



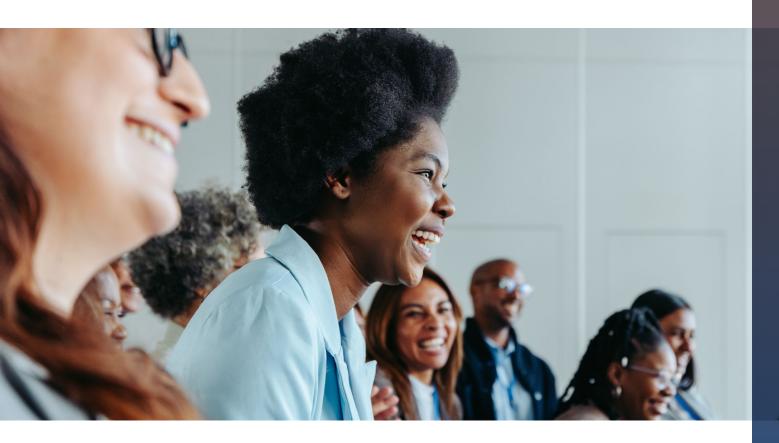
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Introduction

The uncertain global economy, the meteoric growth of technology, and the ever-changing dynamic of employee-employer relationships are cause for trepidation as the talent development profession seeks to formulate their priorities for 2025 with limited time, budget, and staff.

In this year's ATD *TD Trends* e-book, we analyze several critical topics in today's workplace—artificial intelligence, career development, employee well-being, and leadership and management development—and the role that TD professionals play in these trends.





Trend: Al Isn't a Buzz Word Anymore

While many organizations and TD leaders are already seeing workforce productivity gains from artificial intelligence (AI), 45 percent of CEOs say a lack of expertise remains a top challenge to implementing AI, according to the <u>Conference Board's C-Suite Outlook 2025</u>: Seizing the Future.

If it hasn't already done so, AI will become real in 2025. It will transform the L&D environment. According to <u>Josh Bersin</u>, the LMS will be transformed by AI tools, the coaching world will begin to see AI coaches, and content providers will have to reimagine how they deliver content.

Al also will reshape how people learn, work, and chart their careers. <u>ATD's Bridging the Skills</u> <u>Gap research</u> shows that "nearly 70 percent of TD professionals think they will need a higher level of competency in Al in five years than they do today."

"Upskilling in AI can build employee or learner confidence at a time when many are concerned about its potential career impact," according to <u>Coursera's Job Skills 2024 Report</u>. "Reinforcement Learning is the fastest growing AI skill, both overall and across all verticals—with particularly fast growth among government-affiliated learners. These skills enable learners to build machine learning models and can act as a basis for other related skills in fields including AI, video game development, and automation."

Acquiring AI skills is going to be crucial for maintaining or looking for a job. According to Microsoft, 66 percent of leaders say they wouldn't hire someone without AI skills and 71 percent say they'd rather hire a less experienced candidate with AI skills than a more experienced candidate without them.

"As we enter 2025, embracing the Al-driven workforce is no longer an option but a necessity for organizations aiming to thrive in an ever-evolving business landscape," notes <u>Visier's</u> <u>Embracing the Al-Driven Workforce</u>: 5 Workforce Trends for 2025.

66 percent of leaders say they wouldn't hire someone without AI skills and 71 percent say they'd rather hire a less experienced candidate with Al skills than a more experienced candidate without them.

Source: Microsoft

Gaining Necessary Skills for AI Success

According to <u>GP Strategies</u>, cognitive skills are going to be crucial for AI success. Upskilling will be necessary to:

- Develop or strengthen business acumen so professionals can put their organization in context with other companies.
- Expand enterprise thinking so they can look at the bigger picture to spark innovation and after innovation grow their strategic thinking.
- Explore creative thinking.
- Gain data-driven decision-making skills so they can understand how to use data to make informed decisions.

DeVry University's <u>Closing the Gap: Upskilling and Reskilling in an AI Era</u> reports that employers underestimate the AI fluency of their current workers. "Employers say that 32 percent of their workers are novices at AI, but only 3 percent of workers describe themselves as such," the report says.

An alarming piece of data from the report finds that women are not convinced AI will positively affect their careers. "Men are 50 percent more likely than women to report that AI skills give them more career opportunities," according to the report. Women are less likely to have access to upskilling and reskilling resources.

"With the data showing that women are at risk of falling behind in AI skills development, employers must make a concerted effort to engage this employee base in learning opportunities by showcasing the personal and professional benefits for them," the report suggests.

Men are 50 percent more likely than women to report that Al skills give them more career opportunities.

Source: DeVry University's Closing the Gap: Upskilling and Reskilling in an Al Era

Collaboration Between Humans and Al

One of the biggest fears people have about AI is that it will take over their job. Yes, some jobs will be replaced with AI, but most people will partner with AI to streamline their work and increase productivity.

Collaborative intelligence—the combination of human capabilities and AI—can help organizations to achieve better outcomes. "By combining uniquely human capabilities—like intuition, judgement, and creativity—with AI's computational power and data processing skills, we can create a whole new workplace," according to a <u>CSIRO article</u>.

"Through such collaborative intelligence, humans and AI actively enhance each other's complementary strengths: the leadership, teamwork, creativity, and social skills of the former, and the speed, scalability, and quantitative capabilities of the latter," a <u>Harvard Business Review</u> article explains. "What comes naturally to people (making a joke, for example) can be tricky for machines, and what's straightforward for machines (analyzing gigabytes of data) remains virtually impossible for humans. Business requires both kinds of capabilities."

The article went on to outline a human's role in AI technology. "Humans need to perform three crucial roles. They must train machines to perform certain tasks; explain the outcomes of those tasks, especially when the results are counterintuitive or controversial; and sustain the responsible use of machines (by, for example, preventing robots from harming humans)."

<u>Slack</u> provided this example: "Al can analyze health records and medical images to produce summaries and identify patterns and irregularities. Al tools can help fill gaps in the healthcare field, where clinical staff shortages are common. Human health professionals can apply critical thinking to Al analyses to make educated judgments such as diagnoses and treatment plans."

What comes naturally to people (making a joke, for example) can be tricky for machines, and what's straightforward for machines (analyzing gigabytes of data) remains virtually impossible for humans, Business requires both kinds of capabilities.

Source: Collaborative Intelligence: Humans and AI Are Joining Forces, <u>Harvard Business Review</u>

Agentic Al

Al agents are the next big thing in Al.

Al agents are software programs that use artificial intelligence (AI) to perform tasks autonomously. They can interact with their environment, collect data, and make decisions to achieve goals.

"Whereas an HR chatbot of the past may have been able to answer an employee's question about how much vacation time they have, an Al agent can put that information into action—walking them through putting in for time off or booking flights or hotels," <u>Jen Colletta wrote</u> when talking about Josh Bersin's 2025 predictions.

She noted that Bersin predicted that AI agents will be introduced and integrated across HR systems. "It's a huge transition in the market," Bersin said. "All AI systems are going to start talking to each other, and you'll be able to conduct transitions in core systems and across systems."



Al agents are the next big thing in Al. A <u>blog</u> by Debbie Richards outlines the things that make Al agents different. "Think of Al agents as super-smart digital assistants designed specifically for learning," she writes. "They can:

- **Think for themselves:** They set their own goals and figure out the best way to achieve them.
- Work as a team: Imagine a bunch of AI agents collaborating to create the perfect training program, each with its own special skills.
- **Get stuff done:** They don't just talk the talk; they walk the walk! They can schedule meetings, whip up learning materials, give feedback, and even update your learning platform."

"Leaders will grapple with both the promise and hype around agentic AI. Agentic AI, the kind of AI that does tasks independently, is on an inevitable rise," Tom Davenport, the President's Distinguished Professor of Information Technology and Management at Babson College, said in *Five Trends in AI and Data Science in 2025*. "Most technology executives believe that these autonomous and collaborative AI programs will be primarily based on focused generative AI bots that will perform specific tasks. There will be (and in some cases, already are) generative AI bots that will do people's bidding on specific content creation tasks, but it will require more than one of these agentic AI tools to do something significant, such as make a travel reservation or conduct a banking transaction."

Think of AI agents as supersmart digital assistants designed specifically for learning.

Use of AI in Human Resources Data

According to Visier's *Embracing the Al-Driven Workforce: 5 Workplace Trends for 2025*, "HR can lead the Al revolution at work. HR is poised to not only be the prime beneficiary of the Al revolution, providing a lens on the health of the business and solving business problems faster and more accurately, but also to lead the way in enabling insights at scale through leveraging Al-enabled analytics."

But Visier noted that HR must get rid of its fear of AI. HR is hesitant because of the challenges of protecting the security and privacy of people's data, among other things. "AI tools will serve to increase analytic capabilities, helping to create better decision-making throughout the organization," the report suggested. "Simple-to-use AI tools remove the obstacles associated with adopting and using many different HR tech tools and workflows."

A Raconteur article <u>cited</u> Al agents as one of the top five HR trends for 2025.

"Al offers exciting opportunities for HR teams to increase productivity and efficiency. For example, new Al agents can assist in the recruitment process by scanning LinkedIn profiles, emailing candidates with interview offers and even conducting interviews, all without the need for human manipulation," the author writes.

"But, as with all new frontiers, issues around ethics and governance have arisen. HR leaders will need to design clear frameworks for how Al agents are used and onboarded in the organization, taking consideration of the legitimate concerns of employees and the potential challenges that come with managing integrated teams."

Al tools will serve to increase analytic capabilities, helping to create better decision-making throughout the organization.

Source: Embracing the Al-Driven Workforce: 5 Workplace Trends for 2025, Visier

Regulations and Guidelines

According to <u>McLean & Company's HR Trends Report 2025</u>, around 42 percent of HR respondents are currently engaging Al in some form, however; only 7 percent of them report their organization has a formal, documented Al strategy that is prioritized by the organization.

"Al tools are here to stay and regardless of whether an organization opens its door to Al tools, it will be affected by the tides of change that are brought on by artificial intelligence," wrote Ava Martinez in an HR Digest article.

Margie Meacham, in her book <u>Al in Talent Development</u>, says TD professionals "are responsible for advocating for the ethical deployment of these powerful tools." Here's how:

Insist on Algorithmic Transparency

Leaders discuss the difference between "opaque" Al and "transparent" Al. With transparency, we can understand how the machine is trained to make decisions. This allows us to challenge the underlying assumptions that led to those decisions.

Building transparent AI will not be easy, and we must be the ones to lead the way. If your company is implementing AI to recruit talent, train employees, evaluate performance, or anything else related to talent development, *you are the customer*. Insist on a thorough explanation of how the AI model will make decisions. The answer, or lack of one, might surprise you.

TD professionals are responsible for advocating for the ethical deployment of these powerful tools.

Source: <u>Al in Talent Development</u>, ATD Press

Be Skeptical

As we enter the age of AI, we must approach any shiny new AI program with skepticism, even if many other companies already use it. You may be the only one asking the hard questions, so you need to be up to the task. Here are a few ideas to get you started.

- **Define what the AI will do.** This might sound obvious, but many buyers of AI solutions focus only on the desired result, such as finding the best candidate for the job or processing routine customer complaints. True definition involves describing the decisions the AI will make to identify next steps, the criteria used to make those decisions, and the source of the underlying data.
- Request a "next best decision" test. Al tools are programmed to make the best decision every time. Human beings seldom have that luxury. Comparing the "best" decision with the "next best" is one way to identify flaws in the Al's underlying logic or biases that fallible humans have accidentally built into the machines.
- Run the same queries or tasks repeatedly. This test's purpose is not merely to see whether the machine returns a consistent result; it's to determine whether the result remains true to the original intent.

You may be the only one asking the hard questions, so you need to be up to the task.

Ethical Behavior Is Up to Us

While the age of AI presents new challenges, the basics remain the same. Ethical behavior is always up to us—all of us and each of us. So, let's begin the way we humans have always learned about new tools. Ask:

- What is this?
- How can I use it?
- What could go wrong?
- What can I do to protect myself and others?
- Where do I begin?

Ethical AI will require much of the TD function. The significant human implications require TD leaders to be a part of every organizational decision concerning Al implementation.

Responsibilities for ethical use of AI in the workplace include ensuring that:

- People are trained to evaluate the quality and suitability of the data and models used to operate Al.
- Education and communication are provided to explain how the system operates when it is used to make consequential decisions about employees.
- Teams that share a process for documenting and auditing operations of AI systems are trained before Al implementation.

How AI Training Tools Technologies Are Evolving

Al generation of videos with virtual trainers: Modern tools allow you to create videos with virtual trainers adapted to corporate standards that reproduce training materials in several languages. This makes training available to employees around the world, improving the quality and consistency of the material. For example, international companies can use such videos to unify processes across all markets.

Al-powered test creation and assessment: Tools like ChatGPT automate test creation and assessment. These systems provide instant feedback, helping HR departments analyze employee progress and adapt training programs. This reduces the time spent on assessment and allows for quick changes to improve learning efficiency.

Al translation and voice-over of training materials: Automatic translation and voice-over of videos and presentations make materials accessible to multilingual teams, which is especially important for international corporations. This reduces the time and cost of content adaptation and helps maintain quality and compliance with corporate standards.

Adaptive learning and personalization of training programs:

Al-powered systems allow you to adapt materials to the needs of each employee. Personalized learning paths help develop the necessary skills and maintain competency growth. For example, newcomers take a basic course, while experienced employees receive in-depth knowledge.

Custom GPT models for corporate training: Companies can develop specialized GPT models to answer typical questions and adapt training materials for different departments. This allows employees to get the information they need faster and maintain a high level of knowledge, improving internal communication.

- TD experts are involved in the design and operation of AI systems used to make decisions about people.
- There is a widely shared and agreed-upon understanding of when and how an AI system should seek human input during critical situations.
- A robust feedback mechanism is put in place so all employees understand how to report performance issues they encounter.

The TD function should actively share with employees all design and development of AI systems and implementation practices that ensure predictable and reliable interoperation. The talent function is positioned to optimize the impact of AI on the organizations it serves. TD can lead the organization in making certain that the use of this technology meets the highest ethical standards.

Source: CTDO NEXT <u>The Responsibility of TD Professionals in the</u> Ethics of Artificial Intelligence

Automation of administrative tasks in training: Al helps HR and trainers automate tasks: registering for courses, tracking attendance, and creating reports. This allows them to focus on the strategic development of employees. For example, the system can automatically remind them of upcoming trainings and organize their schedule.

Generating training materials and presentations: Al tools for generating training materials simplify the creation of infographics, slides, and text documents. This reduces the workload on training departments and maintains uniform content standards. For example, regular reports or presentations can be easily adapted to different tasks.

Personalized AI tutors and AI mentors for employees: AI, such as ChatGPT, can serve as virtual mentors, providing individual support to employees. This allows you to advise and support employees in the process of learning and completing work tasks, reducing the workload of managers and trainers.

Al for lesson planning and differentiation of employee training: Lesson planning and content adaptation tools help HR and trainers create courses that align with employees' career paths and professional goals. This accelerates professional skill growth and improves team performance.

Gamification of learning with Al: Gamification makes the learning process fun and motivating by turning learning tasks into interactive games and assignments. This increases employee engagement and helps make learning more interesting and effective.

Source: "10 Trends In AI Corporate Employee Training As We Move Toward 2025"; Forbes.

Trend: Career Development

Given the increasing reliance on artificial intelligence, employees will need to continue upskilling to ensure they know how to use AI tools in an ethical, safe, and productive manner. But it's not just technical skills that will be required for the world of work in 2025. Human skills—sometimes called durable skills or soft skills—also will be important as employees collaborate with each other for project-based teamwork and as people collaborate with AI. Apart from the business end of upskilling—that is, to remain competitive by being innovative, employees want to develop new capabilities. So, to keep their talent, organizations will need to offer training and development opportunities.

The 2024 ATD <u>Bridging the Skills Gap</u> report noted that 38 percent of organizations were experiencing a major skills gap in communication and interpersonal skills, and 47 percent of organizations were dealing with a minor skills gap in the area. Forty-two percent of businesses each faced a major and minor skills gap in critical thinking and problem-solving skills. The research found similar numbers in terms of creativity and innovation skills.

For their part, how do employees want to learn the needed skills they feel are preventing them from getting ahead in their career? Pew Research shares that the best way to obtain training is on the job (28 percent), via a certificate program (24 percent), from formal education such as a two- or four-year program (24 percent), and through classes or online tutorials (13 percent).

However, Korn Ferry says that tried-and-true training methods aren't enough: "But traditional L&D benefits like standardized training, in-person workshops, and online courses are no longer enough. In 2025, more employers will experiment with new approaches and invest in innovative methods, such as virtual reality (VR), gamification, and AI-enabled coaching to help employees adapt to evolving needs." reports the management consultancy in <u>Talent Trends</u> 2025: Progress Over Perfection.

How often do employees talk about their performance with their managers?

Overall job performance

Annually	35%
Bi-annually	27%
Quarterly	22%
Ongoing	12%

Career development opportunities

Annually	20%
Bi-annually	29%
Quarterly	27%
Ongoing	11%

Source: <u>2025 Workplace Trends:</u> <u>Building a People-First Culture,</u> Arbinger Institute

Of course, career development is not a one-size-fits all. Talent development professionals have understood personalized learning for some time: saving employees and companies time if individuals already have knowledge in a certain area, training individuals by their preferred methods, and giving employees some say in how they wish to grow and learn. "In 2025," says the staffing services provider The Lee Group, "employees are more focused than ever on growth and learning opportunities. Offering personalized career development plans shows employees that you're invested in their long-term success." In today's age, Al can help with personalization, as it can contribute to continuous learning by providing suggestions, offering coaching tips, and so forth.

<u>KnowledgeWorks Global</u> also reports that outcome-driven learning will be more prevalent, with business leaders requiring more than training session completions to satisfy learning requirements. These may include behavioral metrics dashboards, says the content provider firm, or linking upskilling programs with metrics such as productivity increases.



What Skills?

Organizations anticipate the following skills will increase in importance by 2027:

Creative thinking	73%
Analytical thinking	72%
Technological literacy	68%
Curiosity and	
lifelong learning	67%
Resilience, flexibility,	
and agility	66%

Source: <u>The Future of Work</u>, McLean & Company

Trend: Reimagining Workplace Well-Being

Well-being has become a critical term in the workplace. It is all about ensuring that employees have flexibility in their work hours, better mental health benefits, and an inclusive workplace.

A new isolved report, <u>Uncovering the Significant HR Trends of 2024 to Maximize Your Next-Best Step</u>, revealed some alarming statistics about several employee workplace concerns. Sixty-four percent of employees say they suffered burnout in 2024, and 26 percent said non-workplace flexibility has led to dissatisfaction in their job.

"Creating a positive employee experience is more important than ever," the report said. "Not only do employees indicate that burnout directly affects their performance, but the isolved survey shows that a poor employee experience leads to a lackluster customer experience. Ninety percent of employees say the experience they have as an employee influences the experience they provide customers. Focusing on a positive employee experience doesn't just boost recruitment and retention, it also impacts the organization's bottom line."

Flexibility

Flexible working hours is a top priority for talent everywhere. According to a <u>Korn Ferry 2024</u> <u>workplace report</u>, 75 percent of people said the ability to work flexibly and from anywhere they want is critical. "Women prioritize flexible hours a little more than men, while the youngest workers care about it a little less than their older counterparts."

Organizations are recognizing that offering flexibility is the key to attracting top-tier talent. Employees will challenge the traditional 9-to-5 work schedule and demand more work-life balance.

Focusing on a positive employee experience doesn't just boost recruitment and retention, it also impacts the organization's bottom line.

Source: <u>Uncovering the Significant HR</u> <u>Trends of 2024 to Maximize Your Next-Best Step</u>, isolved

Amanda Rajkumar, in her <u>December 10, 2024 article</u>, writes, "Workplace flexibility retains strong support among HR leaders. Almost all HR executives (95 percent) surveyed by International Workplace Group regard hybrid working as an effective recruitment tool. Workplace flexibility is also a key consideration for employees when accepting job offers. Flexibility is no longer just a nice-to-have, it's a necessity for many employees and it must become the new norm in the workplace."

Flexibility in the workplace is no longer an option. It is expected.

Loneliness at Work

Workplace loneliness is a growing trend, especially with young people and those who work at home.

"Gartner has identified workplace loneliness as one of the top nine <u>future of work trends</u> for 2025," an <u>AppSpace article notes</u>. "And they're not just talking about employee wellbeing—they're saying it's a full-blown business risk. When people feel lonely, they're less likely to be engaged and productive."

An <u>HR Daily Advisor article</u> explores the factors surrounding loneliness at work. "Remote and hybrid working models, while offering flexibility, can lead to isolation if not managed effectively. The lack of physical presence removes opportunities for casual interactions that often foster a sense of community and belonging," the article states.

"Organizational culture also plays a critical role. Environments that do not promote inclusivity, respect, and open communication can exacerbate feelings of loneliness. Employees who feel undervalued or unrecognized are more likely to experience isolation. Additionally, workplace dynamics such as cliques, bullying, and ostracism can further alienate individuals, leading to a toxic work environment. Behaviors like ostracism have, in my experience, caused stress-related sickness absence and the loss of talent in organizations," WorkingWell consultant Vicky Smith wrote in the article.

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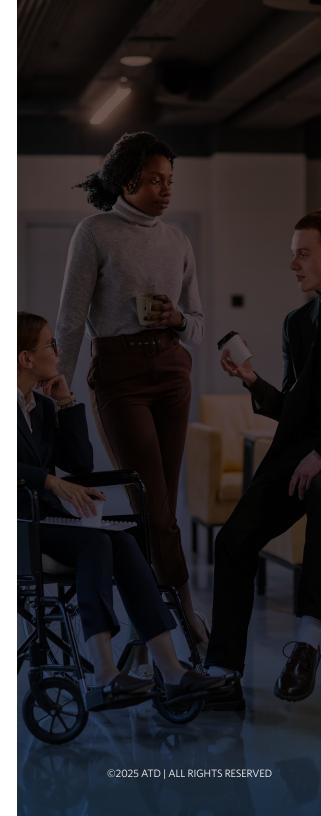
To tackle loneliness, HR Daily recommends:

- Implementing clear anti-bullying and anti-harassment policies is essential to create a safe and respectful work environment. Promoting a culture of inclusivity and respect through regular training sessions on diversity and inclusion can reinforce these values.
- Fostering a virtual community is crucial for remote and hybrid workers. Creating online spaces for social interaction, such as virtual break rooms or forums, can help employees feel connected. Regular check-ins by managers to discuss well-being and address concerns are also vital. Ensuring all employees, regardless of their work location, are included in meetings and decision-making processes can promote inclusivity.
- Organizing virtual and in-person team-building activities can enhance collaboration and relationship-building. Providing resources and training on effective hybrid working practices can help employees stay connected and engaged. Offering mental health resources, such as access to virtual counseling or Employee Assistance Programs (EAPs), can support employees' well-being.
- Creating a schedule that allows for regular in-person interactions for hybrid workers can ward off feelings of isolation. Monitoring team dynamics and addressing any signs of ostracism or exclusion promptly is essential for maintaining a healthy work environment. Recognizing and appreciating employees' contributions and highlighting both remote and in-office workers can also help foster a sense of belonging.

Authenticity

"Authenticity in the workplace isn't about unfiltered expression; it's about communicating your thoughts and feelings honestly while considering the professionalism and respect that the circumstances demand," Kathy Miller Perkins wrote in a May 2024 Forbes article. "It's about being genuine without being abrasive."

It is important for a leader to model authenticity and foster those behaviors in the workplace.



"Authentic leadership is characterized by self-awareness, transparency, ethical behavior, and a commitment to personal and organizational values," according to <u>AGT Coaching</u>. "Authentic leaders are unafraid to show vulnerability and admit mistakes, which humanizes them and strengthens their connection with their teams."

Leaders need to take the time to increase their emotional intelligence and create a culture of inclusivity and authenticity.

Stronger Work-Life Boundaries

The value of work-life balance is changing. Flexible schedules and remote work options are highly appealing. Many prefer jobs that allow them to dictate when and where they work.

The younger generations believe productivity should not be measured by time at a desk but by the results delivered. This shift in mindset supports a healthier lifestyle that balances professional responsibilities with personal well-being, leading to increased satisfaction and reduced burnout. Employers are adapting to attract and retain young talent.

Work is no longer 9-5 and sometimes it is not even five days a week. It is no longer solely based in an office. A <u>Best Upon Request article</u> highlights the organizational benefits of this trend: "In 2025, businesses that prioritize employee well-being and offer flexible, supportive work environments will have a competitive edge in attracting and retaining talent. Job seekers are no longer just looking for a paycheck—they want a workplace that respects their time, values their well-being, and provides opportunities for personal and professional growth."

It is about trusting employees to get their work done, acknowledging an employee's need for time off, and respecting an employee's personal time.

The younger generations believe productivity should not be measured by time at a desk but by the results delivered.

Trend: Leadership and Management Development

According to ATD's <u>Leadership Skills: Unlocking Your Abilities to Face Tomorrow's Challenges</u>, 42 percent of organizations have major gaps in leadership and executive-level skills while at the same time, 58 percent spend more on training leaders than on training employees overall.

In his December 2024 *TD* magazine <u>article</u>, Dave Todaro offers ways for organizations that are concerned about the amount they're spending on leadership development to upskill leaders and managers: start a leadership forum, in which forum members have control over what they're learning and have opportunities to lead group meetings; and create a leadership reference library, which leadership forum members maintain, again having responsibility and accountability for their learning.

In addition to the expense of leadership training, and the time constraints that leaders and managers face with respect to training and development, 2025 is seeing changes in the skills and capabilities that are required of leaders and managers. No longer is the command-and-control way of running a business or a team the way to get things done and get the best out of employees.

Gartner reports that leadership and management development is once again top of mind for HR leaders, and this year it is in part due to these new skills that they need: "Three quarters of 805 HR leaders Gartner surveyed in July 2024 reported their managers are overwhelmed by the expansion of their responsibilities, and nearly as many (69 percent) agreed leaders and managers are not equipped to lead change."

Things may get worse for organizations in the coming years, as many young workers are loathe to take on what they see as unthankful responsibilities. Ryan Wong, CEO of Visier, <u>recaps</u> his company's report in an *Entrepreneur* article, saying that only 38 percent of employees want to become a people manager at their company. Lack of trust in leaders and managers is one reason; mounting pressures is another, Wong continues.

The leaders who will thrive in 2025 and beyond are those who can inspire resilient, innovative teams by fostering trust and genuine connections.

—DDI's Leadership Trends for 2025

In the 2025 world of work, managers may need to oversee a hybrid workforce and respond to requests for flexibility; support development opportunities for employees that take them away from their day-to-day work; and head up new workforce teams, such as project-based groups or ones that include freelance workers. At play are fairness, morale, and engagement. Not only do managers need to address their direct reports' well-being to stave off burnout, they need to check in with themselves to prevent the same.

According to Vistage chief research officer <u>Joe Galvin</u>, "Leaders must focus on sustainable growth, ensuring that teams are not overloaded with too many competing demands. When employers push too hard or too fast, it can lead to fatigue, disengagement, and ultimately, turnover. A balanced approach, where initiatives are spaced out and teams are given the time and resources they need, allows employees to stay focused and productive without sacrificing their health or morale."

So how do organizations deal with these myriad challenges? One important element is understanding the new skills that are required of leaders and managers for the current world of work. These include human-centric skills, such as empathy, active listening, adaptability, and resiliency.

"Managers must work to foster a culture of innovation that inspires and empowers their team to share ideas and consider diverse perspectives. Once an organization has adopted a growth mindset, it can respond quickly to change and benefit from shifting market demands."

—Cordoniq

How can leaders re-establish trust in their organizations?

According to Development Dimension International's 2025 Global Leadership Forecast report, to regain trust, leaders should exhibit four behaviors:

- 1. Listen and then respond with empathy. This will help build authentic connections.
- 2. Encourage others to speak without fear of retribution. That is, create a psychologically safe environment where employees feel free to share ideas and concerns.
- 3. Express rationale for decision making. Transparent communication will aid staff in feeling included and valued.
- Promote challenges to old ways of doing things.
 Defying existing paradigms leads to innovation and continuous improvement.

What Do These Trends Mean for TD Professionals?

"The next chapter of work in 2025 is neither purely technological nor purely human—it's the seamless integration of both," writes Lars Schmidt in his *Fast Company* article, "7 Ways HR Will Look Different in 2025." "HR leaders who rise to the occasion will shape workplaces where innovation thrives, employees feel valued, and organizations achieve unprecedented success."

The challenges loom large for talent development professionals in 2025. How do they help develop or regain a culture of organizational trust? Where do they fit in in developing policies and procedures around AI relative to skills-development, ethics, and governance? How can they ensure that employees have the time and opportunity to grow, and make time for their own development as well?

Amid these tests is the opportunity to be in the middle of helping their business and people thrive, remaining on the cutting-edge of technology and learning trends. How will you make the most of 2025?

HR leaders who rise to the occasion will shape workplaces where innovation thrives, employees feel valued, and organizations achieve unprecedented success.

Source: 7 Ways HR Will Look
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