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When Answers Are Everywhere, What Do Humans Need to Learn?

The changing face of coaching and facilitation and what every business can learn

An Overview of 6 Trends

What happens when AI can increasingly give us the answers, create the content, analyse the data and even suggest what we should do next? Perhaps the scarce resource is no longer information. Perhaps it is human capability.

The coaching and facilitation industry is evolving in response to this shift. Six trends stand out:

1. From information to better thinking.
As AI makes knowledge increasingly accessible, human judgement, critical thinking, curiosity and the ability to ask better questions, become more valuable.
2. From managing change to building adaptability.
Change is no longer an occasional project. Organisations increasingly need people who can learn, unlearn, adapt and remain effective through continual change.
3. From training to transformation.
The question is moving from *"Did people attend the training?"* to *"What are they now doing differently?"*
Coaching and facilitation increasingly bridge the gap between insight and behaviour.
4. From skills gaps to identity gaps.
Sometimes people don't lack knowledge or ability. They are constrained by assumptions about themselves, their capabilities or what they believe is possible.
5. From content delivery to creating conditions for thinking.
When anyone can generate a presentation or training material using AI, the facilitator's distinctive value increasingly lies in creating meaningful conversations, psychological safety and new perspectives.
6. From human versus AI to human × AI.
The opportunity isn't simply to resist technology or automate everything. It is to use technology for what it does well while deliberately strengthening what humans do uniquely well: judgement, connection, creativity, meaning-making and courageous action.

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So perhaps the future of coaching and facilitation isn't primarily about helping people acquire more answers...It's about helping people develop the capacity to think, choose, adapt and act – competencies that will remain even beyond the coaching encounter.

Look beneath the trends

There is a question I believe every organisation should be asking: If people increasingly have access to the answers, what is still getting in the way of action? Because knowing and doing have never been the same thing.

A manager can know they should delegate - but not trust enough to let go.

An entrepreneur can know what the next step is - but keep researching, planning and postponing.

A professional can understand the need to adapt - but unconsciously cling to familiar ways of working.

A talented employee can have the skills for leadership - yet not see themselves as someone who belongs in the leadership conversation.

The barrier may not be another knowledge gap. It may be a thinking gap, belief gap or identity gap. This is where coaching becomes increasingly relevant.

The role is shifting from simply providing advice and direction towards creating the conditions for people to discover their own insights, challenge assumptions and take ownership of their choices.

The same is true of facilitation. When AI can produce information, presentations, ideas and training content in seconds, content itself becomes less scarce. The scarce resource may become the quality of the conversation.

Can we create a space where people feel safe enough to challenge assumptions? Can diverse perspectives genuinely be heard? Can a team think differently together? Can a group move from *"This is how we've always done it"* to *"What else might be possible?"* That is facilitation at its most powerful.

The new human advantage

The World Economic Forum's Future of Jobs research highlights the simultaneous rise in demand for technological skills and human capabilities such as creative thinking, resilience, flexibility, curiosity and lifelong learning. Deloitte's 2026 Human Capital Trends similarly points to adaptability, judgement and human capability as increasingly important in a rapidly changing workplace.

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The message is clear: The future isn't human versus technology. It is human capability amplified by technology.

AI can dramatically increase access to information. But humans still have to:

THINK - What does this mean?

CHOOSE - What matters most?

ACT - What will we actually do?

ADAPT - What needs to change next?

And beneath all four sits a deeper question: Who do I need to **become** to do what this moment requires?

That is why I believe coaching and facilitation have an increasingly important role to play across healthcare, education, finance, technology, professional services, SMEs and community organisations.

Not because organisations necessarily need more information; but because they need people who can make sense of information, challenge what they assume, have courageous conversations, make decisions and turn insight into meaningful action.

What should organisations do differently? Perhaps start measuring something beyond knowledge gained and workshops attended. Ask:

- What behaviour changed?
- What assumptions were challenged?
- What conversations became possible?
- What decisions were made?
- What action followed?
- What capability did people develop that will help them navigate the *next* change?

Because sustainable transformation isn't simply about knowing more. It is about becoming capable of thinking differently and acting differently. And perhaps that is the most important trend of all:

From information to insight.

From training to transformation.

From knowing to doing.

From doing to becoming.

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The organisations that thrive may not be those with the most information. They may be the ones whose people are most capable of learning, unlearning, thinking, choosing, adapting and acting.

So, here's the question worth taking into your next team meeting, strategy session or development conversation: If AI can increasingly tell us what to do, how are we developing the human capacity to decide what we should do and the courage to actually do it?

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