AI in L&D: Its Uses, What to Avoid & Impacts on Learning & Development | Cornerstone - Cornerstone OnDemand

Source: gnews-learning-development | **Published:** March 17, 2026 | **PMS Relevance:** PMS RELATED | **Type:** Practitioner Guide | **Geography:** Global

Source URL: https://news.google.com/rss/articles/CBMijgFBVV95cUxQQmhXZG11XzZER2ZKcnlmWHk4OEV

Executive Summary

This article, published by Cornerstone OnDemand, addresses the growing integration of artificial intelligence into organizational learning and development (L&D) functions. The authors argue that AI enables scalable personalization, more efficient content creation, and data-driven skill development that traditional L&D approaches cannot achieve at comparable cost or speed. Key evidence includes a 2023 systematic literature review published in the European Journal of Training and Development, which examined 81 research articles spanning 1996–2022, finding that AI technologies such as natural language processing and adaptive learning platforms can improve learning efficiency. The article also references a Gartner Peer Community survey finding that 35% of approximately 450 participants identified microlearning as an effective L&D strategy, and cites Mahindra Group as a corporate implementation example. The article concludes that AI's highest value lies not in replacing human roles but in extending the reach of human expertise — enabling L&D professionals to shift toward coaching, governance, and strategic roles. Data privacy compliance (GDPR, CCPA, ISO 27701) and human oversight are identified as essential implementation conditions.

Key Insights

1. A 2023 systematic literature review of 81 research articles found AI technologies — including natural language processing and artificial neural networks — can improve L&D process efficiency across evaluating aptitude, tracking progress, and identifying learner mistakes.

2. AI-driven personalization is described as enabling a 'one-to-one' learning approach at scale, with a cited claim that personalization can boost engagement and retention by 30%, though the source for this specific figure is not attributed to a named external study.

3. Human oversight is positioned as a structural requirement rather than an optional add-on — the article argues that AI algorithms cannot independently assess ethical considerations, making human governance of AI systems a distinct professional function within L&D.

Practical Takeaways

• Organizations implementing AI in L&D are described as identifying internal 'AI champions' with organizational credibility to build cross-functional buy-in and reduce resistance prior to full-scale rollout.

• Data privacy practices cited include compliance with GDPR, CCPA, and ISO 27701, alongside data anonymization, encryption, access controls, and informed consent collection as described conditions for ethical AI deployment in learning environments.

Critical Analysis

Strengths: The article references one peer-reviewed external study (the 2023 European Journal of Training and Development systematic review) and one survey data point (Gartner Peer Community), providing a limited but identifiable empirical foundation. The emphasis on human oversight and data governance reflects genuine implementation concerns documented in broader AI literature. Limitations: The article is authored and published by Cornerstone OnDemand, a commercial L&D platform vendor, and quotes multiple Cornerstone executives (Carina Cortez, Joe Olszewski, Cheryl Paxton-Hughes) without disclosing potential conflicts of interest. The 30% engagement and retention improvement claim lacks a named source. The Mahindra Group example is cited without data specifics. Implementation guidance is written at a high level of generality, limiting operational utility. The article does not engage with critical perspectives on AI in education, such as algorithmic bias in content recommendations or equity implications of data-driven learning paths. Overall, the piece functions more as a vendor thought leadership document than independent research or practitioner analysis.

Organizational Practice

The article describes organizations deploying AI-driven adaptive learning platforms to generate personalized learning paths based on employee performance data, job titles, and skill gap analyses. Practices include AI-automated quiz and scenario generation, chatbot-based learner support, VR and AR simulations for soft skills training, microlearning module delivery, and predictive analytics for workforce skills planning. Mahindra Group is cited as having implemented an AI-driven L&D platform, resulting in reported gains in engagement and skill acquisition. Implementation practices described include piloting AI tools with stakeholder involvement before full deployment, establishing data privacy compliance protocols, and defining governance guidelines for when AI outputs require human review.

Strategic Implications

The article reflects a broader industry trend toward positioning AI as an infrastructure layer within L&D rather than a standalone tool, with implications for the redefinition of L&D professional roles toward curation, governance, and coaching functions. The emphasis on scalable personalization points to growing organizational interest in extending development access beyond high-potential cohorts to broader employee populations. The concurrent stress on human oversight and data privacy compliance indicates that governance capability is emerging as a distinct organizational competency alongside technical AI adoption. The framing of AI as augmenting rather than replacing human roles may reflect both genuine pedagogical considerations and a strategic communications posture by vendors seeking to reduce organizational resistance to AI adoption.

Validation Status: passed
