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Talent Solutions for Better Workplaces

Inside Today's CHRO AI Agenda

Our Webinar Will Begin Shortly

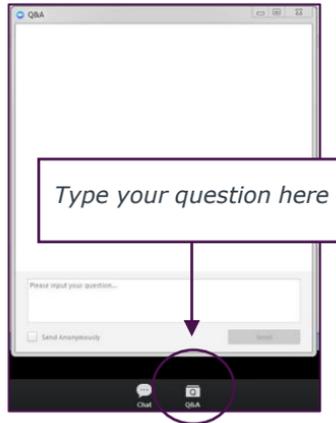
October 2025

Networking



Use the **chat** to connect with other participants and share ideas.

Asking a Question



Brief Exit Poll



We'd appreciate your **feedback** on today's presentation.



Glen Buickerood

Associate Director, Partner
Development

Meet Your Presenter



Joe Infantino

Senior Director, Insights
Seramount

With Deepest Appreciation

Recognizing the 100 Participants in Our CHRO Listening Tour

- 
- Luani Alvarado, Kenvue
 - Lucien Alziari, Prudential
 - Brian Baker, Teneo
 - Bill Baker, Wolters Kluwer
 - Emily Barron, Basic Technologies
 - Ali Bebo, Pearson
 - Karen Bennett, Cox Enterprises
 - Alison Bernard, Dechert
 - Dottie Brienza, Cambrex
 - Josh Bronstein, Bank of America
 - Misty Brown Fischer, Ultimate Medical Academy
 - Helena Bugeja, Transurban
 - Donna Byron, TransRe
 - Elisabetta Caldera, Aegon
 - Kristi Cappelletti-Matthews, VSP Vision
 - Len Carter, FHN
 - Lisa Chang, Coca Cola
 - Abigail Charpentier, Aramark
 - Jennifer Conn, Pharmavite
 - Steve Cunningham, TDIndustries
 - Andrew Davis, Sony Music
 - Lacey Dingman, Federal Reserve Bank of New York
 - Stephanie Doliveira, Sheetz
 - Kevin Dooley, IQVIA
 - Eric Dozier, Lilly
 - Heather Dumas, Ardent Mills
 - Lauren Duprey, Takeda
 - Larry Durham, Lawrence Livermore National Laboratory
 - Mario Ellis, Beacon Health Systems
 - Anne Erni, Audible
 - Julie Everitt, Standard Chartered
 - Peter Fasolo, HRPI
 - Javier Feliciano, Meritage Homes
 - John Ferguson, NASCAR
 - Lorraine Field, Sonora Quest Laboratories
 - Greg Flores, Retired, formerly of Pilot Flying J
 - Michael Fraccaro, Mastercard
 - María Laura García, Tecpetrol
 - Myra Gregorian, Seattle Children's Hospital
 - Andrea Haan, World Insurance
 - Harry Harden, Sonic Automotive
 - Michelle Hargis Wolfe, University of Arkansas
 - Christy Harris, CCC
 - Denise Haselhorst, Chargebee
 - Linda Ho, Seismic Software
 - Yolanda Hutchins, PCORI
 - Ed Hutner, Deltek
 - Renuka Iyer, PhRMA
 - Tonya Jackson, Lexmark
 - Melissa Jones, CSAA Insurance
 - Rachel Kay, Hearst
 - Aimee Kennedy, Battelle Memorial Institute
 - Simon King, Daiichi Sankyo
 - Shane Koller, Ancestry
 - Stephanie Kramer, L'Oréal
 - Nickle LaMoreaux, IBM
 - Janis Leigh, Giant Eagle
 - Catherine LeSki, Blue Cross Blue Shield of Massachusetts
 - Bei Ling, Wells Fargo
 - Jackson Lynch, Sunnova
 - Mallory Martino, Wella
 - Tom Mathews, formerly of Cree
 - Linda Matzigkeit, Children's Healthcare of Atlanta
 - Matthew McCarthy, formerly of Ben & Jerry's
 - John-Anthony Meza, Center on Budget and Policy Priorities
 - James Momon, formerly of 3M
 - Mary Moreland, Abbott
 - Susan Muigai, TransUnion
 - Michele Nolty, Olive Tree Holdings
 - Andrew Ortiz, Cedars Sinai
 - Steve Pemberton, Seramont
 - Marjorie Powell, AARP
 - Sue Quakenbush, Dynatrace
 - Scott Redfearn, Protiviti
 - Tim Richmond, AbbVie
 - Michael Rogers, Alight Solutions
 - Faith Rottman Johnson, TEKsystems
 - Bala Sathyanarayanan, Greif
 - Don Schneider, AlixPartners
 - Kim Scholes, Aldridge Pite
 - Lesley Sepanloo, American Institutes for Research
 - Jeanna Shapiro, Grant Thornton
 - Dalithia Smith, Oatey
 - Donna Smith, The Jewish Board
 - Ola Snow, Cardinal Health
 - Amy Steadman, Midpen Housing
 - Mark Steiman, CHOC
 - Mari Steinmetz, Kohls
 - Bill Strahan, Comcast
 - Albert Taylor, Southwest Gas
 - Gail Thakarar, VNS Health
 - Aisha Thomas-Petit, Horizon BCBS of New Jersey
 - Enrique Toledo, modivcare
 - Sandy Torchia, KPMG
 - Rainia Washington, FINRA
 - Jason Westenskow, Zachry Construction Corporation
 - Cara Williams, Cottage Health
 - Jeanette Winters, 8x8
 - Sean Woodroffe, Lincoln Financial Group
 - Laura Young, Goldman Sachs

CHRO an Increasingly Multifaceted Role



People Leaders Wearing Multiple Hats in Addition to Their Day Job



The Technologist

- Update legacy HR systems
- Monitor AI advancement for impact on roles, develop AI trainings



The Group Therapist

- Improve exec team collaboration, effectiveness
- Provide coaching to new execs



The Spokesperson

- Adapt internal messages to multiple platforms, channels
- Evaluate when, how to weigh in on societal issues



The M&A Strategist

- Oversee workforce consolidation, redesign, downsizing
- Integrate disparate cultures



The Black Belt

- Improve HR processes, customer service
- Redesign roles across org to meet changing employee preferences, demands



The Data Scientist

- Project workforce need as skill half-lives decays
- Prove ROI of people initiatives, benefits



The Space Planner

- Coordinate which teams will be in which space on which days
- Ensure space design, technology support hybrid work



The Chief Wellness Officer

- Maintain physical and mental health of workforce
- Ensure positive work-life balance

Our Focus Today



1

Advancements in GenAI

*Separating Hype from Reality
and Ensuring AI Readiness*

2

Hybrid and Flexible Work

*Balancing Business Outcomes,
Hiring Competitiveness, and
Employee Engagement*

3

Employee Mental Health

*Quantifying the Challenge and
Prioritizing Strategies*

4

The Evolving Employee- Employer Compact

*Culture, Loyalty, Generations,
and the Gig Economy*

Which of these AI-related challenges is creating the greatest risk for your workforce today?

- 1 Employee anxiety and burnout tied to AI-driven change
- 2 Lack of skills and training to effectively use AI tools
- 3 Unclear ROI and business impact of AI initiatives

Please answer the poll in the Zoom pop-up

Section 1: Advancements in GenAI

Separating Hype from Reality and Ensuring AI Readiness

Representative Listening Tour Responses

“ We’re excited about what AI can do for us. We’re creating an environment that says we want to embrace these changes not through fear but through curiosity.”

“ I think we’re actually doing well on AI experimentation so far. But I worry a bigger firm with more resources might suddenly leap ahead of us.”

“ We prefer to be a fast follower than an early adopter. We’re going to wait and see what benefits AI can bring to a team before rolling it out in his organization.”



What a Difference a Year Makes

GenAI Sentiment Shifts from World-Changing Disruptor to Flash in the Pan

2023

2024

Forbes

Artificial Intelligence is Changing The World and Your Business

AI is revolutionizing industries and reshaping the way businesses operate

July 24, 2023

“...AI has left the realm of fantasy and entered our everyday reality. The convergence of generative AI algorithms with quantum computing, advances in graphics and new user interfaces will rapidly change how and when we interact with computers in a fundamental way.”

THE WALL STREET JOURNAL.

The AI Revolution Is Already Losing Steam

The pace of innovation in AI is slowing, its usefulness is limited

May 31, 2024

“...The rate of improvement for AI is slowing, and there appear to be fewer applications than originally imagined. New, competing AI models are popping up constantly, but it takes a long time for them to have a meaningful impact on how most people actually work.”

46%

of US workers believed their job will be eliminated by AI at some point

34%

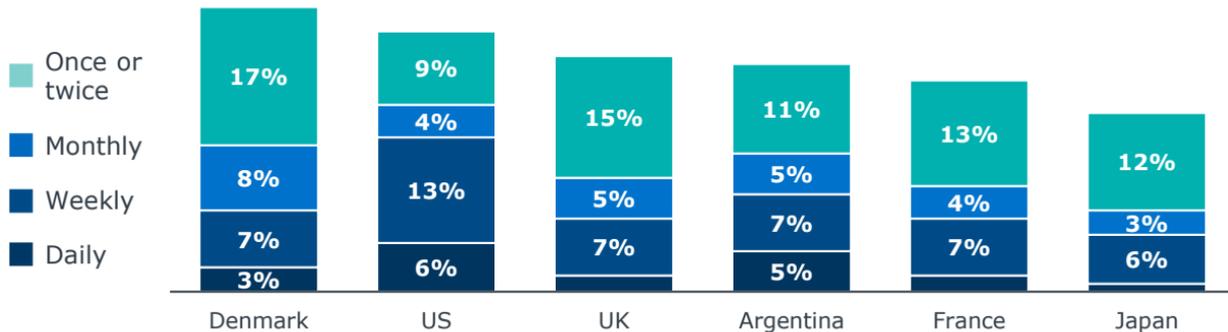
of respondents said they were worried about being replaced by a bot

Sources: Foodman, "Artificial Intelligence Is Changing The World And Your Business," *Forbes*, July 24, 2023; Haverstic, "Layoff Anxiety Survey: 7 in 10 Workers Are Bracing for Job Cuts," *MarketWatch*, March 21, 2025; Mims, "The AI Revolution Is Already Losing Steam," *The Wall Street Journal*, May 31, 2024; Vigliarolo, "Job seekers call BS on the workplace AI revolution," *The Register*, Nov 20, 2024; Seramount interviews and analysis.

Actual GenAI Usage a Mixed Bag

Mostly Sporadic Usage, Net Productivity Impact an Open Question

Adult Use of ChatGPT by Country, May 2024



Differing Measures of AI Productivity Impact

← Productivity Gains ————— Productivity Drains →

33%

Average increase in productivity for each hour using generative AI

1 hour

Average time saved per day by workers who use AI-based tools

0.5%

Predicted AI gains in productivity over the next decade¹

77%

Of workers say that AI tools have only added to their workload

Sources: Burlleigh, "Bosses want to use AI to boost productivity—but 77% of employees say it just creates more work," *Fortune*, 2024; Crist, *Employers must prepare workers for AI-driven future of work, report says*, *HR Dive*, 2024; Davenport and Bean, *Five Trends in AI and Data Science for 2025*, *MIT Sloan Management Review*, 2025; Evans, "The AI summer," *Benadict Evans*, 2024; Kalsner, "Workers' productivity increases 33% every hour they use generative AI, report finds," *HR Dive*, 2025; Seramount interviews and analysis.

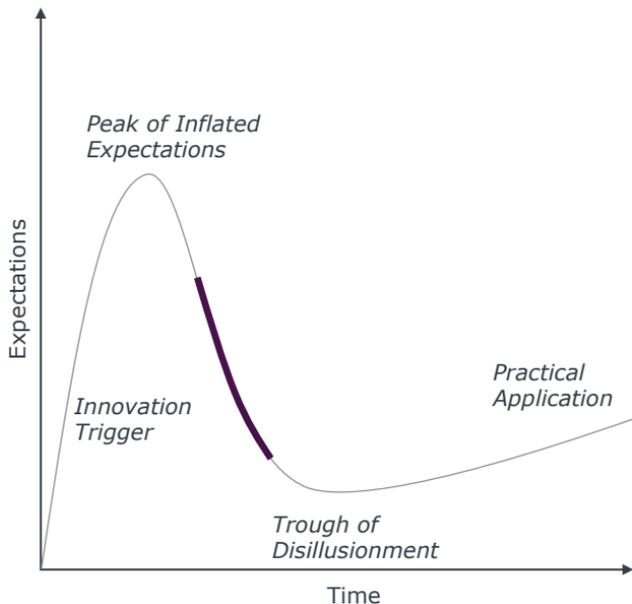
¹ As predicted by Nobel Prize winner Daron Acemoglu.

All Aboard the Hype Cycle, Fasten Your Seatbelts



AI Past Peak Expectations, Now Trending Toward Negative Overreaction

Traditional Hype Cycle



Evidence GenAI Approaching the “Trough of Disillusionment”

42%

of companies are abandoning their AI initiatives, up from 17% last year

69%

of job seekers doubt AI's ability to boost their work performance

“There are no skills, literally zero, where GenAI is very likely to replace a human.”

Svenja Gudell
Chief Economist, Indeed

Sources: Crist, “[There are ‘literally zero’ skills where AI could replace a human, Indeed’s chief economist says](#),” *HR Dive*, Oct. 2, 2024; Mayer et al., “[Superagency in the workplace: Empowering people to unlock AI’s full potential](#),” McKinsey, Jan 28, 2024; Morse, “[Workers who use AI are more productive at work—but less happy, research finds](#),” *Fortune*, Dec 31, 2024; Wilkinson, “[AI project failure rates are on the rise: report](#),” *CIO Dive*; March 14, 2025; Vigiariolo, “[Job seekers call BS on the workplace AI revolution](#),” *The Register*, Nov 20, 2024; Seramout interviews and analysis.

Following Typical Pattern, Steady Progress Continues

13

Notable GenAI Investments Demonstrating Positive Outcomes

BCG

○ Boston Consulting Group trialed AI tools such as ChatGPT-4 to supplement consultants' creativity, analytical thinking, writing proficiency, persuasiveness

○ **25%**

Increase in the speed of task completion by AI-augmented consultants

○ **43%**

Increase in quality scores by lower-skilled consultants

Meta

○ Meta uses AI in its digital advertising to improve recommendations and help users find better content

○ **\$38B**

Revenue reported in Q2 FY24 earnings report

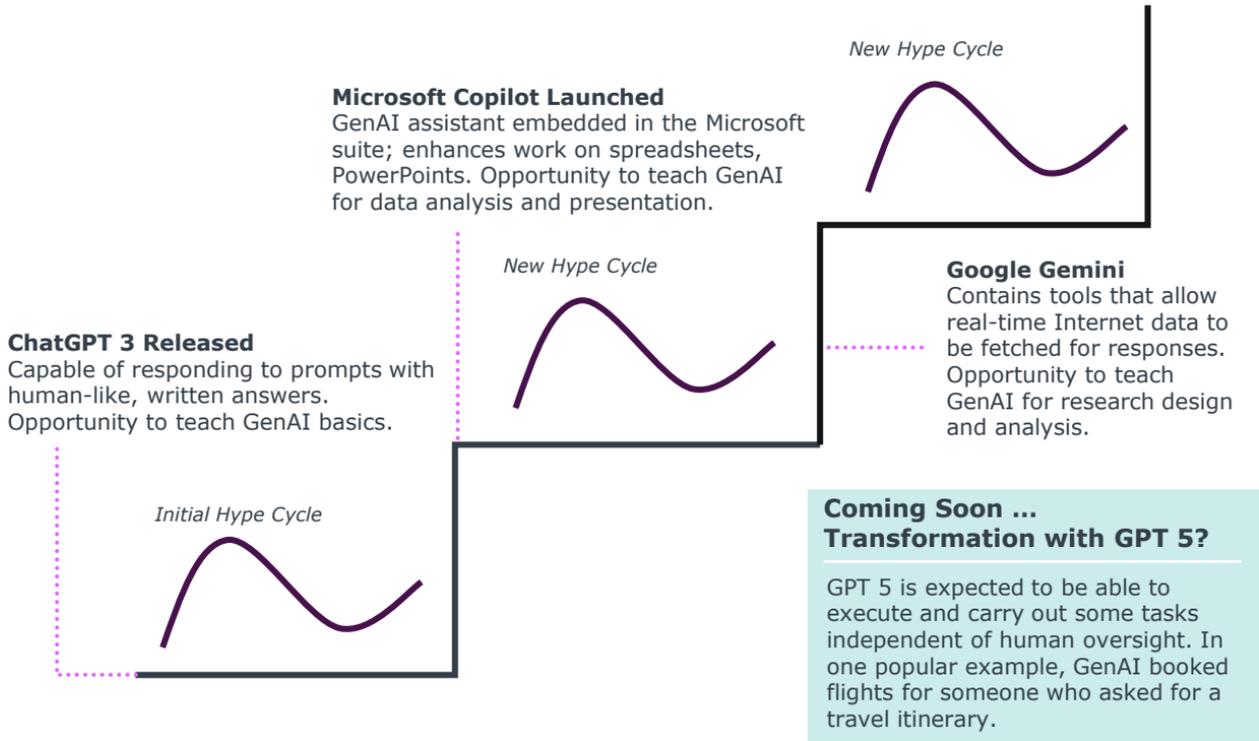
○ **22%**

Growth in revenue compared to one year prior (98% from advertising)

Sources: Vanian, "[Meta's Advertising Growth Is Proof That Hefty AI Spending Is Already Paying Off](#)," *CNBC*, 2024; Yerramilli-Rao, Corwin, Li, and Lakhani, "[Strategy in an Era of Abundant Expertise](#)," *Harvard Business Review*, 2025; Seramount interviews and analysis.

The Seatbelt Sign Will Remain On

GenAI Brings New Hype Cycle with Each Update to Technology





Promising HR GenAI Use Cases

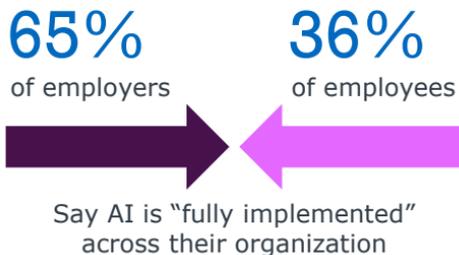
Use Case	Example	Implementation Details
Talent Acquisition	<p><i>McDonald's & Paradox</i></p> <p>Hiring platform automates parts of the recruiting process, such as scheduling interviews</p>	<p>Time between application and interview scheduled reduced from three days to three minutes</p>
Onboarding	<p><i>Döhler & SAP's "Joule"</i></p> <p>An AI copilot embedded in the employee portal simplifies policies and transactions</p>	<p>Expedited and simplified common but more complicated transactions such as transfer requests and changing locations</p>
Benefits	<p><i>IBM's "AskHR"</i></p> <p>Virtual assistant responds to benefits questions with answers customized to individual staff (e.g., PTO)</p>	<p>Responds to more than 500K employee questions and conversations per year</p>
Employee Feedback	<p><i>Accenture's "Feedback Coach"</i></p> <p>The tool drafts written feedback based on post-project assessments</p>	<p>Embedded in Microsoft Teams and Workday, it's been used by staff more than 3 million times and increased feedback by 89%</p>
Internal Mobility	<p><i>Delta Air Lines & SAP</i></p> <p>An AI-enabled skills marketplace that helps employees create career pathways</p>	<p>More than 25% of management positions were filled with existing frontline staff after implementation</p>

Sources: "[HR and talent in the era of AI](#)," IBM, 2025; Morse, "[Accenture's top HR chief says the company's AI tool has helped employees provide meaningful feedback](#)," April 1, 2025; "[How McDonald's turned a challenging labor market into its competitive advantage](#)," Paradox, 2025; "[Maximizing the Impact of AI in the Age of the Superworker](#)," The Josh Bersin Company, 2025; Seramont interviews and analysis.

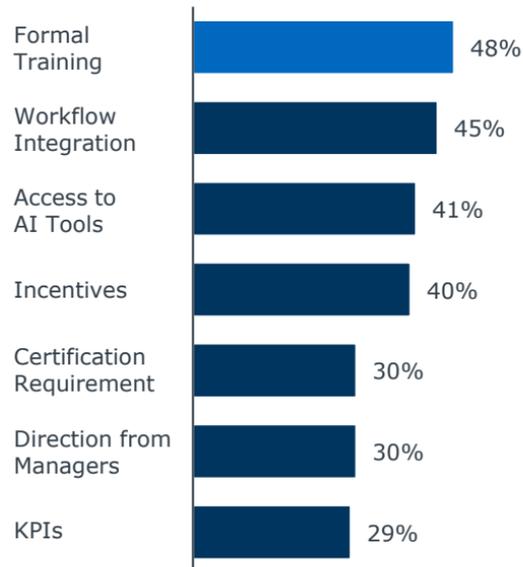


Leaders, Staff Disagree on Level of AI Readiness

Employees Hungry for More Information and Training

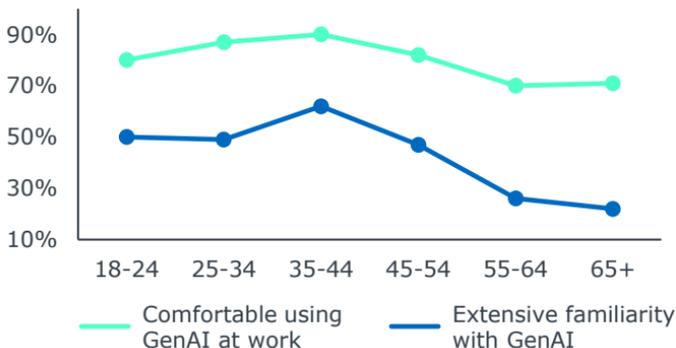


Percentage of Employees Agreeing a Company Initiative Would Increase AI Use



Employee Sentiment on GenAI by Age Group

Fall 2024





Interested in Speaking to an Expert?

I'd like to speak to an HR expert about best practices to...

- 1 Align leaders and culture to accelerate AI adoption**
- 2 Build workforce skills and readiness for AI-driven change**
- 3 Demonstrate ROI and business impact of AI investments**
- 4 Use feedback to uncover blind spots and build alignment**

Spotlighting a Successful AI Readiness Training

Customized Content Emphasizes Group-Specific Use Cases, Drives Adoption

HEARST Hearst's GenAI Employee Training Program

Content



- Explain GenAI from a nontechnical perspective
- Examine GenAI's strengths and shortcomings
- Review potential risk areas
- Teach prompt writing

Customization



- Customized for 16 functional groups within the company such as sales, marketing, news and content, and technology
- Sessions focus on specific use cases for each functional group

Format



- 90 minutes long
- Live and instructor-led sessions
- Breakout sessions
- 107 sessions offered between May and August 2024

Results



- 70% of the company's targeted employees completed the training¹
- 174% increase in GenAI use
- 84% increase in visits to internal GenAI website

Next Steps



- GenAI adoption task force continues to promote usage and learning within the organization
- Quarterly GenAI "championship program" for AI advocates
- Piloting AI coaching tool to support higher-order use

1) Some employees were not targeted for AI training, as it was considered irrelevant for their roles. Employees who already possessed functional foundational skills were also not targeted for training.

As AI Skill Demand Rises, Bidding War Intensifies

Most Organizations Choosing to Buy, Not Build



411%

Increase in generative AI-related postings since the launch of ChatGPT in early 2023

342x

Increase in the number of job descriptions mentioning ChatGPT between December 2022 and March 2025



7%

Of CHROs are implementing reskilling strategies for employees



Lexmark's
AI Scientists



Cohorts of 15 staff from across the org take a year-long series of courses in areas like AI, data analytics, and machine learning.

The trainings come from AI Academy, a platform developed by NCSU¹ and the Department of Labor.



25%

Average wage premium for jobs that require AI skills in some US markets

68%

Of recruiting leaders agree to higher salaries for AI-skilled candidates

Sources: ["AI-exposed sectors experience productivity surge as AI jobs climb and see up to 25% wage premium: PwC 2024 Global AI Jobs Barometer," PwC, 2024](#); Crist ["Despite AI growth, most HR leaders aren't focused on reskilling workers," HR Dive, 2025](#); Kalsler, ["Employers are on an unsustainable 'hiring spree' for AI talent, report says," HR Dive, 2025](#); Lucas, ["LinkedIn Says ChatGPT-Related Job Postings Have Ballooned 21-Fold Since November," Forbes, 2023](#); Miller, ["How CIOs are reskilling their workforce," HR Dive, 2024](#); Moody, ["Human skills' still outpace demand for AI skills, report says," HR Dive, 2024](#); Seramount interviews and analysis.

1) North Carolina State University.

Soft Skills to Grow in Importance?

Many In-Demand Technical Skills Could Be Automated Away by AI

Prevalence of and Change in Skills Mentioned in Job Postings¹

Lightcast, April 2022—March 2025, United States

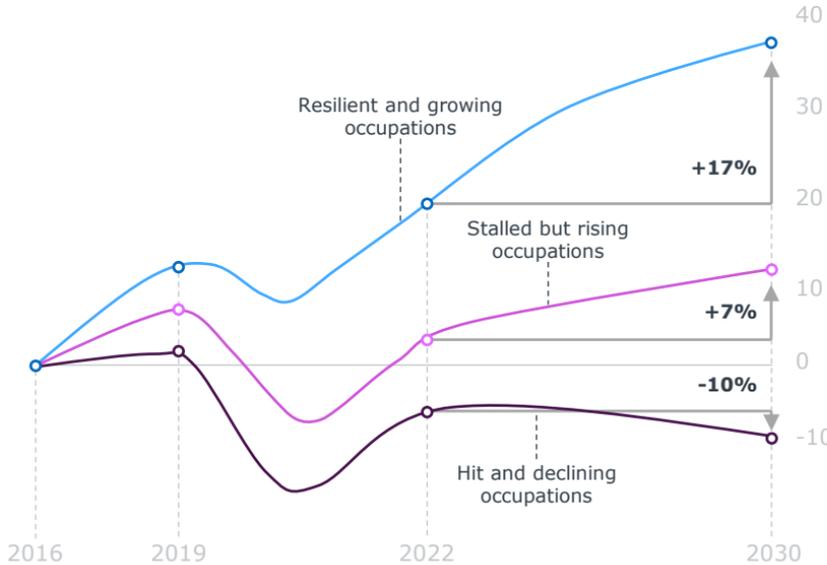


1) Skills for Business and Financial Operations SOC codes with Artificial Intelligence Skills in the United States.

Estimating AI-Induced Job Switching

More Roles Created than Destroyed, but Millions of Transitions Likely

Actual and Projected US Job Growth by Level of AI Impact



Sample Occupational Categories

- Health professionals
 - STEM professionals
 - Managers
- Builders
 - Creatives and arts management
- Food services
 - Office support
 - Customer service

Net projected transitions to new occupations

1M

1M

10M

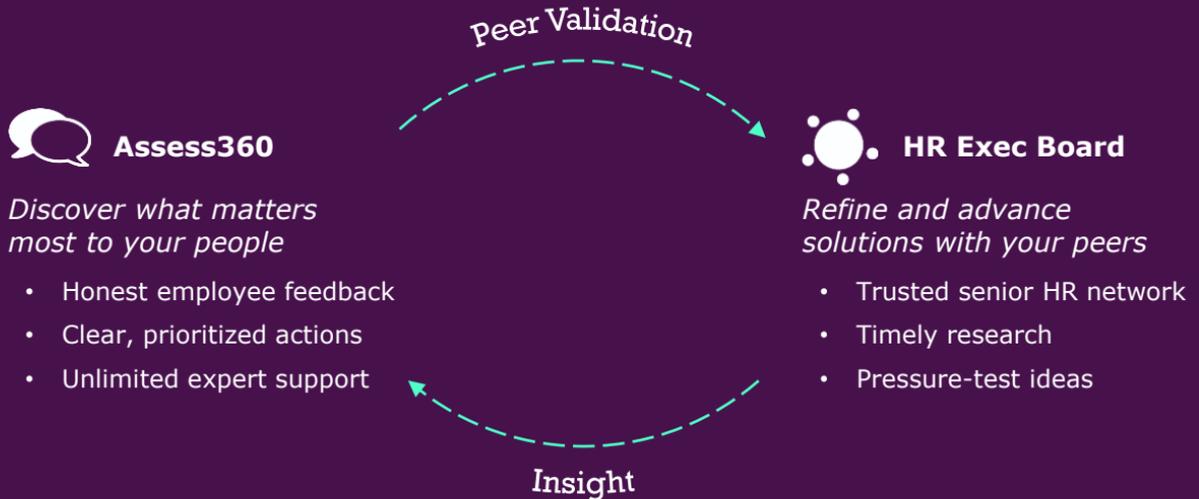
Total

12M

Projected net occupational transitions

Sources: Ellingrud et al., "Generative AI and the Future of Work in America," McKinsey Global Institute, July 2023; Seramont interviews and analysis.

From Employee Voice to Collective Action



Two Solutions to Help You Turn Pressing Challenges into Opportunities for Growth

How Can Seramount Help Your Organization?

Take Our Poll

I would like to...

- 1 Receive a copy of today's slides
- 2 See how AI is reshaping the skills my company needs to prioritize
- 3 Register for the Nov. 11th webinar: *Do We Have a Culture Problem? Five Factors Shaping the Employee-Employer Compact and How to Respond*
- 4 Help shape the future of CHRO research

Live Q&A:
Inside Today's CHRO
AI Agenda

Type your questions into the Q&A box

Thank You!



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