



Brandon Hall Group
**EXCELLENCE
AT WORK**

Executive Interview

with **Christoph Küffer**,
Director of Skills,
Learning Pool

Making the Most of Personalized Learning
with Skills Development and AI

About Learning Pool

Learning Pool is an end-to-end eLearning provider. We are firm believers that extraordinary achievements emerge when organizations invest in their people. Founded in 2006 by Paul McElvaney in Derry, Northern Ireland, Learning Pool embarked on a mission to revolutionize online learning, starting from the humble setting of a kitchen table. Initially knocking on the doors of local government offices in the UK, McElvaney's vision took root, and today, Learning Pool stands as a B-Corp Certified company, poised to become the premier provider of workplace learning on a global scale.

Recognition

A Brandon Hall Group™ Platinum Smartchoice® Preferred Solution Provider, Learning Pool won six Brandon Hall Group™ Excellence Awards® in 2023, including three HCM Excellence Awards and three Excellence in Technology Awards.

EXCELLENCE IN HCM AWARDS



Learning and Development

1 Gold Award | 1 Silver Award

Human Resources

1 Gold Award

EXCELLENCE IN TECHNOLOGY AWARDS



Future of Work

1 Gold Award

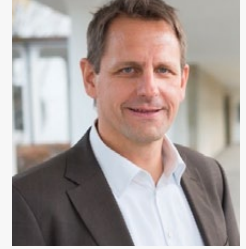
Learning and Development

2 Silver Awards

The Brandon Hall Group™ Preferred Provider Program is specifically designed as a single source of truth that can validate your technology selection decisions.

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About Christoph Küffer



Christoph Küffer is the Director of Skills at Learning Pool. He has been working in the HR sector for over 20 years as a specialist, Head of Human Resources and most recently as an entrepreneur. He was a founding partner and managing director of People-Analytix AG, which was acquired by Learning Pool in 2022. He is the author of the BetterBoss book series and lecturer for digital HR.



About Rachel Cooke

Rachel Cooke is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 20+ years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.

RACHEL

What are some of the biggest challenges that Learning professionals face today?

CHRISTOPH

On one hand, businesses are changing so fast, markets are changing so fast, and you've been asked as an L&D function to make sure the people always adapt to the new technologies or how business is done. And so you need to constantly train people. But on the other hand, people have less time at work. So, you need to bring the training in the most efficient way and in a way that people enjoy doing training.

It's also a very big challenge, not only to train and upskill them but also to keep and retain them. There is a lot that you can do by supporting them in development, but also offering them new career opportunities so that people stay and feel like the company cares about them and their growth and development.

RACHEL

What are the biggest or most important skills that a Learning professional needs and a leader needs in today's environment?

CHRISTOPH

As Learning professionals, we all work with data to understand and interpret data, but I also believe there is a lot in the L&D department that you can do with data. Understand what skills are needed or how many people have what level of skills, and where do I need to provide learning? Is it for entry-level? Is this to become an expert? Also, better understand the offering that you have. Understand what you need in the future. Elaborate to the business what skills will be required in the future. You need to understand a lot about the business, about the markets and how the business will evolve.

As for leaders, whole leadership skills have changed over the last three years. On one hand, we have to learn how to manage teams remotely more and more, and how we manage this balance of having people in the office but also outside the office. It's all about trust and how to deal with different individuals and needs.

I also strongly believe in diversity. If you want to solve these complex problems these days, you need a lot of people who can bring in their own ideas and be themselves. Leaders have to spend more time on how they can provide this environment.

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I also believe that, on one hand, you need cross-functional skills but also technical skills. It's always the balance. Even as a leader, you need to understand your business. You need to understand the technical capabilities. A good leader must have knowledge of what's really going on in the business so I still believe this is more and more important, especially when markets are changing. Predicting the future and providing a compelling vision to people is something that is also important for leaders.

RACHEL

What are the benefits of AI and what are the trends and predictions that you see coming out of this?

CHRISTOPH

First off, you have to adapt faster than ever before. Businesses are changing faster than before. You provide the learning content in the most efficient way. That will be crucial.

You don't have long learning cycles anymore. It's been shortened to exactly what you need today for today or what you need maybe in a year's time because you know the business is going to change or you're going to change your role. This means much more personalization than Learning is providing today.

If you are in a specific region, you might have some compliance content, for example. And then basically the rest depends on your role. But if you use this approach, then a lot of people go through the same learning content. Sometimes they don't need all of that. Maybe the focus is on more than one area: let's say negotiation, and the other one is more on communication and the third one is more in the technical area. In the future, this will be more personalized. You look at skill gaps, and based on skill gaps, you push learning to individuals. With faster adaptation, it's more motivating for the employee and it's less expensive for the company.

Another trend is that AI will be more involved in the design of learning content or will actually be the underlying method for learning. For example, a lot of conversations with an employee are using AI already. But there's a lot more than just identifying skill gaps with the use of AI. It's also the design of training courses or the interaction you're having with training courses or the analyzing of data. If you have a course and people are allowed to add comments in the course, you can try to understand what they say using AI and what engagement is happening.

You can further analyze when you have risks. For example, if you do a compliance training and you see that certain questions have been answered that or this way, you can analyze risk. You can even change the learning training course for an individual based on the answers that the individual gives. One person may be ready to go now to chapter two, whereas the other one may need extended chapter one training. That's where I see improvements and efficiency gains with AI.

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I tell people in L&D to test it, try it out and be close to the topic. Don't draw it out immediately to all the people in your organization. But even these days, everybody expects that you're agile, that you act agile, that you test it and learn from it, and improve it over time as to how you can best use it. There must always be a use case. I would not just do it to be trendy.

RACHEL

Is there anything else you want to share?

CHRISTOPH

The future will be with skills but there are some challenges which you have to overcome as a company. For example, you need to be aware of what skills do you need. It's not an easy question to answer.

It's also worthwhile to talk to companies like yours, even ours. We sometimes have discussions with potential clients where we also consult and try not just to sell a platform, but also say how you could approach it best with our platform or without our platforms. There are different other platforms that are usable, but it's always good to understand what I really need as an organization. There's a lot going on and a lot of experiences we already made, so approach us or approach people — talk to people. This is the best way to learn fast.

Here are some ways to
listen to the interview
on Brandon Hall Group's
Excellence at Work Podcast:



Brandon Hall Group
EXCELLENCE
AT WORK

About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

SOME WAYS WE CAN HELP

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.