WHITE PAPER 12 · THE LEARNER'S PATHWAY

Designing the Learner's Pathway, Not the Event

Why one-off classes fade and how a staged pathway builds capability

Industry Healthcare group **Function** HR, Procurement and Finance

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AT A GLANCE

INDUSTRY

Malaysian healthcare group

PROBLEM

Training bought as one-off events that fade

FRAMEWORK

A four-level pathway with a gate at each level

CHANGE

22 participants, 22 individual apps plus department capstones

EXECUTIVE SUMMARY

Most training is bought as an event, a day or two on a topic, and most of it fades within weeks because nothing follows. A pathway works differently, each level builds on the one before and ends with something the learner made, hence capability compounds instead of fading. This paper shows the pathway in a healthcare group cohort.

22	3	22	4
participants in cohort one	departments	individual apps shipped	gated levels

An event teaches a topic, a pathway builds a person.

INDUSTRY AND PROBLEM OBSERVED

The problem

A Malaysian healthcare group wanted its HR, procurement and finance teams to move from using AI to building with it inside their own work.

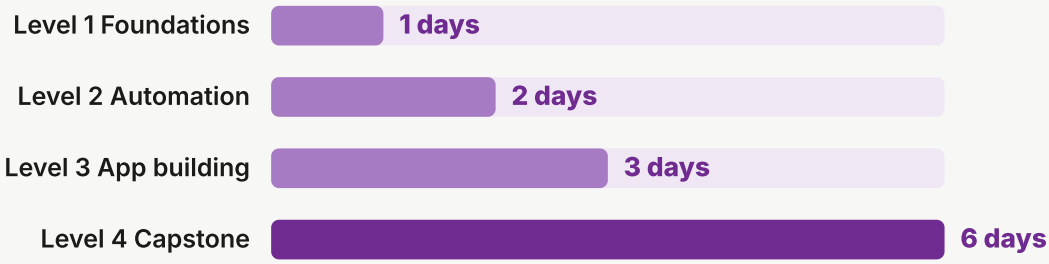
A single workshop would have given them awareness and left the builds to chance.

What we observed

- One-off events end with notes, not builds
- No gate, so people move on without the skill
- No link between the class and the department's own frictions

The four-level pathway, days per level

THE SHIFT design, delivered by KadoshAI



THE FRAMEWORK PROCESS

The Gated Pathway

1

Foundations

1 day, everyday AI, prompting and judgement

2

Automation

2 days, one live automation on your own work

3

App building

3 days, a working app end to end

4

Capstone

6 days, a department platform built as a team

HOW IT WAS SOLVED

The solution

Cohort one ran with 22 participants across three departments, 9 from HR, 7 from procurement and 6 from finance, over four levels, and each participant shipped one application, 22 individual apps, plus departmental capstone platforms, hence the cohort finished with builds in use rather than certificates on a wall.

BEFORE

- A workshop on AI
- Notes and ideas
- No gate

AFTER

- Four gated levels
- 22 individual apps
- Department capstones

WHAT L&D LEADERS SHOULD DO

Your checklist

- Does each level end with something the learner built?
- Is there a gate before the next level?
- Are the builds on the department's own frictions?
- Who owns each build after the programme?

Design the pathway, and the events take care of themselves.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- Healthcare group cohort records, Apr to Aug 2026, delivered by KadoshAI.