



TALENT DEVELOPMENT IN THE AGE OF AI

Overcoming the Limitations of Traditional Learning



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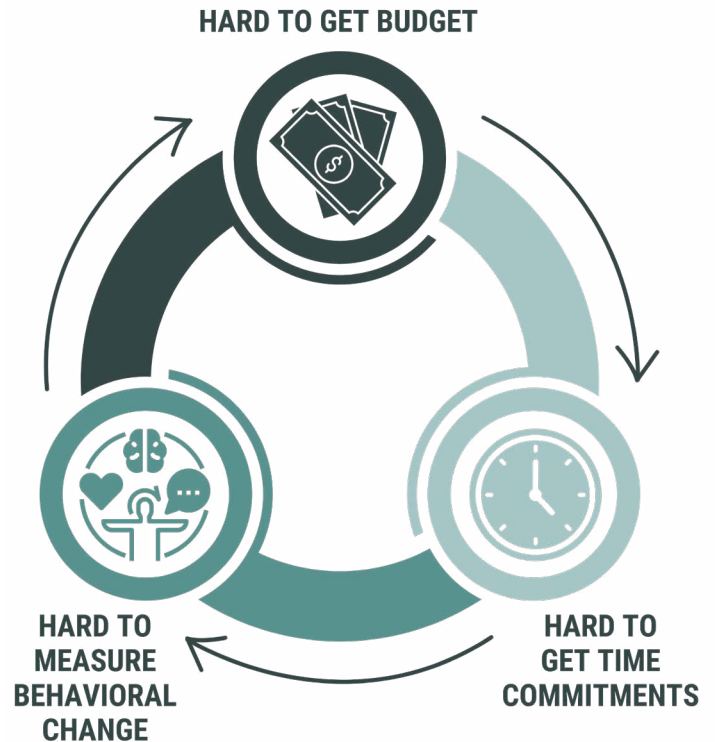
INTRODUCTION

ARE YOUR HUMAN SKILLS PROGRAMS HITTING THESE LIMITATIONS?

Now, more than ever, Human Skills (*some call them “soft skills”*) are essential to success. However, developing and applying these skills is increasingly challenging due to the nature of how work gets done today. If you need help convincing someone, see [Appendix A](#).

Despite this, human skills are significantly underinvested in (see [Appendix B](#)), and where they are emphasized, the programming often faces hurdle after hurdle. It’s hard to get budget, it’s hard to get people to commit the time, it’s hard to measure behavioral change, and therefore we’re back at step 1 where it’s hard to get budget.

If you talk with facilitators, coaches, and Talent Development leaders, they will tell you that Human Skills programs are life-changing - from one-on-one coaching to group workshops to global Talent Development strategies. Yet you will also hear the same problems over and over and over:



“People ask for development opportunities but don’t take advantage of them.”

“I have such a lean team and struggle to be truly seen as a strategic need by top leadership.”

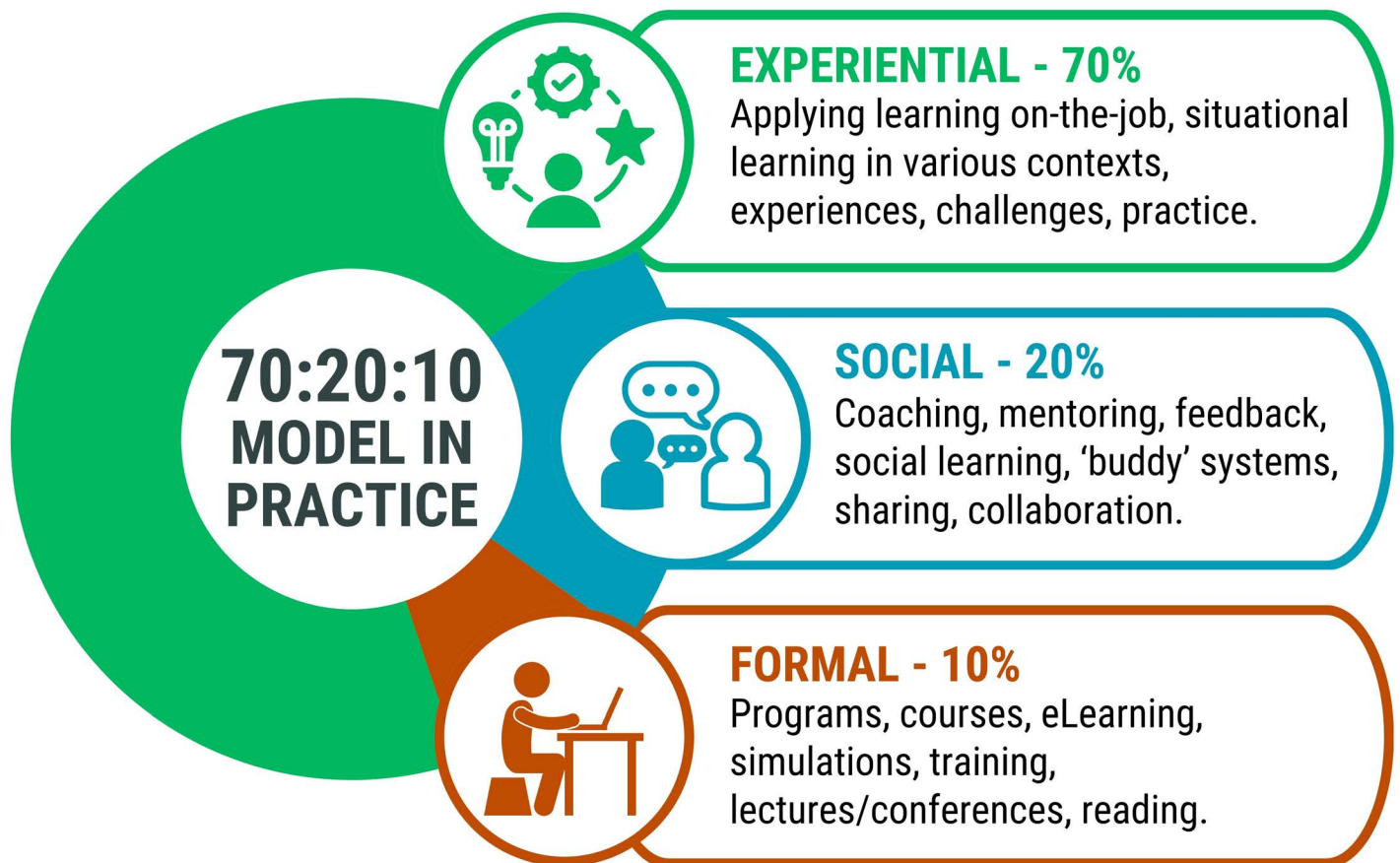
“A metric my team is measured by is employee retention, but we all know that it’s a complex issue influenced by some factors that are outside our direct control. So my best measurement is surveys, which of course no one wants to fill out.”

Why, after decades of digitization to try to scale and democratize development opportunities, do we still hit these same old hurdles? Let’s dig in.

THE DISCONNECT BETWEEN LEARNING AND DEVELOPMENT

The definition of learning is to gain new knowledge. Applying that knowledge for better results is the definition of development. As it turns out, gaining more knowledge is the smallest piece of the growth process, as illustrated in the [70-20-10 model](#)¹.

This familiar Talent Development model illustrates that the majority of development happens when learning is applied in the day-to-day of work. Yet when it comes to human skills, the majority of Talent Development dollars are spent on programs and coaching. While formal and social learning opportunities are highly valuable, they can be expensive (*both in time and money*), which adds to the challenge of truly scaling development for everyone.



1. Cindy McCauley, "The 70-20-10 Rule for Leadership Development", Center for Creative Leadership, April 24, 2022, <https://www.ccl.org/articles/leading-effectively-articles/70-20-10-rule/>

THE DEVELOPMENT/PRODUCTIVITY PARADOX

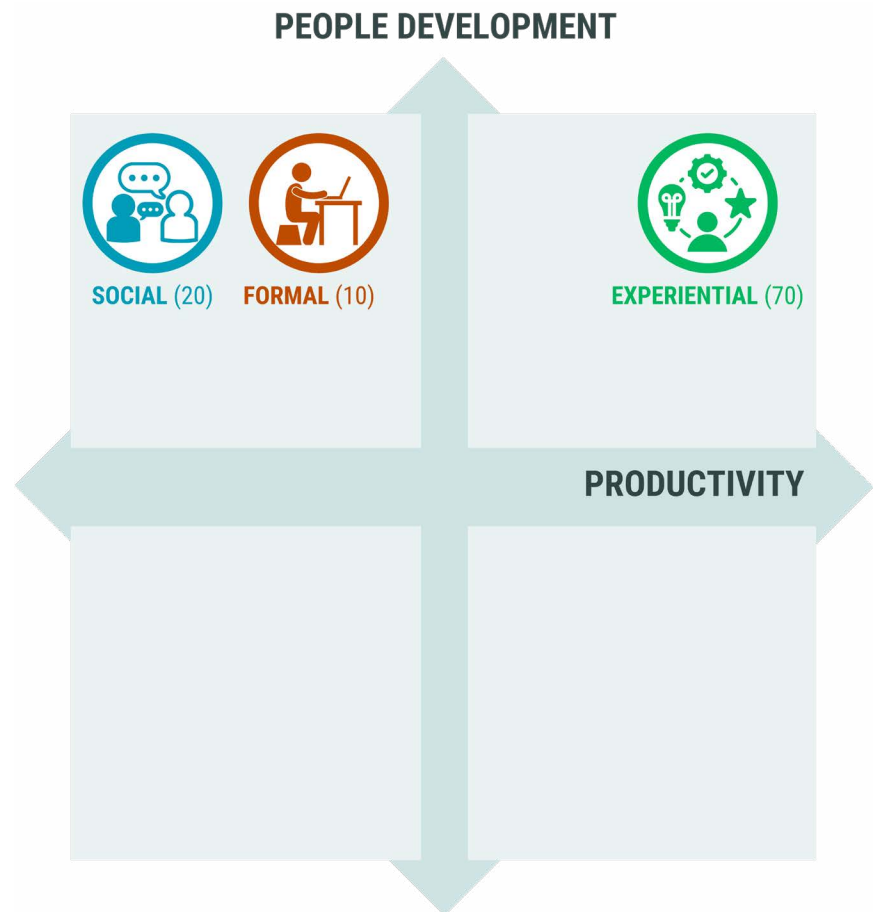
Have you noticed that people feel like they have to pause from their “real” work in order to focus on development? They think of things such as workshops as pulling them away from their never-ending-to-do list, rather than an opportunity to gain skills that lessen the load of their tasks.



However, when you consider the 70-20-10 model, research shows that instead of a spectrum where individuals can only be on one side to either develop or be productive, true growth happens in a 2x2.

There are very important times to pause productivity to learn, be mentored, or experience group coaching. When that new knowledge is then applied on the job, the learning sticks and behavior changes. If you run these programs or have attended one, you know that many folks take away a game-changing epiphany that evolves the way they think about or handle challenging situations. This is stellar. But that one epiphany is only a fraction of the many concepts shared. What about all the information attendees forget?

Unfortunately, with the way brains work, people forget most of what they learned in a one-time conversation, session, or reading.



Our brains need continuous reinforcement to remember what to apply when the right situation happens. However, Talent Development professionals can't be present in every situation to ensure concepts stick, and managers often lack the tools and expertise to effectively reinforce learnings on the job.

This limitation is why Talent and Learning leaders typically give knowledge in large doses when the opportunity is available. But if application on the job doesn't happen, the learning may not stick, behavior doesn't change, and the desired impact doesn't manifest.

Therefore, Talent Development leaders find themselves in the same challenging situation over and over. If application on the job is low, the impact will be too, which can create a challenge in asking for budget. With limited budgets, programs are limited to fewer people (often only leaders). This reality leaves the vast majority of people lacking opportunities to learn and grow. This problem impacts organizational performance, job satisfaction, coworker relationships, and overall well-being - all of which impact the creativity and innovation needed to move the company forward.

DOES IT HAVE TO BE THIS WAY?

There must be another way to make development a reality for everyone, where learnings are reinforced in the right doses and at the right times, equipping all people to truly flourish.



USING TECHNOLOGY TO BREAKTHROUGH TALENT DEVELOPMENT BARRIERS

To truly maximize the impact of formal learning, Talent Development leaders need support that only technology makes possible. Human beings can't possibly scale or provide continuous learning in the flow of work so that people can apply it, but technology-derived micro-nudges certainly can.

Meet Automated Coaching™

Automated Coaching™ was created to solve these challenges directly. Here's how it works:

1. Take Leading Assessments All In One Place

Use top validated behavioral and strength-based assessments you probably already embed in your programs.

2. Get Spot-On, Context-Specific Coaching

Effortlessly provide coaching in the workplace tools your team uses every day. People can look up insights, learn about teammates, or journal on tips that resonate the most with them.

3. Research-Backed Proven Behavior Change

Academic research shows that using Automated Coaching™ leads to higher levels of self-reflection, a desire to seek new self-knowledge, more stamina, a willingness to take on challenges, and an interest in learning from difficult tasks.



Learn how Automated Coaching™ turns learning into continuous, personalized development in the flow of work.

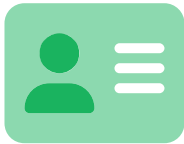
**REQUEST
A DEMO**



THE FUTURE OF HUMAN SKILL DEVELOPMENT

With massive technological advancements, so much is possible today that was implausible a mere 3 years ago. All of the great research on how people work together to create the best outcomes (*think: EQ, Human Skills, psychometrics, leadership, collaboration, etc.*) can now be partnered with technology to make learning not only possible through small daily moments, but actually attractive and deeply appreciated by people in every level of an organization. This is why we invented Automated Coaching™.

We Built Automated Coaching™ Specifically With Four Pillars That Turn Learning Opportunities Into True Development, Resulting In Growth For Everyone In The Organization:



PERSONALIZATION



SCALABILITY



**CONTINUOUS LEARNING
IN THE FLOW OF WORK**



PROOF OF IMPACT

Personalization For Every Individual

Many tech solutions that attempt personalization are still serving the same content across the masses, simply triggering this content based on broad milestones. This one-size-fits-all approach simply cannot account for the diverse roles, strengths, context, and learning needs of each individual.

To truly create personalized learning that can transform into development for every person requires solutions that:

Resonate With Each Individual: People need different insights for different situations every day. This means providing the right content at the right time, based on their specific challenges and goals (*whether those goals are quarterly or simply for the next meeting*).

Meet Each Person at Their Level of EQ:

Assessing and understanding people's behavior and strengths is fantastic but not enough. The

real magic happens when these insights turn into teamwork. Learning must be relevant to each person's unique approach and preferences so that people can know how to work best together.

Happen In Context: Training often removes people from their work to learn. Then, they're sent back to their teams and meetings to figure out how to apply it. What if learning could be tailored to the cognitive diversity of the specific people a learner is interacting with, contextually relevant to who matters most in the moment?

Personalization becomes a reality when learning is truly applicable to each individual's unique needs, goals, and context.

Automated Coaching™ makes this possible by using assessment data to deliver tips that are truly spot on and effective because it is based on each person's behaviors and strengths.

Technology Can Scale Development Like Never Before

Development is typically reserved for mid to senior-level leadership or high-potential employees. But what options does this leave middle management, new managers, and frontline team members?

Even when development opportunities arise, they take a lot of time and are difficult for people to complete. Plus, juggling various tools and assessments only adds to the complexity. No wonder leaders feel overwhelmed.

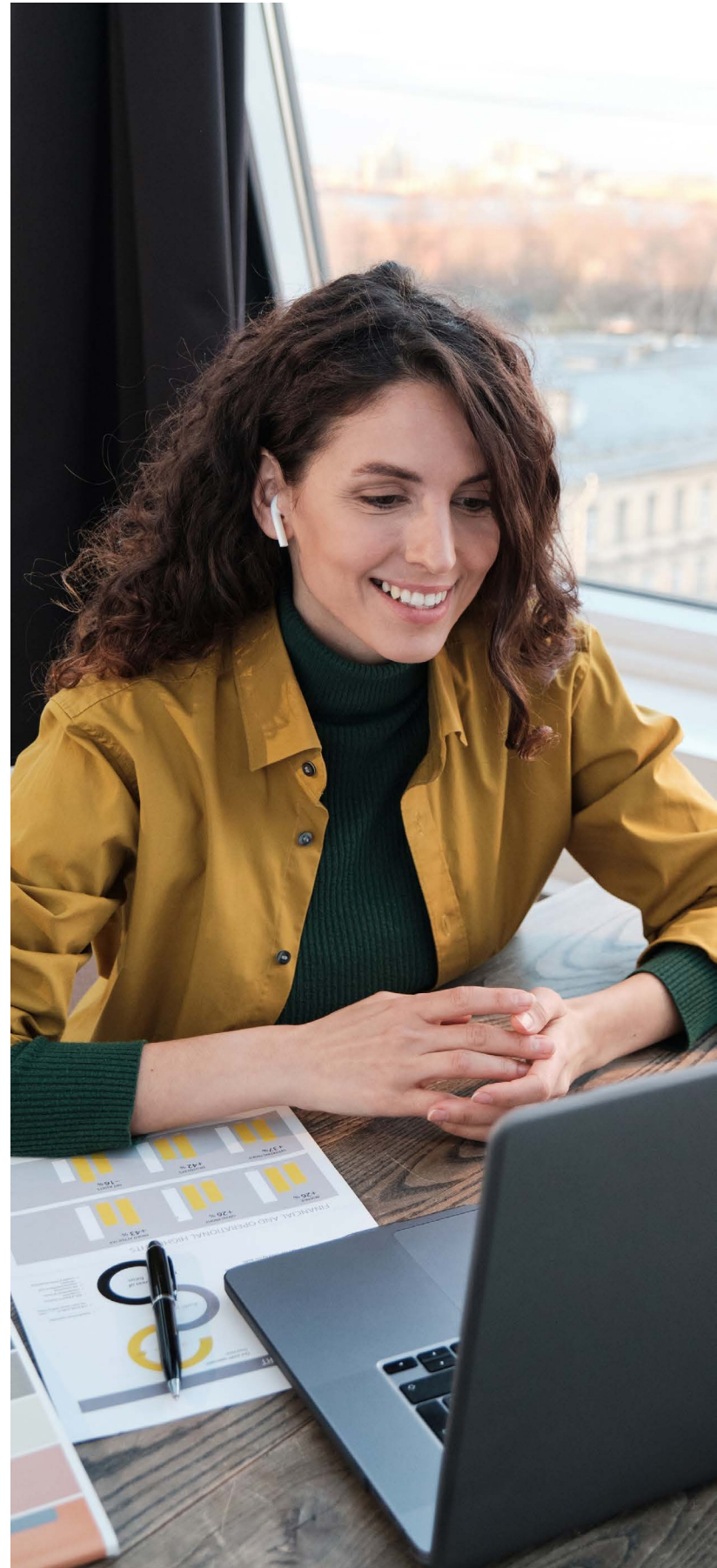
Imagine if you could:

Unlock Coaching For Everyone: Coaching has long been viewed as a luxury reserved for a select few. However, technology can turn coaching from a high-cost, exclusive experience into a reality for everyone.

Provide Fast, Consumable Learning: Carving out chunks of time for Learning and Development is an uphill battle for everyone involved. Immersed in their work, people feel they barely have time to come up for air. Your team needs bite-sized learning so they can immediately know how to work best together.

Have All Your Assessments In One Place: Scattered assessment tools across multiple platforms with jargon-filled reports make it challenging for employees and managers to take action. Automated Coaching™ multiplies the impact by consolidating assessments and data to provide it in your day-to-day. Think of one central hub for accessing insights that turn into real action.

Technology does not just make scaling easier, it can make it significantly more effective. Today, it's possible for leaders to break down barriers to development by democratizing resources for everyone.



Continuous Learning In The Flow Of Work

Disrupting work for development creates a lot of unnecessary tension:

- *It is difficult for people to connect the dots between the training and their reality.*
- *Getting leaders, even individuals, to see it as important as their tasks is difficult.*
- *It's information overload, so people forget most of it.*

Despite leaders' best efforts, participants struggle to benefit from the experience because it's an information dump removed from the context of their work.

People can't possibly remember everything in a workshop or report - It's overwhelming.

To truly unlock continuous learning it must seamlessly integrate into one's work, when and where they need it.

Continuous Learning Happens When It Is:

In the Flow of Work: What if learning and productivity do not have to be at odds but are actually teammates? Cloverleaf creates learning opportunities that enhance rather than disrupt the flow of work.

Available at Your Fingertips: Reports, concepts, and key insights from workshops are valuable but difficult to remember. Why not strengthen these learnings with on-demand insight and guidance that helps them when they want it most?

Behavior change occurs when new knowledge is applied immediately after learning. However, numerous obstacles pop up at work preventing people from putting their learnings into practice. The quality of the training is not the primary issue. Instead, the complexity of work is the main culprit. When new information is not readily available or directly relevant to each learner's specific situation, the likelihood of application significantly decreases².

The information we provide to develop our people will be forgotten if not applied³ in the flow of work through actionable insights delivered in small doses over a long period of time.

That's why Automated Coaching™ drips short nudges into the flow of work so that people can learn at the moment they need to apply and grow. Our secret sauce has been in how personalized our coaching is - it truly understands each person and what they need to learn in that moment.



2. Jolanda A. Botke, Paul G.W. Jansen, Svetlana N. Khapova, Maria Tims, "Work factors influencing the transfer stages of soft skills training: A literature review", ScienceDirect, April 19, 2018, <https://www.sciencedirect.com/science/article/abs/pii/S1747938X18302021?via%3Dihub>

3. Ferris State University, "How To Retain 90% Of Everything You Learn", <https://www.ferris.edu/university-college/firstgen/student-handbook/howtoretain90.pdf>

Proving ROI: The Holy Grail of Learning and Development

The most common measurement tool – surveys – can prove sentiment, but this is not a strong enough link to organizational performance. Unsurprisingly, this creates immense pressure on Talent Development teams, who almost have to beg employees to complete surveys. The whole process feels like pulling teeth.

People Strategy Leaders need solutions that:

Prove The Value Of People Development: To understand Talent Development’s impact, we must measure what truly matters. With the right metrics, you can align learning initiatives with key business objectives.

Inspire Behavior Change: To move the needle, people need learning that compliments and reinforces various collaborative, synchronous, or asynchronous learning methods. When this happens, learners go from passively interacting to actively applying new information.

Proving the impact of Talent Development requires assessing the competence of team members in key performance areas that directly contribute to organizational success. This approach transcends traditional sentiment surveys to paint a more accurate picture of Talent Development’s value.

Quantifying improvements in collaboration, problem-solving, and leadership skills draws a direct line between individual development and tangible business outcomes. This not only justifies the investment in Talent Development but also demonstrates its strategic importance in driving the organization’s performance.



HOW DO YOU KNOW AUTOMATED COACHING™ WORKS?

Sample Case Studies

Here are specific examples of how companies are using Cloverleaf's Automated Coaching™ to scale ongoing personalized learning so teammates can immediately understand what makes each other tick and work better together.

CASE STUDY #1

Automated Coaching™ Impacts Individual and Team Performance

Studies involving over 100 employees across 12 organizations investigated the impact of Cloverleaf's Automated Coaching™ on individual success and team dynamics. Participants completed surveys before and after using the platform for at least three months, as well as daily surveys measuring its influence on cognitions and behaviors.

Results showed that engagement with Cloverleaf led to a 31% increase in the quality of team communication and collaboration, an 18% increase in feeling valued, a 36% increase in recognition from team members, and a 36% increase in perceived high-quality teamwork. Increased usage also resulted in higher levels of self-reflection, adaptability, and willingness to take on challenges.



"Cloverleaf allows our leaders, our directors, our vice presidents, all the way up the hierarchy, to truly know what drives and motivates our people so that we can lean into that. Since implementing Cloverleaf, silos have started to fall, teams are working together more effectively, and cross-organizational collaboration has increased, and that's just the beginning."

– **KEVIN MILLS, SHRM-SCP**
Director of Organizational Development at INSP

CASE STUDY #2

Engagement with Automated Coaching™ Increases Willingness To Take On Challenges

In a study involving 100 participants completing daily surveys over 10 business days, Cloverleaf's Automated Coaching™ demonstrated significant impacts on employee cognitions, behaviors, and team dynamics.

Increased engagement with Cloverleaf led to higher levels of self-reflection and a desire to seek new self-knowledge, resulting in participants experiencing more stamina, willingness to take on challenges, and interest in learning from difficult tasks. This led to a “positive affect,” or improved mood, which resulted in reduced team conflict, increased energy among teammates, higher quality teamwork, and improved cross-functional communication.



CONCLUSION

We need a more scalable and “sticky” way to build human skills across an organization.

Talent Development professionals are doing life-changing work. To truly maximize the impact of formal learning, they need the support of what only technology makes possible to reinforce valuable learning. Human beings can’t possibly scale or provide continuous learning in the flow of work so that people can apply it, but technology-derived micro-nudges certainly can.

The need to reimagine how Talent Development can grow from a static experience to a dynamic experience is evident.

Learn how Automated Coaching™ can help your team transform Human Skill Development into organizational impact.

[Schedule A Demo](#)

Schedule A Demo

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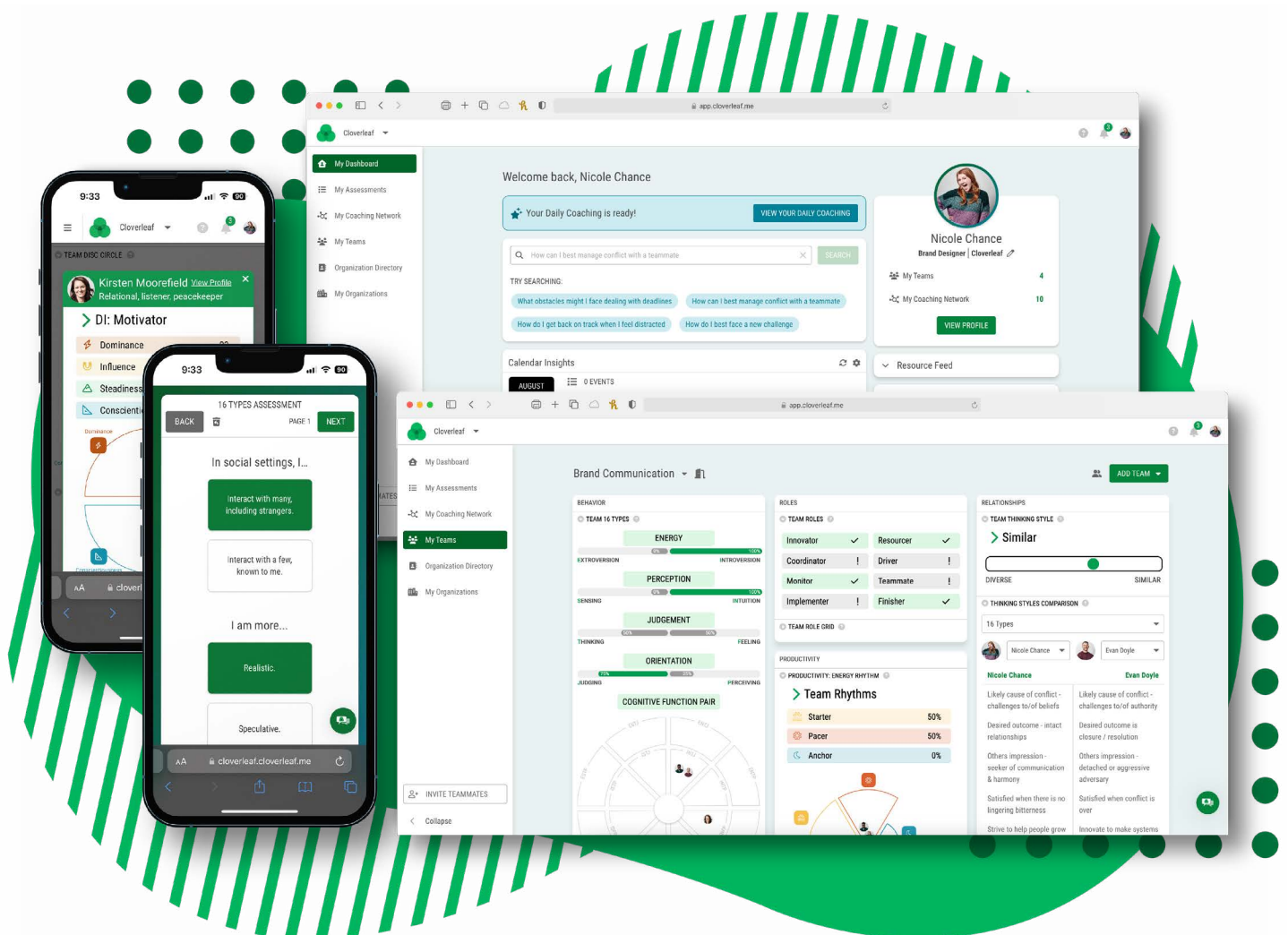
     @cloverleafme

ABOUT CLOVERLEAF

We've helped hundreds of thousands of humans in the biggest brands across the globe unlock effective teamwork with microlearning in just a few minutes a day.

From new hires to CEOs, learn how ordinary individuals in any organization can do extraordinary work with each other. Every day, people in companies around the world are harnessing personalized insight to drive powerful, collaborative change.

Get bite size learning of what you need to immediately understand how to work best together. Shift from information overload to coaching for your situation at your fingertips– all through the magic of Automated Coaching™.



OUR STANCE ON AI

At Cloverleaf, we strategically embrace AI advancements to empower better connections across teams and organizations, providing tools to communicate, motivate, and understand each other in actionable ways. We're embracing AI to ensure your coaching tips are accurate, practical, and research-backed, while still being 100% tailored for you.

Certain Cloverleaf features, like Insight Search and Reflection prompts, leverage AI-powered building blocks to connect your searches to the most relevant tips. Every tip, prompt, nudge, and assessment result is scrutinized, vetted, and audited by our team of certified coaching consultants and researchers. You can rest assured that it's still Cloverleaf's human expertise under the hood.

We have extremely high standards for data privacy and fully anonymize inputs into these AI models by default, explicitly seeking your permission when this is not possible. To learn more about our data privacy, trust, and ethics policy, [click here](#)⁴.

How Does Cloverleaf Define AI?

We define AI as software algorithms that function and evolve based on training data, updating the weights of a model. Cloverleaf strategically incorporates AI advancements to further our mission of unleashing people to do their best work.

How Does Cloverleaf Use AI?

We use generative AI like ChatGPT as a writing tool, not a replacement. Our team of experts

refines our process to produce personalized, research-backed tips, now scaled with AI. We also leverage AI to increase the speed and quality of tip delivery. Below is a list of the current Cloverleaf features that leverage AI.

- Insight Search uses text embedding to connect your searches with relevant coaching tips. We ensure privacy by removing personal information from searches.

- For Tip Generation, we use large language models (LLMs) to assist with spelling, grammar, quality, and tone. Generative AI does not use customer data, and AI-modified content remains truthful and research-based.

What's on the roadmap for expanded AI use?

We aim to leverage AI/ML to make Cloverleaf increasingly personalized and valuable. This may involve using LLMs to scale content for more scenarios and personality combinations. We are exploring AI to improve the relevancy of daily coaching, provide interactive conversational coaching, and more. We will continuously update customers on advancements and data privacy implications.

What are the potential AI benefits for our enterprise?

AI enables personalized coaching at scale to match any organization's growth. Our vision is to facilitate higher-quality coaching by giving managers and teams the tools for richer conversations that unearth the intricacies of their personalities. AI allows more personalized support to meet every user's unique needs, build better relationships, and be their best selves at work.

4. Taylor Nash, "Cloverleaf Privacy, Reliability, and Validity", Cloverleaf, <https://help.cloverleaf.me/en/articles/7668878-cloverleaf-privacy-reliability-and-validity>

APPENDIX A

HUMAN SKILLS ARE MORE CRITICAL THAN EVER

As automation and digital transformation spread, the demand for emotional intelligence and the ability to collaborate is at an all-time high.

The role of human skills at work cannot be overstated. The global economy (even more stark in the US) has undergone a massive transition to a knowledge-based economy.

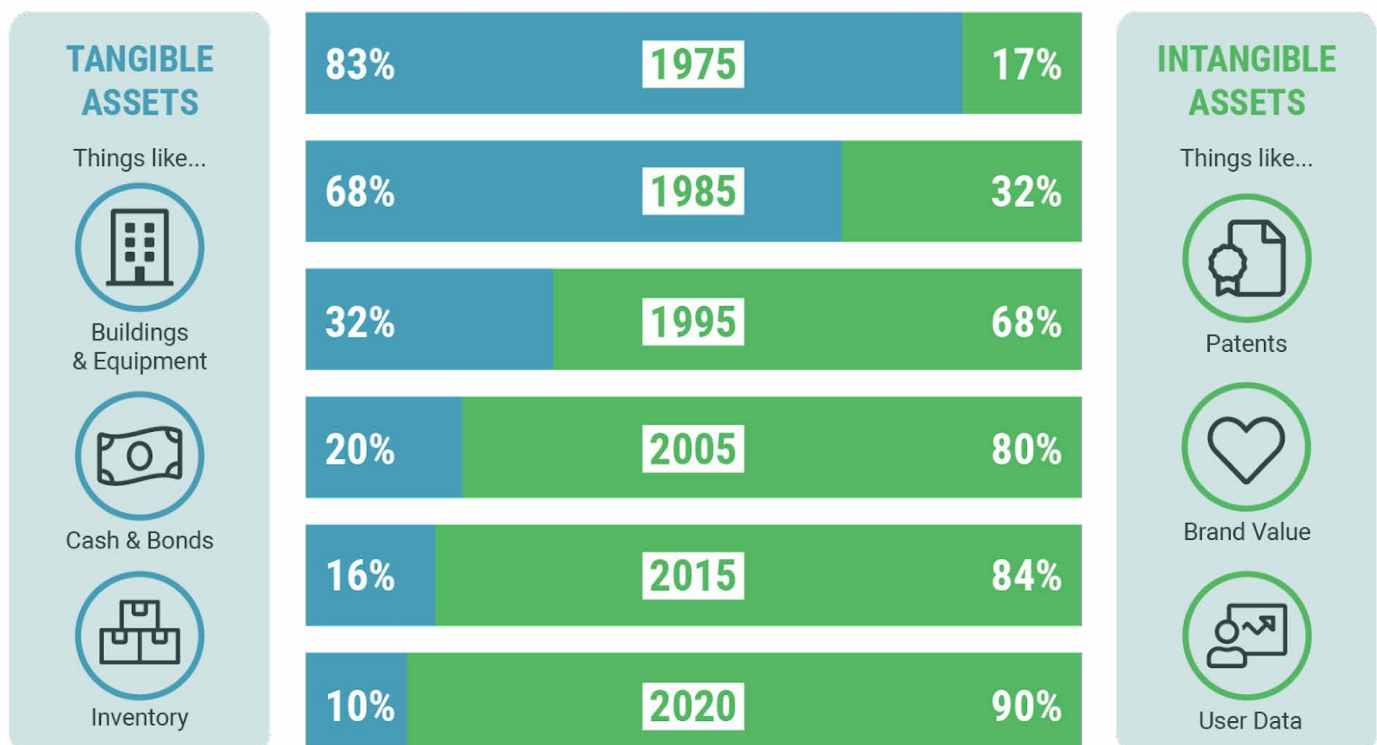
To demonstrate this shift, consider that in 1975, 85% of companies' value was in hard assets like machinery, real estate, and inventory. This flipped to 8% in just three decades, underscoring organizations' massive shift in value creation from goods production to knowledge.

Knowledge work requires a whole different set of skills and a different way to manage, lead, and produce favorable outcomes.

More and more, work relies on the ability to effectively communicate abstract thoughts. But the methods leaders use to develop these skills are broken - they're not producing the desired results. Not to mention, organizations continuously underinvest in this area even with the role these skills play in collaboration.

TANGIBLE vs INTANGIBLE ASSETS

Intangible assets currently account for **90%** of the S&P 500's total assets.



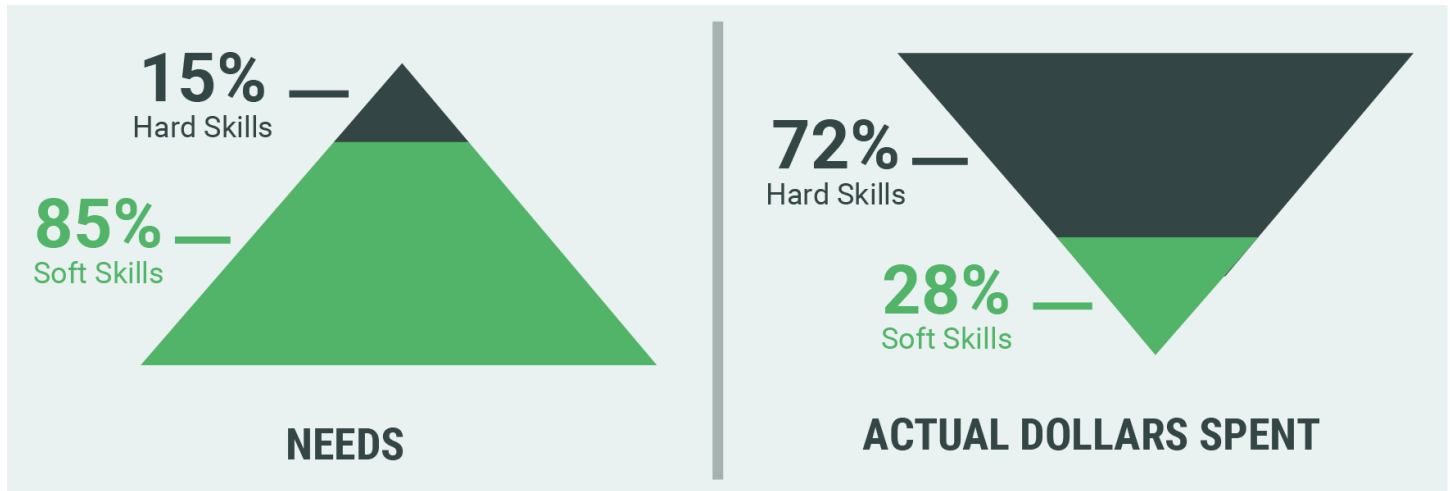
*Source: Ocean Tomo Intangible Asset Market Value Study

APPENDIX B

STARK UNDERINVESTMENT IN HUMAN SKILLS

85% of job success comes from having well-developed soft skills and people skills, while only 15% of job success comes from technical skills and knowledge (*hard skills*).

Being able to get ideas across, listening to others, and supporting your teammates are the secret to making amazing things happen at work.



Out of \$171 billion spent on employee training, only 27.6% of the dollars was on soft skills⁵. If we know human skills are so critical to success, why do companies turn a blind eye to their importance?

In a 40-hour, five-day workweek, people spend an average of 3.2 hours per workday collaborating with others. Yet 37% of people report they get less than 2 (*and often a whopping zero*) hours of training on how to collaborate well.

Despite the outsized amount of time we spend collaborating, organizations make surprisingly little investment to train and resource individuals to work together more effectively.

5. Research: Harvard University, Carnegie Foundation, & Stanford Research Center Source: National Soft Skills Association, <https://www.nationalsoftskills.org/>