

Digital Learning Realities 2025

AI in Learning - The Future Role and Skills of L&D

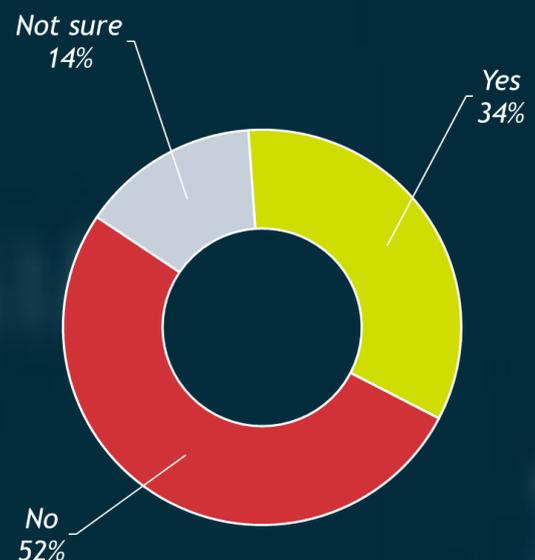
Most L&D teams are not ready to face the future with confidence

Around half of all L&D teams do not believe they are adequately skilled to succeed in the next two to three years. Only a third feel their skills are up to scratch. At a time of tumult and innovation L&D teams need to invest in the advice and expertise that enables them to be fit for the future and thrive. Not just in learning theory, but in organisational development, change management and business transformation.

There is a significant need for upskilling L&D across the learning cycle and the capabilities needed to be a successful L&D team are changing.

But where are L&D teams growing their capabilities?
What skills are in favour and what skills are going out of fashion?
What does it take to be an effective L&D professional in the years to come?
And where are L&D teams developing their skills?

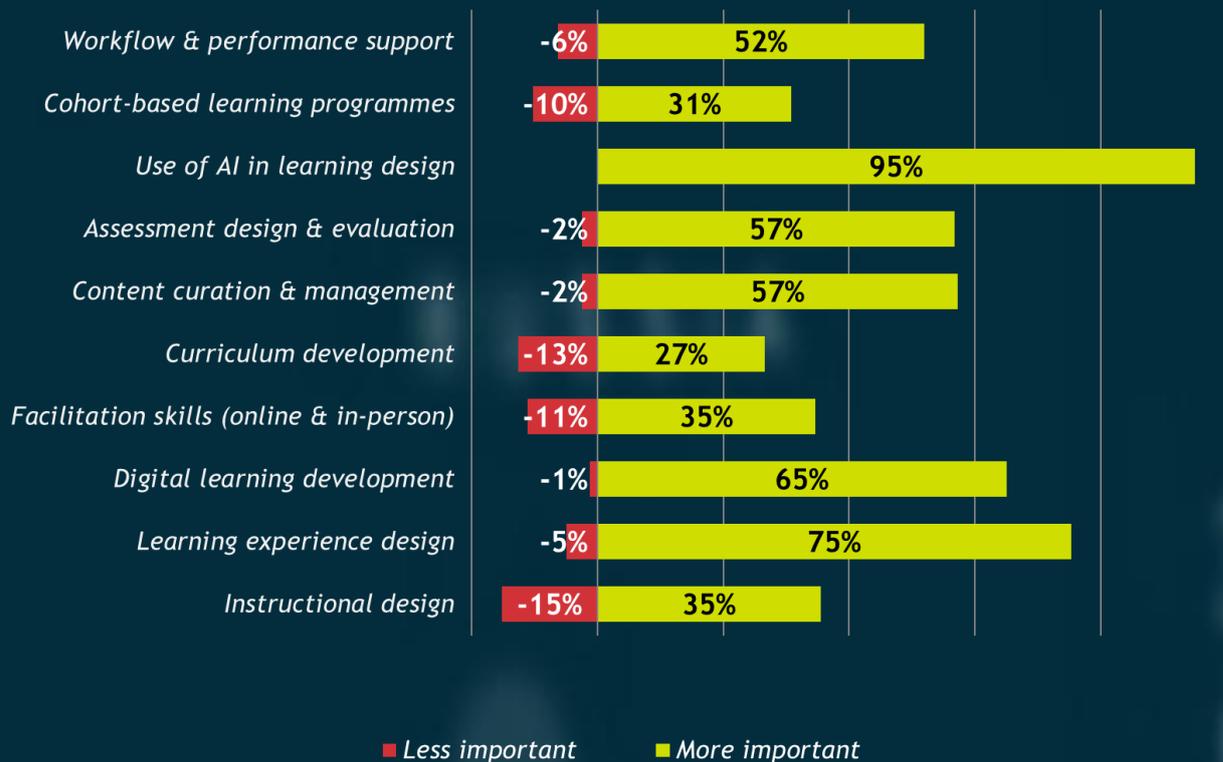
Do you think your L&D team today is adequately skilled to succeed in the next two to three years?



Learning teams are moving away from instructional design skills into learning experience design and development using AI

Against a backdrop of business transformation and automation from AI, as well as a challenging economic climate, the nature of what it means to be a learning professional is shifting. Now, there is a growing emphasis on L&D teams building capabilities in business acumen, business influencing, data analytics and learning experience design expertise. These are taking precedence over more transactional instructional design skills which are becoming more commoditised because of AI.

Future capabilities for 'Design & Delivery'

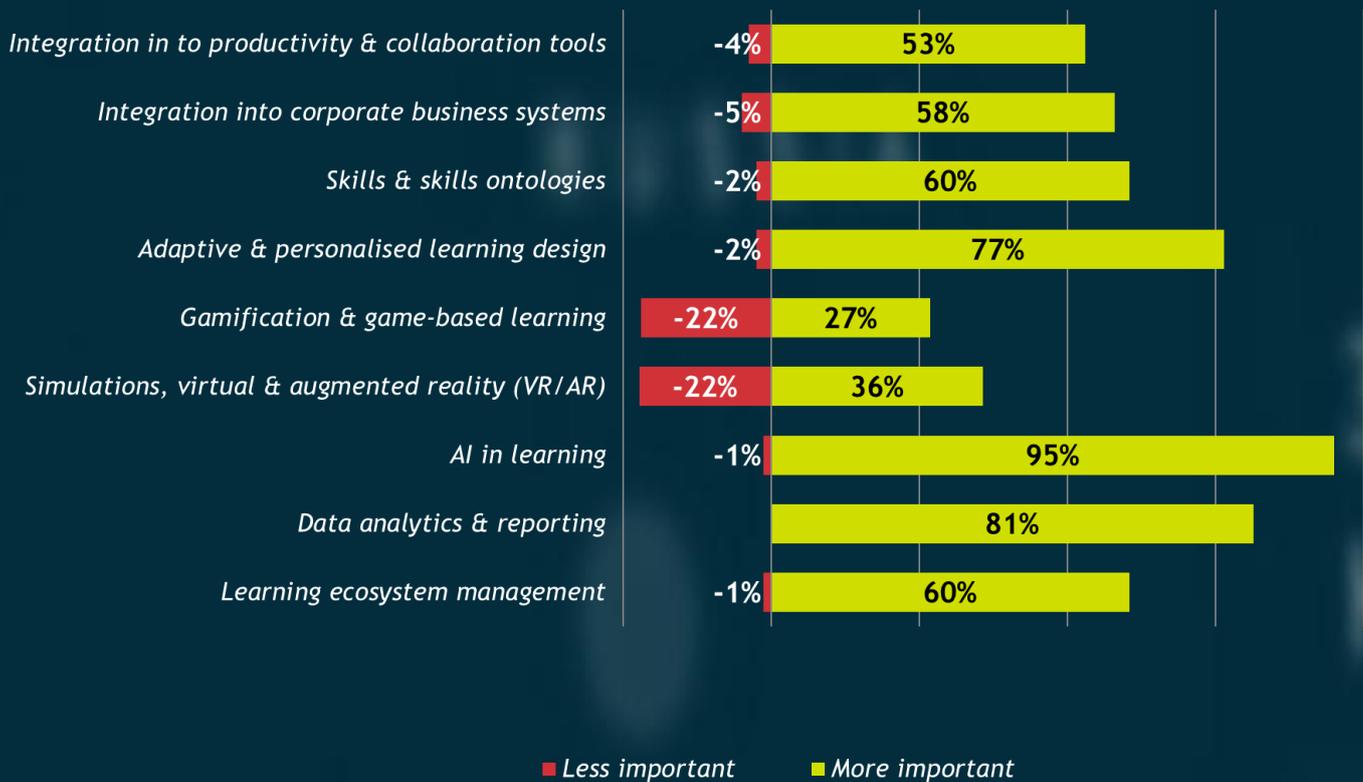


L&D teams are prioritising AI, adaptive learning, personalisation, organisation skills, systems ecosystem and data analytics as key capability growth areas

Nearly all of learning technology shows significant momentum this year, despite some weakening of interest in gamification and AR and VR. It is clear that respondents seem keen to innovate learning by bring it closer to work, focus on growing skills and joining up the learning experience across business systems and talent development. This represents a significant and strategic shift for many L&D teams. And the interest in these innovations and L&D capabilities gives a significant clue to how L&D will evolve as a function in the years to come.

For learning solution suppliers, the key message here is the need to embrace a work-centred view of learning solutions. Those who fail to seamlessly connect across the people and work experience risk becoming increasingly irrelevant - because the data that informs the best learning decisions for business and individuals does not reside in their learning platforms but in systems supporting work, employee listening, performance, workforce intelligence and business results. True personalisation is not driven by learning preferences - it's driven by business contexts.

Future capabilities for 'Technology & Innovation'

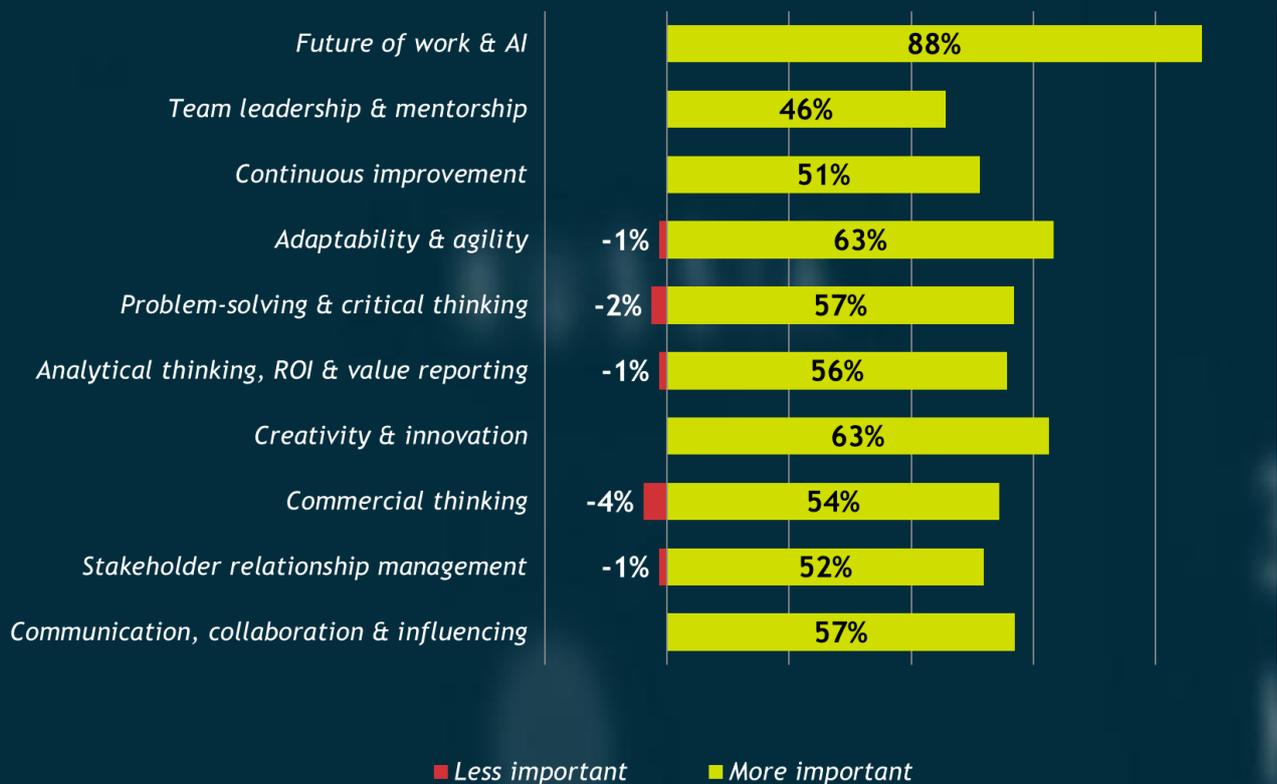


Navigating the future of work and AI with acute business acumen and transformational strategy IS the critical capability for L&D - more so than L&D expertise

The real differentiators for L&D success are changing. To be successful, learning teams need to be able to navigate the future of work. Specifically, the role AI has in reshaping work, workers and working. To do that, L&D will need to support people through significant transition and in turn L&D teams will need creativity, innovation, agility, analytical thinking to embrace the opportunities and solve the problems AI brings. Equally L&D recognises that to be successful they will need to enhance their communication, collaboration and influencing.

That so few see any of these capabilities as less important for future success provides clear sense of the direction for the L&D profession for years to come. Leverage intelligence to be more business value-centred and more strategically impactful.

Future capabilities for 'Business Acumen & Strategy'



Sources of Information & Background

As Europe's #1 HR industry analyst, Fosway is uniquely positioned to help the industry with independent research on these issues. More information and insight on our research will be made available on www.fosway.com

Fosway Group conducted the survey of its corporate research network and Learning Technologies Show conference attendees in partnership with Closer Still between April 2025 to August 2025. Responses were gathered from CHROs, Talent & L&D Directors, Managers and Learning, Talent & HR Technology professionals.

Results are drawn primarily from enterprise organisations in Europe and the survey includes responses from 333 individuals. Over 75% of respondents are based in European organisations, and over 50% have a global role.

 www.fosway.com

 Info@fosway.com

 [+44 \(0\)20 7917 1870](tel:+442079171870)