

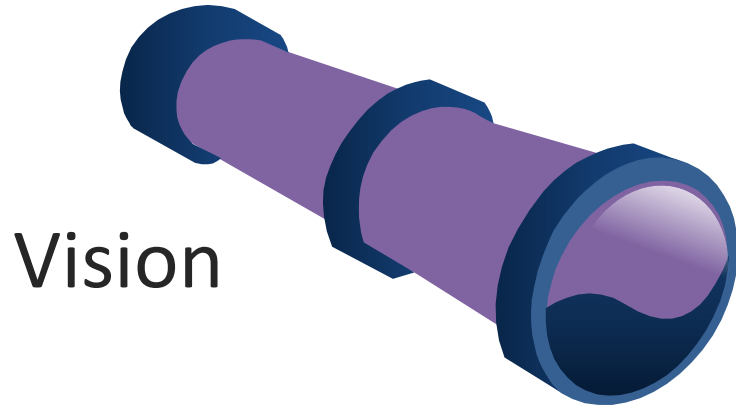
Communicating Your AI Condition

ATD Session Support

April 28, 2026



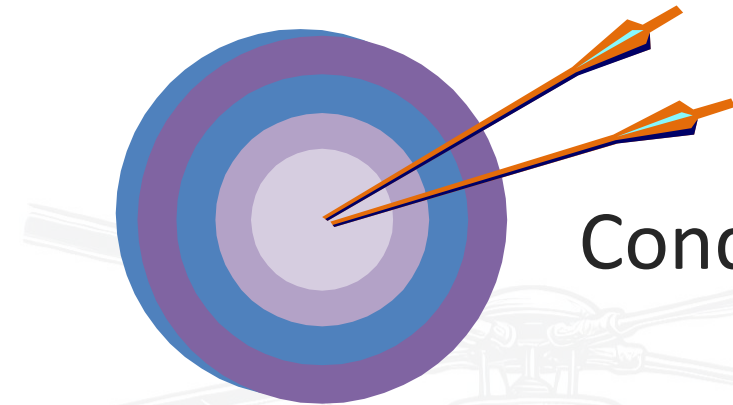
Observability



Vision

- We will be an AI-enabled organization
- Our people will do higher value work.
- We are committed to responsible AI adoption

Directional. Aspirational. Necessary.
Cannot be tested on a Tuesday morning.



Condition

- Every person can name what their role requires when the work changes.
- Managers can tell the difference between AI-assisted and AI-dependent.
- L&D is briefing leadership on capability gaps before situations arise.

Specific. Observable. Binary.
Either true or not true this week.

Before You Communicate

If the message fails any one of these, it is not ready.

It will not change behavior and it will not build trust.

Fails: All employees will complete AI literacy training by Q3. Satisfies the metric. Changes nothing real.

False Condition Test

Could someone satisfy this condition without their work changing?

Passes: Every person in a customer-facing role can name one way their work is different because of AI — and demonstrate it.

Fails: We are building a human-centered AI-integrated capability ecosystem. No employee can test this

Plain Language Test

Would a frontline employee recognize this as true or not true about their work today?

Passes: When something goes wrong, people know what to do without waiting to be told.

Fails: HR owns employee readiness. A function is not an owner.

Accountability Test

Is there a named person vs. a function who is responsible for building this?

Passes: [Name], reporting to [Name], will present condition status at every leadership review.

Build Your Condition Statement

What must be true

We will know our AI strategy is working for our people when _____.
Write it so a frontline employee can tell you whether it is true or not true right now.

How we will know it is true

Name one thing you could observe vs. measured on a dashboard that confirms the condition.
Not a survey score. Not a completion rate. Something you could see or hear in a conversation.

Who is accountable

Name the person vs. the function who will build this condition and report on it.
If you cannot name a person, the condition is not ready to communicate.

Say what is not yet true

✗ Don't

Announce the condition as if it is already true

Creates instant credibility gap. Employees know the distance between the statement and their reality.

Use passive voice

"Employees will be equipped"...no one is accountable for equipping them.

Omit the timeline

A condition without a date is a wish. A wish does not change behavior.

Communicate once and move on

A condition requires repeated, honest progress updates. Not a launch. A cadence.

✓ Do

Name the current state honestly

Right now, most people are using AI for tasks, not for the work that requires judgment. That is what we are building toward.

Name what you are not yet able to promise

We cannot tell you yet how every role will change. We can tell you what we are building and who is responsible for it.

Name when you will report back

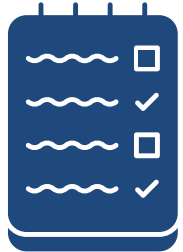
In 90 days, [name] will present evidence of whether this condition is moving in the right direction.

Name what L&D is doing

L&D is not waiting for complaints. They are watching for gaps between what we measure and what is evidenced.

Employees do not expect perfection. They expect honesty.

An organizational condition



Leadership names it

Each condition has an owner and an indicator. Presented once as a statement of intent, not a declaration of achievement.

Managers translate it

Each manager answers: what does this condition look like for my team specifically? L&D facilitates this conversation. It is not self-evident.

L&D measures it

Observable evidence vs completion rates. L&D brings findings to leadership regularly what is true, what is not, here is what needs to change.

Leadership reports out

What improved. What did not. What the organization is doing about the gap. This is what makes the condition real rather than rhetorical.

Communication cadence matters as much as content.
Consistently and honestly revisited it becomes a standard.

Keeper of Reality

L&D must be willing to name when the strategy, the resources, or the organizational design are preventing the condition from becoming real. That is the CEO meeting.

Saying when the condition is not materializing.

Noticing gap between the measured and actual condition.

Adoption rates and completion scores will look healthy before problems surface. L&D watches for what the dashboard does not show and brings it to leadership before it becomes a complaint.

What L&D Owns

The condition is a destination. L&D designs what people need to know, be able to do, and how their work needs to be connected for the condition to be true.

Translating the condition into capabilities

Bringing the right partners to build it.

Internal SMEs, external consultants, vendors, technology providers. L&D does not own every capability. L&D owns the orchestration and accountability for the outcome.