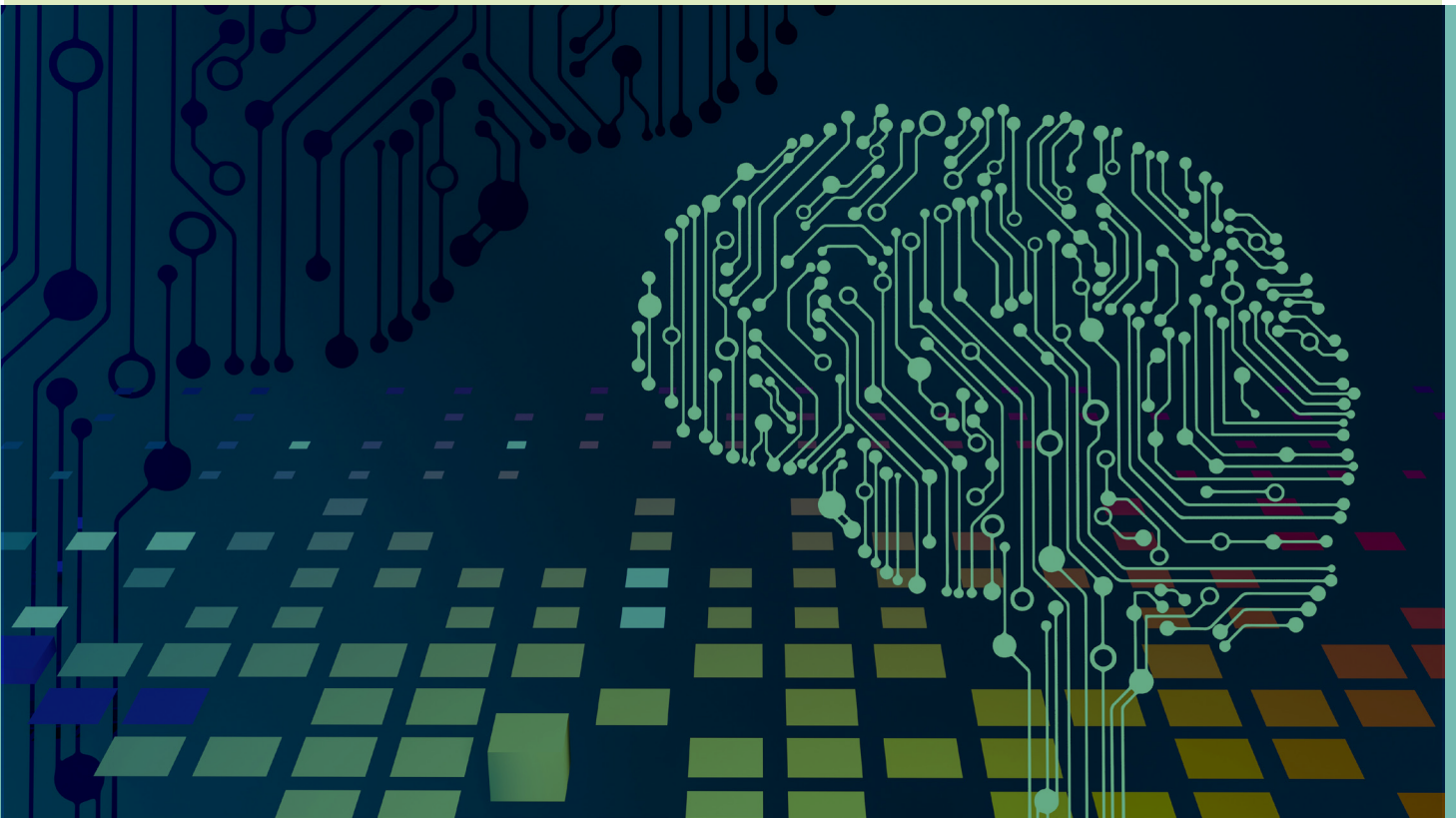


2024

Generative AI Report: L&D's Breakthrough Moment



**Executive Networks with University of Phoenix
Research Survey: Generative AI in L&D**

497 HR Leaders

504 Knowledge Workers

North America

December 2023



Table of Contents

Executive Summary _____ 3

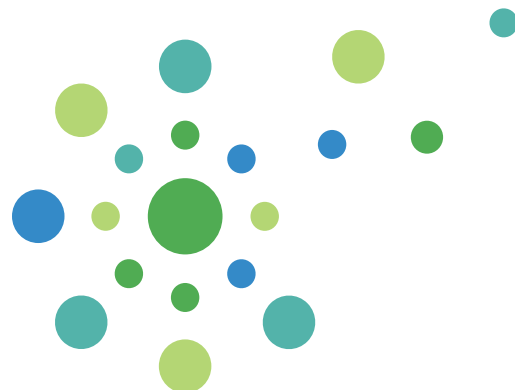
Survey Demographics _____ 5

Key Findings _____ 6

1. HR and Talent leaders are optimistic about GenAI and moving fast to use it across the HR function – especially in learning.
2. Only a third of knowledge workers are confident about using GenAI. Women trail men in use and confidence.
3. While HR leaders and knowledge workers see many ways GenAI can enhance their work, real barriers could slow progress.

HR Leaders Share Optimism for GenAI _____ 17

How Organizations Can Capitalize on the Opportunity of GenAI _____ 24



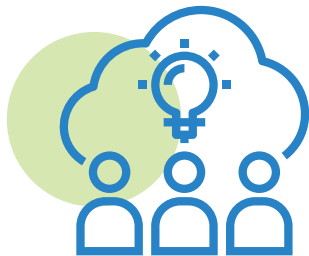
Executive Summary

Top HR and Learning Leaders Are Setting the Pace with GenAI

Artificial Intelligence (AI) is top of mind with HR and organizational development leaders in every industry. When we asked HR leaders to name the most important workforce skills employees must develop in the next 12 months, the top answer was, “Using AI for our business.”

At this breakthrough moment, much of the focus is on Generative AI (GenAI). Unlike highly technical machine learning models, tools like ChatGPT have made AI accessible to professionals in every function. While it’s still early days, Gen AI is certainly leading workers to pause and consider how it could be used, and many are already putting it into practice.

Our research in late 2023 explored how HR and talent leaders are using GenAI at work, along with their perceptions about the future of the learning and development (L&D) function in this age of GenAI. We also surveyed knowledge workers to better understand their experiences and perspectives around GenAI and the impact these new tools are having on their job and their organization.



1. HR and Talent leaders are optimistic about GenAI and moving fast to use it across the HR function – especially in learning.
2. Only a third of knowledge workers are confident about using GenAI. Women trail men in use and confidence.
3. While HR leaders and knowledge workers see many ways GenAI can enhance their work, real barriers could slow progress.

Our study also uncovered learning gaps that need to be closed and barriers that could slow adoption if not addressed. To help close those gaps, we include five important actions talent leaders should take now to maximize the positive impact of GenAI for their organizations.

“GenAI is impacting every aspect of the business of learning — and the experience of every learner. This includes new opportunities for **personalization at scale, accelerated skill development, more immersive experiences, and faster time to market.** L&D teams will need a combination of curiosity and cutting-edge skills to make the most of this shift. They will also need a strong appreciation of the risks that come with the use of AI — and help the leaders and employees in their organizations do the same.”

~ **Gina Jeneroux**

Chief Skills & Innovation Officer, ORG AI
and Executive Director, Executive Networks

Data Highlights

Nearly 9 in 10

leaders we surveyed at large organizations say they are using or experimenting with GenAI in HR. All of these leaders say they will be within 12 months.

Just 1/3 of knowledge workers (35%) **are confident** about using GenAI in their job, with **women less confident** about using GenAI than men.

64% of knowledge workers agree or strongly agree that using GenAI in learning environments could make content more engaging.

L&D's Breakthrough Moment with GenAI

L&D teams are already in the spotlight as strategic levers for their organizations' ability to build skills at speed and scale. Learning is already in the spotlight as a strategic lever in many organizations, with L&D teams playing a key role in driving skills at scale. With GenAI shaking up every industry and role, the need to quickly upskill talent in these new skills is paramount. At the same time, L&D teams can tap into the explosion of GenAI tools to dramatically improve the quality and speed of the learning experiences they deliver, making learning more strategic, personalized, and cost-effective.'



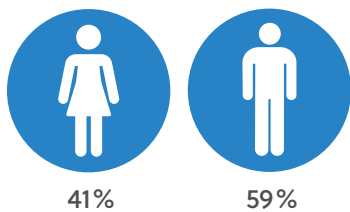
Survey Demographics

Executive Networks surveyed 497 HR leaders and 504 knowledge workers in North America in November and December of 2023. Overall, Seventy-five percent of participants are located in the U.S. and 15% in Canada. Survey participants are evenly distributed between large, mid-sized, and small organizations, and they came from various industries.

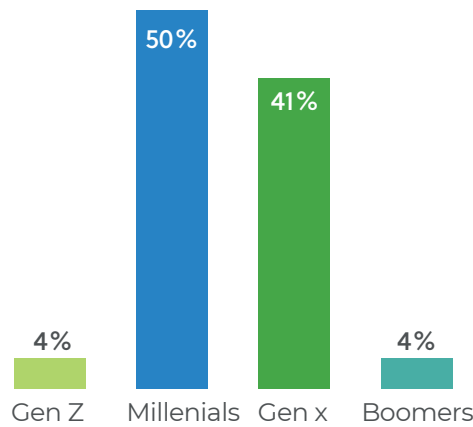
HR Leaders

Nearly a third of HR leaders who responded are in the C-suite.

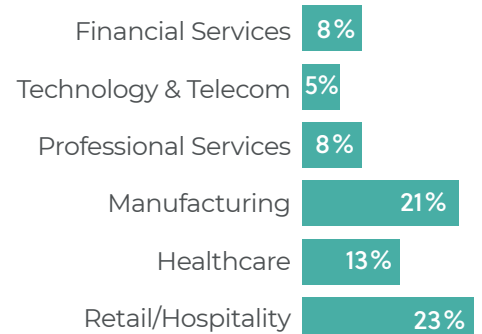
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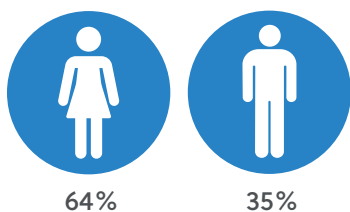
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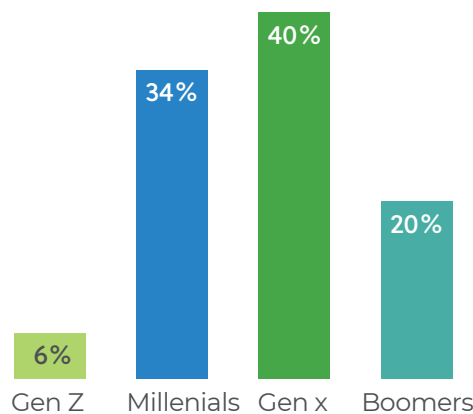
Knowledge Workers

Roughly two thirds of those surveyed are individual contributors, with one third managing teams.

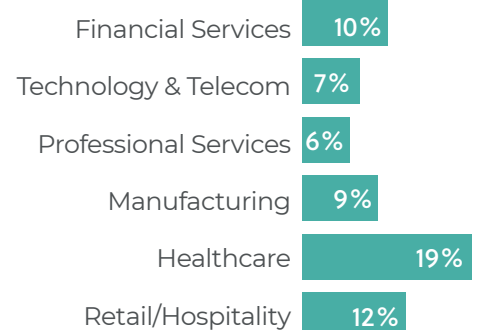
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GENERATION GROUP



INDUSTRY



Key Findings

#1 HR and Talent leaders are optimistic about GenAI and moving fast to use it across the HR function—especially in Learning.

Greater productivity and accuracy top the list of outcomes HR leaders expect with GenAI.

When considering where in HR they would use GenAI in the next year, L&D tops the list.

7 of 10 HR leaders surveyed say their organizations are already delivering learning to employees on how to use GenAI at work.

Building on the rapid adoption of AI across the HR function—from HR chatbots to résumé screening—HR leaders are proving to be early adopters of GenAI. Our study found that 88% of HR leaders at large and mid-sized organizations are “already using” or “currently experimenting with” GenAI. Forty percent of HR leaders overall said GenAI was already integrated into their L&D activities.

HR leaders see many positive outcomes from deploying GenAI, from greater productivity and accuracy, to enhancing the employee experience and freeing up time for more strategic work.

FIGURE 1: Outcomes HR Leaders Expect from GenAI

HR Leaders Overall

Greater productivity: **56%**

Greater accuracy: **49%**

Free up more time for strategic work: **49%**

Enhance employee experience: **49%**

By Industry

93% of HR leaders from tech and telecom say greater productivity

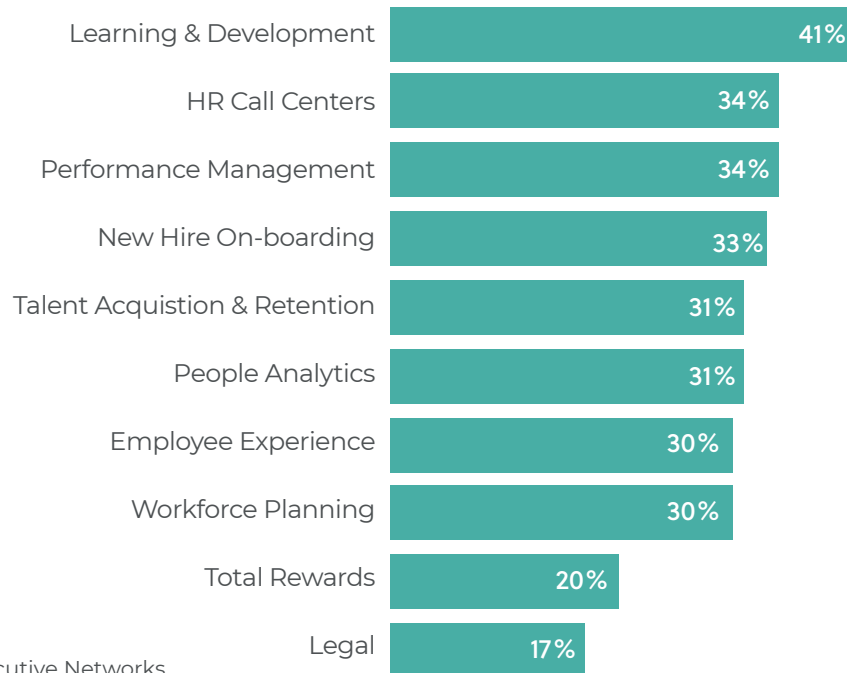
55% from financial services say free up time for strategic work

51% from professional services say reduce burnout

SOURCE: Executive Networks

When considering where they will prioritize Gen AI opportunities in the next year, L&D topped the list. This will enable leaders to advance the progress they’re already making in this area. Our survey showed they are already using or experimenting with GenAI in several different areas of learning.

FIGURE 2: L&D is the Top HR Area for GenAI in the Next 12 months
 HR leaders identified the top areas in their function to use GenAI this year.



SOURCE: Executive Networks

FIGURE 3: Use of GenAI Across the Learning Function
 From our survey of HR leaders, here is how large organizations are applying GenAI to learning.

- Developing first drafts of learning courses [34/48] - 82%
- Conducting scenario planning [39/43] - 82%
- Interviewing subject matter experts [37/41] - 78%
- Capturing and sharing institutional knowledge [32/46] - 78%
- Designing personalized learning pathways [34/44] - 78%
- Creating new content for learning courses [37/40] - 77%
- Creating learning nudges [34/39] - 73%

SOURCE: Executive Networks

“Generative AI marks a turning point in learning and development, offering personalization, real-time adaptability, and immersive learning experiences...By embracing these technologies thoughtfully and ethically, leaders can unlock unprecedented opportunities for growth and innovation in the realm of human learning and development.”

~ **Professor Chrysanthos Dellarocas**

Boston University,
 “How GenAI Could Accelerate Employee Learning and Development”,
 Harvard Business Review

#2 Only one third of knowledge workers are confident about using GenAI. Women trail men in use and confidence.

Less than half (45%) of the knowledge workers we surveyed report they have used GenAI tools.

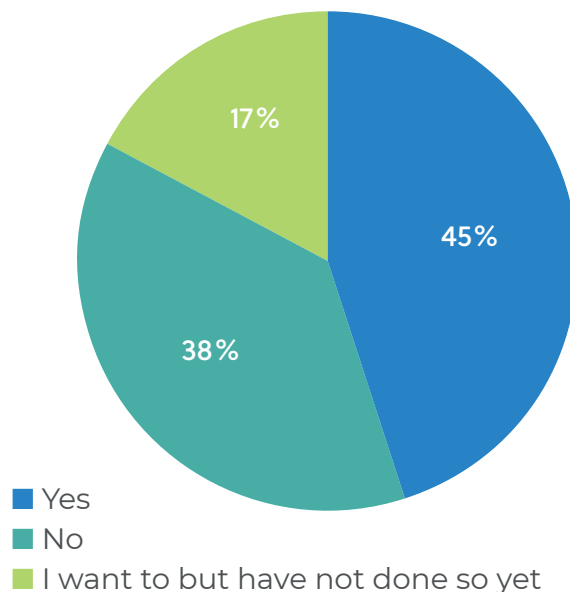
30% of knowledge workers are confident at all in using Generative AI in their current role.

Women's usage and confidence with GenAI lags men's.

While roughly half of knowledge workers have experimented with GenAI tools, our study revealed that many knowledge workers are not confident about using AI at work. Strikingly, fewer women than men are using GenAI tools, and we found confidence in using GenAI is more likely to be lower among female knowledge workers than with their male counterparts. Given the impact GenAI will have across roles, it is critical that organizations help all workers develop skills and confidence so they can seize the opportunities of GenAI.

FIGURE 4: Knowledge Worker Use of GenAI

We asked knowledge workers if they have used GenAI tools for their job.



SOURCE: Executive Networks

HR leaders surveyed believe 43% of jobs could be changed by GenAI.

FIGURE 5: Gender Differences with GenAI Among Knowledge Workers

Have experimented with ChatGPT or other GenAI tools

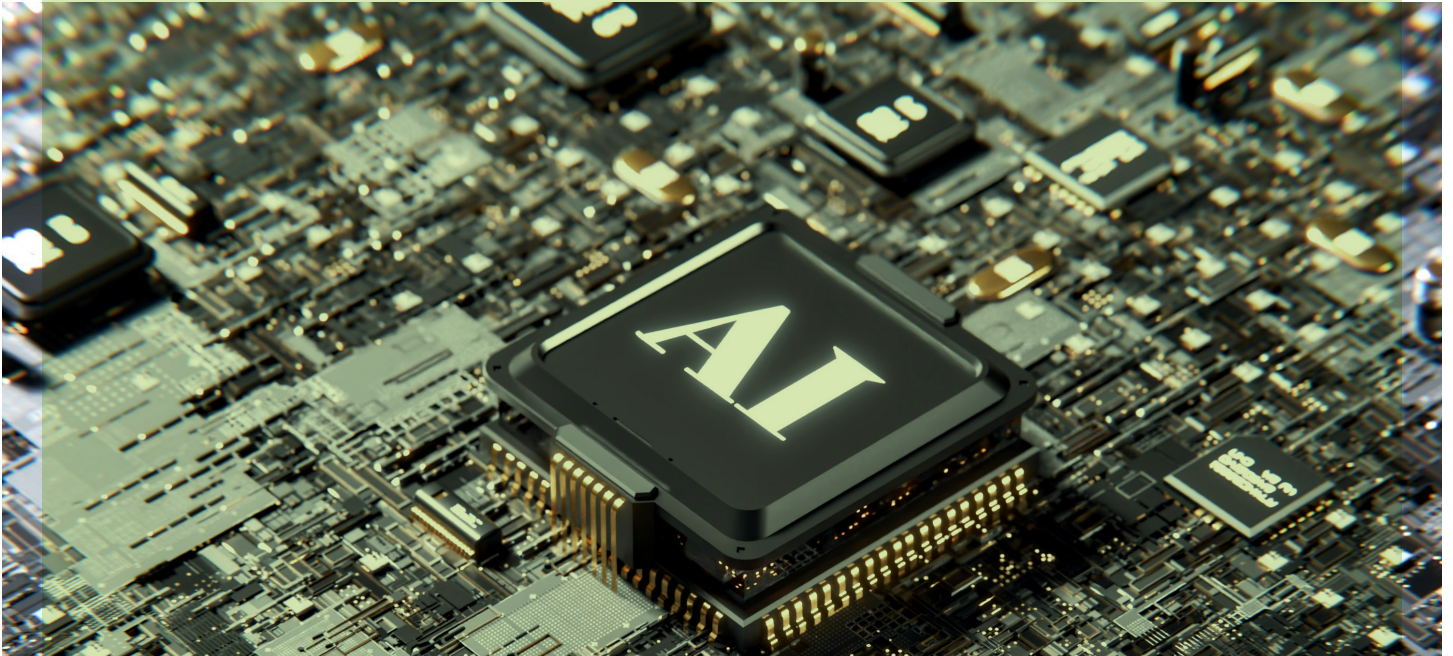
Men: 51%

Women: 41%

Say they are NOT AT ALL confident about using GenAI in their current role

Women: 34%

Men: 24%



#3 While HR leaders and knowledge workers see many ways GenAI can enhance their work, real barriers could slow progress.

56% of knowledge workers see GenAI as something that will make their job easier.

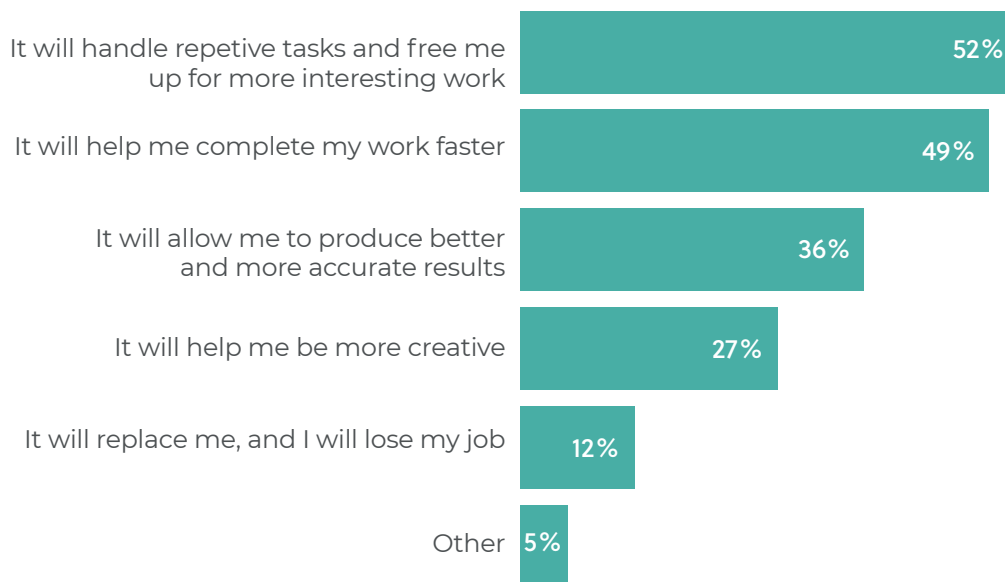
After the fear of being replaced by GenAI, ethical and security concerns are seen as the biggest barriers to using GenAI for HR.

Knowledge workers question the accuracy and trustworthiness of content delivered by GenAI.

The data shows this year will be the tipping point for GenAI, when the majority of workers move from experimenting to truly integrating it into their daily work. HR leaders and knowledge workers see GenAI as a tool that will speed work and offload repetitive tasks to free up time for more strategic ones.

FIGURE 6: How Will GenAI Impact Knowledge Workers in the Next 12 Months

We asked knowledge workers what they expect with GenAI this year.



SOURCE: Executive Networks

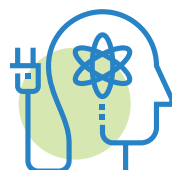
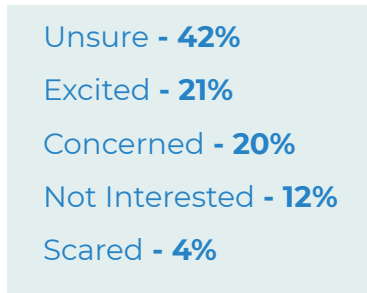


FIGURE 7: How Knowledge Workers Feel About GenAI Impacting Jobs

There is considerable uncertainty about how GenAI will affect workers.



SOURCE: Executive Networks

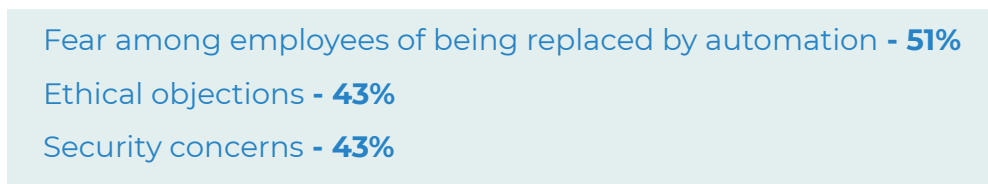
Leaders and workers alike have concerns about the impact GenAI will have on jobs. And they don't fully trust GenAI when it comes to accuracy, ethics, or security. HR teams have work to do to ensure their own teams - and leaders and employees across their organizations - have the critical thinking and risk management skills, as well as the technical skills, to drive the greatest benefits from GenAI.



'HR teams have work to do to ensure their own teams - and leaders and employees across their organizations - have the critical thinking and risk management skills, as well as the technical skills, to drive the greatest benefits from GenAI.'

FIGURE 8: Biggest Barriers to Using GenAI for HR

We asked HR leaders what they see as the biggest barriers to using GenAI for HR.



SOURCE: Executive Networks

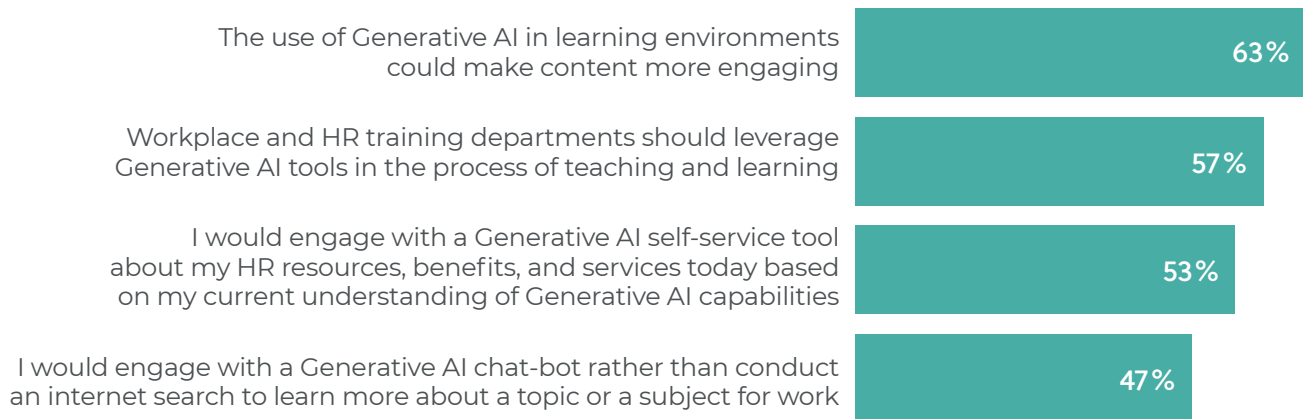
According to a recent McKinsey report, The State of AI in 2023: Generative AI's Breakout Year, "the prevailing anxiety and fear is making it challenging for leaders to effectively address the risks...just a little over 20 percent of companies have risk policies in place for generative AI."

In addition to these concerns, a majority of knowledge workers (55%) perceive GenAI as only 'somewhat accurate'. This creates a challenge as a significant portion (40%) say that GenAI must be 'very accurate' for them to comfortably incorporate it into their work.

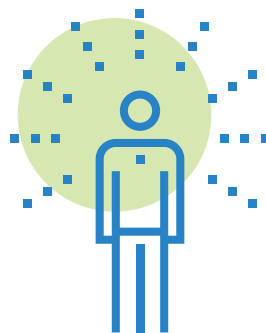
Still, knowledge workers expect and are open to HR using GenAI in more ways. When we asked if they agreed with a set of statements that revealed their attitudes toward GenAI, most agreed they would welcome the use of GenAI at work. For example, 53% would engage with a GenAI self-service tool to learn about HR benefits and resources, and nearly half (47%) would engage with a GenAI chatbot rather than search the internet to learn about a topic for work.

FIGURE 9: Knowledge Worker Attitudes Toward GenAI for HR

Most knowledge workers surveyed agreed or strongly agreed with these statements.



SOURCE: Executive Networks



HR Leader Pulse

HR Leaders Show Optimism for GenAI

We asked HR leaders to describe how they think GenAI can improve learning and development at their organizations. Here is a window into how they hope to use GenAI for L&D, a benchmark as you map your strategy for GenAI.

“Generative AI can analyze individual employee profiles, including their skills, learning preferences, and performance data to generate personalized learning paths.”

**HR Leader, Telecommunications
Millennial, Male, U.S.**

“I believe Generative AI is a game changer for our onboarding process. It will make it more streamlined and understandable.”

**HR Leader, Manufacturing
Gen X, Female, U.S.**

“Generative AI technology will be able to pull from various resources to help enhance many L&D initiatives and programs.”

**HR Leader, Professional Services
Millennial, Female, Canada**

“I believe (GenAI) can produce up-to-date training material on demand. It will be faster to roll out training to employees.”

**HR Leader, Healthcare
Gen X, Female, Canada**

“(GenAI) can make our team members more advanced and competitive in our industry.”

**HR Leader, Professional Services
Gen X, Female, U.S.**

“It will save time and money and prevent burnout as well. We’re very excited for the future of Generative AI.”

**HR Leader, Manufacturing
Millennial, Female, U.S.**

“Generative AI will help learning by having a non-biased approach.”

**HR Leader, Technology
Millennial, Female, U.S.**

“With AI I intend to implement a personalized career development plan, offering customized training recommendations to employees based on their interests, skills and goals.”

**HR Leader, Hospitality
Millennial, Male, U.S.**

“Intelligent tutoring can be provided to help employees solve problems encountered in learning.”

**HR Leader, Financial Services,
Millennial, Female, U.S.**

Action Steps

5 Steps L&D Can Take to Help Employees Capitalize on the Opportunity of GenAI

We examined actions from early GenAI adopters along with the areas knowledge workers most want to explore as they learn to leverage GenAI. Here is a checklist for readying your organization to make the most of these powerful tools.

1. Present practical applications of GenAI tailored to individuals' functions and jobs.
2. Help employees learn the top GenAI tools being used across your organization.
3. Equip employees with critical thinking and risk management skills to protect sensitive data and intellectual property and follow safety and security protocols.
4. Promote your organization's employee guidelines for the ethical use of GenAI.
5. Offer learning on effective prompt writing to improve effectiveness and speed of results.

While only 12% of knowledge workers are currently using GenAI, 48% are open to it. Targeted learning can help move the dial.

The Promise of GenAI is Within Reach

In 2024, L&D teams will be instrumental to business results, as they help their companies gain competitive advantages with GenAI.

In addition to building business-relevant GenAI skills across their organizations, L&D teams are harnessing GenAI to change how learning is designed — and how it feels to learn.

Learning is a strategic driver in organizations large and small. L&D teams that upskill to fully utilize GenAI — and help leaders and employees across their companies do the same — will illuminate more strategic opportunities and enable people to pivot as work and jobs change.

L&D teams can also play a key role, in partnership with the broader HR team, in tackling real barriers to GenAI adoption, including fears about job loss, information inaccuracy, security, and ethics.

“Learning leaders are uniquely positioned to influence the potential of AI in their organizations. Successfully leveraging AI, including GenAI, as a tool of transformation and equity will require vision, advocacy and empowerment by these leaders.”

~ **Raghu Krishnaiah**
Chief Operating Officer
University of Phoenix

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