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## Context

Artificial intelligence (AI) is having a significant impact on the learning and development function, both in terms of how learning programs are designed and delivered but also in the need for the function to support AI literacy and organizational transformation. This CAHRS virtual working group discussed the impact of AI on learning and development and explored how the function may be transformed in the future. In addition, the working group examined how the mandate of learning and development functions has been evolving in response to the need to upskill employees and support organizational transformation in the wake of AI adoption

## Key Takeaways

### 1. How AI is Reshaping L&D

- The session began with a discussion of the extent to which AI is likely to automate vs. augment various L&D tasks. Overall, the group felt that for most tasks the potential for augmentation is currently greater than that for automation. However, there are some tasks, such as maintaining learning infrastructure and administering LMS, that appear more susceptible to automation.
- Participants shared experiences related to using AI for a wide range of L&D tasks, including creating content and diagnosing capability gaps. Key use cases identified by the group included hyper-personalized learning, accelerated content development, just-in-time performance support, AI coaching, and continuous learning reinforcement.
- At the same time, the group mentioned numerous challenges associated with leveraging AI in L&D, including questionable data quality, poor system integration, and regulatory/compliance constraints. Participants also noted that there remains significant variability in AI adoption across roles, which can make it challenging to leverage AI in enterprise-wide learning solutions.
- AI will also shape the future of L&D capabilities. In particular, certain technological & analytical skills (e.g., digital learning strategy), human-centric & strategic skills (e.g., strategic consultation), and operational & design skills (e.g., learning experience design) are likely to grow in importance. While AI can provide insights quickly, the challenge for L&D professionals will be interpreting data and delivering solutions at an increased pace.

### 2. The Shifting Mandate of L&D

- The group discussed the evolving role of L&D in an AI-driven era, emphasizing the need to shift from designing programs to focusing on strategic consultation and performance consulting. They highlighted the importance of aligning AI initiatives with broader business outcomes and ensuring leaders' buy-in for learning solutions. They also noted a heightened need to ensure that all employees have access to continuous learning and reskilling opportunities.
- The group also discussed how their L&D functions are helping to support AI adoption through prompt writing workshops, prompt libraries, compliance training (e.g., human-in-the-loop processes), prompt-a-thons, tech-ready academies, and other targeted training initiatives and resources. Regardless of the specific initiative, participants emphasized the importance of tailoring the training to different roles, making it engaging and relevant to employees' daily work, and having AI champions who can help to drive adoption in ways that contribute to productivity. Ongoing communication and reinforcement are also key to increasing awareness and usage of AI tools.

### 3. Enterprise vs. Functional Accountabilities

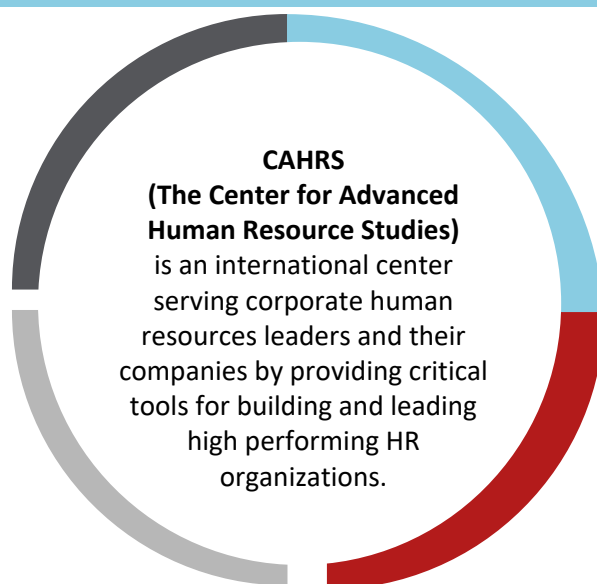
- The group discussed the balance between enterprise-wide and functional responsibilities in learning and development, particularly as it relates to AI training. Should L&D handle enterprise-wide AI skills or should it be left to functional teams?
- Most organizations have adopted a hybrid approach. One, for example, has standardized about 80% of its AI training across the enterprise, while allowing for the remaining 20% to be customized to different businesses and regions. Similarly, another maintains enterprise-wide training for core tools and policies, while allowing lines of business to customize training for their specific AI tools and priorities.

### 4. Overcoming Resistance

- The group also discussed strategies for engaging frontline employees who may be resistant to AI adoption.
- One approach that has proven successful is to emphasize the importance of investing the time now to learn new technologies in order to successfully adapt to changes in how work is done and maintain personal effectiveness over the long-term.
- Other organizations have seen success with using peer-led training and champions to reduce resistance and facilitate adoption.
- Although most companies are tracking usage, few have yet to build it into performance evaluations or to take more "stick" approaches, such as pulling the licenses of non-/under-users.

### 5. Future Discussion Topics

- Leadership development: How can organizations best upskill leaders to lead in the age of AI and to promote its adoption among their reports?
- Talent management: How is AI reshaping other talent management processes (e.g., hiring, performance management) that intersect with L&D? How is AI impacting the validity of traditional talent management tools and methods (e.g., are resumes still a useful screening tool)?
- Workforce planning: How can AI be used to forecast future skill needs and inform long-term talent strategies?



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