insight to workforce execution: Docebo + 365Talents

Docebo + 365Talents is the AI-first system built to operationalize skills across learning, work, and performance.

Skill gaps trigger learning.

AI builds content, personalizes development, and tracks it all.

Performance outcomes inform what comes next.
Workforce decisions get smarter over time.

How Docebo + 365Talents works

Skills become actionable
Gaps are monitored and learning is served to fill them. Automatically.

A unified skills profile combines learning activity, inferred skills, validated proficiency, and outcomes into a single view.

Learning is tied to real work and outcomes
Roles aren't filled; skills are deployed. Work is done more efficiently. HR, L&D, managers, and leaders act from the same skills signals.

One shared skills foundation
Skills Intelligence captures capability across employees, customers, and partners. As priorities shift, development and deployment respond without manual coordination.

Hyperpersonalization for every learner
AI continuously tailors learning to each individual's skills, adjacent capabilities, work context, and next opportunity. As skills evolve and outcomes change, learning pathways adapt automatically, in real time.

Agentic AI automates administration

AI identifies hidden and adjacent skills, routes validation to managers at the right moments, supports internal mobility decisions, and tracks skill progression.

It's all built for enterprise scale

The platform is designed for global, complex enterprises, where data is fragmented and decisions must be made across HR, L&D, operations, and the business. Skills intelligence becomes a shared operating layer, with support for external users and integration into enterprise stacks.

The differences between traditional workforce platforms and a skills-driven system of work are structural, not cosmetic.

	Talent Intelligence / Mobility	TA-led platforms	HR / HCM Suites	LMS / LXP	Docebo + 365Talents
Core orientation	Internal talent movement	Hiring & recruiting	System of record	Content & learning	Skills-driven system of work
What they optimize for	Projects, gigs, career paths	Job posting, interviewing, role filling	Broad HR processes (including performance management)	Course consumption	Skills → learning → mobility → performance
Audience scope	Employees only	Employees, recruits	Employees only	Employees or customers only	Full internal + external ecosystem
Action triggers	Opportunity-matching	Job requests	HR workflows	Learner choice, compliance requirements	Skills signals (gaps, readiness, demand)
Personalization	Limited	Limited, template-based	Limited; role-based	Medium	Hyperpersonalized
Profile and data model	Fragmented	Static, hiring-centric	Static, HR-owned	Learning activity siloed from work	Unified skills profile across skills, learning, and performance
Limitations	Weak learning, limited audiences	Development is secondary	Shallow skills, slow innovation, low engagement	Skills visible, but not actionable	Not applicable

Stop wasting human potential

Organizations have never had more technology, more data, or more tools to manage their workforce. Yet they've never been worse at using them to improve how work gets done. Skills stay hidden. Learning stays disconnected. Human potential is squandered. These are the gaps Docebo + 365Talents are built to close.

docebo + 365 TALENTS
a docebo company

Ready to close the loop between skills, learning, and performance?

Book a demo

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