

Frontline Worker Skills Growth and the L&D Disconnect

Frontline Workers: The Backbone of the Global Economy

In the world of work, there's no type of worker more essential than those in frontline roles. By definition, frontline workers are those that must be physically present in order to accomplish their work tasks. Unlike desk workers that spend considerable time in front of a computer, frontline employees are performing tasks like building products, stocking shelves, and supporting customers as part of their daily routine. From construction teams building homes and skyscrapers to restaurant staff serving customers at all hours of the day and night, the demand for motivated, high-quality essential workers is perennially high.

But in spite of some frontline positions seeming to be fairly simple and straightforward, many of them have nuances and challenges that make them more difficult than the public might expect. Those challenges include everything from dealing with irate customers and working unpredictable shifts to hazardous working conditions and potentially low pay to further complicate things.

In fact, these details became very clear in our latest research effort to understand just what's happening for frontline employers and workers. The 2024 Lighthouse Research & Advisory Frontline Development Trends Study, produced in partnership with Schoox, gathered responses from 737 different employers and 1,050 workers across frontline industries like food service, retail, hospitality, construction, and manufacturing.

The research highlights some critical areas of importance for employers that want to support, develop, and grow their frontline workforce to face the realities of work today. In the following pages we will explore some concerning and compelling data, including:

- **Why frontline development is challenging (including the number one blocker for frontline learning activities)**
- **Gaps in communications and clarity for the workforce overall**
- **Specific callouts on unique challenges and opportunities by industry**
- **Recommendations based on some of the positive trends identified across employers and the workforce**
- **A case study of an organization with a successful track record of developing its frontline teams**

In a world where **nearly six in 10 frontline workers say that they have experienced additional stress due to low staffing levels** over the last year, it's time to turn our attention to this critical segment of the workforce in a practical, proactive manner to help them be more productive and engaged in their work.

Frontline Worker Development Isn't Happening as it Should—Here's Why

It's a human thing. We know what we **should** do, but we don't always do it. No matter how many times we tell our children to brush their teeth before bed, someone inevitably "forgets" and has to revisit the task.

Training for the frontline workforce follows that same path. As employers:

- **We understand the importance and value of training and development activities.**
- **We know that helping someone grow into new roles is one of the most predictable ways to help retain that individual.**
- **We see that learning is a way to dramatically impact revenue-producing activities, especially in frontline positions.**

Yet there are major, concerning gaps in how frontline development is happening today.

The reasons are abundant, but in order to make it manageable, we'll focus on a few critical areas:

Only 24% of frontline workers strongly agree that they have the right types and amount of training they need to succeed at work.

There's a lot to be said for the work that learning teams have done in the last few years. They have worked tirelessly to create content, bring together relevant resources, and develop the workforce to do their best work. That said, there's a very clear gap between what is being produced and what is needed on the front lines every day at work.

As the chart below indicates, **those workers that say their employer offers the proper training are more than twice as likely to say they are clear on their performance expectations at work.** This is a powerful indicator of the role of talent development on workforce performance.

Figure 1: Training Connects to Frontline Worker Performance



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=1,050 workers and 737 employers)

It’s worth pointing out that this is not just about courses and content (although they are relevant tools in the discussion)—it’s about how we can help the frontline workforce excel and perform at their best. If workers don’t feel like their training is relevant or valuable, they won’t connect with the concepts, develop the skills, or reap the benefits of learning.

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Frontline workers who feel they have the training necessary to perform on the job are **3x more likely** to stay with their employer.

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Most of us have had a customer experience in retail, restaurants, hospitality, etc. that left us feeling less than positive. It's easy to assign that frustration to a lack of motivation, but as the data indicates, it could also be due to a lack of direction. If they don't know what is expected or what skills they need to learn, how can we possibly hold them accountable for their performance?

Four in 10 frontline team members say they aren't fully sure what is expected of them to perform on the job.

Interestingly, **frontline workers that know what is expected of them on the job are 28% more likely to say they can complete their work tasks without problems and nearly twice as likely to be happy in their job with no plans to quit.**

Fewer than one in three workers say that their employer does a great job of communicating news, information, and updates with them.

The number one way employers communicate information to frontline workers is on location or on the job site. This is clearly not working. Consider these differences in frontline workers based on how they rated their employer's communication:

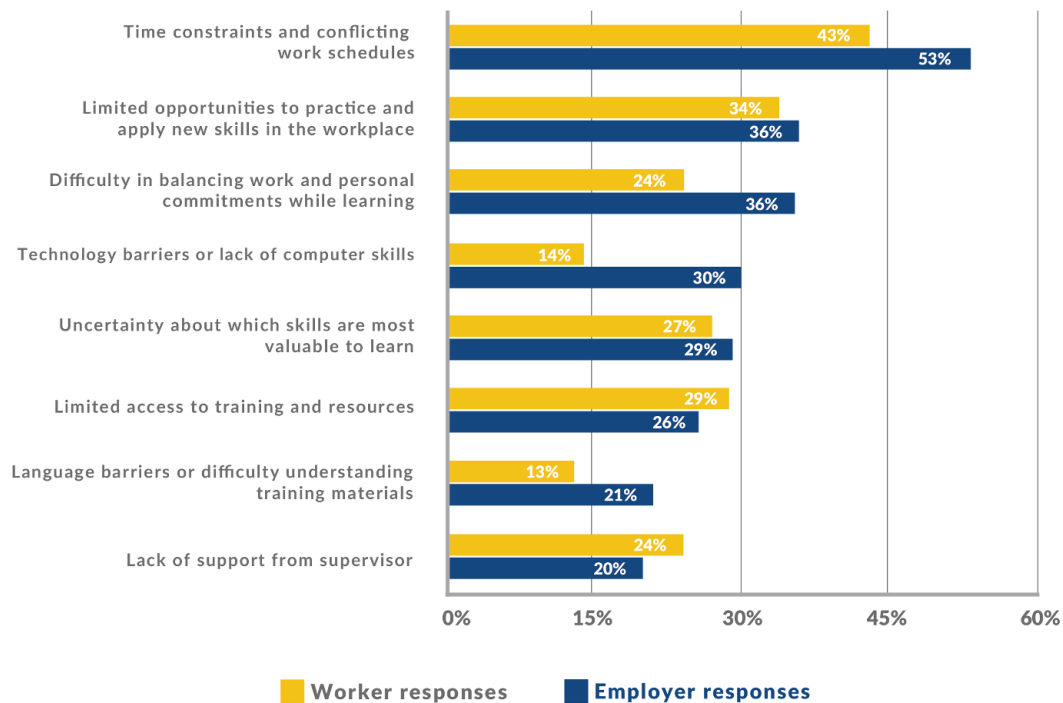
	My employer does a great job communicating	My employer does a poor job communicating
I would leave for a job at another company if it offered development opportunities	29%	56%
My company is invested in me as an employee	80%	15%
I know what is expected of me to perform on the job	76%	36%

These data points clearly indicate that communication is more than just sharing data and information. It's about giving our frontline team members a sense of stability, connection, and support.

80% of frontline workforce participants cited time/scheduling constraints, limited practice opportunities, and/or lack of resource access as the top three reasons they have trouble developing their skills at work.

Figure 2: Employee and Employer Perspectives on Barriers to Frontline Worker Development

Challenges frontline workers face when it comes to learning new skills



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=1,050 workers and 737 employers)

To be fair, almost any of us could point to one of these items as a blocker or barrier to our own skill development. But in a frontline context, there are real revenue impacts if workers aren't able to do their work properly. Our team previously published a case study looking at Coca Cola and the challenges the organization had with stocking its



products in grocery stores in a consistent and timely manner. That seems like a fairly simple problem from a consumer lens, but when you realize that every minute a shelf isn't properly stocked is impacting the bottom line, that creates real urgency to find a solution.

We need that same level of urgency driving us to solve these challenges limiting our frontline workforce development efforts. In the coming pages, we'll be delving into practical suggestions and recommendations based on the data.

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The #1 learning constraint for frontline workers new to their jobs is limited opportunities to practice/apply new skills.

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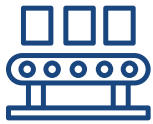
One Size Doesn't Fit All: Industry-specific highlights

In most articles and conversations about training and the workforce, it's taken for granted that the workers in question will be sitting at a desk and taking training at their leisure. When it comes to frontline workers, they don't have that luxury. The majority of them are in physically demanding, hands-on jobs that can include high stress on top of everything.

Fitting training into a work schedule like that isn't easy, but it's **necessary** to create successful outcomes like performance, customer satisfaction, safety, and other results.

However, even though we've narrowed the lens significantly to pull out corporate or office-based work, all frontline work environments aren't the same, either. The issues and challenges on a construction site vary greatly from those faced in a quick service restaurant or a luxury hotel, for example. With that in mind, we've dedicated some space below for each of the five key industries covered by this report to explore some of their unique aspects and highlight how each differs from the rest.

In each of these industry callouts, we see opportunities to improve how, when, and where to provide training to the frontline workforce. While each industry has their own unique flavor of challenges, it's easy to see that there are some systemic issues across the board. Employers that want to drive positive talent development outcomes need to look to those organizations that are successful in addition to considering what the learners actually need.



Manufacturing

“We emphasize safety so much that we forget that our people want to grow new skills and adapt to some of the changing technology environment that is reshaping the workplace.”

—Head of Learning and Talent, F100 Manufacturing Organization

Workforce Insights	Employer Insights
Personalized, job-relevant training is the top mobile learning preference (48%)	Limited opportunities to practice is the biggest learning barrier after schedule/time constraints
Career development and training on new tools were ranked equally important	Highest percentage of communications delivered via the LMS of any industry surveyed (6%)
The most common type of learning content consumed is job-related training	Just 41% believe their organization is strongly invested in their frontline workforce

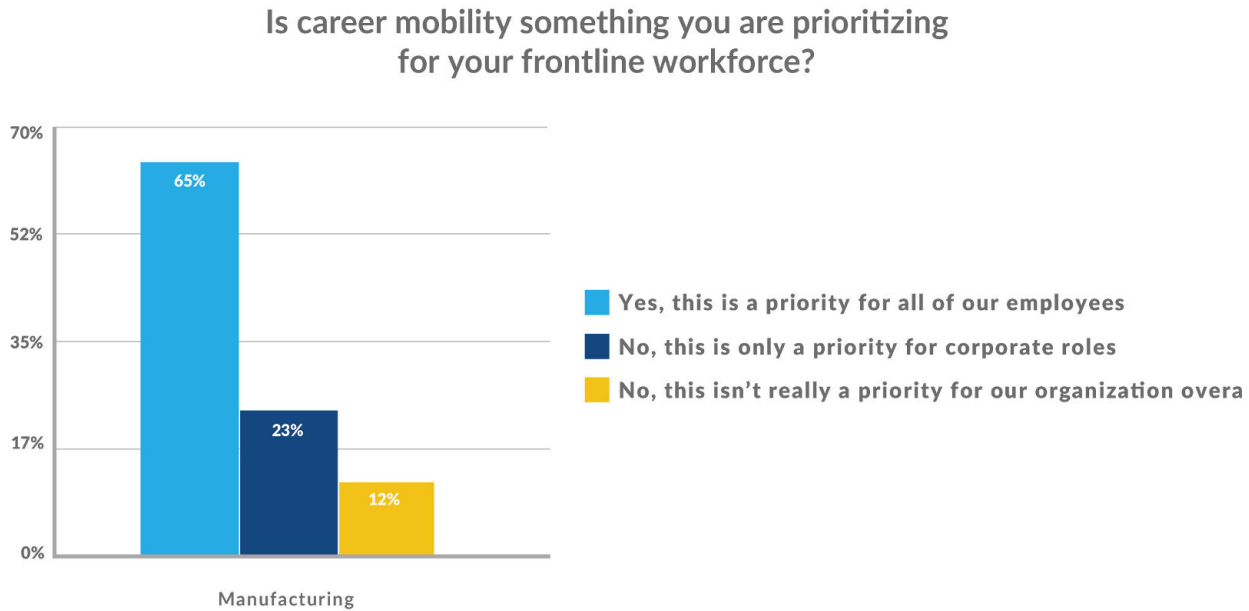
When we picture work in the manufacturing industry, it’s easy to envision the old pictures of dusty factories, assembly lines, and other similar elements indicative of that environment. While that still holds true for some workplaces, others have been modernized in various ways that make them safer and more productive.

However, overall success **still** comes down to how the workforce is trained and supported. The average manufacturing worker tells us that they want personalized, job-related training to help them maintain or improve their performance on the job. At the same time, 60% of manufacturing employees say that they can’t access any training on mobile devices.

This shows a gap that needs to be filled, and while many employers focus training on safety (nearly 90% say that safety training is either critically or very important), **employees in the manufacturing industry are the least likely of all frontline industries to say that they get the proper training to do their jobs well.**

In addition, only about six in 10 manufacturing firms are prioritizing career mobility for frontline workers today.

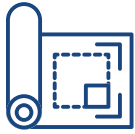
Figure 3: Career Mobility as a Development Focus for Manufacturing Firms



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=188 manufacturing employers)

In our research we find many manufacturing companies are concerned with an aging workforce. They are working to keep their people, but with more of their team members hitting retirement age, they need ways to grow the next generation into those critical roles. The opportunity is there: 85% of frontline workers said they'd be interested in another role within their own company.

Through continuous learning, the manufacturing sector fosters innovation and adaptability, crucial for maintaining a competitive edge in an ever-evolving industrial landscape.



Construction

Workforce Insights	Employer Insights
62% of workers have clarity into their performance and role expectations	Lack of computer skills is the top learning barrier after schedule/time constraints
This group has an abnormally high degree of preference for internal growth over external career moves	More mobile communications usage than any other industry
One in four construction workers don't get the training they need to perform safely on the job	Performance and time to productivity are tied for learning effectiveness metrics

In the construction industry, where the stakes of safety, precision, and efficiency are perpetually high, the importance of robust training programs cannot be overstated. This isn't merely about mastering the use of tools or understanding architectural blueprints; it's about fostering a culture of continuous learning and adaptation.

From commercial construction of skyscrapers, roads, and schools to residential construction of countless homes for families, this industry is one that has faced some steep demand in recent years. Learning in the construction context often means one thing: **doing**. There are many well-known paths for job-related learning in the trades like plumbing and electrical, which often have coaching and apprenticeships built in, but other frontline roles in construction are a little less structured.

Unlike some other types of frontline work like hospitality or manufacturing, construction teams are relatively mobile. They may work on a job site for a year, a month, or even a single day, depending on the project and their specialty.

Workers in the construction space tell us that the biggest reason they consume training on the job is for job-related learning (60% of the time). And while there's

an expected focus on safety training due to the nature of the work, construction employers ranked onboarding training as more important than any other frontline industry. That makes sense when you see that the top priorities for measuring learning effectiveness come down to performance on the job and time to productivity.

Figure 4: Construction Industry Training Effectiveness Metrics



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=70 construction employers)

Having a commitment to training as a construction firm doesn't just mitigate risks: it enhances project outcomes, boosts worker morale, and solidifies a company's reputation in the widespread construction landscape.



Retail

“The learning challenge is so complex. It’s more than just customer service training. We have thousands of products and our associates have to know what they do, why customers buy them, and other critical information. Our people have to be sharp, and training is the key to success.”

—Learning Executive, Enterprise Retail Provider of Home Furnishings

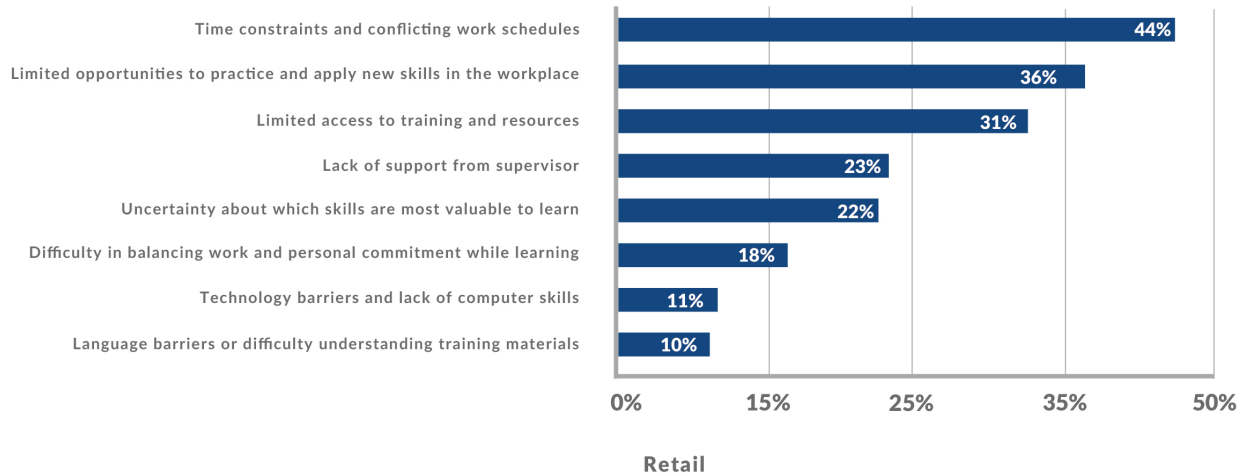
Workforce Insights	Employer Insights
42% would consider an internal move, but 48% would consider external opportunities at other companies	At 63% of employers supporting, retail has one of the lowest rates of career mobility focus from an L&D perspective
Only 52% feel like their company is invested in them as an employee	Nearly half of all communications to staff happen on location, not in a way that is accessible via mobile or digitally
Six out of 10 retail staff say they get the right types and amount of training to do their work	Lowest percentage of any industry for learning leaders to say “our organization is invested in our frontline workforce”

In retail, where customer experience and service excellence are the cornerstones of success, the role of training is a critical factor to that success. It equips frontline employees with the skills and knowledge needed to navigate the nuances of customer interactions, ensuring that each engagement is not just a transaction, but a step towards building lasting relationships.

But retail is often fast-paced, and that creates challenges for workers when it comes to acquiring, improving, and testing their skills in a work context. As the graphic below indicates, there’s no shortage of barriers to retail worker skill development.

Figure 5: Barriers to Skill Development for Retail Workers

What challenges do you face when it comes to learning new skills at work?



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=230 retail employees)

Retail training leaders that can help to mitigate these challenges can create a high-performing and well-developed workforce, because training in the retail industry goes beyond mere product knowledge. It encompasses a comprehensive understanding of the organization’s values and the art of personalization, empowering employees to deliver a shopping experience that resonates with the customer’s unique preferences and ultimately driving loyalty and business growth.



Restaurant

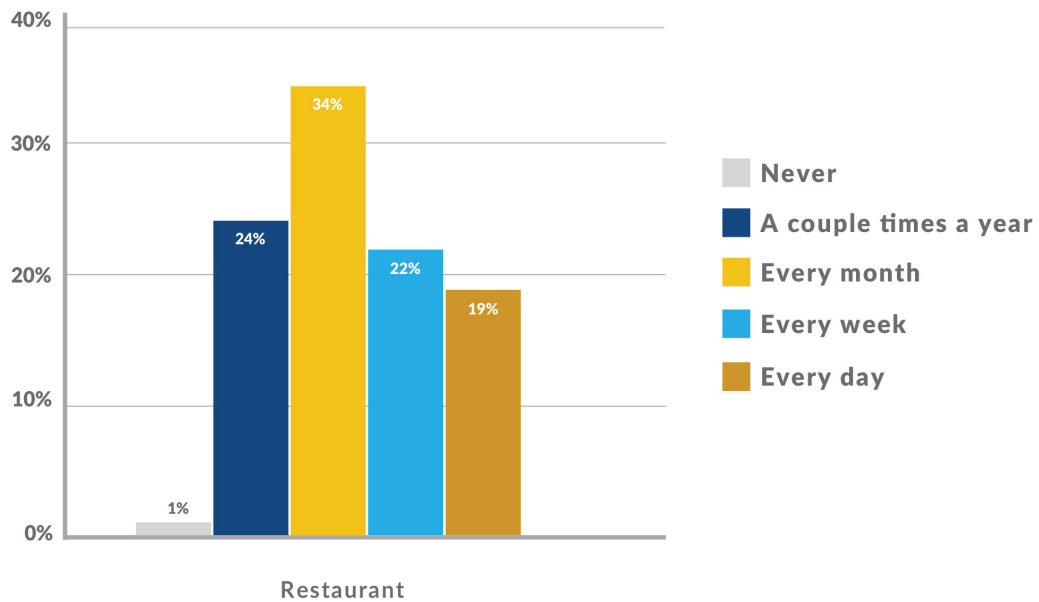
Workforce Insights	Employer Insights
Four in 10 restaurant workers say they have no time to practice the skills they learn, the highest of any industry	Lowest percentage of any industry for “our frontline workers are treated equitably with corporate staff”
This group has the highest preference of any industry to try new things outside their current role to develop new skills	Uncertainty about skills to develop is the top blocker for training after scheduling constraints
44% of these individuals would consider internal transfers/promotions and 48% would move externally for growth or development opportunities	Highest percentage of communication happens on the job site of any industry (52%), meaning more than half of comms are not trackable or accessible off site

In the restaurant industry, where the quality of both food and service directly impacts success, the significance of training can't be understated. It ensures kitchen staff are adept in their culinary skills and servers are proficient in customer service, making every dining experience noteworthy. Through training, staff gain a thorough understanding of the menu, awareness of dietary needs, and effective communication techniques, essential for meeting diner expectations.

That breadth of training means restaurant staff need training on both a short-term and long-term basis. As the data points below show, about 40% of restaurant leaders say that their workers need to learn new skills either daily or weekly to perform their jobs well.

Figure 6: Frequency of Skill Development Needs for Restaurant Workers

How often do you think your organization's frontline workers need to learn new things to perform their jobs effectively?



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=96 restaurant employers)

In spite of that need for learning opportunities, restaurant employees are more likely than any other industry to say that they don't have time to practice and grow the skills they need to do their jobs successfully. It's an understandable issue in such a fast-paced environment, but failing to give workers a chance to hone their skills and test them out can mean the difference between a great customer experience and a poor one.

Over time, training has the potential to become the backbone of operations, allowing each and every team member to deliver exceptional service and cuisine, turning first-time visitors into regular patrons.



Hospitality

“Learning isn’t just about training classes. It’s about relationships. If we can help our employees young and old to connect with each other, with their leaders, and with our values, we can create sustained performance across the entire company. It’s my biggest dream.”

—Learning Leader, Global Hospitality Provider

Workforce Insights	Employer Insights
Only 52% of hospitality workers say their company is invested in them as an employee	Only 11% of hospitality employers provide training via mobile at this time
Just six in 10 of these individuals say they have the right types and amount of training to do their jobs	Hospitality learning leaders were more likely than any other industry group to look at performance as the indicator of learning effectiveness (76%)
Just 29% of hospitality staff say they take training for career growth purposes	Difficulty balancing work/personal commitments is the biggest barrier to learning after schedule constraints

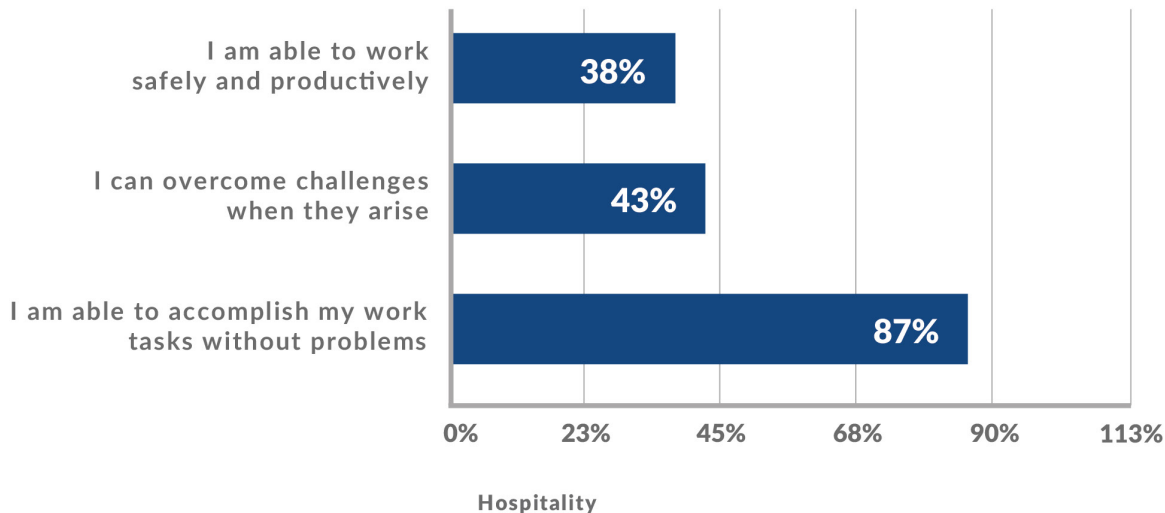
In the hospitality industry, service and quality define the ideal guest experience. In that environment, training serves as the foundation for staff to deliver exceptional service, from the warmth of a welcome to the meticulous attention to guest needs.

Training in this industry goes beyond routine tasks, embedding a culture of genuine care and personalized service that distinguishes a stay from memorable to unforgettable. That’s one reason it’s incredibly concerning that nearly half of hospitality workers say that their company isn’t invested in them as an employee. If that’s the case, how do employers expect their team members to deliver the optimal guest experience?

The hospitality workers that have the right types of training say it affects their work and the challenges they face, as shown in the Figure below.

Figure 7: Top Ways Hospitality Workers Know They Have Adequate Training

How do you know you have the proper training?



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=177 hospitality employees)

When hospitality staff have the training they need, they can get their essential work tasks done without problems and overcome any challenges that may arise. That’s an important connection since 76% of hospitality leaders say that they look at performance as an indicator of training effectiveness.

Hospitality workers were one of the only groups that were more likely to consider external job opportunities than internal ones, which means employers that want to retain their best team members have to support their people with clear guidance on performance standards, consistent communication, and relevant training and growth opportunities.

Hitting each of those key requirements helps to equip employees with the skills to handle diverse situations with grace and professionalism, ensuring that every interaction contributes to an enjoyable guest experience.

Developing a Competitive, Capable Frontline Workforce: The Path Forward

In any endeavor in education, work, or life, looking at the practices of successful individuals and organizations can offer a path for success. Talent development and upskilling is no different.

If we're developing, designing, and deploying learning that meets the needs of the workforce, aligns with the needs of the business, and fits into the experiences workers prefer, there's a high likelihood of uptake and success. If we're working at cross purposes, then it's going to be more difficult than we expected.

Insights from Frontline Workers

First, while the learner experience and their specific needs aren't the only considerations, they do matter in the bigger picture. As employers, we think that the competition for training content is other types of training. But in reality, the competition takes the form of social media, other content, or simply doing nothing at all.

There's long been this false dichotomy in learning that needs to be dismissed. Many companies assume that training can either be employee-driven, "fun," and have no impact on the organization or it can be mandated, straightforward, and valuable to the bottom line. That's a false choice. **Consider this: nearly half of employees with plans to quit their job say they don't get the proper training to do their work.** When we add in the fact that frontline workers were more likely to prefer to grow into a new role in their current organization than take a job at a new one, it shows a very clear takeaway. The frontline workforce wants and **needs** the right skill development and training, and when it is provided, **frontline workers will commit to their employer, invest their effort and creativity into their work, and drive the critical performance measures that align with the job.**

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When workers say that they love their company’s training technology, they are **50% more likely to be happy** in their job with no plans to quit.

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To be fair, many factors influence the skill development needs of the frontline workforce. For example, workers with less than six months of job tenure are about 50% more likely to say they need to learn new things **every week** or **every day** compared to those that have been in their job a year or more. Points like that mean we can’t look at every individual as if they are the same, because their needs are clearly different.

In addition, the tools we use matter. Approximately two in three workers at companies using learning technology say that it’s “just okay,” meaning there’s considerable room for improvement. When asked directly, 91% of frontline workers said they want access to training or resources on a mobile device. Using learning technology that is mobile-friendly, flexible, and collaborative would make a major difference in how frontline staff experience upskilling.

The kicker: when workers say that they **love** their company’s training technology, they are nearly three times more likely to say their company is heavily invested in them and 50% more likely to have no plans to quit their job. Is learning technology the only factor in play? Certainly not. But does it tie into critical areas like communication, collaboration, and connectedness for frontline workers? Absolutely so.

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Insights from Frontline Employers

Next, we can take lessons from those employers with more successful approaches and apply them across the board. In the data, we cut the responses via an important lens: those that invest heavily into their frontline workforce.

Employers that were rated highly for investing in the frontline workforce had some core differentiators:

- 1. More likely to say LMS is a tool for supporting staff performance, not just an administrative and compliance tool.**
- 2. More likely to prioritize collaborative learning among frontline teams.**
- 3. More likely to prioritize career mobility for frontline staff.**
- 4. More likely to offer manager-specific training to support frontline leaders.**
- 5. More likely to evaluate learning effectiveness across a variety of areas.**

With regard to that final item on measuring learning, it ties deeply into the other points from the workforce side of the equation. As the graph below indicates, the performance of frontline workers is the most common mechanism that employers use to determine if learning and training activities are meeting their objectives.

Figure 8: How Frontline Employers Evaluate Training Effectiveness



Source: 2024 Lighthouse Research & Advisory Frontline Development Trends Study (n=1,050 workers and 737 employers)

This aligns to the other performance-focused data points from the workforce. Workers that didn't have clarity on their performance expectations also had gaps in their training activities.

It's no secret that developing our people creates stronger performance and retention. It's what studies have indicated for decades, it's what talent development leaders expect (based on this data), and it's something that most of us have seen play out within our own career experiences as well.

The evidence is abundantly clear, but to help close out, let's look at how an organization is facing these exact same challenges today. As the following case study will demonstrate, there's tremendous value in unlocking the performance of your frontline workforce through training and development, both in the short-term in the form of performance and productivity and the long-term in the form of retention and career growth.

Don't Overlook Onboarding Significance



Overall, the average frontline employer emphasizes training across a variety of areas, the top four being safety/compliance, onboarding, leadership development, and regular/ongoing training. While onboarding ranked second for employers, 90% of frontline workers said that onboarding was important to job success.

However, the number one blocker of skill development for frontline staff with less than six months of tenure is a limited set of opportunities to practice and apply new skills.

Onboarding isn't an hour. It isn't a day. It isn't even a week. Proper onboarding takes time to build the practical skills, the social connections for learning and mentorship, the knowledge of the organizational values, an awareness of client expectations, and more.

Sure, your frontline team members have to get up to speed quickly so they can start being productive, but don't overlook the importance of giving them opportunities to test, try, and practice. Onboarding is a great avenue to make that happen, and it takes care of the single biggest roadblock to frontline skill development for new staff.

Case Study: Sport Clips

Industry: Retail

Learners: 16,000

Company Background: Sport Clips is a unique hair salon brand that offers a sports-themed haircut experience. Since opening its first location in Austin, Texas in 1993, Sport Clips has grown significantly, now boasting nearly 1,900 locations across the United States and Canada.

Sport Clips is well-known for its customer service, but it is also recognized for its strong commitment to community and philanthropic efforts. The company has been actively involved in supporting veterans through its annual “Help A Hero” fundraiser in collaboration with the VFW Foundation, raising millions for scholarships for veterans and active duty service members transitioning to civilian careers.

The culture at Sport Clips is heavily influenced by three core values:

1. Doing one’s best,
2. Doing what’s right, and
3. Treating others the way they want to be treated.

In addition to mandated live training sessions for business operations and logistics, Sport Clips offers each store manager opportunities to engage in personalized learning to sharpen specific skills, prepare for advanced roles, and become better leaders. Whether managers are interested in climbing up the corporate ladder, becoming experts in their specific roles, or exploring an entirely different career path, Sport Clips is dedicated to providing learning experiences that focus on the goals and interests of each individual. As a result—and benefit to the enterprise—franchise managers are often tapped for regional and corporate leadership roles.

Once engaged with the Manager Development Program, many managers become “coaches” to other managers. Coaches at Sport Clips are licensed cosmetologists and barbers who progress from coordinators or stylists to regional educators for their designated territories. They cover about 20 to 25 stores and work one-on-one with managers at each location to provide in-person training and personalized support to help each store succeed. With Schoox, coaches can track progress from each one-on-one session, add notes, provide supplemental training resources, and more.

According to one of the Sport Clips leadership team members, “We see better retention rates with our managers when they are properly trained and actively engaged in professional development.” Put simply, learning isn’t just about growing performance—it’s about retaining great team members that continue to provide the Sport Clips experience to customers every single day.

Conclusion

The will to develop and grow is there, but barriers remain. The data show that frontline workers are five times more likely to prefer training to improve their skills in their current role over training that prepares them for a job at another company. However, there are real, critical blockers to frontline worker development today. Employers and talent development leaders that want to create better outcomes must look at how to mitigate challenges like scheduling constraints, limited opportunities to practice, and lack of resources.

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When we know better, we do better. When frontline staff say that they know what is expected of them at work, they are more likely to say they have the right training available, more likely to say their company is invested in them as an employee, and more likely to say they can accomplish their work without problems. But the fact that four in 10 frontline workers don't have that clarity is concerning, and we have to close that gap.

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Rethink your training technology budget: it's not an expense, it's an investment. The employer and workforce sides of the equation both agree on this front. Employers that more consistently prioritize the experience and support of their frontline workforce are more likely to say their learning management system is a tool for driving staff performance. On the flip side, when workers say that they love their company's training technology, they are nearly three times more likely to say their company is heavily invested in them. The right training technology makes a real, critical difference in frontline worker development.

Key Takeaways

Frontline Worker Highlights

Only 24% of frontline workers strongly agree that they have the right types and amount of training they need to succeed at work.

Similarly, nearly 50% of employees with plans to quit their job say they don't get the proper training to do their work.

91% of frontline workers said they want access to training or resources on a mobile device.

The biggest learning constraint for frontline workers new to their jobs is limited opportunities to practice/apply new skills.

Those with less than six months of job tenure are about 50% more likely to say they need to learn new things every week or every day.

Two in three workers at companies using learning technology say that it's "just okay."

Workers that love their company's learning technology are nearly 3x more likely to say their company is heavily invested in them and 50% more likely to have no plans to quit their job.

Frontline Employer Considerations

Conduct audits or surveys to understand whether any potential misalignment is happening during onboarding, on-the-job training (OJT), continuous development, or all of the above.

Investigate how much of training is currently accomplished on mobile devices and see what other aspects could potentially be shifted to be mobile-first.

Look for ways in which you can add OJT into processes like onboarding, upskilling/reskilling, and continuous development. Better yet, look to see how it can be woven into how you track this type of training within your learning technology today.

Determine whether there are opportunities for new employees to practice and apply new skills as well as build social connections, learn organizational values, and develop awareness of expectations.

Consider whether your learning technology is truly mobile-friendly, flexible, and collaborative.

Understand how the learning technology does or doesn't tie into critical areas like communication, collaboration, and connectedness.

About the Study

2024 Lighthouse Research & Advisory Frontline Development Trends Study gathered survey responses from 737 different employers and 1,050 workers in the United States and Canada across a predefined set of frontline industries: food service, retail, hospitality, construction, and manufacturing.

Company Sizes:

- 1,000 - 2,499: 21%
- 2,500 - 4,999: 22%
- 5,000 - 9,999: 26%
- 10,000+: 31%

Workforce responses:

- Male: 49%
- Female: 51%
- Age:
 - 18-24: 20%
 - 25-34: 20%
 - 35-44: 20%
 - 45-54: 20%
 - 54+: 20%

Statement of Ethics: *as an independent analyst firm, our research and reporting provide unbiased, neutral views of the HR trends and technologies impacting work today. While this specific research was vendor-funded, it does not impact how we share the data with employers and practitioners. If you have any questions, please contact us.*

About schoox

Schoox is workplace learning software with a people-first twist. People aren't cogs, and Schoox was designed for how humans actually learn. We keep learners curious by letting you deliver more kinds of content wherever they are, from the front line to the corporate office. And by making learning easy, accessible, rewarding, and fun, we help you get everyone more excited about their career development. Learners can “up” their skills, grow on the job, and get more done—and you can measure the impact of their awesome accomplishments. Schoox powers people-focused learning experiences for *organizations around the world*, including Subway, Celebrity Cruises, Phillips 66, and Sonesta Hotels. Learn more at schoox.com.



About Lighthouse Research & Advisory



Lighthouse Research & Advisory is a modern analyst firm dedicated to setting the standard for excellence in talent, learning, and HR. By providing compelling research and actionable insights for business leaders, our team's mission is to navigate the rapidly changing field of human capital management to support today's talent and learning functions.

Our advisory, research, content, events, HR Awards Program, and other offerings serve tens of thousands of employers across the globe every year.

Put simply: our goal is to chart a new course for talent. We do this with compelling research, innovative ideas, and a strong grasp of the current state of talent and technology at work. We have supported hundreds of organizations with our research, advisory, and insights since our beginning in 2016. In addition, our data also inform key product and strategy decisions at the industry's leading technology and service providers.

Ben Eubanks is the Chief Research Officer at Lighthouse, providing trusted advice for today's modern talent leaders. Prior to joining Lighthouse, Ben worked as a research analyst and an executive practitioner. His analyst work focused on learning, talent acquisition, and talent management. During his career, he has published more than 100 pieces of research and provided advisory services to executives from some of the largest and most respected organizations in the world.

Unlike most analysts, he also has hands-on experience working as an HR executive, leading both strategic and tactical talent practices. Ben is the host of We're Only Human, a podcast focused on the intersection of people, technology, and the workplace. In addition, he runs upstartHR.com, a website serving HR leaders that has reached more than 1,000,000 readers since its inception.