

# Building Tomorrow's Skills in Today's Charities

A Roundtable Insight Report

The  
CharityLearning  
Consortium

 **Reimagine**  
PEOPLE DEVELOPMENT

The  
CharityLearning  
Consortium

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# Recap: The frightening skills 'black hole'

A black hole is depicted in the lower-left quadrant, with a bright, glowing accretion disk and a jet of light extending upwards. The background is a deep space scene with a large, bright galaxy in the upper-right and a field of stars.

Globally 87% of executives report key workplace skills gaps <sup>[1]</sup>

In the UK, skills gaps cost the economy £22.2bn annually <sup>[2]</sup>

By 2030, global skills gaps could leave 85M jobs unfilled, costing \$8.5 trillion <sup>[3]</sup>

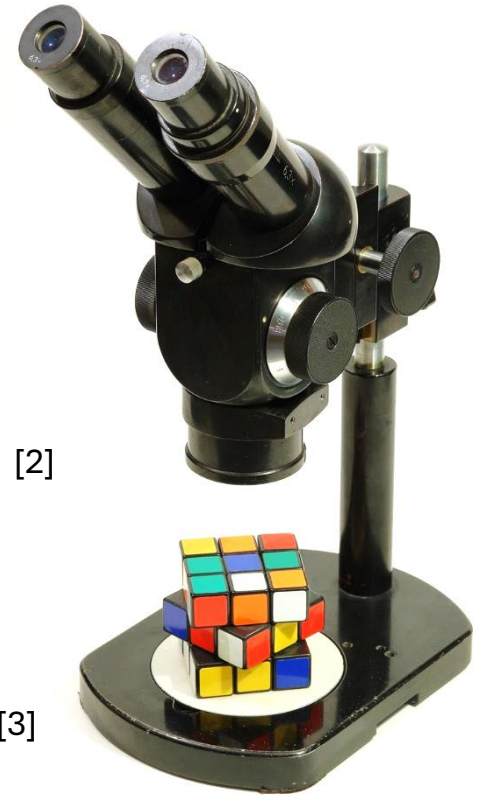
[1] Hancock, B. et al. (2022) Taking a skills-based approach to building the future workforce, McKinsey & Company

[2] Craig, R. and Seymour, W. (2023) *Essential skills tracker 2023*, The Skills Builder Partnership

[3] Korn Ferry (2021) *2030: The very human future of work*

# Recap: The evidence on moving to a skills strategy

- Hiring for skills is 5x more predictive of job performance than hiring for education and more than 2x predictive than for work experience [2]
- Embracing skills-based above qualification requirements can attract a broader pool of candidates better suited for the long term [3]
- Skills-based pathways can make organizations more resilient by creating deliberate routes to bridge the skills gap for progression [3]



[2] Hunter, J. E., & Hunter, R. F. (1984). Validity and utility of alternative predictors of job performance. *Psychological Bulletin*, 96(1), 72–98. <https://doi.org/10.1037/0033-2909.96.1.72>

[3] McKinsey & Company (2020) *Beyond hiring: How companies are reskilling to address talent gaps*, McKinsey & Company. Available at: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/beyond-hiring-how-companies-are-reskilling-to-address-talent-gaps>

# Recap: The evidence on moving to a skills strategy

- Workers without degrees tend to stay in their jobs 34% longer than workers with them [4]
- 94% of business leaders expect employees to pick up capabilities and skills on the job [5]
- On an organizational level (UK) the cost of not providing skills is around £22.2bn a year [6]



[4] Santhosh, G.M. (2021) *Why skills-based hiring starts with your job descriptions*, LinkedIn. Available at: <https://www.linkedin.com/business/talent/blog/talent-strategy/why-skills-based-hiring-starts-with-job-descriptions>

[5] Whiting, K. (2020) *These are the top 10 job skills of tomorrow – and how long it takes to learn them*, World Economic Forum. Available at: <https://www.weforum.org/agenda/2020/10/top-10-work-skills-of-tomorrow-how-long-it-takes-to-learn-them/>

[6] Craig, R. and Seymour, W. (2023) *Essential skills tracker 2023*, The Skills Builder Partnership. Available at: <https://www.skillsbuilder.org/file/essential-skills-tracker-2023>

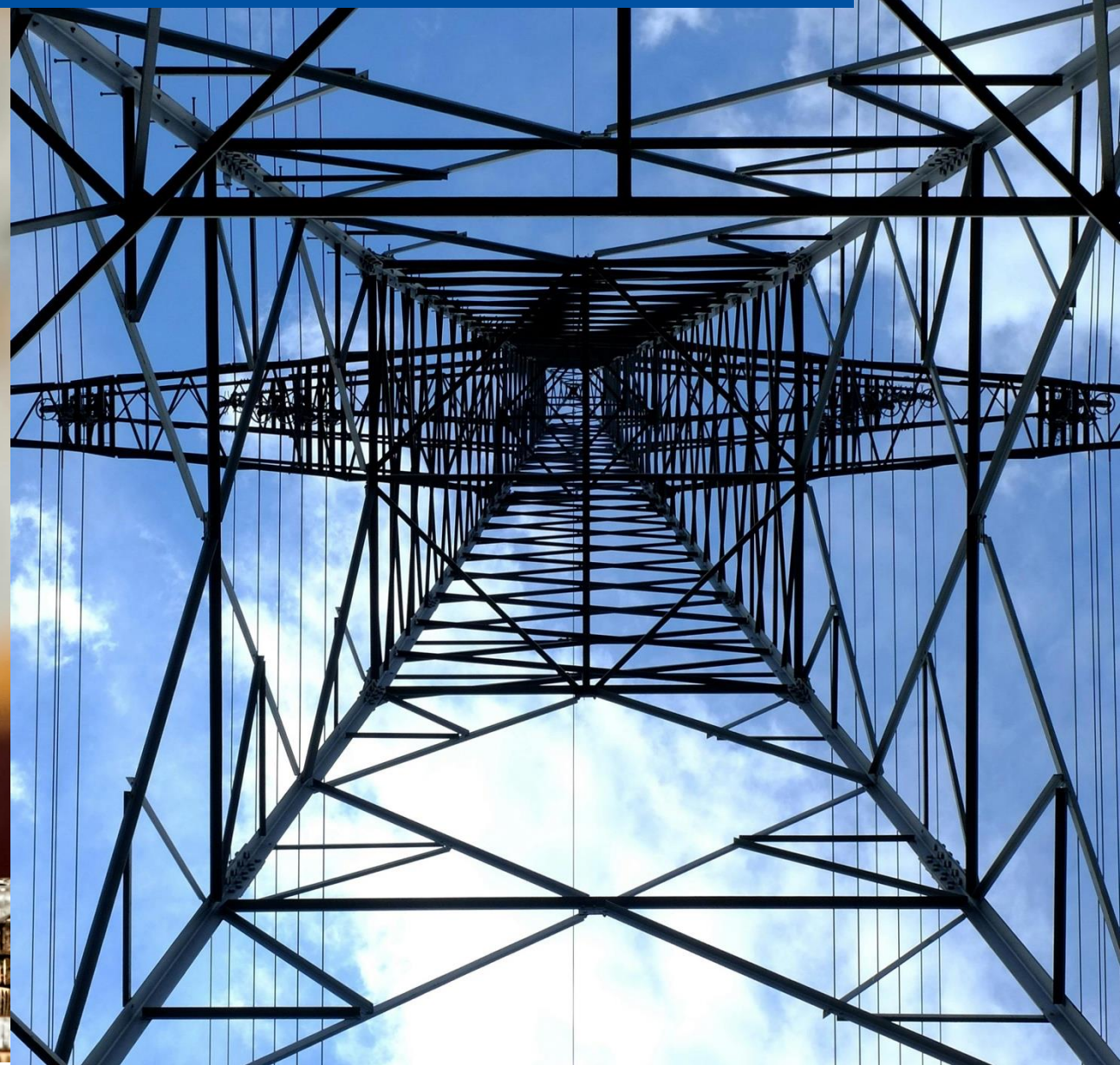
# Recap: The evidence on moving to a skills strategy

On an individual level, essential skills <sup>[6]</sup> ...

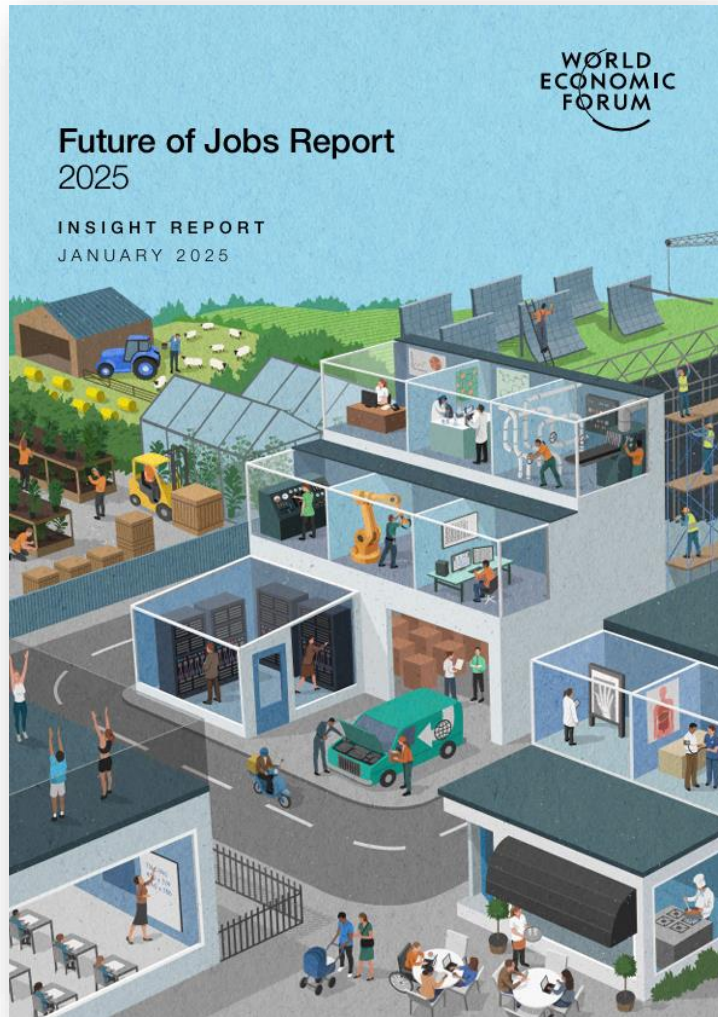
- Lead to an annual wage premium of +9.4% to 12%
- 92% of workers see essential skills as crucial for career success and mobility
- 56% would change jobs for better skill-building opportunities
- Moving to upper quartile of essential skills results in 25% reduction in chance of unemployment



Skills ... the new currency and power in the people practice

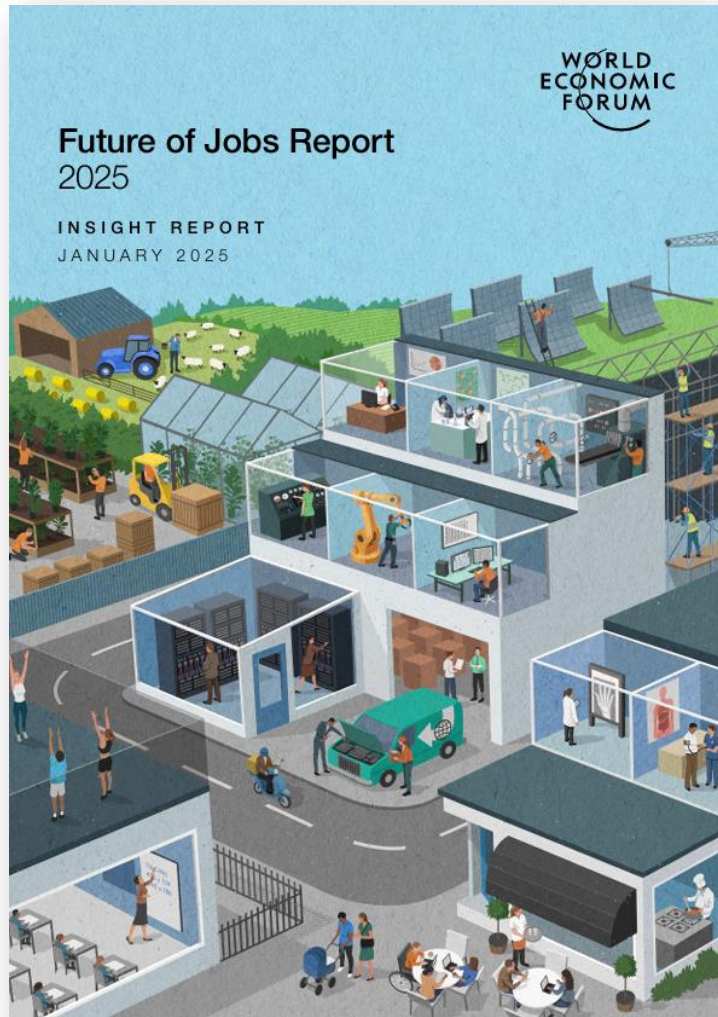


# Background: WEF Future of Jobs Report 2025



- Report predicts global labour market shifts from technology and demographics
- By 2030, 170 million jobs created, 92 million displaced globally
- Insights from 1,000 employers across 22 industries, 14 million workers
- Identifies fastest growing roles and essential future skills for employability
- Success requires technological fluency and strong human capabilities and adaptability










# Background: The Top 10 fastest growing skills by 2030









Future of Jobs Report 2025

## Top 10 fastest growing skills by 2030



1.  AI and big data
2.  Networks and cybersecurity
3.  Technological literacy
4.  Creative thinking
5.  Resilience, flexibility and agility
6.  Curiosity and lifelong learning
7.  Leadership and social influence
8.  Talent management
9.  Analytical thinking
10.  Environmental stewardship

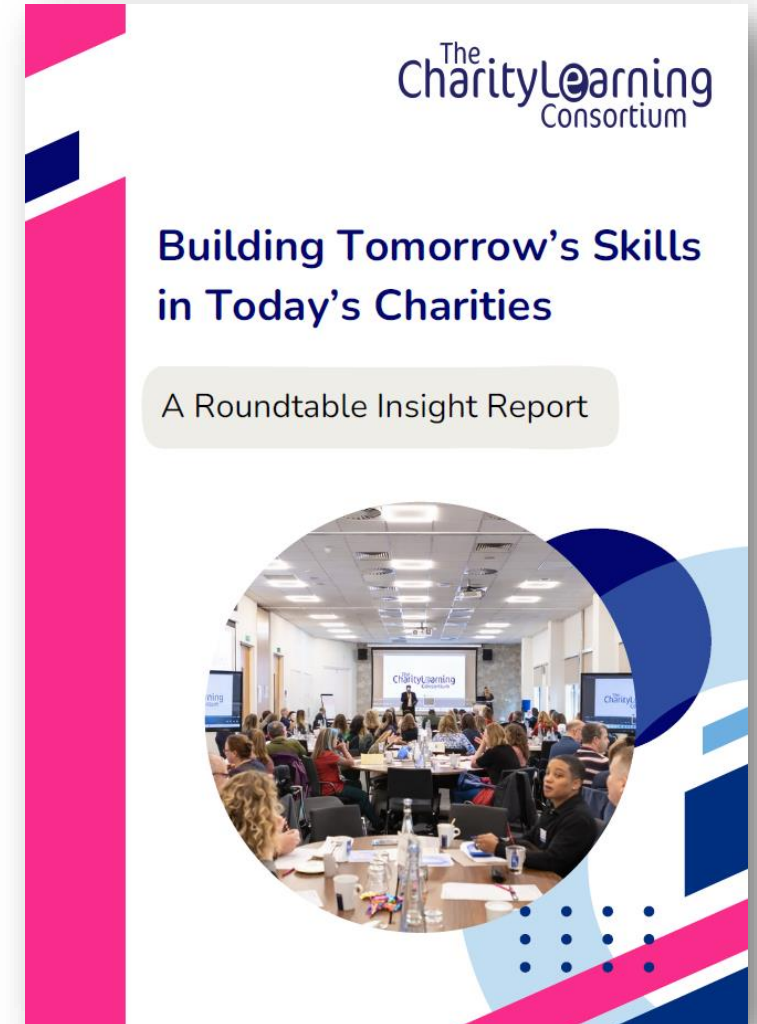
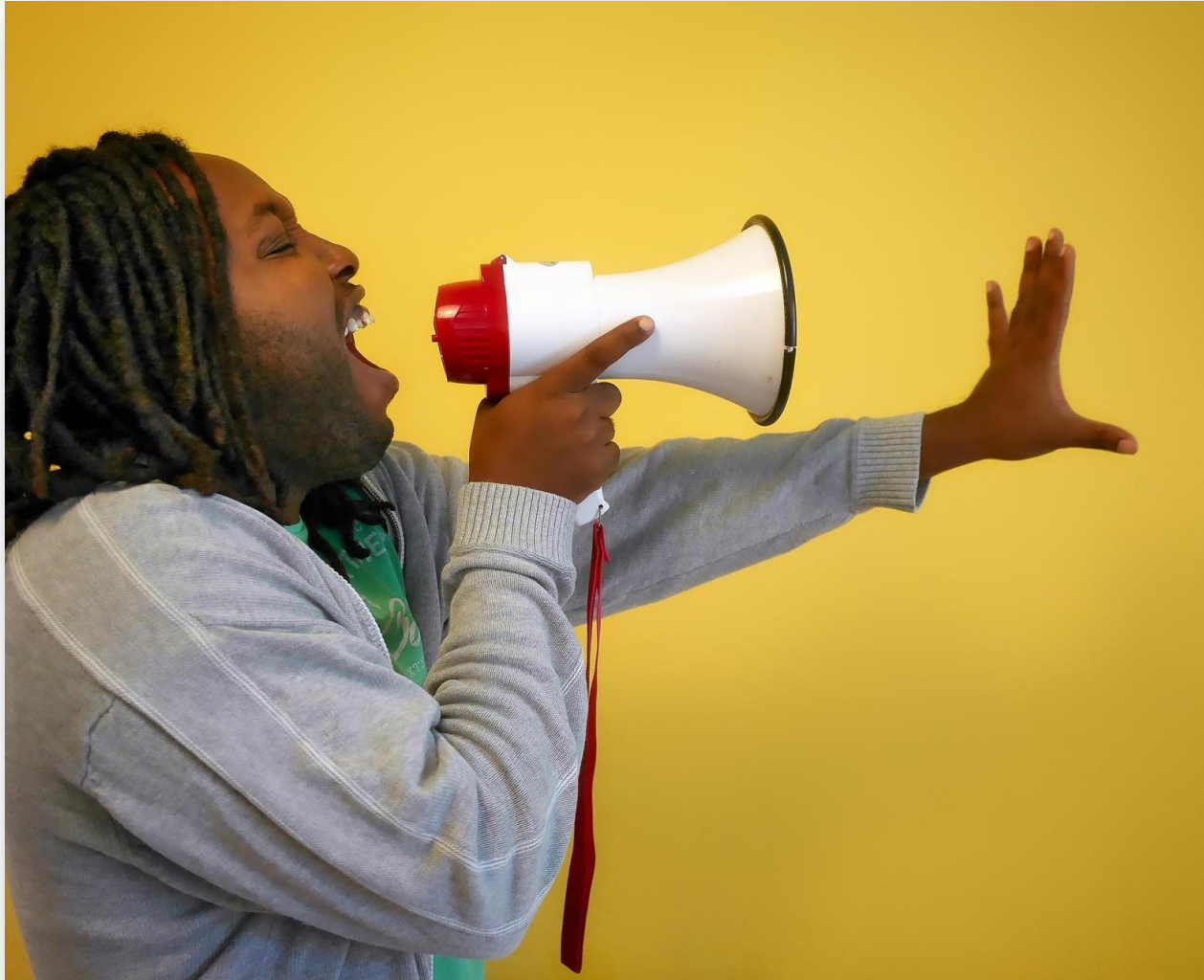
 Cognitive skills  Self-efficacy  Working with others  Management skills  Technology skills  Ethics

# CLC Insight Report methodology

- We conducted a qualitative inquiry on future charity skills development
- Two roundtables held 2025 in Edinburgh and London
- 102 participants from diverse charities and organisational models
- Semi-structured discussions explored urgent, missing, and creative skills
- Online survey strengthened validity and sector-wide insights

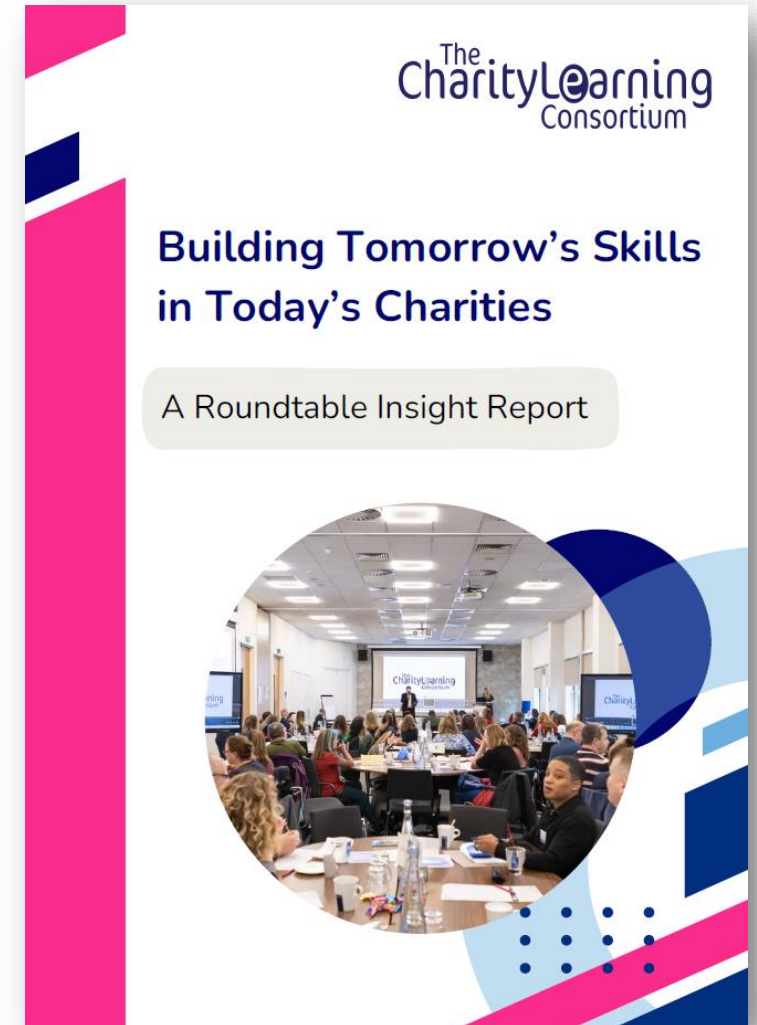


# CLC Insight Report ... our voice matters



# CLC Insight Report themes

- Part 1: What are the 7 top future skills for charities?
- Part 2: What additional skills do charities prioritise?
- Part 3: How can charities creatively develop skills?
- Part 4: Conclusions and calls to action













# Part 1: The 7 top skills priorities for charities

Future of Jobs Report 2025

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1. Resilience, Flexibility and Agility

2.

2.

4.

5.

6.











7.

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Future of Jobs Report 2025

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1. Resilience, Flexibility and Agility

2. Leadership and Social Influence

2. Technological Literacy

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2. Leadership and Social Influence

2. Technological Literacy

4. AI and Big Data

5.

6.











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2. Leadership and Social Influence

2. Technological Literacy

4. AI and Big Data

5. Talent Management

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









4. AI and Big Data

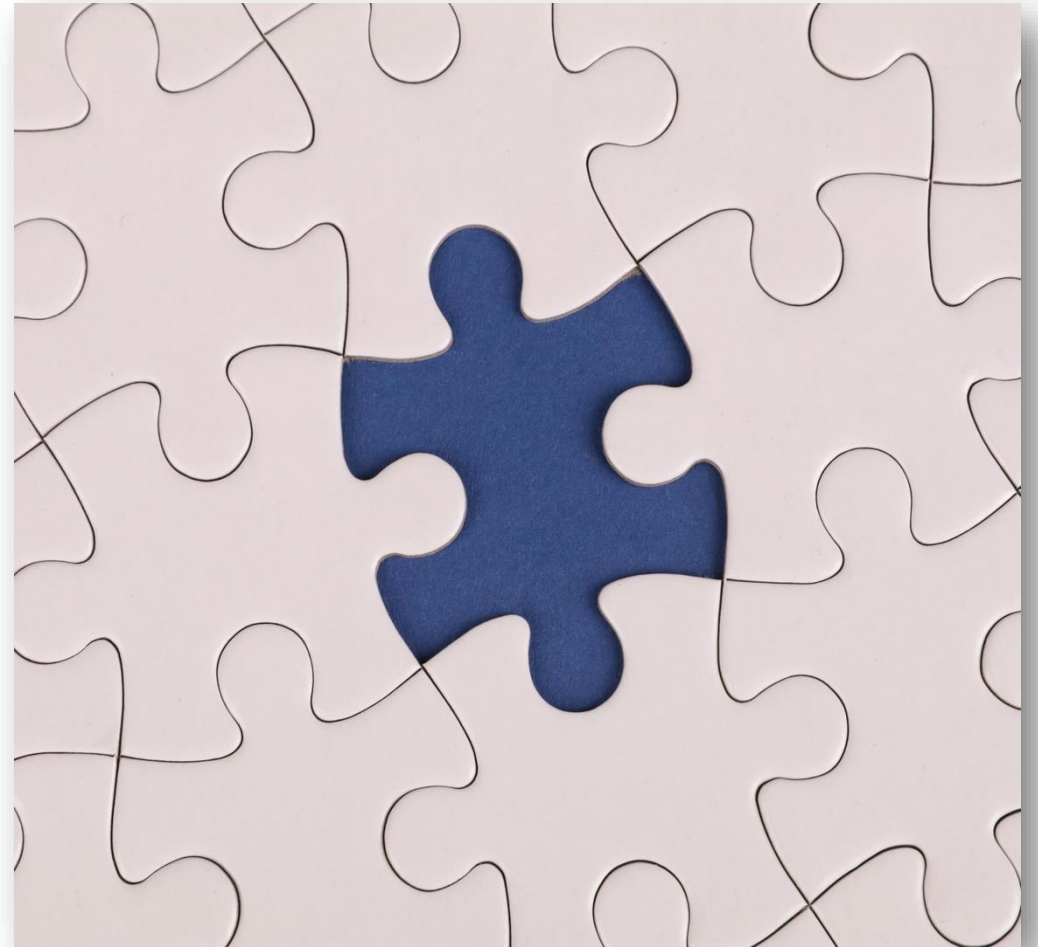
5. Talent Management

6. Curiosity and Lifelong Learning

7. Creative thinking

# Part 1: The 3 less priority skills – something to think about

1.  AI and big data
2.  Networks and cybersecurity
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4.  Creative thinking
5.  Resilience, flexibility and agility
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## Part 2: What additional skills do charities prioritise?

- Coaching and mentoring
- Critical thinking and analysis
- Change leadership and management
- Advocacy and campaigning
- Reflective practice
- Communication skills



## Part 3: How can charities creatively develop skills?

- Peer learning and shared expertise
- Learning through work experience
- Coaching, mentoring, and reflection
- Personalised, flexible self-directed pathways
- Microlearning



# Workshop: Skills development tactics in your context

1. In 3s agree on **two priority skills** that really matter in your context right now.



# Workshop: Skills development tactics in your context

1. In 3s agree on **two priority skills** that really matter in your context right now.

For each skill, spend **20 minutes** discussing:

2. A particular challenge your organisation faces in this skill area.

3. How you could strengthen it in your context drawing on the tactics in the report.

4. Close by noting one concrete action you can take forward.



# Call to action ...

- Read the report and translate to your context
- Discuss with you team and create a plan
- Use it to connect with senior leaders
- Access the FREE curated resources

