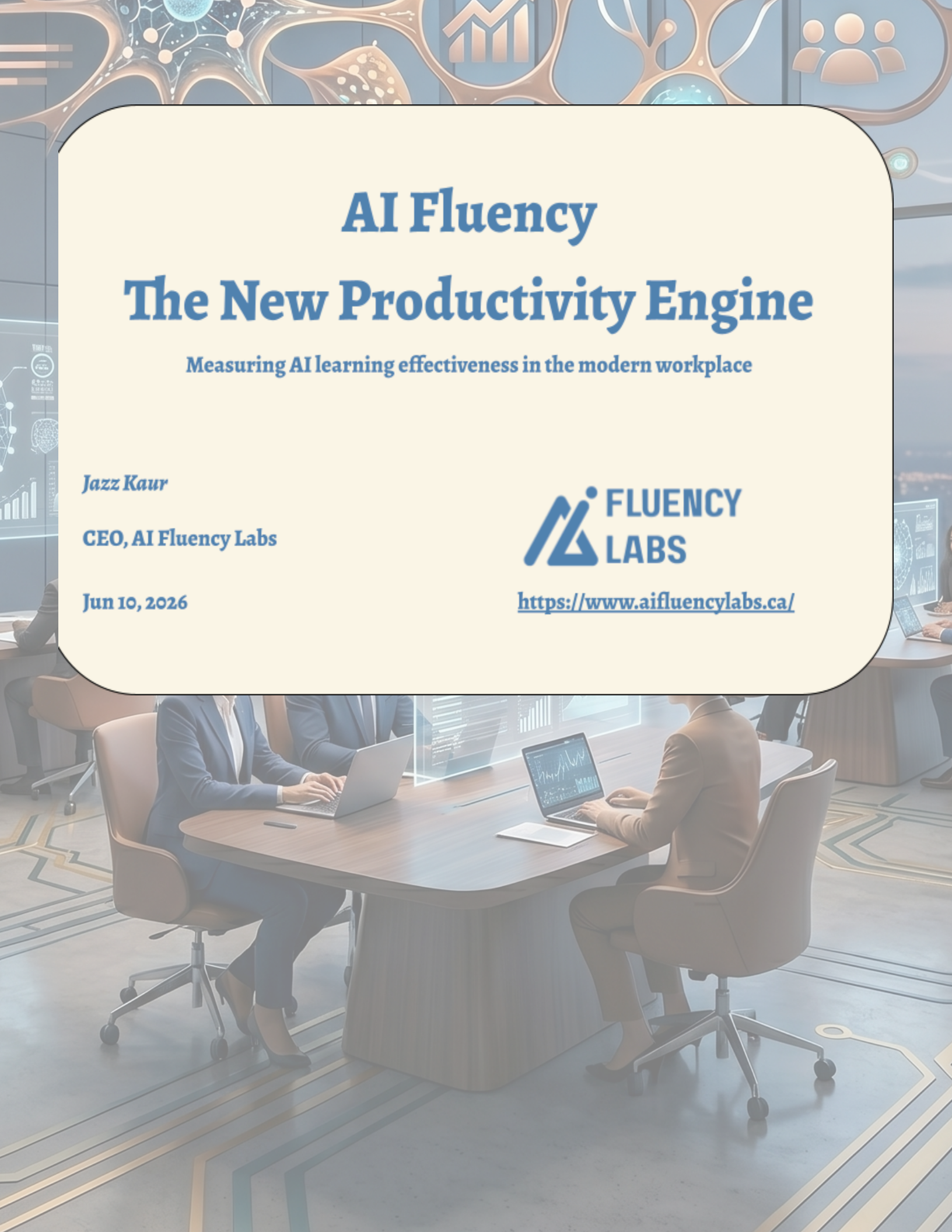

AI Fluency

The New Productivity Engine

Measuring AI learning effectiveness in the modern workplace

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Jun 10, 2026

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Executive Summary

Enterprises are racing to adopt AI and are investing heavily in AI tools. However, merely having access to AI tools is not the same as building AI advantage. The real competitive advantage comes from *AI-capable teams* when employees know how to use AI fluently and confidently in the flow of work.

This matters because AI is no longer a future concern. Employees are already hearing about AI-driven layoffs and automation. The fear is real: "*Will AI replace my job?*". AI may not replace people directly. However, people who know how to use AI as a multiplying factor will increasingly outperform people who do not.

When employees want to learn, they face a practical barrier: they do not have time. They are already stretched by meetings, deadlines, and changing priorities. Hence long, generic, difficult-to-understand AI courses quickly become another burden instead of a path to confidence. This creates a challenge for both employees and employers. Employees need short, practical, role-specific learning that helps them move from fear to fluency without taking them away from work. Employers need more than completion rates, attendance; they need to know whether learning is actually building AI capability, changing workplace behavior, and improving performance, and contributing to the ROI of their AI investments. This white paper proposes a new approach: ***personalized, bite-sized, and measurable AI learning***.

The proposed measurement system is built around three connected parts:

1. **AI Learning Effectiveness Index (AILEI):** Measures if the AI learning was effective.
2. **AI Usage Capability Profile (AUCP):** Measures how each employee actually uses AI in real work.
3. **The AI Fluency Journey:** Translates the progress into a clear growth path (*Unaware* to *Multiplier*) leaders and employees can understand.

The goal is to give enterprises a clear dashboard for AI capability growth across the workforce. Leaders should be able to see which teams are progressing, where adoption is stuck, which roles need support, and whether learning is translating into real workplace behavior. Employee learning experience is important and needs to be hyperpersonalized: short, useful, role-specific, and directly connected to the employee's daily work.

This matters for ROI. If employees become more AI-fluent they can use AI to improve speed, quality, consistency, and decision-making in their daily work. If workforce capability improves, business productivity can grow. And if productivity grows, organizations are more likely to realize the value they expected from their AI investments.

Organizations that win with AI will pair great AI tools with great AI capable teams — building, measuring, and scaling teams that know how to use AI well.

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1. The New Enterprise Problem: AI Adoption Effectiveness

Enterprises are moving fast on AI. Copilot, ChatGPT, Gemini, Claude, internal AI assistants, and agentic workflows are being rolled out across teams. Access is expanding quickly, with sanctioned AI access growing by 50% in a year [4]. Enterprises expect that these investments will improve productivity, reduce costs, accelerate decision-making, and create measurable business value.

The same AI tools can create meaningful productivity gains for one team and remain barely used by another. The difference is rarely the model alone. It is the people using it: their confidence, judgment, context, workflows, and ability to apply AI responsibly to real work. As AI models become more powerful, accessible, and widely available, the long-term differentiating factor for enterprises will not be who has access to the best AI tools. Currently, fewer than 60% of those with access use AI fluently in their daily workflow [4]

AI tools do not create the advantage. AI-capable teams do.

This is why enterprises cannot treat AI adoption as only a technology deployment problem. They must invest just as deliberately in people: their time, energy, effort, confidence, and skill development. For many employees, AI still feels less like a productivity tool and more like a threat. Employees are asking practical questions:

- *When should I use AI?*
- *What should I never put into AI?*
- *How do I know if the output is good?*
- *How do I apply AI to my actual work?*
- *How do I move beyond basic prompting into better workflows?*

This fear is real. Generic AI training does not solve this problem. Employees do not need another long course explaining AI in abstract terms. They need practical confidence. They need short, role-specific, work-connected learning that helps them move from fear to fluency. This is the real adoption gap. AI access is easy to provide. ***AI capability is hard to build.***

84% of the organizations have not redesigned jobs around AI capabilities [4]] and only 12% strongly agree that AI has transformed how work gets done in their organization [8]. Today, most enterprise AI fluency lacks a measurable learning system. Enterprises (employers) may know how many employees attended a workshop, completed a course, or earned a certificate. However, they often do not know whether employees are actually becoming more AI-capable.

This measurement gap matters because the ROI of AI investments depends on workforce capability. If employees become more AI-fluent, they can use AI to improve the speed, quality, consistency, and impact of their work. If workforce capability improves, business productivity can grow. And if productivity grows, organizations are more likely to realize the return they expected from their AI investments.

This white paper proposes a measurable approach to AI fluency in enterprise environments. It introduces a framework for evaluating whether AI learning is working, how employees are progressing in their AI fluency, and whether learning is translating into real workplace behavior and business outcomes.

The core hypothesis is:

AI ROI increases when organizations build and measure AI capability in their people — not just deploy AI tools.

2. Why Current AI Learning Fails

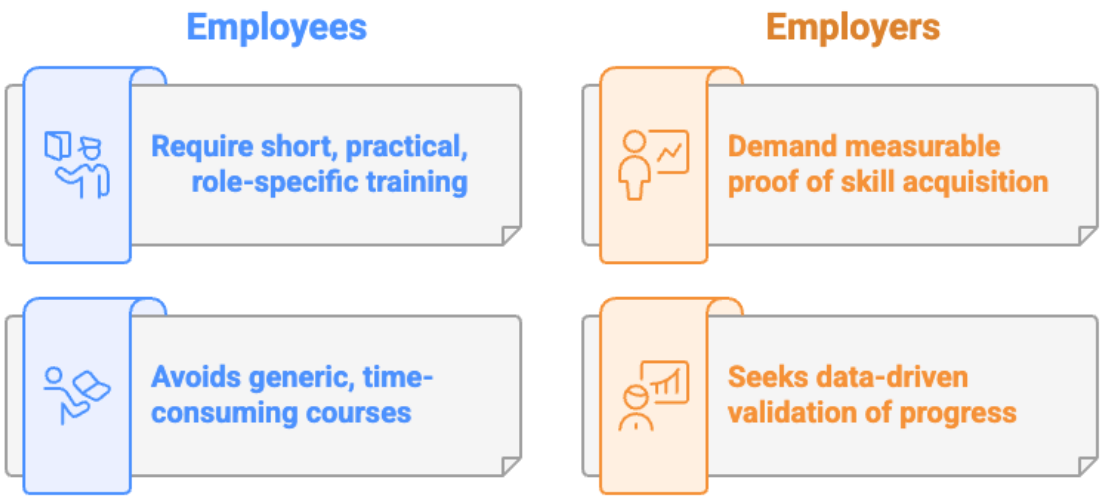
Most AI training is still built like traditional corporate learning: a course, a webinar, a certification, or a tool demo. That model is breaking. AI is not a topic employees simply "complete." It is a capability they must build, practice, and apply inside real work. Current AI learning fails for six reasons:

2.1 It measures activity, not capability.

Most programs still track training hours, course counts, and completion rates. These metrics are easy to report, but have a "critical blind spot" [7] where they do not show whether employees absorbed the learning, changed behavior, or improved performance.

2.2. It is too generic.

AI does not affect every role in the same way. A salesperson, analyst, HR partner, engineer, and operations manager need different examples, workflows, risks, and success metrics. Your learning framework and measurement framework makes this explicit: AI learning must be task- and role-specific.



2.3. It is disconnected from real work.

Many programs teach AI as a tool, not as a new way of critical thinking. But employees need to

know what to delegate, what to verify, what to keep human, and how to redesign workflows. 84% of the organizations have not redesigned jobs around AI capabilities [4]

2.4. It does not address fear.

Employees are not just curious about AI. Many are anxious about falling behind or being replaced. 18% of U.S. employees believe their job is very or somewhat likely to be eliminated in the next five years due to automation or AI; in organizations where AI has been implemented, that rises to 23% [8]. Training that ignores fear around this transformation cannot build trust.

2.5. It is too passive.

Watching videos about AI does not create confidence. Employees need practice, feedback, and support. Personalized and performance-linked learning is still rare [7]: Skill Builders and Progressive Innovators together make up less than 10% of enrollments, while nearly 70% of enrollments come from early-stage, mostly compliance-driven learning.

2.6. It is too hard to connect to business outcomes.

AI learning should show whether employees are using AI more fluently, improving quality, saving time, reducing risk, and showing some real productivity gains with ROI

3. Our Hypothesis: Reinvent AI Learning Around the Learner

Enterprises will not realize the full ROI of their AI investments by deploying tools alone. The return comes when employees are able to use those tools fluently to improve real work. In other words, AI ROI depends on workforce AI fluency. This fluency does not come from another generic AI course. It comes from a personalized learning loop built around the employee: what they do, what they fear, what they need, how they work, and how little time they realistically have to learn.

> *"AI learning becomes effective when it is personalized, practical, bite-sized, embedded in work, and measured through behavior — not just completion"*

This is the foundation of the 10 mins AI approach: short, quick, focused learning moments that help employees build AI capability in the flow of work. The goal is to help enterprises convert AI upskilling into measurable workplace behavior, productivity improvement, and ultimately stronger ROI from their AI investments.

Consider a procurement manager in a manufacturing company …

Their daily work sits at the intersection of suppliers, purchase orders, inventory, production schedules, contracts, and cost pressure. They are constantly answering questions like:

- Which supplier delay will affect production?

- How to process purchase orders from different vendors with different formats?
- Which purchase orders need escalation?
- Can we switch vendors without increasing risk?
- What does the contract allow?
- What should we recommend to operations, finance, and leadership?

AI could help. But this is not a simple "*answer a question*" use case. To use AI well, the procurement manager should be first comfortable in knowing which of these problems could be solved using AI and which one needs human expertise. Furthermore, they need to know how to summarize supplier updates without exposing sensitive pricing data, compare alternate vendor options, check assumptions against inventory buffers, draft a risk recommendation, and decide what still requires human review. That kind of learning is hard to find in a generic AI course. There is no ready-made lesson called:

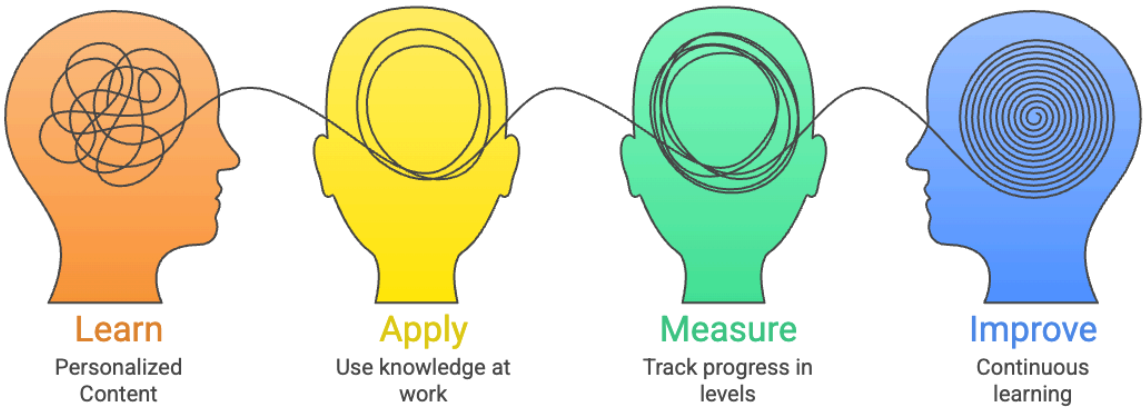
"*How to use AI to evaluate supplier delay risk across SAP purchase orders, contract terms, inventory buffers, alternate vendors, production schedules, and customer delivery impact*?"

This is where most AI learning breaks down. A personalized learning platform changes the starting point. Instead of asking the employee to complete "AI Basics," it starts with the work they are trying to improve: *Supplier delay risk assessment*. From there, the self-learning platform creates a short, role-specific learning path. The employee practices in a realistic scenario, learns what data can and cannot be used, sees how AI can support analysis, and then applies the same pattern to their actual workflow.

Training says: "Here is a course."
Fluency says: "Here is how AI helps you make a better decision today."

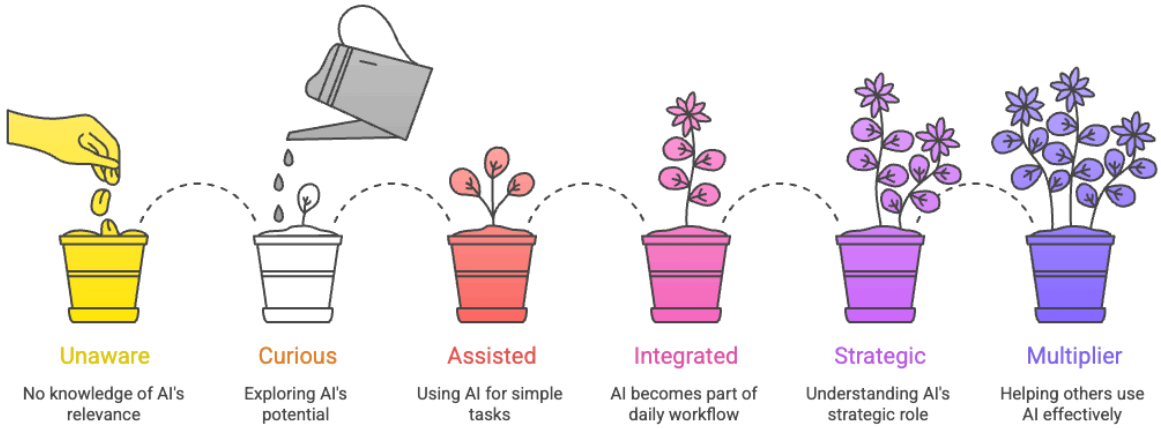
This approach also changes what employers can measure. Instead of only tracking completion, they can see whether employees are using AI across more relevant tasks, improving speed or quality, reducing risky behavior, and moving from basic use to mature workflow integration.

Learn something useful. Apply it to real work. Reflect on the result. Measure the change. Improve the next action.



4. The Proposed AI Fluency Model: From Awareness to Advantage

AI fluency does not appear overnight. Employees grow through stages.



At first, AI feels unclear or even threatening. Over time, with the right learning and practice, employees begin to understand where AI fits, how to use it safely, and how to apply it to real work. The goal is not to turn every employee into an AI expert. The goal is to help every employee become more capable in the work they already do. This fluency model gives employees a simple path forward.

Stage	Employee Mindset	What It Looks Like at Work
Level 1: Unaware	"I don't know how AI applies to my work."	The employee has access to AI but rarely uses it. They may see AI as irrelevant, risky, or confusing.
Level 2: Curious	"I want to try AI, but I'm not sure where to start."	The employee experiments occasionally, usually with basic prompts. Usage is inconsistent and confidence is low.
Level 3: Assisted	"AI helps me with simple tasks."	The employee uses AI for drafting, summarizing, rewriting, brainstorming, or finding information. AI is

		useful, but mostly as a task helper.
Level 4: Integrated	"AI is becoming part of how I work."	The employee uses AI in recurring workflows. They can improve speed, quality, or clarity in specific tasks.
Level 5: Strategic	"I know where AI fits, where it does not, and how to check the work."	The employee redesigns parts of their workflow with AI, applies judgment, verifies outputs, understands risks, and avoids over-reliance.
Level 6: Multiplier	"I can help others use AI better."	The employee creates reusable workflows, shares best practices, coaches peers, and contributes to team-level AI transformation.

The important shift happens between Level 2 and Level 3.

Level 2: You are using AI as a helper.
Level 3: AI becomes part of how work gets done.

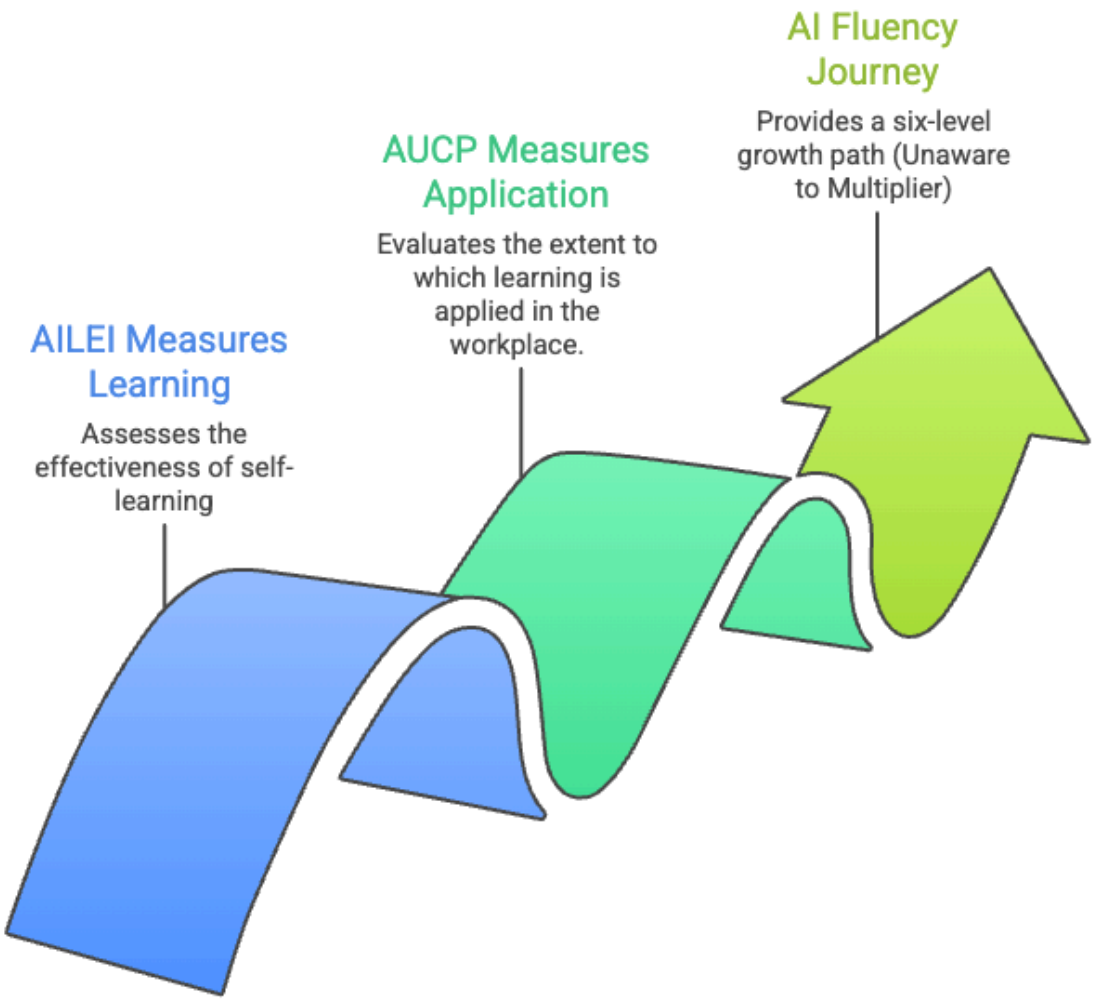
That is where AI learning starts to become a business capability. Advanced AI users are not simply using AI more often; they are better at deciding what should be done by AI, what should stay human, and how to remain responsible for the final output [2].

5. What Employers Actually Need to Know

In this paper, we propose the **AI Capability Growth Measurement System**: a practical way for employers to measure whether AI learning is translating into real business value. This measurement system helps employers answer a critical ROI question: *Are our people becoming more AI-capable in ways that create measurable value for the business?* This consists of three connected parts:

1. **AI Learning Effectiveness Index (AILEI):** Measures if the AI learning was effective.
2. **AI Usage Capability Profile (AUCP):** Measures how each employee actually uses AI in real work.
3. **The AI Fluency Journey:** Translates the progress into a clear six-level growth path (*Unaware* to *Multiplier*) leaders and employees can understand.

Together, they help employers move from tracking training to tracking AI capability growth.



5.1 AILEI: Measuring Whether AI Learning Works

The AI Learning Effectiveness Index, or AILEI, measures whether an AI learning program actually worked. It can be viewed at the individual, team, department, or organization level.

AILEI Layer	Question It Answers	What Gets Measured
Relevance	Was the learning useful for the employee?	Perceived usefulness, ease of use, intention to apply AI
Learning	Did the employee become more capable after learning?	AI literacy, tool proficiency, responsible-use understanding, confidence
Transfer	Did the employee apply the learning after the program?	Frequency, depth, breadth, and appropriateness of AI use

This is the first major shift: AI learning is not considered successful when the course ends. It is successful only when it actually upskills the employee

5.2 AUCP: Is AI Being Used Capably at Work?

The AI Usage Capability Profile, or AUCP, measures how employees actually use AI in real work. It also can be viewed at the individual, team, department, or organization level.

AUCP Dimension	Question It Answers	What Gets Measured
Adoption	Is the employee using AI regularly?	Frequency and regularity of AI use
Integration	Is AI part of real workflows?	Use of AI in multi-step workflows, not just one-off prompts
Effectiveness	Is AI improving work?	Speed and quality compared with non-AI baselines
Responsibility	Is AI being used safely?	Compliance with ethical, legal, and organizational guidelines

This is the second major shift: AI capability is not just knowing how AI works. It is using AI well, repeatedly, and responsibly inside real work.

5.3 The AI Fluency Journey: Making Progress Visible

AILEI and AUCP generate the measurement. *The AI Fluency Journey* makes that measurement understandable. Previously, we proposed the six levels of AI fluency: from *Unaware* to *Multiplier*. In this measurement system, the fluency journey acts as the visible progress layer. For example:

What the System Measures	What Leaders See
AILEI shows learning improved, but transfer is weak	Employees may be stuck at Curious or Assisted
AUCP shows regular AI use, but low workflow integration	Employees may be at Assisted, not yet Integrated
AUCP shows responsible, repeatable workflow use with measurable impact	Employees may be moving toward Strategic

This keeps the model simple:

✅ AILEI tells us whether learning worked.

✅ AUCP tells us whether AI is being used effectively at work.

✅ The AI Fluency Journey tells the growth story.

5.4 What Gets Measured Under the Hood

The system can use multiple data sources: LMS records, xAPI learning records, survey instruments, AI tool telemetry, productivity systems, **HR** Information System (HRIS) data, and qualitative interviews. We explicitly combine learning data, usage data, performance data, psychosocial data, and ethical signals to avoid relying on a single incomplete measure. In practice, this means the system can track:

Measurement Area	Example Evidence
Learning progress	Quiz scores, AI literacy tests, scenario-based assessments, tool proficiency tasks
AI usage behavior	AI sessions at regular cadence, task categories, depth of AI interactions, workflow integration
Work impact	Time-to-completion, output quality, error rate, rework, escalations, throughput
Responsible use	Policy-aligned usage, prohibited-data avoidance, verification behavior, compliance flags
Human experience	Confidence, motivation, autonomy, perceived risk, trust, fairness

This is important because AI can create mixed outcomes. A person may become faster but over-reliant. A team may use AI more often but introduce compliance risk. A workflow may improve output volume but reduce motivation or judgment. AI measurement must include psychosocial and ethical outcomes, not only speed and quality.

5.5 The Automated Metrics Layer

Only 13% of organizations have embedded learning into workflows and linked it to business KPIs [7]. The most compelling and innovative part of our proposed system is that many measures can be calculated continuously from learning and work telemetry. We propose automated learning-side, work-side, and attribution metrics, including:

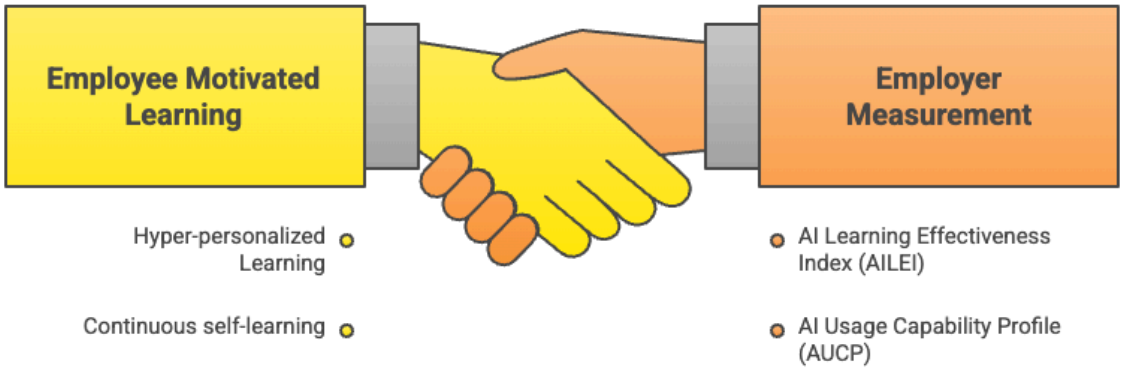
Metric	What It Helps Measure
Task-Normalized Learning Velocity	How quickly employees improve on AI-enabled learning tasks
AI Assistance Efficiency Score	How much quality employees produce per unit of AI effort and time
Prompt Quality Gain	Whether prompts adhere to prompt frameworks and become more specific, safe, and task-aligned
AI Utilization Profile (for example, token usage)	How often and how rigorously AI is used in real tasks

Task-Adjusted AI Productivity Gain	Whether AI improves speed and quality after adjusting for task difficulty
Task Portfolio Shift Index	Whether employees shift from routine tasks toward higher-value work
Error and Risk Reduction Index	Whether AI-assisted work reduces errors, rework, escalations, or compliance issues
Attributable Learning Impact Score	Whether improvement came from the learning program, that is, if the techniques and ideas taught in the learning program is used in work
Behavioral Transfer Consistency	Whether strategies learned in training appear later in real work

6. Why Hyperpersonalized Learning Changes the Equation

Measurement helps employers gauge growth and progress. But the harder problem is ***lack of employee time and motivation***. Employees may want to learn AI, but they are time-crunched on both sides: they are expected to be more productive with AI, while also being asked to find time to learn it. This time crunch leads to a lack of motivation. AI learning can feel like another mandatory corporate course: something to complete, not something to care about, due to lack of time.

Hyperpersonalization changes this. Employee experience matters.



When every learning moment is tied to the employee's role, current tasks, confidence level, and skill gaps, learning stops feeling generic. It becomes immediately useful. LinkedIn's 2025 Workplace Learning Report notes that 71% of L&D professionals are already exploring AI in their own work but are struggling [3]. Coursera data [1] shows that 94% of the learners who used a personalized Coursera Coach demonstrated better comprehension, higher engagement, stronger retention, more motivation, and felt less intimidated.

This is also the core idea behind 10minAI: short, focused learning moments that fit into the workday. A 10-minute module should help an employee solve one real problem, practice one useful AI skill, or improve one workflow they already care about. This speed creates motivation. Employees are more likely to engage when each quick small personalized module. They can see the value quickly, apply it immediately, and feel themselves getting better. Employees will feel:

- *"This helps me do my actual work better."*
- *"This is not wasting my time."*
- *"AI feels less intimidating now."*
- *"I can see myself improving."*
- *"I want to keep going."*

Further, gamification can make the journey feel lighter and more engaging. The goal is not to turn workplace learning into a game. The goal is to make progress visible and satisfying through streaks, milestones, role-based challenges, badges, team quests, and recognition for applying AI well. The future of AI learning is not only measurable. It must also be motivating.

7. The Future: AI Learning as a Continuous Capability System

AI upskilling cannot be a one-time workshop. AI tools, workflows, and roles will keep evolving. The learning system must evolve with them.

The future of AI learning should be built around four principles:

1. **Hyperpersonalized learning:** The goal is not to give everyone the same course but every employee should receive learning that matches their role, current tasks, confidence level, skill gaps, and AI fluency stage.
2. **Continuous self-learning:** AI fluency is built through repeated practice, not one-time exposure. Employees need short, ongoing learning moments that help them keep up as AI tools, features policies, and workplace expectations change.
3. **Learning that impacts work directly:** AI learning should help employees do their actual work better: write faster, analyze deeper, make better decisions, reduce errors, improve quality, and redesign workflows. Learning should not sit outside work.
4. **Measurable and sustainable growth:** Employers need to know whether AI learning is creating real progress. A sustainable AI learning system should measure whether employees are learning, applying, improving, and becoming more capable over time and show real ROI gains over time because burning AI tokens is not sustainable nor does it give $ gains.

In the AI era, the organizations that win will not simply be the ones that buy the best tools. They will be the ones that build the most AI-capable teams, equip them with knowledge to use AI — and know how to measure that capability as it grows.

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