

## **A Study on Re-Skilling and Up-Skilling Initiatives for Succession Planning in Various Sectors**

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### **Abstract:**

The world today is changing at a faster pace. With the advancement of technology and the evolving new generations it has become imperative to have dynamic leadership in the organizations to manage the diverse workforce globally. The study examines the role of re-skilling and upskilling initiatives for succession planning in various sectors including healthcare, manufacturing, IT, automobile, education and many more. It is a long process that takes lots of time and effort to groom the individuals to fulfil the roles and responsibilities of the role that are capable of. It depends on the organizations size, vision and the industry to decide the right kind of leader who will take the organization to the next level. The kind of leader should have thorough knowledge about the industry, the organization's past, present and what change needs to be incorporated to take the organization to the next level as per the vision of the management. This study used the quantitative research methodology involving surveys asked to the employees of different sectors. Findings suggest that reskilling and upskilling has become an integral part of organizational managerial development with the advent of new technologies and new AI driven trainings along with developing Emotional intelligence.

### **Introduction:**

Reskilling is the process of learning new skills in addition to the existing skills. It is important because of the continuous changes in today's external environment (Tech Target, 2023) It is not always done to transfer the employee to another department but also to excel well in the current job if there are new changes in the job (Tech Target,2023) It also opens doors for succession planning and thereby promotions (Tech Target,2023) Any organization will prefer employees who are well versed in multiple skills and can handle things efficiently. It costs less to work with current employees as they know the organization and its culture and have worked for so many years and proven to be an asset for the organization. Taking new employees need a whole lot of effort in recruitment and training them to be finally efficient in their role (Tech Target,2023) The existing employees and their work habits are familiar to the employer and both know each other's working style, so it is easier to adapt. The time dependent to reskill depends on the employee's capability and the industry he/she works. The employee who are very capable can reskill at the faster rate than the employees who understand slow. So, if such an employee exists within an organization it is better to use their capabilities and reskill them instead of spending time and money to hire a totally new resource who is not known. Upskilling means learning new skills or improving the existing skills of the employees to remain competitive in the current work environment (NU,2024). The skill gap today is majorly digital because of the maximum transformation of the digital technologies, so organizations these days have to be very particular about the digital upskilling of its workforces (Talentguard,2025).To

elaborate more, CareerBuilder survey(2017) found that 68 percent of employers who wanted to hire new employees in Q1 had job openings they could not find qualified and suitable candidates for the position. The pandemic has only aggravated this skills gap, with increased emphasis on digital skills and, for a time, reduced access to training. According to a survey by Salesforce, 59 percent of employees report having less access to workplace learning since the pandemic began. Upskilling helps the employees in their career growth. These days employees are wanting way more than their pay checks, a learning opportunity that will help them to sustain in any job they wish to work and develop all the core and secondary competencies required to sustain in the jobs

(NU,2024). Upskilling improves employee productivity and retention of employees in the organization (NU,2024). Succession planning is the process of identifying crucial positions in the organization and filling them with suitable people who can take the organization to the next level. It identifies future staffing needs in major positions and fills people who are being chosen and given the necessary skill upgradation and qualities to function properly in the new role. (University of Washington,2024). Succession planning has a big connection with reskilling and upskilling. An employee who has gone through reskilling and upskilling are easily competent for a certain position and he/ she is considered for succession planning. Such employees have developed the requisite skills and knowledge for the job and will be able to align with the organization's objectives and achieve them properly through the workforces. Identifying skill gaps through succession planning can help organizations to unlock their leadership potentials and groom them to enhance their leadership capabilities (Talentguard,2025). The process of succession planning involves the following steps:

Identify the key areas and positions that needs competent people in the next 1-5 yrs

Identify the skill necessity of these positions

Identify the interested and apt people who are capable for these positions

Identify the gaps in their potentials t meet the skill requirements of these positions

Meet the skill requirements through reskilling and upskilling

Integrate the plan into hiring strategies and evaluate the effectiveness(talentguard.com)

Companies can integrate succession planning into their hiring process from the start by recruiting talent with the necessary skills or the potential for future growth within the organization. Succession planning is a deliberate approach to maintaining a strong talent pipeline, typically unfolding over 12 to 36 months. Strategically, it plays a crucial role in upskilling employees. Managers should assess their current workforce to identify individuals who can transition into new roles, while HR should collaborate with them to ensure smooth hiring processes for vacant positions. Making this a standard practice across the organization fosters true talent mobility (Talentguard,2025)

### **Problem Statement:**

Reskilling & Upskilling is widely used in organizations to enhance the employee skills for better career and organizational development. Succession planning is searching for potential candidates for future leadership roles in the organization. Succession planning requires organization to develop the skills of potential employees through managerial development programs. Organizations prefer succession planning because they can get in built talents within the organization who knows the organizations culture and policies thoroughly and who is well equipped with the vision and mission of the organizations. In today's ever-changing environment where new technologies are coming very fast it is necessary to reskill and upskill

the employees specially when they are in the top position so that they can manage the organization well and align the individual objectives with the organization objectives. Hence this research aims to study on Re-Skilling and Up-Skilling Initiatives for Succession Planning in Various Sectors

**Objective:**

To assess the reskilling and upskilling initiatives in the different sectors  
To examine sector specific reskilling and upskilling initiatives for succession planning  
To understand the succession planning process in various organisations of various sectors

**Data collection**

**Research Design:**

For efficient study of the research exploratory research design is used as the problem needs more clear investigation since it was rarely investigated before.

**Population:** Employees of different sectors

**Sample Design:** Quantitative.

**Sample Size:** 41 Employees of different sectors.

**Sampling Method:** Simple Random Sampling

**Research Instrument:** Questionnaire The study will use a combination of primary and secondary data collection methods.

**Primary Data:** will be collected with the help of a questionnaire circulated among the employees.

**Secondary Data:** will be obtained from publicly available sources, research papers, company websites or other relevant sources.

***Reskilling and Upskilling to Stay Relevant in Today's Industry by Rhea Sawant et al. (2022)*** highlight that low-skilled employees risk job loss due to technological advancements and automation. They categorize industries into three types: those emerging with new skill demands (e.g., blockchain and cryptocurrency), those introducing disruptive technologies (e.g., Netflix replacing CDs/DVDs), and those requiring continuous upskilling to stay competitive (e.g., Uber). AI will further transform jobs, reshaping production and service delivery. Microsoft predicts 150 million new digital jobs in the next five years, increasing demand for online certifications from platforms like Coursera. As work structures evolve, skill-based education is essential. While some jobs will disappear, technological advancements will create more opportunities than they eliminate.

**Importance of Reskilling and Upskilling the Workforce"by S.Chakma and Nanvadee Chajinda (2020).** that investing in workforce development is more cost-effective than hiring and training new employees. Reskilling and upskilling enhance employee capabilities, boost retention, and increase organizational income. A McKinsey global Institute report predicts that

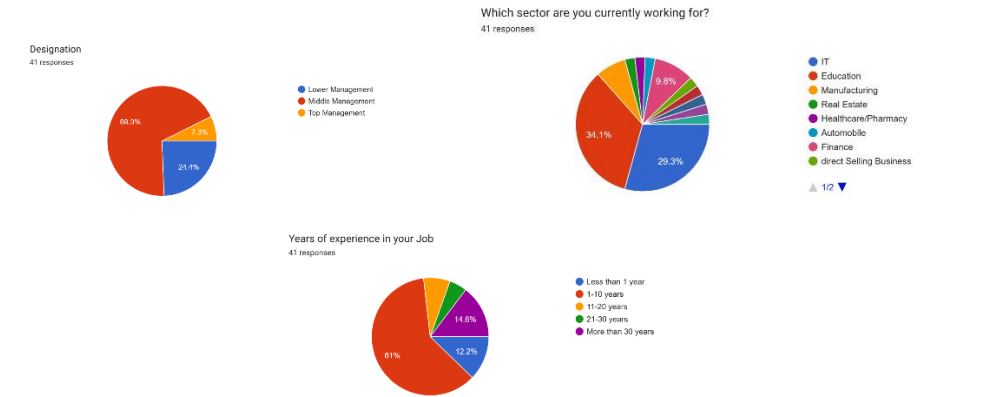
over 375 million people may need new skills by 2030 due to digitization, AI, and automation. Organizations must stay agile, and employees must continuously update their skills in areas like global awareness, financial literacy, and entrepreneurship. The study highlights the "Four C's" vital for modern work environments: Creativity, Critical Thinking, Communication, and Collaboration. It also underscores the need for educators to upskill to stay relevant, as reskilling trends gain traction in both workplaces and academia.

**Skilling, reskilling, and upskilling a workforce: a perspective from Kenyan enterprises.** *The Strategic Journal of Business & Change Management* by Muchiri, D. G. (2022). examines whether Kenyan organizations provide employees with opportunities to reskill and upskill. The study highlights skill gaps, workforce development strategies, and the timeliness of reskilling efforts. It also cites the Organization for Economic Cooperation, emphasizing automation, globalization, and demographic shifts as key drivers of workforce transformation.

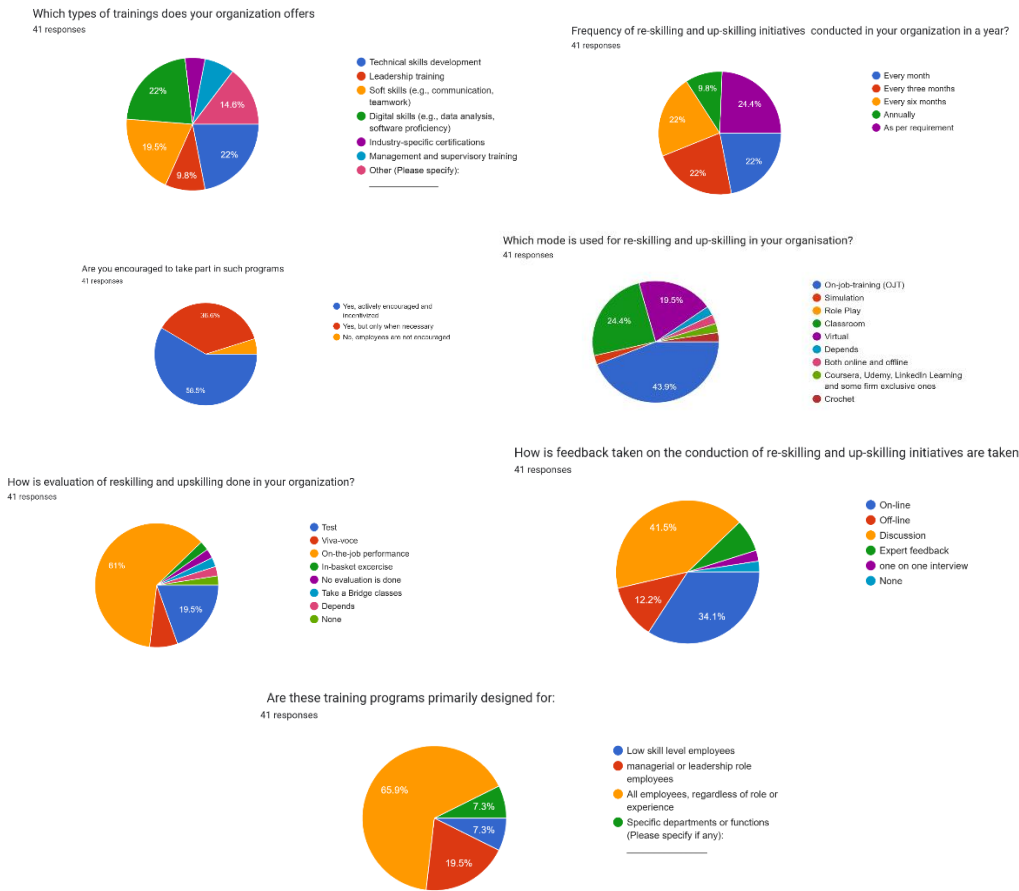
**How Organizations Should View Reskilling and Upskilling the Workforce** by Sivalingam, A. D., & Mansori, S. (2020) emphasize the importance of reskilling, particularly for job transitions across sectors. The study clarifies the distinction between reskilling and upskilling through examples, urging organizations to assess whether their workforce is adequately skilled to drive business growth. Key questions explored include whether organizations are prepared for continuous upskilling amid technological advancements, the impact of automation on jobs, and whether reskilled employees can contribute to new ventures. The research also examines the effect of COVID-19 on businesses and the sustainability of reskilling investments in uncertain times.

**The Impact of Artificial Intelligence on Workers' Skills: Upskilling and Reskilling in Organizations** by Sofia Morandini et al.(2023) explore how AI-driven automation is reshaping workforce skills. AI is increasing the need for reskilling, with an estimated 375 million workers (14% of the global workforce) requiring job transitions by 2030. Demand for mid-range skills is declining, while critical thinking and problem-solving are becoming essential. The **World Economic Forum (2020)** predicts that 50% of workers will need retraining within five years. The European Commission's upskilling project examines the balance between humans and technology, focusing on generative AI's role in enhancing transversal skills. However, challenges such as job security concerns, weak education systems, and resource constraints hinder large-scale upskilling efforts.

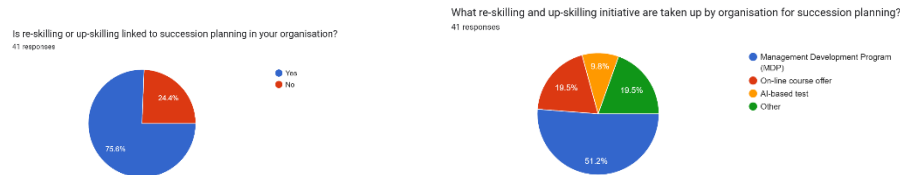


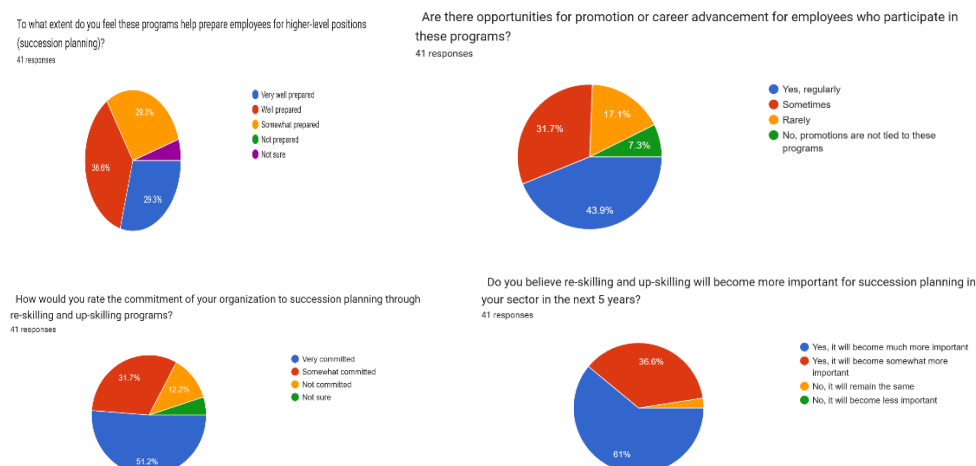


## Reskilling Upskilling Initiatives in your Organization



## Reskilling and Upskilling initiatives for Succession Planning





**Findings & Analysis:** The findings and analysis says that 61% employees who are male. 46.35% in the age group of 26-35 . 68.3% working in middle management and 34.3% working in education sector and 29.3 % working in the automobile. 61.4% having 1-10 years of experience and around 10% having experience between 11-20 years have said that 22% lack digital skills and 19.5% lacks soft skills. The frequency of reskilling and upskilling conducted in their organisation is that 22% says it is conducted every three months, 22% says every month and 22% says every six months. 58.5% says they are actively encouraged to take part in such programs. 43.9% says the mode of training is On the job and 24.4% says its is classroom. 61% says evaluation of these trainings are done through job performance and 34.4% says feedbacks are conducted online. 65.9% says that these training programs are for all employees regardless of any roles or positions and 19.5% says it is for leadership or managerial positions. Also 75.6% says that these reskilling and upskilling initiatives for succession planning. 51.2% says that the reskilling and upskilling initiatives taken for organizations are managerial development programs. 36.6% employees say that these managerial development programs help them for better succession planning. 43.9% also say that people who take part in these programs are also considered for promotions and career advancements. 51.2 % says that their organization is very committed to succession planning. So in the next 5 years 61% believe that reskilling and upskilling will have a major impact in the succession planning of organizations.

**Recommendations & Suggestions:** The findings says that reskilling and upskilling has a major impact on succession planning. Succession planning has become very crucial and challenging for organizations with the advent of constant changes in the environment. The researcher intends to suggest that the reskilling and upskilling for managers should include data driven business analytics trainings, AI based virtual and augmented reality trainings that focus on automation in industries should be conducted. Trainings related to green initiatives should be focused in automobile, manufacturing and construction type industries. Also culturally competent leadership trainings should be focused. Stakeholders centric decision-making trainings with analytical insights should be imparted to improves the strategic decision making of the potential leadership candidates. The case based or one to one training will be beneficial. Developing EQ of the potential candidates through emotional intelligence training is also very necessary. These are a must develop managerial skills for today's workforce.

**Conclusion:**

‘Re-skilling and up-skilling are crucial for succession planning, ensuring business continuity, workforce adaptability, and closing skill gaps. Organizations across sectors invest in continuous learning to prepare employees for leadership, with industries like technology and healthcare benefiting from structured training. Success depends on technology-driven learning, tailored training, mentorship, and industry partnerships. Despite challenges like resistance to change and budget constraints, aligning skill development with business goals fosters a resilient workforce. Proactively investing in these initiatives gives companies a competitive edge, ensuring smooth leadership transitions and sustained growth. Further research on best practices and emerging technologies will enhance their impact.

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