GPStrategies®

Stronger Together:

Human-Centred L&D in the **Age** of **AI**

London, UK

October 2025

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Executive Business Partner
to Co-CEO, JF Vezina

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#StrongerTogether   #GPClientForum25

Special Thanks

Natasha Kallis

Senior L&D Manager
International Business Services and Strategic Capabilities | DLA Piper

Agenda | Tuesday, 7 October

Stronger Together: Human-Centred L&D in the Age of AI

10:00 a.m.	**Welcome** Matt Donovan, Charles Severs, and JF Vezina	7.19 & 7.20
10:15 a.m.	**Keynote Speaker** Walter Pasquarelli	7.19 & 7.20
10:30 a.m.	**Client Discussion: DLA Piper** Future-Proofing the Firm: AI Skills for the Legal Sector Joe Tidman	7.19 & 7.20
12:00 noon	**Leading the Human Side of AI** The Leadership Formula for AI Impact Leah Clark	7.19 & 7.20
12:45 p.m.	**Lunch**	Terrace 7
1:30 p.m.	**Client Panel Discussion** Stories from the Frontline: From Strategy to Execution Ella Richardson	7.19 & 7.20

Agenda | Tuesday, 7 October

Stronger Together: Human-Centred L&D in the Age of AI

Time	Session	Room
2:15 p.m.	**Prompt-a-thon** An Immersive, Hands-On AI Experience Theo Michaelidou	7.19 & 7.20
3:45 p.m.	**Break**	7.19 & 7.20
4:00 p.m.	**Client Case Study	Microsoft** Microsoft's Journey to Enhancing Talent Development at Scale with Learning Content AIQ Darin Travis and Jeff Fissel	7.19 & 7.20
4:45 p.m.	**Wrap-up** Matt Donovan	7.19 & 7.20
5:45 p.m.	**Meet in Reception at Hotel Indigo London Clerkenwell**	
6:30 p.m. onwards	**Evening Event** Fortnum & Mason at The Royal Exchange	

Welcome

Charles Severs
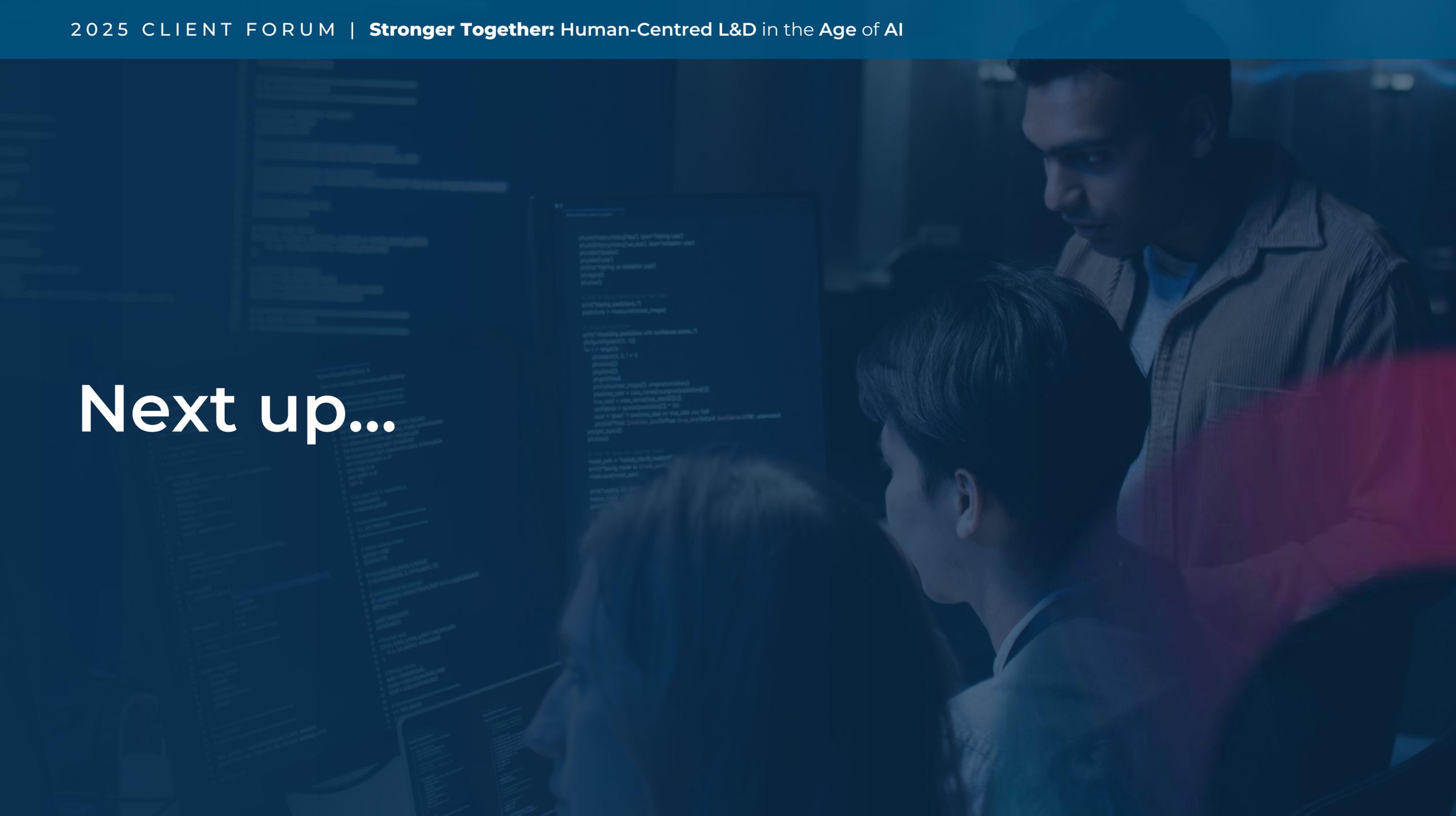
Global Co-CEO and Managing Partner | DLA Piper

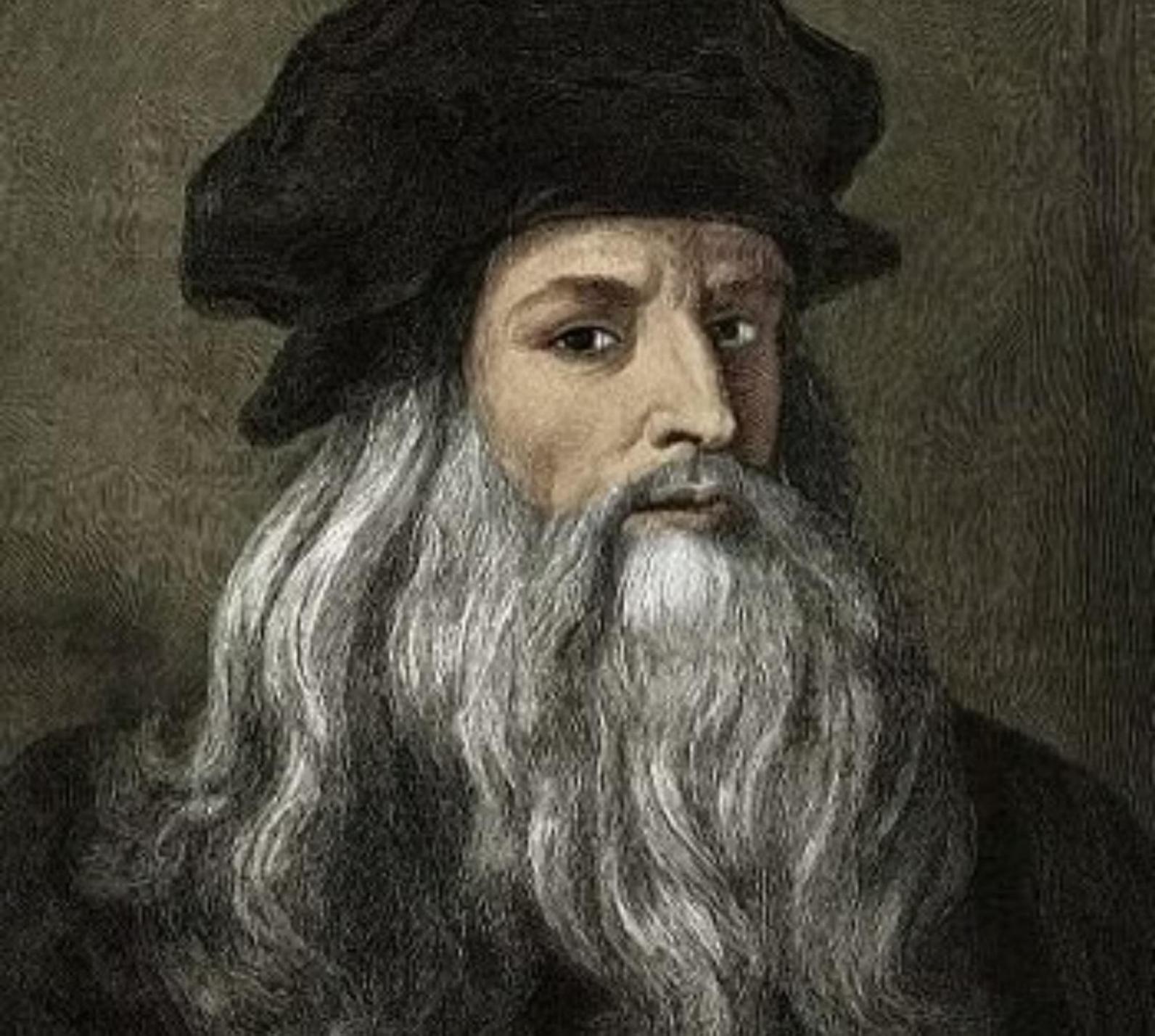# Welcome

JF Vezina

Co-CEO | GP Strategies

Next up...

Italy, 15th century

Stronger Together

Human-Centred L&D in the Age of AI

October 2025

By Walter Pasquarelli

Contents

This presentation will cover

About me

CEO of a global AI policy and strategy firm (stealth)

Research Affiliate, Cambridge University

OECD, Expert Member

Advisory Board Member, Welsh Government

Advisor, Intel

Former AI & Society at The Economist group

Advised heads of states, royalty, prime ministerial offices, C-Suite's from across multinational corporates, sovereign wealth funds

www.walterpasquarelli.com

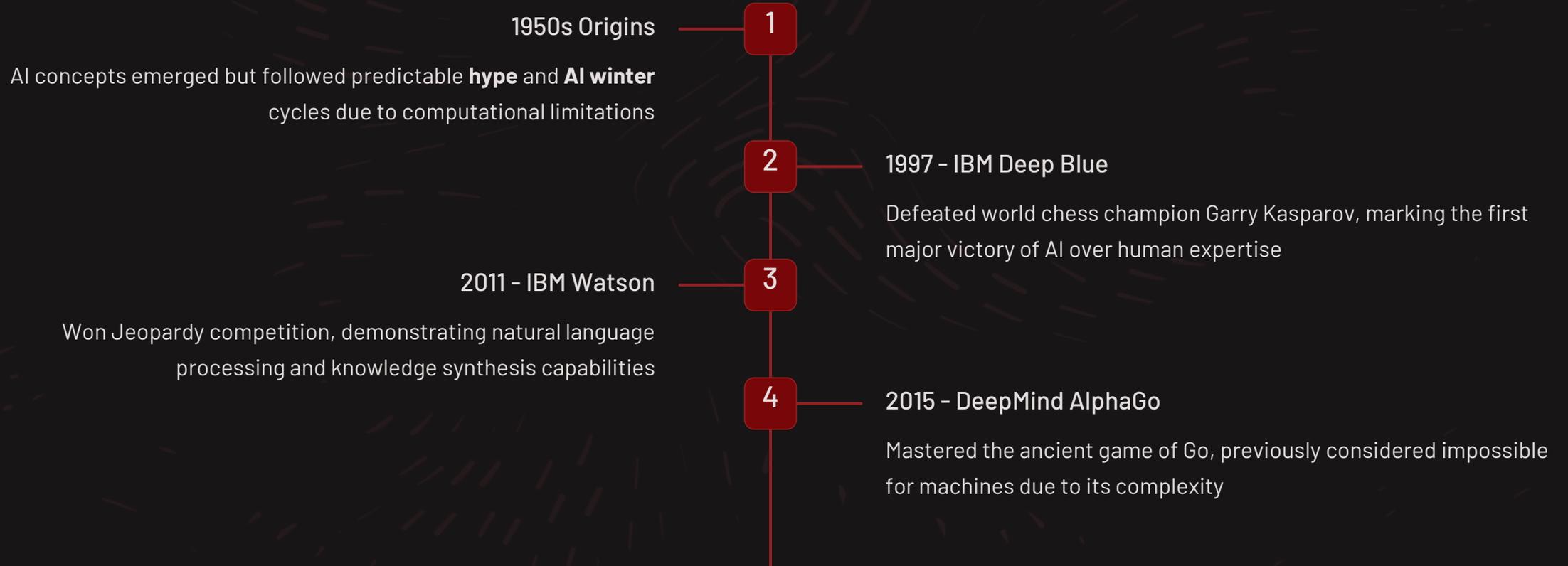# How would you define artificial intelligence?

Defining Artificial Intelligence

Artificial = non-human

Systems that operate independently of direct human control, processing information and making decisions through computational methods.

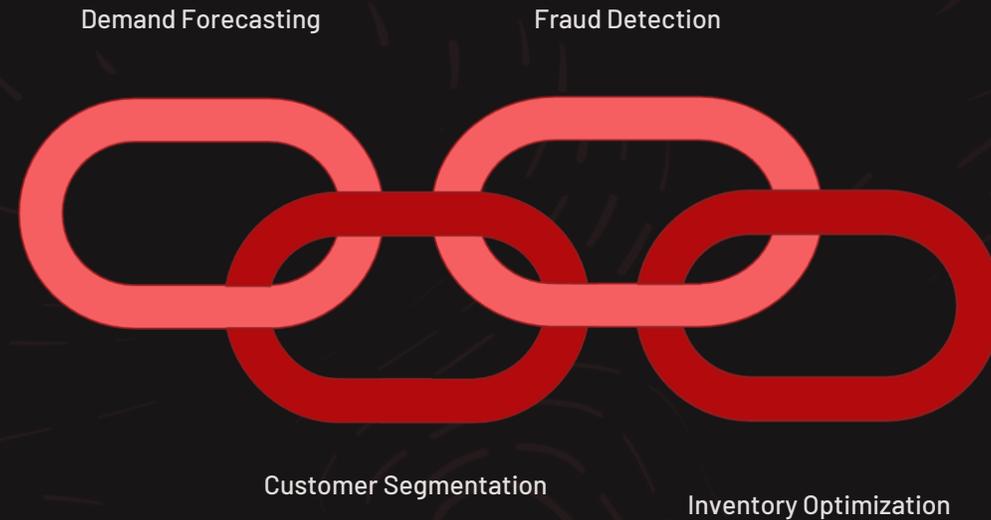**Intelligence** = problem-solving ability

The capacity to analyze complex data, recognize patterns, learn from experience, and generate solutions to unprecedented challenges.

1 1950s Origins

AI concepts emerged but followed predictable **hype** and **AI winter** cycles due to computational limitations

2 1997 - IBM Deep Blue

Defeated world chess champion Garry Kasparov, marking the first major victory of AI over human expertise

3 2011 - IBM Watson

Won Jeopardy competition, demonstrating natural language processing and knowledge synthesis capabilities

4 2015 - DeepMind AlphaGo

Mastered the ancient game of Go, previously considered impossible for machines due to its complexity

AI reaches business lingo

Traditional AI research (Deep Learning)

Demand Forecasting

Fraud Detection

Customer Segmentation

Inventory Optimization

1. Supervised Learning

Example: Demand forecast

Algorithms learn from labeled historical data to predict future outcomes, requiring extensive training datasets and human oversight for each specific application.

2. Unsupervised Learning

Example: Customer segmentation

Systems identify hidden patterns in data without predefined labels, discovering relationships and groupings that weren't explicitly programmed.

Traditional AI required separate models for each task, extensive data preparation, and significant computational resources for every individual application. This approach limited scalability and created operational silos across organizations.

New Models (Transformers)

Revolutionary neural network architecture that processes information in parallel rather than sequentially, enabling more efficient learning and better understanding of context and relationships.

SCALE (Data, computing, models)

Exponential increases in available data, computational power, and model parameters have unlocked emergent capabilities that weren't possible with smaller systems.
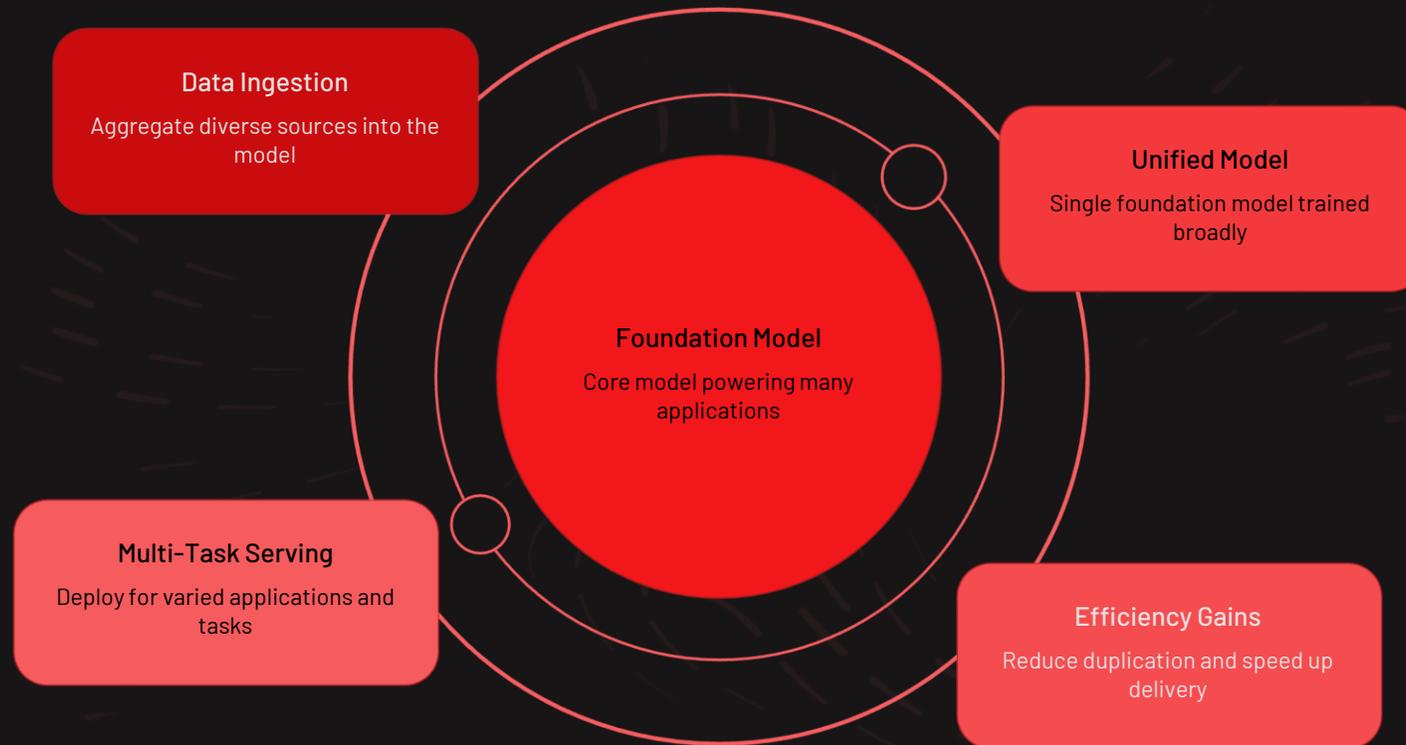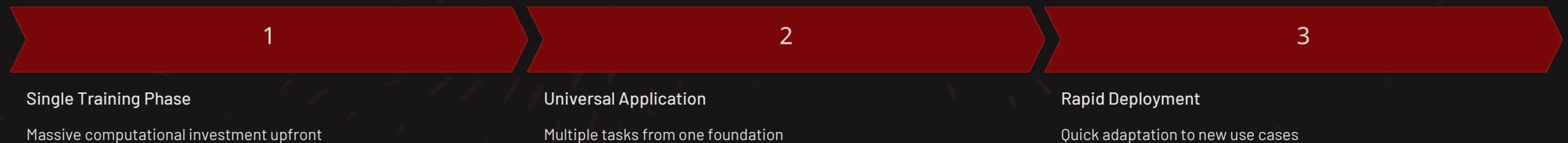
Pre-trained (In-context learning)

Models trained on vast datasets can adapt to new tasks with minimal additional training, learning from context and examples provided during interaction.

These three pillars have created a paradigm shift from narrow AI to foundation models capable of general-purpose reasoning, creativity, and adaptation across diverse domains and industries.

Foundation Model Process

Data Ingestion

Aggregate diverse sources into the model

Unified Model

Single foundation model trained broadly

Foundation Model

Core model powering many applications

Multi-Task Serving

Deploy for varied applications and tasks

Efficiency Gains

Reduce duplication and speed up delivery

Foundation models represent a fundamental shift in AI architecture. Instead of building separate systems for each task, organizations can now leverage a single, powerful model trained on diverse data sources. This approach dramatically reduces development costs, accelerates deployment timelines, and enables unprecedented flexibility in addressing multiple business challenges simultaneously.

1	2	3
Single Training Phase	**Universal Application**	**Rapid Deployment**
Massive computational investment upfront	Multiple tasks from one foundation	Quick adaptation to new use cases

Where are we now?

AI Progress

Conversational

Conversational · Reactive · Informational

Basic interaction capabilities, responding to queries and providing information through natural language interfaces.

Reasoners

Analytical · Logical · Problem-solving

Advanced analytical capabilities, processing complex logic and multi-step problem-solving scenarios with sophisticated reasoning.

Agents

Autonomous · Goal-driven · Adaptive

Independent systems that can pursue objectives, adapt strategies, and make decisions without constant human supervision.

Innovators

Creative · Generative · Insightful

Capability to generate novel ideas, create original content, and provide insights that weren't explicitly programmed or trained.

Organizations

Strategic · Operational · Multi-functional

AI systems integrated into organizational structures, managing complex workflows and coordinating multiple business functions simultaneously.

Adoption Uncertainty: Is Anyone Really Using This?

The infamous MIT statistic claiming "95% of AI projects fail" has been widely debunked, but genuine adoption data tells a more nuanced story.

3.7%
2022 Adoption Rate

Early AI adoption across organisations

9.7%
2024 Adoption Rate

Doubled in just two years

40%
Worker Usage

Percentage using AI tools today

Early adoption curves are inherently messy, characterised by false starts and gradual acceleration. Today's numbers suggest we're climbing the steep part of the adoption curve, not sliding down the other side.

Synapse AI,

Synapse Ai: Unlock your potentia

Beyond Fear

March 22, 1964

Dear Mr. President:

We enclose a memorandum, The Triple Revolution, for your consideration. This memorandum was prepared out of a feeling of foreboding about the nation's future. The men and women whose names are signed to it think that neither Americans nor their leaders are aware of the magnitude and acceleration of the changes going on around them. These changes, economic, military, and social, comprise The Triple Revolution. We believe that these changes will compel, in the very near future and whether we like it or not, public measures that move radically beyond any steps now proposed or contemplated.

We commend the spirit prompting the War on Poverty recently announced, and the new commissions on economic dislocation and automation. With deference, this memorandum sets forth the historical and technological reasons why such tactics seem bound to fall short. Radically new circumstances demand radically new strategies.

If policies such as those suggested in The Triple Revolution are not adopted we believe that the nation will be thrown into unprecedented economic and social disorder. Our statement is aimed at showing why drastic changes in our economic organization are occurring, their relation to the growing movement for full rights for Negroes, and the minimal public and private measures that appear to us to be required.

Sincerely,

Donald G. Agger	Gunnar Myrdal
Dr. Donald B. Armstrong	Gerard Piel
James Boggs	Michael D. Reagan
W. H. Ferry	Ben B. Seligman
Todd Gitlin	Robert Theobald
Roger Hagan	William Worthy
Michael Harrington	Alice Mary Hilton
Tom Hayden	David T. Bazelon
Ralph L. Helstein	Maxwell Geismar
Dr. Frances W. Herring	Philip Green
Brig. Gen. Hugh B. Hester	H. Stuart Hughes
Gerald W. Johnson	Linus Pauling
Irving F. Laucks	John William Ward

THE FUTURE OF EMPLOYMENT: HOW SUSCEPTIBLE ARE JOBS TO COMPUTERISATION?*

Carl Benedikt Frey[†] and Michael A. Osborne[‡]

September 17, 2013

Abstract

We examine how susceptible jobs are to computerisation. To assess this, we begin by implementing a novel methodology to estimate the probability of computerisation for 702 detailed occupations, using a Gaussian process classifier. Based on these estimates, we examine expected impacts of future computerisation on US labour market outcomes, with the primary objective of analysing the number of jobs at risk and the relationship between an occupation's probability of computerisation, wages and educational attainment. According to our estimates, about 47 percent of total US employment is at risk. We further provide evidence that wages and educational attainment exhibit a strong negative relationship with an occupation's probability of computerisation.

GPTs are GPTs: An Early Look at the Labor Market Impact Potential of Large Language Models

Tyna Eloundou[1], Sam Manning[1,2], Pamela Mishkin*[1], and Daniel Rock[3]

[1]OpenAI
[2]OpenResearch
[3]University of Pennsylvania

August 22, 2023

Abstract

We investigate the potential implications of large language models (LLMs), such as Generative Pre-trained Transformers (GPTs), on the U.S. labor market, focusing on the increased capabilities arising from LLM-powered software compared to LLMs on their own. Using a new rubric, we assess occupations based on their alignment with LLM capabilities, integrating both human expertise and GPT-4 classifications. Our findings reveal that around 80% of the U.S. workforce could have at least 10% of their work tasks affected by the introduction of LLMs, while approximately 19% of workers may see at least 50% of their tasks impacted. We do not make predictions about the development or adoption timeline of such LLMs. The projected effects span all wage levels, with higher-income jobs potentially facing greater exposure to LLM capabilities and LLM-powered software. Significantly, these impacts are not restricted to industries with higher recent productivity growth. Our analysis suggests that, with access to an LLM, about 15% of all worker tasks in the US could be completed significantly faster at the same level of quality. When incorporating software and tooling built on top of LLMs, this share increases to between 47 and 56% of all tasks. This finding implies that LLM-powered software will have a substantial effect on scaling the economic impacts of the underlying models. We conclude that LLMs such as GPTs exhibit traits of general-purpose technologies, indicating that they could have considerable economic, social, and policy implications.

1 Introduction

As shown in Figure 1, recent years, months, and weeks have seen remarkable progress in the field of generative AI and large language models (LLMs). While the public often associates LLMs with various iterations of the Generative Pre-trained Transformer (GPT), LLMs can be trained using a range of architectures, and are not limited to transformer-based models (Devlin et al., 2019). LLMs can process and produce various forms of sequential data, including assembly language, protein sequences and chess games, extending beyond natural language applications alone. In this paper, we use LLMs and GPTs somewhat interchangeably, and specify in our rubric that these should be considered similar to the GPT-family of models available via ChatGPT or

The Reality of AI Anxiety in L&D

AI Opportunities

Hemsley Fraser's 2025 L&D Impact Survey found that 60% of L&D leaders are excited about AI's potential.

Time Constraints

40% of colleagues are too busy to explore new AI tools, highlighting deeper organizational challenges with time and resources.

Budget Pressures

53% of respondents cite economic uncertainty as a major constraint on innovation initiatives.

This tension reflects deeper organisational challenges around time, resources, and change management, compounded by budget pressures.

The Talent Challenge is Clear

79%

CEOs Concerned

Worry about availability of key skills in their organisations

74%

Employees Ready

Are prepared to learn new skills and adapt to changing requirements

53%

Budget Constraints

Cite economic uncertainty as major barrier to L&D investment

High-performing organisations are already experimenting with autonomous agents, creating competitive advantages through early adoption. The greatest risk isn't AI replacing humans—it's not embracing AI at all.

Two Categories of Work: The Great Divide

Repetitive Tasks

Rule-based, predictable work with clear efficiency ceilings. These tasks have quantifiable answers and follow established patterns.

- Call centre operations
- Basic accounting
- Paralegal research
- Data entry

Study of 5,000+ agents with AI assistance showed **15% productivity gains**—AI serves as a levelling agent for routine work.

Excellence Tasks

Creativity and judgement-driven work with no fixed performance ceiling. Success depends on taste, intuition, and nuanced decision-making.

- Strategic planning
- Creative direction
- Investment decisions
- Research breakthroughs

"I get paid for my taste" — Rick Rubin. AI produces infinite options; humans decide what's brilliant.

Repetitive Work: AI's Augmentation Edge

Clear Answers

Tasks with quantifiable, predictable solutions become prime. AI excels where rules are consistent and outcomes measurable.

Proven Results

Studies show 15% productivity gains when 5,000+ call centre agents used AI assistants. The technology serves as an equalising force for routine work.

Efficiency Ceiling

Once optimised, repetitive tasks offer diminishing returns. But AI cannot perform tasks requiring creativity, empathy and connection

Excellence Work: The Human Fortress

> "I get paid for my taste" — Rick Rubin, legendary music producer

Excellence work thrives on creativity, nuanced judgement, and contextual understanding that AI cannot replicate. Consider Rick Rubin's insight: whilst AI can generate infinite musical variations, humans determine what resonates with audiences.

1 **AI Generates**

Produces countless options and variations at unprecedented speed

2 **Humans Curate**

Apply taste, judgement, and contextual knowledge to identify excellence

3 **Value Created**

The combination delivers results neither could achieve alone

Evidence from the Field: AI Amplifies Elite Performance
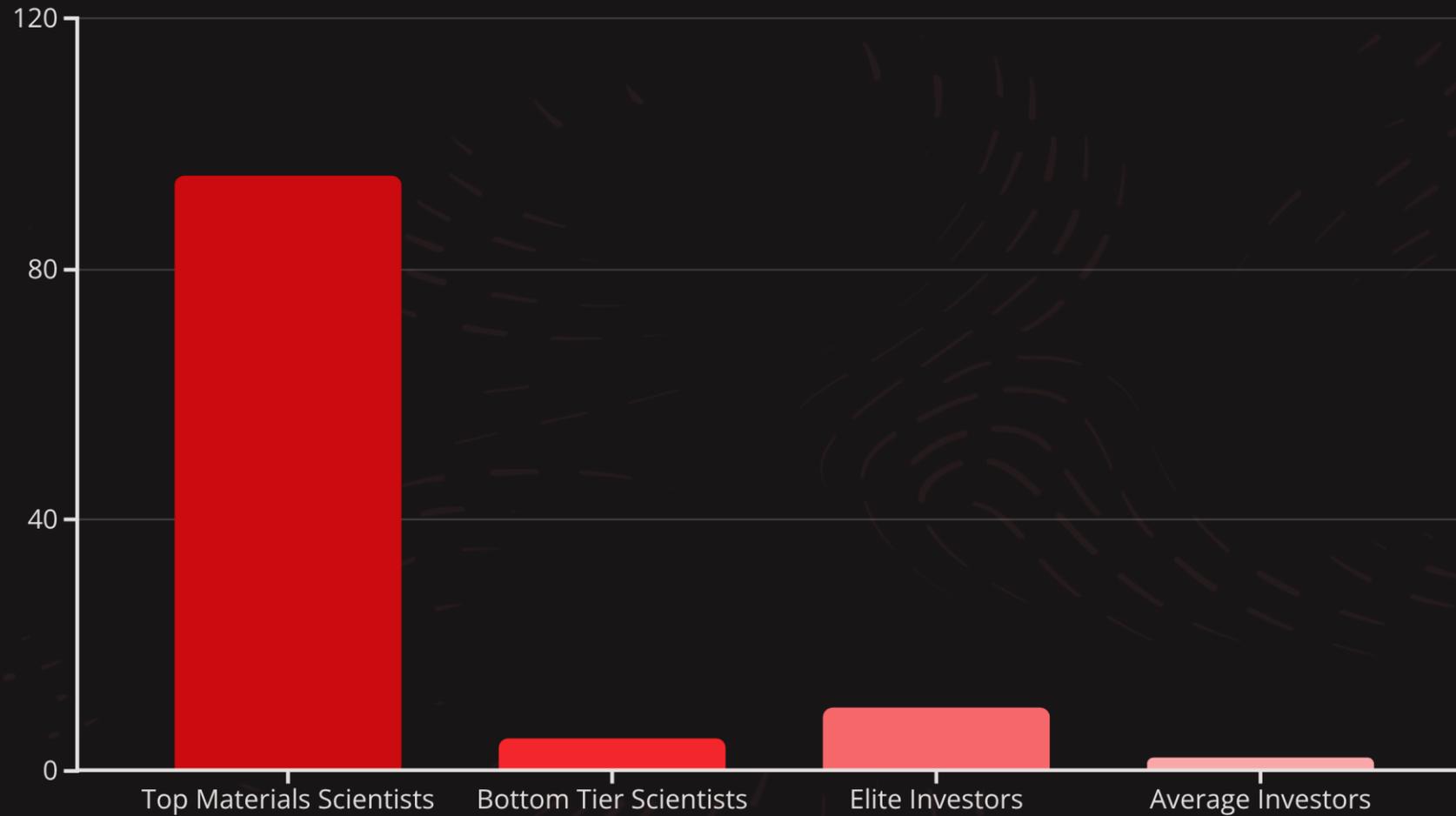
Research reveals a striking pattern: AI nearly doubled productivity for top-tier materials scientists whilst showing minimal impact on bottom performers. Similarly, elite investors achieved 10% return improvements compared to just 2% for average performers. The key insight? Excellence lies in filtering the best outputs, not generating more options.

The Rising Premium on Human Excellence

56%

Wage Premium

Excellence-driven workers earn 56% more than routine task workers, according to PwC research

2x

Productivity Gap

AI amplifies the performance difference between top and bottom performers

"You don't lose your job to AI—but to someone using AI better than you."

The data is unambiguous: AI doesn't replace humans, it makes exceptional humans more valuable. Organisations increasingly recognise that competitive advantage lies in human judgement, creativity, and the ability to leverage AI effectively.

The Entry-Level Challenge: Where Opportunity Meets Crisis

The Brynjolfsson study documents a 13% employment decline for 22-25-year-olds in AI-exposed roles. But for AI ready firms employment increases.

01

Entry Rungs Need Reconfiguring

02

Experience Gap Widens

03

Adaptation Required

The challenge is clear: how do we develop the next generation of excellent performers when traditional learning opportunities disappear?
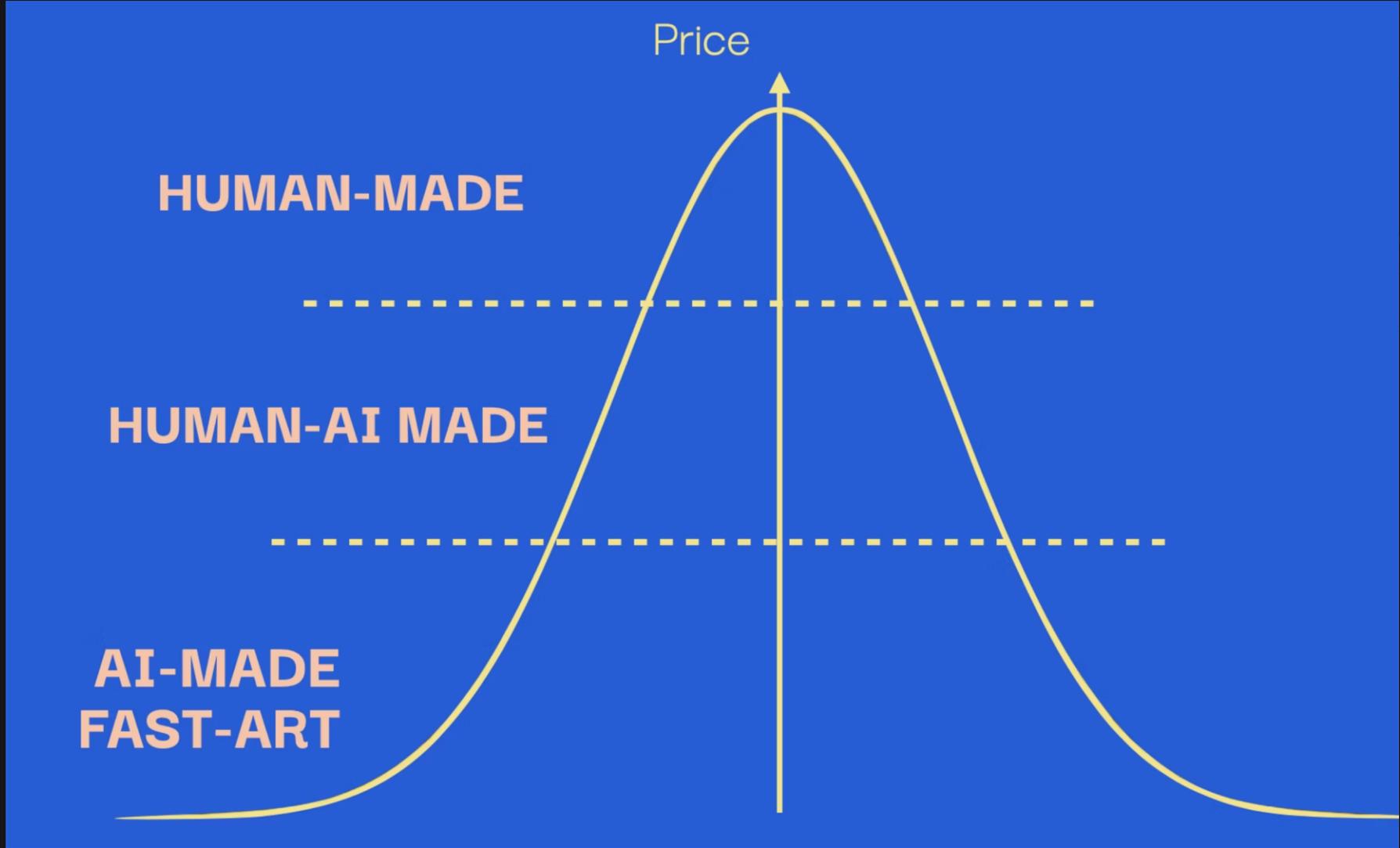
Reframing AI as Partnership

Traditional Mindset

- AI will replace human roles

- Technology threatens job security

- Learning becomes automated

- Human expertise loses value

Partnership Mindset

- AI amplifies human capabilities

- Technology enhances job performance

- Learning becomes personalised

- Human insight drives AI effectiveness

For L&D leaders, acknowledging these tensions creates opportunities to guide organisations towards viewing AI as a powerful ally in workforce development rather than a threat to human potential.

Unlocking Intelligent Human Performance

Four Core AI Capabilities Reshaping L&D

1

Personalisation & Adaptive Learning

AI diagnoses skill gaps, learning styles, and career goals to create hyper-personalised pathways. Platforms like Coursera and Salesforce adjust lesson difficulty in real-time and deliver micro-learning content precisely when needed.

2

Rapid Content Creation

Generative AI tools dramatically reduce development time. Docebo's AI authoring engine saves approximately 130 hours by automatically drafting course outlines, scripts, and assessments whilst ensuring global accessibility.

3

Advanced Analytics & Performance Feedback

AI dashboards track learning engagement, competency attainment, and business outcomes. Predictive analytics identify future skill gaps, enabling proactive interventions and strategic workforce planning.

Real-Time Learning Analytics

01

Live Dashboard Implementation

AI-driven real-time analytics replaced static reporting, providing instant visibility into learner progress.

02

Intelligent Intervention Points

Managers gained real-time insights into cohort performance, identifying "hot spots" and enabling immediate intervention.

03

Dynamic Content Adaptation

L&D iteratively improved content based on live feedback, adjusting modules and providing targeted support.

Strategic Advantages

- In-flight course corrections
- Continuous learning design improvement
- Tighter design-behavior feedback loops
- ==19% improvement== in training completion rates over 12 months

📝 **Implementation Insight:** Accessible AI readiness: analytics, dashboards, and iterative improvement offer significant L&D value without fully autonomous agents.

Unlocking Human Performance Intelligence

The most transformational capability of AI in L&D lies in its ability to reveal why top performers excel and scale those insights across the entire organisation.

Performance Analytics

AI-enabled analytics connect learning activities directly to business outcomes, creating clear visibility into training effectiveness and ROI.

Predictive Insights

Advanced algorithms predict future skills gaps, enabling proactive interventions and strategic workforce planning.

Scalable Excellence

Top performer behaviours become teachable patterns, democratising excellence across teams and departments.

Companies leveraging robust AI tools achieve 20% improvement in ROI compared to those that don't, demonstrating the tangible business value of data-driven L&D strategies.

Personalisation Transforms Learning Outcomes

AI's ability to analyse individual goals, behaviours, and preferences creates adaptive learning paths that respond to each learner's unique needs in real-time.

40%
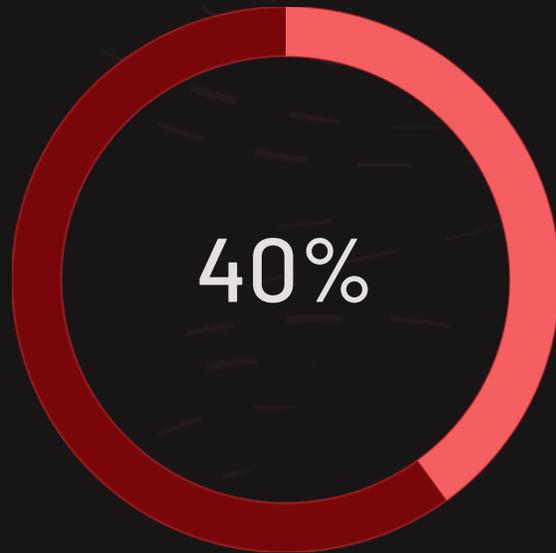
Time Reduction

Government agency achieved by tailoring content to specific job roles

75%
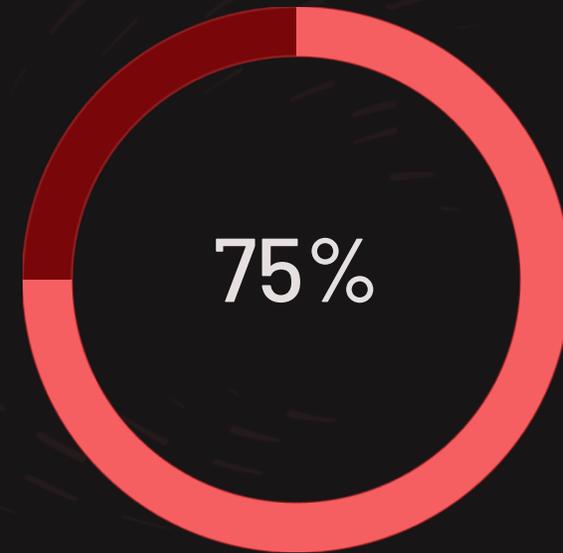
Engagement Rate

Students felt engaged in personalised environments vs. 30% in traditional settings

AI-Enhanced Learning Ecosystem

Collaborative Content Innovation

Forward-thinking L&D leaders are deploying AI as a creative partner rather than just a content generator. This approach treats AI as a collaborative designer that helps manage content complexity, versioning, and audience adaptation.

Key Capabilities

- Draft, refine, and customise content variations

- Reduce redundancies across learning materials

- Speed content updates and maintain consistency

- Adapt materials for different learner audiences

1	2	3
Traditional L&D Role	**AI-Enhanced Role**	**Future Focus**
Content builders and assemblers focused on manual creation and delivery	Strategic curators and orchestrators overseeing AI-generated content quality	Pedagogy, learning strategy, and business alignment become primary responsibilities
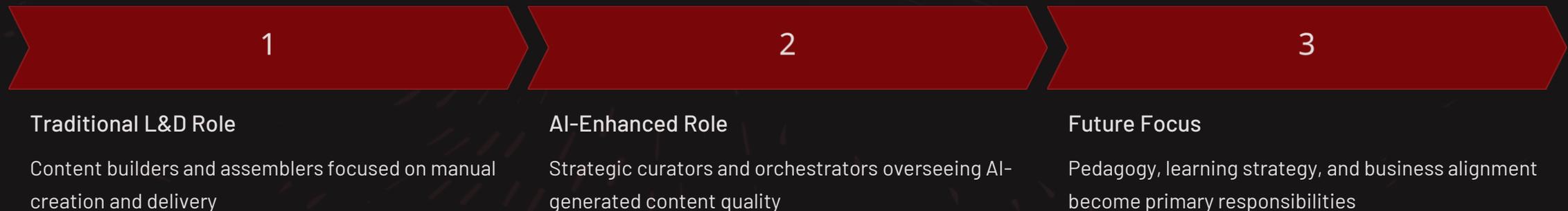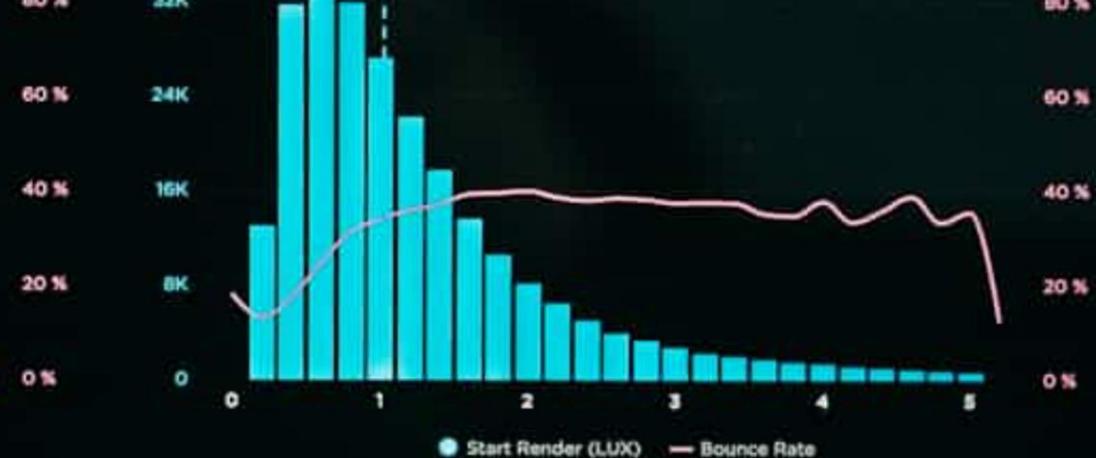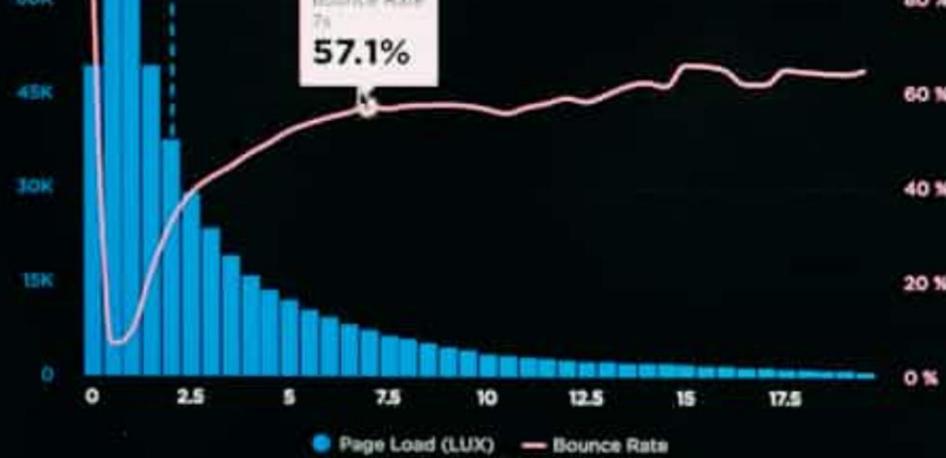
From Content Provider to Strategic Driver

1	2	3

Traditional L&D

Reactive training delivery, one-size-fits-all content, limited measurement capabilities

AI-Enhanced L&D

Proactive skill development, personalised experiences, predictive workforce planning

Strategic Impact

Business outcome alignment, competitive advantage through human capability enhancement

AI Readiness: Building Organisational Confidence

The Reality Check: Where Organisations Stand Today

12%

Employee Learning Preferences

Only 12% of organisations understand how their employees prefer to learn, creating a significant gap in effective training delivery.

53%

Economic Uncertainty

More than half of organisations face economic uncertainty and rising costs, making strategic AI investment even more critical.

The Hemsley Fraser survey reveals the stark challenges facing L&D leaders today. Understanding these baseline statistics is essential for building a compelling case for AI readiness initiatives.

Major Barriers to AI Adoption

1

Budget Constraints

Limited financial resources force organisations to make difficult choices between competing technology investments and traditional learning programmes.

2

Learner Preference Uncertainty

Without clear understanding of how employees want to learn, organisations struggle to design effective AI-powered learning experiences.

3

Competing Priorities

AI initiatives must compete with other strategic imperatives, making it challenging to secure leadership attention and resource allocation.

The Roadmap: Building AI Readiness Step by Step

01
___

Start with Small Pilots

Launch focused pilot programmes to test AI tools and gather real-world feedback before scaling across the organisation.

02
___

Collaborative Tool Selection

Engage stakeholders from IT, HR, and business units to ensure AI tools align with organisational needs and technical requirements.

03
___

Establish Governance Framework

Create robust oversight mechanisms that protect privacy, prevent bias, and ensure ethical AI implementation across all learning initiatives.

04
___

Measure and Scale

Track impact against business outcomes to build support and systematically expand successful AI implementations.

Essential Ethical Guidelines for AI Implementation

Permissions and Access Control

- Define clear data usage boundaries
- Implement role-based access systems
- Regular permission audits
- User consent mechanisms

Human Oversight Requirements

- Mandatory human review processes
- Override capabilities for AI decisions
- Expert validation of AI outputs
- Escalation procedures

Remember: AI must augment—not replace—the human expertise of L&D professionals. The goal is enhancement, not replacement.

Protecting the Human Edge in an AI World

Wisdom & Cultural Taste

AI cannot replicate the nuanced wisdom and cultural understanding that humans bring to contextual decision-making and learning design.

Empathy & Connection

Human empathy, creative problem-solving, and ethical reasoning remain irreplaceable qualities that must be central to future learning.

Creative Problem-Solving

The ability to think creatively, adapt to unexpected situations, and provide contextual judgement sets humans apart from AI systems.

The Well-being Imperative: Supporting Your Workforce

55%
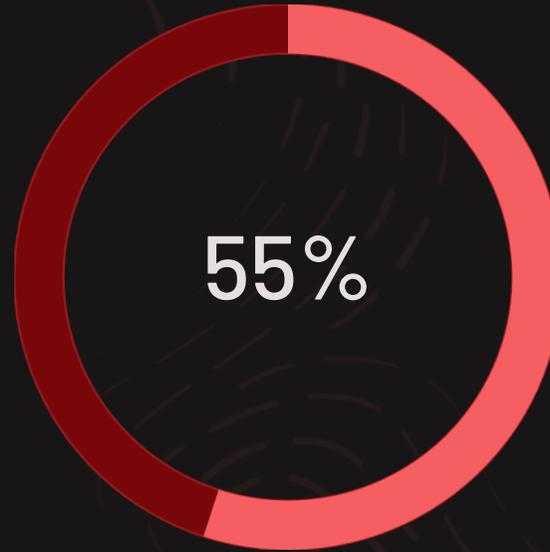
Productivity Boost

Improving workforce health and well-being can boost productivity by up to 55%, according to Aon research.

As AI transforms the workplace, supporting employee well-being becomes even more critical. L&D must create learning experiences that reduce anxiety about technological change whilst building confidence and capability.

Inclusive design ensures AI-powered learning reaches diverse audiences effectively.

The Skills Gap Challenge: What Executives Are Worried About

49%

Skills Delivery Concerns

Nearly half of executives worry that employees lack the skills needed to deliver on organisational strategy.

91%

Learning Necessity

L&D professionals believe continuous learning is essential for career success in the modern workplace.

88%

Retention Concerns

Organisations are concerned about retaining employees and view learning opportunities as the top strategy.

The LinkedIn 2025 Workplace Learning Report reveals the critical disconnect between organisational needs and current capabilities, highlighting the urgent need for strategic L&D intervention.

Leading the Transformation: Your Strategic Action Plan

Equip Teams with Future-Ready Skills

Invest in programmes that build digital fluency, adaptability, and domain expertise. Hyper-personalised learning platforms like Unilever's Flex Experiences achieve 95% endorsement rates through skills-based development.

Embed Learning in Work Flow

Tools like Microsoft Viva and Coassemble integrate training into collaboration platforms, making learning a seamless part of everyday tasks and reducing friction.

Promote Social Learning

Platforms such as 360Learning enable employees to co-create courses, enhancing engagement and knowledge sharing whilst building internal expertise networks.

Your Leadership Moment: Championing Human-Centred AI

Model Inclusive Adoption

Champion transparency, fairness, and empathy in AI implementation. Be the role model who demonstrates both technological innovation and human development.

Build Strategic Alliances

Organisations with strong career-development programmes are 32% more likely to deploy AI training successfully and drive meaningful business outcomes.

The goal is not to pit humans against machines, but to build a synergy where each side does what it does best. Your leadership in this transformation will define the future of learning in your organisation.

Success Factors

01
Demystify generative AI and emerging technologies

Develop comprehensive understanding of AI capabilities, limitations, and strategic implications across your organization and investment portfolio.

02
Identify the use cases for your firm

Map specific AI applications to your business model, operational challenges, and competitive positioning to maximize strategic value creation.

03
Review your capabilities and identify constraints

Assess current technological infrastructure, human capital, regulatory requirements, and resource availability for AI implementation.

04
Start a small pilot, before scaling

Execute controlled deployments to validate assumptions, measure results, and refine approaches before committing significant capital to broader implementation.

05
Weave in ethics and trust from the start

Integrate ethical considerations, risk management, and stakeholder trust-building into AI strategy development to ensure sustainable long-term adoption.

Questions?

CLIENT STORY

Future-Proofing the Firm:
AI Skills for the Legal Sector

Joe Tidman

Head of Learning & Development | DLA Piper
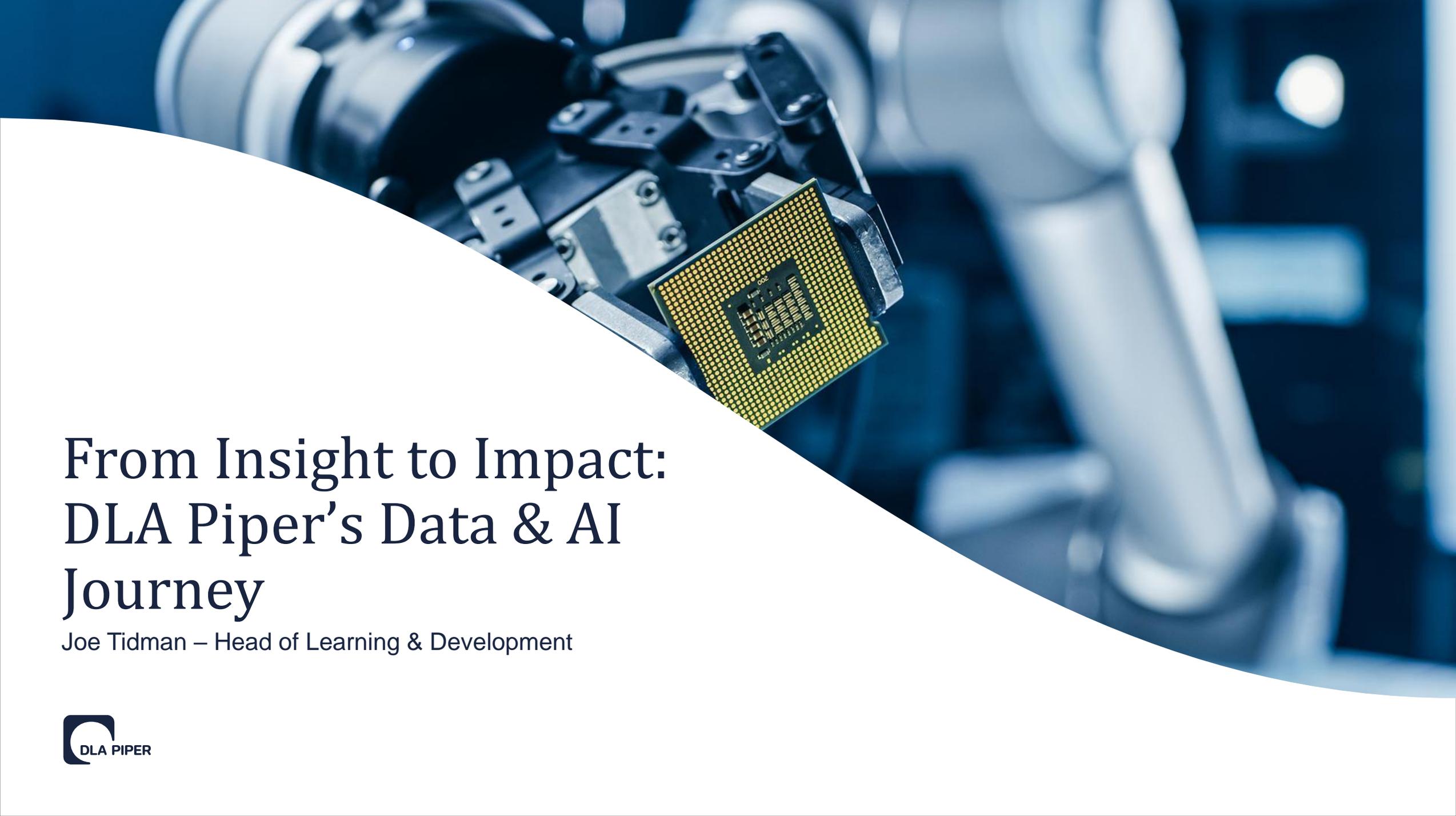
From Insight to Impact: DLA Piper's Data & AI Journey

Joe Tidman – Head of Learning & Development

Gen AI amongst legal sector

31% of legal professionals now use generative AI personally, but firm-wide adoption lags due to ethical and integration concerns.*

77% of legal professionals believe AI will have a "high or transformational" impact on their careers.**

Goldman Sachs estimates that 44% of current legal work tasks could be automated by AI (all industries average is 25%)***

"Currently, 13% of those surveyed believe AI is mainstream in the legal profession — a significant jump from 2023, when just 4% believed this. They expect that AI will continue to emerge, and 45% think it will become mainstream within the next 3 years."****

*The Legal Industry Report 2025, **Thompson Reuters report 2025, ***Goldman Sachs report 2025, ****ABA Journal, 2025

Strategic Importance of Data & AI in Legal Services

Why Data & AI Matter in Law

AI Transforming Legal Work

AI enables faster legal research, accurate document review, and predictive analytics for litigation strategies.

Data Driving Legal Insights

Structured and unstructured data empower law firms to generate and interpret legal content effectively.

Operational Efficiency

AI improves law firm operations by enhancing knowledge management and mining precedents and IP for insights.

Strategic Legal Innovation

AI and data are strategic imperatives that reimagine legal service delivery and client advisory work.
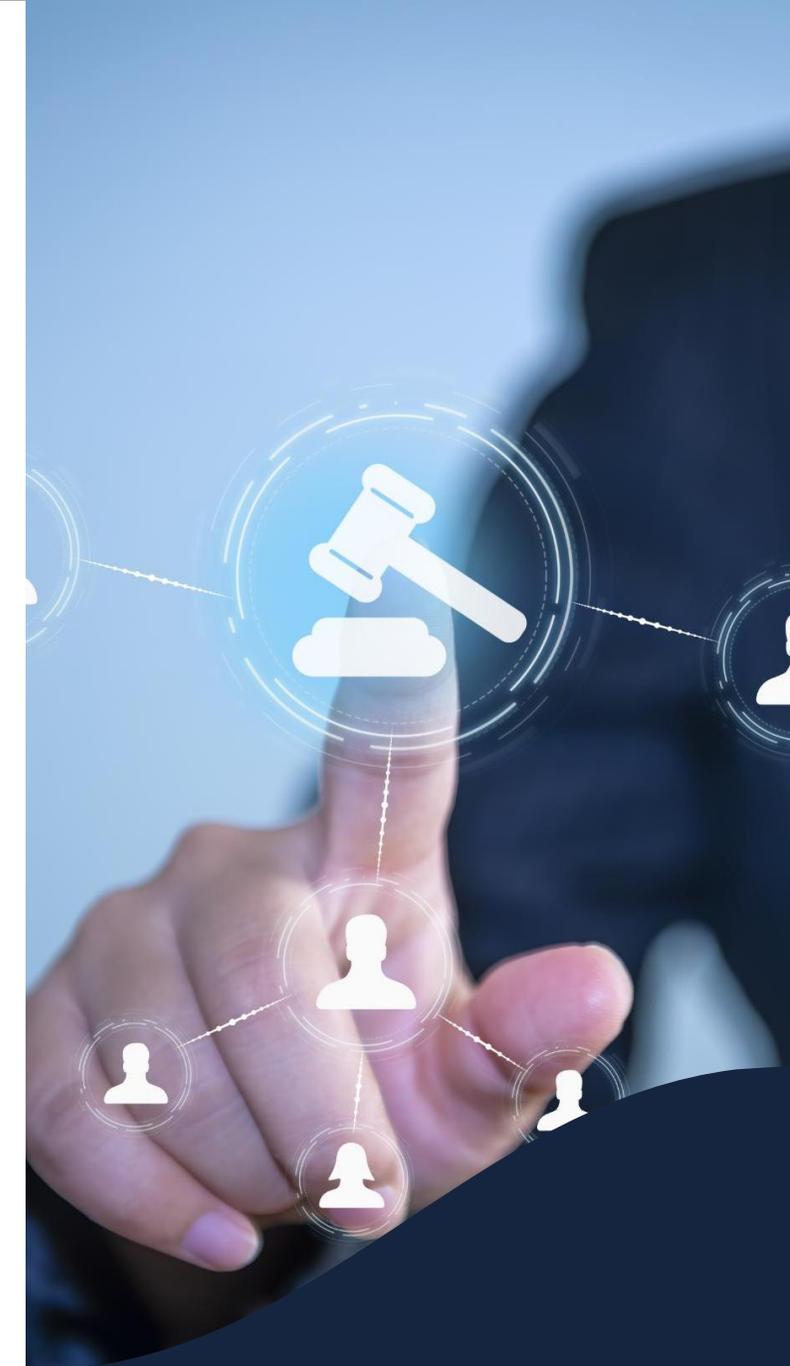
Challenges of introducing AI to Legal Sector

Client Confidentiality and Legal Privilege

Inaccuracy and Hallucinations

Data Privacy and Security

Integration with Existing Legal Systems

Lack of Internal Expertise and Training

Fear of Job Displacement

Malpractice and Liability Risks

Vendor Oversight and Commercial Risks

Cultural and Behavioural Shifts

AI creating false authorities

Case 2: Ayinde, R v The London Borough of Haringey [2025] EWHC 1040 (Admin)

Background:

In a claim for judicial review, AI-generated research misstated the effect of legislation and created 5 fabricated cases. All of these looked like authentic case law, with proper names, plausible citations etc. Counsel used the material to draft submissions.

Outcome:

Counsel described this as an administrative error resulting from 'drag and drop' practices but the court rejected this argument and made a wasted cost order.

Referrals were made to the Bar Standards Board and Solicitors Regulation Authority.

Relevance?

Again, this case shows the importance of accurately checking research conducted using AI tools.

It also reveals the need for practical and effective measures to be in place to ensure lawyers understand their duties to the court in relation to AI.

Use of AI at DLA Piper

AI Maturity Model

Level 1 **Awareness**	Level 2 **Active**	Level 3 **Operational**	Level 4 **Systemic**	Level 5 **Transformational**
				AI is part of business DNA
			AI is pervasively used for digital process and chain transformation, and disruptive new digital business models	
		AI in production, creating value by e.g., process optimization or product/service innovations		
	AI experimentation, mostly in a data science context			
Early AI interest with risk of overhyping				

Source: Gartner

Doing AI Right: Governance and Risk

Principled AI Governance

A principled approach ensures AI use aligns with confidentiality and regulatory compliance priorities.

AI Governance Committee

A multidisciplinary committee provides strategic direction, compliance oversight, and trend advisory.

Clear AI Usage Policies

Policies define acceptable AI tool use, restrict unapproved tools, and require human oversight.

Building Trust and Integrity

Embedding governance in AI fosters client trust and reinforces a reputation for excellence.

Advanced Negotiations and Structuring Academy | intelligence

Immersive Learning Experience

- ANSA/i is a, DLA Piper developed, six-week programme with virtual workshops and a hands-on residential event.

- Designed as a 'legal flight simulator', lawyers designed to 'accelerate strategic, commercial, and technological fluency' as well as 'help the lawyers become better and stronger negotiators'.

Building Skills for the Future

- This is AI-generated simulation-based learning, create realistic scenarios, giving tailored feedback and helping lawyers learn by doing.

Driving Legal Innovation

- The AI-supported approach is partnered with Strategic mentoring from partners and a global faculty of leaders from NATO, the Nobel Committee, crisis negotiation, AI policy, and infrastructure investment, creating a true human + AI experience

"In an AI-dominated world, the most valuable skills are the ones that can't be automated—judgment, strategic thinking, and client alignment. ANSA/i ensures our lawyers develop these differentiating capabilities, securing their place at the forefront of transactional law."

Sandra Wallace, Managing Director for Groups, Deputy Managing Partner CBE

AI in the flow of work

Embedding Tools in Daily Work

Productivity tool training should focus on practical applications within daily activities, not just technical features.

Business Skills Integration

By partnering with **GP Strategies**, we have now ensured that **Copilot 365** is now incorporated into our new International Business Skills training design principles, enhancing real-world learning experiences during soft-skills training.

Real-World Scenario Training

Participants use productivity tools in realistic scenarios, making learning relevant and immediately applicable.

Legal Gen-AI tools

Legal Document Review & Analysis

Legal Research

Risk & Compliance Monitoring

Drafting new documents

Culture, Change & Learning

The Cultural Shift: Lawyers Meet AI

Diverse Perspectives

Partners & Lawyers have varying comfort levels with AI, ranging from early adopters to cautious sceptics, reflecting a complex cultural landscape.

Innovation Team's Role

Innovation teams bridge gaps by developing AI solutions that demonstrate clear value in legal practice.

Fostering Curiosity and Openness

Engaging partners through tailored communication and hands-on support promotes a culture of curiosity rather than mandated change.

Enhancing Legal Practice

AI augments traditional legal work and improves client outcomes, serving as a foundation for transformation.

Change Management in Action

Comprehensive Change Strategy

Comprehensive Change Strategy

Implementing leader-led townhalls, partner masterclasses, and expert virtual classrooms to foster engagement and confidence.

Prompt Plus Initiative

A collaborative platform empowering colleagues to share, refine AI prompts, driving peer learning and innovation.

Safe Spaces for Experimentation

Creating environments that encourage dialogue and experimentation helps employees navigate change effectively.

Ongoing Change Journey

Change is continuous, and structured support ensures employees adapt successfully to evolving work methods.

Launching the Data & AI Academy

Comprehensive Learning Pathways

The academy offers role-based learning combining peer sessions, expert-led classes, and self-paced resources.

Fostering Innovation and Confidence

Designed to build confidence in AI tools and foster a culture of continuous innovation.

Hub for Best Practices

The academy serves as a hub to share best practices, explore new use cases, and track regulations.

Strategic Investment in People

Investing in people through this academy drives transformation and supports the company's strategic vision.

What's happening in Career Month – Nov 2025

Comms and call-to-action videos

Promotion throughout month

Fee-earners video

Business Services video

Weekly live sessions

Data & it's impact

Shaping data questions

Data storytelling

Demystifying AI

Pulse page

Central hub for all Career Month content

Let's talk data townhalls

Practice Groups

Services Teams

DLA PIPER

Questions?

DLA PIPER

GP STRATEGIES

Leading the Human Side of AI:
The Leadership Formula for AI Impact

Leah Clark

Practice Lead, Leadership | GP Strategies

Human-Centred
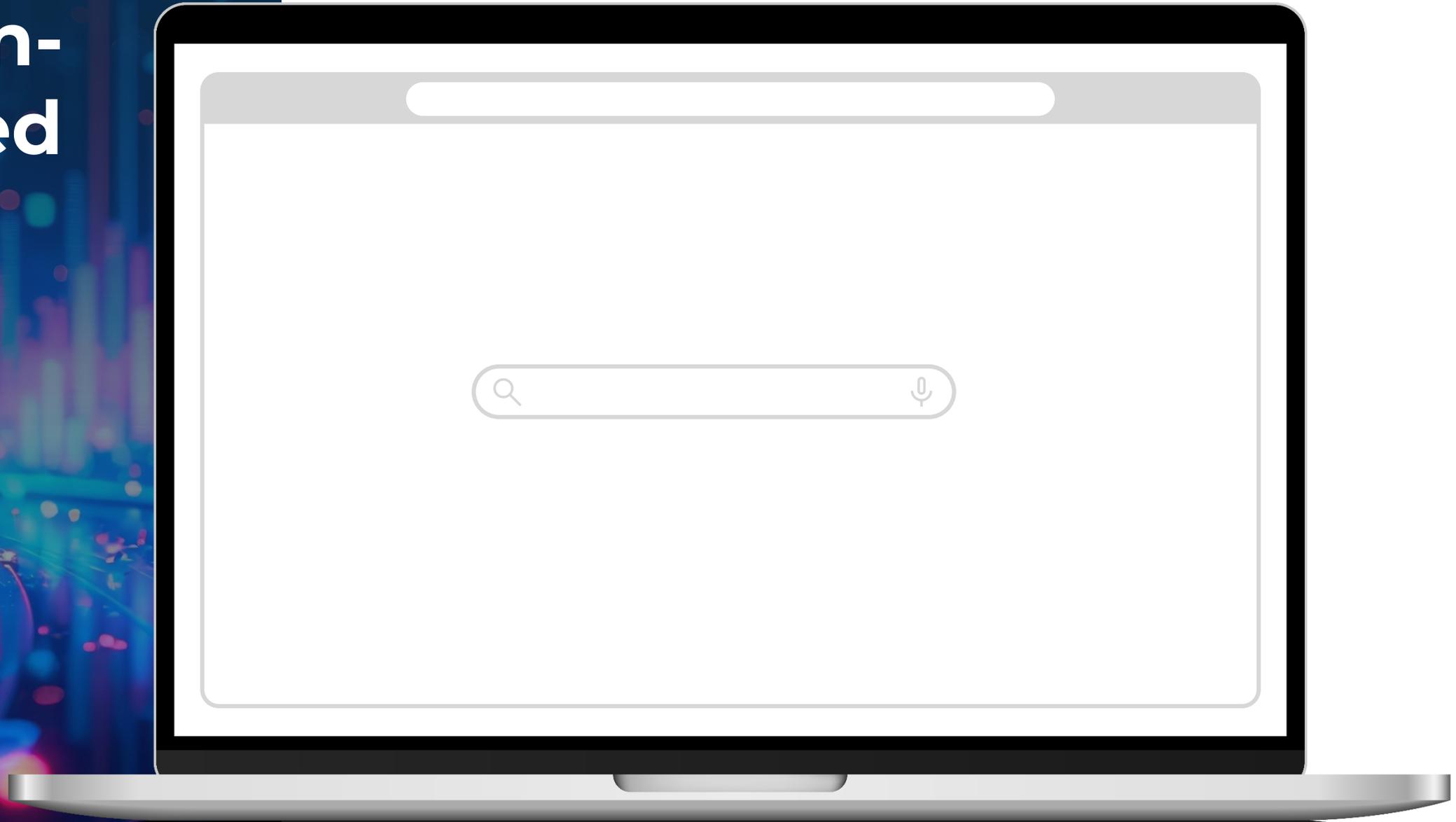
Human-
Centred

GP
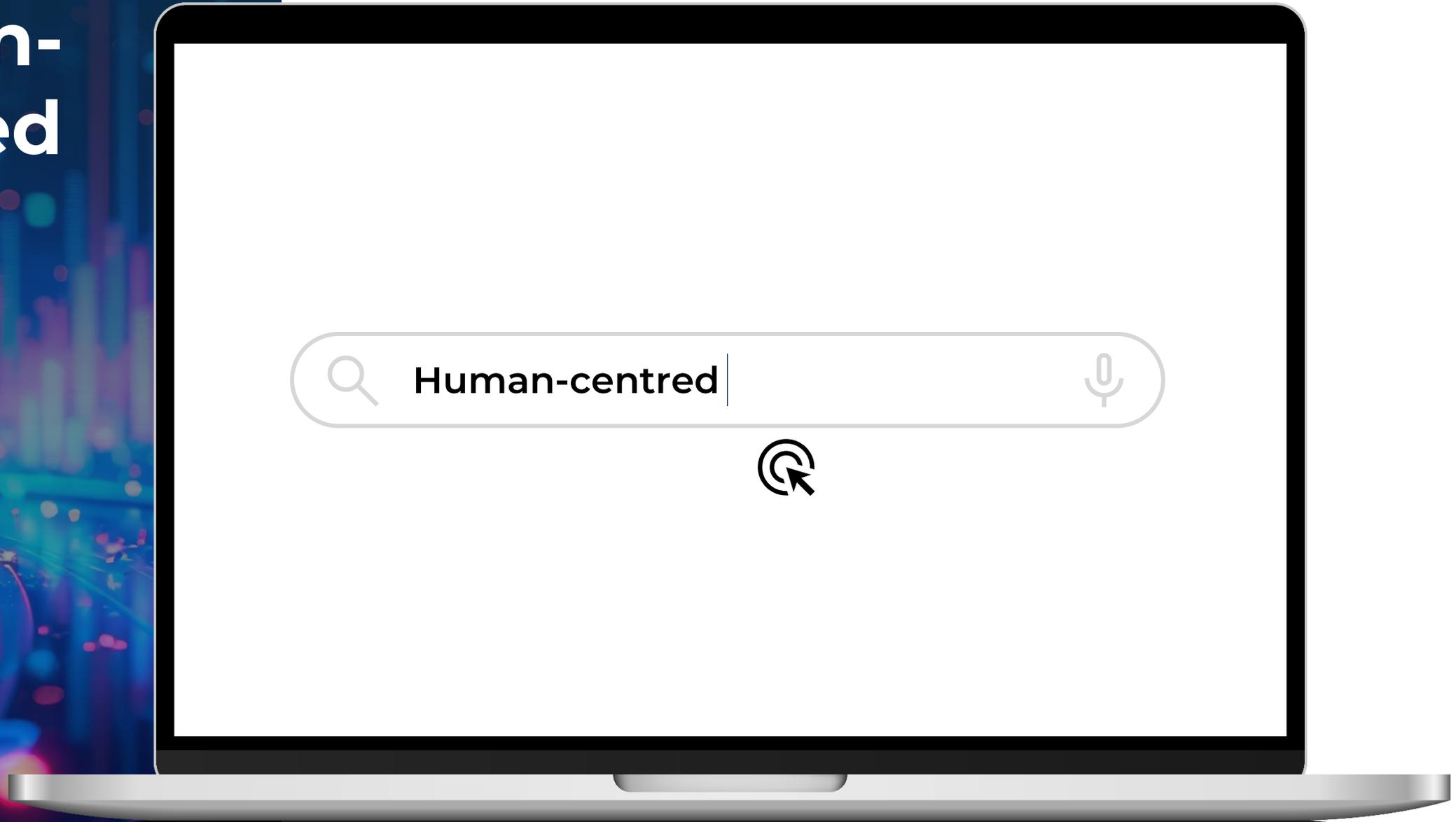
Human-Centred

human-centred

adjective

UK 🔊   US 🔊

Add to word list ≡

IT

used to describe computers, technology, systems, etc. that are designed to work in ways that people can easily understand and learn:

Human-Centred

Interest over Time
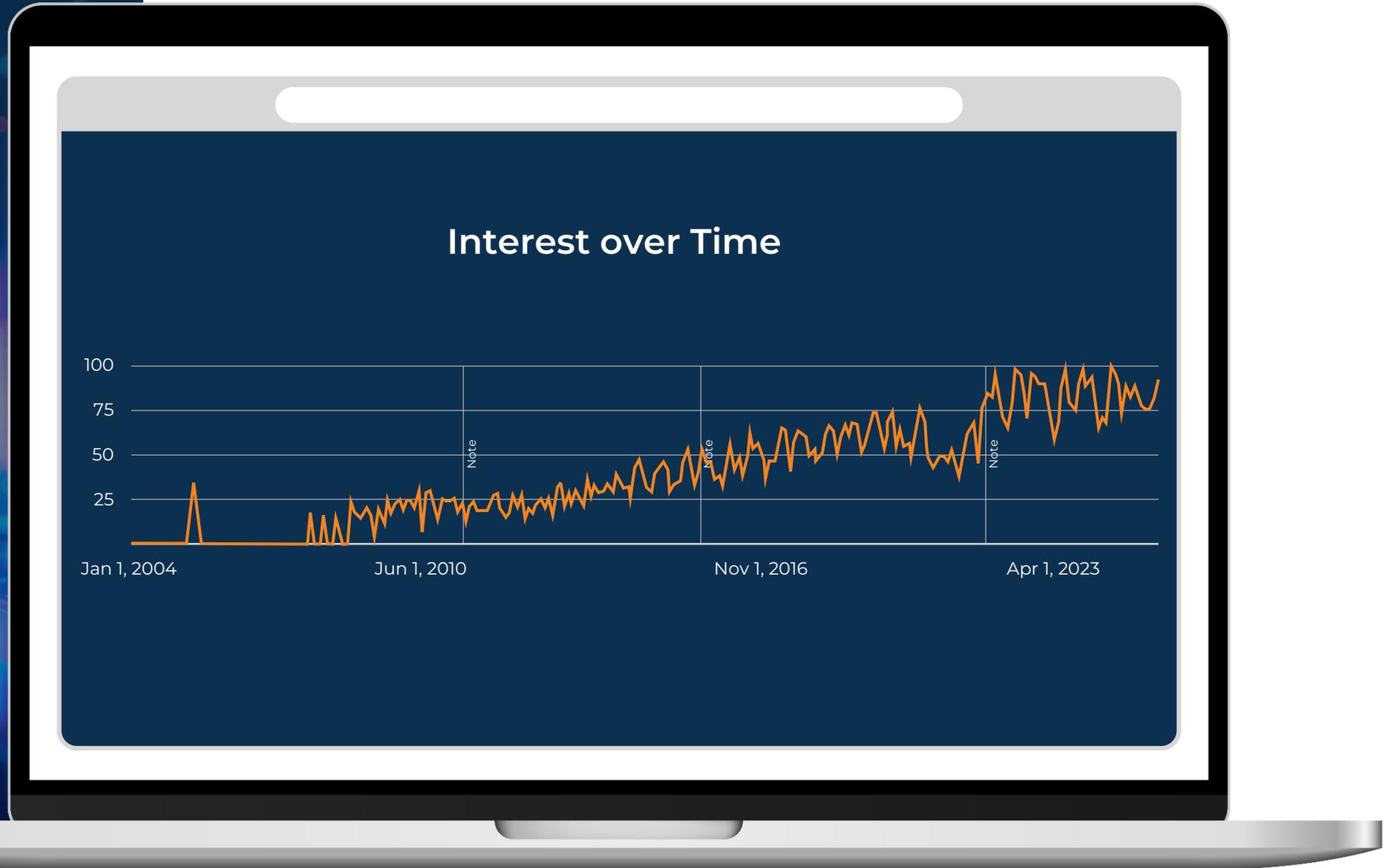
What's the alternative?

What are the reasons people fear AI?

It takes jobs	It's faster than me
I don't understand it	It's powerful and potentially dangerous
Unfamiliar	Uncontrollable
It's smarter than me, superior	It threatens my sense of identity

Increasing Confidence and Competence

76% of individual contributors and **83%** of leaders AGREE or STRONGLY AGREE that leaders are important to AI success.

Frontline Leader Readiness for AI
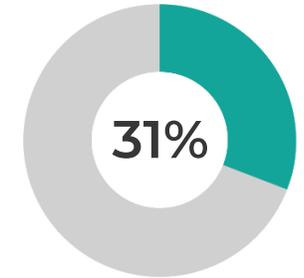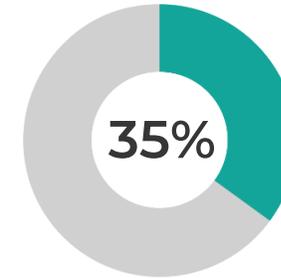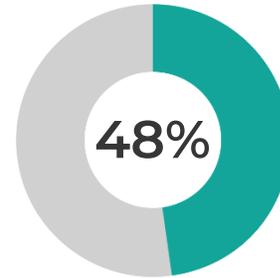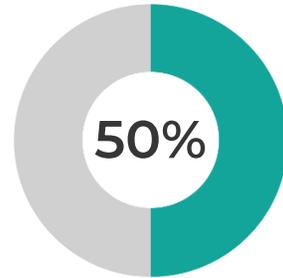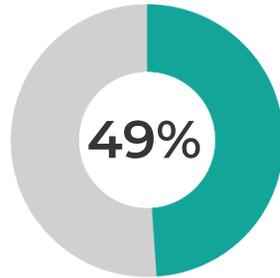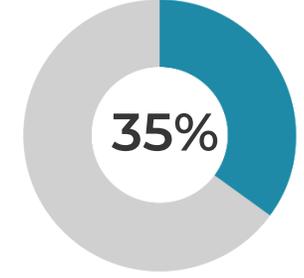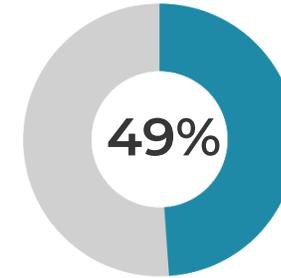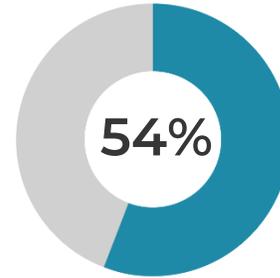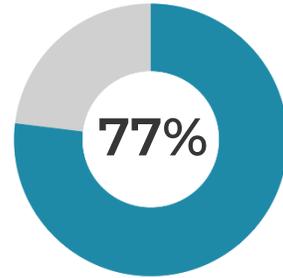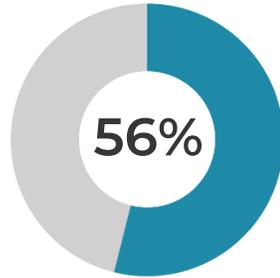
	Confident that leaders are knowledgeable about AI	Believe that leaders are considering the impact of AI	Confident that leaders are prepared to support AI initiatives	Confident that leaders can identify AI challenges	Confident that leaders have enough tech expertise
Individual Contributors	49%	50%	48%	35%	31%
Leaders	56%	77%	54%	49%	35%

Source: GP Strategies

A Human-Centric Approach to AI

Clear,
Shared Vision

Communication
and
Experimentation

Trust and
Psychological
Safety

GP

How can we move people from fear to curiosity?

What is the leader's role?

Skillset

Mindset

Leadership Mindsets

GROWTH
The belief that skills and behaviours can be cultivated through effort.

ENTERPRISE
The belief that success is maximised when we prioritise the needs of the larger organisation.
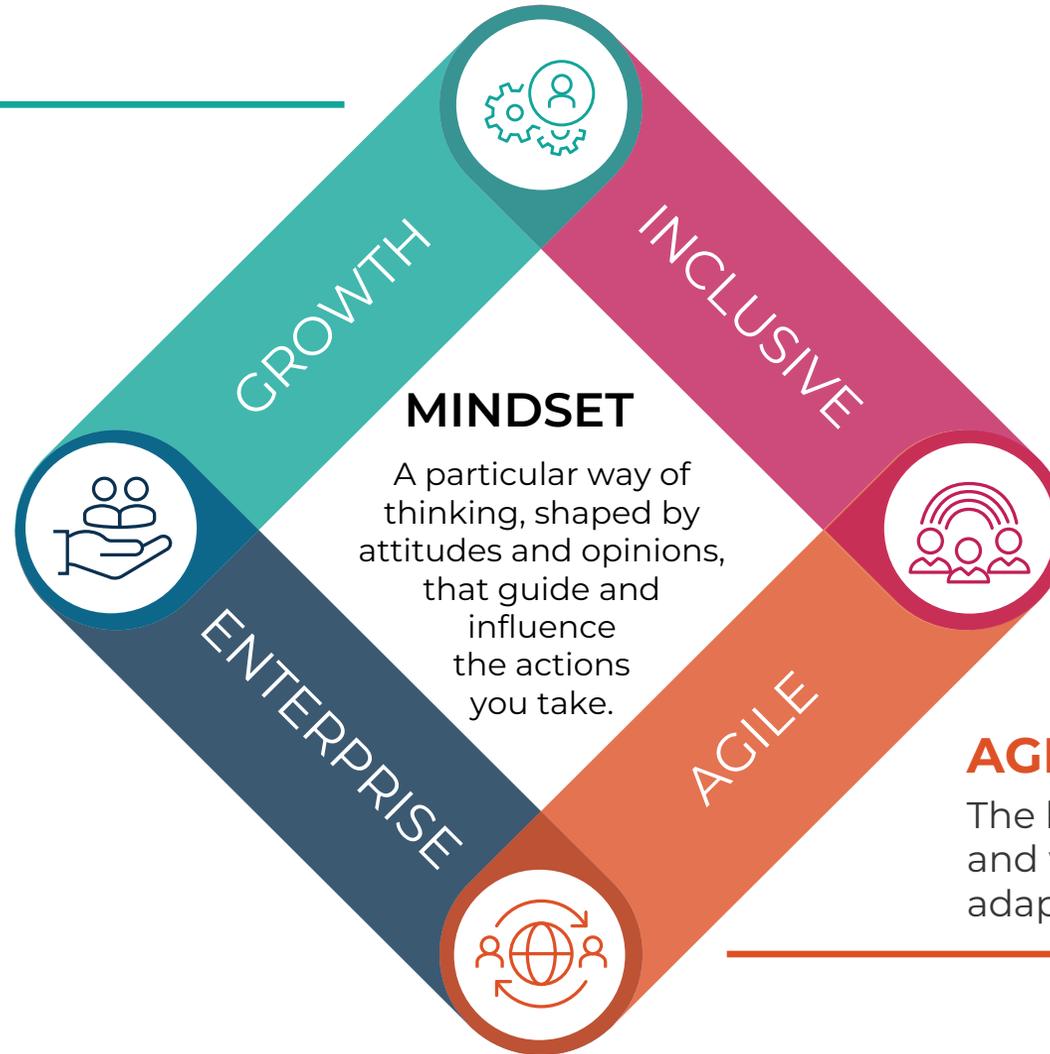
INCLUSIVE
The belief that contribution and performance are unleashed in an inclusive environment.

AGILE
The belief that success in a complex and volatile world requires flexibility, adaptation, innovation, and resilience.

MINDSET
A particular way of thinking, shaped by attitudes and opinions, that guide and influence the actions you take.

GROWTH

INCLUSIVE

ENTERPRISE

AGILE

A Human-Centric Approach to AI

Clear,
Shared Vision

Enterprise

Communication
and
Experimentation

Growth & Agile

Trust and
Psychological
Safety

Inclusive

Leadership Mindsets Research
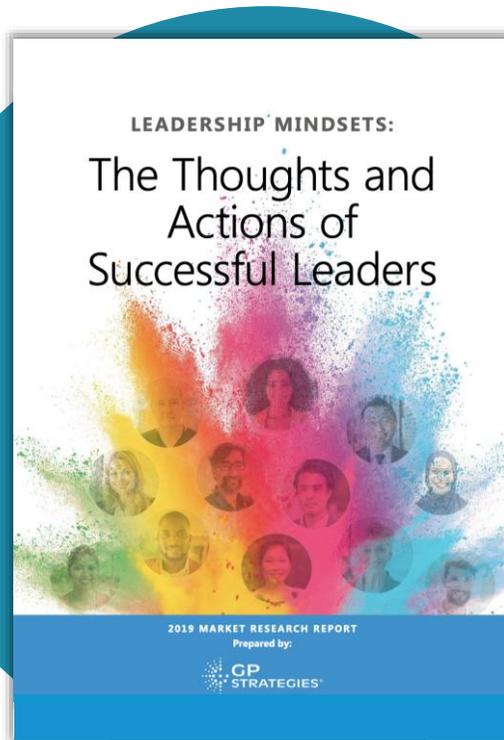
2019

2025

Leadership Mindsets Research

2019
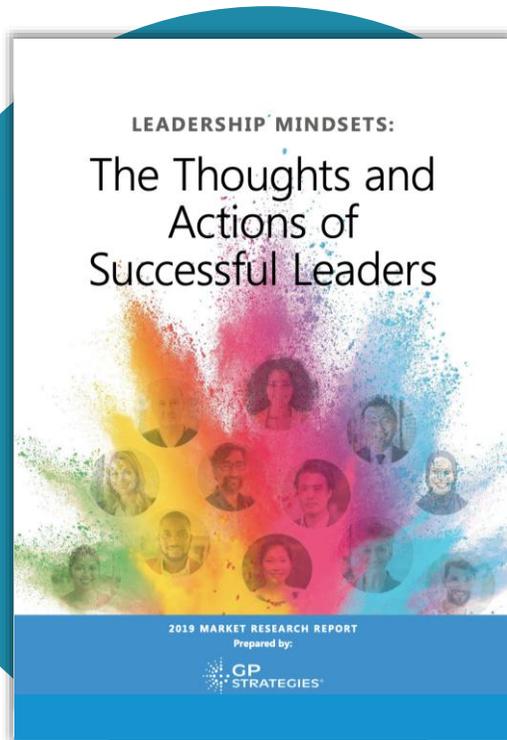
2025

Pandemic

Hybrid Work

Political Tensions

Global Conflicts

Economic Uncertainty

Explosion of AI

We asked...

01
What do the best leaders do to demonstrate these mindsets?

02
What gets in the way?

03
How will you know you are successful?

What do the best leaders do?

Growth Mindset

- Focus on continuous improvement
- Embrace challenges and take risks
- Promote a culture of learning
- Demonstrate persistence and resilience
- Promote constructive feedback

35%
19%
19%
17%
10%
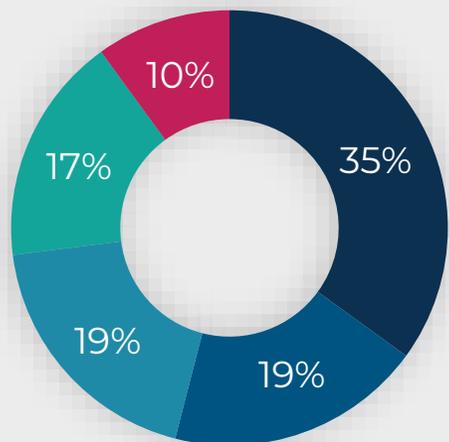
Inclusive Mindset

- Actively seek opinions and contributions from a wide range of individuals
- Create opportunities to acknowledge and leverage differences
- Recognise, talk about, and address behaviours that exclude marginalised people at work
- Enter conflicts with curiosity to understand different perspectives
- Find and fix unfair barriers in practice or processes

37%
21%
19%
12%
12%
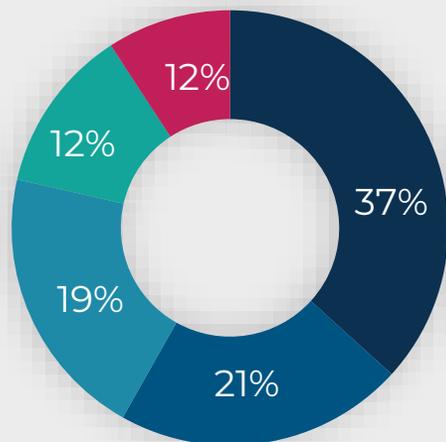
Agile Mindset

- Demonstrate adaptability and learning
- Embrace change and innovation
- Adjust decisions based on changing circumstances
- Build resilient teams
- Take appropriate risks

29%
25%
25%
12%
9%
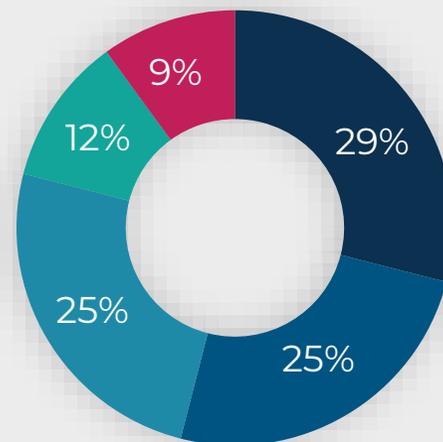
Enterprise Mindset

- Align priorities and objectives with the organisation's overall mission and strategy
- Understand how different parts of the organisation impact each other
- Consider the best use of resources for the organisation as a whole
- Prioritise long-term sustainability and growth
- Foster collaboration across departments

32%
20%
20%
16%
12%

What's on the other side?
What will it look like when they are successful?

Growth Mindset

- New ideas and creative thinking are encouraged
- Team members are learning from setbacks and applying insights
- People feel empowered to contribute and lead
- The team is proactively taking on challenges
- There is an increase in thoughtful risk taking

26% 25% 22% 20% 7%
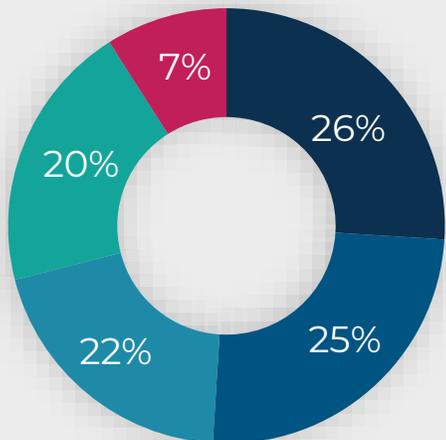
Inclusive Mindset

- Everyone feels a sense of belonging and psychological safety
- Team members speak up and engage in healthy debate
- People seek out different perspectives and collaborate across boundaries
- Innovation improves through diverse input and ideas
- Decisions reflect input from a broad range of voices

28% 23% 19% 18% 12%
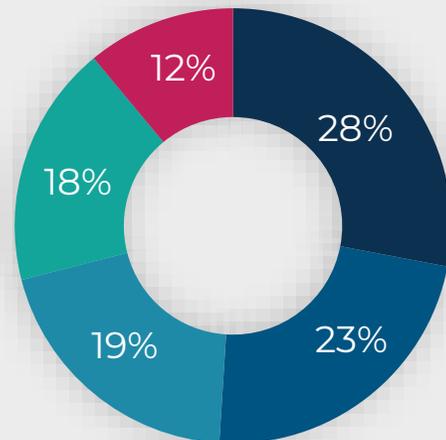
Agile Mindset

- Team members are empowered to act without waiting for permission from their leaders and to make decisions at the appropriate level
- The team welcomes changes in requirements, even late in development
- Team members feel safe to speak up, experiment, and fail fast
- Innovation improves through diverse input and ideas
- Action is taken even in the absence of complete information

30% 25% 19% 14% 12%
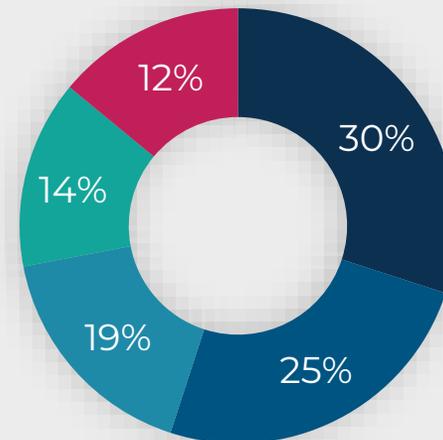
Enterprise Mindset

- There is a "win as a team" mentality across functions and levels
- Decisions are made with the bigger picture in mind, not just the local impact
- Priorities are well understood and consistently communicated
- Teams align their work and measurement to broader organisational outcomes
- People can clearly explain how their work supports enterprise goals
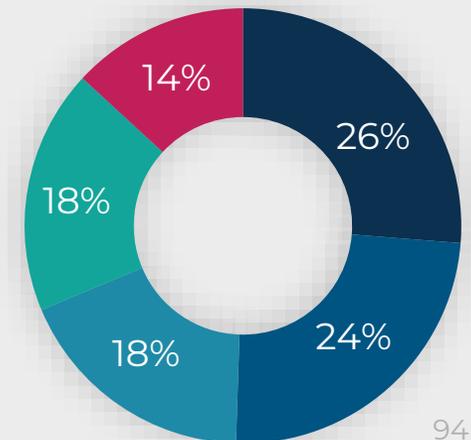
26% 24% 18% 18% 14%

94

What actions are they prioritizing less?

Growth Mindset
Providing constructive feedback **(10%)**

Inclusive Mindset
Finding and fixing unfair barriers in practices and processes **(12%)**

Agile Mindset
Taking appropriate risks **(10%)**

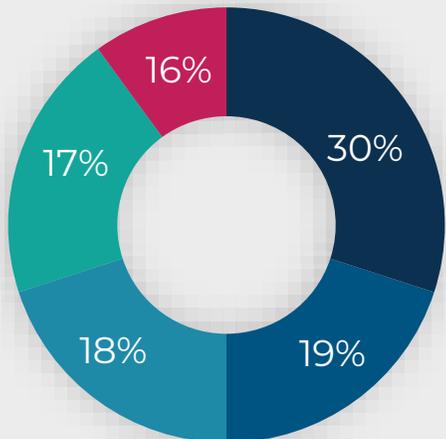## Enterprise Mindset
Fostering collaboration across departments **(12%)**

What are the obstacles?

Growth Mindset

- **Fear** of failure or making mistakes
- Organisational culture that resists change
- Focus on short term results
- Lack of time to reflect and learn
- Pressure to have the right answer

Growth Mindset donut chart: 30%, 19%, 18%, 17%, 16%

Inclusive Mindset

- **Fear** of saying the wrong things
- Prioritising tasks over people
- Organisational norms that discourage open dialogue
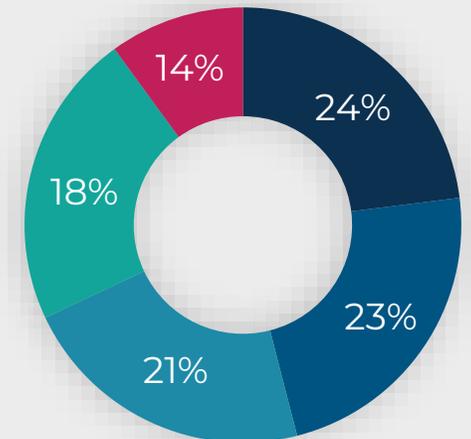- Lack of inclusive role models or leadership behaviours
- Unconscious bias

Inclusive Mindset donut chart: 22%, 22%, 21%, 18%, 17%
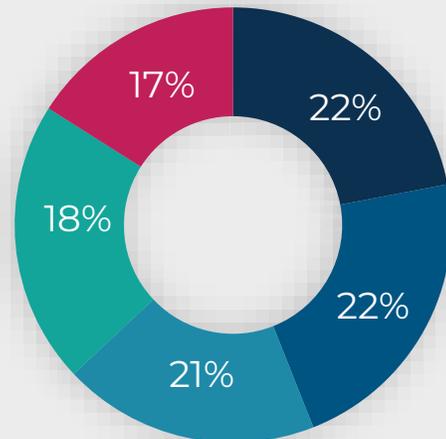
Agile Mindset

- Resistance to changing established ways of working
- **Fear** of failure or taking risks
- Analysis paralysis: overthinking instead of testing and iterating
- Overreliance on approvals, processes, or hierarchy
- Lack of support for experimentation or learning from failure

Agile Mindset donut chart: 26%, 22%, 19%, 17%, 16%
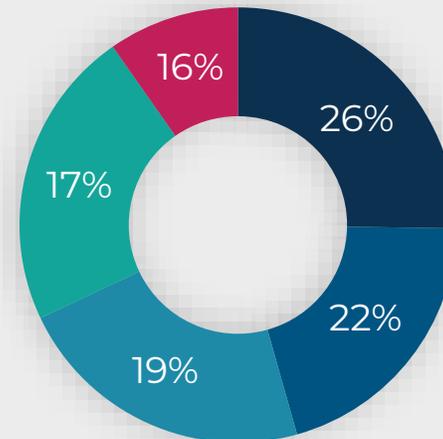
Enterprise Mindset

- Focus on individual or team success over shared outcomes
- Competing priorities and limited capacity to look beyond immediate scope
- Daily tasks take priority over enterprise-wide thinking
- Limited understanding of company-wide strategies or initiatives
- Difficulty connecting personal work to broader company goals

Enterprise Mindset donut chart: 24%, 23%, 21%, 18%, 14%

What do they need?

The STARS Model of Trust

I trust you because **you can get it done.**

I trust you because **you care about me.**

Skills

Transparency

Selflessness

TRUST

I trust you because **you tell the whole truth.**

I trust you because **you will get it done.**

Reliability

Authenticity

I trust you because **you stand for something important.**

The Four Stages of Psychological Safety

1 Inclusion Safety	2 Learner Safety	3 Contributor Safety	4 Challenger Safety
You feel accepted by the group.	You feel safe to engage in the discovery process, ask questions, and make mistakes.	You feel able to contribute as an active, full-fledged team member.	You believe you can challenge the status quo without retribution.

Final Notes

A human-centric approach to AI adoption involves a clear shared vision, communication, experimentation, trust, and psychological safety.

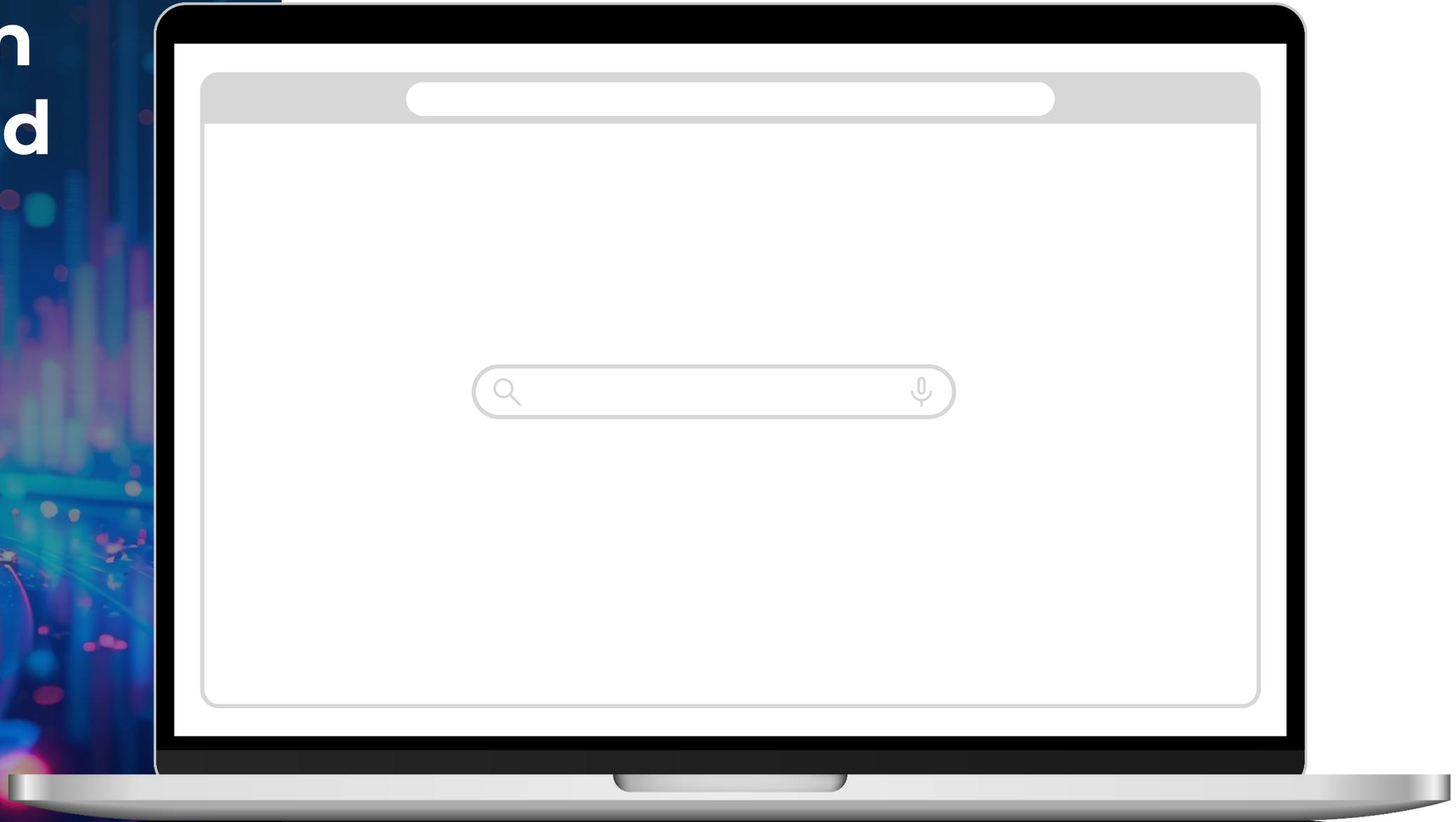To inspire confidence in the leader's ability to get there, they need the right skillsets and mindsets.

Mindsets of growth, inclusivity, agility, and enterprise thinking are most critical.

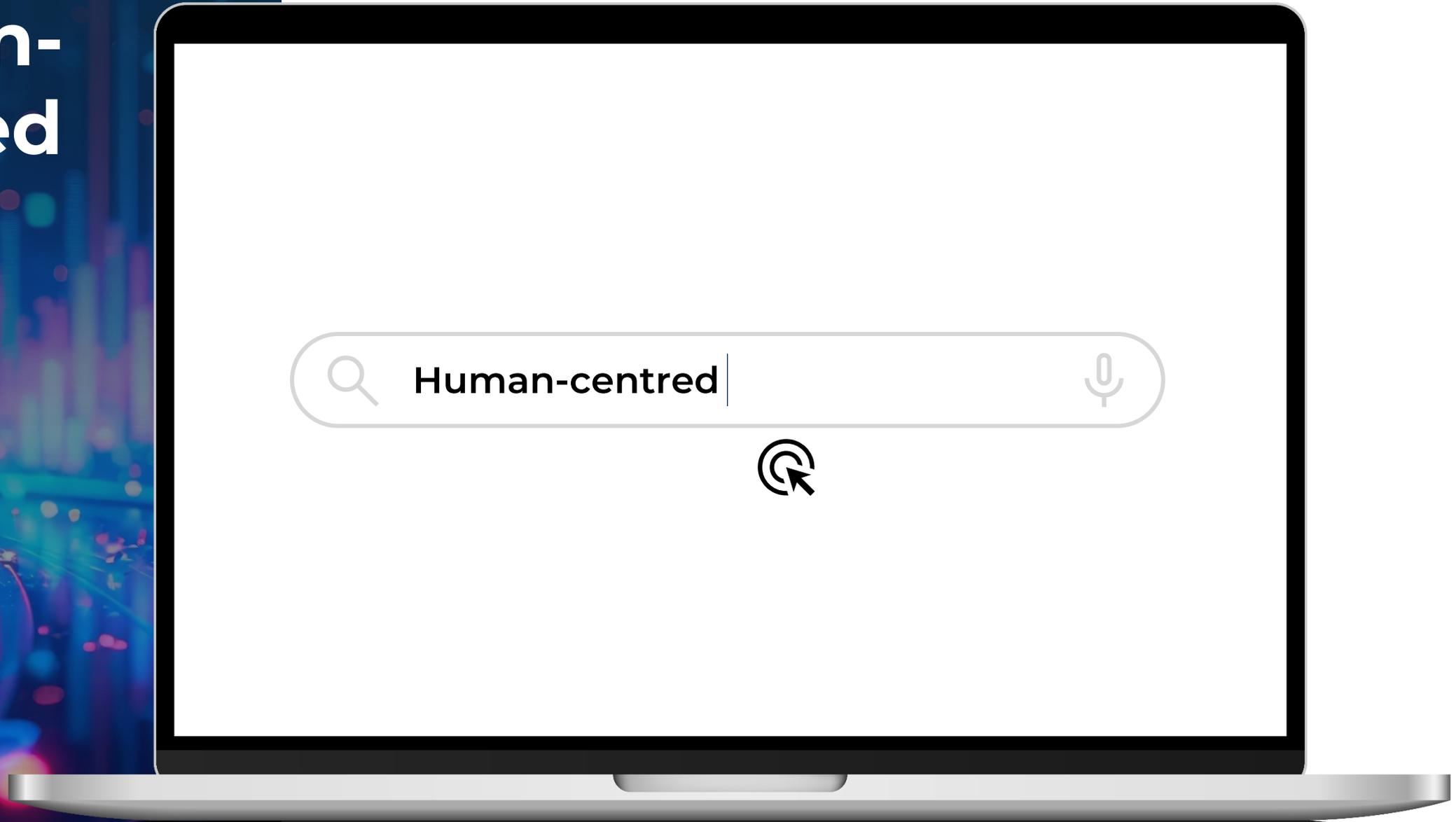Today, leaders are prioritising core behaviors that will bring them success.

Our ability to encourage even bolder actions means creating a culture of trust and safety.

GP

Human centred

Human-Centred

Human-Centred

human-centred

adjective

UK 🔊 US 🔊

Add to word list ≡

IT

Use to describe organizations that are designed to work in ways that people feel ==empowered to speak up and take action that supports their success== and the success of the organizations they are a part of.

![GP Strategies logo]

2025 CLIENT FORUM

THANK YOU.

Part of Learning Technologies Group **ltg**

Lunch

GP STRATEGIES

Prompt-a-thon:
An Immersive, Hands-On AI Experience

Theodora Michaelidou

Innovation Learning Consultant | GP Strategies

Introductions

Meet the Facilitators & Coaches

**Matt
Donovan**

Chief Learning and
Innovation Officer

**Jeff
Fissel**

Vice President
Technology

**Theodora
Michaelidou**

Innovation Learning
Consultant

**Liz
Andrews**

Principal Learning
Consultant

**Craig
Stokes**

Principal Learning
Consultant

Agenda

Topic	Activity	Duration (min)
Welcome and Agenda	Presentation	15
Challenge 1: AImagination	Breakout	40
Challenge 1: Debrief	Presentations & Discussion	15
Challenge 2: Making It Real	Demo & Discussion	15
Experience Debrief	Discussion	5

Demo

About

An immersive, hands-on activity designed for forward-thinking and proactive leaders who want to harness the power of AI to improve productivity, enhance efficiencies, and improve results.

Explore effective strategies to streamline your work and tackle challenges using AI.

Gather valuable insights on reimagining workflows and unlock new possibilities using AI.

Your Mission

Reimagine the new employee onboarding workflow, making it AI-enabled.

Your goal is not to automate humans out of the process; it is all about **improving the human experience**.

You are a learning leader in a global tech organization.

Organization Overview:

- **Name:** TechForward Innovations

- **Industry:** Technology (Software Development)

- **Size:** 5,000 employees globally

- **Headquarters:** San Francisco, California

- **Offices:** New York, London, Berlin, Tokyo, Sydney

- **Global Operations:** Present in over 30 countries with a large client base spanning North America, Europe, and Asia.

Framing
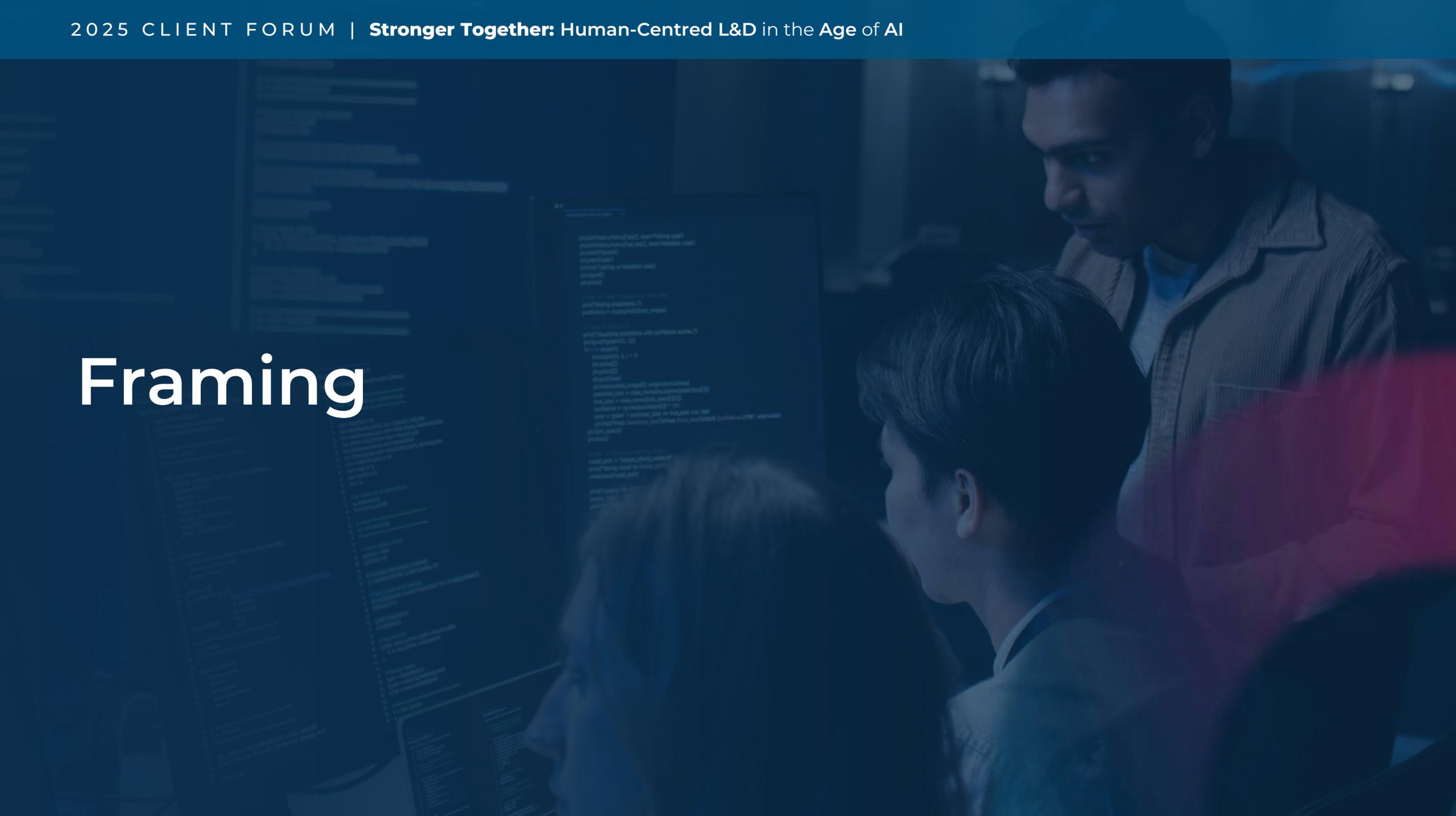
GenAI Adoption Journey

Individual

Individuals experimenting with ChatGPT/ Copilot

Internal

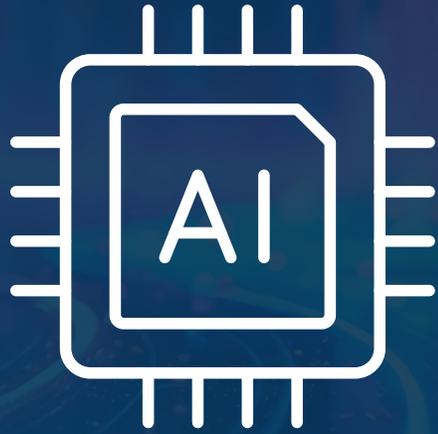Organisations using internal GPTs/Copilot on their data

Integrated

Integrating AI into reimagined workflows

Reimagining the Workflow

Organisational Goal: Consistent, High Quality Performance Conversations

4. Locate Prior
Documentation

2. Schedule

6. Coaching or
Mentoring

8. Complete
Document & File

1. Remember

3. Collect
Feedback

5. Prep or Refresh

7. Conduct
Performance
Conversation

9. Nudging
& Follow up
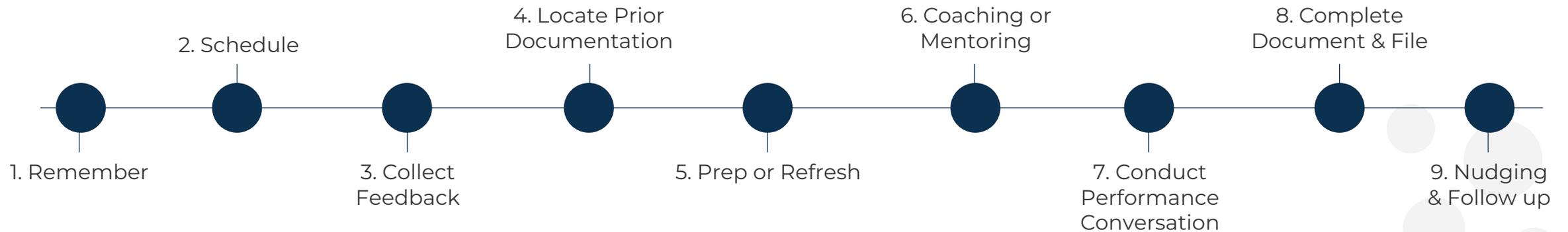
Take a step back: look at the entire workflow.

How can we reimagine it with human+AI?

The Human-AI Task Scale

1	2	3	4	5	6	7
Human	**Human-Driven with AI Support**	**Human-Guided AI Execution**	**Joint Human-AI Collaboration**	**AI-Driven Human Led**	**AI-Led Human Checked**	**Agent**
Manual Task	**Rule-based Automation**	**Intelligent Automation**	**Agentic Workflows**	**Semi-Autonomous Agent**	**Semi-Autonomous Agent**	**Fully Autonomous Agent**
Entirely human-driven with no AI tools involved	Human leads with AI supporting specific sub tasks	Human guides AI, refining and adapting AI outputs	Human and AI collaborate actively, sharing tasks.	AI performs most tasks; human ensures quality	AI operates autonomously with human monitoring	Full AI autonomy without human involvement

Task Examples: Learning & Development

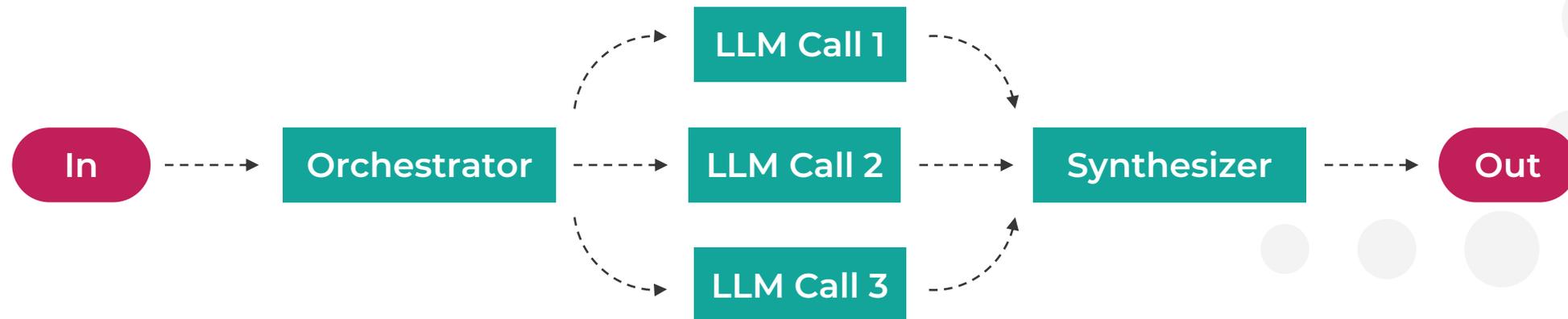|						
An Instructional Designer researches, writes, and designs a full-day workshop on communication skills, creating all materials (slides, handouts, activities) from scratch.	An Instructional Designer uses an AI-powered grammar and style checker to refine training materials or uses an AI tool to generate initial ideas for icebreaker activities or knowledge checks.	An Instructional Designer uses an AI tool to generate a first draft of a microlearning module on a specific software feature, then edits the content, adds interactive elements, and ensures it aligns with learning objectives.	An L&D team uses an AI learning platform to personalize learning paths for individual employees based on their skills gaps and career goals, while L&D professionals curate specific content and provide personalized coaching. Transition to Human-Machine Performance Analyst™ (HMPA).	An AI system generates practice questions for a compliance training course. A HMPA reviews the questions for accuracy, relevance, and clarity, and ensures they align with legal requirements.	An AI-powered learning platform delivers adaptive learning experiences, adjusting the difficulty and content based on each learner's performance. Includes goal orientation, past experience planning, and situational awareness. HMPA. monitors overall platform usage, identify any technical issues or content gaps, and address learner feedback.	An AI system automatically generates and delivers personalized microlearning content to employees based on their roles, performance data, and industry trends, without any direct human intervention. The agent can continuously self-improve and reason. HMPA validates analytics.

Experience Debrief
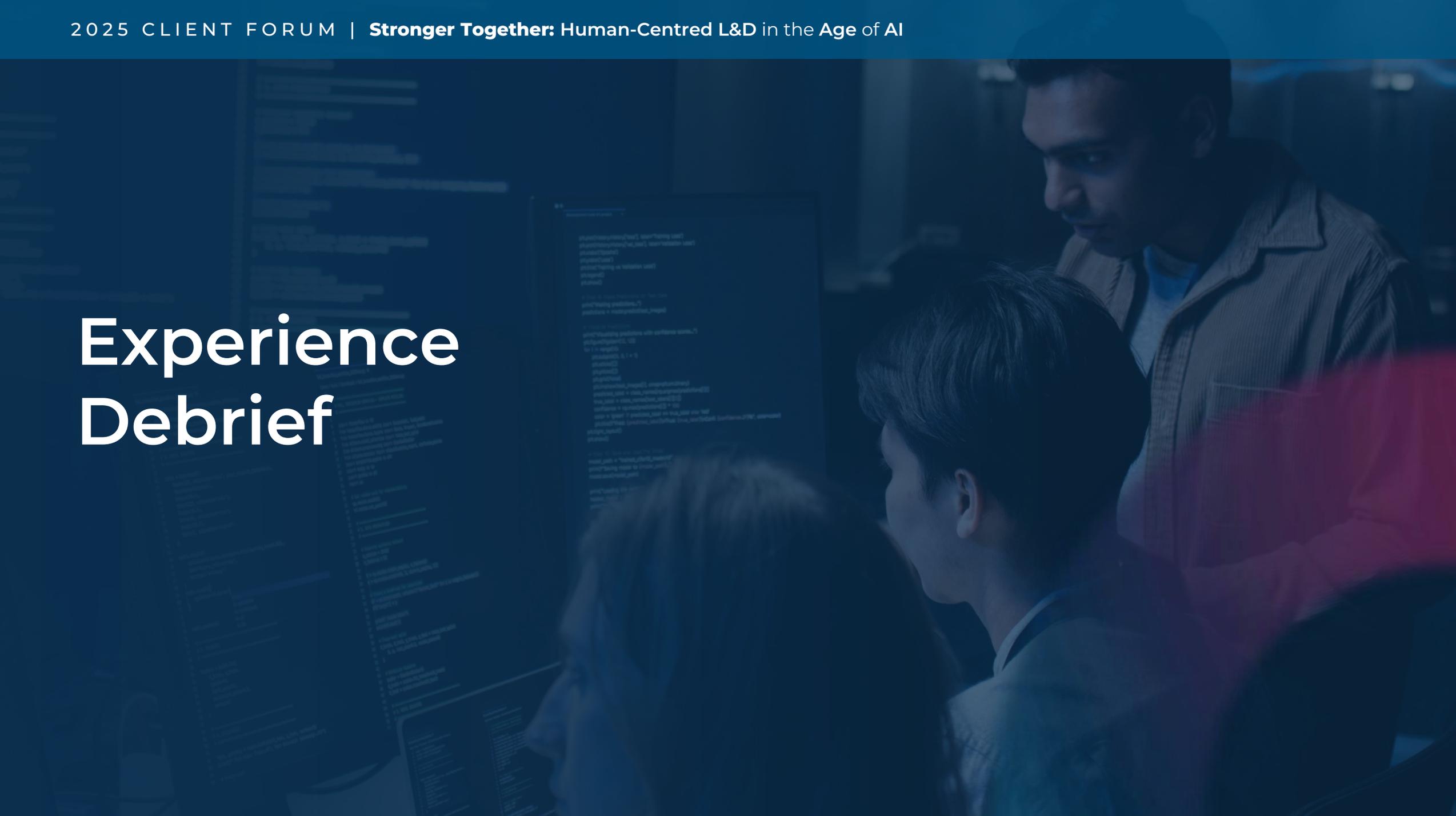
The Benefits

|			
AI integration into workflows	AI tool strengths & limitations	Prompting best practices	Different ways to solve a challenge
Collaboration in teams	Practical AI application	Interaction with experts	Suggested solutions

"Joining the Prompt-A-Thon has been an incredibly enriching experience. Collaborating with like-minded AI enthusiasts and exchanging ideas has sparked truly inspiring possibilities. The future with AI is bright, and I'm thrilled to be part of it!"
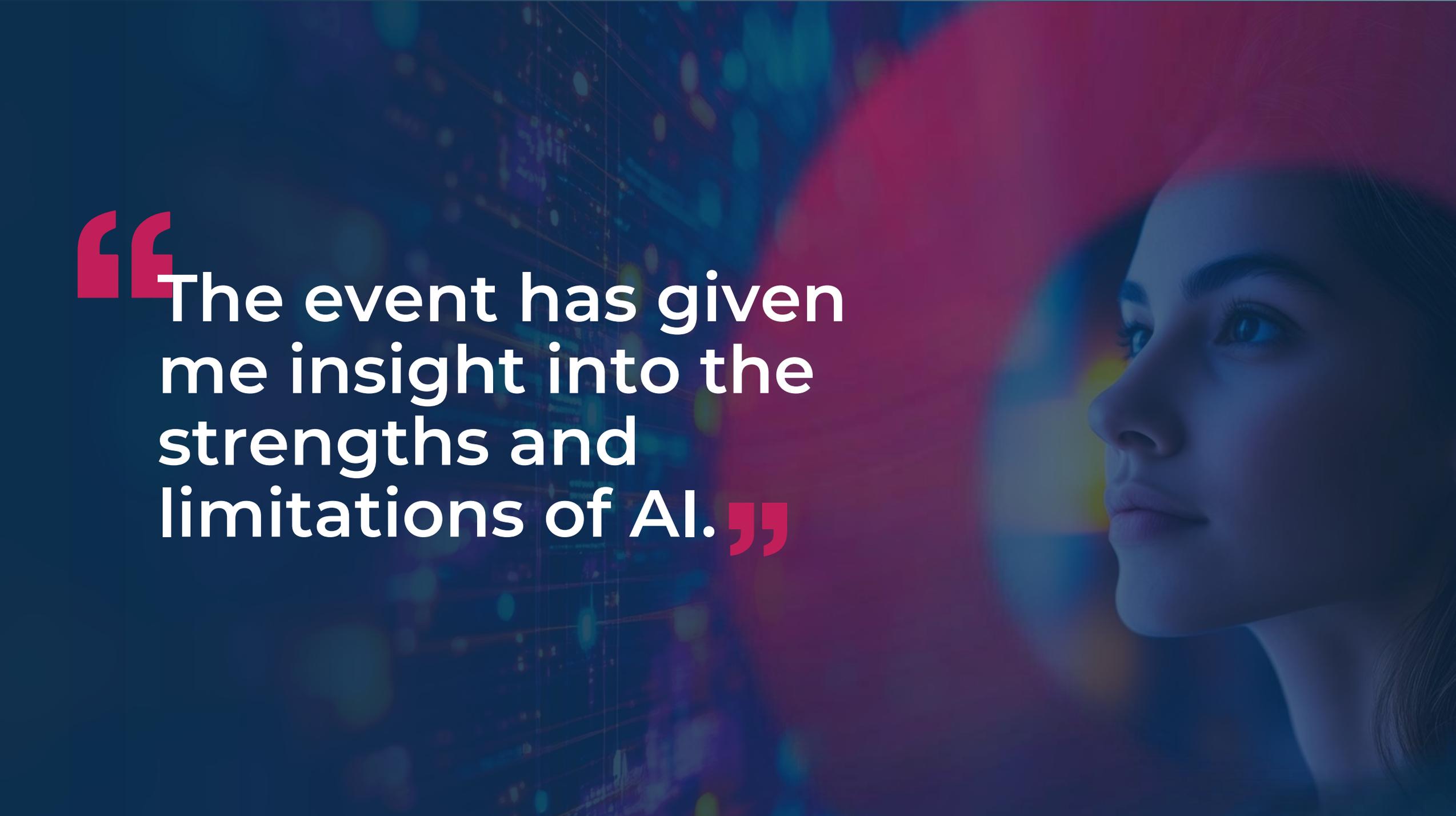
"The event has given me insight into the strengths and limitations of AI."

Scan the QR codes

Prompt-a-thon
Resources

Prompt-a-thon
Mural Board

Break

AGENDA

Oct 7th 2025

Becoming and Frontier Organisation

Start Understanding Learning Data

Meta-data, Meta-data, Meta-data

Building New on a Solid Foundation

Our Autonomous Future

What is an AI Frontier Firm?

→ The Frontier Firm Defined

A next-generation company that fuses human judgment with AI agents to scale faster, work smarter, and unlock new value - powered by on-demand intelligence and human + agent hybrid teams.

Core Characteristics

- **AI-operated, human-led**: Agents execute tasks; humans provide oversight.
- **Work Chart vs Org Chart**: Teams form around outcomes, not departments.
- **Agent boss mindset**: Every employee manages and collaborates with AI agents.

Why This Matters Now

- **82%** of leaders say 2025 is a pivotal year to rethink strategy and operations.*
- **80%** expect agents to be integrated into their AI strategy within 12–18 months.*
- Frontier Firms outperform peers in productivity, innovation, and speed to value.

> "As AI democratizes access to expertise and intelligence, we'll see the rise of Intelligence Resources departments—much like how HR and IT evolved into core functions. These new divisions will be essential for managing the interplay between humans and AI agents, emerging as a critical source of competitive advantage in the AI-enabled enterprise."
>
> —*Karim R. Lakhani, Chair of the Digital, Data, and Design Institute at Harvard,*

Microsoft Work Trends Index Report
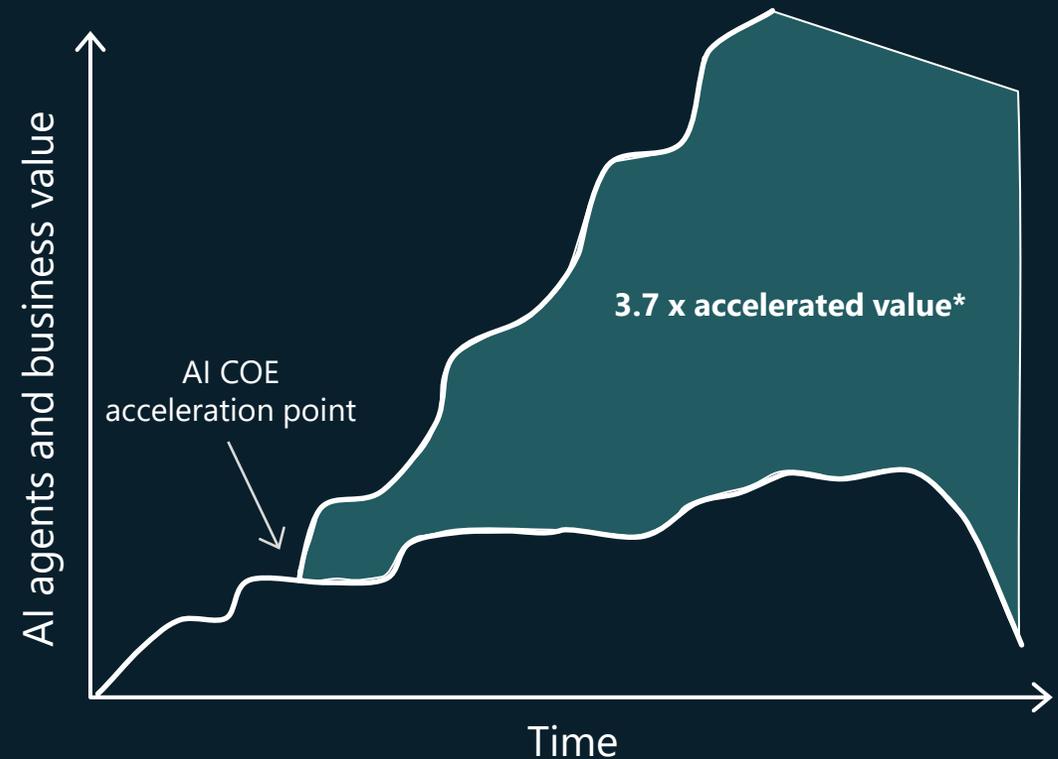
From AI Fragmentation to a Frontier Firm
The Business Case for an AI COE

Companies that put in place structured AI COE structure **unlock real bottom-line value 3.7x faster***
Turning fragmented AI initiatives into controlled and scalable AI transformation.

Limited impact from fractured AI initiatives

AI agents and business value

Value from fractured AI initiatives (baseline)

Inflection point

STOP

Time
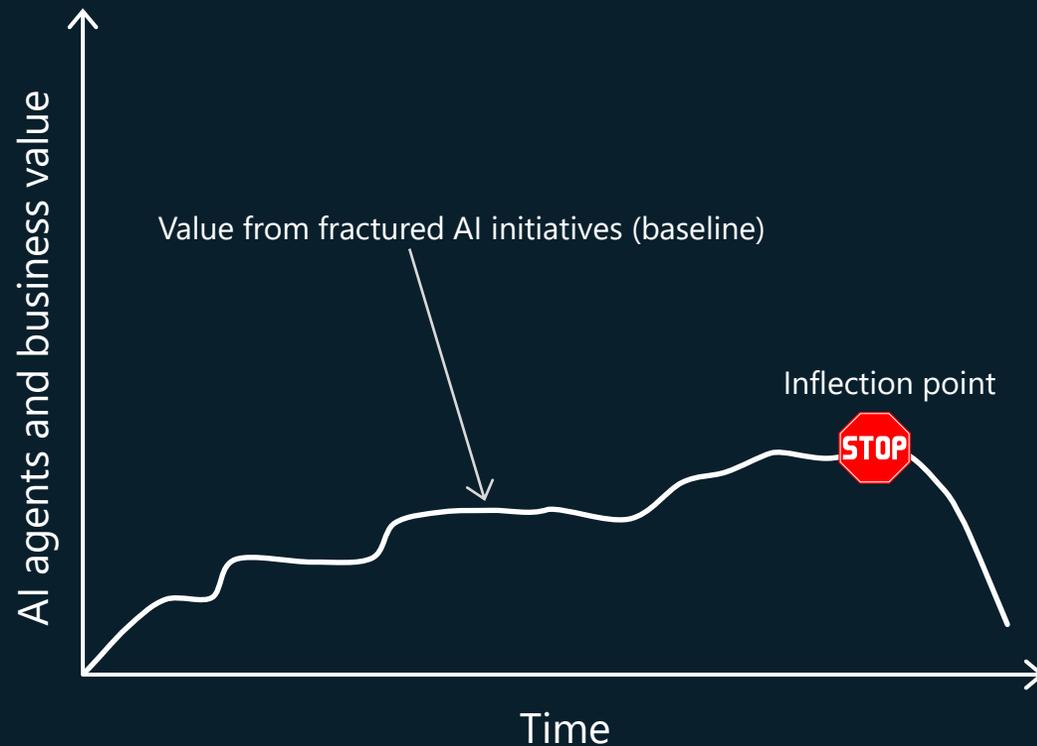
AI COE unlocks and accelerates business value

AI agents and business value

AI COE acceleration point

3.7 x accelerated value*

Time

The Drivers of AI Value for Frontier Firms

Business Strategy

- End-to-end AI organisational setup and operating model

- AI use case adoption and envisioning (intake, triaging, prioritisation and business value)

Technology Strategy

- AI foundation architecture (data, security, agentic software dev and landing zones)

- Buy, extend and Build guidance

- Responsible AI

Applied AI Experience

- Citizen development to avoid Shadow AI and scale innovation

- Monitoring across AI platforms to identify high-value use cases and makers

Organisation & Culture

- Templates, catalogues and accelerators

- Adoption and Change management + feedback loop (identifying, nurturing and supporting champions)

AI Governance

- Copilot, agent and LLM governance guardrails

- Environment strategy and data loss prevention

- Continuous security testing

Intelligence vs. Wisdom

Future Skilling integrates: **Mindset, Skillset, Toolset**

Understanding Learning Content Issue

Leverage investments in existing libraries

Too much content and not good data hygiene – less than 2% had completed metadata

Wasn't connected to job architecture

First part of the solution:

AIQ parsing agents understand learning content and how to break it down:

- Course outlines

- Overviews

- Assessment data

- Learning objectives / outcomes

Learning Content AIQ Metadata

Demo and show sample meta-data

Why Metadata is so important

Standardising content data for learning platforms

Microsoft specific taxonomies

Solid foundation to enable better AI based experiences

Content Identification and Metadata Generation

Developing and Deploying Large Language Model Apps with GitHub Models and Azure AI Foundry

One-liner: Learn to prototype, deploy, and manage large language model applications GitHub Models and Azure AI Foundry.

Description: Developers face challenges moving from AI prototypes to production-read session introduces GitHub Models for rapid prototyping and prompt engineering withir demonstrates scaling and managing AI applications in production using Azure AI Foun development lifecycle covering experimentation, deployment, security, and observabilit travel recommendation app demo.

Target Audience: This training is designed for software developers, AI engineers, and te professionals looking to develop, prototype, and deploy large language model (LLM) ap integrated tools from GitHub and Azure AI Foundry. Ideal for those with some program and familiarity with AI concepts, it supports learners aiming to transition AI projects fro production with enterprise-grade security and observability. (The course content deeply skills and best practices essential for developers and AI practitioners to effectively exper manage AI applications using GitHub Models and Azure AI Foundry platforms.)

Prerequisites: Basic programming knowledge (preferably Python or TypeScript), Famil development workflows such as Git and CI/CD, Understanding of AI and machine learn beneficial but not mandatory

Duration: 54 minutes, 31 seconds (Range: 54 minutes, 31 seconds – 55 minutes)

Primary Language: English (1.00)

Content Type: video_content

Original Filename: BRK107_v1.mp4

Specialized Categories

Discipline & Profession

Discipline: technology_sales

Profession: TechnologySalesProfession.TECHNOLOGY_SPECIALISTS

Justification: The content is highly technical and focused on AI development and deployment, which aligns with technology specialists who work with AI and cloud platforms.

Confidence: 0.90

Discipline & Profession

Discipline: technology_sales

Profession: TechnologySalesProfession.NATIONAL_TECHNOLOGY

Justification: The session covers architecture and deployment of AI applications using GitHub and Azure AI Foundry, relevant to national technology roles involved in AI solution deployment and management.

Confidence: 0.85

Discipline & Profession

Discipline: learning

Profession: LearningProfession.INSTRUCTIONAL_DESIGN

Justification: The content is structured for learning and development of AI skills, suitable for instructional designers creating technical training content.

Confidence: 0.70

Proficiency Level: intermediate (0.95)

Segment: specialist-team-unit (0.90)

Solution Area: ai-and-machine-learning (1.00)

Industry: all (0.80)

Organization: specialist-team-unit (0.90)

MCEM Stage: empower-and-achieve (0.95)

Starting to Create Derivative Work

Demo and show derivative work

Based on standardised meta-data and content understanding we could now:
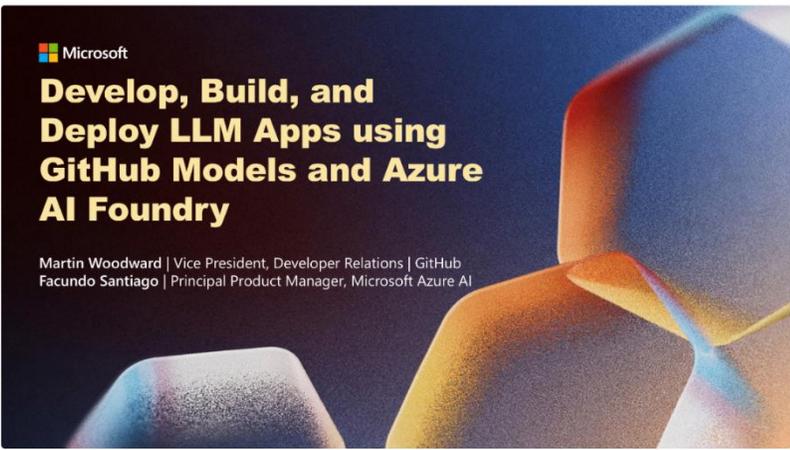
Create video segment recommendations

Marketing copy

Scenarios for role play and coaching tools

Instructional shorts
- Talk about this agentic flow

Using AI to Create Instructional Shorts

Pre Event

Build semantic model

Upload event video (5 mins)

Test agent prompts

During Event

Generate script and metadata (5 mins)

Process original (30 mins)

Generate short form (30 mins)

Submit to Synthesia API (1 min)

Post Event

Deliver video (15 mins)

Human review (15 mins)

Example: Build 2025 (Test Outputs)

Up Next: Using AI to Create Instructional Shorts

Pre Event

During Event

Post Event

Build semantic model

Test agent prompts

Agent monitors session (45 mins)

Process original (30 mins)

Generate script and metadata (5 mins)

Submit to Synthesia API (1 min)

Generate short form (30 mins)

Human review (15 mins)

Deliver video (15 mins)

The Future is Autonomous

→ Move human interventions to different, higher value areas.

→ Power Automate connectors will lead to MCP style connectors

→ Headless & integrate into the tools and applications where needed.

→ Start with lower risk opportunities and quickly move into more derivative work.

→ Moving away from instructor-led training to AI-led training.

→ L&D teams will shift from being instructional designers to knowledge managers.

→ Exploring the generation of non-persistent (ephemeral) content

Microsoft

Q&A

THANK YOU

Day 1 | Wrap Up

Evening Event

Logistics

5:45 p.m. Meet in Hotel Indigo London Clerkenwell reception.
2 Clerkenwell Road, London, EC1M 5PQ.

6:00 p.m. Transportation via coach to the Fortnum & Mason bar
at the Royal Exchange
4-7, The Royal Exchange, London, EC3V 3LR.

**If you don't require transportation or won't be attending the evening event,
please let Chantal know before you leave today.**

2025 CLIENT FORUM

THANK YOU

Part of Learning Technologies Group