

Learning & Development

Teach your internal team to design and run your own training — instead of sending your people to outside vendors.

AI created a historic opportunity: your internal L&D function can now design and run programs that previously required outside training vendors or continuing-ed catalogs. It takes three things — the tools, the craft, and the human skills the AI era demands. Over 25 years in all three is an unusual qualification. I can teach your team all of it.

Learning & Development at Synaxis is an installation engagement. I come in, install the three legs, and leave your L&D team running.

The situation

Most organizations send their people to outside catalogs — continuing-ed programs, executive ed, commercial training vendors — because that's what L&D has always done. AI has changed the cost of designing and running high-quality programs internally. A team with the three legs installed can run them in-house, on the company's actual work, at a standard the vendor catalog can't match.

Invest in only one leg and the work breaks. Tools only — slick content, no craft. Craft only — you're paying vendors for things your team could do now. Human skills only — a coach doesn't know anything about learning design or AI.

What changes

L&D stops functioning as a purchasing arm for outside vendors and starts functioning as a design and delivery team for the programs the business actually needs. Time-to-program goes from months to weeks. Content reflects the company's real work, not a generic curriculum.

Who it fits

Mid-market organizations with an L&D function or a single head of learning. CHROs and L&D directors who recognize the catalog model is eroding. Firms ready to treat L&D as a capability they own, not a category they buy.

How it works

The tools. AI fluency applied to learning design — content generation, curriculum scaffolding, assessment authoring, delivery tooling. Installed inside the workflows your L&D team actually runs, not as a vendor demo your team never touches after the pilot.

The craft expertise. Over 25 years of instructional design, program design, and academic innovation leadership. Vice Provost for Academic Innovation at Emory University. Co-founder of the Emory Center for AI Learning. Forty-three AI experiments in workplace implementation. The judgment that keeps a learning program from collapsing into a checklist.

The human skills the AI era demands. Discernment about what's worth teaching. Initiative to ship programs without waiting for a catalog. Judgment about where human facilitation is non-negotiable. A coach alone doesn't know anything about learning design or AI — the three legs installed together is what makes an L&D function run.

Engagement formats

Readiness assessment	<i>2–3 weeks</i>
Installation engagement *(training included)*	<i>3–10 months</i>
Advisory retainer	<i>monthly, 3-month minimum</i>

Readiness assessment. A written diagnosis of your current L&D function — what gets outsourced to continuing-ed catalogs or outside training vendors, what the internal team could absorb, where the craft gaps sit. Recommended installation path, or a candid finding that you're better off buying from a vendor for now.

Installation engagement — the three legs, sequenced. Tool install (AI-assisted curriculum design, content generation, assessment workflows). Craft install (program design, instructional standards, facilitation practice). Human skills install (judgment about what belongs in a program and what belongs in a conversation). Delivered as training **with** the L&D team, not **to** them.

Advisory retainer. After installation, a monthly cadence of program review, office hours, and priority read on tool or pedagogy shifts. For organizations that want the senior practitioner on call as the installed L&D capability matures. 30-day notice.

Paul Welty, Ph.D. has spent over 25 years leading learning, technology, and academic innovation work inside large organizations. As Vice Provost for Academic Innovation at Emory University, he founded The Hatchery innovation center, co-founded the Center for AI Learning, designed and built the faculty information system, and led 43 systematic AI experiments evaluating workplace learning and implementation. He previously consulted with Fortune 500 companies including Disney, Delta, The Home Depot, and IHG. His book [The Work of Being](#) explores judgment, agency, and staying human in an AI-saturated world.