

AI in Learning and Talent Development

A Closer Look Into Its Future Potential in the Workplace



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Survey Overview

Target Survey Population

The target population for this research was talent development professionals across different organizations and industries. This survey had 398 participants..

Survey Instrument

The survey was composed of 21 questions including those related to the demographics of the respondents.

Procedure

ATD Research distributed a link to an online survey to the target population in September 2023. The survey closed in September 2023.

Identifying Statistically Significant Differences

This report notes differences between groups. All differences are significant at a level of at least $p < 0.05$. A significance of $p < 0.05$ implies a less than 5 percent probability that the difference is a result of chance and one can be 95 percent confident that the results represent a statistically significant relationship.

About the Sponsor



A Note From UMU

AI is changing work and productivity. In particular, the ability of generative AI to create and innovate has exceeded the expectations of many and poses the question of how this new power can be best used by enterprises and individuals. In corporate learning and development (L&D), transformative shifts are clearly taking place.

Generative AI will revolutionize how people approach training. AI-generated text, images, and videos will significantly increase the efficiency of learning content design and creation. Large language models (LLM) make natural conversations between humans and AI possible, which opens the door to AI-powered simulations and role play. The ability of AI to provide personalized and formative feedback will help staff internalize knowledge and apply what they learn in real work scenarios.

UMU is proud to support ATD in leading this research on AI in talent development. Collaborating with industry-leading clients in diverse industries, such as life sciences, manufacturing, finance and insurance, retail, and professional services, UMU has pioneered AI-enabled solutions for sales enablement, new hire onboarding, and new manager training, among other scenarios. With the use of AI, UMU enabled these enterprises to grow revenue, reduce cost, and improve efficiency. UMU is confident that with AI, L&D professionals will become a stronger force in driving productivity.

About UMU

UMU is on a mission to develop global learning resources, connect people with knowledge, speed up knowledge transfer, and enable everyone to engage, share, and achieve. UMU's AI-enabled learning platform empowers enterprises and L&D professionals to drive performance and results.

Founded in 2014, UMU has served more than 100 million users across 200 countries and regions, and thousands of customers. Together with these customers, UMU has made many breakthroughs in the area of AI. Backed by self-owned innovation patents in AI, UMU has been continuously developing innovative AI products. Currently, UMU's

AI products empower L&D professionals to generate video courses, create individualized learning experiences for learners, achieve at-scale and individualized practice and coaching, and provide immediate and formative feedback, among other learning scenarios.

With AI, UMU is transforming learning effectiveness, efficiency, and experience for enterprises. Partnering with UMU helps enterprises design effective courses, carry out personalized practice and coaching at scale, deliver result-driven learning programs, and improve individual and organizational performance. To learn more, visit umu.com.

Introduction

Just two months after launching in November 2022, ChatGPT, a large language model chatbot driven by generative artificial intelligence (AI) technology, had 100 million monthly active users.¹ This technology has tremendous potential to influence the work we do.

“Generative AI has the power to revolutionize learning and development,” writes Myra Roldan of Amazon.² “With generative AI, we can create customized training materials and resources. Learning professionals can leverage AI algorithms to automatically generate job aids—workbooks, instructional videos, and interactive modules tailored to the specific needs of their learners.”

“AI’s rapid advancements are more than technological feats; they represent a paradigm shift in how we approach TD,” says Markus Bernhardt. “Our challenge is to judiciously harness AI’s potential, ensuring it augments rather than replaces the human touch that is at the heart of TD.”³

For purposes of this report, AI is defined as a wide collection of use cases and programming approaches that allow us to create machine-based solutions to everyday problems. AI is rarely used as a standalone application for learning and development. Instead, it is often embedded in a range of applications to support talent and learning initiatives.⁴

ATD last surveyed talent development professionals about AI in 2022.⁵ Drawing upon a sample of 398 talent development professionals, *AI in Talent Development and Learning II* investigates key questions around the use of AI in talent development to provide benchmark data and highlight best practices.

1. K. Hu, “ChatGPT Sets Record for Fastest-Growing User Base—Analyst Note,” Reuters, February 2, 2023, www.reuters.com/technology/chatgpt-sets-record-fastest-growing-user-base-analyst-note-2023-02-01.

2. M. Roldan, “The Future of Learning Is Here—Experience the AI Revolution,” ATD blog, July 17, 2023, www.td.org/atd-blog/the-future-of-learning-is-here-experience-the-ai-revolution.

3. M. Bernhart, “TD Meets AI,” *TD*, January 2024, www.td.org/magazines/td-magazine/ai-meets-td.

4. ATD (Association for Talent Development), *AI in Learning and Talent Development: Embracing Its Future Potential in the Workplace* (Alexandria, VA: ATD Press, 2022).

5. ATD, *AI in Learning and Talent Development*.

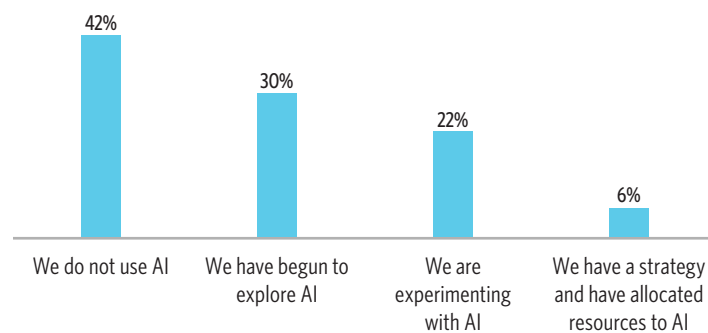
Current Use of AI

While 42 percent of respondents did not use AI applications at all, a majority said their organization was engaging with AI-enabled applications in some form (Figure 1). While 30 percent were beginning to explore using AI, 22 percent were experimenting with or adopting AI applications. Only 6 percent had a strategy and allocated resources for AI-enabled applications.

FIGURE 1

58% Were Currently Using or Exploring AI-Enabled Applications

Which of these statements best describes your organization's current use of AI-enabled applications for talent and learning initiatives?



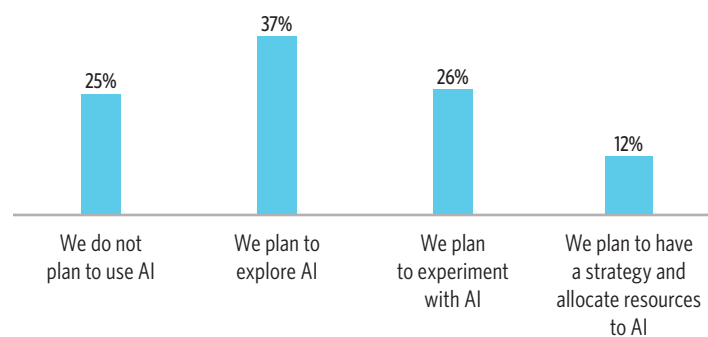
Predicted Future Use of AI

Within the next two years, 75 percent of respondents planned to explore or use AI in their talent development initiatives, which is 17 percentage points more than current use (Figure 2).

FIGURE 2

75% Planned to Explore or Use AI in the Next Two Years

Which of these statements best describes your organization's plans to use AI-enabled applications for your company's talent and learning initiatives within the next 24 months?



About the Participants

ATD Research surveyed 398 talent development professionals about the use of AI in their organizations. Of these, 20 percent were executives or directors; 34 percent were managers, supervisors, or team leaders; and 46 percent were individual contributors. Respondents were most likely to work in these three sectors:

- FIRE—finance, insurance, and real estate (17 percent)
- Manufacturing (15 percent)
- Healthcare and social assistance (14 percent)

A majority of respondents were from the United States (63 percent), with 25 percent from Japan and 11 percent from China. In terms of organization size, 19 percent of respondents represented small organizations (fewer than 100 employees), 39 percent were from midsize organizations (100 to 2,499 employees), and 42 percent were from large organizations (2,500 employees or more).

Key Findings

- Personalizing learning experiences, when organizations create custom learning paths for employees by identifying skills gaps and recommending training resources, was the AI-related feature that respondents thought would be most likely to improve the talent development industry. Measures of learning and organizational performance or impact—which AI can assist organizations with by gathering and analyzing learning and business data—came in second.
- A majority of respondents (55 percent) believed that AI would enhance their role in talent development in the coming years. Another 40 percent thought that it would be detrimental to some areas but enhance others. Only 5 percent believed that the impact would be entirely negative.
- The greatest challenges to implementing AI-enabled applications were budgetary constraints (95 percent) and not enough staff with the right knowledge to implement AI-enabled applications (94 percent; with 64 percent rating it as a major challenge).
- More than a third of respondents (36 percent) said their team was very or somewhat prepared with the necessary knowledge and skills to implement and use AI-enabled applications; 42 percent believed that their organization was very or somewhat prepared with the necessary technological infrastructure.

SECTION 1

The Potential of AI

This section discusses how AI can improve the talent development industry as a whole, as well as specific TD functions within an organization. It covers challenges in implementing AI within an organization as well as the best ways to inform leaders about the benefits of AI.

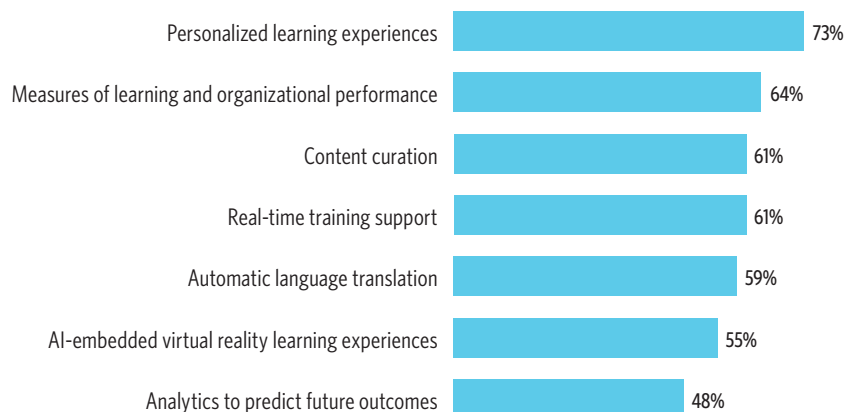
The Talent Development Industry and AI

AI's potential to create personalized learning experiences by recommending training resources and guiding users through individualized learning paths was considered very likely to improve the talent development industry by 73 percent of respondents (Figure 3). Gathering and analyzing measures of learning and organizational performance—such as learner satisfaction, completion rates, and performance measures—was seen as very likely to improve the industry by 64 percent. Respondents at the director or executive level were especially likely to see real-time training support, including advice or training tips, which AI-enabled applications can provide instantly based on a learner's needs, as very likely to improve the industry.

FIGURE 3

73% Believed AI-Enabled Personalized Learning Experiences Were Very Likely to Improve the TD Industry

Please rate the likelihood for each of the following features to improve the talent development industry overall.



Percentage responding very likely.

Table 1 groups the top four features that were rated as very likely to improve the talent development industry by organization size. The top-rated feature by all organization sizes was personalized learning experiences; measures of learning and organizational performance were ranked second for medium and large organizations, while small organizations ranked real-time training support in second.

TABLE 1

Personalized Learning Experiences Were Rated as Most Likely to Improve the Industry Across Organization Size

	Small (1-99 employees)	Medium (100-2,499 employees)	Large (2,500+ employees)
1	Personalized learning experiences (73%)	Personalized learning experiences (70%)	Personalized learning experiences (75%)
2	Real-time training support (59%)	Measures of learning and organizational performance (66%)	Measures of learning and organizational performance (64%)
3	Content curation (55%)	Content curation (61%)	Content curation (64%)
4	Automatic language translation (55%)	Automatic language translation (61%)	Real-time training support (61%)

Percentage responding very likely.

Employee onboarding or orientation of new hires and technical training were the talent development functions most likely to be improved by AI-enabled applications (48 and 47 percent of respondents, respectively; Table 2). Product training (43 percent) and compliance training (42 percent) rounded out the top four.

TABLE 2

AI-Enabled Applications Would Be Most Likely to Improve Employee Onboarding and Technical Training

Rate the potential for AI-enabled applications to improve each of these areas in your organization.

	Very Likely to Improve This Area	Somewhat Likely to Improve This Area	Not at All Likely to Improve This Area	N/A
Employee onboarding and orientation of new hires	48%	38%	10%	4%
Technical training	47%	43%	5%	5%
Product training	43%	37%	8%	12%
Compliance training	42%	44%	10%	4%
Leadership development	32%	51%	14%	3%
Sales enablement	29%	40%	9%	22%
Vendor or agency training	26%	42%	12%	20%

Starting with AI: Exploring Generative AI

Forty-two percent of respondents indicated that they were not currently using AI in their organizations. For many, lack of time for staff to learn how to use AI-enabled applications was a major challenge to implementation. Danielle Wallace, chief learning strategist at Beyond the Sky, suggests ways that talent development professionals can learn about the uses of generative AI by experimenting with it in their work:⁶

- **Brainstorming.** Generative AI can create lists of training topics or training content based on identified needs.
- **Generating stories and scenarios.** Generative AI can create customized responses to specific role-play scenarios.
- **Creating quizzes.** Generative AI can design quiz questions of varying levels of difficulty based on a learner's progress and skill level.
- **Synthesizing content.** Generative AI can summarize and analyze content from audio and video recordings, as well as from textbooks and articles, making it easier to identify the most relevant information quickly.

There were slight differences across organization sizes. Employees in small and midsize organizations said AI-enabled applications were especially likely to improve employee onboarding or orientation of new hires (Table 3). However, large organizations rated technical training as the area most likely to be improved by AI (53 percent).

TABLE 3

Employee Onboarding Rated as Most Likely to Be Improved by AI Across Organization Sizes

Rate the potential for AI-enabled applications to improve each of these areas in your organization.

	Small	Medium	Large
Compliance training	39%	39%	45%
Employee onboarding and orientation of new hires	48%	47%	50%
Leadership development	30%	32%	33%
Product training	34%	40%	48%
Sales enablement	27%	29%	41%
Technical training	39%	44%	53%
Vendor or agency training	18%	25%	30%

Percentage responding very likely.

Bold indicates the top 2 responses for each organization size.

⁶ D. Wallace, "10 Immediate Uses for AI in Learning and Development," ATD blog, May 3, 2023, www.td.org/atd-blog/10-immediate-uses-for-ai-in-learning-and-development.

Pro Tip

“Craft an acceptable use policy for AI, and have employees review and acknowledge it, before making any serious strides into the AI realm. All use of AI applications should be reviewed and approved by IT and the applicable area managers before being put into use.”

—Survey respondent in the professional, scientific, and technical services industry

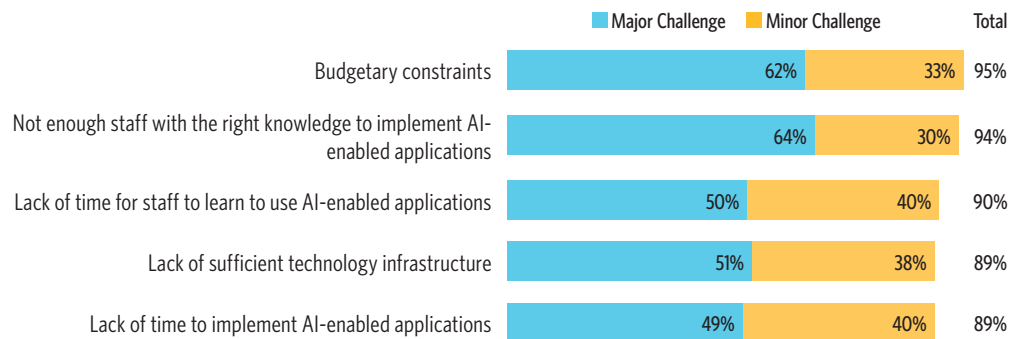
Challenges to Implementing AI

The greatest challenges to implementing AI-enabled applications were budgetary constraints (mentioned by 95 percent of respondents), and not enough staff with the right knowledge to implement AI (94 percent; Figure 4). Lack of time for staff to learn how to use AI-enabled applications was rated as a challenge by 90 percent of respondents, with 50 percent saying it was a major challenge.

FIGURE 4

Budgetary Constraints Were the Greatest Challenge to Implementing AI

How would you rate the following challenges to your organization when implementing AI-enabled applications?



Pro Tip

“Provide lots of training to employees. Reassure employees that their jobs won’t be lost. Offer upskilling opportunities if jobs are lost.”

—Survey respondent from the educational services industry

Table 4 shows the top three challenges to implementing AI by organization size. For small organizations, the top challenge was budgetary constraints. For midsize organizations, it was not having enough staff with the right knowledge to implement AI-enabled applications. Both of these challenges were tied for first in large organizations.

TABLE 4

Budgetary Constraints Were a Top Challenge to Implementing AI in Small and Large Organizations

	Small	Medium	Large
1	Budgetary constraints (70%)	Not enough staff with the right knowledge to implement AI-enabled applications (59%)	Budgetary constraints (67%)
2	Not enough staff with the right knowledge to implement AI-enabled applications (68%)	Lack of time for staff to learn to use AI-enabled applications (54%)	Not enough staff with the right knowledge to implement AI-enabled applications (67%)
3	Lack of sufficient technology infrastructure (51%)	Budgetary constraints (52%)	Lack of sufficient technology infrastructure (52%)

Informing Leaders About AI

One of the most useful methods of informing leaders about the benefits of AI-enabled applications was via hands-on demonstrations, according to 72 percent of respondents (Figure 5). Another 68 percent said that pilot test opportunities were useful in informing leaders, and 59 percent said that case studies would be useful. Relatively fewer cited research, whether from independent experts (40 percent) or suppliers of AI applications (28 percent).

In a follow-up question for respondents who said that research reports or case studies would be useful in informing organizational leaders of new AI-enabled applications, ATD Research asked about their preferred types of data (Figure 6). The most helpful types of data were about the impact of AI-enabled applications on employees (82 percent) and the impact of AI on key performance indicators (76 percent).

Pro Tip

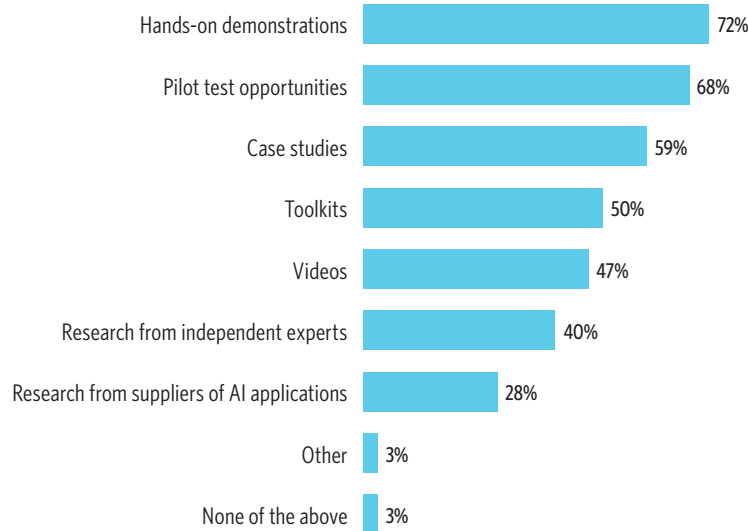
“Learn the capabilities of available AI tools. Exercise due diligence to ensure the validity and reliability of the outcomes. Engage with your stakeholders and gently introduce ‘proof of concepts’ to move the organization forward.”

—Survey respondent from the educational services industry

FIGURE 5

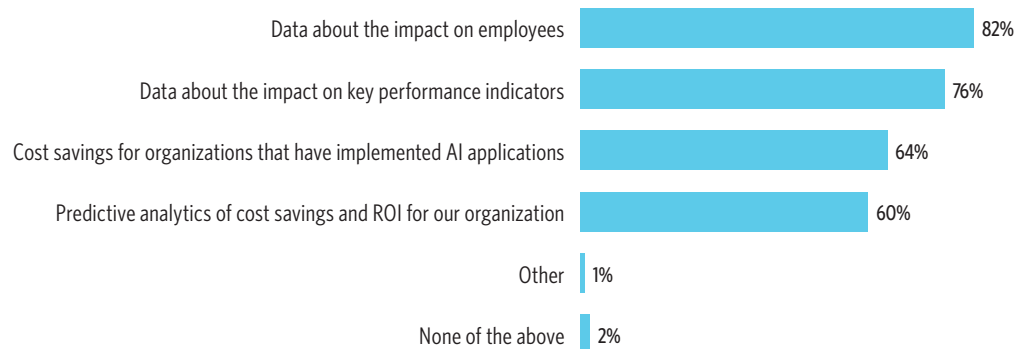
Hands-On Testing Was the Most Useful Way to Inform Leaders About the Benefits of AI

Which of the following methods would be most useful to inform leaders at your organization about the benefits of new AI-enabled applications? (Select all that apply.)

**FIGURE 6**

Data About the Impact of AI on Employees Would Be Most Useful for Understanding the Benefits of AI-Enabled Applications

You indicated that research or case studies would be useful to inform leaders at your organization about the benefits of new AI-enabled applications. Which of the following types of data would help your organization understand AI-enabled applications? (Select all that apply.)



SECTION 2

AI in Action

This section discusses the effects of AI-enabled applications in respondents’ organizations today. It also covers how prepared organizations are to implement AI and how they allocate resources, such as funding or staff, to AI. Finally, it discusses participants’ overall opinion of AI and how it will influence their role in the industry.

Current Impact of AI-Enabled Applications

For those who were currently implementing or using AI, the greatest impacts were in speeding up the time it took to deploy learning opportunities or training (Table 5). Another was giving employees the opportunity to personalize learning. Relatively fewer reported that AI was reducing the cost of developing learning assets or increasing employee engagement with learning. Notably, more than 50 percent of respondents selected not applicable for each response option, indicating that they did not use AI-enabled applications at all for that element of their talent development initiatives.

TABLE 5
28% Said AI Was Speeding Up the Time It Took to Deploy Learning Opportunities

Thinking about your organization today, are AI-enabled applications doing any of the following?

	Yes	Maybe	No	N/A
Speeding up the time it takes to deploy learning opportunities or training	28%	15%	6%	51%
Giving employees the opportunity to personalize learning	21%	17%	12%	50%
Reducing the cost of developing learning assets	19%	19%	10%	52%
Improving organizational performance	17%	26%	7%	50%
Increasing employee engagement with learning	13%	26%	10%	51%

Pro Tip

“Conduct research and identify the organization’s priorities and needs to determine which AI-enabled applications will improve their workflows and align to their strategy.”

—Survey respondent from the public sector

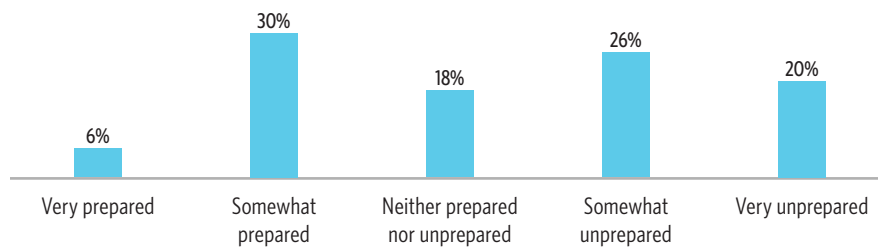
Preparation to Implement AI

Slightly more than a third (36 percent) of respondents believed their team was very or somewhat prepared with the necessary knowledge and skills to implement AI in their organization (Figure 7). Eighteen percent said they were neither prepared nor unprepared, and 46 percent said their team was somewhat or very unprepared to implement and use AI.

FIGURE 7

36% Believed Their Team Was Prepared to Implement AI

How prepared is your team with the necessary knowledge and skills to implement and use AI-enabled applications for your organization's learning and talent initiatives?

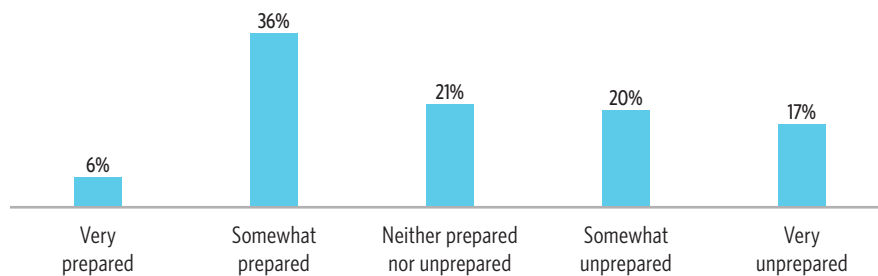


While 36 percent said their team was very or somewhat prepared with the necessary knowledge to implement AI, 42 percent said their organization was very or somewhat prepared with the necessary technology infrastructure to implement AI (Figure 8). Just over 20 percent said their organization was neither prepared nor unprepared, and 37 percent reported that they were somewhat or very unprepared with the necessary infrastructure to implement AI.

FIGURE 8

42% Said Their Organization Was Prepared With the Necessary Technology to Implement AI

How prepared is your organization with the necessary technology infrastructure to implement and use AI-enabled applications for learning and talent initiatives?



Starting with AI: Selecting Use Cases

Thirty percent of survey respondents were currently exploring AI-enabled applications; 37 percent expected to be doing so in the next two years. Selecting where to begin using AI can be complicated and will depend largely on your organization's specific priorities and challenges.

In her *TD at Work*, "Unlocking the Power of AI," Myra Roldan presents a two-part checklist to help talent development teams plan for and implement an AI project.⁷ The following are included in that list:

- Identify key stakeholders. Make sure these people are included in meetings and working sessions.
- Define your success metrics. Determine how you will achieve these goals.
- Create an implementation plan. Be sure to include key milestones.
- Establish governance. Be sure to create policies for ongoing AI system management.

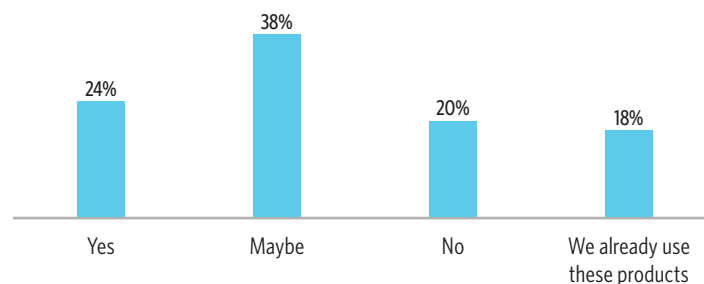
Allocating Resources to AI

While 18 percent of respondents told us they already used AI text-generation products such as ChatGPT, another 24 percent said they were planning to add those products in the next two years (Figure 9). Another 38 percent were considering adding them, and 20 percent said they would not.

FIGURE 9

24% Were Planning to Add AI Text-Generation Products in the Next Two Years

Does your team plan to use or add products that use AI to generate text and content, such as ChatGPT or similar, in the next 24 months?



Thirty percent of respondents currently had a staff member at their organization with AI expertise (Figure 10). Another 30 percent were planning to provide training to current staff on AI, while 32 percent did not have a staffer with AI skills and had no plans to hire

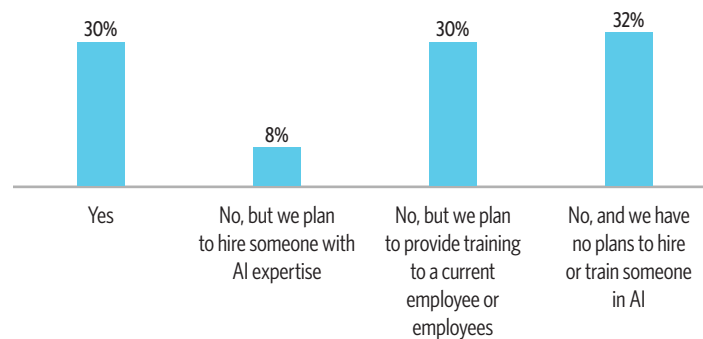
⁷ M. Roldan, "Unlocking the Power of AI," *TD at Work* (Alexandria, VA: ATD Press, 2024).

or train one. Small organizations (with fewer than 100 employees) were especially likely to say they had no plans to hire or train staff with AI skills.

FIGURE 10

30% Had a Person on Staff With AI Expertise

Does your organization have a staff person with AI expertise?

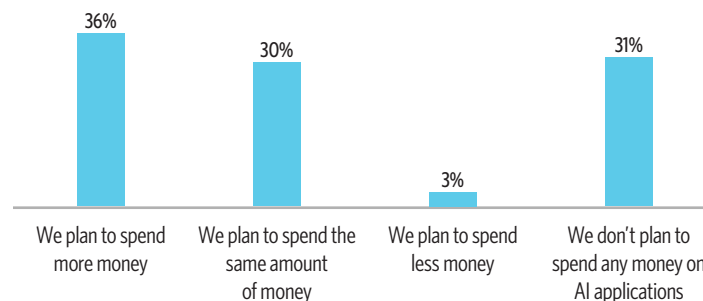


Although 31 percent of organizations did not plan to spend any money on AI-enabled applications in the next year, 36 percent of respondents were planning to increase their spending on AI in the coming year (Figure 11). Thirty percent were planning to hold their spending on AI steady, while just 3 percent were intending to decrease it.

FIGURE 11

36% Planned to Spend More Money on AI in the Next Year

In the next year, how will your organization allocate money toward AI-enabled applications?



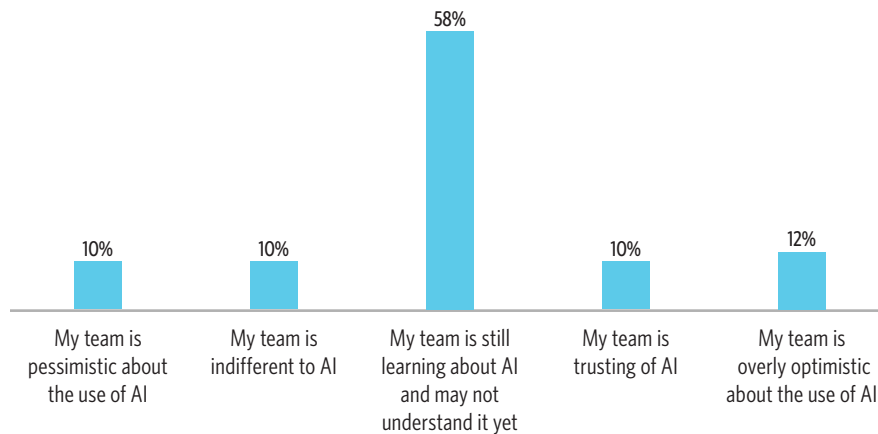
Overall Opinion of AI

The majority of respondents indicated that their teams were still learning about AI and may not fully understand it yet (Figure 12). Ten percent indicated that their team was pessimistic about AI, while 12 percent said they were overly optimistic about the use of AI.

FIGURE 12

58% Said Their Team Was Still Learning About AI

Which of the following best describes your team's attitude toward AI?

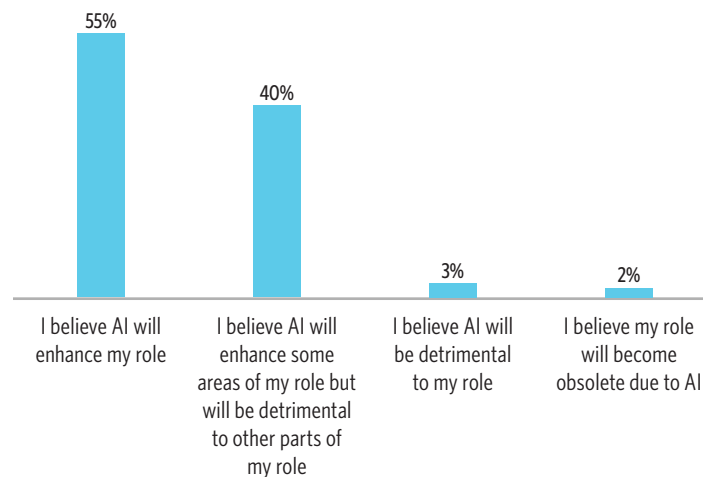


A majority of respondents (55 percent) believed that AI would enhance their role in talent development over the next five years (Figure 13). Forty percent saw AI as improving some areas of their role, but being detrimental to other parts. Only 2 percent believed that their role would become obsolete due to AI.

FIGURE 13

55% Believed AI Would Enhance Their Role in Talent Development

How will AI-enabled applications affect your role in talent development in the next five years?



Action Plan

ATD surveyed talent development professionals about their organization's use of AI. Overall, views on AI were mostly positive; a majority of respondents believed that AI would enhance their role. However, respondents also believed that their team was still learning about AI and may not understand it yet. Based on the study's findings and input from current AI users, this report makes the following recommendations.

Develop a Strategy

Currently, 58 percent of respondents were exploring or using AI in their talent development initiatives. However, 75 percent planned to either explore or use AI for talent development in the next 24 months. As they continue to implement AI-enabled applications, however, it is important for organizations to develop a plan for how they will use them, including establishing usage guidelines and protections for data privacy. "It's important to have the organization develop a policy related to how it will go about incorporating AI into workflows including limitations, restrictions, and processes to ensure intellectual property is secured," said one respondent.

Writing in *Forbes*, Nick Leighton notes that it is crucial for organizations to have some guidelines about using AI. "Creating an AI policy doesn't have to be overly complex," he says. "It's best to start with simple guidelines that you can expand and adapt as your usage of the technology expands."⁸ An AI policy should be developed with and endorsed by senior leadership to cover topics such as data ownership, permitted uses, details on how employees will be trained, and how often policies should be reviewed and updated. That way, he says, organizations can "lay the proper foundation to allow for the safe and ethical use of AI."

Prioritize People

A May 2023 study from Microsoft's Work Trend Index said 49 percent of respondents were worried that AI was going to replace their jobs. The same study, however, indicated that more than 70 percent would use AI to lessen their workload or help with administrative or analytical tasks.⁹ To bridge this gap, it's important to provide training to employees not only to reduce fear and increase comfort but also to take full advantage of AI's potential.

8 N. Leighton, "The Importance of AI Policies: Laying the Foundation for the AI Revolution," *Forbes*, May 3, 2023, www.forbes.com/sites/forbescoachescouncil/2023/05/03/the-importance-of-ai-policies-laying-the-foundation-for-the-ai-revolution.

9 Microsoft, "Will AI Fix Work?" Work Trend Index Annual Report, May 9, 2023, www.microsoft.com/en-us/worklab/work-trend-index/will-ai-fix-work.

Respondents to ATD's study agreed. "Fight fear [of AI] with information—people can be frightened by what they don't understand," advised one respondent. "Provide support and training on new products to increase comfort." Another respondent noted that organizations should "be prepared to support and find ways for staff to feel safe using it" so they don't worry about losing their jobs.

Michael Hruska and Christina Barss encourage employers to identify skills needed to work with AI systems and then train staff in multiple ways, whether through courses, programs, or "learning on the job via AI-centric projects and assignments. This direct exposure allows individuals to hone practical skills and deepen their AI application comprehension."¹⁰

"By equipping employees with the necessary knowledge and skills to collaborate effectively with AI, businesses can nurture an agile, adaptable workforce that can seize all emerging opportunities," conclude Hruska and Barss. "[This] approach ensures AI is a catalyst for organizational vibrancy rather than an unpredictable disruptor."

Upskill Yourself

The study indicates that organizations are still in the early stages of AI adoption. One in three respondents reported their organization was not planning to hire or train an employee with AI experience or spend money on AI applications this year. One in four were not planning on using AI in the future. To increase adoption, more exposure to and education on AI is needed. One of the best ways to learn about AI-enabled applications is by trying them out or experimenting with them. Indeed, 72 percent of respondents said hands-on demonstrations would be the best way to inform leaders in their organization about AI.

Danielle Wallace suggests that TD professionals can start experimenting with generative AI in several ways, including idea generation or brainstorming training topics, creating role-play scenarios and stories, and developing quiz questions.¹¹ She also advises that users "stick to general topics" that are "not connected to an organization's people, processes, systems, and proprietary data." This way you can better understand AI and gain experience with it on a small scale while still ensuring organizational data is protected.

¹⁰ M. Hruska and C. Barss, "Unleashing the Power of AI: Actionable Steps to Enablement," ATD blog, June 14, 2023, www.td.org/atd-blog/unleashing-the-power-of-ai-actionable-steps-to-enablement.

¹¹ D. Wallace, "10 Immediate Uses for AI in Learning and Development."

Consider a Pilot Test

Just as individual employees may experiment with AI in their own work, pilot testing AI-enabled applications across a department or unit can be another good way to experience the advantages AI might bring. One survey respondent suggested that organizations “identify a process that is inefficient to see if an AI-enabled application could address it.” Another suggested incorporating case studies to serve as a guide for the pilot test: “Find case studies where another organization has made gains in efficiency and effectiveness using AI, and then pilot AI using those best practices.”

Myra Roldan believes pilot testing is an excellent, low-stakes way for organizations to learn about AI: “Well-planned and executed pilots build organizational knowledge, refine processes, identify pitfalls, and generate buy-in for scaled AI adoption.”¹² She suggests starting small, with a single process with a more limited scope. She also advises setting clear goals for the pilot and knowing exactly what you want the AI-enabled application to improve, whether that is increased speed to deployment, higher employee satisfaction, or some other metric. After carefully evaluating the results of the pilot, organizations can then make plans for a larger roll out.

12 M. Roldan, “Unlocking the Power of AI,” *TD at Work* (Alexandria, VA: ATD Press, January 2024).

About the Author and Contributors



The Association for Talent Development (ATD) champions the importance of learning and training by setting standards for the talent development profession. ATD is the largest, most-trusted organization for the professional development of practitioners in training and talent development, serving a worldwide community with members in more than 100 countries. Since ATD was founded in 1943, the talent development field has expanded significantly to meet the needs of global businesses and emerging industries. ATD's mission is to empower professionals to develop talent in the workplace. Learn more at TD.org.

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