

Consultant & Entrepreneur Special Interest Group (SIG)

Overview Recommendations:

The discussion repeatedly emphasized that L&D should focus on building people and performance, not just courses or videos.

Based upon the industrial history of L&D, the field has always adapted alongside changes in the workforce, with transformational technology, and tends to shift when learning theory, practice, sources, and methods show promise in improving human performance.

Shared Insights:

The current learning model is misaligned with how people learn: There was strong agreement that organizations often expect people to learn through short, isolated, formal experiences, even though real learning transfer depends on practice, reinforcement, coaching, and application over time.

The economic model drives behavior: A major thread was that the biggest barrier is not a lack of understanding, but a lack of organizational willingness to invest time, money, and attention into learning. Several speakers argued that unless L&D can connect to measurable business value, it will continue to struggle for support.

L&D must become more strategic and performance-oriented: The discussion repeatedly reframed L&D as people development, performance support, and curation rather than course creation. L&D professionals were described more like curators or librarians who help make knowledge usable, credible, and accessible.

Human judgment still matters: Even with AI, the group emphasized the need for human connection, coaching, critical thinking, and systems thinking. A recurring idea was that the future of L&D will require helping people evaluate information, think metacognitively, and apply judgment in context.

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Performance Checklist for L&D Organizational Change

- ✓ **Design for growth:** Prioritize people's development over content production.
- ✓ **Build for credibility:** Make sure learning resources are grounded in trustworthy sources, proven methods, or clear evidence so people can trust what they are using.
- ✓ **Improve accessibility:** Design learning so people can reach it, revisit it later, and apply it when the need arises, not just during a one-time event.
- ✓ **Increase relevance:** Tailor learning to the learner's role, context, and current business situation so it translates into action more easily.
- ✓ **Treat education and culture as a system, not a silo or event:** Connect L&D strategy to broaden business goals, culture, and operations rather than isolated training requests.
- ✓ **Strengthen systems thinking:** Prepare leaders and learners to understand how AI, culture, process, and performance interact across the whole organization.
- ✓ **Measure attitude and confidence, not just knowledge:** Pre/post scores may fail whether people are more willing, confident, or ready to use what they learned.
- ✓ **Use outcome measures that matter to the business:** Tie learning to performance, adoption, behavior change, and reasonably attributable ROI instead of relying only on satisfaction scores.
- ✓ **Expect technology & AI to amplify existing - strengths and flaws:** If the organization is siloed or unclear, AI will likely accelerate that; if it is aligned, AI can help scale good practice.



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- ✓ **Prepare people for critical evaluation:** Build capability in filtering information, checking sources, and thinking metacognitively so employees can judge what is credible and useful.
- ✓ **Develop soft skills and human capability:** Human connection, coaching, judgment, and adaptability should be durable areas where L&D still adds value.
- ✓ **Invest in change over quick fixes:** Real change takes time, reinforcement, and organizational commitment; one-off learning rarely creates lasting transfer.

Future Readiness Focus

1. **Make L&D more consultative:** Position L&D as a partner to business leaders, not “just a” training provider.
2. **Align programs with finance and metrics:** If possible, connect with CFO-style language and measurement logic so learning investments can be defended in business terms.
3. **Build for AI literacy now:** Help teams use AI responsibly, understand its limits, and integrate it into work without losing judgment or quality.
4. **Reframe success around performance support:** Ask what people need to do well in the flow of work, then design support around that need.