



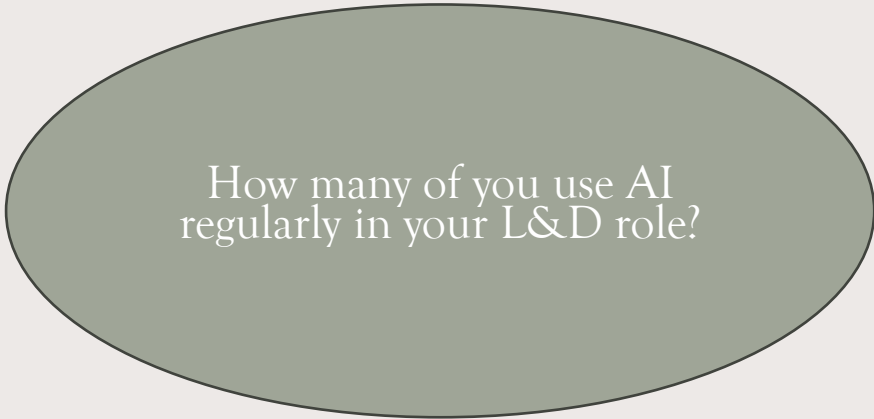
LEARNING & DEVELOPMENT IN THE AGE OF AI

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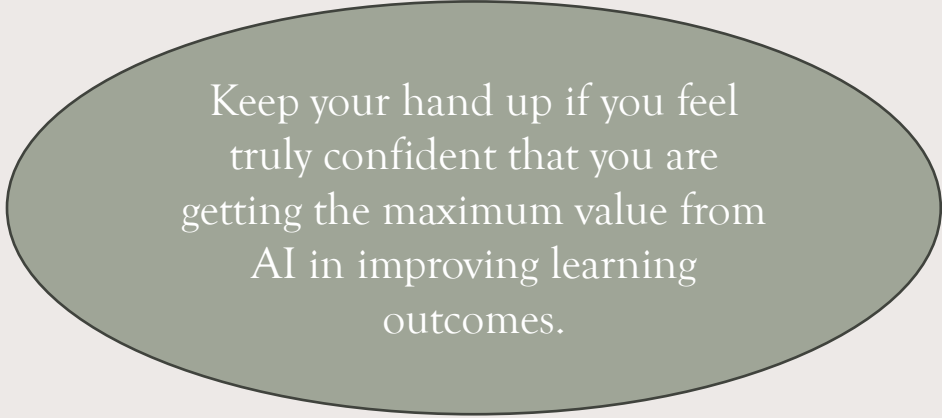
I AM CURIOUS TO KNOW

Technology is the answer, but **what was the question?**

- *Cedric Price*



How many of you use AI
regularly in your L&D role?



Keep your hand up if you feel
truly confident that you are
getting the maximum value from
AI in improving learning
outcomes.

AGENDA

- Introduction
- Learning & Development in the Age of AI
 1. *Human Centered Learning*
 2. *Coaching as a Strategic Capability*
 3. *Leadership*
 4. *High-Impact Communication*
 5. *Data-Driven Decision Making*
- Some use cases
- Conclusion & Call to Action



- Empathy, judgement, and connection are what turn a transaction into a relationship.

- AI delivers personalised learning pathways, flags skill gaps, and frees up time for real coaching.

- Design learning that builds capability. Develop the whole person.



HUMAN CENTERED LEARNING



Use AI to accelerate information gathering. Humans drive the transformation through relationships.

COACHING AS A LEVER



Use **coaching** as our competitive edge, converting learning into Performance. We strive to build a coaching culture and an environment where people feel safe.

LEADERSHIP

Leadership reimagined in the age of AI; combining **commercial acumen** with **human connection**

From Manager to Coach

Culture is the real differentiator

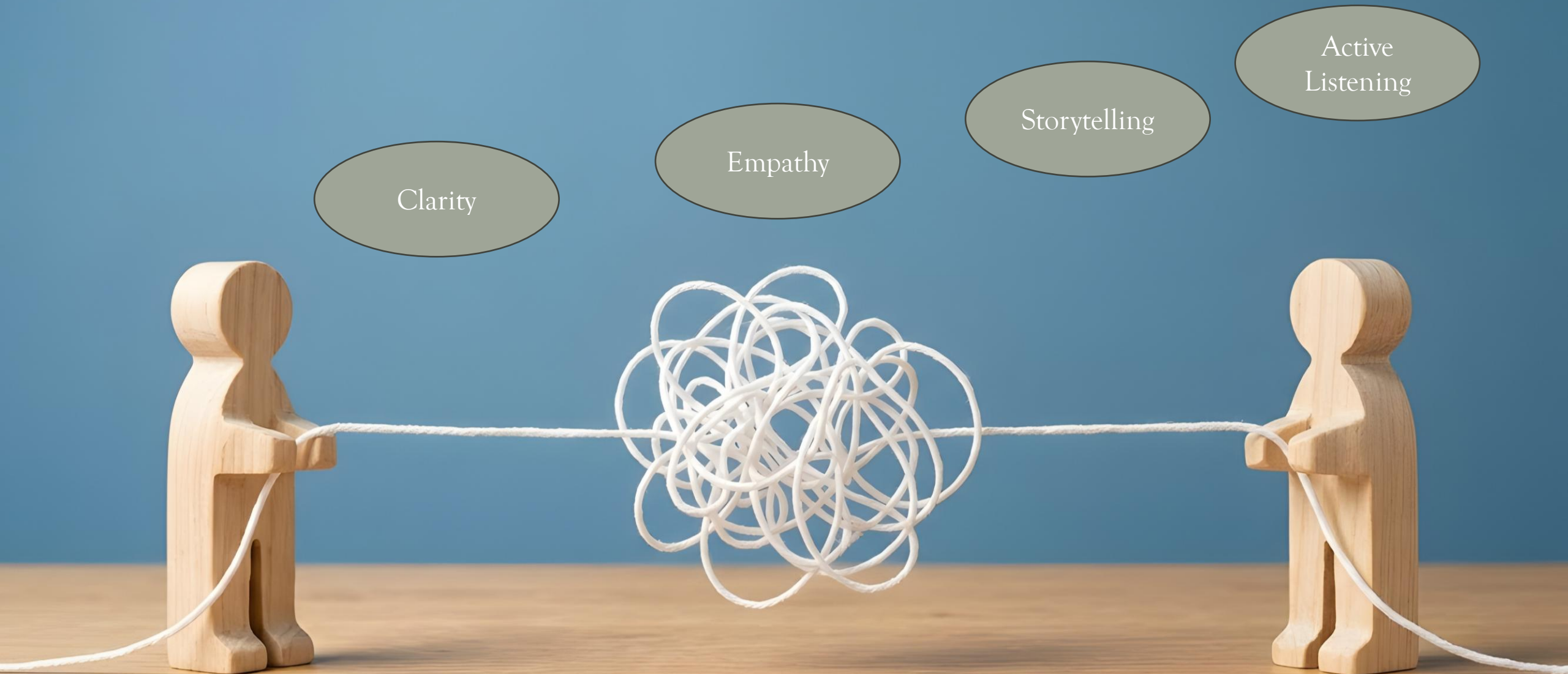
AI to inform and Leaders to Decide

Trust Is Built Into How We Use AI

Think about the future and in scenarios - from desire to innovate address risks and avoid fear.



HIGH IMPACT COMMUNICATION



5. DATA-DRIVEN L&D

AI: The Lens

We get real-time performance data, personalized learning, recommendations, and trend analysis at scale across every store.

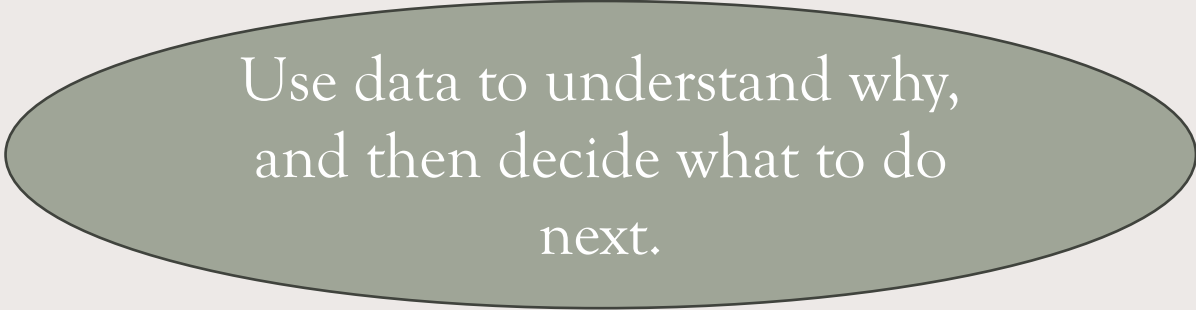
Leaders: The Decision-Makers

The numbers will give a picture and tell a story. The leaders decide what to do next.

We help our leaders to put into Context, take the right judgement, and drive accountability.

L&D: The Bridge

Build the data literacy and decision-making confidence that turns insight into action across every level of the business.



Use data to understand why,
and then decide what to do
next.

DATA & DECISION MAKING



The future requires **balancing analytics with intuition**, using data to **personalize learning**.

8. Future-ready organizations: definition and model

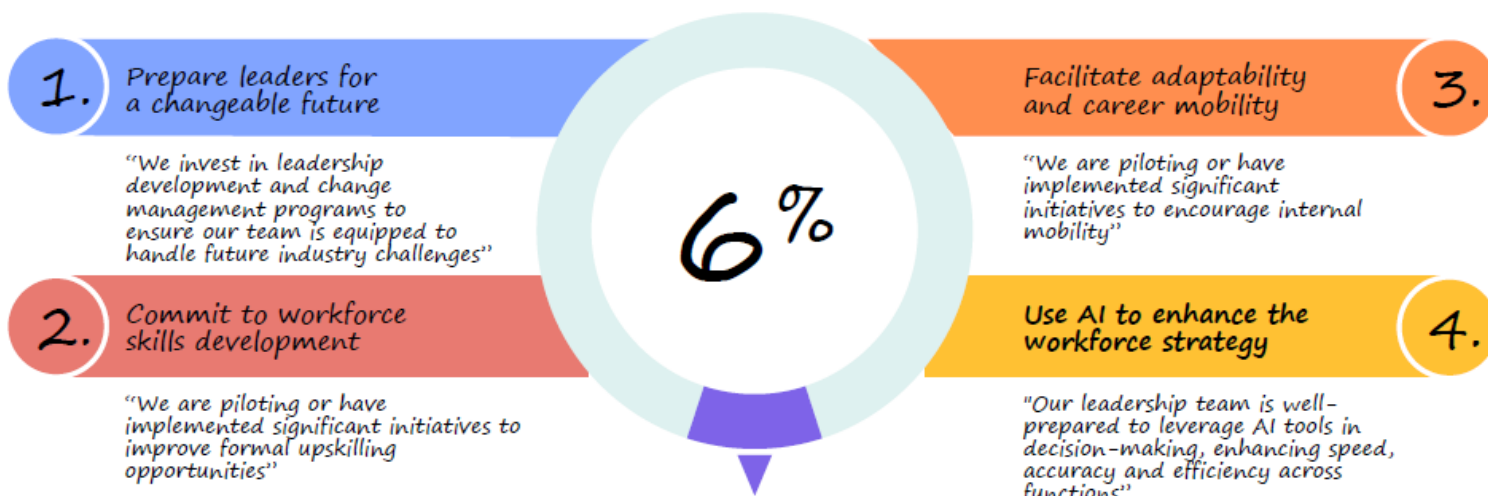
Our previous research, 'Leading in the age of AI: Expectations vs reality' (May 2025) identified a minority group of human-centric, adaptable enterprises that are extracting strategic value from AI and supporting employees to develop for an evolving workplace.

In 2026, the number of organizations that qualify as future-ready has fallen four percentage points. This indicates that – as many move

beyond the hype of AI into company-wide implementation – leaders are experiencing more limitations of AI and their own capabilities than previously anticipated.

In this report, we draw on insights from future-ready organizations to provide leaders with actionable examples they can use to cultivate a resilient, agile and human-centric enterprise that secures more value from AI.

Future-ready organizations are human-centric, tech-enabled and extracting strategic value from AI

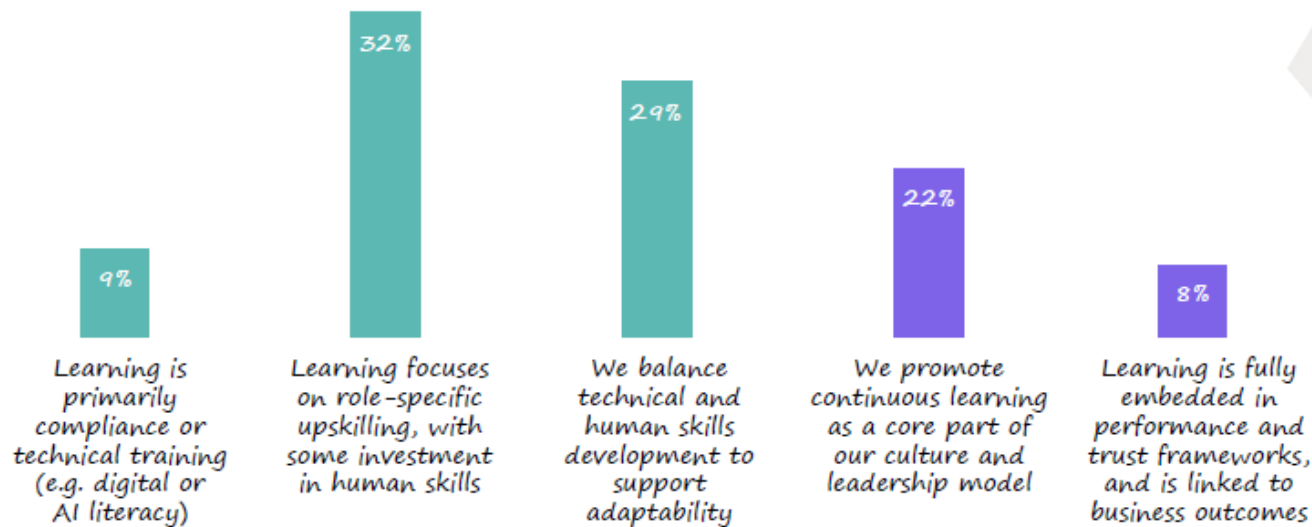


The proportion of future-ready organizations has fallen four percentage points over the past 12 months

10. Only 6% are future-ready organizations. Be the leader who helps their organization shape a human-centered tomorrow.

Companies that take a strategic approach to learning build trust and encourage soft skills development. As the lifespan of skills shrinks and careers lengthen, workers need to feel confident that they can adapt to rapidly evolving environments. Companies that link learning to a clear purpose give employees the clarity they need to develop targeted capabilities. This group has seen an increase in high-value technology and human skills over the past 12 months.

Less than one-third of companies underpin purpose with a strategic approach to learning and development



Not strategic

Highly

Q18: How would you describe your organization's approach to learning and skills development?; Q19: How have workforce capabilities in the following areas changed over the past 12 months? Companies that say they promote continuous learning or that learning is fully embedded in the organization's performance and trust framework=588 Increased

THE ADECCO GROUP

Adecco AKKODIS LHH

Source: the Adecco Group Business Leaders research June 2024/9/26 Keynote "Leading in the intelligence era" – Anne Friedrich

01

THE L&D CHALLENGE

The Missing Link Between Learning & Performance

Why training completion
is not the same as
performance change.



LEARNING
What people
know.



CAPABILITY
What people can
demonstrate.



BEHAVIOUR
What people
actually do.



PERFORMANCE
What drives results
for the business.

Practice.
Feedback.
Manager reinforcement.
Opportunity.
Environment.
Measurement.

THE MISSING LINK

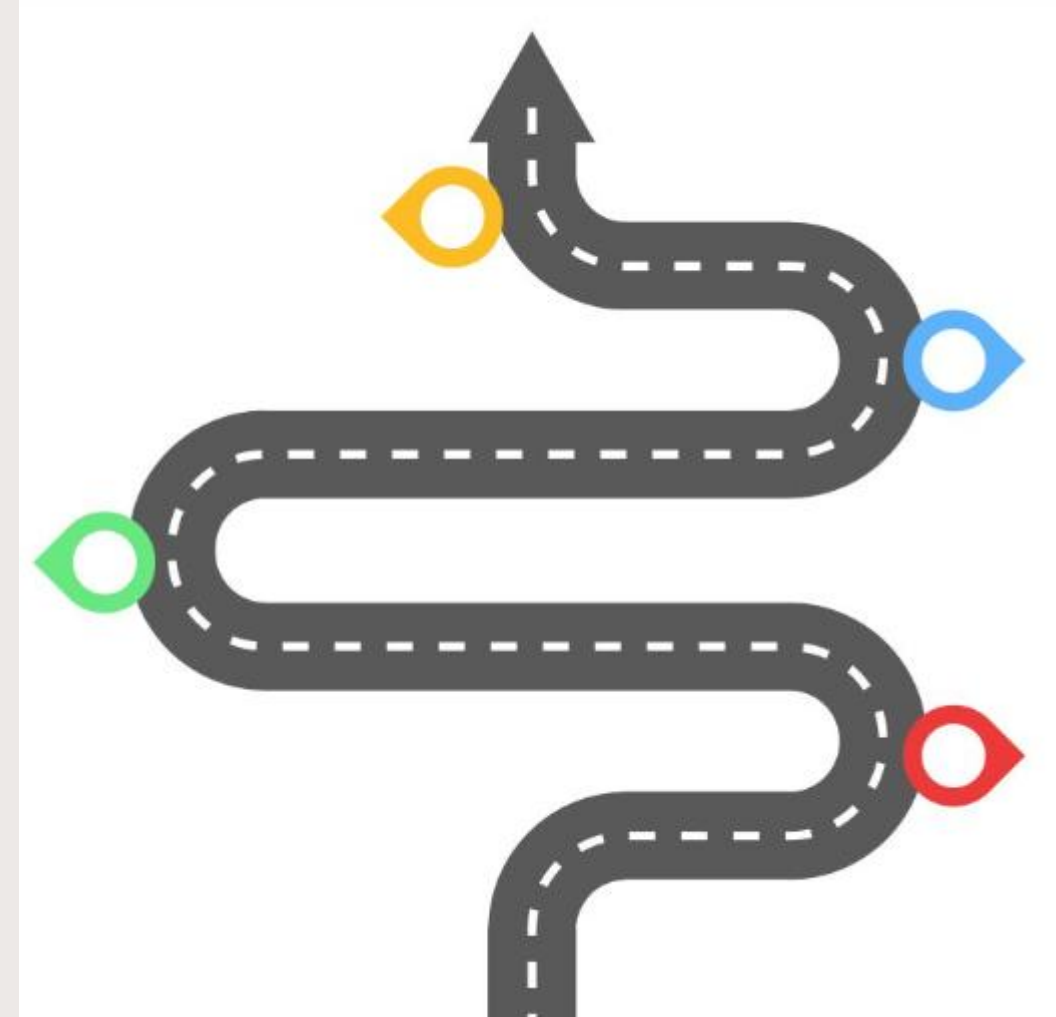
02

OUR JOURNEY IN 3 STEPS

STEP 1 - LEARNING ROADMAP

From needs of training to a shared L&D Vision

- Co-creation with stakeholders
- Shift from training to capability building
- Clarity of our future direction



STEP 2 - DIGITAL TRANSFORMATION

Building the ecosystem for modern learning

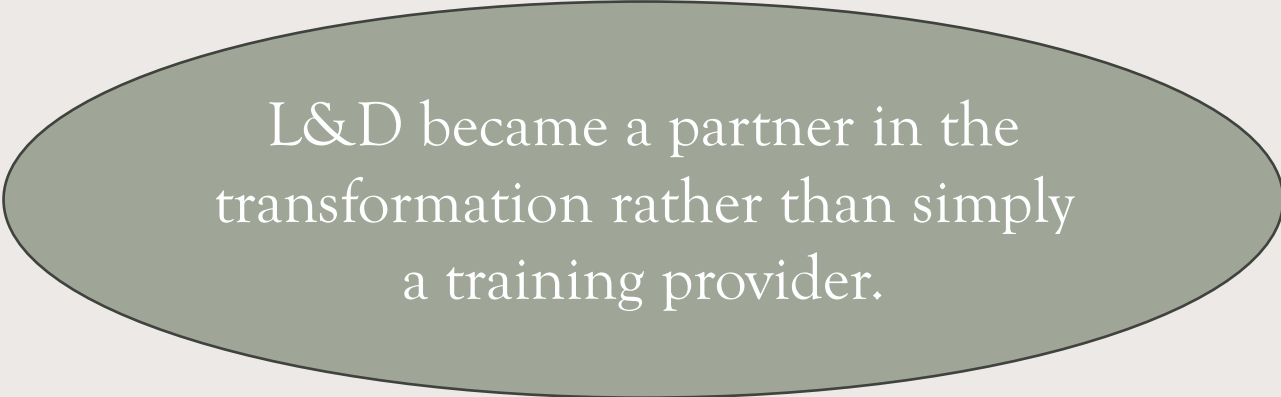


- Mapped the digital ecosystem
- Co-created solutions with IT
- Iterated through Agile ways of working
- Leveraged AI as an enabler
- Designed around the learner experience
- Tested, refined, and scaled solutions

STEP 3 - LEADERSHIP TRANSFORMATION

Turning strategy into behavior

- Partnered with Retail and leadership
- Focus on leadership behaviors
- Transformation is a shared responsibility



L&D became a partner in the transformation rather than simply a training provider.

PERFORMANCE IMPACT

From Engagement to Impact

- ✓ 100% engagement in learning experiences
- ✓ +30% increase in optimism and interest
- ✓ 4.9 / 5.0 User Content Experience
- ✓ Global Community Engagement



CONCLUSION AND CALL FOR ACTION

- Culture starts with leadership; combine **commercial acumen** with **human connection**
- Coaching drives performance, it's your competitive edge.
- Adaptability, curiosity, critical thinking, and creativity are the skills that matter most.
- Authentic communication creates connection and impact.
- Use data to guide decisions, and human insight to give them meaning.
- Learning must be continuous to keep pace with change.

THANK YOU!

