

D2L

Upskill with Purpose:

# Creating a Future-Ready Workforce





# Introduction: Learning as a strategic advantage

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The role of learning and development (L&D) in the enterprise is undergoing a fundamental transformation. As technology, artificial intelligence (AI) and an ever-shifting economy reshape the business landscape, L&D leaders are no longer just providers of training—they are also strategic enablers of workforce agility and business growth. Organizations now look to L&D programs to drive rapid upskilling, AI adoption and leadership development, all while demonstrating measurable business impact, including employee satisfaction and retention.

Employers surveyed by the World Economic Forum predict that by 2030 work tasks will be nearly evenly divided between human-led, machine-led and hybrid human-machine collaboration.<sup>1</sup> This shift isn't just about automation; it's also about how AI and human expertise must evolve together. AI is rapidly transforming workflows, yet uniquely human skills such as leadership, creativity and critical thinking remain indispensable. The challenge for businesses is clear: implement L&D programs that recognize all three task types, seamlessly integrate AI into learning strategies and reinforce the skills that AI cannot replace.

<sup>1</sup> World Economic Forum Future of Jobs Report (January 2025), [https://reports.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_Report\\_2025.pdf](https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf), p. 26.



## THE FOUR KEY FINDINGS FROM THE D2L COMMISSIONED SURVEY:

1. Employer support for AI training does not match AI's growing workplace importance
2. Employees seek skills development but feel a disconnect with their employer training priorities
3. Employee preferences for training and credentials may not align with traditional education models
4. Interactive and flexible formats are key to employee engagement and success with learning

In January 2025, D2L commissioned a survey from Morning Consult of full-time, salaried, employed adults (n=996) in the United States to better understand how the new AI reality is impacting their work and learning needs. This paper analyses and makes conclusions based on the findings.

This new survey shows that employees are eager to grow their skills and future-proof their careers, valuing employer investments. However, they require clear incentives, structured support and flexible learning opportunities to fully engage. As AI adoption in the workplace accelerates, human-centered skills such as leadership, communication and problem-solving remain critical alongside evolving technical skills, reinforcing the need for a balanced approach to talent development.

To navigate this evolving landscape, L&D leaders must take on a broader role—continuing to align learning strategies with business goals, embedding AI literacy into workforce development and creating scalable, engaging learning experiences that drive retention, performance and innovation.

For organizations looking to stay ahead, the solution is clear: Lean into employee learning that delivers business results. Companies must build strategic learning programs that:

- build employee skills that matter by developing customized learning paths focused on closing critical skills gaps with meaningful assessments and relevant, engaging content that ensures knowledge retention
- engage employees and drive retention through immersive learning experiences that enhance performance and propel careers, turning employees into brand advocates who help attract and retain top talent
- increase work efficiency using innovative learning to streamline onboarding, boost internal alignment and leverage analytics to fine-tune learning programs for greater impact

By aligning learning programs with business objectives, companies can enhance workforce readiness, increase productivity, improve employee engagement and retention, and ultimately drive bottom-line success. Those that succeed will not only prepare their organizations for the future but also position L&D as a key driver of competitive advantage.



## Finding No. 1:

# Employer support for AI training does not match AI's growing workplace importance

KEY THEME	SUMMARY OF FINDINGS
General optimism about AI	Sixty-nine percent of employees generally agree AI will help them do their jobs better and 68% expect it to free up time for higher-level tasks. Still, 33% express fear AI will eventually take their jobs.
AI adoption in skills development and work tasks	Many employees are already using AI—64% say their company provides AI tools and 63% report their employer encourages AI innovation. Thirty-nine percent of employees have used AI-powered tools to develop new skills or complete work tasks in the past one to three years, reinforcing AI's growing role in workplace learning and productivity.
AI's strengths vs. human expertise	Employees see AI as better at summarizing reports (52%), conducting data analysis (46%) and performing research (43%), but they still value human strengths in creativity, problem-solving and communication.
Lack of clarity on employers' strategy for AI investment	While 64% of employees say their employers provide AI tools in the workplace, only 25% strongly agree their company has a clear AI vision. Additionally, while 61% report access to formal training, 58% still feel left to their own devices when learning AI, often relying on informal sources such as YouTube instead of employer-led programs. This suggests a major gap between strategic AI workflow investments and the organizational enablement needed to take advantage of those investments.

As AI integration into the workplace accelerates, ensuring employees feel equipped to navigate this shift remains a significant challenge. Skills gaps continue to be a major barrier to business transformation, with 63% of employers identifying them as a top challenge between 2025 and 2030.<sup>2</sup> Increasingly, employees and employers are seeing AI as an opportunity to close those gaps. Despite 85% of employers planning to prioritize workforce development, many organizations lack a clear road map for guiding

employees through AI-driven change.<sup>3</sup> Without structured support—such as AI literacy programs, hands-on experimentation and clear integration strategies—employees may struggle to adapt, limiting AI's potential impact and contributing to employee fear. L&D leaders play a crucial role in bridging this gap, ensuring AI adoption is not just about new tools but also about empowering employees with the confidence, skills and frameworks to work effectively alongside AI.

<sup>2,3</sup> World Economic Forum Future of Jobs Report (January 2025), [https://reports.weforum.org/docs/WEF\\_Future\\_of\\_Jobs\\_Report\\_2025.pdf](https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf), p. 6.





## Optimism about AI's potential

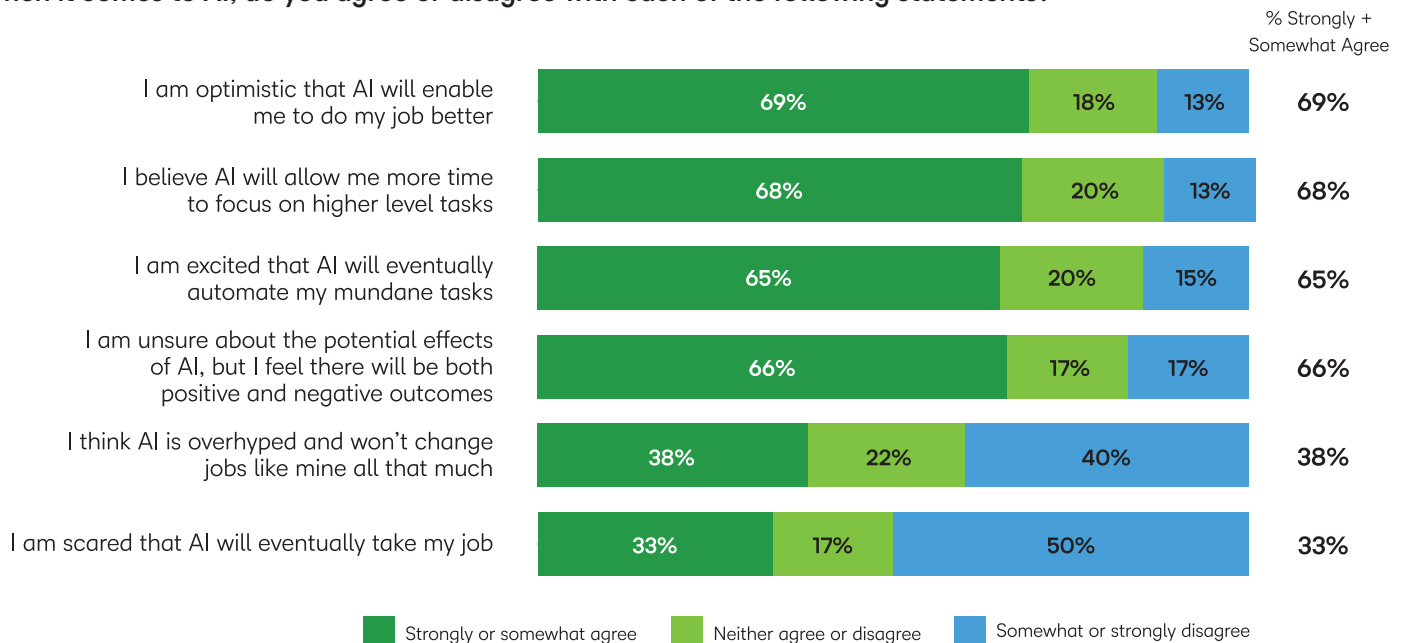
D2L's survey found that most employees view AI as a positive force in the workplace. Nearly seven in 10 employees (69%) believe AI will enhance their ability to perform their roles and **68% expect it to free up time for more strategic tasks.**

Employees are particularly optimistic about AI's ability to automate routine tasks—65% express excitement about AI taking over mundane work. This enthusiasm reflects a desire to shift focus from repetitive tasks to more meaningful and impactful activities. Additionally, 66% of employees anticipate that AI's effects will be a mix of positive and negative rather than purely harmful.

While overall optimism exists, there remains a notable level of skepticism. One-third of employees (33%) are actively afraid that AI will take their jobs. This fear highlights the need for organizations to address concerns about job security and provide clear communication and support to help employees understand how AI can complement, rather than replace, their roles.

### ATTITUDES TOWARDS AI

When it comes to AI, do you agree or disagree with each of the following statements?



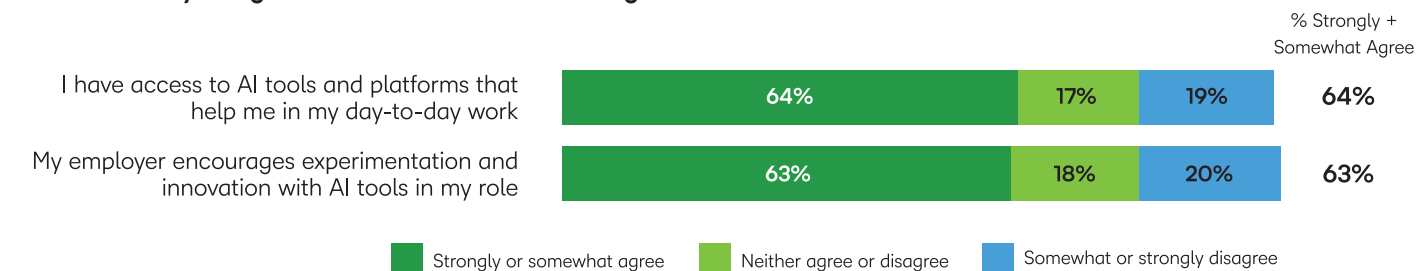
# AI adoption in skills development and work tasks

Our survey data underscores the importance of structured support in AI adoption. While 64% of employees have access to AI tools and 63% report encouragement from their employers to innovate with AI, the actual usage of these tools for skills development and work tasks stands at only 30% in the past one to three years.

This growing AI adoption in the workplace suggests that employees see value in AI to enhance their efficiency and productivity but need more comprehensive training and guidance to integrate it effectively into their work.

## ATTITUDES TOWARDS AI

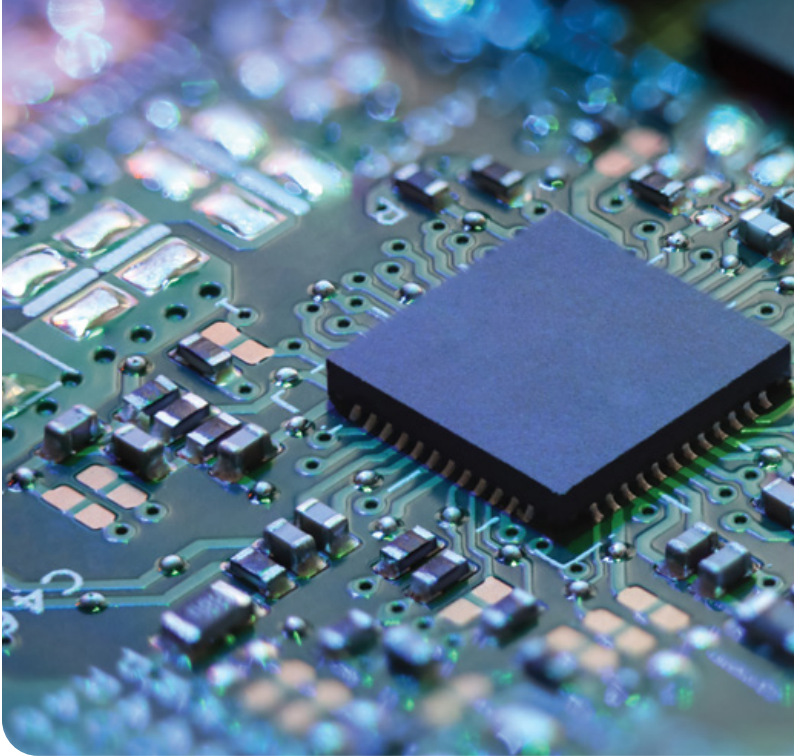
How much do you agree with each of the following statements?



# Lack of clarity on employer expectations about AI

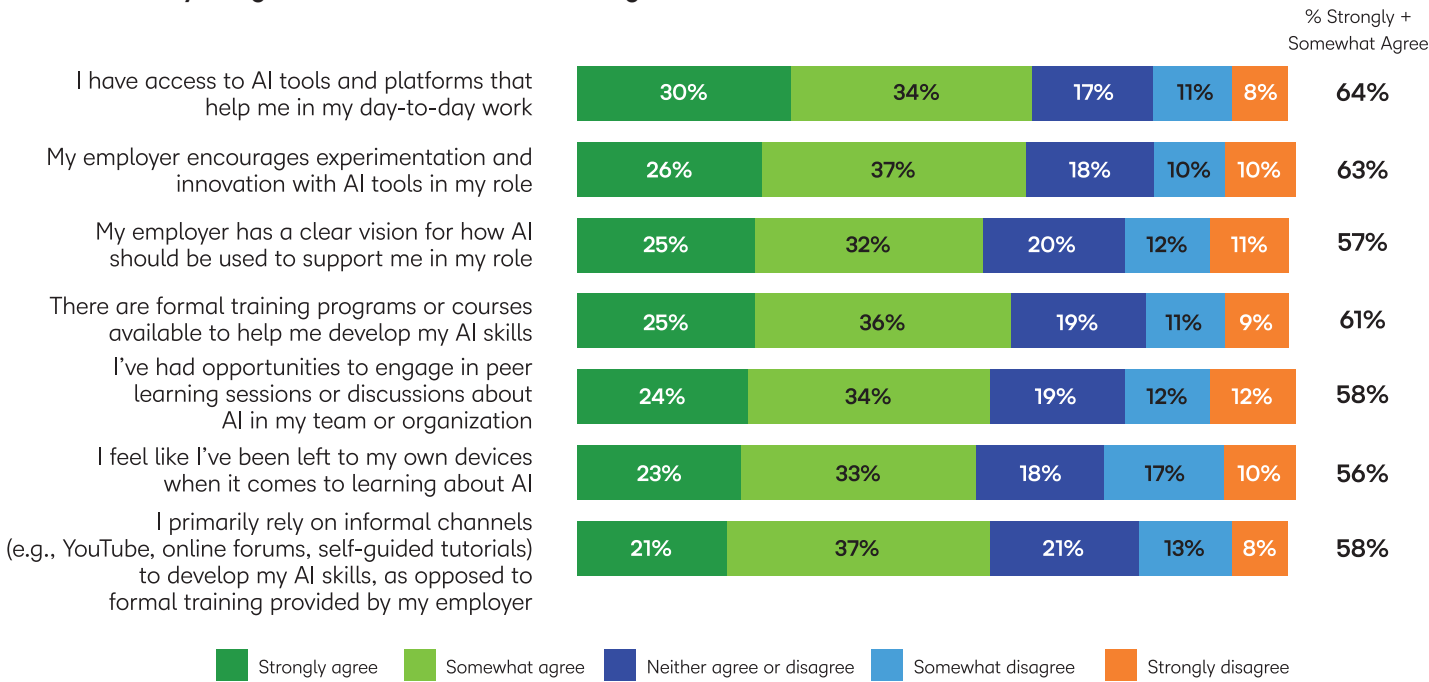
While many employees report that their organizations provide AI tools (64%) and formal training (61%), structured guidance on how AI is expected to be used in the flow of work and how to obtain training is lacking. More than half (58%) indicate they feel they've been left to learn AI on their own, turning to informal sources such as YouTube and online forums instead of employer-led programs.

This suggests that while companies are investing in AI, employees may not feel adequately supported in applying it to their roles. Without clear guidance, AI adoption risks becoming more of a fragmented rather than a strategic workforce initiative—reducing the return on investment.



## ATTITUDES TOWARDS AI

How much do you agree with each of the following statements?



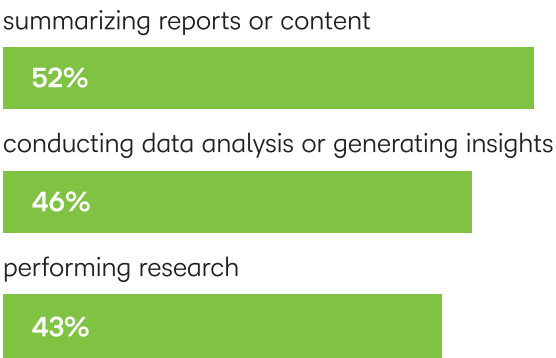


# AI's strengths vs. human expertise

Employees acknowledge that AI can outperform them in certain areas, particularly in handling repetitive or data-heavy tasks.

However, employees do not yet view AI as a replacement for human capabilities in higher-order thinking. While employees recognize AI's strengths in automation and data-driven tasks, they continue to see creativity, communication and problem-solving as essential human skills for success.

## THE TOP FUNCTIONS WHERE EMPLOYEES BELIEVE AI EXCELS INCLUDE:



## EMPLOYEES REPORTED THE FOLLOWING SKILLS IN ORDER OF IMPORTANCE FOR THEIR PROFESSIONAL DEVELOPMENT IN THE LAST 1-3 YEARS:



This perception is reinforced by broader workforce trends: A 2024 Deloitte Workplace Skills Survey found that while 87% of employees recognize human skills as integral to career growth, only 52% feel their company prioritizes them over technical skills.<sup>4</sup> This suggests that as AI adoption increases, organizations must balance investments in both technical and human skills to fully prepare employees for the future of work.

<sup>4</sup> <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/press-releases/most-workers-see-need-for-greater-balance-between-tech-and-human-skills-deloitte-survey.html>.

## Finding No. 2:

# Employees seek skills development but feel a disconnect with their employer's training priorities

### KEY FINDING

**Workers recognize the need for continuous skills-building**

**Employees prioritize financial and career advancement over business-driven objectives**

**There is a disconnect between employer training priorities and employee motivations**

**The biggest barriers to skills training are time constraints and financial support**

**While most employees are satisfied with employer training, they want more tangible incentive**

### SUPPORTING STATISTICS

Seventy-five percent of employees acknowledge they need to supplement their skills to advance professionally in the next three years.

Fifty-nine percent say increasing their earning potential is the biggest motivator for skills development. Nearly 50% cite job security and keeping up with job requirements.

Employees perceive their employers as prioritizing business needs: 52% say their company focuses on building job-related skills, 48% believe the priority is teaching skills that align with business changes and 46% cite technology readiness.

This misalignment with employee priorities may reduce engagement in training programs and decrease employee satisfaction and retention.

Forty percent cite a lack of time for training due to work/personal responsibilities; 33% mention a lack of financial support.

Seventy-five percent are satisfied but would prioritize incentives such as bonuses (43%), dedicated work hours for training (41%) and flexible formats (41%).



Beyond technical training to engage with the evolving technology landscape, workplace changes are accelerating the need for career transitions and role adaptability. As automation and AI integration increase, employees must proactively manage their career trajectories.

According to the World Economic Forum, 40% of employers expect to reduce staff as certain skills become obsolete. However, 50% plan to transition workers into new roles rather than eliminate them outright. This underscores the critical need for reskilling programs, career navigation tools and structured transition initiatives.

For employers, investing in human capital development can improve productivity and reduce turnover and talent acquisition costs. Organizations that prioritize continuous learning and career development create a resilient and adaptable workforce, better equipped to navigate the evolving demands of the modern workplace.

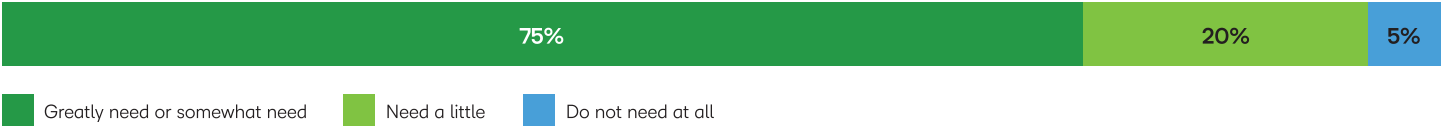
To get the buy-in from employees, however, offerings need to be aligned with individual development, not just the core business objectives. By aligning training initiatives with employees’ career aspirations, organizations can drive increased employee satisfaction and retention. Employees who feel supported in their professional development are more likely to remain engaged and loyal to their employers.

### Continuous learning as a necessity, not just an advantage

Although employees express confidence in their current skills, **75% acknowledge they will need to supplement those skills in order to advance professionally** over the next three years.

### SKILLS TRAINING PARTICIPATION AND EXPERIENCE

To what extent do you believe you need to improve your existing knowledge and skills in the next three years to advance professionally?





Employees recognize the growing need for continuous skills-building, but their motivations often differ from those of their employers. While organizations emphasize skills training to help employees adapt to business changes, integrate new technologies and stay compliant, employees are primarily driven by increased earning potential and career security.

D2L's survey highlights a misalignment in how skills development is framed versus what motivates employees to engage.

#### EMPLOYEES PERCEIVE THEIR EMPLOYERS AS PRIORITIZING BUSINESS-DRIVEN OBJECTIVES:

52%

say their company focuses on helping employees build new job-related skills

48%

believe their employer's priority is teaching skills that align with business changes

46%

cite readiness for new technology as a key employer-driven training goal

In contrast, employees' motivations for engaging in skills development are more personal:

- **59%** say increasing their earning potential is the primary reason they pursue training, which echoes similar findings from D2L's previous research in this space, captured in "Invest, Upskill, Excel"
- Nearly **50%** prioritize job security and keeping up with role requirements
- Other top motivators include personal growth (**45%**) and career advancement (**37%**)

This suggests that employees may be less inclined to engage in training initiatives if they feel disconnected from their own career ambitions. While employers view skills development as a strategic investment in workforce adaptability, employees see it as a means of securing financial and professional stability.



Barriers to participation:  
Time and financial constraints

Despite recognizing the importance of upskilling, employees face significant obstacles to participating in training programs, notably:

- **40%** cite a lack of time due to work and personal responsibilities
- **33%** report financial constraints as a major barrier



SKILLS TRAINING PARTICIPATION AND EXPERIENCE

Which of the following are barriers or challenges that could prevent you from pursuing the skills development opportunities you find most valuable? Select all that apply.

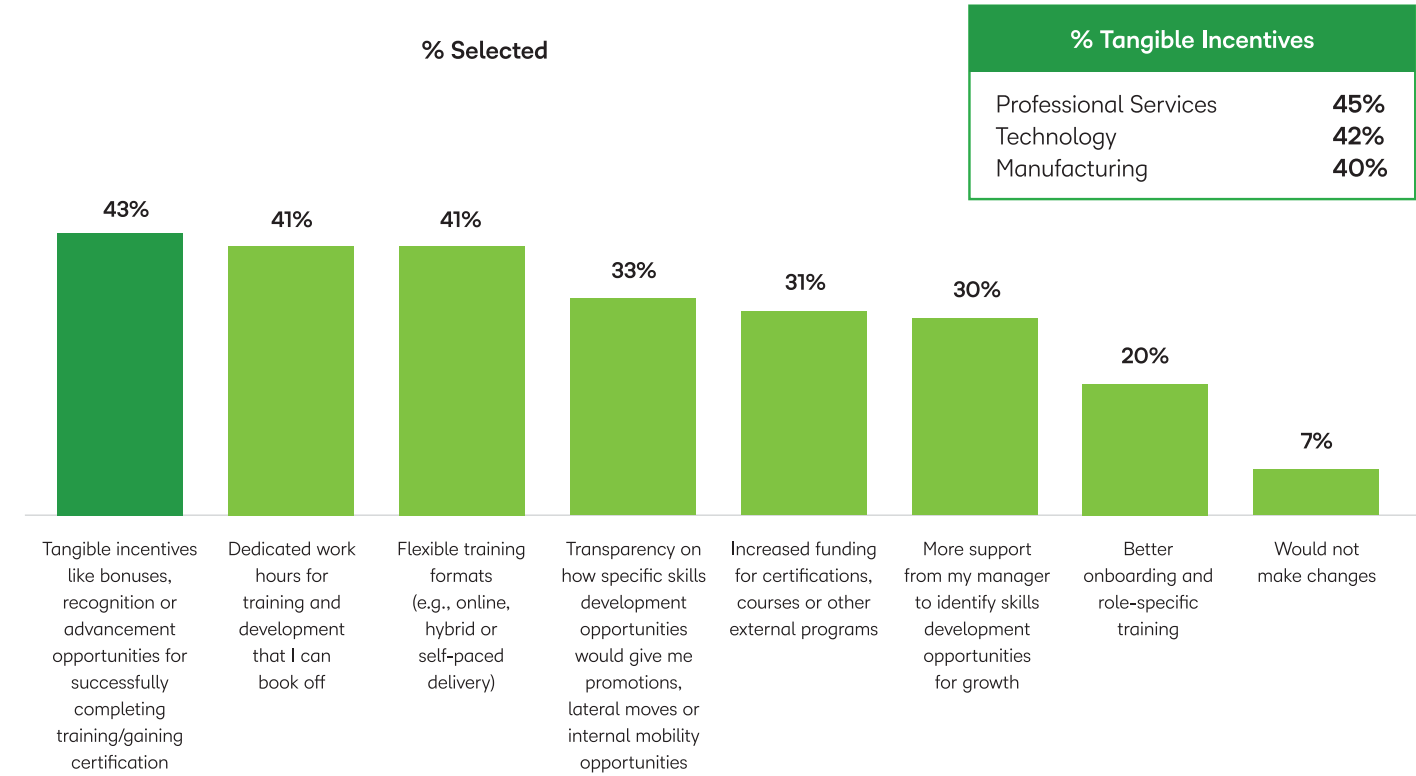




To bridge this gap, organizations must reframe skills training as a tool for both business objectives and personal growth. Offering tangible incentives—such as financial rewards (43%), dedicated training time during work hours (41%) and flexible learning formats (41%)—can further increase participation and engagement.

PREFERENCES FOR TRAINING PROGRAMS

What changes would make your employer’s learning and development programs more helpful and accessible?  
Select up to 3.





## Finding No. 3:

# Employee preferences for training and credentials may not align with traditional education models

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KEY FINDING	SUPPORTING STATISTICS
Employees prioritize self-learning and employer-sponsored training over traditional education	Fifty-six percent of employees have learned on their own and 52% have participated in employer-provided training, while only about a quarter have pursued courses or certificates from a college or university in the past one to three years.
Industry-recognized certifications and advanced degrees hold the most value	Forty-nine percent consider industry-recognized certifications (e.g., Project Management Professional (PMP), technical credentials) the most valuable, 48% value advanced degrees or professional designations (e.g., MBA, Ph.D., Chartered Financial Analyst (CFA)) and 42% recognize university- or college-issued certificates.
Perception of strengths vary by training providers	Universities are valued for credibility and rigor (53%) but are seen as costly. Community colleges are appreciated for affordability (41%) but are viewed as weaker for networking. Professional and trade associations are the top choices for networking (52%), while private training providers rank highest for industry-relevant content (40%). Online learning platforms (e.g., LinkedIn, Coursera) are preferred for flexibility (49%).

Traditional education isn't the default—employees prioritize self-directed learning and employer-sponsored training

As the demand for workforce upskilling grows, fully employed professionals are making deliberate choices about how they develop new skills. D2L's survey reveals a strong preference for learning opportunities that are readily accessible, career-relevant and immediately applicable in the workplace.

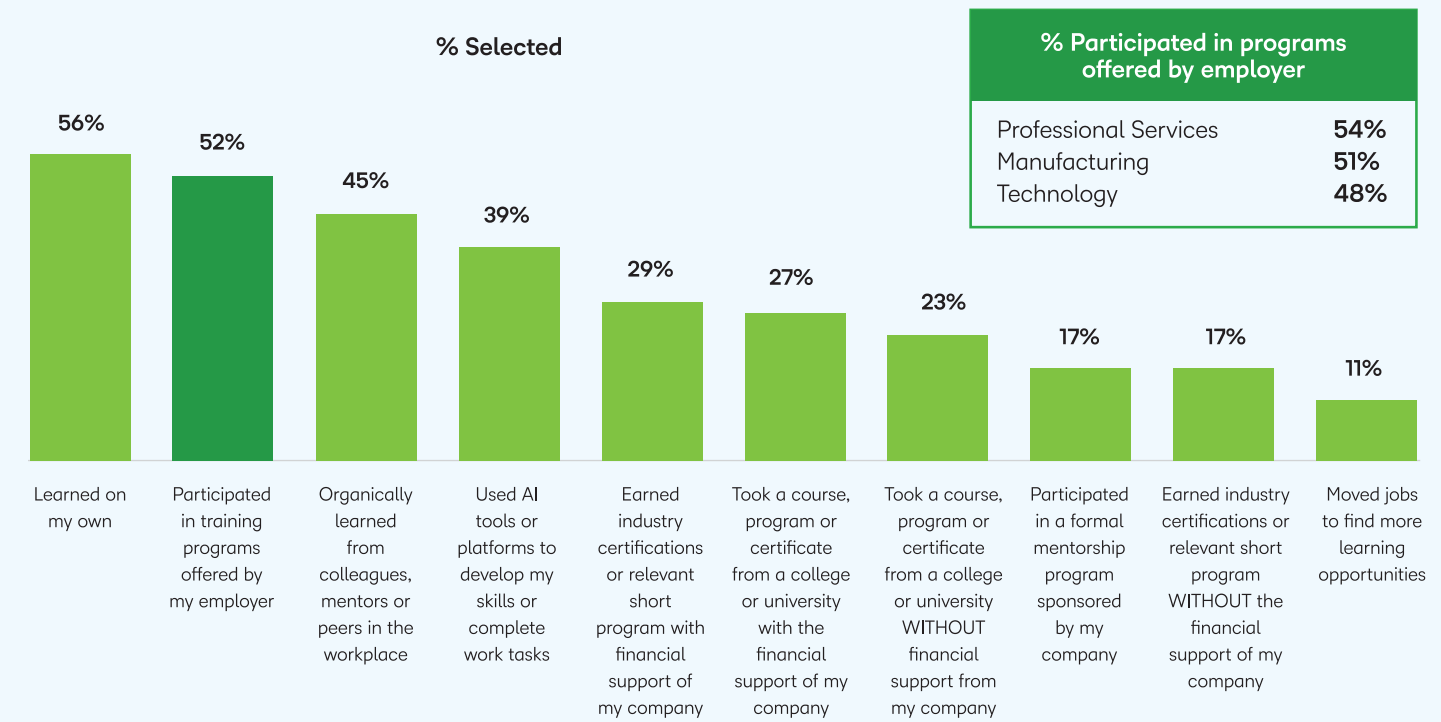
Rather than relying on traditional academic pathways, employees are most likely to have reported deepening their skills through self-directed learning and employer-sponsored training in the past one to three years:

- **56%** have learned on their own
- **52%** have participated in employer-provided training
- **Only about a quarter have pursued courses or certificates from a college or university** (27% with employer financial support and 23% without)

This preference reflects a practical, career-focused approach to learning—one that emphasizes relevance, learner flexibility and direct application in the workplace. Workers are not necessarily rejecting traditional education; rather, they are prioritizing learning formats that fit into their professional and personal lives while delivering immediate career benefits.

SKILLS TRAINING PARTICIPATION AND EXPERIENCE

In the past 1-3 years, which of the following ways have you used to deepen your knowledge or skills in a work context?



# Job-relevant certifications are the most valuable

When asked which types of credentials carry the most weight in their industry, employees identified industry-recognized certifications and professional qualifications as the most valuable:

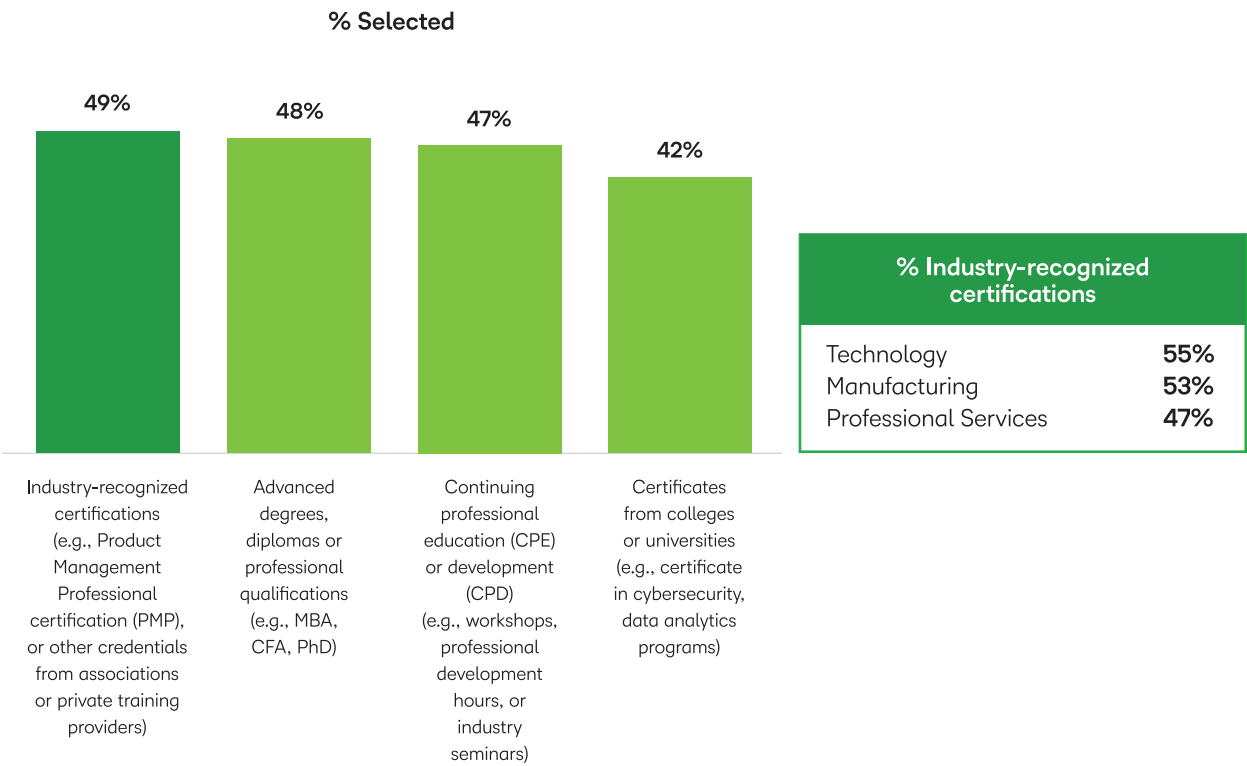
- **49%** selected industry-recognized certifications (e.g., PMP, technical credentials from private training providers)
- **48%** pointed to advanced degrees or professional designations (e.g., MBA, Ph.D., CFA)
- **42%** cited university- or college-issued certificates (e.g., in cybersecurity, data analytics)

Employees clearly prioritize industry-specific, career-relevant certifications that are widely recognized by employers and directly applicable to their roles.



## PREFERENCES FOR TRAINING PROGRAMS

What types of credentials or qualifications do you believe are most recognized and valued in your industry/role?





## Employee perceptions of different training providers

To gain further insight into how workers evaluate training providers, respondents were asked to identify the primary strength of each type of institution. This question was designed as a select-all-that-apply option for each entity type. As a result, the data represents how each provider is defined by employees and highlights clear advantages employees associate with each:

- **Universities** → Recognized for credibility and rigor but seen as costly and less industry-aligned
- **Community colleges** → Valued for affordability, though perceived as weaker for networking
- **Professional and trade associations** → Viewed as the best sources for networking and staying up to date with industry changes
- **Private training providers** → Ranked highest for industry-relevant, timely content
- **Online learning platforms (e.g., LinkedIn, Coursera)** → Seen as the most flexible, making them attractive to workers balancing job and personal commitments

These findings illustrate that employees approach upskilling with a strategic mindset, selecting learning opportunities based on what best aligns with their specific career goals at a given time rather than committing to any single pathway.

### PREFERENCES FOR TRAINING PROGRAMS

Which of the following are strengths of programs offered by each of the following education and training providers? Select all that apply.

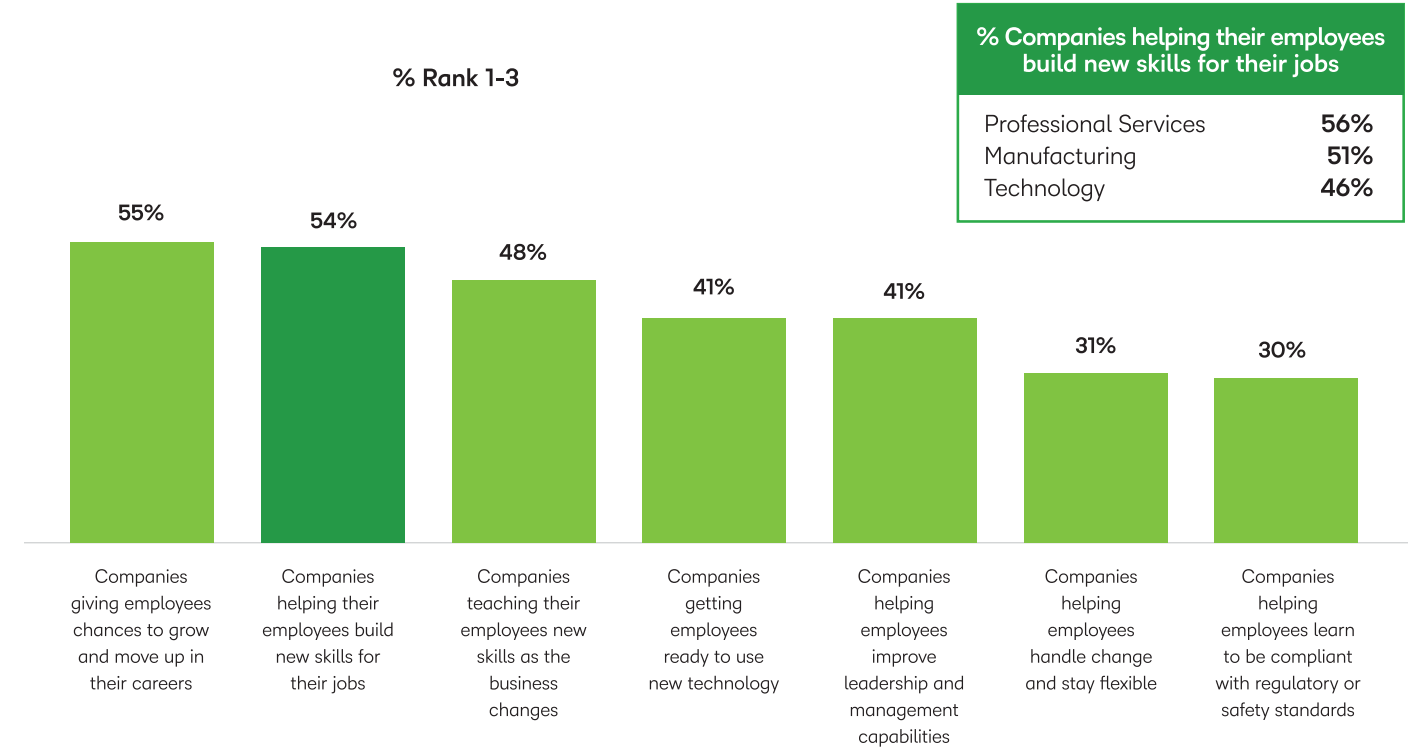
% Selected	Universities	Community and technical colleges	Private/commercial training providers	Professional/membership associations	Trade associations	Online learning platforms (e.g., LinkedIn, Coursera)
Credibility and recognition of credentials	53%	36%	33%	37%	33%	29%
Depth of knowledge and rigore in programs	45%	29%	35%	25%	27%	23%
Networking and professional connections	35%	27%	32%	52%	40%	28%
Relevance to current industry trends and technologies	30%	29%	40%	40%	39%	35%
Flexibility of learning time, place and pace	30%	34%	35%	24%	25%	49%
Cost effectiveness	18%	41%	25%	21%	24%	42%

# The imperative for continuous upskilling

The strong preference for self-directed learning and employer-provided training underscores the reality that upskilling is not a one-time event but an ongoing necessity. Workers recognize that maintaining career growth and staying competitive in their industries require continuous skills development. However, despite the many available training options, employees consistently gravitate toward learning experiences that offer the most immediate and practical benefits—those that enhance their job performance, increase their earning potential and open pathways for career advancement.

## SKILLS DEVELOPMENT AND GOALS FOR THE FUTURE

Thinking about different ways companies support their employee’s career development, please rank how much of a priority each of the following types of skill development opportunities are to you. Rank from 1 to 7 where 1 is the highest priority and 7 is the lowest priority.



## Finding No. 4:

# Interactive and flexible formats are key to employee engagement and success with learning

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### KEY FINDING

Employees frequently engage with interactive training but variety is limited

Real-time feedback enhances engagement and skills-building

Flexibility is a top priority for employees

### SUPPORTING DATA

Fifty-three percent of employees have encountered quizzes, 52% have used interactive videos and 42% have experienced interactive learning modules with instant feedback. However, fewer than 40% have engaged with simulations, collaborative group exercises or gamification.

Forty-five percent cite interactive learning modules with instant feedback as the most effective for skills-building.

Workers want training options that fit within their schedules, reinforcing the need for self-paced, hybrid and online learning. Forty-one percent prioritize flexible training formats.



Employees value training opportunities and frequently engage with interactive learning elements such as quizzes and videos. However, fewer have access to hands-on experiences such as simulations, gamification and role-playing exercises, which many find highly engaging.

Interactive learning is common—  
but not always varied

D2L's survey reveals that workers most frequently encounter quizzes, interactive videos and assessments in training programs but are less likely to experience collaborative or immersive formats:

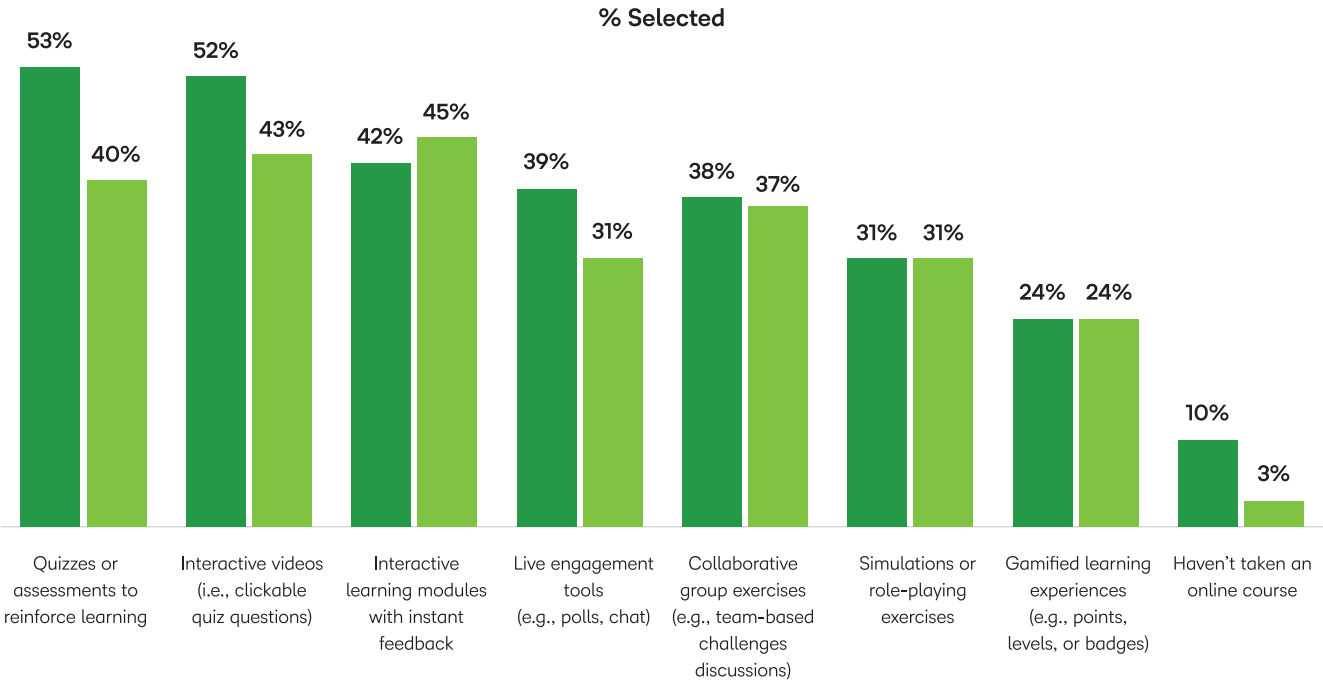
- **53%** have encountered quizzes or assessments to reinforce learning
- **52%** have used interactive videos with clickable questions
- **42%** have experienced interactive learning modules with real-time feedback
- **Fewer than 40%** have engaged with simulations, collaborative group exercises or gamification

While quizzes and interactive videos are the most common training tools, employees find real-time feedback especially engaging—**45% cite interactive learning modules with instant feedback as the most effective for skills-building.**



PREFERENCES FOR TRAINING PROGRAMS

- Have you used or encountered any of the following types of interactive content in an online training course?
- Which types of interactive content do you, or would you, find most engaging for learning new skills?







# Employees want more engaging, flexible and career-connected training options

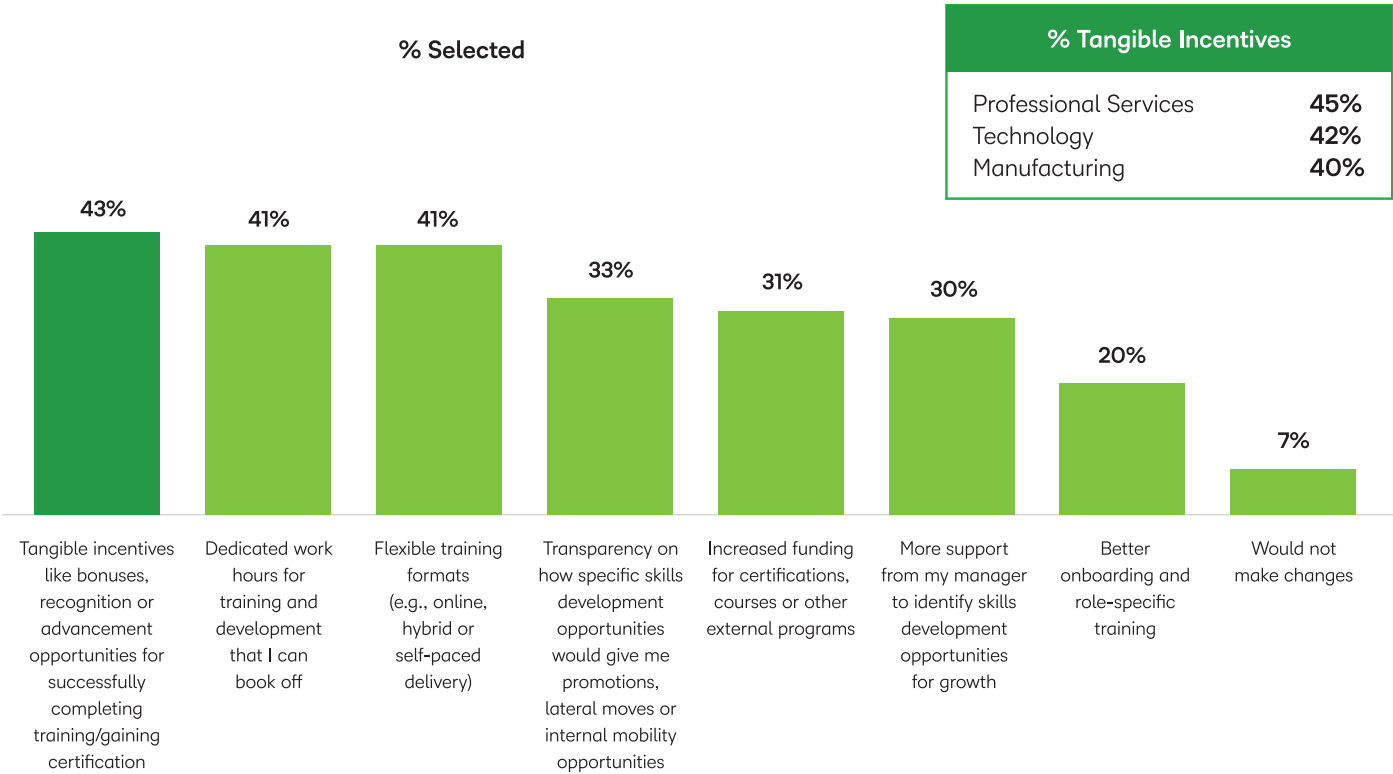
The data suggests that workers appreciate interactive training but see room for improvement in variety and engagement. While traditional formats remain useful, incorporating simulations, gamification and group-based learning could further boost participation and knowledge retention.

At the same time, flexibility and career connection remain priorities. Employees are increasingly looking for direct connections between the training offerings from their employer and their own career development, including incentives and transparency in how skills development will lead to promotions or other internal mobility.

Employees also want training options that fit within their work schedules, reinforcing the need for self-paced, hybrid and online learning that allows them to engage when and how they learn best.

## PREFERENCES FOR TRAINING PROGRAMS

What changes would make your employer’s learning and development programs more helpful and accessible?  
Select up to 3.



# Conclusion:

## The future of strategic learning

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As the landscape of work and learning continues to evolve, it is crucial for organizations to adapt their strategies to meet the changing needs of their employees. Based on our findings from this survey, the following recommendations provide actionable insights for L&D leaders.

To bridge the gap between employer investments in AI in the workplace and employee understanding and ability, L&D leaders should:

- **Encourage a “human plus AI” mindset:** Foster an open culture of experimentation, provide safe spaces to test AI tools and ensure employees understand AI’s role as an enabler rather than a threat.
- **Develop AI literacy programs:** Build confidence in AI tools while reinforcing human skills that AI cannot replace, such as critical thinking, communication and emotional intelligence.
- **Create an AI adoption playbook:** Provide clear use cases, structured learning pathways and guidance on integrating AI into daily workflows.
- **Establish clear metrics:** Measure the impact of AI on learning engagement, skills development and workforce adaptability.

To align employer-provided training programs with employee motivations and workplace transformation trends, L&D leaders should:

- **Position training as a tool for career advancement:** Provide transparency for employees to link training to promotion opportunities, lateral mobility, pay increases and job security.
- **Invest in strategic learning programs:** Align organizational objectives and employee desires for growth and security, offering engaging content and expanding financial support for external certifications that align with employee career goals.
- **Incorporate interactive and feedback-driven content:** Use gamification, role-playing exercises, real-time AI-powered feedback and authentic assessments to boost engagement and outcomes.
- **Expand employer financial support for external training:** Provide financial assistance for employees to pursue external certifications or other skills-based training programs that align with their career aspirations and employer skills needs.
- **Adopt flexible, hybrid and self-paced learning formats:** Meet diverse employee needs and remove barriers to learning by offering structured training time during work hours and expanding financial support.





By focusing on practical, industry-relevant training and creating engaging, flexible and well-supported learning experiences, L&D leaders can enhance skills development, support both business objectives and employee career growth, boost participation, improve knowledge retention and align training with employee needs. This strategic approach will increase engagement, upskill the workforce effectively, improve employee retention and future-proof organizations.

The future of work belongs to organizations that invest in learning as a competitive advantage. The question is no longer whether to invest in skills development—it's how to do it effectively to maximize both employee growth and business outcomes. L&D leaders have a once-in-a-generation opportunity to transform learning into a true business driver. Organizations that act now will develop workforces that are adaptable, innovative and ready for the AI-powered future. The time to act is now.



# About the survey

D2L commissioned a survey from Morning Consult of full-time, salaried, employed adults in the United States to better understand how the new AI reality is impacting their work and learning needs.

This online survey was fielded between January 17 - 30, 2025, among a sample of 996 full-time, salaried, employed adults. The data was weighted to approximate a target sample based on age, gender, race, and industry. Results from the full survey have a margin of error of plus or minus 3 percentage points.

Demographic Profile	
Demographic	N
Gender: Male	587
Gender: Female	409
Age: 18-44	564
Age: 45+	432
Director+	446
Below Director	520

Demographic Profile	
Demographic	N
Manufacturing	334
Technology	61
Professional Services	601

Professional Services includes financial services, insurance, public administration, and publishing, entertainment and media.



# Contributors

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Thank you to the team at Morning Consult – **Grant Hill**, **Riley Jones** and **Cooper Hardy** – for their work on the survey results shared in this paper.










## ABOUT D2L

D2L is a global learning innovation company, reshaping the future of education and work. We're leading the way into a new era of personalized learning, driven by the belief that everyone deserves access to high-quality education, regardless of their age, ability or location. Our signature technology product—D2L Brightspace—enhances the learning experience for millions of learners at every stage of life, from the earliest days of school to the working world.

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