



Embedding GenAI into Continuous Training and Learning Company Strategy

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Abstract: Generative AI (GenAI) is an advanced form of artificial intelligence (AI) that can analyse large amounts of data and generate new data from existing datasets. The use of it in business supports the acceleration of productivity and innovation, i.e., by automating content creation, enhancing customer service, and optimizing workflows. Companies need continuous training and learning strategies that embed GenAI to align employees' development with organizational goals, bridge skill gaps, and drive long-term growth. This ongoing process should be based on upskilling, reskilling, and cross-skilling. Employees should be supported within an informal, proactive learning effort to acquire knowledge and adapt to evolving technological, personal, and professional environments. This paper presents first the potential of GenAI to boost productivity and enhance customer experience. Organizations must address questions about GenAI's impact on their businesses, as advances in AI could transform traditional business models and the nature of employees' work. Then, the process of embedding GenAI into a continuous training and learning company strategy, along with the requirements to consider when developing such strategies, is presented. Necessary methods are provided to evaluate the strategy, including the effectiveness of training programs, which is assessed through the collection and analysis of analytical data, as well as the monitoring of upskilling, reskilling, and cross-skilling programs. The primary conclusion of this paper is that by embracing continuous training and learning, promoting lifelong learning, and cultivating a culture of innovation, businesses can unlock the full potential of Gen AI. This process drives growth and efficiency and ensures that employees are equipped with the skills needed to work successfully in an AI-enhanced world.

INTRODUCTION

Generative AI (GenAI), an advanced form of artificial intelligence (AI), can be used in companies, i.e., to analyse data collected from various processes. This requires a continuous training and learning strategy in companies as an ongoing, integrated approach for developing skills and knowledge to keep employees adaptable, engaged, and competitive in a changing world. The employees should be supported within an informal, proactive effort to acquire knowledge and adapt to evolving personal and professional environments.

Such a strategy moves beyond one-off training to embed GenAI-based strategic learning into daily work through methods such as e-learning, mentorship, microlearning, and on-the-job training, while also supporting lifelong learning [1].2. This strategy will foster a growth mindset and align development with organizational goals for innovation and productivity. The ongoing process is based on upskilling, reskilling, and cross-skilling, with the learning loops serving as a connection pattern.

It is an innovative approach that has the potential to enhance the management of complexity by using GenAI as a driver and game-changer.

Key elements of strategy include personalized learning paths and regular, varied methods. Training is connected with business goals and fosters a "lifelong learning" culture, improving engagement, productivity, and retention, vital for organizational success 3.

METHODOLOGY

The sample selection method for this study is grounded in the principle of person and data availability, which is crucial for ensuring that the findings are representative and reliable.

The methodology is qualitative, using a general review of the literature to explore first GenAI and its implications for changing employees' work in companies, particular skills required to fulfil their jobs, and corresponding training.

Articles in this study were included if they were peer-reviewed research journal articles, conference papers, proceedings, or studies from experienced companies. Considering publication year (most recent), language (English only), and subject filters, in addition to the targeted keywords GenAI, strategies, skilling, continuous training, and lifelong learning. This contributes to the strength of the set of sources relevant in the literature search.

Connections established through European projects make it possible to analyse some individual tasks (about 20) across different occupations in European companies, and to speak with employees to assess the GenAI adoption in their jobs. They emphasized that GenAI is a powerful tool that enables them to create value while also enhancing their roles. They can redirect their efforts toward more strategic and high-impact activities.

The Rapid Growth of Using Gen AI

GenAI could generate new data from existing datasets, simulate patterns and relationships within the data, allowing the corresponding algorithms to create new outputs, such as text, images, or predictions. GenAI can analyse large amounts of data in response to human-generated prompts, changing the way businesses access, create, and leverage information to support decision-making. Gen AI works with other analytical techniques like machine learning models that are used to impact businesses, optimize supply chain management by providing actionable recommendations to predict demand, identify bottlenecks, etc.

To maximize the benefits of GenAI, businesses must integrate it into their existing decision-making frameworks so that information is delivered when and where it is needed, ensuring this information is as intuitive and actionable as possible for each stakeholder involved 4. This involves identifying areas where GenAI can add value, such as forecasting, personalization, or data-driven decision-making, and incorporating the technology into existing data and analytics methodologies to expedite and improve the user experience of traditional applications.

To use the full potential of GenAI, businesses must adopt a human-AI collaboration model. This involves leveraging the strengths of both humans and AI, ensuring that decision-making is supported by the insights of Gen AI, as well as by human intuition and experience.

It often requires balance, finding areas where using AI is more effective than human reasoning alone, maintaining the role of human capital in the form of expertise and institutional knowledge. By fostering a synergistic relationship between humans and GenAI, businesses can make more balanced and robust decisions that drive profitability in today's competitive market. 5.

In recent years, approximately 25% of companies that have been asked about using AI for both strategic and operational decisions have adopted Gen AI tools, which can support innovation across various industries; 40% of these companies are increasing their AI investments [6].

As artificial intelligence becomes increasingly sophisticated, organizations must address questions about its impact on their businesses, because advancements in AI could transform traditional business models and the nature of employees' work. Some business leaders have started reorganizing their companies and focusing on new skills and specialties, while others are becoming obsolete. Others are hiring employees, trying to bring in new talent to fill the skills gap 3, 7.

Such approaches help in the short term, but not within a future strategy because i.e. many of the tasks people do today may not be needed in the future; so, another way is necessary.

In this context, businesses must invest in education and training as well as motivate employees to use lifelong learning in order to empower their workforce to understand and utilize GenAI effectively, also in new positions.

Embedding GenAI into a Continuous Training and Learning Company Strategy

Because the world of AI is constantly evolving, and companies should remain competitive, it is not enough for employees to learn a new skill once and stop. Both employees and companies have to find a way to keep pace with these changes in the future.

By fostering a culture of continuous learning and supporting employees within a proactive lifelong learning 8 organizations can ensure that they stay at the forefront of AI-driven decision-making. This includes offering training programs, workshops, and other resources that help employees develop the necessary skills and knowledge to leverage generative AI in their daily work. Gen AI tools like Chat-GPT 9 are ways to interact with the wealth of knowledge available online, and plugging this tool into their organization's existing knowledge management systems unlocks innovation by enabling a new level of information sharing and consumption.

Continuous skills development is necessary to face new demands. This can be realized, i.e., through the development of a tailored training strategy that combines upskilling, reskilling, and cross-skilling, and fosters continuous learning to anticipate and respond to business needs 2,10.

Upskilling is the consolidation of existing skills so that the employee can continue to perform well in their job, or even progress in their profession. This is crucial for employees to remain competitive in the market, particularly given the rapid evolution of techniques, processes, and tools.

Reskilling means developing new skills supporting career changes, advancement into leadership roles that require new interpersonal and strategic skills, as well as transitioning experienced professionals into new fields.

Cross-skilling involves developing new transferable skills that are not essential for an employee's regular role but are necessary for tasks in other departments or when working within different teams. This training strategy is useful for developing employees' skill sets that go beyond their usual roles and responsibilities. Cross-skilling training programs support teamwork and adaptability to different tasks. An example of a cross-skilling program is a training program not necessary for everyday work and duties but supports employees to collaborate better with other departments.

To build an effective upskilling, reskilling, or cross-skilling program, the identification of skill gaps in the team, i.e., inventory of existing skills and comparison with future requirements, has to be determined.

Skills gaps in the company could be identified, i.e., through analysis of the company's own market and internal business lines development, of skills gaps in the company's key positions, employees' feedback, and that of their managers.

Requirements to be Considered when Developing such Strategies [11]:

- The planned approach for the strategies should correspond with business objectives.

Specific objectives for the planned upskilling, reskilling, and cross-skilling strategies should take into consideration market developments and increase employee performance to achieve the company's strategic business objectives. Recruitment costs could be reduced by implementing strategies that promote internal mobility rather than considering new profiles, improve organizational agility, build staff loyalty, and make the company more attractive to other talented individuals through an engaging training program.

- Suitable learning methods for company employees should be used.

The choice should reflect both the company's strategic objectives and its target audience. For example, for remote cross-skilling programs, self-paced online training courses are suitable, for teams, face-to-face learning, or a blended learning program approach. It is necessary that the training is flexible and engaging for effective upskilling, reskilling, and cross-skilling. Employees should be encouraged and supported to use informal learning to acquire knowledge and adapt to evolving personal and professional environments.

- The strategy should be focused on learner needs, supporting continuous learning when developing the best training. It must be personalized to each learner's role, goals, and development needs, fostering a culture of lifelong learning.

Some questions to adopt a learner-centred approach to create a personalized skills strategy that aligns learning opportunities with each employee's aspirations and evolving needs:

- What skills are needed for employees' current role, future career path, or to stay competitive within the industry?

- Which learning methods, online, in-person, or hybrid, will best support upskilling, reskilling, or cross-skilling?
- What type of educational content delivery style - classroom training, hands-on workshops, virtual classrooms is the most effective for skill development in the company?
- Which methods should encourage lifelong learning - providing learning resources, leveraging social learning?

Evaluating the Developed Strategy

Because continuous improvement of skills in this context through training strategies is crucial for maintaining and enhancing performance, measurable training objectives that directly contribute to the company's strategy should be set.

Some methods to evaluate training program effectiveness are:

- Collect quantitative data from end-of-course evaluations and tracking achieved certification or a maximum score,
- Analyse scores,
- Do surveys to find out employees' satisfaction with their current skills and the training they are receiving.

A review of the value of an upskilling, reskilling, or cross-skilling program by presenting concrete, tangible, and, if possible, quantified evidence is necessary.

Some key points:

- Training initiatives should not only be aligned with business objectives but also demonstrate how they support the organization's strategic goals.
- Skills gap analyses should be conducted earlier to highlight areas of need.
- Concrete data, such as total training hours completed or employee satisfaction rates regarding current skills, should be shown.
- Business performance metrics, such as division-specific outcomes, to identify where targeted upskilling should be used to drive the most impact.

Ensuring strict budget monitoring is necessary, focusing particularly on the aspects of the connection between the budget and timetable.

A training program performance should be done, i.e., through the collection and analysis of analytical data, which allows for monitoring the performance of upskilling, reskilling, and cross-skilling programs.

This process helps to analyse other factors, i.e.

- How can the results be quickly and easily obtained?
- What courses are better served based on performance metrics?
- Are resources for a trainer available for a session?

- How can an action plan be developed and analysed for these programs quickly and easily?

CONCLUSIONS

GenAI is more than just a technological innovation: it's a catalyst for transformation across work, management, training, and learning in companies. Companies should rely on a combination of strategic analysis, technological implementation, and a training and learning culture 12. With the right strategy for skill development and a commitment to continuous training and learning, organizations can leverage GenAI to drive innovation, improve decision-making, and create new growth opportunities.

As GenAI continues to shape how people work and interact with technology, organizations must develop effective training and learning strategies to support upskilling, reskilling, and cross-skilling, thereby promoting lifelong learning to prepare the workforce for these changes. Companies should lead these charges, providing the tools and hands-on training necessary to navigate the evolving landscape of Gen AI.

By embracing continuous training and learning, promoting lifelong learning, and fostering a culture of innovation, businesses can harness the full potential of Gen AI. This not only drives growth and efficiency but also ensures that employees are equipped with the technical skills needed to succeed in an AI-enhanced world.

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