

**coursera** for business

# The Learner Adoption Playbook:

## How to Build a Culture of Learning that Drives Business Impact



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# Foreword

As L&D leaders, we're driven to create successful learning initiatives. We see the immense power of learning to transform businesses, driving employee retention, revenue growth, and shareholder value. Yet, a critical disconnect persists. While nearly 80% of organizations recognize capability building as essential, only a third report consistently achieving impactful outcomes.<sup>1</sup> This gap stems from a fundamental misalignment: Too often, L&D programs are launched without a deep understanding of how learners experience learning or a clear strategy to foster lasting adoption.

The key lies in moving beyond top-down learning solutions and embracing a culture of continuous learning. This requires engaging all stakeholders—from employees to the C-suite—and building dynamic ecosystems that prioritize personalization, accessibility, and incentivization. We must create a continuous feedback loop, where learner voices are heard and programs adapt to their evolving needs.

Drawing upon insights from Coursera customers like Capgemini and LTIMindtree, as well as partners like Microsoft, this white paper will equip you with practical strategies to bridge the gap between intention and impact. We'll explore the four pillars of learner adoption, providing a roadmap to cultivate a thriving learning culture within your organization.

From fostering executive buy-in to personalizing the learning journey, removing barriers to access, and recognizing learner achievements, we'll delve into actionable tactics that drive engagement and unlock the full potential of your workforce. The journey requires dedication, but the rewards—thriving careers for employees and a more agile, innovative organization—are worth the effort.



**Trena Minudri**

VP & Chief Learning Officer, Coursera

# Driving learner adoption through a culture of learning

A culture of learning isn't a nice-to-have; it's a necessity. Companies with strong learning cultures see higher rates of retention, more internal mobility, and a healthier management pipeline compared to those with smaller levels of commitment.<sup>2</sup> In practice, a strong learning culture looks like employees regularly participating in learning, with leadership supporting them and the company dedicating time and resources to learning and development (L&D).

Here's a snapshot of how several leaders at top institutions are working to build a culture of learning.

## Logitech

### Allowing the learner to take charge

At Logitech, a global manufacturing leader with thousands of learners worldwide, the L&D team prioritizes building a culture where individuals own their development. For Brittany Griffin, Head of Talent Management & Development, the team acts as a catalyst, providing the resources and support for employees to take charge of their growth.

"Learners are accountable for their development, and we're here to equip them for success," says Griffin. "With Coursera, we can offer a wide range of learning opportunities tailored to individual needs, freeing our L&D team to focus on Logitech-specific priorities."

Logitech measures success by tracking key metrics such as learning hours, active learner engagement, and—most importantly—continued learning. After just six months, they saw a significant increase in learners enrolling in multiple courses, a clear indicator of sustained engagement and a thriving learning culture.

"The high rate of learners completing one course and immediately diving into another speaks volumes," affirms Griffin. "It tells us people are not only engaged, but they're committed to their long-term growth."

## Microsoft

### Making learning accessible and a part of daily work

The Enterprise Skilling Initiative at Microsoft, a Coursera partner, provides technical skilling programs for global customers and partners to drive successful adoption. For Natalie Duryea, Senior Director of the initiative, learning is an always-on activity that hinges on removing barriers.

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*Learners are accountable for their development, and we're here to equip them for success.*



**Brittany Griffin**

Head of Talent Management & Development, Logitech



### Defining learner adoption and engagement

At Coursera, we define **learner adoption** as that first step: getting learners to enroll in a course or engage with short-form content on the learning platform.

**Learner engagement** builds on this foundation, signifying learners regularly progressing through their chosen courses and content, leading to a measurable increase in overall learning hours.

“Access is huge,” says Natalie. “How easy is it to get the training? Learners need skills development in the flow of their work, with minimal barriers to entry. Another pillar is engagement. Learners want to be able to interact with content, ask questions, and test their learning.”

Time constraints are a common hurdle, so Microsoft emphasizes the ROI of learning, ensuring employees understand its direct impact on their productivity and career growth. But even with dedicated learning time, Duryea stresses the importance of fostering a growth mindset for continuous development.

“Learning is not a one-time event or a checkbox,” says Natalie, “but a continuous process that enables employees to grow, innovate, and adapt to changing business needs.”

## LTIMindtree

### Cultivating a culture of curiosity-driven learning

At LTIMindtree, a global technology consulting firm, learning and development isn't just an initiative. It's woven into the fabric of the organization. Serving tens of thousands of employees and university candidates, LTIMindtree fosters a culture where curiosity fuels continuous learning.

“We've moved away from a compliance-driven model fueled by a strict number of learning hours and fear of exams,” explains Ritu Chakrabarti, AVP and Global Head of Learning & Development. “Instead, we've cultivated an environment where opportunities through learning are celebrated, creating future-ready talent.”

LTIMindtree reinforces this commitment through company-wide initiatives like hackathons and competitions, transforming learning from a requirement into an engaging and rewarding experience for employees.

## Capgemini

### Prioritizing employee growth

At Capgemini, a global leader in digital transformation, empowering a workforce of over 350,000 through continuous learning is paramount. Their partnership with Coursera has yielded impressive results, with 65% of employees actively engaged in learning within three years.

“Our commitment to L&D goes beyond simply keeping employees up-to-date,” shares Estelle Maione, Global Head of Learning and Capgemini University. “It's about fostering their employability, both within Capgemini and in the broader job market. This commitment is central to our CSR values.”

Rather than dictating skills, Capgemini nurtures a culture where existing employee strengths are recognized and grown. This approach empowers individuals to become adaptable, continuous learners, equipped to thrive in the ever-evolving digital landscape.

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*Learning is not a one-time event or a checkbox, but a continuous process that enables employees to grow, innovate, and adapt to changing business needs.*



**Natalie Duryea**

Senior Director of the Enterprise Skilling Initiative, Microsoft

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*We've cultivated an environment where opportunities through learning are celebrated.*



**Ritu Chakrabarti**

AVP and Global Head of Learning & Development, LTIMindtree

## Deutsche Telekom

### Relevance, access, and support

Deutsche Telekom, with over 140,000 employees worldwide, is committed to addressing critical skills gaps, such as data analytics and generative AI (GenAI). Their GenAI enablement program has already seen impressive participation, with 66,000 employees engaging within the first six months of 2024. One key instrument of the program's success has been the inclusion of the [Prompt Engineering for ChatGPT](#) course offered by Coursera.

For Nadya Stefanova, Lead Global Learning, a thriving learning culture hinges on three key elements: relevance, accessibility (including superb UX), and support.

“*Relevance* means ensuring all content aligns with both individual learner needs and company priorities,” explains Stefanova. “*Accessibility* means providing a seamless, localized user experience, and *support* requires fostering a company-wide appreciation for continuous learning.”

Nadya emphasizes that this commitment extends beyond individual skill development: “We need to cultivate a mindset where lifelong learning is embraced and championed at every level of the organization.”

**Within these exemplary learning cultures introduced, we're ready to explore the four pillars of learner adoption.**

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*Make sure to explain why certain training priorities are a must, explain how they are a must, explain how they contribute to strategic priorities of the company and the learner, and provide innovative and relevant content.*



**Nadya Stefanova**  
Lead Global Learning,  
Deutsche Telekom

# The four pillars of strong learner adoption

Boston Consulting Group found that 95% of global companies report they understand the critical importance of corporate learning for their company's future, yet only 15% report that they elevated L&D to this level of importance.<sup>3</sup>

To prioritize learning effectively, it must be delivered with care in a culture that values learning. Leaders who want to build this culture must consider learner adoption.

To drive learner adoption, business leaders should focus on four pillars:

**1.**

Foster alignment with executive and functional leaders

**2.**

Tailor learning with various formats and differentiated content

**3.**

Remove barriers to learning programs

**4.**

Incentivize learning with badges, rewards, and recognition

## 1. Foster alignment with executive and functional leaders

Deloitte research found that while most organizations believe in a shared L&D responsibility among business leaders and HR functions, less than 10% felt ready to develop new learning programs.<sup>4</sup>

If executives show they're invested in the learning initiative, employees will find the time to learn. Yet it's not enough to talk the talk: Business leaders should demonstrate their learning. We've found that **executive buy-in is often the most critical element to employee adoption.**

"As an L&D leader, do I have leadership support and involvement? And is it visible to the learner? If learners see that leaders support an initiative, they'll engage because they know it's a business imperative," Trena Minudri explains.

In addition to the C-suite, business leaders need to get functional leaders invested in a culture of learning.

## Understand and articulate what's in it for leaders

While L&D metrics like learning hours and engagement are important, they often fail to resonate with business leaders focused on production, revenue, and other bottom-line results. Bridging this gap requires articulating the value of learning in a language that resonates with executives.

Instead of solely focusing on L&D-specific terminology, translate the impact of learning into tangible business outcomes. This involves conducting thorough research, engaging with leaders across all departments, and understanding their unique challenges and priorities.

Start by building relationships with senior directors and VPs, gradually working your way up to the C-suite. Don't overlook key business partners like the CTO, who can provide valuable insights into emerging skill needs and technology trends.

### For example:

- **LTIMindtree's L&D team** strategically aligns learning initiatives with the company's long-term strategic goals.
- **Capgemini's L&D team** aligns with the company's strategic priorities and collaborates closely with each entity's business leaders to deploy those priorities, be they about leadership development or GenAI.
- **Deutsche Telekom's L&D team** strategically maps learning initiatives to the company's Telco 2030 goals, identifying key learning areas and developing targeted campaigns, like their Generative AI program, to equip employees with essential skills.

## Activate leaders as learning champions

Securing leadership buy-in goes beyond simply communicating the value of L&D—it requires actively engaging executives as learning champions.

One powerful tactic is encouraging leaders to participate in learning themselves. This firsthand experience enables them to personally experience the benefits and serve as positive role models for their teams.

- **Microsoft's Enablement & Operations Division**, for instance, combats time constraints by incorporating quarterly “learning days” into their schedules, setting a clear expectation for leadership participation.
- **Logitech** takes a grassroots approach, involving functional leaders in the selection and promotion of L&D programs. This fosters a sense of ownership and encourages them to champion learning within their teams.
- At **Coursera**, leadership participation is paramount. When launching [Generative AI \(GenAI\) Academy](#), CEO Jeff Maggioncalda led by example, openly [sharing his own GenAI learning journey](#) and stressing the importance of upskilling in company communications.

Discover more best practices for aligning learning strategy with company priorities in the *How to Evaluate the Business Impact of Learning* playbook.

[Learn more](#)



*Leaders' actions speak louder than words. Executive buy-in is not a passive endorsement but an active investment in our people's future. It's about leading from the front, championing the cause of learning, and setting a precedent that resonates throughout our organization and beyond, into the networks of our partners and customers.*

**Natalie Duryea**

Senior Director, Enterprise Skills Initiative, Microsoft

## 2. Tailor learning with various formats and differentiated content

“Keep learners at the core,” advises Ritu Chakrabarti of LTIMindtree. This principle underscores a fundamental truth: Effective learning experiences cater to individual needs and preferences.

As Estelle Maione of Capgemini emphasizes, “Learning needs to be personalized, both in terms of guiding learners toward the right content and supporting them in achieving their unique goals.”

Gone are the days of generic, one-size-fits-all training programs. Today's learners demand tailored experiences that resonate with their learning styles, career aspirations, and skill development needs. Let's explore how this translates into practice.

### Engage all learners with a bimodal approach

L&D leaders often face the challenge of catering to learners with varying motivations, from those intrinsically driven by curiosity to those who need a nudge in the right direction. “While nothing replaces intrinsic motivation,” says Natalie Duryea, “the good news is that most learners are naturally curious. Our role is to ignite that inner drive and provide the support they need to thrive.”

**A successful strategy recognizes different learner types and offers multiple pathways for engagement:**

1. **Natural learners:** These individuals have a strong growth mindset and actively seek opportunities to expand their knowledge. They thrive in environments with ample self-directed learning options, where they can explore their interests at their own pace.
2. **Opportunistic learners:** While having a growth mindset, they need to see the immediate relevance and benefit of learning. Highlighting clear career pathways, offering targeted skill development opportunities, and showcasing success stories can effectively engage this group.

## coursera

### Get started with GenAI Academy

GenAI is poised to add \$4.4 trillion *annually* to the global economy.<sup>5</sup> AI is here to stay, and organizations need to adapt to maintain their competitive edge.

Coursera's GenAI Academy offers over 350 courses and hands-on practice taught by the most innovative leaders in generative AI, including Microsoft, Google, and Stanford Online. You can build critical skills across the organization without compromising quality or ethics. Curated catalogs include upskilling for:

**Everyone:** Build foundational GenAI skills and understanding across your company with best practices for ethical applications.

**Executives:** Empower senior leaders to develop and execute impactful GenAI business strategies, inspiring teams through a new era of transformation.

**Teams:** Equip functional teams to understand and adopt GenAI best practices unique to their business function, unlocking innovation and productivity.

[Explore GenAI Academy](#)

3. **Resistive learners:** These individuals may require more structured guidance and incentives. Required training programs, clear expectations, and tangible rewards can encourage participation and highlight the value of continuous learning.

To effectively engage all three types, a bimodal L&D approach is crucial:

- **Training:** Structured programs that address specific organizational needs, ensuring a baseline level of knowledge and skills across the workforce
- **Growth:** A platform for self-discovery and exploration, offering a diverse range of content that empowers individuals to pursue their learning goals

A culture of learning gives natural learners a clear path forward, opportunistic learners the right tools, and resistive learners incentives to engage (see [page 15](#) for more information on incentives).

### Connect learning to individual growth

For learners to prioritize development, they need a clear understanding of how it benefits them.

“It’s crucial to address the ‘What’s in it for me?’ factor,” explains Alejandra Salazar, Head of Learning Portfolio at Capgemini Corporate University. “When individuals clearly see the skills they’ll gain and how those skills directly apply to their work, they’re far more likely to make time for learning.”

Estelle Maione of Capgemini echoes this sentiment: “Without clear guidance and a personalized value proposition, it’s challenging for individuals to prioritize learning amidst competing demands.”

Connect learning to individual growth by:

- **Clearly outlining the skills and knowledge gained:** Explain how these skills translate into enhanced job performance, career advancement opportunities, and increased earning potential.
- **Providing relevant examples and success stories:** Showcase colleagues who’ve benefited from similar learning paths, demonstrating tangible career growth within the organization.
- **Highlighting industry trends and future skills needs:** Emphasize how continuous learning ensures employees remain competitive and adaptable in a rapidly evolving job market.

LTIMintree exemplifies this approach with a well-defined talent framework. “We’ve created a talent framework that outlines the proficiencies needed for specific roles and career paths,” shares Ritu Chakrabarti, AVP and Global Head of Learning & Development. “This allows us to tailor learning journeys to individual aspirations, fostering both personal and professional growth.”

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*Without clear guidance and a personalized value proposition, it’s challenging for individuals to prioritize learning.*



**Estelle Maione**

Global Head of Learning and Capgemini University, Capgemini

**coursera**

### Supporting personalized learning with Coursera Coach

Coursera Coach is an AI-powered, interactive guide that helps learners master skills effectively with on-demand assistance anchored in expert content from industry and university partners.

[Explore Coursera Coach](#)

## Provide flexibility and choice

Just as individuals have unique learning styles, they also have diverse preferences for how they consume information. Effective learning programs recognize this by offering a variety of formats and delivery methods.

**Self-guided learning paths** empower individuals to dive into areas of interest at their own pace, nurturing a sense of autonomy and ownership over their development. By setting personal goals and timelines, learners are more likely to retain and apply knowledge effectively.

Capgemini exemplifies this learner-centric approach, as Estelle Maione explains: “We design learning experiences to fit seamlessly into the context of our employees’ lives, carefully considering content length, duration, and even how we provide reminders.”

### Beyond self-guided learning, consider incorporating:

- **Bite-sized microlearning modules:** Provide quick knowledge boosts and skill refreshers—ideal for busy professionals.
- **Interactive simulations and gamified elements:** Enhance engagement and knowledge retention through active participation and hands-on practice.
- **Collaborative learning opportunities:** Foster peer-to-peer learning and knowledge sharing through group projects, discussion forums, and mentorship programs.

By providing a range of formats and options, L&D leaders can cater to different learning styles and preferences, creating a more inclusive and engaging learning environment for all.

## Learning formats on Coursera

Format	Length	Benefit
Clips	5–10 minutes	Bite-sized learning for in-the-moment knowledge needs without enrolling in a course
Guided Projects	< 2 hours	Hands-on learning using the latest industry tools and technologies
Courses	4–6 weeks	Self-contained learning programs designed to address a specific skill gap
Specializations	3–6 months	A series of courses that help learners master a topic and advance their skills
Professional Certificates	3–12 months	Role-specific training for both entry-level and advanced learners

### 3. Remove barriers to learning programs

Creating a strong learner experience has many benefits, from employee mobility to increased retention. Best-in-class organizations see an average of **75 hours of training per employee annually**, with both **higher retention and promotion rates**.<sup>6</sup>

But employees will always have disparate, competing priorities: day-to-day responsibilities, urgent pop-up tasks, last-minute meetings, and so on.

As we've discussed, learning will always be a matter of prioritization. Business leaders need to guide employees to make time for learning over actions with less long-term benefit. Learning leaders need to communicate to managers how the training will impact their employees' development and career growth—and share ways that managers can encourage their employees to practice new skills.

**Here's how to remove barriers to access for all kinds of learners with an organization.**

#### Combat content chaos

In today's L&D landscape, content is abundant. But this abundance often creates confusion and overwhelm, making it difficult for both L&D leaders and learners to navigate.

Coursera research reveals the extent of this challenge: 46% of L&D and HR leaders feel overwhelmed by the sheer volume of learning content, while 58% struggle to effectively measure the impact of multiple learning initiatives.<sup>7</sup>

**The key to overcoming content chaos lies in a two-pronged approach: curation and timing.**

LTIMindtree tackles this challenge head-on with a well-defined talent framework that acts as a guiding compass for learners. "Content is everywhere," acknowledges Ritu Chakrabarti, AVP and Global Head of Learning & Development. "But clarity of purpose is paramount. Our framework connects learning to specific roles, career paths, and required proficiencies, ensuring relevance and maximizing impact."

Equally important is the timing of content delivery. As Brittany Griffin of Logitech aptly points out, "Introducing information long before it's needed is a recipe for forgetfulness." Logitech optimizes learning by strategically timing "featured skill" campaigns to coincide with moments of maximum relevance, such as emphasizing goal-setting at the start of the fiscal year.

By curating content that aligns with individual and organizational needs and strategically timing its delivery, L&D leaders can transform content chaos into a focused and effective learning experience.

#### Make learning visible and accessible

Even the most meticulously designed L&D programs will fall short if learners aren't aware of them or understand their value. Active promotion and communication are essential for driving engagement and maximizing impact.

#### **coursera**

#### **Drive adoption by customizing your content with Course Builder**

Coursera designs content that builds skills, and now, this pursuit is powered further by Course Builder, an AI-assisted authoring tool that merges assets from Coursera, the customer's content library, and relevant content from vetted industry experts.

"Course Builder promotes tailored, curated content, with the integration of the internal and the external for a more compelling, rewarding experience," Trena Minudri shares.

**Course Builder drives in-demand skills through stackability. Learners can start small, then build to their desired level of expertise.** L&D leaders can personalize learning by picking and choosing from course modules, while leaving out anything irrelevant.

[Explore Course Builder](#)

**L&D leaders, in collaboration with functional managers, must effectively communicate:**

- **What:** Clearly articulate the learning opportunities available, outlining program content and structure.
- **Why (individual):** Connect learning to individual growth by highlighting the skills gained, career benefits, and personal relevance.
- **Why (company):** Align learning with broader organizational goals, showcasing how it contributes to team success and business outcomes.

**Strategies for effective promotion:**


- **Host regular learning events:** Organize workshops, webinars, or “lunch and learn” sessions to showcase new programs and foster a culture of learning.

**coursera** for business

Employee Engagement Toolkit  
**Email Creative Assets**

**EMAIL #5**  
Learn a new skill

**HEADER IMAGE:**



**FILES:**  
Email\_5\_Header.jpg  
Email\_5\_Header.png

**COPY:**  
**Learn a new skill in as little as four hours.**

Hi <NAME>,

You can gain beneficial knowledge or learn a new skill by completing a course in four to twelve hours.

On Coursera, you can quickly learn skills from industry experts at leading companies, like mastering marketing analytics with Meta, building your IT knowledge with IBM, and more.

Interested? Watch this quick video on How to Get Started.

**Watch video** <<include link “[How to Get Started on Coursera](#)” video>>

A sample email template from [Coursera for Business Employee Marketing Toolkit](#)

- **Use internal communication channels:** Feature learning opportunities and learner success stories prominently in company newsletters, intranet articles, and team meetings.
- **Recognize learning achievements:** Celebrate milestones and successes publicly, reinforcing the value placed on continuous learning.

Technology can also play a crucial role. The Coursera platform, for example, offers automated email reminders and personalized recommendations to keep learning top of mind and encourage ongoing engagement.

“As a small L&D team, we rely heavily on technology to scale our efforts,” shares Brittany Griffin of Logitech. “Coursera’s automated communications and platform features help us effectively reach and engage our learners, fostering a more vibrant learning culture.”

### Optimize your learning platform

The learning platform itself plays a critical role in driving adoption and engagement. A clunky, disjointed experience can quickly derail even the most well-intentioned L&D initiatives.

#### Prioritize platforms that are:

- **Intuitive and user-friendly:** Easy navigation, clear instructions, and a visually appealing interface can significantly impact the learner experience.
- **Personalized and engaging:** Features like tailored recommendations, progress tracking, and gamified elements can enhance motivation and engagement.
- **Integrated with existing workflows:** Embedding learning into existing platforms like Workday, EdCast, or Microsoft Viva minimizes friction and keeps learning top of mind.

LTIMindtree understands the power of a unified learning ecosystem. They combine their LXP, LMS, and a skill economy platform, enhanced by AI-powered features, to provide a seamless experience that connects skill development to real workplace outcomes.

Seamless integrations not only benefit learners, but also streamline administrative tasks for L&D teams. By minimizing platform switching and consolidating reporting, L&D professionals can focus on strategic initiatives rather than managing multiple systems.

**coursera** |  **degreed**

### Integrations in action: Degreed + Coursera

Coursera integrates directly with over 30 popular LMS and LXP providers. Here’s a look at Coursera features that power our integration with Degreed:

#### **Seamless authentication:**

Enable effortless platform switching for users with Single Sign-On (SSO) authentication.

#### **Auto synchronization:**

Ensure catalog freshness with daily syncing of new courses, admin-curated collections, updated course metadata, and deactivated content.

#### **Targeted recommendations:**

Enhance learning effectiveness with course selections from our advanced recommendation system.

#### **Simplified implementation:**

Save time with our pre-built integration process with unified tracking and reporting.

#### **No-cost configuration:**

Enjoy free integration with a Coursera account.

[Learn more](#)

## 4. Incentivize learning with badges, rewards, and recognition

As a business leader, consider how you can reward learners' time and skill-building. Sure, compensation and promotions factor into this. But recognition should move beyond this to recognize the human in the role and share their success widely.

At Microsoft, Natalie Duryea has observed success with ensuring the delivery of learning across teams, skill sets, and even career aspirations by way of microlearning opportunities that incentivize the learner. “Effective strategies include providing clear career progression pathways, offering certifications or badges—even better if at the microlearning level—and incorporating gamification elements into learning to challenge and check knowledge,” notes Natalie.

Here's a closer look at how you can incentivize learning.

### Recognize and amplify learner success stories

While intrinsic motivation is invaluable, recognizing and celebrating learner achievements plays a crucial role in sustaining engagement and fostering a culture that values continuous development.

The key is to strike a balance between extrinsic rewards and intrinsic motivators, ensuring that recognition initiatives enhance, rather than undermine, the joy of learning.

Consider these strategies:

- **Showcase learner success stories:** As mentioned earlier, it can be incredibly valuable to highlight individuals who've achieved significant milestones or applied their learning in impactful ways. Share their stories through internal newsletters, company-wide meetings, or dedicated recognition platforms.
- **Empower learners as mentors:** Invite individuals who've successfully completed programs to share their knowledge and mentor colleagues, promoting a culture of peer-to-peer learning.
- **Offer tangible rewards:** Provide incentives such as gift cards, company swag, or additional professional development opportunities for completing specific programs or achieving learning goals.
- **Celebrate learning milestones:** Recognize individuals who consistently engage in learning, whether it's completing a certain number of courses, earning certifications, or showing significant skill growth.

Deutsche Telekom exemplifies this approach with its digital skills program. “We amplified the program's impact by showcasing real-life success stories,” shares Nadya Stefanova, Lead Global Learning. “We featured employees who'd reskilled into new roles and provided opportunities for learners to become mentors, demonstrating the transformative power of continuous learning.”

By celebrating individual achievements and highlighting the impact of learning, organizations can create a virtuous cycle of motivation and engagement.

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*Coursera's high-quality credentials are a significant incentive for our employees. They provide tangible proof of learning that benefits both their careers and our organization's overall capabilities.*



**Alejandra Salazar**  
Head of Learning Portfolio  
at Capgemini Corporate  
University, Capgemini

## Validate skills with credentials

Tangible recognition for a job well done is a powerful motivator. Offering credentials for course completions provides individuals with valuable validation of their newly acquired skills, boosting both confidence and employability.

### Credentials offer a two-fold benefit:

- **For learners:** Industry-recognized certifications and credentials enhance résumés, demonstrate commitment to professional development, and can open doors to new opportunities.
- **For organizations:** Credentials provide verifiable proof of skill acquisition, enabling companies to track workforce capabilities and build a highly skilled talent pipeline.

“Coursera’s high-quality credentials are a significant incentive for our employees,” notes Alejandra Salazar of Capgemini. “They provide tangible proof of learning that benefits both their careers and our organization’s overall capabilities.”

Dow, a global materials science leader, has witnessed the power of credentials firsthand. [In their quest to bridge the GenAI skills gap](#), Dow strategically combined executive advocacy with a badge-earning system.

“Our CIO Melanie Kalmar talks about Coursera courses every chance she gets: in one-on-one conversations, our global webcast, and small-group settings,” says Alison Klein, Dow’s Information Systems Talent Manager. “She even mentioned she’s promoting them outside of Dow. There’s a lot of passion at the top of the organization.”

Dow leadership put their support into practice, as business leaders were invited to complete the [Generative AI Primer](#) course taught by Vanderbilt University. This invitation resulted in a big win: 84% of Dow’s IT employees earned the course completion certificate, while more than 200 earned a badge by completing two additional training modules.<sup>8</sup>

# Toward a thriving learning culture

Building a thriving learning culture is not a one-time initiative but an ongoing journey. By embracing the four pillars outlined in this white paper—fostering alignment, personalizing learning, removing barriers, and incentivizing engagement—L&D leaders can create an environment where continuous learning becomes ingrained in the fabric of their organizations.

The examples shared by Capgemini, LTIMindtree, Logitech, Deutsche Telekom, and Microsoft highlight that while no single solution fits all, a commitment to understanding the needs of your learners and a willingness to adapt and iterate are key to success.

Remember, investing in your employees' growth is an investment in the future of your business. As you embark on this journey, Coursera is here to support you every step of the way with our world-class content, innovative platform, and dedicated team of learning experts. Let us help you unlock the full potential of your workforce and navigate the future of work together.

Leaders at more than 3,800 companies, from SAP to Meta to IBM, trust Coursera for Business to build in-demand skills, nurture continuous learners, and demonstrate L&D ROI. With Course Builder—our powerful AI-assisted tool that accelerates content creation, curation, and customization—you can quickly design courses to meet your learners' needs.

[Start here](#)



# Endnotes

- 1 [Reimagining people development to overcome talent challenges](#), McKinsey & Company, 2023
- 2 [Workplace Learning Report 2024](#), LinkedIn, March 2024
- 3 [Three Steps to Turn Your Company into a Learning Powerhouse](#), BCG, 2020
- 4 [Short on skills? Rethink your Learning Approach](#), Deloitte, 2023
- 5 [What's the future of AI?](#), McKinsey & Company, 2024
- 6 [Reimagining people development to overcome talent challenges](#), McKinsey & Company, 2023
- 7 [L&D Investment Survey](#), Coursera, October 2023
- 8 [How to Bridge the Generative AI Skills Gap: Insights from Dow, Microsoft, and Vanderbilt University](#), Coursera, April 2024