

# The Strategic Shift: L&D in the Age of AI Agents



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Virtual Session

# The Strategic Shift: L&D in the Age of AI Agents

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1:00 PM EST



360Learning

# Meet your speaker



**David James**  
Chief Learning Officer,  
360Learning

Up to **30% of hours worked** in  
the US economy could be  
**automated by 2030** .

\*McKinsey: Generative AI and the future of work in America

**What happens when AI  
takes over the tasks you  
spend a lot of your time on?**

## Poll

What percentage of your time today is spent on admin/content tasks vs. strategy?

- A. 0–25% (mostly strategy)
- B. 26–50%
- C. 51–75%
- D. 76–100% (mostly admin/content)

## The Disruption: What AI agents can already do

01.

Strategy  
alignment

02.

Content  
Creation

03.

Reporting &  
Analytics

04.

Administration

The risk isn't that AI replaces us...



...the risk is we stay in the lane AI is driving in



# Reactive vs strategic L&D



- Enabling training  
Reactive L&D requests

- Known for providing training / learning
- Hard to prove



## Strategic L&D

- Seat at the table
- Driving business performance
- Recognized & rewarded



# Where on this scale do you perceive your L&D function sits currently?

*Tell us in the chat!*



 REACTIVE

Primarily acts as an order-taker, with minimal offerings beyond compliance training.

 PROACTIVE

Provides a standard selection of programs and content, serving as a typical L&D resource.

 IMPACTING

Offers a comprehensive curriculum of learning resources tailored to various stages of the employee journey.

 STRATEGIC

Aligns and integrates L&D initiatives with organizational goals to enhance performance and career growth.

 TRANSFORMATIVE

Embraces a skills-based, data-driven approach to deliver high-impact outcomes.

# 01

Performance-driven L&D



## Poll

### What is L&D for your organization?

- A. The expectation is that we provide learning options for all
- B. As well as learning for all, we are expected to deliver learning for cohorts
- C. We are expected for enhance performance
- D. We are expected to do all of the above and demonstrably close skills gaps
- E. Something else (tell us in the chat)

# 3 steps to performance-driven L&D

## Problem identification

Collaborate with HR and business leaders to **pinpoint gaps in performance and key challenges**, seeking out KPIs to validate assumptions.

### Examples:

- High turnover among high performers.

## Understand role expectations

Analyze tasks, systems, and workflows to define **expected versus actual performance**.

## Measure what matters

**Track post-intervention KPIs** such as retention rates, customer satisfaction, and time-to-productivity.

### Example KPIs:

- Retention rate of high-performing sales reps after sales training.

# How to consult with the business

**01.**

Connect with HR  
peers and  
strategic  
docs



**02.**

Engage  
stakeholders  
with the  
right  
questions



**03.**

Analyze  
KPIs  
and metrics



# Building and sharing a strategic roadmap

**Align** L&D strategy with the business strategy, speaking the language of the business

**Prioritize** what adds the greatest value to the business - ideally transparently

**Socialize** your strategic roadmap to build **with** as well as **for** the business and gain support needed to execute.

→ Your strategy and roadmap is an evolving **business document**, not an L&D document. **Use it to earn leadership buy-in.**

# Roadmap: Steps 1 and 2

## 1. SCOPE AND POPULATION

Define the target groups for learning programs

### Questions to consider:

- Who will be affected?
- Which departments, teams, or roles?

**Example:** New hires leaving within the first 12 months of employment etc.

## 2. BUSINESS OBJECTIVE

Specify the core business objective (as classified by use case)

### Use case:

Onboarding, leadership development

**Example:** Onboarding for new hires, manager training to boost retention,

# Roadmap: Steps 3 and 4

## 3. PRIORITIZE L&D PROJECTS

Describe how to rank projects

**Priority level options:** Low, medium, and high priority based on criteria

**Example:** Impact on strategic goals, urgency, stakeholder support etc.

## 4. POTENTIAL BUSINESS KPIs

Define success with business KPIs

**Use case:**  
Onboarding, leadership development, compliance

**Example:** Reduce turnover of new hires, increase in % of first-time managers demonstrating proficiency in core leadership skills



# 02

Measuring what matters



## Poll

When are you most likely to measure the effectiveness of your L&D?

- A. We bake measurement into the planning stage
- B. We generally evaluate impact after delivery
- C. We don't measure overall impact, just individual attendee experience and intention to apply the learning
- D. We don't measure impact

One of the most **common**  
**mistakes** in L&D is treating  
**measurement** as an  
afterthought.

# The two main purposes of measuring L&D performance

1

To ensure what you're doing is working: you're making planned impact.

2

To tell a compelling story of your L&D impact:  
communicating your value to your leadership and company.



# Problem/solution/impact framework

## 1. Business problem

**Over 50%** of our current managers are in their first management role, leading to skill and experience gaps.

## 2. L&D Solution

Design a program to equip first-time managers with critical **leadership skills**.

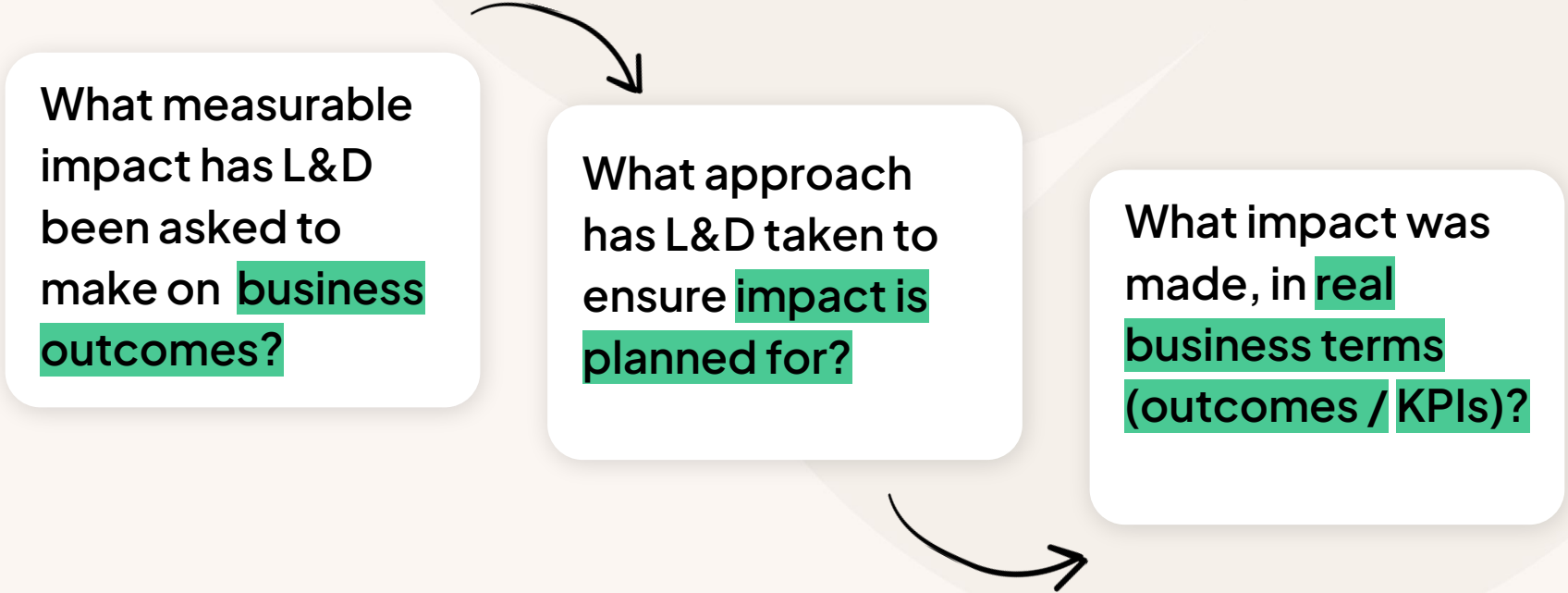
## 3. Impact

What **business KPIs** would you track?



*Tell us in the chat!*

# Why storytelling matters



What measurable impact has L&D been asked to make on **business outcomes**?

What approach has L&D taken to ensure **impact is planned for**?

What impact was made, in **real business terms (outcomes / KPIs)**?

**Who cares about what?**



### CEO/leadership

- Revenue growth
- Resilience
- Adaptability

Direct bottom-line impact.



### CHRO

- Workforce stability
- Retention
- Skills alignment

Reduces turnover and improves employee engagement.



### VP Talent

- Internal skills gap identification
- Strategic hiring needs

Supports talent development.



### L&D leadership

- Engagement rates
- Completion statistics
- Program relevance

Positions L&D as a responsive, data-driven function.



By mastering **storytelling** and **data presentation** , you can redefine your role as a **strategic partner** , driving organizational success through impactful, **measurable initiatives** .

# Final takeaways

01.

AI will take tasks—but it can't replace strategy and relationships.

02.

Anchor L&D in business priorities.

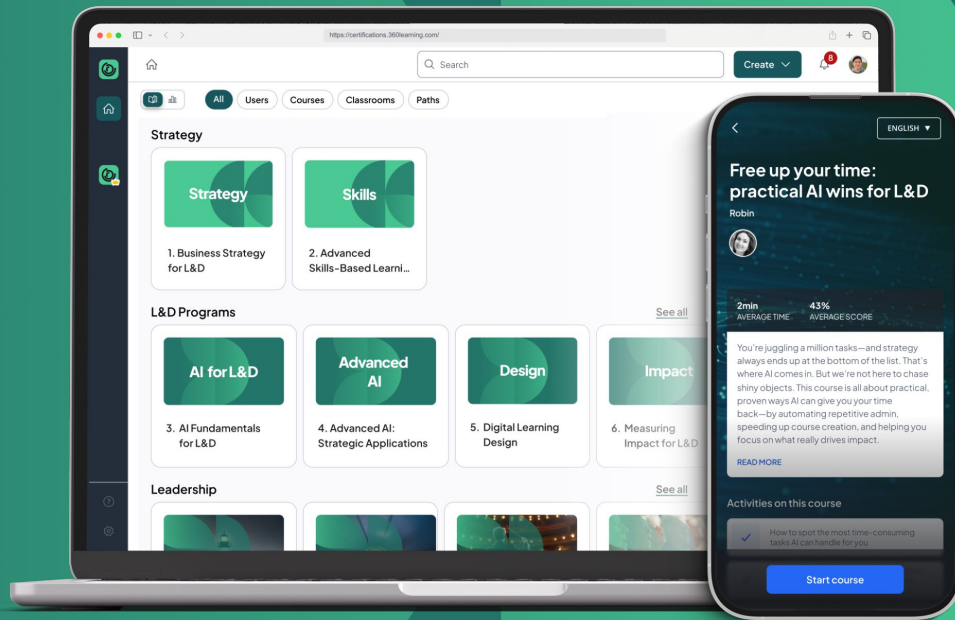
03.

Measure and tell the story.

# Enroll in the L&D Performance Academy



→ psst. it's free.



# Q&A

