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2025 Generative AI Report

Learning Fuels Human
+ AI Collaboration

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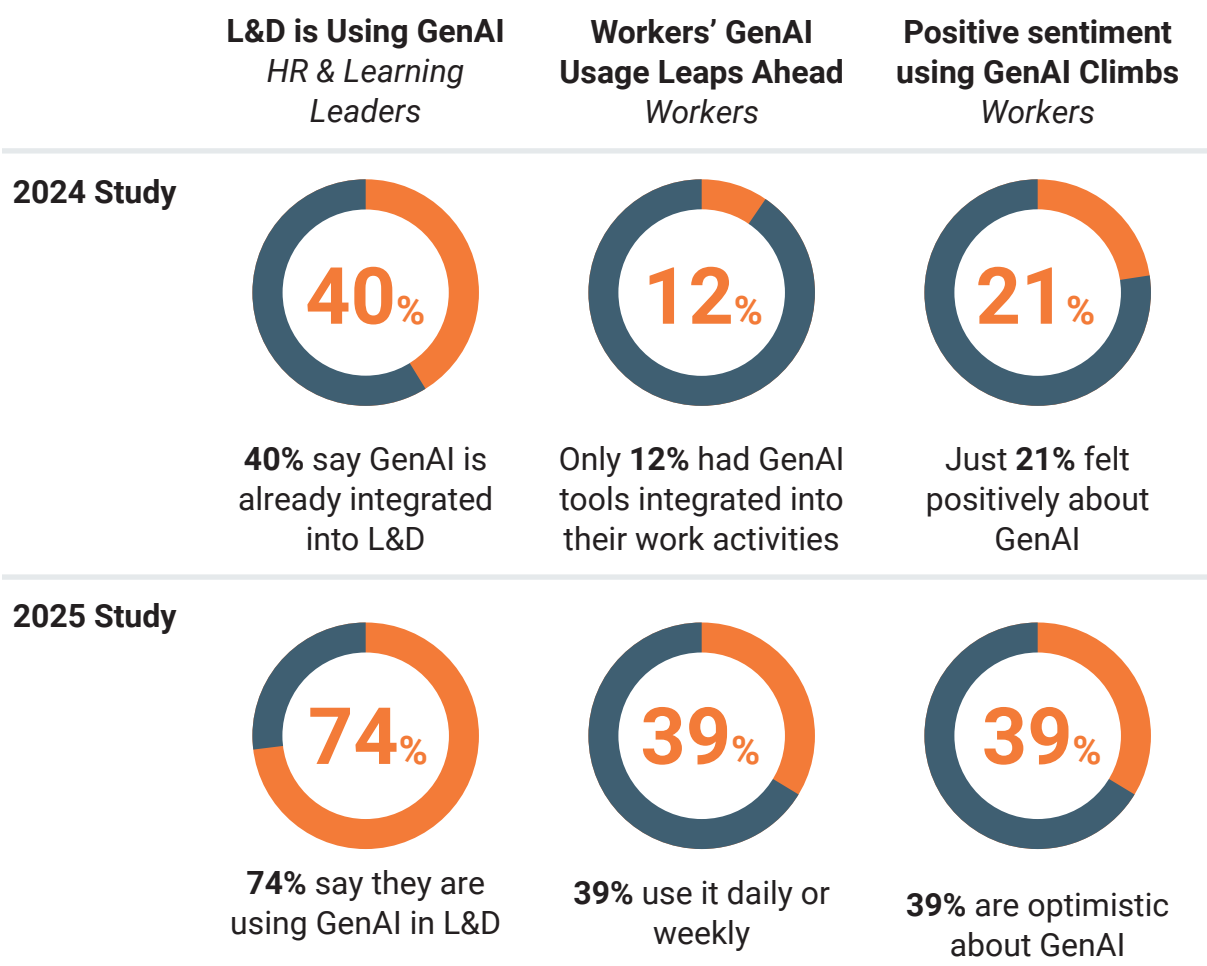
Introduction

HR and learning leaders are transforming the way employees learn and work, powered by generative AI.

In just 13 months since the *University of Phoenix 2024 GenAI Report: L&D’s Breakthrough Moment*, using generative AI (GenAI) at work has gone mainstream across multiple industries.

The 2025 survey of 604 leaders and workers in the U.S. found that both frontline workers and knowledge workers today use GenAI far more frequently than just a year ago, many of them multiple hours a day. Growth in GenAI usage among HR and learning leaders has also increased dramatically. More GenAI experience and training on GenAI tools translates to greater confidence. Today, more workers feel positive about the impact of GenAI on their jobs.

Figure 1: GenAI Breaks Through: December 2023 - January 2025



Source: University of Phoenix

GenAI Disconnects Could Shortcut GenAI's Impact

Despite the progress, the study revealed striking gaps that could limit what organizations achieve with GenAI.



A GenAI Gender Gap Exists – Women still lag behind men with usage and confidence. The study revealed that only 47% of women compared to 63% of men are using GenAI at work monthly or more.



A Leader-Worker Disconnect Is Evident – HR and learning leader perceptions of how GenAI is improving work are considerably more favorable than worker perceptions.



Leaders Expect More from GenAI – Just over half (55%) of HR and learning leaders say the use of GenAI in their organization has “mostly” or “completely” lived up to their expectations.



Older Employees Lag Behind Younger Workers with GenAI – Ten percent more younger workers than Boomers say they are confident using AI in the workplace.

Learning and Leadership Can Close These Gaps

Learning and leadership are key indicators for GenAI progress. This year's study found that workers who are most confident using GenAI are the ones who work at organizations where GenAI usage is an expectation and employees are trained on how to safely use GenAI.

Organizations that understand the potential of GenAI are making it an organizational priority. Nearly half of HR and learning leaders surveyed say GenAI is on their CEO's strategic agenda and that GenAI literacy is part of their organization's performance review process.



45% of learning leaders surveyed say GenAI is on their CEO's strategic agenda

Organizations will achieve the most with GenAI if they create the right conditions for success. This means training employees on GenAI tools and applications, sharing clear policies and guidelines for working with GenAI, and setting organizational goals and expectations around GenAI. Beyond those initial steps, there are tremendous opportunities to accelerate progress and outcomes by readying workers to fully integrate GenAI into their daily work.

Skilling for Human + AI Collaboration is the Next Wave

Industry leaders are moving beyond using GenAI purely for efficiency and productivity. The data in this year's survey shows an emerging shift to more integrated human + AI collaboration. Rather than simply assigning tasks to GenAI, employees will work in a co-creator role with GenAI and begin developing AI oversight skills.



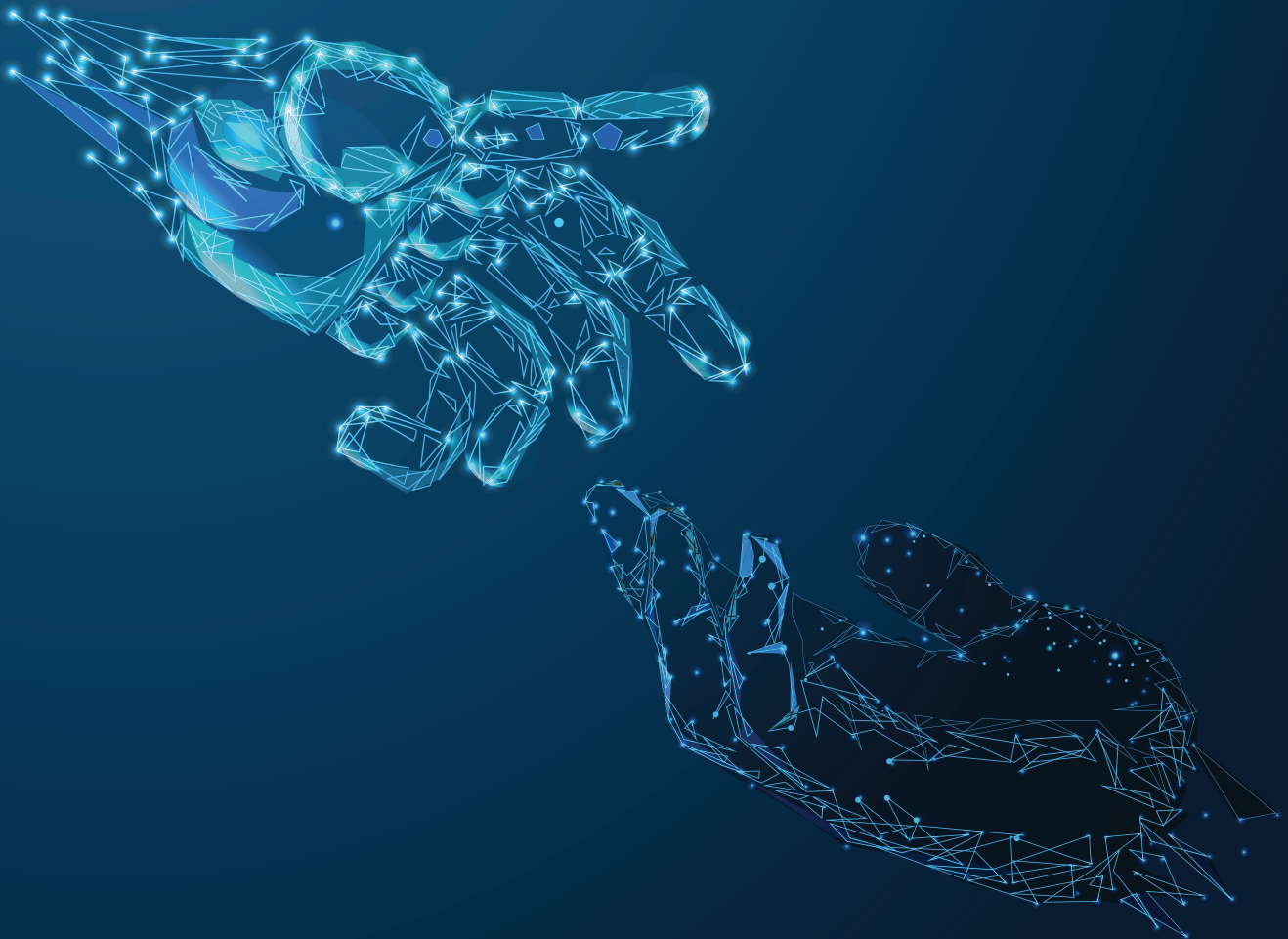
Nearly half (48%) of the HR and learning leaders and 39% of workers surveyed say they want to develop the skills to work in partnership with GenAI.

“Organizations that prioritize developing their employees can deliver top-tier profitability at the same time. Leaders in these companies see value in a distinctive approach that empowers employees, activating human capital while creating a tangible competitive advantage, and now they are seeing how GenAI can help them achieve this goal. Organizations need to move now to a model where they're integrating GenAI technology, skills analytics and assessment, remote learning, microlearning, and simulations that truly immerse the learner as they do their job.”

— RAGHU KRISHNAIAH
CHIEF OPERATING OFFICER, UNIVERSITY OF PHOENIX

Seven Key Findings from the 2025 Generative AI Report

Learning Fuels Human + AI Collaboration

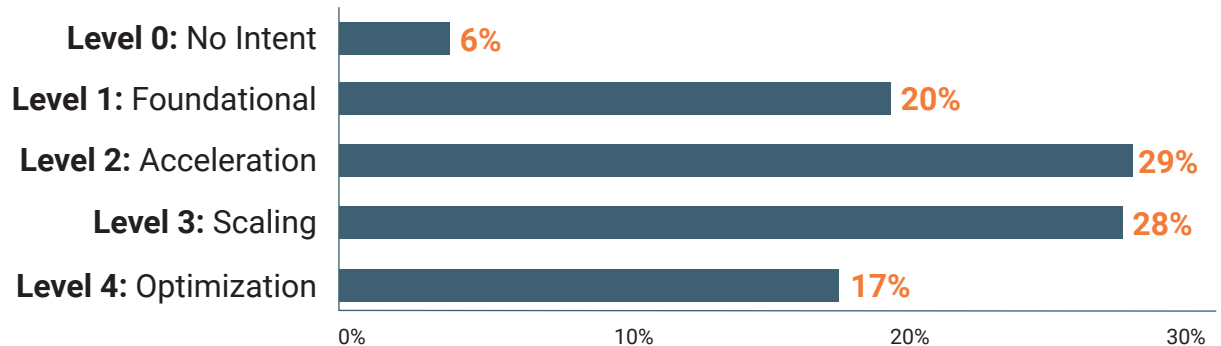


#1 Three out of four HR and learning leaders surveyed are piloting or using GenAI to reinvent learning.

The past year has seen advancement along the maturity model for GenAI in learning. Today, 74% of HR and learning leaders (Figure 2) are using or piloting GenAI compared with 40% in 2024.

Figure 2: HR and Learning Leaders Are Using GenAI to Reinvent Learning

74% of learning leaders say they are piloting or using GenAI to reinvent learning.

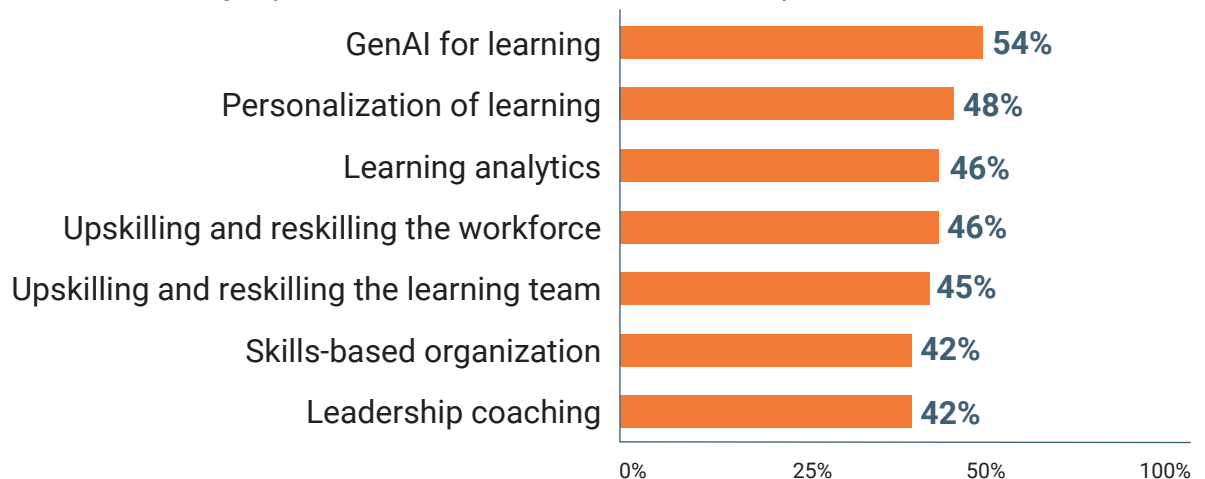


Source: University of Phoenix

More than half of learning leaders are prioritizing their investments on GenAI for learning. (Figure 3)

Figure 3: Ranking 2025 Priorities for HR and Learning Leaders

GenAI for learning tops the list of immediate investment priorities.



Source: University of Phoenix

Less than one fifth of HR and learning leaders use GenAI as an integral part of L&D. This will accelerate during the year.

#2 Learning leaders are using GenAI to increase efficiency of learning operations, drive innovations in learning, and reinvent the learning experience.

The most striking finding from our questions around using GenAI across the learning function is that the majority of HR and learning leaders are using GenAI in multiple ways; to drive efficiencies, improve innovation, and re-invent learning.

Figure 4: GenAI for Learning Drives Efficiency, Innovation, and Reinvention

Learning leaders are already using or piloting GenAI to...

Drive Learning Efficiency



- Complete learning administrative tasks – **75%**
- Present learning analytics – **73%**
- Create draft curriculum – **68%**

Generate Innovative Learning Design



- Translate content into various languages – **74%**
- Generate original text, audio and images – **73%**
- Be a thought partner on best practices – **72%**

Reinvent the Learning Experience



- Offer role playing for skills practice – **72%**
- Assess skills acquisition – **71%**
- Nudge/remind learners to complete courses – **71%**

Source: University of Phoenix



As learning teams free up more time using GenAI to improve learning operations, we expect to see an explosion of innovation in learning. The vision of highly personalized learning embedded into the flow of work is here.

#3 There is a disconnect between how leaders view the benefits of using GenAI and how workers view it.

Leaders have more positive perceptions about the impact of GenAI than workers do. The differences are especially notable when asked about these benefits of GenAI: improving quality of work, increasing employee retention, and helping workers be more creative on the job.

Figure 5: Workers and Leaders Call Out Different Benefits of GenAI

As workers move along the curve of GenAI adoption, they will likely come to realize more of these benefits. It's important for HR and learning leaders to train workers and leaders in the benefits of using GenAI at work.



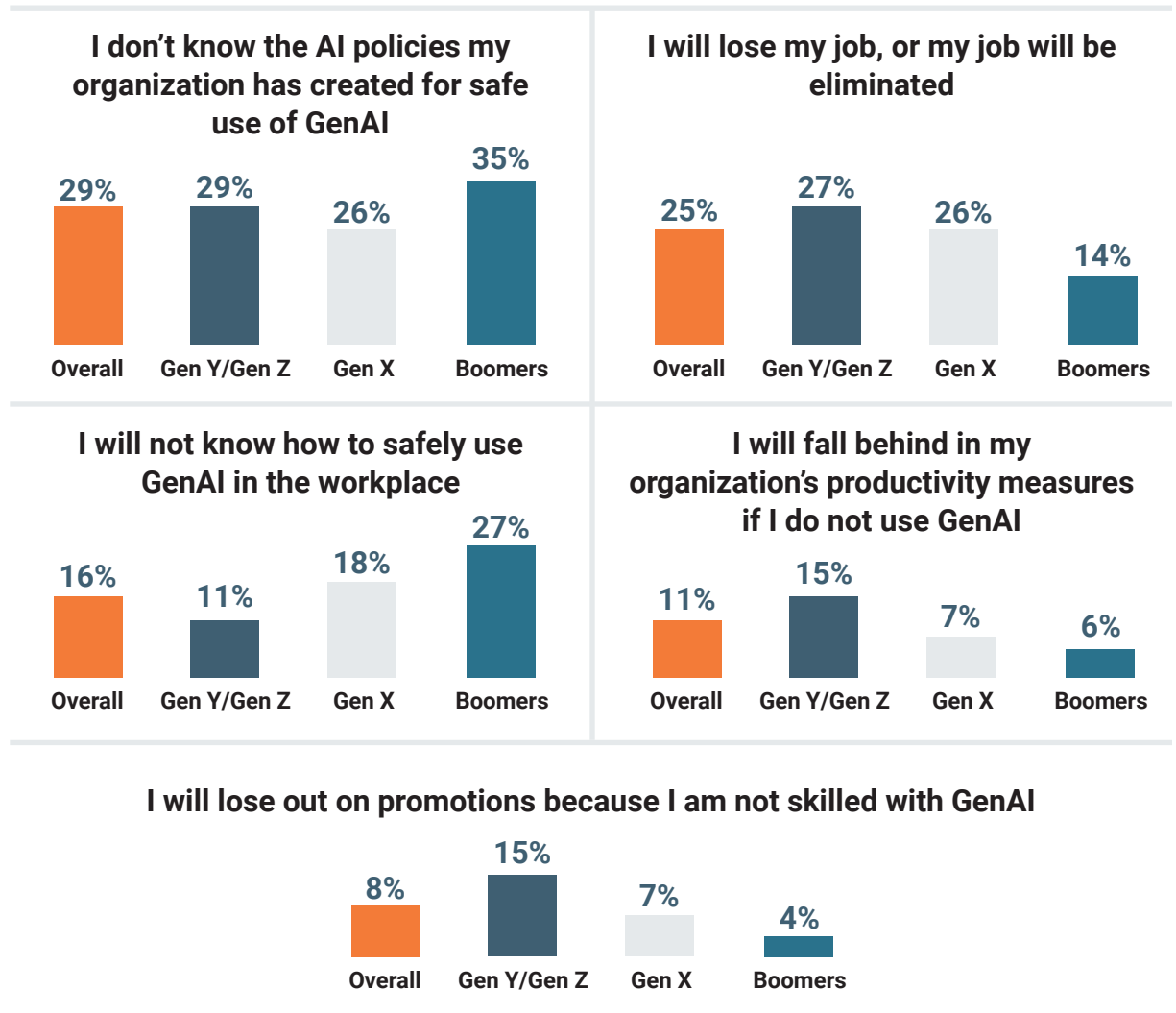
Source: University of Phoenix

#4 The top worker worry about using GenAI is not knowing the AI policies for safe usage at work.

Barriers and worries can limit the growth of safe and responsible use of GenAI. McKinsey reports that employees are integrating AI into their workflows, regardless of whether they've received formal training or guidance on best practices. (1)

Overall, the top worry for workers surveyed is not knowing the policies for safe use of GenAI at their organization. The story gets more nuanced when you look at responses by age. Younger workers are more concerned with falling behind on productivity measures and losing out on promotions than older workers are.

Figure 6: Worker Worries About GenAI Shift by Age



Source: University of Phoenix

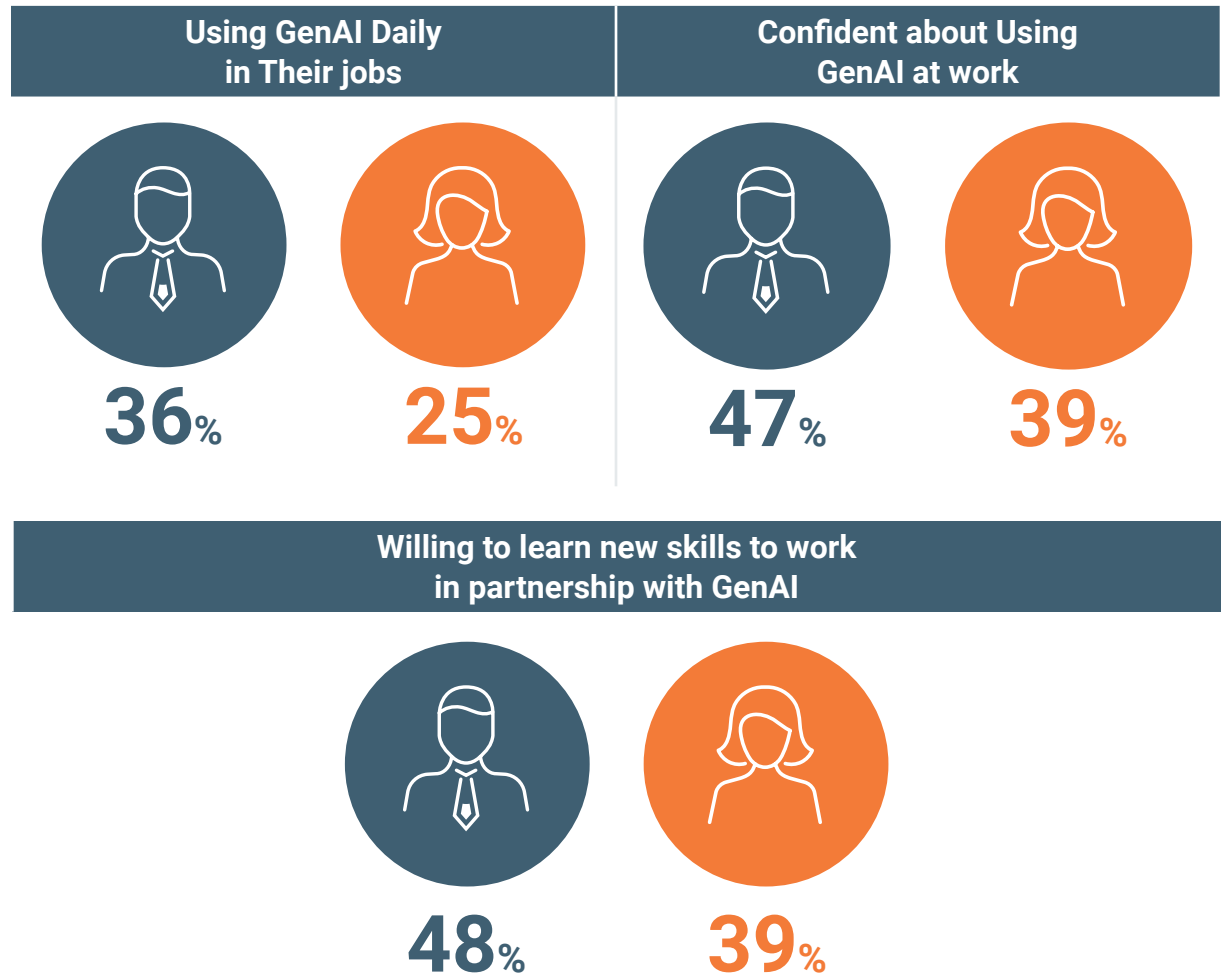
Creating a cross-functional governance board is key to supporting employee integration of GenAI in a safe and responsible way. This needs to include a communications strategy offering clear guidelines for workers to fully understand how to leverage GenAI in their role.

#5 The GenAI gender gap is evident in the workplace, with women trailing men in usage and confidence.

Organizations have not made enough progress with closing the GenAI gender gap, with fewer women using GenAI. Across all 2025 respondents, 36% of men but only 25% of women report using Gen AI daily in their jobs. And only 39% of women are confident about using GenAI at work compared to 47% of men.

Figure 7: There is a GenAI Gender Gap Among Workers

Women trail men in usage and confidence in using GenAI.



Source: University of Phoenix

Organizations will need to look more closely at the barriers to adoption for women and help all workers build confidence with GenAI tools. Creating a culture of sharing use cases is one way everyone can experience the benefits of GenAI at work.

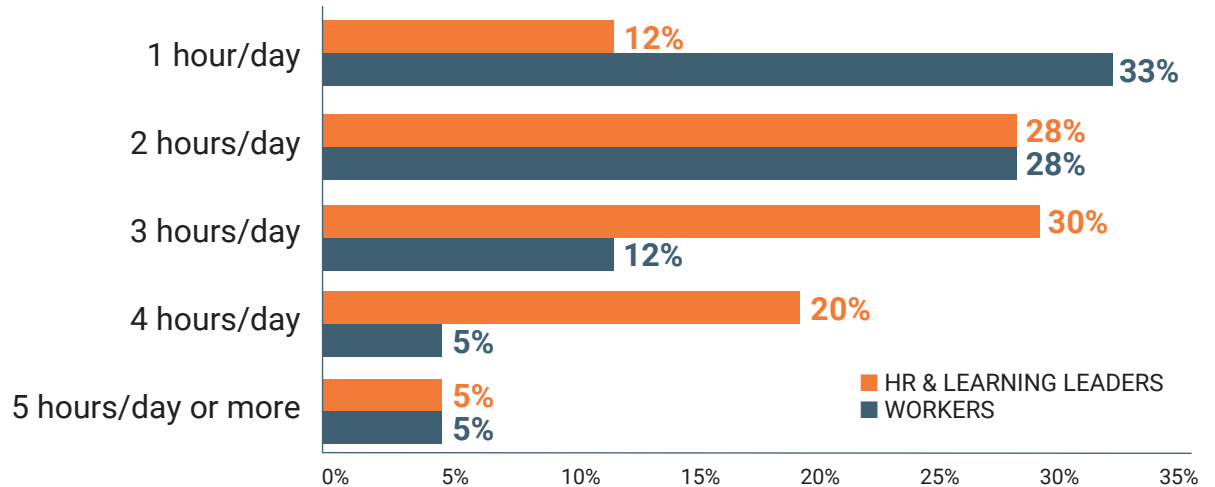
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#6 Using GenAI at work not only improves employee productivity but also enhances employee well-being.

Increasing productivity continues to be a major driver for using GenAI at work. Among those using GenAI, the majority of HR and learning leaders surveyed (58%) now save 2-3 hours a day using GenAI in their role. Six in ten workers (61%) save 1-2 hours a day.

Currently, 5% of those surveyed are “power users,” saving 5 hours/day.

Figure 8: Time Savings from Using GenAI at Work



Source: University of Phoenix

The promise of GenAI time savings is being realized, but how are people using the time saved? What is starting to emerge is the impact of GenAI on employee satisfaction and well-being. Many workers are spending their found time connecting with colleagues and making time for their families.

Figure 9: GenAI Goes Beyond Productivity and Frees Up Time for Well-being

How are workers using the time they save with GenAI?



GenAI is helping workers be **more productive 58%** and giving workers time to create **higher quality work 47%**



GenAI is also creating time for activities that improve **employee satisfaction and well-being** such as spending time with family **21%** and connecting with co-workers **20%**

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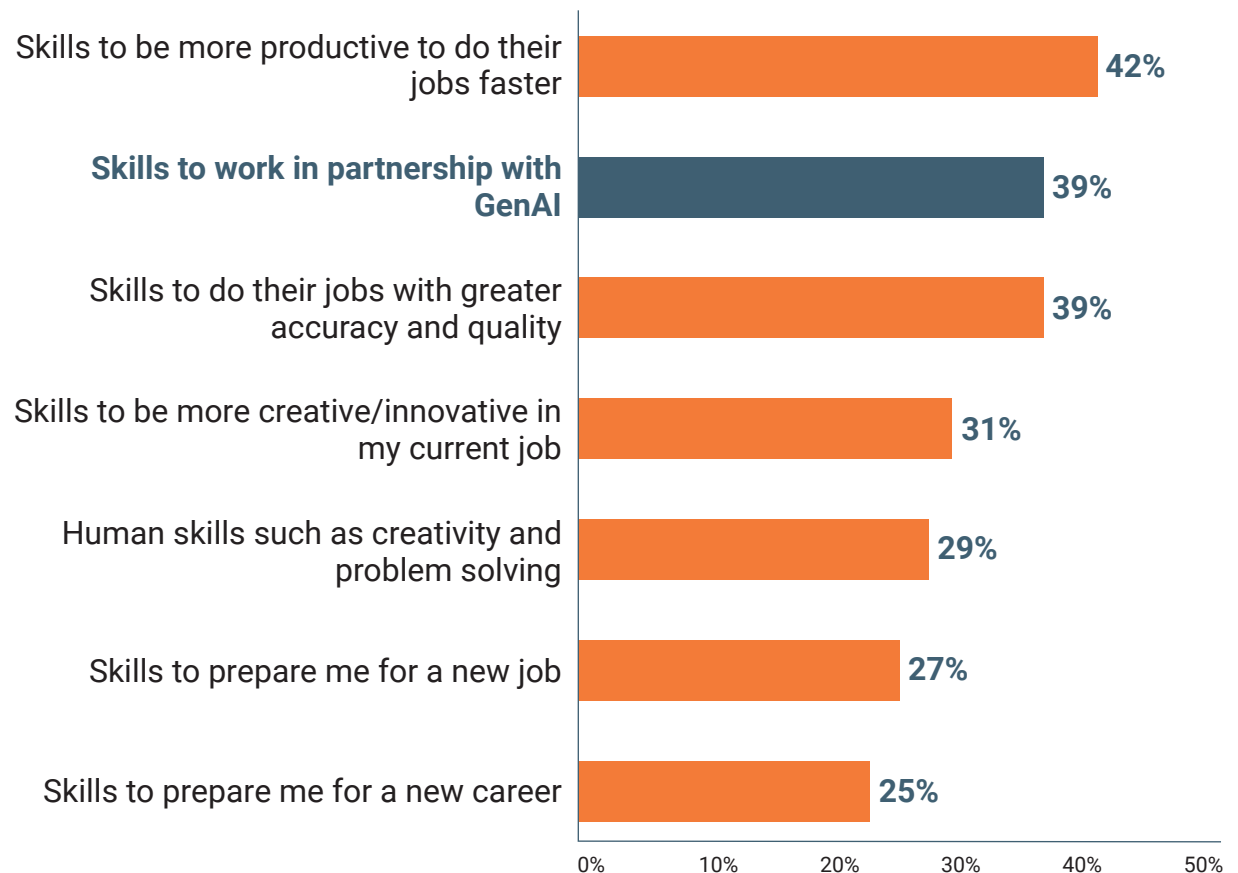
GenAI adoption could help relieve the biggest workplace factor having a negative impact on employees – heavy workload. HR and learning leaders (33%) and workers (40%) say that heavy workloads are having the biggest negative effect on employee well-being at their organizations.

#7 There is increasing demand from workers to develop skills to effectively collaborate with GenAI in their jobs.

Workers want to develop new skills and capabilities in the face of changes GenAI is making to their jobs. What skills do they most want to build? Workers want to develop skills to work in partnership with GenAI. This ranked second, right behind skills to be more productive on the job.

Figure 10: Top 7 GenAI Skills Workers Want to Develop

These are the top seven skills workers want training on when it comes to GenAI.



Source: University of Phoenix

In sharp contrast from wanting to collaborate with GenAI as a co-worker in 2025, the 2024 GenAI survey found that 51% of workers feared being replaced by GenAI automation. Just a year later, the fear of being replaced by GenAI has dropped by 26%.



Nearly four out of ten HR and learning leaders say leading teams of humans and digital workers is one of the critical leadership capabilities that needs to be developed.

Organizations can accelerate progress with human + AI collaboration with more training, but it will require a distinct set of capabilities and a shift to a different way of thinking and working.



Look for more specialized entry-level roles with a primary purpose of co-working with GenAI. Nearly a third (31%) of HR and learning leaders expect to create entirely new positions where humans collaborate with GenAI.

“People working alongside these AI systems often need reskilling, upskilling, and training in behavioral traits such as critical thinking. To successfully manage this blend of AI tools and humans working together in new ways, leaders need to understand complex human and organizational factors, such as agility and cultural change, personality dynamics, and emotional intelligence.” (2)

— FAISAL HOQUE, THOMAS H. DAVENPORT, AND ERIK NELSON
MIT SLOAN MANAGEMENT REVIEW, 2025

Sources

1. “Superagency in the workplace: Empowering people to unlock AI’s full potential,” McKinsey & Company, January 2025.
2. “Why AI Demands a New Breed of Leaders,” *MIT Sloan Management Review*, April 2025.
3. “Marc Benioff says that from now on CEOs will no longer lead all-human workforces—enter the new era of AI coworkers,” *Fortune*, January 2025.

Conclusion

Leaders and workers are starting to see that the opportunities to use GenAI go way beyond increasing productivity to transforming how work gets done. Over time, the concern for both workers and leaders will move from whether AI will replace humans to how workflows will change and evolve when humans and AI collaborate to solve problems.

It's time for workers to ask a new question: "How can using AI as my co-worker help me excel in my job?"

This is where the value will come, as more individuals experience the benefits of human + AI collaboration. Both leaders and workers will need to develop new skills to reap the full benefit of this collaboration.

HR and learning leaders must learn to manage a hybrid workforce where humans and AI collaborate with each other.

This shift to managing hybrid workforces will require leaders to establish new talent planning processes where human + AI collaboration goals are created for the enterprise. These goals can be included in corporate training programs where workers learn how to work with AI as a thought partner.

Workers must begin to think of AI not just as a technology tool but as their new team member, one that helps them augment their capabilities rather than replace them.

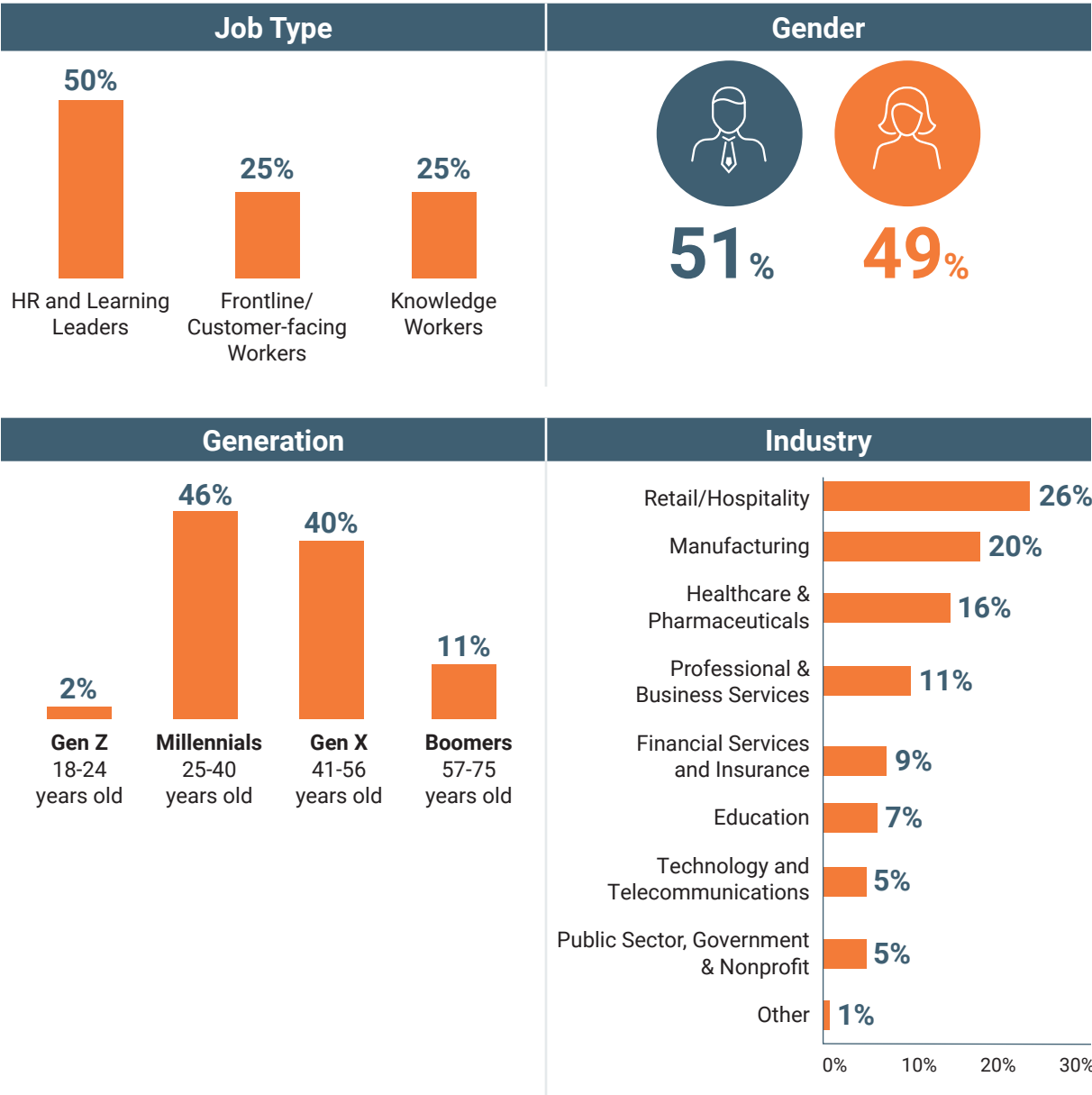
Working in partnership with AI as a team member will require workers to develop a new skill, one of providing AI oversight to ensure the AI output meets the strategic goals of the initiative.

The future of human + AI collaboration is here. As Salesforce CEO Marc Benioff said it in a recent earnings call: "We're the last generation of CEOs to only manage humans. Every CEO going forward is going to manage humans and AI agents together." (3)

Knowing how to work in partnership with AI will be a key competency for both leaders and workers as AI expands across enterprises.

Survey Demographics

In January 2025, Future Workplace surveyed 604 full-time working individuals in the U.S. Survey participants work in a range of industries, and small, mid-sized, and large organizations were equally represented.



The 2025 Generative AI Report: Learning Fuels Human + AI Collaboration analyzes primary research commissioned by University of Phoenix and in partnership with Jeanne Meister LLC.

CONTRIBUTORS

Jeanne Meister is an independent global HR consultant working with companies and institutions of higher education to better understand the changes in how we work, where we work, and the evolving demographics of the workforce. Sought after as a leading expert and speaker on the future of work, workplace learning, and accelerating the adoption of AI in the workplace, Jeanne has authored numerous books and writes for business publications such as *Forbes*, *Financial Times*, and *Harvard Business Review*. Earlier in her career, Jeanne founded and successfully exited two companies, Corporate University Xchange and Future Workplace, building an impressive peer network of enterprise learning leaders. She has won many distinguished awards from Association of Talent Development (ATD) and Learning & Performance Institute (LPI).

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