

TRENDS 2026

# The Business Case **For Humans** in the AI Era

Five Essential Trends The C-Suite  
Must Pay Attention to in 2026.

**visier**<sup>®</sup>





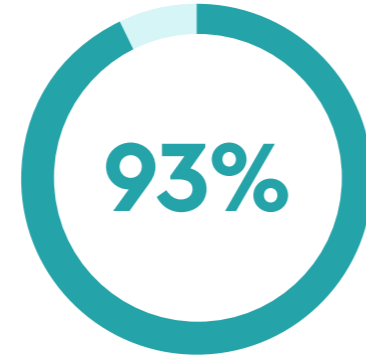
# Contents

Executive Summary	3
<b>Trend #1:</b> The Manager Experience Will Be the New Employee Experience	5
<b>Trend #2:</b> AI Will Be First Mate, Not Captain	9
<b>Trend #3:</b> Workforce Planning Will Shift From Hobby to Critical Capability	13
<b>Trend #4:</b> GenAI Will Extend the Reach of People Analytics	17
<b>Trend #5:</b> The HR Solution Stack Will Be Under Pressure	21
A New Era of CHRO Leadership Begins in 2026	25

Looking ahead to 2026, one thing is certain: the pace of change isn't slowing down. If anything, it's accelerating. In a world already buzzing with economic and social uncertainty, the rise of AI has added a whole new dimension of complexity to how we all live and work.

Here at Visier, we see how AI is reshaping business firsthand. From product design to how we measure success, there are new tools and skills transforming how we scale our own productivity. But while the possibilities are exciting, they also bring a lot of new existential questions and anxieties for leaders and employees alike:

- What is our **purpose** when AI can do so much?
- As AI makes more decisions, are we, the humans, still in control?



of people cited "meaninglessness" as a core fear in the face of the surge in AI usage in daily life.

A recent study<sup>1</sup> confirmed what many of us feel... a deep-seated fear of becoming irrelevant. In fact, 93% of people cited "meaninglessness" as a core fear in the face of the surge in AI usage in daily life. This uncertainty is sparking serious considerations and conversations. But there's good news from that same study because the more people use AI, the less anxious they feel. We don't fear what we understand.

This uncertainty is exactly where great leadership matters most to ensure organizations can not only survive but also thrive no matter what the macroeconomic changes come our way. It's your chance to step up, and we believe the key lies with your people managers.

Think of your managers as the "last mile" connecting your company's strategy to the people doing the work. They're closest to your employees, your customers, and the reality of how AI is changing jobs on the ground. Their impact on engagement is huge. As AI becomes more common, your managers are the ones who must be empowered with the right tools to make smart, data-informed decisions that boost performance and keep their teams engaged.

We saw this in action throughout 2025. When we gave managers direct access to data and insights with our AI agent, Vee, their interest in data-driven decisions skyrocketed. For 2026, we're taking it a step further. We're equipping organizations with the Visier Manager Agent—an AI-powered advisor



that gives managers the right insights at the right time, automates tedious tasks, and helps them keep their teams effective. And this is just the beginning.

We created this report specifically for C-Suite leaders like you. You're the one responsible for guiding your organization through the year ahead and ensuring your people can do their best work in this new AI era. Based on our work in people analytics and workforce intelligence, we've pinpointed the trends that will matter most.

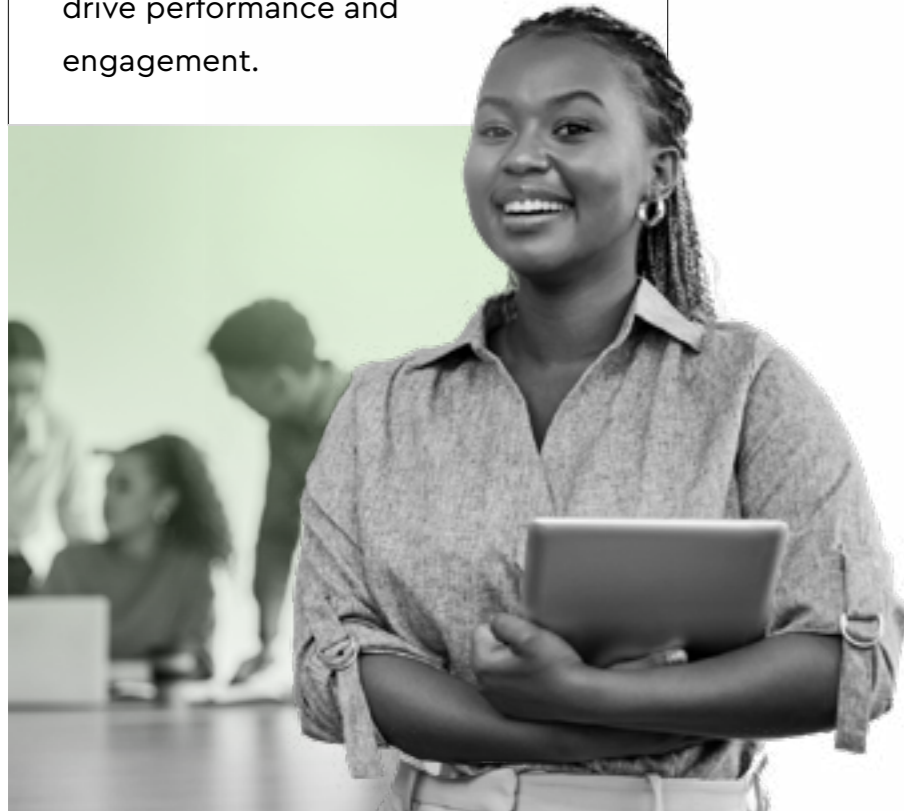


These are the trends we predict will most powerfully impact people at work:

**TREND #1**

### The Manager Experience Will Be the New Employee Experience

Managers are the critical link between your mission and your workforce. New AI tools will supercharge their effectiveness by automating admin tasks and giving them the data they need to drive performance and engagement.



**TREND #2**

### AI Will Be First Mate, Not Captain

The pressure is on to prove AI's ROI. The smartest companies are learning to use AI as a collaborator—a teammate or assistant that augments human skills, rather than trying to replace them.



**TREND #3**

### Workforce Planning Will Shift From Hobby to Critical Capability

As AI reshapes jobs, strategic workforce planning is no longer optional. Flying blind leads to costly mistakes like botched layoffs, high rehiring costs, and a failure to adapt to major industry shifts.



**TREND #4**

### GenAI Will Extend the Reach of People Analytics

With generative AI, anyone can ask questions in plain language and get workforce insights in real time. This accessibility will finally make data-driven HR a daily reality for the entire business.

**TREND #5**

### The HR Solution Stack Will Be Under Pressure

HR leaders are not just looking at their existing tech stack, they're reimagining their entire solution stack. This is driven by three pressures: 1) the need to account for and integrate AI capabilities, 2) economic and cost considerations, and 3) the need to ensure the HR architecture fits into the broader enterprise architecture being redefined AI. The entire foundation is "up in the air," creating an environment where a total reimagining is necessary.



Stay tuned for the final trend—shaped by insights from HR and People Analytics leaders—which will be revealed in December 2025.



TREND #1

# The Manager Experience Will Be the New Employee Experience

Empower Managers to Drive Business Outcomes.

It's not a secret that effective managers are the backbone for a high-performing team. They're the ones in the trenches, handling the daily tasks that, while sometimes mundane, lead to huge wins. And they're managing the rest of the people in the organization that can make the difference between hitting your goals or not.

The research consistently backs this up. For example:

- When employees say their manager is highly effective, they are also crystal clear on the company's goals.<sup>2</sup>
- A great onboarding experience makes new hires 50% more productive and 2.6 times more likely to be extremely satisfied at work.<sup>3</sup>
- Good managers keep your best people. High-potential employees are 2.7 times more likely to leave within a year if their manager isn't an effective coach.<sup>4</sup>

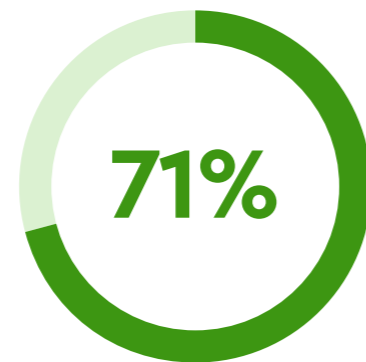
And it's not just about engagement and retention; it's about the bottom line. One research firm found that when managers are empowered to give regular, high-quality feedback, their companies doubled their net profit margin, ROI, and return on assets compared to those that didn't.<sup>5</sup>

But great management doesn't just happen. In fact, our own research showed that a manager's time on the job only leads to better team performance in about 30% of companies.<sup>6</sup> Experience alone isn't enough.

So, as a CHRO, what's your game plan for making sure your managers lead their teams to success in 2026?

The tech is evolving with better analytics and generative AI, but here's the bitter truth: most leaders are still flying blind. A recent Visier study found that 71% of senior leaders feel they don't have the right metrics to understand their teams' productivity. On top of that, 41% wish they had automated alerts to flag important changes within their teams.<sup>7</sup>

The good news is that you can fix this.



of senior leaders feel they don't have the right metrics



According to i4cp, companies doubled their net profit margin, ROI, and return on assets when managers were empowered to give regular, high-quality feedback.





## CHRO ACTION PLAN

# How to Empower Managers to Drive Business Outcomes



### Give Them Data That Makes Sense

- ✔ Your top priority should be getting meaningful metrics into your managers' hands.
- ✔ Champion AI-enhanced platforms that give them seamless access to the people and business data they need, and make sure they're actually using these tools.
- ✔ Ensure teams implement and maintain measurement frameworks (see how Standard Bank<sup>8</sup> do this).



### Give Them Time Back

- ✔ Deploy AI-powered agents to augment manager capabilities with data-backed guidance and assistance.
- ✔ Provide managers seamless access to people and business data.
- ✔ Integrate user-friendly, AI-enhanced tools like Visier's Vee.
- ✔ Oversee the rollout and adoption of these data tools.



### Define What "Great" Looks Like

- ✔ Encourage collaboration within various HR and IT functions to embed AI solutions like agents.
- ✔ Study how the best companies measure and reward effective management.
- ✔ Use workforce analytics to set a clear, measurable standard for impactful leadership across your entire organization.

SPOTLIGHT

# How Auto Club Group Helps Managers be More Effective

Auto Club Group (ACG) successfully identified and supported managers with heavy workloads by analyzing their responsibilities and team structures, including direct report count and seniority. Leveraging Visier, senior leadership implemented specific support strategies, which enhanced manager effectiveness and fostered more engaged and productive teams. This led to improved service quality and the maintenance of critical business operational standards.





TREND #2

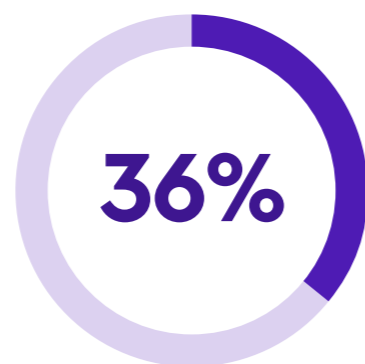
# AI Will Be First Mate, Not Captain

Lead the Human-AI Workforce with Intention.

Unsurprisingly, AI spending is on the rise. Deloitte recently shared that 78% of leaders expect AI budgets to increase in the coming fiscal year, and 52% consider agentic AI one of the most promising technologies.<sup>9</sup> However, while leaders are optimistic about AI, many are also taking a pragmatic approach when it comes to the ROI that can currently be expected from AI tools. For example, despite 71% of companies utilizing generative AI, according to McKinsey, over 80% of these companies have yet to see a "tangible impact" on their earnings.<sup>10</sup>

CHROs are tasked by CEOs and boards to demonstrate AI's ROI through clear use cases, while also thoughtfully integrating AI collaboratively into the workforce. So far, AI's impact on companies and employees is real: A study by Microsoft found that 28% of managers are considering hiring AI workforce managers, and some anticipate their teams will be training AI agents (41%), and managing them (36%) within the next five years.<sup>11</sup>

These prospects of AI's impact on the world of work reveals that the problem organizations face is twofold, whereby part of the solution will invariably fall to the CHRO's. For one, companies are on the search for use cases that show how AI can result in positive returns. At the same time, many wonder how AI can truly augment the work of humans by complementing, rather than replacing their unique capabilities.



Microsoft found that 36% of managers are expecting to manage AI agents within the next five years.

### How should CHROs think about strategically defining, investing in and measuring AI's impact across HR functions to ensure ROI and human augmentation?

Many HR teams are defining clear and business relevant AI use cases. One natural place to start could be the integration of generative AI tools into an HR team's Workforce Intelligence practice. Equipping HR and business leaders with instant, data-informed insights from their workforce data, and enhancing data accessibility can instantly help address questions of efficiency and productivity. Don't forget that human judgment remains essential for strategic interpretation and action.

### The impact of generative AI – Visier's Vee in action

- The efficiency of time and cost savings using Vee resulted in a total of 466 hours saved per month, equating to \$35,000 in monthly cost savings and an impressive \$420,000 in savings annually.
- Methodology: This finding came through deep analysis of one customer with 28,000 employees, for which Vee helps handle approximately 1,400 questions each month.
- Each of these queries saves an estimated 20-30 minutes of an HR professional's time, which, based on an hourly rate of \$75, translates into substantial financial benefits.



Many CHROs are currently being asked by CEOs and boards to produce clear use cases that help demonstrate the ROI of AI.





# How to Lead the Human-AI Workforce with Intention



## Prioritize and Prove ROI with Clear Use Cases

- ✓ Define HR AI use cases that directly link to measurable business outcomes (revenue, cost reduction, productivity).
- ✓ Implement AI for predictive workforce planning to forecast talent needs and identify skill gaps.
- ✓ Utilize AI to optimize talent management across acquisition, development, and retention, streamlining processes and tracking improvements.



## Champion AI for Human Augmentation, Not Replacement

- ✓ Promote AI as an augmentation, not replacement, of human capabilities.
- ✓ Guide AI tool adoption for data-informed insights and HR task automation, freeing HR for strategic work.
- ✓ Ensure humans retain final decision-making power in AI processes, establishing clear governance and oversight.



## Lead Workforce Adaptation and Skill Development for Future Success

- ✓ Lead proactive workforce planning to anticipate AI's impact on job roles and skill demands.
- ✓ Prepare the workforce for effective collaboration with AI agents.
- ✓ Invest in upskilling and reskilling for new AI-driven skill requirements.

SPOTLIGHT

# How Unisys Augments Human Capabilities with Generative AI

Unisys, a global technology company, embarked on a trial with Visier's generative AI assistant, Vee. The people analytics team found it to augment its own capabilities, and uses it to increase efficiency in terms of responding to a high volume of queries. The goal is not to replace analysts, but to amplify the speed of their responses to business stakeholders. According to Dibyendu Sharma Mondal, Head of People Analytics, HR Technology & Ops, Unisys, this reflects a broader company strategy where leveraging AI is "about increasing our efficiency and not reducing headcount."

The company also highlights that AI's value proposition has to extend beyond HR, and answer integrated business questions about revenue, client delivery, and financials. In their eyes, for a generative AI solution to be truly indispensable, it must evolve into a single source that answers critical business questions for all leaders, from the CHRO to the CEO.





TREND #3

# Workforce Planning Will Shift From Hobby to Critical Capability

Make Workforce Planning a Strategic Imperative.

As AI fundamentally reshapes how work is done in organizations, CHROs and their counterparts in the business are challenged to help shape the way the workforce needs to adapt to the new requirements of an AI-driven era. We're already seeing several indicators of how workforce requirements are changing: we found that overall hiring has been declining, yet specific domains like Technology, Finance, and Healthcare are experiencing substantial growth.<sup>12</sup> Especially roles combining skills such as finance and technology, such as that of a Financial Systems Analysts have grown by 338%, while other roles are becoming obsolete due to automation, creating a complex reshuffling of the job market.

For many leadership teams, the pressure to understand how their organizations must adapt to the new capabilities brought on by AI inspired a renewed focus on strategic workforce planning. At its core, workforce planning is a strategic process of aligning an organization's workforce with its business goals, to ensure the right people with the right skills are in the right roles at the right time.

Unfortunately, there are also examples of failures in data-driven and strategic workforce planning, such as photo giant Kodak's inability to adapt to disruptive technologies and its neglect of workforce digital reskilling, which led to its eventual decline and relevancy in a world where digital photography skyrocketed.<sup>13</sup> Companies unable to adapt effectively to disruptive change are sometimes forced to costly and ineffective



Roles that combine skills, such as Financial Systems Analysts, have seen a 338% growth. Others are becoming obsolete.

measures later. Ironically, without data driven strategic workforce planning, even cost saving measures such as layoffs can backfire: more often than not, 5% of laid off staff is rehired, most at a higher cost.<sup>14</sup>

**How can CHROs implement strategic workforce planning to support organizational health and prepare the workforce for the AI era?**

CHROs are in a unique position to help their organizations avoid costly problems of poor planning. One part of the solution is to make workforce planning a strategic imperative. Instead of focusing on the 92 million jobs potentially displaced by 2030, leaders should prioritize planning for the 170 million new jobs and their associated skill requirements because according to the World Economic Forum, "skill gaps are categorically considered the biggest barrier to business transformation."<sup>15</sup>

Also related to the solution is investing in the right human skill development while adapting to AI's transformative impact. The strategic identification of uniquely human skills, such as critical thinking, creativity, or emotional intelligence in an AI-immersed environment is critical, and employees must be provided continuous development programs that include skills building, including those relating to human-AI collaboration.



Instead of focusing on job displacement, CHRO's should prioritize planning for 170 million new jobs and their associated skills.





## CHRO ACTION PLAN

# How to Make Workforce Planning a Strategic Imperative



### Prioritize Planning for New Jobs and Skills

- ✓ Implement mechanisms to anticipate future skill demands for emerging AI-driven jobs.
- ✓ Invest in programs to build new skills for the workforce to adapt to AI.
- ✓ Establish metrics to measure skill gaps and prioritize interventions to close them.



### Broaden the Strategic Workforce Planning Ecosystem

- ✓ Champion cross-functional collaboration in workforce planning, including Talent, Finance, HR, Technology, and Strategy.
- ✓ Develop and implement a unified framework aligning workforce strategies with business objectives and technological advancements.
- ✓ Ensure workforce planning efforts are consistent with broader business goals and the company's tech roadmap.



### Embrace Continuous Workforce Planning

- ✓ Lead the adoption of continuous, adaptive workforce planning.
- ✓ Leverage advanced analytics for real-time insights and swift strategic adjustments.
- ✓ Champion a pragmatic "progress over perfection" approach for proactive, flexible decision-making.

SPOTLIGHT

# How Ascension Drives Business Results Through Integrated, Data-Driven Workforce Planning

Ascension, a large healthcare system, faced unsustainable contract labor and bonus costs for nurses during the pandemic. They implemented data-driven strategic workforce planning, integrating workforce and business metrics to accurately assess staffing needs at a departmental level. This enabled informed decisions on recruitment and retention, leading to process improvements like same-day offers that helped retain nearly 1,000 more nurses year-over-year. Data analysis also revealed that sign-on bonuses were ineffective, allowing them to overhaul the policy and achieve significant savings. This case study illustrates how integrated, data-driven workforce planning optimizes staffing, enhances talent acquisition, and ensures long-term organizational sustainability.



“

Workforce planning is about more than headcount—it's about ensuring we're staffed appropriately and using our talent efficiently.

— Arielle Grupe



TREND #4

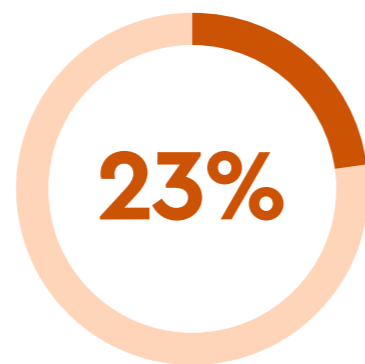
# GenAI Will Extend the Reach of People Analytics

Enable Smart Business Intelligence,  
In Every Corner of the Org.

Organizations are inundated with data. In fact, data generation grew by 792% between 2019 and 2024 alone.<sup>16</sup> Yet these massive data sets provide no benefit when not used for strategic insight and action planning in organizations. According to several studies, 85% of large companies fail to effectively use their data,<sup>17</sup> and only 23% of executive teams include people data in strategic decisions.<sup>18</sup> That represents a huge amount of wasted time and effort, and leads to uninformed decisionmaking. Or lack thereof.

For many CHROs, these trends reflect a wider problem when it comes to the aspiration of creating a data-driven culture. Oftentimes, people analytics teams encounter a series of interconnected challenges that prevent the stakeholders in their organizations from fully leveraging people data for strategic planning. Be it productivity bottlenecks caused by high demand yet overly manual processes, data gaps and data silos or simply a pervasive lack of data literacy within HR and the broader business frequently: the result is too many intuition-based decisions when it comes to talent and business decisions.

This may soon be a challenge of the past. Generative AI's growing prominence in workforce analytics has not only generated excitement within HR, but has led to a spike in true engagement with data among business leaders. According to our recent study with early adopters of Visier's AI agent Vee, it was clear that generative AI takes People Analytics to the next level - the business leader.<sup>19</sup>

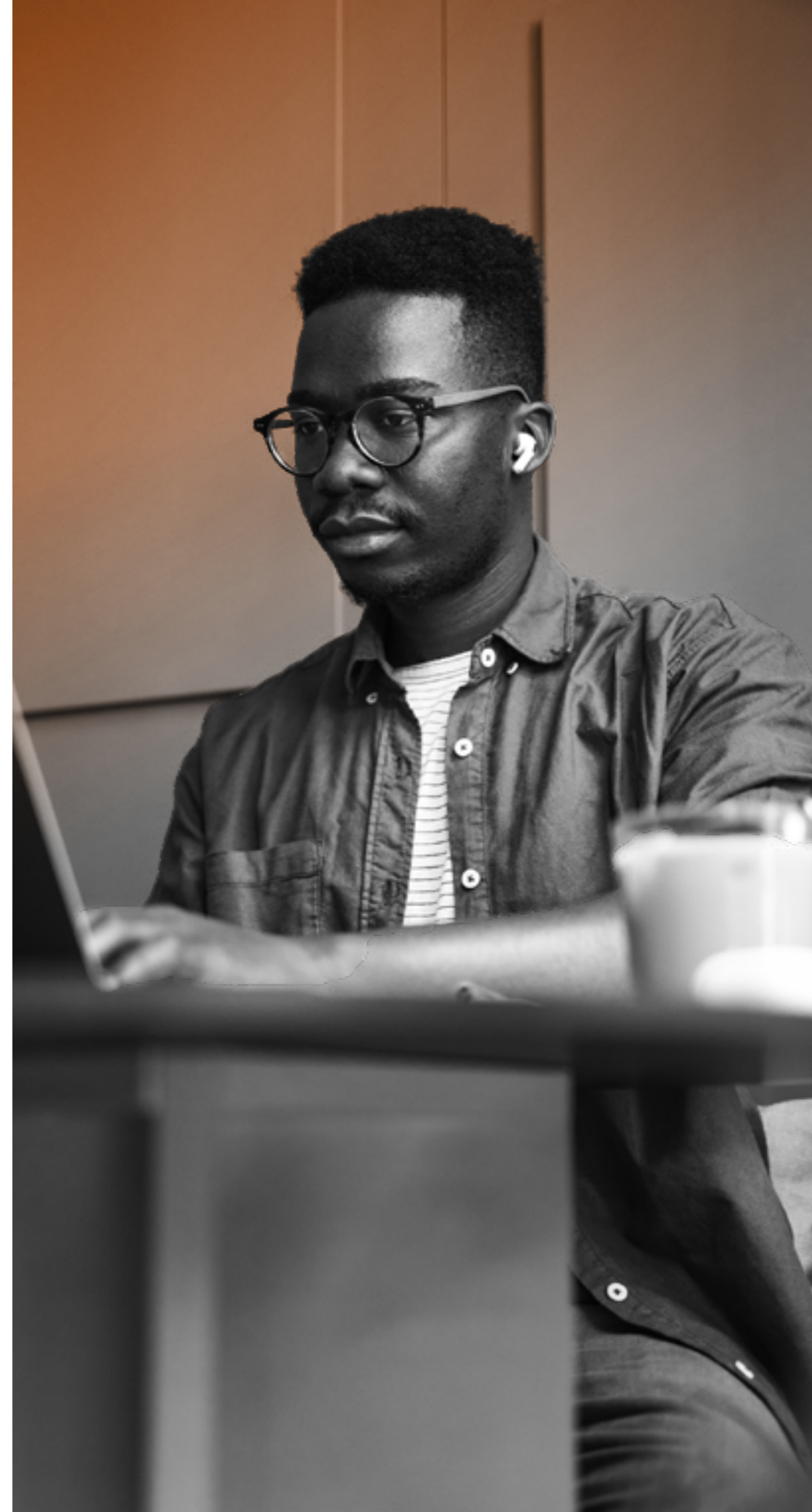


In the past, only 23% of executive teams incorporated people data into their strategic decisions. GenAI is changing that.

Generative AI capabilities help support data-hesitant business leaders by serving as a natural language "translator," and thereby democratizes and simplifies their access to people and business data. This empowers users at all levels, from HR Business Partners to senior executives and finance teams, to get immediate, accurate answers to their workforce questions. While the self-service capability significantly enhances the productivity of people analytics teams, business leaders see a key benefit in accessing data "in the flow of work," allowing them to fact-check numbers in real-time during meetings and make faster, data-driven decisions.

#### **How can CHROs leverage generative AI to democratize workforce data and drive data-driven decisions across the business?**

As a CHRO, enabling data-driven decision-making and providing all leaders with continuous, real-time business and talent insights is essential to inspiring a culture of adoption around HR technology. When leadership teams have widespread access to accurate, timely information, decision-making becomes both AI-powered and human-centered. Democratizing access to workforce intelligence can strengthen HR's position in the organization as more data-driven, agile, innovative, and aligned with strategic goals.





## CHRO ACTION PLAN

# How to Enable Smart Business Intelligence, Everywhere, and Always-on



### Democratize Data Access to Foster a Data-Driven Culture

- ✓ Adopt a generative AI assistant, like Vee, for conversational data queries.
- ✓ Promote Self-Service Analytics for independent, data-driven decisions.
- ✓ Foster an environment for real-time data validation during discussions.



### Integrate Business Intelligence into the Daily Flow of Work

- ✓ Embed analytics into daily digital tools.
- ✓ Prioritize analytics platforms that integrate with core enterprise software for a single entry point.
- ✓ Promote ubiquitous access to business intelligence, untethered from the desktop.



### Establish a Strategic Framework for Responsible and High-Impact AI

- ✓ Build a culture of responsible AI use with a governance framework, vision for business value, and change management plan.
- ✓ Establish a cross-functional AI advisory board to review technologies and ensure ethical standards.
- ✓ Focus on business impact and productivity gains by measuring outcomes for HR and business teams.

SPOTLIGHT

# How Aker Solutions Boosts Productivity and Democratizes People Data with AI

At Aker Solutions, Visier's AI agent Vee has been instrumental in advancing the company's HR self-service strategy by improving data literacy and accessibility across the organization. According to Tom Heavens, Senior Manager of Change Management & Employee Experience, a key benefit of Vee is its ability to empower employees and leaders who may not consider themselves "naturally data driven" to engage more effectively with analytics. The tool allows users to ask questions in natural language, which lowers the threshold for gaining insights. This "data liberation" provides users with immediate access to live, relevant information, enabling faster, real-time decision-making at both operational and strategic levels. For the people analytics team, Vee delivers significant productivity gains by deflecting up to 80% of direct queries from the business. Creating analytics is also more intuitive and quicker compared to previous tools, allowing the team to focus on storytelling and driving adoption. Unexpectedly, some leaders have also started using Vee for simple employee information lookups instead of their traditional HR system, highlighting its broad utility and ease of use. Ultimately, Vee empowers both analysts and business users to answer complex questions independently, fostering a culture of data-driven decision-making and self-sufficiency.



“

We're seeing tangible benefits from Vee: it reduces the effort needed to engage with data, makes people data easier to access, and gives you quicker insights. You can now get answers anywhere through Vee for Copilot on mobile and desktop providing that lightning quick fact checking, perfect for those moments when heading into a meeting with the leaderships teams!

— Tom Heavens, Senior Manager of Change Management & Employee Experience at Aker Solutions



TREND #5

# The HR Solution Stack Will Be Under Pressure

From Efficiency To Impact: The New Role of HR Tech Is All In the ROI.

For years, the mantra in HR tech was "efficiency." The main goal was to streamline processes, cut administrative costs, and consolidate all those different point solutions into one neat, all-in-one system. A 2023 survey showed that 80% of organizations were focused on this exact thing.<sup>20</sup>

But after all that work to simplify, a critical question popped up: Sure, we're saving money, but is any of this actually helping the business grow?

This is where the conversation is shifting—from just being efficient to driving real, tangible impact. A global study by The Josh Bersin Company found that companies with top-tier people analytics weren't just cutting costs; they were boosting financial performance, driving innovation, and getting ahead of talent trends.<sup>21</sup>

How? By connecting their people data directly to business outcomes.

That's why more companies are turning to flexible people analytics platforms like Visier. Instead of getting stuck in one rigid system, a platform like ours pulls data from all your different HR tools (HRIS, payroll, performance, you name it) into one clean, analysis-ready place. It does the heavy lifting of cleaning and integrating the data, then uses AI to deliver key insights to the people who need them.

**So, as a CHRO, how do you get the best of both worlds? How do you build a clean tech stack that's also flexible enough to prove its value?**

It comes down to a few key ideas:

**1. Connect the Dots**

As more business leaders rely on analytics, you have to bring your people data and business data together. A cohesive view is no longer a nice-to-have; it's essential.

**2. Think Human + Machine**

AI is fantastic at automating tasks and spotting trends, but human expertise is what turns an insight into a smart business decision. The real value of AI is its ability to be a powerful co-pilot, supporting your people with data right in their daily workflow.

**3. Demand Flexibility**

Your business isn't static, so why should your tech be? A platform with an adaptable data model is crucial. It allows you to customize and expand your analytics to answer the unique questions your business is asking today—and whatever comes next.



Companies with top-tier people analytics not only cut costs but also boost financial performance, drive innovation, and stay ahead of talent trends.





## CHRO ACTION PLAN

# How to Evolve Your HR Tech Stack from Efficiency to Tangible Business Impact Everywhere, and Always-on



### Shift Focus from Cost-Cutting to Business Outcomes

- ✓ Align HR tech strategy with broader business goals.
- ✓ Develop an HR tech roadmap balancing consolidation and innovation.
- ✓ Shift HR tech focus from cost to strategic workforce agility.



### Adopt Flexible, Extensible People Analytics Platforms

- ✓ Partner for scalable, adaptable HR tech solutions.
- ✓ Pilot analytics platforms with business stakeholders.
- ✓ Embrace unified data platforms like Visier for HR data.



### Leverage AI to Augment Human Decision-Making

- ✓ Boost data literacy for leaders to interpret AI insights.
- ✓ Use AI for insights, ensuring human context and interpretation.
- ✓ Embed analytics in workflows for agile, data-driven decisions for HR and business leaders

SPOTLIGHT

# How Bekaert Rethinks HR Tech for Business Outcomes with Unified Data

Jorn Waterschoot, Global Head of HR Technology at Bekaert, highlighted that the company's approach to its HR tech stack has shifted from a focus on efficiency and cost savings to an emphasis on outcomes and business impact. According to Waterschoot, the key is to ensure all HR tools and solutions are "consolidated and connected" in a single data source. By integrating data from various HR systems—such as payroll, applicant tracking, and performance management—with non-HR data, Bekaert can gain a holistic and accurate view of the workforce in real time. This unified approach allows them to analyze trends, uncover insights that were previously hidden in data silos, and make data-driven decisions that drive strategic business value and a tangible return on investment. Waterschoot stresses that a robust data infrastructure is a fundamental prerequisite for leveraging advanced technologies like AI to make insights more accessible for the entire organization.





# A New Era of CHRO Leadership Begins in 2026 – And a New Challenge Comes Along With It

Our outlook for the coming year is clear. To build a resilient, agile, and human-centered organization, CHROs must focus on four strategic imperatives:

- ✓ **Integrating AI for human augmentation**, not replacement.
- ✓ **Elevating workforce planning** to become a core business strategy.
- ✓ **Empowering managers** with democratized data and AI-powered support and guidance.
- ✓ **Transforming HR technology** from a cost center into a driver of real, measurable business value.

This is how CHROs and other business leaders can shape a more hopeful and successful future for both their organizations and their people.



# Endnotes

1. Alkhalifah, J. M., Bedaiwi, A. M., Shaikh, N., Seddiq, W., & Meo, S. A. (2024). Existential anxiety about artificial intelligence (AI): Is it the end of humanity era or a new chapter in the human revolution? Questionnaire-based observational study. *Frontiers in Psychiatry*, 15, Article 1368122  
<https://doi.org/10.3389/fpsyt.2024.1368122>
2. Garr, S., Mehrotra, P., & Iyer, D. (2023). Managing better in 2023: Enabling manager effectiveness in 2023 and beyond (Updated ed.). RedThread Research.  
<https://redthreadresearch.com>
3. Society for Human Resource Management. (2023). Onboarding is key to elevating company culture. SHRM.  
<https://www.shrm.org/executive-network/insights/onboarding-key-to-elevating-company-culture>
4. Taylor, A. (2025, February 12). Why continuous feedback is crucial for leaders. DDI.  
<https://www.ddi.com/blog/continuous-feedback>
5. Ledford, G. E., Jr., & Schneider, B. (2018). Performance feedback culture drives business impact. Center for Effective Organizations and Institute for Corporate Productivity.  
<https://ceo.usc.edu/wp-content/uploads/2019/07/Performance-Feedback-Culture-Drives-Business-Performance-i4cp-CEO-002-1.pdf>
6. Visier. (2024). How tenure affects manager performance (Visier Insights™ Report).  
<https://www.visier.com/lp/manager-performance-and-tenure/>
7. Visier (2025). How business leaders think about workforce productivity. Unpublished manuscript.
8. Visier. (2021). 6 insider tips for unlocking manager effectiveness from the experts.  
<https://www.visier.com/blog/insider-tips-for-unlocking-manager-effectiveness-from-the-experts/>
9. Deloitte. (2025). The state of Gen AI in the enterprise: Now decides next.  
<https://www.deloitte.com/ro/en/about/press-room/studiu-deloitte-opt-din-zece-organizatii-anticipeaza-o-crestere-investitiilor-inteligenta-artificiala-urmatorul-fiscal-ponderea-bugetului-alocat-gen-ai-va-fi-mai-mare.html>
10. Sukharevsky, A., Kerr, D., Hjartar, K., Hämäläinen, L., Bout, S., Di Leo, V., & Dagorret, G. (2025). Seizing the agentic AI advantage. McKinsey & Company  
<https://www.mckinsey.com/capabilities/quantumblack/our-insights/seizing-the-agentic-ai-advantage>
11. Microsoft. (2025). 2025: The year the Frontier Firm is born.  
<https://www.microsoft.com/en-us/worklab/work-trend-index/2025-the-year-the-frontier-firm-is-born>
12. Visier. (2025). Top jobs report 2025.  
<https://www.visier.com/lp/top-jobs-report/>
13. Mui, C. (2012, January 18). How Kodak failed. *Forbes*.  
<https://www.forbes.com/sites/chunkamui/2012/01/18/how-kodak-failed/>
14. Visier (2025). The Layoff Boomerang: Industry Trends, Employee Profiles, and Cost of Rehiring after Layoffs. Unpublished Manuscript.
15. World Economic Forum. (2025). The future of jobs report 2025.  
<https://www.weforum.org/publications/the-future-of-jobs-report-2025/digest/>
16. EdgeDelta. (n.d.). 11 insightful statistics on data market size and forecast.  
<https://edgedelta.com/company/blog/data-market-size-and-forecast>
17. IDC. (2024, September 11). Drowning in data for want of information: Is data minimization really possible?  
<https://blogs.idc.com/2024/09/11/drowning-in-data-for-want-of-information-is-data-minimization-really-possible/>
18. Bersin, J., Ioannidou, S., & Enderes, K. (2024). The definitive guide to people analytics: The journey to systemic business analytics. The Josh Bersin Company.
19. Visier. (2024). The impact of GenAI on workforce analytics.  
<https://www.visier.com/lp/workforce-ai-impact-vee/>
20. Smith, D. (2025, May 15). What IT executives are saying about vendor consolidation. CIO.  
<https://www.cio.com/article/657327/what-it-executives-are-saying-about-vendor-consolidation.html>
21. Ioannidou, S., & Enderes, K. (2024). The definitive guide to people analytics: The journey to systemic business analytics. The Josh Bersin Company.  
<https://joshbersin.com/definitive-guide-to-people-analytics/>

# About Visier

Visier is the global leader in Workforce Intelligence that powers every people decision. Our award-winning, agentic AI technology surfaces the insights leaders need to plan, decide, and act with confidence in the moments that matter most. As the market leader in people analytics, workforce planning, organizational design, and manager effectiveness solutions, we fuel smarter decision-making for organizations across the globe. Our mission is to help businesses lead with insight at scale as they continuously transform.

Founded in 2010 by the pioneers of business intelligence, we have over 65,000 customers in 75 countries— including enterprises like BASF, Panasonic, Domino's Pizza, Experian, Amgen, eBay, and Ford Motor Company.

Discover more at [visier.com](https://visier.com).



# visier®

[visier.com](https://visier.com) | [info@visier.com](mailto:info@visier.com) | 1.888.277.9331

©2025 Visier Solutions Inc. All rights reserved.

Visier, Visier People, and the Visier logo are the trademarks and/or registered trademarks of Visier, Inc. and Visier Solutions Inc. All other brand names and logos are the trademarks of their respective owners.