

AI & THE FUTURE OF WORK

MARKET STUDY

Q3 2024

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Table of Contents

3	Introduction
4	Methodology & Demographics
4	About the Author
5	Key Findings
6	The Race for the Most Impactful Use Cases
14	General: The Future of Work
25	HR Tech & AI
29	Change Management
32	People Analytics
39	Wellness & Wellbeing
45	Talent Acquisition
47	Talent & Performance Management
57	Upskilling & Reskilling (L&D)
61	Employee Engagement & Recognition
62	Managing Hybrid Workforces
63	DEI
65	Appendix Meet the Team 2024 Calendar

Introduction: Artificial Intelligence and the Future of Work

Predictions for the Future of Work are constantly and dynamically evolving. To quote Gartner “the Future of Work does not exist. Many futures of work exist. (They are all unfolding right now).” Advanced technologies such as AI transform not only the way we work, but also mindsets and work expectations with an unprecedented pace of change. Generational shifts within a slowly shrinking workforce as well as larger societal and economical changes make adaptability and innovation a business imperative to tackle the talent shortage. Companies are on the quest to future-proof their business by identifying the right culture, shifting from a traditional to a progressive growth mindset, identifying and developing the skills needed for the jobs of tomorrow and understand how technology is transforming where work happens, how it happens and who or what performs it.

According to Gartner, contemporary CEOs prioritize growth, technology investment, and workforce productivity for the third year in a row. Notably, over half of these executives depend on their technology leaders to capitalize on artificial intelligence to meet these objectives and tackle their talent shortage. The accessibility of AI tools and automation has led to nearly half of the workforce employing AI to enhance their tasks. However, fewer than 15% of organizations possess a sufficiently mature digital workplace to effectively support these innovative working methods at scale.

What role do HR and People Analytics leaders play? How can they become change champions and unlock personalized employee experiences today while planning and building the workforce of tomorrow? How is AI accelerating their transformation into a strategic business partner delivering desired business outcomes and transforming HR? What's the state of AI adoption in HR and People Analytics?

We are thrilled to present IELA Digital's inaugural market study to provide the answers. Fueled by our “AI and the Future of Work” survey it reveals where People Analytics and HR leaders are investing in AI, what results they have seen to date, and what barriers they have to overcome for implementation. We're also diving into necessary culture changes to ensure responsible and ethical AI adoption. An exciting mix of articles and interviews by some of the leading thought leaders, practitioners, solution providers and associations in the space explores the Future of Work and AI & HR tech further. Looking at [use cases, pitfalls and transformative possibilities of AI](#), successful strategies and frameworks for [Organizational Transformation](#), pathways to [Predictive Analytics](#) and how narrow models can be game-changers to lower the barrier for entry into the AI race. The second half of this comprehensive market study takes an in-depth look at [Workforce Development](#), including [Mental Health and Well-Being](#), [DEI](#), how convertible benefits can combat employee turnover, the benefits of [Workforce Agility](#), the future of [Talent Management](#), how solution providers are fueling the [Skills Economy](#) and render resumes obsolete, [effective AI tools in L&D](#), as well as tips for [managing Hybrid Workforces](#) and for [Employee Engagement](#) in the age of AI.



Methodology & Demographics



To assess AI's impact on HR and People Analytics to this point, Intelligent Enterprise Leaders Alliance Digital (IELA Digital) conducted a comprehensive survey in August 2024. Directed at HR and People Analytics leaders, the survey uncovered current adoption rates within the different HR subfunctions, plans for future investment, the biggest barriers to adoption, necessary culture changes and the scope of AI training initiatives.

Example respondent job titles included:

- CHRO
- Chief People Officer
- VP of HR Technology & Operations
- VP of HR Training & Development
- VP of Compensation & Benefits
- VP of HR Total Rewards
- Head of Data Analytics & Insights
- Director People Operations
- HR Director
- Director of Talent Acquisition
- Manager People Analytics

About the Author



Kai Hahn
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Kai Hahn is the VP, Head of Digital Content and the principal analyst for IELA Digital, the global online community and research hub for intelligent enterprise leaders. Kai leads all Digital Transformation, AI & ML, Tech Stack Innovation, Data Analytics, Technology Infrastructure, People Analytics, and HR research initiatives for IELA. IELA Digital's articles, special reports, commentaries, infographics, executive interviews, webinars, and online events reach a community of over 225,000.

Kai is a passionate DEI and sustainability advocate with a strong focus on driving change and innovation.

Key Findings

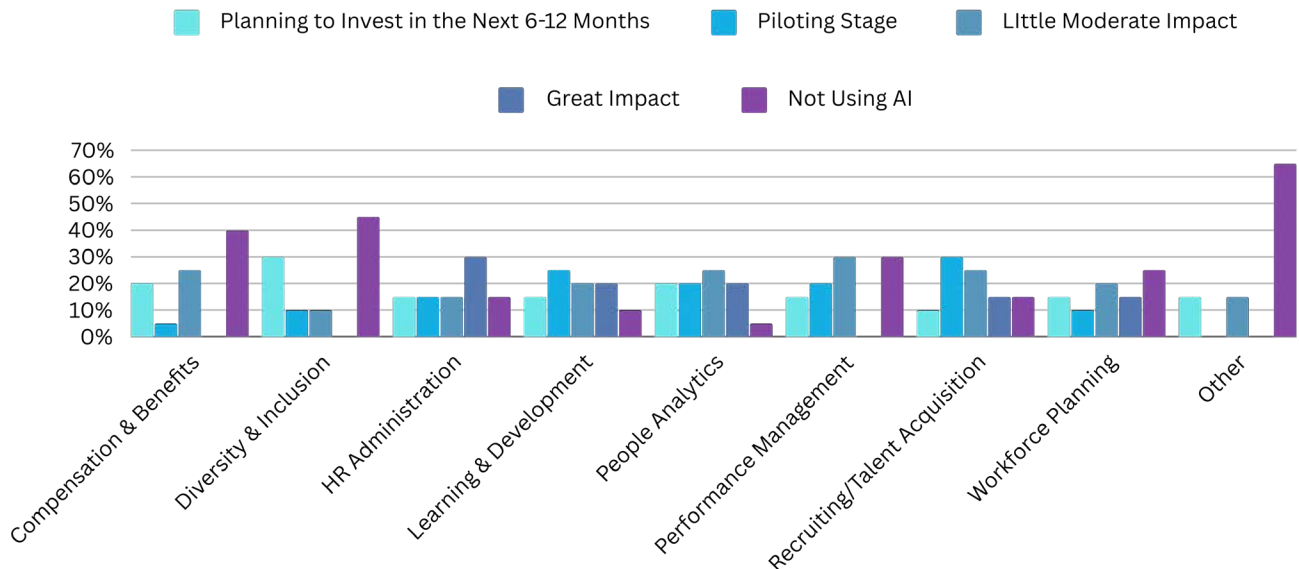
- 1 HR and People Analytics leaders are leveraging AI across all subfunctions, but to varying degrees.
- 2 Talent Acquisition/Recruiting is at the forefront of embracing AI tools with 70% currently piloting/leveraging AI, followed by People Analytics and L&D with 65%, Compensation and Payroll with 30%, and Diversity & Inclusion with just 20%.
- 3 While most companies are still testing the waters and figuring out how to maximize their investments in AI, 45% of respondents have already measured great impact to date.
- 4 The top performers are AI initiatives in HR Administration, People Analytics, and L&D where leaders measured success with regard to operational efficiency & employee productivity (25%), closely followed by decision-making & insights (20%) and to a smaller degree in employee engagement & satisfaction, cost savings and ROI for specific initiatives (15%).
- 5 AI features are also becoming an important consideration for purchasing HR tech. On a scale from 1-10, HR and People Analytics leaders rate the importance of AI features with 7 when selecting a solution provider.
- 6 Priorities for People Analytics in the next 6-12 months are first and foremost automating HR operations. Almost half are also focusing on expanding the use of AI for deeper data analysis & predictive modeling for strategic decision-making, replacing traditional HR metrics with data-driven insights and enabling predictive workforce planning. These priorities align with AI's expected impact on People Analytics over the next 5 years.
- 7 AI is accelerating HR's and People Analytics' ascent to the role of a strategic business partner, making it a necessity to break down silos and drive cross-functional collaboration. 55% ensure AI tools align with their organization's strategic goals by involving key stakeholders in the planning and implementation phases.
- 8 The biggest barrier to adoption is resistance to change, ahead of skills gaps and the frequently referenced challenges with data quality & security, privacy & trust, and ethical concerns & bias. Leading strategies for tackling the latter are incorporating human oversight into decision-making processes and regularly auditing and testing algorithms for fairness and accuracy.
- 9 The overwhelming majority think that companies need to adopt a culture of continuous learning to future-proof their business, yet only 40% currently offer AI training to their employees, and only half of those also embed AI training into ongoing professional development initiatives. 70% are relying on self-learning and only offer access to online resources and courses. 60% are risk-oriented at this stage adding safeguards for the responsible use of AI and IP.
- 10 Adopting the right work culture is crucial to prepare for the Future of Work and data plays a central role. A striking 92% of respondents believe that a data-driven culture is vital for future success. Yet companies still have a long way to go. The rise of the term data-informed further stresses the need for human intervention and a better understanding of what data-driven means. Our research also revealed that the dominant work environment is still hybrid. But despite the almost unanimous belief that organizations need to be data-driven slightly less than half say they have data supporting the decision for their current work environment

The Race for the Most Impactful Use Cases: Assessing AI's Advance in HR and People Analytics

HR and People Analytics leaders are no longer just watching from the sidelines. The majority of respondents are investing in AI initiatives in some, if not in all, HR subfunctions. Amongst respondents, all major HR functions have either entered piloting stage or are already seeing some impact from their AI initiatives to date. Investment are planned for all categories in the next 6-12 months. AI integration follows the historical pattern of People Analytics adoption in HR in that Recruiting/ Talent Acquisition takes the lead.



In which of the following areas have you or are you planning to leverage AI and where has your organization seen the biggest impact to date?



Who's Ahead, Who's Behind, Who Has the Most Success?

While most subfunctions are not too far apart in terms of overall percentages, in these early stages a small percentage difference can be significant.

In Recruiting/Talent Acquisition (TA), 30% are currently piloting AI, 25% are already seeing little to moderate impact from their investment, but only 15 % have achieved great impact to date. 10% are planning to invest in the next 6-12 months.

Looking at the numbers, it becomes evident that TA is leading the way in embracing AI. The rationale behind this trend is clear: the war for talent is fiercer than ever, and organizations are under immense pressure to streamline their hiring processes, reduce time-to-fill, and enhance candidate experience. Technology promises to address these needs by automating routine tasks, improving data-driven decision-making, and personalizing candidate interactions.

TA's leading position is also indicative of the growing realization that recruitment norms need an overhaul, and that technology can make it happen. AI can provide insights into shortcomings of current hiring practices and help organizations to better understand what skill sets they actually need, as well as new ways to find the right candidates and discover untapped talent pools. The latest trend of shifting away from classical resumes towards a skills-based hiring approach becomes a possibility at scale thanks to the capabilities AI offers.

Lastly, talent acquisition being a primary focus for AI solutions in HR has led to a sizeable AI offering from vendors. This offering provides companies hesitant to embark on their own quest for impactful use cases with a lower barrier for entry. And for HR and People Analytics leaders, AI features are now no longer a “nice-to-have” but an important factor in their buying decisions. On a scale from 1-10, HR and People Analytics leaders rate the importance of AI features with 7 when selecting a solution provider.

Solution providers in TA have realized that early on. There is no shortage of solution providers offering AI-powered tools to enable TA to automate the initial stages of candidate screening and shortlisting. Algorithms can sift through thousands of resumes, matching candidates' skills and experiences with job requirements much faster than human recruiters. This not only accelerates the hiring process but also reduces the potential for human bias.

Although TA is the frontrunner in embracing AI, only 15% report experiencing a significant impact from

significant impact from these innovations. So, while TA has many runners in the race, comparably few have yielded great results thus far. This striking discrepancy highlights that while TA is faster than other subfunctions to leverage this innovative technology, AI use cases don't achieve the same level of impact as quickly as in other subfunctions.

Very comparable overall is AI's spread in People Analytics. 10% less than in TA are currently piloting AI (20%), but 10% more are planning to take the plunge and invest in the next 6-12 months (20%). Just as in TA 25% of respondents have seen little to moderate impact from their investment, but People Analytics is doing a little better regarding results, with 20% already seeing a great impact from their investment.

Within People Analytics' transformation into a strategic business partner the advance of AI is shaping up to become an accelerator and increase People Analytics' importance to the business if used to drive business outcomes. In the next 5 years it is mainly expected to automate routine tasks and reporting functions, but the north star for most is to unlock and enhance predictive analytics capabilities that allow for more strategic decision-making. The priorities for People Analytics in the next 6-12 months align with that trajectory and are first and foremost automating HR operations. Almost half are also focusing on expanding the use of AI for deeper data analysis & predictive modeling for strategic decision making, replacing traditional HR metrics with data-driven insights and enabling predictive workforce planning.

On a scale from 1 to 10 how would you rate the importance of AI features when selecting a solution provider (with one being least important and 10 being very important)

Average Number

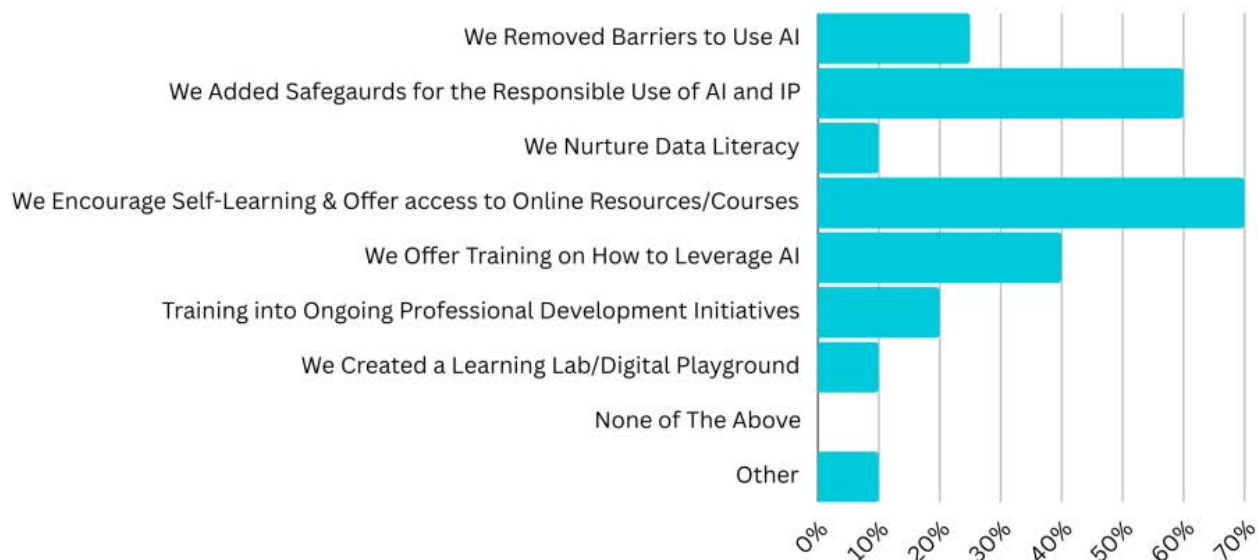


Shoulder to shoulder with People Analytics in the race is L&D. In L&D, as with People Analytics, the even distribution across the different stages, with 25% currently piloting AI (5% more than in People Analytics), 20% already seeing little to moderate impact from their investment (5% less than People Analytics) and 20% reporting a great impact, shows that AI initiatives are progressing steadily but consistently with encouraging results. 15% are planning to invest in the next 6-12 months.

L&D plays a crucial role in AI adoption, as it can pave the way to prepare employees for the changes AI brings to their roles and the ways they work. Yet, while L&D leaders are exploring everything AI can do to automate and speed up workflows, generate learning content, enrich learner experience by personalizing learning, and drive more engagement and ultimately better learning outcomes, training initiatives to create an adept workforce in AI technology are not yet top of mind.

How are you preparing employees for the age of AI and the changes that it brings?

Company Utilization & Education of AI



Only 40% of surveyed leaders currently offer AI training to their employees, and only half of those also embed AI training into ongoing professional development initiatives. 70% are relying on self-learning and only offer access to online resources and courses. 60% are risk-oriented at this stage adding safeguards for the responsible use of AI and IP.

This data illustrates a blend of optimism and caution. While many organizations are eager to explore AI's capabilities, they are also hesitant to make substantial investments in AI training without clear, long-term return on investment. As businesses continue to test the waters, the role of L&D in fostering a knowledgeable workforce will be just as crucial in navigating the challenges and opportunities presented by AI, as AI's role in driving better learning outcomes.

HR Administration takes a special place in the race. Despite lower numbers for piloting AI (15%) and seeing little to moderate impact (15%), it is leading with 30% already reporting great impact to date. This indicates that impactful use cases have already been found. 15% are planning to invest in the next 6–12 months.

Albeit numbers overall are a little behind TA, People Analytics and L&D, so far, HR Administration is leading the way in delivering the most impressive results from AI investments to date. With a clear focus on automating manual processes, HR Administration presents promising opportunities for AI to deliver fast results. This is hardly unexpected; one of AI's primary advantages is its ability to automate repetitive tasks efficiently. Historically, HR Administration has been burdened with time-consuming manual processes, presenting clear opportunities for rapid improvement through AI. The right applications can significantly reduce administrative overhead, improve accuracy, ultimately leading to better organizational performance. By automating and optimizing these processes, significantly enhancing efficiency and reducing administrative burdens, AI has introduced a new paradigm.

In Performance Management, 15% are currently piloting AI, 30% have already seen little to moderate impact from their AI investments, but no one reports great impact to date. 15% are planning to invest in the next 6–12 months.

AI made a splash, putting the old model of performance reviews to shame with applications helping to provide continuous real-time feedback and personalize development plans and career pathing. By making it more data-driven, continuous, and personalized, the hope is that AI will lead to better outcomes for both employees and organizations. But as the zero in the category of “great impact” shows, this isn't as clear-cut as automating administrative tasks and calls for a measured approach that requires more human oversight. The fact that Performance Management is leader when it comes to little to moderate impact, however, can be seen as a pointer that achieving results in this arena will just take longer. Promising use cases exist and given time the return on investment from providing more comprehensive

and meaningful feedback and unlocking the ability to provide objective, timely, data-driven insights will become evident. It is to be seen if applications can live up to expectations and significantly improve the performance management process, as well as help to gain a deeper understanding of employees' work experiences to better support them in reaching their goals.

At the lower end of the spectrum in terms of numbers overall but with encouraging results is Workforce Planning. 10% are currently piloting AI, 20% have already seen little to moderate impact from leveraging AI, 15% report great impact to date. 15% are planning to invest in the next 6–12 months.

With the shift to data-driven strategies and the increasing importance of People Analytics, the role of AI in workforce planning hinges on predictive capabilities. But many organizations are still in the early stages of unlocking those, being data-rich and insights-poor. According to Gartner, 67% of workforce planning leaders report that their organizations [fail to effectively use data for workforce planning](#). AI can assist by transforming raw data into actionable insights that enhance workforce planning and strategic decision-making. Use cases for AI in Workforce Planning include improved forecasting, identifying future talent needs and aligning them with evolving business priorities, driving operational efficiency and fostering innovation to position organizations for future success. As the usage of data and analytics continue to evolve, the integration of AI into workforce planning is not just advantageous—it can become a massive competitive advantage. With 35% of leaders already reporting impact, AI applications in Workforce Planning are a promising investment for becoming a data-driven company and will play a pivotal role in advancing HR and People Analytics to strategic partners.

Functions clearly lagging behind are Payroll & Compensation (5% piloting/25% little-moderate impact) and DEI (10% piloting/10% little-moderate impact).

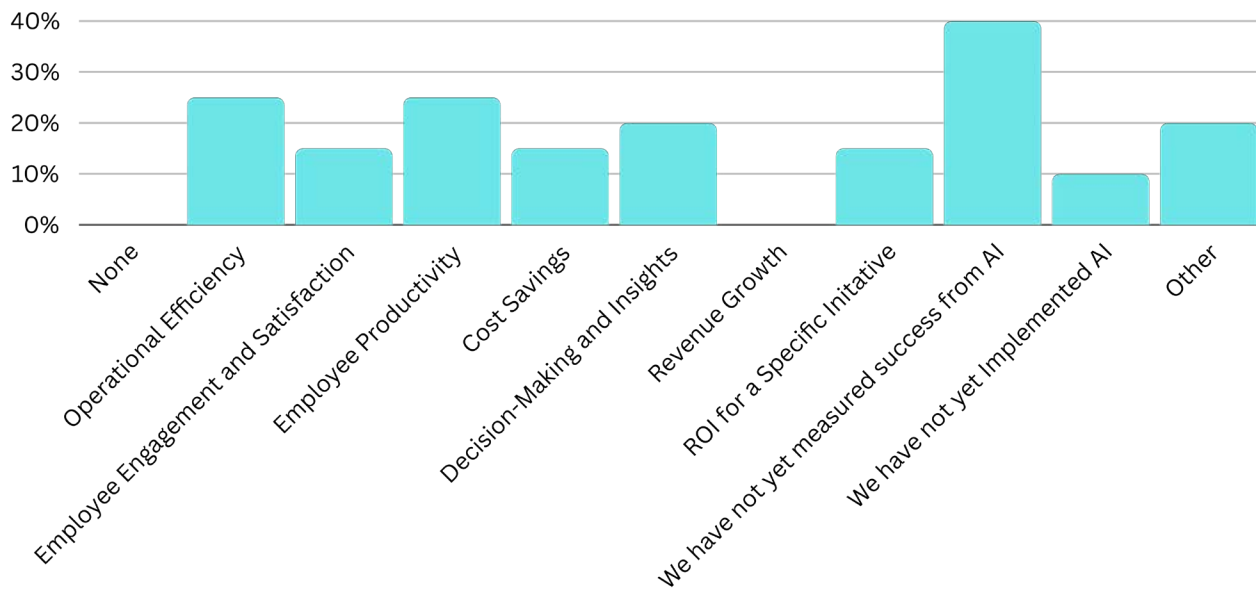
Neither of the two report great impact to date. Given the low rates of leveraging AI for Payroll & Compensation and Diversity & Inclusion overall, it isn't surprising that the impact follows suit. Ever since

companies started to pull back on their DEI programs and initiatives, DEI has been struggling to get budget, which explains why it is last. But things look a bit brighter for the near future. 30% are planning to invest in DEI and 20% in Payroll & Compensation within the next 6-12 months. This is also indicative of the important role DEI is expected to play with helping to manage bias.

Success Measured from AI Implementation

AI's benefits can be substantial and the fact that half of respondents have already measured success from AI implementation is indicative of how fast things are progressing. So far 25% have measured success in operational efficiency and employee productivity, 20% in decision-making & insights, and 15% in employee engagement & satisfaction, cost savings, and even ROI for specific initiatives. These numbers align with AI's expected victory march in automation and data-driven insights, and show that even in employee engagement & satisfaction quick wins are possible.

Where have you measured success from AI implementation?



As businesses continue AI investments in HR and People Analytics, understanding and expanding these key success metrics is pivotal for stakeholders aiming to harness the full benefits and deliver better business outcomes. Aligning AI initiatives and metrics alike with business goals will be key to long-term success.

Breaking Down Silos to Achieve Desired Business Outcomes

HR and People Analytics leaders understand that data and technology can empower them to secure their spot as a strategic partner for the business and AI adoption offers ample opportunity to prove value, from predictive workforce planning to redefining job roles, skill sets, career paths and how we use data to make those decisions.

However, to deliver significant impact, AI initiatives rarely can happen in isolation from organizations' strategic goals, and to deliver desired business outcomes, AI demands a collaborative approach. Overcoming old silos, both within HR and cross-departmentally, will prove essential. This is mirrored in the trend towards establishing a Center of Excellence in HR. Based on our research more than half have an HR CoE or are planning to create one, but also cross-departmental collaboration is required. HR and People Analytics leaders have to speak "Business," "Finance" and "Risk" and work across the organization to realize desired business outcomes.

Barriers to AI Adoption

Resistance to Change: The New Number One Roadblock

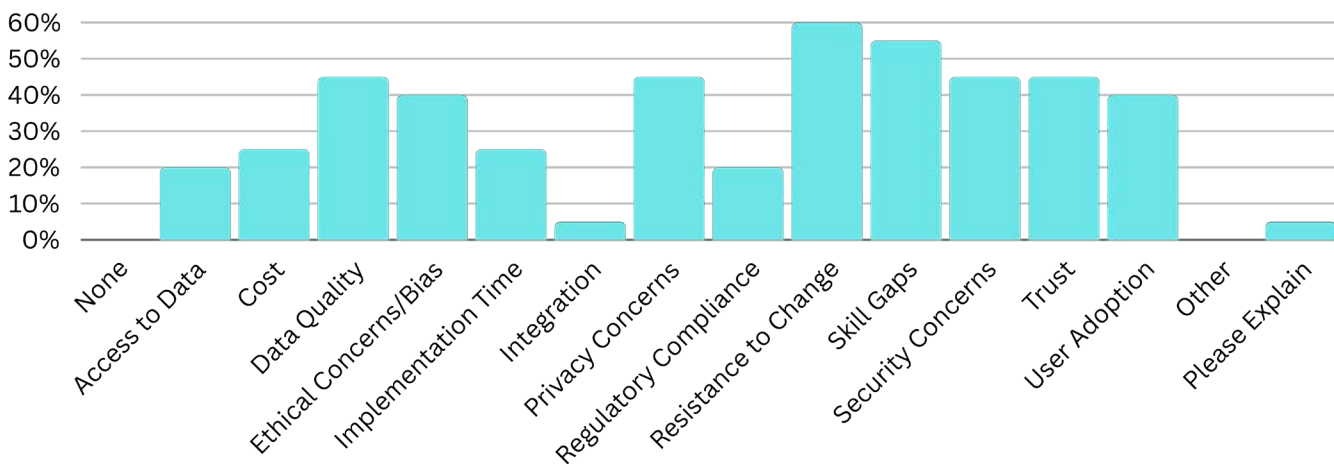
Albeit concerns about privacy, ethics, security, and data quality remain important, the real battleground for AI adoption in HR in 2024 is **overcoming resistance to change**. As organizations strive to harness the power of AI, addressing this cultural and psychological barrier is critical to unlocking the full potential of AI. By fostering a culture of innovation, investing in training, and managing the human aspects of change, companies can turn resistance into acceptance.

That, however, requires critical self-assessment. It is time to find out if the official company culture is just aspirational or truly embedded in the company's DNA. HR and People Analytics leaders are in a strategic position to shine a light on the reality of culture adoption, values, behaviors, systems, and norms. In organizations where traditional values and resistance to change prevail, AI initiatives can encounter significant obstacles. This resistance often reflects a culture that has not fully embraced digital transformation or is lacking trust in new technology.

But in case of AI there is a deeper layer to the trust issue. Besides resistance from employees who perceive AI as a disruption to established workflows, there is a deep underlying fear of AI as a threat to their job security that consequently can stall or derail implementation efforts. Many employees lack a comprehensive understanding of AI and its capabilities. This knowledge gap together with the fear of an uncertain future foster skepticism and resistance. Without a clear grasp of how AI can enhance their work, HR staff are less likely to embrace and advocate for its adoption. And while trust - or the lack of it - is only in a shared 3rd place, it seems like the obvious culprit behind the resistance to change.

Companies will need to approach AI adoption with thorough change management. With its deep cultural insights, expertise in employee engagement, and strategic role in training and communication, HR is in theory uniquely equipped to lead organizational transformations. Harnessing HR's capabilities as a change agent will be key to navigating the complexities of the future and achieving sustained success. By embracing its role as a catalyst for change, HR can, in return, further fortify its seat as a strategic partner at the table. Not an easy task given that this change will also heavily impact and change HR roles.

What are the biggest barriers to adoption?



Addressing the Skills Gap

It's a puzzling paradox that despite recognizing critical skills gaps as a major barrier to AI adoption, relatively few companies are investing in comprehensive AI training for their employees. This disconnect is raising eyebrows among analysts, especially since most People Analytics and HR leaders think companies need to adopt a culture of continuous learning to future-proof their business. The irony is that albeit organizations are acutely aware of the issue, actionable steps to address it remain conspicuously absent.

For businesses looking to harness the full potential of AI and enhance employee productivity, addressing the skills gap through targeted employee training is not just an option — it's a necessity. Even though the costs and challenges are real, the risks of failing to equip employees with AI capabilities are far greater. In the long run, investing in AI training can yield substantial benefits. Companies that empower their employees with AI skills are better positioned to leverage data-driven insights, automate processes effectively, and maintain a competitive edge in an increasingly data-driven world. Building internal AI expertise not only facilitates smoother adoption but also fosters a culture of innovation and agility.

As the AI landscape continues to evolve, those who invest in their people today will reap the rewards of a more adept, innovative, and competitive workforce tomorrow.

Culture Eats Strategy for Breakfast

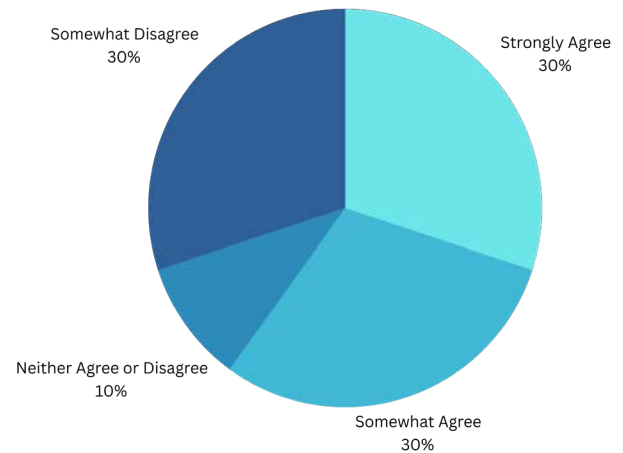
The successful adoption of AI hinges significantly on the company culture. Culture can either catalyze or hinder the implementation of new technologies. Organizations with a culture that embraces change and innovation are generally more adept at integrating AI. In companies where leadership actively champions technological advancements and fosters a learning-oriented environment, AI adoption tends to be smoother and more effective.

The Future is Data-Driven

It is therefore not surprising that most HR and People Analytics leaders think company culture needs to embrace continuous learning, be innovative and, (nearly unanimously referenced) be **data-driven** to future-proof an organization. Even so, only 30%

strongly agree and 30% somewhat agree that their organization currently is data-driven. Meaning we've got work to do!

To what degree do you believe your company has established a data-driven culture?



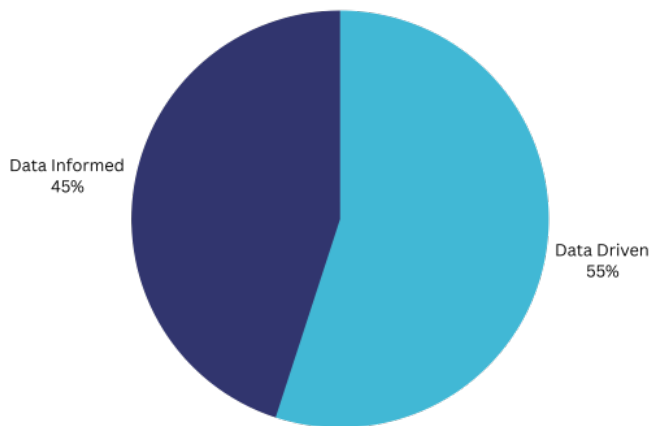
Our research also revealed that while the dominant work environment is still hybrid, less than half say that they have data supporting this decision, making the discrepancy between reality and aspired company culture blatantly obvious.

Although the term data-driven has been a buzzword for quite some time, everyone defines it differently. From company culture that simply makes use of data for its decision-making processes, to a culture that encourages constant measurement and evaluation, thereby fostering an environment of continuous improvement, to a culture that minimizes subjective biases, allowing for more objective decisions, to a culture that leverages comprehensive data sets to predict the future and act on it, and all degrees in between - definitions vary.

Data-Driven vs Data-Informed – Just Semantics?

The challenges arising from AI implementation have paved the way for another term to emerge: data-informed. While this might be simply semantics for some, if pressed on the term “data-driven” in reference to effectively leveraging AI, 45% refine this further and make a distinction between “data-driven” and “data-informed.”

In your opinion what culture is necessary to leverage AI effectively?



The debate over data-driven vs data-informed culture highlights the deep underlying fear, that human intervention and responsible implementation could be an afterthought in the race to tap into AI's benefits. While the voice of reason argues that AI is simply a tool that clearly still requires human oversight, the growing number of examples of AI training AI gives this discussion new weight and food for thought.

When analysts like Josh Bersin mention that companies are considering to let go of entire functions, speculating that AI can replace them, data-informed suddenly becomes an important distinction. The debate highlights that even though AI may enhance and improve human work, it can't replace it entirely. Gut feeling and context remain invaluable to decision-making even as predictive models advance.

Why the Convergence of Data-Driven and Data-Informed is Necessary For Responsible AI Adoption

It is key to understand that data-driven should always also mean data-informed. A successful AI implementation requires a robust data infrastructure to support AI systems, but it also needs a culture that values human judgment and ethical considerations. Organizations should focus on building a data infrastructure that provides accurate and actionable insights while also fostering a culture that encourages critical thinking and contextual understanding, which will prove crucial for responsible AI development and adoption.

As AI continues to evolve, striking this balance will be essential for maximizing AI's potential while ensuring that human elements remain integral to decision-making processes. Echoing that, our research shows that HR and People Analytics leaders are planning to address biases and ethical concerns by incorporating human oversight into decision-making processes and regularly auditing and testing algorithms for fairness and accuracy.

An important first step is to define what data-driven means for your organization. Raising awareness and educating team members to ensure that everyone,, including leadership, understands AI's potential benefits and risks, needs to be a short-term focus while including training on ethical AI practices, data privacy, and the importance of human oversight in the development process a long-term investment.

Looking Ahead

HR and People Analytics have joined the AI race for the most impactful use cases and with an increasing number of technology providers offering AI solutions, barriers to join are becoming lower. While in the long-term, extensive foundational work is needed with regard to tech integration, data quality, organizational structure, and work culture - that can take years to achieve - there is ample room for narrower use cases to provide value. These quick wins, if aligned with business goals, can help secure further budget in the meantime.

While the experimentation phase is integral to understanding risks and benefits of AI, organizations must approach technology adoption with a strategic mindset, ensuring that new tools are not only aligned with their specific needs but are also integrated thoughtfully and ethically into their existing processes. Additionally, investing in training and change management is crucial to minimize risk, overcome barriers, and maximize the benefits of AI. In the coming years, as technology continues to advance and organizations gain more experience with these tools, the impact and business outcomes delivered by AI initiatives are likely to improve.

For now, the encouraging numbers are a testament to HR's and People Analytics' commitment to innovation, but the race continues, and it's a marathon, not a sprint.

General: The Future of Work

Interview with Alim Dhanji

Alim Dhanji is the CHRO of TD SYNEX. Prior to joining TD SYNEX in 2024, Dhanji was Chief People Officer and EVP for the Equinox Group and previously served as President of adidas Canada. He brings more than 25 years of global leadership experience in HR, M&A, Sales and Operations across multiple industries.



As a purpose-driven global HR leader with over 2 decades of experience in transforming and scaling diverse, high-performance organizations how do you envision the future of work and what changes need to be made to get there, both with regards to technology investment, but also with regards to a shift in mindset?

I envision the future of work as a seamless blend of technology and human potential. To get there, we must invest in emerging technologies like AI and automation to enhance productivity and support remote work. However, this also requires a mindset shift — from rigid hierarchies to a flexible, outcome-driven approach. We need to foster a culture of continuous learning, collaboration, and inclusion, where success is measured by impact rather than hours worked. By combining technological investments with a human-centric approach, we can create a more adaptive, empowering, and sustainable work environment.

To what degree are you shaping your workforce future through HR & People Analytics?

I shape our workforce future through HR and People Analytics by using data to drive strategic decisions and optimize talent management. Additionally, I focus on building a culture of innovation by encouraging experimentation, developing AI capabilities, and inspiring my HR team to lead in AI advancements. This approach ensures we stay ahead in both technology and talent development.

How do you see AI impacting the standards for a high-performance organization, key metrics and the HR function itself?

AI will reshape high-performance standards, key metrics, and the HR function by enhancing decision-making through advanced data analytics and optimizing processes for greater efficiency. It will refine key metrics with deeper insights into performance and engagement. In HR, AI will automate routine tasks and provide predictive analytics,

allowing HR professionals to focus on strategic initiatives and foster a more agile, data-driven approach to talent management.

Which HR subfunctions are most promising for implementing Generative AI?

Generative AI is most promising for HR in recruitment (creating job descriptions and screening resumes), onboarding (customizing materials), learning and development (designing personalized training), performance management (tailoring reviews and plans), and employee engagement (personalizing communication).

How can organizations help employees to imagine how their jobs may change in the future and prepare them, when the jobs of the future have not yet emerged?

Organizations can help employees envision and prepare for future job changes by promoting a culture of continuous learning, offering skills development programs, and encouraging adaptability. Providing

access to emerging trends and fostering a growth mindset can also help employees stay agile and ready for evolving roles.

You have been recognized for your advocacy and commitment to diversity, equity and inclusion. There has been great progress made in DEI over the last years but looking at recent headlines highlighting layoffs and cuts for DEI initiatives, some HR leaders face stagnation and even regression for their DEI programs. What advice can you give them to not lose momentum?

To maintain momentum in DEI efforts, focus on embedding DEI into the core values and operations of the organization. Prioritize transparent communication, set clear, measurable goals, and demonstrate commitment through leadership. Continue to invest in training and support, and leverage data to showcase progress and impact. Remember, DEI is a continuous journey; staying committed and resilient will drive lasting change.



Interview with Dave Ulrich

Dave Ulrich is the Rensis Likert Professor at the Ross School of Business, University of Michigan and a partner at the RBL Group. He has published over 200 articles and book chapters and over 30 books and received numerous public recognitions and lifetime awards for his work.

What trend in HR are you most optimistic about and why?

It is hard to select one trend, but the overall agenda would be how HR is less about HR and more about creating value for all stakeholders. Stakeholders are the “humans” in HR who engage with and get from the organization, including employees obviously, but also executives, board members, customers, investors, and community citizens. To enact this trend, HR needs to think and act “outside/in” about value created more than activity.

We have also seen an evolution in HR from delivering value to stakeholders through just human capital, which refers to talent to “human capability,” which includes talent + organization + leadership + HR. And we are seeing more analytics that link human capability to stakeholder value.

What advice do you have for companies looking to maintain and even enhance workplace culture and collaboration in a hybrid work environment?

“Culture” has many definitions, even in organizational settings.

An emerging view of culture is to ensure that it is the “right” culture, which means that the culture inside an organization creates value for stakeholders outside (customers, investors, and communities). In this outside-in view, culture is about the value of the values to a customer or investor and the extent to which internal systems and norms increase customer share, investor confidence, or community reputation. This outside-in view of culture is less about the underlying roots of a tree (which are often difficult to change) and more about the leaves of the tree, which metaphorically change in different seasons.

This outside-in view of culture integrates purpose, values, and brand to create the “right” culture, the one that creates value to all stakeholders. In this cultural focus, employees creating value for



external stakeholders matters much more than how employees work. Culture change begins by identifying what an organization is trying to be known for in the marketplace. Then we make that external identity real to employees inside the organization.

This logic applies to workers regardless of where they work.

Where have you seen organizations have the most success in leveraging generative AI to enhance leadership development?

Two trends shape business. First, all AI all the time! Nearly every podcast, webinar, conference, social media post, executive team meeting, and workshop includes a discussion of the unprecedented adoption of GenAI. Second, next-generation leadership! Leadership is one of the most studied social agenda topics (over 11 billion Google hits) with significant attention given to next-generation leaders (good-bye baby boomers; welcome Gen Z).

High-potential leaders continually improve so that their organizations prosper. GenAI enables and accelerates high potential development that leads to high performance and employee retention. A growing risk with high potentials is not using GenAI for their development and work.

We have identified 10 ways to use GenAI to develop “high potential leaders:”

Personalized Learning Paths, Voice-Enabled Virtual Coaching, Real-Time Feedback and Performance Analysis, Scenario-Based/Case-Based Learning, Knowledge Management, Skill-Building Modules, Learning Certification/Validation, Personalized Microtasks, Customizable Workshops and Training, Scaffolding Age- and Stage Appropriate Content.

Help Wanted: Too Many Jobs and Not Enough Workers in Most States

By Sharon Bonney, Chief Executive Officer at Coalition on Adult Basic Education (COABE)

This recent headline highlighted the burgeoning labor shortage that is jeopardizing economic expansion in the United States. Currently 7.7 million jobs are unfilled, leading employers to explore new employment sources to fill their labor needs.

The National Federation of Independent Business' jobs report revealed that 50% of all small business owners have job openings they could not fill in the current period, far above the 48-year historical average of 22%. The trend toward increasing skills and responsibilities to the more than 50 million frontline workers in the United States, as well as increased automation, is placing additional skills pressures on employers.

"We hear regularly from our employer partners that they are having trouble not only finding the skilled workers but understanding the best strategies to grow and upskill their own workforce. There is a lack of awareness about the public workforce and education systems in place that are meant to help employers solve these critical challenges, such as adult basic education integrated education and training programs," said COABE's CEO, Sharon Bonney.

Growing the workforce talent pipeline and helping employers upskill their own workers is a core component of the Coalition on Adult Basic Education's (COABE) nationally recognized Behind Every Employer campaign that strategically connects companies with education organizations that provide solutions to their workforce challenges.

The latest National Center for Education Statistics data revealed that almost 20% of adults in the U.S. were at the lowest levels on basic education, almost 30% lacked basic math skills, and almost a quarter are at the lowest level of digital problem solving. However, according to research firm, Policy Link, companies that invest in the advancement of frontline employees "have seen improved levels of productivity, better customer service and enhanced employer branding." These investments in education needs for workers can solve expensive turnover



challenges for businesses which are estimated to cost about one-fifth of an employee's annual salary to replace that worker.

Adult basic education programs are funded by the Workforce Innovation and Opportunity Act (WIOA) which seeks to break down traditional silos and ensure that adult education partners are seen as a valuable partner by employers. Adult education is a valuable talent pipeline to the workforce community and community colleges which is often overlooked by employers.

Are you interested in finding an adult basic education program that would like to partner with your company to fill your talent pipeline needs? Contact behindeveryemployer@coabe.org for more details.

About COABE: The Coalition on Adult Basic Education represents the 82,000 adult educators, administrators, caseworkers, and paraprofessionals that work out of 2,384 local programs and serve more than 3.2 million adult learners annually. COABE is the voice of adult education nationwide, and as the leading and largest adult education association in the world provides professional development, advocacy, and communication to their members. www.coabe.org, and 88-44-COABE.

About Sharon Bonney: Sharon Bonney, a twenty-five-year veteran in the field of adult education, actively seeks opportunities to align business and education efforts. She recently joined the National Small Business Association's Leadership Council as part of her ongoing efforts to tackle the many critical issues facing both local programs and small business, including lack of access to the workers needed to fill jobs nationwide.

Spotlight Panel of Experts



Jamie Aitken
VP of HR Transformation
Betterworks



Robert Whalen
CEO & Co-founder
PTO Exchange



Jennifer Cox
Manager, National Trainers
Mental Health First Aid,
National Council for
Mental Wellbeing



Dave Ulrich
Rensis Likert Professor
University of Michigan
Ross School of Business

How can we build career development into everyday performance processes?

Jamie Aitken: Career development can be integrated into everyday performance processes by 1.) aligning individual goals with long-term career aspirations 2.) having regular performance conversations that focus on both current achievements and future goals, so employees see a clear path for career progression and 3.) having the right tools in place for managers to provide frequent feedback to individual contributors.

With AI-driven performance management tools, all of this is possible. Managers can start to track skill development and identify opportunities for growth within the organization. This is taking career development possibilities to a new level—as organizations can use these tools to personalize learning and development plans to ensure that career development is continuous and tailored to each employee's needs and goals.

How is AI enabling better performance management and how can companies ensure it's used effectively?

Jamie Aitken: AI is transforming performance management processes in many ways—some of the biggest being that it's breaking down HR silos, providing data-driven insights, better enabling managers, and automating routine performance management tasks.

By sharing data across different functions in HR and the business, AI can dismantle HR's silos, creating one coherent conversation and a unified source of actionable insights. That will reshape the HR role to directly influence and respond to emerging business challenges. HR will not only be able to spot emergent issues but also predict and meet business challenges before they become business problems.

Managers can also be better managers with AI as their strategic performance management partner. For example, HR can provide the data managers need to take the lead in people management. From here, with generative AI, delivering the right prompts and information to managers is easier than ever. HR can step out of the day-to-day and allow managers to be involved and proactive with their reports.

Using AI to automate routine tasks such as goal setting and feedback can reduce the administrative burden on both managers and HR teams. AI-driven performance management tools can also provide real-time performance tracking and predictive analytics, enabling data-driven insights that allow for more informed decision-making—and better business outcomes.

With clear guidelines in place for responsible AI, like defining the scope of AI's role in performance management, setting boundaries for its automation capabilities, and ensuring transparency in its data use, it can serve as the ultimate co-pilot in making work better.

What advice do you have for employers looking to better prioritize the mental wellbeing of their workforce?

Jennifer Cox: **Normalize conversations around mental health:** Create safe spaces where employees feel comfortable openly discussing their challenges without fear of judgement. If you feel comfortable, you can help break down stigmas by sharing your own experiences. When we share our own experiences, it helps others know they're not alone.

Remove stigmatizing words and phrases from your vocabulary: Language is powerful, so use your words to break down misconceptions and stereotypes. For example, stigmatizing language — such as “crazy” — perpetuates negative perceptions. Use person-first language such as “person experiencing a mental health challenge” instead.

Integrate mental health training into your workplace: By investing in mental health training, you give employees tools to manage stress and mental health challenges effectively, leading to better overall wellbeing. Employees who address mental health challenges proactively are more focused and engaged, which can boost productivity, morale and retention.

Conduct annual reviews of wellbeing initiatives: Rolling out a workplace mental wellbeing program without monitoring progress is not effective. Through pulse checks, surveys and anonymous feedback, you can identify what's working well and areas that need improvement to meet the current needs of your employees.

Proactively support employees' wellbeing: This can include encouraging employees to take their vacation days, making mental health days available and creating opportunities like no-meeting times for employees to focus during the day. One of the best ways to encourage your team to use their paid leave is to take time off yourself. It shows that you prioritize down time and understand its importance.

What workplace wellness offerings and initiatives are you currently most optimistic about?

Jennifer Cox: There are several workplace wellness offerings and initiatives that show great promise and could significantly enhance employee wellbeing. I'm particularly optimistic about:

Mental health support programs and workshops:

Access to mental health resources, such as Employee Assistance Programs (EAPs), counseling services and mental health apps, is increasingly available. Programs that offer virtual therapy or coaching can be especially beneficial, providing flexibility and reducing barriers to access. Mental health training and workshops complement your existing support programs and help create a more empathetic, responsive and informed workplace.

Flexible work arrangements: Flexibility in work hours and remote work options help employees balance their professional and personal lives. This flexibility can reduce stress and increase job satisfaction.

Wellness integration in leadership: Leadership teams are increasingly integrating wellness into their core values and business strategies. This top-down approach helps embed wellness into company culture and prioritize it at all organizational levels.

Wellness challenges: Many companies are adopting wellness challenges, like step competitions or mindfulness challenges, to encourage healthy habits. These initiatives can foster a sense of community and motivate employees to engage in self-care.

These initiatives represent a shift toward a more holistic approach to employee wellbeing, combining mental health support with physical wellness and work-life balance.

What advice do you have for employers and HR teams looking to rethink their organizations total rewards strategy to boost engagement and reduce turnover?

Robert Whalen: Organizations should start with talking with their employees. They might start with an employee feedback survey to fully understand the voice of the employees and their needs and to get feedback on where your current rewards do not meet their needs. Then, based on survey data, HR teams can reassess their benefits packages and adjust to ensure that the benefits being offered are benefits the workforce wants.

Flexible benefits packages are a great cost-effective benefit solution that boosts engagement and reduces turnover. These packages can include traditional benefits like healthcare benefits, and non-traditional benefits like convertible PTO. Flexible benefits packages can cater to a unique variety of employee

needs. When employees feel like they have benefits that address their unique needs, they are more likely to utilize those benefits and stay with the company.

What employee wellness offerings and initiatives are you currently most optimistic about?

Robert Whalen: Several employee wellness offerings and initiatives are gaining traction and showing promise in promoting overall well-being in the workplace through inclusive wellness programs.

Recognizing that wellness needs vary among individuals, organizations increasingly tailor wellness offerings to meet diverse employee needs, including initiatives for different age groups, cultural backgrounds, and physical ability levels. Some of the things that I am optimistic about are:

Mental Health Programs: As awareness of mental health issues continues to rise, more organizations are implementing comprehensive mental health support systems, including Employee Assistance Programs (EAPs), counseling services, and access to mental health professionals. Additional initiatives such as mental health days and destigmatizing discussions around mental wellness are also becoming more common in the workplace

Financial Wellness Programs: Financial stress is a significant contributor to overall employee stress. More employers are looking at implementing financial wellness programs that provide financial education, access to financial planning resources, or student loan assistance.

Wellness Programs: Companies are beginning to offer Life Planning Accounts (LPAs) to support their employee's work-life balance and wellness initiatives. These accounts can support employees' fitness, nutrition, and overall wellness goals by offering access to benefits like nutrition counseling, gym memberships, and more.

What steps should leaders take to enhance their performance management processes and improve learning and development within their organization?

Dave Ulrich: I suggest managing four steps in the performance management process to improve learning and development for individuals and

organizations that leads to stakeholder value.

Step 1: Clarify Expectations with Meaningful Goals

Performance management starts with a clear understanding of organizational purpose, which could be called vision, mission, strategy, objectives, intent, or plans. These aspiration statements then help organizations and leaders articulate expectations and set goals. Clarifying expectations informs employees what needs to be learned that will lead to stakeholder value.

Step 2: Measure and Track Performance

Expectations translate into measures (key performance indicators [KPIs] and objectives and key results [OKRs] that can be tracked. Instead of merely cascading budget targets or establishing SMART goals, targets should prioritize individual and organizational development and learning plans. KPIs and OKRs should align with expectations and strike a balance between fostering learning and ensuring accountability for both individuals and organizations.

When goals link to qualitative and quantitative measures (KPIs and OKRs), they can lead to individual and organization development and learning.

Step 3: Allocate Rewards (Financial and Non-Financial)

To cultivate energy and trust within the organization, we must acknowledge employee contributions promptly and frequently. For example, a micro or spot reward celebrates success and provides recognition whenever someone achieves a significant outcome or makes an exceptional contribution. Conversely, when addressing under-performance, we should take necessary actions transparently, fairly, and without bias. Innovative financial and non-financial rewards continue to emerge that reinforce the right behaviors and outcomes.

Step 4: Have a Positive Coaching Conversation

Meaningful conversations are critical for the performance management process. It is at the center of the four performance management steps because without a positive conversation none of the other three steps will work. With a positive conversation, different tools and approaches in each step may work.

Combat Employee Turnover with Convertible Benefits

Interview with Rob Whalen

Companies are hyper-focused on attracting and retaining top talent while avoiding the T word: turnover. Turnover costs companies their good talent and millions of dollars in unforeseen costs. However, more engaged employees are more likely to stay with their companies and less prone to turnover. And convertible benefits can help companies do just that.

Employee engagement matters

Employee engagement drives businesses forward. An engaged workforce is more productive, creative, and committed than one whose employees are disengaged. Research consistently shows that highly engaged companies experience lower absenteeism, higher productivity, and lower turnover rates.

In fact, organizations with a highly engaged workforce report up to 21% higher profitability. Engaged workers also produce better quality work with fewer defects, quality issues, and safety incidents, creating a more streamlined and cost-efficient operation.

Moreover, engaged employees act as brand ambassadors, fostering stronger customer relationships. This translates into higher customer retention, improved customer success metrics, and increased sales, all of which directly drive business growth. High employee engagement is not just a morale booster—it's a powerful tool for business success.

However, not every organization has highly engaged employees. According to a recent Gallup study, only 23% of the workforce is actively engaged at work, meaning most employees disengaged, costing companies significant amounts in lost productivity and replacement costs.

The cost of turnover

The financial implications of are staggering—disengaged employees cost the global economy an estimated \$8.8 trillion annually.

The more disengaged employees are, the more likely a company is to lose them, resulting in replacement



costs. It costs a company anywhere from 1.5-2 times the employee's salary to replace them, not to mention the time and resources to train and onboard employees so they can perform up to speed.

Moreover, employee turnover can also damage a company's employee brand and give it a reputation for being a high-turnover organization. Companies with high turnover are more likely to see a reduction in employee morale and satisfaction from the additional workload and loss of a colleague.

How flexible benefits combat employee turnover

A flexible benefit like convertible PTO helps mitigate the turnover ratio and increase employee engagement by offering flexibility and choice that allows personalized benefits packages by exchanging unused PTO.

Employees of all generations and socioeconomic classes can put their unused PTO toward financial wellness and social well-being benefits. Offering a convertible PTO benefit like PTO Exchange distinguishes a company's benefits package and helps them become the employer of choice in their industry. It gives companies an edge with a non-traditional benefit not everyone offers.

Flexible benefits have been proven to increase efficiency and drives profit through engaged employees and less turnover. Employees experience the full value of their PTO by using it to reach their financial goals, achieve better work-life balance, or donate to charity.

Cumulatively, PTO Exchange has helped reduce turnover by 54% across some of our largest clients and saved companies \$25.2 million in employee replacement costs.

Boost engagement through convertible PTO

When companies give employees flexible and customized benefits, they are more productive and engaged. Moreover, companies experience less turnover and save money on employee replacement costs. A flexible benefits solution like convertible PTO can help maximize employees' PTO to increase employee engagement while reducing turnover.

If you'd like to learn more about reducing employee turnover through PTO conversion programs, [visit our website for the full ebook](#).



Interview with Jacob Morgan

Jacob Morgan is a 5x best-selling author, professionally trained futurist, keynote speaker, and founder of Future of Work Leaders, a global community of the world's top CHROs. He's currently working on a new employee experience book which will come out late 2025. His work has been endorsed by the CEOs of Hyatt, Cisco, Mastercard, Best Buy, Unilever, The Home Depot, and many others. You can learn more about Jacob at TheFutureOrganization.com.

What are your predictions for the future of work, what culture and work environment is needed to stay competitive?

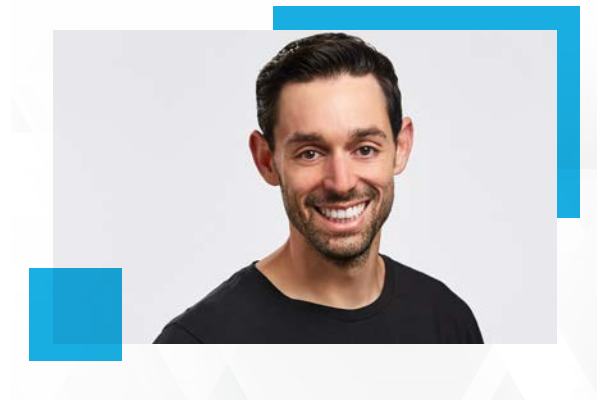
It depends on how far out you want to look but I see the future of work as getting back to basics. Over the past few years, largely as a result of the pandemic, many organizations around the world have lost their way. They are trying to be anything and everything to everyone which is not a sustainable way to run a business. They strayed away from their core values and what got them to where they are.

Competence, performance, leadership, merit, and hard work were all deprioritized in favor of quick fixes and symbolic gestures, leaving organizations struggling to achieve sustainable growth and genuine progress. Now, post pandemic, many organizations are realizing they need to get back to the core aspects of work.

Specifically, understanding that employees primarily care about 5 things at work:

1. Flexibility, not just in where employees work but in all aspects of work.
2. Being paid well.
3. Working for leaders who coach and develop them.
4. Opportunities to learn new things and grow as human beings.
5. Advancement within the company.

If an organization can execute on these 5 things well, then nothing else will matter in terms of developing a high performing and successful organization. The



question is, how many leaders out there will realize that they need to do this and how many will have the courage to actually do it?

What steps are you seeing successful companies and leaders take to modernize performance reviews today?

When I wrote my first employee experience book in 2017 I asked organizations around the world about their performance review process. Lots of organizations at the time such as Cisco were commenting on the need to get rid of their annual performance reviews and processes and replace them with something else.

I'm working on a new employee experience that will come out in late 2025 and I spoke with many of these same organizations again. I was NOT surprised that all of the companies that once touted getting rid of their annual performance reviews have now gone back to doing them.

It turns out that employees want to know where they stand inside of their organization and having a common set of standards and processes actually benefits everyone. However, what companies are doing with both their performance reviews and their engagement surveys is that they are augmenting them with things like real-time recognition, feedback or pulse surveys, and integrating more data analytics.

So the solution wasn't to get rid of these things but to make adjustments to them so that they can be more useful and valuable.

What are three things leaders today can do to create a healthier, happier and more inclusive and productive workplace in this time of rapid change?

The assumption here is that it's the job of the leader to do these things, but the greater impact will come from the employee than the leader. If you want to be healthier then exercise, eat healthy, and try to minimize bad habits. If you want to be happier then reflect on the things you care about and value and seek opportunities that align with those. Make sure you have a strong social circle with friends and family. If you want a more inclusive workplace, then speak up and share why it's not inclusive and what can be done to solve the problem. If you want a more productive workplace then as with the above, identify why you are not being productive and come up with solutions.

Of course leaders can play a role here as well. For example, they can encourage employees to be healthy and embed the language of health in how work gets done, sharing fitness goals, challenges, etc. Leaders can inquire about the well-being of their employees and learn about what their people care about and value. You can see where this is going...

The point is that leaders play a role, but it's not the primary one but a supporting one. There is too much emphasis on what leaders and organizations should be doing for their people and not enough emphasis on teaching employees to be more accountable for their lives and careers. As I always say, "nobody is going to look out for you, but you!"

From your research, what are you seeing companies and leaders do when it comes to creating a successful employee experience?

I'll have a whole new book on this in around a year from now! But what I can share is that the previous research I did is still consistent.

Employee experience is still about 3 environments that the organization can control and design. Culture, which is about how employees feel working with and for you. Technology, which is about the tools and resources that employees have access to in order to do their jobs. Space, which is exactly what it sounds like, it's the space in which employees work.

Now previously I had this breakdown at 40% for

culture and 30% each for space and technology. In my new book I'm going to adjust this to 50% culture, 30% technology, and 20% space. So the 3 elements haven't changed, but their importance and weights have.

Why the change? The past few years have demonstrated that culture is the glue that holds everything together, especially in times of crisis or rapid transformation. It has become even more crucial as employees look for workplaces that align with their values, provide psychological safety, and create connection and impact. Technology remains essential, especially as we continue to navigate hybrid work models, but it is most effective when it supports and enhances the culture rather than defining it. Meanwhile, space has become more flexible and varied, with a reduced emphasis on traditional office layouts and a greater focus on adaptable and employee-driven environments.

The key is that there is no low hanging fruit, a great employee experience is one in which an organization is doing an amazing job at all 3 of these things. Neglecting even one of them can really create a negative experience for your employees.

When it comes to employee experience, organizations need to think of themselves much more like laboratories that experiment, test, and iterate, as opposed to factories which embrace the status quo and avoid change.

HR Tech & AI

Interview with Dr. Tomas Chamorro-Premuzic

Dr. Tomas Chamorro-Premuzic is the Chief Innovation Officer at ManpowerGroup, Professor of Business Psychology at University College London and Columbia University, co-founder of deepersignals.com, and an associate at Harvard's Entrepreneurial Finance Lab. He is the author of 12 books, including *Why Do So Many Incompetent Men Become Leaders?* (and How to Fix It), upon which his TED talk was based. His latest book is *I, Human: AI, Automation, and the Quest to Reclaim What Makes Us Unique*. Visit drtomas.com for more info.

What are you personally most excited about when it comes to the future of AI and leadership development?

The potential to free up talented and educated humans from boring and repetitive activities. It is remarkable to think that despite all our creativity and imagination, we spend a great deal of time on low value activities that could be automated. For this to happen, though, we have to re-incentivize workers to invest time in reskilling and upskilling themselves, and fundamentally reimagine new ways in which we can or could add value, even in our current roles. Leadership is a critical force to make this happen, and developing leaders so they can be catalysts of change in the AI age, driving us towards a better future, is key.

What skills do you think will be most critical for leaders to possess in the next decade?

Humility, self-critical thinking, curiosity, coachability, self-awareness, and integrity. Plus of course anything relating to EQ, emotional intelligence. The perfect leader will not be known for her expertise or technical skills, but her ability to inspire, engage, and motivate people. This requires building a human connection with others, not least because people will spend a great deal of time interacting with machines, and AI will evolve to the point that it will be indistinguishable from most humans. So, to be a great leader you must not look or act like a machine! This is the age of humane leadership.

How have you seen performance management evolve in recent years? Why should this be a major focus area for all organizations of all sizes?

Not really. We know since the 1970s how to improve our evaluations and incentives of workers to align their acts with desirable organizational behaviors, yet politics, subjectivity, nepotism and bias trump clear assessment of what workers produce and deliver, and the gap between personal career success and actual job performance is visible and pronounced in all companies and industries. With AI, it should be easier to detect what impact workers have on their jobs and organizations, but resistance against AI is a sign that those who are the status quo prefer to keep things nebulous, wishy-washy, and political... perhaps because they fear being found out.

What are the most important reasons for HR managers to focus on more data-driven decisions to improve employee engagement today?

Because it is better to create meritocratic cultures where talent and potential are at the center of what is rewarded, and people succeed because of their skills and actions rather than privilege or luck. As we know from decades of large scale quantitative scientific research, when organizations do this, they outperform their competitors.

How do you ensure employee buy-in and reduce resistance during major organizational changes?

People love change, unless they have to do it. When we need to do it, what we want at best is to "have changed", without undergoing the tedious process of habit reconfiguration and learning new tricks and behaviors. You need to persuade people that they will benefit from it, win their hearts and minds. And then celebrate their small wins, reinforce their positive behaviors and vice versa.

By Amit Mohindra, People Analytics Success

The advent of generative artificial intelligence promises double-digit productivity gains, and organizations are eager to reap the anticipated benefits. However, adopting GenAI is proving more challenging than envisaged in the early days of the hype cycle.

This should not come as a surprise to Human Resources. Any change initiative, especially relating to technology adoption, requires people to change their behavior. Experience has shown us this is not an easy task. Indeed, it took HR effort and time to adopt people analytics despite the promise of simultaneously improving organizational effectiveness and employee experience for better customer, operational, and financial outcomes.

HR plays a pivotal role in organizations' adoption of AI. After all, organizations don't adopt AI; individuals do. HR underpins the essential foundational influences for adopting a revolutionary technology: leadership, culture, and learning. Within HR, the People Analytics teams take the lead in transforming HR into a more data-driven, analytical, and digital function. They do this by helping HR practitioners become comfortable, confident, and capable of working with data and analyses. The odds of success are substantially improved when people analytics leaders recognize that they are embarking on a journey of change. HR's adoption of people analytics informs HR's role in their organizations' adoption of AI.

HR teams can accelerate their organizations' adoption of AI by paying attention to where they may have fallen short on people analytics adoption.

What factors contributed to HR's slow adoption of people analytics, and which ones are predictive of organizations' adoption of GenAI? There are at least three related to organizational culture (remember Drucker's adage "culture eats strategy for breakfast").

First, limited exposure to data, statistics, and programming—with few expectations and incentives to upskill and adopt data-driven decision-making. Second, learning opportunities designed within a change management framework. Finally, reluctant leadership. CHROs and HRLT members tended not



to ask, "What's the data behind that?" or demonstrate learning agility, negating the need for behavioral change in their teams.

HR leaders can take several steps to power their organizations ahead of others in the AI adoption race and show up as transformative, impactful leaders. These include modeling new behaviors, demonstrating adaptive leadership, and emphasizing learning and knowledge management. The first strategy comes straight out of social psychology. It's popularly known as "walking the talk."

Leaders must openly and consistently demonstrate the behaviors they want to inculcate in their organization. Employees must see them participate in learning events, grapple with AI, and talk about their experiences. To be involved with AI governance and policies, HR leaders must understand AI—perhaps not the math, but at least its basic mechanics—to appreciate what is possible and the associated consequences of adoption.

HR leaders must operate as adaptive leaders. This system of leadership is distinct from transformative leadership. Transformative leaders change organizations by challenging the status quo and inspiring and motivating people. Adaptive leaders prepare and encourage people to deal with change. They recognize the distress that change creates and listen carefully to understand peoples' apprehensions. These could be fears of AI taking over your job, fear of the unknown within the AI "black box," and anxiety about learning new ways of doing things. Confusing terms such as "prompt engineering" to describe how people interact with GenAI only deepens employees' anxiety about the need to develop a new skill set. Adaptive leaders factor employees' fear and anxieties into their strategies to "bring people along" and help them adapt to and thrive in the new environment.

Learning opportunities related to AI, especially if delivered compellingly, can be very effective in helping people overcome their reticence about using AI. These opportunities illuminate the AI “black box.” Unfortunately, most AI learning content is written by AI experts, who assume learners already have a background in AI. This frustrates learners and makes them feel inadequate. Who can blame them for eventually giving up? Learners need to be able to relate to the content, but organizations often make generic training available rather than customizing it for their workforce. Most importantly, managers need to prioritize the time for their teams to invest in themselves, learn in the flow of work, and reflect since we learn primarily from reflection.

Some proven strategies to drive AI adoption through learning include contextualization, microlearning, and knowledge management. A brief review of the history of AI shows people AI is not that new and is already all around them, leaving them hungry to know more and eventually lean into practical applications. And they no longer feel like imposters when using words like model, parameter, algorithm, and model training, which are increasingly used casually in everyday conversation. Condensing tedious classroom or asynchronous learning assets into bite-size interactive segments delivered daily for 3-5 days via text, WhatsApp, or Microsoft Teams has higher take-up and yields better learning outcomes than traditional approaches.

Organizations that adopt and capitalize on AI the fastest will likely gain an unassailable edge over competitors. HR can take center stage in accelerating the adoption of AI by individuals and teams based on lessons learned in the adoption of people analytics. Adaptive leadership will help people adjust to the new AI-laden future. Leadership modeling of key behaviors—e.g., experimenting, failing, learning, unlearning, adapting—signals that these behaviors are important and learnable. A learning plan with customized, even personalized, content makes learning approachable. A knowledge management scaffolding helps individuals connect the dots and sustain their learning. The AI adoption race is HR’s to win or lose.

Amit Mohindra is CEO of People Analytics Success, helping organizations and individuals accelerate the adoption of and return from people analytics through advisory, coaching, and educational services. Amit started and scaled analytics teams at Apple, McKesson, Takeda Pharmaceuticals, and Wayfair and has been an HR executive at Goldman Sachs and IBM.



Beyond the Algorithm – Exploring the Pitfalls and Transformative Possibilities of AI

Interview with Dr. Joe Perez

Dr. Joe Perez speaks at numerous conferences all around the world each year, he's a technology and professional development expert and an Amazon bestselling author with multiple new releases. He currently serves as senior systems specialist and team leader at the North Carolina Department of Health and Human Services.

What foundational groundwork is needed/needs to be double-checked with regards to data quality and governance in order to leverage AI effectively?

To leverage AI effectively, I think that foundational groundwork of data quality and data governance is absolutely crucial. I would say that the first step would be ensuring that the data being fed into the AI systems is both accurate and comprehensive. Poor quality data leads to poor quality insights. We already know that and when decisions are made based on this incomplete or incorrect information, the consequences can be severe, and this isn't just related to having a large data set. No, I'm talking about having the right data: Data that's representative, relevant, up to date, before any AI implementation. It's essential to thoroughly clean and validate the data, identifying and eliminating any errors or any biases or redundancies, this process ensures that the AI system is working with the most reliable information available, leading to outcomes that are both trustworthy and effective.

Another critical aspect I see is establishing strong data governance frameworks. These frameworks dictate how data is collected and stored, processed, and shared out within an organization. Effective governance ensures that data is handled in a way that's both ethical and compliant with any regulatory standards. This would include things like setting clear policies on data privacy, data security, access control. As well as creating protocols for auditing and monitoring the whole data cycle. Good data governance also involves making sure that all stakeholders from the data engineers all the way to end users and everybody in between, that they all understand and stick to these policies. When

governance also involves making sure that all stakeholders from the data engineers all the way to end users and everybody in between, that they all understand and stick to these policies. When data governance is strong, it not only protects the organization from ethical and legal risks, but it also enhances the integrity and reliability of the AI systems that rely on this data.

Finally, creating a culture of responsibility around data management, that's essential too. And that means that everybody involved, everybody in the process from data scientists to decision makers, need to take responsibility for the quality and ethical use of the data. It's not enough just to set up the systems and the frameworks I was talking about. There also needs to be an ongoing commitment to education and diligence, regularly revisiting and revitalizing and revising the strategies, especially as new data sources and technologies emerge. That is the key to effective maintenance of AI.

So, by prioritizing data quality and governance, organizations can ensure that AI becomes this powerful tool we're talking about. For both innovation and decision making rather than, say, a source of risk and uncertainty.

[Click here](#) to access the full interview and learn about:

- The greatest pitfalls in AI implementation
- The framework needed to critically evaluate AI's impact on creativity, objectivity, liability, and dependability
- How companies can address biases in AI algorithms and actionable strategies to leverage AI responsibly and ethically
- How skillset mindset and company culture needs to shift to shape the future of AI

Change Management

Organizational Transformation: A Map for Success

by Dr. Miles Overholt and Steven Steckler

Transformation: Emotion, Logic, Chaos?

When facing any major change in our lives, we decide to move forward if we believe that the rewards are worth the risk. We think long and hard about decisions that are painful or difficult especially if there is only a 50% probability of success. If the perceived chance of failure is close to the chance of success—even if the change will give us a better outcome—we will retreat and maintain the status quo.

Yet, highly intelligent, and experienced executives often decide to implement a major organizational change, whether a new strategy, structure, or an acquisition, even if its success is dubious. Often executives do not have a choice. They must change or die so they defy the odds established by both John Kotter, who early on stated that the failure-to-success odds are 70% - 30%—and McKinsey & Co. who agreed.¹

The failure rate highlights how difficult it is to change an organization. The well-worn analogy of the difficulty of turning a super tanker is even more appropriate in today's turbulent and fluid world. HR thought leaders have addressed the difficulty through a range of strategic and tactical approaches and tools. For example, Kaplan's and Norton's balanced scorecard and Vicere's organizational DnA® began to provide frameworks for aligning change with strategic metrics. Becker, Ulrich, Green, Spinks, Mankin, Priest and others added to their pioneering work.

People Analytics is blossoming into an internal force to better understand the complexity and uniqueness of change for organizations. HR Champions work closely with leaders and employees to drive change. Yet the failure rate remains stubbornly high. Emotions are a stumbling block.

Our experience confirms that long-term sustained success is difficult to achieveⁱⁱ. What further decreases the likelihood of a positive outcome is misunderstanding what is necessary to prepare the organization for significant change. To be effective, change initiatives must deal with the employees'



emotional reactions and their mindsets about the change.

A Pressure Tested Model

As consultants, we have helped many organizations with major transformation initiatives. We have had successes. But to be honest, we also acknowledge that we have had "failures" or at best, partial successes. We readily admit the failures are painful for the consultants and for the organization as a whole and many of its employees.

Several years ago, Steckler (along with Cianni and Huldin) ⁱⁱⁱ presented an experiential model for managing change. Audience members complained that too many models are too complicated and verge on "unimplementable." Our model, on the other hand, is simple, intuitive, and rational.

Everyone in the audience agreed with the presenters, shared similar experiences, and concluded that the 70% failure rate is due to a failure to follow one or more of these guiding principles. While these principles are readily identified and easily stated, everyone agreed the hard part was identifying behaviors linked to each principle.

Thinking About Change: First-Order vs. Second-Order Change

The complexity of transformational change is overwhelming. At any given moment, thousands

of dynamics are occurring at all levels. How can anyone, any team, know how to connect, empathize, listen, and flex to the entire organizational ebb and flow? Organizational change is not a job for one leader or one superb change management team.

Nor is it simply about the first-order of change dynamics (changing structures, processes, behaviors). It also requires second-order change - altering the deep-rooted patterns that drive behavior. It is the second-order change that drives new insights, triggers different emotions, and builds the foundation of a new paradigm. Second-order change requires time and patience, something rarely accounted for in acquisitions, mergers, or transformations. In other words, what is needed is to help employees not just to behave differently, but to think differently—to adopt a new perspective. This applies equally to executives.

All of which points to the elephant in the room, the unmentionable power dynamic between hierarchical levels. Second-order change requires new insights that change the existing model. Second-order change shifts the power from what worked before to what will work in the future.

For example, some organizations have leveraged the power of IT to share more critical information horizontally and vertically, increasing employees' scope and latitude. Others have tightened control of the workflow and decreased scope and latitude. Either approach shifts the power dynamics. Consequently, transformation can quickly turn into a power struggle.

The Power of The Past

While executives, leaders and managers can rely on position-based or hierarchical power, employees (and frequently leaders and managers that are not “all in”) don't have this power. The power they do have can impact and prevent transformation, is passive-aggressive power. For those who don't want the change to happen, they have the power to refuse it or even undermine it. In many failed transformations, particularly in already dysfunctional organizations, passive-aggressive power is the braking system. It can slow, disrupt, or stop the change effort dead in its tracks.

On an individual level, passive-aggressive power is often fueled by painful and/or traumatic memories of past events. The memory of these negative

experiences act as alarms for individuals, warning them that similar experiences could hurt them in the present.

Organizations can have collective trauma and pain. As transformation consultants, we know that the first item in any discussion about a proposed transformation tends to be the sins of all the previous leadership teams regarding prior change initiatives (“We've been here before. It was a fiasco.”). But it's more than just the previous leaders employees are thinking about. They are often convinced that the current executives' behaviors will lead to similar “failures.”

This must be processed. It is the pain of past failures, broken promises, and sacrificed employees. There is a litany of past pain, hurt and trauma: failed mergers or acquisitions; failed transformations; layoffs that stripped the organization of needed talent; turnover of key leaders, experts, great supervisors, and good workers. Everyone can cite a failed critical initiative, a painfully delayed software implementation, or a lack of training for new systems. Add to this list, misguided strategies, consultants who did more harm than good, promised rewards that were never delivered, or unsafe facilities, undoable jobs, and uninformed work practices.

These collective hurts and traumas, often institutionalized and shared with newer employees, are the undercurrents that drive many of the second-order patterns. They are currents that drive dysfunction and visceral opposition of change. They destroy trust, dampen hope, and are any new leadership team's inheritance. These traumas are very resistant to any type of organizational power.

Tackling passive-aggressive power directly is usually counter-productive as it just strengthens the collective perception of impending future harm. The antidote for passive-aggressive power is to defuse it in one of three ways. First, acknowledge the hurts and sins of the past. This will drain some of the negative energy driving the passive-aggressive behavior. Second, acknowledge that employees have the power to not change. Just acknowledging this is often refreshing and empowering for employees. Third, design ways for everyone who wishes to become a stakeholder in the change to help avoid the past mistakes. The most effective way to defuse passive-aggressive dynamics is involving employees, in a meaningful way, in designing the change.

Creating Second-Order Change

Expecting a few of these guiding principles to work despite the risks we outlined, is probably reasonable for singularly focused, stable, well-run smaller companies. These types of organizations may get lucky and hit the 30% success jackpot. Expecting most of these principles to work as intended within more complex companies probably borders on magical thinking. To believe that all of these recommendations can be applied flawlessly in each and every organization, in a well-orchestrated effort bordering madness.

To increase overall chances for application success, addressing the deep-rooted patterns that drive behavior – or second-order change – we have provided what we believe to be “implementable” examples within the Nine Guiding Principles framework. Here are our overarching suggestions to create the necessary positive climate:

- Identify, address and “process” the elephant in the room (SECOND-ORDER CHANGE) (deep rooted patterns with their accompanying feelings that drive behavior).
- Discuss the emotional aspect of change around specifics, like a new work process. Link the work process—any and all details—back to the strategy to provide a why. Then discuss peoples’ emotional reactions to the change in the context of the strategy. For example: “What is still unclear about this?”, “What don’t you like about this and why?” and “What do you like about this and why?” (FIRST AND SECOND-ORDER CHANGE)
- Wherever possible, no matter the hierarchical level or power position driving it, involve people lower in the organization upfront in the design. This is not just gathering a team to run the changes by, but a group of assembled and impacted individuals that can react, respond and suggest. Ask this team to identify what is necessary both for successful implementation and to sustain this change. Move from the high level conceptual to the detailed mechanics and get them involved and engaged in being part of, first the review team and then the implementation team. (FIRST AND SECOND-ORDER CHANGE).

Change First and Second-Order Issues as a Step Toward Higher Probability of Success

Here are our recommendations to address both first and second-order change issues in each of the nine guiding principles.

Continue reading [HERE](#).

About Steven Steckler

Steve is a Strategic Advisor for Strategia. For over three decades, he has worked with business and HR executives across diverse industries to develop and align strategy, increase leadership effectiveness, successfully execute transformations and introduce and sustain change to achieve top-line growth. In addition to his own consulting firm, Steve is a consultant with Pritchett, LP, a firm focused on M&A, change and culture transformation. With over twenty-five years of corporate and consulting experience, he has led strategic change initiatives with a “hands-on” approach across global organizations in high technology, biopharma, chemicals, software development, hospitality, advertising, financial

About Dr. Miles Overholt

Miles is the Founder and CEO of Strategia. Educated at the University of Pennsylvania and the Wharton School, Miles has blended the disciplines of large systems change, family therapy, research, and consulting to create unique ways to help organizations, teams and individuals change. He has worked with over sixty companies in key aspects of managing and aligning their workforce. Miles’ experience with corporate clients spans leadership and employee assessment, executive collaboration, day-to-day management practices, individual coaching, and corporate culture alignment. He is the author of *Building Flexible Organizations: A People Centered Approach*, a book focused on how employees and organizations fit—or don’t fit—to create high performance and financial results. services and government contracting.

People Analytics

A Plaidoyer for Narrow Models and Narrow Use Cases

Interview with Cole Napper, Ph.D.

Cole Napper is a world-renowned voice in the people analytics community. He is the Co-Host for the Directionally Correct podcast and writes for the Substack newsletter under the same name, both #1 in the world. He has over 15 years' experience building HR centers of excellence from the ground up to scale - with an expert focus on People Analytics. He creates competitive advantage using People Analytics for companies big (Texas Instruments, Toyota, PepsiCo) & not-so-big (Orgnostic, Motive, Booster)

What is your general sentiment about AI and has it changed over the past months?

AI, such as machine learning, has been around for quite some time now, and my sentiments on that haven't changed very much at all on that topic. But Generative AI is newer, and large language models that have been produced by companies like OpenAI and Anthropic are more nascent. My sentiment around them has been consistent: cautiously optimistic. I am not one of those people who buys into too much of the hype around these tools. I have a dogged focus on utility and impact and what that means is: can these tools come in and make a direct impact on something that helps me, or my organization do their jobs more effectively? I think there are some very narrow use cases where AI, Generative AI specifically, can be quite effective. A lot of the hype around "is this going to replace whole jobs or whole professions?" has yet to be seen.

How do you see Generative AI in those narrow use cases redefining workforce capabilities? There are high hopes for predictive analytics and deeper analysis, have you already seen that happening? And if not do you see it happening in the foreseeable future?

In the current moment, capabilities of GenAI seem to be primarily focused on the things that these algorithms do well, whether it be writing or generating audio or generating visual files, which isn't very much what HR does. And then there is the coding



space, that is probably the area where you've seen the biggest uptick in productivity. Things like GitHub Copilot, that allow folks who already were doing coding to be more productive, and it has the side benefit of potentially decreasing the barriers to entry for doing so.

What I have seen in regards to the future, which seems exciting, is that many of the potential applications come in the form of the ability to do analysis, whether it be descriptive analysis or predictive analysis or diagnostic analytics, or whether it be creating a data visualization or creating a correlation or creating a pivot table or what have you. If you're able to load datasets into the Generative AI tools, these analyses appear to be commoditized. Not without their issues, but some of that exists today and I foresee that only getting better – not to mention the use of "Agents" for the ability to collaborate on analysis. I really think that there's this juncture coming, which I see coming quickly, and at this juncture of asking the question: "do you do it yourself?" in a tool like Open AI or Claude or do you have a tool that your organization already uses but has Generative AI capabilities? Generally speaking, the HR technology tools that have Generative AI capabilities that are already in use, those Generative AI capabilities are very, very narrow.

Then tools like OpenAI or Anthropic, they still suffer from hallucinations and therefore you have to be able to check your work. **That means you have to do double the work.** Instead of just doing the work yourself the first time, you now have to use AI to

do the work and then do the work yourself again, which is actually a net productivity loss, not a gain. But I foresee in the near future that the ability to do most analysis can become commoditized and what used to be called “exploratory data analysis” is almost completely going to be automated as long as the Generative AI tools are able to iron out all the hallucinations and mistakes.

Referencing Richard Rosenow’s presentation on the rise of the workforce systems leader and the people data supply chain, where he made the point that you need to be aligned i.e. in form of a Center of Excellence or have a workforce system leader bringing all HR functions together, or you will never be able to fully leverage AI to the desired degree within HR & People Analytics, do you agree or do other paths exist?

The premise of his presentation is that Generative AI data needs to be able to answer all questions for all stakeholders all at once. And that means that comprehensive models are going to be trained to do everything based on HR data. That is one pathway. I agree if you want to have that model of operating using AI, you likely need to follow what he has put forward or something similar.

I do believe there are cases though, where more narrow models will be more useful and therefore you do not have to have everything aligned. Let me give you a non-Generative AI example: Back to the classic “build-versus-buy” debate when it comes to having a data warehouse. Most organizations who decided to build a data warehouse themselves realize it’s going to take them two years to do this and for these first two years, you’re not going to receive any value from this team until we get this database to where we need it to be. The same problem exists with the People Data Supply Chain. Unless you get every step in the full People Data Supply Chain that Richard talked about in order, which could take years, you’re not going to be able to do AI. And I think that if you do get every step involved right, you will be able to do excellent, excellent work. But I think that there’s value that can be gained in the meantime with more narrow models and narrow use cases, if done effectively. Speed of productivity is a real concern.

Are there any particular AI use cases in People Analytics that have impressed you?

For more traditional use of AI, I am very curious about different use cases for machine learning and organizational network analysis and the like. I think that there’s definitely some untapped areas in People Analytics. But I think that there’s definitely more value to be mined in the traditional uses of AI.

In regards to Generative AI in particular, I do want to come back to this point of commoditization.

I actually see commoditization of analysis using GenAI to be a good thing. Many people have been saying that we need to democratize People Analytics for a long time. The barriers to entry to doing effective People Analytics are too high. Just to use Richard’s People Data Supply Chain as an example, if the barriers to entry are too high for deploying that operating model, whether it be from a modeling, systems, data, etc. point that boxes everyone out from doing effective People Analytics. We need to decrease the barriers to entry.

I want some of the basics of People Analytics to become commoditized to decrease the barriers to entry and increase the ability to democratize and make an impact with People Analytics. What if we never had to build another dashboard or create another pivot table ever again? Wouldn’t that be a net plus for the field?!

And I know there are people out there, all they do is create dashboards and pivot tables and to them it probably seems as if that’s not a great future, but those people have the capability to be more strategic. They have the capability to make more of an impact. Commoditization of People Analytics serves everyone’s best interest for our ability to accomplish more and become more strategic.

You always ask the question: Is People Analytics for the people? What is your personal opinion on that?

The way I see it, people analytics has to be for the people and for the business, and those two things are inseparable. You could be doing only work for the people, but if it’s detrimental to the business that ultimately is going to be detrimental to the people, that is going to catch up to the organization quickly as well and so it has to be for the people **and** for

the business. Sometimes our fields go wrong when they want to do things solely for the people to the detriment of the business, and that is fundamentally unwise.

What are the biggest issues we still need to find solutions for as everyone's piloting and adopting AI?

You can point out the typical issues like ethics, and data privacy, etc. I think other fields have actually been affected much more acutely by this transition to using AI than People Analytics have.

So imagine you were a cancer researcher, and you knew that if you could just get the DNA of every single person on earth, you could cure cancer. To you, that might sound like a really great proposition. However, not everyone on earth has the ability to give informed consent for you to collect that data about them. The same problem exists for employees when it comes to people analytics and AI. What if you knew you could create the perfect utopian organization if you just got every piece of sensitive data about every one of your employees, regardless of whether they signed off on it? I think that the tradeoff there is too much. You must have informed consent. There are a lot of principles that have come from social science around how to do ethical and legally defensible research that we have to embody if we're going to use AI effectively. There's a lot of work that organizations could do to build the trust and the consent of their workforce. We must create asymmetries, namely, creating situations where an employee only stands to benefit and the organization only stands to benefit, but the downside risks are minimized. You don't want to create what we might call the "Eye of Sauron," to use a Tolkien reference, and AI is just the overlord who is watching over all of us from a 1984 perspective.

But if you are able to create an asymmetric situation, where you are able to use the minimum amount of data necessary to make the maximally positive impact on the business, I think most people can live with those types of tradeoffs, and that's what we need to be pursuing.

You're the first person bringing up the point of using less data.

I think it applies to a lot of use cases for GenAI. Could you just use a narrower model?! There's this concept called "Minimal Necessary Force" that I have always socialized where I worked. The principle is to "do the

minimum amount necessary to make the maximum impact". It's a really great principle to live by.

What are your thoughts on AI training AI?

There's a part of what you're describing that I technically understand, and there's a part of this that I don't understand.

I'll just be completely transparent with you. When it comes to things like AI's training AI and using synthetic data. I don't understand how that has any validity in the real world. Maybe that's a limitation of my knowledge in the space.

I always try to use the simplest explanation for something. Imagine an AI is trying to train an AI to build a pivot table. It is going to take instructions that have previously been written by humans and then use those instructions to write its own prompts to do its own analysis. To me, I actually don't really see any problem with that. Where I do see a problem is if you get into situations where the objective is unclear or unknown. Creating a pivot table is a very concrete objective and there's little ambiguity or things left open to interpretation. But there are situations where you're trying to use an AI to solve a very complex problem, and the goal actually may be unclear, and in those cases, once you lose the oversight of how an AI is training an AI to help solve that problem or create the right prompts or write the right code, you fundamentally lose the grip on how to validate the results. How can I validate if this is correct? How could I reconstruct this and reliably reproduce this if necessary? And if you ever lose the thread on validity and reliability, that's very concerning from a scientific standpoint. I think the narrower and more specific we go with GenAI the less chance we have for creating data and problems that fundamentally are undiagnosable.

Would you ever want to create a problem for which you lack the ability to diagnose the solution? That seems to me like a very unwise decision.

It's fun to experiment with AI. It's fun to ask ChatGPT silly questions and see what answers come back. We've all been there, and we've all done that, but I think where we err isn't so much our curiosity or having fun, it's when we put stock into the answers that come from an AI that we wouldn't put into another human being. If you ask an AI a question that human beings fundamentally can't answer right now, why should we expect that an AI could answer it?



For me that gets into very mythological thinking, and that's fundamentally an unwise place to be. If we are asking too much of these AIs before they're "ready for it" (and they may never be ready for it), then we're basically treating them like demigods and that's probably a really unwise thing to do.

How do you solve the conundrum between predictive modeling based on behavior, skills, and traits, and the fact that humans are capable of change?

Classical Test Theory states that the real result is the combination of the results you find plus an "error" term. It's as simple as that, and so what is "error" in this case? Error is humans' capability for change. Your model makes a prediction, and that prediction has a correlation in the real world, and sometimes the model is right and sometimes the model is wrong.

If you have a really, really good model, it's going to predict the future, let's say 70 to 80% of the time and that last 20 to 30% is up to error.

But in human terms, that error is the fact that we have free will, and that we have the capability to change, that people have the ability to evolve. So sometimes errors are actually a really positive thing for organizations. I have not had an opportunity to spend as much time on this lately, but there have been times in the past where I've built predictive models and tried to study the error and see how we can recreate positive errors.

Let's say you predicted somebody would not perform well at a task, and they actually perform well. So they were able to accomplish something great, and we predicted they would not. Can we study that, and can we try to replicate that in other human beings? That's actually a really fruitful line of reasoning, if we can incorporate that type of thinking into predictive models. If you were a data scientist and you were trying to predict the stock market, your goal is to get as close to 100% predictive ability as possible. If it's human beings, I don't actually think that that should be the goal. I think 70 to 80% is pretty good and most people never even get there. And then we can use that last 20 to 30% to really try to maximize human flourishing.

Do you think that this will be on the way to being a skills-based organization, something that will be a major hiccup in the future

I think that there's a lot of hiccups holding us up from being skills-based organizations. Whether you should create a "skills-based organization" is a whole other conversation to itself. If you're just trying to predict peoples' skills into the future, I think a few steps are skipped. How you understand how real skill acquisition occurs and what does it take to have mastery of a skill?

Because there's a big difference between a person who just acquired a skill and a person who has mastery of that skill. And I think from a predictive standpoint, those two people are often seen as interchangeable in a predictive model. So, if you're creating a categorical model to try to predict if someone has that skill or not, that creates a problem. That's going to corrupt the models results because the inputs that go into the model are not going to be the same for a person who has mastery as a person who just acquired a skill.

This becomes a really complex problem very quickly, not to mention all of the other things that could go wrong with skills-based organization.

In your opinion, what will be the most critical factors for success in managing a workforce that increasingly interacts with AI technologies?

I think you're going to have to create learning-based organizations and cultures.

I think you're going to have to employ best practices based on change management and communication, and I think it's about, again, establishing this high-trust environment among employees.

All of those practices are on the "softer" side of things, when it comes to the "harder" skills, we're going to have to make AI easier to use. This is the same problem that existed with coding beforehand. Everyone said, once the prevalence of computers increased in the 90's and early 2000's, that people are going to have to learn how to code to be able to be successful in the economy and really, that wasn't true. There's always been less than 10% of the population who knew how to code and yet, many,

many more people are still employed with no coding skills. The same thing is going to exist for GenAI. If AI can become the most user-friendly tool that has ever existed, then it can be more easily distributed amongst all skill levels in the workforce. The better it is able to model itself to the user rather than the users modeling themselves to the AI, the easier this transition will be and the more people that will be able to pick up these skills. But if everyone has to get a Ph.D. in Prompt Engineering to be effective using AI, it will never be as broadly adopted as people are predicting. The key skill in that scenario is “critical thinking”.

The one skill you really need to be building is critical thinking in your workforce. And that is a much easier task than teaching people 10s if not hundreds of skills.

With the enthusiasm around AI and adoption rates soaring, at what stage is it corporate responsibility to address its environmental impact?

I’m of the mind that this has to get figured out, not just for environmental impact reasons, but also for business reasons. And now hundreds of billions, if not trillions of dollars that are being invested into resources to support GenAI, like data centers that are stacked with AI servers is just absurd and not sustainable for the businesses who are doing that. The businesses that are running this way, whether it be the big technology companies or others, they have a very, very strong incentive to minimize this investment.

And that, as a consequence, would minimize the environmental impact.

One of the themes of this conversation is that I’m very much in the camp of narrow models. I think that the broad models have their role, but narrow models do too. And you know what narrow models also do? They minimize the environmental impact. And so, I am very bullish on narrow models. I think that organizations that are investing in GenAI will find ways of making these models simpler and streamlined out of business necessity. And there’s a precedent for this. I imagine that if you saw a computer in 1970. It might have taken up an entire room. And then computers got smaller and smaller and smaller and required less and less resources. I think we’re going to go through the same curve with the technology that supports AI, and I think that is what’s going to address the environmental impact. But right now I think it’s very, very unfortunate

how much power and resources, I mean, they’re talking about even building nuclear power plants just to power the ability for these AI algorithms running, to me, that just seems absurd. So, something’s got to give is kind of my point, but I don’t know necessarily from my corporate governance standpoint, who’s responsible for that, but it’s going to happen one way or another.

Looking out for those who might not have a fully established People Analytics function who are still struggling to prove value. Do you have three tips to make a quick win or get backing from senior management, especially with regards to AI?

I’m giving my non-AI answer and then I’ll layer AI on top. My non-AI answer is:

1. Find a problem that everybody agrees is a problem.
2. Find some data that can help diagnose that problem.
3. Analyze the data and then take action based on the results.

And my hope is that AI comes in and is able to automate a few of those steps for you so that it doesn’t even require the ability to analyze data to follow those steps effectively. And I think that those steps are very approachable for anyone, as long as they have the intellectual curiosity and the problem-solving orientation to want to make things better in their workplace.

Culture Amp and Nasdaq: A People Analytics Transformation

People analytics is crucial for modern businesses aiming to drive success through informed decision-making. Nasdaq, a global technology company serving the financial services industry, has always valued people data, it recently doubled down on using people analytics to uncover deeper workplace insights. By leveraging advanced analytics, Nasdaq aims to better understand employee engagement, improve talent management, and enhance overall organizational performance.

To explore this transformation, Culture Amp's CEO Didier Elzinga sat down with Nasdaq's Richard Taylor, SVP of People Experience & Diversity, and Nicole Lettich, Director of People Analytics, to share real people analytics strategies they've used to sustain high performance and drive success. Here's what they had to say:

Building credibility with executives through data

Nasdaq is blessed with an executive team that truly puts employee experience first, and that means Rich and Nicole have their work cut out for them. They're responsible for supplying senior leaders with the data and insights they need to boost engagement and make Nasdaq a great place to work.

"It's important for people in roles like mine and Nicole's to understand what your executive team values most and prioritize that. I've seen and been part of HR teams that gather so much data that it's overwhelming. You need to help them identify a few things that really move the needle so then you can prioritize," shares Rich.

Rather than pursue numerous people initiatives simultaneously, Rich recommends focusing on one or two key areas at a time. This approach allows you to monitor the results of your actions more effectively. Over the past five years, Nasdaq has used this strategy to develop clear career frameworks and foster a culture of ongoing recognition. The impact has been substantial: overall engagement scores have increased by eight points, with career and recognition metrics seeing impressive **20-point rises**. To build credibility and trust with your executive team, Rich recommended starting with initiatives that will make a meaningful impact on employees



and presenting relevant data to back up your claims. An early success can help you gain the buy-in and support you need to pursue larger-scale improvements.

Not every initiative will require extensive data. Nicole adds, "Our focus has been on bringing those foundational metrics to our senior executives so that we could whet their appetite when it came to the data. We use that as an opportunity to identify areas where we could do deeper dive analyses. As you can imagine, that approach isn't exactly scalable," she explains. "So we started building out some dashboards for the more common data requests. That way, we had a single point of truth that we could use when sharing our people metrics with the rest of the business."

Since switching to Culture Amp, Rich and Nicole have streamlined the way they deliver crucial people metrics. Custom dashboards help them pull common metrics quickly and easily, while having Culture Amp as a single source of truth for all things engagement has helped further establish their team's credibility and foster a data-driven culture within the organization.

From reporting to predictive analytics

Looking ahead, the Nasdaq people team sees itself transitioning from traditional data reporting to predictive people analytics.

"We want to go beyond the data to understand the underlying drivers...and build that larger picture around the employee journey. We want to go from 'What's happening to Y?' to 'What's next?'," shares Rich. He'd love a future in which he and his team can identify key factors influencing employee behavior, like why employees might be leaving, and use data to answer questions like, "Could we boost retention if we

invested more in recognition or career development?”

Thanks to Culture Amp, the company is close to making this a reality. Culture Amp's platform gives Nasdaq a comprehensive view of the entire employee journey – from hire to exit. With all this data at their fingertips, the HR team can offer actionable insights to executives, enabling Nasdaq leaders to understand the connections between various events and outcomes.

Rich adds, “The gold stake for me is to be predictive, like let's get ahead of it and try to address things before they become an issue.”

Together, Rich and Nicole aim to leverage predictive analytics to anticipate challenges and proactively implement solutions, fostering a more engaged and stable workforce.

Maintaining healthy, trusted data

At the end of the day, your people strategy is only as good as your data – words Rich's and Nicole's teams live by. Culture Amp plays a pivotal role in their respective teams' abilities to maintain healthy data and build senior leaders' trust in their insights.

“It's important that we have that foundation of trust with our stakeholders when it comes to providing reliable data,” shares Nicole. “One of the reasons that I'm excited about adding a people analytics platform is because it's going to give us the ability to combine different datasets. We will really have an understanding of our data health and our data quality.”

Culture Amp has also helped the company share survey results with the entire organization, not just senior leaders. Now, managers can access their team's anonymous responses in real-time, helping them unlock the insights they need to become better people leaders.

[Culture Amp] is one of the only platforms where we have employee surveys embedded with core HR data. And if you think about it, one of the first questions that you get from a manager when you share data is 'Why?'. Now, we'll be able to use all of this information to provide context to the metrics that we're already sharing out.

— Nicole Lettich, Director of People Analytics

With Culture Amp, Nasdaq managers can have a better understanding of what's happening with their teams when the second engagement surveys close. With this information, people leaders can reflect on their role and take action to build stronger teams.

Unlocking the power of people analytics with Culture Amp

People analytics enables organizations to quickly draw actionable insights from vast sources of people data, providing business leaders with the information they need to make informed decisions. The right people analytics platform equips HR teams with the knowledge they need to make strategic choices that enhance overall organizational performance and employee engagement.

Want to learn more about how Culture Amp is helping Nasdaq benefit from people analytics? [Watch the full recording](#) of Rich and Nicole's conversation from [Culture First Global 2024](#).

Scan the QR code to learn more.



Wellness and Wellbeing

Interview with Arianna Huffington, Founder & CEO of Thrive Global

Arianna Huffington is the founder and CEO of Thrive Global, the founder of The Huffington Post, and the author of 15 books, including *Thrive* and *The Sleep Revolution*. In 2016, she launched Thrive Global, a behavior change technology company with the mission of improving productivity and health outcomes.

She has been named to Time Magazine's list of the world's 100 most influential people and the Forbes Most Powerful Women list. Originally from Greece, she moved to England when she was 16 and graduated from Cambridge University with an M.A. in economics. At 21, she became president of the famed debating society, the Cambridge Union.

Her last two books, *Thrive: The Third Metric to Redefining Success* and *Creating a Life of Well-Being, Wisdom, and Wonder* and *The Sleep Revolution: Transforming Your Life, One Night At A Time*, both became instant international bestsellers.

What steps are you seeing successful companies taking today to prioritize workplace wellbeing and boost engagement?

Certainly, with the many partners Thrive Global is working with, what we're seeing, first, is a mindset shift. Leaders at successful companies realize that well-being isn't a warm and fuzzy benefit for a perk, but rather an essential strategic priority that's directly tied to business metrics. It's a competitive advantage – if your company isn't using it, one of your competitors likely is.

And next, what these leaders want are tools to embed well-being directly into the fabric of company culture and the workflow itself. That's what Thrive is all about, and it's why we have integrations of our tools into workflow software like Microsoft Teams, Slack, and contact center software like Genesys, NICE, Intradia and Webex.

You can't boost engagement among employees who are burned out. So embedding well-being into



the workflow becomes both a productivity and an engagement multiplier.

What corporate wellness trends are you currently most optimistic about?

The trend I'm most optimistic about is how we can use AI to make dramatic improvements in workplace well-being. Of course, AI is already transforming the workplace in all sorts of ways, but that's mostly related to productivity.

Thrive focuses on the five behaviors that govern every aspect of our health and well-being: sleep, food, movement, stress management and connection. These govern our well-being not just at home, but at work, as well. By making small changes in these behaviors – at Thrive we call them Microsteps – you can make dramatic improvements in your health and well-being.

At the same time, we know that the more personalized nudges and Microsteps are, the more successful they will be. And through hyper-personalization, this is something that AI is uniquely positioned to do.

That's what we're doing with our new company, launched with OpenAI, called Thrive AI Health, which is building a hyper-personalized AI Health Coach.

So, I'm optimistic not just about AI to improve productivity in the workplace, but also well-being in the workplace.

Why is it important for employers to prioritize chronic care management for their employees?

Even though workplace well-being is being prioritized more and more, chronic diseases are skyrocketing worldwide. Healthcare systems around the world are breaking under this increasing burden and none of them are keeping up. And this is being reflected in employer health costs, as well, which are projected to increase 9% in 2025.

At the same time, we know that our daily behaviors account for a greater share of our health outcomes than our genes are even medical care. So, behavior really is a miracle drug for the prevention of chronic diseases and for optimizing treatment. And that's why employee well-being programs are so important. Because the long-term health of a company's bottom line is directly connected to the long-term health and well-being of employees.

Can you shed more light on what an AI health coach is where you see this technology having the biggest impact when it comes to workplace wellness?

We have almost an unfathomable amount of data, lab data, medical data, biometric data — in fact, it's estimated that as much as one-third of all global data is related to healthcare. The Thrive AI Health Coach will put that data to work for our health by helping us change our behaviors.

It will be trained on the best peer-reviewed science as well as Thrive's behavior change methodology, and on the personal biometric, lab, and other medical data you've chosen to share with it. It will learn your preferences and patterns across the five behaviors of sleep, food, movement, stress management and connect. So, for instance, it will learn what conditions allow you to get quality sleep; which foods you love and don't love; how and when you're most likely to walk, move, and stretch; and the most effective ways you can reduce stress. Combine that with a superhuman long-term memory, and you have a fully integrated personal AI coach that offers real-time nudges and recommendations unique to you that allows you to take action on your daily behaviors to improve your health.

And because it takes a whole human approach encompassing all five behaviors, it's going to have an impact on every aspect of workplace wellness.

What role do microhabits play in driving long-term behavioral change among employees?

We know that behavior change is difficult. But it's absolutely possible when it's done right. And the core of that is starting small. That's why Thrive Global's behavior change platform is based on Microsteps, which are incremental, too-small-to-fail daily steps people can take that cumulatively become healthier habits. As the science on behavior change clearly shows, this is the way to maximize the effectiveness of behavior change.

And so, we have hundreds and hundreds of Microsteps on all five behaviors and we give them to employees by meeting them where they are, on Teams, on Slack, on the web or on mobile. With our Thrive AI Health Coach, we'll be able to give employees Microsteps in real time as they need them.

And we reinforce Microsteps with the power of storytelling and community. Storytelling is one of the most powerful behaviors change tools. It's stories that truly move us — stories of people overcoming obstacles, building healthy habits, or just making small changes that over time will have a big impact. When we see others who have done what we want to do, that's a story that we can relate to. That's why we also highlight and celebrate new role models of success.

So, there's nothing wrong with aiming big — that's what Thrive does — but it's to get there we have to start small.

What advice would you give employers looking to more effectively track the progress of their employee wellness programs?

It's important to embed well-being into the day-to-day culture and the workflow — when you do that, you're able to get real-time snapshots of employee well-being. And when you do that, and when well-being is prioritized, you're able to indirectly track the progress of well-being programs in downstream metrics like engagement and productivity.



Mental Health **FIRST AID**

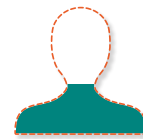
from NATIONAL COUNCIL FOR MENTAL WELLBEING

Mental Health First Aid **at Work**

Prioritize mental health for your team.

Mental Health First Aid at Work:

- **Promotes** a healthy, happy and high-performing workplace that values physical and mental health.
- **Boosts** employee productivity, morale and retention.
- **Empowers** employees to engage in safe, respectful conversations about mental health challenges.
- **Complements** existing employee services and wellness programs.



**40% OF
EMPLOYEES**

**say their jobs have a
negative impact on
their mental health.**



Get Started at MHFA.org/Workplace?FutureOfWork

Mental Health in The US – We Are NOT OK

By International Association for Human Resources Information Management

Mental health issues in the workplace are not just a significant and growing issue but a crisis that demands immediate attention. The complexity of addressing these concerns is compounded by rapidly changing social, technological, and health factors in the workplace, such as automation advances, ongoing pandemic paranoia, and emerging new technologies that fundamentally alter how we communicate and work together. The demand on the workforce to adapt and assimilate all these changes is significant, and the unfortunate consequence is that, in increasing volumes, more employees are recognizing how work is taking a personal toll on their mental health. Statistics and antidotes will be shared since the situation is critical and progress is uncertain.

Beyond acknowledging that a significant problem exists, we seek to highlight some of the critical causes of workplace mental health illness and emphasize that viable and effective methods exist to address these issues. It is also clear that the data reflects the pervasive nature of mental health issues, but what are the prevalent mental health issues that most people are experiencing, and why are we failing to address these needs adequately?

High-Stress Levels: Many employees experience high stress levels due to long hours, inadequate staffing, and an overall lack of support. Feeling isolated, alone, and disconnected from a team or common purpose in the workplace invariably leads to burnout that impacts physical health, psycho-social well-being, and mental health. Removing the sources of stress appears futile, so our focus necessarily focuses on adapting.

Anxiety and Depression: These are common mental health problems exacerbated by workplace conditions such as poor communication, limited decision-making participation, absence of feedback and recognition, and inflexible working hours. Once again, changing behavior embedded with the American way of work will be slow, so response options are mandatory.

Pandemic-related Increased Mental Health

Problems: The COVID-19 pandemic and a myriad of subsequent contagions have intensified mental health issues. The shift to remote work, fear of infection, and social isolation has all contributed to increased anxiety, depression, and substance abuse. Concerns that work itself and physical contact with other people may pose health threats foster an underlying unease with the work environment and fellow workers. COVID has exposed the significance of these threats, and no one will be able to bury those concerns, so how do we adapt and push through these issues?

Harassment and Bullying: Psychological harassment and bullying are significant contributors to work-related stress and mental health problems.

Decreased volumes of supervisors and reduced facetime with leadership often promote informal influences on performance. In 2023, 22% of workers reported experiencing harassment in the past 12 months.¹¹ Establishing norms to extinguish these destructive behaviors is critical to overall remediation.

Toxic Workplaces: Many employees report experiencing toxic or abusive work environments. These are often characterized by bullying, discrimination, and a lack of civility. Such environments can severely impact mental health due to decreased supervisory interactions, increased performance demands, and less connection to how my contribution impacts the team.

Fear of Harm: Nearly one-quarter of workers have experienced or feared harm to their mental health at work.¹² What is particularly troubling about this issue is the increased volume of people who see no solution other than harming themselves! The increase in self-harm and suicide itself as the only viable option is the most significant threat to the workforce today.

Poor Management Practices: Reduced workforce capacity has resulted in unhealthy management

practices. Decreased communication and guidance volume, reduced coaching and correction frequency, lack of team cohesion, and limited participation in decision-making are standard. Identifying the management skills gap is the first step, with coaching, training, and remediation as critical next steps.

Compensation Shortfalls: Not having enough money is an ordinary employee's complaint, but most people can relate to the real issues of inflation, wage stagnation, and increased financial pressures in housing, food, and child support. Failure to keep up with inflation and meet basic needs puts tremendous pressure on people at work.

Need for Change: Creating work/life balance, being recognized for your contribution, and making a difference are just a few reasons people feel compelled to change. These aspirations and a growing recognition of the need for safer, more supportive, and healthier organizational cultures create workplace pressure on workers to make a change. Acknowledging there is a real problem is a solid initial step that needs immediate follow-up with reasonable resolutions.

Addressing these issues requires a concerted effort from employers and employees to create a more supportive and healthy work environment. Beyond acknowledging that a significant problem exists, we strive to understand the fundamental causes and emphasize that viable and effective methods exist to address these issues. Each of us has a role in fostering a supportive work environment, and it's crucial that we all play our part.

So, let's start looking for ways to address these issues. The foundational truth is that work itself can protect mental health. Almost 60% of the world's population is at work,¹³ and all workers have the

right to a safe and healthy environment at work. Productive and healthy work supports good mental health by providing:

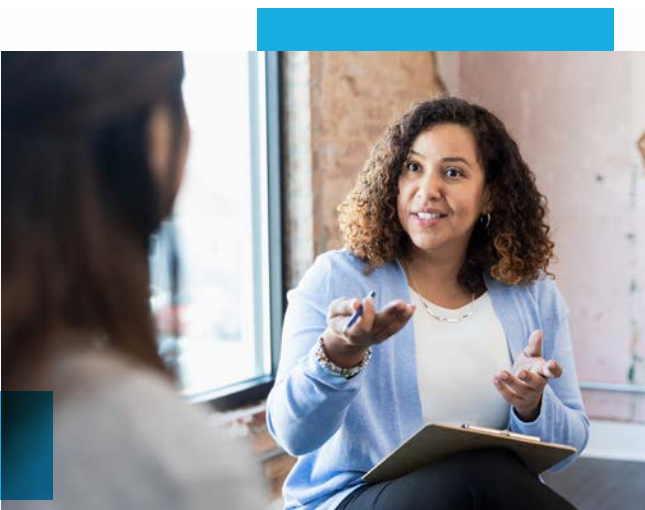
- **Community of belonging and shared interests**
- **A means for self-sustenance or a way to live**
- **A sense of confidence, purpose, and achievement**
- **An opportunity for positive relationships and inclusion in a community or team**
- **A platform for structured routines, among many other benefits**

Safe and healthy working environments are not only a fundamental right but are also more likely to minimize workplace tension and conflicts and improve staff retention, work performance, and productivity.¹⁴ Conversely, a lack of adequate structures and support at work, especially for those living with mental health conditions, can affect a person's ability to enjoy their work and do their job well; it can undermine people's attendance at work and even stop people getting a job in the first place.

For many, technology is the curse of the new workplace where it is impossible to escape and get away from work to achieve anything close to work/life balance. The always-present/always-available technology ability to connect to work has generally resulted in frustration that it is impossible to escape work. Managing work-related anxiety can be challenging, but several strategies and tools can help. Here are some practical ways (some even use technology) to cope:

Seek Help: Acknowledging that there are issues and consulting with a mental health professional is often the best strategy to start managing stress and improve mental health. It may be easiest to start by talking with a trusted friend, family member, or colleague, but consider expanding that support network by seeking a counselor or therapist. Accessing this support virtually and in person provides access flexibility for this assistance. Many platforms can access extended help; some examples include BetterHelp, Talkspace, Happify, MoodKit, and Calm.

Set Boundaries: Establishing clear boundaries between work and personal life can help maintain



a healthier balance. Technology can assist in this area by helping organize work/life balance through scheduling and tracking where your time and focus go regularly. Prioritize tasks and recognize personal progress by breaking work into manageable tasks. Setting a schedule, managing tasks, and separating work can be facilitated by tools like Todoist or Trello.

Practice Self-Care: Regular exercise, adequate sleep, and mindfulness practices can help reduce stress and improve overall well-being. Many tools are available to track your progress in these areas and hold yourself accountable for activities critical to health and well-being. These options include fitness programs, mindfulness and relaxation practices, and even breathing and relaxation exercises. Tools to investigate include Calm, Headspace, MyFitnessPal, and Nike Training Club, but the best tools will never replace the physical activities necessary to make self-care possible.

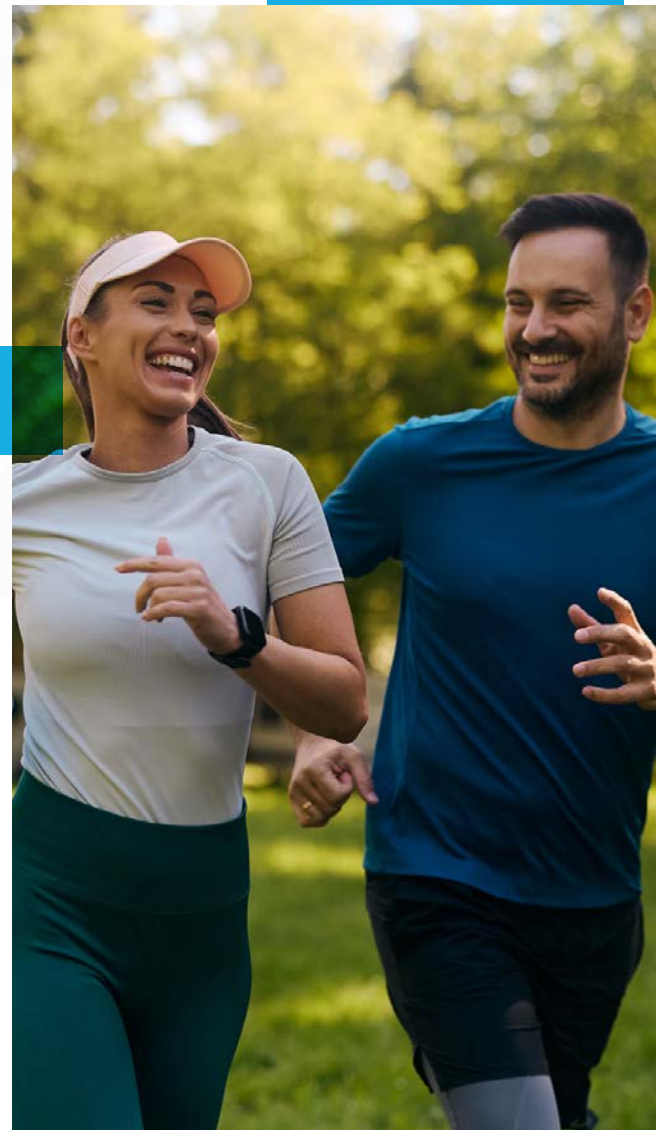
Identify What Works and What Doesn't: Keep track of situations that cause anxiety to identify patterns and triggers, reflect on what causes anxiety, and plan to do things differently. Take breaks and establish a healthy lifestyle through exercise, diet, and fitness. Change doesn't need to be radical to be good; it just needs to be sustainable. Two areas that are easiest to begin this transition are the following:

- **Establish a Healthy Lifestyle:** Eating a balanced diet can improve overall well-being, support productive capability, and help manage anxiety. Check out apps like Fooducate, Platejoy, Lifesum, and others to help plan and monitor a healthy diet.
- **Sleep:** Ensure you get enough sleep. Apps like Sleep Cycle, Aura, Slumber, and others can help you track and improve your sleep patterns.

Professional Development: Focusing on building skills and engaging in continuous learning will yield long-term benefits and enhance employee options. Platforms like Coursera, LinkedIn Learning, and others offer various educational options to improve capabilities and expand options.

Implementing these strategies can help you manage work-related anxiety more effectively. If you need more personalized advice, consider contacting a

mental health professional. Is there a specific strategy you'd like to explore further? Don't settle for the status quo when you know things aren't OK. Act now utilizing any of the resources mentioned in this article, but don't settle for being less than your best.



Talent Acquisition

Talent Acquisition 2.0 – Steps towards Transformative Change

Interview with Matt Alder

Matt Alder is a strategic consultant focusing on innovation and technology in HR and Talent Acquisition. He is the host of Recruiting Future, one of the world's most popular talent acquisition podcasts and, over the last 20 years, has built a reputation as a global thought leader, working with employers to optimize their digital strategies. He is based in Edinburgh, UK.

What are you most optimistic about when it comes to TA and why?

The talent acquisition landscape is undergoing unprecedented changes. With the rapid advancement of new technologies, particularly AI, and a more volatile market than ever, many things are in flux. However, I'm optimistic that these changes will lead to a better future for recruiting. We have the potential to reach a point where people can find the right job at the right time, with the right benefits, all powered by technology and intelligence. Current circumstances are pushing employers to be more flexible and evolve their approach to recruiting, making it more effective for hiring managers, recruiters, and candidates alike. There's a real opportunity to create a win-win situation where technology, combined with a flexible mindset, can enhance the candidate experience. We can achieve personalization at scale, and companies can better understand what skills they need, when they need them, and how to find them. This shift also allows recruiters to take on a more strategic role, focusing on building relationships. I believe that, in the next two to three years, AI and automation will play a significant role in making this vision a reality.

How are you seeing successful recruiters use AI to better personalize the experience for candidates?

Some organizations are embracing these changes at a company-wide level, while individual recruiters are taking initiative on their own, sometimes without official support. Especially with generative AI, I've seen companies use it not only for tasks like building

job descriptions but also to standardize these processes across the organization. They're leveraging AI to analyze vast amounts of data, gaining insights into what's working and what's not.

At the individual recruiter level, I've noticed people automating tasks such as market analysis, outreach, and scheduling. However, it's not just about adopting technology. We've had new tools entering recruitment for over a decade, but many were implemented poorly because they weren't fully understood or used strategically. The best recruiters are those who consider the human side of their interactions—ensuring their messaging is relevant, engaging, and makes candidates feel heard. Even in an automated process, candidates should receive better information, quicker responses, and an overall improved experience.

The key is using technology to enhance communication, not just to speed up or simplify processes for recruiters. If not done thoughtfully, there's a risk of simply accelerating the “spam machine,” overwhelming candidates with irrelevant content and frustrating everyone involved.

Can you elaborate on that and how it can help organizations successfully adapt the way they're working?

This idea comes from our book *Digital Talent*, where we explored the impact of digital transformation on organizations. One major takeaway is the importance of having the right skills within the company. With rapid business transformations and technological advancements, the lifespan of skills—especially digital ones—is becoming much shorter. It's now common to hear that certain skills are only valuable for around 18 months, and some HR professionals even report skills becoming outdated in as little as six months. As a result, companies need to adopt a more holistic approach to managing talent. This means rethinking how they acquire and develop skills within the organization. Are they hiring full-time employees, bringing in contingent workers, or working with consultants? Is AI providing some of the necessary skills? And, importantly, how are they reskilling or

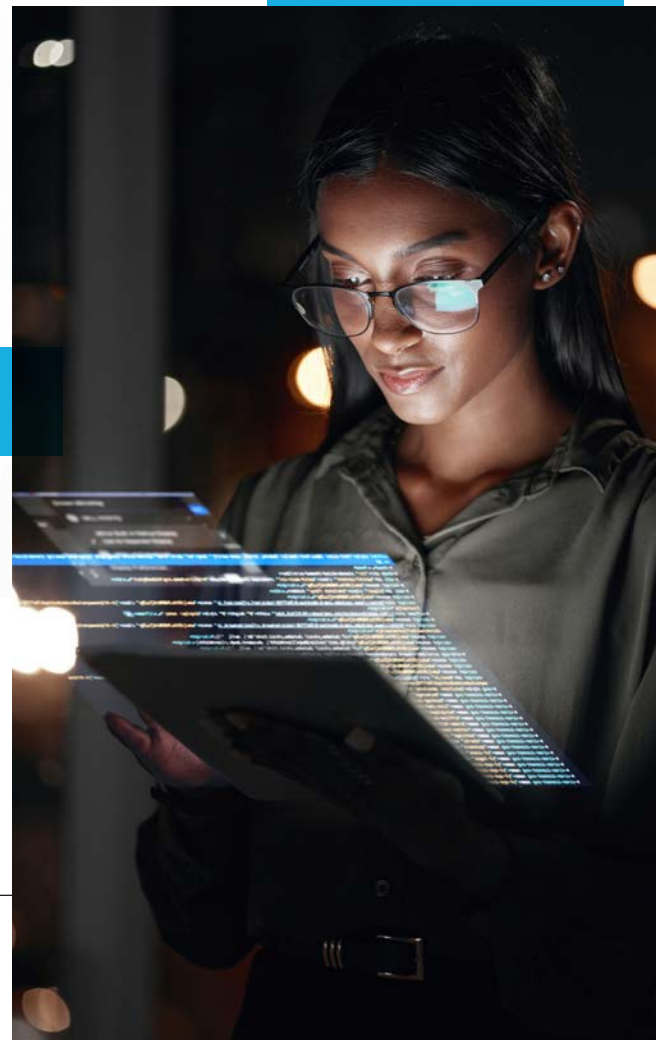
upskilling existing employees to meet evolving needs? This shift requires organizations to move beyond the traditional silos of HR functions, such as talent acquisition, talent management, and learning and development. These areas need to be integrated into a unified approach that includes workforce planning to ensure that the right skills are available at the right time. Talent acquisition, in particular, offers valuable external insights into market trends and the availability of skills, but this must align with internal strategies to meet business objectives. Another important aspect is the democratization of talent—ensuring equity of treatment for all, whether they are permanent employees, contract workers, or project-based contributors. This kind of holistic talent strategy helps ensure organizations have the skills they need, without relying on siloed thinking or simply filling permanent positions. It fosters a more connected and forward-thinking approach to managing talent.

From a talent acquisition perspective, what does it take today to build a diverse workforce?

There are broader aspects to this, which we'll discuss shortly, but from a talent acquisition perspective, the key question is: how do you make your hiring process more inclusive? The challenge is that many organizations treat this as a project or a one-off initiative rather than embedding inclusivity into every aspect of their hiring process. To truly make hiring inclusive, companies need to think about where they source talent and how they attract diverse candidates. Are all the diverse populations they wish to reach being considered in this process? Much of the focus tends to be on inclusive language or expanding talent pools, which is great, but often, the recruitment process itself isn't examined as closely. For example, people who are neurodivergent may be discouraged by traditional recruitment processes. Whether it's the use of résumés, interviews, or face-to-face meetings, these methods might not work for everyone. Rethinking these approaches—asking whether they are the most effective ways to recruit talent—can make the process more inclusive and improve hiring outcomes for everyone. It's important to ask structural questions: Is the current recruitment process truly serving all candidates, regardless of their background or needs? While many organizations focus on surface-level changes like language or outreach, they often overlook whether their recruitment methods are inclusive. Fortunately, some companies are starting to rethink these processes to ensure they work for everyone.

Can you speak to the role of analytics in understanding data and knowing how we measure this?

It really depends on what a company is trying to achieve in this space. One interesting aspect when it comes to analytics is the ongoing concern about AI bias. There's been a lot of discussion about whether AI will simply reproduce the same workforce due to inbuilt biases. This is a valid issue, and it's being addressed through legislation at the state level in the U.S., in the European Union, and hopefully soon in the UK. However, the flip side is that AI also provides unprecedented access to data and new ways to interpret it. For example, in the emerging field of interview intelligence, AI is being used to analyze interviews for bias and identify areas for improvement—something we've never been able to do before. AI opens up opportunities to spot issues within an organization and address them at a corporate level in ways that were previously impossible. It's a powerful tool for driving change, but only if it's used thoughtfully and with the right safeguards in place.



Talent & Performance Management

Interview with David James

David is Chief Learning Officer at 360Learning and has been a People Development professional for more than 25 years, most notably as Director of Talent, Learning & OD for The Walt Disney Company operations across Europe, the Middle East & Africa. David is host of The Learning & Development Podcast, a prominent writer and a conference speaker on topics around modern and digital L&D.

In your opinion, why does talent remain the defining asset that drives a company's long-term success?

According to PWC, the majority of leaders (78%) report some extent of skills shortage within their organization and 74% of CEOs say skills are the biggest bottleneck to growth. What these two stats tell us is that business leaders recognize the value of people with the right skills and are suffering because of scarcity. Kornferry put the monetary value of talent shortages at \$8.5 trillion, which is the amount of unrealized annual revenues that are predicted by 2030 if we don't figure it out. So it's not a subjective opinion as to whether talent is a defining asset. The right people with the right skills are holding business - as well as entire economies - back.

What steps can companies take to intentionally create hybrid work environments that fit the needs of both employees and employers?

Hybrid work environments challenge the archaic principles that have negatively impacted businesses long before COVID-19 hit. Presenteeism and input-rewarded principles have characterized post-industrialized working but neither rely on skillful planning, execution or management. In fact, they perpetuate base-level practice. On the other hand, high-trust / high-accountability practices, supported by transparent performance planning that prepare for and measure outputs can boost productivity, achievement and culture. With these, hybrid working becomes just 'productive working', managers become coaches and employees become empowered.



What advice do you have for organizations looking to design digital learning programs for their hybrid workforce?

When employees are provided with less opportunities to recognize and role model the expected and rewarded behaviors of their peers and seniors in an organization then they are disadvantaged. It wasn't always the case that there was great advantage before because the expected and rewarded behaviors were never always identifiable. But digital learning programs need to acknowledge culture - as well as technical - development to ensure everybody can understand what's required and rewarded. According to a recent survey, employees learn best from their colleagues and peers so finding ways to have subject matter experts contribute to digital learning is crucial if engagement in digital learning is to lead to impact.

How are you seeing companies successfully leverage data and analytics to drive successful digital learning and development initiatives?

Skills-based learning is becoming increasingly prominent as a way of understanding the skills required to undertake a role and what different levels of proficiency look like. With highly detailed data on what it takes to undertake a specific role in an organization and the skills required to master it then employees, line managers and business leaders can assess the capability of the entire workforce and target development in key areas, rather than

scattergun approaches that are relied upon when data isn't used in analysis.

What does it mean to become a skills-based organization in 2024?

Becoming a skills-based organization means committing to understanding skills in the context of actual roles. What people are expected to do inside that organization. It means assessing current capability in that context and aligning development to the required levels of proficiency. This can then lead to the identification of skills in adjacent roles, the discussion of movement in the organization based on robust assessment and deeper, richer talent pools. There are no downsides to embarking on the journey towards skills-based learning - and the aspiration of being a skills-based organization. But it does mean becoming outcome focused (i.e. development aimed at mastery of roles and internal mobility) rather than input focused (i.e. delivering and completing training in the hope that something positive happens).

Why is it vital for employers to offer skill-building opportunities for their employees in the coming years?

It's only in the planning and analysis of skills that any organization can predictably and reliably build skills. This cannot and will not happen by hope alone, which is where established ways of running and offering L&D have failed for the last two decades. Skills mapping provides data and insights to align development. This leads to capability assessment that informs the current status of skills available as well as where to target development. It keeps investment in L&D focused on solving real problems and provides plausible career options for individuals by giving them visibility of adjacent roles. But the journey needs only to start with a single step. Begin by skills mapping priority roles in your organization and learn how to develop skills with a small group. With confidence and experience the L&D team will be able to scale what works and progress to a skills-based organization.



Navigating the New Frontier in L&D: The Future of Learning? It's AI all the Way!

THE IMPORTANT ROLE OF L&D SOLUTION PROVIDERS IN AI ADOPTION

AI is rapidly gaining ground in HR and one of the most promising subfunctions for its application is Learning and Development. As L&D leaders are constantly asked to do more with less and justify the impact and value of their work they look to solution providers for help with efficiency, scalability, and effective analytics. While businesses are trying to figure out the most beneficial use cases for AI, solution providers can provide massive value leading the way. In consequence buyers are no longer treating AI features as a nice to have. For HR and People Analytics leaders AI features are an important consideration in their buying process. On a scale from 1-10 respondents rated the importance of AI features with 7 when selecting a solution provider and this number is only expected to go up. AI features, however, should not simply check a box. They need to address and solve some of the biggest headaches, L&D leaders are dealing with and align with business objectives. Identifying the right use cases is crucial to proving ROI and justifying spend. Continu the powerful one-stop-shop learning platform that integrates training, onboarding, upskilling, measurement, and more, heeded the call and rolled out their first AI features earlier this year to respond to their clients' needs and wants.

I've spent a lot of time this year meeting with a number of our customers in person, learning more about their business goals and learning objectives. These conversations have been incredibly helpful to better understand how we can push Continu even further to solve more business objectives. One of the questions I've been asked during these discussions is how is Continu thinking about AI? The short answer is we have been thinking a lot about AI and its role within the broader learning landscape. We view AI as a tool to speed up your workflows, enrich learning, and drive more engagement. With AI, we want to empower learners and administrators, which is why we don't want to provide solutions that "check a box." The functionality we have launched and will continue to launch in Continu will always serve our customers' real-world problems, and we will iterate quickly to keep evolving with you.

- Scott Burgess, CEO, Continu



Continu's AI launch comes at a perfect time, as the benefits of AI integration in L&D prove to be substantial and are already on the way to revolutionize how organizations approach training, professional development, and skills enhancement. Solution providers play a crucial role in lowering the barrier to entry, taking the guesswork out of how AI will provide value and drawing a convenient, cost-effective path towards reaping benefits without trial and error. But what are those benefits?

TAPPING INTO THE BENEFITS OF AI FOR L&D

Increased efficiency and scalability are at the top of the list. AI reduces the need for extensive manual intervention, allowing organizations to deliver high-quality training at a reduced cost. By automating routine tasks like assignments, grading and progress tracking, AI allows L&D leaders to redirect their focus toward strategic initiatives. This automation also supports scalability, as AI-driven platforms can accommodate large numbers of learners without a proportional increase in resources. But benefits go far beyond just operational upsides, as AI can unlock **improved learning outcomes** through personalized and adaptive learning systems, that cater to the unique needs of each employee, enhancing engagement and retention. By delivering relevant and appropriately challenging content, AI improves the effectiveness of training programs. Additionally, **AI enhances the learner experience** by creating interactive and responsive environments. Virtual assistants providing real-time feedback and adaptive learning systems ensure that employees receive timely support and content tailored to their needs,

fostering a more engaging learning experience. Another significant advantage is that AI can provide **advanced insights and analytics** enabling L&D professionals to make informed decisions, optimize training programs, and continuously improve learning outcomes. Leveraging AI features from solution providers further adds to **the cost-effectiveness that AI promises**. Initial investments in AI technology can be steep, knowing what outcomes can be achieved ahead of time in addition to the considerable long-term savings of reducing manual work can help justify the investment.

OVERCOMING THE BIGGEST ROADBLOCKS

With technology as an enabler, mindsets are shifting and the idea that employees deserve the same level of personalization as customers do, is becoming more prevalent. This mindset shift is direly needed to tackle some of the biggest barriers to AI adoption.

AI for Employee and Customer Training will be essential, but there are also many considerations for L&D professionals, including privacy, inclusion, and accessibility. I had a lot of incredible conversations, and it was great to hear that Continu was already addressing the L&D headaches many leaders were experiencing. These conversations are key to our success.

- Scott Burgess, CEO, Continu

One of the most significant hurdles in AI adoption is resistance to change. **60% of respondents named “resistance to change” a major roadblock making it the number one barrier, ahead of skill gaps in second place and a tie between data quality & security, privacy & trust in the third place.** The inertia of established practices poses a significant obstacle. Many employees and trainers, accustomed to a one-size fits all approach and more conventional methods such as in-person workshops and manual assessments, may react with skepticism to AI-driven changes. The apprehension about potential job displacement and the discomfort with new technology often manifest as resistance. To overcome this, organizations must clearly articulate the benefits of AI—such as tailored learning experiences and streamlined processes—while actively engaging stakeholders in the decision-making process to foster buy-in, and address concerns early on.

This ties into the second biggest barrier: the skills gap. With **55% of respondents citing a lack of**

skills as a major challenge, it becomes evident that effective AI deployment hinges on a workforce adept at utilizing new technologies. This necessity introduces an additional layer of complexity, as organizations need to invest in training programs to equip employees with the requisite skills. Most AI learning content however is written by AI experts as Amit Mohindra points out in an earlier section of this publication, often with the assumption that learners already have a background in AI, which can be demotivating and increase resistance to change. Learners need to be able to relate to the content, and the trend towards AI-driven, bite-sized, personalized learning will play a crucial role to, in return, upskill employees, managers and leaders alike to reap the benefits of AI adoption. Beyond technical training, there is also a need for programs that integrate AI-driven insights into everyday learning practices, adding to the overall resource requirements.

But only 40% of respondents offer AI training to their employees, even less, just half of those, have embedded AI training into ongoing professional development initiatives. This discrepancy highlights L&D's important role as AI adoption increases. HR itself will need to upskill to understand AI enough to mitigate some of the other barriers and help to craft processes, policies and governance that address some of the headaches around ethics, bias, privacy, security and trust.

We believe that learning is human and that there will always need to be a level of human interaction to correctly train and develop skills. However, we believe that a lot of companies that are developing these technologies are generally looking for a quick solve for AI instead of providing depth in their functionality or enriching the learning experience with the use of AI.

-Scott Burgess, CEO, Continu

With 45% respondents naming Data Quality, Privacy, Trust and Security as barriers to AI adoption all four of these issues share the third place.

The efficacy of AI is heavily contingent on data quality and accuracy. Poor data quality can undermine AI's capabilities, leading to suboptimal outcomes and even detrimental effects on the learning process. If the data fed into these systems is inaccurate, outdated, or incomplete, the AI's outputs will be correspondingly flawed. In L&D this could lead

to misguided recommendations for training or development, ultimately affecting the efficacy of the learning programs. AI's reliance on vast amounts of data for personalization also raises serious concerns about privacy and security. With stringent regulations like GDPR and CCPA governing data protection, organizations must tread carefully. Ensuring compliance involves not only implementing robust security measures but also maintaining transparency about data usage. Building trust through clear communication about data handling practices is crucial in mitigating privacy concerns.

We have a very strict approach to how we process data. Data is never comingled, and we ensure that any third-party AI functionality does not have the ability to process externally. Additionally, we provide the option for companies to opt into our AI functionality as we believe it should always be a choice.

- Continu

Another much debated barrier consists of ethical considerations and biases. **40% of respondents were very aware of the fact that** AI systems are not immune to biases, which can perpetuate inequities if not managed carefully. Training data sets that contain biases can lead to skewed outcomes, affecting the fairness of learning experiences and development opportunities. To address this, organizations must ensure that their AI systems are developed and maintained with a focus on fairness and inclusivity. Regular audits and updates to algorithms are essential to mitigate the risk of biased outputs.

We believe AI should enrich the learning experience and not be a replacement for human interaction. As AI becomes more advanced (which is happening fast), we will see more usage and must ensure there are the right boundaries of its usage around learning. It's important that there is still oversight on learning outcomes and that technology is playing a positive role in the learning experience.

- Continu

Surprisingly, integration challenges took the last place with only 5% seeing it as a barrier to AI adoption within HR. This may be due to the fact that solution providers like Continu integrate easily with major HR tech.

We believe AI should enrich the learning experience. Continu already integrates with all major HRIS/HRM and we are flexible enough to easily integrate with others out of the box.

- Continu

AI ADOPTION AND IMPACT IN L&D TO DATE

Despite these challenges, AI adoption in HR is picking up speed by the minute and given the benefits and promising use cases outlined earlier on, it shouldn't come as a surprise that L&D is amongst the top three HR subfunctions that have already measured great impact from their AI implementation with **20% of respondents noting success in operational efficiency, employee productivity, cost saving, decision-making and insights and even ROI for specific initiatives. 65% of respondents are either piloting or already using AI in L&D, 15% are planning to invest in the next 6-12 months.** As use cases and proven business outcomes become more widely known, adoption rates are expected to keep going up to reap the benefits for learners and content creators alike.

According to McKinsey, organizations using an AI-driven LMS report a 60% increase in learner engagement. Some of the major benefits we're most excited about include improved just-in-time learning, data-driven insights, and enormous time savings.

-Continu

CONTINU'S AI FEATURES

Continu's first step into AI utilized LLM with their Smart Segmentation rules to recommend learning most relevant to learners and tailored to different teams. Ensuring high engagement rates with seamless navigation, learners can find a highlighted button labeled as 'For You' that leads to personalized content recommendations. The AI feature called "Recommendations" became an instant hit with the highest adoption rate, given its broad audience. Catering to different learning styles, Continu AI Recommend helps learners easily discover new content through interest-based learning. Continu followed-up on the success with a rollout to managers and administrators to help drive more thoughtful content assignments and just-in-time learning.

Smart Segmentation now completely automates assignments by leveraging user data to deliver the

right content at the right time, enabling tailored content experiences.

Besides eliminating manual tasks, like assigning and sharing, to ensure organization can easily scale as needed, Continu also seized the opportunity to help managers and administrators with content creation:

The AI ASSIST – ARTICLES feature provides further time savings as it generates personalized suggestions based on the content at hand to make it professional, clear and convincing. It easily updates tone, grammar and can paraphrase selected text with just a few clicks to have better more effective conversations.

AI TAGS & DESCRIPTIONS can turn hour long workshops into short summaries that can be leveraged in follow-up emails. Each workshop is bundled with a clear and concise summary to align on next steps and action items. The feature also creates tags and descriptions with one click, boosting learner engagement and saves admin time with AI generated tags and descriptions tailored to your content.

The VIDEO CAPTION GENERATOR makes video content easily accessible for all learners. Improving content engagement and saving admin time with generated closed captions for video content with Continu's AI-Powered speech to text technology.

WHAT'S COMING NEXT?

We're launching Continu Intelligence, our AI Powered Business Intelligence Product in October. The feature allows administrators to ask questions about their data and have insights shared with them. We want to make data more of a conversation for our customers, which will provide more measurable benefits.

- Continu

With its cutting-edge AI features including Analytics, Authoring, Automation, and Bite-Sized Learning Creation, Continu combines the best of AI and automations to help create, scale, and measure learning across organizations of any shape and size and lowers the barrier for entry to join the AI use case race with immediate results.

Considering the great impact AI has already had in L&D to date and the many use cases brought forward by innovative solution providers like Continu, one thing is certain: The future of Learning is AI all the way!

WHAT DIFFERENTIATES CONTINU?

Ease of Use - Continu is an award-winning LMS known for its ease of use and design

Robust Integrations - Continu integrates with a wide variety of business tools, from communication platforms like Slack to HRIS platforms such as Workday. Continu's integrations are extremely deep and flexible.

Support - Continu's world-class support team has had a 100% CSAT score for the past 12+ months in a row

Scalability - Continu's customers are global and we are known for our scalability and robust capabilities for multiple audiences, including employees, customers, and partners.

Future of Talent Management: The Gestalt Approach

By Balabhadra Pattnaik, GTML™

Great leadership is the ability to see further and deeper than others, envisioning both the current landscape and what lies beyond. This vision is critical not only for managing organizations but also for leading talent. In the same way that great leaders guide their organizations to be more than the sum of their parts, great talent leadership hinges on the principle of gestalt—driving synergy between people, processes, and the organization itself to create something greater than individual components.

The Gestalt principle, originally rooted in psychology, posits that the whole is more than the mere sum of its parts. This concept has profound implications for talent management, particularly in the modern, complex business environment where success is less about discrete functional areas and more about the integration of these areas into a unified system. Historically, companies that embraced this integrative approach—often referred to as reengineering—have transcended the limitations of functional silos, enabling the creation of value that extends beyond revenues, departmental efficiencies, or individual achievements.

However, in today's global and hyper-competitive marketplace, simply striving to be “more” than competitors is no longer a sufficient strategy for sustainable success. Conventional resources that once drove competitive advantage now yield diminishing returns, and the intensity of global competition has reached unprecedented levels. Virtually every organization is attempting to outdo its rivals by becoming “more,” but this raises critical questions: **how** much more can organizations realistically aim to be? And, more importantly, how should they go about achieving this?

Here, the Gestalt approach to talent management becomes essential. It provides a framework for fostering organizational resilience, driving growth, and ensuring business continuity in a world where intellectual property and human talent have emerged as the primary sources of competitive advantage. These resources, unlike tangible assets, are not static; they are fluid, evolving, and interdependent. Organizations must, therefore, adopt a holistic approach to managing talent—one that accounts for the unpredictable, interconnected nature of today's business landscape.

The global business environment is no longer simply complex—it is volatile, uncertain, and ambiguous. In the midst of this upheaval, we observe a transformation in the very nature of work, workers, and workplaces. Organizational size, once a measure of success, has become less about how large a company is and more about how much potential it holds within its workforce. The capacity to leverage human capital has thus become a critical determinant of organizational success, as modern talent management frameworks seek to maximize the potential of every individual, team, and department. Human Resources (HR), more than any other function, is uniquely positioned to lead this charge, adapting to the demands of an increasingly fluid and fast-paced environment.

For over two decades, the “war for talent” has been waged by organizations across industries, yet talent shortages persist despite high unemployment rates, particularly among educated youth. This paradox raises important questions about the effectiveness of current talent management practices and, more fundamentally, about the role of organizational leadership in addressing these issues. Why has the talent supply problem not been solved despite the abundance of managerial knowledge and technological advancements? Could it be that the underlying issue is a lack of commitment from top management to developing robust talent pipelines and fostering an organizational culture that promotes continuous learning and innovation?

To explore these questions, we must first examine how organizations define “talent.” Traditional definitions, often rooted in qualifications, experience, and technical expertise, may no longer suffice in a world where adaptability, creativity, and resilience are equally, if not more, critical to success. In this context, talent management must evolve to meet the demands of the future workforce. Companies must invest not only in identifying and attracting high-potential individuals but also in developing those individuals to thrive in an environment characterized by uncertainty and rapid change.

This evolution in talent management is not merely a tactical adjustment but a strategic imperative. Organizations that fail to address the disconnect

between the education system and industry needs will continue to face talent shortages. At the same time, those who actively invest in shaping the future workforce will gain a significant competitive edge. The relationship between businesses and educational institutions must be redefined, with companies playing a more active role in ensuring that the skills taught in universities align with the demands of the modern marketplace.

In this regard, the gestalt approach to talent management offers a comprehensive solution. Rather than treating recruitment, career development, learning, and culture as separate, discrete functions, this approach emphasizes the importance of integration. By aligning these elements with overall business objectives, talent management becomes a strategic driver of organizational success. The focus shifts from managing individual components to creating a cohesive, high-performing system where each element reinforces and amplifies the others.

Talent management must extend beyond the immediate needs of the organization and consider the broader societal and technological trends that will shape the future of work. Companies must develop talent not only for the present but for the unpredictable challenges and opportunities of tomorrow. This requires a fundamental shift in how organizations approach learning and development. Continuous learning, particularly in areas such as problem-solving, leadership under uncertainty, and digital fluency, will become essential for organizational resilience.

In conclusion, the gestalt approach to talent management is not just about managing people; it is about transforming HR into a core strategic function that drives business performance and competitive advantage. By integrating talent strategies with business objectives, organizations can create a system that is greater than the sum of its parts, capable of adapting to the complexities and challenges of the modern world. Talent management, when approached holistically, has the potential to unlock unprecedented levels of organizational value, ensuring that businesses not only survive but thrive in the face of disruption.

This is the future of talent management—one where HR is no longer confined to the back office but plays a central role in shaping the destiny of the organization. As businesses continue to navigate an increasingly uncertain world, the gestalt approach will be essential for building resilient, high-performing organizations that are greater than the sum of their parts.

Note for the reader: The concept of gestalt and this approach to talent management is rooted in the principles outlined in the Talent Management Handbook by the Talent Management Institute.



Beyond Talent Development: The New Frontier of Workforce Agility

By Bernd Leger, Chief Marketing Officer, Cornerstone

In today's rapidly evolving business landscape, organizations face multiple unprecedented challenges; rapid technological advancements that are increasing a widening skills gap, changes to the way we work with gig, remote and hybrid working, misalignment between employees and business objectives, all of this creating opportunities for missed alignment or innovation, costing millions in unrealized revenue, culminating in what we call, "the workforce readiness gap." With no leveling out in sight, the traditional approach to learning and talent is no longer sufficient.

Enter workforce agility. To adapt, organizations need a holistic and comprehensive workforce agility strategy that recognizes that when people are at their best, organizations are at their best.

The Dawn of a New Era

Workforce agility is more than just a buzzword; it's a fundamental shift in how we approach talent management and organizational success. At its core, workforce agility is the ability of a workforce to respond to change effectively and efficiently. But it goes beyond mere adaptability – an agile workforce is proactive, anticipating and solving problems before they arise, continuously learning and evolving, and demonstrating resilience in the face of constant change.

As we navigate this new world, it's crucial to understand that workforce agility isn't just about keeping pace with change – it's about staying ahead of it. The most successful organizations of tomorrow will be those that embrace this philosophy today, transforming their approach to talent development and organizational strategy.

The Pillars of Workforce Agility

The significance of workforce agility lies in its capacity to drive innovation, enhance operational efficiency, and foster a culture of continuous learning and growth. By embracing agility, organizations are positioning themselves to quickly pivot their



workforces to align with changing business strategies and proactively respond to market opportunities, rather than reactively chasing their competitors.

To truly harness the power of workforce agility, organizations must focus on several key areas:

Culture and Technology: Creating a culture of continuous learning and development is paramount. This culture should be supported by adaptive technology that enables employees to learn anytime, anywhere. The fusion of a growth-minded culture with cutting-edge learning platforms creates an environment where agility can thrive.

Skills Strategy: In the agile workforce, skills are currency. Organizations need to make skills visible to employees, align them with internal mobility and growth opportunities, and identify adjacent skills that can broaden an employee's capabilities. Developing skill-building assignments and considering the impact of diversity, equity, inclusion, and belonging on skills development are also crucial components of a robust skills strategy.

Data-Driven Insights: Full access to user, content, channel, group, search, and structured analytics provides organizations with a comprehensive view of their workforce capabilities. This big-picture perspective, combined with the ability to drill down into specifics, allows for informed decision-making and strategic planning.

AI-Powered Talent Intelligence: Harnessing the power of artificial intelligence to inform critical business decisions is no longer optional – it's essential. AI can provide unprecedented insights into workforce capabilities, including those of full-time employees, gig workers, and partners.

Strategic Workforce Planning: A skills-based

approach to strategic workforce planning, transition planning, succession planning, and knowledge management equips organizations to remain high-performing in a changing world.

The Transformation of Talent Development

Traditional talent development models often fall short in today's dynamic business environment. They frequently fail to serve employees effectively and don't provide employers with the insights needed to understand their current skill inventory or where to invest in development.

Workforce agility transforms this paradigm by placing people and their potential at the center of everything, fully aligned with business needs. This approach recognizes the diverse talents, strengths, preferences, and goals of the workforce, enabling proactive talent development that helps people thrive while achieving business objectives.

Leveraging the Power of Technology

While technology is often cited as a cause of the workforce readiness gap, it also presents significant opportunities for achieving workforce agility. Tools like talent marketplaces, immersive learning platforms, and generative AI can connect with employees, personalize learning offerings, and scale as needed.

However, it's important to note that technology alone is not the answer. A system that simply catalogs skills may miss the opportunity to gain more meaningful insights from employee skills data. The key is to implement technology that not only tracks skills but also provides actionable insights and facilitates continuous learning and development.

The Benefits of Workforce Agility

Investing in workforce agility yields numerous benefits for organizations:

Enhanced Adaptability: An agile workforce can quickly pivot to meet new challenges and capitalize on emerging opportunities.

Improved Employee Engagement: When employees see clear paths for growth and development, they're more likely to be engaged and committed to the organization.

Increased Innovation: A culture of continuous learning and skill development fosters creativity and innovation.

Better Talent Retention: Providing opportunities for growth and development can significantly improve employee retention rates.

Improved Decision-Making: Data-driven insights enable more informed and strategic decision-making at all levels of the organization.

Enhanced Competitive Advantage: Organizations with agile workforces are better positioned to outperform their competitors in rapidly changing markets.

Improved Organizational Resilience: An agile workforce is better equipped to weather economic uncertainties and market disruptions.

The Path Forward

As we look to the future, it's clear that workforce agility is not just a trend – it's the new standard for organizational success. The workforce readiness gap is a challenge, but it's also an opportunity for forward-thinking organizations to revolutionize their approach to talent development and management.

By embracing workforce agility, organizations can create a dynamic, adaptable, and resilient workforce capable of meeting the challenges of today and tomorrow. This approach puts people at the center, aligning their growth and development with organizational goals and market demands.

The journey towards workforce agility may seem daunting, but with the right strategies, technologies, and mindset, it's a journey that promises significant rewards. As we move beyond traditional talent development into this new frontier, we can create workplaces that are not only more productive and efficient but also more fulfilling and empowering for employees.

Workforce agility represents a massive shift in how we view talent development and organizational success. By embracing this new approach, businesses can not only bridge the workforce readiness gap but also position themselves at the forefront of innovation and success in an ever-changing world.

The future of work is agile – and the time to prepare for it is now!



UPSKILLING & RESKILLING

Interview with Mark Cuban

What are you personally most excited about with AI and its impact on the future of work?

The fact that the technology will continue to improve and that any worker in any position, if they learn how to use AI, can benefit.

As the world continues to evolve in the face of AI, why is it critical for business leaders to prepare their employees to harness this technology?

It's analogous to the early days of PCs and the internet. Smart companies harness the power for a competitive advantage. The same thing will happen times 10.

What steps do you recommend students and employees take in order to prepare themselves for an AI-driven future?

To go to Google Gemini and ChatGPT and play with it. It's not hard to use. Your biggest limit will be your imagination.

In what ways are you currently seeing employees successfully leverage AI to enhance their on-the-job performance?

A lot of times it can be as simple as a typing hack. Please write a marketing plan geared towards selling to GenZ consumers, who live in the city of Pittsburgh and have purchased the following products already. It won't give you a perfect response, but it will give you the outline of something useful and you can customize it for your company.



A Future without Resumes: How AI and the Skills Economy Are Transforming Talent Acquisition and Workforce Development

The Rise of Skills-Based Hiring

Skills-based hiring is on the rise. According to LinkedIn's Future of Recruiting 2024 report, 73% of talent leaders say hiring based on skills is a priority – and for good reason. By looking beyond degrees and past job titles and focusing on the actual competencies of potential candidates, companies can unlock a more equitable hiring process and identify candidates who possess the specific skills needed for the job. As many companies report serious skill shortages, this helps to widen the talent pool and open up opportunities for candidates from varied backgrounds, promoting diversity and inclusion in the workplace. Hiring managers who concentrate on skills can minimize unconscious biases related to education, age, or previous employment. Employees hired based on relevant skills are more likely to feel competent in their roles, which can enhance job satisfaction and reduce turnover. Skills-based hiring can also make organizations more agile by allowing them to pivot and adapt to changing market demands based on the skills their employees possess. It can reduce hiring costs by streamlining the recruitment process and improving the quality of hires, which can lead to less time and resources spent on training and onboarding. Lastly emphasizing skills encourages a culture of ongoing development, that motivates employees to upskill and adapt to new challenges.

Transitioning into skills-based hiring, however, does not come without its challenges, and it is not done by simply dropping degree requirements. Hiring managers need training to embrace this new mindset and talent must be able to articulate their skills well including those learned through formal education such as degrees. But even if they do, can self-reported skills be trusted? What happens if candidates don't use the right keywords or have transferable skills? Technology can help.

"A strong skills verification system will not only bridge the self-reported information but also will transform the information presented to align with the adopted skills taxonomy. This levels the playing field removing the barrier of using the 'right' words in your resume.

- Adam Wray, Founder and CEO, AstrumU



Overcoming Major Challenges Through AI and Verified Skills Profiles

AI is a game changer for this dilemma allowing the complexity of a skills taxonomy to be powered to serve both individuals and organizations.

At Astrumu, AI enables the creation of an individual's verified skills profile that becomes the foundation of many actions. Individuals can then understand their skill alignment to careers and ultimately use the skills profile as a Learning and Employment Record to replace their resume in hiring processes. For employers, the verified skills profiles for each applicant can be used to reduce bias and increase fairness in the hiring process. The use of AI can normalize language through a common skills taxonomy and match skills of individuals to job description skills. Replacing word matching in the talent acquisition process with AI increases the reliability of screening applicants with technology. AI can understand transferrable skills and related skills simplifying the complexity of sorting applicants while increasing quality.

Even beyond the hiring process verified skills profiles are of great advantage and can unlock the path to becoming a skills-based organization.

Creating verified skills profiles for each employee empowers an employer with knowledge to drive decision making related to recommending upskilling for career paths, internal hiring, and even succession planning.

“The ‘H’ in HR stands for human, which is critical to keep in the system, however, AI can enable the humans to be more efficient and effective to accomplish goals. At AstrumU, we are using AI to drive talent transformation much like the digital transformation in marketing. It’s time to embrace AI as a partner to power the skills economy.”

- Angie Besendorfer, Chief Impact Officer, AstrumU

Reimagining Job Matching: AstrumU’s AI-Driven Approach

As a leading skills verification company with tools to enable the skills economy, AstrumU is transforming the hiring landscape through its innovative AI features, which offer a comprehensive view of candidates beyond traditional resumes. By creating personalized skill profiles, AI technology analyzes resumes, professional backgrounds and learning records to highlight competencies, soft skills and learning potential. This holistic approach enables employers to identify unique strengths and abilities rather than relying solely on job titles or degrees.

The platform’s job matching capabilities employ semantic analysis to understand context, ensuring matches are based on relevant skills, rather than keyword alignment alone. Individual skill profiles are aligned with job descriptions, ensuring candidates are considered for roles that fit their abilities, even if those roles weren’t initially on their radar. Candidates are further categorized and ranked based on skill levels, adaptability and growth potential, creating a stronger screening process thus enhancing the quality of hires.

To support career development, AstrumU’s AI features identify skill gaps and recommend tailored learning resources, courses, or certifications necessary to qualify individuals for desired roles, encouraging continuous upskilling aligned with market demands. Additionally, they map personalized career pathways, empowering individuals to visualize transitions into new roles or industries based on their current skills.

Skill validation is enhanced through performance data and assessments, resulting in verified competencies,

while dynamic feedback mechanisms help users refine their strategies based on real-world market insights. Overall, AstrumU’s AI features are designed to foster a more equitable, effective, and proactive approach to career development and job matching.

AstrumU’s AI-driven approach allows for a more nuanced view of individuals, highlighting skills and potential that traditional hiring methods often overlook. By focusing on skills-based matching, personalized learning and career pathing, AstrumU helps bridge the gap between individual capabilities and market opportunities, ultimately fostering better career outcomes and workforce alignment.

Fueling the Skills Economy

It is not just solution providers and businesses fueling the skills economy. The education sector has also embraced a skills-based approach to help their students succeed in today’s volatile economy and prepare them for the jobs of tomorrow. AstrumU has partnered with ETS, a global education and talent solutions organization, and Jobs for the Future (JFF) Labs with the chief goal to change the economic mobility trajectory of people from communities with limited access to critical services. By creating verified skills profiles for 10 million job seekers, the initiative empowers students to discover jobs they never considered but match their competencies and helps employers find talent based on skills rather than previous education and job history. This innovative initiative is a big step into a future that makes resumes redundant as it aligns the talent of today and the jobs of tomorrow.

“To truly enable skills-based hiring, we must develop more effective methods to measure the skills individuals acquire over their careers and education. While much of this valuable data already exists, it is often trapped within separate systems, creating fragmented views of a person’s capabilities. For instance, in educational institutions, multiple profiles of a student may exist across different systems like student information and learning management systems. Individually, these profiles only offer partial insights into the skills being learned. However, by unifying, standardizing, and normalizing this data, we can gain a comprehensive understanding of the skills individuals possess. This holistic view will allow for more informed hiring decisions, ultimately leading to improved employment outcomes.”

- Adam Wray, CEO, AstrumU

With the ecosystem for skills-based hiring steadily growing, fueled by AI and advancements in technology, and more and more companies jumping on the bandwagon, talent transformation becomes a reality. For companies planning to take the plunge, finding the right tools to integrate into their systems will enhance adoption of skills-based hiring without having to purchase a new talent acquisition system. It is, however, a major undertaking to create a comprehensive foundation that prioritizes skills in support of employee growth and capability.

To enable skills-based hiring, Kaj Pedersen, CTO, AstrumU, recommends companies focus on the following areas:

Skill Frameworks: Develop or adopt standardized skill taxonomies aligned with industry standards to define required skills and competencies.

Skills Assessment: Create reliable tools and methods to measure and validate skills accurately, ensuring regular updates to reflect job needs.

Data Infrastructure: Build a skills data platform integrated with HR systems to capture and analyze skills information effectively.

Bias Reduction: Design fair, unbiased assessment processes and continuously monitor for potential bias in hiring practices.

Cultural Shift: Educate leaders and teams on the value of skills-based hiring, fostering a culture that prioritizes skills over traditional credentials.

Candidate Experience: Optimize the candidate experience by simplifying skill articulation and providing transparent feedback.

Career Pathways: Link hiring practices with employee development and internal mobility, using skills as the basis for promotions and growth.

External Partnerships: Collaborate with educational institutions and recognize external certifications and badges that validate skills.

Technology Enablement: Leverage AI and automation to enhance skill matching, reduce bias, and improve decision-making in hiring.

Policy and Governance: Establish policies that formalize skills-based hiring practices, with regular reviews for compliance and effectiveness.



Employee Engagement & Recognition

Shut Up and Listen – Driving Employee Engagement in the Age of AI

Interview with Kalifa Oliver, Ph.D.

Kalifa Oliver is an experience coach and executive advisor, the author of the book, *I Think I Love My Job*, which explores modern workplaces and how to design a people-centered approach and she currently serves as the Global Director employee experience analytics strategy at Ford.



What data-driven strategies and technologies have proven most effective from your experience to improve employee engagement, but also to retain top talent and really help to foster a positive organizational culture?

I'm biased here. But the first thing is to find tools in which you can take the employee voice, the employee sentiment, and tune it into something that is real. And the evolution of technology. So, I have watched a long time ago, and I'm hoping I'm not dating myself, when we had open text data, which is unstructured data, which is my favorite type of data, it took sometimes months to get any quality thing out of that. You would have three people in a room, two had to agree, somebody had to type it, we had to pull it out, it was very subjective. I've watched it change from text analysis, natural language processing, now AI with data training. I've watched these models evolve through technology that has sped up the way we can understand massive amounts of data, and it's gotten a lot more natural language, multi-language, which is really good. And now you can take that and tie that back to more structured data pieces. So that's a big thing. The other thing where I'm biased in terms of listening is: The best data strategy you have is to shut up! It is the best data strategy. Because data is a tool, data is not the be-all and end-all. Data is a tool and data can be your friend. You don't drive data, you let the data tell you what it is saying and then you interpret it and help let it drive you and tell the story, if you will. And I think too many of us, we try to talk with the data when the data is trying to talk to us, and we just need to start listening to that data. That data

is telling us everything we need to know and we're getting more and more tools that allow us to hear in multiple different ways. You listen to not just what your employees are saying to you in some more obvious methods, like surveys, but you also listen to what they're not telling you in attrition, in retention, in talent mobility. What they're telling you when they go on Glassdoor, LinkedIn, they tell you in multiple different ways, you go and you see what sites they're clicking on, that tells you. They're telling you a story and I think a lot of data scientists, when you're really good at it, the best data scientists know to listen, listen, and then act. And so it's sometimes very hard because we love to talk in HR, but You learn to listen more. If you're ever responsible to understand the employee voice, the number one rule I tell everybody is "you have to learn to shut up". If you're not prepared to shut up, it's not the place that you need to be in.

Click [here](#) to access the full interview and learn about:

- The do's and don'ts of creating a continuous listening program
- How to get senior leadership to back employee engagement strategies,
- How AI and Machine Learning has transformed how you can speak the business language and how employers approach employee engagement as a whole?

Managing Hybrid Workforces

Interview with Jacob Morgan & David Rice

What steps do you recommend leaders within organizations take to intentionally create hybrid work environments that fit the needs of both employees and employers?

Jacob Morgan: The concept of hybrid work isn't new, in fact, I wrote about it extensively in my book, *The Future of Work*, which came out in 2012, well over a decade ago! It just took a pandemic for many of the things that I talked about in that book to finally come to fruition.

There are a few models of work which organizations are using:

1. Traditional 9-5: Do the things the way we always did them.
2. In-office but flexible: Come to the office M-F but you can pick the hours.
3. Anything goes: Come to the office when you want.
4. Flexible but structured: Come to the office M/T/W, stay home Th and Fri.
5. Fully remote.

Specifically when it comes to hybrid work, I have found that the most effective approach is flexible but structured. In other words, leaders decide on how many and which days employees should be in the office and which days they can work from home, instead of letting employees decide.

There is not one best approach. I believe that every organization needs to do what makes sense for them based on the data and the insights they can collect. For one company it might make more sense to have everyone in the office 5 days a week but with flexible hours because they have data which supports the effectiveness of this approach. For other companies, they might see that employees working 2 days in the office has a more positive impact than having everyone in the office 5 days a week.

The point is that no organization should be making decisions based on a 3rd party research report they

see or based on what another organization is doing. Do what makes sense for your company!

David Rice: The biggest thing is to craft clear policies and keep them in your central source of truth that all employees have access to. And adhere to them. Respect people's time not working in an office as much as you would like the time they spend there. You've got to make their time in the office valuable to them in that it should be engaging and not just the normal work they do on a daily basis that can be done from anywhere, as is often the case with knowledge workers. Get them in rooms where they can collaborate, exchange ideas, draw on whiteboards and develop relationships. That's what the in office time is for. Not sitting around typing reports and analyzing data. Let them take what they get from their office time and translate it into the rest of that work which they can do anywhere. That gives the employees the space and flexibility they seek and employers the sessions dedicated to innovation and collaboration that they sometimes feel they've been missing out on in the remote work environment. And this is just my personal opinion, but make it easy for them to get there. An added benefit that many employees will appreciate is reducing the cost of coming into the office through some type of commuter benefits, whether it's stipends on gas, train/bus passes, etc. Something that reduces the financial burden on employees.



DEI

Interview with David Rice & Matt Alder

David Rice is the Senior Editor of [People Managing People](#)

What are your predictions for the future of work, what culture and work environment is needed to stay competitive?

David Rice: Culture wise, everything is going to be about learning and development. You have to create a culture of learning and plans for helping people grow and evolve their career. Things are shifting so fast right now around skills, if you're not helping people figure out what's next for them and how their skills will have to evolve, what their path forward looks like with the organization, they're going to see it as low investment in them, and therefore have low investment in your organization. This is especially true as AI sort of devalues some skills and creates a lot of insecurity and uncertainty for some roles. People will be wary of feeling like they aren't being invested in.

How can companies embed DEI into corporate culture, is there a framework for success?

David Rice: There are a bunch of different frameworks from hundreds of different consultants, take your pick of them, but really what it comes down to is your values. Is DEI part of it? If not, don't even bother lying about it. Cause people will see you're not real about it and either call it out or greet anything you publicly say around it with skepticism and you might as well save the time. You embed it through actions. What is your hiring process like? What sort of bias controls are in place? What sort of results does it yield?

You need KPIs and goals in place that indicate you're serious about this and that you're analyzing how you're performing against DEI and business goals, which someone should be accountable for. It takes structure and intentionality. Any framework you choose has to lay on that foundation and if you don't have it, it's not really part of your culture and therefore the choosing of a framework is basically a vanity project.

How can you leverage DEI analytics and AI to quantify the return on investment (ROI) for DEI & people-focused initiatives?

David Rice: It comes down to identifying what you're going to measure, how it relates to DEI and business outcomes. AI can give you sentiment analysis that is quite useful in evaluating feedback from employee surveys, social media and internal comms. All that plays into engagement levels.

You can also look at your DEI analytics to compare retention rates across demographics and see how effective your inclusion efforts are and if they're having the intended impact on retention.

There are other opportunities, such as productivity metrics around sales performance or customer satisfaction ratings and project completion rates for one team against another, if one has been involved in DEI efforts and the other hasn't. This will give you some sense of whether your diversity approach is proving valuable and is becoming part of the broader org culture.

There is some potential around using DEI data with business performance metrics, as AI can identify correlations between diverse leadership and financial outcomes, such as revenue growth or profitability and AI-driven forecasting models might be able to project the potential business gains from DEI initiatives based on historical data. But it's still early days. The reliability of what it's giving you and whether it's truly unbiased are areas where there's still some questions to be answered.

What are three things companies can do today to create a healthier, happier and more inclusive and productive workplace in this time of rapid change?

David Rice: First thing is, get serious about skills and how you're transitioning them into new roles or developing their career. Part of what's driving a sense of urgency and dissatisfaction among people is the uncertainty they face. Layoffs have been rampant in the last two years and businesses are using every excuse in the book to roll them out. A quarter of CEOs

have admitted they initiated return to office orders hoping it would spark voluntary turnover. These are leaders without a plan for helping people grow with the business and who don't understand what their skill needs will be in the coming years and people are seeing this. So, the first step is creating some semblance of security and a vision for the future with people.

The next thing is remaining flexible. A lot of people value the flexibility they've found in recent years courtesy of remote or even hybrid work. We've reached a point where the latest data shows CEOs are reluctantly accepting remote work as a long term reality and it's about time. The idea that things were going to go back to how they were 10 years ago was always a fantasy. People are valuing flexibility on scheduling and location as much as salary these days, and in a market where wage growth is the slowest it has been since the pandemic, you'd better be offering some flexibility if you want to compete for top talent. Establishing a healthy relationship with work is a key priority of the younger generations and will continue to be as they prioritize their mental health and a sense of balance in their lives.

Finally, focus on building trust between the org and people. When you trust your employer, you're more likely to stay, more likely to buy into initiatives and more likely to be engaged in your work. You do that by following through on your value props, by showing an investment in people, and by adhering to the policies you lay out in their handbooks, orientation and onboarding. Having faith in these things allows people to feel comfortable giving and receiving candid feedback, using their PTO, and getting outside of their comfort zone, all things that will help with productivity, happiness and inclusion.

What advice do you have for business leaders who are looking to better connect their DEI strategy to their broader corporate initiatives?

Matt Alder: First and foremost, it's crucial that leadership truly understands the value of a diverse workforce. There's a wealth of research showing that companies with greater diversity create more value, better represent the populations they serve, and overall, perform better. So, that's a key starting point. But beyond that, it's about clearly understanding what you're trying to achieve and why. What's your current position? Where do you want to go? How long will it take to get there, and what's the plan to reach that goal? Many organizations haven't fully answered these questions, which is why a lot of diversity initiatives end up being branded as failures or lose momentum. These efforts often aren't integrated into the company's broader strategy—they're treated as one-off projects. When they don't work, it's because the organization hasn't defined what success looks like or how to measure it. To truly succeed, diversity and inclusion need to be embedded into the company's culture and strategy. As with any other business objective, you need to know where you're starting, how you're measuring progress, and where you want to go. Without this, even the best inclusive hiring processes won't lead to long-term success, because if the culture doesn't support inclusion and equity, people simply won't stay.



Appendix

AstrumU - https://www.astrumu.com/?utm_source=marketstudy&utm_medium=digital&utm_campaign=ie_leaders

Betterworks

- [Do you have gaps in your performance management?](#)
- [AI demystified: transform your HR tech stack with confidence](#)

Mental Health in The US Endnotes:

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2024 Calendar

October

- Webinar Cornerstone On Demand
- LinkedIn Live with Ian McLendon, Norfolk Southern
- Webinar Strategia Analytics

November

- Employee Wellness Publication
- LinkedIn Live with Megan Lessard, VP of People Acquisition and Inclusion, Sunrun

December

- People Analytics Exchange | December 3-4, 2024 | Santa Clara, CA
- Market Study: Enterprise Data Transformation

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