

The Definitive Guide to Corporate Learning

From Static Training to Dynamic Enablement

EXECUTIVE SUMMARY

Only 26% of companies believe they are effectively developing the skills needed to execute their business strategy. This massive confidence gap reveals that traditional L&D approaches are fundamentally misaligned with business needs—demanding reinvention, not just refinement.

For decades, L&D has operated under a reactive, course-centric paradigm—built around linear curricula, lengthy development cycles, and static publishing models. Despite the billions invested in corporate learning each year, most L&D teams remain stuck in this legacy approach, limited in agility and impact.

Only the top 5% of surveyed organizations have achieved “dynamic enablement”—the highest level of corporate learning maturity, which leverages AI-native technology to transform L&D from a cost center into a strategic performance accelerator. In this new paradigm, AI is dissolving the boundaries between learning, knowledge management, and work—creating an unprecedented opportunity to drive measurable business outcomes.

Based on our comprehensive study of over 800 organizations across 60 countries, an analysis of over 100 evidence-based practices, and extensive interviews with learning executives, we’ve developed *The Definitive Guide to Corporate Learning: From Static Training to Dynamic Enablement*.

What Leaders Need to Know

Organizations with AI-first learning teams are achieving extraordinary business outcomes that far exceed those of their peers. Companies operating at the most advanced stage of learning maturity are 6 times more likely to meet or exceed financial targets, 10 times more likely to innovate effectively, and 16 times more likely to adapt to change. These aren’t marginal improvements—they represent the difference between organizations that thrive in disruption and those that struggle to keep pace.

In our Corporate Learning Maturity Model, this advanced stage significantly raises the bar for the chief learning officer (CLO). Today’s CLOs must move beyond managing corporate learning programs and content to become tech-enabled, AI-savvy leaders aligned with both IT and the business. This evolution positions the CLO as a key figure in driving business transformation.

Companies must also transform the L&D function—pivoting from owning learning to enabling it. This means creating the systems, tools, and guardrails that allow

learning to flow through the organization, rather than relying solely on L&D to produce and deliver it.

AI-native platforms support this shift by augmenting end-to-end content creation, curation, delivery, analytics, and administration. They reduce much of the manual effort embedded in legacy systems and open the door for those closest to the work to participate. With these tools, the subject matter experts effectively become an extension of the L&D team—cocreating timely, context-rich learning experiences and contributing to enterprise knowledge repositories.

The result: leaner, more strategic L&D teams that serve as consultative partners to the business. They play an active role in business strategy and talent planning, supporting priorities like enterprise AI transformation and work redesign.

This transformation cannot wait. The move to AI-first corporate learning is not a gradual evolution to plan for—it is an urgent imperative that demands action now.

Key Messages

The Definitive Guide to Corporate Learning: From Static Training to Dynamic Enablement presents six key findings rooted in our comprehensive research. The following summarizes the third finding from our full report.

Work, learning, and knowledge management are converging.

AI-first L&D teams enable employees to experience a fluid, seamless transition between work, enterprise knowledge, and learning—eliminating traditional

boundaries and friction points. Instead of switching between separate systems or interrupting their workflow to access training or documentation, employees engage with an intelligent ecosystem. AI acts as the primary interface, anticipating their needs, surfacing relevant knowledge, and delivering just-in-time learning experiences embedded directly into daily workflows.

This AI-orchestrated integration is sparking key changes:

- Organizations are implementing systems that capture, share, and apply knowledge in real time across teams and functions. This represents a fundamental shift where knowledge management merges with learning, creating dynamic environments where content is continuously generated in response to user queries and delivered through conversational AI.
- Learning platforms are becoming invisible—blending seamlessly into employees' digital work environments. Enterprise knowledge and learning are instantly accessible, enabling employees to find answers, apply them in the moment, and return to work with minimal friction. By embedding learning into daily workflows, organizations transform it from a standalone activity into a continuous driver of productivity and performance.
- Learning is rapidly moving away from static, precurated content toward dynamic, individualized experiences. With AI-native platforms, traditional persona-based design is replaced by hyperpersonalized journeys tailored to each person's work context, performance needs, learning history, and career goals.

Next Steps

The Definitive Guide to Corporate Learning: From Static Training to Dynamic Enablement provides actionable insights for building an AI-first L&D team that amplifies workforce and business performance. The complete report includes:

- In-depth exploration of why the AI-first paradigm shift in corporate learning matters, especially now
- The 8 elements and 32 dimensions of the Corporate Learning Framework
- The 16 essential practices that matter most
- The characteristics of each of the 4 levels of the Corporate Learning Maturity Model, and how to advance to each level
- A complete analysis of our 6 key research findings
- Real-life examples of companies transforming their learning organizations and achieving dynamic enablement
- Our study methodology