GPStrategies®

2025 CLIENT FORUM

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

London, UK

October 2025

Recap Day 1 & Day 2 Review

Matt Donovan

Chief Learning & Innovation Officer | GP Strategies

Onsite Support Team

We are here to help you.

Esther Veenhuizen

Senior Vice President
Global Head of Marketing

Dawn Godfrey

Director
Global Creative Director

Chantal Smith

Executive Business Partner
to Co-CEO, JF Vezina

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#StrongerTogether #GPClientForum25

Agenda | Wednesday, 8 October

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

9:00 a.m.	**Recap Day 1 / Day 2 Review** Matt Donovan	7.06 & 7.07
9:15 a.m.	**Keynote Speaker** Katja Schipperheijn	7.06 & 7.07
10:15 a.m.	**Client Story | Delta Airlines** Brian Wright	7.06 & 7.07
10:45 a.m.	**Break**	7.06 & 7.07
11:00 a.m.	**Session Discussion** Embedding AI in the Enterprise: Driving Adoption Through Behavioural Change Ella Richardson	7.06 & 7.07

Agenda | Wednesday, 8 October

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

11:45 a.m. 1:15 p.m. 2:00 p.m.	**Rotating Learning Lab | Workshop 1** Skilling Strategies for Success Patrick Thomas	7.05
11:45 a.m. 1:15 p.m. 2:00 p.m.	**Rotating Learning Lab | Workshop 2** Measuring What Matters: AI-Driven Insights for Impact Craig Stokes	7.12
11:45 a.m. 1:15 p.m. 2:00 p.m.	**Rotating Learning Lab | Workshop 3** Breaking Barriers in AI Adoption Liz Andrews	7.14
12:30 p.m.	**Lunch**	7.06 & 7.07

Agenda | Wednesday, 8 October

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

2:45 p.m.	**Rotating Learning Labs** Reflective Workshop Session	7.06 & 7.07
3:15 p.m.	**Event Wrap-up** Matt Donovan, JF Vezina, and Jonathan Satchell	7.06 & 7.07
3:45 p.m.	**Closing**	7.06 & 7.07

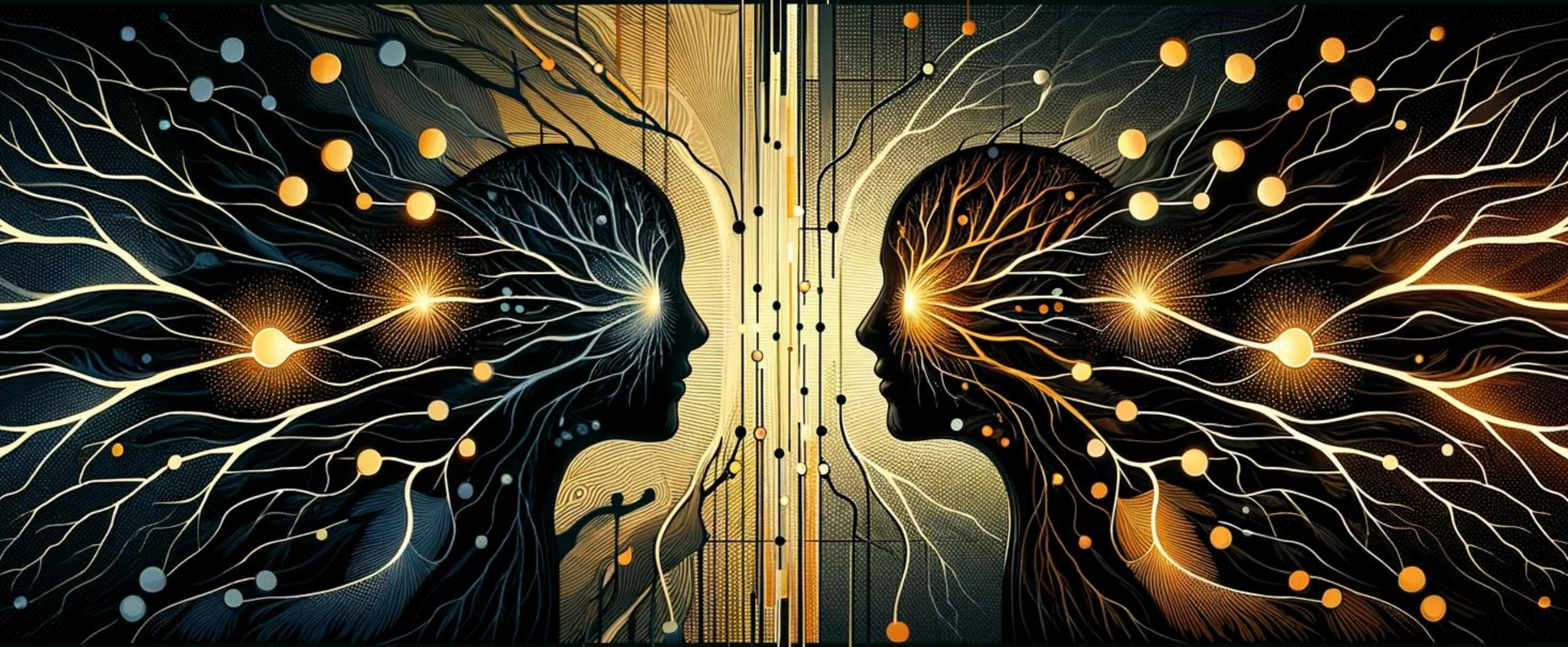
Next up...

KEYNOTE SPEAKER

Combining Human Competencies and Technology to Thrive

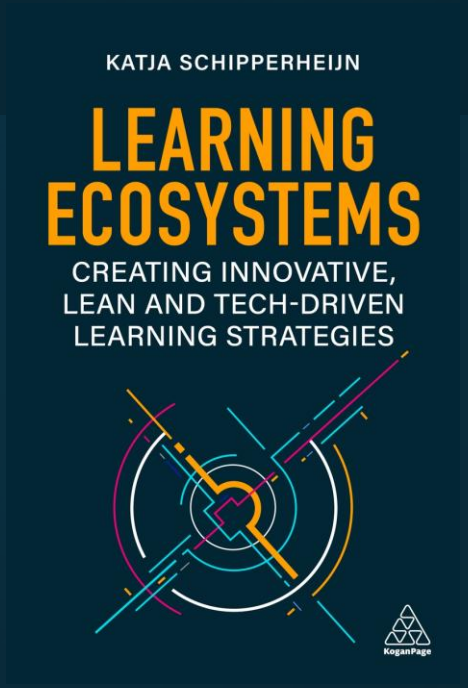
Katja Schipperheijn

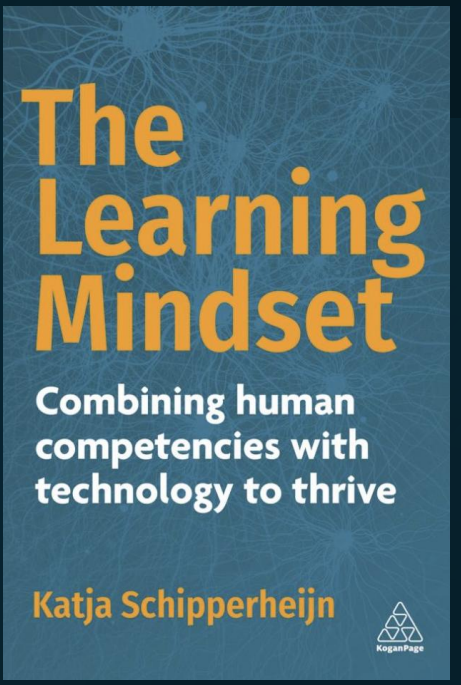
Combining Human Competencies and Technology to Thrive

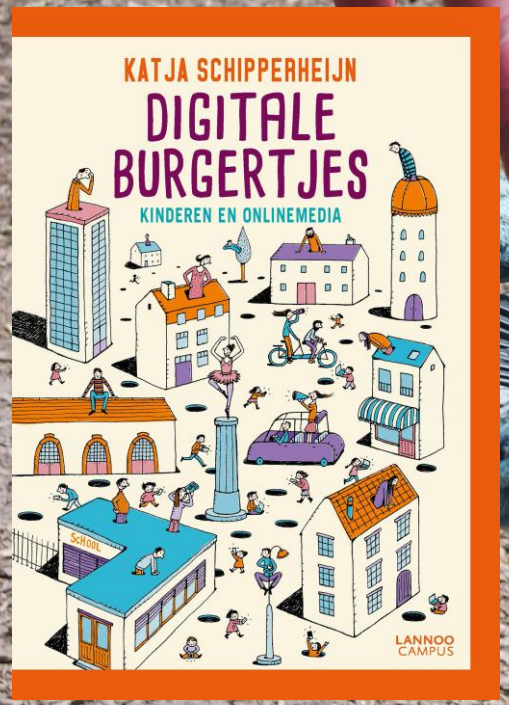


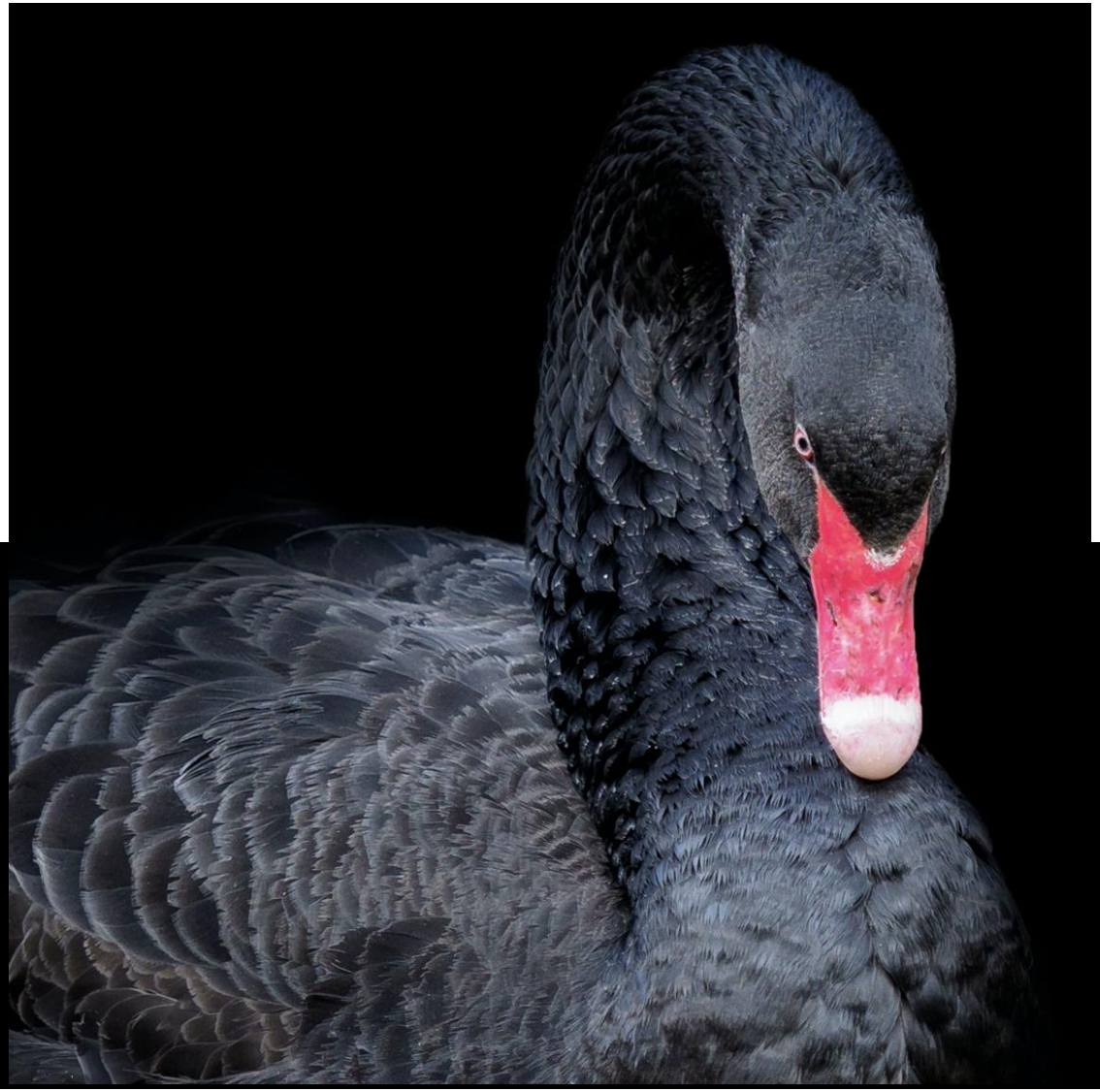
Reflect – Relate – Reframe

Learning Leaders Combining Human Competencies and Technology



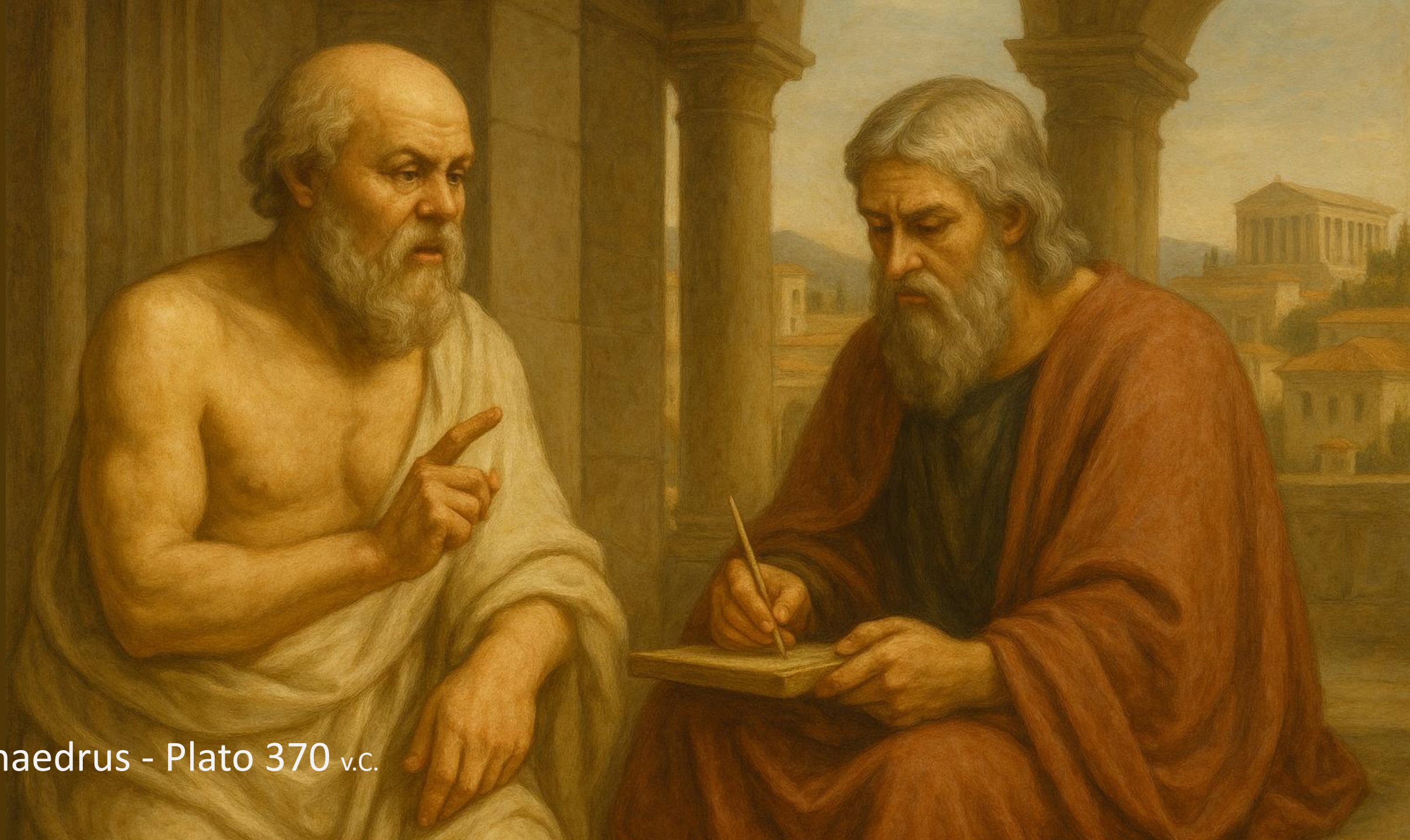



KATJA SCHIPPERHEIJN
DIGITALE BURGERTJES
KINDEREN EN ONLINEMEDIA
SCHOOL
LANNOO CAMPUS

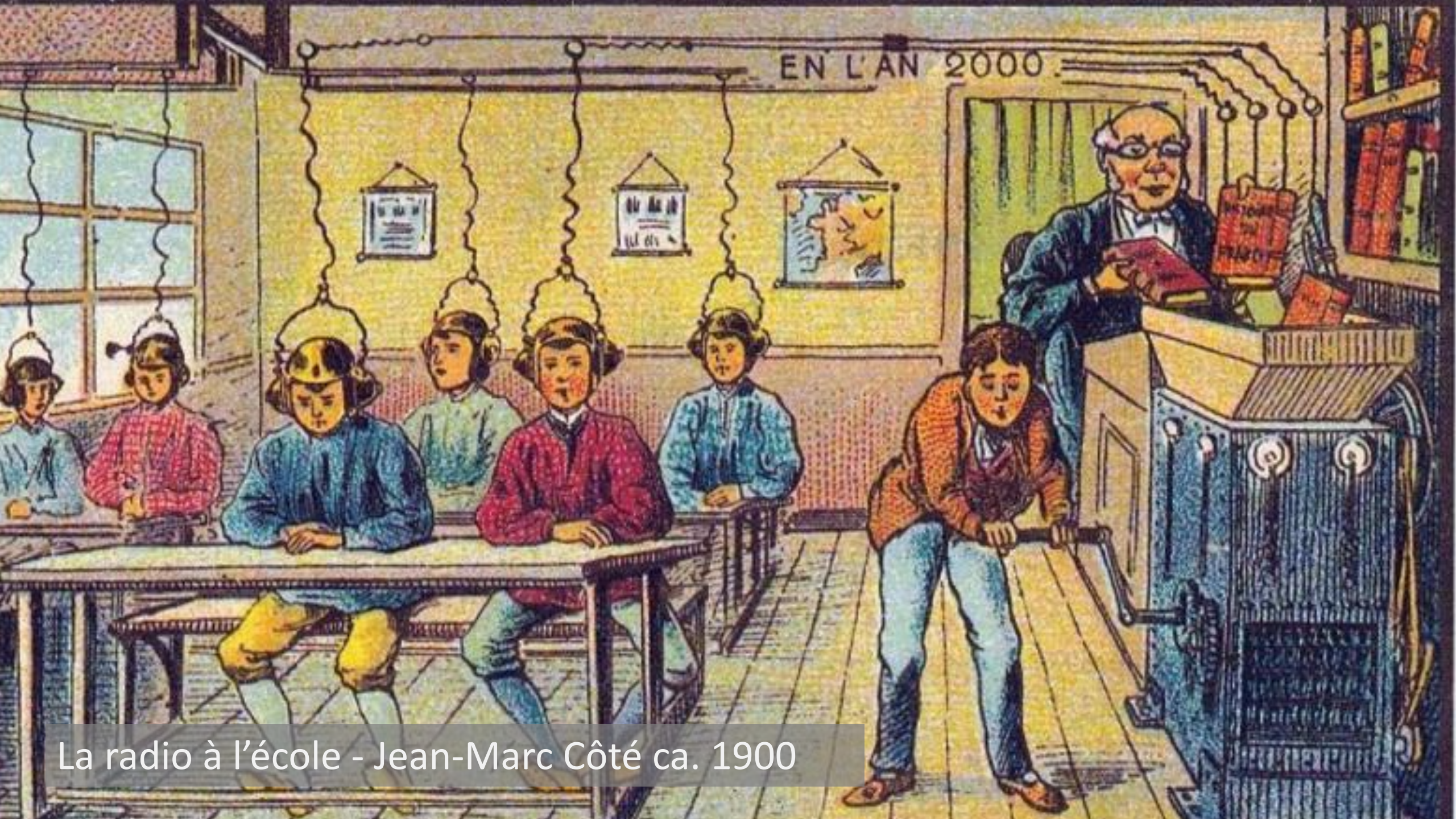


HAS THE FUTURE CAUGHT UP WITH US

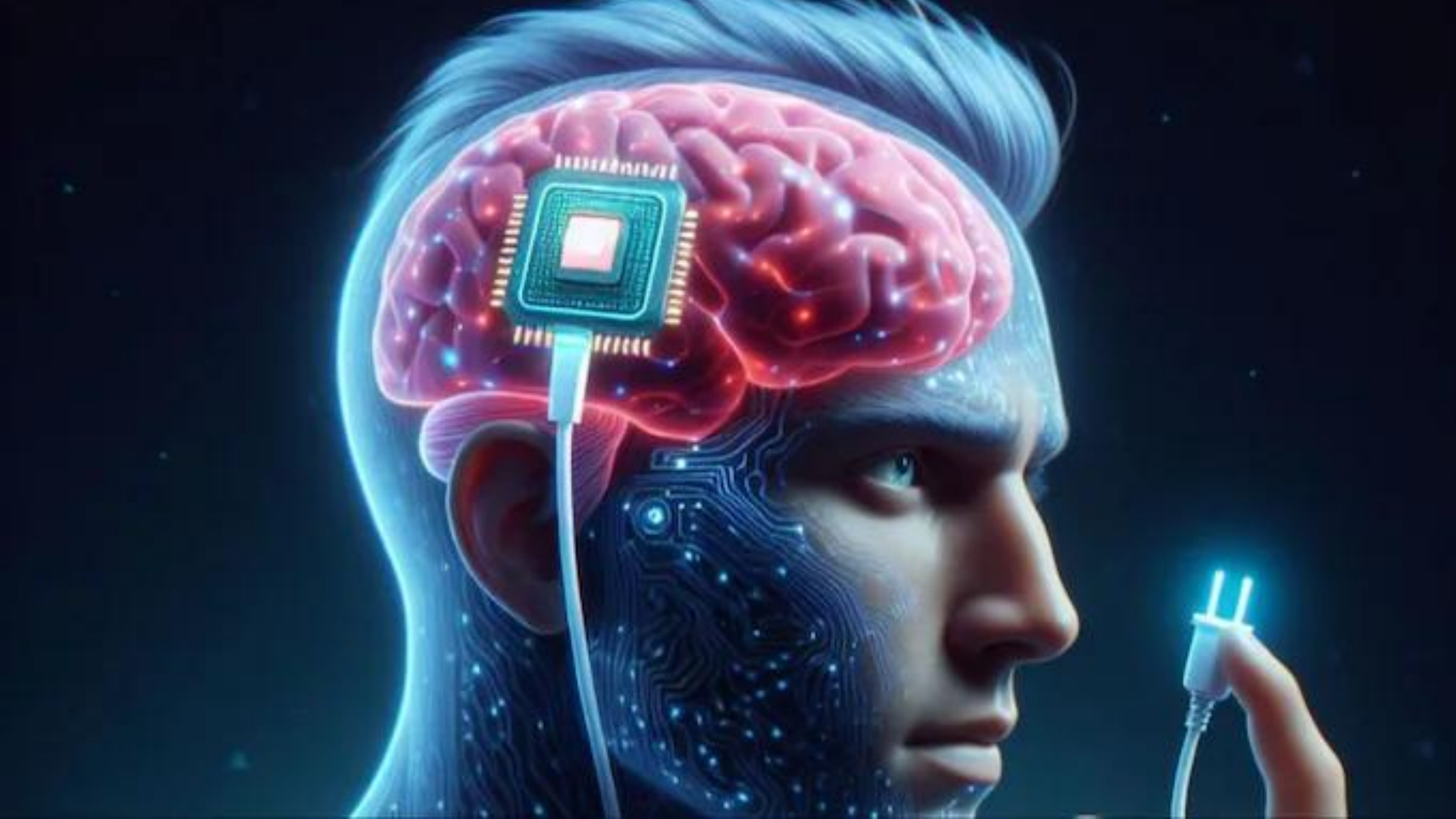
Are we waiting for the Black Swan, merely dancers in someone else's grid, or are we humans actively shaping our own future?



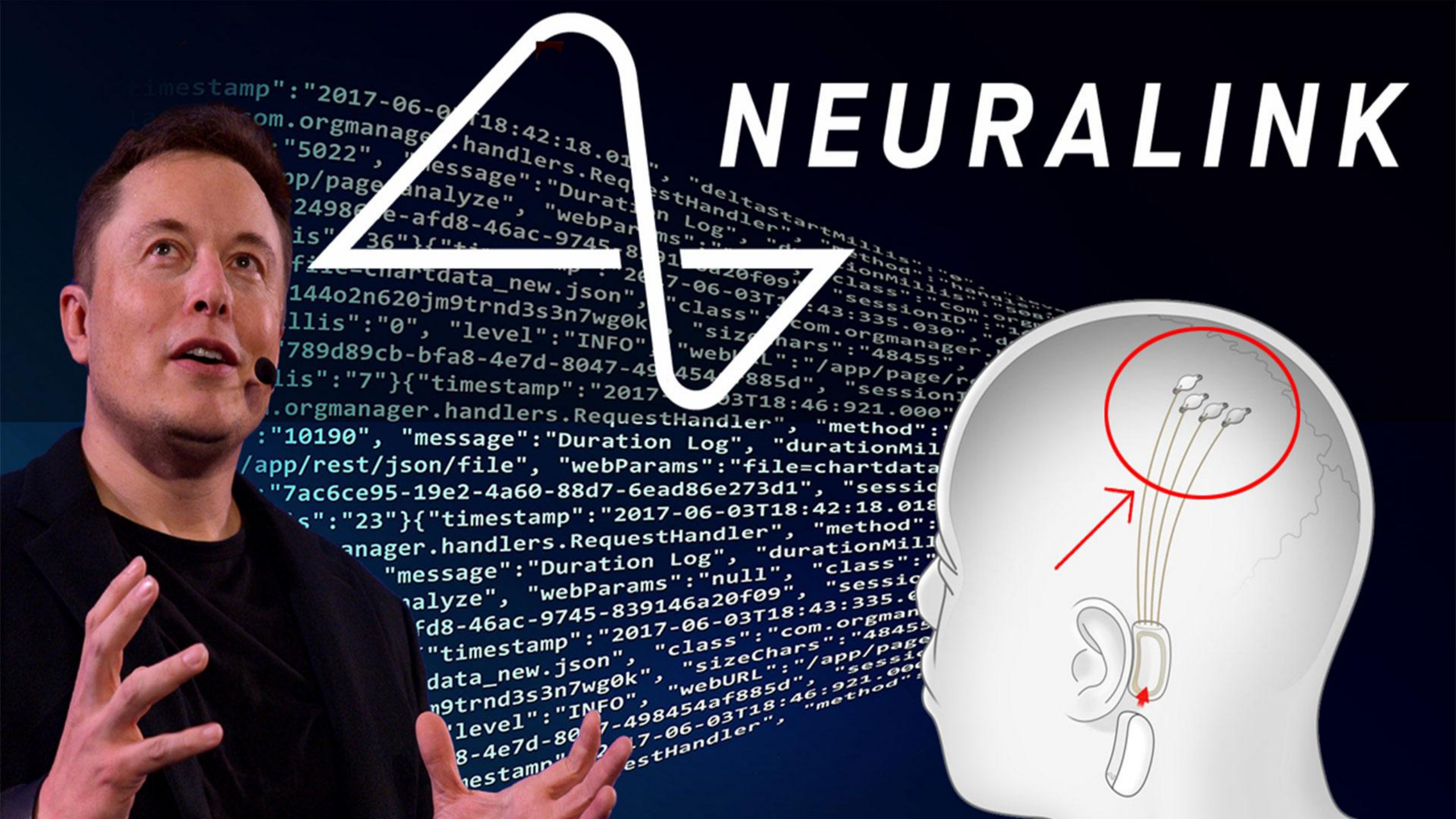
Phaedrus - Plato 370 v.C.



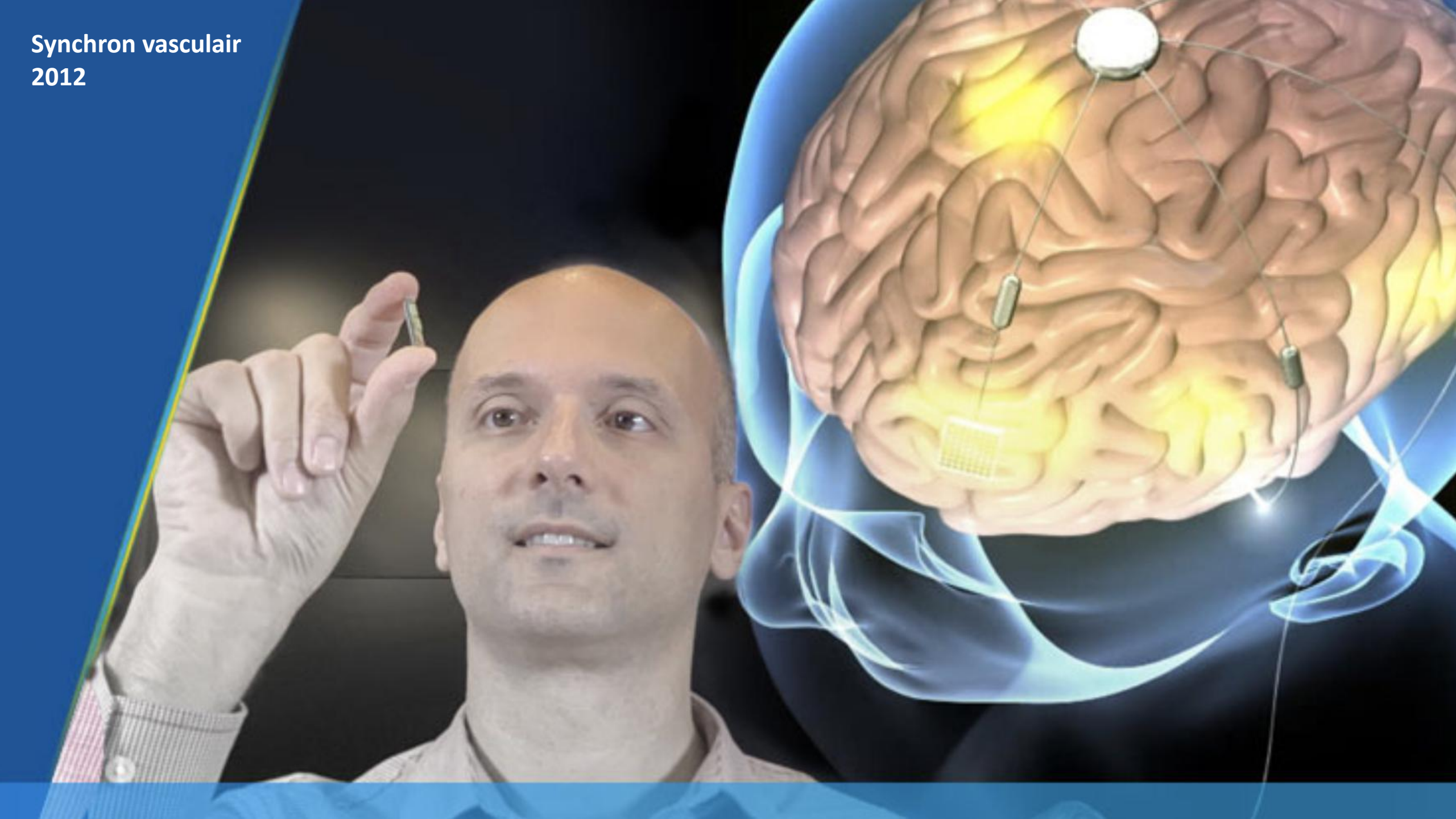
La radio à l'école - Jean-Marc Côté ca. 1900



NEURALINK



Synchron vasculair
2012



2021

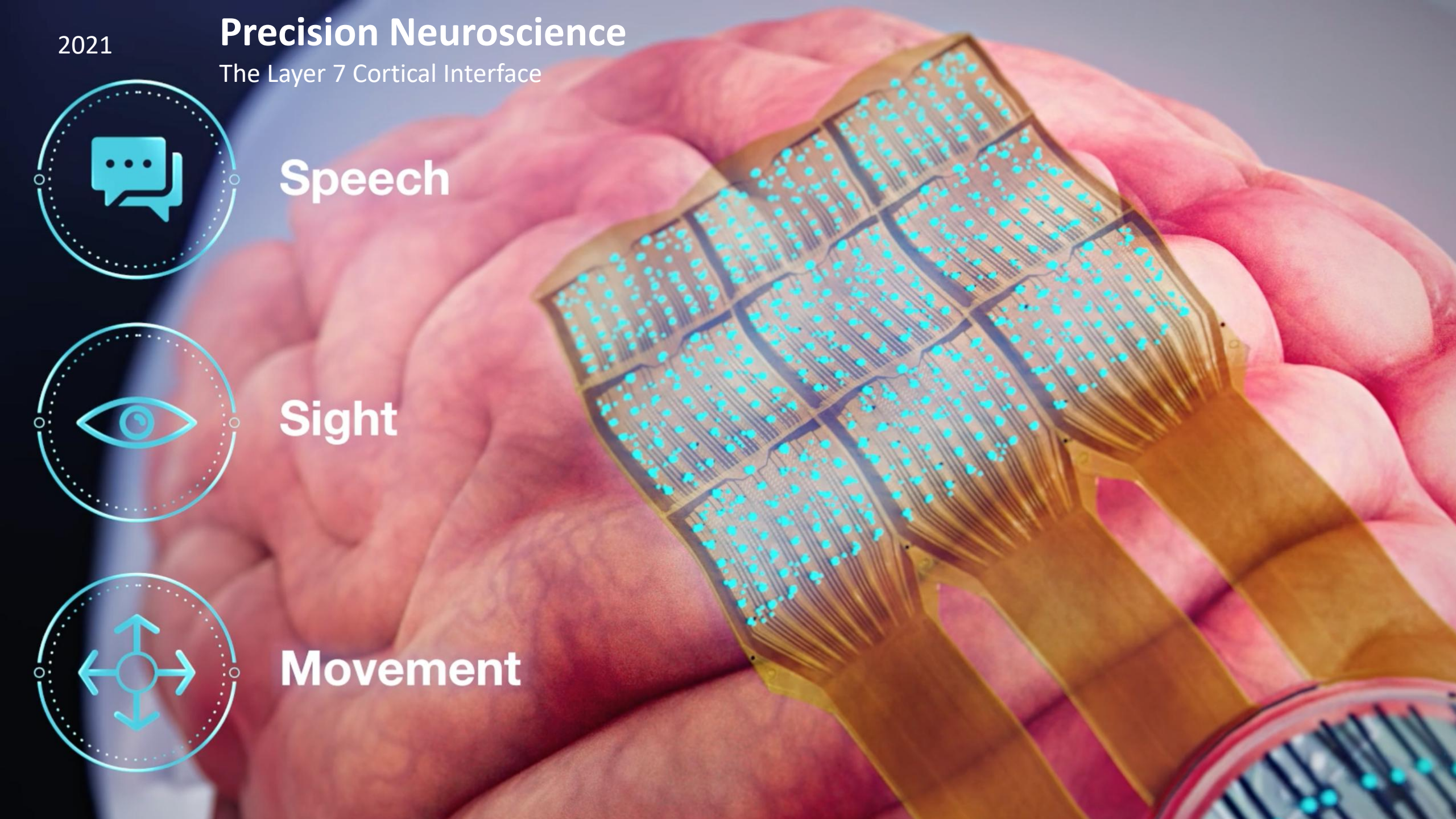
Precision Neuroscience

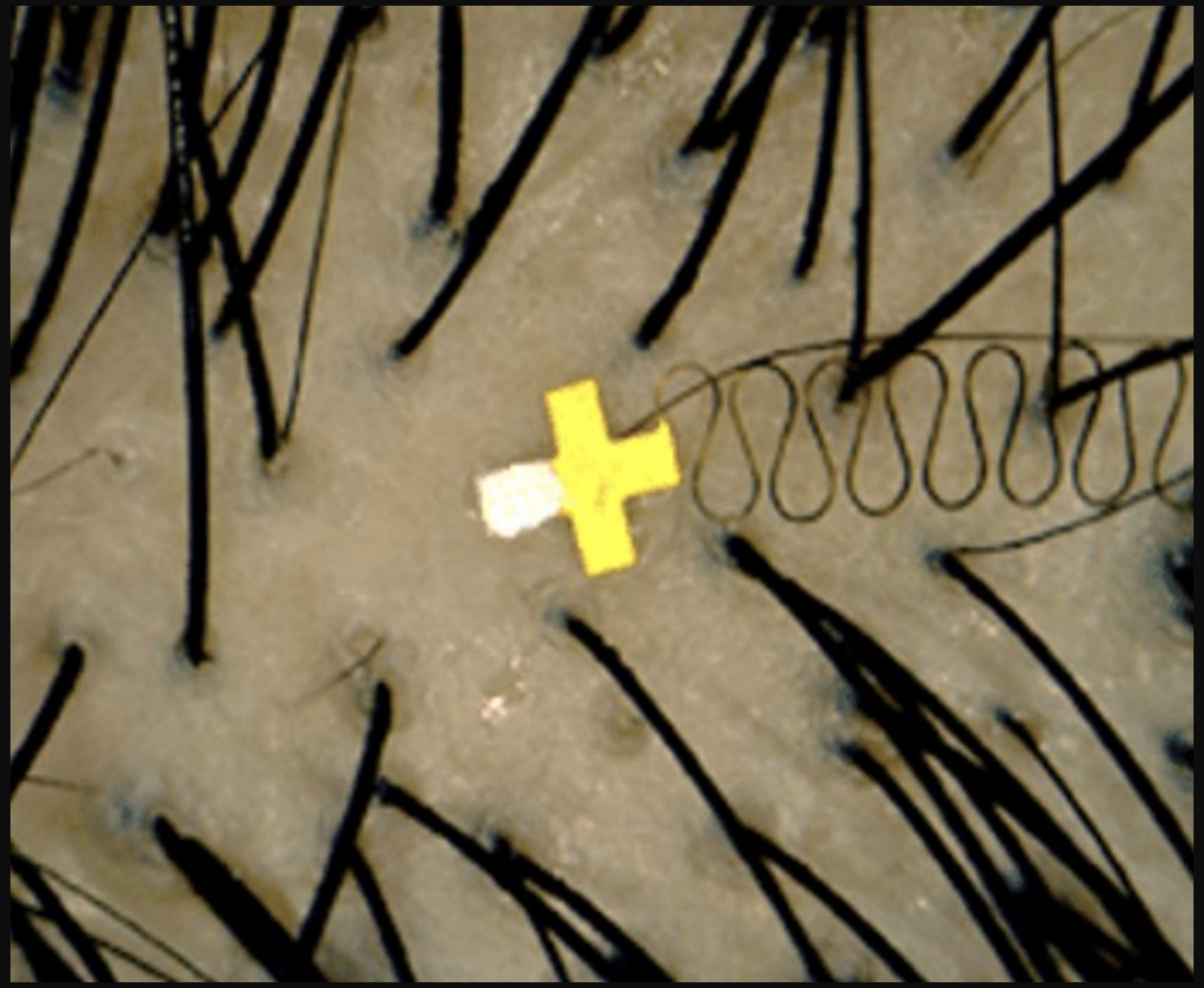
The Layer 7 Cortical Interface

Speech

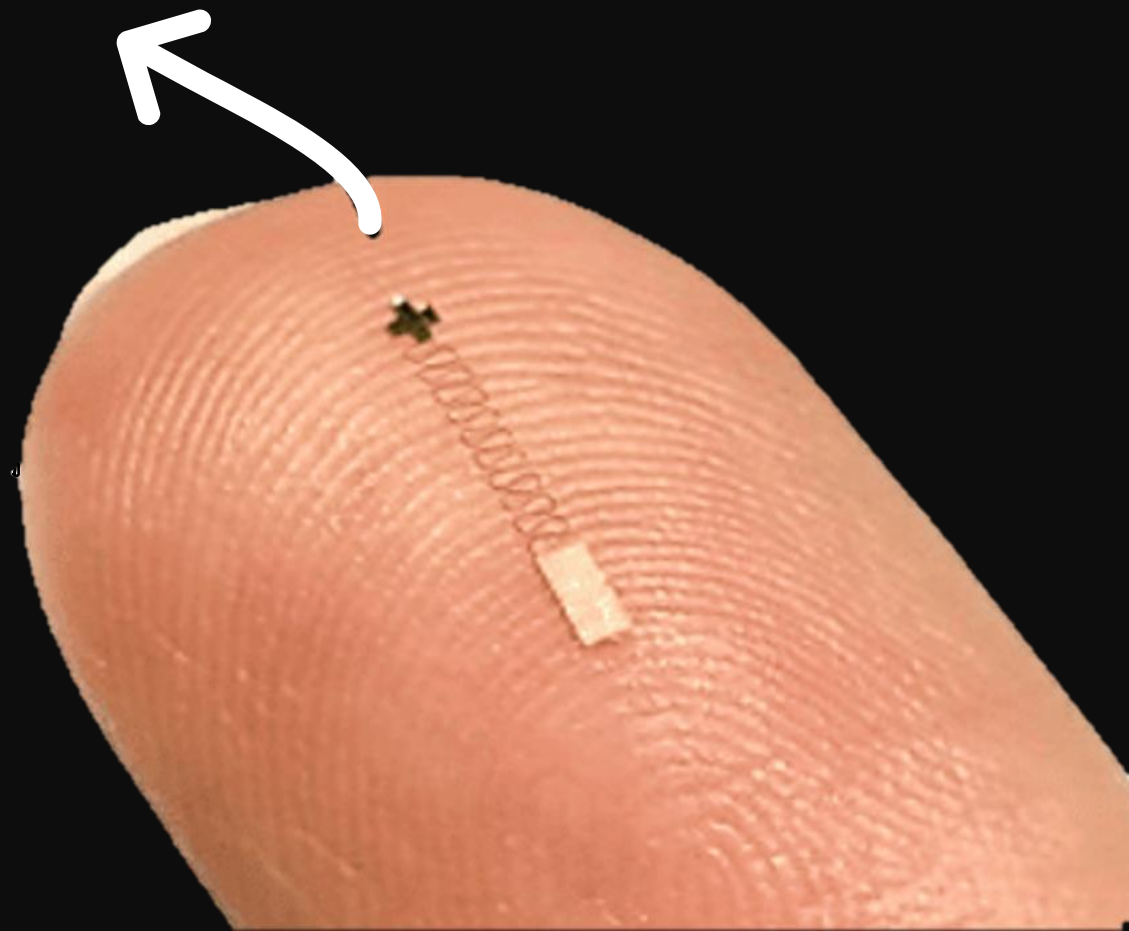
Sight

Movement



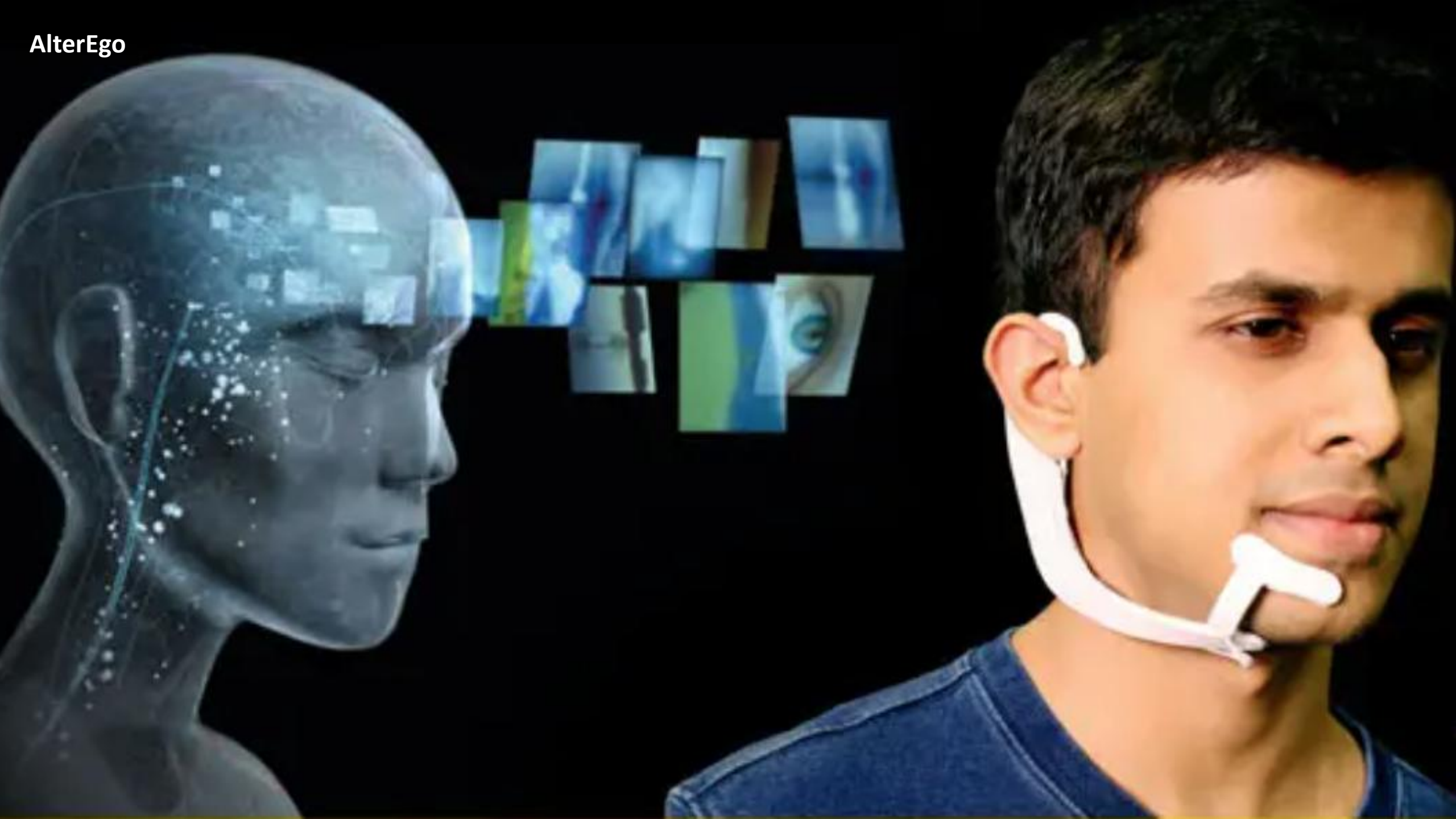


Tiny Brain Sensor



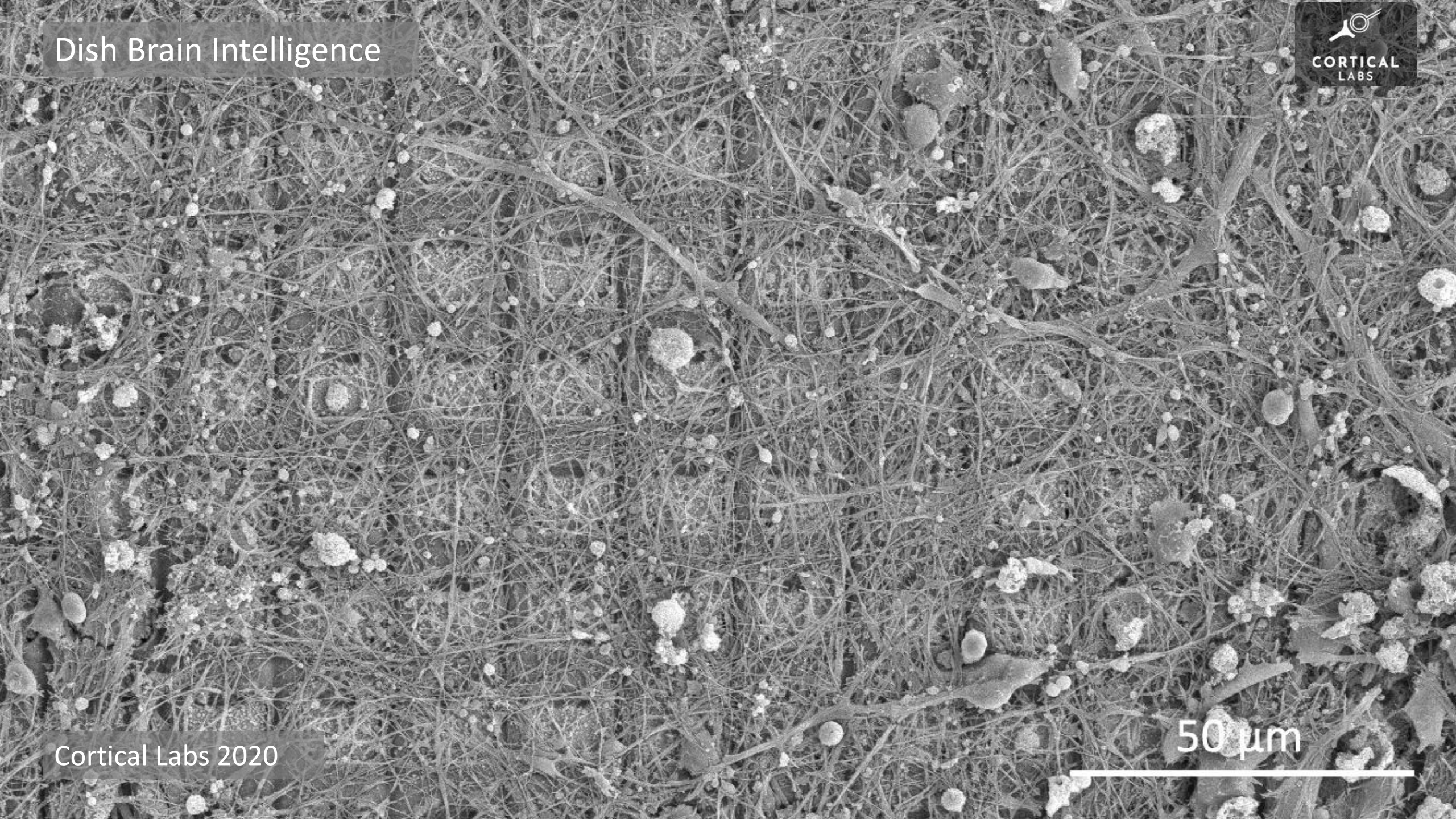
Georgia Tech April 2025

AlterEgo

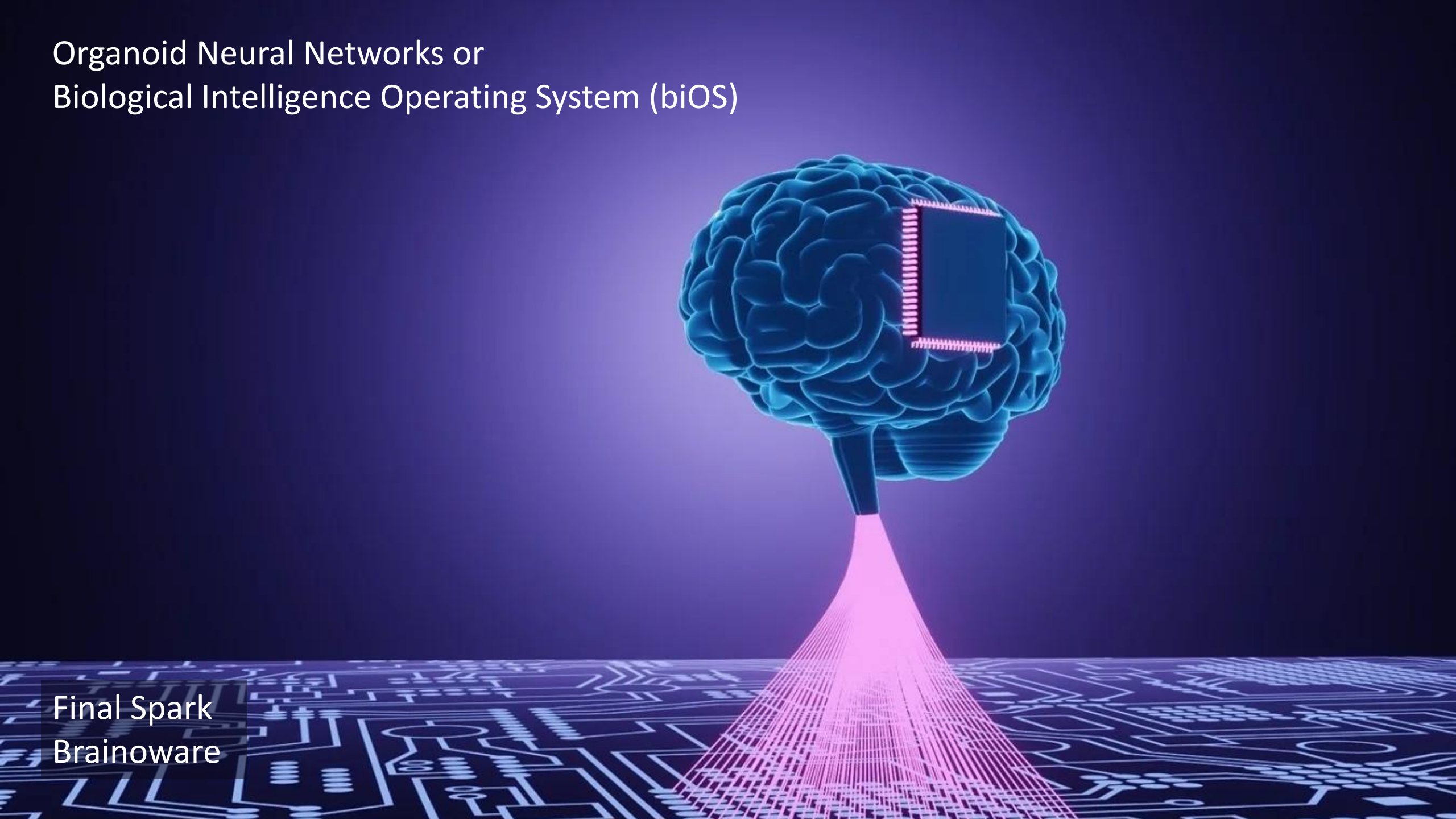


STARLINK

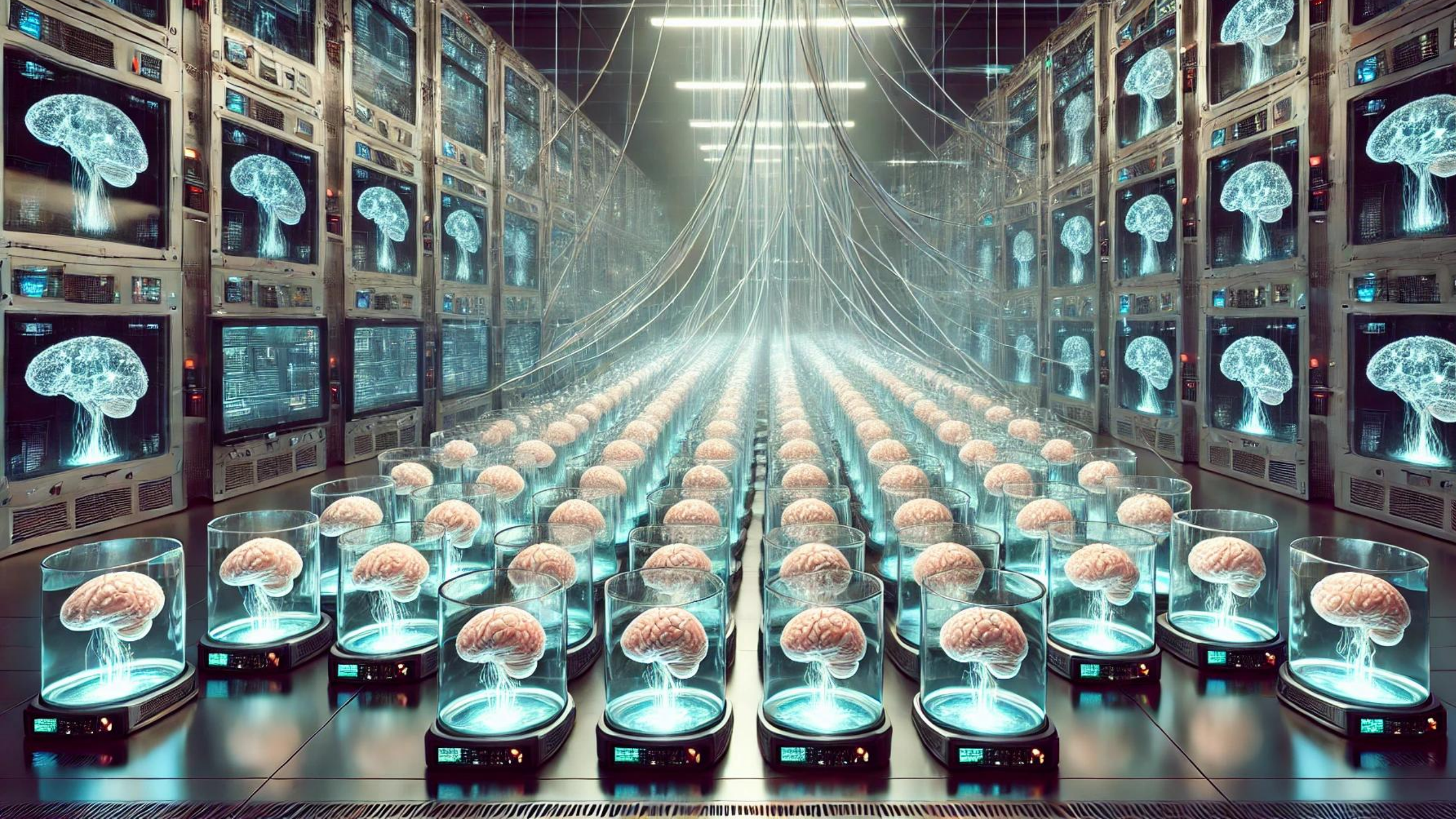
Superminds: intelligent symbiosis between humans and technology


Dish Brain Intelligence
CORTICAL LABS
50 µm
Cortical Labs 2020

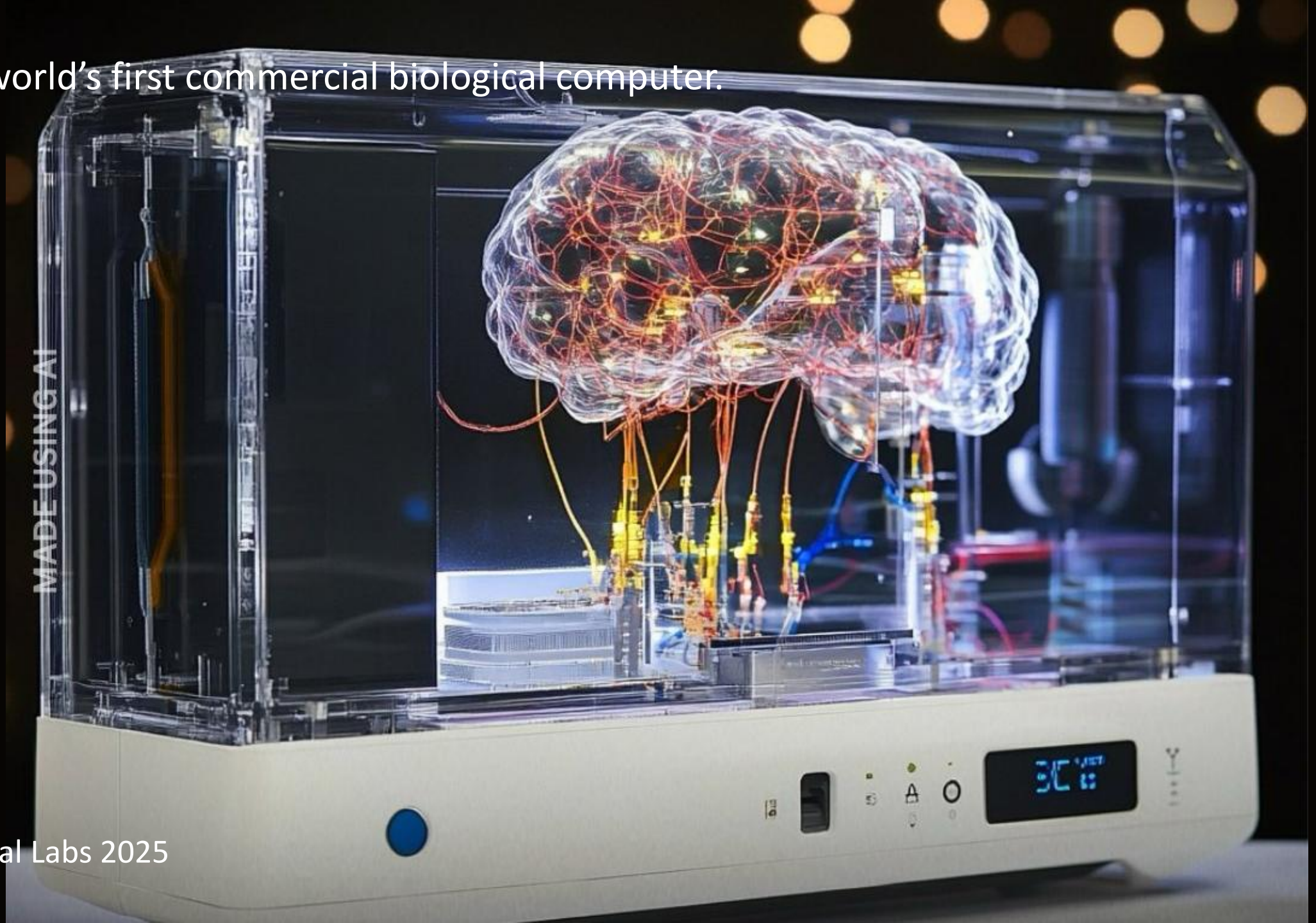
Organoid Neural Networks or Biological Intelligence Operating System (biOS)



Final Spark
Brainoware

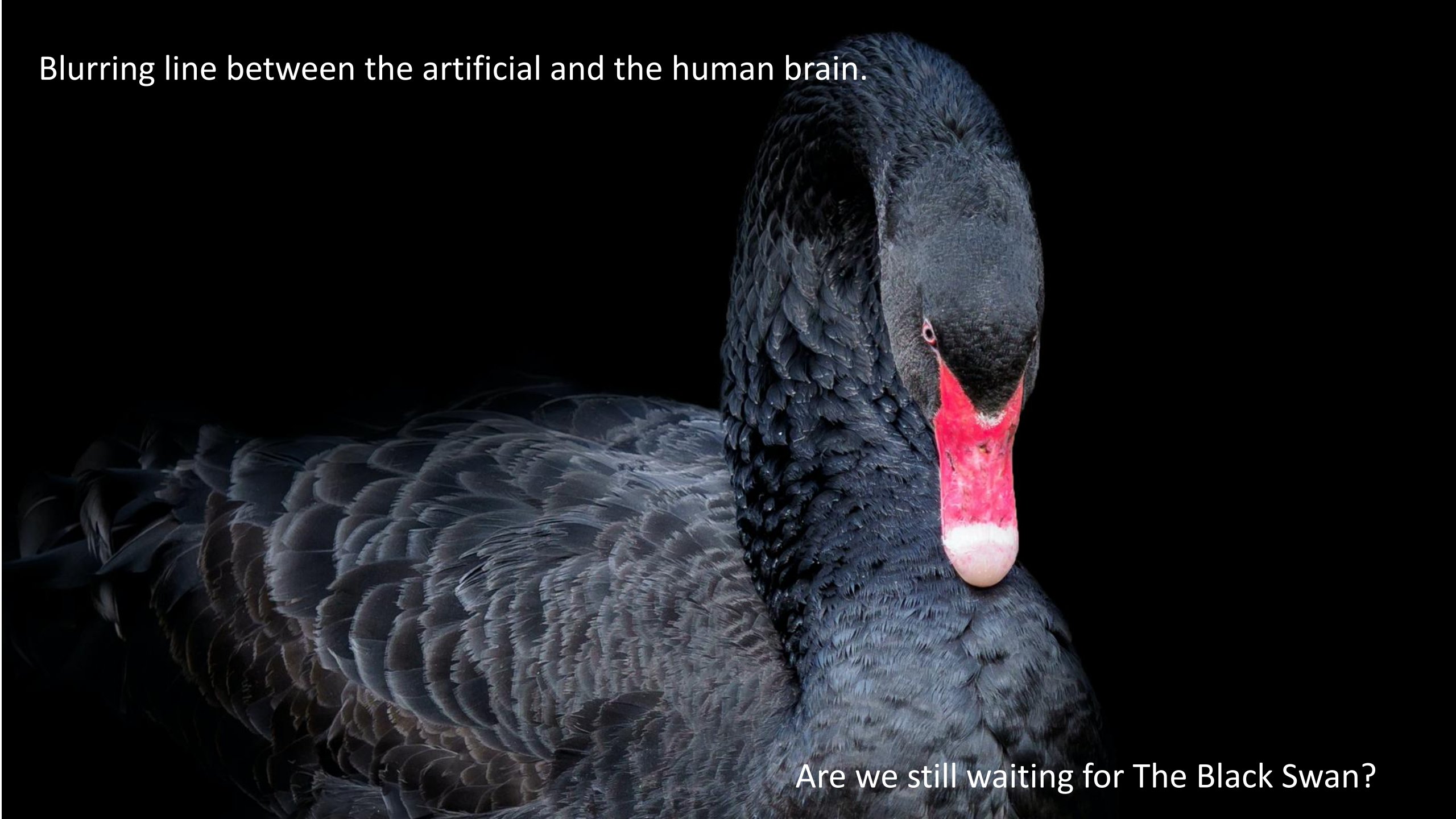


The world’s first commercial biological computer.

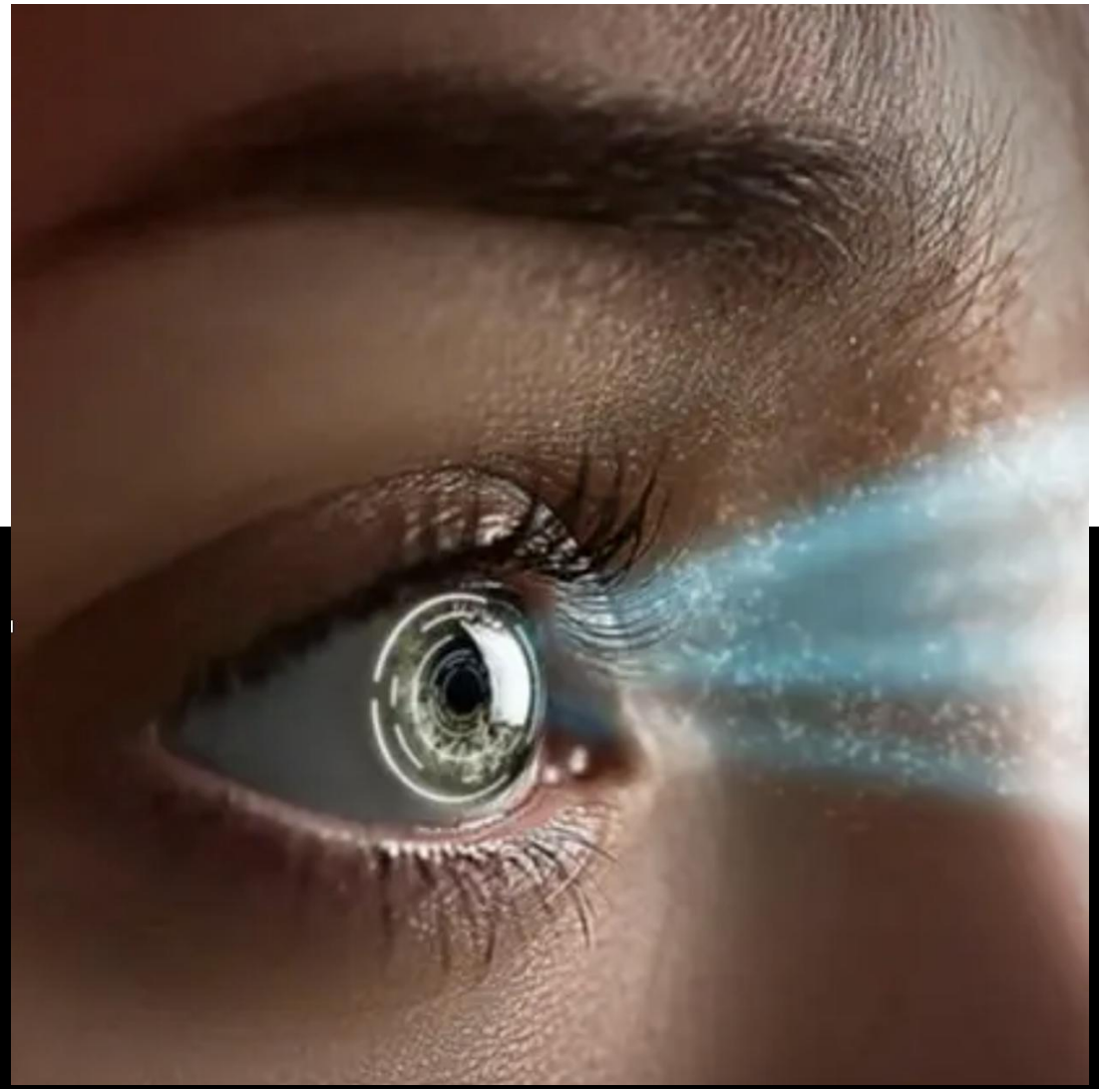


Cortical Labs 2025

Blurring line between the artificial and the human brain.



Are we still waiting for The Black Swan?



WHAT IS DRIVING THE FUTURE

Are we capable of seeing the world not through the past we lived, but through the future our children will create?

The Future of Work

YOUTHTOPIA

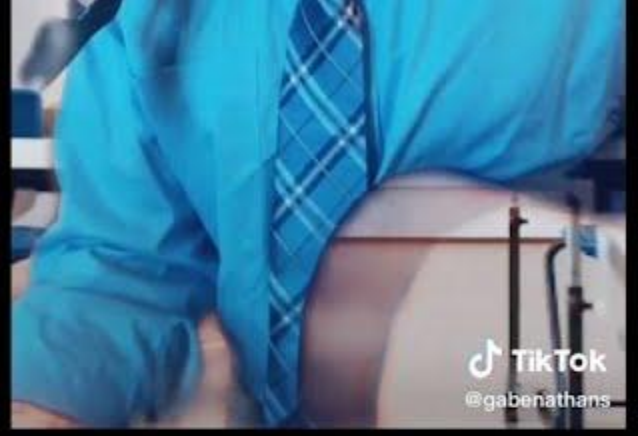
Cross-Functional Neuro- and Gender Diverse Teams

SDG’s: The importance of learning

Artificial Intelligence

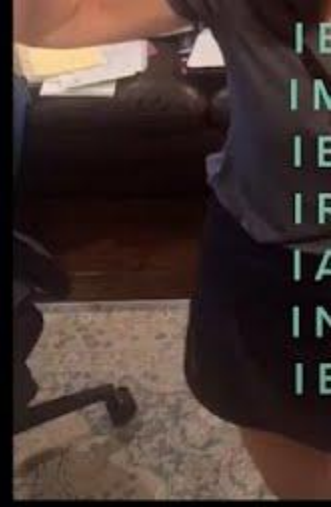
Dare to see the world through the
eyes of those who will inherit it?

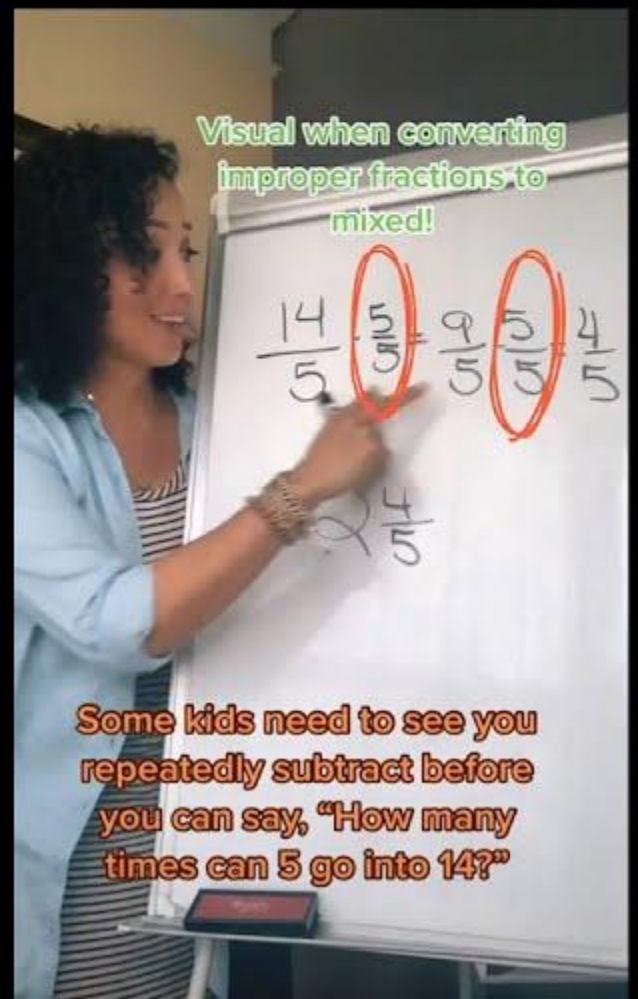
TikTok
@oneoldkid

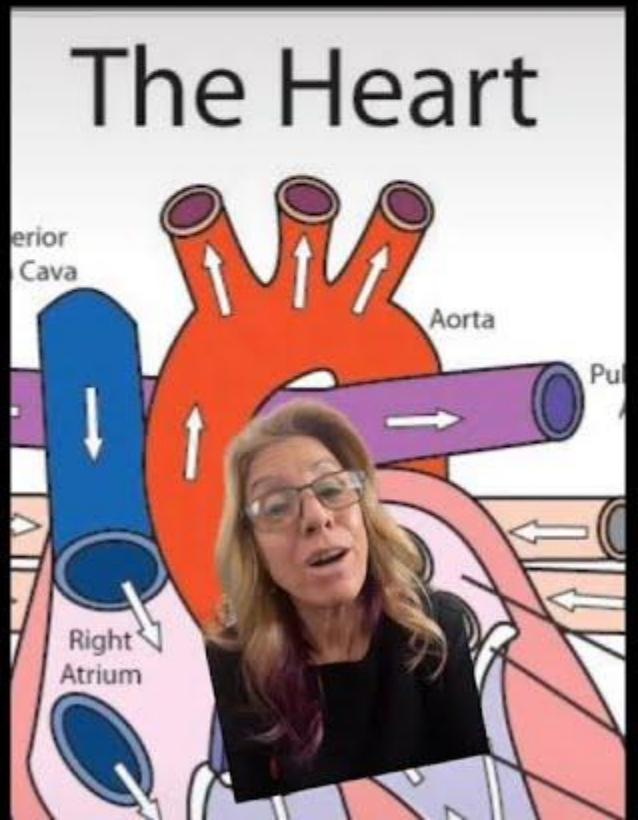

TikTok
@gabenathans

Reading
TikTok
@oneoldkid

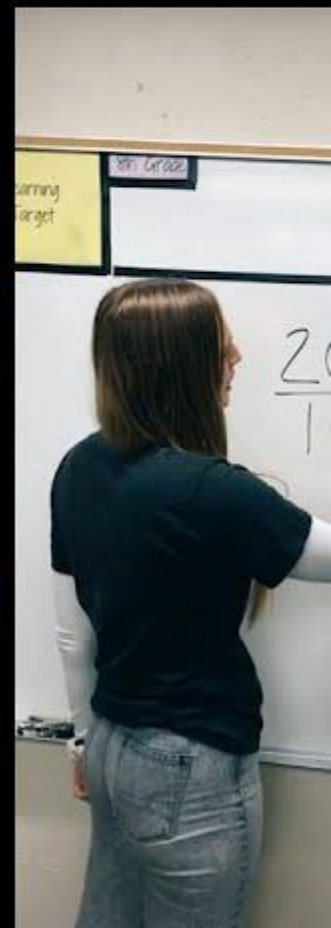
TikTok
@nittygrittyscience



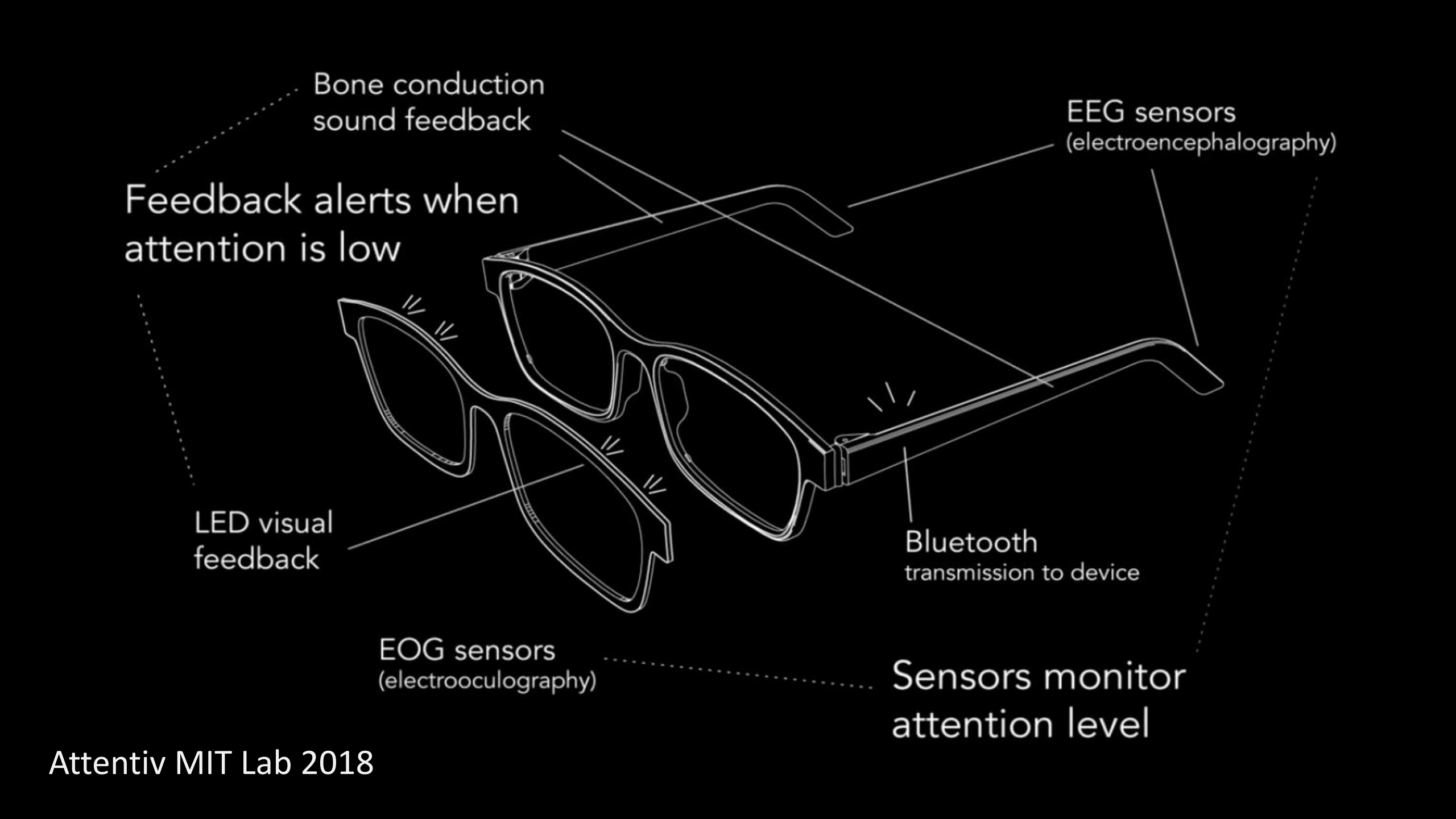

Visual when converting improper fractions to mixed!
Some kids need to see you repeatedly subtract before you can say, "How many times can 5 go into 14?"


The Heart
Aorta
Right Atrium

TikTok
I will not accept your apology.
Accept



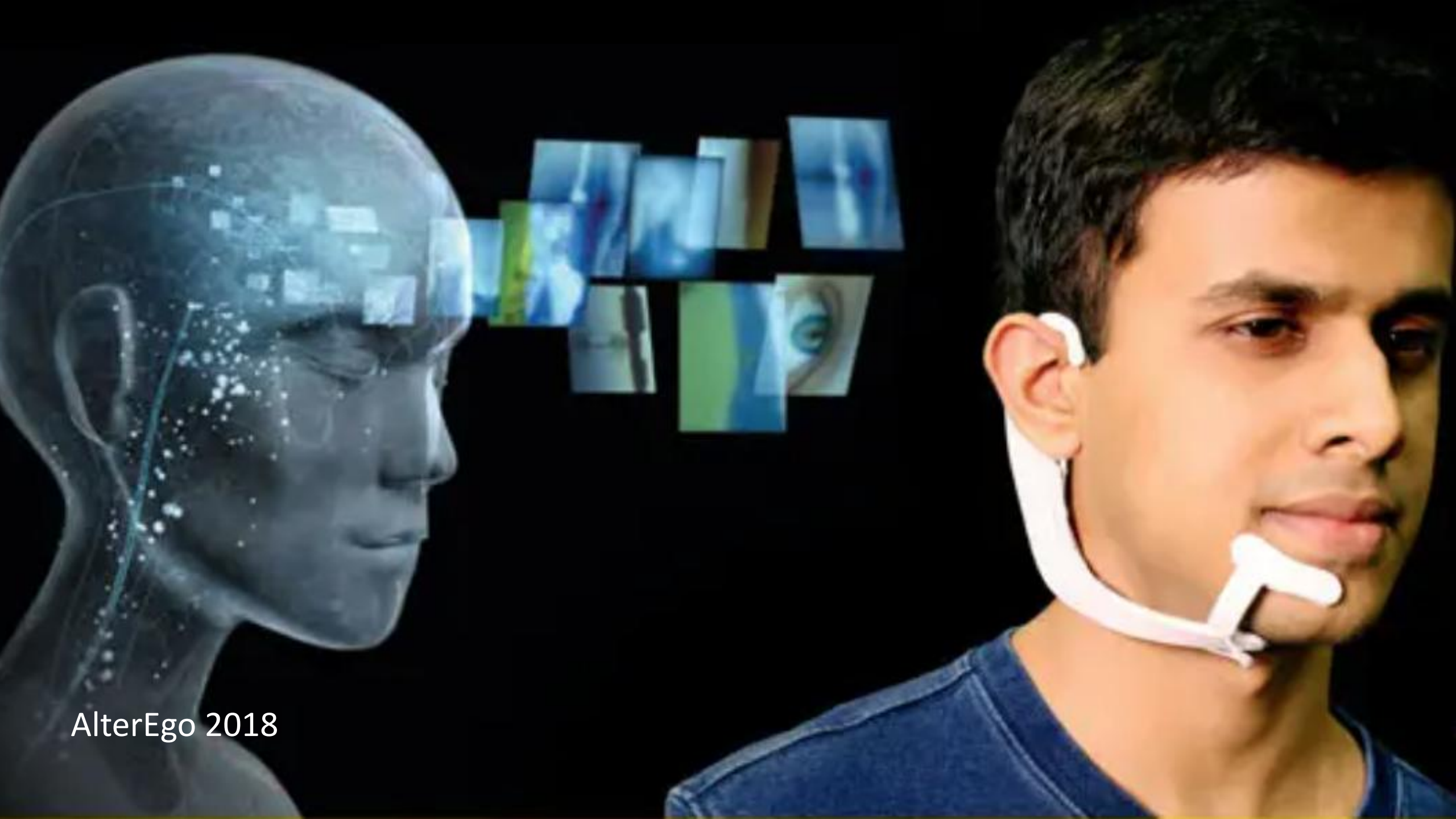
EDUverse



Attentiv MIT Lab 2018

Meta RayBan October 2025

AirPods Pro 3 October 2025


AlterEgo 2018

AAVAA

Virtual Worlds: An Infinite Realm of Connection and Creation

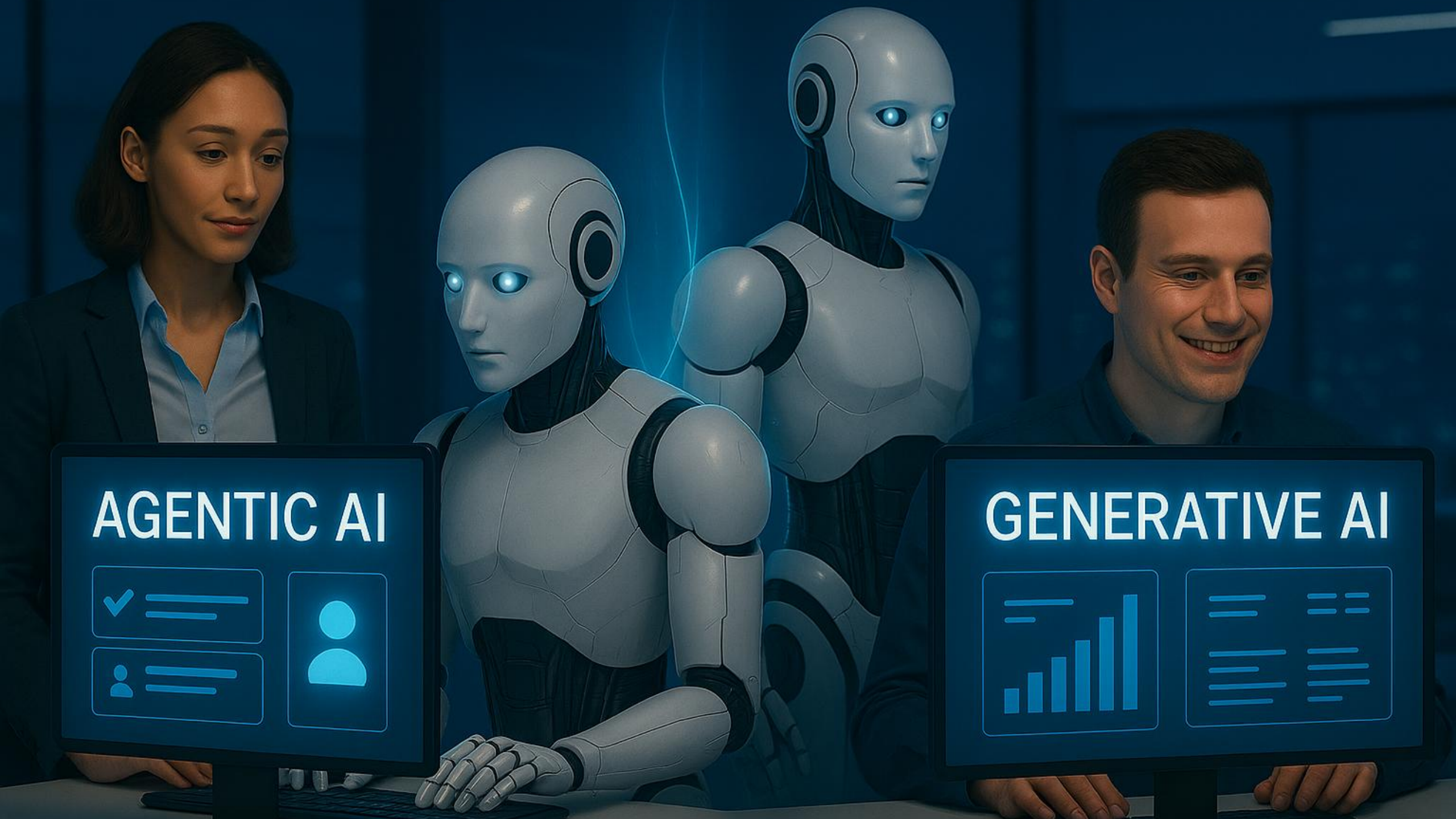
Metaverse

T-Mobile.pl
90%
14:09
Siri does more than ever. Even before you ask.

SNAPCHAT AI IS HERE...

Artificial Intelligence surfaces through popular social media app

Smart Goals Based on Data to Improve Self-Understanding


AGENTIC AI
GENERATIVE AI

The hierarchical reasoning model (HRM) system
Small Language Models
Personal Agents .....

SOLAR EFFICIENCY
3:00pm
84%
3:00pm
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
6 7 8 9 10 11 12 1 2 3 4 5

Tonomus

A Cognitive Society

When real-time is too late

Cognitive Cities

Masdar City, Tonomus, …

AION SENTIA
AI
2030

Are we Human or are we Dancers

“WE WILL HAVE TO BECOME MORE HUMAN AS OUR ENVIRONMENT GETS MORE TECHNOLOGICAL.”

HUMAN COMPETENCIES

Awaken your inner toddler; curious about everything, open to everyone, and endlessly imagining what's possible!

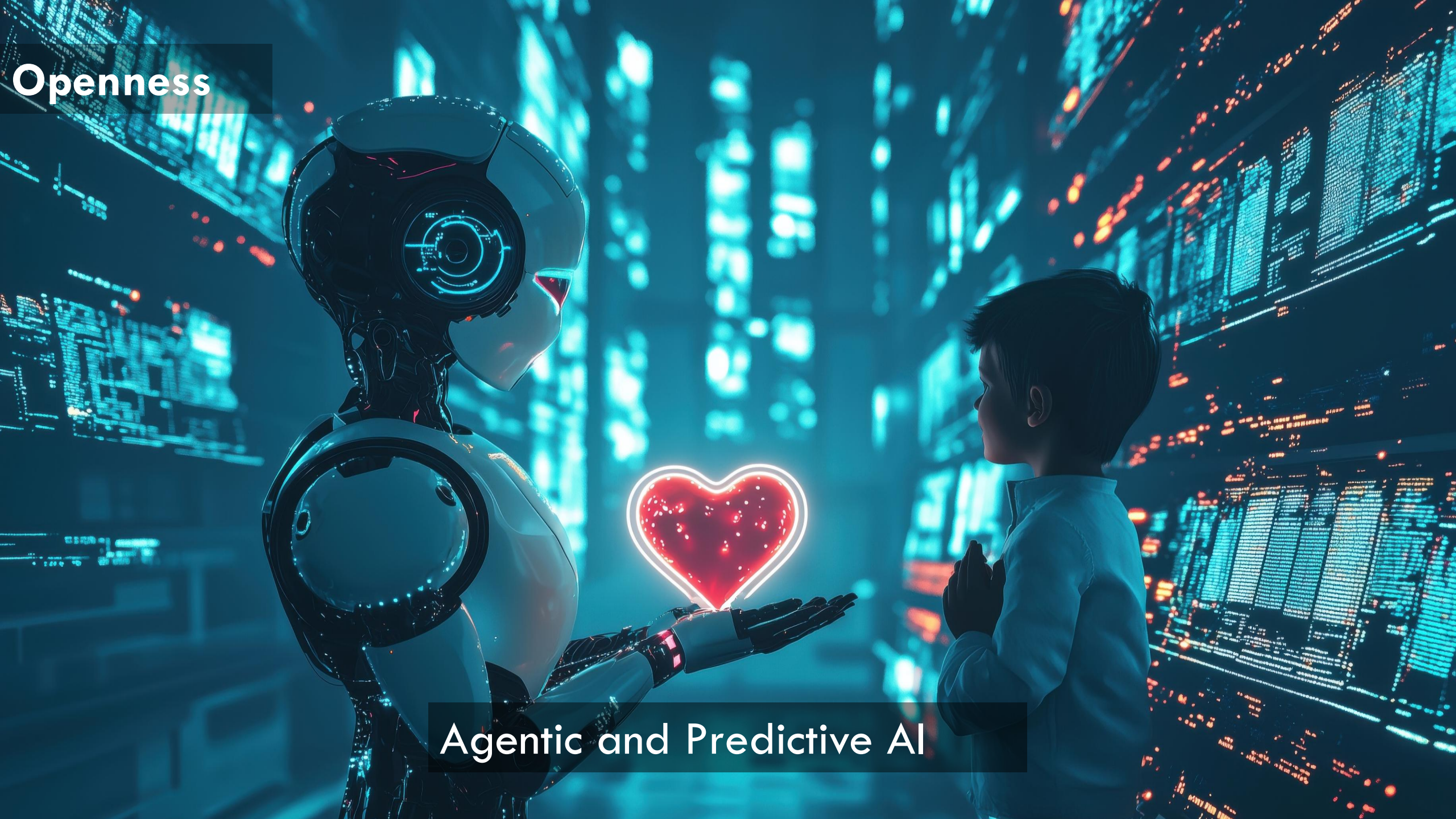
Curiosity

The Power of Why

Cultivate a healthy feedback culture

Imagination

Openness



Agentic and Predictive AI

Optimism

Imposter Syndrome

Realism

LEARNING

Resilience

Empathy

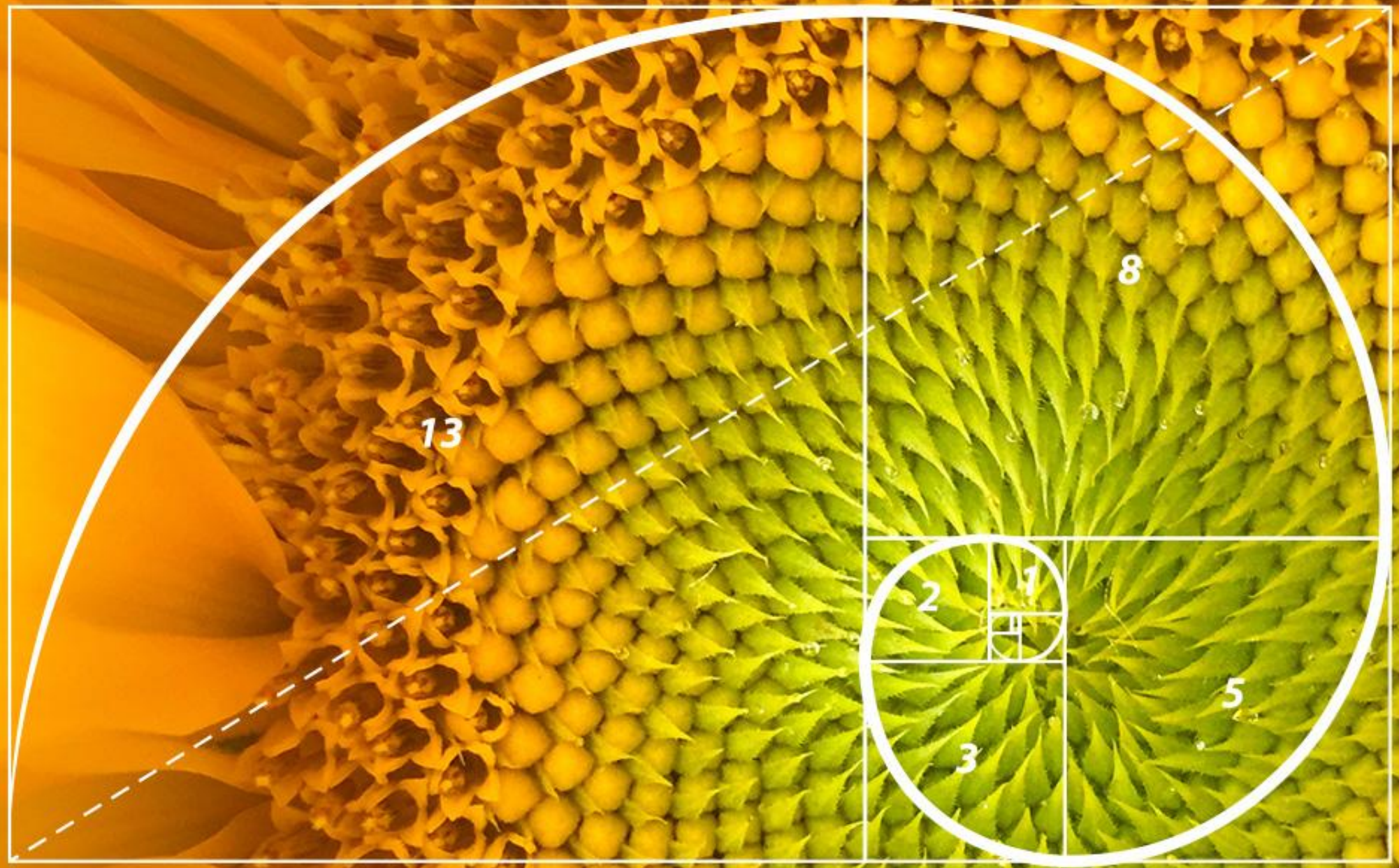
Leadership Empathy Creating a Safe Environment to Work

Consilience

Human Consilience: The League of Extraordinary Learners

INFINITE LEARNING ECOSYSTEM

By adopting liminal leadership, learning leaders create cultures where change fuels learning mindsets and learning drives progress

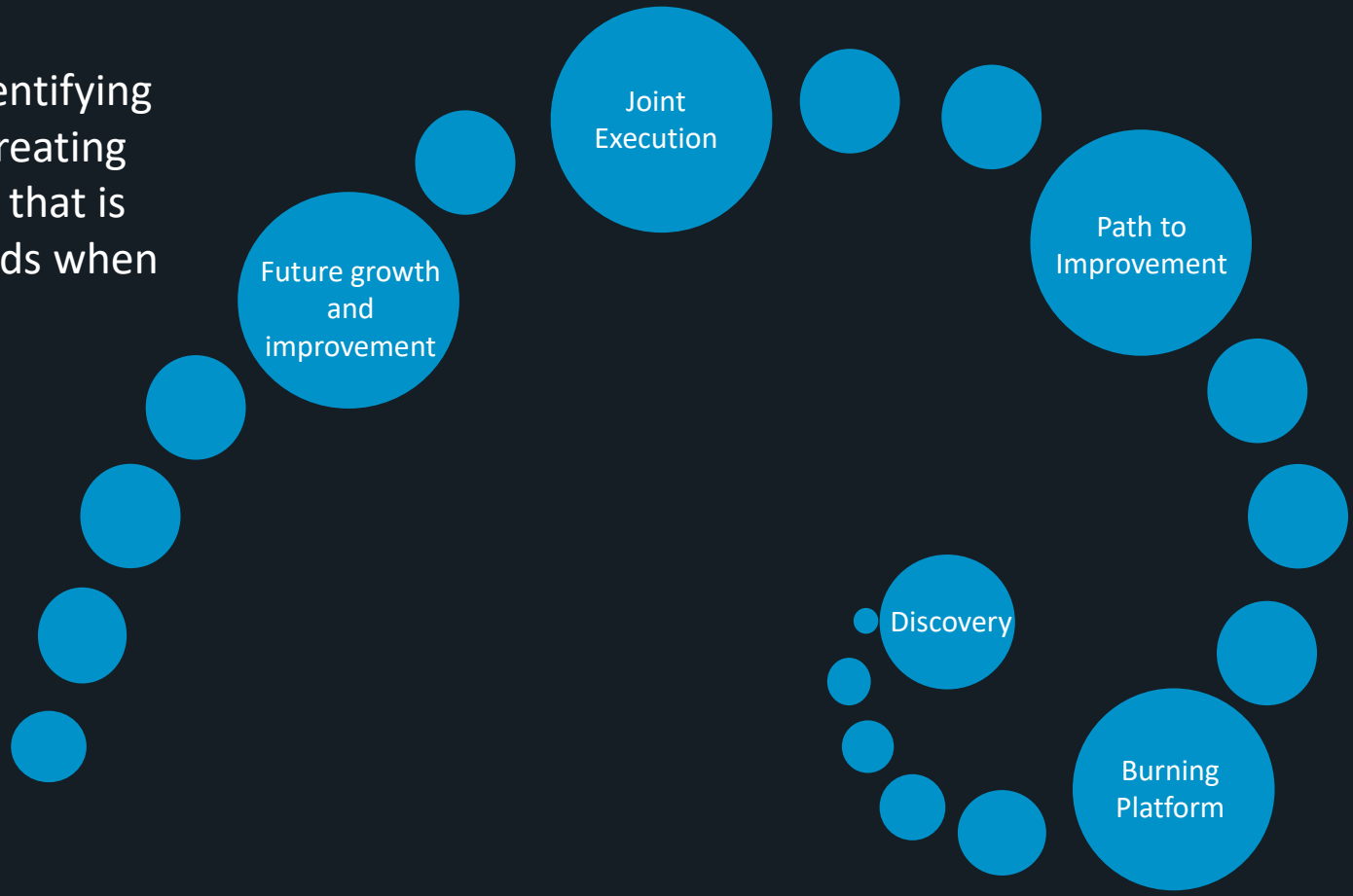

13
8
5
3
2
1
1

‘Habit of Improvement’ method

Why detecting Lean Learning Wastes matters

Waste detection makes the invisible visible, identifying where learning development lacks value and creating the opportunity to redesign capability building that is lean, usable, and directly aligned with real needs when they arise

- For learners, this creates faster access, clearer paths, and more motivation.
- For L&D and Capability Building, it prevents over-investment that doesn’t deliver.



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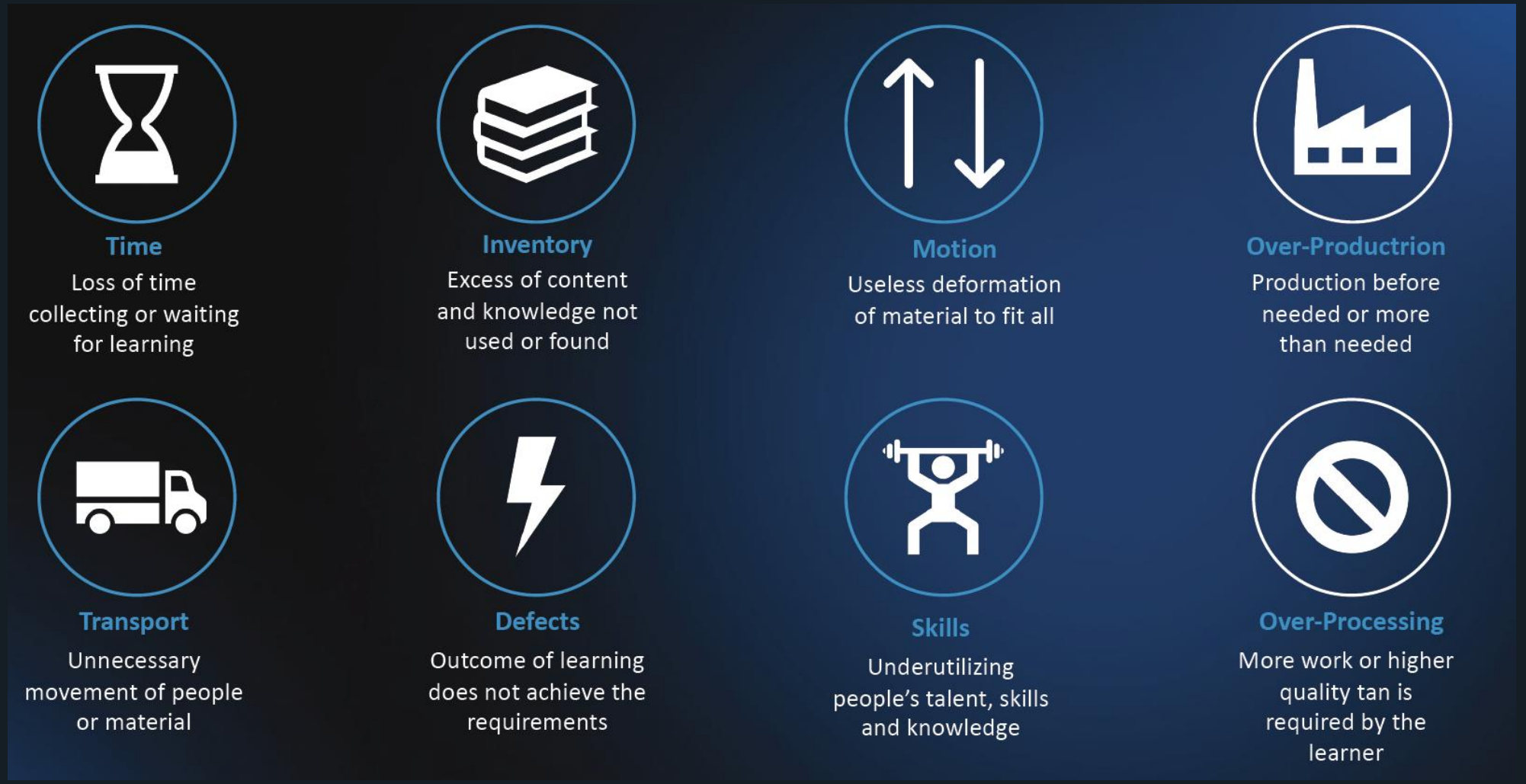
Lean Learning

Remove waste that does not contribute to relevant knowledge sharing and applicable learning



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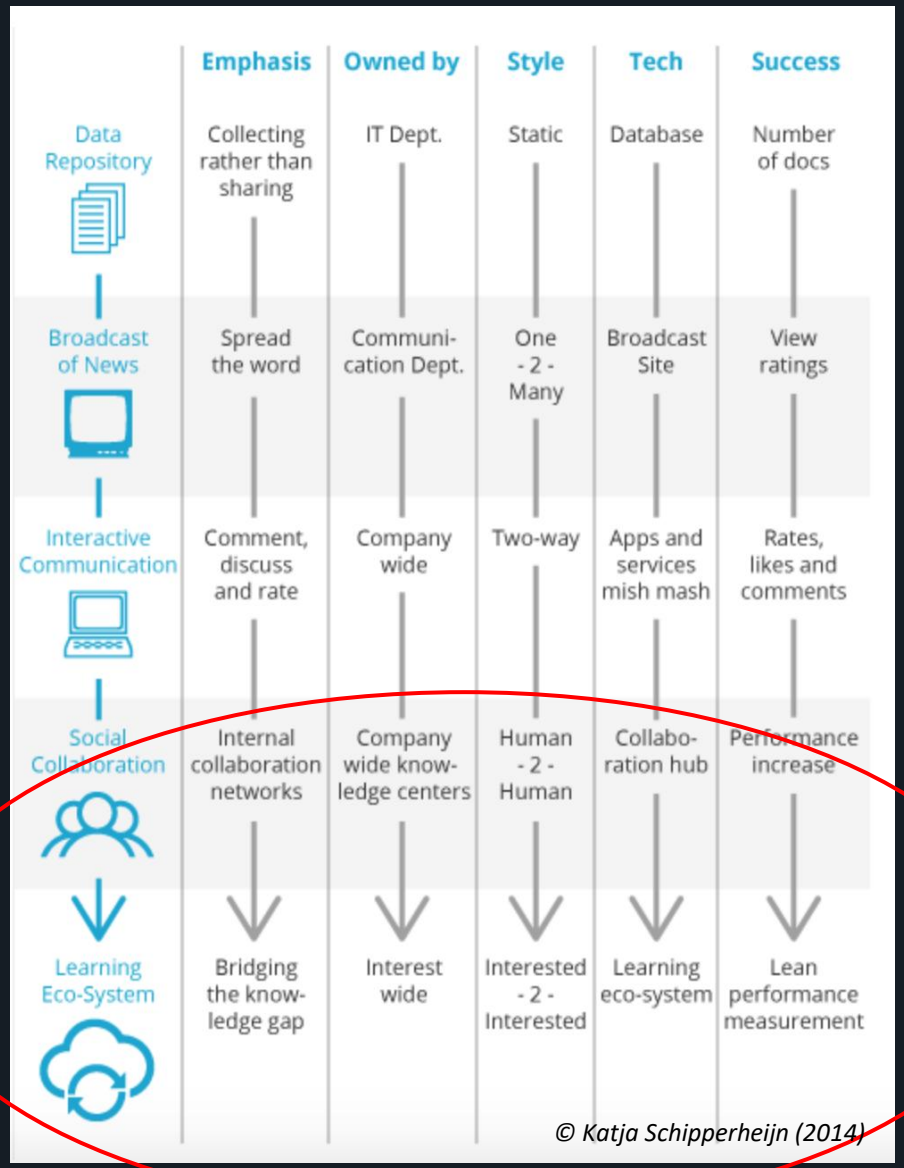
© Katja Schipperheijn (2014)

The Maturity Model for Learning Ecosystems

Focus on Lean Learning and Social Collaboration enhanced by Artificial Intelligence



- Most knowledge is stuck in **repositories of data** or in the heads of experts without being used in an effective and efficient way.
- **Broadcasting knowledge and information** does not yet mean that it is used. If this is not relevant and measured it is as useless as knowledge in a repository of data
- **Interactions** are a first step towards Free Flow of Knowledge but in an unstructured form, those who benefit the most do not gain any added value from the shared knowledge.
- **Human and social collaboration** supported by intelligent systems connecting people is today's big step towards learning ecosystems
- **Learning ecosystems** not only connect people but ensure that relevant knowledge and data (both human and artificial) are used at the moment of need

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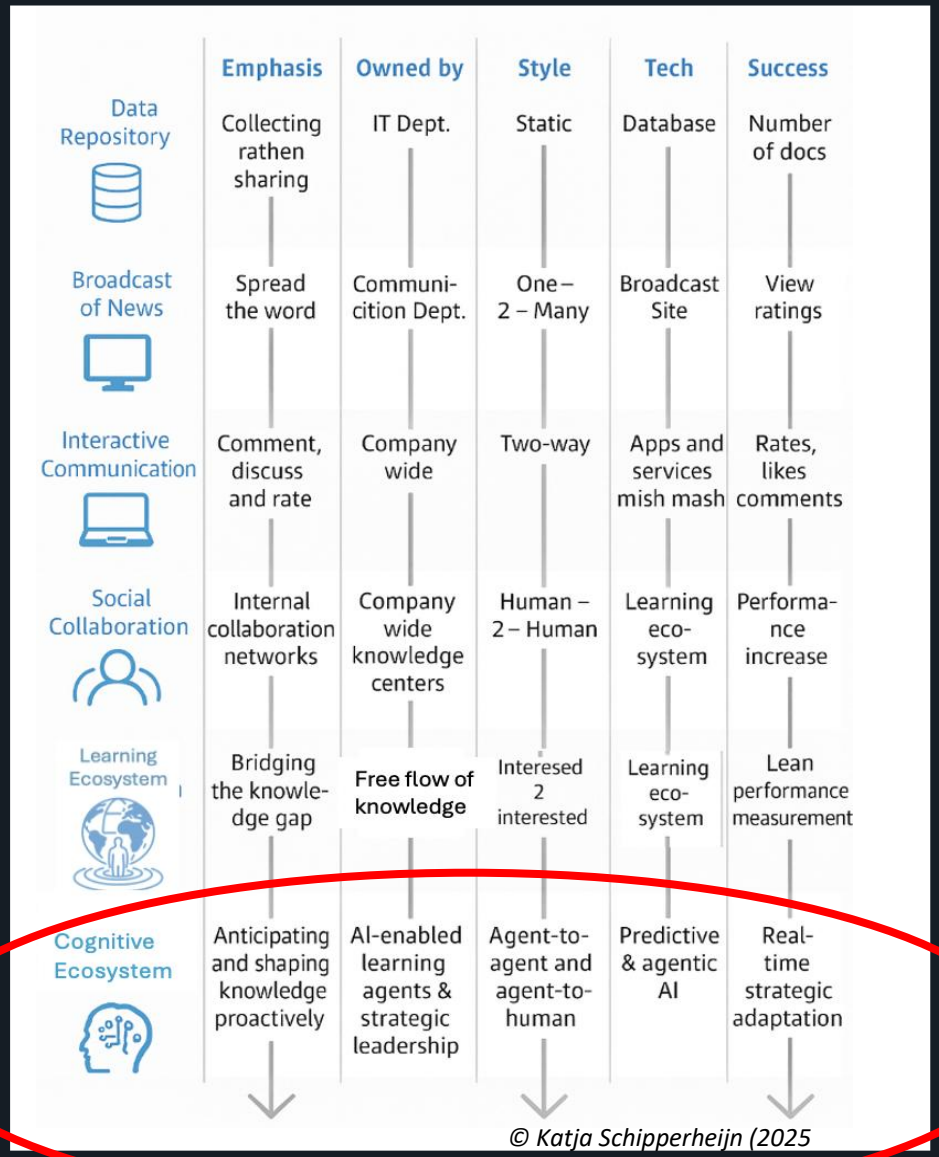
The Cognitive Learning Ecosystem

Autonomous Learning Intelligence: From ADDIE and Agile to Atomic



- It goes beyond ecosystems by not just connecting interested learners but **orchestrating** personalized, purpose-driven learning journeys.
- **Predictive AI** can anticipate skill gaps or innovation needs before they emerge.
- **Agentic AI** (AI that acts with purpose) can engage in goal-oriented conversations and co-create learning paths, nudging action.
- This aligns with the future of work, where **AI is a proactive collaborator, not a passive assistant.**

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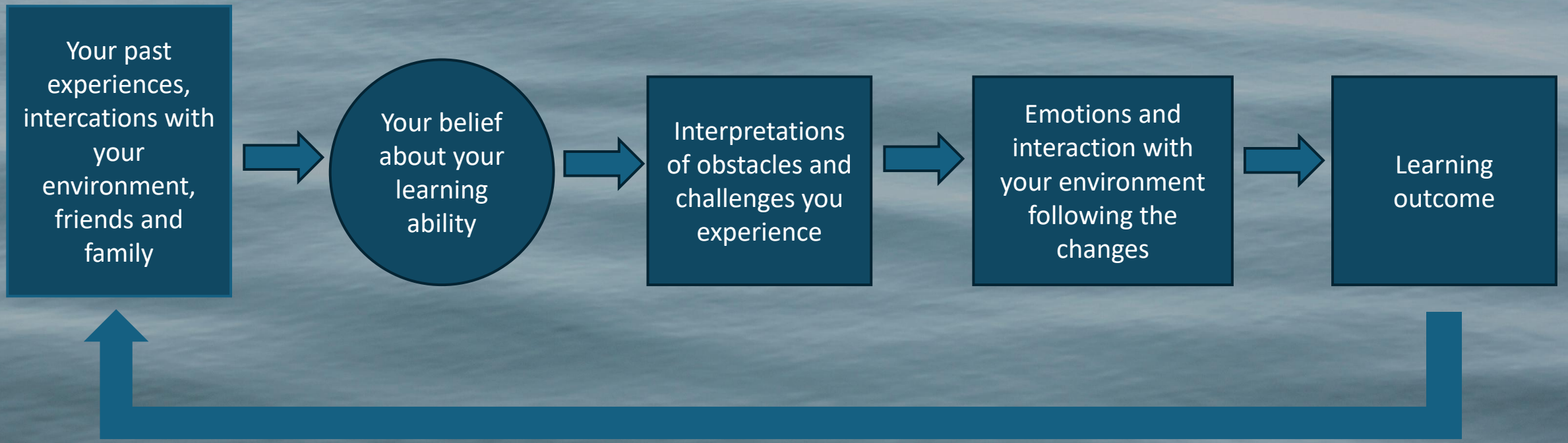
Learning Leaders become Change Leaders

Liminal Leadership Transcends Empathy to Foster Human-Machine Symbiosis

Liminal Leadership

Thriving in Uncertainty, Adapting with Purpose

Emotional Impact Hindering the Learning Mindset



Katja Schipperheijn © The Learning Mindset

It all starts with Why

(When, Where, Who, …

What appears

What are the obstacles or current experiences that hinder you? How do the symptoms look like and show up?

Patterns:

Recognizing trends helps move from reactive problem-solving to a more anticipatory approach.

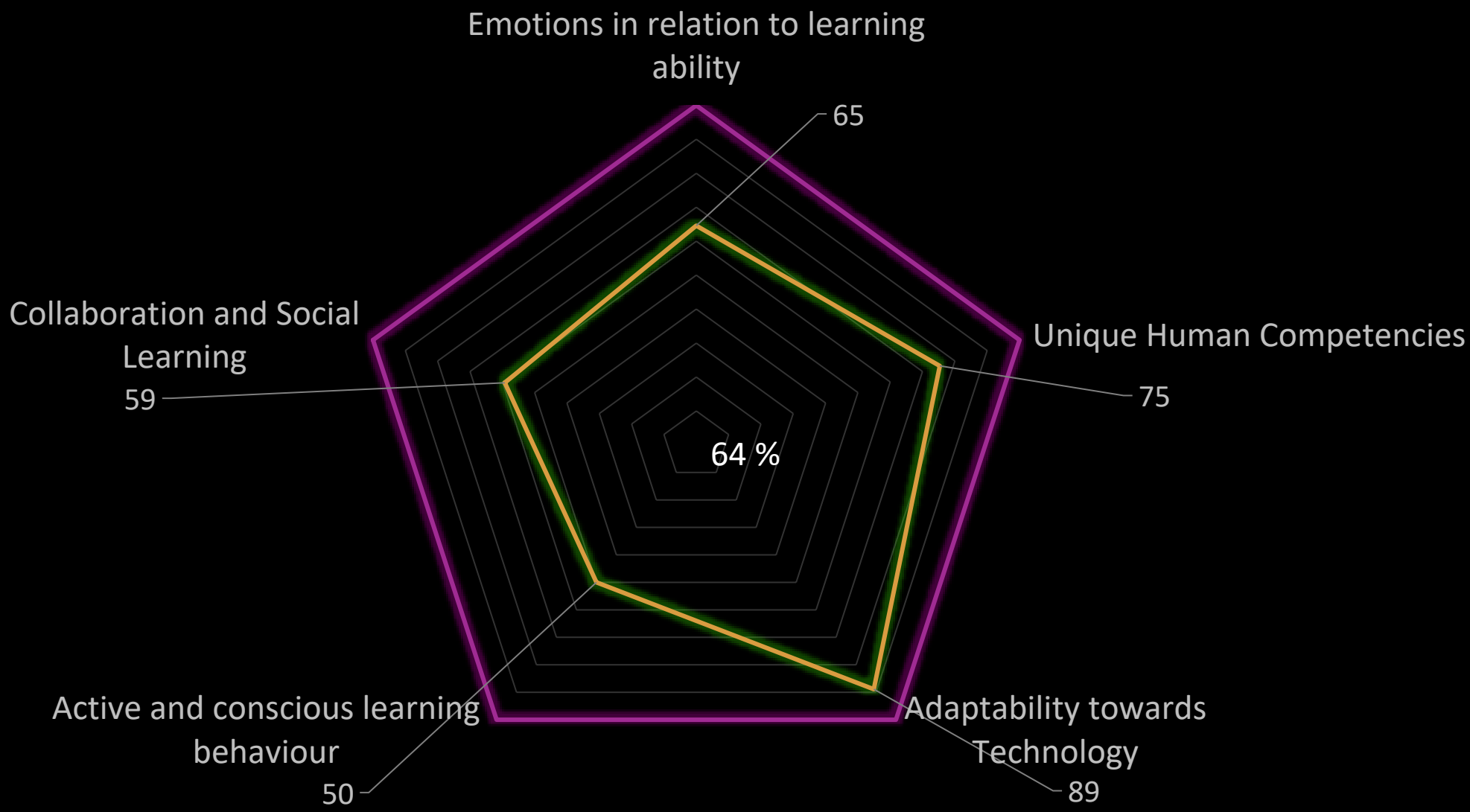
Structures:

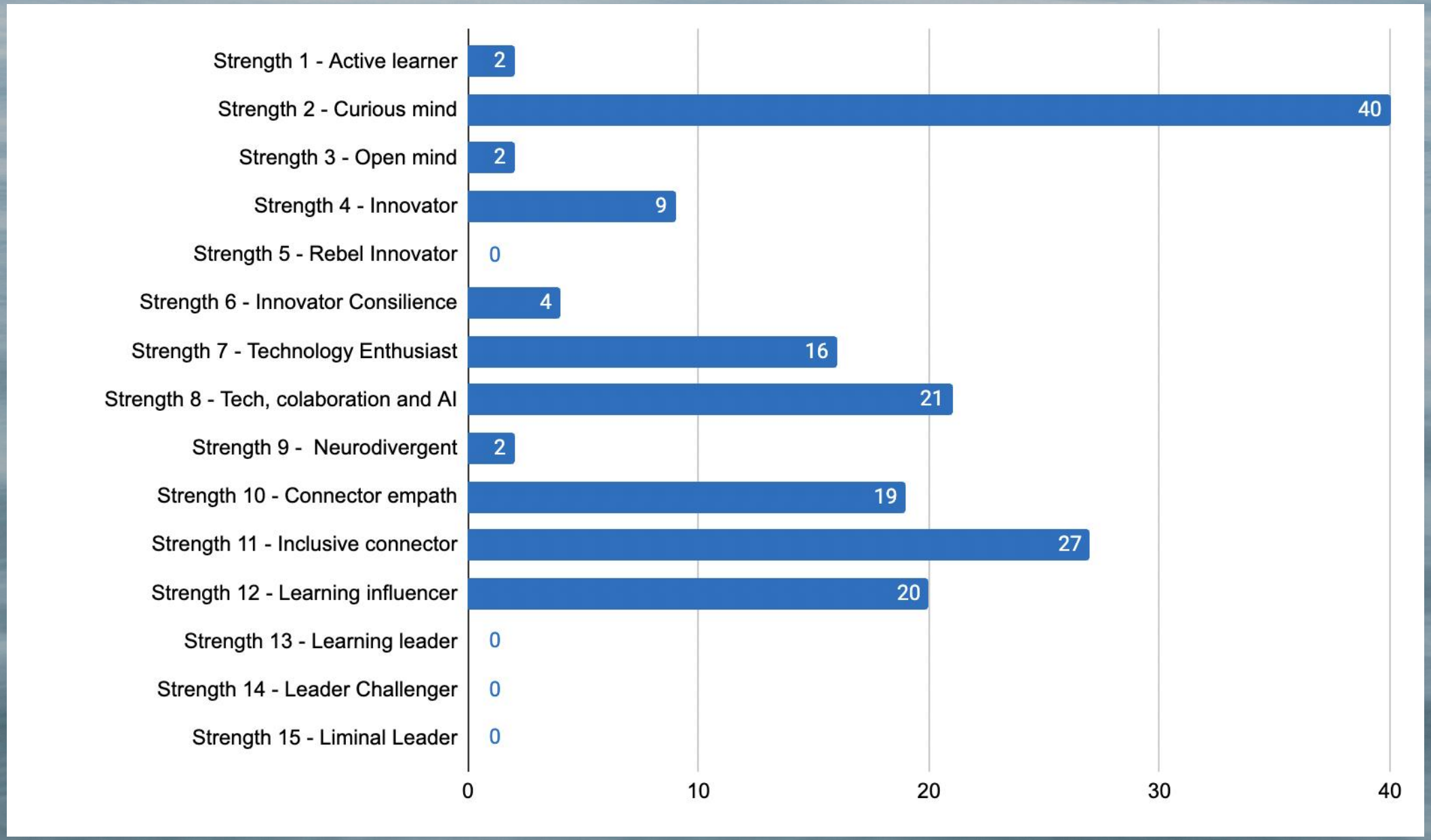
Systems, processes, or even unspoken norms create conditions for certain behaviours or events that appear.

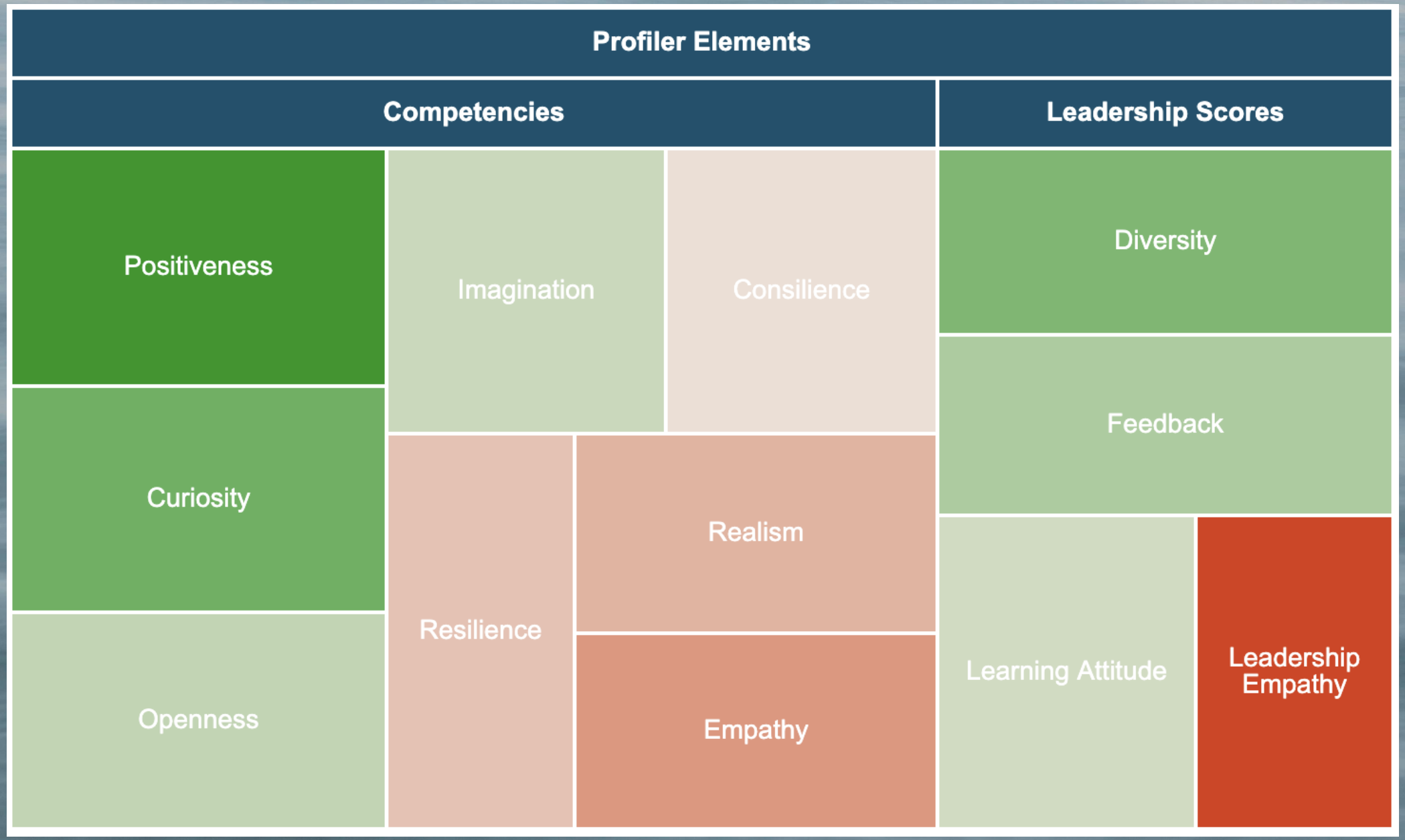
Mental Models:

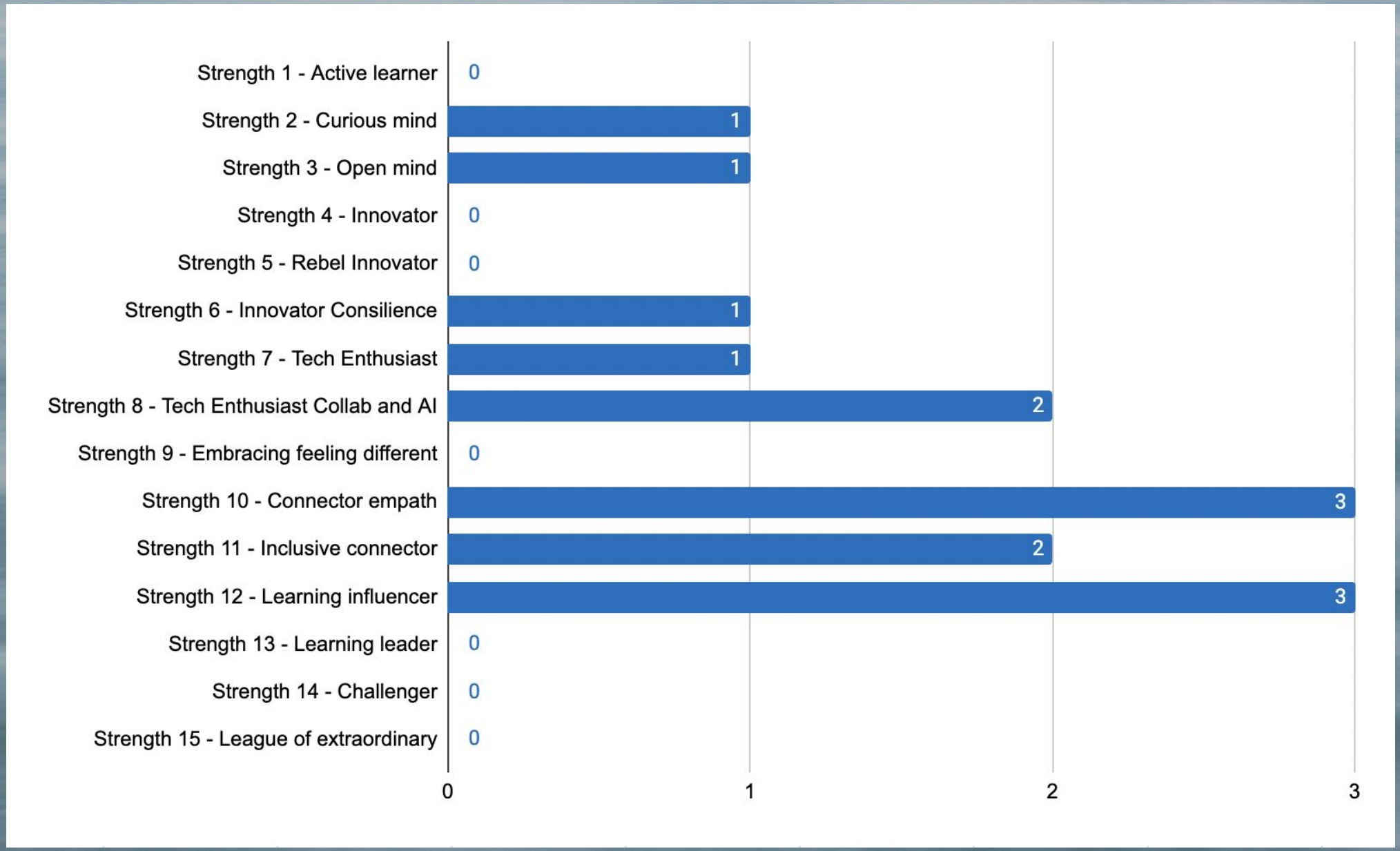
Deeply held beliefs, values, and assumptions shape how people within a system perceive and respond to situations. Often unconscious, these mental models play a key role in maintaining existing structures and patterns.

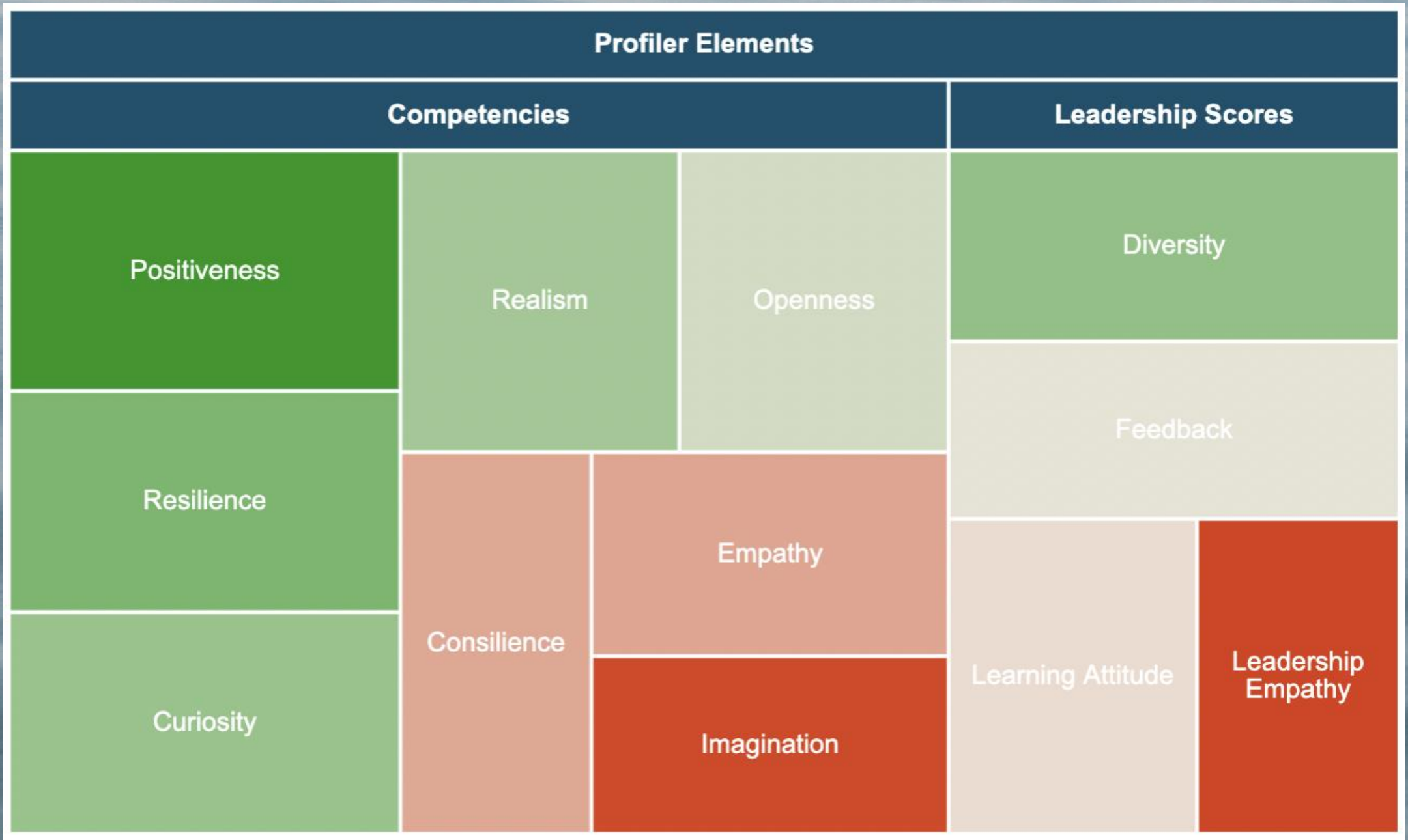
Learning Mindset Amplifier




Strength 1 - Active learner
2
Strength 2 - Curious mind
40
Strength 3 - Open mind
2
Strength 4 - Innovator
9
Strength 5 - Rebel Innovator
0
Strength 6 - Innovator Consilience
4
Strength 7 - Technology Enthusiast
16
Strength 8 - Tech, colaboration and AI
21
Strength 9 - Neurodivergent
2
Strength 10 - Connector empath
19
Strength 11 - Inclusive connector
27
Strength 12 - Learning influencer
20
Strength 13 - Learning leader
0
Strength 14 - Leader Challenger
0
Strength 15 - Liminal Leader
0
0
10
20
30
40


Profiler Elements
Competencies
Leadership Scores
Positiveness
Imagination
Consilience
Diversity
Curiosity
Feedback
Realism
Resilience
Openness
Empathy
Learning Attitude
Leadership Empathy

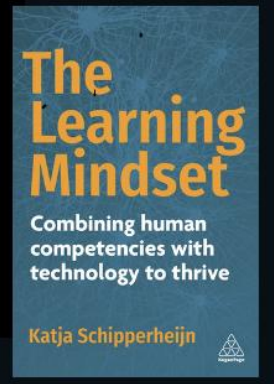

Strength 1 - Active learner
0
Strength 2 - Curious mind
1
Strength 3 - Open mind
1
Strength 4 - Innovator
0
Strength 5 - Rebel Innovator
0
Strength 6 - Innovator Consilience
1
Strength 7 - Tech Enthusiast
1
Strength 8 - Tech Enthusiast Collab and AI
2
Strength 9 - Embracing feeling different
0
Strength 10 - Connector empath
3
Strength 11 - Inclusive connector
2
Strength 12 - Learning influencer
3
Strength 13 - Learning leader
0
Strength 14 - Challenger
0
Strength 15 - League of extraordinary
0
0
1
2
3

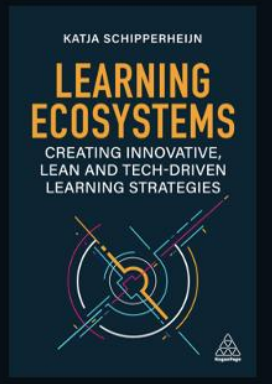

Profiler Elements
Competencies
Leadership Scores
Positiveness
Realism
Openness
Diversity
Resilience
Feedback
Empathy
Consilience
Curiosity
Imagination
Learning Attitude
Leadership Empathy

Combining Human Competencies and Technology to Thrive

What will you do differently tomorrow to start that ripple effect?

Katja Schipperheijn





CLIENT STORY

Client Story | Delta Airlines

Brian Wright

Director, Global Learning & Leadership Development | Delta Airlines

DELTA'S LEARNING ORGANIZATION HEALTH ASSESSMENT RESULTS

GP uses a scale from 1-5 to rate high-level maturity across each subdomain based on industry best practices.

It's an enterprise and aggregated view.

- 1 = Not Mature
- 5 = Mature

NOTE: Measurement workstream is still in process, but this is GP assessment to date.

PASSPORT TO GROW

WHAT COULD GREAT LEARNING LOOK LIKE AT DELTA?

SKILLS-BASED, ALWAYS

- We design, deliver and measure learning around the **skills that drive performance and growth**, not just job titles or grades.
- Every learning journey supports **business critical skills**, **performance**, **career growth**, and **talent agility**.

LEARNER-LED, LEADER-SUPPORTED

- Employees **own their growth**.
- Leaders **coach**, **guide**, and **create space for development**.

LEARNING THAT WORKS AT WORK

- Learning is embedded into daily roles, with **bite sized**, **in-the-flow-of-work experiences**.
- Modern tech and AI enabled tools (e.g., Nadia) and Talent Hub **create opportunities for personalized learning**.

ONE EXPERIENCE, MANY PATHS

- No matter where, when, or how, the **learning experience** should feel **seamless** and **elevated**.
- Deliver learning with **a shared standard of quality** and **care** across Delta.

DRIVEN BY DATA, ROOTED IN CULTURE

- Growth at Delta is **measurable**, **meaningful**, and **aligned to our mission and business**.

Break

GP STRATEGIES

Session Discussion

Embedding AI in the Enterprise, Driving Adoption Through Behavioural Change

Ella Richardson

Senior Director – Consulting | GP Strategies

Do you have a clear
AI adoption strategy?

Who has seen adoption
at scale and/or is yielding a
return on the investment?

Questions to Answer

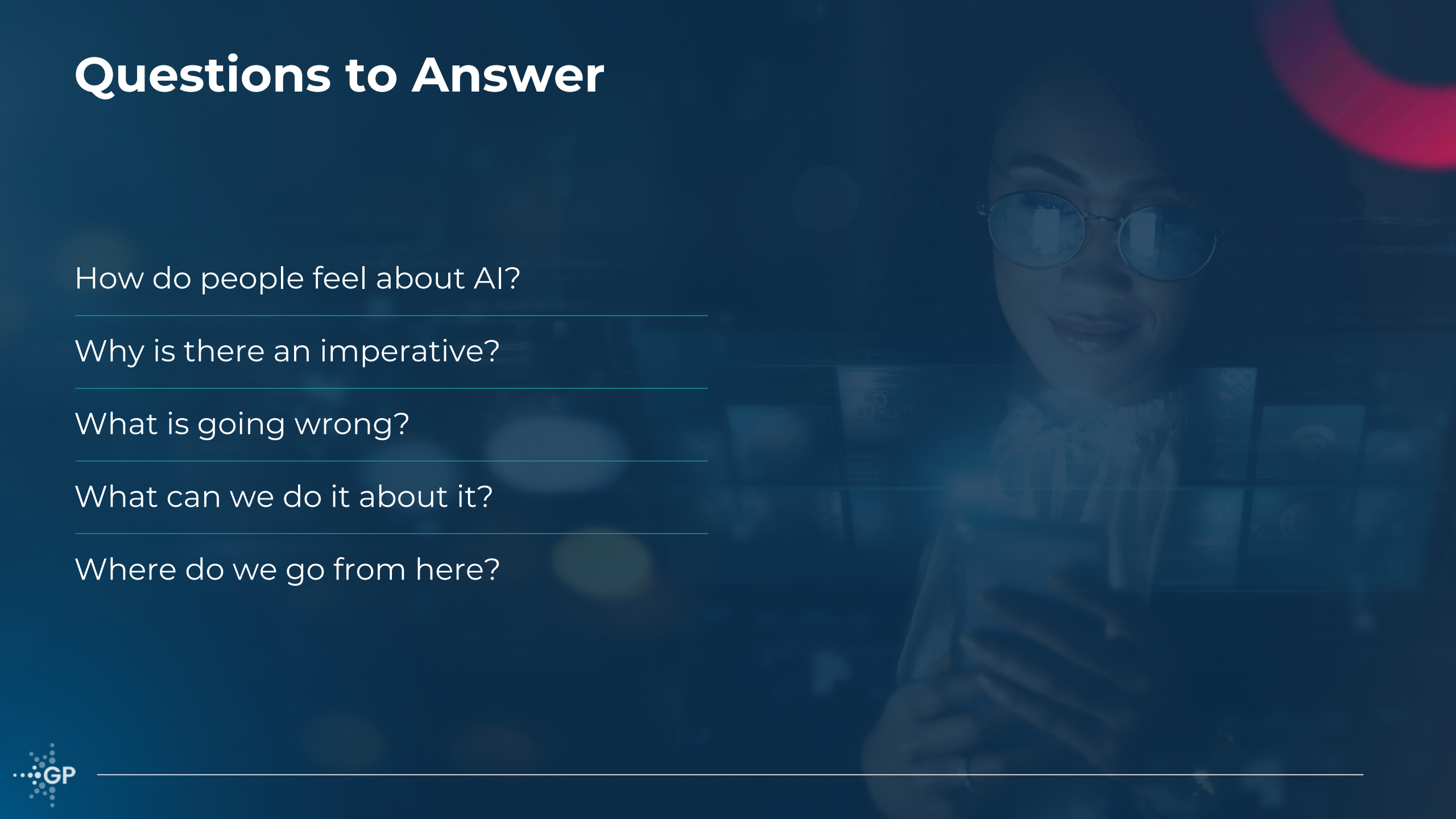
How do people feel about AI?

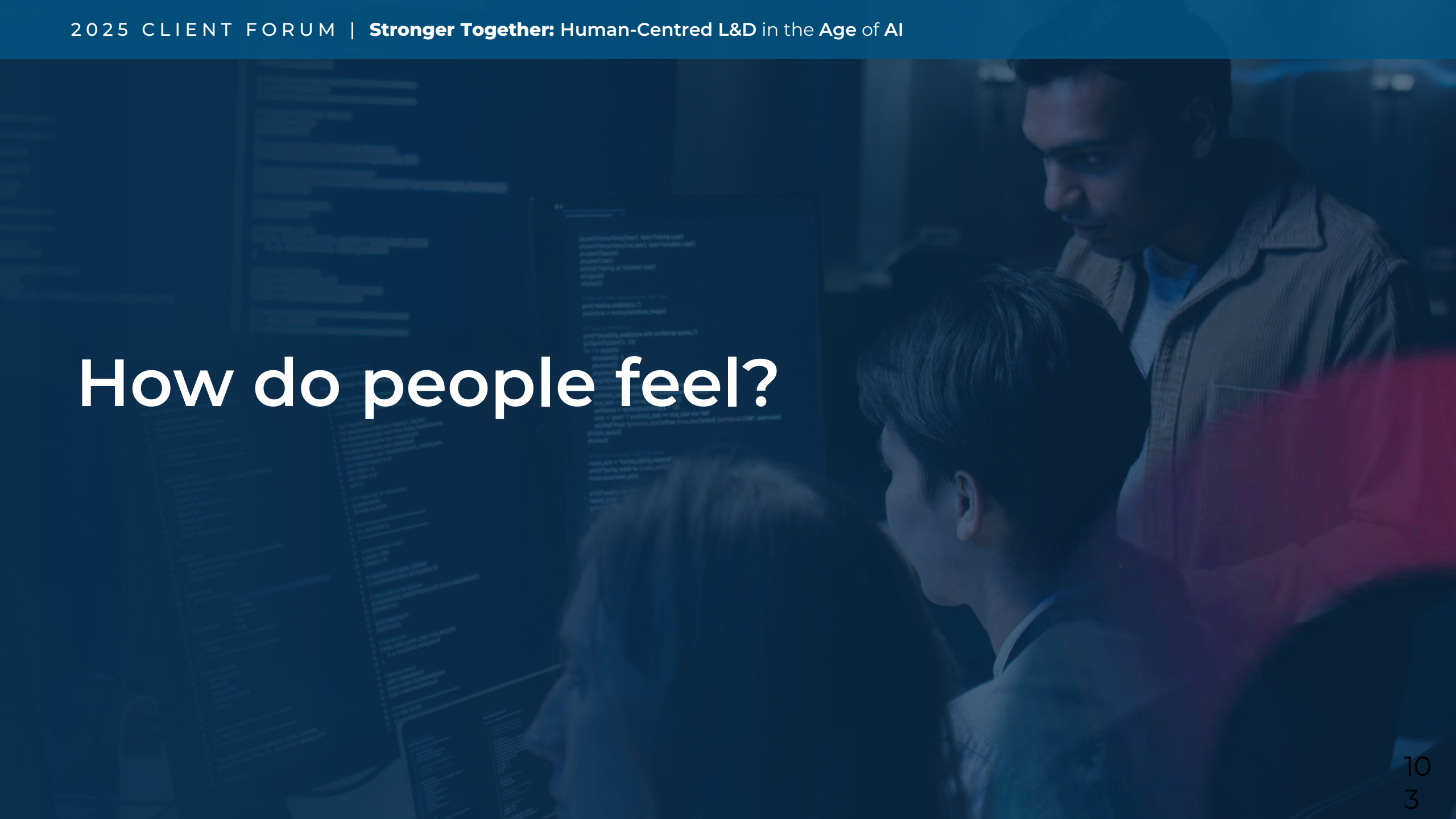
Why is there an imperative?

What is going wrong?

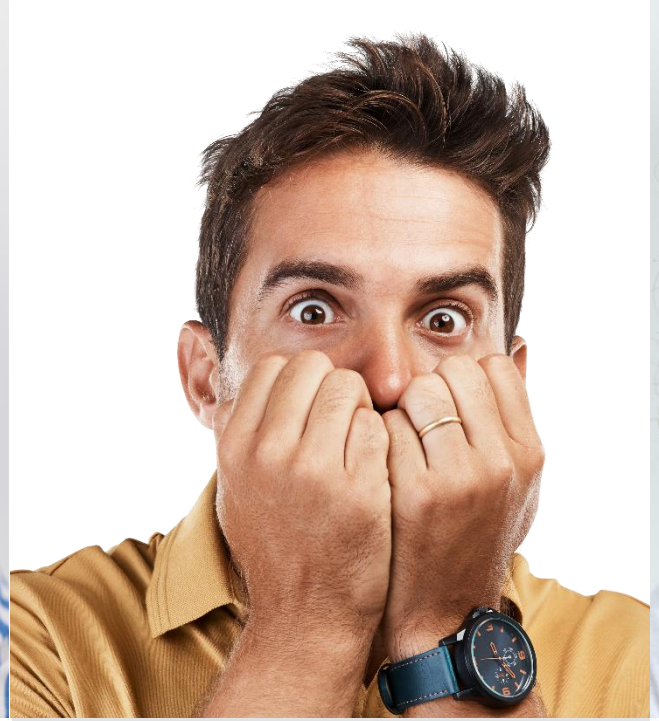
What can we do it about it?

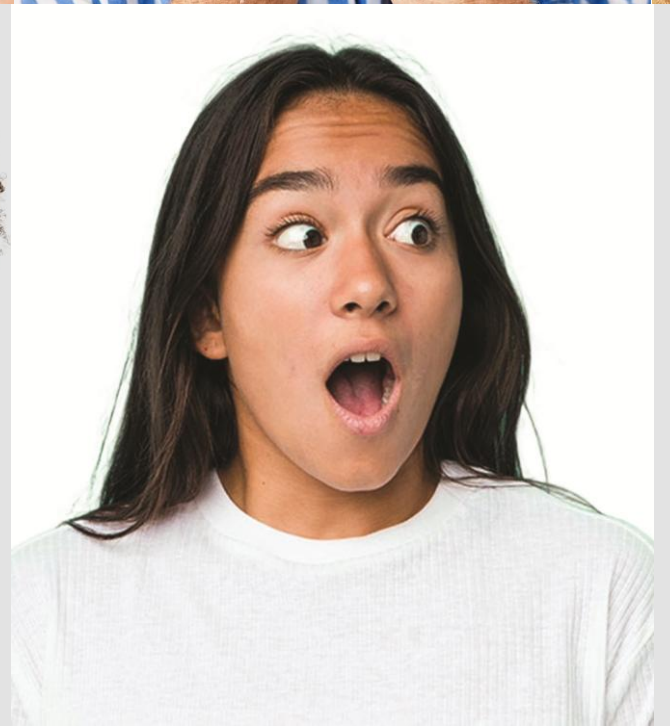
Where do we go from here?





How do people feel?





91% of C-suite executives and **79%** of workers admitted they've pretended to know more about AI at work than they actually do.

1 in **6** workers admit to pretending to use AI, and **1** in **3** employees are pushing back by refusing to use AI tools or skipping AI-related training.

People are faking use of AI.

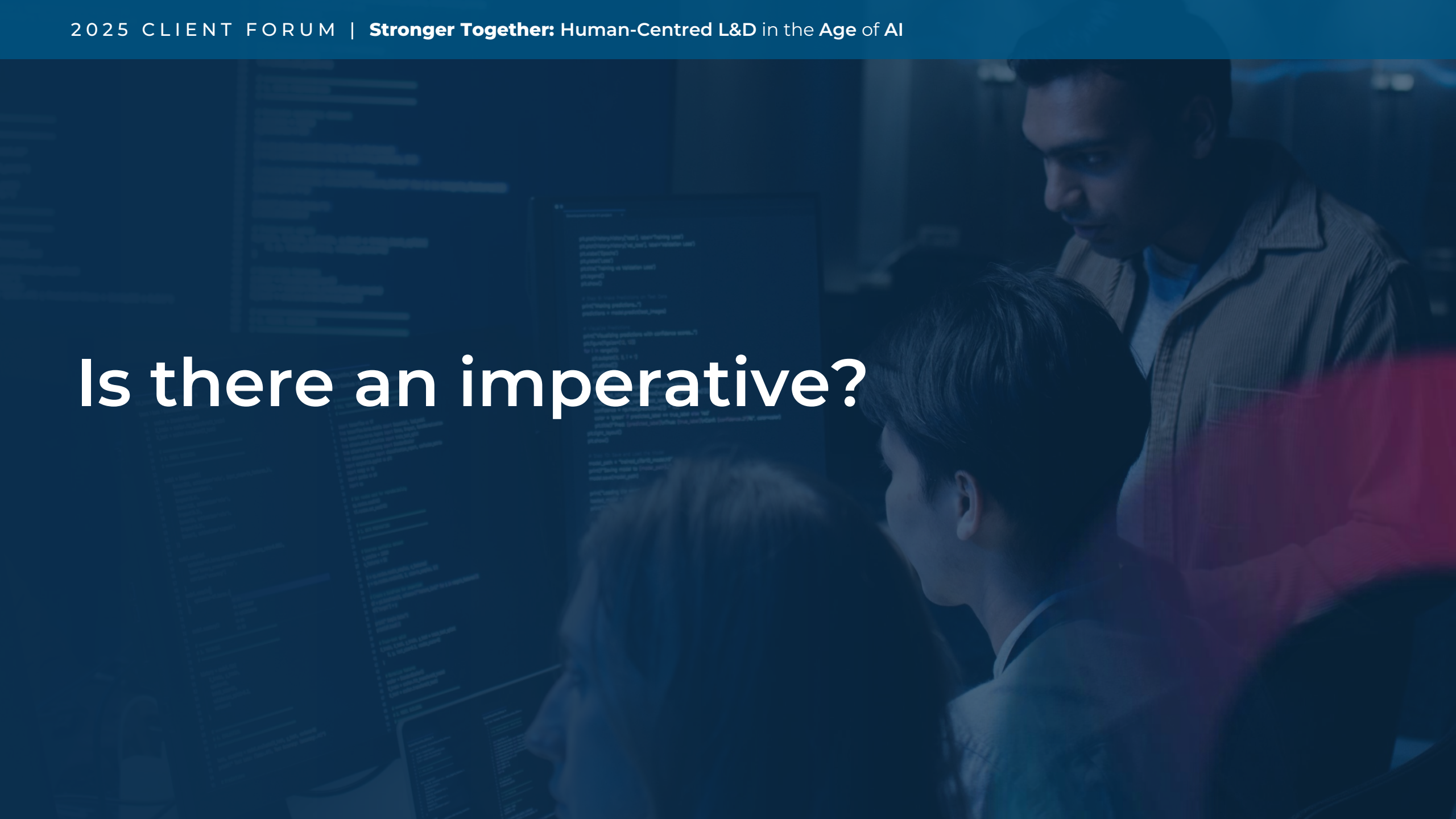
8% of people believe AI will replace them.

14% believe AI will replace their peers.

29% believe AI will replace workers in other industries.

Bias = an underestimation of the need to adapt.

They aren’t in denial, they are human.



Is there an imperative?

Decline in working-age population in advanced economies.

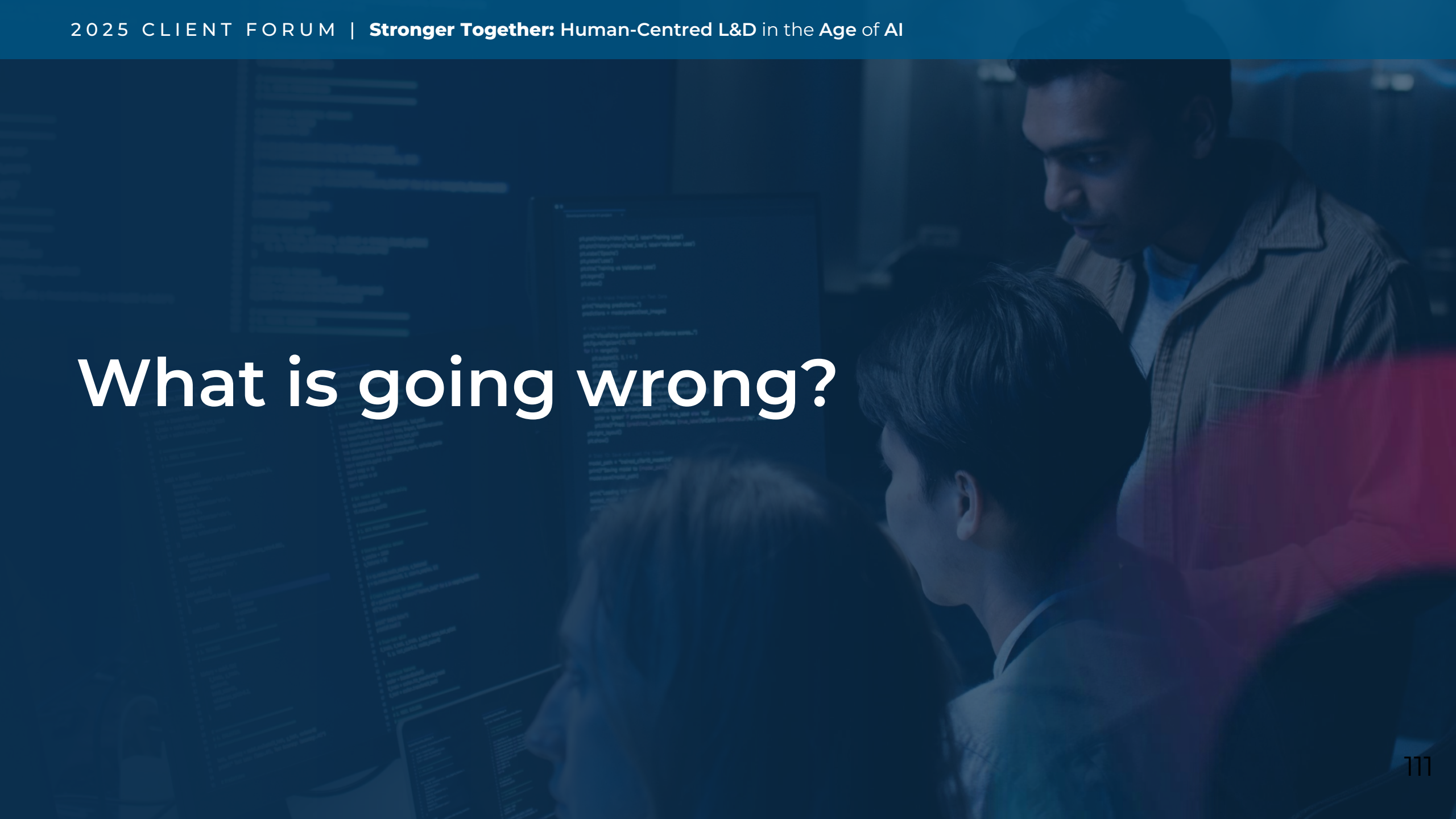
Demand for talent **2-4x** greater than supply.

400m global worker gap (estimated across sectors) by 2030.

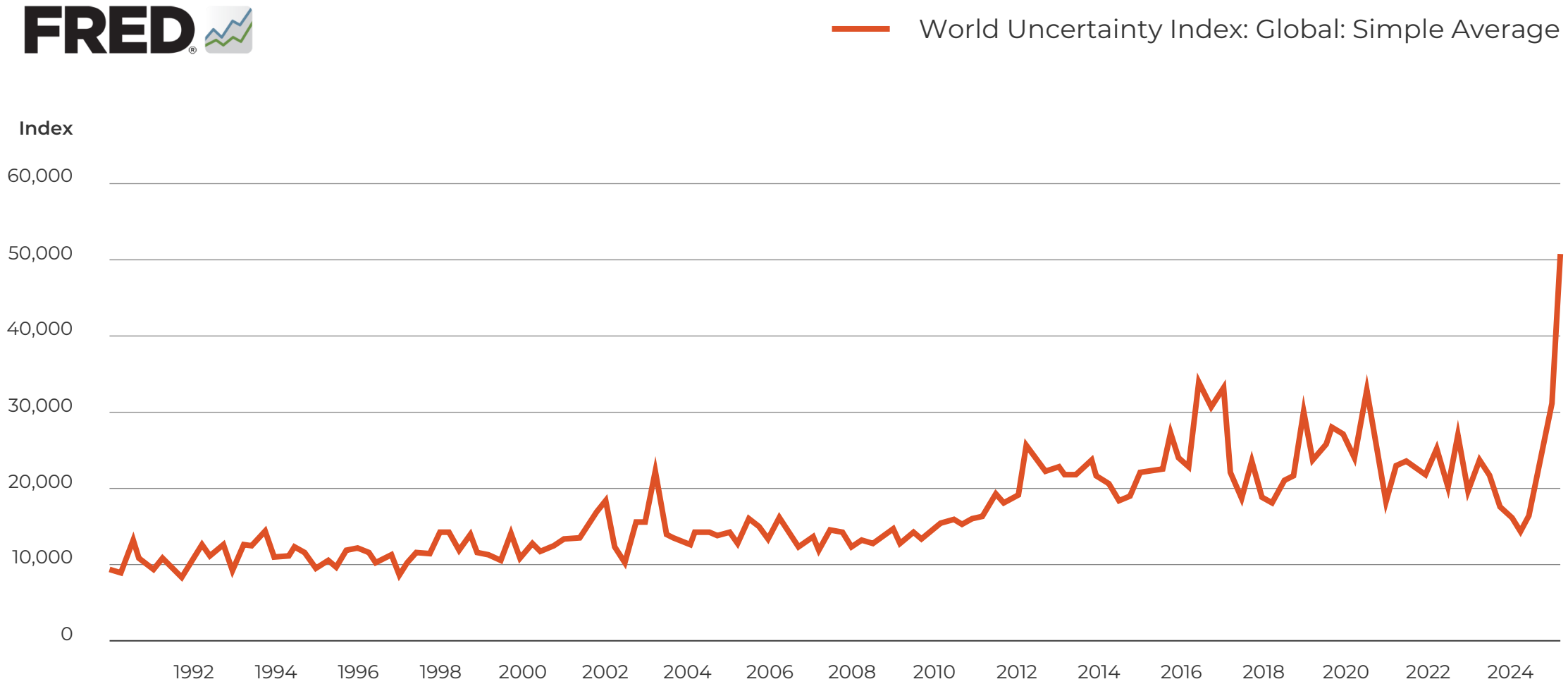
Only **12%** of HR leaders engage in long term planning for AI.

A striking **95%** **of enterprise AI initiatives have delivered zero ROI.**

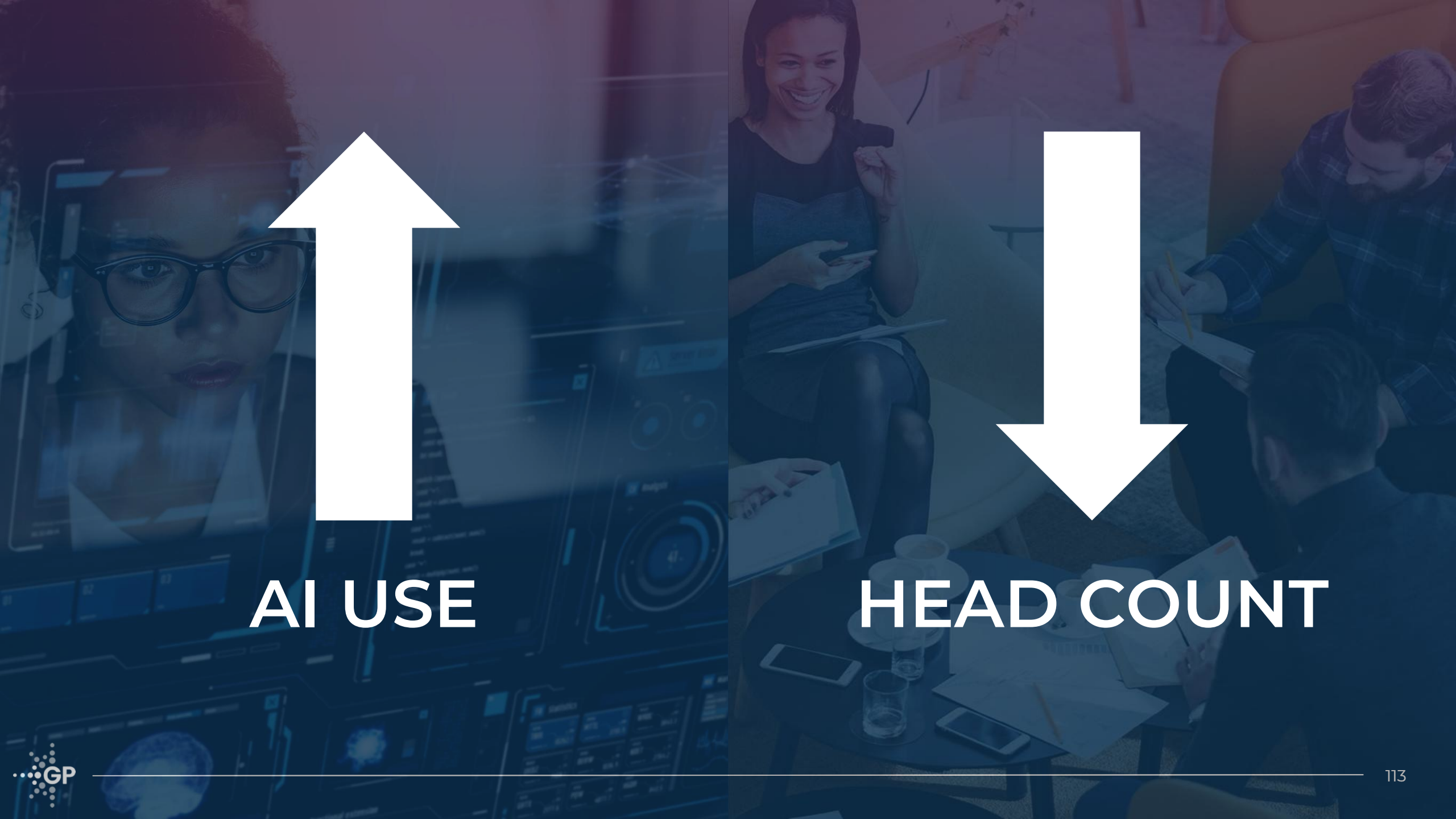
...suggests that **true enterprise-wide maturity in AI deployment is extremely rare.**



What is going wrong?



Sources: Ahir, Hites; Bloom, Nick; Furceri, Davide cia FRED®


AI USE
HEAD COUNT

~~Do more with less.~~

~~Do the same with less.~~

DO MORE with automation and augmentation.

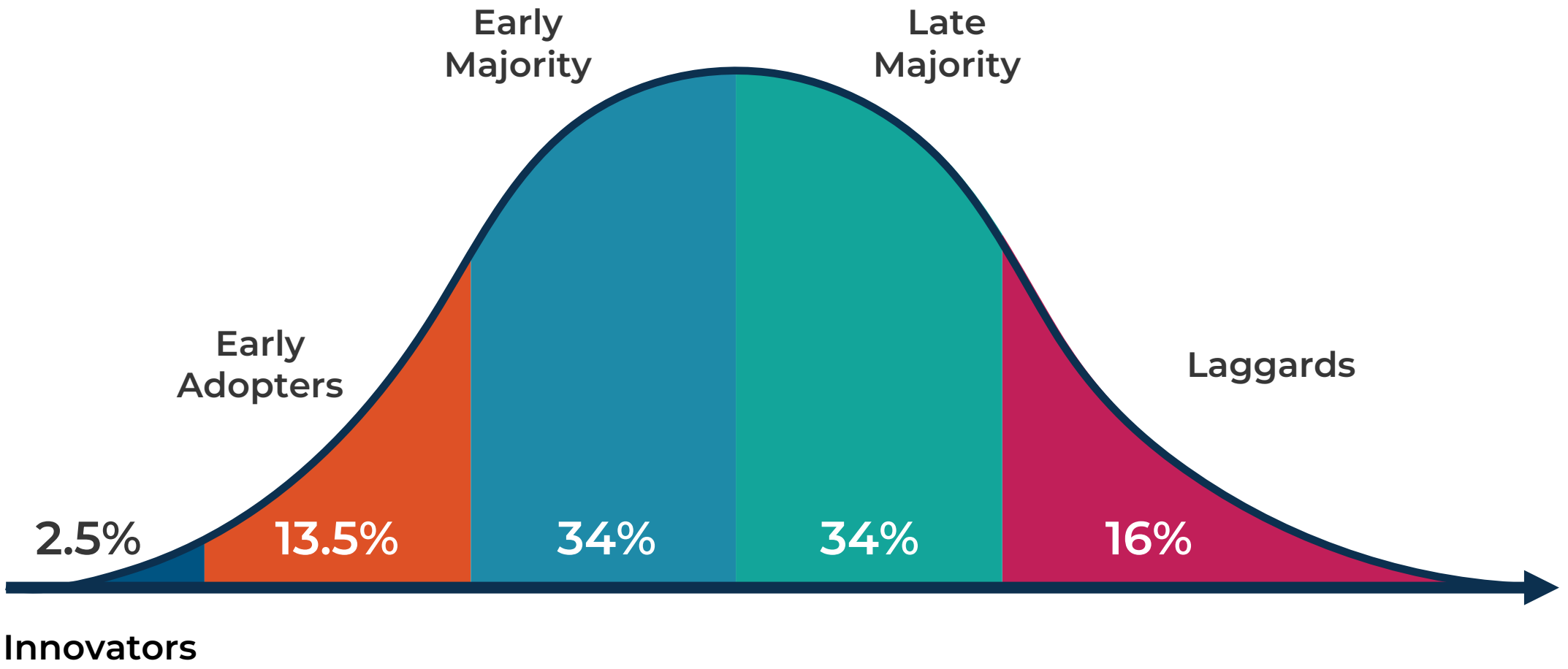
“We’ve invested heavily in tools… but have low uptake.”

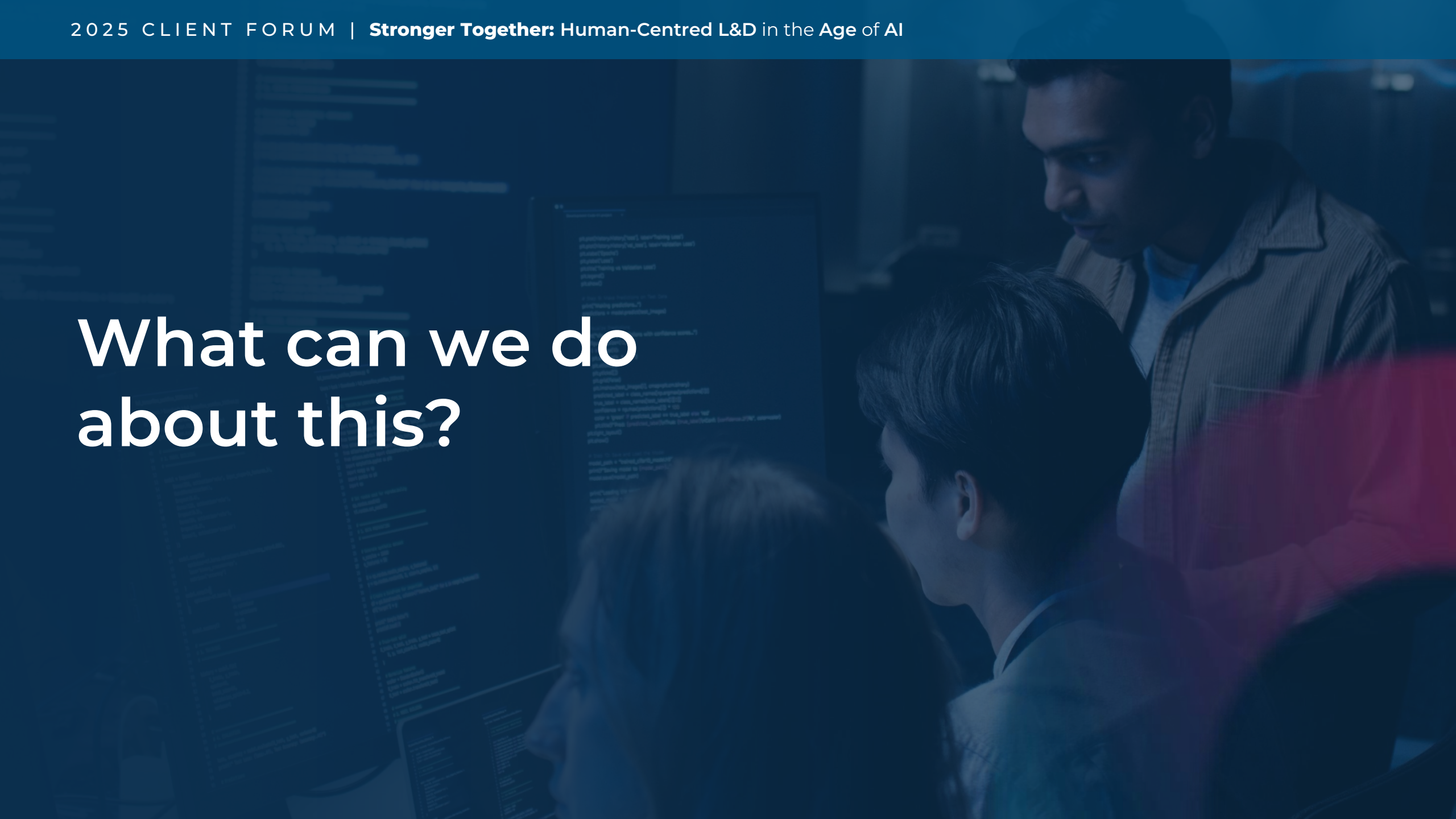
Opportunity

Capability

Motivation

Changing beliefs is **HARD.**


Early Majority
Late Majority
Early Adopters
Laggards
2.5%
13.5%
34%
34%
16%
Innovators



What can we do about this?

Steps: Actions

3

Pilot agentic workflows

2

Customise AI tools to team context

1

Map workflows and identify friction points

Oversight and governance

Build allies to influence

Employees lead redesign

TRUST

“Do I trust it? Is it safe?”

AUTONOMY

“Am I in control of it?”

COMPETENCE

“Is it easy, and do I have the ability?”

RELATEDNESS

“What are others doing? Will it connect or isolate me?”

ATTITUDE TO FAILURE

“What will happen if it goes wrong?”

INCENTIVES

“Will it feel good? Will I be rewarded?”

BRAVE

B

Belonging

Foster psychological safety and inclusion so people feel secure experimenting with AI.

R

Relevance

Ensure AI is embedded in meaningful tasks, roles, and workflows that matter to the user.

A

Access

Enable users with hands-on training, support, and sandbox environments to build confidence.

V

Visibility

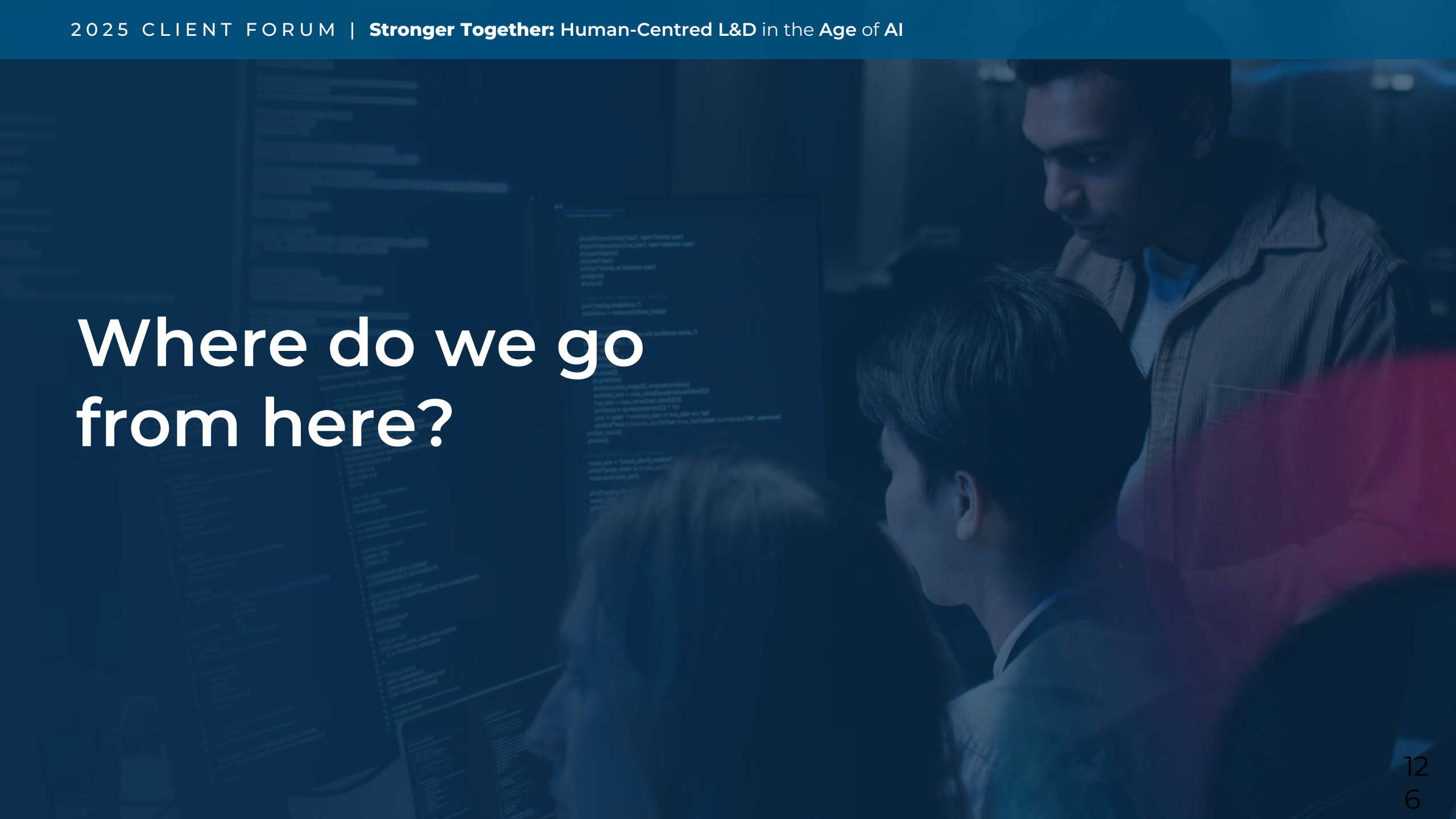
Use social proof—peer stories, leadership modelling, and success showcases—to normalise adoption.

E

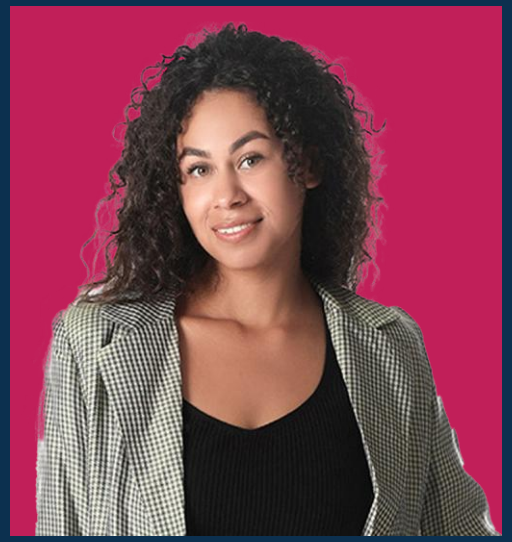
Empowerment

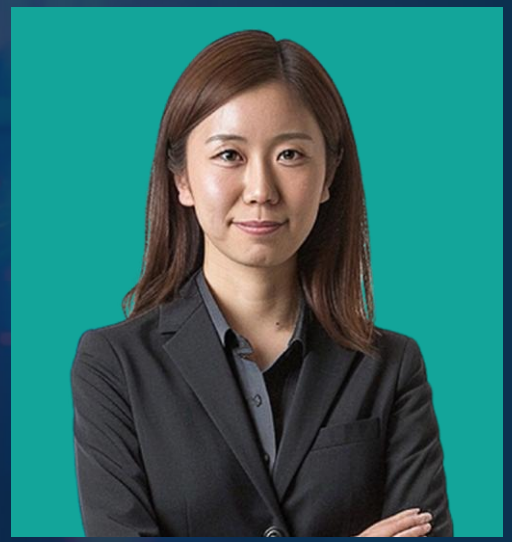
Recognise experimentation and progress to build ownership, motivation, and momentum.

Will you be **BRAVE** in order to succeed?



Where do we go from here?





Q&A

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2025 CLIENT FORUM

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Rotating Learning Labs

Patrick Thomas Principal Learning Consultant | GP Strategies

Craig Stokes Principal Learning Consultant | GP Strategies

Liz Andrews Principal Learning Consultant | GP Strategies

Rotating Learning Lab | Workshop 1

Skilling Strategies for Success

Patrick Thomas | 7.05

Rotating Learning Lab | Workshop 2

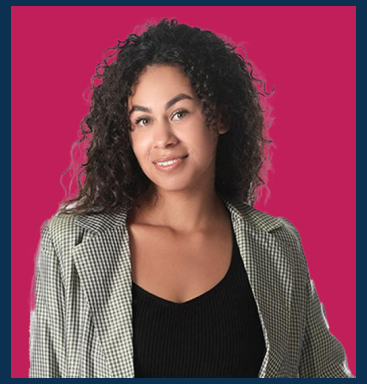
Measuring What Matters: AI-Driven Insights for Impact

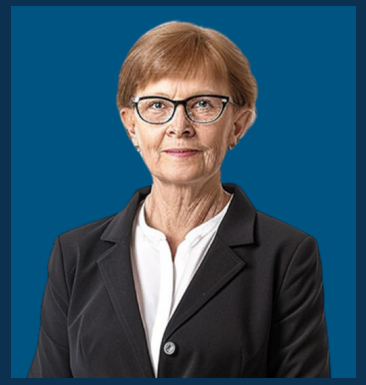
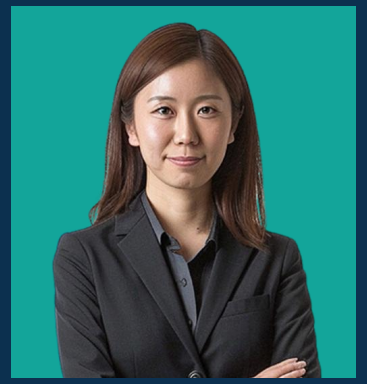
Craig Stokes | 7.12

Rotating Learning Lab | Workshop 3

Breaking Barriers in AI Adoption

Liz Andrews | 7.14



Creating Your New AI Allies

Background

Customer demand is strong, but central management is slowing external spend. Adoption of new digital tools is uneven. Some teams are accelerating with AI, while others barely use standard tools like Copilot.

Challenge

You are creating a new AI performance support role in L&D to drive adoption across departments. This role will partner with the business to demonstrate the value of changing daily routines and help bring lagging teams up to speed.

Goal

Equip this person to close skills gaps, boost performance, and improve efficiency within an environment of increasing market volatility.

3-Part Mission

1

Identify the skilling strategies needed

2

Find the areas of resistance and create strategies for overcoming it

3

Define the measures that you can use to prove the value of this role

Room 7.01 | Skilling Strategies: Habits, Skills and Mindsets

Mission

Help employees in key business areas build simple daily habits to stay confident using AI.

Identify the habits this role needs to adopt to stay current, the core skills they need to be effective and credible, and the mindset they need in order to competently spar with business leaders.

Background

You'll be creating a new AI performance support L&D role.

Equip this person with the tools and support to help close skills gaps in high pressure business functions, boost performance, and drive efficiency during times of few resources and greater volatility.

You recognise that this role will be a sparring partner for the business to prove the value of asking people to change their daily routines—and they will need to pull the laggards along.

Room 7.02 | Measuring What Matters: AI-Driven Insights for Impact

Mission

You need to make the case for this role in your business.

How do you describe success for this role?
Define the return of value this role will deliver in Year 1.
Identify the hard and soft measures you will use.

Background

You'll be creating a new AI performance support L&D role.

Equip this person with the tools and support to help close skills gaps in high pressure business functions, boost performance, and drive efficiency during times of few resources and greater volatility.

You recognise that this role will be a sparring partner for the business to prove the value of asking people to change their daily routines—and they will need to pull the laggards along.

Room 7.05 | Breaking Barriers in AI Adoption

Mission

You are seeing different kinds of resistance across the business.

Identify where the barriers are and strategies this role needs to overcome resistance. Take note of what additional support this role needs to be successful.

Background

You'll be creating a new AI performance support L&D role.

Equip this person with the tools and support to help close skills gaps in high pressure business functions, boost performance, and drive efficiency during times of few resources and greater volatility.

You recognise that this role will be a sparring partner for the business to prove the value of asking people to change their daily routines—and they will need to pull the laggards along.

Lunch

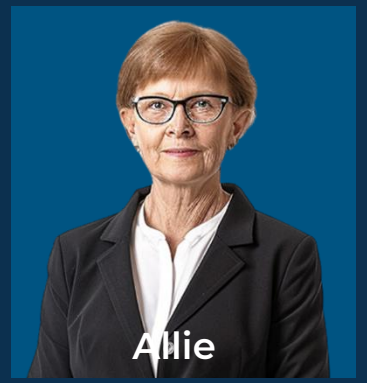
Rotating Learning Labs

Reflective Workshop Session

Patrick Thomas Principal Learning Consultant | GP Strategies

Craig Stokes Principal Learning Consultant | GP Strategies

Liz Andrews Principal Learning Consultant | GP Strategies



The ‘Ideal’ AI Ally

Challenge

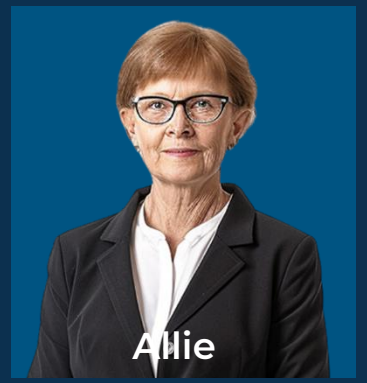
Teams were tasked with creating a new AI performance support role to drive adoption across departments. They identified the essentials skills and mindsets the ally would require, the barriers they might encounter and how to overcome them, and how they would measure the success of the role.

Overview

The ideal AI ally is a credible change leader who partners with business units and a distributed network of champions to accelerate responsible AI adoption, demonstrate value in day-to-day work, and bring lagging teams up to speed while aligning leaders around a clear AI North Star and ensuring legal, regulatory, data, and tooling foundations are in place.

Core mission and responsibilities

- Partner with the business and lead a champions network to catalyse adoption, model ways of working, and support teams through change.
- Define and align on an AI vision/North Star with executive sponsorship; connect adoption to strategy and outcomes.
- Curate prompts, tools, and use cases; build proofs of concept that show “what good looks like” in context.
- Translate business needs into technical requirements and vice versa; guide teams on data quality and access.
- Navigate legacy processes and disconnected tech stacks; advocate for enabling infrastructure and guardrails.
- Embed governance (legal/regulatory awareness, responsible use) and change-management practices in rollouts.
- “Sell the benefits” and answer WIIFM for varied audiences; build confidence and momentum across the org.



The ‘Ideal’ AI Ally

Essential skills

- **Mindset and leadership:**
  - Inspirational, resilient, persistent, optimistic, growth-minded; authentic and empathetic.
  - Leads through inertia and ambiguity; trusted change agent who can influence without formal power.
- **Business and strategy:**
  - Business acumen; builds and negotiates benefit cases; connects adoption to OKRs/strategy.
  - Systems thinking/lean familiarity to remove waste and redesign workflows.
- **People and communication:**
  - Active listening, storytelling, and clear “what’s in it for me?” communication; relationship building and networking.
- **Data and technology:**
  - Tech- and data-literate; analytical; curates prompts/use cases; understands legal/regulatory context; capable of building PoCs.

Likely barriers and how the ally overcomes them

- Leadership misalignment or unclear North Star → Secure an executive sponsor; co-create a vision and roadmap.
- Low AI maturity, skills gaps, scepticism, and fear → Launch targeted enablement, “voice of the people” loops, and champions-led peer learning.
- Limited tool access and disconnected/legacy stacks → Partner with IT to rationalize tooling, improve access, and modernise where needed.
- Data access/quality constraints → Educate on data stewardship and establish pathways to trusted datasets.
- Regulatory/ethical uncertainty → Embed guardrails and guidance into “ways of working.”
- Credibility challenges or risk-averse culture → Demonstrate value through quick wins/PoCs and visible success stories.

The ‘Ideal’ AI Ally

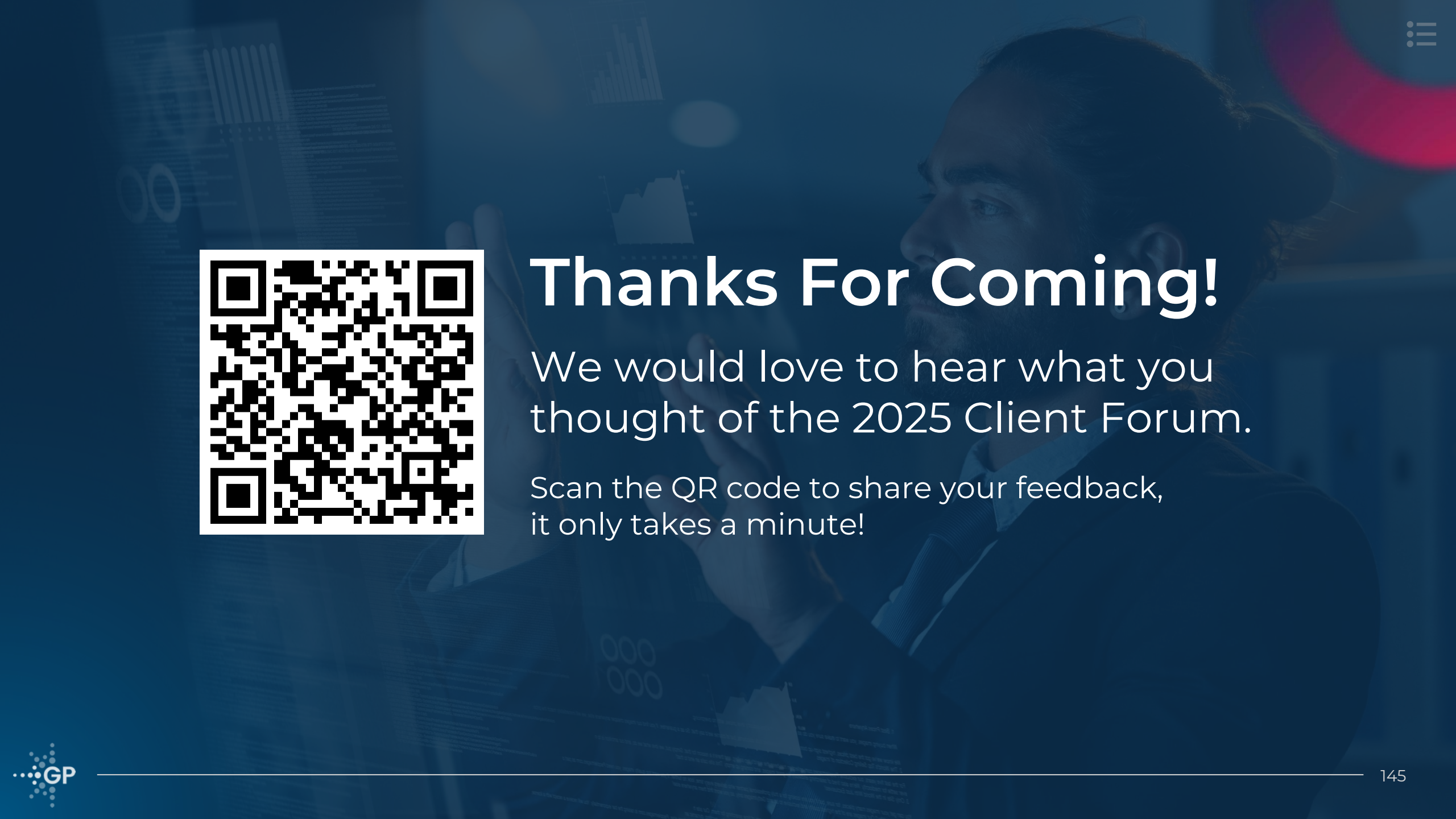
Success metrics

- **Leading indicators (confidence, capability, momentum):**
  - Pulse/engagement surveys on AI confidence, literacy, and sentiment.
  - Volume & quality of prompts/use cases; conversations and collaboration around AI.
  - Number and effectiveness of AI champions; awareness levels across the org.
  - Repository of adoption stories and learnings; “voice of the people” insights.
- **Lagging indicators (business outcomes):**
  - Productivity/time-saved vs. baseline; reduction in admin effort.
  - Increase in innovation projects and customer value attributable to AI.
  - AI embedded in day-to-day processes; reduction in risk cases and shadow AI.
  - Adoption mapped to OKRs/strategy; evidence the LLM “knows the business” better over time.

Event Wrap-up

JF Vezina

Co-CEO | GP Strategies



Thanks For Coming!

We would love to hear what you thought of the 2025 Client Forum.

Scan the QR code to share your feedback, it only takes a minute!

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