troodi

L&D Trend Report 2025

Hello & welcome to the troodi L&D Trend Report 2025!

In the troodi Trend Report 2025, you can expect a comprehensive analysis of current and future developments in the field of Learning & Development (L&D). Based on the findings of our survey of over 100 L&D experts, we shed light on the most important trends, challenges, topics and competences in L&D.

In the following pages, we take a look at the central role of artificial intelligence (AI) in L&D and show how self-directed learning can be implemented effectively. We also analyze the main challenges, for example establishing a self-learning culture and ensuring long-lasting impact of L&D measures, and discuss possible solutions. We also look at the most important topics for 2025 from a content-perspective and the key future skills for L&D professionals.

We hope that this year's report will provide you with inspiration, strategic impulses, and practical approaches for your L&D work.

If you have any questions or feedback on the content, we look forward to hearing from you.

Best wishes,

J. Wonner

Julian Wonner
L&D expert at troodi and author of the L&D Trend Report

Contents

L&D
Trends
2025

L&D Trends 2025

What do you think will be the most important L&D trend in 2025?

Trend	Percentage
Artificial intelligence	46,3 %
Self-directed learning	21,3 %
Skill-based learning	13 %
Micro-Learning	9,3 %
Social learning	5,6 %
Gamification	3,7 %
VR	0,9 %

Scale: 0, 10, 20, 30, 40, 50
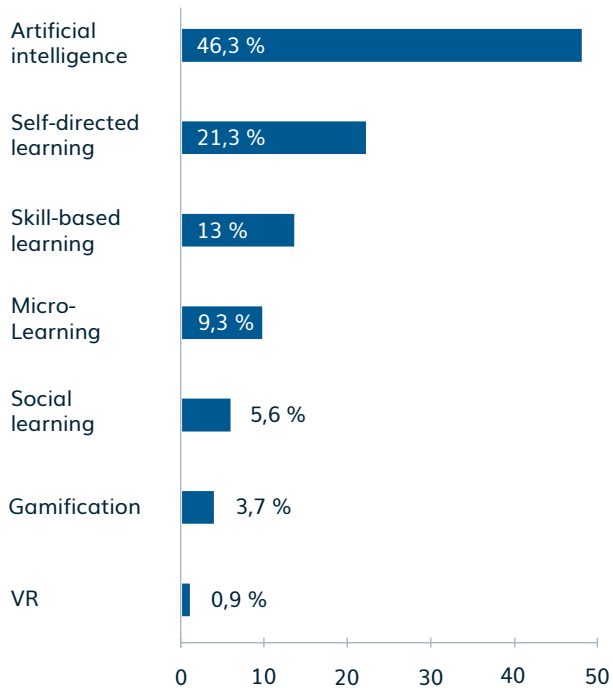
AI as the most important L&D trend in 2025

Almost half of the L&D experts surveyed see **artificial intelligence** as the most important trend in the L&D sector for 2025. AI was already highlighted as a key trend in 2024, a point reinforced in this year's report.

Another notable development is the growing emphasis **on self-directed and skill-based learning**. Micro-learning – demand-oriented learning organized in small units – is also seen as an important approach to enable flexible and efficient learning.

These trends highlight L&D's shift towards **innovative technologies and personalized learning formats** to address the demands of a rapidly evolving work environment.

On the following pages, we take a closer look at these trends and explore their practical application.

Artifical Intelligence

While the importance of artificial intelligence in Learning and Development is increasingly recognized, **many organizations are still in the early stages of integration**. For nearly a third of the surveyed organizations, AI currently plays no role in their L&D strategy.

The majority of the organizations surveyed ascribe great importance to AI and have taken initial steps, for example in the form of pilot projects, but implementation has hardly gone beyond these initial approaches. Only about a quarter of organizations have partially or fully integrated AI into their L&D strategies.

This **gap between the perceived importance of AI and its actual implementation** highlights a pressing need for action. Integrating AI into L&D strategies will become a key focus area for HRD professionals in 2025.

In many organizations, AI is not yet part of the L&D strategy.

AI in the L&D strategy

To what extent is AI already integrated into your current L&D strategy?

Not at all – AI does not play a role in our L&D strategy at the moment.
30,6 %

First steps – The importance of AI in L&D has been recognized and initial discussions or small pilot projects exist.
44,4 %

Partially integrated – AI is used in some L&D processes or learning offers, but it is not deeply anchored in our L&D strategy.
21,3 %

Fully integrated – Including the development of relevant AI skills throughout the organization and extensive use of AI in L&D-specific processes and content.
3,7 %

| 0 | 10 | 20 | 30 | 40 | 50 |

Dimensions of artificial intelligence in L&D

Artificial intelligence is fundamentally transforming people and organizational development, influencing three key areas:

AI skill building

L&D plays a crucial role in equipping employees with relevant AI skills. This includes, for example, basic courses on prompt writing, fostering role-specific AI skills and legal training, e.g. on the EU AI Act. The goal is to enable employees to use AI competently and responsibly.

AI empowerment

L&D is tasked with actively guiding employees through the AI transformation. This includes sensitizing managers, promoting a proactive approach to AI-related changes and supporting employees in dealing with the emotional challenges of these far-reaching changes. You can find out more about this topic in the troodi whitepaper on AI empowerment.
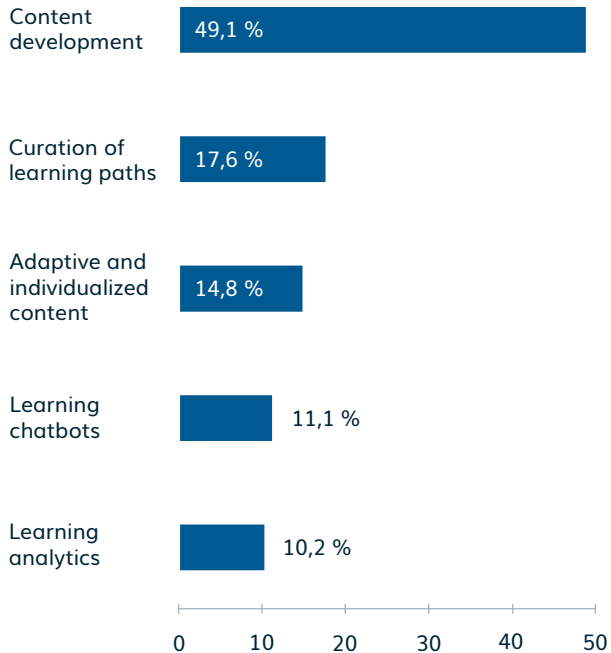
AI-supported L&D processes and learning solutions

The third level focuses on the integration of AI tools into daily L&D operations and learning solutions. For example, AI can serve as a sparring partner in the development of learning programs. AI is also becoming increasingly important in the development of personalized learning paths. Overall, the automation of routine tasks can significantly increase efficiency.

Use of AI in L&D

Where in your L&D department are you already using AI?

Content development	49,1 %
Curation of learning paths	17,6 %
Adaptive and individualized content	14,8 %
Learning chatbots	11,1 %
Learning analytics	10,2 %

0   10   20   30   40   50

Content creation and curation

An analysis of the current state of AI use in L&D reveals that it is mostly utilized for **creation and curation of learning content**.

The possibilities for content creation are particularly versatile.**: AI can be used to support the creation of online courses**, e.g. for texts and images, and in some cases also for videos and interactions. This enables faster and more scalable content production.

However, for complex topics where **nuances are crucial** – such as soft skills training – AI-supported content production is often more effective than full automation. In that case, AI can be used for specific subtasks:

- Brainstorming and idea generation,
- Summary of target group surveys,
- Research and preparation of relevant content,
- Optimization of texts for readability and comprehensibility,
- Design of quizzes or interactive exercises,
- Translation of content into different languages.

This approach combines the **efficiency and speed of AI** with the **creative and contextual expertise of humans**. The result is **high-quality** and target group-specific content that meets the requirements of modern L&D offerings.

Individualized learning solutions

Artificial intelligence facilitates the delivery **of individualized and adaptive learning opportunities** that are dynamically tailored to learners' needs based on data. By customizing content, learning paths, and speed, AI ensures an optimal learning journey. AI can be used in several key areas:

- **Skill-gap analysis:** AI-supported tests or questionnaires can be used to identify gaps in knowledge or skills and provide customized content to address development needs.
- **Personalized recommendations**: Based on individual learning behavior, AI can suggest new content that corresponds to the interests, goals and level of knowledge of the learner.
- **Adaptivity:** Content and task difficulty can be adjusted to match individual knowledge and learning preferences, avoiding over- or under-challenging learners and boosting motivation.

Through these approaches, AI can help to increase both the efficiency and effectiveness of learning programs. It enables a flexible and motivating learning experience that is customized to the individual needs of the learner.

Learning chatbots

Some providers are now integrating AI chatbots into their learning platforms. These chatbots act as individual learning coaches that are available 24/7 and can answer comprehension questions, provide feedback and positively influence participants' motivation to learn through personalized reminders.

However, only around 10 % of organizations currently use such chatbots. One of the reasons for this is that, despite their advantages, they are also associated with risks. As AI chatbots are based on models such as Natural Language Processing (NLP), they lack a true understanding of the content. Instead, they work probabilistically, which can result in errors and incorrect responses are (still) a challenge.
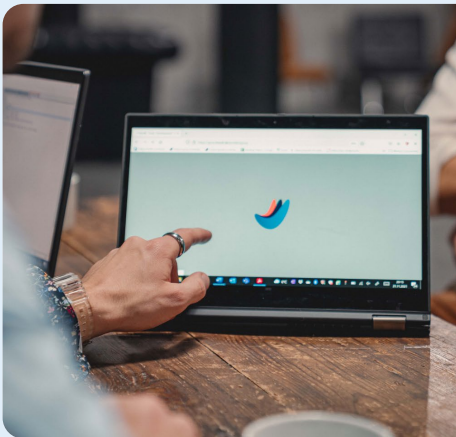
Learning analytics

Approximately one in ten organizations uses AI in the context of learning analytics. Here, AI offers significant opportunities, particularly through the efficient analysis of large volumes of data – for example, from learning management systems (LMS), tests, surveys, and interactions on digital platforms.

This can be used to gain insights into learning behavior and derive specific recommendations for action, for example to optimize learning opportunities or identify obstacles.

In summary, despite existing challenges, artificial intelligence harbors enormous potential for increasing effectiveness and efficiency.

Self-directed learning

Self-directed learning (SDL) describes an approach in which employees actively take responsibility for their learning process. This includes identifying learning objectives, selecting suitable learning methods, and resources as well as independently reflecting on and evaluating their own learning success.

This high degree of ownership over one's own learning process offers several advantages:

- **Highly relevant content**: Learners can select specific topics that are relevant to them and their role.
- **Increased motivation**: Responsibility promotes intrinsic motivation and can therefore increase commitment.
- **Efficiency**: Less administrative management by the HR department is required.

At the same time, self-directed learning places **higher demands on learners**. SDL requires self-learning skills that often need to be systematically developed, e.g. through targeted training or coaching. More details on how to foster a self-learning culture can be found in the next chapter on L&D challenges.

Top Trend 3

Skill-based learning

Skill-based learning, on the other hand, focusses on the targeted development of specific, measurable skills for certain tasks or roles. In contrast to broad-based competency models, the focus here is on the development of clearly defined practical skills.

This approach offers organizations several advantages:

- **Clarity on existing skills**: Skill mapping creates transparency about employees' existing skills.
- **Identification of future skills**: Organizations can identify which skills will be required in the future.
- **Effective skills gap closure**: Tailored training programs can address skill gaps proactively, ideally even before they arise.

By combining self-directed and skill-based learning, organizations can create a **strategic learning framework that empowers employees** to develop independently while ensuring the organization remains future-ready. This results in a learning system that supports both individual growth and long-term organizational goals.
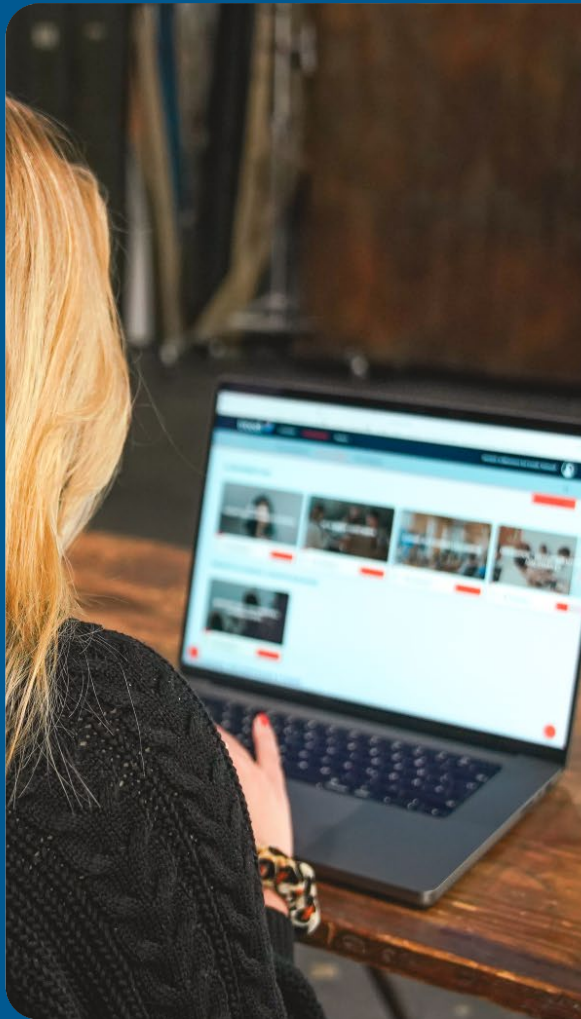
Focus topics for 2025
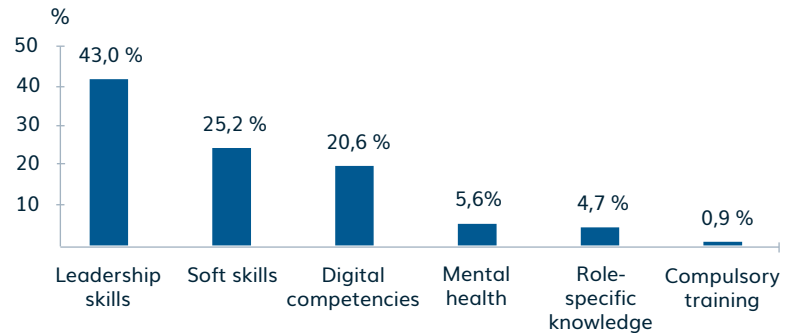
Leadership remains the most important topic

Almost half of the L&D experts surveyed named **leadership skills as the most important topic** for 2025. Managers have a decisive influence on the success of the entire organization and the well-being of employees.

The demands placed on leaders are constantly increasing, particularly in the context of multiple crises and radical changes in the way we work together. For this reason, the development of leadership skills is seen as the central L&D topic in the organizations surveyed.

In addition to leadership, the focus is on soft skills such as communication and effective collaboration as well as digital skills in order to prepare employees for the demands of a rapidly changing world of work. In contrast, the significance of training in mental health has seen a slight decline compared to the previous year.

Focus topics 2025

Which topic has the highest priority in your organization in 2025?

%

Leadership skills	43,0 %
Soft skills	25,2 %
Digital competencies	20,6 %
Mental health	5,6%
Role-specific knowledge	4,7 %
Compulsory training	0,9 %

Leadership was the most frequently requested topic at troodi in 2024

The central importance of leadership training is also reflected in troodi's most frequently used learning programs. In 2024, programs in the area of leadership were the most popular, followed by the topics of communication, collaboration, diversity, and health.

Many of troodi's client organizations **blend established leadership tools** like situational leadership and leadership conversations **with new skills** required for modern leadership. These include learning programs on digital, agile, and inclusive leadership, designed to meet the needs of a rapidly evolving work environment.

Another emerging trend is the increasing demand for training programs on **lateral leadership**, e.g. for agile people leads or project managers. These target groups require specific skills in order to lead effectively and foster collaboration without having direct authority.

The most frequently used leadership program in the troodi portfolio in 2024 was **'Leading in times of change'.** This shows that organizations are focusing on preparing their leaders to guide employees and make sound decisions during economically challenging times.

Focus topics at troodi

The most frequently used troodi learning programs in 2024

| **1** | **Effective communication**
Fundamental communication models, transactional analysis, reflection on own communication patterns | Category:
Communication | ↑ 1 |

| **2** | **Leading in times of change**
Managing change processes, understanding emotional reaction patterns, dealing with resistance, fostering change resilience | Category:
Leadership | ↑ 7 |

| **3** | **Leadership conversations**
Key conversation principles, structuring and managing conversations, active listening, dealing with challenging conversation situations | Category:
Leadership | ↑ 4 |

| **4** | **Good Boss – Confident and successful people leadership**
Leadership styles and their advantages and disadvantages, analysis of own leadership behavior, benefits and limits of situational leadership | Category:
Leadership | *new* |

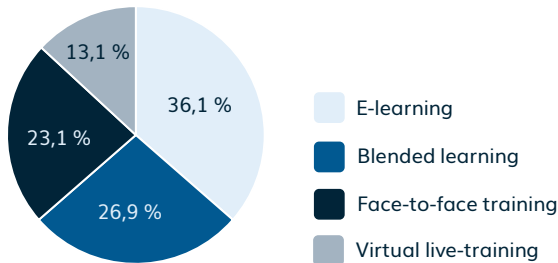| **5** | **Developing winning teams**
Development phases of teams, systemic principles and team dynamics, practical interventions for different situations | Category:
Collaboration | ↓ 1 |

| **6** | **Giving and receiving feedback successfully**
Rules for giving and receiving feedback, formal feedback conversations, establishing a positive feedback and error culture | Category:
Communication | ↓ 5 |

| **7** | **Digital Leadership – Leading hybrid and virtual teams**
Leadership in a remote/hybrid setting, building and maintaining trust, remote and hybrid leadership communication | Category:
Leadership | *new* |

| **8** | **Unconscious Bias – Raising awareness and reducing harm**
Reflection of own prejudices, reduction of unconscious bias, addressing discriminative behavior, measures to establish structural changes | Category:
Diversity | ↓ 2 |

| **9** | **Resilience – Cultivating your inner strength**
Self-assessment of the seven pillars of resilience, practical recommendations for action for all pillars | Category:
Health | ↓ 6 |

| **10** | **Inclusive Leadership**
Mindset and skills of an inclusive leader, self-reflection, fostering psychological safety, calling in and calling out, being an ally | Category:
Leadership | *new* |

Learning formats

Which learning format will be used most frequently in your organization in 2025?

- 36,1 % — E-learning
- 26,9 % — Blended learning
- 23,1 % — Face-to-face training
- 13,1 % — Virtual live-training

In 2025, **e-learning will remain the most frequently used learning format**, followed by blended learning and face-to-face training. Digital learning offers an ideal basis for implementing the most important L&D trends, such as AI-supported and self-directed learning formats that promote the acquisition of concrete and practice-relevant skills.

Blended learning combines the strengths of digital learning and live-training by integrating self-directed learning with group-based social learning. This hybrid format makes it possible to combine individual flexibility with the advantages of collaborative and interactive social learning methods.

A holistic people development strategy takes into account a variety of learning formats, as each format has specific advantages and disadvantages. The choice of suitable formats should be carefully tailored to the respective learning objectives, target groups and organizational culture in order to achieve an optimal learning impact. Find out more in our whitepaper 'Hacking Digital Learning'.
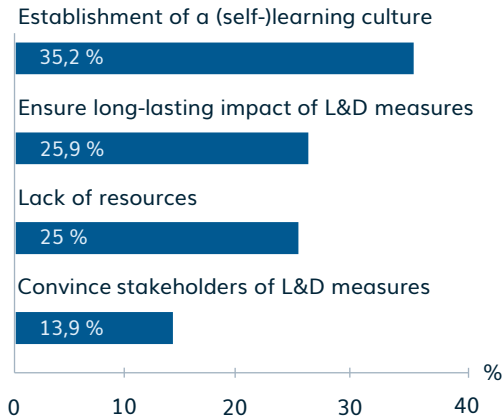
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L&D Challenges 2025

Challenges

From your perspective, what will be the biggest challenge for L&D in 2025?

Establishment of a (self-)learning culture
35,2 %

Ensure long-lasting impact of L&D measures
25,9 %

Lack of resources
25 %

Convince stakeholders of L&D measures
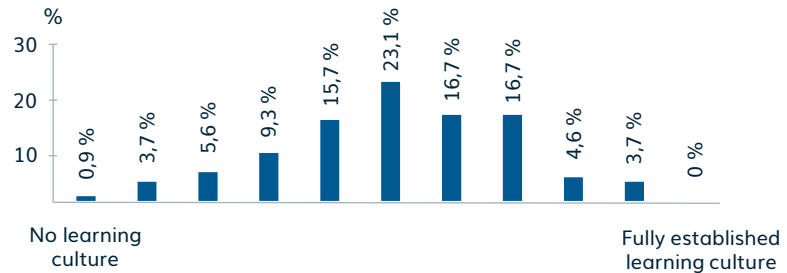**13,9 %**

%

0   10   20   30   40

The self-learning culture is moderately developed in the organizations surveyed, with an average score of 5.1 on a scale of 0 to 10.

Establishment of a self-learning culture

After AI, self-directed learning ranks as the second most important trend in Learning & Development for 2025. At the same time, the L&D experts we surveyed see the **establishment of a self-learning culture** as currently the biggest challenge in their field.

The survey shows that the learning culture in the organizations surveyed is rated as moderately developed on average, with an average score of 5.1 on a scale from 0 to 10. These results make it clear that there is a need for action in order to sustainably **integrate self-directed learning into everyday working life** and the corporate culture.

How far developed is the learning culture in your organization?

%

30

20

10

0,9 %   3,7 %   5,6 %   9,3 %   15,7 %   23,1 %   16,7 %   16,7 %   4,6 %   3,7 %   0 %

No learning culture

Fully established learning culture

Learning culture

Fostering self-learning culture: a central task for L&D professionals

The results of the trend survey show that more than half of the organizations surveyed currently promote their internal learning culture primarily through individual measures. Less than a third have already implemented structures and processes to further develop their learning culture. Notably, less than 5 % of organizations consider their approaches to be holistic.

These findings point out that the promotion of a comprehensive and sustainable learning culture is a key area of action for L&D professionals in 2025.

Less than **5 %** of the participants have already established a holistic learning culture strategy in their organization.

Fostering a learning culture

How does your L&D department support the learning culture in your organization?

Not at all: There are few to no structures that promote the development of a learning culture.

7,4 %

Through individual measures: Initial measures and processes to foster a learning culture are in place.

56,5 %

Through established structures and processes: Employees are regularly encouraged to engage in self-learning. Managers and other relevant stakeholders are used as multipliers.

31,5 %

Holistically: Learning is deeply rooted in the company culture, employees are self-motivated and take responsibility for their own learning. L&D acts as a partner for the business.

4,6 %

%

0   10   20   30   40   50   60

Initiatives to foster a culture of self-learning

What measures do you use to promote self-directed learning among employees? (multiple choices possible)

A holistic approach to promoting the internal learning culture requires a combination of different initiatives. In the organizations surveyed, the focus is particularly on raising awareness among leaders, the development of self-learning skills, and providing the necessary learning infrastructure.

Raising awareness among leaders **51,9 %**

Leaders must recognize the importance of learning for the company's long-term success and leverage their role to inspire their teams to engage in continuous learning.

Target group-specific curation of learning content **32,4 %**

Developing and delivering relevant content tailored to the specific needs of target groups to provide learners with focused support.

Trainings/workshops to acquire learning skills ("learning to learn") **49,1 %**

Targeted e-learnings, trainings, and workshops enabling employees to learn independently and effectively.

Design of social learning spaces (e.g. hackathons or learning hubs) **21,3 %**

Utilization of learning tandems, peer group sessions and communities of practice as well as the creation of social learning spaces.

Adequate learning infrastructure and learning tools **46,3 %**

Provision of suitable technology such as a modern learning platform, user-generated content software and other tools that facilitate self-directed learning.

Establishing internal role models for self-directed learning **19,4 %**

Supporting employees who model self-directed learning to inspire others and actively reinforce the learning culture, acting as internal 'learning influencers'.

Further initiatives

In addition to the measures mentioned in the survey, the following initiatives can be used to sustainably strengthen the organizational learning culture:

Internal communication and events

Regular communication measures and events on the importance of professional development to foster the importance of learning within the organization and make it a core element of the company culture.

Setting up guidelines, processes and structures

Definition of learning time as part of working time, introduction of an individual learning budget, and establishment of regular development meetings between employees and their managers.

Support through mentoring and coaching

Establishment of learning coaches who support employees in self-directed learning and promote individual development. Setting up mentoring programs to facilitate internal knowledge transfer.

Challenge 2

Measuring the impact of L&D initiatives

As in the previous year, measuring the impact of L&D initiatives remains a key challenge for the target group surveyed. A sustainable L&D strategy should not only focus on imparting knowledge in the short term but, more importantly, on **fostering the sustainable integration of important skills and behaviors** that deliver real value to the organization.
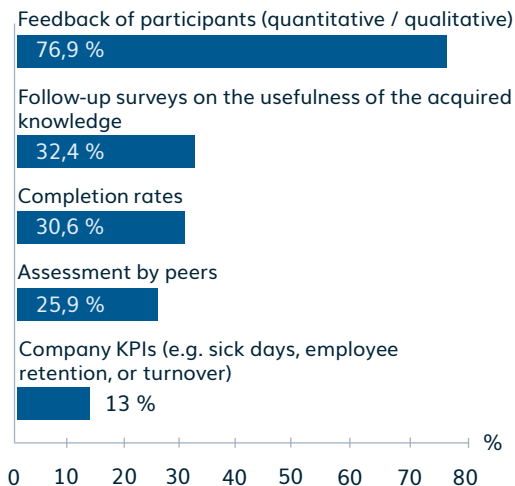
However, proving the sustainability and effectiveness of L&D measures is challenging. The desired outcomes are often difficult to quantify and establishing clear causality between L&D measures and organizational results is complex, as these results are usually influenced by multiple factors.

A **combination of different methods** can provide a more robust demonstration of the impact of L&D measures.

Effectiveness of L&D

How do you currently measure the effectiveness of your L&D measures? (multiple answers possible)

Feedback of participants (quantitative / qualitative)
76,9 %

Follow-up surveys on the usefulness of the acquired knowledge
32,4 %

Completion rates
30,6 %

Assessment by peers
25,9 %

Company KPIs (e.g. sick days, employee retention, or turnover)
13 %

%

0   10   20   30   40   50   60   70   80

Many organizations limit their effectiveness measurement to direct participant feedback.

The majority of the organizations surveyed measure the effectiveness of their L&D measures primarily through **qualitative and quantitative self-report questionnaires** completed by participants directly after the training. Although this method provides valuable insights into the satisfaction of the participants, the validity of the information about the impact of the training in terms of the long-term effects to be achieved is limited.

Less than a third of the organizations use **follow-up surveys** to check the long-term impact of measures or include **peer assessments** of behavioral changes. Only around 13 % rely on **company KPI,** such as productivity, error rates, or employee satisfaction, for their evaluations.

These results highlight a third area of action for L&D in 2025: **evaluating the effectiveness of L&D measures should go beyond self-reports**. A holistic approach that incorporates different perspectives and data sources makes it possible to better demonstrate the actual impact of training measures and make their long-term effect on the organization and employees visible.

Multidimensional evaluation models as a holistic approach to ensure effectiveness and sustainability

Multidimensional evaluation models such as the Kirkpatrick model[1] provide a systematic method for evaluating L&D interventions at different levels. The Kirkpatrick model comprises four levels:

I. Reaction	The first level captures whether learners found the training relevant, engaging and useful. Participants' self-reports are important but should not be the only source of data.
II. Learning	This level records whether the knowledge has actually been acquired by the target group. Tests, simulations and practical tasks can be used to assess the level of understanding.
III. Behavior	Whether the learners show a sustainable change in behavior in their day-to-day work is checked at the third level. Assessment by peers or superiors is helpful here, e.g. through 360° feedback.
IV. Results	The fourth level measures changes in relevant KPI. Analyzing company-wide key data points (e.g. turnover or sick days) is the most powerful proof of effectiveness, but changes are often difficult to attribute to one single measure.

[1] Kirkpatrick, D. L., & Kirkpatrick, J. D. (2016). Kirkpatrick's four levels of training evaluation. ATD Press.

Learning Analytics

Learning analytics is a promising approach, especially in digital learning, for understanding learning behavior and evaluating the effectiveness of measures. Among other things, the following quantitative data is used:

- Completion rates
- Learning time and active hours

- Frequency of interactions with learning content
- Trending topics and preferences regarding formats

This data enables a more precise analysis and optimization of measures. For example, the effect of a communication campaign on the increase in completion rates can be tracked.
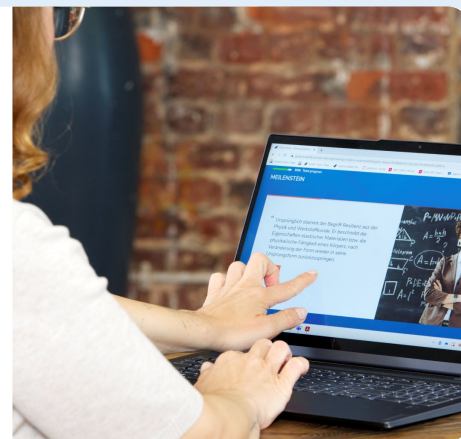
Return on Learning Investment

The Return on Learning Investment (ROLI) evaluates the monetary benefit of L&D measures in relation to the costs. Investments, such as those for e-learning courses, trainers, materials or learning-time, are compared with measurable results, for example:

- Increases in revenue
- Productivity gains
- Time savings
- Sick days

This approach quantifies the financial added value and justifies the investments in L&D initiatives to stakeholders. As these KPIs are often influenced by many factors, a comparison of the training group with a control group is recommended.

Challenges 3 & 4

Valid proof of effectiveness as the key to convincing stakeholders and securing resources

A strong proof of effectiveness combines qualitative approaches such as participant feedback and 360-degree analyses with quantitative data from learning analytics and company-wide KPI. This combination of several evaluation methods helps to demonstrate the added value of training measures both for the organization as a whole and for individual employees. Such proof has a direct impact on two other key challenges for L&D professionals:

1. **Convincing stakeholders:** Conclusive evidence of the impact of L&D measures on relevant corporate KPIs provides a strong argument for the importance and strategic relevance of L&D.

2. **Securing resources:** A convincing proof of effectiveness facilitates the acquisition of additional resources by justifying investments in people and organizational development.

A holistic evaluation therefore not only helps to optimize the measures implemented but also strengthens the position of L&D within the organization. By making its contribution to the company's success demonstrable, L&D positions itself as a strategic partner and an important factor for the future economic success of the organization.
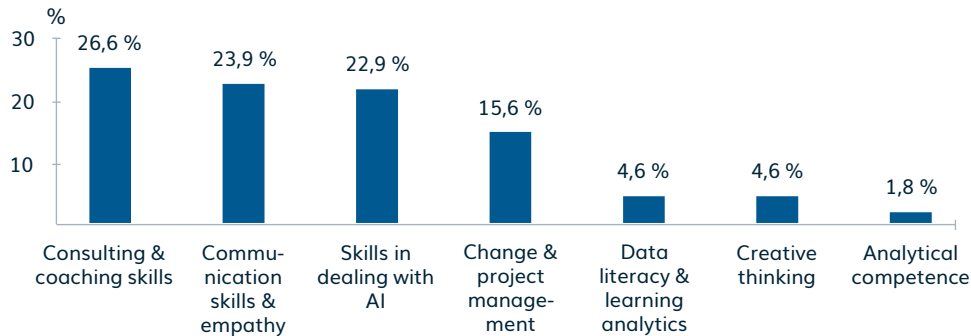
Future Skills for L&D Professionals

Future skills for L&D professionals

What do you think is the most important future skill for L&D professionals?

%

30	26,6 %
20	23,9 % 22,9 %
10	15,6 %

Consulting &
coaching skills — 26,6 %

Commu-
nication
skills &
empathy — 23,9 %

Skills in
dealing with
AI — 22,9 %

Change &
project
manage-
ment — 15,6 %

Data
literacy &
learning
analytics — 4,6 %

Creative
thinking — 4,6 %

Analytical
competence — 1,8 %

Consulting skills, communication, mastering AI, and change & project management skills are rated as the most important future skills.

Four key competencies for the future of L&D

Four future skills for L&D professionals were identified as most relevant in the survey. The targeted development of these skills is an important factor in increasing the impact and internal relevance of L&D. It lays the foundation for transforming the L&D department **from a cost center into a strategic driver** within the organization.

Consulting and coaching skills

A key future skill for L&D professionals is the ability to competently advise business units on the planning and implementation of training initiatives and to coach leaders in establishing a sustainable learning culture.

- **Strategic partnership with the business**: L&D professionals must increasingly fulfill their role as strategic partners. It is no longer about simply executing the business's requests. Instead, they should critically evaluate inquiries, analyze the underlying needs, and collaborate with business units to develop tailored learning solutions.

- **Proactivity**: This change in role requires a more proactive approach. Ideally, L&D teams can anticipate learning needs within business units before they are even explicitly articulated. At the same time, managers must be actively supported in the implementation of learning and development measures.

Communication skills and empathy

The ability to understand the needs of others and communicate in a convincing, target-oriented way is a crucial skill for L&D professionals.

- **Empathy and needs-orientation**: L&D professionals interact with diverse target groups, including senior management, executives, and teams. Empathy forms the basis for aligning L&D offerings with the expectations and requirements of the target groups and thus maximizing acceptance and impact.
- **Communication as a key competence**: Strong communication skills are essential not only to develop high-quality L&D solutions, but also to successfully communicate their added value to the target group.
- **Stakeholder management**: Effective communication with stakeholders is crucial to convey the importance of training measures and enhancing the role of L&D within the organization.

Skills in dealing with AI

Artificial intelligence is one of the most important trends in L&D and offers numerous opportunities to develop more efficient and effective learning solutions. Mastering this technology is therefore a crucial future skill for L&D experts.

- **Use of AI in L&D processes and products**: L&D professionals can leverage AI for learning analytics, personalized learning offerings, and automated content creation, among other applications, to enhance the efficiency and scalability of their initiatives.
- **Knowledge transfer and AI empowerment of employees**: In addition to using AI themselves, L&D professionals must prepare employees to work with AI while addressing the emotional aspects of the change process.
- **Balanced perspective and conscious use:** For the responsible use of AI, it is essential that L&D professionals are not only aware of the opportunities, but also the risks and limitations of the technology in order to use it ethically and sustainably.

Change and project management

In a working world that is constantly changing due to technological innovations and global changes, L&D professionals play a central role in supporting organization-wide change processes.

- **Facilitating organizational change**: L&D uses its change management skills to support organizational change processes, for example in the form of up- and reskilling campaigns.
- **Empowerment in change processes**: L&D professionals help employees develop the skills needed to proactively navigate changes and manage the emotions associated with those transitions.
- **Learning culture transformation**: L&D professionals are responsible for the further development of the organizational learning culture, particularly by fostering self-learning skills and creating collaborative, social learning environments.

These four future skills enable L&D professionals to **create innovative learning solutions** for diverse target groups while strategically **supporting their organization through transformation processes**. They blend technological expertise with human interaction, strategic thinking, and change management competencies, laying the foundation for making the L&D department future-ready.

Summary

The L&D Trend Report 2025 analyzes the key trends, challenges, and future skills in the Learning & Development sector. The results reveal four key areas of action for L&D in 2025:

Integration of AI into the L&D strategy

AI is seen as the most important L&D trend in 2025 by almost half of those surveyed, but most organizations are still in the early stages of integrating AI into their L&D strategy. A key task for L&D in 2025 is to close this gap and implement AI strategically and sustainably in internal processes and learning offers.

Fostering a self-learning culture

Many organizations have so far relied on single initiatives to promote a culture of self-learning. A strategic and holistic approach that combines various measures is necessary in order to successfully shape this cultural change.

Measuring the impact of learning initiatives

To prove the effectiveness of L&D measures, comprehensive data collection is required that goes beyond mere self-reporting by participants. Learning analytics and company KPI should be utilized to a greater extent in order to enable data-based decisions and make valid statements about effectiveness.

Targeted development of L&D Future Skills

The four central future skills of consulting expertise, communication skills, AI competencies and change management skills should be specifically promoted in the internal L&D team to be optimally prepared for the future.

Further development in these fields of action is necessary to play a central role in the transformation of organizations in the future and secure a place for L&D at the decision-making table. The **transformation from cost center to strategic player** in the organization requires a clear focus on the most important future trends, a solution-oriented approach to the identified challenges and a targeted development of the future skills for L&D professionals.
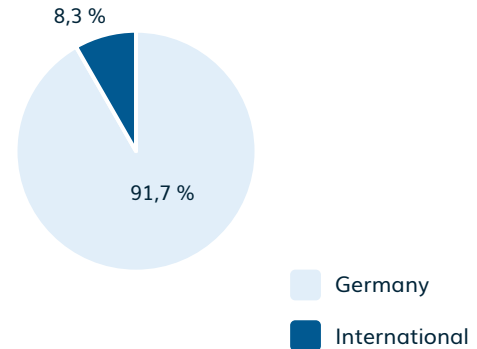
Sample group

A total of 108 people took part in the troodi L&D Trend Survey 2025 in November and December 2024. The majority of the survey group consisted of internal HR developers and L&D managers in Germany.

What is your role?

13 %

18,5 %

68,5 %

■ Internal HRD / L&D team

■ Other role

□ External trainer / coach / consultant
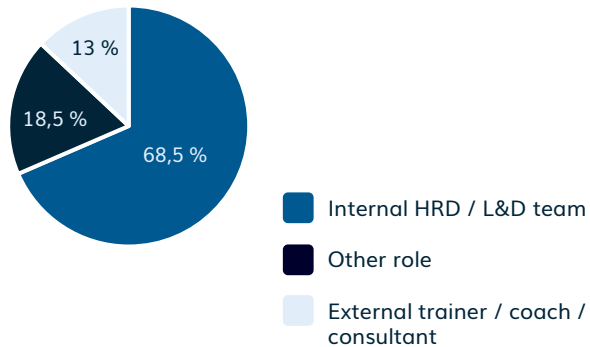
Which region do you work in?

8,3 %

91,7 %

□ Germany

■ International

troodi

About troodi

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Troodi supports organizations in the implementation of **impactful people development measures** to unlock the full potential of their employees. We use digital learning programs, blended learning journeys, and live-trainings to develop the most important future skills in employees and leaders. Our approach emphasizes practical relevance, utilizing interactive training methods led by experienced experts. With more than five years of experience, we advise organizations on developing a learning culture and increasing the effectiveness of their people development measures.

Our **digital learning platform troodi grow** offers more than 100 learning programs in German and English. The content can be accessed via our platform or easily integrated into the company's own LMS via SCORM or xAPI. Our practice-oriented, engaging programs regularly achieve completion rates of over 90%.

Blended learning journeys combine self-directed digital learning with interactive live-sessions, moderated by experienced trainers. Through small group sizes, accompanying communication measures and social learning activities, we ensure a high level of motivation among participants.

Our experienced consultants and trainers create customized **live-training solutions** and moderate **workshops and team development** initiatives. We also offer **1:1 coaching** sessions both virtually and in-person.

Contact

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