The Rise of the Superworker

HR and Leadership Predictions and Imperatives for 2025



the joshbersin company

In the legendary comic book *Superman*, Kal-El, the child of parents from the planet Krypton, is sent to Earth in a spaceship just before his home planet was destroyed by a meteor. The boy is adopted by Jonathan and Martha Kent, who name him Clark Kent.

As Clark grows up, he and his adoptive parents discover he has superhuman abilities (strength, X-ray vision, flight). Inspired to channel his gifts for the greater good, he decides to use his powers for the benefit of humanity, becoming the hero Superman and vanquishing evil for years to come.

This is the story of AI, told in perfect allegory.

Each of us, in our personal and professional lives, has suddenly been granted superpowers through AI. Yet, just as Superman once misused his powers as a young man, throwing cars across the street and damaging his family's home, we, too, face the challenge of harnessing this newfound potential. Superman eventually learned to channel his strength for more worthy things. Now it's our turn to decide how to use these superpowers for achievements in science, business, health, and personal development.

Welcome to the new world of *superworkers*. In this year's *Predictions* report, we discuss the rise of the superworker and define the essential imperatives to support your organization's transformation into a superworker company.

What Is a Superworker?

A "superworker" is an individual who leverages the powers of AI to dramatically increase their productivity, performance, innovation, and output. Our premise, as we enter the new year, is that every employee has the potential to evolve into a superworker. To enable this transformation, organizations must redesign business processes, jobs, and roles, while also equipping employees with the knowledge and skills to use our new "AI companions."

What Is a Superworker Company?

Companies that embrace this evolution are what we call "superworker companies." Superworker companies are also what we call dynamic organizations[1], built with a culture of adaptability and change. These companies constantly reinvent at the core, challenge assumptions, and foster an environment where people can reinvent themselves. Such companies invest in cutting-edge technology while prioritizing organizational and individual learning, diversity, employee activation, and leadership development.

Just as digital innovators like Amazon displaced their lagging competitors during the digital era, superworker companies will outperform their competitors in this new wave of technological transformation. In view of the workplace, we are just beginning to understand how profound the power of AI will be.

The History of Superworkers (Automation) in Business

For decades, businesses have enhanced workers' capabilities through "automation." However, today's wave of automation is fundamentally different. We are not just automating tasks: AI has emerged as intelligent, data-driven, digital coworkers.[2]

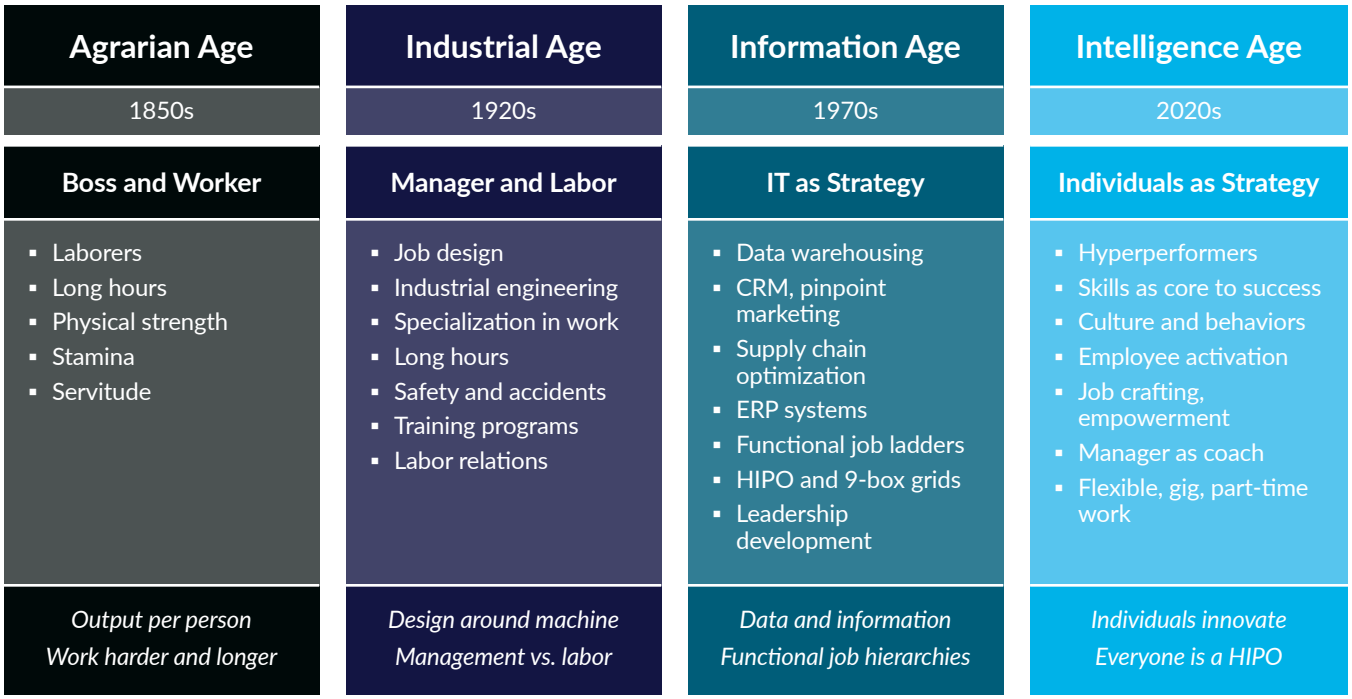
In the 1920s and 1930s, we built machines (engines and motors) to automate transportation, agriculture, manufacturing, and trade. By the 1960s and 1970s, we built digital machines, such as mainframes and enterprise resource planning (ERP), to automate manufacturing systems, financial systems, and supply chains. In the 2000s, we built internet systems like e-commerce and customer relationship management (CRM) to automate commerce, marketing, and sales. See Figure 1 on the next page.

1 "Why Are Some Companies More Dynamic Than Others?" Josh Bersin/joshbersin.com, October 25, 2023.

2 "Digital Twins, Digital Employees, And Agents Everywhere," Josh Bersin/joshbersin.com, October 19, 2024.

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Figure 1: The Evolution of Automation



Source: The Josh Bersin Company, 2025

Today, as we enter the Intelligence Age, automation is expanding in new areas: individual activities, creative projects, writing, learning, and even leadership. What sets AI apart is its ability to learn, powered by mathematics. Its learning abilities allow AI to superpower each of us, regardless of our current state of expertise. And unlike the machines of the past, AI digital assistants continue to change and grow in capability.

The AI research community is remarkably ambitious, driving rapid advancements. We are quickly moving from large language models (LLMs) that can author content to large reasoning models (LRMs) that can analyze information, apply rules, and make complex decisions. Beyond this, development is advancing toward agents that manage end-to-end processes and "superintelligent" systems that can teach themselves.

A reasoning model like GPT-o1 could analyze performance metrics, peer reviews, managerial feedback, and skills to decide whether someone should be promoted. It could make hiring decisions with deep levels of analysis. And it could monitor our personal activities and give us personalized developmental feedback.

Job Redesign

Rather than think of AI as a tool to automate our current activities, we need to rethink how we work. When electricity was first introduced, engineers replaced traditional assembly lines with electric replacements. It took decades to realize they could completely redesign manufacturing to integrate supply-chain ordering, parts control, and manufacturing.

The same progression will occur with AI. Initially, we will use it to automate emails, create documents, and analyze data. Over time, we'll discover that agentic (acting) AI can handle these things in parallel, allowing us to create "digital twins" capable of managing entire projects on our behalf.[3]

3 "Digital Twins, Digital Employees, And Agents Everywhere," Josh Bersin/joshbersin.com, October 19, 2024.

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This evolution represents a shift from assistance to automation, then augmentation to autonomy—redesigning work, jobs, and organizational models along the way (see Figure 2).

This shift will impact every business domain. A recent study by Dr. Adam Rodman from Beth Israel Deaconess Medical Center finds that OpenAI scored an average of 90% when diagnosing a medical condition from a case report and explaining its reasoning. Doctors randomly assigned to use the chatbot got an average score of 76%. Those randomly assigned not to use it had an average score of 74%.[4]

Rethinking Almost Every Job

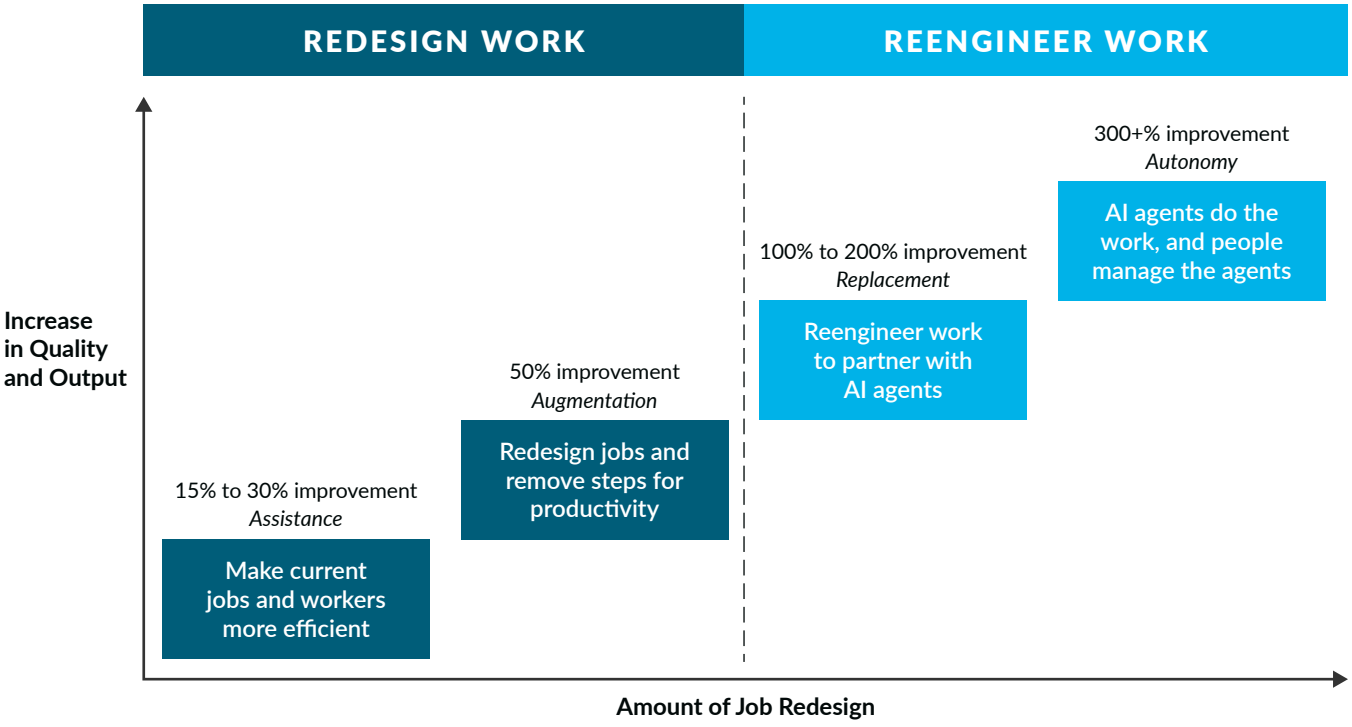
Since AI is a thinking, reasoning, and agentic system, we can expect a transition from today's productivity-focused workflows to entirely new ways of working.

Take Microsoft's Copilot as an example. Its value is currently measured in "hours saved per week" for traditional office tasks. But what if those tasks were eliminated completely, and we allowed the AI to send emails and communications on our behalf?

Consider the evolution of self-driving cars. Initially designed as driving assistants, they now take over the process entirely. We can sit in the back seat, relax, and converse or work during safe transport. The highly evolved Zoox autonomous car is more like a living room on wheels than a comfortable back seat.[5]

This transformation reflects what we call the "superworker effect." Soon, AI systems will not only perform tasks but also recruit, coach, teach, and manage projects. They will be our "digital associates," and their potential to increase productivity is enormous.

Figure 2: Evolving Job Redesign



Source: The Josh Bersin Company, 2025

4 "A.I. Chatbots Defeated Doctors at Diagnosing Illness," Gina Kolata/*The New York Times*, November 17, 2024.

5 zoox.com.

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There's a human benefit as well. Since AI systems learn, they teach us to become smarter. Galileo™, for example, knows so much about HR and leadership that it coaches users to become better leaders. It can explain complex concepts like a skills taxonomy, show you how to build one, help you select the right tools, and build the implementation plan.

AI isn't just making us more productive—it's making us more "super" and redefining our roles in profound ways.

Klarna, a fast-growing "buy now, pay later" company valued at $14.6 billion, recently stopped all hiring to replace routine jobs with AI. Today, a year into this transformation, the company has reduced headcount by 22% while growth continues. The remaining workers are earning higher salaries and taking on greater responsibilities, directly proving the superworker effect.[6]

The Redesign Challenge

The big question is not how to "implement AI" but how to "use AI" to redesign work, jobs, and business processes. Every company is now entering a domain we call "productivity-based job design." This involves two critical steps:

- Redesigning workflows, processes, jobs, and roles around AI
- Upskilling and teaching employees how to work with, manage, and use these tools

Figure 3 (below) illustrates this effort across two dimensions:

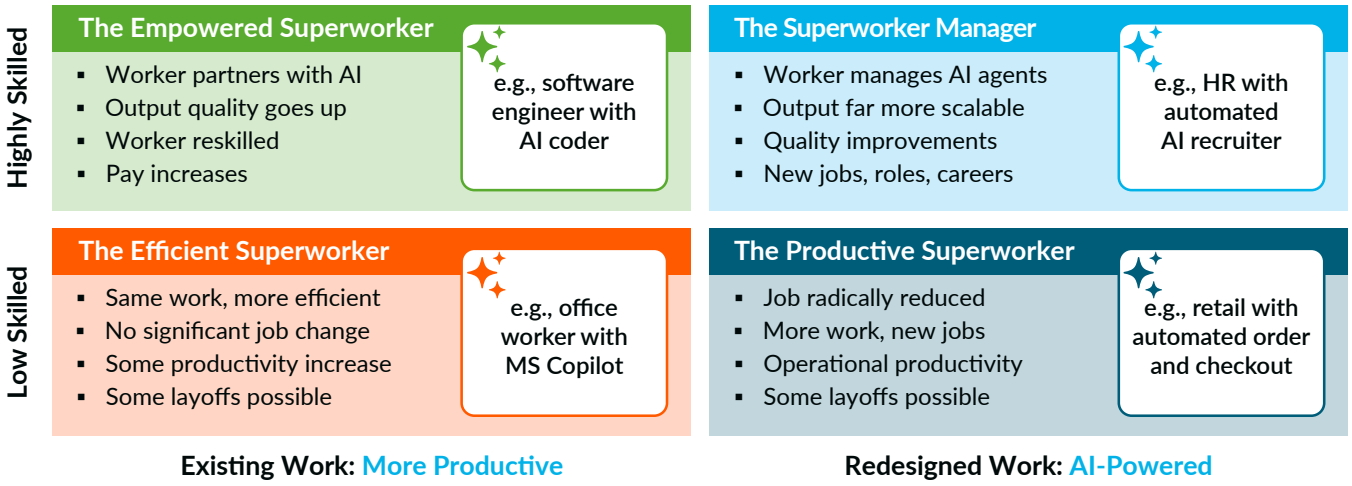
- Process improvement (left to right)
- Role and skills upgrade (bottom to top)

Don't Underestimate AI

Many of us tend to underestimate AI. Our experience with Galileo shows that people often don't push it far enough. But to fully unlock its benefit, you must learn how to prompt, challenge, and explore the value of the system. (Galileo offers hundreds of templates and advanced use cases to help users.[7])

Eventually, user interfaces will change, and AI assistants will be easy to customize and configure. Tools like Microsoft Copilot Studio, OpenAI's GPTs, Google Agent Builder, Salesforce Agent Force, and Galileo's Agent Templates already allow users to build AI agents with the simplicity of working in Excel.

Figure 3: The Four Dimensions of AI Automation



Source: The Josh Bersin Company, 2025

6 "Klarna Stopped All Hiring a Year Ago to Replace Workers With AI," Aisha S Gani and Caroline Hyde/Bloomberg.com, December 12, 2024.

7 *100+ Proven Use Cases for Galileo™: Applying the AI-Powered Expert Assistant for Everything HR*, The Josh Bersin Company, 2024.

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Goldman Sachs predicts that by 2027, AI will automate 25% of work, contributing almost 2% additional productivity to the GDP.[8] The challenge: how do we identify and capture this benefit quickly?

Example: The Superworker HR Business Partner

Imagine an HR business partner (HRBP) equipped with AI tools like Galileo, Vee (Visier), or Joule (SAP). With these tools, the HRBP becomes a data analyst, capable of independently analyzing turnover, productivity, performance, or leadership potential. Once these insights are shared with business leaders, they'll want to use the tools themselves.[9]

This evolution turns the HRBP into a superworker, capable of doing people analytics and data-driven consulting in minutes. But what happens if these AI tools are deployed directly to managers? What role does the HRBP then play? And what if the agent gets smart enough to flag anomalies or trends independently? How does the HRBP continue to add value? We have to upgrade, upskill, and rethink the HRBP role. (Companies like LEGO and Mastercard are in the middle of this transformation.[10])

Redesigning Jobs in HR

This process is rapidly happening in recruitment. Companies like McDonald's that implement Paradox find that the system is so smart it speeds time-to-fill from two weeks to four hours. Recruiters who spent hours scheduling interviews now have time to talk with candidates and optimize the employee brand. Productivity has skyrocketed, quality of hire has improved, and recruitment is near real-time.[11]

Consider the impact on operational roles. Nurses, retail workers, salespeople, finance managers, client bankers, and call center agents will find their jobs transformed. Some will upskill to become "superworkers," but others may transition into roles as trainers and managers of AI, becoming superworkers within their own domain.

Redesigning work in this way compels us to step up skills in consulting, organization design, rewards, and leadership. It also requires a deep understanding of how these AI systems work and a focus on placing people in the right roles where they can thrive, empowered by AI to do more.

The Josh Bersin Academy is filled with courses on these topics. We hope everyone takes time to learn more about these important HR domains.

Emerging Roles

Many new jobs are emerging. For example, who will maintain the corpus of knowledge that feeds the AI? Who will ensure user permissions safeguard sensitive information from unauthorized access? Who will watch patterns of usage to make sure the systems are well trained? And who will handle the ethical issues around what should or should not be monitored in the first place?

One example comes from a large healthcare provider with 110,000 employees. For several years, the company has been using an AI-powered chatbot for clinical HR service delivery. According to the leader overseeing this operation, it took two years to learn how to manage, maintain, and train the platform. Now that it's a trusted chatbot for nurses throughout the network, it has become the essential channel for every communication and process question across all of HR.

We can start to say goodbye to SharePoint and complex employee portals. We have a lot of important redesign work ahead, all powered by our superworker assistants.

Human and Economic Impacts of AI Transformation

We can't ignore the human and economic effects of this transformation. Any change to jobs impacts strategies for pay, rewards, promotion, and hiring. Here are some key considerations:

- **Winners and losers:** As with every wave of automation, those who resist or fail to adapt risk being left behind. Employees who are afraid of or mistrust a new AI system may find themselves out of a job. This means organizations must invest in training, support, and education so everyone can learn to become a superworker.

8 "AI may start to boost US GDP in 2027," Goldman Sachs, November 7, 2023.

9 *The New Role of the HR Business Partner*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

10 *The LEGO Group Builds a New HR Function from the Inside Out*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

11 *McDonald's Speeds up Recruiting with Human-Centered AI*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, 2021.

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- **New data careers:** People with IT, data, and software skills will find new opportunities. Our experience with Galileo shows that "data surprises" come up. When the system can't find an answer, the problem is often one of "data labeling." This ongoing tuning creates lots of data management roles.
- **New gurus:** New experts will emerge. Just as it took Superman a few years to learn to fly, some employees will quickly adapt to these recent technologies and become pioneers within their organizations. We want to encourage and identify people who learn fast, push the envelope, and show others what they've learned.
- **Changes in pay structures:** Pay levels must adapt. For example, AI automates up to 70% of code development in some software engineering groups. How should pay differ between a midlevel engineer using AI vs. a microcoding engineer building AI? As we discuss in our article on talent density[12], pay levels must focus on value, capabilities, and market—not on job title and job level.
- **Competition for talent:** The demand for AI expertise is fierce. AI software engineers may make $500,000 a year, so some superworkers will be hard to hire. To remain competitive, organizations must expand internal academies, mobility programs, and career pathways.
- **New leadership models:** New leaders will emerge. Leaders who understand these systems and can facilitate organizational change will thrive. We touch more on this later in the paper.
- **Redefining performance metrics:** Traditional measures like "time to adoption" are becoming obsolete. The new focus is "How fast are we seeing productivity grow?" or "How is the customer experience getting better?"

12 "How To Create Talent Density," Josh Bersin/joshbersin.com, March 11, 2024.

2025 Leadership and Organizational Imperatives

We will now discuss the year ahead and specify five major imperatives. There are two parts to the transformation: technology and organizational change.

While the first may seem most fascinating, the second is far more important. Technology will increasingly be commoditized, so organizational success will depend on creative thinking, process design, culture, and change.

1 Redesign Work, Jobs, and Organizational Models

The first and perhaps most important imperative is to start rethinking work. As we discuss in our Organization Design research[13], our organization design course[14], and the book *Irresistible*[15], redesign demands a refocus on the customer, the outputs, and how we measure success. Then we apply AI to this process, and we end up with a whole new matrix of accountabilities.

Productivity-Based Work Redesign

While job design has been evolving for decades, a new domain has emerged: "productivity-based job design." This approach shifts the focus from traditional organizational structures, such as headcount and spans of control, to the outcomes (the work to be done).[16] It encourages rethinking these processes from the ground up, prioritizing effectiveness over hierarchy.

Our research shows that companies that perform organization and work design effectively are 30 times more likely to adapt well to change.[17] This spectacular result is driven by HR teams that focus on organization design, change, and business consulting as core capabilities.

13 *The Definitive Guide to Organization Design: The Journey to Agile*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

14 "The Organization Design SuperClass," Josh Bersin Academy course.

15 *Irresistible: The Seven Secrets of the World's Most Enduring Employee-Focused Organizations*, Josh Bersin/Ideapress Publishing, October 25, 2022.

16 *The Definitive Guide to Organization Design: The Journey to Agile*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

17 Ibid.

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Historically, jobs were defined by titles, descriptions, skills, and competencies. Now, we need to deconstruct the work into multistep activities, refocus on outcomes, evaluate the adequacy of AI solutions, and determine the role humans will play alongside AI systems.

In most cases, as AI solutions come to market, there will be a team responsible for designing, managing, and "tweaking" the AI. A significant part of this work includes "corpus management," or ensuring data is accurate, well-labeled, and relevant (data management)—often in collaboration with IT teams.

As the integration of AI transforms workflows, many activities will merge or become obsolete (see Figure 4).

Redesign of Recruiting

Consider the work of a recruiter, whose ultimate goal is to secure a qualified hire, as an example. Traditionally, recruiters develop job descriptions and source candidates. Each of these activities is complex, but AI has the potential to transform them significantly.

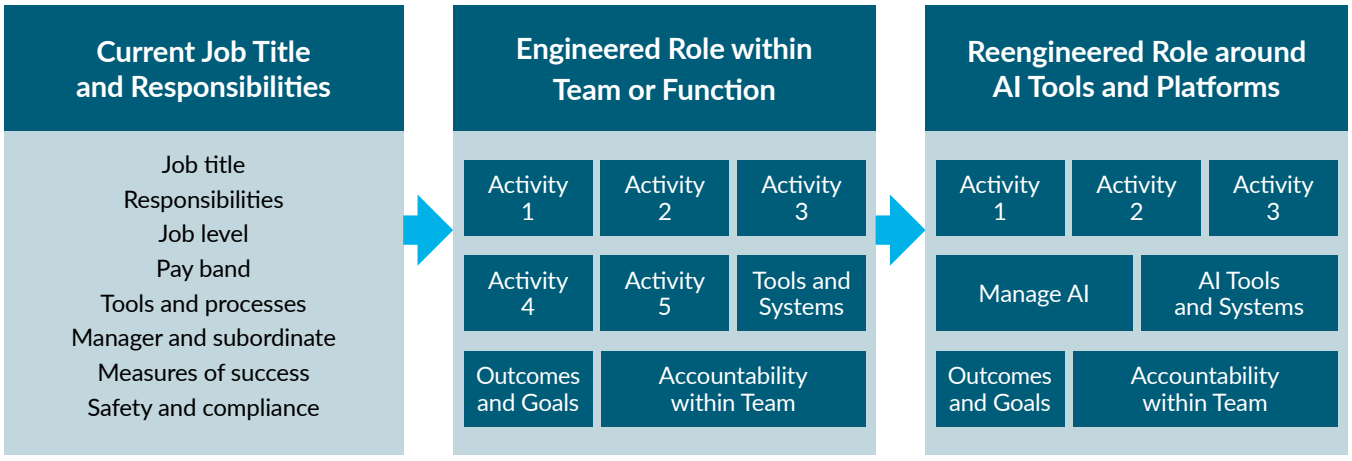
- **Job description development:** Writing a job description requires talking with the hiring manager, interviewing team members, and figuring out what the role, responsibilities, team dynamics, and other success factors may be. Then, the recruiter must "level" this job within the budget and responsibility matrix, decide on the pay range, design a benefit and leave package, and think about the onboarding process. This entire complex activity could be handled by Galileo or another AI agent, including interviewing the hiring team. The resulting description may be a few pages, but it would be underpinned by rich datasets containing detailed skills and role-related information.
- **Sourcing:** Once the job creation activity is automated, the next step is sourcing. AI can use the job description corpus (not just the written document) and look for relevant work experience and skills, compare candidates, and take a variety of company culture documents and the actual hiring interviews to qualify candidates. The recruiter looks at the list, asks AI why each was selected, and iterates to refine the people to interview.

This approach and assistance (available now from many tools) empower the recruiter, who is now a superworker, to focus on strategic decision-making rather than repetitive tasks. The recruiter's job can be redesigned to emphasize higher-value contributions, while the process is faster, more efficient, and far more effective.

Designing Superworker Organizations

AI agents are not just tools for completing tasks—they can act as virtual managers, providing feedback and operational performance management. For example, Talent Signal, a new

Figure 4: Productivity-Based Work Redesign



Source: The Josh Bersin Company, 2025

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product from Rippling, gives sales, engineering, and customer support leaders direct developmental feedback based on real-world work. Vendors like BetterUp and Adecco are building scalable AI-powered leadership coaches to support organizational growth.

While we can't fully predict the structure of future organizations, it's clear that superworker teams will be leaner and more agile, characterized with more autonomy and flexibility.[18] These teams will likely have more cross-functional roles, focused on customer needs to drive innovation and efficiency. Here are a few examples of these superworker organizational models:

Superworker Nursing Teams

A hospital nursing floor exemplifies the potential of a superworker team. Nurses are specialists with deep expertise in medicine and care, adept at managing hospital equipment and supporting automation. Nursing supervisors often oversee large teams of 80 to 100 nurses, focusing on coordination, scheduling, and enhancing productivity.

This structure is a "network organization" or "matrix," designed to be flatter and leaner. It supports training, monitoring, and managing AI agents, with direct technical support for automation.

Superworker Food Service Teams

Decades ago, frontline workers at McDonald's handled every customer interaction, from taking orders to delivering food. Today, many locations use kiosks where customers order online (or by phone), so the frontline worker can focus on food preparation and delivery. As the McDonald's AI gets smarter, it could recommend "fries with that burger" or other relevant advice directly to the customer, replacing the traditional server role.

Companies like Starbucks, Chipotle, and McDonald's are rethinking the frontline role to enhance customer experience, and HR teams should follow suit by considering how AI-first technologies can reshape job functions.

Various AI-first technology solutions supporting superworker teams include:

- **Reejig:** Provides an AI-based job-task ontology for various industries
- **Lightcast:** Offers in-depth skills models by role and industry with real-time updates
- **Draup:** Delivers an agile operating system for gig and project-based work, with a project and task architecture
- **OrgVue:** Specializes in job analysis and organization design tools

From Skills-Based to Activities-Based Organizations

While many companies have embraced building a "skills-based organization," the question remains: Skills to do what? In 2025, organizations should transition from a skills-centric focus to an activities-based design. This pragmatic, action-oriented approach centers on solving business problems.[19] Key considerations for this shift include:

- What are the outputs of this team or function?
- What are the criteria for customer or business success?
- What are the chains of activities and tasks required?
- Which activities can be automated now or in the future?
- What human roles or jobs remain, and what value do they add?
- What skills and capabilities will enable these superworkers to thrive?

The key is to build the skills needed for specific business problems and apply enterprise talent intelligence[20] broadly, rather than engaging in protracted taxonomy projects.

For example, Coca-Cola Europacific Partners prioritized the 100 most critical business capabilities across operational roles and developed four capability academies around the most critical areas. Rather than attempting to catalog every possible skill, it focused on the most critical tasks and activities in each business function, identifying no more than 10 skills per role.[21]

18 *The Definitive Guide to Organization Design: The Journey to Agile*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

19 "Embracing a Skills-Ready Mindset," Josh Bersin Academy course.

20 *Enterprise Talent Intelligence: Applying Skills Technology and AI at Work*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

21 *Coca-Cola Europacific Partners Addresses Skills Gaps with Enterprise Talent Intelligence*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

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Superworker Strategy for Call Center Transformation

A large global bank, experiencing rapid growth in its wealth management business, is leveraging its extensive network of call centers operating across more than 100 countries. With the implementation of AI tools, the bank plans to redeploy or reassign 30,000 call center agents over the next two years.

To retain these knowledgeable employees, the HR team is developing a comprehensive strategy to redesign, reskill, redeploy, and retain. This approach positions employees for opportunities in growth areas such as wealth management or new roles as superworker managers, overseeing and managing the AI call center agents.

Rather than laying off these workers and hiring new staff, the HR team is creating career pathways, job mobility programs, and strategic redeployment plans to scale talent into new business areas. Unlike the past approach of just recruiting new skilled staff, the bank is now focused on a systemic approach for growth in 2025.

2 Create a Dynamic Talent Model to Drive Talent Density

How can we help people transition into these new roles quickly? Superworker companies need a dynamic talent model to facilitate rapid job and organizational changes.[22]

Moving to a Dynamic Talent Model

The traditional "prehire to retire" talent management model is becoming obsolete. Organizations are redesigning and pivoting at an ever-increasing speed, and AI will accelerate this trend.

While traditional processes like hiring, onboarding, and career development remain essential, we need to rethink the talent experience with a more dynamic model, akin to that of a professional services firm. People may join your company for a certain job or career path, but over time they will likely transition across roles, functions, and projects.

This dynamism is enabled by tools like gig work or internal talent marketplaces, which make it easier for employees to find developmental projects or new jobs. It's fueled by rewarding managers for sharing work with others and promoting cross-functional collaboration. And it's sustained by creating nonmanagerial career paths that let functional or technical experts advance in the organization. All this is fueled by a culture of growth, accountability, and inclusion.[23]

Our Systemic HR® research describes the Four R Framework™, which offers a model for growth.[24] Rather than defaulting to external hiring, organizations should ask: "How do all four Rs apply to any given growth target?" (see Figure 5 on the next page).

This approach raises questions for HR:

- How can business partners or recruiters better consult on the four Rs?
- How can we incent managers to stop hoarding talent or always looking externally?
- Should there be a quarterly or periodic headcount review process to compare hiring against automation projects, retention, and internal mobility?
- Should all requisitions be posted internally for 60 days before filling them externally?
- How can we build the culture and learning experience to encourage internal development?

Building Talent Density

In 2025, the focus will shift from "hiring to grow" to "doing more with what we have." This is the essence of "talent density," upgrading the quality and productivity of our existing workforce. Systemic HR, when adopted and implemented correctly, significantly contributes to increasing talent density.

Why is this so urgent? Productivity is no longer a "program"; in a highly competitive labor market, it's essential to growth.

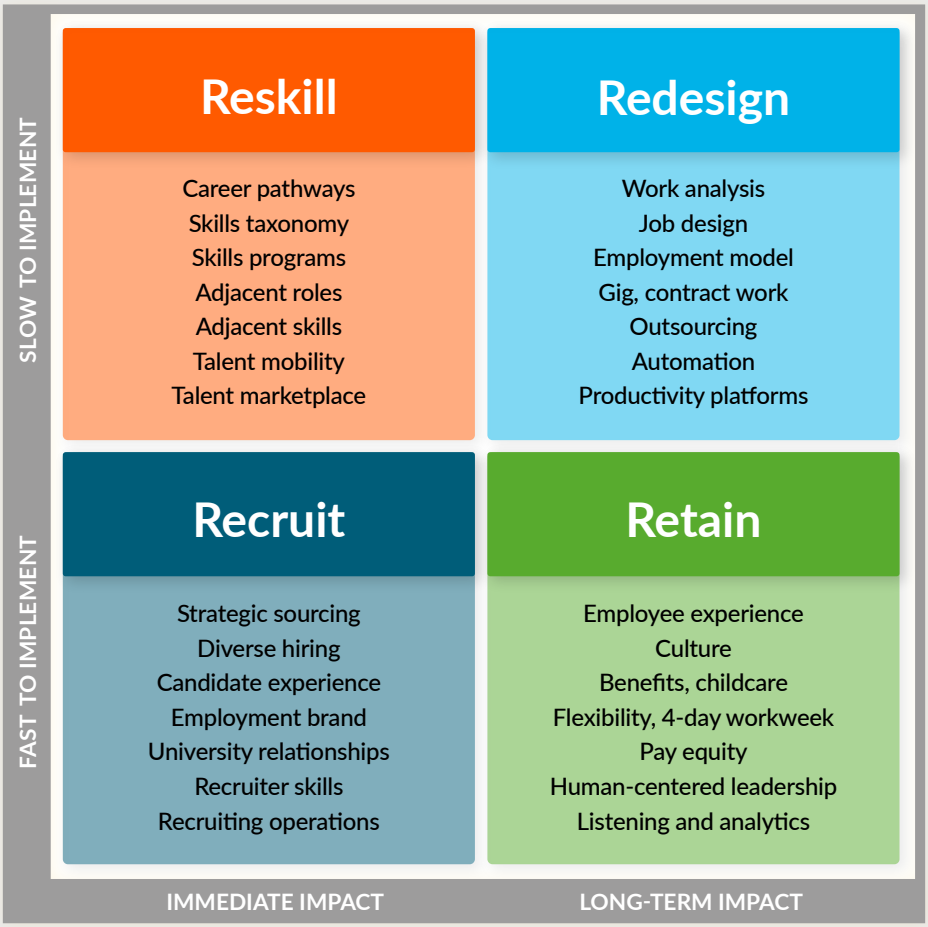
22 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

23 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

24 *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

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Figure 5: The Four R Framework™



Source: The Josh Bersin Company, 2024

With Baby Boomers retiring and birth rates low, the only way to grow our economies is through higher "GDP per worker" (see Figure 6 on the next page).

While recruiting will always be important, our research shows that most companies (70% or more) treat talent acquisition as a tactical, operational process—akin to an Amazon fulfillment center for people.[25] This approach overlooks the opportunity to "top-grade" and "upgrade" internal talent to increase productivity and talent density.

What Is Talent Density?

The concept of talent density is straightforward: Talent-dense companies like Google, Netflix, or Microsoft often achieve revenue per employee exceeding $1 million, far outpacing their peers. They achieve this by applying "zero-based budgeting" to every hire, ensuring each addition to the workforce delivers high value.

These organizations are superworker companies, speeding by their competition by focusing on how they develop and manage their superworkers. For recruiters, this means asking

25 *Talent Acquisition at a Crossroads: The Talent Climate Series*/The Josh Bersin Company, 2024.

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critical questions to their leaders like: Do you need more people? Or do you need new capabilities? For the latter, the goal is to seek individuals who bring "multiplicative value," not just "additive value."

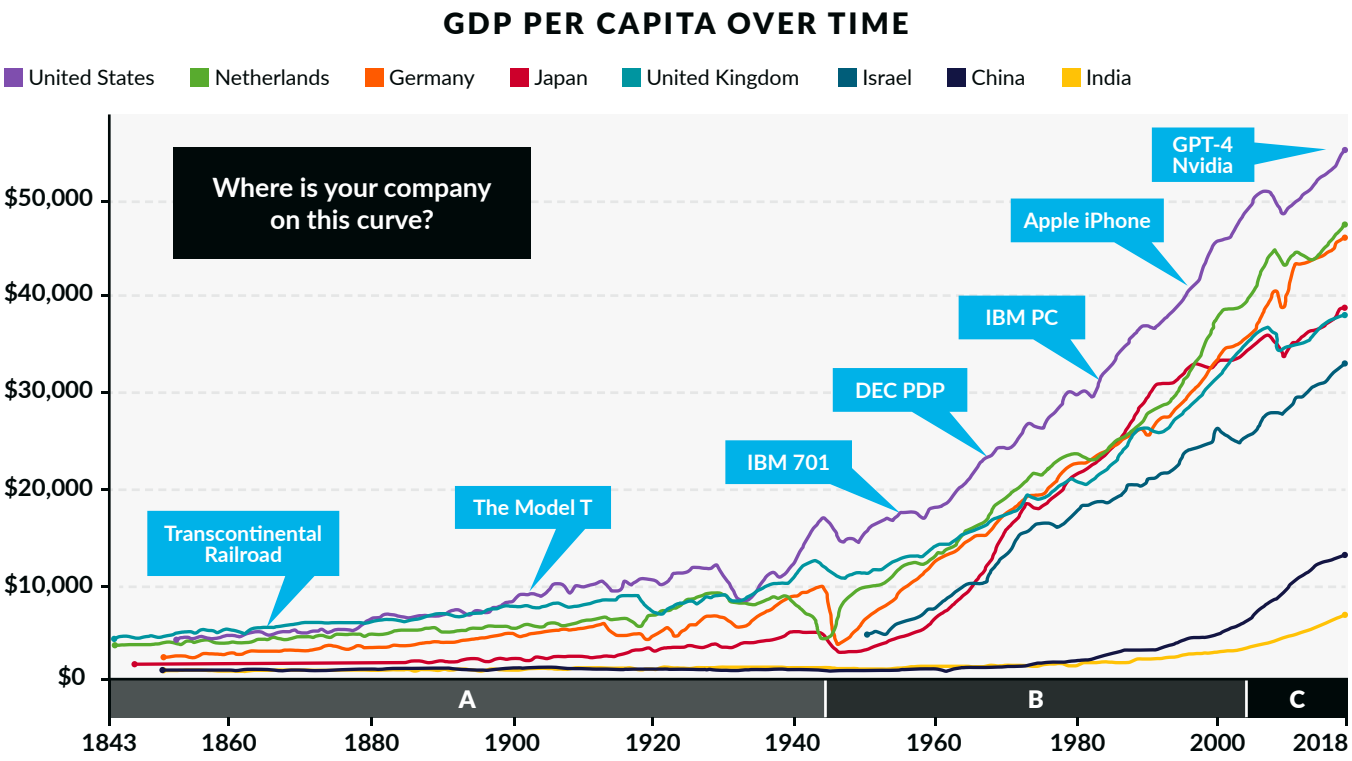
As our Dynamic Organization research points out, superworker companies aren't just smart but also operate as meritocracies. They continuously adapt, prioritize internal mobility, foster growth in diverse ways, and hold people accountable despite a highly flexible model.[26]

Creating Force Multipliers

As you focus on productivity and AI to drive growth, it's essential to recognize the outsize impact of highly effective superworkers, whom we call "force multipliers." These individuals should be paid and rewarded with opportunity and influence.

Our research, published in *Harvard Business Review*, explains how to use the idea of hyperperformers to drive talent density, exemplified by Netflix, OpenAI, and many other leaders.[27]

Figure 6: Productivity over Time



A 100 Years → 200% Increase *($5,000 to $15,000)*

B 60 Years → 200% Increase *($15,000 to $45,000)*

C 15 Years → 200% Increase *($45,000 to $135,000)*

Source: The Josh Bersin Company, 2025

26 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

27 "Boost Your Team's Productivity by Hiring Force Multipliers," Josh Bersin/*Harvard Business Review*, November 7, 2024.

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Using Talent Intelligence for Insights

Talent intelligence is becoming an invaluable tool for strategic decision-making. It provides insights such as:

- What are the critical skills we're missing?
- What technologies and skills do our competitors use?
- Where are there obvious adjacent skills in legacy teams?

By answering these questions, organizations can identify gaps and empower employees with direct access to career-enhancing solutions like Eightfold AI, SeekOut, Gloat, and SAP to facilitate internal development. Our research shows that talent intelligence is now a strategic competitive advantage used by superworker companies that invest in these solutions.[28]

Rethinking Pay, Rewards, and Performance

Pay and rewards strategies have not kept pace with economic and workforce changes.

Over the past four decades, automation has created a "have" and "have-not" economy in many countries. In the United States, men with just a high school degree earned less in 2019 than they did in 1979, and the percentage of Americans who make more money than their parents dropped by 40%. With roughly 70% of workers expressing concern about automation, wage-related issues are likely to remain prominent throughout the year.

Enter a new domain: systemic rewards—rethinking pay and rewards around role, skills, and output, not just tenure, level, and title.[29]

The Superworker Effect on Wages

If AI improves productivity (revenue or service level per person), its real value is not job displacement but in enabling greater scale, speed, and customer value. Our superworkers are achieving higher output than ever before. So rather than think of AI as "worker replacement," think of it as a way to make each job more important. As productivity rises, so, too, should wages.

A New Era for Rewards

Most companies have a traditional approach to rewards.[30] Pay is tied to job family, level, managerial responsibility, and tenure. These outdated models need to evolve.

In a superworker company, do legacy pay bands make sense? Imagine a Starbucks worker who can deliver twice the level of service in the same amount of time. Should their pay remain unchanged? To address these challenges, companies should adopt systemic rewards, which better reflect the realities of the superworker (see Figure 7 on the next page).

Reimagine Performance Management

How should we manage performance in a workforce of superworkers, where high performance is the norm?

In the 1970s and 1980s, we used forced ranking and competitive assessments to drive performance. Employees were rated on a 1 to 5 scale, and only 10% of people were allowed to receive the highest rating. The goal was to weed out poor fits and force managers to differentiate between performances.

In a company of superworkers, where every employee is empowered by AI and skills, we should consider a model where every employee could reach a 1 or 2 in performance. Instead of focusing on comparing and eliminating low performers, we should aim to train, provide new opportunities, and allow each employee to drive value in their own personal way. This approach creates talent density and drives up revenue per employee, productivity, engagement, and retention.[31]

Our Dynamic Organization research shows that companies that reskill, redeploy, and empower people at all levels are 31× more likely to be market and financial leaders in their industry.[32] These companies are, indeed, unleashing the power of the superworker organization.

28 *Enterprise Talent Intelligence: Applying Skills Technology and AI at Work*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

29 "The Changing Face of Total Rewards," Josh Bersin Academy course.

30 *The Definitive Guide to Pay and Benefits: The Road to Systemic Rewards*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

31 "Performance Management Reimagined," Josh Bersin Academy course.

32 *The Definitive Guide to Building a Dynamic Organization*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

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Figure 7: From Total Rewards to Systemic Rewards

Traditional Rewards	Systemic Rewards
Pay seen as a cost factor to minimize	Rewards seen as an investment in productivity
No stated rewards strategy	Business-aligned, well-communicated rewards strategy
Benchmarking and "copy-and-paste" approach	Personalization and listening to identify the right rewards
Linear, slow career progression rewarded	Cross-functional careers rewarded
Individual performance emphasized	Team performance matters more
Rewards and pay practices never revisited	Quarterly pay reviews and bonus payouts
Manager discretion trumps everything	Pay equity is paramount
Many different disconnected benefits	Fewer targeted, personalized benefits
Focus on adding more traditional benefits	Focus on flexibility, career, and recognition
Minimal pay for performance, done with base pay	Significant differentiation for performance, using variable pay
Performance levels are arbitrary	Performance levels are clearly defined, based on specific goals
Rewards team is siloed and isolated	Rewards team works in systemic ways with all other functions
Compensation team is accountable for rewards	Every leader takes accountability to use rewards for ROI
Rewards and pay levels are a secret	Rewards and pay levels are transparent to everybody

Source: The Josh Bersin Company, 2025

Rolls-Royce: AI-Driven Change for Engineering and Knowledge Management

Rolls-Royce, a century-old company providing jet engines, nuclear systems, and defense products, is facing an aging workforce. Despite the availability of top engineering talent, it takes years for new engineers to master Rolls-Royce systems. To address this, the CEO made two key decisions: (1) centralizing engineering to facilitate skill-sharing and cross-training and (2) tasking HR with creating a new onboarding and skill-building model.

The HR team is now developing an AI-based learning and knowledge management platform to support real-time updates, allowing engineers to ask questions, take courses, and engage in projects. This platform aims to transform how new engineers learn, act as an "AI mentor" for staff development, and enhance collaboration among senior engineers. This, in turn, will enable the company to redesign work processes with AI and reskill around using the AI knowledge base, supporting every engineer to become a superworker in their profession.

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3 Refine Leadership, Culture, and Employee Brand

Superworker companies thrive on change, so they need an accountable, inclusive, and empowering culture. Unlike past technologies, many new AI innovations will be developed from the bottom up, with frontline employees helping us identify what to change.

Core to this issue is your leadership model and values framework. Fast-moving companies excel through accountability, empowerment, learning, experimentation, and inclusion. Managers who lead AI redesign initiatives need to be highly connected within the company, understand customer needs, and be adept at driving change.

A Leadership Model in the Age of AI

Here are several leadership topics to consider:

- Ensure your leadership understands AI, along with its capabilities and limitations.
- Encourage leaders to foster innovation at the front line.
- Challenge leaders to "do more with the same" and think about productivity, not just hiring.
- Maintain a focus on inclusive growth, because superworkers can come from any area or demographic.
- Decide how to balance execution vs. reinvention, with a framework for risk-taking while maintaining existing operations.
- Invest in AI risk management and teach leaders about cyber-risks, AI risks, and data risks—and support teams with plans to build sustainable, trusted systems.

Innovation at the Core, Not the Edge

For years, management thinkers taught us to incubate new ideas in R&D, skunk works, or small innovation teams. While this approach should continue, AI is now enabling innovation across all line operations.

Consider that every white-collar employee is already experimenting with AI through ChatGPT, MS Copilot, or another consumer tool. They are already finding ways to reinvent work and are full of ideas.

In this cycle, we recommend you empower line teams to find new ways to use AI, while simultaneously evaluating larger AI systems. This approach will accelerate your AI expertise and facilitate reinvention across every operating group.

While leadership is evolving, the fundamental principles of human-centered leadership are enduring. We encourage you to read *Irresistible: The Seven Secrets of the World's Most Enduring Employee-Focused Organizations*[33] and take our Human-Centered Leadership course to learn more.

Business-Centered DEI

Inclusion remains important. While the term "DEI" has fallen out of favor, companies will still have superworkers from all genders, ages, races, and nationalities. Some of the best ideas will come from new employees or remote workers. Therefore, we need to continue our focus on inclusion and listening at all levels.

Instead of pushing DEI as a social or political agenda, it should be framed around respect, fairness, inclusion, and psychological safety.[34] We want to encourage experimentation, new ideas, and growth. New experts will emerge, and they may be young, look different, and not fit the traditional corporate mold.

And this includes fair pay. Our research finds that pay equity is lagging in most companies, with only 1 in 20 being successful at it.[35] The goal is not to "pay everyone the same," rather, it's a focused strategy to eliminate pay variations that correlate to nonperformance issues. We want to pay superworkers based on market conditions, skills, output, and benchmarking against peers.[36]

Embracing Employee Activation at Scale

We're in a unique time in the labor market. While the unemployment rate is low, employee satisfaction is lagging. New research by Adecco shows that 40% of employees feel burned

33 *Irresistible: The Seven Secrets of the World's Most Enduring Employee-Focused Organizations*, Josh Bersin/Ideapress Publishing, October 25, 2022.

34 *Elevating Equity: The Real Story of Diversity and Inclusion*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021 and "Elevating Equity," Josh Bersin Academy course.

35 *The Definitive Guide to Pay Equity*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

36 Ibid.

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out, 76% expect their employers to train them for AI enablement, and a surprising 23% believe AI has already made their work less relevant. Employees are worried and expecting to see change.[37]

As job-hopping slows, employees are now filled with expectations. What better solution than to "activate" this concern and get employees involved in the transformation. This is exactly what superworkers want to do.

Our Employee Listening research[38] shows a major shift from surveys to active listening and action programs. Rather than hope that surveys provide valuable insights, it's time to train and empower managers to listen to employees and respect their feedback, opinions, and advice. Our studies show that the best ideas for change come from the front line. That's what employee activation is all about. (Listen to learn more about employee activation here.)

Revisiting Your Employment Brand

As technology evolves, job-seekers look for companies that lead in innovation. What is the "deal" your company offers employees? It may be time to take a fresh look.

One of our largest clients recently shifted their employment brand from "A Spectacular Employer Well-Known and Respected" to "A Place to Learn, Grow, and Lead." Why? Because job candidates are becoming more discriminating and increasingly looking for opportunities for growth.

Given the demand for inflation-adjusted pay, flexibility (e.g., remote work), and development, companies need to reevaluate their benefits offerings.[39]

Many companies are forcing employees back into the office. Despite this approach, almost every study shows that people do not want to waste time commuting for no reason. Yes, there are benefits to being together, but companies need to rationalize these policies.

Job candidates flock to companies that keep them ahead. The Adecco research shows that 60% of workers select an employer based on the company's ability to "help them stay competitive in AI because they worry about their jobs.[40] Use your transformation as a recruiting tool.

Global Automaker Shifts to Becoming a Superworker Company

A top-five automaker needed to establish a battery manufacturing plant in Europe to support its expanding EV business. After evaluating several locations, the company decided to repurpose a soon-to-be-closed fuel-powered engine factory in northern France.

Although the skills for battery production differ from those for internal combustion engines, the company realized it could retain, redeploy, and reskill its workforce by building the new plant in the same small town. The French government's support further facilitated this transition.

The strategic collaboration between the CEO, CFO, and CHRO enabled the company to get immediate support from labor unions. People are flocking to training for new roles, and the manufacturing plant is ahead of schedule.

This transformation exemplifies the superworker company model: empowering manufacturing workers to reinvent themselves for personal growth, professional success, and superior high performance.

4 Accelerate the Shift to Systemic HR®

We must also harness the power of AI to HR itself. As a service, support, and advisory function, HR is ripe for AI transformation. This leads us to the principles of Systemic HR, a new operating model for the function.[41]

Systemic HR[42] integrates HR's functional silos into a cohesive system, emphasizing cross-training to evolve HR from a "service delivery" to a "problem-solving" function. Companies at low levels of the maturity model treat HR as a cost center, compelling their teams to rationalize solutions to the basics. Companies at higher levels operate as consultants, directly helping the business to transform (see Figure 8 on the next page).[43]

37 *Working through change: Adapting to an AI-driven world of work (Global Workforce of the Future 2024)*, The Adecco Group, 2024.

38 *Employee Activation: The Next Step in Employee Listening*, Josh Bersin and Julia Bersin/The Josh Bersin Company, 2024.

39 *The Definitive Guide to Pay and Benefits: The Road to Systemic Rewards*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

40 *Working through change: Adapting to an AI-driven world of work (Global Workforce of the Future 2024)*, The Adecco Group, 2024.

41 "Introducing The Systemic HR® Initiative," Josh Bersin/joshbersin.com, December 7, 2023.

42 "The Emergence of Systemic HR®," Josh Bersin Academy mobile microcourse.

43 *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

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Figure 8: The Systemic HR® Maturity Model



Source: The Josh Bersin Company, 2024

Operationalizing Systemic HR

As AI tools and talent intelligence systems flatten and integrate HR data, every company has to stop thinking of HR as a set of siloed "services" and integrate the team as a set of offerings and consultative problem-solvers (see Figure 9 on the next page).[44]

In 2025, AI can start delivering a systemic view of your company through what we call "systemic business analytics."[45] This approach unites talent acquisition, onboarding, career development, L&D, and leadership functions to solve business problems with cross-functional teams instead of optimizing domain siloes.

A core role in Systemic HR is the HRBP. It's time to upgrade this role by giving HRBP superworkers integrated, AI-based analytics tools and helping them learn to become consultants instead of order-takers.[46]

Companies like LEGO, TomTom, Mastercard, NewYork-Presbyterian, Providence, OLX, Telstra, and ING have already made the shift toward a more systemic, integrated HR model.

Our research, assessment, and tools for Systemic HR are designed to help you make this transformation. Additionally, Galileo can teach you how to build Systemic HR solutions across all areas of the HR function. To develop the expertise and perspective necessary for this shift, make sure you're leveraging the Josh Bersin Academy, which provides comprehensive training across every facet of HR.

Investing in HR's AI Skills

Superworker companies are defined by the strength of their people and culture, especially as AI tools become commodities. Thus, the strength of HR capabilities is more important than ever.

44 *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

45 *The Definitive Guide to People Analytics: The Journey to Systemic Business Analytics*, Josh Bersin, Stella Ioannidou, and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

46 *The New HR Business Partner: Essential for Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

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Figure 9: The Shift to Systemic HR

Traditional HR Operating Model	Systemic HR Operating System
Service delivery	Consulting and product offerings
Low cost	High value
Independent centers of excellence	Integrated cross-functional teams
HR business partners as advisors	HR business partners as consultants
Staff trained in individual disciplines	Staff trained as "full-stack" professionals
Users drive demand	Data and intelligence drive demand
Goal: operations and compliance	Goal: transformation, productivity, growth

Source: The Josh Bersin Company, 2023

How will you train your entire HR team to understand the capabilities, operations, and features of AI? This should be a major investment in 2025.[47]

Many people outside of the HR field underestimate its complexity, but the reality is far different. HR encompasses over 250 distinct roles, 96 capabilities, and 400 skills.[48] In a world where time-to-market, execution, and leadership are highly dependent on human capital, the HR function must demand excellence in all its operations. Achieving this requires learning, developing, and investing in HR professionals and the HR brand.

Yet, HR teams receive a fraction of the money and time invested in sales, operations, and other roles. For example, a large consulting company might spend $5,000 a year on professional development per consultant and just $500 per HR professional.

On average, companies employ about one HR professional for every 100 employees, so HR represents roughly 1% or less of total payroll. These individuals are tasked with hiring, training, supporting, and inspiring every employee and leader in the company. For such critical, ever-changing responsibilities, HR must be empowered with continuous development.

Effective strategies include cohort-based learning, participation in capability academies like the Josh Bersin Academy, collaborative discussions, and continuously rethinking HR to become more technology-enabled, impactful, and strategic in the company.

Doubling Down on Trust

In 2025, AI tools will be widely used in recruiting, employee sentiment analysis, pay equity, bonus decisions, performance evaluation, development planning, and promotions. But how do employees know if they can trust the systems in these career-critical decisions?

This is where HR professionals step in. Unlike managers, AI systems can't explain the reasoning behind their decisions. Therefore, HR professionals must understand these tools and make sure they're loaded with accurate, reliable information. In 2025, HR teams will be asked to take ownership of the trust and quality of our AI assistants and agents: managing the corpus, constantly fine-tuning them, and thoroughly testing the accuracy and reliability of all the AI tools supporting HR superworkers.

47 "Artificial Intelligence in HR," Josh Bersin Academy course.

48 *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

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Note: a survey in November 2023 found that 55% of employees trust AI tools more than managers for pay and performance decisions.[49]

Rethinking and Reengineering L&D

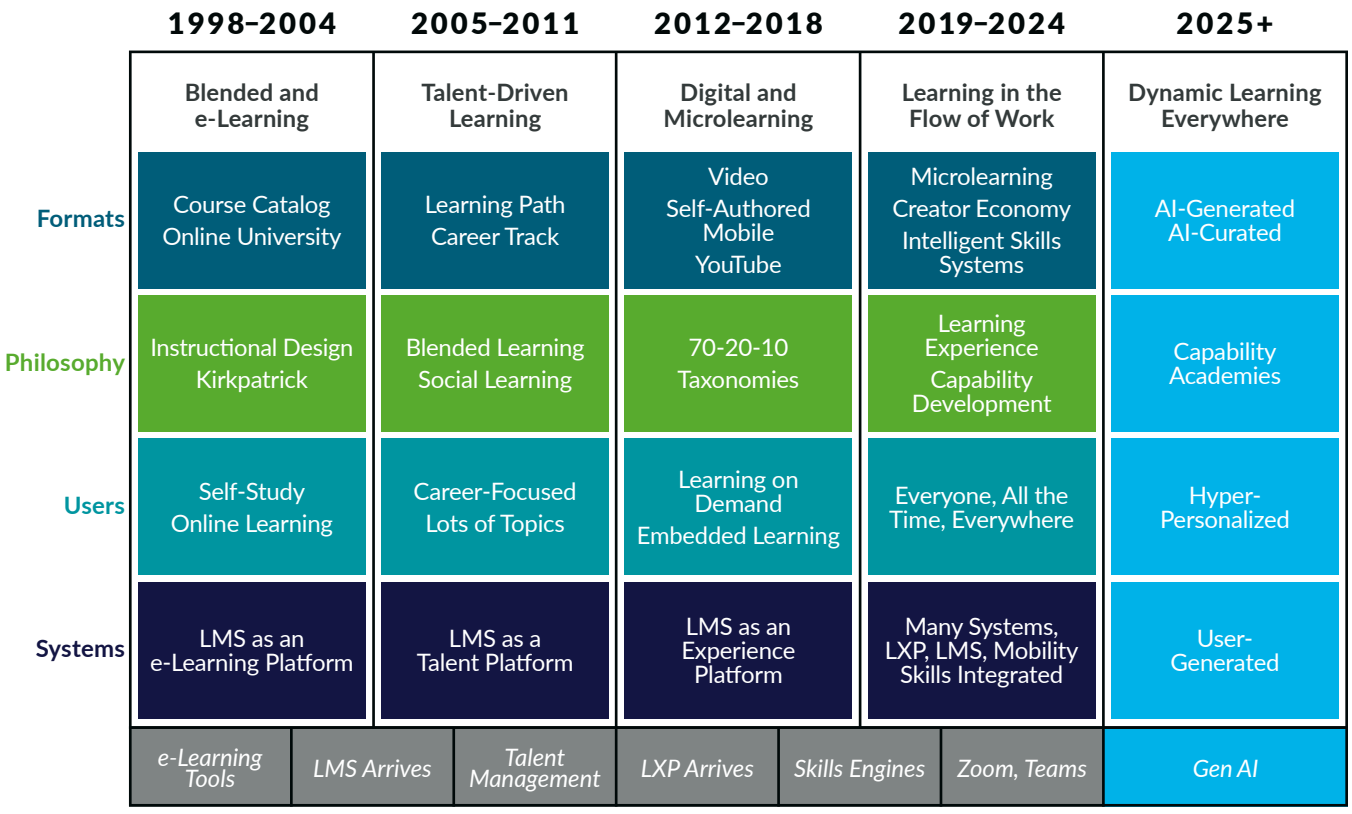
For the first time in two decades, we have tools that can revolutionize corporate learning. In 2025, organizations should lean into this new market and strongly consider a major revamp of their L&D tech stack and operations. These new AI-based L&D tools will enable companies to:

- Generate content quickly from a large corpus of documents
- Modify and dynamically change content based on learner activity or level of knowledge
- Update content in minutes instead of months
- Provide employees with a hyperpersonalized experience
- Enable employees to learn based on their schedule or preferences (mobile, online, simulation, voice)
- Greatly reduce the expense of graphics, interactivities, simulations, and other advanced learning experiences

Groundbreaking ideas like learning in the flow of work, microlearning, mobile learning, video/e-learning, adaptive learning, and gamified learning are suddenly possible at a low to modest cost, enabling organizations to completely reimagine the learning function and align it with the needs of the workforce. See Figure 10.

In 2025, companies will have an exciting opportunity to enhance their existing systems, rather than replacing them entirely. Organizations can build new learning experiences on top of the legacy learning management system (LMS) and

Figure 10: The Evolution of Corporate Learning



Source: The Josh Bersin Company, 2025

49 "AI in HR: Over 50% of workers trust AI more than human HR pros," servicenow.com.

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learning experience platforms (LXPs) by incorporating tools like chatbots and dynamic learning portals. These can be aligned to roles, topics, functional operations, or other dimensions.

Key considerations for this transformation include corpus management; dynamic skills models; automated credentialing; and how to build backend processes that deliver amazing experiences at scale with regular updates. Leading companies will invest in this space during the year instead of assuming that incumbent vendors have precisely what they need.

We will be launching major research and new offerings for L&D in 2025.

5 Rethink the HR Tech Stack with a New Product and Ops Roadmap

Superworker companies will leverage AI assistants and agents to finally free the HR tech stack from cumbersome backend systems, turning them into productivity accelerators and fundamentally redesigning the employee experience.

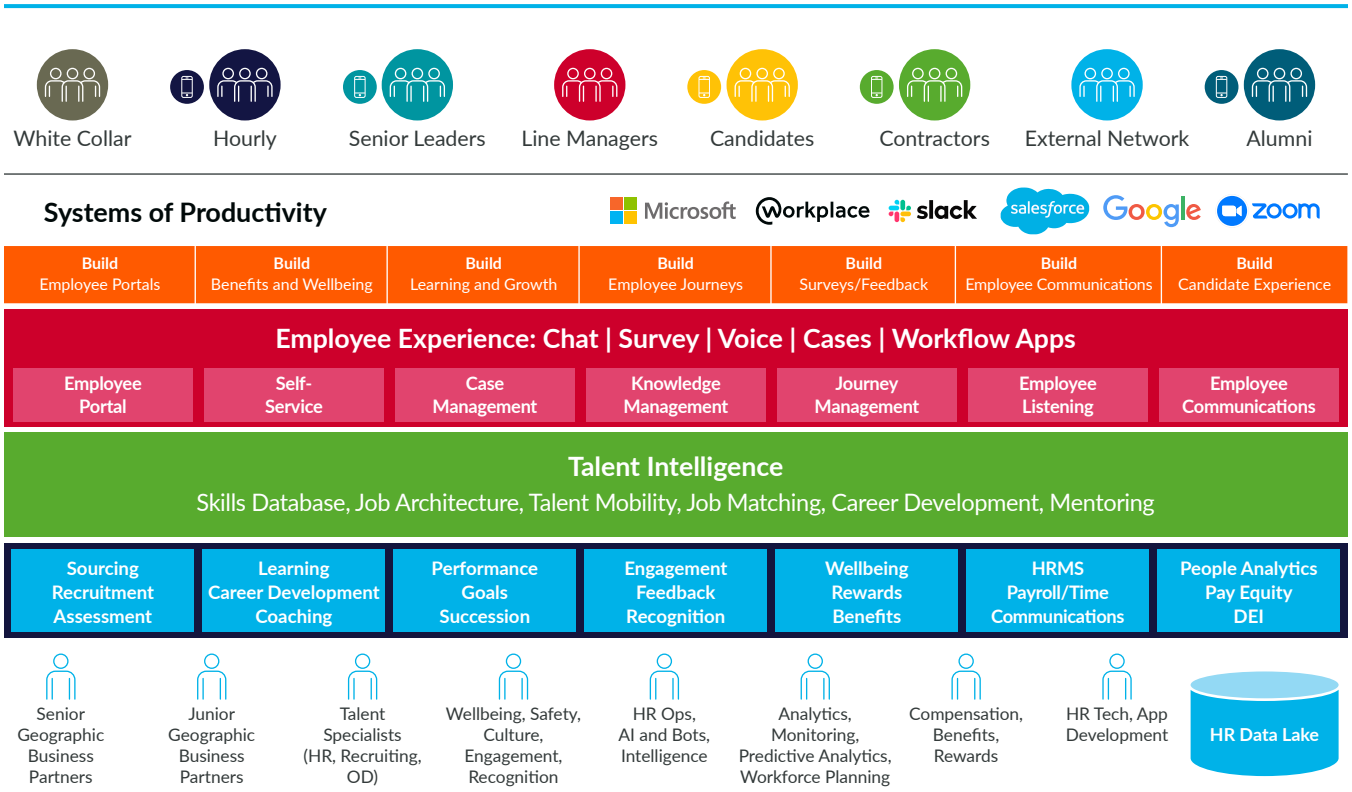
Redesigning the HR Tech Stack

For decades, HR technology has been built around the HCM or payroll platform, leading to a proliferation of fragmented tools—applicant tracking, learning management, employee self-service, and dozens of other layers. Each of these new categories grew out of transactional needs that core vendors left out, leaving us with a "kitchen drawer" of tools, platforms, and systems. See Figure 11.

While AI is not yet a panacea, it has the potential to cut through this mess. Rather than continually layering on more innovative applications, each of which becomes a new system of record (and another system for employees to figure out), agentic AI can integrate and streamline all these processes. That's where this world is going.

In 2025, HR will feature integrated AI agents in every major area, like recruiting, L&D, career management, and employee service. These agents will act as digital coaches that do onboarding and help new managers; copilots that help us

Figure 11: Current HR Technology Stack



Source: The Josh Bersin Company, 2025

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with learning and new skills, and intelligent systems that understand what we're doing to give us nudges, suggestions, and customer-centric interfaces to save us time. See Figure 12.

The core of this reimagined tech stack will be talent intelligence systems, because these systems store all the interrelated information about employees. Traditional HCM platforms will evolve to incorporate new, enriched datasets.

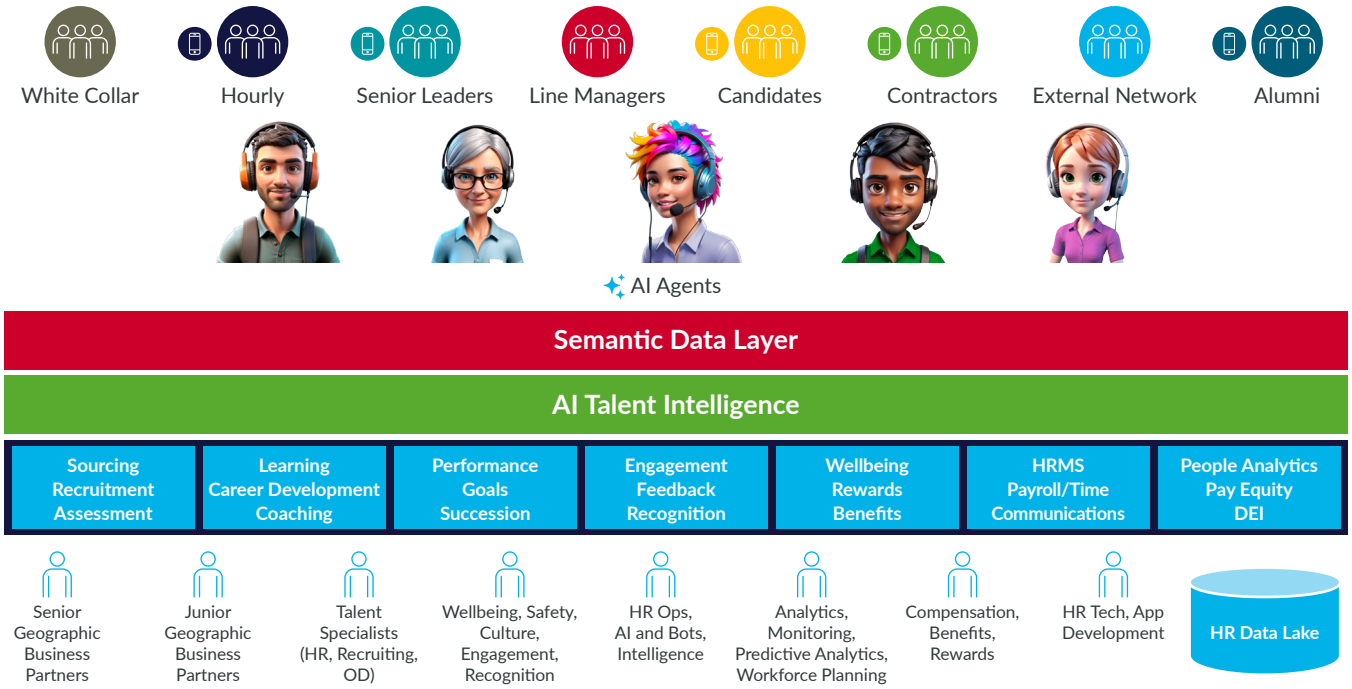
The AI-powered HR tech stack will include:

- Recordings of interviews, meetings, company communications, and education
- A knowledge management corpus of process, pricing, how-to, and compliance rules
- Performance information and developmental advice, customized to each person
- Pay, rewards, and benefits information made understandable and easy to analyze
- A completely revamped L&D and talent acquisition stack, with agents that take over large numbers of manual tasks
- Information and AI-driven advice on succession, leadership, compliance, and other important processes

The core HCM platforms are not going away, and these vendors are not sitting still. Yet, there is a fast-moving horse race, which has started to build the new "army of agents" to replace this legacy environment.

Remember that most existing HR technology was built on a transactional architecture. It required programming and training so employees could use it, essentially locking them in a process and workflow they cannot change. With AI, the workflow can be personal, and employees can ask questions, suggest actions, and work with the platform to get their work done. (Read our *AI in HR Trailblazers and 2025 HR Tech Outlook*[50] for vendor names.)

Figure 12: The New HR Technology Stack



Source: The Josh Bersin Company and OpenArt.ai, 2025

50 "AI Trailblazers," joshbersin.com and *HR Technology 2025: AI Redefines the Landscape*, Josh Bersin/The Josh Bersin Company, 2024.

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Investing in AI Agents

While we're all excited about AI agents, their development will take time. Each company operates with unique global processes, which means that much of the effort will involve building and customizing agents from vendors. We strongly recommend using tools like MS Copilot, Galileo, Joule (from SAP), Vee (from Visier), Bryte (from UKG), or Now Assist (from ServiceNow) as building blocks for your solutions. While many AI features may be embedded in core systems, flexibility and the ability to customize are essential, especially since the market is so young.

Some vendors already offer highly advanced solutions. Paradox has virtually reinvented recruiting, using conversational agent technology to dramatically reduce cost, time, and complexity of talent acquisition. Eightfold AI, SeekOut, Gloat, and Phenom are reinventing talent sourcing, skills analysis, and internal mobility with highly advanced talent intelligence systems unavailable in HCM platforms. And Sana Labs, Docebo, and others have built new AI-based L&D platforms from the ground up that we believe could dramatically simplify and speed up your ability to drive learning, knowledge management, and credentialing solutions.

While the trajectory of these developments is uncertain, it's clear that core vendors like Workday, SAP, Oracle, ADP, and UKG are actively adapting. Despite their reliance on legacy technology, these companies are developing new AI-based platforms to remain competitive. It's not possible to predict the winners, but history shows that market shifts often create entirely new leaders. Organizations will need to carefully evaluate how much they want to bet on new vendors.

Emerging Categories and Opportunities

New categories are coming. Dozens of vendors are building leadership coaches, change coaches, and other AI agents for development, wellbeing, and support. Many companies will experiment with them, and it's likely these agents will talk with each other. It is not probable that one "master agent" will do everything. HR and management are just far too complex for this to happen.

Disruption of Content Markets

Content markets will undergo disruption. Traditional approaches of licensing training courses, documentation, compliance forms, and other legal information may shift. Instead of licensing content and storing in a portal, vendors will "connect it to our agents," as The Josh Bersin Company has already done in Galileo. Some content vendors will have agents of their own, creating "agent chaos," which the market will need to address.

Simplified Analytics

Analytics will become far easier. As we describe in our People Analytics research[51], products like Vee, Joule, and Galileo can aggregate, analyze, and produce meaningful information without the need for weeks of SQL coding, extraction programs, and data dictionary projects. While data architects and data quality managers will remain essential, the reliance on outdated reporting tools will end.

Other Agentic Systems

AI will significantly expand the capabilities of HR-related systems, introducing new categories and transforming existing ones. These systems will include:

- **Employee self-service agents:** These agents will replace or complement existing portals (SAP and Workday may deliver something that works here)
- **Onboarding agents:** These customizable agents will cater to high-volume positions, customized to individual employee needs
- **Performance management agents:** These systems will support reviews, goals, and pay adjustments
- **L&D agents:** These agents will find and deliver onboarding and training (including knowledge management agents)
- **Digital coaches for leaders:** Management and supervisory agents are being designed for leaders, built on the company's leadership practices, models, and processes
- **Recruiter agents:** These agents will handle tasks such as job creation, sourcing, and interview management in a highly integrated way

Ideally, these diverse agents can be integrated into a platform like Galileo, Joule, MS Copilot, or Now Assist to streamline employee experience. In 2025, partnering with IT will be critical to evaluate different platforms and develop a strategy. Over time, this technology will merge with and replace HCM, so ask agent providers about their plans to integrate with backend systems.

51 *The Definitive Guide to People Analytics: The Journey to Systemic Business Analytics*, Josh Bersin, Stella Ioannidou, and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

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Rethinking HR Tech Operations

As agentic and superintelligent AI continues to evolve, it's crucial to reassess your team as follows:

- **Work very closely with IT:** Ensure the HR best-practice tools you select fit into the company's AI and data infrastructure.
- **Consider new roles of AI trainer, AI monitor, and AI coach:** These positions will oversee data management, maintain system security, and establish rules for user-created content.
- **Carefully look at vendor dynamics:** In a rapidly evolving market, many vendors may rise, fall, or consolidate. Invest in an HR tech architect to evaluate and gain insight into promising vendors.
- **Build custom solutions:** While vendor solutions are advancing rapidly, many companies see AI as an opportunity to take control of their tech stack. Creating your own tools may create more flexibility and value and save you legacy recurring fees tied to a single platform.
- **Train, educate, and develop superworker teams.** Make sure you stay informed about vendor roadmaps, technological advancements, and market trends.

Conclusion: The Rise of Superworkers Has Arrived

There's no question that AI, with all its manifestations, will dramatically change every business function—from customer experience to manufacturing, sales, and distribution to marketing, financial operations, and HR.

The big question revolves around people: how do we train, redeploy, empower, and reward the workers? Our position is that people will remain the most critical source of value. The rise of the superworker is a new way of thinking. Rather than viewing AI as an automation technology, it is preferable to see it as a means of empowerment, enabling employees to add more value, create more output, and deliver services to customers in deeper and more enduring ways.

One thing is clear: HR leaders and CHROs have a new mandate. Now is the time to tightly integrate the HR team with the business in order to drive the job redesign and new talent architecture for AI transformation. Leading organizations like Standard Chartered, Spotify, Telstra, and others have promoted the CHRO to a "chief strategy officer" position, enabling the HR team to interlock with job and process redesign throughout the company.

The year 2025 will be a transitional year that challenges many of our traditional HR practices. Embrace this transition to become a superworker, and redefine HR as a critical agent of change.

We hope this report is educational and helpful, and we stand ready to help you throughout the exciting journey ahead!

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About the Author



Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the "home for HR." In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, and *CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research, tools, and advisory services to help HR leaders and professionals address the ever-evolving needs and challenges of today's workforce. We cover all topics in HR, HR technology, talent, and corporate learning, with a special focus on the professional development of HR teams.

Our corporate membership program provides HR leaders and teams with the skills, strategies, benchmarks, and insights to build cutting-edge HR and people strategies through research, assessments, professional development, exclusive events, and community. Corporate membership also includes access to Galileo™, the world's first AI-powered expert assistant specifically developed for HR. Trained on 25 years of The Josh Bersin Company's research, insights, and expertise and enriched by carefully curated material from our trusted content partners, Galileo unlocks information from over 50,000 verified assets to answer any HR-related question with timely and meaningful answers.

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