

Beyond Prompts

Rewiring L&D for the AI-Integrated Workplace





What keeps you up?

- **The L&D role in the era of AI:** What do you see happening that concerns and/or excites you?
- **Positioning yourself:** How are you meeting the moment of change you anticipate or observe?
- **This time is worthwhile if:**





Hey 
Gen



Insights

Reality check

Does this sound familiar?

⚠️ A team builds an AI solution using an external tool

⚠️ Another team builds something similar in a different platform

⚠️ IT is asked to “review” after it’s already in motion

⚠️ Security flags concerns late in the process

⚠️ Leadership asks: “Why aren’t we seeing the value yet?”

Insights



Why AI stalls in today's current operating models

AI doesn't break in one place. It breaks at every stage of the lifecycle.

AT THE BEGINNING

Idea & Prioritization

- No clear intake process for prioritization
- Everything looks valuable
- No clear criteria

IN THE MIDDLE

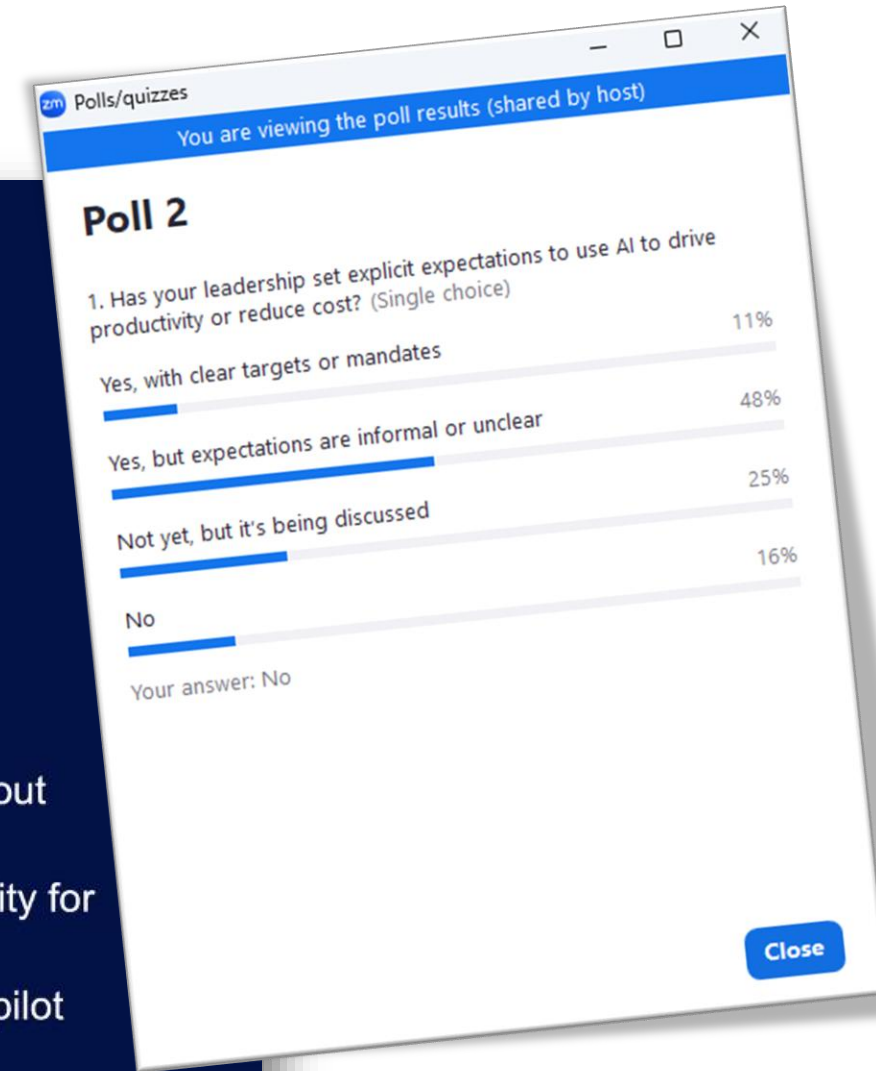
Build & Work Integration

- AI is added to existing processes
- No redesign of roles or decisions
- Output improves, but impact doesn't

AT THE END

Rollout & Scaling

- No defined rollout plan
- No accountability for scaling
- Stays stuck in pilot





AIEC

The missing discipline: The AI Empowerment Center (AIEC)

The team responsible for turning AI into how work actually gets done

In practice, the AIEC is both a capability hub and an assurance function. It sets and maintains the rules of the road for AI use, equips teams with tools and reusable components, and monitors performance to ensure explainability and trust.

It makes responsible AI not a compliance exercise, but a shared capability woven into the enterprise's digital fabric.

WHAT IT DOES

- Runs intake and prioritization
- Guides deployment and rollout
- Sets and enforces guardrails and standards
- Provides approved models, tools, and reusable components
- Monitors usage, value, and risk
- Builds enterprise capabilities
- Drives AI fluency across the workforce

WHAT IT DOESN'T DO

- It doesn't own or deliver every AI use case, those belong to outcome delivery teams and enablement services
- It doesn't centralize AI development or dictate innovation, it enables it safely
- It doesn't act as a compliance gatekeeper; instead, it creates the infrastructure and confidence to move fast without breaking trust
- It's not just IT or a governance committee or a COE operating in isolation

IN SHORT

Turns responsible AI into scalable, embedded capability – powering teams to deliver value with confidence



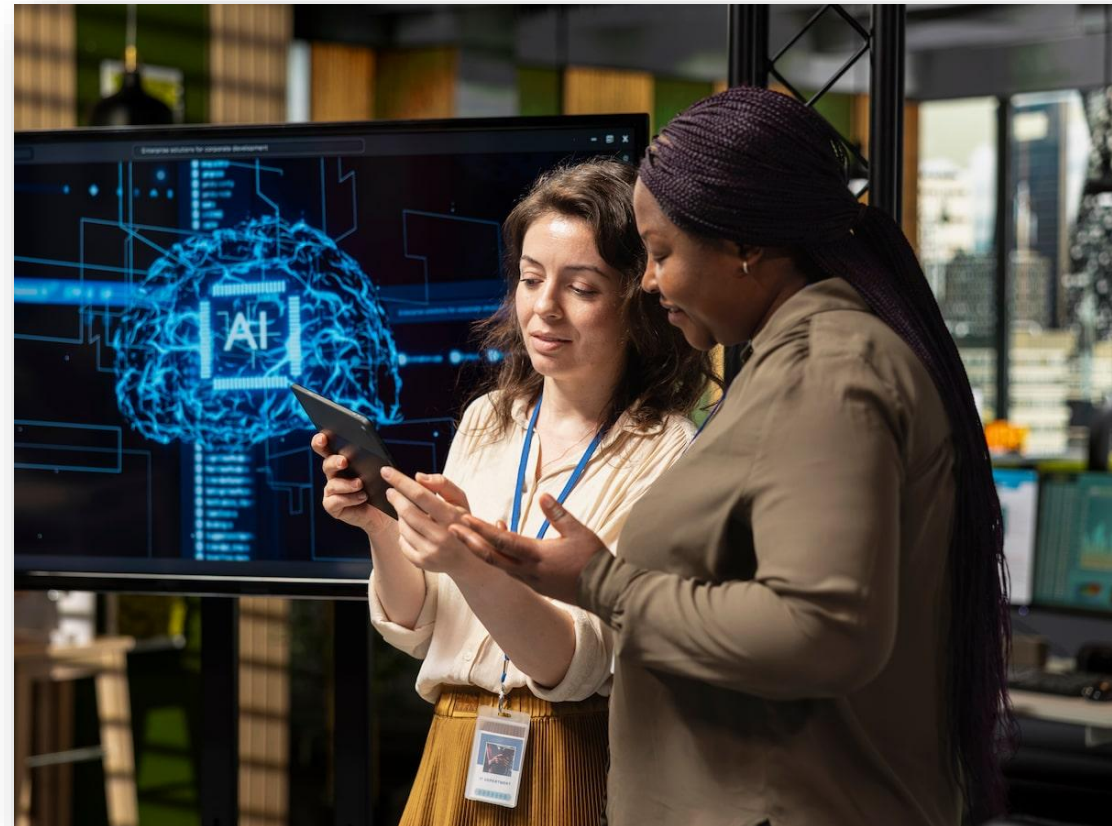
Breaking the Pattern

Common approach:

Identify a challenge → apply AI training solution → measure outcomes

Today:

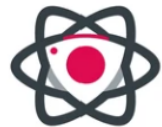
- What condition are we building?
- How do we know if it is real?
- What changes with L&D at the Table?



What We Ask For?



Activity: Improve learning & development programs



Describes role specific situations vs. organizational condition

Outcome: Every sales solution we deliver is aligned with customer needs and internal parameters.



Describes a state you would ask a genie for



Policy vs. Outcome

Policy Thinking

Did we follow the rules?

Sales training module. Check whether the AI tool is on the approved list. AI generates content approved by a human.

Measuring Success: Did we deliver the program? Did people complete it? Was AI used appropriately?

Outcome Thinking

Does it work for the people?

Sales training module. You ask:

- Is training the right intervention?
- Is human work improving—impact on workflow?
- Where did a human make it better?

Measuring Success: Did the learning intervention produce the intended condition/outcome?



Decision Condition

Common AI adoption strategies

Start with the technology and ask how to bring people along

We have a win rate problem. We have to “**fix**” closing skills (**Decision**) → AI Coaching tool (**Strategy**) → CRM integration, training module (**Implementation**) → Human reviews AI output (**Ethics check**) → 74% usage of the module at 90 days (**Adoption metrics**)

The argument

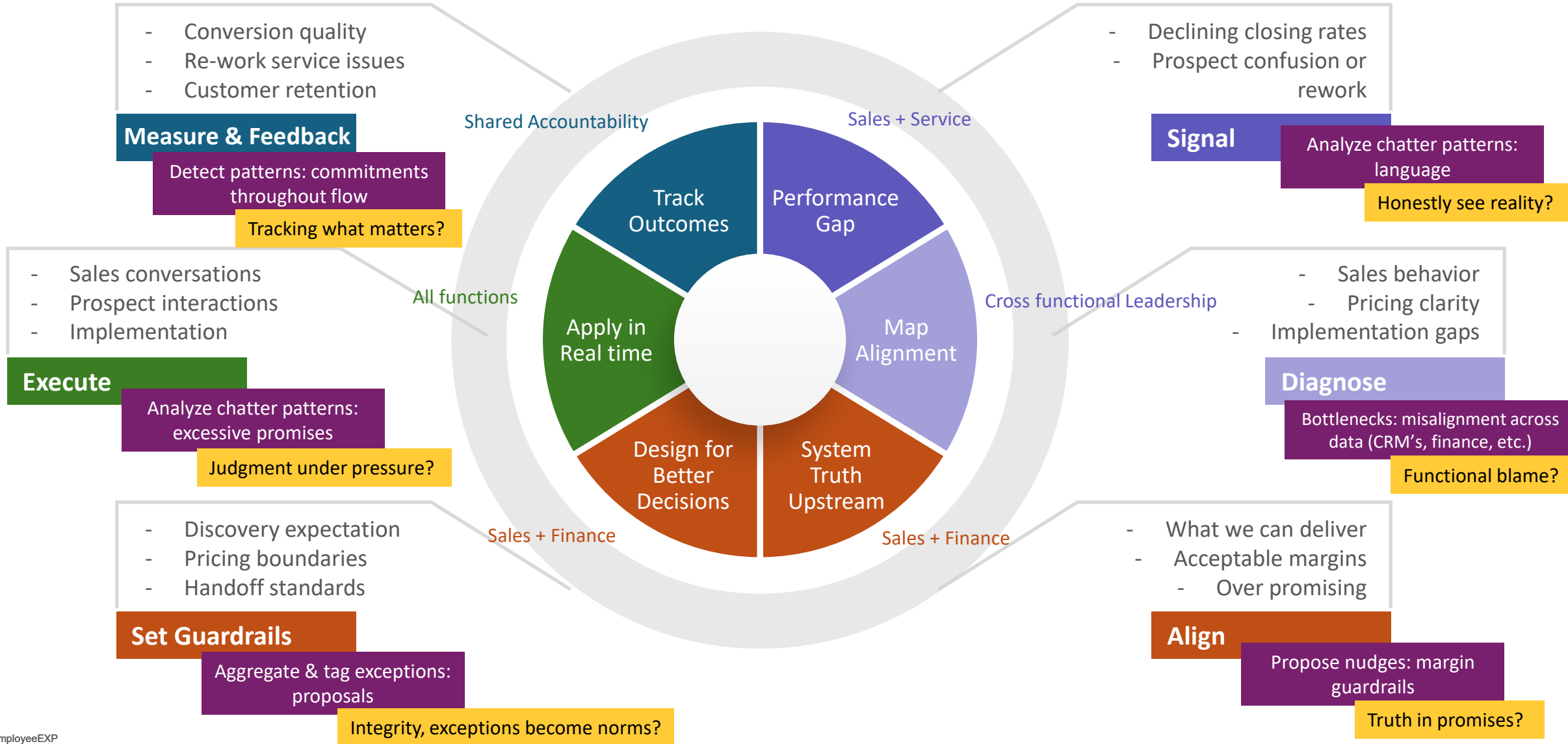
Premature certainty assumes the answer. Ethical thinking asks the question first.

- What condition do reps need to operate in (**Ethical question**) →
- Every sales solution we deliver is aligned with customer needs and internal parameters (**Condition defined**) →
- Address promise-to-delivery workflow before coaching on persuasion (**Strategy**) →
- Pricing guardrails, proposal and handoff standards, cross functional alignment (**Implementation**) →
- At 90 days and at 12 months win rates improve by 18% and customer attrition drops by 13% (**Observable reality**)



Promise-to-Delivery Integrity

Every sales solution we deliver is aligned with customer needs and internal parameters



AI Implementation Realities



False condition

Can someone satisfy this metric without their work changing?

What false looks like

- Completion rates
- Adoption dashboards
- AI usage mandates

What real looks like

- Behavior you can observe
- Work that looks different
- Judgment you can hear in a conversation

Atrophy risk

Does this condition require people to build judgment or just use a tool?

What false looks like

- AI generates the first draft every time
- Humans approve without adequate evaluation

What real looks like

- Humans can do the foundational work independently
- They know when to trust the output and when to push back

Human in the loop

Does the human reviewing AI output have what they need to review it?

What false looks like

- Sign-off with insufficient time, context, or authority to push back.

What real looks like

- The human in the loop is genuinely capable of catching what the system cannot

L&D in the Mix



False condition

A condition satisfied without culture change is a false premise.

An organization mandates AI as measured by use metrics, including personal use, is not building capability, it produces data on clicks and searches.

L&D question: Can someone satisfy this condition without any real change?



Atrophy risk

AI reliably produces the first draft. People stop doing the thinking that builds judgment over time.

Massachusetts Lawyer Sanctioned for AI-Generated Fictitious Case Citations
“The case highlights some of the real risks of using AI in the legal profession, emphasizing that attorneys must exercise due diligence and be transparent when relying on AI-generated content.”

L&D question: Are we building the judgment that makes AI-assisted work better or just faster?



Human in the loop

Organizations declare humans in the loop to demonstrate governance. In practice, humans reviewing AI output may lack time, context, or authority to meaningfully evaluate it.

Being in the loop on paper is not being in the loop in fact.

L&D question: What is required of the human in the loop to adequately verify input and output?

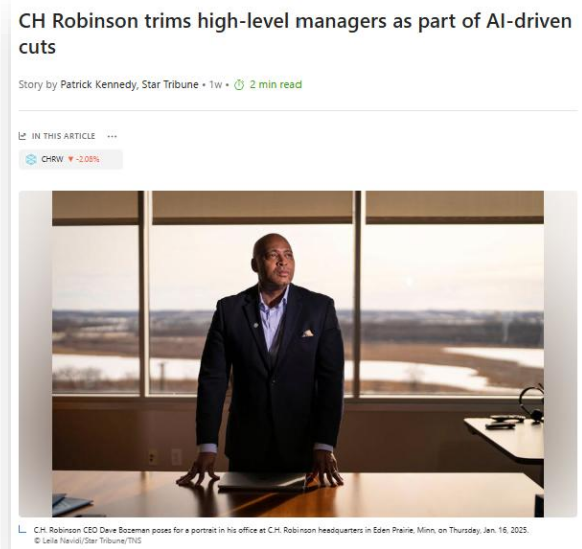


Talent Sensitivity

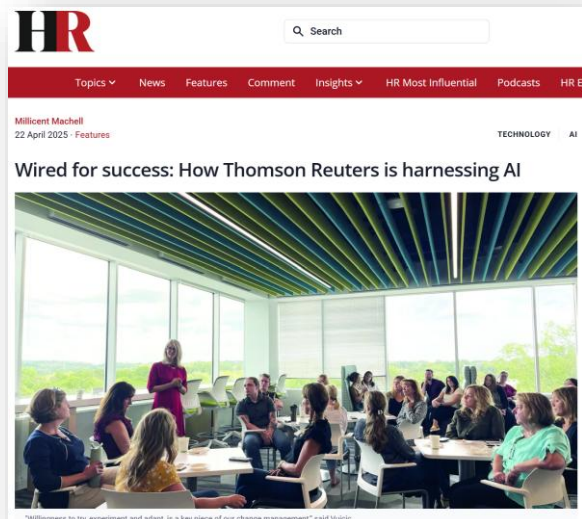




Let's work the Cases



- *"Continuously improve organizational design to align with long-term strategy."*
- *"Operating more efficiently while positioning the company for sustainable growth."*
- *"Processes that once required heavy human involvement are now automated or require significantly less labor."*
- *"Technology is changing workflows so that processes now require only limited human oversight."*



- *"We have to evolve and upskill at a rate faster than our external environment...we need to be a different kind of organization before the environment forces us to be."*
- *"Training gives employees a bridge to work in a different way, getting past the hesitation of doing things the way they've always been done."*
- *"This is a continued need for humans, who need to continually upskill to do higher value work."*



Working the Cases

- Work independently to address your case questions
- Work with your table group to review and consolidate your responses.
- Large group – identify one person from your group to share your findings.





One action you will take in the next 30 days.

How you will measure success.