

The Learning Leader's Human+AI Handbook

# Learning Innovation in the Age of Artificial Intelligence



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It's essential to harness the power of AI to enable and extend human capabilities, not necessarily replace them. Organizations that develop their AI-enhanced workforce will outpace those that don't.

This eBook details the rise of AI, what's possible, and what's critical for learning professionals to do today to build their knowledge, skills, and capabilities to use AI effectively.

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## We are in an age of rapidly evolving and growing intelligence, changing work environments, and near-constant disruption—and artificial intelligence (AI) is at the center of it all.

The rise of AI has many learning and development (L&D) professionals wondering why it's happening now, its impact on careers, the skills needed to succeed in an AI world, the risks of using it, and much more.

These questions have become even more critical from the L&D perspective when you consider how rapid the adoption of AI has been. According to a GP Strategies poll, 32% of people reported using ChatGPT regularly to increase productivity. On top of that, the ChatGPT platform **reached one million users** in a mere five days after its launch—something that took Netflix over three years to do and Facebook ten months.

I'm using it on a fairly regular basis to increase my productivity  
32%

I've played around with it a bit  
34%



Hey, I've outsourced my job to ChatGPT and am living the good life  
1%

Little to none  
33%

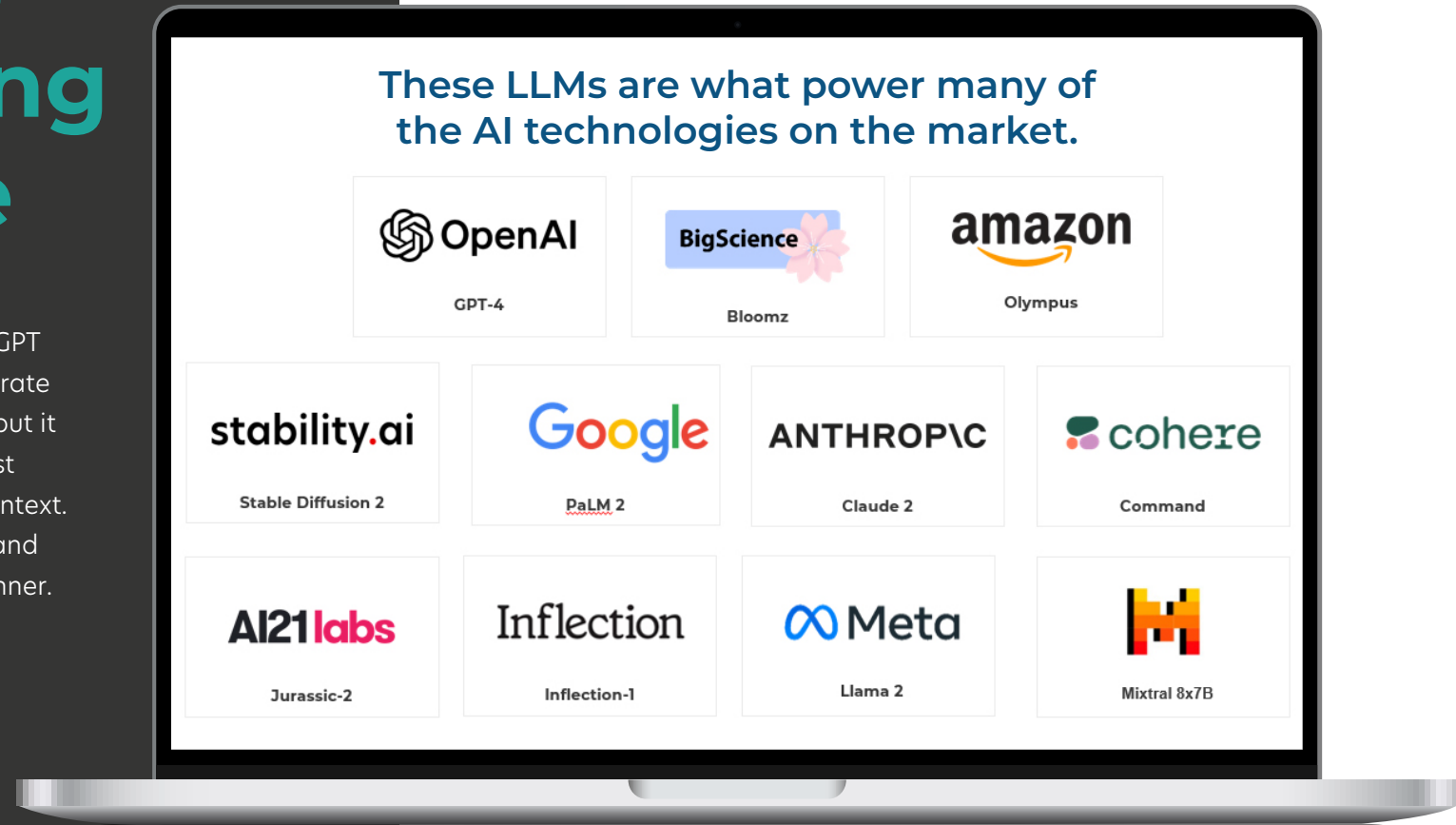
This information is based on a GP survey in 2023 of 150+ L&D professionals.

 **With adoption and technological advancement happening this quickly, L&D professionals have to respond, and fast.**

# How AI Is Disrupting the Learning Landscape

Generative AI, including models like ChatGPT and Google's Gemini, is designed to generate new, human-like content based on the input it receives. These models are trained on vast datasets to understand language and context. They then use this knowledge to predict and generate content in a conversational manner.

Users can access these AI platforms individually through the chat interface, but they can also be implemented into business' technology stacks to enhance productivity and efficiency at an impressive scale.

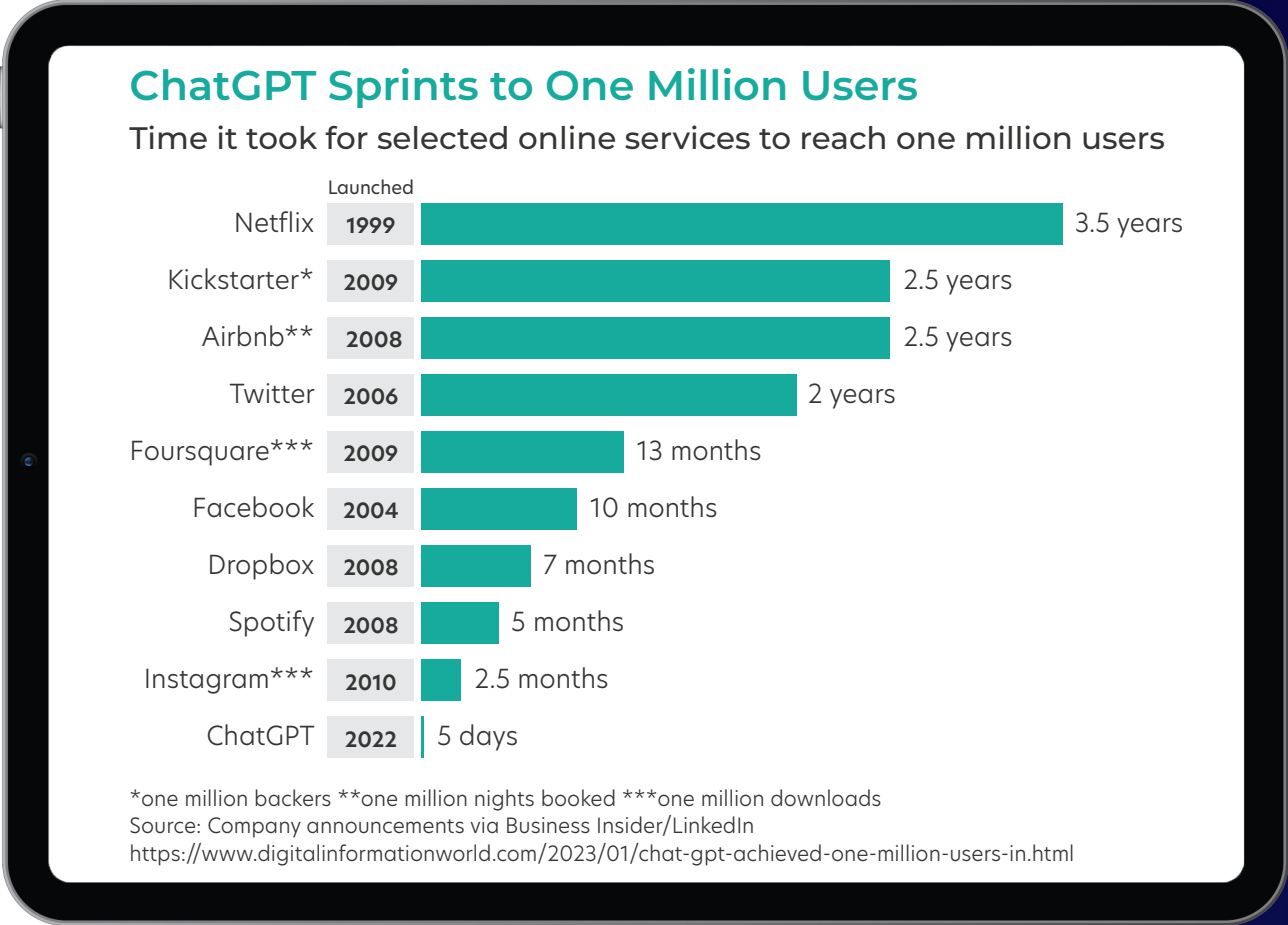


## Why Is This Moment Different?

Our opportunities to access AI have never been greater. It seems a new AI tool is launched weekly, and people are becoming more productive with AI at a breakneck pace. It's hard to keep up. So why is there an explosion of AI right now? What makes this moment different?

**A key factor in the rapid growth is that it's the first time AI has been accessible on a mass scale and through something as easy to use by the general public as a chatbot.**

Before the launch of OpenAI's ChatGPT, you would have needed to know how to code to interact with generative AI and access the large language models (LLMs), which are enormous data sets.

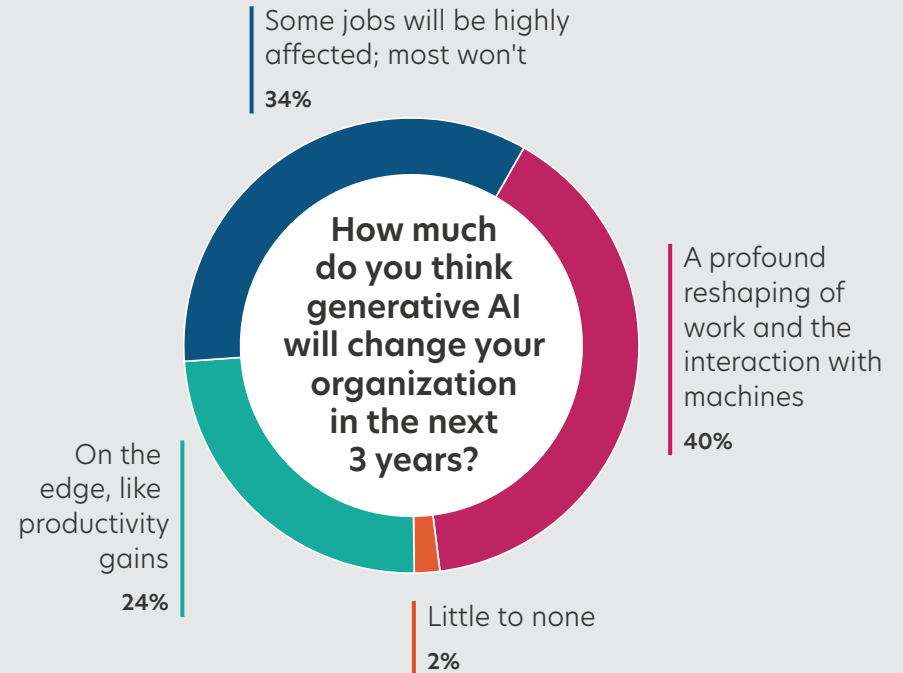


Another factor that makes this era of AI so remarkable is the innovations in computing power. AI requires significant computing power and has been limited by it until now. The computing power used for these AI systems increased from doubling roughly every year and a half to doubling every six months. And the rate is still increasing! With wide-scale adoption, the LLMs that AI chat interfaces use to respond to our prompts are continually developing and growing as we feed them new information through our prompts.

Interestingly, the scale to which people believe generative AI will affect their organization varies, but few people believe their organization won't be affected at all. Despite the variation in expectation, one thing is clear: AI is here, and many believe it will bring forward a profound reshaping of work.

There may come a time when professionals with knowledge of AI tools and systems will rapidly outpace those without. It's critical for learning and development teams to learn about AI and how it can be used to improve learning programs.

 **In a survey of 150 L&D professionals, 98% said that AI will affect job roles and their work to some degree.**



This information is based on a GP survey in 2023 of 150+ L&D professionals.



# The Opportunities AI Provides L&D

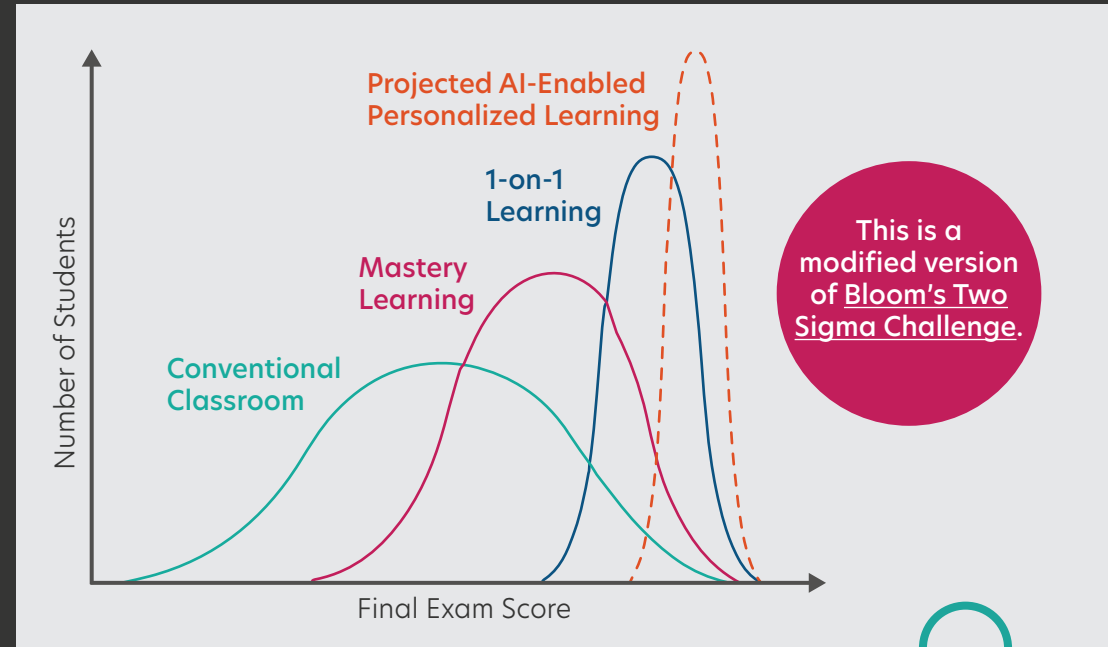
From personalized skills coaching to organizing and updating large learning libraries, AI applications can empower L&D professionals to optimize their practices, design learning faster, and enhance learning outcomes.

## Human+AI Powered Learning

Benjamin Bloom's Two Sigma Challenge suggests that, in a conventional classroom setting, almost all learners could score at the highest levels possible if they have the opportunity for mastery learning—where they can learn and practice until they truly understand a concept.

1:1 mentorship is a highly effective way to achieve this level of mastery. When every learner can receive individualized attention and guidance, they tend to excel. However, 1:1 mentorship is often too expensive and time-consuming to implement on a large scale. This is one way AI might dramatically change the learning landscape in the future.

AI may offer a solution by potentially providing scalable, personalized, and cost-effective support to every individual. With the proper infrastructure, AI can analyze individual learner behaviors, understand



strengths and weaknesses, and provide tailored content, assessments, and feedback. By supplementing human capabilities, this technology can potentially ensure that learners receive the necessary support to achieve mastery.

Automating some of these tasks can be invaluable for mentors, affording them the opportunity to coach more individuals than ever before.

It's critical to consider the ways AI augments human capabilities. Curiosity and creativity are uniquely human, and mentorship or coaching relationships are, at their core, about human connection. AI can radically change the speed with which mentors can check in with their people and generate feedback, but humans are only inspired by other humans, not bots.



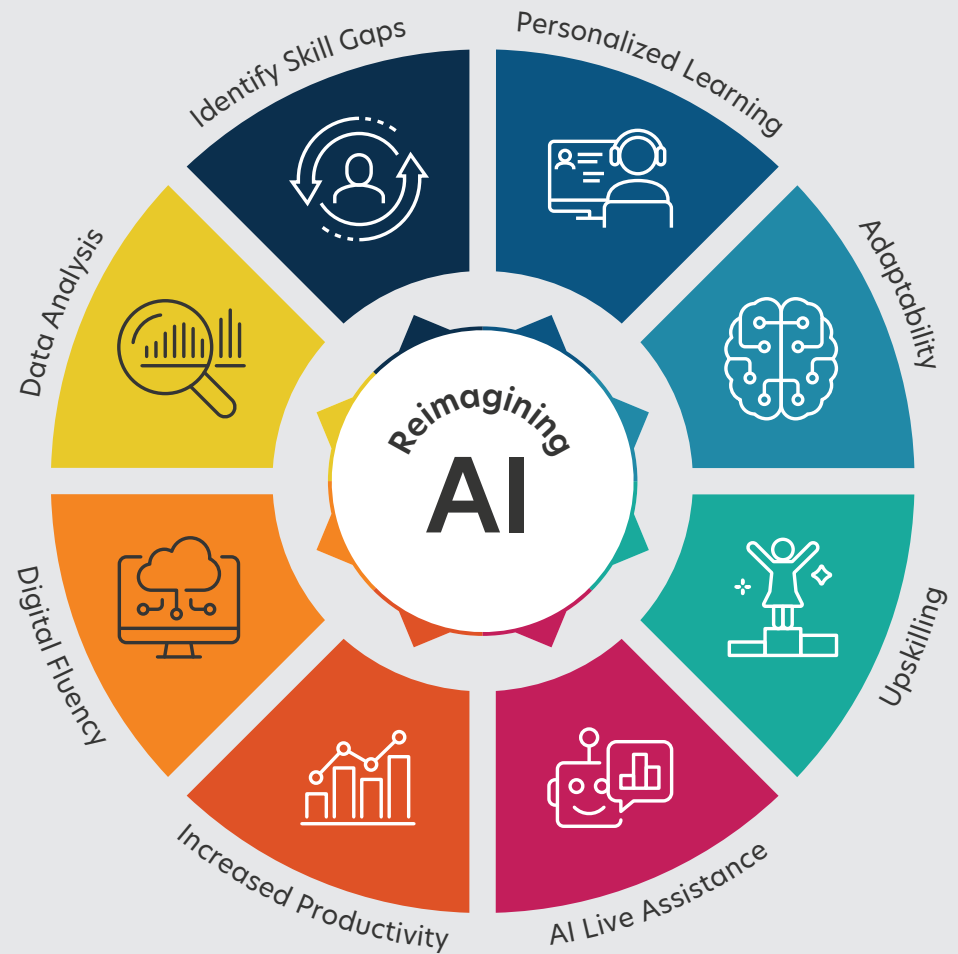
## Applications of AI for L&D Professionals: Creating the Human+AI Learning Team

AI technologies are only as effective as the humans using them.

It's essential to harness the power of AI to enhance human capabilities, not replace them. Organizations that develop their AI-enhanced learning teams will outpace those that don't.

## The Art of the Possible

AI technologies can be implemented within an organization's technology ecosystem as a closed solution (keeping the LLM and associated data unique to you). When used properly with your organization's data, AI can offer capabilities that were not possible before.



# How AI Can Revolutionize Talent and Learning Systems

There are many applications of AI that can be embedded in L&D environments today.  
(We're currently helping companies implement AI for a variety of needs.)

- 01 Enterprise Skill Architectures:**  
AI excels at scanning vast data libraries, a task that can be overwhelming for humans. By leveraging AI, organizations can create custom enterprise skill architectures that reflect evolving industry needs and organizational demands.
- 02 Learning Libraries:**  
AI solutions, such as our Learning Content **AIQ** tool, can rapidly organize, optimize, and update vast amounts of learning content. Keeping learning content and meta data clean, even if it's missing, can create a foundation for more advanced AI capabilities.
- 03 Skill-Based Learning Recommendations:**  
AI can recommend specific learning paths based on an individual's current skill set and career goals, enabling learners to make informed choices about their development.
- 04 Career Development Plans:**  
AI can help learners define their career aspirations and outline a development plan to reach their goals that is aligned with L&D efforts and organizational objectives.
- 05 Interactive Skills Communities:**  
AI-powered platforms can connect individuals with similar skill sets and interests, fostering collaborative learning and knowledge sharing.

- 06 Talent Mobility:**  
AI can identify opportunities for employees to apply their skills in different roles or projects, enhancing workforce agility.
- 07 Continuous Skill Feedback:**  
AI can provide real-time feedback on learners' progress and suggest improvement areas, fostering a continuous development culture.
- 08 Learning Design and Delivery:**  
Many AI tools can be used to rapidly create graphics, synthesize video, audio and voiceovers, generate and animate avatars, and much more to deliver learning in a variety of formats.
- 09 Additional AI Applications:**  
Beyond the aforementioned applications, AI can assist in rewriting course descriptions, outlining course modules, developing presentations, creating quizzes and assessments, generating custom Requests for Proposals (RFPs), matching skills to content, and finding patterns and connections within large datasets.

While AI holds immense promise, we must remember that its successful integration into L&D requires thoughtful planning, expertise, and ethical considerations. AI technologies implemented poorly will have little impact. When implementing AI technologies, it's critical to include humans in the loop for human stops and controls.

## Learning Content AIQ: Preparing Your Data and Learning Content for AI

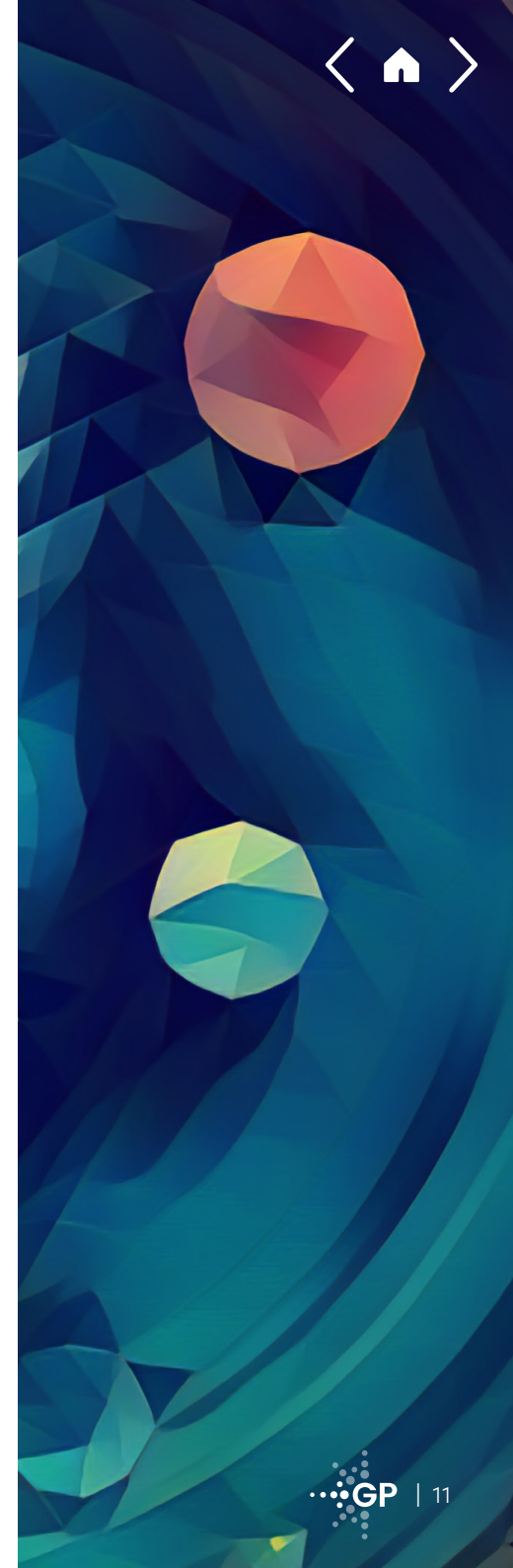
Generative AI offers exciting opportunities for managing, indexing, and optimizing your Learning & Development content at scale. As enterprises grow and change, new learning content is continually created and added to learning libraries. But over time, if it lacks well-written meta-data or doesn't get updated when needed, this content can be difficult to track, or even access, resulting in a learning library that is stuffed full of content that is outmoded, unorganized, and, in many cases, unavailable.

Human+AI solutions such as [Learning Content AIQ](#) allow you to leverage AI in optimizing your company's learning content data. These tools backed by humans enable you to normalize and clean your content for storage in a mapped database. The cost of doing this manually is astronomical, both in terms of dollars and time. With the right AI tool, however, you can easily create new, fully detailed meta data, tag your content to existing taxonomies, and build out a database

that is ready for future AI powered use. This not only makes your content more accessible, but it also allows you to assess gaps in your content library, track older content that needs updating, and build a better learning journey by mapping your content to specific job roles and titles.

Using an LLM, you can leverage your data to create course outlines, curriculums, and study guides, as well as learner assessments and quizzes.

Chatbots offer another exciting use for AI in L&D departments. Tying a chatbot interface to your mapped data enables learners to interact with your content directly. This brings learning one step closer to Benjamin Bloom's ideal, by providing learners with the individualized guidance they need to ask questions and dive deeper into critical skills and concepts.



# The AI Reskilling Imperative

The workforce will reshape itself to prioritize people with [the skills to harness AI](#).

This means we are facing one of the biggest, most impactful retooling or reskilling eras we have ever seen before. In 2021, [McKinsey & Company](#) found that 87% of companies recognized that they had skill gaps or would experience them in the next five years. AI has accelerated this. Organizations need to see AI as augmenting the workforce, not replacing it. And organizations need to map skill gaps and reskilling not to what work was, but to the new way of working where humans are driving AI technologies.

So, how do L&D professionals respond to this? We must earnestly consider the following questions and allow the answers to guide our approach to the future:

What skills does our company need to compete in the market now?

How will AI change the workflow and what skills do humans need as a result?

What are the skills our employees need to succeed in our organization?

What mix of AI technologies do we need and do we have the people and expertise to use them effectively?

How will we ensure the responsible use of AI across our enterprise?

## A Framework for Responsible AI Use

As we continue to facilitate the growth of AI and incorporate it into our work on the individual and enterprise levels, it's critical to adopt a use policy to govern the usage of AI across your organization. Responsible use policies should outline for your employees what AI adoption will look like in your organization and how your customers can expect you to use or not use AI technologies.



## The Implications of Feeding Large Language Models

The conversational, in-real-time experience we get when interacting with generative AI is only possible because of the training (or learning) that AI experiences through continued interaction. For this reason, it's critical that we assume everything we feed into a public AI model can be used by it to refine its knowledge base further and provide more accurate answers to future queries. **You should never input sensitive personal information, proprietary business data, or client information into a public AI model.** If your organization has an integrated LLM with a closed loop to use your data, make sure you have express permission and guidelines to do so.

## Our Guiding Principles for AI Use

Use policies are also excellent places to detail your philosophy of AI enablement. At GP Strategies, our own **Guiding Principles for AI Use** hinge on the fundamental belief that the future is Human+AI and that our adoption and use of AI needs to be people-centric and ethical.

# Preparing for the Human+AI Future

## Develop Your AI Adoption Plan

It's essential to create a plan for AI adoption. A good place to start is to answer the following questions to assess your progress towards AI adoption using our 6 "Ps" approach.

- |    |                     |  |
|----|---------------------|--|
| 01 | <b>Position</b>     | How is your organization affected?                                   |
| 02 | <b>Portfolio</b>    | What do you see as the biggest opportunities?                        |
| 03 | <b>Productivity</b> | How might you begin to explore these opportunities?                  |
| 04 | <b>Protection</b>   | Does your organization have AI usage policies and guidelines?        |
| 05 | <b>Products</b>     | Where does your organization currently use AI?                       |
| 06 | <b>People</b>       | How much change in skills will be required across your organization? |

Integrating AI into L&D practices presents unparalleled opportunities—AI is not merely a set of tools but a catalyst for organizational adaptation and change. Its adoption necessitates a shift in how we approach organizational learning and signals a new ability to be more adaptive and proactive than ever before.

**As AI continues to evolve, the words of Andrew J Scott resonate: "As machines get better at being machines, humans have to get better at being more human."** In our Human+AI world of work, empathy and emotional intelligence will become even more crucial. While AI can assist in various aspects of L&D, human qualities like empathy, creativity, and the ability to understand the emotional needs of others will become even more irreplaceable.

To embrace this Human+AI future, we must focus on what makes us uniquely human, reinforcing our capacity to connect, inspire, and innovate. AI will be a valuable partner in this journey, offering data-driven insights, automation, and personalization, but our distinctly human attributes will drive meaningful change and progress.



## Prepare for a Human+AI Future With Us

GP Strategies Corporation is one of the world's leading talent transformation providers. By delivering award-winning learning and development solutions, we help organizations transform through their people and achieve meaningful change. GP Strategies has delivered our innovative consulting, learning services, and talent technology solutions to over 6,000 organizations globally.

Our extensive network of expert learning specialists, combined with our transformation focus and custom solutions, deliver superior business results. Whether your initiative requires developing the skills of your talent, the implementation and adoption of learning technologies, or refining critical processes, GP Strategies is a **transformation partner you can trust.**

**Harness the potential of AI for your organization - contact us today!**

[gpstrategies.com](https://gpstrategies.com) | [info@gpstrategies.com](mailto:info@gpstrategies.com)