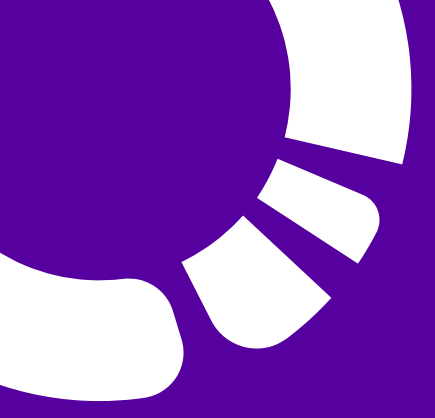




Tenneo Industry

Report

Shaping the Future of L&D:
Key Trends, AI Insights, and Solutions for
Tomorrow's Learning Ecosystem



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Executive Summary

The Learning & Development (L&D) landscape is undergoing a seismic shift, moving beyond conventional training models to become a strategic enabler of business agility, workforce transformation, and competitive advantage. Organizations today face an evolving set of challenges, from rapid technological advancements and skill gaps to proving the ROI of learning investments. The question is no longer whether organizations should invest in L&D transformation—but how to do so effectively. As L&D leaders shift from conventional, compliance-driven models to AI-powered, data-backed, and outcome-focused learning strategies, the need for a structured roadmap has never been more imperative.

This report provides a solution-driven analysis across six key pillars—Investment, AI, Automation, Training, Analytics, and LMS Challenges—offering insights into emerging trends, challenges, and actionable strategies to help L&D leaders build scalable, high-impact learning ecosystems.

Investing: Prioritising Growth, Maximising Impact

As organizations re-evaluate L&D budgets, demonstrating measurable business impact has become a top priority.

Yet, most L&D leaders struggle with quantifying learning effectiveness, leading to skepticism around learning investments. This report introduces cutting-edge measurement frameworks and ROI assessment tools designed to shift L&D from a cost centre to a performance-driven function. With advanced analytics, organizations can connect learning initiatives to business outcomes, ensuring that every dollar spent contributes to talent retention, productivity, and innovation.

AI: Revolutionising Learning, Streamlining Success

AI has moved beyond hype and into implementation, transforming L&D through intelligent automation, hyper-personalized learning paths, and real-time insights. With 60% of organizations leveraging AI to generate content and on-the-job (OJE) training materials, the adoption of AI-driven learning is accelerating. Complex AI applications, once considered futuristic, are now a reality—4% of organizations are already using AI to create personalized learning journeys, while 9% have adopted AI-driven skill mapping. As Generative AI, NLP, and Machine Learning advance, the L&D function is on the brink of a major transformation.

The report explores how organizations can leverage AI responsibly to enhance personalization, close skill gaps, and future-proof their workforce development strategies.

Automation: Unlocking Strategic Growth Through Smart Technologies

Historically, automation in L&D was expected to focus on reducing administrative burdens and streamlining operations. However, a surprising trend has emerged—L&D leaders are now automating high-visibility, strategic functions such as facilitation, strategy planning, and even performance reporting. This shift underscores a growing confidence in automation to not just improve efficiency but to elevate L&D's role in business decision-making. The report highlights which automation strategies are delivering the highest impact, helping L&D leaders free up bandwidth for more strategic initiatives while ensuring consistency and scale.

Training: What's Now, What's Next

The traditional approach to annual training calendars is being rapidly replaced by dynamic, demand-driven models. Over 70% of L&D heads have transitioned to agile training needs identification (TNI) frameworks, aligning learning initiatives with real-time business needs. This shift ensures that learning remains relevant, timely, and directly linked to business goals. The report also explores the rise of AI-driven Individual Development Plans (Gen IDPs), where personalized career roadmaps are tailored using predictive analytics. As organizations move towards just-in-time and personalized training models, L&D functions must embrace continuous learning ecosystems that are flexible, employee-centric, and deeply integrated into business workflows.

Analytics: Driving Informed Decisions & Measuring Impact

L&D leaders have more data than ever before—but translating it into meaningful insights remains a challenge. Without clear measurement frameworks, it's difficult to track whether learning initiatives are driving performance, retention, and innovation.

This report uncovers the next frontier of learning analytics, including AI-driven predictive insights, skill gap analysis, and real-time impact measurement. By using advanced analytics, organizations can shift from tracking participation rates to measuring true business outcomes, allowing L&D teams to optimize programs, justify investments, and align learning with enterprise-wide success.

LMS Challenges: Overcoming Hurdles in Adoption & Integration

Despite the evolution of learning platforms, many organizations still grapple with fragmented, outdated, and underutilized LMS solutions. Over 60% of organizations are now investing in AI-powered, learner-centric platforms to overcome challenges related to system integration, user engagement, and data visibility. The report examines the key pain points of traditional LMS platforms and outlines strategies for selecting and implementing learning solutions that drive engagement, personalization, and real business impact.

A Roadmap for Future-Ready L&D

This report serves as a blueprint for L&D leaders looking to transition from traditional, reactive training models to proactive, AI-driven, and business-aligned learning strategies. By addressing key challenges, seizing emerging opportunities, and integrating AI, automation, and analytics, organizations can create a future-ready workforce capable of driving innovation, growth, and resilience.

For L&D leaders, the mandate is clear: Learning must no longer be an isolated function but a strategic force driving business transformation. The future of L&D is already here—the question is, how quickly can organizations adapt? Here is our solution.

This report serves as a strategic guide for L&D leaders looking to transform learning into a business accelerator. By aligning technology, investment, and learner needs with organizational goals, companies can cultivate a workforce that is not just prepared for change—but capable of driving it.



PART I

COMMUNICATING THE BACK STORY

Objective of the Research

The L&D industry shows potential to grow significantly over the next decade, fuelled by new entrants in the market, significant capital investment, and technological advancements. Amid rapid growth in L&D, the focus is on maximising opportunities to deliver scalable value by integrating diverse approaches into learning and development initiatives.

In this context, our research examines quantitative measures of capabilities, innovation, investment, and talent to gauge the momentum in the L&D space. Recognising the long-term nature and interdependence of these trends, we also delve into the underlying technologies, uncertainties, and questions surrounding them.

Our research aims to uncover the latest trends, challenges, and best practices that are shaping the future of learning and development (L&D). It delves into understanding how organisations are evolving their approaches to meet the dynamic demands of a rapidly changing workforce and market. Particular emphasis is laid on how technology is being adopted to elevate learning experiences, drive operational efficiency, and enable scalable solutions.

The study also seeks to assess the role of Artificial Intelligence (AI) and automation in redefining learning methodologies, from content creation to personalised learning paths. By examining budget allocations, investment priorities, and integration strategies, our research provides insights into how organisations are leveraging AI and automation to enhance learning outcomes, improve engagement, and streamline processes. Furthermore, it highlights the intersection of emerging trends with technology adoption, offering a forward-looking perspective on the transformation of L&D practices.

Research Target Group

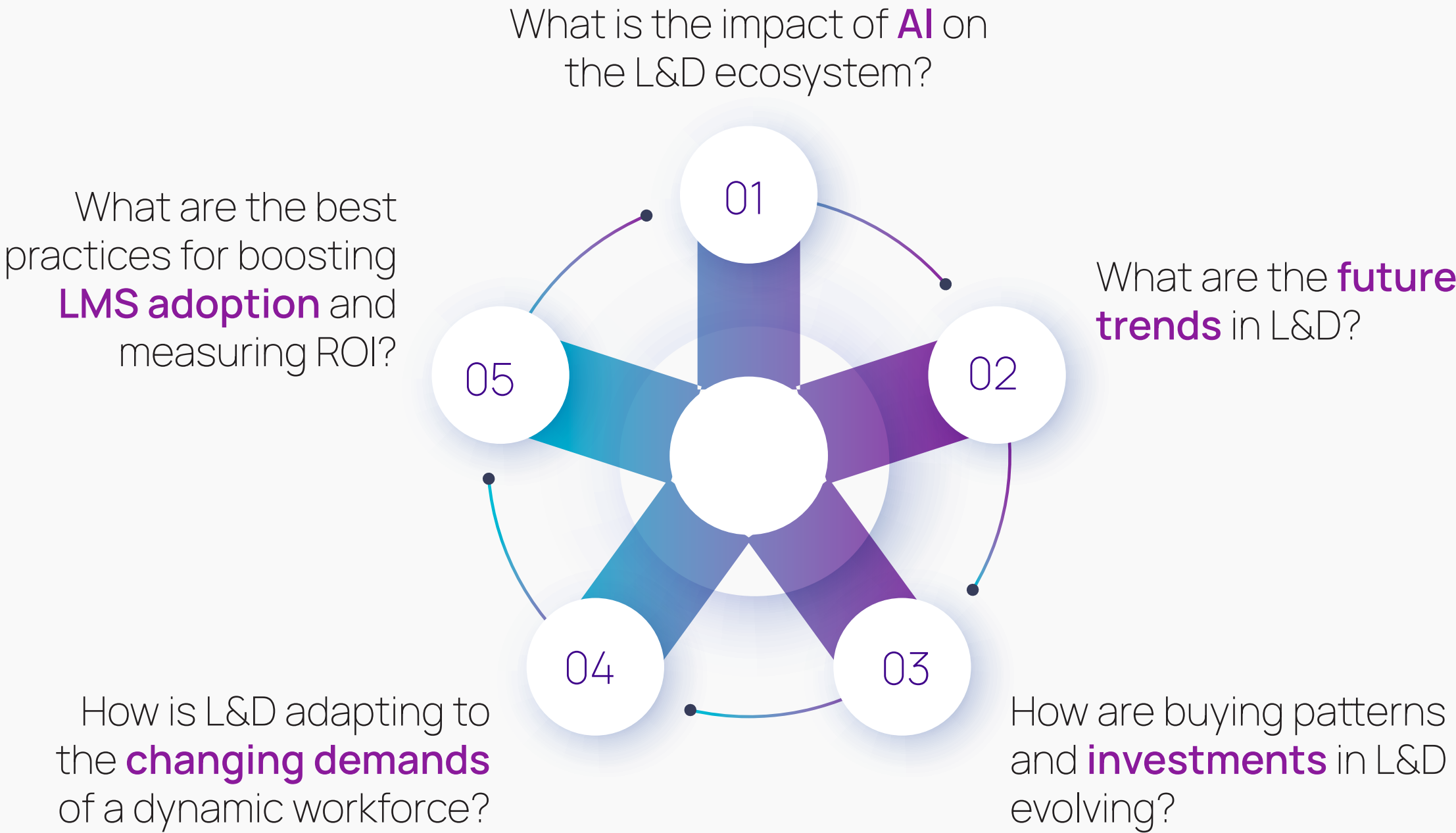
The study targeted senior L&D professionals in India and South Asia, given their pivotal role in shaping and executing talent development strategies in their organisations. Tenneo Industry Report, internally called "**Project Insight Out**", collected responses from over 50 organisational leaders, who provided insights into the state of their organisation's L&D and their envisioned future.

Study Demographics

The respondents lead L&D at organisations ranging from 500 to 500,000 employees, with most working in organisations with over 5,000 employees.

South Asia's immense economic growth and its young, tech-savvy population presented an ideal focus area for this study.

The Future of Learning & Development: Key Questions Shaping What's Next



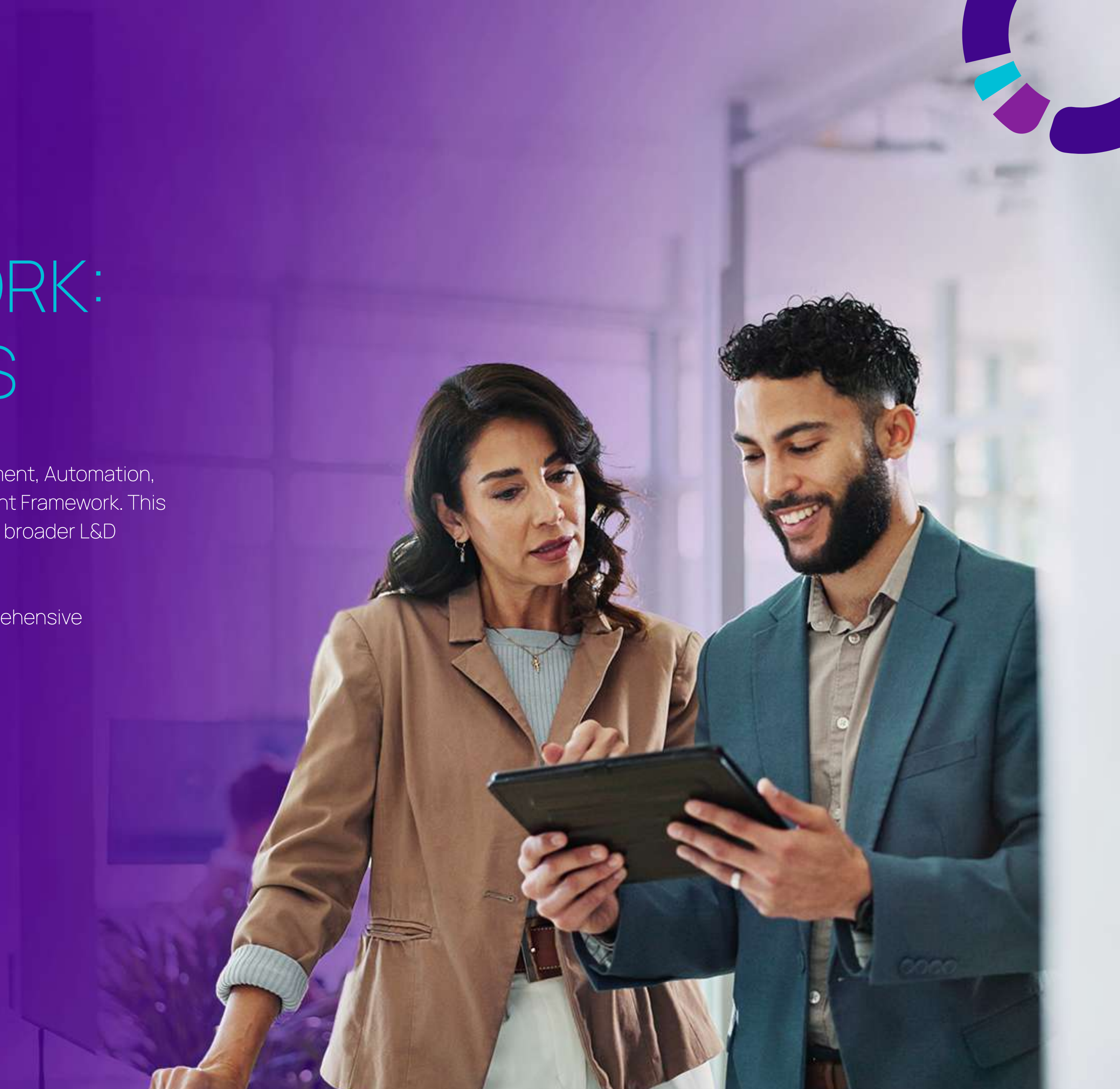
PART II

THE INSIGHT FRAMEWORK: KEY FINDINGS & TRENDS

The results of the survey were meticulously categorised into six key pillars: Investment, Automation, Training, Analytics, LMS Challenges, and AI. Collectively, these pillars form the Insight Framework. This framework is not merely an organisational tool but a strategic lens that clarifies the broader L&D landscape, highlighting critical trends, opportunities, and hurdles.

Each pillar represents a crucial dimension of the L&D ecosystem, providing a comprehensive framework that defines where we stand today and how we can shape the future :

- Reflecting Current Priorities
- Driving Strategic Innovation
- Guiding Data-Driven Decisions
- Aligning Stakeholder Expectations



Reflecting Current Priorities:

These pillars spotlight the areas where L&D leaders are focusing their efforts and investments, helping us identify what matters most in the present context. Each pillar reflects a critical aspect of the L&D ecosystem, offering a lens to view the immediate needs of organisations and learners.

For example, the Investment pillar highlights priority areas such as upskilling, reskilling, and technological innovations, ensuring that resources are allocated where they can deliver the most significant impact. Similarly, the Training pillar captures the growing demand for equipping employees with future-ready skills in response to evolving workforce requirements.

Driving Strategic Innovation:

This framework highlights opportunities for leveraging technology, optimising processes, and creating impactful learning experiences. Pillars such as AI and Automation underline the transformative potential of technology in creating personalised, efficient, and scalable learning experiences. AI-powered tools can adapt to individual learning styles, while automation streamlines repetitive tasks, freeing up L&D professionals to focus on strategic initiatives.

The Training pillar further emphasises the need for innovative program designs that cater to diverse and evolving needs, from leadership development to technical skills. By driving innovation, the Training pillar ensures that organisations remain agile, competitive, and prepared to meet the bottlenecks of a rapidly changing business environment.

Guiding Data-Driven Decisions:

Incorporating Analytics as a pillar underscores the growing reliance on data to inform L&D strategies and measure their success. Data-driven insights allow organisations to identify effective programs, optimise learning experiences, and allocate resources more effectively.

Key benefits of leveraging analytics include:

- **Measuring Learner Engagement and ROI** – Providing a clear picture of training effectiveness and helping L&D leaders justify investments.
- **Enhancing Personalisation** – Enabling learners to access tailored content that aligns with their goals and preferences.
- **Driving Evidence-Based Decision-Making** – Ensuring that strategies are impactful, aligned with organisational objectives, and focused on measurable learner outcomes.

By harnessing data strategically, the six-pillar framework empowers organisations to make informed, results-driven L&D decisions.

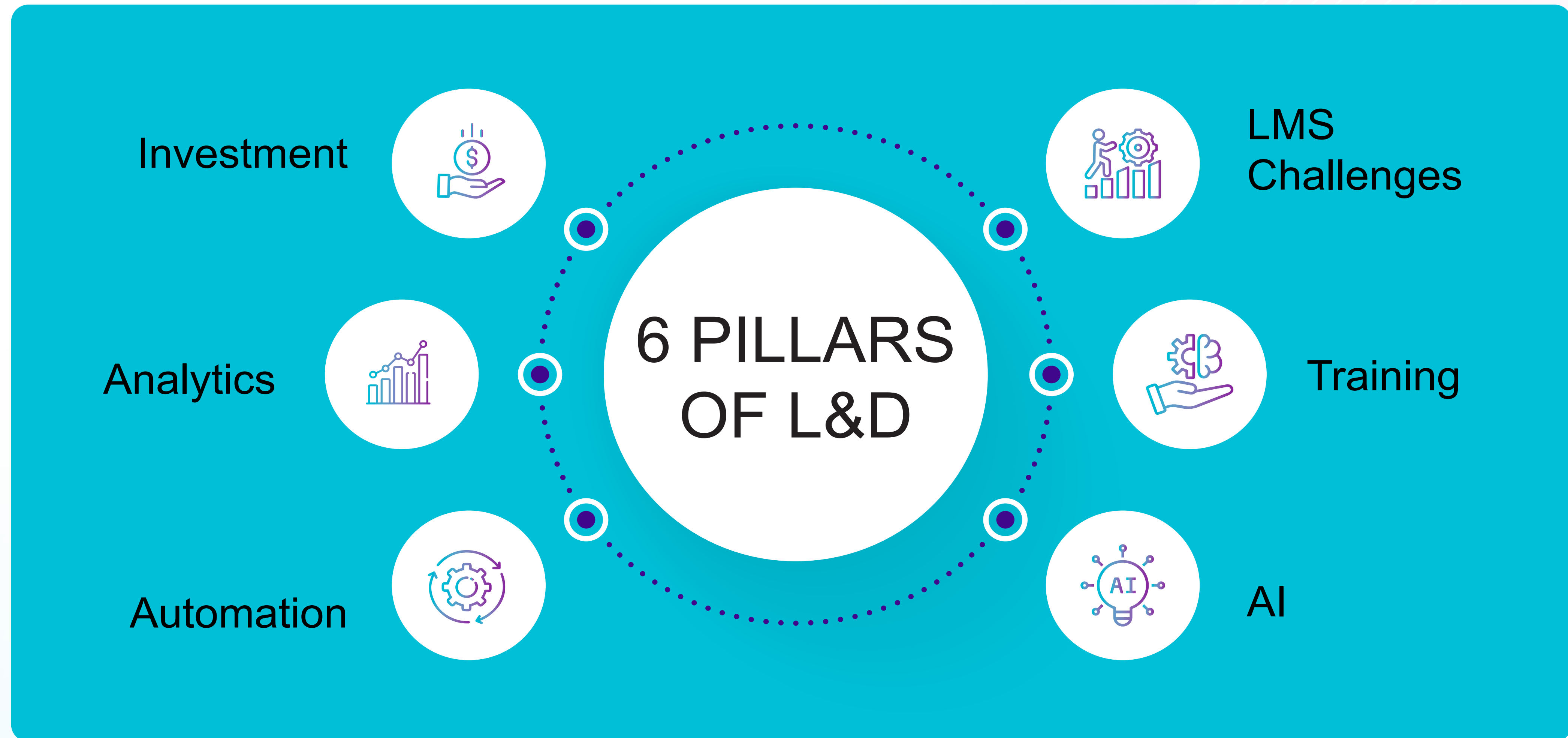
Aligning Stakeholder Expectations:

This classification bridges the gap between diverse stakeholder expectations, fostering alignment and collaboration across the L&D ecosystem. It also emphasises the importance of learner-centric approaches through pillars like LMS Challenges and Training, addressing usability and accessibility to enhance engagement and adoption.

At the same time, it aligns with broader organisational goals by demonstrating how L&D efforts contribute to productivity, efficiency, and employee satisfaction. For management and leadership, the framework offers a structured way to assess the impact of L&D initiatives, building trust and securing continued support.

THE INSIGHT FRAMEWORK

The Six Pillars of L&D Transformation: A Strategic Framework for the Future



- The first pillar, **Investment**, examines the allocation of resources within L&D, offering insights into priority areas where organisations are directing their budgets. It provides a clear view of how organisations are emphasizing the upskilling and reskilling of their workforce, while also revealing potential shifts in focus that may emerge to meet evolving demands.
- The second pillar, **Automation**, examines how L&D leaders allocate their time and identifies tasks that could be streamlined through automation. This analysis of their daily responsibilities highlights inefficiencies and the potential for automation tools to enhance operations, boost productivity, and enable L&D leaders to focus on value-driven activities.
- The third pillar, **Training**, reflects the dynamic needs of a workforce shaped by rapid technological advancements, emphasising inclusive programs for employees and leaders and the increasing importance of technology-based training solutions.
- The fourth pillar, **Analytics**, views how L&D leaders use data in decision-making, how data can help them make informed decisions, and how strategies can be designed around data. It also considers learner-facing analytics and its potential role in putting learners in charge of their own learning journey. From a management point of view, Analytics examines the ways in which data can be used to demonstrate return on investment in L&D initiatives.
- The fifth pillar, **LMS Challenges**, discusses the limitations of current Learning Management Systems from both a service and a product perspective. It explores learner expectations and identifies features for enhancement in adoption, usability, and overall learning efficiency within the platform. This pillar also links platform optimisation directly to improved learning outcomes as well as organisational success.

- Finally, the sixth pillar, **AI**, focuses on the transformative potential of artificial intelligence in the L&D space. This dimension investigates current use cases, trends, and future possibilities of AI, emphasising its role in making learning more efficient, personalised, and accessible. By catering to diverse learning styles and preferences, AI holds the promise of reshaping the learning experience for a rapidly evolving workforce.

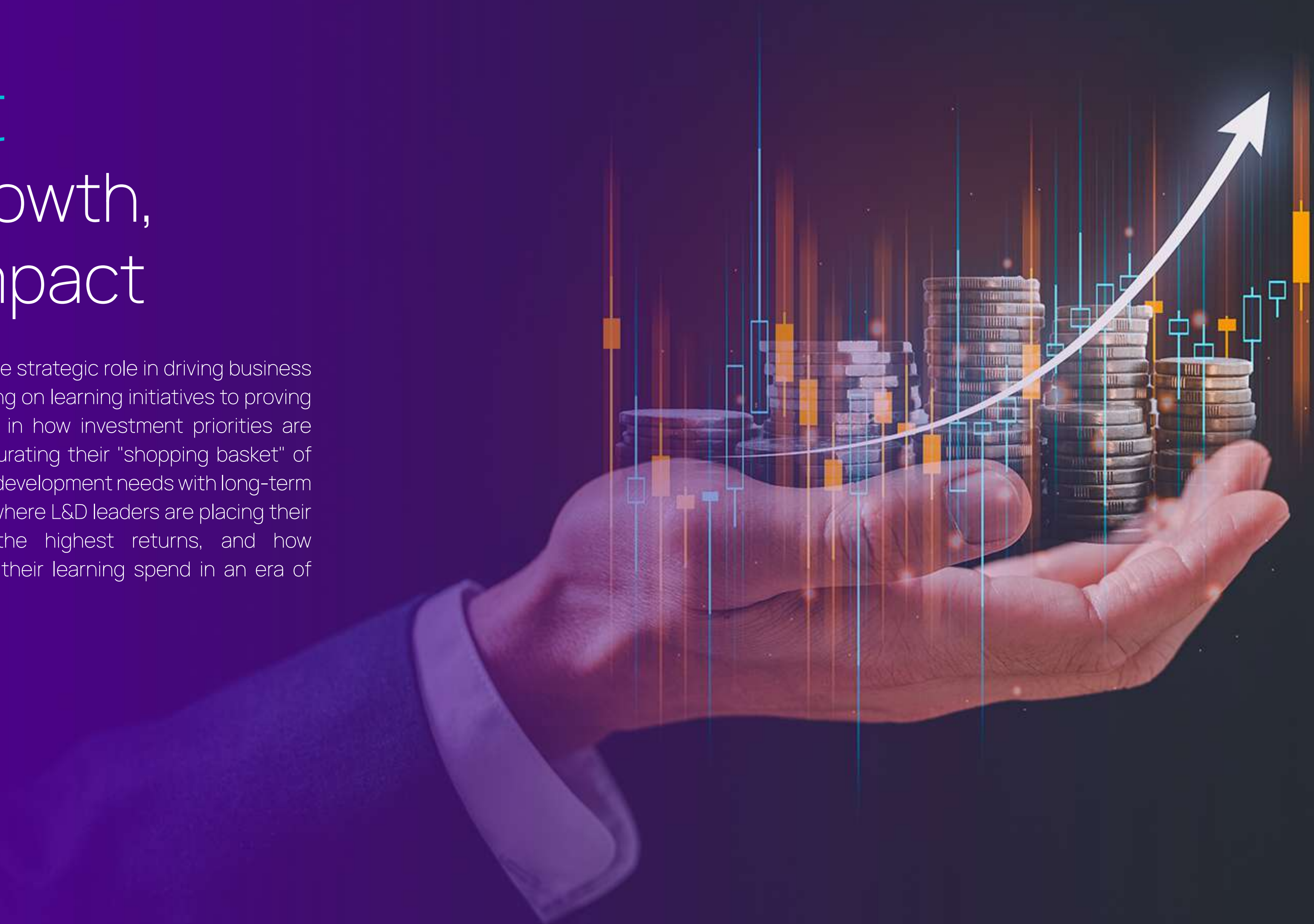
Together, these six pillars provide a holistic view of the L&D landscape, highlighting areas for improvement, innovation, and strategic focus. The six pillars serve as a roadmap for organisations aiming to enhance their learning initiatives and drive meaningful, long-term growth.

In the next section we focus on each of these six pillars to highlight key findings and insights from Tenneo Industry Report. The six pillars thus reflect the evolving priorities of learning and development professionals as they navigate technological advancements, shifting workforce demands, and organisational goals. These findings help leaders make more informed decisions, understand key future trends, and incorporate AI into the learning strategy of L&D professionals.

Investment

Prioritising Growth, Maximising Impact

As learning and development takes on a more strategic role in driving business outcomes, the focus is shifting from spending on learning initiatives to proving their tangible impact. This shift is evident in how investment priorities are evolving—L&D leaders today are carefully curating their "shopping basket" of learning solutions, balancing immediate skill development needs with long-term capability building. This section delves into where L&D leaders are placing their bets, which investments are yielding the highest returns, and how organizations can maximize the impact of their learning spend in an era of continuous workforce transformation.



Training holds immense importance and is the cornerstone for workforce capability building and organizational agility. Training initiatives are essential to equip employees with the competencies needed to adapt to technological advancements and evolving industry demands. With 62% of L&D leaders allocating significant resources to training, this underscores its pivotal role in addressing immediate and future workforce needs.

This investment reflects:

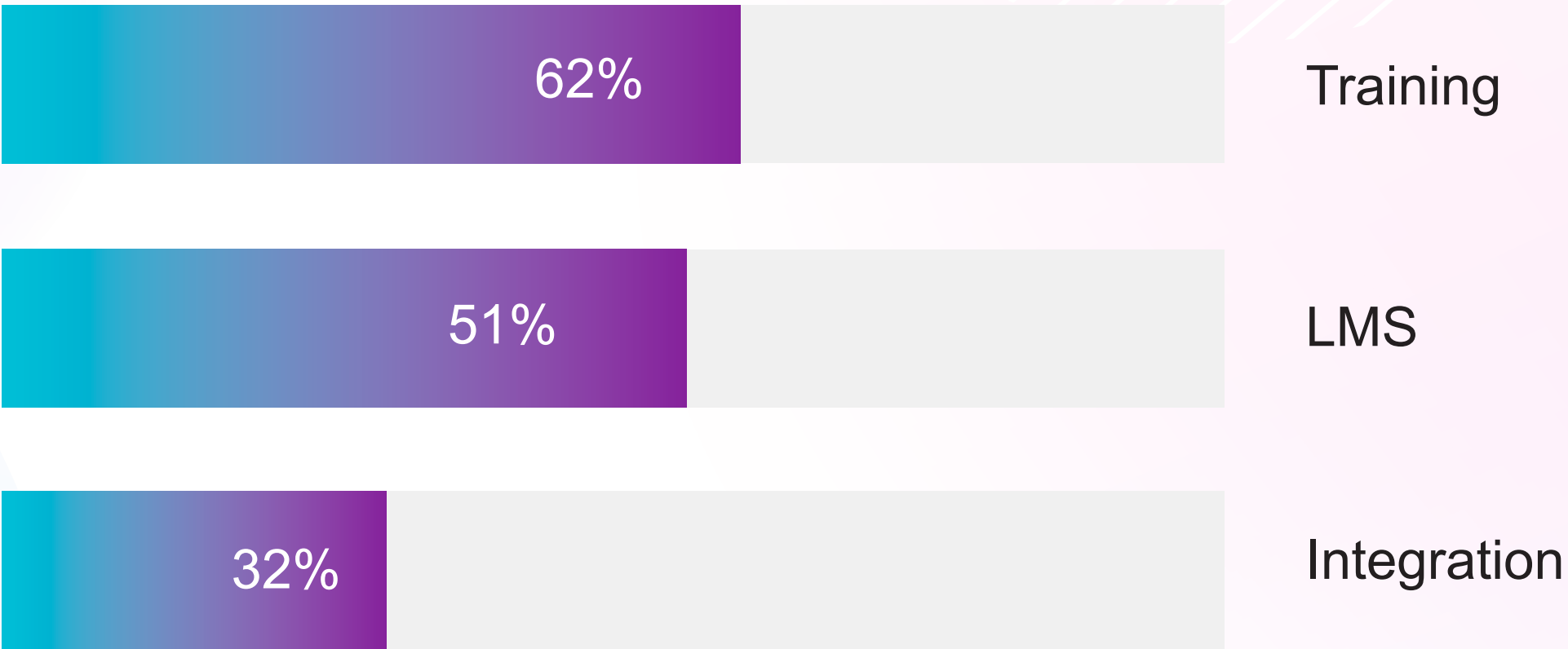
- A strong commitment to upskilling and reskilling, signalling that organizations recognize the strategic value of a skilled workforce.
- The need to bridge skill gaps or to align employee capabilities with organizational goals, particularly in rapidly transforming industries.

The data also indicates that training investments are distributed across both online and offline modalities. Despite the post-pandemic shift towards a virtual-first work environment, organizations continue to prioritize offline training, often investing more heavily on in-person programs. However, the significant shift towards LMS shows a concentrated effort towards by these organisations to shift towards a technology enabled solution for learning and development.

51% of organisations are willing to invest heavily in LMSs for generally two main reasons: One, organisations that don't own an LMS want to invest in one and two, they want to modernise existing LMS platforms, integrate advanced features such as personalisation and analytics, or address challenges in user adoption and satisfaction. This investment reflects a broader need-of-the-hour trend towards creating seamless and impactful learning experiences.

As a growing number of organisations begins to recognise the need for more than just a traditional LMS, there's the increasing realisation that a Learning Experience Platform (LXP) is the next logical step. Organisations are thus increasingly adopting an open-minded approach, with a shift in focus towards broadening learner access and making learning experiences more data-driven and personalised. To achieve this, investing in integration tools like content libraries, automation solutions, and certified assessments is becoming essential.

Where L&D Leaders Are Investing: Training, LMS, and Integration Trends



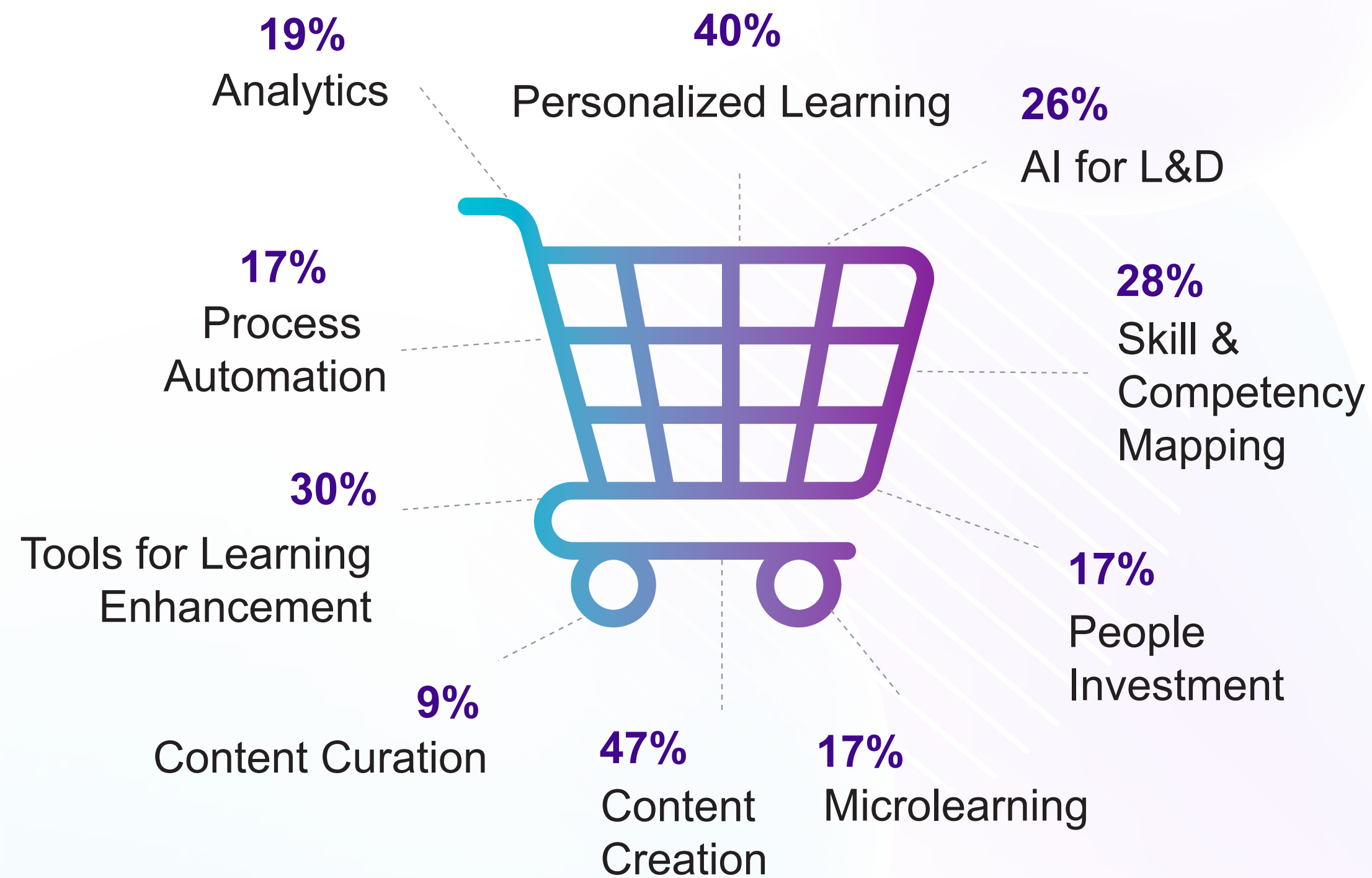
Currently, 32% of organisations have already started this transition. This trend signifies that organisations are actively addressing the concerns of disconnected systems—such as manual data transfers and fragmented learner journeys. Moreover, this trend highlights the strategic use of integrations to align L&D with broader organisational technologies, such as HR platforms, and to optimise reporting and analytics across multiple systems, ultimately enhancing their decision-making processes.

The 'AI promise' of revolutionising the L&D space has been on the forecast for some time now. The possibility of AI becoming a learning companion who doesn't just teach but listens, understands, and adapts is steadily gaining traction. AI-powered systems can analyse employee performance, identify what they're good at, and pinpoint areas where they need help.

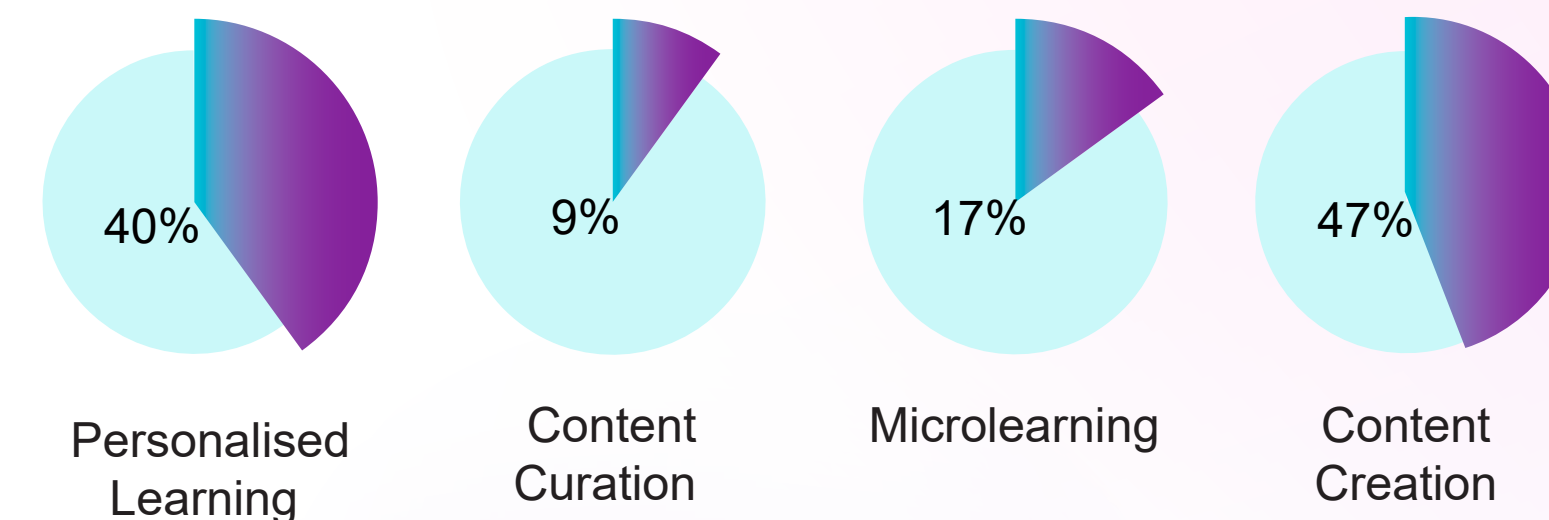
To keep pace with rapidly changing dynamics, organizations must prioritize investments in AI now more than ever. The promising 26% investment trend underscores this growing awareness of AI's transformative potential among businesses. We expect the AI capabilities to evolve continuously building scalable, efficient and adaptive learning solutions and gradually transforming into an invaluable tool for organizations.

As organizations explore the transformative potential of AI, they are also channelling significant focus toward other key areas that complement and enhance the learning experience. By adopting technologies and methodologies that allow for customization, such as adaptive learning platforms or AI-powered recommendations, L&D leaders aim to address skill gaps more effectively and ensure that learning is relevant for everyone.

Shopping Basket of an L&d Head



AI's Impact on L&D: Personalisation, Creation, Curation, Microlearning



At 40%, personalized learning emerges as a cornerstone of modern L&D strategies, signalling that organizations are placing significant importance on creating meaningful and impactful learning journeys for their workforce. This level of investment suggests that personalized learning is not just a trend but a strategic priority for many organizations.

The investment also indicates a broader goal of fostering a culture of continuous learning, where employees feel empowered to take ownership of their professional development.

Earlier, learning strategies involved lengthy training sessions and comprehensive modules designed to cover extensive topics. These approaches often required learners to engage in extended periods of learning, which, while thorough, were not always well-suited to the needs of today's fast-paced, information-overloaded environment.

At 17% microlearning is gradually gaining traction, as more organisations adopt this format for more effective learning outcomes. Its rising popularity indicates that L&D leaders recognize the need to cater to evolving learner behaviours and are gradually integrating it into their training strategies.

Customized, engaging, and context-specific content is the cornerstone of effective learning. Organizations appear to be dedicating substantial resources to crafting content that resonates with their learners, addresses unique business challenges, and supports their overall L&D objectives.

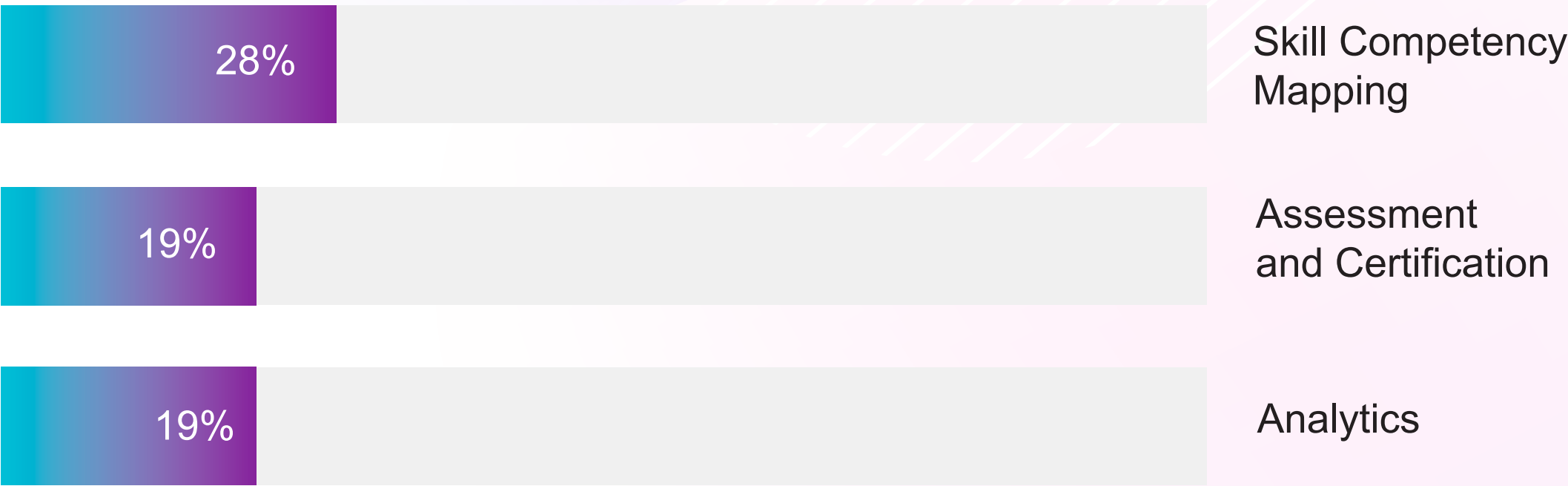
47% investments on content creation suggests an emphasis on building a rich repository of learning assets, enabling greater flexibility in delivering diverse training programs. It also highlights that organizations want leverage technology, especially AI, to enhance content creation by automating mundane tasks, enabling rapid development, and tailoring content to individual learner needs.

While lower, at 9% content curation highlights a growing trend depicting the strategic role of AI in curating tailored learning paths. Automated curation will enable organizations sift through vast content libraries to deliver the most relevant resources, improving learner engagement while proposing personalised paths to learning.

The 13% investment in gamification and only 4% looking to spend on simulators in the coming year reflects a reverse trend, signalling that its initial excitement has waned. Despite their promise to make learning engaging and enjoyable, such initiatives have fallen short due to budget constraints and lacklustre design. This has led organizations to perceive them as a "nice-to-have" rather than an essential feature of their learning platforms.

This also suggests that gamification is undergoing a recalibration, with organizations focusing on its competitive elements rather than its entertainment value. Competitive elements in gamification such as leader boards and dashboards can tap into learners' intrinsic motivation by fostering a sense of competition and allowing them to measure their performance against peers.

Where L&D Leaders Are Investing



The 28% investment in skill and competency mapping by L&D heads reflects this strategic focus on aligning workforce capabilities with organizational needs. This allocation indicates that organizations are prioritizing tools and methodologies to accurately assess their employees' current skills, identify gaps, and match talent to roles where they can thrive.

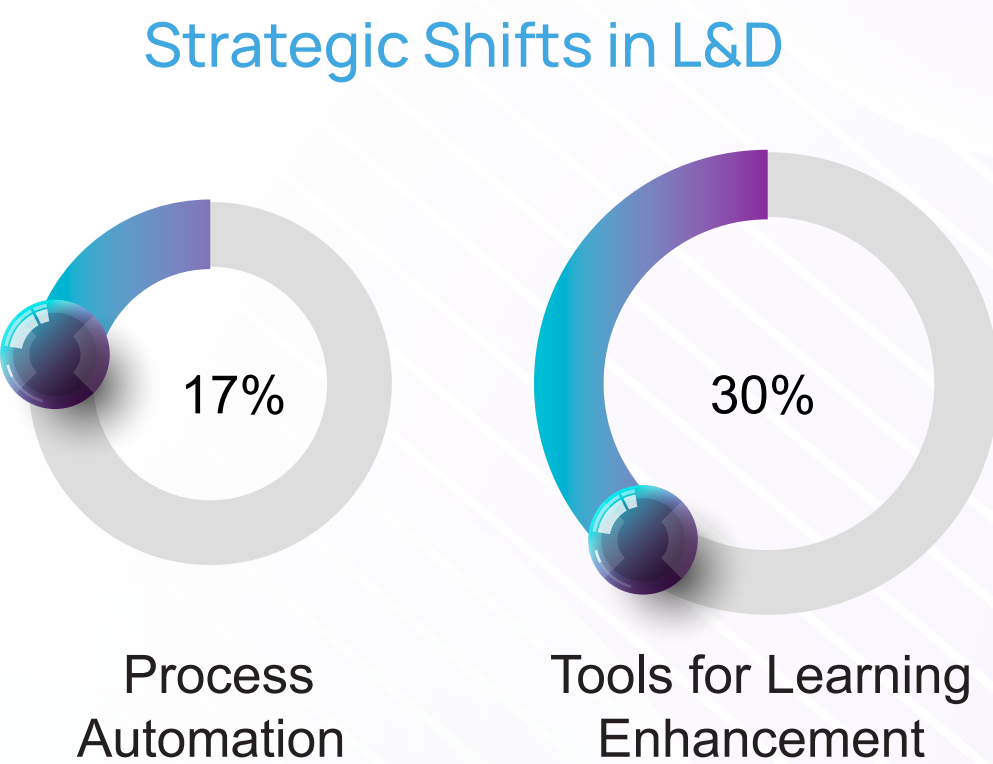
The emphasis on skill mapping also underscores the growing recognition of the value of lateral movements within organizations. By facilitating cross-functional opportunities—such as transitioning a sales professional to a marketing role—companies can foster a culture of adaptability and innovation. This approach not only enhances workforce agility but also helps eliminate stagnation, empowering employees to grow in diverse and dynamic roles.

Assessments and certifications serve as tangible markers of employee development and organizational commitment to upskilling. However, due to the lack of reliable evaluation systems, it becomes challenging for organizations to determine whether employees have successfully acquired the necessary skills or knowledge.

Although the 19% investments reflect a lower percentage, it suggests that many organizations might still be exploring scalable ways to integrate robust evaluation mechanisms or rely on external platforms for certification.

When combined with AI, analytics becomes a powerful driver of personalized learning. AI can process vast amounts of learner data, transforming raw insights into actionable recommendations. This synergy enables organizations to create highly customized training paths that adapt in real-time to individual needs.

With a 19% investment in analytics by L&D heads, there is an increasing focus on leveraging data-driven insights to evaluate the impact of training programs, measure learner progress, and optimize L&D initiatives. By prioritizing analytics, L&D leaders gains a deeper understanding of what works, facilitating more informed decisions about resource allocation, program design, and ROI measurement.



The 17% allocation of L&D budgets toward process automation signals a strategic shift toward optimizing operational efficiency within organizations. Automating repetitive and administrative tasks, such as compliance tracking, learner progress reporting, and assessment grading, reflects a deliberate effort to reduce manual intervention and mitigate the risk of errors.

This focus on automation not only enhances the accuracy and consistency of routine processes but also reallocates valuable time and resources toward strategic initiatives, such as innovation in instructional design and alignment with business goals. By integrating automation into their operations, L&D teams can scale their efforts, respond dynamically to organizational needs, and improve the overall learner experience by streamlining workflows and offering real-time support.

Investments in tools for learning enhancement highlight the strategic focus on leveraging technology to create impactful and measurable learning experiences. With 30% of L&D budgets allocated to such tools, organizations are embracing advanced technologies like AR/VR simulations and AI-driven adaptive platforms to transform traditional training into interactive, immersive, and data-driven experiences.

These innovations not only boost learner engagement but also provide actionable insights into learning behaviors, enabling refinements in content and delivery for optimal impact. The emphasis on analytics and personalized learning paths signifies a shift toward targeted skill development, ensuring alignment with individual career growth and broader organizational objectives. By adopting these technologies, organizations are fostering a culture of continuous learning while driving measurable business outcomes.



There is a strategic shift from isolated training programs to a broader, more adaptable approach to learning, positioning L&D as a facilitator of ongoing growth and development, rather than the sole provider of learning content. With only 17% of respondents prioritizing people investment, offers a noteworthy insight into this evolving approach to Learning and Development (L&D).

People investment in L&D extends beyond traditional roles to include hiring talent with expertise in areas increasingly critical to today's learning landscape. Skills such as instructional design, prompt engineering, and technological fluency in L&D are now indispensable for designing and delivering modern, impactful learning experiences.

The 17% commitment to people investment alludes to this inclusion of such specialized roles. Thus enabling organizations to better harness advanced technologies and implement forward-thinking strategies, ensuring L&D remains relevant and effective in a rapidly evolving environment.

With these investment trends, we expect the L&D heads to become more discerning, demanding innovation and value from their investments. Their priorities will in turn drive LMS providers to innovate relentlessly, competing to secure a larger share of the budget.



Seamless Integrations: Redefining L&D for the Future

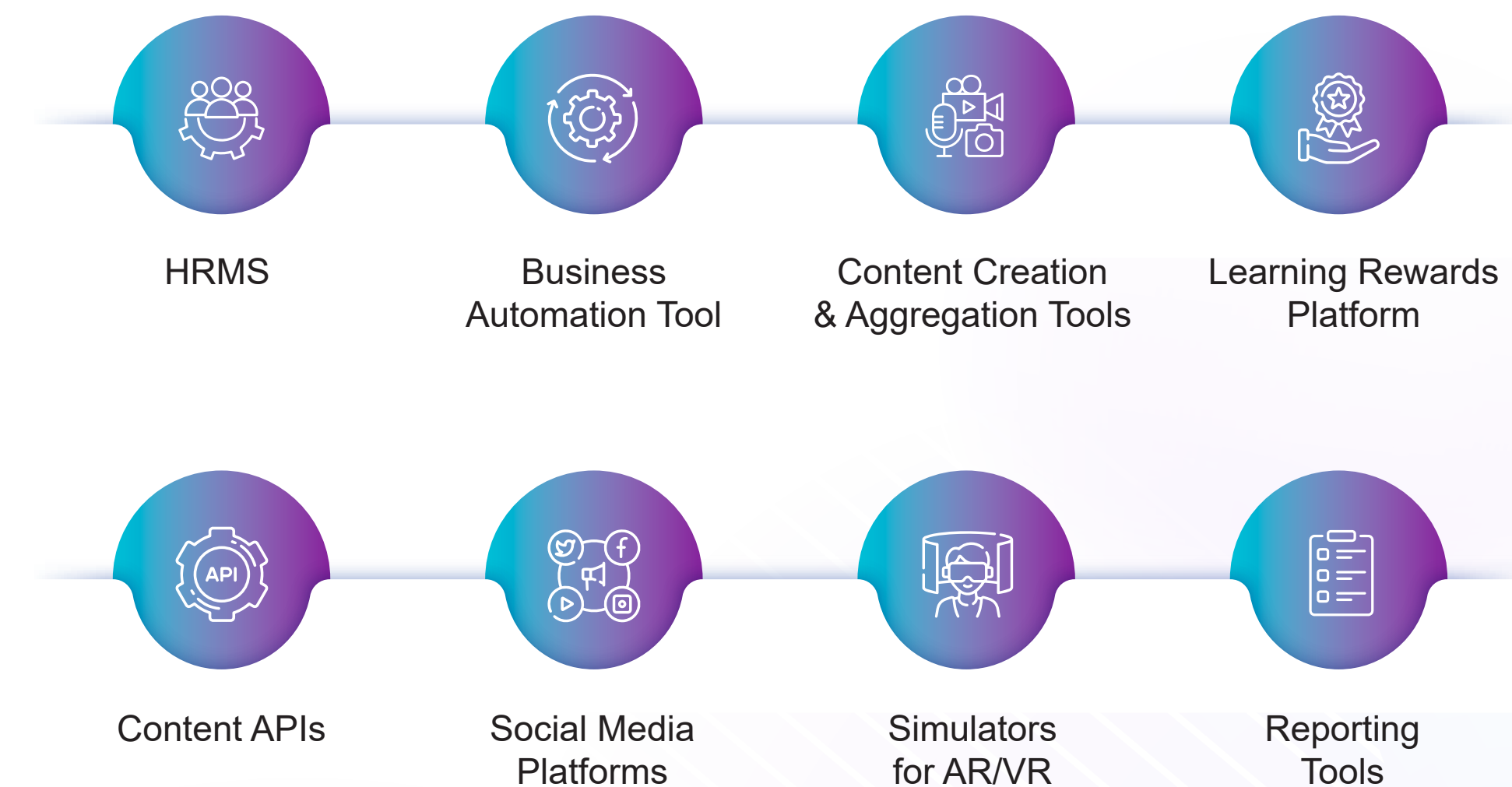
Effective learning and development (L&D) hinge on seamless integration with a broader ecosystem of tools and platforms, driven by the growing emphasis on personalised learning, data-driven insights, and operational efficiency. The 30% allocation of L&D budgets toward these tools and platforms serves as strong evidence of this shift, highlighting the strategic priority organisations place on building interconnected and adaptive systems.

This investment emphasises the need for tools such as Learning Management Systems (LMS), content creation platforms, performance tracking systems, and AI-powered solutions to work cohesively. By integrating these technologies, organisations can deliver personalised, relevant, and engaging learning experiences while ensuring measurable impact and alignment with broader business objectives.



Going forward, integrations will continue to make LMSs more flexible and scalable, including these key use cases of integration:

Key Integrations Enhancing LMS Flexibility



- **HRMS Integration: A key priority is aligning the workforce lifecycle with learning milestones.**

Integrating Human Resource Management Systems (HRMS) with Learning Management Systems (LMS) offers organisations a comprehensive view of employee performance throughout their lifecycle. By linking learning milestones with HR data, organisations can tailor learning content to meet the evolving needs of their workforce.

This integration ensures that employees receive relevant training that addresses specific skill gaps while aligning with business objectives such as succession planning, skill development, and career progression. The result is a workforce that's continuously upskilled, driving both individual and organisational growth.

- **Business Automation Tools: Operational efficiency remains a critical focus.**

Integration of business automation tools into L&D processes is crucial for enhancing operational efficiency. Routine tasks like tracking attendance, scheduling meetings, and managing data can consume a significant amount of time for L&D teams.

By automating these processes, L&D professionals can reduce administrative overhead, streamline workflows, and reallocate their time towards more impactful activities, such as program design, learner engagement, and strategy development.

This shift allows L&D teams to focus on activities that directly contribute to the success of the organisation's learning and development initiatives.

- **Content Creation and Aggregation Tools.**

The increasing demand for relevant, timely, and personalised content. L&D organisations need to look for ways to aggregate and curate learning materials from multiple sources.

Integration with content creation and aggregation tools enables organisations to provide learners with tailored learning experiences. These tools can adapt existing content to meet specific learner needs, combining materials from various providers and learning platforms.

By curating content dynamically, organisations can speed up content delivery, ensure that learning paths are relevant, and respond more effectively to changing learner demands. This allows for an agile, learner-centric approach to content development.

- Learning Rewards Platforms: Leveraging the competitive part of gamification.

Incorporating recognition and rewards systems into learning platforms is an effective strategy to boost learner engagement. Integration with learning rewards platforms allows organisations to offer tangible incentives such as badges, certificates, or monetary rewards linked to specific learning achievements.

This competitive aspect of gamification, where learners can track their progress and compare performance against peers, fosters motivation and continued participation.

By rewarding learners for their accomplishments, organisations can create a culture of continuous learning and growth, leading to higher engagement rates and better learning outcomes.

- Content APIs and Social Media Integration: To deliver diverse, accessible, & mobile-first learning experiences.

To meet the demands of a mobile-first, on-the-go workforce, organisations need to adopt content APIs and social media integrations to enhance their learning experiences. Integrating content from social media platforms enables learners to access bite-sized learning materials anytime, anywhere through familiar channels like mobile apps or social networks.

By meeting learners where they already engage online, organisations can offer continuous learning opportunities that align with modern consumption habits. This integration creates a more accessible, flexible learning environment, enhancing the overall learner experience and promoting ongoing development outside of traditional classroom settings.

- Simulations for AR/VR: Experiential learning is crucial.

Augmented Reality (AR) and Virtual Reality (VR) are transforming the way skills are developed through experiential learning. Simulations using AR/VR technologies allow learners to immerse themselves in realistic environments where they can practice complex scenarios in a safe, controlled space.

These tools help develop skills that are difficult to teach through traditional methods, such as hands-on tasks or soft skills like leadership and communication.

By integrating AR/VR simulations, organisations can offer learners opportunities to experience real-world challenges, which enhance engagement, retention, and the application of skills in their jobs. As AR/VR technologies become more accessible, their potential for reshaping learning in industries like manufacturing, healthcare, and retail becomes increasingly evident.

- Reporting Tools: Data-driven decision-making is the future.

The shift towards data-driven decision-making has made reporting tools a critical component of modern L&D strategies. These systems provide valuable insights into key metrics such as learner engagement, completion rates, skill acquisition, and the overall effectiveness of training programs.

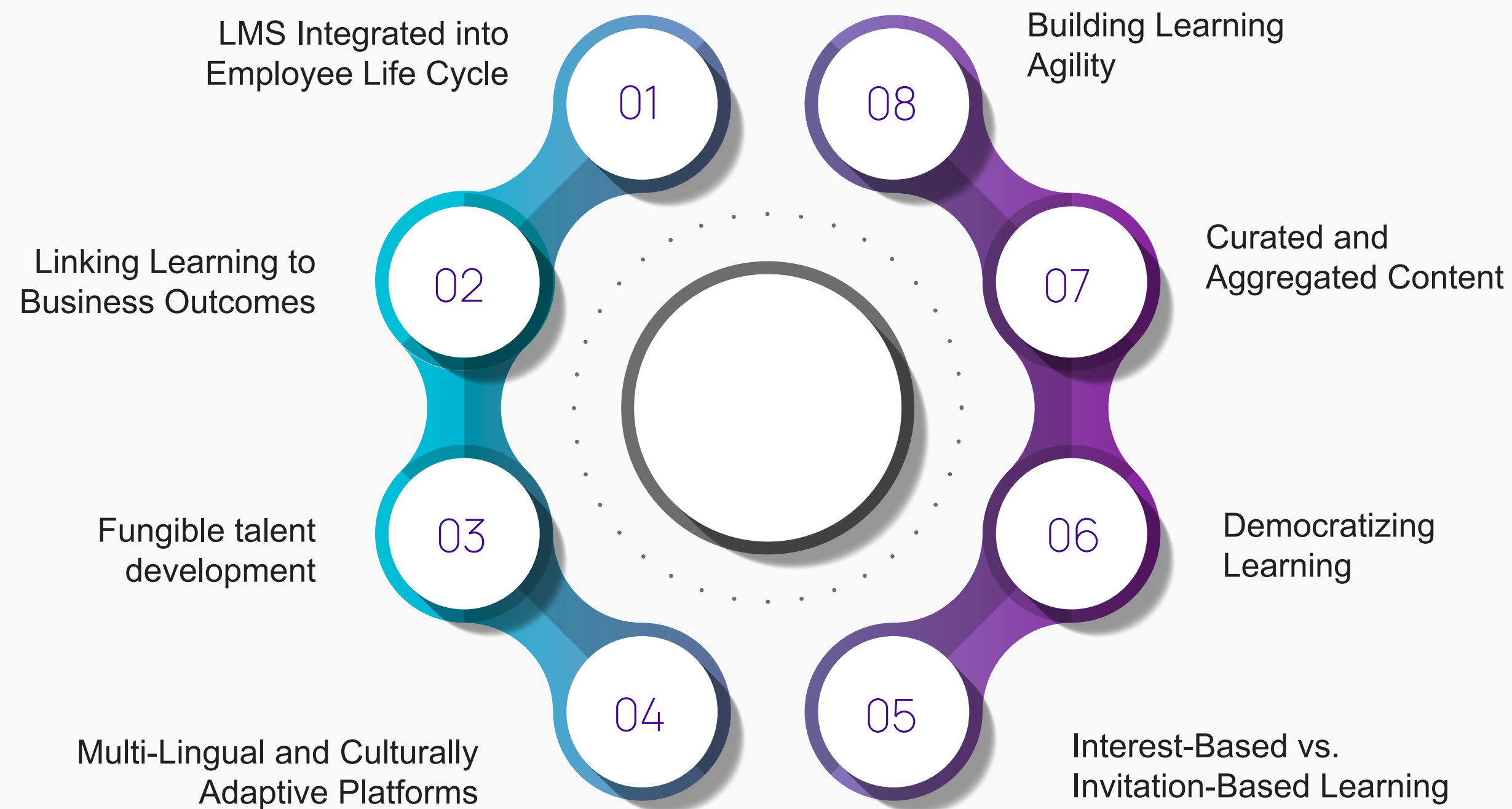
Integration with analytics platforms allows organisations to continuously monitor and assess the impact of their L&D initiatives, ensuring they're aligned with business goals. Reporting tools can also demonstrate ROI, helping L&D teams justify their budgets and investments. By leveraging data to refine strategies, organisations can make informed decisions, optimise their learning programs, and deliver measurable results. This continuous feedback loop enhances the strategic value of L&D within the organisation.

What Do L&D Heads Want?

These insights reveal a transformative shift in L&D priorities as leaders strive to adapt learning strategies to an evolving business landscape and workforce needs. These priorities reflect a strategic response to barriers such as talent management, technological advancements, and the demand for personalised, scalable, and goal-oriented learning.



Shaping the Future: L&D as a Strategic Growth Driver



Looking ahead, these evolving L&D priorities will shape the future of learning ecosystems, with several key use cases emerging as priorities:

- **LMS Integrated into Employee Life Cycle:** Ensuring learning is a continuous and strategic component of workforce development.

L&D leaders want learning to be a continuous, seamless part of the employee experience, strategically aligned with key stages of the workforce lifecycle. This means leveraging LMS platforms to provide timely interventions during critical milestones—such as onboarding, role transitions, promotions, or reskilling for future roles.

By embedding learning opportunities within the employee journey, organisations can foster ongoing growth, increase engagement, and create a culture of continuous improvement. This integration ensures learning is not an isolated activity but a strategic driver of career development and organisational success.

- **Linking Learning to Business Outcomes:** Strong connectivity to organisational KPIs (key performance indicators) should characterise the individual learning pathways.

The ability to connect learning initiatives with measurable business outcomes has become a non-negotiable priority. L&D leaders emphasise designing individual learning pathways aligned with organisational KPIs, ensuring every program contributes to performance and productivity.

This shift reflects a growing expectation that learning must deliver tangible ROI by driving improvements at both the employee and organisational levels. As a result, L&D efforts are being reimagined to not only enhance skills but also directly influence critical metrics such as revenue, efficiency, and market competitiveness.

- **Fungible Talent Development:** Focus towards a fungible workforce who can easily move across multiple roles and profiles.

The focus on fungible talent emphasises the need for a workforce capable of seamlessly transitioning across multiple roles and responsibilities. Developing such a workforce reduces dependency on specific roles, minimises risks associated with talent shortages, and enhances organisational agility.

By prioritising fungible talent, L&D leaders want to ensure that employees are equipped with a broad range of skills, enabling companies to adapt swiftly to market fluctuations, technological disruptions, and new business opportunities.

- **Multi-Lingual and Culturally Adaptive Platforms:** Importance of inclusivity and cultural sensitivity in global organisations.

Global organisations recognise the importance of inclusivity and cultural sensitivity in delivering effective learning solutions. L&D leaders are prioritising platforms that accommodate diverse languages and cultural nuances, ensuring equitable access for employees across regions.

This adaptability not only enhances the learning experience but also fosters a sense of belonging and inclusivity within the workforce. It confirms the need for learning platforms that resonate with employees' unique backgrounds while aligning with organisational goals.

- **Interest-Based vs. Invitation-Based Learning:** Transitioning from a forced learning scenario to an interest-driven approach.

The shift from mandatory, invitation-based learning to interest-driven, personalised learning is reshaping the L&D landscape. Organisations are increasingly tracking employee interests, such as courses they choose and assessments they undertake, to provide tailored recommendations.

This proactive approach enhances learner motivation, promotes self-directed learning, and nurtures a culture of curiosity and engagement. By aligning learning opportunities with individual preferences, L&D leaders are looking to empower employees to take ownership of their development.

- **Democratising Learning:** Creating accessible learning resources.

Democratising learning focuses on making learning resources widely accessible to all employees, regardless of their role or location. By providing equal opportunities for development, organisations want to empower individuals to take charge of their growth journeys.

This sense of autonomy and accountability will foster a motivated workforce that aligns personal aspirations with organisational objectives. Democratisation also ensures that employees at all levels have the tools they need to succeed, driving equity and inclusivity.

- **Curated and Aggregated Content:** Enhancing Learning Pathways with Diverse & Up-to-Date Resources

The demand for curated and aggregated content reflects the need for diverse, up-to-date learning materials. L&D leaders are leveraging platforms that source content from multiple providers, creating comprehensive & customised learning pathways.

This approach ensures that employees have access to relevant, high-quality materials that address their unique needs and challenges. Aggregated content not only enriches learning experiences but also helps organisations stay ahead by integrating the latest industry insights and trends.

- **Building Learning Agility:** Enabling employees to adapt and learn fast.

Today's fast-paced environment, learning agility—the ability to adapt and acquire skills quickly—is a critical focus. L&D leaders are emphasising programs and tools that enable employees to remain competitive in dynamic markets.

By fostering a culture of rapid learning and adaptability, organisations can equip their workforce to navigate hurdles, embrace innovation, and drive continuous improvement. Learning agility ensures that employees and organisations alike are prepared to thrive in a world of constant change.

The evolving priorities of L&D heads point to a strategic shift towards holistic, personalised, and goal-oriented learning. By addressing these emerging needs—spanning technology integration, cultural inclusivity, agility, and democratised access—organisations can create dynamic learning ecosystems that not only empower employees but also drive measurable business impact. The future of L&D lies in its ability to align with both individual aspirations and organisational objectives, paving the way for sustainable growth and success.



AI Revolutionising Learning, Streamlining Success

Artificial Intelligence (AI) is reshaping the workplace, particularly in learning and development (L&D), by enabling smarter, more adaptive, and personalised learning experiences. AI-driven tools can analyse vast amounts of learner data to identify individual skill gaps, recommend tailored content, and even predict future training needs. This level of precision ensures that employees receive just-in-time learning that aligns with their unique roles and career trajectories.

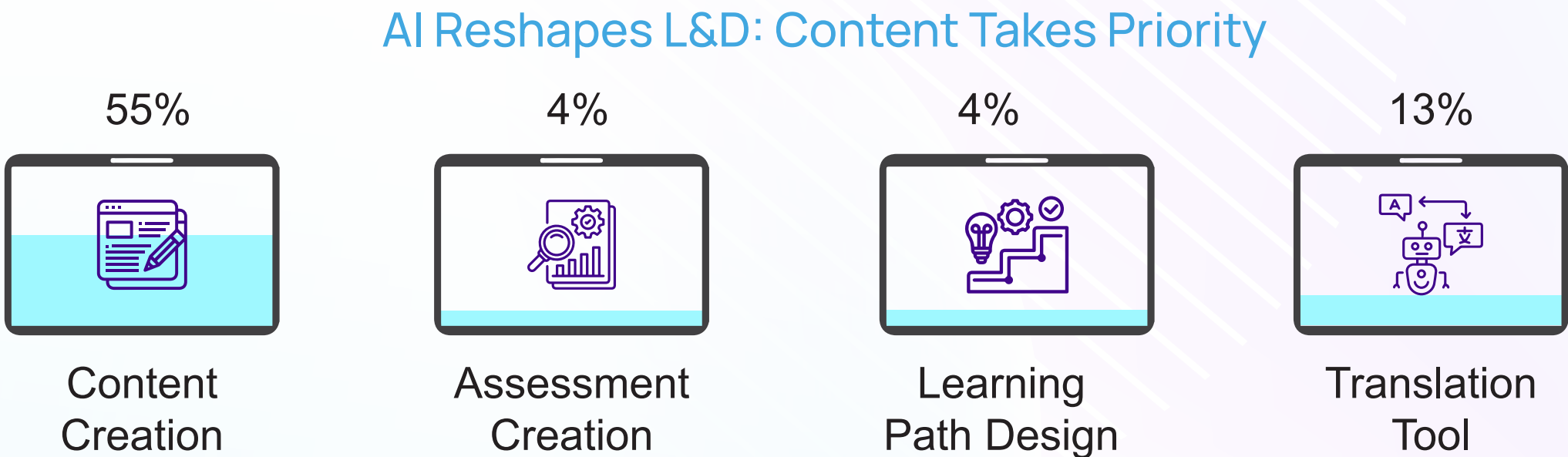


Moreover, AI-powered technologies such as chatbots, virtual coaches, and sentiment analysis provide immediate feedback and real-time support, fostering continuous learning and engagement. These advancements not only optimise the learning process but also enable organisations to scale their L&D initiatives efficiently, reaching a global workforce with consistent high-impact training.

AI also enhances the analytical capabilities of L&D teams by generating actionable insights from complex data sets. For instance:

- Advanced analytics measure the effectiveness of training programs by linking learning outcomes with key performance indicators (KPIs) like productivity, retention, and customer satisfaction.
- Data-informed decisions enable organisations to optimise resource allocation and refine program designs based on insights.
- AI-powered automation streamlines administrative tasks such as scheduling, tracking completion rates, and automating assessments. This allows L&D professionals to focus more on strategic initiatives rather than routine administrative work.

As AI continues to evolve, its integration with L&D technology offers transformative potential to create dynamic, learner-centric environments that drive organisational growth & innovation.



• Content Creation:

Content creation is set to remain at the forefront of L&D teams' priorities, with a clear trend towards AI adoption for this purpose. As the demand for personalised, scalable, and high-quality learning materials continues to rise, L&D leaders are likely to rely more heavily on AI to automate content generation. This will reduce the time and resources spent on manual content development, ultimately accelerating the creation of learning resources that are tailored to individual needs and job roles.

The data supports this shift, as 55% of L&D teams are already embracing AI in content creation. This includes leveraging AI for multi-lingual content creation, generating personalised learning paths, and creating on-the-job training (OJT) materials.

The significant focus on content development reveals L&D leaders' awareness of AI's potential to address the need for diverse and relevant learning resources.

• Assessment Creation:

Assessments are crucial for providing actionable insights into learner performance, identifying areas for improvement, and ensuring that training goals are being met. The limited focus on AI for assessment creation suggests that L&D teams may still view assessments as a manual & traditional process, overlooking AI's potential in this area.

While assessments are crucial for measuring learner progress and the effectiveness of training programs, only 4% of L&D teams are utilising AI to create adaptive, personalised assessments. This reflects a gap in leveraging AI's ability to provide real-time feedback and dynamically adjust to learner responses. However, we predict this will shift as AI's ability to deliver smart assessments & actionable insights becomes more widely understood.

Over time, this area will likely see greater adoption as L&D teams begin to realise the value of personalised and data-driven assessments in improving learner outcomes.

- Learning Path Design:

Customised learning paths are essential for addressing the unique needs and career aspirations of individual learners, yet AI's ability to generate personalised development plans is underutilised. The limited focus on AI for learning path design (4%) suggests that L&D teams may not fully grasp the potential of AI in creating personalised learning journeys.

As awareness grows about the benefits of personalised learning journeys, we predict that AI-driven solutions like Generative IDPs and predictive learning paths will become more prevalent.

In the future, this area will likely see greater focus as L&D leaders recognise the importance of offering tailored learning experiences that boost engagement and learning outcomes.

- Translation Tool:

The growing need for multilingual learning content is becoming more evident, with 13% of L&D leaders adopting AI for translation tools. This indicates a clear recognition of the global workforce & the need for scalable, accurate translations of training materials.

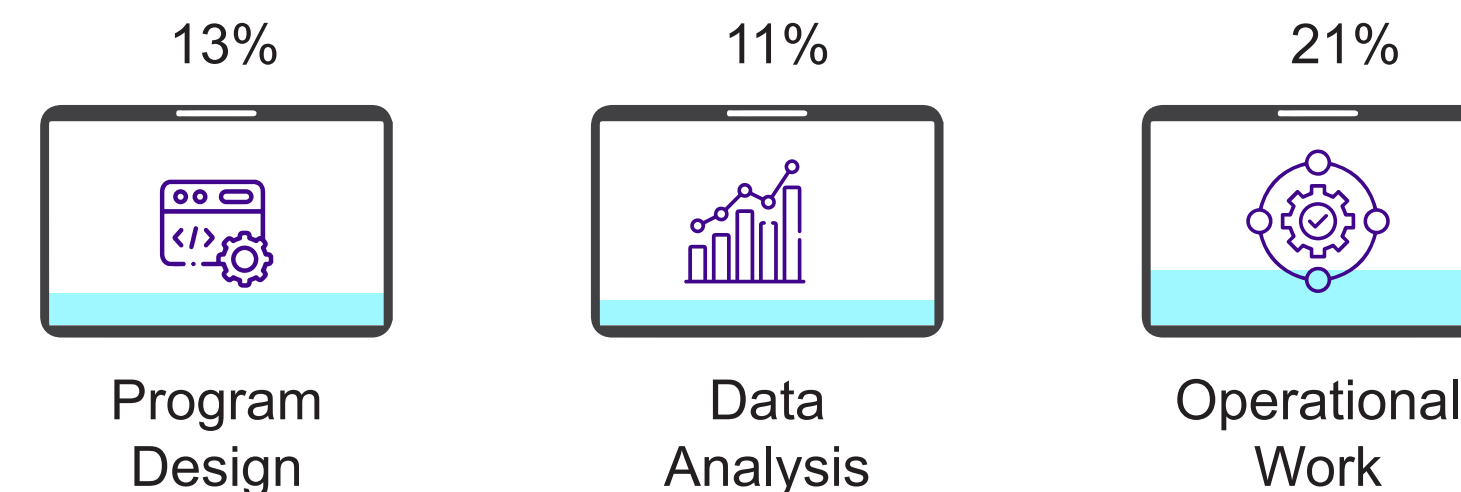
As organisations continue to expand internationally, AI-powered translation tools will become indispensable for creating culturally relevant content that resonates with diverse audiences.

We predict that the use of AI in translation tools will increase as L&D teams strive to make learning accessible to a wider, multilingual audience. This will enhance the overall learner experience and contribute to the success of global training initiatives.

- Program Design:

While L&D teams are beginning to explore AI in program design to assist in crafting innovative, effective learning programs, it still remains an area with considerable untapped potential. As businesses evolve, there will be greater demand for AI to support program optimisation and alignment with organisational goals.

Revolutionising L&D: AI's Untapped Potential in Data & Design



We predict that the role of AI in program design will expand as more teams adopt thought partner tools and predictive analytics to design learning programs that are more strategic, data-driven, and tailored to the needs of the workforce.

- Data Analysis:

Data analysis in L&D is recognised as important, but its integration into everyday processes is still in the early stages. With only 11% of L&D teams utilising AI for data analysis, there's a clear opportunity for AI to play a larger role in measuring the impact of learning programs and identifying areas for improvement.

The trend towards data-driven decision-making is growing, and AI-powered tools such as ROI measurement and predictive analytics can help L&D leaders assess the effectiveness of their initiatives. As more L&D teams recognise the power of data in optimising learning, we anticipate a significant increase in AI adoption in this area, which will help organisations align their training programs with business goals more effectively.

- Operational Work:

While AI adoption in operational tasks is growing, L&D leaders are still grappling with the balance between automation and human oversight. The 21% focus on AI for operational tasks indicates that while there is recognition of AI's potential to streamline administrative functions, many L&D teams still face barriers to fully implementing such tools.

This suggests that AI could take on more responsibilities in automating tasks such as training scheduling, logistics management, and gathering learner feedback through employee pulse tools.

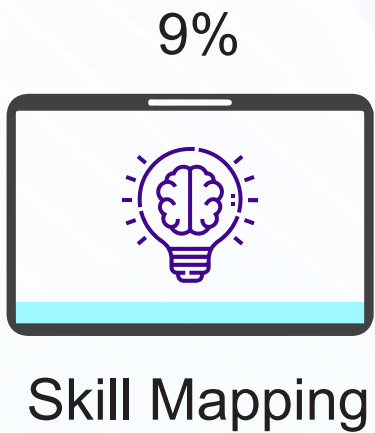
Over time, AI assessments will likely see greater adoption as L&D teams begin to realise the value of personalised and data-driven assessments in improving learner outcomes.

- Skill Mapping:

Skill mapping is an essential function in L&D, but it remains an area where AI adoption has room to grow. Effectively identifying skill gaps within the workforce is crucial for aligning talent development with business objectives. By mapping the existing skills of employees to the skills needed in the future, organisations can proactively address potential shortages, ensuring that their workforce remains competitive.

While the recognition of the importance of skill mapping is high, there remains a low level of AI adoption in this space. AI tools can help automate the mapping of current skills, identify gaps, and match employees to roles that suit their existing or developing capabilities.

AI-Powered Skill Mapping: Closing Gaps, Building Future-Ready Team



AI's role in skill mapping also extends beyond just identifying gaps. It can help organisations design personalised learning paths for employees, ensuring they acquire the skills necessary to succeed in their roles.

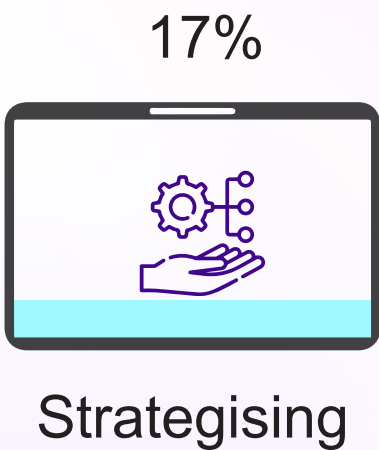
This could mean recommending training programs, certifications, or mentoring opportunities based on an individual's specific needs and career aspirations.

With the increasing complexity of skill development and the rapid pace of change in many industries, AI can enable L&D teams to keep up by providing actionable insights on skill shortages, trends, and emerging competencies. As more organisations recognise the value of AI-powered skill mapping, this tool will become integral to workforce planning, ensuring that companies are not only filling immediate skill gaps but also preparing for future challenges.

- Strategising:

Strategising is critical for ensuring that L&D initiatives are aligned with business goals and the evolving needs of the workforce. However, there appears to be a gap in the effective use of AI to support strategic planning. While L&D teams recognise the importance of strategy, many have yet to fully embrace AI tools that could enhance this area.

AI in L&D Strategy: Turning Data into Future-Ready Decisions



AI's potential to provide predictive insights into emerging skill sets, workforce trends, and future learning needs is a game changer for L&D teams looking to stay ahead of the curve. By using AI as a thought partner, L&D leaders can predict the future of work, align learning programs with the organisation's long-term goals, and ensure that training initiatives are proactive and adaptable.

The adoption of AI in strategising is still in its early stages, with a relatively low percentage of L&D teams leveraging these tools. However, the increasing complexity of the business world demands that L&D strategies be more data-driven and future-focused.

With predictive analysis, AI can guide decision-making by anticipating shifts in industry trends, skill requirements, and learner behaviours, helping organisations to make better-informed decisions. As the value of strategic foresight grows, it's likely that the use of AI in this area will increase, allowing L&D teams to craft more relevant and timely learning solutions that align with both organisational and individual needs .

Furthermore, AI-powered tools can address existing challenges, such as the need for scalable content creation, real-time learner support, and robust performance tracking. As AI capabilities continue to expand, organisations that embrace these innovations will be better positioned to foster a culture of continuous learning, enhance employee engagement, and remain competitive in an increasingly dynamic business environment.



Automation

Unlocking Strategic Growth Through Smart Technologies

As the demands placed on L&D teams continue to grow, the need to integrate automation has become more critical than ever. The ever-expanding scope of L&D responsibilities—ranging from onboarding and skill development to addressing the unique needs of a diverse workforce—has made it increasingly challenging to balance operational tasks with strategic priorities.

A significant portion of L&D professionals' time is consumed by repetitive and time-intensive tasks such as managing training logistics, tracking compliance, conducting learner assessments, and addressing immediate obstacles. While these activities are vital for ensuring the smooth functioning of learning programs, they often leave little room for innovation, long-term planning, or strategic alignment with organisational goals.

This dynamic highlights an urgent need for automation to streamline processes and free up bandwidth for more impactful contributions. This fragmentation of time highlights a critical challenge for L&D leaders: balancing operational responsibilities with the strategic focus necessary for long-term organisational development.

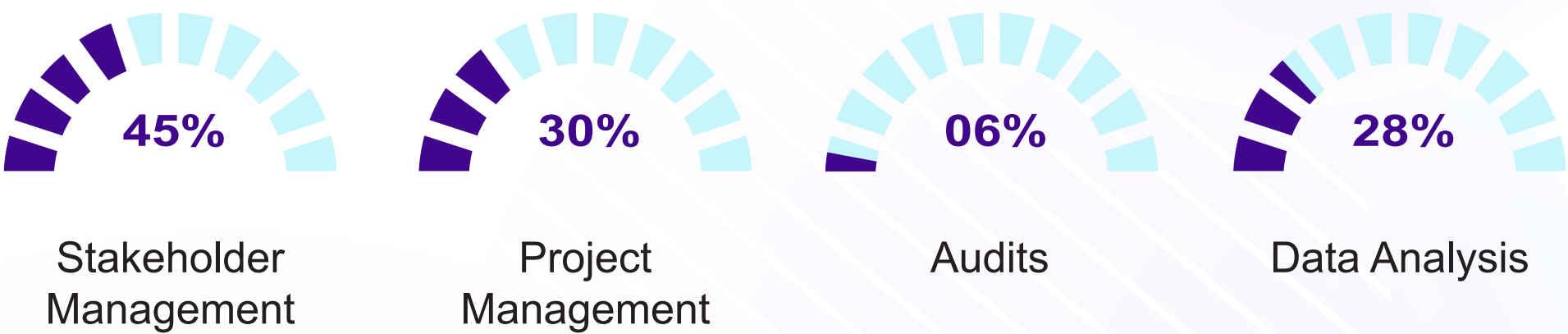


To better understand this dynamic, we examined how an L&D leader's time is distributed across various tasks and explored the implications of these allocations:

- Stakeholder Management:

Nearly half of an L&D leader's time is spent on stakeholder management, reflecting the critical need to align learning strategies with organisational objectives. However, this significant allocation may indicate concerns in balancing diverse expectations or navigating complex approval processes. Leveraging automation tools and centralised collaboration platforms could streamline these interactions, allowing leaders to focus on more strategic initiatives while maintaining alignment.

The Execution Engine: Where L&D Leaders Spend Their Day



- Project Management:

Managing multiple L&D initiatives occupies nearly one-third of an L&D leader's available time, underscoring the complexity of coordinating timelines, resources, and deliverables. This large time investment indicates an opportunity to adopt streamlined project management platforms. Automated scheduling, progress tracking, and reporting tools can reduce manual effort and enhance efficiency, enabling L&D leaders to juggle competing priorities more effectively.

- Audits:

While audits occupy the least time, they're still vital for ensuring compliance, maintaining quality, and mitigating risks. Automating compliance tracking and reporting processes could further reduce the time spent on these routine activities while maintaining rigor and accuracy.

- Data Analysis:

The substantial time allocated to data analysis highlights the importance of data-driven decision-making in shaping L&D strategies. However, manually analysing data can be both time-consuming and prone to errors. Advanced analytics tools and real-time dashboards could simplify this process, allowing leaders to quickly generate insights and translate them into actionable strategies that align with business goals.

- Training Needs Analysis:

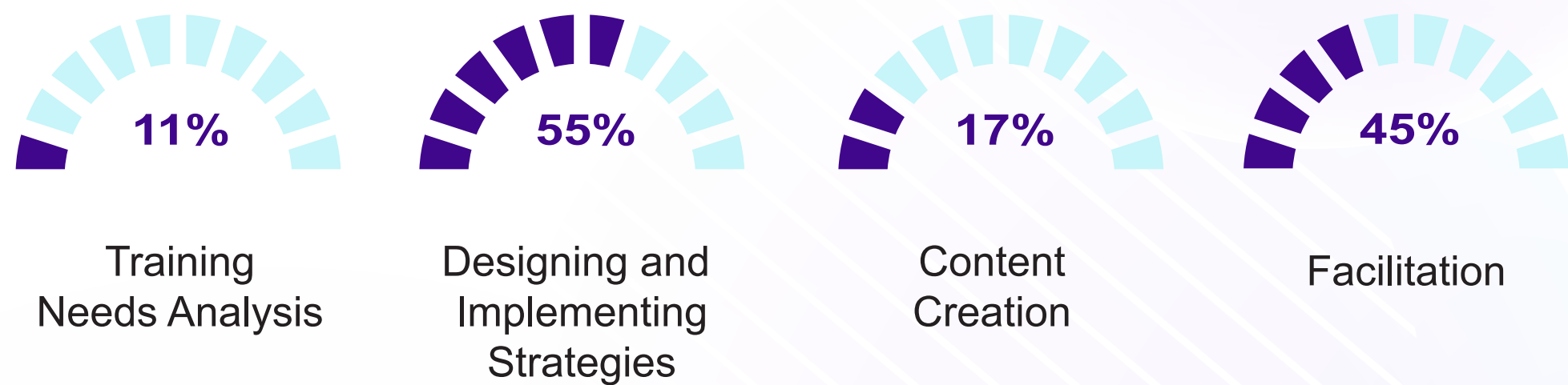
Spending over 10% of time on identifying skill gaps and training requirements underscores its importance in crafting targeted learning solutions. However, this process can be enhanced through automation. AI-driven tools and predictive analytics can quickly assess needs, forecast future skill gaps, and offer precise recommendations, thereby reducing manual effort while improving accuracy.

- Designing and Implementing Strategies:

While 55% of L&D leaders' time is dedicated to designing and implementing strategies for organisational development, the remaining portion is fragmented across operational and executional priorities. These competing demands reveal a clear challenge: balancing the immediate needs of the organisation with long-term, strategic goals.

Each of these activities plays a vital role in the L&D ecosystem, but the time-intensive nature of these tasks amplifies the need for innovative solutions, such as automation, to streamline processes and enable L&D leaders to focus on driving impactful initiatives.

The Strategic Core: Driving Learning & Development Forward



- Content Creation:

Although content creation is foundational to L&D, dedicating nearly one-fifth of the time to this activity may signal inefficiencies in the development process. The integration of AI-powered content generation tools, pre-curated learning libraries, or modular content design approaches could streamline creation efforts and allow more time to focus on high-impact, strategic initiatives.

- Facilitation:

The 45% emphasis on facilitation demonstrates the centrality of delivering impactful learning experiences. However, the reliance on human-led facilitation may limit scalability, especially in geographically dispersed organisations. Integrating digital tools, such as virtual facilitation platforms, adaptive learning technologies, and AI-driven personalised content delivery could reduce dependency on manual facilitation while ensuring high-quality learner engagement.

This analysis highlights a pressing need to shift focus from operational and executional tasks towards strategic thinking and innovation. The significant time allocated to stakeholder management, facilitation, and project management suggests that L&D leaders are deeply embedded in day-to-day operations. By adopting automation, leveraging AI, and integrating advanced tools, organisations can free up their L&D teams to prioritise long-term planning, thus fostering innovation and driving business-aligned outcomes .



Delegation in the Digital Age: Key Areas for Automation in L&D

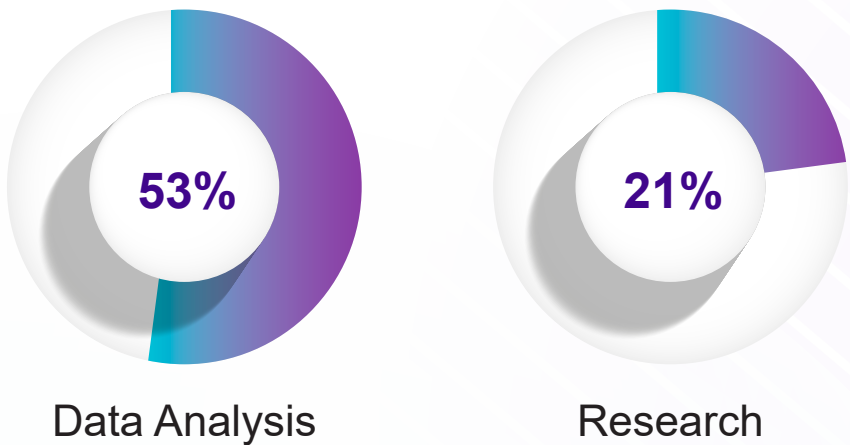
So, if automation is the key, what are the jobs that L&D heads are willing to entrust to AI? To understand this, we posed a hypothetical question: "If you hired a human assistant, what tasks would you delegate to them?" The responses were both revealing and unexpected.

While it was anticipated that operational tasks would dominate the list, L&D heads expressed a surprising openness to sharing some high-level, visibility-enhancing responsibilities traditionally viewed as sacrosanct—such as coaching and facilitation. This data reflects a shift in priorities, with leaders looking to offload not just mundane tasks but also aspects of their role that could benefit from automation, ultimately freeing them to focus on strategic and transformative initiatives.

The willingness to delegate data analysis to assistants reinforces the importance of data-driven decision-making in modern L&D strategies. However, data analysis is often repetitive and time-consuming, which makes it a prime candidate for automation. Tools such as AI-powered analytics platforms can automate data collection, reporting, and the identification of learning trends.

This would significantly reduce the manual effort required, allowing assistants to focus on interpreting the data and providing actionable insights. By automating the data analysis process, L&D heads can also make more informed decisions faster.

What Leaders Are Ready to Automate

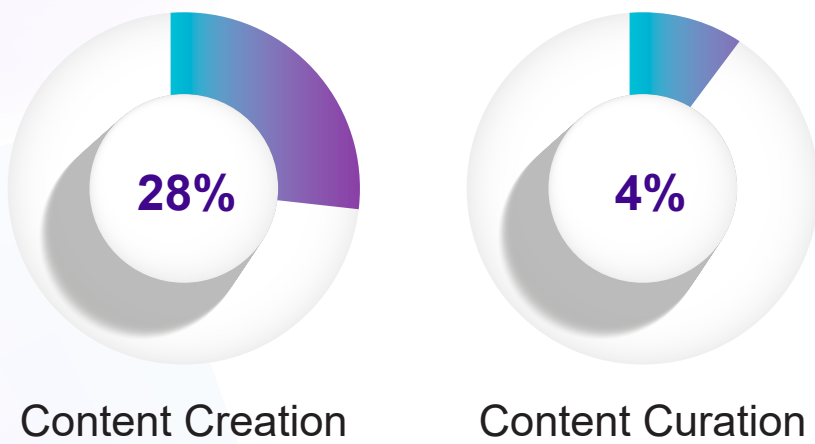


The 21% focus on research, though vital to L&D strategy, is another task that can be time-consuming. Delegating research to assistants suggests that L&D heads appreciate the opportunity to speed up this process through automation. AI and machine learning tools can assist with curating relevant learning materials, aggregating data from various sources, and identifying emerging trends in L&D.

This would make the research process more efficient, allowing assistants to focus on gathering the most relevant and up-to-date information without manual intervention, ensuring that the research efforts are always aligned with organisational needs.

Content creation is a foundational element of L&D, but it can be time-intensive and resource-draining. The fact that L&D heads are willing to delegate content creation suggests that automation could play a key role in this process.

Leaders Automating Content Creation

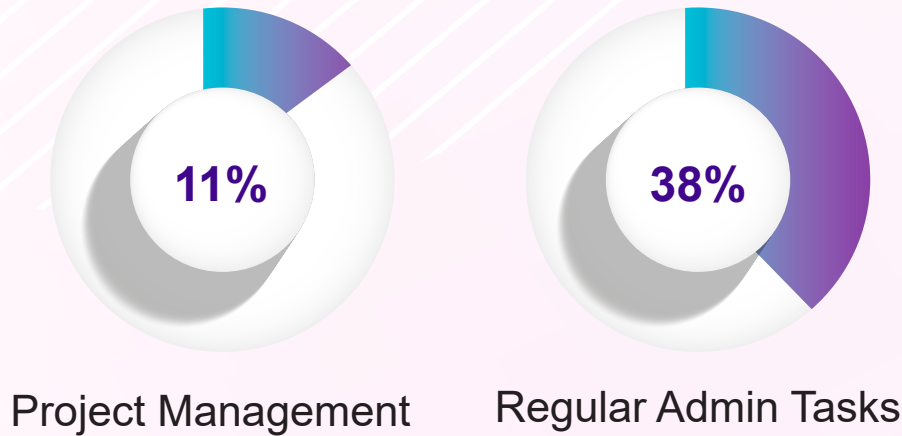


AI-driven content tools, like those that generate learning templates or help curate content, could significantly reduce the time spent creating new materials from scratch. This would enable assistants to focus more on customising content to meet specific organisational needs and maintaining content quality, rather than starting from the ground up.

Operational tasks such as regular administrative tasks and project management show significant potential to be automated. These activities are not only resource-intensive but also critical to L&D success, making their efficiency paramount.

The survey reinforces this perspective, as these tasks received a considerable share of responses for delegation, signalling a clear opportunity to optimise workflows and enable L&D leaders to focus on strategic priorities.

Leaders Embracing Automation for Efficiency



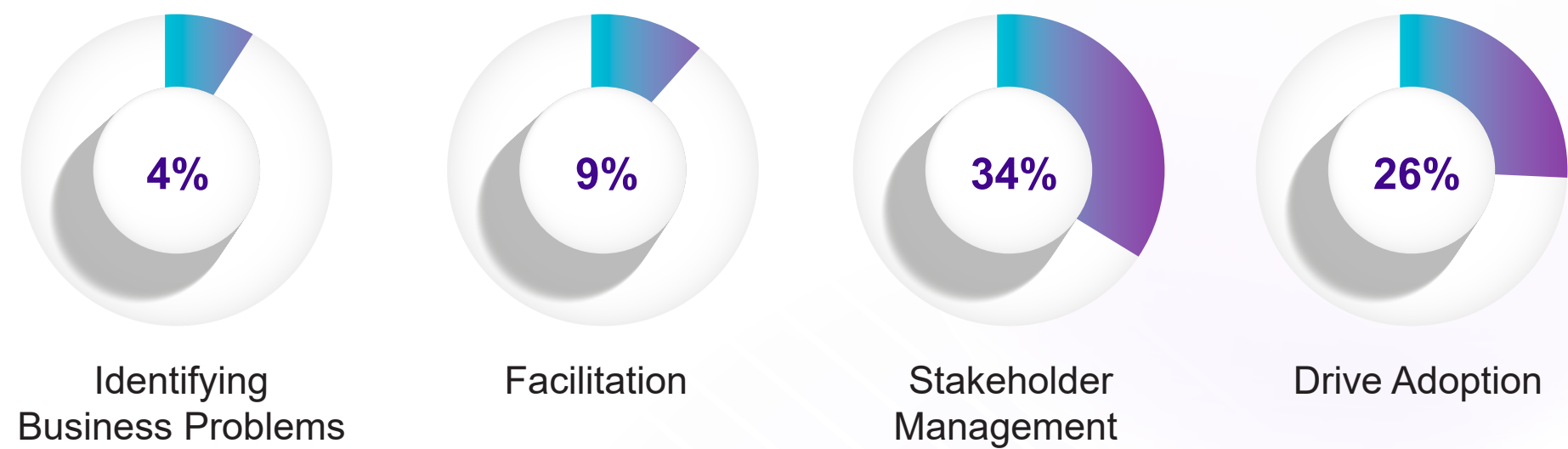
Regular, administrative tasks are another significant portion of the workload that L&D heads are keen to delegate. These tasks typically include scheduling, organising materials, and maintaining records. They're essential but often repetitive and low-value, which makes them ideal for automation.

With the implementation of workflow management systems and digital tools, much of this routine work can be automated, allowing assistants to redirect their focus towards tasks that have a more direct impact on learning outcomes.

Project management's slightly higher delegation numbers suggest a recognition of its operational nature, with opportunities to streamline through automation. Workflow tools and project management platforms can assist in handling timelines, resource allocation, and reporting, allowing L&D heads to focus on the strategic aspects of their projects.

Identifying business problems requires deep organisational insight and is seen as a responsibility that cannot be fully outsourced. However, integrating technology to provide data-driven insights and engaging assistants as thought partners could expedite the process, making it more efficient without compromising quality.

L&D Leaders Embrace Automation—But Strategy Still Needs a Human Touch



Though surprising given its traditionally sacrosanct nature, Coaching and Facilitation at 9% (although a small number) reflects a gradual willingness to delegate coaching roles, possibly with AI-assisted tools or hybrid solutions to maintain quality. These approaches can maintain the quality of Coaching while reducing the time burden on L&D leaders, making it possible to scale these efforts without losing their personalised touch.

Managing stakeholders, though crucial, is often a complex task that requires constant communication and coordination. With 34% of the time spent on stakeholder management, there's a clear opportunity for automation to help streamline interactions. Automated communication tools, such as email workflows or CRM systems, can manage routine stakeholder updates and follow-ups, ensuring that L&D leaders can focus on building stronger relationships and aligning learning strategies with broader business objectives. Automating communication tasks can ensure that stakeholder management is consistent and efficient while reducing the manual effort involved.

Driving learner adoption is essential for the success of any learning initiative. With 26% of tasks focused on this area, L&D leaders are clearly looking to optimise engagement and increase learner participation. Automation offers a solution here through personalised learning pathways, reminders, and progress tracking.

AI tools that monitor learner behaviour and suggest targeted interventions can help increase engagement without requiring manual effort from L&D teams. By automating these aspects of learner adoption, L&D heads can focus more on high-level strategies for improving engagement and fostering a learning culture.

Although there's extensive discussion around automation, certain tasks requiring specialised knowledge and judgment reflect their perceived strategic or nuanced nature. Respondents also clearly demarcate these tasks, assigning them the lowest percentage in the survey, further underscoring their importance and the cautious approach towards delegation .

This is because they demand a combination of human oversight and intelligent automation to maintain their strategic value while enhancing efficiency. However, it's interesting to note that there is an openness to automate tasks that were traditionally meant only for human intelligence, thus igniting a positive interest in the support provided to the L&D ecosystem through technology.

These survey responses highlight a clear demarcation between tasks perceived as operational and those seen as requiring a strategic or nuanced approach. Such tasks emphasise the balance needed between human expertise and technological advancements.

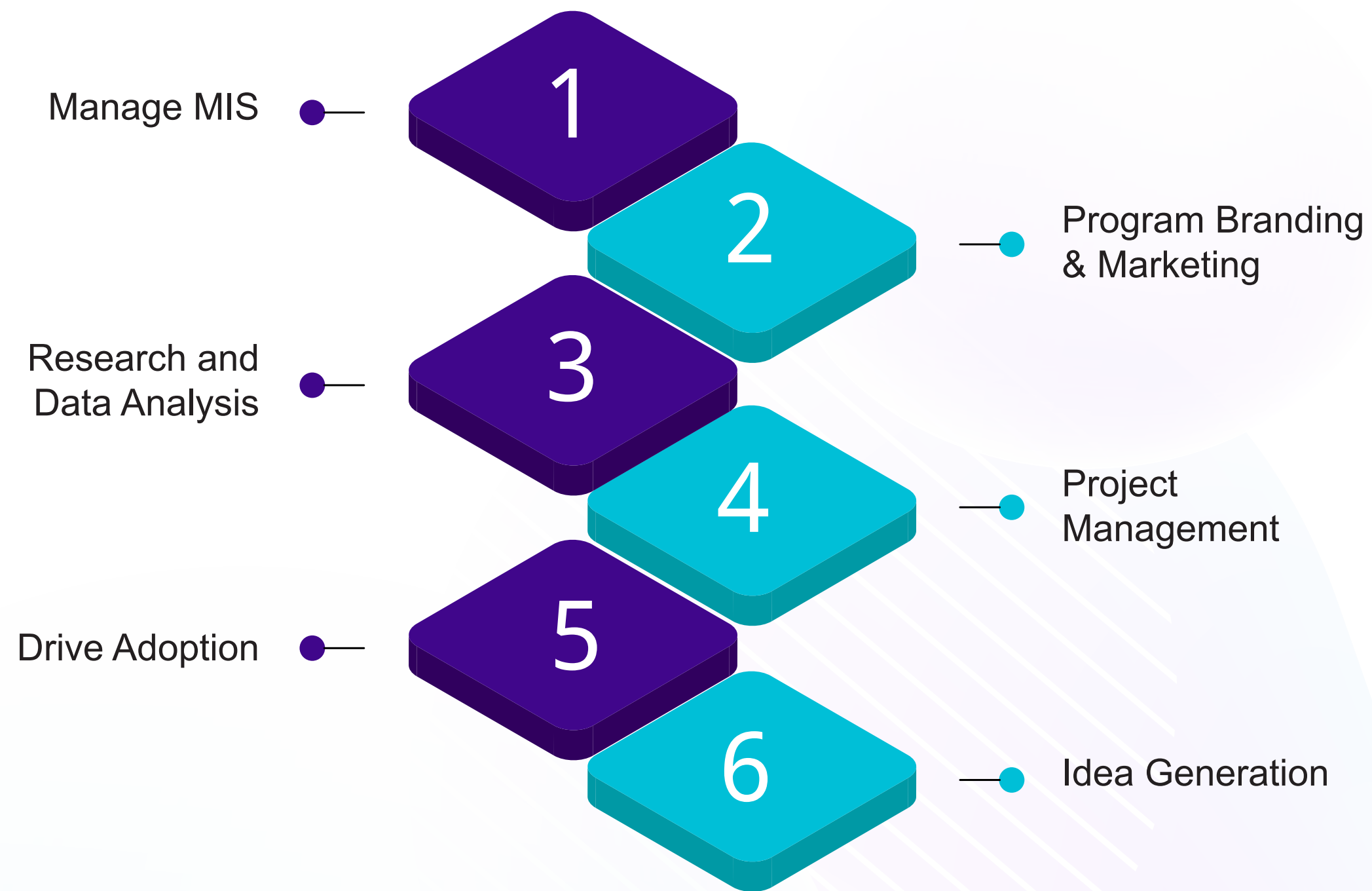
While automation and delegation can optimise efficiency, the strategic and nuanced nature of these responsibilities necessitates continued human oversight to ensure their effectiveness and alignment with organisational objectives. Ultimately, this shift will not only improve efficiency but also enable L&D heads to concentrate on their most impactful work: aligning learning strategies with organisational goals and driving measurable business results.

A man in a blue shirt stands at the front of a meeting room, pointing at a whiteboard. Three people are seated at a table in front of him, looking at the whiteboard. The room has large windows and a modern feel. A purple and teal circular logo is in the top right corner.

Automating L&D Tasks: Streamlining Efforts for Maximum Impact

The analysis underscores the immense potential for automation in operational tasks, offering a roadmap to enhance efficiency and refocus L&D efforts on strategic priorities. The day-to-day operations of L&D teams encompass a wide array of tasks that are time-intensive and repetitive. Automation offers a powerful solution to streamline these tasks, allowing L&D professionals to focus on strategic initiatives that drive measurable business outcomes.

Empowering L&D: Automating Tasks to Drive Engagement, Insights & Efficiency



Going forward, the immense potential of automation will significantly shape the L&D landscape, redefining how learning functions operate and deliver value. These opportunities are not just about streamlining repetitive tasks but about reimagining the role of L&D as a strategic enabler. Some of the use cases include:

- **Management of MIS Processes:**

Management of MIS Processes: Managing Management Information Systems (MIS) involves tracking attendance, learner progress, and performance metrics. Automation can transform these processes by reducing manual data entry and improving accuracy. Real-time dashboards and automated updates ensure stakeholders have access to timely and actionable insights without constant human intervention.

- **Program Branding and Marketing:**

As organisations focus on invitation-based learning that caters to the evolving needs of learners, program branding and marketing has become an integral part of the overall L&D strategy. Creating consistent and impactful messaging for L&D programs can be streamlined through marketing automation tools. These platforms can schedule email campaigns, manage content distribution, and tailor messaging for specific learner groups, ensuring broader and more effective outreach.

- **Research and Data Analysis:**

Research and content ideation often demand extensive time and cognitive effort. Automation tools, powered by AI, can quickly gather insights, analyse data, and generate content outlines, freeing up L&D teams to focus on refining and innovating their ideas. For instance:

Learning Needs Analysis:

AI-powered survey tools and data platforms can streamline the process of collecting learner feedback, conducting interviews, and analysing trends. This provides actionable insights without the iterative and manual burden.

Program Effectiveness and ROI:

Automated data analytics tools can consolidate performance data, visualise trends, and generate comprehensive reports, dramatically reducing the time spent on manual analysis while enhancing accuracy and depth.

- **Project Management:**

Managing multiple L&D initiatives simultaneously requires effective coordination, tracking, and resource allocation. Automation platforms for project management simplify this process by offering centralised dashboards, task tracking features, and automated reminders, thereby reducing manual effort and boosting efficiency. Assigning courses manually can also be both time-intensive and error-prone.

AI-driven recommendation engines address this challenge by automatically aligning courses with learner profiles based on their roles, skills, and career goals. This not only saves time but also enhances learner engagement by providing highly relevant content. Additionally, the process of uploading and managing learning content, often repetitive and prone to delays, can be streamlined through automated systems. Features such as bulk uploads, version control, and seamless platform integration ensure content consistency while significantly reducing administrative workload.

- **Drive Adoption:**

Encouraging learners to embrace new tools and platforms is essential but often challenging. Automation tools, such as AI-driven nudges, reminders, and gamified incentives, help sustain engagement with minimal manual effort. These tools also track adoption metrics, allowing organisations to develop targeted strategies for improvement. Additionally, automation can streamline the process of sending personalised invitations, tracking RSVPs, and issuing deadline reminders, leading to higher attendance and participation rates. Maintaining learner engagement often requires ongoing follow-ups and communication, which can be effectively handled by AI-powered systems.

These systems automate reminders, feedback loops, and progress tracking, ensuring learners stay motivated and on course without the need for direct human intervention. This approach significantly boosts program participation and completion rates.

- **Idea Generation:**

Innovation in L&D requires constant idea generation, which can be expedited using automation. AI-driven brainstorming tools, content suggestion platforms, and trend analysis engines can generate new ideas for program design, content formats, and delivery strategies. These tools analyse existing trends and learner data to provide creative insights, helping L&D teams develop cutting-edge, impactful learning solutions faster and more effectively.

As technology continues to advance, these automation opportunities will drive innovation, positioning L&D teams to be more agile, data-driven, and aligned with organisational goals. The result? An empowered workforce, seamless learning journeys, and measurable business outcomes that set the foundation for sustainable growth in the years to come.



Training

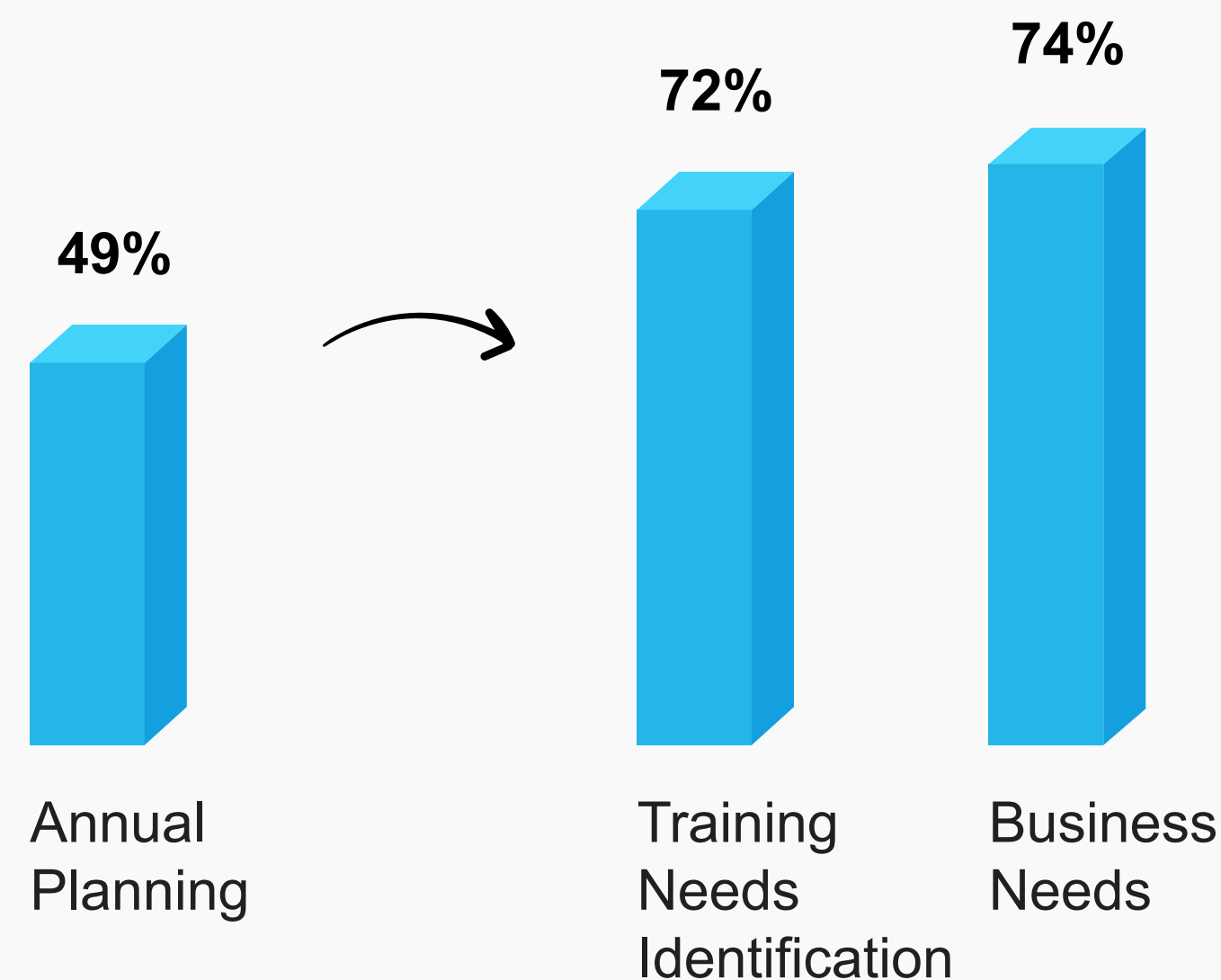
What's Now, What's Next

The landscape of training and upskilling has undergone a significant transformation, driven by the need for L&D leaders to adapt to the ever-evolving business environment. Less than half of the participants considered annual planning as a training program influencer. This shift shows that what was once a structured, annual planning process is evolving into a more dynamic, responsive approach.

Today, business needs are no longer static, requiring L&D leaders to be agile and responsive. The emphasis is now on being able to swiftly adjust and tailor training to meet the ongoing demands of the organisation. This is further complicated by the rising importance of "glocalisation"—balancing global strategies with local nuances. L&D heads are increasingly recognising the importance of creating training programs that not only meet the macro-level goals of the business but also address the specific needs of the individual learner.



L&D Shifts to Business-Aligned, Adaptive Training



A whopping 74% on business needs and 72% on TNI clearly shows that L&D heads are increasingly prioritising business needs and TNI over traditional planning methods, highlighting the evolution of training programs in response to modern challenges and the growing complexity of workforce development.

Rather than relying on one-size-fits-all programs, there's a clear shift towards customising training experiences that align with both organisational objectives and the unique aspirations of individual learners. This dynamic approach ensures that training remains relevant, impactful, and adaptable to both the macro- and micro-level demands of today's workforce.

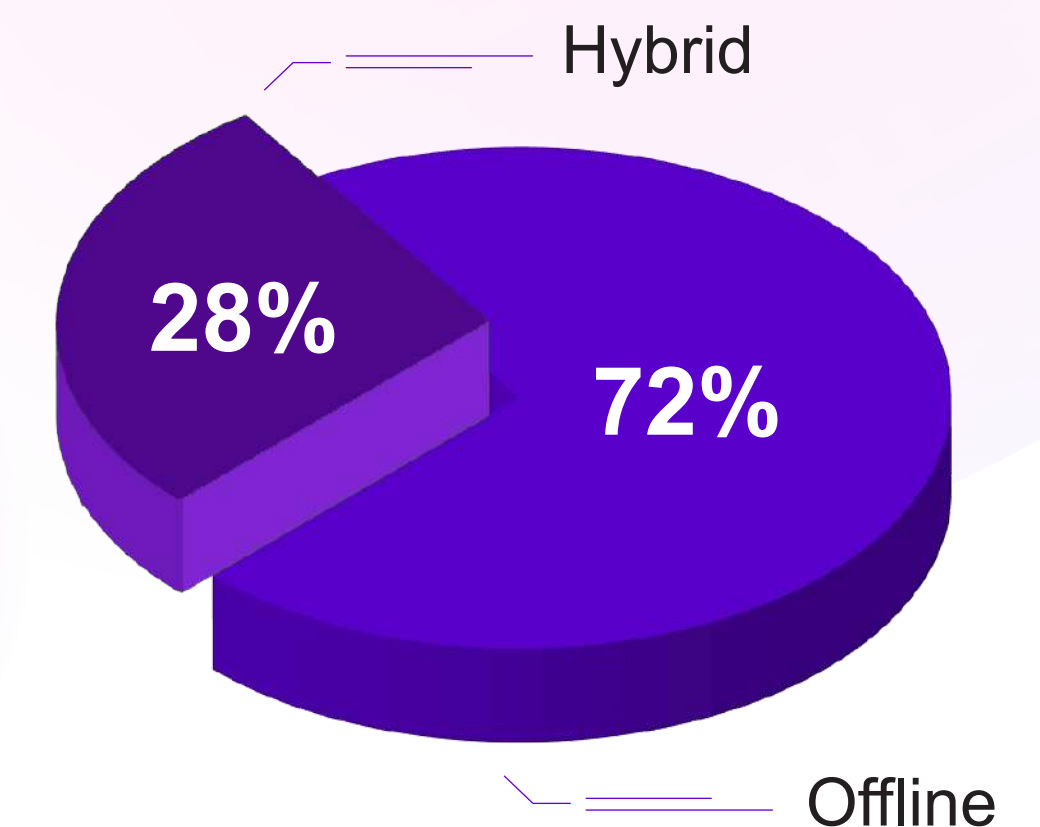
Modes of Training: Exploring Delivery Channels for Maximum Impact

The pandemic and the rise of a virtual-first workforce significantly shifted training strategies, pushing organisations to embrace online and hybrid models. As the trend towards virtual training solidifies, 72% of organisations have adopted hybrid models, while 28% continue to favour offline training. Despite the dominance of virtual and hybrid formats, it's noteworthy that no organisations have fully transitioned to 100% online training, suggesting that offline methods still hold significant value.

This trend brings to the forefront the enduring relevance of offline training, even in a digital-first world. While online and hybrid models offer flexibility and scalability, offline training retains advantages that digital methods have yet to fully replicate, such as personal interaction and hands-on experiences. The persistence of offline approaches highlights the need for organisations to continue exploring the benefits of both models.

Going forward, hybrid strategies will likely evolve to effectively blend the strengths of both online and offline training, ensuring that organisations can meet diverse learning needs while adapting to an increasingly virtual workforce. The data reflects the importance of continuing to balance these approaches for maximum impact and effectiveness.

Hybrid Training Takes the Lead, But Offline Still Holds Its Ground



Types of Training: Addressing Diverse Learning Needs

As AI continues to reshape industries, skill building has evolved from being merely an employee perk to a critical driver of organisational success. Unsurprisingly, aligning learning initiatives with business objectives has become the top priority for L&D leaders. To effectively upskill employees, organisations increasingly consider a broad spectrum of training areas. We anticipate the following use cases to shape training initiatives in the near future:



- **Leadership Training:**

Leadership development has become a critical factor for organisational success in today's competitive market. Beyond technical expertise, the emphasis is now on developing social-emotional competencies that enable leaders to innovate, adapt, and drive organisational growth. As businesses face disruption, leaders must not only understand systems but also inspire and guide teams through change.

L&D heads need to prioritise leadership training to equip leaders with the skills needed to lead across boundaries, foster continuous learning, and navigate complexities. In our insights, we see a significant trend towards empowering future leaders to adapt to these challenges, particularly in fostering inclusive, resilient, and high-performing teams.

- **Domain Knowledge Building:**

The need for domain-specific expertise is more pronounced than ever. As industries evolve, employees must continually update their knowledge to stay ahead of technological advancements, regulatory changes, and market shifts. Training focused on domain knowledge ensures that employees are equipped with the expertise necessary to make informed decisions, solve complex problems, and contribute to the organisation's competitiveness.

Our data highlights that organisations will increasingly prioritise this type of training to foster subject-matter experts who can drive innovation and maintain industry relevance.

- **Training on the Organisation's Way of Doing Things:**

Organisations will move towards a holistic approach to onboarding and continuous learning, where employees not only understand their role but are also deeply familiar with the company's vision, mission, and operational practices. This type of training helps employees understand and align with the company culture, processes, and values, enabling them to integrate seamlessly into the workforce.

- **Capacity Building:**

In an increasingly complex business landscape, organisations need to ensure their workforce has the capacity to handle higher demands, cope with ambiguity, and respond to evolving business priorities. Capacity-building training focuses on enhancing both individual and team capabilities by equipping employees with essential skills such as problem-solving, decision-making, and adaptability. The need for this training has been amplified by the rapid pace of change and organisations' desire to foster a resilient workforce capable of thriving in dynamic environments. Data indicates that companies are turning to this training to prepare employees for challenges across multiple facets of the business.

- **Behavioural Training:**

Behavioural training focuses on enhancing interpersonal skills, emotional intelligence, and conflict resolution abilities. As the workplace continues to be shaped by diverse teams and digital tools, fostering effective communication, collaboration, and emotional resilience has become critical.

This type of training not only supports organisational culture but also empowers individuals to thrive in diverse work environments. Insights show a growing investment in behavioural training, recognising that a strong, collaborative culture built on empathy and understanding can drive better business outcomes.

The need for these varied and specialised training types reflects the complexity and ever-changing nature of today's business world. Organisations must invest in a diverse range of training to stay competitive and support their workforce in navigating evolving challenges. Our data reveals that organisations are increasingly integrating these types of training into their learning ecosystems to ensure that employees are well-equipped for both current and future demands.

Going forward, the emphasis will likely remain on personalised, dynamic, and scalable learning solutions that foster continual growth and performance.





Analytics

Driving Informed Decisions and Measuring Impact

In today's fast-paced business environment, organisations are under increasing pressure to ensure that training programs not only impart knowledge but also drive measurable outcomes. Measuring training effectiveness has thus become a strategic priority, as it provides critical insights into the value and impact of learning initiatives. This shift highlights a need for robust frameworks and data-driven methodologies that can connect training efforts to organisational goals and business performance.

Traditionally, organisations relied heavily on immediate feedback and knowledge retention metrics, focusing primarily on short-term indicators like participant satisfaction and post-training test scores. However, there's a growing realisation that these metrics, while useful, do not fully capture the true impact of training. The focus is now shifting to more advanced metrics that assess behavioural changes and return on investment (ROI), aligning training outcomes with organisational performance.



The **Kirkpatrick Model**, one of the most widely used frameworks for evaluating training effectiveness, exemplifies this transition. It consists of four levels, each measuring a different aspect of learning impact:

Level 1: Reaction

Evaluates learner engagement and satisfaction with the training. Ensures the training effectiveness is up to the desired standards.

Level 2: Learning

Measures knowledge or skill acquisition through assessments, quizzes, or demonstrations.

Level 3: Behavioural Change

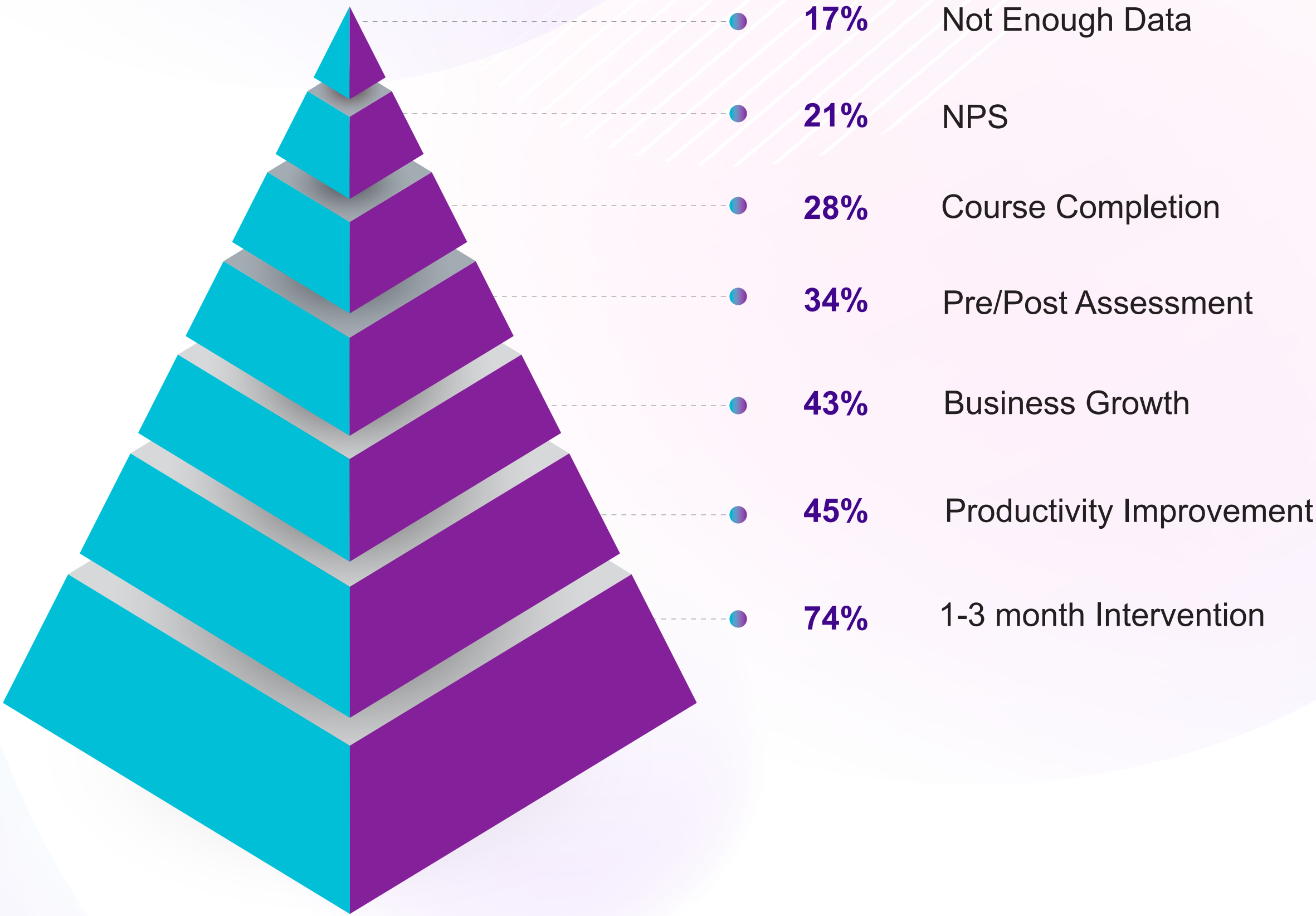
Examines whether employees are applying their newly acquired skills on the job, indicating a shift from learning to real-world impact.

Level 4: Results (ROI)

Assesses the overall impact on business outcomes, such as improved productivity, employee retention, and revenue growth.

Organisations are increasingly shifting focus from Levels 1 and 2, which assess immediate feedback and knowledge retention, to Levels 3 and 4, which measure real behavioural changes and ROI. This evolution reflects a more strategic approach to L&D, ensuring that training initiatives lead to tangible improvements in performance and business success.

How Managers Currently Measure Training Effectiveness



While Levels 1 and 2 remain important for gauging initial impressions and immediate learning outcomes, their declining emphasis reflects a shift towards more meaningful metrics. Satisfaction surveys and knowledge tests provide limited insight into whether training translates into real-world application.

The growing emphasis on Level 3 stems from its ability to demonstrate how effectively training participants apply new skills in their roles. This metric highlights whether training is truly driving performance improvements. Notably, the highest preference for 1-3 month interventions at Level 3 accentuates this evolving priority. However, measuring behavioural change requires ongoing observation, feedback mechanisms, and follow-up assessments, which can be resource-intensive but are invaluable for understanding long-term impact.

Measuring ROI at Level 4 has become the gold standard for evaluating training programs. It connects learning outcomes to key business metrics such as productivity, revenue growth, and cost savings. At 43%, ROI emerges as a priority for organisations, underscoring their need to justify training investments by showcasing tangible business results. While challenging to calculate, ROI provides a compelling narrative about the strategic value of training.

The shift towards focusing on behavioural change and ROI reflects the evolving priorities of organisations. Training programs are no longer evaluated solely on their ability to engage or inform but on their capacity to deliver measurable, business-aligned outcomes. This transition signifies a broader trend in learning and development—one that prioritises results over activity and strategy over execution. Organisations that adapt to this approach will be better equipped to maximise the impact of their training efforts in an increasingly competitive landscape.

Without adequate metrics, organisations struggle to evaluate the impact of training, identify improvements, and justify investments. 17% of organisations lack sufficient data to measure training effectiveness, highlighting a significant bottleneck in L&D practices. This gap often stems from the limited integration of learning systems, unclear KPIs, and insufficient focus on advanced metrics like behavioural changes (Level 3) and ROI (Level 4) in the Kirkpatrick Model. It also points towards the need for more data collection and analysis avenues required by the L&D ecosystem.

To address this, organisations can adopt a data-driven approach by investing in robust LMS platforms, defining clear KPIs aligned with business goals, and leveraging analytics tools for real-time insights. Automating data collection and reporting can streamline processes, enabling organisations to measure training outcomes effectively and ensure programs deliver measurable business value.





Evaluating Effectiveness: Strategies to Measure Learning Outcomes

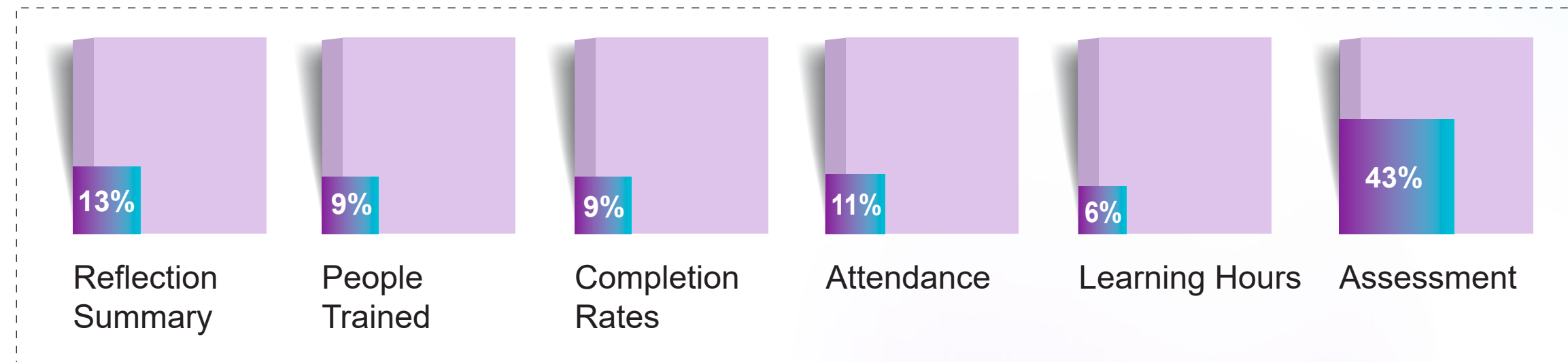
Measuring learning outcomes is integral to understanding the effectiveness of training initiatives and ensuring alignment with organisational goals. The right metrics provide insights into skill acquisition, behavioural transformation, and the broader impact on business objectives.

To achieve this, organisations must go beyond basic metrics like completion rates and attendance, focusing instead on tangible outcomes such as productivity gains, business growth, and employee retention. Our findings indicate a strategic shift in this direction.

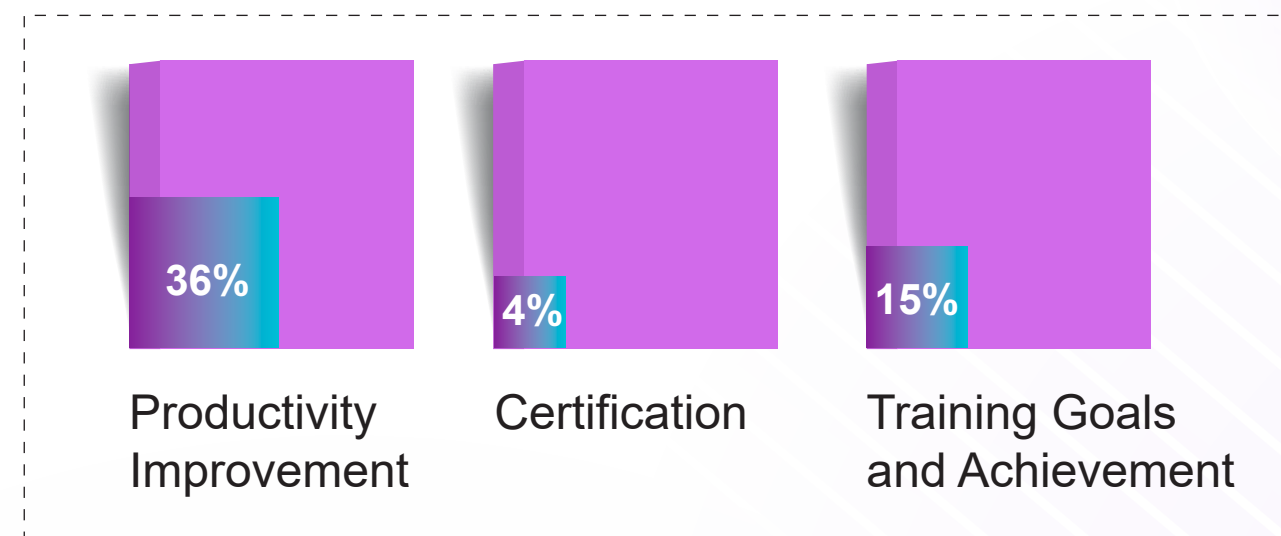


L&D Measurement Maturity: From Engagement (L1), and Learning (L2) to Application (L3), and Business Impact (L4)

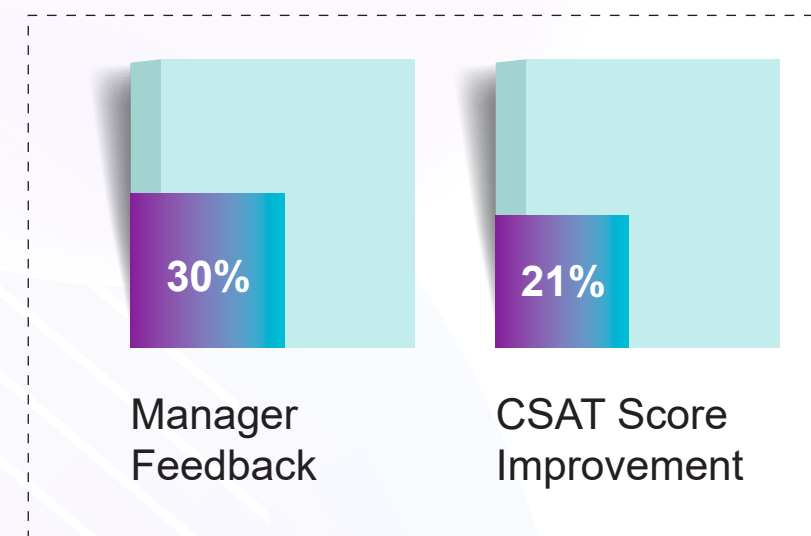
L1



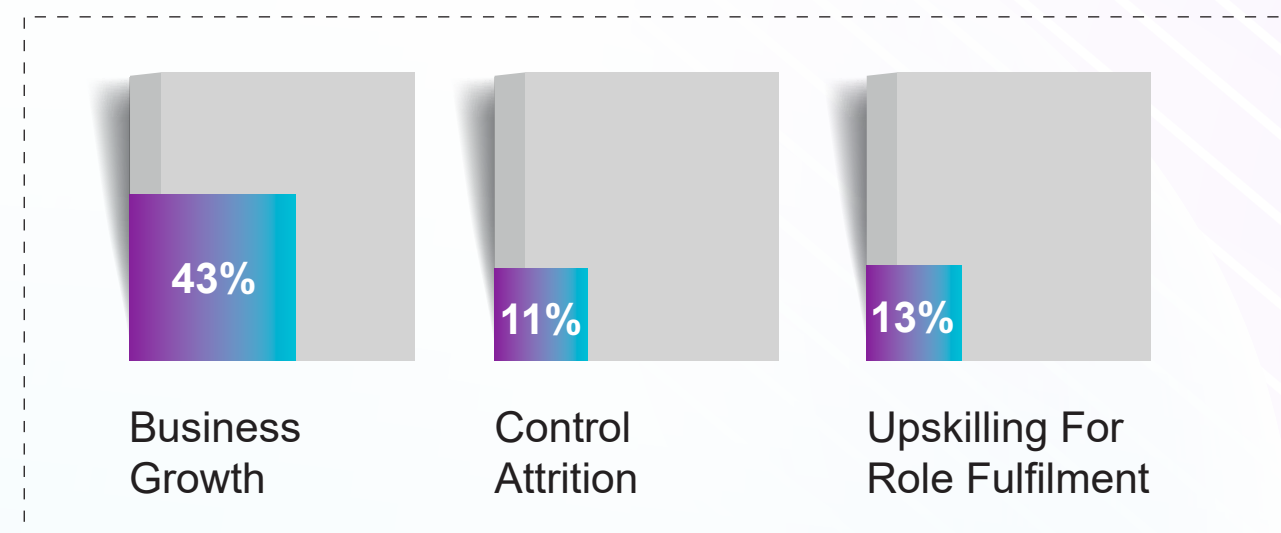
L2



L3



L4



Assessment and Learning Experience:

A significant proportion of organisations still rely on metrics like assessments (43%), reflection summaries (13%), and people trained (9%) to gauge learning outcomes. While these metrics provide immediate feedback on skill acquisition, they lack depth in assessing long-term behavioural changes or real-world application.

Metrics such as learning hours (6%), completion rates (9%), and attendance (11%) indicate process adherence but do not reveal the qualitative impact of training on employee performance or engagement. These numbers clearly reflect an opportunity for analytics to be measured in a more impactful way.

Upskilling and Strategic Alignment:

Indicators such as productivity improvement (36%), achieving training goals (15%), and certifications (4%) reflect the emphasis on aligning training with specific job requirements and organisational strategies. These metrics, while indicative of effort, require deeper analysis to determine their correlation with measurable business outcomes and employee career progression.

This trend calls attention to two critical insights: first, that organisations recognise the value of robust measurement practices but are struggling with implementation; and second, that existing systems like Learning Management Systems (LMS) may not be fully optimised to capture the wide range of relevant data points. Many LMS platforms focus on a limited set of metrics, such as course completion rates or basic assessments. While these are useful, they fail to provide a comprehensive picture of training effectiveness or long-term impact.

We expect that at this juncture there is a significant opportunity for organisations to enhance their LMS capabilities. By incorporating additional metrics such as Net Promoter Scores (NPS), detailed behavioural assessments, and productivity-linked KPIs, organisations can build a more holistic framework for measuring learning outcomes. The options can include advanced analytics, integrated dashboards, and real-time reporting tools to aid in tracking and interpreting these metrics.

By leveraging these innovations, organisations can transition from process-driven measurement models to outcome-focused frameworks that truly reflect the value of their training investments. This shift not only enhances accountability but also ensures that learning programs are strategically aligned with long-term business growth and employee development.

- **Feedback as a Performance Indicator**

Manager feedback (30%) and CSAT (customer satisfaction) score improvement (21%) highlight the importance of qualitative and experiential data in measuring training effectiveness. These metrics provide critical insights into how well training aligns with team dynamics, individual performance, and customer satisfaction. However, they also shed light on the challenge of integrating subjective feedback into standardised reporting systems.

The growing numbers in L3 show a clear aspiration to transition towards measuring practical impact of learning. This shift represents an opportunity for organisation to evolve their evolution strategies, ensuring that learning programs are not only well-received but also drive meaningful behavioural change and measurable outcomes that align with organisational goals.

- **Business Impact as a Priority:**

Metrics such as productivity improvement, business growth, and attrition control reflect the growing emphasis on connecting learning initiatives to broader organisational goals. These high-level outcomes signal that organisations are prioritising learning programs that directly impact operational efficiency, market performance, and employee retention. The growing emphasis on controlling attrition highlights the need for organisations to better understand how learning directly influences employee retention. This reinforces the importance of equipping L&D leaders with the tools and frameworks to measure the tangible impact of learning initiatives, particularly at Level 4 evaluation.

While many L&D teams have yet to achieve the sophistication required to fully measure Level 4 metrics, this presents a valuable opportunity for growth. By developing more robust methodologies to link learning outcomes to retention and overall business success, organisations can position learning as a strategic driver of workforce stability and engagement.



Learning Insights & Analytics

In today's competitive and dynamic business environment, organisations must leverage advanced analytics to transform their learning and development (L&D) strategies. These insights enable L&D leaders to drive data-informed decisions, align training with business objectives, and enhance the overall effectiveness of learning initiatives. By integrating a diverse array of analytics into their frameworks, organisations can better identify skill gaps, measure performance, and optimise learner engagement.

- **Heatmap of Critical Roles and Competencies:**

A competency heatmap provides a real-time snapshot of skill readiness, enabling L&D teams to proactively address capability gaps that may hinder performance. This tool visualises the alignment of critical roles with required competencies, helping organisations prioritise their training efforts effectively. For instance, roles directly impacting innovation, customer satisfaction, or business continuity can be flagged for immediate skill development interventions.

- **Identification of High Performers & Underperformers:**

This aids in fostering personalised learning strategies, optimising resources to amplify strengths and addressing hurdles at an individual level. Analysing patterns in high performers reveals the training programs and learning pathways that yield the best results. Similarly, identifying underperformers allows for tailored remedial efforts, ensuring every learner is given the support they need to succeed.

- **L&D Net Promoter Score (NPS):**

NPS provides a clear metric for the overall effectiveness and appeal of L&D initiatives, helping leaders refine content and delivery methods for optimum impact. The NPS measures learner satisfaction and the learner's likelihood of recommending training programs. A high NPS indicates successful programs that resonate with learners, while a low score flags issues such as irrelevant content, poor delivery methods, or inadequate platform usability.

- **Sentiment Analysis Metric:**

By understanding learner sentiment, L&D teams can ensure training content is both engaging and aligned with learner preferences. AI-driven sentiment analysis evaluates learner emotions and attitudes towards specific courses or topics. For example, courses with high negative sentiment may require redesign or adjustments in delivery methods, while highly praised programs can serve as benchmarks for future initiatives.

- **Traffic Index from Social Learning Channels:**

Monitoring the usage patterns of collaborative platforms—such as discussion forums, peer-learning portals, or internal social networks—offers valuable insights into how learners interact with shared knowledge resources. High traffic on these channels indicates a thriving culture of collaboration, while low engagement may signal a need for more dynamic and interactive content.

- Learning Effort Metrics:

Learning effort metrics help optimise course structure, pacing, and delivery to better align with learner needs and preferences, ensuring sustained engagement. Metrics like time spent on courses, module completion rates, and interaction frequency shed light on learner dedication and engagement. For instance, short engagement times might indicate either disinterest or overly complex content.

- Training-to-KPI Mapping Index:

By aligning training outcomes with organisational KPIs, this analytic reveals the direct impact of learning initiatives on business objectives such as revenue growth, cost savings, or customer satisfaction. This linkage ensures that training investments are tied to measurable outcomes, reinforcing the value of L&D initiatives in achieving business success.

- Skill Health Index:

This index ensures workforce readiness by identifying critical areas for development, enabling organisations to focus on building a resilient and future-ready talent pipeline. The Skill Health Index categorises learners into zones—red (low proficiency), amber (moderate proficiency), and green (high proficiency)—based on their skills relative to role requirements. This provides a clear visual of workforce readiness, supporting succession planning and prioritising skill-building efforts

To fully leverage the potential of these analytics, organisations need robust systems and tools, such as advanced Learning Management Systems (LMS) with integrated dashboards, AI-driven insights, and real-time reporting. These capabilities allow L&D leaders to transition from reactive to proactive decision-making, ensuring that learning programs are aligned with both immediate and long-term organisational goals.

By adopting these advanced analytics, organisations can not only measure the effectiveness of their training programs but also drive transformative changes that enhance employee performance, strengthen organisational capabilities, and secure a competitive edge in the market.



LMS Challenges

Overcoming Hurdles in Adoption & Integration

Learning Management Systems (LMS) have become critical tools for organisations to deliver and track learning initiatives. However, despite their growing adoption, several limitations persist, hindering the full potential of these platforms. One of the primary limitations is ensuring the content is engaging, relevant, and personalised for diverse learner needs.

While LMS platforms provide essential tracking and reporting capabilities, issues such as limited customisation, integration complexity, and content creation barriers often prevent L&D teams from fully utilising the system's capabilities. Navigating this complex environment to drive meaningful growth requires addressing these pain points strategically.



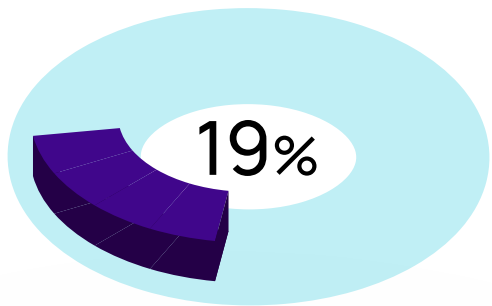
The demand for data-driven insights in learning and development is growing, and organisations are increasingly recognising the value of comprehensive analytics to measure the effectiveness of training initiatives. L&D leaders are prioritising the need for better analytics and reporting capabilities to assess program impact, learner progress, and organisational ROI.

19% of L&D leaders who identified analytics and reporting as a challenge indicate a clear recognition that data is crucial for making informed decisions. However, many Learning Management Systems (LMS) still fall short in providing the necessary tools to gather and interpret these metrics effectively. This gap highlights the importance of investing in advanced analytics tools and dashboards that can provide deeper insights, ultimately allowing L&D leaders to fine-tune their programs and improve learning outcomes.

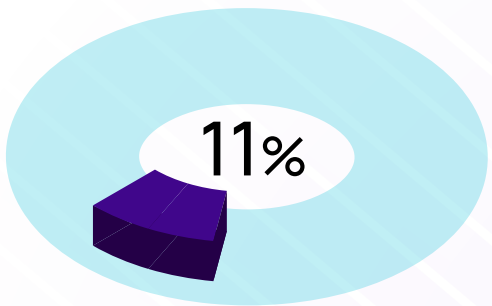
Organisations need to efficiently allocate resources to high-impact programs, optimising existing tools, and leveraging cost-effective solutions including scalable digital platforms and open-source learning content to maximise the value of their L&D initiatives without exceeding their budget. 6% of L&D leaders listing budget as a challenge suggests that organisations realise this and are able to efficiently optimise their resources.

Developing engaging, relevant, and high-quality content requires a significant amount of time and resources. The time-intensive nature of creating diverse training materials, from text-based resources to interactive media, often requires multiple skill sets that may not always be readily available in-house. LMS platforms that can either simplify content development or integrate with tools that assist in the creation process will drive efficient content creation in the future, with 19% of L&D leaders identifying content creation as a major concern.

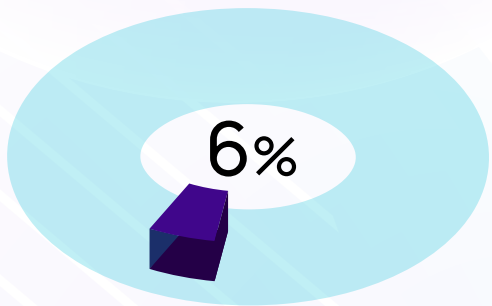
Navigating LMS Challenges: Overcoming Adoption, Analytics & Budget Constraints



Analytics and Reporting



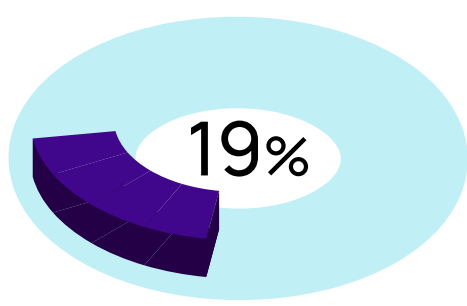
Adoption



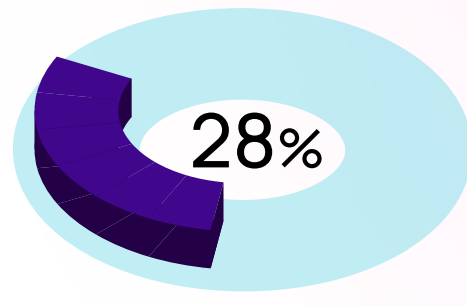
Budget

Additionally, while learning solutions are being rolled out, the challenge of driving adoption remains prominent. Organisations can have the best content and tools in place, but unless employees engage with the materials and actively apply the knowledge gained, the impact of the training diminishes. 11% of L&D leaders who flagged adoption as an issue, point to a significant barrier in ensuring that training is not only available but also actively used.

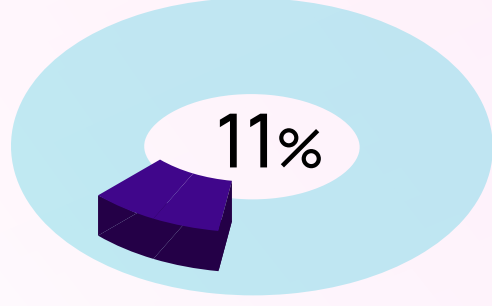
This pain point suggests that organisations need to invest in strategies and tools that encourage active participation, such as user-friendly interfaces, personalised learning experiences, and incentives to drive learner engagement. It also points to the importance of creating a culture of continuous learning, where employees are motivated to integrate training into their daily routines.



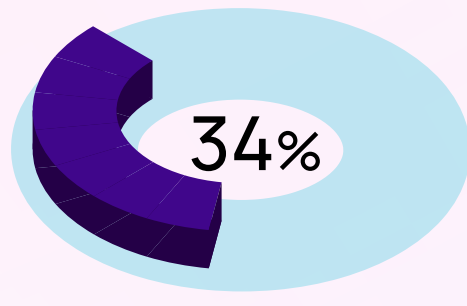
Content Creation



Personalized Learning



Simulation



Gamification

As organisations strive to meet the diverse needs of their learners, they find it difficult to provide tailored learning experiences within their existing LMS systems. There's a growing expectation for LMS platforms to offer more adaptive learning capabilities and personalised learning paths that adjust according to learners' performance, career goals, and skill gaps, which are critical for boosting engagement and effectiveness.

Adaptive systems that cater to individual learning styles are going to become the new norm in the LMS system with 28% of L&D leaders highlighting the lack of personalised learning as a critical issue that they would like to be addressed going forward.

Although less prevalent, simulation-based learning has also been noted as a barrier by 11% of L&D leaders. Simulation offers immersive, hands-on experiences that are particularly valuable for complex or high-risk scenarios. However, integrating simulations into LMS platforms can be technically demanding and costly.

While simulation is not yet a top priority for most organisations, the 11% does indicate a need for platforms that can seamlessly support these types of learning experiences, especially as the demand for practical, experiential learning grows.

Enhancing Learning: The Push for Personalisation & Engagement



The complexity of aligning multiple systems for seamless data flow and user experience is evident, with 19% of L&D leaders highlighting integration as a key concern. This indicates that while organisations are increasingly adopting diverse technologies, ensuring they work together smoothly is still a complex task that requires attention.

Additionally, the need for AI-driven solutions to enhance the learning experience is beginning to emerge but is not yet seen as a critical challenge for most. With only 6% of L&D leaders mentioning AI assistants as a concern, it suggests that while there's growing interest in leveraging artificial intelligence to personalise learning or streamline administrative tasks, the widespread adoption and integration of AI into LMS platforms is still in its early stages. This indicates room for growth in AI-driven tools for learning as in the future this could well become a must-have in the LMS evaluation criteria.





Understanding Learner Needs: Designing Tailored Experiences

In today's fast-paced digital environment, the learning experience must be dynamic, personalised, and easily accessible. The LMS (Learning Management System) needs to cater to the diverse needs of learners by offering tailored content, user-friendly interfaces, and actionable insights. Organisations need systems that engage learners, enhance their experience, and ensure high retention rates by adapting to their preferences.

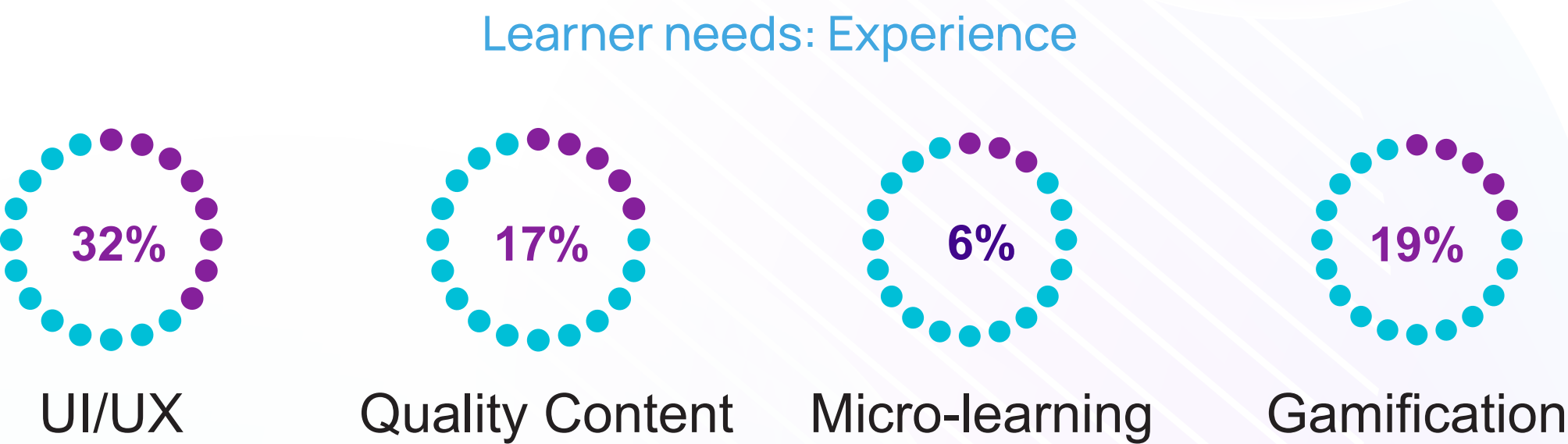


Key features that prioritise learner needs are fundamental in providing effective learning solutions:

• **Enhanced Learner Experience:**

In today's tech-driven world, learners expect intuitive, visually appealing platforms that offer seamless navigation. The focus on enhanced UX/UI reflects this shift, with 32% of organisations prioritising user-friendly LMS interfaces to remove barriers and improve learning experiences.

High-quality content plays an equally significant role in ensuring that learners remain engaged while acquiring actionable knowledge applicable to their professional contexts. In an era of information overload, organisations must focus on curating content that is not only relevant and accurate but also tailored to address specific learning objectives.



Additionally, as attention spans continue to shrink and the demand for on-demand, flexible learning grows, microlearning has emerged as a powerful trend. By delivering concise, focused content, microlearning empowers learners to engage at their own pace and convenience, leading to improved knowledge retention and skill application. Its flexibility makes it particularly suited to the fast-paced environments of today's workforce.

Organisations recognise the potential of gamification to increase learner motivation and retention but may not prioritise it for all training programs. While not the primary focus, incorporating elements of gamification such as rewards, leader boards, and game mechanics, can increase learner engagement, making learning more enjoyable and competitive.

At 19%, the data indicates that gamification is a supplementary tool, valuable for certain contexts but not an essential feature for every learner interaction.

While certain elements of gamification can still offer engagement, L&D leaders are deprioritising it due to its inability to consistently deliver on its promise and the challenges associated with implementation. Until technology evolves to offer a seamless and immersive gaming experience, gamification will continue to lose its initial appeal, with other strategies gaining prominence in the L&D landscape.

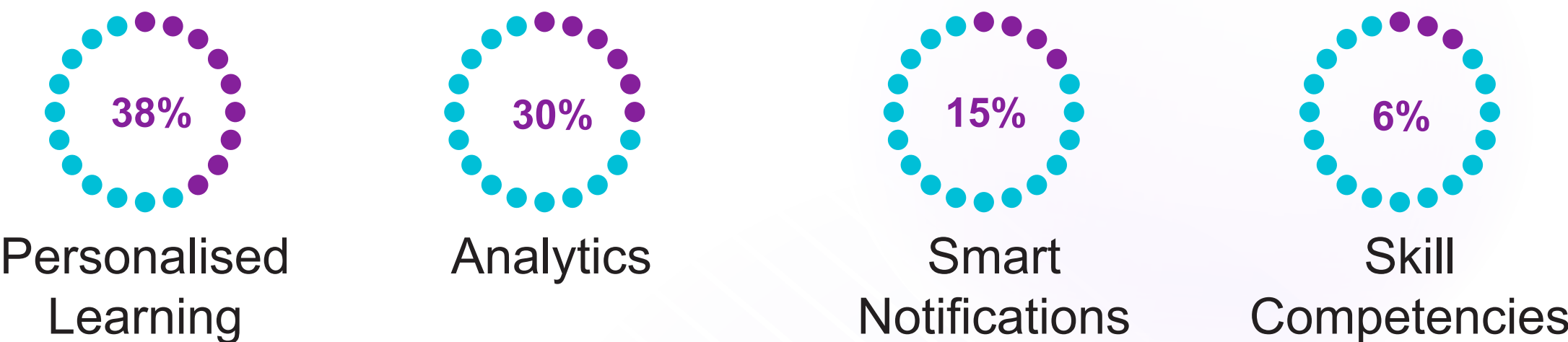
• **Personalized Learning:**

Learners today expect content and experiences tailored to their roles, skills, and career aspirations. Personalised learning enhances engagement and equips learners with the relevant skills to succeed. Over a third of L&D leaders recognise its importance in driving both engagement and skill development.

With personalisation, learners remain motivated and invested in their development, increasing knowledge retention and application. Analytics play a pivotal role in measuring learning effectiveness, as 30% of L&D leaders highlight the need for learner-focused insights.

Tracking behaviour, engagement, and performance enables targeted interventions and program refinement, ensuring alignment with individual and organisational goals. Personalised feedback and real-time analytics further guide learners, enhancing their development journey.

Learner Needs: Personalisation



Smart notifications also support personalisation, with 15% of L&D leaders emphasising their role in improving retention and completion rates. Notifications, nudges, and reminders keep learners on track, encouraging continuous learning while aligning with personal objectives. However, only 6% of L&D leaders prioritise skill competency, highlighting a significant gap in leveraging learning programs to build critical capabilities.

By focusing on skill competency through personalised paths and data-driven strategies, organisations can ensure learners not only acquire critical capabilities but also effectively apply them in their roles, driving individual and organisational success.

• Social Learning:

Learning today is not just about consuming content but also about sharing knowledge, experiences, and insights with peers. Social learning fosters collaboration, encourages discussion, and allows learners to engage in more dynamic, community-driven experiences. With 19% of L&D leaders emphasising the importance of peer learning, we expect this approach to build a deeper connection to the material and cultivates a sense of belonging and support within the learning community, which ultimately leads to higher engagement and better outcomes.

Learner Needs: Social Learning



These evolving learner needs necessitate an LMS that can adapt, provide valuable insights, and create meaningful experiences. By incorporating features like personalised learning, intuitive design, data-driven analytics, and collaborative learning opportunities, organisations can foster a more engaging and effective learning environment that empowers learners to succeed.



Smooth Transitions: Addressing Migration Challenges in Technology

As we highlight the challenges of the LMS ecosystem, it's vital to focus on the migration bottlenecks organisation face in adopting new solutions. While modern systems promise improved efficiency, scalability, and better outcomes, migrating to new technologies often presents a mix of opportunities and challenges for organisations.

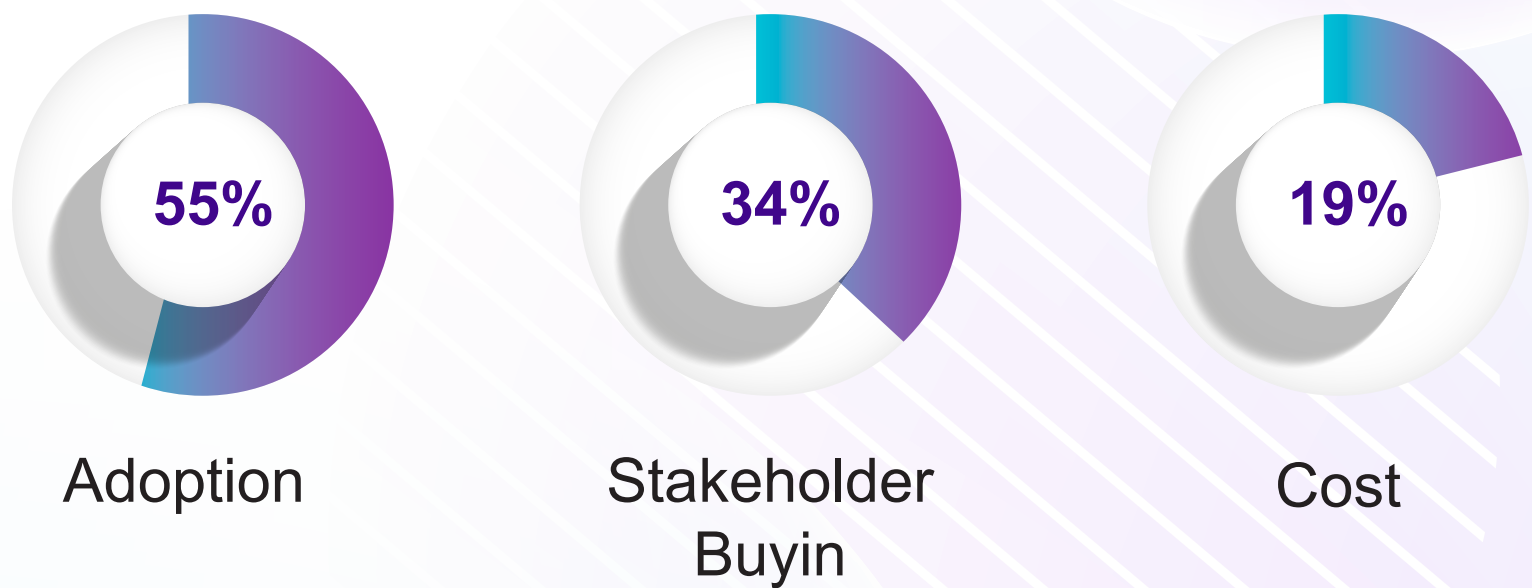
These challenges are not merely technical; they also encompass human, financial, and strategic dimensions. Successful migration requires careful planning, seamless execution, and proactive engagement with all stakeholders.

The most significant challenge during migration can be the adoption of new technologies. Employees often struggle to embrace new tools due to unfamiliarity, lack of training, or the comfort of existing systems. The fact that more than half of the organisations list this as a concern, points to the critical need to address resistance to change within the workforce.

This may also signal deeper issues, such as ineffective communication about the purpose and advantages of the migration or a misalignment between the new technology and the organisation's actual needs.

The central insight here is that user-centric onboarding and robust training programs must be integral to the migration process. High adoption rates can only be achieved when employees feel confident in using the new technology and understand its benefits.

Common Issues While Migrating To New Technologies



At 34%, securing stakeholder buy-in reflects the importance of ensuring alignment between leadership, teams, and other key stakeholders on the value and strategic benefits of adopting new technologies. Without their support, projects risk delays, lack of funding, or outright rejection.

The statistic could also mean that stakeholder buy-in challenges may arise from insufficient data or evidence presented during the decision-making process, emphasising the need for clear, ROI-focused communication. Successful migrations require leaders to build a compelling narrative around the technology's potential impact on business goals, employee performance, and customer satisfaction.

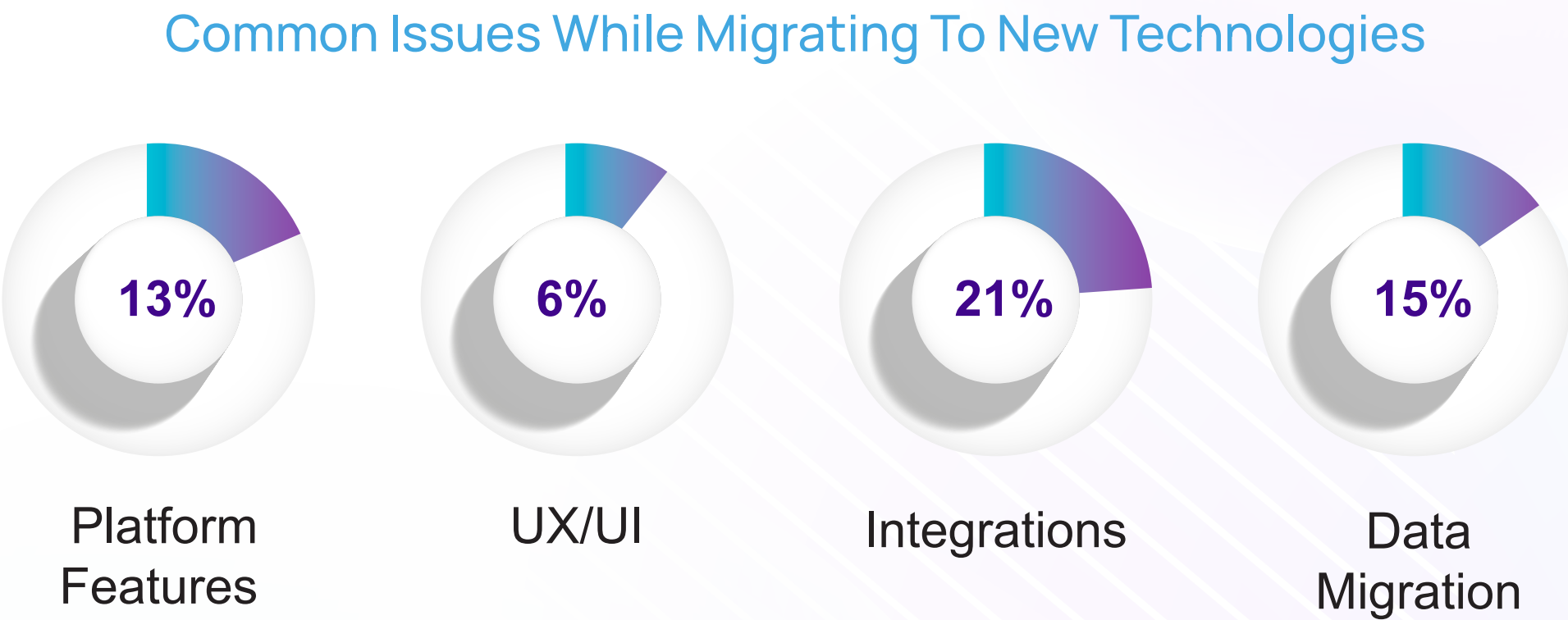
Traditionally, cost considerations dominated technology migration decisions. However, the focus has now shifted to more nuanced factors like user experience, adoption rates, and platform capabilities. This shift reflects a growing recognition that the long-term success of technology adoption depends on its usability and alignment with organisational goals, rather than just the initial investment.

The challenge lies in ensuring these costs are well-justified and result in measurable returns. This requires not just upfront investment but also ongoing budget allocation for training, maintenance, and upgrades. With only 19% of organisations highlighting cost as an issue, we expect organisations to perceive cost as less of an issue due to competitive pricing from vendors or the availability of cost-effective, scalable solutions like cloud-based platforms.

Organisations often face hurdles in ensuring the features of a new platform meet their evolving business requirements and operational goals. This misalignment can arise from limited customisation, unclear documentation, or a lack of training to maximise feature utilisation. Evidence of this is seen in the 13% of organisations identifying platform features as a key concern. While this percentage might seem modest, it highlights that for these businesses feature gaps or underutilisation directly impede the platform's effectiveness, thus making targeted training and feature enhancement critical priorities.

User experience (UX) and user interface (UI) play a pivotal role in determining the success of a platform, as they directly influence user adoption and engagement. Although only 6% of organisations report challenges with UX/UI, this indicates that many platforms have achieved a baseline standard for design and usability.

However, for organisations with specialised workflows or diverse user bases, even minor usability issues can cause significant frustration. This low percentage could also signal that while modern platforms have improved in this area, organisations must still prioritise end-user feedback to ensure ongoing satisfaction and ease of use.



Seamless integration with existing systems is a critical factor for maximising operational efficiency and ensuring data consistency across platforms. A substantial 21% of organisations highlight integration pain points, emphasising the importance of robust APIs (Application Programming Interface), compatibility, and pre-built connectors in new systems.

This insight suggests that as organisations adopt increasingly specialised tools, the ability to connect with legacy systems or third-party software becomes a key determinant of success. Poor integration leads to inefficiencies such as manual data entry and fragmented workflows, making it essential for vendors to prioritise interoperability in their solutions. Implementing platform solutions requires organisations to overcome a combination of technical and operational hurdles. These insights highlight the critical role of vendors in providing adaptable, user-friendly, and interoperable solutions while ensuring smooth transitions to optimise organisational efficiency and outcomes.



Decoding LMS Pain Points: Gaps and Solutions

The analysis of LMS challenges and learner needs draws attention to both the progress made and the untapped opportunities within the current landscape of Learning Management Systems. Despite advancements in technology and infrastructure, a notable 11% of organisations still do not utilise an LMS.

This gap highlights significant constraints such as budget limitations, insufficient manpower, or the lack of adequate infrastructure that hinder LMS adoption. It points to an unaddressed market segment where LMS adoption could resolve operational inefficiencies, streamline training processes, and provide scalable, data-driven learning solutions.



Furthermore, the reliance on traditional methods of training and development, such as with 28% of organisations still using only offline approaches, suggests that these methods may be fulfilling certain organisational needs.

However, these methods may lack the adaptability, scalability, and analytics-driven insights an LMS can offer. This creates a dual narrative: While some organisations reap benefits from offline methods or substitutes, a robust LMS could offer additional value, especially in terms of engagement, personalisation, and measuring learning outcomes.

Implementation and support, once viewed as major barriers due to high costs and limited infrastructure, now represent only 6% of concerns. This shift reflects significant advancements in technology, improved support services, and the emergence of competitive service providers offering tailored solutions.

As competition among LMS vendors grows, the importance of seamless implementation and efficient support will only increase. Vendors that provide smooth onboarding experiences and cost-effective solutions for late adopters will have a competitive edge, ensuring that even resource-constrained organisations can integrate LMS platforms effectively.

Addressing the barriers to LMS adoption, catering to the needs of non-users, and fostering standardisation across platforms will enable organisations to bridge current gaps. By doing so, they can unlock the full potential of LMS solutions, ensuring a more cohesive, efficient, and impactful approach to learning and development.





PART III

THE ROAD AHEAD

Actionable Insights for L&D Professionals

Over the past decade, the global workforce has undergone significant transformations driven by various factors. An increasingly competitive business landscape, rising complexity, and the digital revolution are reshaping workforce dynamics. Persistent uncertainty, the integration of multigenerational employees, and the rapid obsolescence of knowledge have elevated the need for continuous reskilling and upskilling. In this digital, knowledge-based economy, cultivating a vibrant and adaptable workforce is more crucial than ever to maintain organisational agility and competitiveness.



Despite these pressing needs, many organisations face obstacles in leveraging the wealth of the learning data at their disposal. L&D heads often struggle to create a coherent picture from disparate datasets, leading to missed opportunities for benchmarking and targeted improvements. AI-driven solutions can address these challenges by providing clear and actionable insights for informed decision-making.

These tools empower organisations to focus on impactful metrics that measure real-world outcomes like behavioural changes, skill application, and return on investment (ROI). By moving beyond superficial measures like course completions, organisations can better evaluate and enhance the effectiveness of their learning programs.

In navigating the future, L&D leaders must prioritise the alignment of learning initiatives with business strategies. This involves fostering an environment of continuous development where reskilling and career advancement are intrinsic to organisational culture. Leveraging analytics to measure success and identifying areas of improvement is vital, as is investing in human-centric skills to complement AI efficiencies.

L&D leaders can collaborate with department heads to identify key organisational objectives and tailor learning initiatives to address specific pain points, such as improving leadership skills in high-growth areas. This collaborative approach ensures that learning efforts are strategically aligned with the organisation's goals to drive targeted outcomes that enhance overall performance and competitiveness.

Micro-learning emerges as a key strategy, enabling bite-sized, on-demand learning experiences that align with the fast-paced digital landscape. Moreover, embracing social collaboration and innovative learning paths ensures the workforce remains engaged and future-ready.

By addressing these evolving challenges and opportunities, L&D professionals can act as strategic enablers, driving workforce transformation that not only meets current demands but also positions organisations for sustainable success in a rapidly changing world.

In an age of constant change, L&D professionals hold the key to unlocking an organisation's potential by fostering a culture of adaptability and innovation. Their proactive approach to learning and development will empower the workforce to navigate the future with confidence and agility.

Guidance for Organisational Adaptation

As organisations navigate an increasingly dynamic and complex business environment, adapting to the evolving learning and development (L&D) landscape is essential for staying competitive.

The trends discussed in this report highlight key areas where organisations can focus their efforts to align with future demands and foster a culture of continuous improvement.

- **Deliver personalised learning experiences tailored to individual needs.**

Meeting individual learner needs through personalised learning paths, AI-driven recommendations, and modular content delivery enhances engagement and outcomes. Modern LMS platforms with intuitive user interfaces, smart notifications, and content tailored to user preferences can play a crucial role in achieving this goal.

- Invest in advanced analytics tools to leverage data-driven insights.

Organisations should invest in advanced analytics tools to make sense of the vast learning data at their disposal. Actionable insights can help identify what works, pinpoint areas for improvement, and optimise learning initiatives. Establishing clear benchmarks and tracking metrics that matter—such as skill application, productivity impact, and ROI—can significantly enhance decision-making and program effectiveness.

- Incorporate AI-driven tools to enhance L&D processes.

Organisations should explore AI-driven tools for content creation, skill mapping, learning path design, and assessment. These technologies not only streamline processes but also create opportunities for innovative, adaptive learning solutions that align with a fast-paced, digital-first workforce.

- Adopt micro-learning and encourage peer-to-peer collaboration.

Bite-sized, on-demand learning modules cater to the preferences of today's workforce while ensuring knowledge retention and application. Encouraging peer-to-peer learning and leveraging social collaboration tools can also create a more connected and engaged workforce.

- Align L&D programs with overarching business strategies.

Connecting L&D programs to overarching business strategies ensures their relevance and impact. This alignment requires regular collaboration between L&D leaders and other stakeholders to identify skill gaps, prioritise key competencies, and design training programs that directly address organisational needs.

- Standardise training nomenclature and frameworks across the industry.

Implementing standardised nomenclature and frameworks for training can simplify the learning experience and ensure consistency. This practice can enhance interoperability between platforms and improve the overall user experience for both learners and administrators.

By proactively addressing these areas, organisations can future-proof their workforce, drive meaningful business outcomes, and position themselves as leaders in an ever-evolving marketplace.

- Create a culture where continuous learning is prioritised.

Creating an environment where employees are encouraged to learn, experiment, and grow is paramount. Organisations can achieve this by integrating learning opportunities into daily workflows, recognising and rewarding skill acquisition, and providing clear pathways for career development.

CONCLUSION

In analysing the evolving role of learning and development (L&D), this report has identified the key concerns, opportunities, and trends that are shaping the landscape. The Insight Framework, coupled with future-focused strategies, presents a comprehensive guide to navigating this changing environment. The alignment of learning initiatives with organisational goals, coupled with a focus on innovation, will enable L&D leaders to drive sustainable, and meaningful impact.

L&D has traditionally been seen as a central function in fostering resilience and enabling employees to thrive. However, as technological advancements accelerate and workforce dynamics shift, the traditional model of L&D is being challenged. Organisations are demanding strategic, forward-thinking solutions that go beyond compliance training to directly impact business objectives.

Key highlights from the report:

62%

of L&D leaders are prioritising training investments, reinforcing the growing need for upskilling and reskilling in response to evolving business demands.

43%

of organisations are focusing on measuring training ROI, reflecting the urgency to tie learning initiatives to tangible business outcomes.

17%

of organisations lack sufficient data to measure training effectiveness, indicating a need for advanced analytics and improved data collection methodologies.

51%

of organisations plan to invest in LMS platforms, signifying a shift towards technology-driven, scalable learning solutions.



As learning preferences shift, microlearning has emerged as a critical approach, offering employees quick, engaging, and easily digestible content. Organisations are increasingly adopting just-in-time learning solutions, ensuring that employees can access relevant knowledge exactly when they need it.

One significant trend in this space is reel-based learning, where short, video-based content is gaining traction. As attention spans decrease and the demand for engaging learning experiences grows, this format leverages visually appealing, bite-sized content to improve knowledge retention and accessibility.

The rise of flexible, on-demand learning solutions reflects a growing need for L&D strategies that are dynamic, scalable, and responsive to workforce expectations.

As workforce learning needs continue to evolve, L&D leaders must move beyond conventional learning methods and expand into areas such as career development, skill mapping, and cultivating a culture of continuous learning. This shift will enable L&D to better meet the evolving needs of the workforce and respond to the growing demand for agility and adaptability.

In this context, L&D is poised to transition from a traditional support function to a strategic enabler, fostering both individual growth and organisational success in an increasingly complex business environment.

What's Next?

The insights from this report are just the beginning. Now is the time for L&D leaders to act, innovate, and lead the change. Leverage these findings to redefine your learning strategy, embrace cutting-edge solutions, and build a future-ready workforce.

The L&D landscape is undergoing a revolution. Are you ready to embrace it? Get in touch with Tenneo's **LMS experts** to redefine your workforce learning and join the LearnTech Revolution.



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ABOUT US

Tenneo (formerly G-Cube LMS) is an MRCC group company. It is a leading CMMI Level 3 employee learning products company, established in the year 2000. With its cutting-edge and innovative learning solutions, Tenneo has established a strong global delivery and support footprint. With the vision of enhancing the employee learning journey, it has implemented over 300 LMSs for a user base of over 2 million. Its splendid recognition with over 100 industry awards makes Tenneo a prominent entity in the employee learning industry.

Tenneo believes technology enables change and partnerships sustain change. When both work in sync, it leads to Seamless Success. Tenneo enables Seamless Success for your employee learning outcomes. It is emerging as one of the most respected learning technology organizations globally. Tenneo promises Seamless Success through minimal disruptions and hassle-free integration with your existing tech stack and workflows. It offers Learning Management System (LMS) and Learning Performance Platform (LPP) to help organizations create a performance-driven learning environment and achieve greater outcomes.



Seamless Success

begins here