



By treating learning as a strategic lever, modeling continuous development, and aligning capability-building with business priorities, leaders can turn L&D from a support function into a force multiplier for organizational performance.

There is a moment every L&D team knows too well.

A learning strategy is crafted.
A platform is purchased.
A skills framework is designed.
A new program is launched.

And then—nothing moves.

The messages don't land.
The teams don't engage.
The priorities compete.
The momentum fades.

Not because the learning isn't needed.
Not because the design isn't solid.
Not because employees aren't willing.

But because one thing is missing:
leadership alignment, sponsorship, and example.

In a world where skills expire quickly, AI rewrites workflows, and transformation cycles tighten every year, leadership is no longer a “nice to have” in L&D.

Leadership *is* the operating system of L&D.

Without it, nothing scales.
With it, everything accelerates.

Leaders Set the Direction: Skills Don't Emerge Without Strategy

Skills don't appear by accident.
They require clarity, prioritization, and narrative—three things only leadership can provide.

Most organizations drown in competing skill agendas: digital, AI literacy, technical, human, managerial, compliance, role-specific.
L&D cannot guess which skills matter most.

Only leadership can translate strategy into capability needs.

That is why leadership must:

- clearly identify the skills the business depends on
- define what “good” looks like for each role
- connect skills to business outcomes
- sponsor capability-building as part of strategy, not HR

When leaders articulate the “why,” learning teams can finally articulate the “how.”

And when skills are aligned to strategy, learning becomes a performance engine—not an activity.

Leaders Shape the Culture: Learning Only Lives Where It Is Modeled

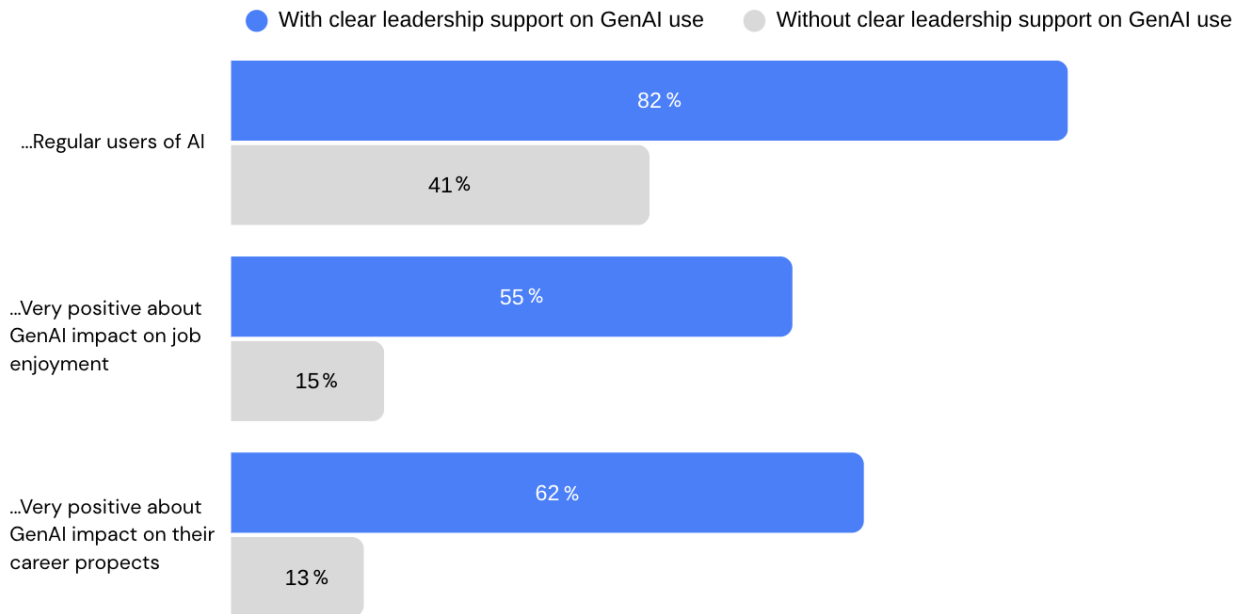
Culture follows behavior, not slogans.
And employees watch leaders before they watch learning platforms.

If leaders never learn publicly, never attend sessions, never ask questions, never show curiosity, never engage in development—the message is clear:
learning is optional.

Conversely, when leaders engage visibly, something powerful happens:

- managers feel safe making development a priority
- teams mirror learning behaviors
- development becomes a shared expectation
- curiosity becomes normalized
- experimentation becomes acceptable

Share of employees who are...



AI at Work, 2025 (n=3,537); BCG analysis

Note: Regular users = people that use AI several times a week or daily.

L&D cannot create a learning culture alone. Only leadership can legitimize learning as part of work—not outside it.

- protect time for learning in the workflow
- require data-driven measurement

Organizations learn at the speed of their leaders.

When leaders treat learning systems as core business infrastructure—not as HR accessories—L&D gains the foundation it needs to deliver modern, adaptive, workforce-wide capability.

Leaders Enable the System: Without Leadership Sponsorship, L&D Has No Infrastructure

L&D cannot transform learning systems without leadership decisions.

In a world where AI, automation, and skills intelligence are reshaping learning, leadership is the difference between operational friction and operational fluency.

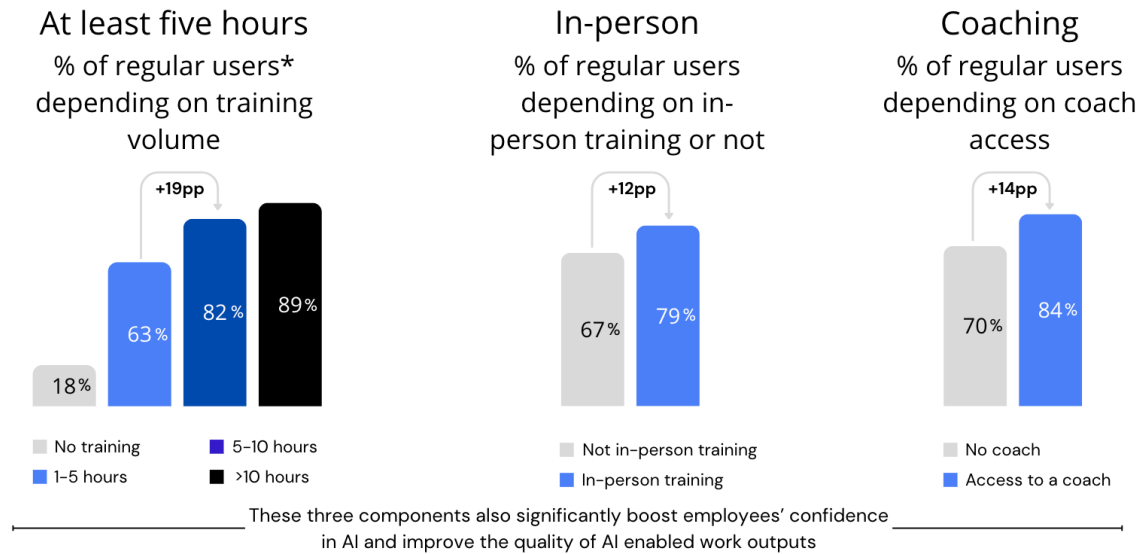
Leaders must:

- choose to reduce tool fragmentation
- sponsor platform convergence
- approve investments in AI and skills intelligence
- break silos between HR, IT, and operations

Leaders Empower Managers: The Real Multipliers of Learning

Managers—not platforms—are the primary drivers of learning adoption.

At least five hours of instruction, in-person sessions, and coaching are key components of effective training



*Used AI every day or several days a week.

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

Note: How to read the chart: 79% of respondents who received more than five hours of training are regular AI users with 67% of those who received less than five hours training.

Employees follow their manager's signals:

- Do they make space for growth?
- Do they coach regularly?
- Do they encourage experimentation?
- Do they reinforce new skills on the job?
- Do they celebrate development?

But managers are overloaded, undertrained, and often unsure how to coach in an AI-enabled, skills-driven environment.

This is where leadership must intervene.

Leaders must:

- elevate manager development to a strategic priority
- make coaching a core part of the managerial role
- equip managers with simple, actionable learning tools

- hold them accountable for team capability, not just output

If managers rise, teams rise.

If managers stagnate, learning stagnates.

Leadership unlocks the multiplier effect.

Leaders Humanize Transformation: Learning Becomes the Stabilizer, Not the Stressor

Work is changing fast.

AI disrupts roles, ambiguity grows, expectations shift.

Employees feel pressure more than ever: to adapt, to reskill, to stay relevant.

In these conditions, leadership plays a psychological role as much as an operational one.

Leaders must:

- communicate transparently about change
- frame learning as support, not judgment
- show empathy for the journey
- celebrate progress, not perfection
- offer clarity on new expectations
- normalize not knowing

When leaders humanize development, L&D becomes a source of reassurance—not anxiety.

People don't resist learning.
They resist uncertainty.

Leadership reduces that uncertainty.

The Future of L&D Is Leadership-Powered

L&D has evolved.

It's data-driven.
AI-enabled.
Embedded in workflows.

Focused on skills and performance.

But none of it works without leadership.

Leadership sets the direction.
Leadership shapes the culture.
Leadership funds the systems.
Leadership empowers the managers.
Leadership stabilizes the humans.

The organizations that thrive will be those where leaders learn first, sponsor boldly, and treat capability-building as a strategic imperative—not a cost center.

If L&D is the engine, leadership is the ignition.

This is not just the role of leadership in L&D.
It is the mandate.

Leaders must learn loudly.
Leaders must sponsor visibly.
Leaders must align relentlessly.
Leaders must build capabilities, not just strategies.

Because when leaders lead learning,
learning leads the organization forward.

Organizations don't transform because learning exists—they transform because leaders engage with it.

If you're exploring how leadership behavior can accelerate capability at scale, reach out to us at emilie@goat-learning.com.

Learning only becomes cultural when leaders model it publicly.

Contact us at emilie@goat-learning.com to discuss how leadership engagement can turn learning into a shared, visible expectation.



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Managers are the true multipliers of learning—but they need leadership backing.

If you're rethinking how to equip and empower managers as capability builders, let's talk at emilie@goat-learning.com.

In fast-changing environments, learning should reduce uncertainty—not add to it.

Reach out at emilie@goat-learning.com to explore how leaders can humanize transformation through learning.

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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