Unlocking Productivity: The Business Leader's Playbook to Generative AI Skills Training

Executive Summary

Disclaimer:

This White Paper represents the analysis, findings, and recommendations of the authors. This paper does not represent the position or opinions of the Human Capacity Initiative (HCI), nor the official position of any staff members at the Human Capabilities Development Program (HCDP).

Unlocking Productivity: The Business Leader's Playbook to Generative AI Skills Training

Featuring insights from learning experts on the future of GenAI and work

Eighty-nine percent of executives listed either AI or Generative AI (GenAI) as one of their top three tech priorities for 2024—yet 90% of those same respondents described themselves as AI "observers." [1]

The desire to unlock productivity with GenAI is all around us, but executives don't quite know where to start. If they move too fast, they risk hitting ethical and regulatory hurdles. And if they move too slow, they find themselves outpaced by competitors.

So, how can business leaders strategically upskill their teams for GenAI, sparking newfound innovation and productivity?

In *Unlocking Productivity: The Business Leader's Playbook to Generative AI Skills Training,* we speak with learning experts at Microsoft, Vanderbilt University, and Coursera to answer this question.

A six-step guide for rolling out effective GenAI skills training as a business leader

1. **Cultivate a company-wide experimentation mindset**
   It's up to leaders to create an environment of psychological safety that encourages employees to try and fail with GenAI.

2. **Align executive leadership, managers, and employees**
   Leaders should be clear about expectations and impact, but middle managers are key to the success or failure of a GenAI initiative. Be sure they're enabled to roll out GenAI use cases and hold their team accountable.

3. **Demonstrate the value of GenAI learning to employees**
   Help your employees understand why they should care about GenAI and how it will affect them. Many employees feel like GenAI will eventually replace their jobs. As a leader, counteract that thinking by positioning GenAI as a tool that makes them more effective, not obsolete.

> "
> *Your workforce needs simplicity. Show them **basic prompt engineering** with a language model, and make examples relevant to the learner.*

Dr. Jules White
Director of the Initiative on the Future of Learning & GenAI, Vanderbilt University

The impact of generative AI on business

$4.4 Trillion
in productivity gains could be added by Generative AI to the global economy—annually [2]

60-70 %
of employees' time could be automated through GenAI [3]

12 %
more tasks completed 25% faster when workers use ChatGPT-4 [4]

4. **Measure GenAI's impact on productivity and success**
   Evaluate baseline metrics for productivity—like how often employees log into GenAI tools like ChatGPT—before launching any courses. Then, assess the same baseline metrics three and six months post-training.

5. **Avoid training design pitfalls**
   Even the best learning initiatives won't be successful if they lack a cohesive organizational strategy, feel overly complicated, or don't break employee learning into bite-sized pieces.

6. **Prioritize diversity and inclusion**
   People learn in vastly different ways, and AI can feel daunting to employees who don't intimately understand the technology or consider themselves tech-savvy. Make sure your content is accessible and written in plain language.

Who's responsible for unlocking productivity with GenAI?

Everyone

At a minimum, all employees need to learn basic GenAI skills. Only then can they apply them to their unique job function for enhanced productivity.

Executives

Executive leadership should learn how to embed GenAI into their strategy, business planning, and financial analysis, while ethically governing the use of AI.

Teams

Team leaders have a unique responsibility to educate themselves on GenAI and to enable direct reports to create specific solutions for their functional roles.

> "
> *How do you take advantage of AI to help you be much **smarter about how you do your work**? I think that skill will be something that everyone will need to know at some point in their career.*

Elisa Graceffo
General Manager, Technical Content, Worldwide Learning, Microsoft

Ready to boost your organization's productivity with leading GenAI training?

Learn more about GenAI Academy

[Get in touch]

GenAI learning trends on Coursera[5]

35+

GenAI courses or projects with 570k+ enrollments

4x

growth for GenAI searches from 2022 to 2023

Every 60 seconds

The rate at which a learner enrolled in GenAI content on Coursera in 2023

1. From Potential to Profit with GenAI, Boston Consulting Group, January 2024
2. The economic potential of generative AI, McKinsey & Company, June 2023
3. Ibid
4. Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of AI on Knowledge Worker Productivity and Quality, Harvard Business School, September 2023
5. Coursera Data, January 2024

BRINGING

THE

FUTURE

TO

THE

PRESENT