Brandon Hall Group™

THE TRANSFORMATIONAL IMPACT OF AI ON HR, LEARNING AND TALENT

MAGAZINE

Featuring research and insights from the Brandon Hall Group™ 2025 AI Summit

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Brandon Hall Group™

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MESSAGE FROM OUR CEO

Mike Cooke

Chief Executive Officer
Brandon Hall Group™

AI is no longer a future aspiration — it's a present-day imperative. Yet as I hold conversations with industry leaders and observe organizations across sectors, a troubling pattern emerges: the gap between AI's promise and organizational readiness continues to widen.

Our research at Brandon Hall Group™ consistently shows that many companies remain unprepared, with leaders struggling to truly understand the transformative nature of what's happening around them. Almost half (46%) of organizations surveyed for our AI Progression Model research, which we discuss in-depth in the pages ahead, said they are only experimenting with or piloting AI for their Learning, Talent or HR operations.

The challenge isn't simply adopting new technology — it's achieving authentic reinvention. Organizations must address three critical bottlenecks simultaneously:

- **Data**
- **Technology**
- **People**

Of these, data remains the most significant obstacle. Too many companies have fragmented information sitting across disconnected platforms, Excel spreadsheets, and individual drives. Without clean, accessible data, organizations are merely using the same tools as everyone else, with no competitive advantage and no unique value proposition. Yet only 31% of organizations are leveraging AI for learning and talent analytics, according to our 2025 State of Learning study.

But here's what keeps me optimistic: the solution isn't as complex as the hype suggests. This isn't about chasing every new model release or exhausting resources trying to keep pace with endless iterations. It's about understanding that we're in a trust calibration exercise — learning to work alongside AI tools the same way we learned to trust calculators, Excel, and CRM systems.

The real work ahead involves helping our people develop the distinctly human skills — judgment, emotional intelligence, empathy, and process thinking — that become more valuable as AI handles the routine cognitive tasks. Learning and HR leaders must claim their seats at the table where these decisions are made, because they remain the experts in how humans work, and that expertise has never been more critical.

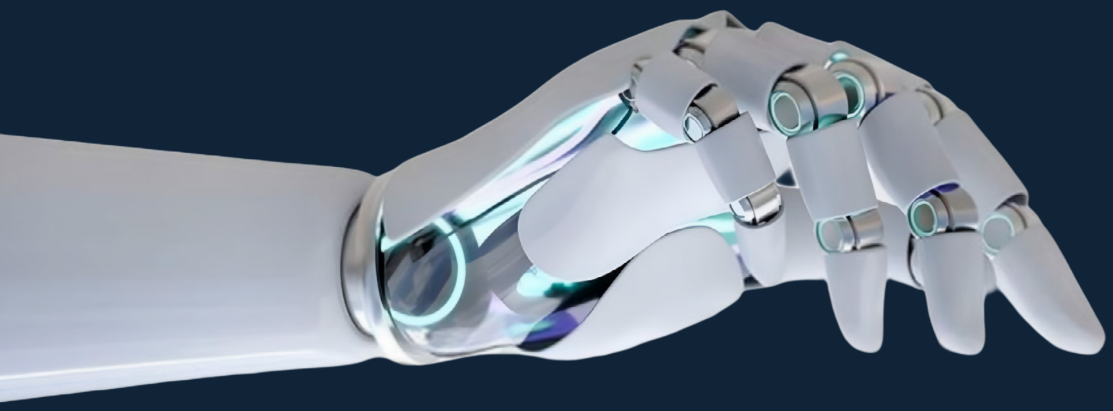
INTRODUCTION

A Landmark Event in Boca Raton, FL, Sets the Stage for HR's AI Transformation

HR, Learning and Talent Management leaders gathered at the historic Boca Raton Innovation Campus – formerly IBM's headquarters where the first personal computer was invented – in Brandon Hall Group's inaugural AI Summit. The two-day event in October 2025 brought together forward-thinking organizations currently implementing AI or seeking to enhance their strategies, creating an environment where practitioners could learn from award-winning case studies, expert insights, and each other's experiences.

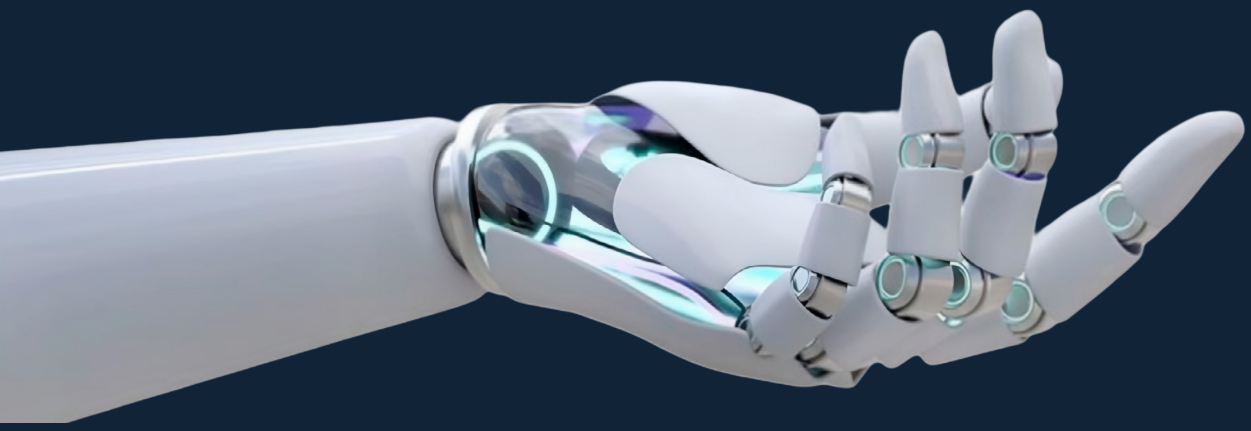
The Summit represented more than just another conference about artificial intelligence. As Michael Rochelle, Brandon Hall Group's Chief Strategy Officer, emphasized throughout the event, "AI is here and it's here to stay." For many attendees, this gathering offered the transformational opportunity to move beyond the hype and uncertainty surrounding AI, gaining expert understanding of not just what they're doing, but what they need to do and how to do it.

This magazine provides highlights from the Summit – including an overview of Brandon Hall Group's AI Progression Model and excerpted comments from several of the Brandon Hall Group™ Excellence Award-winning presenters who talked about their organizations' AI journey and their recommendations for success.



AI'S PROMISE & PERIL:

Industry Leaders Chart a Course Through Transformation



The opening session of Brandon Hall Group's AI Summit set an ambitious tone, cutting through the hype to address the real challenges organizations face as artificial intelligence reshapes the workplace.

Brandon Hall Group™ CEO Mike Cooke moderated a discussion with two experts on AI:

David Chestnut,
Principal Director,
Talent Strategy & Agentic Reinvention, Accenture

Ashwin Mehta,
Founder and Director,
Mehtadology

Mike Cooke,
CEO,
Brandon Hall Group™

"AI is no longer just a future attempt; it's a current-day imperative," Cooke noted, framing the urgency that brought attendees together. But as the discussion unfolded, it became clear that urgency alone won't drive successful transformation. Brandon Hall Group's research shows that many organizations remain unprepared, with leaders not yet fully understanding what's happening in this rapidly evolving landscape.

Defining the AI Agent Economy

The conversation quickly turned to one of today's hottest topics: AI agents. With vendors scrambling to rebrand every product as "agentic," Chestnut offered a grounded definition that cut through the marketing noise: "Agent, the way I like to think about agents, is anything that you assign agency to." He outlined a spectrum from simple bounded GPT interactions that help answer questions to "full agentic workflows that are more intent-driven like a group of employees," where you deliver an intent and receive an expected output while maintaining human oversight — what he called "human on the loop" rather than "human in the loop."

Mehta added a healthy dose of skepticism that drew knowing laughter from the audience: "I would go further and say nothing is an agent." His point resonated — true autonomous agents with full decision-making authority remain largely aspirational. "If you think about the full agent — it's got my credit card details, it's going to book my flight, it's going to do everything — we just don't trust the machines at the moment to do that."

The message was clear: Be cautious about the level of agency organizations delegate to AI systems, and skeptical of vendors who slap "agent" labels on traditional automation.

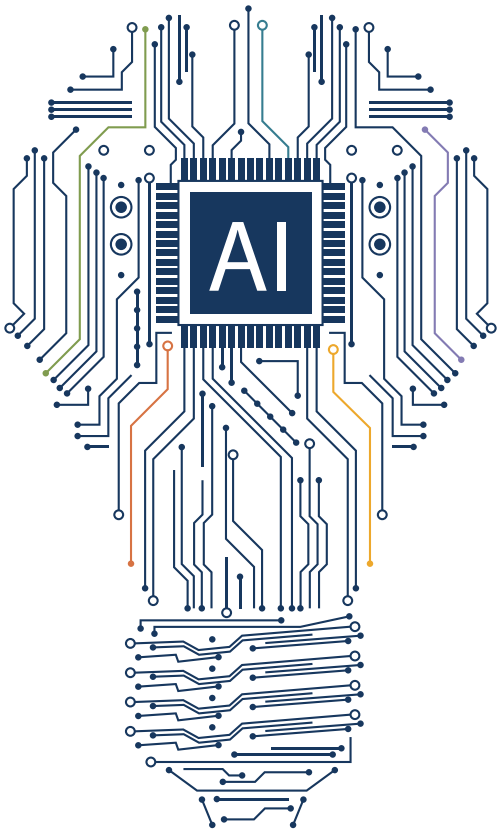
Data: The Unglamorous Bottleneck

When asked about the biggest obstacle preventing companies from scaling AI initiatives beyond pilots, both panelists pointed emphatically to data. Mehta painted a familiar picture that had heads nodding throughout the room: "The biggest problem with most companies is data. Most of your data is sitting on different platforms that don't talk to each other, sitting on Excel spreadsheets and OneDrives. It's fragmented, and historically companies really haven't had the need to tackle this problem."

The implications are stark. "If you're not using your data, then you're not doing anything special," Mehta continued. "If you're not doing anything special, you have no competitive advantage."

Chestnut reinforced this with a memorable culinary analogy: "Everybody sees AI walk by and it's that sizzling plate. Oh, I want that. And it's like, okay, cool, you want that? Let's go back to the kitchen. Let's chop the vegetables. Let's marinate the steak. Let's do all of those things. Nobody wants to do the hard work. Nobody wants to eat their vegetables before they have their dessert."

While some quick wins exist with off-the-shelf AI tools, Chestnut noted, organizations are ultimately "limited by the information that binds these agents." The unglamorous work of data consolidation, cleaning, and structuring can't be skipped — it's the foundation everything else builds upon.



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Anu Galhotra
SVP - Learning Solutions
Infopro Learning

Anu Galhotra is a Workforce Strategy Consultant who partners with global leaders to drive business transformation through skill-based workforce strategies, innovative learning design, and technology-enabled ecosystems. A certified Design Thinking facilitator and AI enthusiast, she has led diverse, global teams to deliver award-winning learning and development outcomes.

Listen to The Expert

What's the most valuable thing AI is doing for your organization right now?

AI is enabling us to move from reactive learning and talent development to predictive, data-driven capability building. It's automating time-consuming tasks, like skill tagging, content curation, and learning path personalization, so our teams can focus on innovation and strategic enablement. More importantly, it's helping us connect business goals to workforce capabilities through real-time insights, making learning deeply contextual and measurable. In short, AI is not just improving efficiency; it's transforming how we design, deliver, and scale impact across the enterprise.

How are you measuring how an AI tool or initiative is delivering value?

We take a multi-layered approach that links adoption and performance data to business outcomes. At the operational level, we measure productivity gains, automation savings, and learner engagement metrics such as time-to-competence and completion rates. At the strategic level, we assess how AI-driven insights influence key KPIs, like capability readiness, internal mobility, and project performance. We also track qualitative feedback from users and business sponsors to ensure the tools enhance decision-making and drive measurable improvements in both experience and outcomes.

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The Human Element: Jobs, Skills, and Adaptation

The discussion took a sobering turn when addressing workforce displacement, one of the most anxiety-inducing aspects of AI transformation. While Chestnut shared an optimistic story about his mother's 30-year career adapting through multiple technological revolutions — from switchboard operator at General Telephone to selling enterprise data plans at Verizon — Mehta cautioned about timing and transition gaps.

"There's a time effect," Mehta explained. "We have jobs that are disrupted now ... That gap is huge and sometimes companies are just going to get rid of these folks and maybe hire two or three new people who have different skills, and we're going to use machines for everything else. So this time period in the middle, I think, is quite uncertain."

His broader point challenged comfortable narratives: "We just used to compete with each other. Now we'll compete with the machine. I don't think any department really is safe from this concept of you're going to have to compete and you're going to have to be better than the machines."

Both agreed that new roles are emerging from this transformation. Chestnut highlighted "knowledge stewards" — people whose job is "not to create the content, but to curate knowledge across your company, get the data in the structures that can then be read and distributed by intelligent agents." Instead of performing traditional instructional design tasks, these professionals ensure that when a company renames a product, the change propagates correctly through all AI-powered systems.

The distinctly human skills that will remain valuable? "Process is gonna win the day," Chestnut argued, along with "emotional intelligence and empathy — that sort of human suit that makes us all horrible to work with when we're hungry, but amazing to work with when we're at our best."

Trust, Measurement, and the Hallucination Myth

Perhaps the most critical insight came when discussing oversight, accountability, and the dreaded topic of AI "hallucinations." Chestnut had a provocative take on the latter: "Hallucinations aren't really a problem. It's how we architect our systems, and then how we oversee the outputs that really make the difference."

The issue, he explained, was rushing immature tools into people's hands without proper context engineering. Early AI implementations suffered from tight context windows and inadequate data grounding. "Now, ChatGPT has a 5 million character context window," he noted. Many of the problems that created users' first negative impressions have been solved, but "untraining someone to do something a bad way and telling them that something they've learned as true is not true ... is one of the biggest hills to climb."

On accountability, Chestnut told a story about training new Accenture analysts: "Congratulations, today you're all managers because you are creating your own digital coworkers to do the work that used to be analyst work for you. What does a good manager have to do? Give instructions, listen, but you also have to be accountable for the output and you have to be responsible when things go wrong."

This applies throughout organizations. Whether work is produced by humans or AI, "the person, the human being that passes the thing forward with their name on it — it still stops with you."

As for measurement, both panelists pushed back against vanity metrics. Mehta was direct: "If you're measuring how much people are using AI, that's kind of similar to measuring how many people came to a course. It's a vanity measure. What we need to be measuring is output."

Dr. Ashwin Mehta, Brandon Hall Group™ CEO Mike Cooke, and David Chestnut of Accenture.

Cutting Through the Research Hype

The panelists also took aim at sensational research headlines claiming AI is making workers dumber or that 95% of AI projects are failing. Chestnut was particularly pointed: “Most of these studies start with a headline and then back into the data ... That study says 95% of AI projects are failing — okay, what most of those companies did was scramble to find data that backs it out.”

He dissected the “AI makes us dumber” research: “We gave people AI tools and asked them to do a task for six months, and we took those tools away and asked if they were as good. Here’s a hammer, go build a bookshelf. Now take the hammer away — are you going to be as good at building that bookshelf? No, of course not.”

The lesson: Look beyond provocative headlines and examine the methodology before making strategic decisions based on flawed studies.

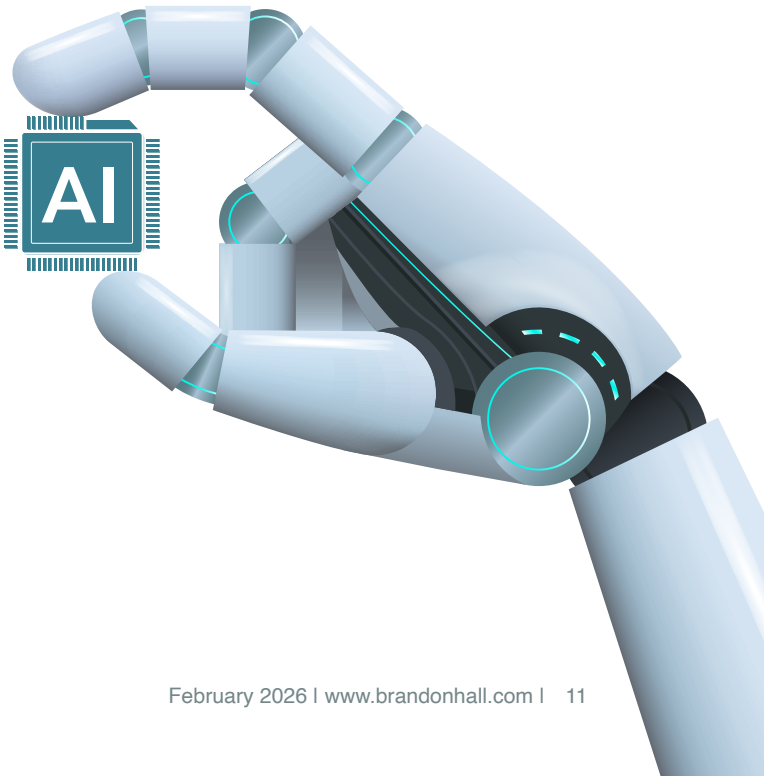
A Call to Action

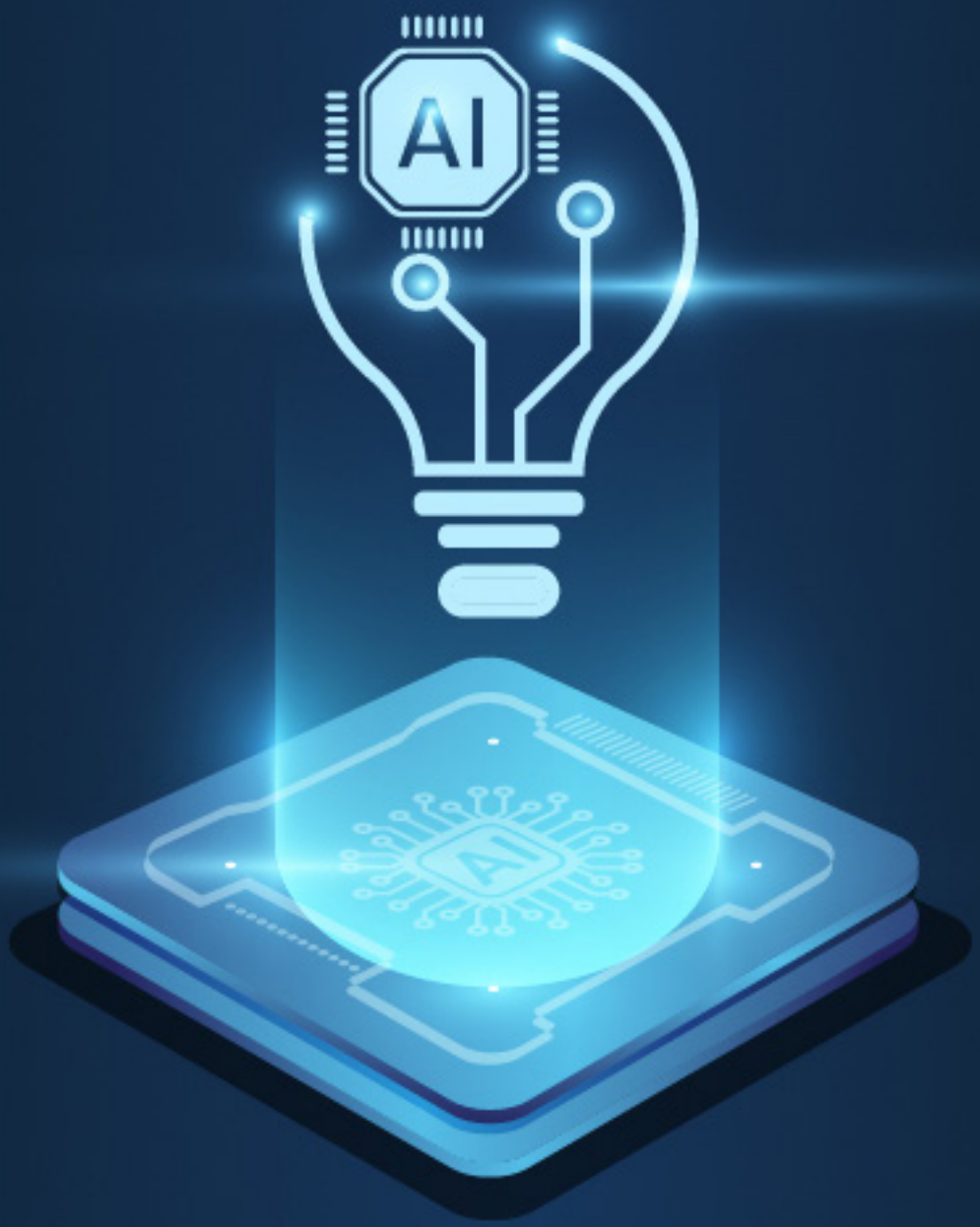
Chestnut closed with a challenge to the learning and HR professionals in attendance: “Get into the rooms that you’re not in. You are still the experts in how work gets done. You’re still the experts in how humans act. And as we get more into agentic systems, these are no longer deterministic systems. They’re stochastic representations of humans. You are the experts in humans. Keep getting the seats at those tables.”

His warning was clear: “Don’t let these become IT-only solutions.” When IT departments demand that AI agents produce 90% accuracy before deployment, learning leaders need to ask the obvious question: “How many humans do you have that do 90% accurate work every single time?” The answer, of course, is none — we build systems around humans to ensure good outputs, and we need to do the same with AI.

As organizations race to adopt AI, this opening session served as both inspiration and warning. The technology is here, the potential is real, but success requires unglamorous foundational work on data infrastructure, careful governance frameworks, realistic expectations about workforce transition, and keeping humans at the center of transformation efforts.

For the HR and learning professionals gathered at the summit, the message was clear: This is their moment to lead, not just implement. The path forward demands both technical sophistication and deeply human wisdom — a combination that may be the most important competitive advantage of all.





Unveiling the Brandon Hall Group™ AI Progression Model:

A New Framework for HR Excellence

The centerpiece of the Summit's first morning was the debut of Brandon Hall Group's AI Progression Model for Empowering HR Excellence — a comprehensive research initiative that examined how AI is transforming human resources. Unlike traditional maturity models that can make organizations feel behind or ahead, this framework takes a different approach: It captures where organizations stand right now, acknowledging that everyone is on a journey forward.

"We sat down and said really, it's about just figuring out where people are," Rochelle explained during the interactive workshop he led with David Forry, Senior Vice President at Brandon Hall Group™. "So we came up with the term readiness. What's the level of readiness of where somebody is?"

The model emerged from extensive qualitative and quantitative research involving nearly 600 HR and business professionals worldwide. The research team analyzed 50 different HR processes to understand how they change with the introduction and implementation of AI, then identified the key drivers that enable organizations to progress through different readiness states.

- 21% **PHASE 1** > **Reactive**
- 25% **PHASE 2** > **Standardized**
- 25% **PHASE 3** > **Strategic**
- 13% **PHASE 4** > **Transformational**
- 16% **PHASE 5** > **Optimized Excellence**

> Success is about forward movement, not where you start ...

	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
	21%	25%	25%	13%	16%
	REACTIVE/AD HOC	STANDARDIZED	DEFINED/STRATEGIC	MANAGED/ TRANSFORMATIONAL	OPTIMIZED HR EXCELLENCE
AI READINESS:	Exploring & Experimenting	Piloting & Testing	Implementing & Scaling	Integrating & Optimizing	Innovating & Transforming
PEOPLE:	Small HR team, limited capacity	HR team expanding, some specialization	Dedicated HR functions, stronger capability	HR team with analytics expertise	Strategic HR team, advanced insights capability
PROCESS	Manual HR & payroll, ad hoc practices	Basic HR systems, partially automated	Standardized HR processes, consistent practices	Data-driven decision-making, proactive HR	End-to-end automation, predictive HR & business planning
TECHNOLOGY	Early AI pilots & testing	Pilots moving to small-scale adoption	AI tools integrated into daily operations	AI widely adopted across HR functions	Advanced AI embedded in organizational strategy
ORGANIZATIONAL STATE	HR focuses on essential administration: payroll, compliance, and record-keeping	HR establishes consistent policies and procedures across core functions	HR policies align with business goals and support organizational strategy	HR operates as proactive strategic partner driving business transformation	Continuous innovation and transformation define HR operations
GOVERNANCE STATE	No formal AI governance framework exists	Basic AI governance structure with initial policies and guidelines	Comprehensive AI governance framework with defined roles and responsibilities	Mature AI governance with automated monitoring and real-time risk management	Autonomous AI governance with self-monitoring and self-correcting systems

THE 5 LEAD INDICATORS OF AI READINESS

At the heart of the Progression Model are five critical factors that determine an organization's readiness for AI.

1 2 3 4 5

ORGANIZATIONAL STATE

How change-ready is your organization? Is it change-resistant? The research revealed a clear correlation — likely cause and effect — between where an organization stands culturally and how it approaches AI. As one attendee from local government noted during the workshop, highly regulated environments face unique challenges: "We have to be responsible, and as far as innovation, we're still using spreadsheets."

GOVERNANCE

Rochelle used a powerful analogy throughout the Summit: AI is like fire — it can heat your house and cook your food, or it can burn the building down. "Governance, how do we bring it into the building?" he asked. The research showed that governance structures are a key factor in how organizations move through their AI progression and what they accomplish.

PEOPLE

(The HR organization)

Where is your HR team in their AI journey? The model tracks progression from ad-hoc, consumer-grade AI usage to specialized roles and formal AI education. Rochelle noted that universities like Harvard University and Bentley College are now offering AI programs and degrees, signaling the formalization of AI as a professional competency. "People are going to have to go through upskilling and reskilling within their HR organization," he emphasized.

PROCESS

The research examined 50 HR processes to understand where organizations are today and what those processes will look like once AI has transformed them. This factor recognizes that AI doesn't just automate existing processes; it fundamentally reshapes them.

TECHNOLOGY

This factor proved more complex than initially expected. While it begins with acquiring AI-driven technology — what Rochelle called "AI-drivenness" (noting that AI now stands for "all-in" given how every vendor waves an AI banner) — the research revealed that advanced organizations are moving into a new territory. In phase five, organizations aren't just licensing technology platforms; they're building AI infrastructure from the ground up, creating agents and developing their own AI capabilities internally.

The 5 Phases of AI Progression

The model identifies five distinct readiness phases, each characterized by specific organizational behaviors and capabilities:

PHASE 1

Crisis and manual processes.

Organizations face decision points that feel chaotic. Spreadsheets dominate (representing manual, one-on-one processes), governance is absent or minimal, and high error rates are accepted as part of the human condition. Multiple layers of checking ensure mistakes don't reach critical stakeholders.

PHASE 2

Pilots and risk reduction.

Organizations begin running pilots to understand AI's potential while establishing initial governance. This phase focuses on AI literacy — not just for HR but across the employee base. Many organizations partner with service providers who have already embedded AI in their platforms, viewing this as a safer entry point than building from scratch.

PHASE 3

Strategic asset recognition.

This represents the critical break point. Organizations grasp that AI can move across the entire HR function as a strategic asset. Pilots that were reeled in and tested now demonstrate clear benefits, building momentum and belief in AI's potential. As Rochelle described it, "We're starting to see the benefit of it. We started to be able to say, hey, this is pretty cool. This is what we can get out of it."

PHASES 1-3 DEEP DIVE

PHASE 1:

21%

- Crisis mode
- Spreadsheets
- No governance
- High errors

PHASE 2:

25%

- Structured pilots
- Basic AI literacy
- Service provider emerging

PHASE 3 BREAKTHROUGH:

25%

Strategic alignment
=
Universal AI success

Phase 4 & 5

Phases 4-5: Advanced Implementation and Autonomy

Organizations move beyond seeing AI as synonymous with generative AI. They develop stratified technological strategies incorporating machine learning, generative AI, retrieval-augmented generation (RAG), and agentic AI. By phase five, some organizations achieve what Rochelle called “the no-touch car wash” — self-autonomous, self-regulating systems that require minimal human intervention for end-to-end HR processes.

PHASES 4-5 AND TECHNOLOGY EVOLUTION

13%

PHASE 4:

- Agentic AI workflows
- Cultural transformation
- Competitive advantage

16%

PHASE 5:

- Autonomous systems
- Industry thought leadership
- Zero-touch processes

TECH REALITY

ML (foundation) → **GenAI** (content) → **RAG** (knowledge) → **Agentic** (orchestration)

Critical Mistake:
Jumping to advanced tech without foundational maturity.

Success Pattern:
Each technology requires previous phase capabilities.

Interactive Discovery: Where Do Organizations Stand?

The workshop's interactive nature allowed attendees to assess their own positions. Through a series of exercises, participants rated themselves on factors including:

- HR leader presentation to the C-suite
- Existence of governance policies
- Proven ROI from AI initiatives
- Alignment of AI with business strategy

The results revealed what the research predicted: Organizations exist at jagged edges across the phases. As one participant noted, "You can talk to the talent acquisition organization and they could be at a higher level with agents, then you can literally walk 10 feet down the hallway to another part of HR and they're still experimenting."

When Rochelle asked for a show of hands by phase, the room's distribution reflected this reality, with most organizations clustering in phases one through three, and a notable absence of organizations fully in phase five.

Critical Success Factors: The Foundation for Progression

Beyond identifying phases, the research pinpointed foundational elements critical to successful AI implementation:

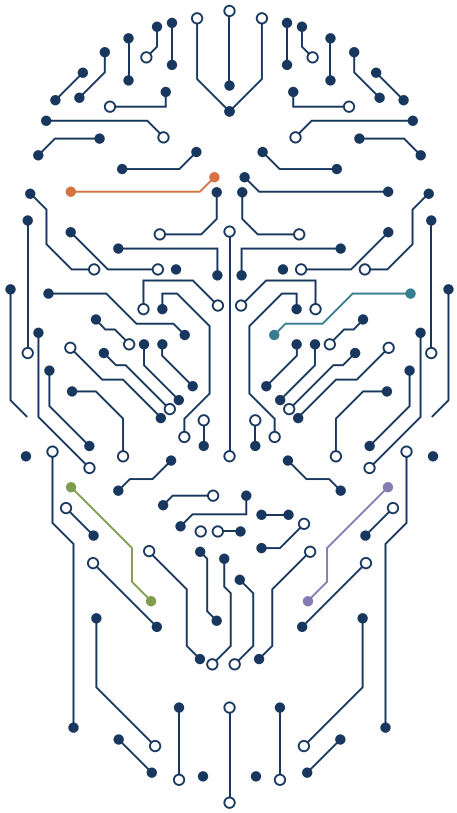
Executive sponsorship.
Not just interest, but actual budget allocation and prioritization. When challenges arise, leadership must "stand tall in the gap." Rochelle was direct: "If you don't have executive sponsorship, we're not just talking about 'hey that sounds interesting,' but allocating budget and time, making it a priority within the organization."

Clean, integrated data.
"It really is a non-negotiable aspect of doing AI," Rochelle stressed. Poor data quality leads to poor decisions — decisions that could negatively impact individual employees' careers and lives. He used a compelling example: If "Mary" in the system doesn't reflect her actual learning patterns, AI might incorrectly flag her as a slow learner, with serious consequences.

Organization-wide AI literacy.
This emerged as HR's opportunity to seize the reins. Rochelle drew parallels to the mobile phone revolution: "Remember when we started using our mobile phones and we thought it was magic? We rolled out something really fast but we didn't take into consideration how people were going to access it and have literacy." AI literacy means educating employees about what AI is, how it's governed, making it transparent and explainable, and showing them its impact.

Comprehensive governance.
Moving beyond risk and compliance to include ethics. As one panelist noted about their company's AI council: "It focuses a lot on ethics, risk, and at the same time, all of the segments are trying to innovate their own solutions ... It's a big challenge of how you take such a large global company and contain from a governance perspective without stifling innovation."

Demonstrable breakthrough ROI.
Not just efficiency gains, but transformation. "AI, from the HR perspective, should allow that organization to move HR at the speed of business," Rochelle said. "That's the ultimate ROI." He reminded attendees that people now constitute the majority of most organizations' balance sheets — a dramatic shift from 40 years ago when property, plant, and equipment dominated.



Are You Still Playing Spin the Bottle(neck)?

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Brandon Hall Group™

WHERE
Is Your Organization on Its AI Journey?

Brandon Hall Group™ has analyzed hundreds of organizations to uncover the five phases of AI readiness — from early experimentation to autonomous, organization-wide AI integration.

Download the AI Progression Model
to evaluate your organization's readiness across:

- Governance
- Technology
- People & skills
- Processes
- Organizational adaptability

This framework helps leaders understand their current state, identify gaps, and map a realistic, research-backed AI transformation strategy.

Your AI journey starts with a clear baseline.

Download the AI Progression Model

https://web.brandonhall.com/ai-progression-model

Why Download the Model?

- Benchmark against global HR, L&D & Talent organizations.
- Access the five readiness phases & five key indicators.
- Identify data, capability & governance gaps.
- Build a roadmap to move from chaos to scalable impact.
- Support strategic conversations with executives.

The Technology Reality Check

One of the workshop's most revealing moments came during a standing exercise. Rochelle asked attendees to sit down when he named a technology they weren't currently using in production:

- Basic ML predictions (turnover, hiring forecasts)
- Generative AI for content creation
- RAG or chatbots for employee questions
- Agentic AI managing end-to-end workflows
- Autonomous, self-optimized HR processes

By the end, nearly everyone was seated, illustrating the gap between AI's promise and current implementation — while also showing that even organizations rating themselves at higher phases have significant room to grow.

Navigating Challenges with Practical Solutions

The research didn't shy away from identifying key challenges:

Defining data quality.
It's not about fixing zeros and ones — it's about whether data can drive quality decisions. Rochelle's example: organizations ask employees to learn daily but provide feedback only during annual reviews. "That's data quality, because all of this is going into this thing called AI."

Balancing governance and innovation.
"How do you make sure you offer enough governance without stifling innovation and creativity?" Rochelle asked, comparing it to parenting: the only job where doing well means getting fired when your kids leave home. Organizations must enable AI usage while maintaining appropriate oversight.

Building human oversight.
Do HR professionals feel confident overseeing AI systems? This question highlighted the importance of upskilling within HR teams. "If you can't be that oversight person, you're in charge of it," Rochelle noted, referencing the need for new competencies.

Early investment in governance.
Organizations that let technology implementations get ahead of governance face expensive cleanup efforts — but AI moves at light speed. "You can see a big new payroll system from a mile away," Rochelle said. "This is a bunch of people running around with a bunch of AI tools ... it's very difficult to walk it back because it's happening so quickly."

Reality

Each transition takes longer than planned – build realistic timelines.

Phase Transition Roadmap

Phase 1 → 2	Phase 2 → 3	Phase 3 → 4	Phase 4 → 5
Pilot success + AI literacy + data integration + vendor partnerships	Scaled pilots + integrated HRIS + Analytics + comprehensive governance	Pilot success + AI literacy + data integration + vendor partnerships	Optimized operations + innovation culture + industry leadership

A Roadmap Forward

The workshop concluded with a practical roadmap for attendees:

Participants left with personal commitments written down: “By [date], I will [specific action] to move from phase [X] to phase [Y] by focusing on [success factor]. I will measure my success by [specific metric].”

Looking Ahead

As organizations navigate their AI journeys, the Progression Model offers what many have been seeking: not a judgment of maturity, but a practical framework for understanding current readiness and charting the path forward. In the pages that follow, you’ll discover more insights from the Summit’s expert speakers, award-winning case studies, and the collective wisdom of HR leaders who are shaping the future of work.

The question isn’t whether AI will transform HR — it’s how prepared we are to guide that transformation thoughtfully, ethically, and effectively. As this Summit demonstrated, the journey has already begun.

Brandon Hall Group Institute™

Included exclusively with Institute Membership

The Certified AI Transformation Strategist (CAITS) program gives leaders the strategic tools, frameworks, and hands-on application needed to drive responsible, ethical, and scalable AI transformation across their organizations.

Built on Brandon Hall Group's research-backed AI Progression Model, **CAITS** equips professionals to move from experimentation to measurable impact.

CAITS

LEAD AI TRANSFORMATION WITH CONFIDENCE, STRATEGY & CREDIBILITY.

What You'll Learn:

- Assess AI readiness & organizational maturity
- Design ethical AI governance frameworks
- Build business cases & measure ROI
- Prioritize high-value AI use cases
- Drive cultural adoption & workforce capability
- Lead continuous innovation and transformation

A Complete Certification Experience:

- 10 foundational learning modules
- Scenario-based consulting simulation
- Personalized AI Transformation Strategy project
- Analyst review & credentialing

Transform how your organization works. Become the strategist your business needs.

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HCM AWARDS 2025

Winners

Diversity, Equity & Inclusion

Company	Category	Award Level
Hon Hai Precision Industry Co., Ltd	Best Use of AI to Improve Diversity, Equity, Inclusion and Belonging Programs	Gold

Future of Work

Company	Category	Award Level
BCG U	Best Use of AI for Business Impact	Bronze
Concentrix	Best Use of AI for Business Impact	Silver
Dubai Customs	Best Use of AI for Business Impact	Gold
Fractal Analytics Limited	Best Use of AI for Business Impact	Bronze
goeasy	Best Use of AI for Business Impact	Gold
Legion Technologies	Best Use of AI for Business Impact	Gold
LTIMindtree Limited	Best Use of AI for Business Impact	Gold
MetLife	Best Use of AI for Business Impact	Gold
NIIT MTS	Best Use of AI for Business Impact	Gold
Percepta	Best Use of AI for Business Impact	Gold
PrimeFlight Aviation Services	Best Use of AI for Business Impact	Gold
Sandals Corporate University	Best Use of AI for Business Impact	Gold

Human Resources

Company	Category	Award Level
Accenture	Best Use of AI for HR	Gold
Colgate-Palmolive	Best Use of AI for HR	Gold
KoçSistem Bilgi ve İletişim Hizmetleri A.Ş.	Best Use of AI for HR	Bronze
Legion Technologies	Best Use of AI for HR	Gold
NIIT MTS	Best Use of AI for HR	Silver
OMERS	Best Use of AI for HR	Gold

Company	Category	Award Level
Philip Morris International and Accenture Strategy & Consulting	Best Use of AI for HR	Bronze
State Oil Company of Azerbaijan Republic (SOCAR)	Best Use of AI for HR	Silver
The Aspen Group and Phenom	Best Use of AI for HR	Silver
Yapı Kredi	Best Use of AI for HR	Gold

Leadership Development

Company	Category	Award Level
Accenture Solutions Pvt. Ltd.	Best Use of AI for Leadership Development	Gold
Experian and Valence	Best Use of AI for Leadership Development	Gold
TD	Best Use of AI for Leadership Development	Gold

Learning and Development

Company	Category	Award Level
Accenture	Best Use of AI for Learning	Silver
Accenture Solutions Pvt. Ltd.	Best Use of AI for Learning	Bronze
Allvue	Best Use of AI for Learning	Gold
AstraZeneca	Best Use of AI for Learning	Bronze
Bank of America	Best Use of AI for Learning	Gold
Bongo Learn	Best Use of AI for Learning	Bronze
Brother	Best Use of AI for Learning	Silver
Cell and Gene Therapy Catapult	Best Use of AI for Learning	Silver
Colgate-Palmolive	Best Use of AI for Learning	Bronze

Company	Category	Award Level
Country Navigator	Best Use of AI for Learning	Gold
EPAM Systems, Inc.	Best Use of AI for Learning	Gold
Firstsource Solutions Limited	Best Use of AI for Learning	Silver
Lenovo	Best Use of AI for Learning	Gold
MetLife	Best Use of AI for Learning	Gold
NIIT MTS	Best Use of AI for Learning	Gold
Novac Technology Solutions and Canara Bank	Best Use of AI for Learning	Silver
NTT Data	Best Use of AI for Learning	Gold
PT Bank CIMB Niaga Tbk	Best Use of AI for Learning	Bronze
SBM Offshore do Brasil Ltda	Best Use of AI for Learning	Silver
Standard Chartered Bank	Best Use of AI for Learning	Silver
TELUS Digital	Best Use of AI for Learning	Gold
TTEC	Best Use of AI for Learning	Silver
Unboxed Training & Technology	Best Use of AI for Learning	Gold
WNS	Best Use of AI for Learning	Silver

Talent Management

Company	Category	Award Level
Abu Dhabi Customs	Best Use of AI for Talent Management	Gold
Accenture	Best Use of AI for Talent Management	Gold
Bayer	Best Use of AI for Talent Management	Gold
NIIT MTS	Best Use of AI for Talent Management	Gold
Rakuten	Best Use of AI for Talent Management	Gold

Talent Acquisition

Company	Category	Award Level
Accenture Solutions Private Limited	Best Use of AI for Talent Acquisition	Gold
Entek Elektrik	Best Use of AI for Talent Acquisition	Silver
Genpact	Best Use of AI for Talent Acquisition	Gold
Johnson Controls Inc	Best Use of AI for Talent Acquisition	Bronze
McKinsey & Company	Best Use of AI for Talent Acquisition	Gold
Persistent Systems Limited	Best Use of AI for Talent Acquisition	Bronze
Rally House and Phenom	Best Use of AI for Talent Acquisition	Gold
Yıldız Holding	Best Use of AI for Talent Acquisition	Gold

Sales Performance

Company	Category	Award Level
MetLife	Best Use of AI for Sales Performance	Gold

Congratulations

Brandon Hall Group™

Future of Work

Company	Category	Award Level
Accenture	Best Advance in Generative AI for Business Impact	Gold
Adobe	Best Advance for Leading Under a Crisis	Gold
ADVANCE AI LTD	Best Advance in AI for Business Impact	Gold
Amplifire	Best Advance in AI for Business Impact	Bronze
Braintrust	Best Advance in AI for Business Impact	Gold
Businessolver	Best Advance in AI for Business Impact	Silver
Capgemini	Best Advance in Generative AI for Business Impact	Bronze
Concentrix	Best Advance in AI for Business Impact	Silver
Damco Solutions Inc.	Best Advance in AI for Business Impact	Gold
Dubai Electricity and Water Authority	Best Advance in Generative AI for Business Impact	Silver
EY	Best Advance in AI for Business Impact	Gold
EY	Best Advance in Generative AI for Business Impact	Gold
EY	Best Ethical AI & Responsible Technology	Gold
G-P	Best Advance in AI for Business Impact	Silver
Genpact	Best Advance in AI for Business Impact	Gold
HireBrain	Best Advance in AI for Business Impact	Gold
HP Inc.	Best Advance in AI for Business Impact	Gold
HR Acuity	Best Ethical AI & Responsible Technology	Gold
IBM	Best Advance in AI for Business Impact	Bronze
IBM	Best Advance in Generative AI for Business Impact	Gold
Incedo Inc.	Best Advance in AI for Business Impact	Bronze

Company	Category	Award Level
Kuveyt Türk Participation Bank	Best Advance in AI for Business Impact	Silver
Kuveyt Türk Participation Bank	Best Advance in Generative AI for Business Impact	Bronze
LTIMINDTREE LIMITED	Best Advance for Leading Under a Crisis	Silver
MetLife	Best Advance in AI for Business Impact	Gold
MetLife	Best Advance in Generative AI for Business Impact	Gold
Microsoft	Best Advance in Generative AI for Business Impact	Silver
NIIT MTS	Best Advance in AI for Business Impact	Gold
NIIT MTS	Best Advance in AI for Business Impact	Silver
NIIT MTS	Best Advance in AI for Business Impact	Bronze
OpenText	Best Advance in AI for Business Impact	Gold
Prezent	Best Advance in Generative AI for Business Impact	Bronze
PwC	Best Advance in AI for Business Impact	Gold
PwC	Best Advance in Generative AI for Business Impact	Gold
ServiceNow	Best Ethical AI & Responsible Technology	Bronze
SHIFT eLearning	Best Advance in AI for Business Impact	Gold
SunExpress Airlines	Best Advance in AI for Business Impact	Gold
The General Administration of Customs – Abu Dhabi	Best Advance in Generative AI for Business Impact	Silver
Unilever	Best Advance in Generative AI for Business Impact	Gold
UST	Best Advance in AI for Business Impact	Silver
Zalvadora	Best Advance in AI for Business Impact	Bronze

Human Resources Technology

Company	Category	Award Level
bswift	Best AI for Employee Sentiment Analysis	Gold
Legion Technologies	Best AI for Workforce Planning & Optimization	Gold
Tata Consultancy Services USA	Best AI for Workforce Planning & Optimization	Bronze
Federal Authority of Government Human Resources	Best Generative AI Human Resource Technology	Gold
Yapı Kredi	Best Generative AI Human Resource Technology	Gold
entomo	Best Generative AI Human Resource Technology	Silver
Grokker	Best Generative AI Human Resource Technology	Silver
G-P	Best Generative AI Human Resource Technology	Bronze
Turkcell İletişim Hizmetleri A.Ş.	Best Generative AI Human Resource Technology	Bronze
PlanSource	Best Generative AI Human Resource Technology	Bronze
15Five	Best Innovation in AI-Human Collaboration Tools	Gold
bswift	Best Innovation in AI-Human Collaboration Tools	Gold
Tata Consultancy Services USA	Best Use of AI for Workplace Wellness & Mental Health	Bronze

Leaders In Education Technology

Company	Category	Award Level
D2L Corporation	Best Artificial Intelligence (AI) Solution	Gold
The Writing Revolution	Best Artificial Intelligence (AI) Solution	Gold
MapleLMS	Best Innovative Generative AI-Powered Learning Solutions	Gold
PIP Consulting Group International	Best Innovative Generative AI-Powered Learning Solutions	Gold

Company	Category	Award Level
Fractal Analytics Limited	Best Innovative Generative AI-Powered Learning Solutions	Silver
The Writing Revolution	Best Innovative Generative AI-Powered Learning Solutions	Silver
American Management Association	Best Innovative Generative AI-Powered Learning Solutions	Silver
Infosys Ltd	Best Innovative Generative AI-Powered Learning Solutions	Bronze

Learning and Development Technology

Company	Category	Award Level
SkyPrep	Best Advance in a Generative AI Solution	Gold
TTEC	Best Advance in a Generative AI Solution	Gold
Harbinger Group	Best Advance in a Generative AI Solution	Gold
Hurix Systems Pvt Ltd	Best Advance in a Generative AI Solution	Gold
Process Management International Ltd	Best Advance in a Generative AI Solution	Silver
FLOWSPARKS	Best Advance in AI and Machine Learning	Gold
MetLife	Best Advance in AI and Machine Learning	Gold
Colgate-Palmolive	Best Advance in AI and Machine Learning	Gold
Unboxed Training and Technology	Best Advance in AI and Machine Learning	Silver
Realizeit	Best Advance in AI and Machine Learning	Bronze
King Khalid University – Deanship of E-Services	Best Advance in AI and Machine Learning	Bronze
NIIT MTS	Best Advance in AI and Machine Learning	Bronze
Equitable	Best Advance in Generative AI Learning Solution	Gold
Absorb Software Inc.	Best Advance in Generative AI Learning Solution	Gold

Company	Category	Award Level
LearnExperts	Best Advance in Generative AI Learning Solution	Gold
Articulate Global	Best Advance in Generative AI Learning Solution	Gold
NovoEd	Best Advance in Generative AI Learning Solution	Gold
Insight Experience	Best Advance in Generative AI Learning Solution	Silver
Enparadigm Performance Solutions Pvt. Ltd.	Best Advance in Generative AI Learning Solution	Silver
isEazy	Best Advance in Generative AI Learning Solution	Silver
GoSkills	Best Advance in Generative AI Learning Solution	Silver
Adobe	Best Advance in Generative AI Learning Solution	Silver
Litmos	Best Advance in Generative AI Learning Solution	Silver
IMMERSE	Best Advance in Generative AI Learning Solution	Bronze
Tata Consultancy Services (TCS)	Best Advance in Generative AI Learning Solution	Bronze
NovoEd	Best Conversational AI for Employee Experience	Gold
GoSkills	Best Conversational AI for Employee Experience	Silver
Cognizant Technology Solutions	Best Conversational AI for Employee Experience	Bronze
Cadillac	Best Conversational AI for Employee Experience	Bronze

Sales Enablement Technology

Company	Category	Award Level
Equitable	Best Generative AI Sales Enablement Technology	Gold
Janek Performance Group	Best Generative AI Sales Enablement Technology	Gold
Imparta Inc.	Best Generative AI Sales Enablement Technology	Gold

Company	Category	Award Level
MetLife	Best Generative AI Sales Enablement Technology	Gold

Talent Acquisition Technology

Company	Category	Award Level
Techademy Learning Solutions Pvt. Ltd.	Best Generative AI Talent Acquisition Technology	Bronze

Talent Management Technology Awards

Company	Category	Award Level
MetLife	Best Use of Generative AI for Employee Development	Gold
NovoEd	Best Use of Generative AI for Employee Development	Gold
Enthral.ai	Best Use of Generative AI for Employee Development	Silver

Congratulations

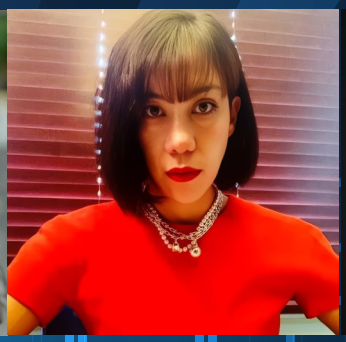
Lead AI Transformation with Strategy and Confidence.

The CAITS certification equips HR and business leaders with the frameworks, tools, and real-world application needed to drive responsible AI adoption.

- Assess readiness
- Build governance
- Prioritize use cases
- Measure ROI & value

https://institute.brandonhall.com/certified-ai-transformation-strategist-caits

Presenter Profiles and Insights



The Summit also featured several panels where Brandon Hall Group™ Excellence Award-winning organizations presented their experiences and insights. Here are excerpts from their answers to questions posed at the summit.

Karla Martinez

Global Vice President,
Learning and Development
Pfizer

At Pfizer, we believe AI is a transformative force, one with the power to uncover and activate meaningful insights that can revolutionize the pharmaceutical and healthcare industries. Our approach is grounded in a bold vision: to embed AI into the very core of our organization, from science and operations to leadership and culture, to power innovation and deliver breakthroughs that change patients' lives.

> *"We recognize AI's potential to accelerate drug discovery and optimize the manufacturing and delivery of therapies. But realizing that potential requires more than technology, it demands a future-ready workforce."*

That's why we launched the **AI Academy**, a global initiative designed to democratize AI fluency across every market and function. It's built to shift mindsets, from fear to curiosity, from experimentation to confident engagement, and to ensure every colleague, regardless of role or background, can engage meaningfully with AI.

And we didn't stop there. We've embedded AI into **EDGE**, our leadership development portfolio, to shape a diverse pipeline of leaders who are equipped to guide AI transformation. Through immersive experiences like cyber simulations, Prompt-a-thons, and strategic pitches, leaders learn to think with AI, apply ethical judgment, and drive innovation across the enterprise.

AI should be accessible, actionable, and transformative for every colleague.

What is the most valuable thing AI is doing for your organization right now?

AI is accelerating innovation across every business unit, from R&D to Manufacturing to Commercial, but its most valuable impact is happening at the human level.

Through the AI Academy and EDGE, colleagues are learning to think with AI, not just operate it. They're applying judgment, exploring ethical use, and solving real Pfizer challenges. And they're doing it while leading with our core values: Joy, Excellence, Courage, and Equity.

These values are embedded in every learning journey, every AI experience, and every leadership moment. AI is becoming a catalyst, empowering our people to shape Pfizer's future as a skills-based organization.

How are you measuring how an AI tool or initiative delivers value?

In Learning and Development, we measure impact through the **AI Academy Index**, which tracks four dimensions:

Reach: Over 40,000 touchpoints, including global events, labs, and activations.

Adoption: AI assessments, nanodegree completions, and daily use of tools like Copilot.

Application: Real-world use cases across functions and leadership levels.

Savings: Measurable efficiencies in workflows and decision-making.

In EDGE, we also measure confidence scores, knowledge gains, and the quality of strategic outputs, from capstone projects to enterprise-wide proposals. These metrics ensure we're not just tracking usage; we're capturing transformation.

What are some lessons learned from your AI implementations so far that you can pass along?

> "One of the most powerful lessons we've learned is this: AI transformation is about trust, not just technology. You can't scale AI without building a culture where colleagues feel safe to explore, ask questions, and fail forward."

We've seen firsthand that curiosity is the spark that drives adoption. That's why we design for it, through hands-on experiences like Prompt-a-thons, AI-based cyber simulations, and real-world capstone projects. These aren't theoretical exercises. They're applied leadership moments that build confidence and fluency.

We've also learned to:

Keep it simple, speak to real problems, not technical jargon.

Celebrate experimentation, recognize bold steps and shared learning.

Choose the right partners, like Udacity, who helped us scale with speed and quality.

Responsible AI practices are embedded into every experience. This builds trust in the tools and empowerment in our colleagues.

We've learned that when you invest in people, you unlock something extraordinary.

What type of governance and cross-functional collaboration have you implemented, and what are some keys to success?

At Pfizer, governance is not just a safeguard, it's a strategic enabler. We've built a multi-layered governance framework that ensures AI is used ethically, responsibly, and purposefully across the enterprise. This includes clear principles, cross-functional alignment, and continuous engagement with internal and external stakeholders.

Our Responsible AI Principles guide every initiative:

Empower humans and promote equity: AI tools are designed to support, not replace, human decision-making.

Ensure transparency and privacy: We build explainable systems and tightly control patient data to foster trust.

Maintain accountability: We take ownership of our AI systems, ensuring they meet ethical, legal, and regulatory standards.

Cross-functional collaboration is central to our success. We partner across Digital, Legal, Compliance, and Corporate Affairs to align strategy, accelerate adoption, and ensure responsible innovation. This collaboration extends to our leadership development programs, where AI advisors and executive sponsors support real-world projects and strategic pitches.

The keys to success? Clarity, collaboration, and culture. We've created safe spaces for exploration, embedded responsible use into workflows, and built a culture where AI is embedded.

Jamie Goldberg

Senior Vice President of Business Development and Client Success
Percepta

Jamie leads a global organization that delivers customer experience solutions for some of the world's most recognized automotive brands.

Percepta's AI journey began with curiosity and experimentation. We started by integrating AI into our analytics and quality processes to remove repetitive manual tasks and reveal insights hidden in data. Today, we are in the acceleration phase, where AI is not only helping our teams but actively shaping how we work. Human-in-the-loop models are giving way to assistive intelligence, and we are piloting generative tools that can summarize customer intent, predict behavior, and recommend the next best actions in real time.

The impact has been cultural as much as technical.

By automating areas that took up a substantial amount of research and time, we have freed our people to focus on what humans do best: solving complex problems, building relationships, and innovating. Our goal is not to replace human judgment but to amplify it by turning time once spent on repetition into time spent on creativity, empathy, and improvement.

In short, we see AI as a catalyst for human performance. The more intelligently we automate, the more potential we unlock across our organization.

Brandon Hall Group™ COO Rachel Cooke, Brian Zalewski, Capgemini; Jamie Goldberg, Percepta, and Radhika Paul, LuminAI Consulting, discuss AI's impact on organizational culture.

What is one cultural shift you've noticed since AI initiatives began?

The most visible cultural shift since we began implementing AI has been a change from execution to exploration. Early on, people worried that AI might replace them. What they found instead was that AI gave them time back. Time to think, analyze, and improve how they work.

> *"Tasks that once took hours are now automated. Reports generate themselves; meetings start with prebuilt insights, and teams can spend more energy on solving problems instead of describing them. As routine effort decreases, curiosity increases. People ask better questions, experiment more, and look for new ways to apply AI to their work."*

Tasks that once took hours are now automated. Reports generate themselves; meetings start with prebuilt insights, and teams can spend more energy on solving problems instead of describing them. As routine effort decreases, curiosity increases. People ask better questions, experiment more, and look for new ways to apply AI to their work.

The mindset has evolved from asking if AI will take their job to exploring how it can make their work more meaningful. That shift has redefined our culture. We are moving from a world of managing transactions to one focused on creativity, innovation, and continuous learning.

How are you building or maintaining trust as AI becomes more embedded in daily work?

Building trust in AI is not a top-down initiative. It must grow within the organization. We learned early that trust cannot be mandated; it must be earned through transparency, involvement, and shared success.

We started by forming an internal ambassador program that identifies early adopters and natural influencers across departments. These ambassadors serve as peer coaches, helping colleagues understand how AI works and why it helps them. Rather than hearing about change from leadership, employees experience it through people they already trust. That peer-to-peer model has been one of the strongest drivers of adoption.

We also encourage open discussion and experimentation. When people can question, test, and challenge AI outputs safely, they begin to understand its strengths and limits. This builds confidence and accountability.

Our role as leaders is to provide direction and support, not dictate behavior. By letting AI enthusiasm rise from the grassroots, through ambassadors, champions, and peer collaboration, we are creating a culture where innovation feels inclusive, not imposed. Trust grows when people help build the future, not just adapt to it.

Fast-forward 18 months. What do you think AI will have changed most about your culture?

I believe AI will have changed how we define productivity and success. The focus will move from output to impact. Instead of measuring how much work gets done, we will celebrate how much value is created, how quickly insights turn into action, and how often ideas become innovation.

> *"AI will be part of almost every process, not as a tool but as a teammate. Routine work will be largely automated, giving people more time to think, collaborate, and create. Meetings will be shorter and more purposeful because AI will handle summaries, follow-ups, and forecasting. Learning will happen continuously, with insights tailored to each person's role."*

Culturally, we will see more cross-functional collaboration as AI helps bridge the gap between data, technology, and creativity. The organization will feel faster, more connected, and more entrepreneurial. The idea of “that’s not my job” will fade because AI will make it easier for everyone to contribute to outcomes that matter.

Most importantly, the relationship between people and technology will feel natural. AI will not just support our work; it will help shape how we think, grow, and connect. Our culture will center on adaptability, shared intelligence, and a collective drive to move forward together.

Panelists for Future Proofing HR, Learning and Talent Teams. From left, Brian Zalewski, Capgemini; Dominik Rus, TTEC; Amanda Beach, TELUS Digital, Richard Caccavale, NovoEd; Claude Werder, formerly of Brandon Hall Group™

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- Full research library, tools & frameworks
- Ask The Expert online support
- Access to the AI Progression Model and all future updates
- Member-only events, workshops, and community forums
- Continuous learning pathways for your entire team

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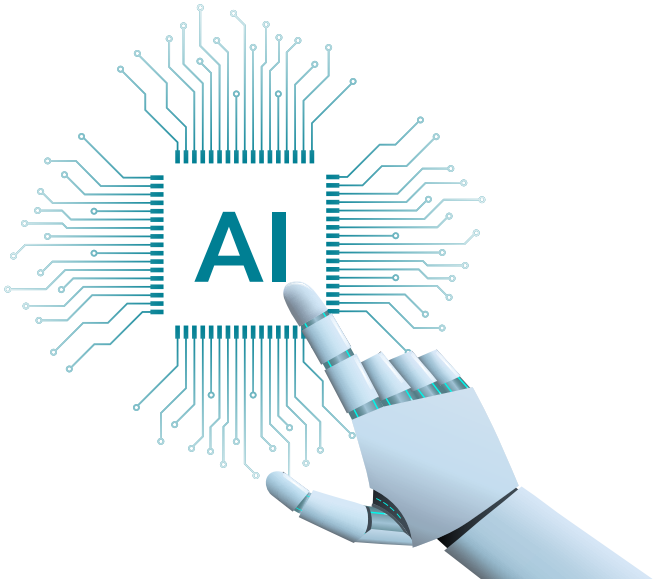
Dominik Rus

Global Head of Learning Innovation and Technology
TTEC

TTEC's journey with AI began well before the current wave of generative tools — back in 2017, we were already leveraging an award-winning, in-house learning system for personalized practice that used IBM's Watson NLP algorithms. When ChatGPT was born, things accelerated very quickly. Within just 3-4 weeks, I convened our first AI thought leadership session, to explore the implications and opportunities of generative AI.

Specifically, we formalized our strategy by aligning AI initiatives with business priorities. We started by reviewing the "art of the possible" for an AI-enabled L&D ecosystem. Our top priority was to use AI to accelerate speed to proficiency, especially in roles with high attrition. From there, we mapped out potential use cases across every L&D function — this was captured in a one-pager that guided our pilot efforts. Since then, we've launched over 20 pilots, with dozens more in progress, but always with a business-first mentality.



"Two standout innovations are our Learning Wizards Suite, which streamlines instructional design and content creation, and RealPlay, which enables AI-powered practice environments for learners. We're now iterating on these with RealSkill 2.0 and Wizards Suite 2.0, following a "start small, expand fast" philosophy — always measuring and reporting outcomes quickly. Interestingly, our AI efforts began in L&D, the enterprise-wide push came several months later."

The "AI Savvy Leader" initiative, our initial enterprise-wide AI skilling program, for example, was launched more than a year after our initial pilots in operational training. This is a testament to how L&D can lead (AI) transformation when it's embedded in business-driven AI councils and committees, like it is at TTEC.

What's the most valuable thing AI is doing for your organization right now?

First, there's efficiency — our learning experience designers, for example, are saving 70-80% of time thanks to AI-assisted workflows. Then there's quality — AI helps us maintain consistency and elevate the standard of our learning content.

Our AI-generated and curated learning content has received 5pp higher quality rate than learning experience designer-generated and curated content.

"Perhaps the most impactful area is speed to proficiency — the time it takes for new hires to achieve contractual goals on critical business metrics. Our RealSkill platform, for instance, has delivered measurable results. In one pharmaceutical use case, we saved $200,000 annually and reduced the need for 17 resources. These aren't theoretical benefits — they're real-world outcomes. We're also seeing strong results with our Perform solution, which uses AI to enhance coaching effectiveness, providing a "single pane of glass" for coaching, learning, performance, and engagement."

By delivering personalized insights and recommendations, Perform helps our people leaders coach more effectively and accelerate team performance. We're also discovering how AI acts as a connective tissue across our ecosystem—linking learning data, performance data, and engagement insights into a unified view of capability growth. It's not just about automation; it's about enabling smarter, faster, and more human decision-making across the enterprise.

How are you measuring whether an AI tool or initiative is delivering value?

We're fortunate to be business-first in our approach, which means every AI initiative is tied to clearly defined business KPIs. Our measurement framework is bespoke — tailored to each program's goals. For example, we might track Average Handling Time (AHT), Customer Satisfaction (CSAT), Net Promoter Score (NPS), Sales Conversion, or First Call Resolution (FCR) — depending on the use case. At the enterprise level, though, we have recently introduced the so-called "4As framework" — starting with Awareness, and now pivoting toward Application, Adoption, and finally, Achievement. This framework is helping us to scale adoption thoughtfully while ensuring that value is both visible and measurable. The approach further turns AI enablement from an abstract concept into a measurable transformation journey, ensuring every initiative drives tangible performance and culture outcomes.

How long did it take from initial concept to seeing real value? And what took longer than expected?

Honestly, it was pretty fast. In some cases, almost too fast. I remember saying, "Let's slow down before we try to run faster," especially when we started exploring chatbots. This has also been true more recently with the exploration of agentic AI — something I'm being asked about all the time now in relation to our Learning Wizards Suite.

The biggest challenges weren't technical, though — they were organizational. Early on, we had to navigate platform integrations and ensure alignment across isolated teams that were bringing in tools with overlapping capabilities. Security and compliance were also hurdles, but we've since overcome them. A huge advantage for us is that L&D has a seat at every "AI table" — from our Responsible AI Council (RAI) led by Legal, to the automation leadership group (led by People & Culture), to smaller AI thought leadership groups — many of which are led by us in L&D. That front-row presence has been one of the major keys to our success.

Panelists for The New Workforce. From left, David Forry, Brandon Hall Group™; Karla Martinez, Pfizer, Amanda Beach, TELUS Digital; Phil Rodriguez, Eightfold.

Brian Zalewski

Director of HR Transformation
Capgemini Intelligent People Operations

Capgemini is taking a multi-pronged approach to building AI capabilities across our organization. First, we've integrated AI into our learning paths, making it part of the required learning hours for all employees. We're also running Microsoft Copilot pilots that allow employees to experiment with the tool in a safe environment. This hands-on approach helps them feel comfortable creating agents and other content within company parameters.

"We've made it a priority to outline the dos and don'ts of AI usage, ensuring employees understand responsible use both internally and with clients. We've also identified AI Champions — stakeholders ideally outside of IT — who can lead adoption efforts and evangelize AI use within the organization. We're particularly focused on finding those "closet AI junkies" on our teams who can drive grassroots usage and advocate for the benefits of AI."

How is the strategic role of your function evolving with AI?

The evolution of HR's role with AI has been significant. We're moving away from the mindset that only IT and HRIS should articulate AI guidelines and usage. HR and other functions can take the reins and demonstrate how they can benefit from AI without waiting for someone else to tell us how to use it.

We're also seeing more data wizards and scientists joining the HR function — professionals with a technical bent who focus on tackling and solving HR-specific issues. There's an increased focus on how AI can support the HR business case and ROI. If we can demonstrate value or attach a dollar amount to how AI saves money or benefits the organization, HR's strategic position becomes much stronger.

How are you or your function preparing your team members for career growth in an AI-enabled workplace? What should you be doing that you are not doing?

This is an area of significant concern, especially since Capgemini is in the outsourcing business. We're working to reframe the conversation by highlighting that delivery teams can evolve to become orchestrators of AI, potentially managing teams of agentic AI bots rather than being replaced by them.

We're continuing to focus time and energy on creating additional use cases for HR. The question we're constantly asking is: What can we start doing internally with AI that we can potentially take to our book of clients? This dual focus helps our team members see the growth opportunities in an AI-enabled environment.

What are the most important AI skills and human skills for your team to thrive in the future?

The most critical thing is not to forget the human element of the AI puzzle. We're still Human Resources, and understanding the difference between humans in the loop versus humans on the loop is key to our success.

I encourage the team not to be afraid but to be bold. Yes, AI will fundamentally change the way we do some HR tasks and how we support HR functions, but we need to push forward and figure it out together. There is and should still be a place for HR professionals in this new work construct shaped by AI. We have to embrace it, and HR needs to become more tech-savvy rather than remaining dependent on IT or HRIS.

Finally, I remind the team that the benefits don't have to be massive to be meaningful. Start small, get comfortable with the technology, and then scale as needed.

Radhika Paul

CEO and Founder
LuminAI Consulting

I am the founder of LuminAI Consulting, whose goal is to put humans at the center of the AI journey. We help businesses transform with proven strategic AI frameworks to maximize potential, productivity and drive innovation by human and AI amplification to generate value velocity.

We are at the forefront of this journey, supporting our clients. In just 15 months, the velocity of innovation has redefined the rules of engagement. Disruption is no longer episodic. It's systemic. Organizations are being compelled to reimagine leadership, recalibrate decision-making, and master change as a continuous capability.

With our clients, we're deep into this journey — not just deploying AI, but architecting trust, fluency, and resilience. From boardroom strategy to frontline activation, we're helping leaders shift from reactive adaptation to proactive reinvention.

" The future isn't arriving — it's being co-created. "

What's one cultural shift you've noticed since AI initiatives began?

The move from control to co-creation. Leaders are no longer gatekeepers of innovation — they're becoming facilitators of collective intelligence. AI has democratized insight, and with it, the expectation that every team member can shape strategy, challenge assumptions, and contribute to transformation. It's not just about deploying technology — it's about unlocking a new ethos of empowered, participatory leadership

How are you building or maintaining trust as AI becomes more embedded in daily work?

Trust is our core pillar around which the AI transformation journey is built. We at LuminAI Consulting keep humans at the center. That means designing with transparency, listening deeply to frontline concerns, and making space for reflection, not just automation. We help our clients build cultures where AI augments judgment, not replaces it — and where people feel seen, heard, and empowered in the transformation. We have embedded concepts of Psychological Safety, Growth Mindset, Kaizen to foster rapid innovation. They empower teams to innovate boldly, learn continuously, and treat failure as fuel for building better. It's how we turn disruption into momentum.

What's been most effective for sustaining human connection as automation increases?

How are you ensuring diverse, inclusive voices influence AI adoption in your organization?

At LuminAI Consulting, we start by mapping diverse stakeholders across functions, geographies and lived experiences. In one recent engagement, we co-designed an AI-powered legal intake tool with paralegals, not just partners — ensuring accessibility and frontline relevance. In another, we ran inclusive design sprints with multilingual teams to surface cultural nuances in financial workflows. Our bias audits flagged gendered language in predictive hiring models, which we re-trained using equity-weighted datasets. And we've launched AI fluency labs specifically for underrepresented talent, helping them move from users to shapers of the technology. Inclusion isn't a layer — it's the architecture.

What practices or mindsets help employees feel safe experimenting with AI?

I believe innovation thrives where trust, rigor, and courage intersect. Throughout my career leading global teams, I've embedded practices that unlock that intersection, from Psychological Safety, Red Teaming from West Point with whom I partnered for many years. As a certified Lean Coach, Six Sigma Black Belt, I leverage concepts of Kaizen, Failing Fast, Design Thinking in every part of the transformation journey so experimentation becomes a norm.

Fast-forward 18 months — what do you think AI will have changed most about your culture?

In 18 months, AI will have reengineered our culture. The shift won't be technological — it will be human. Judgment will be augmented. Creativity unlocked. Innovation democratized. Reskilling will accelerate, new roles will emerge, and experimentation will become instinctive. We'll move from fearing disruption to designing it. And as automation scales, the value of human connection — empathy, intuition, trust — will become our greatest strategic advantage

In your view, does AI make work feel more human or less human — and why?

AI makes work more human when it shifts us from transactional execution to transformational impact. It reallocates cognitive load, elevates judgment, and redefines productivity around creativity, empathy, and strategic decision-making.

The future isn't man versus machine — it's human potential, amplified by AI.

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