

HR.com's Future of HR Skills and Strategies 2025



Transform HR with essential
skills for strategic impact



FEBRUARY 2025

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Executive Summary

Does HR have that elusive “seat at the table” in today’s organizations? Even after years of trying, the answer is that most don’t. Just 44% of HR professionals say they are an equal partner in the business planning process, involved early and key to designing the strategy.

Even worse, that number is down from 58% in 2021, when we first asked this question of our respondents! Perhaps, in our post-pandemic world, some senior leaders no longer include and listen closely to their HR colleagues.

In 30% of cases, HR executives are involved in strategic planning but are relegated to providing talent-related input only. In a quarter of organizations, HR has no seat at the table at all. It just salutes, accepts whatever plan has been developed, and then tries to react and plan as well as it can.

This is a tough place to be in an era when HR must adapt to a wide range of shifting issues, from fast-evolving artificial intelligence and cultural tensions to geopolitical and business uncertainties.

Many HR professionals worry that their function isn’t adapting quickly. Most still spend a majority of their time on transactional rather than strategic activities, but they know they need to be more strategic in the future. On the other hand, about two-thirds believe their HR departments will be very effective at adding value to their organization’s strategy over the next two years.

Another piece of good news is that there are strategic and successful HR teams from whom others can learn. In this report, we compare the practices of more successful HR departments with those of less successful ones, with the goal of uncovering new ideas and possible best practices.

In addition, this report is packed with information on the skill sets of today’s HR professionals and how those skills will need to evolve in coming years.

About this Survey

HR.com’s “Future of HR Strategies and Skills 2025” was fielded between October 2024 and January 2025. We gathered responses from 200 HR professionals in virtually every industry vertical. Respondents are located all over the world, but most of them reside in North America, especially the United States.

The participants represent a broad range cross-section of employees ranging from small businesses with fewer than 50 employees to enterprises with 20,000 employees. Almost three-fourths (74%) of the respondents represent midsize and large organizations.

Our Major Research Findings

Major Finding 1

There's still room for improvement when it comes to meeting the strategic needs of stakeholders.

- Forty-eight percent of HR professionals believe their HR department is meeting the strategic needs of their organization to a high degree (eight or above on a 10-point scale).
- However, just 46% say their HR department is meeting the strategic needs of their organization to a high degree from the perspective of executive leaders, and only 38% say their departments are meeting strategic needs to a high degree from the perspective of employees.

Major Finding 2

To improve competencies, HR needs to play a larger role in the strategic planning process.

- Only 44% say HR is an equal partner in the strategic planning process.
- In a quarter of organizations, HR is only involved to develop a talent strategy once the overall strategic plan is complete or HR is not involved at all.
- Further, 79% of HR professionals say 51% or more of their typical workweek is spent on transactional activities while just 20% say the same about time spent on strategic HR planning and implementations.

Major Finding 3

There are several gaps between current HR skills and their future importance.

- Just 38% of HR professionals rate their current capabilities as expert.
- The biggest skills gaps between future importance and current proficiency are in the areas of:
 - ▶ leveraging HR data/analytics (80% view it as essential/important but only 34% view HR as proficient or highly proficient)
 - ▶ facilitating change (89% view it as essential/important but only 47% view HR as proficient or highly proficient)
 - ▶ thinking strategically (92% view it as essential/important but only 51% view HR as proficient or highly proficient)

Major Finding 4

While most HR professionals reskill continuously (64%), they face major challenges including:

- lack of time (59%)
- lack of financial resources (56%)
- lack of learning resources in their organization (29%)
- lack of support from their employer (24%)

Major Finding 5

Technology is playing an increasingly important role in HR.

- Nearly two-thirds (65%) of those in large organizations would like to direct more budget to people analytics and data visualization systems over the next two years.
- Overall, 46% would like to invest in technology to improve the employee experience.
- AI, in particular, is poised to improve HR in the next two years by:
 - ▶ increasing automation of HR tasks (57%)
 - ▶ improving analytical, tracking, and prediction capabilities (49%)
 - ▶ increasing HR productivity (45%)
 - ▶ personalizing employee experiences (37%)
 - ▶ improving employee learning and development (36%)

Major Finding **6**

Compared to HR strategy laggards (that is, those who struggle to drive organizational success), HR strategy leaders (that is, those who succeed in driving organizational success) are:

- nearly 7X more likely to spend time on strategic planning and implementation
- over 2X more likely to be an equal partner in strategic planning
- over 2X more likely to say HR's contribution to organization strategy is highly or extremely effective.
- over 2X more likely to believe they will effectively add value to their organization's strategy in the next two years
- nearly 2X more likely to be proficient in:
 - ▶ executing key initiatives
 - ▶ demonstrating leadership
 - ▶ partnering with other departments on workforce issues
 - ▶ communicating effectively

Please note that the findings and recommendations contained in this report are for informational purposes only. Nothing in this report should be construed as constituting legal advice. Please consult an attorney if you have questions about the requirements, rules, regulations, or practices associated with any content discussed in this report.

The Strengths and Weaknesses of HR Today



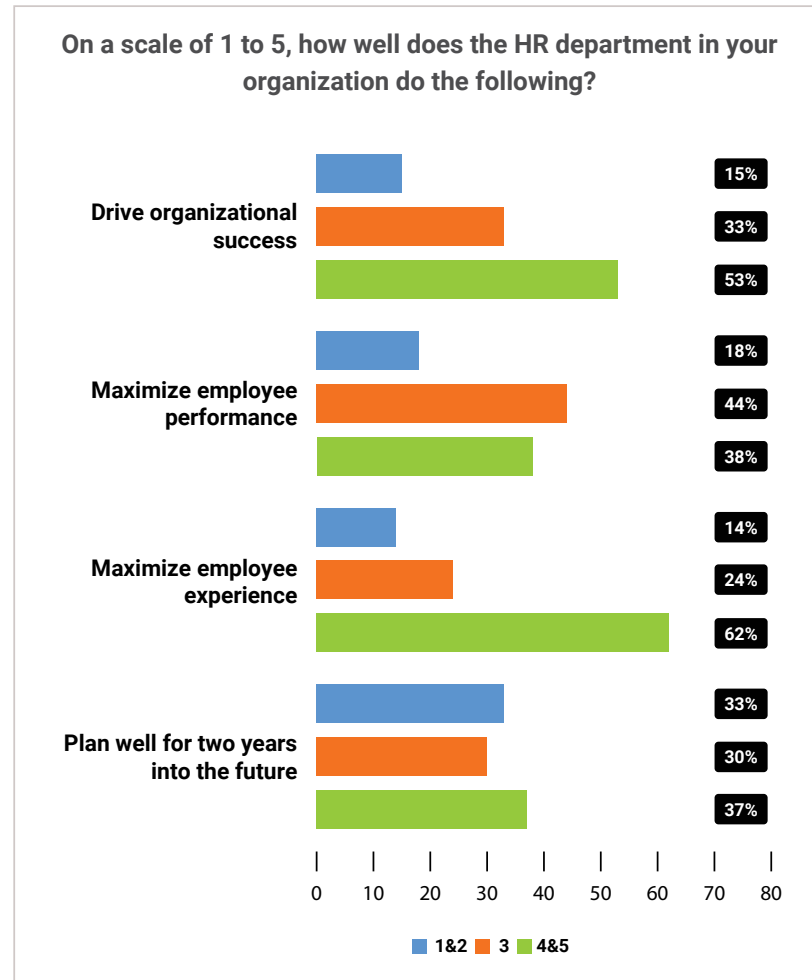
Finding: Most believe they're good at maximizing employee experience, but few are confident they boost employee performance or plan well for the near-term future

How good is HR at driving and achieving business-related HR goals? We asked respondents to rate how well HR engages in four key activities, ranging from 1 (not well at all) to 5 (very well).

The best news is that 62% of HR professionals say they do well/very well in maximizing employee experience. Employee experience encompasses the many touchpoints employees encounter throughout various HR processes. If they are positive, they can boost employee engagement and performance.

Just over half believe HR does well/very well in driving organizational success. However, just 38% say they maximize employee performance well, and only 37% indicate that they excel at planning two years into the future.

Given the rapid pace of business change, looking ahead is key. For example, past [HRI research](#) has shown that many jobs/roles need reskilling or upskilling. It's important to anticipate what jobs will be most impacted because preparing employees to perform in these jobs can take years.



Defining HR strategy cohorts

To better analyze the data from our survey on people analytics, we broke our respondents into groups or cohorts:

- **HR strategy leaders:** those respondents who rate their HR department's ability to drive organizational success as a 4 or 5 on a 5-point scale, with 1 being "not well at all" and 5 being "very well."
- **HR strategy laggards:** those respondents who rate the HR department's ability to drive organizational success between 1 and 3 on the same scale.

Throughout this report, we will examine differences between HR strategy leaders and laggards. Correlation does not prove causation, of course, so we need to be careful not to assume that any particular practice always results in greater success. However, such correlations may point our attention toward possible best practices and potential strategies.



Finding: HR professionals struggle to meet the strategic needs of all key stakeholders

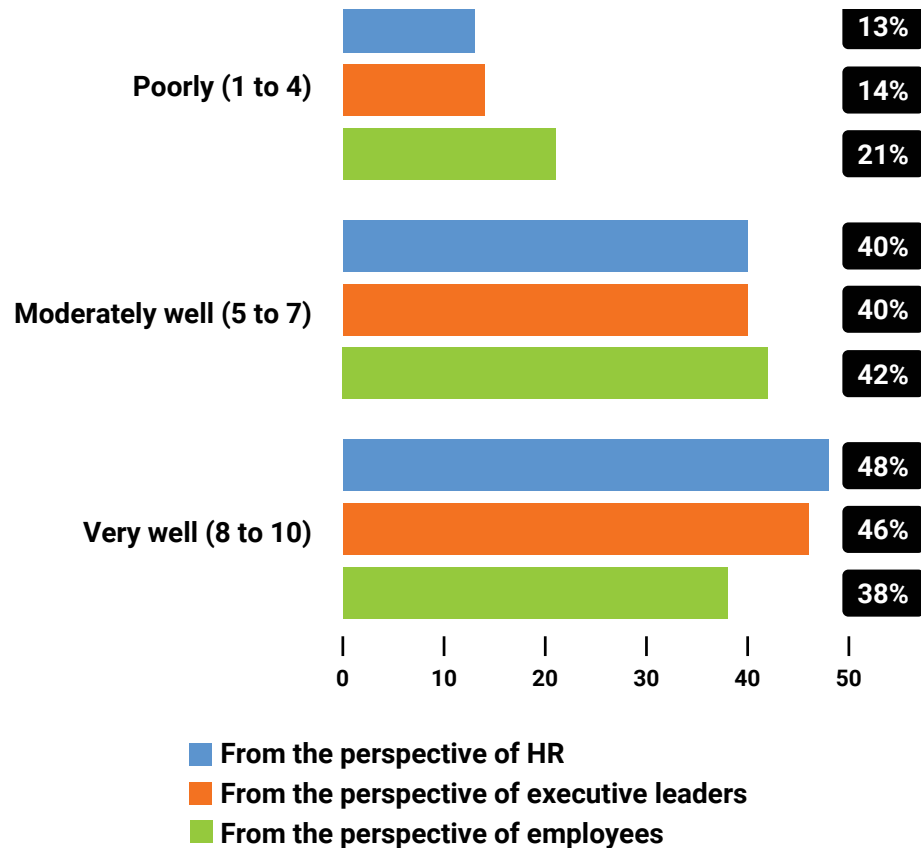
We asked respondents to rate how each group perceives HR's ability to meet the organization's strategic needs.

Fully 46% of responding HR professionals believe that their HR department does very well in meeting the strategic needs of their organization from the perspective of executive leaders.

But, as we have found in previous research, HR believes that employees are far less likely to have a positive view of HR's contribution, with just 38% saying HR meets the organization's strategic needs very well from the perspective of employees. The only good news here is that the number is up from only 30% in 2024.

It is essential to remember that the ratings come from HR professionals' estimation of how they are viewed by other stakeholders. Results may have differed if we asked employees and executives themselves. Still, it is telling that HR believes that it is serving the strategic needs of the organization better from the perspective of executives than from the perspective of employees. It hints at a long-lasting tension between HR's duty to serve both senior management and employee needs.

Based on the perspectives of the following three groups, how well does your HR department meet the strategic needs of your organization? (please provide your best estimate)



Editor's note: The numbers may not add up to 100% due to rounding.

HRRI Strategic Insight

Our study suggests that many HR professionals feel that employees do not typically hold a high opinion of HR's ability to meet the strategic needs of their organization. A [study](#) from Crucial Learning, a training organization, supports the idea that employees are too often [skeptical](#) of HR, showing that 37% of employee respondents believe HR is more interested in advocating for their company than they are for them. Moreover, just one-fourth of survey respondents said their HR leader is widely trusted as one who cares about the needs of employees.

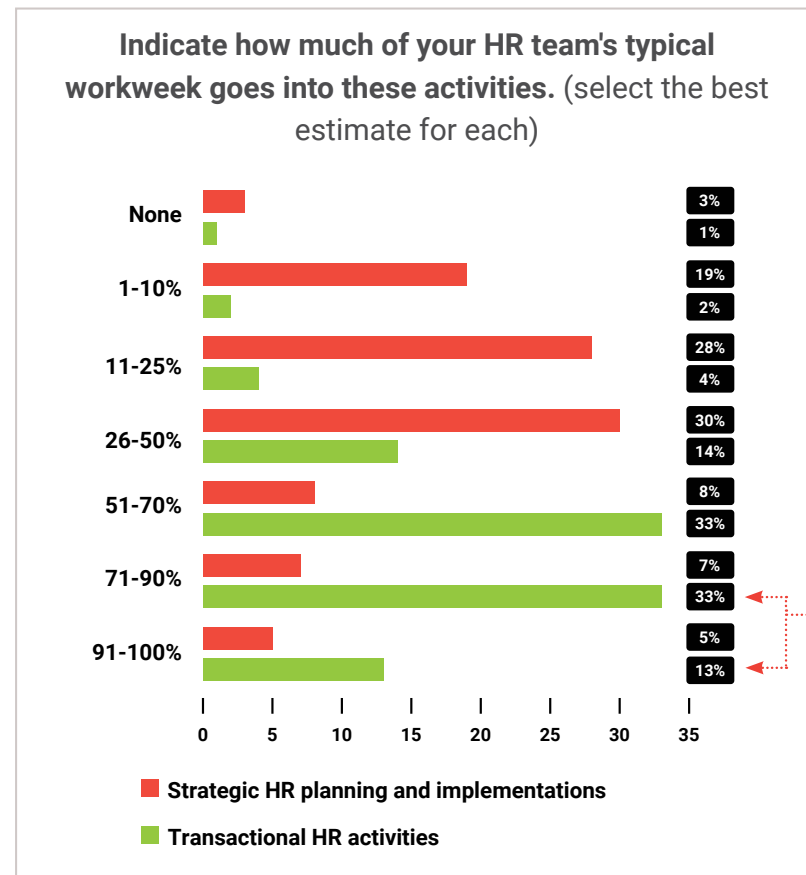
How Strategic Is Today's HR?



Finding: HR professionals typically spend more of their time on transactional activities than on strategic ones

Most HR departments spend over half of their workweek on transactional HR activities. More specifically, 79% of HR professionals say 51% or more of their typical workweek is spent on transactional activities, compared to just 20% who say the same about time spent on strategic HR planning and implementations.

On the one hand, one might expect that strategic activities, while critical, are not as time-consuming for HR teams given the more urgent demands of current day-to-day roles and activities. On the other hand, we expect technology, including artificial intelligence (AI), to handle more and more of such transactional activities, freeing up the HR team to spend more time on strategic issues.



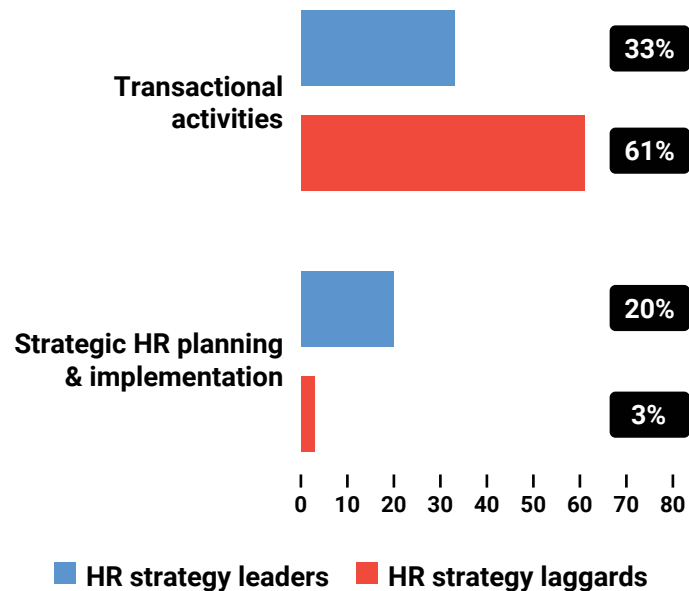
46% of HR teams spend over 70% of their workweek on transactional HR activities



Finding: HR strategy leaders tend to spend more time than HR strategy laggards on strategic activities

Respondents in HR strategy leader organizations are more likely than HR strategy laggards to say they spend larger portions of their workweeks engaged in strategic activities. In a typical workweek, such leader organizations are nearly seven times more than laggard organizations to spend over 70% of their workweek on strategic HR planning and implementation. They are also about two times less likely than laggards to spend that much time on transactional activities.

Indicate how much of your HR team's typical workweek goes into these activities: (% responding "over 70% of workweek")





Finding: Under half of respondents feel HR is an equal partner involved early in strategic planning

Defining small, midsize and large organizations

Throughout the report, we look at the findings based on organizational size. We deem organizations with 1 to 99 employees as “small,” those with 100-999 employees as “midsize,” and those with 1,000 or more employees as “large.”

For HR to fully contribute to its business strategy, it must ideally sit at the executive table from the beginning of strategic planning. However, only 44% of organizations indicate that HR is an equal partner in the business planning process. In 30% of organizations, HR is asked only for talent-related input during planning. And, in 25% of organizations, HR is asked to play a role after strategic planning is finalized or has no role at all.

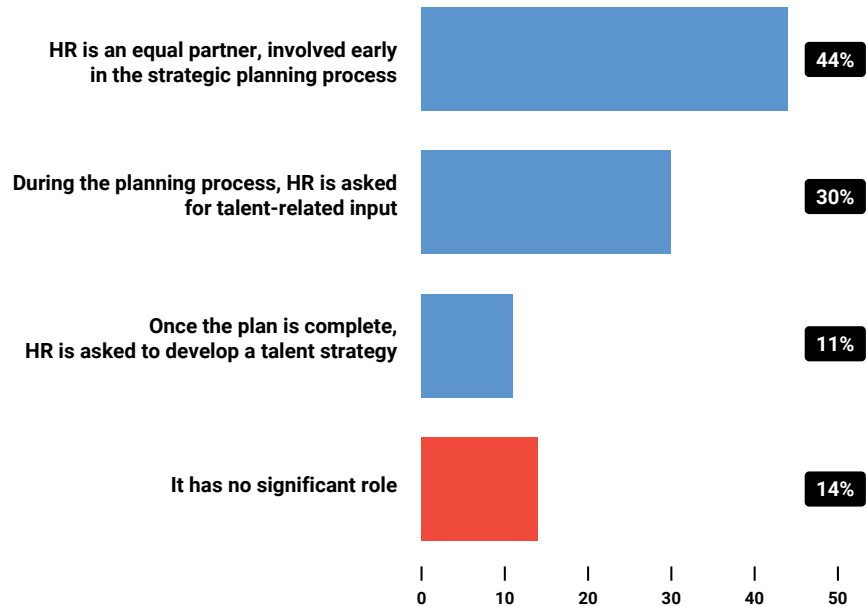
Almost all business strategies require sufficient and competent talent to execute or they are doomed to failure. HR’s involvement ensures that companies have the right talent, skills, and capabilities to achieve its long-term objectives. HR strategy is not separate from business strategy. It is part of a larger whole. Making meaningful contributions, however, requires HR team members to be embedded in the business daily. They need tight, ongoing relationships with every senior team member so those members can better understand their talent requirements.

Furthermore, their role should not be confined to HR issues alone, especially at the senior level. If they understand the business, they can be a valuable collaborator in shaping overall business strategies.

Differences by organizational size

When looking at organizational size, those in large organizations are most likely to say HR is an equal partner, involved early in the planning process (56%), compared to only a third of those in small organizations. Similarly, just 31% of those in midsize organizations say HR is an equal partner.

What role does HR play in your organization's business/ strategic planning process? (select the one that best applies)



Editor's note: Those who responded "don't know" (1% of data) were removed from the data set and responses were recalculated.





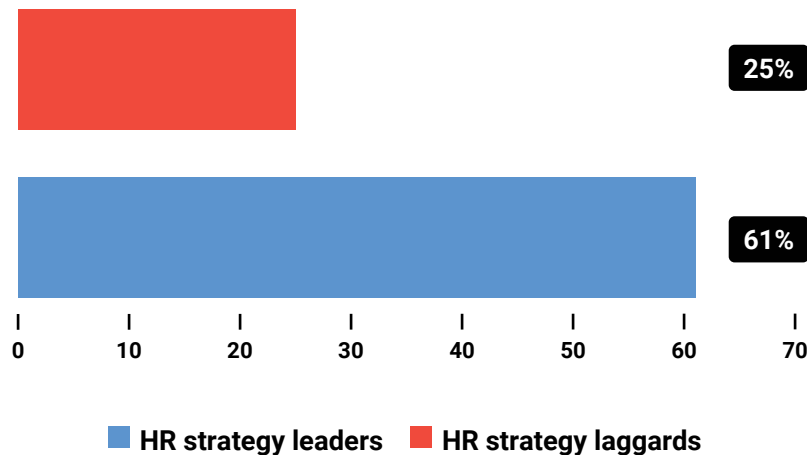
Finding: HR professionals in HR strategy leader organizations are over two times more likely to be an equal partner in strategic planning

Results of Chi-square test

A chi-square test of independence shows that HR strategy leaders are much more likely than laggards to say HR plays a role in strategic/business planning.

The ability of HR to impact talent and business performance requires being treated as an equal strategic partner. Sixty-one percent of respondents from HR leader organizations say that HR professionals are treated as equal strategic partners and, just as importantly, are involved early in their organization's strategic planning process, compared to only 25% of those in HR departments in laggard organizations.

What role does HR play in your organization's business/strategic planning process? (% responding "HR is an equal business partner")



HR Skills and Expertise



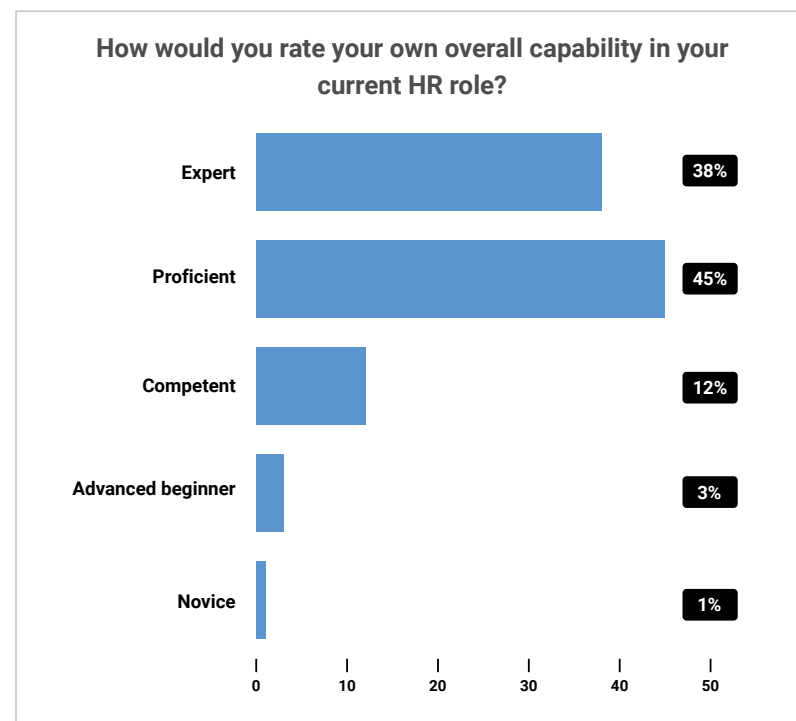
Finding: Over a third of HR professionals consider themselves experts in their current role

When we asked survey respondents how they would rate their capability in their HR role, we found that 38% rate themselves as experts, and another 45% say they are proficient. The rest view their overall capability as competent (12%), advanced beginner (3%), or novice (1%), indicating much room for improvement.

This seems somewhat at odds with a previous finding about how employees and executives perceive HR's ability to meet the strategic needs of their organizations. Today's HR role has become far more complex, requiring a combination of soft skills, technical acumen, an understanding of the business and industry, and an extensive knowledge base across multiple HR functions.

Differences by organizational size

Those in small organizations are most likely to rate themselves as expert in their current role (54%). Only 36% of those in large organizations would rate their capability as highly and just 27% of those in midsize organizations say the same.





Finding: Aside from general HR, employee engagement/experience are the most common areas of expertise for HR professionals

HR professionals often need to have in-depth expertise in many areas. This is necessitated due to the nuanced nature of work, which requires extensive knowledge of rules, procedures, legalities, and business acumen while balancing the very human needs of employees.

In smaller departments where budgets do not justify hiring specialists for specific roles (e.g., training and development, recruitment, compensation), HR team members must serve various functions.

The most common areas of expertise include:

- general HR (73%)
- employee engagement and experience (61%)
- performance management (55%)
- talent acquisition, recruitment and placement (53%)

Reported expertise was considerably lower in other areas such as DEI, analytics, and health and safety.

What are your specific areas of expertise? (select all that apply)



Four in 10 HR professionals specialize in compensation and benefits



Finding: HR needs to improve its skills in various key areas

In two separate questions, we asked respondents to rate the importance of ten skill areas integral to the success of their HR department over the next two years and to rate how proficient their HR department is currently in the same areas. The figure below shows the gaps between current proficiency and future significance.

Current Proficiency

HR professionals view themselves as most proficient in the areas of demonstrating leadership and partnering with other functions, where 68% view themselves as proficient or highly proficient. They are least likely to assert proficiency in the areas of leveraging HR data/analytics (34%), facilitating change (47%), and fostering DEIB (46%).

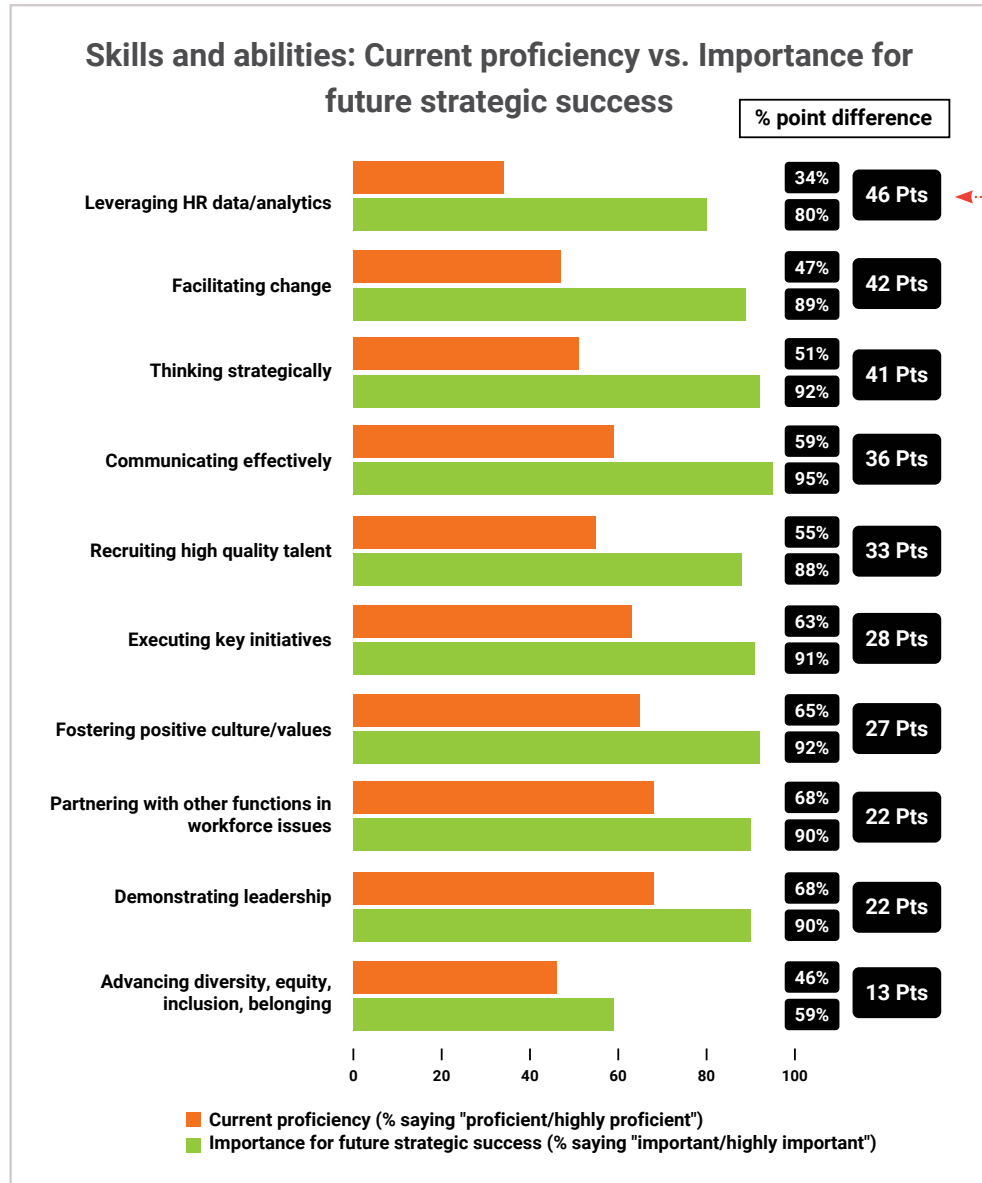
Future Importance

All areas, with one exception, were rated highly (over 80%) in terms of future importance over the next two years; the exception is DEIB, where only 59% rated it as important or highly important.

Proficiency/Importance Gap

Although proficiency and importance are different constructs, it is notable that there is a significant gap between the two in almost all aspects, thus highlighting gaps where HR teams need to upskill and reskill. The largest gaps are in the areas that, one could argue, will become ever more important in coming years:

- leveraging HR data/analytics
- facilitating change
- thinking strategically



Editor's note: This graph contains the responses to two separate questions "How proficient is your HR department currently in the following skill areas?" and "How important will the following abilities be to the success of your organization's strategic HR function over the next two years?"



The largest HR skills gap is in the area leveraging HR data/analytics



The most important skill/competency gap HR needs to close is integrating systems thinking into how HR practitioners approach their work with their clients. The ability to holistically look at challenges and work with leaders and employees to address and continuously improve processes that lead to better outcomes for employees and the organization is key."

~ Greg Connor, VP of People and Culture, E-Comm 9-1-1 and HR.com Advisory Board Member



Finding: HR strategy leaders are significantly more proficient than the laggards in all the listed HR skills areas

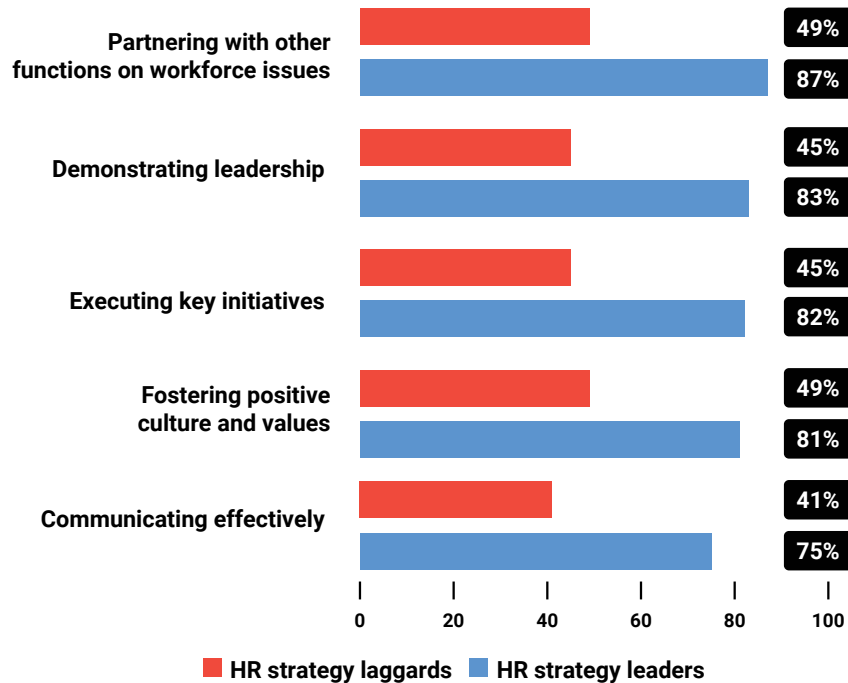
Results of Chi-square test

A chi-square test of independence shows that HR strategy leaders are much more likely than laggards to be proficient in fostering positive culture and values, executing key initiatives, demonstrating leadership, partnering with other functions on workforce issues and communicating effectively.

Eighty-two percent of the HR strategy leaders rate their HR department as proficient/very proficient in executing key initiatives. At the same time, only 45% of the laggards do so, leaving a 37 percentage-point difference.

Similarly high differences between the two cohorts are found in every skill area. As you might expect, the more skilled your organization's HR team is, the more likely they are to drive your organization's success.

How proficient is your HR department currently in the following skill areas? (% responding "proficient/highly proficient")





Finding: Two-thirds of respondents are certified HR professionals

Certifications can enhance and lend credibility to HR professionals' skills, and they may impact employability, promotions, and compensation. They also assure employers that the HR professionals they hire or currently employ have consistent skills and knowledge. The downside is that they can be expensive, require lengthy examinations and mandatory training hours.

Our study found that 66% of respondents say they hold HR certifications. Another 15% say they don't have a certification but they do have an HR degree. Still, this leaves one in five who have neither. Organizations should consider sponsorships for employees who wish to obtain HR certifications as improved skills can benefit both the employee and the employer.





Finding: Four certifications stand out as most pursued among HR professionals

We further inquired with certified HR professionals about what kind of certifications they've received. The most common ones are:

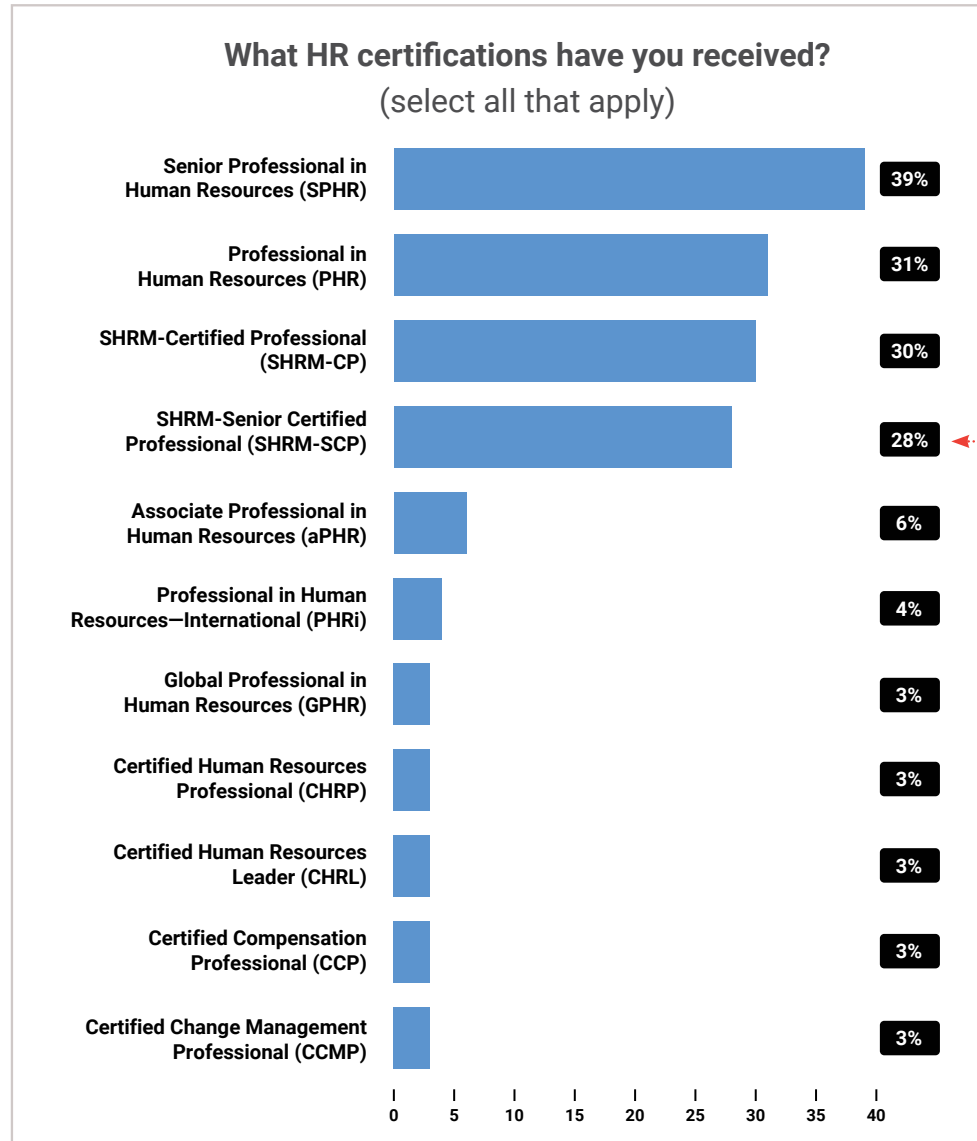
- Senior Professional in Human Resources – SPHR (39%)
- Professional in Human Resources – PHR (31%)
- SHRM-Certified Professional – SHRM-CP (30%)
- SHRM-Senior Certified Professional – SHRM-SCP (28%)

These certifications are highly regarded in the industry and serve as key indicators of an HR professional's expertise, strategic thinking, and commitment to continuous learning. The SPHR, for instance, is often pursued by those in senior HR roles who focus on leadership and policymaking, while the PHR is well-suited for HR practitioners managing day-to-day operations. The SHRM-CP, on the other hand, aligns with a competency-based framework, preparing professionals for both operational and strategic HR functions.





28% have received a SHRM-Senior Certified Professional (SHRM-SCP) certification



Editor's note: This chart does not represent options chosen by less than 3% of the respondents.

HRRI Strategic Insight

Investing in personal upskilling and reskilling goes a long way. A [PayScale study](#) demonstrated that HR professionals with one or more certifications can expect an average of a 17% pay boost (depending on the type of certification) and also increased chances of promotion.

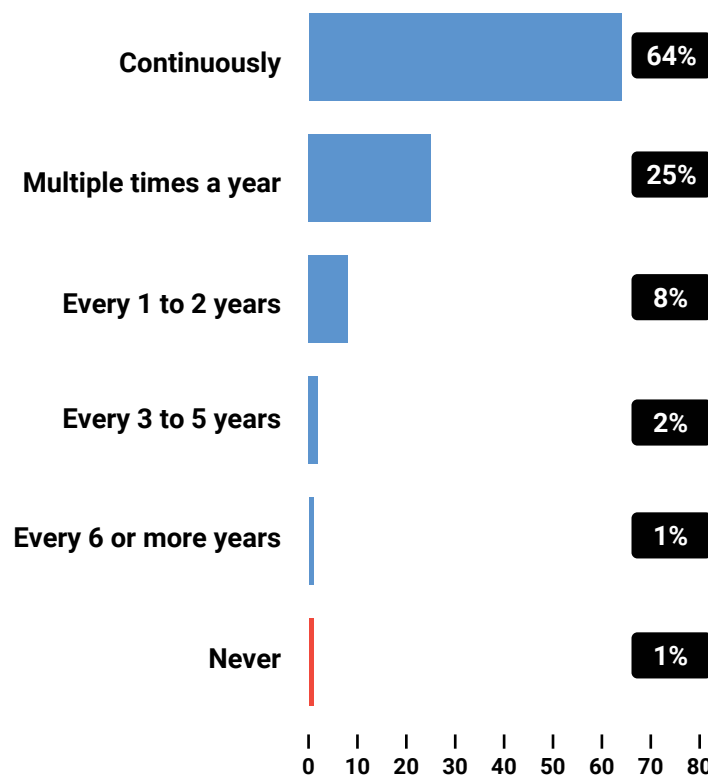
Did you know HR.com offers HR certification preparation courses? Visit hr.com/certifications for more details.



Finding: Most HR professionals are reskilling continuously

Rapid business changes have led almost every function to reexamine the skills and competencies needed for success. HR is no exception. Today's HR professionals face massive technological changes, tight talent markets, ever-changing legal and compliance regulations, and hybrid work models. Sixty-four percent of respondents feel the need to reskill continuously, while another one in four reskill multiple times a year. In most cases, this will require investment in learning for the HR teams, new career paths, and hiring talent with different skill sets, including AI expertise and analytics.

About how often do you feel the need to reskill yourself or update your HR competencies? (select the one that best applies)



Just 1% say they have never reskilled

Editor's note: Those who responded "don't know" (1% of the data set) were removed and responses were recalculated.



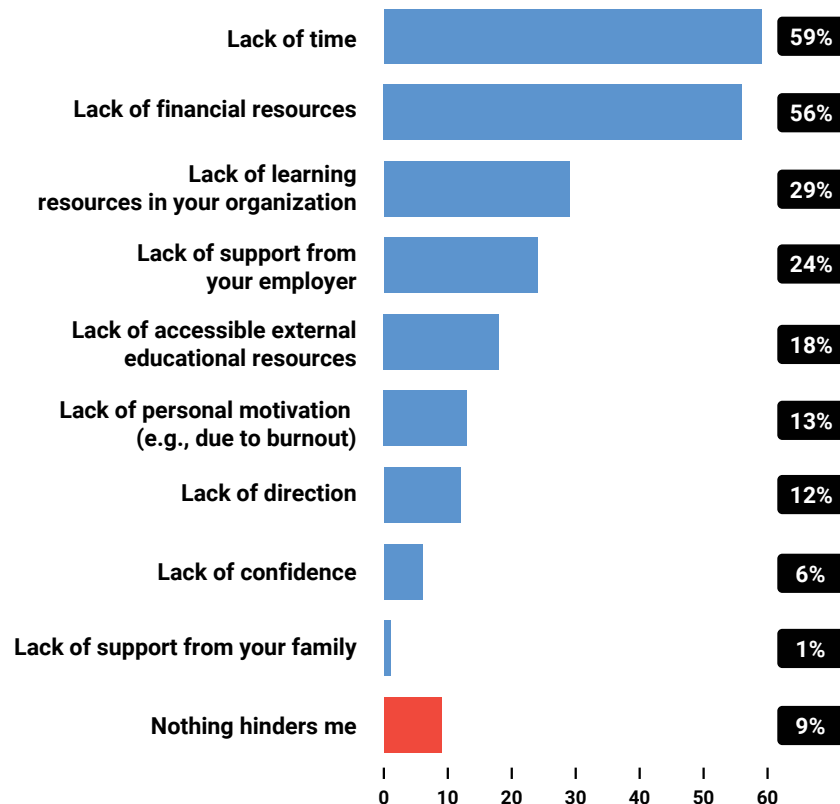
Finding: Lack of time is the most cited hindrance to developing HR skills

Despite the pressing need for HR to continuously reskill, they report several hindrances to their development. As was the case in our [2024 study](#) on upskilling, lack of time (59%) and lack of financial resources (56%) are the main hindrances. Another 29% feel they lack learning training resources, which seems ironic given the strong role of L&D teams within most HR departments. The learning and talent development processes within HR must serve as a model for the rest of the organization. And, if HR does not have the support and resources to develop themselves, their ability to create the support/resources for their workforce is at risk.



29% of HR respondents cite a lack of learning resources as a barrier to developing their skills

What challenges hinder you from developing a many HR skills as you would like? (select all that apply)

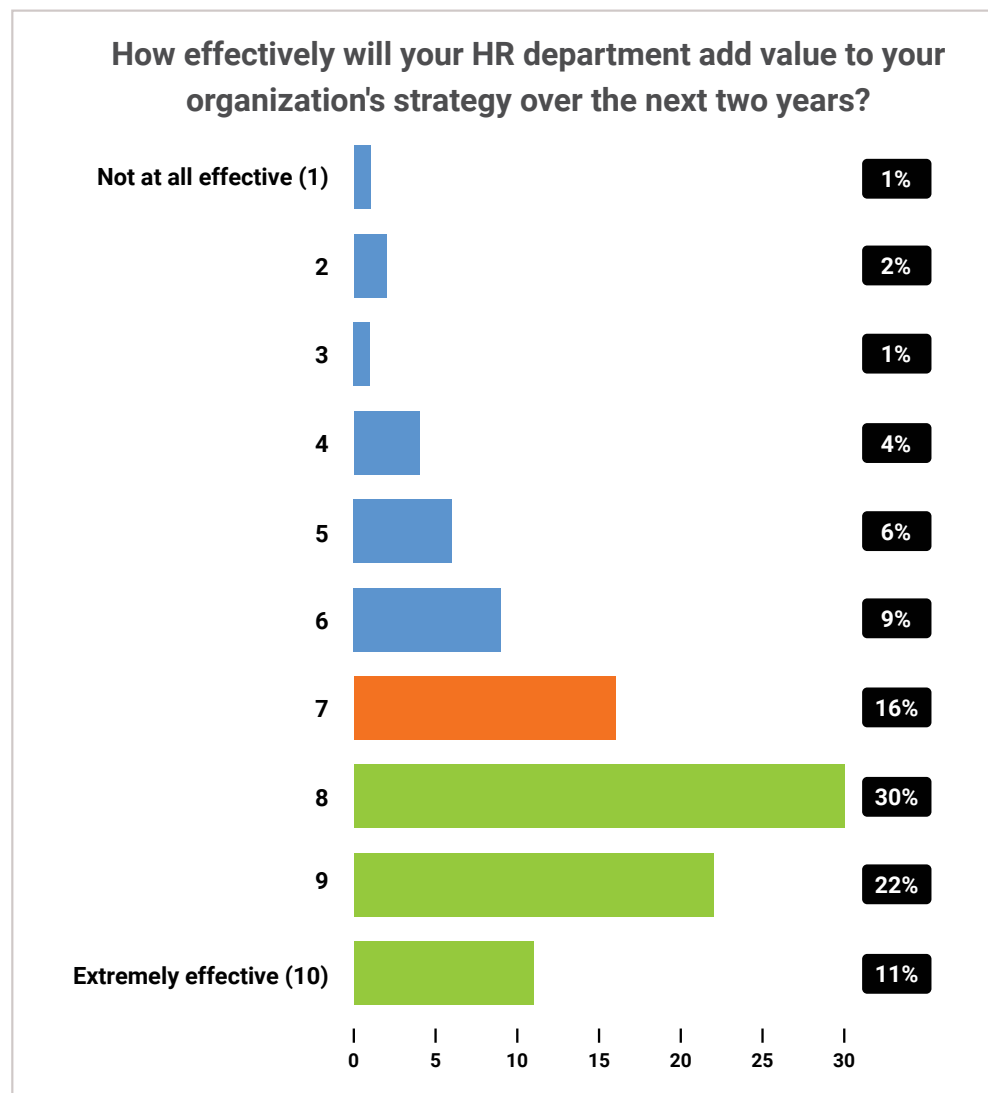


Connecting HR to Business Strategies



Finding: Over six in 10 respondents believe their HR department is highly prepared to add value to the organization over the next two years

Sixty-three percent of respondents say their value addition will be highly effective over the next two years (that is, they rated themselves as an eight or above on a 10-point scale where 10 is extremely effective). On the other hand, 23% of HR professionals say will not be very effective in adding value (that is, they rated themselves as a six or lower, where one is “not effective at all”).





Finding: Over eight in 10 HR strategy leaders believe they will contribute very effectively to their organization's strategy over the following two years

Results of Chi-square test

A chi-square test of independence shows that HR strategy leaders are much more likely to believe they will highly or extremely effective at contributing to organization strategy over the next two years.

All the differences in processes, capabilities, use of technology, and involvement in overall business strategy between the HR strategy leaders and the HR strategy laggards culminate in what may be the most telling finding of this study.

That is, HR strategy leaders are over twice as likely to say their HR department will, over the next two years, be highly or extremely effective in adding value to their organizational strategy.





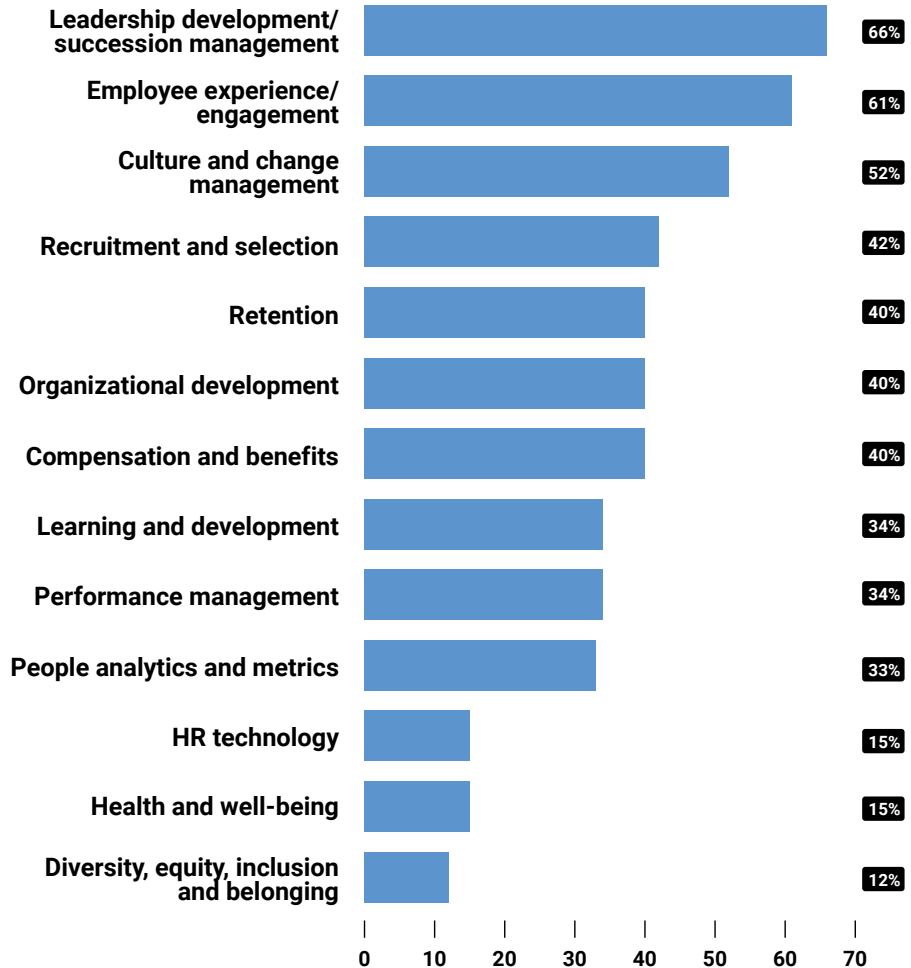
Finding: Leadership development/succession management is most widely cited as the HR functional area that will have a large impact on business strategy

To continue adding value to their organizations, HR must focus on those functional areas within their teams that will provide the highest payoff for business strategy. Our respondents prioritize three areas: leadership development/succession management (66%), employee engagement/experiences (61%), and culture/change management (52%).

Given the challenges organizations are facing, there is a dire need for authentic, value-driven leaders more than ever before. A recent [global research](#) study involving a large international sample of leaders and HR professionals revealed that four in 10 respondents rated their organization's leadership quality as low. To address these deficits, HR must strengthen leadership selection and promotion systems, invest in continuous development, and build a strong and multi-level leadership pipeline to secure the organization's future.

One surprising finding is that HR technology, employee health and well-being, and DEIB are rated so low in importance. Perhaps the thought is that these issues are less about strategy than basic productivity and efficiency. HR technology, for example, may be viewed as more important to HR's ability to automate and augment rather than to affect business strategy. On the other hand, with the rise of artificial intelligence, it's possible that HR technology could become critical to business and HR strategy.

Of the following HR functional areas, which five do you believe have the most impact on business strategy?



Only 15% feel HR technology will have a big impact on business strategy



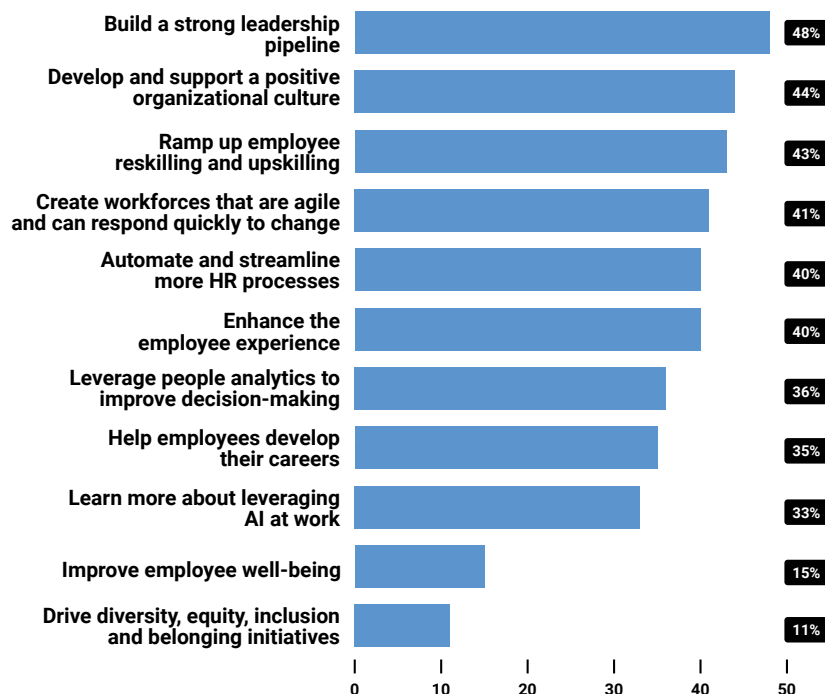
Finding: HR professionals claim that initiatives around leadership and culture are the most critical for achieving business goals

The previous finding focused on the most critical internal HR functional areas impacting business success. Here, we focus on the most vital initiatives that will help achieve strategic business goals over the next two years. The top four are:

- building a strong leadership pipeline (48%)
- developing and supporting a positive culture (44%)
- ramping up reskilling/upskilling (43%)
- creating an agile workforce that can respond quickly to change (41%)

These choices complement some of the top findings in the previous question, with leadership, culture and change being viewed as critical to achieving strategic business goals.

To help achieve strategic business goals, which four of the following initiatives do you think HR should focus on over the next two years?



The Role of Technology in HR



Finding: HR would like to direct more budget toward people analytics and data visualization systems

Where would HR most like to allocate budget to technologies? The top answer is people analytics/data visualization, selected by 49%, followed by employee experience (46%), AI (42%), and succession management (39%).

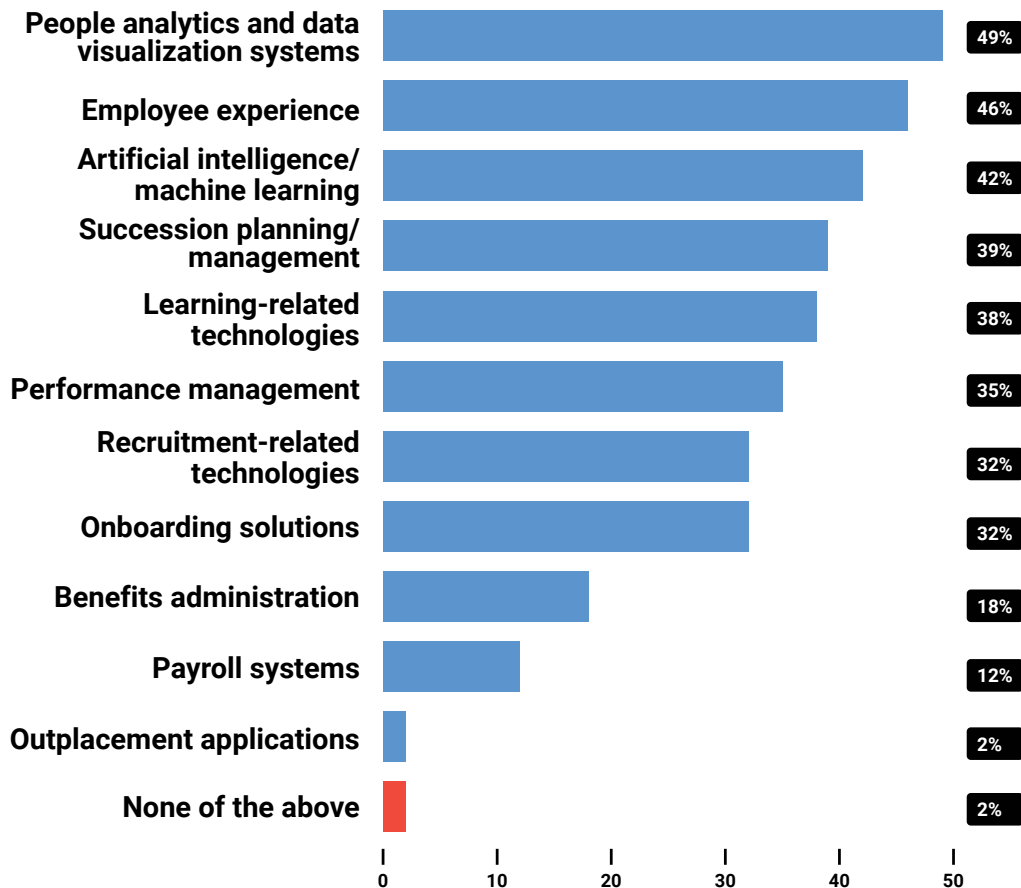
Given that, as previously reported, people analytics is one of the areas where HR professionals are most likely to cite a departmental skills gap, it makes a sense that many respondents might view these as a priority. These technologies, perhaps with embedded AI, might make analytics easier and less laborious for HR professionals.

Their desire to direct more budget to succession planning/management technologies also fits given our previously discussed finding that building “a strong leadership pipeline” is the most often cited initiative for helping to achieve strategic business goals.

Differences by organizational size

Nearly two-thirds (65%) of HR professionals in large organizations would like to direct budget toward people analytics and data visualization systems over the next two years to help support organizational strategic success. Only much smaller percentages of HR professionals in midsize (33%) or small (30%) organizations would like to direct more budget to these areas. This suggests that large organizations, with their greater workforces and more complicated HR systems, have a greater need for people analytics systems.

Which four of the following technologies would you like to direct more your budget to help support your organization's strategic success over the next two years?



39% say they would like to direct budget to succession planning/management technologies



Finding: AI is poised to have major impacts on the future of HR

AI has been part of HR technologies for years, but the launch of ChatGPT in November 2022 pushed it to the forefront, driving increased adoption and innovation. We asked respondents to indicate the top four ways they think AI will impact their work over the next two years. Well over half cite automation of HR tasks (57%), 49% say it will improve analytics, and 45% say it will boost productivity.

Together, these three areas should reduce some of HR professionals' administrative duties so they can focus more on workforce strategies, better pinpoint effective strategies, and more accurately determine where HR investments are paying off.

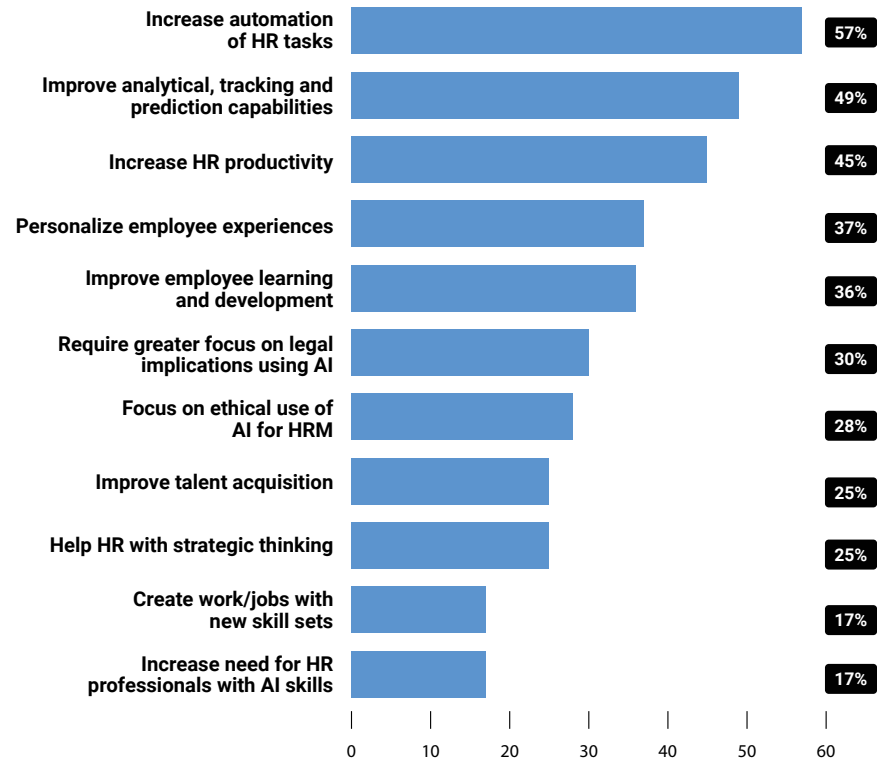
Few respondents choose the need for HR team members to have better AI skills (17%) or create work/jobs with new skill sets (17%). This may be shortsighted. In our opinion, knowledge of AI and the skills/experience in implementing AI solutions will become a required skill set for most HR professionals.



AI will continue to shape the future of HR. Just a few areas in which we will see this impact is in creating more personalized learning experiences, performance management/operational excellence, and in the use of analytics to predict leadership potential."

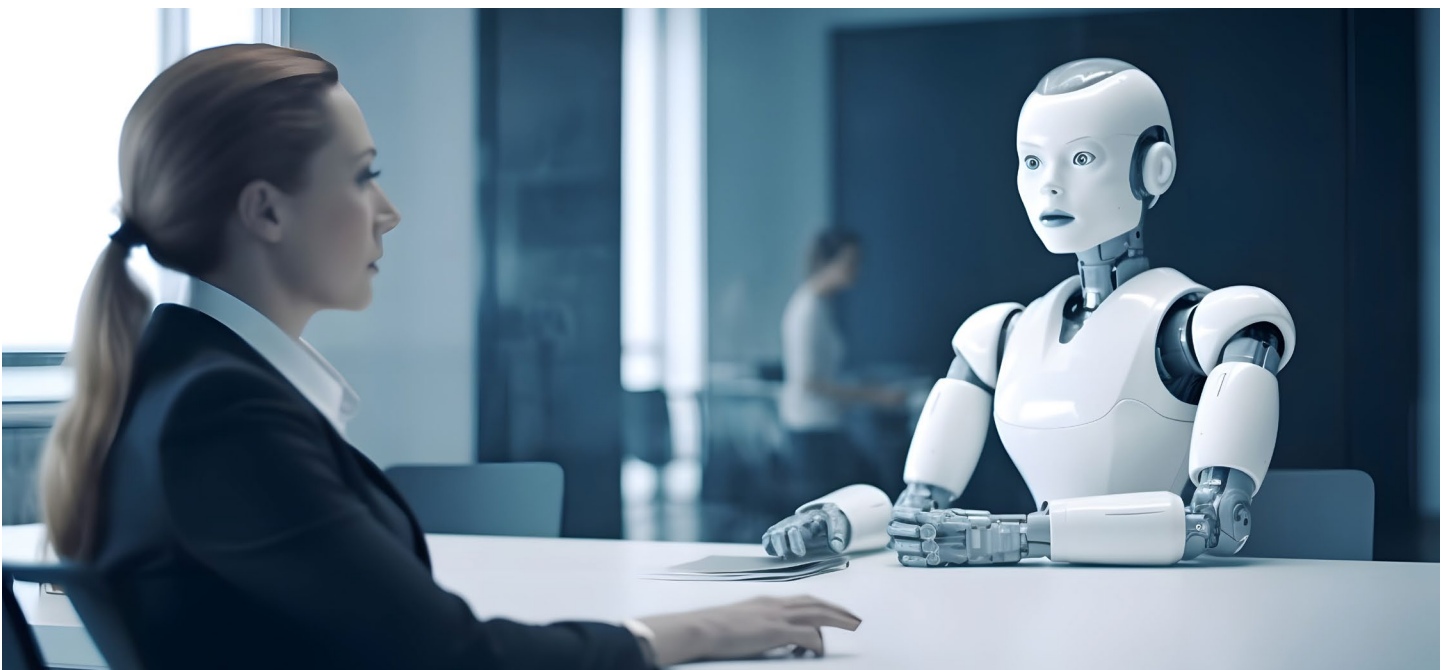
~ Amy Madden, Chief People & Culture Officer, PRO-spectus and HR.com Advisory Board Member

Which of the following will be the top four impacts of AI for HR over the next two years?



A quarter believe improving talent acquisition will be a top impact of AI

Editor's note: those who responded "don't know" (5% of the data set) were removed and responses were recalculated.





Key Takeaways

1

Implement continuous learning plans for all HR team members. Because they are likely to have full plates designing and delivering talent initiatives to their workforce, it is easy to neglect HR's development needs. But postponing important training is as bad for HR as any other function. As with so many other professions, the competencies and knowledge required for HR professionals are both growing and changing. HR professionals should invest in themselves and their teams by regularly attending workshops, courses, and industry seminars. This helps HR professionals stay updated on the latest trends, tools, and best practices, ensuring they can effectively support evolving business needs and drive innovation in talent management.

2

Leverage HR technologies. Of all the forces impacting HR in coming years, technology will likely have the greatest effect. Pay close attention to how your technologies are being implemented. This includes managing change, preparing both HR and your workforce to use technologies efficiently, determining how HR applications will integrate with your business process platforms, and eventually measuring the impact of your implementation.

3

Align AI initiatives with the organization's core goals and objectives. This involves identifying areas where AI can add the most value, such as improving operational efficiency, enhancing employee experience, and driving innovation. Try to ensure that leadership supports these efforts with clear direction and resources.

4

Prepare your team and workforce by having them develop their AI skills. A [McKinsey study](#) estimates that an HR team using AI can spend 60% to 70% less time on administrative tasks, allowing them to focus on the more strategic HR processes. The array of options is enormous, including finding high-quality talent, designing and delivering training, onboarding, and engaging in HR analytics, to name a few. It is impossible to do everything simultaneously, so you may want to develop a longer-term roll-out plan. At the same time, be able to mitigate the legal risks, privacy concerns, and other risks of using AI. Use the corporate legal and IT functions to help guide you.

5

Build an HR strategy that fuels business strategy. Even if an organization has a solid HR strategy, it is often not linked directly to the overall business strategy. Make sure your talent strategies and tactics are embedded early in the overall process as part of strategic business planning, not as an afterthought.

6

Create an agile workforce capable of quickly adapting to change. HR should lead the way in creating a workforce capable of quickly adapting to change. This will require HR to create a workforce willing to embrace change and, more importantly, play a key role in identifying change opportunities. Employees should be trained to introduce and manage change. The HR team should constantly track key metrics to measure the status of their change efforts.

7

Build strong leadership capability within the organization and HR itself. We now face the inevitable era of the retirement of senior leaders within all organizations, and there is an urgent need to build next-generation leaders. On a positive note, this study shows that HR considers leadership development and succession as among the functions that will most impact the organization's success. However, HR must not only focus on developing the leaders within their organization; they must build strong leadership skills within HR.

8

Adopt a data-driven approach. Begin using data analytics to make informed HR decisions, from hiring to performance management. Leveraging data enables HR to identify patterns, predict trends, and optimize decision-making, which can enhance recruitment strategies and improve employee retention. Moreover, leveraging AI is increasingly making analytics both simpler and more effective.

9

Focus on employee-centric strategies. Creating employee experiences that promote engagement, well-being, and growth is key to today's work. By developing tailored initiatives and offering continuous feedback, HR can improve employee satisfaction, reduce turnover, and foster a positive workplace culture that drives productivity and business success.



About Peoplogica

Peoplogica is a specialist people analytics provider focusing on assisting client organizations to improve employee engagement/productivity levels and increase leadership capability at all levels. Peoplogica is outcome focused, we conduct in-depth discoveries and then provide tests, assessments, surveys and processes that will deliver the clients' unique people capital requirements. Our clients enjoy improved attraction, selection and employee retention outcomes through a strong focus on leadership development.



About MultiRater Surveys

MultiRater Surveys (MRS) is a leading provider of customizable 360 leadership surveys, designed to help HR professionals easily implement leadership development programs that align with their organization's unique needs. With flexible features and a user-friendly platform, MRS simplifies the survey process while delivering meaningful insights. Now enhanced with AI capabilities, MRS is transforming the way leadership and employee surveys are conducted—delivering personalized insights, greater efficiency and sustainable leadership outcomes. Our clients value our ability to adapt to their survey needs, ensuring they get the leadership outcomes that drive real growth and success.



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