

AI Workout: Building the Muscle of Intelligent Leadership
GOAT LEARNING®



By turning AI into a daily practice, embedding experimentation into workflows, and building capability one “rep” at a time, organizations stop reacting to disruption and start training for it — turning learning into a competitive advantage.

It happens quietly, and then all at once.

A CEO who types a prompt into an AI tool during a meeting.

A manager who rewrites a customer message using a copilot.

A frontline employee who tests an agent to automate a tedious task.

The results are... fine.

Useful, even.

But something feels off: AI is helping, yet not transforming.

It feels more like dabbling than mastering — more like convenience than capability.

Then one day, a different kind of leader emerges.

Someone who uses AI confidently, repeatedly, creatively.

Someone who knows when to trust it, when to push it, when to question it.

Someone who has built **AI reflexes**.

That leader didn't attend a single training.

They developed a **workout routine**.

And that is the shift every organization must embrace:

AI is not a skill you learn once — it's a muscle you train every day.

This matters for CEOs, yes. But it applies to everyone.

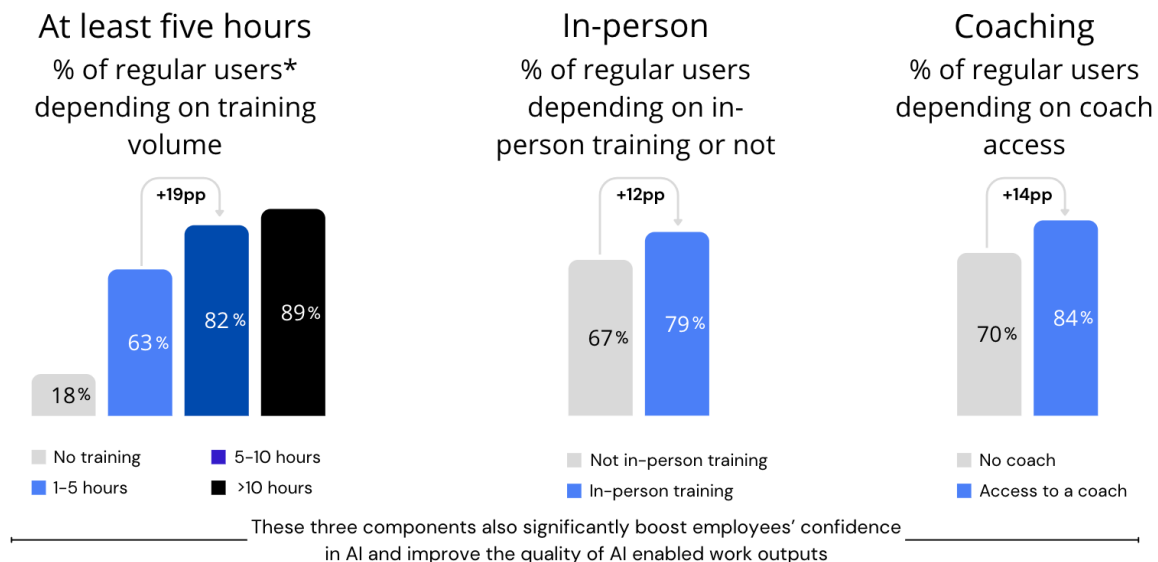
And L&D is the only function capable of building this discipline at scale.

AI Mastery Comes From Repetition — Not From Knowledge

AI capability doesn't come from understanding how AI works.

It comes from *using* it enough times to trust your judgment.

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.

The leaders and teams who extract the most value from AI don't have the deepest technical expertise.

They have the most **reps**:

- rewriting five versions of the same idea
- comparing outputs
- prompting from multiple angles
- asking the AI to critique itself
- exploring edge cases
- iterating in quick cycles

Repetition builds intuition.

Intuition builds speed.

Speed builds innovation.

For L&D, this means shifting from conceptual training to **practice-driven enablement**.

Learning must move from “How does AI work?” to “Let's work with AI until it feels natural.”

The AI workout becomes the new core curriculum.

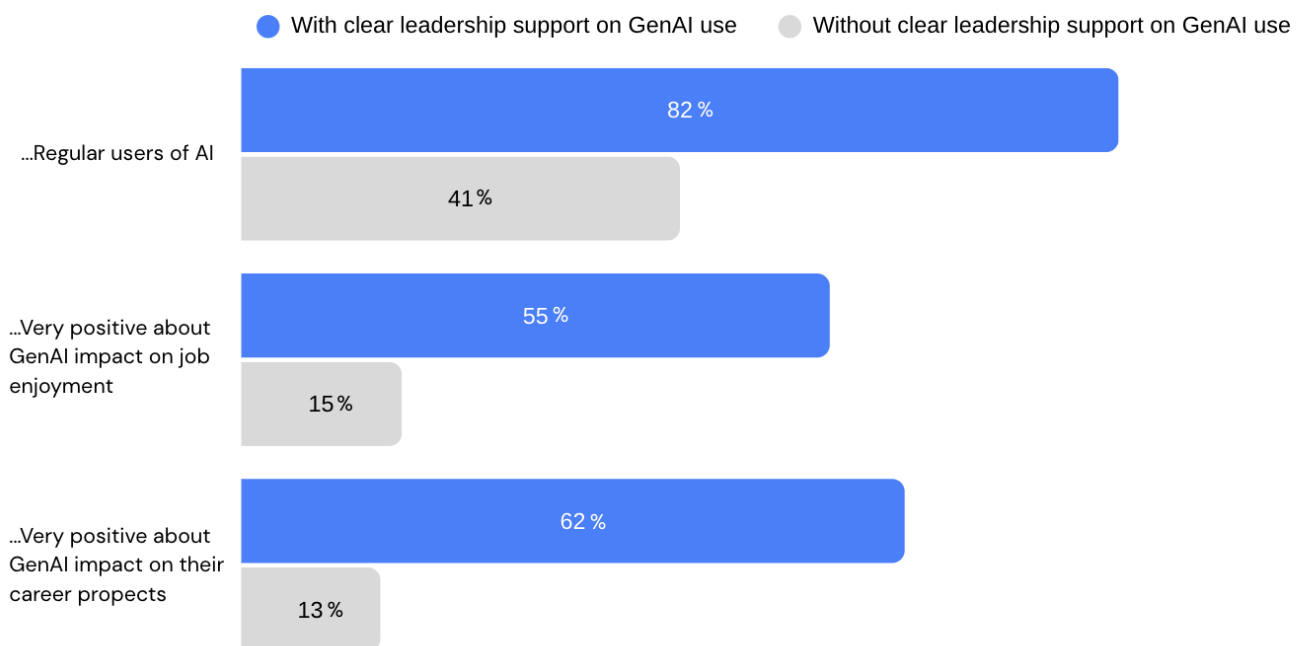
CEOs Need AI Workouts — Because Culture Cascades Downward

An organization's AI maturity rarely exceeds that of its leadership.

When CEOs develop an AI workout routine, they:

- model curiosity
- reduce stigma around experimentation

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.

- signal that capability matters more than perfection
- strengthen psychological safety
- accelerate adoption across functions

And when CEOs *don't* practice, everyone else tiptoes.

L&D must therefore help leaders build **the first routines**:

- daily prompting
- decision reviews assisted by AI
- speech drafting with critique cycles
- scenario simulation
- strategy testing

These aren't "executive tools."
They're **behavioral anchors** that make AI real.

When leaders train, everyone trains.
When leaders hesitate, everyone freezes.

Workouts Must Extend Beyond the C-Suite — AI Is Now an All-Employee Capability

AI disturbs every task, not just executive decision-making.

Which means the workout must extend everywhere:

- managers learning how to coach AI-supported work
- frontline employees practicing oversight and error detection
- operational teams automating micro-tasks
- knowledge workers refining AI as a thinking partner
- cross-functional teams learning to collaborate with agents

AI is not a policy.
It's a behavior.

L&D must design programs where employees progress through levels of mastery — not one-off modules, but **progressive training cycles**, with increasing complexity and autonomy.

If CEOs need a workout, the workforce needs a training plan.

L&D Must Build the Gym — Safe, Structured, and Integrated Practice Environments

A workout requires a gym.
AI workouts require **practice environments that feel safe and real**.

That means L&D must create:

a. Low-risk sandboxes

Where people can experiment without fear of breaking something.

b. Practice routines inside workflows

AI guidance embedded directly in the tools employees use.

c. Micro-drills

Quick daily exercises that build reflexes — rewriting, critiquing, prompting, prioritizing.

d. Simulations and scenarios

Realistic challenges where employees practice judgment, oversight, and escalation.

e. Feedback loops

AI + human critique to strengthen reasoning.

In this model, the role of L&D shifts dramatically:

- from training provider to **capability architect**,
- from content creator to **performance enabler**,
- from workshops to **habit-building systems**.

AI requires a practice culture — and L&D must build it.

Workouts Reduce Anxiety, Increase Engagement, and Strengthen Culture

One of the biggest misconceptions about AI is that fear comes from the technology itself.

It doesn't.

It comes from **inexperience**.

When people practice regularly:

- anxiety drops
- confidence grows
- engagement rises
- curiosity returns
- resistance fades

The human brain stops seeing AI as a threat and starts seeing it as a partner.

This psychological transformation is not a by-product of training — it is the training.

L&D becomes the emotional stabilizer of the organization, helping teams shift from AI avoidance to AI empowerment.

A New Role for Leadership: Coach, Not Commander

To maximize the value of AI workouts, leaders must change roles:

- from giving answers to modelling questions
- from avoiding mistakes to showing their own learning curve
- from evaluating outcomes to coaching process
- from telling people to use AI to training alongside them

This requires humility, transparency, and a willingness to learn in public.

It also requires L&D to treat leaders as **primary learners**, not late adopters.

Only when leaders embrace their own AI workouts can the organization adopt one.

AI Capability Is Not Born. It Is Trained.

AI isn't a revolution that happens to people. It's a capability people build through deliberate, continuous practice.

CEOs need AI workouts because they set the tone.

Managers need workouts because they multiply capability.

Employees need workouts because they make AI real.

And L&D must orchestrate it all — designing the routines, building the environments, enabling the behaviors, and measuring the gains.

The organizations that win won't be the ones with the most powerful models. They'll be the ones with the strongest habits.

**AI is not a skill you acquire.
It's a muscle you train.
And L&D is the coach that makes the entire organization stronger.**

AI capability isn't built in workshops—it's built through daily practice.

If you're exploring how to turn AI into a habit across roles and teams, get in touch with us at emilie@goat-learning.com.

Organizations train the way their leaders train.

If you're thinking about how AI workouts can start with leadership and cascade across the business, contact us at emilie@goat-learning.com.

Building AI capability requires more than tools—it requires a gym.

Reach out at emilie@goat-learning.com to discuss how L&D can design safe, structured practice environments that make AI mastery real.

When people practice with AI, confidence replaces anxiety.

If you're looking to support adoption, engagement, and trust through structured AI workouts, let's talk at emilie@goat-learning.com.

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.



43 Rue du Colonel Pierre Avia
75015 Paris – France
www.goat-learning.com

Bibliography

Absorb Software – Enterprise L&D in 2026: Trends and Predictions

<https://www.absorblms.com/company/newsroom/together-trends-report-2026>

BCG – AI at Work 2025

<https://www.bcg.com/publications/2025/ai-at-work-momentum-builds-but-gaps-remain>

BCG – AI Fitness for CEOs

<https://www.bcg.com/publications/2025/ai-fitness-for-ceos>

BCG – AI Radar 2025

<https://web-assets.bcg.com/0b/f6/c2880f9f4472955538567a5bcb6a/ai-radar-2025-slideshow-jan-2025-r.pdf>

BCG – Moves Only a CEO Can Make

<https://www.bcg.com>

BCG – Moves Only a CEO Can Make

<https://web-assets.bcg.com/db/8d/e3d787c141f1a1dba6e5c75fe121/moves-only-a-ceo-can-make-layout-feb-2025.pdf>

BLEND ed – AI Skill Gap Analysis 2026

<https://www.blend-ed.com/blog/ai-skill-gap-analysis>

eLearning Industry – AI Trends in L&D for 2026

<https://elearningindustry.com/ai-trends-in-l-d-for-2026-architecting-human-ai-capabilities-for-maximum-impact>

IELA – The New Era of Corporate Learning & Development

<https://www.intelligententerpriseleaders.com/hr-the-future-of-work/reports/the-new-era-of-corporate-learning-development>

Learning Guild – Unlocking AI's Full Potential in L&D: A Strategic Shift for 2025

<https://www.learningguild.com/articles/unlocking-ais-full-potential-in-l-d-a-strategic-shift-for-2025>

LinkedIn Learning – Workplace Learning Report 2025

<https://learning.linkedin.com/resources/workplace-learning-report>

McKinsey – Reimagine Learning and Development for the AI Age (2026)

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/reimagine-learning-and-development-for-the-ai-age>

TalentLMS – State of Workplace Learning 2026

<https://www.talentlms.com/research/learning-development-report-2026>