

Udemy business

Ebook

A Roadmap for GenAI Success: How to Take a Multifaceted Approach to Upskilling Your Entire Organization



The scope of the GenAI transformation

There is no denying the deep impact that generative AI will have on the workforce. We will see these tools affecting the majority of jobs across geographic regions and industries as they create ongoing changes in how people do daily work. To put this in perspective, [Goldman Sachs](#) predicts that as many as 300 million jobs and as much as 30% of current work hours in the US economy could be automated by 2030, a trend which GenAI is accelerating, according to [McKinsey](#). Nearly 4 out of 5 business and technology leaders reported to [Deloitte](#) that they expected GenAI to drive substantial transformation within their organization and industry over the next three years alone.

While many jobs and the employees who work in them will face disruption as a result of this change, there is potential to see a lot of positive outcomes to come from it. GenAI is among the technologies that have the potential to bring significant economic growth, including possibly adding trillions of dollars to the global economy — \$2.6 to \$4.4 trillion annually, according to [McKinsey](#). By the estimate of economists at [Goldman Sachs](#), technologies that leverage natural language processing (NLP) like GenAI could provide a 7% increase in global GDP and lift global productivity growth by 1.5 percentage points over the next 10 years.

Organizations and their leaders need to be ready. They must proactively embrace the opportunities GenAI offers to keep ahead of change instead of reacting to it. At the same time, they need to address the risks and challenges that come with these opportunities. Those who can prepare themselves and their employees to catch the GenAI wave will be better positioned to integrate it into the flow of work, their everyday tasks, and the products they are creating. Companies are investing significantly in AI tools so they don't fall behind, increasing corporate technology spend a projected 6.8% in the year ahead to \$5 trillion, according to [Gartner](#).

To take advantage of this investment, many — if not all — employees will need new skills, and they will need them sooner rather than later. Organizational leaders need a GenAI roadmap for how to approach upskilling their teams in the right ways to be best prepared for the benefits that those skills can bring.

Through our work with more than 15,000 enterprise customers around the globe, Udemy has identified an effective multifaceted approach for developing GenAI skills organization-wide. This includes ensuring the acquisition of foundational skills for all employees, as well as tailoring GenAI upskilling for specific functional areas or audiences within the business. Read on to understand how to apply this approach in your company, making it part of your strategy as you create your own GenAI roadmap for successful adoption and strategic integration of this transformational technology.

Here are the primary areas to focus on for a multifaceted approach to enabling your organization with GenAI skills

1

Empower your leaders for the future

2

Build GenAI skills organization-wide

3

Provide technical upskilling designed for business and technical professionals

4

Improve productivity for all employees

1

**Empower your
leaders for the future**

Leadership teams will play a make-or-break role in GenAI transformation. Not only do leaders need to know how to use GenAI technologies to be as effective as possible in their own roles, but they also need to develop organizational strategies for integrating GenAI into multiple areas and functions. A strong foundation in generative AI will give them the capacity to understand what GenAI can do, how it could impact their organization and industry, and also how to mitigate its risks.

Above all, leaders must have the skills to guide their employees through this massive shift.

We have seen that the GenAI transformation will create significant economic growth and eventually will add many new jobs, but there will be significant disruption to employees in the process. It will be the responsibility of leadership to manage disruptive change effectively and guide the organization through it. In a recent Udemy survey, we found that 88% of our 2,500+ respondents feel that leadership will play a pivotal role in the success of GenAI initiatives. However, only 48% believe their leadership team is ready to successfully lead these initiatives. Leaders need to acquire the skills necessary and come to the table prepared to navigate the GenAI transformation.

This will require a specific set of leadership skills. The challenges of a truly transformational technology are greater for leaders and there is a steep cost for those who cannot adapt effectively. Nearly half of CEOs in PwC's annual survey — 45% — believe their company will no longer be viable in 10 years if it stays on its current path. Transformative global and economic forces are causing leaders to rethink existing approaches. Both global climate change and technological disruption are the primary reasons that CEOs feel they need to explore new business models.

To successfully lead an organization adopting generative AI, leaders will need to work with employee sentiment around this change. Many employees are fearful or anxious about the effect GenAI will have on their jobs and career prospects. There is a need for leaders to have the self-awareness to realize if they also feel resistance to the changes GenAI is bringing. In order to inspire their employees and drive innovation across their organizations, leaders must present a clear vision and employ a thoughtful communication plan.



How to empower your leaders with skills for the GenAI future

To be prepared to lead their teams and organizations through the GenAI transformation, leaders should:

Develop a robust understanding of generative AI and how its impact is shaping business landscapes, enabling them to make informed decisions at the strategic level.

Explore methodologies to integrate AI capabilities into overarching business strategies, to fuel innovation and sustain competitive advantages.

Gain insights into the risk-reward dynamics of AI implementations and learn effective management strategies to maximize opportunities while mitigating potential risks.

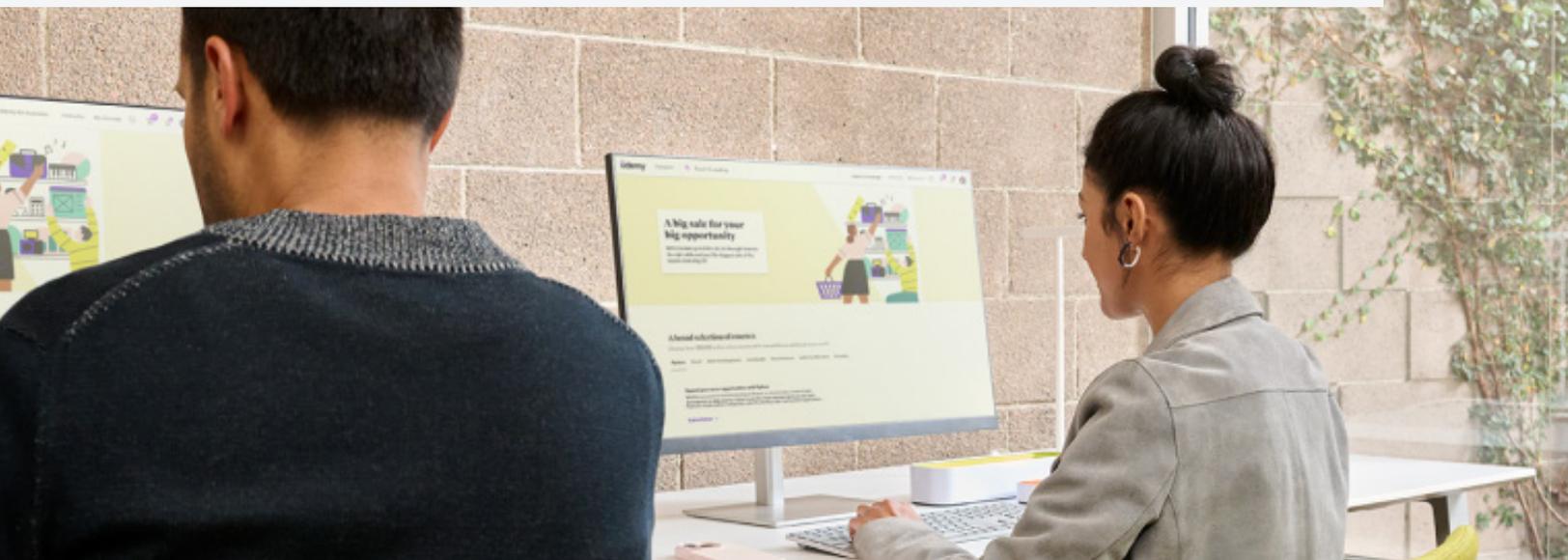
Refine change management skills to lead teams through AI-driven transformations, fostering a culture of adaptability and resilience.

Understand the ethical considerations and societal impacts associated with GenAI.

Leading GenAI Innovation:

A new program from Udemy Business Leadership Academy

To enable leaders with the skills necessary to lead GenAI adoption, the Udemy Business Leadership Academy offers [Leading GenAI Innovation](#). This cohort learning program includes upskilling in key areas for leaders, including hands-on application of GenAI tools to help improve productivity, how to build an effective communication plan for GenAI change initiatives, and how to inspire employees with a clear vision that will help drive innovation organization-wide.



2

**Build GenAI skills
organization-wide**

An essential component of integrating GenAI into operations should focus on fostering foundational skills among all employees, ensuring they grasp how to leverage this technology effectively.

In its annual CEO survey, [PwC](#) found that 69% of CEOs believe GenAI will require most of their workforce to develop new skills. Embracing GenAI in the workplace necessitates a comprehensive strategy that emphasizes practical application, open discussion, thorough comprehension, and successful implementation of this transformative technology. The essential skills to be developed should encompass prompt engineering along with responsible and ethical usage.

Gaining knowledge of GenAI will enable employees to establish a solid foundation upon which they can continue to build as the technology evolves. This knowledge will also help them stay up-to-date with the latest advancements in the field. By understanding how GenAI can impact their roles and responsibilities, employees will be better equipped to identify opportunities for innovation and growth within the organization. Moreover, offering opportunities for all employees to acquire these skills fosters a culture of learning and adaptability, empowering them to thrive and contribute effectively in an increasingly AI-driven world.

Many organizations have begun to focus on specific teams or targeted applications of GenAI, but it is essential to include all employees and broad applications. The prevalence of GenAI tools and the rapidly growing scope of their usage within all organizations will only continue to increase. Ensuring that your teams are prepared to engage, experiment, and become comfortable with these technologies now means that your workforce will be better equipped to engage with and take advantage of subsequent iterations of this revolutionary technology.

This approach can also alleviate employees' anxiety and foster greater comfort with the GenAI transformation. It is important to acknowledge that employees experience a mix of emotions when it comes to GenAI.

According to a recent [EY](#) survey,

71%

of employees expressed concerns about AI

48%

feeling increased concern compared to a year ago

60%

are anxious the technology is progressing too rapidly

Creating opportunities for open discussions about the nature of GenAI, its uses, and its limitations can help mitigate employee fears and discomfort surrounding the technology and its potential impact on their roles.

How to upskill all employees in GenAI fundamentals

To achieve broad generative AI skills across the organization, it is important for all employees to learn the following:

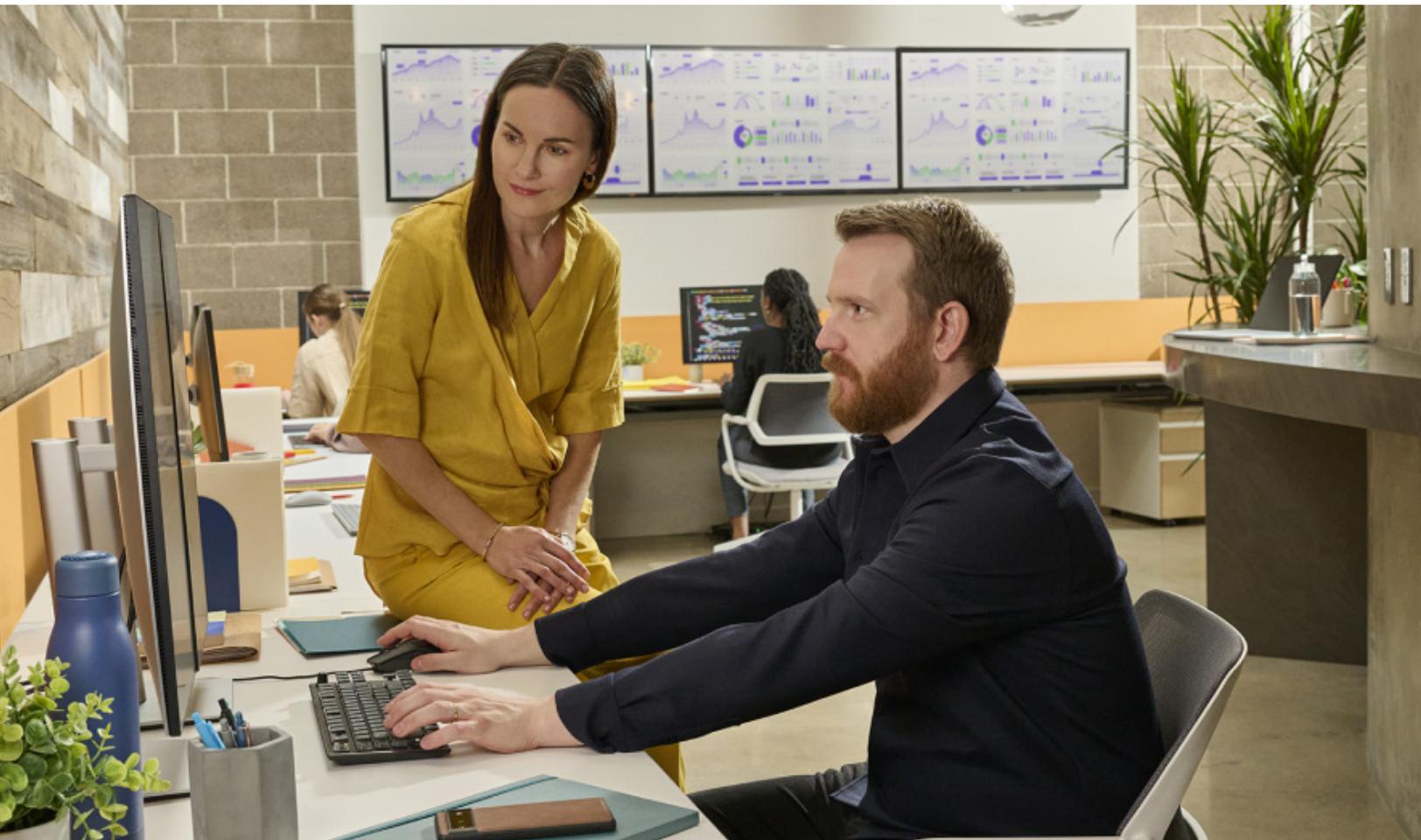
Understand the distinctions between generative AI and traditional AI.

Gain proficiency in prompt engineering, enabling employees to effectively interact with generative AI models and boost their productivity.

Identify and explore opportunities for applying generative AI throughout various business functions.

Comprehend the ethical implications of utilizing generative AI, including the potential for biases in output and the significance of data security when engaging with AI systems.

Develop the ability to discuss and communicate about GenAI with colleagues and managers, aiming to demystify and normalize the learning process as an integral part of the company's culture.



3

**Provide technical
upskilling** designed
for business and
technical professionals

Generative AI technology will have an impact on all employees, including knowledge workers, across various roles. While both business and technical professionals require technical skills to effectively utilize GenAI, their specific learning needs differ. As part of a comprehensive roadmap for implementing generative AI across the organization, it is essential to design separate and targeted learning programs to upskill each group in the specific technical skills they need.

Business professionals

They must have a clear understanding of how to effectively utilize the generative AI integrations implemented in their daily work applications. Each role demands specific skills, making it crucial to find learning opportunities that provide in-depth technical expertise relevant to their organizational functions. Sales, marketing, and finance professionals, for instance, will benefit from acquiring specific technical skills that enhance their job performance. Furthermore, the ability to seamlessly integrate data with GenAI can greatly streamline data analytics and visual presentations, proving valuable across various professional roles.

Technical teams

They need to understand how to integrate GenAI into their workflow and the products they develop. Their role requires a deeper understanding of different GenAI platforms, proficiency in related programming languages, and the ability to configure the models used in integrations.

As is the case for other functions, there are many areas where GenAI can potentially optimize the efficiency and effectiveness of technical teams, reducing the time it takes to perform common developer tasks and accelerating development speed, thereby improving productivity. [McKinsey](#) estimates that developers can complete many common tasks in half the time they could before generative AI. This is particularly true when it comes to streamlining complex or repetitive tactical processes. For example, typical GenAI applications for software engineers include code generation and reviews, test case generation, and documentation generation. As in every other field, technical employees must work actively with GenAI technology to ensure quality and appropriateness of outputs.

The speed of technical innovation is a substantial issue for technical professionals. Some technologies — such as OpenAI — release updates weekly, making it more difficult for tech teams to keep up with GenAI advancements. Learning programs for technical teams must be designed to accommodate the continuous and frequent need for skill updates. It is important to acknowledge that there are risks associated with GenAI adoption among technical teams, including cybersecurity vulnerabilities and potentially unreliable outputs. Yet these risks are worth taking, not only because adoption promises to significantly increase productivity, but also because it can boost

employee morale. When developers are more productive, it improves their overall work experience, increasing the likelihood of employee retention and engagement, as highlighted by [Wired](#).

Provide technical upskilling designed for business and technical professionals

To learn technical generative AI skills appropriate to their roles, business and technical employees should focus on different types of upskilling:

Learning objectives for business professionals:

Discover how to harness the capabilities of AI and machine learning platforms like ChatGPT, Midjourney, DALL-E 2, AutoGPT, Gemini, and other AI models.

Learn how to use and optimize large language models for different business needs.

Explore creative ways to use AI tools for developing groundbreaking products and solutions.

Understand the importance of data security and ethical considerations in AI and data science to navigate and address potential risks.

Learning objectives for technical professionals:

Understand AI and machine learning principles, including concepts like neural networks, deep learning, and model architectures.

Develop practical skills in training and fine-tuning AI models.

Understand the foundations for building, evaluating, and validating LLM-powered applications, including the foundations of fine-tuning.

Comprehend the ethical considerations and potential biases associated with AI algorithms, and implement fairness and interpretability methods in model development.

Develop an understanding of the security risks related to Generative AI and the continuously evolving cybersecurity landscape.

Read how [Genpact](#) partnered with [Udemy Business](#) to create an immersive 12-week learning program to give employees comprehensive, up-to-date expertise in GenAI and LLMs at the speed of technological change.



4

**Improve productivity
for all employees**

Greater productivity is one of the primary outcomes that GenAI upskilling can deliver. **A KPMG survey found that 72% of executives believe that increased productivity will be a top benefit of adoption.**

According to [Bain & Company](#), knowledge-based roles can expect the greatest productivity improvements, though variations exist across different functions.

Utilizing GenAI technology to enhance communication, presentation, time management, and project management skills throughout the organization will contribute to such productivity gains. Providing comprehensive learning opportunities that empower employees to grasp how GenAI can aid in the development and acceleration of these universal skills is key.

Regardless of their roles or areas of expertise, employees need to develop skills and knowledge to streamline workflows, delegate repetitive tasks to GenAI applications, and enhance efficiency in task and project completion. Project and time management skills play a vital role in this process by facilitating smoother operations, saving time, and boosting overall productivity. By honing their project management abilities, employees can effectively plan, organize, and execute tasks, leading to improved processes and outcomes.

In addition, effective communication skills are elevated as a result of leveraging GenAI technology. Employees who can communicate more clearly, persuasively, and influentially can present their ideas in an engaging and impactful manner. This not only fosters better collaboration and understanding within teams, but also enhances overall communication with stakeholders.

As employees streamline their workflows through GenAI and improve project management skills, they can redirect their focus to more strategic and analytical aspects of their work. This enables them to engage in critical thinking, problem-solving, and decision-making at a more sophisticated level. Ultimately, the combination of efficient processes, effective communication, and enhanced project management skills empowers employees to deliver higher-quality work and drive greater success in their respective roles.



Improving productivity for all employees with GenAI upskilling

Learners who engage in more advanced non-technical and role-specific GenAI upskilling should:

Understand how to use GenAI tools to streamline workflows, manage time efficiently, and make data-driven decisions to achieve better outcomes.

Develop advanced communication skills for improved clarity and enhanced business interactions.

Improve presentation skills with compelling visuals and narratives that engage audiences and convey information effectively.

Enhance time management skills by implementing AI-driven strategies to optimize task prioritization, scheduling, and efficiency.



Leverage a multifaceted approach to build GenAI skills across your organization

Organizations and their leaders need to develop a comprehensive strategy and cohesive roadmap to upskill their employees in GenAI technologies. While we are only at the beginning of the GenAI transformation, leaders cannot wait to begin enabling their organizations on a technology that is advancing so rapidly and creating considerable competitive differentiation. Taking a multifaceted approach that addresses different levels of need according to audience or role, they can quickly and effectively deliver learning that will bring their organization through the GenAI transformation successfully.

In building their GenAI upskilling roadmap, leaders should:

- 1 Upskill leadership teams to understand how to use GenAI themselves**, gain insight into how it will affect their organization and industry, and employ key leadership skills to guide all employees through a transformational period of change.
- 2 Invest in organization-wide GenAI learning** so that every employee has the necessary foundational skills to take on the changes that a new AI-focused strategy requires.
- 3 Prepare business and technical professionals** to acquire technical GenAI skills essential to their roles and keep up-to-date with rapidly evolving GenAI technology.
- 4 Focus on how GenAI applications can improve productivity** by leveraging them to improve universal skills like communication, presentation, time management, and project management.

At Udemy Business, we have worked with thousands of global enterprises to help them build their roadmaps to organization-wide GenAI upskilling. Contact us today for a conversation about how we can help you create yours.

Additional Udemy resources to help upskill your teams:

- [A Team Toolkit for Learning Essential Generative AI Skills](#)
- [The 10 Fastest-Growing AI Workplace Skills for 2024](#)
- [AI-Powered Productivity: Empowering Your Team](#)

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Udemy Business enables employers to offer on-demand learning for all employees, immersive learning for tech teams, and cohort learning for leaders. With our complete learning solution and strategic partnership, we provide relevant learning at scale so organizations can build agile workforces and achieve critical business outcomes.

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