

AI & Skills: The Two Priorities That Will Redefine L&D
GOAT LEARNING®



By elevating AI fluency and dynamic skill-building as twin priorities, empowering L&D to engineer adaptive capability systems, and aligning development with real-time performance needs, organizations can transform accelerating change into a sustainable engine of readiness, confidence, and growth.

Something strange is happening inside organizations.
People are experimenting with AI tools at extraordinary speed.
Skills are ageing in months instead of years.
Workflows are mutating quietly in the background.
Managers feel responsible for change they don't yet understand.
Leaders sense opportunity but fear being left behind.

And L&D?
L&D finds itself pulled into the center of a transformation it didn't choose — but one it is uniquely positioned to lead.

The new reality is simple and brutal:
AI and skills are no longer two separate conversations.
They are the agenda.

Everything else in L&D now revolves around these two forces.

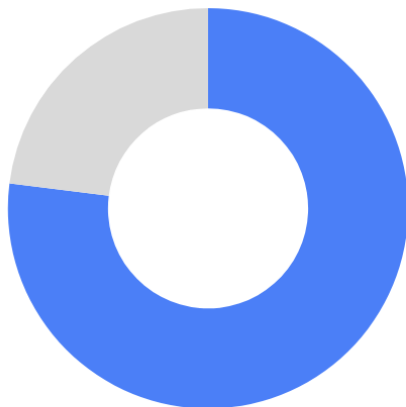
AI Is No Longer a Tool — It's the Environment People Work In

AI doesn't sit next to work anymore.
AI sits *inside* it.

It drafts, summarizes, analyzes, recommends, predicts, automates, orchestrates.
Sometimes it even decides before humans realize a decision was needed.

This creates a new baseline of capability:

- the ability to collaborate with intelligent systems
- the ability to supervise AI outputs



77%

think AI agents will be important in the next three to five years

But



33%

have a proper understanding of what they are

AI at work, 2025 (n=10,370); BCG analysis.

-
- the ability to detect errors or bias
 - the ability to design workflows where AI does part of the job
 - the ability to think critically in AI-augmented environments

AI literacy is not a tech skill.
It's a performance skill.
It's the new equivalent of digital literacy 20 years ago — except the curve is steeper and the consequences larger.

For L&D, this shifts the mandate dramatically:
training people to use AI is not enough; L&D must develop the competencies that allow people to perform with AI.

Skills Have Become a Moving Target — and AI Is Making Them Move Faster

Skills used to be stable.
Not anymore.

AI is automating tasks across every role — from frontline operations to leadership.

Skills that once defined expertise are being rewritten.
Invisible gaps are emerging overnight.
Employees feel the erosion before leaders notice it.

The result?
A widening gulf between the skills organizations *think* they have and the skills they *actually* have.

This is where L&D must step in as the strategic sensor of the enterprise:

- continuously identifying skill gaps
- tracking how roles evolve with AI

- curating adaptive pathways instead of static curricula
- replacing job-based learning models with capability-based ones
- supporting teams in unlearning as much as in learning

This is not about “training more.”
This is about **building skills that change speed, shape, and value under the pressure of AI.**

AI and Skills Are Interdependent — You Can't Advance One Without the Other

This is the breakthrough L&D must internalize:

**AI raises the performance ceiling.
Skills raise the performance floor.**

Without AI skills, people stagnate.
Without human skills, AI overwhelms.
Without both, organizations fall behind.

The two priorities feed each other:

- AI makes it possible to assess skills in real time.
- Skills determine whether AI generates value or risk.
- AI personalizes development at scale.
- Skills allow people to collaborate with AI systems responsibly.
- AI accelerates capability-building.
- Skills keep the organization adaptable as the technology evolves.

AI and skills are not two tracks.
They are one loop — and L&D must run it.



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75015 Paris – France
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Managers Become the Multipliers — or the Bottlenecks

AI and skills transformations both collapse without managerial capability.

Managers are now expected to:

- coach teams through AI-enabled workflows
- identify emerging skill gaps
- set safe norms for AI usage
- create psychological safety in the learning curve
- integrate learning into the rhythm of work

But most managers still struggle with their own AI confidence and skill development.

L&D must therefore treat managers as the *first* learners in the chain:

- equipping them with practical AI fluency
- helping them understand evolving skill models
- giving them tools to guide capability growth
- designing manager-specific pathways with real scenarios
- enabling them to model “learning in public”

If managers don’t evolve, teams can’t evolve.

The Human Side: Skills Give Confidence. AI Demands Confidence.

People are not afraid of AI.
They’re afraid of not being able to keep up with it.

They worry about falling behind.
They worry about making mistakes using tools they don’t understand.
They worry about their relevance, their credibility, their identity at work.

This is why skills matter as much emotionally as they do operationally.

Skills turn anxiety into agency.
Skills turn confusion into clarity.
Skills turn change into opportunity.

And L&D is the only function designed to build that emotional and cognitive infrastructure — at scale, and repeatedly.

L&D Must Now Operate as a Capability Engine, Not a Training Factory

If AI and skills are the two priorities, then L&D must transform accordingly.

This means shifting from:

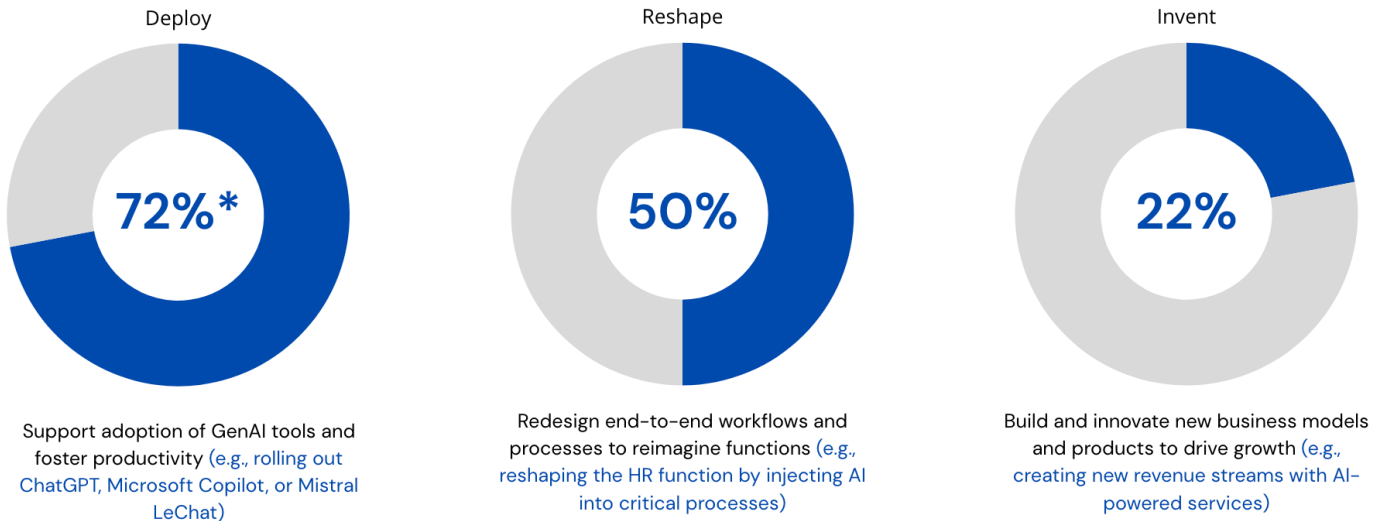
- **content production** → **capability orchestration**
- **programs** → **adaptive ecosystems**
- **learning events** → **continuous enablement**
- **generic pathways** → **personalized skill journeys**
- **evaluation of completion** → **evaluation of performance impact**
- **isolated learning** → **integrated learning in the workflow**

The AI era requires L&D to think like systems designers, data interpreters, and change architects — not just instructional experts.



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Half of respondents say their company is redesigning end-to-end workflows



*of respondents say their company is deploying GenAI tools

Sources, AI at Work, 2025 (n=10,635); BCG analysis.

According to BCG studies, companies that create the most value with AI focus 80% of their investment on Reshape and Invent, in a few core processes

AI Is Changing Work. Skills Will Decide Who Thrives.

Every organization today is facing the same equation:

AI accelerates change.
Skills absorb it.

AI redefines roles.
Skills redefine people.
AI expands possibility.
Skills turn possibility into performance.

This is why AI and skills are not simply priorities for L&D — they are the strategic

backbone of the next decade of organizational transformation.

L&D has the mandate, the influence, and the responsibility to lead this shift — not by choosing between AI and skills, but by treating them as the inseparable pair that will determine whether the workforce adapts, advances, or falls behind.

AI will shape the future of work.
Skills will shape the future of people.
L&D will shape both.



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AI raises the ceiling. Skills raise the floor. L&D must build both.

If you're exploring how to integrate AI fluency and dynamic skill-building into one capability system, reach out to us at emilie@goat-learning.com.

AI changes work weekly. Skills keep people ready daily.

Contact us at emilie@goat-learning.com to discuss how learning can stay aligned with real-time performance needs.

Teams evolve only when managers evolve first.

If you're rethinking how to equip managers to coach AI-enabled performance and emerging skills, let's talk at emilie@goat-learning.com.

People aren't afraid of AI—they're afraid of not keeping up.

Reach out at emilie@goat-learning.com to explore how learning can build the confidence and capability that make AI adoption sustainable.

À propos de GOAT LEARNING®

GOAT LEARNING® est une société de conseil, d'intégration et d'outsourcing spécialisée dans les solutions EdTech et Learning. Forte de plus de 15 ans d'expérience du marché et de collaborations avec des groupes Global 500 et SBF120, elle accompagne les entreprises dans la conception, la sélection, le déploiement et l'optimisation de leurs écosystèmes de formation. Positionnée comme Trusted Advisor, GOAT LEARNING® conjugue expertise technologique, compréhension fine des enjeux Learning & Development et exigence d'exécution pour transformer les investissements learning en leviers concrets d'upskilling, de développement des skills, d'engagement des apprenants et de performance durable. Son approche s'inscrit pleinement dans les dynamiques de Skills Based Organization, afin d'aider les entreprises à mieux aligner leurs stratégies talents, leurs priorités business et leurs dispositifs de formation. Grâce à un écosystème réunissant plus de 24 partenariats stratégiques et 250+ fournisseurs de contenus, technologies et services, GOAT LEARNING® poursuit une ambition simple : faire de la formation un actif stratégique, mesurable et créateur de valeur pour l'entreprise.

About GOAT LEARNING®

GOAT LEARNING® is a consulting, integration, and outsourcing firm specialized in EdTech and Learning solutions. Backed by more than 15 years of market experience and collaborations with Global 500 and SBF120 companies, it supports organizations in the design, selection, deployment, and optimization of their learning ecosystems. Positioned as a Trusted Advisor, GOAT LEARNING® combines technology expertise, a sharp understanding of Learning & Development challenges, and strong execution capabilities to turn learning investments into tangible drivers of upskilling, skills development, learner engagement, and sustainable performance. Its approach is fully aligned with Skills Based Organization dynamics, helping companies better connect their talent strategies, business priorities, and learning initiatives. Through an ecosystem of more than 24 strategic partnerships and 250+ content, technology, and service providers, GOAT LEARNING® pursues a simple ambition: to make learning a strategic, measurable, and value-creating asset for the business.



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