

Where L&D is headed

and what it means for your learning platform

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Part 1

What L&D is actually being asked to do now

And why the honest answer to leadership is often still 'not with certainty'

The credibility problem

Expectations are rising

Leadership wants to see learning tied to productivity, retention, and business performance, and not focus solely on course completions.

Budgets are under pressure

L&D teams are being asked to do more with less, and justify every line item in terms the finance team recognises.

The data gap

Most teams have learning data. Very few have learning data that connects to anything the business already measures.

*"Can we prove that our investment in learning is delivering results?"
For most teams, the honest answer is still: not with certainty.*

Part 2

Why productivity has become the real measure of L&D value

And what it means for how you answer leadership's questions

Two different conversations with leadership

What teams report on

- Course completion rates
- Hours of learning delivered
- Learner satisfaction scores
- Number of programs launched
- Compliance status by team

*Activity data. Useful internally.
Rarely changes the budget conversation.*



What leadership is looking for

- Time to full productivity for new hires
- Which teams have the skills we need now
- Where are the biggest competency gaps
- Is learning reducing error rates or rework
- Can we show the board learning is working

*Business impact. Requires connected data.
Changes what L&D can say to a CFO.*

The market is moving faster than most realize

10%

of AI features live
in learning platforms

2025

Source: Fosway AI Market Assessment for Learning Systems 2026



24%

of AI features live
in learning platforms

2026

More than doubled in one year. Up to 50% expected by end of 2026.

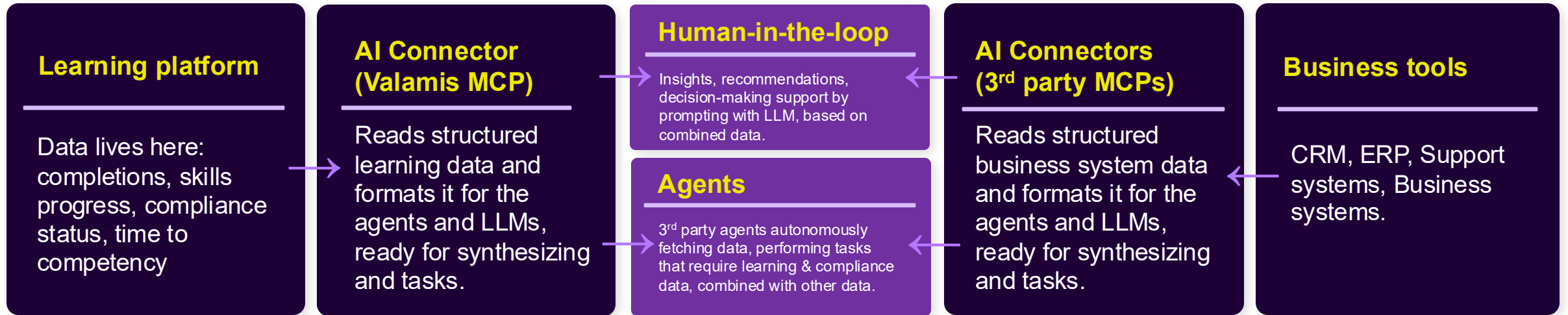
Vendor roadmaps are still growing twice as fast as live delivery. The gap between what's promised and what's real matters when you're making a platform decision.

Part 3

How AI connectors are changing what learning data can do

And what to think about if you're not there yet

What connected learning data looks like



The bottleneck is not the AI connector - it's the platform underneath it. The connector can only surface information that the platform has structured, stored, and made accessible.

If your team is already exploring AI connectors

The platform question becomes: is our data structured well enough for the connector to do anything useful with it? Unconnected, siloed data produces weak answers.

If your team is still evaluating

What to look for now: platforms that have live AI integrations. Ask vendors to show you what's working today with real customers.

What this looks like in practice

A brief example from Valamis skills and performance analysis across three departments

Departments

3

Members

8

Top strength

Analytical thinking

Critical gap

Resilience & agility

STRENGTHS



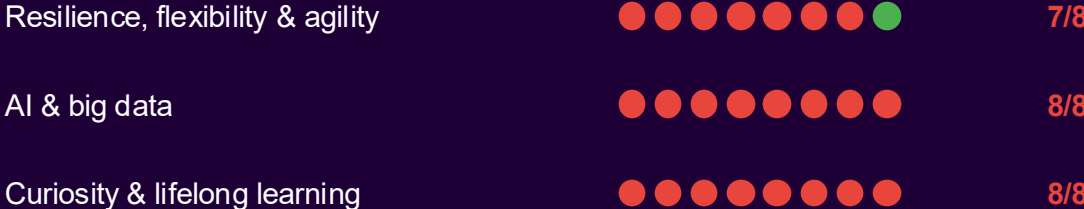
STAR PERFORMERS

Anna Associate— Analytical thinking, decision making & leadership

Leo Learner — Analytical thinking, design/UX & programming

DEVELOPMENT PRIORITIES

CRITICAL — AFFECTS 7-8 MEMBERS



HIGH — AFFECTS 5-6 MEMBERS



● Advanced / Expert ● Professional / below req ● Below requirement

Part 4

What's driving platform switches right now

And why these decisions feel so high-stakes

Why platform decisions feel high-stakes and what to look for

The real cost of the wrong choice

Wasted budget

Platform spend is significant. A bad choice doesn't just cost money; it costs the credibility to ask for the next investment.

Adoption failure

A platform your people won't use is worse than no platform. Migration costs don't end at implementation.

Wrong architecture

Lock-in to a platform not built for AI connectivity means another switch in 3–5 years. Choosing well now matters.

Questions worth asking before you sign anything

- What AI features are live with real customers today?
- Can you show me how learning data connects to the AI tools my organisation already uses?
- What does migration and data transfer look like, and who owns it, what's the timeline?
- Which customers have been through a platform switch with you, and can I speak to them?
- What does your compliance reporting look like — can it meet our specific requirements out of the box?

Part 5

Compliance: why it's back on the priority list

And what it means depending on your context

Compliance looks different depending on where you sit

Compliance as the core function

Legal, financial services, healthcare, regulated industries

- Volumes are growing, not shrinking with more regulations, more complexity
- The question is efficiency: how do you manage increasing compliance load without increasing headcount?
- Reporting accuracy is non-negotiable: a failed audit costs more than the whole L&D budget
- What good looks like: compliance that runs reliably, surfaces exceptions automatically, and produces audit-ready records without manual intervention

Compliance as one of many priorities

Teams moving toward skills-based L&D strategies

- Compliance is resurging up the priority list. Regulatory pressure didn't ease post-pandemic
- The risk: compliance volume crowds out time for skills development, onboarding, leadership
- The goal: handle compliance reliably enough that it stops consuming L&D bandwidth
- What good looks like: compliance managed almost on autopilot, freeing capacity for work that builds strategic capability

Part 6

What to focus on over the next 12 months

Where the real gains will come from

Three things worth your attention in the next 12 months

01

Connected data

The teams that can answer leadership's questions next year will have built the data infrastructure this year.

That means auditing what your platform currently exposes, identifying the gaps, and making a deliberate decision about whether your current setup can close them.

02

Skills visibility

Moving from compliance-first to skills-visible: knowing where your people are, where they need to be, and being able to show the gap closing over time.

A skills framework doesn't have to be perfect to be useful. Start with the competencies that matter most to the business right now.

03

Platform readiness

AI capability is becoming a procurement requirement faster than most teams expect.

What to pressure-test in your current setup now: data structure, integration architecture, vendor AI delivery vs. roadmap.

Don't wait for the next contract renewal to find out where the gaps are.

Thank you

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Have more questions? Reach out to me on
LinkedIn or by email!

Recording, slides, and the Fosway AI research will
be sent to you by email.



***Connect with me on LinkedIn and send me
follow up questions any time!***