



Building AI-Fluent Organizations: Upskilling Your Workforce to Unlock Impact

 Disco x foHRsight White Paper – Q2 2025



In an era where artificial intelligence is transforming work, learning, decision-making, and human connection, organizations face a critical opportunity: **to build a workforce fluent in both understanding and working with AI.**

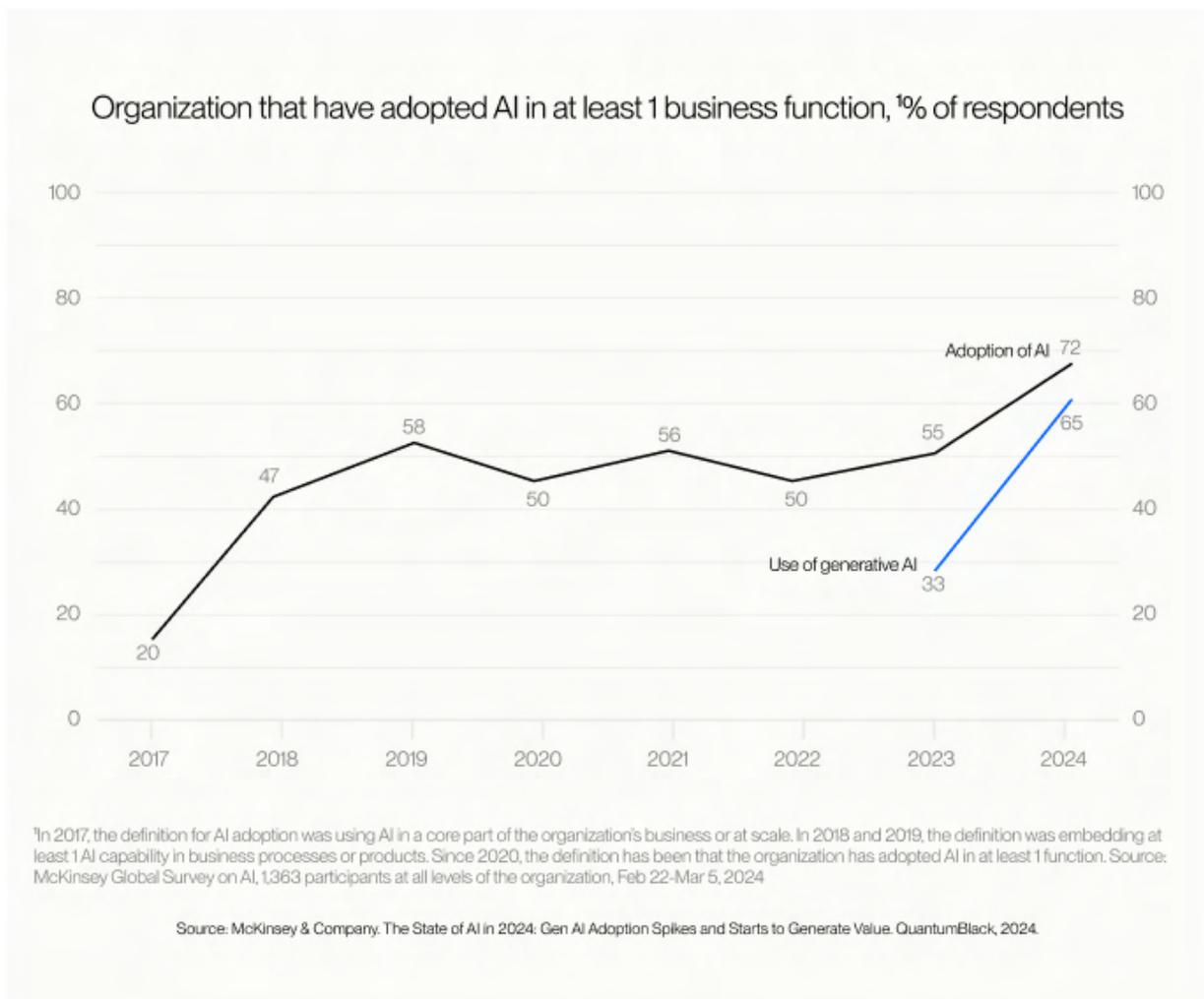
The promise of AI is immense – from automating routine tasks and saving costs to augmenting human creativity and providing new value – but realizing this promise depends on people, not just technology. As Candice Faktor (Disco, 2025) notes, AI can actually make companies **more human** by freeing employees to focus on creativity, connection, and higher-value work.

The real differentiator today isn't who has the most advanced AI tools, but **who has the people with the mindset and skills to use them effectively.** Building an AI-fluent organization is a learning journey. Every employee must be equipped to understand what AI can do and to use it in their day-to-day work. Yet while 85% of workers expect AI to reshape their jobs in the next few years, only 28% have received any training on how to work with it (foHRsight, 2024). HR leaders must close this gap by championing upskilling, both **about** AI and **with** AI, to prepare their organizations for the future.



From Hype to Impact: The AI Imperative

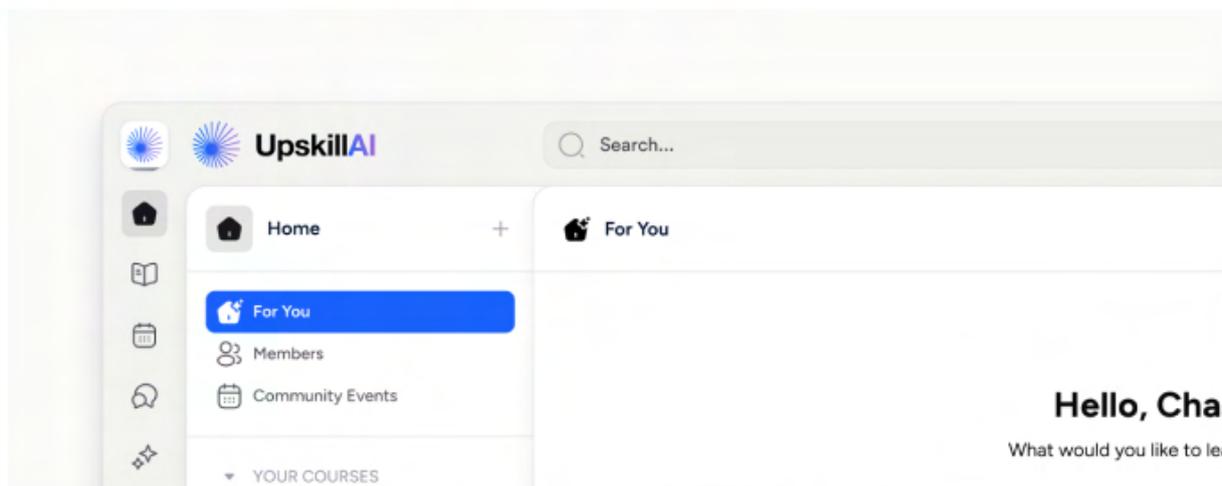
AI represents one of the most disruptive shifts in how work gets done in our lifetime – and the potential prize is huge (future foHRward, 2024). Research shows that companies investing in digital and AI capabilities already **outperform** their peers (McKinsey, 2024). AI adoption is also **surging**: the share of organizations using AI in at least one function jumped from about 50% in 2020 to **72% by early 2024** (McKinsey, 2024). One striking example of AI's rapid impact: it took Netflix 3.5 years to reach one million users, Facebook 10 months, but the AI-powered ChatGPT achieved that milestone in **just 5 days**. This extraordinary speed underscores how quickly AI is permeating the workplace.



This seismic technological shift carries profound implications for the workforce. **40%** of the global workforce is already exposed to AI in their jobs – a figure expected to reach **60%** in advanced economies (IMF, 2024).

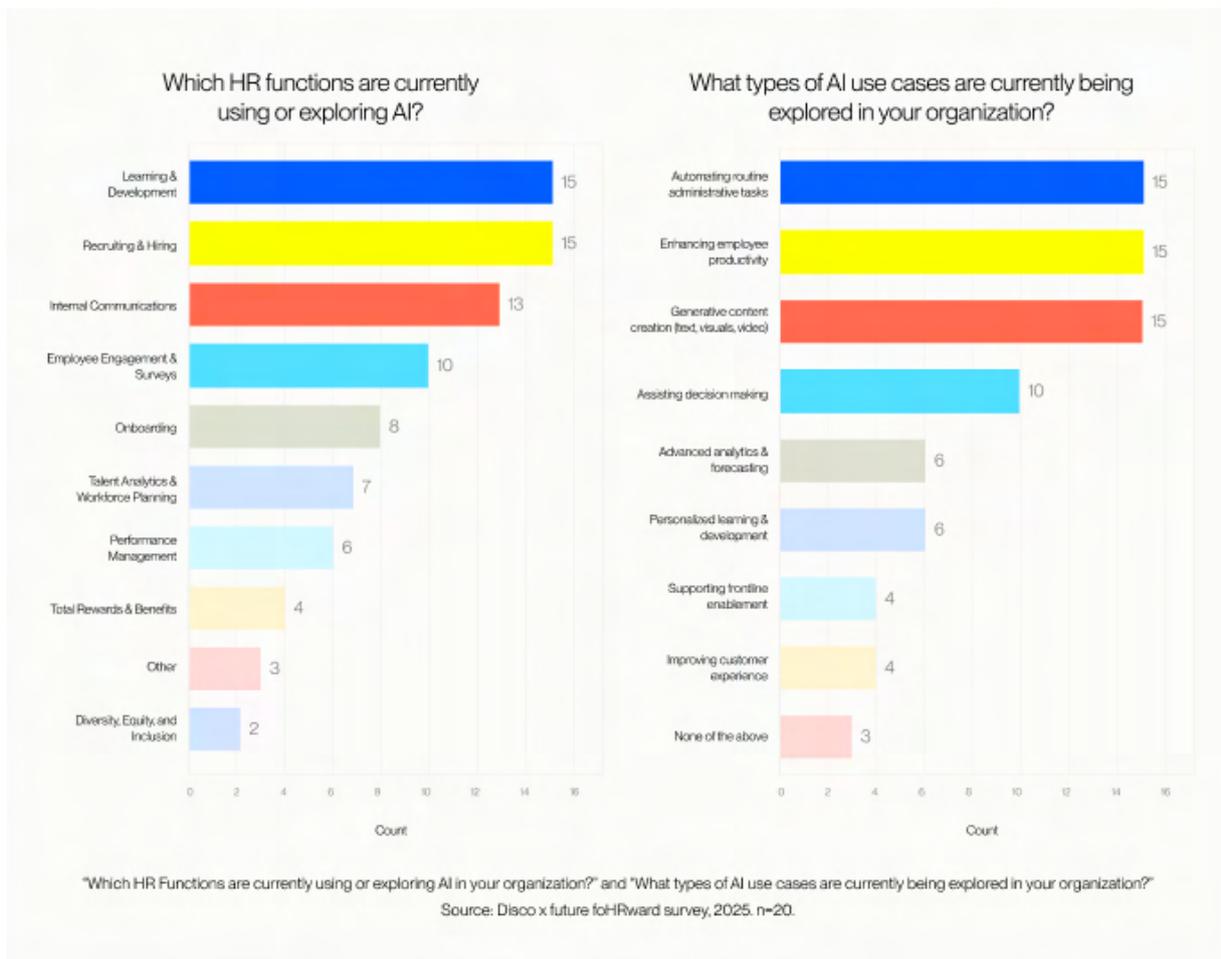
In this context, building an AI-fluent organization is not just an IT initiative; **it is a strategic people imperative**. Companies must bridge the gap between AI's capabilities and employees' readiness to harness them. And no function is more critical to this mission than Human Resources. But AI fluency isn't achieved through theory alone; it's built through practice. It requires not just learning about AI, but learning with AI – making AI a natural part of everyday work through hands-on experimentation and use (Reworked, 2025). In short, employees become fluent by understanding how AI works and by using AI tools to work smarter.

AI in HR Today: Key Areas of Impact



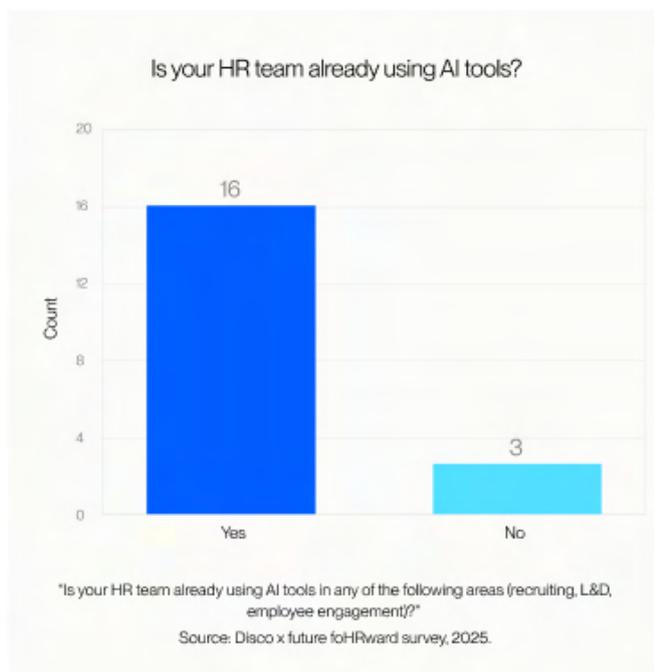
AI adoption in HR is accelerating across all parts of the functions. Notably, **talent acquisition and learning & development (L&D)** are the top areas where organizations are applying AI (64% and 43% of adopters, respectively) (From Hype to Impact: How HR Can Harness the Power of AI, future foHRward, 2024).

A closer look at where AI is being applied across HR functions reveals clear momentum in some areas—and opportunities in others:



In this white paper, we focus on L&D and upskilling – areas where AI’s promise directly ties to building an AI-fluent workforce. Generative AI is already revolutionizing corporate learning by personalizing content and automating training tasks.

This is supported by survey results from a Disco and future foHRward survey of HR leaders showing that 84% of respondents said their HR teams are already using AI tools, particularly in recruiting and learning. Yet few report having clear internal guidelines for responsible use, emphasizing the need for fluency in the development of AI.



Conversely, those that neglect upskilling risk falling behind. It bears repeating: AI will not replace HR or other roles entirely, but HR professionals who know how to leverage AI may replace those who do not. By focusing training efforts on high-impact use cases like within employee learning and development (L&D), companies build confidence in AI through real wins.

This creates a positive feedback loop: success stories from early AI projects make employees more eager to learn and experiment with AI in their own roles, further advancing the company's overall AI fluency.

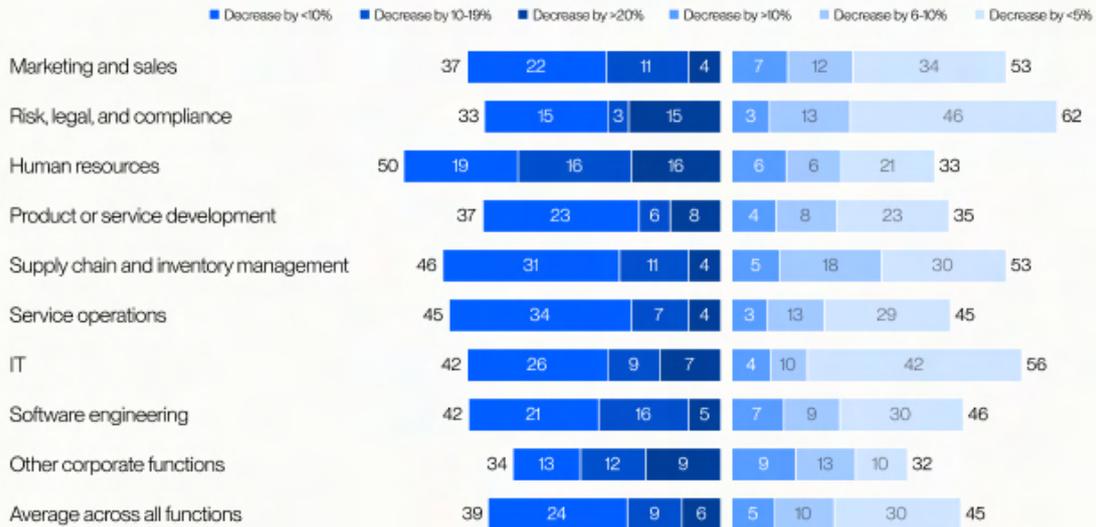
Bridging the AI Skills Gap: Upskilling Your Workforce

While AI tools are rapidly advancing, a gap has opened between AI's potential and the skills of the workforce expected to use it. Upskilling the workforce for AI fluency is now an urgent business priority.

The gap between AI's rapid workplace adoption and workforce readiness remains significant. Only 49% of CHROs say that developing employee AI and data skills is currently a training priority, despite 70% acknowledging AI is actively reshaping work (Avilar, 2025; Forbes Research, 2025). While 77% of companies say they plan to retrain staff to adapt to AI tools and workflows, 41% still expect AI-driven job reductions, highlighting a conflicted response to the upskilling challenge (The Decoder, 2025). On the employee side, 52% of U.S. workers report fear about AI's impact at work, while just 33% globally say they feel adequately trained to use AI effectively (Hayes, 2025; Elnaggar et al., 2025). This widening mismatch between AI expectations and training readiness underscores the urgent need for targeted, role-relevant learning strategies that empower employees to adapt and thrive.

In our 2025 survey of senior HR and L&D leaders, 60% reported that their organizations offer some form of AI training. However, the majority describe it as introductory, centered around AI 101 content. Only a small number are delivering contextualized or role-based learning, suggesting a significant maturity gap between awareness and application.

Cost decrease and revenue increase from generative AI adoption in 2023, by function, 1% of respondents

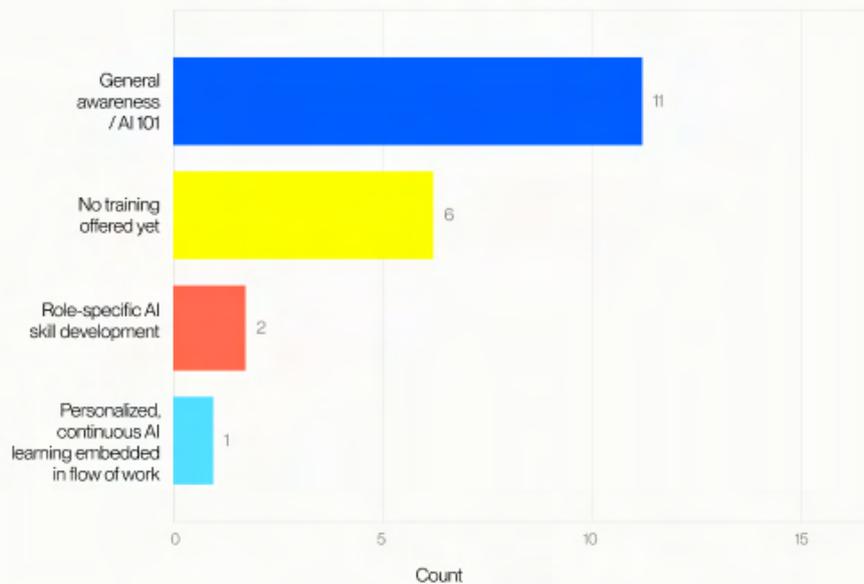


*Questions were asked only of respondents who said their organizations have adopted AI in a given function. Respondents who said "cost increase," "no change," "not applicable," or "don't know" for the effects of generative AI (gen AI) on costs are not shown, and respondents who said "revenue decrease," "no change," "not applicable," or "don't know" for the effects of gen AI on revenues are not shown. Data for manufacturing and strategy and corporate finance are not shown, because the base sizes were too small to meet the reporting threshold.

Source: McKinsey Global Survey on AI, 1,363 participants at all levels of the organization, Feb 22-March 5, 2024

Source: McKinsey & Company. The State of AI in 2024: Gen AI Adoption Spikes and Starts to Generate Value. QuantumBlack, 2024.

Organizational AI Training Approach



Which of the following best describes your organization's AI training approach?

Source: Disco x foHRward survey, 2025.

Organizations that fail to bridge this skills gap risk a two-fold problem: **underutilization of AI investments** and **a workforce resistant to or fearful of new technologies**. Developing AI fluency across the workforce is therefore a competitive necessity: it ensures your people can make the most of AI tools, rather than being displaced or left behind by them.

Crucially, upskilling for AI is not just about teaching technical skills for using new software. It also means fostering a **growth mindset** and comfort with change. Creating the right environment and culture is essential for building AI fluency. Employees need to see AI as a tool that augments their capabilities, not as a threat to their jobs. This requires clear communication that AI is being introduced to elevate roles, not eliminate them, as well as offering time and resources to experiment with AI in day-to-day work. While HR has a key role to play, this shift must be supported across leadership and embedded in the broader organizational culture to truly take root.

Ultimately, an AI-fluent organization is one where every employee has the baseline understanding needed to collaborate with AI, ask the right questions, and innovate new solutions.

Shifting Mindsets: From AI-Fearing to AI-Fluent Leadership

Successful adoption of AI within an organization starts with a mindset shift at the leadership level and across the workforce. Leaders must set the tone by moving **from fear to possibility** and therefore viewing AI not as a threat but as a source of innovation and growth. Cultivating curiosity is key: shift the culture from valuing people for always having **answers** to valuing those who ask great **questions** and experiment with AI to find solutions. Finally, transform any sense of **overwhelm into a spirit of experimentation** – framing AI initiatives



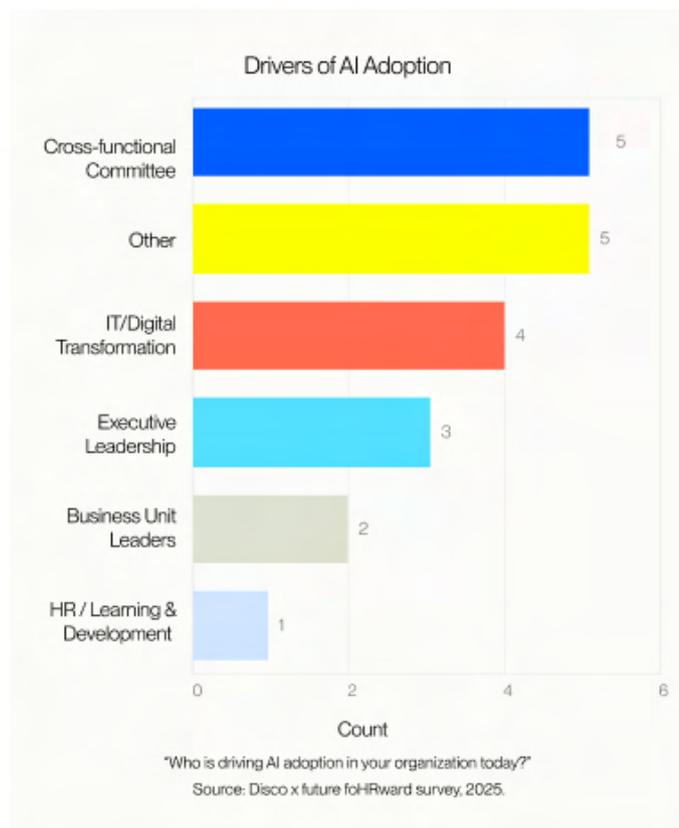
as learning opportunities where quick trials and iterative prototyping are welcomed. “Building AI fluency is about empowering shared learning and experimentation throughout the organization,” advocating for relevant and engaging learning programs in organizations (Candice Faktor, CEO, Disco, 2025). By championing these mindset shifts, leaders set a foundation where AI fluency can take root. An AI-fluent organization is, at its core, a learning organization that embraces change.

For organizations to truly harness AI’s power, HR leaders must serve as strategic drivers of the transformation. Mark Edgar, co-founder of future foHRward, notes that **HR’s role is unique** because of “the purview they have and the opportunity they have to influence a pretty broad agenda”. In practice, this means HR can ensure AI initiatives are developed with a human-centric lens and that employees are engaged and supported through change.

“There’s no clean roadmap for AI adoption, but building an AI-fluent organization starts by embracing experimentation and developing a tolerance for mistakes. We’re learning by doing, and that’s how we build the muscle for agility.” - **Erin Gordon, VP HR, Lindt & Sprungli Canada and foHRsight+ CHRO cohort member.**

Interestingly, while executive teams are beginning to lead by example—55% of survey respondents said their senior leaders had engaged in AI learning—the initiative is still often driven by IT or Digital Transformation teams. HR is not always at the helm, pointing to a major opportunity for HR to step into a more strategic leadership position on AI readiness.

HR has a critical role to play in guiding AI adoption. future foHRward’s foHRsight Q4 2024



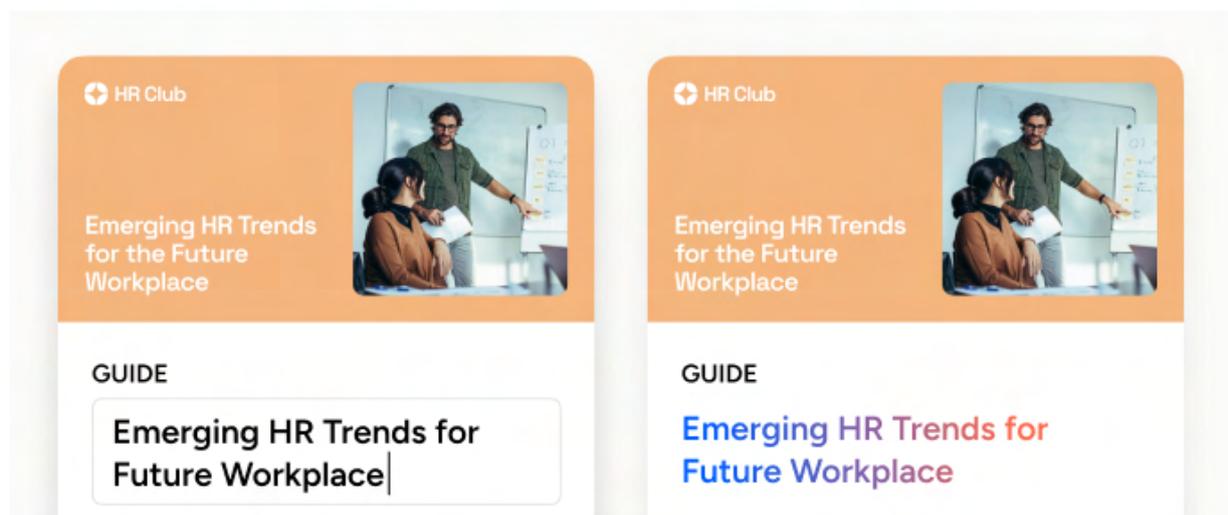
report identified seven critical roles for HR leaders in the AI era – from **Trust Builder** and **Change Leader** to **Technology Trainer** and **Human+ Conductor**. In essence, HR must infuse AI considerations into every facet of people strategy: establishing trust and governance, championing change, upskilling employees, and orchestrating human-AI collaboration. This keeps our focus on building AI fluency, while acknowledging HR’s broad mandate (From Hype to Impact: How HR Can Harness the Power of AI, future foHRward, 2024).

| Strategies for Building AI Fluency

The question now becomes: **How can HR and leadership effectively upskill their workforce and build a truly AI-fluent organization?**

AI fluency means far more than knowing how to use a particular software or having data scientists on staff. At the base, employees need a **foundational understanding of AI concepts** – what AI can and cannot do, basic principles of machine learning and data, and awareness of ethical considerations. This foundation demystifies AI and builds critical confidence.

But knowledge alone isn’t enough; employees must also develop **durable skills** that allow them to adapt as AI evolves. These include human skills like critical thinking, creativity, curiosity, and agency in problem-solving. Such durable skills ensure that as specific AI tools come and go, the workforce can continuously learn and apply new technologies in a thoughtful way.



HR Club

Emerging HR Trends for the Future Workplace

GUIDE

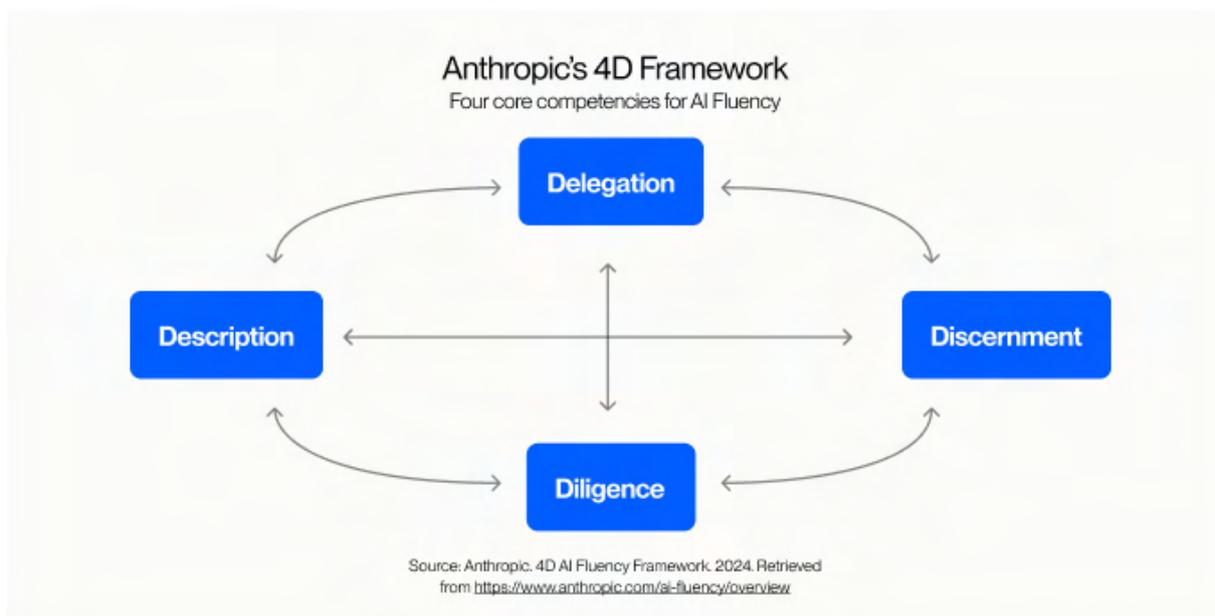
Emerging HR Trends for Future Workplace

Achieving AI fluency means focusing on **how people think and work with AI, not just which tools they use**. As AI company Anthropic emphasizes in its fluency framework, true readiness for AI is “not about tools – it’s about modes of thinking and working with AI” (Anthropic, 2024). Anthropic’s internal **“4D AI Fluency” framework** centers on four dimensions of engagement with AI, ensuring employees learn to:

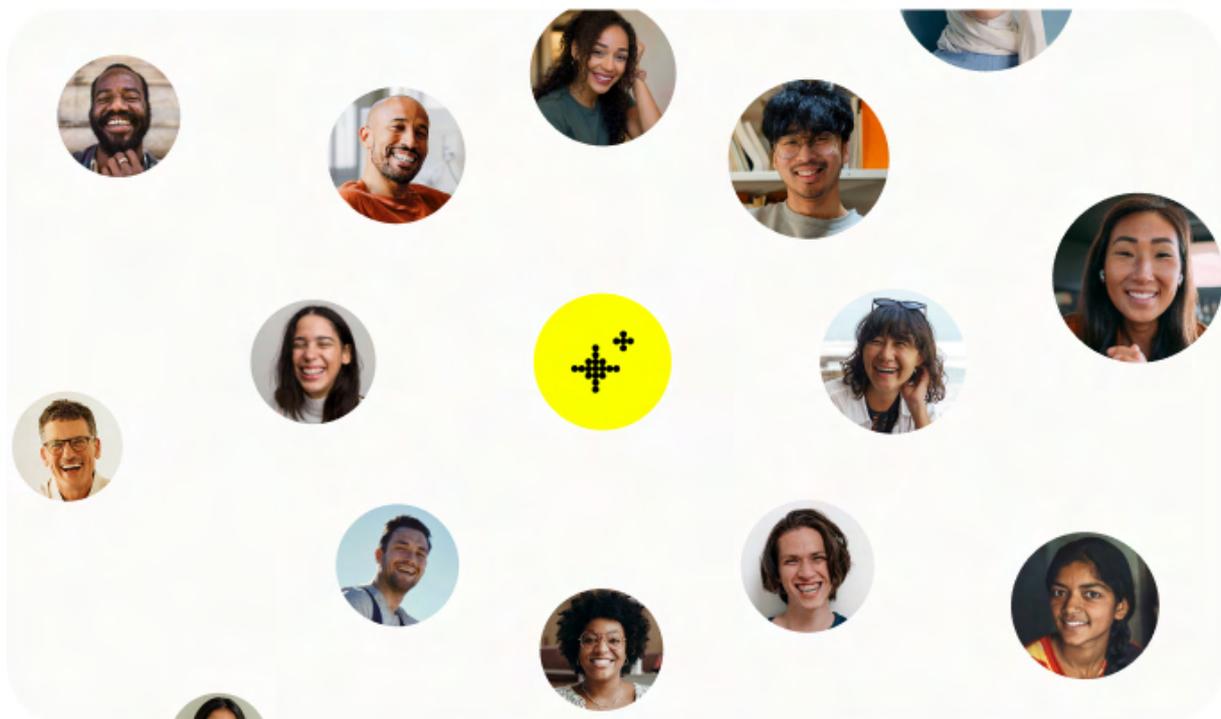
- Describe what AI is doing
- Discern when to trust or question AI outputs
- Know how to Delegate tasks appropriately to AI
- And exercise **Diligence** in checking AI-driven work

This approach tailors AI training to different roles – recognizing that, say, a customer service role might emphasize descriptive and conversational AI usage, whereas a product manager role might emphasize discerning insights and strategic questions for AI.

The takeaway for any organization is that training must go beyond button-clicking, or even prompt engineering, skills. It should instill ways of thinking that enable employees to collaborate with AI systems – including understanding when to automate tasks, when to use AI for augmentation of their own capabilities, and when to apply human judgment. By cultivating these deeper competencies, the workforce remains flexible and “AI-ready” even as technologies change.

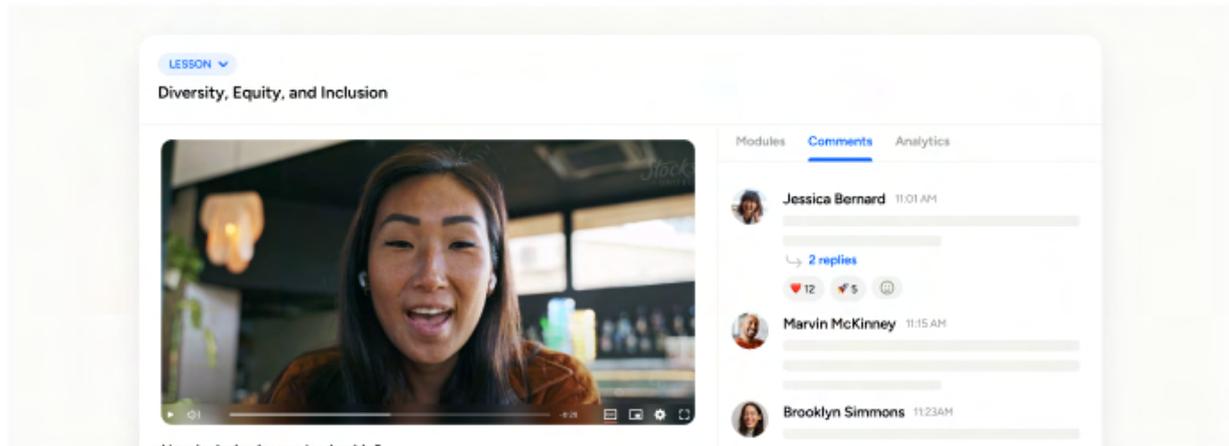


With a clear definition of AI fluency in mind, how can organizations practically upskill their people to achieve it? A traditional approach might be to send employees on a few training courses or have them watch some online tutorials. However, building true fluency calls for a more integrated and continuous learning strategy. In fact, leading companies are rethinking their approach to learning and development (L&D) programs in the AI era. For example, Google recently sunsetted thousands of legacy training courses in order to prioritize role-based AI learning paths for employees, directly embedded into their internal learning platform (Google, 2025). Google recognized that in an AI-first world, learning strategy is business strategy – AI training isn't a nice-to-have elective, but core to every employee's performance. Their new approach ties AI learning tightly to daily workflows and actual tools teams are using (such as upcoming AI features like Google's Gemini or Duet AI), ensuring the training is practical and outcome-focused.



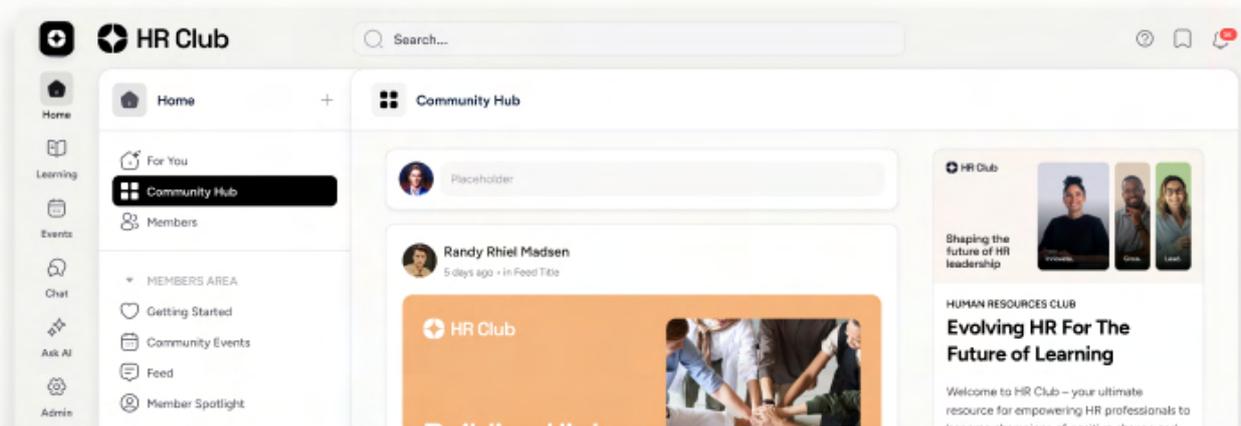
This illustrates a key principle for upskilling: make it relevant and immediately applicable. Adults learn best (and stay engaged) when learning is solving real problems they face. Thus, AI upskilling programs should be highly contextualized to each function and workflow, rather than generic. Encourage each department to identify specific pain points or opportunities where AI could help, and build learning modules or challenges around those.

Another critical strategy is to encourage self-directed and peer-to-peer learning as part of the upskilling journey. The field of AI is evolving so rapidly that no fixed curriculum will stay current for long. Recognizing this, some organizations are moving away from overly prescriptive training plans. Instead, they provide guiding resources and empower employees to take charge of their AI learning – setting aside time for exploration, offering platforms to experiment with AI tools, and then having employees share their learnings.



Peer-driven and social learning can be incredibly powerful in this context. Colleagues learning from each other (through lunch-and-learns, internal forums, or demo days) helps spread practical know-how quickly and creates a sense of collective momentum. For example, teams might establish an internal community where people regularly post useful prompts they've discovered, AI "win stories," or even failures and lessons learned. Normalizing this kind of prompt-sharing and open discussion breaks down the intimidation factor around AI and accelerates skill development. It sends the signal that everyone is learning together and that experimentation is encouraged. Leadership can reinforce this by celebrating employees who take initiative with AI, even if every experiment isn't a home run. The goal is to create a safe learning environment where trying new AI tools and approaches is part of the everyday work, rather than something that only happens in a formal classroom setting.

To structure effective AI learning experiences, consider incorporating multiple modalities and ongoing support. In a recent workshop hosted by Disco for senior HR leaders, six key elements (the 6 "Ps" of transformational learning) were highlighted as ingredients for successful upskilling programs (Candice Faktor, 2025):



- ✦ **Peers:** Facilitate learning in groups or communities. Encourage employees to learn **with and from each other**, whether through mentorship pairings, cohort-based workshops, or user groups for specific AI tools. Peer support creates accountability and spreads tacit knowledge.
- ✦ **Projects:** Use real-work **projects** as learning opportunities. Have teams apply AI to concrete business challenges or processes. Project-based learning ensures skills are applied and creates tangible proof-of-concepts that can inspire broader adoption.
- ✦ **Practice:** Give learners space and time to **practice** new skills in a low-stakes setting. This might mean sandbox environments for playing with an AI API, hackathon days, or simulation exercises. The mastery of AI comes with hands-on practice and repetition, not one-off exposure.
- ✦ **Personalized:** Recognize that one size does not fit all. Provide **personalized** learning pathways that match an individual's role, current skill level, and learning style. Personalization keeps learning relevant and efficient.
- ✦ **Prompts:** Incorporate **prompts** and guided challenges to spark creative thinking. For instance, present scenarios or case studies and ask teams to craft AI prompts or solutions – essentially learning by doing and by teaching the AI. Prompt-driven exercises build confidence in interacting with AI systems and encourage a problem-solving mindset.
- ✦ **Perpetual:** Treat AI learning as a **perpetual**, continuous process. Technology will keep evolving, so make ongoing learning part of the company's DNA. Instead of a one-time training event, establish continuous programs – monthly workshops, newsletters on AI updates, refresher courses, and ever-evolving learning content. This instills a mindset that growth in AI fluency is an ongoing journey, not a destination.

An often overlooked key to AI fluency is **learning in the flow of work**. Instead of treating training as a one-off event, leading organizations weave learning into everyday routines. Seamlessly embedding learning activities into daily workflows enhances productivity, fosters continuous skill acquisition, and boosts engagement. AI can accelerate this by providing just-in-time, personalized support. Employees might use AI assistants or chatbots to get instant answers, coaching, or micro-learning modules on demand – all without disrupting their workflow. This on-the-go, AI-augmented learning ensures upskilling isn't confined to classrooms or scheduled courses, but happens continuously on the job. It nurtures a growth mindset and makes adapting to new AI tools a natural part of work life.

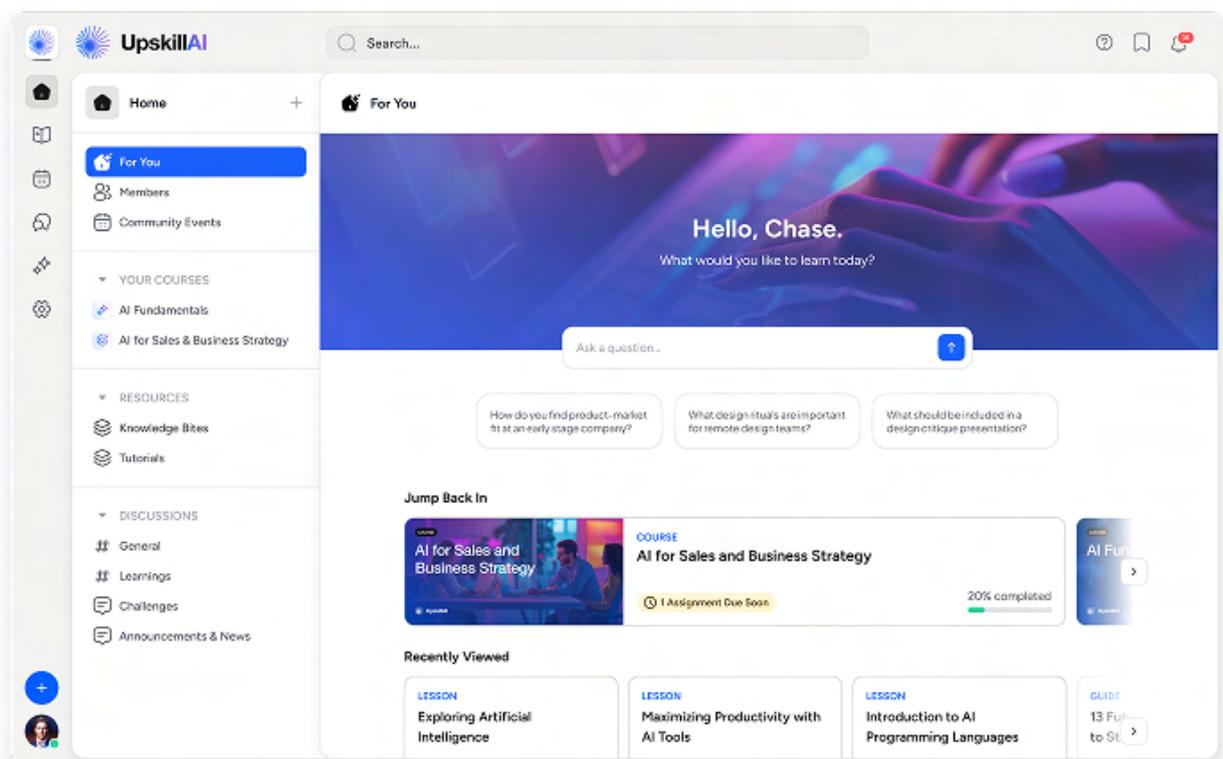
At Disco, we've **integrated AI learning directly into the flow of work** through our internal "AI Fundamentals" course, specifically designed to meet non-technical teams where they are. As **Wendy Foster, Head of Data at Disco**, puts it: "Fluency is becoming foundational, so we built a course to meet teams where they are." Housed in Disco's internal UpskillAI academy, the course supports teams in marketing, operations, customer success, and design by building confidence in using AI tools – without requiring coding experience. It's structured around day-to-day realities, covering foundational concepts (like how AI works and ethical use), the current generative AI landscape, and practical skills such as evaluating AI output, managing hallucinations, and prompt engineering. What makes this program effective is its hands-on, role-relevant design. Learners don't just study AI, they apply it in simulations and decision-making scenarios directly tied to their job functions. For example, participants practice using ChatGPT to solve real operational challenges or make content recommendations, bridging the gap between theory and application.

This embedded, contextualized approach transforms AI from an abstract topic into a daily tool. The impact? 100% of the organization intrinsically joined the course, with a 50% self-motivated completion rate.

AI-Powered Learning Platforms: A Catalyst for Upskilling

As L&D teams take on the mandate of building AI fluency across their organizations, a crucial question emerges: **how can we design upskilling programs that are not only effective, but scalable, personalized, and aligned to real work?**

Traditional learning management systems (LMSs) were not built for the pace and personalization required in the AI era. They often rely on static content designed for broad audiences, which can limit engagement and meaningful behavior change. In contrast, AI-powered platforms like Disco enable organizations to build tailored, relevant learning programs much faster by drawing on existing internal knowledge, processes, and documentation. Instead of taking months to design and launch training, learning teams can generate contextual programs in just a few hours. This speed, along with features like the AI Program Generator, allows them to focus on higher-impact priorities while supporting more agile and responsive learning design. AI also enables personalization at scale by adapting learning paths to different roles, teams, and workflows, making the experience more relevant for each learner.



At Disco, this approach has helped organizations like Kids & Company increase training completion by 25% while saving over 90 hours annually. The platform reduces the manual workload of L&D teams by automating tasks such as content organization, assessment creation, learner nudging, and progress tracking.



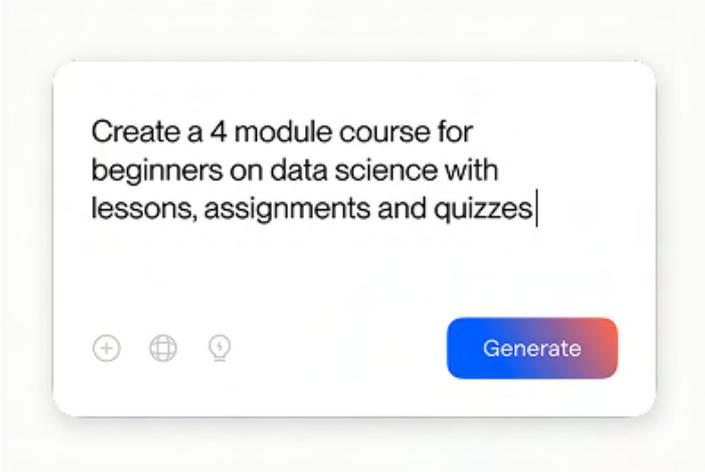
Switching to Disco was one of the smartest operational decisions we've made. We streamlined multiple tools and delivered a modern, AI-powered learning experience to 3,000+ staff—without increasing headcount. It's transformed how we train, engage, and scale. Our employees love how easy it is to use—especially on mobile.

Victoria Sopik
CEO

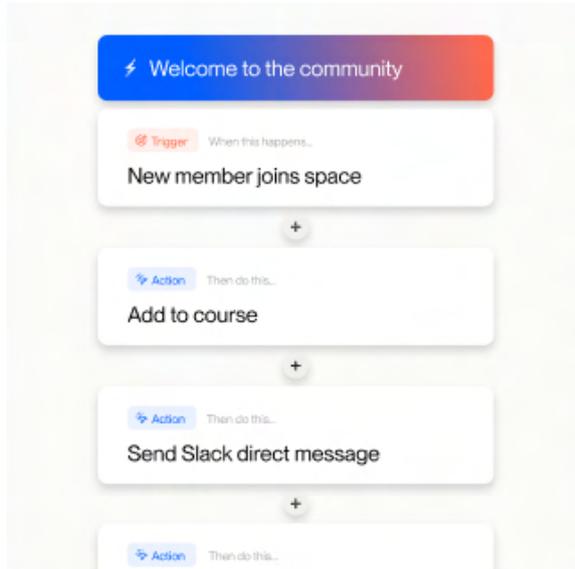


As a result, teams can scale their programs without adding additional resources, and reinvest the time and resources into strategic growth. By combining speed, relevance, and operational efficiency, AI-powered platforms like Disco offer a new model for workplace learning – one that makes upskilling more engaging and better aligned with how people actually work.

The result is a learning ecosystem that not only delivers content, but actively guides and motivates learners – a crucial factor in achieving real upskilling and lasting behavior change in the workforce.



Unlocking Impact: Turning AI Fluency into Business Results



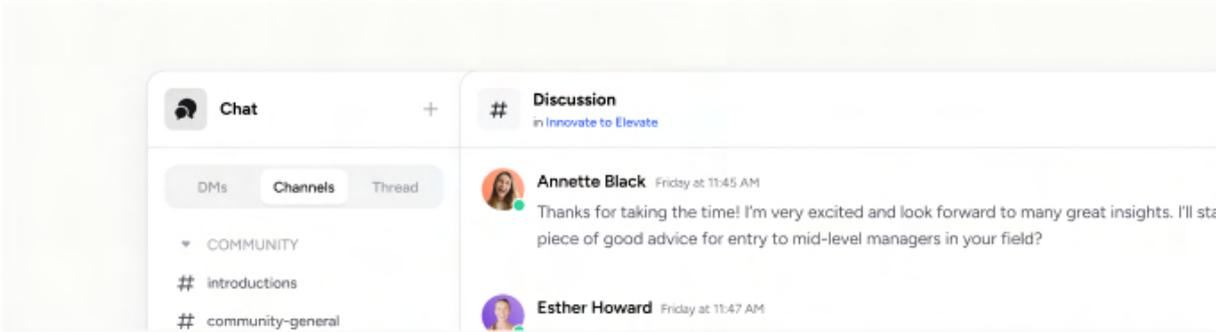
Upskilling your workforce in AI is not an end in itself – **it's a means to unlock tangible business impact.** When done right, investing in AI fluency yields a more agile, innovative, and resilient organization. Employees who are comfortable with AI can find efficiencies that save significant time and cost, generate insights from data that drive better decisions, and create new products or services that keep

the company competitive. AI-fluent teams can do more with less and adapt faster to market changes, which is a critical advantage.

To maximize this impact, organizations should align AI upskilling efforts with strategic objectives. Ask: **where can increased AI fluency drive the outcomes that matter to us** – whether that's higher customer satisfaction, faster product development cycles, improved quality, or opening up new revenue streams? Focus initial upskilling projects on those high-impact areas. This ensures executive buy-in (because the training is tied to business value) and helps teams see the real-world payoff of their new skills, creating a positive feedback loop. For example, if a company's priority is improving customer experience, it might train call center staff on using AI assistants to handle routine inquiries, reducing wait times and freeing humans for more complex help – yielding quick wins that demonstrate value.

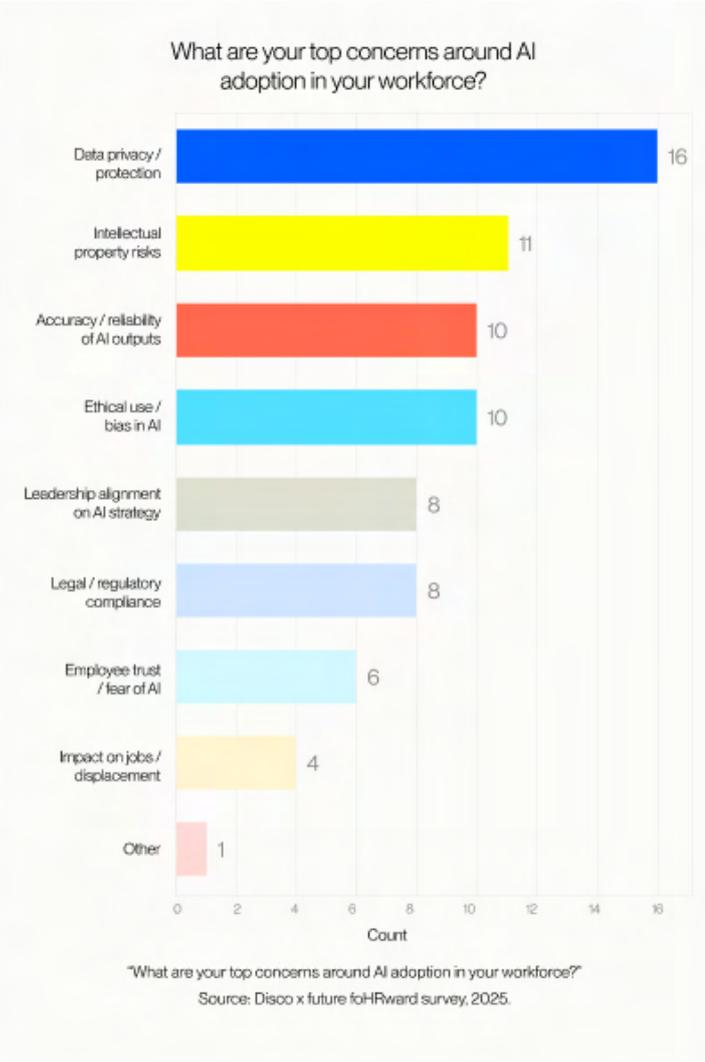
It's also important to **measure and celebrate the impact** of AI fluency. Track metrics such as the number of AI-driven projects implemented, efficiency gains achieved, or revenue attributable to AI-enhanced offerings. Share these successes broadly. Nothing builds momentum like stories of teams that used their AI savvy to solve a tough problem or beat a target. It shifts the narrative from abstract "training" to concrete innovation. As noted earlier, many

organizations publicly recognize teams or individuals who pioneer new AI solutions, which reinforces the cultural shift. A little internal competition – for instance, a company-wide challenge or hackathon with awards for the best AI ideas – can spur creativity and enthusiasm across the workforce.



As your organization becomes more AI-fluent, continue to keep an eye on the **ethical and risk dimensions** of AI use. Fluency should include understanding not just how to use AI effectively, but how to use it responsibly. Ensure that as employees deploy AI solutions, they are adhering to guidelines around data

privacy, fairness, and transparency. Consider establishing an AI ethics committee or integrating a simple review step for new AI-driven processes to catch potential issues (bias, security risks, etc.) early. Upskilling programs can incorporate scenario-based discussions on these topics so that people build good judgment alongside skills. This proactive approach can prevent costly pitfalls and strengthen trust in the organization's AI initiatives. When the workforce is both skilled and conscientious in its use of AI, the organization can innovate with confidence.



The Road Ahead: Humans + AI for Organizational Success

As we look to the future, one thing is clear – the most successful organizations will be those that master the art of **humans and AI working in partnership**. We are moving into an era where AI will be seamlessly embedded in workflows, sometimes so pervasive that we barely notice our “AI companions” augmenting our work (Bersin, 2024). HR’s role will be to ensure this integration happens in a way that amplifies human potential rather than undermines it. That includes continuing to **champion the human element** even as algorithms and automation become more prevalent. Empathy, creativity, ethical judgment – these human strengths will only become more important to cultivate in an AI-driven workplace.

As a media company, experimentation is in our DNA. But safe experimentation with AI means close collaboration with legal, from day one. Using content to which we control rights, HR’s role in partnership with our AI Committee is to encourage testing, finding opportunities to improve our deliverables, and facilitating sharing developments amongst our teams.

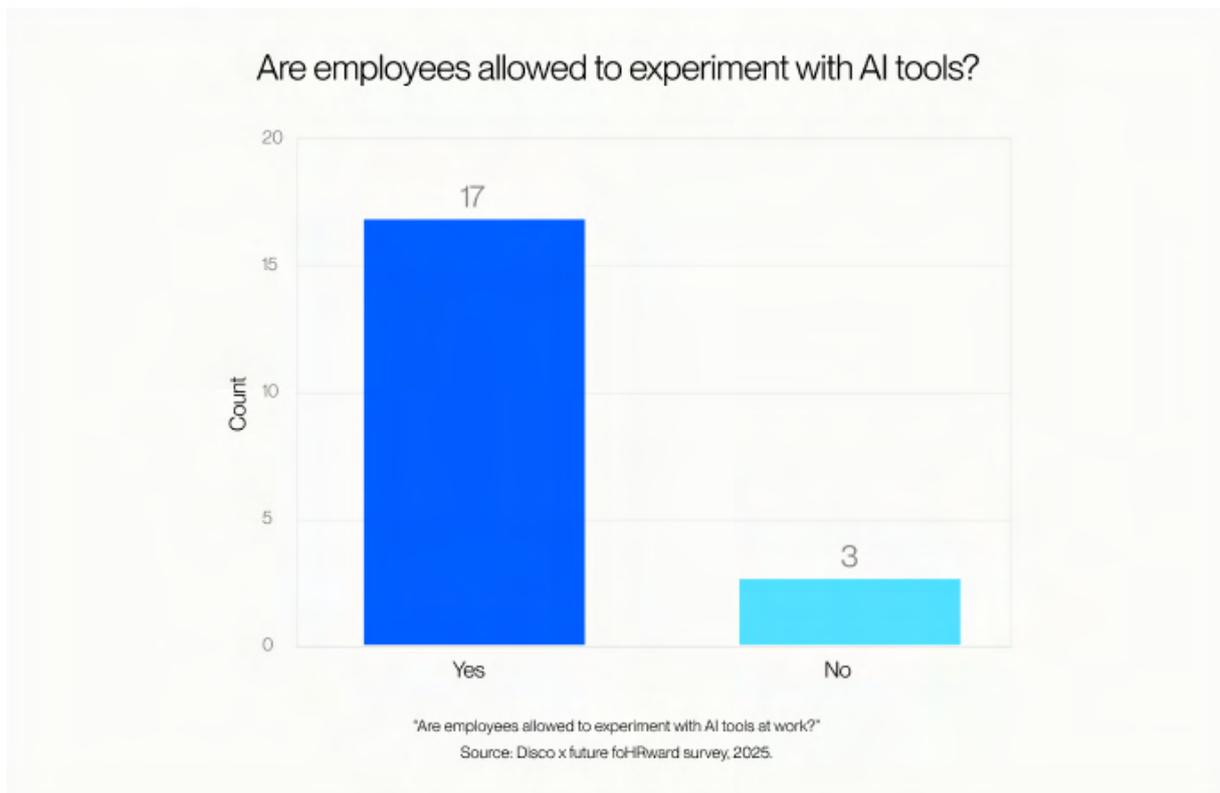
Megan Atkinson

EVP of HR, Blue Ant Media, and foHRsight+ CHRO cohort member

In practical terms, HR will need to guide organizations in **redesigning jobs and processes** to leverage AI. Many jobs will evolve into “**Human+AI**” hybrids, where employees collaborate with AI tools on a daily basis. We’re already seeing a shift toward what Josh Bersin calls “productivity-based organizational design,” where roles are restructured around what AI can do versus what humans do best (Bersin, 2024). For HR, this means systematically analyzing tasks across roles: which can be delegated to AI, which require uniquely human insight, and how to reconfigure work to maximize productivity and engagement. It also means updating competency models and performance metrics to reflect AI-related skills (like the ability to interpret AI outputs or to

train an AI system) as core components of many roles.

While AI maturity varies widely, every organization surveyed in our research said they encourage employees to experiment with AI tools at work. This openness provides fertile ground for developing a truly AI-fluent culture – what’s missing is the structure and strategy to scale it.



Another emerging trend is the rise of sophisticated AI agent ecosystems. As discussed, we may soon have multiple AI agents interacting to carry out complex HR processes (hiring, onboarding, internal mobility, etc.). This promises great efficiency, but also introduces new challenges around coordination, oversight, and ethics. HR will need to take the lead in governing these AI systems – effectively becoming the conductor of the orchestra of humans and machines. This entails setting rules for inter-agent communication, ensuring compliance with policies, and establishing fail-safes for critical decisions. It also requires HR to continuously update training programs as AI systems evolve and new tools emerge. The concept of lifelong learning will extend to AI itself: organizations must continually “upskill” their AI (through updates and retraining on new data) and in parallel upskill their people to work with the latest AI capabilities.

| Conclusion

Building an AI-fluent organization is a journey of continuous learning and cultural transformation. It requires commitment from the top and engagement at every level. By upskilling your workforce, providing the knowledge, tools, and especially the environment for people to become fluent in AI, you unlock a multiplier for human talent. AI fluency turns your employees into problem solvers who can harness emerging technologies to drive efficiency, growth, and creative breakthroughs. In the process, you future-proof your organization, making it more adaptable and ready for what's next. The companies that thrive in the coming years will not necessarily be those with the most sophisticated algorithms, but those with the most AI-fluent teams able to apply those algorithms where it counts.

With the right learning frameworks, personalized tools, and a supportive environment, AI becomes less of a shiny object to chase and more of an enabler of business advantage. Fluency means employees don't just adapt to change, they lead it. As this paper shows, when learning is embedded in work and powered by AI, the results are measurable: better engagement, faster skill development, and more confident teams.

The organizations investing in fluency today are building the foundations of tomorrow's performance and adaptability. The time to start is now.



Survey Results

1. AI Training Is Gaining Traction – But Gaps Remain

- **62%** of organizations (8 out of 13) currently provide some form of AI training.
- However, the majority of training is still **introductory in nature**—mostly AI 101 and general awareness. Only a few offer personalized or role-specific AI learning.

2. Executives Are Beginning to Lead by Example

- About **77%** (10 out of 13) reported that senior executives have engaged in AI upskilling.
- This is a promising signal that leadership is starting to embrace AI as a strategic imperative.

3. AI Fluency Is Still in Early Stages

- **35%** say they are 'building momentum', 35% are in 'early experimentation', 25% are 'just starting', 5% are 'scaling adoption', and 0% report full AI fluency.

4. Adoption Is Driven by Execs and IT – Not Always HR

- HR and L&D are leading AI adoption in only **5%** of organizations. Most efforts are being driven by cross-functional committees (**25%**), IT or Digital Transformation teams (**20%**), and Executive Leadership (**15%**). This presents a critical opportunity for HR to play a more proactive role as AI advocates and architects.

5. AI in HR Is Already Happening

- **84%** of respondents said their **HR teams already use AI tools**—especially in areas like recruiting and learning.
- But only a subset has clear guidelines or policies for responsible use.

6. Culture Supports Experimentation

- **85%** of organizations surveyed said they encourage employees to experiment with AI tools at work. This supports a learning culture and creates the right conditions for upskilling to thrive.

About DISCO

Disco is the AI-powered learning platform for organizations that treat people development as a strategic advantage. Designed for forward-thinking companies, Disco turns internal and external expertise into structured, collaborative learning programs—in hours, not weeks.



Candice Faktor



Chris Sukornyk

Co-founded by Chris Sukornyk and Candice Faktor, who are long-time friends and serial entrepreneurs passionate about AI, learning, and building world-class platforms, Disco's mission is simple but bold: **to transform how people learn together**. Whether scaling leadership, sales enablement, onboarding, compliance, or AI fluency, Disco helps teams upskill fast through personalized, collaborative, and conversational learning experiences that drive completion and impact. With AI-drafted, human-approved learning journeys, a learner-first AI interface, and a trusted, secure enterprise platform, Disco empowers organizations to build critical skills, foster continuous learning, and drive real results.

Headquartered in Toronto and trusted by hundreds of organizations, including Deloitte, Baptist Health, ScentAir, Kids & Co, Toronto Board of Trade—and backed by GSV Ventures, named Fast Company's Most Innovative Company in Education, and EdTech Breakthrough's Startup of the Year—Disco is shaping the future of learning at work.

Before co-founding Disco, Candice scaled Wattpad to 80 MM users, making it the world's largest platform for creators to share their stories (sold in January 2021, for US \$660MM). And Chris founded six other venture-backed startups, most recently Chango (acquired in 2015).

To learn more, visit: <https://www.disco.co>

About FUTURE FOHRWARD

Founded in 2016 by seasoned HR executives Mark Edgar and Naomi Titleman Colla, future foHRward is dedicated to empowering Human Resources and all leaders to make work better. With a belief that HR's moment is now, they accomplish this mission through relevant content and a vibrant community. They offer HR resources, insights, and peer support via their newsletter, podcast, and community platform, inspiring and guiding forward-thinking professionals to navigate disruption and shape sustainable, human-centered organizations for the future.



MARK EDGAR

As Co-Founder of future foHRward, Mark's global experience and deep industry knowledge allow him to bring a fresh perspective to the current challenges of Human Resources (HR) leaders. Mark has experience working in senior HR roles both in the UK and Canada and is currently Chief People Officer for Wajax. Previous experience includes working for RSA Canada for over 8 years in the role of CHRO & Senior Vice President, Human Resources with overall responsibility for HR and Communications and in the UK in Head of Human Resource roles for Centrica Plc and BSKyB. He has also run his own consulting business where he supported organizations and leaders to thrive in the new world of work by taking a human approach.



NAOMI TITLEMAN COLLA

As Co-Founder of future foHRward, Naomi brings an unmatched wealth of experience and perspective to developing leading-edge content, events, and thought leadership for HR Leaders. She is also the Founder of Collaborativity Inc., a Toronto-based consultancy focused on driving progressive talent strategy in the new world of work. From 2010-2016, Naomi held multiple HR roles at American Express, most recently VP and Chief Human Resources Officer (CHRO) of Amex Canada. Prior to American Express, Naomi spent 10 years consulting with Financial Services Institutions, as a member of Deloitte's Enterprise Risk Services and Human Capital practices, in New York. Naomi holds an MBA from Columbia Business School and a bachelor of commerce degree from McGill University. She's the winner of the 2016 HR Leader of the Year award (Canadian HR Awards), the 2016 HR Professional of the Year award (National HR Awards) and was named one of HR Reporter's 2016 Top 25 HR Professionals of the Year.

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How we used AI to write this WHITEPAPER

This white paper was shaped by both **human insight and AI support** – a fitting approach given the topic.

- **Primary Research:** We conducted an original survey with members of the future foHRward community to gather fresh data on how HR leaders are thinking about AI. Their responses informed both the direction and the urgency of the paper's findings.
- **Live Engagements:** We grounded this work in real conversations. Insights from our **HR Leaders Breakfast** and other **foHRward conference sessions** were instrumental in surfacing practical examples, challenges, and questions that senior HR and L&D leaders are grappling with today.
- **AI-Supported Desk Research:** We used tools like **ChatGPT** to complement our thinking, supporting **deep research, summarizing relevant sources**, and strengthening the clarity and flow of the writing itself. In essence, we used AI not to write for us, but to **enhance and accelerate** the research and synthesis process, just as we hope HR leaders will explore in their own work. AI-drafted, human-approved.