

Exploring Learning Agility Strategies in Vietnamese HR Services



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Research Background

Challenge: Vietnam's FDI surpasses US\$20 billion (MPI, 2023), yet a talent gap persists, with 61% of companies struggling to find qualified personnel (Vietnam News, 2023).

HR Services: Traditionally handling onboarding, payroll, and benefits (Kenton, 2023), HR services now strategically bridge the talent demand and organizational success gap.

Key Element: Learning Agility: In today's VUCA world (MPI, 2023), talent acquisition alone falls short. Learning agility is the crucial factor (Burke, 2018).

HR Services as Agility Catalysts: These companies empower employees with learning agility, dealing with new experiences flexibly and rapidly by trying new behavior, getting feedback on these attempts, and making quick adjustments (Burke, 2018)



Problem Statements

Challenges

Limited Training and Certifications: Despite Vietnam's economic growth, only **64.5%** of its workforce has received any training, and only 24.5% hold degrees and certificates (VietnamNet, 2023).

Rising Demand for HR Services: Businesses in Vietnam increasingly rely on HR services companies to address talent shortages and navigate complex regulations (Vietnamnews, 2023).

HR's Own Agility Gap: Agility gap within: HR firms grapple with upskilling their own before advising clients.

Research Gap: Limited Research on Learning Agility in Vietnam.

General Question

What is **Learning Agility strategies**
in Vietnamese HR Services?



Learning Agility



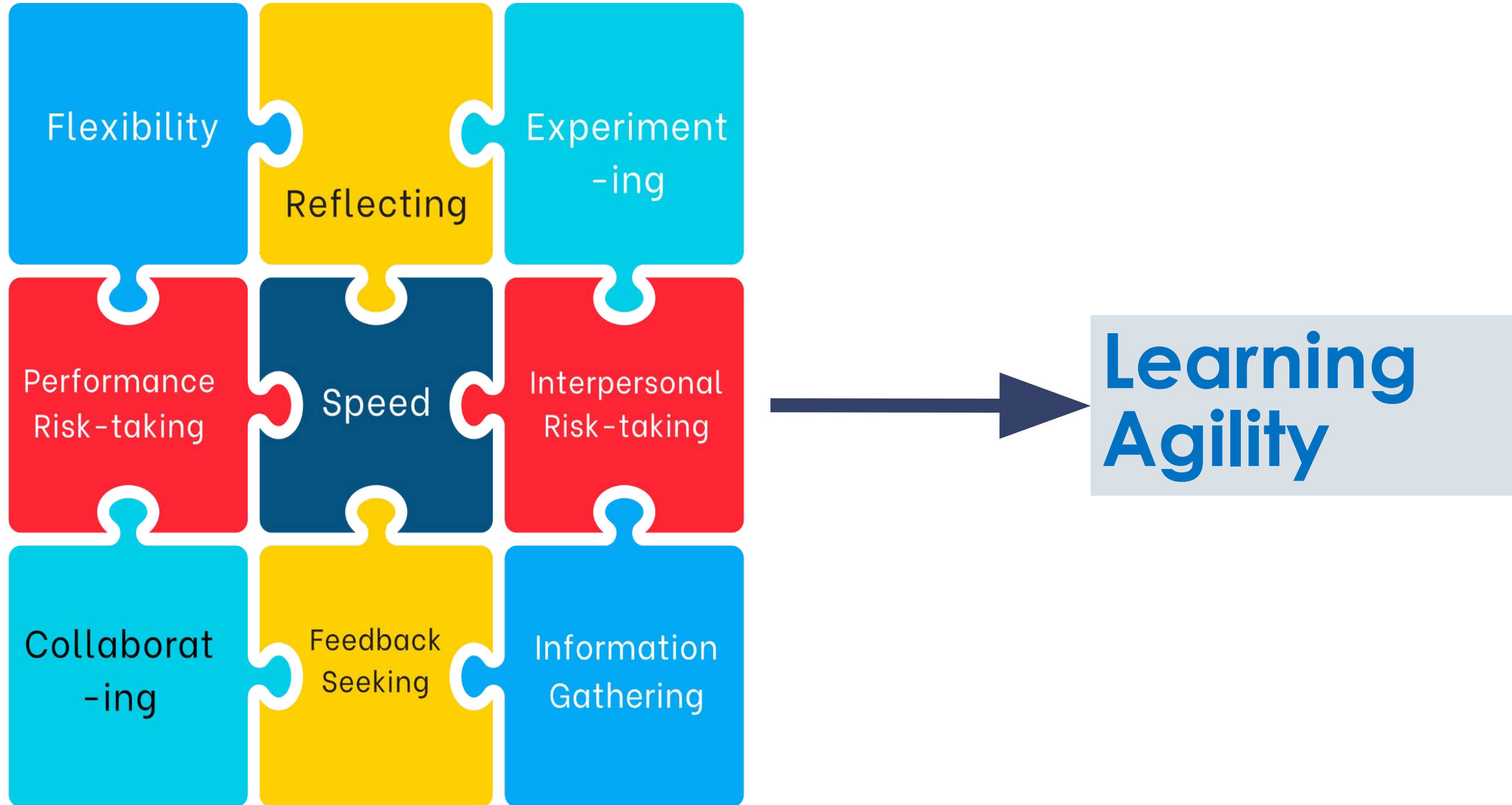
is an individual's willingness and ability to quickly adapt to new tasks and environments (Meuse & Kenneth, 2017)

is the ability of dealing with new experiences flexibly and rapidly by trying new behavior, getting feedback on these attempts, and making quick adjustments (Burke, 2018)



Source: Wahjusaputri & Fadilah (2022); Kalniņa (2019); Anseel (2017).

Learning Agility Framework



Dimension	Description
Flexibility	Openness to new ideas and proposing new solutions.
Speed	Acting on ideas quickly.
Experimenting	Trying new behaviors and approaches.
Performance Risk Taking	Seeking challenging activities for growth.

The study's data on learning agility was collected using the 38-item Burke Learning Agility Inventory (BLAI)

Dimension	Description
Interpersonal Risk Taking	Confronting differences for learning and change.
Collaborating	Finding ways to work with others for learning.
Information Gathering	Staying current in one's area of expertise.
Feedback Seeking	Actively soliciting feedback on ideas and performance.
Reflecting	Evaluating one's own performance for improvement.

Source: Burke (2016) 38 item Learning Agility Inventory (BLAI)

The infographic features a central white circle with a blue border containing the text 'Leading HR Services Companies in Vietnam'. Five colorful, rounded shapes are arranged in a circle around this central circle, each containing the name of a company. A multi-colored arc with small white circles at its ends connects the shapes. The colors of the shapes are: orange for Navigos Search, light green for Talentnet, teal for Adecco, purple for Persol Kelly, and yellow for Manpower Group.

Leading HR Services Companies in Vietnam

Navigos Search

Talentnet

Adecco

Persol Kelly

Manpower Group

Based on Criteria:

- Market share
- Brand recognition
- Service portfolio
- Client satisfaction (review rating)
- Awards

Source: Talentnet (2023), Topbrand (2023), Incorp (2023), Vietnam News (2023) and The Manifest (2023)

Research Methodology

Sample size: 5 HR service companies

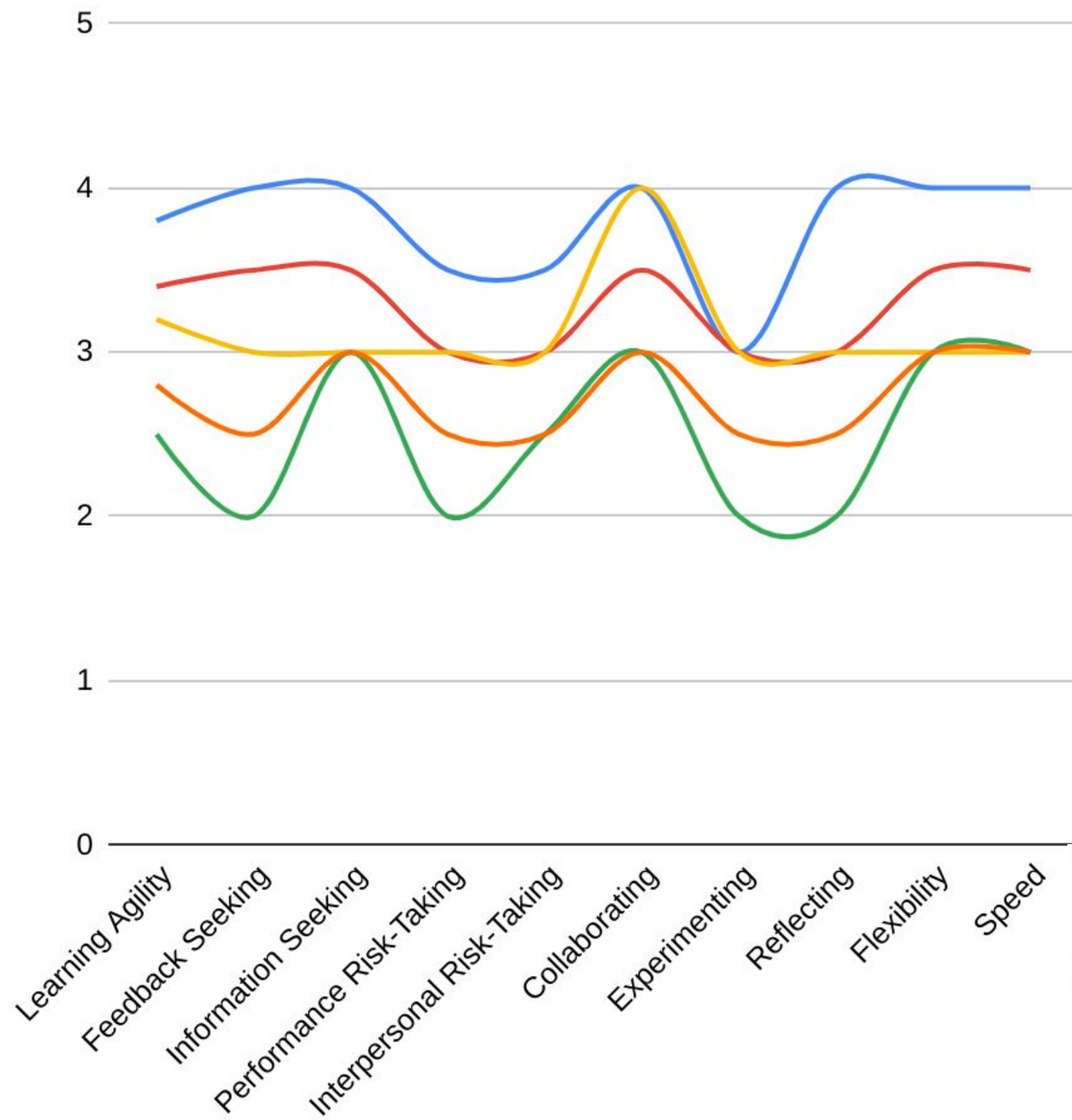
Data collection method: deep interview, descriptive on public information

Data analysis methods: Pearson Correlation

Analysis tool: PSPP open source software



Data Analysis

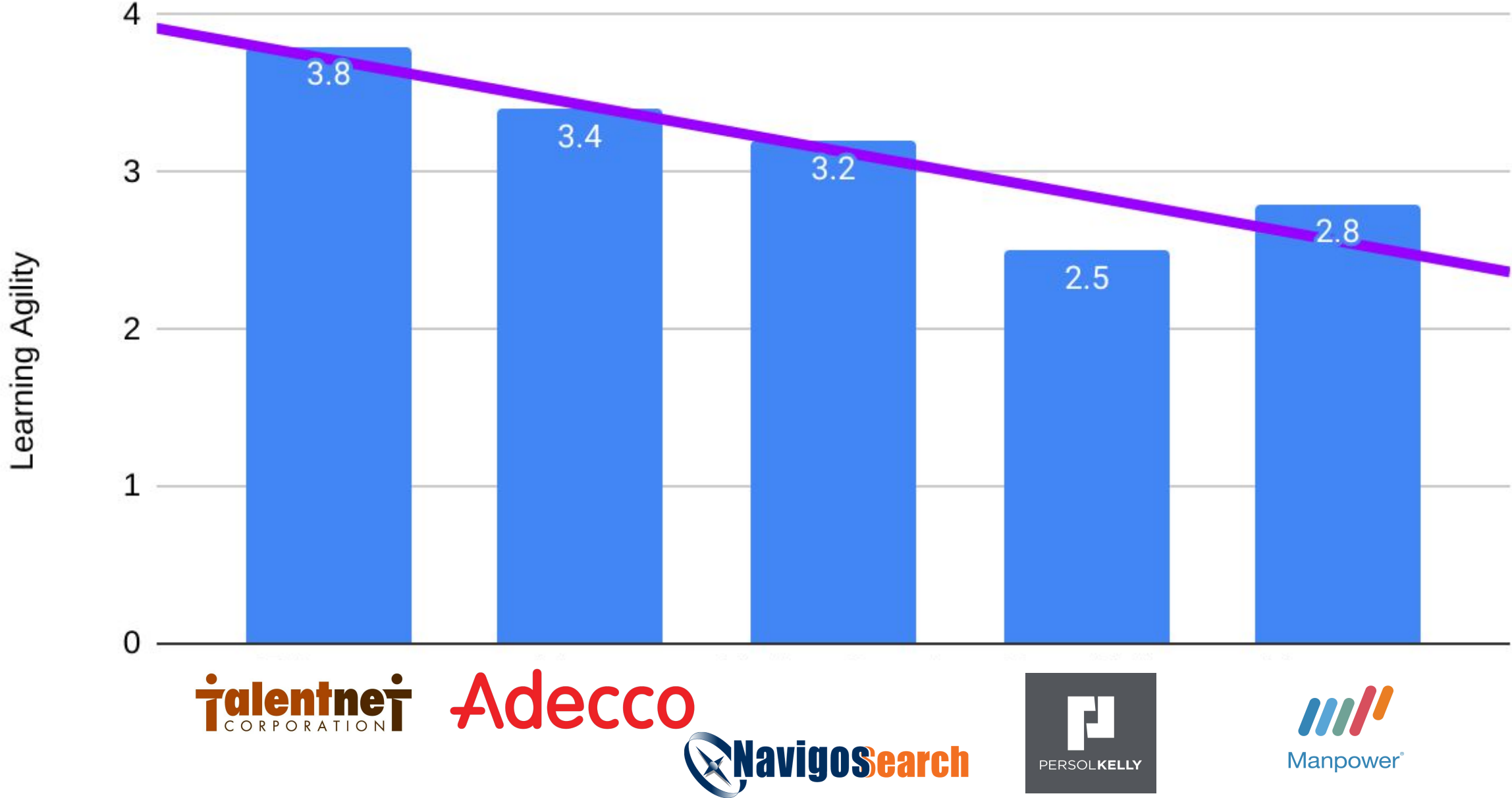


- Talentnet
- Adecco
- Navigos Search
- PersolKelly Vietnam
- Manpower Group Vietnam



Learning Agility

Data Analysis



Correlation Result

Strong Correlations:

Overall Learning Agility is strongly correlated with nearly all dimensions, particularly **Feedback Seeking** (.996), **Performance Risk-Taking** (.984), Interpersonal **Risk-Taking** (.965), **Reflecting** (.976), and **Flexibility** (.869).

Information Seeking is perfectly correlated with **Flexibility** (1.000), indicating these dimensions may be capturing very similar aspects of learning agility in this dataset.



Correlation Result



Conclusion & Recommendation



Vietnamese HR services companies foster strong learning agility through interconnected behaviors like **feedback seeking, risk-taking, flexibility, and reflecting**.

Notably, **information seeking** fuels flexibility, showcasing the interdependent nature of agility.

To further cultivate a robust ecosystem of learning agility and bridge the talent gap in Vietnam's dynamic market, recommend further research:

- Addressing the internal agility gap
- Expanding research
- Investing in continuous learning



THANK YOU