



3

Strategies to Mobilize Learning Teams to Adapt to AI

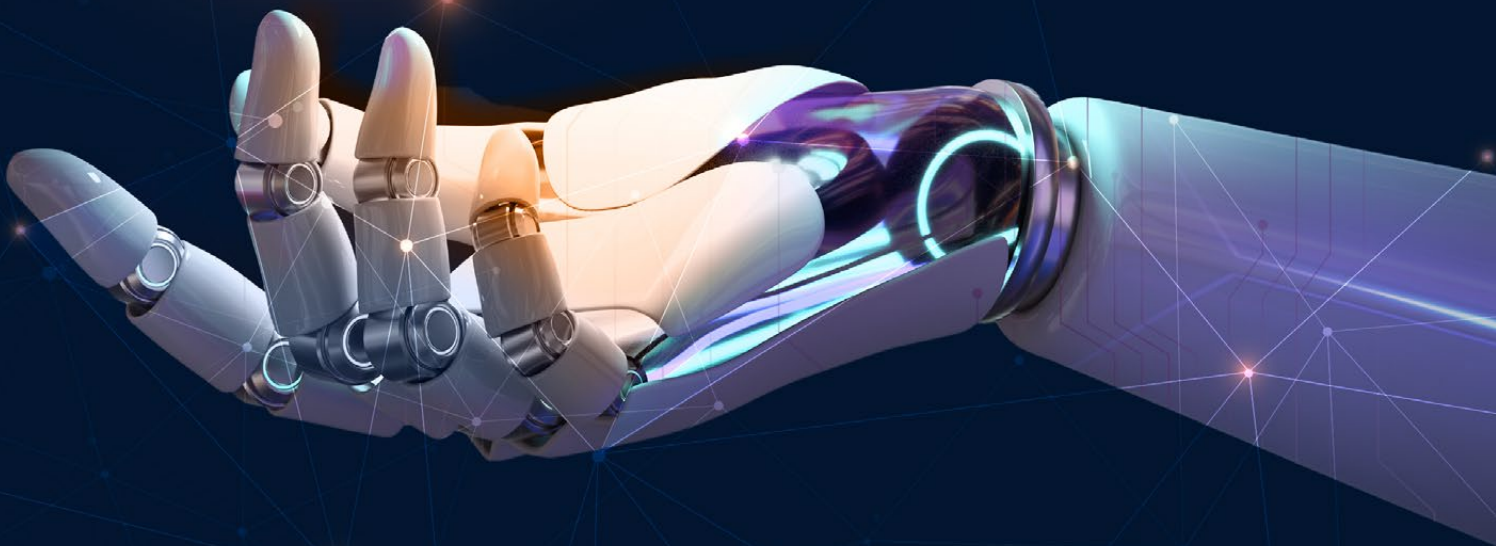


TABLE OF CONTENTS

Introduction	3
Bridging the Gap: Implications of AI on the Future of Corporate Learning	4
1. L&D Teams Must Understand What AI Can – and Can’t – Do	6
2. L&D Teams Hold the Key to Driving Upskilling and Reskilling, but They Must Understand AI	9
3. L&D Teams Must be Strategic and Actively Involved in Managing Change	11
Key Action Steps	13
Authors and Contributors	14
About NovoEd	15
About Brandon Hall Group™	16

Introduction

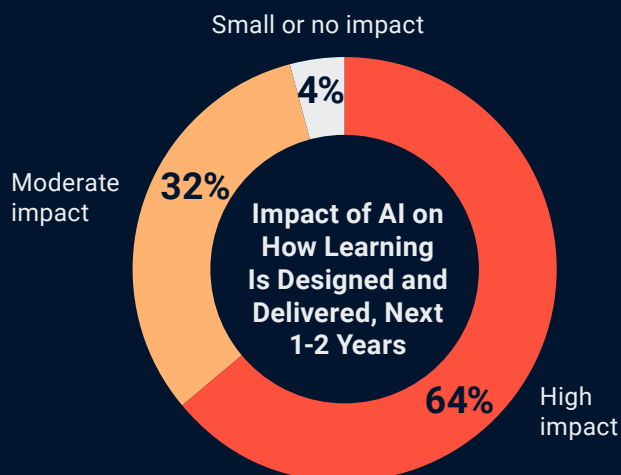
AI promises to reshape countless jobs, transform how work is done, and amplify the urgency for strategic upskilling and reskilling.



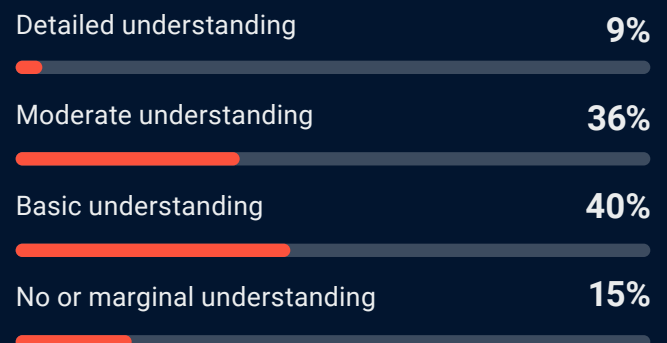
As this technology evolves at a blistering pace, corporate learning and development (L&D) functions must determine how to leverage generative AI – and other forms of AI – to deliver learning experiences that support the demands of the workforce.

Brandon Hall Group™ research identified a problematic disparity between learning professionals' awareness of these looming implications and their relatively embryonic understanding of AI.

The survey of nearly 1,000 learning professionals between November 2023 and late January 2024 showed that 64% of respondents said AI would have a high impact on how learning would be designed and delivered over the next one to two years. However, only 9% said they had a detailed understanding of AI.



Level of Understanding of AI



Source: Brandon Hall Group™ survey conducted in conjunction with a virtual roundtable event, How to Mobilize Learning Teams to Take the Lead in AI

Bridging the Gap: Implications of AI on the Future of Corporate Learning

Meredith DeMalia
VP Talent Development
North America
Marriott International



Chantelle Nash
Director, Digital HR
Experience
Baker Hughes



Maryann Thomas
Learning Ecosystem
Leader
3M



Brandon Hall Group™, in partnership with **NovoEd**, held a virtual roundtable discussion featuring three leaders from global enterprise organizations — **3M, Baker Hughes** and **Marriott International** — and two thought leaders from NovoEd. The panelists discussed the rapid evolution of AI and AI overall, the impact on the workforce and learning teams, and how L&D professionals should respond to the challenges and position themselves — and their organizations — for the future.



Jacob Nikolau
Head of Product Marketing
NovoEd



Todd Moran
Chief Learning Strategist
NovoEd



Claude Werder
SVP, Principal Analyst
Brandon Hall Group™

The group agreed that the conversation about AI in corporate learning has changed significantly over the last year.



Source: NovoEd

Broadly, the leaders encouraged learning professionals to be curious, proactive, and intentional about experimenting with AI. They strongly advised learning teams to embrace the change now because the evolution of AI is more likely to accelerate than slow down. This eBook explores the three key takeaways that emerged throughout the roundtable conversation.

1. L&D Teams Must Understand What AI Can — and Can't — Do

Like all workforce disruptions driven by emergent technologies, the challenge of AI will test the resiliency of organizations and require an innovative mindset. To unlock the vast opportunity of AI, learning leaders must dismantle their fears surrounding the new technology.

MYTH

There has been endless discourse in the news and social media about AI eliminating countless jobs.

Insight #1

The demand will shift toward people who understand the potential of AI and adapt their skills accordingly.

The panelists agreed that AI will lead to significant job disruption, but they contend that this doesn't equate to a decrease in labor demand.

"AI is likely not going to take anyone's job, but especially people who know how to use AI for creative innovation tasks and know where not to use AI on problem-solving," Jacob Nikolau of NovoEd said. "Those people are going to become much more competitive, and the companies that are able to either train their people to think that way or accumulate that kind of talent are going to be more competitive inside of their industries."

"It's not that AI is going to take people's jobs. AI is going to take the jobs of people who don't know how to use AI."



Chantelle Nash
Baker Hughes

Insight #2

The opportunity of AI lies in the ways it can untether professionals from mundane tasks and unleash individual and organizational capabilities.

"It's the speed at which you're going to be able to work. What AI does really, really well is take large parts of information and decipher it. And so somebody no longer has to sit there and read the 12 articles in order to come up with a point of view to build content. If an individual is using AI, how much faster and better are they able to produce work? If you're not using it, how different are you going to show up at work than the person who does."

Meredith DeMalia
Marriott International



Rather than fearing that AI will take jobs, the focus should be on the opportunity that organizations have to leverage AI to develop and harness the skills of their workers more effectively.

MYTH

Within the learning profession, there has been a lot of talk about AI replacing instructional designers and other traditional roles.

Insight #1

The impact of AI will require massive reskilling and upskilling, which will put learning teams front and center to move organizations forward.

AI is more likely to **change** a person's job than take it.

Twelve million occupational transitions will be required by 2030 – **Those people will require reskilling and upskilling.**

Occupational Category	Occupational transitions, millions	Employment, 2022, by millions
Office support	4.7	20.1
Customer service and sale	2.7	14.7
Production work	1.4	13.3
Food services	1.2	13.7
Business legal and professional	0.7	16
Educators and workforce training	0.3	9.9
Other	0.8	147.4
Total = 11.8M		



Source: NovoEd

“Does this remove L&D from the learning flow? No, it makes us more important. When I think of learning, and I think of all of the things we have to do, we need to be experts at when learning is needed, but we also need to influence and empower and start to expand mindsets where learning is less of an intervention and more of a support. And that to me, that’s why they pay us to do what we do. This is why a robot can’t take over because I need to think about those things with my client in the context of everything we do already.”



Maryann Thomas
3M

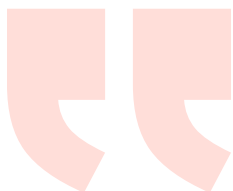
We need the human element to determine, design, and deploy these technologies in ways that make sense for the unique upskilling and reskilling needs for organizations and individuals.



Insight #2

Stewarded by L&D teams, AI allows for more — not less — egalitarian learning experiences that drive better outcomes, more efficiently.

Traditionally considered “soft” or “human” skills, abilities such as effective communication, leadership, teamwork, and emotional intelligence will gain even more dominance in a world where AI can complete technical tasks. Developing those capabilities through continuous learning driven by L&D teams that embrace AI is the key to driving innovation and relevancy in a changing workforce dynamic.



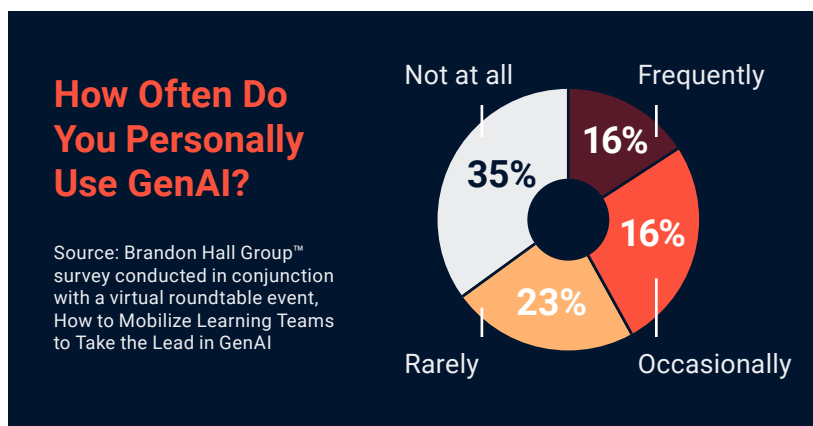
Meredith DeMalia
Marriott International

“At Marriott, we’ve already started thinking about how we want to scale digital fluency across our company, getting people more comfortable digitally. And then also we as an organization doubled down on the concept of leadership at all levels and everyone needs to lead and those things that used to be called soft skills. It’s like the human-centric parts and skills become hard and core and so critical in this space of deciphering disinformation, using your ethos to make decisions, collaboration, those kinds of concepts that before may have been nice to have. Now, they’re critical because systems powered by AI can do a lot and you need to have complex interpersonal skills to navigate and thrive in this new environment.”

Before learning professionals can carry the torch of upskilling and reskilling the organization, they must understand what AI can do better than humans, and what humans can do better than AI, and then apply those insights within their departments and across the workforce.

2. L&D Teams Hold the Key to Driving Upskilling and Reskilling, but They Must Understand AI

Learning teams need to embrace the fast-paced evolution of AI and build an experimentation culture, especially in generative AI, which will have a big impact on learning creation and delivery. Understanding starts by using AI, experimenting with it, and encouraging colleagues to do the same. Only by using various tools, such as ChatGPT, Claude 3, Gemini, and others — can you appreciate the strengths and limitations of the technology. But most learning professionals are not doing that, the research shows: 58% said they rarely or never use generative AI personally, while only 16% said they use it frequently.



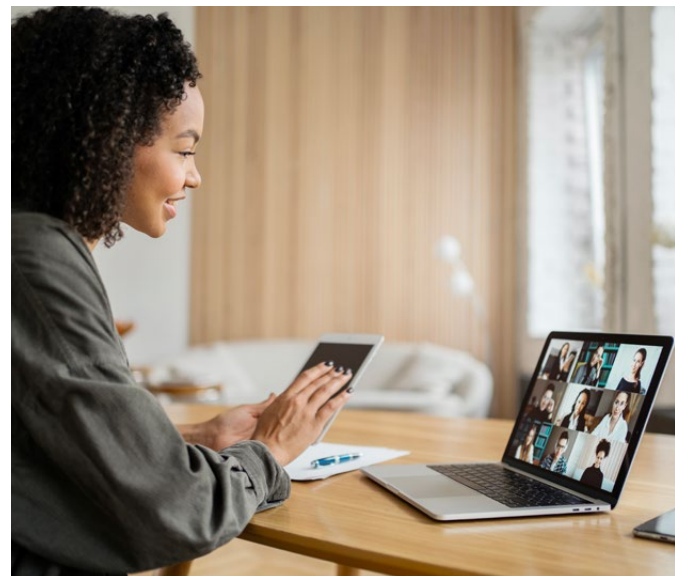
“You have to work AI in order to get better.”



Maryann Thomas
3M

Once you as a learning professional personally become familiar with AI, the next step is to collaborate with colleagues to educate the team and then keep up and — ideally — get ahead of the curve as AI evolves.

Learning teams must develop a growth mindset and a sense of curiosity that welcomes the unknown and unfamiliar. For example, learning teams can take the lead in democratizing the use of AI by activating internal social collaboration platforms to enable best practice sharing across diverse groups and have moderators emerge who can help teams resolve day-to-day queries.



The era of AI will be a continuous learning journey — a higher-tech version of the winding path we all had to follow in adapting to remote work and virtual collaboration, which is now second nature to many.

“We as an organization are on the hook to upskill the whole company or organization on it. ... Start dabbling, start exploring, be smart, do your research.”



Meredith DeMalia
Marriott International



"Every piece of progress is progress. And so you have to start to take those steps," said Thomas of 3M. "You have to talk about it. You have to share your experiences, the good, the bad and the ugly, all of those things."

Add Chantelle Nash of Baker Hughes: "Just because this is a new thing to you doesn't necessarily mean that it has to be scary, because there are still things today that we haven't perfected. ... I think we all need to focus on continuous learning on our own — there are always resources for that. You can always drive your own development."



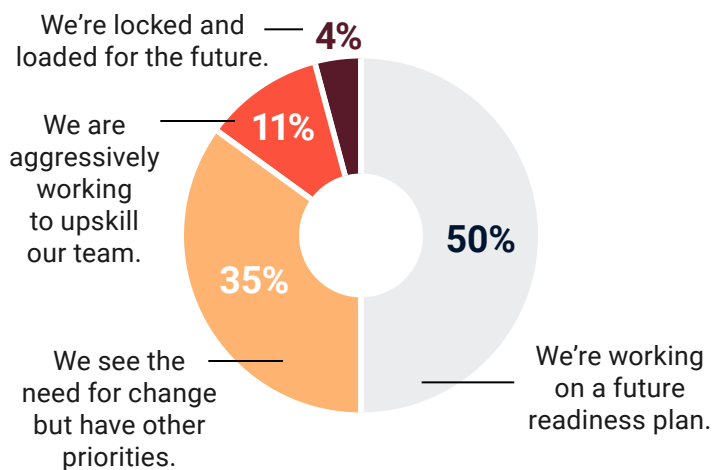
3. L&D Teams Must be Strategic and Actively Involved in Managing Change

The panelists emphasized that we are at an inflection point where learning teams can have an unprecedented impact on their organizations. Success will require being proactive, developing new skills, and being actively involved in managing change.

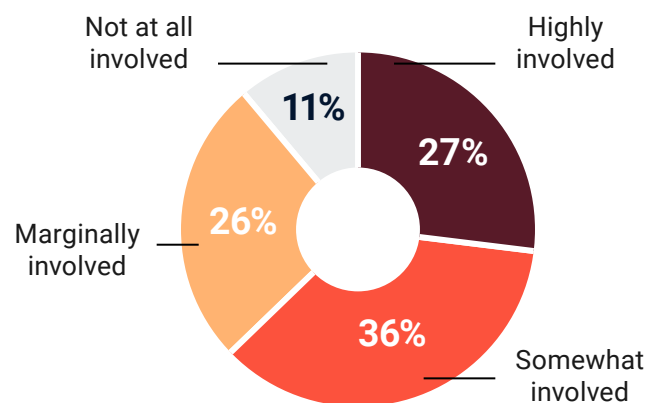
Learning professionals must also adapt and develop new competencies in the design, creation, and delivery of learning and prepare the L&D team for change. An understanding of technology and marketing, a growth mindset, and the ability to influence others are some of the skills the panelists highlighted.

Brandon Hall Group™ research shows that most learning professionals do not believe their teams are ready to lead workforce development in this era. Half said they were working on plans to change how L&D operates, while about one-third indicated that they are focused on other priorities. The data also shows that most learning teams or leaders are not actively involved in shaping AI strategies in their organizations.

Please Describe the Readiness of the L&D Team to Drive Workforce Development



How Involved are Learning Teams/Learning Leaders in Shaping AI Strategies?



Source: Brandon Hall Group™ survey conducted in conjunction with a virtual roundtable event, How to Mobilize Learning Teams to Take the Lead in GenAI



“Learning and talent development has tended to be at the tail end of an arrow, kind of following or lagging. But now we are seeing the shift toward Learning being able to be the arrow and drive the change not only in our own department but across the entire organization and get people further, faster.”



Meredith DeMalia
Marriott International

Todd Moran of NovoEd said learning leaders should identify specific use cases where AI may be able to increase learning impact and effectiveness — and then run with it and collaborate inside and outside of the department.

“Pick something that's of tangible, real value for the organization that you're trying to serve,” Moran said. “Pick their population, a particular function, a unique challenge, and apply AI in that context because that level of appetite from the output will be so much more well received when you play that back to the organization. It is super important to have an intent and a purpose to the use of AI.”

Key Action Steps

1

Develop use cases

2

Develop pilot projects

3

**Identify/
highlight
benefits**

4

**Communicate
transparently**

5

**Recognize
employee
achievements
in adopting AI**

Source: Brandon Hall Group™ research

Moran and other panelists said the key to success is recognizing that AI will be a huge driver of the future of learning and how businesses operate. Learning leaders and their teams must buy into that reality and act proactively to adopt new skills and strategically make use of AI.

“It’s AI, it’s automation, it’s multiple pieces that will drive the future. So I think it would behoove us when we talk about skill development to think of the collective entity that is AI.”

Todd Moran
NovoEd



Authors and Contributors



Claude Werder (claudewerder@brandonhall.com) wrote this report. He is Senior Vice President/Research Operations and Principal Analyst at Brandon Hall Group™. He leads the Talent Management research and advisory practice, specializing in leadership development, performance development, learning, career development, employee engagement, succession management, talent retention, and diversity, equity and inclusion. He also produces Brandon Hall Group's HCM Excellence Conference.



Michael Rochelle (michael.rochelle@brandonhall.com) contributed to this report. He is Chief Strategy Officer and Principal Analyst at Brandon Hall Group™. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



Mike Cooke (mike.cooke@brandonhall.com) is CEO and Principal Analyst at Brandon Hall Group™. Mike has more than 20 years' experience in human capital management and the research, software and technology industries. Before running Brandon Hall Group™, Mike was co-founder of AC Growth, a research and consulting firm, and VP and General Manager of Field Operations at Bersin & Associates, a global analyst and consulting services firm in all areas of HCM.



Rachel Cooke (rachel.cooke@brandonhall.com) is Brandon Hall Group's Chief Operating Officer and Principal Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15 years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.



Pat Fitzgerald (patrick.fitzgerald@brandonhall.com) edited this report. Pat is Content and Community Coordinator. Prior to joining Brandon Hall Group™, he was an award-winning community journalist for 30 years and recognized for his writing, investigative reporting, editing, photography, design and community service. He also started and then sold his own successful weekly newspaper in the Branson, Mo., area.



Emma Bui (emma.bui@brandonhall.com) is the Graphic Designer at Brandon Hall Group™. She created the layout and graphics for this report.

About NovoEd

Founded at Stanford's Social Algorithms Lab in 2012, NovoEd is a capability-building platform that uses social and collaborative learning to drive alignment, performance, and mobility at scale. Through cohort-based experiences, NovoEd taps into collective wisdom, placing each learner at the center of perspective, application, and expertise. Large enterprises such as 3M, GE, and Nestlé partner with NovoEd to accelerate their critical initiatives and reconnect teams through learning that is felt, experienced, and swiftly transformed into impact.



To learn more, please visit: www.novoed.com

About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS
WE CAN HELP

ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.