

Shaping human-centric learning in an age of polycrisis



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Our shifting context

Hyper-Accelerated Change

↑ ↑ Technological development & disruption

↑ Economic & Geopolitical Uncertainties

↑ Adaption & Efficiency necessity

→ AI-Adoption pressure

The age of Polycrisis

What are the effects on learning?

The learning capability trap

- Technological change / AI transformation: conducive to learning ³
- AI enhances learning (speed & effectiveness) ⁴

MIND THE GAP

Digital transformation / AI hinder learning:

- Overwhelmed ²
- Pessimistic assessments of one's own future ^{1,2}
- → Reduced motivation to learn ¹ especially for vulnerable groups

AI reduces learning:

- Cognitive offloading, ghost learning, skill decay ... ⁵

1 Li et al., 2023;
2 Addeco Group, 2024;
3 Ivanov et al., 2020
4 Lira et al., 2025
5 Passalacqua et al., 2025

How can we mind the gap?

Learning empowerment as our lever

Kortsch, T., Schmitz, A. P., Decius, J., & Lorber, A. (2025). Does learning empowerment matter? Development and initial validation of the work-related learning empowerment scale. *OSC*, 32(3), 363–381. <https://doi.org/10.1007/s11613-025-00953-y>

Work-related Learning empowerment t1

Perception of:

1. Meaning
2. Autonomy
3. Competence
4. Impact

related to learning

Learning behavior: t2

- informal learning
- self-regulated learning

Work outcomes:

- job satisfaction
- work engagement

multi-wave online study (N= 258)

**Learning
empowerment as
our lever**

Strategic imperative:

- 1. Foster sense-making**
- 2. Create space for autonomy**
- 3. Build learning competence for / with AI**
- 4. Assure that learning makes a difference at work**

Let's reshape the narrative: Polycrisis ➡ "Polypotential"

Let's continue our conversation...



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Research & Consulting & Speaking engagements

- Research and Consulting on strategic Learning & Development
- New Learning & Learning ecosystems
- Current HR and workplace transformation

- Founder & Facilitator Think Tank Learning & Development Zukunft Personal
- Recipient of the HR Top 40 award 2025 („40 HR-Köpfe 2025“)
- Advisory board Zukunft Personal Europe
- Global Advisory Board: Online Educa Berlin (2021-2023)
- Partner learningdevelopment.institute Jan Foelsing
<https://www.newlearning.team/new-learning-lab>



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