



atd

Organizational Use of AI for Talent Development

A Focus on AI Literacy

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A Note From the Sponsor



Generative artificial intelligence (AI) is transforming industries and redefining productivity and AI implementation is now integral to corporate strategy. TD professionals need to enable the workforce to leverage AI to deliver real impact.

Fully harnessing AI's potential requires a deep understanding of AI-related ideas, frameworks, and principles. At UMU, we've been leading the way in developing the AI literacy of leaders and teams at all levels and driving performance improvement via our suite of AI-powered products. Through this journey, we've gained valuable insights into the strengths and limitations of AI tools and how they can be applied to enhance performance in the workplace.

As an industry leader, UMU is proud to collaborate with ATD on research into how AI is influencing talent development. Together, we've uncovered how AI literacy can enhance learning outcomes, accelerate workforce development, and deliver measurable results. In the age of generative AI, UMU remains committed to helping organizations embrace AI responsibly and effectively.

About the Sponsor

UMU provides a one-stop AI-driven learning product to streamline and improve employee performance. Leveraging principles of learning sciences combined with pioneering AI technology, UMU seamlessly integrates every stage of the learning process—including instruction, practice, simulation, evaluation, and final application. We empower learners to bridge the gap between theoretical know-how and practical can-do.

Since launching in 2015, UMU has proudly supported an array of industry-leading organizations, including those within the Fortune 500. Covering all kinds of training scenarios such as sales enablement, soft skills development, leadership training, product knowledge acquisition, and onboarding of new hires, we offer tailored, end-to-end learning solutions to industries of all types, transforming organizational learning, enhancing productivity, and boosting employee performance for businesses around the globe. To learn more, visit umu.com.

Executive Summary

There is a building consensus among experts that we have reached a tipping point when it comes to AI. Writing in *Forbes* on behalf of the Forbes Technology Council, Nicolás Ávila states:

“ChatGPT has sounded the alarm to all businesses that it’s time to take action on AI. What previously may have been considered by many as an ‘eventual’ investment has become an immediate priority and completely transformed the competitive landscape. ChatGPT is already an integral part of many individuals’ daily lives and workflows and a proxy for the general population to experience the power of generative AI. We’re now at a rare inflection point at which we’re seeing in real time how businesses’ reaction to and incorporation of generative AI technologies has a broad, deep and lasting effect on their growth, as well as on global society.”¹

Given the permeation of AI tools and resources in the workplace, it’s time for leaders to create plans, strategies, and policies that help their employees understand and harness the transformative power of AI to improve organizational outcomes. Because the talent development function is often used as a change enabler, it is critical that TD professionals are prepared to help their organizations integrate AI tools.

In this study, *Organizational Use of AI for Talent Development: A Focus on AI Literacy*, ATD sought to learn more about how TD professionals view AI safety and security, how they are training employees on AI, how they are using AI, whether AI has improved their work, and any concerns they have about AI.

This study’s key findings include:

- 70 percent of respondents said their organization’s TD or training department currently uses AI solutions and tools.
- Of organizations that are using AI, 89 percent said they are using generative AI (such as ChatGPT or other AI that generates content), and 38 percent said they use traditional AI, which performs automated tasks using predetermined rules and algorithms.
- Of organizations that are using AI, 83 percent said they used more AI in TD over the past year, while 17 percent said their use of AI in TD hasn’t changed in the past year.
- The majority of respondents are concerned about AI safety and accuracy—96 percent indicated some level of concern about AI.

This study can help organizations benchmark their AI understanding and usage. It provides advice on best practices and concludes with suggested action steps and ATD resources to help TD professionals understand AI and how to best use it at their organization.

Introduction

There is no doubt that AI is rapidly transforming the workplace and organizations are making significant investments in the technology. According to Gallup, 93 percent of Fortune 500 chief human resource officers report beginning to use AI to improve business practices.² Understanding how and when to use AI should be part of organizational strategy, including policies and procedures to help employees understand what tools are allowed and how they are expected to be used. “Companies need to lean into upskilling [on AI] across the board,” writes Jack Harlow, “or risk losing those workers entirely.”³

This is the third year that UMU and ATD have published a research report investigating the use of AI in organizations. Previous reports have focused on how TD professionals use AI at work, trends for AI training, among other AI topics.

This study looks at AI literacy, which means the degree to which organizations are using AI tools in the workflows. It also includes information about AI trends for training and staffing, AI safety and security, and how professionals measure AI impact on improvement. ATD drew upon a global AI survey of 440 talent development professionals to explore AI in TD. Where significant, the report notes any distinctions in opinions based on the respondents’ span of control or on the region of the world they lived. Respondents were grouped into those from the US, Japan, and the rest of the world.

“AI’s rapid advancements are more than technological feats; they represent a paradigm shift in how we approach TD,” says Markus Bernhardt.⁴



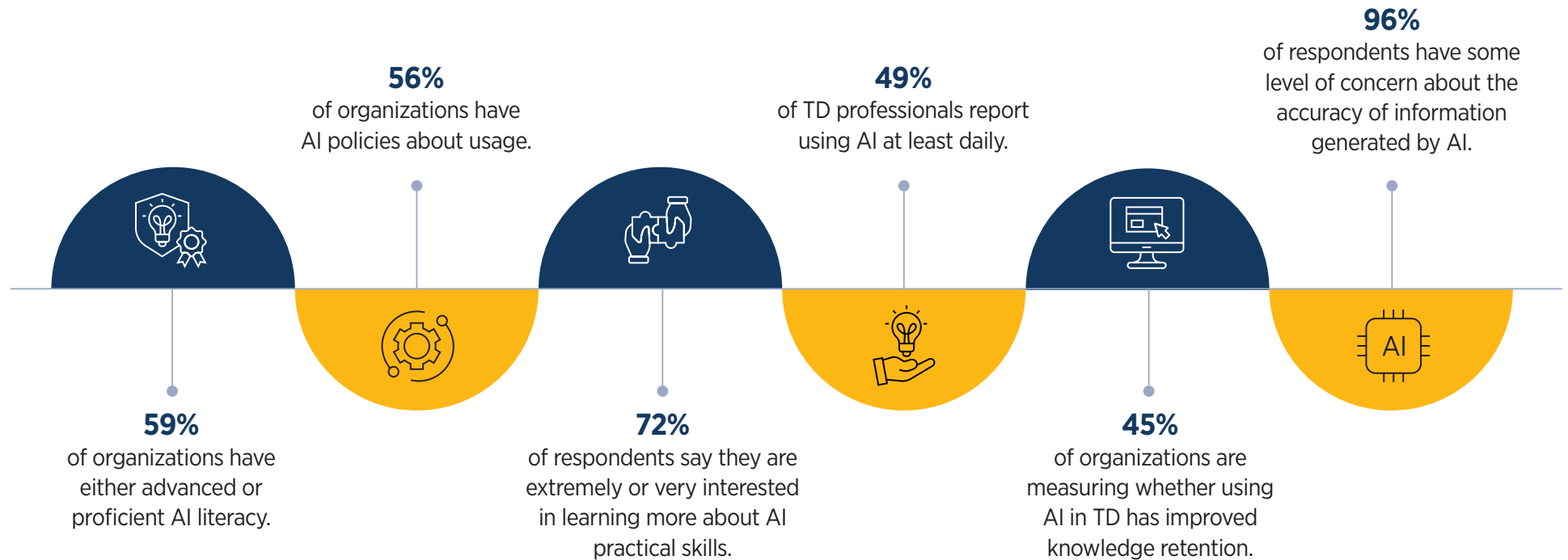
Throughout the report, the star symbol indicates whether statistical significance is connected to having advanced AI literacy.

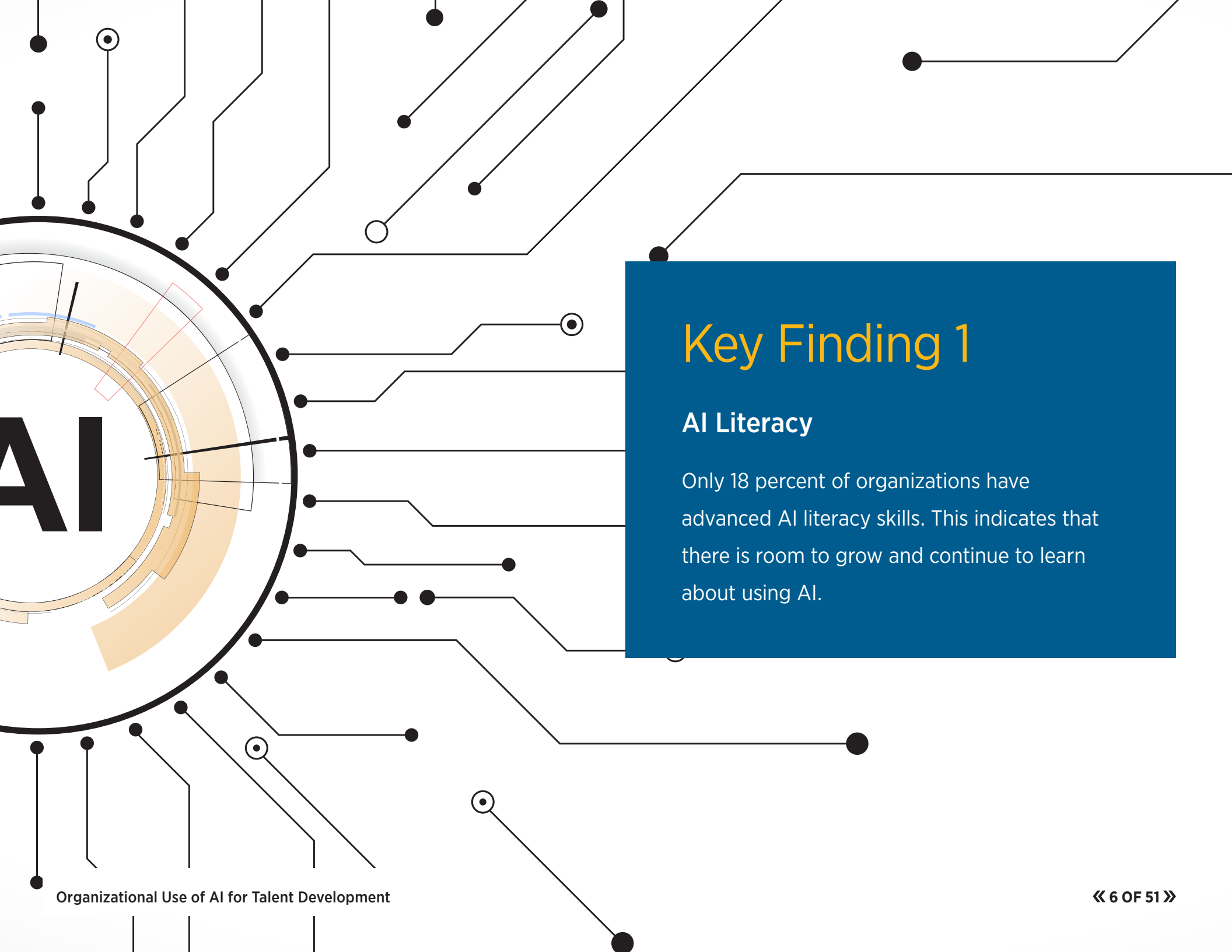


Defining AI

For the purposes of this study, *artificial intelligence (AI)* is defined as a machine’s ability to simulate human cognitive processes, such as perceiving, reasoning, learning, interacting with the environment, problem solving, and creativity.⁵

By the Numbers





Key Finding 1

AI Literacy

Only 18 percent of organizations have advanced AI literacy skills. This indicates that there is room to grow and continue to learn about using AI.

AI Literacy Skill Levels Vary

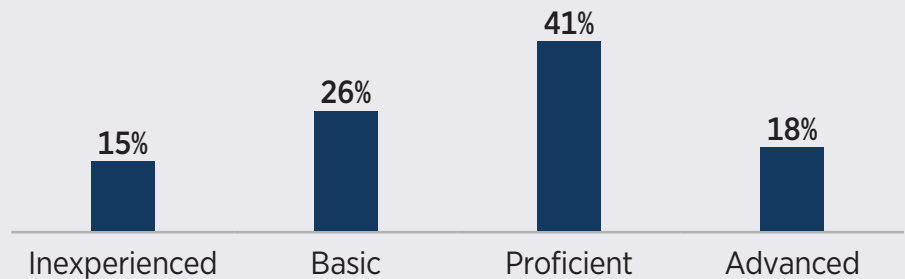
In this study, ATD Research was interested in understanding more about organizational AI literacy levels. Survey respondents were asked a series of eight questions—about the efficiency of AI use, understanding AI concepts, incorporating AI into everyday tasks, having discussions about the risks and rewards of AI, having staff that can create AI tools, prioritizing AI training, staying up-to-date with AI innovations, and using AI ethically—to help us learn more about their organization's AI literacy level.

More than half of organizations (59 percent) have either advanced or proficient AI literacy; 26 percent have basic AI literacy skills and 15 percent have minimal AI literacy.

There are regional differences when it comes to AI literacy skills for organizations. Twenty-one percent of respondents from Japan indicated having advanced AI literacy skills in their organization. This is statistically significant from the US, in which more than 10 percent of respondents said their organization had advanced AI literacy skills. When we look at organizations from the rest of the world (not in Japan or the US), 32 percent indicated they had advanced AI literacy skills.

Almost 1 in 5 organizations have advanced AI literacy skills.

AI literacy levels



21 percent of respondents from Japan indicated having advanced AI literacy skills in their organization, which is statistically significant from the 10 percent of US respondents who said their organization had advanced AI literacy skills.

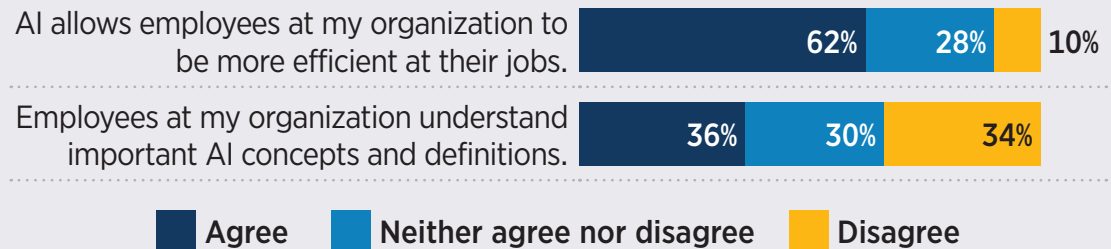
AI May Increase Overall Employee Efficiency

While the majority of respondents (62 percent) agree that AI allows employees to be more efficient at their job, only 36 percent think employees understand important AI concepts and definitions. This indicates that there are opportunities for organizations to provide training about AI concepts and definitions. It might also give employees a better understanding of how they can use AI to be more efficient at their jobs.

TD senior leaders are most likely to see AI tools as a way to allow employees to be more efficient at their jobs (as noted by more than one in three TD executives and directors). This dropped to 18 percent when we asked managers, supervisors, and team leaders. Nearly a quarter of individual contributors strongly agreed that AI allows employees to be more efficient at their jobs.

Nearly two-thirds of TD professionals agree that AI allows employees to be more efficient at their jobs.

Question: To what extent do you agree or disagree with the following statements?



More than a third of TD executives and directors see AI as a way to allow employees to be more efficient at their jobs. Nearly a quarter of individual contributors believe the same.

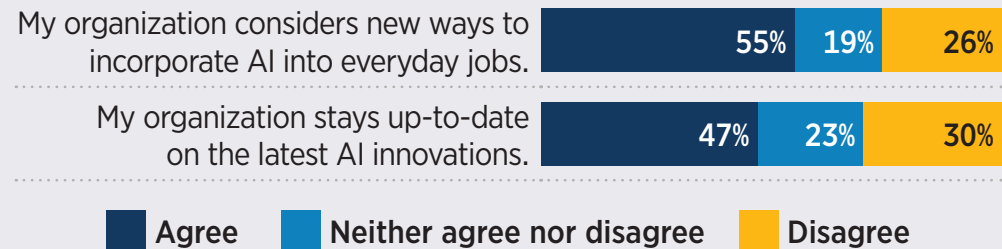
Incorporating AI Innovations

More than half of respondents (55 percent) said their organization considers new ways to incorporate AI into everyday jobs; however, less than half believe their organization knows the most up-to-date information about AI innovations. Because AI is constantly evolving, staying current on the latest technology and AI news can be difficult.

Nearly a quarter of TD professionals in Japan and more than a quarter in other parts of the world strongly agreed that their organization considers new ways of incorporating AI into everyday jobs. Only 7 percent of TD respondents in the US strongly agreed with this statement. Similar results were found for whether organizations stay current on the latest AI innovations. Twenty percent of respondents in Japan and 19 percent of respondents in the rest of the world strongly agreed with this statement, compared with only 8 percent of TD professionals in the US.

Organizations are considering new ways to use AI, but might be struggling to stay current on the latest AI innovations.

Question: To what extent do you agree or disagree with the following statements?



Respondents in Japan and the rest of the world are more likely than those in the US to strongly agree that their organization considers new ways of incorporating AI into everyday jobs and stays up-to-date on the latest AI innovations.

The Risks, Rewards, and Ethics of Using AI

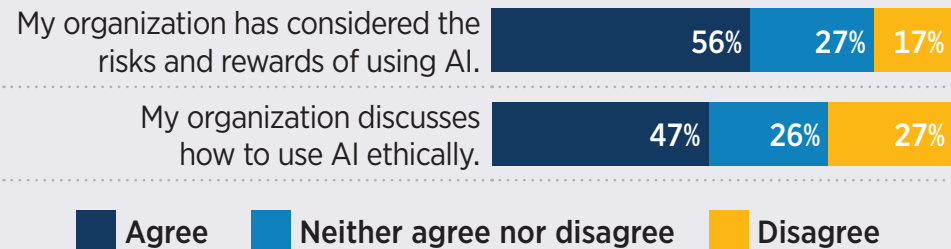
About half of organizations are considering the risks, rewards, and ethics of AI use. Nearly half of TD professionals said their organization discusses how to use AI ethically, while a quarter aren't having these discussions.

A little more than half of TD professionals said their organization considers the risks and rewards of using AI. This is important because organizations should be determining whether the rewards of using AI outweigh the risks.

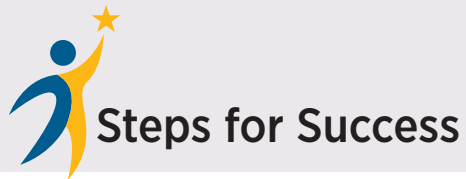
While nearly a quarter of US respondents said their organization considers the risks and rewards of using AI, the number drops to 12 percent of respondents in Japan and 13 percent in the rest of the world.

More than half of organizations have considered the risks and rewards of using AI.

Question: To what extent do you agree or disagree with the following statements?



TD professionals in the US are more likely to strongly agree that their organization is considering the risks and rewards of using AI, as compared with those in Japan or the rest of the world.



To effectively implement AI into workflows, it is important to understand how comfortable employees are with AI tools and resources. ATD recommends the following:

- Assess the AI literacy of employees across the organization.
- Identify the key departments and workflows that would most benefit from AI tools and resources
- Develop an upskilling plan to improve AI understanding among employees.



For additional resources visit ATD's Artificial Intelligence Resources page at atd.org/atd-resources/artificial-intelligence.



Key Finding 2

AI Safety and Security

When it comes to AI safety and security, organizations have significant opportunities to improve employees' comfort with the technology by setting policies, identifying approved tools, and providing training to increase AI proficiency.

Creating Lists of Approved AI Tools

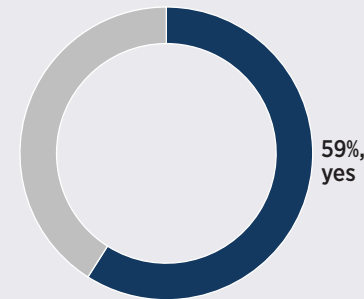
Nearly 60 percent of organizations have a list of approved AI tools, which allows employees to determine what they can and can't use without obtaining permission from senior leaders or the IT department.

Large organizations, with more than 2,500 employees, are the most likely to have a list of approved AI tools (with two-thirds responding they do this). Meanwhile, 60 percent of medium organizations (100 to 2,499 employees) and 41 percent of small organizations (fewer than 100 employees) have this list. Small organizations, in particular, might find it useful to create this list for their employees.

Nearly 75 percent of organizations with advanced AI literacy skills provide a list of approved AI tools. This drops to 62 percent for organizations with proficient AI literacy skills. About half of organizations with basic AI literacy skills do this, and nearly a quarter of organizations with minimal AI literacy skills have this type of list. As organizations become more literate in AI, they may find that having this list is useful.

59% of organizations provide employees with an approved list of AI tools.

Question: Does your organization have an approved list of AI tools employees can use?



Nearly 75 percent of organizations with advanced AI literacy skills provide a list of approved AI tools. As organizations become more literate in AI, they may find that having this list is useful.

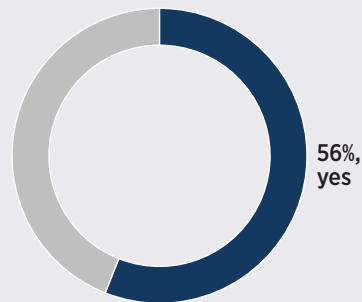
AI Usage Policies

Fifty-six percent of organizations have AI use policies, which help employees understand how they can (and can't) use AI for their jobs. According to Markus Bernhardt, a well-rounded AI strategy must include mindsets, a manifesto, scenarios, a playbook, and signals:⁶

- **Mindsets** include developing AI skills and fostering a culture of curiosity around AI.
- **The manifesto** defines the vision of AI use, along with governing principles for using it safely.
- **Scenarios** involve exploring AI deployments.
- **The playbook** is a road map to execute the AI initiatives.
- **Signals** include constantly reviewing AI use and making any necessary adjustments.

56% of organizations provide employees with AI policies about usage.

Question: Does your organization provide policies about AI usage to employees?



“Develop an AI company policy and provide training to help employees understand what AI is and is not,” explained one survey respondent. “There is still a lot of fear around AI. Employees will embrace it more if they know it will help them work faster and better. At a higher level, help leadership understand how AI can provide measurable business outcomes.”

Nearly 80 percent of organizations with advanced AI literacy skills provide employees with AI use policies. Only 56 percent of organizations with proficient AI literacy skills and 54 percent of organizations with basic AI literacy skills offer these policies; this drops to 23 percent for organizations with minimal AI literacy. As organizations become more literate, they will need to create AI use policies.



Nearly 80 percent of organizations with advanced AI literacy skills provide employees with AI use policies. As organizations become more literate in AI, they will need to create AI use policies.



AI Ethics and Advisory Committees

Only 21 percent of organizations have an AI ethics or advisory committee. In a LinkedIn article, Charlene Li explains that companies need to create these committees for AI because generative AI is transformative, so employees will quickly see the possibilities of how they can incorporate it into their jobs and roles.⁷ Additionally, AI will likely influence the entire organization.

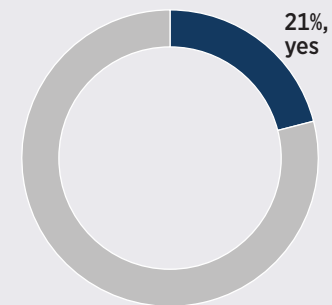
As one survey respondent explained, “Have ethics and guidelines around appropriate AI usage before implementing it. AI should be used to free up our time for more important and meaningful tasks, not replacing people.”

Ethics and advisory committees are more prevalent in the US than in other countries. Nearly one in three organizations headquartered in the US have one. Compare this with 15 percent of organizations in Japan and 13 percent of organizations headquartered in other parts of the world.

Although AI ethics or advisory committees aren’t universally popular, organizations with advanced AI literacy skills are the most likely to have this type of committee (42 percent have them). This drops to 17 percent for organizations with proficient AI skills, 12 percent for organizations with basic AI literacy skills, and 10 percent for organizations with minimal AI literacy skills.

21% of organizations have an AI ethics or advisory committee.

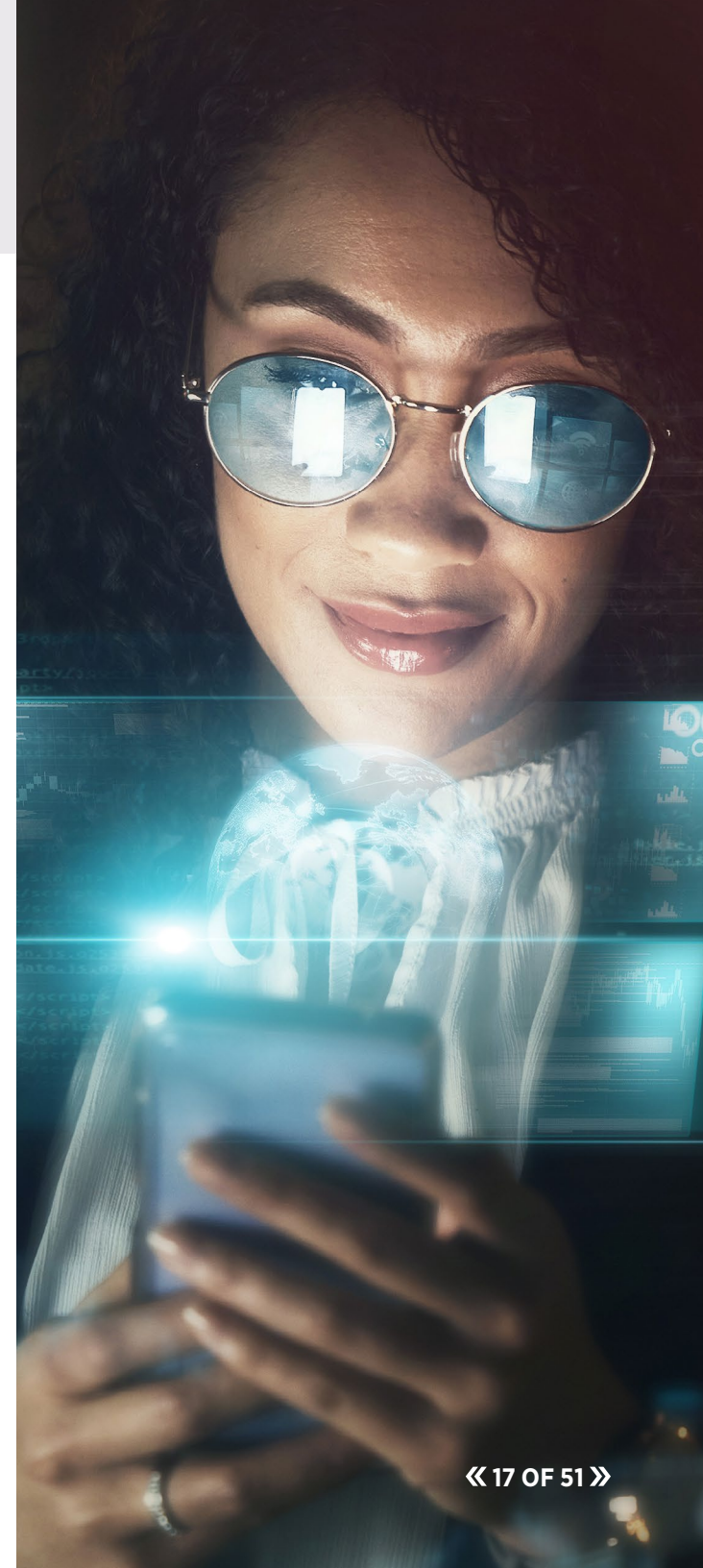
Question: Does your organization have an AI ethics or advisory committee?

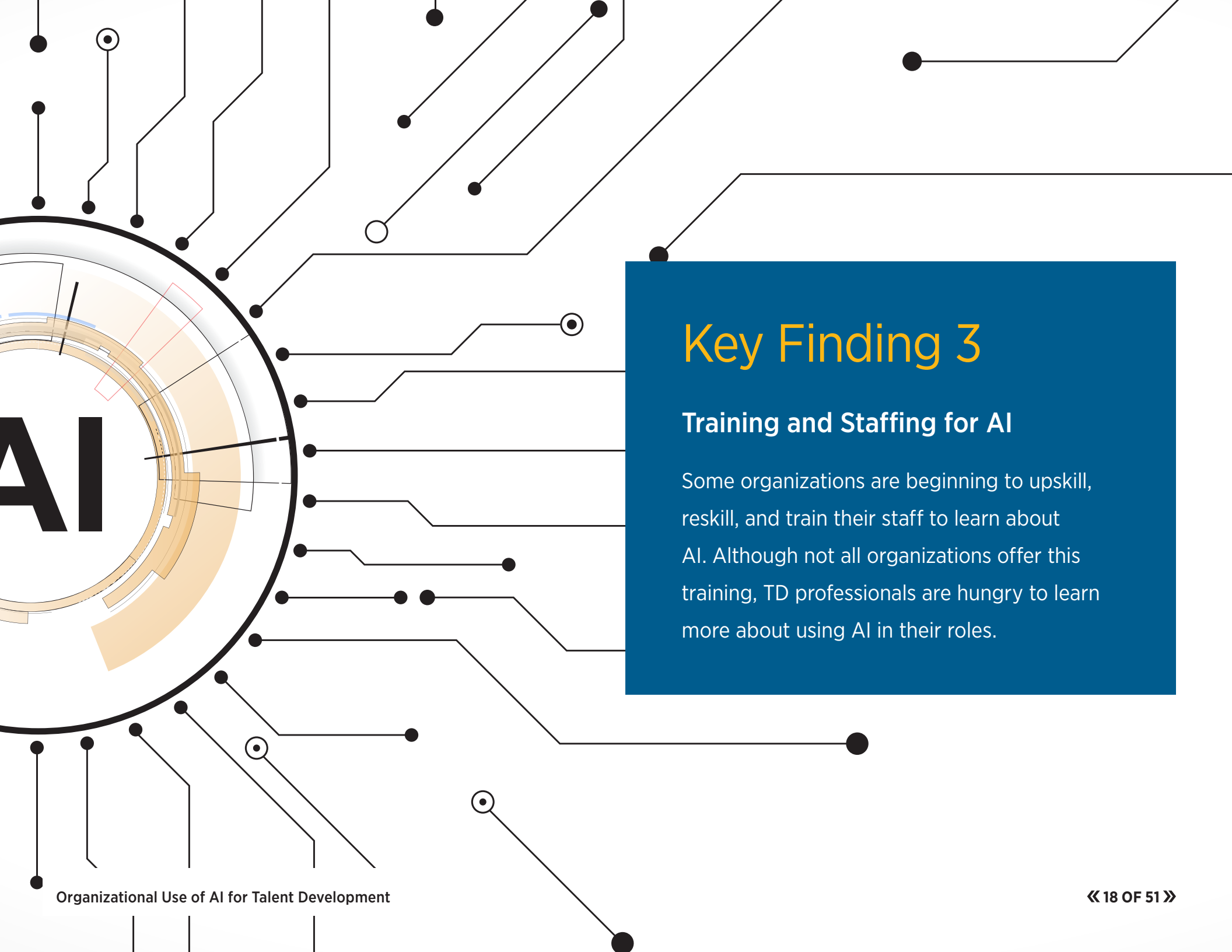


42 percent of organizations with advanced AI literacy skills have an AI ethics or advisory committee.

Organizations with high AI literacy have worked to create policies and approve AI tools and resources. If your organization is just starting on this path, here are some things to consider:

- Identify key stakeholders who should have a voice in creating AI policies and procedures for the organization.
- Assess any organizational security concerns that will influence AI use policies.
- Partner with IT for any input regarding system integrations and other considerations.
- Seek input from individual contributors and subject matter experts to incorporate their observations, concerns, and questions into future policies.





Key Finding 3

Training and Staffing for AI

Some organizations are beginning to upskill, reskill, and train their staff to learn about AI. Although not all organizations offer this training, TD professionals are hungry to learn more about using AI in their roles.

Required AI Training

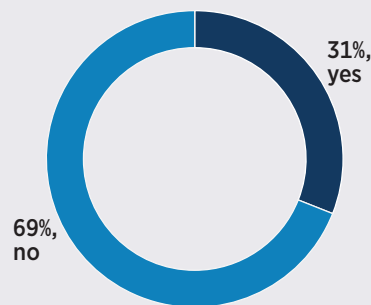
Given the rise of AI and its influence on organizations now and in the future, it is surprising that less than a third of organizations require AI training for their employees.

Large organizations (more than 2,500 employees) are more likely to require employees to take training on AI topics; 43 percent did so. Only 28 percent of medium organizations (100 to 2,499 employees) and 14 percent of small organizations (fewer than 100 employees) require training on AI topics. Large organizations may be more proactive in requiring this training because they have better capacity to create it than small or medium organizations.

Nearly half (49 percent) of organizations with advanced AI literacy skills require employees to take AI training, compared with 32 percent of those with proficient AI literacy skills and 19 percent for organizations with basic and minimal AI literacy skills.

Less than a third of organizations require AI training for employees.

Question: Does your organization require AI training for employees?



Optional AI Training

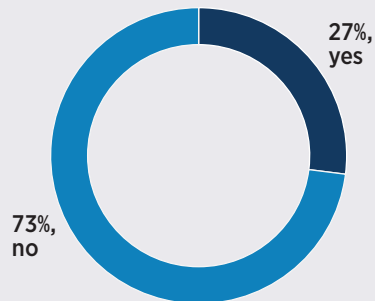
More than a quarter of organizations offer optional training on AI topics.

Similar to the required AI training programs, there are differences by organizational size for offering optional AI training. Large organizations are more likely to offer optional AI training (36 percent), compared with 26 percent of medium organizations and 14 percent of small organizations.

Organizations with advanced AI literacy skills and those with proficient AI literacy skills were similar; 36 percent of each type offered optional AI training sessions. This drops to only 15 percent of organizations with basic AI literacy and 7 percent for organizations with minimal AI literacy skills.

Just over a quarter of organizations offer optional AI training.

Question: Does your organization offer optional AI training for employees?



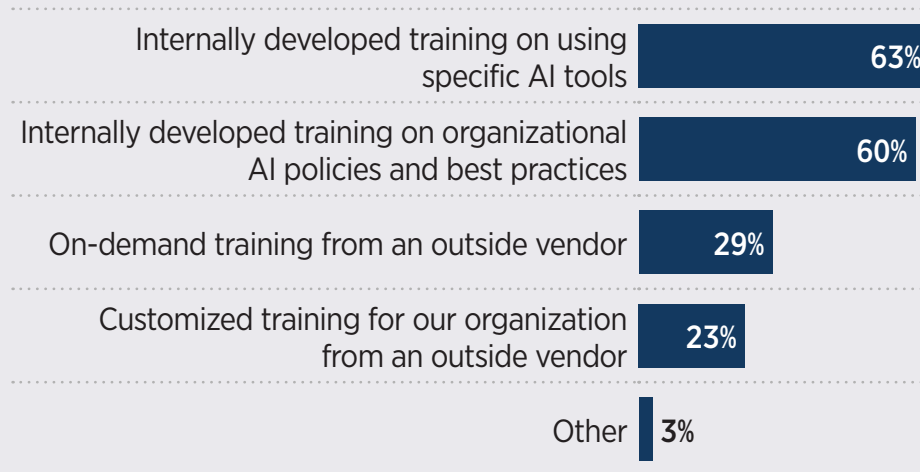
Organizations Typically Offer Training on How to Use Specific AI Tools

While many organizations offer either required or optional AI training, the majority offer internally developed training on how to use specific AI tools. Another common type of AI training is on the organization's policies and best practices.

Less common types of AI training include on-demand or customized training from an outside vendor.

Organizations are typically using internally developed training on how to use specific AI tools.

Question: What types of training are provided for employees to learn about AI?



Although Organizations May Not Be Offering AI Training, Employees Want It

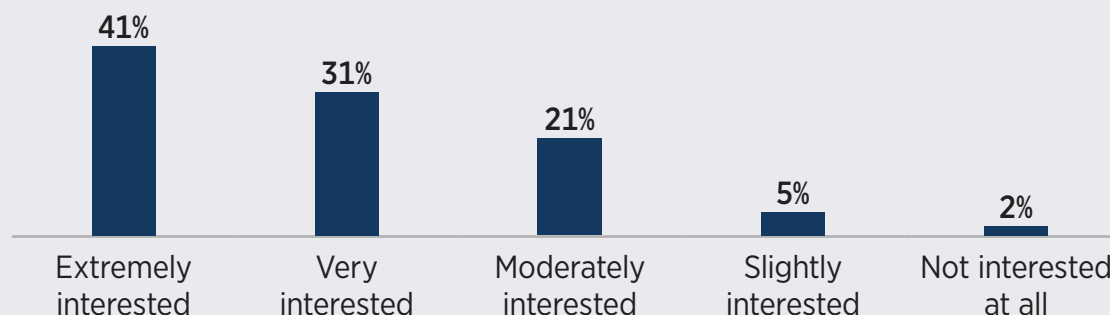
AI training for employees is not the norm in most organizations, but the hunger for learning is strong among employees. Ninety-three percent of respondents are moderately to extremely interested in learning more about AI practical skills like prompt writing, data literacy, and AI ethics.

This interest in learning about AI is universal—no matter the employee's role, organization size, or location. Executives and directors, managers, and individual contributors are extremely or very interested in learning more about AI practical skills. This desire is also the same for employees in small, medium, and large businesses located in the US, Japan, and other countries.

Employees want to learn more about AI practical skills. Interestingly, employees who work for organizations with advanced AI literacy skills and those who work for organizations with minimal AI literacy skills (so organizations with the highest and lowest AI literacy skills) are most likely to want training on these topics. Employees at organizations with proficient or basic AI literacy skills are less likely to be extremely interested in this type of training.

More than 70% of employees are very or extremely interested in learning more about AI.

Question: How interested are you in learning more about AI practical skills (i.e., prompt writing skills, data literacy, and AI ethics)?



Employees who work for the organizations with the highest and lowest AI literacy skills are most likely to want training on AI practical skills.

Most TD Professionals Have Learned Prompt Writing Skills

When asked how they learned to write AI prompts, more than half of respondents said they are self-taught through trial and error. Other common ways to learn how to write AI prompts include reading articles and blogs on the topic or watching podcasts, videos, or webinars.

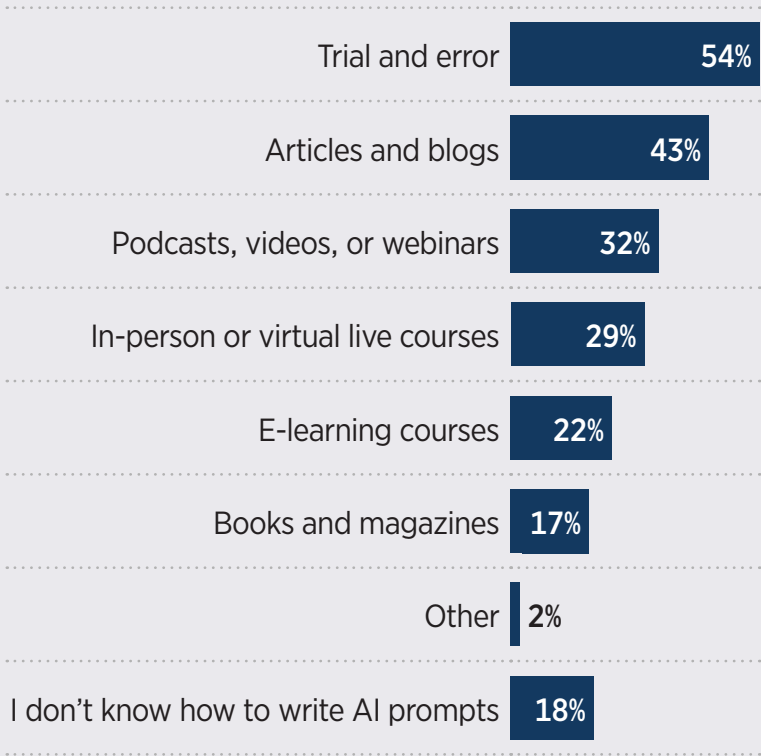
Executives and directors are more likely to read articles and blogs or watch podcasts, videos, and webinars than managers or individual contributors. These self-guided methods of learning how to use AI are popular for senior leaders.

There are also regional differences in how TD professionals learn prompt writing skills. Nearly three-quarters of respondents who work in the US use trial and error to learn. This drops to 46 percent of respondents living in Japan and 38 percent of respondents from the rest of the world. Nearly a quarter of respondent from Japan have learned from books and magazines. This drops to 17 percent for people from the rest of the world and 8 percent for people in the US.

Respondents from organizations with lower AI literacy skills are less likely to use articles and blogs, books and magazines, e-learning courses, and podcasts, videos, and webinars to learn about prompt writing than those from organizations with advanced literacy skills. Interestingly, across all four AI literacy levels, respondents use trial and error at the same rates.

More than half of TD professionals learned how to write AI prompts through trial and error.

Question: How have you learned to write AI prompts?



TD professionals from organizations with advanced AI literacy skills are more likely to learn about prompt writing through articles and blogs, books and magazines, e-learning courses, and podcasts, videos, and webinars.

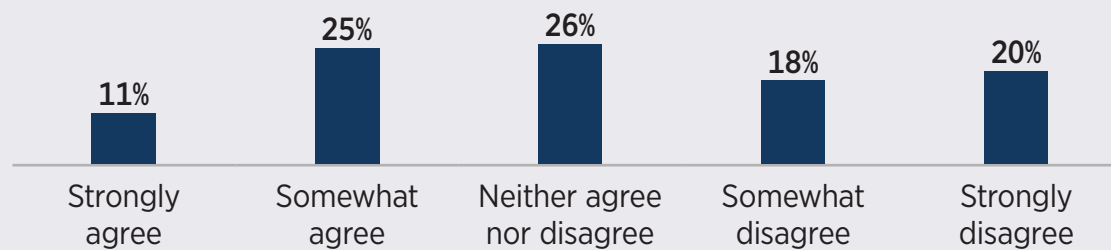
Organizations May Not Be Prioritizing Training Employees on AI Applications and Concepts

Only 36 percent of respondents agree that their organization prioritizes training employees on AI topics. Nearly 40 percent of respondents disagree with this statement.

Interestingly, only 6 percent of respondents from the US strongly agree that their organization prioritizes training employees on AI topics, while 41 percent strongly disagree with the statement. When we compare this to respondents from Japan, 13 percent strongly agree that their organization prioritizes this training, and only 9 percent strongly disagree.

Only 36% of organizations are prioritizing training on AI applications and concepts.

Question: My organization prioritizes training employees on AI applications and concepts.



More Than Half of Organizations Are Not Staffing for AI Needs

With only 34 percent of organizations having staff who can create new AI tools and applications, organizations must think about whether to upskill and train current employees or hire new people who have these skills.

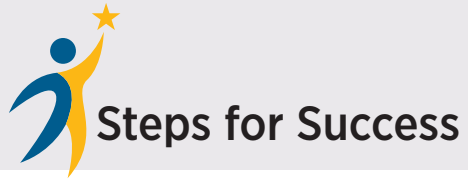
In actuality, more than half of organizations say they are not staffing for AI, which means they aren't upskilling employees or hiring new employees with these skills. Thirty-five percent say they are upskilling and reskilling their current employees to learn about AI, although there is a discrepancy regarding this effort based on seniority. Executives and directors say upskilling is happening more than managers and individual contributors. There are also differences by organization size. Nearly 50 percent of large organizations are upskilling and reskilling employees, compared with only 26 percent of medium organizations and 34 percent of small organizations.

More than 10 percent of organizations are hiring new employees with AI practical skills (including prompt writing, AI ethics, and data literacy skills), and 11 percent are hiring new employees with AI technical skills (such as machine learning, programming language, and natural language processing skills).

More than two-thirds of organizations with advanced AI literacy skills are upskilling and reskilling their employees to learn about AI. This drops to 41 percent of organizations with proficient AI literacy skills. Only 16 percent of organizations with basic AI literacy skills and 11 percent with minimal AI literacy skills are upskilling their employees. The same is true for hiring practices—organizations with advanced AI literacy skills are more likely to hire new employees with AI technical and practical skills than organizations with lower levels of AI literacy.



Organizations with advanced AI literacy skills are more likely to upskill and reskill their employees to learn about AI, as well as to hire new employees with AI technical and practical skills, than organizations with lower levels of AI literacy.



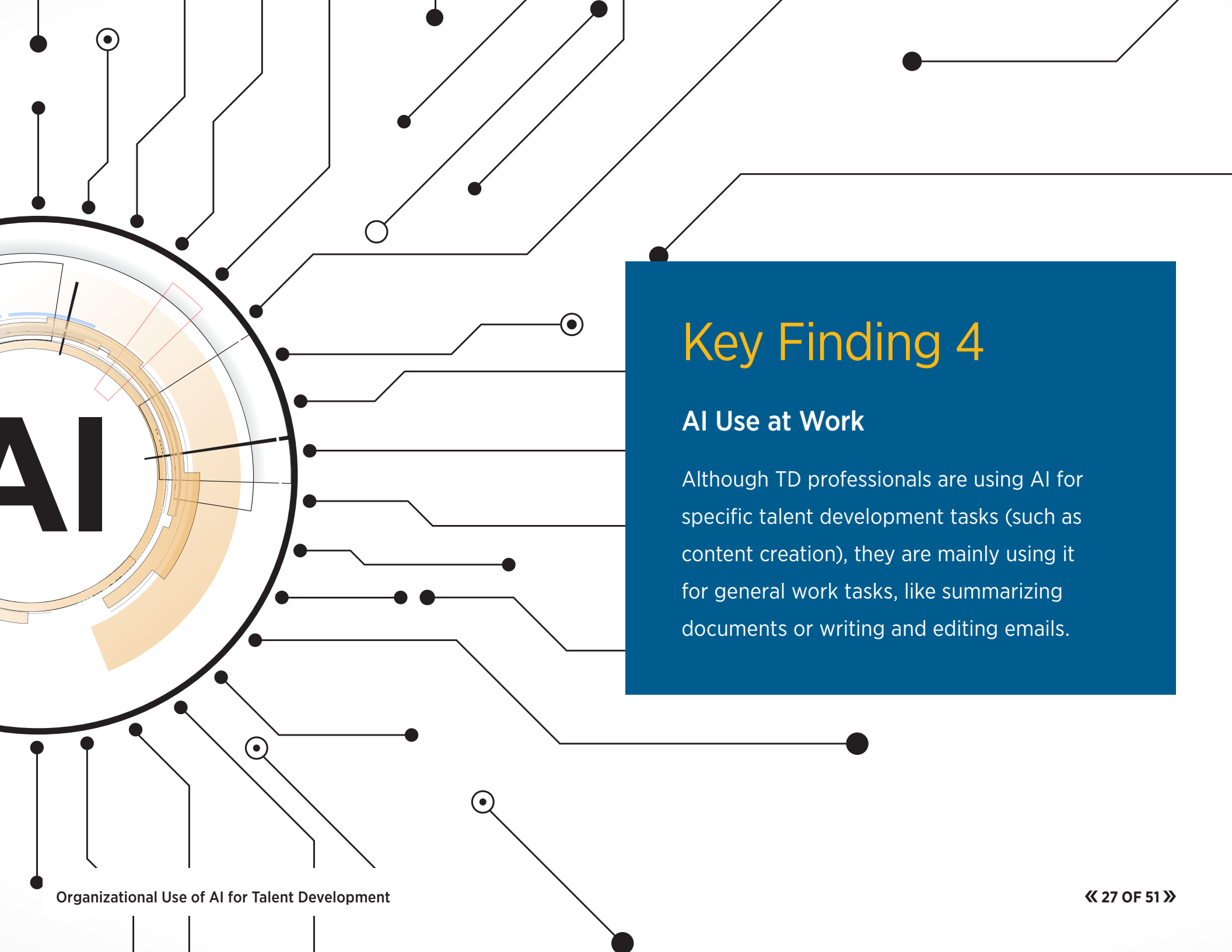
To ensure competitiveness and continued relevance, organizations should prioritize buying or building AI expertise. In other words, they should be hiring or upskilling for AI skills. It may be useful to focus upskilling efforts in the learning function, because they would be called on to create training for AI.

For TD professionals, ATD offers two workshops:

- AI for Instructional Designers
- AI for Talent Development



To learn more about ATD's course offerings, visit td.org/education-courses.



Key Finding 4

AI Use at Work

Although TD professionals are using AI for specific talent development tasks (such as content creation), they are mainly using it for general work tasks, like summarizing documents or writing and editing emails.

Nearly Half of TD Professionals Use AI At Least Once a Day

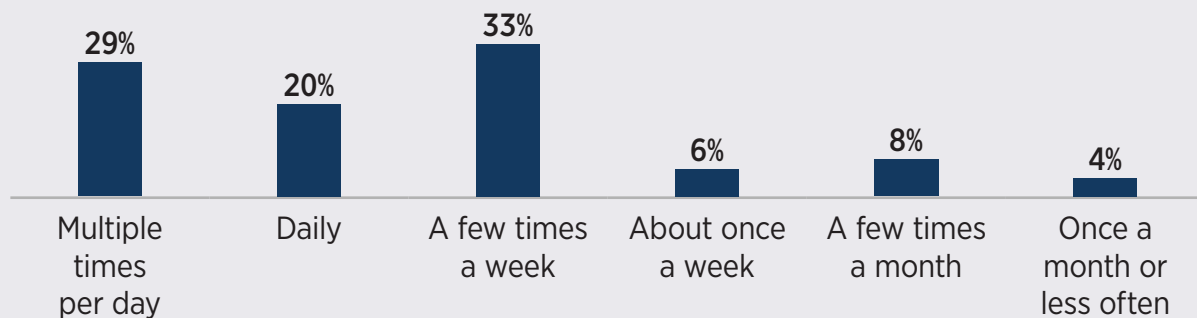
Twenty-nine percent of TD professionals report using AI multiple times per day, but this use is more related to work tasks like writing emails, translation, and summarizing documents. Most TD professionals say they are still learning how to use AI for TD-specific functions.

From senior leaders to individual contributors, all TD professionals are using AI tools at the same frequency (with the most common answer being at least once a day).

Interestingly, there were no statistically significant differences between frequency of AI use by AI literacy level of the organization. More than a third of TD professionals from organizations with advanced AI literacy skills are using AI multiple times a day, and 29 percent of TD professionals from organizations with minimal AI skills are using it multiple times a day. This means that even if organizations don't have policies or training in place, their employees are still using AI.

49% of TD professionals are using AI tools daily or even more often.

Question: On average, how frequently do you use the AI tools that your company provides in your daily workflow and business?



Some TD Professionals Use AI for Content Creation and Language Translation

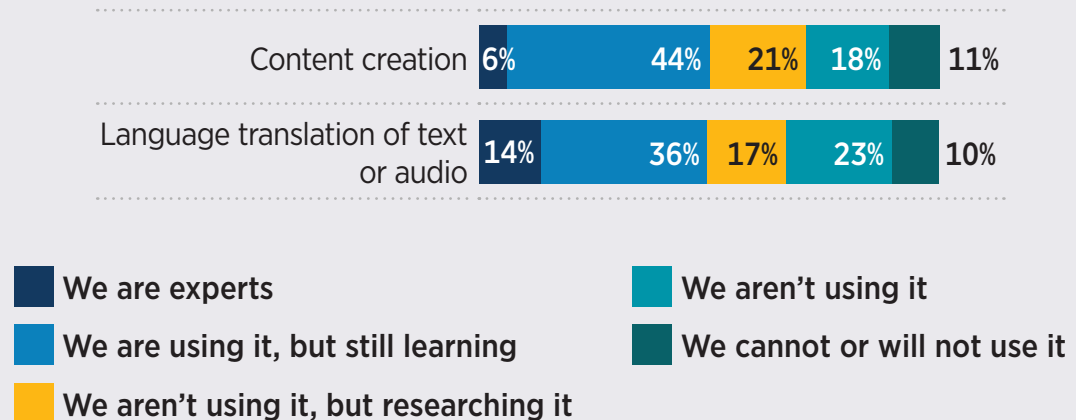
Approximately half of respondents using AI said they use it for content creation to develop training materials. Another 40 percent said they aren't using it for this purpose but could potentially in the future. Eleven percent said they cannot or will not use AI for content creation. Nearly two-thirds of respondents said content creation was one of the most valuable AI functions for them in talent development.

Respondents from the US were most likely to say that content creation is one of the most valuable AI functions for talent development. Respondents from Japan were less likely to think this was an important function for TD professionals.

Approximately half of the respondents who are using AI said they use it for language translation of text or audio. Two in five respondents said they aren't using it for this purpose but might in the future. Ten percent said they cannot or will not use it for this purpose. Only 19 percent of respondents said this was one of the most valuable AI functions for them in talent development.

About half of TD professionals are using AI for content creation or language translation.

Question: How is your organization using AI for the following talent development or training functions?



Some Organizations Use AI in Their Training Content

Adaptive learning—in which AI recommends resources and tailors learning paths—is being used by 31 percent of organizations. A little over half aren't using AI for adaptive learning but believe they could in the future. Fifteen percent will not or cannot use it for this purpose. More than two in five TD professionals said this is one of the most valuable AI functions for talent development.

Enterprise-specific AI—in which chatbots provide answers and resources based on enterprise knowledge—is being used by 37 percent of organizations. More than half of TD professionals said they aren't using it, but could potentially use it in the future. More than 10 percent said they will not or cannot use it for this purpose. Nearly a quarter said this is one of the most valuable AI functions for talent development.

More than a quarter of organizations are using AI to provide coaching feedback to help learners improve. Nearly 60 percent said they aren't currently using it this way but could potentially in the future. Fourteen percent said they will not or cannot use AI in this way. Nearly one in three TD professionals said this was one of the most valuable AI functions for talent development.

Only 18 percent of organizations are using AI for hands-on virtual simulations and scenarios; however, 65 percent may start using it for this in the future. Nearly one in five TD professionals said they will not or cannot use AI for this purpose. Seventeen percent said this was one of the most valuable AI functions for talent development.

More than 10 percent of organizations are using AI to modify the difficulty level of games; 68 percent said they may use this in the future. More than one in five TD professionals said they will not or cannot use this in the future. Only 3 percent said this was one of the most valuable AI functions for talent development.



Some Organizations Are Using AI for Other Purposes

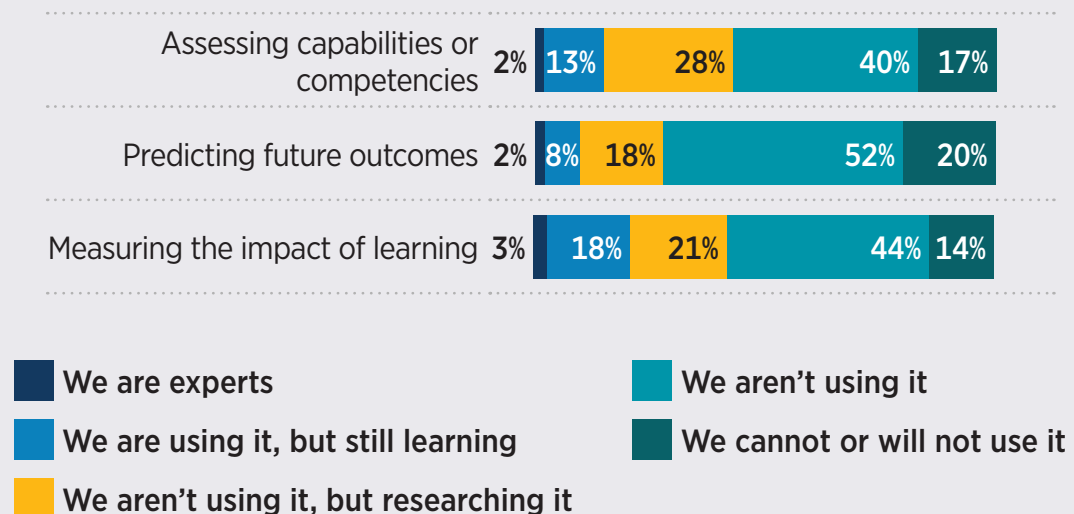
More than 20 percent of respondents said their organization uses AI to measure the impact of learning and analyze data around completion rates, performance changes, retention, and business impact. Nearly two-thirds said they aren't using AI for this currently but might in the future. More than 10 percent said they cannot or will not use AI for this purpose. Two in five TD professionals said this is one of the most valuable AI functions for talent development.

Nearly 10 percent of respondents use AI to predict future outcomes, like job success, employee retention, and business impact. Seventy percent said they don't currently but might at a later date; 20 percent said they cannot or will not use AI for this purpose. Only 14 percent said this is one of the most valuable AI functions for talent development.

Fifteen percent of respondents said they use AI to assess capabilities or competencies. Two-thirds said they may do this in the future but aren't currently; 17 percent said they cannot or will not use AI to assess capabilities. Sixteen percent said this is one of the most valuable AI functions for talent development.

Using AI for outcomes and assessing capabilities isn't a popular use of the technology.

Question: How is your organization using AI for the following talent development or training functions?



TD Professionals Are Using AI for Specific Work Tasks

TD professionals are using AI for summarizing documents, writing and editing emails, and creating training materials.

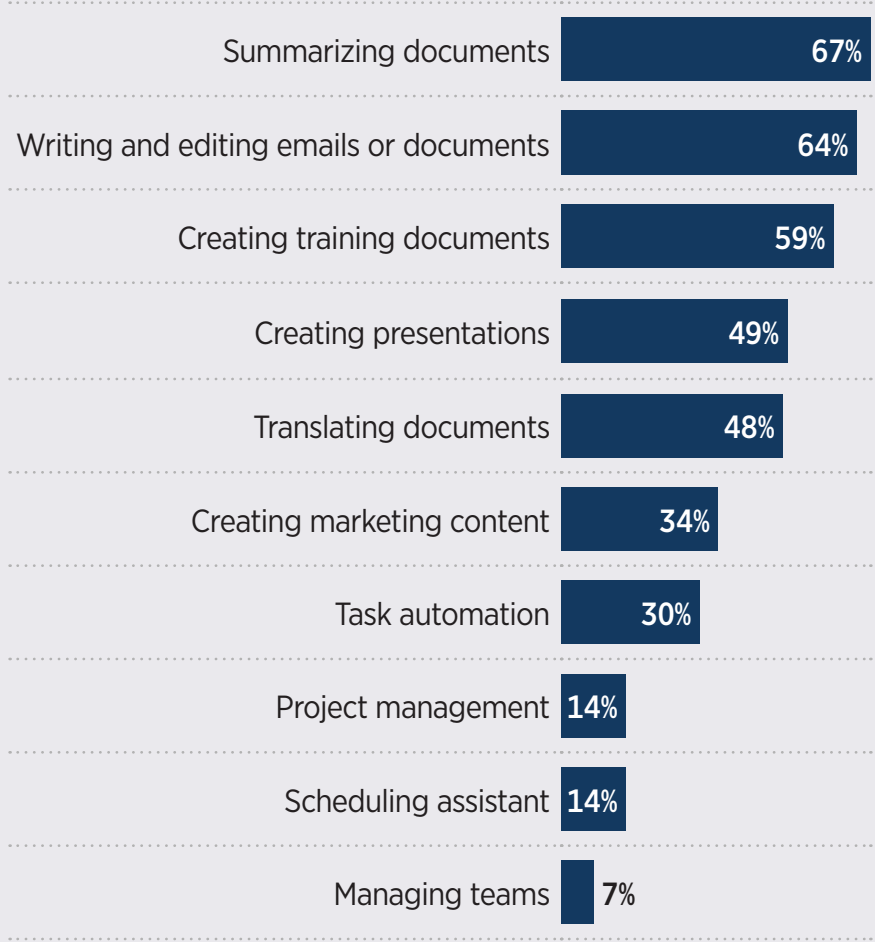
There are regional differences for how TD professionals use AI for work tasks. For example, 79 percent of respondents from the US and 81 percent from the rest of the world are using AI to write and edit emails and documents, which was significantly more than the 47 percent from Japan who use AI to write and edit emails and documents.

Additionally, 77 percent of respondents from the US and 81 percent of respondents from the rest of the world said they use AI to create training documents. This is significantly more than the 38 percent from Japan who use AI to create training documents.

When asked about translation efforts, 56 percent of respondents from Japan and 75 percent of respondents from the rest of the world said they are using AI. This is significantly more than the 33 percent of respondents from the US who are using AI to translate documents.

Most TD professionals are using AI for writing, editing, and summarizing documents.

Question: What specific work tasks do you use AI tools for?



Organizations With Advanced AI Literacy Are Using AI for Specific Work Tasks

Eighty-eight percent of organizations with advanced AI literacy said they use AI to summarize documents, which is significantly more than the 68 percent from proficient organizations, 60 percent from basic organizations, and 55 percent from organizations with minimal AI literacy skills.

Sixty-nine percent of respondents from organizations with advanced AI literacy said they use AI to translate documents, which was significantly more than the 43 percent from proficient organizations and 43 percent from basic organizations that use AI for this task.

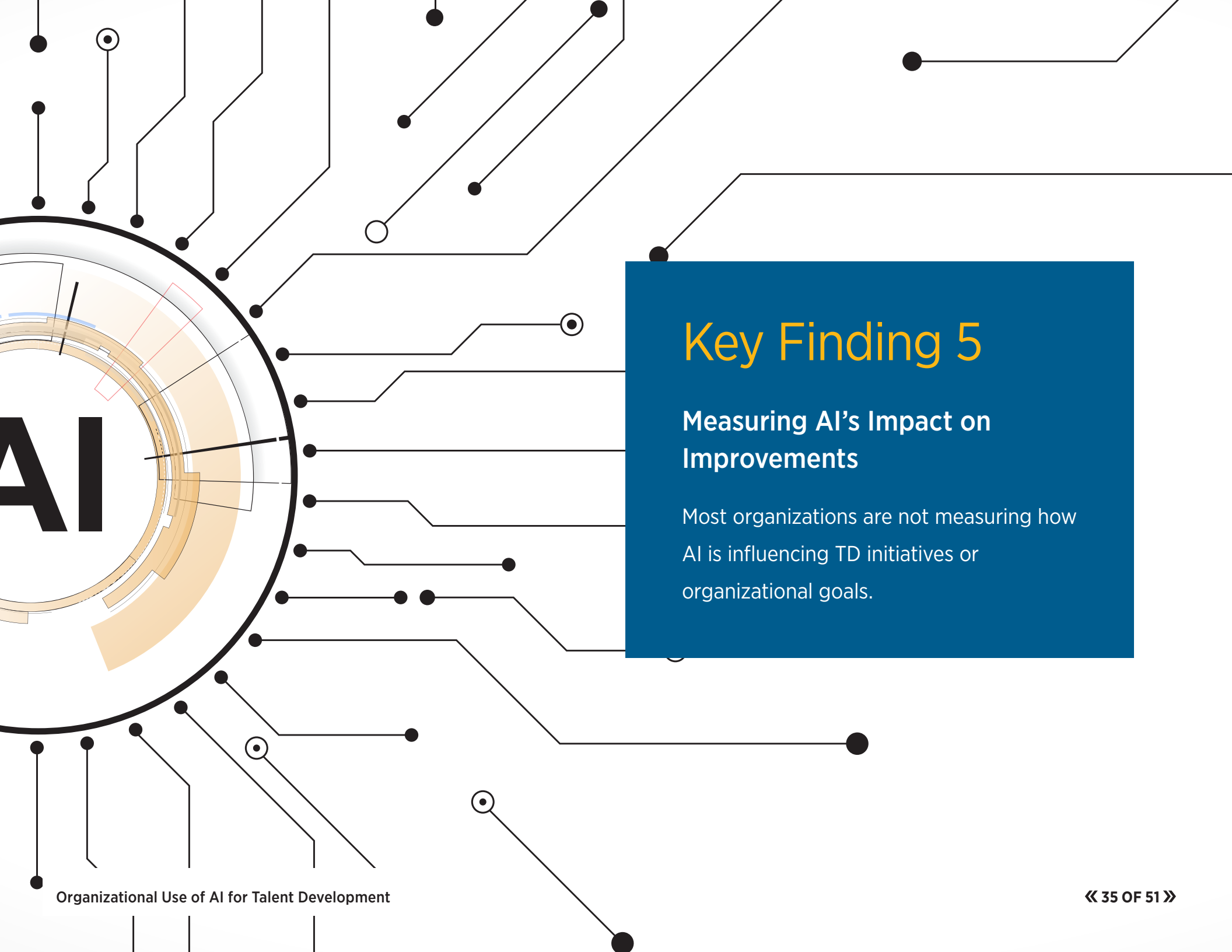


The talent development function should be among the first to upskill on AI tools and resources because it will likely be called on to facilitate training for the rest of the organization. To determine if your function is ready, consider the following suggestions:

- Assess for AI literacy on the TD team.
- Partner with experts to identify opportunities for learning.
- Research best practices in AI use and develop an upskilling plan for the TD team.



Watch the “Unlocking the Future: Embracing Generative AI at TELUS”
webinar at webcasts.td.org/webinar/5381.



Key Finding 5

Measuring AI's Impact on Improvements

Most organizations are not measuring how AI is influencing TD initiatives or organizational goals.

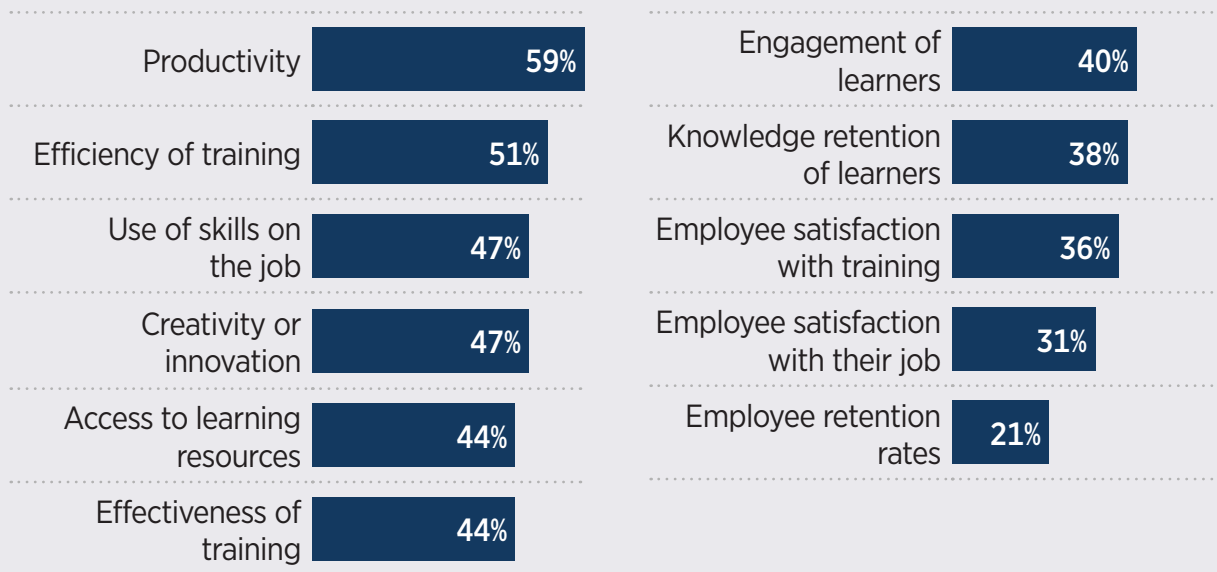
Organizations Can Improve How They Measure the Impact of AI In Training and TD

Measuring the impact of AI on TD and HR initiatives is an area of opportunity for the majority of organizations. Less than half of respondents are measuring AI's impact on knowledge retention, employee satisfaction with training, or learner engagement.

Broadly speaking, measuring the impact of learning initiatives is not a strength for the TD profession. According to data from the completion rates of the Talent Development Capability Model assessment, measuring learning impact ranks low in expertise.⁸ Therefore, it isn't surprising that most organizations are not measuring how AI is influencing important TD metrics. The same is true for more HR-centric metrics like employee satisfaction and retention. The only metric that a majority of organizations reported measuring was the impact AI had on productivity.

More than half of TD professionals said the use of AI has improved productivity at their organization.

Question: How has the use of AI in training and talent development improved the following at your organization?



Measuring How AI Has Helped Organizations Achieve Their Goals Needs Improvement

The majority of organizations are not measuring how using AI in talent development has helped them achieve their organizational goals. Of those organizations that do use AI in TD:

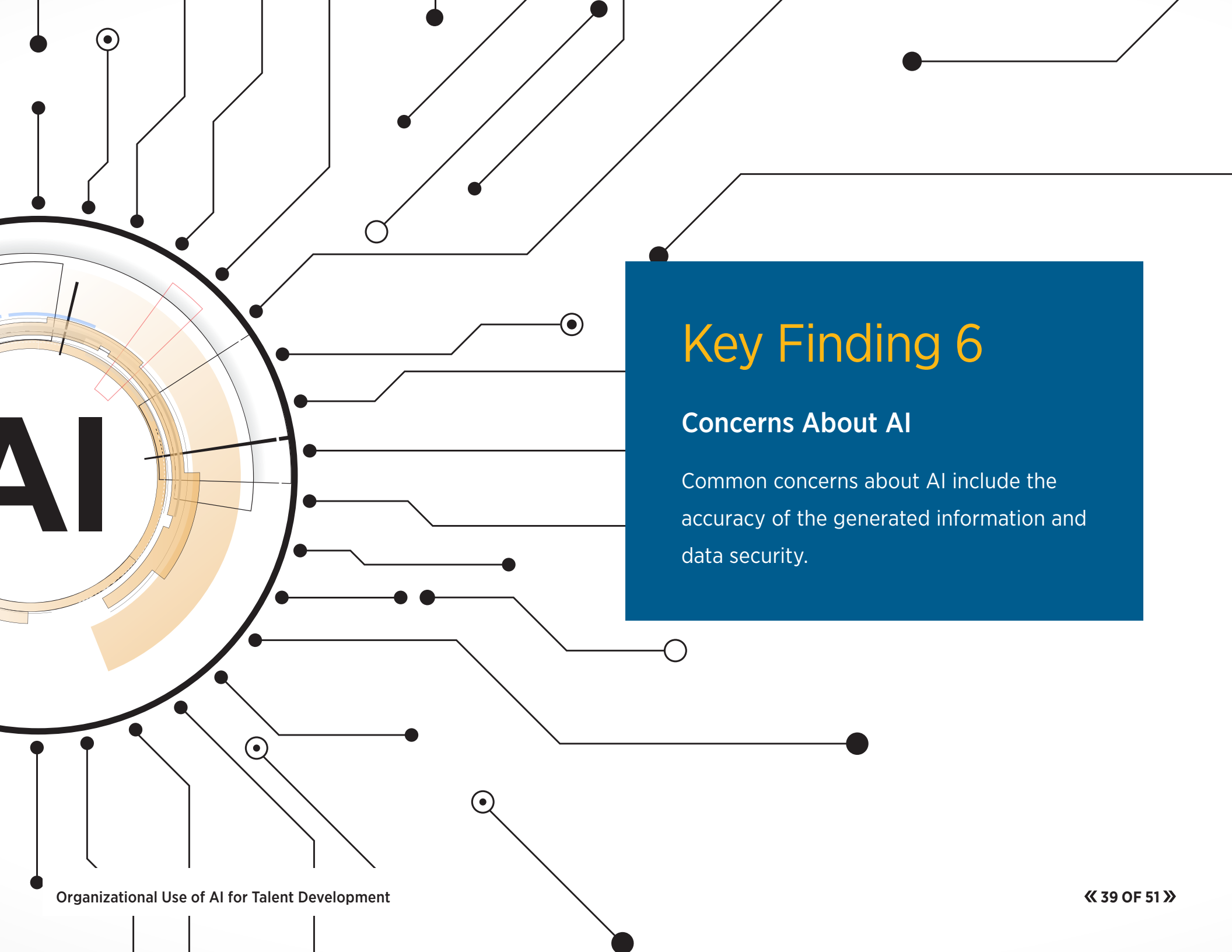
- 22 percent measure how it has helped improve customer retention rates.
- 26 percent measure how it has helped meet or exceed revenue goals.
- 26 percent measure how it has improved their customer satisfaction rates.
- 32 percent measure how it has helped develop new products or services.
- 35 percent measure how it has helped lower organizational expenses.



Upskilling on measuring and evaluating learning impact is a growth opportunity for most organizations. Understanding how to do this for all TD efforts can help influence strategies for measuring AI's impact on TD initiatives. Here are a few resources that ATD offers for upskilling on measuring and evaluating learning impact:

- The “ATD Research: Measurement and Impact” webinar covers data literacy, technology, data privacy, and making data-driven decisions. Visit webcasts.td.org/webinar/4965.
- The “Evaluating Learning” research webcast discusses the types of measurements organizations are taking, the programs that are being evaluated, and the specific approaches and tools being used. Visit webcasts.td.org/webinar/1914.
- ATD’s “Measuring Return on Investment” certificate course is designed to help you develop and deliver effective return on investment (ROI) evaluations for investments in training, talent development, organization development, human resources, change, and more. Visit td.org/education-courses/measuring-return-on-investment-certificate.
- *Measuring the Success of Learning Through Technology* by Tamar Elkeles, Jack Phillips, and Patti Phillips provides a step-by-step guide to measuring the results of your technology-based learning programs. Visit td.org/product/p/111417.





Key Finding 6

Concerns About AI

Common concerns about AI include the accuracy of the generated information and data security.

There Are Concerns About Adoption and Use of AI

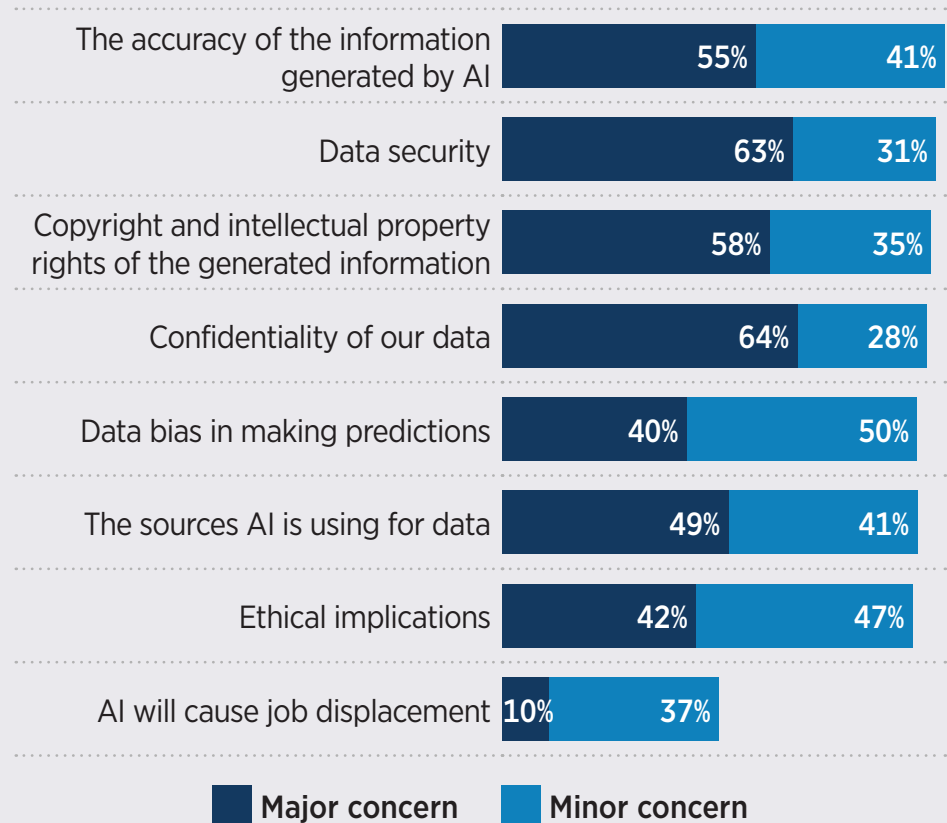
Despite AI's use and adoption in organizations, almost all respondents indicated they have some level of concern about the accuracy of information generated by AI.

There are many concerns about using AI, which isn't surprising for a newer technology. Organizations have significant opportunities to help educate their employees about AI, make decisions about allowed tools, and craft usage policies to help mitigate concerns.

Interestingly, there were no differences in concerns about AI by an organization's AI literacy level. It did not matter if the organization has advanced AI literacy skills or minimal AI literacy skills—they all have the same concerns about the AI use.

Respondents are concerned about the accuracy of information generated by AI.

Question: How would you rate the following concerns regarding implementing AI tools?



Regional Discrepancies Arise Regarding Concerns About AI

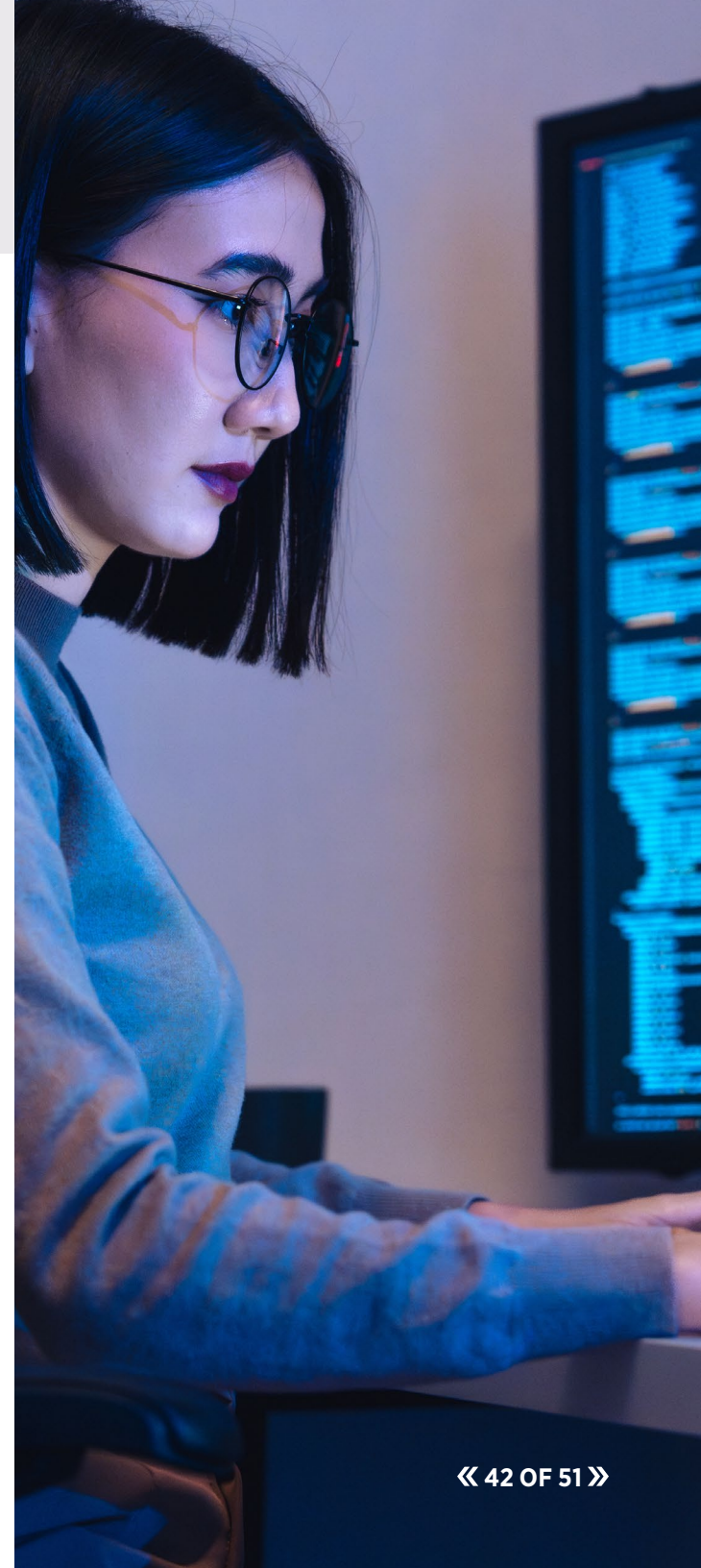
Where organizations are headquartered seems to influence their concerns about AI use. For example, respondents from Japan are significantly less concerned about AI than respondents in the US and the rest of the world.

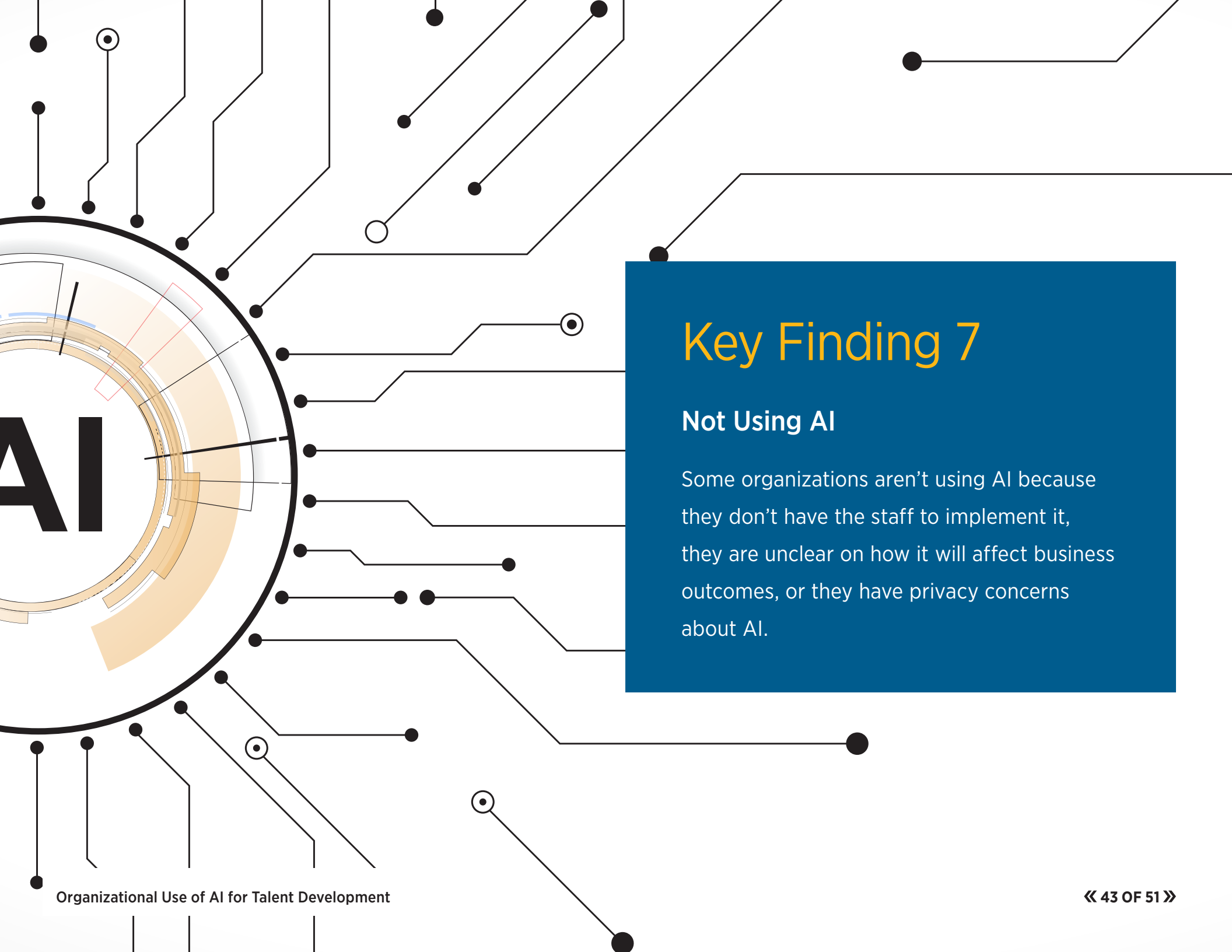
Here are a few other statistics gathered from the survey:

- 77 percent of respondents from the US said data security is a major concern. This is significantly more than the 51 percent from Japan who said this is a major concern.
- 73 percent of respondents from the US said the confidentiality of their data is a major concern. This is significantly more than the 54 percent from Japan who said this is a major concern.
- 69 percent of respondents from the US said they have major concerns about copyright and intellectual property rights of information generated by AI. This is significantly more than the 50 percent from Japan who said this is a major concern.
- 69 percent of respondents from the US and 75 percent from the rest of the world said the accuracy of the information generated by AI is a major concern. This is significantly more than the 42 percent from Japan who said this is a major concern.
- 67 percent of respondents from Japan said they have no concerns about AI causing job displacement. This is significantly more than the 38 percent from the US who said they have no concerns.
- 59 percent of respondents from the US said the ethical implications of AI are a major concern. This is significantly more than the 30 percent from Japan and 36 percent from the rest of the world who think these are a major concern.
- 57 percent of respondents from the US said the sources AI is using for data are a major concern. This is significantly more than the 42 percent from Japan who said these are a major concern.
- 52 percent of respondents from the US said data bias in making predictions is a major concern. This is significantly more than the 30 percent of respondents from Japan who said this is a major concern.

As organizations consider and implement AI in their workflows, it is important to get employee buy-in for adoption. If they can better understand the senior leadership's strategy and vision for AI usage, employees will be better able to mitigate qualms and embrace approved tools and resources. Consider taking some of these actions if implementing AI in your organization:

- Once an organizational AI use policy is in place, hold an employee town hall to give senior leaders a chance to personally communicate why the organization is embracing AI.
- Ensure all AI policies and approved tools are available to employees whenever they need to access them.
- Make training and upskilling resources easily accessible.
- Identify AI champions who can help increase cultural buy-in for AI usage.
- Consider an AI mentor program in which less experienced employees can learn from early adopters and subject matter experts.





Key Finding 7

Not Using AI

Some organizations aren't using AI because they don't have the staff to implement it, they are unclear on how it will affect business outcomes, or they have privacy concerns about AI.

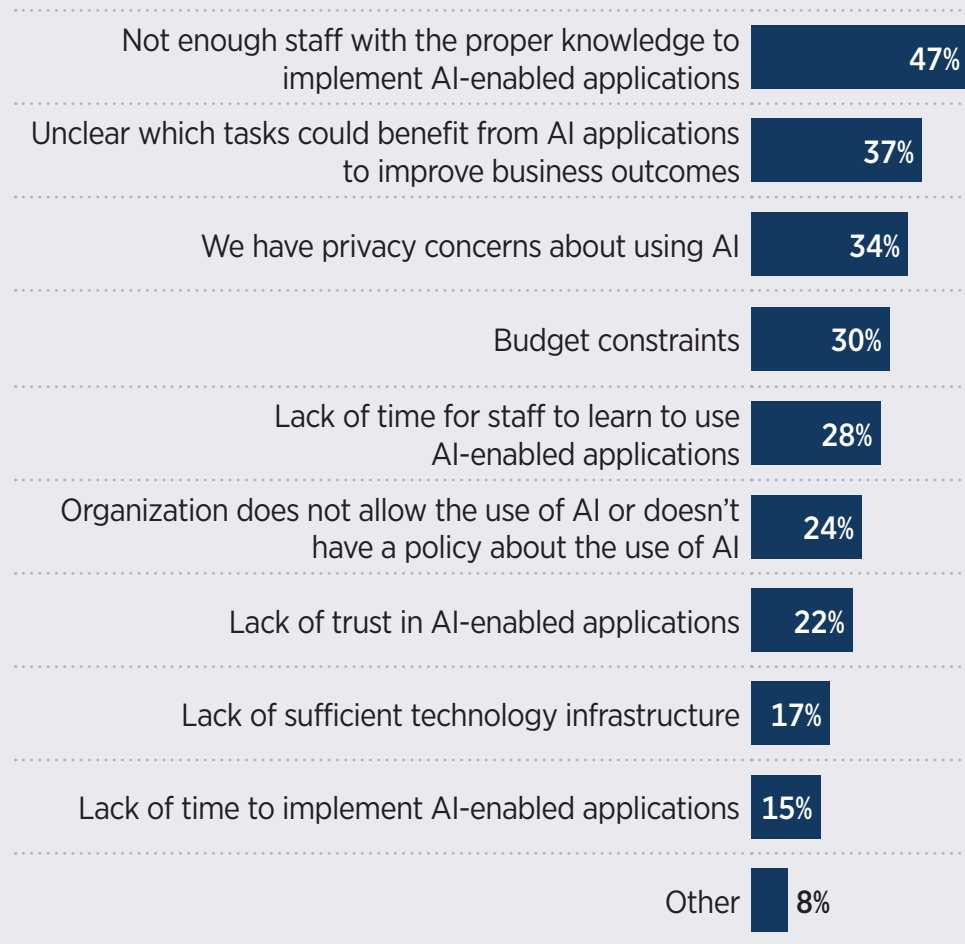
Although Not All Organizations Are Using AI, Some Plan to Start in the Future

Almost a third of respondents said their organizations are not using AI solutions and tools, although the majority (52 percent) did report that they expect to begin using them in the next year.

The reasons for the lack of AI implementation in the learning function centered on staffing and expertise, technology infrastructure, and privacy concerns.

Nearly half of organizations that aren't using AI said it's because they don't have enough staff with the proper knowledge to implement AI-enabled applications.

Question: What prevents your organization from implementing AI in your talent development or learning function?



For organizations not yet implementing AI, the findings from this report should provide a helpful road map. Here are some recommendations to get started developing an AI strategy:

- Identify potential use cases for AI in workflows.
- Determine whether internal AI expertise exists. If it doesn't, consider bringing in external resources to help identify and develop an AI implementation strategy.
- Put AI usage policies in place sooner rather than later. This will help with employee buy-in.
- Create an AI training and upskilling plan for employees.



Action Plan

In this study, ATD Research focused on organizational use of AI and AI literacy. The majority of respondents agreed that the more employees use AI, the more efficient they'll be at their jobs. Respondents would also like to see AI tools fully integrated into business operations, such as sales coaching and chatbots to answer employee questions. Most also said that they should be using more AI tools and resources.

The research does show a gap when it comes to whether or not organizations have AI policies and training in place to help employees appreciate and use AI tools and resources. By better understanding how organizations use AI, TD professionals can potentially overcome the challenges they face when implementing this technology.

Here are some action steps ATD recommends:

- **Assess AI literacy in the organization.** As the research noted, there may be a discrepancy between what executives and their teams believe to be true about the organization's overall AI literacy levels. View the implementation of AI tools and resources as you would any other change effort. Assess for employees' understanding, current use, and concerns. This information can inform AI policies and training plans.
- **Create AI use policies that identify allowed tools and resources.** Employees are looking to their leaders for guidance and possibly permission to use AI tools and resources. Learn from organizations with high AI literacy and craft policies that provide the necessary guardrails for using this technology.
- **Identify the areas of TD work that benefit from AI tools.** The more TD professionals are experimenting with AI tools and resources, the better. For TD leaders, this is an opportunity to identify areas within the TD workflow in which you encourage your employees to practice using AI tools and resources. In the spirit of collaboration and learning, consider sharing your team's insights with other departments to inspire their adoption of AI.



- **Upskill TD staff on AI.** Because the TD function is typically tasked with helping to implement organizational change and upskill employees on new technologies, make sure they understand how to use AI in their own work and can train others on how to use AI tools and resources in their workflows.
- **Create an upskilling and hiring strategy for AI use.** While the research indicates most organizations are not necessarily staffing for AI skills, it is ATD's belief that they will be soon. Whether upskilling or hiring for these skills, it is important to understand the organization's AI skills gaps and develop a plan to close them.
- **Consider a measurement and evaluation strategy for AI's impact.** As noted previously, measuring and evaluating the impact of learning initiatives remains an area of opportunity for most TD functions. As you build your AI strategy for learning, factor in how you will measure its impact. If you are not using AI yet, consider collecting data for current efforts as a baseline for comparing AI-enhanced efforts. Quantifying any value-added from AI may help make the business case for more training dollars for the TD team or more investment in tools and resources for the organization overall.

Whether an organization is beginning to use AI or has an established process for using it, all TD professionals should continue to find and learn from resources to stay current in this area. ATD provides members with resources to learn more about AI.



ATD Resources

ATD has many free and paid resources about using AI tools and resources. Whether you have five minutes or five weeks, we have content that will fit your schedule.

The ATD Blog is filled with posts on a variety of topics.

- “Bridging the AI Digital Divide for Training” discusses how workers feel about the AI-driven future. Visit td.org/content/atd-blog/bridging-the-ai-digital-divide-for-training.

TD at Work guides are written by TD professionals for TD professionals. Each issue takes a deep dive into one focus area.

- “Unlocking the Power of AI” explains how AI really works, how to implement it in your organization, and the differences between traditional and generative AI. Visit td.org/product/p/252401.

ATD Press Books offer insightful and practical information on talent development and professional development.*

- *AI in Talent Development* by Margie Meacham describes the benefits, uses, and risks of AI technology and offers practical tools to strengthen and enhance learning and performance programs. Visit td.org/product/book--ai-in-talent-development/112008.

ATD Events combine exceptional learning and networking opportunities.

- ATD TechKnowledge is an immersive experience for tech enthusiasts to sharpen your skills and perspectives. Visit techknowledge.td.org.

ATD Workshops build your skills in a hands-on and practical way.

- “AI for Instructional Designers” will help you harness the power of generative AI to efficiently design and develop effective learning experiences. Visit td.org/education-courses/ai-for-instructional-design-workshop.
- “AI for Talent Development” is an immersive workshop that will equip you with the skills to leverage AI to drive employee growth and organizational success. Visit td.org/education-courses/ai-for-talent-development-workshop.

Talent Development Capability Model is a framework to guide the TD profession in what practitioners need to know and do to develop themselves, others, and their organizations.

- ATD members can sign in to the interactive Capability Model using their TD.org account. From there, they can review the knowledge and skill statements and rate their proficiency. After completing the self-assessment, members can identify and prioritize areas for further development. Visit td.org/capability-model/about.

**Not included in the price of ATD membership.*

Not a member of ATD? Visit [TD.org](https://td.org) to join and gain access to ATD’s resources, articles, whitepapers, webinars, and more.

Survey Overview

Target Survey Population

The target population for this research was talent development professionals across different organizations and industries. There were 440 talent development professionals who completed the survey.

Survey Instrument

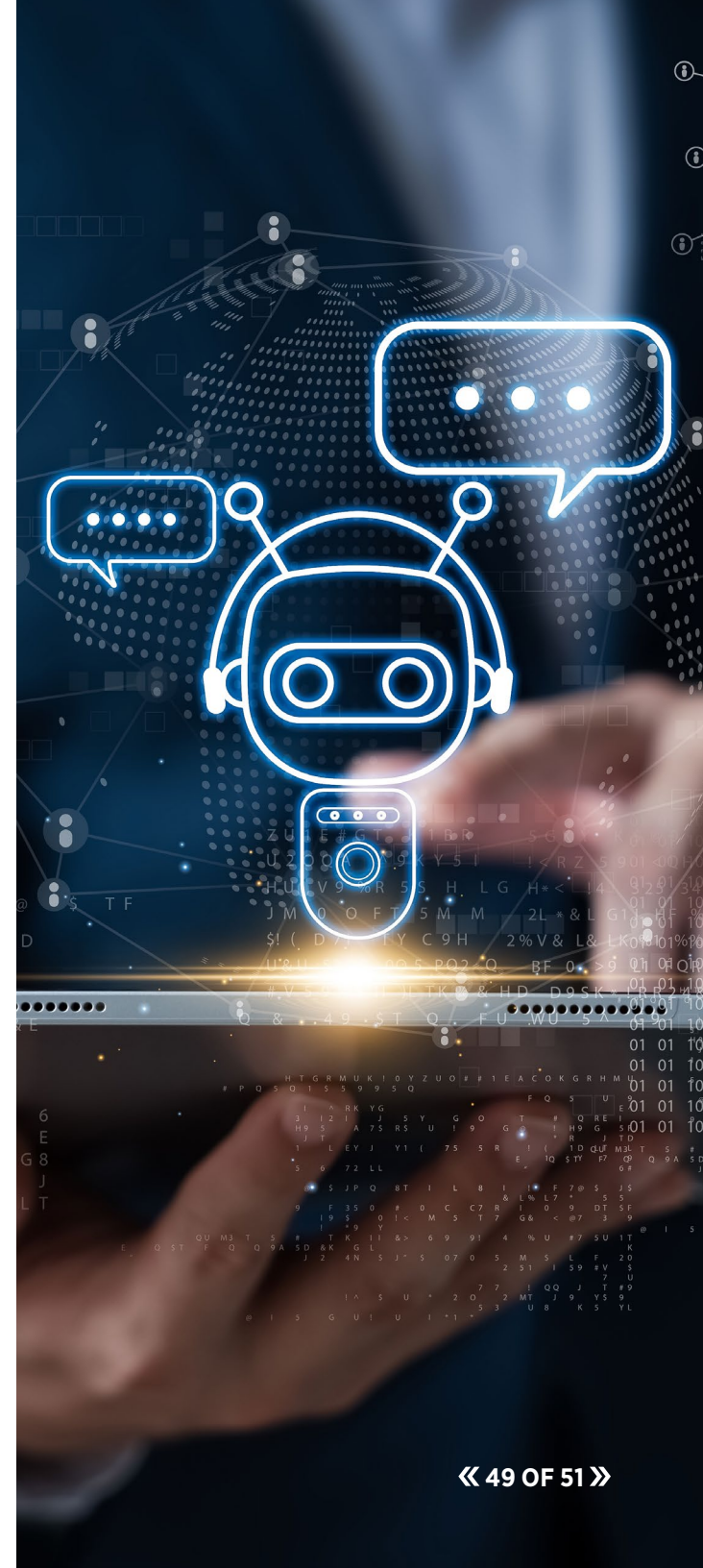
TD professionals were asked various questions about how they use AI at their organization.

Procedure

ATD Research distributed a link to an online survey to the target populations in early fall 2024. The surveys closed in late fall 2024.

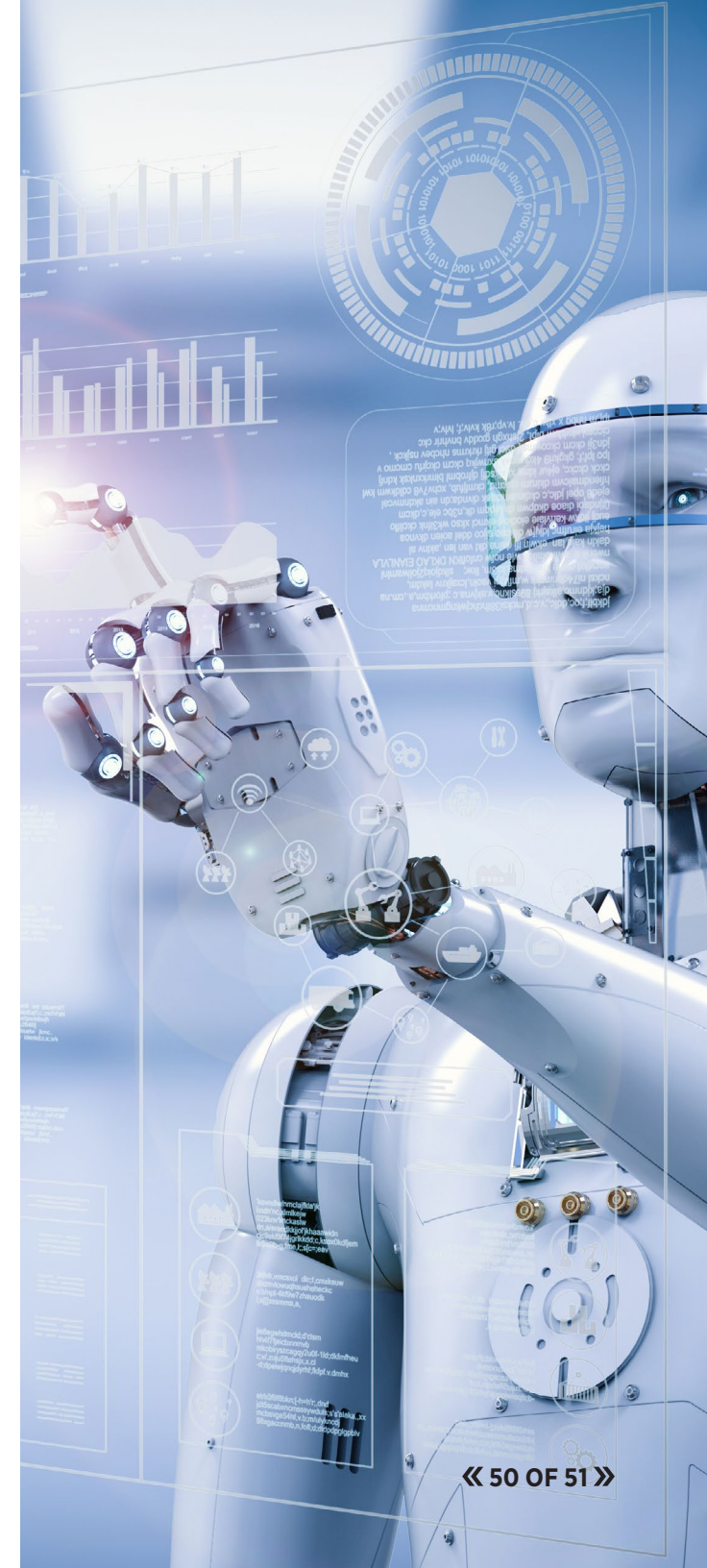
Identifying Statistically Significant Differences

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.



Notes

1. N. Avila, “The Tipping Point of AI,” *Forbes*, February 16, 2024, forbes.com/councils/forbestechcouncil/2024/02/16/the-tipping-point-of-ai.
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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.

The resources we provide to help talent development professionals increase their impact and effectiveness include our research. ATD's researchers track trends, inform decisions, and connect research to practice and performance. By providing comprehensive data and insightful analyses, ATD's research products, which include research reports, briefs, infographics, and webinars, help business leaders and talent development professionals understand and more effectively respond to today's fast-paced industry.



Rocki Basel, PhD, is the director of ATD research services and served as the lead researcher for this report.



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