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The AI class didn't know your job

AI training should pair shared fundamentals with practice built for the work employees, managers, and leaders actually do.

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If the assignment is ‘use AI more,’ but no one has shown you where, how, or what to check, the missing skill may not be yours.

Imagine sitting through a company AI session, learning the difference between a prompt and a search, and leaving with one last instruction: “Now find ways to use this in your work.” By Friday, someone is wondering why the whole team has not transformed procurement.

The frustration that follows can feel personal. Maybe everyone else is getting it. Maybe you are not asking the right questions. Maybe the tool is only useful for people who have spare time to experiment.

New research suggests the problem is often less tidy than “employees need to catch up.” The tools are reaching people faster than the conditions for learning them well.

Access has a head start

55%

use generative AI or AI agents daily or weekly

33%

had employer-provided AI training in the prior six months

28%

say their employer offers no AI training

The Conference Board's global survey included nearly 1,300 workers. These percentages describe respondents, not every worker, and do not establish that a class alone would fix adoption. Fewer than half felt their organization provided enough time during work hours to build AI skills.

[Source \[1\]](#)

That is a gap between use and organized learning. It does not tell us that every untrained worker is struggling. But it makes one explanation hard to ignore: companies may be asking people to learn a new way of working in the leftover minutes between the old work.

THE HUMAN PART OF AI ENABLEMENT

The class that fits nobody

In a separate survey of more than 3,000 Americans, Jobs for the Future found people were more likely to seek AI information from social media, news, or friends and family than from their employer. Among those looking to build familiarity, 62% planned to experiment on their own; only 9% of all respondents said they sought AI information from employers. These are reported intentions and information sources, not a direct measure of employee competence. [Source \[2\]](#)

The same JFF survey found 56% of workers said their employer had never consulted them about how AI tools are used in their work. Imagine being told to “bring AI into your workflow” without anyone asking what that workflow actually involves.

A shared foundation matters. People should know that AI can be useful and wrong, how to give it context, how to check an answer, and what information must stay out of a tool. The U.S. Department of Labor's 2026 AI Literacy Framework includes those ideas, and calls for hands-on learning in real-world situations and learning embedded in context. The framework is program-design guidance, not proof that a specific course improves outcomes. [Source \[3\]](#)

Everyone needs a foundation. That does not mean everyone needs the same next lesson.

EMPLOYEE	MANAGER	LEADER
Use AI on an appropriate task, protect sensitive information, check what matters, and know when not to use it.	Choose which work can be delegated, make review meaningful, and give the team time and room to practice.	Decide where AI is worth investment, what needs governance, and how the workflow and roles may need to change.

An employee might check whether an AI-drafted customer reply is accurate and in the company's voice. Their manager needs to decide who reviews it and how the handoff changes. A leader needs to know whether that change improves service without moving errors somewhere harder to see. Same tool; three different learning jobs.

An AI class can explain all three. It cannot build all three capabilities just by fitting more slides into the same hour.

A SMALL EXPERIMENT FOR A REAL TEAM

Practice on one task

Try a short team session on one low-risk task you already do. Use an approved tool and remove confidential or personal information.

01 / NAME THE WORK	What is the task, who uses its output, and what would “good” look like?
02 / TRY ONE BOUNDED ASSIST	Use AI for one part of that task - not the whole job - and keep the original result for comparison.
03 / CHECK TOGETHER	What is accurate? What is missing? What would you never let it decide or send on its own?
04 / CHANGE ONE THING	Agree on a review step, a safe-use boundary, or a better handoff. Set time to check whether it helped.

The employee gets practice evaluating output. The manager sees where supervision belongs. The leader gets a small piece of evidence about the workflow. The team leaves with a change it can inspect, not just a new vocabulary word.

That is closer to the Labor Department's emphasis on experiential, contextual learning - and to the actual shape of AI fluency: not knowing every feature, but being able to choose, use, check, and adapt AI in the work you are responsible for.

**What is one task you wish your AI training had used as its example?
Reply with the task.**

Mostly Right is published by SummitMark. SummitMark helps people and organizations build practical AI capability through instructor-led workshops and role-based enablement. [Explore SummitMark](#)

M.R.

SOURCES AND SCOPE

[1] The Conference Board, “Most Organizations Are Preparing Workers for Today's AI, Not Tomorrow's Jobs,” 28 July 2026. Global survey of nearly 1,300 workers plus interviews with 35 enterprise leaders. [conference-board.org/press/ai-skilling](https://www.conference-board.org/press/ai-skilling)

[2] Jobs for the Future, “AI Is Getting Real, But the Real Work Is Still Ahead,” survey fielded November 2025 and published 2026. More than 3,000 U.S. respondents, including workers and learners, with oversampling to include groups often underrepresented in workforce research. Denominators differ between the 62% planning to experiment and the 9% information-source result. info.jff.org/ai-for-workers-learners-2026-survey

[3] U.S. Department of Labor, Artificial Intelligence Literacy Framework, released 13 February 2026. Guidance for workforce and education program design; not an evaluation of a specific employer training program. [dol.gov](https://www.dol.gov) / [AI Literacy Framework](#)