



visier[®]

**EMBRACING THE
AI-DRIVEN
WORKFORCE**

5 WORKFORCE TRENDS FOR 2025




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As we approach 2025, artificial intelligence (AI) has emerged as a transformative force reshaping organizations across all sectors. For business leaders, understanding this shift is imperative to lead organizations through a landscape where AI integration is not just an advantage but a necessity.

The term "transformation" is so often thrown around in "future of HR" discussions that it's easy to overlook the opportunities brought by a truly effective reinvention. Historically, HR transformation focused on transitioning from manual, paper-based processes to digital systems, primarily to increase speed and reduce costs. However, true transformation today requires more than digitization; it demands a comprehensive rethinking of HR's operating model to take full advantage of AI-enabled work. This shift emphasizes strategic outcomes such as enhanced productivity, improved employee performance, and a strong return on investment, positioning HR as the driving force behind an internal AI revolution.

This report explores how AI is reshaping companies—from the C-suite to individual employees—and the data-enabled infrastructure that supports them. We begin with **Trend 1: The AI Advantage—Leading in a Forever-Changed World of Work**, which explores how embracing AI can provide a significant competitive edge. Companies that effectively integrate AI into their

operations are poised to lead in this new era, while those that resist risk being left behind.

Next, **Trend 2: Building the Backbone—Laying Down the Infrastructure for AI Transformation** underscores the importance of establishing robust systems and processes. Investing in the right infrastructure is essential for supporting scaled AI adoption and ensuring long-term sustainability.

Trend 3: Leadership Synergy—Aligning Talent Strategy With Tech Innovation highlights the need for cohesive leadership that bridges talent management and technological advancement. AI-savvy leaders must collaborate to align their vision and deploy both human and AI talent strategically.

In **Trend 4: Workforce Agility—Orchestrating a Human and Digital Workforce**, we examine how organizations can adapt their workforce to meet the demands of both the company and an AI-driven market. Flexibility and agility are key to optimizing productivity and maintaining a competitive edge.

Finally, **Trend 5: The Human Element—Elevating Employee Performance in an AI World** focuses on leveraging AI-enhanced tools and insights to empower employees to work more effectively and productively. This will elevate individual performance, ultimately propelling the company forward and ensuring a competitive advantage.

In the chapters that follow, each of these trends will be explored in depth. This report aims to equip business leaders with the insights and strategies needed to lead their organizations confidently into an AI-enabled future.



**"THE TRUE MEASURE
OF INTELLIGENCE IS THE
ABILITY TO ADAPT."**

Hypatia

THE AI ADVANTAGE— LEADING IN A FOREVER CHANGED WORLD OF WORK

KEY TAKEAWAY 1

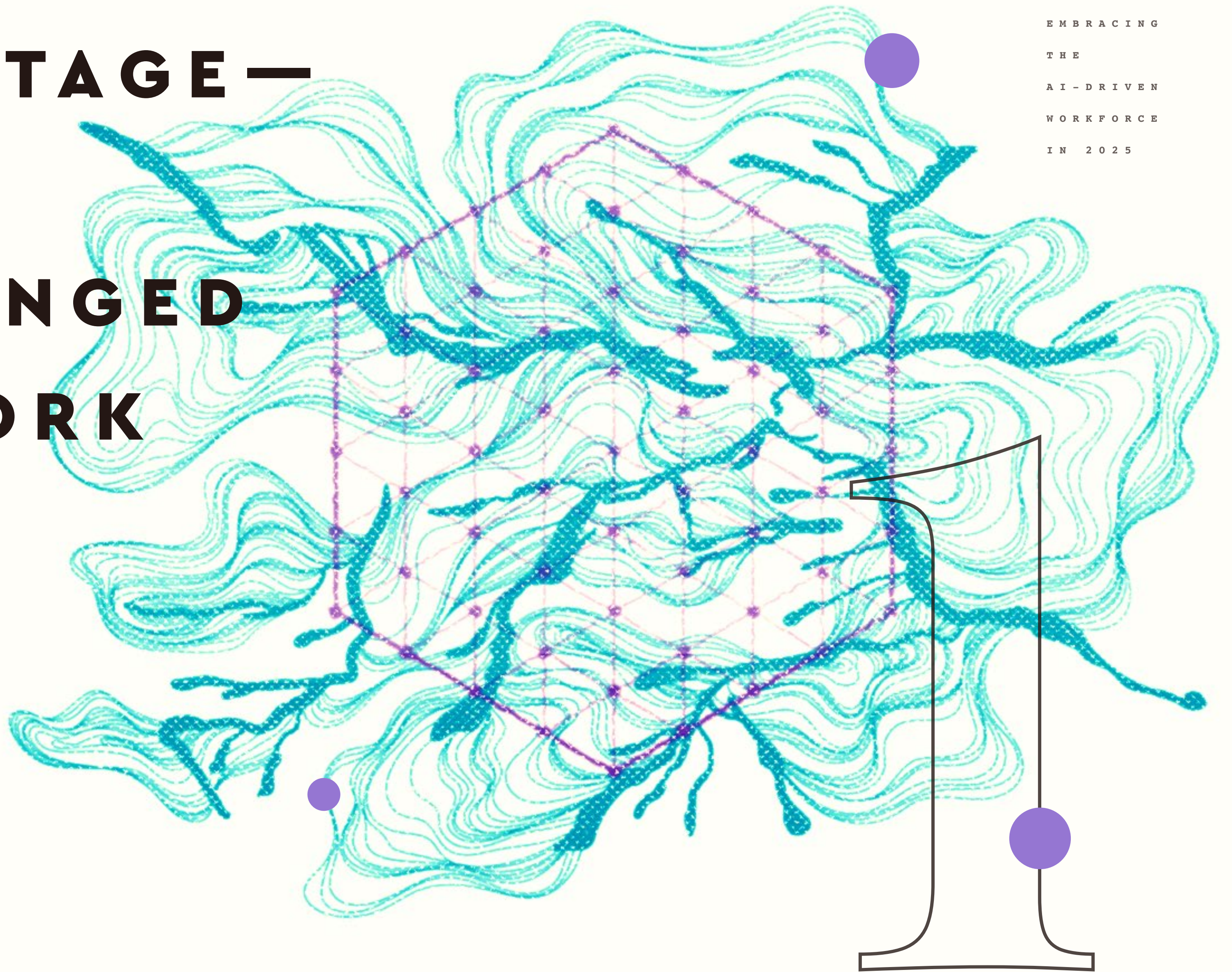
ADOPTION AND USE OF AI TOOLS WILL
SORT COMPANIES OF ALL SIZES INTO WINNERS
AND LOSERS.

KEY TAKEAWAY 2

AS CUSTODIANS OF PEOPLE DATA, HR IS POISED
TO LEAD THE AI REVOLUTION INTERNALLY.

KEY TAKEAWAY 3

HR MUST MOVE BEYOND FEAR OF AI TO REAP ITS
SUBSTANTIAL BENEFITS.



The proliferation of the AI revolution in the workplace is a powerful juggernaut, this century's industrial revolution. It is forcing rapid change and leaving inflexible companies flattened in its wake, while those prepared to adapt and adopt are wisely investing in data management, training, and responsible governance to fully capitalize on its potential.

According to Deloitte's ongoing research tracking the state of AI within the enterprise, organizations with high genAI expertise are adopting faster, gaining trust, and increasing investment as they scale early benefits from their experiments.

"Two-thirds of organizations are increasing investments after seeing strong value to date. A large percentage (42%) report efficiency, productivity, and cost reduction as their single, most important benefit achieved. However, most respondents (58%) reported a range of other benefits—highlighting the versatility of genAI in the enterprise."

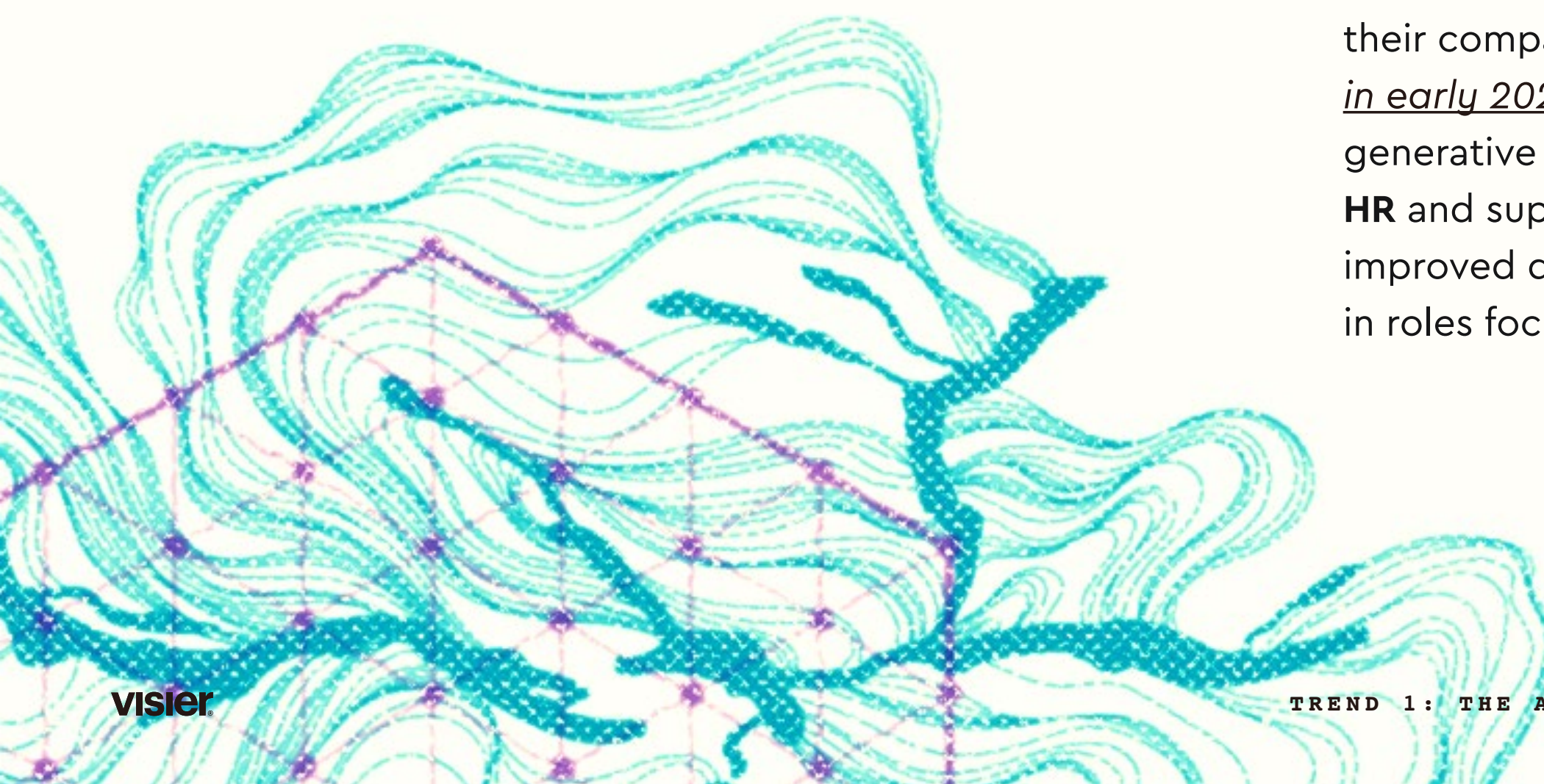
Deloitte, State of Generative AI in the Enterprise 2024


The HR function could stand to benefit the most from an AI transformation—potentially leading the evolution within their companies. In fact, McKinsey's survey, *The state of AI in early 2024*, found that over 65% of companies are using generative AI, **with significant benefits seen in areas like HR** and supply chain management. Organizations report improved decision-making and productivity gains, especially in roles focused on repetitive or content-heavy tasks.

"A PEOPLE ANALYTICS TEAM CANNOT SIT ON THE SIDELINES WHILE AI IS POISED TO TRANSFORM THE WORLD OF HR. 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."



ERIC BOKELBERG
Senior Manager and Visier Alliance Leader, Workforce Analytics,
Deloitte Consulting





Beyond fear: HR can lead the AI revolution at work

"There is so much opportunity for AI to impact the way we work in HR—removing the drudgery of work and infusing intelligent automation so that all employees can thrive."

Dawn Klinghoffer, VP of HR Business Insights, Microsoft

As the custodians of people data and owner of the organization's people strategy, HR is poised to not only be the prime beneficiary of the AI revolution, providing a lens on the health of the business and solving business problems faster and more accurately, but also to lead the way in enabling insights at scale through leveraging AI-enabled analytics. But first, HR must move beyond an unexamined fear of AI to truly benefit.

Security and privacy of sensitive people data, governance and accountability for people-related decision-making, and crafting a data infrastructure to support AI; these are all valid challenges facing companies as they embark on the AI transformation journey—and they are all surmountable. "From an AI perspective, we need a mindset shift within HR because people fear what they don't understand," says [Jill Larsen](#), chief people officer at Synopsys. "When we demystify it, AI is such a huge opportunity for us."

Harnessing the vast benefits of AI-enabled analytics will extend far beyond HR: "If you think about data only in terms of what dashboards, historical attrition, and hiring data you can provide, then you are never going to get there as an HR leader," cautions Larsen.

The true opportunity for HR lies beyond the walls of HR. "AI enables people analytics teams to build decision intelligence at scale and drive the business in real-time.

It can amplify your ability to sense more signals, analyze complex relationships, and make informed decisions at the point that matters," explains Eric Bokelberg, senior manager and Visier Alliance leader, People Analytics and Insights at Deloitte. "With AI, you can process vast amounts of data, surface meaningful insights, and even automate certain tasks, allowing leaders to make faster and more accurate business decisions that ultimately impact workforce KPIs, retention, and employee engagement."

In other words, the benefit of elevating AI's impact on the business is enormous.

HR LEADERS ON THE FOUR KEY FACTORS MAKING AI A "HUGE OPPORTUNITY" FOR HR

1. Unification of siloed data

AI tools streamline disparate data sources, bringing together work data and people data to provide previously unknowable answers to complex workforce questions.

"Data is the business's Rosetta Stone. It allows HR, finance, operations, sales, and other departments to speak the same language and tackle complex questions that no single function can answer alone."

Gary Russo, Executive Director of Workforce Intelligence, Providence Health

2. Increasing data literacy

AI tools will serve to increase analytic capabilities, shifting away from a centralized shared service function and toward democratizing insights for better decision-making throughout the organization.

"AI has had a massive impact on the way HR approaches decision-making. With access to vast amounts of people data, AI enables us to interpret this data in meaningful ways. We use AI to create, manage, and refine our critical people data assets, allowing us to make more informed talent decisions."

Angela Le Mathon, VP, People Data & Analytics, GSK

3. Elevating strategic impact

With the integration of generative AI, many routine tasks can be streamlined, enabling HR teams to shift their focus to higher-impact work and strategic initiatives.

"UKG has embraced AI in its evolving product strategy and within our day-to-day activities within HR and beyond—always with the focus on automating manual work so that the time can be reinvested in more valuable interactions between people and better outcomes."

Melissa Shore, VP, People Insights and M&A Integration, UKG

4. Simplifying HR transactions

Simple-to-use AI tools remove the obstacles associated with adopting and using many different HR tech tools and workflows.

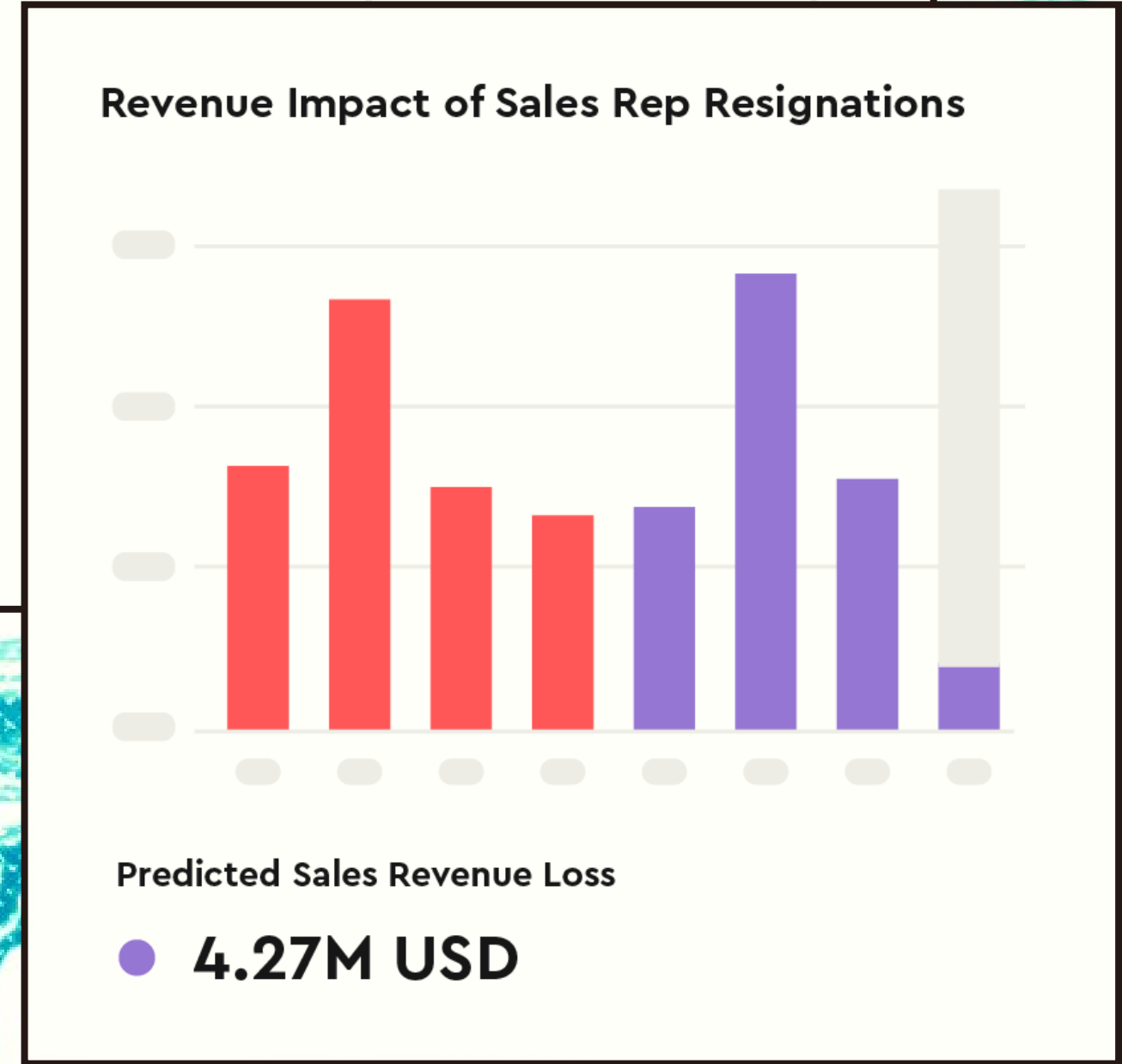
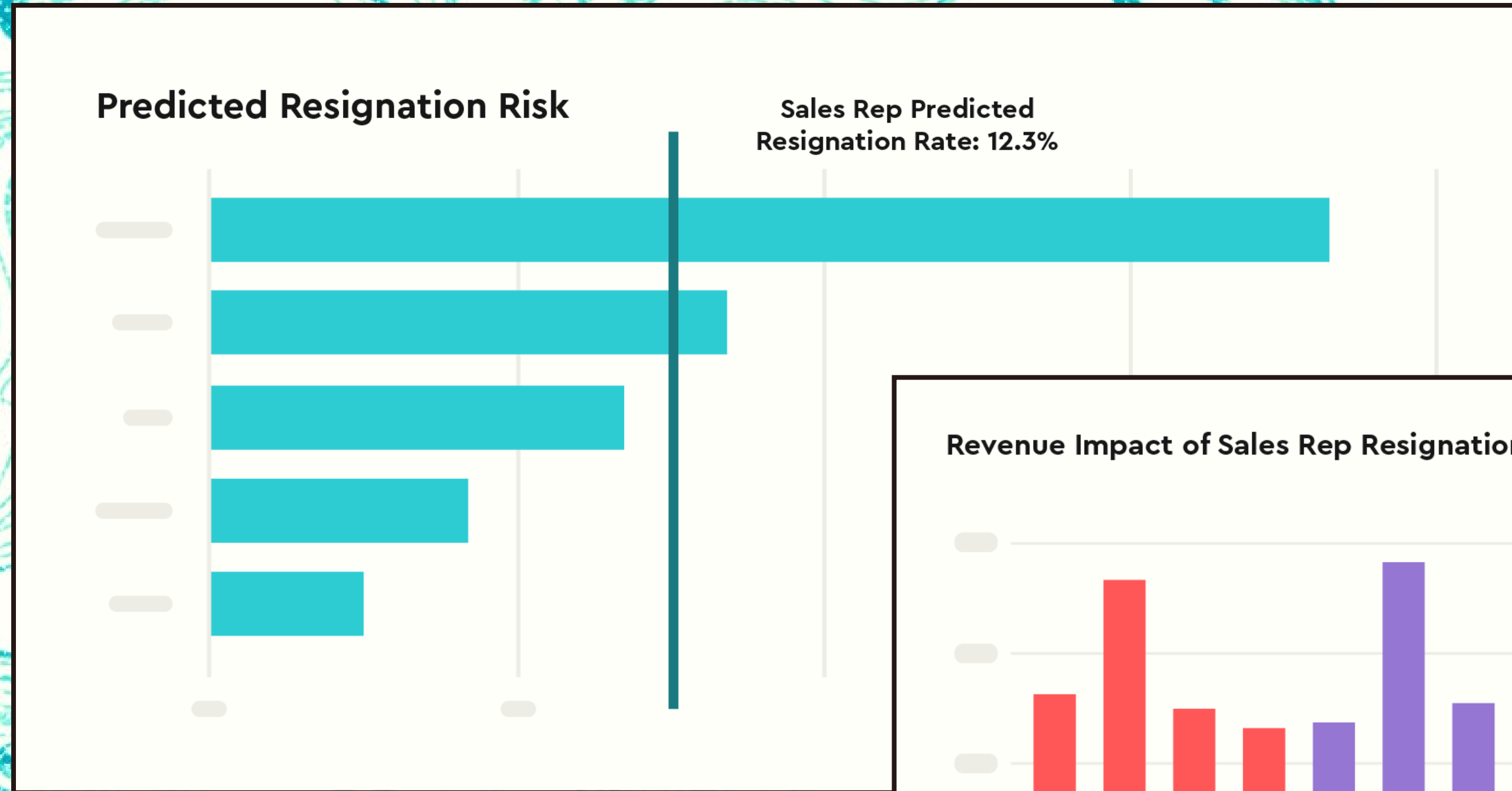
"I expect AI to help leaders at all levels simplify the complexity of their work, making it more digestible and leading to better decision-making. I anticipate that AI will lower barriers to entry in certain professional domains, speeding up both upskilling and the pace at which work can be accomplished."

Adam McKinnon, People Data and Analytics Leader, The Reece Group

How sideline sitters will miss out

To thrive in the AI era, companies must recognize that the real advantage of AI-enabled analytics is the ability to scale access to critical insights quickly, enabling swift and informed decision-making. By integrating work and people data, organizations can unlock actionable intelligence that drives agility and responsiveness. Embracing this capability is essential to staying competitive, as it allows businesses to rapidly adapt to changes and capitalize on emerging opportunities in an AI-powered economy. Those who fail to embrace this shift risk falling behind in a data-driven marketplace.

To fully realize the benefits of AI-enhanced analytics and maintain a competitive edge, organizations must invest in more than just data integration—they need the right tech foundations. Building a flexible and scalable infrastructure is the next crucial step in enabling scaled AI adoption and positioning the company for future innovations.



People data combined with operational data tells the story of how resignations in Sales will affect revenue targets for the business. Business-critical insights like these are quick to access and scale with AI tools.

BUILDING THE BACKBONE— LAYING DOWN THE INFRASTRUCTURE FOR AI TRANSFORMATION

KEY TAKEAWAY 1

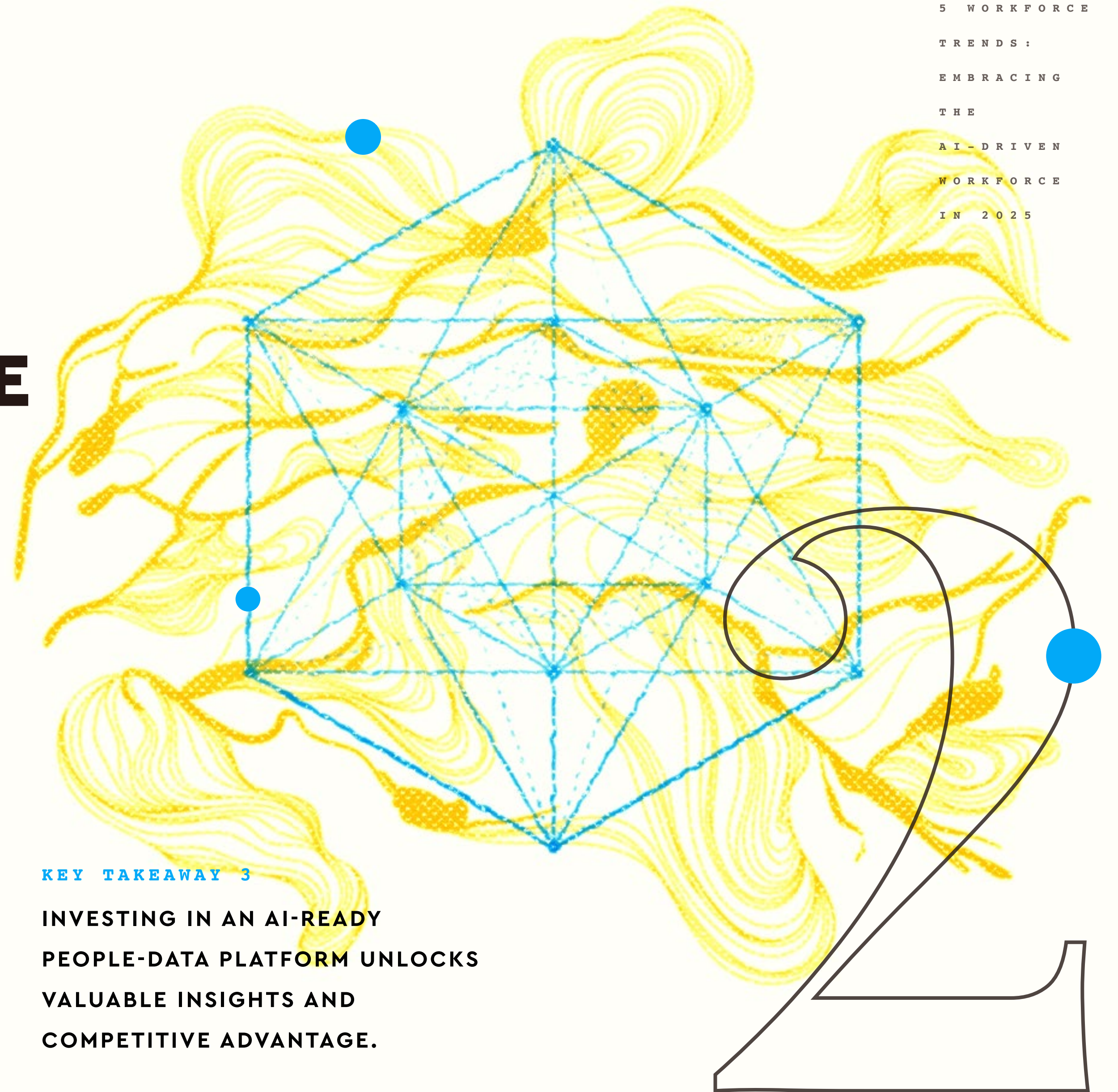
A FLEXIBLE, SCALABLE
INFRASTRUCTURE IS ESSENTIAL
FOR SUCCESSFUL LONG-TERM
AI TRANSFORMATION.

KEY TAKEAWAY 2

UNIFIED AND SECURE DATA
PLATFORMS ENABLE REAL-
TIME ANALYTICS AND
MITIGATE AI-RELATED RISKS.

KEY TAKEAWAY 3

INVESTING IN AN AI-READY
PEOPLE-DATA PLATFORM UNLOCKS
VALUABLE INSIGHTS AND
COMPETITIVE ADVANTAGE.





In an AI-driven economy, organizations must rapidly adapt as technology reshapes job functions and demands new skills and innovations. According to an MIT [survey](#), 78% of executives state that scaling AI and machine learning use cases to create business value is their top priority for enterprise data strategy. To thrive, companies need more than just investment in AI tools; they require a clear AI strategy aligned with business goals and, critically, a flexible, scalable infrastructure to support long-term AI transformation. Such infrastructure must handle large-scale AI adoption and advanced analytics, enabling leaders to navigate a continuously evolving workforce.

AI transformation success depends on the right infrastructure

For AI initiatives to succeed, organizations must invest in the right infrastructure. Generative AI [accelerates the need to break down data silos and share insights](#) efficiently. Companies require a robust, unified infrastructure capable of handling real-time data while ensuring strict security and privacy, especially for sensitive people data. Without strong data foundations and responsible AI practices, businesses risk inaccuracies and biases in their AI outputs.

Of course, organizations must balance the extensive data processing demands of generative AI with stringent security measures, which can be a significant challenge. [Deloitte reports](#) that 77% of companies feel unprepared to manage AI-related risks, particularly concerning data security and governance. Reflecting this concern, [72% of CIOs](#) say that data is the biggest challenge for AI, and 68% highlight that unifying their data platform for analytics and AI is essential. A centralized infrastructure is key to consolidating disparate data sources, managing complex people data, and delivering advanced analytics securely and effectively.

The urgent need for AI adoption

HR and business leaders need real-time insights to make the best decisions for their organizations. But these insights are only as good as the data infrastructure behind them. Generative AI is transforming how these insights are accessed, making advanced analytics more accessible than ever. [Gartner reports](#) that 76% of HR leaders believe that without adopting AI solutions like generative AI within the next 12 to 24 months, their organizations will fall behind.

Employees are already embracing AI tools at work, signaling to leadership a strong demand for more. [Microsoft research](#) shows that 75% of knowledge workers incorporate AI into their daily tasks, with 78-80% bringing their own AI tools to work. While this enthusiasm demonstrates the growing adoption of AI, it poses risks: without a cohesive, company-wide AI strategy and infrastructure, businesses miss out on the full benefits and potentially expose themselves to security vulnerabilities and data silos.

As Ian Bailie, VP of People Strategy and Operations at Synopsys, emphasizes: "The biggest challenge for HR in the next five years is building a reliable data infrastructure. For AI to work effectively, we need large volumes of accurate data. **Without investing in the right tech stack, the promise of generative AI cannot be realized.** We have a huge opportunity to improve employee and manager experiences and automate basic tasks, but **none of this will be possible without the proper infrastructure to support it.**"

INVESTMENT PRIORITIES IN ENTERPRISE IT BUDGETS UNDERSCORE THE RISING IMPORTANCE OF AI INFRASTRUCTURE

Spending on infrastructure for generative AI workloads has become the top IT budget priority, overtaking security. An [IDC survey](#) found that 35% of respondents identified developing a strong business case for AI infrastructure as their main focus, followed by prioritizing security (34%) and modernizing data storage and management (24%). This shift highlights the urgent need for organizations to build robust infrastructure capable of supporting advanced AI initiatives.

35%

develop a strong business case for AI infrastructure

34%

prioritize security

24%

modernize data storage and management

An AI-ready people data platform unifies data sources, provides advanced insights

Forward-thinking companies are investing in infrastructure designed to handle both work data and people data, transforming raw data into actionable insights. This isn't just about faster reporting—it's about creating a dynamic analytical environment that adapts to emerging patterns, predicts workforce trends, and enables leaders to shape organizational strategy with precision while unlocking valuable insights critical for informed decision-making and operational strategy.

WHAT'S WORK DATA?

The most successful companies blend people data and work data to better understand not just their people but also the work they do and the outcomes they drive. Work data could include data points like sales attainment from your CRM, call resolution times from your call center data, or development velocity from your project management tools.

For example, combining sales data from systems like Salesforce with HR data allows leadership to predict employee resignation risks, highlight top performers, and automate routine tasks. This enables strategic talent decisions to reward top sellers and identify coaching opportunities for others.

UKG

servicenow

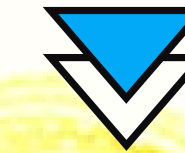
salesforce

ORACLE

Medallia

greenhouse

qualtrics^{XM}



Unifying data sources into an AI-enabled people data platform like Visier provides more robust insights that may reveal previously unknown impacts.

A PEOPLE-DATA PLATFORM WITH FOUR KEY ELEMENTS PROVIDES THIS FOUNDATION:

1

AI

Always-ready insights delivered by self-serve generative AI, ensuring accurate and secure information scaled across the organization.

2

Data

Critical questions answered through prebuilt content, metrics, and benchmarks from aggregated and anonymized employee records.

3

Analytics

Rapid consolidation of people and work data into an always-ready data layer.

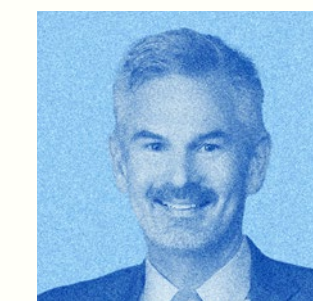
4

Security

Centralized security, compliance, and governance models offering peace of mind.

As AI continues to transform the business landscape, the need for a flexible, scalable, secure infrastructure becomes paramount. Organizations that invest now in agile platforms designed for complex data integration and advanced analytics position themselves to leverage AI's full potential. By building this backbone today, companies not only support current AI initiatives but also lay the groundwork for future innovations, ensuring sustained competitiveness in an unpredictable future. Delaying this investment could mean falling behind in the rapidly advancing AI economy.

"THE BIGGEST CHALLENGE FACING HR IN THE NEXT FIVE YEARS IS FUTURE-PROOFING ITSELF WHILE IT DOES THE SAME FOR THE ORGANIZATION. WE'LL NEED TO LEAD THE WAY IN DATA, AI, AND NEW WAYS OF WORKING TO KEEP UP WITH RAPIDLY DECLINING TALENT AVAILABILITY."



MARK SMITH

Insights & Workforce Optimization Executive Leader,
Providence Health

LEADERSHIP SYNERGY—ALIGNING TALENT STRATEGY WITH TECH INNOVATION

KEY TAKEAWAY 1

SUCCESSFUL AI TRANSFORMATION DEMANDS CROSS-FUNCTIONAL COLLABORATION BETWEEN THE CHRO, CFO, AND CIO.

KEY TAKEAWAY 2

GENERATIVE AI ENABLES THE CHRO TO INFLUENCE BUSINESS STRATEGY BY PROVIDING CRITICAL INSIGHTS AT SCALE.

KEY TAKEAWAY 3

RESISTING AI ADOPTION LEADS TO MISSED OPPORTUNITIES, POOR ALIGNMENT, AND LOSS OF COMPETITIVENESS.



AI transformation demands more than technology upgrades; it requires alignment across the C-suite. Leaders must unite to craft a vision that integrates AI into both technological infrastructure and talent strategy, unlocking its full potential to drive better decision-making, productivity, and employee engagement.

AI transformation offers the CHRO a pivotal opportunity to elevate AI's role in shaping the future of work by aligning talent strategy with business goals—and it's the right time for the head of people to assume that mantle. As one of the top-five highest-paid executives in 2023/4, the CHRO's influence is growing, driven by their ability to provide data-informed insights—now made easily scalable with the power of generative AI.

Generative AI enables the CHRO to access critical insights instantly, transforming HR from a reactive to a proactive role in decision-making. What once took days now happens in seconds, allowing HR to play a central role in guiding business direction, much like the CFO does with financial data.

However, the CHRO cannot drive this transformation alone. Success lies in the collaboration of the CHRO, CFO, and CIO, who together ensure that AI delivers technological, financial, and workforce results.

"DATA IS THE SECRET SAUCE THAT TRANSFORMS HR FROM THE 'PEOPLE DEPARTMENT' INTO A REAL POWER PLAYER IN THE BUSINESS. WITH THE RIGHT DATA, WE CAN PREDICT TRENDS—LIKE HOW MANY PEOPLE WE'LL NEED NEXT YEAR OR WHAT'S DRIVING EMPLOYEE HAPPINESS (OR FRUSTRATION). WHEN HR CAN SHOW HOW OUR WORK IMPACTS PRODUCTIVITY AND PROFIT, WE'RE NOT JUST FIXING PROBLEMS ANYMORE—WE'RE HELPING DRIVE THE BUSINESS FORWARD. DATA GIVES US A SEAT AT THE BIG TABLE, AND WE LOVE IT!"



KEVIN LIANG
Director Analytics
TELUS

A mighty trio: the CHRO, CFO, & CIO

"The CHRO plays a critical role by leading this coalition, aligning talent strategy, financial planning, and new technology adoption that impacts employees. Without a clear plan and budget, finance can't act, and new technology roll-out without people strategy leads to chaos. The CHRO has never had a better chance to lead than with genAI."

Keith Bigelow, Chief Product Officer, Visier

The CHRO's is a pivotal role in driving business strategy through people. In the context of an AI transformation, their role becomes even more critical. The CHRO's responsibility is twofold: first, they must become a strategic partner to the business, fully informed and able to leverage data to tell compelling stories that connect business strategy with people outcomes while also translating those insights into action across the organization.

The CFO ensures that the company's AI transformation is financially viable and strategically aligned with the organization's long-term goals, prioritizing AI projects that offer the highest ROI while balancing risk management.

The CIO ensures that scalable systems are in place to continuously analyze and synthesize work and people data, leveraging generative AI to extract insights that evolve as technologies advance. The CHRO uses these insights to create a workforce strategy that supports business objectives, ensuring employees are prepared to adapt to AI-driven changes.

Well-defined AI strategies for better business outcomes

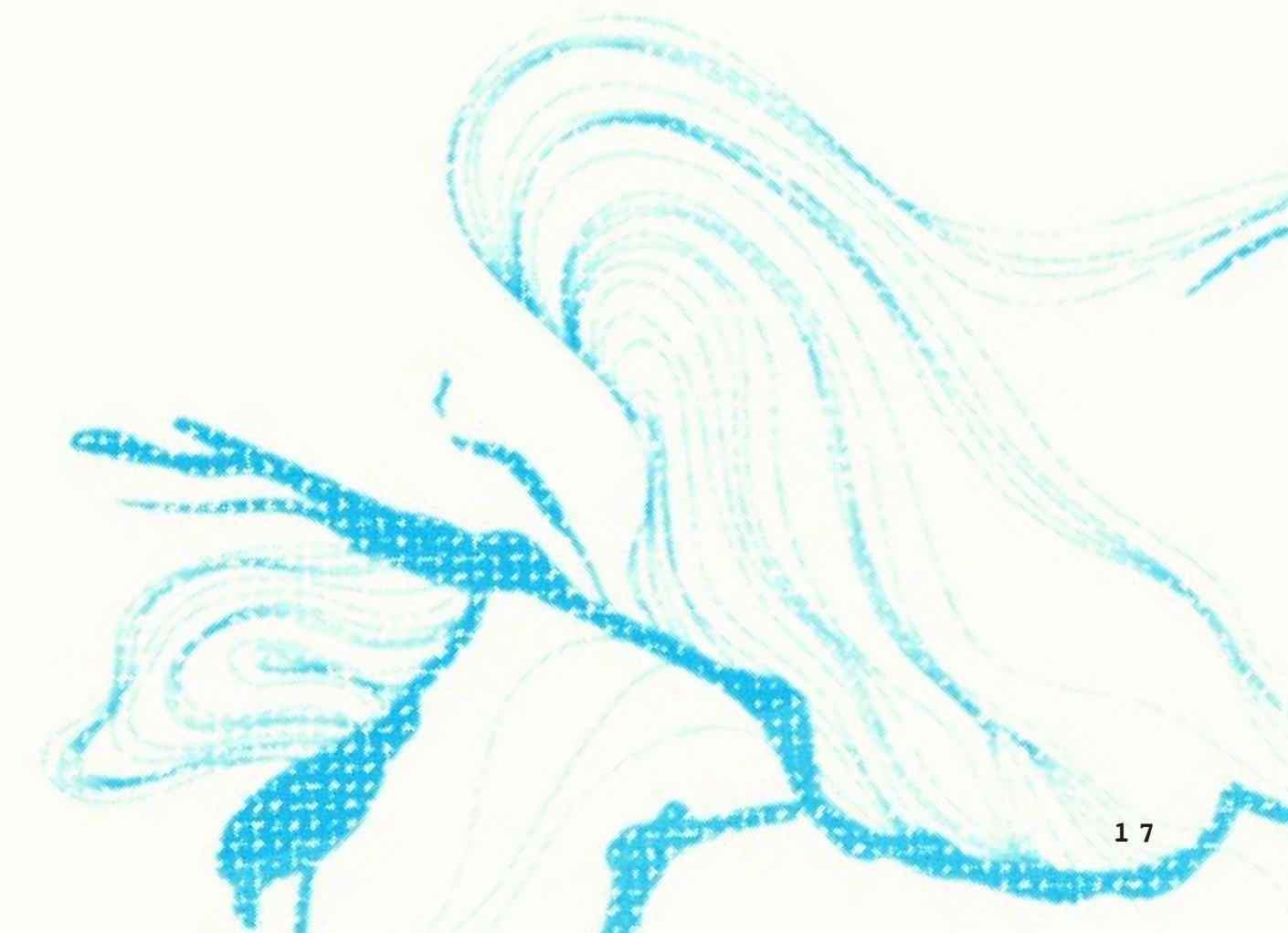
Organizations that embrace AI-driven transformation stand to gain a significant competitive edge by enabling quicker, data-driven decision-making and optimizing their resource allocation. According to Gartner, those with well-established AI strategies focus on aligning AI initiatives with clear business goals, proactively managing risks, and measuring success through relevant business metrics. Leaders in these organizations are not only adopting AI but also setting governance frameworks to ensure responsible deployment, which builds trust and drives better results.

The benefits are clear, and while 79% of leaders recognize AI as essential for staying competitive, the pressure to show immediate ROI, concerns about measuring productivity gains, and a lack of clear implementation vision are causing many to move cautiously. Overcoming these obstacles to arrive at business value is where the strength of the partnership really comes into play—a

strategic alignment allowing companies to leverage AI to increase revenue, enhance customer engagement, and improve productivity.

Beginning with defining a clear vision and strategy that aligns with overall business objectives, the executive trio should define key areas where AI can drive value—automating repetitive tasks, enhancing decision-making through analytics, or improving employee experiences—while removing obstacles that could stifle the transformative power of AI and diminish the company's competitiveness.

The innovative vision of forward-thinking leadership will inevitably meet resistance from those entrenched in outdated processes and thinking. But for leaders who rise to the challenge, AI offers a path to greater strategic influence, making HR a trusted and true driver of business success.



"WHEN I THINK OF THE KEY DRIVERS OF AI TRANSFORMATION, THERE ARE THREE ESSENTIAL ROLES. THE CHRO NEEDS TO CREATE A TALENT PLAN THAT EVOLVES WITH THE NATURE OF WORK AND THE WORKFORCE—HOW IS WORK CHANGING AND HOW WILL THAT CHANGE IMPACT OUR EMPLOYEES? THE CFO MUST ASSESS THE ROI BENEFIT OF SPENDING ON THIS NEW TECHNOLOGY AND HOW TO BALANCE THAT SPEND WITH NEWFOUND EFFICIENCY OR GROWTH. FINALLY, THE CIO HAS TO ENSURE THESE INITIATIVES ARE IMPLEMENTED SEAMLESSLY AND EFFECTIVELY, WORKING WITH BUSINESS LEADERS AND EMPLOYEES TO DELIVER THE PROMISED ROI.



KEITH BIGELOW
Chief Product Officer
Visier

WORKFORCE AGILITY— ORCHESTRATING A HUMAN AND DIGITAL WORKFORCE

KEY TAKEAWAY 1

USE AI-ENHANCED ANALYTICS TO UNDERSTAND AND CONTINUOUSLY SHAPESHIFT THE WORKFORCE TO MEET DEMAND.

KEY TAKEAWAY 2

INVEST IN AI SKILLS AND CONTINUOUS LEARNING TO STAY COMPETITIVE AND INNOVATIVE.

KEY TAKEAWAY 3

DESIGN WORKFLOWS ENHANCING HUMAN-AI COLLABORATION FOR OPTIMAL PERFORMANCE.

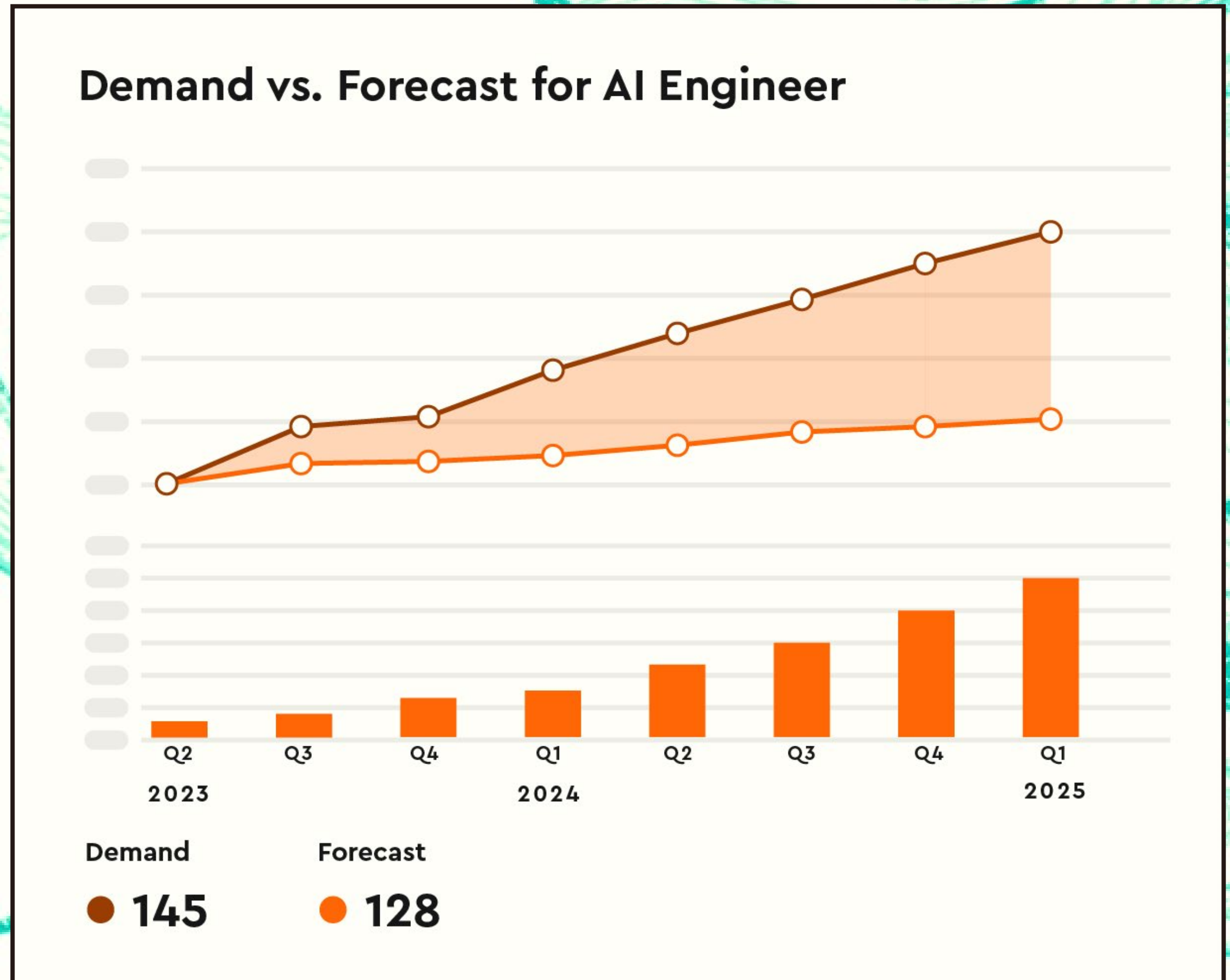


"HR is the art of resourcing the organization's work, which today still relies on human labor. Technology, automation, and now AI are driving a revolution in HR. The top HR leaders of the future will excel in 'work resourcing,' skillfully combining human labor, AI-augmented workers, and fully automated tasks. At the core of this transformation will be a deep mastery of HR technology and analytics."

Chris Mason, VP, HR Tech, Talent & Total Rewards, KeHE Distributors

The new world of work will be dominated by the demand for both AI skills and increased productivity—a tough combination to satisfy during a labor shortage. To retain a competitive edge, organizations will need to develop and deploy their workforce in the most agile way possible, and that starts with data, insights, and the ability to react quickly to ever-changing market demands.

Leaders must focus on building an adaptable workforce by investing in and understanding the efficacy of continuous learning programs that upskill or reskill employees to thrive in an AI-enhanced work environment. Acquiring talent with AI skills is only one part of creating an agile workforce of the future. The other, perhaps equally as complex, is the ability to effectively deploy the best skills for the job—whether human or artificial. **Understanding which talent to dispatch where and when—continuously—will afford organizations a performance advantage over those who lack these workforce insights.**



Optimizing the right mix of staffing to meet future demand starts with understanding the capabilities and skills of the current workforce.

THE ABCDS OF CREATING A FUTURE-PROOF, AGILE WORKFORCE

A large, stylized letter 'A' with a teal-to-orange gradient and a halftone dot pattern.

Acquire

Attract top talent by offering opportunities with cutting-edge AI technologies, and develop employees' AI skills to safeguard against obsolescence.

A large, stylized letter 'B' with a teal-to-orange gradient and a halftone dot pattern.

Balance

Use AI-enabled analytics to gain a holistic view of workforce skills, enabling data-driven decisions that balance technology and human resources.

A large, stylized letter 'C' with a teal-to-orange gradient and a halftone dot pattern.

Cultivate

Cultivate a culture of continuous learning and adaptability, encouraging employees to upskill and reskill in response to technological advancements.

A large, stylized letter 'D' with a teal-to-orange gradient and a halftone dot pattern.

Deploy

Deploy talent effectively across the business to rapidly meet market demands and company needs, staying ahead of the competition.

How AI is turning talent management on its head

While AI isn't replacing jobs entirely, it is changing how people work by reshaping roles across industries—a shift that will surely require a transformation in talent acquisition, management, and deployment. Early-career talent is being given more responsibilities as AI handles routine tasks. Leaders are prioritizing candidates with AI skills over more experienced candidates who lack them, accelerating changes in job roles and skill sets. And, top talent is seeking out opportunities at AI-savvy companies.

While AI will automate many tasks, the trend toward hybrid roles—where humans collaborate with AI—will intensify. Leaders should invest in designing workflows that enhance this collaboration, ensuring that humans can leverage AI to improve decision-making, creativity, and problem-solving.

"WE CAN'T LOSE THE HUMAN TOUCH IN HIRING, 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

EMPLOYERS INCREASINGLY VIEW AI SKILLS AS ESSENTIAL

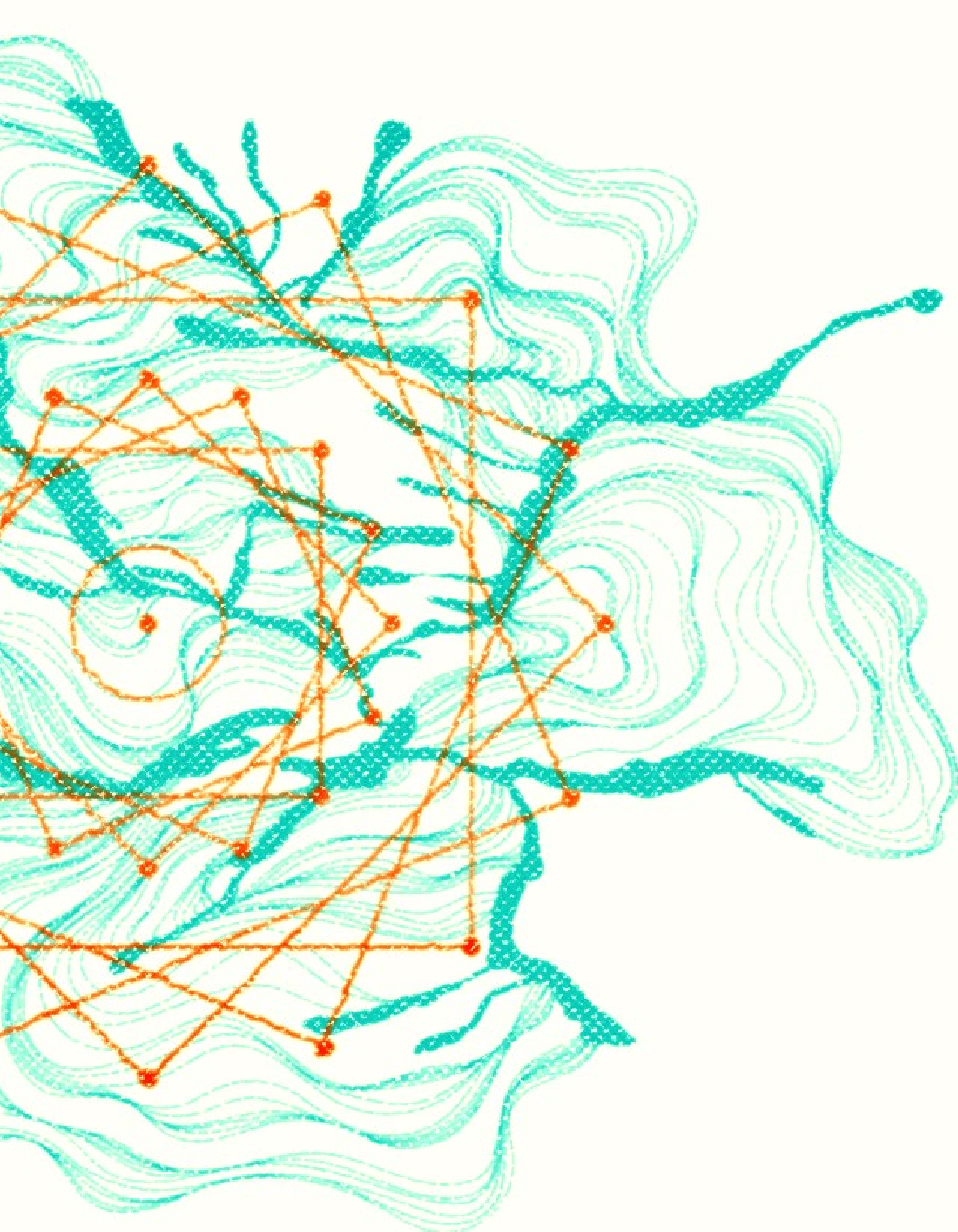
According to Microsoft, 66% of leaders say they wouldn't hire someone without AI skills and 71% say they'd rather hire a less experienced candidate with AI skills than a more experienced candidate without them.

66%

of leaders wouldn't hire someone without AI skills

71%

of leaders would hire a less experienced candidate with AI skills than a more experienced candidate without them



As AI continues to reshape the workforce, organizations must prioritize agility by orchestrating a harmonious blend of human and digital capabilities. By acquiring top talent with AI skills, balancing technology with human expertise, cultivating a culture of continuous learning, and deploying talent effectively, companies can gain a workforce AI edge to stay ahead in a competitive landscape. Embracing AI doesn't mean losing the human touch; instead, it enhances it, allowing employees to focus on strategic, creative tasks while AI handles routine operations. Leaders who invest in integrating AI thoughtfully will unlock new levels of productivity, innovation, and employee satisfaction, positioning their organizations for sustained success in the AI-driven future.

"OUR GENERATIVE AI ASSISTS EMPLOYEES BY SUGGESTING GOALS ALIGNED WITH COMPANY OBJECTIVES AND PAST RESULTS, OVERCOMING THE BLANK-PAGE CHALLENGE. EMBEDDED IN GOAL-SETTING, FEEDBACK, AND RECOGNITION, AI PROVIDES DATA-BACKED GUIDANCE THAT IMPROVES PERFORMANCE INPUTS AND VASTLY REDUCES BIAS. FOR MANAGERS, AI ACTS AS A COACH, OFFERING FEEDBACK SUGGESTIONS AND CONTEXT TO ENHANCE COACHING SKILLS WHILE ALLOWING THEM TO LEAD. IT ALSO STREAMLINES PERFORMANCE REVIEWS AND AIDS HR BY AUTOMATING TASKS AND DELIVERING ANALYTICS FOR STRATEGIC DECISION-MAKING, SHAPING THE FUTURE OF WORK WITH INSIGHTFUL DATA."



JOHN SCHNEIDER
CMO
Betterworks

THE HUMAN ELEMENT— ELEVATING EMPLOYEE PERFORMANCE IN AN AI WORLD

KEY TAKEAWAY 1

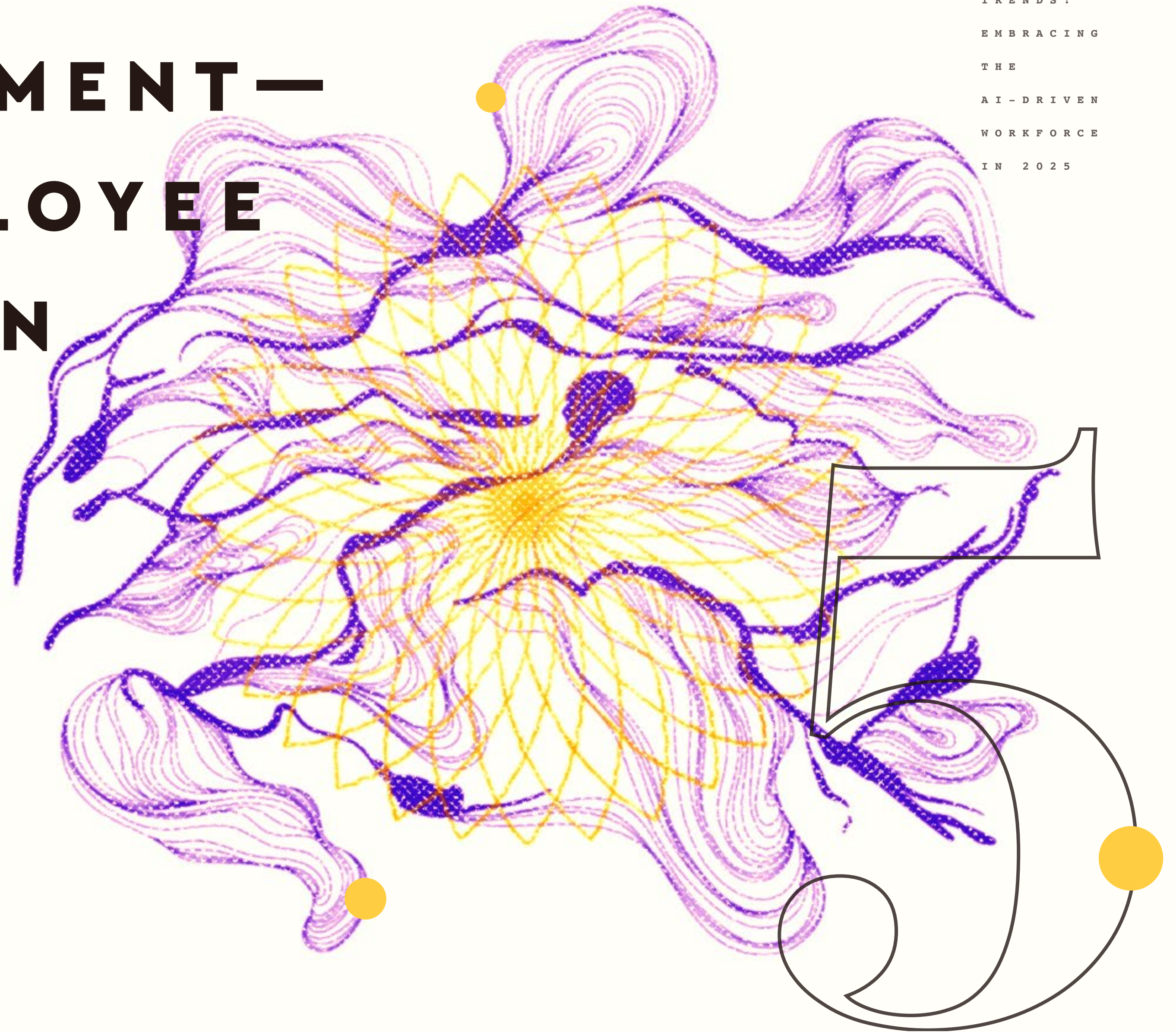
LEVERAGING AI ELEVATES EMPLOYEE PERFORMANCE BY ENHANCING SKILLS AND PRODUCTIVITY.

KEY TAKEAWAY 2

AI TOOLS ENABLE EMPLOYEES TO FOCUS ON HIGH-IMPACT TASKS, BOOSTING OVERALL EFFECTIVENESS.

KEY TAKEAWAY 3

COMBINING PEOPLE AND WORK DATA ENABLES SMARTER, HUMAN-CENTRIC DECISIONS.

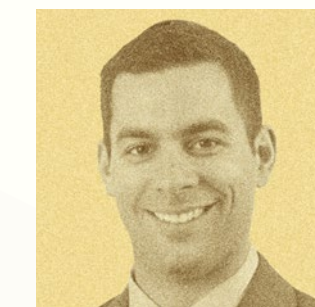


Incorporating employee performance into the broader conversation on AI transformation is essential for organizational success, while also ensuring that people remain at the center of the organization's strategy. Leaders must understand how generative AI is transforming the nature of work and how employees can leverage these technologies to enhance their productivity and effectiveness. Employees prioritize factors such as meaningful work, opportunities for growth, and the ability to make impactful contributions—elements that directly influence their performance.

As AI profoundly reshapes the workplace—transforming roles, creating new jobs, and accelerating the demand for new skills—these employee priorities become even more crucial. For this, a people-centric, business-impacting performance management strategy must seek to enhance both employee experience and business outcomes.

According to Microsoft research, global skills are projected to change by 50% by 2030 compared to 2016, with generative AI expected to accelerate this change to 68%. Amid this technological upheaval, it's crucial to remember that while AI enhances efficiency, it is the uniquely human qualities—ingenuity, creativity, and connectedness—that drive long-term success and innovation. Therefore, organizations must prioritize a performance strategy that ensures employees stay engaged and supported even as new technologies are adopted.

"THE SOCIAL CONTRACT BETWEEN COMPANIES AND EMPLOYEES HAS BEEN ELEVATED. DURING THE PANDEMIC, EMPLOYEES SAW WHAT COMPANIES COULD ACHIEVE WHEN THEY PULLED OUT ALL THE STOPS. NOW, AS WE ENTER THE NEXT MACROECONOMIC PHASE, HR MUST LEVERAGE AI TO FIND INNOVATIVE AND SUSTAINABLE WAYS TO ENGAGE AND DELIGHT EMPLOYEES."



BRAD WOODFIELD
Senior Director, People Analytics
DaVita Kidney Care

"THE WORLD IS MOVING FASTER THAN EVER — AND THE WORKFORCE IS UNDER A LOT OF PRESSURE TO BUILD SKILLS IN GENERATIVE AI, FROM THE ENGINEERS DEVELOPING AI SYSTEMS TO THOSE WHO ARE STARTING TO USE AI TOOLS IN THEIR DAY-TO-DAY WORK. BUT, THE EXCITING NEWS IS THAT OUR LEARNING TOOLS ARE IMPROVING AT AN EVEN FASTER RATE THAN THE PACE OF CHANGE. FOR THE FIRST TIME IN HISTORY, AI MAKES IT POSSIBLE TO PERSONALIZE LEARNING AT AN INFINITE SCALE."



NICOLE HELMER
VP Product Management, Skills and AI
Degreed

AI skills as a catalyst for enhanced performance

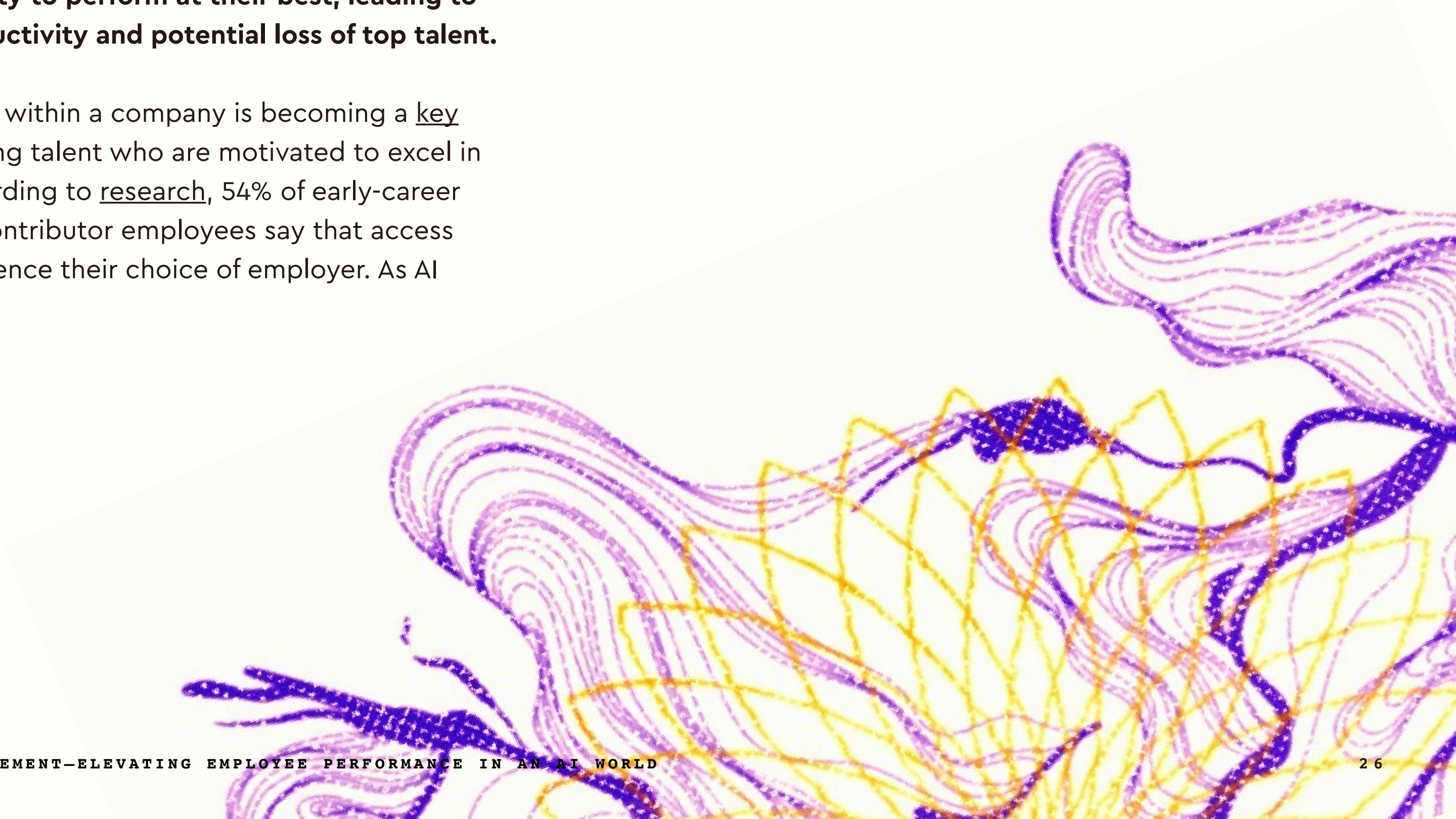
Employees are increasingly eager to develop AI skills to enhance their performance and contribute more effectively to organizational goals. Research shows that employees are already embracing AI technologies to improve their own performance. 66% of employees see AI as a tool for faster promotions, and 76% believe AI skills are essential to staying competitive in the job market.

By not embracing AI, companies may impede their employees' ability to perform at their best, leading to decreased productivity and potential loss of top talent.

AI sophistication within a company is becoming a key factor in attracting talent who are motivated to excel in their roles. According to research, 54% of early-career and individual contributor employees say that access to AI would influence their choice of employer. As AI

adoption grows, companies offering AI-driven technologies enable employees to work smarter, not harder, leading to improved performance outcomes.

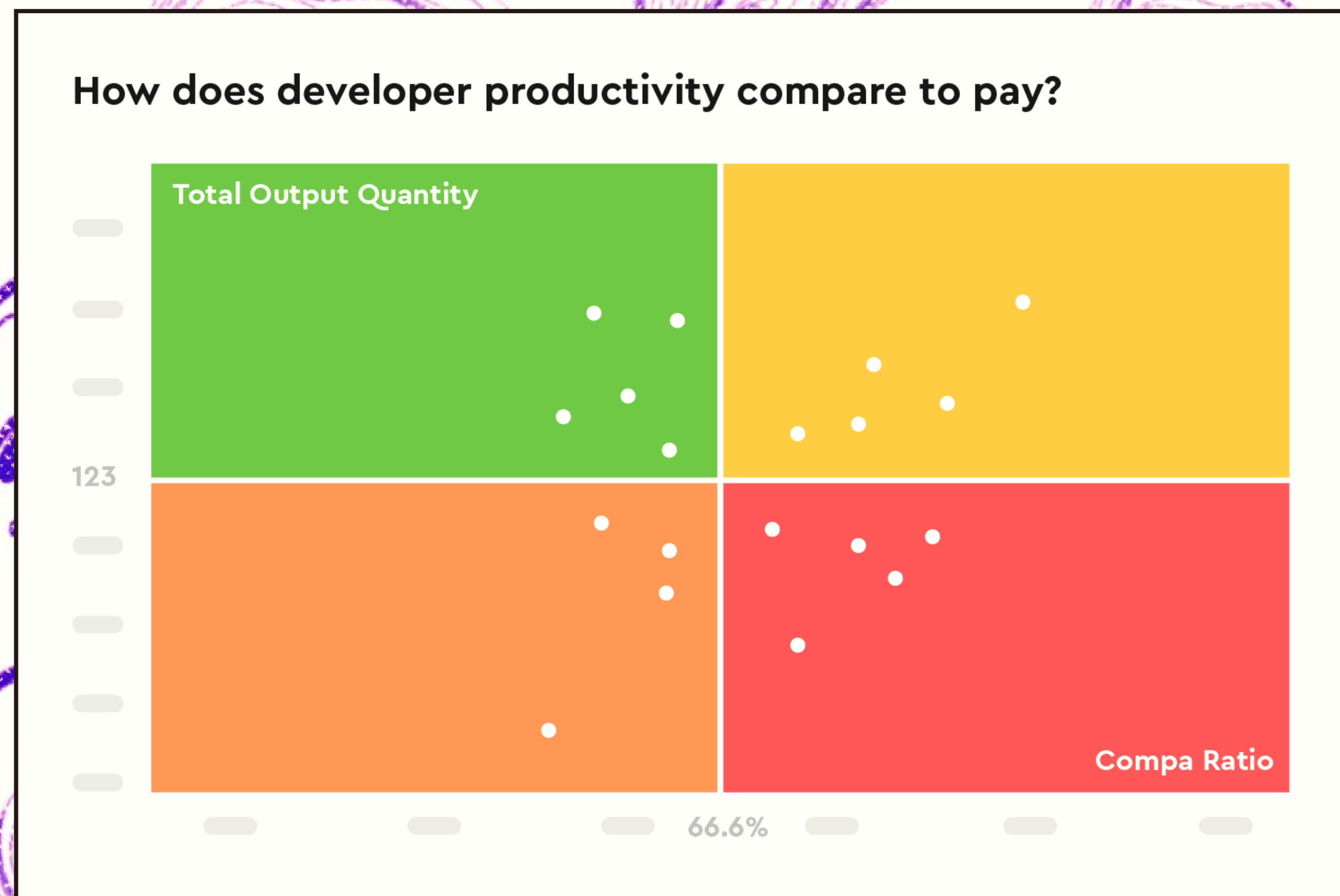
By investing in AI technology and skills development, organizations empower employees to enhance their capabilities, leading to increased productivity and performance. This requires a tailored reskilling approach and strong collaboration between HR, tech, and business leaders. HR plays a pivotal role in guiding this transformation, ensuring that AI adoption not only enriches the employee experience but also drives long-term performance improvements.



Empowering peak performance through a people-first approach

When AI automates routine tasks, employees are freed to focus on creative, collaborative, and innovative work that provides the basis for stronger personal and business performance. This shift allows them to dedicate time to problem-solving and strategic thinking, leading to greater productivity and better outcomes for the organization. By reducing the burden of repetitive tasks, AI enables employees to concentrate on work that utilizes their strengths and skills to the fullest.

To support this, their leaders need instant access to critical insights to understand how employees are impacting the business—and vice versa. By combining work data and people data, people managers have easy access to insights on productivity, skills gaps, and potential areas for improvement. Access to insights on performance, workload, and output enables managers to make more data-informed, tailored decisions that optimize team effectiveness while also supporting employees' desire to contribute and succeed. This people-first approach fosters a more empathetic leadership style that helps employees perform at their best, ultimately boosting productivity and profitability.



Combining work data and people data provides critical insights into factors affecting employee performance, enabling leaders to enhance productivity and drive better business outcomes.



Show me potential career paths for Plant Operations Analyst



Ok, I think I found something!

The most likely path from Plant Operations Analyst was to Maintenance Engineer in 2023 - 2024, which had 8 transitions. The average time in role before this transition was 26.5 mos.

Career Paths within Bluesphere from Job Name: Plant Operations Analyst showing Total Employees Ever in Role 2023-2024 | Manager



What about Turnover Rate?

Compared to Employee Exit Count?

Compared to Employee Starts Count?

Ask me a people question

With tools like Visier's generative AI assistant, Vee, managers can dive deeper into individual and team dynamics, making smarter decisions about compensation and training, and aligning talent to high-impact initiatives. Vee also helps identify unexpected career development opportunities, supporting both personal growth and organizational success.

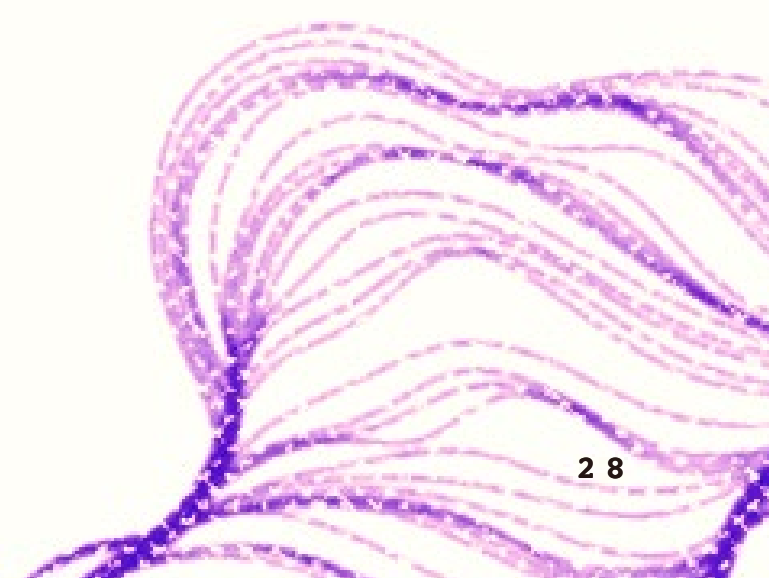
Organizations that proactively integrate AI into their operations elevate employee performance by enhancing skills, increasing productivity, and enabling focus on strategic, high-impact work. This not only boosts individual effectiveness but also drives overall company performance. Companies that fail to embrace AI risk decreased productivity and may fall behind competitors who empower their employees with advanced tools. By leveraging AI-enhanced analytics, leaders can make data-driven decisions that maximize employee output, support professional growth, and ensure sustained success in a new world of work.

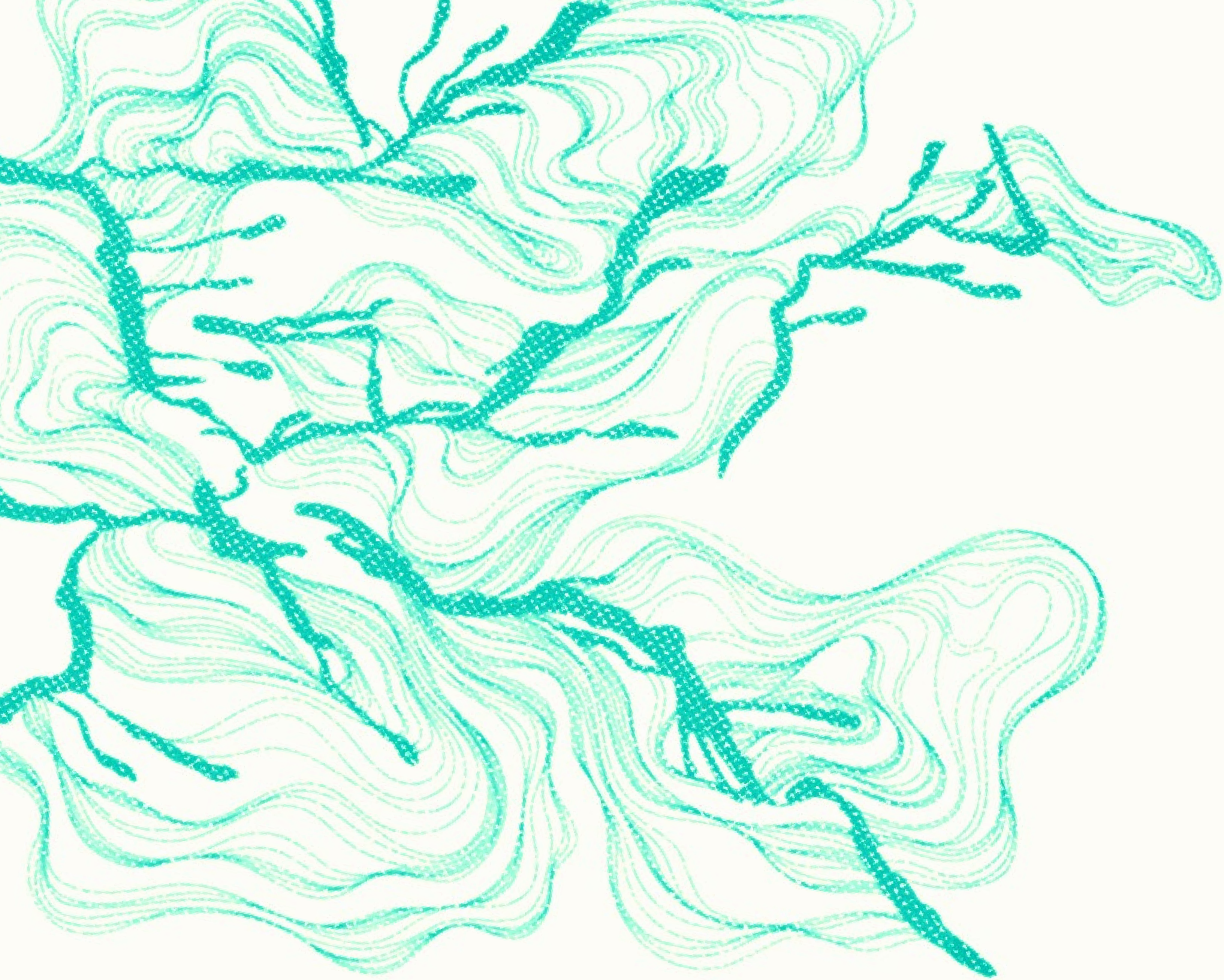
"MY PHILOSOPHY IS THAT AI ISN'T ABOUT REPLACING PEOPLE BUT EMPOWERING THEM TO DO MORE VALUABLE WORK. IT'S ABOUT INCREASING PRODUCTIVITY, IMPROVING QUALITY, AND SAVING TIME. AI SUPPORTS BETTER DECISION-MAKING, AUTOMATES TASKS, AND FREES UP TIME FOR MEANINGFUL HUMAN INTERACTION. THAT HUMAN CONNECTION FUELS ENGAGEMENT AND IMPACT, WHICH IS WHAT TRULY DRIVES SUCCESS."



NATHAN SHAPIRO

Head of Platform Strategy & User Experience
Paychex





As we enter 2025, embracing the AI-driven workforce is no longer an option but a necessity for organizations aiming to thrive in an ever-evolving business landscape.

By harnessing an **AI Advantage** to lead in a forever-changed world of work, **Building the Backbone** with a robust infrastructure for AI transformation, and fostering **Leadership Synergy** to align talent strategy with technological innovation, companies can position themselves at the forefront of their industries. Cultivating **Workforce Agility** through the orchestration of human and digital collaboration ensures adaptability and resilience amid rapid change. Lastly, by emphasizing the **Human Element** and elevating employee performance in an AI world, organizations keep people at the heart of their strategies while driving innovation and sustained growth. Together, these five facets of AI transformation provide a comprehensive roadmap for navigating the complexities of the AI era, empowering businesses to not only adapt but also to lead with confidence into the future.

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 60,000 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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