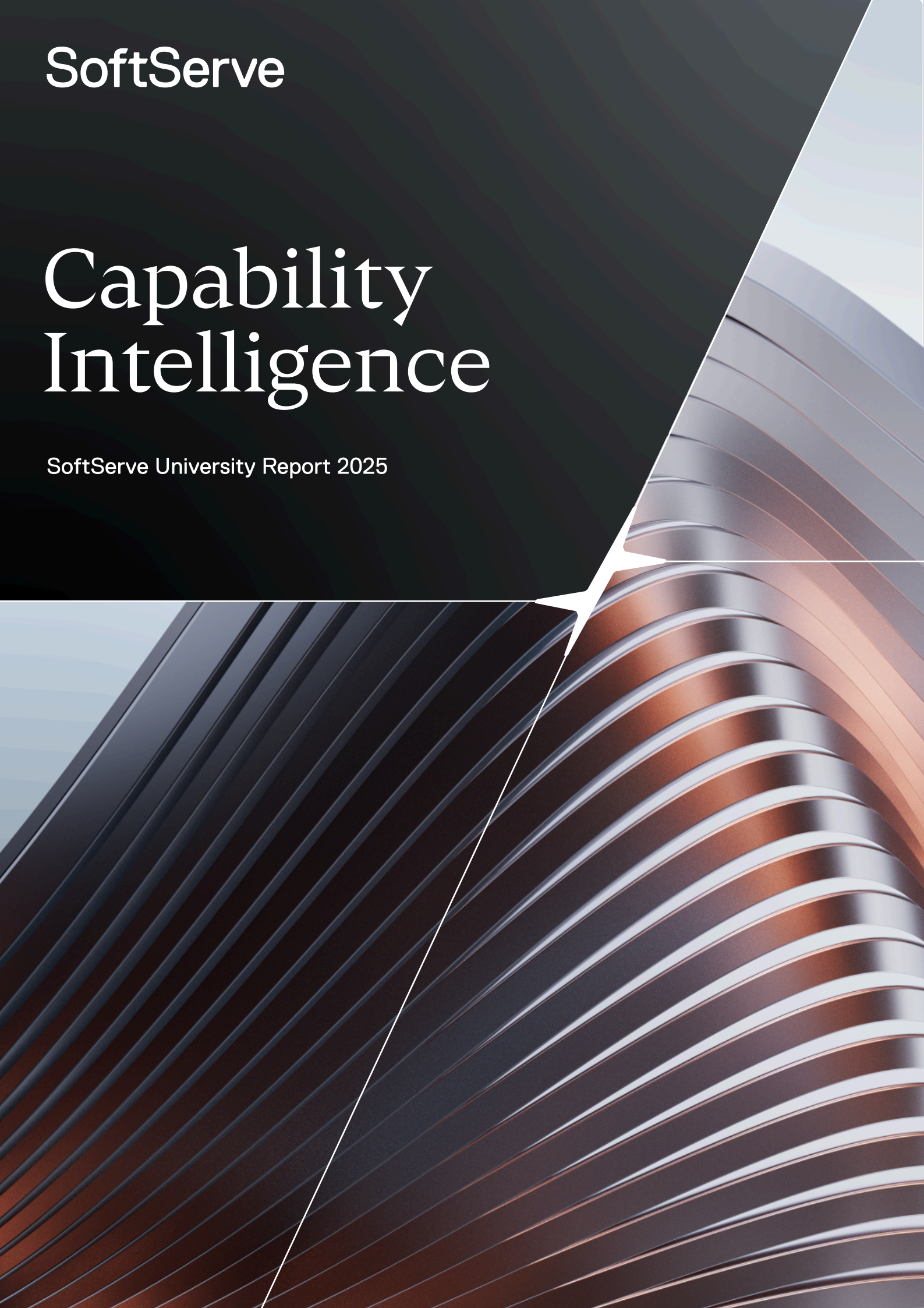


SoftServe

Capability Intelligence

SoftServe University Report 2025





LEARNING AS COMPETITIVE INFRASTRUCTURE

In a world defined by constant change, investing in people’s growth becomes a defining factor of long-term success.

At SoftServe, learning is not separate from how we operate – it is embedded in how we grow, perform, and evolve as an organization.

Talent development today goes beyond individual learning journeys. It is about building an ecosystem where leadership, capability, and culture evolve together.

“

When our people develop, our capability expands, and our ability to deliver value strengthens.

This report reflects that direction – showing how learning is becoming increasingly interconnected.

— Paolo Emilio Testa,
Chief People Officer



We observe three major shifts shaping talent development today:

- AI is no longer a standalone capability – it is redesigning how work itself is performed.
- Technical excellence alone does not differentiate without domain fluency and commercial maturity.
- Leadership is evolving from positional authority to the ability to multiply capability across teams. This report is not a summary of learning activities.

It is an analytical perspective on how talent architecture is evolving inside a large, technology-driven organization.

“

2025 was not a year of incremental change. AI accelerated. Markets became more volatile. Client expectations intensified.

The half-life of skills continued to shrink. In this environment, learning can no longer be viewed as a support function. It has become a structural component of competitive advantage.

— Galyna Datsiv,
VP of Learning and Development





WE HOPE THESE INSIGHTS WILL SERVE YOU AS:

The future belongs to organizations that learn faster than their environment evolves. This report explores how we are building that capacity.

A STRATEGIC LENS

for talent and capability decisions

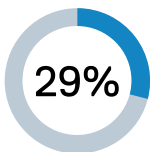
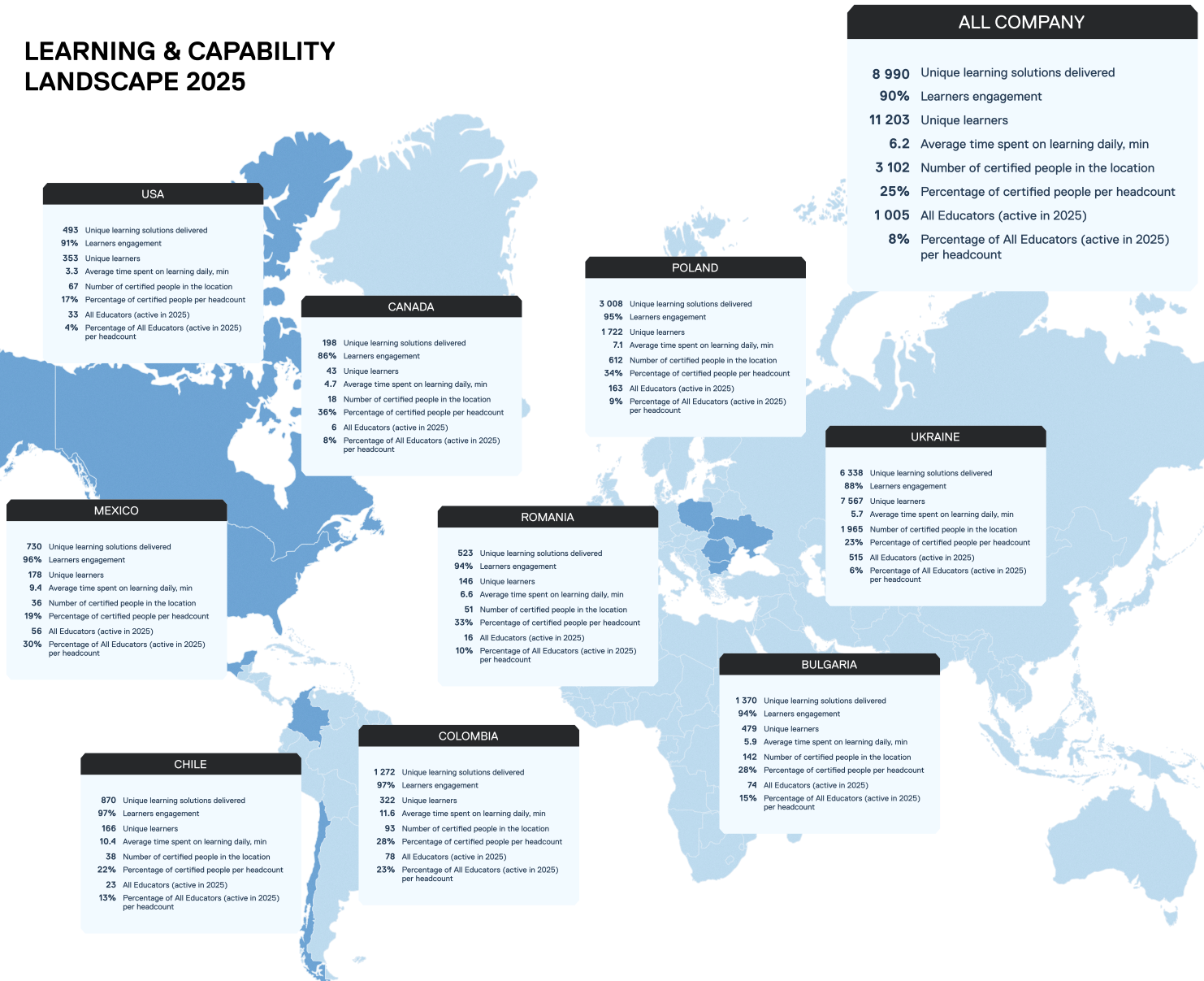
A PRACTICAL GUIDE

for team and leadership development

A THINKING TOOL

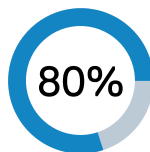
for navigating accelerating change

LEARNING & CAPABILITY LANDSCAPE 2025



Workforce Certified

1,179 certifications
3,062 certified professionals



AI Learning Reach

7,922 employees engaged
in AI capability development

96

University Partnerships
29,883 students engaged globally

2,618

Internal Educators
24% of workforce contributing to learning

661

Mentorship Pairs
+27.5% growth in Job Shadowing
2,114 associates engaged in peer learning



7 Strategic Insights for Talent Development Leaders

Each insight follows a structured lens:

THE SHIFT

What has fundamentally changed

SOFTSERVE FACTS

Signals from our 2025 data

BUSINESS IMPACT

Strategic implications

ACTIONABLE CONCEPTS

A decision lens for leaders

EXECUTIVE SUMMARY:

Signals from the 2025 Capability Landscape

1 AI is no longer emerging capability – it is becoming embedded into everyday workflows. Across engineering, delivery leadership, and corporate functions, AI is moving from experimentation toward operational integration, reshaping how teams design solutions, make decisions, and execute work.

5 Workforce readiness is increasingly shaped upstream through university ecosystems. Strategic academic partnerships, certification pathways, and hands-on student engagement are becoming long-term talent supply architecture rather than traditional employer branding activities.

2 Competitive advantage increasingly depends on capability density rather than isolated expertise. Technical strength alone does not differentiate without certification credibility, domain fluency, operational discipline, and commercial maturity. The organizations that perform best are those where these capabilities reinforce one another across teams.

6 Learning culture itself is becoming measurable. Tools such as the Learning Culture Index allow leaders to observe development behaviors and interpret them as signals of organizational adaptability.

3 Leadership effectiveness is evolving toward multiplication rather than control. As delivery environments grow more complex and distributed, leaders create impact less through direct execution and more through enabling autonomy, coaching capability, and strengthening succession readiness across their teams.

7 Finally, capability systems scale most effectively when knowledge circulates. Internal educators, mentors, and community contributors increasingly act as multipliers of expertise across the organization.

4 As technical complexity increases, the ability to translate that complexity into shared meaning becomes a defining capability. Communication, cross-cultural fluency, and psychological resilience increasingly function as execution infrastructure in global consulting environments.

TOGETHER, THESE SIGNALS POINT TO A BROADER TRANSFORMATION:

Learning is no longer simply a function supporting the business.

It is becoming part of the organization's operating architecture.



INSIGHT 1

AI is Redesigning Work, Not Just Skills



THE SHIFT

In 2025, something fundamental changed in how we approached AI. It stopped being a topic of learning and became a condition of work.

Across teams, disciplines, and leadership layers, the conversation shifted from “How do we train people in AI?” to “How is AI changing how we operate?”

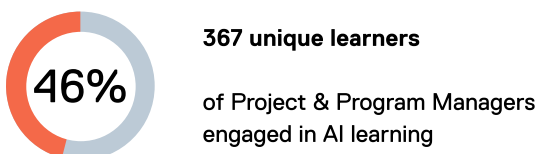
AI is no longer an isolated capability to be acquired. It is increasingly embedded in the way decisions are made, workflows are structured, and value is delivered.

The difference is subtle – but decisive.

Organizations that treat AI as a course remain in experimentation mode. Organizations that redesign work around AI begin to gain structural advantage.

SOFTSERVE FACTS

In 2025, AI capability development expanded significantly across the organization:



These signals indicate that AI learning is no longer limited to specialist groups. Capability development increasingly spans engineering, delivery, leadership, and corporate functions.

The introduction of AI Edu Space created a structured progression model for AI capability development, helping associates understand the depth of AI knowledge required for different roles and responsibilities.

At the same time, AI learning increasingly connects to engineering practice and ecosystem positioning.



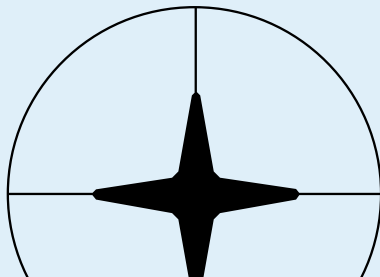
Finally, AI is beginning to influence learning design itself.

AI-assisted tools have been used to support teaching preparation and language learning practices, helping reduce preparation time and optimize learning sessions for advanced learners.

Together, these signals suggest that AI capability development is moving from experimentation toward broader operational adoption.



BUSINESS IMPACT



The real impact of AI is not measured by course completion – it is measured by how work changes.

When AI becomes embedded in everyday workflows, it accelerates iteration, improves decision quality, and shifts human effort from repetition toward design, interpretation, and client value.

In distributed consulting environments, this shift becomes a structural advantage. Organizations that win will not be those that train most aggressively, but those that redesign work most intentionally.

ACTIONABLE CONCEPTS

IT IS NO LONGER:

How many employees have completed AI training?

IT IS:

Which workflows are being redefined by AI – and how must our capability architecture adapt?

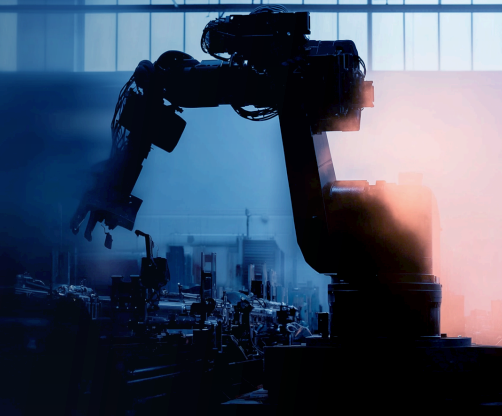
This means embedding AI into discipline-specific practices, aligning leadership development with AI-driven decision making, strengthening certification ecosystems, and integrating AI into learning design itself.

In the next phase, advantage will come not from learning volume, but from how deeply AI is integrated into everyday work.



INSIGHT 2

Competitive Advantage Depends on Capability Density



THE SHIFT

In 2025, it became increasingly clear that isolated excellence is no longer sufficient.

In a market shaped by AI acceleration, ecosystem-driven cloud partnerships, and rising expectations of consulting maturity, competitive advantage no longer comes from a handful of exceptional specialists. It emerges from the density and integration of capability across the organization.

Technical strength without domain fluency is incomplete. Certification without commercial maturity lacks impact. Innovation without governance discipline carries risk.

The organizations that outperform are not those with the most advanced experts – but those with the most coherent capability architecture. Competitive advantage is becoming systemic.

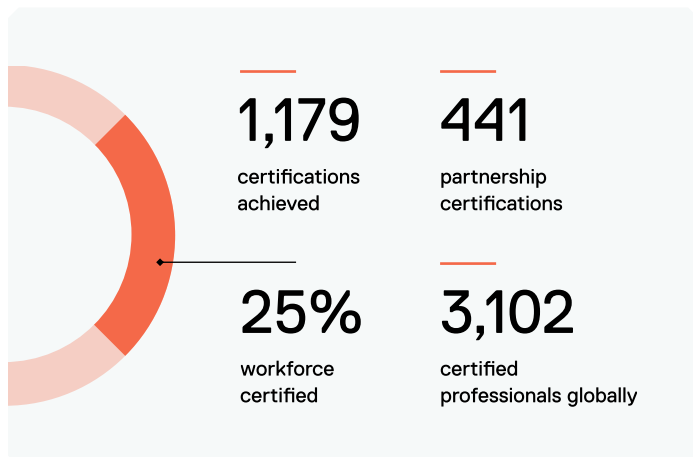
SOFTSERVE FACTS

Engineering capability continued to expand – but more importantly, it became structured and aligned with strategic priorities.

Instructor-led Engineering & Technology programs engaged 443 associates, while 630 learners participated in R&D and Advanced Technologies initiatives.

Big Data modernization doubled active learners (34 → 82) as retraining pathways were redesigned to support delivery demand. AI / Gen AI and Data Science portfolios strengthened applied engineering capabilities involving 1946 learners, while the Agentic Engineering Learning Series engaged 549 associates.

Certification reached systemic scale:



Cloud ecosystem depth expanded:





Reskilling and redeployment programs further strengthened internal mobility and reduced dependency on external hiring – reinforcing workforce agility in a volatile environment.

Certification governance also matured. The transition toward a centralized, remote-first Certification Center strengthened recertification tracking, analytics visibility, and operational coordination across certification initiatives.

Operational discipline continued to strengthen through Lean enablement. In 2025, Lean practices remained an important part of how we improve delivery efficiency and build a culture of continuous improvement – combining broad adoption across the organization with targeted development of Lean leaders through Green Belt certification.

86%

(9,345 employees) completed the Lean Awareness Course

26

functional leaders completed Lean Green Belt Certification (2025–2026)

96%

Information Security completion

98%

Health & Safety completion (Poland)

84%

AML / Anti-Bribery completion

Domain and commercial capability development further complemented technical expertise. Programs such as the FSI Corporate Program, SoftServe Way of Selling, Sustainability in Business, Staffing Academy, and Change Management Ambassador strengthened the ability to translate technical solutions into client value. Business Analysis certification programs added 60 certifications across 42 associates, reinforcing structured discovery and solution governance practices.

These signals indicate that capability growth is increasingly structured across technology, governance, and business domains.

BUSINESS IMPACT

Clients experience capability as an integrated system.

Engineering expertise, certification credibility, domain fluency, and governance discipline together shape delivery reliability and market trust.

In AI-native environments, speed without discipline creates risk, while discipline without innovation limits growth. Capability density allows organizations to sustain both innovation and operational stability.

Competitive advantage therefore depends less on exceptional individuals and more on how effectively complementary capabilities are distributed across teams.

What differentiates mature organizations today is not simply what they know – but how intentionally they structure what they know.

ACTIONABLE CONCEPTS

If advantage now depends on capability density, talent strategy must shift accordingly.

Upskilling in isolation is no longer enough.

Development must be designed at the portfolio level – strengthening clusters of complementary strengths within teams and segments.

This includes aligning certification strategies with partnership ecosystems, integrating domain knowledge into technical tracks, embedding commercial fluency into engineering practices, and maintaining compliance and Lean discipline as part of operational capability.

Organizations that succeed will be those that structure capability deliberately – not simply accumulate skills.



INSIGHT 3

Leadership Has Become a Multiplier System



THE SHIFT

In 2025, leadership at SoftServe continued to evolve from individual performance toward systemic capability multiplication.

In an AI-accelerated consulting environment, leadership is no longer defined primarily by positional authority or technical expertise. It is increasingly defined by the ability to create clarity, align distributed teams, and multiply the capability of others.

As Chief People Officer Paolo Emilio Testa noted, “change is constant, excellence is a choice.” The Bar Raising initiative reinforces leadership standards designed to sustain high performance and strengthen SoftServe’s leadership culture. Supporting this direction, the Leadership Competency Framework establishes shared expectations for leadership and is being embedded into key talent processes.

Scaling no longer depends on adding hierarchy. Leadership is becoming less about directing execution and more about enabling others to perform at their best.

SOFTSERVE FACTS

Leadership development in 2025 expanded across multiple levels of the organization.

Through co created initiatives aligned with priorities such as AI adoption, organizational change, and customer focus, Roadmap to Leadership enabled 22 graduates, while a custom leadership program for the Ukrainian DCO Team Mindshift Masterclass engaged 20 leaders over five months, building systems thinking, change leadership, customer empathy, and AI awareness.

For senior leaders, Delivery Leaders Gatherings provided a structured forum to engage in job specific, high impact discussions – covering topics such as high responsibility deals, strategic partnerships, client service catalog adoption, financial acumen, and digital platforms – directly tied to delivery excellence and business accountability. A Delivery Leaders self-study lab provided access to a curated set of role-specific learning materials, enabling Delivery Leaders to select and deepen capabilities relevant to their delivery and business accountability.

Leadership readiness increasingly includes technological awareness. The AI Marathon for Leaders supported leadership teams in understanding AI implications for strategy and operations.

The Cisco Executive Public Speaking Program improved senior leaders' presence and communication for high-stakes client interactions. Tailored for Cisco's sales and delivery leadership, it focused on executive presence, clear messaging, storytelling for technical topics, managing tough Q&A sessions, and persuasive communication, delivered through workshops, simulations, and personalized feedback.

1,069

unique learners engaged in people manager initiatives

224

Project and Program Managers engaged in social learning

42%

of Delivery Leaders engaged in Delivery Leaders Gatherings

44%

of managers participated as educators



Leaders and managers across both Delivery and Corporate functions deliberately initiated soft skills development for their associates and teams. Through team-requested workshops, open call sessions, and self-learning materials, 336 learners engaged in learning focused on humancentric capabilities such as emotional intelligence, collaboration, conflict navigation, and productivity.

In 2025, SoftServe received the Brandon Hall Group™ Gold Award for the LEadership COnstructor (LECO), recognizing excellence in learning innovation. While LECO’s lifecycle concluded, its principles informed the next generation of AI enabled learning experiences - demonstrating a maturity in evolving platforms without abandoning proven value.

Project and Program Management maturity continued to grow through PM Gatherings, Predictive Management workshops, centralized PMP governance, and active PM Clubs across Poland and Bulgaria, reinforcing financial accountability and delivery discipline.

Coaching capability also expanded. Through the Coaching Techniques for Team Management program and 60 individual coaching engagements, leaders strengthened their ability to support autonomy, navigate conflict, and build accountability within teams.

The SoftServe Multipliers Program reinforced a clear shift toward capability amplification rather than micromanagement. Delivered in Colombia, the program supported managers in adopting a multiplier mindset that recognizes the capability and potential of their people.

Leadership contribution to learning is increasingly visible: nearly 44% of managers actively participate as educators, embedding knowledge sharing into leadership practice.

BUSINESS IMPACT

AI transformation, organizational restructuring, and market volatility increase the cognitive and emotional demands placed on leaders. Technical capability alone cannot sustain performance in such conditions.

What determines resilience is distributed decision readiness. Centralized expertise creates bottlenecks. Unstructured autonomy creates fragmentation.

Leadership, in this context, is not a role category. It is an enabling infrastructure.

Organizations that succeed in the coming years will not necessarily be those with the most charismatic individual leaders. They will be those with the strongest leadership systems – where capability, accountability, and development are embedded across levels.

ACTIONABLE CONCEPTS

For talent and business leaders, the implication is clear:

Leadership development must move beyond participation metrics toward multiplication outcomes.

In an AI-native organization, advantage will belong to those who treat leadership not as a title, but as a multiplier system.

The relevant questions for 2026 are not how many leaders attended a program – but:

How visible is leadership contribution to team development?

Where are succession pipelines strengthening or weakening?

How rapidly can emerging leaders assume expanded responsibility?



INSIGHT 4

Excellence Depends on the Ability to Translate Complexity into Shared Meaning



THE SHIFT

As technology accelerates, complexity deepens.

In 2025, it became increasingly evident that technical mastery alone does not guarantee excellence. In a distributed, AI-driven consulting environment, the competitive edge lies in the ability to translate complexity into shared meaning – across disciplines, cultures, and client ecosystems.

Communication is no longer an adjacent competency. It is execution infrastructure.

As AI reshapes workflows and organizations operate across time zones and regulatory contexts, the challenge is no longer only building the right solution. It is ensuring that stakeholders understand it, align around it, and trust it. Excellence is no longer defined only by correctness. It is defined by coherence.

SOFTSERVE FACTS

In 2025, communication support evolved from reactive training to proactive alignment.

76% of communication engagements focused on prevention and capability strengthening, while escalation recovery achieved an 85% success rate. Nearly half of engagements were delivered as 1:1 consultancy, reflecting the contextual nature of communication risk.

Cross-cultural complexity remained central, with India representing approximately 70% of culture-specific engagements.

The Communication Hackathon provided structured, practice-based alignment around AI-driven change. Participants highlighted that integrating AI tools requires cultural adaptation as much as technical readiness.

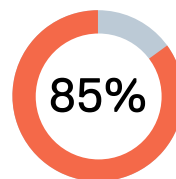
Language readiness remained a structural enabler:

3,803

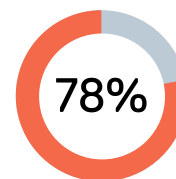
language learners

3,396

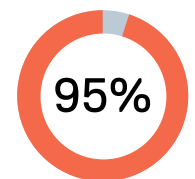
evaluations



progress rate



reached target English level



progress in Business English programs



Soft skills development reinforced foundational execution behaviors. Teams engaged in conflict navigation, assertiveness, emotional intelligence, focus and productivity training, and burnout prevention.

The CTRL + Human Skills initiative emphasized curiosity, learning agility, and critical thinking — capabilities increasingly central to adaptive performance.

Resilience and inclusion strengthened organizational stability. Seventy-five well-being activities were delivered globally during Dare to Care Month, with 24% participation. In Ukraine, 42% of psychological support requests shifted toward emotional recovery themes. Financial well-being initiatives, military experience sharing, and veteran reintegration programs reinforced psychological safety in high-pressure contexts.

The EmpowerU inclusive IT career acceleration program further extended this commitment. With 133 graduates in 2025, EmpowerU created structured entry pathways for veterans and their families, youth from vulnerable backgrounds and underrepresented groups.



Mentorship integration and English classes for the EmpowerU graduates strengthened professional adaptation and accelerated integration into IT industry.

Excellence in 2025 required not only intelligence – but alignment, resilience, and trust.

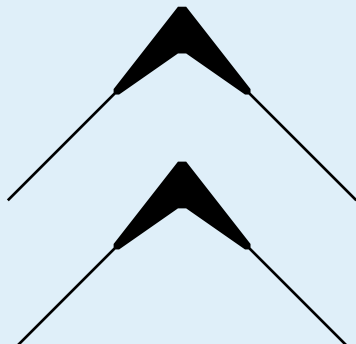
As AI automates portions of technical execution, the human differentiator shifts toward interpretation, collaboration, and communication.

Engineers must translate technical trade-offs into business language. Project leaders must align stakeholders across cultures and geographies. Teams must maintain clarity and trust under pressure.

Without the ability to translate complexity into shared meaning, innovation fragments and misalignment grows.

Excellence increasingly depends on the capacity to align.

BUSINESS IMPACT



ACTIONABLE CONCEPTS

Talent development must treat communication, language capability, and resilience as operational infrastructure rather than optional enrichment.

This includes strengthening problem-framing practices, supporting leaders in communicating AI-driven change, and enabling collaboration across distributed teams.

As complexity continues to grow, organizations that succeed will be those capable of turning complexity into coordinated action.



INSIGHT 5

Future of Your Workforce Is Shaped in Universities — Long Before Day One



THE SHIFT

Talent development does not begin at onboarding.

In 2025, it became increasingly clear that the foundations of workforce readiness are formed long before day one – in classrooms, hackathons, student projects, and academic partnerships.

University engagement is no longer primarily an employer branding activity. It has evolved into a structured, long-term capability supply architecture.

The expectations students develop around AI, collaboration, and delivery maturity are shaped early. If organizations want AI-native, industry-ready professionals, they must influence how capability is formed upstream.

The workforce of 2026 is being shaped today – outside the company walls.

SOFTSERVE FACTS

In 2025, SoftServe strengthened its academic ecosystem across seven countries:

86

academic programs updated in alignment with business needs

7

new university partnerships signed

67

associates participating in Dual Study programs

96

partner universities

29,883

students engaged

University collaboration increasingly focuses on practical capability development in domains such as AI, Big Data, Cloud, and Cybersecurity, integrating industry-relevant tools and delivery practices into academic programs.

Student engagement formats expanded through hackathons, project labs, internship programs, and dual education pathways, helping bridge academic learning with real delivery environments.



The ecosystem approach extends beyond students.

More than 8,000 educators participated in the broader Educators Community, strengthening curriculum modernization and embedding AI practices into teaching methodologies.

Cross-border academic collaboration continued through EDUPRO, engaging 1,300 educators across 21 countries in curriculum modernization and knowledge exchange between academia and industry.

Regional programs demonstrate the practical impact of these partnerships. In Chile, 16 trainees represented 30% of local hiring in 2025, while in Ukraine, 22,326 students engaged across 60 partner universities. In Mexico, collaboration with public institutions resulted in a \$74K government grant supporting technical development programs.

University collaboration is no longer peripheral to talent strategy. It is integrated into capability planning.

BUSINESS IMPACT

Workforce readiness gaps cannot be solved only through post-hire training.

As AI reshapes industries, the distance between academic curricula and market demand becomes a competitive variable. Organizations that influence curriculum development, practical exposure, and certification alignment upstream reduce onboarding friction downstream.

The transition from education to contribution shortens significantly.

University ecosystems also serve as early positioning environments. Exposure to AI labs, hackathons, and certification programs builds brand familiarity, technical confidence, and aspirational alignment long before recruitment begins.

The organizations that build these bridges early gain structural advantage later.

ACTIONABLE CONCEPTS

Talent strategy must expand beyond hiring pipelines into ecosystem architecture. This means:

Designing clear pathways from student → internship → dual study → full-time employment

Aligning academic programs with strategic technology domains

Treating university collaboration as a long-term capability investment rather than a short-term recruitment tool



The future of the workforce is not shaped at the offer stage.

It is shaped in partnership, years earlier.

Organizations that recognize this build talent advantage before competitors even enter the conversation.



INSIGHT 6

Learning Culture as a Strategic Management Lever

THE SHIFT

In 2025, learning moved from being an activity people participate in to a signal leaders interpret.

The focus shifted from counting courses to understanding behavior. From measuring attendance to measuring adaptability. From tracking completion to assessing how teams learn, apply, and evolve.

Learning is no longer just something delivered by L&D. It is becoming a characteristic of how teams operate.

The shift is subtle but powerful: Learning culture is becoming a management variable.

SOFTSERVE FACTS

The introduction of the Learning Culture Index (LCI) marked a structural step in this evolution.

Built on 12 behavioral indicators, LCI measures how teams learn, adapt, share knowledge, and respond to change. Instead of tracking training activity alone, it captures how learning translates into observable behaviors.

In 2025, LCI insights began entering leadership conversations. Development behavior became visible – allowing leaders to observe not only output, but teams’ capacity to absorb new inputs and adapt.

At the same time, Learning Partnership matured into a structured capability orchestration model.

Across delivery segments:

1,219

Verified Business Learning Needs

32,783

Learning Engagements Delivered

57

Custom-Designed Business Learning Solutions

1,398

Personalized AI Enablement Interventions

300+

Direct Manager-Focused Interventions





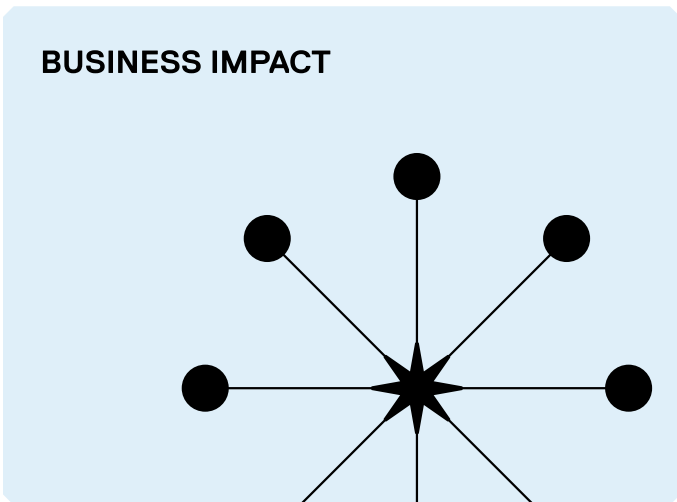
Education also played an important role during organizational change. The eLearning team increasingly supported transformation initiatives through targeted modules, explainer videos, onboarding flows, and communication campaigns that accelerated adoption and reduced resistance.



The in-house production model reinforced this shift. In 2025, 82 business cases were processed and more than 160 learning and media assets delivered, balancing compliance, technology, business, and innovation needs. A single LMS in-house migration initiative alone generated \$65,000 in avoided external spending, demonstrating how learning production can directly reduce cost while increasing governance control.

At the same time, the organization began preparing the next layer of learning infrastructure. In 2025, preparations accelerated for a lifecycle-based learning architecture anchored in Workday, aiming to unify learning activity, certification visibility, and development signals within a more transparent governance framework.

Learning is gradually moving from dispersed activity toward integrated infrastructure.



In volatile environments, organizations rarely fail because they lack information. They fail because they cannot adapt quickly enough.

Adaptation depends on behavior – on whether teams seek feedback, share knowledge, experiment safely, and integrate new practices. Without visibility into these patterns, leaders react only after performance gaps emerge. With tools such as the Learning Culture Index, learning behavior becomes a leading indicator of organizational readiness.

Learning culture ultimately influences how quickly strategy can turn into execution.

ACTIONABLE CONCEPTS

Learning culture metrics are becoming increasingly relevant to business decisions. They can inform staffing, succession planning, capability investments, and resource allocation by making development behavior more visible and actionable.

For leaders, this means learning is no longer only something to support – it is something to manage.

Teams can be developed more deliberately, and learning can be used not only as a growth mechanism, but as a driver of performance, adaptability, and strategic readiness.



INSIGHT 7

When Learners Teach, Systems Scale:

Shared Knowledge Drives Community, Resilience, and Excellence



THE SHIFT

In 2025, it became increasingly evident that learning does not scale through programs alone.

It scales through people. As expertise becomes more distributed and specialization deepens, organizations face a choice: concentrate knowledge in small expert groups – or activate it across the system.

SoftServe continued to move decisively toward the second model. When learners become educators, when managers mentor, when experts teach, knowledge stops being static. It begins to circulate. And circulation creates resilience.

SOFTSERVE FACTS

In 2025, the Global Educators Community matured into a structured, globally coordinated capability engine.

The community now includes 2,618 active educators, representing 24.22% of the workforce.

Nearly 44% of managers are engaged as educators, and 471 managers serve directly as mentors. This signals that knowledge contribution is increasingly embedded in leadership practice rather than treated as an extracurricular activity. Importantly, educator participation correlates with professional growth.

36.52% of educators started a new role in 2025, reinforcing the connection between teaching, visibility, and readiness for expanded responsibility.



2,184	493	369
mentors	speakers	trainers

114	47	19
iTeachers	hosts	coaches

Mentorship and Job Shadowing continued to strengthen experiential capability transfer:

661	mentorship pairs	16	new hosts activated
236	new mentor requests	51	job shadowing pairs (a 27.5% year-over-year increase)



Mentorship Week 2025 strengthened this architecture further. Over five days and ten sessions, 252 participants engaged in structured dialogue around feedback culture, AI in mentoring, empowerment through leadership, and inclusive development practices. The stable attendance across sessions (20–36 participants each) indicates sustained relevance rather than one-time interest. Mentorship Week functioned not as a celebratory event, but as a recalibration mechanism for mentoring standards.

Knowledge circulation also expanded through The Talk, SoftServe’s peer learning platform:



The Talk increasingly functions as a live intelligence network – connecting AI spotlights, delivery case studies, leadership reflections, and domain insights across units and geographies. It reduces knowledge silos and accelerates internal learning loops.

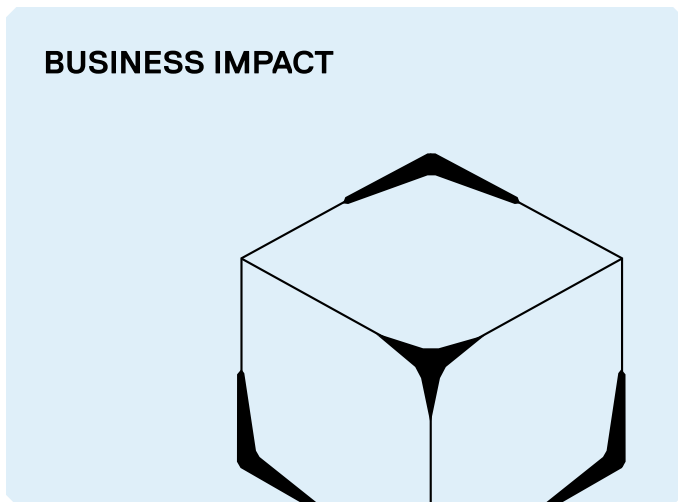
ENGAGEDUCATE 2025

further strengthened internal educator standards:



The conference acts as a quality calibration point for the educator ecosystem – sustaining professional standards, sharing best practices, and reinforcing teaching as a leadership behavior.

Educator contribution is no longer informal or incidental. It is structured, visible, and strategically aligned.



In fast-changing environments, centralized expertise becomes a bottleneck.

When knowledge is concentrated, scaling becomes fragile. When knowledge circulates, scaling becomes sustainable.

Mentorship accelerates capability transfer. Job shadowing speeds performance ramp-up. Peer learning strengthens collaboration across teams.

Organizations that activate internal expertise build stronger capability systems and greater organizational resilience.

ACTIONABLE CONCEPTS

If systems scale through shared knowledge, educator contribution must be treated as strategic infrastructure.

This means recognizing teaching and mentoring as leadership behaviors, strengthening educator enablement, and sustaining platforms that support knowledge circulation.

Organizations that encourage more people to teach – not only to learn – build capability that scales with the business.



Foresight for 2026

Designing the Next-Generation Talent Architecture

2025 was a year of structural signals

- AI moved into workflows.
- Capability density strengthened market positioning.
- Leadership matured into multiplication.
- Communication became execution infrastructure.
- Learning culture became measurable.
- Knowledge circulation scaled the system.

The question for 2026 is not how much more learning we can deliver. It is how deliberately we can design capability architecture.

The next phase of talent evolution will not be defined by volume. It will be defined by structural coherence.

We anticipate five defining shifts.

**1****AI-NATIVE
LEARNING DESIGN**

AI will no longer be treated as a capability layer adjacent to work.

Learning itself will increasingly be embedded into workflows — integrated into project rituals, delivery governance, and leadership decision cycles. AI tools will augment practice in real time, reducing the distance between learning and execution.

The most effective organizations will not separate “training” from “doing.”

They will design learning into work.

2**SKILLS-BASED
ORG DESIGN**

Role descriptions will gradually give way to skill architectures.

As technology and market demands evolve faster than job titles can adapt, clarity around skill language will become essential.

Skill transparency will support staffing decisions, succession planning, and cross-functional mobility.

Organizations will move from role-based growth logic toward capability-based deployment.

3**LEADERSHIP
FOR UNCERTAINTY**

In volatile environments, stability does not come from control. It comes from distributed decision readiness.

Multiplier capability, coaching maturity, and autonomy discipline will outweigh hierarchical oversight. Leadership systems will increasingly be evaluated not by authority, but by succession strength and adaptability.

The organizations that thrive will be those where leadership density exceeds structural dependency.

4**CONTINUOUS RESKILLING
IN THE FLOW OF WORK**

Learning-to-application cycles will continue to compress.

Reskilling will move from program-based intervention toward embedded micro-transformation within delivery cycles. AI-enabled diagnostics, structured mentorship, and rapid capability alignment will shorten ramp-up time and reduce friction during change.

The competitive edge will belong to those who reskill not occasionally – but continuously.

5**ECOSYSTEM-BASED TALENT
ARCHITECTURE**

Capability will no longer be built within organizational boundaries alone.

Universities, internal educators, AI systems, governance frameworks, analytics, and delivery leadership will function as a connected ecosystem. Talent supply, capability density, and knowledge circulation will become interdependent layers of one architecture.

The distinction between learning system and operating system will continue to narrow.



Capability Frontiers:

Areas for Future Growth

The signals highlighted throughout this report point to strong capability momentum across SoftServe's learning ecosystem.

At the same time, they also reveal several areas where continued evolution will be critical to fully realize the next-generation talent architecture outlined in the foresight.

These frontiers do not represent gaps in performance. They represent the next stage of maturity.

**1****FROM AI ADOPTION TO
AI-NATIVE EXECUTION**

AI learning adoption has reached significant scale across the organization. The next challenge lies in embedding AI consistently into operational workflows. This means moving beyond capability awareness toward systematic integration of AI into engineering practices, delivery governance, and leadership decision-making.

The organizations that succeed will be those that redesign work around AI – not simply train employees to use it.

2**STRENGTHENING CAPABILITY
VISIBILITY ACROSS ORG**

As capability density increases across domains and technologies, visibility of skills becomes increasingly important. Leaders must be able to understand where expertise exists, where capability gaps are emerging, and how talent can move more fluidly across teams and segments.

Improving skill transparency will support more adaptive staffing models, stronger internal mobility, and more precise capability investments.

3**LEADERSHIP READINESS
IN DISTRIBUTED ENVIRONMENTS**

Leadership systems already evolve toward multiplication, Leadership Competency Framework, Bar Raising initiative.

As delivery environments become distributed & complex, leaders will need stronger tools for navigating ambiguity, enabling autonomous teams & sustaining clarity across global operations. Leadership maturity will be measured by individual performance and the ability to build resilient teams & succession-ready systems.

4**ACCELERATING THE SPEED
OF CAPABILITY TRANSFER**

The growing educator community, mentorship ecosystem, and knowledge-sharing platforms demonstrate the strength of SoftServe's internal learning network. The next frontier is increasing the speed at which knowledge moves across that network.

Accelerating capability transfer will shorten onboarding cycles, strengthen cross-team collaboration, and reduce duplication of effort across practices and regions.

5**TURNING LEARNING SIGNALS
INTO MANAGEMENT DECISIONS**

The introduction of the Learning Culture Index and the growth of Learning Partnership data have begun to make development behavior visible at scale. The next step is strengthening how these signals inform leadership decisions – from staffing and succession planning to capability investment and transformation readiness.

Learning data will increasingly function as an early indicator of organizational adaptability.



Closing reflection

Talent development is no longer a support function

It defines an organization's capacity to adapt

In 2025, we observed how capability becomes advantage when it is structured, measured, and embedded. We saw how AI integration reshapes work, how leadership multiplies performance, how communication sustains alignment, and how shared knowledge strengthens resilience.

The advantage in 2026 will belong to organizations that:

Treat learning as a measurable management variable.

Align AI adoption with structural workflow redesign.

We remain committed to strengthening this architecture – deliberately, transparently, and collaboratively.

Because in environments defined by acceleration, the defining capability is not speed alone.

Design capability as a system, not as isolated initiatives.

Build ecosystems that outlast individual programs.

It is the ability to learn – and redesign – faster than the world changes.



Learning Experience at SoftServe 2025

Analytics, Observations, Trends

The Year in Numbers:
Scale that Sets the Context

In 2025 we are no longer seeing “courses” – we continue to see a system-level behavior pattern.



What data says about SoftServe’s capability architecture in 2025

SoftServe is building a learning ecosystem where capability circulates, not just accumulates.

- The learning activity data shows scale of participation across topics that reflect the business reality (AI normalization, engineering depth, compliance discipline, language readiness).
- The educators ecosystem shows that SoftServe is not trying to buy capability from the outside at volume – it is manufacturing capability internally through a structured contributor network.
- The manager participation rates show that learning is not delegated away from leadership; it is increasingly embedded into leadership identity.
- High NPS across educator initiatives shows that the system is not only big – it’s perceived as valuable by participants.

In an AI-native organization, the advantage is not learning more content; it is building a system where capability circulates fast enough to match the speed of change.

This is exactly the balance that supports global growth: we learn fast, and we teach at scale – without creating external dependency.

In 2025, SoftServe’s learning engine became a two-way ecosystem: learning at scale on one side, and teaching at scale on the other.

Over 10k employees engaged in learning activities, while nearly one in four associates contributed as educators – mentors, trainers, SMEs, and speakers. Almost half of managers actively teach or mentor, turning leadership into a multiplier system rather than a coordination layer.

This balance – high learning reach plus high internal knowledge contribution – reduces external dependency, strengthens cross-location alignment, and accelerates internal mobility.

11,203

employees had at least one learning activity during the year (including registrations / no show).

10,106

were genuinely engaged in learning (completed / in progress / terminated / incomplete).

298,878

hours of tracked learning time.

8,990

unique learning solutions that people actually accessed.

125,090

instances of participation in learning activities (engaged enrollments), including 102,400 completions.

LEARNING ENGAGEMENT:

learning has become mainstream – and that makes it competitive infrastructure

If we say it in business language: learning has stopped being an “event” (“if you have time, you take a course”) and has become a default operating mode.

At the same time, engagement does not look like a flat blanket spread evenly across the organization.

It looks like a system with a core and a long tail:

- many employees engage through short learning impulses;
- and there is a visible group that goes deep – and that group is where capability density is built in business-critical areas (AI, delivery governance, key technology domains).

This observation reinforces the idea that in an AI-native organization, the advantage is not “who delivered more training,” but who made learning a normal part of the work cycle.

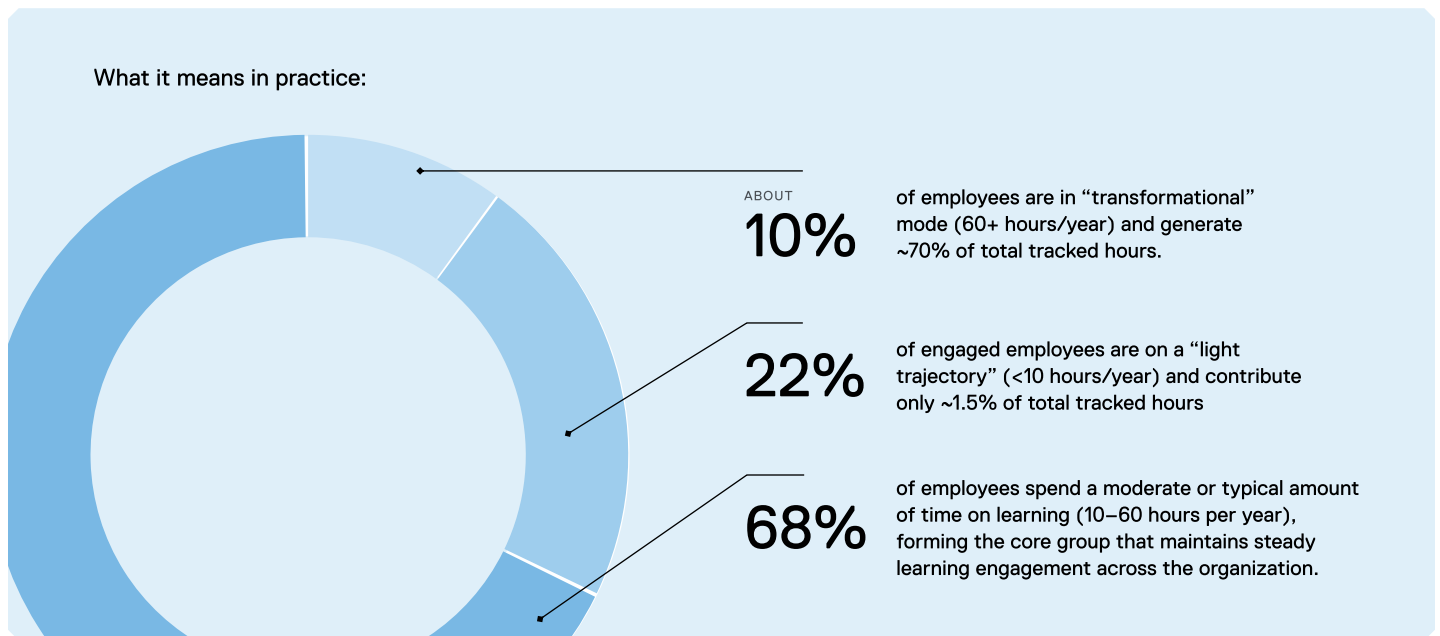


TIME:

The average does not explain reality – the distribution does

The average tracked learning time in 2025 is 26.4 hours/year per engaged employee, while the median is ~14.8 hours/year. In other words, a “typical” engaged learner spends little tracked time, and the average is lifted by the group that invests heavily.

This is not a problem – it is a normal pattern in large technology organizations: deep learning naturally concentrates where there is project demand, role change, or strategic risk (AI, certification, domain clusters, governance).



Benchmark comparison (and why direct “like-for-like” comparison is tricky)

External references place us in a reasonable market corridor:

- ATD (State of the Industry) reports 13.7 formal learning hours per employee in 2024. (td.org)
- Training Magazine’s Training Industry Report 2025 reports ~40 hours/year on average, and for services organizations ~51 hours, and for large services ~62 hours. (trainingmag.com)

Why those benchmark numbers differ so much – and why SoftServe should not automatically treat “40–60” as a target:

Training Magazine’s figures typically include broader definitions of training time and accounting approaches.

Our figure represents tracked hours in the system only (and excludes mentorship / job shadowing and other non-hour-tracked learning behaviors).

So the key conclusion is not “we learn too little / too much.”

The more meaningful conclusion is: in 2025 learning is becoming more targeted and work-relevant, not simply longer – which aligns with the broader industry shift toward compressing formal learning and moving development closer to day-to-day work.



FORMATS:

Online-first does not mean “equally effective”

Offline learning is essentially absent. Even activities that may look like “conference” or “study tour” in titles operate in a remote/online-first model. That means geography in insights is not about local logistics – it’s about business focus, regulatory context, and maturity of local practices.

1

LIVE FORMATS: STRONG REACH, BUT VISIBLE LEAKAGE INTO “NO SHOW”

- Across the year there are 44,689 enrollments in Session activities. This is the biggest “live” channel, but it shows a familiar industry issue: no show.
- 14,378 registrations ended as No Show – about 32% of all session enrollments.

Attendance differs sharply by sub-format:

- Webinar: ~70% attendance
- Workshop / Training: ~79–83% attendance
- Presentation / Social learning: ~53% attendance (open sessions often behave as “awareness/exploration” rather than disciplined participation)

This is not only about learner discipline. It is often a consumption model signal: some value is consumed via recordings, while the LMS still marks the original registration as “no show.” In other words, no show can reflect format fit and calendar competition in consulting delivery, not necessarily failure.

2

ON-DEMAND LIBRARIES: THE “NETFLIX EFFECT”

Online Content (mostly Udemy) totals 28,222 enrollments.

Here we see the classic pattern of large libraries:

- 8,541 enrollments in Not Started status (around one third).
- Completion rates look lower, because many people “add to list” and only start later (or never).

A library is not a program – it is access infrastructure. In an AI-native reality it is necessary, but it does not automatically create capability.

It performs best when:

- content is curated by role/project,
- there are short pathways (learning tracks),
- there is a strong entry trigger from live sessions or project demand (“need it tomorrow – learn it today”).

3

LONG TRAJECTORIES: THE STRONGEST ENGINE OF DEPTH

Curriculum totals 44,252 enrollments and 9,745 unique learners.

This is not “content.” It is a journey, and it is usually where the deep-hours tail comes from – the layer that actually creates capability density.

4

MENTORSHIP / JOB SHADOWING / COACHING:

Not an “hours format,” but a different logic of learning

What the LMS transcript data shows as participation counts:

Mentorship: 1,109 enrollments, ~768 unique participants (some still in progress).

Job Shadowing: 63 enrollments (small volume inside LMS, which fits the reality that the program often exists partly outside hour-based tracking).

What it means systemically: peer learning is a scaling mechanism for expertise, and it should not be measured the same way as course duration. Its value is role acceleration and experience transfer – not hours on a calendar.



TOPICS:

What capability we are actively feeding

1

AI has become a new literacy – not a “nice-to-have,” but a productivity baseline.

2

Technical foundations remain core, because without them AI does not turn into delivery quality.

3

Compliance is not declining – in accelerated AI environments, risk grows alongside innovation.

4

Language and communication are global scale enablers, especially in distributed delivery.

AI/GENAI

7,922 ≈80%

learners
(of engaged learners)

LANGUAGE

1,887 ≈18%

learners

TECHNICAL (NON-AI)

7,050 ≈68%

learners

COMPLIANCE & RISK

5,480 ≈53%

learners

DOMAIN & BUSINESS

650 ≈6%

learners

SOFT SKILLS & COMM

1,379 ≈13%

learners

LEADERSHIP & MGMNT

835 ≈8%

learners

GEOGRAPHY:

Locations learn differently – and it is not about “a classroom in Warsaw vs Lviv”

Because learning is online-first, differences across locations are mainly driven by:

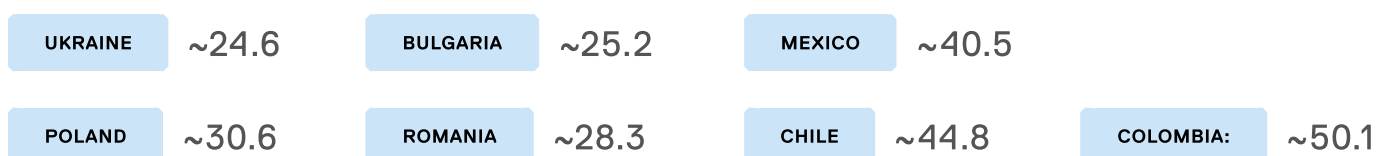
Role composition (delivery vs corporate mix),

Local regulatory requirements,

The growth stage of the location (how quickly capability baselines need to rise).

What this suggests: LATAM locations have smaller scale but higher learning intensity – a typical “growth market” signature, where technical baselines, language readiness, and corporate practices are being built simultaneously for global delivery.

Intensity (average tracked hours per learner per year)





WHO LEARNS DEEPER:

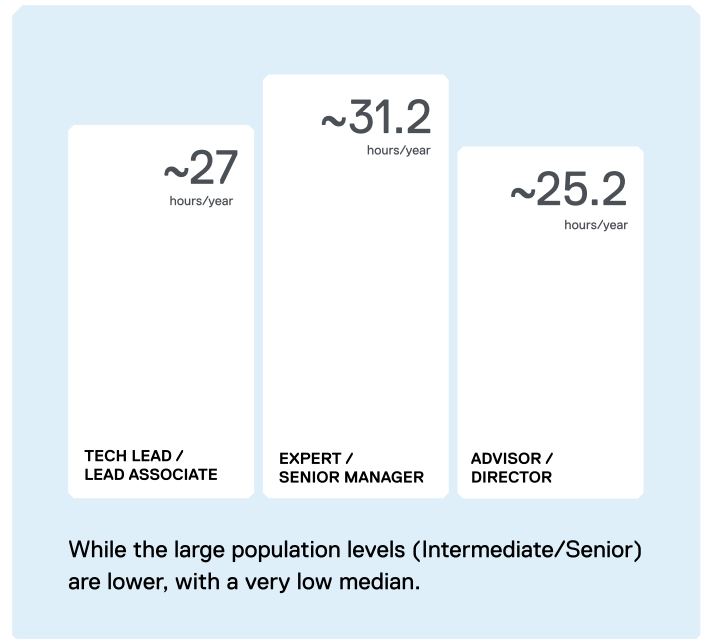
Leaders and governance roles pull intensity upward

By management level we see a healthy pattern for an AI-native company: the closer to decision-making and multiplier layers, the higher the learning intensity.

This strengthens the “Leadership as a multiplier system” narrative: leaders learn not because it is required, but because work complexity demands it – AI, risk, client expectations, and change leadership.

The same is visible by job family: higher intensity appears in roles that hold delivery mechanics and the people system (Project/Program Management, HR, Business Analysis, Data Science, etc.).

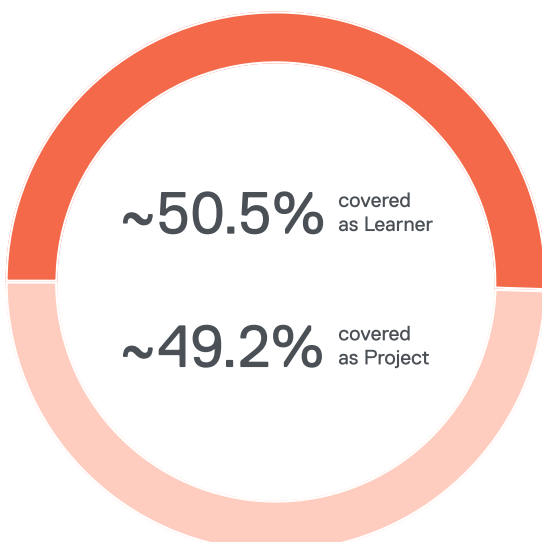
These are the capability multipliers – the layer that converts technical strength into outcomes



INVESTMENTS:

in 2025 learning at SoftServe continued to operate as a shared capability ecosystem rather than a traditional external training expense.

The payer split for on-demand learning is close to 50/50:



The company provides employees with access to structured development through internal learning systems and program-based initiatives designed to support strategic capability growth.

At the same time, the learning catalog offers on-demand development opportunities, allowing employees to pursue additional skills aligned with project needs or personal development goals.

This distribution highlights an important cultural signal: learning is both an organizational priority and a personal commitment.

The company provides structured programs and platforms, while projects and individuals invest where capability development directly supports delivery outcomes or long-term professional growth.



THE LEARNING FLYWHEEL:

How SoftServe Both Learns and Teaches at Scale (2025)

One of the most important signals in the 2025 is that SoftServe’s learning system increasingly behaves like a two-sided ecosystem:

DEMAND SIDE:

thousands of employees actively learning across AI, engineering, compliance, language, and leadership themes, and

SUPPLY SIDE:

a large internal community of mentors, trainers, SMEs, speakers, and coaches who make learning scalable from within.

When both sides scale together, learning stops being a support function and becomes competitive infrastructure.

THE “WE TEACH” SIDE OF THE ECOSYSTEM:

In 2025 the Global Educators’ Community operated as a structured, globally coordinated ecosystem of internal knowledge contributors (mentors, trainers, SMEs, hosts, speakers, iTeachers, coaches).

The key point isn’t only the existence of this community – it’s the density:

- 2,618 educators, representing 24.22% of all associates
- That’s effectively nearly 1 in 4 employees contributing to learning delivery, mentoring, or knowledge sharing

If we put the “learn” and “teach” sides next to each other, a very telling ratio appears:

- 10,106 engaged learners vs 2,618 educators
- which is roughly one educator for every four engaged learners

This is what “learning culture as operating system” looks like in measurable form.

Global Educators’ Community as an enablement layer

The educator metrics make one of the strongest possible statements about leadership maturity:

- 604 educators are also managers
- Meaning 43.99% of all managers actively contribute to learning as educators
- 471 managers act as mentors (34.13% of all managers)

This is not a “nice-to-have volunteering story.” It is leadership practice becoming capability multiplication.

In AI-native environments, where teams must adapt faster than formal training can keep up, this shift matters commercially:

- It shortens time-to-capability
- Reduces dependency on external experts
- Improves consistency across distributed teams
- Turns managers into a scalable enablement layer rather than a coordination bottleneck.

Leadership isn’t just consuming learning – leadership is producing it

IN PLAIN TERMS:

Leaders don’t just manage delivery – they help manufacture capability.



MENTORSHIP IS THE BACKBONE – NOT A SIDE FORMAT

Role distribution inside the community makes the architecture visible:

2,184

Mentors
(20.20% of associates)

493

Speakers
(4.56%)

47

Hosts
(0.43%)

114

iTeachers
(1.05%)

369

Trainers
(3.41%)

19

Coaches
(0.18%)

THE HEADLINE IS CLEAR:

Mentorship dominates, meaning SoftServe’s internal learning engine is heavily experiential – not only content-based.

And that matters for how we interpret the rest of the learning analytics: mentorship is often where the most valuable learning happens.

CAREER MOBILITY:

Teaching correlates with growth – and that’s a strategic signal

One of the strongest “people signals” in the educators data is the relationship with internal mobility:

When employees teach, mentor, and share expertise, they also tend to:

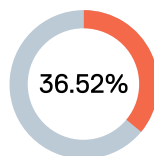
build broader networks and visibility

develop sharper articulation and decision-making

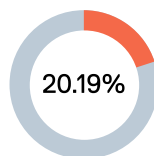
practice leadership behaviors earlier

and become more “ready” for expanded scope.

So educators are not only a delivery mechanism for learning. They are a talent acceleration layer and a likely indicator of succession strength.



of all educators started a new role in 2025



of associates starting a new role in 2025 are educators

About Us

SoftServe is a digital engineering and technology consulting company specializing in AI, data, and cloud solutions. We decode complexities and reveal technology's full potential to rapidly unlock new possibilities for businesses, industries, and the communities they serve. Our global expertise is anchored in local understanding. From strategy to execution, we elevate technology into a force for growth, progress, and lasting impact.

Visit the [SoftServe website](#), [blog](#) and [contact](#) pages for more information.

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