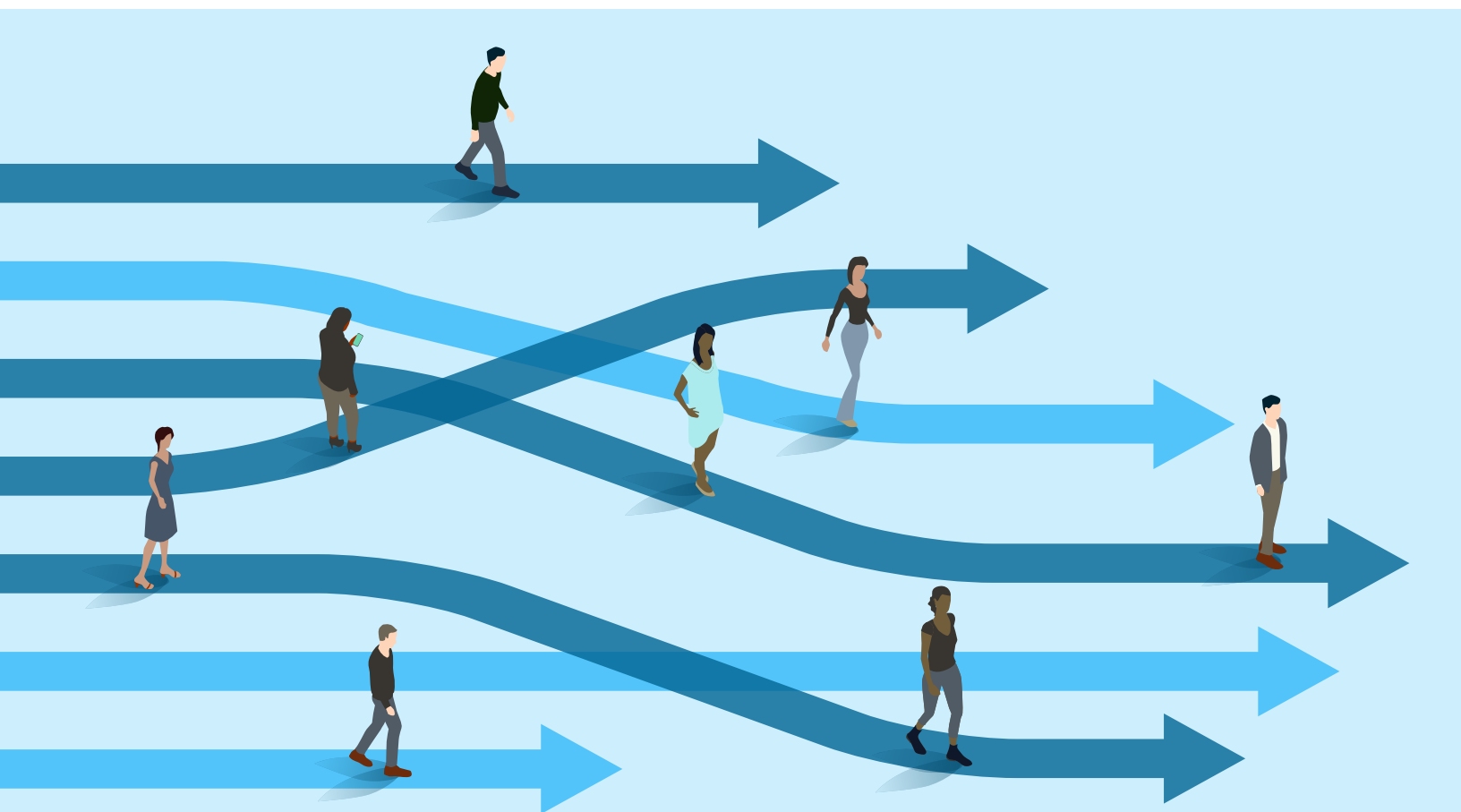
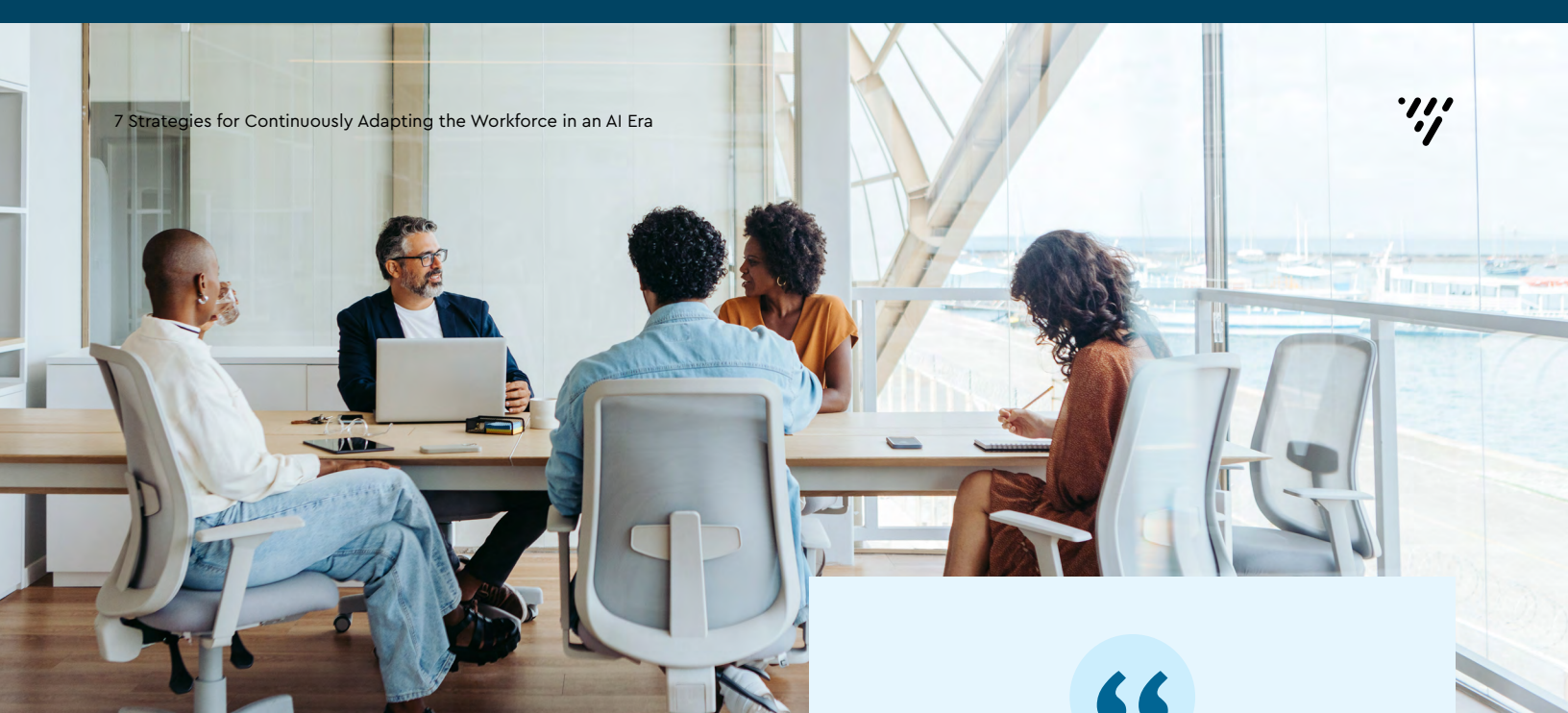


7 STRATEGIES FOR CONTINUOUSLY ADAPTING THE WORKFORCE IN AN AI ERA

How to stay competitive in an environment defined by AI, constant change, and relentless productivity pressure





Change is accelerating. Markets shift, talent moves, and technology evolves weekly—not yearly. AI is reshaping work faster than at any other time in history.

However, many HR leaders are unprepared for the sweeping workforce changes needed to support evolving business strategies.¹ Meanwhile, investors are demanding higher returns, placing greater pressure on organizations to maximize worker productivity. This is not an easy feat when employee engagement has fallen to its lowest level in over a decade.²

Forward-thinking leaders are bridging the gap between vision and execution by building agile, future-ready workforces. They are moving away from merely reacting in an environment of talent scarcity towards proactively embracing change with a resilient talent capacity. Agile planning models, data-informed hiring practices, AI-augmented workflows, and meaningful skills development all contribute to future-proofing the business.

This guide is designed to help leaders gain a workforce AI edge. Distilled into seven actionable strategies, it offers practical frameworks and tools. By elevating the company's identity as a learning-driven, adaptive environment where talent can grow alongside technological advances, businesses can thrive in this era of disruption.

“

If you don't embrace AI to surface insights and support data-driven decisions, you may miss out on the ability to scale decision intelligence.

Companies that fail to integrate AI could risk being left behind, as their ability to manage key talent and make informed decisions may diminish. Without AI, you remain reactive, unable to fully leverage the vast amount of workforce data available to drive retention, engagement, and performance.

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1

Prepare for disruption with dynamic forecasting

Organizations are facing critical talent shortages, which can severely hamper productivity with 70% of leaders facing a talent gap.³ For example, they cite data analysis and project management as the most sought-after capabilities. Part of the challenge, however, is knowing which capabilities are needed in the first place.

Consider Europe's heating industry when it went from fuel supplies of oil to gas to biomass to solar. Companies didn't foresee their need for specialist "integration managers" to help clients adapt their systems. They failed to consider the necessary capabilities, and as a result, constrained growth.

To plan for your workforce needs in a more dynamic way, do the following:

☒ **Plan on a shorter cycle**

Typically, workforce plans are executed on an annual basis using spreadsheets, with budgets firmly set for the year. This may have been sufficient in an era when markets were more predictable. But when there are sudden changes in government policy or a new AI-driven competitor emerges mid-way through the fiscal year, it can be difficult to change course. **Visier Workforce Planning & Budgeting** lets you track actuals and make adjustments on the fly so that your plans and forecasts are always up to date.

☒ **Align HR and finance**

Cost-conscious workforce planning addresses discrepancies. With the right tools, HR and finance can have more frequent check-ins and see where they are deviating from their plan. Workforce planning



Fiscal Year 2025 Timeline

Headcount: Jun 2025			Cost of workforce YTD: Jun 2025			Full-time equivalents (FTE): Jun 2025		
4.5K	4.9K	+460	\$490M	\$485M	-\$5.43M	4.5K	4,543.79	+43.79
Goal	Plan	Variance	Goal	Plan	Variance	Goal	Plan	Variance
Projected Period Costs ▾			Jun 2025	May 2025	Apr 2025	Mar 2025	Feb 2025	Jan 2025
Segments	Plan items	Baseline	Plan	Plan	Plan	Plan	Plan	Plan
▼ Headcount			4328	4329	4411	4412	4414	4369
> Total hires			269	151	229	152	152	148
> Total exits			97	107	105	107	108	148
> Full-time equivalent...			3964.41	3965.3	4038.27	4039.3	4041.04	4001.18
> Cost of workforce - ...			\$99.2M	\$39.1M	\$78.7M	\$118M	\$158M	\$197M

Align headcount plans with financial budgets—going beyond traditional finance systems to unify workforce and financial planning under shared goals.

According to Microsoft, 66% of leaders say they wouldn't hire someone without AI skills and 71% say they'd rather hire a less experienced candidate with AI skills than a more experienced candidate without them.⁴

tools backed by people analytics will enable them to review planned, forecasted, and actual headcount costs, and see where any course-corrections are needed.

☒ **Create multiple plans**

It can be challenging to create one plan, let alone multiple. Oftentimes, information is spread across the organization in siloed systems

within various departments and is difficult to aggregate and reconcile. With analytics-driven planning, the organization can create and compare different workforce planning scenarios (each with different workforce movement and cost assumptions) so that not only can leaders choose the best option for the organization, they can have contingency plans in place.



2

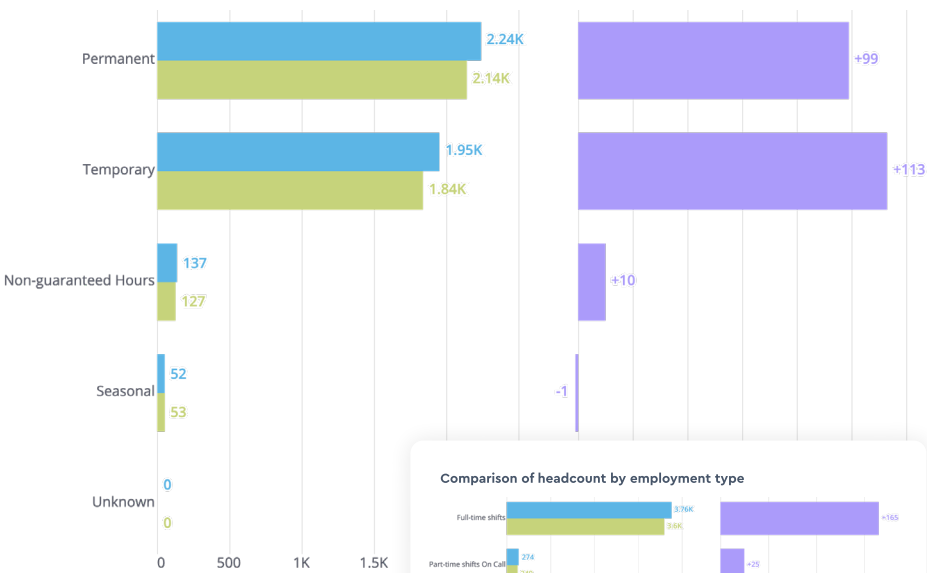
Integrate data and analytics in talent planning

Markets are unpredictable and technology is moving fast. To future-proof their talent capacity, business leaders need to plan ahead instead of just reacting in the uncertainty of the present moment. Being nimble in the face of change requires taking talent planning and sourcing to the next level. Here's how:

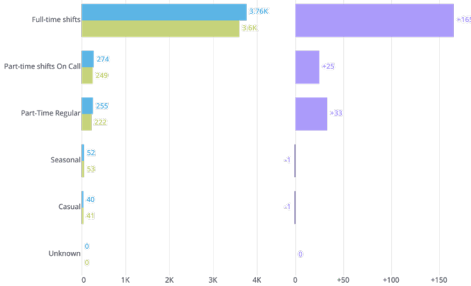
Leverage continuous workforce planning
Move beyond traditional headcount planning to talent planning processes that can be rapidly reconfigured. For example, TA leaders can track and react to shifting labor demands by using advanced analytics platforms that aggregate internal data. By leveraging data-driven insights, organizations can identify where demand for critical roles exceeds supply and take targeted action.

- Forecast talent needs**
Use predictive analytics to forecast talent needs under multiple business scenarios. If there is a gap between demand vs. forecast for an engineering role, for example, teams can take action by using the data to gain buy-in from senior leaders for an aggressive recruitment campaign.
- Focus on people and their roles, not just cost centers**
Develop hiring plans that are based on a holistic foundation for talent decision-making. The discrepancy between the Finance and HR's headcount numbers is almost a fact of life in many organizations.

Comparison of headcount by contract type



Comparison of headcount by employment type



Leveraging workforce analytics tools like **Visier Workforce Planning & Budgeting** to understand how the mix of employment types has changed over time.



3

Harness AI to maximize human potential

Generative AI is transforming work. Recruitment marketing, screening, skills validation, and even day-to-day tasks are now AI-assisted.

Daily use of generative AI saves 33.5% of workers at least four hours weekly,⁵ but it's not just about doing the same tasks faster. People performing AI-augmented roles can spend more time thinking deeply about their work and building human connections.

☑ Conduct AI-focused talent assessments

Incorporate assessments that evaluate digital fluency, adaptability to AI-driven workflows, and openness to continuous skill development. This might include simulating AI-based tools during the assessment process so candidates can demonstrate their comfort navigating them. TA teams should look for candidates who can complement these AI capabilities—people who know how to prompt AI for better output, validate machine-generated insights, and maintain the human edge of judgment and creativity.

☑ Promote a “hire and evolve” mindset

Talent acquisition strategies should be closely tied to internal mobility and continuous learning pathways to reskill existing employees who can quickly adapt to new AI-driven tasks and responsibilities. Encouraging a culture of adaptability ensures that the workforce remains agile and does not fall behind due to skills gaps, fostering long-term business resilience.

☑ Hone in on learning's business impact

The availability of tools on the market that facilitate “in-the-moment” learning will continue to increase, but HR leaders will still be under pressure to determine whether the business is getting the ROI it needs from learning initiatives. A unified analytics platform that connects learning to all aspects of the employee lifecycle to business data enables the C-suite to instantly see the impact of learning programs on business results.

CUSTOMER STORY: REECE GROUP

Predicting—and acting—on future absences before they happen

An executive wanted to understand how employee absences were impacting a trial for a new same-day delivery program at Reece Group, a home goods supplier. Looking at historical absence data for the locations where the trial was running, they built a machine learning model to predict how many absences would occur over the next 14 days. This gave the company the opportunity to get in front of the issue. Instead of waiting for someone to call in absent, a manager could ring a contracting company weeks in advance and have contractors ready to go.





4

Elevate the employer brand for AI-minded candidates

Many workers are optimistic about the impact AI will have on their careers. One study shows that about half of workers believe AI has enhanced their professional skills or expect it to lead to future career opportunities.⁶

To stay relevant in the AI era, high-performers want to work with employers who can equip them with the right skills. Organizations need to brand accordingly so they can stay top of mind with the best candidates who are eager for new skills and growth. Yet, candidates are also seeking organizations that champion responsible AI use. Take this two-pronged approach:

- ☑ **Showcase the organization as AI champion**
Position the organization as a forward-looking, innovation-friendly environment that equips talent with cutting-edge AI tools and continuous development. Show how your brand champions a culture of learning, experimentation, and resilience.
- ☑ **Validate responsible AI commitments**
Incorporate messaging around responsible AI use, focusing on how the organization handles data, privacy, and automation. Highlighting a well-considered ethics framework for AI implementation can attract conscientious top-tier talent. Invest in responsible AI practices, and back up your statements with evidence and certifications.





5

Leverage on-demand talent for productivity gains

Over half the U.S. labor force is predicted to engage in freelance work by 2028.⁷ This shift is driven by both employee preferences and business necessity as more employers are leveraging flexible work arrangements in the face of acute skills shortages and increased productivity demands.

The right talent mix: Build, buy, borrow, bot

On-demand talent models, such as gig, project-based, and fractionalized work arrangements, allow organizations to access specific skills as needed, helping them adapt swiftly to market changes and disruptions.

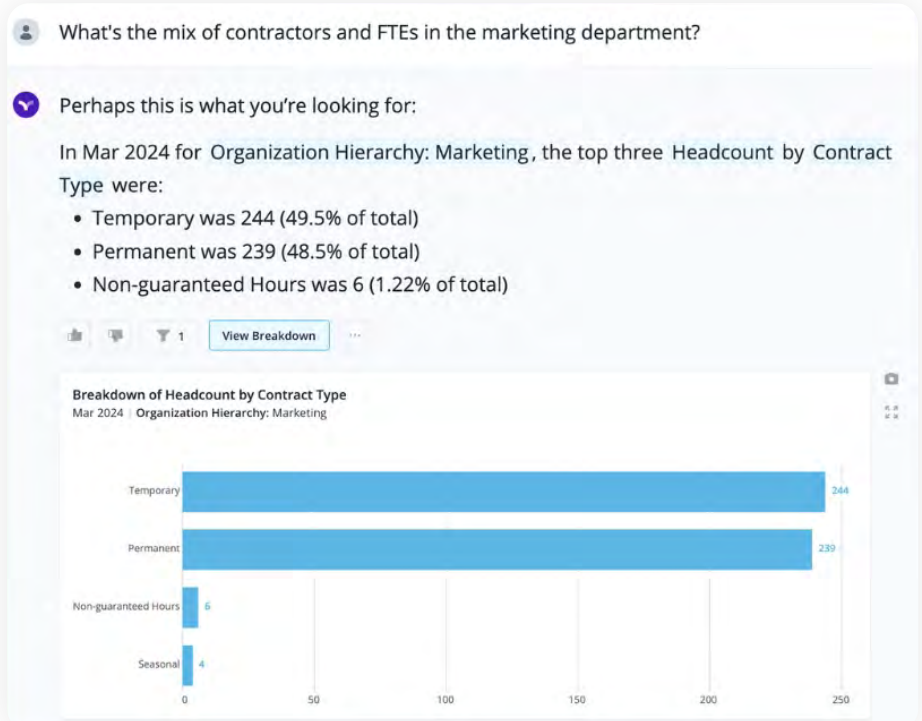
When deployed alongside a stable core of permanent employees, on-demand talent can help organizations scale teams up or down as their needs fluctuate. Here's how to leverage an agile workforce structure to generate the right outputs:

✓ Distill roles into tasks

Fractionalizing work helps leaders determine which functions can be performed by a combination of full-time employees and flexible labor. This way, they can quickly realign resources to different projects as they become more critical.

✓ Seek out the polymaths

Recruit multi-disciplinary talent who can easily switch roles or departments as priorities shift. For example, consider placing a higher premium on "talent with breadth"—individuals whose versatile skill sets can fill various needs as market demands evolve.



The modern workforce is made up of various employee types and the mix of contractors and FTEs will vary by department. Workforce analytics enabled with AI, like Visier's **Vee**, makes accessing these insights easy.

✓ Nurture the talent community

Move beyond periodic recruitment campaigns to keep prospective candidates "warm." Use AI-driven segmentation to tailor content based on skills, interests, and past interactions. Provide opportunities for skill building through micro-internships or project trials.

✓ Involve key stakeholders

Transitions like moving from product sales to a service-based AI-first model often necessitate a quick increase in talent capacity for a specific skill set that may not be immediately apparent to senior leaders. Involve line managers and other subject matter experts in conversations about key skills requirements that are on the horizon.



CUSTOMER STORY: BEAM SUNTORY

Beam Suntory prioritized internal promotions to reduce hiring costs but faced a challenge—vacancies left by promotions led to excessive external hiring. To balance their build-from-within strategy, they partnered with Visier to understand how internal moves versus external hires affected workforce planning and costs. Their data revealed a quarter when external hires spiked due to a need for specialized skills. This insight helped them refine their workforce planning and better align hiring with business goals.





We can't lose the human touch in hiring while we're leveraging AI. It allows us to focus on the necessary information to have strategic conversations about our direction, successes, trends, and next steps. These are all the questions our stakeholders care about.

Nicole Hammond

VP, Global Solutions Consulting
SmartRecruiters

6

Prioritize compliance and security

The insights gained from generative AI are only as good as the data infrastructure underpinning them. Data security and governance ranks high on the list of concerns of companies who feel unprepared to manage AI-related risks.

Here's the good news: The rise of AI has led to a greater emphasis on responsible data practices. Companies are actively developing and implementing robust data governance frameworks specifically designed for AI and domain-specific vendors have advanced security measures and expertise in handling sensitive data. Follow these best practices:

☒ **Stay on top of evolving regulations**

The EU Artificial Intelligence Act, for example, categorizes AI systems into risk levels, imposing strict requirements on high-risk systems, including those used in recruitment.⁸ Certain jurisdictions are also requiring the disclosure of AI use in job advertisements. Risks can be mitigated by working with domain-specific vendors who are compliant with the latest regulatory requirements.

☒ **Audit systems continuously**

Regular audits of AI-driven selection processes are essential to uphold fairness and address potential biases. These audits involve systematically examining the algorithms and their outcomes to identify and mitigate any unintended discrimination that may arise from biased training data or flawed model design. When such biases are detected, take corrective actions, which may include refining the algorithms, adjusting the training data, or implementing additional oversight mechanisms.

By committing to continuous evaluation and improvement, organizations can foster trust and ensure that their AI systems promote equitable outcomes.



7

Incorporate skills-building into employee engagement strategies

Building an AI-augmented career can be exciting. Workers are adapting in myriad ways, and are seeking out information on their own. It's clear, however, that they are also looking to employers for support: 39% of employees would switch jobs for better AI training opportunities.⁹

To retain and engage people in a fast-moving world, leading organizations are revamping their employer value proposition (EVP) and approach to total rewards to incorporate a focus on AI skills development. The following strategies help keep people motivated and productive:

☑ **Develop a skills-focused EVP**

Incorporate future-focused benefits, continuous learning budgets, credits for online courses, AI training labs, and access to emerging technology tools. Total rewards now include opportunities for skill advancement and direct involvement in innovative projects. These benefits not only enhance employee engagement but also ensure your workforce remains agile in the face of technological disruption.

☑ **Align skills with careers**

Transparent career pathing is essential in a world where AI is changing the world of work, ensuring employees can adapt, upskill, and confidently navigate evolving opportunities. Candidates should know how their skills will remain relevant—and how the company will help them evolve—over the next two to five years. Clear development pathways not only build trust but also empower employees to take ownership of their growth in alignment with the organization's future needs.

By tapping into the human drive to try new things, employers can develop a culture of continuous learning and skill-building. Combined with other practices, like agile workforce planning and tech-supported recruitment, learning cultures can help leaders align their organization's talent capacity with a vision for growth in the new AI age.



WHO'S RESPONSIBLE FOR EQUIPPING THE WORKFORCE WITH AI SKILLS?

Visier surveyed 3,000 global employees at all levels for their thoughts on AI's future impact on their work. 86% said their employer should take at least some role in reskilling them to ensure they aren't easily replaced by AI tools, with 63% saying it's entirely the employer's responsibility to do so.¹⁰



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About Visier

Visier gives organizations a Workforce AI Edge: A set of AI-powered capabilities that help leaders understand the relationship between people and work, elevate employee productivity, and win by adapting to change faster. The company is the global leader in AI-powered people analytics, workforce planning, and compensation allocation. All Visier technology is underpinned by its Real-time People Data Platform, which uses AI to unlock the business-transforming potential of people data, work data, and the fusion of both.

Founded in 2010 by the pioneers of business intelligence, Visier has over 65,000 customers in 75 countries—including enterprises like BASF, Panasonic, Experian, Amgen, eBay, Ford Motor Company, and more.

To learn more about Visier, visit www.visier.com.





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